North Sunflower Medical Center
Board of Trustees
Regular Meeting Minutes
22 July 2026

**BE IT REMEMBERED** the Chairman and the Board of Trustees of North Sunflower Medical Center, Ruleville, Sunflower County, Mississippi, met in their Regular Meeting on Wednesday, 22 July 2026, when and where the following were present:

H. T. Miller, III, Chairman and Trustee; Bobbie Bounds Allen, Secretary and Trustee; Willie M. Burton, Trustee; Mary Griffin, Trustee; Mike Myers, Trustee- Teams; Daniel Ceja, CEO; Brooks Rizzo, COO; Charlotte Sherwood, CFO; Sarah Williamson, Accounting Director, Kim Nesdahl Executive, Assistant and Lawson Holladay, Esquire

Guests: Mayor Clark, Beth Bramlett and Angela Lang

Mr. H.T Miller III called the meeting of the Board of Trustees to order at 11:45 AM. Mr. Willie Burton opened the meeting with a word of prayer.

At this time Beth Bramlett gave the hospice 2nd quarter report. After discussion Beth left the meeting.

Angela Lang, Director of Pharmacy, gave a brief overview of the 340B pharmacy program and the impact of the Inflation Reduction Act of 2022. After discussion Angela left the meeting and the meeting continued as normal.

The minutes of 8 July 2026, Recessed Board Meeting, were approved as distributed by motion offered by Mrs. Bobbie Bounds Allen, seconded by Mrs. Mary Griffin and unanimously approved.

The first order of unfinished business was to continue the discussion of the sale of the hospice.

Daniel explained that all requested information had been provided and that the only remaining step was to sign a BBA (Buyer Business Agreement). Daniel said that he will give more updates when he gets them.

The second order of unfinished business was to discuss the Foundation Lease Agreements.

Mike Myers suggested that a meeting with the Foundation Board to discuss rent reduction and the potential impact on hospital operations is necessary and he will update the Board on the outcome.

The first order of new business was to review and discuss Financials for the month of June.

They were presented by Sarah Williamson. They are as follows:

Cash for the month was $2.3 million. Accounts receivable $15.9 million. Fixed assets $13.3 million, and other assets $1.6 million, totaling assets, $33.2 million. Accounts payable, $2.1 million. Payroll liabilities, $3.4 million. Notes and bonds payable, $4.7 million. Other liabilities, $8.2 million, and fund balance, $14.5 million. Totaling liabilities and fund balance $33.2 million hospital gross revenue for the month of $7.5 million contractual adjustments of $3 million and expenses of $5.1 million netting a loss of $596,000 diagnostic center revenue for the month $115,000 contractual adjustments of $31,000 and expenses of $61,000 legal net income of $22,800.

**Greenwood Clinic** gross revenue $201,000 contractuals $12,000. Operating expenses are $185,000.

**Ruleville Clinic** gross revenue $335,000 contractuals. contractuals $53,000.00 and expenses $180,000 showing a net income of $209,000 Total gross revenue for those $8.2 million contractuals $3 million and expenses $5.5 million, leaving a loss of $361,000.

**Outside clinics**. Cash $1.8 million, accounts receivable $11.3 million, fixed assets $352,000 and other assets $3.9 million, totaling assets$17.4 million. Accounts payable $605,000. Payroll $1.4 million. Other liabilities are $1.2 million, and fund balance $14.2 million, total liabilities and fund balance $17.4 million. Hospital and outside clinics combined cash $4.1 million. Accounts receivable are $27.3 million, fixed assets $13.6 million and other assets $5.5 million total assets. Accounts payable $2.7 million payroll liabilities $4.8 million. Notes and bonds payable $4.7 million and other liabilities $9.5 million. Fund balance $28.7 and total liabilities and fund balance are $50,000,721.

**DME** had a gross revenue of $107,000 contractuals of $6600 and expenses of $68,000 leaving a net income of $32,000.

**Haire** had a gross revenue of $89,000 expenses $67,000 leaving a net income of $21,000 And you'll see that they're missing their contractuals.

**Hospice's** gross revenue of $140,000 Contractual adjustments: $57,000 and expenses of $136,000 leaving a net income of $61,000. Pharmacy revenue is $288,000. Contractuals $84,000 and expenses, $273,000 leaving a net income of $99,000.

**Simply** had revenue of $6400 contractuals of $800 and expenses $6600 leaving a net income of $590.

**Greenwood Pharmacy** gross revenue $34,000 contractuals of $48,000 and expenses $97,000 leaving a loss of $14,000. The total for the outside clinic's revenue of $667,000 contractuals $184,000, expenses of $649,000, netting income at $202,000. The hospital and outside clinics combined gross revenue of $8.8 million, contractuals of $2.8 million, expenses of $6.2 million, leaving a loss of $159,000

The second order of new business was to discuss the CEO Report.
Daniel Ceja gave the CEO report as follows:

**1. Regulatory Compliance & Human Resources**

- **Policy Modernization:** A comprehensive modernization and compliance review of the employee handbook and PTO policy is underway, with completion expected within two to three weeks.

**2. Legal & Legal-Adjacent Transactions**

- **Hospice Update:** Legal counsel for both parties are finalizing a Buyer Broker Agreement (BBA) to allow external review of sample patient billing and reimbursement data, accelerating a final determination on the purchase.
- **Foundation Leases:** In response to the hospital's rent reduction request, the Foundation has tabled the matter pending independent property appraisals and land surveys to establish true fair market value.

