MEETING IN PROGRESS

GMHA Board of Trustees

Tuesday, September 29, 2026 | 3:00 p.m.
Zoom Video Conference

GMHA Board of Trustees Meeting
ATTENDANCE SHEET
Tuesday, September 29, 2026| 3:00 p.m. | Zoom Video Conference

	NAME:	TITLE:	SIGNATURE:
Board of Trustees	Sharon J. Davis	Chairperson	
	Melanie R. Mendiola	Vice-Chairperson & Treasurer	
	Suzanne D. Lobaton	Secretary	
	Krista L. Blankenship	Trustee	
	Matthew Limtiaco	Trustee	
	Ramona Domen, PhD	Trustee	
Executive Management/Medical Staff	Joleen M. Aguon, MD	Interim Hospital Administrator/CEO	
	Ricardo Eusebio, MD	Associate Administrator of Medical Services/CMO	
	Jesse Quenga	Acting Associate Administrator of Operations/Personnel Services Administrator	
	Rodalyn Gerardo	Acting Chief Financial Officer	Zoom
	Jannica Taimanglo	Deputy Assistant Administrator, Operations	Zoom
	Christine Tuquero	Assistant Administrator, Nursing Services	Zoom
	Liezl Concepcion	Interim Oversight of Professional Support Div. & Special Services Dept.	Zoom
	Yukari Hechanova	Chief Financial Officer	Zoom
	Carlos Pangelinan	Assistant Chief Financial Officer	
	Danielle Manglona	Administrator of Quality, Patient Safety and Regulatory Compliance	Zoom
	Jeffery Shay, MD	Medical Staff President	
	Manny Gabriel	Administrator, Information Technology	
	Justin Blumenthal	LTCA - SNF	
	Joseph McDonald	Legal Counsel	Zoom
	Robert Weinberg	Legal Counsel	
	NAME:	TITLE:	SIGNATURE:

GMHA Board of Trustees Meeting

ATTENDANCE SHEET

Tuesday, September 29, 2026| 3:00 p.m. | Zoom Video Conference

Guest (s)	David Castro	POST	
	Rick Cruz	PDN	
	P. Borrido		Zoom
	Uriah Brown	PDN	Zoom
	Tina Mejorado	PDD	ZOOM
	Sadie Taisacan	Adm. Spr. RCM	ZOOM
	Amy Leopardo	Tisca	ZOOM
	Vince Taitingfong	PT	Zoom
	Jeanette Mendiola	Asst Secretary	[signature]

AGENDA

Guam Memorial Hospital Authority – Board of Trustees Meeting

September 29, 2026 | 3:00 p.m. | Daniel L. Webb Conference Room & Zoom Video Conference

BOARD MEMBERS: Sharon Davis, Chairperson; Melanie Mendiola, Vice-Chairperson & Treasurer; Suzanne Lobaton, Secretary; Krista Blankenship, Trustee, Matthew Limtiaco, Trustee & Ramona Domen, Trustee

Item		Owner
I.	**Welcoming | Call Meeting to Order and Determination of Quorum**	Chairperson Davis
II.	**Open Government Compliance** A. Publication, September 22, 2026 B. Publication, September 27, 2026 C. GovGuam Notices Portal & Website Posting	
III.	**Closed Executive Session** A. Reasonably Anticipated Litigation	All Trustees Legal Counsel (J. McDonald)
IV.	**Review and Approval of the Minutes** A. August 31, 2026 B. September 03, 2026	All Trustees
V.	**Guam Memorial Hospital Volunteers Association Report**	GMHVA President - T. Calvo
VI.	**Management's Report**	Executive Management
VII.	**Old Business** None	All Trustees
VIII.	**New Business - Board Subcommittee Reports**	
	A. Joint Conference and Professional Affairs 1. Res. No. 2026-69, Relative to the Reappointment of Active Medical Staff Privileges 2. Res. No. 2026-70, Relative to the Reappointment of Active Associate Medical Staff Privileges 3. Res. No. 2026-71, Relative to the Appointment of Provisional Medical Staff Privileges	Trustee Domen
	B. Human Resources 1. Resolution, Relative to Amending the Positions of Hospital Radiologic Technologist I and II	Trustee Lobaton
	C. Facilities, Capital Improvement Projects, and Information Technology 1. Capital Improvement Project (CIP) - Update	Chairwoman Davis, Trustee Limtiaco
	D. Quality and Safety 1. Policy No. A-PS800, Patient Safety Program	Trustee Blankenship
	E. Finance and Audit 1. Resolution, Relative to Approving Thirty-Six (36) New Fees	Trustee Mendiola
	F. Governance, Bylaws, and Strategic Planning	Vacant
	G. Ratification of FY2026 MOU with the Office of the Chief Medical Examiner	
IX.	**Public Comment**	
X.	**Adjournment**	Chairperson Davis

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FIRST NOTICE of Meeting of the Guam Memorial Hospital Authority Board of Trustees, scheduled for September 29, 2026
Published on Kandit at 6:30 a.m., September 22, 2026



GUAM MEMORIAL HOSPITAL AUTHORITY
ATURIDÅT ESPETÅT MINILIHÅT GUÅHÅN

Board of Trustees Meeting

Date: Tuesday, September 29, 2026
Time: 5:00 p.m.
Meeting will take place via Daniel L. Webb Conference Room and Zoom Video Conferencing
Meeting ID: 889 2791 9300
Passcode: 667879

AGENDA

I. Call Meeting to Order and Determination of Quorum;
II. Open Government Compliance: A. Publication: September 22, 2026; B. Publication: September 27, 2026; C. Gov'tGuam Noticia Portal; D. Notarize Posting
III. Closed Executive Session: Prospectively Anticipated Litigation
IV. Approval of the Minutes: A. August 31, 2026; B. September 05, 2026
V. Guam Memorial Hospital Volunteers Association Report
VI. Management's Report
VII. Old Business: None
VIII. New Business – Board Subcommittee Reports: A. Joint Conference and Professional Affairs: 1. Res. No. 2026-05, Relative to the Reappointment of Active Medical Staff Privileges; 2. Res. No. 2026-10, Relative to the Reappointment of Active Associate Medical Staff Privileges; 3. Res. No. 2026-11, Relative to the Appointment of Provisional Medical Staff Privileges; B. Human Resources: 1. Resolution Relative to Amending the Positions of Hospital Radiologic Technologist I and II; C. Facilities, Capital Improvement Projects, and Information Technology: 1. Capital Improvement Project (CIP) – Update; 2. Quality and Safety: 1. Policy No. A-P1800, Patient Safety Program; E. Finance and Audit: 1. Resolution, Relative to Approving Thirty-Six (36) New Fees; F. Governance, Bylaws, and Strategic Planning: G. Ratification of 1Y2026-MOU with the Office of the Chief Medical Examiner
IX. Public Comment
X. Adjournment

For special accommodations, please contact the EEO Office, at (671) 522-0076, Monday through Friday from 8:00 a.m. to 5:00 p.m.

/s/ Joleen M. Aguon, MD
Interim Hospital Administrator/CEO
This advertisement is paid with government funds by the GMHA

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SECOND NOTICE of Meeting of the Guam Memorial Hospital Authority Board of Trustees, scheduled for September 29, 2026
Published on Kandit at 6:30 a.m., September 27, 2026



GUAM MEMORIAL HOSPITAL AUTHORITY
ATURIDÅT ESPETÅT MINANHÅT Guåhan

Board of Trustees Meeting

Date: Tuesday, September 29, 2026
Time: 3:00p.m.
Meeting will take place via Daniel L. Webb Conference Room and Zoom Video Conferencing
Meeting ID: 885 2761 9393
Passcode: 667849

AGENDA

I. Call Meeting to Order and Determination of Quorum;
II. Open Government Compliance: A. Publication, September 22, 2026; B. Publication, September 27, 2026; C. GovGuam Notices Portal & Website Posting
III. Closed Executive Session: Reasonably Anticipated Litigation
IV. Approval of the Minutes: A. August 27, 2026; B. September 03, 2026
V. Guam Memorial Hospital Volunteers Association Report
VI. Management's Report:
VII. Old Business: None
VIII. New Business - Board Subcommittee Reports: A. Joint Conference and Professional Affairs, 1. Res. No. 2026-03, Relative to the Reappointment of Active Medical Staff Privileges; 2. Res. No. 2026-10, Relative to the Reappointment of Active Associate Medical Staff Privileges; 3. Res. No. 2026-11, Relative to the Appointment of Provisional Medical Staff Privileges; B. Human Resources: 1. Resolution, Relative to Amending the Positions of Hospital Radiologic Technologist I and II; C. Facilities, Capital Improvement Projects, and Information Technology: 1. Capital Improvement Projects (CIP) - Update; 2. Quality and Safety: 1. Policy No. A-PS800, Patient Safety Program; E. Finance and Audit: 1. Resolution, Relative to Approving Thirty Six (36) New Fees; F. Governance, By-laws, and Strategic Planning: G. Ratification of FY2026 MOU with the Office of the Chief Medical Examiner
IX. Public Comment
X. Adjournment

For special accommodations, please contact the CEO Office, at (671) 932-4915, Monday through Friday from 8:00 a.m. to 5:00 p.m.

