STILLWATER MEDICAL CENTER AUTHORITY
BOARD OF TRUSTEES
Regular Meeting, July 28, 2026
Stillwater Medical Center, Honska Conference Center
5:30 p.m.

Present: Dan Duncan, Lowell Barto, Gary Clark, Cheryl Wilkinson, Mayor Joyce, Todd Green, MD and Denise Weaver

Absent:

Others: Denise Webber, Dr. Steven Cummings, Dr. Mark Paden, Dr. Ted Kaspar, Dr. Don Crawley, Alan Lovelace, Steven Taylor, Jovan Smith, Kayla Isaacs, Mary Beth Hunziker, Brad Horst, Joe Ogle, Amanda Fox, Brian Grace and Cheryl Marshall (minutes)

CALL TO ORDER

Chairman, Dan Duncan, called the meeting to order at 5:31 p.m. The members reviewed the Mission, Vision and Values statement included in the packet.

Chairman Duncan shared that Denise Webber was honored with the W. Cleveland Rodgers Distinguished Service Award in recognition of her exceptional leadership, unwavering dedication, and significant contributions to healthcare. The Board commended her commitment to excellence, her role in fostering a positive organizational culture, and her efforts to advance healthcare. Members congratulated Ms. Webber on this well-deserved honor and expressed their appreciation for her outstanding service and leadership.

APPROVAL OF MINUTES

Clark made a motion to approve the June 23, 2026, Board of Trustees minutes, June 17, 2026, Finance Committee minutes, June 15, 2026, Medical Staff Integration Committee minutes as presented. Barto seconded the motion and Barto, Duncan, Wilkinson, Joyce, Clark, Green and Weaver voted in favor of the motion.

BOARD EDUCATION: STILLWATER MEDICAL CENTER AUTHORITY CMS PROVIDER TYPES

CEO Denise Webber explained the various Stillwater Medical Center Authority CMS provider types. She shared the regulatory requirements applicable to each provider type and outlined the clinical oversight structure supporting compliance and quality of care across the organization.

2026 ORGANIZATION PERFORMANCE SCORECARD

Denise Webber shared that overall rating is 3.7 stars. She reminded the Board members that we are continuing preparations for our transition to

Epic. She noted that many staff members are participating in training to ensure readiness for the conversion.

ACCEPTANCE OF REPORTS FROM OFFICERS

JULY QUALITY ASSURANCE PERFORMANCE IMPROVEMENT (QAPI) REPORT

CAO, Steven Taylor shared the July QAPI Report: The QAPI Committee reviewed CMS, CDB, and departmental scorecards, highlighting active practitioner engagement in quality measure performance, including opioid stewardship discussions within Surgery/Anesthesia. Laboratory quality indicators remained strong with no patient safety concerns, adverse diagnostic outcomes, or corrective actions required. New 3rd Floor leadership reported plans to establish a unit-based QAPI council and development of new patient-focused quality improvement projects.

The Committee reviewed progress on a Blackwell Performance Improvement initiative focused on urine specimens. Revised reflex criteria have been approved and are expected to reduce unnecessary cultures while improving laboratory efficiency and diagnostic accuracy.

JUNE FINANCIAL REPORT/JULY FINANCE COMMITTEE REPORT

CFO, Alan Lovelace, provided a PowerPoint summary of operations for June 2026. Admissions, including rehab, were 461, above last year of 437. Average Daily Census, including rehab was 61 compared to last year of 59.

Surgeries were 453, below budget of 484 and last year of 456. Surgeries at the Surgery Center West were 470, below a budget of 661 and last year of 559. Total surgeries for the month were 923, below last year of 1,015.

Emergency room visits were 2,809 below budget of 2,830 and above last year of 2,637. Outpatient visits, not including ER visits, were 16,228 above last year of 14,770. Clinic Visits were 24,283, above last year of 20,966. Births were 73 for the month, above last year at 62. Average Daily Census for the NICU was 3.2 compared to a budget of 4.6. NICU Discharges were 6 compared to a budget of 12 and last year at 9.

Financial assistance was $2.0M. Salaries and Wages were at $13.771, above last year of $13.393M. FTEs were 1,677 below budget of 1,682 and last year of 1,680. Benefits were $2.8M below budget of $3.1M and last year of $3.4M.

Operating Income Consolidated is $887,000, below budget of $1.1M and above last year of $334,000. Operating Income for the Hospitals is $1.1M same as last year of $1.1M. Operating Income for Stillwater Medical is $1.1M, below budget of $1.3M and above last year of $932,000. Operating Income for Stillwater Medical Perry is $4,000 compared to a budget of $36,000 and last year of $163,000. The operating Income for Stillwater Medical Blackwell is ($41,000), below budget of ($14,000) and last year of $20,000. Operating

Income for the Clinics is ($257,000) compared to a budget of ($169,000) and last year of ($780,000).

Operating Income for the Hospitals year to date is $11.4M compared to a budget of $9.0M and last year of $7.5M. Operating Income for the Clinics year to date is ($2.1M) compared to a budget of ($1.1M) and last year of ($3.7M). Operating Margin for the Hospitals is 8.75% above budget of 6.69% and last year of 6.02%. Operating Margin for the Clinics is -3.6% compared to a budget of -1.8% and last year at -6.1%.

YTD Operating Margin Consolidated is 4.75%, above budget of 3.98% and last year of 2.05%. YTD Non-Operating Revenue is $3.9M, above budget of $1.4M and below last year at $8.9M. YTD Net Income Consolidated is $13.0M, above budget of $9.3M and last year of $12.7M.

The BancFirst investment account increased to $78.2M and year to date at 5.97%. The Arvest investment account increased to $12.56M and year to date is 8.12%. The Commerce investment account increased to $27.6M and year to date is 6.71%. Consolidated Investments for June is $118.36M.

Cash Collections-AR only for June was $27.6M compared to $27.9M in 2025. Net AR Balance Consolidated in June was $52.6M. Cash on hand is $135.7M compared to $122.6M at year end 2025. Days Cash on Hand is 137. A YTD Operating Income Summary vs Budget and Investment Bank Performance was provided.

Lovelace shared that we have begun negotiations with Blue Cross and shared that discussions have been positive.

Lovelace reported that the Finance Committee reviewed the financials and summary of clinic operations. They discussed the purchase of the Materials Management Supply Room Shelving and Organization System. Additional information will be presented next month. The Committee discussed Medicaid cuts coming this month and the expected effects for this year. Arvest presented the investment portfolio.

JULY MEDICAL STAFF INTEGRATION COMMITTEE REPORT

Joe Ogle, Director of Physician Recruitment, shared that we celebrated the successful graduation of the most recent resident class and welcomed a new group of residents to the program. Efforts to improve physician satisfaction and retention continue. Physician recruitment remains strong with eight providers onboarding soon. The committee discussed the potential use of a recruitment firm to support hospitalist recruitment efforts. The committee also selected first-year peer mentors for incoming physicians to support successful integration and professional development.

Barto made a motion to accept the standing reports. Weaver seconded the motion, and Duncan, Joyce, Wilkinson, Clark, Barto, Green and Weaver voted in favor of the motion.

APPROVAL OF PURCHASE OF MATERIALS MANAGEMENT SUPPLY ROOM SHELVING AND ORGANIZATIONAL SYSTEM

CFO Alan Lovelace shared that additional information would be presented next month and requested this item be tabled.

Barto made a motion to table the purchase of the Materials Management Supply Room Shelving and Organizational System. Clark seconded the motion. Clark, Green, Duncan, Weaver, Barto, Joyce, and Wilkinson voted in favor, and the motion carried.

APPROVAL OF ADMINISTRATIVE POLICIES

Webber shared that the compliance policies were previously consolidated into a single policy. However, staff found it difficult to locate specific information, so the policy was separated into individual documents to improve accessibility and ease of use. Legal has reviewed each of the compliance policies.

Barto moved to approve Administrative Policies as presented. Wilkinson seconded the motion, and Wilkinson, Weaver, Green, Joyce, Barto, Duncan and Clark voted in favor.

CONSENT AGENDA

The Board reviewed the Stillwater Medical Center and Rural Emergency Hospital policies and credentialing actions included on the Consent Agenda. All actions listed on the consent agenda were approved through our Medical Staff Committees and recommended for official approval of the Board of Trustees.

The Board members reviewed the following meeting minutes included in their packet prior to the meeting:

Stillwater Medical Center:

Medical Executive Committee	*July 22, 2026*
QAPI Committee	*July 16, 2026*
Peer Review Committee	*July 7, 2026*
P&T Committee	*July 2, 2026*
Credentials Committee	*July 14, 2026*
Surgery Anesthesia Section	*July 9, 2026*
UR Committee	*July 15, 2026*
Emergency Department Section	*July 23, 2026*

Rural Emergency Hospitals, Blackwell/Perry:

Medical Exec Committee – Blackwell	*June 17, 2026*
SMP ICC Q2	*July 1, 2026*

Clark made a motion to approve the Consent Agenda. Joyce seconded the motion, and Joyce, Duncan, Wilkinson, Green, Clark, Barto and Weaver voted in favor of the motion.

ITEMS REMOVED FROM THE CONSENT AGENDA

No items were removed from the Consent Agenda.

CEO SEARCH UPDATE

Lowell Barto reported that the Search Committee met with Shannon Libbert, Kingsley Gate Executive Search. The Committee members expressed satisfaction with the firm's performance to date and remain optimistic about the search process. A total of 179 candidates have applied, with 152 candidates currently undergoing vetting. Of those, six candidates have gone through preliminary vetting interviews by the search firm. Search Committee interviews will begin in August.

The Committee plans to continue meeting weekly to review progress and advance the search process. The Stillwater Medical Search Committee anticipates beginning candidate interviews in August.

CEO REPORT

CEO, Denise Webber shared the following report with the members:

SMC RECEIVES 2026 AMERICAN HEART ASSOCIATION GOLD PLUS STROKE AWARD AND GOLD RURAL STROKE AWARD

These achievements highlight the team's efforts towards enhancing patient care by committing to use evidence-based guidelines and providing high-quality patient care.

DR. BRETT JAMESON RECEIVES OSU DISTINGUISHED ALUMNI AWARD

Webber shared that Dr. Brett Jameson, orthopedic surgeon, received the OSU Distinguished Alumni Award. She highlighted the many ways he has served the community through patient care, education, and service.

CRYSTAL LOFTEN, RN RECEIVES 2026 STROKE HERO AWARD

Crystal Loften, RN, received a 2026 Stroke Hero Award in recognition of her prompt recognition of stroke-like symptoms leading to immediate physician evaluation, and identification of an active stroke.

EMPLOYEE OF THE MONTH, JULY 2026 – EMMA BEITZ

Emma Beitz, Phlebotomist in the Laboratory, was recognized as the July Employee of the Month. Nominated by her peers, Emma was commended for her exceptional patient care, professionalism, positive attitude, teamwork, and dedication to both patients and staff.

EMPLOYEE CELEBRATION – COBBLER AND ICE CREAM

An employee celebration was held in honor of receiving the Best Places to Work in Healthcare award. A larger celebration is being planned for the Fall.

CALVIN J. ANTHONY
Webber shared the passing of longtime Board member and former Chairman Calvin Anthony on July 7, 2026. She recognized his 15 years of dedicated service to Stillwater Medical Center, highlighting his leadership, healthcare advocacy, and significant contributions to the hospital's growth and success.

DR. ARTHUR HAGAN
Webber shared the passing of Dr. Arthur D. Hagan on July 9, 2026. She recognized his longstanding contributions to cardiology care in Oklahoma and his role in establishing and expanding cardiac services in Stillwater. The Board acknowledged his compassionate service, dedication to patients, and lasting impact on the health of the community.

OHA LEADERS FORUM
Several members of the Stillwater Medical leadership team attended the Oklahoma Hospital Association (OHA) Leaders Forum, June 22-23 in OKC.

CONTINUING MEDICAL EDUCATION (CME) PROGRAM ACCREDITATION
Stillwater Medical successfully achieved reaccreditation of its Continuing Medical Education (CME) program through the Oklahoma State Medical Association and the Accreditation Council for Continuing Medical Education.

REHAB UNIT – RECORD ACHIEVEMENT
Webber shared that in May, the Stillwater Medical Rehabilitation Unit achieved its highest average daily census in many years at 14.2 patients.

UPDATE ON PROGRESS OF 2026 STRATEGIC OBJECTIVES
Webber shared an update of the 2026 Strategic Objectives.

She included a one-page fact sheet explaining the FQHC initiative for the members review, as well as several spotlight articles and patient compliments.

LEGISLATIVE UPDATE
Webber shared the OHA Legislative Report.

NEW BUSINESS
None.

ADJOURN
There being no further business, Barto moved that the meeting be adjourned. Joyce seconded the motion, and Barto, Duncan, Weaver, Clark Joyce, Wilkinson and Green voted in favor of the motion. The meeting was adjourned at 6:29 p.m.

Dan Duncan
Chairman of the Board

Secretary of the Board