

**Governing Board Meeting Agenda
 August 21, 2019 - Serve Denton Center
 Conference Call-In Number 940-293-6051, Pin 1234**

Agenda P. 1

- I. Call to Order** **Judge David Garcia**

- II. Welcome New Board Member - April Powell** **Judge David Garcia**

- III. Consent Agenda** **Judge David Garcia**
 - *July 2019 Board Minutes P. 2
 - *August 2019 Special Board Meeting Minutes P. 5
 - *July 2019 Financial Committee Minutes P. 7
 - *July 2019 Financials P. 9
 - Report from August Finance Committee Meeting
 - *July Quality Committee Minutes P. 13
 - *July Strategic Planning Committee Minutes P. 16
 - *August 2019 Development Report (including approval of grants) P. 19
 - CEO Report

- IV. CEO Report** **Doreen Rue** P. 20
 - In consent agenda, will update if urgent matters arise.

- V. Committee Reports**
 - Quality Committee** **Dr. Howard Shaw**
 - Report from August Committee Meeting
 - *Title X Clinical Policies

 - Strategic Planning Committee** **Dr. Dean Perkins**
 - Strategic Planning Session
 - * Mission, Vision, and Values P. 24
 - *Strategic Planning Priorities P. 25

- VI. Old Business/New Business** **Judge David Garcia**

- VII. Executive Session** **Judge David Garcia**
 - Personnel Matters
 - John Moyle Cause # 18-4895-393

- VIII. Important Dates and Adjourn Meeting** **Judge David Garcia**
 - Spetember Board Meeting - September 18th - Serve Denton Center

*** Items Requiring a Vote**

Called to order at 5:58pm by Judge David Garcia

Attendees: Judge David Garcia, Clara Sanchez, Dr. Dean Perkins, Dale Tampke, Melissa Winans, Trang Dang-Le, Michael Foster, Dr. Derrell Bulls, James Henderson

Absent: Gloria Herron, Dr. Howard Shaw

Quorum was met.

Staff: Doreen Rue, Pam Barnes, Larry Bisno

Guest: Kneeley Lawdermilk, Durbin & Co.

Agenda Item II: Consent Agenda - Approval of June 2019 Board Minutes, June 2019 Financial Committee Minutes, June 2019 Financials, June 2019 Quality Committee Minutes, July 2019 Development Report (including approval of grants)

Motion to approve all consent items: Dr. Dean Perkins

Seconded: Melissa Winans

Motion Passed Unanimously

Agenda Item III: Independent Audit Report and Informational Tax Return – Presented by Kneeley Lawdermilk, Senior Partner at Durbin & Co.

- **Audit Report**
 - No Findings on Compliance
 - HSNT is a low-risk auditee – no findings over an extended period of time
 - No findings, no recommendations.
- 990 Informational Tax Return
 - Two 990s – one for HSNT and one for the HSNT Foundation
 - When the two forms are combined, they reconcile exactly with the audit numbers.
 - Any bad debt is recorded as an expense on the 990.

Agenda Item IV: CEO Report

- **Dashboard**
 - We are making progress on the operating margin.
 - Currently focusing on promoting our pediatric services in Denton (back to school, well child visits, etc.) to avoid the summer slump.
 - Compliance – Larry Bisno is compiling checklists based on the HSNT Compliance Plan approved in May.
- **Patient Story**
 - The monthly patient stories are a good way to stay connected with our patient's experiences and HSNT's mission.
- **HRSA Operational Site Visit**
 - Thank you to the Board for participating in the HRSA meeting today.
 - The exit briefing will be tomorrow.

- Recommendation from Site Visitors: Changes to form 5A – see new business
- **PCMC**
 - HSNT received final notice that the PCMC location has been removed from our Scope of Care.
- **HRSA SUD Grant**
 - Received 2nd year of funding, \$110,000 starting in September

Agenda Item V: Committee Reports

- **Finance Committee – Michael Foster Reporting**
 - Independent Audit Report

Finance Committee approved and moves for approval of the Independent Audit Report from the Governing Board

Seconded: Dr. Derrell Bulls

Motion Passed Unanimously

- Informational Tax Return – Form 990

Finance Committee approved and moves for approval of the Informational Tax Return – Form 990 from the Governing Board

Seconded: Dr. Derrell Bulls

Motion Passed Unanimously

- Title X Finance Policies
 - Title X Grant requires specific policies for activities relating to Title X activities, some policies may be duplicated in other areas for other services.

Finance Committee approved and moves for approval of the Title X Finance Policies from the Governing Board

Seconded: Dale Tampke

Motion Passed Unanimously

- **Quality Committee – Dr. Dean Perkins Reporting**
 - The Quality Committee reviewed biannual and quarterly reports during the committee meeting including peer review, patient satisfaction and new and ongoing quality initiatives.
 - Title X Clinical Policies – Recommend postponing vote until next month, allow additional time for review.
- **Personnel Committee – James Henderson Reporting**
 - Consumer Member Application – April Powell
 - April Powell was recommended by Teri Johnson. She has two young children in care at HSNT. She will bring a good perspective to the Board

as a parent of pediatric patients. The Personnel Committee recommends approval of her application.

Personnel Committee approved and moves for approval of the Consumer Member Application for April Powell from the Governing Board

Seconded: Dr. Dean Perkins

Motion Passed Unanimously

- **Strategic Planning Committee**
 - The committee does not have a report at this time and is preparing for the strategic planning session scheduled for the August Governing Board Meeting.

Agenda Item VI: Old/New Business

- Old Business – none to report.
- New Business
 - Changes to HSNT’s Scope of Care on Form 5A
 - HRSA site visitors recommended 7 changes to HSNT’s Form 5A. Moving services to their correct columns.

