



**Board of Trustees Meeting**  
**Regular Meeting**  
May 28<sup>th</sup>, 2026  
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:**

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)  
Cassandra Gier, *MHCC Employee* (via Teams)

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:**

Several amendments were made to the agenda. Under New Business, Item 4.c., Policy on Policies, was removed. The DZA Proposal was added as Item 5, and Conflict of Interest Education was added as Item 6. Under Old Business, a Bylaw Update was added to the agenda.

Additionally, President Waeckerlin stated the Board will move into Executive Session following the Financial Report due to other conflicts within the Board.

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

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

Dr. Stephanie Chiu 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 April 23<sup>rd</sup>, 2026:**

Lisa Engstrom made a motion, and Garry Goergen seconded the motion to accept the minutes from the regular meeting on April 23<sup>rd</sup>, 2026, as presented. Motion carried unanimously.

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

President Waeckerlin recognized Carrie Gilson as the Employee of the Month. Ms. Gilson consistently rises above and beyond her role to assist her patients and coworkers when needed.

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

- Mr. James Lassiter, Marketing and Community Outreach Coordinator, was introduced to the Board.

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

Mr. Ashment reported that the organization's turnover rate was 2.5% in April, consistent with the year-to-date annualized rate. He noted that recruitment and retention efforts remain a priority for the organization. Mr. Ashment also reported that training and educational opportunities continue to be offered regularly and highlighted the recent Ignite the Patient Experience training, which was well attended. He further noted plans to hold quarterly breakfasts for clinic staff to promote engagement and strengthen connections across the organization.

Mr. Ashment emphasized that open communication and transparency remain organizational priorities. He also reported that MHCC continues to participate in community events and activities that support both staff and the community.

Mr. Ashment provided a brief financial update to the Board of Trustees. He reported a decrease of 3.90 days in days cash on hand. He also noted that the organization continues to reduce its legacy debt, with negotiations completed with Ovation and Cerner and payment plans established. Macro Helix has been paid in full. Mr. Ashment informed the Board that the Rainy-Day Fund balance remained unchanged this month due to the need to address accounts payable obligations. He further reported that leadership continues to work with payors to secure necessary approvals for Emergency Department provider billing.

Mr. Ashment reported that Plant Operations repairs and infrastructure improvements continue to progress. He noted that the maintenance team is modernizing systems and replacing essential equipment throughout the facility. Ongoing capital improvement projects include elevator replacement, HVAC upgrades, the addition of a negative pressure room, painting projects, and electrical and plumbing improvements. He stated that MHCC continues to pursue facility improvements through grant funding opportunities and prudent financial management.

Ms. Hinkle presented the April HCAHPS results to the Board of Trustees, noting a score of 100%. She reviewed the survey process and explained that data is collected through a third-party vendor. Ms. Hinkle also informed the Board that the Quality Committee is evaluating an alternative CMS-approved vendor capable of providing both inpatient and outpatient patient satisfaction surveys, with implementation anticipated by year-end.

Ms. Hinkle reported that leadership continues to evaluate opportunities for service line growth, including ENT, Urology, and Senior Life Solutions. She informed the Board that Ms. Thrasher has

completed the testing requirements necessary to obtain Nurse Practitioner licensure and is awaiting issuance of her license. Ms. Thrasher continues clinical training with Dr. Allred and at surrounding healthcare facilities.

Ms. Hinkle informed the Board that a complete list of expenditures was submitted to the County Commissioners in support of receiving \$168,000 in reserved funds, which will be deposited into the General Fund upon receipt.

Ms. Hinkle reported that temporary licensure for the Windy City Café was received from the Department of Agriculture and that the air gap project is nearing completion. She further noted that café sales have increased since opening to the public.

Discussion: President Waeckerlin requested feedback from Board members regarding the potential reinstatement of department tours prior to Board meetings.

Vice President Steele inquired about the organization's relationship with Bigfoot 99 following recent changes at the station. Ms. Hinkle reported that the relationship remains positive and that MHCC intends to continue its marketing partnership.

