

North Sunflower Medical Center
Board of Trustees
Regular Meeting Minutes
26 August 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, 26 August 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; Carmen Oguz, Interim CEO; Brooks Rizzo, COO; Joanie Perkins, CCO; Sarah Williamson, Accounting Director; Charlotte Sherwood, CFO; Kim Nesdahl, Executive Assistant, and Lawson Holladay, Esquire

Guests: Mayor Clark

Mr. H.T Miller III called the meeting of the Board of Trustees to order at 11:50 AM. and opened the meeting with a word of prayer.

The minutes of 5 August 2026, Regular Board Meeting and August 17, 2026, Special Meeting were approved as distributed by motion offered by Mrs. Bobbie Bounds Allen, seconded by Mrs. Mary Griffin, and unanimously approved.

At this time, Dr. Munir, Director of Pulmonology, spoke to the Board briefly about The Sleep Center of North Sunflower Medical Center.

The first order of unfinished business was to receive an update on the sale of the Hospice.

Joanie Perkins gave the update as follows:

Joanie stated that the projected date to close the hospice is by October 1; characterized as a projected date contingent on attorney progress.

Attorneys Tom Kirkland and Collier Graham are working together to finalize transaction paperwork.

Joanie is coordinating with the buyer's auditor to deliver remaining chart-audit materials; she stated the charts look "pretty clean" based on her own work.

Joanie stated that the PS&R (Provider Statistical and Reimbursement reports) are needed by the auditor. Joanie asked Charlotte & Sarah about accessing PS&R, noting she had not pulled a PS&R before and would follow up with them after the meeting.

If the closing date slips, the intent is to still be completed as soon as possible at \$600,0000.

The first order of new business was the Financials Report given by Sarah Williamson. It is as follows:

Cash for the month was \$2.7 million. Accounts receivable \$17.3 million. Fixed assets \$13.2 million, and other assets 1.5 million. Totaling assets \$34.9 million. Accounts payable \$2.5 million. Payroll liabilities \$3 million. notes and bonds payable, \$5.4 million other liabilities, \$9.2 million and fund balance \$14.6 million total liabilities and fund balance at \$34.9 million. Revenue for the hospital was \$8.5 million contractuals of \$3.2 million and expenses of \$5.3 million, leaving a net income of \$46,000. The diagnostic center had a gross revenue of \$114,000, contractuals of \$41,000, and expenses of \$55,000, leaving a net income of \$18,000. Greenwood Clinic gross revenue \$211,000 contractuals of \$9100 and expenses \$185,000 leaving a net income of \$17,000. Ruleville Clinic gross revenue \$380,000 contractuals \$2,700 and their expenses were \$300,000, leaving a net income of \$78,000. Total hospital gross revenue of \$9.2 million, contractuals of \$3.2 million, and expenses of \$5.8 million, leaving a net income of \$160,000. Total cash for the outside entities is \$1.5 million. Fixed assets were \$13.6 million, and other assets \$5.5 million, totaling assets at \$52.7. AP for the outside clinics \$984,000, payroll \$1.4 million, other liabilities \$1.3 million and fund balance \$14.1 million totaling liabilities and fund balance outside entity \$17.8 million. Combined AP \$3.5 million. Payroll \$4.4 million. Notes and bonds payable \$5.4 million. Other liabilities are \$10.5 million and fund balance \$28.7 totaling liabilities and fund balance at \$52.7 million. DME gross profit for the month was \$107,000 contractuals of \$18,000 and expenses \$65,000, equaling an income of \$24,000. Haire gross profit of \$6600 contractuals. Their expenses were \$73,000. Net loss was \$67,000. Hospice's gross profit is \$134,000. Their contractuals of \$58,000, and their expenses were \$124,000, leaving a loss of \$48,000. The pharmacy had a gross profit of \$239,000. Contractuals of \$30,000, and expenses \$291,000, leaving a loss of \$22,000. Simply had a gross profit of \$4500 contractuals of \$82 and expenses \$58 leaving a loss of \$1200 and the Greenwood pharmacy had a gross profit of \$22,000 contractual adjustments of \$2800 expenses \$14,000 leaving a net income of \$5300 Total for the outside entities, gross profit \$515,000 contractuals of \$49,000, and operating expenses \$575,000, leaving a loss of \$109,000. Combined hospital and outside entities, gross profit of \$9.8 million, contractuals of \$3.3 expenses totaling \$6.4, leaving a net income of \$51,000.

The second order of new business was the CEO Report given by Interim Administrator, Carmen Oguz. It is as follows:

Revenue Cycle & Financial Process Controls

- **Front-End Registration Rigor:** Enforcing a "zero room for error" policy at registration to eliminate operational waste, such as large volumes of returned patient statements caused by address errors.
- **Metrics & Accountability:** Implementing daily and weekly dashboards for billing, claims, and medical record holds. Department heads will use new charge reconciliation templates to ensure accurate, timely billing and charge entry.

- **Collections & AR Cleanup:** Instituting mandatory point-of-service copay collections. The hospital is clearing "dead," inflated balances by enabling write-offs for uncollectible AR and leveraging early-out partners (e.g., ARS at ~8%) to reduce aged self-pay balances.
- **Backlog Redeployment:** Staff members (e.g., Candy from Simply Sunflower) are being redeployed to clear a Durable Medical Equipment (DME) billing backlog tied to an estimated **\$317,000 in recovered revenue**.
- **External Specialist & Grants:** Seeking foundation support to contract an external revenue-cycle and cost-report specialist to audit end-to-end processes and train internal teams. The hospital is also actively pursuing operational improvement grants.