Motion to approve Changes to Form 5A: Dr. Dean Perkins

Seconded: *Derrell Bulls*

Motion Passed Unanimously

Agenda Item VIII: Executive Session

- Personnel Matters
- John Moyle Cause # 18-4895-393 – update, no action
- PCMC
- The Board has nothing to report at this time.

Agenda Item IX: Important Dates

- August Board Meeting – August 21st at the Serve Denton Center

Adjourned by Judge David Garcia at 6:42pm.

Board Secretary Approval _____ **Date** _____

Board President Approval _____ **Date** _____

Called to order at 9:00 am by Judge David Garcia

Attendees: Judge David Garcia, Dr. Dean Perkins, Dr. Howard Shaw, Michael Foster, Melissa Winans, James Henderson

Absent: Trang Dang-Le, Dr. Derrell Bulls, Clara Sanchez, Gloria Herron, Dale Tampke

Quorum was met.

Staff: Doreen Rue, Pam Barnes

Agenda Item II: Board Authority – moved to beginning of Agenda

- **Bylaws** – Judge David Garcia Reporting
 - In addition to the proposed committee membership limits propose and additional change to language around application approvals:
 - “Approval of applications and mandated correspondence related to Section 330 funding;” – Article II, Section 2.1

Motion to approve Bylaws: Dr. *Dean Perkins*

Seconded: *Michelle Winans*

Motion Passed Unanimously

***Judge David Garcia transfers presiding duties to Michael Foster for the remainder of the meeting.**

- **Application Approval Policy** – Doreen Rue Reporting
 - Propose the removal of the “Board Responsibilities” section from the policy
 - Details the process for the Board to approve applications and provides guidance on areas for review.

Motion to approve Application Approval Policy: Dr. *Dean Perkins*

Seconded: *Dr. Howard Shaw*

Motion Passed Unanimously

Agenda Item III: Sliding Fee Discount – Pam Barnes Reporting

- **Sliding Fee Discount Policy**
 - The updated policy includes a flat fee scale for office visits rather than the previous percentage fee scale and verbiage formalizing the review process for the SFDS from a patient perspective.
 - HSNT patients on the SFDS cannot pay less than the nominal fee for services, the new flat fee system prevents this.

Motion to approve Sliding Fee Discount Policy: James Henderson

Seconded: *Dr. Howard Shaw*

Motion Passed Unanimously

- **Applicability for Patients with 3rd Party Insurance**
 - All HSNT patients are invited to apply for the Sliding Fee Discount. In the event they qualify and have a 3rd party payer, HSNT will ensure the patient is not responsible for any fees beyond what they qualify for on the sliding fee.
 - Referrals for Sliding Fee Eligible Services – patients will not be responsible for and fees beyond their sliding fee discount for which they qualify.
 - Ex. LabCorp – if a patient qualifies for the sliding fee and has insurance, HSNT will collect the sliding fee from the patient and settle the remainder of the bill directly with LabCorp.
- **Evaluation of Sliding Fee Discount Program**
 - This is documentation of the review process completed by HSNT from January 2019 through July 2019.
 - Reviewed utilization and affordability through the patient perspective.
 - Includes summaries of board committee minutes and internal meetings
 - The result of this review is the Flat Fee Scale developed for the policy update.

Motion to approve Evaluation of the Sliding Fee Discount Program: Dr. Dean Perkins
Seconded: Melissa Winans
Motion Passed Unanimously

Agenda Item IV: Clinical Staffing – Doreen Rue Reporting

- **Staff Immunization Policy**
 - During the HRSA Site Visit, one provider file was missing TB documentation, this has been updated.
 - The policy follows CDC recommendations for all non-required immunizations
 - TB and Hep B required for all staff

Motion to approve Staff Immunization Policy: Dr. Dean Perkins
Seconded: Dr. Howard Shaw
Motion Passed Unanimously

Agenda Item V: Old/New Business

- Old Business – none to report.
- New Business – none to report.

Agenda Item IX: Important Dates

- August Board Meeting – August 21st at the Serve Denton Center

Adjourned by Michael Foster at 9:15am.

Board Secretary Approval _____ **Date** _____

Board President Approval _____ **Date** _____



Finance Committee Meeting

Meeting Facilitator: Michael Foster
Meeting Date: July 16, 2019
Time: 7:30 a.m.
Location: HSNT HQ Conference Room

Attendees: Michael Foster and Dale Tampke
Staff Present: Pam Barnes, Doreen Rue and Debra Layman
Guests: Kneeley
Regrets: Dr. Bulls

Agenda Item I: Audit Presentation, Kneeley Lawdermilk, CPA Durbin & Company, LLP

Michael introduced the new Audit Team Senior Partner, Kneeley Lawdermilk, CPA. Kneeley presented HSNT financial audited financial statements and governance letter to the finance committee. Kneeley noted the new accounting standards updates and mentioned HSNT is already providing data to support the new accounting standards, so this change did not have much of an impact on HSNT financial reporting. Kneeley noted that Net Patient Revenue has increased primarily in the self pay category. Operating expense trend show HSNT investments in staff by adding a mid level management team and medical contracted providers to care for patients as well as investments in equipment to support patient care. Kneeley will present the audit and Form 990 report at the board meeting. The Finance Committee will recommend approval.

Agenda Item II: Review and Approve June 2019 minutes

Motion to accept: Dale Tampke
Seconded: Michael foster
Motion Passed 2-0

Agenda Item III: Review and Approve June 2019 Financials

Michael Foster acknowledged notes to the financials included as part of the minutes. The committee discussed Loop 288 site received the Certificate of Occupancy and the movers are scheduled for July 30th. HSNT will start seeing sliding fee scale patients on Monday mornings until credentialing with CMS, TMHP and Medicaid Managed Care Organizations.

