

MEETING IN PROGRESS

GMHA Board of Trustees

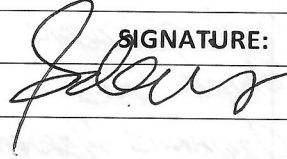
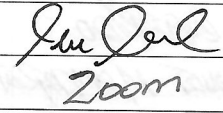
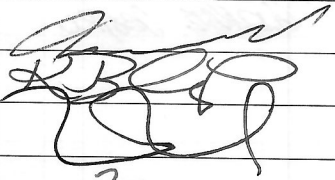
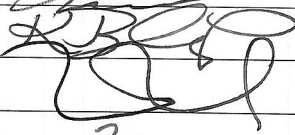

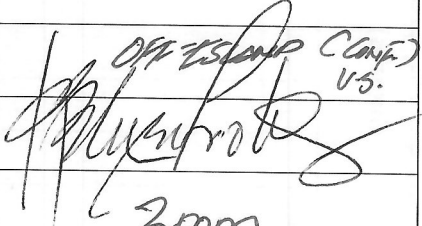
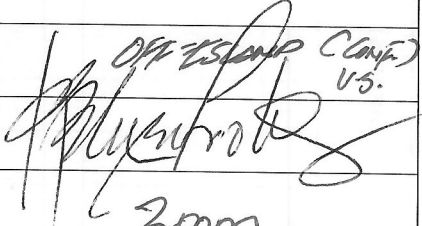

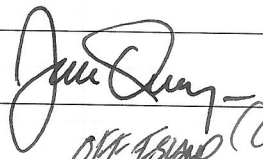
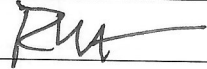

Wednesday, February 25, 2026 | 4:00 p.m.

Zoom Video Conference

GMHA Board of Trustees Meeting

ATTENDANCE SHEET

Wednesday, February 25, 2026 | 4:00 p.m. | Zoom Video Conference

	NAME:	TITLE:	SIGNATURE:
Board of Trustees	Sharon J. Davis	Chairperson	
	Teresa Damian-Borja, DPM	Vice-Chairperson	
	Suzanne D. Lobaton	Secretary	
	Sonia L. Siliang	Treasurer	Zoom
	Michael J. Um, MD	Trustee	
	Krista L. Blankenship	Trustee	
	Melanie R. Mendiola	Trustee	
	Matthew Limtiaco	Trustee	Zoom
Executive Management/Medical Staff	Joleen M. Aguon, MD	Interim Hospital Administrator/CEO	
	Ricardo Eusebio, MD	Associate Administrator of Medical Services/CMO	
	Rizaldy Tugade	Associate Administrator of Operations	Zoom
	Rodalyn Gerardo	Assistant Administrator, Operations	OFF-ISLAND
	Ana Belen Rada	Assistant Administrator, Professional Support Services	Zoom
	Christine Tuquero	Assistant Administrator, Nursing Services	Zoom
	Liezl Concepcion	Deputy Assistant Administrator, Nursing Services	Zoom
	Yukari Hechanova	Chief Financial Officer	
	Danielle Manglona	Administrator of Quality, Patient Safety and Regulatory Compliance	
	Jeffery Shay, MD	Medical Staff President	
	Jesse Quenga	Personnel Services Administrator	
	Manny Gabriel	Information Technology Administrator	OFF-ISLAND (CONF.) V.S.
	Robert Weinberg	Legal Counsel	
	Guest (s)	NAME:	TITLE:
Kyle Sallman		Risk Management Program officer	

Carlos Pangolinan Fiscal 

GMHA Board of Trustees Meeting

ATTENDANCE SHEET

Wednesday, February 25, 2026 | 4:00 p.m. | Zoom Video Conference

	NAME:	TITLE:	SIGNATURE:
Guest (s)	JUDIE TORRES	RCM - MANAGER	
	RAYNA CRUZ	CHR.	
	JULIANNE HERNANDEZ	(KUMI REPORTER)	
	P. GARRIDO		
	JANET MANDAROT	GMHA BOB ROBIN ASSY.	Janet Mandarot
	GEORGE CASTRO	COUNT REPORTER	

Handwritten notes at the bottom of the page, including names like 'Mr. Torres' and 'George Rodriguez'.

AGENDA

Guam Memorial Hospital Authority – Board of Trustees Meeting

February 25, 2026 | 4:00 p.m. | Daniel L. Webb Conference Room & Zoom Video Conference

BOARD MEMBERS: Sharon Davis, Chairperson; Teresa Damian-Borja, DPM Vice-Chairperson; Suzanne Lobaton, Secretary; Sonia Siliang, Treasurer; Michael Um, MD, Trustee; Krista Blankenship, Trustee, Melanie Mendiola, Trustee & Matthew Limtiaco, Trustee

Item	Owner
I. Welcoming Call Meeting to Order and Determination of Quorum	Chairperson Davis
II. Closed Executive Session	All Trustees
A. CV0484-24 Acfalle vs. GBHWC and GMHA	Legal Counsel (R. Weinberg)
III. Open Government Compliance	
A. Publication, February 18, 2026	
B. Publication, February 23, 2026	
C. GovGuam Notices Portal & Website Posting	
IV. Review and Approval of the Minutes	All Trustees
A. January 21, 2026	
V. Guam Memorial Hospital Volunteers Association Report	GMHVA President - T. Calvo
VI. Management's Report	Executive Management
VII. Old Business	All Trustees
None	
VIII. New Business - Board Subcommittee Reports	
A. Joint Conference and Professional Affairs	Trustee Dr. Um
1. Res. No. 2026-21, Relative to the Reappointment of Active Medical Staff Privileges	
2. Res. No. 2026-22, Relative to the Appointment of Active Medical Staff Privileges	
B. Human Resources	Trustee Lobaton
1. CEO Search Committee - Update	
2. Organizational Chart - Updated	
C. Facilities, Capital Improvement Projects, and Information Technology	Chairwoman Davis, Trustee Limtiaco
1. Capital Improvement Project (CIP) - Update	
2. AAR/IP 2025 GMHA Power Fluctuation-Induced Electrical Fire and Network Service Disruption	
3. AAR/IP 2025 GMHA Medical Telemetry-PCU Smoke Incident	
D. Quality and Safety	Trustee Blankenship
E. Finance and Audit	Trustee Mendiola
1. Pursuant to Res. No. 2026-08, Division Cost Containment Proposal - (RIF)	
• Outsourcing - Update	
2. Resolution, Relative to Approval of Write-off of GMHA Self Pay Account Batch No. 2026-001	
F. Governance, Bylaws, and Strategic Planning	Trustee Dr. Damian-Borja, Siliang
IX. Public Comment	
X. Adjournment	Chairperson Davis

**ATTORNEY'S WRITTEN RECOMMENDATION TO
ENTER EXECUTIVE SESSION
at the
February 25, 2026, GMHA Board of Trustees Meeting**

I, Robert M. Weinberg, attorney for the Guam Memorial Hospital Authority (GMHA), hereby expressly recommend that the GMHA Board of Trustees enter into executive session to discuss ongoing and/or threatened litigation involving the interests of GMHA.

This 18th day of February 2026.



Robert M. Weinberg, Legal Counsel
Attorney for the GMHA Board of Trustees

DECLARATION UNDER PENALTY OF PERJURY

My name is Robert M. Weinberg. I am over the age of eighteen and fully competent to make these statements from my own personal knowledge. I am Guam Memorial Hospital Authority (GMHA)'s in-house legal counsel whose responsibility it is to represent and advise the GMHA, its Board of Trustees, Executive Leadership, and its employees.

On February 25, 2026, upon my written recommendation as its attorney, the GMHA Board of Trustees entered into executive session from which the public was excluded. The subject of discussion was pending and/or threatened litigation against GMHA. No other matters were discussed during that portion of the meeting from which the public was excluded.

SWORN TO UNDER PENALTY OF PERJURY this 25th day of February 2026.



Robert M. Weinberg, Legal Counsel
Attorney for the GMHA Board of Trustees

APPLY NOW!!

8 - CEMENT MASON WITH 1 YEAR EXP.

\$17.51 PER HOUR

Smooth and finishes surfaces of poured concrete floors, walls, sidewalks, or curbs to specified textures, using hand tools or power tools, including floats, trowels, and screeds. Spreads soft concrete to specified depth and workable consistency, using float to bring water to surface and produce soft topping. Levels, smooth, and shapes surfaces of freshly poured concrete, using straightedge and float or power screed. Lays concrete blocks; mixes cement using shovels, hand tools and mixing machine.

Benefits: Roundtrip airfare for off-island hire, food & lodging at \$80.00 per week; local transportation to/from jobsite.

The job offer meets all EEO requirements, and initiates a temporary placement. The recruitment associated with this job offer is closely monitored by the Department of Labor. Qualified, available and willing U.S. workers are highly encouraged to apply. Should you qualify for the job and are not hired, you may appeal with the Department of Labor who will independently review matter.

**Apply in person at the American Job Center
414 W. Soledad Avenue, Suite 300 GCIC Building Hagatna, Guam
Or apply online at www.hireguam.com; Enter Keyword: 2026-045**

HOUSE FOR RENT

**3 BEDROOM 3 BATHROOM DEDEDO
SECTION 8 WELCOME
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671-632-3250**

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\$1500/\$1000 SECTION 8 OK
CALL 671-646-0510/11**

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BIG RESULTS

- buying
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**CANNABIS CONTROL BOARD
NOTICE OF REGULAR MEETING**

The Cannabis Control Board will be meeting on Wednesday, February 25, 2026, at 10:00 am via Zoom Video Conference Meeting Link: <https://us06web.zoom.us/j/86918671863>. Liveboard: Guam Department of Revenue and Taxation Facebook page

- AGENDA:**
- Call to Order
 - Roll Call of Members/Quorum
 - Secretary's Report
(A) CCB Mtg #54 Minutes - June 10, 2024 (Pending)
(B) CCB Mtg #55 Minutes - October 28, 2024 (Pending)
(C) CCB Mtg #56 Minutes - February 26, 2025 (Pending)
(D) CCB Mtg #57 Minutes - January 26, 2026 (Pending)
 - Old Business
(A) DRT-CEL-2023-001: Greenland Farms, Inc. (tabled)
(B) DRT-CEL-2023-002: Blue Wave, Inc. (tabled)
(C) DRT-CEL-2024-003: Pacific Root L.L.C. (tabled)
(D) DRT-CEL-2024-004: Guam Real Deal LLC (tabled)
 - Cannabis Application & Licensee Status
 - Other Discussion:
 - Next CC Board Meeting:
 - Open Forum/Public Comment:
 - Meeting Adjourned:
- For any special accommodations, please contact: 635-1806/02
This ad is paid with the Department of Revenue & Taxation's General Fund

**Douglas B. Moylan
Attorney General of Guam
Office of the Attorney General
Family Division
590 S. Marine Corps Drive, IIC Bldg. Ste. 706
Tamuning, Guam 96913 • USA
(671) 475-2595 • (671) 475-3343 (fax)
d.b.moylan@ag.guam.gov
Attorneys for the People of Guam**

**Douglas B. Moylan
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d.b.moylan@ag.guam.gov
Attorneys for the People of Guam**

**LAW OFFICE OF DANIEL J. BERMAN
Suite 801 DHA Building
238 Archishop Floor, Street
Hagåtña, Guam 96910
Telephone No. (671) 922-7579
Email: djberman@pacifirlawyers.com
Attorney for Petitioner
RICARDO E. GUERRERO**

**IN THE SUPERIOR COURT OF GUAM
In the Interest of:
D.G.Q.(DOB: 10/11/2025),
Minor.
Juvenile Case No. JP0312-25
Summons**

**To: THOMAS CASTRO, Natural Father
#16N Comm Charfauros Court by Southern
Precinct, Agat, Guam**

You are hereby summoned to appear via Zoom, before the **HONORABLE LINDA L. INGLES**, at the Judiciary of Guam, Superior Court of Guam, 120 West O'Brien Drive, Hagåtña, Guam, for a court hearing on:
WEDNESDAY, MARCH 18, 2026 AT 11:00 A.M.
Zoom meeting ID: 716-711-9213 | Password: 76504

**IN THE SUPERIOR COURT OF GUAM
In the Interest of:
D.G.Q.(DOB: 10/11/2025),
Minor.
Juvenile Case No. JP0312-25
Summons**

To: UNKNOWN FATHER

You are hereby summoned to appear via Zoom, before the **HONORABLE LINDA L. INGLES**, at the Judiciary of Guam, Superior Court of Guam, 120 West O'Brien Drive, Hagåtña, Guam, for a court hearing on:
WEDNESDAY, MARCH 18, 2026 AT 11:00 A.M.
Zoom meeting ID: 716-711-9213 | Password: 76504

**IN THE SUPERIOR COURT OF GUAM
IN THE MATTER OF THE ESTATE OF
TINA MARIE TAITANO ALVAREZ,
Deceased.
PROBATE CASE NO. PRO001-26
NOTICE OF HEARING**

THIS NOTICE IS REQUIRED BY LAW, YOU ARE NOT REQUIRED TO APPEAR IN COURT UNLESS YOU DESIRE.

