

Minutes

Valleywise Community Health Centers Governing Council
Valleywise Health Medical Center
May 3, 2023
6:00 p.m.

Members Present:

Scott Jacobson, Chairman – *participated remotely*
Eileen Sullivan, Vice Chairman – *participated remotely*
Earl Arbuckle, Member – *participated remotely*
Chris Hooper, Member – *participated remotely*
Salina Imam, Member – *participated remotely*
Liz McCarty, Member – *participated remotely*
Norma Muñoz, Member – *participated remotely*
Jane Wilson, Member – *participated remotely*

Non-Voting Member Present:

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

Others/Guest Presenters:

Michelle Barker, DHSc, Chief Executive Officer of the Federally Qualified Health Centers – *participated remotely*
Steve Purves, FACHE, President and Chief Executive Officer, Valleywise Health – *participated remotely*
Claire Agnew, CPA, MBA, Chief Financial Officer – *participated remotely*
Michael D. White, MD, MBA, Chief Clinical Officer – *participated remotely*
Melanie Talbot, Chief Governance Officer – *participated remotely*
Martin C. Demos, JD, General Counsel – *participated remotely*
Crystal Garcia, RN, MBA, Vice President, Specialty Services, Quality and Safety – *participated remotely*
Matthew Meier, MBA, Vice President, Financial Services – *participated remotely*

Recorded by:

Cynthia Cornejo, Senior Deputy Clerk of the Board – *participated remotely*

Call to Order:

Chairman Jacobson called the meeting to order at 6:03 p.m.

Roll Call

Ms. Talbot called roll. Following roll call, she noted that seven of the eight voting members of the Valleywise Community Health Centers Governing Council were present, which represented a quorum. Ms. Muñoz joined the meeting after roll call.

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

Call to the Public

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

**Valleywise Community Health Centers Governing Council
Meeting Minutes – General Session – May 3, 2023**

General Session, Presentation, Discussion and Action:

- 1. Approval of Consent Agenda:
 - a. Minutes:
 - i. Approve Valleywise Community Health Centers Governing Council Meeting Minutes dated March 1, 2023
 - ii. Approve Valleywise Community Health Centers Governing Council Meeting Minutes dated April 5, 2023
 - b. Contracts:
 - i. Accept a new intergovernmental agreement (IGA) [90-23-225-1 (CTR063883)] between the Arizona Department of Health Services (ADHS) and the Maricopa County Special Health Care District dba Valleywise Health, for funding for the Reproductive Health/Family Planning Program, which provides reproductive health/family planning education, counseling, medical care, screening, and referral services to low-income individuals living in rural and underserved areas
 - c. Governance:
 - i. Approve Change in Scope of Service: add Saturday hours at Valleywise Community Health Center-Chandler, effective May 6, 2023
 - d. Medical Staff:
 - i. INTENTIONALLY LEFT BLANK

Mr. Arbuckle requested item 1.a.ii., Valleywise Community Health Centers Governing Council meeting minutes dated April 5, 2023, be removed from the consent agenda, to be discussed and voted on separately.

MOTION: Ms. McCarty moved to approve the consent agenda minus consent agenda item 1.a.ii. Vice Chairman Sullivan seconded.

VOTE: 7 Ayes: Chairman Jacobson, Vice Chairman Sullivan, Mr. Arbuckle, Mr. Hooper, Ms. Imam, Ms. McCarty, Ms. Wilson
0 Nays
1 Absent: Ms. Muñoz
Motion passed.

Mr. Arbuckle addressed consent agenda item 1.a.ii., Valleywise Community Health Centers Governing Council meeting minutes dated April 5, 2023, noting a correction to Chairman Jacobson’s title on page one, under members present.

**Valleywise Community Health Centers Governing Council
Meeting Minutes – General Session – May 3, 2023**

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

1. Approval of Consent Agenda, cont.

MOTION: Mr. Arbuckle moved to approve consent agenda item 1.a.ii., Valleywise Community Health Centers Governing Council meeting minutes dated April 5, 2023, correcting Chairman Jacobson's title on page one, under members present, from Vice Chairman to Chairman. Ms. Wilson seconded.

VOTE: 7 Ayes: Chairman Jacobson, Vice Chairman Sullivan, Mr. Arbuckle, Mr. Hooper, Ms. Imam, Ms. McCarty, Ms. Wilson

0 Nays

1 Absent: Ms. Muñoz

Motion passed.

