

Board of Directors
Friday, March 29, 2019
1:00 p.m.
GCHC
725 Mason Street – Conference Room

Board Members Present:

Claudnyse Holloman, Rob Podlesak, Linda Keller, Deborah Duckett, Yolanda Oliver-Yancey, Tamar Pleasant-Swain, Valerie Southall, Melody Releford, Rebecca Jackson, Steven Schwartz

Board Members Absent:

Erica Thrash-Stall (excused)

Guests:

Dr. Wendy Ringo, ED (via teleconference), Jean Troop Reimbursement Officer, Karen Hillman, Danis Russell, CEO of GHS, Dr. Levine, Shirley Cathey, Health Coach

Recording Secretary: Yolanda Larry, GCHC/GHS Administrative Assistant

Board Member was called to order at 1:05 p.m. by Claudnyse Holliman

I. Adoption of Agenda

Linda Keller moved to approve the Agenda, Yolanda Oliver-Yancey supported
Motion carried

II. Welcome and Introductions-Round table/telephone introductions conducted.

III. Approval of Minutes

Interim Board Chair Claudnyse Holloman specified that the by-law discussion, listed in the minutes under item X (10) should be placed within the meeting. Recording secretary to revise minutes to reflect.

Linda Keller moved to approve board minutes with corrections, Valerie Southall supported
Motion carried

IV. Public Participation & Community Feedback

Karen Hillman – Medical Front Desk Specialist for the health center shared concerns regarding the health center. Stated employees have concerns regarding support and lack thereof after the layoff's that took place 1 ½ year ago, of employee resignations and concerns of their own positions and what direction the health center is going. Interim Vice Chair Yolanda Oliver-Yancey asked how many are currently employed with GCHC along with how many employees have transitioned and/or left the agency. Karen Hillman replied with a number of (10) to include: Social Workers, Nurse Practitioners and Medical Assistants but she is unsure of an exact number. Yolanda Oliver-Yancey asked for clarification from Karen Hillman as to what she meant happened 1 ½ year ago. Karen shared concerns with the previous leadership who are no longer employed with GCHC and the layoff of staff, which

decreased services for patients. Board member Steven Schwartz asked the question of how many employees have left within the last 30 days. Interim Board Chair Claudnyse Holloman deferred the question to Dr. Ringo. Interim Board Chair Claudnyse Holloman thanked Karen Hillman for her attendance and speaking up. It was also iterated to inform staff that they are welcome to attend board meetings to voice their concerns. Board Member Debbie Duckett asked the question if moral was an issue within the health center. Karen Hillman replied employee morale is low and the health center has limited services that were previously provided to the patients. Claudnyse asked the question if lack of communication is a concern. Karen's response was yes, that employee's feel left out regarding communication.

Dr. Levine, the incoming Medical Director, introduced his self to the Board. Informed all that he is a family practitioner by trade and is currently fulfilling the role as a medical director and is knowledgeable of FQHC's (Federally Qualified Health Center's). Stated he accepted this role to assist Dr. Ringo as well as the Nurse Practitioners. Dr. Levine was welcomed to GCHC and thanked by the Board for coming to introduce himself.

Danis Russell CEO of GHS introduced himself. Mr. Russell discussed the relationship between GHS and GCHC. Stated the relationship between GHS and GCHC is unique regarding the arrangement with HRSA. GHS and GCHC currently have a public co-applicant agreement. Legally GCHC is a part of Genesee Health System, a program/department. There is one federal ID number for both entities. Mr. Russell explained the confusion relating to GHS and GCHC and HRSA. HRSA states the health center should be ran autonomously by the board without interference but GHS holds the grant for GCHC. Mr. Russell shared the history of GCHC and past concerns. HRSA's expectation is that the health center and GHS work together for the betterment of the community. Rob Podlesak provided insight to the new Board Members of the HRSA site visit one year ago. From that visit, a decision was made to repair the relationship between GHS and GCHC.

Shirley Cathey, Genesee Community Health Center employee and AFSCME representative, introduced herself to the board as a public participant and to observe the meeting. Interim Board Chair, Claudnyse Holloman welcomed Ms. Cathey and informed her she is welcomed to attend board meetings.