- NOTICE IS HEREBY GIVEN that **Ricardo T. Guerrero** has filed a Petition for Probate of the Estate of **Tina Marie Taitano Alvarez** and for Appointment of Administrator and Letters of Administration.
- A hearing on the Petition will be heard on **Feb. 25, 2026, at 9:30 a.m.**
- To attend or to participate in the hearing, you may appear in person at the Guam Judicial Center, appear remotely at <https://guamcourts.org/zoomus> and enter Meeting ID: **839 7874 0380** and Password: **189701**; or call into the courtroom at (671) 475-3207 at the designated hearing time.

Dated: JAN 15 2026

JANICE M. CAMACHO-PEREZ, ESQ.
Clerk of Court, Superior Court of Guam
By: **Is/PAULINE I. U. SANTOS**
Chamber/Courtroom Clerk

"YOUR PARENTAL AND CUSTODIAL DUTIES AND RIGHTS CONCERNING THE CHILD WHO IS THE SUBJECT OF THE ATTACHED PETITION MAY BE TERMINATED BY AWARD OF PERMANENT CUSTODY IF YOU FAIL TO APPEAR ON THE DATE SET FORTH IN THIS SUMMONS."
YOU MAY BE HELD IN CONTEMPT IF YOU FAIL TO APPEAR ON THE DATE SET FORTH IN THIS SUMMONS.

Dated: FEB 05, 2026

**CLERK, SUPERIOR COURT OF GUAM
By: Is/ Tiffany N. Rosario
Deputy Clerk**

"YOUR PARENTAL AND CUSTODIAL DUTIES AND RIGHTS CONCERNING THE CHILD WHO IS THE SUBJECT OF THE ATTACHED PETITION MAY BE TERMINATED BY AWARD OF PERMANENT CUSTODY IF YOU FAIL TO APPEAR ON THE DATE SET FORTH IN THIS SUMMONS."
YOU MAY BE HELD IN CONTEMPT IF YOU FAIL TO APPEAR ON THE DATE SET FORTH IN THIS SUMMONS.

Dated: FEB 05, 2026

**CLERK, SUPERIOR COURT OF GUAM
By: Is/ Tiffany N. Rosario
Deputy Clerk**

You may appear in person at Judge Dana A. Guerrero's Courtroom, 120 West O'Brien Drive, Hagåtña, Guam or you may participate via Zoom by logging onto <https://guamcourts.org/zoomus> and enter the Meeting ID: **839 7874 0380** and Password: **189701**. For technical assistance, please call (671) 475-3207 five (5) minutes prior to the designated hearing time.

**Guam Memorial Hospital Authority
Aturidat Espetad Mimuriat Guahan
850 Gov. Carlos G. Camacho Rd.
Tamuning, Guam 96913**

Board of Trustees Meeting

Date: Wednesday, February 25, 2026
Time: 4:00 p.m.
Meeting will take place via Daniel L Webb Conference Room and Zoom Video Conferencing.
Meeting ID: 889 2761 9303
Passcode: 907879

AGENDA:

- Call Meeting to Order and Determination of Quorum;
- Closed Executive Session: A. CV0484-24 Adalle vs. GBHWC and GMHA
- Open Government Compliance: A. Publication, February 18, 2026, B. Publication, February 23, 2026, C. Gov- Guam Notices Portal & Website Posting;
- Approval of the Minutes: A. January 21, 2026
- Guam Memorial Hospital Volunteers Association Report:
- Management's Report:
- Old Business: None
- New Business - Board Subcommittee Reports: A. Joint Conference and Professional Affairs; 1. Res. No. 2026-21, Relative to the Reappointment of Active Medical Staff Privileges; 2. Res. No. 2026-22, Relative to the Appointment of Active Medical Staff Privileges; B. Human Resources; 1. CEO Search Committee - Update; 2. Organizational Chart - Updated; C. Facilities, Capital Improvement Projects, and Information Technology; 1. Capital Improvement Project (CIP) - Update; 2. AAR/IP 2025 GMHA Power Fluctuation-Induced Electrical Fire and Network Service Disruption; 3. AAR/IP 2025 GMHA Medical Telemetry-PCU Smoke Incident; D. Quality and Safety; E. Finance and Audit; 1. Pursuant to Res. No. 2026-08, Division Cost Containment Proposal - (RIF) & Outsourcing Update; 2. Resolution, Relative to Approval of Write-off of GMHA Self Pay Account Batch No. 2026- 001; F. Governance, Bylaws, and Strategic Planning;

IX. Public Comment:
X. Adjournment

For special accommodations, please contact Theo Pangalinan, EEO Officer, at (671) 647-2104, Monday through Friday from 8:00 a.m. to 5:00 p.m.

Is/ Joleen M. Aguon MD
Interim Hospital Administrator/CEO
This advertisement was paid for with non-employee funds by the GMHA

AVAILABLE JOBS FOR ELIGIBLE U.S. WORKERS

43 - CARPENTERS WITH ONE YEAR EXP. \$18.34 PER HOUR
Construct, install, and repair wooden structures and fixtures using hand and power tools, adhering to local building codes. Interprets blueprints, sketches, and plans to determine material type and dimensions needed. Choose appropriate lumber and other materials. Measure and mark layouts and assembly lines on materials. Cut and shape materials to specifications using tools like saws, chisels, and planes.

45 - CEMENT MASONS WITH ONE YEAR EXP. \$17.51 PER HOUR
Smooth and finish surfaces of poured concrete, such as floors, walls, sidewalks, and curbs, using hand or power tools like floats and trowels. Level and shape freshly poured concrete to specified textures and finishes, including bringing water to the surface with a float for a soft topping. Lay concrete blocks and mix cement using shovels, hand tools, or mixing machines.

3 - ELECTRICIANS WITH TWO YEARS EXP. \$21.02 PER HOUR
Plan, install, maintain, and repair electrical wiring, equipment, and fixtures. Design new or modified installations to minimize material waste. Follow blueprints or sketches to locate wiring, ensuring compliance with building and safety codes. Measure, cut, bend, and install electrical conduit and related fittings. Install lighting fixtures, devices, and auxiliary systems. Pull and splice wiring, and connect wires to circuit breakers, transformers, or other components. Use a variety of tools and equipment, including power tools, measuring devices, and testing equipment to complete tasks.

2 - HVAC MECHANICS WITH TWO YEARS EXP. \$21.91 PER HOUR
Install, service, or repair air conditioning systems and ductwork in residences or commercial establishments; repair or replace defective equipment, components, or wiring; reassemble and test equipment following repairs; lay out and connect electrical wiring between controls and equipment; join pipe or tubing to equipment; and install, connect, and adjust thermostats, humidistats, and timers using hand tools.

Benefits: Roundtrip airfare for off-island hire; Food & Lodging at \$80 per week; Local transportation from employer's designated lodging facility to/from jobsite; Employer/employee-paid commercial medical insurance offered.

*Successful applicants must be able to obtain military base access.

The job offer meets all EEO requirements, and initiates a temporary placement. The recruitment associated with this job offer is closely monitored by the Department of Labor. Qualified, available and willing U.S. workers are highly encouraged to apply. Should you qualify for the job and are not hired, you may appeal with the Department of Labor who will independently review matter.

The complete job duties may be viewed in person at American Job Center
414 W. Soledad Avenue, Suite 300 GCIC Building, Hagåtña, Guam
Or apply online at www.hireguam.com; Enter Keyword: 2026-044



GUAM PAROLE BOARD

Government of Guam
 P.O. Box 3234 Hagåtña, Guam 96911
 Tel: (671) 735-4132/33 • Fax: (671) 734-4951
 Email: guamparoleboard@doj.guam.gov

Stephen J. Gorrens
 Chairman
 Lisa N.R. McDaniel
 Member
 John G. Berja
 Member
 John Q. Lizama
 Member

Guam Parole Board's regular scheduled hearing will be on Thursday, February 26, 2026, 4:00 p.m., at the Parole Services Division Office #203 Aspinall Avenue Hagåtña, Guam.

AGENDA I. Call to Order, II. Roll Call, III. Old Business (Parole Desirability Cases for Jose Baza, Robert James, KR Rousan, John Boy Duenas, Joe Martin Mantanona, Kelly Cepeda, Frank Chargualaf, Jarrett Atoigue, Adam Borja.) (Preliminary Revocation Cases for Jayson Song, Brian Tenorio, Jordan Babauta IV. New Business (Parole Desirability Cases for Joaquin Barnes, Kool Jay Kaselel, Rk Mark Luk, Wesley George Timothy Sablan, Sammy Tosiuo, Adrian Nego, Jared Reselap, Jesse Basaliso, Dennis Sapio, Segundo Sablan, Cuddy Jetero aka Losal Phaynid, (Preliminary Revocation Cases for Kempo Deitas, William Yamnang, Roke Quintanilla, April Taitano, Shaun Martinez, Leroy Reyes.)

Guam Pardon Review Board's regular scheduled meeting will be on Thursday, February 26, 2026, 5:00 p.m., at the Parole Services Division Office #203 Aspinall Avenue Hagåtña, Guam.

AGENDA I. Call to Order, II. Roll Call, III. Old Business (Pardon Request Case for Richard Quinata, Zarackai Patrick, Christopher Fejeran), IV. New Business (Christopher Presnell, Martin Viloria, Anthony Quenga, Ivan Gomez) (Pardon/Commutation Case None scheduled at this time), V. Deliberation, VI. Adjourn

Meeting ID: 856 8877 1596 Passcode: 556746. To attend the hearing, we ask that you register via guamparoleboard@doj.guam.gov. For individuals requiring special accommodations, please contact the Parole Services Division at (671)735-4132/33 for assistance. This ad was paid for by the Corrections Revolving Fund.



Guam Memorial Hospital Authority
Aturidat Espetat Mimuriat Guahan
 850 Gov. Carlos G. Camacho Rd.
 Tamuning, Guam 96913

Board of Trustees Meeting

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 Time: 4:00 p.m.
 Meeting will take place via Daniel L. Webb Conference Room and Zoom Video Conferencing.
 Meeting ID: 889 2761 9303
 Passcode: 907879

AGENDA:

- I. Call Meeting to Order and Determination of Quorum;
- II. Closed Executive Session: A. CV0484-24 Adale vs. GBHWC and GMHA
- III. Open Government Compliance: A. Publication, February 18, 2026, B. Publication, February 23, 2026, C. Gov- Guam Notices Portal & Website Posting; Approval of the Minutes: A. January 21, 2026
- IV. Guam Memorial Hospital Volunteers Association Report;
- V. Management's Report;
- VI. Old Business: None
- VII. New Business - Board Subcommittee Reports: A. Joint Conference and Professional Affairs; 1. Res. No. 2026-21, Relative to the Reappointment of Active Medical Staff Privileges; 2. Res. No. 2026-22, Relative to the Appointment of Active Medical Staff Privileges; B. Human Resources; 1. CEO Search Committee - Update; 2. Organizational Chart - Updated; C. Facilities, Capital Improvement Projects, and Information Technology; 1. Capital Improvement Project (CIP) - Update; 2. AAR/IP 2025 GMHA Power Fluctuation-Induced Electrical Fire and Network Service Disruption; 3. AAR/IP 2025 GMHA Medical Telemetry-PCU Smoke Incident; D. Quality and Safety; E. Finance and Audit; 1. Pursuant to Res. No. 2026-08, Division Cost Containment Proposal (RIF) & Outsourcing Update; 2. Resolution, Relative to Approval of Write-off of GMHA Sell Pay Account Batch No. 2026-001; F. Governance, Bylaws, and Strategic Planning;
- IX. Public Comment;
- X. Adjournment

For special accommodations, please contact Theo Pangelinan, EEO Officer, at (671) 647-2104, Monday through Friday from 8:00 a.m. to 5:00 p.m.

/s/ Joleen M. Aguon MD

Interim Hospital Administrator/CFO

This advertisement was paid for with government funds by the GMHA

NEED TO GET YOUR MESSAGE OUT THERE?

