



*Comprehensive Health Center*

# Board Meeting

August 13, 2018



## LOCATION

21 Municipal Drive  
Arnold, M O 63010



## PHONE NUMBER

+1 636 933 2700



## WEBSITE

[www.comtrea.org](http://www.comtrea.org)



## FACEBOOK

<https://www.facebook.com/COMTREA/>

# OUR MISSION

To lead in providing quality, comprehensive healthcare that is affordable and accessible, and to support the dedicated professionals who make caring for the individuals we serve their number one priority.



# AGENDA

- ✓ 7:30 AM – Meeting Open
- ✓ Approval of Agenda and Minutes
- ✓ CLOSED SESSION
- ✓ Financials
- ✓ CEO Report
- ✓ Action Items
- ✓ Discussion Items
- ✓ Adjournment

# APPROVAL OF AGENDA

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## MOTION:

“I, \_\_\_\_\_, move that the Board approve the, August 13, 2018 Meeting Agenda.”

# APPROVAL OF MEETING MINUTES

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## MOTION:

“I, \_\_\_\_\_, move that the Board approve the July 16, 2018 Meeting Minutes.”

# CLOSED SESSION

**BOARD MEMBERS ONLY**





## MOTION:

“As a member of the Finance Committee, I \_\_\_\_\_, move that the Board approve the financials for the month of June, 2018.”

CASH ON HAND  
\$1,594,469.20

ACCOUNT RECIEVABLES  
\$3,000,087.89

**FINANCIAL REPORT**

# CEO REPORT

- **FINANCIAL FOCUS UPDATE**
- **STATE ASSOCIATIONS**
- **DIVISIONAL UPDATES**
- **BOARD SURVEY RESULTS**
- **HRSA**
- **VOLUNTEERS**



# CEO REPORT

FINANCIAL FOCUS  
UPDATE

- ✓ ACTION PLAN  
REVISION
- ✓ GROWTH  
REPORT

# ACTION PLAN REVISION

## FINANCIAL ALIGNMENT

### A. PERFORMANCE MONITORING

#### 1 MORS

- a. Monthly for Primary Care, Oral Health & Behavioral Health
- b. Quarterly for all programs

#### 2 C-Team Review (Weekly Review)

- a. Laser focus on top 3 contributing factors (direct, indirect, no control)
- b. Coordinated intervention and accountability
- c. Tighter timeframe for low performance and change

#### 3 Corrective Action Plans

- a. Essential components include 3-5 interventions, time referenced and measurable, and monthly written updates with weekly phone/in-person check-ins
- b. Primary Care Plan A-B-C
  - i. Performance review time frame is Q.1 2019 FY (9/30/18)
  - ii. Next Steps in process
- c. Oral Health Plan A-B-C
  - i. Performance review time frame is Q.1 2019 FY (9/30/18)
  - ii. Next Steps in process
- d. Weekly update and monthly updated report

### B. Data Review, Trends and Analysis

#### 1 Enhanced Data Reporting

- a. Monthly Income Statement for revenue producing departments:
- b. Units of Service (Visit)
- c. Revenue/Visit
- d. Cost/Visit

#### 2 Monthly Financials - Inclusion of 12 Months Trending

Move from manual to automated

### C. Billing and Accounts Receivable

#### 1 Claim Audits to review documentation support for claims billed

- a. External: RMC with quarterly reports
- b. Internal: Ongoing

#### 2 A/R Billing Specialist (in the FY 2019 Budget)

- a. Identify what reports are available in the EMR
- b. Dashboard design for reporting performance on key financial indicators

#### 3 Credentialing Redesign

- a. Assess ROI for credentialing software and range of options
- b. Dashboard design to track credentialing days for the top 5 payors

