

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

In Person	Ione Fire Station 140 W Main Street Ione, Oregon, 97843
Microsoft Teams	Join: https://teams.microsoft.com/meet/262192054916435?p=bsRRb5s9J0ftU2K4UP Meeting ID: 262 192 054 916 435 Passcode: p3TM6oa6

- 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. June 29th, 2026, Board Meeting
- 4. Consent agenda**
 - A. CEO Dashboard – Bob
 - B. Quality Report – Dr. Jack
 - C. EMS Stats – Jodi Ferguson
- 5. Reports**
 - A. CEO Report – Bob Houser, CEO, FACHE
 - 1a. Community Benefit request from Heppner Day Care, Inc. (see attached letter)
 - 2a. Home Health/Hospice Report – Lisa Spencer, Director
 - B. Financial Report – Rick Worden
- 6. Med Staff Report**

Approve staff privileges for:

 - a. Sydney Asper, MD, consulting/CORA
 - b. SirajHaq, MD, consulting/CORA
 - c. Hanorah McDonald, APRN-NP, Active
 - d. Elizabeth Shanks, PT, Allied/Consulting, Rocky Mountain PT

Medical Staff Re-appointments:

 - a. Shelley McCabe, PT, Allied/Consulting, Rocky Mountain PT
 - b. Regina Lazinka, SLP, Allied/Consulting, Rocky Mountain PT

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!

7. Old Business

A. Closing on the Boardman Ambulance building

8. New Business

9. Adjourn

10. Next meeting to be held on August 31st, 2026, at Pioneer Memorial Clinic in Heppner.

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Meeting	Board of Directors		
Date / Time	June 29, 2026, 6:30 pm	Location	Irrigon Library 490 NE Main Ave, Irrigon, Oregon 97843 Microsoft Teams
Chair	Janet Greenup	Recorder	Natalia Wight
Board Members	Present: Janet Greenup, McKenzie Bailey, Annetta Spicer, Lisa Pratt		
Attendees	Staff: Bob Houser, Shiloh Erven, Natalia Wight, Jodi Ferguson, Rick Worden, Dr. Emily Jack, Sheryl Angell, Staci Hedman, Lisa Spencer, Jamie Houck, Katelin Tellechea, Joseph Munkers Press: Gazette Times Guests: N/A		

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
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 McKenzie Bailey at 6:31 pm.
2. Public Comment	None
3. Approval of Meeting Minutes A. June 8, 2026	Amendments to the minutes included a typo in section 5, A- Motion #1, a typo in section 5, B- Motion #1, and a typo in section 5, B- Motion #2. MOTION: Lisa Pratt moved to approve the minutes for the June 8, 2026, meeting with the amendments. Annetta Spicer seconded the motion. Vote: Janet Greenup- yes, Lisa Pratt- yes, McKenzie Bailey- yes, Annetta Spicer- yes. The motion passed.
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 days cash on hand had improved to 44 and days in A/R is down to 85. Houser noted that this was due to the PBO team working hard to make these improvements. HR turnover rate decreased on the dashboard at 2.4%, with the vacancy rate at 9.09% and 2 newly created positions. Houser reviewed clinic stats, noting that these reflect provider PTO and continuing education time. Houser discussed the NRC Survey results noting that both PMC and ICC have exceeded the NRC benchmark of 86.7% with PMC at 92.9% and ICC at 93.7% for May. Houser noted the Inpatient results are at 66.7% and improving. Discussion had regarding clinic no show rates and why they are significantly higher at Irrigon Medical Clinic. Noted that access to transportation is challenging in

	the area with some ideas shared to help improve patient access, including reaching out to Morrow County regarding transportation options. B. No quality report this month. Dr. Jack stated that she is working with Morrow County School District to arrange and advertise free sports physicals in schools. Dr. Jack also stated that Morrow County Public Health is delivering vaccines to PMC for in-clinic administration during Wellness Checks, and this is being well received. C. Jodi Ferguson reviewed the EMS Stats (see packet).
5. Reports A. CEO Update – Bob Houser B. Financial Report – Rick Worden, CFO	A. Houser provided a CEO update (see packet). Houser shared that we are currently advertising for either an Interim or Permanent EMS Director. We currently have 4 applicants for permanent and 4 for Interim. Houser stated he will begin scheduling interviews. Houser presented a Community Benefit Request (CBR) to the Board from Bailey Heavy Equipment in Lexington for an AED unit. MOTION: Lisa Pratt moved to approve the Community Benefit Request to fund the AED Unit for Bailey Heavy Equipment. McKenzie Bailed seconded the motion. Vote: Janet Greenup- yes, Lisa Pratt- yes, Annetta Spicer- yes, McKenzie Bailey- yes. The motion passed. Discussion regarding possibly setting parameters in the future regarding AED unit locations and possibly requiring some units be installed outside for easy public access 24/7. Houser continued his CEO update by providing information on newly appointed CEO, Shiloh Erven's, schedule for the month of July. Houser discussed Boardman Immediate Care which is closed as of June 19th for remodeling. The mobile bus has been moved and parked at the MRI Pad located at Irrigon Medical Clinic. B. Rick Worden presented the Financial Report (see packet). Worden noted that days cash on hand has improved to 44, we are still not meeting the target but working towards it. Worden discussed that net operating cash flow is down, but the average daily expense is also down, which is positive. Worden continued his report noting that days in A/R had decreased to 84 and DSO is down to 67. Worden reported that some older accounts have been turned over to collections. Discussion had on the dollar amount of aging accounts at 120, 180+ days. Worden stated he will provide a breakdown of aging account balances at the next meeting. Worden noted that the church payoff is not reflected on this report but will show next month.
A. Medical Staff Report	A. No medical staff report this month.

