

## Minutes

**Maricopa County Special Health Care District  
Board of Directors Meeting  
Valleywise Health Medical Center  
August 24, 2022  
1:00 p.m.**

**Present:**

Mary Rose Garrido Wilcox, Chairman, District 5 – *participated remotely*  
J. Woodfin Thomas, Vice Chairman, District 4 – *participated remotely*  
Mary A. Harden, RN, Director, District 1 – *participated remotely*  
Mark G. Dewane, Director, District 2 – *participated remotely*  
Susan Gerard, Director, District 3 – *participated remotely*

**Others Present:**

Steve Purves, FACHE, President & Chief Executive Officer – *participated remotely*  
Michael D. White, MD, MBA, Executive Vice President, Chief Clinical Officer – *participated remotely*  
Claire Agnew, CPA, MBA, Executive Vice President, Chief Financial Officer – *participated remotely*  
Lia Christiansen, MBC, Executive Vice President, Chief Administrative Officer – *participated remotely*  
Sherry Stotler, RN, MSN, Senior Vice President, Chief Nursing Officer – *participated remotely*  
Mark M. MacElwee, MD, Vice Chief of Staff – *participated remotely*  
Martin C. Demos, JD, Senior Vice President, General Counsel – *participated remotely*

**Guest Presenters:**

Crystal Garcia, RN, Vice President, Surgical, Specialty, Quality and Safety – *participated remotely*  
Lalitha Madhavan, Senior Program Manager, Engineering and Construction – *participated remotely*  
Gene Cavallo, MC, LPC, Senior Vice President, Behavioral Health Services – *participated remotely*  
Susan Lara-Willars, MCS, MBA, Senior Vice President, Chief Human Resources Officer – *participated remotely*

**Recorded by:**

Melanie Talbot, Chief Governance Officer; Clerk of the Board – *participated remotely*  
Cynthia Cornejo, Deputy Clerk of the Board – *participated remotely*

**Call to Order:**

Chairman Wilcox called the meeting to order at 1:02 p.m.

**Roll Call**

Ms. Talbot called roll. Following roll call, it was noted that all five voting members of the Maricopa County Special Health Care District Board of Directors were present, which represented a quorum.

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

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**Call to the Public**

Chairman Wilcox called for public comment.

Mr. Purves congratulated those honored at the *Phoenix Business Journal's* Healthcare Heroes Awards ceremony. Director Gerard was the recipient of the Lifetime Achievement Award, Ms. Martha Steiner received the Nurse of the Year Award, and Valleywise Health's First Episode Center received the Team Health Award. Other Valleywise Health finalist included Dr. Frank LoVecchio for the Health Education Award, and the Valleywise Health Foundation for the Philanthropic Champion Award.

Mr. Purves announced Ms. Stotler was named one of the Most Influential Women in Arizona for 2022, presented by the *Arizona Business Magazine*.

Chairman Wilcox applauded Director Gerard for the recognition she received, noting it was well deserved. She commended Mr. Purves for being elected to American Hospital Association's Board of Trustees, for a three-year term, beginning in January 2023.

**Mission Statement**

Director Gerard read the mission statement aloud.

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

1. Approval of Consent Agenda:
  - a. Minutes:
    - i. Approve Maricopa County Special Health Care District Board of Directors meeting minutes dated June 8, 2022
    - ii. Approve Maricopa County Special Health Care District Board of Directors meeting minutes dated June 14, 2022
    - iii. Approve Maricopa County Special Health Care District Board of Directors meeting minutes dated June 16, 2022
    - iv. Approve Maricopa County Special Health Care District Board of Directors meeting minutes dated June 22, 2022
    - v. Approve Maricopa County Special Health Care District Board of Directors meeting minutes dated August 9, 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)

