



**Board of Trustees Meeting**  
**Regular Meeting**  
October 23<sup>rd</sup>, 2025  
Minutes  
10:00 am

**Members Present:**

Rod Waeckerlin, *President*  
Jerry Steele, *Vice President*  
Garry Goergen, *Treasurer*  
Lisa Engstrom, *Secretary*  
Dr. Stephanie Chiu, *Trustee*

**Absent Members:**

**Administration:**

Kerry Ashment, *Chief Executive Officer*  
Stephanie Hinkle, *Chief Operating Officer*  
Joy Coulston, *Chief Financial Officer*

**Guests:**

Brad Hamilton, *Ovation Healthcare Group Vice President Operations* (Via Zoom)  
Sue Dorsey, *Ovation Healthcare* (Via Zoom)  
Abbi Forwood, *Legal Counsel* (via Zoom)  
Dr. Duane Abels, *DO*  
Gwynn Bartlett, *Carbon County Commissioner Liaison*

Rod Waeckerlin, President, called the Memorial Hospital of Carbon County Board of Trustees meeting to order at 10:01 am. The Pledge of Allegiance and a moment of silence followed.

**Amendment and Approval of Agenda:**

Mr. Waeckerlin added items under New Business; 4. Approval of Policies: a. Rest Periods and Breaks, b. Leaving the Work Area, c. Lunch Breaks, 5. Resolution for Line of Credit (QRA Loan).

Lisa Engstrom made a motion, and Garry Goergen seconded the motion to approve the agenda as amended. Motion carried unanimously.

**Approval of Consent Agenda Items: Attachment (A)**

Lisa Engstrom made a motion, and Garry Goergen seconded the motion to approve the Consent Agenda as presented. Motion carried unanimously.

**Approval of Board of Trustees Open Session Minutes from September 25<sup>th</sup>, 2025:**

Dr. Stephanie Chiu made a motion, and Garry Goergen seconded the motion to accept the minutes from the regular meeting on September 25<sup>th</sup>, 2025, as presented. Motion carried unanimously.

**Employee of the Month presented by Rod Waeckerlin, Board President:**

- President Waeckerlin recognized Dr. Gregory Johnson as the September Employee of the Month. He was recognized for his hard work and dedication throughout the years, but more recently Dr. Johnson picked up more shifts in the Emergency Room to fill coverage needs and has been a great mentor for student providers. Dr. Johnson was unable to attend the previous meeting to receive his recognition.
- Casey Grover was recognized as the October Employee of the Month. She goes above and beyond to help her follow co-workers with questions and does so with a smile on her face.

### **Supervisor of the Quarter**

- Jan Gulbrandson was recognized as the Supervisor of the Quarter. Jan has always been steady in Radiology but has been assigned additional duties throughout the years, noting most recently her dedication to grant writing and being successful in obtaining several grants for our facility.

### **Open Discussion/Citizen Participation**

- Mr. Waeckerlin inquired about the Community Town Hall that was held on October 9<sup>th</sup>, 2025. Ms. Hinkle reported that about 15 attendees came and overall, the experience was positive. There was great feedback and discussion with the community. MHCC strives to continue to be transparent with the community by providing these Town Hall meetings quarterly.

### **Medical Staff Report: Dr. Lincoln Westfall, *Chief of Staff***

- Dr. Westfall presented the Medical Staff Report. He presented a summary of patient volumes for the emergency room and clinics. He stated that patients who are due for annual wellness exams are being contacted by clinic staff. Mr. Ashment noted that Dr. Westfall has been a champion for this project and is working alongside Mr. Fuentes. There was a brief discussion about the difficulty of filling schedules day of for wellness exams when there are gaps. Some gaps are due to cancellations, or no call no shows and the length of wellness visit appointments may not be doable for some patients as a same day appointment.

Dr. Westfall touched on the impact that HF Sinclair's clinic could have on MHCC volumes. Ms. Hinkle stated that her and Mr. Ashment will be meeting with HF Sinclair leadership next week to further discuss the matter and will follow up with the Board at the next meeting.

Mr. Goergen inquired about measles and flu cases; Dr. Westfall confirmed that we have cases of both in the clinics.

### **Operational Report: Kerry Ashment, *Chief Executive Officer* & Stephanie Hinkle, *Chief Operating Officer***

- Mr. Ashment gave his operational report, highlighting communication efforts within the community and internally, by being present and providing several platforms to reach as any people as we can. Examples provided were the CEO Breakfast, Community and Staff Town Halls, Business Breakfast and our Patient Family Advisory Council.

