



**Board Meeting Agenda
April 27, 2026 at 6:30 pm**

In Person	Boardman City Hall, 200 City Center Drive, Boardman, Oregon, 97818
Microsoft Teams	Join: https://teams.microsoft.com/meet/214098326583808?p=nTD5R6xvL2WeWdTQDZ Meeting ID: 214 098 326 583 808 Passcode: ui6WK6ag

- 1. Call to Order and Pledge of Allegiance**
- 2. Public Comment (Maximum of 3 minutes per person. Maximum of 30 minutes for comments)**
- 3. Approval of Meeting Minutes**
 - A. March 30th , 2026 meeting
 - B. April 10th, 2026 Special Meeting
- 4. Consent Agenda**
 - A. CEO Dashboard – Bob Houser
 - B. Quality Report- Dr. Emily Jack- Report will be given at May meeting.
 - C. EMS Stats – Jodi Ferguson
- 5. Reports**
 - A. CEO Report – Bob Houser, CEO, FACHE
 - B. Financial Report – Rick Worden, CFO
 1. Update on budget process
- 6. Med Staff Report –**
 - A. **Approve Staff Privileges - Re-Appointment of:**
 1. None
 - B. **Approve Staff Privileges - Appointment of:**
 1. None
- 7. Old Business**
 - A. Morrow County Health District Bylaws – For board review.
- 8. New Business**
 - A. Approval of new CEO contract
 - B. New CEO start date agenda
 - C. Current CEO extension to contract
 - D. Hospital Week – May 11-14th

Promise of Excellence

Compassion: Being motivated with a desire to assist patients and staff with empathy and kindness and committed to going the extra mile to ensure patients and staff feel comfortable and welcomed.

Respect: Recognizing and valuing the dignity and uniqueness of everyone. Respect creates a work environment based on teamwork, encouragement, trust, concern, honesty, and responsive communication among all employees and our patients.

Integrity: Encompassing honesty and consistently adhering to the principles of professionalism and accountability with our patients, fellow employees, and community partners. Integrity is at the heart of everything we do.

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- 9. Executive Session:** Members of the news media may attend executive sessions, with limited exceptions. News media are instructed not to report about what happened in executive sessions.
- A. Discussion of negotiating district real property transactions to be held under ORS 192.660 (2)(e)
 - B. Discussion concerning certain trade or commerce regarding Boardman Immediate Care Clinic to be held under ORS 192.660 (2)(g)

10. Return to Open Session

11. Adjourn

- 12. Next meeting to be held on May 18th, 2026 @ Morrow County Grain Growers, 350 Main Street, Lexington, OR 97839 (This meeting is earlier due to Memorial Day Holiday on the 25th of May).**

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Meeting	Board of Directors		
Date / Time	March 30, 2026, 6:30 pm	Location	Pioneer Memorial Clinic 130 Thompson St, Heppner, Oregon 97836 Microsoft Teams
Chair	Janet Greenup	Recorder	Natalia Wight
Board Members	Present: Janet Greenup, Jason Hanna, Russel Nichols, Annetta Spicer, Lisa Pratt		
Attendees	Staff: Bob Houser, Natalia Wight, Jodi Ferguson, Rick Worden, Dr. Emily Jack, Caroline Scrivner, Sheryl Angell, Staci Hedman, Lisa Spencer, Jamie Houck, Katelin Tellechea, Tina Montgomery Press: Gazette Times Guests: N/A		

<p>Mission Bring essential health services to our rural communities that meet the unique needs of the people we serve.</p>	<p>Vision Be the first choice for quality, compassionate care, and lead the way in promoting wellness and improving health in our communities.</p>	<p>Values Integrity, Compassion, Quality, Respect, Financial Responsibility</p>
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Agenda Item	Minutes
1. Call to Order & Pledge of Allegiance	Chair Janet Greenup called the meeting to order at 6:30 pm. Chair Greenup swore in new Board member Lisa Pratt at 6:31 pm.
2. Public Comment	<ul style="list-style-type: none"> • None
3. Approval of Meeting Minutes A. February 23, 2026	Amendments to minutes included a typo in section 5, B, misspelling in section 7, A and typo in section 8, A. MOTION: Russ Nichols moved to approve the minutes for the February 23, 2026, meeting with the amendments. Jason Hanna seconded the motion. The motion passed unanimously by all Board members present.
4. Consent Agenda A. CEO Dashboard – Bob Houser B. Quality Report – Dr. Jack C. EMS Stats – Jodi Ferguson	A. Bob Houser discussed the CEO Dashboard (see packet). Houser noted the HR turnover rate decrease on the dashboard at 3.6%, with the vacancy rate decreasing to 6.90%, and no newly created open positions for the month. Nichols noted that he was pleased with the turnover rate percentage. Houser reviewed financial numbers on the dashboard, stating days in A/R is down and dropping, days cash on hand is approximately at 29. Houser reviewed clinic stats, noting that these stats do not include Behavioral Health visits, but those stats have been provided to the Board. Houser discussed the NRC Survey results noting that both PMC and ICC have exceeded the NRC benchmark of 86.7% with PMC at 91% and ICC at 94.7% for February. Discussion regarding PMH survey results being hard to track due to low volume of inpatient visits/completed surveys.

