Memorial Hospital of Carbon County

Board of Trustees Meeting
Regular Meeting
August 27th, 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*

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 to relocate the Senior Life Solution presentation under New Business to 1. a. under Memorial Hospital of Carbon County Reports.

Jerry Steele made a motion, and Lisa Engstrom seconded the motion to approve the agenda as amended. Motion carried unanimously.

Approval of Consent Agenda Items: Attachment (A)

Dr. Duane Abel 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 July 23rd, 2026:

Jerry Steele made a motion, and Lisa Engstrom seconded the motion to accept the minutes from the regular meeting on July 23rd, 2026, as presented. Motion carried unanimously.

Employee of the Month presented by Rod Waeckerlin, *Board President*:
Mr. Waeckerlin presented Val Roberts with the Employee of the Month recognition for August. Ms. Roberts is a longstanding MHCC employee who has made significant contributions to her departments and has supported numerous organizational projects throughout her tenure. Her dedication and continued contributions to MHCC were 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, noting an increase compared to previous months. He reported that clinic walk-in appointments remain steady and are being accommodated in a timely manner. Dr. Westfall also reported that Orthopedic Clinic providers Fred Baldwin, PA-C, and Chanel Thrasher, NP, are doing well and continue to maintain a busy patient schedule.

From a community service perspective, Dr. Westfall reported that 199 free school physicals were completed this year. He noted that continued education regarding the importance of annual wellness exams remains a focus.

Dr. Westfall reported that clinic morale remains positive and that Medical Assistant training continues to be a priority.

Dr. Westfall also provided an update on Emergency Department physician coverage through the hospital's partnership with Western Healthcare. He noted that some credentialing needs remain outstanding and are currently being addressed.

Senior Life Solutions, Kirby Johnson, *PMC Business Development Director*
Mr. Johnson provided an introduction and overview of Senior Life Solutions. He explained that he has worked collaboratively with Ms. Hinkle and other members of the leadership team over the years to develop the program and determine the appropriate time for implementation at MHCC. Senior Life Solutions provides an intensive outpatient mental health program for Medicare-eligible seniors, allowing patients to receive services closer to home while reducing travel costs and external referrals and improving patient access and satisfaction. Eligible patients may self-refer or be referred by their providers. Mr. Johnson noted that mental health services continue to represent a significant unmet need within the community.

Mr. Johnson reviewed the proposed staffing and recruitment plan, explaining that an onsite Program RN and Coordinator will be hired to provide ongoing support. The program's Medical Director will provide services remotely and will be available for medication management, orders, care plans, and other clinical needs.

Mr. Johnson reviewed the financial analysis with the Board of Trustees. If approved, the program is anticipated to go live on January 1, 2027. He outlined the risk-adverse financial strategy, including an initial five-year agreement. Mr. Johnson reported that Ms. Coulston negotiated delayed fees to support profitability during the first year and align settlement timing. The agreement also includes a payback provision should the program fail to provide patient care in accordance with the partnership agreement. Additionally, negotiations reduced the annual increase in partnership costs from 4.2% to 3%. Projected net income is $183,610 for the first year and $216,884 for the second year.

Ms. Coulston expressed her support for the proposed service line and noted that it would provide a significant benefit to the hospital's cost report. She explained that participation by at least one patient would allow the service to be eligible for reimbursement through the cost report.

Dr. Duane Abels made a motion, and Lisa Engstrom seconded the motion to approve the Senior Life Solutions Agreement as presented. Motion carried.

Operational Report: Kerry Ashment, *Chief Executive Officer*
Mr. Ashment reported continued progress in strengthening employee engagement, community relationships, and organizational culture. Employee turnover decreased to approximately 0.8% for July, and recruitment, retention, training, communication, and employee engagement remain priorities. He noted that employee and community feedback continues to reflect positive progress.

Mr. Ashment provided an update on the hospital's financial position, noting improved operating performance, an increase in average census, and continued efforts to reduce long-standing debt. He reported that the hospital continues to focus on expense management, labor accountability, service line optimization, grant opportunities, and resolving outstanding matters with Ovation.

