

## REDWOODS RURAL HEALTH CENTER

Board of Directors Meeting

### MINUTES

Wednesday, October 24, 2018

**PRESENT:** Erica Boyd, Christina Huff, Elise Sauer, Janet Fitzgerald, Marcia Mendels, Pamela Moore, Tina Tvedt, Ralph Emerson and Anne Sachs

1. Call to Order & Assign Time-Keeper - Meeting called to order @ 3:38pm, group will keep time.

2. Approve Agenda - The following items were added to the agenda:

- CPCA litigation
- Change of loan amount for dental van
- Umpqua new bank account
- Humboldt Area Foundation fund
- McKinleyville Acupuncture
- Bylaws change

**\*Marcia Mendels moved to approve the agenda with the above additions. Janet Fitzgerald seconded and the motion passed unanimously.**

3. Correspondence/Public Comment

October 27 is National Drug Take Back day. We need a medical disposal container in Southern Humboldt but we haven't found a safe place yet. Tina mentioned that we have Deterra bags available for free and for everybody at RRHC. Medicines can be safely flushed down the sink if used with Deterra. We can write an article about this in the next newsletter. Locked containers have to be placed in a pharmacy or in a police station.

Christina reported that her husband tried to make a counseling appointment at RRHC. It was a frustrating process/experience. He was told to wait 2 months for an intake appointment with Marilyn Foote. Tina said that Marilyn used to see patients first to make sure patients were committed. Then she would assess if patients would see her or Katy. The procedure seems to not have been updated because there are 3 counselors now in behavioral health. Front desk also told Christina's husband to make a medical appointment first, which is not accurate anymore. Front desk staff needs more training. Elise said that front desk staff should treat these calls with more sensitivity.

4. Update from Board Members &/or Staff Members

- The farmer's market table was successful. People were told about the dental expansion.
- Elise talked about the perinatal program and the dental van on KMUD last Thursday. Tina and Carolyn will also go to KMUD next Monday to talk about the perinatal program.
- Tina reported that dental is moving forward with process improvement thanks to the Denta Quest grant.
- Dr Rahbar is getting more admin time.
- Erin Dunn, assembly member new staffer in Eureka, was here yesterday for a site visit. It went really well, we told her about our red tape issues at the state level, she can pass the word to other assembly members.
- We are doing a billing and revenue cycle training for the dental department because we don't know how to process private/commercial insurance. We don't know how to manage their co-pay or deductibles. RRHC ends up not being paid by the insurance company or by the patients. Erica was getting money directly from her insurance instead of RRHC because Dr White was not authorized. Tina said that Dr White is registered now. Erica got a bill 3 months later from RRHC. Dental Quest recommended picking only the 5 most popular insurance companies.
- We are working on QI outreach, contacting PHP patients that haven't been seen recently as the schedule is light in medical this month. We also have to achieve QI goals, the QI outreach team is working on it.
- RRHC enrolled employees in a bronze insurance plan, instead of a silver plan last year so the cost for RRHC remains stable.
- We are waiting for a fire inspection for Redway and South Fork High School in order to get facility licenses. Every school based site has to be licensed from now on. There is a state fire marshal from McKinleyville who can come down and show local fire departments how to do the inspection.
- We did financial analysis for the dental van, the dental expansion and the McKinleyville acupuncture. The dental

van will definitely make money. Tina is concerned about the scope of the dental expansion.

- Christina and Tina were part of the Southern Humboldt economy meeting. We could be part of a municipal advisory committee for incorporated area. Christina has more background to be the decision person. It's a way to communicate with the county. We don't know much right now, we are just doing research.
- We are also looking for a different text messaging company because the current one is not performing well enough.
- The billing department is working on collections. Patient invoices/statements from January 2018 and forward will go out to the collecting agency next week.

5. Executive Director Update (pg.1-2)

6. Consent Agenda, *Includes Minutes of the September 2018 Board & Finance Committee meetings (pgs.3-6 ); October 2018 Medical, Dental, Behavioral Health, IT, Facilities & CQI Reports (pgs.7-18); September 2018 Productivity report (pg. 19); September 2018 Financial Statements (Attachment 1)*  
**\*Erica Boyd moved to approve the Consent Agenda, Janet Fitzgerald seconded and all were in favor.**

7. Recruiting Update

A. Physician

We were expecting a new candidate but he contacted us the day before and said he was going to stay in the Bay Area. He was from Pennsylvania, but he preferred the Bay area. Another candidate with a lot of experience said we were too north. We interviewed another candidate who sounded very interested on the phone but he never set up a date after the interview.