	<p>B. No quality report this month.</p> <p>C. Jodi Ferguson reviewed the EMS Stats (see packet).</p>
<p>5. Reports</p> <p>A. CEO Update – Bob Houser</p> <p>B. Financial Report – Rick Worden, CFO</p>	<p>A. Houser provided a CEO Update (see packet). Houser shared a part-time contract has been accepted by Family Nurse Practitioner, Nora McDonald. She will work at ICC Wednesdays and PMC Tuesdays and Thursdays. He added the District is still recruiting for two Medical Assistants in Irrigon.</p> <p>Houser noted that he had received 4 Community Benefit Requests to present with a current account balance of \$33,800. \$45,000 was budgeted and \$11,120 has been spent YTD.</p> <p>Houser presented a Community Benefit Request (CBR) to the Board from OSU Extension/Morrow County 4H for an AED unit and choking kits.</p> <p>MOTION: Ann Spicer moved to approve the Community Benefit Request to fund the AED Unit and choking kits for OSU Extension/Morrow County 4H up to \$3000. Jason Hanna seconded the motion. The motion passed unanimously by all Board members present.</p> <p>Houser presented a Community Benefit Request (CBR) to the Board from Boardman Fire for a donation to help in the building of a helicopter pad outside of Boardman Fire Station.</p> <p>Discussion regarding wanting to support this project but need more information on donation amount that Boardman Fire is seeking. Houser will reach out to Boardman Fire to find out the requested donation amount.</p> <p>Houser presented a Community Benefit Request (CBR) to the Board from East Desert Crew Charter of the Iron Order for a donation of \$1500-\$2500 to be used for tubes, helmets, slime, and other youth items to help sponsor a bike safety rodeo.</p> <p>MOTION: Ann Spicer moved to approve the Community Benefit Request to fund the donation for the East Desert Crew Charter of the Iron Order bike safety rodeo of \$2000. Russ Nichols seconded the motion. The motion passed unanimously by all Board members present.</p> <p>Houser presented a Community Benefit Request (CBR) to the Board from Columbia Little League for a donation of \$5000 for equipment, safety gear for catchers and umpires, and essential field improvements.</p> <p>MOTION: Jason Hanna moved to approve the Community Benefit Request to fund the donation for the Columbia Little League of \$2500 and fund a donation to Blue Mountain Little League of \$2500. Ann Spicer seconded the motion. The motion passed unanimously by all Board members present.</p>

	<p>Discussion regarding the motion was held prior to a vote. Hanna proposed splitting the donation between both local little leagues- Columbia Little League and Blue Mountain Little League noting that \$2500 to each league would help pay for new equipment and offer support to the Little League program county-wide.</p> <p>Houser continued his CEO Update by providing information on a training session hosted by SDAO in Pendleton for board members April 14-15 (see flyer).</p> <p>Houser discussed his Executive Team has been named and includes Rick Worden, CFO, Jamie Houck, RN, Director of Hospital Quality and Inpatient Services, Sheryl Angell, DNS, and Katelin Tellechea, Director of Special Projects and Strategic Initiatives. Their first meeting is April 6th at 9am.</p> <p>Houser discussed the Department Head Meeting Minutes from February 24, 2026 (see attached) and noted that these are draft minutes and have not yet been approved.</p> <p>Houser announced that PMC is expected to transition to a 5-day schedule on or around April 13th.</p> <p>Houser discussed his presentation at the Senior Center Luncheon on March 24th noting that it was well received.</p> <p>Houser then reviewed his CEO Itinerary for the next month, which is included in the Board packet.</p> <p>B. Rick Worden presented the Financial Report (see packet). Worden noted that the results are challenging but February has shown some improvement mostly due to a CIP payment of \$500,000 that was unbudgeted. These payments should occur annually for the next 15 years approx. Worden stated that he would like to include revenue volume and timing statistics, will provide more information at April meeting.</p>
<p>A. Medical Staff Report</p> <p>A. Approve Staff Privileges – Re-Appointment of:</p> <ul style="list-style-type: none"> • Amanda Roy, PA-C • Jeremy Logan, MD- CORA • Jason Doye, MD- CORA • Stephany Barreto, MD- CORA <p>B. Approve Staff Privileges – Appointment of:</p> <ul style="list-style-type: none"> • Denas Andrijauskis, MD- CORA • Russel Nichols, MD- Hospice 	<p>A. MOTION: Russ Nichols moved to approve credentials and privileges as presented for Amanda Roy, PA-C, Jeremy Logan, MD-CORA, Jason Doye, MD- CORA and Stephany Barreto, MD-CORA. Ann Spicer seconded the motion. The motion passed unanimously by all Board members present.</p> <p>B. MOTION: Ann Spicer moved to approve credentials and privileges as presented for Denas Andrijauskis, MD- CORA, and Russel Nichols, MD- Hospice. Lisa Pratt seconded the motion. The motion passed unanimously by all Board members present with the exception of Russ Nichols who abstained from voting.</p>
<p>B. Old Business</p> <p>A. None</p>	<p>A. None.</p>

<p>C. New Business a. CEO selection update</p>	<p>A. Houser updated the Board on the CEO position search noting that there are two final candidates. The interview schedule for candidate A is meeting with Department Managers April 2nd at 9:30am, followed by meeting with medical providers at 10:30am. Interview with the Board on April 3rd at 10 am.</p> <p>Schedule for Candidate B is meeting with Department Managers April 9th at 1pm, followed by meeting with medical providers at 3pm. Interview with the Board on April 10th at 10am.</p> <p>Discussion was had regarding the candidates interviews with the Board members. Candidate A will meet with Russ Nichols and Lisa Pratt from 10-10:30am, and Ann Spicer and Janet Greenup from 10:30-11am. Jason Hanna has already interviewed both candidates so will abstain from these meetings.</p>
<p>D. Executive Session</p>	<p>Chair Greenup called Executive Session to order at 7:30 pm under:</p> <ul style="list-style-type: none"> a. Discussion of negotiating district real property transactions to be held under ORS 192.660 (2)(e) b. Discussion concerning certain trade or commerce regarding Boardman Immediate Care Clinic to be held under ORS 192.660 (2)(g) <p>Members of the news media may attend Executive Sessions, with limited exceptions. News media are instructed not to report about what happened in Executive Sessions.</p> <p>Executive Session adjourned at 7:45 pm</p>
<p>E. Return to Open Session</p>	<p>The Board returned to open session at 7:46 pm.</p> <p>MOTION: Russ Nichols moved to approve a cash offer of \$145K for the sale of the Nazarene Church to Sweeney Payton Mortuary, LLC. Ann Spicer seconded the motion. The motion passed unanimously by all Board members present.</p> <p>MOTION: Ann Spicer moved to approve to allow the CEO to hire Architect Jon Anderson, to look at the building in Boardman and update floor plan drawings to gauge the feasibility of a 2-exam room clinic at a cost of \$3-5 thousand dollars. Jason Hanna seconded the motion. The motion passed unanimously by all Board members present.</p>
<p>F. Adjourn</p>	<p>With no further business to come before the Board, regular session adjourned at 7:50pm</p> <p>Minutes taken and submitted by Natalia Wight. Approved _____.</p>