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THE GUAM DAILY POST

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BIG RESULTS

use the classifieds whether you're
 • buying
 • selling
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RIO SHANE MANTANONA

YOU ARE HEREBY COMMANDED TO APPEAR IN ON MARCH 2, AT 9:00AM, EST, COURTROOM 3D IN THE RHODE ISLAND FAMILY COURT, KENT COUNTY LOCATED AT 222 QUAKER LANE, WARWICK, RI, USA, 02886, FOR A DIVORCE PROCEEDING, RYAN KLEKOT-JENKINS vs. RIO SHANE MANTANONA; Case No.: K20255537.

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Trying to sell the car, old phone, or miscellaneous item? Have an upcoming yard sale, Events, etc? We can help you get the word out.

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 Mon - Fri, 8:00 am - 5:00 pm

THE GUAM DAILY POST

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SCAN TO APPLY:



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GMHA Board of Trustees Meeting


 PRINT

GMHA Board of Trustees Meeting MEETING



 **Posted on:** 02/18/2026 10:35 AM

 **Posted by:** Justine Camacho

 **Meeting Date:** 02/25/2026 04:00 PM

 **Department(s):**
GUAM MEMORIAL HOSPITAL AUTHORITY (/notices?department_id=51)

 **Division(s):** HOSPITAL ADMINISTRATION (/notices?division_id=178)

 **Notice Topic(s):** BOARD MEETING (/notices?topic_id=76)

 **Types of Notice:** MEETING (/notices?type_id=5)

 **For Audience(s):** PUBLIC (/notices?public=1)

 **Share this notice**

Board of Trustees Meeting

Date: Wednesday, February 25, 2026

Time: 4:00 p.m.

Meeting will take place via Daniel L. Webb

Conference Room and Zoom Video Conferencing.

Meeting ID: 889 2761 9303

Passcode: 907879

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- VI. Management's Report:
- VII. Old Business: None
- VIII. New Business - Board Subcommittee Reports: A. Joint Conference and Professional Affairs; 1. Res. No. 2026-21, Relative to the Reappointment of Active Medical Staff Privileges; 2. Res. No. 2026-22, Relative to the Appointment of Active Medical Staff Privileges; B. Human Resources; 1. CEO Search Committee - Update; 2. Organizational Chart - Updated; C. Facilities, Capital Improvement Projects, and Information Technology; 1. Capital Improvement Project (CIP) - Update; 2. AAR/IP 2025 GMHA Power Fluctuation-Induced Electrical Fire and Network Service Disruption; 3. AAR/IP 2025 GMHA Medical Telemetry-PCU Smoke Incident; D. Quality and Safety; E. Finance and Audit; 1. Pursuant to Res. No. 2026-08, Division Cost Containment Proposal - (RIF) & Outsourcing Update; 2. Resolution, Relative to Approval of Write-off of GMHA Self Pay Account Batch No. 2026-001; F. Governance, Bylaws, and Strategic Planning;
- IX. Public Comment:
- X. Adjournment

For special accommodations, please contact Theo Pangelinan, EEO Officer, at (671) 647-2104, Monday through Friday from 8:00 a.m. to 5:00 p.m.

/s/ Joleen M. Aguon, MD

Interim Hospital Administrator/CEO

Link to Join Zoom Meeting:

https://notices.guam.gov/notice_detail/8352

LINK TO JOIN ZOOM MEETING:

[https://gmha-org.zoom.us/j/88927619303?](https://gmha-org.zoom.us/j/88927619303?pwd=UeujUY9x6BOvF4Nff4z4m6dEEhLifD.1)

[pwd=UeujUY9x6BOvF4Nff4z4m6dEEhLifD.1](https://gmha-org.zoom.us/j/88927619303?pwd=UeujUY9x6BOvF4Nff4z4m6dEEhLifD.1) (**[https://gmha-org.zoom.us/j/88927619303?](https://gmha-org.zoom.us/j/88927619303?pwd=UeujUY9x6BOvF4Nff4z4m6dEEhLifD.1)**

[pwd=UeujUY9x6BOvF4Nff4z4m6dEEhLifD.1](https://gmha-org.zoom.us/j/88927619303?pwd=UeujUY9x6BOvF4Nff4z4m6dEEhLifD.1))

Meeting ID: 889 2761 9303

Passcode: 907879

**Regular Meeting of the
Guam Memorial Hospital Authority
Board of Trustees**

Wednesday, January 21, 2026 | 4:00 p.m.
Zoom Video Conference

ATTENDANCE

Board Members

Present: Sharon Davis, Suzanne Lobaton, Sonia Siliang, Dr. Michael Um, Krista Blankenship, Melanie Mendiola & Matthew Limtiaco (Incoming)
Absent: Teresa Damian-Borja, DPM

Leadership

Present: Dr. Joleen M. Aguon, Rodalyn Gerardo, Ana Belen Rada, Christine Tuquero, Liezl Concepcion, Yukari Hechanova, Danielle Manglona, Jesse Quenga, Manny Gabriel & Robert Weinberg

Absent: Dr. Ricardo Eusebio, Rizaldy Tugade & Dr. Jeffery Shay

Guests: Uriah Aguon (PDN), Aida Yap, Rayna Cruz, P. Garrido, Sydie Taisacan, Renee Veksler, Vince Quichocho, Sergio, Frank San Nicolas (GDP), Nestor Licanto, Kyle Dallman, Vince Taitingfong, GMHA Communications, Janet Mandapat, Justine Camacho, Terese Calvo & Jackie Periera

ISSUE/TOPIC/DISCUSSIONS	DECISION(S)/ACTION(S)	RESPONSIBLE PARTY	REPORTING TIMEFRAME	STATUS
I. CALL MEETING TO ORDER AND DETERMINATION OF QUORUM				
	After notices were duly issued pursuant to Title 5 GCA, Chapter 8, Open Government Law, Section 8107(a) and with a quorum present, Chairwoman Davis called to order the regular meeting of the GMHA Board of Trustees at 4:00 p.m. on Wednesday, January 21, 2026, via Zoom Video Conferencing.	Chairwoman - Sharon Davis	None	None
II. OPEN GOVERNMENT COMPLIANCE A. Publication, January 13, 2026 B. Publication, January 19, 2026 C. GovGuam Notices Portal & Website Posting	The Announcement of the Open Government Compliance was made.	Administrative Assistant - Janet Mandapat	None	Informational
III. REVIEW AND APPROVAL OF MINUTES				
A. November 24, 2025	Trustee Blankenship motioned, and it was seconded by, Trustee Siliang to approve the November 24, 2025 minutes as presented. The motion carried with all ayes.	All Trustees	None	Approved
IV. GUAM MEMORIAL HOSPITAL VOLUNTEERS ASSOCIATION REPORT				
	On behalf of the Guam Memorial Hospital Volunteers Association, Ms. Terese Calvo reported that in 2025 we raised a combined total of \$380,000 through the GMHVA fundraising efforts. This includes approximately \$113,000 from the Thanksgiving raffle fundraiser and \$266,000 from the Annual Charity Ball. We look forward to building on this success in the coming year.	GMHVA President - Terese Calvo	None	Informational

	<p>We are currently gearing up for our next charity ball and have received GMH's equipment and program wish list. Our steering committee will be meeting soon to review the list and make recommendations on how this year's proceeds will be allocated.</p> <p>As Ms. Terese Calvo mentioned, in partnership with the CAHA grant and the Guam Memorial Hospital Volunteers Association (GMHVA), we have officially completed the <i>Bringing Colors to Healing</i> project in the pediatric ward. The ribbon cutting ceremony was held in March 2025.</p> <p>Additionally, GMHVA collaborated with GMHA on the DAISY Awards Program, which was held on November 18, 2025 recognizing outstanding nursing staff.</p> <p>Finally, I would like to note that this will be my final year serving as President of the Guam Memorial Hospital Volunteers Association. I sincerely thank everyone for their continued support and look forward to another successful year ahead.</p>	GMHVA President Terese Calvo	None	Informational
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V. PEDIATRIC PATIENT FAMILY ADVISORY COUNCIL (PFAC) REPORT

	<p>As Ms. Terese Calvo mentioned, in partnership with the CAHA grant and the Guam Memorial Hospital Volunteers Association (GMHVA), we have officially completed the <i>Bringing Colors to Healing</i> project in the pediatric ward.</p> <p>You will see murals throughout the hallways and play center, along with local artwork displayed in magnetic frames that can be easily changed by season or used to showcase patient artwork. The final phase of the project—the pediatric ward entrance—was completed at the end of last year.</p> <p>While these changes may seem small to some, for children who are spending extended periods within hospital walls, these details make a meaningful difference. There is healing</p>	PFAC Rep. – J. Periera	None	Informational
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	<p>in color—it provides calm, comfort, and distraction during what can be a very difficult time for our pediatric patients.</p> <p>Our next step is to formally recognize and publicly thank everyone who made this project possible, including the artists and community partners who came together to support our pediatric ward.</p> <p>With GMHVA approval and the generous sponsorship of Ms. Anna Kao, we have received an initial shipment of Brave Gowns which is a California-based company that produces vibrant, themed hospital gowns designed especially for pediatric patients. These gowns—featuring designs such as firefighters, police officers, and mermaids—help children feel more comfortable and empowered during their hospital experience. We have received an initial batch of 100 pieces of gowns and will be gathering feedback to evaluate their impact.</p> <p>In collaboration with PFAC, we will continue to focus on measuring the value and outcomes of these initiatives to ensure they meaningfully enhance patient experience and care delivery within GMH's pediatric ward.</p> <p>Overall, these efforts are aimed at improving patient experience, strengthening collaboration across departments, and bridging communication between patients, families, and clinical staff. Feedback from both adult and pediatric patients has been overwhelmingly positive, and we look forward to another productive year.</p>	<p>PFAC Rep. – J. Periera</p>	<p>None</p>	<p>International</p>
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VI. MANAGEMENT'S REPORT

