

MEETING IN PROGRESS

GMHA Board of Trustees




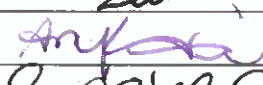
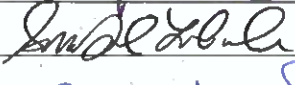
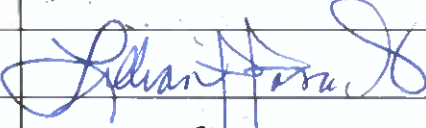

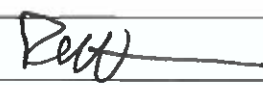


Wednesday, February 26, 2025 | 5:00 p.m.

Zoom Video Conference

GMHA Board of Trustees Meeting

ATTENDANCE SHEET

Wednesday, February 26, 2025 | 5:00 p.m. | Zoom Video Conference

	NAME:	TITLE:	SIGNATURE:
Board of Trustees	Theresa Obispo	Chairperson	
	Edgar Aguilar	Vice-Chairperson	
	Sharon Davis	Secretary	
	Sonia Siliang	Treasurer	Zoom
	Michael Um, MD	Trustee	Zoom
	Teresa Damian-Borja, DPM	Trustee	Zoom 1/12/2025
	Antoinette Kleiner	Trustee	
	Suzanne Lobaton	Trustee	
Executive Management/Medical Staff	Lillian Perez-Posadas, MN, RN	Hospital Administrator/CEO	
	Verrad Nyame, MD	Associate Administrator, Medical Services	Zoom
	Rizaldy Tugade	Associate Administrator of Operations	Zoom
	Rodalyn Gerardo	Assistant Administrator, Operations	Zoom
	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	Zoom
	Jeffery Shay, MD	Medical Staff President	
	Jordan Pauluhn	Legal Counsel	
	Robert Weinberg	Legal Counsel	
Guest(s)	NAME:	TITLE:	SIGNATURE:
	Jesse Quenga	HR	
	Amy Rose	HR	
	Colleen Bamba		Zoom

GMHA Board of Trustees Meeting

ATTENDANCE SHEET

Wednesday, February 26, 2025 | 5:00 p.m. | Zoom Video Conference

	NAME:	TITLE:	SIGNATURE:
Guest (s)	Luisa Caracho		Zoom
	Olivia Palacios		
	Angie Custodio		
	Alisa Atkins		
	Sally Tarceanu		
	Brian Yung		
	Rayna Cruz		
	Patty Caracho		
	Olivia Elliott		
	Trina		
	J. Caracho		
	Kyle Downman		
	Vince Taitingfong	Asst IT Administrator	V. Taitingfong
	Wilson		
	Olivia (Pharmacy)		
	Veronica Carreras		
	Margaret (Pharmacy)		
	James Mancoske	Admin. Asst.	James M.

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AGENDA

Guam Memorial Hospital Authority – Board of Trustees Meeting

February 26, 2025 | 5:00 p.m. | Zoom Video Conference

BOARD MEMBERS: Theresa Obispo, Chairperson; Edgar Aguilar, Vice-chairperson; Sharon Davis, Secretary; Sonia Siliang, Treasurer; Michael Um, MD, Trustee; Teresa Damian-Borja, MD, Trustee, Antoinette Kleiner, Trustee, Suzanne Lobaton, Trustee

Item	Owner
I. Welcoming Call Meeting to Order and Determination of Quorum	Trustee Obispo
II. Open Government Compliance A. Publication, February 19, 2025 B. Publication, February 24, 2025 C. GovGuam Notices Portal & Website Posting	
III. Review and Approval of the Minutes A. January 29, 2025	All Trustees
IV. Guam Memorial Hospital Volunteers Association Report	GMHVA President
V. Pediatric Patient Family Advisory Council (PFAC) Report	Jackie Pereira
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. 2025-20, Relative to the Reappointment of Active Medical Staff Privileges 2. Res. No. 2025-21, Relative to the Appointment of Provisional Medical Staff Privileges 3. Res. No. 2025-22, Relative to the Reappointment of Active Associate Medical Staff Privileges 4. Res. No. 2025-23, Relative to the Appointment of Active Associate Medical Staff Privileges 5. Res. No. 2025-24, Relative to the Appointment of Provisional Allied Health Professional Staff Privileges 6. Res. No. 2025-25, Relative to the Reappointment of Full Allied Health Professional Staff Privileges 7. Res. No. 2025-26, Relative to Approve Policy #A-MS500 Medical Staff Case Review 8. Res. No. 2025-27, Relative to Approve Revisions to the Surgery Department Rules and Regulations 9. Strategic Objective 5: Engage Physicians	Trustee Dr. Um
B. Human Resources 1. Pharmacy Reorganization 2. Strategic Objective 4: Engage the Healthcare Workforce	Chairperson Obispo, Lobaton
C. Facilities, Capital Improvement Projects, and Information Technology 1. 2024 After Action Report/Improvement Plan (AAR/IP) Guam Memorial Hospital Active Shooter/Hostage Situation (TTX) and 2024 Skilled Nursing Facility Hostage Situation (TTX) 2. Critical Infrastructure Projects (\$20M ARPA Funding) 3. Strategic Objective 2: Enhance Infrastructure & Technology	Trustee Davis
D. Quality and Safety 1. Policy # A-PS820, Just Culture to Patient Safety Events 2. Strategic Objective 3: Transform Healthcare Services	Trustee Kleiner
E. Finance and Audit 1. Strategic Objective 1: Achieve Financial Viability	Vice-Chairperson Aguilar
F. Governance, Bylaws, and Strategic Planning 1. Strategic Objective 6: Engage & Partner with the Community	Trustee Dr. Damian-Borja, Siliang

Item		Owner
IX.	Public Comment	
X.	Adjournment	Chairperson Obispo



GUAM MEMORIAL HOSPITAL AUTHORITY ATURIDĀT ESPETĀT MIMURIĀT GUĀHĀN



Board of Trustees Meeting
Date: Wednesday, February 26, 2025
Time: 5:00 p.m.
Meeting will take place via Zoom Video Conferencing.
Meeting ID: 889 2781 9303
Passcode: 907879

AGENDA:

I. Call Meeting to Order and Determination of Quorum; II. Open Government Compliance: A. Publication, February 19, 2025, B. Publication, February 24, 2025, C. GovGuam Notices Portal & Website Posting; III. Approval of the Minutes: A. January 29, 2025; IV. Guam Memorial Hospital Volunteers Association Report; V. Pediatric Patient Family Advisory Council (PFAC) Report; VI. Management's Report; VII. Old Business: None; VIII. New Business - Board Subcommittee Reports: A. Joint Conference and Professional Affairs: 1. Res. No. 2025-20, Reappointment of Active Medical Staff Privileges; 2. Res. No. 2025-21, Appointment of Provisional Medical Staff Privileges; 3. Res. No. 2025-22, Reappointment of Active Associate Medical Staff Privileges; 4. Res. No. 2025-23, Appointment of Active Associate Medical Staff Privileges; 5. Res. No. 2025-24, Appointment of Provisional Allied Health Professional Staff Privileges; 6. Res. No. 2025-25, Reappointment of Full Allied Health Professional Staff; 7. Res. No. 2025-26, Relative to Approve Policy #A-MSS00 Medical Staff Case Review; 8. Res. No. 2025-27 Relative to Approve Revisions to the Surgery Department Rules and Regulations 9. Strategic Objective 5: Engage Physicians; B. Human Resources: 1. Pharmacy Reorganization; 2. Strategic Objective 4: Engage the Healthcare Workforce; C. Facilities, Capital Improvement Projects, and Information Technology: 1. 2024 After Action Report/Improvement Plan (AARAP) Guam Memorial Hospital Active Shooter/Hostage Situation (TTX) and 2024 After Action Report/Improvement Plan Skilled Nursing Facility Hostage Situation (TTX); 2. Critical Infrastructure Projects (\$20M ARPA Funding); 3. Strategic Objective 2: Enhance Infrastructure & Technology; D. Quality and Safety: 1. Policy # A-PS820, Just Culture to Patient Safety Events; 2. Strategic Objective 3: Transform Healthcare Services; E. Finance and Audit: 1. Strategic Objective 1: Achieve Financial Viability; F. Governance, Bylaws, and Strategic Planning: 1. Strategic Objective 8: Engage & Partner with the Community; 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/ Lillian Perez-Posedas, MN, RN
Hospital Administrator/CEO
This advertisement is paid with government funds by the GMHA.



GHURA

Guam Housing and Urban Renewal Authority

Aturidat Ginia* Yan Rumben Suidat Guahan
117 Bien Venida Avenue, Sinajana, GU 96910
Phone: (671) 477-9851 Fax: (671) 300-7565 TTY: (671) 473-3701
Website: www.ghura.org



Joselyn J. Tancito
Lieutenant Governor of Guam

REQUEST FOR PROPOSAL RFP GHURA-25-001

On-Site Employee Technical Training
This ad is paid with HUD funds by GHURA

Guam Housing and Urban Renewal Authority (GHURA) will receive sealed proposals for: RFP GHURA-25-001 On-Site Employee Technical Training, until 2:00 p.m. ChST on Wednesday, March 26, 2025, at GHURA's main office in Sinajana.

Bid packets are available for view on GHURA's website: <http://ghura.org/doing-business-us/bids/proposal-release-funds/request-proposals> beginning Monday, February 17, 2025. Interested parties must register at GHURA's main Office in Sinajana or on GHURA's Website to receive access to a downloadable bid packet file, and receive notifications of any changes, amendments and/or addendums. To obtain a physical copy of the bid packet, a non-refundable fee of \$25.00 (in exact cash amount, money order, or company check) is required. Registration schedule is: Monday through Friday, 8:30 am - 4:00 pm ChST; with the exception of GovGuam holidays. A Pre-Proposal Meeting will be held at GHURA's Sinajana main office conference room on Monday, February 24, 2025, at 9:00 a.m. The meeting is nonmandatory, but highly recommended. Any questions regarding the proposal or requirements must be submitted in writing via email to Antonio C. Camacho, Housing Procurement Administrator, at proc@ghura.org no later than Friday, March 07, 2025. Bid closing submittal date and time is Wednesday, March 26, 2025 at 2:00pm ChST.