/s/ Joleen M. Aguon, MD
Interim Hospital Administrator/CEO
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GUAM MEMORIAL HOSPITAL AUTHORITY

ATURIDÅT ESPETÅT MIMURIÅT GUÅHÅN

Board of Trustees Meeting

Date: **Tuesday, September 29, 2026**
Time: **3:00 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. Open Government Compliance: A. Publication, September 22, 2026, B. Publication, September 27, 2026, C. GovGuam Notices Portal & Website Posting
III. Closed Executive Session: Reasonably Anticipated Litigation
IV. Approval of the Minutes: A. August 31, 2026; B. September 03, 2026
V. Guam Memorial Hospital Volunteers Association Report:
VI. Management's Report:
VII. Old Business: None
VIII. New Business - Board Subcommittee Reports: A. Joint Conference and Professional Affairs; 1. Res. No. 2026-69, Relative to the Reappointment of Active Medical Staff Privileges; 2. Res. No. 2026-70, Relative to the Reappointment of Active Associate Medical Staff Privileges; 3. Res. No. 2026-71, Relative to the Appointment of Provisional Medical Staff Privileges; B. Human Resources; 1. Resolution, Relative to Amending the Positions of Hospital Radiologic Technologist I and II; C. Facilities, Capital Improvement Projects, and Information Technology; 1. Capital Improvement Project (CIP) - Update; D. Quality and Safety; 1. Policy No. A-PS800, Patent Safety Program; E. Finance and Audit; 1. Resolution, Relative to Approving Thirty-Six (36) New Fees; F. Governance, By-laws, and Strategic Planning; G. Ratification of FY2026 MOU with the Office of the Chief Medical Examiner
IX. Public Comment
X. Adjournment

For special accommodations, please contact the EEO Office, at (671) 922-0076, Monday through Friday from 8:00 a.m. to 5:00 p.m.

/s/ Joleen M. Aguon, MD
Interim Hospital Administrator/CEO
This advertisement is paid with government funds by the GMHA.

GMHA Board of Trustees Meeting

PRINT

GMHA Board of Trustees Meeting

MEETING

Posted on: 09/22/2026 08:49 AM

Posted by: Janet Mandapat, BOT Secretary - Janet Mandapat

Meeting Date: 09/29/2026 03:00 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)

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AGENDA
Guam Memorial Hospital Authority – Board of Trustees Meeting
September 29, 2026 | 3:00 p.m. | Daniel L. Webb Conference Room
& Zoom Video Conference

BOARD MEMBERS: Sharon Davis, Chairperson; Melanie Mendiola, Vice-Chairperson & Treasurer; Suzanne Lobaton, Secretary; Krista Blankenship, Trustee, Matthew Limtiaco, Trustee & Ramona Domen, Trustee

Item	Owner
I. **Welcoming | Call Meeting to Order and Determination of Quorum**	Chairperson Davis
II. **Open Government Compliance** A. Publication, September 22, 2026 B. Publication, September 27, 2026 C. GovGuam Notices Portal & Website Posting	
III. **Closed Executive Session** A. Reasonably Anticipated Litigation	All Trustees Legal Counsel (J. McDonald)
IV. **Review and Approval of the Minutes**	
A. August 31, 2026 B. September 03, 2026	All Trustees
V. **Guam Memorial Hospital Volunteers Association Report**	GMHVA President - T. Calvo
VI. **Management's Report**	Executive Management
VII. **Old Business** None	All Trustees
VIII. **New Business - Board Subcommittee Reports**	
A. Joint Conference and Professional Affairs 1. Res. No. 2026-69, Relative to the Reappointment of Active Medical Staff Privileges 2. Res. No. 2026-70, Relative to the Reappointment of Active Associate Medical Staff Privileges 3. Res. No. 2026-71, Relative to the Appointment of Provisional Medical Staff Privileges	Trustee Domen

Privileges

B. Human Resources	
1. Resolution, Relative to Amending the Positions of Hospital Radiologic Technologist I and II	Trustee Lobaton
C. Facilities, Capital Improvement Projects, and Information Technology	Chairwoman Davis, Trustee Limtiaco
1. Capital Improvement Project (CIP) - Update	Trustee Blankenship
D. Quality and Safety	
1. Policy No. A-PS800, Patient Safety Program	Trustee Mendiola
E. Finance and Audit	
1. Resolution, Relative to Approving Thirty-Six (36) New Fees	Vacant
F. Governance, Bylaws, and Strategic Planning	
G. Ratification of FY2026 MOU with the Office of the Chief Medical Examiner	

IX. **Public Comment**

X. **Adjournment**
Chairperson Davis

Link to Join Zoom Meeting:
https://gmha-org.zoom.us/j/88927619303?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

Monday, August 31, 2026 | 3:00 p.m.
Zoom Video Conference

ATTENDANCE

Board Members
Present: Sharon Davis, Melanie Mendiola, Suzanne Lobaton, Krista Blankenship, Mathew Limtiaco & Ramona Domen
Absent:

Absent: Dr. Jeffery Shay & Robert Weinberg

Guests: George Castro, Tihu Lujan, Amy Legaspi, Sydie Tasacan, Vince Tellingfong, Augusto Sabian, Janet Mandapat

Leadership
Present: Dr. Joleen M. Aguon, Dr. Ricardo Eusebio, Jesse Quenga, Rodalyn Geranio, Jannica Taimanglo, Christine Taquero, Liezl Concepcion, Yukari Hechanova, Carlos Pangelinan, Danielle Manglona, Manny Gabriel & Joseph McDonald

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 closed executive session and regular meeting of the GMHA Board of Trustees at 3:03 p.m. on Monday, August 31, 2026, via Zoom Video Conferencing.	Chairwoman - Sharon Davis	None	None
II. OPEN GOVERNMENT COMPLIANCE A. Publication, August 24, 2026 B. Publication, August 29, 2026 C. GovGuam Notices Portal & Website Posting	The Announcement of the Open Government Compliance was made.	Board of Trustees Secretary - Janet Mandapat	None	Informational
III. CLOSED EXECUTIVE SESSION A. Reasonably Anticipated Litigation	Following the conclusion of the Closed Executive Session, Chairwoman Davis called for a motion to return to the regular session of the Board meeting. A motion was made by Trustee Lobaton and seconded by Trustee Domen to exit the Executive Session and return to regular session.	All Trustees - Legal Counsel (J. McDonald)	None	Approved
IV. REVIEW AND APPROVAL OF MINUTES				
A. July 28, 2026	Trustee Limtiaco motioned, and it was seconded by. Trustee Mendiola to approve the July 28, 2026 minutes as presented. The motion carried with all ayes	All Trustees	None	Approved

V. GUAM MEMORIAL HOSPITAL VOLUNTEERS ASSOCIATION REPORT				
A. GMHVA Report	No substantive Volunteers Association report was presented during the meeting.	GMHVA President - Teresa Calvo	None	None
VI. MANAGEMENT'S REPORT				
A. Hospital Projects and Facilities	The following are some of the Highlights: • On Monday, August 31, 2026 at 11:00 a.m. a Ribbon-Cutting Ceremony was held for the newly installed parking project. • The Z-Wing exterior was covered as an interim measure while the hospital awaits funding and further work. • The Maternal Child Health (MCH) Renovation and Expansion Project was described as being at the final steps, including certification of funds and execution of the applicable agreement. Management anticipated moving forward by the end of the week. • GMHA received a $16.1 million FEMA mitigation grant with approximately $1.8 million in GMHA participation. • Management indicated that the FEMA funding could support components associated with the hospital's electrical infrastructure, including the motor control unit, automatic transfer switch, generators, and work leading toward the electrical panel. • GMHA submitted CDBG-DR related applications totaling approximately $28.4 million. • The first-floor public corridor replacement project was discussed, including replacement of flooring affected by prior flooding. • The GMHA Digital Infrastructure Modernization and Resiliency Project and MCH Renovation and Expansion were also identified among the projects underway.	Interim Hospital Administrator/CEO - Joleen M. Aguon, MD	None	Informational

