

Finance Committee Meeting
Monday April 15, 2019
1:00 p.m.-2:30 p.m.
Genesee Community Health Center
725 Mason Street – Conference Room

Board Members Present:

Rob Podlesak, Chair; Linda Keller,

Guests:

Dr. Wendy Ringo, Executive Director, Brian Swiecicki - GHS VP of Business Operations,
Sandy Sweet – GHS Sr. Accountant

Recording Secretary: Yolanda Larry, GCHC/GHS Administrative Assistant

Board Meeting was called to order at 1:03 p.m. by Rob Podlesak, Committee Chair.

I. Adoption of Agenda

Linda Keller moved to adopt agenda, Rob Podlesak supported
Motion carried

II. Approval of Minutes

Rob Podlesak motion to table January 25, 2019 minutes until May 20, 2019 Finance Meeting.

III. a. FY19 February YTD Financials (Financial packet on file with minutes)

February 2019 Financials approved at the Genesee Community Health Center Full Board meeting March 29, 2019 due to cancellation of February 18, 2019 Finance meeting.

Linda Keller moved to approve February 2019 Financials as presented, Rob Podlesak supported
Motion Carried

b. FY19 March YTD Financials (Financial packet on file with minutes)

Patient Medicaid revenue down for the month of March by \$74,000. Expected losses to be seen for the next couple months. To date, \$250,000 billed under the pre-payment from Medicaid. Payments received of \$700,000 this year with \$400,000 to support the revenue. The decrease is expected for at least 3 more months. Surplus for the year shows a total of \$339,182. Billing is currently working to cost settle claims to support the pre-payment, which would show an YTD of \$175,000. Summary of understanding provided to Finance Committee for further explanation. Patient revenue commercial increased substantially for the month of March. Sandy Sweet informed the committee of the SIMS payment received in the amount of \$71,978. SIMS payments are received quarterly.

Rob Podlesak asked about the \$65,000 increase in contract labor for the month of March. Brian Swiecicki explained Dr. Pyatt was entering his 2017 hourly rate and not the 2018 hourly rate which had increased. Once identified by finance, Dr. Pyatt was paid out his

underpayment of \$45,000. Rob Podlesak also discussed the increase in training and development. Sandy Sweet stated we were budgeted for \$3,452 but \$2,400 was used to date. Rob Podlesak questioned the reason for the month of March compared to previous figures, which were lower. Wanted to know what occurred to cause the increase. Sandy Sweet stated it's due to conferences schedules.

Performance measures – Days in accounts receivable increased. Brian Swiecicki stated the increase due to employee time off. No denial rates for the month of March seen. Rob Podlesak asked if denial rates were continuing to be tracked. Sandy Sweet confirmed that denial rate tracking are still continuing. A/R over 120 days! Finance continuing to work towards decreasing A/R. Rob Podlesak asked for clarification of statistic for days claimed. Brian Swiecicki to double check but feels we are in line with where we should be due to meeting goals and felt comfortable with that. Rob Podlesak asked is that something to include and have for future. Brian Swiecicki stated if it's within a week or 6 days that's pretty good. Brian to confirm. Tracking to continue if goal is not being met. If goals are continuing to be met he would recommend to the committee to have monthly checks.

Cost Reimbursement/Productivity – Productivity numbers looks the same as the previous 4 to 5 months. Rob Podlesak asked the committee if there were any questions. No questions asked.

HRSA Base Grant – Rob Podlesak asked finance for a monthly breakdown of each grant, to see what is being received for that month. Sandy Sweet agreed to provide the request.

Non HRSA Grant – No billing against the GHP grant has been completed. Brian stated discussion are taking place and details are being worked through. MARTTI system was originally a part of the original GHP grant but some sections has been added into the Quality improvement grant. Looking at separations and cost as to which would fall under GHP or Quality Improvement. GHP is still on board with the grant.

