

SUSQUEHANNA COMMUNITY HEALTH AND DENTAL CLINIC, INC.
BOARD OF DIRECTORS MEETING MINUTES
MARCH 23, 2020 5:30 PM

PRESENT: Dr. John Boll, Board Chair; Barb Barbus, Board Secretary; Barb Wool, Clinical Operations Manager; Dr. Kayla Richardson, Medical Director; Max Houseknecht, Jr., CFO; and Jim Yoxtheimer, President & CEO (ex-officio)

PRESENT VIA PHONE CONFERENCE: Abbey Eschbach, Board Vice-Chair; Dewy Hilliard, Board Treasurer; Jean Myers; Tom Zimmerman; and Kim Wetherhold

Excused: Rick Wyatt; Chris Ebner; Adanma Akujieze; and Shantay Hall

QUORUM MET

I Call to Order & Invocation

Dr. Boll called the meeting to order at 5:30 PM. He then took roll call. Dr. Boll offered the invocation by reading a Liturgy for Medical Providers by Douglas McKelvey.

II Mini-Educational Session: COVID-19

Management felt it necessary to use the mini-educational session to update the Board on what the Center has been doing, operationally, to decrease the spread of COVID-19. Barb reported the phone tree was changed to have patients press 0 to speak to a nurse if they are experiencing respiratory symptoms. That line has been busy with patients calling with questions. The Center has set aside certain rooms for patients with respiratory symptoms. There are nurses who have been trained with the Personal Protective Equipment (PPE) to work specifically in those rooms. There is also someone in the waiting room screening patients as well as handing out masks and asking patients to use hand sanitizer upon entry. Starting tomorrow, March 24, the mobile unit will be used for all respiratory patients. There is one provider and one medical assistant assigned to the mobile unit. There will be a licensed nurse at the entrance of the Center, if a patient presents with respiratory symptoms they will be led to the mobile unit. If, after triage, the patient can enter the Center they will be directed to the check-in for registration.

Barb reported we are currently testing patients for COVID-19 at the Center. To date, 17 patients have been tested. Not all reports are back. However, just today, the Center did receive a positive result and it has been reported to the Department of Health.

Currently the challenge is that supplies are very low for the PPE and testing and it is very difficult to obtain the necessary items. Management is trying to work through those obstacles.

Dr. Kayla Richardson reported that employees at higher risk and all pregnant employees have been relocated to the Administrative offices or are currently working from home. The team will continue to look at the high-risk employees as the cases become more abundant.

Jim reported that the dental department is suspended for all routine/hygiene visits. There is one dentist and one dental assistant on site for emergencies as well as two people answering phones and changing appointments.

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Jim indicated there is one provider working from home doing telehealth visits. If decided they need a physical exam, the patient will be instructed where to report. All providers and staff are being trained on using the software for telehealth. There is also a learning curve for some of the patients to access the app to make the video visit possible.

Jim reported that management is trying to communicate with staff daily either in written communications or in person. They have been checking in with staff multiple times a day. As of last Thursday, all staff has mandatory temperature checks upon entrance to the building. If they have symptoms or a temperature over 100.4, they are being seen/tested and sent home until the results come back.

Management has also looked at patient volumes in different areas of the Center. There is a good chance certain services will be relocated. For example, Reproductive Health visits for two providers have significantly dropped. Some of those services are not necessary. It may be possible to integrate those services to general/family medicine.

Questions from the Board:

1. Regarding the patient who tested positive-had they traveled outside of the Williamsport area recently? Dr. Richardson answered that the patient indicated they had just been to New York City.
2. Regarding the patient who tested positive. How much interaction did they have with other clients and employees at the Center? Dr. Richardson answered they were exposed at check-in. They were directed to the respiratory area in the waiting room. The licensed nurse and provider wore the appropriate PPE. The patient did not stop at check-out as per protocol. The check-in staff was sent home as they were high risk.