V. Finance Summary

The March 18, 2019 Finance Meeting was cancelled. Rob Podlesak presented February 2019 finance summary to the board. Surplus for the month of \$8,173 which shows an increase of \$288,510 YTD. Salaries and wages increased due to new hires. Increase shown under "Other Expenses" related to software licenses, membership and sponsorships which will average out over the year.

Patient revenue down slightly. Charge of \$73,000 due to State Medicaid quarterly payment. Adjustments for the next two months will take care of the listed deficit. Yolanda Oliver Yancey asked for clarification regarding Medicaid payments. Rob Podlesak asked Jean Troop, Reimbursement Officer to explain further. Jean Troop discussed the reimbursement process. Reimbursement are based on total Medicaid encounters billed monthly and quarterly payments are based on prior year productivity determined by the state. It has been noticed there is a negative trend. Patient Medicaid encounters have been trending downward. Over 75% of the Health Center patients are Medicaid. Yolanda Oliver-Yancey stated from the last 3 months of reports received, based on data, the downward trend shows for the month of October. Robert Podlesak stated Yolanda Oliver-Yancey statement was incorrect. Yolanda Oliver-Yancey stated based on data received from Finance, the decreased patient

volume occurred in October, which was previously discussed. November and December's numbers showed increased patient volume. Interim Board Chair, Claudnyse Holloman read from the October board meeting minutes stating the monthly budget for September 28th showed a surplus for the month to the expenses of \$411,000. Productivity report showed a total of 10.2 encounters per average day for the end of month and 10.6 average encounter day by day. Interim Board Chair Claudnyse Holloman suggested to obtain the numbers again and discuss at the next board meeting. Rob Podlesak expressed confusion regarding Yolanda Oliver Yancey questions regarding the patient encounter numbers. Stated patient volume has been decreasing the last 3 to 4 months. Yolanda Oliver-Yancey disagreed with Rob Podlesak response based on data previously presented.

Cost reimbursement and productivity statistics: February 2019 productivity shown at 8.8 decrease from previous number of 8.9. Health Center was open for 19.5 days for the month of February. Health center continues to struggle with productivity. Improvement needed. Reason for having to reimburse funds is due to low productivity. Statistics of the Nurse Practitioners and Social Workers presented. Social Worker statistics are around 5 encounters per day, their patient encounter target but slightly below target for the month of February. For budget projections purposes Nurse Practitioners are budgeted for 12.0

Grants: On target with main grants. Quality Improvement will have additional expenses for trainings that are scheduled for next month. Projected availability for the vans is April 2019. These vehicles will assist health center patients who have issues with transportation.

Non-HRSA Grants: Region 10 Naloxone kits and GHP grant for the MARTTI system.

Alternative Funding Sources: \$13,000 received YTD for HEDIS bonus. Slightly lower from last year's funds received. MI Care funding of \$7,999 received for the month of February and SIMS funding of \$6,000 received. Numbers have increased this month. Jean Troop explained payments are received on a quarterly cycle.

Contract renewal for Dr. Pyatt upcoming May 1, 2019 and will be presented and approved at next month board meeting.

Yolanda Oliver Yancey moved to revisit data for productivity numbers for the years 2016, 2017 and 2018 with a qualitative report. Valerie Southall supported

Motion carried

Robert Podlesak moved to approve February 2019 YTD financials, Steve Schwartz supported,

Motion carried

Tamar Pleasant-Swain asked the question of billing services and process of denied claims. Are we aggressively pursuing any denials from payers and which areas are the denials coming from. Jean explained the biggest denials is by way of how medical vs SUD is being billed, which is a technical issue.

Sliding Fee Scale Update: Sliding fee scale presented to the board for approval.

Rob Podlesak moved to approve the updated sliding fee scale, Valerie Southall supported,

Motion Carried

Productivity: Interim Board Chair Claudnyse Holloman suggested due to Dr. Ringo unavailability a motion should be presented to table until April 2019 board meeting.

Linda Keller moved to table productivity discussion until the April board meeting, Melody Releford supported,

Motion carried

Quality Report: Revised “Scanning of Health Information” policy presented to the board for approval.

