

# Governing Board Meeting Agenda

## September 15, 2021 - Zoom Meeting

**Agenda** P. 1

- |              |  |  |
|--------------|--|--|
| <b>I.</b>    | <b>Call to Order</b>   | <b>Michael Foster</b>                                      |
| <b>II.</b>   | <b>Consent Agenda</b>  | <b>Michael Foster</b>                                      |
|              | *August 2021 Board Minutes   | P. 2   |
|              | *August 2021 Financial Committee Minutes   | P. 5   |
|              | *August 2021 Financials  | P. 6   |
|              | *August 2021 Quality Committee Minutes   | P. 10  |
|              | *September 2021 MarCom Report (including approval of grants)   | P. 13  |
| <b>III.</b>  | <b>Board Training</b><br>North Texas Giving Day  | <b>Teri Johnson</b>  |
| <b>IV.</b>   | <b>CEO Report</b><br>Dashboard<br>Staffing Analysis  | <b>Doreen Rue</b> <span style="float: right;">P. 14</span> |
| <b>V.</b>    | <b>Committee Reports</b>   |  |
|              | <b>Finance Committee</b>   | <b>Dale Tampke</b>   |
|              | Finance Report   |  |
|              | *990 Tax Return  |  |
|              | *403b Retirement Plan Audit and Review   |  |
|              | <b>Quality Committee</b>   | <b>Dr. Howard Shaw</b>                                     |
|              | Quality Report   |  |
|              | HRSA 330 Compliance Update   | P. 19  |
|              | <i>Program Monitoring and Data Reporting Systems</i>   |  |
|              | <b>Strategic Planning Committee</b>  | <b>Sara Schroeder</b>                                      |
|              | Strategic Planning Report  |  |
| <b>VI.</b>   | <b>Old Business/New Business</b>   | <b>Michael Foster</b>                                      |
| <b>VII.</b>  | <b>Executive Session</b><br>Progressive Auto Claim # 19-4874088, Personal Injury File # 260052                                       | <b>Michael Foster</b>                                      |
| <b>VIII.</b> | <b>Important Dates and Adjourn Meeting</b><br>October Board Meeting - October 20th @ 6pm<br>HSNT Plano Ribbon Cutting - October 26th | <b>Michael Foster</b>                                      |

**\* Items Requiring a Vote**

**Agenda Item I:** Called to order at 6:01pm by Michael Foster

**Attendees:** Michael Foster, Dale Tampke, James Henderson, Sara Schroeder, Lee Brown, Hamed Husain, Dr. Howard Shaw, Belinda Hernandez, Dr. Kimberly Middleton

**Absent:** Trang Dang-Le, Melissa Winans, Judge Chance Oliver, April Powell

**Quorum was met.**

**Staff:** Doreen Rue, Larry Bisno, Pam Barnes

**Guests:**

**Agenda Item II: Consent Agenda** - Approval of July 2021 Board Minutes, July 2021 Financial Committee Minutes, July 2021 Financials, July 2021 Quality Committee Minutes, August 2021 Personnel Committee Minutes, August 2021 MarCom Report (including approval of grants)

**Motion to approve all consent items:** *Dr. Howard Shaw*

**Seconded:** *Dale Tampke*

**Motion Passed Unanimously**

### **Agenda Item III: Board Training**

- HSNT Board Member Orientation, presented by the Personnel Committee
  - The new version is intended to be engaging and educate new board members on HSNT and the responsibilities of serving on the Governing Board.
  - The new orientation format includes:
    - HSNT History
    - HSNT's Mission and Vision
    - Information on FQHCs
    - Roles and Responsibilities of Board Membership
    - Non-Profit Finances
    - Compliance

### **Agenda Item IV: CEO Report**

- HSNT Plano is now open.
  - A ribbon cutting is being planned for September.
- HSNT received its PCMH designation.
- HSNT's 990 tax return is being completed and will be presented to the board at the next meeting.
- The 2022 budget and strategic planning processes are underway.
  - The teams are incorporating lessons from 2020 and ensuring HSNT stability and quality care.
- NOA from HRSA
  - HSNT's behavioral health grant is being incorporated into the FQHC grant.
    - It will no longer be tracked separately.
- HSNT has verified the HSNT Plano location as part of HSNT's scope of care.

## **Agenda Item V: Committee Reports**

- **Finance Committee – Dale Tampke Reporting**
  - Meeting Report
    - HSNT operating cash has increased.
    - HSNT received the ARP grant funding.
      - The effect on HSNT’s cash will be reflected in next month’s financials.
      - HSNT will continue to carefully monitor expenses allocated to one time grant funding.
  