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

- Ms. Bartlett was absent from the meeting; therefore, no report was presented.

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

- Ms. Coulston presented the Financial Summary Report for the month ending April 30<sup>th</sup>, 2026.

Ms. Coulston reported that a financial reconciliation identified an overpayment made to MHCC by Carbon County Therapy. Following a review of the supporting financial information, the discrepancy was confirmed. Ms. Coulston stated that a repayment plan has been established to address the overpayment and estimated that resolution will take approximately five years.

Ms. Engstrom inquired about collaboration among MHCC, Carbon County Therapy, and United Healthcare to ensure access to physical therapy services for patients. Ms. Hinkle clarified that MHCC is able to provide physical therapy services to patients covered by United Healthcare. She reviewed the billing process and explained where patients may receive services. Ms. Engstrom suggested increasing marketing efforts to raise awareness of these services. Dr. Chiu asked questions regarding referrals and scheduling processes. Ms. Hinkle explained that Fremont Therapy Group will continue to receive referrals and assist with patient scheduling.

The average census including observation was 3.77 below the prior month of 5.42. Emergency Room, Ambulance, Lab, and Infusion were all below prior month volumes.

Gross revenue for the month was \$5,215,276 versus the prior month of \$4,946,829, a difference of \$268,477. As compared to budget, gross revenue was above budget by \$161,971 or 3.2%. As compared to prior year, \$59,977 above March 2025.

Deductions from revenue were 40.9%. Our prior year historical average is 48.7%. This month is impacted by the funding of the FY24 Amended cost report.

Net revenue was \$3,080,383 above the prior month, and above budget by 19%. Net revenue was above March 2025 by \$418,585.

Overall operating expenses were \$2,917,022 above the prior month of \$2,644,282 and above the fiscal year 2025 average of \$2,858,919. As compared to budget, operating expenses are \$204,675 or 7.5% above budget.

Additional details related to expenses: Salaries are \$199,000 below budget – this is related to the transition to Western. Benefits are \$16,000 above budget. Physician fees are higher than budget due to the transition to Western. Purchased services is over budget by \$49,000 and related to increased accuracy in monthly accruals in revenue cycle services and Physical Therapy. Supplies are above budget by \$161,000 – related to an increase in 340B drugs, OR implants and Wound Care.

For the month, we had an operating gain of \$16, 492.

Ms. Coulston provided a TruBridge update and reported that Discharged Not Final Billed (DNFB) accounts currently total approximately \$1.9 million, which is higher than anticipated. She reminded the Board that Ovation coding services will continue through May 31, after which MHCC coders will assume responsibility for coding services effective June 1.

Ms. Coulston reported that TruBridge has identified coding inconsistencies associated with overseas coding services, as well as workflow issues within the electronic health record (EHR). Service requests have been submitted to address EHR-related issues, and additional edits and rules are being developed within the claim-scrubbing software to increase automation and improve claim processing. She noted that these enhancements are expected to improve organizational cash flow. Ms. Coulston further reported that approximately \$300,000 in claims were successfully processed without manual intervention. She also introduced a new reporting tool, referred to as the Floor Report, which will provide Revenue Cycle staff with enhanced visibility into the status of Medicare claims. Ms. Coulston provided an update regarding provider coding education. She stated that once MHCC coders begin monitoring coding trends, providers will receive biweekly communications and monthly presentations during Medical Staff meetings. The goal is to improve communication and collaboration between providers and the coding team.

Discussion: President Waeckerlin inquired whether Board members would continue receiving financial reports previously provided by Ovation. Ms. Coulston confirmed that those reports would no longer be distributed. President Waeckerlin requested future reporting on outstanding debt balances, debt payments, and projected payoff timelines, including the clinic lease obligation.

Dr. Chiu raised concerns regarding the employee payroll deduction program and noted that some employees believed they would receive a discount once their balances were paid in full. Ms. Coulston clarified that the payroll deduction program has been discontinued. She explained that the program required significant administrative resources and had limited participation. Alternative options were offered to affected employees, including paid-in-full discounts and payment plans.

