

TRMC Board of Managers

Minutes

February 24, 2025

The Titus County Hospital District Board of Managers met for a regularly scheduled meeting on Monday, February 24, 2025, 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, Patricia Boeckmann (CEO), Dr. James Bove (COS), and Dr. Will Hooks (CMO)

ADMINISTRATION: Kathy Griffis, Andy Fortenberry

VISITORS: Tracie Smith, Debra Abston

CALL TO ORDER: Don Lowry called the meeting to order at 5:34PM.

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

CONSENT AGENDA:


Recommendations

- I. Approval of Minutes of TCHD Regular Board Meeting – 1/27/2025
- II. Approval of Finance Committee Recommendation of Minutes of the TCHD Board Finance Committee Meeting – 1/23/2025
- III. Approval of Board Resolution – State Opioid Settlement Distribution, Resolution No. 2025-02.01
- IV. Discussion and Presentation of CEO Bond Requirement
- V. Approval of Report Calendar 2024-2025
- VI. Approval of Updates to Signature Cards – removal of Terry Scoggin and addition of Patricia Boeckmann
- VII. Discussion, Consideration, and Action Regarding Recommendation of MEC for Medical Staff Privileges

REPORTS

- I. Executive reports – current month
- II. Patient Experience – QAPI current month

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

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

❖ **AUXILIARY REPORT** – The quarterly Auxiliary Report (October 2024 to December 2024) was presented by Debra Abston.

- Don Lowry asked for a **motion** to approve the auxiliary report as presented.
- **Motion:** A **motion** was made by Tony Rundles and seconded by Trent Abbott to approve the auxiliary report as presented. The motion carried with a unanimous vote.

❖ RECOGNITION AND APPRECIATION OF TRMC TEAM MEMBERS

- Dr. Hester recognized as 2025 Reader's Choice Award Winner for Best Orthopedic Doctor
- Dr. Stagg recognized as 2025 Reader's Choice Award Winner for Best Pediatric Doctor
- Titus Regional Medical Center recognized as 2025 Reader's Choice Award Winner for Best Medical Clinic/Hospital

❖ UPCOMING AND PAST EVENTS

- Lunch and Learn on March 12th featuring physicians of Surgery Associates of Titus
- AHA Celebration will be held in April
- React Quicker, Save Your Ticker Event held in February
- February Lunch and Learn highlighted heart health
- Save the Date – Out of This World, Grand Gala (Titus Regional Medical Foundation) on June 6, 2025

❖ FOUNDATION BOARD

- Recommendation to start utilizing the Foundation Board
- Tiffani Hester has agreed to lead the board
- The 2025 Grand Gala will focus proceeds on pediatric inpatient rooms – updates to technology that include patient monitoring and entertainment for pediatric patients

❖ CHIEF OF STAFF UPDATE

- Dr. James Bove highlighted the credentialing that is included in the board packet
- Focus on outreach and referral management

❖ TERTIARY PARTNERSHIPS

- Christus groundbreaking scheduled for March 3rd
- UT Discussion with CEO Guy Cayo on February 11th
- UT SW Discussions regarding Neurology transfers/interventions
 - Bed Ahead program for Neuro Intervention and Neuro Transfers
 - UTSW to provide telestroke and teleED coverage
 - Drs. Khan and Malik to provide weekend teleneuro coverage

❖ PATIENT EXPERIENCE

- QAPI slides highlighting HCAHPS rating, Emergency Department, OAS CAHPS, and TCOT presented
- Goal next month to provide tactics for improvements in each area

❖ FINANCIAL UPDATE

- Andy Fortenberry provided January Financial Results
 - Expenses currently exceeding revenue
 - Salaries for non-physician, physicians/APPs, and agency salaries
 - Operating revenue \$41M fiscal year to date
- Don Lowry asked for a **vote** to approve January's Financial Results as presented. The vote carried unanimously.