B. Old Business A. Closing on the Boardman Ambulance Building	A. Bob Houser reported that the Boardman Ambulance Building is tentatively scheduled to close on July 2. Boardman Pantry will be paying closing costs and \$150,000 for the property.
C. New Business a. Handicap Parking b. Heppner Road Project c. Board Work Session	A. Houser noted that he is looking into adding an additional handicap parking space at Pioneer Memorial Clinic. He will be working with DOT to discuss how many spots there should be and then work to add an additional space. Houser discussed that the City of Heppner will be starting a large project that will affect Gilmore St, Thompson St, and Morrow St around the hospital. This is scheduled to begin July 13th. Houser noted that he has been assured that only half of the road at a time will be closed, so hospital and clinic access will remain for the entirety of the project. Annetta Spicer noted that she spoke with a patient concerned about not receiving a timely call back. Bob Houser stated that he spoke with the patient and her concerns were addressed. Lisa Pratt discussed scheduling a work session, possibly in the next few weeks. With a new CEO, Shiloh Erven, and two new Board members, this work session would help them become familiar with current and outstanding issues/news the Board of Directors has been discussing and working to resolve.
D. Executive Session	Chair Greenup called Executive Session to order at 7:21 pm under: a. Discussion of negotiating district real property transactions to be held under ORS 192.660 (2)(e) b. Discipline of Public Officers and Employees to be held under ORS 192.660 (2)(b) 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. Executive Session adjourned at 7:53 pm
E. Return to Open Session	The Board returned to open session at 7:54 pm.
F. Adjourn	With no further business to come before the Board, regular session adjourned at 7:55pm Minutes taken and submitted by Natalia Wight. Approved _____.

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July 2026 Meeting

HUMAN RESOURCES	
Turnover Rate (Rolling 3 Months: April-May-June)	3.0%
Vacancy Rate	10.29%
Number of Open Positions	13
Newly Created Open Positions	0

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

FINANCIAL	
Days Cash on Hand	13
Days in AR Cerner	66
Days in AR (All)	68

Goal ≥ 90

Goal ≤ 60

RURAL HEALTH CLINICS				
MEASURE	PMC	ICC	IMC	BIC
Third Next Available (Current Month)	21	5	19	N/A
Total Visits (Previous Month)	313	120	309	24
Total (BH) Visits (Previous Month)	40	N/A	69	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)	131
Emergency Department Visits (Previous Month)	123
Hospital Outpatient Visits (Previous Month)	355

HOME HEALTH & HOSPICE	
Hospice Days (Previous Month)	99
Home Health Visits (Previous Month)	127

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)			
	Rolling 12 Month Period - June 2025 to		
	April	May	June
Boardman Immediate Care	76.4%	76.0%	77.0%
	Responses = 72	Responses = 75	Responses = 74
Ione Community Clinic	93.8%	93.7%	93.2%
	Responses = 240	Responses = 254	Responses = 236
Irrigon Medical Clinic	75.8%	75.7%	75.5%
	Responses = 289	Responses = 313	Responses = 302
Pioneer Memorial Clinic	93.1%	92.9%	94.1%
	Responses = 289	Responses = 322	Responses = 341
All Clinics Combined	86.3%	86.2%	86.7%
	Responses = 890	Responses = 964	Responses = 953
NRC Benchmark	86.7%		

Would you recommend this service/department to your friends or family? (Net Promoter Score)			
	Rolling 12 Month Period - June 2025 to		
	April	May	June
Emergency Department	69.9%	69.6%	70.1%
	Responses = 123	Responses = 135	Responses = 137
NRC Benchmark	80.5%		
EMS	61.1%	61.1%	65.0%
HEPPNER/IRRIGON	Responses = 18	Responses = 18	Responses = 20
NRC Benchmark	82.5%		
Lab	75.3%	76.2%	77.5%
	Responses = 93	Responses = 101	Responses = 102
NRC Benchmark	80.5%		
Radiology	65.2%	64.7%	66.7%
	Responses = 46	Responses = 51	Responses = 48
NRC Benchmark	81.8%		

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?

Rolling 12 Month Period (June 2025- June 2026)	
Inpatient	62.5% Responses = 8
NRC Average	71.4%

Would you recommend this hospital to your friends and family?