The Board discussed key performance indicators (KPIs) and future reporting needs. Several suggestions were presented, including the development of separate KPI reports for the Board of Trustees and hospital staff. President Waeckerlin recommended tabling further discussion on the topic for consideration at a future meeting.

Jerry Steele made a motion, and Dr. Stephanie Chiu seconded the motion to approve the Financial Summaries for the period ending April 30<sup>th</sup>, 2026, as presented. Motion carried unanimously.

Jerry Steele made a motion, and Lisa Engstrom seconded the motion to approve the vouchers for the period ending April 30<sup>th</sup>, 2026, as presented. Motion carried unanimously.

**The Board of Trustees took a lunch break from 11:32 am to 11:43 am.**

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

- Dr. Westfall presented the Medical Staff report and provided an update on provider staffing. He reported that one provider is currently on an extended leave and that coverage has been arranged within the Health Center Platte Valley clinic space. Dr. Westfall noted ongoing efforts to improve appointment scheduling and management of walk-in patients.

Dr. Westfall further reported that he is working with clinic leadership to obtain year-over-year data to support comparative analysis and identify trends within clinic operations.

Dr. Westfall also provided a credentialing update and noted that additional discussion on credentialing matters would take place during Executive Session.

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

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

The Board convened to Executive Session at 11:53 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:**

Dr. Stephanie Chiu made a motion, and Lisa Engstrom seconded the motion to resume the Board of Trustees Public Meeting at 2:18 pm. Motion carried unanimously.

**New Business:**

- **WHA CEO/Trustee Spring Meeting**, Kerry Ashment, *Chief Executive Officer*
  - Representatives from Memorial Hospital of Carbon County were unable to attend due to inclement weather conditions. As a result, no discussion occurred.
- **Approval of Policies**
  - **Visitor Policy**, Janessa Mann, *Director of Inpatient Nursing*  
Ms. Webster presented the policy on behalf of Ms. Mann and reviewed the proposed revisions. She explained that the changes were primarily intended to promote consistency in the enforcement of visiting hours among nursing and provider staff.

The Board requested the addition of language addressing visitation considerations for pediatric and adolescent patients.

Dr. Stephanie Chiu made a motion, and Lisa Engstrom seconded the motion to approve the Visitor Policy with the requested changes. Motion carried unanimously.

- **Visitor Infection Prevention Liability Acknowledgement Form**, Janessa Mann, *Director of Inpatient Nursing*  
Ms. Webster presented the form on behalf of Ms. Mann and reviewed the intent of having the form.

Dr. Stephanie Chiu made a motion, and Lisa Engstrom seconded the motion to approve the Visitor Infection Prevention Liability Acknowledgement Form as presented. Motion carried unanimously.

- **Approval of Contracts**

- **Cobas Pure/Pure Spread Lease Agreement** Jan Gulbrandson, *Director of Ancillary Services*  
Ms. Gulbrandson reviewed the proposed contract and outlined the need for the Chemistry Analyzer. She provided an overview of the evaluation, negotiation, and vetting process conducted over the past six months, which culminated in the recommendation to bring the proposal before the Board for consideration.

Dr. Stephanie Chiu made a motion, and Lisa Engstrom seconded the motion to approve the Cobas Pure/Pure Spread Lease Agreement as presented. Motion carried unanimously.

- **DZA Proposal**, Joy Coulston, *Chief Financial Officer*

Ms. Coulston presented the proposal from DZA and reviewed the scope of services to be provided. She explained that DZA's familiarity with MHCC's historical financial information would support the preparation of an accurate cost report and audit. Ms. Coulston reviewed the associated costs with the Board and requested consideration of the proposal for approval. Ms. Coulston informed the Board that, upon approval of the proposal, an engagement letter would be presented for Board review and signature.

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

- **Conflict of Interest Annual Review**, Abbi Forwood, *Legal Counsel*

Ms. Forwood reviewed the Conflict of Interest Policy with the Board members and provided examples of conflicts and requested that the accompanying disclosure form be completed and returned to Ms. Webster.

