

The Titus County Hospital District Board of Managers met for a regularly scheduled meeting on Monday, September 23, 2024, at 5:33 p.m. in the Williams Conference Room on the 3rd Floor of Titus Regional Medical Center in Mt. Pleasant, TX.

ATTENDEES: Don Lowry, Tony Rundles, Rob Holliday, Kevin Rose, Trent Abbott, Ricky Baker, Steve Courreges, Terry Scoggin (CEO), Dr. Milan Sekulic (CPE), Dr James Bove (COS) and Dr. Will Hooks (CMO).

ADMINISTRATION: Patty Boeckmann, Kathy Griffis, Andy Fortenberry and Jeff Drummond (legal)

VISITORS: None

CALL TO ORDER: Don Lowry called the meeting to order at 5:33 p.m.

Opening Prayer was completed by Andy Fortenberry

The Pledge of Allegiance was led by Terry Scoggin.

CONSENT AGENDA

Recommendations:

1. Actions:
 - a. Approval of Minutes of TCHD Regular Board Meeting – 8/26/24
 - b. Approval of Finance Committee Recommendation of Minutes of the TCHD Board Finance Committee Meeting – 8/26/24
 - c. Approval of MEC Recommendation for the Appointment of Dat Vo, M.D. to Department Chief Procedural Services
 - d. Approval of MEC Recommendation of Amendment to Pain Management Privilege
 - e. Approval of Neonatal Level II Nursery Designation Board Resolution
 - f. Approval of Trauma Level IV Support Board Resolution
 - g. Approval of Finance Committee Recommendation to Approve Self-Pay and Bad Debt Placement Management Policy
2. Reports:
 - a. Executive Reports – Current month
 - b. Hospital Stats – Current month

Don Lowry asked for a motion to approve the Consent Agenda listed items above.

- ✚ **Motion:** A motion was made by Kevin Rose and seconded by Steve Courreges to approve the listed Consent Agenda items. The motion carried a unanimous vote.

CEO Update

- ✚ Review of annual statistics for fiscal year to be completed at next scheduled board meeting.
- ✚ Recommendation of “Grow Your Own Program” to work with local candidates which allows for community growth
- ✚ TEAM Model approach – TRMC has been selected by CMS to be a part of the pilot program in 2026; major concern in this area is colons but potential to address by deferring if needed.

NEW BUSINESS

2025 Budget – Andy Fortenberry

- ✚ Reporting and Initiatives
 - Currently preparing data and working with financial management for strategic initiatives
 - Approach includes comparison between TRMC and industry standards
- ✚ Revenue Cycle
 - Innovo Advisors – meeting once a month for Revenue Cycle Advisory Committee
- ✚ Budget Assumptions
 - 340B – updated relationship with Thurman’s Pharmacy; 340B allows for substantial discount on prescription pricing with a profit benefit
 - Agency Staffing – staffing needs vary from year to year; plan to leverage international staffing; this area is under continuous analysis
 - Merit – budgeted for approximately \$1.1M equating to 2.25 merit increases in January 2025
 - Inpatient Dialysis – timeline not yet available but processes and contracts are moving forward
 - BCBS Contract – potential update for fees to go into effect in February 2025 once agreed upon and signed
 - Preparation for TEAM (Transforming Episode Accountability Model) – goal is to improve quality of care for people with Medicare undergoing high-expenditure, high-volume surgical procedures; reduction in hospitalization and recovery time while lowering Medicare spending and driving equitable outcomes
- ✚ Risk/Stress Testing
 - Cancer Center – anticipated downtime due to TrueBeam Linac installation
 - EMS – goal for subsidy of no more than \$250K
 - Health Plan – health trending considered in budget discussions
 - Anesthesia/Cardiology – recruitment of new staff needed
- ✚ Operating Revenue – 2025 projected for \$123M, increasing from prior year
- ✚ Operating Expenses – staying consistent and movement of funds within the currently identified classification of expenses
- ✚ \$250K increase in receipt from property taxes
- ✚ Patient collections is about \$114M

- ✚ Gross Revenue
 - Trending upwards
 - Outpatient related services identified as a large contributor
 - \$377M projected in 2024 compared to 2025 projection of \$387M
 - Operating expenses expected to increase with increase of salaries, specifically agency salaries; plan to increase skill sets of nurses internally to assist with budget goals; supplemental programs affecting increases in operating expenses
 - Identified opportunities to grow cardiology and oncology sectors

Don Lowry asked for vote to approve the recommendation of the Board Finance Committee for the 2025 Budget. The vote carried unanimously.

