



GOVERNING BOARD MINUTES APRIL 30, 2026

Members' Present: Duffie Harrison, Chairman; William Zester, Vice-Chair; Myrtice Wynn, John Berry, Kristin Willis, Delores Croom

Members Absent: N/A

Staff Present: David Walker, CEO; Courtney Alford, Director of Nursing; Melanie Shiver, HR Coordinator; James O'Steen, EMS Director; Susie Buskirk, Clinic Practice Manager; Craig Gibson, Plant Operations Director; Crystal Shultz, Executive Assistant; David Bowling, CFO

Guests Present: Colleen Zester

Teams Attendees: Michael Kozar, Alliant Management Services

Call to Order / Verification of Quorum

Duffie Harrison, Chairman

- The meeting was called to order at 9:00am. A Quorum was confirmed.

Public Comment

- None

Approval of Minutes

Duffie Harrison, Chairman

- March 26th, 2026, minutes were presented for approval.



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Action Item: Mrs. Willis made a motion to approve March 26th, 2026, minutes as presented. Wynn seconded the motion.

Customer Care

Duffie Harrison, Chairman

- Mr. Harrison focused on customer service improvements at George E. Memorial Hospital. Mr. Walker and Courtney shared an incident involving an anxious elderly patient who had difficulty navigating the facility; they assisted the patient during their distress. Customer service training was highlighted particularly for front desk staff.
- The board discussed plans to redesign the front entrance and emergency department to create a more welcoming environment, potentially using available capital improvement funds.
- The board also addressed visitor policies in the emergency department, agreeing to allow one family member to accompany patients unless it interferes with care.
- The conversation ended with a discussion about board member employment policies, noting that current bylaws do not require board members to resign if they apply for hospital employment.
- The board discussed the hospital board's governing bylaws, focusing on several key points. Mr. Harrison explained that board members who are also employees cannot vote on matters involving employee salaries, benefits, or working conditions, and recommended that such employees resign from the board to prevent conflicts of interest.
- The board reviewed requirements for CEO performance appraisals and discussed capital improvement projects exceeding \$50,000, determining that approval from the county commission would be needed only if it exceeds that amount.
- The discussion also covered board members' terms on serving on the Hospital Board.

Hospital Week

Colleen Zester

- Colleen went over details for National Hospital Week from 5/11/2026 to 5/15/2026 to acknowledge staff.
- Colleen wants to work on confirming a date for the ribbon cutting for the Hospice Room at Weems Memorial Hospital.
- Colleen went over the Gala event on November 14th, 2026, so others can purchase tickets for the event that will be at the Apalachicola Yacht Club.

Quality



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Courtney Alford, DON

- Radiology Medical Staff privileges presented for approval.

Action Item: Mrs. Willis made a motion to approve radiology medical staff and Mr. Zester seconded the motion.

Medical Staff

- The board approved new radiology provider appointments and reappointments, including Dr. Conrad and Dr. Hart with proxy.

Clinical Services Report

- The meeting focused on approving a new medication dispensing system for the hospital. Courtney presented details about the Omni Cell system, explaining that it would replace outdated equipment and provide features like fingerprint login for nurses. The equipment will cost in the amount of \$261,458.51, funded through the Rural Hospital Capital Improvement Grant.
- The system includes 10 years of software maintenance and updates.

Action Item: Mrs. Willis made a motion to approve the new medication dispensing system, and Mr. Zester seconded the motion.

EMS

James Osteen, EMS Director

- EMS will transfer to the Franklin County June 1st, 2026
- Franklin discussed challenges with staff time-off during the transition period, noting 648 hours of callouts covered by 412 hours of overtime to maintain service levels.
- The team reviewed April's patient transport data, with Jame's reporting transfers to various facilities including Gulf Sacred Heart, Weems, Bay, TMH, and Capital Regional.

RHC:

Susie Buskirk, Practice Manager

- Susie provided an update on RHC operations, highlighting growth in Carabelle due to tourism and new development, while noting increased complexity in insurance processes and referrals, particularly for specialty care and medication authorizations.



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Plant Operations Report

Craig Gibson, Plant Operations Manager

- Craig provided updates on several construction and infrastructure projects at the hospital.
- The CT construction project is progressing well with an 80% completion expected by May 6th for an ACCA walkthrough, and the new generator installation is underway with discussions involving Gary Gargas, Matt Taylor from Ring Power, and electrical engineer James Lamb.
- The board approved a \$10,000 initial setup cost for switching to DirecTV service to address poor TV reception issues across the hospital and clinic.
- The discussion also covered upcoming projects including door replacements at Weems West clinic, bathroom remodeling with Evan Turkele of Oliver Sperry, and helipad compliance with Florida Department of Transportation requirements by July 2030.

Action Item: Mrs. Willis made a motion to approve the new service for the hospital and clinic to DirecTV service for the cost of \$10,000, and Mr. Berry seconded the motion.

Alliant Management Report

David Bowling, CFO, Alliant Management

- David Bowling provided a financial update on the hospital's performance, reporting that gross patient revenues were up \$212,000 (14%) compared to the previous year, driven largely by increased inpatient activity including a 58% growth in the swing bed program.
- While outpatient revenues decreased by \$32,000, including a 43% drop in ER visits, the hospital's average daily census increased from over 2 to 3.3 patients per day.
- David Bowling noted that non-operating revenues were lower than the previous year due to timing differences in grant recognition, though this excluded the recent \$1 million DSH payment received in April.
- David Bowling reported that the organization's March consolidated net income was at a loss of \$52,000 versus a budgeted loss of \$45,000, though performance was comparable year-over-year when adjusting for recognition differences.
- David Bowling noted that delayed DISH payments totaling over \$1 million were received in April, which had impacted cash flow but would improve next month's performance.
- David Bowling also announced restructuring within the finance department, separating accounts payable responsibilities from revenue cycle functions to improve segregation of duties, with Samantha Henry taking over accounts payable while Heather focuses more on revenue cycle.
- The finance committee discussed the increasing allowance for uncollectible accounts receivable, which rose to 31% from previous months. This increase was due to more



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uninsured patients seeking emergency services, as insurance deductibles and premiums have become unaffordable.

Finance Sub-Committee Report

William Zester, Vice Chair

- Separating the operating cash verses restricted.
- Look at the phone payment at the next meeting.
- The payables looked fine.

CEO Report

David Walker, CEO

- Discussion about building an Outpatient Physical Therapy Program.
- Discussion about Carrabelle Pharmacy collaboration with the Department of Health for Pharmacy clinical rotation.
- Strategic Planning Meeting for department leaders and managers June 4th, 2026, and for Board Members on June 19th, 2026.
- Oncology Program discussion is underway.
- Discussion of redesign of the Emergency Department and Front Office of Weems Memorial Hospital.

Alliant Management Report

Michael Kozar, CEO, Alliant Management

- Mr. Kozar, led by 4 of the 7 hospitals, will be applying for the grant with the state and Alliant will be leading them with the applications as the point person.
- Discussion over Tele-Medicine and Tele-Specialists being part of the grant.
- The budget for the state of Florida hasn't been approved yet.

Carrabelle Retail Pharmacy Retail Report

John Berry

- Completed a walk through.
- Architect working in progress.
- Once the plan is completed, it will be brought back to board members.
- Meeting in Carrabelle on May 18th, 2026, at 10am.



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New Business

William Zester, Vice Chair

- Alliant Management Services has been on a month-to-month contract and board would like to move forward with a 6-month contract to a 12-month contract due to Alliant's commitment to the hospital.

Adjournment

The meeting was adjourned at 12:20 p.m.