

South Central Family Health Center  
**Board of Directors Meeting Minutes**

April 26, 2016

**Attendees:** Fernando Almodovar, Amir Johnson, Rosie Rios, Martha Munoz, Karen Minikes, Jan Brittain  
**Absent:** Erica Hernandez-excused, Francisco Uribe-excused, Jaime Moreno-excused, Richard Veloz-excused  
**Staff:** Paul Ramos, Dr. Ruby Raya, Dr. Jose Perez, Dr. Brendan Mull, Dr. David Kadar, David Roman  
**Via Teleconference:** Genevieve Filmardirossian

<b>TOPIC/PERSON</b>	<b>DISCUSSION</b>	<b>ACTION ITEMS</b>
<b>MEETING CALLED TO ORDER</b>	The meeting was called to order at 6:30 p.m.	
<b>ROLL CALL</b>	Roll was called, there was a quorum present.	
<b>DEVELOPMENT UPDATE</b> David Roman		
Grants received in April	SCFHC received a \$34,000 grant from the California Community Foundation's Nonprofit Sustainability Initiative to investigate strategic partnership opportunities between SCFHC and The Wellness Centers.	
Grants submitted in April	<p>SCFHC submitted three (3) grant requests in April:</p> <ol style="list-style-type: none"> <li>1. A full application was submitted to the Aetna Foundation requesting \$50,000 to support the Children's Obesity Prevention Program.</li> <li>2. A \$50,000 request to the Cedars Sinai Patient Experience Initiative to support remodeling of the front office at our South Central clinic.</li> <li>3. An apprenticeship request to LA Care/WERC for the placement of two (2) patient navigators at our clinic.</li> </ol> <p>An additional grant request will be completed by the end of the month to the Crail-Johnson Foundation requesting \$25,000 to support operations at the new Vernon Clinic.</p>	

	<p>SCFHC is a partner agency on two (2) additional grants requests. Dollar amounts related to the partnership have not yet been determined. Those grants are:</p> <ol style="list-style-type: none"> <li>1. The UCLA led request to the US Department of Health Services Accountable Communities Initiative (ACI) focusing on improving heart health in South Los Angeles. SCFHC would be one of the partner clinics.</li> <li>2. The Community Health Council's led request to Community Partners CACHI (California Accountable Communities Health Initiative) multi-community demonstration project to reduce hypertension. SCFHC would be the demonstration site in South Los Angeles.</li> </ol>	
Grants Declined in April	None	
New Grant Opportunities	<ol style="list-style-type: none"> <li>1. The Prevention Institute has an open grant opportunity to provide mental health services to young men and boys in underserved communities. This competitive planning grant is for \$100,000. The deadline is in June.</li> <li>2. HRSA has once again released competitive New Access Point (NAP) grant opportunities. Senior Management is considering several opportunities, and has spoken with a consultant, Teri Jolin about strategic options. We will have more information for the Board at the next meeting.</li> </ol>	
<b>HUMAN RESOURCES UPDATE</b> Included in Packet		
New Hires	<ol style="list-style-type: none"> <li>1. Telephone Operator</li> <li>2. Medical Assistant</li> </ol>	
Resignations	<ol style="list-style-type: none"> <li>1. Medical Assistant</li> <li>2. Nurse Practitioner</li> <li>3. Patient Services Representative</li> </ol>	
Leaves of Absence	<ol style="list-style-type: none"> <li>1. Medical Assistant – Maternity Leave</li> <li>2. Medical Assistant – Maternity Leave</li> <li>3. Maintenance – Medical Leave</li> </ol>	

