



January 21, 2026

BOARD OF DIRECTORS

MEETING AGENDA

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	
Billings Clinic Advisory Members			Dr Christopher Robertson, MD, Chief of Staff		X
Rebekah Mussman	X		Taylor Osmond-Roussan, Executive and HR Assistant	X	
Kris Kester		X	Guests		
			Greybull Standard/Basin Republican	X	
			NBHH – Payton Gamble and Eric Connell	X	

TOPIC	PRESENTER	ACTION ITEM
CALL TO ORDER		
5:28 pm	Jeff Petty, Chair	
GUESTS		
NBHH – Payton Gamble and Eric Connell presenting CHNA with Kelsey Sullivan		
MINUTES		
Board minutes from November 2025 meeting		Jeff Petty requested a motion to approve November 19, 2025 board minutes. Motion made by Fred Werner



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		Second made by Michael Scherman All in favor-none opposed Approved
FINANCIAL REPORT		
<p>November 2025 - Three Rivers Health shows a net operating loss for the month of \$85,256.15. The November Mill Levy amount was \$127,904.79 which included October's Mill levy Revenue. This brings the Service District Account to \$1,360,208.14 at the month's end. Accounts Payable total is \$1,716,120 compared to \$1,973,594 for November 2024. The average Gross Patient Revenue per day for November was \$37,144 compared to \$44,842 for November 2024. Days COH as of November 30, 2025, was 94.01 days. Total Operating Expenses for November were \$970,449.05, giving us an expense per day of \$32,348.30. Our Gross AR days were 59.9 compared to 66.0 for the same period last year. Our patient registrations (encounters) were 1100 for November 2025, compared to 1400 for November of last year. Patient Gross Service Revenue for November was \$1,050,502 compared to November 2024's gross revenue of \$1,339,994. Discounts and allowances were 141,922 versus November 2024's Discounts and Allowances of \$251,011. Bad Debt and Charity Care write-offs for November were \$151,385 compared to \$150,437 for November 2024.</p> <p>December 2025 – Three Rivers Health shows a net operating loss for the month of \$432,120.67. An adjustment for the cost reporting estimate was made that contributes to this loss with additional adjustments over the next few months to true up the cost report estimate. The December Mill Levy amount was \$104,890.23. This brings the Service District Account to \$1,461,318.28 at the month's end. Accounts Payable total is \$1,760,681 compared to \$1,444,247 for December 2024. The average Gross Patient Revenue per day for December was \$49,554 compared to \$43,369 for December 2024. Days COH as of December 31, 2025, was 86.82 days. Total Operating Expenses for December were \$1,048,516.04, giving us an expense per day of \$33,832.78. Our Gross AR days were 68.5 compared to 56.6 for the same period last year. Our patient registrations (encounters) were 1365 for December 2025, compared to 1232 encounters for December of last year. To date, for this fiscal year, we have approved 15 applications for Financial Assistance for a total of \$53,801.82. Patient Gross Service Revenue for December was \$1,477,406 compared to December 2024's gross revenue of \$1,326,354. Discounts and allowances were 828,030 versus December 2024's Discounts and Allowances of \$469,491.</p>		Jeff Petty requested a motion to approve November and December 2025 Financial Report Motion made by Michael Scherman Second made by Fred Werner All in favor-none opposed Approved