RECOMMENDATIONS/REPORTS

Presentation of Medical Staff Communication Survey – Dr. James Bove

- ✚ Improvements were identified and broken down into various categories
- ✚ Survey consisted of 15 questions and was sent to all physicians and APPs
 - 32 participants in survey, an increase from 2024 survey participation
 - Results consisted of scoring from 1 to 5 (low to high) and focused on exchange of data, collegiality, dissemination of information from the top down, consultation service, and continuity of care.
 - Physician results showed scoring below 3.0 (satisfied) for five survey questions
 - APP results showed no scoring below 3.0 (satisfied)
 - Scores overall reflected positive results
- ✚ Plan of Action
 - Additional surveys to identify specific concerns in areas of interest
 - More communication provided in Dr's Lounge, which has been identified as a central location that is open to frequent gathering of staff; exposure to communications in location is high
 - Building of expectations into agreements

Medical Executive Committee (MEC) Recommendation for Medical Staff Appointments and Reappointments:

- ✚ The September 2024 Staff Appointments and Reappointments were submitted for review to the Board. There was no further discussion. MEC recommendation unanimously approved by the Board of Managers

TRMC Quality Assurance/Performance Improvement Update – Dr. William Hooks, Kathy Griffis (CNO), and Dr. Milan Sekulic

- ✚ Quality Variance Indicators (QVI)
 - Plan to model after existing maternal and neonatal models
 - Once plans are established, provide staff communication and identify quality improvement opportunities
 - Case review algorithm – expanded to provide insight into QVIs
 - What is the current process and what are the next steps

- Review process can be triggered by all lines of staff
- Information compiled into a standardized report to trigger process flow
- Utilization of a standardized quality letter across all groups
- Scorecard build
 - Discussions and meetings with impacted groups have been scheduled
 - Process improvement from publishing to staff
 - Next scorecard buildouts impacting hospitalists, ED, and intensivists .
- ✚ Patient Experience – TCOT
 - Continued success noted across the board
 - Data measuring success provided by providers and service lines
 - 1 session completed with physicians
 - Start of provider meetings to facilitate discussions regarding improvements to patient experience; providers showing interest in this process:
 - Verbal comments from patients provide insight into patient experience
 - Major factors impacting patient experience are wait times and chemistry amongst team members in offices

Health Equity Update – Terry Scoggin (CEO)

- ✚ Community Partner Program
 - Additional functionality of program reviewed; TRMC will upgrade contract to next level

Board Education – Terry Scoggin (CEO)

- ✚ Supplemental payments – DSH and UCC

TRMC Financial Report – Andy Fortenberry (CFO)

- ✚ August 2024 financials presented
- ✚ Gross revenue charges of \$33.3M were over budget by \$300K and more than prior year. Total operating revenue of \$11M was \$800K more than budget and \$1.5M more than prior year. Total operating expenses of \$10.8M were over budget \$400K and increased \$600K from prior year.
- ✚ Gross revenue charges of \$346M were under budget by \$8M and exceeded prior year by \$29M. Net operating revenue of \$110M was over budget by \$433K and \$11.4M more than prior year. Total operating expenses of \$117M was over budget \$1.7M and increased \$9.3M from prior year.
- ✚ Days cash on hand declined from 43 days in July to 33 days in August. Non-operating outlays consisted on bond payments, Medicare (recoup), provider incentives, and UC IGT. Future receipts in FY 2025 include UC and property taxes.

Don Lowry asked for vote to approve recommendation of the Board Finance Committee for the August 2024 Financials. The vote carried unanimously.

DISCUSSION OF FUTURE AGENDA ITEMS

Don Lowry asked if there were any future items to be posted on the October Board Agenda.

- ✚ Terry Scoggin (CEO) – presentation of workplace violence plan, auxiliary quarterly

report, cash on hand, and FTE discussions. Sharing of Dunning statement with the Board. End of FY discount purchase opportunities.

EXECUTIVE SESSION: The Board convened to Executive Session at 7:08PM with a unanimous vote.

REGULAR SESSION: Regular session reconvened at 8:15 with a unanimous vote.

ADJOURNMENT: Regular session adjourned at 8:15 with a unanimous vote.



Don Lowry, Chairman



Tony Rundles, Secretary