Freestone Medical Center
Fairfield Hospital District
Board of Directors Meeting
April 23rd, 2026

The Fairfield Hospital District met on April 23, 2026, in the J.R. Corne Boardroom inside Freestone Medical Center. Board Members in attendance were George Robinson, Vance Oglesbee, Brent Moore, Lisa Tate, Carman Mannen, Danny Wren, and David Lott. Others in attendance included Tony Price (FHD Advisor), Melissa Wilson (CEO), Jennifer Azua (CFO), Nicki Hagen (CNO), Craig Sims (CHC), Michael Morgan (CHC), Dr. Darryl White (Chief of Medical Staff), David Yackell (CHC - via Google Meet), Kelli Hohenstein (CHC - via Google Meet), Tammy Hartfeld (CHC - via Google Meet), Greg Thelen (CLA - Auditor), and Mark Chilcoat (Branch Manager, Farmers State Bank). Members absent were none.

A. CALL TO ORDER - The meeting was called to order at 12:09 p.m. by George Robinson.

B. INVOCATION - The invocation was led by Mr. Tony Price.

C. PUBLIC FORUM - No public comments were made.

D. FAIRFIELD HOSPITAL DISTRICT UPDATE - Tony Price provided an update, including preliminary expectations for tax value increases and the anticipated impact on future revenue projections. He discussed upcoming timelines for certified values and noted potential increases in revenue associated with various tax rate scenarios. Mr. Price also recommended that the Board and Community Hospital Corporation (CHC) participate in a future strategic alignment discussion to clarify expectations, priorities, and direction moving forward.

E. COMMUNITY HOSPITAL CORPORATION UPDATE - A written CHC Board update was provided in the Board packet.

Craig Sims supplemented the written report with a brief update and discussed ongoing collaboration with hospital leadership on financial stabilization, operational strategy, and Rural Emergency Hospital (REH) transition planning. He emphasized the importance of alignment between CHC, the Board, and hospital leadership and noted that additional planning and follow-up discussions would be beneficial.

F. INTRODUCTION FOR MR. MARK CHILCOAT (FARMERS STATE BANK BRANCH MANAGER) - Tony Price introduced Mark Chilcoat, Branch Manager for Farmers State Bank. Mr. Chilcoat provided background on his experience and expressed support for the hospital and its long-term success. He discussed the bank's commitment to the relationship and noted ongoing evaluation of financial structure and security considerations. Board members welcomed Mr. Chilcoat and expressed appreciation for the partnership.

G. AUDIT REVIEW BY CLA - Greg Thelen with CLA presented the hospital's audit findings. He reported an unmodified opinion and reviewed key financial statements, including revenue growth, expense increases, accounts receivable trends, and overall financial position. Discussion included revenue cycle changes, the impact of contract transitions, accounts payable and cash flow pressures, and audit adjustments. Board members asked questions regarding financial performance and benchmarking comparisons.

A motion to accept the audit as presented was made by Carman Mannen and seconded by Lisa Tate. Motion carried unanimously.

H. CONSENT AGENDA - The Board reviewed the Consent Agenda, which included the April 1, 2026 minutes, March 2026 financials, medical staff credentialing actions as listed on the agenda, and policies and procedures updates. A motion to approve the Consent Agenda as presented was made by Danny Wren and seconded by Brent Moore. Motion carried unanimously.

I. DISCUSSION ITEMS -

1. **Physician Recruitment.** The Board acknowledged the agenda item. Limited discussion occurred in open session. Further discussion was conducted in Executive Session.

2. **Rural Emergency Hospital Operational Model.** The Board acknowledged the agenda item. Limited discussion occurred in open session. Further discussion was conducted in Executive Session.

3. **ED and Hospitalist Models.** The Board acknowledged the agenda item. Limited discussion occurred in open session. Further discussion was conducted in Executive Session.

J. REPORTS

1. **CFO -** Reports were included in the Board packet.

   Jennifer Azua reported on financial performance, including revenue cycle improvements, accounts receivable trends, and cash flow status. She noted improved claim resolution timelines and continued efforts to stabilize financial operations.

2. **CNO and QA/PI -** Reports were included in the Board packet.

   Nicki Hagen reviewed clinical operations, including patient volumes, emergency department activity, and staffing considerations. She also discussed quality and compliance updates.

3. **CEO Comments-** A written report was provided in the Board packet.

   Melissa Wilson provided brief verbal comments in open session, with additional discussion occurring in Executive Session.

K. EXECUTIVE SESSION - The Board entered into Executive Session at 12:45 p.m., in accordance with Texas Government Code Sections 551.071 (Consultation with a Lawyer), 551.074 (Personnel Matters), and 551.086 (Economic Development).

The Board reconvened in Open Session at 1:56 p.m.

ACTION FROM EXECUTIVE SESSION - Physician Recruitment (Dr. Jacob Rodell). A motion was made by David Lott to approve a stipend of $2,000 per month to support recruitment of Dr. Jacob Rodell, anticipated to continue through completion of his residency, with final terms and conditions to be established in a formal employment agreement. The motion was seconded by Carman Mannen. Motion carried unanimously.

L. ADJOURNMENT - Meeting adjourned at 1:57 p.m.

M. Next Meeting - May 28th, 2026 at 12:00 p.m. at the J. R. Corne Board Room in Freestone Medical Center.

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George Robinson
FHD Board President

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Melissa Wilson
CEO, Freestone Medical Center