Motion to accept: Dale Tampke
Seconded: Michael foster
Motion Passed 2-0

Agenda Item III: Review and Approve Title X Finance Policies

The committee received Title X Billing Policy, Voluntary donations Policy, Confidentiality for Billing and Collections of Payments or Balance Policy and Aging Accounts Policy. Due to the nature of the Title X

grant requirements, HSNT has adopted and maintains a policy section specific to Title X grant funds and activities. Discussion around listing the specific database software in the policy opposed to using a generic name. This seems to be a new trend in grant funded programs to list specific grant requirements in the policy including the required grant database for documenting funded services. Grant auditors want to see the specific verbiage in policies related to the program funded by the grant.

Agenda Item VI: Meeting adjourned at 8:02am

May minutes include notes to the financials.

Board Treasurer Approval: 
Michael Foster, HSNT Board Treasurer

Health Services of North Texas, Inc.
Statement of Financial Position
As of 7/31/2019

	Current Period	Last Month	Prior Year End	\$ Chge	% Chge
ASSETS					
Current Assets					
Restricted - Retirement	73,585.69	74,139.22	131,042.29	(57,456.60)	-43.85%
Overnight Investment	0.00	0.00	0.00	0.00	100.00%
Operating Cash	<u>1,603,365.60</u>	<u>1,200,932.91</u>	<u>1,320,919.59</u>	<u>282,446.01</u>	<u>21.38%</u>
Total Current Assets	1,676,951.29	1,275,072.13	1,451,961.88	224,989.41	15.50%
Other Current Assets					
Grant Receivables	524,890.77	841,278.25	803,116.09	(278,225.32)	-34.64%
Medical Receivables	440,821.42	542,199.02	353,192.56	87,628.86	24.81%
Prepaid Expenses	16,238.75	0.00	0.00	16,238.75	100.00%
Deposits	11,429.25	16,429.25	19,599.50	(8,170.25)	-41.69%
Inventory	<u>17,545.78</u>	<u>17,545.78</u>	<u>17,545.78</u>	0.00	0.00%
Total Other Current Assets	1,010,925.97	1,417,452.30	1,193,453.93	(182,527.96)	-15.29%
Short Term Investments					
Investment CDs	<u>557,144.31</u>	<u>555,596.48</u>	<u>555,596.48</u>	<u>1,547.83</u>	<u>0.28%</u>
Total Short Term Investments	557,144.31	555,596.48	555,596.48	1,547.83	0.28%
Long Term Assets					
457b Retirement	0.00	0.00	0.00	0.00	#DIV/0!
Fixed Assets					
Medical Equipment	90,765.25	90,765.25	90,765.25	0.00	0.00%
Building Improvements	72,671.56	72,671.56	69,713.56	2,958.00	4.24%
PCMC Building	0.00	0.00	0.00	0.00	#DIV/0!
4308 Mesa Denton Office	308,335.28	308,335.28	308,335.28	0.00	0.00%
4304 Mesa Medical Center	2,324,761.13	2,324,761.13	2,324,761.13	0.00	0.00%
Software Applications	112,081.41	112,081.41	112,081.41	0.00	0.00%
Telephone Systems	95,499.55	95,499.55	95,499.55	0.00	0.00%
IT Equipment	112,580.15	112,580.15	84,974.50	27,605.65	32.49%
Vehicles	98,349.38	98,349.38	98,349.38	0.00	0.00%
4304 Land	257,000.00	257,000.00	257,000.00	0.00	100.00%
Accumulated Depreciation	<u>(476,227.58)</u>	<u>(464,682.48)</u>	<u>(396,685.37)</u>	<u>(79,542.21)</u>	<u>20.05%</u>
Total Fixed Assets	<u>2,995,816.13</u>	<u>3,007,361.23</u>	<u>3,044,794.69</u>	<u>(48,978.56)</u>	<u>-1.61%</u>
Total Long Term Assets	<u>2,995,816.13</u>	<u>3,007,361.23</u>	<u>3,044,794.69</u>	<u>(48,978.56)</u>	<u>-1.61%</u>
Total ASSETS	<u>6,240,837.70</u>	<u>6,255,482.14</u>	<u>6,245,806.98</u>	<u>(4,969.28)</u>	<u>-0.08%</u>
LIABILITIES					
Current Liabilities					
Accounts Payable	135,404.10	225,939.02	342,968.81	(207,564.71)	-60.52%
Accrued Payroll	311,221.00	295,445.58	200,793.06	110,427.94	55.00%
Accrued Retirement	73,585.69	63,121.22	108,769.41	(35,183.72)	-32.35%
Payroll Liabilities	5,230.15	9,070.32	(6,293.85)	11,524.00	-183.10%
Other Current Liability	<u>446,011.36</u>	<u>421,722.16</u>	<u>353,494.15</u>	<u>92,517.21</u>	<u>0.26</u>
Total Current Liabilities	971,452.30	1,015,298.30	999,731.58	(28,279.28)	-2.83%
Long Term Liabilities					
Capital Loan	1,379,498.81	1,383,263.12	1,418,355.01	(38,856.20)	100.00
457b Retirement	0.00	0.00	0.00	0.00	#DIV/0!
Total Long Term Liabilities	<u>1,379,498.81</u>	<u>1,383,263.12</u>	<u>1,418,355.01</u>	<u>(38,856.20)</u>	<u>#DIV/0!</u>
Total LIABILITIES	<u>2,350,951.11</u>	<u>2,398,561.42</u>	<u>2,418,086.59</u>	<u>(67,135.48)</u>	<u>-2.78%</u>
NET ASSETS					
Net Assets at Beginning of Year	4,025,443.39	4,025,443.39	4,232,694.13	(207,250.74)	-4.90%
Current Net Assets(Liabilities)	<u>(135,556.80)</u>	<u>(167,522.67)</u>	<u>(404,973.74)</u>	<u>269,416.94</u>	<u>-66.53%</u>
Total NET ASSETS	<u>3,889,886.59</u>	<u>3,857,920.72</u>	<u>3,827,720.39</u>	<u>62,166.20</u>	<u>1.62%</u>
TOTAL LIABILITIES & NET ASSETS	<u>6,240,837.70</u>	<u>6,256,482.14</u>	<u>6,245,806.98</u>	<u>(4,969.28)</u>	<u>-0.08%</u>

