



Board of Trustees Meeting
Regular Meeting
April 23rd, 2026
Minutes
10:00 am

Members Present:

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

Absent Members:

Rod Waeckerlin, *President*

Administration:

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

Guests:

Dr. Duane Abels, *Guest*
Dr. Lincoln Westfall, *Chief of Staff*
Lisa Boston, *Interim Compliance Officer* (via Teams)
Brittany George, *Public Attendee* (via Teams)
Jan Gulbrandson, *MHCC Employee* (via Teams)
Felicia Kimble, *MHCC Employee* (via Teams)
Tiffany Gruetzmacher, *MHCC Employee* (via Teams)

Jerry Steele, Vice President, called the Memorial Hospital of Carbon County Board of Trustees meeting to order at 10:02 am. The Pledge of Allegiance and a moment of silence followed.

Amendment and Approval of Agenda:

Mr. Ashment requested item 4. C. under New Business be removed.

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)

Discussion: Dr. Chiu inquired about the clinic report and the inclusion of non-MHCC provider names. Mr. Frakes provided clarification regarding the report. Dr. Chiu also noted that she had additional questions related to the policies, which would be addressed during the corresponding policy discussions.

Mr. Goergen requested additional information regarding the SLIB/ARPA grant. Ms. Hinkle reported that she traveled to Cheyenne to meet with State officials regarding a proposed scope change for Room 320 and RTU 1. She explained that the project supports infection prevention best practices and will assist the OR and Maintenance teams in maintaining appropriate operating room temperature and humidity levels.

Ms. Hinkle further informed the Board that the scope change request was approved, allowing MHCC to resume coordination with contractors and engineers to complete the project. The anticipated project completion date is October 31, 2026.

Mr. Ashment informed the Board that slush funds were used to cover payroll, however, there continues to be two plus payrolls in the bank.

Mr. Goergen requested an update regarding the Rural Health Transformation Fund. Mr. Ashment reported that a revised plan had been submitted to the Centers for Medicare & Medicaid Services (CMS) and that a response is currently pending. He further noted that no anticipated timeframe for approval was provided during his meeting with Director Johansson and other hospital CEOs from across the State.

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

Approval of Board of Trustees Open Session Minutes from March 26th, 2026:

Ms. Engstrom requested an amendment to the March 26th, 2026, Board of Trustees open session minutes to reflect that Mr. Goergen made the motion to adjourn the meeting.

Garry Goergen made a motion, and Dr. Stephanie Chiu seconded the motion to accept the minutes from the regular meeting on March 26th, 2026, as amended. Motion carried unanimously.

Employee of the Month presented by Jerry Steele, Board Vice President:

Vice President Steele recognized Diana Leon as the Employee of the Month. Ms. Leon has been a key element to the operations of the Dietary Department, she's great with patients and always has a positive attitude.

Supervisor of the Quarter presented by Jerry Steele, Board Vice President:

Vice President Steele recognized Taylor Lucas as the Supervisor of the Quarter. Ms. Lucas supported the clinics in the absence of a Clinic Director with a positive attitude and smile.

Open Discussion/Citizen Participation

- There was a brief discussion about being able to see the attendees online. Ms. Webster indicated she hasn't been able to figure it out yet but will continue to find more information.

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

- Dr. Westfall was not present and the report was tabled.

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

Mr. Ashment reported on the organization's turnover rate, noting an increase associated with the transition to Western Healthcare for Emergency Room provider staffing effective April 1, 2026. He discussed ongoing challenges related to recruiting local support staff due to the limited availability of qualified candidates within the area. Mr. Ashment also noted that several employees have recently been promoted within the organization. Recruitment, retention, and employee recognition efforts will continue to remain organizational priorities.

Mr. Ashment also provided a brief financial update to the Board of Trustees. Days cash on hand were reported at 24.2, with the organization realizing a small positive income for the month of April.

Salaries were below budget, and the facility continues to work toward paying off the remaining four legacy debts.

Ms. Hinkle provided updates from the recent Business Breakfast, noting that local business attendance remains strong.

