



August 20, 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		
Billings Clinic Advisory Members			Kelsey Sullivan, Director of Clinic and Ancillary Services	X	
Kris Kester, Executive Director Network Financial Executive CFO		X	Dr Christopher Robertson, MD, Chief of Staff		
Dr. Polley, Regional CMO			Taylor Osmond-Roussan, Executive and HR Assistant	X	
Rebekah Mussman, Executive Director Network Operational Executive CAH Network	X		Guests		
Tracey Walker, RRT, Director of Regional Operations			Greybull Standard/Basin Republican		

TOPIC	PRESENTER	ACTION ITEM
CALL TO ORDER		
5:26 pm	Jeff Petty, Chair	Jeff Petty called the meeting to order
GUESTS		
MINUTES		
Board minutes from July 16, 2025 meeting		Jeff Petty requested motion to approve July 16, 2025 board minutes. Trudy Craft makes the motion to approve the minutes from July



August 20, 2025

		Michael Scherman seconded the motion Approved
FINANCIAL REPORT		
<p>Financial report for July 2025 - Three Rivers Health shows a net operating gain for the month of \$372,796.30. The July Mill Levy amount was \$21,623.87 which brings the Service District Account to \$1,214,480.67 at month end. Accounts Payable total is \$1,608,603 compared to \$1,991,365 for July 2024. The average Gross Patient Revenue per day for July was \$48,962 compared to \$53,594 for July 2024. Days COH as of July 31, 2025, was 78.75 days. Total Operating Expenses for July were \$1,111,916, giving us an expense per day of \$35,868. Our Gross AR days were 68.2 compared to 87.4 for the same period last year. Our patient registrations (encounters) were 1526 for July, compared to 1286 for July of last year. Patient Gross Service Revenue for July was \$1,479,347 compared to July 2024's gross revenue of \$1,643,720. Discounts and allowances were \$128,434 (Cost Report Estimate= \$285,603) versus July 2024's Discounts and Allowances of \$746,751. Bad Debt and Charity Care write-offs for July were \$13,664 compared to \$37,329 for July 2024. Inpatient days were 68, ER Visits were 127, and Clinic Visits were 788.</p>		<p>Jeff Petty requested a motion to approve financials Fred Werner makes motion to approve financials Trudy Craft seconded the motion Approved</p>
QUALITY REPORT		
<p>Quality report for August 2025 – Each department is working on a project to improve on. Hospital, Trauma, Housekeeping, and maintenance all just reported this week. Hospital is working on Admit and discharge packets and a check list. The goal is to have these packets filled out with the checklist. Trauma is working on their activation packets and making sure that they are filled out correctly and that the activations are being done correctly. Maintenance is working on the exterior lights and making sure we have the lights working to prevent falls and trips outside. Housekeeping is working on ED curtain disinfection project.</p>		
EXECUTIVE REPORTS		
<p>Director of Clinic and Ancillary Services – Free sports physicals happened in July. We had a 117% increase form the last two years. Radiology update – Our mammogram inspection has been rescheduled. We did bring in an educator and check all of our materials. . We are doing weekly MRI services and are having a full schedule. Lab update- We have a new lab tech starting with us along with a phlebotomist. We are fully</p>	<p>Joel Jackson, CEO Kelsey Sullivan David Black Mark Schlattmann Tamara Sawyer</p>	

<p>staffed in this department. Healthier you labs are increasing in numbers. Marketing update – Prevention alliance collision partner with us. We sent survey to the students who came and seen us. Students will get a backpack if they filled out the survey. CHNA update – We have partnered with NBHH to do one survey for the county.</p> <p>DON – Numbers in the graphs have stayed consistent. The graphs show total times and transfer times for transport. Doing well with seeing and moving as needed. We have one nurse on days orientation and one on nights orientation. We have another new nurse joining us on September 3rd and have an interview scheduled tomorrow with a nurse. We are going to be fully staffed. Michael – What access do you have electronically when someone is out of state and comes in very sick. David – We have a lot of access in order to help them after knowing where they are from and what system in healthcare they use. It can always be a challenge.</p> <p>CTO – Employee of the month was housekeeper Vicky Galusha. Social Committee events coming up are the back to school give away to both Greybull and Basin. September is President trivia, October is the start of Holiday celebrations. We are looking for judges for our decorating contest we will be having. November will be a pie baking contest. Staffing is going well. Not many positions are open. We have one traveler in Radiology and are getting a lot of applications come through. We have offered to another MLT and they have accepted. Laboratory will be fully staffed. Our Radiology manager did withdraw her acceptance so we do have that position still open.</p> <p>CEO – We are doing an IT transition. Mark has led this process. Tamara is organizing the online file system. We have our grown our current vendor, PDS. We are saving \$100,000 – \$130,000 Updated goals are on the report to reflect our previous conversation. Mike Garza is out on vacation. Updates for the foundation will happen during the foundation meeting. Kelsey and Tamara went to the Shell Valley Women’s group and spoke to them. Eric Boley will be here tomorrow night from the Hospital Association.</p>		
CHIEF OF STAFF		
No Report	Christopher Robertson, MD Chief of Staff	
BILLINGS CLINIC REPORT		



August 20, 2025

<p>We have just hired a new Referral Coordinator named Terryn S. She is just another contact to help where is needed. Joel attended the CEO circle last week. Dr. Polley is working on hands on training for providers in Billings Clinic. More information to come on that. Employee We will be getting results soon from the Employee Engagement survey.</p>	<p>Tracey Walker, RRT, Director of Regional Operations</p>	
<p>EXECUTIVE SESSION</p>		
<p>WY § 16-4-405 – Personnel and legal</p>	<p>Jeff Petty, Chair</p>	
<p>AGENDA ITEMS FOR APPROVAL</p>		
<p>Credentialing privileges for</p> <ul style="list-style-type: none"> • Dr. Juan Rodriguez-Escudero- Telemedicine Cardiology 	<p>Tamara Sawyer</p>	<p>Jeff Petty motioned to approve credentials for Juan Rodriguez-Escobedo- Janet Evans makes the motion Trudy Craft seconded the motion Approved</p>
<p>DISCUSSION ITEMS</p>		
<p>Agenda items for next month’s meeting</p>	<p>Joel Jackson, CEO</p>	
<p>Identify time to meet to discuss MSA with Billings Clinic</p>	<p>Joel Jackson, CEO</p>	
<p>ADJOURN</p>		
<p>Motion to exit executive session- Fred Werner 2nd by Janet Evans Entered Executive session at 6:36 pm Exit Executive session at 6:44 pm</p> <p>Discussion: Board would like to have the current MSA agreement sent to them with Billings Clinic and the proposed amendments. Board was informed the amendment does not have any price change, it is more about changes in language. The services and price remain the same. The board would like to have a work session next month to discuss the MSA and amendments. Jeff request to have the agreements sent to the board as well as a budget</p>	<p>Jeff Petty, Chair</p>	<p>Motion to adjourn by Trudy Craft Seconded my Fred Werner Approved</p>



August 20, 2025

<p>or list of the expenses we pay to Billings Clinic so they can have a clearer understanding of what we pay for.</p> <p>Adjourn at 6:54 pm</p>		
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