Marketing and business development efforts continue to focus on community outreach, workforce recruitment, and strengthening awareness of MHCC services. Mr. Ashment also provided an update on the Rural Health Transformation Program and noted continued efforts to identify opportunities to address community needs, including access to mental health services.

Updates were provided regarding quality, risk, performance improvement, and facility projects. Capital improvements include HVAC and isolation room projects, elevator repairs, Operating Room improvements, and electrical and plumbing upgrades. Mr. Ashment also reported that the hospital's Workers' Compensation Plan of Correction and drug and alcohol testing components were accepted, resulting in an anticipated annual savings of approximately $120,000.
Mr. Ashment concluded by reporting that MHCC continues to make progress in addressing historical challenges related to billing, communication, transparency, and operational stability. He noted that debt reduction, expense discipline, employee engagement, infrastructure investment, and strategic planning remain key areas of focus as the organization works toward long-term sustainability and growth.

Ms. Hinkle provided an update on coding queries and new processes implemented to track outstanding charts. She noted that the process has improved visibility for providers, leadership, and the Revenue Cycle team and has supported ongoing efforts to finalize outstanding billing.

Ms. Hinkle reported that the clinics have maintained stability and that Medical Assistant training is entering its second month.

Ms. Hinkle provided an update on the 340B program and noted continued collaboration with Brendan Gemelli, who provides PRN coverage for MHCC as needed.

Ms. Hinkle also reported that the Laboratory successfully completed its CLIA survey.

Commissioners Report: Gwynn Bartlett, *Carbon County Commissioner Liaison*
Ms. Bartlett reported that Carbon County has adopted its budget.

Ms. Bartlett provided her perspective regarding the upcoming elevator project and expressed support for assigning a project manager to oversee the project. Ms. Hinkle agreed and indicated that she would like to continue discussions with Ms. Bartlett regarding project management.

Ms. Bartlett inquired about the Rural Health Transformation funds awarded to MHCC. Mr. Ashment and Ms. Hinkle explained that hospital leadership is awaiting additional information from the State before further details regarding the funds can be shared.

The Board of Trustees recessed the Open Session meeting from 11:33 a.m. to 11:43 a.m. for a brief break.

Financial Report: Joy Coulston, *Chief Financial Officer*

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

Ms. Coulston stated the current days cash on hand is 26.

Ms. Coulston provided a brief update on TruBridge activities and reported that gross days in Accounts Receivable (AR) had decreased slightly. She noted that DDE education and the ongoing management of Medicare claims requiring correction remain areas of focus. These claims are now being tracked consistently with oversight from Revenue Cycle leadership.

Ms. Coulston also provided an update on efforts to improve and streamline Revenue Cycle workflows. She reported that 115 service requests had been submitted in Cerner, with 83 requests resolved to date.

The average census including observation was 6.90 above the prior month of 3.87. The Emergency Room and Ambulance were both above prior month. Radiology and Lab were below prior month volumes.

Gross revenue for the month was $5,213,779 versus the prior month of $4,197,336. As compared to budget, gross revenue was above budget by $677,119 or 14.7%. As compared to prior year, $311,283 above July 2025.

Deductions from revenue were 48.1%. Our prior year historical average is 48.7%.

Net revenue was $430,625 above the prior month, and above budget by 15.5%. Net revenue was above July 2025 by $493,770.

Overall operating expenses were $2,413,411 below the prior month of $2,701,356 and below the fiscal year 2025 average of $2,969,011. As compared to budget, operating expenses are $148,095 below budget.

Additional details related to expenses: Salaries are $91,000 below budget. Benefits are $188,000 below budget, which reflects the lower workers compensation, and lower health claims for the month. Physician fees are higher than budget due to higher OR volume from inReach. Purchased services if over budget by $45,000 due to higher volume in Pain Management and Physical Therapy. Supplies are below budget by $118,000.

For the month, we had an operating gain of $119,680.

Ms. Coulston presented a new project that REDI Health working on for MHCC – Denials Management IQ. This platform provides trends for the facility's top denials and volume. This will greatly assist MHCC with identifying opportunities in coding, billing, registration and clinical documentation. Ms. Coulston noted that this project was covered by FLEX grant funds.

