

## Minutes

**Valleywise Community Health Centers Governing Council Meeting  
Virginia G. Piper Charitable Trust Pavilion  
2609 East Roosevelt Street, Phoenix, AZ 85008  
2<sup>nd</sup> Floor, Auditoriums 1 and 2  
February 7, 2024, 5:30 p.m.**

**Members Present:** Scott Jacobson, Chairman  
Eileen Sullivan, Vice Chairman  
Nelly Clotter-Woods, Member – *participated remotely, then in-person*  
Chris Hooper, Member  
Salina Imam, Member  
Norma Muñoz, Member  
William O’Neill, Member  
Essen Otu, Member  
Wayne Tormala, Member  
Jane Wilson, Member

**Members Absent:** Earl Arbuckle, Treasurer

**Non-Voting Member Absent:** Mary Rose Garrido Wilcox, District Board

**Others/Guest Presenters:** Michelle Barker, DHSc, Chief Executive Officer of the Federally Qualified Health Centers  
Steve A. Purves, FACHE, President and Chief Executive Officer, Valleywise Health  
Michael D. White, MD, MBA, Chief Clinical Officer – *participated remotely*  
Claire Agnew, CPA, MBA, Chief Financial Officer  
Melanie Talbot, Chief Governance Officer  
Ijana M. Harris, JD, General Counsel  
Kelly Nightingale, Manager, Internal Medicine, Valleywise Comprehensive Health Center-Phoenix  
Crystal Garcia, RN, MBA, Vice President, Specialty Services, Quality and Safety  
Matthew Meier, MBA, Vice President, Financial Services

**Recorded by:** Cynthia Cornejo, Senior Deputy Clerk of the Board

### **Call to Order:**

Chairman Jacobson called the meeting to order at 5:31 p.m.

### **Roll Call**

Ms. Talbot called roll. Following roll call, she noted that eight of the eleven voting members of the Valleywise Community Health Centers Governing Council were present, which represented a quorum. Dr. Clotter-Woods joined the meeting after roll call. Ms. Imam arrived after roll call.

### **Call to the Public**

Chairman Jacobson called for public comment. There were no comments.

**Valleywise Community Health Centers Governing Council  
Meeting Minutes – General Session – February 7, 2024**

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

1. Approval of Consent Agenda:
  - a. Minutes:
    - i. Approve Valleywise Community Health Centers Governing Council meeting minutes dated January 3, 2024
  - b. Contracts:
    - i. Acknowledge a new agreement (MCO-24-002-MSA) between Blue Cross and Blue Shield of Arizona, Inc, and Maricopa County Special Health Care District dba Valleywise Health, to allow members to receive dental services through Valleywise Health dental providers
    - ii. Acknowledge addendum #7 to the contract (90-19-192-1-07) between GE Precision Healthcare LLC, a GE HealthCare Business, and Maricopa County Special Health Care District dba Valleywise Health, to add GE XR Service at Valleywise Community Health Center-Avondale from February 1, 2024, through August 31, 2024
    - iii. Acknowledge a new grant agreement (90-24-184-1) between the Arizona Early Childhood Development and Health Board Phoenix South Regional Partnership Council, and Maricopa County Special Health Care District dba Valleywise Health, for grant funding for Family Resource Center services at the Valleywise Community Health Centers-West Maryvale
    - iv. Acknowledge amendment #3 to the sub-recipient agreement (90-23-13-1-03) between Arizona Association of Community Health Centers dba Arizona Alliance for Community Health Centers (AACHC), and Maricopa County Special Health Care District dba Valleywise Health, for grant funding for facility alterations and renovations at Valleywise Community Health Center-Chandler
    - v. Acknowledge amendment #3 to the sub-recipient agreement (90-23-14-1-03) between Arizona Association of Community Health Centers dba Arizona Alliance for Community Health Centers (AACHC), and Maricopa County Special Health Care District dba Valleywise Health, for grant funding for facility renovations at Valleywise Community Health Center-Guadalupe
  - c. Governance:
    - i. Approve revisions to policy 06503 S: HRSA Legislative Mandate Compliance Policy
    - ii. Acknowledge a grant award from CVS Health Foundation to increase access to care and improve health outcomes for Valleywise Community Health Centers-South Central and South Phoenix/Laveen patients with diabetes
    - iii. Acknowledge a grant award from Delta Dental of Arizona Foundation to provide oral health education and outreach through Valleywise Health’s Dental Clinics
    - iv. Approve registration fee for Valleywise Community Health Centers Governing Council members’ Earl Arbuckle and Norma Muñoz, to attend the Arizona Alliance for Community Health Centers (AACHC) Annual Conference April 10-11, 2024, in Scottsdale, Arizona utilizing the Governing Council’s seminar fees budget