Openings	<ol style="list-style-type: none"> <li>1. Physician</li> <li>2. Patient Services Representative (Front Office)</li> <li>3. Licensed Clinical Social Worker</li> <li>4. Medical Assistant</li> <li>5. Outreach Worker</li> <li>6. ICS Scanner</li> <li>7. Registered Dental Assistant</li> <li>8. Maintenance Supervisor</li> <li>9. Referral Specialist</li> <li>10. Registered Nurse</li> <li>11. Managed Care Specialist</li> <li>12. Nursing Supervisor</li> <li>13. Dental Patient Services Representative</li> <li>14. Telephone Operator</li> <li>15. Dental Assistant</li> <li>16. Medical Biller</li> <li>17. Licensed Vocational Nurse</li> <li>18. Maintenance Worker</li> <li>19. Accounting Manager</li> </ol>	
<b>OPERATIONS UPDATE</b> Genevieve Filmardirossian		
Cudahy Family Health Center	<p>Genevieve stated, "Due to the high demand for medical services at the Cudahy clinic, we will be increasing the hours beginning May 1, 2016 from 20 hours per week to 28 hours per week."</p> <p>The new scheduled will be:</p> <p>Monday 8 am – 12 pm  Tuesday 8 am – 4:30 pm  Wednesday 8 am – 12 pm  Thursday 8 am – 4:30 pm  Friday 8 am – 12 pm</p>	
Community Outreach	Outreach/Enrollment staff and Cosmos Company are conducting outreach in the city of Cudahy. The outreach team is at the	

	<p>following locations: Northgate &amp; Superior Markets, Swap Meets in Cudahy and attendance at various events in the Huntington Park and South Los Angeles area. The outreach efforts have been the following:</p> <ol style="list-style-type: none"> <li>1. Contacted a total of 1,090 people</li> <li>2. Distributed 850 fliers</li> <li>3. Conducted 500 interviews</li> <li>4. Followed up with 330 appointment leads</li> </ol>	
Senate Bill 75	<p>SB 75 makes available full-scope Medi-Cal benefits for individuals under age 19 who do not meet satisfactory immigration status but meet all other eligibility requirements for the Medi-Cal Program. Eligible individuals will be enrolled in Managed Care. It is planned to have all the Managed Care staff cross trained to accommodate the growing needs of the patient population being served at all sites. Our staff is currently working on this transition by putting all children under emergency Medi-Cal. Effective May 16, 2016 SB 75 will transition all these children into Full Scope Medi-Cal coverage.</p>	
Elizabeth Health Center Update	<p>The Elizabeth Health Center is scheduled to open for medical services in the near future. We will be having the first meeting with LAUSD staff on April 26<sup>th</sup> to discuss scheduling, staff, access, protocols for students, families and community.</p>	
My Health LA (MHLA) Program	<p>We have enrolled over 2,500 patients under the MHLA Program. In order to increase the patient's awareness, we needed to do more culturally sensitive outreach materials for this population. In conjunction with Fenton Communications and the Southside Coalition, they created a new brochure (the brochure was attached).</p>	
<b>DENTAL UPDATE</b> Dr. David Kadar		
Staffing	<p>Front &amp; Back Office Positions:</p> <ul style="list-style-type: none"> <li>• The dental department continue to work with the H.R. Department to identify, interview and hire additional Front Office staff to support the addition of the new full-time provider and to perform outreach to increase patient</li> </ul>	

	<p>utilization.</p> <ul style="list-style-type: none"> <li>The dental department continues to work with Human Resources to identify, interview and hire additional per-diem dentist for coverage of absences.</li> </ul>	
<p>Productivity</p>	<p>Total encounters for dental department:</p> <ul style="list-style-type: none"> <li>March 2016 – 789, March 2015 - 537, February 2016 - 785</li> <li>Utilization was at 104% of goal</li> <li>Year-to-date encounters as of March 31, 2016 – 2,264</li> </ul> <p>Wellness Center @ Jefferson High School Encounters:</p> <ul style="list-style-type: none"> <li>March 2016 – 297</li> <li>Average patients per day – 13.5 <ul style="list-style-type: none"> <li>Average patients was above goal of 13/provider</li> <li>Utilizations was at 104% of goal</li> </ul> </li> <li>Mid-month April productivity is above projected goals</li> </ul> <p>Huntington Park Family Health Center:</p> <ul style="list-style-type: none"> <li>March 2016 – 492</li> <li>Average patients per day: 12.6/provider <ul style="list-style-type: none"> <li>Utilization was at 104% of goal (adjusted for new provider productivity)</li> <li>Current productivity goal is 13 patients/day for provider one and 11 patients/day for provider two. Each month the goals will be raised.</li> </ul> </li> <li>Mid-month March productivity is below projected goal</li> </ul> <p>Unduplicated users:</p> <ul style="list-style-type: none"> <li>March 2016 – 2056, HP-1064, JHS-992</li> <li>February 2016 – 1994, HP 1028, JHS 966</li> </ul>	