- **Quality Committee – Melissa Winans Reporting**
  - Meeting Report
    - The committee reviewed HSNT’s patient satisfaction surveys and quality dashboards.
    - The committee also received a presentation on the PCMH program.
      - All HSNT sites are now recognized as Patient Centered Medical Homes.
  - RW016 Transportation Operations Policy
    - This policy was updated to the current policy, an older version was previously presented.

**The Quality Committee recommends the approval of the RW016 Transportation Operations Policy to the Governing Board.**

**Seconded: *Lee Brown***

**Motion Passed Unanimously**

- **Strategic Planning Committee – Sara Schroeder Reporting**
  - HSNT Plano is now open.
    - ReNue Pharmacy is continuing renovations and will open at a later date.
  - Strategic Planning
    - The committee is moving to a SWOT analysis as the next step in the strategic planning process.
  - HRSA 330 Compliance Update
    - Contracts and Subawards
    - Collaborative Relationships
    - Both review areas are in compliance.
    - Recommendations:
      - Include input from the medical teams on contracts and agreements management.
      - Update HSNT’s procurement policy.
  
- **Personnel Committee – James Henderson Reporting**
  - Board Member Orientation

- The new format presented at the beginning of this meeting will be used for all orientations going forward.
  - Workforce Development and Organizational Culture Update
    - HSNT training is focusing on personal and professional development for employees.
    - Opportunities for staff recognition are being reviewed in the 2022 budget process.
    - The team is reviewing HSNT's turnover rate and ways to reduce it going forward.

**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**

- September Board Meeting – September 15<sup>th</sup> @ 6pm – Virtual Meeting

Adjourned by Michael Foster at 6:35pm.

**Board Secretary Approval** \_\_\_\_\_ **Date** \_\_\_\_\_

**Board President Approval** \_\_\_\_\_ **Date** \_\_\_\_\_



## Finance Committee Meeting

Meeting Facilitator: Dale Tampke  
Meeting Date: August 17, 2021  
Time: 7:30 a.m.  
Location: HSNT HQ ZOOM

Attendees: Dale Tampke, Lee Brown and Hamed Husain  
Staff Present: Doreen Rue, Pam Barnes, Debra Layman and Christopher Redden

### Agenda Item I: Review and Approve July 2021 minutes

Motion to accept: Lee Brown  
Seconded: Dale Tampke  
Motion Passed 3-0

### Agenda Item II: Review and Approve July 2021 Financials

Motion to accept: Lee Brown  
Seconded: Hamed Husain  
Motion Passed 3-0

The committee discussed the American Rescue Plan back billing draw which includes expenses already paid back to January 2021. The revenue is included in July financials and cash will be included in August reporting. It was discussed that HSNT is reviewing financial operations without American Rescue Plan funding to determine what HSNT financials status would be without this one-time grant funding and to ensure operations will be sustainable by March 31, 2023. ARP funding timeframe is April 1, 2021, through March 31, 2023. Pam also discussed HSNT 340B program is separated into the Ryan White Local Prescription Assistance Program known as RW LPAP non-revenue generating grant funded program and the Community Health Center revenue generating 340B program. 340B generated revenue is put back in to HSNT operations to support HSNT patient expansion. HSNT is consistently serving well over 15,000 patients annually.

### Agenda Item III: 7:50 am adjourned

August minutes include notes to the financials.