Ms. Hinkle also provided a projects update, outlining the current status of the Elevator, Air Gap, and Reverse Osmosis projects. She further described the individuals involved in each initiative and the purpose of the project committee.

Ms. Hinkle reported that weekly calls with Western Healthcare continue and are progressing well. She noted that patient and staff feedback regarding the new providers has been positive. Ms. Bartlett raised a concern regarding provider coverage in the Emergency Department; Ms. Hinkle responded that Western Healthcare is actively building its provider roster, and that all Emergency Department shifts are currently covered for April and May. Ms. Hinkle also addressed concerns regarding provider recruitment in Rawlins, stating that providers have been actively reaching out to Western Healthcare to request shifts at MHCC.

An update on the Orthopedic program was provided by Ms. Hinkle. She reported that Ms. Thrasher is scheduled to graduate in May and will dedicate her time locally, while awaiting licensure, to training with Dr. Allred. Leadership is also identifying additional facilities to support further training opportunities for Ms. Thrasher. Ms. Hinkle further noted that Orthopedic Physician Assistant Fred Baldwin has expressed interest in working at MHCC during Ms. Thrasher's training period. His contract will be presented during Executive Session.

Ms. Hinkle provided a quarterly Strategic Plan update, including progress on coding and financial improvements, optimization of clinic operations, marketing initiatives, the Emergency Department transition, community engagement efforts, developing MHCC as an employer of choice, and organizational culture initiatives.

Discussion: The Board discussed the Care Fair and whether MHCC should consider hosting its own event. Ms. Hinkle noted that staff participation has become increasingly challenging in recent years and that collaboration with community partners has made the event more manageable. A suggestion was made to explore a partnership with Wyoming Health Fairs. Ms. Hinkle responded that the Health and Wellness program will be reevaluated over the summer and also noted that similar discussions in the past were not well received.

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

Ms. Bartlett reported that Mr. Goergen's term will expire in June and that the County Commissioners will soon begin accepting applications for the position. She also informed the Board that MHCC was awarded the elevator grant. Ms. Bartlett noted there was a minor issue identified within the application; however, the matter is being addressed, and an executed agreement is pending. Ms. Hinkle informed the Board and Commissioner Bartlett that a project team has already been established.

Commissioner Bartlett advised the Board of Trustees that the County budgeting process has begun and encouraged MHCC to submit any budget requests as soon as possible. She stated that requests may be presented during a regular County Commissioners' meeting rather than waiting for a special funding meeting. Commissioner Bartlett further noted that one mill has been designated for outside agencies and that, this year, the Cooperative Extension Service has also been classified as an outside agency, resulting in increased competition for available funding compared to prior years. She also

reminded leadership that funding for facility repairs remains available. Ms. Hinkle stated that invoices would be submitted for payment in the near future.

A brief discussion occurred regarding potential County funding. Commissioner Bartlett shared general estimates and outlined the process for MHCC to be considered for a future County project. She clarified that the discussion did not constitute a commitment or guarantee of future funding.

Financial Report: Joy Coulston, Chief Financial Officer

- Ms. Coulston presented the Financial Summary Report for the month ending March 31st, 2026.

The average census including observation was 5.42 above the prior month of 4.25. Emergency Room, Ambulance, Radiology were all above prior month volumes.

Gross revenue for the month was \$4,946,829 versus the prior month of \$4,324,839, a difference of \$621,989. As compared to budget, gross revenue was below budget by \$274,919 or 5.3%. As compared to prior year, \$451,227 below March 2025.

Deductions from revenue were 49.7% for the month. Our prior year historical average is 48.7%.

Net revenue was \$2,484,450, below from the prior month, and below budget by 1.0%. Net revenue was above Mach 2025 by \$378,744.

Overall operating expenses were \$2,652,281 above the prior month of \$2,564,402 and below the fiscal year 2025 average of \$2,858,919. As compared to budget, operating expenses are \$159,587 or 5.7% below budget.

Additional details related to expenses: Salaries are \$73,000 below budget, benefits are \$23,000 below budget – mainly related to lower health claims. Physicians fees are higher than budget due to several months of invoices hitting March, which was a result in the process improvement to accrue for invoices not received and account for that expense.

