

Governing Board Meeting Agenda

March 17, 2021 - Zoom Meeting

	Agenda	P. 1
I.	Call to Order	Michael Foster
II.	ReNue RX Presentation	Raj Chhadua
III.	Consent Agenda	Michael Foster
	*February 2021 Board Minutes	P. 2
	*February 2021 Financial Committee Minutes	P. 6
	*February 2021 Financials	P. 8
	*February 2021 Quality Committee Minutes	P. 12
	*March 2021 Personnel Committee Minutes	P. 15
	*March 2021 MarCom Report (including approval of grants)	P. 17
IV.	CEO Report	Doreen Rue
	Dashboard	P. 18
V.	Committee Reports	
	Finance Committee	Dale Tampke
	Finance Report	
	Quality Committee	Dr. Howard Shaw
	Quality Report	
	HRSA 330 Compliance Update	P. 26
	<i>Continuity of Care and Hospital Admitting & Coverage for Medical Emergencies Before and After Hours</i>	
	Personnel Committee	Dr. Dean Perkins
	Personnel Report	
	Draft Slate of Officers and Members 2021	P. 34
VI.	Old Business/New Business	Michael Foster
VII.	Executive Session	Michael Foster
	John Moyle Cause # 18-4895-393	
	Sarah Gibbons EEOC # 450-2019-04360	
	Progressive Auto Claim # 19-4874088, Personal Injury File # 260052	
VIII.	Important Dates and Adjourn Meeting	Michael Foster
	April Board Meeting - April 21st @ 6pm	
	* Items Requiring a Vote	

Agenda Item I: Called to order at 6:00pm by Michael Foster

Attendees: Michael Foster, James Henderson, Sara Schroeder, Lee Brown, Hamed Husain, Dr. Dean Perkins, Melissa Winans, April Powell

Absent: Trang Dang-Le, Dale Tampke, Judge David Garcia, Dr. Howard Shaw

Quorum was met.

Staff: Doreen Rue, Pam Barnes, Larry Bisno, Debra Layman

Guests:

Agenda Item II: Consent Agenda - Approval of January 2021 Board Minutes, January 2021 Financial Committee Minutes, January 2021 Financials, January 2021 Quality Committee Minutes, February 2021 Strategic Planning Committee Minutes, February 2021 MarCom Report (including approval of grants)

Motion to approve all consent items: *James Henderson*

Seconded: *Hamed Husain*

Motion Passed Unanimously

Agenda Item III: CEO Report

- Dashboard
 - Cashflow and Days in Cash
 - Current cash level is below January 2020 but above January 2019.
 - HSNT's budget has grown significantly from 2019 and 2020.
 - The larger budget and expenses account for the drop in days in cash.
 - Medical Encounter and Patients
 - HSNT exceeded the patient goal for last year.
 - As HSNT adds more providers we anticipate this number will continue to grow.
 - The COVID-19 pandemic impacted that growth in 2020.
- Weather Emergency
 - All HSNT locations were closed all of last week due to the weather emergency and power outages.
 - HSNT's inclement weather policy ties to the county government offices for each location.
 - HSNT did not lose any vaccines or medications during the closure and power outages.
 - HSNT's cold storage is equipped with temperature sensing alarms.
 - HSNT did not have significant damage.
 - No equipment or system damage.
 - CCMC did require minor repairs.
 - Access to Care
 - HSNT focused on patients getting reconnected to care.

- The Medical Ops team worked from home to monitor phones and pharmacy refills.
- A plan was in place to transition to telemedicine.
 - Power outages prevented triggering this plan.
- HSNT is working to reschedule the 1128 visits that were canceled last week.
- Financial Impact
 - Financial loss from canceled appointments will be approximately \$100,000 when average number of no-shows and canceled appointments are factored in.
 - This is a significant loss for one week.
 - State or federal financial assistance is possible but HSNT is not depending on those funds for planning purposes.
 - HSNT is researching but does not believe there will be an insurance remediation for the closure and power outages.

Agenda Item V: Committee Reports

- **Executive Committee – Michael Foster Reporting**
 - HRSA Hypertension Grant Ratification
 - The Executive Committee approved the return of the HRSA hypertension grant on the recommendation of the Strategic Planning Committee.
 - As written the grant created too much exposure for HSNT.
 - The grant did not provide for the appropriate staffing level to monitor the program size required by the grant.

The Executive Committee recommends the ratification of the approval of return of the HRSA Hypertension Grant funds to the Governing Board.

Seconded: *Dr. Dean Perkins*

Motion Passed Unanimously

- **Finance Committee – Lee Brown Reporting**
 - Meeting Report
 - Payroll accrual from 2020 included January 2021 as well.
 - 340b Receivables
 - HSNT is receiving late payments, the team is following up to ensure timely payment going forward.
 - HRSA 330 Compliance Update
 - Sliding Fee, Billing and Collections, and Financial Management and Accounting Systems
 - There are no findings from this review and all review areas are found to be in compliance.
 - Recommendation to review patient records after the implementation of the new sliding fee policy will be followed.

- **Quality Committee – Melissa Winans Reporting**
 - Meeting Report
 - Patient Satisfaction
 - 4.66/5 public rating for January 2020
 - 97% of patients would recommend HSNT to family or friends
 - Incentive Goals
 - HSNT is meeting 67.74% of quality incentive measures to a goal of 80%.
 - HSNT has held 2 drive thru vaccine clinics so far.
 - 2 more are scheduled for this week.
 - Infectious Disease care is returning to in person visits at CCMC.
 - A new pediatrician will be joining HSNT in March.
 - Quality Policies
 - The committee reviewed the policy packet and recommends approval by the board.

The Quality Committee recommends the approval of Quality Policy Packet to the Governing Board.

Seconded: *Lee Brown*

Motion Passed Unanimously

- **Strategic Planning Committee – James Henderson Reporting**
 - Meeting Report
 - Strategic Priorities Update
 - The leadership team is developing individual goals based on the strategic priorities for 2021 and cascading those down to their teams.
 - CCMC Relocation
 - The current location has maintenance and safety issues that necessitate moving to a new location.
 - The team is looking for a new property with the balance of size, cost, and location.
 - The committee recommended that the CEO negotiate a 90-day extension to the current lease to allow HSNT to locate a new location.
 - The landlord accepted the extension with 60 days' notice of termination.
 - The current lease expires in April, the 90-day extension will end in July.

Agenda Item VI: Old/New Business

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

Agenda Item VII: Executive Session

- John Moyle Cause # 18-4895-393
 - No report at this time.
- Sarah Gibbons EEOC # 450-2019-04360
 - No report at this time.
- Progressive Auto Claim # 19-4874088, Personal Injury File # 260052
 - No report at this time.

Agenda Item VIII: Important Dates

- March Board Meeting – March 17th @ 6pm – Virtual Meeting

Adjourned by Michael Foster at 6:34pm.