Pursuant to 5 GCA, Chapter 5, § 5212, bid guarantees in the amount of 15% of the total base bid shall accompany each bid. Bid guarantee shall be a bid bond secured by a surety company authorized to do business in Guam and listed in the latest Department of Treasury Circular 570 published in the Federal Register or as permitted by state law, a certified check, bank draft, or U.S. Government Bond at par value. All bid guarantees must be made payable to GHURA. Personal checks will not be accepted. GHURA reserves the right to waive irregularities and to reject any or all bids whole or in part in the best interest of the Territory as provided for in 2 GAR, Div. 4 § 3115(e)(2). In addition, GHURA also has the right to cancel all bids as provided in 5 GCA § 5225 and 2 GAR, Div. 4 § 3115(c).

For all contracts which exceed \$100,000.00, the successful bidder will be required to furnish and pay for a performance and payment bond for 100% of the contract price. GHURA will retain the bid guarantee until the performance bond is received and will release it soon thereafter. The contractor must not discriminate on the basis of race, color, religion, sex, national origin, age, disability, or genetic information in employment or the provision of services. There is a restriction against contractors employing convicted sex offenders from working at government of Guam venues. (5 GCA § 5253).

GHURA is an Equal Opportunity Employer

/s/ Elizabeth F. Napoli
Executive Director

VEHICLE FOR SEALED BID "AS IS"

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JJ571644

UNITED PACIFIC
646-8163

E-MAIL: Imanile@upcaguamandsaipn.com
The Seller reserves the right to reject any or all bids.

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If you have a message, we will be in touch with you.



Guam Memorial Hospital Authority
Aturidat Espetāt Mimuriāt Guāhān
850 Gov. Carlos G. Camacho Rd.
Tamuning, Guam 96913



MULTI-STEP INVITATION FOR BID

GMHA MULTI-STEP IFB No. 001-2025: LAUNDRY SERVICES

Submission Due: 9:00 a.m. ChST, Tuesday, March 11, 2025

Opening Time: 9:15 a.m. ChST, Tuesday, March 11, 2025

Funding Source: Guam Memorial Hospital, Tamuning

INVITATION FOR BID

GMHA IFB No. 038-2025: SUPPLIES & SERVICES FOR WATER CHEMICAL TREATMENT
for CHILLERS, COOLING TOWERS, WATER SOFTNER & BOILER

Site Visit: 9:30 a.m. ChST, Wednesday, February 26, 2025

RFI Due: 4:00pm Tuesday, February 28, 2025

Submission Due: 9:00 a.m. ChST, Wednesday, March 12, 2025

Opening Time: 9:15 a.m. ChST, Wednesday, March 12, 2025

Funding Source: GMHA Operational Funds

All bids must be sealed, submitted with one (1) original and one (1) duplicate, and received by the Materials Management Department by the assigned due date. Hard copies of the Bidding documents are available until the submission date at the same department for a non-refundable fee of \$20.00 per set or can be downloaded from the GMHA website at no cost.

All interested firms must register with the GMHA Materials Management Department to participate in the bid. Please register online at www.gmha.org and for assistance you may call (671) 647-2165. Registration is required to ensure that all Amendments or Notices are communicated to all bidders throughout the bid process. GMHA shall not be liable for failure to provide notice to any party that did not register contact information with GMHA.

For more information, please visit our public information page at www.gmha.org.

/s/ Lillian Perez-Posedas, MN, RN
Hospital Administrator/CEO
This advertisement was paid with GMHA Operational funds

GUAM WATERWORKS AUTHORITY

Gloria B. Nelson Public Service Building | 688 Route 13, Mangilao, Guam 96913

P.O. Box 2010, Hagåtña, Guam 96932

Tel. No. (671) 300-8846/48 Fax No. (671) 648-3290

THIS AD IS PAID FOR BY GWA (PUBLIC LAW 26-12)

INVITATION TO BID

The Guam Waterworks Authority invites sealed bids for a Indefinite Quantity Bid Purchase of Laboratory Supplies (Re-Issued) under GWA IFB NO. 2025-02. Bids will be received until 10:00 a.m. Chamorro Standard Time on April 4, 2025, at the GWA Procurement Office, situated on the first floor of the Gloria B. Nelson Public Services Building in Mangilao. At this appointed time and location, all bids will be publicly and virtually opened via GoToMeeting and read aloud. Bidders interested in attending the virtual meeting may send their request to psbids@guamwaterworks.org to obtain the GoToMeeting ID/Link prior to the due date and time.

Each bid must be accompanied by a Bid/Performance Bond, amounting to fifteen percent (15%) of the total bid price. Acceptable bid securities include Bid/Performance Bonds, Surety Bonds, or certified/cashier's checks payable to the Guam Waterworks Authority.

A non refundable fee of \$15.00 is required for each set of bidding documents, available for purchase at the GWA Procurement Office. Alternatively, bidders can access the bid package for download at www.guamwaterworks.org without charge. However, vendors are strongly encouraged to register via email at psbids@guamwaterworks.org or visit the GWA Procurement Office to ensure receipt of updated information, notices, or bid amendments.

GWA retains the right to amend, reject, or revise any or all proposals and to waive minor imperfections in the bid proposal in the best interest of the Guam Waterworks Authority.

/s/ Thomas F. A. Cruz, P.E.
Acting General Manager



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GMHA Board of Trustees Meeting

 PRINT


GMHA Board of Trustees Meeting

MEETING



 **Posted on:** 02/19/2025 04:57 PM

 **Posted by:** Justine Camacho, BOT Admin. Asst. - Janet Mandapat

 **Meeting Date:** 02/26/2025 05:00 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**

AGENDA

Guam Memorial Hospital Authority – Board of Trustees Meeting

February 26, 2025 | 5:00 p.m. | Zoom Video Conference

BOARD MEMBERS: Theresa Obispo, Chairperson; Edgar Aguilar, Vice-chairperson; Sharon Davis, Secretary; Sonia Siliang, Treasurer; Michael Um, MD, Trustee; Teresa Damian-Borja, MD, Trustee , Antoinette Kleiner, Trustee, Suzanne Lobaton, Trustee

Item	Owner
I. Welcoming Call Meeting to Order and Determination of Quorum	Trustee Obispo
II. Open Government Compliance <ul style="list-style-type: none">A. Publication, February 19, 2025B. Publication, February 24, 2025C. GovGuam Notices Portal & Website Posting	
III. Review and Approval of the Minutes <ul style="list-style-type: none">A. January 29, 2025	All Trustees
IV. Guam Memorial Hospital Volunteers Association Report	GMHVA President
V. Pediatric Patient Family Advisory Council (PFAC) Report	Jackie Pereira
VI. Management’s Report	Executive Management
VII. Old Business <ul style="list-style-type: none">None	All Trustees
VIII. New Business - Board Subcommittee Reports	
A. Joint Conference and Professional Affairs <ul style="list-style-type: none">1. Res. No. 2025-20, Relative to the Reappointment of Active Medical Staff Privileges2. Res. No. 2025-21, Relative to the Appointment of Provisional Medical Staff Privileges3. Res. No. 2025-22, Relative to the Reappointment of Active Associate Medical Staff Privileges4. Res. No. 2025-23, Relative to the Appointment of Active Associate Medical Staff Privileges5. Res. No. 2025-24, Relative to the Appointment of Provisional Allied Health Professional Staff Privileges6. Res. No. 2025-25, Relative to the Reappointment of Full Allied Health Professional Staff Privileges7. Res. No. 2025-26, Relative to Approve Policy #A-MS500 Medical Staff Case Review8. Res. No. 2025-27, Relative to Approve Revisions to the Surgery Department Rules and Regulations9. Strategic Objective 5: Engage Physicians	Trustee Dr. Um
B. Human Resources <ul style="list-style-type: none">1. Pharmacy Reorganization2. Strategic Objective 4: Engage the Healthcare Workforce	Chairperson Obispo, Lobaton
C. Facilities, Capital Improvement Projects, and Information Technology	Trustee Davis

1. 2024 After Action Report/Improvement Plan (AAK/IP) Guam Memorial Hospital Active Shooter/Hostage Situation (TTX) and 2024 Skilled Nursing Facility Hostage Situation (TTX)
2. Critical Infrastructure Projects (\$20M ARPA Funding)
3. Strategic Objective 2: Enhance Infrastructure & Technology