	• Management reported that the MCH project was approximately $8 million short between the appropriation and actual quotation, with an additional $5 million included for furnishings and fixtures that were not originally included. • Various HVAC projects remained ongoing.	Interim Hospital Administrator/CEO - Joleen M. Aguon, MD	None	Informational
B. FY2027 Budget and Legislative Update	The following are some of the Highlights: • GMHA leadership appeared before the Legislature during deliberations on the Governor's FY2027 budget bill to advocate for hospital priorities. • Management reported that the Legislature and Governor approved GMHA's full FY2027 budget request. • Management stated that the approved budget also included amendments intended to reduce administrative burdens and provide additional flexibility to the hospital. • Executive leadership was working on key performance indicators (KPIs) to support transparency and provide quarterly reporting to the Board of Trustees. • Management also reported that the Civil Service Commission, by a 5-0 vote, declined to proceed further with a case concerning the hospital's nurse recruitment and retention programs and supported the hospital's current nurse pay adjustment practice.	Interim Hospital Administrator/CEO - Joleen M. Aguon, MD	None	Informational
VII. OLD BUSINESS None	There were no old business matters to discuss.	All Board Members	None	None

VIII. NEW BUSINESS - BOARD SUBCOMMITTEE REPORTS A. Joint Conference and Professional Affairs 1. Res. No. 2026-52, Relative to the Reappointment of Active Medical Staff Privileges	Trustee Dr. Domen motioned, and it was seconded by Trustee Mendiola to approve Res. No. 2026-52, 2026-53, and 2026-54 as presented. The motion carried with all ayes.	All Trustees Chairperson JCPA - Trustee Ramona Domen, Phd	None	Approved
2. Res. No. 2026-53, Relative to the Reappointment of Active Associate Medical Staff Privileges	Trustee Dr. Domen motioned, and it was seconded by Trustee Mendiola to approve Res. No. 2026-52, 2026-53, and 2026-54 as presented. The motion carried with all ayes.	All Trustees Chairperson JCPA - Trustee Ramona Domen, Phd	None	Approved
3. Res. No. 2026-54, Relative to the Appointment of Provisional Medical Staff Privileges				
4. Policy No. A-MS300, Ongoing Professional Practice Evaluation	Trustee Limtiaco motioned, and it was seconded by Trustee Lobaton to approve Policies No. A-MS300, A-MS400, and A-MS600 as presented. The motion carried with all ayes.	All Trustees Chairperson JCPA - Trustee Ramona Domen, Phd	None	Approved
5. Policy No. A-MS400, Focused Professional Practice Evaluation				
6. Policy No. A-MS600, Determination of Death				
B. Human Resources 1. Res. No. 2026-56, Relative to Approving and Adopting the Proposed Personnel Rules and Regulations for the GMHA	**<u>Resolution Relative to Approving and Adopting the Proposed Personnel Rules and Regulations</u>** The Board considered the resolution to approve and adopt GMHA's proposed Personnel Rules and Regulations. Management explained that development of the rules had been an ongoing effort dating back several years and involved a multidisciplinary review. GMHA historically relied	Acting Associate Administrator of Operations/Personnel Services Administrator - Jessa Quenga	None	Informational

		on Department of Administration personnel rules rather than maintaining its own comprehensive personnel rules. Management reported that the proposed rules had been made available for public inspection and posted on the GMHA website. A public hearing was conducted after the required notices, with no members of the public attending. GMHA received one comment/request for clarification, which was addressed. The proposed rules are intended to modernize GMHA's personnel framework and align compensation, classification, and administrative operations with current healthcare standards, statutory requirements, and operational needs. If approved, the rules would be submitted for review and concurrence by the Department of Administration, Office of the Attorney General, and Office of the Governor before being transmitted to the Legislature for consideration.	Chairperson, Human Resources - Trustee Suzanne Lobaton Acting Associate Administrator of Operations/Personnel Services Administrator - Jesse Quenga	None	Informational
		Trustee Lobaton motioned, and it was seconded by Trustee Limtiaco to approve Res. No. 2026-56 as presented. The motion carried with all ayes.	All Trustee	None	Approved
2.	Res. No. 2026-57, Relative to the Amendment of the Long-Term Care Administrator and the Establishment of the Long-Term Care Assistant Administrator for the SNF	**Resolution Relative to the Amendment of the Long-Term Care Administrator (SNF)** The Board considered the proposed amendment to the Long-Term Care Administrator position. The proposed amendment was described as strengthening and clarifying the classification and reflecting the administrator's overarching responsibility and authority for administration of the Skilled Nursing Facility. The proposed minimum qualifications included five years of hospital or nursing home administration experience, including two years in a supervisory or administrative capacity in a	Acting Associate Administrator of Operations/Personnel Services Administrator - Jesse Quenga Chairperson, Human Resources - Trustee Suzanne Lobaton	None	Informational

	healthcare environment, together with a bachelor's degree in an applicable field. The Board was also informed that the position was proposed to be placed in the unclassified service with direct reporting to the Board of Trustees as the governing body. Management explained that this structure would provide greater flexibility in establishing compensation based on market demand and individual qualifications. The Board discussed the recruitment of the Long-Term Care Administrator and the individual's temporary license and transition from consultant status. Management reported that the individual had begun working in a consultant capacity on August 8, 2025 and was expected to arrive on Guam during the week of the meeting. A full licensure determination was expected from the Guam Allied Health Board. **Resolution Relative to the Creation of the Long-Term Care Assistant Administrator (SNF)** The Board considered creation of the Long-Term Care Assistant Administrator position for the Skilled Nursing Facility. Management explained that the position was being created to ensure that a properly licensed nursing home administrator is available at all times, including during planned absences of the Long-Term Care Administrator. The Assistant Administrator would provide operational leadership, strategic direction, regulatory compliance, quality assurance, and coordination of SNF programs and services. The position would also serve in the capacity of the Long-Term Care Administrator when the administrator is absent.	Acting Associate Administrator of Operations/Personnel Services Administrator - Jesse Quenga Chairperson, Human Resources - Trustee Suzanne Lobaton Acting Associate Administrator of Operations/Personnel Services Administrator - Jesse Quenga Chairperson, Human Resources - Trustee Suzanne Lobaton	None	Informational

		Management emphasized that the position is intended to address the requirement for continuous licensed administrative oversight of the facility. Trustee Limtiaco motioned, and it was seconded by Trustee Lobaton to approve Res. No. 2026-57 as presented. The motion carried with all ayes	All Trustees	None	Approved
3.	Res. No. 2026-58, Relative to Establishment of the Hospital Logistician Position for the Materials Management Department within the Operations Division	The Board considered the creation of a Hospital Logistician position within the Materials Management Department under Operations. Management explained that the position is intended to coordinate medical and non-medical supplies, equipment, and materials hospital-wide in support of patient care, emergency response, and overall hospital operations. The Human Resources Department conducted a classification study and recommended creation of the position within the classified service. The transparency and disclosure requirements for creation of the position were reported as having been met. The proposed position would monitor inventory, maintain accurate records, support emergency supply needs, and coordinate with internal and external stakeholders to maintain operational readiness. The Board asked whether the position would replace or eliminate existing procurement positions. Management clarified that the intent was not to eliminate existing positions, but rather to add a clinical/medical perspective to Materials Management. Management further explained that GMHA is implementing a new supply chain management system and that the Hospital Logistician would provide healthcare-specific expertise to	Acting Associate Administrator of Operations/Personnel Services Administrator - Jesse Quenga Chairperson, Human Resources - Trustee Suzanne Lobaton	None	Informational

	help evaluate and implement the system and improve current manual processes. Trustee Lobaton motioned, and it was seconded by Trustee Limtiaco to approve Res. No. 2026-58 as presented. The motion carried with all ayes.	All Trustees	None	Approved
4. Res. No. 2026-59, Relative to Directing the Human Resources Department to Perform a Hospital Wide Wage Analysis, Modernize Positions and Establishing Migration Procedures for Qualified Incumbents	**Resolution Relative to Directing the Human Resources Department to Perform a Hospital-Wide Wage Analysis** The Board considered a resolution directing the Human Resources Department to perform a hospital-wide wage analysis, modernize hospital positions, and establish migration procedures for qualified incumbents. Management explained that the intent was to provide a Board-level directive for a comprehensive review rather than addressing positions individually or piecemeal. The proposed effort would include: • A hospital-wide wage analysis; • Creation, updating, and amendment of hospital positions to reflect current clinical, operational, and administrative requirements; • Modernization of job standards and position descriptions; and • Procedures for placing qualified existing employees into newly created, amended, or modernized positions. The Board discussed the age of the hospital's existing compensation structures. Management reported that the General Pay Plan had last been reviewed in 2022, while the nurse pay plan had been reviewed in 2024 and would be due for another review in 2027.	Acting Associate Administrator of Operations/Personnel Services Administrator - Jesse Quenga Chairperson, Human Resources - Trustee Suzanne Lobaton	None	Informational

