



**Board of Directors
Regular Board Meeting
Monday March 30, 2026**

Attendees:

Morgan Cox, President	Nancy Cooke, CEO
Albert Garza, Vice President	Tonya Glisan, CFO
John Myrick, Secretary	Linda Pierce, CNO
Terry Franklin, Member	Jason Menefee - COO
Clay Parker, Member	Tina Columbus, Director Human Resources
Frances Hernandez, Member - Absent	Rebecca Brandon, Director of Rural Clinic
Brian Jackson, Hospital Attorney	Amy Miramontes, Director of Quality
Mark Salcone, DO	

- I. **Call to order:** Mr. Cox called the meeting to order at 11:30am.
- II. **Reading and Approval of Minutes – Regular Board Meeting:** Minutes were reviewed. Minutes from February 23, 2026, were examined, leading to a motion to approve them, seconded and passed.
- III. **Public Comment – None**
- IV. **Medical Staff Report – Amy Miramontes:** The Medical Staff Committee met on March 25th, addressing new appointments, changes to nursing policies and revisions, review of laboratory policies, approval of radiology policies, and approval of intravenous order sets. Motion to approve medical staff report approved and seconded. Motion passed.
- V. **Medical Staff Privileges – Amy Miramontes:** Medical Staff privileges were approved for the following providers:
 - Jose Garcia, PARe-Appointments
 - Hima Parchuri, DOForty-six providers were termed due to the contract being cancelled and one resignation
 - Waleed Abdellatiff, MD
 - Peter Agomuo, MD
 - Mohammad Ansari, MD
 - Ali Baiomy, MD
 - Eric Davis, MD
 - Mershad Hagigi, MD
 - Mohammad Halaibeh, MD
 - Aftab Haq, MD
 - David Ho, MD
 - Arthur Joseph, MD
 - Mohammad Khalid, MD
 - Pradheep Sanker, MD

- Charles Tsai, MD
- Ryan Vancura, MD
- Adel Abdalla, MD
- Derek Armfield, MD
- Steven Ashlock, MD
- Wessam Bou-Assaly, MD
- Dennis Burton, MD
- Abbas Chamsuddin, MD
- Stephen Colvin, MD
- Abieyuwa Eweka, MD
- Russell Gelormini, DO
- Anne Glaser, MD
- Grant Holz, MD
- Syed Jafery, MD
- Farzaneh Kazimi, MD
- Rajiv Kumar, MD
- Phillip McDonald, MD
- Gholamreza Malek, MD
- Chika Obele, MD
- Justin Pham, MD
- John Pohl, MD, MS
- Junsung Rho, MD
- Roberto Rivera-Morales, MD
- Victor Rodriguez, MD
- Jason Ros, MD
- Amit Sanghi, DO
- Arjun Sharma, MD
- Michael Stone, MD
- Walter Uyesugi, DO
- Elliott Wagner, MD
- Jason Kimball, DO
- Jonathan Hays, MD
- Anatoliy Neko, DO
- Gujjarappa Srinivas, MD
- Michael Parker, CRNA

Motion to approve Medical Staff Privileges approved and seconded. Motion passed.

- VI. Quality Assurance / Patient Safety Report - Amy Miramontes:** The Quality Patient Safety Committee met on March 23rd and reviewed regular monthly quality reports. The committee reviewed various policies including those related to radiology and phlebotomy, recommending them to medical staff. In 2025 eight deaths were reported and submitted timely to Life Gift Organ Donation, the Utilization Review Committee had reports with no issues or concerns. One patient fall occurred in February raising the fall rate due to low census, but the patient had no injury. No adverse events, sentinel events, grievances, or clinic complaints were reported. One hospital complaint was quickly resolved. Providers are performing well with timely discharge summaries, authentication of verbal orders, and H&P completion within 24 hours are all above the goal rate. ER performance metrics are improving, showing quick response times for EKG's and minimized rates for patients leaving against medical advice or without treatment. New indicators for stroke patient care have been implemented, focusing on CT interpretation within 45 minutes and documentation to track patient condition changes. Motion to approve Quality Assurance/Patient Safety Report approved and seconded. Motion passed.

VII. Discussion and Possible Actions on Policies, Policy Log - Amy Miramontes: One policy was revised in Lab (Phleb 005) with four new policies created for Lab (Phleb 002, Phleb 003, Phleb 006, Phleb 007). Motion to approve Policy Log approved and seconded. Motion passed.

