



Board of Trustees Meeting
Regular Meeting
December 18th, 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:

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 10:00 am. The Pledge of Allegiance and a moment of silence followed.

Amendment and Approval of Agenda:

Mr. Waeckerlin added items under New Business: Casper Medical Imaging Letter of Intent.

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)

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

Discussion: Mr. Steele acknowledged Mr. Sturm's Pharmacy report regarding the current reimbursement of the 340B program. Mr. Waeckerlin stated he was impressed with the reports this month and thanked those who submitted them.

Approval of Board of Trustees Open Session Minutes from October 23rd, 2025:

Garry Goergen made a motion, and Lisa Engstrom seconded the motion to accept the minutes from the regular meeting on September 25th, 2025, as presented. Motion carried unanimously.

Open Discussion/Citizen Participation

- Nothing was brought before the Board of Trustees.

Commissioners Report: Gwynn Bartlett, Carbon County Commissioner Liaison

- Ms. Bartlett provided a summary of the Carbon County, Wy Fund Balance. She explained the year end funds and how the funds are classified. Ms. Bartlett also explained how taxes and projects within the County impact funding as well.

There was a discussion about how various windmill projects are currently impacting funding and the process the hospital could take to be considered to receive money from a portion of said funding with the proper justification.

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

- Mr. Ashment presented his Operational Report. He noted that the hospital continues to work through turnover challenges, which may be attributed to staff concerns about financial status, lack of training, or new leadership. Improvements with communication have been identified; leadership is using various styles of meetings (Town Halls, Manager Huddles, Business Breakfast, etc.) to increase communication and broaden the spectrum of people to address rumors, changes, gather feedback, etc. with the attendees of those meetings.

Mr. Ashment informed the Board that the Clinic Director is no longer with the organization.

Staff training is another area of focus going into the new year. Leadership recognizes the need and is working towards forming a committee to address a more formal plan for training new and existing staff.

A brief update about the financials was presented. Days' cash on rose to 36.99; Mr. Ashment noted that we've achieved our one-month goal. Total Patient Revenue, Net Revenue, Operating Expenses, Salaries and Net Income were reported. Mr. Ashment reported legacy debts continue to be paid down each month. He also informed the Board that the Rainy-Day Fund has grown to \$1,403,000, placing the organization within \$100,000 of being able to cover three (3) full payroll cycles.

Mr. Ashment updated the Board of Trustees about a complaint survey and provided a high-level summary of the event. He stated the plan of correction will be submitted to the State by December 24th, 2025. Dr. Abels gave his understanding as to how the process regarding the matter should be and Ms. Hinkle stated there are forms and policies that need to be updated to reflect the change in how this matter will be handled going forward.

Ms. Hinkle presented the Board with the Employee Engagement Survey handouts. Leadership will continue to conduct annual surveys going forward and be intentional with communication each week to staff and will continue to share feedback from the survey. Project teams will also be created, and staff will be asked to join to help address the concerns from the survey. Leadership is encouraging new ideas and ways to work collaboratively so staff feel more involved and have buy in to change. Updates will continue to be shared with the Board.

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

- Mr. Hamilton was absent; a report was not presented.

Mr. Ashment did note that Administration still seeks to keep the GPO pricing and Revenue Cycle Services from Ovation. He also noted that Amplify is now known as “Ovation Healthcare” again.

Financial Report: Joy Coulston, *Chief Financial Officer*

- Ms. Coulston presented the Financial Summary Report for the months ending October 31st and November 30th.

Cash on hand rose to 24.25 days. October’s average census, including observation, was 4.58 above the prior month of 3.60, and above the last 12-month average of 2.94. Ancillary visits were a mix for the month, with OR, Radiology and Lab up and ER, Ambulance, Infusion and Clinic down from the prior month.

Gross revenue for October was \$5,362,726 versus the prior month of \$4,923,018, a difference of \$439,708. As compared to budget, gross revenue was above budget by \$140,978 or 2.7%

Deductions from revenue were 50.62% for the month, which is higher than prior year historical average of 48.77%.