Mr. Ashment reported a brief overview of the September Financials and informed the Board that two payrolls are now in a reserve account. He also provided an update on legacy debt

A Risk Management and Physical Facility update was provided as well. Survey Readiness continues to be a focus for departments. The Maintenance team continues to work on repairs in preparation for Survey.

Ms. Hinkle provided a Strategic Plan update and thanked those who were able to attend the Board Retreat earlier in the week. Another meeting will be held to review the Strategic Plan in a summarized version, for those who missed the first meeting. Ms. Hinkle stated that the Strategic Plan and Management Action Plan will be shared at the December board meeting.

The Employee Engagement survey will be sent to staff November 1<sup>st</sup>. The feedback will be used as focus point for 2026.

Ms. Hinkle informed the Board that the Staff Christmas Party is scheduled for December 5<sup>th</sup> at the Elks. A formal RSVP will be shared in the coming weeks.

Mr. Steele asked about increasing marketing for hospital services and Ms. Hinkle stated digital marketing has been paused due to the cost, however that is being reimplemented and the focus for this quarter is the Swing Bed program.

Mr. Waeckerlin asked Ms. Bartlett if she would like to present a Commissioners Report to the Board going forward that would help open improvement opportunities for the Hospital. Ms. Bartlett confirmed she could do that.

**Ovation Healthcare Report presented by Brad Hamilton, Ovation Healthcare, *Group Vice President Operations*:**

- Mr. Hamilton presented the Ovation Healthcare report and spoke about projects his team is working on with MHCC. Mr. Hamilton will send Ms. Hinkle educational opportunities for staff development. He will work with Ms. Webster to schedule a 90-minute call to review a summarized version of the Strategic Plan.

Mr. Hamilton advised the Board that Ovation will need an additional ten days to finalize the revenue cycle agreement. He also reminded the Board about the upcoming retreat in February.

**Financial Report: Joy Coulston, *Chief Financial Officer***

- Ms. Coulston presented the Financial Summary Report for the month ending September 30<sup>th</sup>, 2025. The average census including observation was 3.60, below the prior month of 4.23, however, above the last 12-month average of 2.94. All ancillary visits were above the prior month volume, with the exception of the clinic. Details have been added to the OR stats this month to provide detailed breakdown.

An overview of the income statement was presented. Gross Revenue for the month was \$4,923,018 versus the prior month of \$4,406,818, a difference of \$428,731. As compared to budget, Gross Revenue was below budget by \$130,287 or 2.6%. Deductions from Revenue were 51.49% for the month, which is higher than prior year historical average of 48.77%. Ms. Coulston reported that contractals are still high due to high charges in some departments that insurance has capped payment on. She further stated that review of charges will need to be completed to see where adjustments could be made. Net Revenue was \$2,387,954 down from the prior month, and below budget by 7.7%. Remains above the fiscal year 2025 average of \$2,187,572. Overall operating expenses were \$2,233,605 down from the prior month of \$2,729,341 and also below the fiscal year 2025 average of \$2,858,919. As compared to budget, operating expenses are \$478,472 or 17.7% below budget. Salaries are below budget, as is purchased services. Contract labor is below budget due to a correction to an accrual and reclass to purchase services. For the month MHCC had an operating gain of \$216,169 and a net gain of \$157,070.

She stated that the funds from the lease back (clinic sale) were removed from the restricted funds as they should not be allocated there and were not accurately representing the days cash on hand total. Ms. Coulston also reported that there are improvements with coding, however, it will take about four to six months until there are less fluctuations in the total revenues reported.

Ms. Coulston stated that she has been firm on department spending, and staff have not pushed back. She's also exploring additional ways to increase revenue growth and access to care, an example that was shared was extending hours of operation.

Mr. Goergen inquired about the benefit balance and why it appeared to be low. Ms. Coulston explained that number will fluctuate; the claims for September were down.

Ms. Coulston provided an update on the Audit and Cost Report; it's on track. The Audit must be completed before the Cost Report can be filed, the deadline for the Cost Report is November 30<sup>th</sup>, 2025.

There was discussion regarding the Line of Credit for the QRA reimbursement. The payment to the State is due by November 17<sup>th</sup>, 2025, and Ms. Coulston suggested that the bank wire the funds to the State to decrease the amount of interest owed. She will continue to work with the bank to ensure that payment is made.

