

Chief Executive Officer
Ryan Harris



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

Strategic Planning Committee
Meeting Agenda
March 16, 2026 @ 1:00 pm
Mayers Memorial Healthcare District
Fall River Board Room
43563 HWY 299E
Fall River Mills, CA 96028

Mission Statement
Leading rural healthcare for a lifetime of wellbeing.

Attendees
Abe Hathaway, Committee Chair, Board Member
Jeanne Utterback, Board Member
Ryan Harris, CEO
Lisa Neal, Board Clerk

In observance of the Americans with Disabilities Act, please notify us at 530-336-5511, Ext 1130, at least 48 hours in advance of the meeting so that we may provide the agenda in alternative formats or make disability-related modifications and accommodations. The District will make every attempt to accommodate your request.

				Approx. Time Allotted
1	CALL MEETING TO ORDER			
	This meeting will be conducted in accordance with Robert's Rules of Order and the Bylaws of Mayers Memorial Healthcare District.			
2	CALL FOR REQUEST FROM THE AUDIENCE - PUBLIC COMMENTS OR TO SPEAK TO AGENDA ITEMS			
	Persons wishing to address the Board are requested to fill out a "Request Form" prior to the beginning of the meeting (forms are available from the Clerk of the Board (M-W), 43563 Highway 299 East, Fall River Mills, or in the Board Room). If you have documents to present to the Board of Directors for review, please provide a minimum of 9 copies. When the President announces the public comment period, requestors will be called upon one at a time. Please stand and give your name and comments. Each speaker is allocated five minutes to speak. Comments should be limited to matters within the jurisdiction of the Board. Pursuant to the Brown Act (Govt. Code section 54950 et seq.), action or Board discussion cannot be taken on open time matters other than to receive the comments and, if deemed necessary, to refer the subject matter to the appropriate department for follow-up and/or to schedule the matter on a subsequent Board Agenda.			
3	APPROVAL OF MINUTES			
	3.1 Strategic Planning Committee Meeting – January 26, 2026	Attachment A	Action Item	2 min.
	3.2 Strategic Planning Committee Meeting – January 27, 2025	Attachment B	Action Item	2 min.
	3.3 Strategic Planning Committee Meeting – March 24, 2025	Attachment C	Action Item	2 min.
	3.4 Strategic Planning Committee Meeting – May 27, 2025	Attachment D	Action Item	2 min.
4	CONSTRUCTION			
	4.1 Master Planning Update		Discussion	10 min.
	4.2 Deferred Maintenance Projects		Discussion	10 min.
	4.3 Construction Projects Update		Discussion	10 min.
5	STRATEGIC PLANNING PRIORITIES			
	5.1 FY26 Priorities Update		Report	10 min.
6	OTHER INFORMATION/ANNOUNCEMENTS		Information	5 min.
7	ADJOURNMENT: Next Strategic Planning Meeting is May 11, 2026			

Posted 03.12.26

Public records which relate to any of the matters on this agenda (except Closed Session items), and which have been distributed to the members of the Board, are available for public inspection at the office of the Clerk to the Board of Directors, 43563 Highway 299 East, Fall River Mills, CA 96028. This document and other Board of Directors documents are available online at www.mayersmemorial.com.

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Board of Directors
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James Ferguson, Director

Board of Directors
Strategic Planning Meeting Minutes
January 26, 2026 @ 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.

- 1 CALL MEETING TO ORDER:** Abe Hathaway called the Strategic Planning meeting to order at 1:02 PM in accordance with Robert's Rules of Order, which govern the conduct of the meeting.

BOARD MEMBERS PRESENT:

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

STAFF PRESENT:

Ryan Harris, CEO
Jessica DeCoito, Director of Operations
Lisa Neal, Board Clerk

ABSENT:

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

- 3 APPROVAL OF MINUTES**

3.1	A motion to accept the Strategic Planning Board Committee Meeting minutes of January 28, 2026, as presented, was made, seconded, and approved.	Utterback/ Hathaway	Approved by All
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- 4 CONSTRUCTION**

4.1 Master Planning Update:
Discussed several key next steps, including finalizing the feasibility study with WIPFLI to determine if MMHD can afford to move forward with the revised plan. The CEO is researching the Georgia Heart Model as a potential funding source and planning a meeting with Senator Dahle to explore the possibility of developing and proposing a bill. The regional CEO group meeting in March will include exploring other funding avenues, potentially involving the District Hospital Leadership Forum (DHLF). California has received a higher-than-expected allocation, and districts are currently being allocated funds, with instructions on applying pending. The CFO is overseeing the Rural Health Transformation (RHT) program process, with a focus still being determined, including potentially AI-driven projects. Facility updates include completed security work in the lobby, with shatterproof glass at the admitting desk, and ongoing progress on the nurse call system. The HVAC system's plans are contingent on the master plan, and PG&E is being consulted for potential funding assistance.