Health Services of North Texas, Inc.
Statement of Operations
From 7/1/2019 Through 7/31/2019

	Current Month	Last Month (06/01/2019 - 06/30/2019)	Current YTD	Prior YTD	FY2019 Budget	YTD Difference	Total Budg Percent
Patient Revenue							
Net Patient Rev	947,796.50	1,181,853.08	7,270,512.91	4,842,977.30	9,574,723.00	2,427,535.61	75.93)%
Uncollectible	(477,461.10)	(636,684.46)	(3,609,091.84)	(1,810,221.67)	(2,745,169.00)	(1,798,870.17)	31.47)%
Total Patient Revenue	<u>470,335.40</u>	<u>545,168.62</u>	<u>3,661,421.07</u>	<u>3,032,755.63</u>	<u>6,829,554.00</u>	<u>628,665.44</u>	<u>53.61)%</u>
Other Revenue							
Grants	320,400.17	346,196.06	2,391,732.19	2,581,170.77	4,518,689.00	(189,438.58)	52.92)%
Other	143,370.22	84,728.12	504,135.37	595,273.19	1,154,000.00	(91,137.82)	43.68)%
Total Other Revenue	<u>463,770.39</u>	<u>430,924.18</u>	<u>2,895,867.56</u>	<u>3,176,443.96</u>	<u>5,672,689.00</u>	<u>(280,576.40)</u>	<u>51.05)%</u>
TOTAL Revenue	<u><u>934,105.79</u></u>	<u><u>976,092.80</u></u>	<u><u>6,557,288.63</u></u>	<u><u>6,209,199.59</u></u>	<u><u>12,502,243.00</u></u>	<u><u>348,089.04</u></u>	<u><u>52.44)%</u></u>
Expenses							
Personnel	547,608.67	559,551.79	3,922,655.27	3,888,801.14	7,194,462.00	33,854.13	54.52%
Medical Services	120,290.76	157,057.07	1,039,215.40	645,846.14	886,200.00	393,369.26	117.26%
Patient Care	37,657.30	38,144.59	311,714.74	368,233.17	734,106.00	(56,518.43)	42.46%
IT	46,861.40	46,478.32	380,688.66	401,326.51	820,000.00	(20,637.85)	46.42%
Occupancy	35,141.27	33,182.09	264,096.26	295,549.01	561,300.00	(31,452.75)	47.05%
Operating Costs	114,580.52	104,167.76	774,475.10	924,451.64	2,306,175.00	(149,976.54)	33.58%
Total Expenses	<u>902,139.92</u>	<u>938,581.62</u>	<u>6,692,845.43</u>	<u>6,524,207.61</u>	<u>12,502,243.00</u>	<u>168,637.82</u>	<u>53.53%</u>
Operating Income(Loss)	<u><u>31,965.87</u></u>	<u><u>37,511.18</u></u>	<u><u>(135,556.80)</u></u>	<u><u>(315,008.02)</u></u>	<u><u>0.00</u></u>	<u><u>179,451.22</u></u>	<u><u>0.00)%</u></u>
Net Assets	<u><u>31,965.87</u></u>	<u><u>37,511.18</u></u>	<u><u>(135,556.80)</u></u>	<u><u>(315,008.02)</u></u>	<u><u>0.00</u></u>	<u><u>179,451.22</u></u>	<u><u>0.00)%</u></u>

Health Services of North Texas, Inc.

Statement of Cash Flows

As of 7/31/2019

	<u>Current Period</u>	<u>Current Year</u>	<u>Prior Year YTD</u>
Cash Flows from Operating Activities			
Medicaid	383,554.45	2,342,454.91	1,967,349.98
Medicare	21,180.24	278,247.06	407,005.78
Private/Commercial	18,710.25	255,649.42	272,880.00
Self Pay	58,856.38	467,134.99	690,834.20
Program Income	113,700.88	487,075.03	11,592.21
Grants	636,787.65	2,869,397.51	2,740,144.92
Receipts from Contributors	141,013.37	501,778.52	606,850.00
Interest Received	2,356.85	2,356.85	1,573.19
Payments to Employees & Suppliers	<u>(986,149.89)</u>	<u>(6,906,136.36)</u>	<u>(6,359,798.24)</u>
Total Cash Flows from Operating Activities	<u>390,010.18</u>	<u>297,957.93</u>	<u>338,432.04</u>
Cash Flows from Capital Activities			
Capital Activity/Disposal of Assets	5,000.00	(22,393.40)	(54,745.46)
Capital Loan	<u>(9,407.35)</u>	<u>(65,851.45)</u>	<u>0.00</u>
Total Cash Flows from Capital Activities	<u>(4,407.35)</u>	<u>(88,244.85)</u>	<u>(54,745.46)</u>
Change in Medical Liability			
Change in Patient Refunds	<u>0.00</u>	<u>0.00</u>	<u>660.54</u>
Total Change in Medical Liability	<u>0.00</u>	<u>0.00</u>	<u>660.54</u>
Beginning Cash & Cash Equivalents	<u>1,831,668.61</u>	<u>2,007,558.36</u>	<u>1,586,753.54</u>
Ending Cash & Cash Equivalents	<u><u>2,217,271.44</u></u>	<u><u>2,217,271.44</u></u>	<u><u>1,871,100.66</u></u>

Health Services of North Texas, Inc.

