

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

March 21, 2024

**TIME AND PLACE:** The Medina County Hospital District Board of Directors met in regular session on Monday, March 21, 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  
Mary Mangold, 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  
Marc Strode, Methodist Healthcare System

**GUEST:** Brandon Haby, Facilities Superintendent

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.

**CONSENT AGENDA**

3. **CONSIDER APPROVAL OF MINUTES**  
A. Regular Session of February 26, 2024  
The Minutes from the Board Meeting of February 26, 2024, were approved as presented in the Board Packet.
4. **CONSIDER APPROVAL OF CHIEF NURSING OFFICER’S REPORT**  
Ms. Deen informed the Board that as of March 18, 2024, Alisha Rush began her role as the Medina Healthcare System (MHS) Clinical Educator. Ms. Deen reported that on February 2<sup>nd</sup>, the first patient received an MRI utilizing the new state of the art Signa Artist Evo MRI. Since introducing the new MRI, the Imaging Department has seen an increase in volume. In February, there were 104 MRIs performed which totaled to \$314,942 in revenue, a 27% increase from January. Ms. Deen reported that in addition to the new 3D mammography, MHS will also be implementing the Transpara breast care software. This is a powerful artificial intelligence (AI) solution built with deep learning techniques. This tool is used by the radiologist when reviewing mammograms and has been clinically proven that when working together, the radiologist and Transpara can not only detect more cancers than radiologist reading alone but can also make it possible to detect more cancers earlier. Detecting cancers sooner means that patients will be able to receive treatment sooner and have a better chance of a successful outcome and better chance to beat breast cancer. Ms. Deen provided a quick overview of the Q1 FY2024 HCAHPS

report card. Ms. Deen announced that on March 4<sup>th</sup>, the Texas Department of State Health Services re-designated Medina Regional Hospital as a Level I Neonatal Facility. As a Level I Neonatal facility MHS ensures we have skilled medical staff and personnel to safely provide care for mothers and their infants. This state designation will be valid for a three-year period.

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

Ms. Lowe reported that as of March 18<sup>th</sup>, Dr. Benjamin McCollum has started seeing patients in the clinics. He will be at the Castroville Clinic on Monday, Wednesday, Thursday, and Friday, and at the Devine Clinic on Tuesday. Ms. Lowe commented that Nurse Practitioners, Beth Andres and Jane Champion, are rotating weekends and a third provider, Tricia Rochet, will be added to this rotation in May. The weekend team has been identified and we will be fully staffed in March.

Ms. Lowe mentioned that Dr. Meher Mavuram, Gastroenterologist, has started rotating in the Specialty Clinics and will complete two weeks on and one week off. She started this rotation on February 27<sup>th</sup>. The plan for GI is to call all future appointments to offer an earlier appointment. All urgent or acute issues will be scheduled as soon as possible. Ms. Lowe reported that FMVs are being sought to offer options to Dr. Ian Thompson for collaboration. Ms. Lowe mentioned that follow up with Dr. Jorge Munoz and Dr. Bassem Mazloum for full time coverage of GI in Medina County was completed. Dr. Mazloum is not able to break away from current obligations, but Dr. Munoz is interested in the position. He will plan a visit to Hondo in the summer to meet the provider team and discuss opportunities. Ms. Lowe communicated that Jordan Adams, Nurse Practitioner-Pediatrics, has moved to Hondo and is interested in learning more about the opportunities within Medina County. She is currently interested in one day per week.

Ms. Lowe provided an update on the TORCH Clinically Integrated Network and mentioned that the focus has been on scheduling and rolling out the chronic care management monthly visits. Ms. Lowe reported that the Medicare Advantage population, managed through Main Street, has hired additional staff as the Critical Care Assessment (CCA) forms have been rolled out across all clinic locations.

Ms. Lowe reported that the lab continues to grow. For January, there was a 15% increase from December to January in total laboratory tests. Looking at February, there was a 2% increase over January. Comparing February 2024 to February 2023 there was a 28% increase in volume. In February there were 2,875 patients serviced, 44,271 tests ordered, and 9,099 specimens collected.

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 provided a brief social media, website, and marketing update.

Ms. Lowe reported the weekend clinic has been a success. Not only has the walk-in clinic for the physicians stayed steady, the ability to schedule appointments and walk in all day on Saturday and afternoons on Sunday has been wonderful at providing available slots to patients and also alleviating some of the call volume on Monday morning in the call center.