	Board members discussed the potential budget impact of a wage study and expressed concern that compensation adjustments must be balanced with appropriate staffing levels, operational efficiency, and affordability. Management noted recruitment and retention challenges for specialized positions, including procurement, finance, facilities, and other positions requiring specialized certifications or healthcare-specific expertise. Management also explained that the hospital was pursuing a grant to help fund the wage-setting work. The Board ultimately agreed that the analysis should first establish where GMHA's positions stand relative to the market before decisions regarding future compensation adjustments are made.	Acting Associate Administrator of Operations/Personnel Services Administrator - Jesse Quenga Chairperson, Human Resources - Trustee Suzanne Lobaton	None	Informational
	Trustee Mendiola motioned, and it was seconded by Trustee Lobaton to approve Res. No. 2026-58 as presented. The motion carried with all ayes.	All Trustees	None	Approved
C. Facilities, Capital Improvement Projects, and Information Technology 1. Capital Improvement Project (CIP) - Update	Management provided an update on ongoing capital improvement projects. The Center Island parking project was highlighted following its ribbon-cutting. Phase One of the parking project had been completed and opened for use. Phase Two, involving pedestrian sidewalks and safety improvements, was underway. Management reported that chiller and air-handling-unit installation projects continued, with Facilities and Maintenance working with vendors on installation and testing. The hospital also received equipment through grant funding to assist the Facilities and Maintenance team, including a man lift capable of reaching approximately 60 feet	Chairperson, FAC, CIP, & IT - Chairwoman Sharon Davis Assistant Administrator of Operations - Rodalyn Gerardo	None None	Informational Informational

	Management reported that numerous other projects remained underway and that several projects initiated previously were beginning to show visible progress. Management also noted that GMHA had partnered with another government agency Department of Corrections (DOC) for grounds maintenance support because the hospital had only one groundskeeper.			
D. Quality and Safety 1. Root Cause Analysis (RCA)	Trustee Krista Blankenship reported that the Quality and Safety Subcommittee completed two Root Cause Analyses (RCAs) during its most recent meeting. Leadership safety walks were also conducted, and nine Good Catch Awards were presented: seven in Pharmacy, one in the Emergency Department, and one in Surgical Department. **Standing Reports** The Subcommittee's standing reports were also reviewed. Nursing Services continued to perform well on its indicators, although lack of supplies, equipment, and/or staffing contributed to some measures requiring improvement. Intervention plans and proposed actions were discussed. Patient Registration continued monitoring performance indicators that contribute to the hospital's overall financial sustainability. Additional indicators were being developed to enhance analysis and support continued performance improvement.	Chairperson, Quality & Safety - Trustee Krista Blankenship	None	Informational
E. CMS Regulatory Compliance 1. Policy No. 6520-A1, Governing Body	The Board considered a series of resolutions and related policy actions associated with CMS regulatory compliance and the hospital's Plan of Correction.	Administrator, Quality, Patient Safety & Regulatory Compliance - Daniella Marglona	None	Informational

2. Res. No. 2026-60, Establishing the Appointment of a Licensed Nursing Home Administrator 3. Res. No. 2026-61, Establishing Direct Reporting and Accountability Requirements for the Licensed Nursing Home Administrator 4. Res. No. 2026-62, Establishing an Interim Management Plan Pending Appointment of a Licensed Nursing Home Administrator 5. Res. No. 2026-63, to Review and Revise Governing Body Policies Regarding Facility Administration and Accountability 6. Res. No. 2026-64, to Reconstitute the Board of Trustees Quality and Safety Subcommittee as the Quality, Safety, and Compliance Subcommittee	The first item involved Policy No. 6580-A1, addressing governing body responsibilities for the Skilled Nursing Facility. The Board then considered a resolution for appointment of a licensed nursing home administrator. Management identified Justin Blumenthal, License No. 26NHA01, whose temporary license was scheduled to expire September 6, 2026, pending consideration of his permanent license application by the Guam Board of Allied Health. Management explained that the appointment was related to the CMS Plan of Correction arising from the July 6, 2026 CMS survey. The proposed language establishes that the licensed nursing home administrator is responsible for management of the facility and reports directly to and is accountable to the governing body. Additional resolutions addressed: • Direct reporting and accountability requirements for the licensed nursing home administrator; • An interim management plan pending appointment of a licensed nursing home administrator; • Establishment of a Quality, Safety and Compliance Subcommittee; • A recruitment and retention plan for the licensed nursing home administrator; • A succession and vacancy coverage plan; • Training regarding governing body oversight and licensed nursing home administrator requirements; • A compensation/wage analysis for the licensed nursing home administrator; and • Review and revision of the governing body policy. Management explained that the revised governing body policy incorporates the CMS/DPOC requirements that the governing body appoint and maintain a licensed nursing home administrator who is responsible for facility	Administrator, Quality, Patient Safety & Regulatory Compliance - Danielle Manglona	None	Informational

7. Res. No. 2026-65, Establishing a Recruitment and Retention Plan for the Licensed Nursing Home Administrator Position 8. Res. No. 2026-66, Directing the Development of a Succession and Vacancy Coverage Plan for the Licensed Nursing Home Administrator 9. Res. No. 2026-67, Directing the Development and Implementation of Training Regarding Governing Body Oversight and Licensed Nursing Home Administrator Requirements 10. Res. No. 2026-68, Requiring a Licensed Nursing Home Administrator Compensation and Wage Analysis	management and reports to and is accountable to the governing body. The Board asked whether the resolutions were required as a direct result of CMS findings. Management confirmed that the CMS-related resolutions and policy work were part of the corrective action requirements, with the governing body policy being an update rather than an entirely new policy. The Board discussed responsibility for monitoring compliance. Management identified the Quality, Safety and Compliance Subcommittee, chaired by Trustee Krista Blankenship, with legal counsel participating. **Additional Discussion – Plan of Correction and RCA** Management reported that the Plan of Correction for other deficiencies identified during the CMS survey had been accepted by CMS. However, additional corrective action remained necessary concerning the absence of a licensed nursing home administrator and related governing body requirements. The Board was advised that the remaining documentation included the wage analysis, recruitment and retention plan, succession plan, and other required materials. The RCA concerning the historical absence of a licensed nursing home administrator remained in progress. The RCA was to identify system failures and evaluate barriers involving recruitment, hiring, escalation to the governing body, interim coverage, budgetary approval, licensing, succession planning, and accountability. Because the RCA had not yet been completed, it would require Board review and approval before submission as part of the corrective action response.	Administrator, Quality, Patient Safety & Regulatory Compliance - Danielle Manglona	None	Informational

	Management requested that the Board reconvene shortly after completion of the RCA to review the RCA and remaining corrective action documentation. Trustee Limtiaco motioned, and it was seconded by Trustee Lobaton to approve Res. No. 2026-60 through Res. No. 2026-68 as presented. The motion carried with all ayes.	All Trustees	None	Approved
F. Finance and Audit 1. FY2027 Budget Request - Update	Management provided an update on the FY2027 budget and legislative actions. Management reported that a technical correction was made concerning approximately $20 million in previously appropriated funds so that the funds could be released to the hospital. For FY2027, the reported appropriations included: • $21 million from the Pharmaceutical Fund; • $36.5 million from the General Fund; • $1 million from the Medical Supply Tax Credit; and • $21 million from excess collections above adopted FY2027 levels. The total reported appropriation to GMHA was $79.5 million, representing the hospital's full budget request of 100%. Additional amendments discussed included: • Addressing excess annual leave issues; • Removing the cap on the Medical Supply Tax Credit program; • Allowing GMHA to utilize advance payments when necessary; • Increasing the hospital's small-purchase threshold from $250,000 to $350,000, tied to the federal simplified acquisition threshold; and	Chairperson, Finance & Audit - Trustee Melanie Mendiola Acting Associate Administrator of Operations/Personnel Services Administrator - Jesse Quenga	None	Informational