	<p>Managed Care Rosters:</p> <ul style="list-style-type: none"> <li>• Overall the department had an increase in managed care assignments: <ul style="list-style-type: none"> <li>-Jefferson had an increase in Access Dental assignments.</li> </ul> </li> <li>• Huntington Park had a small decrease in Access Dental and an increase in Liberty Dental Assignments <ul style="list-style-type: none"> <li>-Huntington Park’s roster continues to remain closed to new Access Dental assignments.</li> </ul> </li> <li>• Two meetings were held with Access Dental’s representative to discuss potential actions to work towards re-opening of Huntington Park’s roster.</li> </ul> <p>Productivity Goals:</p> <ul style="list-style-type: none"> <li>• Huntington Park productivity was 104% of adjusted goal/97% of non-adjusted goal. Well Center @ JHS was at 104% of goal.</li> <li>• The departments overall productivity was at 104% of goal.</li> <li>• Maintenance and future growth of productivity by: <ul style="list-style-type: none"> <li>-Lowering broken appointment rate – (ongoing).</li> <li>-Increasing unduplicated users via increased in-reach/outreach (ongoing).</li> <li>-Increased focus on customer service to maintain patients and increase referrals from existing patients.</li> </ul> </li> </ul>	
<p>Departmental Actions</p>	<p>Saturday sessions at Huntington Park:</p> <ul style="list-style-type: none"> <li>- Saturday sessions (2<sup>nd</sup> &amp; 4<sup>th</sup> Saturdays) continue at HP</li> <li>- Starting May, HP will be open all Saturdays</li> </ul>	
<p>HRSA Expanded Services Approval</p>	<p>The department continues to implement the expanded services at HP</p>	
<p>HRSA HIIP</p>	<p>The design and layout for the 4415 S. Central Dental Clinic has been completed and the specification drawings are currently being developed.</p>	

Outreach/In-reach	<p>Mexican American Opportunities Foundation:</p> <ul style="list-style-type: none"> <li>• HPFHC participated in MAOF's University day on 3/18/16.</li> <li>• The director conducted an educational session for parents discussing the importance of children's oral health.</li> <li>• The outreach team provided information and answered questions about our services to the attendees.</li> </ul>	
Challenges	<p>Human Resources – staffing shortage/dentist shortage:</p> <ul style="list-style-type: none"> <li>• The department continues its search for additional per-diem dentist to cover upcoming provider time off requests.</li> <li>• The staffing shortage is showing an effect on maintaining projected productivity and fulfilling outreach needs.</li> <li>• Local community clinics are reporting a shortage of qualified candidates.</li> </ul>	
<p><b>MEDICAL ADMINISTRATION UPDATE</b> Dr. Ruby Raya</p>		
Provider Meetings	<p>Dr. Raya stated, "Weekly provider meetings have included an open forum on interesting cases." They tried this in the past in a more organized format but no one wanted to do the prep. This time, it was very successful and there were 6-7 cases discussed where providers could all learn from each other. They also had a presentation from Quest Labs to do training on ordering the appropriate lab test with the appropriate diagnosis.</p>	
Providers	<p>Currently looking for a MD for the HP facility.</p>	
Productivity	<p>The number of patient visits was at all time high at 7,280 visits for the month of March 2016. With more providers, we have been able to attend to the large numbers of walk-in patients that come through our doors.</p>	
Patient Centered Medical Home (PCMH)	<p>Our level 3 certification is set to expire in August of this year and we are in the process of gathering all the data for recertification of the main site and for corporate certification of all the satellite clinics to</p>	

