Board of Trustees Meeting
Regular Meeting
June 25th, 2026
Minutes
10:00 am

Members Present:
Rod Waeckerlin, *President*
Jerry Steele, *Vice President*
Garry Goergen, *Treasurer*
Lisa Engstrom, *Secretary*
Dr. Stephanie Chiu, *Trustee* (via Teams)

Absent Members:

Administration:
Stephanie Hinkle, *Chief Operating Officer*
Joy Coulston, *Chief Financial Officer*

Excused:
Kerry Ashment, *Chief Executive Officer*

Guests:
Dr. Duane Abels, *Guest*
Dr. Lincoln Westfall, *Chief of Staff*
Lisa Boston, *Interim Compliance Officer* (via Teams)
James Lassiter, *MHCC Employee* (via Teams)
Casey Grover, *MHCC Employee* (via Teams)
Melissa Sanchez, *MHCC Employee* (via Teams)
Patricia Bentsen, *Public Attendee* (via Teams)

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:

Approval of Budget 2026-2027 was added as item 3. under New Business.

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

Approval of Consent Agenda Items: Attachment (A)

<u>Lisa Engstrom made a motion, and Jerry Steele seconded the motion to approve the Consent Agenda as presented. Motion carried unanimously.</u>

Approval of Board of Trustees Open Session Minutes from May 28th, 2026:

Jerry Steele made a motion, and Lisa Engstrom seconded the motion to accept the minutes from the regular meeting on May 28th, 2026, as presented. Motion carried unanimously.

Employee of the Month presented by Rod Waeckerlin, *Board President*:
President Waeckerlin recognized Leonard Reck as the Employee of the Month. Mr. Reck is a key player to the Plant Operations team and ensures safety measures are followed, mechanical rooms are always organized and clean and maintains an awareness for cost savings.

Special Recognition: Garry Goergen, MHCC Board of Trustee Treasurer
President Waeckerlin recognized Mr. Goergen for his 10 years of dedicated service on the Memorial Hospital of Carbon County Board of Trustees. The Board expressed its appreciation for his commitment and contributions to the organization throughout his tenure.

President Waeckerlin noted that Mr. Goergen's term on the MHCC Board of Trustees concludes on June 30. Mr. Goergen elected not to seek reappointment. Dr. Abels has been appointed to the MHCC Board of Trustees and will begin serving his term effective July 1.

Open Discussion/Citizen Participation
- No additional business was brought before the Board of Trustees.

Medical Staff Report: Dr. Lincoln Westfall, *Chief of Staff*
- Dr. Westfall presented the Medical Staff Report and reviewed the April and May clinic volumes. He also provided an update on provider staffing for the Rawlins and Saratoga clinic locations.

  Dr. Westfall noted that he did not have Emergency Department data available for review but reported that operations appear to be running smoothly. He also stated there were no updates regarding the Hospitalist program.

  Dr. Westfall provided a credentialing update and advised that additional discussion regarding credentialing matters would take place during Executive Session.

  Mr. Waeckerlin asked whether the clinic volumes presented included the Saratoga Clinic, and Dr. Westfall confirmed that they did. Mr. Waeckerlin also inquired about staff morale within the clinics. Dr. Westfall reported that morale has improved with the onboarding of Mr. Frakes. He stated that staff are working collaboratively, addressing issues professionally, and that training for new employees is progressing well.

  Mr. Steele shared that he recently had a very positive experience at the Rawlins clinic.

Operational Report: Stephanie Hinkle, *Chief Operating Officer*
- Ms. Hinkle presented the Operational Report on behalf of Mr. Ashment, who was excused from the meeting.

  Ms. Hinkle reported that the monthly EMS meetings with surrounding EMS agencies continue to be successful, fostering collaboration, increasing awareness, and strengthening communication regarding shared needs, challenges, and opportunities for improvement. She also noted that the current EMT classes are wrapping up, with seven Intermediate EMT students successfully passing their examinations.

Ms. Hinkle informed the Board that Ms. Jeanne Shears, RN, from the Emergency Department, will retire effective June 30. A retirement celebration is planned for that day, and Ms. Hinkle extended an invitation to the Board of Trustees to attend.

