



Valleywise Community Health
Centers Governing Council

Strategic Planning and
Outreach Committee
Meeting

June 13, 2022
3:30 p.m.

Agenda



Committee Members

Joseph Larios, Committee Chair
____ Vacant _____, Committee Vice Chair
Scott Jacobson, Member
Barbara Harding, CEO, FQHC Clinics, Non-Voting Member
Runjhun Nanchal, Senior Vice President, Strategy, Marketing and Communications, Non-Voting Member
____ Vacant _____, Director, Ambulatory Operations, Non-Voting Member

AGENDA

Strategic Planning and Outreach Committee of the Valleywise Community Health Centers Governing Council

Mission Statement of the

Valleywise Community Health Centers Governing Council

Serve the population of Maricopa County with excellent, comprehensive health and wellness in a culturally respectful environment.

•Valleywise Health Medical Center • 2601 East Roosevelt Street • Phoenix, Arizona 85008•

Meeting will be held remotely. Please visit <https://valleywisehealth.org/events/valleywise-community-health-centers-governing-councils-strategic-planning-and-outreach-committee-meeting-06-13-22/> for further information.

Monday, June 13, 2022
3:30 p.m.

One or more of the members of the Valleywise Community Health Centers Governing Council's Strategic Planning and Outreach Committee may be in attendance telephonically or by other technological means. Committee members participating telephonically or by other technological means will be announced at the meeting.

Please silence any cell phones, pagers, computers, or other sound devices to minimize disruption of the meeting.

Call to Order

Roll Call

Call to the Public

This is the time for the public to comment. The Strategic Planning and Outreach Committee may not discuss items that are not specifically identified on the agenda. Therefore, pursuant to A.R.S. § 38-431.01(H), action taken as a result of public comment will be limited to directing staff to study the matter, responding to any criticism, or scheduling a matter for further consideration and decision at a later date.

Agendas are available within 24 hours of each meeting via the Clerk's Office, Valleywise Health Medical Center, 2601 East Roosevelt Street, Phoenix, Arizona 85008, Monday through Friday between the hours of 9:00 a.m. and 4:00 p.m. and on the internet at <https://valleywisehealth.org/about/governing-council/>. Accommodations for individuals with disabilities, alternative format materials, sign language interpretation, and assistive listening devices are available upon 72 hours advance notice via the Clerk's Office, Valleywise Health Medical Center, 2601 East Roosevelt Street, Phoenix, Arizona 85008, (602) 344-5177. To the extent possible, additional reasonable accommodations will be made available within the time constraints of the request.

ITEMS MAY BE DISCUSSED IN A DIFFERENT SEQUENCE

General Session, Presentation, Discussion and Action:

1. Approval of Consent Agenda: 5 min
Any matter on the Consent Agenda will be removed from the Consent Agenda and discussed as a regular agenda item upon the request of any voting Committee member.
 - a. Minutes:
 - i. **Approve** Strategic Planning and Outreach Committee Meeting Minutes Dated February 14, 2022

End of Consent Agenda

2. **Appoint** a Vice Chair for the Valleywise Community Health Centers Governing Council's Strategic Planning and Outreach Committee 5 min
Strategic Planning and Outreach Committee Members
3. **Appoint** Christie Blanda, Director of Ambulatory Operations, as a Non-Voting Member of the Valleywise Community Health Centers Governing Council's Strategic Planning and Outreach Committee 5 min
Strategic Planning and Outreach Committee Members

Motion to Recess General Session and Convene in Executive Session

Executive Session:

- E-1 Legal Advice; Records Exempt by Law from Public Inspection; A.R.S. § 38-431.03(A)(3), and A.R.S. § 38-431.03(A)(2)¹: Maricopa County Special Health Care District d.b.a. Valleywise Health and its Valleywise Community Health Centers Governing Council's strategic initiatives and goals, including resources, clinical, financial, operational, business, and service line strategy options going forward 60 min

¹ Exemptions based upon A.R.S. § 48-5541.01(M)(4) (c) and (d) including records or other matters, the disclosure of which would cause demonstrable and material harm and would place the district at a competitive disadvantage in the marketplace; or violate any exception, privilege or confidentiality granted or imposed by statute or common law.