Net revenue was \$2,648,293 up from the prior month, and above budget by 6.5%. Remains above the fiscal year 2025 average of \$2,187,572.

Overall operating expenses were \$2,929,680, up from the prior month of \$2,233,605 and above the fiscal year 2025 average of \$2,858,919. As compared to budget, operating expenses are \$117,811 or 4.2% above budget. Salaries are below budget, as is purchased services. Additional details related to expense – benefits are 64% over budget. This is related to an increase in our Workers' Compensation rate. We are working with Wyoming Workers' Compensation regarding options to reduce our rate. Travel and Education reflect CME from a provider and contract reimbursement to be reclassified to salaries next month.

Ms. Coulston reported an operating loss of \$22,108 and a net loss of \$45,869 for October.

Moving on to November’s financials, Ms. Coulston reported the average census, including observation admissions, was 4.93, above the prior month of 4.58, and above the previous 12-month average of 3.51. Ancillary visits were predominately down this month, with only clinic and infusion exceeding prior month volume.

Gross revenue for November was \$4,734,390 compared to October, which was \$5,362,726, a difference of \$628,336.

Deductions from revenue were 49.6%, which has been normalized by removing the Qualified Rate Adjustment (QRA); including the QRA resulted in a total of 38.5%. The prior historical average is 48.7%

Net revenue for the month was \$2,911,425, up from the previous month, and above budget by 12.5%. Net revenue remains above the fiscal year average of \$2,187,572. Once again, it was mainly impacted by the QRA.

Overall Operating expenses were \$2,971,812, up from October of \$2,929,680 and also above the fiscal year average of \$2,858,919. Compared to budget, operating expenses are \$259,465 or 9.6% above budget. Mainly related to benefits, supplies and repairs. Like October, November benefits are 66% over budget due to high claims for our employee health plan. MHCC will continue to see the

impact of the increase in our Workers' Compensation rate and corrections to funding on our retirement plan. Supplies are being impacted by implant costs, and repairs are up due to repairs to the CT machine.

November had an operating gain of \$2,024 and net loss of \$45,520.

Discussion: AR is down to \$191,000, however, it's still too high according to Ms. Coulston. Her team, in conjunction with Amplify, are strategically working on bringing it down by working the DNFB, which impacts the timeliness of the billing process; both teams have been consistently working this for three months. Other major issues impacting the AR are the denials and late charges, and these areas continue to also be an area of focus. Weekly meetings are held with Amplify to discuss fallouts (miss timelines) and ensure processes are being followed to allow for effective billing practices. Ms. Coulston reported that ER Registration Clerks are now scanning ambulance run reports into Cerner, which results in quicker coding and billing for those claims.

Ms. Coulston provided an update on the payments used from the QRA funds. Ms. Coulston answered the Board's questions regarding credits with Ovation Healthcare. Mr. Ashment reminded the Board that MHCC will continue to utilize the Revenue Cycle services and GPO pricing agreement under Ovation and Ms. Coulston added that she is working towards bringing coding and billing in house so MHCC, which will lead to additional savings in the future.

Jerry Steele made a motion, and Lisa Engstrom seconded the motion to approve the Financial Summaries for the period ending October 31st, 2025, and November 30th, 2025, as presented. Motion carried unanimously.

Jerry Steele made a motion, and Dr. Stephanie Chiu seconded the motion to approve the vouchers for the period ending October 31st, 2025, and November 30th, 2025, as presented. Motion carried unanimously.

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

- Dr. Westfall presented the Medical Staff Report. Although he does not have the clinic volumes, he reports an overall increase for clinic visits. He provided an update on Robert Keel, PA-C and Patricia Shue, PNP last days with MHCC. He expressed concern about provider staffing in the clinics, to which Ms. Hinkle stated a new provider contract will be presented in Executive Session. Ms. Engstrom stated there appears to be a positive response to the Annual Wellness Exams, according to the clinic report within the Consent Agenda. Ms. Hinkle informed the Board that Ms. Thrasher, RN, is pursuing her NP license and her final project is to promote Annual Wellness Exams through Marketing and analysis.

