

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

July 24, 2023

TIME AND PLACE:

The Medina County Hospital District Board of Directors met in regular session on Monday, July 24, 2023, at 6:30 p.m. at the Medina Regional Hospital Boardroom, 3100 Avenue E, Hondo, Texas.

PRESENT:

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

ABSENT:

Lori Krieger, Director

GUEST:

Eli Lainhart, I.T. Director
Cassie Ortega, I.T. Support Analyst
Amanda Rothe, Dietician and Diabetic Educator

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.
3. **BOARD EDUCATION
– AMANDA ROTHE,
DIETICIAN AND
DIABETIC EDUCATOR** Amanda Rothe, MHS Dietician and Diabetic Educator, PowerPoint presentation. Amanda provided an overview of her role and services provided.

CONSENT AGENDA

4. **CONSIDER
APPROVAL OF
MINUTES** The Minutes from the Board Meeting of June 26, 2023, were approved as presented in the Board Packet.
 - A. Regular Session
June 26, 2023
5. **CONSIDER
APPROVAL OF CNO** Ms. Deen reported that one of the most important investments for any organization is the staff. Full-time employees often feel pride in their position and get satisfaction from being part of a

REPORT

team and working somewhere they feel comfortable. In addition, full-time employees allow leaders to manage quality and standards which lead to patient safety and improved outcomes. Since January nursing vacancies have decreased by 36% and we continue to focus on staff recruitment and retention. Ms. Deen reported she and the Directors are working on decreasing agency utilization. They are renegotiating contracts for lower rates, reduced contract time and the ability to cancel without penalty; this has decreased agency utilization by 30% since 2022. If agency staff are not providing the quality of care that MHS is known for, that contract is termed. Ms. Deen presented the HCAHPS report and mentioned there are opportunities for improvement in the transition of care. To improve we have implemented some processes to include assigning consistent charge nurses, the unit clerk will conduct discharge phone calls regularly and implementation of leadership rounding. In addition, we are working with the clinic team to implement a seamless process to address the period between the inpatient and community setting. Ms. Deen reported that to ensure MHS is meeting requirements for Level IV Trauma Designation, we have partnered with Community EMS in implementing a more effective and efficient way to obtain necessary transfer information; approximately 70% of patients brought by ambulance are brought by Community EMS.

6. CONSIDER APPROVAL OF COO REPORT

Ms. Lowe reported the new Call Center Director, Talisha Johnson, did not start today as planned. Ms. Lowe received a call from her daughter and she informed Ms. Lowe that Ms. Johnson was in the ICU. Ms. Lowe will follow up as to how to move forward. Ms. Lowe reported that for the month of July the focus has been the transitioning of duties from the Vice President of Clinical Operations to the Clinic Administrator and Clinic Managers. In her new role as COO, specific focus will be growth, access, and customer service. Ms. Lowe mentioned market share for MHS will be geared toward highlighting our signature niche within family practice by increasing accessibility to the physicians of Medina Healthcare System, recruiting additional providers and specialists into the pipeline of care at Medina, and adding or expanding service lines within the hospital. Ms. Lowe reported the COO will take responsibility for physician recruitment, participate in campus improvement projects, and coordinate the operational needs of the hospital and clinic to ensure that the patient is the center of everything. Ms. Lowe reported marketing and outreach will be provided through the COO in collaboration with a contracted marketing professional (10hrs./week). In lieu of hiring a Marketing Director, the position will be revamped to hire an Employee Engagement Specialist in HR. This position will focus on marketing, recruitment, employee engagement and will assist with the Auxiliary and Healthcare Fund. Ms. Lowe informed the Board that a physician candidate, Dr. Benjamin McCollum, will be onsite August 4th for interviews and they were welcome to come and have lunch with him on Friday. Ms. Lowe also mentioned that she is getting familiar with the new departments and the Directors of Laboratory, EVS, and Dietary, that are now reporting to her. Ms. Lowe reported the Monthly Call Metric Report did not meet its metrics. There was a decrease in the volume of calls for the month of July, but this happens every year; there will be an increase once again in August due to school starting. Ms. Lowe informed the Board Lisa Nolan, PA, is out on FML.

7. CONSIDER MEDICAL STAFF REPORT

Dr. Windrow provided a provider Meditech status update and RHC patient volumes trends. Dr. Windrow reported the providers are making strides using the Meditech program and patient volumes have been steady.

8. CONSIDER PUBLIC CORRESPONDENCE REPORT

Mr. Johnson presented the public correspondence report for the month of July. There were 18 questionnaires returned from patients after receiving care at MHS. One questionnaire was submitted online. There was one negative comment for the month, not related to the quality of care.

MOTION

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

VOTE

The motion passed unanimously.

