



July 16, 2025

# BOARD OF DIRECTORS

## MEETING AGENDA

<b>Members</b>	<b>Present</b>	<b>Virtual</b>	<b>Attendees</b>	<b>Present</b>	<b>Virtual</b>
Jeff Petty, Chair	X		Joel Jackson, Chief Executive Officer	X	
Fred Werner, Vice Chair	X		Tamara Sawyer, JD, Human Resource, Compliance and Risk	X	
Janet Evans, Treasurer	X		David Black, RN, Director of Nursing	X	
Michael Scherman, Board Member	X		Mark Schlattmann, Director of Plant Operations		
Trudy Craft, Board Member	X		Michael Garza, Finance Department Manager	X	
			Kelsey Sullivan, Director of Clinic and Ancillary Services	X	
<b>Billings Clinic Advisory Members</b>			Dr Christopher Robertson, MD, Chief of Staff		
Dr. Polley, Regional CMO			Taylor Osmond-Roussan, Executive and HR Assistant	X	
Rebekah Mussman	X		<b>Guests</b>		
Tracey Walker, RRT, Director of Regional Operations			Greybull Standard/Basin Republican		
Nicole Hobbs, VP Regional Operations	X		Phillip Franklin, Cody Regional Health EMS	X	
			John Fernandez, REA Board Chair	X	

<b>TOPIC</b>	<b>PRESENTER</b>	<b>ACTION ITEM</b>
<b>CALL TO ORDER</b>		
5:33 PM	Jeff Petty, Chair	
<b>GUESTS</b>		
John Fernandez, REA Board Chair		
Phillip Franklin, Cody Regional Health EMS		
<b>MINUTES</b>		
Board minutes from June 18, 2025 meeting		Trudy Craft motioned to approve June 18, 2025 board minutes. Mike Scherman seconded the motion



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FINANCIAL REPORT		
<p>Financial report for June 2025 - Three Rivers Health shows a net operating gain for the month of \$47,809.16. The June Mill Levy amount was \$82,689.26 which brings the Service District Account to \$1,196,689.19 at month end after the annual payments to the USDA were applied (\$140,195 + \$51,063.52). Electronic deposits have also been set up with the County Treasurer's office for the mill levy. Accounts Payable total is \$1,420,598 compared to \$2,072,249 for June 2024. The average Gross Patient Revenue per day for June was \$47,637.99 compared to \$59,717.63 for June 2024. Days COH as of June 30, 2025, was 120.45 days. Total Operating Expenses for June were \$937,610.04, giving us an expense per day of \$31,253.67. Our Gross AR days were 61.6 compared to 79.5 for the same period last year. Our patient registrations (encounters) were 1547 for June, compared to 1128 for June of last year. Total encounters for FY2025 were 15,805 compared to 14,958 for FY2024. Patient Gross Service Revenue for June was \$1,403,893.64 compared to June 2024's gross revenue of \$1,740,780.66. Discounts and allowances were \$414,076 versus June 2024's Discounts and Allowances of \$1,081,216. Bad Debt and Charity Care write-offs for June were \$87,628 compared to \$19,724 for June 2024. June's 2025 Net Patient Service Revenue= \$902,189.94 while June's 2024 Net Patient Service Revenue= \$718,169. Inpatient days were at 19, ER encounters were 129, and Clinic visits were 556.</p>		<p>Fred Werner motion to approve financials Trudy Craft seconded the motion</p>
EXECUTIVE REPORTS		
<p>Director of Clinic and Ancillary Services – Currently we are doing the free sports physicals, and we are on track to exceed the amount from last year. We have partnered with Prevention Alliance Collision for any kid who did a sports physical and will get something special, more to come on this. Radiology update, we have a new manager who accepted. The interim manager is bringing on a few PRN staff members. We will be offering half days every week for MRI's starting in August. Laboratory update, we offered to a lab tech, and they accepted. Bio Fire spot testing for respiratory testing. Marketing – Going to be pushing MRI on social media and the newspaper. We are working with burrows consulting to bring us different types of grants. At the moment we are looking at the Herse grant to bring us more education materials. DON – Observation and Swing Bed hours were up. Inpatient days were down. In the last week we have had at least 6 patients on the floor. We did send some patients out and then got them back. One inpatient just transferred to swing bed today. During that</p>	<p>Joel Jackson, CEO Kelsey Sullivan David Black Mark Schlattmann Tamara Sawyer</p>	



