



**Board of Trustees Meeting**  
**Regular Meeting**  
March 26<sup>th</sup>, 2026  
Minutes  
10:00 am

**Members Present:**

Rod Waeckerlin, *President*  
Garry Goergen, *Treasurer*  
Dr. Stephanie Chiu, *Trustee* (via Teams)

**Absent Members:**

Jerry Steele, *Vice President*  
Lisa Engstrom, *Secretary*

**Administration:**

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

**Guests:**

Abbi Forwood, *Legal Counsel* (via Teams)  
Dr. Duane Abels, *Guest*  
Dr. Lincoln Westfall, *Chief of Staff*  
Brittany George, *Public Attendee*

Rod Waeckerlin, President, called the Memorial Hospital of Carbon County Board of Trustees meeting to order at 10:05 am. The Pledge of Allegiance and a moment of silence followed.

**Amendment and Approval of Agenda:**

Ms. Hinkle noted that Mr. Lassiter is out of the office but will participate in next month's board meeting for a meet and greet.

Garry Goergen made a motion, and Dr. Stephanie Chiu seconded the motion to approve the agenda as presented. Motion carried unanimously.

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

Garry Goergen made a motion, and Dr. Stephanie Chiu seconded the motion to approve the Consent Agenda as presented. Motion carried unanimously.

**Approval of Board of Trustees Open Session Minutes from February 26<sup>th</sup>, 2026:**

Garry Goergen made a motion, and Dr. Stephanie Chiu seconded the motion to accept the minutes from the regular meeting on February 26<sup>th</sup>, 2026, as presented. Motion carried unanimously.

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

President Waeckerlin recognized Felicia Sanchez as the Employee of the Month. Ms. Sanchez has been a key player in the Materials Management department and shows compassion and kindness towards her coworkers and was recently promoted to Purchaser.

#### **Meet and Greet:**

1. James Lassiter, *Marketing and Community Outreach Coordinator*  
Mr. Lassiter was absent from the Board of Trustees meeting. He will attend the next meeting.
2. Jared Frakes, *Director of Clinic Operations*  
Mr. Frakes provided a brief introduction and shared his perspective of the importance of keeping providers in town to provide consistent coverage and keep the confidence of the patients and community. He further noted that offering great patient care also remains a close focus.

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

- No business was brought before the board.

It was noted that Ms. Webster and Ms. Hinkle will continue to work through the challenges faced by offering a public link to the Open Session portion of the Board meeting.

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

- Dr. Westfall presented the Medical Staff Report. He shared reports of flu is increasing in the clinics. Ms. Aucoin is now seeing patients in the Rawlins, Wound Care and Saratoga clinics. Dr. Westfall informed the board that a former Medical Assistant is rejoining the team. He noted that Emergency Room numbers are holding steady, along with inpatient census. Dr. Westfall noted that Mr. Frakes has been a great addition to the team and is working alongside staff to learn their roles and responsibilities.

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

- Mr. Ashment presented his Operational Report. He reported that Mr. Frakes and Ms. Aucoin have onboarded and are working in their respective roles. Mr. Ashment provided an update on Western Healthcare, noting that their start date is April 1<sup>st</sup> and Dr. Zimmerman has joined their team and will remain as an Emergency Room Physician at our facility.

Mr. Ashment called out the turnover stats in his report, stating that the current turnover rate when reviewed month to month is 2.5%. Mr. Ashment stated he wants to keep good employees by showing them they are valued. This has been achieved through various recognition programs such as the Customer Star Award, Daisy & Tulip nominations, etc.

A brief financial update was shared with the Board of Trustees. Days cash on hand were at 24.25; census was 4.25, which was up from the previous month. Mr. Ashment noted that the organization is working in the right direction again. The focus will remain on capitalizing on making and saving money.

Mr. Ashment shared a Quality and Risk update, stating that many initiatives are happening with both programs. He stated that Quality initiatives are on par with other larger hospitals. Risk has been doing a tedious job keeping the organization compliant with regulatory requirements.

