



Board of Trustees Meeting
Regular Meeting
September 28th, 2023
Minutes
10:00 am

Members Present:

Rod Waeckerlin, *President*
Mark Kostovny, *Vice President*
Jerry Steele, *Secretary*
Gary Goergen, *Treasurer*
Lisa Engstrom, *Member*

Administration:

Rex Walk, *Interim Chief Executive Officer*
Wayne Colson, *Interim Chief Financial Officer*
Suzette Duhre, *Ovation Healthcare*
Alexis Martinez, *Executive Assistant*

Guests:

Abbi Forwood, *Legal Counsel (via zoom)*
Brent Kaufman, *Fremont Therapy Group*
Lori Ridgeway, *Fremont Therapy Group*
Emily Weber, *Director of Revenue Cycle*
Marianne Maisano, *Amplify*
Veronica Lynch, *Amplify*
Jan Gulbrandson, *Director of Ancillary Services*
Caroline Ramirez, *EVS Supervisor*
EVS Staff Members
Christina Baugh, *Director of Quality, Compliance/Risk and Infection Control*
Jessica Seldomridge, *Director of Nursing (Outpatient Services)*
Daniel Starr, *Emergency Department Manager*
Stephanie Hinkle, *Director of Marketing and Communications*
Keishah Edwards, *Human Resources Manager*
Dr. Duane Abels, *Medical Executive Chairman*
Dr. Gary Mikesell, *Chief of Staff*

Rod Waeckerlin, President, called the Memorial Hospital of Carbon County Board of Trustees meeting to order at 10:04 AM. The Pledge of Allegiance and a moment of silence followed.

Approval of Agenda:

Lisa Engstrom made a motion, and Jerry Steele seconded the motion to approve the agenda as presented. Motion carried unanimously.

Approval of Consent Agenda:

Mark Kostovny made a motion, and Lisa Engstrom seconded the motion to approve the agenda as presented. Motion carried unanimously.

Approval of Board of Trustees Open Session Minutes from August 24th, 2023:

Lisa Engstrom made a motion, and Jerry Steele seconded the motion to accept the minutes from the regular meeting on August 24th, 2023 as presented. Motion carried unanimously.

Employee Recognition Presented by Rod Waeckerlin, *Board of Trustees President*:

President Waeckerlin recognized Shawyna Stewart, as the September Employee of the Month. Mr. Waeckerlin and MHCC congratulated Ms. Stewart for her for a job well done.

Welcome Guests:

President Waeckerlin and Mr. Walk introduced guests from Fremont Therapy Group, Brent Kaufman and Lori Ridgeway. Ms. Suzette Duhe was also introduced from Ovation Healthcare.

Department Report Presented by Caroline and Ramirez and Stephanie Hinkle:

Ms. Ramirez, EVS Supervisor introduces herself and her staff members introduce themselves to the members of the Board of Trustees. The Board of Trustees introduce themselves to the EVS team. President Waeckerlin, Mr. Goergen, and Dr. Abels give thanks to the EVS Department for all of their hard work that they accomplish on a daily basis and ensuring cleanliness around the hospital. Ms. Hinkle explains that as the new Administration lead for the EVS Department, she has prepared a 90 day plan for the team that they have started working on to reach a variety of goals. The Board of Trustees thanks the EVS Team again before dismissal.

Fremont Therapy Group Presentation Presented by Brent Kaufman and Lori Ridgeway:

Mr. Kaufman and Ms. Ridgeway introduce themselves to the Board of Trustees. Fremont Therapy Group is a current partner to Memorial Hospital of Carbon County. Mr. Kaufman provides background of himself and shares a few stories of his upbringing and his connect to Rawlins. Ms. Ridgeway provides background of herself as well. Mr. Kaufman proceeds and explains that the Carbon County community is a huge value to him. He expresses that partnership is important, in order to bring services to this community. Mr. Walk also states that MHCC and Fremont Therapy Group are integral partners to the upcoming Swing Bed Program. In order to re-establish the relationship, they would like to take the opportunity to restart. Memorial Hospital of Carbon County and Fremont Therapy Group's ultimate goal is to bring people together and establish care for rural health facilities and face challenges together. Mr. Kaufman states that staff are difficult to obtain nationwide for PT's and OT's. It's a matter of time until improvement progresses. President Waeckerlin states that he loves Fremont Therapy Group and they have done an amazing job with some of his personal needs.

