

**WILSON COUNTY MEMORIAL HOSPITAL DISTRICT dba  
CONNALLY MEMORIAL MEDICAL CENTER**

**LONG RANGE PLANNING COMMITTEE**

**November 4, 2021**

**Present:** Larry Richardson, Chairman  
Allison Lamberth  
Tom Miller  
Marcelo Laijas  
Nick Janysek  
Bonna Reed

**Absent:** Justin Cook  
Don Finley

**Also Present:** Bob Gillespie, CEO  
Kyle Klein, CFO  
Brandon McDowell, COO  
Karl Hittle, Endeavor

**Call Meeting to Order**

Larry Richardson, Committee Chairman, called the meeting to order at 5:30 PM.

**Roll Call of Board**

The Committee Chairman called the roll of the Committee.

**Approval of the Long Range Planning Committee Meeting Minutes**

Mr. Richardson presented the June 3, 2021 Long Range Planning Committee Meeting Minutes for approval.

**Action Taken**

Motion made by Allison Lamberth and Marcelo Laijas seconded by to approve the June 3, 2021 meeting minutes. Motion carried.

**Citizen Input** – None

**CEO Update and Comments**

Mr. Bob Gillespie commented on the following:

- Data showing that Texas is experiencing significant and substantial growth
- Discussion of the following 6 Pillars

**-Quality Services**

- The Road to 5 Star
- Emergency Department Red Carpet

## **-Marketing and Community Engagement**

### **Marketing**

- Rebuilding the year
- Telling Our Story Once Again
- Branding Connally as an Asset to our Community
  - A “Your” Campaign
  - Physicians, Staff, Medical Center
  - Comprehensive Services Close to Home
  - Taking Care of our “Family, Friends and Neighbors”
  - Quality System
  - Technology and Facilities
  - “Bigger isn’t Better”
  - Personal Touch
- Marketing with Results
  - Establish base lines
    - Referral Tracking
    - Direct Mailings
  - Face to Face Visits
  - Strategic Focus

### **Community Engagement**

- Finding our Niche
- Recruitment of Future Team Members
  - Schools
  - Colleges
    - Partnerships
      - Churches
      - Local Businesses
      - Civic Clubs
      - Community Events
      - Schools
- iHealthHeart at Your Hospital
  - Cooking Classes
  - Exercise Programs
    - Balance Classes with Physical Therapists
    - Tai Chi Classes
    - Yoga Classes
    - Dance Exercise Classes
    - Walk with a Doc
- Training
  - Stop the Bleed Campaign
  - CPR

- Out-Migration Key Marketing Factors
  - Fighting Out-Migration
  - Building Admissions
  - Recruiting Physicians
  - Introducing Physicians

- Search Engine Optimizations
  - Keyword Research
  - Competitor Audit
  - On-Site Optimization
  - Local Optimization
  - Link Building
  - Monitor and Analyze

### **-Providers and Team Members**

- Physician Recruitment
  - 1 New Specialists
  - 1 Additional PCP's
  - 1 Additional PA/NP's
- Physicians
  - Engagement
    - Financial Engagement
    - Strategic Plan Engagement
- Team Members
  - Engagement
  - Rounding
  - Survey Responses
  - Resolutions
  - Culture
- Growing our Present/Future Leaders

### **-Technology and Facilities**

- Upgrades for information Security
  - Installed software to audit and track:
    - File and Folder changes
  - Wireless Enhancements
    - Software updates to AP's
- Meaningful Use/Interoperability
- App Based Advance - Implementation
  - Self Check-In
  - Paying your Bill
  - Health Tracker integrations
- Change Default passwords on copiers and printers
- Infrastructure Improvements
  - Private Fiber

- Off Site Campuses (La Vernia)
- SAN
  - Upgraded memory in host systems for expansion
  - Another Needed
- Phone System
  - Added 2<sup>nd</sup> Appliance
- CDS Fax
  - Incoming Fax line tested
- Other
  - Nursing Documentation
  - Rehabilitation Documentation
  - Home Health Systems/Documentation
  - EMR Decision
  - Cash Pricing
  - Campus Expansion
    - La Vernia Campus
    - North Campus Expansion
    - Main Campus Facility – Maximizing
- HVAC Replacement Plan
  - Completed First Stage of a Monitoring System
  - Completed Engineering Survey
- Hospital Renovations
  - Exterior
  - Emergency Room
  - Med/Surg
  - Surgery
  - Imaging
  - Conference Room
    - Year 1
      - Hospital Signage
      - Hospital Exterior
      - Structural Analysis of Back Parking Lot – All Pro
      - Repaving of parking lots and painting
      - Medication Management System
      - Nurse Call Platform
      - Hospital Renovation – Imaging Records
    - Year 3
      - HVAC System
      - EMR Hosting
      - Hospital Entrance
      - Hospital Renovation – Medical Records
    - Year 5
      - Hospital Renovation – Emergency Room
      - Clinic Expansion
      - Clinic Provider Expansion
      - Campus Expansion

## **-Services and Growth**

- Clinic System
  - Well Women Clinic
  - Convenient Care – Main Campus
  - Manage Care Populations
- Surgery Growth
- Campus Expansion
  - LaVernia Campus
  - North Campus
  - Main Campus
    - Year 1
      - Well Women's Clinic
      - Women's Service Area
      - Pre Hospital Sepsis Early Detection and Treatment
      - Mobile Integrated Health
      - Partnering to Care for our Family, Friends and Neighbors
      - Infusion Therapy Expansion
      - Home Health – County Jail Contract
      - Sleep Lab
    - Year 3
      - Connally Hospice
      - CT, with Cardiac Imaging Capabilities
      - Swing Bed Program
    - Year 5
      - Interventional Lab
      - Medicare Advantage Programs

## **-Financial Strength**

- Maintain 100 days cash on hand
  - 172
- <45% debt to asset ratio
  - 34.1%
- Meet or Exceed Budget
  - Exceeded By 7.5 M
- Negotiate Better Agreements with Commercial Payers
- Grant Writing Expanded
- Improvements with eClinical Works within the Clinic Business Office to include
  - Denial Dashboard
  - UB04 Billing
  - Radiology and Laboratory interface enhancements
  - Insurance Data
  - Claim Creation
  - Payment and Denial Postings
  - Charge Entry
  - Patient Billing Management
  - Office Efficiencies

- Payment Postings
- Smart Front Office Build
- Quality Buildouts

Discussion ensued on the above topics with the Long Range Planning Committee Members.

**Executive Session**

Executive Session was not needed

**Reconvene to Open Session**

Executive Session was not needed

**Review, Consider and take Action on Items for the Executive Session**

- a. Section 551.072 Deliberation Regarding Property
  - i. Property Acquisition
    - No Action Taken due to not going into Executive Session
- b. Section 551.085 Deliberation of Governing Board of Certain Provider of Health Care Services
  - i. Property Acquisition
    - No Action Taken due to not going into Executive Session

With no further business, the meeting adjourned.

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**Marcelo Laijas, Secretary**