

TRMC Board of Managers

Meeting Minutes

February 23, 2026

The Titus County Hospital District Board of Managers met for a regularly scheduled meeting on Monday, February 23, 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: Hudson Old, Mathew Bradley, Tiffani Hester, Nicki Magee and Suzanne Magee

ABSENTEES: None

CALL TO ORDER: Don Lowry called the meeting to order at 5:32PM.

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 – 02/02/2026
- II. Approval of Finance Committee Recommendation of Minutes of the TCHD Board Finance Committee Meeting – 01/05/2026
- III. Discussion, Consideration, and Action Regarding Recommendation of MEC for Medical Staff Privileges

REPORTS

- I. Executive reports – current month
- II. Workplace Violence Prevention Plan - 2026
- III. TRMC Finance Report – Discussion, Consideration, and Approval of Finance Committee Recommendation to Approve January 2026 Financial Reports

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

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

❖ RECOGNITION AND APPRECIATION OF TRMC TEAM MEMBERS

- Mathew Bradley, Director of Facilities and Environmental Services

❖ UPCOMING AND PAST EVENTS/MARKETING UPDATES

- Pounds Down Challenge – January 12th – May 9th
- Provider/Admin Photography – February 26th
- Sports Physicals – Month of May
- Viva Las Vegas Casino Night – May 9th

❖ BOARD EDUCATION

- How Texas represents a paradox in Rural Health Transformation

❖ Operations Reports:**○ Financial Performance**

- Mr. Fortenberry shared the key financial highlights for the month of January, with operational revenue at \$12.4 million which is \$1.7 million more than last year. Days of cash on hand came in at 51 days compared to 36 days last year. Patient cash receipts for January was \$11.8 million and tax receipts at \$1.06 million.
- Proposed capital item for fiscal year of 2026 – IVUS – Intravascular Ultrasound
 - Purpose: Phillips IntraSight Mobile is a tool that provides a quantitative pressure (flow) measurement across a coronary lesion.
 - Improves quality and safety in the Cath lab.
 - Dr. Abbas, Dr. Black, and Dr. Sigal and the Cath Lab Steering Committee recommend replacement.
 - Investment: Philips Intravascular Ultrasound (IVUS) - \$179,588

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

❖ TRMG Update – Primary Care Initiatives

- Clinical template optimization
 - Appropriate appointment time allocation
 - Adequate template size
- NS/PDC/SDC management
 - Consistent patient outreach via mail and phone call
 - Tracking rescheduling efficiency
 - Utilization of waiting list for clinical schedule optimization
 - Consideration of recall approach in primary care
- ACO metrics dashboard – weekly tracking and reporting
- Workflow review – appropriate scheduling relative to visit type
- All clinics rooming reports – monitoring of specific ACO metrics through all clinics
- PEX initiative – identifying providers below NRC benchmark within last 3 months, educational session for select group of providers and coaching

❖ CMO Update

- Dr. Hooks shared that Titus Regional Medical Center surgery team has received the Go Clear Award from the Association of Perioperative Registered Nurses (AORN) as a Center of Excellence in Surgical Safety. With this award, AORN recognized the organization's commitment to patient and staff safety, adoption of new practices and technology, and completion of comprehensive, team-based education for surgical smoke evacuation.

❖ Quality/Clinical Documentation Improvement/Operational Enhancements

- K. Griffis reported that the TCOT Quality Metrics Staff Scorecards have been implemented and is seeing great progress in the patient screening process.

- K. Griffis highlighted the success of the Joint commission survey that took place this past month with the comparison of the 2023 survey. There was an 18% reduction in total findings, 60% reduction in patterned findings, 100% reduction in widespread findings and 50% reduction in conditional level findings.
- Clinical Documentation Improvement – OR
 - \$245,901.74 in gross charges captured
 - Approximately 75%-80% of identified variance Spine and Orthopedics
 - 1 case overcharged indicating process reconciliation & compliance
- Primary Care Change for Increased Productivity
 - Shared APP resources to pain clinic and primary care clinics resulting in 61% increase in scheduled patients and 54% increase in completed visits
- Physical Therapy – Days to Access (from Oct 25 – Jan 26)
 - For days to initial evaluation the team has decreased from 11 days to 4 days
 - Days to Authorization decreased from 7 days to 2 days
 - Days to Appointment decreased from 14 to 8 days

❖ CEO Report

- Age of Plant
 - The HFMA Average Age of Plant is a key financial metric calculated by dividing accumulated depreciation by depreciation expense. It estimates the average age (in years) of a hospital’s fixed assets, indicating the need for capital investment. A lower ratio signifies newer facilities, while a higher ratio indicates older or aging assets. From FYE 2023 – FYE 2025 TRMC went from age of plant 21.77 to age of plant 24.61. Recommended average age for rural hospitals is 10-11 years. Greater than 15 years is a danger zone associated with higher operational costs, inefficient workflows, and outdated equipment.
- Why it Matters
 - Valued Based Purchasing (VBP)
 - If average age of plant 0-8.13 years performs 2.35 points higher compared to those with an age of plant in excess of 14.63 years – Lower HCAHPS scores due to increased noise levels, comfort and privacy, cleanliness, and perception of care
 - Clinical Outcomes and Safety (measures mortality)
 - Infection control due to outdated HVAC and surfaces that are harder to disinfect
 - Technology lag such as monitors or lack of early warning systems
 - Efficiency and Cost Reduction
 - Operational Costs – “break/fix” mentality is more costly than timely intervention
 - Length of Stay – Modern designs have more natural light and ergonomic layouts which have proven to decrease recovery time
 - Staff Performance and Retention
 - Nursing Fatigue – older designs create inefficiency for nurses and increase safety risks

- Fatigued facilities cause difficulties in recruiting top-tier clinicians

- **Election Process and Timeline**
 - Posting of election notice in media – March
 - Filing of ballot – February 24th
 - Election – May 2nd

- **Process Update**
 - Ms. Boeckmann presented the timeline process from resolution to closing
 - **Key Messages to Staff and Community:**
 - The work remains the same regardless of the sale
 - We will be our own ministry – inclusive of all assets in the county
 - Tremendous financial upside for the community – ASC
 - There is not an excess of staff available to work in Titus County – all employees, physicians, and leadership in good standing will continue
 - Due diligence will begin once the LOI is signed

EXECUTIVE SESSION: The Board adjourned to Executive Session at 6:18PM with a unanimous vote.

REGULAR SESSION: Regular session reconvened at 7:58PM with a unanimous vote.

ADJOURNMENT: There being no further business, regular session adjourned at 8:03PM with a unanimous vote.



Don Lowry, Chairman



Tony Rundles, Secretary