Board Secretary Approval _____ **Date** _____

Board President Approval _____ **Date** _____



Finance Committee Meeting

Meeting Facilitator: Dale Tampke

Meeting Date: February 23, 2021

Time: 7:30 a.m.

Location: HSNT HQ ZOOM

Attendees: Dale Tampke and Lee Brown

Staff Present: Doreen Rue, Pam Barnes, Debra Layman and Christopher Redden

Regrets: Hamed Husain

HSNT has moved to using Zoom for all meetings, an invitation with link to join as well as a call-in number will be sent prior to each meeting.

Agenda Item I: Review and Approve January 2021 minutes

HSNT Finance committee was rescheduled to Tuesday February 23, 2021 7:30am due to weather closure the week of February 15, 2021.

Motion to accept: Lee Brown

Seconded: Dale Tampke

Motion Passed 2-0

Agenda Item II: Review and Approve Fiscal Year End (FYE) December 2020 Financials

Dale acknowledged the notes to the financials sent prior to the meeting. Adjustment to financials included disposing of equipment no longer in service and accrued earned pay that is paid out in 2021. HSNT is traditionally accrues two weeks of earned not paid payroll annually. When HSNT implemented the third-party payroll system, Paylocity, an additional week of earned not paid payroll was added. This additional week of payroll, totaling three weeks of earned not paid payroll and the addition of 24 FTE in 2020, resulted in a large payroll liability adjustment of just under \$262,000 of additional expense offset by a liability to the financial statements.

Motion to accept: Lee Brown

Seconded: Dale Tampke

Motion Passed 2-0

Agenda Item III: Review and Approve January 2021 minutes

Pam discussed the highlights of the financial notes sent prior to the meeting. The overall financial position is HSNT has increased access to patient care resulting in increased billed charges (revenue) and accounts receivable. 11% of the increase is uninsured patients, resulting in increased sliding fee adjustments. HSNT is still ramping up services to capacity prior to COVID. Operating Margin -6.9%.

Agenda Item IV: Review 330 Compliance: Billing and Collections

330 Statute of the Public Health Services Act is the section of federal statute that creates and authorizes the Health Center Program. In 2020, HSNT implemented a 330 on going Compliance review to ensure HSNT is continually reviewing processes for 330 compliance and to ready our teams for the HRSA Compliance review we expect to receive in 2022. The first part of the review has been completed and reviewed with HSNTs Finance Committee. Billing and Collections are found to be in compliance and no changes are recommended at this time.

Agenda Item V: Review 330 Compliance: Billing and Collections: Financial Management

HSNT Finance Committee reviewed HSNT Financial Management and Accounting Systems. Systems are found to be in compliance and no changes are recommended at this time. Pam did mention the accounting team along with Business Office Management team are reviewing purchasing policies and plan to revise the policies to provide more clarity around the actual process of purchasing routine, small and large purchases. Although, the policies are found to be in compliance, the team believes we can revise the policy for better clarity.

Agenda Item VI: Review 330 Compliance: Billing and Collections: Sliding Fee Scale Discount Program

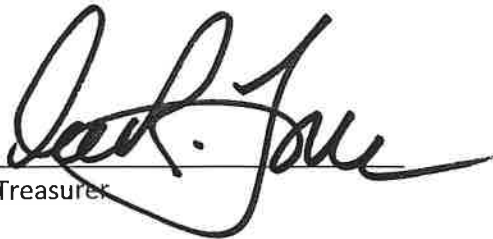
HSNT Finance Committee recommended the revised Sliding Fee Discount Policy to the full board last month, the full board approved the revision and HSNT will implement the new policy April 1st. HSNT Sliding Dee Discount Program is found to be in compliance with HRSA requirements and no changes are recommended at this time.

Agenda Item VI: 8:10 am adjourn

February minutes include notes to the financials.

Board Treasurer Approval:

Dale Tampke, HSNT Board Treasurer

A handwritten signature in black ink, appearing to read "Dale Tampke", written over a horizontal line.

Health Services of North Texas, Inc.
Statement of Financial Position
As of 2/28/2021

	Current Period	Last Month - Jan 2021	Prior Year End - Dec 2020	\$ Chge	% Chge
ASSETS					
Current Assets					
Operating Cash	<u>2,007,345.11</u>	<u>1,645,805.83</u>	<u>1,965,114.47</u>	<u>42,230.64</u>	<u>0.02</u>
Total Current Assets	2,007,345.11	1,645,805.83	1,965,114.47	42,230.64	0.02
Other Current Assets					
Grant Receivables	644,592.25	884,311.58	816,078.27	(171,486.02)	-21.01%
340B Receivables	271,503.52	373,025.85	439,228.86	(167,725.34)	(0.38)
Medical Receivables	333,546.84	454,629.28	429,021.86	(95,475.02)	-22.25%
Prepaid Expenses	78,245.09	60,479.64	51,445.64	26,799.45	100.00%
Deposits	11,429.25	11,429.25	11,429.25	0.00	0.00%
Inventory	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>#DIV/0!</u>
Total Other Current Assets	1,339,316.95	1,783,875.60	1,747,203.88	(407,886.93)	-23.35%
Short Term Investments					
Investment CDs	<u>564,649.38</u>	<u>564,649.38</u>	<u>564,649.38</u>	<u>0.00</u>	<u>0.00%</u>
Total Short Term Investments	564,649.38	564,649.38	564,649.38	0.00	0.00%
Long Term Assets					
Fixed Assets					
Medical Equipment	60,525.84	60,525.84	60,525.84	0.00	0.00%
Building Improvements	92,664.56	92,664.56	92,664.56	0.00	0.00%
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	15,240.00	15,240.00	15,240.00	0.00	0.00%
Telephone Systems	95,499.55	95,499.55	95,499.55	0.00	0.00%
IT Equipment	99,323.65	99,323.65	99,323.65	0.00	0.00%
Vehicles	102,255.00	102,255.00	102,255.00	0.00	0.00%
4304 Land	257,000.00	257,000.00	257,000.00	0.00	100.00%
Accumulated Depreciation	<u>(523,507.08)</u>	<u>(512,372.29)</u>	<u>(500,402.53)</u>	<u>(23,104.55)</u>	<u>4.62%</u>
Total Fixed Assets	<u>2,832,097.93</u>	<u>2,843,232.72</u>	<u>2,855,202.48</u>	<u>(23,104.55)</u>	<u>-0.81%</u>
Total Long Term Assets	<u>2,832,097.93</u>	<u>2,843,232.72</u>	<u>2,855,202.48</u>	<u>(23,104.55)</u>	<u>(0.01)</u>
Total ASSETS	<u>6,743,409.37</u>	<u>6,837,563.53</u>	<u>7,132,170.21</u>	<u>(388,760.84)</u>	<u>-5.45%</u>
LIABILITIES					
Current Liabilities					
Accounts Payable	203,742.38	196,173.53	262,175.80	(58,433.42)	-22.29%
Accrued Payroll	543,866.39	524,366.39	668,636.39	(124,770.00)	-18.66%
Accrued Retirement	204,091.53	189,540.14	171,606.83	32,484.70	18.93%
Payroll Liabilities	(3,379.85)	2,103.04	8,025.68	(11,405.53)	-142.11%
Other Current Liability	<u>261,976.34</u>	<u>261,976.34</u>	<u>262,360.64</u>	<u>(384.30)</u>	<u>(0.00)</u>
Total Current Liabilities	1,210,296.79	1,174,159.44	1,372,805.34	(162,508.55)	-11.84%
Long Term Liabilities					
Capital Loan	1,307,163.69	1,311,035.33	1,314,891.20	(7,727.51)	100.00
Total Long Term Liabilities	<u>1,307,163.69</u>	<u>1,311,035.33</u>	<u>1,314,891.20</u>	<u>(7,727.51)</u>	<u>100.00</u>
Total LIABILITIES	<u>2,517,460.48</u>	<u>2,485,194.77</u>	<u>2,687,696.54</u>	<u>(170,236.06)</u>	<u>-6.33%</u>
NET ASSETS					
Net Assets at Beginning of Year	4,444,473.67	4,444,473.67	4,214,048.67	230,425.00	5.47%
Current Net Assets(Liabilities)	<u>(218,524.78)</u>	<u>(92,104.91)</u>	<u>230,425.00</u>	<u>(448,949.78)</u>	<u>-194.84%</u>
Total NET ASSETS	<u>4,225,948.89</u>	<u>4,352,368.76</u>	<u>4,444,473.67</u>	<u>(218,524.78)</u>	<u>-4.92%</u>
TOTAL LIABILITIES & NET ASSETS	<u>6,743,409.37</u>	<u>6,837,563.53</u>	<u>7,132,170.21</u>	<u>(388,760.84)</u>	<u>-5.45%</u>

