



September 17, 2025

**BOARD OF DIRECTORS**

**MEETING AGENDA**

| <b>Members</b>                                | <b>Present</b> | <b>Virtual</b> | <b>Attendees</b>   | <b>Present</b> | <b>Virtual</b> |
|---|----------------|----------------|--|----------------|----------------|
| 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 | X              |                |
| <b>Billings Clinic Advisory Members</b>       |                |                | Dr Christopher Robertson, MD, Chief of Staff               |                | X              |
| Billings Clinic Representative – Nicole Hobbs | X              |                | Taylor Osmond-Roussan, Executive and HR Assistant          | X              |                |
|   |                |                | <b>Guests</b>  |                |                |
|   |                |                | Greybull Standard/Basin Republican                         |                |                |

| <b>TOPIC</b>   | <b>PRESENTER</b>  | <b>ACTION ITEM</b>  |
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| <b>CALL TO ORDER</b>   |                   |   |
| 5:36 pm  | Jeff Petty, Chair | Jeff Petty called the meeting to order  |
| <b>MINUTES</b>   |                   |   |
| Board minutes from August 20, 2025 meeting   |                   | Jeff Petty Request motion to approve August 20 2025 board minutes.<br>Fred Werner makes the motion<br>Trudy Craft seconded the motion<br>Approved |
| <b>FINANCIAL REPORT</b>  |                   |   |
| Financial report for August 2025 - Three Rivers Health shows a net operating loss for the month of \$22,137.47. The August Mill Levy amount was \$19,961.24 which brings |                   | Jeff Petty Request motion to approve financials   |



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| <p>the Service District Account to \$1,230,598.66 at the month end. Accounts Payable total is \$1,722,426 compared to \$2,053,078 for August 2024. The average Gross Patient Revenue per day for August was \$41,085 compared to \$41,135 for August 2024. Days COH as of August 29, 2025, was 86.43 days. Total Operating Expenses for August were \$1,049,150, giving us an expense per day of \$33,843.54. Our Gross AR days were 68.2 compared to 86.7 for the same period last year. Our patient registrations (encounters) were 1189 for August, compared to 1301 for August of last year. Patient Gross Service Revenue for August was \$1,263,686 compared to August 2024's gross revenue of \$1,597,600. Discounts and allowances were \$179,678 versus August 2024's Discounts and Allowances of \$448,938. Bad Debt and Charity Care write-offs for August were \$78,943 compared to \$143,076 for August 2024. Inpatient days were 12, ER visits were 144, and Clinic visits are at 562.</p>  |   | <p>Michael Scherman makes the motion<br/>Trudy Craft seconded the motion<br/>Approved</p> |
| <b>EXECUTIVE REPORTS</b>  |   |   |
| <p><b>Kelsey</b> – Clinic update - CCM has started and we are up to 10 patients enrolled in the program. Radiology update – we have lots of PRN staff helping us with coverage. Mammo and Ultrasound is where we are having some gaps. We did sign on a PRN tech to conduct ultrasounds and Mammo’s. October is our busiest month for Mammo so we will offer that every Friday. MRI has been seeing high numbers we did 20 exams last month. We are scheduling 3-6 exams each Thursday. Radiology Revenue is up. Laboratory update – We are fully staffed and even have enough for extra coverage. Pharmacy update – Flu shots are coming in and we are having our Flu Drive in October. CHNA – The survey is live. We had 186 responses last year and this year we are up to 267 responses as of today. Next Thursday the steering committee will be meeting. Grants update – We are working on getting funding for the home nursing program for vehicles and home equipment. We are also looking at grants for the infusion center. We have also applied for foundation grants. We were denied by 1 but are waiting to hear about the other. Jeff – Back to the survey, is the 267 responses from just our area? Kelsey – No, they are combined with our area and North Big Horn Hospital area.</p> <p><b>DON</b> – I added a chart that shows arrivals from month to month. There is no predictable pattern, so far April and August have been the highest months. Almost all the ER visits we have seen have been local patients. Staffing update – We have 4 nurses currently on orientation. One PRN nurse, two full time on days, and one part time on</p> | <p>Joel Jackson, CEO<br/>Kelsey Sullivan<br/>David Black<br/>Mark Schlattmann<br/>Tamara Sawyer</p> |   |

nights. We do have three NWC nursing students doing their preceptorship with us. We also have one local high school student who is job shadowing with us in the hospital area. We are sending staff to Lovell this week for the skills fair. Capital update – We have received new ER stretchers with scales already built in them. We got approved for 2 new ones. This is the second piece of new equipment in the ED this year. Inpatient days have been lower but infusions have been increasing. At the end of August, we are at 144 infusions for the year. Michael S. – Mike and David, how do we feel about the infusion center from a cost and staff standpoint. David – Revenue can increase with the infusion center. I looked at a space in Red Lodge and what they have and do. There is a lot of opportunities. Mike G. – This will look favorable on the cost report and we do have the space to do it. Nicole – The different types of drugs for the infusion center is a factor too. Some get reimbursed better than others. David – Some medical insurances make you come in to be administered in order for them to pay. Joel – This is a goal from the board to get infusions in house. At some point we will get together to make an actual plan. We will need to look at the staffing balance and space. David – We need to start with small steps with referrals, and we need to have our own form. We are working towards getting the form in a digital format.

**CTO** – Employee of the month is Tara Miller. Upcoming Social Committee events – in October we have our decorating contest, Pumpkin finding contest, and staff trick or treating. November is pie baking contest. Staffing update – Our open positions are in Radiology. We do currently have 1 traveler in Radiology but we are working on getting him in full time. Employee Engagement – We were ranked in the top two of the affiliate groups. There will be presentation next month on the results.