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

1. 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. Approve a new agreement (90-23-007-1) between Arizona Department of Emergency and Military Affairs and the Maricopa County Special Health Care District dba Valleywise Health, for a Mutual Aid Compact Agreement
    - iv. Approve a new agreement (90-22-282-1) between DWL Architects & Planners, Inc. and the Maricopa County Special Health Care District dba Valleywise Health, to provide architectural and engineering services for the Valleywise Behavioral Health Center-Maryvale Outpatient Facility at Valleywise Behavioral Health Center-Maryvale
    - v. Approve a new agreement (MCO-20-028-MSA) between United Healthcare Insurance Company and the Maricopa County Special Health Care District dba Valleywise Health, for the provision of comprehensive healthcare services
    - vi. Approve a new agreement (90-22-281-1) between DWL Architects & Planners, Inc. and the Maricopa County Special Health Care District dba Valleywise Health, to provide architectural and engineering services for the Valleywise Behavioral Health Center-Mesa Outpatient Facility at Valleywise Behavioral Health Center-Mesa
    - vii. Approve amendment #25 to the contract (90-17-076-1-25) between nThrive Revenue Systems, LLC and the Maricopa County Special Health Care District dba Valleywise Health, to add price transparency reporting, CarePricer Payment Estimator tools, and update vendor name from nThrive Revenue Systems, LLC to FinThrive Revenue Systems, LLC
    - viii. Approve 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
    - ix. Approve a new lease agreement (90-23-020-1) between Marisol Federal Credit Union and the Maricopa County Special Health Care District dba Valleywise Health, for 80 square feet of office space within Valleywise Health Medical Center
    - x. Approve amendment #2 to the contract (MCO-20-014-02) between Arizona State Hospital and the Maricopa County Special Health Care District dba Valleywise Health, for the provision of comprehensive medical services for Arizona State Hospital patients and residents
    - xi. Approve a new agreement (MCO-20-027) between Cigna Healthcare of Arizona, Inc., and the Maricopa County Special Health Care District dba Valleywise Health, for the provision of comprehensive healthcare services

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

1. Approval of Consent Agenda, cont.:
  - b. Contracts, cont.:
    - xii. Approve amendment #59 to the professional services agreement (90-12-084-1-59) between District Medical Group and the Maricopa County Special Health Care District dba Valleywise Health
    - xiii. Approve 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
    - xiv. Approve a new agreement (90-23-032-1) between Mercy Care and the Maricopa County Special Health Care District dba Valleywise Health, for a subcontract for the Coronavirus Response and Relief Supplemental Appropriations Act Mental Health Block Grant
    - xv. Approve 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)
    - xvi. Approve 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
    - xvii. Rescind intergovernmental agreement (90-23-025-1) between the Arizona Health Care Cost Containment System (AHCCCS) and the Maricopa County Special Health Care District dba Valleywise Health, and Approve replacement intergovernmental agreement (90-23-025-1A) between the Arizona Health Care Cost Containment System (AHCCCS) and the Maricopa County Special Health Care District dba Valleywise Health, for the transfer of public funds for use as the non-federal share of the Medicaid payment under this agreement for graduate medical education programs, for the period of July 1, 2021 through June 30, 2022 for the benefit of Valleywise Health (\$14,632,860.22); Abrazo Arrowhead (\$1,220,148.19); Abrazo Central (\$636,413.37); Abrazo West (\$662,090.18); Canyon Vista Medical Center (\$766,936.72); Mountain Vista Medical Center (\$1,914,040.40); and Phoenix Children’s Hospital (\$2,000,000.00)
  - c. Governance:
    - i. Approve Change in Scope of Service: delete Saturday hours at Valleywise Community Health Center-Chandler, effective August 2022
    - ii. Approve Change in Scope of Service: delete Saturday hours at Valleywise Comprehensive Health Center-Peoria, effective August 2022
    - iii. Approve Change in Scope of Service: reduce Saturday hours at Valleywise Community Health Centers-Avondale and South Central, effective August 2022
    - iv. Approve Change in Scope of Service: add hours at Valleywise Community Health Centers-Mesa and West Maryvale, effective August 2022