Board Treasurer Approval:   
Dale Tampke, HSNT Board Treasurer

**Health Services of North Texas, Inc.**  
**Statement of Financial Position**  
As of 8/31/2021

	Current Period	Last Month	Beginning Year Balance	YTD Change	YTD % Change
<b>ASSETS</b>					
<b>Current Assets</b>					
Operating Cash	3,273,840.31	1,876,557.54	1,965,114.47	1,308,725.84	66.60
<b>Other Current Assets</b>					
Medical Receivable	487,833.12	472,233.02	379,021.86	108,811.26	28.71
Grant Receivable	371,899.37	427,859.34	439,228.86	(67,329.49)	(15.33)
340B Receivable	613,000.18	1,300,707.05	816,078.27	(203,078.09)	(24.88)
Prepaid Expenses	67,160.20	58,454.99	51,445.64	15,714.56	30.55
Deposits	11,429.25	11,429.25	11,429.25	0.00	0.00
Total Other Current Assets	1,551,322.12	2,270,683.65	1,697,203.88	(145,881.76)	(8.60)
<b>Short Term Investments</b>					
Investment CDs	564,649.38	564,649.38	564,649.38	0.00	0.00
<b>Long Term Assets</b>					
<b>Fixed Assets</b>					
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	110,348.65	110,348.65	99,323.65	11,025.00	11.10
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	0.00
Accumulated Depreciation	(592,380.07)	(581,048.12)	(500,738.53)	(91,641.54)	18.30
Total Fixed Assets	2,774,249.94	2,785,581.89	2,854,866.48	(80,616.54)	(2.82)
Total Long Term Assets	2,774,249.94	2,785,581.89	2,854,866.48	(80,616.54)	(2.82)
<b>Total ASSETS</b>	<b>8,164,061.75</b>	<b>7,497,472.46</b>	<b>7,081,834.21</b>	<b>1,082,227.54</b>	<b>15.28</b>
<b>LIABILITIES</b>					
<b>Current Liabilities</b>					
<b>Accounts Payable</b>					
Credit Card Clearing Account	25,461.12	25,698.53	21,316.68	4,144.44	19.44
Other	328,733.90	284,262.98	446,751.62	(118,017.72)	(26.42)
Total Accounts Payable	354,195.02	309,961.51	468,068.30	(113,873.28)	(24.33)
Accrued Payroll	660,866.39	641,366.39	668,636.39	(7,770.00)	(1.16)
Accrued Retirement	109,909.03	95,635.61	125,320.83	(15,411.80)	(12.30)
Payroll Liabilities	(11,145.90)	(2,880.87)	8,025.68	(19,171.58)	(238.88)
Other Current Liabilities	261,976.34	261,976.34	262,360.64	(384.30)	(0.15)
Total Current Liabilities	1,375,800.88	1,306,058.98	1,532,411.84	(156,610.96)	(10.22)
<b>Long Term Liabilities</b>					
Capital Loan	1,282,698.06	1,286,669.36	1,314,891.20	(32,193.14)	(2.45)
<b>Total LIABILITIES</b>	<b>2,658,498.94</b>	<b>2,592,728.34</b>	<b>2,847,303.04</b>	<b>(188,804.10)</b>	<b>(6.63)</b>
<b>NET ASSETS</b>					
<b>Fund Balances</b>					
Net Assets at Beginning of Year	4,234,531.17	4,234,531.17	4,234,531.17	0.00	0.00
Current Net Assets(Liabilities)	1,271,031.64	670,212.95	0.00	1,271,031.64	100.00
Total Fund Balances	5,505,562.81	4,904,744.12	4,234,531.17	1,271,031.64	30.02
Total NET ASSETS	5,505,562.81	4,904,744.12	4,234,531.17	1,271,031.64	30.02
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>8,164,061.75</b>	<b>7,497,472.46</b>	<b>7,081,834.21</b>	<b>1,082,227.54</b>	<b>15.28</b>

**Health Services of North Texas, Inc.**  
**Statement of Operations**  
**From 8/1/2021 Through 8/31/2021**

	Current Month	Last Month (07/01/2021 - 07/31/2021)	Current YTD	Prior YTD	FY2021 Budget	YTD Difference	% Budget
<b>Patient Revenue</b>							
Net Patient Rev	1,648,598.59	1,880,169.77	14,646,163.19	10,802,901.28	28,784,071.00	3,843,261.91	(50.88)%
Uncollectible	(164,000.16)	(962,301.53)	(6,628,298.29)	(6,468,809.40)	(17,351,691.00)	(159,488.89)	(38.19)%
Total Patient Revenue	<u>1,484,598.43</u>	<u>917,868.24</u>	<u>8,017,864.90</u>	<u>4,334,091.88</u>	<u>11,432,380.00</u>	<u>3,683,773.02</u>	<u>(70.13)%</u>
<b>Other Revenue</b>							
Grants	430,958.52	1,125,222.45	4,122,597.61	2,471,834.32	4,337,269.00	1,650,763.29	(95.05)%
Other	97,061.58	336,780.16	938,267.07	770,840.96	902,067.00	167,426.11	(104.01)%
Total Other Revenue	<u>528,020.10</u>	<u>1,462,002.61</u>	<u>5,060,864.68</u>	<u>3,242,675.28</u>	<u>5,239,336.00</u>	<u>1,818,189.40</u>	<u>(96.59)%</u>
<b>TOTAL Revenue</b>	<u>2,012,618.53</u>	<u>2,379,870.85</u>	<u>13,078,729.58</u>	<u>7,576,767.16</u>	<u>16,671,716.00</u>	<u>5,501,962.42</u>	<u>(78.44)%</u>
<b>Expenses</b>							
Personnel	740,814.61	723,673.28	6,058,651.69	5,042,379.64	9,383,920.00	1,016,272.05	64.56%
Medical Services	259,085.94	373,044.05	2,782,263.83	1,441,626.18	2,957,381.00	1,340,637.65	94.07%
Patient Care	43,531.91	43,584.59	371,323.43	296,079.37	641,500.00	75,244.06	57.88%
IT	90,238.56	81,661.45	669,595.82	536,874.80	789,027.00	132,721.02	84.86%
MarComm	25,654.82	33,816.49	114,625.50	85,633.85	154,680.00	28,991.65	74.10%
Occupancy	62,815.87	66,736.16	418,930.21	341,318.51	522,067.00	77,611.70	80.24%
Operating Costs	189,658.13	263,636.70	1,392,307.46	869,530.58	2,159,093.00	522,776.88	64.48%
Total Expenses	<u>1,411,799.84</u>	<u>1,586,152.72</u>	<u>11,807,697.94</u>	<u>8,613,442.93</u>	<u>16,607,668.00</u>	<u>3,194,255.01</u>	<u>71.10%</u>
<b>Operating Income(Loss)</b>	<u>600,818.69</u>	<u>793,718.13</u>	<u>1,271,031.64</u>	<u>(1,036,675.77)</u>	<u>64,048.00</u>	<u>2,307,707.41</u>	<u>,984.49)%</u>
<b>Net Assets</b>	<u>600,818.69</u>	<u>793,718.13</u>	<u>1,271,031.64</u>	<u>(1,036,675.77)</u>	<u>64,048.00</u>	<u>2,307,707.41</u>	<u>,984.49)%</u>

