

**Wilson County Memorial Hospital District dba  
Connally Memorial Medical Center  
District Board Meeting Minutes  
August 24, 2023**

<b>Present</b>	Tom Miller, Board President Larry Richardson Allison Lamberth Nick Janysek Marcelo Laijas Don Finley
<b>Absent</b>	Steve Browning Justin Cook
<b>Also Present</b>	Bob Gillespie, CEO Karl Hittle, Endeavor Kyle Klein, CFO Brandon McDowell, COO Gary Williams, CNO Barbara Meza, Accounting Director Katelyn Hogg, Marketing Associate Paublina Marquez, Marketing Associate Kimberly Jones, Executive Assistant

**Call Meeting to Order**

Mr. Tom Miller - Board President called the meeting to order at 4:00 p.m.

**Pledge of Allegiance / Texas Pledge / Reflection**

**Roll Call of Board**

The Board President called roll of the Board of Directors and a quorum was present.

**Strategic Plan Update**

Mr. Bob Gillespie commented on the following 6 Pillars of CMMC's strategic plan:

**Quality Services**

- The Road to 5-Star
  - Focused our Quality Department
  - New Press Ganey Informatics
  - Detailed Report Assessing out STAR rating
  - Action Plans- Smaller more nimble committee
- Emergency Department Red Carpet
  - Rolling out the Red Carpet for our patients
  - Provide best-in-class Emergency Care
  - Patient Experience Overall Top Box >70%
  - Reduce LWBS
  - Address patient complaints
  - Attract insured patients

- Increased admissions
- increased revenue

## **Marketing and Community Engagement**

### **Multi-Annual Program 2020 -2023**

- Departmental COVID Efforts
- COVID Vaccine Outreach
- Physicians Recruitment
- Multi-Specialty Partnerships
- Sleep Lab
- Consolata and CT Machine
- Infusion Therapy
- Leadership Promotions
- Home Health EMR
- Grants
- Home Health and ESD Partnerships
- Meet the Board
- 2020 15<sup>th</sup> Anniversary CMMC

### **Community Health Events**

- Line Dancing: Every Monday
- Water Aerobics: Seasonal on Tuesday
- Balance, Tai-Chi: Every Wednesday
- Rehabilitation Classes: Rehab, Education provided as part of our Balance Class
- Walking Group: Every Friday
- Healthy Cooking: Healthy Eating Education provided by Dr. Nayak
- Diabetes and Stroke Support: Monthly Stroke Support Group, Periodic Diabetes Screening (for events)
- Physician Presentations: Provided by Dr. Nayak and Dr. Iglesias
- Added: Stop the Bleed Education for Floresville ISD

### **Physician Meet and Greet**

- Social Mixer to include CMMC and Local Providers
- Formal Wine and Dine Event this fall

### **Social Media Analytics – Added Capabilities**

- Ability to receive patients contact information
- Heat Map – Dr. Iglesias
  - 2022, 1103 Visits
  - 2023, 2648 Visits
- Heat Map – Dr. Miller
  - 2023, 430 Visits
- Heat Map – Dr. Morales- Urology
  - 2021, 1413 Visits
  - 2022, 3063 Visits
  - 2023, 2193 Visits

## **Providers, Employees and Services**

### Physician Recruitment

- 1 Additional PCP's
- 3 Additional Convenient Care NP's
- 1 Pain Management Specialist
- 1 Pediatric NP
- 1 Additional Family Medicine NP

## **Technology and Facilities**

### Upgrades for information Security

- Installed software to audit and track:
- File and Folder changes

### Meaningful Use/Interoperability – Ongoing Infrastructure Improvements

- Private Fiber
- Off Site Campuses (La Vernia)

### SAN (Storage Area Network)

- Upgrades to SAN

### CDS Fax

- Completed

### Other

- AI/Automation Technologies
- Billing
- Coding
- Triaging
- Laboratory

### Nursing Documentation; ongoing

- PDOC, Physician Documentations
- CPOE, Clinical Physician Order Entry
- PCM, Physician Case Management

### Rehabilitation Documentation - vetting

### EMR Decision

### Campus Expansion

- La Vernia Campus
- North Campus Expansion
- Main Campus Facility – Maximizing

### HVAC Replacement Plan – Ongoing installation

### Hospital Renovations

- Emergency Room
- Surgery, in process
- Conference Room - Completed

## **Services and Growth**

### Staffing

- AI/Automation Technologies
- Billing

- Coding
- Triaging
- Laboratory

#### Clinic System

- Manage Care Populations

#### Surgery Growth

- Flooring – Completed
- Additional Recovery Bays – Completed
- Additional Anesthesia Time – Negotiated
- Plans for Buildout – Developed