Mr. Kaufman states that the hospital made \$60,000 through August from the partnership. They operate from an accrual standpoint. He explains the various numbers and his staff members. President Waeckerlin questioned fiscal year 2023 and asked Mr. Kaufman what MHCC expenses are. Mr. Kaufman states that everything rolls into profit. At that point, it will indicate the net revenue.

Dr. Abels expresses to Mr. Kaufman that Fremont Therapy Group is a wonderful facility. He states that the 'thing' he believes MHCC lost was inpatient care. He asked Mr. Kaufman if he has suggestions on how to correct that. Mr. Kaufman stated that the problem is to get people to actually utilize services. He believes that the Swing Bed Program will do that. However, Fremont is still struggling with staffing. Dr. Abels agrees. He believes that is key to figure out the Swing Bed program and the staffing that will go along with it. Mr. Goergen questioned Mr. Kaufman if the Swing Bed Program is 'the way to go.' Mr.

Kaufman stated he thinks so, but Rawlins OT and PT are difficult to staff. He would like to fill these positions as quickly as possible to get started in the hospital and the clinic, but this has been very challenging on their end. Mr. Goergen stated, “My understanding is, is that we do not have a contract with Fremont?” Mr. Kaufman explains that MHCC has a partnership with Fremont Therapy Group. However, there is still a 90 day notice clause. Ms. Ridgeway expresses that the communication between MHCC and Fremont has improved drastically and has been better than ever. Mr. Kaufman agrees and explains it is important to have a strong relation to build a strong program for the community. Mr. Goergen asked if Memorial Hospital has any outflow for the medical services in general. Ms. Ridgeway indicated that Fremont commissioned a study to view who goes where and is hoping to retrieve the data. Mr. Walk explains that there is a ‘Heidi’ report from the Wyoming Hospital Association. We currently have the data. He also expresses his opinion of the partnership and states that the two entities ‘mesh’ and have a culture together. Both are committed to the partnership and informs Fremont Therapy Group that Mr. Nate Tanner is always welcome to attend Board Meetings in the future as well. Dr. Abels states that physicians in rural health areas struggle with the work life balance and tend to work more. Mr. Goergen gives gratitude to Fremont Therapy and states that he is happy they are here. President Waeckerlin asked Mr. Kaufman if he is excited about the Swing Bed Program. Mr. Kaufman is excited about the program and believes this is a great opportunity for Rawlins to ensure that family, friends, etc. are able to access their loved ones closer by, rather than traveling miles away. Dr. Abels speaks about his past experiences with Swing Beds and how important they are. Mr. Kostovny questioned Mr. Kaufman and Ms. Ridgeway about if they believe community members will still commute. Mr. Kaufman explained that there are different specialists. There will be members of the community commuting in order to reach different specialists outside of Carbon County. President Waeckerlin thanked Mr. Kaufman and Ms. Ridgeway for coming and expressed thankfulness for the partnership that Memorial Hospital of Carbon County and Fremont Therapy Group have together.

Motion to Recess Board of Trustees Public Meeting for Break at 10:50 AM

Medical Staff Report Presented by Dr. Mikesell, *Chief of Staff*:

Dr. Mikesell provided a brief review of the Medical Executive, Cerner, and Revenue Cycle. He states that he is aware that Cerner will be onsite next week. He discussed the Community Round Table Event. He hopes that the community round table continues forward to an ongoing family and patient family participation for the community. He hopes that in the future, a provider may be present during those events. Dr. Mikesell provides report on the recruitment process for the clinics. He states that they are still moving forward with the potential candidates. President Waeckerlin questions the candidates, if any. Ms. Martinez states that Ms. Webster is currently in the process of interviewing provider candidates and that there will be a candidate onsite next week, October 9th. Dr. Mikesell proceeds and reviews some of the issues that they have had at the clinics, but they have been working diligently to resolve. He is aware of the personality tests that the OR staff members took and is anticipated to go throughout the facility. The MHCC Case Manager will be retiring. Dr. Mikesell also stated that 28% of patients have been sent from the ER to the Family Practice Clinic. Mr. Kostovny asked Dr. Mikesell how staff feel about the new Swing Bed proposals. From Dr. Mikesell’s understanding, the hospitalists are on board, the staff members are on board. Mr. Walk stated that they would like to meet the 2nd week of October with providers to discuss further. The Board of Trustees thanks Dr. Mikesell for his Medical Staff Report.

