Minutes of the Board of Managers meeting of the Dallas County Hospital District, held Wednesday, July 23rd, 2025, scheduled for 12:50 PM (or immediately following the HOMES meeting) in the WISH 02-175 Executive Conference Room at Parkland Health and via Webex. These minutes do not constitute a certified agenda for the meeting.

I. Attendance and Call to Order

Chair Marjorie Petty noted that a quorum was physically present and called the meeting to order at 12:49 PM.

Board Member attendees included: Vincent Hall, Lisa Sutter (via Webex), Todd Furniss, JD, Eric G. Bing, MD, Reina Gonzalez, JD, Farida Minner, RN, Ramon Miguez, PE, Elizabeth Palacios, MD, Byron Cryer, MD, and Yasmin Simon, JD.

Staff Present (via Webex and in-person) included:
Anika Dachiraju, Summer Governance Intern
Bennie Miller, Manager, Supplier Diversity
Brett Moran, Chief Health Officer
Donna Richardson, EVP & Chief Nursing Officer
Edmundo Castañeda, EVP & Chief Operating Officer
Fred Cerise, President & Chief Executive Officer
Forrest Stovall, Program Manager Strategy
Jessica Hernandez, SVP & Chief Health Equity Officer
Joseph Chang, Chief Medical Officer
Katherine Yoder, VP/Government Relations
Kellee Boardingham, Executive Assistant
Keri Disney-Story, VP/Clinical Finance
Michelle Ng, Administrative Resident
Michael Lane, SVP & Chief Quality and Safety Officer
Morgan Simmons, Governance Program Coordinator
Pamela Bryant, SVP/Supply Chain
Rick Humphrey, EVP & Chief Financial Officer
Saul Cordero, SVP & Chief Governance & Strategy Officer
Samia Zia, Director of Strategy
Steven Roth, EVP & Chief Legal Officer

Additional Attendees:
Edna Ruano, Government Relations Manager (via Webex)
Juliet Rogers, Blue Cottage of Cannon Design
Alison Leonard, Blue Cottage of Cannon Design

II. Mission Statement

The Chair began the meeting by stating the mission statement:
Advance Wellness | Relieve Suffering | Develop and Educate

III. Invocation

Rev. Pavielle Jenkins offered an invocation at the beginning of the meeting.

IV. Public Comments Regarding Non-Agenda Items

No members of the public registered for comments regarding the non-agenda items.

V. Public Comments Regarding Agenda Items

No members of the public registered for comments regarding the agenda items.

VI. Conflicts of Interest

After reviewing the agenda, the Chair noted there may be a conflict of interest for a Board Member present, Yasmin Simon, regarding the capital substitution. Yasmin Simon abstained from this portion of the vote.

I. Consent Agenda: Minutes

A. Consideration and Appropriate Action Regarding Minutes 2025-06-11 Audit Committee

B. Consideration and Appropriate Action Regarding Minutes 2025-06-11 Facilities Committee

C. Consideration and Appropriate Action Regarding Minutes 2025-06-17 Budget & Finance Committee

D. Consideration and Appropriate Action Regarding Minutes 2025-06-18 Board of Managers

E. Consideration and Appropriate Action Regarding Minutes 2025-06-18 Quality of Care & Patient Safety Committee

II. Consent Agenda: Contracts

A. Consideration and Appropriate Action Regarding Contracts over $200,000 **(See Attached List of Contracts)**

III. Consent Agenda: Capital Substitution(s)

A. Consideration and Appropriate Action Regarding Capital Substitution(s) **(See Attached List of Capital Substitutions)**

IV. Consent Agenda: Patient Settlements

A. Consideration and Appropriate Action Regarding Patient Settlements

V. Consent Agenda: Other

A. Consideration and Appropriate Action Regarding the Appointment of two Board Members to the PCHP Board

VI. Consent Agenda: Medical Executive Committee Items

A. Consideration and Appropriate Action Regarding Medical Executive Committee Amendment to Bylaws Regarding Definition of At Large Membership

B. Consideration and Appropriate Action Regarding Medical Executive Committee Resolution for Appointments/Reappointments, Privileges and Staff Status Changes of the Medical Staff and Non-Physician Clinical Providers

Marjorie Petty asked for a motion to approve the consent agenda minus the capital substitutions. Vincent Hall motioned for approval. Elizabeth Palacios seconded. The motion carried unanimously.

