

# TRMC Board of Managers

## Meeting Minutes

September 29, 2025

The Titus County Hospital District Board of Managers met for a regularly scheduled meeting on Monday, September 29, 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, 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:** Jaime Hart, Mary Anderson, Shane Kurrin, Margaret Hines

**ABSENTEES:** Ricky Baker

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

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

#### **CONSENT AGENDA**

- I. Approval of Minutes of TCHD Regular Board Meeting – 8/18/25
- II. Approval of Finance Committee Recommendation of Minutes of the TCHD Board Finance Committee Meeting – 9/25/25
- III. Discussion, Consideration, and Action Regarding Recommendation of MEC for Medical Staff Privileges

#### **REPORTS**

- I. Executive reports – current month
- II. TRMC Code of Business Ethics and Conduct
- III. TRMC 2025 Patient Safety Plan

- ▣ 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**

- Perioperative Leadership Team – Jaime Hart, Director of Outpatient Services; Mary Anderson, Director of Surgery and Procedural Services; Shane Currin, Scrub Tech; Margaret Hines, SPD Tech

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

- Coffee Chat – 10/01
- Community Live Update – 10/2
- Diamond C Health Checks – 10/2
- LINAC Open House – 10/7
- Lunch And Learn – 10/8

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- Brightwell Dinner – 10/9
- Mount Pleasant Community Health Fair – 10/11
- Mount Vernon Country Fest – 10/11
- Daingerfield Days Festival – 10/11
- Coffee Chat – 10/15
- Chamber Burger Party – 10/17
- NXG Health Checks – 10/23
- Bingo for Bags – 10/28
- Harts Bluff Fall Festival/Health Fair – 10/30
- City of Mount Pleasant Trunk or Treat – 10/31
- Medical Staff Appreciation Dinner – 11/06

❖ **BOARD EDUCATION**

- Epic Report

❖ **FINANCIAL PERFORMANCE**

- Mr. Fortenberry shared the past 5 months proceeded the projected budget. The month of August was an all time high, eclipsed at \$40 million with \$487k in excess revenue. Cash on hand is currently sitting at 41 days.

❖ **FISCAL YEAR 2026 BUDGET**

- Budget Assumptions
  - Building on FY2025 April-July Q4 performance
  - New Service Lines added in August
    - Pulmonology
    - Spine/Neuro Surgical Services
  - Improved internal referral patterns to deter leakage
  - Increased provider productivity
  - FTE Reduction
  - The Clinics of Titus
    - Continual improvement of provider utilization and alignment
    - Rightsizing clinical staffing
  - Maximizing Operating Room workflows and efficiencies
  - Merit: 2.0% merit increase budgeted effective January 2026
- Budget 2026 Risks/Stress Testing
  - Cancer Center
    - Downtime due to new TruBeam Linac install
    - Rent of temporary linac building
  - Christus Freestanding ED and physician offices
  - Agency staffing
    - Staffing for imaging (MRI, X-Ray Tech) and surgical continues to be areas of concern
  - Supply cost inflation

## ❖ TRMG UPDATE

Dr. Sekulic gave updates for Primary Care and Cardiology:

### Primary Care Update

- Provider production improvement
  - Dr. DeLisi and Dr. Burrow adding 1 hour to their daily template
  - Monitoring of wRVU gap (production vs. compensation)
- Clinic template optimization
  - Expansion of morning clinic and afternoon clinic
- Creation of PC leadership team
  - Physician leader – Dr. DeLisi
  - AHP leader(s) – TBD
  - Administrative partner – Jessica Griffin
  - SLT partner – Milan Sekulic, MD
- Next Steps
  - Introduction of ambient AI scribe
  - Development of PC economic model

### Cardiology Update

- Provider production improvement
  - Expansion of Dr. Sekulic schedule
    - No weekday calls until January 2026
    - Daily template expansion of 1.5 hours (6.5 hours weekly)
  - Expansion of interventional providers' schedule
    - Each provider will add 3 hours to their weekly schedule
- Clinic template optimization
  - Expansion of morning and afternoon templates
- Improvement plan
  - Stage 1
    - Clinic template expansion
    - Introduction of ambient AI scribe
  - Stage 2
    - Further optimization of HVIT workflow
- Next Steps
  - Monitoring of wRVU production
  - Development of HVIT economic model

## ❖ OR OPTIMIZATION

Dr. Hooks shared OR Optimization Areas of Focus:

- Improve Patient Flow
  - Surgical scheduling and patient flow
  - Optimize the scheduling process
  - Strict adherence to block scheduling (block by specialty, not specific surgeon)
- Minimize Downtime
  - Optimize postoperative and turnaround time

- Multidisciplinary teams and dedicated turnover team
- Staggered staffing model
- Effectively Manage Resources
  - Efficient management of surgical trays and instruments
  - Fewer, well-organized sets with tracking system (SIPS recommendation)
  - Implement a just-in-time inventory system for supplies to prevent stockouts and reduce storage costs
- Engage OR Consultant for full assessment of perioperative processes
  - Starting the week of October 6<sup>th</sup>
  - 2 month on-site assessment

#### ❖ MANAGEMENT PLAN FOR MEDICAL DIRECTORS

Dr. Hooks went over the plan for medical directors:

1. Defining Roles and Responsibilities
2. Communication and Reporting Structure
3. Performance Management and Professional Development
4. Decision-Making and Accountability

Actionable steps to Implement this plan:

- Meet with each Medical Director individually: Present this plan and get their feedback. This collaborative approach will increase buy in and ensure the plan is practical.
- Finalize performance metrics: Work with each director to agree on their specific goals for the next quarter or year.
- Establish a meeting schedule: Put all one on one and group meetings on the calendar for foreseeable future.
- Communicate with the broader team: Inform the medical staff that a new, more structured management plan is in place to improve efficiency and support.

#### ❖ FTE MANAGEMENT

Ms. Griffis shared the formation of the FTE committee and its objective.

- Objective:
  - Meets every Thursday
  - CEO request for approval by committee immediately after committee meeting
  - Members- CFO, COO/CNO, CNE, HR Director, HR Manager/Recruiter, TCOT Operations Director
  - Leaders must submit worksheet prior to meeting
  - Leaders will present their staffing request in person
  - Open, new, replacement, locum and PRN positions will all be assessed

#### ❖ CEO REPORT

- Ms. Boeckmann shared the Net Promoter and HCAHPS scores for the last year. The ED has made significant improvement with its scores and the clinics continue to maintain high scores with patient experience.

**EXECUTIVE SESSION:** The Board convened to Executive Session at 6:55PM with a unanimous vote.

**REGULAR SESSION:** Regular session reconvened at 7:39PM with a unanimous vote.

**ADJOURNMENT:** Regular session adjourned at 7:39PM with a unanimous vote.

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Don Lowry, Chairman

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Tony Rundles, Secretary