**Health Services of North Texas, Inc.**  
Statement of Cash Flows  
As of 8/31/2021

	<u>Current Period</u>	<u>Current Year</u>	<u>Prior Year YTD</u>
Cash Flows from Operating Activities			
Medicald	695,758.03	3,879,524.73	2,496,024.57
Medicare	190,814.71	448,919.47	370,488.62
Private/Commercial	83,433.21	318,403.69	307,892.40
Self Pay	179,164.06	838,789.45	438,730.06
Program Income	319,828.32	2,638,461.65	784,608.81
Grants	1,155,859.63	4,374,239.46	2,522,271.94
Receipts from Contributors	97,096.58	938,302.07	767,661.37
Interest Received	(35.00)	(35.00)	3,179.59
Payments to Employees & Suppliers	<u>(1,314,910.01)</u>	<u>(12,048,199.69)</u>	<u>(7,335,803.54)</u>
Total Cash Flows from Operating Activities	<u>1,407,009.53</u>	<u>1,388,405.83</u>	<u>355,053.82</u>
Cash Flows from Capital Activities			
Capital Activity/Disposal of Assets	0.00	(11,025.00)	0.00
Capital Loan	<u>(9,407.35)</u>	<u>(75,258.80)</u>	<u>(75,258.80)</u>
Total Cash Flows from Capital Activities	<u>(9,407.35)</u>	<u>(86,283.80)</u>	<u>(75,258.80)</u>
Change in Medical Liability			
Change in Patient Refunds	<u>(82.00)</u>	<u>2,459.37</u>	<u>16,748.24</u>
Total Change in Medical Liability	<u>(82.00)</u>	<u>2,459.37</u>	<u>16,748.24</u>
Beginning Cash & Cash Equivalents	<u>2,415,508.39</u>	<u>2,508,447.17</u>	<u>2,472,037.04</u>
Ending Cash & Cash Equivalents	<u><u>3,813,028.57</u></u>	<u><u>3,813,028.57</u></u>	<u><u>2,768,580.30</u></u>



Health Services of North Texas, Inc.

Financial Ratios

August 2021

		Fiscal Year	
	FY2020	To Date	Fiscal Year
	Goals	2021	End 2020
Quick Ratio	9:1	3.86 : 1	3.07 : 1
Current Assets/Current Liabilities			
Debt/Equity	13.0%	48.3%	60.5%
Total Liabilities/Total Net Assets			
Working Capital to Expense Ratio	3 : 1	2.72 : 1	2.39 : 1
CA/CL divided by Expense/# month in Period			
Long Term Debt to Equity Ratio	25%	23.3%	29.6%
Percentage of Admin & Fundraising	25.0%	14.9%	15.6%
<i>included estimate of new accounting standard</i>			
Number of Days - Cash	60	75	58
Number of Days - Liquidity	180	106	101
Accounts Receivable Days (Medical AR Collection Period)	50	24	28
Change In Net Assets to Expense	3.0%	10.8%	1.6%
(Net Assets/Total Expense)			
Operating Margin	0.5%	9.7%	1.56%
(Change in Net Assets/Total Revenue)			
Cash Flow	1.5%	56.7%	6.0%
			<b>FY2020</b>
Cost per Employee this month		\$5,126.70	\$5,037.72
		<b>Rolling 12</b>	<b>Fiscal Year</b>
		<b>Month Data</b>	<b>End 2020</b>
Cost per Employee „R12		\$68,718.72	\$65,398.18
Average Hourly Rate R12		\$34.50	\$32.73
Cost Per Medical Encounter *41,043		\$313.94	\$354.79
Cost Per Medical Patient *15,416		\$1,167.67	\$1,053.75
Federal Cost Per Medical Patient		\$111.23	\$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