The Board of Trustees took a break from 11:30 – 11:42am.

New Business:

- **Approval of Strategic Plan and Health Equity Plan**

Ms. Hinkle thanked those who were a key part in creating the Strategic Plan and introduced the Ovation team who assisted in the process. Ms. Hinkle noted that this plan was constructed in four months by Ovation and Senior Leadership.

Ms. Hinkle reviewed the core fundamentals and their key objectives: Optimize our Performance, Enhance Local Access and Engage our People. She stated the Master Plan was the bases of the Strategic Plan – this plan will be the organization's focus for the next three years. Ms. Hinkle also introduced the Board to the Management Action Plan (MAP) and noted this document notes specific action items that are tied to each core fundamental and will serve as a working file for the Senior

Leadership team. This document will also keep Senior Leadership accountable to their action items. She further stated that the Board will receive quarterly updates (first update will be held at the April 2026 meeting).

Discussion: The Board inquired about feedback from the Community Health Needs Assessment that was conducted earlier in the project. Ms. Hinkle stated the same needs were voiced that have been for the last couple of years. MHCC has data to support the need for some services, however, leadership will need to figure out how to meet the needs of the community. She noted there needs to be a balance between what MHCC is capable of offering while taking care of the community. MHCC may need to consider working creatively to offer services by collaborating with surrounding hospitals across the state. Leadership will be leaning on staff to help support the outcomes of the Strategic Plan. Ms. Hinkle stated the organization cannot be stagnant; we must complete what we started to drive change.

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

- **Approval of Policies:**

1. Temperature Excursions in Drug Storage, Thomas Sturm, *Director of Pharmacy*
Discussion: Dr. Chiu inquired about the type of thermometer being used and suggested considering wireless data loggers to make data uploads more efficient.

Garry Goergen made a motion, and Dr. Stephanie Chiu seconded the motion to approve the Temperature Excursions in Drug Storage policy as presented. Motion carried unanimously.

2. Cepheid Xpert Xpress MVP, Sherry Longog, *Laboratory Manager*
Ms. Gulbrandson presented the policy on behalf of Ms. Longog.

Dr. Stephanie Chiu made a motion, and Garry Goergen seconded the motion to approve Cepheid Xpert Xpress MVP policy as presented. Motion carried unanimously.

3. Ultrasound Gel Utilization Protocol, Jan Gulbrandson, *Director of Ancillary Services*

Lisa Engstrom made a motion, and Dr. Stephanie Chiu seconded the motion to approve the Ultrasound Gel Utilization protocol as presented. Motion carried unanimously.

- **Casper Medical Imaging Letter of Intent, Jan Gulbrandson, *Director of Ancillary Services***

Ms. Gulbrandson informed the Board of Trustees that RadPartners (current Radiology group to perform reads and provide PACS software) gave notice of termination of the service agreement. MHCC contacted several groups and vetted out each option, leaving Casper Medical Imaging (CMI) as the best choice. CMI provided a letter of intent listing out their service options. Contracts will follow based on the Board's decision to approve the LOI.

Discussion: Ms. Gulbrandson informed the Board that RadPartners is unable to provide services due to MHCC's volumes. She also explained the changes occurring in the Radiology field (more Radiologists are working remotely). Ms. Gulbrandson and Ms. Coulston explained the cost impact and billing processes and provided a brief explanation about the credentialing needs as well. She informed the Board that MHCC has 180 from the date of termination to onboard with CMI. She expressed concern about the turnaround time, however, is confident it can be done.

Jerry Steele made a motion, and Lisa Engstrom seconded the motion to approve the Casper Medical Imaging Letter of Intent as presented. Motion carried unanimously.

Lunch Break from 12:36 pm to 1:10 pm.

Old Business:

- **Board of Trustee By Law Review**

Ms. Hinkle stated to the Board that this project will be handled after the first of the year due to the other projects taking place.

