

**SUSQUEHANNA COMMUNITY HEALTH & DENTAL CLINIC, INC.**  
**BOARD OF DIRECTORS MEETING MINUTES**  
**APRIL 22, 2019 5:30 PM**

**PRESENT:** Dr. John Boll, Board Chair; Dewy Hilliard, Board Treasurer; Barbara Barbus, Board Secretary; Ruby Gibson; Jean Myers; Kim Wetherhold; Jim Yoxtheimer, President & CEO (ex-officio); and Max Houseknecht, CFO, Barbara Wool, Clinical Operations Manager

**EXCUSED:** Abbey Eschbach, Vice-Chair; Adanma Akujieze; Pastor Velinda Smith; Rick Wyatt; and Tom Zimmerman

**I Call to Order & Invocation**

Dr. Boll called the meeting to order at 5:30 PM and offered the invocation.

Each meeting, selected Board members provide a background on themselves as well as the reason they chose to serve on the Board. This month Dewy Hilliard spoke.

**II Mini-Educational Session: Board Roles and Responsibilities (cont'd)**

The Board completed the video training regarding an overview of the roles and responsibilities that was began last month. The information presented included presentation of the interplay of the requirements around avoiding conflicts of interest and other areas of board accountability. The presentation discussed the duty of care owed by board members to the organization and key areas that the board should focus attention on such as process and performance reviews, and CEO Succession. One of the primary points included the focus of the board on results and outcomes to avoid the pitfall of “getting into the weeds” with operational details. The advice was to focus on issues rather than activities. Board members were made aware that other webinars are available as a resource and that information will be forthcoming on how to access them.

**III CEO Update**

**a. CEO Report:** Jim highlighted the following information:

- The Center has been successful to sign an agreement with a family practice provider, Dr. Gwen Martin, who will join the staff in late August.
- The pharmacy has passed all the state hurdles and is now licensed, but the work of the credentialing with the insurance industry continues. A Pharmacy Director has been hired and her first day was completed as of the date of this meeting. She comes with management experience in the Ben Franklin pharmacy system.
- Management has been working hard on the Strategic Plan focusing on five important areas that will have immediate and longer-term impact. Jim shared the Strategic Planning/Staff and Management Assumptions and the compilation of the Strategic Thinking Exercise – Preliminary. Based on the assumptions, the next step will be to identify activities or work to improve on these five areas. Jim detailed a few of the key areas such as improvement of the bottom line of getting the cost per medical visit down which hinges on productivity as one component. In the environmental scan, management and staff looked at internal and external threats and will prioritize efforts to meet those challenges. Competition was identified as a threat with the hope that our diversification of services will help in meeting that challenge. Performance based pricing is a trend whose time will come to link pay to how well we take

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care of our patients. Further consideration of the strategic planning will be had at the next Board meeting.

- The Mobile Health Unit is on a schedule to be delivered earlier than originally planned and may be here late June/early July. The planning team has begun to meet weekly to expedite their process.
- Substance Use Disorder and Mental Health grant activities are moving ahead, and two current providers have agreed to support the delivery of medically assisted treatment which may mean that we will not proceed with arrangements to contract with Clean State for these services.

The Board discussed some questions regarding the site requirements/locations of the mobile care unit and the planned uses of the unit. Jim explained that Dental services are more easily planned for but medical is less of a known quality. Input from the Boards was solicited by Dr. Boll to gain feedback on the opportunities/needs that members might suggest as plans move forward.

**b. Dashboard**

- **Financial Indicators:** Max reported on the Financial Indicators as follows: No significant change was seen for Days in A/R was up to 22.32 and Days in A/P stayed the same as last month. Days cash on hand decreased and is likely to remain so through the end of the fiscal year until pharmacy operations can contribute to change that trend.
- **Operational & Workforce Indicators:** Max reported on the Operational & Workforce Indicators as follows: Visits were under target for March, which is typically a strong month. Medical is struggling with new providers that are not yet at full productivity. Dental had a provider out and CME vacancies. Pediatric Dental experienced staffing issues and no shows. Reproductive Health also experienced no shows and struggled with demand. A small increase in ED visits during office hours was seen. Outreach continues to work on ways to decrease the ED visit numbers. Barb mentioned that a BS RN student is doing a study on the ER experience over the last 2 years to see if any trends can be seen and we look forward to more information to come. New patients were down a bit from last month at 392. Improvement is anticipated as new providers begin to ramp up. Seven patient complaints were experienced, five of which were due to wait times and the others were patient/provider relationship incidents. All complaints were addressed with the patients.
- **Clinical Quality Measures:** Barb reported that no Clinical Quality Measures were available this month due to the continued inability to run reports out of the Greenway system. Barb provided a report on the activities of the LPN hired to address the closing of care gaps related to our ability to earn incentives from various payors for this work. Barb indicated that the LPN is quickly coming up to speed and learning the ropes with all the different payor requirements. She has been diligent in efforts to review charts and contact patients. It is estimated over the last two weeks that she has closed approximately 50 care gaps.

