

Meeting Title:	Board of Trustees Meeting	Chairperson:	James Moreau
Date/Time:	December 23, 2025	Location:	Norton County Hospital

**B Norton County Hospital
Board of Trustees Meeting Minutes**

Attended	Position
James Moreau	Board President
Jimmy Todd	Board Vice-President
Randa Vollertsen	Board Treasurer
Lee Juenemann	Board Secretary
Jerry Hawks	Board Member
Robert Wyatt	Board Member
Kevin Faughnder	NCH Chief Executive Officer
ReChelle Horinek	NCH Chief Financial Officer
Shannan Hempler	NCH Director of Human Resources
Sarah Mohr	NCH Chief Nursing Officer
Klare Bliss	NCH Chief Information Officer
Mel Dewitt	NCH Clinic Manager
Marissa Davis	NCH Director of Quality and Risk Management

Meeting Title:	Board of Trustees Meeting	Chairperson:	James Moreau
Date/Time:	December 23, 2025	Location:	Norton County Hospital

	Agenda Item	Action and/or Time
1.	November 25, 2025 Board Meeting Minutes	Motion by Lee Juemann to approve the minutes of the November 25, 2025 meeting. Second by Randa Vollertsen . Motion carries unanimously.
2.	Consent Agenda Items: a) Personnel Information b) Payroll Briefing Summary c) Accounts Payable – Bills	Motion by Jimmy Todd to approve the Consent Agenda Items as presented. Second by Robert Wyatt Motion carries unanimously.
3.	Executive Session: Attorney-Client Consultation	James Moreau moved to enter into executive session: K.S.A. 75-4319(b)(2) for privileged attorney-client consultation with the Board, County Commissioner, CEO, and legal representation present. Not to exceed 30 minutes. Seconded by Robert Wyatt . Motion carried unanimously. The executive session begins at 6:01 p.m. Exit at 6:31 p.m.
4.	Board Action from Executive Session None	
5.	Forvis Mazars Financial Report Representative of Forvis Mazaars could not make the meeting. Will attend by Zoom for the January meeting.	
6.	Risk Management/Quality Assurance Marissa Davis, Director of Quality and Risk Management, is working on improved survey responses.	

Meeting Title:	Board of Trustees Meeting	Chairperson:	James Moreau
Date/Time:	December 23, 2025	Location:	Norton County Hospital

7.	<p>CIO Report Klare Bliss, the Chief Information Officer (CIO), presented comprehensive updates from over the last month.</p> <p>Updates</p> <ul style="list-style-type: none"> • SRA Complete for 2025-2026 • Nex Tech Cable installed and ready. • Arctic Wolf risks & Security Improvements • Last day is Jan 9, 2026 • Risk Report 	
8.	<p>Medical Clinic Update Melody DeWitt, the Norton Medical Clinic Manager, shared the following Medical Clinic updates:</p> <p>Volumes</p> <ul style="list-style-type: none"> • Total visits: 806 (↓ from 882 in October) • Acute/Same-Day: 296 (↑ from 288) • Saturday Clinics: 32 (↑ from 18) • Medicare Annual Wellness Visits: 18 (↑ from 7) • Follow-Up Visits: 86 (↓ from 137) • Established Care Visits: 64 (↓ from 72) • Physicals: 43 (↑ from 34) • Nurse Visits: 91 (↓ from 115) <p>Medical Clinic Cont.</p> <ul style="list-style-type: none"> • DOT Physicals: 0 (= from 0) • No Shows: 28 (↓ from 33) • Wellness: 13 (↑ from 11) • Well Child Checks: 3 (↓ from 6) • Procedures: 9 (↑ from 7) <p>Highlights</p> <ul style="list-style-type: none"> • Will have agency for ER in November and December. <p>Quality</p> <ul style="list-style-type: none"> • KanSurvive 2.0 data collection underway. • Ongoing survey readiness work in the clinic • Behavioral Health 	

