Minutes of the Board of Managers meeting of the Dallas County Hospital District, held Friday, April 10, 2026, scheduled for 8:30 a.m. in the Nursing Center for Excellence at Parkland Health, 5200 Harry Hines Blvd, Dallas, Texas, 75235.

## I. Attendance and Call to Order

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

**Board Member attendees included:** Marjorie Petty, JD; Eric G. Bing, MD, PhD; Todd Furniss, JD; Reina Gonzalez, JD; Farida Minner, RN, Ramon Miguez, PE, Yasmin Simon, JD, and Miriam Sharma, RN.

Board members Jeff Tillotson, JD and Byron Cryer, MD did not attend.

**Staff Present included:**

Brad Nitschke, Chief Legal Officer
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 Manager
Rick Humphrey, EVP & Chief Financial Officer
Saul Cordero, SVP & Chief Governance and Strategy Officer

**Other Attendees:**
Michael Williams, FACHE - 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 presented an environmental scan to inform the Board's discussion of strategic priorities for the next five years. He reviewed the extensive discovery process supporting the upcoming strategic planning cycle, including approximately 90 stakeholder interviews across governance, executive leadership, physicians, and service line leaders, as well as integration of the Community Health Needs Assessment, Enterprise Risk Management, and the Strategic Facilities Plan.

The presentation emphasized Parkland's mission as a core differentiator and source of trust, underscoring the need to sustain while carefully managing growth to avoid dilution of access for patients with the greatest need. Strategic strengths highlighted included Parkland's quality and safety transformation, the Parkland–UT Southwestern partnership, digital health capabilities, and signature programs such as trauma, burn, and maternity care.

Emerging challenges discussed included increasing competitive pressures in the Dallas–Fort Worth market, modest market share declines in select service lines, aging facilities and technology requiring replacement, capacity constraints, behavioral health system strain, and workforce pressures. Mr. Cordero also outlined financial headwinds, including cost pressures, revenue uncertainty, and long-term liabilities.

The presentation concluded with framing questions for Board discussion regarding priorities necessary to sustain Parkland's mission, financial strength, access, and long-term competitiveness over the next five years.

B. Discussion and Review of FY26 Goals Performance to Date

Dr. Fred Cerise provided an operational and financial perspective on current system pressures affecting Parkland's ability to meet demand. He highlighted persistent capacity constraints, including high emergency department boarding, transfer declines driven primarily by hospital capacity and ED diversion, and challenges related to patient flow and transitions of care. Financial impacts of unfunded services were reviewed, emphasizing that these represent mission-driven value decisions rather than purely financial ones. Dr. Cerise underscored opportunities to reduce avoidable barriers, including financial clearance processes and right-sizing care through more appropriate use of community settings. The presentation reinforced the need to align access, capacity, and mission while operating under sustained resource and demand pressures.

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

Michael Williams facilitated a structured discussion with the Board focused on identifying and refining strategic priorities for the next five years. He guided

members through a disciplined process that built on the environmental scan and CEO perspective, encouraging open dialogue and diverse viewpoints. Board members actively engaged, asked clarifying questions, and discussed trade-offs across mission, access, financial sustainability, and long-term positioning

## VI. Adjourn

With no further business to discuss, Vincent Hall, adjourned the meeting at 12:02 p.m.

SO RECORDED:

Vincent Hall (Jun 17, 2026 14:27:56 CDT)
Vincent Hall
Chair

Brad Nitschke (Jun 15, 2026 16:59:45 CDT)
Brad Nitschke, JD
Assistant Secretary