

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

**LONG RANGE PLANNING COMMITTEE**

**June 09, 2022**

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

**Absent:** Don Finley

**Also Present:** Bob Gillespie, CEO  
Kyle Klein, CFO  
Gary Williams, CNO  
Brandon McDowell, COO  
Karl Hittle, Endeavor  
WCN Representative  
Kimberly Jones, Executive Assistant

**Call Meeting to Order**

Larry Richardson, Committee Chairman, called the meeting to order at 5:34 PM.

Pledge of Allegiance / Texas Pledge / Reflection

**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 2, 2021 Long Range Planning Committee Meeting Minutes for approval.

**Action Taken**

Motion made by Allison Lamberth and seconded by Justin Cook to approve the June 2, 2021 meeting minutes. Motion carried.

**Citizen Input** – None

**CEO Update and Comments**

Mr. Bob Gillespie commented on the following:

- Data showing that House of Representatives of which states are losing and gaining seats
- Data showing Texas Population
- Data showing what counties in Texas are showing decrease and increase of growth
- Population Pyramids for Texas 2010 and 2050 Migration Scenarios

- Who's moving to Texas
- Estimated Components of population change for Texas 2000-2010, 2010-2020 and 2020-2021
- Increase of Subdivisions
- Discussion of the following 6 Pillars

### **-Quality Services**

- The Road to 5 Star
  - Rebuilding our Quality Department
  - New Press Ganey Informatics
  - Focus Goals each measure
  - Action Plans
- 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**

- Bi-Annual Report – 2020 and 2021
  - Departmental COVID Efforts
  - COVID Vaccine Outreach
  - Home Health and ESD Partnerships
  - Physicians Recruitment
  - Multi-Specialty Partnerships
  - Grants
  - Sleep Lab
  - Consolata and CT Machine
  - Meet the Board
  - 2020 15<sup>th</sup> Anniversary CMMC
- Community Health Events
  - Water Aerobics
  - Balance and Tai-Chi
  - Home Health Classes
  - Rehabilitation Classes
  - Healthy Cooking
  - Diabetes and Stroke Support
  - Physician Presentations
  - Promoting Health and Wellness in YOUR Community
- Marketing with Results
  - Establish base lines
  - Referral Tracking
  - Strategic Focus

-Heat Map – Podiatry

- 2020, 1845 visits
- 2021, 2613 visits
- 2022, 1209 visits, projected 2900 for the year

-Heat Map – General Surgery

- 2020, 1064 visits
- 2021, 1216 visits
- 2022, 576 visits, projected 1400 for the year

-Heat Map – Alcala vs. Ekmark

- Dr. Alcala, 2473 visits
- Dr. Ekmark, 3300 Visits

-Heat Map – Morales vs. Kella

- Dr. Morales, 2476 visits – May 2021 – May 2022
- Dr. Kella, 1262 Visits – 2019

## Discussion of Outmigration Report

### **Providers, Employees and Services**

- Physician Recruitment
  - 2 Additional PCP's
  - 3 Additional Convenient Care NP's
  - 1 Pain Management Specialist
- 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
- Meaningful Use/Interoperability - Ongoing
- Infrastructure Improvements
  - Private Fiber
    - Off Site Campuses (La Vernia)
  - SAN

- Phone System
  - Added 2<sup>nd</sup> Appliance
- CDS Fax
  - Incoming Fax line tested
- Other
  - 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
  - Completed First Stage of a Monitoring System
  - Completed Engineering Survey
  - In Process
- Hospital Renovations
  - Emergency Room
  - Med/Surg
  - Surgery, in process
  - Conference Room
- Year 1
  - Hospital Exterior
  - Structural Analysis of Back Parking Lot
  - Repaving of parking lots and painting
  - Medication Management System - Completed
  - Nurse Call Platform In Process
  - Hospital Renovation –Imaging Records
  - HVAC System
  - EMR Hosting
  - 495 Buildout Suite 5 and 6
- Year 3
  - Hospital Entrance
  - Hospital Renovation – Medical Records
- Year 5
  - Hospital Renovation – Emergency Room

### **-Services and Growth**

- Staffing
- Clinic System
  - Well Women Clinic
  - Convenient Care – Main Campus
  - Manage Care Populations

- Surgery Growth
  - Flooring
  - Additional Recovery Bays
  - Additional Anesthesia Time
  - Plans for Buildout
- Campus Expansion
  - LaVernia Campus
  - North Campus Expansion
  - Main Campus
    - Year 1
      - Staffing and Recruitment
      - SANE and SART Programs
      - Allergy Clinic
      - Home Health – New Service Line
      - Well Women’s Clinic
      - Women’s Service Area
      - Pre Hospital Sepsis Early Detection and Treatment
      - Infusion Therapy Expansion - Completed
      - Home Health – County Jail Contract - Onhold
      - Sleep Lab – Completed
      - CT , Vetting – moved from year 3
      - OR, Year 1
        - Increase Recovery Capabilities – In Process
        - Anesthesia Coverage for 3<sup>rd</sup> OR
    - North Campus
  - Year 3
    - Medicare Advantage Programs – Moved from year 5
    - Connally Hospice
    - Swing Bed Program
    - La Vernia or Main Campus
  - Year 5
    - Interventional Lab
    - La Vernia

### **-Financial Strength**

- Maintain 100 days cash on hand
  - 200.8
- <45% debt to asset ratio
  - 29.7 %
- Exceed Budget
  - By 2.5 Million
- Negotiate Better Agreements with Commercial Payers
- Grant Writing Expanded
- Improvements with eClinical Works within the Clinic Business Office to include
  - Denial Dashboard
  - Claim Creation
  - Patient Billing Management
  - Smart Front Office Build
  - Quality Buildouts

- Overview of Financials
- OR / PACU Expansion
- La Vernia

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

**Executive Session**

The Committee Chairman called for Closed Session.

The Committee Members convened into Closed Session at 6:55 pm on 06/09/2022

**Reconvene to Open Session**

The Committee Chairman called for Open Session.

The Committee Members convened into Open Session at 7:21 pm on 06/09/2022

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

- b. Section 551.085 Deliberation of Governing Board of Certain Provider of Health Care Services
  - i. Property Acquisition
    - No Action Taken

With no further business, the meeting adjourned.



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Justin Cook, Secretary