

**Mason District Hospital Board of Director's Meeting**  
**Administrative Conference Room**  
**April 20, 2026**

**Members Present:**

D. Houghton, Chairman  
R. Fornoff, Vice Chairman  
D. Bryant, Secretary  
M. Balbinot, Treasurer  
L. Leach  
A. Tucker  
D. Gunter  
C. Himmel  
W. Blessman

**Members Absent:**

**Others Present:**

D. Adcock, CEO  
L. Bonnett, CFO  
M. Markley, MD  
K. Canevit, CNO  
J. Stephens  
A. Thomson  
J. Shults, Recorder

I. **CALL TO ORDER**

Mr. Houghton, Chairman called the meeting of the Board of Directors of Mason District Hospital to order at 7:58 AM, Wednesday, April 20, 2026.

II. **QUORUM**

Roll call was taken to establish a quorum.

III. **PUBLIC COMMENTS**

No public comments at this time.

IV. **APPROVAL OF MINUTES**

The monthly meeting minutes of April 1, 2026, were approved by unanimous vote.

V. **OLD BUSINESS**

No old business to be discussed at this time.

VI. **REPORTS**

**A. CEO Report**

Mrs. Adcock reported on the 6 months' data of the KPI Report and Strategic plan. It was reported that the strategic plan has five goals. It was reported that the KPI's and the action plans give us direction and action items of what we need to do for the next three years. It was reported that the Executive Team reviews things every quarter to see if anything needs added, any goals need to be focused on and have we accomplished them.

It was reported that the Medical Staff committees review the data, and the data is seen throughout the month.

It was reported that for quality and safety goals we monitor hospital-acquired infection rates and 30-day readmission rates. It was reported that we had one C-Diff in January, no

MSRA, CLABSI, SSI or CAUTI. It was reported that for readmissions we had 2 cases. It was reported that the action plan is to make sure that we are survey ready for Joint Commission to come in 2027. It was reported that the clinic became Joint Commission accredited and Home Health completed their annual survey.

It was reported that the quality committee was expanded and meets monthly. It was reported that each department has their own quality plan. It was reported that Relias training was changed and has been broken down by quarters where staff have 10-12 educational training courses to complete. It was reported that last week, we were at 96% for this. It was reported that we revamped the environment of care committee.

It was reported that we are developing a patient grievance process and reporting structure which nursing advisory looks at. It was reported that the emergency department's EMR is now the same as the hospitals. It was reported that the ACO optimization is ongoing. Cyber-attack education, KnowB4, is being done, and we now have a phish button we can use. It was reported that a drill was conducted and there were six flash drives placed throughout the hospital with labels on them for confidential information. It was reported that the drill was success.

Mr. Blessman asked about whether Malware is still going on. It was reported that it is still going on, but we have fire walls in place and we consult with ICAHN. It was reported that we do have a process in place. Mrs. Bonnett reported that our cyber insurance company has a team and if we call them, the team comes to deal with it.

Mr. Blessman reported that data breaches were another thing to watch for.

Mrs. Adcock reported that we have partnered with Mason County Health Department for community needs assessment.

Mrs. Canevit reported that quality has stepped up and the requirements are getting very strict. It was reported that new policies are in place and policies are being updated to meet these requirements. It was reported that this is what drives patients to where they want to go.

Mrs. Adcock reported that for Patient Experience, we have the overall rating top box, which is HCAHPS and we are at 88% for overall rating and target of 80%. It was reported that we need to increase our sample size and need 20 surveys completed. We must make sure that staff articulate what we do with the survey, why it's important and we will read all the comments. It was reported that ICHAN distributes the survey and they are looking to go with a different vendor. It was reported that we have nursing staff take the survey, so they know what questions are being asked since it is CMS requirement.

It was reported that for the provider side, we have CGCAHPS. It was reported that they have a target of 90% and they hit 97-98% each month. It was reported that CMS requires this as well. It was reported that for action plans, we are going to standardize surveys, service recovery education, clinic no-show process review and clinic optimization with EMR and digital front door for patients. It was reported that we are going to roll out online bill payments and try to encourage patient portal usage.

