HASKELL COUNTY HOSPITAL DISTRICT BOARD MEETING MINUTES
APRIL 26, 2022

Haskell County Hospital District Board held its regularly scheduled monthly meeting on April 26, 2022, at 6:00PM in the Haskell Hospital Education Building, 2 North Avenue N, Haskell, Texas, per the Open Meetings Act.

Attending: President Robbie Peiser; Vice-President Tom Long; Member Reida Penman, Secretary Jerry Cannon; Member Amy Martin; CEO Michelle Stevens; COO Mary Belle Olson; CFO Elizabeth Miller (Zoom); Controller Crystal Molina; CNO Tammy Mason; ACNO Meghan Shelton; Clinics Manager Sydney Saucedo; New Board Member Appointee Elna Camacho (Jenny Goudeau Camacho); Jeanne Cason, FNP; Chris Turner RN, FNP; Melody Hicks, HR / Notary; Jan Gannaway, General Public; Haskell Star/Stamford Star Reporter Dusty Garison; and Patient Relations Coordinator Carla Long RN.

Invited Guest speakers: ParkHill Architectural Firm Staff: Chip Whitlock, Anita Miller, Kelby Sue (Zoom), and Sebastian Reyes (Zoom).

President Robbie Peiser called the meeting to order at 6:04PM - Quorum certified as present.

1. New board member appointee, Elna Goudeau Camacho (Jenny), sworn in my Board President Robbie Peiser.
2. Minutes from March 30, 2022, called board meeting reviewed and approved as presented.
3. Public Comment:
   Chris Turner RN, FNP; new hire RN discussed his experience in working on transfers with Haskell EMS and with Throckmorton EMS. He told it takes 45 minutes for Haskell to call back about a potential transfer, and he can call Throckmorton and talk to them, and in two minutes they are reporting they are on their way, so he started by-passing Haskell EMS altogether because they usually refuse transfers and have a disgruntled attitude.
   Jeanne Cason, FNP; said she totally agreed with Chris, and that it is to the patient's detriment, the family's detriment, and the hospital's detriment, to sit and wait on Haskell EMS to agree to take a transfer. It is a liability and a risk for those who are seriously ill.
4. Presentation by Cummings Westlake, LLC of the Cloud West, Inc Tax Abatement – tabled until changes to contract made by Hospital Attorney can be approved.
5. Facility Master Plan Presentation provided by Parkhill staff.

   Sebastian Reyes shared his computer screen for the presentation.

   Anita Miller presented the code violations and known facility problems in the current facility that would have to be addressed to renovate the existing structures, such as accessibility, drainage, Water infiltration, corrosion, life safety issues, fire safety issues, TDHS updates required, fixture updates, exhaust fans, emergency water supply, old pipes, medical gas system, dietary hood system, inadequate power for patient rooms, gutter wire/ways exceeding capacity. She pointed out staff surveys had indicated the need for more storage, restrooms, space, lab equipment, pharmacy space improvement, copier room, more space, in general, nurses station improvement, and needing an exercise area.

   Chip Whitlock discussed the aerial view of the current facility and that it is landlocked with the only potential growth in a limited and linear area which is not the best design for a hospital. He also mentioned the Hospital is currently next to a meat processing plant which is not the best for meeting TDHS standards for patient room locations, and the county would have to agree to close the street that currently runs behind the hospital.

   Anita Miller showed two hospitals close to the size of Haskell Hospital, Seminole Hospital in Gains County, and Mitchell County Hospital in Colorado City. Both hospitals are regional hubs in their area. One built a new facility, and one renovated an old facility. Both have the centralized design best for hospitals. One chose to renovate and build up, other chose to build new on a single level. Renovating takes longer and does not save money. It takes about 2 years to build a new facility and 7 years to renovate a facility and remain open. Ms. Miller showed diagrams of how a centralized facility would not fit on the two properties the hospital discussed buying, because both are linear. She pointed out one site has a creek running across it and water management issues would add to expense.

Kelby Sue discussed the use of analytics and data driven design to figure out the areas of greatest need based on current use data and factoring in length of stay issues and how those things can be helpful in making superior design choices for renovating or building new.

Chip Whitlock gave the projected cost for new construction at $400 to $500 dollars per square foot for a Rural Hospital, based on using their trusted partner, Teinert. and scales of economies post COVID. This does not include land purchase. Approximate total projected cost of about $20M to 25M.

Carla Long asked if we built on to the front using the current parking lot, would we have enough space to create a centralized design facility. Chip Whitlock said yes but you still have the problems of bringing the facility up to code, and the problems behind the walls like the plumbing. Michelle Stevens said we are already looking to replace the plumbing with grant money. We have asked several larger plumbing companies to give us bids on redoing the plumbing.

Tom Long asked what the cost to renovate would be. Anita Miller said it is hard to say because we do not know what we will find behind the walls that will have to be addressed, and we do not know what types of services you are going to want to include in the design. We would need to know what services you feel you need to bring in and design for. Kelby Sue pointed out that renovations usually run around $325 dollars a square foot but that would not include bringing things up to code, taking care of issues found behind the walls, and supplying a place to house your patients and services until the new spaces were ready. It would work out to close to the same cost. Anita Miller also pointed out that the hospital would still be landlocked and need renovation or expansion in 10 years and there would be no space for that.

