

TRMC Board of Managers

Meeting Minutes

February 2, 2026

The Titus County Hospital District Board of Managers met for a regularly scheduled meeting on Monday, February 2, 2026, 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: Andy Fortenberry (CFO), Kathy Griffis (COO/CNO), Dr. Milan Sekulic (President TRMG), and Dr. William Hooks (CMO/CMIO)

VISITORS: See Appendix 1

ABSENTEES: None

CALL TO ORDER: Don Lowry called the meeting to order at 5:36PM.

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

CONSENT AGENDA

- I. Approval of Minutes of TCHD Regular and Called Board Meetings – 01/08/2026
- II. Approval of Finance Committee Recommendation of Minutes of the TCHD Board Finance Committee Meeting – 11/17/2025
- III. Discussion, Consideration, and Action Regarding Recommendation of MEC for Medical Staff Privileges

REPORTS

- I. Executive reports – current month
- II. Board of Managers Reporting Schedule for 2025-2026
- III. Annual Quality Report
- IV. Emergency Operating Plan & Hazard Vulnerability Analysis
- V. Election Posting
- VI. TRMC Finance Report – Discussion, Consideration, and Approval of Finance Committee Recommendation to Approve November 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

- Suzanne Magee

❖ UPCOMING AND PAST EVENTS/MARKETING UPDATES

- Pounds Down Challenge – January 12th – May 9th
- Coffee Chat – February 4th at 7am

- Provider/Admin Photography – February 10th
- Lunch & Learn – February 11th
- Coffee Chat – February 18th at 5:30pm
- React Quicker, Save Your Ticker – February 21st
- Provider/Admin Photography - February 26th

❖ **BOARD EDUCATION**

- A tale of Two Strategies: Remain Independent or Join a System.

❖ **Operations Reports:**

○ **Financial Performance**

- Mr. Fortenberry shared the key financial highlights for a strong performance for December, with a net operating margin of \$530,000 and an EBITDA of just under \$1.6 million, primarily driven by gross charges that were the highest ever, nearly \$49 million, though it was noted December had 21 business days compared to November's 18. Days of cash on hand increased by six days to 47 days due to high patient cash collections of over \$14 million and tax receipts of \$873,000.

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

○ **Revenue Cycle Improvements and Future Goals - Kim Parish**

- Kim Parish, with Innovo Advisors, detailed the ongoing revenue cycle improvements, noting that the goal for fiscal year 2025 was to achieve a \$2.6 million bottom line improvement, and that they achieved \$2 million in net income improvement and \$2.8 million in cash improvement despite starting the process late. The 2026 plan is focused on improving patient experience, achieving another \$2 million in incremental net income, and enhancing efficiency and effectiveness by leveraging tools like Epic, which was implemented remotely during the pandemic. Ms. Parish highlighted challenges in key performance indicators, noting that the collection ratio—the amount actually received from insurance companies compared to what is owed—is low at 74.6%, which is largely tied to the vendor relationship. They recommended bringing some outsourced work, such as cash posting, billing, and follow-up, back in-house to gain better focus on collecting what is owed, and also mentioned a challenge with high self-pay accounts receivable. The physician side of the business showed better progress on accounts receivable days with the vendor than the hospital side, but also needs improvement to reach industry best practice. The organization achieved an improvement of just under \$3 million for calendar year 2025 and is on track for the \$2 million target for 2026, with \$900,000 secured after the first quarter. The progress is primarily driven by work around denials, including the establishment of denial committees, as well as Clinical Documentation Improvement (CDI) and the Physician Support Program (PSP) to ensure physicians document appropriately for billing purposes

❖ **TRMG Update – 2025 Primary Care Referrals**

- Dr. Sekulic shared how the organization has focused on keeping referrals within their system to ensure good patient care, convenience, and excellent service. Data presented for calendar year 2025 showed a consistent increase in kept referrals and a decrease in sent-out

referrals for services the organization provides. The retention percentage increased consistently throughout 2025, from 84.7% in the first quarter to 88.7% in the fourth quarter, with the goal being to exceed 90%. The metrics show an upward trend in new patients seen by specialty care throughout 2025, while primary care numbers remained fairly steady, which the physicians acknowledged as an area for significant improvement and their personal responsibility. Comparing 2025 to 2024, primary care new patient volume increased by 17% and specialty care by 12.8%, indicating that all numbers are pointing in the right direction.