4.2 Deferred Maintenance Update:
Jessica DeCoito, COO, reported that the Maintenance team, along with Lassen Heating & Air, successfully sealed the freezer and replaced its thermostat. The unit is now fully operational and back in use.

4.3 Construction Projects Update:
On Tuesday, January 20th, Alex conducted the final site walk and training with Veregy Solar to complete the project's commissioning. Following that, Travis and the team joined a working call with Wipfli to begin the IRS registration process for the federal tax credit application. The team is currently awaiting assignment of the registration ID to finalize the application process. For Activities, cabinets are on order to provide the needed storage. TCCN work includes lighting in the parking lot and planning for security cameras.

5 STRATEGIC PLANNING PRIORITIES

5.1 FY26 Priorities Update:

Ryan provided a written report on the organization's priorities.

For Quality, it was highlighted that there is impressive engagement of front-line staff, management, and executive leadership, specifically referencing the Service Excellence Initiative's (SEI) positive impact. The Organizational Advanced Service Improvement Systems (OASIS) teams have introduced successful programs such as GOAT nominations, Big Brothers Big Sisters, and ongoing meetings with Custom Learning Systems (CLS). Service Excellence Advisors (SEAs) are tasked with organizing four major events this year: March Madness, Hospital Week, Service Excellence Week, and the Annual Christmas Party.

For People, the last cohort for HLI will wrap up by June 30, 2026. Future plans include integrating new managers into the HLI program's nationwide cohort.

For Growth, the MRI department has a backlog with scheduled appointments extending to the end of February. Ryan and the team are developing strategic plans to propose adding more MRI time and, potentially, purchasing an additional machine to address the issue. The introduction of talk therapy sessions in SNF is live and going well. Jessica has been tasked with researching the Visiting Nurses Program's logistics. The care coordinator is collaborating with Erica Bauer, the busiest provider, and plans to add support for Dr. Sloat's patients.

For Communication, there has been significant progress toward the goal of revamping social media and refreshing the website. The departmental photo shoot has been successfully completed, and all department information has been updated. Additionally, the website redesign is now finished, featuring an AI component for improved functionality and a dedicated board member section on the intranet. We have also established a schedule for departmental YouTube videos, hired a consultant for social media strategy, and secured assistance with video production for individual departments.

For Finance, efforts are underway to improve AR Days through various strategies, including canceling a third-party contract, hiring an additional biller, cross-training admitting staff, and assigning Jack to enhance Cerner workflows, starting in the ED and expanding to OPM, acute, and clinic settings.

6 MEETING SCHEDULE MODIFICATION

6.1 A motion to move the 2026 Strategic Planning Board Committee Meetings for March 23 to March 16, and May 18 to May 11 was made, seconded, and approved.	Utterback/ Hathaway	Approved by All
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7 OTHER INFORMATION/ANNOUNCEMENTS

Discussion on an early concept for the provider recruitment strategy, with a focus on compensation alignment and expanding recruitment efforts. Emphasis was placed on strengthening provider group engagement and ensuring alignment with the organization's strategic priorities. Additionally, site visits for the CMO and the ED Director candidates are scheduled over the next couple of weeks.

8 ADJOURNMENT: The committee chair declared the meeting adjourned at 1:57 p.m.
Next Meeting is March 16, 2026

Chief Executive Officer
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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

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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.

5 Master Planning Update

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.

6 Other Information/Announcements

No other information or announcements

7 Adjournment: 2:05 pm

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

Chief Executive Officer
Ryan Harris



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

Board of Directors
Strategic Planning Committee Workshop Minutes

March 24, 2025 @ 1:00 PM
Mayers Memorial Healthcare District
Fall River Boardroom
43563 HWY 299 E
Fall River Mills, CA 96028

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BOARD MEMBERS PRESENT:

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

STAFF PRESENT:

Ryan Harris, CEO
Jessica DeCoito, Director of Operations
Alex Johnson, Maintenance Manager
Ashley Nelson, Board Clerk

ABSENT:

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

3 Strategic Planning

3.1	Review Revised FY 25 Strategic Plan. Ryan presented the proposed changes, for the committee to approve and bring to the full board. Ryan explained that touchless sinks proposed to be installed in the SNF would be \$62,000. However, only common areas would cost \$17,000 because SNF residents do not particularly like the sinks. Motion to bring to the full board for approval was moved, seconded, and carried.	Utterback / Hathaway	Approved by All
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3.2	Review Proposed FY 26 Strategic Priorities Jeanne outlined that 2 plans could be switched in the plan. Ryan further explained the 20 additional people that will be completing the leadership training in the next fiscal year. Jeanne inquired about the People Pillar, regarding Retention. Ryan explained that the Finance portion outlines the decrease in use of Registry fees, but HR does not- although they go hand-in-hand. Two Growth Services in '26 could include: Home Nursing Visiting, Care Coordination/Enhanced Care Management. The clarification of additional services could also include "enhancing services to depts" instead of specifically adding new services. Travis and Abe proposed changing the Finance AR days to 65 instead of 70. Abe and Ryan discussed the need for the MMHD website to be vigilantly updated.		
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4 Master Planning

4.1	MMHD Master Plan Construction Project Management Firm Proposals. Jessica requested the completed scoring page from Abe for the Firm Proposals.		
4.2	Notice of Intent to Award Construction Project Management Firm. Motion to bring the chosen firm to the full board for approval was moved, seconded, and carried.	Utterback / Hathaway	Approved by All
4.3	Phase 1 Update. Jessica will solidify the proposal, based on the committee's choice.		
4.4	Deferred Maintenance Projects. Jessica provided an update on the call system project. Alex provided an updated that some of the exhaust beds will be replaced.		

New dishwashers will be purchased for both kitchens.

There is an auger on site in Fall River digging holes for the Solar project. The company requested a \$0 change order to push that project into August.

4.5 Other Construction Projects. No updates.

5 Other Information/Announcements

No other information or announcements

6 Adjournment: 2:10 pm

Next Strategic Planning Committee Meeting is May 27, 2025, in Fall River

DRAFT

Chief Executive Officer
Ryan Harris



Board of Directors
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Board of Directors
Strategic Planning Committee Workshop Minutes
May 27, 2025 @ 1:00 PM
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STAFF PRESENT:

Ryan Harris, CEO
Jessica DeCoito, Director of Operations
Alex Johnson, Maintenance Manager
Ashley Nelson, Board Clerk

ABSENT:

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

3 Strategic Planning

3.1 Updated Strategic Plan FY2025-FY2029
The Plan will be a Historical Document, to look back on throughout the plan's life. So far, the only unknown data is the ending growth numbers for each dept listed.

The FY26 priorities have been discussed through the various channels and committees- the only change is the # of growing depts and percentage of growth. Many of the managers' priorities can be tied into these growth priorities.

The closing of Burney Rite Aid also impacts our Retail Pharmacy- with the discussion of possibly adding a Burney Retail Pharmacy by the SNF building.

Ryan proposed connecting the Managers' priorities to our social media- Jeanne proposed bringing it to the full board

Last goal is increasing AR days.

4 Construction

4.1 Master Plan- Phase 1 Update
Jessica provided an update that she met with the project managers on May 12. We are technically behind in the project timeline but not by much and the company is not concerned about their timeline.

Proposal for the Acute care to be transferred to SNF care area

PIN74 HVAC at the Burney Campus- generator

4.2 Deferred Maintenance. Jessica provided an update that the Nurse Call Project (updated nursing dept call system), onsite on April 30th.

Fall River Rural Health Clinic- cannot get 3rd bathroom removed. HCAI and Licensing say two different policies regarding the 3rd bathroom. 2-3 weeks before Jessica resubmits to the County.

Two new dishwashers were installed- the one in FR didn't fit but a new one has been ordered to fit the space.

4.3 TCCN Phase 3 Architects Estimate

Package was resubmitted last week and electrical/plumbing found more issues. The review has been requested to be expedited.

Architects' quote for Phase 3- \$262,000

This information is being proposed to Board Finance

4.4 Other Construction Projects

Solar is progressing- some panels were relocated because of washed out ground. They were moved to the other side of the Riverview Call House.

Deadline in August is tentative- due to some miscommunication between HCAI and the solar installers.

Carb Call with HCAI- certain refrigerates for the walk-in fridges have been discontinued. By 2030, our remaining refrigerates will be phased out.

New Board room tables and chairs.

5 Other Information/Announcements

No other information or announcements

6 Adjournment: 2:00 pm

Next Strategic Planning Committee Meeting is July 28, 2025, in Fall River