Alternative Funding Sources – SIMS largest funding received for the month of March totaling \$71,978. No additional questions asked from committee regarding March 2019 Alternative Funding.

Rob Podlesak moved to approve March 2019 YTD finances, Linda Keller supported
Motion carried

Brian Swiecicki referred the committee to page 8 of the financial packet discussing the audit. Results from the audit showed no material weakness, deficiencies or non-compliances were identified within the financial statements or HRSA. Genesee Community Health Center received a “Clean Audit”! The audit indicates a positive net of \$253,104. Operating income of \$828,188, close to where we were at the end of the year. Depreciation adjustments such as, payroll and leave time will be deducted from the operating income resulting with an end total of \$253,104. Brian Swiecicki stated the overall health of the agency is better today than one year ago.

Linda Keller moved to accept the annual financial audit for Genesee Community Health Center as presented, Rob Podlesak supported

Motion carried

IV. Contracts/MOUs/Grants Summary

a. Contract Renewals

1. Dr. David H. Pyatt – Contract increase from \$100 to \$115 hourly.
2. Dr. Michael Owczarzak – Dr. Owczarzak’s contract was extended but not expected to continue past September due to the onboarding of Dr. Robert Levine as Medical Director. The extension of Dr. Owczarzak’s contract will allow Dr. Levine time to become acclimated to the health center. Dr. Levine will begin supervising his first day and work towards becoming the collaborating physician. Dr. Levine start date will be May 1, 2019. Dr. Levine will be on-boarded as part-time. Rob Podlesak asked about the \$3,000 stipend Dr. Owczarzak was to receive per Nurse Practitioner and what was the total. Brian Swiecicki replied \$15,000.
3. Priority Management Group (PMG) – No changes or concerns with PMG. Has done a good job at maintaining the credentialing and continue to be a valuable piece. Continuing with contract.

Linda Keller moved to accept the contracts of Dr. David Pyatt, Dr. Michael Owczarzak and Priority Management Group as presented, Rob Podlesak supported

Motion carried

b. Non HRSA Grants

1. Patient Centered Outcome Initiatives – Discussions held with Dr. Lucas of Michigan State University. Dr. Lucas reached out to Dr. Ringo for assistance with integration and coordination and cooperation. The letter of support and summary that was submitted is within the Board packet. Rob Podlesak asked of timeframe to receive response from Grant. Brian Swiecicki stated grant recently submitted and may not officially here word until mid to late summer. Brian confirmed Michigan State University is applying for the grant with the support of Genesee Community Health Center.

c. HRSA Grant

1. New Access Point Grant – Rob Podlesak requested budget for the grant. Brian Swiecicki stated the grant is \$650,000 and 100% federally funded with 1 Doctor, 1 Nurse Practitioner, 1 Registered Nurse, Social Worker, 1 Medical Assistant and 1 Front Desk staff. Leases and supplies are also included within the grant amount. Budget of \$150,000 per year, ongoing 3 year grant with the expectation of renewing every 3 years. Benefits of this grant would open us up to reach out to a wider group of individuals that don’t meet homeless or low income status. Rob Podlesak asked if there will be cost above the grant amount. Brian Swiecicki stated he has budgeted 100% to the grant and did not use any other dollars to fund or support any of the positions. This will be a standalone location similar to