Meeting Title:	Board of Trustees Meeting	Chairperson:	James Moreau
Date/Time:	December 23, 2025	Location:	Norton County Hospital

9.	Medical Staff Credentialing Application	Motioned by James Moreau to approve the Credentialing Packets presented to the Board. Second by Randa Vollertsen . Motion carries unanimously.
10.	Ni2 Update ReChelle Horinek, CFO presented Ni2 reports for November 2025.	
11.	<p>CFO Report of Statistical/Financial Information ReChelle Horinek, the Chief Financial Officer (CFO), presented statistical and financial information for November 2025, covering various aspects.</p> <p>Income statement Gross patient revenue for November was \$3,234,665. Outpatient and swing bed revenue were above budget in November while inpatient and clinic were both under budget this month. Contractual allowances continue to be higher due to some large outpatient claims as well as our lower reimbursement rates with Medicare. We budgeted for a \$300,000 payable to Medicare for FY 2026, but this will be evaluated and updated once final 2024 audit is complete and will likely be increased. Monthly payable to Medicare is booked in contractual allowances at \$25,000 per month. Other operating revenue includes payments for 340B, sales of service revenue, dietary revenue, etc. Operating expenses for November were \$1,578,809. Other non-operating revenue in November includes tax distribution accrual, two months of sales tax distribution, contributions, interest and donations. Net operating loss for November is (\$242,342), which includes the \$25,000 bookable payback to Medicare. November net loss was (\$155,591). YTD loss is (\$130,601).</p> <p>Balance sheet Cash balance totals at the month end are \$1,178,516. Days cash on hand on November 30, 2025 is 22.59. All other totals on Balance Sheet are within norm. Changes will show on the Balance Sheet once year end audit entries are posted by Forvis.</p>	

Meeting Title:	Board of Trustees Meeting	Chairperson:	James Moreau
Date/Time:	December 23, 2025	Location:	Norton County Hospital

Statistics

November 2025 statistics show a direct correlation with the revenue. Statistics were low across the entire organization in November. We're hoping for a good boost to stats and revenue after the first of the year when we have 2 additional providers practicing in the RHC

Other Information Revenue

Cycle Optimization: Starting this with Cerner in early January 2026.

2025 Medicare Cost Report: Medicare Cost Report was filed on November 26, 2025. Payable amount demand letter issued was for \$752,746. Because the payable amount is more than 10% of annual Medicare payments, NCH qualified for an extended payment plan. We issued a check for \$400,000 and set the balance up to pay over 6 months. We had enough in our savings to make this large payment and chose to do so since interest on the payment plan with CMS is 11.125%.

2025 Audited Financial Statements: A draft of the FYE2025 Financial Statements is on the portal. Matt Morris with Forvis Mazars will be present at the meeting via zoom to discuss

340B Rebate Model Pilot Program: The US Government approved a pilot program for drug manufacturers which will force hospitals to purchase 9 specific drugs at full price and then we must wait for a rebate to be sent to the facilities from drug manufacturers. KHA continues to lobby against any further legislation that will create higher initial drug pricing for hospitals. I want to keep this information on the monthly report so I can update as we have more information on this pilot program.

Kansas Provider Assessment Program: This program has been in place since 2004 in which PPS hospitals paid an annual assessment to draw down federal matching dollars to enhance Medicaid payments to all Kansas hospitals. Legislative change in 2020 brought Critical Access Hospitals assessment payments into the program. We have netted dollars from this program since its inception through DSH dollars and most recently, after the creation of Medicaid MCOs, through quarterly payments directly