Marjorie Petty asked for a separate motion to approve the capital substitutions while Board Member Yasmin Simon, JD, abstained from voting due to a potential conflict of interest. Elizabeth Palacios motioned for approval. Vincent Hall seconded. The motion carried unanimously.

VII. Reports Requiring Deliberation(s) or Approval(s)

A. Strategic Facilities Plan Update and Report

Alison Leonard and Juliet Rogers from Blue Cottage of Cannon Design presented structured recommendations for the final report, focusing on the Southeast region and Cedar Valley/Lamp Port areas. The discussion emphasized replacing the Southeast Health Center with an expanded outpatient facility that includes urgent care, ambulatory surgery, radiology, and infusion services, while preserving the option to add up to 252 inpatient beds in the future. The team highlighted the financial and operational advantages of prioritizing outpatient services to meet demand without immediate large-scale inpatient investment. Alison and Juliet also discussed innovative construction methods and cost-saving strategies with the Board.

B. Executive Session

At 1:25 PM, the Board went into Executive Session as permitted by the closed meeting exceptions specified on the agenda.

Members of management were excused from the discussion of topics, as necessary.

A. Strategic Facilities Plan Update and Report: Discussion Regarding Potential Lease or Purchase of Property Tex. Gov't Code §551.072

Chair adjourned Executive Session and moved into Open Session at 1:56 PM.

Marjorie Petty asked for a motion to accept the preliminary findings and recommendations that have been presented to the Board regarding the Strategic Facilities Master Plan and to instruct staff to further pursue the early phases of implementation. Ramon Miguez motioned for approval. Vincent Hall seconded. The motion carried unanimously.

C. CEO Update on System Operations

Donna Richardson presented on the Reach for the Stars program at Parkland which allows nursing students to receive full nursing school tuition scholarships. This year Parkland has awarded 18 participants with the scholarship. Dr. Cerise next congratulated Parkland for placing the top three in a nationwide performance metric for the transplant program. The Scientific Registry of Transplant Recipients lists Parkland as #1 in Texas for transplant quality measures and top 3 in the United States. Dr. Cerise also mentioned the MAGNET site-visit which will occur on August 4th-7th 2025 at Parkland in hopes to designate Parkland as a MAGNET Center for Nursing Excellence.

D. Review of Report Regarding FY26 Parkland Health Budget Presentation Version 1

Rick Humphrey presented on version one (v1) of the proposed FY26 budget for Parkland Hospital which reflects an increasingly challenging financial landscape, with projected operating revenues growing by only 0.6% while expenses continue to rise significantly. Revenue streams—comprising net patient revenue, supplemental government programs, and property tax support—each contribute roughly $900 million. However, supplemental funding is expected to decline by 10%, and third-party payer reimbursements are only increasing by about 2%. The hospital anticipates a $22 million operating loss for FY26, primarily due to a $133 million impact from Medicaid Disproportionate Share (DSH) cuts.

On the expense side, Parkland faces rising costs in pharmaceuticals, supply chain, and particularly pension obligations, which have grown from under $50 million to over $160 million. While the hospital forecasts $93 million in total net income this is not considered sustainable long-term. The capital budget for FY26 is set at $122 million, including $22 million for strategic projects. Parkland's strong cash position (estimated at $1.7 billion by the end of FY25) allows it to maintain 170 days of cash on hand, but leadership emphasized that this cushion is temporary and cannot indefinitely support structural deficits.

