

**Minutes**

**Valleywise Community Health Centers Governing Council  
Valleywise Health Medical Center  
March 2, 2022  
6:00 p.m.**

**Members Present:**

Ryan Winkle, Chairman - *participated remotely*  
Michelle Barker, DHSc, Vice Chairman - *participated remotely*  
Nelly Clotter-Woods, Ph.D., Treasurer - *participated remotely*  
Terry Benelli, Member - *participated remotely*  
Salina Imam, Member - *participated remotely*  
Scott Jacobson, Member - *participated remotely*  
Joseph Larios, Member - *participated remotely*  
Liz McCarty, Member - *participated remotely*  
Daniel Messick, Member - *participated remotely*

**Non-Voting Members Present:**

Mary Rose Garrido Wilcox, Maricopa County Special Health Care District Board of Directors - *participated remotely*

**Others/Guest Presenters:**

Barbara Harding, Chief Executive Officer, Federally Qualified Health Center Clinics - *participated remotely*  
Steve Purves, President & Chief Executive Officer, Valleywise Health - *participated remotely*  
Michael White, M.D., Chief Clinical Officer - *participated remotely*  
Claire Agnew, Chief Financial Officer - *participated remotely*  
Runjhun Nanchal, Senior Vice President, Strategy, Marketing and Communications - *participated remotely*  
Martin Demos, General Counsel - *participated remotely*  
Melanie Talbot, Chief Governance Officer - *participated remotely*

**Recorded by:**

Cassandra Santos, Assistant Clerk - *participated remotely*

**Call to Order**

Chairman Winkle called the meeting to order at 6:00 p.m.

**Roll Call**

Ms. Talbot called roll. Following roll call, it was noted that all nine voting members of the Valleywise Community Health Centers Governing Council were present, which represented a quorum.

For the benefit of all participants, Ms. Talbot announced the Governing Council members participating remotely.

**Call to the Public**

Chairman Winkle called for public comment.

There were no comments.

**Valleywise Community Health Centers Governing Council  
Meeting Minutes – General Session – March 2, 2022**

**General Session, Presentation, Discussion and Action:**

- 1. Approval of Consent Agenda:
  - a. Minutes:
    - i. Approve Valleywise Community Health Centers Governing Council meeting minutes dated February 2, 2022
  
  - b. Contracts:
    - i. Acknowledge amendment #55 to the professional services agreement (90-12-084-1-55) between District Medical Group and the Maricopa County Special Health Care District dba Valleywise Health
  
    - ii. Acknowledge amendment #1 to the sub-operating agreement (90-17-189-1-01) between Southwest Center for HIV/AIDS and the Maricopa County Special Health Care District dba Valleywise Health, for space to provide dental services and for storage
  
    - iii. Acknowledge a new intergovernmental agreement (90-22-167-1) between Maricopa County and the Maricopa County Special Health Care District dba Valleywise Health, for a Ryan White Part A emergency relief project grant
  
  - c. Governance:
    - i. Accept Recommendations from the Finance Committee to Approve the revised Finance Committee Charter
  
  - d. Medical Staff:
    - i. Acknowledge the Federally Qualified Health Centers Medical Staff and Allied Health Professional Staff Credentials
  
    - ii. Acknowledge revisions to policy 39018 S: Medical Staff Professionalism Policy

Mr. Jacobson requested to remove item 1.b.ii. from the consent agenda to be discussed and voted on separately.

**MOTION:** Mr. Jacobson moved to approve the consent agenda minus consent agenda item 1.b.ii. Ms. Benelli seconded.

**VOTE:** 9 Ayes: Chairman Winkle, Vice Chairman Barker, Ms. Benelli, Dr. Clotter-Woods, Ms. Imam, Mr. Jacobson, Mr. Larios, Ms. McCarty, Mr. Messick  
0 Nays  
**Motion passed.**

Mr. Jacobson addressed consent agenda item 1.b.ii., amendment #1 to the sub-operating agreement (90-17-189-1-01) between Southwest Center for HIV/AIDS and the Maricopa County Special Health Care District dba Valleywise Health, for space to provide dental services and for storage.