August 18, 2021

**Present:** Dr. Howard Shaw, Belinda Hernandez, Dr. Kimberly Middleton

**Absent:** Trang Dang-Le, Melissa Winans, Judge Chance Oliver

**Staff:** Doreen Rue

**Quorum met.**

**Called to order:** 5:01pm

### I. Roll Call and Acceptance of the Consent Agenda

- July 2021 Minutes
  - Staff Quality Meeting
    1. It is important to see the interdisciplinary work done by this committee.
    2. The internal quality meeting brings staff together across departments to make the best decisions possible.
  - Governing Board Meeting
- Patient Satisfaction
  - Patient satisfaction is used along with quality metrics to assess HSNT's level of care and service.
  - Feedback can be monitored for trends across time and by site.
  - Reviews are anonymous unless the patient elects to post a public review.
  - HSNT staff follows up with negative reviews.
  - HSNT inquires about care, affordability of service, appointment availability, etc.
- Quality Dashboards
  - HSNT monitors both UDS and HEDIS measures
    1. UDS – FQHC specific
      - a. Calendar year timeframe
    2. HEDIS – industry wide
      - a. Rolling 12 months
  - HSNT anticipates being much closer to goals for UDS and HEDIS in the coming months.
    1. The team is experiencing challenges getting patients back into care as a result of the pandemic.
  - The committee previously advised HSNT to focus on controllable measures for quality incentive goals.
    1. Ex. Diabetic foot exams



- Please inform the team if there is a specific measure you would like to receive more information on a future meeting.
- PDSAs
  - Remote BP Monitoring Pilot
    1. This PDSA is still in development.
  - HSNT BEST Project
    1. Partnership with Toyota.
    2. The team is analyzing workflows and looking for ways to increase patient visits.
    3. Results should be in soon. Once a date is set, board members will be invited to hear the results.

**Motion to approve the Consent Agenda: Dr. Kimberly Middleton**

**Seconded: Belinda Hernandez**

**Motion Passed Unanimously**

**II. Policies for Approval**

- RW016 Transportation Operations Policy
  - Correction from last month's policy packet:
    1. An outdated policy was sent to the board for approval, this is now corrected, and the current policy is presented for approval.
  - The committee will recommend approval to the Governing Board.

**III. PCMH**

- Implementation and Next Steps
- HSNT received official recognition last week.
- PCMH's focus is on comprehensive care.
- The team has been actively working on this process since July 2020.
  - Delay in completing the process due to COVID-19.
  - The approval process and maintain this designation includes:
    1. Policy and Procedure Approvals
    2. Documenting and Adhering to this Process
    3. Yearly Review
- Hope to complete BH designation in the future as well.
- Utilize HSNT's team-based care model
  - Link to resources both within and outside of HSNT.
- What are the next steps?
  - Development of Dashboards and Trackers
  - Care Coordination Expansion
    1. Ex. Group visits



2. Transition of Care Improvements
  3. Payor Portals and Incentive Opportunities
    - a. This is a great opportunity to increase HSNT's revenue and serve more patients.
    - b. Will keep our patients' health outcomes moving in a positive direction.
      - i. Key component of the shift to value-based care.
      - ii. Hope to collectively negotiate these contracts with other state FQHCs.
- PCMH recognition is a requirement to be eligible for HRSA quality awards.
  - PCMH ensures the patient is the center of all activity and decisions.
    - Priority is for that patient to receive all the resources they require.
    - Time and labor-intensive process.
    - Possibility to incorporate remote monitoring, etc.

#### **IV. Reports to the Board**

- Policy Recommendations
- PCMH

**Adjourned: 5:53pm**

# Grants & MarCom Monthly Report September 2021

## Keeping HSNT Top of Mind & Building Relationships

- Patient story campaign is in full swing and we are sending patient stories to donor stakeholders weekly leading up to North Texas Giving Day.
- A second meeting to introduce Dr. Ellepola was scheduled with Plano ISD nurses for a virtual Q&A. More than 100 people from Plano ISD health services in attendance.
- HSNT conducted it's United Way of Denton County and Metropolitan Dallas giving campaigns to show support of these organizations.

