

BOARD OF TRUSTEES  
**Regular Meeting Minutes**  
December 17, 2024

**Presiding Chairperson:** Greg Cure, Chairman

**Recording Secretary:** Bre McEwen

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**Attendance:**

**Board Members present:**

Greg Cure, Chairman  
Patricia (Patty) Eckhardt, Vice Chairman  
  
Terry Nash  
Travis Daise, MD, ex-officio  
  
Brian James

**Members absent:**

Valerie Gavin, Treasurer  
Vicki Baker – via Teams

**Guests:**

**Administrative Team Staff Present:**

Amie Powell, Chief Operations Officer  
Gina Eastin, Regional Analyst  
Ryan Marvin, Support Services Director  
Stephanie Klinge, SPC Clinical Coordinator -via Teams  
Allison Mulch, CCO  
Tina Whisnant, Risk/Compliance Manager  
Gail Shepherd, HRD  
Suzanna Koel, Foundation Director – via Teams  
Jennifer Thompson, Community Educator  
Lora Lake, Controller  
Dawn Stasser, Quality Manager – via Teams

**GRMC Staff Present:**

Bre McEwen, Executive Assistant

**Community Members Present:**

Janet Craft

**Call to Order:**

- Board Chairman, Greg Cure, called the meeting to order at 5:02p.m. and opened the floor for Public Comments.
- Public Comments: None.
- Recognition of Special Guests and Announcements: John Mosbarger is the new board member, but he is out ill tonight.
- Mr. Nash moved, and Ms. Eckhardt seconded to approve the agenda as submitted. Motion carried.
  - Discussion: none.

**Consent Agenda:**

- Minutes from the November 26, 2024, meeting presented for approval.
- Reminder of the next regular board meeting date of Tuesday, January 28, 2025, at 5:00 pm.
  - Discussion: none.
- Ms. Eckhardt moved, and Ms. James seconded to approve the Consent Agenda as submitted. Motion carried.

**Presentations:**

- Jennifer Thompson gave a presentation on respiratory therapy. Pulmonary Function Testing (PFT) is very common. This tests the lungs for disorders and diseases. GRMC received this machine through fund raised at the Golf Tournament. Respiratory Therapist conducts the test then it is read by the pulmonologist.
  - Questions:

**Senior Leadership Department Updates:**

- Chief Operating Officer / Clinics – Amie Powell
  - GFHC / Specialty / Rehab: Had quite a few specialists have to cancel in November or have some that just don't ever come in November.
    - Questions: None.
- Chief Clinical Officer - Allison Mulch
  - Cardiopulmonary rehab numbers have held steady. Hard to keep patients coming in to do treatments. Just the nature of the disease. Outpatient therapy numbers down this month. Fewer orders and regular patients' treatments ended. Have to have a provider in the room to do stress tests. Had a provider doing this presented a challenge with his schedule. In Rawlins, whoever is on call covers stress tests over there. Our SLY (ER group) providers will take this over. This will allow more tests to be done within the month with coordinating with the truck that comes.

- Questions: None.
- Human Resources Director - Gail Shepherd
  - No turnovers as of December 11<sup>th</sup>. One new RN hired. Each employee received a \$50 bonus for Thanksgiving this year. Dietary has been making extra treats over the holidays for employees, including evening shifts. Pulse survey results were shared with all employees. Secret Santa gift exchange is going on now. Employee Appreciation Party scheduled for January 11<sup>th</sup>.
    - Questions: None.
- Support Services Director – Ryan Marvin
  - Met with Colby Glass who came and got all the dimensions needed. Should have a quote back this week. Completed the Mother’s Room in the hospital. GRMC needed to be compliant with nursing mothers within the PUMP act. HeliPad sidewalk is starting tomorrow. Sidewalk was cut out today for that project. Working on getting all staff loaded into the new Alert Media software for mass communication.
    - Questions: None.