2. Discuss and Review Federally Qualified Health Centers Uniform Data System (UDS) Quality Metrics for the First Quarter of Calendar Year 2023

Ms. Garcia provided an overview of the Federally Qualified Health Centers (FQHCs) Uniform Data System (UDS) quality metrics for the first quarter of calendar year (CY) 2023.

She outlined metrics that required improvement, such as colorectal cancer screening, controlling high blood pressure, controlling diabetes and hemoglobin A1c ranges, depression screening, and weight assessment and counseling for nutrition and exercise for child and adolescents.

The metric related to body mass index screening was within the established benchmark, which she attributed to success of the action plans implemented last year.

She highlighted the metrics that were meeting the benchmarks, including childhood immunization, noting the Centers for Medicare and Medicaid Services (CMS) corrected the logic for the metric.

Ms. Garcia reviewed the ambulatory performance improvement action plans to monitor all quality metrics and address the metrics that were not meeting the benchmarks.

3. Discuss and Review Federally Qualified Health Centers Patient Safety Report for the Third Quarter of Fiscal Year 2023

Ms. Garcia reviewed the FQHC patient safety report for the third quarter of fiscal year (FY) 2023, noting the locations and service lines included in the report. She explained that the organization used a reporting system, CHEQ-IT, to collect, analyze and identify trends on where to focus. All employees are encouraged to report any patient safety issue or process that may benefit from improvements.

She provided an overview of the types of occurrences entered in the reporting system and the locations where from the incident occurred. The most frequently reported type of events were health information management, safety and security, behavioral events, and specimen handling. Each location was reviewed, noting the number of events, as well as their type. Staff used the data to identify trends and improve processes.

Mr. Arbuckle asked if behavioral events, such as leaving against medical advice, was due to long wait-times.

Ms. Garcia stated that unless specific detail was included in the occurrence report, it was difficult to determine the reason why patients made the decision to leave the facility.

**Valleywise Community Health Centers Governing Council
Meeting Minutes – General Session – May 3, 2023**

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

3. Discuss and Review Federally Qualified Health Centers Patient Safety Report for the Third Quarter of Fiscal Year 2023, cont.

Ms. Wilson asked for confirmation that the CHEQ-IT tool was used by management to gather information, and the information was not reported to external organizations or agencies.

Ms. Garcia confirmed the internal tool was used gather data to make improvements to processes.

Mr. Hooper asked if there was a mechanism to gather feedback from patients.

Ms. Garcia explained the specific tool, CHEQ-IT, was strictly for employees. If the employee received feedback from patients, they may enter that information into the reporting system. There were other avenues that allowed patients to provide feedback.

4. Discuss and Review Federally Qualified Health Centers National Research Corporation (NRC) RealTime Platform Patient Satisfaction Data for the Third Quarter of Fiscal Year 2023

Ms. Garcia explained how the organization used National Research Corporation (NRC) RealTime patient satisfaction surveys to gather feedback from FQHC patients. Staff reviewed the data and aimed to continually improve the scores. She provided an overview of the results for the third quarter of FY 2023.

The overall response rate was 28.7%, with individuals aged 45 through 74 having the highest call or email response. In March 2023, there were 2,440 responses, with 73.4% of responses stating the respondent would recommend the facility.

She outlined the results for each of the two Comprehensive Health Centers and then all the Community Health Center locations combined. In March 2023, the results for the FQHCs were below the benchmark. Staff was in the process of uncovering the reason for the fluctuating results. Leaders received the patient satisfaction results, along with patient comments submitted, on a weekly basis. Action plans were developed and monitored, with a focus on increasing response rates and improving scores.

5. Discuss and Review Federally Qualified Health Centers Financials and Payor Mix for the Third Quarter of Fiscal Year 2023

Mr. Meier presented the FQHC's financial statistics for the third quarter of FY 2023.

Visits at Valleywise Community Health Centers missed budget by two percent. Total operating revenues were two percent better than budget. Total operating expenses had a negative one percent variance, resulting in a positive total operating margin variance of \$130,678.

Outpatient behavioral health visits missed budget by eight percent. Total operating revenue also had a negative eight percent variance. Total operating expenses had a positive one percent variance, resulting in a negative total operating margin variance of \$141,181.

