



October 15, 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			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		
Billings Clinic Advisory Members			Dr Christopher Robertson, MD, Chief of Staff		X
Rebekah Mussman	X		Taylor Osmond-Roussan, Executive and HR Assistant		
Kris Kester		X	Guests		
			Greybull Standard/Basin Republican		X

TOPIC	PRESENTER	ACTION ITEM
CALL TO ORDER		
Call to order at 5:30 pm	Jeff Petty, Chair	
GUESTS		
No Guests		
MINUTES		
Board minutes from September 17, 2025 meeting		Request motion to approve September 17, 2025 board minutes. Motion made by Trudy Craft Second by Fred Werner All in favor- none opposed



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		Approved
FINANCIAL REPORT		
<p>Financial report for September 2025- Three Rivers Health shows a net operating gain for the month of \$1869.17. The September Mill Levy amount was \$13,208.63 which brings the Service District Account to \$1,239,986.09 at the month end. Accounts Payable total is \$1,825,710 compared to \$1,979,229 for September 2024. The average Gross Patient Revenue per day for September was \$52,096 compared to \$48,245 for September 2024. Days COH as of September 30, 2025, was 82.80 days. Total Operating Expenses for September were \$1,055,125.15, giving us an expense per day of \$35,170.84. Our Gross AR days were 69.5 compared to 86.8 for the same period last year. Our patient registrations (encounters) were 1489 for September, compared to 1221 for September of last year. It seems we are trending in a positive direction.</p> <p>Mill Levy- Informed the Board that this months Mill levy money was held due to the state no receiving our Audit Engagmenet letter. This put our organization out of compliance with the rules for just a short time. We obtained the engagement letter, have sent it to the state and confirmed we are back in compliance. However, we missed the EFT cutoff deadline so this months funds will be deposited with Novembers EFT cut.</p> <p>QRA payment- We received our QRA notice letter from the state stating we would need to send \$308,211 by November 17, 2025. Then the State will send back \$616,421 within about 10 days back. This program is to help shore up the funds we receive from Medicaid during the year to reflect what Medicare would have paid us. It is highlighted that this payment has gone up from the past years and this is due to our ability to track, code and bill with Cerner. There is a request to pay the \$308,211 from the Board account and once the money is received back that exact amount would be placed back into the Board account. This is to lessen any impact on the operating account to obtain this money.</p> <p>Audit- There is a small delay in receiving the 2024 audit. We will receive the audit at next board meeting in November. There were a few reconciliation items we are working on with Billings Clinic that we wanted to take our time in completing.</p>		<p>Request motion to approve financials for September 2025 Motion made by Fred Werner Second made by Trudy Craft All in favor-none opposed Approved</p> <p>Request motion to approve the payment of the QRA amount \$308,211 from the Board account. Motion made by Michael Scherman Second made by Trudy Craft All in Favor- none opposed Approved</p>
EXECUTIVE REPORTS		