Recess Executive Session and Reconvene in General Session

General Session, Presentation, Discussion and Action:

Adjourn



Valleywise Community Health
Centers Governing Council

Strategic Planning and
Outreach Committee
Meeting

June 13, 2022

Item 1.

Consent Agenda



Valleywise Community Health
Centers Governing Council

Strategic Planning and
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Item 1.a.i.

Minutes:
February 14, 2022

Minutes

**Valleywise Community Health Centers Governing Council
Strategic Planning and Outreach Committee
February 14, 2022
3:30 p.m.**

DRAFT

Voting Members Present: Joseph Larios, Committee Chair - *participated remotely*
Terry Benelli, Committee Vice Chair - *participated remotely*
Scott Jacobson, Member - *participated remotely*

Non-Voting Members Present: Barbara Harding, Chief Executive Officer, Federally Qualified Health Center Clinics - *participated remotely*
Runjhun Nanchal, Senior Vice President, Strategy, Marketing and Communications - *participated remotely*

Non-Voting Members Absent: Jori Davis, Director, Federally Qualified Health Center Clinics Operations - *participated remotely*

Others/Guest Presenters: Todd Hanle, Director of Marketing - *participated remotely*
Ijana Harris, Assistant General Counsel - *participated remotely*
Melanie Talbot, Chief Governance Officer - *participated remotely*

Recorded by: Cassandra Santos, Assistant Clerk - *participated remotely*

Call to Order

Vice Chairman Benelli called the meeting to order at 3:33 p.m. in Chairman Larios' absence.

Roll Call

Ms. Talbot called roll. Following roll call, it was noted that two of the three voting members of the Valleywise Community Health Centers Governing Council's Strategic Planning and Outreach Committee were present, which represented a quorum. Chairman Larios arrived shortly after roll call.

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

NOTE: Chairman Larios joined the meeting at 3:34 p.m.

Call to the Public

Chairman Larios called for public comment.

There were no comments.

Valleywise Community Health Centers Governing Council – Strategic Planning and Outreach Committee Meeting Minutes – General Session – February 14, 2022

General Session, Presentation, Discussion and Action:

- 1. Approval of Consent Agenda:
 - a. Minutes:
 - i. Approve Strategic Planning and Outreach Committee Meeting Minutes Dated December 13, 2021

MOTION: Vice Chairman Benelli moved to approve the consent agenda. Mr. Jacobson seconded.

VOTE: 3 Ayes: Chairman Larios, Vice Chairman Benelli, Mr. Jacobson
0 Nays
Motion passed.

- 2. Discuss Valleywise Community Health Centers Governing Council's goals, objectives, and resources for diversity, equity, and inclusion

Ms. Harding explained that the annual Uniform Data System (UDS) report identified key population groups, patient demographics, and statistical data. It captured statistics related to diversity, race, ethnicity, and other characteristics of populations served by Valleywise Health. The report was submitted to Health Resources and Services Administration (HRSA) to provide information on the performance, operations, and patient demographics related to the organization.

It was helpful to discuss elements of the calendar year (CY) 2021 UDS report to identify goals, objectives, and resources that supported diversity, equity, and inclusion (DEI).

Ms. Harding spoke about select elements within the report, including unique patient characteristics. Sexual orientation and gender identification (SOGI), race, ethnicity, income, and other demographics were captured within the report. Other information included staffing utilization trends, clinical and financial data, the unduplicated patient count, services rendered, and quality of care indicators.

The committee discussed demographic characteristic trends from CY 2017 to 2021 and volume growth within various populations.

Ms. Harding pointed out statistics related to the number of patients treated that spoke another language other than English and described language services offered at Valleywise Health.

Mr. Jacobson asked if language translators were mobile or stationed at particular facilities.