Financial Ratios

July 2019

	FY2019 Goals	Fiscal Year To Date 2019	Fiscal Year End 2018
Quick Ratio Current Assets/Current Liabilities	9:1	3.29 : 1	3.14 : 1
Debt/Equity Total Liabilities/Total Net Assets	13.0%	60.4%	63.5%
Working Capital to Expense Ratio CA/CL divided by Expense/# month in Period	3 : 1	2.39 : 1	2.16 : 1
Long Term Debt to Equity Ratio	25%	35.5%	37.1%
Percentage of Admin & Fundraising <i>included estimate of new accounting standard</i>	25.0%	15.2%	18.2%
Number of Days - Cash	56	59	51
Number of Days - Liquidity	180	90	86
Accounts Receivable Days (Medical AR Collection Period)	50	60	42
Change In Net Assets to Expense (Net Assets/Total Expense)	3.0%	-1.9%	-3.4%
Operating Margin (Change in Net Assets/Total Revenue)	0.5%	-2.07%	-3.5%
Cash Flow	1.5%	9.5%	16.7%

	FY2019	FY2018
Cost per Employee this month	\$5,640.46	\$7,082.47
Cost per Employee YTD	\$40,822.03	\$69,626.56
Average Hourly Rate YTD	\$34.70	\$34.00

Rolling 12 Month Data

Cost Per Medical Encounter *35,533	\$297.67	\$267.97
Cost Per Medical Patient *12,387	\$987.43	\$984.25
Federal Cost Per Medical Patient	\$138.41	\$143.23

* Cost per Medical Encounter and Cost per Patient calculations updated for 2018 year end financials moving forward.

Governing Board Quality Committee Minutes 7.17.2019

Attendees: Dr. Dean Perkins, Melissa Winans, Debra Layman, Doreen Rue

Absent: Dr. Howard Shaw

Guests:

Topic	Roll Call and Acceptance of Minutes	Action	Responsible Party	Follow-Up
Welcome & Roll Call	Called to Order at 5:08pm.	Quorum Met		
Approval of minutes	Motion to approve the June Agency Quality Committee Minutes and June Governing Board Quality Minutes by Melissa Winans, seconded by Dr. Dean Perkins	Approved		
New PDSAs				
Medical Adherence for RW Patients	<ul style="list-style-type: none"> Medical Case Management was able to contact 6 of 8 patients not virally suppressed, will continue to work on disparities. 	Report to the Governing Board		
GPLI	<ul style="list-style-type: none"> The team developed a project to track patients over 65 and determine their barriers to prescription adherence. <ul style="list-style-type: none"> Many unaware of the case management services available to them. The team will work on developing educational literature. 	Report to the Governing Board		
Update on Existing Quality Initiatives				
Call Center Metrics	<ul style="list-style-type: none"> 68,275 calls YTD Stabilizing call center staff Time to answer and time of call reduced Adherence to schedule: 94% 	Report to the Governing Board		
Urgent Call PDSA	<ul style="list-style-type: none"> Presented PDSA to the HRSA site visitors. Sie Visitors recommend writing up the PDSA as a HRSA Promising Practice. 	Report to the Governing Board		
Patient Satisfaction Report				
	<ul style="list-style-type: none"> 97.15% YTD June 2019: 99.4% 5254 Surveys Collected 	Report to Governing Board		

Quarterly Peer Review				
	<ul style="list-style-type: none"> Quarterly Report is in the Quality Packet and reflects averages across providers. 	Report to Governing Board		
Biannual Reports				
	<ul style="list-style-type: none"> Quarterly Snapshot for 2019 Q2 <ul style="list-style-type: none"> Compliance Reports – Safety, OSHA, Bloodborne Pathogens – all at 100% Patient Access – 3 days to next available appointment Payor Mix Overview – helps track the health and viability of the HSNT model <ul style="list-style-type: none"> Trends: increase in uninsured, small increase in Medicaid Well Child/Back to School Visits 	Report to Governing Board		
Quality Meeting Dashboard				
HEDIS and UDS Dashboards	<ul style="list-style-type: none"> During the HRSA OSV we discussed diabetes and patient barriers. <ul style="list-style-type: none"> HSNT will do a study using Dr. Siegel’s patients with an A1C above 14 as the sample (approx. 60 patients) Create a training for providers based on feedback from THR Clinic Connect Team and patient education to be shared with patients by the medical case managers. 	Report to Governing Board		
Other Items				
Title X Clinical Policies	<ul style="list-style-type: none"> Title X grant parameters require special designations for regulatory requirements. During a grant audit, Title X representatives will expect a packet of policies specific to Title X. Some policies are duplicated in other areas/policies as they apply to HSNT as a whole. This is a large packet of policies; approval can be deferred to the next meeting to allow for extra time to review. 	Deferred to August Meeting		
Clinical Staffing Updates	<ul style="list-style-type: none"> HSNT extended an offer to a WHNP who is also a midwife. She is excited to build her practice through Title X and general gynecology services. Interview candidates to provide care for ID patients. 	Report to the Governing Board		
Information to Report to the Board				
All Members	<ul style="list-style-type: none"> Report results of Biannual reports including peer review, the call center and patient satisfaction to the Board. 			

