MINERS' COLFAX MEDICAL CENTER
REGULAR MEETING OF THE BOARD OF TRUSTEES
July 17, 2026
1:00 p.m.

I. PROCEDURAL ITEMS

A. Call to Order

Chairwoman Jeffrey called a Regular Meeting of the Miners' Colfax Medical Center Board of Trustees to order on Friday, July 17, 2026, at 1:00 p.m. The meeting was held at Miners' Colfax Medical Center Acute Care Facility, Zia Conference Room, located at 203 Hospital Drive, Raton, New Mexico.

Members:
Shawn Jeffrey, Chairwoman
Loretta Conder, Vice-Chairwoman
Roy Fernandez, Secretary/Treasurer
David Ortiz, Trustee
Zita Lopez, Trustee

Staff:
Brian Cotter, Chief Executive Officer
Rhonda Moniot, Chief Nursing Officer
Crystal Armstrong, Chief Integrated Clinical Officer
Stephen Kelley, Long-Term Care Administrator
Jessica Roberts, MD, Chief of Staff
Elizabeth Newman, MD
Rae Hager, Quality Director
Alexis Flores, Informaticist
Leslee Fresquez, Executive Assistant/Recorder

B. Pledge of Allegiance

Chairwoman Jeffrey led the Board, visitors, and staff in recitation of the Pledge of Allegiance and Salute to the New Mexico Flag.

C. Roll Call

Chairwoman Jeffrey: present; Vice-Chairwoman Conder: present; Secretary Fernandez: present; Trustee Ortiz: present; Trustee Lopez: present. A quorum of the Board was in attendance.

D. Correction/Approval of Agenda

Secretary Fernandez made a motion to approve the agenda as presented; Trustee Ortiz seconded the motion. Roll call: Chairwoman Jeffrey: yes; Vice-Chairwoman Conder: yes; Secretary Fernandez: yes; Trustee Ortiz: yes; Trustee Lopez: yes. The motion carried unanimously.

E. Correction/Approval of Minutes

The Board reviewed the regular meeting minutes of June 26, 2026. Vice-Chairwoman Conder moved to approve the minutes as presented; Trustee Ortiz seconded the motion. Roll call: Chairwoman Jeffrey: yes; Vice-Chairwoman Conder: yes; Secretary Fernandez: yes; Trustee Ortiz: yes; Trustee Lopez: yes. The motion carried unanimously.

II. ACKNOWLEDGMENT OF VISITORS

The Board acknowledged providers and staff who were present at the meeting.

III. EXECUTIVE SESSION

A. Closed session for the purpose of discussing limited personnel matters pursuant to Section 10-15-1(H)(2) of the New Mexico Open Meetings Act, in re: medical staff credentialing

(1) Reappointment:
George Dresden, NP – Nurse Practitioner
Rajesh Gogia, MD – Teleradiology
Lee Pfaff, MD – Teleneurology
Timothy Robinson, MD - Teleneurosurgery

Trustee Ortiz made a motion to enter into executive session for the purpose of discussing medical staff credentialing; Trustee Lopez seconded the motion. Roll call: Chairwoman Jeffrey: yes; Vice-Chairwoman Conder: yes; Secretary Fernandez: yes; Trustee Ortiz: yes; Trustee Lopez: yes. The motion carried unanimously.

The Board entered into closed session discussion at 1:04 p.m.

At 1:42 p.m., Secretary Fernandez made a motion to return to open session; motion was seconded by Trustee Ortiz. Roll call: Chairwoman Jeffrey: yes; Vice-Chairwoman Conder: yes; Secretary Fernandez: yes; Trustee Ortiz: yes; Trustee Lopez: yes. The motion carried unanimously.

The Board resumed open session discussion.

IV. MEDICAL STAFF PRIVILEGES AND APPOINTMENTS

Secretary Fernandez stated that the Board of Trustees has reviewed the applications for provider reappointments and has considered the recommendations of the Credentials Committee for the following:

(1) Reappointment:
George Dresden, NP – Nurse Practitioner
Rajesh Gogia, MD – Teleradiology
Lee Pfaff, MD – Teleneurology
Timothy Robinson, MD - Teleneurosurgery

Secretary Fernandez made a motion to approve the reappointment of all providers as presented; Trustee Ortiz seconded the motion. Roll call: Chairwoman Jeffrey: yes; Vice-Chairwoman Conder: yes; Secretary Fernandez: yes; Trustee Ortiz: yes; Trustee Lopez: yes. The motion carried unanimously.

V. MEDICAL STAFF REPORT

Dr. Jessica Roberts was present and verbally presented the Medical Staff Report, highlighting provider recruitment, departmental coverage challenges, and committee matters.