Visits at the FQHCs located within Valleywise Comprehensive Health Center-Phoenix were better than budget by 70 visits. Total operating revenues had a positive four percent variance. Total operating expenses had a negative four percent variance, resulting in a negative total operating margin variance of \$33,162.

Visits at Valleywise Comprehensive Health Center-Peoria missed budget by nine percent. Total operating revenues had a negative 13% variance. Total operating expenses were 10% better than budget, resulting in a negative total operating margin variance of \$18,341.

**Valleywise Community Health Centers Governing Council
Meeting Minutes – General Session – May 3, 2023**

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

5. Discuss and Review Federally Qualified Health Centers Financials and Payor Mix for the Third Quarter of Fiscal Year 2023, cont.

Dental clinic visits were 11% better than budget. Total operating revenues had a negative two percent variance. Total operating expenses had a negative six percent variance, resulting in a negative total operating margin variance of \$102,599.

For the quarter, Mr. Meier stated that visits at all clinics combined missed budget by two percent. Total operating revenue was near break-even. Total operating expenses had a negative one percent variance, resulting in a negative total operating margin of \$481,398.

On a year-to-date basis, visits at all clinics were two percent better than budget. Total operating revenue was one percent better than budget. Total operating expenses had a negative three percent variance, resulting in a negative total operating margin of \$2,628,933.

Mr. Meier reviewed the six-month payer mix trend, noting increases in Medicaid and self-pay. On a four-year trend, he noted a slight increase in commercial payers from prior year.

Ms. Wilson stated that dental visits were better than budget, however, total operating revenue missed budget. She asked if the payer mix contributed to the negative variance.

Mr. Meier confirmed that the payer mix contributed to the variance, noting higher self-pay utilization at Valleywise Comprehensive Health Center-Peoria.

NOTE: Ms. Munoz joined the meeting at 6:54 p.m.

6. Discuss, Review and Approve Fiscal Year 2024 Patient Volumes; Discuss and Review Capital Target for the Federally Qualified Health Centers

Mr. Meier reviewed the budget process for FY 2024, identifying key dates within the process on the budget calendar.

The preliminary patient volume assumptions were forecasted using the same process as prior years, and were based on sessions, by specialty and provider type.

Visits at the Community Health Centers were projected to increase by 3.6% compared to the current fiscal year projections, due to the expansion of family practice services at Valleywise Community Health Centers-West Maryvale and the mobile health unit.

Outpatient behavioral health visits were projected to increase by 12.3% compared to the current fiscal year projections, due to the addition of behavioral health providers and the expansion of grant funded behavioral health services.

Visits at Valleywise Comprehensive Health Center-Peoria were projected to increase by 5.8% compared to the current fiscal year projections, with the assumption that internal medicine services would begin in August 2023.

Visits at the FQHCs located within Valleywise Comprehensive Health Center-Phoenix were projected to increase 2.5% compared to the current fiscal year projections, noting the International Health Clinic was not included in the upcoming budget.

Dental visits were projected to increase by 2.9% compared to the current fiscal year projections, noting the dental clinics were fully staffed and that attributed to the increase.

**Valleywise Community Health Centers Governing Council
Meeting Minutes – General Session – May 3, 2023**

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

- 6. Discuss, Review and Approve Fiscal Year 2024 Patient Volumes; Discuss and Review Capital Target for the Federally Qualified Health Centers, cont.

Overall, visits at the FQHCs were projected to increase by 4.2% in FY 2024 when compared to FY 2023 projections.

Mr. Meier provided a high-level report of the projected number of District Medical Group (DMG) providers, as the budget was based on the number of providers at the FQHCs.

While there were no specific capital requests budgeted for FY 2024, \$100,000 capital contingency was budgeted.

Chairman Jacobson referenced the discontinuation of the International Health Clinic and questioned how that patient population would receive care.

Mr. Meier explained the International Health Clinic was budgeted for the current fiscal year, however, it never began operations due to lack of a provider. He anticipated the mobile health unit would assist in reaching the specific patient population, in addition to the other services provided by Valleywise Health.

Dr. Barker elaborated and said that patients would be encouraged to utilize the various FQHCs, while being accompanied by a cultural health navigator.

