

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

November 22, 2021

**TIME AND PLACE:**

The Medina County Hospital District Board of Directors met in regular session on Monday, November 22, 2021 at 6:30 p.m. at the Medina Regional Hospital Boardroom, 3100 Avenue E, Hondo, Texas.

**PRESENT:**

Tim Hardt, President  
William "Bill" Bain, Director  
Judy Winkler, Director  
Dr. Carlton "Corky" E. Young, Vice President  
Tony Johnson, Secretary

Janice Simons, Chief Executive Officer  
Kevin Frosch, Chief Financial Officer  
Billie Bell, Chief Nursing Officer  
Marc Strode, Methodist Healthcare System  
Randi Davis, Executive Administrative Assistant

**ABSENT:**

Lori Krieger, Director  
Zachary Windrow, MD, Director

**GUESTS:**

Grace McBride, Director of Marketing and Business Development

**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 five members being present at that time and representing a quorum.

**2. PUBLIC COMMENT**

There were no members of the public present.

**3. NOMINATE AND  
ELECT OFFICERS FOR  
THE BOARD OF  
DIRECTORS**

Per the recommendation of Mr. Tony Johnson, Chairman of the Nominating Committee, the following slate of officers have been nominated for the Board of Directors of Medina County Hospital District for the term of December 2021 to November 2022 as follows:

Executive Committee:

Timothy Hardt, President  
Dr. Carlton Young, Vice President  
Tony Johnson, Secretary

**MOTION**

Mr. Johnson made a motion to accept the nominations as presented and appoint Timothy Hardt as President, Dr. Carlton Young as Vice President, and Tony Johnson as Secretary of the Medina County Hospital District through November 2022. Dr. Young seconded.

**VOTE**

The motion passed unanimously.

4. **ASSIGNMENT OF COMMITTEES FOR THE BOARD OF DIRECTORS**

Mr. Hardt discussed the assignment of committees for the Board of Directors. The decision was made to assign the Board members as follows:

- A. **Finance/Audit Committee:**  
Dr. Carlton Young, Chair  
Bill Bain  
Alternate – Any member of the Executive Committee
- B. **Facilities/Property & Equipment Management Committee:**  
Bill Bain, Chair  
Tim Hardt  
Alternate – Any member of the Executive Committee
- C. **Marketing Committee:**  
Judy Winkler, Chair  
Lori Krieger  
Alternate – Any member of the Executive Committee
- D. **Nominating Committee:**  
Tony Johnson, Chair  
Bill Bain  
Alternate – Any member of the Executive Committee

**CONSENT AGENDA**

5. **MINUTES**  
A. **Regular session**  
**October 25, 2021**

The Minutes from the Regular Board Meeting of October 25, 2021 were approved as presented in the Board packet.

6. **CONSIDER APPROVAL OF CNO REPORT**

Ms. Bell began by congratulating Andrea Casas on her recent Certified Professional in Healthcare Quality (CPHQ) Certification. This is the gold standard in quality excellence. Ms. Bell also reviewed the Quality Improvement Dashboard with the Board of Directors. Medina Healthcare System recently held its first pediatric COVID-19 vaccination clinic and has started offering Moderna Booster vaccines to eligible patients. Finally, Ms. Bell reviewed the open full-time positions in the hospital. There are 3 Med/Surg positions, 3 Surgery positions, 2 Emergency Department positions, 1 speech therapist position, and one housekeeper position open in the Environmental Services Department. These positions, along with additional Respiratory Therapy positions, are currently being filled by agency staffing.

Ms. Bell noted that the deadline for employees to be vaccinated against COVID-19 is December 6<sup>th</sup>. There are 49 staff members who remain unvaccinated, with roughly 10 exemptions submitted thus far. Hospital administration expects the numbers of exemptions submitted to the Exemptions Committee to increase as the deadline gets closer. Administration is currently working to come up with contingency plans in the event staff members do not meet the vaccine deadline. Mr. Strode noted that mask requirements for healthcare facilities are still in effect and that data supports the efficacy of appropriate personal protective equipment (PPE).

7. **CONSIDER APPROVAL OF RURAL HEALTH CLINICS REPORT**

Mr. Frosch reported that all three clinic locations saw volumes that were well above budget for the month, including telemedicine visits. Hondo reported a gain of \$70.5K for the month, Devine reported a gain of \$70.7K, and Castroville reported a gain of \$40.9K for the month. There was a total of 4,891 clinic visits for the month of October, including telemedicine appointments, which was greater than the budgeted amount of 4,118 visits. Gross revenue was 11.2% above budget. Net revenue for the period was a \$182.2K gain for the period, and expenses were \$39.8K below budget.