Health Services of North Texas, Inc.
Statement of Operations
From 2/1/2021 Through 2/28/2021

	Current Month	Last Month (01/01/2021 - 01/31/2021)	Current YTD	Prior YTD	FY2021 Budget	YTD Difference	% Budget
Patient Revenue							
Net Patient Rev	1,203,707.29	1,531,470.62	2,735,177.91	3,133,939.81	28,784,071.00	(398,761.90)	(9.50)%
Uncollectible	(535,874.04)	(667,153.01)	(1,203,027.05)	(1,918,629.98)	(17,351,691.00)	715,602.93	(6.93)%
Total Patient Revenue	667,833.25	864,317.61	1,532,150.86	1,215,309.83	11,432,380.00	316,841.03	(13.40)%
Other Revenue							
Grants	420,377.81	430,353.62	850,731.43	650,121.18	4,337,269.00	200,610.25	(19.61)%
Other	118,044.93	46,403.52	164,448.45	153,210.16	902,067.00	11,238.29	(18.23)%
Total Other Revenue	538,422.74	476,757.14	1,015,179.88	803,331.34	5,239,336.00	211,848.54	(19.38)%
TOTAL Revenue	1,206,255.99	1,341,074.75	2,547,330.74	2,018,641.17	16,671,716.00	528,689.57	(15.27)%
Expenses							
Personnel	715,514.11	779,961.83	1,495,475.94	1,200,995.74	9,383,920.00	294,480.20	15.93%
Medical Services	321,738.45	348,728.67	670,467.12	348,579.08	2,957,381.00	321,888.04	22.67%
Patient Care	49,805.53	36,435.32	86,240.85	76,370.47	641,500.00	9,870.38	13.44%
IT	69,068.18	74,373.65	143,441.83	116,386.09	789,027.00	27,055.74	18.17%
MarComm	8,390.81	12,556.48	20,947.29	15,702.50	154,680.00	5,244.79	13.54%
Occupancy	48,725.72	46,825.55	95,551.27	91,168.73	522,067.00	4,382.54	18.30%
Operating Costs	119,433.06	134,298.16	253,731.22	246,982.85	2,159,093.00	6,748.37	11.75%
Total Expenses	1,332,675.86	1,433,179.66	2,765,855.52	2,096,185.46	16,607,668.00	669,670.06	16.65%
Operating Income(Loss)	(126,419.87)	(92,104.91)	(218,524.78)	(77,544.29)	64,048.00	(140,980.49)	341.18%
Net Assets	(126,419.87)	(92,104.91)	(218,524.78)	(77,544.29)	64,048.00	(140,980.49)	341.18%

Health Services of North Texas, Inc.

Statement of Cash Flows

As of 2/28/2021

	<u>Current Period</u>	<u>Current Year</u>	<u>Prior Year YTD</u>
Cash Flows from Operating Activities			
Medicaid	289,470.44	687,349.34	792,456.58
Medicare	28,321.33	54,433.49	177,269.24
Private/Commercial	12,739.96	62,168.09	243,018.61
Self Pay	152,567.63	180,358.15	(164,092.53)
Program Income	305,816.33	643,316.81	196,924.60
Grants	761,619.47	1,189,942.79	681,246.07
Receipts from Contributors	118,044.93	164,448.45	153,210.16
Payments to Employees & Suppliers	<u>(1,312,505.60)</u>	<u>(2,937,752.58)</u>	<u>(2,219,244.62)</u>
Total Cash Flows from Operating Activities	<u>356,074.49</u>	<u>44,264.54</u>	<u>(139,211.89)</u>
Cash Flows from Capital Activities			
Capital Activity/Disposal of Assets	0.00	0.00	0.00
Capital Loan	<u>(9,407.35)</u>	<u>(18,814.70)</u>	<u>(18,814.70)</u>
Total Cash Flows from Capital Activities	<u>(9,407.35)</u>	<u>(18,814.70)</u>	<u>(18,814.70)</u>
Change in Medical Liability			
Change in Patient Refunds	<u>0.00</u>	<u>2,112.08</u>	<u>(37,892.07)</u>
Total Change in Medical Liability	<u>0.00</u>	<u>2,112.08</u>	<u>(37,892.07)</u>
Beginning Cash & Cash Equivalents	<u>2,189,341.95</u>	<u>2,508,447.17</u>	<u>1,586,753.54</u>
Ending Cash & Cash Equivalents	<u><u>2,536,009.09</u></u>	<u><u>2,536,009.09</u></u>	<u><u>1,390,834.88</u></u>

