

**REDWOODS RURAL HEALTH CENTER**  
**BOARD OF DIRECTORS MEETING**  
Wednesday, November 28, 2018 at 3:30pm

**MISSION:** *Redwoods Rural Health Center will provide responsive, preventive, high quality primary health care services, through a variety of healing disciplines, to all people without regard to social or economic status.*

**Present:** *Christina Huff, Marcia Mendels, Erica Boyd, Elise Sauer, Pamela Moore, Janet Fitzgerald, Scott Bliss, Ralph Emerson, Sheila O'Toole, Tina Tvedt and Anne Sachs.*

Agenda

1. Call to Order & Assign Time-Keeper - Meeting called to order at 3:40pm, group will keep time.
2. Approve Agenda - The following items were added to the agenda:
  - Dental van.**\*Ralph Emerson moved to approve the agenda with the above additions. Christina Huff seconded and the motion passed unanimously.**
3. Correspondence/Public Comment  
Christina would like someone to go to the breakfast benefit with her for Planned Parenthood in Eureka on January 25.  
Erica talked about an interesting article in the New Yorker that explained how to improve quality in clinics. Sheila reports that she had a great experience for her dental appointment with Dr White and Suzi.
4. Update from Board Members &/or Staff Members
5. Executive Director Update (pg.1-3)

Tina attended the Dental Transformation Initiative in Eureka this week. It was very informative and everyone was excited about the dental expansion, we are one of the two clinics accepting MediCal in Humboldt County.

We decided to do only the dental expansion, not the parking or the medical extension. The dental department is re-designing their scheduling; there will have fewer patient appointment slots. It will allow dental staff to do more restorative work. They now have to do emergency evaluation and emergency treatment on the same day. Appointments will be longer, but RRHC will be paid the same amount. We'll try to shorten the appointments with the new dentist.

Kelly is applying for a scholarship through RCAA to become a RDH with expanded functions so she can do a lot of the work that dentists do. The county is also going to give us a grant to fund 2 of our dental assistants to get expanded functions. Janet mentioned that we have to make sure that they stay with RRHC afterwards.

We also started to rent a new house on Redway drive for providers.

We are doing a winter coat and sock drive until Dec 20.

Jimmie has been working all month on the Medicare report and it is due by the end of the month.

Staff bonuses will be distributed at the staff holiday party.

Dr White said we won't schedule new patients until February for March appointments because the dental department had too many no shows. We'll be only a month behind to reduce no shows rate. Elise mentioned that the problem is that we don't have enough dental providers. The cancellation list is very long. Tina is going to make sure we use technology to manage the dental waiting list properly.

6. Consent Agenda *Includes Minutes of the October 2018 Board & Finance Committee meetings (pgs.4-8 ); October 2018 Medical, Dental, Facilities & CQI Reports (pgs.9-15); October 2018 Productivity report (pgs.16-17); October 2018 Financial Statements (pgs.18-35); FYE 2018 Audit (pgs.36-41-electronic only)*

**\*Ralph Emerson moved to approve the agenda with the above addition, Janet Fitzgerald and Pamela Moore seconded and the motion passed unanimously.**

7. Recruiting Update
  - A. Physician
 

A candidate cancelled his appointment this week but he's still interested. He's looking for a better weather to drive up here. He's a DO, he was in the Special Forces and he has experience using cannabis for medical purposes.
  - B. Dentist
 

We just interviewed a potential dentist, she's a new graduate. She's in a residency in Denver. The interview went really well and we hope she'll come for a site visit in January.
  - C. HPSA Update (pgs. 42-47)
 

The higher the score, the more likely you get a federally funded scholarship. Our primary care and our dental scores went up.  
Our behavioral health score went down, which is odd. We need to get the list of the providers from the federal government and compare them to who the actual providers are (MediCal providers only). They can address the score accordingly.
  