She began by noting that an interview has been conducted with a family medicine/OB-eligible physician candidate who had not received timely follow-up after her interview; staff acknowledged the need to improve response time and follow-through with candidates, noting that failure to respond promptly risks losing candidates to other facilities.

Dr. Roberts noted that concerns have been raised by multiple providers regarding a lack of backup/PRN coverage across departments, citing recent instances of providers working extended shifts with minimal rest due to illness or family emergencies among colleagues. She stated that the hospital previously had backup coverage arrangements and suggested exploring similar PRN arrangements going forward.

Dr. Elizabeth Newman's upcoming retirement, effective August 1, 2026, was announced. Dr. Newman was recognized by the Board and staff for her years of service, including her work in the Emergency Department, Clinic and hospitalist coverage. The CEO and Board presented her with a token of appreciation.

Dr. Bowie will pick up additional shifts (four this month, five over each of the next two months) while remaining in locum status. Dr. Bowie's full-time contract terms are still pending discussion.

One new nurse practitioner has begun work while another will start in August in the Clinic. A departing nurse practitioner, Alexander Sanchez, will no longer be practicing at MCMC.

An OB/Surgery meeting is scheduled for July 21 to address general surgery policy needs; Dr. Hyder will attend remotely and Dr. Mayer will attend in person.

Comprehensive Addiction and Recovery Act (CARA) training completion was discussed. It was established that Emergency Room and Obstetrics staff are required to complete updated training by the end of July, with a few locum providers still needing to finish coursework.

Assured Imaging will be on site to provide mobile imaging/mammography services on July 23.

The General Medical Staff Clinical Service Committee, chaired by Dr. Newman, will need to elect a new chair at its August 12 meeting following her departure. The Utilization Review Committee will similarly need a new physician appointee. Dr. Gonzales from the Emergency Department was suggested as a possible candidate.

A final review of the Medical Staff Bylaws has been completed and circulated on July 1, with a comment period through July 20. The medical staff will vote on the bylaws at the August 12 meeting before final Board of Trustees review.

Dr. Salazar and hospital leadership have enrolled in a New Mexico Hospital Association four-part leadership course series beginning July 23.

The Professional Practice Evaluation Committee (PPEC) continues monthly case review with Texas A&M; feedback on cases has generally been favorable, and complaint/grievance numbers have decreased.

The Board received the report; no action was taken.

VI. DISCUSSION/ACTION ITEMS

A. Policies and Procedures Review

No policies or procedures were presented for consideration; no action was taken on this agenda item.

VII. FINANCIAL REPORT

CEO Cotter presented the financial report specifically highlighting the following:

Cash and cash equivalents for the current month total approximately $2.9M, reflecting a decrease from the prior month. Current assets are approximately $15.6M, up from $15.1M, an increase of about $0.5M. Restricted funds held in bank were reported at approximately $11.4M, up from $10.4M in the prior month. Total assets stand at $44.2M, an increase from $43.2M in the prior month.

Gross patient revenue for the month was $5.2M compared to a budget of $4.7M, representing a 10.2% favorable variance to budget. Year-to-date gross patient revenue is $58.9M versus a budget of $56.8M, a 3.6% favorable variance. During the month, bad debt write-offs totaling $924,989 were recognized, compared to approximately $4,067 budgeted for this category.

Total operating expenses for the month were $3.6M against a budget of $4.1M, resulting in a favorable variance of $535,000. Year-to-date contract and purchased services total $13.098M, compared to $9.75M in FY25, an increase of approximately $3.3M. The year-to-date operating loss is $9.4M, an improvement compared to the FY25 operating loss of $10.3M.

An approximate 3.5-year accumulation of uncollectible self-pay accounts receivable dating back to the 2022 Cerner go-live is now being formally written off as bad debt; this month's $924,989 write-off is the first of several planned monthly adjustments, with an estimated $4.5–4.7M total still to be addressed over coming months. The CEO characterized this as a necessary "clean-up" that will temporarily depress net revenue figures.

The increase in purchased/contract labor services (from $9.75 million to $13.1 million year-over-year) was identified as the single largest driver of the hospital's operating deficit.

Land Grant Permanent Fund balance was reported at approximately $218–219M (preliminary figure), with an updated report to follow next month.

A line item for "other financing uses", showing a -868% variance, was flagged for follow-up; the CEO committed to research and report back on the underlying cause.

VIII. CEO REPORT

Chief Executive Officer Cotter presented the CEO report:

The CEO detailed outreach to state legislators (Representative Sanchez and Representative Chatfield) along with conversations with Senator Campos regarding proposed legislation that would allow MCMC, in coordination with the Board of Trustees, to independently review and adjust compensation rates annually to better compete for and retain qualified healthcare staff. Data presented showed substantial pay gaps between MCMC's own staff and contract labor rates across departments (e.g., Med-Surg nursing: $47.49/hr staff vs. approximately $105/hr contract; OB: roughly $42/hr staff vs. higher contract rates; ED and radiology showing similar gaps). The CEO noted MCMC's unique position as a standalone hospital without comparable in-state peers for pay benchmarking purposes, and stated that MCMC did not participate in this year's statewide hospital salary survey. Staff will seek to obtain and analyze it.