**Old Business:**

- **Board of Trustee Bylaw Review**, Abbi Forwood, *Legal Counsel*

Ms. Forwood stated that she would provide sample bylaws for the Board's review and would solicit feedback and proposed revisions for consideration.

There was brief discussion regarding the Medical Staff bylaws. Mr. Ashment reported that he has been working with Dr. Westfall and Dr. Abels to update the bylaws. Dr. Chiu suggested including additional providers in the review process, and Mr. Ashment agreed.

**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
2. By Jay Duy Pham, MD: Western Healthcare  
Emergency Medicine: Courtesy Staff
  - Recommend appointment to Courtesy Staff
3. Chandler Sparks, DO: Western Healthcare  
Emergency Medicine: Courtesy Staff
  - Recommend appointment to Courtesy Staff
4. Jason Weyer, DO: Western Healthcare

Emergency Medicine: Courtesy Staff

- Recommend appointment to Courtesy Staff

5. Ronald Burinsky, DO: Western Healthcare

Emergency Medicine: Courtesy Staff

- Recommend appointment to Courtesy Staff

6. Clint Gerdes, MD: Casper Medical Imaging

Radiology: Telemedicine

- Recommend appointment to Telemedicine Staff

7. Rodney Shaffer, MD: Casper Medical Imaging

Radiology: Telemedicine

- Recommend appointment to Telemedicine Staff

8. Michael Yung, MD: Casper Medical Imaging

Radiology: Telemedicine

- Recommend appointment to Telemedicine Staff

9. Frederick Cubin, MD: Casper Medical Imaging

Radiology: Telemedicine

- Recommend appointment to Telemedicine Staff

10. Scott Lewis, MD: Casper Medical Imaging

Radiology: Telemedicine

- Recommend appointment to Telemedicine Staff

11. Jeffrey Rhea, MD: Casper Medical Imaging

Radiology: Telemedicine

- Recommend appointment to Telemedicine Staff

12. Travis Graham, MD: Casper Medical Imaging

Radiology: Telemedicine

- Recommend appointment to Telemedicine Staff

13. Robert Litwin, MD: Casper Medical Imaging

Radiology: Telemedicine

- Recommend appointment to Telemedicine Staff

14. Jacob Merrell, MD: Casper Medical Imaging

Radiology: Telemedicine

- Recommend appointment to Telemedicine Staff

15. Charles Bowkley, MD: Casper Medical Imaging

Radiology: Telemedicine

- Recommend appointment to Telemedicine Staff

16. Marcus Bailey, MD: Casper Medical Imaging

Radiology: Telemedicine

- Recommend appointment to Telemedicine Staff

17. Christopher Gouner, MD: Casper Medical Imaging

Radiology: Telemedicine

- Recommend appointment to Telemedicine Staff

18. Jeremy Cannell, MD : Casper Medical Imaging

Radiology: Telemedicine

- Recommend appointment to Telemedicine Staff

19. Burke Morin, DO: Casper Medical Imaging

Radiology: Telemedicine

- Recommend appointment to Telemedicine Staff
20. Kurt Fraivillig, MD: Casper Medical Imaging  
Radiology: Telemedicine
- Recommend appointment to Telemedicine Staff

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

- **Temporary Privileges**
  1. Tricia Miedema, MD: Western Healthcare  
Emergency Medicine: Courtesy Staff
    - Recommend temporary privileges

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

- **Employment Agreement**
  1. Dr. Gary Mikesell, DO, Family Practice, Renew

Jerry Steele made a motion, and Lisa Engstrom seconded the motion to approve Dr. Gary Mikesell's Employment Agreement as presented. Motion carried unanimously.

2. Gregory Johnson, MD, Trauma Director, New

Jerry Steele made a motion, and Lisa Engstrom seconded the motion to approve. Dr. Gregory Johnson's Trauma Director 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 3:17 pm with no further business coming before the Board. Motion carried unanimously.

The next Board of Trustees meeting is scheduled for June 25<sup>th</sup>, 2026.

Respectfully submitted.

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