B. Dentist

The dental team will make a decision by the end of the month. Lots of candidates were interviewed. He/she would be living in the shared housing with Dr Rahbar. We need to explore more housing solutions because we'll need 2 more dentists and 1 hygienist in the future. Ralph mentioned one of his neighbors just remodeled his house and is renting it. It has 3 bedrooms - \$1500 a month. Tina doesn't think that we should do share housing anymore. Erica might also know of a place for rent.

We should rent a place first and then hire someone. Nancy, the new nurse, lives in the back of the house we own. She's bilingual, she's from the Bay Area and she worked in Oregon.

C. CPSP Health Educator

We are still looking for a CPSP. Tina asked the Board if they knew anybody who would be interested. Caroline is filling that role in the meantime. Candidates must have 1 year experience working with pregnant women. Erica mentioned that a doula would be perfect.

D. Medical Assistant

We might not need a MA because Vera will be back in a couple of months from her medical leave and we want to see if we can move forward with innovative workforce models.

8. Action Items for Review and Approval

A. Updated Lab P&Ps

1. Laboratory P&P (pgs. 20-22)

Patients with insurance shouldn't be charged \$12 lab fees. Quest should be charged for lab work.

**\*Janet Fitzgerald moved to approve the updated Laboratory P & P. Christina Huff seconded and the motion passed unanimously.**

2. Critical Laboratory Values (pg. 23)

**\*Christina Huff moved to approve the updated Critical Laboratory Values P & P. Pamela Moore seconded and the motion passed unanimously.**

3. Quality Control (pg. 24)

**\*Christina Huff moved to approve the updated Quality Control P & P. Pamela Moore seconded and the motion passed unanimously.**

4. In-House Testing (pg. 25)

Ralph reported that half of the employees didn't want to get flu shots. Christina is concerned about her husband who is a patient. It was said in a past meeting that someone would educate more the staff about getting flu shots. Elders and infants mostly are concerned. Eventually, the staff has the right to refuse.

**\*Christina Huff moved to approve the updated In-House Testing P & P. Pamela Moore seconded and the motion passed unanimously.**

B. CPCA

CPCA gives the opportunity to health centers to join litigation and be retro-paid for all the dental claims that were billed between 2009 and 2013 and covered by DentiCal/MediCal. It would be at least \$100,000 in revenue for the clinic. If we

pay \$3,200 to CPCA, we could be part of the litigation. It will take staff time to create all the claims. Some of the claims are in our old system. Tina doesn't know the chances of success but she thinks it's worth the time and money. Other clinics are doing it. Medical didn't pay for dental, it was reinstated but they never paid.

**\*Janet Fitzgerald made a motion to pay \$3,200 to CPCA to join the litigation. Marcia Mendels seconded and the motion passed unanimously.**

C. Change of the loan amount for the dental van

The dental van and the upgraded equipment will cost an extra \$20,000. It is operating 3 days a week and Tina mentioned that we can still pay the loan. Southern Trinity is interested in buying our old dental van, maybe for the same amount we purchased it, \$80,000. The money could go towards the new dental van or the dental expansion.

**\*Christina Huff made a motion to pay an extra \$20,000 for the new dental van. Marcia Mendels seconded and the motion passed unanimously.**

D. New bank account

We had a motion to open a new Umpqua account, for checks only and to continue with our existing account for deposits. But Umpqua won't let us do it. We would have to close the account, we can't keep it open for deposits only. Open Doors said they had to open a new account and switch everything over also, starting with bigger payers first.

**\*Marcia Mendels made a motion to close and reopen a new account. Pamela Moore seconded and the motion passed unanimously.**

E. Humboldt Area Foundation

\$300,000 from 340B will be moved to a new Humboldt Area Foundation account for the building expansion because it is just sitting on a bank account now. It's not making any money. It will be called "Building the Future" fund. We have to decide if we want to move the money to be placed in short, medium or long term. We have an existing fund of over \$800,000 placed in long term investment. The Humboldt Area Foundation consultant recommended moving the money from long term to middle term if it will be used for the dental expansion. Erica doesn't want to move all the money from the long term. We should take some money out for expansion, maybe \$450,000 in medium term. Short term has a pretty low interest. We are going to need the money in 2 years. Janet suggested keeping the money in long term and starting a new fund next year. Patrick, the HAF consultant, recommends moving the money out of the long term before the market crashes and create a new long term fund once the market bounces back. The Building the Future fund should be in medium term. Tina isn't sure we can put a portion of the fund in 2 different fund tiers. If it's not too late, we should create 2 new funds: 1 for dental expansion, 1 not dedicated to anything.

