Board of Trustees Meeting
Regular Meeting
September 24th, 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*

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

Guests:
Lisa Boston, *Interim Compliance Officer*
Janessa Mann, *Director of Inpatient Nursing*
James Lassiter, *MHCC Employee* (via Teams)
Melissa Sanchez, *MHCC Employee* (via Teams)
Jan Gulbrandson, *MHCC Employee* (via Teams)
Christa Green, *MHCC Employee* (via Teams)
Jacqueline George, *MHCC Employee*
Jared Frakes, *MHCC Employee*

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 amend the agenda to include PTO Policy as item 4. under New Business.

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. Stephanie Chiu inquired regarding Ms. Stratton's report that Dr. Cloud would no longer be coming to Rawlins. Ms. Hinkle explained that Administration is exploring options to secure a replacement gastrointestinal specialist following the departure of Dr. Cooper, the visiting physician affiliated with GI Associates. She reported that recent discussions with Dr. Cloud revealed his preference to utilize a different pathology laboratory, as he expressed concerns regarding Summit Pathology's ability to provide the level of testing required. Administration investigated these concerns and determined that Summit Pathology can provide the necessary testing. However, MHCC's exclusivity agreement with Summit Pathology limits the ability to engage an alternative laboratory. Ms. Hinkle stated that Administration continues to explore options to bring gastrointestinal specialty services back to Rawlins.

President Waeckerlin congratulated Ms. Hinkle on her recent appointment to the WHA Resources Board.

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

Approval of Board of Trustees Open Session Minutes from August 27th, 2026:

Dr. Duane Abels made a motion, and Dr. Stephanie Chiu seconded the motion to accept the minutes from the regular meeting on August 27th, 2026, as presented. Motion carried unanimously.

Employee of the Month presented by Rod Waeckerlin, *Board President*:
Mr. Waeckerlin presented James Lassiter, Marketing and Community Relations Coordinator, with the September Employee of the Month recognition. Mr. Lassiter was recognized for quickly learning his role, demonstrating initiative, and taking on additional responsibilities.

Special Recognition: Norman S. Holt Award for Nursing Excellence: Janessa Mann, *Director of Inpatient Services*
Ms. Hinkle presented Ms. Mann with her nomination for the Normal S. Hold Award in recognition of her dedication to the nursing profession and her commitment to Memorial Hospital of Carbon County.

Meet and Greet: Jacqueline George, *Nurse Practitioner, Women's Health*
Mr. Frakes introduced Ms. George to the Board of Trustees, explaining

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

Medical Staff Report: Dr. Lincoln Westfall, *Chief of Staff*
The report was tabled due to Dr. Westfall's absence from the meeting.

Operational Report, Kerry Ashment, *Chief Executive Officer* and Stephanie Hinkle, *Chief Operating Officer*
Mr. Ashment presented the Chief Executive Officer Report and reported continued progress toward operational stability, improved employee engagement, and rebuilding trust within the community. Employee recruitment, retention, training, and recognition remain priorities, with turnover reported at approximately 3.6% for August. The hospital welcomed Jacqueline George as its new Women's Health Provider, and Ms. Hinkle was appointed to the WHA Resources Board. Administration continues to promote communication and transparency through employee and community engagement opportunities.

Financially, days cash on hand increased slightly to 12.9 days in August, while the hospital reported a net loss of $264,184. Administration continues to focus on reducing long-term debt, controlling labor and operating expenses, optimizing service lines, and pursuing grant opportunities. Negotiations with Ovation remain ongoing to address outstanding obligations and previously identified missed opportunities. Administration also plans to review the appropriate use of Rural Health Transformation Program (RHTP) funding and potential future opportunities.

Marketing, quality, and strategic initiatives continue to support the hospital's three strategic priorities: optimizing performance, enhancing local access, and engaging the community. Facility improvements include installation of a reverse osmosis system to support sterile instrument processing, completion of the third-floor isolation room and HVAC replacement project, radiology system conversion from MIA to

CMI, elevator improvements, and ongoing electrical, plumbing, and interior upgrades. Following a recent 24-hour internet outage, Administration will explore redundancy options to improve reliability.