Health Services of North Texas, Inc.
Financial Ratios
February 2021

		Fiscal Year	
	FY2020 Goals	To Date 2021	Fiscal Year End 2020
Quick Ratio Current Assets/Current Liabilities	9:1	3.16 : 1	3.07 : 1
Debt/Equity Total Liabilities/Total Net Assets	13.0%	59.6%	60.5%
Working Capital to Expense Ratio CA/CL divided by Expense/# month in Period	3 : 1	1.95 : 1	2.39 : 1
Long Term Debt to Equity Ratio	25%	30.9%	29.6%
Percentage of Admin & Fundraising <i>included estimate of new accounting standard</i>	25.0%	16.5%	15.6%
Number of Days - Cash	60	51	58
Number of Days - Liquidity	180	77	101
Accounts Receivable Days (Medical AR Collection Period)	50	22	28
Change In Net Assets to Expense (Net Assets/Total Expense)	3.0%	-7.9%	1.6%
Operating Margin (Change in Net Assets/Total Revenue)	0.5%	-8.6%	1.56%
Cash Flow	1.5%	1.8%	6.0%
			FY2020
Cost per Employee this month		\$5,436.46	\$5,037.72
		Rolling 12 Month Data	Fiscal Year End 2020
Cost per Employee R12		\$66,379.13	\$65,398.18
Average Hourly Rate R12		\$33.28	\$32.73
Cost Per Medical Encounter *37,307		\$399.51	\$354.79
Cost Per Medical Patient *14,564		\$1,071.37	\$1,053.75
Federal Cost Per Medical Patient		\$101.45	\$103.91

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

*Cost per Employee and Hourly Rate updated to a rolling 12 months in August 2019



Governing Board Quality Committee Minutes

February 24, 2020

Present: Melissa Winans, Dr. Dean Perkins

Absent: Dr. Howard Shaw

Staff: Debra Layman, Dr. Jason Siegel, Doreen Rue

Quorum met.

Called to order: 5:00pm

I. Roll Call and Acceptance of Minutes

- January 2021 Minutes – Quality Incentive Goals
- January 2021 Minutes

Motion to approve minutes: Dr, Dean Perkins

Seconded: Melissa Winans

Motion Passed Unanimously

II. Update on Existing Quality Initiatives

- COVID-19 Response
 - Vaccine
 1. HSNT held its first vaccine event two weeks ago.
 - a. Last week's drive-thru clinic was canceled due to weather and power outages.
 2. Collin County location will host a vaccine clinic tomorrow.
 - a. The target of this clinic is out immunocompromised patients.
 3. 76 HSNT staff members have been vaccinated so far.
 - a. Seeing more interest from staff who originally turned down the vaccine.
 4. HSNT is focusing on high-risk patients due to its limited supply of vaccine.
 - a. HSNT serves approximately 3,000 patients classified as high risk.
 - Positivity Rate
 1. HSNT's patient positivity rate going down. It is now more inline with state and local numbers.
 2. HSNT is now doing targeted testing and seeing lower positivity rates as a result.



- Ryan White Audit
 - Areas identified for corrective action by the auditors are a result of transitioning to remote visits.
 1. During in-person visits an MA supports the check-in process.
 2. Providers are missing required check-in questions.
 3. HSNT is working to improve these numbers.
- CCMC
 - Dr. Kaushik and team are returning to in-person care on March 1st at CCMC.
 - Dr. Kaushik and the support staff have been vaccinated.
 - The Denton ID team is not ready for this step yet.
 1. Integrated care at the DMC campus makes that location too high risk to return ID patients to in person care.
- Sliding Fee Scale Training Sessions
 - April 1st effective date
 - The new sliding fee scale includes flat fees for medical services, BH, imaging, labs, procedures, and injectables.
 1. The new structure provides more transparency for patients.
- PCMH Accreditation
 - HSNT's final check will be in March and final documents are being submitted now.
- New Pediatrician in Denton
 - Crystal McLeod, MD will start with HSNT on March 29th.
 - Dr. MacLeod has great experience, and we are excited for her to join the team.
 - Dr. McLeod will practice at Loop 288.

III. Patient Satisfaction Reports

- Public Reviews:
 - 4.52 All-Time
 - 4.66 January 2021
- 97% of patients would recommend HSNT to family and friends.
 - WCMC is seeing a dip in positive responses.
 1. Believe this is due to provider turnover, numbers are expected to increase as the new provider ramps up their patient panel.

IV. Quality Meeting Dashboard

- HEDIS & UDS
 - UDS
 1. Breast Cancer Screening



- a. No longer allows for patient refusal. All qualifying patients are included in the denominator.
 2. HIV Screening – new metric
 - a. Focus on testing – wither by HSNT or in medical history
 3. Depression Remission Measure
 - a. 10–14-month window post indexed event to achieve remission
 - b. This does not account for those who reach remission sooner.
- HEDIS
 1. Falls and Pneumonia
 - a. Identified exclusions
 - i. Adjusted, uncertified, unaudited rate
 - b. Ex. Frailty classification for fall risk
 - c. Following CMS guidelines and exclusion
 - HSNT Measures
 1. Colorectal Screening
 - a. Internal measure is based on referral, education, and orders.
 2. SAC Dental Education
 3. Tdap in 3rd trimester
- Incentive
 - 67.74% to a goal of 80%
 - 31 measures total – goal is to meet 25
 1. January 2021 – met 21

V. Other Items

- Quality Policies
 - The committee accepts the policies and will recommend board approval.

VI. Reports to the Board

- Patient Satisfaction
- Incentive Progress
- Recommendation of Quality Policies

Adjourned: 5:44pm



Governing Board Personnel Committee Minutes

March 10, 2021

Present: James Henderson, Sara Schroeder

Staff: Doreen Rue

Quorum met.

I. 2021 Board Membership

- The personnel committee oversees board membership including:
 - i. Terms and term limits
 - ii. Consumer member compliance
- Consumer members must have had a medical visit in the last 24 months.
- HSNT Annual Board Meeting will be in April.
- Two board members will roll off the board in April
 - i. Judge David Garcia
 - ii. Dr. Dean Perkins
- The personnel committee will review what skills are needed in potential new members and possible board officer openings.
- HSNT Bylaws require 9-17 board members.
 - i. The loss of 2 members will put board membership at 10.
 - ii. This is still in compliance but close to the threshold.
- Committee Membership
 - i. The Strategic Planning Committee will need a new chairperson.
 - ii. The Quality Committee will need one additional member.

II. Draft Slate of Officers and Members - April 2021

- The draft slate will be presented to the board in March and voted on in April.
- 2 members are scheduled to begin their 2nd 3-year term:
 - i. James Henderson
 - ii. Dr. Howard Shaw
- Board Officers
 - i. Officers are elected to 2-year terms.
 - ii. No action is needed on any officer position – all are mid-term.
 - iii. The committee will continue to monitor term limits to ensure experience in officer positions.
- Terminations
 - i. 2 terminations, both on term limits
 1. Judge David Garcia
 2. Dr. Dean Perkins



- The slate is straightforward this year.
- The board can fill positions outside of the annual meeting if needed.

III. HR Policies

- Request to hold policies and revisit next month.
- No matters are pressing – all policies are updates to current policies
- Need to ensure we are cross walking to HRSA requirements and internal HSNT policies.