	<p><u>90-Day Operational Update</u></p> <p>Over the past 90 days, the Guam Memorial Hospital Authority has remained resolutely focused on one essential mandate:</p> <ul style="list-style-type: none"> ❖ Ensuring our hospital continues to operate as a safe, stable, and dependable healthcare facility for the people of Guam. <p>Despite the challenges posed by aging infrastructure and constrained resources, our leadership team has exercised disciplined prioritization—addressing immediate operational needs while simultaneously preparing for future demands. This period was marked by steady and meaningful progress. While much of the work occurred behind the scenes, the outcomes are tangible: strengthened systems, improved care environments, and enhanced organizational preparedness.</p> <p>This report highlights our collective achievements in stabilizing operations, securing critical funding, and deepening our connection with the community we serve.</p> <p><u>Operations, Infrastructure, and Technology</u></p> <p>This quarter, we achieved a significant operational milestone:</p> <ul style="list-style-type: none"> ❖ 133 consecutive days of system uptime. ❖ Following a period marked by frequent outages, this level of stability represents a critical turning point for the organization. ❖ It has reduced administrative burden on frontline staff, restored confidence in our clinical systems, and allowed our teams to focus on patient care rather than technical workarounds. 	<p>Interim Hospital Administrator/CEO - Joleen M. Aguon, MD</p>	<p>None</p>	<p>Informational</p>
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	<p>This achievement reflects a broader shift in management philosophy from reactive troubleshooting to proactive oversight and system resilience.</p> <p><u>Facilities and Environment of Care</u></p> <p>In parallel, our facilities and maintenance teams have aggressively addressed deferred maintenance in high-use areas that directly affect patient flow and safety. Working closely with clinical leadership, Environmental Services prioritized patient rooms and care-related spaces to ensure dignity, cleanliness, and readiness.</p> <p>We have also continued to leverage support from community volunteers for campus beautification and grounds keeping. These partnerships not only enhance our physical environment but reinforce the community's shared ownership and trust in our hospital.</p> <p><u>Financial Stewardship and Strategic Readiness</u></p> <p>GMHA was recently awarded a \$500,000 federal grant through the National Special Pathogen System – Level 2 Special Pathogen Treatment Assessment and Network Development Award. This funding formally cements GMHA's role as a Level 2 Special Pathogen Treatment Center.</p> <p>The award will support enhanced staff training, strengthened protocols, and improved coordination for high-consequence infectious disease response—directly protecting our workforce and ensuring safe isolation and care for patients during public health emergencies.</p> <p>Continue to advocate for financial sustainability through active engagement with federal and local partners, including ongoing collaboration with Guam Congressman Mr. James Moylan on the Tax Equity and Fiscal Responsibility Act (TEFRA) related matters. These efforts include pursuing designation as a territorial safety-net hospital, aimed at securing more equitable</p>	<p>Interim Hospital Administrator/CEO - Joleen M. Aguon, MD</p>	<p>None</p>	<p>Informational</p>
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	<p>reimbursement and protecting access to care for Guam's most vulnerable populations.</p> <p><u>Financial Outlook</u></p> <p>I would like to note that in the first quarter of FY2026, GMHA is currently negative \$3.9 million actual versus budget. Our Chief Financial Officer, Mrs. Yuka Hechanova, will provide a more detailed breakdown of these figures and contributing factors later in the meeting.</p> <p><u>Clinical Excellence and Patient Care Leadership</u></p> <p>Clinical excellence at the Guam Memorial Hospital Authority remains anchored in stabilizing clinical workflows and strengthening interdepartmental coordination. Our leadership efforts have focused on reducing friction across care teams so clinicians can deliver care efficiently and safely in a high-acuity environment.</p> <p>Equally important, we have made intentional efforts to recognize and uplift our healthcare professionals, acknowledging the expertise, resilience, and compassion required to serve our community—often under extraordinary circumstances. Recognition is not symbolic; it is foundational to workforce morale, retention, and sustained excellence in patient care.</p> <p><u>Emergency Preparedness</u></p> <p>Emergency preparedness at GMHA is grounded in lived experience. Recently, we participated in a comprehensive Hazard Vulnerability Assessment alongside island-wide emergency response partners. By reflecting on lessons learned from past typhoons and critical incidents, we are strengthening coordination, communication, and response capabilities to ensure continuity of care during future crises.</p>	<p>Interim Hospital Administrator/CEO - Joleen M. Aguon, MD</p>	<p>None</p>	<p>Informational</p>
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	<p>These efforts reinforce our commitment to preparedness not as a regulatory requirement, but as an operational imperative.</p> <p><u>Governance and Leadership</u></p> <p>To strengthen oversight of our digital infrastructure, Dr. Joleen Aguon has assumed the role of Chairwoman of the Electronic Medical Records Task Force. This leadership designation establishes clearer accountability and enables tighter coordination across departments responsible for the digital systems that underpin modern patient care, clinical documentation, and hospital operations.</p> <p><u>Community Engagement, Trust, and Transparency</u></p> <p>Maintaining public trust requires honesty and transparency. Over the last quarter, we increased the frequency of progress updates and press releases, leveraging social media to communicate directly with the community. Our goal is to share both challenges and successes openly ensuring the public remains informed, engaged, and confident in the direction of the hospital.</p> <p><u>Holiday Compassion and Community Support</u></p> <p>The holiday season underscored the generosity and compassion of our community. Schools, organizations, and volunteer groups came together to support patients unable to be home during the holidays, reinforcing that GMHA provides not only clinical care, but human connection, dignity, and compassion.</p> <p><u>Looking Ahead: 80 Years of Service</u></p> <p>As we approach our 80th anniversary in 2026, GMHA is launching initiatives to honor our history and reconnect the community with the hospital's legacy. This milestone will serve as a platform to celebrate the individuals who built this institution and those who continue to sustain it today—while</p>	<p>Interim Hospital Administrator/CEO - Joleen M. Aguon, MD</p>	<p>None</p>	<p>Informational</p>
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	<p>reaffirming our commitment to the people of Guam for generations to come.</p> <p><u>Priorities Moving Forward</u></p> <p>As we enter the next quarter, our strategic priorities remain clear and focused.</p> <p>First, we will maintain system stability and protect the hard-earned gains achieved in our IT and infrastructure uptime. Operational reliability is foundational to safe, effective patient care, and we remain committed to sustaining this progress.</p> <p>Second, we will enhance care environments through continued, targeted facility improvements—prioritizing areas that directly affect patient experience, staff efficiency, and safety.</p> <p>Third, we will strengthen governance and accountability, advancing long-term infrastructure planning and reinforcing the structures necessary to support responsible growth and operational oversight.</p> <p>Finally, we will deepen partnerships—fostering relationships with federal, local, and community partners whose support is essential to advancing our hospital’s mission and long-term sustainability.</p> <p>Every decision we make is guided by a simple principle: doing what is right for patients today, while preparing responsibly for tomorrow.</p> <p>The last 90 days reflect resilience, discipline, and a renewed sense of purpose. We have taken meaningful steps to stabilize operations and rebuild trust. This progress belongs to every staff member who shows up each day in service to our island.</p>	<p>Interim Hospital Administrator/CEO - Joleen M. Aguon, MD</p>	<p>None</p>	<p>Informational</p>
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	The Guam Memorial Hospital Authority remains steadfast in its commitment to serving the people of Guam with compassion, accountability, and excellence.	Interim Hospital Administrator/CEO - Joleen M. Aguon, MD	None	Informational
VII. OLD BUSINESS None		All Trustees	None	None
VIII. NEW BUSINESS - BOARD SUBCOMMITTEE REPORTS A. Joint Conference and Professional Affairs	Trustee Lobaton motioned, and it was seconded by Trustee Blankenship to approve Resolutions No. 2026-14, 2026-15, 2026-16, 2026-17, 2026-18 & 2026-19 as presented. The motion carried with all ayes.	All Trustees Chairperson JCPA - Trustee Dr. Michael Um	None	Approved
1. Res. No. 2026-14, Relative to the Reappointment of Active Medical Staff Privileges				
2. Res. No. 2026-15, Relative to the Appointment of Active Medical Staff Privileges	Dr. Ricardo Eusebio is actively exploring the expansion of our NICU and PICU services and has been making solid progress in this area.	Chairperson JCPA - Trustee Dr. Michael Um	None	Informational
3. Res. No. 2026-16, Relative to the Appointment of Active Associate Medical Staff Privileges	We are also pleased to share that a neonatologist will be joining Team GMHA, which will further strengthen our pediatric and neonatal capabilities.	Interim Hospital Administrator/CEO - Joleen M. Aguon, MD	None	Informational
4. Res. No. 2026-17, Relative to the Appointment of Provisional Medical Staff Privileges	With respect to the Electronic Health Record (EHR) initiative, there is a significant collaborative effort underway among the U.S. territories. The U.S. Virgin Islands has invited Guam, American Samoa, and the Commonwealth of the Northern Mariana Islands to participate in a joint approach to EHR modernization. The system being collectively explored.			
5. Res. No. 2026-18, Relative to the Appointment of Full Allied Health Professional Staff Privileges				
6. Res. No. 2026-19, Relative to the Appointment of Provisional Allied Health Professional Staff Privileges				

<p>B. Human Resources</p>	<p>The committee met to discuss an update related to the pharmacy organizational structure. Last summer the Board of Trustees adopted a resolution amending the Chief Hospital Pharmacist and Chief Clinical Pharmacist positions, with direction to follow up with the department to assess how those changes were impacting operations and to identify any outstanding issues requiring attention.</p> <p>Since then, I have held two subsequent meetings with the department. Based on those discussions, there appears to be broad interest among pharmacy staff in re-envisioning the overall organizational structure. This includes re-evaluating existing job standards and assessing whether current reporting relationships should be adjusted. Each team is currently reviewing its options. Mr. Jesse Quenga will report back to the Board of Trustees at our next scheduled meeting with a summary of the department's consensus and recommended next steps.</p> <p>Separately, the CEO Search Committee has convened and will be providing an update along with a forthcoming press release. At this time, trustees should be aware that we are seeing strong initial engagement from individuals identified as eligible candidates for the role. Additional conversations are expected as the process continues. A press kit is being prepared to outline actions taken to date, our current status in the process, and what to expect in the near term. We look forward to sharing this information once it is finalized.</p>	<p>Personnel Services Administrator - Jesse Quenga</p> <p>Chairperson, Human Resources - Trustee Suzanne Lobaton</p>	<p>None</p>	<p>Informational</p>
<p>C. Facilities, Capital, Improvement Projects, and Information Technology</p> <ol style="list-style-type: none"> 1. Capital Improvement Project (CIP) - Update 2. AAR/IP 2025 GMHA Power Fluctuation-Induced Electrical Fire and Network Service Disruption 	<p><u>Public Law 38-59 – \$40 Million Appropriation</u></p> <p>The \$40 million appropriation was primarily used to reduce accounts payable, while a portion was allocated to support ongoing Capital Improvement Projects (CIPs). Key projects include:</p> <ol style="list-style-type: none"> 1. Electrical Infrastructure – \$5 million allocated <ul style="list-style-type: none"> o Active collaboration with Guam Power Authority (GPA) on: 	<p>Personnel Services Administrator - Jesse Quenga</p> <p>Assistant Administrator of Operations - Rodalyn Gerardo</p> <p>Chairperson, FAC, CIP, & IT - Chairwoman Sharon Davis</p>	<p>None</p>	<p>Informational</p>

<p>D. Quality and Safety</p>	<p>All projects are actively monitored for budget, timeline, and operational impact to ensure minimal disruption to hospital services.</p> <p><u>Quality Assurance & Performance Improvement (QAPI) Report</u></p> <p>Dietary Services</p> <ul style="list-style-type: none"> • Challenges: Call-outs, equipment limitations, and supply issues contributed to service disruptions. • Corrective Actions: <ul style="list-style-type: none"> ○ Diet techs and SDAs are being cross-trained to address scheduling and staffing issues. ○ PIC requested an equipment review to ensure current functionality meets operational needs. <p>Health Education (HE)</p> <ul style="list-style-type: none"> • Highlights: Four in-house Chuukese interpreters provided 700 minutes of interpretation in December 2025. • Recommendation: Explore expanding the interpreter program and training additional bilingual staff to meet growing patient needs. <p>Laboratory Services</p> <ul style="list-style-type: none"> • Status: Two FY25 capital equipment needs remain outstanding: <ul style="list-style-type: none"> 1. Microbiology hood 2. Histology tissue vacuum infiltrating process • Action: Department is actively coordinating with vendors for procurement. 	<p>Assistant Administrator of Operations - Rodalyn Gerardo</p> <p>Chairperson, Quality & Safety - Trustee Krista Blankenship</p>	<p>None</p> <p>None</p>	<p>Informational</p> <p>Informational</p>
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	<p>Pharmacy Services</p> <ul style="list-style-type: none"> • Performance: Strong Q3 outcomes; anticoagulation services remain effective and safe, promoting proper Direct-Acting Oral Anticoagulants (DOACs) use at GMHA. <p>Radiology Services</p> <ul style="list-style-type: none"> • Status: No significant issues reported. • Upcoming: New PACRIS Imaging system scheduled to go live in the second week of March 2026. <p>Respiratory Services</p> <ul style="list-style-type: none"> • Improvements: Q3 performance showed great improvement. • Ongoing Actions: Continued staff training and reinforcement to sustain progress. <p>Social Services</p> <ul style="list-style-type: none"> • Challenges: System limitations and missing patient documentation (e.g., Birth Certificates, Social Security Cards) affected service delivery. • Actions: Additional staff hired to conduct post-discharge follow-up calls, supporting sustained quarterly improvement. <p>Root Cause Analysis (RCA)</p> <ul style="list-style-type: none"> • Action: Dr. Joleen Aguon recommended tabling RCA items until review by appropriate committees before submission to the Quality & Safety Subcommittee. 	<p>Chairperson, Quality & Safety - Trustee Krista Blankenship</p>	<p>None</p>	<p>Informational</p>
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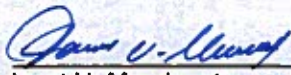
	<p><u>Regulatory & Survey Updates</u></p> <p>CMS Recertification Survey</p> <ul style="list-style-type: none"> • Outcome: No new deficiencies identified; GMHA is back in compliance with conditions of participation. <p>EMTALA Follow-Up Surveys</p> <ol style="list-style-type: none"> 1. ED Log Citation: Plan of correction completed and submitted; awaiting CMS acceptance. 2. Training & Escalation Policy Citation: Plan of correction completed and submitted; awaiting CMS acceptance. <p>Skilled Nursing Facility (SNF) Recertification Survey</p> <ul style="list-style-type: none"> • Issue: Repeat citation regarding the Long-Term Care Administrator. • Action: Plan of correction due to CMS this week. 	<p>Administrator, Quality, Patient Safety & Regulatory Compliance - Danielle Manglona</p>	<p>None</p>	<p>Informational</p>
<p>E. Finance and Audit</p> <ol style="list-style-type: none"> 1. Resolution, Relative to Approval of On-Call Payment from \$9.25 Per Hour to \$5.00 Per Hour 2. Resolution, Relative to Approving Forty-Eight (48) New Fees 3. Pursuant to Res. No. 2026-08, Division Cost Containment Proposal - (RIF) <ul style="list-style-type: none"> • Outsourcing – Update 	<p>There was no business matters reported. Resolution item for On-Call Payment from \$9.25 Per Hour to \$5.00 Per Hour has been tabled.</p> <p>Trustee Mendiola motioned, and it was seconded by Trustee Blankenship to approve Resolution No. 2026-20, as presented. The motion carried with all ayes.</p> <p><u>Cost Containment & Financial Stabilization Update (90-Day Review)</u></p> <p><i>Overall Financial Position</i></p> <p>Approximately 90 days ago, executive management committed to a comprehensive cost containment strategy,</p>	<p>Chairperson Finance & Audit, - Trustee Melanie Mendiola</p> <p>All Trustees</p> <p>Chairperson Finance & Audit, - Trustee Melanie Mendiola</p>	<p>None</p> <p>None</p> <p>None</p>	<p>Tabled</p> <p>Accepted</p> <p>Informational</p>