Rolling 12 Month Period (June 2025- June 2026)	
Inpatient	62.5% Responses = 8
NRC Average	72.6%

Clinic Stats by Providers

May 29th, 2026

June 30th, 2026

BIC – Boardman

BIC - Boardman

Hours available – 120 hours

88 hours

Patients seen – 45

24

No Shows – 2

0

No Show rate – 4%

0%

MA visits – 1

0

Irrigon Medical Clinic

Irrigon Medical Clinic

Behavioral Health - Hours available – 80 hours

136 hours

Patients seen – 44

69

No Shows – 11

10

No Show rate – 20%

13%

Provider – LL -

Hours available – 80

112 hours

Patients seen – 54

82

No shows – 3

20

No show rate – 5%

20 %

Provider- JW -

Hours available – 88 hours

112 hours

Patients seen – 136

227

No shows – 23

27

No show rate –14%

11%

Irrigon Medical Clinic Totals for May

June totals

Hours available – 248

MA visits – 24

360 hours

MA visits - 33

Patients seen – 234

378

No shows – 37

57

No show average rate – 14%

13 %

Ione Community Clinic	May	June
Provider EM – Hours available – 80 hours		88 hours
Patients seen – 125		120
No Shows – 0		3
No Show rate – 0%		2 %
MA visits – 11		9

Pioneer Memorial Clinic	May	June
Provider- AR- Hours available – 72 hours		96 hours
Patients seen – 116		152
No Shows – 5		3
No show rate – 4%		2 %
Provider EJ – Hours available – 80 hours		104 hours
Patients seen – 125		161
No Shows – 2		11
No show rate – 2%		6 %
Behavioral Health – Hours available – 80 hours		80 hours
Patients seen – 41		40
No Shows - 3		9
No show rate – 7%		18%

Pioneer Memorial Clinic Totals for May 2026	June
Hours available – 232 hours	280 hours
Patients seen – 282	353
No Shows – 10	23
No Show Rates – 3%	6 %
MA visits – 9	16