Atherton. No lease has been signed or any agreements made only a letter of intent that needed to be submitted with the application. Rob Podlesak questioned the location and why selected. Brian Swiecicki stated extra points are gained when underserved populations are looked at within the community. The choosing of the Beecher Rd. location provided us with 85 points. Also, grant states you have to be at least 1 mile away from your current locations. Linda Keller asked if approval from the committee was needed for the New Access Point Grant. Brian Swiecicki responded no due to the grant submission being added to the HRSA Electronic Handbook. There were technical issues experienced when finalizing data for submission. Final submission occurred at 4:59 with HRSA returned response that the grant submission closed at 5:00 pm. Waiver submitted to HRSA stating issues experienced during submission process. HRSA responded stating a large volume of waivers had been received and requested that a new waiver be completed by Genesee Community Health Center for submission, which was completed. Brian Swiecicki stated it's believed that we have a strong case regarding the timing of the grant submission due to our records showing the 4:59 submission along with the experienced technical issues. At this time, we are not technically approved for the New Access Point submission. Rob Podlesak asked of a response time to receive word if approved. Brian Swiecicki stated in hopes of receiving word soon but unsure of the process. With Genesee Community Health Center receiving the 3 year Service Area Competition Grant (SAC), the New Access Point Grant will be rolled in to the HRSA base grant before expiration. Rob Podlesak stated benefits seen of the selected building location of Beecher Rd. but would like to do something on the north end where it is truly needed. Dr. Ringo stated that this could still happen but the factors as of now are: 1. not as many points would be received compared to the Beecher Rd. location 2. Major overhaul would be needed for other location outside of the Beecher Rd. location. More capital would be necessary. Brian stated the selected Beecher Rd. location is lease expensive and no additional capital would be needed. Also, the location sits between two (2) hospitals and in hopes of creating relationships with both hospital emergency rooms for individuals who are in need of primary care services. Rob Podlesak asked of the status with the Franklin Avenue Mission and if we were waiting for a MOU. Dr. Ringo replied not necessarily waiting on a MOU but working towards gaining an understanding as to what the needs are for the Franklin Avenue Mission. Franklin Avenue Mission was slated to onboard someone to provide medical coordination but has not as of yet. Meeting scheduled with Pastor Yopp to determine his needs. Because of health center staffing, must ensure that clinic needs are addressed first but also to not over commit. Talks in place to determine what would work best for Franklin Avenue Mission due to their peak hours for services happen after Genesee Community Health Center is closed. Health Coach Supervisor has been in contact and has communicated with the mission. Rob Podlesak questioned the Health Coach Supervisor's role with being the point of contact with Franklin Avenue Mission. Dr. Ringo discussed having two (2) previous meetings with Pastor Yopps, which they both agreed, the best use of staff would be the health coaches or a liaison. Facilitation of patient transportation needs would be organized between Genesee Community Health Center Liaison

and Franklin Avenue Mission Liaison now that the health center has the new transportation vehicles in place. Having both Liaison's working together should make coordinating appointments easier. Clinic location at Franklin Avenue Mission will be discussed after a clinic need is established. Dr. Ringo also explained Staci Hines role as being the point person is due to her supervision of the Health Coaches. Linda Keller returned discussion to the New Access Point Grant to summarize an understanding. Budget information to be provided to the committee. Rob Podlesak presented concerns of adding and managing an additional location. Brian Swiecicki responded he believes this would be a good opportunity and worth exploring. Linda Keller added we must make sure all pieces are in place before any decision is made. Rob Podlesak requested budget information. Brian confirmed information to be forwarded to the committee.

