Board Meeting Minutes

Meeting Date: 05/14/2018 Time: 7:30 am
Chairperson/President/Facilitator: Jerry Rogers, Chairperson

Attendees: Jerry Rogers (Board Chair); Kathryn Ellis (Board Vice Chair); Mark Mertens; Cliff Lane; Alicia Towery; John Lamping (Board Treasurer); Beth McDaniel; Martha Maxwell; Jane Sullivan; Ken Waller; Audrey Mitchell; Dr. Steven Crawford; Sylvia Daniels and Dr. Josh Isaacson

Not in Attendance: Elizabeth Dively (Board Secretary); Katherine Hardy-Senkel; Kelly Steffens; Kyle Gowen (Co-Treasurer) and Dayle Burgdorf

Staff in Attendance: Susan M. Curfman, MA (President & CEO); Dr. Kevin Turner (Medical Services Director); Donna Harris-Brekel (VP of HR); Margo Pigg (Chief Behavioral Health Officer); Lisa Rothweiler (COO); Katy Murray (VP Corporate Compliance/QM); Patty Vanek (VP of Population Health); Kim Elbl (VP Marketing and Fundraising); Dr. Courtney Garland (Dir of Oral Health); Tony Sokolic (VP – BH Youth Services), and Gabby Ayes (AVP – Youth CSTAR)

Not in Attendance: Dana Silverblatt (VP of Integrated Practices and SBHC) Amy Rhodes (CFO); Cindy Vessell (VP of Community Services) and Rachael Bersdale (VP – BH Adult Services)

1. Meeting Open
The May 14, 2018 Board Meeting was called to order at 7:32 am by Jerry Rogers, Board Chairman.

2. Mission Statement
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.
3. Approval of Agenda
The May 14, 2018 board meeting agenda was reviewed and no revisions were requested.
Recommendations: "I, Kathy Ellis, move that we approve the May 14, 2018 Agenda as presented." Jane Sullivan seconded the motion. The motion carried.

4. Approval of April 09, 2018 Minutes
The April 09, 2018, board meeting minutes were reviewed with no suggestions for corrections or additions.
Recommendations: "I, Kathy Ellis, move that we approve the April 09, 2018 Board Meeting Minutes". Cliff Lane seconded the motion. The motion carried.

Action Items
➢ Sign the final approved board meeting minutes (Jerry Rogers, Chairman)

5. Closed Session
The Board went into closed session at 7:35am.
Recommendations: "I, Cliff Lane, move that the board move into closed session." Mark Mertens seconded the motion. The motion carried by voice vote from Jerry Rogers (Board Chair); Kathryn Ellis (Board Vice Chair); Mark Mertens; Cliff Lane; Alicia Towery; John Lamping (Board Treasurer); Beth McDaniel; Martha Maxwell; Jane Sullivan; Ken Waller; Audrey Mitchell; Dr. Steven Crawford; Sylvia Daniels and Dr. Josh Isaacson.

During the closed session the Board discussed updates on Real Estate including the Wee Care building and the sale of Bridle Ridge. The CEO’s evaluation was discussed along with a discussion on legal matters.

The open session reconvened at 7:50am with leadership joining the board.

6. Financial Review
John Lamping stated that improving the AR and cash flow have been the focus for the past few months. He stated that Sue Curfman has been working on additional reports that dive into the financials and ways to improve that will be discussed during the CEO Report. The
line of credit was accessed for the 2nd payroll in April with $500,000 of the line used. The AR will continue to grow since the allocation has been used on the DMH side. The billing of the AR will continue but no reimbursements are coming in. On the FQHC all are behind budget, but Primary Care is working and improving, Oral Health still has a shortage of staff and will not see an improvement until the new dentists come on board. There was a loss posted for the Highway 30 property, this loss is picking up all the expenses through the accounts related to the property but is not a true cash loss. Jerry Rogers stated that Dr. Turner and the PC staff have done a remarkable job turning around things for Primary Care. Mark Mertens asked for the amount the net loss totaled for the Highway 30 property. John Lamping stated the amount was roughly ½ Million. Jerry Rogers stated that amount was due to the work completed for the infrastructure on the property and the number of plans that were drawn up over the years.

Recommendations: “I, John Lamping, move that the Board approve the financial report for the month of March 2018.” Audrey Mitchell seconded the motion. The motion carried.