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	0	1	2	33		
DISCHARGES	3	0	4	6	5	3	5	3	3	0	1	2	35		
Admits- MEDICARE	1	0	4	4	2	4	4	1	1	0	0	2	23		
MEDICAID	0	0	0	1	0	0	0	0	0	0	0	0	1		
OTHER	0	0	0	2	0	0	0	1	1	0	0	0	4		
SELF PAY	0	0	1	0	1	0	0	1	1	0	1	0	5		
TOTAL	1	0	5	7	3	4	4	3	3	0	1	2	33		
Dschgs -MEDICARE	1	0	3	4	3	3	5	1	1	0	0	2	23		
MEDICAID	0	0	0	0	1	0	0	0	0	0	0	0	1		
OTHER	1	0	1	2	0	0	0	1	1	0	0	0	6		
SELF PAY	1	0	0	0	1	0	0	1	1	0	1	0	5		
TOTAL	3	0	4	6	5	3	5	3	3	0	1	2	35		
PATIENT DISCHARGE DAYS															
MEDICARE	0	0	8	8	10	3	15	2	3	0	0	2	51		
MEDICARE ADVANTAGE	1	0	0	3	0	3	0	0	0	0	0	4	11		
MEDICAID	0	0	0	0	0	0	0	0	0	0	0	0	0		
MEDICAID MANAGED CARE	0	0	0	0	5	0	0	0	0	0	0	0	5		
OTHER	3	0	0	4	0	0	0	4	3	0	0	0	14		
SELF PAY	7	0	2	0	2	0	0	3	2	0	4	0	20		
TOTAL	11	0	10	15	17	6	15	9	8	0	4	6	101		
PATIENT ADMISSION DAYS															
Adults	2	0	12	18	14	8	13	11	8	0	4	6	96		
Pediatric	0	0	0	0	0	0	0	0	0	0	0	0	0		
TOTAL	2	0	12	18	14	8	13	11	8	0	4	6	96		
AVG LENGTH OF STAY	0.7	#DIV/0!	3.0	3.0	2.8	2.7	2.6	3.7	2.7	#DIV/0!	4.0	3.0	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	0.1	0.2	0.3		
DEATHS	1	0	1	0	0	0	0	0	0	0	1	0	3		
SWING BED (Skilled)															
ADMISSIONS	2	2	2	5	4	1	5	0	2	4	0	1	28		
DISCHARGES	1	3	1	4	6	1	1	4	1	4	1	1	28		
TOTAL	3	5	3	9	10	2	6	4	3	8	1	2	56		
Dschgs -MEDICARE	1	2	1	4	5	1	1	4	1	4	1	1	26		
MEDICAID	0	0	0	0	1	0	0	0	0	0	0	0	1		
OTHER	0	1	0	0	0	0	0	0	0	0	0	0	1		
SELF PAY	0	0	0	0	0	0	0	0	0	0	0	0	0		
TOTAL	1	3	1	4	6	1	1	4	1	4	1	1	28		
PATIENT DISCHARGE DAYS															
MEDICARE	3	0	13	77	55	15	7	71	5	38	48	0	332		
MEDICARE ADVANTAGE	0	21	0	0	23	0	0	0	0	0	0	5	49		
MEDICAID	0	0	0	0	0	0	0	0	0	0	0	0	0		
MEDICAID MANAGED CARE	0	0	0	0	8	0	0	0	0	0	0	0	8		
OTHER	0	18	0	0	0	0	0	0	0	0	0	0	18		
SELF PAY	0	0	0	0	0	0	0	0	0	0	0	0	0		
TOTAL	3	39	13	77	86	15	7	71	5	38	48	5	407		
PATIENT ADMISSION DAYS															
MEDICARE	3	21	33	71	61	15	21	58	9	54	27	5	378		
MEDICAID	0	0	0	0	8	0	0	0	0	0	0	0	8		
OTHER	18	0	0	0	0	0	0	0	0	0	0	0	18		
SELF PAY	0	0	0	0	0	0	0	0	0	0	0	0	0		
TOTAL	21	21	33	71	69	15	21	58	9	54	27	5	404		
AVG DAILY CENSUS	0.68	0.68	1.10	2.29	2.30	0.48	0.68	2.07	0.29	1.80	0.87	0.17	1.11		
SWING BED REVENUE	\$ 9,432	\$ 9,432	\$ 15,271	\$ 32,789	\$ 30,992	\$ 6,737	\$ 8,983	\$ 26,051	\$ 4,042	\$ 24,255	\$ 12,127	\$ 2,246	\$182,359		
SWING \$ DAYS	21	21	34	73	69	15	20	58	9	54	27	5	406		
DEATHS	0	0	0	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	2	1	3	21
DISCHARGES	1	1	1	1	1	4	0	2	3	2	1	3	20
HOURS	24	42	16	35	30	177	0	237	120	20	14	71	786
REVENUE	\$ 3,140	\$ 5,496	\$ 2,094	\$ 4,580	\$ 3,926	\$ 23,160	\$ -	\$ 31,011	\$ 15,702	\$ 2,617	\$ 1,832	\$ 9,290	\$ 102,848
AVG LENGTH OF STAY (hours)	24.0	42.0	8.0	35.0	30.0	44.3	#DIV/0!	118.5	40.0	10.0	14.0	23.7	37.4
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	2	0	0	11
DISCHARGES	0	0	0	0	2	2	1	2	1	2	0	0	10
PATIENT ADMISSION DAYS	0	0	0	4	9	4	4	13	1	19	0	0	54
DEATHS	0	0	0	0	0	1	0	0	0	2	0	0	3
SWING (Non-Skilled)													
ADMISSIONS	0	0	0	0	1	0	0	0	1	0	0	0	2
DISCHARGES	0	0	1	0	0	1	0	0	0	1	1	0	4
Dschgs -MEDICAID	0	0	1	0	0	0	0	0	0	1	0	0	2
SELF PAY		0	0	0	0	1	0	0	0	0	1	0	2
TOTAL	0	0	1	0	0	1	0	0	0	1	1	0	4
PATIENT DISCHARGE DAYS													
MEDICAID	0	0	221	0	0	0	0	0	0	21	0	0	242
SELF PAY		0	0	0	0	32	0	0	0	0	676	0	708
TOTAL	0	0	221	0	0	32	0	0	0	21	676	0	950
PATIENT ADMISSION DAYS													
MEDICAID	124	124	104	93	90	93	93	84	104	98	93	90	1190
SELF PAY	62	62	60	62	77	77	62	56	62	60	37	30	707
PATIENT ADMISSION DAYS	186	186	164	155	167	170	155	140	166	158	130	120	1897
AVG DAILY CENSUS	6.0	6.0	5.5	5.0	5.6	5.5	5.0	5.0	5.4	5.3	4.2	4.0	12.4
SWING BED REVENUE	\$ 96,389	\$ 96,389	\$ 84,988	\$ 80,324	\$ 86,543	\$ 88,097	\$ 80,324	\$ 72,551	\$ 91,788	\$ 86,325	\$ 69,388	\$ 61,192	\$ 994,298
SWING \$ DAYS	186	186	164	155	167	170	155	140	168	158	127	112	1888
DEATHS	0	0	1	0	0	0	0	0	0	1	0	0	2
SUMMARY STATS													
TOTAL/AVERAGE % OCCUPANCY	32.1%	31.8%	33.2%	38.1%	41.1%	30.3%	29.6%	37.8%	28.3%	36.7%	24.7%	20.1%	32.0%
TOTAL OUTPATIENTS (Admits) w/ ER	329	353	386	414	287	404	490	426	466	446	388	478	4867
TOTAL ER (Encounters)	85	104	89	123	83	122	124	90	106	106	118	123	1273
LAB TESTS													
INPATIENT	43	14	45	48	64	21	53	38	48	50	0	28	452
OUTPATIENT	669	791	755	876	524	800	1032	1001	1070	875	772	1176	10341
TOTAL	712	805	800	924	588	821	1085	1039	1118	925	772	1204	10793
XRAY/ULTRASOUND TESTS													
INPATIENT	4	2	4	4	2	3	9	2	4	6	0	4	44
OUTPATIENT	60	78	72	93	49	81	116	80	99	105	74	85	992
TOTAL	64	80	76	97	51	84	125	82	103	111	74	89	1036
CT SCANS	44	33	14	31	21	36	57	38	50	53	35	46	458
MRI SCANS	1	3	2	3	4	3	1	3	7	6	6	10	49
EKG TESTS	31	22	34	34	18	24	56	29	48	44	26	29	395
TREADMILL PROCEDURES	0	0	0	0	0	0	0	0	0	0	0	0	0
RESPIRATORY THERAPY													0
INPATIENT	29	4	41	40	64	22	13	17	18	41	10	18	317
OUTPATIENT	1	9	37	15	7	19	18	6	42	36	21	32	243
TOTAL	30	13	78	55	71	41	31	23	60	77	31	50	560