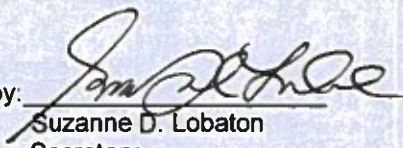
	<p>including evaluating a potential reduction-in-force approach. Since that time, significant progress has been achieved.</p> <ul style="list-style-type: none"> • Accounts Payable: <ul style="list-style-type: none"> ○ Reduced to approximately \$5–6 million, inclusive of major CIP-related obligations. ○ Previously extended across 3–5 pages; now reduced to roughly 2 pages, reflecting improved cash flow and vendor payment timeliness. ○ Improved liquidity driven by legislative funding support and approximately \$12 million in Medicare receipts received in November. ○ Vendor relationships have stabilized as a result. <p>Trustee Melanie Mendiola acknowledged the strong progress made to date.</p> <p><u>Personnel Cost Containment</u></p> <p><i>Funded Vacancies</i></p> <ul style="list-style-type: none"> • Identified approximately \$2.7 million in funded vacancies that will not be filled. • Hiring is currently limited primarily to Nursing Services. • Other departments, including Administration and Operations, are not backfilling positions when staff separate. <p><i>Overtime & On-Call Reductions</i></p> <ul style="list-style-type: none"> • Initial identified overtime savings: \$560,000, with expectations this figure will increase. 	<p>Chief Financial Officer - Yukari Hechanova</p>	<p>None</p> <p>None</p>	<p>Informational</p> <p>Informational</p>
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	<ul style="list-style-type: none"> • Reduction in on-call hours (not rates) for nursing and professional support staff—yielding immediate savings. • Nursing Services implemented: <ul style="list-style-type: none"> ○ Improved schedule management ○ Increased use of float staff ○ Shift-based training (reducing paid overtime for education) <p><u>Outsourcing Initiatives</u></p> <p><i>Revenue Cycle Management</i></p> <ul style="list-style-type: none"> • RFP currently in the evaluation phase. • Vendor proposals include: <ul style="list-style-type: none"> ○ Use of existing staff ○ KPI-driven performance metrics ○ Improved billing, collections, and cash flow • Projected annual net benefit: ~\$10 million • Expected implementation: Late February–March 2026, with partial-year gains of \$5–6 million anticipated. <p><i>Additional Outsourcing Areas</i></p> <ul style="list-style-type: none"> • Security, Housekeeping, Dietary: <ul style="list-style-type: none"> ○ Dietary outsourcing partially restricted by statute; legislative change required. • IT Services: <ul style="list-style-type: none"> ○ Contract finalization underway. • Human Resources: <ul style="list-style-type: none"> ○ Proposal to outsource non-core HR functions. • Focus remains on non-clinical functions, consistent with industry best practices. 	Chief Financial Officer - Yukari Hechanova	None	Informational
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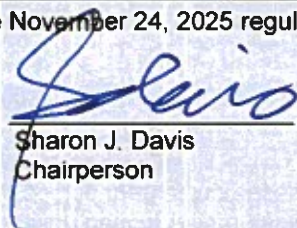
	<p><u>Contractual & Operational Expense Reductions</u></p> <p><i>Contract Positions</i></p> <ul style="list-style-type: none"> • Active review of contract roles, rates, and necessity. • Physician compensation benchmarked using MGMA 2024 data, acknowledging market increases while identifying efficiency opportunities. <p><i>Department-Specific Savings</i></p> <ul style="list-style-type: none"> • Radiology: <ul style="list-style-type: none"> ○ Preventive maintenance contract review identified \$60,000 in reducible costs for obsolete equipment. • Travel Nurses: <ul style="list-style-type: none"> ○ Significant reduction underway; additional \$9,000 identified in apprentice-related cost savings. • IT: <ul style="list-style-type: none"> ○ Discovered and eliminated unused phone lines. • Operations: <ul style="list-style-type: none"> ○ Approximately \$160,000 in savings identified through supply and contract adjustments. <p><i>Group Purchasing</i></p> <ul style="list-style-type: none"> • Exploring partnerships with private vendors or public health agencies to reduce pharmaceutical and supply costs through volume purchasing. 	<p>Chief Financial Officer - Yukari Hechanova</p>	<p>None</p>	<p>Informational</p>
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<p>F. Governance, Bylaws, and Strategic Planning</p>	<p><u>Governance & Accreditation Update</u></p> <ul style="list-style-type: none"> • Accreditation self-assessment remediation ongoing. • Compliance rate: ~93% <ul style="list-style-type: none"> ◦ Approximately 852 accreditation elements total. • Remaining gaps largely structural or time-dependent. • Staff education and compliance awareness efforts ongoing. • Mock Survey scheduled: March 10, 2026 	<p>Administrator, Quality, Patient Safety & Regulatory Compliance - Danielle Manglona</p> <p>Chairperson, Gov, Bylaws & Strategic Planning - Trustee Sonia Siliang for Trustee Dr. Teresa Borja</p>	<p>None</p>	<p>Informational</p>
<p>IX. PUBLIC COMMENT</p>				
<p>None</p>				
<p>X. ADJOURNMENT</p>				
<p>There being no further business matters for discussion, Chairwoman Davis declared the meeting adjourned at 5:47 p.m., motioned by Trustee Blankenship and seconded by Trustee Lobaton. The motion carried with all ayes.</p>		<p>All Board Members</p>	<p>None</p>	<p>Approved</p>

Transcribed by: 
Janet U. Mandapat
Administrative Assistant

Submitted by: 
Suzanne D. Lobaton
Secretary

CERTIFICATION OF APPROVAL OF MINUTES: The minutes of the November 24, 2025 regular session meetings were accepted and approved by the GMHA Board of Trustees on this 21st day of January 2026.

Certified by: 
Sharon J. Davis
Chairperson



GUAM MEMORIAL HOSPITAL AUTHORITY

ATURIDÁT ESPETÁT MIMURIÁT GUÅHÅN

850 Governor Carlos Camacho Road, Tamuning, Guam 96913
Operator (671) 647-2330 or 2552 | Fax: (671) 649-5508



BOARD OF TRUSTEES

Official Resolution No. 2026-21

“RELATIVE TO THE REAPPOINTMENT OF ACTIVE MEDICAL STAFF PRIVILEGES”

<u>Practitioner</u>	<u>Department</u>	<u>Specialty</u>	<u>Expiration Date</u>
John Fegurgur, MD	Surgery	General/Plastic	January 31, 2028
Joleen Aguon, MD	Medicine	Pulm/Critical Care	January 31, 2028
Milliecor Fojas, MD	Pediatric	Pediatrics	January 31, 2028
Scott Shay, MD	Radiology	Interventional Rad	January 31, 2028
Glenn Cunningham, MD	Surgery	Orthopedic	January 31, 2028

WHEREAS, the above listed practitioners met the basic requirements for Active Medical Staff Membership as determined by the appropriate Medical Staff Departments and Committees pursuant to the GMHA Medical Staff Bylaws, Article IV, Section 4.2; and

WHEREAS, the Medical Executive Committee met on January 28, 2026 and the Joint Conference and Professional Affairs Committee recommended approval of Active Medical Staff Membership reappointment for the above listed practitioners; and

WHEREAS, all reappointments to Active Medical Staff Membership require Board approval; now, therefore be it

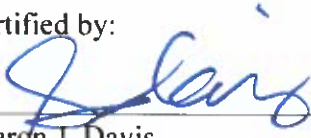
RESOLVED, that the Board of Trustees approves this recommendation to reappoint the above named practitioners to Active Medical Staff as recommended; and, be it further

RESOLVED, that the Board of Trustees directs the Hospital Administrator to duly notify the practitioners listed above and all Hospital and Medical Departments of these reappointments; and be it further

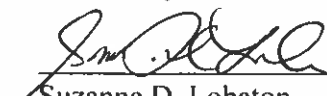
RESOLVED, that the Board of Trustees Chairperson certifies and the Board of Trustees Secretary attests to the adoption of this Resolution.

DULY AND REGULARLY ADOPTED ON THIS 25th DAY OF FEBRUARY, 2026.

Certified by:


Sharon J. Davis
Chairperson

Attested by:


Suzanne D. Lobaton
Secretary



GUAM MEMORIAL HOSPITAL AUTHORITY

ATURIDÁT ESPETÁT MIMURIÁT GUÁHÁN

850 Governor Carlos Camacho Road, Tamuning, Guam 96913
Operator: (671) 647-2330 or 2552 | Fax: (671) 649-5508



BOARD OF TRUSTEES

Official Resolution No. 2026-22

“RELATIVE TO THE APPOINTMENT OF ACTIVE MEDICAL STAFF PRIVILEGES”

<u>Practitioner</u>	<u>Department</u>	<u>Specialty</u>	<u>Expiration Date</u>
Caleb King, MD	Surgery	Pathology	January 31, 2028

WHEREAS, the above listed practitioners met the basic requirements for Active Medical Staff Membership as determined by the appropriate Medical Staff Departments and Committees pursuant to the GMHA Medical Staff Bylaws, Article IV, Section 4.2; and

WHEREAS, the Medical Executive Committee met on January 28, 2026 and the Joint Conference and Professional Affairs Committee recommended approval of Active Medical Staff Membership reappointment for the above listed practitioners; and

WHEREAS, all appointments to Active Medical Staff Membership require Board approval; now, therefore be it


RESOLVED, that the Board of Trustees approves this recommendation to reappoint the above named practitioners to Active Medical Staff as recommended; and, be it further

RESOLVED, that the Board of Trustees directs the Hospital Administrator to duly notify the practitioners listed above and all Hospital and Medical Departments of these appointments; and be it further

RESOLVED, that the Board of Trustees Chairperson certifies and the Board of Trustees Secretary attests to the adoption of this Resolution.

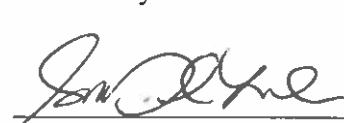
DULY AND REGULARLY ADOPTED ON THIS 25th DAY OF FEBRUARY, 2026.