**3. Financial Stabilization & Revenue Cycle Strategies**

- **Pharmacy Operations & 340B Pressures:** Greenwood Pharmacy performance is improving through increased internal referrals and new 340B revenue, though Payer network restrictions (Walgreens/CVS) limit maximum capture.
- **Regulatory Margin Compression:** Inflation Reduction Act and Medicare pricing mandates have eliminated the profitable "spread" on key medications (e.g., Eliquis). Management is mitigating these losses by shifting formulary utilization to higher-margin alternatives and reviewing self-pay fee structures.
- **Benefit Cost-Benefit Analysis:** A department-by-department audit of employee perks—including the 50% pharmacy discount, clinical write-offs, and health insurance premium waivers—is underway to identify cost-saving reductions.

**4. Clinical Service Line Performance & Restructuring**

- **Cardiology Deficit ($200,000 YTD Loss):** The current cardiology contract costs $42,000/month in daily peridium and medical directorship. Administration is aggressively pursuing either a renegotiated per-diem rate or a transition to a tenant-lease model to shift operational costs off the hospital.
- **Ancillary Service Lines:** Ancillary profit centers are being revied for sustainability and profitability including Cardiac Rehab, Nuclear Medicine, Pulmonology Clinic, DME, Diagnostic center and Med Spa.

**5. Surgical Growth & Strategic Staffing**

- **Surgical Expansion:** Negotiations are finalizing to secure General Surgeon Dr. Doolittle for 3 days per week via a shared-time split model with a regional group, maximizing surgical volume within budget constraints.
- **Anesthesia Coverage Optimization:** To replace expensive and scarce locum CRNAs, management is hiring a local independent contractor CRNA at $240k/year. This secures critical surgical capacity and ensures dual-CRNA safety compliance.

**6. Foundation Governance**

- **Transportation Initiative:** The Foundation Board declined management's proposal to launch a non-emergency medical transportation LLC designed to reduce no call no show visits.

The third order of new business was to discuss the COO-Quality Report.
Brooks Rizzo gave the COO-Quality report as follows:

**Go Live Date for Boyle Clinic**

The expected "go live date" for Boyle Clinic is September 28, 2026. The dates have been moved back to ensure that all systems have been installed and running properly.

**Volume & Throughput Metrics**

- **Ruleville Clinic:** Processed 2,966 patient encounters in June, averaging approximately 99 walk-in completions per day.
- **Greenwood Clinic:** Logged 1,760 patient encounters in June, averaging approximately 99 walk-in completions per day.
- **Growth Trends:** Greenwood Clinic demonstrates steady volume expansion, achieving a historical peak of 2,083 patient encounters in February.

**2. Quality, Throughput & Patient Satisfaction**

- **Length of Stay (LOS):** The hospital-wide average length of stay was reported at approximately 80 hours, a critical metric tied directly to overall organizational throughput.
- **Patient Satisfaction:** The aggregate patient satisfaction score stabilized at 95%.
- **Granular Reporting:** A department-level satisfaction breakdown (monthly averages) has been compiled to allow leadership to evaluate individual service area performance and isolate variances.

**3. Strategic Operational Adjustments**

- **Clinic Hours Optimization:** Operating hours for the clinics have been adjusted to an 8:00 PM close. Initial data is highly favorable.
- **Fiscal Management:** This scheduling shift is part of a broader cost-containment strategy designed to reduce reliance on PRN (as-needed) personnel and late-shift premium labor while preserving patient access and market share.

**Executive Conclusion**

Clinic throughput remains highly robust, driven by positive growth trajectories at the Greenwood location. With aggregate patient satisfaction in the mid-90s, targeted operational adjustments to clinic hours and staffing models are successfully controlling overhead expenses without sacrificing volume or care accessibility.

The fourth order of new business was to discuss the Waystar Subscriber Agreement. After discussion no motion was made.

The fifth order of business was the approval of the Risk Placement Services Cyber Policy for North Sunflower Medical Center. After discussion a motion was made.

**MOTION: I move to accept the Risk Placement Services Cyber Policy for North Sunflower Medical Center.**

**Maker: Mrs. Mary Griffin Seconder: Mr. Willie Burton**

**Motion Unanimously Adopted**

The sixth order of new business was to review the re-appointment application for Rohith Reddy, MD.

**MOTION: I move to accept the re-credentialing application Rohith Reddy, MD**

**Maker: Mr. Willie Mays Burton Seconder: Mr. Mike Myers**
**Motion Unanimously Adopted**

Lawson Holloday asked for a motion to determine if the board should go into executive session to discuss personal matters. Mr. Willie Burton made the motion to consider going on an executive session to discuss personnel matters, seconded by Mrs. Bobbie Allen Bounds Motion Unanimously Approved.

On motion of Mrs. Mary Griffin, seconded by Mr. Willie Burton, and unanimously approved, the Board will now go into executive session to discuss personnel matters. The Board went into executive session.

On motion of Mrs. Mary Griffin, seconded by Mr. Willie Burton, and unanimously approved, the board returned to regular session.

Mrs. Mary Griffin moved to recess this meeting to Wednesday, August 5, 2026, at 11:00 a.m. Mr. Willie Burton seconded the motion and approved unanimously.

The Board recessed at 4:05 P.M., subject to the call of the Chairman.

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H.T. Miller III, Chairman Bobbie Bounds Allen, Secretary