#### OR

- Increase recovery capabilities – completed
  - 11% Growth over last year

### **Financial Strength**

Maintain 100 days cash on hand

- 206

<45% debt to asset ratio

- 24 %

Exceed Budget

- By 3.89 Million, on target for Operational Sound this year

Negotiate Better Agreements with Commercial Payers

Approved this month

Business Office to include

- Denial Dashboard – Completed
- Claim Creation – On Going
- Patient Billing Management – Testing
- Single Claims processing platform
- Denial Management Team
- Denial Management Processes

### **Strategic Plan Summary**

2024

- Denial Management Team
- 495 Refresh
- Primary Care Physician
- Orthopedic Surgeon
- ENT Physician
- NP Cardiology
- NP Urology
- NP Primary Care
- Increase capabilities Medicare advantage

2025

- Primary Care Physician
- Allergy Clinic
- Expansion of Services – Specialists
- Ortho/Rehab Facility Completed
- 495 Renovations

2026

● 497 Renovations

Discussion ensued on the above topics with the Board of Directors.

**Discuss FY 2024 Operational Budget**

Mr. Kyle Klein reviewed the following with the Board:

Assumptions for: Volumes, Reimbursements. Expenses, Gross Revenue and the proposed draft budget. No approval needed as this was just an overview to gain Board input before seeking approval next month.

**Discuss FY 2024 Capital Expenditures Budget**

Mr. Kyle Klein reviewed the following with the Board:

Requests for capital projects and expenditures in the proposed draft capital budget. No approval needed as this was just an overview to gain Board input before seeking approval next month.

**Discuss FY 2024 Tax Rates**

Mr. Kyle Klein reviewed the Tax Rate calculations from the Wilson County Tax Office. Past tax rates were shown and other measurable tax rates were reviewed that would be received by the hospital for the year. Reviewed timeline of events that coincide with the Tax Rate process (Newspaper Ads, Agenda date submission and website postings). Discussion ensued with the Board Members.

**Action Taken**

Motion made by Larry Richardson and seconded by Allison Lamberth to decrease the tax rate from the current tax rate of .0955 to 0.0870 per \$100.00 valuation for the 2024 fiscal year. Motion Carried.

**Physician Agreement – Trini Garza, M.D. – Family Practice**

Mr. Bob Gillespie reviewed with the Board the agreement for the recruitment and employment of Dr. Trini Garza, discussion ensued.

**Action Taken**

Motion made by Larry Richardson and seconded by Don Finley to approve the Physician Agreement for Dr. Garza as presented. Motion carried.

**Amended Physician Agreement – Eric Miller, M.D. – Pain Management**

Mr. Bob Gillespie reviewed with the Board the amendment to the Agreement for Dr. Eric Miller, which was prepared by counsel to address an oversight in his original agreement, discussion, ensued.

**Action Taken**

Motion made by Allison Lamberth and seconded by Marcelo Laijas to approve the Amended Agreement with Dr. Miller as presented. Motion carried.

**Repayment Agreement – Eric Miller, M.D. – Pain Management**

Mr. Bob Gillespie reviewed with the Board the repayment agreement for Dr. Eric Miller regarding his group providing a specialist, discussion ensued.

**Action Taken**

Motion made by Marcelo Laijas and seconded by Don Finley to approve the Repayment Agreement for Dr. Miller as presented. Motion carried.

**Executive Session**

The Board President called for a Closed Session.

The Board Members convened into Closed Session at 5:43 pm on 08-24-2023.

**Reconvene to Open Session**

The Board President called for an Open Session.

The Board Members convened into Open Session at 5:57 pm on 08-24-2023.

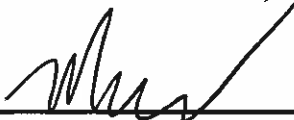
**Section Texas 551.072 Deliberations Regarding Property**

**No Action Taken**

**Section Texas 551.085 Deliberation of Governing Board of Certain Providers of Health Care Services.**

**No Action Taken**

With no further business, the meeting adjourned.

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**Marcelo Laijas, Board Secretary**