

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

December 18, 2023

**TIME AND PLACE:** The Medina County Hospital District Board of Directors met in regular session on Monday, December 18, 2023, 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  
  
Billie Bell, Chief Executive Officer  
Kevin Frosch, Chief Financial Officer  
Rebecca Deen, Chief Nursing Officer  
Ashley Lowe, Chief Operating Officer  
Louisa Cuellar, Executive Assistant/Recording Secretary

**ABSENT:** Judy Winkler, Director  
Zachary Windrow, MD, Director  
Mary Mangold, Director  
Marc Strode, Methodist Healthcare System

**GUEST:** Sylvia Lopez, Imaging Director

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 four members being present at that time and representing a quorum.

2. **PUBLIC COMMENT** There were no members of the public present.

3. **OLD BUSINESS**  
A. **Nominate Officers for the Board of Directors** Per the recommendation of Mr. Tony Johnson, the following slate of officers have been nominated for the Board of Directors of Medina County Hospital District for the term of January 1, 2024 to December 31, 2024 as follows:

**Executive Committee:**  
Timothy Hardt, President  
Dr. Carlton Young, DVM, Vice President  
Tony Johnson, Secretary  
Bill Bain, Alternate

**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 2024. Dr. Young seconded.

**VOTE**

The motion passed unanimously.

**B. Discussion of  
2024  
Committees for  
the Board of  
Directors**

Mr. Hardt discussed the assignment of 2024 committees for the Board of Directors. The decision was made to assign the Board members as follows:

- A. Finance/Audit Committee:  
Dr. Carlton "Corky" Young, Chair  
Bill Bain  
Tim Hardt  
Alternate – Judy Winkler
  
- B. Facilities/Property/Equipment Management Committee:  
Bill Bain, Chair  
Tim Hardt  
Mary Mangold  
Alternate – Any member of the Executive Committee
  
- C. Marketing Committee:  
Judy Winkler, Chair  
Mary Mangold  
Alternate – Any member of the Executive Committee
  
- D. Patient Relations:  
Tony Johnson, Chair  
Dr. Zachary Windrow  
Alternate – Any member of the Executive Committee

**CONSENT AGENDA**

- 4. **IMAGING TOUR  
WITH SYLVIA LOPEZ,  
IMAGING DIRECTOR** Ms. Lopez guided the Board on a tour of the Imaging Department and provided an update on the MRI upgrade project.
  
- 5. **CONSIDER  
APPROVAL OF  
MINUTES  
A. Regular Session of  
November 27, 2023** The Minutes from the Board Meeting of November 27, 2023, were approved as presented in the Board Packet.
  
- 6. **CONSIDER  
APPROVAL OF CHIEF  
NURSING OFFICER'S  
REPORT** Ms. Deen provided an overview of the Workplace Violence Prevention Committee. Ms. Deen reported that agency staff utilization has decreased due to MHS improving staff recruitment and retention. Ms. Deen provided an overview of the care a Level IV Trauma facility, such as Medina Regional Hospital, provides. The benefits of being a Level IV trauma facility are faster access to medical care, improved patient outcomes, reduced transfer times and community education. Ms. Deen mentioned that MHS consistently meets guidelines for activating a trauma alert. Ms. Deen informed the Board that the Senior Leadership team met with the Torres Unit Assistant Warden, Vernon Davis, to discuss security for prisoners entering the facility for medical care.
  
- 7. **CONSIDER  
APPROVAL OF CHIEF  
OPERATING  
OFFICER'S REPORT** Ms. Lowe reported that openings have been posted for a part time nurse practitioner and/or physician assistant to cover extended Hondo RHC weekend hours. Ms. Lowe reported provider incentives have been established for the NP/PA providers to increase overall growth and appointment availability in the clinics. Mandy Ralph has agreed to stay on a part time basis. Ms. Lowe reported the contract for GI coverage by GI Alliance has been signed; discussion on GI scheduling is underway between Ms. Lowe and TDDC. Ms. Lowe reported she and Ms. Bell met with Dr. Garcia on November 9<sup>th</sup> and discussed options for outreach by his practice in Medina County and within the hospital to meet the cardiac needs of the community. He and Dr. Movahed will meet with the MHS providers in January 2024. Dr. Kyle Altman, with Sports Medicine Associates of San Antonio, met with the physicians and toured the facility November 17<sup>th</sup>. Ms. Lowe reported Dr. Syed Rizvi and his partners (Dr. Hartsell for Medina) will be entering into an agreement with Tenet in 2024. The lease agreement with PVA will be termed and a new agreement for the 1st and 3rd Fridays in Hondo will be initiated through Tenet. This agreement