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	389	282	353	3009
IRRIGON MEDICAL CLINIC	290	280	269	314	236	380	257	373	442	340	234	378	3793
BOARDMAN IMMEDIATE CARE	50	82	68	57	31	32	48	61	37	44	45	24	579
IONE COMMUNITY CLINIC	159	188	171	140	134	180	189	175	181	115	125	120	1877
ALL PROVIDER ENCOUNTERS AT HOSPITAL**	110	127	133	180	123	152	146	134	131	134	137	139	1646
TOTAL	746	908	851	845	661	920	971	1024	1119	1022	823	1014	10904
REVENUE OF HOSPITAL ENCOUNTERS	\$65,469	\$ 67,059	\$ 52,227	\$ 70,412	\$ 49,722	\$ 64,135	\$ 64,660.55	\$ 55,358	\$ 60,972	\$ 57,520	\$ 56,389	\$ 61,360	\$725,284
AMBULANCE													
HEPPNER AMBULANCE TRANSPORTS	14	13	15	26	26	20	30	22	24	26	18	19	253
BOARDMAN AMBULANCE TRANSPORTS	0	0	0	0	0	0	0	0	0	0	0	0	0
IRRIGON AMBULANCE TRANSPORTS	21	20	16	19	18	30	30	27	20	34	20	20	275
IONE AMBULANCE TRANSPORTS	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	35	33	31	45	44	50	60	49	44	60	38	39	528
HEPPNER AMB REVENUE	\$ 24,422	\$ 23,003	\$ 26,221	\$ 46,384	\$ 31,238	\$ 34,835	\$ 52,442	\$ 36,539	\$ 39,758	\$ 44,869	\$ 30,481	\$ 31,901	\$422,092
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	\$ 60,772	\$ 35,214	\$ 34,078	\$498,388
IONE AMB REVENUE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$0
TOTAL	\$ 62,192	\$ 58,974	\$ 54,998	\$ 79,420	\$ 74,971	\$ 87,656	\$ 104,884	\$ 84,721	\$ 75,350	\$ 105,641	\$ 65,694	\$ 65,979	\$920,480
HOME HEALTH VISITS													
SKILLED NURSING VISITS	45	59	55	41	37	38	49	38	44	24	34	65	529
AIDE VISITS	3	10	18	8	9	12	21	12	4	6	17	8	128
MSW VISITS	2	4	9	2	3	9	8	6	2	4	2	3	54
OCCUPATIONAL THERAPY	0	0	0	0	0	0	0	0	0	0	0	0	0
PHYSICAL THERAPY	38	27	39	34	34	44	44	30	32	26	29	50	427
SPEECH THERAPY	6	3	2	3	3	0	0	0	2	2	0	1	22
IN HOME CARE VISITS-PRIVATE PAY	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	94	103	123	88	86	103	122	86	84	62	82	127	1160
HOSPICE													
ADMITS	2	2	3	5	0	1	1	2	3	3	1	0	23
DISCHARGE	1	0	0	0	0	0	1	1	0	0	0	1	4
DEATHS	1	2	3	1	3	1	0	1	5	2	2	1	22
TOTAL HOSPICE DAYS	135	101	111	207	193	142	153	167	168	146	156	99	1778
PHARMACY													
DRUG DOSES	644	854	957	1548	1547	1383	1317	1438	2357	1171	954	759	14,929
DRUG REVENUE	\$ 44,398	\$ 33,349	\$ 44,306	\$ 50,283	\$ 38,949	\$ 31,450	\$ 32,636	\$ 22,289	\$ 34,003	\$ 24,859	\$ 34,333	\$ 16,501	\$407,356

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	1.0	4.0	41	33	1.1	2.0	5	5	1.0	5.0	26	24	1.5	3.3	3	3	0.0	0.0	0	0	0.0	0.0	0	0
Transfers April	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0.0	0	0	2.7	14.5	4	4	0.0	0.0	0	0	1.5	0.5	2	2
9-1-1 May	1.2	6.2	37	24	1.0	2.0	1	1	1.3	13.2	20	13	0.0	0.0	0	0	0.0	0.0	0	0	0.0	0.0	0	0
Transfers May	0.0	0.0	0	0	1.0	18.0	1	1	0.0	0.0	0	0	1.6	1.6	6	6	0.0	0.0	0	0	1.0	2.0	1	1
9-1-1 June	1.4	6.1	32	20	1.2	6.7	4	1	1.2	10.3	24	12	1.8	9.4	5	2	0.0	0.0	0	0	0.0	0.0	0	0
Transfers June	0.0	0.0	0	0	0.0	0.0	0	0	1.0	1.0	1	1	3.6	8.2	5	5	0.0	0.0	0	0	1.0	1.0	1	1
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																								
Transfers December																								
TOTAL			221	149			23	18			149	116			53	38			0	0			10	10