❖ **CMO Update: Research Study**

- Dr. Hooks shared that Titus Regional will participate in the CATALYST research study, which is an honor due to the excellent care and quality of their women's and children's departments. The study, focusing on early detection and safety for mom and baby using AI algorithms and a new non-invasive monitoring device, will have all costs covered by the research funding.
- Proposed Changes to Medical Staff Rules and Regulations: Dr. Hooks also presented two minor changes to the medical staff rules and regulations for board approval. First, adding a progress note to be recorded daily by the consultant until the condition of the patient no longer warrants consultant services and a "Sign-Off" note when services are no longer deemed necessary. Second, amendment to comply with current policy and practice on L&D for medical screening exams performed by the RN.

✚ Don Lowry asked for a **motion** to approve the changes to Medical Staff Rules and Regulations.

✚ **Motion:** A **motion** was made by Steve Courreges and seconded by Trent Abbott to approve the changes. The motion carried with a unanimous vote.

❖ **Clinical Revenue Integrity**

- Mrs. Griffis reported on the FTE committee oversight put in place during September to ensure the organization is "right-sized" and not overspending on labor. The committee has denied or tabled several positions due to attrition, monetizing around \$275,000 in average salaries saved over about three months.
- Mrs. Griffis highlighted the success of the CDI work, particularly by Suzanne and the revenue cycle team, in increasing gross charges captured in the emergency department, noting that patient volume remained flat during this period. They reported an increase of \$1 million in gross charges per month after the process started in April, which translates to a net annualized estimate of about \$3.6 million. The CDI efforts have also led to an increase in capturing level five emergency room visits and EKGs, which were previously missed, while maintaining capture accuracy above the 85% benchmark, resulting in an upward trend in payments without denials and a downward trend in payments with denials.
- A new project starting with the help of Dr. Sekulic to implement a provider performance report card, which is something providers had requested, will analyze metrics such as external and internal referrals, new patient volume, and no-show rates. The report card also tracks the "third next available appointment" date as a direct correlation to patient access

and also challenges the provider to exceed benchmark for patients scheduled and seen per day.

❖ **CEO Report**

- Key Initiatives and Training
 - HIPAA
 - Phishing
 - Staff Education Modalities
 - Digital Oversight of compliance tracks
- Audit
 - Management of patient credit card information
 - Refunds and cash handling
 - Medical documentation/medical students
- Program Impacts
 - Strengthened compliance culture and staff engagement
 - Improved digital workflows and proactive risk identification
 - Streamlined corrective actions and accountability
- 2026 Plan
 - Reinforce documentation compliance/shared with Medical Staff
 - Expand revenue cycle audits
 - Stricter process for vendor check-ins throughout the system

- **Election Process and Timeline**
 - **Election Process:**
 - Notice of Election posted December 11, 2025
 - County Elections office will conduct the election
 - Election will be held May 2, 2026
 - Open Positions:
 - Precinct 1 (Holliday)
 - Precinct 3 (Courreges)
 - At Large (Rundles)
 - 3 election packets have been requested
 - 17,281 Registered voters in Titus County
 - **Important Candidate Information:**
 - Must be a resident of Titus County
 - Must be registered to vote
 - If running for a precinct position, must reside in that precinct
 - First day to file for a place on the ballot – Jan 15
 - Last day to file for a place on the ballot – Feb 13 at 5pm
 - Application for Place on the Ballot and completed Petition for Place on the Ballot to be delivered to the Election Official at TRMC
 - Applicant packet and resource information will be posted on TRMC website by end of day Jan 9th

EXECUTIVE SESSION: The Board convened to Executive Session at 7:25PM with a unanimous vote.

