Hereford Regional Medical Center
DEAF SMITH COUNTY HOSPITAL DISTRICT

Board of Directors Meeting Minutes November 20, 2025

The Deaf Smith County Hospital District Board of Directors met in a regular monthly meeting on Monday November 20, 2025, at 12:00 pm in the Board Room of Hereford Regional Medical Center.

Directors present: Kevin Bunch, Tim Laws, Carla Purcella, Troyce Sturgess and Chris Woodard.

Other attendees: Candice Smith, CEO; Paul Gafford, CFO; Kay Gudgell, CNO: Jodi Jordan, Admin Asst.; Dr. Trevor Rohm, Medical Director.

1. **Call to Order, Pledge and Invocation**
   Kevin Bunch, Chairman, called the meeting to order at 12:02 p.m. Kevin led the Pledge of Allegiance and offered the Invocation.

2. **Public Comment**
   No public comments.

3. **Approval of Minutes**
   Carla Purcella made a motion to approve October 23, 2025 board minutes with the correction regarding a misspelling of Dr. Rohm's name. Motion was seconded by Chris Woodard. Motion carried.

4. **Certificates of Election and Statement of Officers**
   Administration of the Oath of Office and the Statement of Officers to Carla Purcella and Tim Laws
   Jodi Jordan, a Texas Notary Public, administered the Oath of Office and the Statement of Officers to Carla Purcella and Tim Laws. Both took their oaths and signed their forms.

5. **Chief Financial Officers Report**
   Presentation of financial statements for October 2025.
   Paul Gafford presented the financial statements and statistical reports related to income, expenses, and budgeted operations for the period ending October 31, 2025. The hospital's October financial performance, noting that days cash on hand totaled 292 days and cash equivalents at month-end were approximately $26.9 million, representing an increase of about $4 million compared to the prior year. Net days in accounts receivable remained stable at approximately 41 days, with improvements seen in the reduction of over 180-day receivables. October operations reflected a challenging month, with a loss from operations of approximately $778,000 driven primarily by significantly reduced inpatient, outpatient, and clinic volumes. After the inclusion of tax revenues and interest income, the hospital recorded a net loss of approximately $30,000 for the month. Supplemental Medicaid payments, including disproportionate share funds, were received and appropriately deferred, and tax receivables increased as expected due to the start of the new tax levy period. Management expressed concern regarding the variance compared to the prior year's October performance and emphasized continued monitoring of census trends, staffing levels, ICU utilization, and swing bed performance moving forward. Tim Laws made a motion to approve the financials as presented. Motion was seconded by Troyce Sturgess. Motion carried.

6. **Chief Executive Officers Report**
Report on Physician Recruitment
Candice Smith reported that there are currently no active candidates for the Family Practice/OB position. Two physician recruiting agencies remain engaged and actively searching for qualified candidates. The most recent candidate who interviewed declined the position after accepting an opportunity in the Fort Worth area due to personal relocation needs. Management remains confident that a suitable candidate will be identified.
THA – Inpatient Quality Measure Trends Discussion
Candice Smith presented and reviewed the hospital's quality and patient satisfaction results as reported by the Texas Hospital Association. The data, which is submitted to CMS and used in determining the hospital's quality and star ratings, indicates that the hospital continues to perform above national averages in most measured categories. Areas of strong performance include care transitions, physician and nurse communication, staff responsiveness, medication communication at discharge, and overall patient satisfaction and likelihood to recommend the facility. The CEO noted that quality scores have remained consistently above national benchmarks since late 2023, reflecting sustained improvements in patient experience and care delivery. Despite these positive results, patient volumes have not increased proportionally, and leadership continues to evaluate strategies to improve community awareness of the hospital's quality performance.

7. **Medical Staff Report**
Dr. Rohm presented the Medical Staff Report, noting that there were no significant changes to the medical staff during the past month. Dr. Jansen has begun seeing patients in the clinic and has been a positive addition, with hospital privileges pending completion of insurance credentialing and Texas Medical License. Locum tenens physicians continue to provide obstetric coverage, including cesarean sections, and additional physicians from regional hospitals have assisted with inpatient coverage as needed. Specialty services, including pain management and scheduled surgical services, remain active, and the community paramedicine program continues to support patient care and discharge follow-up. Hospital inpatient volumes were notably low in October, with an average daily census of approximately 4.0 across all units, including acute care, ICU, newborn, and swing beds. Clinic volumes were also below seasonal norms, with approximately 2,389 face-to-face encounters reported for the month. Respiratory illness activity remained minimal, with limited flu cases reported, though November volumes have begun to show improvement. Overall, leadership indicated that the decrease in volumes appears temporary and reversible.

Executive Session
At 12:50 pm, Kevin Bunch announced that a closed meeting would be held pursuant to Tex. Gov Code 161.032, Tex. Gov Code 551.071 and Health and Safety Code 161.032. At 12:54 pm, Chris Woodard made a motion to reconvene in open session. Motion was seconded by Carla Purcella. The following action was taken:

Tim Laws made a motion to reappoint, appoint and voluntary resignation the following providers:

Initial Appointment: Provisional Status
Lang, John, MD – Emergency Medicine (Red Flag)

Chris Woodard seconded the motion. Motion passed unanimously.

8. **Adjournment**
Troyce Sturgess made a motion to adjourn. Carla Purcella seconded. Motion passed unanimously. The meeting adjourned at 12:55 pm.

Kevin Bunch, Board Chairman