Mrs. Himmel reported that some people had mentioned to her that they had come to the hospital and did not get things and asked who they could reach out to. It was asked if the new portal system will have it where you can have the same sign-in for two people's EMR. Mrs. Adcock reported that patients can ask any staff member for help. You can do multiple sign-ins but for dual verification you must have the phone number attached to the phone that you use. You need to make sure that it's private as well. It was reported that we need a workshop and employees to use the portal to be able to talk about them.

Mr. Gunter asked if when the results are posted to the EMR, have they been read by the Physician.

Mrs. Adcock reported that some of them are preliminary read and some are held before the primary care can review them. It was reported that the after-visit summary is very important in case you forgot what was said.

Mrs. Adcock reported that for the People Goal, it was reported that there were ten tactics for this goal. It was reported that we have a new platform for HR, we did all the benefit changes and an employee engagement survey. It was reported that for employee turnover in the last six months we have had fifteen terminations, which is lower than the target. Changes have been made to the new orientation process and there is a new onboarding process. It was reported that we started electronic evaluations. Pay Transparency requirement, you must list the salary ranges on the job postings. Leadership education and goal setting, they have their evaluations and goals. It was reported that there will be a leadership retreat tomorrow and learn about Personal Accountability and Emotional Intelligence at the City Center. It was reported that Jeremiah and Ryan are doing individual coaching for six months.

Mrs. Adcock reported that for Growth, this has been our focus for the last few months. It was reported that this goal and Financial have been our focus. It was reported that imaging and all outpatient services are down compared to last year. It was reported that we need to make sure that the Specialty providers are ordering the tests here, we need to catch all the cases in the ER. It was reported that for imaging growth our target was 3% growth and we are not meeting this. It was reported that mammograms and CTs are down.

Mrs. Himmel reported that once someone is referred to an oncologist, they want all imaging done at their facility on the same machine.

Mrs. Adcock reported that the tactics for Growth are building infrastructure needs, perform a building infrastructure study for future needs, target new buildings or building updates as identified in the plan: Rehab, MRI, integrated provider clinic and patient growth in surgery, Swing bed and imaging.

Mrs. Adcock reported that the last goal was Financials. It was reported that we did discover that there was a Medicare re-enrollment issue in the clinic last fall and we did engage Health Associates consultant group to help with this. It has been resolved, but we must wait for the claims to come in. It was about \$1.5M, which affected our cash, operating margin and our

AR days. It was reported that the clinic is 115 days. It was reported that we have an action plan with Health Associates. It was reported that on the hospital side, last week Mrs. Bonnett and she attended a Trubridge conference. It was reported that we need to make sure that we charge appropriately, the charge master is up to date, get the cash in door as soon as possible and set up payment plans.

It was reported that the tactics are restructuring Patient Access and Medical Records to be aligned to revenue cycle. Reducing overtime according to patient census. Reduce contract/traveler expenses is ongoing. Improve time to fill for open positions where the benchmark is 45 days from post to hire date. It was reported that some positions were filled quickly and others we have not filled. Charge master review was done in the clinic and there was a significant increase for the clinic. It was reported that this needs to be completed on the hospital side. Expand philanthropic activities and events to provide opportunities for giving. It was reported that we have written two letters to congress asking for funds for our master facility plan.

Mrs. Adcock reported that Mrs. Stephens has been in her role in February 2026 and is doing a great job. It was reported that Mrs. Stephens has a larger responsibility for operations and financials.

Mrs. Adcock reported that the KPI will be shared with the Medical Staff. It was shared with leadership and Quality Council committee last week. It was reported that we will give another report at the end of the year. It was reported that we look at the plan every month and make sure that it's what we want to do. It was reported that the board is involved by helping to set the direction and vision.

Mr. Blessman reported that the board is more on the strategic side.

