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

Members Present:
Rod Waeckerlin, *President*
Jerry Steele, *Vice President*
Lisa Engstrom, *Treasurer*
Dr. Stephanie Chiu, *Secretary*
Dr. Duane Abels, *Trustee*

Absent Members:

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

Excused:
Stephanie Hinkle, *Chief Operating Officer*

Guests:
Abbi Forwood, *Legal Counsel* (via Teams)
Dr. Lincoln Westfall, *Chief of Staff*
James Lassiter, *MHCC Employee* (via Teams)
Serena Ortega, *MHCC Employee* (via Teams)
Melissa Sanchez, *MHCC Employee* (via Teams)
Jan Gulbrandson, *MHCC Employee* (via Teams)
Christa Green, *MHCC Employee* (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:

Mr. Waeckerlin requested the addition of Election of Officers under New Business as Item No. 4.

The Board of Trustees welcomed Dr. Duane Abels and expressed their appreciation for his willingness to serve Memorial Hospital of Carbon County and the community.

Lisa Engstrom made a motion, and Dr. Duane Abels seconded the motion to approve the agenda as amended. Motion carried unanimously.

Approval of Consent Agenda Items: Attachment (A)

Mr. Waeckerlin thanked the managers for their efforts in preparing their Board reports.

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

Approval of Board of Trustees Open Session Minutes from June 25th, 2026:

Dr. Duane Abels made a motion, and Lisa Engstrom seconded the motion to accept the minutes from the regular meeting on June 25th, 2026, as presented. Motion carried unanimously.

Employee of the Month presented by Lisa Engstrom, *Board Treasurer*:
Ms. Engstrom recognized Jena Kelley as the Employee of the Month. As Lead Medical Assistant, Ms. Kelley consistently supports clinic staff with daily operations, provides training and guidance to newly hired employees, and has assumed additional responsibilities overseeing the Vaccine Program. Her dedication and willingness to take on expanded responsibilities were recognized and appreciated.

Supervisor of the Quarter presented by Rod Waeckerlin, *Board President:*
Mr. Waeckerlin recognized Melissa Sanchez as the Supervisor of the Quarter. As Business Office Manager, Ms. Sanchez has demonstrated exceptional leadership by supporting the registration team, assisting with pre-authorizations, and fostering stronger collaboration between the Business Office and Emergency Department registration teams. Her dedication to teamwork and operational excellence was recognized and appreciated.

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 clinic volumes for May and June, noting volumes were lower than the same period in 2025. He stated that increasing Annual Wellness Exams remains a priority to improve patient volumes. Dr. Westfall also provided an update on provider staffing at the Rawlins and Saratoga clinics and reported that the clinics are exploring opportunities to expand operating hours, including evening and weekend availability.

Dr. Westfall reported that Operating Room volumes declined as a result of the HVAC system outage and subsequent temporary closure. He noted that certain procedures, including trigger finger releases, were able to continue because they did not require a sterile surgical environment.

Dr. Westfall provided an update on credentialing activities and advised that additional credentialing matters would be discussed during Executive Session.

Mr. Waeckerlin asked what reports would be most beneficial to the Medical Staff. Dr. Westfall indicated that clinic volume trends and inpatient census reports would be valuable. Ms. Coulston offered to assist in compiling the requested data, and Dr. Westfall acknowledged the Clinic Director's continued assistance in providing clinic volume information.

Operational Report: Kerry Ashment, *Chief Executive Officer*

The CEO reported continued progress in strengthening the organization's culture, financial stability, and operational performance. Positive feedback from patients and community members highlighted the professionalism and quality of care provided by staff. Employee turnover continued to decline, while recruitment, retention, employee engagement, and leadership transparency remain key priorities.

Financially, the hospital continues to reduce long-standing debt, manage expenses, and pursue grant funding and other opportunities to strengthen long-term sustainability. Marketing and business development efforts remain focused on workforce recruitment, community outreach, and the Rural Health Transformation Program. Mr. Ashment reported the Rural Health Transformation Program will be completed by July 31st and he anticipates funds to be distributed to organizations by October or November.

Updates were also provided on quality improvement initiatives, facility upgrades, and capital projects, including HVAC, elevator, reverse osmosis, and infrastructure improvements. The CEO noted that the hospital continues to make steady progress in addressing historical operational challenges while positioning the organization for long-term growth and stability.

The Board was advised that the hospital's strategic priorities remain focused on optimizing performance, expanding local access to care, strengthening community engagement, and maintaining a stable operational foundation. The CEO reaffirmed that Memorial Hospital of Carbon County continues to move in a positive direction and remains well positioned for a sustainable future.

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

Ms. Bartlett was absent, and no Commissioners' Report was provided.

Financial Report: Joy Coulston, *Chief Financial Officer*

- Ms. Coulston presented the Financial Summary Report for the month ending June 30th, 2026.