Ovation Healthcare Report Presented by Suzette Duhe, *Ovation Healthcare*:

Ms. Duhe indicates that she will be presenting the Ovation Healthcare Report for the Board of Trustees meeting. There is currently one offer for the clinic leaseback. Ms. Duhe reviews the Ovation Healthcare Report and the charts attached. Webinars are available for those Board of Trustees members that are

interested in attending in person or there are zoom links provided as well. President Waeckerlin questions if Memorial Hospital of Carbon County is the 'lone wolf' with financial struggles. Ms. Duhe assures Mr. Waeckerlin that MHCC is not a lone wolf in financial struggles and there are others dealing with the same situations.

Ms. Maisano takes the floor from then on and reviews her resignation from Amplify with the Board of Trustees and states that Mr. Benjamin Sodek will be taking over her position. Board members wish her the best of luck in her future endeavors. President Waeckerlin asks Ms. Maisano how long she believes this will take to fix financials for MHCC. Ms. Maisano states that the issues has historically always been self-pay. This at times shadows becomes of the issues with self-pay. However, she believes that MHCC has accomplished some big hurdles. Mr. Goergen inquiries about the self-pay. Ms. Maisano states that 60% patients have zero insurance and 40% are covered with insurance. She believes that phase one is connecting at the time of services and setting the thresholds of the amount of money for services. Mr. Colson states that they are directing patients to speak with the Business Office prior to appointments. Then the providers will fill in the self-pay balance and return them to the front desk to distribute payment. Ms. Maisano believes these processes have become more diligent. Previously, MHCC had only been collecting monies for bigger procedures. The smaller dollar amounts were not collected, which accumulated greatly. Mr. Colson states that this has been a culture change. Ms. Weber states that Ms. Alisha Martinez, Registration Specialist is tracking all of the employees to ensure that they are collecting and educating, as needed. Mr. Walk questioned if there is a way to incentivize for collecting monies from patients. Mr. Kostovny stated that the conversation did not make any sense. Mr. Goergen asked if MHCC is working on accountability as discussed in previous meetings. Mr. Waeckerlin stated that 8 million is in self pay. Ms. Maisano explains how everything will be divided out, leaving MHCC with a possibility of retrieving 25%. Ms. Lynch believes that retrieving the 25% is very optimistic. The bills are unfortunately, too old now. Mr. Kostovny asks why MHCC is not collecting from the insurance and not the people who are fighting with us about paying their bills. Ms. Lynch explains that they are collecting from insurances. \$1million. Mr. Colson explains that is a huge amount for a critical access hospital. They run into problems with medical records to ensure that the coding is coding 'correctly.' Ms. Lynch has made recommendations and is hopeful that the team accepts the recommendations. Mr. Walk believes that this should be hardwired in there. Peer to peers need to be completed timely to ensure that MHCC can collect. BCBS set up monthly JAC's. Mr. Steele refers back to the 'hiccup' that happened weeks ago and Mr. Walk ensures that will not happen again. Ms. Maisano takes full responsibility for the incident with BCBS.

Mr. Kostovny questioned if out the 17 million, would MHCC collect 4million. Ms. Lynch states the more improvement, the more they will be able to speed things up on their end. Mr. Kostovny states the only number they look at is the number that is being brought in. Ms. Maisano believes that MHCC needs to look at why our revenue is the way it is, and to review the whole picture and past months to see the results. Revenue drives cash through the doors. MHCC is currently transitioning to Savista and has provided a 120 notice. They are still reviewing older accounts and have met with Peter to ensure that MHCC has zero days between the conversions between coding companies.

Amplify has worked on increasing clean claims before and is sending out to the payers. Amplify anticipates to meet with MHCC staff members weekly. Mr. Colson explains insurances and how each of them operate. Humana starts in Wyoming on January 2024. Ms. Duhe and Ms. Maisano state that Humana is 'awful.' They review past experiences with other companies. They believe that JOC's need to be the next step for the Revenue Cycle. Mr. Goergen asked why MHCC did not have coders every day. Ms. Maisano explains the process of the contracts and the employees work at Savista (nThrive). There was industry standard performance. Mr. Goergen asked if we signed that agreement. Ms. Lynch stated yes, Memorial Hospital did sign the agreement. Mr. Walk states that Savista is a great and hardworking company. However, he is thankful that we are moving on from the contract. We have been taken