## **B. Financials**

Mrs. Bonnett briefly reviewed the Financial Report for March 2026, (a copy of March 2026 Financial Reports are attached to and considered part of the permanent minutes on file in Administration).

Mrs. Bonnett reported that total gross patient service revenue was \$37.3 M vs. \$39.9M. It was reported that we are trending the same on inpatients. It was reported that Speech Therapy was over budget by \$100k, Ultrasound was over by \$100k and Pharmacy was over \$223k. It was reported that after deductions and contractual adjustments and other operating revenue \$19.8M vs. \$20.7M or 4% down vs. budget. Total expenses \$20.8M vs. \$21.6M favorable by 3% or \$787k. Wages were favorable due to having positions not filled. Employee benefits \$96k of the favorable \$131k is the healthcare plan. Physician fees are unfavorable due to HMA and Med/Surg. It was reported that Graham doctors having an across-the-board increase January 1, 2026. It was reported that services were \$3.6M vs. \$3.4M which some of that was we had a consultant while we were waiting to hire the HIM Supervisor and we had help in the ER with traveling nurses. It was reported that for Nuclear Medicine we planned for an employee but did not hire one. It was reported that we are still using outside services for MRI until we are up and running with our new service line.

Mrs. Bonnett reported that for operating loss -\$972k vs budget \$881k for -4.9 operating margin. It was reported that revenue over expenses -\$52k vs. \$50k for \$100k difference. It was reported that balance sheet the total cash is \$14.6M which is \$150k more than last month. Accounts payable, the first MRI payment of \$900k went out in April and we have \$400k left on the MRI building and MRI machine.

Mrs. Bonnett reported that for Accounts Receivable, we are working with Health Associates, Trubridge and EcW on commercial and other insurances. Treasurer's report, we moved \$200k of excess money into the operating account. It was reported that total cash was \$376k.

Mrs. Bonnett reported that for cash on hand we are focused on the clinic and Medicare payments are slow to come in.

Mrs. Bonnett reported that for stats, 62% of acute care patients were Medicare and average hours were 82. It was reported that ambulance numbers were good for both Havana and Mason City. It was reported that ER visits were down 11% vs. last year. Speech Therapy we do have a new Speech Therapist which helps in keeping their numbers up. Nuclear Medicine is looking good. It was reported that ultrasound was up 3.1% overall. MRI was up about 8 procedures. Outpatients were slightly down 1144 patients' year to date. Senior Advantage looks good 4% more sessions than last year. Clinic is holding strong and trending about the same as last month.

## VII. **NEW BUSINESS**

### **A. MDH Foundation Update**

Mr. Blessman reported that the Foundation committee met. The Annual Golf Outing will be held on July 17, 2026 at Wee-Ma-Tuk Golf Course.

Mr. Blessman reported that the MRI event was held and Mr. Bonnett wrote a check for \$145k to present to the hospital. It was reported that the reception was wonderful and shows appreciation to those who donated funds towards the MRI. It was reported that it helps build momentum for the organization and donors can come in and see staff available to answer any questions. It was reported that it's nice that the public can see staff in a non-care setting and the event was well done.

Mr. Blessman reported that the McFarland Scholarship recipients will be determined this week. It was reported that \$2500 scholarships would be given to one student from Havana, Mason City and Manito High Schools. It was reported that this year the Foundation has extended offering scholarships to Astoria and Lewistown schools. It was reported that the Foundation did touch base with Graham before offering these scholarships. It was reported that Dana and some staff go to the schools to award the scholarships to the chosen recipients.

### **B. Havana July 4<sup>th</sup> Fireworks Donation**

Mrs. Bonnett reported that the hospital donated \$3,000 towards the fireworks last year.

Mrs. Adcock reported that she would like to recommend that the hospital donate \$3,000 towards the fireworks this year which will be held on July 3, 2026.

**Mr. Blessman made motion for the hospital to donate \$3,000 to the fireworks. Seconded by Mr. Gunter. The Ayes carried the motion.**

Mr. Bryant reported that this year will be the 250<sup>th</sup> and there is a committee working on the 4<sup>th</sup> of July weekend activities.