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**Board Meeting Agenda
April 10th 2026 at 12:00 pm**

In Person	Pioneer Memorial Clinic Conference Room, 130 Thompson Ave, Heppner, OR 97836
Microsoft Teams	Join: https://teams.microsoft.com/meet/266918348059087?p=wgFC8dqDCH17vs6b1K Meeting ID: 266 918 348 059 087 Passcode: Ho63Zg9m

1. Call to Order and Pledge of Allegiance

2. Executive Session: Members of the news media may attend executive sessions, with limited exceptions. News media are instructed not to report about what happened in executive sessions.

A. ORS 192.660 (2)(a) Employment of a Chief Executive Officer for MCHD

3. Return to Open Session

4. Adjourn

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Meeting	Board of Directors		
Date / Time	April 10, 2026, 12:00 pm	Location	Pioneer Memorial Clinic Conference Room 130 Thompson Ave, Heppner, OR 97836 Microsoft Teams
Chair	Janet Greenup (Chair)	Recorder	Julie Baker
Board Members	Present: Jason Hanna, Russel Nichols, Annetta Spicer, Lisa Pratt		
Attendees	Staff: Bob Houser, Julie Baker, Jodi Ferguson, Rick Worden, Staci Hedman, Jamie Houck Press: N/A Guests: N/A		

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Agenda Item	Minutes
1. Call to Order	Greenup called the meeting to order a 12:00 pm
2. Executive Session	Greenup called Executive Session to order at 12:01 pm under: <p style="margin-left: 40px;">A. ORS 192.660 (2)(a) Employment of a Chief Executive Officer for MCHD</p> <p>Members of the news media may attend Executive Sessions, with limited exceptions. News media are instructed not to report about what happened in Executive Sessions.</p> <p>Executive Session adjourned at 12:10 pm.</p>
3. Return to Open Session	The Board returned to open session at 12:11 pm. <p>MOTION: Annetta Spicer motioned to extend an offer/contract to Candidate A. Russ Nichols seconded the motion. The motion passed unanimously by all Board members.</p>
4. Adjourn	With no further business to come before the Board, regular session adjourned at 12:12 pm <p>Minutes taken and submitted by Julie Baker. Approved _____.</p>

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April 2026 Meeting (March Stats)

HUMAN RESOURCES	
Turnover Rate (Rolling 3 Months: January-February-March)	4.7%
Vacancy Rate	7.56%
Number of Open Positions	9
Newly Created Open Positions	0

FINANCIAL		
Days Cash on Hand	34	Goal ≥ 90
Days in AR Cerner	90	Goal ≤ 60
Days in AR (All)	95	

The annual total separations rate for health care and social assistance for August 2025 was 3.1 (Bureau of Labor Statistics).

RURAL HEALTH CLINICS				
MEASURE	PMC	ICC	IMC	BIC
Third Next Available (Current Month)	7	1	11	N/A
Total Visits (Previous Month)	283	181	362	37
Total (BH) Visits (Previous Month)	45	N/A	80	N/A

"Third Next Available" is an industry standard measurement of primary care access. It is defined as the average length of time in days between the day a patient makes a request for an appointment with a provider and the third available appointment for a new patient physical, routine exam, or return visit exam. Values shown are clinic averages.

PIONEER MEMORIAL HOSPITAL	
Hospital Admit Days (IP, SS, NSS, OBS, R) (Previous Month)	184
Emergency Department Visits (Previous Month)	104
Hospital Outpatient Visits (Previous Month)	362

HOME HEALTH & HOSPICE	
Hospice Days (Previous Month)	168
Home Health Visits (Previous Month)	84

NRC Patient Experience Real-Time Survey

The real-time survey platform was implemented on June 1st, 2025. Stats show a cumulative report of all responses since implementation. Starting on June 1, 2026 stats will show a 12 month rolling period. Patients are contacted via text, e-mail, or phone with a 24 hour delay between attempts to give them the opportunity to complete the survey. Patients contact information must be captured correctly in CERNER to receive the survey.

What is the NRC Net Promoter Score? It is a metric that reflects how likely a patient is to recommend a healthcare organization to others.

Would you recommend this provider's office to your family and friends? (Net Promoter Score)			
	June 1, 2025 to		
	January	February	March
Boardman Immediate Care	70.4% Responses = 54	73.8% Responses = 61	75.0% Responses = 68
Ione Community Clinic	93.8% Responses = 178	94.7% Responses = 207	93.4.7% Responses = 228
Irrigon Medical Clinic	74.6% Responses = 224	74.6% Responses = 224	74.6% Responses = 276
Pioneer Memorial Clinic	89% Responses = 173	91% Responses = 210	92% Responses = 247
All Clinics Combined	83.6% Responses = 629	85.2% Responses = 723	85.1% Responses = 819
NRC Benchmark	86.7%		

Would you recommend this service/department to your friends or family? (Net Promoter Score)			
	June 1, 2025 to		
	January	February	March
Emergency Department	72.5% Responses = 91	73.5% Responses = 98	71.3% Responses = 108
NRC Benchmark	80.5%		
EMS	61.5% Responses = 13	61.5% Responses = 13	56.3% Responses = 16
NRC Benchmark	82.5%		
Lab	71.4% Responses = 63	71.6% Responses = 74	73.3% Responses = 86
NRC Benchmark	80.5%		
Radiology	63.9% Responses = 36	64.1% Responses = 39	62.8% Responses = 43
NRC Benchmark	80.9%		

NRC HCAHPS

All HCAHPS are captured via a paper survey that is mailed to all admitted inpatients at Pioneer Memorial Hospital. CMS requires paper surveys for HCAHPS at this time.