	include: HPFHC, WCJHS & SMTFHC @ TAS. We have engaged a previous consultant Susan Crocetti to review our application before submission to NCQA.	
Programs	CPSP: Dr. Noya also met with the medical equipment representative and we will be purchasing a new OB ultrasound machine for our pre-natal patients. Today in our action items we will need approval for the purchase of the ultrasound machine for the new Vernon Medical Center.	
Mammography	We are still doing mobile mammography exams for our patients. Dr. Maynard's proposal is to fix the mammography machine and use it to provide mammograms to our patients. He could possibly also bring an x-ray Tech and read the regular x-rays. This would bring this department back on-line. We still have a few things to get worked out and the lawyer is looking at the proposal before we present it to the board.	
Pharmacy	We are still in the process of getting our Medi-Cal and Medicare certification for pharmacy. Once we obtain the certifications, we will conduct an internal marketing campaign to get all of our patients to use the clinic pharmacy	
Satellite Clinics:		
Huntington Park Family Health Center	Dr. Raya has been working closely with Dr. Perez to interview and hire more providers for Huntington Park & Cudahy.	
Cudahy Family Health Center	The Cudahy site is picking up on visits and will be expanding its hours next month. They are doing a lot of primary care and pregnancy tests. By July, we anticipate to be up to full-time.	
S. Mark Taper Foundation Clinic @ TAS	Richard has given us the go-ahead to repair the air conditioning unit at the clinic. We plan to get this done before the summer heat. The clinic is also in need of having the security camera fixed so that the sound works.	
Wellness Center @ Jefferson High School	At the Wellness Center last week, LAUSD staff wants to help increase capacity for more dental visits and there was talk about adding more dental chairs. They will be looking into renovations. Dr. Raya agreed to do two workshops for the parents on Saturday, April 30 <sup>th</sup> on Prevention & Treatment of Childhood Obesity.	



Elizabeth Health Center	Will be meeting with LAUSD staff to set an opening date for Elizabeth Health Center. Dr. Raya scheduled a T-dap clinic before the summer vacation starts. We will be meeting with staff later this month.	
QI Committee	As part of the Institute of High Quality Care Project, we were going to improve cycle times but they said that our cycle time of 20-30 minutes were better than most private clinics and that we had to pick another component of patient satisfaction to work on. We picked cycle times of our walk in patients. We submitted our ideas for a PDSA and will be moving forward to improve the patients' experience.	
<b>FINANCE UPDATE</b> Paul Ramos		
Finance Committee	The Finance Committee met and reviewed the following documents: <ol style="list-style-type: none"> <li>1. Statement of Revenue &amp; Expenses for March 31, 2016</li> <li>2. Balance Sheet as of March 31, 2016</li> <li>3. Statement of Revenue and Expense by sites</li> <li>4. Budgeted Statement of Revenue &amp; Expenses</li> <li>5. Productivity Report (graph)</li> <li>6. Actual Visits by sites (graph)</li> <li>7. Personnel cost by department</li> <li>8. Expenditure Report by month</li> <li>9. Accounts Receivable Aging and Detail</li> <li>10. Accounts Payable Aging and Detail</li> <li>11. Cash Receipts &amp; Disbursement Reports</li> <li>12. Payer Mix</li> </ol>	
Revenue	Total Revenue: March 2016 – 1,462,001 March 2015 - \$1,207,202  Revenue increased by 22% on a year-to-date basis compared to the previous year. The total MHLA charges for the month of March was \$181,777.	