Certified by:



Sharon J. Davis
Chairperson

Attested by:


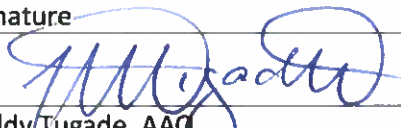

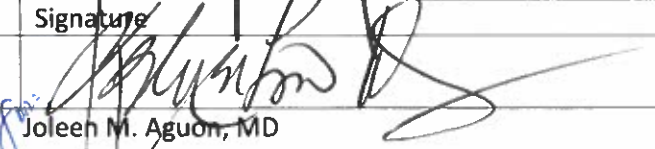
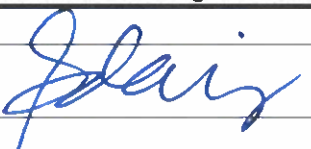


Suzanne D. Lobaton
Secretary

**GUAM MEMORIAL HOSPITAL AUTHORITY
REVIEW AND ENDORSEMENT CERTIFICATION**

The signatories on this document acknowledged that they have reviewed and approved the following:

<input type="checkbox"/>	Bylaws	Submitted by Department/Committee: Planning Department
<input type="checkbox"/>	Rules and Regulations	Policy No.:
<input type="checkbox"/>	Policies & Procedures	
<input checked="" type="checkbox"/>	Other: Reports	<p style="text-align: center;">Guam Memorial Hospital Authority Health Care Provider After Action Report/Improvement Plan (AAR/IP)</p> <p style="text-align: center;">2025 GMHA POWER FLUCTUATION-INDUCED ELECTRICAL FIRE & NETWORK SERVICE DISRUPTION</p>

Reviewed/Approved	Date	Signature
	2/14/2026	
Title		Therese Paula Pelayo, Hospital Chief Planner Emergency Preparedness Director
Reviewed/Approved	Date	Signature
	2-18-26	
Title		Rizaldy Tugade, AAC Chairperson, Environment of Care Committee
Reviewed/Endorsed	Date	Signature
	2/26/26	
Title		Dr. Jeffrey Shay, MD Chairperson, Medical Executive Committee
Reviewed/Approved	Date	Signature
	2/26/26	
Title		Joleen M. Aguon, MD Interim Hospital Administrator/CEO, Chairperson, Executive Management Council
Reviewed/Approved	Date	Signature
	3/4/26	
Title		Sharon Davis Chairperson, Board of Trustee
Reviewed/Endorsed	Date	Signature
Title		

*Use more forms if necessary. All participating departments/committees in developing the policy should provide signature for certification prior to submitting to the Compliance Officer

Health Care Provider After Action Report/Improvement Plan (AAR/IP)

Guam Memorial Hospital Authority

Health Care Provider After Action Report/Improvement Plan (AAR/IP)

2025 GMHA Power Fluctuation-Induced Electrical Fire and Network Service Disruption Hospital-Wide Event

Prepared by
Planning Department

Prepared for

GUAM MEMORIAL HOSPITAL (GMH)

Event Date:
August 19, 2025

Report Date:
September 8, 2025

Health Care Provider After Action Report/Improvement Plan (AAR/IP)

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Health Care Provider After Action Report/Improvement Plan (AAR/IP)

ADMINISTRATIVE HANDLING INSTRUCTIONS

1. Title: Guam Memorial Hospital Authority (GMHA) Health Care Provider After Action Report/Improvement Plan (AAR/IP) Power Fluctuation-Induced Electrical Fire and Network Service Disruption Hospital-Wide Event
2. This AAR/IP is classified as sensitive information and is designated For Official Use Only (FOUO). Please ensure that it is safeguarded, handled, transmitted, and stored in accordance with the relevant security directives. GMHA prohibits the reproduction of this document, in whole or in part, without prior approval from GMHA.
3. At a minimum, the distribution of the attached materials should be limited to individuals with a need-to-know. When unattended, these materials must be stored in a locked container or secure area that provides adequate protection against theft, compromise, inadvertent access, and unauthorized disclosure.
4. Prepared by:

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rodalyn.gerardo@gmha.org

Health Care Provider After Action Report/Improvement Plan (AAR/IP)

INTRODUCTION

This AAR documents the GMHA response to a real-world incident involving a fire in the Med/Surg and Pediatrics Units as a result of a power fluctuation. The purpose of this report is to evaluate the hospital’s actions during the event, identify strengths, and highlight areas for improvement to enhance patient safety, staff readiness, and operational resilience.

The scope of this AAR focuses on GMHA’s internal response, including the horizontal evacuation of pediatric patients, fire suppression efforts, transition to generator power, activation of the Incident Command structure, and temporary suspension of visitation. It also addresses external coordination with the Guam Fire Department (GFD) and Guam Power Authority (GPA).

This report is based on staff debriefings, incident documentation, and command logs collected after the event. It is intended to support continuous improvement, align with federal and accreditation requirements, and strengthen GMHA’s preparedness for future emergencies.

SECTION 1: EXERCISE OVERVIEW

Exercise/Event Name: Power Fluctuation-Induced Electrical Fire and Network Service Disruption

Exercise/Event Start Date: August 19, 2025

Exercise/Event End Date: August 19, 2025

Duration: One (1) day

Focus Area(s): Continuity of Operations, Infrastructure Systems, and Response

Type of Exercise/Event Completed:

Discussion-Based Exercise

Seminar Workshop Tabletop Games

Operations-Based Exercise

Drill Full-Scale Exercise Functional Exercise

Emergency Event

Event

1. Planning

The Emergency Management Plan (EMP) provides a structured framework for mitigation, preparation, response, and recovery to ensure GMHA remains operational during critical infrastructure failures. This all-hazards approach ensures GMHA can sustain patient care and essential hospital functions despite disruptions to operations

Health Care Provider After Action Report/Improvement Plan (AAR/IP)

Key components of the EPM include the Emergency Operations Plan (EOP) and the Fire Prevention and Protection Plan, which outline procedures for immediate emergency response during fire incidents. These plans provide step-by-step guidance on staff notification, Code “Dr. Burnsite” activation, patient evacuation, and coordination with the GFD. They also establish fire safety protocols such as compartmentalization, horizontal evacuation, and safe relocation of critical care patients to protect life safety and minimize operational disruption.

2. Communications

Effective communication was critical in ensuring a coordinated response during the emergency event at GMHA. Messaging was focused on informing staff, updating the public, and maintaining consistent situational awareness. Overhead paging, messaging apps, emails, and direct lines were available to alert and direct staff actions, while external communication occurred through the Public Information Officer (PIO). Timely public updates were disseminated to reassure families, provide clear instructions, and mitigate misinformation. Internally, communication protocols ensured the critical decisions were rapidly relayed to the Incident Command.

3. Risk Management

GMHA implemented several key risk management measures to protect patients, staff, and critical operations during the event. Pediatric patients were promptly evacuated through horizontal evacuation, ensuring their safety without disruption to care. GMHA staff acted quickly to suppress the fire, preventing its spread and reducing the potential for facility damage. To maintain continuity of essential services, the hospital transitioned to generator power while GPA worked to restore the island-wide outage, effectively mitigating electrical risks to critical areas such as the NICU, dialysis, and intensive care. Activation of the Incident Command structure facilitated rapid decision-making, streamlined communication, and effective resource coordination across departments. In addition, hospital visitation was temporarily cancelled to reduce unnecessary traffic, strengthen accountability, and minimize risks to patients, families, and staff during the response.

ANALYSIS OF CAPABILITIES

Guam Memorial Hospital Authority

- (a) Patient Safety and Continuity of Care: Staff evacuated pediatric patients, activated generator power, and maintained critical services.
- (b) Logistics Management and Resource Coordination: Teams suppressed the fire, managed the evacuation, and coordinated with GPA to restore operations quickly.
- (c) Communication and Coordination: Incident Command directed timely communication across departments, engaged external partners, and provided public updates to ensure situational awareness and a unified response.

Health Care Provider After Action Report/Improvement Plan (AAR/IP)

SECTION 2: EVENT SUMMARY

GMHA experienced a fire and smoke incident triggered by a power fluctuation. The event began in the third-floor Medical/Surgical Ward Mechanical Room and was followed by a secondary smoke occurrence in the fourth-floor Pediatrics Ward. It involved electrical panel equipment on the third floor and an Air Handling Unit (AHU) motor on the fourth floor. As a precaution, four pediatric patients were evacuated to a nearby classroom.

In addition to the fire and smoke hazards, the same power fluctuation also affected IT hardware, resulting in a network outage and loss of hospital phone lines.

The hospital immediately activated its fire response procedures and engaged the GFD for on-site support. The GMH Incident Command Center was activated to coordinate patient safety measures, operational adjustments, and communication across hospital departments and with external partners.

Throughout the event, the Planning Section documented all response actions, evaluating GMHA's emergency preparedness and identifying areas for improvement. This real-world experience provided critical insights into the hospital's infrastructure resilience, response coordination, and contingency planning for essential utilities. The findings from this AAR will be used to strengthen GMHA's emergency protocols and long-term mitigation strategies.

Scenario Details:

Date: August 19, 2025

Location: Guam Memorial Hospital (GMH)

Incident: Fire Incident/Network Outage

OBJECTIVES AND CAPABILITIES

Patient Safety and Continuity of Care:

Objective No. 1 – Ensure continued operation of critical utilities that affects patient safety.

Object No. 2 – Restore network functionality and phone systems promptly to reestablish hospital communications and support continuity of operations.

Logistics Management and Resource Coordination:

Objective No. 3 – Safely and efficiently return evacuated patients to their unit once the area was cleared and deemed safe.

Health Care Provider After Action Report/Improvement Plan (AAR/IP)

Communication and Coordination:

Objective No. 4 – Coordinate with GPA to restore electrical service while sustaining operations on generator power.

Objective No. 5 – Facilitate timely and accurate communication across departments and with external partners, including Guam Fire Department and Guam Power Authority.

Objective No. 6 – Provide public updates to reassure families, maintain transparency, and reduce misinformation.

SCENARIO SUMMARY

On August 19, 2025, GMHA experienced a facility-wide power fluctuation that triggered a fire and smoke incident affecting both the third and fourth floors. The fluctuation caused electrical sparks in the third floor Medical/Surgical Ward Mechanical Room, which activated the hospital's fire response. Shortly afterward, smoke infiltrated the fourth floor Pediatrics Ward when an AHU motor overheated and burned. Lastly, the fluctuation had tripped an IT hardware that caused a network outage and downed phone lines.

Hospital staff immediately initiated Code "Dr. Burnsite" (fire) procedures, suppressing sparks in the mechanical room with a fire extinguisher to prevent escalation. The GFD was notified and responded on-site to inspect and confirm fire damage. As smoke conditions spread to Pediatrics, GMHA staff evacuated all pediatric patients to a designated education classroom on the same floor, ensuring the safe transfer of patients, medications, and equipment to maintain continuity of care.

The GMHA Incident Command Center was activated at 1403 hours to coordinate hospital-wide communication, patient movement, and resource allocation. The GFD HazMat Team conducted air quality sampling, confirming no lingering hazards. By 1505 hours, GMHA declared "Dr. Clearwater," signaling an all-clear and resumption of normal operations.

This real-world incident demonstrated GMHA's ability to manage simultaneous hazards while ensuring patient safety, staff accountability, and operational continuity. The hospital's coordination with GFD and GPA further supported effective risk mitigation and timely recovery.

Response & Recovery of Sequence of Events

On August 19, 2025 at 1220, a power fluctuation caused the pump failure to trigger the fire alarm system.

- At 1227 hours, Nursing Supervisor (PJ) called Dr. Burnsite at 3rd floor due to a fire in the Med/Surg Unit mechanical room.
- At 1230 hours, Surgical Unit Supervisor (Vicky) report a burnt smell at Surgical Ward

Health Care Provider After Action Report/Improvement Plan (AAR/IP)

- At 1232 hours, FM and Safety team report to Pediatrics. Zaldy (Associate Administrator of Operations) reported that all 3 generators are running.
- At 1240 hours, Nursing Supervisor (PJ) called Dr. Burnsight at the 4th floor due to a burnt AHU motor in the Pediatrics Unit causing a significant smoke.
- At 1241 hours, visitation was suspended.
- At 1301 hours, at the recommendation of GFD, Nursing evacuated 4 pediatric patients to the 4th floor Education Classroom.
- At 1330 hours, Safety Officer (Dan L.G.) recommended the activation of incident command (IC)
- At 1346 hours, Rodalyn (Assistant Administrator of Operations) reported that the IC will be standing up in the Boardroom. Paula (Hospital Chief Planner) was recalled from a conference to stand up the IC. GPA arrived GMH to assess the main power lines.
- At 1400 hours, Liezl (Deputy Assistant of Nursing Services) reported phone issues in the Education Classroom.
- At 1421 hours, IC received multiple reports of internet and phones being down.
- At 1431 hours, Aida (Informatics Supervisor) reported that IT is aware of the outage and working on fixing the issue. Systems such as Optimum, Carevue, PACS, and RapidComm were reported to be affected. Per Sheryl (ER Supervisor), ER initiated manual mode and on divert.
- At 1445 hours, GFD HAZMAT air sampling crew were on site to assess the Pediatrics Unit.
- At 1450 hours, IT initiated manual mode facility wide due to a network connectivity disruption.
- At 1503 hours, GMH switched back to island power. Manny (IT Administrator) requested assistance in the server room as there was no power.
- At 1506 hours, Dr. Clearwater was announced for the fire incident.
- At 1521 hours, Leland (Chief of Radiology) reported that Radiology were on MiFi to connect to GRC but are hand delivering reports to ER. Additionally, Julius (FM), reported that utility systems were back online except the affected AHU/exhaust during the power fluctuation.
- At 1623 hours, Manny reported that IT staff were assisting restarting some systems on the floor.
- At 1703 hours, most systems were restored except Optimum. SNU systems were also back up.