Trustee
Kleiner

D. Quality and Safety

1. Policy # A-PS820, Just Culture to Patient Safety Events
2. Strategic Objective 3: Transform Healthcare Services

Vice-
Chairperson
Aguilar

E. Finance and Audit

1. Strategic Objective 1: Achieve Financial Viability

F. Governance, Bylaws, and Strategic Planning

1. Strategic Objective 6: Engage & Partner with the Community

Trustee Dr.
Damian-
Borja, Siliang

IX. Public Comment

X. Adjournment

Chairperson
Obispo

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

<p style="text-align: center;">Regular Meeting of the Guam Memorial Hospital Authority Board of Trustees</p> <p style="text-align: center;">Wednesday, January 29, 2025 5:00 p.m. Zoom Video Conference</p>		<p style="text-align: center;">ATTENDANCE</p>		
		<p>Board Members Present: Theresa Obispo Edgar Aguilar, Sonia Siliang, Dr. Michael Um, Dr. Teresa Damian-Borja, Antoinette Kleiner & Suzanne Lobaton Absent:</p> <p>Leadership Present: Lillian Perez-Posadas, Dr. Verrad Nyame, Rodalyn Gerardo Christine Tuquero, Danielle Manglona, Amy Edmonson & Robert Weinberg</p>	<p>Absent: Sharon Davis, Rizaldy Tugade, Ana Belen Rada, Liezl Concepcion, Yuka Hechanova, Dr. Jeffery Shay, Jordan Pauluhn</p> <p>Guests: Connie Santos, Terese Calvo (GMHVA), Rayna Cruz, Divina Pineda, Olivia, Herdel Hermosura, Guest Relations, Julie's Iphone, Aida Yap, Evelyn Rivera, Justine Camacho, Carin's Iphone, Patty Camacho, Ernesto Alfonso, Cindy Hanson, Darlene Cruz, Yvonne Cruz Jackie Pereira, Kyle Dallman, J. Hernandez (PDN) John, Rhoda Celorio, Galaxy A21's, Janet Mandapat, Iphone 45 (Sen. S. Matanane)</p>	
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, Trustee Davis called to order the regular meeting of the GMHA Board of Trustees at 5:10 p.m. on Wednesday, January 29, 2025, via Zoom Video Conferencing.	Chairwoman - Theresa Obispo	None	None
II. CLOSED EXECUTIVE SESSION				
A. CV1072-13 / Settlement / Kikuchi V. GMHA	Trustee Lobaton motioned, and it was seconded by Trustee Kleiner to go into the <i>Closed Executive Session</i> . The motion carried with all ayes.	Chairwoman - Theresa Obispo	None	Informational
B. HHS/OCR Resolution Agreement Offer for GMHA #19-328681	During the Open Session for the GMHA Board of Trustees Meeting. Trustee Dr. Borja motioned, and it was seconded by Trustee Kleiner to approve the Draft Settlement Agreement on Case No. CV1072-13 Kikuchi vs. GMHA. Mrs. Lillian Perez-Posadas GMHA Administrator/CEO may Execute it on behalf of the Board of Trustees subject to the signature of the plaintiffs as presented. The motion carried with all ayes.	Chairwoman - Theresa Obispo	None	Approved
	Trustee Lobaton motioned, and it was seconded by Trustee Dr. Borja to approve the United States Department of Health and Human Services/Office for Civil Rights Resolution Agreement Offer for GMHA #19-328681 as presented. The motion carried with all ayes.	Chairwoman - Theresa Obispo	None	Approved

III. OPEN GOVERNMENT COMPLIANCE A. Publication, January 22, 2025 B. Publication, January 27, 2025 C. GovGuam Notices Portal & Website Posting	The Announcement of the Open Government Compliance was made.	Admin. Assistant - Janet Mandapat	None	Informational
IV. REVIEW AND APPROVAL OF MINUTES				
A. November 26, 2024	Trustee Dr. Um motioned, and it was seconded by Trustee Aguilar to approve the November 26, 2024 minutes as presented with corrections. The motion carried with all ayes.	All Trustees	None	Approved
V. GUAM MEMORIAL HOSPITAL VOLUNTEERS ASSOCIATION REPORT				
	The following are some of the highlights: ➤ The 60th Guam Memorial Hospital Volunteers Association Charity Ball will be held on April 26, 2025, at the Dusit Thani Guam Resort in Tumon Guam. ➤ This year's Theme will be Boots & Baubles 60 Years of Grace and Giving honoring Mrs. Margaret Jones, one of the founding members. ➤ GMHVA Charity Ball proceeds wish list is as follows: <ul style="list-style-type: none"> ○ One Anesthesia Machine ○ Two Stryker ICU Beds ○ Rehabilitative Service Equipment ➤ The Echocardiogram shipped on January 24, 2025, and is set to arrive soon. ➤ The Endoscopic System from Fujifilm Healthcare Americas Corporation arrived on November 11, 2024. ➤ The purchase of 20 Nurse Chairs all arrived last month in December 2024. ➤ The repairs on the vinyl chair upholstery in the patient rooms has been delayed due to the Upholstery Shop being closed it will reopen sometime in February 2025.	GMHVA President - Terese Calvo	None	Informational
VI. PEDIATRIC PATIENT FAMILY ADVISORY COUNCIL (PFAC) REPORT	The following are some of the highlights: <ul style="list-style-type: none"> • The Children's Playroom has now been completed. • The Chinese Ladies Association, Kiwanis Literary Association, and GMHA Staff to name a few have donated children's books, • The International Literacy Association donated books on several occasions and a check just under \$600 was also received and was used to purchase curated 	PFAC Representative - Jackie Pereira	None	Informational

	<p>children's books.</p> <ul style="list-style-type: none"> Discharged kids can take home a book of their choice from a selected batch. The Bringing Art to Healing Project is ongoing and the walls are 75% complete. Plans for a local artist to bring in some original island artwork that will be displayed in the hallway will be forthcoming. Plans are underway to get a reading program started. Librarians can come to the hospital for Story Time and read to the Children. One great idea to have is Pet Therapy for furry and friendly pooches to visit patients young and old. Another great idea is to have new hospital gowns that are cool and vibrant in colors that would be nice to have for the children. 	PFAC Representative - Jackie Pereira	None	Informational
VII. MANAGEMENT'S REPORT				
A. U.S. Department of Defense - Military Defense Systems (Guam)	<p>The are some of the highlights following:</p> <ul style="list-style-type: none"> ➤ The U.S. Department of Defense Military Defense Agency is proposing to put on Guam an enhanced integrated air and missile defense system. ➤ An Environmental Impact Statement Report was provided to the U.S. Department of Defense. ➤ The GMHA does not have the capacity or capability level that can be met should there be a crisis situation. ➤ The GMHA Executive Team met with Senator Sabrina Salas Matanane, Chair of the Committee on Health and Veterans Affairs, and other members including Senator Tony Ada & Senator Vince Borja this past month in December 2024. ➤ Discussed at the meeting were updates on what issues and challenges the Guam Memorial Hospital continues to face. ➤ GMHA is hopeful that the legislative team from the 38th Guam Legislature will be supportive of the hospital's needs. ➤ On January 10, 2025, an Informational Presentation was held, present at the meeting were the Department of Public Health & Social Services (DPHSS) & the 	Administrator/CEO - Lillian Perez-Posadas	None	Informational
B. The 38 th Guam Legislature - Senator Sabrina Salas Matanane, Chair Committee on Health and Veterans Affairs		Administrator/CEO - Lillian Perez-Posadas	None	Informational
C. Informational Presentation - Senator Sabrina Salas Matanane				

D. Above-Step Recruitment Petition for Elizabeth Blas & Wilma Hermosura	Guam Behavioral Health and Wellness Center (GBHWC).	Administrator/CEO - Lillian Perez-Posadas	None	Informational
	<ul style="list-style-type: none"> ➤ Presented at the meeting was an overview of the hospital's mission and services, the budget, and financial issues, including staffing and other relevant issues. ➤ Another informational briefing is scheduled for February 4, 2025, at 10:00 am. ➤ A recommended above-step recruitment for Elizabeth Blas & Wilma Hermosura was made. ➤ Based on exceptional qualifications Mrs. Perez-Posadas has recommended a Salary of \$39,004 per annum Grade I, Step 4 for both Ms. Blas & Ms. Hermosura. 	Administrator/CEO - Lillian Perez-Posadas	None	Informational
VIII. OLD BUSINESS None		All Trustees	None	None
IX. NEW BUSINESS - BOARD SUBCOMMITTEE REPORTS A. Joint Conference and Professional Affairs	Trustee Dr. Borja motioned, and it was seconded by Trustee Kleiner to approve Res. 2025-10, 2025-11, 2025-12 & 2025-13 as presented. The motion carried with all ayes.	All Trustees	None	Approved
1. Res. 2025-10, Relative to the Reappointment of Active Medical Staff Privileges	<p>The following are some of the highlights:</p> <ul style="list-style-type: none"> • The representatives from the New York Institute of Technology (NYIT) will be on Guam on February 2025. • Medical Preceptors are needed. If anyone is interested applications are available. 	Chairperson JCPA - Trustee Dr. Michael Um	None	Informational
2. Res. 2025-11, Relative to the Appointment of Provisional Medical Staff Privileges		Chairperson JCPA - Trustee Dr. Michael Um	None	Approved
3. Res. 2025-12, Relative to the Appointment of Active Associate Medical Staff Privileges				
4. Res. 2025-13, Relative to the Appointment of Provisional Allied Health Professional Staff Privileges				

5. CY2023 Strategic Goal: 5 Engage Physicians	A Working Session to review and update the Strategic Plan Objectives is ongoing. Together with the Planning Department Team they are currently updating and evaluating the plans objectives more updates will be forthcoming.	All Committee Members	None	Informational
B. Human Resources				
1. Res. No. 2025-14, Relative to Creating the Position of Revenue Cycle Management Administrator for Fiscal Services Division	Trustee Aguilar motioned, and it was seconded by Trustee Kleiner to approve Res. 2025-14 as presented. The motion carried with all ayes.	All Trustees Chairperson HR - Trustee Suzanne Lobaton	None	Approved
2. Res. No. 2025-15, Relative to Appointment of the GMHAs Director of Respiratory Care	Trustee Dr. Borja motioned, and it was seconded by Trustee Lobaton to approve Res. 2025-15, 2025-16, 2025-17 & 2025-18 as presented. The motion carried with all ayes.	All Trustees	None	Approved
3. Res. No. 2025-16 & 2025-17, Relative to Appointment of GMHAs Antibiotic Stewardship Program Leaders				
4. Res. No. 2025-18, Relative to Appointment of GMHAs Director of Pharmacy				
5. Res. No. 2025-19, Relative to implementing the 25% work differential pay to all Nursing Technicians in the Nursing Division	Trustee Lobaton motioned, and it was seconded by Trustee Dr. Borja to approve Res. 2025-19 as presented and when funds are available. The motion carried with all ayes.	All Trustees	None	Approved
6. CY2023 Strategic Goal: 4 Engage the Healthcare Workforce	A Working Session to review and update the Strategic Plan Objectives is ongoing. Together with the Planning Department Team they are currently updating and evaluating the plans objectives more updates will be forthcoming.	All Committee Members	None	Informational