IV. Workforce Development & Organizational Culture Update

- Focus on Insight Training for providers.
 - i. Development of leadership and community
- HR Department is developing a staff satisfaction survey.
- The committee is looking at small personal touches for staff members.
 - i. Notes of encouragement, flowers, etc.
- Next step to explore incorporating the board into the acts of recognition.
- It is important to be mindful of the HR implications of personal messages.
 - i. Evaluate language, group messages, etc.
 - ii. Exercise of building culture rather than performance feedback.
- Compassion fatigue resources were sent to providers this week.
 - i. Is there a way to normalize or incentivize participation and utilization of this resource?
- HSNT has received provider survey results from TACHC.

V. Old/New Business

- HSNT had its first call with Toyota for their TSSC program.
 - i. The focus is on organizational culture and creating a culture of problem solving.
 - ii. Pam Barnes will be the project lead.

VI. Reports to the Board

- Board Membership Report
- Proposed Slate of Officers and Members
- Workforce Development & Organizational Culture Update

Grants & MarCom Monthly Report March 2021

Keeping HSNT Top of Mind & Building Relationships

- HSNT was notified by Fidelity that through our robust and thorough grant reporting, they are impressed with the work HSNT is doing and gifted \$50,000 directly for COVID-19 relief. HSNT Grants Manager, Jamie Taylor has stewarded this important relationship well.
- The last two weeks of February brought with it tremendous opportunity to support community messaging and connect people to much needed resources and information.
- COVID-19 Vaccine invites are being sent out to patients via text message, we are seeing a deep gratitude from patients that HSNT is reaching out and making it easy for them to get vaccinated.

Digital Marketing and Website

- Website metrics for February- 8,295 Unique Visitors and 11,787 Sessions
- HSNT is moving PPC Google Grant Management to a new service provider that specializes in helping FQHC's utilize the full amount of their \$10,000 Google Grant. We anticipate seeing a significant growth trend in reaching target audiences by summer months.
- The Make an Appointment page is the #1 page visited on our website after the homepage, with 1,687 Unique Pageviews- **Conversion rate with 562 appointment requests- 33%**

Key Campaigns

- HSNT's new flat rate fee schedule and sliding fee scale
- Introducing new providers, Bethany Ishmael and Ann Ellison
- General Awareness Campaigns | Pediatrics | HIV & Infectious Disease Services
- Business Stakeholder Campaign
- COVID-19 Vaccine Education

Up Next

- 2020 Annual Stakeholder Report
- Online Scheduling! Increasing access for patients
- Wylie Donor Stakeholder Development
- Explore possibility of developing committee for Wreath Soiree November 2021
- Continue strengthening pediatrics reach in Wylie and Denton areas.

Follow HSNT on
Social Media

196

**NEW PATIENTS
to HSNT system in
February**

562

**appointment requests
via website in February**

**Established Patient: 175
New Patient: 326
COVID Requests: 61**

Of the new patient request 49% indicated
having health insurance

Patient Comment

"I've been a patient for years and the providers and staff always provide excellent care and are always courteous and attentive to my needs. I was notified at the last moment that I needed documentation to get a certification. The entire staff including the Dr., made accommodations for me. Thank you."

Grant proposals/submissions for approval



Key Grant Metrics

Total Awarded in February: \$50,000
Fidelity Foundation \$50,000

20 Grant Proposals in Process
\$329,500 Value

5 Grant Proposals Awaiting Decision
\$192,000 Value

Hillcrest Foundation	WCMC medical equipment	\$20,000	March
Jack H. and William M. Light Foundation	Denton Pediatrics	\$10,000	March
Henry W. Bull	Pediatric Medical Visits	\$5,000	March
Independent Financial LOI	Back to School event	\$10,000	April
Hollyfield LOI	BH for patients with HIV/AIDS	\$5,000	March
Walmart 467	Pediatric Visits	\$2,500	March
Sam's Club	Pediatric Visits	\$2,500	March
Walmart 3199	Pediatric Visits	\$2,500	March
Walmart 5210	Pediatric Visits	\$2,500	March
Walmart 6068	Pediatric Visits	\$2,500	March
Sam's Club Distribution Center	Pediatric Visits	\$2,500	March
Walmart 6078	Pediatric Visits	\$2,500	March

MarCom Focus: To Elevate HSNT brand among all Stakeholder Groups through creating meaningful content that connects Stakeholders with brand, using brand voice and communicating value for all Stakeholder Groups.

February Weather Week

At the rescheduled board meeting last month, I presented a projection of the financial impact we anticipated resulting from Feb 15-19 closing due to severe weather and lack of utilities. Our loss as seen in the February financials is very close to that projection. On a positive note, we received an unrestricted gift of \$50,000 last week in recognition of our work and effort during the pandemic, notice of managed care incentive expected payouts from Amerigroup, and positive developments in our next steps with Toyota Production System Support Center.

Toyota Production System Support Center (TSSC)

HSNT leadership met with representatives from Toyota on March 9, 2021 in the next step of the process of partnering with the TSSC. Toyota utilizes the TSSC to partner with nonprofits and other organizations on projects that improve day to day work processes. Toyota leverages their institutional knowledge of production and efficiency to achieve impressive results with their partner organizations. The cornerstone of this program is building a culture of problem-solving at every level of the organization. This extends from top management to the front-line to identify and implement process changes to improve efficiency, response time, and maximize resources. So far, we completed two of the four steps needed for our application. Step 3 is a leadership call with TSSC to take a deeper dive into the challenges identified by HSNT that could benefit from TSSC support. If TSSC accepts our project we move to Step 4 and a site visit will be scheduled in April 2021 and project start time will be May or June 2021. Two informational documents regarding TSSC are attached to this report.

Amerigroup Incentive Program

HSNT is enrolled in the Medicaid managed care incentive program with Amerigroup. For the last 2 years, we have been working to align our electronic medical record system, staff training, and workflow to maximize our work, improve care, and reduce cost. We met last week with our representative where he reported HSNT's January- September program achievements. We have been able to reduce our costs per member and he complimented our staff for the work they have been doing and noted we have done an outstanding job.

As soon as 4Q2020 data is available they will payout the shared savings. We have made huge strides in this program and HSNT will receive the shared cost savings in April or May 2021 for FY 2020. This will be our most effective incentive program to date, and we will share the details when the final report is available.

We have an opportunity to increase our earned incentive by adding additional quality measures. The team is ready, and this report energized them to take on the next level of this incentive program.

Funding and Policy Issues

On March 10th, Congress passed the historic American Rescue Plan and President Biden signed this into law on March 11th. This legislation will provide crucial emergency funding for health centers on the frontlines of this pandemic.