For the month, we had an operating gain of \$8,351. Year to date loss is \$348,574 and budget was \$285,675.

Discussion: Ms. Coulston stated that she would like MHCC to solicit bids and explore additional options for employee benefits coverage. She shared that she has been in communication with the Montana Health Network, which is designed specifically for critical access hospitals and is not a self-insured plan. Ms. Coulston clarified that no decision has been made to change benefit providers at this time, but she would like to keep available options open for consideration.

Garry Goergen made a motion, and Dr. Stephanie Chiu seconded the motion to approve the Financial Summaries for the period ending March 31st, 2026, as presented. Motion carried unanimously.

Garry Goergen made a motion, and Lisa Engstrom seconded the motion to approve the vouchers for the period ending March 31st, 2026, as presented. Motion carried unanimously.

The Board of Trustees took a break from 11:06 am to 11:16 am.

USI Insurance Plan Renewal, Kerry Ashment, *Chief Executive Officer*

Mr. Ashment presented the Property, General/Professional Liability, Business Auto, Umbrella, Management and Professional Services, Fiduciary, and Cyber insurance policies to the Board. He reported an overall savings of approximately \$60,000.

Mr. Ashment noted a significant change in the business auto coverage, with the new carrier providing coverage for drivers age 21 and older, compared to the previous carrier's requirement of age 35 and older, which also resulted in additional premiums for drivers under 35.

Mr. Ashment reviewed the annual premium costs and explained the associated quarterly payment schedule.

Charge Description Master Review, Joy Coulston, *Chief Financial Officer*

Ms. Coulston presented the CDM review and explained this grant covered project was completed by REDiHealth and the intent of this project. The project focused on the Emergency Room E/M, integumentary, Radiology and Pathology/Laboratory charges.

Ms. Coulston reported there were only 11 outdated codes, which meant her team was doing a great job keeping up with industry changes. There were 77 codes priced below the Medicare benchmark, and 16 high impact codes were adjusted leading to \$62,007 in new gross charges. There were no changes recommended for the Emergency Room. 73 codes were raised up to peer/SAF which will result in a \$1,126,929 impact. There were no changes recommended for integumentary charges. For IV therapy there was a suggestion to rebalance CPTs 96360-96599, which would be an impact of \$220,728. In Radiology, there were price decreases of 20-35%, which resulted in -\$177,294, but would be a great community satisfier. A \$1,181,201 in gross charge increase from CDM pricing adjustment took place, which was a 1.26% increase, well below the 4% cap. MHCC is now aligned with local and national peers.

Discussion: Mr. Goergen asked Ms. Coulston whether anything in the report was surprising. Ms. Coulston responded that there were charges below Medicare reimbursement rates.

Dr. Chiu inquired about the comparison hospitals used in the report, and Ms. Coulston provided the list of surrounding area hospitals included in the analysis.

Ms. Coulston presented a proposal for revised clinic charges, noting that this review was completed internally as clinic charges were not included in the initial CDM review.

Ms. Coulston reviewed current pricing for Family Practice and Specialty Clinics and described the methodology used to evaluate potential pricing adjustments. She identified surrounding facilities used for comparison and noted that feedback from the Business Office and Quality Department was considered. She also reviewed the current upfront discount process to ensure alignment with the proposed changes and discussed the anticipated financial impact.

Ms. Coulston presented the proposed clinic pricing adjustments, noting a significant reduction in Wound Care charges. She reported that, based on a three-month period from December 2025 through February 2026 and annualized, a conservative 5% change in contractuals would result in an estimated impact of \$221,829 for the clinic and \$7,516.32 for the specialty clinic. An 8% change in contractuals would reduce the estimated impact to \$61,874, along with approximately 150 additional office visits.

Ms. Coulston further reviewed the anticipated benefits to MHCC, including reducing the cost of care, encouraging new patient volume, increasing patient return rates, reducing contractual adjustments, and improving community perception through transparent pricing improvements and demonstrated commitment to patient access.