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<p>Clinic- Kelsey has been working with North Big Horn on the Community Health Needs Assessment survey. The committee met two weeks ago and had about 250 responses. The committee decided to extend the survey a little longer to obtain more responses. We are up to 415 responses and the survey closes tonight. Last CHNA survey had 196 responses. We have had full Friday schedules for Breast cancer awareness month. We will discuss in the future discuss the cost and benefit of this services and determine how the board would like to proceed. Next week is the drive-thru flu clinic. It is from 7am-1pm and we have 350 doses. We have the Biofire machines on-site. There was a small hiccup in getting one of the machines going but we still plan to have the go-live at the beginning of November. These machines will allow for a larger number items to test for and the results are back within 10-15 minutes. The test requires one swab instead of multiple. We have submitted a total of nine grant applications to date, with two denials. The applications range from a focus on infusions, visiting nurse program, education/training materials.</p> <p>Hospital/ER-We are busy with an increased volume of patients in the hospital. Last week we had seven on the floor and today we are at three. This is the first time in a few weeks we have been under four patients on the floor. We have few observation visits but this is due to the higher inpatient and swingbed volume. Further the type of patient population we have seen have presented items we do not see very often which gives our nurses a chance to exercise their skills. We have two ER gurneys with scales coming to our facility. We hope they arrive next week. We are currently evaluating two different types of EKG machines and have quotes. We are working with Billings Clinic to ensure the integration with the EKG machines will work with Cerner. We participated in VOS training this last month. Travis, who is the director of the program, is holding a meeting within the next few weeks to discuss providing follow-up care for these patients who present with mental health concerns. This follow-up would be to ensure they were in contact with counseling follow-up, had transportation to get to the visits, receiving resources and tools they need for their care, etc.</p> <p>Human Resources- Discussed the lower numbers shown this month in benefit participation. The 401K benefit is one the board would like to see more participation in, since it is free money for the staff. We have completed training in the past with our Broker and staff on the 401K program and we have talked about future training to</p>	<p>Joel Jackson, CEO Kelsey Sullivan David Black Mark Schlattmann Tamara Sawyer</p>	
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<p>discuss how to overcome some roadblocks people may face in participation. Presented on the 2025 employee engagement survey. Overall score is very high at 4.15 out of 5. Strengths are in leadership and resilience. Going forward we will focus on what we are doing right to help in maintaining these scores.</p> <p>CEO- We have touched on the Audit and QRA payment. We have been working on the Master facility plan and are coming to a point where we would like to request a BOD work session in November prior to our regularly scheduled meeting. This would allow the Board and Leadership to examine the work to date and provide feedback. Changes and suggestions will then be incorporated into the plan with a draft coming before the full Board in January for review/discussion. Joel has attended about 6 meetings within the past month in regard to the Rural Health Transformation Plan. Billings Clinic submitted a plan on behalf of the Wyoming affiliates and we completed a separate application on behalf of TRH. This money will be very competitive and political. There is some interest in creating a fund were interest would be used for education or what the State would decide to use it on.</p>		
CHIEF OF STAFF		
<p>Presented the re-credentialing file for Dr. Charles Scott Polley and recommended the board approve the file at the meeting. Advised the home nursing program is going very well. We are seeing a lot more visiting nurse patients and less routine ER patients. The process of identifying these patients who regularly present to the ER and get them into the visiting nurse program is helping to reduce these types of ER visits.</p>	<p>Christopher Robertson, MD Chief of Staff</p>	
BILLINGS CLINIC REPORT		
<p>No additional report on the Rural Health Transformation Plan</p>		
AGENDA ITEMS FOR APPROVAL		
<p>Re-Credentialing privileges for</p> <ul style="list-style-type: none"> Charles Scott Polley, MD- Emergency Medicine/hospitalist 	<p>Tamara Sawyer</p>	<p>Request a motion to approve re-credentialing file for Dr. Charles Scott Polley Motion made by Trudy Craft Second by Michael Scherman All in favor-none opposed Approved</p>



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<p>Amended Master Services Agreement (MSA) with Billings Clinic- Jeff had requested some changes be made to the Amended master services agreement with Billings Clinic. He requested the board have more say in the disciplinary actions against a CEO and have more involvement by the board if an interim CEO is being placed at the facility. If the interim CEO is an current internal TRH employee then Billings Clinic will not charge TRH for the interim CEO. Jeff also requested that the agreement have an area where two board members would sign. These changes were added to the agreement. Trudy requested to have more time to review the agreement and ask if we could table the approval to next months board meeting. Jeff requested that if any further items or changes are requested to send them to him within the next two weeks so he can forward them on to Billings Clinic. Further, if the board felt they wanted to have another work session on the agreement they would have time to schedule it before the November board meeting.</p>		<p>Approval of the Amended MSA is tabled to November's board meeting</p>
<p>DISCUSSION ITEMS</p>		
<p>Facility Master Planning work session- Fred and Trudy volunteered to attend the work session in November on the facility Master plan. The meeting will be held November 19th from 2:30-3pm roughly.</p>	<p>Joel Jackson, CEO</p>	
<p>Michael brought up concerns that our Board bylaws have a few areas that seem inconsistent with how the board is operating and suggested we bring them to the board for review. Agreed this would be an agenda item in January to examine the current bylaws.</p>		
<p>Agenda items November Board meeting include amended MSA agreement, the Audit report and having the Board Bylaw review set for January.</p>	<p>Joel Jackson, CEO</p>	
<p>EXECUTIVE SESSION</p>		
<p>WY § 16-4-405 – Personnel and legal – entered executive session at 7:08pm</p>		<p>Request motion to enter executive session for legal and personnel matters Motion made by Fred Werner Second by Trudy Craft All in favor-none opposed Approved</p>



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Exit executive Session at 8:43pm		Request to motion to leave executive session Motion made by Trudy Craft Second made by Fred Werner All in favor- none opposed Approved
ADJOURN		
Adjourn at 8:44pm	Jeff Petty, Chair	