Ms. Lowe informed the Board that the Community Needs Assessment is scheduled for March 26<sup>th</sup> & 27<sup>th</sup> at the Medina Regional Hospital Boardroom. Information regarding the sessions available is available. All board members are welcome to attend during the set time noted or may attend another session if you would like to sit in and listen.

Ms. Lowe informed the Board that the Call Center Director was provided with a clear 30 day memo to file and will be entering a performance improvement plan in March. The customer service percentage has improved significantly and the response to the call rate is in line with the goal. However, attention to leading this department has been lacking thus the need for continued performance improvement discussions to ensure the best experience for the patients and for our employees of the Call Center.

6. **CONSIDER MEDICAL**  
**STAFF REPORT**

The Medical Staff Report was not presented

7. **CONSIDER PUBLIC**  
**CORRESPONDENCE**  
**REPORT**

Mr. Johnson presented the public correspondence report for the month of March. There were 16 questionnaires returned from patients after receiving care at MHS. There were three negative comments and one that was positive but had suggestions for improvement.

**MOTION**

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

**VOTE**

The motion passed unanimously.

8. **CONSIDERATION AND APPROPRIATE ACTION REGARDING THE PROPOSAL FOR A NEW COVERED WALKWAY FROM THE HONDO RHC TO THE HOSPITAL ENTRANCE IN THE AMOUNT OF \$117,250**

Mr. Haby provided a brief summary of the proposal for the new covered walkway from the Hondo clinic to the hospital entrance in the amount of \$117,250.

**MOTION**

Mr. Johnson made a motion to approve the proposal for the new covered walkway from the Hondo clinic to the hospital entrance in the amount of \$117,250. Ms. Mangold seconded.

**VOTE**

The motion passed unanimously.

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

Ms. Bell presented a brief overview of the Rural Health Clinics Performance Indicators. Ms. Bell reported that on February 21<sup>st</sup> there was a ransomware attack against the Change Healthcare System that impacted pharmacies and healthcare providers across the United States. The impact on our system has so far been minimal. Unfortunately, it appears they paid a ransom in the amount of \$22 Million. This will embolden additional attacks against other healthcare facilities. We are doing an in-depth review of our systems, ensuring that all protections are updated and as secure as possible. Ms. Bell mentioned that the hospital does have cyber security insurance coverage.

Ms. Bell mentioned that IT began the conversion of inbound fax numbers to electronic faxing. This will improve searchability and decrease the amount of paper consumed. Ms. Bell reported we will be converting from COMMZoom to Spectrum. Spectrum offers increased speed over the connections we previously had with COMMZoom. This will affect the connections in Specialty 1, 2, 3, and Patient Financial Services.

Ms. Bell commented that the parking lot of the Medical Clinic of Castroville and around the administration building has been restriped. This is one of several planned phrases to refresh the striping for campus parking lot and rural health clinics.

Ms. Bell reported the Medina Healthcare System is prepared for the complete solar eclipse on April 8<sup>th</sup>. The system has participated in a county-wide team including law enforcement and county/city emergency management coordinators.

Ms. Bell commented that the Senior Leadership Team has been participating in events to invest in staff to enhance engagement, retention and to show our appreciation of their contributions to the system. On National Oreo Day, March 6<sup>th</sup>, the team distributed cookies and milk throughout the hospital and clinics.

Ms. Bell reported that renovations were completed at the Medical Clinic of Devine the week of March 11<sup>th</sup>. A dedicated check in space for labs and imaging was added as well as additional exam rooms to accommodate the addition of Dr. Michael Zhao. Renovations continue at the Medical Clinic of Hondo, adding office space and exam rooms to accommodate the addition of Dr. Benjamin McCollum. Renovations to the Business Office building are scheduled for late March through mid-April. The changes will create more workspace areas for the growing staff and include integration of badge access and a security camera into employee workstation areas to enhance workplace safety.

Ms. Bell reported that the ability to utilize HPG pricing through the management agreement with Methodist Healthcare System results in significant cost savings. Since July 2023, Medina has saved over \$1.5M in fixed asset cost.