Lisa Engstrom made a motion, and Garry Goergen seconded the motion to approve the CDM Review and proposed clinic charges as presented. Motion carried unanimously.

New Business:

- **Approval of Contracts**

- **TGL MedStaff Agreement for Contractor Services**, Aimee Hickman, *Director of Human Resources*

Dr. Stephanie Chiu made a motion, and Garry Goergen seconded the motion to approve the TGL MedStaff Agreement for Contractor Services as presented. Motion carried unanimously.

- **Rph On the Go Pharmacist Staffing Agreement**, Aimee Hickman, *Director of Human Resources*

Garry Goergen made a motion, and Lisa Engstrom seconded the motion to approve the Rph On the Go Pharmacist Staffing Agreement as presented. Motion carried unanimously.

- **Approval of Policies**

- **Employee Drug Testing**, Aimee Hickman, *Director of Human Resources*
Ms. Hickman reviewed the policy and explained that the intent of the updates is to ensure compliance with the Wyoming Workers' Compensation Discount Program. She noted that leadership is making efforts to reduce costs associated with workers' compensation claims.

The Board requested that the policy be updated to include a reference to reasonable suspicion training for staff and to clarify how salaried and hourly employees will be handled when sent home without pay while undergoing reasonable suspicion testing.

Dr. Stephanie Chiu made a motion, and Garry Goergen seconded the motion to approve the Employee Drug Testing policy with the above changes listed. Motion carried unanimously.

- **Guidelines for Preceptor Program**, Kerry Ashment, *Chief Executive Officer*
Mr. Ashment reviewed the policy and proposed changes.

The Board inquired about the rationale for the cap on hours. Mr. Ashment explained that the preceptor pay code had been inappropriately utilized by staff and will now be more closely monitored going forward.

The Board requested that the term "employee" be revised to "preceptee" in Section III.A.D.E. to clarify the intent and avoid misinterpretation regarding the trainee designation.

Dr. Stephanie Chiu made a motion, and Garry Goergen seconded the motion to approve the Guidelines for Preceptor Program policy with the above changes listed. Motion carried unanimously.

- **Hours of Operations and Staffing for Observed Holidays**, Stephanie Hinkle *Chief Operating Officer*
Ms. Hinkle reviewed the policy and stated that clear and consistent standards need to be established across all departments regarding closures, noting that such standards have not been consistently applied in the past.

Garry Goergen made a motion, and Lisa Engstrom seconded the motion to approve the Hours of Operations and Staffing for Observed Holidays as presented. Motion carried unanimously.

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 1:23 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:

Garry Goergen made a motion, and Dr. Stephanie Chiu seconded the motion to resume the Board of Trustees Public Meeting at 2:14 pm. Motion carried unanimously.

Credential Request for Memorial Hospital of Carbon County Privileges

• **Initial Appointments**

1. Rodney Sholty, MD: Western Healthcare, Emergency Medicine: Courtesy Staff
 - Recommend appointment to Courtesy Staff

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

• **Approval of Contracts**

1. **Parry Davison, CRNA Employment Agreement, Renewal**

It was noted that the pronouns in the agreement should be corrected and the medical malpractice limits should be corrected from \$3,00,000 to \$5,000,000.

Dr. Stephanie Chiu made a motion, and Lisa Engstrom seconded the motion to approve Parry Davison CRNA Employment Agreement with the corrections listed above. Motion carried unanimously.

2. **Fred Baldwin, Ortho PA-C Employment Agreement, New**

Dr. Stephanie Chiu made a motion, and Lisa Engstrom seconded the motion to approve Fred Baldwin Ortho PA-C Employment Agreement as presented. Motion carried unanimously.

Adjournment:

Lisa Engstrom made a motion, and Dr. Stephanie Chiu seconded the motion to adjourn Board of Trustees public meeting at 2:16 pm with no further business coming before the Board. Motion carried unanimously.

The next Board of Trustees meeting is scheduled for May 28th, 2026

Respectfully submitted.

Abbie Webster, *Executive Assistant*



Lisa Engstrom, Board of Trustees, *Secretary*