# GROWTH REPORT – PRIMARY CARE

JULY # of Work Days		21.00				# DAYS MTD		21							
Net Rev Per Visit PC		162.00		Weekly GOALS				MONTH END FORECAST - PRIMARY CARE REVENUE & BUDGET							
Net Patient Rev/Visit	110.00	101	Schedule	86	Actual	Actual	THRU 7/31								
PRIMARY CARE VISITS	>	Schedule	10-Hr Day	Actual	10-Hr Day	8-Hr Day	ACT MTD	PROJ VISITS	GOAL	% GOAL	PROJ REV	BUD REV	VAR REV	% VAR	
Dr. Turner	0.38	38.4	9.6	32.7	8.2	6.5	112	112	137	82%	18,144				
Dr. Helton	1.00	101.0	25.3	86.0	21.5	17.2	211	211	361	58%	34,182				
Ashley Whitley	0.90	90.9	22.7	77.4	19.4	15.5	182	182	325	56%	29,484				
Ashleigh McGrath	1.00	101.0	25.3	86.0	21.5	17.2	248	248	361	69%	40,176				
Amanda Sherwood	0.75	75.8	18.9	64.5	16.1	12.9	246	246	271	91%	39,852				
Dr. Hampton	0.50	50.5	12.6	43.0	10.8	8.6	120	120	181	66%	19,440				
		0.0	0.0	0.0	0.0	0.0	0	0	0	#DIV/0!	0				
<b>TOTALS</b>	<b>4.53</b>	<b>457.5</b>	<b>114.4</b>	<b>389.6</b>	<b>97.4</b>	<b>77.9</b>	<b>1,119</b>	<b>1,119</b>	<b>1,636</b>	<b>68%</b>	<b>181,278</b>	<b>249,227</b>	<b>-67,949</b>	<b>-27.26%</b>	

**85%**

**Patient Revenue \$123,090**

**NOTES:**

- Week 1 - July 4th (Holiday) and we had 2 providers (Sherwood and McGrath) with PTO. Plan-Revise vacation policy for PC so that we have only one provider off at a time
- Week 2 – Ashley Whitley 1 PTO Day
- Week 3 - Dr. Helton on PTO all week. Amanda Sherwood 1 PTO day.
- Week 4 - Ashley Whitley PTO All Week; Ashleigh McGrath PTO Friday.

<b>FY 19 BUD</b>	<b>Annual</b>	<b>\$2,990,725</b>
	<b>Monthly</b>	<b>\$249,227</b>

# GROWTH REPORT – ORAL HEALTH / DENTIST

Net Rev Per OH Visit		169.00		Weekly GOALS												
Net Patient Rev/Visit		150.00		75		Schedule		62		Actual		Actual		MONTH END FORECAST		
ORAL HEALTH VISITS	FTE	Schedule	10 Hr Day	Actual	10 Hr Day	8-Hr Day	PROJ VISITS	GOAL	% GOAL	PROJ REV						
Dr Suter	0.13	9.8	2.4	8.1	2.0	1.6	18	34	53%	3,042						
Dr. Garland	0.50	37.5	9.4	31.0	7.8	6.2	148	130	114%	25,012						
Dr. Empkey	0.50	37.5	9.4	31.0	7.8	6.2	59	130	45%	9,971						
Dr. Garrity	1.00	75.0	18.8	62.0	15.5	12.4	176	260	68%	29,744						
Dr Blattel-FMLA	0.00	0.0	0.0	0.0	0.0	0.0	8	0	#DIV/0!	1,352						
Dr. Landsford	1.00	75.0	18.8	62.0	15.5	12.4	223	260	86%	37,687						
Dr. Mazuranic	0.20	15.0	3.8	12.4	3.1	2.5	12	52	23%	2,028						
Dr. Puisis	0.20	15.0	3.8	12.4	3.1	2.5	40	52	77%	6,760						
Dr. Greaves	0.20	15.0	3.8	12.4	3.1	2.5	34	52	65%	5,746						
Dr. Emily	0.75	56.3	14.1	46.5	11.6	9.3	139	195	71%	23,491						
<i>Dr. Taylor</i>	0.75	56.3	14.1	46.5	11.6	9.3	135	195	69%	22,815						
<i>Dr. Shakhnnovich [7/16 1.0 FTE]</i>	0.25	18.8	4.7	15.5	3.9	3.1	80	65	123%	13,520						
<i>Dr. Darling [7/16 1.0 FTE]</i>	0.25	18.8	4.7	15.5	3.9	3.1	6	65	9%	1,014						
<i>Dr. Mazoli [7/16 1.0 FTE]</i>	0.25	18.8	4.7	15.5	3.9	3.1	23	65	35%	3,887						
<i>Dr. Lorenz [7/16 1.0 FTE]</i>	0.50	37.5	9.4	31.0	7.8	6.2	26	130	20%	4,394						
<i>Dr. Cook [8/13 1.0 FTE]</i>		0.0	0.0	0.0	0.0	0.0	0	0	#DIV/0!	0						
<b>TOTALS</b>	<b>6.48</b>	<b>486.0</b>	<b>121.5</b>	<b>401.8</b>	<b>100.4</b>	<b>80.4</b>	<b>1,127</b>	<b>1,687</b>	<b>67%</b>	<b>190,463</b>						