will cover the following providers and locations: Dr. Kuri, Cardiology (Hondo and Castroville), Dr. Sedlak, Urology (Hondo), and Dr. Rizvi, Vascular (Hondo). Ms. Lowe provided an update on the TORCH Clinically Integrated Network. Ms. Lowe reported Lab is on track to hit another record year in terms of volume. Ms. Lowe mentioned that the Hondo ISD has partnered with the Medina Healthcare System (MHS) through the Patient Care Technician (PCT) program available to juniors and seniors enrolled at Hondo ISD. Medina Healthcare System will be opening part-time positions for students enrolled in the PCT program to work within the system as a patient care representative. Ms. Lowe informed the Board that a donor portal has been initiated and will be built within the Medina Healthcare System's website January 2024. Ms. Lowe informed the Board that Amanda Rothe has agreed to move to a full-time role and will work to support the Medina Healthcare Fund, Auxiliary, and other volunteers. Ms. Lowe reported the MRI project remains on schedule. Ms. Lowe reported that with the success of training and a full staff, the call center has shown a trend in the right direction; the addition of accountability and ownership by the new Call Center Director, Juan Campos, has also made a difference.

**8. CONSIDER MEDICAL STAFF REPORT**

No Medical Staff Report.

**9. CONSIDER PUBLIC CORRESPONDENCE REPORT**

Mr. Johnson presented the public correspondence report for the month of December. There were 4 questionnaires returned from patients after receiving care at MHS. There was one positive written comment "very professional and caring", but no indication as to which department, only that it was outpatient care. There were no negative comments.

**MOTION**

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

**VOTE**

The motion passed unanimously.

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

Ms. Bell reported that the Senior Leadership Team met with O'Connell Robertson, December 8<sup>th</sup> for a final meeting to review the design of the former WIC Building and discuss possible future Master Plan phasing. The team is pleased with the overall design of the building and the broad scope of the Master Plan; however, the team does not recommend moving forward with O'Connell Robertson on future next steps. The pricing quoted per square foot is deemed excessive by the team. Next steps include seeking outside bids for the building project and considering another architectural firm when the system is ready for Master Plan Advancement. Ms. Bell mentioned that signage is the top priority at this time. Ms. Bell reported that MHS recently completed a salary and market analysis with assistance from HCA compensation specialists. As a result of the analysis, it was recommended to increase the current system minimum wage from \$10.00 to \$12.50, a \$15,000 salary investment. This increase is effective January 1, 2024, impacting select employees in the Environmental Services (EVS) and Dietary Departments. Ms. Bell reported the rural health clinics continue to expand participation in the Accountable Care Organizations (ACOs), Main Street, and Signify, as part of the TORCH Clinically Integrated Network (CIN). Ms. Bell reiterated that the Forvis auditors were onsite December 4-8, conducting the annual financial audit; however, elements of the audit continued post on-site visit. The results of the audit will be presented once available. Ms. Bell reported that November patient volume is below projections and is consistent with the current healthcare market, including San Antonio Methodist System, HCA, and Texas rural hospitals. However, the Medina Healthcare System continues with strong outpatient volume across most business lines. Ms. Bell mentioned that MHS employees participated in the annual open enrollment for benefits, December 11-18. Ms. Bell informed the Board the MHS employees will receive their annual holiday gifts on December 21<sup>st</sup> from 1:30 p.m.– 3:00 p.m. Ms. Bell reported the MHS Health Information Management (HIM/Medical Records) Department received the Acknowledgment of Paternity (AOP) Award. Every year, the Office of the Attorney General monitors every hospital providing obstetrical services to ensure they are complying with the AOP regulations. A Paternity Outreach Coordinator monitors each hospital at least three times a year to evaluate how the AOP Certified staff is executing AOPs. The awards are based off the AOP quality control score. If a hospital's quality score average is 98-99%, they receive an award of recognition. Ms. Bell reported that the access control project for Hondo and the outlying rural health clinics is now