Using any number from 0 to 10, where 0 is the worst hospital possible and 10 is the best hospital possible, what number would you use to rate this hospital during your stay?

June 1, 2025 to March 31, 2026

Inpatient	70.0%
	Responses = 10

NRC Average	71.4%
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Would you recommend this hospital to your friends and family?

June 1, 2025 to March 31, 2026

Inpatient	70.0%
	Responses = 10

NRC Average	72.6%
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Clinic Stats by Providers

Feb. 27, 2026

BIC – Boardman

Hours available – 128 hours

Patients seen – 61

No Shows – 2

No Show rate – 3%

MA visits – 0

March 26, 2026

BIC - Boardman

112 hours

37

0

0%

0

Irrigon Medical Clinic

Behavioral Health - Hours available – 120

Patients seen – 70

No Shows – 13

No Show rate – 16%

Provider – LL -

Hours available – 120

Patients seen – 58

No shows – 7

No show rate – 11%

Provider- JW -

Hours available – 120

Patients seen – 245

No shows – 23

No show rate – 9%

Irrigon Medical Clinic

136 hours

80

14

15%

144 hours

95

10

10%

136 hours

267

22

8%

Irrigon Medical Clinic Totals for February

Hours available – 360

MA visits – 28

Patients seen – 373

No shows – 43

No show average rate – 10%

March totals

416 hours

MA visits - 32

442

46

9%

Ione Community Clinic	March
Provider EM – Hours available – 88	104 hours
Patients seen – 175	181
No Shows – 5	4
No Show rate – 3%	2%
MA visits – 14	14

Pioneer Memorial Clinic	PMC
Provider- AR- Hours available – 80	72 hours
Patients seen – 133	124
No Shows – 5	5
No show rate – 4%	4%

Provider EJ – Hours available – 64	96 hours
Patients seen – 104	159
No Shows – 5	4
No show rate – 5%	2%

Behavioral Health – Hours available – 88	72 Hours
Patients seen – 44	45
No Shows -4	1
No show rate – 8%	2%

Pioneer Memorial Clinic Totals for February 2026	
Hours available – 232	240 hours
Patients seen – 281	328
No Shows – 14	10
No Show Rates – 5%	3%
MA visits – 9	6

MORROW COUNTY HEALTH DISTRICT PIONEER MEMORIAL HOSPITAL & ANCILLARY STATS FISCAL YEAR 2025-2026													
	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	YTD
ACUTE (INPATIENT)													
ADMISSIONS	1	0	5	7	3	4	4	3	3				30
DISCHARGES	3	0	4	6	5	3	5	3	3				32
Admits- MEDICARE	1	0	4	4	2	4	4	1	1				21
MEDICAID	0	0	0	1	0	0	0	0	0				1
OTHER	0	0	0	2	0	0	0	1	1				4
SELF PAY	0	0	1	0	1	0	0	1	1				4
TOTAL	1	0	5	7	3	4	4	3	3				30
Dschgs -MEDICARE	1	0	3	4	3	3	5	1	1				21
MEDICAID	0	0	0	0	0	0	0	0	0				1
OTHER	1	0	1	2	0	0	0	1	1				6
SELF PAY	1	0	0	0	1	0	0	1	1				4
TOTAL	3	0	4	6	5	3	5	3	3	0	0	0	32
PATIENT DISCHARGE DAYS													
MEDICARE	0	0	8	8	10	3	15	2	3				49
MEDICARE ADVANTAGE	1	0	0	3	0	3	0	0	0				7
MEDICAID	0	0	0	0	0	0	0	0	0				0
MEDICAID MANAGED CARE	0	0	0	0	5	0	0	0	0				5
OTHER	3	0	4	4	0	0	0	4	3				14
SELF PAY	7	0	2	4	2	0	0	3	2				16
TOTAL	11	0	10	15	17	6	15	9	8	0	0	0	91
PATIENT ADMISSION DAYS													
Adults	2	0	12	18	14	8	13	11	8				86
Pediatric	0	0	0	0	0	0	0	0	0				0
TOTAL	2	0	12	18	14	8	13	11	8	0	0	0	86
AVG LENGTH OF STAY	0.7	#DIV/0!	3.0	3.0	2.8	2.7	2.6	3.7	2.7	#DIV/0!	#DIV/0!	#DIV/0!	2.7
AVG DAILY CENSUS	0.1	0.0	0.4	0.6	0.5	0.3	0.4	0.4	0.3	0.0	0.0	0.0	0.2
DEATHS	1	0	1	0	0	0	0	0	0				2
SWING BED (Skilled)													
ADMISSIONS	2	2	2	5	4	1	5	0	2				23
DISCHARGES	1	3	1	4	6	1	1	4	1				22
TOTAL	3	5	3	9	10	2	6	4	3	0	0	0	45
Dschgs -MEDICARE	1	2	1	4	5	1	1	4	1				20
MEDICAID	0	0	0	0	0	0	0	0	0				1
OTHER	0	1	0	0	0	0	0	0	0				1
SELF PAY	0	0	0	0	0	0	0	0	0				0
TOTAL	1	3	1	4	6	1	1	4	1	0	0	0	22
PATIENT DISCHARGE DAYS													
MEDICARE	3	0	13	77	55	15	7	71	5				246
MEDICARE ADVANTAGE	0	21	0	0	23	0	0	0	0				44
MEDICAID	0	0	0	0	0	0	0	0	0				0
MEDICAID MANAGED CARE	0	0	0	0	8	0	0	0	0				8
OTHER	0	18	0	0	0	0	0	0	0				18
SELF PAY	0	0	0	0	0	0	0	0	0				0
TOTAL	3	39	13	77	86	15	7	71	5	0	0	0	316
PATIENT ADMISSION DAYS													
MEDICARE	3	21	33	71	61	15	21	58	9				292
MEDICAID	0	0	0	0	8	0	0	0	0				8
OTHER	18	0	0	0	0	0	0	0	0				18
SELF PAY	0	0	0	0	0	0	0	0	0				0
TOTAL	21	21	33	71	69	15	21	58	9	0	0	0	318
AVG DAILY CENSUS	0.68	0.68	1.10	2.29	2.30	0.48	0.68	2.07	0.29	0.00	0.00	0.00	0.87
SWING BED REVENUE	\$ 9,432	\$ 9,432	\$ 15,271	\$ 32,789	\$ 30,992	\$ 6,737	\$ 8,983	\$ 26,051	\$ 4,042				\$ 143,731
SWING \$ DAYS	21	21	34	73	69	15	20	58	9				320
DEATHS	0	0	0	0	0	0	0	0	0				0