This COVID-19 relief package includes:

- \$7.6 billion in flexible emergency COVID-19 funding for health centers and health center program look-alikes (LALs);
- \$800 million for the National Health Service Corps, \$200 million for the Nurse Corps, and \$330 million for the Teaching Health Center Graduate Medical Education programs;
- Investments in Medicaid to support vaccination efforts and other critical services;
- \$7.5 billion in funding to the Center for Disease Control for vaccine administration and distribution, to support states, local, tribal and territorial public health departments, community vaccination centers, and mobile vaccination units;
- \$47.8 billion to Health and Human Services (HHS) to implement a national testing strategy and contact tracing surveillance; and
- \$7.6 billion to HHS to expand the public health workforce.

The plan for how these resources will become available to health centers has not been revealed but there are a few grant applications related to COVID-19 vaccine partnerships. More to come as information on how this relief package will support our most urgent needs becomes available.

Updates and Information

- See HRSA notice of award attached to this report showing removal of Hypertensive supplemental funding as requested by HSNT.
- On March 9th we received our first shipment of 100 doses of the Johnson & Johnson single dose COVID-19 vaccine. We are still receiving Moderna vaccine for scheduled second dose and will begin requesting more of the single dose vaccine as it reduces

Health Services of North Texas –February 2021
Chief Executive Officer Report

many of the administrative duties in scheduling and reporting. Patients benefit as well as they do not need two appointments or risk not receiving the 2nd dose.

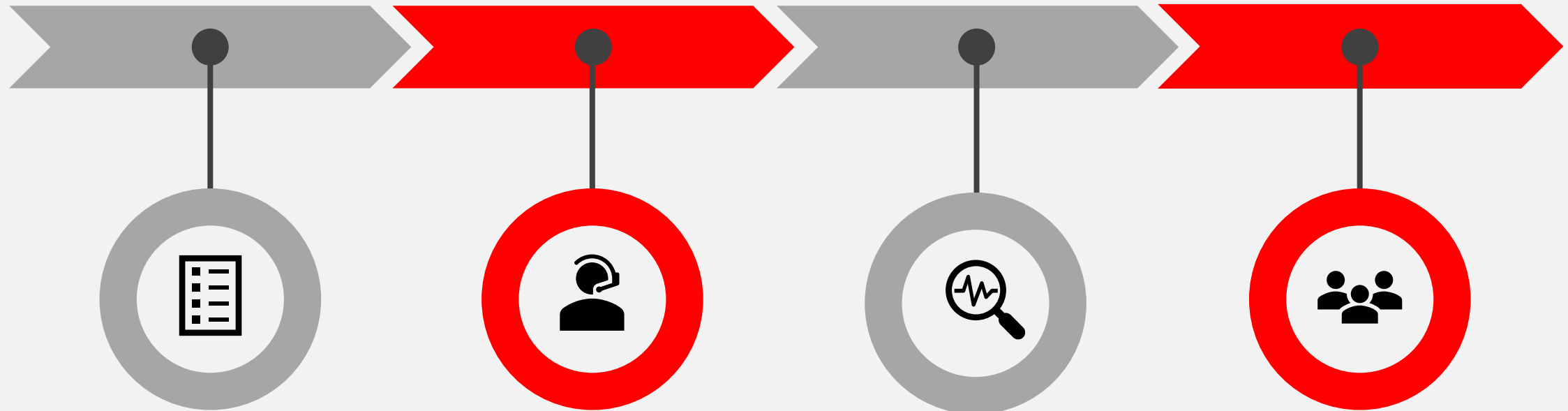
- Ryan White Part B funding will not be reduced as previously reported. Our team is focusing on integrating new staff members into this program and updating procedures to maximize efficiency and enhance the team-based care model.

Thank you for your support,

Doreen Rue, CEO

TSSC Support Request Process*

(Toyota Production System Support Center)



APPLICATION

Identify one or two of your organization's biggest needs for improvement. Once those challenges have been identified, you'll submit an [application](#).

CONNECTION

Once application is received, a Social Innovation call will be setup to walk through the challenges that exist within your organization.

EXPLORATION

Leadership call with TSSC and your organization to take a deeper dive into the challenge you are requesting TSSC support for.

SITE VISIT

If project is agreed upon by TSSC and your organization, an initial site visit is scheduled.

*“Sharing **IDEAS** to find better ways of doing things.”*

About Us

Our years of manufacturing experience have taught us that small improvements can make a big difference — and we've learned that this approach can help other organizations too. So, for 25 years, we have shared our know-how with other manufacturers, non-profits and community organizations to help them find better ways of doing their day-to-day work. Sharing our ideas this way helps our partners stay competitive and preserve jobs or support more people in need — and that benefits everyone. Over 400 general industry and nonprofit clients served.

TOYOTA PRODUCTION SYSTEM



What is TPS?



The Toyota Production System is a culture of problem-solving at every level of the organization, from top management to the workplace.

How We Partner



We work side by side with clients at the source to identify and solve problems.

The Approach



By empowering employees to surface and solve problems, TSSC helps organizations make positive, sustainable changes. Over time, the Toyota Production System has proven to reduce waste leading to:

- Improved quality and safety
- Cost reduction
- Reduced customer lead time from order to delivery

Services We Provide

Workplace Support –

- On-site support to create a culture of continuous improvement.

Workshops –

- Participants learn about the philosophy, management systems, and technical tools of TPS.

Customized Workshops/Training –

- TSSC can tailor an approach to suit your organization.

Our Successes

Local government:

Reduction in time it takes to issue certificates of operation from 187 days to 48 days, an improvement of 80%.

Disaster recovery:

Cut lead time on a standard home re-construction job from 116 days to 50 days, eliminating 66 days of lead time.

Small manufacturer:

Production lead time was reduced by 38 percent, improving operational success and sustainability.

Nonprofit:

Decreased long soup kitchen wait times from 1.5 hours to 18 minutes, streamlining process and serving more people.



Recipient Information

- 1. Recipient Name**
Health Services of North Texas, Inc.
4401 N. I-35
Denton, TX 76207
- 2. Congressional District of Recipient**
26
- 3. Payment System Identifier (ID)**
1752252866A1
- 4. Employer Identification Number (EIN)**
752252866
- 5. Data Universal Numbering System (DUNS)**
928920180
- 6. Recipient's Unique Entity Identifier**
- 7. Project Director or Principal Investigator**
Doreen Rue
Chief Executive Officer
drue@healthntx.org
(940)293-6001
- 8. Authorized Official**

Federal Agency Information

- 9. Awarding Agency Contact Information**
Vera Windham
Grants Management Specialist
Health Resources and Services Administration
vwindham@hrsa.gov
(301) 443-6859
- 10. Program Official Contact Information**
Ardandia Campbell-Williams
Project Officer
Health Resources and Services Administration
ACampbell-Williams@hrsa.gov
(301) 443-6723

