

TRMC Board of Managers

Minutes

November 25, 2024

The Titus County Hospital District Board of Managers met for a regularly scheduled meeting on Monday, November 25, 2024, at 5:30 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, Steve Courreges, Terry Scoggin (CEO), Dr. Milan Sekulic (CPE), and Dr. Will Hooks (CMO), Dr. James Bove (COS).

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

VISITORS: Keith Luker (TRMC - Director of Quality), Jaime West (TRMC - Respiratory), Jaime Hart (TRMC - Director of Nursery/NICU), Holly Parr (TRMC - Clinical Coordinator), LeAnn Harlow (TRMC – Lab Director), Dr. Michael Henry (TRMC - Pediatrics)

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

Opening prayer was officiated by Terry Scoggin

- ✚ Terry Scoggin provided the opening prayer. Terry noted we would be recognizing team members that we have lost this year at the annual All is Bright ceremony on December 12th. Former Board Member Royce Carr will be honored that night.
- ✚ Visitors were honored by Terry Scoggin for their contributions to the success of various initiatives.

The Pledge of Allegiance was led by Andy Fortenberry.

CONSENT AGENDA:

Recommendations:

- I. Approval of Minutes of TCHD Regular Board Meeting – 10/28/24
- II. Approval of TCHD Called Board Meeting – 11/1/24
- III. Approval of TCHD Called Board Meeting – 11/12/24
- IV. Approval of TCHD Called Board Meeting – 11/20/24
- V. Approval of Finance Committee Recommendation of Minutes of the TCHD Board Finance Committee Meeting – 10/28/24
- VI. Approval of Finance Committee Recommendation to Approve October 2024 Financial Reports
- VII. Approval of Amendment to Urology, Pediatric, and Nurse Practitioner Delineation of Privileges
- VIII. Approval of Auxiliary Quarterly Report
- IX. Approval of TRMC Quality Assurance/Performance Improvement (QAPI) Package
- X. Approval of Patient Experience Dashboards
- XI. Approval of Recommendation of MEC for Medical Staff Privileges

Reports

- I. Executive Reports – Current Month
- II. Current Month Hospital Stats – Current Month

III. Health Equity – 2025 Rural Texas Maternal Health Rescue Plan

- ✚ Don Lowry asked for a motion to approve the Consent Agenda listed items above with the exception of the auxiliary quarterly report and hospital statistics. The quarterly auxiliary report will be presented in December 2024's regularly scheduled board meeting for review and approval.
- ✚ **Motion:** A motion was made by Trent Abbott and seconded by Kevin Rose to approve the listed Consent Agenda items with the exception of the auxiliary quarterly report and hospital statistics. The motion carried with unanimous vote.

EXECUTIVE TEAM UPDATES

- ✚ Dr. Hooks discussed updates to the By-Laws
 - By-Laws had a full legal review of language and content by Jeff Frost (legal counsel); review included condensing medical staff categories to be more applicable to current staffing environment.
 - Proposal to restructure the MEC to contain two at-large positions, four chairs, and Chief of Staff
 - APP (advance practice provider) manual creation – Jeff Frost (legal counsel) and the By-Laws Committee involved in creation and review
 - Dr. Bove added that the APP manual was passed unanimously by staff involved in the process.
- **Motion:** Don Lowry asked for a vote to approve MEC and Medical Staff Recommendation for Approval of the updated By-Laws and APP Manual. Passed with a unanimous vote.
- ✚ Capital Purchases
 - DaVinci Robot Xi will contribute to \$14.5K in savings as well as aid in recruitment of staff for Cancer Center and OBGYN roles.
- **Motion:** Don Lowry asked for a vote to approve Finance Committee Recommendation on the capital purchase of the DaVinci Robot Xi as presented. Passed with a unanimous vote.
- ✚ Strategic Plan – Destination 2028
 - “Grow Our Own” – physicians, medical students, clinical staff, education at all levels
 - “Keep Our Own” – higher acuity patients, reduction of transfers, market share
 - Service line focus – creation of plans for each area by March 2025 regularly scheduled board meeting
 - Revenue Cycle Discussions with Physicians
 - Focus on referrals, full utilization, and patient access
 - Scorecard implementation
 - Various staff onboarding occurring including in Cardiology, Neurology, and General Surgery
 - Hospitalists/Intensivists – Dr. Akbar informed Hospitalist program is being moved internally

- Addition of a Nocturnist (Dr. Haroon) who is working on gaining insights to TRMC's programs; Dr. Haroon brought in a RN with quality experience
- Emergency department – three doctors starting in January and February of 2025
- Oncology – opportunities for cross referrals
- Several nurses have been hired
- Dr. Sekulic (cardiology) meeting with Dr. Black (newly onboarded doctor who will start seeing patients in December 2025) once per week

📌 October 2024 Financials

- Audit progressing well but overall volumes are down from budget and prior year
- Gross revenue at \$30.1M, operating revenue at \$9.7M
 - \$1.1M in excess revenue (rural health clinic allowance, rural health clinic date of service, anesthesia, employee health benefits)
 - Adjustment of fee schedule but doesn't reduce net collection
- Days cash on hand at 54 days in October 2024; 57 days cash on hand for gross accounts receivable and 44 days for net account receivables in October 2024.
- Revenue Cycle
 - Registration has completed transition to "Fish Bowl"
 - Working with Innovo and Sliced Health
 - Future EPIC buildouts
 - Contract completed with UHC/Optum for Behavioral Health Unit
 - Audit adjustments to VMG presentation – BCBS contract, 340B increased volume, inpatient rehab/BHU opportunities, revenue cycle improvements, OACN value base opportunities, supplemental payments, RHC conversion, Opioid Settlement, Octagos implementation, and chronic care management implementation
- Scorecards being created to keep track of metrics per service lines
 - Green/yellow/red tracking for project plans – red items to be discussed in future board meetings
 - Plan to follow same model for financials and budget tracking
 - Scorecard metrics to track long-term and short-term goals
- Potential partnership with TPC
 - TPC was created by independent hospitals in Texas
 - Member-owned organization
 - Potential to work together for independence strategies that include revenue cycle, clinical revenue cycle, quality, and workforce opportunities

EXECUTIVE SESSION: The Board convened to Executive Session at 7:00PM with a unanimous vote.

REGULAR SESSION: Regular session reconvened at 7:22PM. with a unanimous vote.

Don Lowry asked for a motion to approve the capital purchase of the building and land south of TRMC's campus

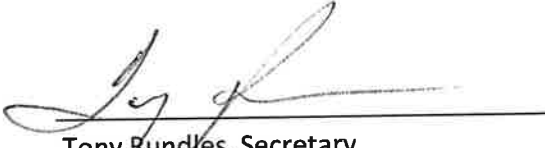
on Mulberry.

- ✦ **Motion:** A motion was made by Tony Rundles and seconded by Steve Courreges approve the capital purchase of the building and land south of TRMC's campus on Mulberry. The motion carried with unanimous vote.

ADJOURNMENT: Motion to adjourn was made by Trent Abbott seconded by Steve Courreges. Regular session adjourned at 7:26PM. with unanimous vote.



Don Lowry, Chairman



Tony Rundles, Secretary