advantage of in specific instances. Mr. Goergen stated that contracts seem to be one sided many times there are rebates and etc. Mr. Walk stated that we need to focus on speed, going forward. Mr. Kostovny asked if this a good reason to ensure the people work within the organization. Ms. Duhe stated yes. MHCC historically has not asked Ovation to 'help us.' Mr. Goergen believes that Mr. White has not been as present as he should be and Ovation needed to be more involved. Mr. Walk explains that in the future, MHCC will not be taken advantage of further. However, there is some responsibility to share. He proceeds to explain that MHCC has finished leadership management class courses and they are now complete. He explains the level platform. Ms. Maisano reviews the denial management portion of the slide deck included in the Amplify report. Denials and registration are down and denials and billing are up.

Ms. Gulbrandson discusses the Cerner Project Planning. Ms. Gulbrandson would like to work through the Cerner issues while they are onsite to ensure that different issues are listed out to complete. Ms. Gulbrandson has asked managers to prioritize issues that be fixed and has received answers to compile a list. Ms. Gulbrandson states they have a call tomorrow with the Cerner representatives. Mr. Colson asked Ms. Gulbrandson if Cerner is permitted to ask MHCC questions. They will be if time permits. She explains that we are currently not receiving results from tickets that have been previously submitted. She has an understanding that this is a commitment to fix things to ensure things are corrected, going forward. There will be an exit interview at the end of the process.

Motion to Recess for Lunch at 12:41 PM

Motion to Resume Board of Trustees Public Meeting at 1:14 PM

Quality Report Presented by Christina Baugh, Direct of Quality and Infection Prevention, Compliance and Risk Management:

The Board of Trustees welcomed Ms. Baugh. Ms. Baugh proceeds with her report and discusses the upcoming meeting with an Ovation Healthcare representative, Michele Back. Ms. Back will arrive at MHCC on October 9th and anticipates to be onsite on October 9th, 10th, and 11th. Ms. Baugh discusses her progress working with the admin team on HCAHPS, Quality Measures, and Ms. Back has dedicated time to assign to the committees. Ms. Baugh states that Ms. Martinez is working to set up a meeting with UMI to be onsite for educational purposes. Ms. Baugh has recently started working with Phillip Stubblefield. Mr. Stubblefield is taking the place of Lisa Boston (Compliance) from Ovation. On October 16th, Ms. Baugh explains that she will be mentoring. This will be her 16th person to mentor for Infection Prevention. President Waeckerlin questioned if there is any new issues with Quality. Ms. Baugh explained that Ms. Hinkle and others from admin have been working with fields to obtain data. The plan is revamp the quality program. Mr. Goergen asked Ms. Baugh If the quality program is starting over again. It is starting from scratch to improve the program. Ms. Duhe explained that MHCC can obtain a lot of money for having a top tier quality program. This will occur over time to ensure patient safety and that revenue is on a 'good streak.' Dr. Abels mentioned to the Board of Trustees that Medicare is anticipating to starting 'dining' for Quality readiness, commercial insurances following afterwards. Ms. Baugh asked Dr. Abels how MHCC can remain complain in rural areas. Dr. Abels responded that she briefly discussed peer review that will start. There may need to be reorganization with the bylaws and the peer reviews. Ms. Baugh agrees and states if that is the route to take, she will need Dr. Abel's permission. Dr. Abels also mentions that the Chief of Staff will also need to participate.

Operation Report Presented by Rex Walk, Interim Chief Executive Officer:

Mr. Walk briefly reviews the operation report with the Board of Trustees. He and Ms. Webster are actively recruiting for the Memorial Hospital clinics for providers. He touches on the new agreement