Ms. Harding explained that language services used a telephonic system and that some cultural health navigators (CHNs) served as on-site interpreters when feasible.

Mr. Jacobson asked which languages spoken by translators.

Ms. Harding stated that over 50 different languages were translated, including various Afghan dialects such as Farsi. Additionally, interpreters were provided for hearing impaired individuals and families.

Chairman Larios asked if an incentive program existed for employees to learn another language other than English.

Ms. Harding said that incentive was available for employees who received language course certification in another language. However, enrollment decreased during the COVID-19 pandemic and the program was currently being reevaluated by staff.

Valleywise Community Health Centers Governing Council – Strategic Planning and Outreach Committee Meeting Minutes – General Session – February 14, 2022

General Session, Presentation, Discussion and Action:

2. Discuss Valleywise Community Health Centers Governing Council's goals, objectives, and resources for diversity, equity, and inclusion, cont.

Ms. Harding described the SOGI data collection process which included information related to a patient's sexual orientation, gender identity, and preferred pronouns. The statistics between CY 2017 through CY 2021 demonstrated improvement in collecting the data.

Vice Chairman Benelli asked what attributed to the improvement of SOGI data collection.

Ms. Harding said that a SOGI data collection task team was established to address priorities, create processes, and implement trainings for employees.

She mentioned that Healthcare Equity Index (HEI) status was achieved by Valleywise Health. The HEI survey was a national benchmarking tool that evaluated healthcare facilities on inclusive care for lesbian, gay, bisexual, transgender, queer (LGBTQ) individuals.

Mr. Jacobson commented that gender identity data collection showed substantial improvement over the years, a clear indicator that patients were becoming more comfortable disclosing that information.

The committee compared various statistics related to income levels from CY 2017 to 2021 and discussed financial assistance and eligibility processes available to patients.

Ms. Harding highlighted the number of unique unduplicated patients served from CY 2017 to 2021. A unique unduplicated patient count meant that each patient was only counted once for a visit regardless of the number of visits they had subsequently during the reported calendar year.

Regarding the unduplicated patient count of 83,659 during CY 2021, Mr. Jacobson asked how many of those patients had additional visits during the reported year.

Ms. Harding did not have the data readily available but would provide it to the committee once obtained.

Ms. Nanchal spoke briefly about internal referrals for specialty care, patient retention, the market share, and appointment scheduling and availability compared to other local Federally Qualified Health Center (FQHC) organizations.

Vice Chairman Benelli mentioned that acquiring new patients and increasing volumes looked promising. She asked what the organization's current market share was.

Ms. Nanchal said the organization had a market share of between two to four percent.

Ms. Harding outlined the provider staffing challenges which attributed to decrease in visits at various clinics.

Chairman Larios discussed the LGBTQ patient experience and said it was important that staff be properly trained on equity inclusivity to appropriately address the unique needs of that population.

Mr. Jacobson brought up his experience working with organizations that advocated for and embraced LGBTQ communities. He said that tackling issues related to DEI should be a sensitive yet systematic approach and knowledge of vulnerable patient populations.

Chairman Larios commented that LGBTQ cultural competence training would create a more welcoming and affirmative environment. The investment of training would also improve overall health care and social service delivery to LGBTQ patients, therefore decrease health disparities within that population.

Valleywise Community Health Centers Governing Council – Strategic Planning and Outreach Committee Meeting Minutes – General Session – February 14, 2022

General Session, Presentation, Discussion and Action:

2. Discuss Valleywise Community Health Centers Governing Council’s goals, objectives, and resources for diversity, equity, and inclusion, cont.

Ms. Nanchal discussed culturally targeted marketing to vulnerable and underserved communities who were susceptible to poor health outcomes and chronic disease. For example, research showed Hispanic populations were disproportionately affected by diabetes, obesity, and high blood pressure. It was important to create marketing strategies that reached out to vulnerable populations.

Ms. Harding noted that staff was in the process of applying for a specific grant that focused on policy and system change to educate staff about diversity, equity, and inclusion.