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

1. Approval of Consent Agenda, cont.:
  - c. Governance, cont.:
    - v. Approve renewal of the following Board Policy Statements:
      - a. 99011 G – Revenue Contracts – Medical Services
      - b. 99103 G – Cellular Phone Service Plan Stipend
      - c. 99104 G – Intergovernmental Agreements
    - vi. Approve proclamation supporting Valleywise Health’s Trauma Center/Trauma Programs
    - vii. Approve affidavit appointing Brant Thayer, MD, Katrina Lepthien, DO, and Sugandha Bhosrekar, MD, as Deputy Medical Directors in the Department of Psychiatry
  - d. Medical Staff:
    - i. Approve Valleywise Health’s Medical Staff credentials for July and August 2022
    - ii. Approve Valleywise Health’s Advanced Practice Clinician/Allied Health Professional Staff credentials for July and August 2022
    - iii. Approve proposed revision to the Department of Psychiatry Delineation of Privileges
    - iv. Approve proposed revisions to the Nurse Practitioner Psychiatry Delineation of Privileges/Practice Prerogatives
    - v. Approve proposed revisions to the Nurse Practitioner General Surgery/Trauma Surgery Delineation of Privileges/Practice Prerogatives
    - vi. Approve proposed revisions to the Physician Assistant Surgery/Trauma/Burn Surgery Delineation of Privileges/Practice Prerogatives
  - e. Care Reimagined Capital:
    - i. INTENTIONALLY LEFT BLANK
  - f. Capital:
    - i. Approve a capital expenditure request (CER # 23-405) to purchase Pure Storage, for storage consolidation and replacement of obsolescent equipment, for a total cost of \$763,513
    - ii. Approve a capital expenditure request (CER #22-035) for capital improvements and renovations including construction, signage, and landscaping for Valleywise Community Health Center-Guadalupe, for a total cost of \$1,266,443, utilizing American Rescue Plan Act funding awarded by Arizona Association of Community Health Centers dba Alliance for Community Health Centers

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

1. Approval of Consent Agenda, cont.:
  - f. Capital, cont.:
    - iii. Approve a capital expenditure request (CER # 22-035B) for capital improvements and renovations including construction, signage, and landscaping for Valleywise Community Health Center-Chandler, for a total cost of \$3,727,551, utilizing American Rescue Plan Act funding awarded by Arizona Association of Community Health Centers dba Alliance for Community Health Centers
    - iv. Approve a capital expenditure request (CER #23-409) for the replacement of a Medtronic StealthStation Surgical Navigation System, for a total cost of \$378,959
    - v. Approve a capital expenditure request (CER #23-407) to upgrade the current Cloverleaf integration engine, for a total cost of \$386,560
    - vi. Approve a capital expenditure request (CER #23-410) to refresh the Cisco Nexus 9K switches for fiber distribution, for a total cost of \$327,223 for fiscal year 2023
    - vii. Approve a capital expenditure request (CER #23-302) to purchase Avaya Callback Assist, for a cost of \$377,833 for fiscal year 2023

Director Harden requested to remove items 1.b.i., 1.b.ii., 1.b.ix., 1.b.x., 1.c.i., 1.c.ii., 1.c.iii., and 1.c.iv. from the consent agenda, to be discussed and voted on separately.

**MOTION:** Director Harden moved to approve the consent agenda minus items 1.b.i., 1.b.ii., 1.b.ix., 1.b.x., 1.c.i., 1.c.ii., 1.c.iii., and 1.c.iv. Vice Chairman Thomas seconded.