VIII. **EXECUTIVE SESSION**

**Mr. Blessman moved to enter Executive Session at approximately 8:39 AM for the purpose of discussing legal and personnel matters. Seconded by Mrs. Himmel. The Ayes carried the motion by unanimous vote.**

IX. **RECONVENE**

The regular Board Meeting was reconvened at approximately 8:55 AM.

X. **OTHER / ROUNDTABLE**

Mr. Blessman reported that there was a flyer in the packet which would be sent out to all the contributors for the MRI project. (Copy attached to and considered part of the permanent minutes on file in Administration).

Mrs. Thomson reported that Hospital Week was May 11-15, 2026. It was reported that Tuesday, May 12 would be Family Night. It was reported that we have a jump house coming, face painting, and make an introduction to a new team member we are bringing on. She invited the board to attend. It was reported that there would be food trucks and Kona Ice here. It was reported that this will be from 4-7 PM on the Franklin St. Lawn.

Mrs. Adcock reported that Illinois Hospital Association is putting on a conference in Springfield on June 18, 2026. Any board members that would like to attend, please, let her know. It was reported that they will be talking about the rural transformation and will be from 8 am to 4 pm.

Mr. Blessman reported that he had an experience where he needed to bring someone to the ER and it was raining. He reported that a canopy would be a good idea for the ER entrance.

Mrs. Adcock reported that we are looking at the ER entrance for the safety of the patients and the staff. The Auxiliary has asked for their next project that they will be raising funds for. She reported that the canopy would be a good project.

Mr. Blessman reported that more than half our patients come through the ER entrance. He reported that most patients being dropped off by family may not know where to park.

Mrs. Balbinot reported that a former classmate of hers saw things on the hospital's Facebook and was very impressed.

Mr. Gunter reported that he wanted to thank the administrative staff for doing a great job. He appreciates the direction the hospital is going in and the leadership that has been done. He stated that it makes him proud to be on the board and he wanted to say thank you.

Mrs. Balbinot reported that it's been a long time since the employees' opinions mattered. She reported that this is a good thing.

Mrs. Himmel reported that someone who helped her happens to be a nurse that retired after 50 years. It was reported that she was a VP of a nursing home group that inspected nursing homes and was a clinical floor nurse for 35 years. She reported that the nurse has been to MDH in the ER and on Med/Surg helping her out. She reported that the nurse lives near St. Louis and commented that if she could get to MDH for care, she would go there first.

Mrs. Balbinot asked if the hospital was still recruiting specialists.

Mrs. Adcock reported that we are, but we have no space.

Mrs. Balbinot asked since she tried to make an appointment with a Dermatologist in March and the earliest, she could get in was July 22, 2026.

Mrs. Adcock reported that we have Springfield Clinic Dermatologist and her APP coming here. It was reported that Graham's Dermatology left and they did rehire. It was reported that dermatology is challenging.

Mrs. Stephens reported that we are still quicker than the Peoria or Springfield area. She reported that Michelle Daly with Graham did reach out last night about them onboarding and having a formal plan. It was reported that we may be able to expand those services soon.

Mrs. Himmel reported that she has found if appointments are far out, she may call once a month and see if there are any cancellations.

Mrs. Adcock reported that we do have a Urology group that wants to come here.

Mr. Gunter asked if we could give patients an option to be put in a list if there is a cancellation.

Mrs. Stephens reported that we do have that opportunity in place.

Mr. Houghton reported that the next board meeting will be held on June 3, 2026.

Mrs. Adcock reported that we are moving the May and June meetings to June 3, 2026.

XI. **ADJOURN**

**Mr. Bryant made a motion to adjourn the session at 9:06 AM. Seconded by Mr. Blessman. The Ayes carried the motion by unanimous vote.**

**Respectfully Submitted,**

**Denis Bryant, Secretary  
Board of Directors**