

Jenn True

Casper, Wyoming

Natrona County Board of Commissioners
200 North Center Street, Room 115
Casper, WY 82601

March 4, 2025

Dear Natrona County Board of Commissioners,

It is with a deep sense of disappointment and concern that I submit my resignation from the Natrona Collective Health Trust Board, effective immediately.

Following the sale of Wyoming Medical Center to Banner Health in 2020, the Natrona County Collective Health Trust, formerly the Wyoming Medical Center Foundation, entered into an agreement with Natrona County. The stated purpose of this agreement was to “support the delivery and accessibility of high-quality, efficient health care services throughout Natrona County, Wyoming, and the overall physical and mental health and well-being of residents of Natrona County.” However, based on my observations as both a citizen and Board member, the Trust has failed to meet these objectives.

When I accepted this role, I did so with hope for the transformative change the Trust could bring to Natrona County. Instead, it has become clear that the organization has strayed from its founding mission. Rather than prioritizing community impact, collaboration, and responsible stewardship, the Trust has developed a culture of spending—marked by excessive expenditures, self-promotion, and a troubling lack of fiscal accountability.

Since my appointment in March 2024, I have witnessed decisions that prioritize institutional self-interest over community well-being. The Trust allocated over \$6 million in trust funds to purchase and renovate a building that is already functional, while simultaneously increasing staff salaries by over 14% and reducing community giving by 4%. Increasing salaries and decreasing funding is a historical pattern from the Trust, and reflects a disturbing shift away from its core responsibility of serving Natrona County residents.

Failure to Prioritize Local Health Care Needs

Beyond the excessive internal spending, the Trust is diverting funds outside of Natrona County to statewide initiatives under the justification that this “policy work” will eventually benefit our community. However, the original transaction agreement explicitly states that the Trust’s funds are “for the sole and exclusive purpose of providing, supporting, or enhancing the delivery of health care services in the primary service area.” Despite

this clear directive, the Trust continues to justify these expenditures, when in reality, the optics suggest that self-promotion—not local impact—is the primary motivation.

Restricted Granting & Ideological Bias

The excessive internal spending has significantly reduced the funds available for grants benefiting Natrona County. While the Trust has justified capital expenditures for its own benefit, it has refused to provide funding for other local nonprofits' capital campaigns, applying a double standard to its own spending versus community needs.

Moreover, granting decisions are not being made primarily based on the quality of services provided, but rather on a self-defined policy that prioritizes political ideologies. This was most clearly exemplified by the Trust's refusal to fund the Wyoming Rescue Mission due to its faith-based staffing policies. Instead of assessing organizations on their ability to effectively serve the community, the Trust has used its position of power to impose ideological conformity.

I believe the Trust has used funding as a tool to intimidate and mandate compliance from other nonprofits, forcing them to align with its own ideological agenda rather than focusing on the best interests of the people of Natrona County. This is a blatant overreach of authority and an abuse of philanthropic influence.

Fiscal Irresponsibility & Lack of Oversight

From inflated salaries and costly consultants to excessive spending on conference travel, elaborate meeting spreads, and nonessential perks, the Trust has failed to uphold its fiduciary responsibility. I am a private philanthropist and a former public accountant, I find it deeply troubling that private foundations—funded with private dollars—are held to a higher standard of efficiency and effectiveness than this public Trust, which manages community funds.

Governance & Accountability Failures

The governance of the Trust is deeply compromised. The Board has been largely developed by the Executive Director, Beth Worthen, and as a result, many members appear unwilling to question her actions. Additionally, their practice of compensating the Chairman of the Board poses conflict of interest, directly undermining the independence necessary for proper oversight.

A particularly alarming example of this lack of oversight occurred when the recent salary increases—while based on a consultant's recommendation—were presented by the Executive Director and staff directly in front of the Board. At no point was an independent executive session held to discuss these raises, which is standard practice in both corporate and nonprofit governance. In all my years serving on boards, I have never seen an organization bypass such fundamental governance principles.

This Trust has morphed into a self-declared autonomous entity, disregarding the origin of its funding and its duty to the citizens of Natrona County. Instead of acting as responsible stewards of this public resource, the Trust has operated in a vacuum—free from meaningful oversight or accountability.

Erosion of Responsibility & Leadership Failures

Compounding these concerns, the Trust has declined to report to the Natrona County Commissioners, the very body to which it should remain accountable. Furthermore, and most importantly since its inception, the Trust abdicated its responsibility to ensure quality health outcomes for Wyoming Medical Center and its patients. Only after being challenged in 2024 by the County Commissioners did the Trust reluctantly acknowledge its

responsibility. Rather than taking meaningful action, however, its solution was simply to hire yet another consultant.

This pattern of outsourcing key responsibilities is particularly alarming given that the Trust has built an extensive internal staff. For an organization with such a large team, its heavy reliance on outside consultants raises serious concerns about efficiency, necessity, and accountability.

A Call for Action & Transparency

The residents of Natrona County should question the means, methods, oversight, and accountability of the Natrona Collective Health Trust. Due to their patterns of excessive spending, lack of transparency, governance dialers, and ideological bias in funding decisions, I have lost faith in the Trust's leadership, in Board oversight, and in the ability of anyone within this structure to challenge the organization's direction.

For these reasons, I can no longer, in good conscience, serve on this Board. I urge the Natrona County Commissioners and this community to demand an independent audit of the Trust's spending practices, consultant contracts, staffing levels, and overall efficiency. It is critical that this Trust be held accountable and that it fulfills its duty to serve all citizens of Natrona County—not just itself.

I remain committed to this community and will continue to advocate for responsible, impact-driven philanthropy that puts the needs of the people first.

Thank you for your time and consideration.

Sincerely,

Jenn True

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