

**MINUTES**  
**BOARD OF DIRECTORS**  
**MEDINA COUNTY HOSPITAL DISTRICT**

February 26, 2024

**TIME AND PLACE:** The Medina County Hospital District Board of Directors met in regular session on Monday, February 26, 2024, at 6:30 p.m. at the Medina Regional Hospital Boardroom, 3100 Avenue E., Hondo, Texas.

**PRESENT:** Tim Hardt, President  
Tony Johnson, Secretary  
Carlton "Corky" E. Young, DVM, Vice President  
William "Bill" Bain, Director  
Zachary Windrow, MD, Director  
Mary Mangold, Director  
  
Billie Bell, Chief Executive Officer  
Kevin Frosch, Chief Financial Officer  
Rebecca Deen, Chief Nursing Officer  
Ashley Lowe, Chief Operating Officer  
Marc Strode, Methodist Healthcare System  
Louisa Cuellar, Executive Assistant/Recording Secretary

**ABSENT:** Judy Winkler, Director

**GUEST:** Meghan M. Weller, J.D.

1. **CALL TO ORDER AND RECORD OF ATTENDANCE** Mr. Hardt called the meeting of the Medina County Hospital District Board of Directors to order at 6:30 p.m. He stated for the record that the Board of Directors has seven members with six members being present at that time and representing a quorum.
2. **PUBLIC COMMENT** There were no members of the public present.

**CONSENT AGENDA**

3. **BOARD EDUCATION – MEGHAN M. WELLER, J.D. (Legislative updates)** Ms. Weller provided a brief overview of legislative updates.
4. **CONSIDER APPROVAL OF MINUTES A. Regular Session of January 22, 2024** The Minutes from the Board Meeting of January 22, 2024, were approved as presented in the Board Packet.
5. **CONSIDER APPROVAL OF CHIEF NURSING OFFICER'S REPORT** Ms. Deen informed the Board, that effective February 1<sup>st</sup>, Lisa DuBose, RN, transitioned into the role of Employee Health Nurse/Infection Preventionist. Ms. Deen reported that on February 2<sup>nd</sup>, she along with the Swing bed Coordinator and ED Case Manager met with Marc Strode, the Methodist Division VP of Case Management, and other rural Swing bed facilities to discuss opportunities in improving the process for admitting swing bed patients from their facilities. Ms. Deen presented a brief overview of the Surgery Department. She reported services provided by the surgical team include minimally invasive laparoscopic procedures to complex hernia repairs.

In 2023 surgical services had a total of 718 OR cases. Ms. Deen commented that new OR lights and monitors were installed in one of our surgical suites. Ms. Deen reported that the Medina Healthcare System Trauma Program Manager attended a SIM (Sequential Intercept Model) Mapping workshop with city officials to help identify gaps and opportunities for mental health support and awareness in Medina County. The workshop allowed for collaboration between law enforcement, medical personnel, court personnel and mental health resources within the community. The plan is to be able to deliver a crisis response program through coordination between law enforcement and mental health agencies that will result in decreased arrests, ED visits, and/or admission to a mental health facility.