7. CEO’s Report
   a. Financial Focus Update

Sue Curfman spoke of the methods in which financials are being looked at further.

   i. Growth Report – A Growth Report was created and takes the run rate for the week and average revenue (amount collected after write offs) then projects out if that rate continues through the end of the month. The PC and OH growth reports are shown on the slides. For the first time last week 76% was produced of the target in Primary Care. This was partly due to the division being right sized now with the decision not to renew one of the NP’s in addition to the increase in marketing and social media. Part of the issue with some of the previous reports was incorrect correct data. This report will be produced every Monday. On the dental side they are showing at the end of the month they will be behind budget due to the provider shortage. Jerry Rogers introduced Dr. Courtney Garland to the board, she has now taken over the role of Oral Health Director. Sue Curfman spoke of Dr. Garland’s background in rural health and how that makes her a great fit for the position. She has been with COMTREA for 4 years.

   ii. Cash Flow Action Plan – The plan states actions for improving the cash flow. The growth report was one and has been completed. One area will be that each division
needs to focus on 2-3 top action items. In addition, in the past providers were hired and had to wait for their credentialing to be completed. HR is working to obtain the credentialing paperwork prior to a start date so a provider is ready to see patients when they start. Another area that is focused on will be administrative expenses, there will be a cap on increasing any additional administrative costs.

b. Advocacy Update
   i. June 18 Legislative Event at Hillsboro Civic Center – COMTREA is partnering with JFCAC for a luncheon, included with the Board materials is a flyer with additional information.

c. Divisional Updates
   i. Behavioral Health/Psychiatry Updates – The BH and Psychiatry division continues to focus on integration. There have been several meetings to discuss treatment with Primary Care included. The goal is to have 75% of Primary care providers get their waiver for substance abuse treatment. Clients in maintenance phase will be able to be transferred to PC providers. Sue Curfman stated that there are 25-30 patients a day walking in for treatment.
   ii. Primary Care Updates - Primary Care was discussed during the financial portions of the meeting.
   iii. Oral Health Updates - Sue Curfman stated that over the next few months there will be several new dentists joining and the access to care is opening back up. Jerry Rogers asked if the MAP clinic is moving around and requested a schedule. Dr. Garland stated there is a schedule for Festus and High Ridge and Arnold will be added in August. Sue Curfman requested that the MAP schedule be added to the monthly reports that are sent to the board.

d. HRSA
   i. Monthly/Annual Review – With the new compliance manual for HRSA the monthly annual review of program requirements was revamped, for May the two requirements were in compliance.
      a) Needs Assessment
      b) Continuity of Care% of Board Member Consumers
ii. **Board Consumers** - The percentage is now up to 53% and in compliance

e. **FY 2019 Strategic Planning Process**
The Strategic Planning Process is on target. There are 3 open forums planned for Wednesday with staff and the annual stakeholder’s survey has been completed and compiled. There were 90 surveys completed and a loss was noticed in some areas but a gain in other areas. For oral health the issues has been limited access. The information from the surveys is being used with the strategic plan for marketing. The marketing team is also looking at ways to better utilize their marketing funds with an increased social media presence.

g. **Volunteers**
For the month of April, Board Members topped the hours for volunteering. Job shadowing hours were also increased which shows there is an increase in partnerships with schools and affiliations.

8. **Action Items (Anything that requires a vote)**
   a. **Leadership Council Reports (Month of April)**
The April Leadership Reports were emailed to the Board for review.
   **Recommendations:** “I, Audrey Mitchell, move that the Board approve the April 2018 Leadership Council Report.” Beth McDaniel seconded the motion. The motion carried with Mark Mertens abstaining from the vote due to being out of the country.

   b. **Approval of CEO Evaluation (Discussion in closed session/approval in open session)**
Jerry Rogers stated the CEO Evaluation was emailed out to members for review. The CEO evaluation is conducted annually and requires the board approval on an annual basis.
   **Recommendations:** “I, Mark Mertens, move that the Board approve the CEO Evaluation signed 04/30/18 as presented.” Cliff Lane seconded the motion.

   c. **FY 2019 Board Calendar**
The 2019 Board Calendar was presented for approval.
Recommendations: “I, Mark Mertens, move that the Board approve the FY 2019 Board Calendar as presented. Kathy Ellis seconded the motion

d. Approval Schowalter & Jabouri, P.C. to provide:
   i. Audit Services
   ii. Cost Services

In the absence of Amy Rhodes, Sue Curfman presented on the audit services and cost services RFP’s. There was three bids shown for each service. Schowalter & Jabouri, P.C. align with non-profit and received great feedback during recent audits. Jerry Rogers asked Ken Waller if the County still utilized them, Ken Waller replied that they do not.
Recommendations: “I, Mark Mertens, move that the Board approve the continuation of Schowalter & Jabouri, P.C. for the purpose of audit services. John Lamping seconded the motion.