Dr. Boll discussed looking for the positive spin on a negative situation. The fact is for the first time in a long-time people seem to be working together. There is a huge breakdown in barriers of regulations we have run into in the past. It is the hope that everyone can continue with the positivity after the COVID pandemic is behind us.

III CEO Update

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

- Pharmacy sales volume continues to grow. The Center has continued internal efforts to educate staff on the merits of this service, as well as external advertising. The pharmacy broke-even for the month of February.
- Senior staff met in person with Congressman Keller last week to discuss COVID-19 concerns. They pushed out their challenges with the lack of testing available, lack of supplies, and severe impact on finances. Congressman Keller is supportive of health centers and agreed to assist as much as possible.
- Staff participated in a recognition of Dr. Kaiser's retirement during an all staff meeting earlier this month. A token of appreciation along with many kind words were shared with Ralph, and his wife Patty, at the meeting.

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- Also, during the all-staff meeting, management kicked off the employee engagement program by asking staff to complete a 16-question assessment during the all-staff meeting. The results of the assessment are currently being tabulated.
- Raise the Region, the yearly fundraising campaign sponsored by the First Community Foundation Partnership, was held March 11-12, 2020 which included a rally and donor recognition event featuring a meet and greet with Dr. Richardson and the new dentist, Dr. Earl Waters and special tours of the Center. Fundraising efforts raised almost \$4,000 with potential matching contributions.
- Eat Around the World: Planning continues for this annual fundraising event. The date for the event is planned for Thursday, September 17 and the committee is looking at the venue option of the event space at the Pajama Factory off Rose Street. Once the venue is confirmed, recruitment of chef partners will begin.
- Increased visibility from new advertising efforts began this month with a billboard that is running on a River Valley Transit bus. Increased ads and digital placements on Effectiv (formerly Comcast Spotlight) and NorthcentralPA.com have run featuring the pharmacy. Monitoring of the digital efforts on Facebook and the website confirm continued increase in the amount of traffic, ratings, and reviews remain positive.

b. Dashboard

- **Financial Indicators:** Max reviewed the highlights of the Financial Indicators as follows: Net Days in A/R increased to 36.6. Staff is working through this and it should decrease in the future. Days in A/P decreased to 35.44. Days Cash on Hand decreased to 12.32. Current Ratio increased to 1.19. Payor Mix now has graphs to show the past three months for comparison.
- **Operational Indicators:** Barb reviewed the highlights of the Operational Indicators as follows: Visits were 12% over last year, however 11% shy of our goal for the month. New patients for the month was 276.
- **Clinical Quality Measures:** Barb reviewed the highlights of the Clinical Quality Measures as follows: She indicated the CQM is only for the month of February, the first bars on the graphs are the statistics reported for UDS and are from 2019, which would be a 12-month span. While all the measures for February, except one, meets state goals and expectations they are still a little lower than hoped. This will be a good opportunity to take a close look at the measures to see what more could possibly be done. It is possible that some of the measures are lower due to documentation and workflow with the new EHS.

IV Financial Report

a. February 2020 Financial Report

The highlights of the Financial Report were reviewed for February 2020 as were set forth on the summary provided to the Board, which is hereby incorporated for all purposes herein. Max reported that for the month of February, an excess of revenues over expenses was \$35,440 which brings the YTD deficiency of revenues over expenses to \$133,286. He reported that the Pharmacy, for the first time, showed a profit of \$656. Management is hoping this is the beginning of an upward trend. Patient revenue for the

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month was under budget by \$65,265, as expected since patient visits were under budget by 629 across the Center. 340B drug program income with contracted pharmacy was under budget by \$24,684 due to inability to access reports from CaptureRx. The Financial Services Department is still working with CaptureRx to understand reporting timings for revenue calculations. Total federal grants revenue was over budget by \$33,264 due to revenues associated with supplemental grants not originally budgeted. Contribution income was over budget by \$87,771 due to the 3rd quarter payment from UPMC. These funds were initially budgeted in the first portion of the fiscal year so although they are “over budget” for this month, year-to-date we are still under budget one payment which is anticipated to be coming in April.