**83%**

**Patient Revenue \$169,050**

# GROWTH REPORT – ORAL HEALTH / HYGIENISTS

Weekly GOALS										
	# Pts	42	Schedule	33	Schedule	MONTH END FORECAST				
OH - HYGIENISTS	FTE	Schedule	10 Hr Day	Actual	10 Hr Day		PROJ VISITS	GOAL	% GOAL	PROJ REV
Sandy Holified	0.10	4.20	1.1	3.3	0.8		1	14	7%	169
Suzanne Seawel	0.80	33.60	8.4	26.4	6.6		63	111	57%	10,647
Amanda Govreau	0.80	33.60	8.4	26.4	6.6		68	111	61%	11,492
Renee Blanken	0.75	31.50	7.9	24.8	6.2		16	104	15%	2,704
Ashley Wegener	0.25	10.50	2.6	8.3	2.1		25	35	72%	4,225
Angelica Miller	1.00	42.00	10.5	33.0	8.3		39	139	28%	6,591
Tiffany Grant	0.50	21.00	5.3	16.5	4.1		50	69	72%	8,450
Kate Poleos (.75 Sept)	0.30	12.60	3.2	9.9	2.5		32	42	77%	5,408
<b>TOTALS</b>	<b>4.50</b>	<b>189.0</b>	<b>47.3</b>	<b>148.5</b>	<b>37.1</b>		<b>294</b>	<b>624</b>	<b>47%</b>	<b>49,686</b>

**79%**

**Patient Revenue \$44,100**

DENTAL REVENUE TOTALS				GOAL	MONTH END FORECAST - DENTAL REVENUE & BUDGET							
			#/WK		PROJ VISITS	GOAL	REV/VISIT	PROJ REV	BUD REV	VAR REV	% VAR	
Dentists					1,127	1,687	67%	190,463				
Hygienists					294	624	47%	49,686				
<b>Total</b>					<b>1,421</b>	<b>2,311</b>	<b>61%</b>	<b>240,149</b>	<b>573,270</b>	<b>-333,121</b>	<b>-58.11%</b>	

**FY 19 BUD**

Annual 6,879,242

Monthly 573,270

**Combined Patient Revenue \$213,150**

# CEO REPORT



## STATE ASSOCIATIONS



MPCA ANNUAL CONFERENCE  
OCTOBER 25 AND 26<sup>TH</sup>  
BRANSON, MO

# DIVISIONAL UPDATES

BEHAVIORAL HEALTH  
PSYCHIATRY



PRIMARY CARE



ORAL HEALTH



# CEO REPORT

## BOARD SURVEY RESULTS

### BOARD ASSESSMENT

Annual Board Assessment	Strongly Agree / Agree	Neither	Disagree/ Strongly Disagree
1. Board meetings effectively manage policy and planning issues	100%	0%	0%
2. Board meetings are conducted effectively and efficiently.	100%	0%	0%
3. The board is action orientated.	100%	0%	0%
4. The board annually reviews its important documents (policies, bylaws).	100%	0%	0%
5. Board needs are clearly communicated to the President/CEO.	100%	0%	0%
6. The board and board chairperson effectively handle board conflicts.	94%	6%	0%
7. Board members recognize that communication with staff goes through the President/CEO, not around him/her.	94%	6%	0%
8. The board effectively monitors the written strategic plan.	100%	0%	0%
9. Comtreia, Inc. is making significant progress and tangible accomplishments under this board's leadership.	100%	0%	0%
10. Board members enjoy serving on this board.	94%	6%	0%

	Yes	No
1. Each board member has a copy of the by-laws and understands the role of board member	100%	0%
2. Board members are effective advocates for the Comtreia, Inc	100%	0%
3. The board conducts annual self-assessments of its performance	100%	0%
4. The board evaluates its administrator annually	100%	0%
5. New board members receive an orientation within the first quarter of serving	100%	0%
6. The board asks that its members participate in fund raising activities	100%	0%
7. The board asks that its members make a personal financial contribution	100%	0%
8. The board makes an effort to identify and recruit qualified board members	100%	0%

#### Additional Comments:

Appreciate the boards efforts to recruit new members with diverse skills and knowledge and to involve them in board activities

I believe the board is doing a good job. There are plenty of big decisions on the horizon and it will require thorough analysis and decision making. I believe we are aggressive at times, but that is needed to grow the organization.