8. Action Items for Review and Approval
  - A. Rio Dell as a new school-based site for preventive dental services
 

Our dental hygienist doesn't work on Fridays and she'd like to start a school-based program on Fridays. There is a start-up cost for equipment. The Dental Initiative Program is going to cover this cost. She would see less than 20 children a month. They would be kids that are already seen in the dental van and have a treatment plan. It would be a great follow-up for these kids. We would get revenue service, about \$25K a year. After expenses, it would be around \$2,000 a year.  
We are adding Rio Dell as a site, not an addition of services.  
**\*Ralph Emerson moved to add Rio Dell as a new school-based site, Marcia Mendels seconded and the motion passed unanimously.**
  - B. Approval of new outsourced billing agency (pg. 48)
 

Tina was excited about outsourcing billing 5 years ago to RCM. They were at a higher rate, over 7% of collections. Now, PMG is at 4.9% with a \$5,000 start up which is lower than our current fee (5.4%). CPCA is a good advocate; they will have our back if there is any issue.  
We are going to change our statements. We are going to start with PMG in February.  
**\*Janet Fitzgerald moved approve the new outsourced billing agency, Christina Huff seconded and the motion passed unanimously.**
  - C. Approval of Privileging for Dr. White, Dr. Rai, Dr. Rahbar, Dr. Scheel, Marilyn Foote, & Juliet Hegdal (pgs. 49-66)
 

**\*Janet Fitzgerald moved to approve of Privileging for Dr White, Dr Rai, Dr Rahbar, Dr Scheel, Marilyn Foot and Juliet Hegdal, Pamela Moore seconded and the motion passed unanimously.**  
Tina explained that Dr Rai is our new dentist, she's starting next week.
  - D. Approve FYE 2018 Audited Financial Reports
 

Erica likes the new audit firm. We only have to do few adjustments for the next reports.  
**\*Janet Fitzgerald moved to approve the FYE 2018 Audited Financial Reports, Marcia Mendels seconded and the motion passed unanimously.**
  
9. Discussion Items
  - A- Dental van
 

\$335K was the original purchase price of the dental van. Last month, the board approved an increase in \$20K for the equipment that was not included in the original price. Now, the new purchase price would be \$413K. This includes a 1% discount from the van company. Tina would like to wait next month to have more information about this increase. Tina says we can afford it, even with the increase. Elise thinks we should wait a little bit and see what we could get for the old van. The board needs to get more info about the \$60K increase before approving the new quote. Dr Rahbar would work in the new dental van so Dr White would be on site full time. The board is concerned about reducing the productivity. We see on average 17 patients a day, which is lower than other dental clinics. However, DentaQuest said that we are over productive. The demand is very high and Elise said that the community feels discouraged about the wait. Our service area is between Redcrest to Piercy except for emergency cases. With the new scheduling, we are only scheduling 2 emergency appointments instead of 4. We are at capacity with dental staff. Friday is the only day we could have another dentist or hygienist.

Tina will email the board the first and the latest quote for the dental van.

B- Board Training Topic(s) of the Month: Identifying, Disclosing, and Managing Board Members' Conflicts of Interests (electronic only)

New board members like Scott should get the manual from HRSA. Tina emailed it a couple of times; it was the site visit manual. The board would like to get the manual printed out. Michele already has some printed copies.

C- Donor Cultivation & Fundraising (follow-up from committee)

The fundraising meeting went really well. The committee talked about the fundraising timeline and the committee was trained by Terri about silent prospecting. We are putting a list of potential donors together. Tina will plan a Wine and Cheese event in January with our facility plans printed. We'll establish a list of potential donors first and then we'll have a follow-up visit with them, coffee or individual site visit. We are going to invite people to learn more about the clinic, we are not going to ask for donations until next spring. We'll also have a brunch at the clinic in April. We are not going to tell the public we are doing a fundraising campaign until we secure big donors. We could have a thermometer about how much we raised. The next fundraising committee is on December 12 at 10am.

D- Facility Renovation & Expansion (pgs. 67-68)

We are still thinking about renting the Daizy's building for our admin offices. We'd rent the whole building, including the garage so we'd have an extra bathroom. However, we'll invest lots of money in the building that we will never get back. The rent is \$4,000/month plus utilities and we have to sign a 5 year lease. We would be interested in buying the property so it would be an asset but we are not sure yet if it is for sale. We are going to send the owners a letter with a purchase offer. We might have to start from scratch, look for a new building to buy. Organic Grace is selling their building. It is located in Garberville though. There are a couple of places for rent in the Meadows. The back of the DMV building is going to be available.