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
Heppner OR 97836
Tel: 541-676-9133
Toll Free: 1-800-737-4113
www.morrowcountyhealthdistrict.org

TO: Morrow County Health District Board of Directors

FROM: Bob Houser, CEO, FACHE / Shiloh Erven, CEO

SUBJECT: CEO REPORT TO THE BOARD

DATE: 7/27/26

1. **Recruitment/Staffing:** On-site interviews have been set for a mid-level provider at IMC as well as 2 EMS Directors. The interim EMS Director is scheduled to be onsite on July 27th.
2. **Additional employees needed:** 2 EMTs, 3 RN's, 2 CNA's night shift and 1 HH&H RN
3. **Miscellaneous:**
 - A. Community Requests:
 - B. Just FYI, the AEDs are currently on back order and should arrive from late August to mid-September.
 - C. Boardman Clinic – The bus has been moved and is currently parked on the MRI parking spot at IMC. We are currently waiting for a response from the contractor to see if he is interested in giving a bid on the remodeling of the Boardman Clinic.
 - D. Dr. Nichols has completed his orientation/training the week of July 21st-23rd and will begin seeing patients @PMC August 3rd.
 - E. MCHD has signed a contract with Well Vanna, which is an organization that helps hospitals save money on Medicare Advantage Plans. The cost savings is a 60-40 split with MCHD receiving 60% of the savings for those patients on a Medicare Advantage plan.
 - F. I would like to thank the Board, Providers and all the staff for supporting me and the changes that we implemented during this past year. It has been my pleasure to be part of this organization again and I wish you and Shiloh continued success in the years to come.

CEO Itinerary:

The CEO itinerary calendar for August will be included in your packet or handed out at the meeting. Please note that the itinerary is subject to change throughout the month.

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	P – (541) 676-2946	P – (541) 676-5504	P – (541) 922-5880	P – (541) 422-7128	P – (541) 676-9133
F – (541) 676-2901	F – (541) 676-9017	F – (541) 676-9025	F – (541) 922-5881	F – (541) 422-7145	F – (541) 676-2901
TDD – (541) 676-2908					

MCHD is An Equal Opportunity Provider and Employer

Heppner Day Care, Inc
P.O. Box 446
Heppner, OR 97836
heppnerdaycareboard@gmail.com
541-676-5429

July 10, 2026

Dear Community Member,

For generations, Heppner Day Care has provided a safe, nurturing place where children can learn, grow, and thrive while their parents work, attend school, and support their families.

Today, we are asking for your help.

Our community has outgrown our current facility, and the demand for quality childcare continues to increase. To meet this need, Heppner Day Care has secured a new location on Main Street in Heppner that will allow us to expand services for local families. This project will create additional infant, toddler, preschool, and school-age childcare spaces while ensuring children have a modern, safe, and enriching environment in which to learn.

Although we have been fortunate to receive significant support from local government, foundations, and community partners, the project still requires substantial local investment. We are inviting individuals, families, farms, ranches, and local businesses to become partners in this important investment in our community.

No gift is too small, and every contribution makes a difference. Whether you choose to give \$100, \$500, \$1,000, \$5,000, or make a larger leadership gift, your generosity will directly support the expansion of childcare services for local families.

When you invest in Heppner Day Care, you are investing in local children and their future success, working families who depend on reliable childcare, local employers who need a stable workforce, and the long-term economic vitality of South Morrow County. Together, we can create a facility that will serve families for decades to come.

As a registered 501(c)(3) nonprofit organization, all donations are tax-deductible.

If you would like to make a donation, discuss a sponsorship opportunity, or learn more about the project, please contact Heppner Day Care. We would be honored to meet with you and share our vision for the future.

With your support, we can build something that will benefit generations to come.

With sincere gratitude,

Heppner Day Care Expansion Committee

Heppner Day Care Expansion Project

Building the Future of Childcare in South Morrow County

About Heppner Day Care (future Heppner Early Learning Center)

Heppner Day Care is the only licensed childcare provider serving the South Morrow County communities of Heppner, Lexington, and Ione. For years, local families have faced limited childcare availability, long waitlists, and a lack of infant and toddler care options. Morrow County remains a designated childcare desert, with only a small percentage of children under age five having access to licensed childcare.

The Vision

Heppner Day Care is developing a new childcare facility that will significantly expand access to affordable, high-quality childcare services in South Morrow County.