Max reported that expenses were over budget by \$54,703. Pharmaceuticals were over budget for immunizations were over budget by \$4,665 due to costs associated with the QI initiative for vaccines. These costs were covered by grant funds. Minor equipment was over budget by \$11,541 due to costs associated with purchasing equipment covered under supplemental grant awards that did not meet the threshold for fixed assets. Telehealth services were under budget by \$10,782 due to the delay in the startup of pediatric services. Pediatric services have started, so it is hoped to be the last month for these services to be under budget. Grant for Acquisition of PP&E was over budget by \$32,946 due to the purchase of dental equipment that was associated with supplemental grant funds that qualified as a fixed asset.

Accounts payable at end-of-month was at \$111,326. The 2019 pension match liability of \$57,322.08 was made in February. This payment is calculated/confirmed after the close of the calendar year due to the structure of our 403(b) plan structure. Payments typically occur in February/March of the following year. The Medicaid settlement receivable remained at \$760,077.99 and Medicaid settlement payable remained at \$768,700.38. Total unrestricted cash, including the super money market fund, at month-end was \$513,790.69 which is a decrease from the prior month of \$97,795.13.

Motion #1 Tom Zimmerman made the motion to approve the February 2020 Financial Report. Abbey Eschbach seconded the motion. The motion passed unanimously.

The Board asked Max if the Accounting Department was keeping track of all expenses related to the COVID-19 pandemic. Max reassured the Board that the department is tracking the expenses. He has also asked all managers to help keep track of the expenses as well.

V Quality Assurance/Quality Improvement Report

Barb reported that there have been 795 patient satisfaction surveys collected. The QA/QI Workgroup is very pleased with the numbers as they feel better data will be obtained. The Workgroup is focused on one of the questions in the Medical survey. When asked if the patient knows how to obtain medical advice when the office is closed, only 77% say yes. Items the Workgroup has done to help awareness include placing additional education on all monitors in the Center, placing a handout tear pad at check in and check out areas. Also, if the patient supplies their name a flyer is being mailed to them to explain the process.

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Barb reported on a QA project regarding pneumonia vaccines the committee has been working on since October. Their goal was to reach administering 200 vaccines by the end of March 2020. The goal has been met as the staff has been working very hard with these, and all, vaccines.

a. Credentialing/Recredentialing

- **Linda Davis, CRNP:** Barb indicated Linda Davis was already an employee of the Center in the Reproductive Health. She chose to leave the Center a few months ago to pursue another opportunity that did not work for her. All her information was still current from her previous employment; however, all due diligence was performed in recredentialing Linda Davis.

On behalf of QA/QI Committee, Dr. Richardson is recommending approval of Linda Davis, CRNP for reappointment to the medical staff. In addition, her request for medical practice privileges was also reviewed and found suitable for granting the delineation of privileges as requested.

Motion #2 Barb Barbus made the motion to approve Linda Davis, CRNP for recredentialing and repriviliging for appointment to the medical staff at River Valley Health and Dental Center. Tom Zimmerman seconded the motion. The motion passed unanimously.

VI PR, Marketing, & Fundraising Report

Jim indicated he had previously reviewed the PR, Marketing, & Fundraising information in his CEO report. He asked if there were any questions or feedback on what was reported earlier in tonight's meeting.

It was asked if the amount given for the Raise the Region fundraising event was a final number. Jim indicated it is not an exact number, it is estimated with possible matching contributions. There are no final figures available at this time.

It was asked why committee was contemplating moving the Eat Around the World fundraising event to the Pajama Factory space. Jim reported the committee felt it may be a way to have more people attend the fundraiser. The committee is also looking at cutting the price per ticket back a little to make it more affordable. While last year's donations and sponsors were great, they were not completely satisfied with the number of people who turned out.