**VOTE:** 5 Ayes: Chairman Wilcox, Vice Chairman Thomas, Director Dewane, Director Gerard, Director Harden  
0 Nays  
**Motion passed.**

Ms. Christiansen addressed consent agenda items 1.b.i. and 1.b.ii., sub-recipient agreements 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 Centers-Chandler and Guadalupe. She stated the information contained within the contracts was correct. The funds were to be spent by September 2026. The presentation related to the engineering and construction projects to be discussed later in the meeting included incorrect dates and the information would be updated.

Director Harden requested consent agenda item 1.b.ix., a new lease agreement between Marisol Federal Credit Union and the Maricopa County Special Health Care District dba Valleywise Health, be removed from the consent agenda, as she had a direct conflict of interest and would abstain from voting.

She removed consent agenda item 1.b.x., amendment #2 to the contract between Arizona State Hospital and the Maricopa County Special Health Care District dba Valleywise Health, noting the contract was an intergovernmental agreement and the approval language should reflect that.

Director Harden referenced consent agenda items 1.c.i. and 1.c.ii., the Changes in Scope of Service to delete Saturday hours at Valleywise Community Health Center-Chandler and Valleywise Comprehensive Health Center-Peoria. She asked what the current Saturday hours were at the locations, and if the staffing shortages noted as a contributing factor included nurses and support staff, in addition to provider shortages.

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

1. Approval of Consent Agenda, cont.:

Ms. Harding said that the staffing shortages included a combination of provider, nursing and support staff. She informed the Board of the current Saturday hours at both locations.

Director Harden questioned if the Saturday hours had a high utilization rate. If so, what was being done to minimize the disruption to the patients.

Ms. Harding stated that efforts made to accommodate the change in hours included offering virtual visits on Saturdays. However, in-person visits continued to be offered at Valleywise Community Health Centers-Avondale, North Phoenix, and South Central.

Director Harden asked if the Saturday hours at the two locations would be reinstated in the future. She mentioned the removal of consent agenda item 1.c.iii., the Change in Scope of Service to reduce Saturday hours at Valleywise Community Health Centers-Avondale and South Central, and consent agenda item 1.c.iv., the Change in Scope of Service at add hours at Valleywise Community Health Centers-Mesa and West Maryvale, to highlight the difference in the information provided for each item.

Ms. Harding said the goal was offer Saturday hours at those locations, as it was important for the community to have access during that timeframe.

**MOTION:** Director Harden moved to approve consent agenda item 1.b.x., amendment #2 to the intergovernmental agreement (MCO-20-014-02) between the Arizona State Hospital and the Maricopa County Special Health Care District dba Valleywise, for the provision of comprehensive health services for Arizona State Hospital patients and residents; and consent agenda items 1.c.i., 1.c.ii., 1.c.iii., and 1.c.iv. Vice Chairman Thomas seconded.

**VOTE:** 5 Ayes: Chairman Wilcox, Vice Chairman Thomas, Director Dewane, Director Gerard,  
Director Harden  
0 Nays  
**Motion passed.**

**MOTION:** Vice Chairman Thomas moved to approve consent agenda item 1.b.ix. Director Gerard seconded.

**VOTE:** 4 Ayes: Chairman Wilcox, Vice Chairman Thomas, Director Dewane, Director Gerard  
0 Nays  
1 Abstain: Director Harden  
**Motion passed.**

**MOTION:** Vice Chairman Thomas moved to approve consent agenda items 1.b.i. and 1.b.ii. Director Dewane seconded.

**VOTE:** 5 Ayes: Chairman Wilcox, Vice Chairman Thomas, Director Dewane, Director Gerard,  
Director Harden  
0 Nays  
**Motion passed.**

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

2. Discuss, Review and Approve Valleywise Health’s Annual Quality Improvement and Patient Safety Plan for Fiscal Year 2023; Approve Indicators on Which to Measure Quality for Fiscal Year 2023

Ms. Garcia presented the quality priorities and goals contained within the Quality Improvement and Patient Safety Plan for fiscal year (FY) 2023. Valleywise Health staff would continue to focus on reducing hospital-acquired conditions, improving hand hygiene compliance, and decreasing Methicillin-resistant Staphylococcus aureus (MRSA) bacteremia infections. Other goals included decreasing the minutes from decision time to emergency department departure, reducing inpatient falls with injury, and lowering the number of hypoglycemia events.