	• Allowing GMHA to join competitively procured contracts established by other governmental entities without conducting a subsequent IFB or RFP. Management described the contract-joining provision as particularly significant because it could provide access to competitively procured products and services without duplicating the procurement process.	Acting Associate Administrator of Operations/Personnel Services Administrator - Jesse Quenga	None	Informational
	Financial Operations Update Management reported that the July 2026 financial report showed the hospital approximately $5 million below budget entering the final month of the fiscal year. Management also reported that GMHA had generated approximately $17 million in revenue through work associated with MicroHealth and was monitoring how much of that amount would ultimately be realized as cash, with a 60- to 90-day period needed for realization. Management stated that the hospital had reduced overtime by approximately 20% and straight-time costs by approximately 9%, and was working to close FY2026 strongly and begin FY2027 from a stronger position.	Chief Financial Officer - Yukari Hechanova	None	Informational
	CIP Funding and Bids Management discussed three bids associated with the electrical infrastructure project. The 120-day bid validity period was scheduled to expire September 3, 2026. • Bid No. 1 remained under discussion with the supplier; failure to receive a purchase order within the requested timeframe could result in approximately $200,000 in material price escalation.	Acting Associate Administrator of Operations/Personnel Services Administrator - Jesse Quenga	None	Informational

	▪ Bid No. 2 maintained pricing through September 8, 2026, after which an approximately $22,000 escalation could occur. ▪ Bid No. 3, relating to generators, was granted a 30-day extension. Management intended to seek permission from the grantor to execute the purchase order while the federal grant account was being established.	Acting Associate Administrator of Operations/Personnel Services Administrator - Jesse Quenga	None	Informational
G. Governance, Bylaws, and Strategic Planning	There were no discussions made on this matter.	All Committee Members	None	None
H. Election of Board Officers 1. Res. No. 2026-55, Relative to the Declaration of Officers of the Guam Memorial Hospital Authority Board of Trustees	Trustee Mendiola motioned, and it was seconded by Trustee Limtiaco to approve Res. No. 2026-55 as presented. The motion carried with all Ayes.	All Trustees	None	Approved
IX. PUBLIC COMMENT				
			None	None
X. ADJOURNMENT				
	There being no further business at this time, the meeting was recessed at 5:09 p.m. on August 31, 2026. The meeting will reconvene on Thursday, September 03, 2026 at 9:00 a.m. (Guam Time) Via Zoom. A notice will be posted outside the Boardroom.	All Board Members	None	Meeting is in Recess

Transcribed by:
Janet U. Mandapat
BOT - Secretary

Submitted by:
Suzanne D. Lobaton
Secretary

CERTIFICATION OF APPROVAL OF MINUTES: The minutes of the July 28, 2026 regular session meeting were accepted and approved by the GMHA Board of Trustees on this 31st day of August 2026.

Certified by: _____

Sharon J. Davis
Chairperson

Regular Meeting of the Guam Memorial Hospital Authority Board of Trustees

Thursday, September 03, 2026 | 9:00 a.m.
Zoom Video Conference

ATTENDANCE

Board Members
Present: Sharon Davis, Suzanne Lobaton, Krista Blankenship, Matthew Limtiaco & Ramona Lomon
Absent: Melanie Mendiola

Leadership
Present: Jesse Quenga, Rodalyn Gerardo, Jamica Taimanglo, Christine Tuquero, Carlos Pangelinan, Danielle Mangiona, Manny Gabriel & Joseph McDonald

Absent: Dr. Joleen M. Aguon, Dr. Ricardo Euseblo, Liezl Concepcion, Yuksel Hechanova, Dr. Jeffery Shay & Robert Weinberg

Guests: Dr. Larry Lizama, Kyle Delinan, Jean Hongyee, Faran Cunanan, Veronica Cummings, Jasmine Tiglao, Thu Lujan, Janet Mandapat & CSP Ipad

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 back to order the regular meeting of the GMHA Board of Trustees at 9:02 a.m. on Thursday, September 03, 2026, reconvening the August 31, 2026 meeting via Zoom Video Conferencing.	Chairwoman - Sharon Davis	None	Reconvened
II. OPEN GOVERNMENT COMPLIANCE A. Publication, August 24, 2026 B. Publication, August 29, 2026 C. GovGuam Notices Portal & Website Posting	The Announcement of the Open Government Compliance was made.	Board of Trustees Secretary - Janet Mandapat	None	Informational
III. CLOSED EXECUTIVE SESSION A. Reasonably Anticipated Litigation	*Please refer to GMHA Board of Trustees Meeting Minutes of August 31, 2026.*	All Trustees - Legal Counsel (J. McDonald)	None	None
IV. REVIEW AND APPROVAL OF MINUTES				
A. July 28, 2026	The minutes of July 28, 2026 were accepted as presented at GMHA's Board of Trustees previous meeting held on August 31, 2026.	All Trustees	None	Approved
V. GUAM MEMORIAL HOSPITAL VOLUNTEERS ASSOCIATION REPORT				

A. GMHVA Report	*Please refer to GMHA Board of Trustees Meeting Minutes of August 31, 2026*	GMHVA President - Terese Calvo	None	None
VI. MANAGEMENT'S REPORT				
A. Hospital Projects and Facilities B. FY2027 Budget and Legislative Update	*Please refer to GMHA Board of Trustees Meeting Minutes of August 31, 2026*	Interim Hospital Administrator/CEO - Joleen M. Aguon, MD	None	None
VII. OLD BUSINESS None	There were no old business matters to discuss.	All Board Members	None	None
VIII. NEW BUSINESS - BOARD SUBCOMMITTEE REPORTS A. Joint Conference and Professional Affairs 1. Res. No. 2026-52, Relative to the Reappointment of Active Medical Staff Privileges 2. Res. No. 2026-53, Relative to the Reappointment of Active Associate Medical Staff Privileges 3. Res. No. 2026-54, Relative to the Appointment of Provisional Medical Staff Privileges 4. Policy No. A-MS300, Ongoing Professional Practice Evaluation 5. Policy No. A-MS400, Focused Professional Practica Evaluation 6. Policy No. A-MS600, Determination of Death	*Please refer to GMHA Board of Trustees Meeting Minutes of August 31, 2026*	Chairperson JCPA - Trustee Ramona Domen, Phd	None	None

B. Human Resources 1. Res. No. 2026-56, Relative to Approving and Adopting the Proposed Personnel Rules and Regulations for the GMHA 2. Res. No. 2026-57, Relative to the Amendment of the Long-Term Care Administrator and the Establishment of the Long-Term Care Assistant Administrator for the SNF 3. Res. No. 2026-58, Relative to Establishment of the Hospital Logistician Position for the Materials Management Department within the Operations Division 4. Res. No. 2026-59, Relative to Directing the Human Resources Department to Perform a Hospital Wide Wage Analysis, Modernize Positions and Establishing Migration Procedures for Qualified Incumbents	*Please refer to GMHA Board of Trustees Meeting Minutes of August 31, 2026.*	Chairperson, Human Resources - Trustee Suzanne Lobaton	None	None

C. Facilities, Capital, Improvement Projects, and Information Technology 1. Capital Improvement Project (CIP) - Update	*Please refer to GMHA Board of Trustees Meeting Minutes of August 31, 2026.*	Chairperson, FAC, CIP, & IT - Chairwoman Sharon Davis	None	None
D. Quality and Safety 1. Root Cause Analysis (RCA)	Kyle Dallman, GMHA Risk Management Program Officer, presented the Skilled Nursing Facility Root Cause Analysis Team's findings concerning the hospital's difficulty in hiring and maintaining a qualified, licensed Long-Term Care Administrator. Mr. Dallman noted that GMHA had successfully hired a qualified and licensed Long-Term Care Administrator who was scheduled to begin in September 2026. He stated that, prior to this recruitment, GMHA had not had a qualified, licensed Long-Term Care Administrator serving in that role. The RCA Team was formed in response to a CMS requirement for GMHA to determine why the hospital had experienced difficulty appointing a qualified, licensed Long-Term Care Administrator. The team reviewed system-level contributors and institutional processes over approximately three years. The team reported spending approximately 36 hours over three weeks and conducting eight interviews in developing its findings. The RCA focused on why the facility failed to ensure that its governing body appointed a licensed Long-Term Care Administrator who was responsible for management of the facility and reported to and was accountable to the governing body. The RCA examined the following areas: • Recruitment; • Hiring authority; • Escalation to the governing body; • Interim coverage;	Chairperson, Quality & Safety - Trustee Krista Blankenship Administrator, Quality, Patient Safety & Regulatory Compliance - Danielle Manglona	None	Informational