MORROW COUNTY HEALTH DISTRICT PIONEER MEMORIAL HOSPITAL & ANCILLARY STATS FISCAL YEAR 2025-2026													
	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	YTD
OBSERVATION													
ADMISSIONS	1	1	2	1	1	4	0	2	3				15
DISCHARGES	1	1	1	1	1	4	0	2	3				14
HOURS	24	42	16	35	30	177	0	237	120				681
REVENUE	\$ 3,140	\$ 5,496	\$ 2,094	\$ 4,580	\$ 3,926	\$ 23,160	\$ -	\$ 31,011	\$ 15,702				\$ 89,109
AVG LENGTH OF STAY (hours)	24.0	42.0	8.0	35.0	30.0	44.3	#DIV/0!	118.5	40.0	#DIV/0!	#DIV/0!	#DIV/0!	45.4
DEATHS	0	0	0	0	0	0	0	0	0	0	0	0	0
HOSPITAL RESPITE													
ADMISSIONS	0	0	0	1	2	2	1	3	0				9
DISCHARGES	0	0	0	0	2	2	1	2	1				8
PATIENT ADMISSION DAYS	0	0	0	4	9	4	4	13	1				35
DEATHS	0	0	0	0	0	1	0	0	0				1
SWING (Non-Skilled)													
ADMISSIONS	0	0	0	0	1	0	0	0	1				2
DISCHARGES	0	0	1	0	0	1	0	0	0				2
Dschgs -MEDICAID	0	0	1	0	0	0	0	0	0				1
SELF PAY	0	0	0	0	0	1	0	0	0				1
TOTAL	0	0	1	0	0	1	0	0	0	0	0	0	2
PATIENT DISCHARGE DAYS													
MEDICAID	0	0	221	0	0	0	0	0	0				221
SELF PAY	0	0	0	0	0	32	0	0	0				32
TOTAL	0	0	221	0	0	32	0	0	0	0	0	0	253
PATIENT ADMISSION DAYS													
MEDICAID	124	124	104	93	90	93	93	84	104				909
SELF PAY	62	62	60	62	77	77	62	56	62				580
PATIENT ADMISSION DAYS	186	186	164	155	167	170	155	140	166	0	0	0	1489
AVG DAILY CENSUS	6.0	6.0	5.5	5.0	5.6	5.5	5.0	5.0	5.4	0.0	0.0	0.0	9.7
SWING BED REVENUE	\$ 96,389	\$ 96,389	\$ 84,988	\$ 80,324	\$ 86,543	\$ 88,097	\$ 80,324	\$ 72,551	\$ 88,510				\$ 774,115
SWING \$ DAYS	186	186	164	155	167	170	155	140	162				1485
DEATHS	0	0	1	0	0	0	0	0	0				1
SUMMARY STATS													
TOTAL/AVERAGE % OCCUPANCY	32.1%	31.8%	33.2%	38.1%	41.1%	30.3%	29.6%	37.8%	28.3%	0.0%	0.0%	0.0%	25.2%
TOTAL OUTPATIENTS (Admits) w/ ER													
TOTAL ER (Encounters)	329	353	386	414	287	404	490	426	466				3555
	85	104	89	123	83	122	124	91	104				925
LAB TESTS													
INPATIENT	43	14	45	48	64	21	53	38	48				374
OUTPATIENT	669	791	755	876	524	800	1032	1001	1070				7518
TOTAL	712	805	800	924	588	821	1085	1039	1118	0	0	0	7892
XRAY/ULTRASOUND TESTS													
INPATIENT	4	2	4	4	2	3	9	2	4				34
OUTPATIENT	60	78	72	93	49	81	116	80	99				728
TOTAL	64	80	76	97	51	84	125	82	103	0	0	0	762
CT SCANS													
	44	33	14	31	21	36	57	38	50				324
MRI SCANS													
	1	3	2	3	4	3	1	3	7				27
EKG TESTS													
	31	26	34	34	18	24	56	29	48				300
TREADMILL PROCEDURES													
	0	0	0	0	0	0	0	0	0				0
RESPIRATORY THERAPY													
INPATIENT	29	4	41	40	64	22	13	17	24				254
OUTPATIENT	1	9	37	15	7	19	18	6	20				132
TOTAL	30	13	78	55	71	41	31	23	44	0	0	0	386