2. Contract & Service Line Actions

- **Cardiovascular Services:** Proceeding with the release of Jackson Heart at the end of its notice window after they declined reduced-fee terms. The hospital will train Jackson Heart's team to document in the hospital EMR through December and is seeking alternative referral sources to ensure Cardiac Rehab continuity.
- **Pulmonology:** Noted that the current structure is financially unsustainable. The hospital will implement temporary, cost-reduced arrangements to allow revenue cycle recovery; otherwise, service changes will take effect on **October 9**.
- **Advanced Rehabilitation:** Issued a 30-day notice to bring outpatient therapy services in-house, which will operate at a fraction of the prior contracted cost.
- **Provider Mix Evaluation:** Hand-pulling account data during the system clean-up to identify and phase out duplicate or non-essential provider services.
- **Marketing Reductions:** Streamlined media spend to reduce contracted marketing costs by **32%** while focusing efforts on digital star ratings and ensuring inclusion on critical referral/swing-bed transfer sheets (e.g., Baptist Oxford).

3. Clinical Operations & Workforce Management

- **Staffing Crisis & Delta Staffing Contract:** To mitigate imminent coverage gaps in the nursing home, the hospital is pausing the contract termination of Delta Staffing due to PRN hour limits. Instead, the hospital is executing a **6-month contract addendum** with Delta Staffing at reduced rates.
- **Overtime Accountability:** Secured a 2-week good-faith reprieve where Delta Staffing will absorb overtime costs while the hospital fixes internal scheduling. HR and department heads will receive a list of "bad actors" driving excessive overtime to enforce strict scheduling accountability.
- **Physician Alignment:** Convened inpatient and swing-bed admitting physicians to drive peer accountability, increase appropriate admissions, improve the swing-bed pipeline, and navigate payer utilization reviews to mitigate denials.
- **Laboratory Operations:** Expecting new, vendor-supported equipment and supplies at no cost. This will expand in-house testing capacity and significantly reduce expensive reference lab send-outs.

4. Governance & Board Decisions

- **Board Role Demarcation:** Emphasized that the Board's role is contract oversight and major strategic decision-making, not daily operational intervention.
- **Interim Leadership:** The Interim Administrator offered to serve for **three months without additional compensation** and requested an executive session to discuss the long-term forward plan.

The third order of new business was the COO Report given by Brooks Rizzo, COO.

Brooks reviewed the quality and rural health clinic reports.

The fourth order of new business is to approve the Resolution for the Authorization of Bank Account Signers North Sunflower Medical Center, Haire Drug, LLC and Sunflower Workforce Solutions, LLC. After discussion a motion was made.

MOTION: I move to approve the Resolution for the Authorization of Bank Account Signers for North Sunflower Medical Center, Haire Drug, LLC and Sunflower Workforce Solutions, LLC. A copy of the Resolution will be attached to these minutes.

Maker: Mrs. Mary Griffin Second: Mr. Willie Mays Burton
Motion Unanimously Adopted

The fifth order of new business was to approve the Resolv Healthcare Revenue Cycle Proposal for the Business Office. After discussion no motion was made.

The sixth order of new business was to approve the Medicare Bad Debt Policy. After discussion a motion was made.

MOTION: I move to approve the Medicare Bad Debt Policy for North Sunflower Medical Center. A copy of the policy will be attached to these minutes.

Maker: Mrs. Bobbie Bounds Allen Second: Me. Mike Myers
Motion Unanimously Adopted

The seventh order of new business was to discuss the Rogers Pest Control-General Pest Control Service Proposal. After discussion a motion was made.

MOTION: I move to approve the Rogers Pest Control-General Pest Control Service Proposal not to exceed \$2760 per month. A copy of the proposal will be attached to these minutes.

Maker: Mrs. Mary Griffin Second: Mrs. Bobbie Bounds Allen
Motion Unanimously Adopted

The eighth order of new business was to approve North Sunflower Medical Center sponsorship of \$1500 for Ruleville Roast for advertising. After discussion a motion was made.

MOTION: I move to approve the North Sunflower Medical Center sponsorship of \$1500 for Ruleville Roast for advertising.

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

The ninth order of new business was to review the initial and re-appointment applications for Richard Cole, MD, David Beshachio, MD, Joseph Simcox, CRNA, John Moyer, CRNA, Christian Stauffer, CRNA, Ronald Roberts, MD.

MOTION: I move to accept the initial and re-appointment applications for Richard Cole, MD, David Beshachio, MD, Joseph Simcox, CRNA, John Moyer, CRNA, Christian Stauffer, CRNA, Ronald Roberts, MD.

Maker: Mrs. Mary Griffin Second: Mrs. Bobbie Bounds Allen
Motion Unanimously Adopted

Mr. Lawson Holladay asked for a motion to determine if the board should go into executive session to discuss personnel matters.

Mr. Mike Myers made the motion to consider going into an executive session to discuss personnel matters, seconded by Mrs. Mary Griffin. Motion Unanimously Approved.

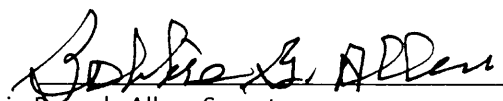
On motion of Mr. Willie Burton, seconded by Mrs. Bobbie Bounds Allen, and unanimously approved, the Board will now go into executive session to discuss personnel. The Board went into executive session.

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

On motion of Mrs. Mary Griffin, seconded by Mr. Mike Myers, and unanimously passed the Board recessed the meeting to meet again on September 9, 2026, at 11:00 A.M.



H.T. Miller III, Chairman



Bobbie Bounds Allen, Secretary