

TRMC Board of Managers

Meeting Minutes

October 27, 2025

The Titus County Hospital District Board of Managers met for a regularly scheduled meeting on Monday, October 27, 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, 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: See Appendix A

ABSENTEES: Kevin Rose

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

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


CONSENT AGENDA

- I. Approval of Minutes of TCHD Regular Board Meeting – 9/29/25; 10/08/2025; 10/15/2025
- II. Approval of Finance Committee Recommendation of Minutes of the TCHD Board Finance Committee Meeting – 9/25/25
- III. Approval of Patient Flow Report
- IV. Approval of Staffing Effectiveness Report
- V. Approval of Utilization Management Reports for 1st and 2nd calendar quarters
- VI. Approval of Contract Quality/Utilization Report
- VII. Discussion, Consideration, and Action Regarding Recommendation of MEC for Medical Staff Privileges
- VIII. Amended Privilege form for approval – Radiation Oncology

REPORTS

- I. Executive reports – current month
- II. TRMC Finance Report – Discussion, Consideration, and Approval of Finance Committee Recommendation to Approve September 2025 Financial Reports

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

 **Motion:** A **motion** was made by Steve Courreges 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

- Marta Beltran and Suzy Alvarenga were recognized for going above and beyond in their roles to make our patients stay welcoming and comfortable.

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

- Tenneson Health Fair – 10/11
- Diamond C Employer Screening – 10/02
- NXG Truck Bodies Employer Screening – 10/23
- ARCOM Residency Expo – 10/14
- Coffee Chat – 11/5
- Community Live Update – 11/6
- Medical Staff Appreciation Dinner – 11/6
- Every Step Saves Lives Fun Run/Walk – 11/8
- Veteran's Day Celebration Ceremony – 11/11
- Lunch and Learn – 11/12
- Coffee Chat – 11/19
- All is Bright Ceremony – 12/11

❖ **BOARD EDUCATION**

- Journal of American Medical Association Articles
 - Rural Hospitals Deserve More Than Patchwork Policies
 - The One Big Beautiful Bill Act – Implications for Rural Health Care

❖ **Operations Reports:**

❖ **Financial Performance**

- Mr. Fortenberry shared we are at 6 consecutive months in the positive for our operating margin. Unlike last two fiscal years, cash remains steady due to RCM improvements and utilization of QIF for CHIRP IGT(\$1.8MM).

❖ **Revenue Cycle Optimization**

2025 areas of focus results:

- \$ 2.0 M of net income improvement
- \$ 2.8 M of cash improvement
- Revenue Cycle team is in place (excluding Coding Manager)
- Developed Denial Mitigation Program
- Case Management optimization
- Centralized Referral & Call Center
- Oncology Optimization
- Implemented Clinical Revenue Cycle
- Implemented Revenue Integrity
- Pricing Transparency Implemented-Itemized Patient Statement, including MyChart alignment
- Epic Optimization
- Developed and implemented Billing & Charging Council
- Redesigned and implement automated birth certificate process
- Develop and recommend the Revenue Cycle future strategy

2026 Financial Goals will include improving patient experience, drive cash and net income improvement and improve efficiency and effectiveness.

❖ **TRMG Update**

- Dr. Sekulic reviewed the primary care and HVIT updates for expansions of clinic templates and deep scribe implementation.
- Next Steps: Affirmation of the need for change by SLT to TRMC medical staff. Individual communication with all providers within the next 2-3 weeks to address implementing changes. Development of economic SL report, to include all TRMG SLs.

❖ **Zip Code Analysis and Volumes**

- Dr. Hooks shared zip code analysis data that shows ED, hospital admissions, outpatient visits, surgeries and invasive procedures volumes by county.

❖ **Joint Commission Perpetual Readiness**

- K. Griffis reviewed the mock joint commission and consultant recommendations for sterile processing in GI lab and OR sterilizer.
 - Sterile Processing – GI Lab: Mock survey found an issue with the basin on one side of the machine. Repair is 50% cost of new machine. Current system has been placed out of service until replaced. Replacement cost is \$60,000.
 - OR Sterilizer: Continue to have tray disruption despite interventions, delaying surgical cases. Pipes coming into the building have multiple “dead ends” that accumulate sediment, and potentially interfere with process. Solution eliminates use of water from physical plant. Total cost of all equipment placed is approximately \$450,000.

❖ **CEO Report**

- P. Boeckmann shared the patient experience scores for the last year with the ED consistently ranking high.
- Called Medical Staff Meeting Agenda:
 - Review the BOM decision and next steps in the partnership process.
 - Share a clear picture of TRMC’s current financial challenges.
 - Identify past practices that contributed to instability.
 - Discuss specific physician driven changes and commitments that can support independence or strengthen a partnership.
 - Capture physician input and commitments that will guide future planning.
- Notified physicians at the medical staff meeting the results of the meeting will form the foundation for a physician “commitment compact” that will be shared with the BOM and used to guide TRMC’s next phase – whether independent or aligned with a partner.
- A draft provider commitment form has been created and will be distributed to the medical staff.

❖ **Property Deed**

J. Drummond shared the specific language of the property deed for the hospital and provided and assessment of the ability of the district to sell the hospital/property.

- Legal analysis indicates that the district is able to transfer the deed to the property to another entity provided the use of the property as a hospital continues.
- J. Drummond recommended that due diligence would require that we provide the assessment to suitor A and B so they are aware of the question that was asked, and the legal opinion of TCHD counsel.

EXECUTIVE SESSION: The Board convened to Executive Session at 6:47PM with a unanimous vote.

REGULAR SESSION: Regular session reconvened at 9:09PM with a unanimous vote.

ADJOURNMENT: Regular session adjourned at 9:10PM with a unanimous vote.

Don Lowry, Chairman

Tony Rundles, Secretary

Appendix A

Matt Bradley
Lindsay Hutchings
Sheryl Morris
Robert Bowers
Terry Carter
David Hester
Tiffani Hester
Danon Johnston
Jaime Hart
Marney Sorenson
Farahnaz Haroon
Tina Adams
Tracie Smith
Nicki Magee
Dat Vo
Tim Elmore
Suzanne Magee
Susy Alvarenga
Patrick Flanagan
Carla Petko
Ryan Pettit
Holly Parr
Nichole Quezada
Stephen Sigal
Marta Beltran
Angel Ortiz
Tommy Smith
Andrew Covey
Khalid Malik
Mohammad Alfarawati