Project Goals

The expansion project is designed to:

- Increase overall childcare capacity for local families
- Add infant and toddler care services currently unavailable in the area
- Expand preschool opportunities and kindergarten readiness programs
- Provide school-age childcare options
- Offer year-round childcare with extended hours for working families
- Support families utilizing ERDC, Preschool Promise, and other childcare assistance programs
- Strengthen workforce retention and economic development in rural communities

Current Progress

Our fundraising goal is **\$2,400,000**. This goal reflects all anticipated expenses, including any outdoor playground equipment, landscaping and interior furnishings. Heppner Day Care has already secured significant community and regional support for the project, including:

- **\$750,000** committed by Morrow County
- **\$250,000** committed by Willow Creek Valley Economic Development Group (WCVEDG)
- **\$650,000** committed by the Howard & Beth Bryant Foundation (HBBF)
 - In addition to monetary donation, HBBF will be providing free capital project management services and expertise
- Additional private and grant funding opportunities in progress

The project has also received broad public support from local businesses, community organizations, elected officials, and families throughout the region.

Childcare is critical infrastructure in our communities. The Heppner Day Care Expansion Project is an investment in children, families, workforce development, and the long-term sustainability of South Morrow County.

Monthly Financial Dashboard – Key Risk Indicators

Critical Access Hospital | Rolling Trend Perspective

As of 6/30/2026

Status indicators: ● Outside board-approved tolerance; ● Monitor / emerging risk; ● Within expected range.

KPI	Current	Trend	Target	Status
Liquidity & Cash				
Days Cash on Hand	13	▼	≥ 90	●
Net Operating Cash Flow	\$ (131,736)	▲	≥ \$0	●
Average Daily Expense	\$ 57,316	▼	—	
Revenue Cycle Health				
DSO	47	▼	≤ 65	●
Days in A/R	66	▼	≤ 60	●
% of Net A/R > 90 Days	33%	▼	≤ 25%	●
Cost & Sustainability				
Rolling 12 Month Operating Margin	(28%)	▲	≥ 0%	●
Non-Operating Revenue Impact	9%	▼	≤ 8%	●
Salary & Benefits %	74%	▲	≤ tolerance	●
Volume Context (Trend Only)				
ED Visits	123	▲	—	
Hospital Admit Days	131	▼	—	
Hospital Outpatient Visits	355	▲	—	
Clinic Visits - Incl. Behavioral Health	875	▲	—	
Home Health & Hospice Days/Visits	226	▼	—	

Metrics are monitored for trend and alignment rather than single month variance. Certain fluctuations reflect Medicare cost report timing typical of Critical Access Hospital.



MORROW COUNTY HEALTH DISTRICT

BALANCE SHEET

FOR THE MONTH ENDING 06/30/2026

ASSETS**CURRENT YTD****CURRENT ASSETS****TOTAL CASH & INVESTMENTS 1,520,357**

ORACLE HEALTH A/R 2,542,766

THRIVE A/R 65,698

CENTRIQ HOSPITAL, SWING & CLINICS A/R (603)

GROSS PATIENT RECEIVABLES 2,607,861

LESS CLEARING ACCOUNTS 41

LESS ALLOWANCE FOR UNCOLLECTABLE (689,590)

LESS ALLOWANCE FOR CONTRACTUALS (29,179)

NET PATIENT ACCOUNTS RECEIVABLE 1,889,133

EMPLOYEE ADVANCES 36,993

EMPLOYEE PURCHASES RECEIVABLE 2,407

RECEIVABLE-340B FR/SUN RX 68,244

TAXES RECEIVABLE-PRIOR YR 4,508

TAXES RECEIVABLE-CURRENT YEAR 244,590

OTHER RECEIVABLES 962,709

MC/MD RECEIVABLE 323,872

ASSISTED LIVING RECEIVABLE 4,802

TOTAL OTHER RECEIVABLES 1,648,125

INVENTORY-GENERAL 168,118

INVENTORY LAB & RX 282,212

PREPAID INSURANCE 77,651

PREPAID-OTHER 67,408

TOTAL INVENTORY & PREPAID 595,389**TOTAL CURRENT ASSETS 5,653,004****LONG TERM ASSETS**

LAND 71,231

LAND IMPROVEMENTS 321,575

BUILDING & IMPROVEMENTS 5,838,846

EQUIPMENT 7,912,587

SUBSCRIPTION BASED ASSETS 3,668,860

CONSTRUCTION IN PROGRESS 399,616

LESS ACCUMULATED DEPRECIATION (12,291,503)

TOTAL LONG TERM ASSETS 5,921,211**TOTAL ASSETS 11,574,216****LIABILITIES**



MORROW COUNTY HEALTH DISTRICT

BALANCE SHEET

FOR THE MONTH ENDING 06/30/2026

CURRENT LIABILITIES

TOTAL ACCOUNTS PAYABLE	413,617
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TOTAL ACCRUED WAGES & LIABILITIES	1,732,917
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ACCRUED INTEREST	2,949
SUSPENSE ACCOUNT	97,086
TCAA SUSPENSE	1,939
DEFERRED INCOME	1,506
MC/MD SETTLEMENT PAYABLE	78,834
CONTINGENCY SETTLEMENT PAYABLE	100,000
TOTAL OTHER LIABILITIES	282,314