Key Metrics: (Hospital/Parkland Health)

- Total Operating Revenues: $3.079/$3.481 billion
- Total Operating Expenses: $3.101/$3.491 billion
- Total Net Income: $115.6/$115.7 million
- Capital Budget: $122.6 million

E. Review of Report Regarding the Parkland Board of Managers FY26 Operating Priorities
Edmundo Castañeda presented on the Board Operating Priorities for FY26. Edmundo emphasized the focus on a comprehensive set of operating priorities aligned with a balanced scorecard approach, emphasizing quality, patient experience, employee engagement, strategy, and financial health. Financially, the organization will monitor key indicators such as operating margin, days cash on hand, net accounts receivable, supply expenses, and length of stay. A proposed policy aims to maintain at least 150 days of cash on hand over any rolling six-month period. Access to care remains a top priority, with efforts to reduce wait times in high-volume clinics and expand virtual care options. Digital health initiatives will target increased telehealth participation, self-scheduling, remote patient monitoring, and virtual group visits for chronic conditions.
Quality improvement will continue through hospital and clinic-specific composite metrics, with a focus on broader, impactful measures in ambulatory specialties. Nursing engagement and patient experience scores are monitored for constant improvement. Trust-building will be assessed through patient likelihood-to-recommend scores and employee engagement surveys, particularly around perceptions of trust within work units. The organization also plans to enhance succession planning, recognizing the need for systematic leadership development.

Break

VIII. Executive Session

At 2:49 PM, the Board went into Executive Session as permitted by the closed meeting exceptions specified on the agenda.

Members of management were excused from the discussion of topics, as necessary.

A. Discussion Regarding Contract Between Parkland and UTSW for Physician Services: FY25 Performance to Date and FY26 Contract Tex. Gov't Code §551.085

B. Discussion Regarding the Exploration of Strategic Opportunities to Provide New Services to State Psychiatric Hospital Tex. Gov't Code §551.085

C. Discussion and Investigation Regarding Potential Risk Associated with Previous Employee Complaint Tex. Gov't Code §551.071

D. Update Regarding Status of Legal Affairs Department and Organizational Risk Issues Tex. Gov't Code §551.071

E. Discussion Regarding Mid-Year Performance Appraisal for Board Dual Reports: Chief Legal Officer and Chief Audit Officer
Tex. Gov't Code §551.074

Chair adjourned Executive Session and moved into Open Session at 5:00 PM.

IX. Action Items

A. Board May Take Action on Any Agenda Item(s) Above

X. Adjourn

With no further business to discuss, the Chair adjourned the meeting at 5:00 PM.

SO RECORDED:

Marjorie D Petty
Marjorie D Petty (Sep 18, 2025 07:30:14 CDT)

Marjorie D. Petty, JD
Chair

Steven Roth (Sep 9, 2025 15:46:22 CDT)

Steven Roth, JD, MPH
Assistant Secretary

Appendix A (Contracts Reviewed for Appropriate Action)