## Digital Marketing and Website

- Website traffic increased significantly in August with 12,153 Users, and 15,739 Sessions
- Google Ad Grant spend reached \$9,854 with 16.6K impressions and 778 clicks. This is FREE, in-kind advertising secured through a Google Grant.
- HSNT is gaining traction in our Pediatrics positioning in online searches and social media with many positive comments on Dr. Ellepola, our newest pediatrician

## Key Campaigns

- North Texas Giving Day
- HSNT Plano- Raising the bar for quality care in Plano for the entire family
- Pediatrics- position HSNT as a leader in pediatric care
- General Awareness Campaigns | Pediatrics | HIV & Infectious Disease Services
- COVID-19 Vaccine Education - ongoing

## Up Next

- Service Area Competition Grant writing is in full swing (FQHC)
- Campaigns to connect donor Stakeholders to HSNT and finish 2021 strong
- Introduce Health Services of North Texas to the larger Plano community. Ribbon cutting 10/26 at 4:00- Mark your calendar!
- North Texas Giving Day

## Key Grant Metrics

Awarded since August Board Meeting- \$152,000

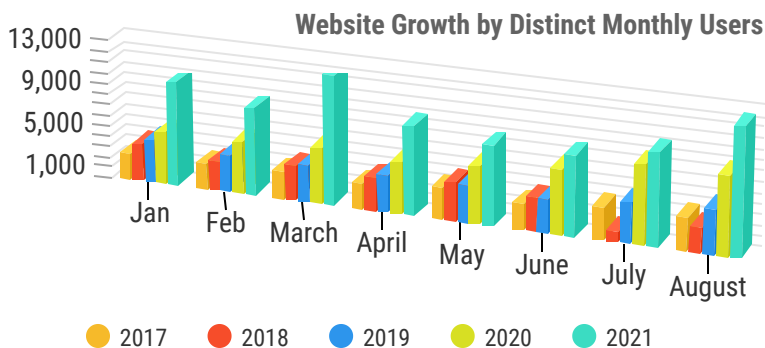
City of Lewisville	Medical Visits	\$27,000
City of Denton	Medical Visits	\$75,000
Denton County	Medical Care	\$29,000
Andrea-Mennen Family Foundation	Pediatric Equip. Plano	\$10,000
Walmart Sanger Distribution Center	Pediatric Care	\$1,000
City of Denton BTS Sponsorship	Pass through dollars for Denton BTS	\$10,000

# 332

NEW PATIENTS  
to HSNT system in August

# 194/58%

of these are  
Pediatric Patients  
29 Newborns



## Patient Comment

*This staff was great and very supportive!! I appreciated their efforts. I needed to see a doctor and I didn't have insurance, they put my worries at ease and I was given excellent service.*

-Patient at HSNT Plano

Follow HSNT on  
Social Media

## Grant proposals/submissions for approval

Harley Davidson Foundation	Pediatric Program	\$5,000	November
CoServ Charitable Foundation	Denton Medical	\$20,000	September
Hamon Charitable Foundation	Plano Pediatrics	\$10,000	September
Flow Foundation	Denton Medical	\$10,000	October

9 Grant Proposals in Process  
\$1,831,205 Value

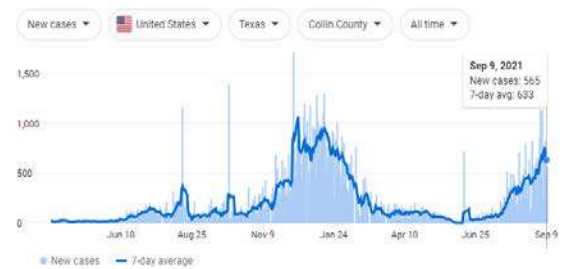
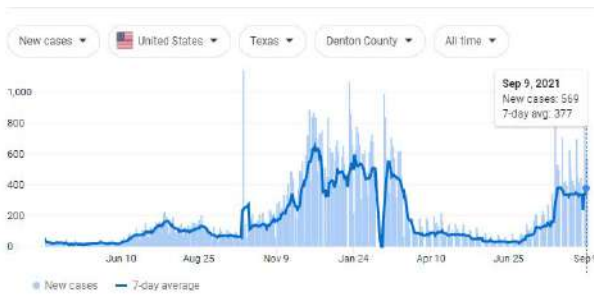
16 Grant Proposals Awaiting Decision  
\$1,448,768 Value

**YTD we have submitted 45 proposals, 15 to new funders.**

## COVID-19 Surge

Our health centers are experiencing the impact of the COVID-19 surge in our community. We have performed a record number of tests but are giving fewer COVID-19 vaccinations. The patient access center is seeing an increase in sick visits, and we have started administering the booster vaccine for high risk patients. Although several of our team members have reported symptoms, only a few have tested positive for COVID-19. We are following the COVID-19 data dashboard reports and recommendations from CDC and OSHA as this issue continues to evolve.