Jerry Steele made a motion, and Garry Goergen seconded the motion to approve the Financial Summary for the period ending September 30<sup>th</sup>, 2025, as presented. Motion carried unanimously.

Garry Goergen made a motion, and Lisa Engstrom seconded the motion to approve the vouchers for the period ending September 30<sup>th</sup>, 2025, as presented. Motion carried unanimously.

**The Board of Trustees took a break from 11:21 – 11:32am.**

**New Business:**

- **Board of Trustees Bylaw Review**

Discussion: The Board of Trustees asked for Legal Counsel to review the bylaws and suggest any changes and asked that Administration consider reaching out to other facilities or the Wyoming Hospital Association for guidance.

- **Approval of Lease Agreement(s):**

1. Ivinson Memorial Hospital Periodic Lease Agreement for Obstetric Services, Kerry Ashment, *Chief Executive Officer*

Mr. Ashment presented the Lease Agreement to the Board and answered their questions.

Garry Goergen made a motion, and Lisa Engstrom seconded the motion to approve the Ivinson Memorial Hospital Periodic Lease Agreement for Obstetric Services as presented. Motion carried unanimously.

- **Request for Proposal: Bulk Medical Gas Discussion,** Stephanie Hinkle, *Chief Operating Officer*  
Discussion: Ms. Hinkle informed the Board that Administration asked for bids from Norco and Rocky Mountain Air Solutions as the agreement with RMAS was set to expire in December. After a review of the bids and careful consideration about additional construction needs, it was decided to stay with RMAS. Ms. Hinkle wanted the Board to be aware of the RFP for transparency.

- **Approval of Policies:**

1. Rest Periods and Breaks, Aimee Hickman, *Director of Human Resources*  
Ms. Hickman presented the policy to the board and answered questions.

Lisa Engstrom made a motion, and Dr. Stephanie Chiu seconded the motion to approve the Rest Periods and Breaks policy as presented. Motion carried unanimously.

2. Leaving the Work Area, Aimee Hickman, *Director of Human Resources*  
Ms. Hickman presented the policy to the board. There were discussion and concerns expressed regarding the “unanticipated emergencies” definition. The Board request to strike the “unanticipated emergencies” definition.

Jerry Steele made a motion and Dr. Stephanie Chiu seconded the motion to approve the Leaving the Work Area policy as amended. Motion carried unanimously.

3. Lunch Breaks, Aimee Hickman, *Director of Human Resources*  
Ms. Hickman presented the policy to the board. The Board requested to change “Paycom” to “current timekeeping system.”

Jerry Steele made a motion, and Dr. Stephanie Chiu seconded the motion to approve the Lunch Breaks policy as amended. Motion carried unanimously.

- **Resolution of Line of Credit (QRA Loan), Joy Coulston, *Chief Financial Officer***

Ms. Coulston asked the Board to approve the Resolution for the line of credit through the Bank of Commerce for the Qualified Rate Adjustment reimbursement from Medicaid.

Dr. Stephanie Chiu made a motion, and Lisa Engstrom seconded the motion to approve the resolution of the Line of Credit for the QRA loan as presented. Motion carried unanimously.

**Old Business:**

- Nothing was brought before the Board.

**Board of Trustees Lunch Education, Joy Coulston, *Chief Financial Officer***

- Joy Coulston provided Revenue Cycle 101 education to the Board of Trustees.

**Motion to Move to Executive Session & Recess Board of Trustees Public Meeting**

Dr. Stephanie Chiu made a motion, and Lisa Engstrom seconded the motion to move the Board of Trustees to Executive Session. Motion carried unanimously.

The Board convened to Executive Session at 1:04 pm to discuss personnel issues and to consider or receive any information classified as confidential by law.

**Motion to Move to Board of Trustees Public Meeting & Recess Executive Session:**

Lisa Engstrom made a motion, and Gary Goergen seconded the motion to resume the Board of Trustees Public Meeting at 2:52 pm. Motion carried unanimously.

