

**STILLWATER MEDICAL CENTER AUTHORITY
BOARD OF TRUSTEES
Special Meeting, November 18, 2025
Oklahoma State University
Council Room, 412 Student Union
Stillwater, OK**

Present: Dan Duncan, Gary Clark, Lowell Barto, Cheryl Wilkinson, Denise Weaver and Dr. Todd Green

Absent: Mayor Will Joyce

Others: Denise Webber, Steven Cummings, MD, Don Crawley, MD, Alan Lovelace, Steven Taylor, Kayla Isaacs, Jovan Smith, Shawn Howard, Mary Beth Hunziker, Michal Shaw, Brad Horst, Brian Grace and Cheryl Marshall (minutes)

Notice of this meeting was posted with the City of Stillwater City Clerk's office 48 hours prior to this meeting.

CALL TO ORDER AND WELCOME

Chairman, Dan Duncan called the meeting to order at 9:02 a.m. Chairman Duncan and CEO, Denise Webber welcomed everyone to the meeting.

**REVIEW OF 2025 ORGANIZATIONAL PERFORMANCE
2025-2027 STRATEGIC PLAN**

CEO Denise Webber included the 2025 Strategic Plan in the packet for review. She reminded the members that each year the organization collaborates as a team to gather insights and develop its strategic direction for the coming year. Dedicated planning sessions were conducted with both the Management Team and physicians/providers. Building on those discussions, senior leadership held multiple follow-up meetings to finalize the 2026–2028 Strategic Plan and establish the 2026 Management Objectives.

The Administrative team presented progress made towards the 2025 key pillar initiatives in Service, Quality, People, Finance, and Growth. They highlighted the strategies implemented and goals achieved throughout the year, which have enhanced patient experience, strengthened organizational performance and quality, fostered employee engagement and a culture of excellence, and supported the expansion of services and new growth opportunities. The members reviewed the list of 2025 accomplishments.

RESIDENCY PROGRAM UPDATE

Dr. Steven Cummings provided the Board with an overview of the many activities currently underway in the Residency Program. Our first class of residents has successfully graduated. The three-year program is now at full

capacity, and interviews are in progress for the incoming residents scheduled to begin in July.

One of our residents has expressed interest in pursuing outpatient medicine in Stillwater, which aligns well with our community's needs. In addition, we have opened a Medicaid clinic, expanding access to care for underserved populations. We have several research projects actively in progress.

GAIN SHARING UPDATE

Lovelace provided an update on performance through October. Operating Income through October has been strong, and we are currently meeting budget expectations. Funds have been accrued for this expense, contingent upon meeting both budget and patient satisfaction requirements. At present, overall patient satisfaction is at a 3-star level.

Based on current projections, we expect to finish the year on budget and maintain the 3-star rating. This outcome qualifies employees for gainshare of \$800 for full-time staff and \$400 for part-time staff.

Should we maintain this performance, the official announcement will be made during the Employee of the Year celebration on December 17, with distribution scheduled for December 19.

2026 SWOT ANALYSIS REVIEW

Webber presented the data from the SWOT analysis conducted throughout the series of meetings held to develop the 2026–2028 Strategic Plan and Management Objectives.

REVIEW OF PROPOSED 2026-2028 STRATEGIC PLAN AND 2026 MANAGEMENT OBJECTIVES

Webber presented the details of the Strategic Plan and Management Objectives, highlighting how each strategy and goal aligns across the five organizational pillars: Service, Quality, People, Finance, and Growth.

POSSIBLE APPROVAL OF 2026-2028 STRATEGIC PLAN AND MANAGEMENT OBJECTIVES

Clark made a motion to approve the 2026-2028 Strategic Plan and Management Objectives. Wilkinson seconded the motion, and Wilkinson, Barto, Duncan, Weaver, Clark and Green voted in favor of the motion.

HEALTHCARE INDUSTRY OUTLOOK

Webber shared insights received from Kaufman Hall regarding the significant challenges facing healthcare. She highlighted national trends, including declining operating margins and the increasing need for transformation associated with upcoming changes such as labor expenses, OBBB adjustments, ACA eligibility requirements, and rural status considerations.

The team plans to review scenarios to assess potential impacts and determine appropriate responses should market disruptions occur. This will include a thorough discussion of both the challenges and the opportunities ahead.

2026 PRELIMINARY BUDGET/CASH FLOW

Lovelace shared a detailed review of the proposed 2026 budget and 2025-2028 cash flow projection with the members. The final Operating and Capital Budget will be presented to the Board for approval at the December meeting.

UPCOMING CONSTRUCTION PROJECT CAPITAL SPEND

Steven Taylor provided an update on the 2025-2028 construction projects, including estimated costs. He noted that renovation of existing facilities is being considered as a strategy to improve operational efficiency. Each project will come individually to the Board for approval as it is being considered.

MARKET OPPORTUNITIES

Webber outlined several opportunities currently under consideration that will be further explored in 2026.

DISCUSSION AND APPROVAL OF 2026 REGULAR BOARD OF TRUSTEES MEETING DATES

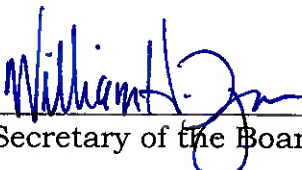
The Board of Trustees reviewed the proposed 2026 regular meeting dates. The members discussed not meeting in February, moving the December meeting up due to the holiday and continuing to hold the strategic planning Board Retreat in November.

Clark made a motion to adopt the 2026 schedule of regular meeting dates as proposed. Weaver seconded the motion, and Weaver, Clark, Green, Wilkinson, Duncan and Barto voted in favor of the motion.

ADJOURN

Barto made a motion to adjourn. Weaver seconded the motion, and Clark, Green, Wilkinson, Barto, Duncan and Weaver voted in favor of the motion. The meeting was adjourned at 2:16 p.m.


Chairman of the Board


Secretary of the Board