Minutes of the Board of Managers meeting of the Dallas County Hospital District, held Friday, April 11, 2025, scheduled for 8:30 a.m. in the Moody Outpatient Center Conference Rooms 01-1116 and 01-1118 at Parkland Health.

I. Attendance and Call to Order

Chair Marjorie Petty, JD, noted that a quorum was physically present and called the meeting to order at 8:30 a.m.

Board Member attendees included: Chair Marjorie Petty, JD; Eric G. Bing, MD, PhD; Byron Cryer, MD; Todd Furniss, JD; Reina Gonzalez, JD; Vincent Hall; and Ramon Miguez, PE, Yasmin Simon, JD, and Lisa Sutter.

Board members Farida Minner and Elizabeth Palacios were not present.

Staff Present included:

Brett Moran, SVP & Chief Health Officer
Donna Richardson, EVP & Chief Nursing Executive
Edmundo Castañeda, EVP & Chief Operating Officer
Felicia Miller, EVP & Chief Talent Officer
Fred Cerise, President & Chief Executive Officer
Jessica Hernandez, SVP & Chief DEI Officer
Joseph Chang, SVP & Chief Medical Officer
Melanie Roberts, SVP/Chief Compliance & Ethics Officer
Michael Lane, SVP & Chief Quality & Safety Officer
Morgan Simmons, Governance Program Coordinator
Rick Humphrey, EVP & Chief Financial Officer
Saul Cordero, SVP & Chief Governance and Strategy Officer
Steven Roth, EVP & Chief Legal Officer

Other Attendees:
Michael Williams, Facilitator

II. Mission Statement

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

III. Public Comments Regarding Agenda Items

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

IV. Conflicts of Interest

After reviewing the agenda, the Chair noted zero conflicts of interest for Board Members present.

V. Reports Requiring Deliberation(s) and/or Possible Action

A. Environmental Scan and Overview of Strategic Facilities Plan Timeline

Saul Cordero introduced the Strategic Overview to the Board and Management. Saul reviewed Parkland's Mission and Vision and introduced the 'RPI' framework, which is a way to Recognize, Prioritize, and Implement strategic priorities. Next, Saul reviewed the FY25 Board Priorities and briefly reviewed the Enterprise Risk Management priorities as discussed with the Board in January of 2025. Saul presented an overview of the workforce engagement efforts and Parkland's engagement trends from 2016 to the present. He reminded the Board of the improvements in the engagement scores and how we need to focus on sustaining the improvements. Saul also presented on the hospital clinical excellence metrics as Parkland continues to be a high-reliability organization (HRO) and implements the HRO practices into everyday operations. Saul reviewed the focus on key health outcomes, which were highlighted in the 2023 CHNA report and will be essential opportunities for the 2026 CHNA report. These key health outcomes and opportunities include: Asthma, Cancer, Coronary Heart Disease, Diabetes, and Mental Health. Saul reminded the Board that Parkland continues to journey towards becoming a Magnet-recognized organization. Saul mentioned Parkland has focused on access regarding patient satisfaction in the COPC and OPCs and will continue to improve in those areas. Digital Health will play a large role in increasing access by advancing digital solutions to health, such as video visits, eConsults, and remote patient monitoring. Saul also mentioned the need to continue to address and reduce financial barriers to care in FY26 through patient financial services and assistance, along with ACA plans. Regarding financials, Saul reviewed the pressures on revenue sources for Parkland from FY19 and projected for FY25 through federal cuts, property tax, and enhanced ACA subsidies. Saul presented specific pressures, such as research cuts and tariffs, and what that may look like on certain supplies and purchases in Parkland's operating expenses. Next, Saul presented the use of AI in non-clinical and clinical settings and how it could enhance workflows. Parkland must identify AI's potential effects and strategically implement them while building resilience against digital dependency. Saul discussed that FY26 would be key to aligning the organization and workforce with the strategic plan, CHNA, risks, and future capital planning. Saul presented Parkland's service lines and the relative market share among other competitor organizations, along with Dallas County Inpatient Adults' projected 10-year growth areas. This included mention of OB/Gyn-Neonatal care unit strategy since the Children's Medical Center will be re-established in 2031. Saul also mentioned the need to define a plan for the use of cash balance in a long-range financial plan.

B. Discussion and Review of FY25 Goals Performance to Date

Michael Williams facilitated a conversation on the FY25 goals to date and asked for deliberation on which items should be kept and which should be closed. Management voiced their concern about certain items, such as the potential for another pandemic and the need for business continuity planning. Management also voiced their support for the continued increase in quality initiatives and
HRO principles to advance our journey to becoming a Magnet Organization for Nursing Excellence. The Board deliberated on the importance of focusing on the supply chain in the coming months, as there are various unknowns regarding the effects of tariffs on costs. Edmundo Castañeda presented the taxpayer investment goal from FY25 to achieve < 6.7 FTE per AOB as a productivity goal. Parkland currently has 6.83 FTE per AOB FY25 YTD. Next, Edmundo presented the access goal for FY25: to achieve a 10% improvement in the median waiting time for new adult patients, complete consulting engagement, and develop business continuity plans. Mike Lane discussed the quality metrics and achieved targets from FY25. The improvements around trust metrics and patient experience will continue to be worked on, along with the Strategic Facilities Plan, which will be completed in September 2025.

C. Board Discussion Regarding FY26 Priorities on Service Lines, Business Continuity, and Strategic Direction of the System

1. The Board May Enter into a Closed Session to Discuss Cyber Security Ongoing Initiatives and
Potential Clinical Services Lines Tex. Gov't Code §§ 551.085 and 551.089

The Board did not enter into an executive session.

D. Board Activity Regarding FY26 Strategic Direction and Initiatives Prioritization

The Board further discussed the FY25 goals to date and deliberated on which to keep moving
into FY26. The priorities of taxpayer investments, access, quality, trust, people, and facilities will
continue into the new fiscal year, and management will continue to deliberate on updated metrics.

VI. Adjourn

With no further business to discuss, Chair Marjorie Petty, JD, adjourned the meeting at 11:51 a.m.

SO RECORDED:

Marjorie D. Petty, JD (Jun 17, 2025 16:10 CDT)

Marjorie D. Petty, JD
Chair

Steven Roth (Jun 7, 2025 12:00 CDT)

Steve Roth, JD, MPH
Assistant Secretary