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 1:12 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:

Jerry Steele made a motion, and Garry Goergen seconded the motion to resume the Board of Trustees Public Meeting at 3:34 pm. Motion carried unanimously.

Credential Request for Memorial Hospital of Carbon County Privileges

- **Initial Appointments**

1. Derek Ewell, MD: Ivinson
OB/GYN: Courtesy Staff
 - Recommend appointment in OB/GYN as Courtesy Staff
2. Pierre Shepherd, MD: RadPartners
Radiology: Telemedicine Staff
 - Recommend appointment in Radiology as Telemedicine Staff
3. Andrius Lescauskas, DO
Hospitalist: Active Staff
 - Recommend appointment as a Hospitalist as Active Staff

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

- **Reappointments**

1. Robert Keel, PA
Orthopedics: Allied Health
 - Recommend reappointment in Orthopedics as Allied Health
2. Adam Fieber, CRNA: Pain Clinic
Anesthesia: Allied Health
 - Recommend reappointment in Anesthesia as Allied Health
3. Laura Hogan, MD: RadPartners
Radiology: Telemedicine Staff
 - Recommend reappointment in Radiology as Telemedicine Staff

4. James Taylor, DO: RadPartners
Radiology: Telemedicine Staff
 - Recommend reappointment in Radiology as Telemedicine Staff
5. Synda Vandenmooter, MD: RadPartners
Radiology: Telemedicine Staff
 - Recommend reappointment in Radiology as Telemedicine Staff
6. Allan Wicks, MD: Wyoming Cardiopulmonary
Cardiology: Courtesy Staff
 - Recommend reappointment in Cardiology as Courtesy Staff
7. Robert Dowling, MD
Emergency Medicine: Courtesy Staff
 - Recommend reappointment in Emergency Medicine as Courtesy Staff with the condition of providing his ATLS within 6 months

Jerry Steele made a motion, and Dr. Stephanie Chiu seconded the motion to approve the Reappointment requests as presented. Motion carried unanimously.

- **Provisional Reviews**

1. Sameer Sharma, MD: Blue Sky Neurology
Neurology: Telemedicine Staff
 - Recommend transition to full unrestricted Telemedicine Staff

Jerry Steele made a motion, and Garry Goergen seconded the motion to approve the Provisional Review request as presented. Motion carried unanimously.

Approval of Executive Session Topics

- **Emergency Room Employment Agreements:**

1. Dr. Edward Zimmerman, First Amendment to Employment Agreement, Emergency Room
2. Dr. Joel Pull, First Amendment to Employment Agreement, Emergency Room
3. Dr. Gregory Johnson, First Amendment to Employment Agreement, Emergency Room
4. Dr. Robert Dowling:
 - Employment Agreement, Emergency Room, Renew
 - First Amendment to Employment Agreement, Emergency Room
5. Dr. Ragnvaldr Bjornsson, PRN Employment Agreement, Emergency Room, New
6. Dr. Carolyn Waldo, PRN Employment Agreement, Emergency Room, New

Jerry Steele made a motion, and Dr. Stephanie Chiu seconded the motion to approve the Emergency Room Employment Agreements as presented. Motion carried unanimously.

- **Clinic Employment Agreement**

1. Jill Aucoin, Employment Agreement, Nurse Practitioner, New

Jerry Steele made a motion, and Dr. Stephanie Chiu seconded the motion to approve Jill Aucoin, NP, Employment Agreement as presented. The motion carried unanimously.

- **Western Healthcare Emergency Room Staffing Agreement**

Garry Goergen made a motion, and Lisa Engstrom seconded the motion to approve the Western Healthcare Emergency Room Staffing Agreement as presented. Motion carried by a 3-1 vote.

Adjournment:

Garry Goergen made a motion, and Lisa Engstrom seconded the motion to adjourn Board of Trustees public meeting at 3:37 pm with no further business coming before the Board. Motion carried unanimously.

The next Board of Trustees meeting is scheduled for January 22nd, 2026.

Respectfully submitted.

Abbie Webster, *Executive Assistant*

Lisa Engstrom, Board of Trustees, *Secretary*