**Valleywise Community Health Centers Governing Council  
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**General Session, Presentation, Discussion and Action, cont.:**

1. Approval of Consent Agenda:

d. Medical Staff:

i. INTENTIONALLY LEFT BLANK

Ms. Talbot noted that agenda item 1.a.i., Valleywise Health Community Health Centers Governing Council meeting minutes, would be removed from the consent agenda and voted on separately.

**MOTION:** Mr. Tormala moved to approve the consent agenda minus consent agenda item 1.a.i. Vice Chairman Sullivan seconded.

**VOTE:** 8 Ayes: Chairman Jacobson, Vice Chairman Sullivan, Mr. Hooper, Ms. Muñoz, Mr. O'Neill, Mr. Otu, Mr. Tormala, Ms. Wilson  
0 Nays  
3 Absent: Mr. Arbuckle, Dr. Clotter-Woods, Ms. Imam  
**Motion passed.**

**MOTION:** Mr. Otu moved to approve consent agenda item 1.a.i., Valleywise Community Health Centers Governing Council meeting minutes dated January 3, 2024, with a correction on page 6, second paragraph. The new sentence to read: 'The new plan would be for years 2024, 2025, and 2026 and would be connected to the CHNA.' Ms. Wilson seconded.

**VOTE:** 8 Ayes: Chairman Jacobson, Vice Chairman Sullivan, Mr. Hooper, Ms. Munoz, Mr. O'Neill, Mr. Otu, Mr. Tormala, Ms. Wilson  
0 Nays  
3 Absent: Mr. Arbuckle, Dr. Clotter-Woods, Ms. Imam

2. Mission Moment – A Patient Story

Ms. Nightingale informed the Council of an employee that went above and beyond after hours, to assist a patient when the patient's motorized wheelchair battery had died. The employee enlisted the help of Security Services to ensure the patient made it safely to their destination.

**NOTE:** Dr. Clotter-Woods joined the meeting at 5:39 p.m.

3. Overview of Arizona Caregivers Summit

Mr. Tormala provided an overview of resources available for caregivers assisting family members with Alzheimer's and dementia. He outlined Arizona's statistics as it related to the Alzheimer's disease, noting in calendar year (CY) 2023 over 200,000 Arizonans had Alzheimer's, with more than 3,000 deaths a year caused by the disease, and at least 500 million hours of unpaid care provided by family and friends of those diagnosed.

**NOTE:** Ms. Imam arrived at 5:44 p.m.

Mr. Tormala stated that over half of the familial caregivers were also living with a chronic disease, with many caregivers passing away before the family member with Alzheimer's.

The purpose of Arizona Caregivers Summit was to provide resources and support to caregivers, and presenting information about support groups, specifically with stress and anxiety management.

**Valleywise Community Health Centers Governing Council  
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**General Session, Presentation, Discussion and Action, cont.:**

3. Overview of Arizona Caregivers Summit, cont.

Mr. Otu stated that it was becoming more common for individuals under the age of 65 to be diagnosed with dementia.

Mr. Tormala clarified that there was an increase in diagnosis for individuals as young as 40 years old.

Mr. Otu asked if more resources were becoming available, such as respite care.