	<ul style="list-style-type: none">• Recommend deferring vote on the Title X Clinical Policies to August to allow more time for review.			
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Meeting Adjourned: 5:48pm

Committee Facilitator: Debra Layman

Next Meeting: 8.21.19



Governing Board Strategic Planning Committee Minutes

July 25, 2019

Attendees: Dr. Dean Perkins, James Henderson

Guest: Dale Tampke

Staff: Doreen Rue

Quorum Met

Meeting Called to Order at: 9:03am

I. Trends in Health Care

- HRSA Strategic Planning Goals:
 - i. Improve Access to Quality Health Care and Services
 - ii. Foster a Health Care Workforce Able to Address Current and Emerging Needs
 - iii. Enhance Population Health and Address Health Disparities through Community Partnerships
 - iv. Maximize Value and Impact of HRSA Programs
 - v. Optimize HRSA Operations to Enhance Efficiency, Effectiveness, Innovation, and Accountability
- HSNT's Strategic Planning Goal: HSNT will enhance its health care delivery system to achieve and sustain a competitive advantage by incorporating innovative strategies to provide high-value, community based primary medical care as measured by quality, satisfactions, and efficiency.
 - i. 3 Strategic Levers:
 - Enhance Organization Infrastructure and Financial Stability
 - Exceptional Stakeholder Engagement at all Levels
 - Excellence in Patient Care
 - ii. In line with HRSA's goals and broad enough to encompass any opportunities we identify.
- Recruitment and Retention Challenges
 - i. 95% of health centers have clinical vacancies
 - ii. Health center environment can be more challenging than private practice
- Telehealth
 - i. Barriers – prepare to be innovative
 - ii. HSNT currently utilizes telehealth for behavioral health
 - Looking for opportunities to expand



- Trends for Community Health Centers:
 - i. Payment reform
 - ii. Value based care
 - iii. Workforce development and recruitment
 - iv. Expand primary care access
 - v. Increase integrated care
 - Trends in Health Care
 - i. Collaboration – sharing data
 - ii. Focus on patient rather than illness – more education
 - iii. Technology – automation and reduction of non-clinical paperwork
 - iv. Virtual health visits
 - v. Population health
 - Future of Health Care – shift from Health Care to Health
 - i. Preventative, early intervention, access for everyone
 - ii. Integrated into schools and businesses
 - iii. Data generated decision making
 - iv. Care enablement
 - v. Overall well-being
 - vi. Collaboration and integration
- II. Strategic Planning Exercises**
- Recap of work the strategic planning committee has done so far:
 - i. Reviewed the Needs Assessment
 - ii. Reviewed current services – plan to map services based on data (access, profitability, etc.)
 - iii. SWOT Analysis
 - New Areas to Review:
 - i. Leadership Assessment
 - ii. IT Assessment
 - iii. Financial Capacity Review
 - iv. Believe we are advanced in these areas, but is there revenue for a big project?
 - Not at this time
 - v. Facilities - 2 new buildings and a remodel at our Wylie location since our last strategic plan. Potential remodel at DSC (residency program). Only possibility for facility improvements would be Collin County.
- III. Vision Discussion**
- Where do we see HSNT in four years?
 - i. SWOT Analysis – shift to earned income
 - Doreen Rue – don't foresee a major change in services
 - a. Focus on telemedicine



- b. Education and early intervention
- Dental Care – rural health centers more likely to have dental services. Some funding available but will go to areas with the highest need score.
 - a. HSNT can't see enough patients to cover the overhead
 - b. Ideally -find a community partner to collaborate with to provide dental care on a sliding fee for our patients.
- How do we address the population with highest needs? How do we change health outcomes for this group?
 - i. HSNT will utilize the earned income model to subsidize those patients.
 - Important to monitor the payor mix to ensure this model is working.
 - As the community grows this population will continue to increase.
 - The next census should provide more detail on populations shifts, however the populations most in need are often under reported.
 - ii. Marketing and Outreach targeting the homeless population
 - Discuss with the leadership team
 - Currently HSNT doesn't meet the thresholds to qualify for that type of funding, but this may change with the new census data.

IV. Next Meeting/Board Preparation

- Get feedback from HSNT leadership on priorities
- At the next meeting:
 - i. Make recommendation on HSNT's Mission, Vision and Values
 - ii. Detail the process we have gone through to determine priorities
 - iii. Priorities and Mission, Vision and Values will be action items for the Board
 - iv. Next Meeting: Monday 8/19 at 1pm at DATCU.

Adjourned: 10:03am



**Strategic Initiatives & Grant Report
August 21, 2019 Board Meeting**

1. **Cultivations:** Meetings with the following to evaluate possibility of program support Collin expansion support at CCMC-Alexsandra Kylie Walker-Owner MTCME Counseling Services; Sheila Williamson, Director of Community Services Haiman Hogue Attorneys and Counselors at Law.

2. **Current Focus Areas: 1)** Compliance Audit reviews (5 of 8 completed) and work plans for corrective action. Final two areas of Governance and 330 to be developed.

3. **Grants: Submitted/new since last Board meeting:** *7 grant requests were submitted with 1 to new funders (FY 2019 total TD 38 grants submitted/5 new funders).*
 - FY 2019: 12 grants submitted and still awaiting decisions with a total value of: \$774,624
 - Grants awarded in FY2019: \$ 746,157
 - 6 grants pending submission with a value of: \$180,00

4. **Grants to Be Voted on for approval:**

*Denton Benefit League	Denton medical equipment	\$13,000
*Communities Fndn. of TX	Medical visits	\$20,000
*Flow Foundation	Denton medical visits	\$10,000

Federal Legislation

On September 9th I will be traveling to Washington, DC along with many other health center advocates to thank Congress for their support in the current long-term funding proposals and to push for approval before the September 20th expiration of the current funding. Last week HSNT received visitors from Congressman Burgess' local and Washington offices. His Senior Health Advisor, Elizabeth Allen, toured the New Serve Denton Center and our 4304 Mesa Drive Center. We had the opportunity to share the impact our programs are making by creating access to affordable primary care. I will update the board and staff on advocacy opportunities to voice support for health center funding.

