

SUSQUEHANNA COMMUNITY HEALTH AND DENTAL CLINIC, INC.

Executive/Finance Committee Meeting Minutes

July 12, 2022 12:00 PM

PRESENT: Kim Wetherhold, Board Chair; Chris Ebner, Board Secretary; Matt McLaughlin, COO; Max Houseknecht, Jr., CFO; and Jim Yoxtheimer, President & CEO

PRESENT VIA ZOOM: Dr. Ralph Kaiser, Board Treasurer

Excused: Jean Myers

I June 2022 Financial Report

- **Audit Report Schedule:** Max reminded the committee that, last year, Baker Tilly presented the audit in one meeting for the entire board. Max asked the committee for their permission to have it presented in the same fashion as last year. The Committee agreed. Max asked the committee to check their calendar to see which date was better, October 11 or 18 at 5 pm and to let Trudy know.

II Corporate Board Business

Jim reported that the FY23 Board of Directors Matrix, the list of committees, and FY23 meeting schedule was included in the packet for review. Of note, two board members have not yet joined a committee. After discussion, Kim asked Jim to reach out to those board members to see if they would be willing to serve on a committee. It is hoped to have the responses so they can officially be assigned to a committee during the Annual Corporate Board meeting in July.

The committee also discussed board recruitment. According to HRSA and the Bylaws, the board needs diversity to match (or be close to matching) the patients we serve, while remaining at 51% or more of the board members as consumers of the Center. The next board member appointed will need to be a consumer to keep the percentages where they need to be. After discussion, it was decided that management will approach providers to ask for suggestions for board members.

III Management Update Current Operations

- **Employee Turnover Discussion:** Jim indicated that the Balanced Score Card will be reset in the new fiscal year, which raised the need to discuss employee turnover rates. Jim reported that over a 10-year period the Center has been below all employers in Pennsylvania, as well as all US employers and health care industry employers, respectively. These numbers, and all numbers reported, are taken from the Department of Labor's Bureau of Labor Statistics. The year to date for 2022 shows that the Center was, again, below state and national numbers.

Jim reported that, on average, the Center has been approximately 11% under PA and healthcare employers. If management did nothing more than what has been done historically for retention, it was felt that the turnover rate would remain 11% under the state and nation level, which would equate to 20.5% overall. It is leadership's contention that additional retention steps exist that could be taken to hold the Center's turnover rate below 20.5% if developed and operationalized.

Leadership asked to change the turnover rate goal to 16% for the balanced score card metric. Management felt that goals should be both challenging and

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attainable. After discussion, the committee agreed that the turnover rate goal should be 16%.

- **Balanced Score Card:** Matt reported that the Balanced Score Card was ready for the FY23 refresh. Matt reported the highlights of the changes as follows: Medical Quality Measure (Medication Reconciliation) sustained performance above goal for 4 consecutive months. That measure will switch to Cervical Cancer Screening as the new quality measure with the target being $\geq 49\%$ in January. Reproductive health utilized Cervical Cancer screening previously but will switch to Chlamydia and Gonorrhea Screening with the target being $\geq 65\%$ in January. Finance goals will remain the same with visits as their goal. And Patient Experience will also remain the same. The Team goal has increased to 16% as per the above discussion on turnover rates.
This exercise is tracked monthly to help align all team members (Board, Leadership, Providers, and staff) on organizational priorities. This process allows leadership/staff to celebrate successes and hardwire behaviors that produce positive results. It helps identify areas of underperformance and engage staff in what the most impactful interventions may be to improve future results.
- **Operations General Update:** Matt reported that the dental team has been adapting extremely well to the departure of Mindy Diggan. All feedback from the dental team has been positive.
- **Safety & Security:** Jim reported that changes have been implemented. Security is on site at all times that the Center/Express Care is open. Panic locks have been installed in the Express Care entrance as well as the new 431 specialty site. Jim reported that management is still working on the possibility of a security consultant to come to the center to help with our security needs.

IV Management Staff Update

Jim announced that Dr. William Bartlow has agreed to accept the position of interim Medical Director. The Center will continue to recruit for a medical director for the long-term.

V Facilities Planning

- **Clinton County Site Update:** Jim reported that the requests for bids are out and should be returned in 30 days. The recruiting process for the Clinton County site has begun and has been progressing well. There will be five – six employees staffed at the Clinton County site.
- **431 Hepburn Street Update:** This project should be completed and operational by the end of July.

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VI Full Board Agenda, July 26, 2022 @ 5:30 PM

The committee reviewed the agenda for the July 26 board meeting and agreed on the content. Emily Drick, CQO will be conducting the mini-educational session on the Care Management Program.

- **Board Annual Work Plan:** The Board Annual Work Plan was reviewed and was shown to be current and up to date.

Next Meeting: August 9, 2022 @ 12 PM Community Room, 431 Hepburn Street