*Discussion:* Mr. Goergen asked how long it would take to hire Emergency Room physicians. Ms. Hinkle stated that weekly meetings are held with Western to discuss status updates for each provider. Currently, five providers, including Dr. Zimmerman, have been hired and are scheduled for April

shifts. Ms. Hinkle did inform the Board that the proper credentialing practices are being followed and processed with urgency, some providers will need emergency privileges to meet staffing needs. Dr. Abels thanked Administration for their persistence in ensuring the credentialing processes were being completed on both ends. He mentioned that staff had positive feedback about Dr. Sholty, who had recently practiced in the Emergency Room. Ms. Hinkle also added that Western is working to have staffing scheduled three months in advance.

Ms. Hinkle also informed the Board that Dr. Zimmerman will remain the Medical Director for the Emergency Room and EMS. The Board inquired about the salary and roles and responsibilities of the Medical Director; detailed information will be provided in Executive Session.

Ms. Hinkle shared with the Board of Trustees that a new Pharmacist has been hired. She stated this individual is a Wyoming native and will start May 4<sup>th</sup>, 2026. Mr. Sturm will stay on for a period of time to assist with the transition. Mr. Waeckerlin asked if the new hire will remain in Rawlins to which Ms. Hinkle confirmed. Mr. Waeckerlin also confirmed that MHCC is still trying to hire a second Pharmacist, Ms. Hinkle stated it's a future goal the organization is working towards.

A follow up survey will be going out to staff in May as Leadership is wanting to obtain a pulse point to measure how staff are perceiving or feel about the changes that were implemented following the initial staff survey in November.

Ms. Hinkle stated to the Board that she is currently working on Strategic Plan update which will be presented at the next meeting.

A brief Marketing update was provided. Ms. Hinkle shared Mr. Lassiter as started in his role and the Marketing and Community Outreach Coordinator. He and Ms. Grover from Human Resources will be attending a job fair next week.

Mr. Waeckerlin asked for a status update of the Dietary department opening up to the public. Ms. Hinkle shared the challenges with an air gap issue that was found upon the inspection process. Plant Operations were provided with a timeline and is hopeful that the cafeteria will be open to the public by May. Mr. Waeckerlin reminded the Board and Leadership of the financial progress made over the last year and encouraged everyone to continue to focus on the positives.

Ms. Hinkle also shared that the Leadership Carbon County class had the opportunity to visit MHCC and learned about the services and programs we have to offer and also toured the facility and a helicopter. There was great feedback shared from the class noted positive momentum by MHCC.

**Commissioners Report: Gwynn Bartlett, *Carbon County Commissioner Liaison***

- Ms. Bartlett was absent; a report was not presented.

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

- Ms. Coulston presented the Financial Summary Report for the month ending February 28<sup>th</sup>, 2026. She provided an update on her Clinic Billing project and explained the root cause of the issues; the process she and her team took to correct the issue and how the monitoring process works. Ms. Coulston stated there was \$223,000 in credits and 68 accounts that had been addressed. She did note that the contractual for this month was affected by the process changes. This process was recently done through EHR; however, it's not a well-designed tool for the need and is now a manual process.

The average census including observation was 4.25 well above the prior month of 1.84. Emergency Room, Ambulance, Operating Room, Clinic and Radiology were all below prior month volumes.

Gross revenue for the month was \$4,324,839 versus the prior month of \$3,997,379, a difference of \$327,461. As compared to budget, gross revenue was below budget by \$391,578 or 8.3%. As compared to prior year, \$299,122 below February 2025.

Deductions from revenue were 40.5% for the month. Our prior year historical average is 48.7%. This was the result of a correction to our client billing process. The client billing process is within Cerner and involves billing businesses for agreed upon services such as Health and Wellness testing, drug screens and other lab testing.

Net revenue was \$2,657,848, up from the prior month, and above budget by 6.7%. Net revenue was above February 2025 by \$1,062,266.

Overall operating expenses were \$2,564,402 below the prior month of \$2,774,688 and below the fiscal year 2025 average of \$2,858,919. As compared to budget, operating expenses are \$16,938 or 0.7% above budget.

Additional details related to expenses: Salaries are \$134,000 above budget – this is related to several sign on bonuses, and higher overtime utilization. Benefits are 3.4% over budget. We continue to be impacted by health claims and increased Workers' Compensation rate. There is a true up to the insurance prepaids, which created a credit in the insurance expense.