Health Care Provider After Action Report/Improvement Plan (AAR/IP)

- At 1705 hours, Nursing started transferring Pediatric patients back to the unit. All transfer was completed by 1725.
- At 1803 hours, Informatics reported all systems have been restored and patient backlogging is complete. GMH discontinued manual mode.
- At 1900 hours, GMH stood down the IC.

Health Care Provider After Action Report/Improvement Plan (AAR/IP)

SECTION 3: IMPROVEMENT PLAN

This Improvement Plan (IP) has been developed specifically for GMHA to address necessary improvements based on the summarized information within this AAR. The AAR's findings are derived from incident feedback and feedback from the hotwash following the event. This IP aims to enhance GMHA's response plans to ensure a more effective and efficient response to future emergencies.



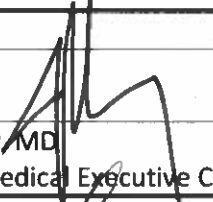
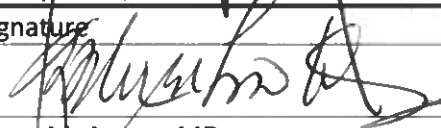

Capability	Issue/Area for Improvement	Corrective Action	Primary Responsible Organization	Start Date	Completion Date
Patient Safety and Continuity of Care	(a) Inefficient communication flow between Communication Center, Facilities, Nursing, and Safety	(a) Provide alternative communication tool such as Radios, Internal Mass Notification Platform, Dedicated Emergency Group Chat Channels on approved platforms, etc.	(a) EOC with ICT		
Logistics Management and Resource Coordination	(b) Lack of evacuation training/equipment (c) Lack of functional computer and phone systems in the IC	(b) Provide evacuation training to staff and pursue grant opportunities to purchase evacuation tools & equipment (c) Properly prepare computer/phone systems prior to deployment/incident occurring	(b) EOC led by the Safety and Planning Department (c) ICT Department		
Communication and Coordination	(d) Lack of clearly defined objectives from leadership and use of ICS forms for consistency	(d) Create an incident checklist as part of the Emergency Preparedness Plan; provide role specific training to IC staff; implement use of ICS forms	(d) EOC led by the Planning Department		

Health Care Provider After Action Report/Improvement Plan (AAR/IP)

**GUAM MEMORIAL HOSPITAL AUTHORITY
REVIEW AND ENDORSEMENT CERTIFICATION**

The signatories on this document acknowledged that they have reviewed and approved the following:

<input type="checkbox"/>	Bylaws	Submitted by Department/Committee: Planning Department
<input type="checkbox"/>	Rules and Regulations	Policy No.:
<input type="checkbox"/>	Policies & Procedures	
<input checked="" type="checkbox"/>	Other: Reports	Guam Memorial Hospital Authority Health Care Provider After Action Report/Improvement Plan (AAR/IP) 2025 GMHA MEDICAL TELEMETRY/PCU SMOKE INCIDENT

Reviewed/Approved	Date	Signature
	2/16/2024	
Title	Therese Paula Pelayo, Hospital Chief Planner Emergency Preparedness Director	
Reviewed/Approved	Date	Signature
	2.18.26	
Title	Rizaldy Tugade, AAO Chairperson, Environment of Care Committee	
Reviewed/Endorsed	Date	Signature
	2/26/26	
Title	Dr. Jeffrey Shay, MD Chairperson, Medical Executive Committee	
Reviewed/Approved	Date	Signature
	2/26/26	
Title	Joleen M. Aguon, MD Interim Hospital Administrator/CEO, Chairperson, Executive Management Council	
Reviewed/Approved	Date	Signature
	3/4/26	
Title	Sharon Davis Chairperson, Board of Trustee	
Reviewed/Endorsed	Date	Signature
Title		

*Use more forms if necessary. All participating departments/committees in developing the policy should provide signature for certification prior to submitting to the Compliance Officer

Health Care Provider After Action Report/Improvement Plan (AAR/IP)

Guam Memorial Hospital Authority

**Health Care Provider
After Action Report/Improvement Plan (AAR/IP)**

**2025 GMH Medical Telemetry-PCU Smoke Incident
Hospital-Wide Event**

Prepared by
Planning Department

Prepared for

GUAM MEMORIAL HOSPITAL (GMH)

Event Date:
December 20, 2025

Report Date:
January 20, 2026

Health Care Provider After Action Report/Improvement Plan (AAR/IP)

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Health Care Provider After Action Report/Improvement Plan (AAR/IP)

ADMINISTRATIVE HANDLING INSTRUCTIONS

1. Title: Guam Memorial Hospital Authority (GMHA) Health Care Provider After Action Report/Improvement Plan (AAR/IP) Medical Telemetry/PCU Smoke Incident.
2. This AAR/IP is classified as sensitive information and is designated For Official Use Only (FOUO). Please ensure that it is safeguarded, handled, transmitted, and stored in accordance with the relevant security directives. GMHA prohibits the reproduction of this document, in whole or in part, without prior approval from GMHA.
3. At a minimum, the distribution of the attached materials should be limited to individuals with a need-to-know. When unattended, these materials must be stored in a locked container or secure area that provides adequate protection against theft, compromise, inadvertent access, and unauthorized disclosure.
4. Prepared by:

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Health Care Provider After Action Report/Improvement Plan (AAR/IP)

INTRODUCTION

This AAR documents the GMHA response to a real-world incident involving smoke in the Telemetry/PCU Unit as a result of a malfunctioning motor in the precooling unit in room 361. The purpose of this report is to evaluate the hospital’s actions during the event, identify strengths, and highlight areas for improvement to enhance patient safety, staff readiness, and operational resilience.

The scope of this AAR focuses on GMHA’s internal response, including the evacuation of patients and activation of the Incident Command structure. It also addresses external coordination with the Guam Fire Department (GFD).

This report is based on staff debriefings, incident documentation, and command logs collected after the event. It is intended to support continuous improvement, align with federal and accreditation requirements, and strengthen GMHA’s preparedness for future emergencies.

SECTION 1: EXERCISE OVERVIEW

Exercise/Event Name: Medical Telemetry-PCU Smoke Incident

Exercise/Event Start Date: December 20, 2025

Exercise/Event End Date: December 20, 2025

Duration: One (1) day

Focus Area(s): Continuity of Operations, Infrastructure Systems, and Response

Type of Exercise/Event Completed:

Discussion-Based Exercise

Seminar Workshop Tabletop Games

Operations-Based Exercise

Drill Full-Scale Exercise Functional Exercise

Emergency Event

Event

1. Planning

The Emergency Management Plan (EMP) provides a structured framework for mitigation, preparation, response, and recovery to ensure GMHA remains operational during critical infrastructure failures. This all-hazards approach ensures GMHA can sustain patient care and essential hospital functions despite disruptions to operations

Health Care Provider After Action Report/Improvement Plan (AAR/IP)

Key components of the Emergency Preparedness Manual (EPM) include the Emergency Operations Plan (EOP) and the Fire Prevention and Protection Plan, which outline procedures for immediate emergency response during fire and smoke incidents. These plans provide step-by-step guidance on staff notification, Code “Dr. Burnsite” activation, patient evacuation, and coordination with the GFD. They also establish fire safety protocols such as compartmentalization, evacuation, and safe relocation of critical care patients to protect life safety and minimize operational disruption.

2. Communications

Effective communication was critical in ensuring a coordinated response during the emergency event at GMHA. Messaging was focused on informing staff, updating the public, and maintaining consistent situational awareness. Overhead paging, messaging apps, emails, and direct lines were available to alert and direct staff actions, while external communication occurred through the Public Information Officer (PIO). Timely public updates were disseminated to reassure families, provide clear instructions, and mitigate misinformation. Internally, communication protocols ensured the critical decisions were rapidly relayed to the Incident Command.

3. Risk Management

GMHA implemented several key risk management measures to protect patients, staff, and critical operations during the event. Patients were promptly evacuated through horizontal and vertical evacuation, ensuring their safety without disruption to care. GMHA staff acted quickly to contain the smoke and evacuate affected patients. Activation of the Incident Command structure facilitated rapid decision-making, streamlined communication, and effective resource coordination across departments. In addition, hospital visitation was temporarily cancelled to reduce unnecessary traffic, strengthen accountability, and minimize risks to patients, families, and staff during the response.

ANALYSIS OF CAPABILITIES

Guam Memorial Hospital Authority

- (a) **Patient Safety and Continuity of Care:** Staff implemented smoke containment measures, managed evacuation procedures, and coordinated response efforts with GFD to restore operations quickly.
- (b) **Infrastructure Systems:** Staff effectively decontaminated the affected area.
- (c) **Communication and Coordination:** Incident Command coordinated communication efforts across departments, engaged external stakeholders, and provided public updates to promote situational awareness and operational unity.

Health Care Provider After Action Report/Improvement Plan (AAR/IP)

SECTION 2: EVENT SUMMARY

GMHA experienced a smoke incident resulting from a malfunctioning motor within the precooling unit located in the Telemetry/PCU Unit, Room 361. The smoke detector activated the fire alarm system, prompting staff to initiate fire and smoke response procedures and request on-site support from the GFD.

The GMH Incident Command Center was activated to coordinate patient safety actions, operational adjustments, and communication across hospital departments and with external partners. Throughout the incident, the Planning Section documented response activities and evaluated emergency preparedness capabilities, identifying strengths and opportunities for improvement.

This real-world event provided valuable insights into the hospital's infrastructure resilience and response coordination. Findings from this After-Action Report will be used to enhance emergency response protocols and inform long-term mitigation and preparedness strategies.

Scenario Details:

Date: December 20, 2025

Location: Guam Memorial Hospital (GMH)

Incident: Smoke Incident

OBJECTIVES AND CAPABILITIES

Patient Safety and Continuity of Care:

Objective No. 1 – Ensure immediate life safety of patients, staff, and visitors in the affected area.

Objective No. 2 – Continue essential patient care with minimal disruption.

Objective No. 3 – Account for all staff assigned to the affected area.

Infrastructure Systems:

Objective No. 4 – Safely decontaminate and clean the affected areas.

Communication and Coordination:

Objective No. 5 – Provide accurate internal notifications to leadership, affected units, and other stakeholders.

SCENARIO SUMMARY

On December 20, 2025, the Fire Alarm System activated due to smoke being detected in the Telemetry/PCU unit room 361. Telemetry/PCU staff had observed smoke coming from the room and reported it to the Communications Center. Staff then secured the area and relocated patients to other units. Dr. Burnsite was announced overhead, and Facilities Maintenance (FM) was

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requested to respond and investigate. The GFD was also notified of the incident and had arrived to inspect the unit.

The GMHA Incident Command Center was activated at 0800 hours to coordinate communication, patient movement, and resource allocation. FM had identified that a malfunctioning motor in the precooling unit of room 361 was the source of the smoke. FM had the part available and was able to replace it. Environmental Services (ES) had conducted terminal cleaning of the Telemetry/PCU unit from 0830 and completed by 1130. The Incident Command Center was deactivated at 1200, and all patients affected by the incident have been safely transferred back to the Telemetry/PCU unit by 1400.

Response & Recovery of Sequence of Events

On December 20, 2025, at 0642 hours, a smoke detector in Room 361 activated the Fire Alarm System. “Dr. Burnsight” was activated via the Communications Center and announced overhead. Communications Center received a call from Telemetry PCU staff reporting smoke in Room 361.

- At 0643 hours, the patient in Room 361 was evacuated to the adjacent hallway, clear of smoke. The Nursing Supervisor (Connie Dudkiewicz) requested FM to respond and investigate.
- At 0700 hours, the Safety Administrator was notified and requested to report to the hospital.
- At 0701 hours, the Nursing Supervisor (Connie Dudkiewicz) notified the GFD.
- At 0705 hours, Facilities Maintenance requested activation of the Facilities Electrical Team.
- At 0710 hours, GFD arrived on site and inspected the unit.
- At 0725 hours, the Safety Administrator arrived and assessed operations.
- At 0800 hours, the Hospital Incident Command Center (HICC) was activated in the boardroom.
- At 0825 hours, FM identified a malfunctioning motor in the precooling unit in Room 361 as the smoke source.
- At 0830 hours, 11 patients from rooms 361-367 were relocated to MedSurg, Surgical Ward, and ICU due to lingering smoke odor. Visitation hours were suspended.
- From 0830-1130 hours, ES completed terminal cleaning of the Telemetry PCU unit.
- At 1149 hours, “Dr. Clearwater” (return to normal operations) was announced overhead.
- At 1200 hours, HICC deactivated.

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- At 1400 hours, all patients affected by the incident have been safely transferred back to the Telemetry/PCU unit.