The cost reports were discussed and the bids, there was a significant cost difference for Schowalter & Jabouri, P.C. to provide this service. It was stated that the cost differed due to them already handling the auditing services.
Recommendations: “I, Mark Mertens, move that the Board approve the continuation of Schowalter & Jabouri, P.C. for the purpose of cost report services. John Lamping seconded the motion.

e. Staff Insurance Reimbursement Benefit Elimination

Sue Curfman stated that if a staff member does not take COMTREA insurance they are paid a reimbursement, this difference costs approximately $190,000 annually. There was a recent analysis of COMTREA benefits to other benefits with organizations and no one else was offering this pay out. Mark Mertens asked on the individual cost – it was confirmed about $2500 a year. Ken Waller stated that taking away the benefit means the staff might come on the policy and that could potentially cost more to COMTREA. Josh Isaacson stated that there will be a primary on the COMTREA insurance and suggested doing a cost analysis. Sue Curfman asked that we postpone the decision on this matter and revisit next month. Beth McDaniel bought up an instance of payout.
f. Policy Additions/ Revisions / Deleted

In the board packet there was a form for each of the policy changes. Donna Harris-Brekel stated that as HR has looked at policies there is a need to eliminate some duplicate or change language. Donna Harris-Brekel stated that Policies 7.2.6 and 7.2.7 redefine the hours of work the attendance policy rolls up some scattered policies and corrected some language from old policies. Charging leave especially with nonexempt staff needed to be defined. Policies 12.2.2. and 12.2.1 were defining the hours of flex time in regard to exempt and nonexempt – Policy 14.4.2 changed titles, defined the process the forms and took down to a more manageable time frame. Josh Isaacson asked if the policies are reviewed by the attorney. Donna Harris-Brekel stated no, the ones presented were simple and have gone through 3 committees however the attorney has seen the full policy handbook. Jerry Rogers stated that most of the changes are combining policies.

i. Human Resources Policies

  a) Revised 7.2.6 Exempt Employees

Recommendations: “I, Mark Mertens, move that the Board approve the revisions of HR Policy 7.2.6 Exempt Employees as presented.” Beth McDaniel seconded the motion.

  b) Revised 7.2.7 Non-Exempt Employees

Recommendations: “I, Mark Mertens, move that the Board approve the revisions of HR Policy 7.2.7 Non-Exempt Employees as presented.” Beth McDaniel seconded the motion.

  c) Revised 10.2 Attendance

Recommendations: “I, Mark Mertens, move that the Board approve the revisions of HR Policy 10.2 Attendance as presented.” Audrey Mitchell seconded the motion.

  d) Revised 10.2.1 Charging Leave

Recommendations: “I, Mark Mertens, move that the Board approve the revisions of HR Policy 10.2 Attendance as presented.” Audrey Mitchell seconded the motion.

  e) Revised 12.2.2 TO 12.2.1 Non-Exempt Employees

Recommendations: “I, Mark Mertens, move that the Board approve the revisions of HR Policy 12.2.2 TO 12.2.1 Non-Exempt Employees as presented.” Audrey Mitchell seconded the motion.

  f) Revised 14.4.2 Reporting (Employee Abuse Harassment or Grievance Policy)

Recommendations: “I, Mark Mertens, move that the Board approve the revisions of HR Policy 12.2.2 TO 12.2.1 Non-Exempt Employees as presented.” Alicia Towery seconded the motion.
g) Delete 12.4, 12.4.1, 12.4.2, 12.4.3, 12.4.4 and original 12.2.1

Recommendations: "I, Mark Mertens, move that the Board approve the deletion of HR Policies 12.4, 12.4.1, 12.4.2, 12.4.3, 12.4.4 and the original 12.2.1 as presented."

Audrey Mitchell seconded the motion.

i. Medical Manual


Sue Curfman stated that the Med Refill Policy 35 allows a client to get 1 refill, but they must get in for an appointment, then any med reported stolen has to provide a police report. The goal of this policy is to standardize how this is handled.

