

**MINUTES OF THE BOARD OF DIRECTORS' MEETING  
SWEENEY HOSPITAL DISTRICT**

November 25, 2025

Time 18:00

Members Present: Mason Nichols, President; Leeda Wood, Vice President  
Scott Swift, Aaron Jackson, Millie Walker

Members Absent: Patti Foster, Secretary; Dale Thames,

Others Present: Jason Martinez, Captrust Financial Advisors (by teams meeting)

Employees Present: Kelly Park, Cindy Burge, Travis Alford, Gerald Sanchez

1. **Call to Order** Mr. Nichols called the meeting to order at 1801.

2. The invocation was given by Aaron Jackson.

3. **Record Members Present and Establish A Quorum**  
There being 5 members present, a quorum was established.

4. **Public Comments**  
A. None

5. **Review/Approve Board of Directors' Meeting Minutes:**

**A. October 28, 2025 General Meeting**

Scott Swift made a motion to approve the minutes from October 28, 2025.

Leeda Wood seconded the motion. Unanimous decision, motion carried.

7. **New Business**

**B. Review/Approve Strategic Plan for Fiscal Year 2026**

Mr. Nichols said on November 3<sup>rd</sup> the committee (Scott, Aaron, Millie, Kelly and Cindy) met for Board Strategic Planning. Minutes of the meeting were included for review. Scott Swift said one of the points they had for Strategic Planning was talking about Days Cash on Hand. He commented once we get to the specified number for days cash on hand, that the surplus should be allocated for something. The plan has been to build the hospital and now what's next. Kelly commented to make it really run. Scott commented yes make it run and spend the money the best possible way we can, generate more revenue and provide more services.

Scott said it has been more than two years since the committee met, and said they should meet more than once a year. The Board Bylaws says once a year. He commented he and Cindy disagree on the language. He said when it says once a year, he says there is no qualifier that says only once a year. Cindy felt that a motion should be brought before the board to change the language in bylaws. Scott feels that is not necessary. Scott said he is looking for a motion to change the verbiage of the bylaws to say at least once a year or a certain amount of time. Kelly Park said she and Travis talked about it but she felt they were behind on the Strategic Plan because truly that Strategic could happen and that is what makes the budget for the year then the goals would be set. She suggested doing a midyear meeting but not change the goals. Scott said they want the option to meet more than once a year. Travis suggested updates could be given during board meetings

regarding the progress of the Strategic plan. Leeda inquired about the hospital staff strategic committee. Ms. Park gave an overview of the process that the hospital meets to get together a plan that is presented to the Board Strategic Planning Committee. The outcome of that meeting is then presented to the full board to review and approve a plan for the upcoming year. Mr. Nichols commented it also should be brought back to the hospital staff of the final approved plan. Ms. Park said that is done.

Briefly discussed was timing of the meetings. Hospital staff should meet April/May timeframe, Board committee would meet in June after committee appointments. Information to be taken for planning the budget.

Check point for board committee would meet mid-year. Mr. Nichols said to be cautious about setting one for each quarter. Goals could also be set for one or more years depending on the goal.

Mr. Nichols moved the direction to talk about the suggested bylaw changes. Discussion was on the section regarding the changes pertaining to Strategic Planning Committee. Discussion moved back to the Strategic Plan for Fiscal Year 2026.

Leeda Wood made a motion to approve the Strategic Plan as presented for Fiscal Year 2026. Aaron Jackson second the motion. Unanimous decision, motion carried. Strategic plan for Fiscal Year 2026 is attached.

## 7. **New Business**

### **A. Captrust Financial Advisors Quarterly Report**

Jason Martinez gave a brief update regarding the Third Quarter for the investment account and the retirement accounts. Fund changes were made in November to improve better performance of the retirement accounts.

### **C. Sweeny Hospital District Board Bylaws**

Mr. Nichols proceeded to review and discussed the suggested changes to the bylaws.

Suggested changes presented:

Page 2 - Article III, Section 2. election – Notices posted Hospital Website...  
elected at large by place

Page 4-5 -Article V, Section 1 & 2 update time of meeting  
Section 6 – order of business in board meetings (agenda)

Page 7 – Article VII, Section 2 - Strategic Planning Committee... **membership** - remove Chief of Staff, **meetings** – and add additional meetings as requested by committee to make adjustments to current plans or to shape strategic plan of the hospital for the next year.

Page 8 – Article IX Section 1.b -Applications for appointment...sent to credentialing coordinator...verified by credentialing coordinator...reviewed/approved by Administrator and Medical Staff Executive Committee

Page 9 - Section 1.f – Credentialing Coordinator shall notify applicants regarding the disposition of the application...and within 7 days for the date of the final action of the Board of Directors.



Page 9 Article IX Section 2.b P.A.'s and N.P.'s shall be required to work under the supervision of a physician and be approved by the MEC

Leeda Wood also suggested to remove the following regarding the auxiliary:

Page 12 Article VII, Section 4.d Operating Vending Machines.

After discussion, Scott Swift made a motion to approve the Bylaw changes as presented including removing 4.d Operating Vending Machines. Leeda Wood seconded the motion. Unanimous decision, motion carried.

6. **Finance Committee Report**

Travis Alford gave overview of October 2025 financials.

After discussion, Leeda Wood motioned to approve the October 2025 financials. Aaron Jackson seconded the motion. Unanimous decision, motion carried.

**D. Miscellaneous Capital Equipment**

None

8. **Old Business**

**A. Replacement hospital update:** Kelly Park

Updates were given on the following:

- Parking lot – Tellepsen resuming work on the parking area
- Awnings in progress for the ER and the Main Entrance
- AC/Humidity problem
- Roof Repairs

9. **Administrative Information Report – Kelly Park**

**A. CEO Report**

- Interlocal Agreement with the City of Sweeny for repair for Ross Street and Alice Street
- Quad Survey for West Columbia Rural Health Clinic
- EMS Building Completion
- Christmas gift cards for Employees

Scott Swift made a motion to provide \$100.00 gift cards to all full time and PRN employees. Aaron Jackson seconded the motion. Unanimous decision, motion carried.

10. **Committee Reports:**

**A. Sweeny Community Hospital Foundation Board Update:**

No report submitted by Kari. Travis did say the CD's were terming out.

**B. Auxiliary Committee Update:** Leeda Wood

- Auxiliary bake sale was a success.
- Christmas Tree is up in the gift shop
- Christmas cups are for sale

**C. Quality and Risk Update**

The third quarter report was tabled. Will be presented next month.

Took a quick 5-minute break.

**10. CLOSED EXECUTIVE SESSION:**

Mr. Nichols announced the Board would go into closed, Executive Session at 1951 to review the following:

- A. Medical Staff Credentials
- B. CEO Evaluation

**End of Executive Session**

Went out of Executive Session at 2359

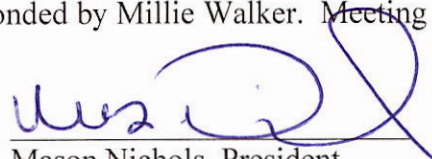
**11. Action regarding Executive Session:**

Leeda Wood made a motion to approve Medical Staff Credentials presented in Executive Session. Millie Walker seconded the motion, unanimous decision, motion passed.

Aaron Jackson made a motion to give a raise and bonus to Kelly Park and retro to date raises were given to the employees. Leeda Wood seconded the motion. Unanimous decision, motion carried.

**12. Adjournment**

Aaron Jackson moved for adjournment, seconded by Millie Walker. Meeting adjourned at 2400 (12:00 a.m.).



Mason Nichols, President  
Recorder: Cindy Burge

**Full Board  
Strategic Plan Fiscal Year 2026  
Approved 11/30/2025**

**SERVICE**

- Wellness relocated to campus
- Patient Engagement Committee – (Get well card)
- Public health- Annual Community Needs Assessment
- Parking lot completion – Nov/Dec 2025
- Outreach to educators of School District for provision of B12 and IV infusions

**QUALITY**

- DNV Accreditation – ISO for Infection control 4 years
- Maintain Current Quality Measures
- Rural Health Clinic – Accreditation

**PEOPLE**

- Leader Development
- Succession Plan for Department Leaders – (Scott suggest the plan to be Documented)
- Quarterly Employee Appreciation
- Employee Lunches from Department Leaders

**GROWTH**

- Dialysis – two options
  - Inhouse with our machines with Dr. Dada as Medical Director
  - Sourced out to Dr. Dada's dialysis group with Dr. Dada as Medical Director
- Recruit surgeons – General Surgery, Ortho, ENT, GI
- Recruit specialist through Telemedicine or Specialty Clinic– Pulmonary, Cardiology
  - Cardiology started 10/1/2025 - 24/7 full coverage telemedicine
  - Pulmonary by Dr. Ladi starting 11/14/25 at Brazoria clinic
- West Columbia Health Clinic – DOT Physicals
- Consider presence in Sargent (signage) possible clinic
- Clinic in Lake Jackson – Dr. Khan
- Clinic in Alvin/Manvel Area – Dr. Ladi
- Consider presence in Needville (signage)
- Clinic in Brazoria as Urgent Care after hours
- Occupational Therapy
- Leadership Training Program for clinics – Suggestion made by Aaron Jackson

## **FINANCE**

- Managed Care Contract Review
- Improve Productivity
  - Reduce or Eliminate Overtime
  - Reduce or Eliminate agency Usage
  - Staff by Unit of Service Volume
  - Cross train existing staff
- Capital Campaign for Foundation Board
- Accurate Charge capture
- Finance Committee set thresholds for Day Cash on Hand and include bucket in the budget for repairs. (Example: The Fountains Fire Suppression System and building upkeep)