MORROW COUNTY HEALTH DISTRICT PIONEER MEMORIAL HOSPITAL & ANCILLARY STATS FISCAL YEAR 2025-2026	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	YTD
PROVIDER VISITS													
PIONEER MEMORIAL CLINIC-HEPPNER	137	231	210	154	137	176	331	281	328				1985
IRRIGON MEDICAL CLINIC	290	280	269	314	236	380	257	373	442				2841
BOARDMAN IMMEDIATE CARE	50	82	68	57	31	32	48	61	37				466
IONE COMMUNITY CLINIC	159	188	171	140	134	180	189	175	181				1517
ALL PROVIDER ENCOUNTERS AT HOSPITAL**	110	127	133	180	123	152	146	133	121				1225
TOTAL	746	908	851	845	661	920	971	1023	1109	0	0	0	8034
REVENUE OF HOSPITAL ENCOUNTERS	\$65,469	\$ 67,059	\$ 52,227	\$ 70,412	\$ 49,722	\$ 64,135	\$ 64,660.55	\$ 54,965	\$ 57,088				\$545,737
AMBULANCE													
HEPPNER AMBULANCE TRANSPORTS	14	13	15	26	26	20	30	22	24				190
BOARDMAN AMBULANCE TRANSPORTS	0	0	0	0	0	0	0	0	0				0
IRRIGON AMBULANCE TRANSPORTS	21	20	16	19	18	30	30	27	20				201
IONE AMBULANCE TRANSPORTS	0	0	0	0	0	0	0	0	0				0
TOTAL	35	33	31	45	44	50	60	49	44	0	0	0	391
HEPPNER AMB REVENUE	\$ 24,422	\$ 23,003	\$ 26,221	\$ 46,384	\$ 31,238	\$ 34,835	\$ 52,442	\$ 36,539	\$ 39,758				\$314,841
BOARDMAN AMB REVENUE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				\$0
IRRIGON AMB REVENUE	\$ 37,770	\$ 35,971	\$ 28,777	\$ 33,037	\$ 43,733	\$ 52,821	\$ 52,442	\$ 48,182	\$ 35,592				\$368,324
IONE AMB REVENUE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				\$0
TOTAL	\$ 62,192	\$ 58,974	\$ 54,998	\$ 79,420	\$ 74,971	\$ 87,656	\$ 104,884	\$ 84,721	\$ 75,350	\$ -	\$ -	\$ -	\$683,166
HOME HEALTH VISITS													
SKILLED NURSING VISITS	45	59	55	41	37	38	49	38	44				406
AIDE VISITS	3	10	18	8	9	12	21	12	4				97
MSW VISITS	2	4	9	2	3	9	8	6	2				45
OCCUPATIONAL THERAPY	0	0	0	0	0	0	0	0	0				0
PHYSICAL THERAPY	38	27	39	34	34	44	44	30	32				322
SPEECH THERAPY	6	3	2	3	3	0	0	0	2				19
IN HOME CARE VISITS-PRIVATE PAY	0	0	0	0	0	0	0	0	0				0
TOTAL	94	103	123	88	86	103	122	86	84	0	0	0	889
HOSPICE													
ADMITS	2	2	3	5	0	1	1	2	3				19
DISCHARGE	1	0	0	0	0	0	1	1	0				3
DEATHS	1	2	3	1	3	1	0	1	5				17
TOTAL HOSPICE DAYS	135	101	111	207	193	142	133	167	168				1377
PHARMACY													
DRUG DOSES	644	854	957	1548	1547	1383	1317	1438	1859				11,547
DRUG REVENUE	\$ 44,398	\$ 33,349	\$ 44,306	\$ 50,283	\$ 38,949	\$ 31,450	\$ 32,636	\$ 22,289	\$ 34,039				\$331,700

2026	IRRIGON								HEPPNER								IONE				LEXINGTON			
	298 (First Out)				299				599 (First Out)				598				699				499			
	Dispatch to En Route	Response Time	Number of Runs	Number of Transports	Dispatch to En Route	Response Time	Number of Runs	Number of Transports	Dispatch to En Route	Response Time	Number of Runs	Number of Transports	Dispatch to En Route	Response Time	Number of Runs	Number of Transports	Dispatch to En Route	Response Time	Number of Runs	Number of Transports	Dispatch to En Route	Response Time	Number of Runs	Number of Transports
9-1-1 January	1.6	3.1	44	23	2.0	4.1	7	7	1.0	5.5	32	25	2.5	4.5	2	1	0.0	0.0	0	0	0.0	0.0	0	0
Transfers January	0.0	0.0	0	0	0.0	0.0	0	0	2.0	20.0	3	3	3.0	27.5	5	5	0.0	0.0	0	0	0.0	1.0	1	1
9-1-1 February	1.0	4.0	38	27	0.5	2.5	2	1	1.0	12.0	15	15	1.0	2.0	6	0	0.0	0.0	0	0	0.0	0.0	0	0
Transfers February	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0.0	0	0	1.0	1.0	4	4	0.0	0.0	0	0	3.0	2.5	2	2
9-1-1 March	1.0	4.0	29	22	0.5	1.5	3	2	2.0	5.1	28	23	1.0	2.0	10	5	0.0	0.0	0	0	0.9	0.9	2	2
Transfers March	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0.0	0	0	1.0	4.8	3	3	0.0	0.0	0	0	13.0	1.0	1	1
9-1-1 April																								
Transfers April																								
9-1-1 May																								
Transfers May																								
9-1-1 June																								
Transfers June																								
9-1-1 July																								
Transfers July																								
9-1-1 August																								
Transfers August																								
9-1-1 September																								
Transfers September																								
9-1-1 October																								
Transfers October																								
9-1-1 November																								
Transfers November																								
9-1-1 December																								
Tranfers December																								
TOTAL			111	72			12	10			78	66			30	18			0	0			6	6

Dispatch to en route means the length of time between when the ambulance is dispatched to when the ambulance leaves the garage.

Response time means the length of time between the notification to the ambulance and the arrival of the ambulance at the incident scene.*

*Note that response times are not adjusted for miles traveled.