2. AIMS expansion – Available grant, which has not been applied for as of yet. This is a non-competitive grant for ongoing supplemental funding to support integrated behavioral health service of substance abuse, behavioral and physical health. Funding received to the base grant would be \$145,000 per year annually. Funds would be used to support another Social Worker and a part-time Licensed Practical Nurse. Two reasons of interest for this grant: The funding is available and due to new rules released by Licensing and Regulatory Affairs (LARA) regarding Suboxone, for every 65 Suboxone patients a Social Worker is needed. The grant would provide ongoing funding to support staffing for a Social Worker with the compensation of \$100,000 including benefits and salary. The additional \$45,000 would support the onboarding of a Licensed Practical Nurse whose role would support behavioral health with injections. Without the hiring of the Social Worker we will not be able to expand Nurse Practitioner Genci with the Suboxone program. Dr. Levine also expressed his passion for substance abuse treatment and may wish to expand into the Suboxone program in the future. Brian Swiecicki stated this grant is easier to obtain funding from and one that the committee should consider. Rob Podlesak questioned if the Social Workers were at their maximum patient count. Brian Swiecicki stated 6 patients is the target number, 8 to 10 patients would be great financially. Discussion of revising the traditional 45 minute therapy appointment to 30 minutes are taking place. Dr. Pyatt no show numbers are lower than the behavioral health numbers. Still a struggle with behavioral health appointments with a no show rate of 50% with Dr. Pyatt showing roughly a 10% no show rate.
3. Dental – Previous discussion held about the Dental grant. Brian shared there is a \$300,000 onetime funding used for the purchase of equipment, minor renovations/alterations, staff trainings and Information Technology services. Funding is available for the startup cost. Does not require the dental clinic to operate under full time capacity. Finance currently working on a budget. Brian Swiecicki stated this grant is an opportunity that should be reviewed and considered because of the \$300,000 funding. Due to this being a onetime grant funding, it will not cover staffing. Rob Podlesak requested a budget and projections for committee to review. Would like to see expectation of losses for

the first 6 months up to 1 year and then continue discussion further. Brian Swiecicki stated he will provide committee with the requested information. Dr. Ringo discussed the visit to Cherry Health Vision program and its success. Recommended scheduling of a future visit for additional committee members to attend. Dr. Ringo stated, she would like the minutes to reflect internal discussions have occurred more than once regarding the roll out of a dental program and that it would have to be done right especially because of the substantial funding opportunity presented. The Dental grant has not been applied for as of yet and decisions will be based upon how the committee wishes to move forward as well as addressing with HRSA regarding scopes of service. Brian Swiecicki stated past discussions have occurred regarding Dental and the opportunity. There is potential space available next door (the old health center), which should not need major renovations. Rob Podlesak stated he would like to see Dental and Vision in the future but would like to see a plan in place along with the numbers to support a Dental program in 2 years. There has been financial turnaround at the health center but with the current productivity numbers we cannot support a Dental clinic that will lose money. Dr. Ringo stated she understood the committee's decision but would like for the board members who did attend the Cherry Health visit to share thoughts. Cherry Health Dental and Vision serves as standalone clinics which has been discussed internally as well. Rob Podlesak stated he agreed that the increased services could draw a wider range of patients solely for the dental program but is aware money would be lost the first year. Brian Swiecicki reiterated that the projections will be distributed to the committee but also expressed, from financial projections, a breakeven point would not be expected for the first two years. Rob Podlesak stated if GHS is interested in providing funds for the Dental and Vision clinic to absorb some of the losses he is willing to discuss further.

- V. *Productivity* – Rob Podlesak stated he noticed a decrease in productivity numbers for Social Worker LaQuadra Williams. First week of March numbers showed 7.5 then decreased the following weeks to 3.4, 3.75 and 4.9. Explanation asked for the decrease in productivity. Dr. Ringo communicated Social Worker LaQuadra Williams was re-assigned to Center City, from Atherton, due to Nurse Practitioner Carol Donnelly being out of the office. Staff was transitioned to work at Center City which is why numbers are low. Rob Podlesak asked for the targeted productivity numbers for the Psychiatric Nurse Practitioner. Brian Swiecicki stated the numbers are the same for the Psychiatric Nurse Practitioners and Nurse Practitioners which is 12. Char Phillips is brand new and working to increase her patient count. Issues experienced with Telepsych is the high *now show* rates. Also, Gail Johnson – Psychiatric Nurse Practitioner, has moved over to Genesee Health Systems as a part time Psychiatric Nurse Practitioner. Still experiencing back loads with psychiatric evaluations which are scheduled out until May. Rob Podlesak expressed his knowledge of being behind with the scheduling of psychiatric evaluations and asked if patients are going outside of the health center? Brian Swiecicki stated he is waiting on actual numbers to confirm. From Antidote information received, the evaluations are being met, it is the medicine reviews that reports more *no shows*. No show numbers are showing higher for Telepsychiatric Nurse Practitioner Charlette