Jeanne Cason asked "Will it cost more to renovate and expand? Or build new?" Anita Miller said that it would be close to the same either way you choose to go. Jeanne Cason stated, "So it is probably a wash."

Tom Long asked if it is more expensive to add a second story or build a new one story. Chip Whitlock answered that with a second story you must ensure the first story structure is strong enough to support a second story, add elevators and stairs, which are not cheap, and still bring everything up to code and address problems found behind the walls. If you build new, everything is already up to code, it is completed faster, and you can have the room to renovate and expand 10 years down the road.

Jeanne Cason said a new facility would help recruit physicians to come to Haskell. Michelle Stevens said yes it would, but we currently have two physicians wanting to come here. One from Florida. And one of the Concord Doctors, Dr. Carpenter who lives in Abilene, is interested in working in the ER full time.

Tom Long pointed out that the board has talked about this and put it down. Talked about it two or three more times and put it down. We need to do it or not do it. So where do we go from here? Robbie Peiser said," like they said in Electra if you build new, they will come. People like new." He pointed out, "what we need to decide is what we want to be. And how much we can afford to spend. Do our due diligence."

CEO Stevens said we should wait till we get our needs assessment survey completed and then make decisions about what services we want to bring in based on the needs. And after those decisions are made then we choose whether we want to build new or renovate, and what to do with the existing facility if we choose to build.

Carla Long asked, "What if we made it into an assisted living?" Michelle Stevens said, "yes, we could but we would still have to bring it up to code." Robbie Peiser said it would not be as strict a code though. Carla Long pointed out that we would already have new plumbing, and the community already knows we need an Assisted Living Center - and they want one. So, it would be a solution where everyone benefits. Michelle Stevens said, "yes, we could do that. We talked about making it some type of teaching facility but finding a purchaser could be difficult."

6. CEO Stevens informed the board of the newest tax abatement agreement that would consist of three tax abatement contracts with Cummings Westlake Cloud West, a firm wanting to build an internet bit-coin hub facility in this area. Dusty Garison, the Haskell/ Stamford Star Reporter, stated the county approved their contracts this morning and he understood in that meeting that this facility would utilize all the power being generated by the wind farms, solar farms, and regular electricity plants in this area, and those services would not have to rely on selling their energy to larger cities further away. Michelle Stevens informed the board that there will be a presentation by Cummings Westlake at the next board meeting to give Robert Spurck, the Hospital attorney, time to make changes in the contracts before they must be posted for public comment for thirty days, and the Hospital Board can vote to approve them. Michelle Stevens asked the board if they would rather delay the next meeting for an added week to allow for the 30-day posting period and avoid having to have a called meeting. All members agreed to move the meeting to May 31st.

7. Crystal Molina reviewed the Census, financials, and check registers. She pointed out that the inpatient census was down from last month, but the observation census, ER census, and clinic visits all increased over last month. Cash on hand was noted to be $1.4M with $800K tied up in collateral for the MRI machine. Tom Long asked if this would increase our reimbursement rate next year. Michelle Stevens said yes it would. Crystal said collections were coming up now from the dip caused by the Athena and Cerner switch due to working with TRC on how the hospital wants accounts tracked and collected with the bigger items first and those with deadlines being addressed quickly. Michelle Stevens said that Dr. Rose was now up to seeing 15 patients a day. Crystal also informed the board that there would be $98K going back to the government Uncompensated Care Program. Tom Long moved to approve the Census, Financials, and Check Registers as presented and Reida Penman seconded the motion. The motion carried.

8. New Business:
   A. Review and approve loan restructuring or line of credit – Tabled.
   B. Review and approve Cummings Westlake Cloud West Contracts and Tax abatement – Tabled.
   C. New Banking Resolution presented by Crystal Molina to add Secretary Jerry Cannon, and Internal Business Office Manager Kris Mitchell to the list of signers. Amy Martin moved to approve the new banking resolution as presented and Jerry Cannon seconded the motion. The Motion passed.
   D. Review and approve policies and procedures – No new policies.
   E. Review and approve Medical Staff Credentials for Dr. Charlton Collie MD. Credentials reviewed and Amy Martin moved to approve Medical Staff Credentials as presented. Elna (Jenny) Camacho seconded the motion and the motion passed.
9. COO Report:
   a. Specialty clinic update given. New Kidney Specialist Dr. Ogu to make first visit to Haskell on May 9, 2022, to see patients in the walk-in-clinic.
   b. RHC clinic to start giving private pay cosmetic Botox injections which will increase revenue.
   c. Ribbon cutting for new MRI to be 4/27/22 at noon – all invited to come.
   d. Departmental Updates – Nursing fully staffed now. Agency nurses left in April. RHC- Dr. Rose now sees 15 patients a day.
10. CEO Report:
   A. Services Strategy Update – Tammy Mason is chairing this committee and looking into potential services to bring to Haskell Hospital.
   B. Haskell Hospital to start doing Sleep Studies - $6K first investment with $30K income revenue every month after first setup.

Regular Session adjourned at 8:17PM and Executive Session called to order by President Robbie Peiser at 8:20PM. Executive Session adjourned at 8:34PM. Regular Session resumed at 8:35PM, and with no action needed. Regular Session was adjourned at 8:36PM.

Carla Long — 5/31/2022

Notes taken/typed by — Date

[signature] — 5-31-2022

Board Secretary — Date

Robbie Peiser — 5-31-2022

Board President — Date

[signature] — 5/31/2022

CEO — Date