VII Consent Agenda

Board of Directors Meeting Minutes, February 2020; Executive Committee Meeting Minutes March 2020; and QA/QI Committee Meeting Minutes March 2020

Motion #3 Barb Barbus made the motion to approve the Consent Agenda as presented. Tom Zimmerman seconded the motion. The motion passed unanimously.

VIII Old Business

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

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IX New Business

a. COVID-19 Financial Outlook: Max presented the COVID-19 Financial Outlook for the Center and estimated impact over the coming month as follows: Max reviewed the visits for March which were current through March 22, 2020.

- Dental visits are currently 549 visits under budget. Estimated month-end to be 55% below budget.
- Medical visits are currently 352 below budget. Estimated month-end to be 31% under budget.
- Reproductive Health is currently 133 visits below budget. Estimated month-end to be 45% under budget.
- Chiropractic visits are currently 236 over budget. Estimated month-end to be 102% over budget. Reminder that chiropractic visits were budgeted on a part-time basis and is currently working full-time. Outreach is currently 295 visits below budget. Estimated month-end to be 80% under budget.

Max reviewed the current cash available as of March 23 which is \$592,856. Total outstanding receivables as of March 23 is \$147,091. Total outstanding accounts payable as of March 23 is \$213,237 which is due by April 1st. The following invoices make up \$175,064 of the balance owed:

- Employee Health Insurance
- Rent
- EHR fees
- Chiropractic Contract Services
- Cleaning Services
 - The CEO and CFO are working with vendors regarding outstanding bills, prioritizing payments at this time to the most critical services needed, and working on the potential of delayed payments in the interim to assist with cash flow needs.

The estimated net revenue cost on reduced visits are as follows:

- Dental - \$171,353
- Medical - \$98,037
- RHS - \$33,399
- Outreach - \$65,268

This impact will be even greater in April depending on the length of time that the COVID-19 restrictions are in place. Management discusses this at least daily.

Max reported there is emergency funding available which would include:

- The line of credit the Center is already approved for, up to \$500,000 with Citizens & Northern Bank.
- US Small Business Administration-Economic Injury Disaster Loans for up to \$2 million. The Center is not to this point currently, but management is working to be proactive.
- HRSA has announced \$100 million in funding that will be distributed to Health Centers. At this time, it is unknown how much funding will be available to the Center, nor what

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- the requirements for spending will be for each health center. Management anticipates these funds to be made available by the end of March.

This fiscal year the daily cost is approximately \$42,000 per day. The Finance Team is continuously working daily to update this total based on the changes made to operations and will be able to provide further updates in the coming days.

This evening, Management is looking for the recommendation of the full board to provide the CEO & CFO with full authorization to take the necessary financial measures needed to maintain the financial sustainability of the organization through the COVID-19 pandemic.

After discussion, with all questions answered, the following motion was made.

Motion #4 Dewy Hilliard made the motion to accept the recommendation for the full board to provide the CEO and CFO with full authorization to take the necessary financial measures needed to use of the line of credit and applying for an SBA loan to maintain the financial sustainability of the organization through the COVID-19 pandemic. This authorization will expire June 30, 2020. Management is directed to notify the Board immediately as action is taken. Routine updates will also be available to the Board during monthly meetings. Also, a copy of this motion will be sent to each Board member. Kim Wetherhold seconded the motion. This motion passed unanimously via roll call.

X Announcements for the Next Meeting

There were no announcements to be made for the next meeting.

XI Adjournment

With no further business to be brought before the Board, Dr. Boll adjourned the meeting at 6:36 PM.

Next Meeting: April 27, 2020 @ 5:30 PM Community Room, 431 Hepburn Street

Signatures:

John Boll, Jr., D.O., Board Chair

Barbara Barbus, Board Secretary

Date: