



GOVERNING BOARD MINUTES May 28th, 2026

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

Members Absent: N/A

Staff Present: David Walker, CEO; Melanie Shiver, HR Coordinator/Compliance Officer; James O'Steen, EMS Director; Richard Lewis, EMS Director; Craig Gibson, Plant Operations Director; David Bowling, CFO

Guests Present: Sheriff Smith and staff, 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 9:00 am. A Quorum was confirmed at 9:06 am.

Public Comment

- None

Approval of Minutes

Duffie Harrison, Chairman

- April 30th, 2026, minutes were presented for approval.

Action Item: Mrs. Willis made a motion to approve April 30th, 2026, minutes as presented. Mr. Zester seconded the motion.

Employee of the month

David Walker, CEO

- Mr. Walker acknowledged Lillie Mills, with the dietary department, has been with the hospital for 54 years and is our employee of the month.



- Mr. Walker acknowledged Jean Roberts, with the lab department, has been with the hospital for 47 years.
- Mr. Walker acknowledged Mary Brown, with the dietary department, has been with the hospital for 45 years.
- Mr. Walker acknowledged Glenda Wilson, with materials management department, has been with the hospital for 39 years.

QUALITY

EMS Transition

Richard Lewis, EMS Director

- Mr. Lewis reported that the EMS transition to county control was progressing smoothly, with DEA licensing complications being resolved and the full transition scheduled for June 1st.

SAFETY / ENVIRONMENT OF CARE

Plant Operations Report

Craig Gibson, Plant Operations Manager

- Mr. Gibson provided updates on facility improvements including new ER nurse call systems, CT equipment installation, DirecTV implementation, and generator project planning.

National Hospital Week Acknowledgments

David Walker, CEO

- Mr. Walker acknowledged Colleen Zester for her planning and coordinating National Hospital Week.
- Mr. Walker acknowledged Sheriff Smith and staff for their cookout on Monday.
- Mr. Walker acknowledged Brew Sisters and Colleen for the coffee and treats on Tuesday.
- Mr. Walker acknowledged Apalachicola Bee Company, Ace Hardware, Up to Know Good, and Mark & Kristin Willis for the pizza and salad on Wednesday.
- Mr. Walker acknowledged staff and managers for the breakfast served to staff on Thursday.
- Mr. Walker acknowledged Commissioner Croom and Pastor Lolley for the chicken cookout on Friday.

CFO Report

David Bowling, CFO, Alliant Management

- Mr. Bowling reported that the hospital experienced a loss of \$1.1 million for the fiscal year to date, though April showed positive cash activity with gross patient revenue up \$207,000



(14%) compared to the previous year, largely driven by a 96% increase in the swing bed program's patient days.

- Mr. Bowling presented financial performance updates, noting that while the hospital experienced a consolidated net loss, cash position improved by \$428,000 to over \$2.2 million due to the receipt of \$1.1 million in DISH payments.
- The East Clinic showed improvement while the West Clinic had lower visit numbers, and EMS revenues were down \$22,000 despite higher billable runs.
- The board discussed the hospital's swing bed program, which provides inpatient rehabilitation services including physical, occupational, and speech therapy, with clarifying that it operates on a cost-reimbursed model through Medicare.
- The discussion concluded with questions about marketing strategies for the swing bed program, with plans to have CARE coordinator Lori Franklin present at either June or July's meeting.

National Hospital Week Acknowledgment

David Walker, CEO

- Mr. Walker acknowledged Sheriff Smith and staff with a plaque for his continued service over the past 6 years during National Hospital Week with a cookout for employees.

Outpatient Physical Therapy Program Proforma

David Bowling, CFO, Alliant Management

- Mr. Bowling presented a pro forma for an outpatient physical therapy program, explaining that while year one would show a loss due to conservative startup assumptions, the program could become profitable in subsequent years.
- The program would start with approximately 1,290 total visits in the first year at around \$87 per visit and would require one therapist and one therapy assistant.
- The board discussed concerns about space limitations and equipment needs, also noting that used equipment could be purchased for under \$5,000 from Play It Again Sports in Tallahassee.
- The group agreed to further discuss the program at the upcoming strategic planning meeting on June 19th, with board members expressing support for the initiative despite potential short-term losses.

Finance Sub-Committee Report

Bill Zester, Chair- Finance Subcommittee

- Mr. Zester provided a Finance Subcommittee report noting that True Bridge had provided \$700,000 in receivables for April, which helped improve the hospital's financial position.



- The discussion focused extensively on-board meeting procedures, clarifying that board members cannot discuss items they will vote on before the vote due to sunshine law requirements.
- To address this, the group agreed to advertise pharmacy committee meetings in advance and hold them via Teams to allow all board members to participate while maintaining proper procedures.
- The meeting covered updates on various initiatives including the Rural Transformation Grant MOU, which must be filed by June 10th, and the upcoming strategic plan meetings scheduled for June 2026.

GROWTH / COMMUNITY

CEO Report

David Walker, CEO

- Oncology program presentation next board meeting on June 25th, 2026.
- Strategic planning starts in June 2026.
- Strategic Planning discussion with Weems Department Leaders and Belinda Muench will be on June 4th, 2026, on site at Weems Memorial Hospital in cafeteria.
- Strategic Planning meeting with board members on June 19th, 2026.
- Capital Improvement Grant submitted for ED redesign and CT equipment.
- Rural Transformation Grant updates with MOU provided to board members.
- Mr. Walker attended the Franklin County Schools Senior Night and presented a scholarship to Nolan Alford with the highest academic honors.

Alliant Management Report

David Bowling, CFO, Alliant Management

- Rural Transformation Grant needs to be filed by June 10th, 2026.

Weems Foundation Report

Colleen Zester

- Acknowledgment for participants during National Hospital Week includes Kristin and Mark Willis, volunteers, Courtney Alford, Amanda Byrd, Melanie Shiver, Mallorie Shiver, Glenda Wilson, Craig Gibson, and Crystal Schultz.
- Mrs. Zester took notes on what went well and what she may change next year.
- Mrs. Zester, Kristi Terri, and Crystal all participated in pushing photos for social media for National Hospital Week and followers for the Foundation doubled.
- Ribbon Cutting with Big Bend Hospice on June 18th, 2026, at 4:00 pm.



- Mrs. Zester speaks on breaking ground in the garden outside the hospital hospice room this week with Ace Hardware donating plants for the garden and the foundation donating a bench, fountain, and bird feeder.
- Mrs. Zester spoke about the Gala event November 14th, 2026, at 7:00 pm at the Apalachicola Yacht Club and needs volunteers and donations.
- Mrs. Zester is looking at highlighting milestones monthly.
- Potential fundraisers this year with one potential in the fall with a car show.

Carrabelle Retail Pharmacy Update

John Berry, David Walker, CEO

- Marvin Heymann is the architect providing pro bono services.
- Blue & Company will be assisting in the implementation, planning, and startup of the retail pharmacy.
- Board discussed the 10–12-month tentative timeline for the construction target date by April 28th, 2026.

Action Item: Mr. Berry made a motion to approve Marvin Heymann and Blue & Company on the Carrabelle Pharmacy project. Mrs. Willis seconded the motion.

The meeting was adjourned at 11:34 p.m.