



June 18, 2025

# BOARD OF DIRECTORS

## MEETING MINUTES

| Members   | Present | Virtual | Attendees  | Present | Virtual |
|---|---------|---------|--|---------|---------|
| 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               |         | X       |
| Dr. Polley, Regional CMO                            | X       |         | 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                         | X       |         |
|   |         |         | Molly Krupa, Radiology Manager                             | X       |         |
|   |         |         | Mark Raine, MD   | X       |         |

| TOPIC   | PRESENTER         | ACTION ITEM  |
|---|-------------------|--|
| <b>CALL TO ORDER</b>                                |                   |  |
| 5:13 PM   | Jeff Petty, Chair |  |
| <b>GUESTS</b>                                       |                   |  |
| Molly Krupa Introduction<br>Mark Raine Introduction |                   |  |
| <b>MINUTES</b>                                      |                   |  |
| Board minutes from May 21, 2025 meeting             |                   | Trudy Craft motion to approve May 21, 2025 board minutes.<br>Mike Scherman second the motion |



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|   |   | Approved   |
| <b>FINANCIAL REPORT</b>   |   |  |
| <p>Financial report for May 2025 - Three Rivers Health shows a net operating gain for the month of \$625,196, due to a deposit for the ERTC, adjusting journal entries were also made to align our cost report estimate with our balance sheet. This entry increased the deductions to revenue for the month. The May Mill Levy amount was \$29,018.76 which brings the Service District Account to \$1,309,095.60 at month end. Accounts Payable total is \$1,376,529 compared to \$2,764,104 for May 2024. The average Gross Patient Revenue per day for May was \$42,233.44 compared to \$39,075.00 for May 2024. Days COH as of May 31, 2025, was 118 days. Total Operating Expenses for May were \$966,279.03, giving us an expense per day of \$31,170.29. Our Gross AR days were 56.0 compared to 68.0 for the same period last year. Our patient registrations (encounters) were 1521 for May, compared to 1293 for May of last year. Patient Gross Service Revenue for May was \$1,294,482 compared to May 2024's gross revenue of \$1,207,621. Discounts and allowances were \$956,080 versus May 2024's Discounts and Allowances of \$529,588. Bad Debt and Charity Care write-offs for May were \$5,756 compared to \$2,627 for May 2024. Inpatient days were at 7, ER visits were 117, and clinic visits were 627.</p> |   | <p>Janet Evans motion to approve financials<br/>Trudy Craft second the motion<br/>Approved</p> |
| <b>EXECUTIVE REPORTS</b>  |   |  |
| <p>CTO – Turnover is at 1.9% this month. We lost our Radiology manager, 2 PRN people who were inactive with us due to lack of hours, 2 internal contracts that included a nurse and a student worker. We did hire 2 full time RN's. We have 54 employees that are full time and part time. We have 6 open positions 3 in radiology, 2 RN, and 1 lab tech. We have offered to an MT and they have accepted and set to start at the end of July. Annual evaluations are at 60% with an end date of June 30<sup>th</sup>.<br/>Director Clinic and Ancillary Services – Clinic: Free sports physicals are in July. We held a CPR class and had 6 attendees the money that came from the class is going straight to the foundation. Radiology: There has been some turnover, but we have added Molly to the team in Radiology. We have an employee from Cody Regional Health helping us with Mammo's and Ultrasounds. Ashley is currently completing her Mammo certification. MRI numbers are attached in my report. We are adding more days to the</p>  | <p>Joel Jackson, CEO<br/>Kelsey Sullivan<br/>David Black<br/>Mark Schlattmann<br/>Tamara Sawyer</p> |  |



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| <p>schedule. Lab – Not much of an update, we did offer to a MT. Marketing – Biweekly ads are going out and the goal is to get Facebook numbers up.</p> <p>DON – Swing bed, Inpatient, and observations numbers are all down and so are the ER numbers. We have had some referrals and have accepted some. Others went to a place closer to home. We usually have patients with injuries come to us for rehab. Working with NBHH on the skills fair in September. As we just experienced a power outage, we are working on preparedness for downtime charting packets if we don't have internet access. We are putting in for a grant for more training. We are sending 5 nurses to a TNCC next week in Lovell.</p> <p>CEO – Redi Health Helped with the CHNA for us. Operations update: We are switching our IT vendor from PDS to Billings Clinic and that will be happening in August. Foundation approval for 501C3 status came through. We are attending the REA board meeting along with a meeting scheduled with Security State Bank. There will be a later discussion for CEO goals. Capital update - we ordered defibrillators. Mike S – Who funded the defibrillators? Joel – Operations purchased them. Jeff – Where are we with the foundation and the timeline. Joel – Request in July for an August meeting and hopefully present checks then.</p> |   |  |
| <b>CHIEF OF STAFF</b>   |   |  |
| <p>MedStaff update: RediHealth joined us and did a presentation over denials and codes. We did have a recredentialing for Dr. Martin</p>  | <p>Christopher Robertson, MD<br/>Chief of Staff</p> |  |
| <b>BILLINGS CLINIC REPORT</b>   |   |  |
| <p>Financial turnaround – We have had 2 months in a positive operating. Goal for the year is 0% operating margin. We were selected as an Oracle bata test partner. Earlier this month we opened a regional operational center. More work to come as it is still a work in progress. We have lots of capacity to grow. We are also opening up a surgical ICU in late July. This will allow us to open up 10 surgical beds and that we can take care of more patients as needed. Looking at opening more beds in the future. There will be an email going out for Joel's evaluation. Please be sure to keep an eye out on that. A Shoutout to David, he is focused on providing high quality care for staff at TRH. I enjoy working with him when I am down here at TRH. He works hard to provide training opportunities and works with the staff very well.</p>  | <p>Dr. Polley,<br/>Regional CMO</p>                 |  |



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| AGENDA ITEMS FOR APPROVAL  |                   |  |
|--|-------------------|--|
| Re-credentialing and privileging file for Dr. Martin   | Tamara Sawyer     | Trudy Craft motion to approve credentialing files<br>Janet Evans second the motion<br>Approved |
| DISCUSSION ITEMS   |                   |  |
| QAPI Report – Going to monthly meetings for improving quality of care and improvement of the facility. Each department has goals for improvement. It is a data driven tool to make sure its an evidence based. Its formula is numerator/denominator type of equation and outcome is a percentage. Tamara – Some departments have projects, and some don't due to data. | Trudy Craft       |  |
| Jeff - Joel, while you were out there was a power outage. How did it go? Joel – There were some issues with computers. Everything acted as it should. CT was still available, which 2 years ago would not have been the case.  | Joel Jackson, CEO |  |
| Agenda items for next month's meeting  | Joel Jackson, CEO |  |
| Discussion for CEO goals for 2025-2026 - Executive Session   | Joel Jackson, CEO |  |
| EXECUTIVE SESSION  |                   |  |
| WY § 16-4-405 – Personnel and legal  | Jeff Petty, Chair | Went into Executive session at 6:25<br>Out of Executive Session at 6:48                        |
| ADJOURN  |                   |  |
| 6:48 pm  | Jeff Petty, Chair | Request Motion to Adjourn  |