

TRMC Board of Managers

Meeting Minutes

November 17, 2025

The Titus County Hospital District Board of Managers met for a regularly scheduled meeting on Monday, November 17, 2025, at 5:30PM in the Medical Plaza Conference Room on the 3rd floor of the Titus Medical Plaza in Mount Pleasant, TX.

ATTENDEES: Don Lowry, Tony Rundles, Rob Holliday, Trent Abbott, Steve Courreges, Ricky Baker, Kevin Rose, Jeff Drummond, Patricia Boeckmann (CEO), Dr. James Bove (COS).

ADMINISTRATION: Kathy Griffis (COO/CNO), Andy Fortenberry (CFO), Dr. Milan Sekulic (CPE), and Dr. William Hooks (CMO)

VISITORS: Hudson Old, Debra Abston and Dr. Aneel Shermohmad

ABSENTEES: None

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

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


CONSENT AGENDA

- I. Approval of Minutes of TCHD Regular Board Meeting – 10/27/2025
- II. Approval of Finance Committee Recommendation of Minutes of the TCHD Board Finance Committee Meeting – 10/23/25
- III. Approval of Titus Resolutions – Whispering Pines
- IV. Approval of Patient Safety Plan
- V. Discussion, Consideration, and Action Regarding Recommendation of MEC for Medical Staff Privileges

REPORTS

- I. Executive reports – current month
- II. Auxiliary Report
- III. Sexual Assault Nurse Compliance Update
- IV. TRMC Finance Report – Discussion, Consideration, and Approval of Finance Committee Recommendation to Approve October 2025 Financial Reports

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

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

❖ RECOGNITION AND APPRECIATION OF TRMC TEAM MEMBERS

- Dr. Aneel Shermohmad

❖ UPCOMING AND PAST EVENTS/MARKETING UPDATES

- Every Step Saves Lives Fun Walk/Run – 11/08: 114 Registered Participants
- Veterans Day Celebration – 11/11
- Coffee Chat – 11/19 @ 5:30pm

- Rural Health Day – 11/20
- Coffee Chat – 12/03 @ 7:00am
- Lunch & Learn – 12/10
- All is Bright Ceremony – 12/11
- Coffee Chat – 12/17 @ 5:30pm

❖ **BOARD EDUCATION**

- Article: Advisory Board – Neurology Hub
- Article: Catholic System Pulls Out of Connecticut Hospital Merger

❖ **Operations Reports:**

○ **Financial Performance**

- Mr. Fortenberry shared the key financial highlights for October 2025. Net Operating Margin and EBIDA: for October 2025, TRMC recorded a positive operating margin on 0.42%, or \$58k and an EBIDA of 7.9%, or \$1.106MM. Days of cash on hand declined from 44 days in September to 38 days in October. October experienced three payroll disbursements during the month. Collections of \$13.6MM were up \$2.2MM from prior month. November will include tax receipt of \$2.18MM and collections projected at \$10.5MM. For the month of October net patient revenue of \$13.3MM was recorded, an increase of \$538k from prior month and \$4.0MM over prior year. Days in Gross A/R stayed steady at 61 in September and October.
- TRMC has recorded seven consecutive months of positive net margin and EBIDA. Audit fieldwork was performed week of November 10, audit presentation is slated for January 2026. Operating room experienced over 300 cases in September and October. Through October, Dr. Smith has performed 100 OR cases. Through October 2025, TRMC has experienced around \$3.3MM in one-time expenses primarily in consulting related fees.
- Two Proposed capital items for fiscal year of 2026 - Nuclear Medicine camera, the one we have is over 20 years old, we received a stop use notice from the manufacturer. Second item is our chiller replacement. We currently have one chiller offline, repair is no longer option, both units exceed 20 years of life.

On recommendation from the Finance Committee, all items were approved.

❖ **Evaluations – CEO and BOM**

- Ms. Boeckmann shared the Texas Healthcare Trustees information for evaluations of the CEO and Board, indicating that both evaluations would be distributed for board action in the months of December and January.

❖ **TRMG Update**

- Dr. Sekulic presented updates on the improvements in TRMG Primary Care (PC).
- TRMG Primary Care – Next Steps
 - Increase volume of patients seen
 - Improve access to new patients for physicians and AHPs

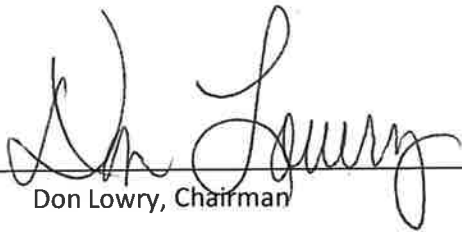
- Team care vs individual care
 - PC transformation is a necessity regardless of our future as an organization
 - Performance must match individual contractual agreements.
 - **Communication Plan**
 - All PC physicians meeting followed by all PC providers (includes APPs) meeting
 - Individual meetings with AHPs
 - Individual meetings with physicians
 - **Dynamic path forward with weekly leadership feedback**
- ❖ **CMO Update: Physician Incentive Structure**
- Dr. Hooks shared the incentive addendum purpose/plan:
- To align TRMC with best-practice physician compensation models
 - Mitigate compliance and billing risk
 - Ensure timely patient documentation
 - Standardize prerequisites for payout
 - Recognize and enforce shared system-wide goals
 - Inclusive of service line specific goals.
 - Not all physicians have wRVU incentive opportunities – but payout for wRVU incentives will be subject to the addendum.
 - All providers will have Deep Scribe access by 1.1.26
- ❖ **Provider Incentive Addendum and Timeline**
- Draft for review to J. Drummond 11.18.25
 - Roll out to physician advisory council 11.18.25
 - Email communication to all physician staff 11.18.25
 - Roll out to primary care service line 11.19.25
 - All addendum signed by 12.15.25
 - Implementation 1.1.26
 - *All providers to have Deep Scribe capabilities by 1.1.26 to support documentation goals.
- ❖ **Data Driven Decision Making Hospitalists & ED**
- Mrs. Griffis shared the hospitalists score cards for length of stay and discharge orders written by 1000 am from Jan 2025 to October 2025 which are trending up.
- ❖ **Data Driven Decision Expectations: TRMG Operational Metrics Advanced Practice Providers**
- Targeted template volumes for patients seen determine by specialty
 - Granted Higher Level Access- Registrar
 - Agreed to refer free consultation for Oncology within 24 hours
 - Meeting to discuss workflow of GI (external or internal?)
- ❖ **FTE/Market Decision Making**

- Mrs. Griffis presented the impact from the FTE committee from September to November, with a total of 41 FTE requests reviewed, 3 denied, 5 tabled and 33 approved. The FTE denials impact for an eight-week period of approximately \$100,

EXECUTIVE SESSION: The Board convened to Executive Session at 6:50PM with a unanimous vote.

REGULAR SESSION: Regular session reconvened at 9:02PM with a unanimous vote.

ADJOURNMENT: Regular session adjourned at 9:03PM with a unanimous vote.



Don Lowry, Chairman



Tony Rundles, Secretary