Phillips at this time. Discussions have taken place regarding the no show numbers. To continue monitoring for a few more weeks to determine the need. Dr. Ringo also expressed some patients are uncomfortable with Telepsych and that should be taken into consideration. Brian Swiecicki also expressed that “no show” appointments across the board is an issue. Some Nurse Practitioner numbers are better than others but the clinic still continue to have a high “no show” rate. Changes with Front Desk staff has been implemented along with removing the assigned Walk-in provider day from the schedule and placing walk-in patients with their provider or an available provider to bridge the no show rate gaps. Dr. Ringo shared information gained from a conference is to follow up in real time with patients as to why appointment were missed. This would help determine factors as to why patients are unable to maintain appointments. Linda Keller asked if patients could be asked of transportation need during the confirmation of appointments. Dr. Ringo responded that is part of a plan and previous discussion has taken place. Rob Podlesak questioned Kyle Taylor – Nurse Practitioner, productivity numbers and why his target is low. Dr. Ringo explained Kyle Taylor’s target number is lower due to him only being employed with the health center for 6 months. Wanted him to become acclimated slowly. Brian Swiecicki shared he is in hopes Dr. Levine can bring expertise to the team and funds have also been budgeted for advertising of a physician. Rob Podlesak asked if a marketing plan has been put in place. Dr. Ringo informed the committee that she has been working on a marketing plan along with a new commercial, which is forthcoming. The events held by Genesee Community Health Center also served as marketing for the clinic. She also stated Dr. Levine does have a sure plan for the “no show” rate as well as increasing productivity. Meeting between Dr. Levine and the providers was held, which he provided great ideas and suggestions especially by having worked within an FQHC environment. Dr. Levine is also interested in having a small patient load.

Kept appointments – Rob Podlesak asked the importance of the kept appointment number! Brian Swiecicki explained the importance of this number is to show where we are as far as the number of patients seen versus individually. Kept appointment number is the global aspect number.

VI. Staffing

- a. New hires – Dr. Levine, Medical Director start date May 13, 2019. Charlette Phillips, Psychiatric Nurse Practitioner start date March 4, 2019.
- b. Departures – Christa Jackson, Medical Assistant and Rachael Compeau, Nurse Practitioner.
- c. Re-assignments – No changes at this time.

VII. Recommended Organizational Chart Changes/Budget – Nothing presented to the Finance Committee at this time.

VIII. Old/New Business:

- a. Atherton location update – Meeting between Dr. Wendy Ringo and Harold Ince Jr. Executive Director for the Flint Housing March 25, 2019 to discuss plans of the Atherton location. Mr. Ince Jr. confirmed Atherton Terrace would be opened through January 2020. Discussion of other available locations occurred. Mr. Ince Jr stated there were none available at this time but would continue to keep Genesee

- Community Health Center in mind. Brian Swiecicki added decisions may need to be made prior to January 2020 dependent upon patient numbers at the Atherton location.
- b. Franklin Avenue Mission – Discussed under **Number IV Section C #1**
 - c. Hats and Handbags – Sponsor dollars received from Health Alliance Plan (HAP) totaling \$10,000. \$5500 went toward Hats and Handbags. Dr. Ringo stated the funds received from HAP was allocated to be used as the health center chose. Remaining funds are in place to be used toward National Health Center Week, The Gala or other slated events. Rob Podlesak expressed the importance of having discussion with the board regarding plans for events.
 - d. New Vehicles Update – Vans are being prepared and one van should be available soon.

IX. Adjourn

*Rob Podlesak moved to adjourn meeting, Linda Keller supported
Motion carried*

Next Finance Committee Meeting – May 20, 2019 @ 1:00 a.m.
725 Mason Street Board Room

Respectfully submitted by Yolanda Larry, Recording Secretary