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**IV Financial Report**

Max reviewed the highlights of the Financial Report for Month ending March 31, 2019 as was set forth on the summary provided, which is hereby incorporated for all purposes herein. He reported for the month of March there was a \$163,589 deficit which takes the YTD deficiency of revenue over expenses to \$287,535. Net Assets increased for the month by \$25,425 due to grant purchases taking the year to date increase to \$130,688. Visits throughout the Center were down overall by 233. Gross Patient Revenue was under budget by approximately \$144,000.

Miscellaneous Other Revenue was over budget by \$18,742 due to correcting entry related to how the revenue was recorded and a new process has been put in place to rectify the methodology. 340b Drug Program Income was under budget by \$54,276 due to a needed correcting entry that resulted from an incorrect formula under the contract resulting in understating net revenue. A different process is now in place going forward. 340b income was also under budget by \$215,072 due to the delay in the opening of the Pharmacy. Federal Grant Income was over budget by \$28,737 due to the spend of FY17 AIMS funding and will continue to run over budget as we draw down this funding.

Expense Analysis showed that the expenses this month were under budget by \$192,897.

Salaries, Benefits and Payroll expenses contributed to this result due to savings in medical leave expense associated with the retirement and staff reductions. Chiropractic Services was under budget by \$3,433 due to reduced visits while adding additional FTEs in in process. 340b Admin Fees were under budget by \$120,398 due to the true up entry for revenue reconciliation.

Balance Sheet did not change significantly as Account Payable increased by only about \$6,000 and Super Money Market Fund balance was \$544,675.18 with \$210,000 in transfers this month.

**Motion #1 Jean Myers made the motion to approve the April 2019 Financial Report. Kim Wetherhold seconded the motion. The motion passed unanimously.**

**V Quality Assurance/Quality Improvement Report**

Barb gave the QA/QI report indicating two medical complaints were dealt with this month regarding incompatibility with the style of the provider and both patients were reassigned. The Committee also recommended credentialing of the following:

**a. Credentialing**

- **Lisa McClintock, Rph:** After all due diligence was performed the QA/QI Committee recommended credentialing of Pharmacist Lisa McClintock to the staff.

**Motion #2 Dewy Hilliard made the motion to approve credentialing and privileging of Lisa McClintock, Rph to the staff. Barb Barbus seconded the motion. The motion passed unanimously.**

**VI. Consent Agenda**

**Board of Directors Meeting Minutes, March 2019; Finance Committee Meeting Minutes, April 2019; Executive Committee Meeting Minutes, April 2019 and Quality Assurance/Quality Improvement Minutes, April 2019.**

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**Motion #3 Dewy Hilliard made the motion to approve the Consent Agenda as presented. Kim Wetherhold seconded the motion. The motion passed unanimously.**

**VII Old Business**

No old business was brought before the Board.

**VIII New Business**

**a. FY 19 Integrated Behavioral Health Services Grant**

**b. Oral Health Infrastructure**

The Board was presented with information on two pending grant applications for review and approval.

The first application was for integrated behavioral health services supplemental funding for \$145,000 the will help with the expansion of behavioral health services and provide for the hiring of an addition medical assistant (1.0 FTE) and a part time (.5 FTE) LPN to support the clinical work flow for behavioral health and MAT.

The second application for expansion of oral health infrastructure with a request for \$300,000 which is a competitive grant. If successful, the funding will be used to a acquire a new portable dental chair for outreach, renovation of the current Dental Navigator exam room to make it a full dental operatory, support the EMR needs of the program and upgrade of other older operatories. In the discussion of these opportunities, the Board requested that management provide a summary of all current grants to include details and status of these programs to assist the Board in keeping track of all the funded programs.

**Motion #4 Dewy Hilliard made the motion to approve grant applications for the FY 19 Integrated Behavioral Health Services Grant and the Oral Health Infrastructure Grant as presented. Barb Barbus seconded the motion. The motion passed unanimously.**

**IX. Announcements for the next Meeting**

The Board took a few minutes to discuss some questions regarding the Patient Satisfaction survey results and the growing demand for oral surgery services in our area that was recently highlighted during United Way allocation meetings.

**X Adjournment**

With no further business to be brought before the board, Dr. John Boll adjourned the meeting at 6:27 pm.

**Next Meeting: Monday, May 20, 2019 at 5:30 p.m., Community Room, 431 Hepburn Street.**