C. Facilities, Capital, Improvement Projects, and Information Technology	For informational purposes, the COVID-19 2021, 2022 & 2023 After Action Report/Improvement Plan has been completed.	Deputy Asst. Admin. of Operations - Rodalyn Gerardo	None	Informational
1. COVID-19 2021, 2022 & 2023 AAR/IP Guam Memorial Hospital & Skilled Nursing Facility	One of the tasks that the clinical emergency preparedness team did was to create an all-hazards, emergency, and infectious disease plan. In having this response plan and should there be any pandemic or infectious disease type of event that may happen in the near future, having this response plan will certainly help.			
2. Critical Infrastructure Projects (\$20M ARPA Funding)	<p>The following are some of the highlights:</p> <ul style="list-style-type: none"> • Through the American Rescue Plan Act (ARPA) \$20M was allocated to GMHA to help with the Capital Improvement Projects. • The deadline to submit the obligated funds was on December 31, 2024. • GMHAs recent discovery is that instead of the full \$20M that was expected, only \$10M has been allocated for these critical projects. • GMHA has obligated almost all of the \$20M on the ARPA funding list. • The funds were used to pay outstanding vendor bills, with some of the money directed toward the CIPs. • The discrepancy was partly the result of confusion surrounding the procurement process and the specific requirements for obligating the funds. • GMHA is reviewing to see what other funding sources can be used to pay for some of the projects that have already been obligated under ARPA. 	<p>Deputy Asst. Admin. of Operations - Rodalyn Gerardo</p> <p>Chairperson FAC, CIP & IT - Trustee Sharon Davis</p>	None	Informational
3. CY2023 Strategic Goal 2: Enhance Infrastructure & Technology	A Working Session to review and update the Strategic Plan Objectives is ongoing. Together with the Planning Department Team they are currently updating and evaluating the plans objectives more updates will be forthcoming.	All Committee Members	None	Informational
D. Quality and Safety	The following are some of the highlights:			
1. CY2023 Strategic Goal 3: Transform Healthcare Services	<p>❖ On the Code Blue initiative some of the work seen through the drill down is to involve the appropriate nursing unit managers to help address opportunities and for improvement.</p>	Chairperson Quality & Safety Trustee Antoinette Kleiner	None	Informational

	<ul style="list-style-type: none"> ❖ Identified was a knowledge gap and the need to confirm airway placement of pre-existing to-code airways. ❖ Education was provided during a joint meeting between the Quality Improvement Specialists and the ICU Staff. ❖ Specific to the advanced airways placed prior to initiation of chest compression which is limited by a couple of things, one being the limited availability of pediatricians, as well as the need for them during deliveries. Deliveries are not always attended by a pediatrician, sometimes that's unexpected. ❖ The Discharge Planning improvement initiative had a 7% increase in the ordering of Case Management Consults as well as a 19% increase in the coordination of care for post-op, post-acute care, and follow-up needs. ❖ The Infection Control drill down did not reveal any breach in practice or evidence of concern for any outbreaks. ❖ The daily terminal cleaning of our suites was improved by 40% and patient satisfaction rates increased by 2% as of December 2024 reaching closer to our goal of 90%. ❖ The Executive Management Team has issued four (4) good catch awards during the latest Leadership Walk Rounds. Is as follows: <ul style="list-style-type: none"> ○ Racquel Sperrazzo, Clinical Pharmacist reported a physician dosing error that was caught by the graveyard pharmacist. ○ Chris Terlaje, Hospital Pharmacist was able to catch a physician dosing error in which he communicated with the Pediatrician and obtained a new order with the correct dosing thereby preventing harm to the patient. ○ Alexis Olivares and Priscilla both staff nurses while caring for a patient on airborne isolation the patient's friend dropped off some items belonging to the patient. Upon inspection the nurses identified illegal drug paraphernalia. Steps were taken to report this and removed it 	Chairperson Quality & Safety Trustee Antoinette Kleiner	None	Informational
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	from the patient's possession.			
	A Working Session to review and update the Strategic Plan Objectives is ongoing. Together with the Planning Department Team they are currently updating and evaluating the plans objectives more updates will be forthcoming.	All Committee Members	None	Informational
E. Finance and Audit	Trustee Aguilar motioned, and it was seconded by Trustee Dr. Um to approve Res. 2025-09 as presented. The motion carried with all ayes.	All Trustees	None	Approved
1. Res. No. 2025-09, Relative to Approval of COVID-19 Patient Receivable Accounts Batch No. 2025-001		Chairperson F&A Trustee Edgar Aguilar	None	Informational
2. CY2023 Strategic Goal: 1 Achieve Financial Viability	A Working Session to review and update the Strategic Plan Objectives is ongoing. Together with the Planning Department Team they are currently updating and evaluating the plans objectives more updates will be forthcoming.	All Committee Members	None	Informational
F. Governance, Bylaws, and Strategic Planning	The following are some of the highlights: <ul style="list-style-type: none"> With the closing of some old business items that have been completed such as the Mold Mitigation, Update to the Bylaws, and the New Mission Statement. The Committee Members are seeking recommendation from the strategic working group to help develop some new objectives for the committee to track. GMHA is awaiting a confirming hearing from the Guam Legislature for Board Member Nominee Ms. Krista Blankenship. If approved this will make Ms. Blankenship the 9th member which would make a full board for GMHA. 	Chairperson Gov. Bylaws & Strategic Planning Trustee Dr. Teresa Damian-Borja	None	Informational
1. CY2023 Strategic Goal 6: Engage & Partner with the Community	A Working Session to review and update the Strategic Plan Objectives is ongoing. Together with the Planning Department Team they are currently updating and evaluating the plans objectives more updates will be forthcoming.	All Committee Members	None	Informational

X. PUBLIC COMMENT				
	<p>The following information received is from Iphone45 (Senator Sabrina Salas Matanane):</p> <ul style="list-style-type: none"> ❖ With regards to the \$20M ARPA Funds, just for clarity, the \$10M received went to pay vendors. <ul style="list-style-type: none"> ➤ Mrs. Perez-Posadas responded by saying that in theory, some of the ARPA funds received was used to pay some of the outstanding vendors. GMHAs regular collections of monies will then be put aside to pay the CIP issued vendors. ➤ A report that will show what projects are Impacted that already have a contractual obligation will be provided to Senator Sabrina Salas Matanane, An upcoming Informational Briefing will be held on February 04, 2025. 	Public Comment	None	Informational
	<p>The following information received is from J. Hernandez (Julianne Hernandez PDN Reporter):</p> <ul style="list-style-type: none"> ❖ With regards to the Women's and Children's Hospital at Ypao Point Tamuning, Guam. <ul style="list-style-type: none"> ➤ Has there been any discussions amongst other Officials and GMHA on the new proposed Hospital? ➤ Mrs. Perez-Posadas responded by saying that GMHA has not been a part of any discussions and have not been talked to or called to attend any meetings with regard to the Women's and Children's Hospital. 	Public Comment	None	Informational
XI. ADJOURNMENT				
	There being no further business matters for discussion, Chairwoman Obispo declared the meeting adjourned at 7:31 p.m. motioned and seconded. The motion carried with all ayes.	All Board Members	None	Approved

Transcribed by:

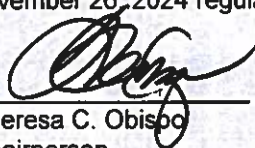

Janet U. Mandapat
Administrative Assistant

Submitted by:


Sharon J. Davis
Secretary

CERTIFICATION OF APPROVAL OF MINUTES: The minutes of the November 26, 2024 regular session meeting were accepted and approved by the GMHA Board of Trustees on this 29th day of January 2025.

Certified by:


Theresa C. Obispo
Chairperson



GUAM MEMORIAL HOSPITAL AUTHORITY

ATURIDÅT ESPETÅT MIMURIÅT GUÅHÅN

850 Governor Carlos Camacho Road, Tamuning, Guam 96913
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BOARD OF TRUSTEES

Official Resolution No. 2025-20

"RELATIVE TO THE REAPPOINTMENT OF ACTIVE MEDICAL STAFF PRIVILEGES"

<u>Practitioner</u>	<u>Department</u>	<u>Specialty</u>	<u>Expiration Date</u>
Russel Aubin, DO	Anesthesia	Anesthesia	January 31, 2027
Ruben Arafles, MD	Surgery	Orthopaedic	January 31, 2027
Ann Fenton, MD	Surgery	Urology	January 31, 2027
Hidetaka Kitazono, MD	Medicine	Internal Medicine	January 31, 2027
Bishoy ElBebawy, MD	Medicine	Cardiology	January 31, 2027
Youngho Kim, MD	Medicine	Nephrology	January 31, 2027
John Ray Taitano, MD	Medicine	Internal Medicine	January 31, 2027
Arvind Gupta, MD	Medicine	Internal Medicine	January 31, 2027

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 29, 2025 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 26th DAY OF FEBRUARY, 2025.

Certified by:

Theresa C. Obispo
Chairperson

Attested by:

Sharon J. Davis
Secretary



GUAM MEMORIAL HOSPITAL AUTHORITY

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BOARD OF TRUSTEES

Official Resolution No. 2025-21

“RELATIVE TO THE APPOINTMENT OF PROVISIONAL MEDICAL STAFF PRIVILEGES”

<u>Practitioner</u>	<u>Department</u>	<u>Specialty</u>	<u>Expiration Date</u>
John Hunt, MD	Emergency Room	Emergency Medicine	January 31, 2026
Deidre Anastas, MD	Pediatric	Ped/Cardiology	January 31, 2026
Christopher Canto, MD	Emergency Room	Emergency Medicine	January 31, 2026

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 January 29, 2025 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 26th DAY OF FEBRUARY, 2025.