Valerie Southall moved to approve the policy as presented, Linda Keller supported

Motion Carried

Tamar Pleasant-Swain moved to have original document along with revised documents available.

Steven Schwartz supported

Motion Carried

- VI. Personnel:** Discussion as to where the credentialing documents should be placed on the agenda. It was agreed by the board that this process will be placed under quality for the future. Provider credentialing documentation presented for board approval. Jean Troop explained the necessity of board approval for credentialed providers and going forward Dr. Levine will be presenting to the board. The following Nurse Practitioners were approved for re-credentialing: Genci Shkemi, Lindsey Roth, Rachael Compeau, David Pyatt, MD and Michael Owczarzak, MD. Approved for 1st time credentialing: Nurse Practitioners: Kyle Taylor and Gail Johnson

Linda Keller moved to place any related credentialing items under the Quality Committee, Valerie Southall supported

Motion Carried

Valerie Southall moved to approve credentials and re-credentials currently before the board, Steven Schwartz supported

Motion Carried

Board Member Application presented to the board for approval. Applicant name is Hughey Newsome. Tamar Pleasant-Swain unsure of what policy states regarding board selection. Rob Podlesak informed the board that Mr. Newsome recently resigned from the City of Flint and may not maintain in the area. Interim Board Chair Claudnyse Holloman informed the board Mr. Newsome restated his interest by sending an email. By-laws state the application must go through the Personnel Committee. Application presented to the full board for a vote due to Ms. Pleasant Swain being the only person on the Personnel Committee. Board discussion held to approve or not approve Mr. Newsome’s application. Yolanda Oliver Yancey asked if Mr. Newsome still has connections to the City of Flint why should he not be considered. Tamar Pleasant-Swain asked if Mr. Newsome is qualified to be a candidate if the GCHC Board based on the by-laws. Tamar Pleasant-Swain to contact Mr. Newsome to discuss his application.

- VII. Executive Director’s Report (on file with minutes):** Dr. Ringo presented the Executive Director’s report. Met with HUD Housing Authority Executive Director Harold Ince Jr. Atherton clinic will

remain in place throughout the end of the year into the beginning of 2020. The CEO is projecting February 2020 as a departure date. Atherton Clinic will remain open until further notice.

HAP – Funds received from Health Alliance Plan were adjusted from \$15,000 to \$10,000. HAP is the title sponsor for Hats & Handbags event.

Cherry Health - The Cherry Health visit took place Thursday, March 14th. Another meeting with Cherry Health is forthcoming. Observation from the visit showed vision and dental is a viable separate stand alone.

Wise Women – The Care Coordinator for the Wise Women program is expected to be in place Monday April 1st. This is a State funded grant program that supports the breast, cervical and cancer screenings with various initiatives and incentives that the grant covers. Genesee Health Plan hold this grant and the coordinator is an employee of GHP but will be located at GCHC to help facilitate females who are in need of these services that they are eligible for.

Dr. Levine – Slated for onboarding the first week of May 2019. Series of engagement activities in place to acclimate him with staff. Board members welcomed to a planned Meet and Greet session. First engagement planned for Friday April 5th between 8 am - 9 am at Center City and 9 am – 10:30 at Atherton.

Resignations – 2 resignations received, Rachael Compeau, Nurse Practitioner last day April 11, 2019 and Megan Wagner, RN Care Manager last day March 22, 2019. Currently interviewing for RN Care Manager Positions.

Grants – Circulated press releases has gained traction regarding MARTTI. This is a great interpretive tool. The community has been made aware of MARTTI's availability at the health center.

Meeting between Dr. Ringo and Mayor Karen Weaver to discuss partnering together. Previous discussions held between former Board Chair E. Yvonne Lewis and City of Flint Medical Health Officer Dr. Pugh in 2015 regarding placement of a GCHC satellite office within the City of Flint former health clinic space. The team is interested in re-discussing the viability of revisiting this discussion. Further discussion forthcoming in April. Discussions also held with Commissioner Brenda Clack regarding partnership. Additional meetings are forthcoming.

