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| <b>Meeting</b>       | Board of Directors – Special Session                                                                                                                                                                                                      |                 |                                                                                                |
| <b>Date / Time</b>   | October 21, 2026, 9 am                                                                                                                                                                                                                    | <b>Location</b> | Pioneer Memorial Clinic<br>130 Thompson Street, Heppner, Oregon 97836<br>Zoom Video Conference |
| <b>Chair</b>         | Janet Greenup                                                                                                                                                                                                                             | <b>Recorder</b> | Julie Baker                                                                                    |
| <b>Board Members</b> | <b>Present:</b> Janet Greenup, Lisa Pratt, Jason Hanna, Annetta Spicer, McKenzie Bailey                                                                                                                                                   |                 |                                                                                                |
| <b>Attendees</b>     | <b>Staff:</b> Shiloh Erven, Julie Baker, Natalia Wight, Rick Worden, Dr. Emily Jack, Staci Hedman, Jodi Ferguson, Jamie Houck, Katelin Tellechea, Lindsey McKnight Boyer, Sheryl Angell<br><b>Press:</b> N/A<br><b>Guests:</b> Bob Houser |                 |                                                                                                |

#### Mission

Bring essential health services to our rural communities that meet the unique needs of the people we serve.

#### Vision

Be the first choice for quality, compassionate care, and lead the way in promoting wellness and improving health in our communities.

#### Values

Integrity, Compassion, Quality, Respect, Financial Responsibility

| Agenda Item                                                                                                                                                                                                                                                                                                                  | Minutes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
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| <b>1. Call to Order &amp; Pledge of Allegiance</b>                                                                                                                                                                                                                                                                           | Vice Chair McKenzie Bailey called the meeting to order at 9:04 am.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>2. Public Comment</b>                                                                                                                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>None</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>3. Board Education Session</b><br>A. Health Needs Assessment, Community Benefit and Strategic Planning – Natalia Wight, Shiloh Erven & Rick Worden<br>B. Revenue Cycle and Healthcare Finance 101 – Staci Hedman & Rick Worden<br>C. Special Districts and Public Meetings Law 101: SDAO Video Presentation – Julie Baker | <p>3. A. Health Needs Assessment, Community Benefit and Strategic Planning</p> <p>Natalia Wight, Communications Director, provided an educational presentation on community benefit reporting and the Community Health Needs Assessment (CHNA) process. She reviewed the purpose of community benefit programs, reporting requirements, and how the CHNA and Community Health Improvement Plan (CHIP) guide efforts to address identified community health needs. The presentation also highlighted Morrow County Health District’s ongoing community benefit activities, including free health education, CPR training, blood pressure checks, discounted care, donations, and community outreach throughout the county.</p> <p>Natalia also reviewed the District’s 2024–2027 Community Health Improvement Implementation Strategies, which outline planned efforts to address identified community health priorities.</p> <p>Lisa Pratt asked when the last CHNA was completed, and Natalia confirmed it was in 2021. Jason Hanna asked about the timeline for the next assessment. Natalia explained that planning is underway and she will be meeting with Public Health organizers soon to discuss next steps.</p> |

Discussion was held regarding the Living Healthier quarterly community health education newsletter provided to the community by the District. Lisa asked about the cost of the newsletter, as she has seen it stack up at the post office. Rick Worden, CFO will look into the cost. Discussion continued about the option of collaborating with other community partners to distribute a joint newsletter, and about the cost and how we distribute healthcare education to all populations in the communities.

Discussion was held regarding community benefits. Shiloh explained that some community benefit funds are also used to support internal programs and services. Dr. Jack added that these funds help clinics provide needed services to patients.

3. B. Staci Hedman, Revenue Cycle Director, provided an educational presentation on Accounts Receivable (A/R) Days and their impact on the District's financial health and cash flow. She reviewed how A/R Days are calculated, industry benchmarks, and the medical claims process, including common causes of billing delays, denials, and outstanding balances. Staci provided examples illustrating how claims move through the billing process and how delays can affect reimbursement timelines. She also highlighted ongoing efforts to improve revenue cycle efficiency, including the Revenue Cycle Optimization Project, AAPC audit, and denial management training aimed at improving billing accuracy, reducing delays, and increasing timely reimbursement.

Discussion was held regarding revenue cycle operations, including staffing responsibilities, billing and coding processes, and workflows within the electronic health record system. Staci provided clarification regarding current departmental processes and procedures.

Rick Worden, Chief Financial Officer, provided an educational presentation on understanding the District's financial statements and the Board's role in financial oversight. He reviewed the monthly financial dashboard, Statement of Operations, Balance Sheet, and cash flow indicators, explaining how each report helps assess the District's financial health and sustainability. Using examples from the District's financial reports, Rick discussed key financial indicators, including operating margins, accounts receivable, cash on hand, and financial trends. He also highlighted the unique financial challenges of rural Critical Access Hospitals and emphasized the importance of monitoring financial performance, identifying risks, and using financial information to support informed Board decisions.