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**General Session, Presentation, Discussion and Action, cont.:**

1. Approval of Consent Agenda, cont.:

Mr. Jacobson asked for details on the agreement including the amount of additional space being provided.

Ms. Harding stated that the sub-operating agreement was to retain use of space already occupied for dental services at Valleywise Community Health Center-McDowell. No additional space was outlined within the agreement.

**MOTION:** Chairman Winkle moved to approve consent agenda item 1.b.ii., acknowledge amendment #1 to the sub-operating agreement (90-17-189-1-01) between Southwest Center for HIV/AIDS and the Maricopa County Special Health Care District dba Valleywise Health, for space to provide dental services and for storage. Ms. Imam seconded.

**VOTE:** 9 Ayes: Chairman Winkle, Vice Chairman Barker, Ms. Benelli, Dr. Clotter-Woods, Ms. Imam, Mr. Jacobson, Mr. Larios, Ms. McCarty, Mr. Messick  
0 Nays  
**Motion passed.**

2. Discuss, Review, and Approve Service Area Competition (SAC) application funding opportunity #HRSA-22-008 to Health Resources and Services Administration (HRSA)

Ms. Harding reminded the Governing Council about the New Access Point (NAP) funding awarded by Health Resources and Services Administration (HRSA) in September, 2019. The NAP award allowed the organization to obtain full Federally Qualified Health Center (FQHC) status, receiving \$650,000 annually in funding. Obtaining full FQHC status also meant eligibility to apply and receive additional grant funding.

The Service Area Competition (SAC) application funding opportunity would allow continuance of funding.

Ms. Harding gave examples of the additional funding opportunities and awards since being awarded full FQHC status designation. She highlighted select components of the SAC application.

The continuation of funding would assist in improving the overall health of the patient population served. This included plans to transition the Family Learning Centers (FLC) into community learning centers, which would eventually be referred to as Family Resource Centers (FRC). The initiative would increase access to community support services, non-medical resources, educational, and chronic disease management services, among many other needs.

Mr. Larios asked if the application narrative included plans to support formally incarcerated populations, stating that Maricopa County had one of the highest incarceration rates in the nation.

Ms. Harding pointed out that the Arizona Health Care Cost Containment System (AHCCCS) Justice Targeted Investment Program (TIP) was included within the narrative. The program, which was available at select Valleywise Community Health Centers, integrated primary care and behavioral health care for adults with behavioral health needs transitioning from the criminal justice system. She mentioned that there was definitely an opportunity to grow and improve in this area, to address the unique needs of that population.

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**General Session, Presentation, Discussion and Action, cont.:**

2. Discuss, Review, and Approve Service Area Competition (SAC) application funding opportunity #HRSA-22-008 to Health Resources and Services Administration (HRSA), cont.

**MOTION:** Chairman Winkle moved to approve Service Area Competition (SAC) application funding opportunity #HRSA-22-008 to Health Resources and Services Administration (HRSA). Mr. Jacobson seconded.

**VOTE:** 9 Ayes: Chairman Winkle, Vice Chairman Barker, Ms. Benelli, Dr. Clotter-Woods, Ms. Imam, Mr. Jacobson, Mr. Larios, Ms. McCarty, Mr. Messick  
0 Nays  
**Motion passed.**

3. Presentation on the patient financial assistance program at Valleywise Health and the eligibility process

Ms. Hartneck highlighted the sliding fee discount schedule (SFDS) screening process which was based on five category levels related to the Federal Poverty Level (FPL). FPL guidelines were updated annually by the Department of Health and Human Services (HHS) and a patient's FPL was determined by income and family size. To qualify for financial assistance a patient was screened and approved by a Valleywise Health eligibility specialist.

She gave an overview of the financial assistance module within electronic privacy information center (EPIC) software. To determine a patient's FPL, required information was entered into the module and a program tracker accessed the SFDS rate as well as status of an AHCCCS application. A patient was also assessed for available prenatal and maternity packages, if applicable. She highlighted other functions within the financial assistance module assuring the Governing Council that only fictitious patient information was presented, and not actual patient health information (PHI).

There were 21 eligibility team members throughout Valleywise Health with 16 eligibility specialists stationed at various FQHC clinics. Organizational processes streamlined over time improved staff efficiency, productivity, and patient wait times. Compared to previous years, eligibility screening appointments were scheduled at a much faster rate for patients.