Ms. Hinkle reported that Human Resources completed the Wyoming Hospital Association (WHA) wage analysis data request. Mr. Goergen asked whether the submission included administrative positions, and Ms. Coulston confirmed that it did. She further explained that the WHA also requested detailed benefits information, likely for comparison purposes.

Ms. Hinkle advised the Board that three new nursing graduates are currently completing orientation on the Acute Care Unit. Several are expected to complete orientation soon and begin practicing independently. She noted that hiring and developing new graduates is an excellent way to build the hospital's internal staffing pipeline.

Ms. Hinkle shared that the Business Office front desk staff continue to work collaboratively and are providing excellent customer service to patients.

Providing a clinic update, Ms. Hinkle reported that Chanel Thrasher will soon begin onboarding with the Orthopedic Department. Her initial focus will be training alongside Dr. Allred in the Operating Room to become proficient as quickly as possible. Over time, she will also assist with family practice care in the clinic. Ms. Hinkle added that Dr. Lessard is now performing Department of Transportation (DOT) physicals and that Dr. Mikesell is completing the required training to provide the service as well. She also noted that Administration is in the early stages of recruiting a provider specializing in pediatrics and women's health.

Ms. Hinkle provided an update on the Casper Medical Imaging (CMI) transition, noting that the go-live occurred on July 1. She explained that several manual processes are currently in place while MHCC works with the CMI team and Oracle Health (Cerner) to develop the necessary interface and automate workflows. She noted that completion of the interface build will represent the largest portion of the transition effort.

Ms. Hinkle updated the Board on construction and renovation projects, including the recent Operating Room closure following the May 18 snowstorm and subsequent power outage. She reviewed the root cause of the incident and explained that Administration is working with the hospital's insurance carrier to determine potential coverage for associated losses. Ms. Hinkle added that MHCC continues to experience intermittent power fluctuations due to the existing Rocky Mountain Power infrastructure. Ms. Bartlett shared that Carbon County has experienced similar challenges. Mr. Goergen asked whether the Operating Room had resumed operations, and Ms. Hinkle confirmed that it reopened for patient care on June 22.

Discussion followed regarding the ongoing elevator project. Ms. Hinkle explained that the hospital continues to experience difficulty locating contractors willing to travel onsite to inspect the elevator equipment and prepare a scope of work. Ms. Bartlett noted that Carbon County has encountered similar challenges.

Ms. Hinkle also provided an update on the ARPA/SLIB project, stating that the necessary parts are ready to be ordered pending final engineering review and approval. Mr. Steele asked whether the project funding follows the calendar year or fiscal year, and Ms. Hinkle confirmed that it is based on the calendar year.

Memorial Hospital of Carbon County

Ms. Hinkle reported that the Centers for Medicare & Medicaid Services (CMS) approved amendments to Wyoming's Rural Health Transformation Program. MHCC is preparing a revised proposal through the Wyoming Department of Health, with applications due by July 31. She noted that the amount of funding available to MHCC has not yet been determined and will depend on statewide allocations. Ms. Hinkle further reported that Mr. Ashment continues to participate in weekly meetings to receive program updates. Mr. Steele asked when funding would become available, and Ms. Hinkle stated that distributions are anticipated to begin in November.

Ms. Hinkle concluded her report by providing information on the Professional Healthcare Worker Scholarship Program. She explained that the program has expanded beyond nursing and is now available to all healthcare professionals. In exchange for scholarship assistance, recipients commit to working at MHCC for two years following completion of their education. Ms. Hinkle noted that several current nursing employees originally joined MHCC through this scholarship program.

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

- Ms. Bartlett presented the Commissioners' Report. She shared that a raffle has been organized to benefit Sergeant Burns, the law enforcement officer injured in the recent Baggs incident. Ms. Hinkle asked whether Memorial Hospital of Carbon County (MHCC) could participate by assisting with ticket sales.

  Ms. Bartlett informed the Board of Trustees that the County budget is expected to be adopted in mid-July. She reported that $450,000 has been included in the proposed budget for Memorial Hospital of Carbon County, which includes funding toward the hospital's generator match. Ms. Bartlett clarified that the $450,000 allocation is not guaranteed and remains subject to change as the County continues its budget deliberations. She also noted that funding for the generator project remains under discussion, and a timeline for when the funds will become available has not yet been determined.