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<p>transition time we are always looking at what is next for the patient. One patient is headed to Laramie, and we are getting them set up with a new care team there. We are always getting the patient to the next best thing. We had five nurses that went to Lovell to TNCC. The county is working on getting the VOS program going again. We are doing a training tomorrow about the program. We are still working with NBHH on documentation templates. We will be doing a joint skills fair training with them as well and that is coming up soon. We do have some current trainings happening like Trauma care after resuscitation and some of us are going to that training. We are currently working on the training for the new defibrillators. Teresa is starting nursing school in August. We will still have her work weekends. Kaylyn just graduated as an RN. Rebecca will be starting her BSN program in September and Ashley is currently completing her BSN. The grant that we received will include training equipment. Joel – Thank you for taking care of the Cisneros and Wamhoff family.</p> <p>CTO – Sydney T. our Lab/Rad receptionist and HIM coordinator is our employee of the month. We are doing a school supply drive until August 8<sup>th</sup> for the local schools. Employee engagement survey is happening and we will be sharing the results next month. Annual evaluations are 90% complete. We have lots of new hires joining us. We went down from 5 open positions to 3 open positions. We had a returning RN come back to us as a full-time employee.</p> <p>CEO – Foundation update – I have handed out a foundation donation sheet. Leadership and physicians received their sheets as well. Next town hall meeting we will approach the employees. Thanks to Tamara for visiting the bank and Kelsey for visiting Stillwater Hospice. I spoke with the superintendent of Greybull and we are looking at helping local schools with nurses. Mike S. – How do we prevent duplication for the donation sheet. Joel – We shouldn't have any but it is okay if there is some. Foundation will meet in August after the board meeting. We have a few interested to join and help with that. We are doing a combined CHNA report with NBHH due to the partnership with them. \$872,000 was paid for cost report from last year.</p>		
<b>CHIEF OF STAFF</b>		
	Christopher Robertson, MD Chief of Staff	
<b>BILLINGS CLINIC REPORT</b>		



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June was a good month. Kris sent our financial indicators among the affiliates. This was sent out quarterly but now will be sent monthly. One Big Beautiful Bill Act update – Billings Clinic is sending info as things change. Affiliate groups are meeting monthly. Joel – I will bring the report once it is more accurate and consistent. Rebekah – It is the same information but just comparing between everyone.	Rebekah Mussman	
<b>EXECUTIVE SESSION</b>		
WY § 16-4-405 – Personnel and legal	Jeff Petty, Chair	
<b>AGENDA ITEMS FOR APPROVAL</b>		
Credentialing privileges for VRad Radiologist <ul style="list-style-type: none"> <li>• Dr. Eric Hoyer</li> <li>• Dr. Bina Mustafa</li> <li>• Dr. Avez Rizvi</li> </ul>	Tamara Sawyer	Mike Scherman motion to approve credentialing files Janet Evans seconded the motion Approved
<b>DISCUSSION ITEMS</b>		
Agenda items for next month's meeting:	Joel Jackson, CEO	
<b>ADJOURN</b>		
Motion to enter executive session made by Fred, second by Trudy. Approved Motion to approve 100% of incentive for CEO made by Trudy, second by Jeff. Approved  Adjourn at 8:30pm	Jeff Petty, Chair	Executive session entered at 6:35 pm Out of executive session at 8:30