Ms. Wilson asked when the mobile health unit was expected to be operational.

Dr. Barker stated the mobile health unit was planned to be available in Fall 2023.

MOTION: Mr. Arbuckle moved to approve fiscal year 2024 patient volumes for the Federally Qualified Health Centers. Mr. Hooper seconded.

VOTE: 8 Ayes: Chairman Jacobson, Vice Chairman Sullivan, Mr. Arbuckle, Mr. Hooper, Ms. Imam, Ms. McCarty, Ms. Muñoz, Ms. Wilson
0 Nays
Motion passed.

- 7. Report on the 2023 Arizona Alliance for Community Health Centers (AACHC) Annual Conference

Chairman Jacobson thanked Vice Chairman Sullivan, Mr. Arbuckle, Mr. Hooper and Ms. Wilson for attending all or part of the 2023 Arizona Alliance for Community Health Centers (AACHC) annual conference.

Mr. Arbuckle was appreciative for the opportunity and stated that he gained a better understanding of the ongoing changes in healthcare to further assist patients in the community.

Ms. Wilson agreed and said that she was now aware of the various components of the upcoming Health Resources and Services Administration (HRSA) Operational Site Visit (OSV) and the Governing Council's role in that process.

Mr. Hooper reflected on his experience and said that he had a greater appreciation for his fellow Council members.

Vice Chairman Sullivan stated the conference was a good experience and served as a reminder of the Governing Council member's roles and responsibilities.

**Valleywise Community Health Centers Governing Council
Meeting Minutes – General Session – May 3, 2023**

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

7. Report on the 2023 Arizona Alliance for Community Health Centers (AACHC) Annual Conference, cont.

Dr. Barker stated that Valleywise Health's OSV was anticipated to occur in 2024, and additional information would be presented as the date approached.

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

Director Wilcox commended the Governing Council members for their efforts to attend conferences and to learn from their peers.

She announced that the opening for the new acute hospital had shifted to January 2024. Staff continued to plan the events surrounding the opening and would keep the Governing Council members apprised.

To address the ongoing workforce challenges, the organization recently launched the SOAR (Sign-On and Retention) program, to fill vacant positions and retain valued employees.

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

Mr. Purves expressed his appreciation to the Governing Council members for the time they dedicated to the Council.

As previously mentioned, due to American Rescue Plan Act (ARPA) grants received from Maricopa County and the Governor's Office, the organization launched the SOAR program. He acknowledged that due to various efforts, there was a noticeable reduction in employee turnover rates.

He stated that he attended the Arizona Hospital Association's annual meeting and provided an overview of the association's focus and advocacy efforts to preserve Medicare, Medicaid, Disproportionate Share Hospital (DSH) funding, and the 340B program.

Chairman Jacobson announced that a number of clinics were recognized by the Arizona Partnership of Immunization (TAPI), a non-profit coalition focused on increasing awareness and immunization efforts in Arizona.

10. Governing Council Member and Federally Qualified Health Centers' Chief Executive Officer's Closing Comments/Announcements

Dr. Barker announced the Clinic of the Year Award was recently presented to Valleywise Comprehensive Health Center-Phoenix: Pediatric. The Governing Council selected the clinic in November 2022, based on various criteria.

She announced upcoming events, including a Governing Council member orientation meeting, tour of the new acute care hospital, and Governing Council member appreciation dinner. She encouraged all members to attend each event.

Mr. Hooper stated that he attended the Courage Rising film premiere presented by the Valleywise Health Foundation, and applauded the burn survivors that shared their stories.

**Valleywise Community Health Centers Governing Council
Meeting Minutes – General Session – May 3, 2023**

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

11. Review Staff Assignments

Ms. Talbot said there were no requests that stemmed from the meeting and noted the old business had been addressed.

Adjourn

MOTION: Ms. Wilson moved to adjourn the May 3, 2023 Valleywise Community Health Centers Governing Council Meeting. Vice Chairman Sullivan seconded.

VOTE: 8 Ayes: Chairman Jacobson, Vice Chairman Sullivan, Mr. Arbuckle, Mr. Hooper, Ms. Imam, Ms. McCarty, Ms. Munoz, Ms. Wilson
0 Nays
Motion passed.

Meeting adjourned at 7:34 p.m.

Cynthia Cornejo
Senior Deputy Clerk of the Board