VIII. Strategic Initiatives – Nancy Cooke:

a. Update on Master Plan and future construction initiatives:

1. LOI with VGA for remote EMS Station: A letter of intent with Vandergriff Group for construction drawings for a remote EMS site was discussed. Approval was requested due to necessary fees and plans. The ER and PT expansion project was opened for bids on March 25th, with bid submissions due by 2:00 P.M. on April 22nd. There will be a mandatory pre-bid conference for interested contractors on April 9th at 10:00 A.M. The locksmith has corrected door issues, and refinishing of the barn floor has begun. Once cured, additional internal work will be done in the old barn. Several contractors and projects are underway including the installation of access control hardware and landscaping work. Preparation for pool usage is ongoing; walkthroughs are scheduled this week and will be accepting appointments post-completion. Express care services will commence on April 1st, staffed by Betty Richardson, FNP-C and Alicia Hernandez, FNP-C. Latisha Ward, FNP-C will fill in when needed and a contract for Stacy Hernandez, FNP-C, is pending credentialing. Motion to approve Update on Master Plan and future construction initiatives and LOI with VGA for remote EMS Station approved and seconded. Motion passed.

b. Updates on other initiatives: None

IX. Department Reports

a. CNO – Linda Pierce: February saw an increase in volume with 26 more patients in the ambulatory surgery department compared to previous months. Inpatient numbers have slightly decreased compared to previous years, but swing bed patients have remained steady with expectations for growth. The emergency room is averaging a 3% admission rate, with ongoing efforts to ensure admissions for patients meeting clinical criteria. Real-time chart reviews are conducted to ensure patients receive appropriate care. A Nurse Staffing Committee meeting was held on January 9th, fulfilling health requirements, and involved voting on nurse-to-patient ratios and this committee also meets quarterly to review quality metrics and patient safety indicators. Current staffing strategy involves relocating the nurses' station due to construction starting in June. The charge nurse will focus on med surge while a team lead will assist in the emergency room. Med surge ratios are 5:1 for days and 6:1 for nights, with adjustments based on patient acuity. CRNA coverage for surgeries has increased to 2.5 FTE, and additional staffing is implemented for high acuity or long-hour cases like ortho surgeries. Contracts with staffing agencies provide contingency capability to manage staffing issues effectively. Departmental likelihood of recommending figures is generally positive, but ER department is below expectations at 67.40%. Efforts are underway to improve these metrics. Low response rates for patient surveys are an ongoing issue, with initiatives planned to improve this and a scheduled discussion with Press Ganey to address survey quantity and requirements. Motion to approve the CNO Report and seconded. Motion passed.

X. Equipment - Nancy Cooke:

a. Ortho Equipment: Discussion on the need for new ortho equipment, specifically scopes, due to requests from Dr. Liesman and Dr. Rowland. A financial stabilization grant of \$574,000 has been secured which will help fund equipment needs. Arthroscopy equipment will cost \$174,087 and additional sets required due to limited central sterile staff will cost \$405,000. The equipment will be included in the next fiscal year's budget starting in 30 days but placing orders now since it takes time for delivery. Motion to approve ortho equipment and seconded. Motion passed.

b. Replace Servers: Discussion on the need to replace servers due to many being at end of life, with complaints about slow computers affecting provider operations. Total cost is \$87,000. Motion to approve replacement of servers and seconded. Motion passed.

XI. Contracts:

- a. **BEST EMS:** The contract specifies a start date of May 1st, with Dr. Skipper Bertrand scheduled to provide orientation and onboarding for EMS staff on April 6th and 7th. There will be immediate adoption of new EMS protocols, requiring orientation and training for staff. The contract includes flexibility to request a new medical director if dissatisfaction arises. The term of the contract initially set for one year was noted as 12 months instead of 16 months, and a fee was established with an automatic raise after the first term. Changes in process include EMS not staying onsite for patient declarations but transitioning this responsibility to law enforcement. There will be adjustments in how ER physicians interact with EMS, especially when transporting patients, as medical control transfers to BEST EMS. The board emphasize they'll consider all options to improve care, acknowledging the contribution of the previous medical director, Dr. Cargill, who served the hospital for ten years. Motion to approve BEST EMS contract and seconded. Motion passed.
- b. **Alicia Hernandez, FNP:** Ms. Hernandez is returning full-time to work in Express Care alongside Betty Richardson, FNP. Motion to approve contract for Aliscia Hernandez, FNP seconded. Motion passed.
- c. **Stacy Hernandez:** Ms. Hernandez will be added as PRN starting April 1st. She is currently going through the credentialing process. Motion to approve Stacy Hernandez, FNP seconded. Motion passed.

XII. Prepayment to Permian Basin Mental Health Center - Nancy Cooke: Previous discussion considered multi-year funding involving the county and district contribution towards mental health services. Discussion about potential annual contributions of \$100,000 per entity, across three entities, totaling \$300,000 per year. Consideration of alternative funding amounts such as \$50,000 yearly for three years or matching the county's contribution. Decision to table the funding issue until further coordination with the county is achieved.