She outlined the patient safety indicators (PSI) that would be monitored and measured, including but not limited to PSI-12, post-operative pulmonary embolism (PE) or deep vein thrombosis (DVT) rate. Improving breast cancer screening and increasing patient experience results were also priorities.

In addition, all regulatory and publicly reported measures would be monitored and measured to ensure the organization was within established benchmarks.

Ms. Garcia provided an overview of the quality dashboard for FY 2023, which the Board would review on a quarterly basis.

Director Harden referenced the metric related to breast cancer screenings, noting the Quality Improvement and Patient Safety Plan and the quality dashboard had different benchmarks. She questioned which benchmark would the organization strive to achieve.

Ms. Garcia explained that new information was recently received, and the benchmark in the Quality Improvement and Patient Safety Plan had not been updated, however, the quality dashboard had the correct benchmark. To clarify, the goal was to improve the breast cancer screening to greater than 46.29% by December 31, 2022.

**MOTION:** Director Harden moved to approve Valleywise Health’s Annual Quality Improvement and Patient Safety Plan for fiscal year 2023, with the correction to the breast cancer screening benchmark to 46.29%; and approve the indicators on which to measure quality for fiscal year 2023. Vice Chairman Thomas seconded.

**VOTE:** 5 Ayes: Chairman Wilcox, Vice Chairman Thomas, Director Dewane, Director Gerard, Director Harden  
0 Nays  
**Motion passed.**

3. Discuss and Review Quarterly Quality Report and Metrics Dashboard including but not limited to Patient Satisfaction Survey Results/Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) Scores

Ms. Garcia provided an overview of FY 2022 quality metrics year-end results, acknowledging the metrics that did not meet the established benchmarks. The metric related to the minutes from admit decision time to emergency department departure had not met the benchmark for the year and she summarized the action plans in place to improve the results.

She noted PSI-12, postoperative PE or DVT rate, did not meet the benchmark for the year and outlined the processes in place to make improvement. While PSI-13, postoperative sepsis rate, and PSI-14, postoperative wound dehiscence rate, had not met the benchmark for the year, there were no trends identified, however, staff would continue to monitor.



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

3. Discuss and Review Quarterly Quality Report and Metrics Dashboard including but not limited to Patient Satisfaction Survey Results/Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) Scores, cont.

Ms. Garcia reviewed the preliminary Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) scores for the fourth quarter of FY 2022, highlighting a slight improvement from the previous quarter. She reviewed the plans to improve scores and increase the number of surveys returned.

Director Gerard understood that there were limitations surrounding the surveys, including the questions asked, communicating with the patients about the survey, and the appearance of the survey. All were factors that may discourage patients from completing and returning. She asked if the number of surveys returned had improved over the years.

Ms. Garcia confirmed that there were strict rules surrounding the surveys. To increase the number of surveys returned, necessary files were sent daily to the third-party vendor, and prior to discharge patients were advised they would receive a survey, and they were encouraged to complete and return. There were also informative posters placed throughout the hospital, highlighting the importance of receiving patient's feedback. As a result, the number of surveys returned had improved.

4. Discuss and Review Quarterly Infection Control Quality Metrics Dashboard

This item was not discussed.

5. Discuss and Review Valleywise Health's Preliminary June 2022 Fiscal Year End Financials and Statistical Information, July 2022 Financials and Statistical Information, and Quarterly Investment of Funds Report

Ms. Agnew reviewed the statistical information for July 2022, noting overall admissions were 2.1% better than budget. Acute admissions were 5.3% better than budget and behavioral health missed budget by 6.8% for the month. Overall emergency department visits were 11.9% better than budget, and ambulatory visits were 2.2% better than budget.