Certified by:

Theresa C. Obispo
Chairperson

Attested by:

Sharon J. Davis
Secretary



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BOARD OF TRUSTEES
Official Resolution No. 2025-22
“RELATIVE TO THE REAPPOINTMENT OF ACTIVE ASSOCIATE MEDICAL STAFF PRIVILEGES”

<u>Practitioner</u>	<u>Department</u>	<u>Specialty</u>	<u>Expiration Date</u>
Kelvin Santos, MD	Medicine	IM/Telemedicine	January 31, 2027
Nicole Collett, MD	Medicine	IM/Telemedicine	January 31, 2027

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 4.2; and

WHEREAS, the Medical Executive Committee met on January 29, 2025 and the Joint Conference and Professional Affairs Committee recommended approval of Active Associate Medical Staff Membership reappointment for the above listed practitioner; 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 26th DAY OF FEBRUARY, 2025

Certified by:

Theresa C. Obispo
Chairperson

Attested by:

Sharon J. Davis
Secretary



GUAM MEMORIAL HOSPITAL AUTHORITY

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BOARD OF TRUSTEES

Official Resolution No. 2025-23

“RELATIVE TO THE APPOINTMENT OF ACTIVE ASSOCIATE MEDICAL STAFF PRIVILEGES”

<u>Practitioner</u>	<u>Department</u>	<u>Specialty</u>	<u>Expiration Date</u>
Elysia Alvarez, MD	Pediatric	Hematology/Oncology(Teleconsult)	January 31, 2027
Ruben Antony, MD	Pediatric	Hematology/Oncology(Teleconsult)	January 31, 2027
Jong Hee Chung, MD	Pediatric	Hematology/Oncology(Teleconsult)	January 31, 2027
Marcio Halogolowkin MD	Pediatric	Hematology/Oncology(Teleconsult)	January 31, 2027
Arjun Panigrahi, MD	Pediatric	Hematology/Oncology(Teleconsult)	January 31, 2027
Anjali Pawar, MD	Pediatric	Hematology/Oncology(Teleconsult)	January 31, 2027

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 4.2; and

WHEREAS, the Medical Executive Committee met on January 29, 2025 and the Joint Conference and Professional Affairs Committee recommended approval of Active Associate Medical Staff Membership appointment for the above listed practitioner; 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 appoint 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 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 26th DAY OF FEBRUARY, 2025

Certified by:

Theresa C. Obispo
Chairperson

Attested by:

Sharon J. Davis
Secretary



GUAM MEMORIAL HOSPITAL AUTHORITY

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Board of Trustees

Official Resolution No. 2025-24

“RELATIVE TO THE APPOINTMENT OF PROVISIONAL ALLIED HEALTH PROFESSIONAL STAFF PRIVILEGES”

<u>Practitioner</u>	<u>Department</u>	<u>Specialty</u>	<u>Expiration Date</u>
Meghan Burns, PA-C	Emergency Room (Urgent Care/Fast Track)	Physician Assistant Certified	January 31, 2026

WHEREAS, the above listed practitioners met the basic requirements for Allied Health Professional Staff Membership as determined by the appropriate Medical Staff Departments and Committees pursuant to the GMHA Medical Staff Bylaws, Article VII, Section 7.2; and

WHEREAS, the Medical Executive Committee met on January 29, 2025 and the Joint Conference and Professional Affairs Committee recommended approval of Provisional Allied Health Staff Membership appointment for the above listed practitioner; and

WHEREAS, all appointments to Provisional Allied Health Professional 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 Allied Health Professional 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 26th DAY OF FEBRUARY, 2025.

Certified by:

Theresa C. Obispo
Chairperson

Attested by:

Sharon J. Davis
Secretary



GUAM MEMORIAL HOSPITAL AUTHORITY

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Board of Trustees
Official Resolution No. 2025-25
**“RELATIVE TO THE REAPPOINTMENT OF FULL ALLIED HEALTH
PROFESSIONAL STAFF PRIVILEGES”**

<u>Practitioner</u>	<u>Department</u>	<u>Specialty</u>	<u>Expiration Date</u>
Sangwook Kang, CRNA	Anesthesia	Certified Registered Nurse Anesthetist	January 31, 2027

WHEREAS, the above listed practitioners met the basic requirements for Allied Health Professional Staff Membership as determined by the appropriate Medical Staff Departments and Committees pursuant to the GMHA Medical Staff Bylaws, Article VII, Section 7.2; and

WHEREAS, the Medical Executive Committee met on January 29, 2025 and the Joint Conference and Professional Affairs Committee recommended approval of Full Allied Health Staff Membership reappointment for the above listed practitioner; and

WHEREAS, all reappointments to Full Allied Health Professional 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 Full Allied Health Professional 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 26th DAY OF FEBRUARY, 2025.

Certified by:


Theresa C. Obispo
Chairperson

Attested by:


Sharon J. Davis
Secretary



GUAM MEMORIAL HOSPITAL AUTHORITY

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Board of Trustees

Official Resolution No. 2025-26

“RELATIVE TO APPROVE POLICY #A-MS500 MEDICAL STAFF CASE REVIEW”

WHEREAS, the Credentials Committee and the Medical Executive Committee, had reviewed the Medical Staff Policy # A-MS500, and

WHEREAS, as a result of the review of the Medical Staff Policy # A-MS500 Medical Staff Case Review, and

WHEREAS, the Medical Executive Committee met on January 29, 2025 and the Joint Conference and Professional Affairs Committee recommends the approval of Policy # A-MS500 Medical Staff Case Review; now, therefore be it

RESOLVED, that the Board of Trustees accepts and approves; the Joint Conference and Professional Affairs subcommittee's recommendation; 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 26th DAY OF FEBRUARY, 2025.

Certified by:

Theresa C. Obispo
Chairperson

Attested by:

Sharon J. Davis
Secretary



GUAM MEMORIAL HOSPITAL AUTHORITY

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Board of Trustees
Official Resolution No. 2025-27
“RELATIVE TO APPROVE REVISIONS TO THE SURGERY DEPARTMENT RULES
AND REGULATIONS”

WHEREAS, the Credentials Committee and the Medical Executive Committee, had reviewed the Medical Staff Surgery Department Rules and Regulations, and

WHEREAS, as a result of the review proposed revisions to the Medical Staff Surgery Department Rules and Regulations to include Section IX: Operating Room Committee, and

WHEREAS, the Medical Executive Committee met on January 29, 2025 and the Joint Conference and Professional Affairs Committee recommends approval of the Medical Staff Surgery Department Rules and Regulations; now, therefore be it

RESOLVED, that the Board of Trustees accepts and approves; the Joint Conference and Professional Affairs subcommittee’s recommendation; 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 26th DAY OF FEBRUARY, 2025.

Certified by:

Theresa C. Obispo
Chairperson

Attested by:

Sharon J. Davis
Secretary

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

Guam Memorial Hospital Authority

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

**2024 ACTIVE SHOOTER/HOSTAGE SITUATION
Tabletop Exercise (TTX)**

Prepared by
Planning Department

Prepared for

GUAM MEMORIAL HOSPITAL (GMH)

Event Date:
December 6, 2024

Report Date:
December 12, 2024

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

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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) ACTIVE SHOOTER/HOSTAGE SITUATION Tabletop Exercise (TTX)
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:

Therese Paula Pelayo, MBA, MSML
Hospital Chief Planner
Guam Memorial Hospital Authority
850 Governor Carlos G. Camacho Road
Tamuning, GU 96913
(671) 647-2448
therese.pelayo@gmha.org

Points of Contact:

Rizaldy Tugade, PE
Associate Administrator of Operations (AAO)
Guam Memorial Hospital Authority
850 Governor Carlos G. Camacho Road
Tamuning, GU 96913
(671) 647-2935
zaldy.tugade@gmha.org

Rodalyn Gerardo, CPA, CIA, CGFM, CGAP, CGMA, CICA
Deputy Assistant Administrator of Operations
Guam Memorial Hospital Authority
850 Governor Carlos G. Camacho Road
Tamuning, GU 96913
(671) 648-6713
rodalyn.gerardo@gmha.org

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

INTRODUCTION

The Tabletop Exercise (TTX) was conducted on December 6, 2024, to assess the effectiveness of our emergency response procedures in the event of an active shooter/hostage situation. This report provides a detailed overview of the exercise, highlights strengths and areas for improvement, and outlines an Improvement Plan (IP) to address identified gaps.

Led by the Planning Department, the TTX simulated an active shooter/hostage scenario in which a distressed individual armed with a firearm took a hostage within the hospital. The exercise tested the emergency response capabilities of GMHA personnel and external partners, including members of the Healthcare Preparedness Program (HPP). Key participants included representatives from Safety & Security, the Fiscal Division, Communications, and other essential departments.

The primary objectives of the exercise were to:

1. Evaluate the activation and implementation of the Emergency Operations Plan (EOP).
2. Assess security procedures and access control measures.
3. Test staff response to an active shooter scenario.
4. Evaluate emergency procedures and lockdown protocols.
5. Coordinate emergency response with law enforcement.
6. Review post-incident response and recovery processes.

This exercise provided a comprehensive evaluation of GMH's preparedness for an active shooter/hostage situation, identifying effective practices and opportunities for improvement within our emergency response framework.