Public Charge Ruling

Pending any lawsuits that may arise, the changes are set to take effect in mid-October.

U.S. Citizenship and Immigration Services will now weigh public assistance along with other factors such as education, household income, and health to determine whether to grant legal status to immigrants seeking citizenship. This does NOT apply to U.S. citizens, even if the U.S. citizen is related to an immigrant who is subject to them.

Under the new rules, the Department of Homeland Security has redefined a public charge as someone who is "more likely than not" to receive public benefits (Medicaid, housing assistance, Supplemental Nutrition Assistance Program) for more than 12 months within a 36-month period. If someone has two benefits, that is counted as two months.

Because there is a lot of fear around the enforcement of this legislation, health centers are concerned that people who might otherwise be qualified for Medicaid will not apply for fear of deportation. For HSNT, the bulk of our patients eligible for Medicaid are children and women who are pregnant- public services to these populations are not included when evaluating applicants for citizenship. We will increase our education to patients regarding this rule, but we expect to have an increase in sliding fee eligible patients due to hesitancy to apply for Medicaid.

Here is a list of what Public Charge will NOT include:

- Food Pantries
- School Lunch Programs
- The Medicare Part D Low-Income Subsidy
- Public benefits received by children up until age 21
- Emergency Medical Assistance
- Foster Care or Adoption
- Student Loans and Mortgages
- Homeless Shelters or Disaster Relief
- Women who are pregnant and on Medicaid or who need public assistance will not be subject to the new rules during the pregnancy and for 60 days after the birth of the baby.

Serve Denton Location

Our Sneak Peak reception event during National Health Center Week was well attended. The space is outfitted with furniture and equipment. We will activate the site as operational on August 19th when Dr. Siegel will start seeing patients. He will be there 1 day a week for half a day while we work through the credentialing process and eventually increase to fulltime operations at this location. The plan is to have a family practice physician, a pediatric provider, and 2 prenatal care providers.

There is a Grand Opening/Chamber Ribbon Cutting Scheduled on October 17, 2019 at 10:00AM. Serve Denton will celebrate the opening of phases 2,3, and 4. HSNT, Children’s Advocacy Center, and Community Food Center will also celebrate the opening of our sites in the Serve Denton Center. We are expecting a huge community turnout as this project has been a collaboration over many years and with many partners. Please save the date of October 17th at 10:00AM- invitation to follow soon.

Serve Denton is also hosting a Partner Palooza Event for staff working in the Serve Denton Center on September 18th from 11:00-1:00. The event is sponsored by Embassy Suites. The event is to welcome staff and encourage communication between partners.

Community Partnership

The community collaboration to put on the Denton Back to School Fair was a huge success on August 10th. There was tremendous participation from the City of Denton, Denton County, community organizations, volunteers, sponsors, and of course FAMILIES with school age children.



TACHC sent volunteers from

Austin and HSNT highlighted this event as part of our National Health Center Week celebration. Mayor Watts presented HSNT with a Proclamation in recognition of National Health Center Week on August 6th during the City Council Meeting.

Increasing Demand for Services

We finally secured an additional family practice physician! We have screened many candidates, temporarily contracted with one, and added midlevel providers to help bridge the gap in access to care while we sought a candidate with the right experience and fit for our model of care. Please join me in

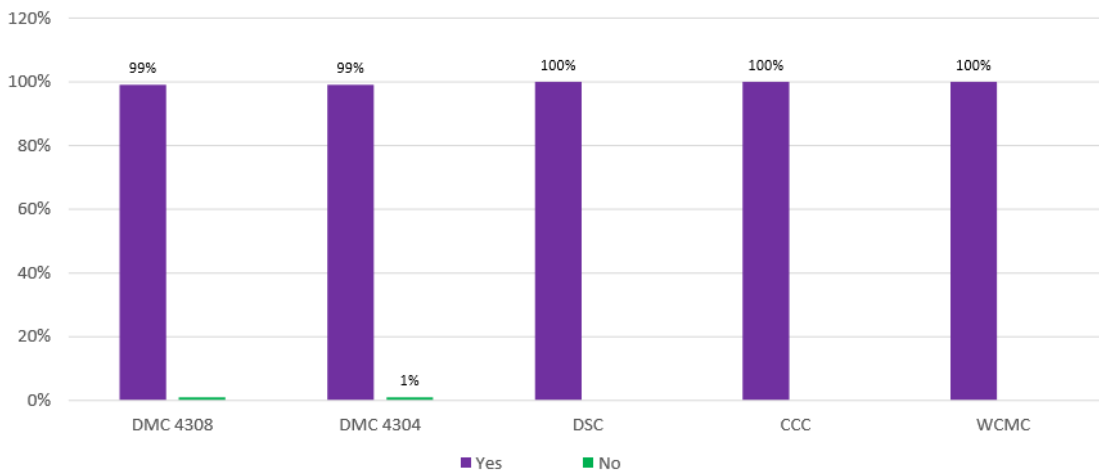
welcoming Shannon (Paul) Starr, MD who will join Team HSNT on September 9, 2019. He will assume a fulltime role as a Family Practice Physician. He has deep clinical experience, has worked in an FQHC and in other clinical settings serving vulnerable populations. In addition, he has served as a Medical Director and faculty of a Graduate Medical Education program. He recently returned to his hometown of Lewisville. We are delighted to have him join our team. The support in family practice will definitely ease the burden in family practice and open more access to meet the growing demand. Dr. Starr will be practicing at 4304 in preparation for Dr Siegel’s transition to the Serve Denton medical center later this fall.