Mr. Tormala said the Arizona Caregiver Coalition had grown over the years and there were more options for memory care centers. He mentioned that there was a fear of getting tested for Alzheimer's or dementia, which may skew the statistics he previously outlined.

Mr. Hooper asked if there were government programs available to assist patients with Alzheimer's financially.

Mr. Tormala said there was some funding available, however, it was insufficient.

**NOTE:** Dr. Clotter-Woods arrived at 5:53 p.m.

Mr. Tormala stated the goal of the summit was to normalize how difficult it was to be a caregiver.

Ms. Muñoz requested a list of resources and summit information.

Mr. Tormala provided information on how to find additional resources and announced when the next summit would be held.

4. Discuss and Review Federally Qualified Health Centers Uniform Data System (UDS) Quality Metrics for Calendar Year End 2023

Ms. Garcia provided an overview of the quality metrics for calendar year ending (CYE) 2023, noting all but one metric was within the established benchmark: controlling high blood pressure. The action plans to improve the results included sharing the results with clinic leadership, conducting audits, and analyzing the results for individual clinics.

The Uniform Data System (UDS) quality metrics were tracked and measured on a calendar-year basis, and the focus areas for 2024 would be to improve screening for depression and follow-up plan if the screen was positive, controlling high blood pressure, diabetes/hemoglobin A1c poor control, and screening for colorectal cancer.

She reviewed the members of the quality task force focus teams and the areas of their focus.

Chairman Jacobson asked if cannabis could be used to lower blood pressure.

Dr. White stated the use of cannabis had not been shown to lower blood pressure.

5. Discuss and Review Federally Qualified Health Centers Patient Safety Report for the Second Quarter of Fiscal Year 2024

Ms. Garcia reviewed the patient safety report for the FQHCs for the second quarter of FY 2024. She outlined the locations and service lines included in the report. Valleywise Health used a reporting system, CHEQ-IT, to collect, analyze and identify trends on where to focus improvement or educational efforts. She noted all employees were encouraged to enter not only incidents, but any occurrence or process that may benefit from improvements.

**Valleywise Community Health Centers Governing Council  
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**General Session, Presentation, Discussion and Action, cont.:**

5. Discuss and Review Federally Qualified Health Centers Patient Safety Report for the Second Quarter of Fiscal Year 2024, cont.

Ms. Garcia provided an overview of the types of occurrences, or event classes, reported and the locations where they happened. The locations with the highest number of occurrences were reported were Valleywise Community Health Centers-South Phoenix Laveen, South Central, and Avondale, and within Valleywise Comprehensive Health Centers-Phoenix and Peoria. The most frequently reported event classes were safety and security, health information management, behavioral events, and specimen handling.

She provided examples of events for each specified class, noting the majority of behavioral events included individuals leaving against medical advice. She explained that the patient may not have felt well and did not want to wait for treatment. The specimen handling events were being reviewed and further details would be provided next quarter.

Ms. Wilson noted that the examples of behavioral events stated that the patient was transferred to Banner University and asked why the patient was not transferred to Valleywise Health.

Ms. Garcia explained that the patient was transferred to the nearest hospital. She provided additional detail related to the types of events categorized as health information management, medication, and fall events. A review of notable occurrences was included in the daily leadership huddles and staff continued to track and trend the events to develop action plans as needed.

Mr. Otu stated that based on the number of patient encounters throughout all the FQHCs, the number of events reports were very small.

Ms. Garcia said that she would attempt to revise the report to add the total number of patient encounters.

6. Discuss and Review Federally Qualified Health Centers National Research Corporation (NRC) RealTime Platform Patient Experience Data for the Second Quarter of Fiscal Year 2024

Ms. Garcia reviewed the National Research Corporation (NRC) RealTime patient satisfaction survey results for the second quarter of FY 2024. The response rate was 29.2%, with 20,940 responses received. In December 2023, 75.1% of respondents indicated that they would recommend the facility, which was better than the 72% benchmark.