	• Budgetary approval; • Licensing requirements; • Succession planning; and • Accountability for follow-through. **RCA Findings** **Recruitment** The RCA Team reported that from August 2024 through July 30, 2026, only two individuals on Guam held Long-Term Care Administrator licensure, and both were fully employed. The limited availability of licensed administrators created a significant recruitment barrier and required recruitment efforts to extend off-island. The team also identified Guam's geographic isolation and cost of living as recruitment barriers. Recruitment advertising was initially limited by the GG-1 classified pay scale but was subsequently expanded to additional recruitment platforms, including Indeed, the University of Guam Job Opportunities page, the HRSA Bureau of Health Workforce platform, and HireGuam. The team reported that five qualified, licensed applicants were interviewed and negotiated with during the period reviewed. Three applicants received offers following negotiations, and one accepted an offer. The RCA also found that GMHA modified its salary negotiation strategy to incorporate wage analysis and Medical Staff Office input, including relocation assistance and a housing allowance. **Hiring Authority** The RCA Team found no barriers related to hiring authority.	Chairperson, Quality & Safety - Trustee Krista Blankenship	None	Informational

	Escalation to the Governing Body The team found documented evidence that recruitment of a Long-Term Care Administrator and the outstanding appointment citation had been communicated and discussed on multiple occasions at the Board Human Resources Subcommittee, Quality and Safety Subcommittee, and Full Board of Trustees. However, the RCA found that the communications did not clearly convey the governing body's ownership of and accountability for resolution of the cited deficiency. **Interim Coverage** The RCA Team reported that interim coverage had been attempted through four acting administrators during four different periods. The individuals were unlicensed Long-Term Care Administrators, although the interim arrangements had been accepted by CMS as plans of correction. **Budgetary Approval** The RCA Team found no barriers related to budgetary approval. **Licensing Requirements** The team identified licensing requirements as a significant barrier. The presentation stated that Guam law does not allow reciprocity from other jurisdictions. GMHA hospital administration intends to continue pursuing a legislative amendment to address the licensing issue. **Succession Planning** The RCA identified the need for a formal succession strategy to ensure continuity of licensed administrative leadership	Chairperson, Quality & Safety - Trustee Krista Blankenship	None	Informational

	during vacancies and other periods when the Long-Term Care Administrator is unavailable. **Accountability for Follow-Through** The RCA Team concluded that the governing body is accountable for ensuring follow-through. While the matter had been discussed repeatedly, the documentation did not previously demonstrate the governing body's ownership and accountability for resolving the deficiency. **B. RCA Corrective Actions** The RCA Team presented six proposed corrective actions for consideration by the Board. The proposed actions were: 1. Permanently adopt the Medical Staff personal services agreement recruitment strategy for recruitment of the SNF Long-Term Care Administrator. 2. Include CMS Conditions of Participation for hospitals and skilled nursing facilities in Board of Trustees orientation and training. 3. Amend the Board of Trustees Bylaws to include responsibility, governance, and oversight of the Skilled Nursing Facility. 4. Add a permanent standing report for the Long-Term Care Administrator or designee to Full Board of Trustees meetings. 5. Add a permanent standing agenda item concerning governing body citations to Full Board of Trustees meetings. 6. Establish a standardized reporting structure defining expectations for subcommittee reports to the Full Board of Trustees	Chairperson, Quality & Safety - Trustee Krista Blankenship	None	Informational

	Board members expressed support for the corrective actions. Trustee Suzanne Lobaton specifically noted the importance of the sixth action concerning standardized subcommittee reporting and stated that such a structure would have been helpful to her when she initially began serving on a subcommittee. Trustee Lobaton also discussed the proposed Quality Assurance and Performance Improvement (QAPI) monitoring metrics. **QAPI Monitoring** The RCA Team proposed two QAPI indicators: 1. The number of Full Board of Trustees meetings that included a Long-Term Care Administrator standing report divided by the total number of Full Board meetings, expressed as a percentage. 2. The number of Full Board of Trustees meetings that included governing body citations as an agenda item divided by the total number of Full Board meetings, expressed as a percentage. Trustee Lobaton proposed adding a third metric measuring the number of governing body citations completed against the total number of governing body citations. The Board discussed the distinction between documenting that an agenda item was discussed and actually demonstrating progress toward resolving citations. Chairwoman Sharon Davis agreed that tracking the number of citations that were open, closed, or otherwise addressed would provice useful information. The RCA Team confirmed that the governing body could modify the proposed QAPI measures and add additional metrics.	Chairperson, Quality & Safety - Trustee Krista Blankenship	None	Informational

	Trustee Lobaton recommended adding the third metric. Danielle Manglona agreed to compile the necessary data and incorporate the information into the Board subcommittee reporting process. **Action Items** • Incorporate the additional governing body citation completion metric into the QAPI plan. • Continue development of standardized subcommittee reporting. • Implement the corrective actions identified through the RCA. --- **III. Recruitment, Retention, Succession and Vacancy Plan** Mr. Jesse Quenga presented GMHA's written Recruitment, Retention, Succession and Vacancy Plan for the Licensed Long-Term Care Administrator. Mr. Quenga explained that the plan was developed in response to the CMS deficiency concerning the absence of an actively implemented recruitment and retention plan for the Long-Term Care Administrator. The plan is intended to ensure that GMHA identifies and appoints a qualified, licensed Long-Term Care Administrator without unreasonable delay and maintains administrative leadership continuity during recruitment, resignation, termination, leave, or other vacancy events. The plan applies to the Long-Term Care Administrator position and the Long-Term Care Assistant Administrator or other interim coverage roles.	Chairperson Quality & Safety - Trustee Krista Blankenship	None	Informational

	Recruitment Sources The plan identifies multiple recruitment sources, including: • GMHA's internal announcement system; • National long-term care career boards; • General employment platforms, including Indeed and ZipRecruiter; • Local workforce development and Department of Labor systems; • Local colleges and universities; • Professional associations and networking; • Nursing home administrator and licensed nursing home administrator contacts; and • An executive search firm or staffing agency in extreme cases when recruitment remains unsuccessful. The plan establishes minimum posting periods and requires postings to be reviewed and refreshed at least every 30 days while a position remains vacant. **Recruitment Timelines** Upon identification of an actual or anticipated vacancy: • HR is to open a recruitment file and assign a job announcement number within three business days. • Internal postings are to be maintained continuously until the position is filled • External recruitment sources are to be utilized within seven calendar days of the internal posting. • Posting and recruitment activity is to be documented in a permanent recruitment log. The plan also provides for additional outreach, including direct outreach to licensed administrators, use of prior applicant pools and referrals, and consideration of relocation	Chairperson, Quality & Safety - Trustee Krista Blankenship	None	Informational

	assistance, sign-on incentives, and temporary housing support, subject to budget approval. **Salary and Benefits Review** HR is to review the Long-Term Care Administrator salary range against current regional and national compensation data before posting a vacancy and at least annually regardless of whether a vacancy exists. If the compensation range is determined to be noncompetitive, HR is to submit a recommendation for a range adjustment to the governing body. **Interview and Selection** Applicants are to be screened for minimum qualifications and current nursing home administrator licensure or license eligibility before referral for interview. The interview panel is to include, at minimum, the Hospital Administrator/CEO or designee, an Assistant Administrator of Nursing Services or clinical leadership designee, and an EEO representative. Standardized interview questions are to be used for candidates for the same vacancy. Interviews are to be scheduled within 15 business days of an applicant being deemed eligible or qualified. A hiring recommendation is to be submitted to the governing body designee within five business days following the final interview.	Chairperson, Quality & Safety - Trustee Krista Blankenship	None	Informational

	Escalation and Vacancy Timeline The plan establishes specific checkpoints: • Day 0: HR opens the recruitment file, notifies administration, and assigns interim coverage. • Days 1–7: Required job postings are completed. • Day 15: First recruitment status checkpoint. • Day 30: If no qualified candidate has been selected, the matter is formally escalated to the governing body for possible expanded advertising, incentives, or contracted interim coverage. • Day 45: The governing body reviews compensation against market data and considers adjustments. • Day 60: The governing body receives a status report and confirms continued compliance of any interim arrangement. • Day 90 and beyond: The governing body conducts a formal review of recruitment strategy effectiveness, revises the plan as needed, and considers an executive search firm. **Retention and Succession** The plan includes: • Compensation benchmarking; • Retention incentives; • Structured onboarding and mentorship; • Peer mentorship; • Professional development; • Semiannual engagement and stay interviews; • Succession planning; and • Creation of the Long-Term Care Assistant Administrator position to provide continuity during an absence or vacancy.	Chairperson, Quality & Safety - Trustee Krista Blankenship	None	Informational