Meeting Title:	Board of Trustees Meeting	Chairperson:	James Moreau
Date/Time:	December 23, 2025	Location:	Norton County Hospital

	from the MCOs to our hospital. Beginning in 2025, all CAH hospitals will be responsible for paying into the assessment program. The estimated assessment for NCH, due by May 31, 2026, is nearly \$275K. The plan behind including CAH hospitals in the assessment payments is to increase further the federal matching dollars.	
12.	<p>Financial Affairs of Non-Elected Personnel Financial Assistance YTD: \$62,438.30 Bad Debt to Collections YTD: \$291,074.75 Bankruptcy YTD: --</p>	Motion by Randa Vollertsen to send an amount not to exceed \$75,509.79 for attempted collections. Second by Robert Wyatt . Motion carries unanimously.
13.	<p>CNO Report Sarah Mohr, the Chief Nursing Officer (CNO), presented comprehensive updates for the month of October: Avel E-Emergency Activations</p> <ul style="list-style-type: none"> • 13 encounters in October <p>Key Statistics (Reporting Period: November 1-30, 2025)</p> <ul style="list-style-type: none"> • Daily Census: 2.2 patients, ↓ from 3 (October) • Inpatient Admissions: 3 patients, ↓ from 12 (October) • Inpatient Days: 66 days, ↑ from 46 (October) • ER Visits: 157 visits, ↓ 186 visits (October) • Outpatient Visits: 187 visits, ↓ from 211 (October) <p>People Updates:</p> <ul style="list-style-type: none"> • Emma Dille has completed orientation and will begin working one weekend a month in January to give regular staff a break. • Rylea Nelson has started as full-time CNA on dayshift. <p>Operations</p> <ul style="list-style-type: none"> • From Ashley in Nursing: We are revamping the SQSS tracking process to increase departmental compliance. Also running reports to verify and follow-up on nursing doing code cart checks and completing chart checks to ensure standards met. • From Julie in Lab: A Plan of Correction was submitted to COLA for the 7 deficiencies identified during survey. The plan is awaiting review and acceptance. 	

Meeting Title:	Board of Trustees Meeting	Chairperson:	James Moreau
Date/Time:	December 23, 2025	Location:	Norton County Hospital

	<ul style="list-style-type: none"> • From Travis & Jay in Outpatient Therapy: Numbers decreased a bit from the previous month due to healing additional wounds. Revenue should look good with several high dollar infusions given this month! • From JuliAnna in Specialty Clinic: Continuing with current providers and adjusting schedules for holiday as needed. • From Mitch in Radiology: Annual MQSA (Mammography Quality Standards Act) inspection for mammography was last week and we are in compliance. Shout out to Allison for her hard work and commitment! • From Judy in surgery: Met to develop process for continuing pain procedures during elevator down time. Dr. Gabel has agreed to give extra colonoscopy days in January and February to offset Dr. Wheeler taking those months off. • Ashley is working with Apollo Flight Crew to hold an EKG and heart rhythm interpretation class here soon. This class is provided by Apollo free of charge. • Emphasizing the importance of sending pre-paid envelopes in nursing discharge folders to facilitate return of surveys by patients. 	
<p>14.</p>	<p>CEO Report Kevin Faughnder, the Chief Executive Officer, provided a comprehensive report on various initiatives and updates:</p> <ul style="list-style-type: none"> • Insurance: we had a smooth transition to our new health insurance provider. Moving into a self-funded, captative program offers our facility much greater long-term stability with our health insurance. • Modernization: we anticipate the beginning of March 2026 to start elevator upgrade. TK Elevator said to plan for the elevator to be down for four weeks. Our Surgery Department has done a great job adjusting schedules with surgeons and patients to accommodate being down for a month. • Modernization: Nex-Tech started on the new phone system project this month. • NCH 2025 Christmas Party: we held our 2025 Christmas party on December 10th. It was a great event! Employees were excited to have a fun day that did not take an evening or weekend away with a more formal party. 	

