

Minutes

Valleywise Community Health Centers Governing Council Meeting Valleywise Health Medical Center Conference and Administration Center, Auditoriums 1 through 4 September 7, 2022 6:00 p.m.

Members Present: Michelle Barker, DHSc., Chairman
Scott Jacobson, Vice Chairman
Nelly Clotter-Woods, Treasurer
Salina Imam, Member
Liz McCarty, Member
Daniel Messick, Member
Eileen Sullivan, Member

Members Absent: Ryan Winkle, Member
Joseph Larios, Member

Non-Voting Members Present: Mary Rose Garrido Wilcox, Maricopa County Special Health Care District Board of Directors

Others/Guest Presenters: Barbara Harding, Chief Executive Officer, Federally Qualified Health Center Clinics
Steve Purves, President & Chief Executive Officer, Valleywise Health
Michael White, M.D., Chief Clinical Officer
Lia Christensen, Chief Administrative Officer
Martin Demos, General Counsel
Melanie Talbot, Chief Governance Officer

Recorded by: Cassandra Santos, Assistant Clerk

Call to Order

Chairman Barker called the meeting to order at 6:05 p.m.

Roll Call

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

Call to the Public

Chairman Baker called for public comment.

There were no comments.

***Valleywise Community Health Centers Governing Council
Meeting Minutes – General Session – September 7, 2022***

General Session, Presentation, Discussion and Action:

1. Welcome and Introductions

Chairman Barker welcomed Governing Council members to the first in-person meeting since early 2020, the onset of COVID-19. She asked members to introduce themselves in order to become re-acquainted.

Serving on the Governing Council for over a year, Dr. Clotter-Woods introduced herself and spoke about her passion to advocate for those in need.

Ms. Imam, also a member for around one year, shared details about her work with non-profit agencies and refugee communities.

Mr. Messick, a member for over three years, spoke of his experience in behavioral health care and various corporate entities.

Director Wilcox, appointed as a non-voting member, shared her experience with the Maricopa County Special Health Care District (MC SHCD) Board of Directors (BOD) and her history advocating for the underserved.

Ms. Harding spoke of her commitment serving the public; particularly vulnerable communities, and her obedience to Valleywise Health's mission.

A member for over eight years, Ms. McCarty elaborated on her life-long passion and advocacy for health equity and vulnerable communities.

Ms. Sullivan introduced herself as a member for six years prior to leaving and returning again recently. She returned to serve because she believed in providing equitable health care to all.

Vice Chairman Jacobson, as a member for over six years, described his steadfast involvement within the human immunodeficiency virus (HIV)/Acquired Immune Deficiency Syndrome (AIDS) community and unwavering advocacy for vulnerable individuals.

Chairman Barker, a member for over three years, explained that she continued to serve the community with a passion for healthcare and support of the HIV community.

Various staff members participating in the meeting and present in the audience also introduced themselves.

2. Overview of Valleywise Health's Federally Qualified Health Center Clinics' Mission Statement and Strategic Plan

The Governing Council discussed the Mission Statement and Strategic Plan of Valleywise Health's Federally Qualified Health Center (FQHC) clinics.

She gave an overview on the development and elements of the strategic plan which included the four pillars; cultural competence, community engagement, patient volume growth, and financial sustainability. Operating plan alignment elements and select key measurements were defined for each pillar.

Regarding cultural competence, Chairman Barker pointed out the importance of driving organizational diversity throughout the health care system.

**Valleywise Community Health Centers Governing Council
Meeting Minutes – General Session – September 7, 2022**

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

2. Overview of Valleywise Health's Federally Qualified Health Center Clinics' Mission Statement and Strategic Plan, cont.

Chairman Barker highlighted the community engagement pillar. She focused on communicating and coordinating with outside organizations to advocate for the FQHC clinic patients. Identifying community partners and external support would help improve population health.

She reviewed the patient volume growth pillar related to improving patient experience and satisfaction, developing relationships to support volumes, and raising community understanding and positive visibility of Valleywise Health.

Another pillar, financial sustainability, aimed to build and maintain strong service lines which was measured by return on investment (ROI), amongst other evidence. Objectives also included building a strategic financial plan to access market strategy and accelerate development of risk-bearing competencies with providers and identifying essential infrastructures.

Vice Chairman Jacobson said he felt that there were misperceptions of Valleywise Health's identity during the rebranding period.