Franklin Avenue Mission – Behavioral Health Supervisor Staci Hines working closely with Pastor Yopp to revisit the Franklin Avenue Mission partnership. More information forthcoming.

Hats & Handbags – Event scheduled for April 6, 2019. Dr. Ringo reviewed the attached budget with the board. Health Alliance Plan, the title sponsor, funds is expected to be received no later than April 20, 2019. Staci Hines interviewed with Cars 108 to promote our Hats & Handbags event along with discussing behavioral health issues that will be discussed within the speaker segment portion of the event.

SAC – The Service Area Competition is still under review. No word at this time. Dr. Ringo met with GCHC HRSA Liaison at the Policy and Information conference she attended in Washington DC. The

Liaison informed Dr. Ringo of changes with HRSA, the Liaison does not review the SAC applications. Unable to receive any updates from her.

Policy and Issues forum Conference – unable to meet with Representative Dan Kildee due to his team being slated to return back to district. Met with Senator Stabenow and Peters. Interim Board Chair, Claudnyse Holloman asked if Genesee Community Health Center had been forgotten to be added to the attachment Dr. Ringo provided. Dr. Ringo unsure if the health center had been included the year previous. Unsure of GCHC previous attendance to the forum.

Dr. Ringo discussed having the board attend the Michigan 2019 Legislative Forum sessions with a focus on the governance session in Lansing, MI.

Strategic Planning – Slated for April 12 and 13, 2019 at the Holiday Inn Gateway Centre. Agenda for the retreat is attached to the board packet. There will be additional activities scheduled for Friday evening.

Intensive Integrated Care & Addiction Training – 2 day intensive training in Boston, MA May 9th and 10th for the Behavioral Health team. These are grant dollars that need to be spent. The Finance dept. has assured Dr. Ringo that the funds are already received to the amounts listed on the document. Funds available to support the 4 staff members along with their supervisor. The training is to assist with increasing Social Worker's skill set and improve employee satisfaction, which will help in patient satisfaction.

Staffing Needs – Board presented with specific itemized information, within board packet, that pertains to revisiting the **Director of Integrated Health position and/ or Director of Operations** roles. The position of **Director of Integrated Health** was previously filled. Jean Troop has provided a revised Job Description for the position of Business operations. Finalizing for immediate posting and looking to stay within the same budget realm that was previously advocated for the **Director of Integrated Health**. Dr. Ringo also discussed the opportunity of hiring a **Women's Health Nurse Practitioner**. Due to the exiting of two Nurse Practitioner's along with seeking different growth points for organization expansion, this would be a great opportunity to consider the **Women's Health Nurse Practitioner**. This position would be a new classification. **Front Desk Supervisor** position has been opened since November 2018. Would like to backfield some of the roles that have been vacated that will add to the stability that staff members expressed. Internal discussions held for a position of a **Scheduling/Credentialing Coordinator** which will be a new position. Linda Keller asked Dr. Ringo to confirm if there would be 4 or 5 employees attending the Intensive Integrated Care & Addiction Training! Dr. Ringo confirmed the total of 5 employees, 4 Social Workers plus their Supervisor. Interim Board Chair Claudnyse Holloman asked if the information provided at today's meeting the same that was presented previously regarding staffing needs relative to the COO and Compliance or are they new positions for hire and board action is needed. Dr. Ringo confirmed they were previously presented to the board only itemized differently. The position of most immediate concern is the Director of Operations or Director of Integrated Health. This role will assist with patient flow and coordination of care. Interim Board Chair Claudnyse Holloman referred back to previous meeting minutes of the board's request to have a cost budget for the positions. Stated she is supportive but salary ranges and job descriptions are needed before board action can take place. Dr. Ringo stated she is working with Brian Swiecicki to finalize salaries. Information should be available for next month's meeting. Tamar Pleasant-Swain asked for a business statement to be attached with the staffing need packet detailing