She discussed the payor mix, noting higher Medicaid and other government utilization, decreasing the utilization in Medicare and commercial insurance. The unusual item for the month was revenue generated from the sale of the former Valleywise Community Health Center-Maryvale building.

Ms. Agnew outlined the income statement for July 2022, noting total operating revenue had a 1.2% positive variance, while total operating expenses had a negative two percent variance. The major contributing factors for the negative operating expense variance were associated with contract labor, salaries and wages. She explained various pay incentives distributed throughout the month, including overtime. While the hourly rates for contract labor had slightly decreased, the organization continued to have a high reliance on contract labor for the month.

The operating loss for the month was \$13,572,032, compared to a budgeted loss of \$12,883,188, for a \$688,844 unfavorable variance. After factoring in non-operating revenues and expenses and removing bond related activity, the overall decrease in net assets was \$5,360,008 compared to a budgeted loss of \$6,155,018, for a \$795,010 positive variance.

She announced that Valleywise Health received \$24.7 million in American Rescue Plan Act (ARPA) funds in July 2022. Those funds would be accounted for inside of FY 2022, however, the amount was included in the cash on days, which was 115.1 days, and the number of days in accounts receivable was 75.7 days.

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

6. Monthly Update on Care Reimagined Projects

Ms. Christiansen provided an update on the Care Reimagined projects, noting nearly 10.4 million manhours had accumulated throughout the course of the various projects. There were no changes to the timeline related to the opening of the new acute hospital, and the timeline related to the support services building was being refined.

Director Harden questioned when the demolition of the Conference and Administration Center would occur.

Ms. Christiansen said that the demolition of the Conference and Administration Center, as well as the adjacent Hogan building, would occur soon after the support services building was occupied. She would provide a timeline for those activities at a future meeting.

There were no major concerns on the project dashboard, while mitigation plans related to the budget and long-lead equipment were in place. She mentioned that as the acute care hospital was nearing completion, videos would be produced to showcase areas within the new facility to staff and the community. She reviewed the planned activities that would take place in the next 30 days.

Ms. Christiansen outlined the activation plan, which would take place through various cycles. She provided an update on the progress related to the supporting services building, noting the tasks to be completed in the next 30 days.

Director Harden asked if there had been dust or noise complaints received, related to the ongoing construction at the Roosevelt campus.

Ms. Christiansen said that she was not aware of any recent dust or noise complaints. She noted that there had been some frustrations related to parking within the community, but those matters were addressed and corrected quickly.

Director Harden recommended that staff reach out to the surrounding neighborhood and communicate the ongoing progress of the construction.

Ms. Christiansen said that as community events were planned, she would work with staff to engage the neighborhood.

Chairman Wilcox suggested that staff work with organized neighborhood groups to build connections and extend invitations to upcoming events and celebrations.

7. Discuss and Review Engineering and Construction Projects at Valleywise Health

Chairman Wilcox announced that through the consent agenda, the Board approved the receipt of ARPA grant funding to renovate and refresh Valleywise Community Health Centers-Chandler and Guadalupe. She stated that the Guadalupe community was looking forward to the renovations and requested additional information related to the landscaping plans.

Ms. Madhavan provided an overview of the various construction and engineering projects that were occurring or planned throughout Valleywise Health. The \$32.6 million portfolio of projects was funded through various grants, as well as operating capital. She outlined each project, the source of funds, the scope of work and timeline.

Director Harden requested additional information related to the credit union.

Ms. Christiansen stated that staff was recently notified that the credit union project was put on hold.

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

7. Discuss and Review Engineering and Construction Projects at Valleywise Health, cont.

Ms. Madhavan presented visuals of completed projects and designs for those that had not yet been finished. She outlined the various construction projects planned for Valleywise Behavioral Health Centers-Maryvale and Mesa, announcing the recent receipt of funds to install a sport court for adolescent patients at the Mesa site.