**6. CONSIDER APPROVAL OF CHIEF OPERATING OFFICER'S REPORT**

Ms. Lowe reported that Dr. Zhao is seeing patients in the Devine Clinic. Dr. Zhao is also certified as a workman's comp provider and is working on his DOT certification. Kaleigh Pruett, NP, completed her orientation and is seeing patients in the Hondo Clinic. Ms. Lowe mentioned that Dr. Benjamin McCollum has arrived in Hondo, TX. He is pending completion of his Texas Medical Board license, however TMD (Texas Medical Board) informed him that he has been approved and is pending his license number. Upon receiving his license number, the credentialing process can be completed, and he can start seeing patients in the Castroville Clinic. Ms. Lowe reported that the two Weekend Clinic Nurse Practitioner providers are rotating weekend shifts, and a third provider will be added to the rotation in May. Ms. Lowe mentioned that the medical assistants and call center representatives have been hired. The management team in the clinics are overseeing the weekend operations and full time staff are assisting in training of new hires until March, at which time we will turn the clinic over to the weekend team. Ms. Lowe reported that Dr. Meher Mavuram, a Gastroenterologist, met with the team February 14<sup>th</sup>. She joined Texas Digestive Disease Center and will begin to cover Medina County. The plan is for Dr. Mavuram to take over Dr. Botla's schedule which is Tuesday (cases in the a.m. and clinic in Castroville in the p.m.) and Wednesday (clinic in Hondo all day). The frequency would be 2 weeks on and 1 week off. Dr. Goyal would continue to provide his cover on the 3rd week in the rotation and Dasher would continue to cover a Friday, once a month. Ms. Lowe reported that Dr. Ian Thompson, III, was on site February 15<sup>th</sup> to discuss working collaboratively to address urology needs in the community. FMVs are being sought to offer options to Dr. Thompson in March for collaboration. Ms. Lowe reported that Dr. Gerken has reduced his clinic schedule to one day per month in Castroville. Ms. Lowe mentioned she met with Dr. Gerken on February 14<sup>th</sup> to discuss his schedule and the need for more coverage in orthopedics based on demand. Dr. Gerken will continue to review his schedule to accommodate this request. However, continued follow up with Dr. Kyle Altman with Sports Medicine Associates of San Antonio will be pursued. Orthopedics is an opportunity for Medina, especially for small ortho procedures. Dr. Gerken has stated that it is not his interest at this time and is aware that we will continue to recruit for this niche. Ms. Lowe reported she is in discussion with Dr. Jorge Munoz and Dr. Bassem Mazloum for full time coverage of GI in Medina County. This is a long term plan and something that will continue to be cultivated at this time. Ms. Lowe provided an update on the TORCH Clinically Integrated Network and reported the clinics will be focusing on Annual Wellness visits. Ms. Lowe reported that the lab began the year with a bang; noting that for the month of January, there was a 15% increase from December to January in total laboratory tests and a 13% revenue growth from this year to last year. Ms. Lowe reported the donor portal has been initiated and is built within the Medina Healthcare System's website. It is geared toward the annual fundraising event at this time but will also include links to donate to the annual fund or to the memorial/honorarium program. Ms. Lowe reported the MRI is up and running and is producing quality images. Ms. Lowe reported the weekend clinic has been a success. The walk-in clinic for the physicians stayed steady and the ability to schedule appointments and walk-ins all day on Saturday and afternoons on Sunday has helped provide available slots to patients and alleviate some of the call volume on Monday morning in the call center. Ms. Lowe reported the month of January was tough in the call center and a call to action was made for the department in February. The Director was provided with a clear 30 day performance improvement plan and tools to use to better lead the team. The expectations are that the Director will provide an immediate action plan to ensure achieving the goals and customer service opportunities within the call center.

**7. CONSIDER MEDICAL STAFF REPORT**

Dr. Windrow provided a brief overview of the rural health clinics' new patient volume trends by clinic.

**8. CONSIDER PUBLIC  
CORRESPONDENCE  
REPORT**

Mr. Johnson presented the public correspondence report for the month of February. There were 24 questionnaires returned from patients after receiving care at MHS. There were two negative comments and one suggestion for parking improvements.

**MOTION**

Mr. Bain made a motion to approve the Consent Agenda. Ms. Mangold seconded.

**VOTE**

The motion passed unanimously.