**MORROW COUNTY
HEALTH DISTRICT**
Excellence in Healthcare

PO BOX 9
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Toll Free: 1-800-737-4113
www.morrowcountyhealthdistrict.org

TO: Morrow County Health District Board of Directors

FROM: Bob Houser, CEO, FACHE

SUBJECT: CEO REPORT TO THE BOARD

DATE: 4/27/26

1. **Recruitment/Staffing:** As announced earlier, Dr. Russ Nichols will begin his practice on August 3rd, 2026. He has signed a 3 year contract and will work 3 days per week at PMC, 1 day per week at IMC and cover 1 day per week in the ER/clinic as well as provide backup for Dr. Jack in Hospice.
2. **Additional employees needed:** 3 RN's @PMH, 1 RN for HHH, 2 EMT's, 1 Paramedic and 2 CNA @PMH
3. **Miscellaneous:**
 - A. Community Requests:
 - B. City of Irrigon requests 2 AED units for the Sewer Plan and City Shop. They will provide the wall box cases while MCHD will provide the units. Unit costs are between \$2,000-\$2,500 each.
 - C. Irrigon Parks and Rec. has requested an AED unit for the Gazebo at the Sports Complex. Cost UP TO \$2,500.
 - D. Boardman Fire has made a request to be considered for a donation of \$10,000 to be used to help in the building of a helicopter pad outside of the fire station. They are currently trying to raise \$55,000 so the project can be finished.
 - E. Current balance in the community benefit account is \$27,983.00. There was \$45,000 budgeted and we have spent \$17,017 Year to date.
 - F. We will be presenting the program on May 7th, 2026 at 12 noon at the Boardman Senior Center on our Swing bed program.
 - G. As discussed earlier, during Hospital Week MCHD will be providing lunch to our employees, Heppner will be bringing food from Home Town Taco's, Irrigon staff will be getting food from either the Pizza place or another food vendor and lone from the food vendor there. Natalia is planning the events throughout the week.

CEO Itinerary:

The CEO itinerary calendar for May is included in your packet. Please note that the itinerary is subject to change throughout the month. If you need to reach me, my cell phone number is 541-620-0610.

Pioneer Memorial Hospital & Nursing Facility	Pioneer Memorial Home Health & Hospice	Pioneer Memorial Clinic	Irrigon Medical Clinic	Ione Community Clinic	Morrow County Ambulance
P – (541) 676-9133 F – (541) 676-2901 TDD – (541) 676-2908	P – (541) 676-2946 F – (541) 676-9017	P – (541) 676-5504 F – (541) 676-9025	P – (541) 922-5880 F – (541) 922-5881	P – (541) 422-7128 F – (541) 422-7145	P – (541) 676-9133 F – (541) 676-2901

May 2026

CEO Itinerary

June 2026

Su	1	2	3	4	5	6
Mo	8	9	10	11	12	13
Tu	14	15	16	17	18	19
We	20	21	22	23	24	25
Th	26	27	28	29	30	
Fr						
Sa						

May 2026

Su	3	4	5	6	7	8	9
Mo	10	11	12	13	14	15	16
Tu	17	18	19	20	21	22	23
We	24	25	26	27	28	29	30
Th	31						
Fr							
Sa							

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Apr 26	27	28	29	30	May 1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31	Jun 1	2	3	4	5	6

11:00am FW: Oregon CAH CEO Peer Group (https://ohsu.webex.com/ohsu/j.php?MTID=)

9:00am Morrow County LCHP - Norman
11:30am Boardman Senior Center

8:30am Mtg/ Paul (CEO office)
2:00pm Oregon Clinically Integrated

8:30am Mtg/Natalia (CEO office)
9:00am Infection Prevention and

9:00am Executive Team (Microsoft Teams)
10:00am Hospital Association of

7:30am ICABO (IONE Cafe)

8:00am ER/Trauma Meeting [in-person]
8:30am Mtg/ Paul (CEO office)

8:30am Mtg/Natalia (CEO office)
12:00pm Foundation Meeting (West

9:00am Executive Team (Microsoft Teams)
12:00pm Morrow County Health

8:00am Medical Staff Meeting (PMC Conference Room (US)) - Julie Baker

8:30am Mtg/ Paul (CEO office)
10:00am Compliance
2:00pm Oregon

9:00am Monthly Department Update Meeting (PMC Conferencer Room) -

9:00am Executive Team (Microsoft Teams)
10:00am OAHHS conf.
3:00pm Eastern Oregon

7:00pm Oregon CIN Dinner (Bend restaurant TBD) - Sarah Andersen

8:00am WCVEDG Regular Board
10:00am Mtg/Paul (CEO office)

8:30am Mtg/ Natalia (CEO office)

