

STATE OF TEXAS) (

MITCHELL COUNTY HOSPITAL DISTRICT

COUNTY OF MITCHELL) (

ON THE TWENTY SEVENTH OF JULY 2024 after required notice and having the agenda posted according to law, the members of the board met for the Strategic Meeting at 11:30 a.m. in the Independence Conference Room at the Grand Hyatt San Antonio River Walk at 600 E Market Street in San Antonio, Texas. The members of board in attendance were:

KALEB JACKSON, President

RICHY WOMACK, Vice-President

MARIA RUBIO, Member

HELEN EDWARDS, Member

HENRYK OLSTOWSKI, Member

Absent Members:

MARSHA RICKARD, Member

LORIANNE TOOMBS, Member

Also present was Michelle Gafford, CEO; Diane Moore, CFO; Murray Hall, COO; Erica Thurman, Administrative Assistant; Sterling Burleson, Hospital Attorney; Jim Bullard, RHMA; Robbie Dewberry, RHMA.

- **Michelle Gafford called the meeting to order at 11:37 a.m.**
- **Kaleb Jackson gave the invocation for this meeting.**
- **Rural Hospital Management Associates Presentation**
Mr. Dewberry took a moment to thank the board members for all the years of trust and service. Mr. Bullard presented the PowerPoint of where we were to where we are now.
- **Review and Discuss the future of Healthcare**
 - a) Mrs. Gafford presented the ACO/CIN direction in which we are headed and that healthcare is moving more to a well care model. We will still have the need for inpatient beds, but most insurances are making it increasingly burdensome to retain inpatient status. With stiffer rules on pre auths and denials for medical necessity, it is difficult for both the case managers and providers to argue and win those appeals. Healthcare is becoming more about wellness, with the Medicare/Medicare Advantage programs pushing for the facilities to promote annual wellness visits. Preventative medicine includes more referrals for colonoscopies, EGD's, Sleep Studies, Mammograms, testing for A1C, heart diseases etc in order to get the patient at the onset when there is a higher success rate. The insurances, championed by the Centers of Medicare Services or CMS, are also tasking hospitals in asking patients about their food, shelter and transportation insecurities to ensure that patients are able to get their medications and to keep them on their medications. This will continue to be the trend in the coming years.

- b) Mrs. Gafford walked everyone through ways to utilize the space within the facility to rearrange departments to give the lab more space and make the emergency department bigger and all without having to add more square footage to the facility. This will require a 3 tier strategy the first one being to expand outpatient services and advertise more the things this facility does well. With the focus on increasing outpatient services and good stewards of the cash resources available, this could be something that could be done with minimal use of borrowing capital.
- c) Discussion of the 2022 Community Needs assessment led to the need for an updated report. Ideas discussed with questions that could be posed in surveys to our patients and community members as in a survey monkey. Also discussed the cost that the two firms contacted were extremely expensive. Looking for alternatives.

- **Review and Discuss Physician Recruiting and Succession Planning**

Mrs. Gafford updated the board that recruiting new physicians to cover the Emergency Room and Med-Surg so our current physicians can focus on the patients for the clinic and not be stretched trying to cover everything. The video on page 72 would not load during the meeting, so they were advised to watch once they were able to.

- **Review and Discuss CEO**

There was discussion about changing the goals for the CEO and updating the CEO Survey.

- **Review & Discuss Rural Healthcare Management Associates Contract**

Mrs. Gafford explained that the current RHMA Contract expires December 31, 2024. There was some discussion and a vote will be done on the July 31, 2024 meeting. The board members will be issuing some measurable goals for a possible bonus to the contract.

- **With no further business to address, this meeting was adjourned. The time was 4:25 p.m.**



Kaleb Jackson, Chairman

Mitchell County Hospital District Board of Directors