Item	Contract Type	Service or Product	Supplier	Contract Term	Current Contract Approval Amount Request	New Approved Contract Value	Selection Method	Budgeted?	Business Owner / Dept.	MWBE %	MWBE Gender	MWBE Ethnicity
												July 23, 2025
				Medical Products and Services								
M1	Revenue	Mod # 1 the Bio-Medical On-Line Supervision for Emergency Management System (Acadian) contract	Acadian Ambulance Service of Texas	10/1/2016 - 9/30/2026	($62,510)	($464,435)	Sole Source Modification	N/A-Revenue	Melody Gardner / Emergency Services	N/A	N/A	N/A
M2	Revenue	Mod # 1 Bio-Medical On-Line Supervision for Emergency Medical System (Irving)	City of Irving, Texas	10/1/2019 - 9/30/2027	($272,279)	($1,215,190)	Sole Source Modification	N/A-Revenue	Melody Gardner / Emergency Services Administration	N/A	N/A	N/A
M3	Revenue	Mod # 1 Multi-Disciplinary Behavioral Health Response Team	City of Lancaster, Texas	10/1/2022 - 9/30/2026	($197,000)	($788,000)	Sole Source Modification	N/A-Revenue	Melody Gardner / Emergency Services Administration	N/A	N/A	N/A
M4	Revenue	Mod # 1 BioTel Biomedical On-Line Supervision for Emergency Medical System (Mesquite)	City of Mesquite, Texas	10/1/2016 - 9/30/2026	($91,471)	($651,137)	Sole Source Modification	N/A-Revenue	Melody Gardner / Emergency Services Administration	N/A	N/A	N/A
M5	Revenue	Mod # 1 Southeast Collaboration Crisis Intervention Team	City of Mesquite, Texas	10/1/2021 - 9/30/2026	($554,288)	($2,252,051)	Sole Source Modification	N/A-Revenue	Melody Gardner / Emergency Services Administration	N/A	N/A	N/A
M6	Expense	Lutathera and Pluvicto Radiopharma	Novartis Pharmaceutical Corporation	Last Signature – 5/31/2028	$9,000,000	$9,000,000	Sole Source	Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.	John Camacho / Nuclear Medicine	N/A	N/A	N/A
M7	Revenue	Mod # 1 House Staff Services	The University of Texas Southwestern Medical Center	7/1/2020 - 8/31/2025	($1,600,000)	($35,800,000)	Sole Source Modification	N/A-Revenue	Elizabeth Ponce / Kathleen Larry/ Graduate Medical Education	N/A	N/A	N/A

Construction and Facilities												
C1	Expense: Court Approval	Purchase of +/- 0.396 Acres of Land & Improvements at 2339 Butler Street, Dallas, Texas & Leaseback by Seller upon Close of Purchase	Jeff Staffin, Inc.	Upon contract execution-plus three years post-closing	$1,599,997	$1,599,997	Real Estate – Exemption	Yes	Beall Carothers / Planning Design & Construction	N/A	N/A	N/A
Hospital Operations												
O1	Expense	In-Kind Support Agreement	Hope Clinic of Garland, Inc.	8/1/2025 – 7/31/2026	$200,000	$200,000	Exempt from Competition	Yes, for the current fiscal year. Additional years costs will be budgeted in the appropriate fiscal year budgets.	Francesco Mainetti / Ambulatory Clinic Ops	N/A	N/A	N/A
Ratification/Deviation/Informational Only												
D1	Expense	Compass Software Platform Implementation and Co-Term	BELY Operations, Inc.	8/30/2025 8/29/2026	$403,550	$403,550	Sole Source	Yes	Greggory Ervin / LeMar Oleson / Information Technology	N/A	N/A	N/A

Parkland Health
FY2025 Capital Substitution
For July 2025 Board Meeting

Ref #	Division	Project Total	Substitution Amount	Description
1	Facilities	$153,341	$125,635	ECG Strip Recording Automation
	Explanation	ECG strip recording automation involves utilizing technology to automatically capture and document the electrical activity of a patient's heart over a period of time. Currently, Parkland's clinical departments and HIM have a manual processes to print and scan patient wave strips to add them to the patient's medical record. Parkland's patient monitoring platform, Philips PIC iX, has the capability to automate the process and export the information to EPIC. While initially only approved for the Telemetry department, nursing leadership would like to take advantage of this functionality and implement this automatic process house-wide to include the ED, Trauma, and ICU departments. Approval of this request would allow doctors to have access to the ECG tracings in real time. By eliminating the need for staff to manually print and scan documents, staff productivity would be increased. There is also an estimated cost savings of $15K for paper and printing in year one.			
	Driver(s) of Increased Expense:	Expansion of project to include ED, Trauma, and the ICUs		
	Description of Item:	ECG strip recording automation		
	Grand Total	**$153,341**	**$125,635**	