Chairman Wilcox referenced the renovations at Valleywise Behavioral Health Center-Maryvale and was pleased that the outpatient behavioral health services would be offered within the confines of the facility.

Director Gerard noted that behavioral health models did not recommend instituting outpatient services within a hospital setting, as it may be a deterrent for those seeking care.

Mr. Cavallo explained that the Seriously Mentally Ill (SMI) clinics would be located at the Valleywise Behavioral Health Centers-Mesa and Maryvale. Those services were intended for individuals recently discharged from the inpatient facilities and would allow for a seamless continuity of treatment. In the west valley, the First Episode Center was housed within Valleywise Community Health Center-Avondale, a primary care setting. In the east valley, the plan was to offer those services within Valleywise Community Health Center-Mesa.

Ms. Madhavan focused on Valleywise Community Health Centers-Chandler and Guadalupe, highlighting the various projects that were completed, as well as those planned, as a result of numerous grant funds received.

8. Discuss, Review and Approve Valleywise Health's President & Chief Executive Officer's, Steve Purves, Performance Goals for Fiscal Year 2023

This item was not discussed.

9. Review and Possible Action on the Following Reports to the Board of Directors:

- a. Monthly Marketing and Communications Report (July 2022)
- b. Monthly Care Reimagined Capital Purchases Report (June and July 2022)
- c. Monthly Valleywise Health Employee Turnover Report (June and July 2022)
- d. Quality Management Council Meeting Minutes (June 2022)
- e. Quarterly Compliance Officer's Activities Report; Valleywise Health's Finance, Audit and Compliance Committee Activities Report
- f. Quarterly Valleywise Community Health Centers Governing Council Structure Report
- g. Quarterly Valleywise Health Foundation's Task Status Report to the Valleywise Health President & Chief Executive Officer
- h. Quarterly Employee Engagement Survey Action Plans
- i. Fiscal Year to Date Operational Dashboard for Valleywise Health's Federally Qualified Health Center Clinics
- j. Semi-Annual Creighton University Arizona Health Education Alliance Report

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

9. Review and Possible Action on the Following Reports to the Board of Directors, cont.:

k. Fiscal Year 2022 Employee Engagement Survey Results

Director Harden addressed item 9.c., the monthly Valleywise Health Employee Turnover report, noting the report previously contained a monthly summary, as well as the 12-month trends. She requested that information be included in the reports moving forward.

She referenced item 9.d., the Quality Management Council meeting minutes, remarking that the physician participants were frequently absent from the meeting. She questioned if steps were being taken to increase the attendance rate of physicians at the meetings.

Dr. White acknowledged the diminishing participation from the physicians and stated efforts were being made to adjust meeting dates and times to accommodate multiple schedules.

Director Harden referenced item 9.j., the semi-annual Creighton University Arizona Health Education Alliance report, commending the accomplishments notated throughout the report.

Vice Chairman Thomas expressed his appreciate for staff's effort to secure grant funding for construction projects throughout the organization. He also referenced item 9.c., highlighting the increasing number of new employees being hired.

Chairman Wilcox requested an elaboration related to the Employee Engagement Survey results and action plans.

Ms. Lara-Willars highlighted item 9.h., the Quarterly Employee Engagement Survey Action Plans, which showcased Ms. Garcia's efforts to improve processes in her areas of responsibility.

She reviewed item 9.k, the Fiscal Year 2022 Employee Engagement Survey Results, stating the participation rate had increased from the prior year. She explained various aspects of the survey, outlined the results, and how those results compared to prior years and other healthcare organizations of similar size. She indicated that the results were favorable for many questions, including employees indicated their intention to remained employed by Valleywise Health for the next 12 months and their likelihood to recommend the organization as a good place to work.

Director Harden asked if employees had been informed of the salary increase that was distributed at the beginning of FY 2023 when the survey was conducted and.