  Ms. Bartlett requested an update on the elevator project and asked for the project's scope of work. Ms. Hinkle provided a status update on the project and discussed the current challenges associated with obtaining contractor inspections and a formal scope of work.

  Discussion: Mr. Waeckerlin thanked Ms. Bartlett and the Carbon County Commissioners for their continued support of Memorial Hospital of Carbon County. Mr. Goergen expressed his appreciation for Ms. Bartlett's attendance at the Board of Trustees meetings, noting that her participation helps strengthen the relationship between the County Commissioners and Memorial Hospital of Carbon County.

The Board of Trustees paused the Open Session Meeting to take a break from 10:56 – 11:08 am.

Financial Report: Joy Coulston, *Chief Financial Officer*

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

  She provided a Multiview update, stating that the program updated on May 5th and although there have been some learning challenges, the product is operating better overall. There are more tools and dashboards available to run reports and provide more visibility.

  The average census including observation was 3.22 below the prior month of 3.77. The Emergency Room is above prior month. Ambulance, Radiology, Lab and clinic are all below prior month volumes.

Gross revenue for the month was $4,425,276 versus the prior month of $5,215,276, a difference of $790,000. As compared to budget, gross revenue was below budget by $796,472 or 15.3%. As compared to prior year, $680,798 above May 2025.

Deductions from revenue were 47.06%. Our prior year historical average is 48.7%.

Net revenue was $737,762 below the prior month, and below budget by 12.4%. Net revenue was below May 2025 by $228,034.

Overall operating expenses were $2,485,779 below the prior month of $2,917,022 and below the fiscal year 2025 average of $2,858,919. As compared to budget, operating expenses are $3,480 above budget.

Additional details related to expenses: Salaries are $287,000 below budget. This is related to the transition to Western and focus on overtime. Benefits are $55,000 above budget. Physician fees are higher that budget due to the transition to Western. Purchased services is under budget by $24,000. Supplies are below budget by $173,000 related to decrease in 340B drugs, and the annual inventory adjustment.

For the month, we had an operating loss of $36,923.

Mr. Waeckerlin inquired about employee benefits being above budget. Ms. Coulston explained that, as the year progresses, employees meet their deductibles and Memorial Hospital of Carbon County becomes responsible for a larger share of claim costs. Ms. Bartlett expressed interest in the organization's findings as it evaluates future health insurance options. Ms. Coulston reported that she is researching the Montana Health Network, which includes twenty-two Critical Access Hospitals. She explained that, if MHCC elects to participate, the organization would no longer be self-funded. Mr. Waeckerlin shared concerns he had heard from local pharmacies regarding the Montana Health Network.

Ms. Coulston reported that two settlements were paid in May, requiring the use of rainy-day funds. She reviewed vendors that had recently been paid in full and provided an update on the remaining legacy debt.

Discussion focused extensively on Ovation and the transition of revenue cycle services. Ms. Coulston informed the Board that approximately $700,000 in timely filing adjustments had been identified from the former Ovation coding team (Amplify) and will require review and resolution. She reported that TruBridge is actively addressing the billing and coding backlog while improving workflows within the electronic medical record and other revenue cycle systems. TruBridge is providing regular updates and payer reports and has assigned additional staff with expertise in Wyoming Medicaid and Cerner CommunityWorks. Ms. Coulston anticipates the cleanup effort will be substantially complete within approximately 30 days, after which TruBridge will begin providing comprehensive monthly reporting over the following six months.

Ms. Coulston also reported that Administration continues to negotiate contracts for Supply Chain, Contract Management, Strategic Planning, and Payor Enrollment services.

Mr. Steele requested an update regarding NaphCare. Ms. Coulston reported that approximately $178,000 in claims remain outstanding. She stated that ongoing discussions with NaphCare indicate the issue appears to stem from a misunderstanding regarding claim processing timeframes, and both parties are working toward resolution.

Garry Goergen made a motion, and Jerry Steele seconded the motion to approve the Financial Summaries for the period ending May 31st, 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 May 31st, 2026, as presented. Motion carried unanimously.

