

TRMC Board of Managers

Minutes

December 16, 2024

The Titus County Hospital District Board of Managers met for a regularly scheduled meeting on Monday, December 16, 2024, at 5:30PM in the Williams Conference Room on the 3rd floor of Titus Regional Medical Center in Mount 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: Natalie Patterson (D&Co), Aaron Milligan (D&Co), Jennifer Tarver (TRMC Controller), Debra Abston (TRMC Auxiliary)

CALL TO ORDER: Don Lowry called the meeting to order at 5:30PM.

Opening prayer was officiated by Terry Scoggin. The Pledge of Allegiance was led by Andy Fortenberry.

CONSENT AGENDA:

Recommendations

- I. Approval of Minutes of the TCHD Regular Board Meeting – 11/25/24
- II. Approval of Finance Committee Recommendation to approve minutes of the TCHD Board Finance Committee Meeting – 11/25/24
- III. Approval of MEC recommendation to approve update of TRMC medical staff physician privileges for BLS
- IV. Approval of MEC recommendation to approve medical staff privileges for reappointments, appointments, and focused review
- V. Approval of Medical Staff Quality Committee December Report Package
- VI. Approval of Finance Committee’s Recommendation to Approve Self-Insurance Resolution for 2025

Reports

- I. Executive reports – current month
- II. Hospital statistics – current month
- III. Patient Experience report
- IV. Health Equity monthly report

- 👤 Don Lowry asked for a motion to approve the Consent Agenda listed above.
- 👤 **Motion:** A motion was made by Rob Holliday and seconded by Ricky Baker to approve the listed Consent Agenda items. The motion carried with a unanimous vote.

- 👤 Debra Abston presented the 3rd quarter Auxiliary report. She reiterated the need for volunteers and indicated popcorn sales are going well.
- 👤 Don Lowry asked for a motion to approve the Auxiliary report as presented.
- 👤 **Motion:** A motion was made by Trent Abbott and seconded by Ricky Baker. The motion carried with a unanimous vote.

AUDIT UPDATES

- 👤 Natalie Patterson (D&Co) presented summarized financial results
 - Balance sheet
 - \$2.8M decrease in balance sheet from last year
 - 2% increase in patient account receivables
 - 142% increase in 3rd party payor items
 - Liabilities - \$530K decrease this year
 - Accounts Payable increase of 20%
 - 20% decrease in other accrued liabilities
 - Income statement
 - Change in net position of 56.4% from last year
 - Operating loss of \$9.2M which is considered improvement from last year and is affected by market changes in interest and investments
- 👤 Aaron Milligan (D&Co) presented information for operating expenses and summarized key ratios, and the governance letter
 - Cash flow statement affected by operating expenses, investment cash used for capital, net cash provided by non-capital financing activities; inflow from property taxes a substantial contributor
 - Key ratios
 - Decline in liquidity ratio but started to level in 2024; current ratio at 2.0
 - 47.7 average days cash on hand in 2024 which is above other rural hospital comparisons year over year
 - 44.8 average days in net account receivables
 - Governance letter – “clean” opinion given to the financials; no significant findings to report and a full audit report will be presented at the next board meeting for approval; full audit report will also be sent out to board members the week of December 16, 2024.

EXECUTIVE TEAM UPDATES

- 👤 Recognition of TRMC staff – Terry Scoggin recognized the contributions by team members in making the annual All is Bright event successful
- 👤 Kathy Griffis provided updates regarding the Baxter saline shortage and patient experience
 - TRMC has implemented strong conservation efforts
 - No major impacts to surgeries except for elective Urology procedures; surgeries impacted have been postponed
 - A shipment during the week of Thanksgiving did not arrive
 - Pediatric dental procedures were delayed by approximately one week
- 👤 Tiffani Hester (Patient Experience Coach) is working on training Emergency Department physicians in Patient Experience
- 👤 Andy Fortenberry presented the financial summary
 - Net patient revenue in the amount of \$19.1M, \$949K below budget and \$66K below prior year
 - Declines attributed to decrease in admissions, daily census, births, and surgeries
 - Operating expenses – major contributors include professional fees (locum, anesthesia, and consulting services)
 - Professional liability/general liability – actuary review completed every two years, followed by a board resolution
 - Commercial insurance renewal needed
 - All potential insurance policies are all in compliance and pricing was mainly affected by a catastrophic claim last year
- 👤 Dr. James Bove provided a medical staff update
 - Dr. Haroon is leading a home-grown team of hospitalists
 - Department of Ambulatory was dissolved, and a new At-Large position was created in MEC; Dr. Hester is up for re-election for the Chair of Surgical Services and has shown interest in continuing serving in this role
- 👤 Patty Boeckmann provided additional information regarding staffing updates
 - Dr. Haroon continuing to evaluate opportunities in the hospitalist program
 - Ensuring that TRMC has appropriate providers in place
 - Seven additional providers have been interviewed and offered positions
 - Goal is for new providers to work a schedule of seven days on
 - One additional nighttime physician position to be filled
- 👤 Terry Scoggin provided the Strategy Update for 2025
 - Work continues for Destination 2028 initiatives
 - Focus on Titus pillars of *people, quality, and service*

- Focus on financial drivers – volume/net patient revenue, revenue cycle, supplemental payments, operating expenses
 - Goal to implement scorecards in multiple areas of each financial driver
 - Supplemental payments have a projected increase of \$3.7M for next year
 - Focus on analysis of FTEs, RVU, and revenue cycle
- Events/updates on potential partnerships
 - Update given on upcoming visits with tertiary partners
 - TPC – not moving forward at this time
 - Focus on scorecard and metric finalization
 - Focus on cash forecast
 - Focus on P&L and the impact of each financial lever
 - ACO update
 - Board annual assessment – moving forward; survey takes approximately fifteen to twenty minutes to complete and remains anonymous; board members expressed interest in completing
 - Discussions continue on bond/financing options; impact of property taxes discussed
 - Whispering Pines involvement discussed

EXECUTIVE SESSION: The Board convened to Executive Session at 6:37PM with a unanimous vote.

REGULAR SESSION: Regular session reconvened at 6:46PM with a unanimous vote.

ADJOURNMENT: Regular session adjourned at 6:47PM with a unanimous vote.



Don Lowry, Chairman



Tony Rundles, Secretary