Ms. Coulston reported continued progress with budget reclassifications and financial cleanup efforts, including corrections to Operating Room inventory valuations. She recognized Ms. Melissa Sanchez in Materials Management for leading the inventory valuation project and completing the necessary corrections to improve the accuracy of inventory data.

Ms. Coulston informed the Board that a bank account containing proceeds from the clinic sale was identified following a software update by Rawlins National Bank. She explained that the account had inadvertently fallen off the balance sheet in 2022. The account has since been reinstated on the balance sheet, and the funds will be transferred to the hospital's rainy-day fund.

Ms. Coulston provided an update on the transition to TruBridge, explaining that cash flow continues to be affected by historical billing and coding challenges, including staffing changes, incomplete EHR workflows, denied claims, and delayed billing processes. She reported that TruBridge is working closely with Oracle Health/Cerner to improve workflows and that billing processes are steadily improving through ongoing collaboration and weekly meetings. Management has also prioritized timely claims submission while continuing to strengthen the underlying billing infrastructure.

An update was also provided on the implementation of the MultiView financial system. Ms. Coulston reported that the platform has improved general ledger reporting and helped identify additional workflow improvements. She noted that work is underway to finalize the closeout of the 2023 and 2024 financial records.

The Board discussed the possibility of requesting an expanded financial review. Ms. Coulston advised that, due to audit independence requirements, alternative resources may be more appropriate. She also confirmed that MHCC continues to make monthly payments to Ovation while maintaining communication with its Chief Financial Officer regarding ongoing contractual matters. The Board discussed concerns related to Ovation and expressed dissatisfaction with prior experiences involving the organization and its services.

The average census including observation was 3.87 above the prior month of 3.32. The Emergency Room is below prior month. Ambulance, Radiology, Lab and clinic are all above prior month volumes.

Gross revenue for the month was $4,197,336 versus the prior month of $4,425,276. As compared to budget, gross revenue was below budget by $855,968 or 16.9%. As compared to prior year, $796,168 above June 2025.

Deductions from revenue were 45.8%. Our prior year historical average is 48.7%.

Net revenue was $259,954 below the prior month, and below budget by 10.3%. Net revenue was below June 2025 by $519,438.

Overall operating expenses were $2,701,356 above the prior month of $2,485,779 and below the fiscal year 2025 average of $2,858,919. As compared to budget, operating expenses are $10,990 below budget.

Additional details related to expenses: Salaries are $216,000 below budget. This is related to the transition to Western and focus on overtime. Benefits are $112,000 above budget, related to a one-week claim file of $169,000. Physician fees are higher than budget due to the transition to Western Healthcare. Purchased services is over budget by $494,000. Supplies are below budget by $156,000 related to decrease in 340B drugs, and the annual inventory adjustment and OR inventory.

Many expense categories have been impacted by reclass found during the budget process to ensure correct expense categories for our cost report.

For the month, we had an operating loss of $36,669.

Ms. Coulston reported that it took approximately six months to reconcile and gain a comprehensive understanding of the hospital's complex financial records. Dr. Chiu commended Ms. Coulston's efforts, noting she was impressed with the progress made in that timeframe, and the Board expressed agreement.

Mr. Waeckerlin requested that future Finance Reports include a clear and concise update on the status of the hospital's legacy debt.

Jerry Steele made a motion, and Lisa Engstrom seconded the motion to approve the Financial Summaries for the period ending June 30th, 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 June 30th, 2026, as presented. Motion carried unanimously.

The Board recessed the Open Session meeting from 11:28 a.m. to 11:36 a.m. for a brief break.

New Business:

- **Approval of Policies**
    1. **Employee Discount and PTO Buy Out Policy**, Melissa Sanchez, *Business Office Manager*
    Ms. Sanchez and Ms. Kimble reviewed proposed changes to the policy, noting that the previously discussed 30% discount was reduced to 25% due to the clinic price reductions. They also clarified that employees may use accrued Paid Time Off (PTO) hours to assist with payment of medical bills.

The Board identified an error in the policy language regarding the former payroll deduction policy. Ms. Webster stated that the outdated verbiage would be removed in MCN upon approval of the revised policy. Ms. Kimble also provided clarification regarding available discounts, including a 10% discount for employees who establish payment plans through HELP Financial or a 25% discount available through the sliding scale program.

Jerry Steele made a motion, and Lisa Engstrom seconded the motion to approve the Employe Discount and PTO Buy Out Policy with the recorded corrections. Motion carried unanimously.

2. **Financial Assistance Policy**, Melissa Sanchez, Business Office Manager
   Ms. Kimble and Ms. Sanchez presented the revised Financial Assistance Policy and explained that assistance will apply to eligible urgent and emergent visits. They noted that historically the program had been utilized more like an insurance benefit, with all accounts and visits automatically covered for a six-month period; however, the updated policy aligns with the intended purpose of providing assistance for qualifying services.

   Ms. Kimble and Ms. Sanchez also noted that the policy must be posted publicly online and made available to patients. Ms. Kimble provided clarification regarding the various eligibility levels and corresponding assistance percentages available to qualifying patients.