She outlined the results for individual facilities, highlighting the fluctuations between locations from month to month.

Ms. Muñoz asked if there were specific reasons for those fluctuations.

Ms. Garcia said that staff reviewed the comments that accompanied the surveys and there were no trends identified, however, specific locations were monitored to ensure the results improved month over month. There were also plans to improve overall scores. The Patient Experience Improvement Collaborative was developed to implement action plans across the organization. A priority matrix was used to identify the question or area that would have the greatest impact on the net promoter score. It was determined that staff would focus on improving the 'registration staff was helpful' question. As a result, registration leadership was invited to attend the meetings to provide input and suggestions.

While the ultimate goal was to reach the NRC benchmark of 78.7%, staff would recognize the small wins while working toward improvements. The action plan process had been revised to outline the goal, assign an accountable leader, determine expected outcomes, and establish a deadline.

**Valleywise Community Health Centers Governing Council  
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**General Session, Presentation, Discussion and Action, cont.:**

7. Discuss and Review Federally Qualified Health Centers Financials and Payor Mix for the Second Quarter of Fiscal Year 2024

Mr. Meier presented the financial statements for the FQHCs for the second quarter of FY 2024.

Visits at Valleywise Community Health Centers missed budget by two percent. Total operating revenues were at budget, total operating expenses were two percent better than budget, resulting in a positive operating margin, before overhead allocation, variance of \$239,296.

Outpatient behavioral health visits were 12% better than budget. Total operating revenues were 16% better than budget, while total operating expenses had a negative 32% variance, resulting in a negative total operating margin, before overhead allocation, variance of \$50,670.

Visits at the FQHCs located within Valleywise Community Health Center-Phoenix were two percent better than budget. Total operating revenues missed budget by two percent, total operating expenses missed budget by four percent, resulting in a negative total operating margin, before overhead allocation, variance of \$198,637.

Visits at Valleywise Comprehensive Health Center-Peoria missed budget by eight percent, which led to total operating revenues to have a 12% negative variance. Total operating expenses had an eight percent negative variance, resulting in a negative total operating margin, before overhead allocation, variance of \$288,175.

Dental clinic visits fell short of meeting budget by three percent, total operating revenues missed budget by 15%, and total operating expenses had a one percent negative variance. The total operating margin, before overhead allocation, had a negative variance of \$151,104.

While the mobile health unit was not operational, the revenues and expenses associated with the unit were tracked and monitored.

For the quarter, Mr. Meier stated that visits at all clinics combined missed budget by one percent. Total operating revenues were near budget, total operating expenses had a negative two percent variance, resulting in a negative total operating margin, before overhead allocation, variance of \$399,008.

On a year-to-date basis, visits at all clinics missed budget by one percent, or 869 visits. Total operating revenues were near budget, with a shortfall of \$99,302. Total operating expenses had a negative \$463,647 variance, or one percent, resulting in a negative total margin, before overhead allocation, variance of \$562,949 or approximately one percent.

Mr. Meier reviewed the six-month payer mix trend, noting the December 2023 percentages of Medicaid and self-pay payer sources had decreased from July 2023. However, the percentage of commercial payer source increased during that same time.

Since FY 2023 there was a 3.1% decrease in Medicaid, a 2.6% increase self-pay, and a 0.7% increase in commercial insurance utilization.

Ms. Muñoz asked why the Medicaid utilization had decreased.

Ms. Agnew said that there may be various factors but stated that when patients had difficulty obtaining an appointment, they may choose to seek care elsewhere. Staff would be focusing on patient scheduling, patient experience and quality metrics.

Mr. O'Neill shared his experiences in seeking care at Valleywise Health locations. When referring individuals, the response was that new patients were not being taken due to lack of staff.

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

7. Discuss and Review Federally Qualified Health Centers Financials and Payor Mix for the Second Quarter of Fiscal Year 2024, cont.

Dr. Barker appreciated the feedback and said that there was an ongoing focus on improving access to care.