SECTION 1: EXERCISE OVERVIEW

Exercise/Event Name: GMH Active Shooter/Hostage Situation TTX

Exercise/Event Start Date: December 6, 2024

Exercise/Event End Date: December 6, 2024

Duration: One (1) day

Focus Area(s): Protection and Response

Type of Exercise/Event Completed:

Discussion-Based Exercise

☐Seminar ☐Workshop ☒Tabletop ☐Games

Operations-Based Exercise

☐Drill ☐Full-Scale Exercise ☐Functional Exercise

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

Emergency Event

☐ Event

Planning

The Emergency Management Plan (EMP), approved in November 2022, establishes a structured framework for mitigation, preparation, response, and recovery for a range of disasters and emergencies. This comprehensive “all-hazards” approach ensures GMHA is prepared to respond effectively to critical incidents, including active shooter and hostage situations. The EMP encompasses both Guam Memorial Hospital (GMH) and associated facilities.

Key components of the Emergency Preparedness Manual include the Emergency Operations Plan (EOP), the Security Incident Plan, and the Active Shooter Response Plan. These plans outline procedures for identifying, responding to, and recovering from security threats within the healthcare environment. Activation of these plans occurs when a potential or actual active shooter/hostage situation is identified, ensuring a coordinated and timely response.

In preparation for this TTX, the Planning Department coordinated with internal departments, stakeholders, and leadership. Planning efforts focused on scenario development, identification of roles and responsibilities, and establishing clear objectives for the exercise. These objectives included testing communication protocols, security procedures, access control measures, staff response, and coordination with external stakeholders.

The structured planning process ensured the exercise effectively evaluated GMHA’s ability to respond to an active shooter/hostage incident and provided valuable insights for enhancing emergency preparedness and response capabilities.

ANALYSIS OF CAPABILITIES

Guam Memorial Hospital Authority

(a) **Emergency Operations Plan (EOP) Activation:** Activate and implement the Emergency Operations Plan promptly and effectively, ensuring staff understand their roles and responsibilities. Focus on streamlining communication channels to facilitate rapid notification and response across all departments.

(b) **Security Procedures and Access Control:** Enforce security measures and access control protocols to safeguard patients, staff, and facilities during emergencies. Prioritize securing all entry, exit points, and ensure non-security staff are trained to support access control when necessary.

(c) **Active Shooter Response:** Implement and test active shooter response procedures, ensuring staff adhere to the “Run, Hide, Fight” protocol. Conduct regular scenario-based training to reinforce appropriate response actions, and clearly mark evacuation routes and safe zones.

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

(d) **Lockdown Protocols:** Develop and implement clear lockdown procedures for both partial and full lockdown scenarios. Ensure all departments understand the criteria for initiating lockdowns and have the necessary physical security measures in place to protect against threats.

(e) **Coordination with Law Enforcement:** Strengthen coordination with law enforcement agencies by designating liaison officers and conducting joint training exercises. Ensure efficient communication and collaboration during emergency incidents to manage security threats effectively.

(f) **Post-Incident Response and Recovery:** Facilitate post-incident debriefings and recovery processes, focusing on damage assessment, documentation, and emotional support services for staff and patients. Develop standardized templates for incident documentation and ensure access to mental health resources.

SECTION 2: EXERCISE/EVENT DESIGN SUMMARY

Exercise Purpose

The purpose of this TTX was to evaluate GMHA's preparedness for a security threat or active shooter scenario. The exercise will assess the activation of the Emergency Operations Plan (EOP), security measures, staff response to active shooter protocols, and lockdown procedures. It will also review coordination with law enforcement and post-incident recovery efforts. The goal is to identify gaps and improve GMHA's emergency response capabilities.

Exercise Design

The TTX was structured to simulate a high-impact security threat scenario, testing GMHA's emergency response procedures and coordination efforts. The scenario involves an active shooter incident within the hospital premises, requiring rapid activation of emergency protocols, staff response, and coordination with law enforcement agencies.

Scenario Details:

Date: December 6, 2024

Location: Guam Memorial Hospital (GMH)

Incident: Active shooter threat on hospital grounds

Key Components:

Activation and Implementation: Evaluate GMHA's ability to activate and implement the Emergency Operations Plan (EOP) in response to an active shooter scenario, ensuring timely communication and clear role assignments.

Security and Access Control: Assess the effectiveness of security measures and access control procedures to safeguard hospital facilities, patients, and staff during the incident.

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

Staff Response: Validate staff response to active shooter protocols, including evacuation, shelter-in-place, and adherence to the “Run, Hide, Fight” strategy.

Communication Systems: Test the effectiveness of internal and external communication systems to ensure timely information flow and coordination with law enforcement and emergency response partners.

Lockdown Procedures: Evaluate the efficiency of initiating partial and full lockdowns to mitigate risks and protect hospital occupants.

Coordination with Law Enforcement: Assess GMHA’s ability to coordinate response efforts with law enforcement agencies and other emergency responders to manage the threat effectively.

Evaluation:

The Planning Department staff documented actions, decisions, and coordination efforts throughout the exercise to identify strengths, challenges, and opportunities for improvement. The feedback gathered will be utilized to refine and enhance GMHA’s emergency response framework and overall preparedness for active shooter or hostage situation events.

OBJECTIVES AND CAPABILITIES

Command and Control Capabilities:

Objective No. 1 – Effective Activation of EOP: Ensure efficient activation and implementation of GMHA’s EOP to address the incident

- Activate the EOP: Promptly initiate actions according to the EOP to address immediate needs.
- Deploy Command Center (as necessary): Activate GMHA’s Command Center to manage response efforts and ensure communication with key stakeholders.
- Establish GMHA’s Hospital Incident Command Structure: Implement ICS for clear command and control across internal and external teams.

Operational Response Capabilities:

Objective No. 2 – Security Procedures and Access Control: Assess and ensure effective security and access control procedures during the incident.

- Implement Access Control Measures: Activate security measures to prevent unauthorized access to critical areas.
- Monitor Perimeter Security: Ensure effective monitoring and control of access points to secure hospital grounds.

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

- **Coordinate Security Personnel:** Deploy hospital security teams to enforce access restrictions and protect staff and patients.

Objective No. 3 – Staff Response to Active Shooter Scenario: Test staff readiness and response to an active shooter scenario to ensure swift and coordinated actions.

- **Activate Active Shooter Protocols:** Initiate hospital-wide active shooter protocols, including evacuation and lockdown procedures.
- **Direct Staff to Safety:** Ensure staff follow proper evacuation or shelter-in-place procedures based on the situation.
- **Provide Medical Response:** Ensure medical teams are deployed to triage and treat casualties swiftly.

Response and Action Capabilities:

Objective No. 4 – Emergency Procedures and Lockdown Protocols: Evaluate the hospital's ability to implement and sustain lockdown procedures and emergency protocols.

- **Activate Lockdown Procedures:** Quickly implement lockdown protocols to secure all hospital areas and protect patients and staff.
- **Coordinate Staff and Resources:** Ensure effective communication and coordination with staff during the lockdown to maintain control and safety.
- **Assess Lockdown Outcomes:** Evaluate the success and efficiency of the lockdown procedures in mitigating the threat and ensuring security.

Coordination and Communication Capabilities:

Objective No. 5 – Coordination with Law Enforcement: Facilitate seamless coordination and communication with law enforcement agencies during the incident.

- **Establish Communication with Law Enforcement:** Ensure ongoing and clear communication with law enforcement to align response efforts.
- **Support Joint Command Operations:** Collaborate on the establishment of a unified command to manage the security incident.
- **Coordinate Law Enforcement Actions:** Work with law enforcement to ensure proper control of the situation and response integration.

Recovery and Evaluation Capabilities:

Objective No. 6 – Post-Incident Recovery: Review and facilitate the post-incident recovery process to restore normal operations.

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

- **Conduct Incident Debriefing:** Review incident outcomes, challenges, and responses to identify areas for improvement.
- **Support Staff and Patient Recovery:** Provide emotional support services and assist with debriefings for staff and patients affected by the incident.
- **Restore Operations:** Ensure the hospital resumes normal operations as quickly as possible, restoring care and services to patients.

SIMULATED SCENARIO SUMMARY

At 10:00 AM on December 6, 2024, a male individual gained unauthorized access to the hospital through the doctor's parking entrance. He proceeded to the billing department, where he became agitated after a dispute regarding his tax refund. Raising his voice, he demanded to speak with the person in charge. The situation escalated into a security disturbance, prompting a Code 60 response. The individual then pulled out a firearm, threatening staff and demanding the return of his tax refund. The suspect took one staff member hostage, further escalating the situation.

The participating departments at GMHA were given the opportunity to discuss their roles and responsibilities in response to the incident, analyzing the actions they would take as the situation unfolded. Each department worked to understand how their specific duties contributed to the overall response, with a focus on interdepartmental coordination and communication.

Special attention was given to several key departments. Safety and Security played a central role in managing the initial breach and responding to the threat. Security personnel outlined their procedures for assessing the threat, notifying law enforcement, securing the building, and ensuring the safety of staff, patients, and visitors. They also reviewed protocols for handling active shooter situations and maintaining situational awareness. The Leadership team discussed their role in overseeing the overall response, including activating the Emergency Operations Plan (EOP), establishing an Incident Command, and ensuring communication across departments. They emphasized the need for timely decision-making, resource allocation, and maintaining effective coordination with external agencies.

The Billing Department, being the initial point of conflict, explored how to manage interactions with the agitated individual, including de-escalation techniques and collaboration with security to ensure safety. They also examined how to manage such a scenario if it escalated further and their role in working with leadership to protect staff and patients. The Public Information Officer (PIO) focused on internal and external communication strategies, discussing how to manage public messaging and media inquiries. The Communication Center's role was critical in alerting the entire facility to the unfolding incident. They were responsible for announcing the active shooter code through the hospital intercom system, ensuring that staff, patients, and visitors were quickly made aware of the situation. Additionally, the Communication Center was tasked with calling 911 to report the incident and request law enforcement assistance, coordinating the initial steps in the emergency response.

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

The rest of the participating departments discussed how they would implement the “Run, Hide, Fight” protocol, emphasizing the importance of preparing staff and patients for a potential active shooter situation. These departments reviewed the actions they would take if the situation escalated, with a focus on ensuring the safety of everyone in the facility.