REGULAR SESSION: Regular session reconvened at 8:56PM with a unanimous vote.

Following summary comments by Don Lowry, Chair, regarding the significance of the process leading up to key decisions to be made by the Board of Managers, the board entertained the following motions with subsequent votes:

 **Motion:** A motion was made by Steve Courreges and seconded by Rob Holliday to discontinue consideration of a managed services agreement with CHC.

- Kevin Rose – Yes
- Steve Courreges – Yes
- Ricky Baker – Yes
- Trent Abbott – Yes
- Rob Holliday – Yes
- Tony Rundles – Yes
- Don Lowry – No

 **Motion:** A motion was made by Steve Courreges and seconded by Ricky Baker to conduct a roll call vote to adopt the resolution for the approval of the sale of the hospital.

- Tony Rundles – Yes
- Rob Holliday – No
- Trent Abbott – Yes
- Ricky Baker – Yes
- Steve Courreges – Yes
- Kevin Rose – Yes
- Don Lowry – Yes

 **Motion:** A motion was made by Steve Courreges and seconded by Trent Abbott to conduct a roll call vote to sell the hospital to Suitor B pursuant to the previously adopted resolution.

- Kevin Rose – No
- Steve Courreges – No
- Ricky Baker – No
- Trent Abbott – No
- Rob Holliday – No
- Tony Rundles – Yes
- Don Lowry – Yes

 **Motion:** A motion was made by Steve Courreges and seconded by Ricky Baker to conduct a roll call vote to sell the hospital to Suitor A pursuant to the previously adopted resolution.

- Tony Rundles – No
- Rob Holliday – No
- Trent Abbott – Yes
- Ricky Baker – Yes
- Steve Courreges – Yes
- Kevin Rose – Yes

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- Don Lowry - No

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



Don Lowry, Chairman



Tony Rundles, Secretary

Appendix 1

Kent Cooper
Beth Peterson
Marney Sorenson
Khalid Malik
Becky Hurley
Paula Anthony
Jim Kendrick
Michael Morgan
Jennifer Heitman
Sherri Moore
Cheryl Shovan
Michelle Carter
Tom Gibert
John DiPasquale
Jim Moore
Angela Bradley
Tiffani Hester
Emily Walden
Josh Spalding
Amy Mabry
Shandra VanReenen
Crystal Stroman
Terry Carter
Flora Carter
David Hester
Sonya Woods
Evelyn Plascencia
Michael Glass
Sheryl Morris
Joni Verret
Hudson Old
Bobby Moore
Mona Parks
Lindsay Hutchings
Jordin Nowak
Teresa Townes
Rhonda Keller
Kurt Bennett

Regenia Halle
Sarah Hooks
William Hooks
Nichole Quezada
Mia Rundles
Danon Johnston
Laiken McKay
Tommy Smith
Aamer Abbas
Scott Black
Shane Pizzolato
Dana Shields
Sheila Fails
Velda Brown
Melissa Sutton
Christopher Mason
Melissa Slovak
Molly Glass
Stephanie Lueckemeyer
Farahnaz Haroon
Whitney House
Amy Hess
Leslie Carlos
Clif Jenness
Jaime Hart
Denise Henson
Mathew Bradley
Sharon Winn
Linda Yeager
Jordan Green
Jimmy Methe
Stephen Sigal
Madelline Plascencia
Jennifer Hold
Melissa Stevens
Russell Stevens
Juan Martinez
Tim Elmore

Larry McRae
Christina Graham
Carl Hinton
Bridgette Hale
Coleman Allen
Aftab Shaik
Kenny Thompson
Mitchell Smith
Patrick Flanagan
Danielle Sepcic
Alicia Kincaid
Mollie McClanahan
Amy Deornellis
Eric Reed