Ms. Bell presented the following State legislative updates. The Texas House of Representatives will look remarkably different when it convenes for the 89th Legislature in January 2025. Nine Republican incumbent members of the Texas House lost in Tuesday's primary election. A record 26 races are projected to head to runoffs, including eight incumbent House Republicans, one incumbent House Democrat and one incumbent Republican member of the Texas congressional delegation. Hatch Smith – a HOSPAC-endorsed cattleman and chief administrative officer of MidCoast Medical Center-Central in Llano – lost to Wes Virdell in House District 53, a seat previously held by Rep. Andy Murr. Ms. Bell reported that the state received over 3,400 comments from healthcare systems sharing concerns about the proposed state trauma designation rules. John Henderson, on behalf of TORCH member hospitals, testified on March 8<sup>th</sup> to convey the concerns. If the rule changes were approved as proposed, many Level III and Level IV designated trauma programs across the state will risk closure based on rigid and costly changes that do not improve the quality of care but increase administrative burden. Based on the number of responses, TORCH believes there will be some easing for Level IV designated programs with less than 100 annual admissions.

Ms. Bell presented the following Federal legislative updates. Ms. Bell reported there is a FY 2024 Appropriations Package that would extend DSH through March of 2025 and extend MDH & LVA for an additional year, paid for with +1 month of sequestration (in 2031). Site neutral provisions are not included (saving for lame duck). Ms. Bell mentioned that 340B reform discussion seems aimed for focus in 2025. Ms. Bell commented that TORCH has created a separate entity to manage the program for rural hospitals and sent draft agreements to the Medicaid MCOs for negotiation. In addition, Paul and Melissa are navigating the HIE landscape, the main component of ATLAS.

Ms. Bell announced that the Medina Hospital Women’s Auxiliary donated a generous gift in the amount of \$15,000 to the Medina County Healthcare Fund. This money will be used to purchase a new oven for the Café, a much needed investment in the Dietary Department.

Ms. Bell commented that several members of Medina Healthcare participated in the first group volunteer event since implementing the Volunteer Time Off (VTO) program this year. Team members, in collaboration with the San Antonio Food Bank, distributed food boxes to needy residents of Medina County at the Fairgrounds. Ms. Bell mentioned that Weekend Clinic banners have been posted throughout the healthcare system.

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**

**A. Consider  
approval of the  
February 2024  
Financial  
Report**

Due to the FORVIS presentation during the Finance Committee Meeting, Dr. Young asked Mr. Frosch to provide a summary of the Financial Report for February 2024.

Mr. Frosch reviewed the February financial statement and summarized that it was a strong month of operations overall, with good revenue on solid volumes and expenses below budget.

Mr. Frosch provided some brief financial statistics for the Finance Committee. Mr. Frosch reported February gross revenue was above budget for the month and ahead of budget for the YTD. Inpatient revenue was below budget in the period but improved from the level of the first quarter of FY2024. The Outpatient Revenue, Emergency Department Revenue, and RHC Revenue categories all recorded above budget in the period.

Mr. Frosch reported Net Revenue was above budget for the month and Expenses were below budget for the month and below budget for the YTD. The Net Operating Income was positive and above budget for the month and YTD. Net Income and EBIDA both followed suit and registered above the level budgeted for both the month and the YTD. Mr. Frosch reported the 340B revenue fell moderately in the month but also had a correcting entry from a prior period that decreased the reported revenue in the month. Mr. Frosch reported that Nursing Home net revenue had a large positive adjustment impact this period that was generated from the QIPP program reconciliation process for the prior year (YR6) as well as YR6 excess IGT return. Mr. Frosch reported cash collections were solid in the period.

Mr. Frosch reported that MRH volumes were solid in the period, exceeding budget in most of the operating statistics. February acute inpatient was below budget but swing bed volume was well above budget. ED visits, total surgeries and RHC visits metrics all were well above budget in the period, and key drivers of the strong reported outpatient revenue in February. The Outpatient visits category was also above budget in the period.

Total Operating Expenses were below budget for the month and YTD. The supplies and drugs expenses were above budget in the period. The single driver was surgical supplies followed closely by drug costs and these items were associated with strong outpatient volumes in the period. The salaries line was below budget for the month; below budget in Med/Surg with a below budget patient census. Mr. Frosch mentioned contract services and maintenance and repairs were all below budget.

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 February 2024 as presented during the Finance Committee meeting. Mr. Johnson seconded.

VOTE

The motion passed unanimously.

**11. CONSIDERATION AND APPROPRIATE ACTION REGARDING AUDIT AND COST REPORT FOR FY 10/01/2022 – 09/30/2023 AS PRESENTED BY FORVIS**

Mr. Hardt asked if any of the Board members had any questions, concerns, or if they needed more time to review the audit report for FY 10/01/2022 – 09/30/2023 as presented by FORVIS. There were no additional questions or concerns from any of the present Board members.