**9. CONSIDER CHIEF  
EXECUTIVE  
OFFICER'S REPORT**

Ms. Bell presented a brief overview of the volume and growth of new patients and established patient visits the rural health clinics have experienced between October 2023 – January 2024. Ms. Bell mentioned briefly that obstetric services will continue and hopefully grow in 2024. Ms. Bell reported that last year, the Board approved the purchase of DIVER, a comprehensive data and analytics software platform. This month, senior leaders and directors started training on this powerful tool. Real-time data is accessible for analysis, to track operational performance and aid in strategic decision making. Medina has not previously had this level of access to immediate data. Data is updated multiple times throughout the day through integration with Meditech. Ms. Bell reported that Medina Healthcare System launched the online policy software this month. This transforms the previous process of storing policies in electronic folders. The software allows employees to find all policies in one location. The software notifies employees when new or revised policies are added and provides a policy library that includes current best practices and compliance/regulatory policy requirements. The software includes contract management, allowing Medina to manage contracts electronically versus using a manual process. This was the recommendation of Kevin Reed and the compliance experts at Methodist Healthcare System. Ms. Bell reported that IT upgraded all the exam room computers in Devine with larger screens, facilitating consistent provider electronic medical record workflows with the Hondo and Castroville clinics. Ms. Bell provided legislative and industry updates. Ms. Bell mentioned she attended the Texas Hospital Association Annual Conference, February 14-16, which included the Rural CEO Hospital Council meeting. The conference was a great opportunity to network with rural and urban peers and gain valuable information regarding industry trends and regulatory updates. Ms. Bell reported that at the request of the Texas Organization of Rural and Community Hospitals (TORCH) and the Texas Hospital Association, CEOs in Texas House District 53 were asked to submit an op ed to their local papers as individual citizens, not as representatives of their healthcare system, to advocate for Hatch Smith, a Republican running for the seat vacated by Andrew Murr. After discussion with the Board Chair, Methodist/HCA legal and the Chief of Staff, an op ed was submitted to the Hondo and Devine newspapers in the February 22nd edition. No hospital district funds were used to pay for these submissions. Ms. Bell reported Medina Healthcare System will receive a check for \$76,585 in February for achievement of quality metrics through the Rural Health Clinic's participation in the Accountable Care Organization, Main Street, as part of the TORCH Clinically Integrated Network (CIN). Ms. Bell informed the Board that the HCA financial audit of Medina Healthcare System did not result in any reportable observations. A formal report will be received in early March. Ms. Bell reported that Victoria Emergency Associates (VEA) has voiced concerns over the current hourly rate of ED physicians under the current contract due to escalated rates in San Antonio and a provider shortage. The rate was last increased in May of 2022. Medina has not yet received a price increase proposal; however, one is anticipated. Ms. Bell mentioned Eli Lainhart attended an Executive Meditech conference this month and came back with some excellent material and insights for making the Meditech system a transformational tool at Medina. Ms. Bell reported that an Employee Advisory Group met on February 21<sup>st</sup>. The group's purpose is to represent their peers and provide a voice regarding system events, rewards, and recognition. Ms. Bell reported that Medina Healthcare System has partnered with the Texas Organization of Rural and Community Hospitals (TORCH) and TORCH Management Services to conduct a Community Health Needs Assessment (CHNA) on March 26<sup>th</sup> and 27<sup>th</sup>. A CHNA gives organizations comprehensive information about the system's current health status, needs, and issues. This information can help develop a community health improvement plan by justifying how and where resources should be allocated to best meet community needs. The last CHNA for Medina Healthcare System was completed in 2018, with significant changes to the community since that time.

**MOTION**

Mr. Johnson made a motion to approve the CEO report as presented in the Board packet. Ms. Mangold seconded.

VOTE

The motion passed unanimously.

10. CONSIDER  
FINANCIAL REPORT

Dr. Young asked if any of the Board members had any questions or concerns from the Finance Committee Meeting. There were no changes to the finance report presented by Mr. Frosch.

A. Consider  
approval of the  
January 2024  
Financial  
Report

MOTION

Dr. Young made a motion to approve the Financial Report for January 2024 as presented during the Finance Committee meeting. Mr. Bain seconded.

VOTE

The motion passed unanimously.

11. CONSIDERATION  
AND APPROPRIATE  
ACTION REGARDING  
AMENDMENTS  
WITH CIBOLO CREEK  
AND COMMUNITY  
CARE CENTER

Mr. Frosch provided an update regarding negotiations and amendments with Cibolo Creek and Community Care Center.

No action was taken.

12. CONSIDERATION  
AND APPROPRIATE  
ACTION REGARDING  
ANNUAL INFECTION  
CONTROL  
EVALUATION

Ms. Deen provided a brief overview of the Annual Infection Control Evaluation.

MOTION

Mr. Bain made a motion to approve the Annual Infection Control Evaluation as presented in the Board packet. Mr. Johnson seconded.

VOTE

The motion passed unanimously.

13. CONSIDERATION  
AND APPROPRIATE  
ACTION REGARDING  
COMPLIANCE  
ADVISORY  
COMMITTEE'S  
FOURTH QUARTER  
REPORT

Ms. Lowe presented a brief summary of the Compliance Advisory Committee's Fourth Quarter report.