template and the incentive level. Ovation Healthcare has helped us with that. Mr. Goergen questioned Mr. Walk how the incentive will operate. Mr. Walk explains how the incentive services. The sleep studies contract that Memorial Hospital of Carbon County had has been terminated. They were unable to maintain staff on their end. However, Mr. Walk has located a sleep study group from Denver. Logistics of a new contract are still in place. He hopes that this will provide 10-12 sleep studies per month. Mr. Walk and Ms. Weber have a candidate for the wound care program to take Ms. Klein's place. Mr. Walk discusses the changes that have been implemented to change distributors from Sysco to US Foods. He is monitoring the process changes to ensure that everything is correct. Mr. Walk and Ms. Hinkle have met with Mr. Michael Hardy, Director of Facilities and Plant Operations weekly about purchasing with the new GPO. MHCC owes monies to Medhost in the amount of \$308,000. Medhost has given Memorial Hospital 30 days to pay the full amount or they will shut the services. Off. Currently, the hospital utilizes the read only to continue to retrieve old data, prior to the conversion of Cerner. Mr. Walk has spoken with two separate banks in Carbon County about possible assistance with a loan in order to pay MedHost. The banks are not opposed to helping with the short term situation. The banks are aware that the money is coming in. He stated that he hopes and ensures that we have funding. Ms. Aimee Hickman entered the board room during this time and stated to all that medical records currently in Casper, Wyoming and have the capability to scan into Cerner. Everyone thanks Aimee for the good idea. Mr. Walk touched base with relationships, government, educational, and other topics to provide updates to the Board of Trustees. Mr. Goergen would like the administrative team to look further into this and come up with a solution.

In March of 2023, \$951,000.00 was sent to Memorial Hospital. These were Fema funds. Mr. Colson needs to provide the data to Fema. Mr. Colson and Mr. Walk indicate that Fema has not placed Memorial Hospital on the 'calendar' yet. The State of Wyoming is interested to see how this situation moves forward. Mr. Walk said they have been watching. Mr. Colson stated that the Fema funds for \$951,000.00 came in and went straight out again after received. COVID-19 Funds are also in the review process. Senator Barrasso's office have expressed on multiple occasions that Memorial Hospital of Carbon County is important to them. Mr. Walk has been working with the University of Colorado for class projects for the 'rural' clinics here in Carbon County. This will allow students to obtain their hours, and MHCC to receive additional help on projects.

Mr. Walk reviews the previous Carbon County Commissioners meeting. The commissioners rejected the tractor for snow removal. However, they approved the skid steer for in house snow removal. There are All Staff meetings every month for employees to participate in. The Board thanks Mr. Walk for his report.

Financial Report Presented by Wayne Colson, *Chief Financial Officer (Interim)*

Mr. Colson reviews the contractual and purchased services of July 2023. There were expenses that were paid in July, instead of August. This resulted in a lost net income. Mr. Goergen questioned why bills weren't paid earlier if we are broke. Mr. Colson explains that different clinics- Allergy, Wound Care, etc. services were charging MHCC for previous months. Mr. Goergen asked Mr. Colson if MHCC paid early. He states that AP was paid early and questions why that is. Mr. Colson states that he approved the authorization for AP. However, he questions the results. Mr. Colson streamlines purchases through the Multiview system with respective department managers. Salaries have gone down. Benefits have remained the same. Mr. Walk questioned why this happens. Mr. Colson states that he needs enough funds to cover payroll and benefits every other week. He also adds that he will not be doing an IFBNR. Ms. Duhe explains that is why they do not that monthly. Mr. Walk wonders what goes into the purchased services. Mr. Goergen wonders if hospitalists go there. Mr. Colson states that they are physician fees. Mr. Walk and Mr. Colson explain that there are also a lot of IT costs around the organization. Mr. Kostovny states that he has been asking for different purchased services a while ago, and still has not received any information in return for him to review. For a hospital this size, purchased

services need to go significantly down. Mr. Colson addressed the Nuclear Med program. Due to delays, the program never became up and running. Mr. Colson and Ms. Gulbrandson have discussed the issue in the past. Mr. Colson assures that August Financials will look “lighter.” President Waeckerlin asked Mr. Colson for his recommendations. What services will MHCC continue with 3rd parties? Ms. Duhe states that Elevate helps look into those contracts. Once certain services are out, they should save some. Mr. Waeckerlin is pleased with the report. President Waeckerlin has a request for the financials, moving forward. He would like the financials ‘dumbed down’ and in a simpler format for the Board of Trustees to truly understand what numbers are being presented to them during Board of Trustees Meetings. Ms. Duhe has an Ovation report template for a trend report that can be utilized for MHCC to simplify the financials. Mr. Walk expresses that we need stats immediately. Dr. Abels states that MHCC used to have stats. Mr. Colson would like to figure out how to pull departmental reports and speak with Cerner about it for department heads to understand they have it. He cannot complete a cost report with the financials he currently has at this moment. There is 1 million waiting to be released, once it has been submitted. Mr. Walk explains that there is a lot ‘riding’ on the next of the Cerner issues. They are both measureable and meaningful. President Waeckerlin states that he does not see any revenue increasing. He believes that is what is happening with service contracts. Mr. Kostovny felt it wasn’t great knowing that the Board of Trustees signed a contract for a partnership, and they had never met with the members from Fremont Therapy Group.