	The plan also requires documentation of recruitment, retention, succession, and vacancy activities for reporting to the QAPI Committee and Board Human Resources Subcommittee, demonstrating ongoing governing body engagement. <u>Interim Leave Coverage</u> In response to a question from Danielle Manglona regarding extended leave, Mr. Quenga clarified that the plan provides for the Assistant Administrator or another interim designee to assume the Long-Term Care Administrator's duties during an extended medical or family leave. If the leave is expected to exceed 30 days without a return date, a recruitment file would be opened. --- **IV. Long-Term Care Administrator Wage Analysis** Mr. Quenga presented the wage analysis performed by the Human Resources Department for the Long-Term Care Administrator position. The existing salary range was reported as approximately $73,000 to $101,000. The proposed revised range was presented as $86,465 to $118,700 annually. The analysis compared GMHA compensation with national wage data and Pacific Island market data, including Hawaii. The U.S. Bureau of Labor Statistics data presented in the meeting identified an annual mean wage of approximately $106,520 for comparable healthcare administrator roles. The analysis found that the upper end of the existing range was relatively competitive, but the lower end was significantly below national benchmarks. The presentation cited Guam's	Chairperson, Quality & Safety - Trustee Krista Blankenship	None	Informational

	high cost of living, limited local workforce, and broad scope of responsibility as factors affecting the competitiveness of the existing starting salary. The proposed range was intended to provide a more competitive entry point while remaining appropriate for GMHA's facility size, Guam's labor market, and the responsibilities associated with the position. The analysis also reviewed Hawaii compensation data. The presentation reported an average Hawaii licensed nursing home administrator salary of approximately $147,292, with employer-reported salaries ranging from approximately $102,000 to $145,000. Mr. Quenga stated that the proposed GMHA range would overlap with the lower end of the Hawaii market while recognizing the differences between Hawaii and Guam healthcare systems and wage structures. **V. Approval of SNF RCA Action Plan** Ms. Danielle Manglona clarified that the Board's formal approval of the applicable corrective action documents needed to be documented in the meeting minutes for CMS purposes. Trustee Ramona Domen made a motion to approve the SNF RCA Team Action Plan. Trustee Suzanne Lobaton seconded the motion. The Chair called for the vote. The motion carried.	Chairperson, Quality & Safety - Trustee Krista Blankenship	None	Informational

	VI. Approval of Recruitment, Retention, Succession and Vacancy Plan and Wage Analysis Trustee Suzanne Lobaton made a motion to approve the Recruitment and Retention Plan and Wage Analysis as presented. Trustee Matthew Limtiaco seconded the motion. Mr. Quenga clarified for the record that the first document presented was an extensive document combining the recruitment and retention plan with the Succession and Vacancy Plan. The Board agreed that the minutes should reflect adoption of the Succession and Vacancy Plan as part of the approved document. **VII. CMS Plan of Correction – Remaining Requirements** Ms. Danielle Manglona reviewed the remaining components of the CMS Plan of Correction concerning the Long-Term Care Administrator. The remaining requirements included: 1. Training, including a method for validating competency through a post-training test or other documented competency evaluation. 2. Identification and review of other SNF administrative and leadership positions to ensure that individuals holding those positions possess the appropriate licensure and credentials. 3. Monitoring of licensure and vacancies, including the required monitoring period. 4. Documentation demonstrating that the RCA action plans have been fully implemented. 5. Submission of training materials and related documentation. 6. Continued monitoring after the initial corrective actions have been submitted.	Chairperson, Quality & Safety - Trustee Krista Blankenship	None	Informational

	Ms. Manglona explained that static documentation demonstrating that GMHA was actively working on the corrective actions could be submitted before completion of the longer-term monitoring requirements. The Board also discussed the separate CMS Plan of Correction item concerning bed entrapment measurements. Ms. Manglona reported that GMHA had received the necessary measurement tool, which would be provided to the SNF so staff could be trained and begin conducting the required measurements. Chairwoman Davis requested that the remaining actions be summarized and maintained in the working section established for the SNF. Ms. Manglona confirmed that she would provide ongoing status reports until all requirements were completed. **VIII. CMS Training** The Board discussed whether another Board meeting would be necessary to complete the remaining CMS training requirement. Ms. Manglona explained that the training itself could be completed within the following five days, provided that the Board and other required participants completed the training and competency assessment. The Board discussed whether the training should be conducted in person or online. Legal Counsel Mr. Joseph McDonald recommended an asynchronous online training format with a specified completion deadline, allowing Board members to complete the training at their convenience and providing documentation that future Board members could also complete the required training.	Chairperson, Quality & Safety - Trustee Krista Blankenship	None	Informational

	The Board members present expressed agreement with the asynchronous format. Ms. Manglona identified the individuals who would be required to complete the training as including: • The governing body; • Quality Assurance and Assessment Committee members; • Executive leadership; • Human Resources staff; • Director of Nursing; and • Others who may be involved in Long-Term Care Administrator recruitment, appointment, supervision, or regulatory compliance. **IX. Pending CMS/DPOC Matters** The Board discussed whether any additional Board action was necessary at the meeting. Legal counsel advised that any outstanding corrective action would remain on the Board's agenda until the matter was resolved or another resolution was put in place. The Board also discussed a statutory issue identified during the RCA that may require future legislative action. Legal counsel indicated that the matter would remain a corrective action until resolved and that it would be premature to speculate regarding future legislative action. The Chair confirmed that the RCA and corrective action documents presented at the meeting had gone through the applicable stakeholders and that the next step was formal Board approval followed by submission.	Chairperson, Quality & Safety - Trustee Krista Blankenship	None	Informational

	Ms. Manglona emphasized that the RCA action plan constituted only one component of the overall DPOC and that additional documents and actions remained outstanding.	Chairperson, Quality & Safety - Trustee Krista Blankenship	None	Informational
E. CMS Regulatory Compliance 1. Policy No. 6580-A1, Governing Body 2. Res. No. 2026-60, Establishing the Appointment of a Licensed Nursing Home Administrator 3. Res. No. 2026-61, Establishing Direct Reporting and Accountability Requirements for the Licensed Nursing Home Administrator 4. Res. No. 2026-62, Establishing an Interim Management Plan Pending Appointment of a Licensed Nursing Home Administrator 5. Res. No. 2026-63, to Review and Revise Governing Body Policies Regarding Facility Administration and Accountability 6. Res. No. 2026-64, to Reconstitute the Board of Trustees Quality and Safety Subcommittee as the Quality, Safety, and	*Please refer to CMHA Board of Trustees Meeting Minutes of August 31, 2026.*	Administrator, Quality, Patient Safety & Regulatory Compliance - Danielle Manglona	None	None

Compliance Subcommittee 7. Res. No. 2026-65, Establishing a Recruitment and Retention Plan for the Licensed Nursing Home Administrator Position 8. Res. No. 2026-66, Directing the Development of a Succession and Vacancy Coverage Plan for the Licensed Nursing Home Administrator 9. Res. No. 2026-67, Directing the Development and Implementation of Training Regarding Governing Body Oversight and Licensed Nursing Home Administrator Requirements 10. Res. No. 2026-68, Requiring a Licensed Nursing Home Administrator Compensation and Wage Analysis	*Please refer to GMHA Board of Trustees Meeting Minutes of August 31, 2026.*	Administrator, Quality, Patient Safety & Regulatory Compliance - Danielle Manglona	None	None
F. Finance and Audit 1. FY2027 Budget Request - Update	*Please refer to GMHA Board of Trustees Meeting Minutes of August 31, 2026.*	Chairperson, Finance & Audit - Trustee Melanie Mendiola	None	None
G. Governance, Bylaws, and Strategic Planning	*Please refer to GMHA Board of Trustees Meeting Minutes of August 31, 2026.*	All Trustees	None	None

H. Election of Board Officers 1. Res. No. 2026-55, Relative to the Declaration of Officers of the Guam Memorial Hospital Authority Board of Trustees	*Please refer to GMHA Board of Trustees Meeting Minutes of August 31, 2026.*	All Trustees	None	None
IX. PUBLIC COMMENT				
			None	None
X. ADJOURNMENT				
	There being no further business matters for discussion, Chairwoman Davis declared the meeting adjourned at 10:01 a.m., motioned by Chairwoman Davis and seconded by Trustee Limtiaco. The motion carried with all ayes.	All Board Members	None	None

Transcribed by:
Janet U. Mandapat
BOT - Secretary

Submitted by:
Suzanne D. Lobaton
Secretary

CERTIFICATION OF APPROVAL OF MINUTES: The minutes of the July 28, 2026 regular session meeting were accepted and approved by the GMHA Board of Trustees on this 31st day of August 2026.

