

SUSQUEHANNA COMMUNITY HEALTH AND DENTAL CLINIC, INC.
BOARD OF DIRECTORS MEETING MINUTES
April 26, 2021 5:30 PM – 7:00 PM

PRESENT: Kimberly Wetherhold, Board Chair; Barb Barbus, Board Secretary; Chris Ebner; Max Houseknecht, Jr., CFO; and Jim Yoxtheimer, President & CEO

PRESENT VIA ZOOM: Jean Myers, Board Vice-Chair; Dewy Hilliard, Board Treasurer; Shantay Hall; Rick Wyatt; Adanma Akujieze; Matt McLaughlin; and Dr. Ralph Kaiser

Excused: Rev. Velinda Smith and Abbey Eschbach

QUORUM MET

I Call to Order, Mission Statement, & Invocation

Kim Wetherhold, Board Chair, called the meeting to order at 5:30 PM. She read the mission statement and opened the meeting with an invocation.

II Mini-Education Session: Strategic Planning 2021 – 2024

Jim started the mini-education session by reviewing the 2021 Needs Assessment Summary. Jim indicated that since it was not a year that STEP or UPMC will conduct their needs assessment, he conducted an internal needs assessment. Information obtained included:

- Demographics
- Income & Economics
- Housing
- Clinical Care and Prevention
- Oral Health Needs
- COVID-19 Immunization

The Strategic Plan has been broken down into the following categories. Jim, Barb, and Max reviewed each category in detail.

- Access to Quality Care
 - Service Area Expansion to include mobile care, potential new sites, and telemedicine.
 - Expansion of Capacity to include clinical staffing, grow the patient transportation program, expand pharmacy services, expand behavioral health services, fully operationalize Neighborhood Care, expand pediatric services, and target specific population clusters for outreach and education.
- Community
 - Quality Care: Continue to emphasize and expand clinical quality measures, place higher priority on chronic care management, and identify key social determinants of health and address their impact.
 - Community Needs: Evaluate options to expand behavioral health services,
 - Communications: Expand capabilities to communicate/serve patients between visits.

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- Sustainability
 - Complete the effort to attain an efficient (right-sized) patient centered model.
 - Continually look for and evaluate potential opportunities. For example:
 - New Sites
 - Capital Investments
 - Moving from renting facilities to entity-owned
 - Merger
 - Strengthen leadership structure
 - Clarify mission, vision, and values to drive change & empower culture
 - Acquire and operationalize at least one additional site
 - Open discussions with Affordable Care Organizations (ACO)
- Workforce
 - Improve communication efforts as COVID restrictions lessen
 - Review compensation plan & benefits program
 - Dedicate resources for staff development, competency, & training
 - Continued leadership development
 - Develop a workforce staffing plan to support growth initiatives
 - Explore staffing options, such as use of telework, telecommuting, and job sharing
- Partnerships & Collaboration
 - Healthcare partnership & collaboration opportunities
 - Community partnership & collaboration opportunities with a focus on:
 - Homelessness
 - Seniors
 - COVID needs
 - Schools
 - Food insecurity/diabetes, hypertension, etc.
 - Explore diagnostic testing
- Technology
 - Technology reinvestment plan to support telehealth capability & mobile implementation
 - Advance data collection, analysis, & management capabilities through dedicated health informatics & trained personnel
 - Increase patient facing technology with remote monitoring capabilities
 - Synchronous delivery of dental telemedicine
 - 3D printers & Crown milling equipment

The board was afforded the opportunity for questions/answers. Jim indicated management would be asking for approval of the Strategic Plan 2021- 2024 later in the meeting.

III CEO Update

a. CEO Report: Jim highlighted the following information from his CEO Report:

- The Center received a notice of award for \$2.9 million in funding from the American Rescue Plan. The management team has been developing a budget for these funds that will need to be approved by the board and submitted to HRSA in May. The grant funds may be used for an array of needs, but a major emphasis

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has been placed on COVID immunizations and testing by the Biden Administration. Due to the flexibility of the grant, it was expressed that some of the funds should be reserved to support sustainability at the end of the two-year cycle.

- The Center purchased a self-scheduling add-on module for the cCW software to assist with the scheduling of COVID vaccines. This software allows patients to schedule vaccines only up to 10 days in the future. Of course, a patient can still call and speak to a staff member to schedule their appointment.
- The Center received notice that it will be receiving \$50,000 from an organization called Direct Relief. This grant was applied for before learning about the \$2.9 million received from the American Rescue Plan. The \$50,000 will be used to pay for staffing of the vaccine clinic.
- As mentioned in last month's meeting, Express Care is now open for business at the 431 location with limited hours. However, on May 1 the Express Care will adopt an expanded schedule.

b. Dashboard

- **Operational Indicators:** Barb reviewed the highlights of the Operational Indicators: Barb reported that visits were down across the Center by 620. There were 173 new patients for the month. There were no patient concerns reported.

A question from a board member was raised regarding the Turnover Rate as it was seen to be creeping up. The question was asked if this trend was normal for the Center. Jim indicated he felt it was an issue and was one of the reasons why management is focusing efforts on the workforce. The employees who leave tend to leave within the first year of employment could be a sign of inadequate training or orientation, etc.