XIII. Review Management Plan for FY 2026-2027 – Nancy Cooke: Reviewed the management plan for fiscal year 2026-2027, including the road map and budget presentation. Highlighted industry trends affecting the management plan, such as the passage of a bill that allocates funds to hospital districts. HHSC funds will require applications with concrete expenditure plans; first year's goal is to increase access to care in rural areas. Shannon Health System acquisition of Scenic Mountain Medical Center will be effective March 31st. Discussed technological integration using AI in Electronic Health Records (EHR), highlighting its efficiencies when embedded. National trends in patient education and telehealth growth were discussed. Security concerns addressed, including a previous incident with system data loss impacting operations. Summary of major projects completed, including a new clinic building, EMS barn, and orthopedic surgery line development. Recognitions received, including awards and features in publications for performance and advancements. Goals for 2026-2027 include reducing patient fall rates, increasing service volumes and revenue, maintaining turnover, and expanding partnerships. A complete rework of the master plan is scheduled for presentation next month.

XIV. Review Preliminary Budget for FY 2026-2027– Tonya Glisan: The preliminary budget for the upcoming fiscal year is being reviewed. They plan to present a final version in the next work meeting. Several team members met for an extensive budget review lasting three hours, covering all items including capital budget, income statements, and cash flow. A \$250,000 contingency was added to the budget for IT expenses following discussions about investing more in that area. Discussed increasing the contingency fund from \$500,000 to \$750,000 to cover unforeseen expenses. There is a request for additional equipment including beds, telemetry upgrades, and specific medical and utility equipment like a skid steer with attachments. Surgery department requests include an ultrasound machine, a bovie machine, and updates for the operating room section of the budget. Discussion of potential benefits of a chase vehicle for EMS to ensure rapid response, possibly equipped with specialized tools. A double-stack oven was requested for dietary department which could accommodate future expansions. Capital budget includes substantial allocations for emergency department (6 million), PT expansion (3.2 million), EMS site (3.2 million), and future renovation placeholders (12 million). The income statement shows steady growth in patient revenue, with estimates of 6-7% growth. There is an increased costs projected for salaries, benefits, and professional fees due to market changes and additional hires. Property tax revenues are expected to decrease due to a 27% reduction in property

evaluations after adjustments based on oil prices. Expected net income for the year is calculated at 23.5 million compared to 26.5 million of the previous year due to increased expenses and depreciation. Motion to approve review preliminary budget for FY 2026-2027 and seconded. Motion passed.

XV. Mid-year Retention Payment to Employees – Nancy Cooke: Mid-year retention payments to staff members requested for approval. \$750 for full-time while part-time and PRN will receive \$400 was agreed upon by the board. Motion to approve mid-year retention payments to employees and seconded. Motion passed.

XVI. Insurance Coverages – Nancy Cooke: Requested 5% increase in insurance coverages, accounting for potential increases. Motion to approve insurance coverages seconded. Motion passed.

XVII. CFO Report – Tonya Glisan: Requesting approval of signatures for the 340B account at Community National Bank in Stanton. Signers requested are Nancy Cooke, Jason Menefee, Morgan Cox, and John Myrick.

- Cash on Hand: 748 days
- Total Cash & Investments: \$97.2 million
- Tax Revenue: \$31.2 million collected to date
- Operating Loss: (\$360 thousand)
- Net Income: \$2 million year to date
- AR Days: 66

Motion to approve CFO report and approved signatures on 340B account was approved and seconded. Motion passed.

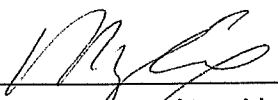
XVIII. Administrative Report – Nancy Cooke: Recognized Doctor's Day today, the hospital will celebrate Doctors Day on March 31st with a luncheon and invited the board to attend. Texas Healthcare Trustees Healthcare Governance conference scheduled for June 4th-6th in San Antonio, with registration still open. The CEO was invited to participate in Rural Health Summit on April 8th to discuss specialty care referrals, with various health centers and representatives attending. Manager's retreat is scheduled for April 15th focusing on delegation of duties and departmental succession plans. Employee town halls are planned for the week of April 27th to May 1st at the hospital and the clinic. The board previously gave leeway to renew Blue Cross Blue Shield insurance with a 4% increase, which was lower than expected.

XIX. Executive Session:

- Texas Government Code 551.071: Consultation with Attorney**
- Texas Government Code 551.074: Personnel Matters**

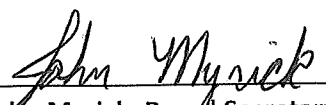
XX. Return to Open Session: 2:06p.m.

XXI. Adjourn Meeting: 2:07 p.m.



Morgan Cox, Board President

4-27-26
Date



John Myrick, Board Secretary

4/27/2026
Date