Very efficient Board



# CEO REPORT

## BOARD SURVEY RESULTS SELF ASSESSMENTS

### Board Member SELF ASSESSMENT

Board Member SELF ASSESSMENT	Strongly Agree / Agree	Neither	Disagree / Strongly Disagree
1. I understand and support the mission of the organization.	100%	0%	0%
2. I am knowledgeable about the organization's programs and services	100%	0%	0%
3. I follow trends and important developments related to this organization.	100%	0%	0%
4. I assist with fund-raising and/or give a significant annual gift to the organization.	88%	12%	0%
5. I read and understand the organization's financial statements.	100%	0%	0%
6. I have a good working relationship with the chief executive officer.	100%	0%	0%
7. I recommend individuals for service to this board.	76%	24%	0%
8. I prepare for and participate in board meetings and committee meetings	100%	0%	0%
9. I act as a good-will ambassador to the organization.	100%	0%	0%
10. I find serving on the board to be a satisfying and rewarding experience.	100%	0%	0%

\* Note paperwork not completed by one board member/ results are calculated based on the 17 members that completed

### What factors contributed to your performance or lack of performance in the areas above: (please be specific)

Excellent communication skills of CEO / Community needs for services / I have had to miss several meetings in the past few months due to work schedule. I'd like to be in attendance for all meetings, but sometimes find it difficult with the randomness of my schedule. While I am in attendance I am fully engaged. / I strongly support COMTREA and the JCCMHFB and believe in their mission. I wish I spent more time on advocacy at the state and federal level. / Enjoy being on the board. COMTREA is needed. / Time and other financial commitments keep me from fully participating in the fundraising efforts of the organization. I haven't identified anyone at this point that I feel would be a good fit for the Board, if I do I will certainly recommend. / I am pleased to support COMTREA's mission and want to participate in the good work it does. / Informative CEO/Staff and ability of them to communicate with the board members. / My personal funds are tight & I haven't found a suitable person to help with fundraising or the board.

### Here's what I would need from the organization to maintain/increase my level of board commitment:

Nothing more / I'm not sure if the organization could provide better engagement. My schedule is the only thing holding me back. / COMTREA already supplies all the tools and information a board member needs. / Nothing / Nothing different / Nothing at this time / Continuing Education and Communication about the organization / None

### Do you have any other comments or suggestions that will help the board increase its effectiveness?

It has improved exponentially since Sue Curfman was hired as CEO

# CEO REPORT

## HRSA MONTHLY ANNUAL REVIEW

### #10 CONTRACTS AND SUBAWARDS

CONTRACTS AND SUBAWARDS	FISCAL	Amy Rhodes; Lisa Rothweiler	August	YES	NO	NA
a. Procurement Procedures		Reviewed		1		
b. Records of Procurement Actions		Reviewed		1		
c. Retention of Final Contracts		Sharepoint		1		
d. Contractor Reporting						X
e. HRSA Approval for Contracting Substantive Programmatic Work						X
f. Required Contract Provisions				1		
g. HRSA Approval to Subaward						X
h. Subaward Agreement						X
i. Subrecipient Monitoring						X
j. Retention of Subaward Agreements and Records						X
			TOTAL	4	0	0

