

TRMC Board of Managers

Meeting Minutes

August 25, 2025

The Titus County Hospital District Board of Managers met for a regularly scheduled meeting on Monday, August 25, 2025, at 5:30PM in the Williams Conference Room on the 3rd floor of Titus Regional Medical Center in Mount Pleasant, TX.

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

ADMINISTRATION: Dr. Milan Sekulic (TRMG President), Kathy Griffis (COO/CNO), Andy Fortenberry (CFO), Tracie Smith (Sr Director Marketing)

VISITORS: Tiffani Hester, Annie Hill, Jaime Hart, Debra Abston

ABSENTEES:

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


Opening prayer was officiated by Tony Rundles. 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 – 7/24/25
- III. Discussion, Consideration, and Action Regarding Recommendation of MEC for Medical Staff Privileges including approval of Gastroenterology and Hyperbaric Oxygen Therapy, Nurse Practitioner Delineation of Privileges
 1. REAPPOINTMENTS (Three-year appointment):
 - None
 2. REAPPOINTMENTS (Credential by Proxy-Two-year reappointment):
 - Lorenzo-Bueltel, Donna MD – Telemedicine – TeleNeurology – Hospital & Emergency Medicine
 3. APPOINTMENTS (Three-year appointment):
 - Alfarawati, Mohammad MD – Active – Pulmonary Disease, Critical Care – Hospital & Emergency Medicine
 - Malone, Shane CIMT – Allied Health – Neuromonitoring Tech - Surgical Services
 - Missildine, Sherry ANP/RNFA - Allied Health – Neurosurgery NP/RNFA - Surgical Services
 - Tubre, Ryan MD – Associate – Urology – Surgical Services
 - Walden, Micah CRNA – Allied Health – CRNA, Anesthesia – Procedural Services
 - Watkins, Herbert MD – Associate – Urology – Surgical Services
 - Zuniga-Hernandez, Hector APN – Allied Health – NP, Cardiology – Hospital & Emergency Services
 4. APPOINTMENTS CREDENTIALLING BY PROXY (Two-year appointment):

- Gilani, Waqas MD – Telemedicine – TeleNeurology – Hospital & Emergency Medicine
- 5. TEMPORARY PRIVILEGES:
 - Malone, Shane CINT – Allied Health – Neuromonitoring Tech – Surgical Services
 - Trese, Thomas MD – Telemedicine – Neurology – Surgical Services
- 6. FOCUSED REVIEW: CONTINUE
 - None
- IV. Executive reports – current month
- V. TRMC Finance Report
 - a. Presentation of Financial Report as of July 31, 2025
 - b. Discussion, Consideration, and Approval of Finance Committee Recommendation to Approve July 2025 Financial Reports
 - c. Resolution: Approval of Bank Account for Avir at Winnsboro
 - d. Adoption of Property Tax Exemption
 - e. Quarterly Auxiliary Report
 - f. TRMC Code of Business Ethics and Conduct

 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**

- Tiffani Hester (Community Benefits Director), Patient Experience week and the TRMC Gala
- Annie Hill, Diaper Drive and Baby Fair

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

- Upcoming Events
 - Chamber Breakfast – 8/27
 - TRMC Tiger Tailgate Party – 8/29
 - Coffee Chat – 9/3
 - Lunch and Learn – 9/10
 - Coffee Chat – 9/17
 - Titus County Fair – 9/24-9/27

❖ **NEW BUSINESS**

- Board Education
 - Preparing a Hospital or Health System for Sale or Partnership Transactions.
- Financial Performance
 - A. Fortenberry presented revenue updates. Gross revenue came in at 39 million with the Net Margin at 226,000. Total operating margin at 6.8 million.
- High Level 2026 Budget Preparation

- Property Tax Rate Discussion – A. Fortenberry reviewed the Tuls County Appraisal District certified market value of all property in Tius County as of January 1 of the respective years.
- TRMC Revenue Cycle Optimization –
 - Centralized Support Services: We are at 97.6% for outpatient encounters that were authorized on time out of all outpatient encounters that require prior authorization.
 - Revenue Cycle Results: Cash exceeded target in July, based on our 3-month rolling average for target. On the HB side, the collection ratio is trending up over the prior year with the trend continuing in July. The time it takes to get a claim to a payer decreased from last month. The overall denial rate is over our interim target. Gross accounts receivable days are not moving and continue to stay stagnate. For PB cash increased over target from June to July. The collection ratio is slowly trending up and the time it takes to get a claim to a payer decreased in the months of July and August. Gross accounts receivable days decreased below our interim target goal and the overall denial percentage is better than Best Practice.

- Operations Reports

- Provider Productivity – M. Sekulic, MD

Dr. Sekulic reviewed the next steps for TRMG providers improvement plan. The goals are to increase productivity, create a centralized referral hub, create a centralized scheduling hub, and establish protocol for outgoing referrals triage. There will also be coding analysis to help providers establish patient coding distribution corresponds to the CMS benchmark for coding level 1-4. Enhancing coding practices represents a potential opportunity.

- Zip Code Analysis – W. Hooks, MD

Dr. Hooks reviewed the zip code analysis data for ED encounters, Hospital Admissions, Outpatient Visits, Surgeries and Invasive Procedures, and Surgeries/Procedural Volumes for the counties that TRMC serve.

- FTE Committee – K. Griffis

K. Griffis reviewed the members and purpose for the FTE Committee:
Staffing/Governance/Compensation

Committee Members:

COO – Chair, Director of Human Resources, CFO, HR Manager

Meets Weekly (cannot be cancelled)

Goals:

- Implement consistency, accountability into our compensation and human capital costs, by injecting financial analysis
- Provide guidance in the prioritization of filling vacant positions based on sound organizational design, business need and financial management
- Review all new/replacements position requests (contractor/agency and employed)
- Review all compensation adjustment requests: Promotion increases, team member equity adjustments & Market and equity adjustment analysis quarterly
- Overtime analysis: e.g. Study attrition trend by department and effect on OT
- Assess and possibly reduce number of PRN positions by department based on financial analysis
 - CEO Report – P. Boeckmann
- Pediatric Proposal:
 - Hire 2 Pediatric/NICU Nurse Practitioners to provide Hospitalist Service
 - Billable events – ED, NICU, births, increased peds census
 - Net Contribution \$29,000 yr 1 w/continued margin of 6.7%

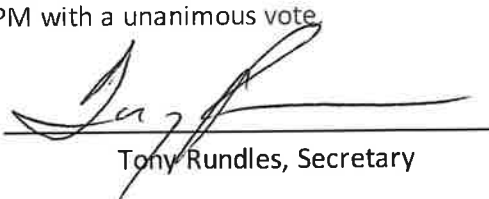
EXECUTIVE SESSION: The Board convened to Executive Session at 6:51 PM with a unanimous vote.

REGULAR SESSION: Regular session reconvened at 8:19 PM with a unanimous vote.

ADJOURNMENT: Regular session adjourned at 8:19 PM with a unanimous vote.



Don Lowry, Chairman



Tony Rundles, Secretary