Ms. Lara-Willars said the survey was conducted in late-June through early-July, and the communication related to the salary increase had been distributed. She provided an overview of the areas of opportunities and timeline in place to improve the results.

Vice Chairman Thomas was pleased with the results of the survey; however, he could not correlate the positive feedback with the high turnover rate the organization was currently experiencing.

Ms. Lara-Willars understood how it would be difficult to reconcile the data. However, she noted the turnover rate improved month over month.

Mr. Purves stated that historically Valleywise Health employees were highly engaged, which was why transparent communication was essential to the organization. He said there were several contributing factors for the current challenges related to employee turnover, and multi-faceted plans were in place to improve the results.

Chairman Wilcox acknowledged various industries were the experiencing staffing challenges, not just healthcare.

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

9. Review and Possible Action on the Following Reports to the Board of Directors, cont.:

Director Harden asked if leaders were aware of the most recent phenomenon, quiet quitting, and if there were occurrences within the organization.

Ms. Lara-Willars said that staff was aware and were monitoring the impact.

Director Dewane agreed that all industries were experiencing staffing challenges and he stated that the hiring process may need to be reviewed, with expectations being communicated from the very beginning.

Chairman Wilcox recognized Ms. Harding's upcoming retirement from Valleywise Health and expressed her appreciation for the numerous accomplishments achieved during her tenure.

10. Concluding Items

a. Old Business:

**June 23, 2021**

**Reports to the Board – Monthly Employee Turnover Report**

- Report on employee satisfaction related to transitions to new facilities and return-to-work efforts

**November 23, 2021**

**Employee Turnover Rates and Retention Efforts**

- Provide a report on the results of actions taken to reduce turnover/increase retention
- Report on employee satisfaction related to return-to-work efforts

**June 16, 2022**

**Fiscal Year 2023 Operating and Capital Budget**

- Share results of analysis on whether nutrition and environmental services should remain outsourced with the Board, prior to issuing requests for proposals.

**June 22, 2022**

**Valleywise Health's Behavioral Health Programs and Services**

- Hold a celebration for the 6<sup>th</sup> anniversary of the Assertive Community Team program

b. Board Member Requests for Future Agenda Items or Reports

c. Comments

i. Chairman and Member Closing Comment

ii. President and Chief Executive Officer Summary of Current Events

Mr. Purves acknowledged the Valleywise Health Foundation and the members of Courage Rising, who recently climbed Mount Kilimanjaro to raise funds and bring awareness to the Arizona Burn Center at Valleywise Health. The story was featured on a variety of news outlets, most notably, ABC World News.

Vice Chairman Thomas applauded the individuals honored at the *Phoenix Business Journal's* Healthcare Heroes Awards ceremony and was delighted that Valleywise Health was recognized for its many community contributions. He attended the Assertive Community Treatment 6<sup>th</sup> Anniversary celebration and commented on staff's dedication to the patients served.

Chairman Wilcox also attended the celebration and echoed the comments.

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

10. Concluding Items, cont.

Director Harden referenced a request from the June 16, 2022 meeting and requested an update on the analysis related to nutritional and environmental services.

Ms. Christiansen said that the analysis was underway, and the results would be shared with the Board by November 2022.

Chairman Wilcox shared that two of her family members recently receive care at Valleywise Health and she was thankful to all involved in their treatment.

**Adjourn**

**MOTION:** Vice Chairman Thomas moved to adjourn the August 24, 2022 Maricopa County Special Health Care District Board of Directors Formal Meeting. Director Dewane seconded.

**VOTE:** 5 Ayes: Chairman Wilcox, Vice Chairman Thomas, Director Dewane, Director Gerard,  
Director Harden  
0 Nays  
**Motion passed.**

Meeting adjourned at 2:49 p.m.

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Mary Rose Garrido Wilcox, Chairman  
Maricopa County Special Health Care District  
Board of Directors