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<p>Bad Debt and Charity Care write-offs for December were \$137,570 compared to \$67,208 for December 2024.</p>		
<p>Set aside \$200,000 from Board Account until end of Fiscal Year</p>	<p>Jeff Petty, Chair</p>	<p>Jeff Petty requested a motion to approve the transfer of \$200,000 from the Board Account Motion made by Janet Evans Second made by Trudy Craft All in favor-none opposed Approved</p>
<p>EXECUTIVE REPORTS</p>		
<p>Kelsey – Spotfire tests 5 and 15 are up and going. The other closest facility that offers these tests are in Hardin Montana. It is nice to have this close to home. We have NWC nursing students shadowing our Visiting Nurse program. Radiology update – Molly Krupa has accepted the role of Radiology Manager. Lab Update – With the Spotfire tests we are working with Cerner on how to get the results to upload. We will be using the capital budget to purchase a new microscope. Marketing update – Newspaper ads are being added as we have purchased 5 newspaper ads. Next week is community information. Different services and charity care will also be highlighted.</p> <p>David – Charts in my report are all still the same. ER visits were down in November but they were back up in December. Observations hours, Inpatient numbers, and Swing Beds numbers all are up as well. We are working on the EKG machines with Billings Clinic on getting the results into the patient charts in Cerner. Linda is working with the nursing staff on an EMC drill. We had NWC student nurses join us awhile back. We had 4 students’ precept with us and we received 4 applications. We hired two of the 4 students We will be getting more students as the semester starts. We are working on building pre-planned targeted content for the ED. We also hired a CNA and a new RN who will be working part time.</p> <p>Tamara – Staffing: We have had Molly Krupa accept our offer for the Radiology Manager on a part time basis. We will be opening a Radiology Supervisor position and already have someone interested in that. We used to use Yellowstone insurance for our hospital liability insurance. We are looking at a couple of different companies and their prices to see what suits us best. We are working on our Performance Review packets. I am</p>	<p>Joel Jackson, CEO Kelsey Sullivan David Black Mark Schlattmann Tamara Sawyer</p>	



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<p>also working on the compliance presentation and will have that ready for next week's meeting.</p> <p>Joel – Transformation plan update: There was a meeting with the Department of Health Services a week ago and they were not willing to commit in writing on what is going to happen. They are going to get feedback from the Federal Government about our plan. By March we should have a response back to CMS. We will ask for work groups made up of CEO's, and it will then go to legislature and we might have something by May or June to act on. Funds update: 75% of funds are designated to EMS, ER services, Staffing, and Training. Once money deposited into the account they will pay a set amount per year. That would be \$28 - \$34 million a year. 25% will be used for increasing access to primary care, use of technology, improving healthcare with other agencies to improve healthcare in rural Wyoming. We will know more in May. Met with Mark and the Billings Clinic team and made changes to our facility plan. We will bring this back to the next meeting. Jeff Petty – Foundation update? Joel Jackson- We are moving the foundation meeting to a different time and day. We have applied to many grants. Jeff Petty – Dialysis update? Joel Jackson – No update on that yet. I will say that I took two weeks off and I was comfortable doing that due to the great team we have here.</p>		
<p>CHIEF OF STAFF</p>		
<p>We do have some Med Staff re-credentialing that will need to be approved. There has been a transition on our Trauma committee as Dr. North from Powell will be stepping down and Dr. Lambiotte will be in replace of him. We are working on performance chart reviews and that will start soon. Janet Evans – Are there any illness trends that you have noticed? Dr. Robertson – November was full of upper raspatory and December we seen an increase of cases of Influenza and Covid. We are currently seeing these trends drop.</p>	<p>Christopher Robertson, MD Chief of Staff</p>	
<p>BILLINGS CLINIC REPORT</p>		
<p>Arianne Synder is joining us as the Director of Outreach and Regional Relations. Dr. Seger was invited to the White House for Rural Health Transformation and represented Montana. With the Rural Health Transformation we have a team ready to go. There is lots of support from our team to you.</p>	<p>Rebekah Mussman</p>	
<p>EXECUTIVE SESSION</p>		
<p>WY § 16-4-405 – Personnel and legal</p>	<p>Jeff Petty, Chair</p>	

