

## TRMC Board of Managers

# Meeting Minutes

April 28, 2025

The Titus County Hospital District Board of Managers met for a regularly scheduled meeting on Monday, Monday, April 28, 2025, at 5:30PM in the Williams Conference Room on the 3<sup>rd</sup> floor of Titus Regional Medical Center in Mount Pleasant, TX.

**ATTENDEES:** Don Lowry, Tony Rundles, Rob Holliday, Kevin Rose, Trent Abbott, Steve Courreges, Ricky Baker, Jeff Drummond, Patricia Boeckmann (CEO), Dr. James Bove (COS), Dr. Milan Sekulic (CPE), and Dr. William Hooks (CMO)

**ADMINISTRATION:** Kathy Griffis (COO/CNO), Andy Fortenberry (CFO)

**VISITORS:** Tracie Smith, Debra Abston, Christina Graham, Dave Albright, Kim Parish, Ed McGrath

**ABSENTEES:** N/A

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


Opening prayer was officiated by Dr. William Hooks. The Pledge of Allegiance was led by Dr. William Hooks.


#### **CONSENT AGENDA**

- I. Approval of Minutes of TCHD Regular Board Meeting – 3/31/25
- II. Approval of Finance Committee Recommendation of Minutes of the TCHD Board Finance Committee Meeting – 3/27/25
- III. Approval of Updating Authorized Representatives for TexPool to Patricia Boeckmann and Andy Fortenberry
- IV. Approval of Updating Authorized Representatives for Guaranty, Pilgrims, and ANB to Patricia Boeckmann and Andy Fortenberry.
- V. Discussion, Consideration, and Action Regarding Recommendation of MEC for Medical Staff Privileges
- VI. Discussion, Consideration, and Approval of Resume for D. Albright

#### **REPORTS**

- I. Executive reports – current month
- II. TRMC Finance Report – Discussion, Consideration, and Approval of Finance Committee Recommendation to Approve March 2025 Financial Reports
- III. Patient Experience – QAPI current month
- IV. Environment of Care

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

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

❖ **RECOGNITION AND APPRECIATION OF TRMC TEAM MEMBERS**

- Christina Graham was recognized by Don Lowry, Patricia Boeckmann, Dr. William Hooks, and Kathy Griffis for the extraordinary accomplishment of having Titus Regional Medical Center recognized for LeapFrog's Designation of "Leader for Caring for People Living with Diabetes". For 2025, Titus Regional Medical Center is only one of 33 hospitals to receive this designation and LeapFrog will have this updated on their website on June 4<sup>th</sup>.

❖ **AUXILIARY REPORT**

- The 2025 1<sup>st</sup> quarter auxiliary report was presented by Debra Abston, Auxiliary team member.

❖ **UPCOMING AND PAST EVENTS/MARKETING UPDATES**

- Highschool Physicals – 5/2, 5/9, 5/16
- Cinco de Mayo Mount Pleasant – 5/3
- Coffee Chat with Patty – 5/7, 5/21
- Chapel Hill Appreciation Lunch – 5/9
- Lunch and Learn – 5/14
- Priefert Ranch Open – 5/27-5/31
- Kids Safe Saturday – 5/31
- "Out of This World" Grand Gala – 6/7
- TRMC was proud to join forces with Titus County service agencies for a two-day summit on the future of behavioral health in our region.
- Cancer Care at Titus recently had the honor of collaborating with local businesses to help pamper one of our dear patients with a special treat. Special thanks to Beauty by Shelby from Vibes Salon.
- Awards in Excellence, Heart and Stroke Care - American Heart Association special presentation on 4/22

❖ **FOUNDATION BOARD**

- Foundation Board of Directors
  - Election of new Board of Directors for any that are not returning; Don Lowry is stepping down from his role on the Foundation Board
  - Board will convene in June to plan for 2025-2026
  - Current need for a Board of Directors member to join the vacated seat on the Foundation Board.

❖ **BOARD EDUCATION**

- Mission Management – Connecting Hospital Trustees and Physicians
- Legal Action Re: Cardiovascular Patient Transfer/Triage

❖ **SELF-INSURANCE RESOLUTION**

- Hospital generally provides malpractice insurance to employees (\$100K/\$300K)

- Inclusion of medical directors or other medico-administrative position of any such facility with which the hospital has contracted to provide such medical director or other medico-administrative position

❖ **MAY BOARD OF MANAGERS AND FINANCE COMMITTEE MEETINGS WILL BE HELD ON 5/21/25**

❖ **EMERGENCY MANAGEMENT/ENVIRONMENT OF CARE**

- Community Safety Plan – Inclement Weather
  - Establish process for communications to community regarding significant weather events
  - Planned communication with community before the next inclement weather occurrence
  - New signage
  - Keeping areas clear of potentially hazardous items
  - Consistency of expectations
- Chapel Hill Mass Casualty Response – Patricia Boeckmann commended all staff involved
- There were two surveys that occurred in April and Kathy Griffis will discuss findings and necessary remediations in the May 2025 board meeting

❖ **OPERATIONS IMPROVEMENT**

- Expense management presented by Kathy Griffis
  - March 2025 reflects 1.9% increase in conversion of emergency department patients to admissions
  - Implementation of transfer review process
  - Conversion has improved due to higher acuity of new surgeons
  - 9% reduction in observation status patients from January through March against a goal of 20%; steady decrease noted
  - Case Management – daily review and reporting; InterQual training implementation
  - Timely discharge of observation patients – increase in percentage of discharges in less than 30 hours; Becker's indicates average of \$3K/day/patient for hospital stays
- Supply chain presented by Kathy Griffis
  - Preliminary planning
    - Analysis of purchase history and savings opportunities; weekly meetings to discuss
    - Reported 90% safety stock against benchmark of 7%; creates increase in holding costs
    - Minimum and maximum ordering guidelines established
  - Next steps
    - Complete Premier led analysis; financial analysis of savings prepared by no later than 5/20/25
    - Evaluation of vendor contracts with a focus on local vs national
    - Redesign of supply chain workflow
- Overtime reduction presented by Kathy Griffis
  - Identification of emergency department staffing and built-in over-time



- 4.14% reduction in incidental overtime
- Implementation of approval process for overtime

#### ❖ TRMG UPDATES

- TRMG clinic FTE analysis – reviewed MGMA benchmarks and visits per support FTE
- Several clinics below benchmark or FTE/Provider volume
- Referral analysis presented by Dr. Milan Sekulic
  - Consistent top 10 providers referring externally in 2024 and YTD 2025
  - 5 out of 10 specialty referrals out of system for services provided by TRMC
  - Physical therapy referrals – majority from orthopedics and neurology
  - Identification of barriers to referral process internally; provider profiles and discussions
  - Physician meetings to drive change within the organization; evaluation of physician efficiency and production
  - Volumes in general surgery and cardiology are ramping up

#### ❖ REVNUCE CYCLE OPTIMIZATION

- Completed this period: physician engagement and initial physician educations; denial mitigation program kick-off; billing and charging council initiated; supply chain CDM completed; oncology optimization; development of new patient statement
  - Physician engagement
    - Nine in-person sessions completed
    - Top trends identified
- Spinal Neurostimulator (Pain Management) – potentially mis-coded procedures
  - Previous twelve months audited by internal coding auditors
  - Documentation contained incorrect and inconsistent description of services; procedure coding for insertion versus replacement; devices charged and/or coded incorrectly
  - Claims corrected and rebilled totaling \$209K; provider education underway; coding education delivery to Savista
- HB Key Performance Indicators
  - On track to exceed target; currently tracking 10% ahead of target
  - Self-pay analysis to determine root cause; bad-debt process; technical issues with Epic transfer to bad-debt
  - HB cash as a percentage of gross revenue – 1.2% increase over March (\$290K improvement)
- PB Key Performance Indicators
  - Cash trending upward but not yet reaching goals established
  - Time for claim to reach payer increased due to RHC claims on hold due to technical issues with Epic
  - Gross accounts receivables days increased due to RHC claims on hold and self-pay accounts receivable days

- Benefit Progress
  - Cash improvement - \$1.257M (\$4M goal) driven by time for claims to be paid, accounts receivable days, initial open denials
  - Net revenue improvement goal - \$718K (\$2.6M goal); improvement in denial write-offs; increased CDI outcomes; improvement in emergency department and infusion charge capture; capture of accurate pain management reimbursement

❖ **FINANCIAL PERFORMANCE IMPROVEMENT AND SUSTAINMENT PLAN**

- Assessment of financial health and framework towards improvement
- Cash and investments
  - Sources – operating margin; uses – net cash/investments provided
    - Operating margin - \$6,098 YTD
    - Net cash/investment provided - \$2,652 YTD
- Key financial indicators include revenue growth, operating margin, debt service coverage, DCOH, leverage, and cash to debt
- Capital spending review – need growth and ROI capital; analysis of spend versus replenishment of capital; need for a strong balance sheet
- Operating margins
  - Performance goals by months to end of FY 2025 presented
  - Requirement of positive earnings during 2<sup>nd</sup> half of FY 2025
- 2025 forecast roll-forward
  - Net revenue enhancement – BCBS contract, RCM, add-ons
  - Growth – accretive growth
  - Expense mitigation – staffing, supply chain
- Overall financial performance improvement plan
  - ROI/growth – operational dyads
  - Revenue optimization – finance, RCM, operational stakeholders
  - Expense management across all levels of leadership
- Next steps – focus on expense mitigation and improvement

**EXECUTIVE SESSION:** The Board convened to Executive Session at 7:15PM with a unanimous vote.

**REGULAR SESSION:** Regular session reconvened at 8:40PM with a unanimous vote.

**ADJOURNMENT:** Regular session adjourned at 8:42PM with a unanimous vote.

  
Don Lowry, Chairman  
Tony Rundles, Secretary