Therefore, it was important for Valleywise Health to actively proclaim and articulate the identity of a safety net health care system. He explained that the safety net concept was not significant to those who did not rely on safeguards, endured by hardship or adversity. It was important to recognize the influence that Valleywise Health had on vulnerable populations of Maricopa County.

Vice Chairman Jacobson mentioned that most quasi-governmental agencies typically did not spend large amounts of money on advertising or maintaining community relations.

He explained that sustaining a competitive edge meant staying in touch with the myriad of changes associated with today's health care. Expansion of community relations would also help to maintain competitiveness within the market.

3. Discuss and Review how the Valleywise Community Health Centers Governing Council should focus its work during the next 12-18 months

Chairman Barker explained a brainstorming activity that would produce a list of priorities for the Governing Council to focus on. She communicated the importance of aligning those objectives with the strategic plan pillars.

She asked for one to three specific ideas on what each member wished to accomplish within the next 12-18 months.

Regarding the patient experience and patient satisfaction, Ms. Harding believed it was important to receive feedback from the members who were also FQHC clinic patients.

Mr. Messick elaborated on the difference between operational effectiveness, elements of strategy, and competitive advantage.

He spoke about understanding the main purpose of an FQHC program. The objective was to recognize the unique and specific intricacies of Valleywise Health and its FQHC clinics and then communicate what sets the organization apart from other health care systems. He mentioned that incorporating a value proposition statement would be advantageous.

**Valleywise Community Health Centers Governing Council
Meeting Minutes – General Session – September 7, 2022**

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

3. Discuss and Review how the Valleywise Community Health Centers Governing Council should focus its work during the next 12-18 months, cont.

Director Wilcox elaborated on the importance of maintaining competitive by marketing Valleywise Health's services and resources within the community.

Mr. Purves discussed Valleywise Health's unique mission, the core teaching mission and the unique services that supported marginalized populations.

He spoke about the difference between Valleywise Health as a safety net hospital compared to more conventional health care systems and the importance of communicating value proposition. He described the consistent year over year population growth seen within Maricopa County, which would eventually play a part in Valleywise Health's patient growth.

Chairman Barker read the mission statement to guide members during the activity.

Dr. Clotter-Woods suggested expanding focus on advocacy for health equity, which could be addressed and developed under multiple pillars.

Chairman Barker agreed, noting that health equity was a very important concept to define, understand, convey, and be able to measure.

The group decided that health equity advocacy fell under both cultural competency and community engagement.

Director Wilcox gave an example of health quality versus health equity noting that Valleywise Health strived for both.

The group briefly discussed differences between the two concepts and ways to potentially measure both.

Ms. Imam felt that exploring more affordable dental services for those in need was a priority.

Although this goal could be related to all four pillars, the group agreed to list it under patient volume growth.

Another suggestion to focus on was to the need to reach out and educate people on the value of cultural competence.

Member recruitment was another important goal categorized under community engagement. The initial objective was to recruit three additional members.

Expanding community outreach was given as a suggestion associated with community engagement.

An example was to build a stronger relationship between Valleywise Community Health Center-McDowell and Southwest Center for HIV/AIDS.

Mr. Messick commented on concepts related to operational effectiveness, commodity, and market engagement. It was important to market Valleywise Health as unique and specific while considering Maricopa County history and the FQHC services, and also elaborating on specialties and expertise.

The group agreed these concepts were tied to the community engagement aspect.

**Valleywise Community Health Centers Governing Council
Meeting Minutes – General Session – September 7, 2022**

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

3. Discuss and Review how the Valleywise Community Health Centers Governing Council should focus its work during the next 12-18 months, cont.

Chairman Barker said becoming a referral center for other health systems was a suggestion associated with both community engagement and patient volume growth.

Ms. Sullivan shared her priorities which included improving patient satisfaction by maximizing appointment accessibility and ease of scheduling. Additionally, it was important to treat a patient's health concerns, not just their symptoms.

It was decided that these elements were closely related to patient volume growth.

Ms. McCarty brought up the need to focus on prompt response times when a patient called to schedule an appointment. She felt patients should not experience long hold times or receive other numbers to call when scheduling. This would improve areas associated with patient volume growth as well.

Director Wilcox said that marketing by example was a priority, which would also contribute to patient volume growth.

In addition, she said it was important to encourage the clinics by telling a story, incorporating a value proposition, and recognizing that the services were not commodities, areas that would support financial sustainability.

The group decided that the Strategic Planning and Outreach Committee would work on with areas related to cultural competency and community engagement, while patient volume growth and financial sustainability was relative to work of the Finance Committee.