Barb indicated COVID vaccines are in Phase II which means people 16 years of age and older can now receive the vaccine. She reminded the board that the Center uses Moderna, which is only approved for those 18 years of age and older. Only the Pfizer vaccine is advised for 16–17-year-old. Barb indicated the online scheduling has been going well. After today's vaccines were given, the Center had given 5,100 vaccines.

Johnson & Johnson Update: This vaccine was placed on hold due to a health issue concern in some people. The CDC performed an investigation and the Center just received word today that the Center can resume vaccination with the Johnson & Johnson vaccine. The Center gave the Johnson & Johnson to 10 employees before the vaccine was placed on hold. No adverse reactions were experienced by our employees.

- **Clinical Quality Measures:** This month Barb focused on the measure for Depression Screening & Follow Up in her report. All patients 12 years of age and older are screened for depression with two questions when they present for an appointment. The answers to those questions then calculate a score. If the score

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is positive, it needs to be documented in the patient chart and follow up is performed for the patient, such as by making a referral to a mental health provider. If they have a mental health provider, that fact should be documented.

Barb reviewed some barriers which would affect the success of this measure as follows: If the patient is positive for the screening but refuses to talk to a mental health provider or if the screening was performed but not documented appropriately. Barb reported the State Average for this measure is 71.98%. The Center was at 94% for the month of March.

IV Financial Report

a. March 2021 Financial Report

The highlights of the Financial Report were reviewed for March 2021, as were set forth in the summary provided to the board, which is hereby incorporated for all purposes herein: Max reported that the Pharmacy has had their best month to date. The YTD net gains were \$1,449,640. Net days in A/R were 30. Net Days in A/P were 35.27. Days Cash on Hand was 35.26 and the Current Ratio was 1.50.

b. Fee Schedule Report

Max reported that HRSA requires an annual review of the fee schedule. The Center uses a software system to evaluate. It is the policy of the Center to be in the 50-80 percentile for charges in our geographical area. New charges have been added to the fee schedule to include the administration fee for the COVID vaccine. no charge is made for the vaccine administration to the patient after insurance pays. Also, dental codes have been added to include a deep cleaning.

Motion #1 Jean Myers made the motion to approve the March 2021 Financial Report and the Fee Schedule Report. Adanma Akujieze seconded the motion. The motion passed unanimously.

V Quality Assurance/Quality Improvement Report

Barb indicated new computer tablets were purchased for patients to use to complete patient satisfaction surveys in the check out area. Patients will continue to receive a text with a link to go online to complete a survey as well. It is hoped the new tablets purchased will help increase survey completions.

Barb indicated the management team has been working on applications for FTCA and PCMH. Updates on both of those applications will be completed in the future.

Barb indicated there were several policies in need of update this month to include, but not limited to, Reproductive Health policies and procedures to keep the Center in compliance with the recent site visit from Family Health Council. All policy updates will be approved as part of the Consent Agenda.

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VI PR, Marketing, & Fundraising Committee Report

Jim reviewed the highlights from the PR, Marketing, & Fundraising Committee meeting. The committee reviewed statistics which show how the public accesses our website and how the

public views information on Facebook. Discussion was held regarding the opening of Express Care and its advertising plan. The Center had agreed to join PACHC in a state-wide campaign on COVID vaccines. Advertising has been planned on billboards throughout Williamsport. Discussion by the committee was also held on National Health Center Week, which will be August 8-14 this year with the theme: “Community Health Centers: The Chemistry for Strong Communities”.

Jim reported the total funds received from 2021 Raise the Region was \$9,181.65 which included stretch funds from Blaise Alexander in the amount of \$865.92.

VII Consent Agenda

Board of Directors Meeting Minutes, March 2021; Executive Committee Meeting Minutes, April 2021; Finance and Audit Committee Meeting Minutes, April 2021; Quality Assurance/Quality Improvement Meeting Minutes, April 2021; and PR, Marketing, & Fundraising Committee Meeting Minutes, April 2021

Motion #2 Chris Ebner made the motion to approve the Consent Agenda as presented. Barb Barbus seconded the motion. The motion passed unanimously.

VIII Old Business

There was no old business to be brought before the board.

IX New Business

a. Strategic Plan 2021 – 2024

Kim gave the board a chance for further questions. None being presented, she asked for a motion to approve the Strategic Plan 2021-2024.

Motion #3 Dr. Ralph Kaiser made the motion to approve the Strategic Plan 2021 – 2024. Matt McLaughlin seconded the motion. The motion passed unanimously.

X Announcements for next Meeting

a. Discussion of in person meetings: Jim reported that a discussion was held in the last Executive Committee meeting regarding the desire to begin meeting in person again. With the Community Room now being used as the COVID vaccine clinic, that space is not ideal. Jim indicated that Trudy would be sending all members a quick survey. Matt indicated he would check on availability at The Williamsport Hospital for meetings.

Jim took the opportunity to thank Barb Barbus and Ralph Kaiser for their assistance and for volunteering their time at the vaccine clinic that was held last weekend.

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XI Adjournment

With no further business to be brought before the board, Kim Wetherhold adjourned the meeting at 6:52 PM.

Signatures:

Kimberly Wetherhold, Board Chair
Date:

Barbara Barbus, Board Secretary