HOTWASH SUMMARY

A hotwash was conducted immediately following the tabletop exercise (TTX), providing all participants an opportunity to share their immediate reactions, identify what went well, and highlight areas for improvement. During the hotwash, open discussions allowed for valuable insights from each department and individual involved. Additionally, a feedback form was distributed to all participants to gather further input. All feedback from both the hotwash and feedback forms were thoroughly reviewed and considered in the development of the improvement plan, ensuring that the lessons learned were incorporated into future preparedness efforts.

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, evaluation reports, and feedback from the hotwash following the active shooter/hostage situation TTX. This IP aims to enhance GMHA's response plans to ensure a more effective and efficient response to future active shooter/hostage situation.

Capability	Issue/Area for Improvement	Corrective Action	Primary Responsible Organization	Start Date	Completion Date
Command and Control Capabilities	(a) Clarify IC Activation Requirement	(a) Revise policy related to activation of IC during an active shooter/hostage situation	(a) Planning Department		
Operational Response Capabilities	(a) There is no clearly defined or implemented single-entry point for GMHA employees, which could enhance security measures. (b) The messaging regarding staff response during an active shooter/hostage situation is unclear, potentially causing confusion and delayed action during such incidents.	(a) Prepare circular related to implementing one point of entry or update the policy if there is any (b) Update Code Black Policy with appropriate response and provide training to ALL GMHA staff.	(a) Safety and Security (b) EOCC led by Safety and Security	12/7/2024	1/13/2025
Response and Action Capabilities	(a) The Code Black announcement and associated language outlined in the Active	(a) Replace Code Black policy with Active Threat Policy	(a) EOCC led by Safety and Security		

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

	Shooter/Hostage Situation Policy are outdated and may not align with current best practices or standards for emergency communication.				
Recovery and Evaluation Capabilities	(a) There is currently no structured Staff Recovery Program or similar initiative in place to provide emotional support services to employees following traumatic events.	(a) Establish a Staff Recovery Program or similar initiative to support employees following a traumatic event	(a) Human Resources		
Additional Improvement Plan	(a) CPI training remains largely focused on nursing staff, with a need to expand training to customer-facing departments	(a) Assess training needs and develop a training schedule to implement.	(a) Nursing Admin		

Health Care Provider After Action Report/Improvement Plan (AAR/IP)**APPENDIX A: GMHA EXERCISE EVENTS SUMMARY TABLE**

Event	Date	Location
Initial Planning Meeting (Planning Department)	August 6, 2024	Planning Office
Development of Active Shooter Training	September 30, 2024	Not Applicable
Mid Planning Meeting with Leadership	November 5, 2024	Zoom
Release of Active Shooter Training for all GMHA Staff through MCN	November 15, 2024	Not Applicable
Final Planning Meeting (Planning Department)	November 29, 2024	Planning Office
Tabletop Exercise, Hotwash, & Debrief	December 6, 2024	Education Classroom

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

Guam Memorial Hospital Authority

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

**2024 SNF HOSTAGE SITUATION
Tabletop Exercise (TTX)**

Prepared by
Planning Department

Prepared for

SKILLED NURSING FACILITY (SNF)

Event Date:
December 10, 2024

Report Date:
December 30, 2024

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) HOSTAGE SITUATION Tabletop Exercise (TTX)
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:

Debbie C. Domingo
Hospital Planning Specialist III
Guam Memorial Hospital Authority
850 Governor Carlos G. Camacho Road
Tamuning, GU 96913
(671) 647-2208 ext. 120
debbie.domingo@gmha.org

Points of Contact:

Rizaldy Tugade, PE
Associate Administrator of Operations (AAO)
Guam Memorial Hospital Authority
850 Governor Carlos G. Camacho Road
Tamuning, GU 96913
(671) 647-2935
zaldy.tugade@gmha.org

Rodalyn Gerardo, CPA, CIA, CGFM, CGAP, CGMA, CICA
Deputy Assistant Administrator of Operations
Guam Memorial Hospital Authority
850 Governor Carlos G. Camacho Road
Tamuning, GU 96913
(671) 648-6713
rodalyn.gerardo@gmha.org

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

INTRODUCTION

The Tabletop Exercise (TTX) was conducted on December 10, 2024, to assess the effectiveness of our emergency response procedures in the event of a hostage situation. This report provides a detailed overview of the exercise, highlights strengths and areas for improvement, and outlines an Improvement Plan (IP) to address identified gaps.

Led by the Planning Department, the TTX simulated a hostage-taking scenario involving a distressed individual who, upset over restricted visitation policies, escalated the situation by taking a staff nurse hostage while demanding the immediate restoration of visitation privileges. The exercise tested the emergency response capabilities of GMH personnel and external partners, including members of the Healthcare Preparedness Program (HPP). Key participants included representatives from Safety & Security, SNF Administrator, Social Services and other essential departments.

The primary objectives of the exercise were to:

1. Evaluate the activation and implementation of the Emergency Operations Plan (EOP).
2. Assess security procedures and access control measures.
3. Test staff response to a hostage situation.
4. Evaluate emergency procedures and lockdown protocols.
5. Coordinate emergency response with law enforcement.
6. Review post-incident response and recovery processes.

This exercise provided a comprehensive evaluation of SNF's preparedness for a hostage situation, identifying effective practices and opportunities for improvement within our emergency response framework.

SECTION 1: EXERCISE OVERVIEW

Exercise/Event Name: SNF Hostage Situation TTX

Exercise/Event Start Date: December 10, 2024

Exercise/Event End Date: December 10, 2024

Duration: One (1) day

Focus Area(s): Protection and Response

Type of Exercise/Event Completed:

Discussion-Based Exercise

☐ Seminar ☐ Workshop ☒ Tabletop ☐ Games

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

Operations-Based Exercise

☐ Drill ☐ Full-Scale Exercise ☐ Functional Exercise

Emergency Event

☐ Event

Planning

The Emergency Management Plan (EMP), approved in November 2022, establishes a structured framework for mitigation, preparation, response, and recovery for a range of disasters and emergencies. This comprehensive “*all-hazards*” approach ensures GMHA is prepared to respond effectively to critical incidents, including active shooter and hostage situations. The EMP encompasses both Guam Memorial Hospital (GMH) and associated facilities.

Key components of the Emergency Preparedness Manual include the Emergency Operations Plan (EOP), the Security Incident Plan, and the Hostage Situation Response Plan. These plans outline procedures for identifying, responding to, and recovering from security threats within the healthcare environment. Activation of these plans occurs when a potential or actual active shooter/hostage situation is identified, ensuring a coordinated and timely response.

In preparation for this TTX, the Planning Department coordinated with internal departments, stakeholders, and leadership. Planning efforts focused on scenario development, identification of roles and responsibilities, and establishing clear objectives for the exercise. These objectives included testing communication protocols, security procedures, access control measures, staff response, and coordination with external stakeholders.

The structured planning process ensured the exercise effectively evaluated SNF’s ability to respond to an active shooter/hostage incident and provided valuable insights for enhancing emergency preparedness and response capabilities.

ANALYSIS OF CAPABILITIES

Guam Memorial Hospital Authority

(a) Emergency Operations Plan (EOP) Activation: Activate and implement the Emergency Operations Plan promptly and effectively, ensuring staff understand their roles and responsibilities. Focus on streamlining communication channels to facilitate rapid notification and response across all departments.

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

(b) **Security Procedures and Access Control:** Enforce security measures and access control protocols to safeguard patients, staff, and facilities during emergencies. Prioritize securing all entry, exit points, and ensure non-security staff are trained to support access control when necessary.

(c) **Hostage Situation Response:** Implement and test hostage situation response procedures, ensuring staff adhere to an evacuation protocol. Conduct regular scenario-based training to reinforce appropriate response actions, and clearly mark evacuation routes and safe zones.

(d) **Lockdown Protocols:** Develop and implement clear lockdown procedures for both partial and full lockdown scenarios. Ensure all departments understand the criteria for initiating lockdowns and have the necessary physical security measures in place to protect against threats.

(e) **Coordination with Law Enforcement:** Strengthen coordination with law enforcement agencies by designating liaison officers and conducting joint training exercises. Ensure efficient communication and collaboration during emergency incidents to manage security threats effectively.

(f) **Post-Incident Response and Recovery:** Facilitate post-incident debriefings and recovery processes, focusing on damage assessment, documentation, and emotional support services for staff and patients. Develop standardized templates for incident documentation and ensure access to mental health resources.

SECTION 2: EXERCISE/EVENT DESIGN SUMMARY

Exercise Purpose

The purpose of this TTX was to evaluate SNF's preparedness for a security threat or hostage-taking scenario. The exercise will assess the activation of the Emergency Operations Plan (EOP), security measures, staff response to hostage situation protocols, and lockdown procedures. It will also review coordination with law enforcement and post-incident recovery efforts. The goal is to identify gaps and improve SNF's emergency response capabilities.

Exercise Design

The TTX was structured to simulate a high-impact security threat scenario, testing SNF's emergency response procedures and coordination efforts. The scenario involves a hostage situation within the facility, requiring rapid activation of emergency protocols, staff response, and coordination with law enforcement agencies.

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

Scenario Details:

Date: December 10, 2024

Location: Skilled Nursing Facility (SNF)

Incident: Hostage situation on facility grounds

Key Components:

Activation and Implementation: Evaluate SNF's ability to activate and implement the Emergency Operations Plan (EOP) in response to an active shooter scenario, ensuring timely communication and clear role assignments.

Security and Access Control: Assess the effectiveness of security measures and access control procedures to safeguard hospital facilities, patients, and staff during the incident.

Staff Response: Validate staff response to hostage situation protocols, including evacuation, shelter-in-place, and adherence to de-escalating the situation.

Communication Systems: Test the effectiveness of internal and external communication systems to ensure timely information flow and coordination with law enforcement and emergency response partners.