TOTAL CURRENT LIABILITIES	2,428,848
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SUBSCRIPTION BASED LIABILITIES	2,903,961
BEO 2018 BOARDMAN BLDG LOAN	32,471
MORROW CO 2018 BRDMAN BLDG LN	17,729
BEO IMC EXPANSION 2018	139,511
MORROW CO 2021 CHURCH LOAN	(6)
BEO REFINANCE OF USDA LOAN	685,621
BEO 2024 CAPITAL LOAN	852,760
TOTAL LONG TERM LIABILITIES	4,632,048

EQUITY/FUND BALANCE

GENERAL FUND UNRESTRICTED BAL	6,946,957
NET INCOME/LOSS	(2,433,637)
EQUITY/FUND BALANCE	4,513,320

TOTAL LIABILITIES & EQUITY/FUND BALANCE	11,574,216
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MORROW COUNTY HEALTH DISTRICT
OPERATING INCOME STATEMENT
FOR THE MONTH ENDING 06/30/2026

CURRENT MONTH	LAST MONTH	DOLLAR VARIANCE		CURRENT YEAR TO DATE	BUDGET YEAR TO DATE	DOLLAR VARIANCE
PATIENT SERVICES REVENUE						
119,424	111,058	8,366	INPATIENT REVENUE	1,850,654	2,014,429	(163,775)
729,416	547,797	181,619	OUTPATIENT REVENUE	7,164,216	8,727,603	(1,563,387)
316,972	242,729	74,243	CLINIC REVENUE	3,356,931	3,240,934	115,997
118,888	90,974	27,913	HOME HEALTH & HOSPICE REVENUE	1,164,581	1,165,448	(868)
(997)	12	(1,008)	ORACLE HEALTH UNALIASED	(341)		(341)
1,283,703	992,570	291,133	TOTAL GROSS PATIENT REVENUE	13,536,040	15,148,414	(1,612,374)
(623,275)	(51,996)	(571,280)	PROVISION FOR BAD DEBTS	(842,243)		(842,243)
434,433	(230,317)	664,750	CONTRACTUALS & ADJUSTMENTS	(344,461)	2,908,518	(3,252,979)
(188,842)	(282,313)	93,471	TOTAL REVENUE DEDUCTIONS	(1,186,704)	2,908,518	(4,095,222)
1,094,861	710,257	384,604	TOTAL NET PATIENT REVENUE	12,349,336	18,056,932	(5,707,596)
334,658	334,658		TAX REVENUE	3,879,991	3,582,430	297,561
57,598	7,780	49,818	OTHER OPERATING REVENUE	567,285	360,800	206,485
1,487,117	1,052,696	434,421	TOTAL OPERATING REVENUE	16,796,612	22,000,162	(5,203,550)
OPERATING EXPENSES						
875,593	867,713	7,880	SALARIES & WAGES	11,110,940	11,975,152	(864,212)
314,326	317,213	(2,887)	EMPLOYEE BENEFITS & TAXES	3,494,372	4,292,367	(797,995)
97,468	85,363	12,105	PROFESSIONAL FEES	1,451,750	1,720,572	(268,822)
80,311	67,240	13,070	SUPPLIES & MINOR EQUIPMENT	1,001,508	1,361,485	(359,977)
3,332	5,214	(1,881)	EDUCATION	55,234	65,200	(9,967)
481	140	341	RECRUITING & ADVERTISING	47,766	103,850	(56,084)
27,012	21,308	5,704	REPAIRS & MAINTENANCE	296,221	241,074	55,147
187,423	179,629	7,794	PURCHASED SERVICES	2,255,818	1,878,201	377,617
72,251	70,064	2,186	DEPRECIATION	899,904	1,098,403	(198,499)
14,475	19,468	(4,993)	TRAVEL	193,384	188,217	5,168
14,353	13,885	468	UTILITIES, PHONE & PROPANE	189,804	205,194	(15,390)
22,723	22,723		INSURANCE	254,096	219,409	34,687
1,431	4,028	(2,597)	TAXES & LICENSES	39,388	28,891	10,497
21,365	21,293	71	INTEREST	265,781	281,374	(15,593)
4,591	4,084	507	DUES & SUBSCRIPTIONS	51,875	47,192	4,683
(46,030)	17,791	(63,821)	OTHER EXPENSES	195,613	231,843	(36,230)
1,691,104	1,717,157	(26,054)	TOTAL OPERATING EXPENSES	21,803,455	23,938,424	(2,134,969)
(203,987)	(664,462)	460,475	GAIN/LOSS FROM OPERATIONS	(5,006,843)	(1,938,262)	(3,068,581)
132,935	205,372	(72,437)	NON-OPERATING NET GAIN/LOSS	2,573,207	2,138,042	435,165
(71,051)	(459,090)	388,038	NET INCOME/LOSS	(2,433,637)	199,780	(2,633,417)