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

Ms. Bell informed the Board that she, Ms. Lowe, and Mr. Strode met with Greg Seiler, CEO of Metropolitan Methodist and Methodist Atascosa, to discuss leveraging gastrointestinal coverage between respective hospitals. Medina Healthcare System will continue discussions with Greg, Marc, and John Spiekerman, the Senior Vice President of Operations at GI Alliance, to identify possible opportunities to assist with physician recruitment and support coverage. In addition, Medina will continue to explore the possibility of a full time GI physician. The team also discussed the need to expand orthopedic services through additional providers in the Castroville Specialty Clinic. Nationally, specialists are in high demand and low supply, especially in rural communities. GI and orthopedic specialties are a focus for Medina's strategic growth plan. Ms. Bell reported that the Finance Team continues their diligent work to rebuild financial statements and reports post Meditech transition. As expected, an additional reporting/analytics software solution is now necessary. After several weeks of research, two companies rose to the top of the list, a Meditech reporting platform and Diver Analytics, a non-Meditech product. The consensus is to proceed with Diver Analytics as it offers significantly more options, including financial, operational, quality, and other key performance indicators. The decision is pending Board approval. Ms. Bell reported an initial planning meeting with O'Connell Robertson Architectural Firm is scheduled for August 9th, pending Board approval of the agreement proposal. Ms. Bell reported Ms. Lowe is actively recruiting a Nurse Practitioner for the Castroville Clinic to meet the patient volume and alleviate high patient loads of current providers due to Lisa Nolan's absence. Ms. Bell mentioned Dr. Benjamin McCollum is scheduled for an onsite visit, August 4-6. Ms. Bell reported Travis Skinner, with Forvis (formerly BKD), notified several rural hospitals, including Medina Healthcare System, of a concern of a possible payback because of overlapping DSH/UC payments; this will affect hospitals statewide. Ms. Bell reported last month, the law office of Reed, Claymon, Krienke & Spurck, PLLC, released the Texas Hospital District Tax Rates, a booklet created for their clients with information from the Texas Comptroller and the Property Tax Assistance Division. Of the 141 hospital districts in Texas, Medina County Hospital District ranks 118 in total tax rates at 0.0937, down from 121 in 2021. The 2022 tax levy for the hospital district was \$4.9M; however, uncompensated care cost was approximately \$8M. Ms. Bell reported that Senate Bill 490, effective September 1, requires hospitals to provide itemized bills to patients after services are provided and before the hospital initiates debt collection actions. Ms. Bell mentioned the Maintenance Department has worked diligently to repair signage across the campus with new lettering, fresh paint, and clarification of wayfinding. Ms. Bell reported that she, Ms. Deen, and Ms. Lowe met with Joe Flores, Senior Program Director of Global Medical Response (GMR) Air Evac, on July 12 for a demonstration of the new helicopter tracking system, OLOS. The software allows hospitals to track aircraft in real time, giving accurate information on arrival time and in-flight status. This will save staff time from calling for updates and allow them to focus on patient care until the transport team arrives. The service is free of charge. Following the meeting, Medina initiated the sign-up process. Additionally, Ms. Bell scheduled a meeting with Mr. Flores to discuss the possibility of maintaining an Air Evac chopper on site. The last three years of transport data was shared with GMR to complete a needs analysis. Ms. Bell reported Lauren Witt was promoted to the Clinic Administrator role. Ms. Bell mentioned a new Senior Leadership Holiday Rounding Program kicked off on July 3 and 4 to provide Senior Leadership support and presence for staff working on holidays. Ms. Bell reported Dr. David Haines resigned his position as the Emergency Department Medical Director, effective September 2023. VEA is in the process of recruiting a replacement. Ms. Bell provided information on Rural Hospital Definition – HHSC Rider 8 and Rider 16 define rural hospitals as located in counties with 68,750 or fewer persons for purposes of Medicaid hospital inpatient, outpatient, and add-on payments. This is an increase from the previous population count of 60,000 per county. Ms. Bell provided a synopsis of recent legislation, the Property Tax Relief. An agreement was reached by lawmakers during the second special session to provide relief to taxpayers by channeling \$12B to reduce school tax property tax rates for homeowners and business properties, increase the homestead exemption from \$40,000 to \$100,000, and create a pilot program to reduce taxes on certain residential and commercial properties. While the tax relief will decrease the amount of tax dollars received by school districts,

hospital districts are not included and will not see a reduction in current rates. Ms. Bell mentioned that a formal press release was published on social media platforms, the website, and in local newspaper with the announcement of the new CEO of Medina Healthcare System; similar press releases are pending to announce new members of the senior leadership team. McFox Marketing kicked off a marketing campaign to maintain an MHS presence on all platforms. Ms. Bell mentioned Hondo Clinic LVNs, Michelle Borrego and Deborah Munoz, conducted hearing and vision screenings to SAT Learning Center students. This is one of the ways Medina staff give back to the communities we serve. Ms. Bell mentioned the TORCH Conference will be September 26-28 and registration is now open.