Federal Award Information

- 11. Award Number**
6 H80CS24197-09-06
- 12. Unique Federal Award Identification Number (FAIN)**
H8024197
- 13. Statutory Authority**
42 U.S.C. § 254b
- 14. Federal Award Project Title**
Health Center Program
- 15. Assistance Listing Number**
93.224
- 16. Assistance Listing Program Title**
Community Health Centers
- 17. Award Action Type**
Administrative
- 18. Is the Award R&D?**
No

Summary Federal Award Financial Information

19. Budget Period Start Date 05/01/2020 - End Date 04/30/2021	
20. Total Amount of Federal Funds Obligated by this Action	(\$135,480.00)
20a. Direct Cost Amount	
20b. Indirect Cost Amount	
21. Authorized Carryover	\$0.00
22. Offset	\$0.00
23. Total Amount of Federal Funds Obligated this budget period	\$1,608,291.00
24. Total Approved Cost Sharing or Matching, where applicable	\$11,908,857.00
25. Total Federal and Non-Federal Approved this Budget Period	\$13,517,148.00
26. Project Period Start Date 05/01/2018 - End Date 04/30/2022	
27. Total Amount of the Federal Award including Approved Cost Sharing or Matching this Project Period	\$38,095,470.00

- 28. Authorized Treatment of Program Income**
Addition
- 29. Grants Management Officer – Signature**
Angela Stokes on 03/02/2021

30. Remarks

Prior Approval Request Tracking Number PA-00093933. Prior Approval Request Type: Other



Notice of Award
Award Number: 6 H80CS24197-09-06
Federal Award Date: 03/02/2021

Health Resources and Services Administration

31. APPROVED BUDGET: (Excludes Direct Assistance)

Grant Funds Only
 Total project costs including grant funds and all other financial participation

a. Salaries and Wages:	\$6,462,530.00
b. Fringe Benefits:	\$1,421,757.00
c. Total Personnel Costs:	\$7,884,287.00
d. Consultant Costs:	\$0.00
e. Equipment:	\$205,000.00
f. Supplies:	\$956,558.00
g. Travel:	\$54,585.00
h. Construction/Alteration and Renovation:	\$0.00
i. Other:	\$2,865,882.00
j. Consortium/Contractual Costs:	\$1,550,836.00
k. Trainee Related Expenses:	\$0.00
l. Trainee Stipends:	\$0.00
m. Trainee Tuition and Fees:	\$0.00
n. Trainee Travel:	\$0.00
o. TOTAL DIRECT COSTS:	\$13,517,148.00
p. INDIRECT COSTS (Rate: % of S&W/TADC):	\$0.00
q. TOTAL APPROVED BUDGET:	\$13,517,148.00
i. Less Non-Federal Share:	\$11,908,857.00
ii. Federal Share:	\$1,608,291.00

32. AWARD COMPUTATION FOR FINANCIAL ASSISTANCE:

a. Authorized Financial Assistance This Period	\$1,608,291.00
b. Less Unobligated Balance from Prior Budget Periods	
i. Additional Authority	\$0.00
ii. Offset	\$0.00
c. Unawarded Balance of Current Year's Funds	\$0.00
d. Less Cumulative Prior Award(s) This Budget Period	\$1,743,771.00
e. AMOUNT OF FINANCIAL ASSISTANCE THIS ACTION	(\$135,480.00)

33. RECOMMENDED FUTURE SUPPORT:
(Subject to the availability of funds and satisfactory progress of project)

YEAR	TOTAL COSTS
10	\$1,456,205.00

34. APPROVED DIRECT ASSISTANCE BUDGET: (In lieu of cash)

a. Amount of Direct Assistance	\$0.00
b. Less Unawarded Balance of Current Year's Funds	\$0.00
c. Less Cumulative Prior Award(s) This Budget Period	\$0.00
d. AMOUNT OF DIRECT ASSISTANCE THIS ACTION	\$0.00

35. FORMER GRANT NUMBER

36. OBJECT CLASS
41.51

37. BHCMI#
06E00522

38. THIS AWARD IS BASED ON AN APPLICATION SUBMITTED TO, AND AS APPROVED BY HRSA, IS ON THE ABOVE TITLED PROJECT AND IS SUBJECT TO THE TERMS AND CONDITIONS INCORPORATED EITHER DIRECTLY OR BY REFERENCE IN THE FOLLOWING:

a. The grant program legislation cited above. b. The grant program regulation cited above. c. This award notice including terms and conditions, if any, noted below under REMARKS. d. 45 CFR Part 75 as applicable. In the event there are conflicting or otherwise inconsistent policies applicable to the grant, the above order of precedence shall prevail. Acceptance of the grant terms and conditions is acknowledged by the grantee when funds are drawn or otherwise obtained from the grant payment system.

39. ACCOUNTING CLASSIFICATION CODES

FY-CAN	CFDA	DOCUMENT NO.	AMT. FIN. ASST.	AMT. DIR. ASST.	SUB PROGRAM CODE	SUB ACCOUNT CODE
21 - 398160J	93.527	18H80CS24197	(\$135,480.00)	\$0.00	CH	HEALTHCARECENTERS_18

HRSA Electronic Handbooks (EHBs) Registration Requirements

The Project Director of the grant (listed on this NoA) and the Authorizing Official of the grantee organization are required to register (if not already registered) within HRSA's Electronic Handbooks (EHBs). Registration within HRSA EHBs is required only once for each user for each organization they represent. To complete the registration quickly and efficiently we recommend that you note the 10-digit grant number from box 4b of this NoA. After you have completed the initial registration steps (i.e., created an individual account and associated it with the correct grantee organization record), be sure to add this grant to your portfolio. This registration in HRSA EHBs is required for submission of noncompeting continuation applications. In addition, you can also use HRSA EHBs to perform other activities such as updating addresses, updating email addresses and submitting certain deliverables electronically. Visit <https://grants3.hrsa.gov/2010/WebEPSEExternal/Interface/common/accesscontrol/login.aspx> to use the system. Additional help is available online and/or from the HRSA Call Center at 877-Go4-HRSA/877-464-4772.

Terms and Conditions

Failure to comply with the remarks, terms, conditions, or reporting requirements may result in a draw down restriction being placed on your Payment Management System account or denial of future funding.

Grant Specific Term(s)

1. This revision is issued to approve the relinquishment of the National Hypertension Control Initiative supplement, in accordance with your Prior Approval request.

All prior terms and conditions remain in effect unless specifically removed.

Contacts

NoA Email Address(es):

Name	Role	Email
Doreen Rue	Program Director	drue@healthntx.org
Pamela Barnes	Business Official	pbarnes@healthntx.org

Note: NoA emailed to these address(es)

All submissions in response to conditions and reporting requirements (with the exception of the FFR) must be submitted via EHBs. Submissions for Federal Financial Reports (FFR) must be completed in the Payment Management System (<https://pms.psc.gov/>).