Meeting Title:	Board of Trustees Meeting	Chairperson:	James Moreau
Date/Time:	December 23, 2025	Location:	Norton County Hospital

<ul style="list-style-type: none"> • Chamber Bucks: this month we started gifting Chamber Bucks for employee anniversaries. We provide gifts on five-year anniversaries. Employees were very excited to get Chamber Bucks, and many said they feel these gifts are a more thoughtful acknowledgement for long-term employees. <p>2025 Year in Review Highlights:</p> <ul style="list-style-type: none"> • January: we launched Destination Health, where our staff taught classes on specific health-related topics for the community. We did a total of five classes over the course of 2025. This was a great community engagement project to help educate others on important healthcare topics. • January: Dr. Kelly Gabel signed on to perform colonoscopies once or twice a month to help reduce our backlog of patients waiting to have a procedure performed. • February: our staff completed the Surgery Department modernization project, where we installed a custom sink to reduce the turnaround time for surgeries and our Maintenance Department installed custom shelving and updated the entire room. • February: the Board of Trustees and hospital leadership met to review and update NCH's Strategic Plan for 2025-2027. • February: we started a PAD Clinic. PAD rehab is tailored for patients that are suffering from peripheral artery disease. • March: we installed a new 3D Mammography machine after using one of the oldest mammography machines in the state of Kansas. • April: we modernized two rooms in the Out-Patient clinic. We removed the carpet and installed smooth flooring to promote a more sanitary working area for our nurses. We also purchased a new medical chair that raises and lowers patients to promote better treatment options for our staff. Patients and staff are extremely appreciative of the new chair. • April: we received a \$55,000 anonymous donation from the community to replace our medical whirlpool and update the window blinds across the entire first floor. • April: NCH won the 2024 Readers' Choice Award for Best Hospital by the readers of: Goodland Star-News, Rawlins County Square Deal, Colby Free Press and The Saint Francis Herald. • April: we had a surprise inspection on 30 April and were found to be following all rules and regulations with our pharmacy program. Great work by Charli Enfield! 	
--	--

Meeting Title:	Board of Trustees Meeting	Chairperson:	James Moreau
Date/Time:	December 23, 2025	Location:	Norton County Hospital

	<ul style="list-style-type: none"> • May: we installed the “Viking Pure Disinfectant” machine, which is a salt and water generator to replace harsh cleaning chemicals. We are the first Critical Access Hospital to use this system; it is in use in limited larger facilities. We no longer purchase as many harsh cleaning products, the Viking Pure handles the majority of our cleaning needs. Our focus was patient safety, employee safety and being environmentally friendly. • June: we received a donation of \$23,000 from the Baird memorial to purchase a segmented pressure machine. The machine allows us to do extensive testing on blood flow, pulmonary embolus, and unexplained lower extremity pain. There are no hospitals in our immediate area offering this service. The machine was installed and put in use in July. • July: our Radiology Department received the new DEXA machine. The new machine is a significant upgrade from our last system. • July: the Employee Committee created a “Healing Garden” near the Out-Patient area. Employees have a schedule to water the flowers and make the area a pleasant environment for patients and staff to relax while at NCH. • July: the Vitros lab analyzer became fully operational. The money we saved from the Roche service contract (\$133,000) essentially paid for the Vitros analyzer. The Roche machine put our community at considerable risk and the Vitros machine was exactly what we needed. We also purchased some additional laboratory equipment to ensure we have backup machines in the event our primary machine has an issue. • July: Holistic Pain Management (HPM) started this month. They have been a huge win for our community and our facility. • August: Our maintenance team finished the whirlpool installation, and it looks fantastic. The Nursing Department added some accessories to make the room more inviting and enjoyable for patients to use. • August: Our Laboratory Department saved NCH \$14,000 by decontaminating the Roche analyzer themselves instead of Roche charging us an exorbitant \$14K fee if they did it. • September: We hired Nurse Practitioner, Andrea D’Archiardi, to replace Jonna. Andrea has been a wonderful addition to NCH and we frequently get compliments on her professionalism, competence and warm personality. 	
--	---	--

Meeting Title:	Board of Trustees Meeting	Chairperson:	James Moreau
Date/Time:	December 23, 2025	Location:	Norton County Hospital

