



November 19, 2025

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	X	
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		
Rebekah Mussman			Taylor Osmond-Roussan, Executive and HR Assistant		
Nicole Hobbs	X		Guests		
Chris Kester	X		Greybull Standard/Basin Republican	X	
			WipFli-Rachel Kettenburg	X	

TOPIC	PRESENTER	ACTION ITEM
CALL TO ORDER		
5:30pm	Jeff Petty, Chair	
GUESTS		
MINUTES		
Board minutes from October 15, 2025 meeting		Request motion to approve October 15, 2025 board minutes Motion made by Fred Werner Second made by Trudy Craft All in favor-none opposed



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FINANCIAL REPORT		Approved
<p>2024 Audit report- As of now Wipfli anticipates issuing an unmodified opinion on the financial statement for the year ended June 30th, 2024. The required communications letter will be provided once the audit is issued. Certain management representations will be in a letter signed by Joel and Mike that summarizes the management representations they are agreeing to will be included.</p> <p>Wipfli did not encounter any difficulties during the 2024 audit. Audit adjustments will be communicated once the audit is finalized and management has a full listing of those as well as uncorrected misstatements. Those adjustments wouldn't be reflected on the financials accounting estimates. Accounting policies are disclosed in note one of the financial statement.</p> <p>The financial analysis is a high-level overview. The cash and cash equivalents increased almost 1.4 million due to operations being positive and accounting being on accrual basis. Patients account receivable went down which means you are collecting your accounts receivable sooner. The third-party payor settlement was 0 for 2024 vs. 1.1 million in 2023. This is due to the hospital having payable on their 2024 cost report rather than receivable. The Accounts payable decreased year after year by about \$73,000 which means less liabilities outstanding at June 2024. Long-term debt also decreased, which indicates you are making your debt payments on time during the year. The overall net position increased about \$87,000.</p> <p>Statement of operations shows patient service revenue went up about 2.6 million and operating expenses went down. Some of the higher decreases were in relation to salaries and wages which is due to less FTE at the facility during that time. One expense item that did increase was repairs at the facility of about \$140,000. A key line is total non-operating revenue that includes grant revenue and property tax revenue, and this did go up about \$303,000 year of year. The bottom line shows the facility sitting at \$87,000 positive net assets.</p> <p>Next steps will be to finalize the single audit side which is the reporting to the government. We plan to start the 2025 audit in January/February time frame.</p>	<p>Rachel Kettenburg</p>	<p>Request motion to approve 2024 Audit Motion made by Janet Evans Second made by Fred Werner All in favor-none opposed Approved</p>
<p>Financial report for October 2025</p>	<p>Jeff Petty</p>	<p>Request motion to approve October 2025 Financial report</p>



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<p>We had a net operating loss of \$22,397.23. The board account did not receive any funds in October due to a hold by the State auditor’s office for missing audit information. The Service district account is \$1,236,158.03 which is down due to the USDA payment. The days cash on hand was 75.28, which is a little up from last year. Ou contract labor decreased for October but is a little higher than last year. October’s total is \$26,221 compared to last year of \$19,505. We had bad debt and Charity Care write-offs for October in the amount of \$121,595 compared to last year of \$58,495. Our payor mix in October was at about 45% Medicare, Medicaid and Medicare Advantage and self-pay made up 25.72% which is up.</p>		<p>Motion made by Trudy Craft Second made by Michael Scherman All in favor-none opposed Approved</p>
<p>QUALITY REPORT EXECUTIVE REPORTS</p>		
<p>Kelsey-October was our highest number of MRI that we did since we started which is 21 MRIs. Kristi in the clinic ordered 12 of those in the month. Us and North Big Horn have linked up with the Alliance Preventing in Big Horn County around the sports physicals we provided. All the students who had a sports physical with us will receive a survey, if they complete the survey they will receive the nice duffle back with our logo and BHB alliance logo. We had our MQSA inspection for mammography in Radiology and we had minimal findings. These findings were just based on changing some small processes which we have done and we sent off our plan of correction. We are getting the SpotFire equipment up with the last stage of linking it with Cerner. We hope to have it working by Thanksgiving. This will allow for a 5 panel, and 15 panel to offer patients who are sick. The 5 panel will be the most used, but 15 panels will be available for the sicker patient. CHNA committee met for our second in-person meeting to discuss the survey results. We had 418 results and South Big Horn County made up 48% of those numbers. The top 3 concerns were Mental Health, Substance Abuse and Diabetes. The community health needs assessment also had responses from Park Co. Washakie Co and others which was surprising. We believe that is due to these people receiving services in our facility and we handed them the survey and asked the to complete, not knowing they were from out of county.</p> <p>David- The ER has also had the benefit of being able to utilize MRI services when they have been here about three times. In one occasion it allowed us to keep an inpatient we would have otherwise had to transfer. Our admission rate when up 20% this month. We</p>	<p>Joel Jackson, CEO Kelsey Sullivan David Black Mark Schlattmann Tamara Sawyer</p>	