MOTION

Dr. Young made a motion to approve the Audit and Cost Report for FY 10/01/2022 – 09/30/2023 as presented by FORVIS. Mr. Bain seconded.

VOTE

The motion passed unanimously.

**12. CONSIDERATION AND APPROPRIATE ACTION REGARDING THE INDIGENT CARE AND HEALTH CARE ASSISTANCE POLICY**

Mr. Frosch commented that the Indigent Care and Health Care Assistance Policy was being presented for annual review. No changes to report.

MOTION

Mr. Johnson made a motion to approve the Indigent Care and Health Care Assistance Policy as presented in the Board packet. Mr. Bain seconded.

VOTE

The motion passed unanimously.

**13. NURSING HOME PROGRAM UPDATES**

Ms. Frosch presented Nursing Home Program updates to the Board.

No action was taken

**14. CONSIDERATION AND APPROPRIATE ACTION REGARDING PAYCOM PAYROLL SOFTWARE**

Mr. Frosch presented an overview of the new Paycom Payroll Software. Paycom will replace the payroll software we are currently using. Paycom has the capabilities to perform more payroll functions and is user friendly.

MOTION

Dr. Young made a motion to approve the switch to the Paycom Payroll Software. Mr. Bain seconded.

VOTE

The motion passed unanimously.

**15. CONSIDERATION AND APPROPRIATE ACTION REGARDING APPROVAL OF LISA DUBOSE AS INFECTION PREVENTIONIST FOR MEDINA HEALTHCARE SYSTEM**

Ms. Deen commented on this as an annual requirement from the Centers for Medicare and Medicaid Services. Ms. Deen reported that Lisa DuBose is the Infection Preventionist for the Medina Healthcare System.

MOTION

Ms. Mangold made a motion to approve Lisa Dubose as Infection Preventionist for the Medina Healthcare System. Mr. Johnson seconded.

VOTE

The motion passed unanimously.

16. **CONSIDERATION AND APPROPRIATE ACTION REGARDING APPROVAL OF ASHLEY LOWE AS THE COMPLIANCE OFFICER FOR MEDINA HEALTHCARE SYSTEM** Ms. Bell reported that Ashley Lowe is the Compliance Officer for the Medina Healthcare System.
- MOTION**
- Mr. Bain made a motion to approve Ashley Lowe as Compliance Officer for the Medina Healthcare System. Dr. Young seconded.
- VOTE**
- The motion passed unanimously.
17. **REVIEW, CONSIDER, AND APPROPRIATE ACTION REGARDING ANNUAL CEO EVALUATION SUMMARY** A new evaluation tool was used to provide a more objective and metric driven approach to the CEO evaluation this year. Board Members praised Ms. Bell for her smooth transition into the CEO role and expressed confidence in her ability to lead the organization.
- MOTION**
- Dr. Young made a motion to approve the CEO evaluation as presented. Mr. Johnson seconded.
- VOTE**
- The motion passed unanimously.
18. **REVIEW, CONSIDER, AND APPROPRIATE ACTION REGARDING ANNUAL CFO EVALUATION SUMMARY** The new evaluation tool was also used this year for the CFO. The Board praised Mr. Frosch on his management of the financials for the system and his knowledge of complex regulatory financial programs.
- MOTION**
- Mr. Bain made a motion to approve the CFO evaluation as presented. Dr. Young seconded.
- VOTE**
- The motion passed unanimously.
19. **REVIEW AND APPROPRIATE ACTION FOR THE BOARD OF DIRECTORS' ANNUAL PERFORMANCE SELF-EVALUATION SUMMARY** Mr. Hardt noted consistency amongst Board members on the annual self-evaluation. Consensus confirmed the Board is pleased with Administration, focus on growth opportunities and confident the system is strategically going in the right direction.
- MOTION**
- Mr. Bain made a motion to approve the Medina County Hospital District's Annual Performance Self-Evaluation as presented. Ms. Mangold seconded.
- VOTE**
- The motion passed unanimously.
20. **EXECUTIVE SESSION** The Board of Directors of Medina Regional Hospital District did not go into Closed Session, this date March 21, 2024.
21. **CONSIDER ANY NECESSARY ACTION FROM EXECUTIVE SESSION INCLUDING APPROVAL OF THE CREDENTIALING COMMITTEES APPOINTMENTS/ REAPPOINTMENTS MADE BY THE MEDICAL STAFF**

**22. NEXT BOARD MEETING**

April 22, 2024

**23. 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