Old Business:

Swing Bed Program Update and Report by Janessa Mann, *Director of Nursing (Inpatient Services)*:

The Board of Trustees welcome Ms. Mann to the Board of Trustees meeting. Ms. Mann reviews the business plan for the upcoming Swing Bed Program. Dr. Abels asked Ms. Mann if there is durable medical equipment, it may take some time to receive. Ms. Mann reviews different companies and is waiting for times. She also explains that Williams’s employees helped paint and clean out the potential swing bed rooms. The goal right now is to start the program. The program would not like to increase nursing staff or hospitalists, but to utilize the current resources and staff that we have. Ms. Mann is hopeful for (5) to consider a ‘full’ swing bed population at the hospital. The idea is to still meet the patient’s needs and ensure quality care. This is great for the community. At the moment, home visits will be unavailable. However, she is hoping for a virtual meeting for home visits. She has also brought on a new employee to Memorial Hospital of Carbon County, Lisa Hardy, who now serves as the Social Services Worker and the Patient Experience Coordinator. She has recently completed and updated all of the policies for Swing Bed. Ms. Mann has re-evaluated all information. The previous policies were dated back to 1983. These will go to MEC for review for approval. Ms. Mann would like to ensure that financials are managed appropriately and admissions are handled efficiently. There is specific information required before admission for a swing bed patient. H&P, Medication List, Labs, Nursing Notes, Physician Reviews, Diagnosis, and any other pertinent information. Hospitalist are on board and understand the extra responsibility. The Hospitalists are only required to round a Swing Bed patient once a week if the patient is stable. The hospitalists need to be careful on the amount of check-ins with Swing Bed patients, otherwise it may appear to be an acute patient vs swing bed. President Waeckerlin loves the idea of the Swing Bed Program. Mr. Kostovny asked Ms. Mann if there is a pro forma for Swing Bed. It is difficult to provide a pro forma since MHCC has not obtained a PT, OT. That will be difficult to determine costs prior to hiring. Ms. Hardy is very involved with Swing Bed process. President Waeckerlin thanks Ms. Mann and Ms. Hardy for their work on the program and the presentation.

Mark Kostovny made a motion, and Lisa Engstrom seconded the motion to approve the financials as presented. Motion carried unanimously.

Lisa Engstrom made a motion, and Mark Kostovny seconded the motion to approve the vouchers as presented. Motion carried unanimously.

Motion to Recess Board of Trustees Public Meeting for Break at 3:00 PM

New and Revised Memorial Hospital Policies

Mr. Walk reviews the Retired Nurse (PRN) Policy and the Employee Departmental Transfer Policy with the Board of Trustees. Additionally, the new Commuting Mileage Reimbursement Policy was also presented. President Waeckerlin and other board members are in disagreement with the Commuting Mileage Reimbursement Policy. They are uncertain of specific details within the policy and would like to table the commuting policy until further information is provided. Mr. Kostovny questioned why there is a 15% increase in the PRN Retired Nurse Policy. Mr. Walk states that the organization currently does not have a PRN pool. Ms. Edwards entered the Board of Trustees meeting to provide further clarification and indicated that MHCC does not have a PRN Pool rate. As presented, there is no guarantee that the PRN retired nurses will actually receive shifts to work. Ms. Edwards and Mr. Walk explained that there have been former employees who have dedicated 20+ years to the Memorial Hospital of Carbon County organization and had difficulties leaving. This policy would only apply to those yearly restrictions. Mr. Walk states that the organization would like to ‘tighten’ up the PRN pool. Ms. Edwards adds that they would receive regular rates.

Mr. Kostovny would like to see consistency. Mr. Kostovny was at first, opposed to approving the policies presented. However, after further deliberation, he agreed to approve the Retired (PRN) Nurse Policy and the Employee Departmental Transfer Policy.

Garry Goergen made a motion, and Lisa Engstrom seconded the motion to approve the Retired (PRN) Nursing Policy and the Employee Departmental Transfer Policy as presented. Motion carried unanimously.