completed. All external doors to the hospital and clinics have full-time access controls. The buildings that are still without controls are the Administration Building, Patient Financial Building, Specialty Clinics 1, 2, and 3 and the Castroville Specialty Clinic; as funding becomes available, these additional buildings will be considered for access controls. Ms. Bell presented an overview of the Quality Improvement Scorecard. Ms. Bell provided an overview of Legislative and Industry Updates. The CHIRP & New Program, 438.6b: TORCH approached HHSC with a proposal to prioritize uncompensated care (UC) over the Comprehensive Hospital Increase Reimbursement Program (CHIRP). The proposal offered to forfeit approximately \$80M in CHIRP dollars to relieve pressure on the program, protect UC and participate more fully in the new program, 438.6b. The new program will be called the Medicaid Managed Care Aligning Technology by Linking Interoperable Systems for Member Health Outcomes (ATLIS) and is projected to provide >\$200M devoted to rural hospitals annually for five years. The protection of UC takes priority for rural hospitals because the ATLIS payments are not like supplemental payments in terms of rulemaking/CMS negotiations and are not based on Medicaid claims volume. TORCH has engaged with the Health and Human Services Commission (HSSC) and the managed Medicare health plans to begin negotiations. Ms. Bell informed the Board that the Hondo Garden Club presented Medina Regional Hospital with a donation. Ms. Bell reported MHS will launch a Volunteer Time Off (VTO) Program January 2024. The VTO Program will support and encourage employee volunteerism, involvement in and participation in events that support community needs and enhance the quality of life in Medina County. Medina Healthcare System also recognizes that volunteer work helps foster communication and build positive relationships with members of our community.

MOTION

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

VOTE

The motion passed unanimously.

**11. CONSIDER  
FINANCIAL REPORT**

**A. Consider  
approval of the  
November  
2023 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.

MOTION

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

VOTE

The motion passed unanimously.

**12. CONSIDERATION  
AND APPROPRIATE  
ACTION REGARDING  
ANNUAL BCBS  
RENEWALS**

Mr. Frosch reported that premiums for the BCBS health insurance plans remain the same.

MOTION

Dr. Young made a motion to approve the annual BCBS renewals. Mr. Bain seconded.

VOTE

The motion passed unanimously.

**13. CONSIDERATION  
AND APPROPRIATE  
ACTION REGARDING  
SENIOR LEADERSHIP  
KEY PERFORMANCE  
INDICATORS POLICY**

Ms. Bell presented a brief overview of the Senior Leadership Key Performance Indicators policy.

MOTION

Mr. Bain made a motion to approve the Senior Leadership Key Performance Indicators policy as presented in the Board packet. Dr. Young seconded.

VOTE

The motion passed unanimously.

**14. CONSIDERATION AND APPROPRIATE ACTION OF HOSPITAL DISASTER PLAN**

Ms. Deen presented a brief overview of the Hospital Disaster Plan.

**MOTION**

Mr. Bain made a motion to approve the Hospital Disaster Plan as presented in the Board packet. Dr. Young seconded.

**VOTE**

The motion passed unanimously.

**15. CONSIDERATION AND APPROPRIATE ACTION OF HOSPITAL FIRE PLAN**

Mr. Frosch presented a brief overview of the Hospital Fire Plan.

**MOTION**

Mr. Johnson made a motion to approve the Hospital Fire Plan as presented in the Board packet. Dr. Young seconded.

**VOTE**

The motion passed unanimously.

**16. CONSIDERATION AND APPROPRIATE ACTION OF HOSPITAL SAFETY PLAN**

Mr. Frosch presented a brief overview of the Hospital Safety Plan.

**MOTION**

Dr. Young made a motion to approve the Hospital Safety Plan as presented in the Board packet. 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 7:35 p.m., this date December 18, 2023. 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 7:44 p.m. and returned to Open Session at 7:45 p.m.

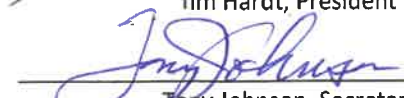
**18. CONSIDER ANY NECESSARY ACTION FROM EXECUTIVE SESSION INCLUDING APPROVAL OF THE CREDENTIALING COMMITTEES APPOINTMENTS/ REAPPOINTMENTS MADE BY THE MEDICAL STAFF**

No action was taken.

**19. ADJOURNMENT**

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

  
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Tim Hardt, President

  
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Tony Johnson, Secretary