Certified by:
Sharon J. Davis
Chairperson

GUAM MEMORIAL HOSPITAL AUTHORITY
ATURIDÅT ESPETÅT MIMURIÅT 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. 2026-69
"RELATIVE TO THE REAPPOINTMENT OF ACTIVE MEDICAL STAFF PRIVILEGES"

Practitioner	Department	Specialty	Expiration Date
Chivano Chhieng, MD	Emergency Room	Urgent Care	August 31, 2028
Jasmin Sinkhada, MD	Emergency Room	Emergency Medicine	August 31, 2028
Scott Erickson, MD	Emergency Room	Emergency Medicine	August 31, 2028
Jeffrey Cruz, MD	Medicine	Internal Medicine	August 31, 2028
Hugo Koo, MD	Medicine	Cardiology	August 31, 2028
Vasin Jungtrakoolchai, MD	Medicine	Internal Medicine	August 31, 2028
Golda Sol Fernandez, MD	Medicine	Internal Medicine	August 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 email voted August 26, 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 29th DAY OF SEPTEMBER, 2026.

Certified by:

Sharon J. Davis
Chairperson

Attested by:

Suzanne D. Lobaton
Secretary

GUAM MEMORIAL HOSPITAL AUTHORITY
ATURIDÅT ESPETÅT MIMURIÅT 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. 2026-70
"RELATIVE TO THE REAPPOINTMENT OF ACTIVE ASSOCIATE MEDICAL STAFF PRIVILEGES"

Practitioner	Department	Specialty	Expiration Date
Edison Manaloto, MD	Medicine	Internal Medicine	August 31, 2028
Sarah Haley-Wien, DO	Emergency Room	Emergency Medicine	August 31, 2028

WHEREAS, the above listed practitioners met the basic requirements for Active Associate Medical Staff Membership as determined by the appropriate Medical Staff Departments and Committees pursuant to the GMHA Medical Staff Bylaws, Article IV, Section 4.6; and

WHEREAS, the Medical Executive Committee met on August 26, 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 Associate 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 Associate 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 29th DAY OF SEPTEMBER, 2026.

Certified by:

Sharon J. Davis
Chairperson

Attested by:

Suzanne D. Lobaton
Secretary

GUAM MEMORIAL HOSPITAL AUTHORITY
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BOARD OF TRUSTEES
Official Resolution No. 2026-71
"RELATIVE TO THE APPOINTMENT OF PROVISIONAL MEDICAL STAFF PRIVILEGES"

Practitioner	Department	Specialty	Expiration Date
John R. Narvaez, MD	Surgery	General Surg. Critical Care	August 31, 2027
Jean H. Suh, MD	Emergency Room	Emergency Medicine	August 31, 2027
Ali Pitafi, MD	Medicine	Internal Medicine	August 31, 2027

WHEREAS, the above listed practitioners met the basic requirements for Provisional Medical Staff Membership as determined by the appropriate Medical Staff Departments and Committees pursuant to the GMHA Medical Staff Bylaws, Article IV, Section 4.3; and

WHEREAS, the Medical Executive Committee email voted on August 26, 2026 and the Joint Conference and Professional Affairs Committee recommended approval of Provisional Medical Staff Membership appointment for the above listed practitioner; and

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

RESOLVED, that the Board of Trustees approves this recommendation to appoint the above named practitioners to Provisional 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 29th DAY OF SEPTEMBER, 2026.

Certified by:

Sharon J. Davis
Chairperson

Attested by:

Suzanne D. Lobaton
Secretary

GUAM MEMORIAL HOSPITAL AUTHORITY
ATURIDAT ESPETAT MIMURIAT GUAHAN
850 Governor Carlos Camacho Road, Tamuning, Guam 96913
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BOARD OF TRUSTEES
Official Resolution No. 2026-72

"RELATIVE TO AMENDING THE POSITIONS OF HOSPITAL RADIOLOGIC TECHNOLOGIST I AND II "

WHEREAS, the proposed amendment to the job specifications for the Hospital Radiologic Technologist I and Hospital Radiologic Technologist II positions was submitted for consideration and subsequently approved by the Interim Hospital Administrator/CEO on September 10, 2026; and

WHEREAS, the amendment seeks to modernize the language of the job specifications, update the minimum experience and training qualifications, and ensure the standards remain current with applicable professional and regulatory requirements; and

WHEREAS, the proposed changes to the job specifications impacted the Hay Evaluation and resulted in reassignment of pay grades for both positions; and

WHEREAS, the provisions of 4 GCA, Chapter 6, § 6303.1(a) - Transparency and Disclosure for the amendment of the position have been met; and

WHEREAS, the position is hospital-specific, and there is no impact on any other agency outside the Authority; and

WHEREAS, the Executive Management Council reviewed and considered the proposed amendment of said positions: and

WHEREAS, the Human Resources Subcommittee on September 16, 2026, recommended approval to amend the job specifications for the Hospital Radiologic Technologist I and II position; now therefore be it

RESOLVED, that the Board of Trustees accepts the Human Resources Subcommittee's recommendation and approves the attached proposed amended job specifications, be it further

RESOLVED, that the Board of Trustees Chairperson shall certify and the Secretary shall attest to the adoption of this Resolution.

DULY AND REGULARLY ADOPTED ON THIS 29TH DAY OF SEPTEMBER 2026.

Certified by:

Sharon J. Davis
Chairperson

Attested by:

Suzanne D. Lobaton
Secretary

GUAM MEMORIAL HOSPITAL AUTHORITY
ATURIDÅT ESPETÅT MIMURIÅT 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. 2026-73
"RELATIVE TO APPROVING THIRTY-SIX (36) NEW FEES"

WHEREAS, Public Law 26-66, places the rate making authority of the Guam Memorial Hospital Authority under the GMHA Board of Trustees; and

WHEREAS, the GMHA Board of Trustees has reviewed the Public Law 26-66; and

WHEREAS, a Public Hearing was held on September 15, 2026 and oral comments and written testimony have been solicited regarding the thirty-six (36) new fees comprised of the following Hospital departments: Cardiology, Central Supply Room, Emergency Room, Intensive Care Unit, Interventional Radiology, OR (Surgery & Recovery), Pharmacy, Special Services and Ultrasound; and

WHEREAS, the GMHA Board of Trustees has reviewed the list of new fees and found the same to be in order; now therefore be it,

RESOLVED, that the GMHA Board of Trustees directs the Hospital Administrator/CEO to continue to proceed with the adjudication process of these 36 new fee items, 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 29th DAY OF SEPTEMBER, 2026.

Certified By:

Sharon J. Davis
Chairperson

Attested By:

Suzanne D. Lobaton
Secretary

GUAM MEMORIAL HOSPITAL AUTHORITY
ATURIDÅT ESPETÅT MIMURIÅT GUÅHÅN
850 Governor Carlos Camacho Road, Tamuning, Guam 96913
Operator: (671) 647-2330 or 2552 | Fax: (671) 649-5508

October 19, 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 September 29, 2026 Meeting of the GMHA Board of Trustees.

Please contact Janet U. Mandapat, Board of Trustees Secretary at (671) 647-2367 or by email at janet.mandapat@gmha.guam.gov for any questions or clarifications.

Sincerely,

Joleen M. Aguon, MD
Interim Hospital Administrator/CEO

GUAM MEMORIAL HOSPITAL AUTHORITY
ATURIDÅT ESPETÅT MIMURIÅT GUÅHÅN
850 Governor Carlos Camacho Road, Tamuning, Guam 96913
Operator: (671) 647-2330 or 2552 | Fax: (671) 649-5508

October 19, 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 September 29, 2026 Meeting of the GMHA Board of Trustees.

Please contact Janet U. Mandapat, Board of Trustees Secretary at (671) 647-2367 or by email at janet.mandapat@gmha.guam.gov for any questions or clarifications.

Sincerely,

Joleen M. Aguon, MD
Interim Hospital Administrator/CEO

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

October 07, 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 September 29, 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