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SECTION 3: IMPROVEMENT PLAN

This Improvement Plan (IP) has been developed specifically for GMHA to address necessary improvements based on the summarized information within this AAR. The AAR's findings are derived from incident feedback and feedback from the hotwash following the event. This IP aims to enhance GMHA's response plans to ensure a more effective and efficient response to future emergencies.

Capability	Issue/Area for Improvement	Corrective Action	Primary Responsible Organization	Start Date	Completion Date
Infrastructure Systems	<p>(a) A malfunctioning motor in the precooling unit caused the smoke incident.</p> <p>(b) Insufficient monitoring and replacement of aging mechanical components presented a risk of equipment malfunction, underscoring the need for preventive maintenance and enhanced oversight.</p>	<p>(a) Inspect and service precooling units and associated motors in patient care areas on a scheduled preventive maintenance cycle.</p> <p>(b) Evaluate the need for enhanced monitoring or replacement of aging mechanical components.</p>	<p>(a) FM</p> <p>(b) FM</p>		
Patient Safety and Continuity of Care	<p>(c) Staff demonstrated limited awareness of designated evacuation routes.</p> <p>(d) The use of unoccupied patient rooms for storage delayed patient relocation, impacting timely response during the incident.</p>	<p>(c) Training on the evacuation routes of each unit.</p> <p>(d) Inventory SNF containers for use as additional storage space, and re-evaluate the equipment stored in the unused patient rooms for scraps or relocation.</p>	<p>(c) Safety</p> <p>(d) FM</p>		

Health Care Provider After Action Report/Improvement Plan (AAR/IP)



GUAM MEMORIAL HOSPITAL AUTHORITY

ATURIDÁT ESPETÁT MIMURIÁT GUÅHÅN

850 Governor Carlos Camacho Road, Tamuning, Guam 96913
Operator: (671) 647-2330 or 2552 | Fax: (671) 649-5508



Board of Trustees

Official Resolution No. 2026-23

“RELATIVE TO APPROVAL OF WRITE-OFF OF GMHA SELF PAY ACCOUNT BATCH NO. 2026-001”

WHEREAS, the Guam Memorial Hospital Authority (“the Hospital”) is a public corporation and an autonomous instrumentality of the Government of Guam; and

WHEREAS, the Hospital has provided medically necessary healthcare services to patients classified under Self Pay after exhaustion of all available insurance coverage, public assistance eligibility, or third-party payer sources, including patients who were uninsured, underinsured, or who exhausted their insurance benefits; and

WHEREAS, GMHA management has conducted a comprehensive review of its Accounts Receivable and identified Self Pay patient accounts that are deemed uncollectible based on established financial policies, generally accepted accounting principles (GAAP), and documented collection efforts; and

WHEREAS, as of January 31, 2026, GMHA’s total Self-Pay Accounts Receivable balance is \$291,790,371; and

WHEREAS, from this balance, GMHA has identified \$70,344,336 in Self-Pay patient accounts (service years 2000–2019) that are deemed uncollectible; and

WHEREAS, the remaining Self-Pay balance is considered active Accounts Receivable based on account status and available information, and GMHA will continue to pursue appropriate collection and eligibility pathways, including screening and conversion of eligible accounts to MIP, Medicaid, and other Government assistance programs through GMHA’s Self-Pay conversion initiative; and

WHEREAS, the primary categories contributing to the recommended write-off consist of the following:

1. **Collection Agency Returns** – Accounts identified for referral to an external collection agency, but not yet referred, as well as accounts previously referred and subsequently returned as uncollectible due to invalid or unknown patient addresses, unsuccessful attempts to locate the patient, or insufficient, unreachable, or unverifiable patient contact information, including accounts returned from the Attorney General’s Office; and
2. **Department of Revenue and Taxation (DRT) Returns** – accounts submitted for garnishment and tax intercept that were returned as uncollectible despite DRT collection

efforts, including instances where patients did not file income tax returns or had no recoverable income subject to garnishment; and

3. **Social Cases / True Self Pay Accounts** – patients with no insurance coverage, underinsured patients, or patients who exhausted all insurance benefits, including individuals classified as social cases for whom no viable source of payment exists; and

WHEREAS, analysis of the Self Pay Write-Off Request Summary as of January 31, 2026 indicates that the largest portion of uncollectible Self Pay balances is attributable to GMHA's local population, followed by residents under the Compact of Free Association (COFA); and

WHEREAS, maintaining these uncollectible balances in Accounts Receivable materially overstates collectible revenue and does not accurately reflect the Hospital's financial condition; and

WHEREAS, the Board of Trustees Finance and Audit Sub-Committee reviewed **Batch No. 2026-001**, consisting of Self Pay patient accounts totaling **\$70,344,336**, and determined that the accounts are adequately documented, justified, and appropriate for write-off; and

NOW, THEREFORE, BE IT RESOLVED, that the Guam Memorial Hospital Authority Board of Trustees hereby approves the write-off of Self Pay patient receivable accounts as presented in **Batch No. 2026-001**, in the total amount of **\$70,344,336**; and be it further


RESOLVED, that the Board of Trustees authorizes the Chief Financial Officer to apply and record the approved write-offs in the Hospital's Accounts Receivable and financial records in accordance with established accounting policies and procedures; and be it further

RESOLVED, that the GMHA Board of Trustees hereby accepts and approves the recommendation of the Finance and Audit Sub-Committee and formally adopts **Batch No. 2026-001** for write-off; and be it further

RESOLVED, that the Chairperson certifies and the Secretary attests to the adoption of this resolution.

DULY AND REGULARLY ADOPTED ON THIS 25th DAY OF FEBRUARY, 2026.

Certified By:



Sharon J. Davis
Chairperson

Attested By:



Suzanne D. Lobaton
Secretary

SELF PAY- WRITE OFF REQUEST SUMMARY AS OF 01/31/2026

BASED ON CATEGORY

CATEGORY	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Grand Total	
Bankruptcy											78								22,643		22,722	
Self Pay After Insurance														258					1,359	1,108	34,045	36,771
Payroll Deduction			1,590										19,051	23,945			4,979		12,384	56,362	10,011	128,322
Payment Arrangement		44,171	13,703	58,900	94,572			7,335	44,248	21,082	31,326	74,028	18,498	4,701	31,771	13,998	83,826	28,747	478,177	272,529	213,177	1,534,788
Social Cases							542								2,433	3,443	201,226	404,119	100,846	1,505,510	2,218,120	
DRT- Garnishment										8,980		5,993	6,443	7,588	1,011	7,094	7,868	3,571,960	4,943,684	11,125,982	19,686,404	
Collection Agency	15,390	70,425	61,606	32,266	7,109	151,429	243,933	342,598	400,342	443,754	699,684	475,376	718,326	684,815	1,314,653	1,014,943	5,325,360	13,256,324	13,400,182	8,058,716	46,717,211	
Grand Total	15,390	114,896	76,899	91,166	101,681	151,971	251,268	388,848	430,404	476,158	773,712	499,867	748,522	748,378	1,332,095	1,114,286	6,663,001	17,746,966	18,774,692	20,947,441	70,344,336	

BASED ON ETHNICITY GROUP

ETHNICITY	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Grand Total	
American Indian or Alaska															965		19,353			4,411	8,221	32,950
Asian	3,270	1,550	18,029	69,104	2,505	18,727		7,335	166,322	85,806	110,839	357,315	144,556	216,760	186,328	184,007	468,310	1,585,937	1,075,412	2,291,432	7,244,574	
Australian														83		20,697	41,528	30,699		257		93,244
Black or African American												3,500	19,387	33,275	17,550	1,291	81,801	51,679	47,925	125,128		381,516
British																		9,185	226			9,412
Burmese																						
Chamorro	12,120	59,256	34,880	20,437	98,943	95,674	157,585	72,323	280,192	73,926	154,927	222,689	221,130	201,313	412,099	240,522	1,314,609	7,204,306	7,072,266	8,266,100	26,235,298	
Chinese										1,064	206		2,472	84,872	147,494	10,224	60,484	30,971	37,526	73,117		428,429
COFA Residents			20,753		233	33,037	74,846	142,731	61,851	227,879	219,306	116,390	267,950	217,532	325,049	570,611	2,940,628	5,988,410	8,097,702	7,582,943	26,887,851	
Filipino						4,299		155									64,511	354,230	351,452	144,197		918,844
German														10,203					1,844	2,891		14,938
Hispanic/Latin													2,448	8,808			14,019	13,827	44,330	13,908		97,340
Iranian																						
Japanese				1,625			11,501				6,906				25		7,989	124,957	785,961	206,246		1,145,209
Korean		53,790									58,339	34,830	4,089	7,663	12,732	21,219	21,534	333,106	784,469	206,960	255,710	1,798,692
Malaysian														295								
Native Hawaiian or Other									379										5,074	24,033	5,820	35,306
New Zealander																		4,719		45		4,764
Other Race									1,460					900	4,208	1,505	43,254	494,394	230,561	164,204		940,486
Rotanese												700	900					86,970	3,674	124		92,368
Russian																1,693	3,008	20,275	30,000	95,970		150,947
Samoan						235				31		214	2,326	1,550	21,157	9,666	74,720	492,045	244,721	192,533	1,039,199	
Taiwanese															1,671		60	1,466	48	35,334		38,578
Tinian																		17,290	50	542		17,882
Vietnamese												983		3,588				15,133	45,539	421		93,215
White			3,237					1,074	716	3,080	222	6,746	7,506	6,915	196,651	4,211	103,319	381,051	479,084	1,405,298		2,599,108
Grand Total	15,390	114,896	76,899	91,166	101,681	151,971	251,268	388,848	430,404	476,158	773,712	499,867	748,522	748,378	1,332,095	1,114,286	6,663,001	17,746,966	18,774,692	20,947,441	70,344,336	



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March 17, 2026

VIA ELECTRONIC MAIL

Honorable Lourdes A. Leon Guerrero
I Maga'hågan Guåhan
Ricardo J. Bordallo Governor's Complex
Adelup, GU 96910

RE: Reporting Requirements for Boards and Commissions

Dear Governor Leon Guerrero:

To comply with Ch. 8 of Title 5 GCA, Section 38, §8113.1, Reporting Requirements for Boards and Commissions, the GMHA hereby submits the materials presented and discussed at the February 25, 2026 Meeting of the GMHA Board of Trustees.

Please contact Janet U. Mandapat, Administrative Assistant at (671) 647-2367 or by email at janet.mandapat@gmha.org for any questions or clarifications.

Sincerely,

Joleen M. Aguon, MD
Interim Hospital Administrator/CEO



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850 Governor Carlos Camacho Road, Tamuning, Guam 96913
Operator: (671) 647-2330 or 2552 | Fax: (671) 649-5508



March 17, 2026

VIA ELECTRONIC MAIL

Honorable Frank Blas Jr.

Speaker of I Mina'trentai Ocho Na Liheslaturan Guåhan

163 Chalan Santo Papa

Hagåtña, GU 96910

RE: Reporting Requirements for Boards and Commissions

Dear Speaker Blas:

To comply with Ch. 8 of Title 5 GCA, Section 38, §8113.1, Reporting Requirements for Boards and Commissions, the GMHA hereby submits the materials presented and discussed at the February 25, 2026 Meeting of the GMHA Board of Trustees.

Please contact Janet U. Mandapat, Administrative Assistant at (671) 647-2367 or by email at janet.mandapat@gmha.org for any questions or clarifications.

Sincerely,

Jolden M. Aguon, MD
Interim Hospital Administrator/CEO



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850 Governor Carlos Camacho Road, Tamuning, Guam 96913
Operator: (671) 647-2330 or 2552 | Fax: (671) 649-5508



March 06, 2026

VIA ELECTRONIC MAIL

Benjamin J.F. Cruz
Public Auditor
Office of Public Accountability
Suite 401 DNA Building
238 Archbishop Flores Street
Hagåtña, GU 96910

RE: Reporting Requirements for Boards and Commissions

Dear Mr. Cruz:

To comply with Ch. 8 of Title 5 GCA, Section 38, §8113.1, Reporting Requirements for Boards and Commissions, the GMHA hereby submits the recording for the February 25, 2026 GMHA Board of Trustees Meeting via Google Drive as guided by your office.

Please contact Janet U. Mandapat, Administrative Assistant at (671) 647-2367 or by email at janet.mandapat@gmha.org for any questions or clarifications.

Sincerely,

Joleen M. Aguon, MD
Interim Hospital Administrator/CEO

X Copy to OPA via GOOGLE DRIVE ON 3/6/2026