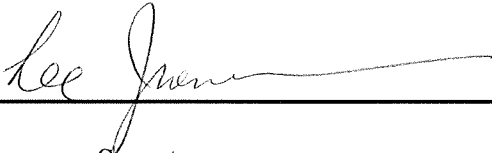
	<ul style="list-style-type: none"> • September: NCH participated in a Mock Survey on September 9th. The mock survey was a great opportunity for several departments to see themselves through the eyes of an outside perspective. In the out-brief with the two inspectors, each said twice how kind and friendly the NCH staff treated them. The inspectors also remarked that the kitchen and whole facility was very clean. This was a great opportunity for us to assess our Quality and Safety emphasis at NCH. • October: we hired Dr. Dwight Encinas to join NCH. He continues going through the process to get licensed and fully credentialed. We anticipate he will start seeing patients in early February 2026. • October: we added Dr. Joshua Wray as our Podiatrist. Dr. Wray has made a huge impact in his short time with NCH. We are excited about our partnership with him. • October: we introduced an Oracle Artificial Intelligence application for our providers to streamline key clinical and operational workflows for charting, documentation, and medication and order management. Our providers are very happy with this innovative application and its increased revenue for the facility. • November: NCH Lab underwent its annual COLA inspection on 18-19 November. Our team did great and the inspection wrapped up in one day, not two, like originally forecasted. Our lab will undergo another inspection in two years. Huge turnaround from two years ago! • November: NCH won an award from the Chartis Center for Rural Health for being in the top 25% among all other rural hospitals across America for best Outcomes. The award is based on a comprehensive and objective framework for assessing how rural hospitals are performing. This is a new award for NCH, and we are very proud of our staff for achieving this prestigious award. • 2025 Calendar Year Financial: At the time of this message, we have not closed out the month of December; therefore, these statistics cover January through November 2025. We had a large payback to Medicare, \$752,746. We were expecting that and took steps to prepare. Essentially, our facility did much better than the previous year (1 July 2024-30 June 2025) and Medicare overpaid us. Because we were closely tracking our statistics, we requested Medicare lower our reimbursements to less than 30%. That low reimbursement rate has contributed to our overall status of \$341,119 loss for Jan-Nov '25. For the same period in 2024,
--	--

Meeting Title:	Board of Trustees Meeting	Chairperson:	James Moreau
Date/Time:	December 23, 2025	Location:	Norton County Hospital

	<p>we had a \$883,943 loss. We will get a substantial amount of that re-credited to our account in the future because we requested our reimbursement rate be so low and we can't change it until early next year. This process is why I call hospital finance, voodoo math. We do all we can to stabilize departments but we never know how many ERs will show or how many inpatients we will have. We do have a couple of great success stories financially. Jan-Nov '24 Gross Revenue was \$27,539,418. Jan-Nov '25 Gross Revenue was \$32,338,126, which an increase of \$4,798,708 in one year, that is huge, a 14% improvement in one year. Jan-Nov '24 Expenses were \$17,501,377. Jan-Nov '25 Expenses were \$17,803,031. Our Expenses increased 1% in one year. Our Surgery Department went from \$489,272 for Jan-Nov '24 to \$1,001,657 for Jan-Nov '25. They made a huge jump in their gross revenue for NCH! Most importantly, all departments across NCH showed improvement in 2025 over 2024! This reflects the great efforts of our staff and the trust our community has in our ability to deliver excellent care to patients.</p>	
15.	<p>Commissioner Report No Report</p>	
16	<p>Board Member Report No Report</p>	
17.	<p>Other Business No Other Business</p>	
18.	<p>Executive Session: Non-Elected Personnel None</p>	<p>James Moreau moved to enter into executive session: K.S.A. 75-4319(b)(1) to discuss non-elected personnel with the Board not to exceed 30 minutes. Seconded by Robert Wyatt. Motion carried unanimously. The executive session begins at 7:01 p.m. Exit at 7:30 p.m.</p>

Meeting Title:	Board of Trustees Meeting	Chairperson:	James Moreau
Date/Time:	December 23, 2025	Location:	Norton County Hospital

19.	Board Action from Executive Session None	
20.	Adjourn	Meeting adjourned at 7:31pm.



Lee Jueneman, Secretary