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.

10. CONSIDER FINANCIAL REPORT
A. Consider approval of the June 2023 Financial Report

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 finance report presented by Mr. Frosch.

MOTION

Dr. Young made a motion to approve the Financial Report for June 2023 as presented during the Finance Committee meeting. Mr. Johnson seconded.

VOTE

The motion passed unanimously.

11. REVIEW, CONSIDER, AND APPROVE THE PHYSICIAN EMPLOYMENT POLICY

Ms. Bell stated this is an annual review of the policy and there have been no changes from the policy presented last year.

MOTION

Mr. Johnson made a motion to approve the Physician Employment policy as presented in the Board packet. Ms. Winkler seconded.

VOTE

The motion passed unanimously.

12. REVIEW, CONSIDER, AND APPROVE THE EMPLOYED PHYSICIAN MEDICAL DECISION MAKING POLICY

Ms. Bell stated this is an annual review of the Employed Physician Medical Decision Making Policy, with no changes from the policy presented last year.

MOTION

Mr. Bain made a motion to approve the Employed Physician Medical Decision Making Policy as presented in the Board packet. Dr. Young seconded.

VOTE

The motion passed unanimously.

13. REVIEW, CONSIDER, AND APPROVE 2023 Q2 BOARD OF DIRECTORS EXPENSE REPORT

There were no changes made to the 2023 Q2 Board of Directors Expense Report.

MOTION

Dr. Young made a motion to approve the 2023 Q2 Board of Directors Expense Report as presented in the board packet. Ms. Winkler seconded.

VOTE

The motion passed unanimously.

14. **REVIEW, CONSIDER, AND APPROVE MHS ORGANIZATIONAL CHARTS** Ms. Bell stated the MHS organizational chart has been restructured to include the new Chief Operating Officer and other newly created positions.

MOTION

Ms. Winkler made a motion to approve the Organizational Chart for Medina Healthcare System. Mr. Johnson seconded.

VOTE

The motion passed unanimously.

15. **REVIEW, CONSIDER, AND APPROVE ENGAGING WITH O'CONNELL ROBERTSON FOR CAMPUS MASTER PLANNING SERVICES AND ADMINISTRATIVE BUILDING SCHEMATIC DESIGN** An initial planning meeting with O'Connell Robertson Architectural Firm is scheduled on August 9, pending Board approval of the agreement proposal.

MOTION

Mr. Bain made a motion to approve engaging with O'Connell Robertson for Campus Master Planning Services and Administrative Building Schematic Design. Mr. Johnson seconded.

VOTE

The motion passed unanimously.

16. **REVIEW, CONSIDER, AND APPROVE PURCHASE OF THE DIVER ANALYTICS PLATFORM** Ms. Billie stated that it was not feasible to purchase a system until the team had a few months of exposure to Meditech to ascertain the exact reporting and analytics needs. An additional reporting/analytics software solution is now necessary. After several weeks of research, two companies rose to the top of the list, a Meditech reporting platform and Diver Analytics, a non-Meditech product. The consensus is to proceed with Diver Analytics as it offers significantly more options, including financial, operational, quality, and other key performance indicators.

MOTION

Dr. Windrow made a motion to approve the purchase of the DIVER Analytics Platform. Ms. Winkler seconded.

VOTE

The motion passed unanimously.

17. **REVIEW, CONSIDER, AND APPROVE OB RN MEDICAL SCREENING AUTHORIZATION** Ms. Deen stated that the OB RN Medical Screening Authorization form authorizes which nurses are able to perform medical screening exams in the Emergency Department for obstetrical patients who are greater than 20 weeks gestation. The changes to the list since the last Board approval are the addition of two nurses and the removal of one nurse.

MOTION

Mr. Bain made a motion to approve the OB RN Medical Screening Authorization as presented in the Board packet. Ms. Winkler seconded.

VOTE

The motion passed unanimously.

18. **REVIEW, CONSIDER, AND APPROVE CREDENTIALING OF BOTH ALLIED AND COURTESY STAFF** Ms. Bell went down the list of Allied and Courtesy Staff members that are due for appointment, reappointment, or retirement of privileges from the Medina Healthcare System. There were no major items to report on.

MOTION

Ms. Winkler made a motion to approve the credentialing of both Allied and Courtesy Staff as presented in the Board packet. Dr. Young seconded the motion.

VOTE

The motion passed unanimously.


19. EXECUTIVE SESSION

The Board of Directors of Medina Regional Hospital District did not go into Closed Session, this date of July 24, 2023.


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

21. ADJOURNMENT

There being no further business to come before the Board, the meeting was adjourned at 7:45 p.m.



Tim Hardt, President



Tony Johnson, Secretary