New Business:

- **TruBridge Coding Review Proposal,** Joy Coulston, *Chief Financial Officer*
  Ms. Coulston explained that the reviews will be conducted using an AI-assisted tool in conjunction with an experienced coder. The coder will review claims to identify educational opportunities, and individualized feedback will be provided to each provider in the form of a "report card."

  Ms. Coulston stated that the formal agreement would need to be reviewed by legal.

Lisa Engstrom made a motion, and Jerry Steele seconded the motion to approve the TruBridge Coding Review pending legal review. Motion carried unanimously.

- **TruBridge Medical Coding Proposal,** Joy Coulston, *Chief Financial Officer*
  Ms. Coulston explained that this approach would also provide MHCC with backup coding support in the event of staffing changes within the internal coding team. This service would need to be activated for three months minimum if utilized.

  Ms. Coulston stated that the formal agreement would need to be reviewed by legal.

Lisa Engstrom made a motion, and Jerry Steele seconded the motion to approve the TruBridge Coding Review pending legal review. Motion carried unanimously.

- **Hillrom Nurse Call System,** Janessa Mann, Director of Inpatient Nursing
  Ms. Mann reviewed the renewal and proposed keeping the Gold Service Package due to the coverage benefits.

Jerry Steele made a motion, and Garry Goergen seconded the motion to approve the Hillrom Nurse Call System renewal as presented. Motion carried unanimously.

- **Approval of Policies**
  - **Patient Account Credit & Refund Policy,** Felicia Kimble, *Director of Revenue Cycle*

Jerry Steele made a motion, and Garry Goergen seconded the motion to approve the Patient Account Credit and Refund Policy as presented. Motion carried unanimously.

The Board of Trustees paused the Open Session meeting to break for lunch from 12:06 – 12:44 pm.

- **2026 – 2027 Budget**
  Ms. Coulston reviewed the budget development process, noting that she received input from each department manager, which provided valuable insight into the operational needs of every department. She explained that the budget was developed by considering those needs while also establishing a framework to hold departments accountable for managing their operations within the approved budget.

Ms. Coulston reviewed the proposed budget changes by department, highlighting organizational realignments and adjustments to both revenues and expenses where appropriate. She explained that certain items will be reclassified to improve the accuracy of the organization's cost report for the following year. Ms. Coulston emphasized the importance of supporting organizational growth while maintaining fiscal responsibility and controlling expenses.

The Board thanked Ms. Coulston for presenting the budget in a timely manner. Ms. Coulston noted that, once approved, the budget will serve as the organization's operating budget and will not be revised.

<u>Lisa Engstrom made a motion, and Jerry Steele seconded the motion to approve the 2026 – 2027 Budget as presented. Motion carried unanimously.</u>

Old Business:

- **Board of Trustee Bylaw Review,** Abbi Forwood, *Legal Counsel*
  A draft of the revised bylaws was presented for the Board's review. Ms. Forwood summarized the comparison of the current bylaws with those of other healthcare organizations. The Board will continue its review and discussion with the intent to finalize and approve the proposed bylaws at the July meeting. The Board advised to have annual reviews of the bylaws.

The Board paused the Open Session meeting to take a break from 1:29 – 1:34pm.

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

<u>Lisa Engstrom made a motion, and Jerry Steele seconded the motion to move the Board of Trustees to Executive Session. Motion carried unanimously.</u>

The Board convened to Executive Session at 1:39 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:

<u>Jerry Steele made a motion, and Garry Goergen seconded the motion to resume the Board of Trustees Public Meeting at 2:25 pm. Motion carried unanimously.</u>

Credential Request for Memorial Hospital of Carbon County Privileges

- **Initial Appointments**
  1. Tricia Miedema, MD: Western Healthcare
     Emergency Medicine: Courtesy Staff
     - Recommend appointment to Courtesy Staff
  2. Nathan Hancock, MD: Western Healthcare
     Emergency Medicine: Courtesy Staff
     - Recommend appointment to Courtesy Staff
  3. Elizabeth Rutter, MD: Western Healthcare
     Emergency Medicine: Courtesy Staff
     - Recommend appointment to Courtesy Staff
  4. Rory Satterfield: Casper Medical Imaging
     Radiology: Telemedicine
     - Recommend appointment to Telemedicine Staff
  5. Daniel Bonifield, DO: Casper Medical Imaging