The Commuting Mileage Reimbursement Policy is tabled until further justification and information is provided to the Board of Trustees.

Vision and Core Values Statement

Ms. Hinkle presents the new MHCC Vision and Core Values statement. There had been one component added to the Core Values statement (Accountability.) Mr. Walk explains that the accountability within the organization has progressed. Board of Trustees Member, Lisa Engstrom, has been very involved. Ms. Hinkle is hopeful for an approval, as she was unaware that the Board of Trustees had not previously approved the new Vision and Core Values Statements in the past Board of Trustees meeting. She has already moved forward with ordering logos for the organization. Mr. Kostovny is uncertain if this will have any effect on the employees and their views. Ms. Hinkle believes that this will provide MHCC with a solid foundation to start with. She would like to ‘practice what is preached.’

Garry Goergen made a motion, and Lisa Engstrom seconded the motion to approve Vision and Core Values Statements as presented. Motion carried unanimously.

Grant Writing Proposals Presented by Stephanie Hinkle, *Director of Marketing and Communications*:

Innovative Funding Partners

Ms. Hinkle revisits the Innovative Funding Partners group that presented during Board of Trustees Meeting on August 24th, 2023. This is an Ovation Healthcare preferred grant writing company. Ms. Hinkle reviews the various cost packages and a brief description of what each package entails. This entity could potentially support MHCC to achieve goals through the grant writing processes. The contract would come with very experienced grant writers who have the time and willingness to find us grant opportunities. Ms. Hinkle highly recommends the approval of grant writers and believes that this will benefit Memorial Hospital. There is a 10% discount. The total for a full package is \$69,910.00 annually. This amount would complete everything through the grant writing process for the organization. However, there is not a guarantee of receiving grants. The contract term would last approximately one year. Innovative Funding Partners have one partner in California and one partner in New Mexico. President Waeckerlin questioned if there is a possibility of an in-person presentation from Innovative Funding Partners. Ms. Hinkle stated that she can certainly ask if that is a possibly on their end. Mr. Kostovny stated, “We just spent the entire day discussion that the organization does not have money. We do not want to hurt ourselves.” Ms. Hinkle suggests that we possibly re-evaluate in 4-6 months or even (90) days and see where we are at financially. President Waeckerlin suggests that we determine the outcome with MedHost and other open items first, prior to making any decisions. Mr. Goergen is familiar with the grant writing processes and the benefits that come with it. The Board of Trustees thanks Ms. Hinkle.

Human Resources Report Card Presented by Keishah Edwards, *Human Resources Manager*

Ms. Edwards greets the Board of Trustees and proceeds to speak about her new HR mentor, Tony Blake. She reviewed an “HR Report Card.” This report card indicates areas that need improvement, areas that are ok but may need work, and areas that are proficient. These topics were color coordinated from Red, Yellow, and Green. Mr. Blake’s goal is to establish training and development for Ms. Edwards. There were 5 priorities that were listed on the HR report card that Ms. Edwards is currently working on. The top priorities are as follows: Benefits, Culture and Employee Engagement, Compensation Analysis, Performance Management, and HR policies. Ms. Edwards reviews each priority with the Board of Trustees and explains that she is very new to writing policies. She has prioritized her “to do’s” and has taken these priorities to Administration for Administration approval. Ms. Edwards is in the beginning process for a 360 review. She selects 3-4 employees from every department, as well as all managers and administrators who will provide a review. At the end of the review, she anticipates to present a plan of correction. The goal of the 360 review is to encourage other managers to participate as well. Mr. Goergen states that he concerned. He is curious if applicant’s information is receiving proper follow up and work history is looked into such as reference checks. He questions if Human Resources is contacting those references directly. Mr. Walk stated that Paycom was completing the reference checks. However, after final determination, the organization will start completing reference checks in-house by the hiring manager. That is a priority that they are working on. Ms. Edwards has put together a new hiring process. Mr. Goergen is concerned with the previous Human Resources history. He asked Ms. Edward’s if Human Resources is completing credit report checks for applicants applying for positions that may involve monies. Ms. Edwards is uncertain if the organization is permitted to do that. Ms. Martinez states that there is a form that provides the different background packages, including “add on’s.” In the other options section of the pricing, there is an option for credit report history. Mr. Goergen feels that anyone who handles money, should receive a credit report check in addition to the regular background checks, prior to hiring. Discussion proceeds onto the various pay scales that MHCC currently has for employees. Mr.