U.S. Department of Health & Human Services



Federal Office of Rural Health Policy

# CEO REPORT

## ■ HRSA MONTHLY ANNUAL REVIEW

### #12 COLLABORATIVE RELATIONSHIPS

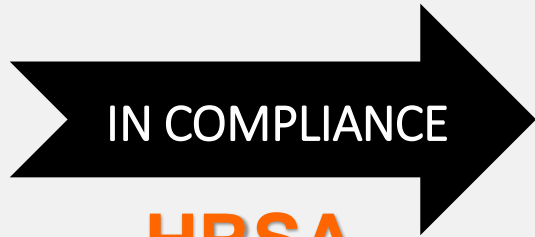
COLLABORATIVE RELATIONSHIPS	GOVERNANCE/ ADMIN	Sue Curfman	August	YES	NO	NA
<b>a. Coordination and Integration of Activities</b>				1		
<b>b. Collaboration with Other Primary Care Providers</b>				1		
<b>c. Expansion of HRSA-Approved Scope of Project</b>				1		
			TOTAL	3	0	0
			%	100%		

U.S. Department of Health & Human Services

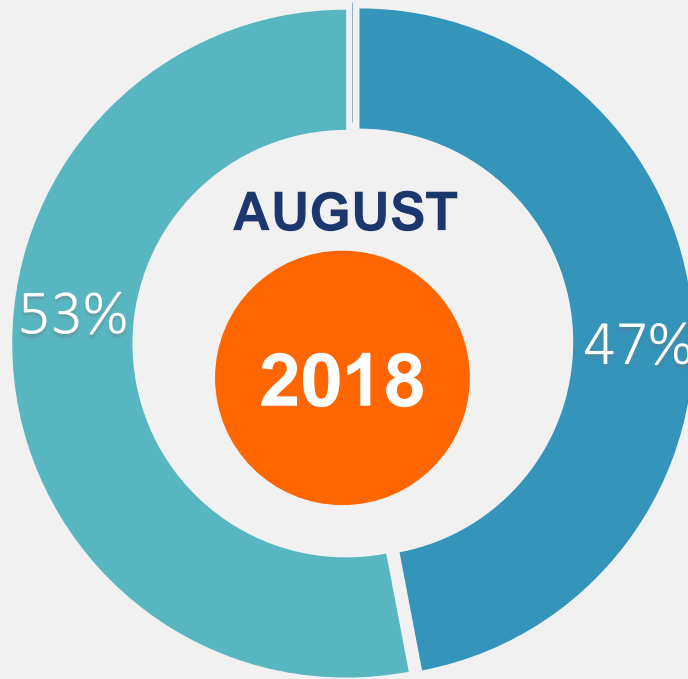


Federal Office of Rural Health Policy

# BOARD MEMBERS USING FQHC SERVICES



**HRSA  
REQUIRES  
51%**



**53%**

Of Board Members are using FQHC Services

**47%**

Board Members NOT utilizing FQHC Services

# CEO REPORT

- **POSTPONED MOCK SURVEY**

*November 28/29*

- **NofA – 3 year grant**

- **FTCA APPLICATION APPROVED**



# ACTION ITEMS

**REQUIRES A VOTE**



# APPROVAL

## Leadership Council Reports

*Emailed to Board*

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### MOTION:

“I, \_\_\_\_\_, move that the Board approve the July 2018 Leadership Reports to the Board.”



# APPROVAL

## Policy Approvals

### Revision of

## “10.6 Professional Boundaries Policy.”

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### MOTION:

“I, \_\_\_\_\_, move that the Board approve the revised 10.6 Professional Boundaries Policy as presented.”



# QIQA REPORT

## JULY – ORAL HEALTH FOCUS

- All new dentists should be on boarded by August 2018
- Expect productivity to increase thanks to the additional dentist and school back in session
- Focus is on ensuring quality while increasing productivity