AGENDA ITEMS FOR APPROVAL		
<p>Election of Officers</p> <ul style="list-style-type: none"> • Board Chairman - Jeff Petty • Board Vice-Chairman - Fred Werner • Secretary Treasurer - Janet Evans 		<p>Jeff Petty requested a motion to Approve election of the Board Chair Motion made by Fred Werner Second made by Michael Scherman All in favor-none opposed Approved</p> <p>Jeff Petty requested a motion to Approve election of the Board Vice-Chair Motion made by Jeff Petty Second made by Michael Scherman All in favor-none opposed Approved</p> <p>Jeff Petty requested a motion to Approve election of the Secretary Treasurer Motion made by Trudy Craft Second made by Michael Scherman All in favor-none opposed Approved</p>
<p>Approval of Committees</p> <ul style="list-style-type: none"> • Quality Assurance Committee- Trudy Craft • Finance Committee- Jeff Petty and Janet Evans This has changed; Jeff has nominated Michael S. to replace him on the Finance Committee. Michael has accepted the nomination and will replace Jeff on the Finance Committee. • Facility Master Plan Committee- Fred Werner and Trudy Craft 		<p>Jeff Petty motion to Approve continued use of the Quality committee Motion made by Jeff Petty Second made by Michael Scherman</p> <p>Jeff Petty requested a motion to Approve the Finance committee Motion made by Jeff Petty Second made by Janet Evans</p>



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		<p>Jeff Petty requested a motion to Approve continued use of the Facility Master Plan Committee Motion made by Jeff Petty Second made by Michael Scherman</p> <p>All in favor-none opposed Approved</p>
<p>Re-credentialing privileges for</p> <ul style="list-style-type: none"> • Kristi Bonnel-Phillips- Family Medicine <p>Credentialing privileges for VRad providers</p> <ul style="list-style-type: none"> • Ralph Richardson, MD- Teleradiology • Ravinder Sohal, MD- Teleradiology • Melanie DeHart, MD-Teleradiology 	Tamara Sawyer	<p>Jeff Petty requested a motion to approve credentialing files Motion made by Janet Evans Second made by Trudy Craft All in favor-none opposed Approved</p>
2025 Community Health Needs Assessment	Kelsey Sullivan	<p>Jeff Petty requested a motion to approve 2025 Community Health Needs Assessment Motion made by Fred Werner Second made by Trudy Craft All in favor-none opposed Approved</p>
2026 Board meeting schedule	Tamara Sawyer	Motion to approve the 2026 Board meeting Schedule
DISCUSSION ITEMS		
<p>Board Bylaws review – Michael Scherman: I have several questions. Just for clarity, on the quorum it says that includes three members. Tamara – Quorum is based on the number of elected officials. Three elected members make it a quorum. Michael S. – On page 5, 314 procedure – the manner in which the meeting is being conducted informally in the event of an objection the manner in the meeting that is being conducted Roberts Rules of Order except for the provisions made by Chair person. Can you explain? Jeff – If there isn't a</p>	Joel Jackson, CEO	



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<p>majority vote then the chair person can vote. Michael – On page 6, the Chair person supervises and controls all of the business matters of the board. Jeff – I just manage the meeting. Should business matters be worded different? Tamara – I will look into it. We can note it and review it. Michael – Joel, would you prefer to be called manager or administrator. Joel – To me it means the same thing. Whatever you choose it should be consistent. Janet – Board elections. What are the terms? Tamara – I will look at the terms. Michael – If the board decides on a contract, can anyone make a contract and execute it? Jeff – No, administration handles it.</p>		
<p>Infusion Services – Presentation – Converting the OR space. As our volume grows and we get staff to staff it. Right now we are doing 300 infusions in the past year. In the first year we will break even at 269 and we expect to make \$81,000. We have the sparse population, saving patients travel time, and training staff we can accomplish a lot of things. We will officially use that space and take over between April and July. Depending on the demand and staffing. This service is driven by physician referral. We will not be offering infusions that consist with cancer care and chemo. All our infusions will be low risk.</p>	<p>Joel Jackson, CEO</p>	
<p>Conflict of Interest Forms – We will need you to sign our conflict of interest forms</p>	<p>Tamara Sawyer</p>	
<p>ADJOURN</p>		
<p>Meeting adjourned at 7:38 pm</p>	<p>Jeff Petty, Chair</p>	<p>Jeff Petty requested a motion to Adjourn Motion made by Fred Werner Second made by Michael Scherman All in favor-none opposed Approved</p>