Expenses	<p>Total Expenses:</p> <p>March 2016 - \$1,458,868 March 2015 - \$1,204,289</p> <p>Expenses increased by 19% on a year-to-date basis over the prior year. For the month of March 2016, there was an excess of \$3,133. contractual services increased in per diem physicians and radiology and are reflected in the expenditures report. On a year-to-date basis, there is an excess of \$9,722 compared to a deficit of \$80,644 during the same period last year.</p>	
Assets & Liabilities	Total cash and investment balance as of March 31, 2016 was \$908,625. Total Net Assets as of March 31, 2016 was \$6,657,600.	
Productivity	During March 2016, there were 7,280 visits compared to a projected 6,559 or 11% over budget. Total visits for the year has a variance of 3,406 or 16% over compared to last year.	
Budget	Total adjusted revenue for the year is \$247,112 over budget or 6%; patient revenue net is \$195,251 or 7% over budget. Total expenses for the year is \$63,848 under budget or 2%.	
Cash Flow	For the month, there was a deficit of \$358,000 (cash receipts minus cash disbursements). Year-to-date there was a deficit of \$634,000.	
<b>ACTION ITEMS</b>		
Approval of Consent Agenda	The Board reviewed staffs reports in advance and it was recommended that the Consent Agenda be approved.	<b>MOTION</b> by Jan Brittain that we accept and approve the Consent Agenda. Second by Karen Minikes. The motion passed unanimously.
Approval to continue to negotiate with Dr. Maynard	There was some discussion to continue negotiations with Dr. Maynard to lease SCFHC's Mammography & Radiology Department.	<b>MOTION</b> by Jan Brittain to continue negotiations with Dr. Maynard regarding the Radiology Department. Second by

		Rosie Rios. The motion passed unanimously.
Approval to purchase Ultra Sound Machine	Dr. Raya stressed the need to purchase a new Ultra Sound machine for the new Vernon Medical building. There was further discussion	<b>MOTION</b> by Jan Brittain to approve staff to purchase a new Ultra Sound machine for the new Vernon site. Second by Karen Minikes. The motion passed unanimously.
Approval to pay \$30,000 Dr. Rakhi Sinha's Malpractice Insurance	There was some lengthy discussion regarding Dr. Rakhi Sinha's malpractice insurance (tail coverage) from her previous employer. The total amount is \$60,000 however, SCFHC has agreed to pay 1/2 @ \$30,000 to Grand Medical Associates.	<b>MOTION</b> by Jan Brittain to approve staff to pay a total of \$30,000 for Dr. Sinha's malpractice insurance (tail coverage) using the quarterly payment plan option that Grand Medical Associates provided. Second by Amir Johnson. The motion was passed unanimously.
Approval of the Quality Improvement/Quality Assurance Plan	Dr. Raya stated some small revisions were made to the QI/QA Plan and is asking that the Board approve.	<b>MOTION</b> by Rosie Rios at we accept and approve the revised Quality Improvement/Quality Assurance Plan. Second by Amir Johnson. The motion passed unanimously.
Approval of temporary credentialing for Dr. Edward Alexander	Dr. Raya stated the Medical Committee met and reviewed Dr. Edward Alexander's temporary credentialing.	<b>MOTION</b> by Jan Brittain that we approve Dr. Edward Alexander's

		temporary credentialing. Second by Rosie Rios. The motion passed unanimously.
Approval of privileging for Dr. Jose Perez & Dr. Edward Alexander	The Medical Committee met and reviewed privileging for Dr. Jose Perez & Dr. Edward Alexander.	<b>MOTION</b> by Amir Johnson that we approve the privileging for Drs. Perez and Alexander. Second by Karen Minikes. The motion passed unanimously.
Approval of the March 29, 2016 Board of Directors Meeting Minutes	There was a minor correction made to the minutes to include Paul Ramos as present and delete Dr. Jose Perez.	<b>MOTION</b> by Jan Brittain that we accept and approve the March 2016 minutes with the corrections. Second by Amir Johnson. The motion passed unanimously.
<b>CHAIR'S REPORT</b> Fernando Almodovar		
Calendar Review	Fernando stated the next Board meeting is scheduled for May 31 <sup>st</sup> . He stated the auditor from Vasquez & Company will be doing the Financial Audit Presentation.	
Strategic Planning Meeting	The Strategic Planning Meeting is on Saturday, June 25, 2016 at Museum of Contemporary Art (MOCA) downtown Los Angeles from 9 am – 3 pm. More information to come.	
Adjournment	There being no further business, the meeting was adjourned.	

Prepared by: Alexis Menzies

Approved by: \_\_\_\_\_