For the month, we had an operating loss of \$21,678.

Ms. Coulston provided an update on coding; there is now one full-time and one part-time coder. She noted that ambulance coding is corrected. There was an issue identified for Emergency Room claims where some facility fees are not dropping with the professional fee; the billing team is looking into the issues to find a resolution. MHCC continues to transition coding away from Ovation. The PRN coder will be working full-time hours for a few weeks to reorient to coding. May 15<sup>th</sup> is the transition date to bring coding fully in house. Ms. Coulston stated that TruBridge is willing to provide “back-up” coders if necessary. Mr. Goergen asked if Ovation is still supportive of this plan, Ms. Coulston stated they were. She further stated that there will be approximately \$80,000 in savings with moving coding in house.

An update about the TruBridge transition was provided. April 1<sup>st</sup> TruBridge will begin billing our claims. May 1<sup>st</sup> cash posting will be completed by TruBridge and June 1<sup>st</sup> TruBridge will begin handling our AR. MHCC and TruBridge continue to hold weekly meetings and have daily communications. Ms. Coulston stated that she will not pursue a lock box with TruBridge as she would like to keep services local.

Ms. Coulston provided a year look-back. She reviewed the beginning balance of AP when she arrived in June of 2025 and listed the vendors that had outstanding invoices. She reviewed the current standing of said vendors and informed the Board that a total \$1.9 million was paid in one year to either pay off vendors or bring accounts to a current status. Ms. Coulston noted that there are three legacy debts that are all arranged on payment plans.

*Discussion:* Mr. Waeckerlin asked for clarification on the total FTEs and what the projections are for March financials. Ms. Coulston explained that she is not confident that the organization will make up a \$600,000 loss in four months.

Mr. Goergen sought clarification about the Repairs and Maintenance general ledger and if the expenses were associated with Plant Operations only, or if there were other departments included. Ms. Coulston stated that all departments were included and a large portion of the expenses were related to services contracts such as BioMed and GE).

Mr. Waeckerlin requested an update on the SLIB grant funds to which Ms. Hinkle answered that leadership has not received further communication since approval in February but is planning to reach out to the County Commissioners to inquire further.

Mr. Goergen requested a year-to-date income statement.

Garry Goergen made a motion, and Dr. Stephanie Chiu seconded the motion to approve the Financial Summaries for the period ending February 28<sup>th</sup>, 2026, as presented. Motion carried unanimously.

Garry Goergen made a motion, and Dr. Stephanie Chiu seconded the motion to approve the vouchers for the period ending February 28<sup>th</sup>, 2026, as presented. Motion carried unanimously.

**The Board of Trustees took a break from 11:17 – 11:29 am.**

**New Business:**

- No new business was brought before the Board of Trustees.

**Old Business:**

- No old business was brought before the Board of Trustees.

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

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

The Board convened to Executive Session at 11:20 am 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:**

Garry Goergen made a motion, and Dr. Stephanie Chiu seconded the motion to resume the Board of Trustees Public Meeting at 2:12 pm. Motion carried unanimously.

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

- **Initial Appointments**
  1. Carol Snider, NP – Nurse Practitioner (Holistic Pain Management) – Recommend Appointment to Allied Health Staff
  2. Susan Potterveld, DO – Summit Pathology – Recommend Appointment to Courtesy Staff.

Garry Goergen made a motion, and Dr. Stephanie Chiu seconded the motion to approve the Initial Appointment requests as presented. Motion carried unanimously.

- **Approval of Contracts**

1. Chanel Thrasher, NP – Employment Agreement, Family Practice and Orthopedics

Garry Goergen made a motion, and Dr. Stephanie Chiu seconded the motion to approve Chanel Thrasher's Employment Agreement as presented. Motion carried unanimously.

**Adjournment:**

Dr. Stephanie Chiu made a motion, and Lisa Engstrom seconded the motion to adjourn Board of Trustees public meeting at 2:15 pm with no further business coming before the Board. Motion carried unanimously.

The next Board of Trustees meeting is scheduled for April 23<sup>rd</sup>, 2026.

Respectfully submitted.

Abbie Webster, *Executive Assistant*  
Lisa Engstrom, Board of Trustees, *Secretary*