MOTION

Dr. Young made a motion to approve the Compliance Advisory Committee's Fourth Quarter report as presented in the Board packet. Dr. Windrow seconded.

VOTE

The motion passed unanimously.

14. CONSIDERATION  
AND APPROPRIATE  
ACTION REGARDING  
THE MEDINA  
REGIONAL  
HOSPITAL  
OBSTETRICAL  
PROGRAM

Ms. Bell reported that obstetric services will continue to be provided at Medina Healthcare System. In addition to Dr. McCollum, the following providers will maintain obstetrics in their primary care practice and deliver at Medina Regional Hospital: Dr. Hansen, Dr. McGehee, Dr. Rowland, and Dr. Mayo. Ms. Bell reported Mr. Strode and Megan Amalakuhan, CEO of Methodist Hospital Westover Hills, will attend the March 1<sup>st</sup> physician meeting to discuss the services available at the new Methodist facility, opening later this year. Another topic of discussion will be how to align obstetrical services for primary care providers that may choose to accept obstetrical patients for pre and post-natal care but coordinate the delivery at Methodist Hospital Westover Hills.

No action taken.

15. CONSIDERATION  
AND APPROPRIATE  
ACTION REGARDING  
THE PURCHASE OF  
THE GE  
SENOGRAPHE  
PRISTINA 3D WITH

Ms. Bell provided a brief overview of the GE Senographe Pristina 3D with efficiency suite 2 mammography system.

MOTION

Dr. Young made a motion to approve the purchase of the Ge Senographe Pristina 3D with Efficiency Suite 2 Mammography System for \$308,022.44. Mr. Bain seconded.

**EFFICIENCY SUITE 2  
MAMMOGRAPHY  
SYSTEM FOR  
\$308,022.44**

**VOTE**

The motion passed unanimously.

**16. CONSIDERATION  
AND APPROPRIATE  
ACTION FOR THE CT  
SCANNER**

Ms. Bell provided a brief overview of the CT Scanner and expressed the need for a state of the art upgrade that would improve the services to patients and attract new specialists, specifically cardiology.

**MOTION**

Ms. Mangold made a motion to approve the purchase of a CT scanner for an amount up to \$1,000,000. Dr. Young seconded.

**VOTE**

The motion passed unanimously.

**17. CONSIDERATION  
AND APPROPRIATE  
ACTION REGARDING  
ARCHITECTURAL  
QUOTE FOR THE  
WIC BUILDING AND  
CAMPUS MASTER  
PLAN**

Ms. Bell provided a brief overview of the architectural quote of \$52,550 for A&E Services and the approximate amount of \$860,000 for construction services, pending the bidding process, for the WIC Building and Campus Master Plan.

**MOTION**

Mr. Bain made a motion to approve the architectural quote of \$52,550 for A&E Services and the approximate amount of \$860,000 for construction services, pending the bidding process, for the WIC Building and Campus Master Plan. Dr. Windrow seconded.

**VOTE**

The motion passed unanimously.

**18. EXECUTIVE SESSION**

The Board of Directors of Medina Regional Hospital District went into Closed Session, at 8:07 p.m., this date February 26, 2024. The Closed Session is being held pursuant to Section 551.074 of Texas Government Code.

**CONSIDER PERSONNEL MATTERS – SECTION 551.074**

The Board of Directors of Medina Regional Hospital District adjourned Closed Session at 8:09 p.m. and returned to Open Session at 8:10 p.m.

**19. CONSIDER ANY  
NECESSARY ACTION  
FROM EXECUTIVE  
SESSION INCLUDING  
APPROVAL OF THE  
CREDENTIALING  
COMMITTEES  
APPOINTMENTS/  
REAPPOINTMENTS  
MADE BY THE  
MEDICAL STAFF**

No action was taken.

**20. NEXT BOARD  
MEETING**

March 21, 2024

**21. ADJOURNMENT**

There being no further business to come before the Board, the meeting was adjourned at 8:10 p.m.

  
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Tim Hardt, President

  
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Tony Johnson, Secretary