Mr. Hooper asked if it was possible to receive behavioral health revenue for the past four years.

Mr. Meier said that he could gather that information and distribute it.

Mr. O'Neill asked if there was a list of other outpatient behavioral health providers.

Dr. Barker stated that there were 26 other FQHC providers in Arizona and the information for primary care and integrated behavioral health services were included in the Uniform Data System (UDS) report. The UDS report, which would be available in March or April, will also provide information including the number unduplicated patients and specific patient demographics. However, she was unaware of any data specific to specialty behavioral health services.

Ms. Imam commented that commercial insurance utilization was less than 20% and questioned why it was so low, as the FQHCs were new and appealing for all.

Dr. Baker agreed and said that the low percentage of commercial payers was not due to lack of patients, but instead, the lack of providers to serve the patients.

Mr. Purves acknowledged the growth of commercial payers since FY 2021 but mentioned that Valleywise Health did not have many contracts with commercial insurance companies. Staff was making progress in securing those contracts.

8. Federally Qualified Health Centers' Chief Executive Officer's Report including Ambulatory Operational Dashboards

Dr. Barker pointed out that there were inaccuracies on the FQHC measures dashboard provide to the Governing Council. She planned on revising the metrics and would present new information going forward.

She announced that Health Resources and Services Administration (HRSA) would be conducting an audit pertaining to Ryan White grants at Valleywise Community Health Center-McDowell. She had begun distributing the Clinic of the Year plaques to the dental clinics.

She provided an update on the strategic planning process. She would be meeting with the consultant in the coming week; however, she reminded the Governing Council that it would take several months to complete the new strategic plan.

The mobile health unit was licensed and ready to begin treating patients. Unfortunately, there was a vacancy in the driver position, however, there were active recruitment efforts underway. The ribbon-cutting ceremony had been postponed until May 1, 2024.

The new acute care hospital was scheduled to open on April 11, 2024. A number of grand opening celebrations were scheduled, including a community event on April 6, 2024.

Dr. Barker stated that Ms. Addy Munoz had been promoted to Project Manager and Ms. Denzil Juarez was now her executive assistant.

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

This item was not discussed.

**Valleywise Community Health Centers Governing Council  
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**General Session, Presentation, Discussion and Action, cont.:**

10. Valleywise Health's President and Chief Executive Officer's Report

Mr. Purves mentioned that staff was actively preparing for the April 11, 2024, opening of the new acute care hospital, with mock moves and day in the life activities. Those activities included staff running through various scenarios to ensure a smooth transition.

Employee forums were held throughout the organization the prior week, with leaders visiting all FQHCs to provide information and hear employee questions or concerns. He mentioned the improvement in employee retention, with the number of employment applications doubling over prior year.

A movie that chronicled Valleywise Health's over 140-year history was produced. The premier was scheduled for February 8, 2024.

11. Concluding Items

a. Old Business:

**January 2024**

Future presentation on behavioral health services offered at Valleywise Community Health Center-McDowell

Future presentation on effectiveness of depression interventions

**December 6, 2023**

Future presentation on Marketing/Communications – *(scheduled for April)*

b. Governing Council Member Closing Comments/Announcements

Ms. Talbot reviewed old business and reiterated the requests made throughout the meeting.

**Adjourn**

**MOTION:** Mr. Hooper moved to adjourn the February 7, 2024, Valleywise Community Health Centers Governing Council Meeting. Ms. Muñoz seconded.

**VOTE:** 10 Ayes: Chairman Jacobson, Vice Chairman Sullivan, Dr. Clotter-Woods, Mr. Hooper, Ms. Imam, Ms. Muñoz, Mr. O'Neill, Mr. Otu, Mr. Tormala, Ms. Wilson  
0 Nays  
1 Absent: Mr. Arbuckle  
**Motion passed.**

Meeting adjourned at 7:06 p.m.

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Cynthia Cornejo  
Senior Deputy Clerk of the Board