❖ OPERATIONS ACTIONS

- Patricia Boeckmann introduced targeted actions to address spending; items that are a life or safety issue not included in targeted actions

- Hospital admissions are down 23% from budget but up 10% from prior year; overall admissions are down 16% from budget and down 7% from prior year
- Hospital discharges – acute down 15% from budget and down 10% from previous year; overall down 10% from budget and down 5% from prior year
- Patient days down 9% from budget and up 3% from prior year; action item to expand surgical volume in elective surgeries, utilization review and case management improvement, and implementation of dialysis
- Surgery volume down 11% from budget and up 10% from previous year
 - Impacts from Drs Lee and Kraemer
 - Urology impacted by irrigation/IV shortage
 - Development of marketing plan for surgery
 - Analysis and recommendations for changes to the anesthesia model
 - Provider involvement in evaluation of cost per procedure
- Salary expenses
 - Dissection of larger amounts and development of action plans
 - Vacancy factor review will assist in determining FTEs needed and reduction of unnecessary overtime
 - Evaluation of provider spend and return on investment
 - Establish benchmarking and productivity metrics
 - Span of control review
- Professional fees – discussion of impact of 1099 employees and review of locums
- Purchased services – contract reviews and reconciliation; YTD billing/collection servicer in the amount of \$1.3M; SW/HW maintenance service contracts in the amount of \$1.3M
- Supplies – bulk of medication spend is for Cancer Center drugs in the amount of \$236K with a \$94K reclass to pharmacy inventory; direct supply costs increase due to COVID, strep, and fly tests in the amount of \$12.8K
- Implementation – physician engagement, provider support in revenue cycle, employee education in supply cost analysis; all provider meeting to be held March 10th with a Leadership meeting to follow tentatively scheduled for March 11th

❖ **CLINICAL REVENUE**

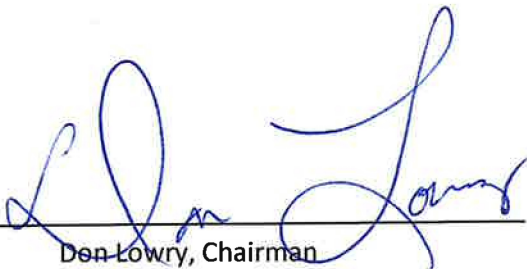
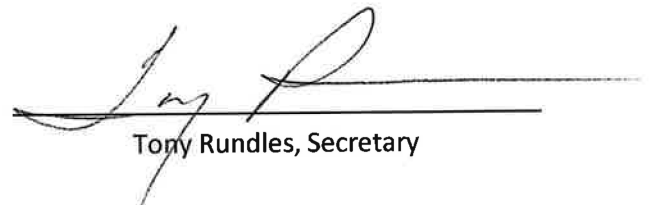
- Emergency department volume – increase in 2024 from prior year, trending upwards from 2022
- Transfers out of the emergency department – 3.6% in FY 2025, up from 3.5% in 2024
- Volume with conversion – 12.9% in FY 2025 and 13.6% in FY 2024
- Emergency patients converted to admissions
 - Average conversion rate for rural hospitals is 13-18% of patients, with TRMC falling below those levels
 - High-performing hospitals have a conversion rate of 20-30%
 - TRMC first pass goal of 16% and reassessment post dialysis
- Approximate impact of new patients
 - At a 16% conversion rate, 100 more patients per year anticipated

- At a 20% conversion rate, 250 more patients per year anticipated
- Assessment of all transfer patients in real time
- Reinstitution of TeleNephrology in the Emergency Department
- Conference call for all admissions to improve communication, reduce push-back, reduction of fears, allows all providers to be on the same page
- Total observations greater than 23 hours
 - Research shows best practice goal of 15-20%
 - Goal to calculate the financial impact in March's board meeting
 - Average percentage of patients with > 23 hours on medical floors in 2024 at 28%
- Total observations greater than 48 hours
 - Average percentage of patients greater than 48 hours on medical floors in 2024 at 21%
 - Research shows best practice goal of close to zero
 - Goal to calculate financial impact in March's board meeting
- ❖ Pulmonology update
 - Plan to have two physicians, one APP, two CMAs, and one clinic manager
 - Impact after 12 months is breakeven analysis
 - Similar plan to be used in the analysis of general surgery.

EXECUTIVE SESSION: The Board convened to Executive Session at 6:39PM with a unanimous vote.

REGULAR SESSION: Regular session reconvened at 7:50PM with a unanimous vote.

ADJOURNMENT: Regular session adjourned at 7:51PM with a unanimous vote.


Don Lowry, Chairman
Tony Rundles, Secretary