Memorial Day/Holiday
9:00am Executive Team (Microsoft Teams Meeting) PMC

8:00am Oregon CIN In-Person Meeting (St. Charles Bend Heart and Lung

CURRENT MONTH	LAST MONTH	DOLLAR VARIANCE		CURRENT YEAR TO DATE	BUDGET YEAR TO DATE	DOLLAR VARIANCE
PATIENT SERVICES REVENUE						
132,157	169,291	(37,134)	INPATIENT REVENUE	1,446,045	1,512,201	(66,156)
705,579	638,497	67,082	OUTPATIENT REVENUE	5,207,149	6,551,680	(1,344,531)
366,152	322,294	43,858	CLINIC REVENUE	2,493,994	2,432,920	61,073
84,903	118,756	(33,853)	HOME HEALTH & HOSPICE REVENUE	874,435	874,884	(450)
(470)	-	(470)	ORACLE HEALTH UNALIASED	727	-	727
1,288,322	1,248,838	39,484	TOTAL GROSS PATIENT REVENUE	10,022,350	11,371,686	(1,349,336)
(113,680)	(36,292)	(77,388)	PROVISION FOR BAD DEBTS	(135,160)	-	(135,160)
(113,501)	(10,360)	(103,140)	CONTRACTUALS & ADJUSTMENTS	(481,215)	2,183,381	(2,664,596)
(227,181)	(46,652)	(180,528)	TOTAL REVENUE DEDUCTIONS	(616,375)	2,183,381	(2,799,755)
1,061,141	1,202,186	(141,045)	TOTAL NET PATIENT REVENUE	9,405,975	13,555,067	(4,149,092)
334,658	334,658	-	TAX REVENUE	2,876,016	2,689,276	186,739
265,448	3,186	262,262	OTHER OPERATING REVENUE	497,943	270,847	227,095
1,661,247	1,540,030	121,217	TOTAL OPERATING REVENUE	12,779,933	16,515,190	(3,735,257)
OPERATING EXPENSES						
1,082,709	976,061	106,648	SALARIES & WAGES	8,480,448	8,989,566	(509,119)
313,427	319,793	(6,366)	EMPLOYEE BENEFITS & TAXES	2,550,943	3,222,215	(671,272)
108,912	100,536	8,376	PROFESSIONAL FEES	1,136,137	1,291,608	(155,471)
79,751	80,106	(355)	SUPPLIES & MINOR EQUIPMENT	742,613	1,022,047	(279,433)
4,279	4,606	(327)	EDUCATION	39,517	48,945	(9,428)
139	543	(404)	RECRUITING & ADVERTISING	45,668	77,959	(32,291)
17,026	18,868	(1,842)	REPAIRS & MAINTENANCE	222,940	180,971	41,969
148,709	207,017	(58,308)	PURCHASED SERVICES	1,697,315	1,409,937	287,378
70,154	69,341	813	DEPRECIATION	689,696	824,555	(134,859)
14,614	13,926	688	TRAVEL	143,843	141,291	2,552
11,723	17,585	(5,862)	UTILITIES, PHONE & PROPANE	146,038	154,036	(7,999)
22,723	22,723	-	INSURANCE	185,928	164,707	21,221
2,481	1,158	1,323	TAXES & LICENSES	33,050	21,689	11,360
20,887	22,527	(1,641)	INTEREST	201,656	211,223	(9,567)
2,903	3,154	(251)	DUES & SUBSCRIPTIONS	38,924	35,426	3,498
17,093	20,164	(3,071)	OTHER EXPENSES	207,185	174,041	33,144
1,917,529	1,878,106	39,422	TOTAL OPERATING EXPENSES	16,561,899	17,970,215	(1,408,316)
(256,282)	(338,076)	81,794	GAIN/LOSS FROM OPERATIONS	(3,781,966)	(1,455,025)	(2,326,941)
169,683	937,319	(767,636)	NON-OPERATING NET GAIN/LOSS	2,094,319	1,604,996	489,323
(86,599)	599,243	(685,842)	NET INCOME/LOSS	(1,687,647)	149,971	(1,837,618)

ASSETS	CURRENT YTD
<i>CURRENT ASSETS</i>	
TOTAL CASH & INVESTMENTS	<u>2,752,443</u>
ORACLE HEALTH A/R	3,792,381
THRIVE A/R	201,428
CENTRIQ HOSPITAL, SWING & CLINICS A/R	(603)
CENTRIQ HOME HEALTH & HOSPICE A/R	-
GROSS PATIENT RECEIVABLES	<u>3,993,206</u>
LESS CLEARING ACCOUNTS	41
LESS ALLOWANCE FOR UNCOLLECTABLE	(689,590)
LESS ALLOWANCE FOR CONTRACTUALS	(29,179)
NET PATIENT ACCOUNTS RECEIVABLE	<u>3,274,478</u>
ASSIGNED ACCOUNTS	-
EMPLOYEE ADVANCES	16,392
EMPLOYEE PURCHASES RECEIVABLE	2,407
RECEIVABLE-340B FR/SUN RX	101,239
TAXES RECEIVABLE-PRIOR YR	14,815
TAXES RECEIVABLE-CURRENT YEAR	(706,362)
OTHER RECEIVABLES	9,819
GRANTS RECEIVABLE	-
MC/MD RECEIVABLE	323,872
ASSISTED LIVING RECEIVABLE	5,881
TOTAL OTHER RECEIVABLES	<u>(231,936)</u>
INVENTORY-GENERAL	149,216
INVENTORY LAB & RX	282,212
PREPAID EXPENSES	-
PREPAID INSURANCE	137,529
PREPAID-OTHER	97,287
TOTAL INVENTORY & PREPAID	<u>666,245</u>
TOTAL CURRENT ASSETS	<u>6,461,230</u>
<i>LONG TERM ASSETS</i>	
LAND	119,671
LAND IMPROVEMENTS	321,575
BUILDING & IMPROVEMENTS	5,922,706
EQUIPMENT	7,851,911
SUBSCRIPTION BASED ASSETS	3,668,860
CONSTRUCTION IN PROGRESS	461,440
LESS ACCUMULATED DEPRECIATION	(12,093,994)
TOTAL LONG TERM ASSETS	<u>6,252,167</u>
TOTAL ASSETS	<u><u>12,713,398</u></u>

LIABILITIES

CURRENT LIABILITIES

TOTAL ACCOUNTS PAYABLE 324,396

MISC PAYABLE -

SHORT TERM NOTES PAYABLE -

TOTAL OTHER PAYABLE -

TOTAL ACCRUED WAGES & LIABILITIES 1,841,248

ACCRUED INTEREST 2,949

SUSPENSE ACCOUNT 104,617

TCAA SUSPENSE 1,939

DEFERRED INCOME 1,506

MC/MD SETTLEMENT PAYABLE 295,877

CONTINGENCY SETTLEMENT PAYABLE 100,000

TOTAL OTHER LIABILITIES 506,888

TOTAL CURRENT LIABILITIES 2,672,532

LONG TERM LIABILITIES

SUBSCRIPTION BASED LIABILITIES 2,967,731

BEO 2019 BOILER LOAN -

BEO 2018 BOARDMAN BLDG LOAN 37,422

BEO LOAN FOR AMBULANCE -

MORROW CO 2018 BRDMAN BLDG LN 20,350

BEO IMC EXPANSION 2018 152,624

GEODC 2021 HOUSE LOAN -

MORROW CO 2021 CHURCH LOAN 37,205

BEO REFINANCE OF USDA LOAN 693,211

BEO 2024 CAPITAL LOAN 873,012

TOTAL LONG TERM LIABILITIES 4,781,556

EQUITY/FUND BALANCE

GENERAL FUND UNRESTRICTED BAL 6,946,957

NET INCOME/LOSS (1,687,647)

EQUITY/FUND BALANCE 5,259,310

TOTAL LIABILITIES & EQUITY/FUND BALANCE 12,713,398