Mr. Ashment reported that MHCC continues to make progress in addressing billing, communication, and transparency challenges while strengthening its operational foundation. Senior Life Solutions planning continues following the Board's approval of the agreement. Although long-term debt, staffing challenges, and community trust remain areas of focus, improvements in financial and clinical stability, patient feedback, and internal communication position the hospital for continued progress. Administration remains committed to sustainable growth, fiscal accountability, infrastructure investment, employee engagement, and maintaining reliable healthcare services for the community.

Ms. Hinkle provided an update on Senior Life Solutions, reporting that a project kickoff event had been held and that additional site visits would occur throughout implementation leading up to the program's go-live date. Space arrangements are underway, and discussions with affected departments are scheduled for the week. Recruitment efforts have also begun to fill positions necessary to support the program.

Ms. Hinkle reported that swing bed census remains strong, with an increase of 1.07 patient days. Ms. Coulston noted that swing bed days may decrease in September due to patient discharges, although the data remains under review. Ms. Hinkle further reported that Administration and nursing leadership are evaluating a speech therapy vendor to support and strengthen the swing bed service line.

Ms. Hinkle stated that Administration will continue discussions regarding Rural Health Transformation Program funding and will include Board members in future meetings as additional information becomes available. She also reported that a stakeholder meeting is scheduled for October.

Ms. Hinkle provided an update on funds raised through the Foundation Fun Scramble held in August. The fundraising goal was $50,000, with gross collections totaling $37,000 and net proceeds totaling $27,000. Based on the funds available, only one washing machine will be purchased at this time. Additional fundraising efforts will continue toward the purchase of a second washing machine.

Ms. Hinkle reported on MHCC's continued involvement in community support and clinical education opportunities. MHCC purchased and donated Stop the Bleed kits to the Baggs FFA following the organization's request. She also reported that 13 clinical students are currently shadowing in various departments throughout the facility. MHCC has become a more competitive placement for clinical students due to the range of clinical education and shadowing opportunities available.

Financial Summary Report, Joy Coulston, *Chief Financial Officer*
Ms. Coulston presented the Financial Summary Report for the month ending August 30th, 2026.

The average daily census, including Observation, was 6.26 above the prior month of 6.90. Emergency Department, Ambulance, Radiology and Laboratory are all below prior month. This month there was a significant drop in ancillary hospital volumes, including ICU. While patient census as high on Med/Surg, the drop in ancillary volume and ICU volume created a lower gross revenue than expected.

Gross revenue for the month was $4,501,389 versus the prior month of $5,213,779. As compared to budget, gross revenue was below budget by $45,191 or 1%. As compared to prior year, $94,571 above August 2025.

Deductions from revenue were 49.3%. The prior year average is 48.7%.

Net revenue was $426,155 below prior month, and below budget by 4.2%. Net revenue was below August 20225 by $295,576.

Overall operating expenses were $2,607,965, above the prior month of $2,413,411 and below the fiscal year average of $2,969,011. As compared to budget, operating expenses are $46,459 above budget.

Additional details related to expense – salaries are $109,000 above budget, which is related to an update to the accrual process to increase accuracy. Benefits are $87,000 below budget from a credit from Blue Cross and reduced rate for Worker's Compensation. Physician fees are higher than budget due to a radiology invoice not received for a prior period. Purchased services are under budget by $69,000, mainly for lower volume. Supplies are below budget by $98,000.

For the month, there was a loss of $264,184.

Ms. Coulston reported that she is reviewing Cerner financial reports to ensure accuracy. Beginning this month, she will run the financial reports on the fifth day of each month to account for the four-day bill hold.

Ms. Coulston provided an update on TruBridge, reporting that the discharged, not final billed (DNFB) balance remains elevated at approximately $2.5 million. The TruBridge team continues to identify workflow adjustments and implement necessary corrections. Additional initiatives focused on registration accuracy, preauthorization gaps, and staff education remain priorities for the Billing, Coding, and Business Office teams. Ms. Coulston noted that communication between Administration and TruBridge remains open and timely.

Dr. Duane Abels made a motion, and Lisa Engstrom seconded the motion to approve the Financial Summary Report for the period ending August 30th, 2026. Motion carried unanimously.

Jerry Steele made a motion, and Dr. Stephanie Chiu seconded the motion to approve the vouchers for the period ending August 30th, 2026, as presented. Motion carried unanimously.

The Board of Trustees recessed the Open Session meeting from 11:04 – 11:11am for a brief break.