It was additionally determined that other committees would eventually be assigned to select focus work as well.

4. Approval of Consent Agenda:

- a. Minutes:

- i. Approve Valleywise Community Health Centers Governing Council meeting minutes dated August 3, 2022

- b. Contracts:

- i. Approve a new sub-recipient agreement (90-23-014-1) between the Arizona Association of Community Health Centers dba Arizona Alliance for Community Health Centers and the Maricopa County Special Health Care District dba Valleywise Health, for grant funding for facility alteration and renovation at Valleywise Community Health Center-Guadalupe as part of the Federally Qualified Health Center capital assistance program funded through the American Rescue Plan Act (ARPA)

**Valleywise Community Health Centers Governing Council
Meeting Minutes – General Session – September 7, 2022**

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

4. Approval of Consent Agenda, cont.:
 - b. Contracts, cont.:
 - ii. Approve a new sub-recipient agreement (90-23-013-1) between the Arizona Association of Community Health Centers dba Arizona Alliance for Community Health Centers and the Maricopa County Special Health Care District dba Valleywise Health, for grant funding for facility alteration and renovation at Valleywise Community Health Center-Chandler as part of the Federally Qualified Health Center capital assistance program funded through the American Rescue Plan Act (ARPA)
 - iii. Acknowledge amendment #2 to the agreement (MCO-20-009-02) between United Behavioral Health and the Maricopa County Special Health Care District dba Valleywise Health, for the provision of integrated behavioral health services
 - iv. Acknowledge an intergovernmental agreement (90-23-033-1) between the Arizona Health Care Cost Containment System (AHCCCS) and the Maricopa County Special Health Care District dba Valleywise Health, to provide matching funds in support of the Targeted Investment 2.0 Program (TIP)
 - v. Acknowledge a new agreement (90-22-195-1) between Language Line Services, Inc. and the Maricopa County Special Health Care District dba Valleywise Health, for a statement of work for interpreting services
 - vi. Acknowledge a new funds flow agreement (90-23-034-1) between St. Joseph's Hospital and Medical Center and the Maricopa County Special Health Care District dba Valleywise Health, for redistribution of newly generated graduate medical education funding agreement
 - c. Governance:
 - i. Accept Arizona Department of Economic Security (ADES) Grant Award funding in the amount of \$240,000, for one year, for Expansion of Services provided to medically vulnerable Afghan Refugees
 - ii. Approve Change in Scope to add additional services to Health Resources and Services Administration Form 5A: Services Provided
 - Add Behavioral Health Services - Substance Use Disorder Services
 - Add Additional Enabling and Supportive Services at Family Resource Centers at the following locations
 - Valleywise Community Health Center-Chandler
 - Valleywise Community Health Center-North Phoenix
 - Valleywise Community Health Center-South Central
 - Valleywise Community Health Center-South Phoenix/Laveen
 - Valleywise Community Health Center-West Maryvale
 - Valleywise Comprehensive Health Center-Peoria
 - Valleywise Comprehensive Health Center-Phoenix
 - iii. Accept Health Resources and Services Administration Service Area Competition Notice of Award No. 2 H80CS33644-04-00, Including the New Project Period Dates 9/1/2022-3/31/25

**Valleywise Community Health Centers Governing Council
Meeting Minutes – General Session – September 7, 2022**

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

- 4. Approval of Consent Agenda, cont.:
 - b. Governance, cont.:
 - iv. Approve Health Resources and Services Administration Service Area Competition Notice of Award No. 2 H80CS33644-04-00 Prorated Budget for Project Period Dates 9/1/2022-3/31/23
 - v. Approve Health Resources and Services Administration Grant Application No. HRSA-22-152 - Fiscal Year 2022 American Rescue Plan Uniform Data System Patient-Level Submission (ARP-UDS+) Supplemental Funding
 - vi. Accept Health Resources and Services Administration Notice of Award No. 3 H8FCS41092-01-01 - Fiscal Year 2022 American Rescue Plan Uniform Data System Patient-Level Submission (ARP-UDS+) Supplemental Funding
 - d. Medical Staff:
 - i. INTENTIONALLY LEFT BLANK

MOTION: Vice Chairman Jacobson moved to approve the consent agenda. Ms. McCarty seconded.

VOTE: 7 Ayes: Chairman Barker, Vice Chairman Jacobson, Dr. Clotter-Woods, Ms. Imam, Ms. McCarty, Mr. Messick, Ms. Sullivan
0 Nays
2 Absent: Mr. Larios, Mr. Winkle
Motion passed.