Ms. Hartneck compared the number of eligibility appointments scheduled, completed eligibility interviews, and appointment no-shows from 2021, noting significant improvement over recent years.

She mentioned that due to AHCCCS staff vacancies, the application process time increased which created challenges.

Ms. Benelli noted that Valleywise Community Health Center-Mesa staff did not have AHCCCS application submissions from July through October 2021. She asked if that was attributed to staffing vacancies at that location.

Ms. Hartneck confirmed that due to staffing vacancies, AHCCCS applications submitted were processed through different clinics.

There was a financial assistance module tracking tool to track patients that utilized the self-pay option or were no longer eligible for financial assistance. The financial module automatically referred self-pay individuals to an eligibility specialist to apply for financial assistance.

Ms. Hartneck outlined other tools used by staff to determine a patient's eligibility for specific programs.

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**General Session, Presentation, Discussion and Action, cont.:**

3. Presentation on the patient financial assistance program at Valleywise Health and the eligibility process, cont.

Propensity to pay (PTP) calculated household income while Connecting Kids to Care (CK2C) assisted families in applying for AHCCCS for children. Within calendar year (CY) 2021, staff assisted 1,085 children and families apply for AHCCCS.

Ms. Hartneck discussed Title X Family Planning, a federal program that supported comprehensive family planning and related preventative services. She highlighted other prenatal and maternity program available to applicable patients. In CY 2021, eligibility specialists qualified over 1,235 women for various healthcare programs based on family planning needs.

She spoke about the recent influx of Afghan refugees resettling in Arizona, noting the emergent need for healthcare assistance within that population. Depending on eligibility, financial assistance would assist refugee with access to health care and other benefits. She also mentioned a grant award which allowed for extended outreach to individuals applying for marketplace insurance, as part of the Affordable Care Act (ACA).

Director Wilcox stated that the Maricopa County Special Health Care District (MC SHCD) Board of Directors was pleased with the patient financial assistance program and eligibility process.

She said that the Valleywise Health Foundation was an additional financial resource in raising funds to support financial need. She said that a marketing approach that publicized Valleywise Health's financial assistance programs would bring awareness to the community about AHCCCS options.

Chairman Winkle agreed, stating the community may not even be truly aware of the options available.

Mr. Larios commented it was critical to generate marketing strategies that spoke directly to vulnerable populations. It was also important to track visits based on specific vulnerable populations.

Mr. Jacobson said that the Strategic Planning and Outreach Committee had dynamic discussions about marketing geared toward vulnerable populations. In addition, he recalled a monthly marketing newsletter, routinely shared with Governing Council members.

Compared to previous years, Chairman Winkle said there had been significant improvement in Valleywise Health's social media marketing efforts toward all populations.

He suggested a future presentation on the marketing strategies that target specific and intended patient populations.

Director Wilcox recommended that Highnoon, the brand and campaign messaging firm, present with the Marketing and Communications Department at an upcoming Governing Council meeting.

Ms. Nanchal said that the Marketing and Communications Department was currently developing targeted marketing materials to reach specific patient populations. This information would be presented to the Strategic Planning and Outreach Committee in the coming months, subsequently to the Governing Council.

4. Report on the 2022 National Association of Community Health Centers (NACHC) Board Member Boot Camp

Ms. Imam informed the Governing Council that she did not attend the 2022 National Association of Community Health Centers (NACHC) Board Member Boot Camp, therefore this item was not discussed.

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**General Session, Presentation, Discussion and Action, cont.:**

5. Recent meeting reports from the Valleywise Community Health Centers Governing Council's committees
  - a. Compliance and Quality Committee
  - b. Executive Committee
  - c. Finance Committee
  - d. Strategic Planning and Outreach Committee

**NOTE:** Mr. Jacobson disconnected from the meeting at 6:45 p.m.

Vice Chairman Barker reported that the Compliance and Quality Committee met and discussed data points of the draft CY 2021 Uniform Data System (UDS) submission to HRSA, along with other recurring reports and topics.

Chairman Winkle noted that the Executive Committee discussed appointment of a District Board member as a non-voting member of the Governing Council. The committee also spoke about Governing Council member attendance.

