

Chief Executive Officer  
Ryan Harris



Board of Directors  
Jeanne Utterback, President  
Abe Hathaway, Vice President  
Tami Humphry, Treasurer  
Lester Cufaude, Secretary  
James Ferguson, Director

Board of Directors  
**Strategic Planning Committee Workshop Minutes**  
January 27, 2025 @ 1:00 PM  
Mayers Memorial Healthcare District  
Fall River Boardroom  
43563 HWY 299 E  
Fall River Mills, CA 96028

*These minutes are not intended to be a verbatim transcription of the proceedings and discussions associated with the business of the board's agenda; rather, what follows is a summary of the order of business and general nature of testimony, deliberations and action taken.*

**CALL MEETING TO ORDER:** Abe Hathaway called the Strategic Planning meeting to order at 1:05 PM on the above date.

**BOARD MEMBERS PRESENT:**

Abe Hathaway, Chair, Vice President  
Jeanne Utterback, Board President

**ABSENT:**

**STAFF PRESENT:**

Ryan Harris, CEO  
Travis Lakey, CFO  
Theresa Overton, CNO  
Valerie Lakey, CPRO  
Libby Mee, CHRO  
Jessica DeCoito, Director of Operations  
Alex Johnson, Facilities Manager  
Jack Hathaway, Director of Quality  
Ashley Nelson, Board Clerk

**2 CALL FOR REQUEST FROM THE AUDIENCE - PUBLIC COMMENTS OR TO SPEAK TO AGENDA ITEMS: NONE.**

**3 Review Strategic Plan**

3.1 **Review Fiscal 25 Priorities:** Written report submitted by Ryan Harris.

3.2 **Propose modifications to Fiscal 25 priorities**

**Quality:** Ryan proposes lowering the goal from 80% to 60%, as more of a realistic goal.

**Growth:** Ryan is proposing that each department constitutes 12.5% of the overall target, with an expectation that each department independently achieves a 5% increase.

**Communication:** Ryan proposed that we revise our goal to concentrate specifically on referrals as the patient experience objective with the start of the new fiscal year through custom learning systems. AND that we modify our current priority to reflect our objective for the last quarter of the fiscal year 2025 to maintain our referral queue at less than 200 referrals, all less than 90 days old.

**4 Update on Each Priority**

**People:** Ryan's written report outlined 13 managers who are attending the Healthcare Leadership Institute Management Training program.

**Quality Service:** We are currently at 48% compliance with Hand Hygiene compliance- the services needed a price range of \$250,000 to \$600,000. In these HH audits, family members of patients are helping also to observe our staff. These services can support staff by printing reports, separate by dept and help MMHD reach 80% compliance goal. Jeanne is concerned that the system will create more issues, instead of integrating the changes into the culture of MMHD itself. Incentives will be put in place for depts that reach their HH goals. Libby mentioned that the New Hire Orientation outlines HH with new hires as well, before they even start work. Ryan proposes lowering the

goal from 80% to 60%, as more of a realistic goal. Ryan will rewrite the smart goal, to show the changes and then it will be brought to the full board.

**Growth:** Val has developed a marketing plan to help reach the growth Goal of 5%. Ryan is proposing that each department constitutes 12.5% of the overall target, with an expectation that each department independently achieves a 5% increase.

**Communication:** Making significant progress in the referral process at the RHC. One notable achievement is the significant reduction in referrals from 770 to fewer than 200. Ryan has been engaging with various patient experience systems, to help us with our goal. Different phases of referrals warrant different waiting periods of when the referrals can be closed. Community surveys need to be sent out- about 30% reply rate. Ryan will rewrite this goal, with perhaps a survey aspect, to be brought to the full board.

**Finance:** Breast cancer screening, cervical cancer screening, well child screening, etc. are included in the QIP program. Jack is working with the state to help him understand the Matrix, measures and closure percentages. No changes to this goal are needed.

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## **5 Master Planning Update**

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**5.1 Phase 1 Update** – Jessica DeCoito provided a verbal update. Requests for contracts or proposals- Bid walk on Feb 3rd and then brought to the full Board. Travis is working on the USDA application- the pre application is complete.

**5.2 Deferred Maintenance Projects** - Jessica DeCoito provided a verbal update. The current project is the Nurse call system for the SNF facilities in both Burney and Fall River. The door in F&N project was cancelled and other revisions were made to the area.

**5.3 Other Construction Projects** - Jessica DeCoito provided a verbal update.  
Aspen Street and Burney Fire will be discussing the various phases regarding the TCCN building, and whether the Fire Dept will sign off on the conditions needed.  
Fall River RHC engineering and architects will submit them back to the county and bid packages are being put together- for a contractor.  
HVAC project in Burney- aiming for Feb 7th  
Fire smoke damper project-needed for ACHC  
Rack project- Ryan and Travis proposed to the engineering team to convert the old acute space into more (8) SNF beds. The engineering team is revising to see if it's possible.  
Alex is working with the solar panel project managers to make sure that the Bluff view is not blocked for residents and staff. The solar panels have a 30 year lifespan.

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## **6 Other Information/Announcements**

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No other information or announcements

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## **7 Adjournment: 2:05 pm**

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Next Strategic Planning Committee Meeting is March 24, 2025, in Fall River