New Business:

- **Bank of Commerce, Qualified Rate Adjustment Authorizing Resolution,** Joy Coulston, *Chief Financial Officer*
  Ms. Coulston expressed concern regarding the use of Rainy Day funds to cover the expenses associated with the Qualified Rate Adjustment. She stated that she is taking a proactive approach to identify and secure the appropriate funding and anticipates receiving a letter from the State outlining the amount due in the near future.

Dr. Duane Abels made a motion, and Dr. Stephanie Chiu seconded the motion to approve the Bank of Commerce Qualified Rate Adjustment Authorizing Resolution, with the determined amount as stated in the QRA letter. Motion carried unanimously.

- **Wolter Kluwer Health – Lippincott Agreement,** Joy Coulston, *Chief Financial Officer*
  Ms. Coulston reported the clinical education and resource agreement is up for renewal. The new agreement is a three-year term, and a $5,000 cost reduction was negotiated.

Dr. Duane Abels made a motion, and Lisa Engstrom seconded the motion to approve the Wolter Kluwer Health Lippincott Agreement as presented. Motion carried unanimously.

- **NurseStar Medical Partners Master Service Agreement,** Aimee Hickman, *Director of Human Resources*
  Ms. Hickman requested that consideration of the agreement be tabled due to a provision with which the Hospital was unable to agree.

- **Approval of Policies**
  1. **Paid Time Off Policy**, Stephanie Hinkle, *Chief Operating Officer*
     Ms. Hinkle and Ms. Hickman presented the policy to the Board of Trustees. Legal Counsel suggested minor revisions, such as including definitions of Contract Employees. Intent of policy is to reduce the number of unpaid time off hours staff are using. Ms. Hickman stated this was practice under a former CEO to minimize financial burdens to the facility, and should have only been a temporary allowance, however, the current leadership is seeking to abandon the practice and follow policy. Staff will be addressed in a new day letter regarding the change. The policy also now contains clarification regarding timely notice of resignation for a Director, Manager and non-manager.

Dr. Duane Abels made a motion, and Jerry Steele seconded the motion to approve the Paid Time Off Policy as presented. Motion carried unanimously.

Old Business:

- **Approval of Contracts**
  1. **Wayward Staffing Agreement,** Aimee Hickman, *Director of Human Resources*
     Ms. Hickman presented the Wayward Staffing Agreement and stated that expanding the Hospital's staffing resources would provide additional options for recruitment. She noted that Human Resources currently utilizes two staffing agencies and that the proposed agreement would offer another resource to support staffing needs. Ms. Hickman reported that the rates outlined in the agreement are comparable to those of other staffing agencies.

- **Approval of Policies**
  1. **Continuing Education Policy,** Stephanie Hinkle, *Chief Operating Officer*
     Ms. Hinkle and Ms. Hickman presented the policy and reviewed the revisions recommended by Legal Counsel. They noted that the intent of the policy remains unchanged; however, additional guidelines have been established to clarify when employees may complete coursework during working hours and when prior arrangements with their managers are necessary. Ms. Hickman also reviewed the updated approval process for employees seeking to pursue further education while employed at MHCC.

Lisa Engstrom made a motion, and Dr. Duane Abels seconded the motion to approve the Continuing Education Policy as presented. The policy passed with Lisa Engstrom, Jerry Steele and Dr. Abels voting yay; Dr. Stephanie Chiu voting nay.

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

Jerry Steele 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 11:39 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:

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. Deborah Brackett, DO: Rural Family Physicians
       Hospitalist: Active Staff
        - Recommend appointment to Active Staff

Jerry Steele made a motion, and Dr. Stephanie Chiu 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

Town of Hanna Negotiations

Jerry Steele made a motion, and Dr. Stephanie Chiu seconded the motion to approve Administration to pursue with presenting two options to Town of Hanna. Motion carried unanimously.

Visting Specialist Clinic

Jerry Steele made a motion, and Dr. Stephanie Chiu seconded the motion to approve Administration to pursue proposal options with High Country Behavioral Health. Motion carried unanimously.

Adjournment:

Jerry Steele made a motion, and Dr. Stephanie Chiu seconded the motion to adjourn Board of Trustees public meeting at 12:29 pm with no further business coming before the Board. Motion carried unanimously.

The next Board of Trustees meeting is scheduled for October 22nd, 2026.

Respectfully submitted.

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