Radiology: Telemedicine
- Recommend appointment to Telemedicine Staff

6. Salvatore Grasso, DO: Casper Medical Imaging
   Radiology: Telemedicine
   - Recommend appointment to Telemedicine Staff
7. Tyler Baldwin, MD: Casper Medical Imaging
   Radiology: Telemedicine
   - Recommend appointment to Telemedicine Staff
8. Mary Alfidi, MD: VRAD
   Radiology: Telemedicine
   - Recommend appointment to Telemedicine Staff
9. Lawrence Briggs, MD: VRAD
   Radiology: Telemedicine
   - Recommend appointment to Telemedicine Staff
10. Michael Caruso, DO: VRAD
    Radiology: Telemedicine
    - Recommend appointment to Telemedicine Staff
11. Scott Chang, MD: VRAD
    Radiology: Telemedicine
    - Recommend appointment to Telemedicine Staff
12. Amy Federico, DO: VRAD
    Radiology: Telemedicine
    - Recommend appointment to Telemedicine Staff
13. Maryellyn Gilfeather, MD: VRAD
    Radiology: Telemedicine
    - Recommend appointment to Telemedicine Staff
14. Jeffrey Hare, MD: VRAD
    Radiology: Telemedicine
    - Recommend appointment to Telemedicine Staff
15. Joseph Horner, DO: VRAD
    Radiology: Telemedicine
    - Recommend appointment to Telemedicine Staff
16. Eric Hoyer, MD: VRAD
    Radiology: Telemedicine
    - Recommend appointment to Telemedicine Staff
17. Cathleen Ivy, MD: VRAD
    Radiology: Telemedicine
    - Recommend appointment to Telemedicine Staff
18. Shaden Mohammad, MD: VRAD
    Radiology: Telemedicine
    - Recommend appointment to Telemedicine Staff
19. Bina Mustafa, MD: VRAD
    Radiology: Telemedicine
    - Recommend appointment to Telemedicine Staff
20. Donald Nicell, MD: VRAD
    Radiology: Telemedicine
    - Recommend appointment to Telemedicine Staff
21. Alan Pratt, MD: VRAD
    Radiology: Telemedicine

- Recommend appointment to Telemedicine Staff

22. Michael Rethy, MD: VRAD
    Radiology: Telemedicine
    - Recommend appointment to Telemedicine Staff
23. Karen Simmons, MD: VRAD
    Radiology: Telemedicine
    - Recommend appointment to Telemedicine Staff
24. Kristi Sobota, MD: VRAD
    Radiology: Telemedicine
    - Recommend appointment to Telemedicine Staff
25. Ravinder Sohai, MD: VRAD
    Radiology: Telemedicine
    - Recommend appointment to Telemedicine Staff
26. Ronald Sonken, MD: VRAD
    Radiology: Telemedicine
    - Recommend appointment to Telemedicine Staff
27. Scott Sullivan, MD: VRAD
    Radiology: Telemedicine
    - Recommend appointment to Telemedicine Staff
28. Gregg Sydow, MD
    Radiology: Telemedicine
    - Recommend appointment to Telemedicine Staff
29. David Tague, MD: VRAD
    Radiology: Telemedicine
    - Recommend appointment to Telemedicine Staff
30. Rolf Vrla, MD: VRAD
    Radiology: Telemedicine
    - Recommend appointment to Telemedicine Staff
31. Albert Ybasco, MD: VRAD
    Radiology: Telemedicine
    - Recommend appointment to Telemedicine Staff

<u>Jerry Steele made a motion, and Lisa Engstrom seconded the motion to approve the Initial Appointment request as presented. Motion carried unanimously.</u>

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

<u>Jerry Steele made a motion, and Garry Goergen seconded the motion to approve Dr. Gary Mikesell's Employment revised agreement. Motion carried unanimously.</u>

Adjournment:

<u>Jerry Steele made a motion, and Lisa Engstrom seconded the motion to adjourn Board of Trustees public meeting at 2:26 pm with no further business coming before the Board. Motion carried unanimously.</u>

The next Board of Trustees meeting is scheduled for July 23rd, 2026

Respectfully submitted.

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