HSNT came into existence as a response to the HIV pandemic and after 30 years, in 2018, the World Health Organization reclassified HIV as a global epidemic. We are almost 2 years into the COVID-19 pandemic. I make the comparison to illustrate that we have a long road ahead of us in managing this pandemic. If the the recently released Biden Administration COVID-19 action plan is not challenged or delayed, HSNT will be required to implement changes to be compliant by requiring vaccinations or weekly testing of staff. The charts below show the current data for Denton County and Collin County:



## Staffing

We are monitoring our staffing trends and I will present this data at the board meeting. Locally and nationwide there is workforce shortage. We continue to evolve our hiring strategy to attract employees and the onboarding process to improve their experience, engagement in the mission, and retention within the organization. Last month I put a temporary hiring freeze in place for all but a few positions needed to staff HSNT Plano and grant funded positions. HSNT will use a staffing on demand model to evaluate a priority activities and resources needed to meet the current and projected encounter volumes. This exercise will provide data the will be used to align expenses with the reveue projections for the 2022 budget. This process began as a companion inititative to the HSNT Best project and collaboration with

Toyota. Toyota has offered to train our team in conducting the time analysis that they used to establish cycle times for medical encounters.

### **Value Based Care**

TACHC is hosting a training to educate and support health centers considering moving to or advancing their value-based care reimbursement models. HSNT is involved in no risk cost sharing programs with a few managed care plans. These programs include the incentive payments we periodically receive including the payment in the August financials. Some health centers are positioned to move fully into value based reimbursement and others are not comfortable moving away from the fee-for-service model. Although these alternative models have been considered for many years, HSNT's designation as Patient Centered Medical Home (PCMH) makes this strategy more meaningful. This is especially true as we rely more on a interdisciplinary team to service delivery model to achieve quality outcomes and less on the face to face visit with a billable medical provider. The training is designed as an introduction or refresher but will also address the opportunities for increased participation. As this is a strategic initiative board members are welcome and encouraged to attend. Please let me know if you are interested and I will register for you and send the meeting materials and link to Zoom.

Available Training Times:

September 23, 2021 2:00PM - 4:00PM via Zoom

September 24, 2021 10:00AM – 1:00PM via Zoom

### **HSNT Plano**

Dr. Ellepolla, Nora Aliev, and Dr. Kaushik are seeing patients in Plano. Dr. Ellepolla met with Plano ISD nurses for a virtual Q&A session to introduce pediatric care at our new Plano site. The attendance and response has been positive. We received a message of appreciation from one nurse who referred a mom with three children to HSNT Plano. The feedback from the family to the nurse was complimentary of HSNT and the family now has access to medical care. In the two weeks of August that we were open for patient care we saw 177 patients 57 of which were new to HSNT. With the addition of pediatrics at this site and Dr. McLeod in Denton, we are inching close to the goal I set in 2014 for our payor mix, specifically increasing Medicaid to 55%. We have come along way from our 5% Medicaid and near 90% uninsured when we first became FQHC in 2012. The strategy for community health centers is to balance

the payors so that we can offer services to anyone regardless of their ability to pay for quality medical care.

### **Updates and Information**

- I met with our project lead from Toyota on September 1<sup>st</sup>. He reviewed the recommendations and will present those to key leadership for feedback and next steps. I will share the more information with Quality Committee next week.
- HSNT’s partnership with Texas Health Resources to provide screening mammograms to our patients continues and we are thankful for this resource. In August 17 patients were screened and 5 of those were recommended for follow up care.
- The strategic planning process is underway with the board committee and staff leadership providing perspective on the strengths, weaknesses, opportunities, and threats (SWOT) analysis.
- In addition to the expansion of HSNT Plano, we included supplies and equipment in our budget for the American Rescue Plan funding. Those purchases are underway- as a reminder these are items the staff requested to make their work more efficient. All centers and programs will benefit.
- Pam and I met with the landlord of the CCMC to turn over the leased space and return keys. We left the space clean and clear of all contents. We anticipate the return of our damage deposit in a few weeks.
- We are working on renewal of Wylie lease (36 months) that is set to expire on 11/30/2021. FYI- We are drawing in the close of the 8-year lease of the Denton Headquarters space – it expires 5/31/2022.
- With so many changes and opportunities I have been utilizing the expertise of the board through committees or meeting with you individually. Thank you for the guidance and perspective.
- HSNT Plano Introduction to Plano and Chamber Ribbon Cutting is October 26, 2021, at 4:00PM.

Thank you for your support,

Doreen Rue, CEO





**HEALTH SERVICES**  
OF NORTH TEXAS  
**Medical Care for You**



## Feeling Like You Belong Magdaline's Story

When Magdaline Ewoko's young granddaughter took her blood pressure, it was initially just to test out the blood pressure machine. She was visiting her family members in Gainesville, and the topic of blood pressure and diabetes came up among the older family members, and so her granddaughter took the machine and went around the room wanting to take everybody's blood pressure for fun.