Lisa Engstrom made a motion, and Dr. Stephanie Chiu seconded the motion to approve the Financial Summary for the period ending July 31st, 2026, as presented. Motion carried unanimously.

Jerry Steele made a motion, and Dr. Stephanie Chiu seconded the motion to approve the vouchers for the period ending July 31st, 2026, as presented. Motion carried unanimously.

The Board of Trustees recessed the Open Session meeting from 12:17 p.m. to 12:52 p.m. for a lunch break.

New Business:

- **Q2 Strategic Plan Updates,** Stephanie Hinkle, *Chief Operating Officer*
  Ms. Hinkle provided an update on the second-quarter goals outlined in the Strategic Plan. The Board reviewed progress in the three strategic focus areas: Optimize Performance, Enhance Local Access, and Engage Our People.

- **Wayward Medical Staffing Agreement,** Aimee Hickman, *Director of Human Resources*
  This topic was tabled until the next meeting due to Ms. Hickman's absence.

- **Up-To-Date Renewal Agreement,** Joy Coulston, *Chief Financial Officer*
  Ms. Coulston presented the renewal agreement and reported that she negotiated a reduced rate by working with the Wolters Kluwer team to decrease the number of providers included under the previous agreement. She explained that the software provides clinicians with evidence-based recommendations to support patient care and offers patients additional information regarding their conditions and treatment.

- **Approval of Policies**
  1. **Final Paycheck Policy**, Monica Montoya, *Finance Manager*
     This policy was updated to reflect current practices.

Lisa Engstrom made a motion, and Jerry Steele seconded the motion to approve the Final Paycheck Policy as presented. Motion carried unanimously.

  2. **Authorized Payroll Changes**, Monica Montoya, *Finance Manager*
     This policy was updated to reflect current practices.

Lisa Engstrom made a motion, and Jerry Steele seconded the motion to approve the Final Paycheck Policy as presented. Motion carried unanimously.

  3. **Continuing Education Policy**, Stephanie Hinkle, *Chief Operating Officer*
     Ms. Hinkle reviewed the proposed policy, which is intended to support staff professional development while establishing parameters for the appropriate use of hospital resources and paid time for voluntary coursework and required coursework related to licensure. She reviewed the proposed processes and expectations and noted that Managers and Senior Leadership will be responsible for authorizing and approving employee participation in coursework.

Following discussion, the Board of Trustees requested that the policy be submitted for legal review and that any recommendations or feedback be provided to the Board.

The Board recessed the Open Session meeting for a brief break from 1:36 p.m. – 1:47 p.m.

Old Business:

- There was no Old Business to bring before the Board of Trustees.

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

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

The Board convened to Executive Session at 1:48 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:

Lisa Engstrom made a motion, and Dr. Stephanie Chiu seconded the motion to resume the Board of Trustees Public Meeting at 2:50 pm. Motion carried unanimously.

Credential Request for Memorial Hospital of Carbon County Privileges

- **Initial Appointments**
  1. Iain Miller, MD: Summit Pathology
     Pathology: Courtesy Staff
     - Recommend appointment to Courtesy Staff

  2. Jeffrey Toups, CRNA: Holistic Pain Management
     CRNA: Allied Health
     - Recommend appointment to Allied Health

  3. Kathlene Mondanaro, DO: Rural Family Physicians
     Emergency Medicine: Active Staff
     - Recommend appointment to Active 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.

Approval of Executive Session Topics

- **Employment Contract – Jacqueline George, FNP, Family Practice – Women's Health, New**

Jerry Steele made a motion, and Lisa Engstrom seconded the motion to approve the Employe Agreement for Jacqueline George, FNP as presented. Motion carried.

Administration has been directed to continue negotiations with the Town of Hanna.

Adjournment:

Dr. Stephanie Chiu made a motion, and Lisa Engstrom seconded the motion to adjourn Board of Trustees public meeting at 2:53 pm with no further business coming before the Board. Motion carried unanimously.

The next Board of Trustees meeting is scheduled for September 24th, 2026.

Respectfully submitted.

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