**\*Janet Fitzgerald moved to approve the Facility Renovation & Expansion, Marcia Mendels seconded and the motion passed unanimously.**

Tina is going to talk to the behavioral health, perinatal and acupuncture departments next week to see what we'll do with the upper floor in dental. Amber suggested the upper floor to be behavioral health only. The dental break room needs to be bigger so all staff can fit for lunch and special occasions. Perinatal could be added on the upper floor, it will be discussed at the next leadership meeting.

E- QI Committee Report (pgs. 69-72)

Tina said we focused on root analysis for incident reports in order to make better decisions. Stephen presented helpful tools (5 Whys, fishbone). We also talked about a more standard setting for NextGen and do more pre-visit planning, especially around childhood immunizations.

F- By-Laws Change – Article 8, Section 1 change from November to May (pgs. 73-81)

We should remove the underlining of the By Laws on page 74.

G- Board's Role in Attracting and Retaining Employees

Tina distributed an updated organizational chart. There are 55 RRHC employees total instead of 46 employees last year. We need to make providers feel more comfortable in the community; invite them for coffee or outdoor activities. Christina suggested organizing a board/provider mixer. Elise offers to bring cookies to new providers.

Board recruitment

Tina mentioned that Sheila, Janet and Scott's terms are ending soon. They are all interested in serving again. We are not really in need of new members, all positions are filled but we do have to offer 3 positions to the public.

We should update the lifetime members list, some members passed away. We'll contact lifetime members and new members and give them more info about becoming a board member.

We only have 14 RRHC members signed up so far for this year.

10. Future Agenda Items & Next Board Meeting

- Updated Records P&Ps
- Updated High Risk Patients P&P
- Water storage tank
- Naloxone Prescribing P&P
- Updated 340B P&P

Next Board Meeting will be held Wednesday, December 12, 2018 at 3:30 pm after the Finance Committee meeting at 3:00pm. Save-the-Date: RRHC Holiday Party – Dec. 8 at the Angelina Woodfired Kitchen. Fundraising meeting will be earlier on Dec 12 at 1:30pm.

11. Executive Session

12. Adjourn Meeting at 5:25pm.

## Redwoods Rural Health Center Finance Committee Minutes Wednesday, November 28, 2018

PRESENT: *Christina Huff, Marcia Mendels, Erica Boyd, Elise Sauer, Pamela Moore, Janet Fitzgerald, Scott Bliss, Ralph Emerson, Jeremy Ware, Jimmy Kinder, Tina Tvedt and Anne Sachs.*

The Finance Committee meeting began at 3:00pm.

Jeremy Ware is here to talk to introduce himself and his audit firm. It was their first time working with us. They did our June 2018 audit. Jeremy is also here to talk about our audit and go through our numbers.

He congratulates everybody for the clean audit. There was no disagreement and no significant audit adjustments. The audit issued a comparative financial report between last year and this year and it looked like a good year-to-year performance. We paid off our debt this year. It was a very good year operationally.

Reports are clean. Financial ratios are all very good and healthy. Jeremy enjoyed working with Tina and Jimmie.

**Statement of cash flow** - \$1791 comes from a fraudulent check. This issue hasn't been resolved yet. It was a forgery.

Besides that, we had an increase this month. The net income is positive again (\$123,852)

**Balance sheet** – It shows that the income went up. However, we overspent in Medical Contract Services, about \$20K. Our budget for the year was just based on having Contract Services with Gina Paine, our nutritionist but we had to add all the billing from Singing Trees.

**Revenue and expense sheet** – In the Supplies and Drugs line, it looks like we also overspent, about \$54K. Medical supplies were over by \$5,000, dental supplies were also over by \$2,600. Pharmaceutical is the biggest overspent by \$40,000, which represents a 340B expense.

**Medical revenue and expense report** – On the Other Expenses line, we have \$4.7K of overage due to Rental House Expense, which was not budgeted for.

**Charges and Adjustments** – Contractual Adjustments and Bad Debt Recovery are added lines.