**8. CONSIDER MEDICAL STAFF REPORT**

There was no Medical Staff Report presented for the month of October.

**MOTION**

Mr. Bain made a motion to approve the Consent Agenda. Dr. Young seconded.

**VOTE**

The motion passed unanimously.

**9. REVIEW, CONSIDER, AND APPROVE MEDINA HEALTHCARE SYSTEM 2022 MARKETING CAMPAIGN PROPOSAL**

Grace McBride, Director of Marketing and Business Development, provided a PowerPoint presentation with the 2022 marketing campaign proposal for the Medina Healthcare System. The basis of the campaign is to record and broadcast several 30-90 second "Did You Know" videos that highlight services offered by Medina Healthcare System such as Radiology, the Laboratory, stroke prevention, specialists, physical therapy, and the swingbed program to name a few. Ms. McBride proposed a partnership with a local videographer to develop the content, as well as a partnership with an advertising agency to plan, monitor, and measure the success of the campaign. After careful consideration, Ms. McBride recommends that the Board choose RCP Marketing as their advertising agency.

RCP Marketing prepared a short briefing for the hospital and determined that the main problem faced by Medina Healthcare System currently is a lack of awareness of the hospital's offerings, especially outside of Hondo in the Eastern area of the county. The target audience is primarily women and mothers in the county, as they make the majority of the healthcare decisions for their families. RCP Marketing recommends using a digital platform to promote available services, including the use of social media platforms and a complete overhaul of the website to reflect more accurate representation of the patients treated at the hospital. In comparison to other local healthcare facilities, MHS had scored higher reviews on Google and other consumer websites. To best grow awareness of hospital services, RCP and the Marketing Committee are recommending four main themes for the campaign: hiring a professional videographer, a direct mail campaign, social media advertising, and search engine marketing. This will help to place Medina Healthcare System in the top three results when someone searches key words online within certain parameters.

The overall cost of the campaign is \$71,000 for the videographer and advertising agency services. Medina Healthcare System received a \$30,000 Marketing Grant that will be used toward that price, leaving \$41,000 for the project. The recommendation of the Marketing Committee is to move forward with this campaign proposal, and to hire BrandWork Creative Agency as the videographer for the project.

Grace opened the floor for questions and discussion from the Board members. The timeline for the project is tentatively slated to run from February 2022 – February 2023. As further updates and content become available, they will be presented to the Board.

**MOTION**

Ms. Winkler made a motion to approve the Medina Healthcare System 2022 Marketing Campaign Proposal totaling \$71,000 as presented. Mr. Bain seconded.

**VOTE**

The motion passed unanimously.

**10. CONSIDER PUBLIC CORRESPONDENCE REPORT**

Mr. Johnson presented the public correspondence report for the month of November. There were 31 total questionnaires returned from patients. There was 1 negative comment for the month, relating to the ER registration process. This incident was discussed with staff and appropriate action was taken. Mr. Johnson commended staff on their dedication to providing patients with a positive experience within the hospital.

MOTION

Ms. Winkler made a motion to approve the Public Correspondence Report as presented. Mr. Johnson seconded.

VOTE

The motion passed unanimously.

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

Ms. Simons started by providing updates on several ongoing projects. Hospital administration is working with Dr. Kavanaugh and the Eye Associates of South Texas to provide space for a destination eye clinic on campus. The former WIC building may be used to house the clinic, but the negotiations are still underway. The Castroville clinic construction project is still on schedule to be completed in March 2022. The exterior and interior walls have been framed, and the front canopy construction is complete.

Ms. Simons announced that the annual engagement survey had concluded with a 90% completion rate from hospital employees. Medina Healthcare System received a final score of 84 on the Engagement Index, which will be compared to other local hospitals. The direct mailer campaign to recruit local RNs was initiated. A sample of the flyer that was distributed is included in the Board packet. A Facebook campaign to recruit new patients was recently initiated as well, and focuses on the Eastern side of the county and drawing in patients from the Castroville area. This part of the county has been a large area of focus for the hospital.

Ms. Simons also announced that Medina Regional Hospital was selected to receive the Baptist Health Foundation grant for \$125,000 to purchase additional x-ray equipment for the Castroville and Devine clinics. Ms. Simons commended Ashley Lowe, VP of Clinical Operations, and Tricia Conner, Radiology Director for MHS, and Tim Hardt on their hard work in securing the grant.