Dr. Crawford asked if people state it's stolen they can get a refill. Sue Curfman stated yes as long as the police report is provided. Dr. Crawford stated he sees patients frequently that do this. Margo Pigg stated that at this point it's a one time per a client/care episode. Dr. Crawford stated that he will vote against this and that clients don't need the option. Margo Pigg stated that there is only the one time and this does not happen that often but Dr. Jos recommended the one time refill. Margo Pigg agreed with Dr. Crawford on making clients more accountable. Dr. Turner stated that it depends on situation, the policy should be a guideline but providers need to use individual judgement. Dr. Crawford stated that he would prefer it not communicated. Ken Waller asked why providers should have a say in this.

There should be a rule that not everyone can have a refill. Sue Curfman stated that the policy will be worked on to revise the policy to state no refills are allowed unless the medical director approves. The revision will be presented to the board next month.

Recommendations: "I, Mark Mertens, move that the Board table to approval of Med 35 Med Refill Policy until next month due to needing revisions." Dr. Crawford seconded the motion.

g. Credentialing & Privileging

Kathy Ellis provided the credentialing and privileging report stating there were 5 new staff and 8 current that needed to be re-privileged.

Recommendations: "I, Kathy Ellis, move that the Board approve the April 2018 Credentialing and Privileging Report as presented." Josh Isaacson seconded the motion.

The motion carried.
h. QIQA Monthly Report
Beth McDaniel reported on the most recent QIQA meeting stating there is work around peer review process and the consistency. The committee is looking at how to share information on TVs and increase awareness while having consistency in the message. Dr. Turner is working on an opioid review and process. The QIQA website is now up and helps with tracking all quality measures show a positive trend. Beth McDaniel reminded the Board Members of the need to utilize the services to keep at the HRSA requirement. Jerry Rogers stated that there needs to be a buffer. Dr. Turner then reported on the MPCA quality measures. There are two measures that have not been met, cervical cancer and h1ac. In June there will be a competition between providers to try and increase that. Primary Care is actively trying to use health information systems to call patients and get them in for testing for the h1ac.

Recommendations: “I, Beth McDaniel, move that the Board approve the QIQA Monthly Report as presented.” Kathy Ellis seconded the motion. The motion carried.

10. Discussion Items (Informational; no action taken)
a. Subcommittees of the Board
   i. Building and Grounds
      Lisa Rothweiler reported that Northwest passed inspections. Jerry Rogers asked on b building and Lisa Rothweiler stated there are bids being collected. On Dunklin the final plans waiting on for bids and the Hillsboro drug court is receiving new flooring and paint
   ii. Community Relations/Fundraising & Capital Campaign
      Kim Elbl informed the board that COMTREA was denied the grant from Jefferson Foundation for the transitional housing. She spoke of how in the past they have funded out of this county and the letter stated that this was not a priority. Jerry Rogers inquired as to how many times they have granted funds to agencies out of the County. Kim Elbl could confirm one from out of county from last cycle. Josh Isaacson asked how much the grant was written for. Kim Elbl stated that they were told to write for the full amount of the first house. Cliff Lane mentioned that he applied 4 times. Alicia Towery spoke about the new board CEO, Juan Figuero and he mentioned that the next funding cycle will be looked at and how they do things may be changed. Sue Curfman spoke of how over $400 thousand has been invested at the site so there has already been a significant investment made to the project from COMTREA. Jerry Rogers stated that it will be interesting to see what was granted when the list is released.
Mark Mertens asked regarding the individuals on the board. Ken Waller asked if a narrative was provided with the application. Kim Elbl and Sue Curfman agreed the stats were given. Ken Waller stated that need to keep on applying and attaching a letter coming from the board with the application next grant application period.

11. Board Member Recruitment
Jerry Rogers stated that on the corporate side there is always a need for members.

12. Old Business
Jerry Rogers mentioned that a month or two ago the mammogram machine was at Emerson and he received feedback from community that only patients of COMTREA could make the appointments. Patty Vanek stated that she will look into this further and it should be available for anyone.

13. Next Scheduled Board Meeting
a. Thursday, June 14, 2018  
b. Monday, June 18, 2018

14. Adjournment
There was no further business to discuss.
Recommendations: With there being no further business to discuss, Mark Mertens moved for adjournment. Cliff Lane seconded the motion. The motion carried.

Notes: FY17, the Board will meet every 2nd Monday of the month at 7:30 am in the Arnold Suburban Office, Anderson Building.

Next Meeting Date: 06/14/2018  Time: 7:30 am  Location: Arnold Suburban Office

[Signature of Committee Chair]  [Date]