

**STILLWATER MEDICAL CENTER AUTHORITY
BOARD OF TRUSTEES
Special Meeting, October 30, 2020
Cimarron Hotel & Suites
315 N Husband, 1st Floor
Cheyenne/Ponderosa Conference Room
Stillwater, OK 74075
And via videoconference**

Present: Calvin Anthony, Lowell Barto, Dr. Cary Couch, Beth Buchanan, Dan Duncan and Mayor, Will Joyce

Video-conference: Joe Haney

Others: Malinda Webb, MD, Steven Cummings, MD, Don Crawley, MD, Denise Webber, Alan Lovelace, Liz Michael, Steven Taylor, Nat Cooper, Cheryl Wilkinson, Leva Swim, Ph.D., Joe Akin and Cheryl Marshall (minutes)

Video-conference: Leva Swim, Ph.D.

Notice of this meeting was posted with the City of Stillwater City Clerk's office 48 hours prior to this meeting.

CALL TO ORDER

Chairman, Calvin Anthony called the meeting to order at 9:01 a.m. CEO, Denise Webber welcomed everyone to the meeting and gave an overview of the items that would be discussed.

2020 YEAR-END REVIEW

Alan Lovelace shared Operating Income projected through December. excluding COVID, we would have ended the year at \$9.2M. Including COVID (actual), projected Operating Income is \$3.284M. Due to the staff's much hard work, we have decided to give an appreciation bonus of \$500 for full-time and \$250 for part time. This would bring the projected income to \$2.7M. If an additional bonus is decided upon, Operating Income would be at \$1.2M. We are still unsure if the grants received will be realized.

MANAGEMENT OBJECTIVES PROGRESS

Webber shared that the objectives were included in the packet and had been discussed in detail at the October 27, 2020 meeting.

YTD RESULTS/GAIN SHARING AWARD

Denise Webber shared that the gain sharing policy allows us to share gains with our employees if the requirements are met. Meeting our patient satisfaction goals has been a struggle with communication from behind

masks. However we feel staff are working harder than ever, which is why it was decided to give the appreciation bonus.

2021 PRELIMINARY BUDGET

Alan Lovelace shared a preview of the 2021 budget showing an operating margin of 5% and shared an explanation of how it was determined. The budget projects close out of 2021 at \$84M or 119 Days Cash on Hand. SMC continues to grow: investing capital, expanding services and recruiting physicians. Most Oklahoma hospitals have a 1% margin.

NORTH CENTRAL OKLAHOMA REGIONAL GROWTH STRATEGIES

Webber shared a regional growth map showing the location of the hospitals and clinics. A panel consisting of Dr. Steven Cummings, Steven Taylor, Nat Cooper and Alan Lovelace was created to discuss future growth and answer questions of the Board. The area provides healthcare across five counties. This large patient base has allowed us to offer far more services and recruit specialties, which improves access to care for all in our area. Lovelace shared growth statistics.

Taylor shared a Stillwater Medical – Blackwell update. He reminded the Board that we are underway in building a right-size hospital with a clinic inside. This is being funded from sales tax dollars approved last year. We will be able to share staff to cover both with much less overhead. This project will be complete at year-end 2021. Sarah Beth McQuire has joined the physicians and volume is growing. We will have space for specialists and plan to grow services.

Taylor also shared a Stillwater Medical-Perry update. We began operations in April 2018. We are changing the ER/Hospitalist provider group beginning January 1. Average ER volume is 8 patients per day; inpatient volume average is 2. We are looking at ways to right-size the facility and reduce losses further. Options currently being considered: viability of swing beds, behavioral health and a stand-alone ER.

Lovelace shared Cushing clinic provider volume and Operating Income from each. He shared reimbursement program benefits and discussed future opportunities in Cushing and Ponca City.

FACILITY MASTER PLANNING AND FUTURE GROWTH

Due to time constraints, it was decided to share this information at a future Board meeting.

REVIEW OF ORGANIZATION-WIDE STRATEGIC PLANNING RESULTS

Due to time constraints, it was decided to share this information at a future Board meeting.

DISCUSSION AND POSSIBLE APPROVAL OF 2021 PROPOSED MANAGEMENT OBJECTIVES

Webber shared the ten proposed Management Objectives and the baseline and goal for each. The Board members agreed to review the items further and plan for approval at the November Board of Trustees meeting.

ADJOURN

There being no further business, Couch moved that the meeting be adjourned. Joyce seconded the motion, and Duncan, Buchanan, Barto, Anthony, Haney, Joyce and Couch voted in favor of the motion. The meeting was adjourned at 11:42 p.m.



Secretary of the Board



Chairman of the Board