<p>have our new stretcher with scales on them. This allows us to get accurate weight of the patient without them getting out of bed. Highlight that we have had fourth semester nursing students completing their clinicals with us this year and the ability for us to assist these students has been very beneficial for us. We have had these nurse students find the training they got with us so beneficial they have applied with us and shared their experience with others resulting in those individuals also applying with us. Within 2-3 weeks we expect to have our EKG machines. These machines will be linked to Cerner which will allow for transmitting images wirelessly directly into the patients chart.</p> <p>Tamara- We are currently in benefit open enrollment. We received an increase in our plan premiums of 19% which was expected. Due to the increase we asked for other plan options and we were able to change to a plan with a better coverage opportunity. The new plan we changed to has a \$500 deductible with a \$2500 maximum out of pocket compared to our current plan with a \$750 deductible and \$5000 out of pocket maximum. We also discussed as a leadership team that we will not be increasing the staffs premiums this year, that the facility will absorb this increase. We have found that our benefit package is very desirable and recently when talking with applicants one of the big reasons they accepted was due to the affordability of our insurance. We continue to receive radiology manager applications some have been good and some do not qualify for the position. We have had a few interviews. The radiology area is where we have our only openings and this area proves to be difficult to fill. We are also working on renewing the hospitals insurance plans. These are the plans that cover the hospitals malpractice insurance, commercial property coverage medical billing and errors and other items. We have sent these quote request out to two brokers just to make sure we are receiving the best coverage for the best costs.</p> <p>Joel- We have engaged WipFli this year to complete our costs report. They have proven to be good partners and knowledgeable as they helped us with getting our audits caught up. The cost report will be completed by a separate group than the ones who complete our audit. This ensures the separation of duties. We plan to bring a plan on how to handle infusion therapy in the Jan or Feb meeting.</p>		
CHIEF OF STAFF		
No report	Christopher Robertson, MD Chief of Staff	