Dr. Clotter-Woods said the Finance Committee met and discussed financial reports for January 2022 and reviewed recurring quarterly financial reports.

Mr. Larios stated that the Strategic Planning and Outreach Committee met and discussed marketing to vulnerable patient populations, community outreach and engagement, and ways to budget and support that work.

Director Wilcox commented that the COVID-19 pandemic hindered marketing of the new clinics within communities. She said it would be valuable to plan community outreach efforts to spread the word about services offered at Valleywise Health's new and existing facilities.

Mr. Larios mentioned that the culture of white fragility and supremacy still existed within the organization. He said staff needed routine cultural training to better understand and relate to the multiple diverse patient populations served by Valleywise Health.

Chairman Winkle said it was also important to plan for and develop a line-item budget to address many of these issues to better serve patients.

6. Federally Qualified Health Center Clinics Chief Executive Officer's report

Ms. Harding briefly outlined the draft CY 2021 UDS submission to HRSA, and highlighted improvements of select metrics shown within the calendar year. She pointed out areas that were challenged and required improvement.

She compared COVID-19 vaccination rates of Valleywise Health patients during CY 2021, including those who were fully vaccinated, partially vaccinated, and unvaccinated.

Ms. Harding highlighted various statistics from NACHC's national findings in response to COVID-19, as of January, 2021.

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**General Session, Presentation, Discussion and Action, cont.:**

7. Maricopa County Special Health Care District Board of Directors Report

Director Wilcox elaborated on her appointed term as a member of the original hospital board, noting that she self-appointed into the role in 1992. She said she ran as an elected official for the MC SHCD Board of Directors in 2014 and was currently serving as the Chair.

She stated strategic plans were put in place about four years ago in conjunction with Care Reimagined initiatives. Within time, new facilities began to take shape.

Director Wilcox described the newly opened Valleywise Comprehensive Health Center-Peoria as a tremendous facility, which addressed unmet need in that community. In previous years, she was concerned about West Valley communities having access to care.

She commented that the newly opened Valleywise Community Health Center-West Maryvale was wonderful with steady high volumes. She commended Valleywise Emergency-Maryvale and Valleywise Behavioral Health Center-Maryvale, pointing out the need for emergency and behavioral health services indicated by consistent high volumes.

Director Wilcox informed the Governing Council that Ms. Susan Lara-Willars was recently hired as the new Chief Human Resources Officer (CHRO). She said she and Ms. Willars would discuss improving recruitment strategies and the hiring process to diversify the workforce.

As a part of the Care Reimagined initiative, Director Wilcox announced the March 9, 2022 ceremonial topping out event for the new Support Services Building (SSB), located at the Valleywise Health Medical Center.

8. Valleywise Health's President and Chief Executive Officer's report

Mr. Purves thanked the Governing Council for being the voice of the community and Valleywise Health. He agreed that it was critical to create a budget toward resources for diversity and inclusion within the organization.

He gave a brief update on legislative progress related to safety net funding from the Coronavirus Aid, Relief, and Economic Security (CARES) Act. He touched on the financial challenges incurred during the continued plight of the COVID-19 pandemic and elaborated on structural inequities related to relief funding for the organization.

Mr. Purves discussed workforce relief endeavors, cybersecurity protection, and other current events within the organization.

9. Chairman and Council Member Closing Comments/Announcements

There were no closing comments or announcements.

10. Review Staff Assignments

Ms. Talbot reviewed staff assignments and follow up stemming from the meeting.

She reminded Governing Council members to return the completed annual member information form and compliance training and conflict of interest education personal commitment and attestation form.

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**Adjourn**

**MOTION:** Ms. Benelli moved to adjourn the March 2, 2022 Valleywise Community Health Centers Governing Council meeting. Mr. Larios seconded.

**VOTE:** 8 Ayes: Chairman Winkle, Vice Chairman Barker, Ms. Benelli, Dr. Clotter-Woods,  
Ms. Imam, Mr. Larios, Ms. McCarty, Mr. Messick

0 Nays

1 Absent: Mr. Jacobson

**Motion passed.**

Meeting adjourned at 7:22 p.m.

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Cassandra Santos,  
Assistant Clerk