**Dr. Stephanie Chiu excused herself during Executive Session and was not present for the remainder of Open Session.**

## **Credential Request for Memorial Hospital of Carbon County Privileges**

### **• Reappointments**

1. Edwin Butler, MD: RadPartners  
Radiology: Telemedicine Staff
  - Recommend reappointment in Radiology as Telemedicine Staff
2. Husain Danish, MD: Blue Sky Neurology  
Neurology: Telemedicine Staff
  - Recommend reappointment in Neurology as Telemedicine Staff
3. John Pickrell, MD: WY Cardiopulmonary  
Cardiology: Courtesy Staff
  - Recommend reappointment in Cardiology as Courtesy Staff
4. Michael Smith, MD: Summit Pathology  
Pathology: Courtesy Staff
  - Recommend reappointment in Pathology as Courtesy Staff
5. Michael McFall, DO: Summit Pathology  
Pathology: Courtesy Staff
  - Recommend reappointment in Pathology as Courtesy Staff
6. Brian Quigley, MD: QLER  
Psychiatry: Telemedicine Staff
  - Recommend reappointment in Psychiatry as Telemedicine Staff
7. Andrew Smith, MD: QLER  
Psychiatry: Telemedicine Staff
  - Recommend reappointment in Psychiatry as Telemedicine Staff
8. Krysta Padilla, CRNA  
Anesthesia: Allied Health Staff
  - Recommend reappointment in Anesthesia as Allied Health Staff

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

### **• Provisional Reviews**

1. Mark Brown, MD: RadPartners  
Radiology: Telemedicine Staff
  - Recommend transition to full unrestricted Telemedicine Staff
2. Michael Hovsepian, MD: RadPartners  
Radiology: Telemedicine Staff
  - Recommend transition to full unrestricted Telemedicine Staff
3. Charles Huang, MD: RadPartners

Radiology: Telemedicine Staff

- Recommend transition to full unrestricted Telemedicine Staff
- 4. Faheem Hussain, MD: RadPartners  
Radiology: Telemedicine Staff
  - Recommend transition to full unrestricted Telemedicine Staff
- 5. Henry Jones, MD: RadPartners  
Radiology: Telemedicine Staff
  - Recommend transition to full unrestricted Telemedicine Staff
- 6. Tony Maung, MD: RadPartners  
Radiology: Telemedicine Staff
  - Recommend transition to full unrestricted Telemedicine Staff
- 7. Clayton McCuiston, DO: RadPartners  
Radiology: Telemedicine Staff
  - Recommend transition to full unrestricted Telemedicine Staff
- 8. Snehal Mehta, MD: RadPartners  
Radiology: Telemedicine Staff
  - Recommend transition to full unrestricted Telemedicine Staff
- 9. David Passerini, MD: RadPartners  
Radiology: Telemedicine Staff
  - Recommend transition to full unrestricted Telemedicine Staff
- 10. Linda Petrovich, MD: RadPartners  
Radiology: Telemedicine Staff
  - Recommend transition to full unrestricted Telemedicine Staff
- 11. Jerry Powell, MD: RadPartners  
Radiology: Telemedicine Staff
  - Recommend transition to full unrestricted Telemedicine Staff
- 12. Richard Scalf, MD: RadPartners  
Radiology: Telemedicine Staff
  - Recommend transition to full unrestricted Telemedicine Staff
- 13. Anand Singh, MD: RadPartners  
Radiology: Telemedicine Staff
  - Recommend transition to full unrestricted Telemedicine Staff
- 14. Jeffrey Walker, MD: RadPartners  
Radiology: Telemedicine Staff
  - Recommend transition to full unrestricted Telemedicine Staff

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

- **Additional Privileges**

1. Kristel Lessard, DO—Active Staff—Internal Medicine—(Follow up from 9/25/2025 Board of Trustees Meeting)
  - Recommend the addition of Infusions to be included in her list of privileges

Jerry Steele made a motion, and Garry Goergen seconded the motion to approve the additional privileges request to add infusions to Dr. Kristel Lessard's privileges. Motion carried unanimously.

**Approval of Executive Session Topics**

- Krysta Padilla, CRNA Employment Agreement

Jerry Steele made a motion, and Gary Goergen seconded the motion to approve Krysta Padilla's CRNA Employment Agreement as presented. The motion carried unanimously.

- First Amendment to Kerry Ashment's CEO Employment Agreement

Jerry Steele made a motion, and Garry Goergen seconded the motion to approve the rate and PTO increase within Mr. Ashment's Employment Agreement, retroactive to October 1<sup>st</sup>, 2025. Motion carried unanimously.

**Adjournment:**

Lisa Engstrom made a motion, and Gary Goergen seconded the motion to adjourn Board of Trustees public meeting at 2:58 pm with no further business coming before the Board. Motion carried unanimously.

The next Board of Trustees meeting is scheduled for December 18<sup>th</sup>, 2025.

Respectfully submitted.

Abbie Webster, *Executive Assistant*

Lisa Engstrom, Board of Trustees, *Secretary*