**CEO** – Federal and State updates – The state is getting feedback on the Budget Reconciliation Act. We are attending public forums in person and attending virtual as well to give feedback. There will be a survey from the state requesting information. Billings Clinic will meet with us on an approach as they have just went through this. We are gathering information with everyone to send out. The State Department of health is meeting with Wyoming CEO's to gather information as well. There could be \$100 M awarded to the state. This will follow the Federal fiscal year, and the money has to be spent in that time. We will update with more information as we get it. Nicole has a



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| <p>presentation to show that will have information on this. Employee forums are coming up next week and I will be asking for employee involvement in the foundation. We have had a decent fundraising for the foundation. In the last month we have raised \$3,750 in donations and have a list of 159 people who we have talked to or are a potential contact. Jeff Petty – Is there space in the OR for infusions. Has there been discussion on that? Joel – We have met Mitch G. and there was revisions made based on staff. We will meet in October again. We will need two board members to sit with the directors to go over the facility master plan and then present to the whole board in January. The audit is due in October. The domain switch update – We had two months of prepping for go live thanks to Tamara and Mark. There are still small issues as to be expected. This did identify a lot of concerns and they are now being addressed. Jeff – Does everyone have new equipment? Joel – Yes they do.</p>   |   |  |
| <p>Compliance Q2 report - Our goal is to be at 100% by 12/31/2025. Q3 will be higher due to the IT conversion. Q2 was lower in policies. Training update - our new hire training we are at 100 % this quarter and for onboarding we are at 50%. This is due to our PRN staff and getting a process together for them to complete the training. We did add an article in the newsletter about accessing medical records and the correct way to do that. For our OIG evaluations and screenings we had clear reports on all our people and vendors. Compliance – We did receive one Cerner flag of someone accessing a medical record. After our investigation we discovered that there was no violation due to the nature of the job. Work plan update – We are working on different trainings and MSQP reporting. This is still a work in progress with Billings Clinic along with the reports for the Moon forms. We are working on policies for the No Surprise Billing and Price Transparency. We are starting the risk analysis next quarter. Regulation update – Concealed Carry Weapons – We are working on a policy and we are looking at a policy from Billings Clinic and our Lawyers policy for compliance</p> | <p>Tamara Sawyer</p>                                |  |
| <b>CHIEF OF STAFF</b>  |   |  |
| <p>There are a few recredentials that need to be approved. There were no issues and passed through the MedStaff group. With school back in session there is an increase in respiratory viruses. We did have a pre medical student shadow for a few days. He is a local kid from Greybull going into medical school.</p>  | <p>Christopher Robertson, MD<br/>Chief of Staff</p> |  |

| <b>BILLINGS CLINIC REPORT</b>   |  |  |
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| Rural Health Transformation program. This is federal funding. 50 billion is from the Big Beautiful Bill Act. This does get split into two. One side of the split is 5 billion per year that goes to all 50 states that apply. Wyoming and Montana Governor's want to keep the money local. The other half is 5 billion that is awarded. This is at Dr. Ozz's discretion. He has four points that he can take into consideration on which states can get the money. This has go to as few as 13 states. When running the numbers on the points, Wyoming falls out due to population. Wyoming does have some political leverage at the federal level. We have brought in some advocacy consultants to help keep track of this as everyone wants the funds. There is a meeting with CEO's tomorrow to discuss more about this. This will be highly political. There will be potentially 9 months to spend the money. Long-term debt can be paid down with this money and that would be great. Kudos on the employee engagement survey. The trustee conference is in April. | Tracey Walker,<br>RRT, Director of<br>Regional<br>Operations |  |
| <b>EXECUTIVE SESSION</b>  |  |  |
| WY § 16-4-405 – Personnel and legal   | Jeff Petty, Chair  |  |
| <b>AGENDA ITEMS FOR APPROVAL</b>  |  |  |
| Credentialing privileges for <ul style="list-style-type: none"> <li>• Frank Rembert MD-Teleradiology VRad</li> </ul> Re-Credentialing privileges for <ul style="list-style-type: none"> <li>• Scott Paulsen MD-Teleradiology Billings Clinic</li> <li>• Jarett Thelen, MD- Teleradiology Billings Clinic</li> <li>• Paul Hunt, MD- Teleradiology Billings Clinic</li> <li>• Filip Turcer, MD- Teleradiology Billings Clinic</li> <li>• Jeffrey Lindenbaum- Teleradiology Billings Clinic</li> <li>• John Sillery, MD- Teleradiology Billings Clinic</li> </ul>  | Tamara Sawyer  | Jeff Petty requested a motioned to approve credentialing files<br>Trudy Craft makes the motion to approve credentialing files<br>Mike Scherman seconded the motion |
| <b>DISCUSSION ITEMS</b>   |  |  |
| Work session- Billings Clinic MSA   | Joel Jackson, CEO  |  |
| Agenda items October Board meeting – Discussion about if we need a December Board meeting or not  | Joel Jackson, CEO  |  |



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| <b>ADJOURN</b>   |                          |  |
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| <p>Adjourn to Work session at 7:00</p><br><br><br><p>Out of work session at 7:50</p><br><br><br><p>Adjourn meeting at 7:55</p> | <p>Jeff Petty, Chair</p> | <p>Jeff Petty requests motion to adjourn to the work session<br/>           Fred Werner makes the motion<br/>           Trudy Craft seconds the motion</p> <p>Jeff Petty requested motion to exit work session<br/>           Fred Werner makes the motion<br/>           Trudy Crafts seconded the motion</p> <p>Jeff Petty request Motion to Adjourn the meeting<br/>           Fred Werner makes the motion<br/>           Michael Scherman seconded the motion</p> |