Dr. Duane Ables made a motion, and Dr. Stephanie Chiu seconded the motion to approve the Financial Assistance Policy as presented. Motion carried unanimously.

3. **Change of Status from Fulltime or Parttime to Per Diem Policy**, Monica Montoya, *Finance Manager*
   Ms. Coulston presented the policy on behalf of Ms. Montoya. She explained the intent of the policy, noting that it was updated to reflect current practices.

Lisa Engstrom made a motion, and Dr. Stephanie Chiu seconded the motion to approve the Change of Status from Fulltime or Parttime to Per Diem Policy as presented. Motion carried unanimously.

- **Approval of Contracts**
  1. **Digestive Care Specialists Lease Agreement**, Josephine Stratton, *Surgical Services Manager*
     Ms. Stratton explained that the previous GI Specialist providing services to MHCC is no longer with Gastroenterology Associates, and a replacement provider has not yet been identified to perform GI procedures locally. As a result, GI surgeries that were previously performed at MHCC would need to be referred to Casper.

     Ms. Stratton reported that Digestive Care Associates is interested in entering into an agreement to provide GI services, including a visiting clinic in Rawlins and the potential to perform GI procedures at MHCC. The agreement presented for approval would cover the visiting clinic services and is a legally approved agreement that MHCC leadership has been directed to utilize. She noted that leadership continues to work on a separate agreement to allow GI procedures to be performed in the MHCC Operating Room.

Jerry Steele made a motion, and Dr. Duane Abels seconded the motion to approve the Digestive Care Associates Lease Agreement as presented. Motion carried unanimously.

- **Signature Authority for Hospital Accounts: Bank of Commerce and Rawlins National Bank**

The Board discussed the need to update authorized signers on the hospital's accounts with Bank of Commerce and Rawlins National Bank following the appointment of Dr. Duane Abels to the Board of Trustees. Dr. Abels fills the seat previously held by Mr. Garry Goergen, who elected not to seek reappointment to the Board.

- **Election of Officers,** Rod Waeckerlin, *Board President*
  President Waeckerlin expressed his willingness to continue serving as President of the Board of Trustees for another year. The Board discussed and confirmed the following officer positions for the upcoming term:

    - President: Rod Waeckerlin
    - Vice President: Jerry Steele
    - Treasurer: Lisa Engstrom
    - Secretary: Dr. Stephanie Chiu
    - Trustee: Dr. Duane Ables

Dr. Duane Abels made a motion, and Dr. Stephanie Chiu seconded the motion to approve the officer positions as presented. Motion carried unanimously.

The Board recessed the Open Session meeting for a lunch break from 12:02 – 12:33pm.

Old Business:

- **Board of Trustees Bylaws**
  The Board and Ms. Forwood reviewed the proposed Board Bylaws and discussed several minor revisions. Ms. Forwood will incorporate the revisions and provide a final version to Administration and the Board for distribution. She will also assist Ms. Webster with filing the approved bylaws with the Carbon County Commissioners' Office.

Dr. Duane Abels made a motion, and Lisa Engstrom seconded the motion to approve the proposed Board of Trustees Bylaws with the revisions. Motion carried unanimously.

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

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

The Board convened to Executive Session at 1:04 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 Lisa Engstrom seconded the motion to resume the Board of Trustees Public Meeting at 1:39 pm. Motion carried unanimously.

Credential Request for Memorial Hospital of Carbon County Privileges

- **Initial Appointments**
    1. Clayton Bass, MD: Western Healthcare
       Emergency Medicine: Courtesy Staff
       - Recommend appointment to Courtesy Staff

2. Kristen Scheets, DO: Western Healthcare
   Emergency Medicine: Courtesy Staff
   - Recommend appointment to Courtesy Staff

3. Kailin Sweeney, MD: Western Healthcare
   Emergency Medicine: Courtesy Staff
   - Recommend appointment to Courtesy Staff

4. Fred Baldwin, PA-C: MHCC
   Orthopedic: Allied Staff
   - Recommend appointment to Allied Health

5. Delphia Clarke, MD: VRAD
   Radiology: Telemedicine
   - Recommend appointment to Telemedicine Staff

Jerry Steele made a motion, and Lisa Engstrom seconded the motion to approve the Initial Appointment request as presented. Dr. Abels, as a member of the MEC Credentialing Committee, abstained from the vote. Motion passed with Jerry Steele, Lisa Engstrom Dr. Chiu approving and Dr. Abels abstaining from the vote.

Adjournment:

Lisa Engstrom made a motion, and Dr. Chiu seconded the motion to adjourn Board of Trustees public meeting at 1:41 pm with no further business coming before the Board. Motion carried unanimously.

The next Board of Trustees meeting is scheduled for August 27th, 2026

Respectfully submitted.

Abbie Webster, *Executive Assistant*
Dr. Stephanie Chiu, Board of Trustees, *Secretary*