Erica said that short term would allow us to not lose money at all, it's safer but it makes very little money. We could still lose money on medium term. We hope the market will bounce back. Erica thinks we should place the "Building the future" fund in short time, the existing one in middle term. We can change the terms later.

**\*Janet Fitzgerald made a motion to move the existing funds (over \$900,000) from long-term to medium-term investment pool. Erica Boyd seconded and the motion passed unanimously.**

**\*Janet Fitzgerald made a motion to place Building the Future fund (\$300,000) to medium-term investment pool. Christina Huff seconded and the motion passed unanimously.**

F. Mc Kinleyville acupuncture office

Tina says it's financially feasible to have an acupuncture office in McKinleyville. Michaia was in McKinleyville 2 days a week. She proposed to see 88 patients a month. 60% of her patients have Medi-Cal. She would still come at RRHC 1 day a week. She would have an office assistant to do all the paperwork.

**\*Janet Fitzgerald made a motion to have an acupuncture office in McKinleyville. Marcia Mendels seconded and the motion passed unanimously.**

G. Bylaws change

Christina would like to suggest a Bylaws change (article 8, section 1). She is suggesting moving the annual membership meeting to May or June instead of November to be a more fun event outdoors. It will be on the agenda next month.

9. Discussion Items

A. Board Training Topic(s) of the Month: The Board's Role in Evaluating Affiliation Opportunities (electronic only)

B. Donor Cultivation & Fundraising (follow-up from committee)

Patrick, the Humboldt Area Foundation consultant, gave some advice about how to structure our fundraising campaign and how to focus on large donors. Small donations come after securing the big donors. We should start silent prospecting first. We'll have meet and greets to educate the public about our project and to talk about the difference between our fundraising campaign and the hospital fundraising campaign. We have lots of non-profits in our community that need to raise funds. Previous board members could be potential donors, they should be invited at the meet and greets.

C. Facility Renovation & Expansion (including Oral Health Needs) pgs. 26-28

Tina showed the new design of the new admin office, in the old Daisy's motorsports.

Eligibility has to work in a different way. When a patient calls without insurance, eligibility calls back and asks the patient to bring paperwork. Usually, patients don't get a same day eligibility appointment but if it happens, eligibility

could ask patients to come early and sign up for insurance before their medical appointment. We could use technology, using the side desk in the lobby and have patients doing a video call with eligibility in the new building. We are also going to talk to Open Doors and see how they do it.

Staff met on Tuesday and talked about overflow issues. Legally, we are required to have one bathroom per gender for 15 and under employees. If we have over 15 full time employees, we have to have 2 bathrooms. We are thinking about renting nice porta potties. The landlords will also send us a quote to rent the garage next to the office space because there is another bathroom inside.

The move is very expensive. Terri is putting together numbers. Cubicles alone are already \$80K, wiring is \$10K, and flooring is \$15K...It might be a \$300K move. Tina mentioned that we have operational money. We don't have other option though. During constructions, we have to move the office. Mental health, eligibility staff and Michele don't have enough working space. At the earliest, we would be close to move by January 2019.

Southern Humboldt is a difficult community to move in, that's why we have problems keeping medical and dental staff. We need to find ways/ideas to be more welcoming to new staff and help them adapt. It could be on the agenda for the next board meeting.

Dental staff does oral assessment for kindergarteners. We could go to the schools to do the assessments. We might start doing it with 3<sup>rd</sup> and 6<sup>th</sup> graders also. We don't get paid for the assessment as it's not an exam. A hygienist might be able to do it instead of a dentist.

#### D. QI & Finance Updates (pgs. 29-33)

Next Gen is generating finance stats, but not by department. We should just look at the reports instead of ratios. Ratios usually don't change. Christina and Tina like the trend line.

Christina would like to thank the dental staff for doing the Stand Down in Ferndale beginning of October. Tina is going to send an email/card.

#### 10. Future Agenda Items & Next Board Meeting

- Updated Records P&Ps
- Updated High Risk Patients P&P
- Water storage tank
- Updated Bylaws
- Naloxone Prescribing P&P
- Updated 340B P&P
- New McKinleyville Acupuncture office

Next Board Meeting will be held Wednesday, November 28, 2018 at 3:30 pm after the Finance Committee meeting at 3:00.

#### 11. Executive Session

#### 12. Adjourn Meeting