Lockdown Procedures: Evaluate the efficiency of initiating partial and full lockdowns to mitigate risks and protect hospital occupants.

Coordination with Law Enforcement: Assess SNF's ability to coordinate response efforts with law enforcement agencies and other emergency responders to manage the threat effectively.

Evaluation:

The Planning Department staff documented actions, decisions, and coordination efforts throughout the exercise to identify strengths, challenges, and opportunities for improvement. The feedback gathered will be utilized to refine and enhance SNF's emergency response framework and overall preparedness for active shooter or hostage situation events.

OBJECTIVES AND CAPABILITIES

Command and Control Capabilities:

Objective No. 1 – Effective Activation of EOP: Ensure efficient activation and implementation of SNF's EOP to address the incident

- Activate the EOP: Promptly initiate actions according to the EOP to address immediate needs.

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

- Deploy Command Center (as necessary): Activate SNF's Command Center to manage response efforts and ensure communication with key stakeholders.
- Establish SNF's Incident Command Structure: Implement ICS for clear command and control across internal and external teams.

Operational Response Capabilities:

Objective No. 2 – Security Procedures and Access Control: Assess and ensure effective security and access control procedures during the incident.

- Implement Access Control Measures: Activate security measures to prevent unauthorized access to critical areas.
- Monitor Perimeter Security: Ensure effective monitoring and control of access points to secure hospital grounds.
- Coordinate Security Personnel: Deploy facility security teams to enforce access restrictions and protect staff and patients.

Objective No. 3 – Staff Response to Hostage Situation Scenario: Test staff readiness and response to an active shooter scenario to ensure swift and coordinated actions.

- Activate Hostage Situation Protocols: Initiate specific SNF protocols, including evacuation and lockdown procedures.
- Direct Staff to Safety: Ensure staff follow proper evacuation or shelter-in-place procedures based on the situation.
- Provide Medical Response: Ensure medical teams are deployed to triage and treat casualties swiftly.

Response and Action Capabilities:

Objective No. 4 – Emergency Procedures and Lockdown Protocols: Evaluate the facility's ability to implement and sustain lockdown procedures and emergency protocols.

- Activate Lockdown Procedures: Quickly implement lockdown protocols to secure all hospital areas and protect patients and staff.
- Coordinate Staff and Resources: Ensure effective communication and coordination with staff during the lockdown to maintain control and safety.
- Assess Lockdown Outcomes: Evaluate the success and efficiency of the lockdown procedures in mitigating the threat and ensuring security.

Coordination and Communication Capabilities:

Objective No. 5 – Coordination with Law Enforcement: Facilitate seamless coordination and communication with law enforcement agencies during the incident.

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

- **Establish Communication with Law Enforcement:** Ensure ongoing and clear communication with law enforcement to align response efforts.
- **Support Joint Command Operations:** Collaborate on the establishment of a unified command to manage the security incident.
- **Coordinate Law Enforcement Actions:** Work with law enforcement to ensure proper control of the situation and response integration.

Recovery and Evaluation Capabilities:

Objective No. 6 – Post-Incident Recovery: Review and facilitate the post-incident recovery process to restore normal operations.

- **Conduct Incident Debriefing:** Review incident outcomes, challenges, and responses to identify areas for improvement.
- **Support Staff and Patient Recovery:** Provide emotional support services and assist with debriefings for staff and patients affected by the incident.
- **Restore Operations:** Ensure the hospital resumes normal operations as quickly as possible, restoring care and services to patients.

SIMULATED SCENARIO SUMMARY

On December 10, at 10:30 AM, a previously banned visitor gained unauthorized access the SNF in Barrigada Heights, bypassing security protocols to enter a restricted patient care area. This individual, resentful of his past prohibition due to disruptive behavior, sought to confront staff. Armed with a knife and visibly agitated, he took a nurse hostage to demand the restoration of his visitation privileges.

As tensions rose, the visitor emotionally expressed his frustrations about being separated from a family member, insisting he would not release the hostage until his demands were met. With the threat of harm clear, hospital staff faced the urgent task of ensuring the hostage's safety while trying to de-escalate the situation.

The participating departments at SNF were given the opportunity to discuss their roles and responsibilities in response to the incident, analyzing the actions they would take as the situation unfolded. Each department worked to understand how their specific duties contributed to the overall response, with a focus on interdepartmental coordination and communication.

Overall, the departments reached a general consensus on the instinctive response to prioritize evacuation by seeking the nearest safe route and exiting the building, if feasible within their respective areas. When evacuation is not an option, the recommended course of action is to barricade doors or take shelter in a secure location.

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

In the context of the specific hostage scenario, it was agreed that the primary responsibility would fall under the Safety and Security team. Their approach would focus on attempting to de-escalate the situation with the individual while simultaneously initiating an immediate lockdown of the facility to ensure the safety of all occupants.

Safety and Security played a pivotal role in managing the initial breach and addressing the threat. Security personnel detailed their procedures for threat assessment, isolating the hostage situation, notifying law enforcement, securing the facility, and safeguarding staff, patients, and visitors. They also reviewed existing protocols for handling hostage scenarios and emphasized the importance of maintaining situational awareness throughout the incident.

Recognizing the unique challenges posed by active threats like hostage situations, they highlighted the need for a dedicated policy tailored to such cases. Given the facility's reliance on separate protocols, they stressed the importance of timely decision-making, effective coordination with external agencies, and efficient resource allocation to enhance preparedness and response in future incidents.

HOTWASH SUMMARY

A hotwash was conducted immediately following the tabletop exercise (TTX), providing all participants an opportunity to share their immediate reactions, identify what went well, and highlight areas for improvement. During the hotwash, open discussions allowed for valuable insights from each department and individual involved. Additionally, a feedback form was distributed to all participants to gather further input. All feedback from both the hotwash and feedback forms were thoroughly reviewed and considered in the development of the improvement plan, ensuring that the lessons learned were incorporated into future preparedness efforts.

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

SECTION 3: IMPROVEMENT PLAN

This Improvement Plan (IP) has been developed specifically for SNF to address necessary improvements based on the summarized information within this AAR. The AAR's findings are derived from incident feedback, evaluation reports, and feedback from the hotwash following the hostage situation TTX. This IP aims to enhance SNF's response plans to ensure a more effective and efficient response to future active shooter/hostage situation.

Capability	Issue/Area for Improvement	Corrective Action	Primary Responsible Organization	Start Date	Completion Date
Operational Response Capabilities	(a) There are multiple entry points with no access control identified (b) The messaging regarding staff response during an active shooter/hostage situation is unclear, potentially causing confusion and delayed action during such incidents.	(a) Prepare circular related to implementing one point of entry and/or improve access control for the facility. (b) Update Code Black Policy with appropriate response and provide training to ALL GMHA staff.	(a) EOCC (b) EOCC led by Safety and Security		
Response and Action Capabilities	(a) The Code Black announcement and associated language outlined in the Active Shooter/Hostage Situation Policy are outdated and may not align with current best practices or standards for emergency communication.	(a) Replace Code Black policy with Active Threat Policy	(a) EOCC led by Safety and Security		

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

Recovery and Evaluation Capabilities	(a) There is currently no structured Staff Recovery Program or similar initiative in place to provide emotional support services to employees following traumatic events.	(a) Establish a Staff Recovery Program or similar initiative to support employees following a traumatic event	(a) Human Resources		
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Health Care Provider After Action Report/Improvement Plan (AAR/IP)**APPENDIX A: SNF EXERCISE EVENTS SUMMARY TABLE**

Event	Date	Location
Initial Planning Meeting (Planning Department)	August 6, 2024	Planning Office
Development of Active Shooter Training	September 30, 2024	Not Applicable
Mid Planning Meeting with Leadership	November 14, 2024	Zoom
Release of Active Shooter Training for all GMHA Staff through MCN	November 15, 2024	Not Applicable
Final Planning Meeting (Planning Department)	November 29, 2024	Planning Office
Tabletop Exercise, Hotwash, & Debrief	December 10, 2024	SNF Conference Room



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



March 18, 2025

VIA ELECTRONIC MAIL

Honorable Lourdes A. Leon Guerrero

I Maga'hågan Guåhan

Ricardo J. Bordallo Governor's Complex

Adelup, GU 96910

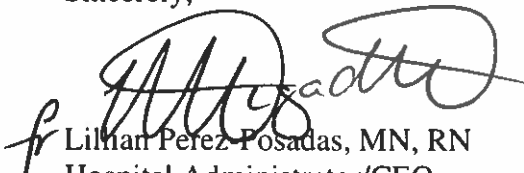
RE: Reporting Requirements for Boards and Commissions

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 26, 2025 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,


Lilian Perez Posadas, MN, RN
Hospital Administrator/CEO



GUAM MEMORIAL HOSPITAL AUTHORITY

ATURIDĀT ESPETĀT MIMURIĀT GUĀHĀN

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



March 18, 2025

VIA ELECTRONIC MAIL

Honorable Frank Blas Jr.

Speaker of I Mina'trentai Ocho Na Liheslaturan Guåhan

163 Chalan Santo Papa

Hagåtña, GU 96910

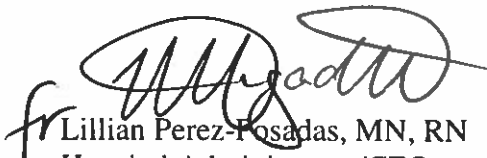
RE: Reporting Requirements for Boards and Commissions

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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 26, 2025 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,


fr Lillian Perez-Posadas, MN, RN
Hospital Administrator/CEO



GUAM MEMORIAL HOSPITAL AUTHORITY

ATURIDÁT ESPETÁT MIMURIÁT GUÅHÑ

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



March 5, 2025

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 26, 2025 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,



Lillian Perez-Posadas, RN, MN
Hospital Administrator/CEO