**Marketing:**

- Suzanna Koel, Foundation Director, gave an update on marketing. Brief overview of social media posts. Match day information will be announced in February. Golf Tournament next year will be on September 20<sup>th</sup>.

**Medical Executive Committee:**

- No Medical Executive Committee held in December.

**Financials:**

- Gina Eastin presented a review of the November 2024 financials.
  - Net patient revenue for the month of \$3,283,440.72, under budget by 12%. Incurred high expenses this month with surgery supplies and pharmaceuticals. Total net loss for the month of \$578,567.30. Interest income is up 33% this month as the accounts are higher than originally budgeted. Net Income year to date down 48% against budget.
    - Questions: 2024 Budgeted net income of \$2,095,000 yet we are projected to end at \$1,061,000. Why is it such a difference? Budgeted includes estimates for revenue, which is down that million dollars. That accounts for the difference at the end result. Revenue projections were hard to guess with a new podiatrist at the time of budget. Will have more information when budgeting for 2025. –Why are the management fee listed under non-operating expenses? Salaries for Common Spirit employees are not included in this. Uncertainty as to why is specifically under non-operating vs operating, but finance will look into it. – Can see the trend line for days cash on hand staying positive for the 5-year trend, but it’s on the downward direction this year. -- Fee schedules are still based on cost, yes. – How long does it take to recoup the cash when it’s spent on, pharmaceuticals, for example? Two months is a reasonable guess. We have started a charge entry lag project to track how long it takes to get bills out the door. We started around 15 days with a 5-7 days goal. Currently sitting at 7 days. This makes a huge difference.
  - Motion to approve the November 2024 financials as presented by Ms. Eckhardt, seconded by Mr. James. Motion carried.

- Days liquid cash on hand: 229 from November 2024 stat report.
- Days in A/R: 45.12 from November 2024 stat report.
- Average Daily Expense: \$63,492
- Average Daily Cash Collections: \$72,083
- Gina also presented the 2025 budget. Projected patient revenue at \$45,352,152. Net income projected at \$1,493,874.
  - Questions: Are there opportunities for improvement for the bad debt write-offs? Looking into options for patients that are helpful to them as well as getting that money off the hospital. This is the biggest challenge in healthcare. – If we miss the budget next year like we did this year, we will not be in a good position? We will need to watch closely throughout the year. If revenue goes down, we need to make sure expenses also go down in line. – Would like to see about re-starting the finance committee. Will bring to the January meeting.
  - Motion to approve the 2025 Budget as presented by Mr. Nash, seconded by Ms. Eckhart. Motion carried.

**Risk / Quality:**

- None.

**Board Committee Reports:**

- By-Laws Committee:
- Building Committee: Met with Grant, architect, after the departments to get a list of wants and needs for a new build. Looking about getting an estimated cost put together with the additional fees. Should have a report together for the January meeting. Still comparing options with a new build vs rejuvenating the current building. Based on studies and prior information, best decision would be a new build based on costs and space.

**Action and Discussion**

- Dawn Stasser, RN, submitted the 3<sup>rd</sup> quarter HCAHPS report for review and discussion. Out of the 49 surveys sent out, 39 were returned. Overall score of 7.91 out of 10. This dropped from last quarter. Reviewing results and patterns to figure out why this happened and how to correct.

**Items-Updates and New Business:**

- No new business.

**Interim CEO Report:**

- None.

**Common Spirit Report:**

- None.

**Other New Business:**

- None.

**Old Business:**

- None.

**Executive Session:**

- Mr. Nash moved to enter into executive session to discuss personnel matters of non-elected personnel with the board and senior leadership for 30 minutes at 6:20 pm, seconded by Ms. Eckhardt. Motion carried.
- Reconvened into open session at 6:50pm.

**Adjournment:**

- With no further business to discuss, Ms. Gavin moved, and Mr. Nash seconded to adjourn at 6:51pm.

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Secretary