unmet needs. Questioned the Women's Nurse Practitioner position and if there is a need when productivity and volume is low. Dr. Ringo stated this position is one for consideration not a current need. Interim Board Chair Claudnyse Holloman moved that a motion was needed regarding the Intensive Integrated Care & Addiction Training. Tamar Pleasant Swain questioned if the information provided at the training would be provided to the remaining staff who were unable to attend. Tamar Pleasant-Swain also questioned how the training is to be utilized to meet patient needs. Asked if this conference is a good utilization of the funds or should 5 to 6 trainings/conferences been researched that would have cost less and certifications obtained! Linda Keller's requested for future travel, a financial breakdown should be presented. Steven Schwartz asked if there was a deadline to have the funds spent. Jean Troop stated the end of April but the funds could also be carried over. Steven Schwartz asked how long the funds have been available. Dr. Ringo unsure of how long funds have been available and will get back with Steven Schwartz with a response. The GHS Director of Behavioral Health presented to Dr. Ringo for her review along with the Finance team providing information of available funds. All departments were asked to review funds to ensure all funds allocated from grants are used. Trainings were previously on hold and this would be a great opportunity especially due to being vetted by both Director of Behavioral Health – GHS and Behavioral Health Supervisor – GCHC. Question asked of patient coverage availability due to the Social Workers being away at the training. Dr. Ringo shared support from GHS will be available. Rebecca Jackson stated from reviewing the training information this training would be beneficial to our staff and will obtain 12.5 CEU credits towards renewal of certification.

Rebecca Jackson motioned for Social Workers and Supervisor to attend the Intensive Integrated Care & Addiction Training to utilize grant funding that was provided in Dr. Ringo's report, Valerie Southall supported, Steven Schwartz and Rob Podlesak opposed, Tamar Pleasant-Swain abstained
Motion carried

VIII. Old Business:

Strategic Planning Retreat – Interim Board Chair Claudnyse Holloman suggested holding April's board meeting at the retreat Friday. Friday attendance will entail expectation of Saturday's Agenda. Proposed to complete welcome and introductions and board meeting Friday April 12th. Linda Keller noted the board annual meeting is held in April for board member elections. Yolanda Oliver-Yancey asked if board meeting is held at retreat would this not be providing the community the opportunity to attend if wanted. Meeting change would need to be posted and publicized. It was decided to hold April's board meeting on its scheduled date of April 26th.

Steven Schwartz moved for board meeting to go into closed session, Rebecca Jackson supported,
Motion carried

Linda Keller moved to have meeting go back into open session, Steven Schwarz supported,
Motion carried

Steven Schwartz moved to have exit interviews and resignation letters from former employees for 2019, Yolanda Oliver-Yancey amended motion to include 2018 and 2019 and supported,
Motion carried

Tamar Pleasant-Swain noted resignations should not be viewed negatively because of various reasons as to why employees move on. Tamar Pleasant-Swain suggested Dr. Ringo communicate with staff that their issues are being addressed and heard and a plan on how these concerns will be addressed by Dr. Ringo and the leadership team. Interim Board Chair Claudyse Holloman asked to be included in email so that employees are aware progress is being monitored along with letting all staff know they are welcomed to attend board meetings. Dr. Ringo informed the board that this will be completed. Tamar Pleasant-Swain included the importance of the management team and how they should not be allowed to hide behind the scenes and finger point at Dr. Ringo. The management team should be held accountable due to their direct contact with staff. Management is in place to coach, lead and mentor their team. Stated she has observed when staff is unhappy it begins from front line leadership.

Tamar Pleasant-Swain moved, communication to be made to Karen Hillman (employee) that the board has addressed and reviewed her concerns as well as Dr. Ringo to explain how concerns will be addressed, Rebecca Jackson supported.

Motion carried

Board asked the question if an employee needs/engagement assessment has been completed. Interim Board Chair, Claudyse Holliman included one was completed for strategic planning purposes. Dr. Ringo shared one can be done tailored to operational pieces. Yolanda Oliver-Yancey asked of opportunities to provide ongoing in house trainings and suggested a monthly calendar to provide staff communication. To be added to “Old Business” for next meeting.

IX. Adjournment

Steven Schwartz moved to adjourn meeting, Rebecca Jackson supported

Motion carried

Meeting adjourned at 3:48 p.m.

Next Board Member is scheduled for:

April 26, 2019 @ 1:00 p.m.

725 Mason Street Board Room

Board Chairperson

Date