The committee discussed workplace culture shift, mutual aid, and community partnerships. They also spoke about creative utilization of resources within various clinics, maximizing clinic space to establish community relationships, meeting the needs of underserved populations, and community-based advisory boards and workshops.

3. Chair and Committee Member Closing Comments/Announcements

Mr. Jacobson said he worked with Mr. Hanle to compose a promotional communication piece regarding the role of the Governing Council as it pertained to the FQHC clinics. He would share the communication with his personal colleagues.

4. Review Staff Assignments

Ms. Talbot reviewed staff assignments and follow up stemming from the meeting. She recapped old business from December 13, 2021.

The committee agreed that assorted items were considered satisfied including the completion of the promotional communication, the DEI item related to the fiscal year (FY) 2022 budget, and completion of a literature (LIT) review.

Adjourn

MOTION: Mr. Jacobson moved to adjourn the February 14, 2022 Valleywise Community Health Centers Governing Council’s Strategic Planning and Outreach Committee meeting. Vice Chairman Benelli seconded.

VOTE: 3 Ayes: Chairman Larios, Vice Chairman Benelli, Mr. Jacobson
0 Nays
Motion passed.

Meeting adjourned at 4:52 p.m.

Cassandra Santos
Assistant Clerk



Valleywise Community Health
Centers Governing Council

Strategic Planning and
Outreach Committee
Meeting

June 13, 2022

Item 2.

Appoint Committee Vice Chair
(No Handout)



Valleywise Community Health
Centers Governing Council

Strategic Planning and
Outreach Committee
Meeting

June 13, 2022

Item 3.

Appoint Non-Voting Member:
Director, Ambulatory Operations



Valleywise Community Health Centers Governing Council Strategic Planning and Outreach Committee Charter

Purpose

The purpose of the Strategic Planning and Outreach Committee (Committee) of the Valleywise Community Health Centers Governing Council (Governing Council) is to identify, develop, and implement strategic planning and outreach initiatives to identify Valleywise Health Federally Qualified Health Centers (FQHC) Clinics health equity priorities to address health care needs in Maricopa County.

Membership

The Committee shall consist of a Chair, a Vice Chair and no more than three (3) additional Governing Council members. A voting member of the Governing Council will serve as the Committee Chair. The committee Chair will recommend, and the Committee will appoint a Vice Chair. The Chief Executive Officer of the FQHC Clinics is an ex-officio, non-voting member of the Committee. In addition, the following Valleywise Health staff members will serve on the Committee as non-voting members: Vice President of Marketing and Communications, Vice President of Strategic Planning and Business Development, and Director of FQHC Operations. In accordance with the Governing Council Bylaws, voting members are appointed by the Governing Council. The Governing Council shall seek voting members preferably with knowledge in the area of community affairs, and social services. Voting members shall serve for a four (4) year term.

Responsibilities

In conjunction with Valleywise Health staff, the Committee will:

1. Conduct and approve a long-range, strategic plan at least once every three (3) years that identifies FQHC clinic priorities and addresses financial management and capital expenditure needs, that is consistent with the District's facility, strategic, business, financial and capital plans.
2. At least every three (3) years review the Committee Charter and make recommendation for suggested revisions to the Governing Council.

Meetings

Meetings will be held as needed. Additional meetings can be scheduled at the discretion of the Committee Chair.

Meeting Procedures

1. The Committee Chair will facilitate all meetings. The Committee Vice Chair will facilitate meetings in the Chair's absence.
2. Committee members must attend in person or, when circumstances dictate, telephonically. A quorum shall consist of a majority of the voting Committee members, which is necessary for the Committee to meet and to take action.
2. Minutes shall be recorded and maintained for each Committee meeting in compliance with Arizona Open Meeting Law and shall contain all actions taken by the Committee. Minutes recorded or maintained for Executive Session discussions, however, will be kept confidential pursuant to A.R.S. § 38-431.03.
3. The Committee will report its actions to the Council at the next regularly scheduled Governing Council meeting.