**HRSA 330 Compliance Annual Review Final Report:
Continuity of Care and Hospital Admitting**

Participants:

- Project Leader: Kelsey Moore
- Compliance Officer: Larry Bisno
- Subject Owner: Debra Layman
- Review Team: Anna Contreras, Mari Bailey, Jamie Taylor, Karishma Patel

Materials Reviewed:

- Referrals, Diagnostic Tests & Procedures Policy and Procedure
- Tracking Hospital and Emergency Room Visits Policy and Procedure
- MOUs

Timeline:

- Review Worksheet sent to Subject Owner: 1/22/2021
- Review Worksheet Completed and Requested Documents Uploaded by Subject Owner: 2/23/2021
- Submissions Reviewed by Project Leader and Compliance Officer: 3/1/2021
- Meeting with Subject Owner, Project Leader, Compliance Officer, and Review Team to discuss next steps and recommendations: 3/3/2021
- Progress Report to Agency Quality Committee: 2/24/2021
- Full Report to Governing Board: 3/17/2021
- Final Report to Agency Quality Committee: 3/24/2021

Recommendations:

- Debra Layman will provide a short narrative of the MOU process with Medical City Denton to identify effective date.
- The Referrals, Diagnostic Tests & Procedures Policy and Procedure will be updated to include app and patient portal availability.
- The Tracking Hospital and Emergency Room Visits Policy and Procedure will be updated to remove overly specific language regarding potential emergency access sites for patients and to include uniform language throughout.

ACTION:

Reviewed by:

- Debra Layman, COO _____ Date: _____
- Doreen Rue, CEO _____ Date: _____



Governing Board Quality Committee Approval:

_____ Date: _____

Governing Board Approval:

_____ Date: _____

(President)



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Approved By:

- Kelsey Moore  Date: 3/5/2021
- Larry Bisno  Date: 3/5/2021
- Debra Layman  Date: 3/5/2021
- Anna Contreras  Date: 3/5/2021
- Mari Bailey  Date: 3/9/2021



- Jamie Taylor

DocuSigned by:
Jamie Taylor _____ Date: 3/5/2021
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- Karishma Patel

DocuSigned by:
Karishma Patel _____ Date: 3/5/2021
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**HRSA 330 Compliance Annual Review Final Report:
Coverage for Medical Emergencies Before and After Hours**

Participants:

- Project Leader: Kelsey Moore
- Compliance Officer: Larry Bisno
- Subject Owner: Debra Layman
- Review Team: Anna Contreras, Mari Bailey, Jamie Taylor, Karishma Patel

Materials Reviewed:

- After Hours Call Log
- Training Documentation
- Afterhours Workflow
- Staff BLS Certification
- Site Specific Emergency Plans
- Wagner Service Agreement
- Emergency Services Policy
- Patient Records

Timeline:

- Review Worksheet sent to Subject Owner: 1/22/2021
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Recommendations:

- Staff emergency response training will be broken out in documentation for easy identification.
- After hours work flow and agreement with Wagner Communications will be updated to reflect dates of last review and current workflows.

ACTION:

Reviewed by:

- Debra Layman, COO _____ Date: _____
- Doreen Rue, CEO _____ Date: _____



Governing Board Quality Committee Approval:

_____ Date: _____

Governing Board Approval:

_____ Date: _____

(President)



**HRSA 330 Compliance Annual Review:
Coverage for Medical Emergencies Before and After Hours**

Participants:

- Project Leader: Kelsey Moore
- Compliance Officer: Larry Bisno
- Subject Owner: Debra Layman
- Review Team: Anna Contreras, Mari Bailey, Jamie Taylor, Karishma Patel

Materials Reviewed:

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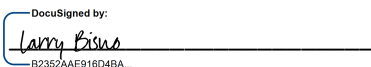
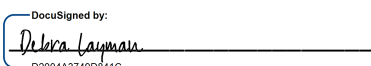
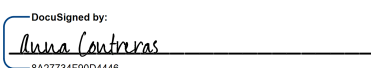
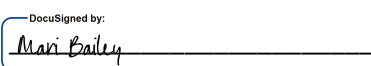
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Recommendations:

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Approved By:

- Kelsey Moore  Date: 3/5/2021
- Larry Bisno  Date: 3/5/2021
- Debra Layman  Date: 3/5/2021
- Anna Contreras  Date: 3/5/2021
- Mari Bailey  Date: 3/9/2021



- Jamie Taylor

DocuSigned by:
Jamie Taylor _____ Date: 3/5/2021
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- Karishma Patel

DocuSigned by:
Karishma Patel _____ Date: 3/5/2021
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**2021 – Governing Board
Proposed Slate of Officers and Members**

Below are the nominations of officers for Health Services of North Texas – April 2020 Annual Meeting, Article II, Section 2.2 & Article III

Second 3-year Membership Term:

*James Henderson

*Dr. Howard Shaw

Proposed Slate of Officers:

President: Michael Foster
(One Year Left in First Term)

Vice President: Trang Dang-Le
(One Year Left in Second Term)

Secretary: James Henderson
(One Year Left in First Term)

Treasurer: Dale Tampke
(One Year Left in First Term)

Board Members Terminations:

*Dr. Dean Perkins – term limits

*Judge David Garcia – term limits

*Changes to Governing Board Roster requiring approval of the HSNT Governing Board.

Draft 2020 HSNT Governing Board
Committee Assignments (Revised
Bylaws 8.2019)

	Executive Committee	Personnel/ Nominating Committee	Finance/Audit Committee	Strategic Plan Committee	Quality Assurance/Quality Improvement Committee	Workforce Development (Reporting to Personnel Committee)	Ad Hoc
Board Members	Michael Foster	James Henderson	Dale Tampke	Dr. Dean Perkins	Dr. Howard Shaw	Lee Brown	Assign as needed
	Trang Dang-Le	Trang Dang-Le	M. Hamed Husain	James Henderson	Dr. Dean Perkins	Sara Schroeder	
	James Henderson	April Powell	Lee Brown	Dale Tampke	Melissa Winans		
	Dale Tampke	Sara Schroeder		Sara Schroeder			
	Judge David Garcia			Herman Oosterwijk*			
Staff Support	Doreen Rue	Doreen Rue	Pam Barnes	Doreen Rue	Debra Layman	Brandi Ruiz	Doreen Rue
			Doreen Rue	Leadership Team	Doreen Rue	Doreen Rue	
Governing Board President	Michael Foster	Michael Foster	Michale Foster	Michael Foster	Michael Foster	Michael Foster	Michael Foster
	Executive Committee	Personnel/ Nominating Committee	Finance/Audit Committee	Strategic Plan Committee	Quality Assurance/Quality Improvement Committee	Ad Hoc	Ad Hoc
HSNT Bylaws- committee membership size	Board Officers + Past President (if active member)	up to 5 but no more than 2 Exec. members	At least 3 members appointed by the Treasurer	At least three members	At least three members	Assign as Needed	Assign as Needed

*Community Committee Member

Rolling off 2021