Blake anticipates to clean the pay scale up and bring it current. The Board of Trustees thanks Ms. Edwards for her HR presentation.

MOU Rawlins Fire Department Presented by Jessica Seldomridge, *Director of Nursing (Outpatient Services)* and Daniel Starr, *Emergency Department Manager*

Ms. Seldomridge and Mr. Starr review what the MOU (Memorandum of Understanding) is and the changes that were recently implemented to the agreement. They explained that the Rawlins Fire Department assists Memorial Hospital of Carbon County with different situations, and there are times where they are not charging us. Pricing is reviewed. Historically, they have charged MHCC \$100.00 for inside of city limits. However, they would like that fee waved since we are a community. Calls within city limits are the majority of the calls received. For assistance outside of the city and the county: the new proposed rate is \$750, (\$500 old rate.) For assistance outside of the state of Wyoming: the new proposed rate is \$4 per mile, (\$1 per mile old rate.) Ms. Seldomridge and Mr. Starr reviewed several instances where MHCC lacked crew members. MHCC has ambulances that are currently out of order. The Rawlins Fire Department has allowed us to utilize their ambulances if needed. If road conditions appear to be horrible, the fire department will pick up the slack to ensure that patients are taken care of. President Waeckerlin stated that he truly likes that Memorial Hospital of Carbon County and the Rawlins Fire Department are working together. He also emphasizes that at times we should negotiate, and other times we do not and accept it. He believes this is situation where we should not negotiate the terms. Mr. Kostovny does not feel that the negotiations are at all, unreasonable. He is very happy for the work relationship between MHCC and RFD. President Waeckerlin asked Ms. Seldomridge if MHCC attorney, Abbi Forwood, as reviewed the MOU. Ms. Seldomridge stated that she will send the amended MOU to Ms. Forwood following after the Board of Trustees meeting. Mr. Goergen loves the idea and loves the community working closely together to help one another.

Jerry Steele made a motion, and Mark Kostovny seconded the motion to move to subject legal review of the Memorandum of Understanding as presented. Motion carried unanimously.

Hospital Districts Presented by Garry Goergen, *Board of Trustees (Treasurer)*

Mr. Goergen reviews with the Board of Trustees and states that he has completed research for hospital districts. Mr. Goergen placed everything together. He believes that the organizations needs the general and county public to help us, if they are able to. Ms. Lorraine Werner appeared at the previous Board of Trustees meeting on August 24th, 2023. During her presentation, she had stated that she would be willing to speak to the County Commissioners about the possibility for Carbon County to receive Mill Levis. Mr. Goergen reminded the Board of Trustees of that conversation with Ms. Werner. President Waeckerlin stated that he would like everyone to review the hospital district paperwork and come back to discuss during Saturday, October 7th's scheduled Executive Session, Board of Trustees meeting. Mr. Kostovny had commented that he had done this before. He stated that if MHCC doesn't obtain signatures, then questioned how MHCC would proceed from there. Mr. Goergen stated that there are 2 ways. He referred back to the second page, about the county commissioners. He reviewed the process of a "ballot." He continues the couple of way to complete it. President Waeckerlin stated that he would like to review different processes and provide further clarification during Executive Session on Saturday. Ms. Forwood (via zoom) commented back to Mr. Goergen and stated that he is correct, there are two specific ways and that she was in agreement with his research. President Waeckerlin will indicate positives and negatives during Executive Session. He also inquiries about the USDA and if they are able to meet for another meeting. Ms. Martinez stated that they were unable to come last month due to their end of their fiscal year. However, the USDA still anticipates to set another meeting when they are in the clear to travel.



Mark Kostovny made a motion, and Jerry Steele seconded the motion to follow the MEC recommendations and approve credentialing. Motion carried unanimously.

Adjournment:

Mark Kostovny made a motion, and Jerry Steele seconded the motion to adjourn the Board of Trustees public meeting at 4:37 pm and to reconvene on October 26th, 2023. Motion carried unanimously.

The next Board of Trustees meeting will be on October 26th, 2023 at 10:00 am.

Respectfully Submitted,

Alexis Martinez, *Executive Assistant*
Abbi Forwood, *Legal Counsel*