"She said she will start with me, so we all laughed because she was doing it for fun," Magdaline says. "When she took it, we realized that my blood pressure was too high."

Magdaline's daughter took her to Texas Presbyterian Hospital in Denton, where she was examined, but afterwards the hospital referred her to Health Services of North Texas. At HSNT, they said, Magdaline could receive care and start her journey into establishing a medical home for herself.

Her first visit was in November 2019 with a previous HSNT provider, but after that initial visit Magdaline has seen Tabitha Muriuki, FNP.

"When I stepped in [for my first visit] the staff asked me if I needed help, and I said yes and explained everything. [The receptionist] gave me a form to fill and she told me that if I didn't understand anything that she was here to help me. I said to myself 'yes, this is the place I belong.'"

---

"They're ready to help. Even if you're feeling pain,  
you feel relief."

---

"When [the Medical Assistants] call my name, [Tabitha] comes to greet me, we talk a little bit, we laugh, and then she started asking questions about my health. She advises me on how to take my medications. We have a great relationship as a provider and a patient."

Magdaline is an immigrant to America from Cameroon, in Central Africa. Compared to back in her home country, she says that the care is completely different.

“I appreciate the staff a lot, because when you need help, they do it quickly and with a smile,” Magdaline says. “If you need anything, they attend to you. Last time that I came, I told Tabitha I had a toothache, and she just went right to the staff and got the list of dentists offices that I could see. I feel so good about that.”

---

"This is the place I belong."

---

Even as an older woman from Central Africa, Magdaline praises the equity of care she has experienced.

“You take care of so many people, so many backgrounds, cultures, and you don’t discriminate. [No matter the person], you attend to them nicely. I’ve never seen anyone shout at anybody. I’ve never seen them talk in an ill manner to somebody.”

Magdaline is grateful for the help that HSNT has provided to her and the peace of mind she has received. Her blood pressure is under control and she’s glad to call HSNT her medical home.

“To come here, the people in charge ask you if you need help, and they’re ready to help. Even if you’re feeling pain, you feel relief. You feel that this is where you belong.”



**HRSA 330 Compliance Annual Review Final Report:  
Program Monitoring and Data Reporting Systems**

**Participants:**

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

**Materials Reviewed:**

- C/U Report
- Quality Dashboards
- UDS Reports
- Patient Satisfaction Reports
- Phone Tree Data

**Timeline:**

- Review Worksheet sent to Subject Owner: 7/19/2021
- Review Worksheet Completed and Requested Documents Uploaded by Subject Owner: 7/23/2021
- Submissions Reviewed by Project Leader and Compliance Officer: 8/9/2021
- Meeting with Subject Owner, Project Leader, Compliance Officer, and Review Team to discuss next steps and recommendations: 8/12/2021
- Progress Report to Agency Quality Committee: 8/25/2021
- Full Report to Governing Board: 9/15/2021
- Final Report to Agency Quality Committee: 9/22/2021

**Recommendations:**

- HSNT's Program Monitoring and Data Reporting Systems were found to be in compliance with HRSA requirements.
- Create training/education pieces for the Governing Board and Leadership teams so that they are up to date and informed on HSNT's reporting and monitoring.

**ACTION:**

**Reviewed by:**

• Pam Barnes, CFO \_\_\_\_\_ Date: \_\_\_\_\_

• Doreen Rue, CEO \_\_\_\_\_ Date: \_\_\_\_\_



**Governing Board Quality Committee Approval:**

\_\_\_\_\_ Date: \_\_\_\_\_

**Governing Board Approval:**

\_\_\_\_\_ Date: \_\_\_\_\_

(President)



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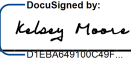

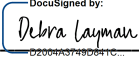
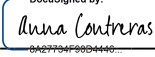
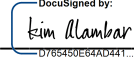
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**Approved By:**

- Kelsey Moore  Date: 8/24/2021
- Larry Bisno  Date: 8/24/2021
- Debra Layman  Date: 8/24/2021
- Anna Contreras  Date: 8/24/2021
- Kim Alambar  Date: 8/24/2021



- Karishma Patel DocuSigned by:  
*Karishma Patel*  
785B0579230E483... Date: 8/24/2021
- Merline Wilson DocuSigned by:  
*Merline Wilson*  
32880061DEE48... Date: 8/24/2021
- Mari Bailey DocuSigned by:  
*Mari Bailey*  
1BE15794678D4A1... Date: 8/24/2021
- Jamie Taylor DocuSigned by:  
*Jamie Taylor*  
8E1B093B9BF4483... Date: 8/24/2021