Following his presentation, Rick asked the Board if there was any additional financial information they would like to receive on a regular basis. Lisa requested information regarding the District's current loans, including loan terms and anticipated payoff dates. Makenzie Bailey requested additional information regarding the District's lines of credit and their usage.

3. C. Due to time constraints the Special Districts and Public Meeting Law video 101 was not viewed in the public meeting.

7. A. Lindsey McKnight Boyer, HR Director, presented the proposed 2027 Employee Benefits Renewal Package for Board review and approval. She reported that the District's brokers successfully negotiated Moda's original proposed 11.1% premium increase down to 0%, with no increases to medical, dental, life, disability, or Employee Assistance Program premiums. The renewal also includes the addition of fertility benefits at no additional cost. The District's maximum monthly contribution will remain at \$3,161.80, with no changes to employee contributions or existing benefit offerings. Lindsey requested Board approval of the 2027 Employee Benefits Renewal Package, effective January 1, 2027.

Discussion held regarding the proposed benefits. Shiloh added that the District had budgeted for a 15% increase in benefit costs, and with no increase in premiums, the District will realize budget savings. Discussion was held regarding employee out-of-pocket costs, clarifying that employees are only responsible for costs exceeding the District's maximum monthly contribution of \$3,161.80, which may occur when adding family members to their coverage. McKenzie Bailey asked whether the anticipated budget savings could potentially be applied toward employee benefit costs in the future. Janet Greenup asked whether benefit costs were influenced by the Union contract, and Lindsey confirmed that Union contract language was a contributing factor.

**MOTION:** Annetta Spicer moved to approve the proposed 2027 Employee Benefits Renewal Package. Jason Hanna seconded the motion. **Vote:** Janet Greenup - yes, Lisa Pratt - yes, Annetta Spicer - yes, McKenzie Bailey - yes, Jason Hanna - yes. The motion passed.

7 B. Shiloh presented a request for Board approval to purchase and install a new Aquilion Serve CT scanner for Pioneer Memorial Hospital, replacing the existing scanner. The \$568,548 purchase is fully funded through a Community Project Funding/Congressionally Directed Spending (CPF/CDS) award administered by HRSA. The total \$652,000 award also covers related project expenses, including room improvements, equipment accessories, training, and temporary mobile CT services. Grant funding and project approval have been secured, with Board authorization requested to proceed with the purchase and installation.

Shiloh presented a request for Board approval to purchase two new Beckman Coulter laboratory analyzers for Pioneer Memorial Hospital, replacing aging equipment. The \$125,175 purchase will be fully funded through the Rural Health Transformation Program (RHTP), with additional funding allocated for startup supplies and services. Project funding has been approved by the Oregon Health Authority, with final grant contracting underway. Board authorization was requested to proceed with the purchase and implementation.

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|                                                                                                                                                                                                                                                                                                                                                    | <p>Discussion held surrounding the funding timeline, Jason Hanna confirmed the funds were secured through the grant process. Bob Houser discussed the history of the funding and support received from Oregon State Senators Ron Wyden and Jeff Merkley in securing the funding.</p> <p><b>MOTION:</b> Jason Hanna moved to approve the purchase and installation of the Aquilion Serve CT scanner and related project expenses using CPF/CDS funding, as well as the purchase and implementation of the Beckman Coulter laboratory analyzers using RHTP funding, as presented. Annetta Spicer seconded the motion. <b>Vote:</b> Janet Greenup - yes, Lisa Pratt - yes, Annetta Spicer - yes, McKenzie Bailey - yes, Jason Hanna - yes. The motion passed.</p> |
| <p><b>4. Break</b><br/><b>5. Executive Session</b></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>A. Discussion of pending litigation or litigation likely to be filed, to be held under ORS 192.660(2)(h)</p> | <p>4. The Board took a brief scheduled break at 11:15 am.</p> <p>5. Chair Greenup called Executive Session to order at 11:36 am under:</p> <p>A. Discussion of pending litigation or litigation likely to be filed, to be held under ORS 192.660(2)(h)</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 12:48 pm.</p>                                                                                                                                                                                                                                                                         |
| <p><b>6. Return to Open Session</b><br/><b>7. New Business</b></p> <p>A. District Employee Benefits Renewal: Request for Approval – Lindsey McKnight &amp; Shiloh Erven<br/>B. CT and Lab Analyzer Approval Process – Shiloh Erven</p>                                                                                                             | <p>The Board returned to Open Session at 12:48 pm.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>8. Adjourn</b>                                                                                                                                                                                                                                                                                                                                  | <p>With no further business to come before the Board, regular session adjourned at 12:49 pm</p> <p>Minutes taken and submitted by Julie Baker. Approved October 26, 2026.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

### 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.

**Excellence:** Creating standards of performance that surpass ordinary expectations. We want to make this the place where patients want to come, our providers want to practice, and people want to work!