Ilea Smith-Randle, Women’s Health Practitioner joined our Women’s Health Team on July 29, 2019. She brings a broad background in Women’s Health including credentials and experience as a Certified Midwife. She will join Brittany Powell, Janice Adams Hill and Mary Loya at DSC to provide support to our expanding Women’s Health Service. Eventually 2 of these 4 providers will move to the Serve Denton Center.

Patient Satisfaction- July 2019 Data

Would you recommend HSNT to people you know?

Overall Agency Result for 2019: 97.4% of our patients would recommend HSNT
July 2019: 99.7% of our patients would recommend HSNT



Remembering Jerry Garrett

Jerry was a board member for Health Services of North Texas 2012-2018. His contributions were particularly beneficial in strategic planning, business acumen, and a genuine respect and desire for all patients to have access to quality health care. He was a mentor to many and was held in high regard.

He was recognized in 2015 with the HSNT President's Award.

A memorial service for Jerry will be held on Saturday, August 30 at 11 AM at Robson Ranch Clubhouse followed by lunch at Jerry's house: 10301 Murray S. Johnson St

Denton, Texas 76207

HSNT meant a great deal to Jerry!



Information

- Our response to the draft report from the HRSA operational site visit was uploaded on August 12, 2019. The response opportunity closed on August 15th and we are waiting to receive the final report.
- October 17, 2019 Grand Opening Serve Denton Center. HSNT will do our Grand Opening at this event as well. 10:00AM. Please Save the Date

Thank you for your support,

Doreen Rue, CEO



Vision

A healthy community.

Mission

Improving the quality of life for all North Texans through medical care, support services and advocacy.

Values

Client centered approach

Provide services in an ethical and straightforward manner while maintaining privacy and confidentiality, and operating in a fiscally responsible manner.

Foster positive environment by being committed to a culture of problem-solving, a culture of learning and embracing each individual.

Opportunities

	<ul style="list-style-type: none"> • <i>Earned Revenue Model</i>
	<ul style="list-style-type: none"> • <i>Marketing and Communication to Stakeholders (especially new patients and community partners)</i>
	<ul style="list-style-type: none"> • <i>Increase Provider teams</i>
	<ul style="list-style-type: none"> • <i>Prenatal/Pediatrics</i>
	<ul style="list-style-type: none"> • <i>HIV/PreP</i>
	<ul style="list-style-type: none"> • <i>Marketing and Communications- Advance business strategies</i>
	<ul style="list-style-type: none"> • <i>Update service line allocation and revise grant allocation structure to support earned revenue shift</i>
	<ul style="list-style-type: none"> • <i>Evaluate and reduce low impact/low margin activities</i>
	<ul style="list-style-type: none"> • <i>Drive efficiencies/ pay for performance</i>
	<ul style="list-style-type: none"> • <i>Expand use of eCW (population health, Credentialing, patient access to schedule, automate processes when appropriate.</i>
	<ul style="list-style-type: none"> • <i>Automate and Update Systems (payroll and employee communications, reporting, DocuSign, Document Management System etc)</i>
	<ul style="list-style-type: none"> • <i>Comprehensive services, Patient Centered Medical Home (PCMH)</i>
	<ul style="list-style-type: none"> • <i>Develop Collin County Sites to include primary care for all ages</i>
	<ul style="list-style-type: none"> • <i>Dental Solutions</i>
	<ul style="list-style-type: none"> • <i>Emerging technologies in health care</i>
	<ul style="list-style-type: none"> • <i>Telehealth/Telemedicine</i>
	<ul style="list-style-type: none"> • <i>Cumberland Children’s home</i>
	<ul style="list-style-type: none"> • <i>Patient home</i>
	<ul style="list-style-type: none"> • <i>Coverage across sites</i>
	<ul style="list-style-type: none"> • <i>Wearable/wireless</i>
	<ul style="list-style-type: none"> • <i>Radiology and Reading of Ultrasounds</i>
	<ul style="list-style-type: none"> • <i>Access to Specialty Care</i>
	<ul style="list-style-type: none"> • <i>Population health Management</i>
	<ul style="list-style-type: none"> • <i>Use of Data</i>
	<ul style="list-style-type: none"> • <i>Improve health outcomes</i>
	<ul style="list-style-type: none"> • <i>Healthy behaviors and Prevention</i>
	<ul style="list-style-type: none"> • <i>Partnerships, collaborations, or mergers</i>
	<ul style="list-style-type: none"> • <i>DSC Residency Rotation</i>
	<ul style="list-style-type: none"> • <i>Children’s Advocacy Center collaboration</i>
	<ul style="list-style-type: none"> • <i>Implement Serve Denton Location</i>
	<ul style="list-style-type: none"> • <i>Innovative, integrated models of care</i>
	<ul style="list-style-type: none"> • <i>340b</i>
	<ul style="list-style-type: none"> • <i>North Texas Pharmacy</i>
	<ul style="list-style-type: none"> • <i>Board Development/Governance</i>
	<ul style="list-style-type: none"> • <i>Recruit consumers</i>
	<ul style="list-style-type: none"> • <i>Strategic Planning</i>
	<ul style="list-style-type: none"> • <i>Compliance Program</i>

Select 3 of the 10 focus areas Rank 1 greatest priority 2 then 3