# QIQA REPORT - MPCA QUALITY MEASURES

Name	Target	Result June 2018	Result July 2018	Result Trailing Year June 2018	Result Trailing Year July 2018
Hypertension Controlling High Blood Pressure (NOF 0018)	55.0%	83%	77%	77.1%	78.1%
Child Weight Screening / BMI (NOF 0024)	50.0%	93.4%	94.4%	96.2%	95.7%
Child Weight Screening / Nutritional Counseling (NOF 0024)	15.0%	63.2%	66.2%	62.5%	61.1%
Child Weight Screening / Physical Activity (NOF 0024)	8.0%	48.7%	57.7%	38.9%	40.5%
Tobacco Use: Screening and Cessation (NOF 0028)	80.0%	96.7%	95.7%	96.5%	96.3%
Cervical Cancer Screening (NOF 0032)	60.0%	44.8%	47.4%	37.8%	38.4%
Colorectal Cancer Screening (NOF 0034)	40.0%	46%	43.2%	40.0%	41.8%
Use of Appropriate Medications for Asthma (NOF 0036)	75.0%	100.0%	100.0%	88.6%	88.2%
Diabetes A1c > 9 or Untested (NOF 0059)	25.0%	31.0%	26.3%	39.5%	39.3%
Screening for Clinical Depression and Follow-Up Plan 12-17 yrs (NOF 0418)	2.3%	61.1%	48.4%	51.5%	49.1%
Screening for Clinical Depression and Follow-Up Plan 18+ yrs (NOF 0418)	2.4%	77.1%	82.1%	73.9%	72.4%
BMI Screening and Follow-Up 18+ Years – 2 BMI Ranges (NOF 0421 – CMS69v4)	75.0%	92.6%	91.3%	90.3%	90.1%

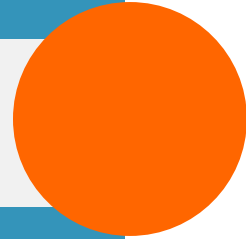
Note: Those measures in teal have been met

**MOTION:**

“I, \_\_\_\_\_, move *that* the Board approve the **July 2018 QIQA Coordinating Council Report.**”

# DISCUSSION ITEMS

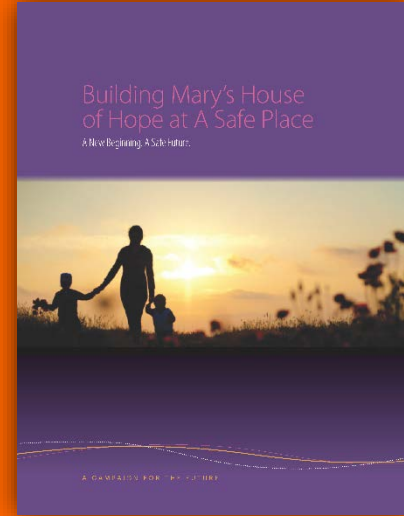
**INFORMATIONAL**



# MONTHLY REPORT TO THE BOARD



Building and Grounds



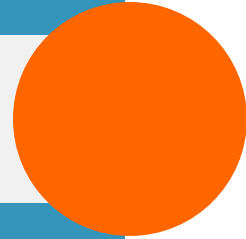
Capital Campaign

# UPCOMING EVENTS

Event Name	Date	Where	Benefitting
CAC Golf 13 <sup>th</sup> Annual	Friday August, 17	Oak Valley Golf Course Pevely, MO	Children's Advocacy Center of East Central Missouri
5K Fun Run/Walk Purple for a Purpose	Saturday September, 22	Crystal City Park	Mary's House of Hope at A Safe Place
Tails with Tales Night at Ballpark Village	Friday September, 7 <sup>th</sup>	Ballpark Village	Tails with Tales
Murder Mystery Dinner "Dead in Deadwood"	Friday October, 12th	TBC Venue Pevely, MO	Mary's House of Hope at A Safe Place
Mardi Gras	Saturday February, 2 (2019)	Quality Inn	A Safe Place

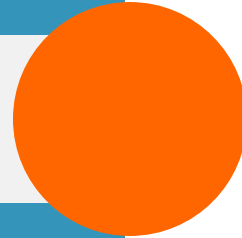
# BOARD MEMBER

## RECRUITMENT



# OLD BUSINESS

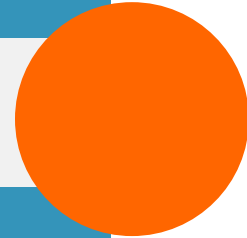
**FOR DISCUSSION**





# NEXT SCHEDULED BOARD MEETING

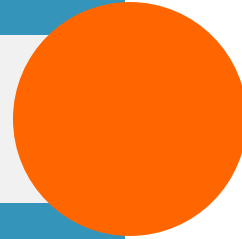
**MONDAY, SEPTEMBER 10, 2018**



# ADJOURNMENT

## MOTION:

“With no further business to discuss, I, \_\_\_\_\_,  
move that the Board adjourn.”





## *Comprehensive Health Center*



### LOCATION

21 Municipal Drive  
Arnold, M O 63010



### PHONE NUMBER

+1 636 933 2700



### WEBSITE

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