Following a formal procurement and selection process (selection meeting held July 10), Western Healthcare was chosen as the hospitalist services partner. The employment-based model with

Western was projected to cost approximately $970,000 in year one, versus roughly $1.7 million for the competing proposal (Rural Physicians Group) which lacked an employment option. The stated goal is to transition away from reliance on Dr. Leonardo Lopez (primarily a clinic physician) to a fully staffed, 24/7 employed hospitalist model.

The CEO provided an extensive update on New Mexico's Rural Health Transformation initiative, a $211M statewide grant program with multiple funding tracks:

Healthy Horizons initiative (Region 4, for which MCMC serves as the regional hub): approximately $7.9 million in federal-year funding, with up to 10% (~$790,000) allowable for administration. Priorities selected by the region include maternal health, behavioral health, telemedicine, and opioid use programming. The application/attestation was submitted July 6, with the University of New Mexico Hospital (UNMH) handling administrative functions on Region 4's behalf.

Rural Health Innovation Fund: a separate $47M statewide pool, with MCMC's application due July 27. MCMC is pursuing a joint community application with the City of Raton and Colfax County, along with community partners, to strengthen the funding request. Focus areas include maternal health, transportation, and food insecurity/social determinants of health.

Additional initiatives (including one focused specifically on workforce recruitment) are expected to be released later in the summer, each with tight application windows.

The CEO noted this funding responds in part to anticipated Medicaid enrollment declines and reduced federal Medicaid reimbursement affecting hospitals nationally.

The CEO noted a planned trip to Denver, Colorado, to attend a Det Norske Veritas (DNV) University for possible accreditation preparation but indicated a scheduling conflict given competing grant deadlines.

Following up on a prior town hall meeting (attended by approximately 50 hospital staff), the CEO confirmed that meeting slides and talking points had been distributed to staff unable to attend, to keep communication consistent across departments.

The Board was informed that hospital leaders are enrolled in tiered New Mexico Hospital Association leadership training tracks (staff, director, and executive tracks).

Jennifer Espinosa, a 23-year MCMC employee with extensive OR experience, has accepted the OR Manager position.

Hospital leadership met with Assured Imaging (a mobile mammography vendor) to discuss an in-house mammography and breast ultrasound program, potentially funded through Rural Health Transformation dollars given the maternal/women's health focus. Space options within the hospital are being evaluated. The vendor's in-house option would allow expanded screening frequency (currently offered only two to three times per year) and diagnostic breast ultrasound capability.

Shelby Wold, Obstetrics Manager, was commended for her exceptional performance during a recent critical obstetric case.

At the request of Secretary Fernandez, it is hereby memorialized for the record that five obstetric patients were transferred out of town for delivery during the reporting period because the obstetrics unit was not able to accommodate them due to the unavailability of an obstetrics provider.

X. EXECUTIVE SESSION

In accordance with the NM Open Meetings Act, closed session to discuss:

A. Limited personnel matters, pursuant to NMSA 1978, Section 10-15-1(H)(2)

Secretary Fernandez moved to conduct a closed session discussion; the motion was seconded by Trustee Ortiz. Roll call: Chairwoman Jeffrey: yes; Vice-Chairwoman Conder: yes; Secretary Fernandez: yes; Trustee Ortiz: yes; Trustee Lopez: yes. The motion carried unanimously.

At 2:57 p.m., the Board entered into closed session discussion.

At 3:51 p.m., Trustee Ortiz made a motion to return to open session; Vice-Chairwoman Conder seconded the motion. Roll call: Chairwoman Jeffrey: yes; Vice-Chairwoman Conder: yes; Secretary Fernandez: yes; Trustee Ortiz: yes; Trustee Lopez: yes. The motion carried unanimously.

XI. OPEN SESSION/ANNOUNCEMENTS

No announcements were made.

XII. ADJOURNMENT

With no further business to discuss, Trustee Ortiz made a motion to adjourn the meeting. The motion was seconded by Trustee Lopez. Roll call: Chairwoman Jeffrey: yes; Vice-Chairwoman Conder: yes; Secretary Fernandez: yes; Trustee Ortiz: yes; Trustee Lopez: yes. The motion carried unanimously

The meeting was adjourned at 3:52 p.m.

ATTEST:

LConder ____________________ 8·21·26 ____________
Loretta Conder, Vice-Chairwoman **Date**

____________________ 8·21-26 ____________
David Ortiz, Trustee **Date**