- 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

Ms. Sullivan stated the Compliance and Quality Committee reviewed a patient complaints and grievances report where committee members had the opportunity to ask staff questions and hear action plans if any.

The committee also reviewed the Patient Safety Report, Uniform Data System (UDS) Quality Metrics, National Research Corporation (NRC) patient satisfaction, compliance and internal audit workplans, and compliance education training for Valleywise Health staff.

Regarding the Executive Committee, Chairman Barker stated there was nothing recent to report.

Dr. Clotter-Woods stated that although the Finance Committee had not recently met, however various monthly and quarterly financial reports were available for the committee to review.

Chairman Barker said that the Strategic Planning and Outreach Committee had nothing recent to report on.

**Valleywise Community Health Centers Governing Council
Meeting Minutes – General Session – September 7, 2022**

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

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

Ms. Harding gave an update on Monkeypox, noting that a presentation would be given at an upcoming Governing Council meeting.

She announced that Health Resources and Services Administration (HRSA) recently celebrated the 32nd year anniversary of the Ryan White HIV/AIDS Program. She spoke about continued efforts which concentrated on the challenges related to HIV within Maricopa County.

Ms. Harding highlighted select data points from a UDS report which included information on how Valleywise Health's FQHC clinics compared to other FQHC clinics.

Ms. McCarty was concerned about the patients by income category, stating more focus should be placed on increasing patients covered by Medicare.

Ms. Harding agreed, noting that efforts were in place to try and address that challenge.

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

Director Wilcox encouraged Governing Council members to attend the upcoming Valleywise Comprehensive Health Center-Peoria's ribbon cutting and open house. She spoke about organizational efforts related to specialty services and expanded community provisions at that location.

She announced that Ms. Kate Brophy McGee, a member-elect of the MC SHCD BOD representing district three, would assume office November, 2022. She said that an event would soon be planned to recognize Director Gerard's service and encouraged Governing Council members to attend.

Director Wilcox congratulated Dr. Michael White for being recognized by the Arizona Capitol Times' 2022 at their upcoming leader of the year awards luncheon ceremony.

She spoke about organizational endeavors related to the partnership with District Medical Group (DMG) and highlighted progress of the new Valleywise Health Medical Center, scheduled for fall of 2023.

In closing, Director Wilcox gave a brief update on Kronos reconciliation developments and acknowledged both the Human Resources and Finance Departments for their role in the successful reconciliation process.

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

Mr. Purves gave a system wide update to the Governing Council.

He spoke about ongoing organizational endeavors and the challenging workforce issues that health care systems faced nationwide. He highlighted the recent employee engagement survey, which resulted in high employee participation, positive feedback, and areas of opportunity to improve.

Mr. Purves positively acknowledged the brainstorming activity which occurred earlier in the meeting and spoke briefly about Valleywise Health's strategic plan as it related to the activity.

He highlighted building construction progress across the health care system and Valleywise Health Foundation's current events.

**Valleywise Community Health Centers Governing Council
Meeting Minutes – General Session – September 7, 2022**

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

9. Chairman and Council Member Closing Comments/Announcements

Chairman Barker announced that if members were absent for 51% or more of any meeting, it would count as a recorded absence.

She reminded members about Valleywise Comprehensive Health Center-Peoria's ribbon cutting, and open house, September 21, 2022, and asked members to let the Clerk's Office know if they planned on attending.

10. Review Staff Assignments

There were no staff assignments or follow-up stemming from the meeting.

Ms. Santos recapped old business from April, 2022 regarding how Valleywise Health's FQHC clinics compared to others. The request was presented in Ms. Harding's report; therefore, it was considered satisfied.

She noted that old business from August, 2022, regarding Arizona Health Care Cost Containment System (AHCCCS) income level eligibility was provided via email, therefore considered satisfied.

Adjourn

MOTION: Vice Chairman Jacobson moved to adjourn the September 7, 2022 Valleywise Community Health Centers Governing Council meeting. Ms. Sullivan seconded.

VOTE: 7 Ayes: Chairman Barker, Vice Chairman Jacobson, Dr. Clotter-Woods, Ms. Imam, Ms. McCarty, Mr. Messick, Ms. Sullivan

0 Nays

2 Absent: Mr. Larios, Mr. Winkle

Motion passed.

Meeting adjourned at 8:05 p.m.

Cassandra Santos,
Assistant Clerk