Ms. Simons reviewed the recent community engagement activities of the hospital. Grace McBride and Tony Johnson had worked extremely hard to ensure that the recent Veteran's Day Ceremony went well and had a great turnout from the community. Ashley Lowe and Grace McBride represented the hospital at the Courthouse Annex Ribbon cutting ceremony and received a tour from Judge Schuchart. MHS sponsored the Fall Cactus Festival in Devine and is registered for the night parade at the Christmas in God's Country celebration in Hondo. The float has been restored and will be used at the parade to promote the vaccines and services offered by the hospital.

Mr. Strode and Ms. Simons discussed the potential for Methodist to install a freestanding Emergency Room in the Castroville area on the east side of the county. This is still in the pre-planning stages of development. Mr. Strode noted that this may be a way to recruit patients to the hospital. More information will be presented to the Board as it becomes available.

MOTION

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

VOTE

The motion passed unanimously.

**12. CONSIDER  
FINANCIAL REPORT  
A. Consider approval of the October 2021 Financial Report**

Mr. Frosch stated that this month was an extremely positive month for Medina Regional overall. Dr. Young asked if any of the Board members had lingering questions or concerns from the Finance Committee Meeting. There were no changes to the report presented in the board packet.

MOTION

Dr. Young made a motion to approve the Financial Report for October 2021 as presented during the Finance Committee meeting. Ms. Winkler seconded.

VOTE

The motion passed unanimously.

**13. REVIEW, CONSIDER, AND APPROVE ANNUAL STAFFING PLAN EVALUATION**

Ms. Bell discussed the nurse staffing plan evaluation. There were no instances in the past year when the safe harbor rule was invoked. There are currently 6 open RN positions that administration is working to fill. Ms. Bell reviewed the initiatives for the new year for the Medical/Surgical, Emergency, Labor and Delivery, and Surgery Departments.

**MOTION**

Mr. Bain made a motion to approve the Annual Staffing Plan Evaluation as presented in the Board packet. Dr. Young seconded.

**VOTE**

The motion passed unanimously.

**14. REVIEW, CONSIDER, AND APPROVE ETHICS/COMPLIANCE POLICY AND PROCEDURE MANUAL**

Ms. Simons noted that this is similar to the manual presented last year, with a handful of minor edits. A list of the changes was included in the packets so Board members could read them.

**MOTION**

Mr. Johnson made a motion to approve the Ethics and Compliance Policy and Procedure Manual as presented in the Board packet. Ms. Winkler seconded the motion.

**VOTE**

The motion passed unanimously.

**15. REVIEW, CONSIDER AND APPROVE COMPLIANCE ADVISORY COMMITTEE'S QUARTERLY REPORT (3<sup>RD</sup> QUARTER)**

Ms. Simons reviewed the quarterly report for the Compliance Advisory Committee. Each of the committee reports were included in the packets for Board review.

**MOTION**

Mr. Bain made a motion to approve the Compliance Advisory Committee's Quarterly Report for the 3<sup>rd</sup> Quarter as presented in the Board packet. Dr. Young seconded the motion.

**VOTE**

The motion passed unanimously.

**16. REVIEW, CONSIDER AND APPROVE THE PURCHASE OF A REDUNDANCY BOILER SYSTEM IN THE AMOUNT OF \$76,000**

Ms. Simons discussed the recent catastrophic failure of the main hospital boiler system. The Board of Directors recently approved the purchase of a \$75,000 single boiler system, but upon further research, hospital administration has decided to move forward with a redundancy boiler system in the event that another catastrophic failure occurs. This would ensure that the hospital does not experience downtime in providing hot water to patients. The redundancy boiler purchase would cost an additional \$76,000 to purchase and install.

**MOTION**

Dr. Young made a motion to approve the purchase of a redundancy boiler system in the amount of \$76,000. Mr. Johnson seconded the motion.

**VOTE**

The motion passed unanimously.

**17. EXECUTIVE SESSION**

The Board of Directors of Medina Regional Hospital District went into Closed Session at 7:42 p.m., this date of November 22, 2021. The Closed Session is being held pursuant to Section 551.072 of the Texas Government Code (Deliberation Regarding Real Property) and Section 161.032 of the Texas Health and Safety Code (Medical Peer Review Committee Discussions).

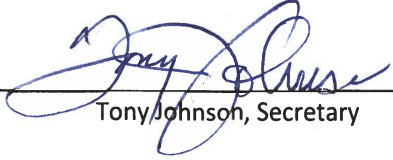
The Board of Directors of Medina Regional Hospital District now adjourns its Closed Session at 7:54 p.m., and returned to Open Session at 7:55 pm.

Upon returning to regular session at 7:55 p.m., the Board did not take any action.

**ADJOURNMENT**

There being no further business to come before the Board, the meeting was adjourned at 7:56 p.m.

  
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Tim Hardt, President

  
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Tony Johnson, Secretary