BILLINGS CLINIC REPORT																				
No report																				
EXECUTIVE SESSION																				
No executive session	Jeff Petty, Chair																			
AGENDA ITEMS FOR APPROVAL																				
<p>Credentialing privileges for</p> <ul style="list-style-type: none"> • Michael Belsky MD-Telemedicine Rheumatology • David Young DO- Telemedicine Radiologist • Amy Goffena NP- Telemedicine Endocrinology <p>Recredentialing privileges for Telemedicine Radiologist:</p> <table border="0"> <tr> <td>Douglas Bell, MD</td> <td>Zachary Bland, MD</td> <td>Tara Bowan-Seitz, MD</td> </tr> <tr> <td>John Brandon, MD</td> <td>Dean Bruschwein, MD</td> <td>Andrew Cox, MD</td> </tr> <tr> <td>Joshua Delavan, MD</td> <td>Heather Gale, MD</td> <td>Troy Graybeal, MD</td> </tr> <tr> <td>Sean Jones, MD</td> <td>George Knight, MD</td> <td>Jeffrey Lindenbaum, MD</td> </tr> <tr> <td>Eric May, MD</td> <td>Trinh Nguyen, MD</td> <td>Scott Paulsen, MD</td> </tr> <tr> <td>Jarett Thelen, MD</td> <td>Mariah White, MD</td> <td></td> </tr> </table>	Douglas Bell, MD	Zachary Bland, MD	Tara Bowan-Seitz, MD	John Brandon, MD	Dean Bruschwein, MD	Andrew Cox, MD	Joshua Delavan, MD	Heather Gale, MD	Troy Graybeal, MD	Sean Jones, MD	George Knight, MD	Jeffrey Lindenbaum, MD	Eric May, MD	Trinh Nguyen, MD	Scott Paulsen, MD	Jarett Thelen, MD	Mariah White, MD		Tamara Sawyer	<p>Request motion to approve credentialing files. Motion made by Michael Scherman Second made by Trudy Craft All in favor-none opposed Approved</p>
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<p>Amended Master Services Agreement (MSA) with Billings Clinic</p> <p>The changes to the originally presented amended master services agreement with billings clinic included having two board members as signers for the agreement and wording that gives the board a large part in the decision-making process with the CEO. It was clarified this agreement is for three years with a termination clause of 180 days. The two signors for the agreement will be the Board Chair and the Vice Boardchair.</p>	Jeff Petty	<p>Request motion to approve the amended Master Services Agreement with Billings Clinic Motion made by Trudy Craft Second made by Fred Werner All in favor-none opposed Approved</p>																		
<p>Transfer from Board Designated account \$10,000 for purpose of examining joined service agreements with regional partners- This is to help pay a consultant to review the information about us our area, the partners who participate to see if there is a benefit to having a formal agreement to share resources. Right now, we share with Powell and North Big Horn. We have discussed this with Worland, North Big Horn, Powell, Cody and Thermopolis. Cody has already stated they would not like to be part of this. Thermopolis board met recently and declined to be part of this. If an organization decides not to</p>	Jeff Petty	<p>Request motion to approve the spending of \$10,000 from board designated account at the discretion of the two board members on the committee and at least two other hospitals participate in the endeavor. Motion made by Michael Scherman</p>																		



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<p>participate in this, they do not get the information. Concern would be that not many other facilities agree to participate in this and it would not be worth the fee. The board decided there would be two members on this committee and if there were not participation by at least two other hospitals and the board members to not feel spending that money would be the best then they can choose not to pay the fee.</p>		<p>Second made by Janet Evans All in favor-none opposed Approved</p>
<p>DISCUSSION ITEMS</p>		
<p>Facility Master Planning work session- We had our facility master planning session today which Fred and Trudy attended. Fred remarked the meeting was just a very high level conceptual review of the facility plan. Draft shows the removing of the old buildings which is good and a smoother flow for our patients. The cost estimate for this high level draft is about 15 million. The draft shows a completely new front area entrance for patients. Trudy remarked the draft removes a lot of wasted space. The new build would bring our square footage down to about 49,000 which will save us approximately 30% in utilities. The dedicated front patient entrance will be better for confidentiality since the public will not be walking through the ER / inpatient area. The front door will be facing the highway and provide a recognizable front entrance. Joel remarked this is the first time the board has seen these plans but we have been working with Gene and Mitch since last year on this process. We plan to bring the facility master plan back to the board in about 2-3 months for the board to look at it in a work session and provide their input.</p> <p>A discussion on the use of USDA loans was had. Nicole with Billings Clinic provided that builds Billings Clinic has been involved in has been whole new facility builds. The organizations that have done this have receive USDA loans. That right now the interest is about 3% on USDA. Nicole and Joel offered to set up any meeting the board may want to have with these facilities that have done new builds to ask them questions and obtain more information if they would like.</p>	<p>Joel Jackson, CEO</p>	
<p>December Board meeting- Board decided there would be no December board meeting. Joel will provide the financial statement for the board and offered to have a finance committee meeting if they would like to.</p>	<p>Joel Jackson, CEO</p>	
<p>Strategic plan- It has not been quite 3 years since we did our last strategic plan. However, since that time we have changed quite a bit. It may be good to start thinking about this especially with the Facility master planning as these can go hand in hand. There are lots of options on how the board would like to do this. We could work on it just internally, we</p>	<p>Jeff Petty</p>	



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could hire a vendor, we could use Billings Clinic to help facilitate. Jeff indicated he would like to start this before springtime.		
ADJOURN		
6:53 pm	Jeff Petty, Chair	Request Motion to Adjourn Motion made by Fred Werner Second made by Janet Evans All in favor-none opposed Approved