



County of Solano Community Healthcare Board

REGULAR GOVERNING BOARD MEETING MINUTES

Wednesday, November 20, 2024

In Person Meeting

Members Present:

At Roll Call: Michael Brown, Marbeya Ellis, Ruth Forney, Charla Griffith, Gerald Hase, Anthony Lofton, Seema Mirza, Annabelle Sanchez, Tracee Stacy, Brandon Wirth.

Members Absent: Etta Cooper, Deborah Hillman, Rovina Jones, Don O' Conner, Sandra Whaley.

Staff Present: Cynthia Coutee, Dona Weissenfels, Dr. Bela Matyas, Dr. Michelle Stevens, Emery Cowan, Han Yoon, Kelly Welsh, Krista McBride, Nina Delmendo, Noelle Soto, Pierce Leavell, Raechel Leas, Valerie Flores, Whitney Hunter, Danielle Seguerre-Seymour, Katreena Dotson.

Brandon Wirth acknowledged and welcomed newly promoted Health and Social Services Director, Emery Cowan, to the Community Healthcare Board meeting. Emery introduced herself and expressed her gratitude for being part of the CHB. She discussed her professional background, transitioned from Behavioral Health to H&SS Director. Emery stated that she is familiar with health care disparities and is eager to break barriers on matters such as equity efforts.

Dona Weissenfels announced that board member, Deborah Hillman, was not present because she was dealing with the loss of her husband. A card was extended to the Board Members and County staff to sign and express their condolences.

1) Call to Order – 12:03 PM

- a) Welcome
- b) Roll Call

2) Approval of the November 20, 2024, Agenda

Discussion: Brandon Wirth requested to correct Agenda Item 8b from "Voting on the 2024 Community Healthcare Board Calendar" to "Voting on the 2025 Community Healthcare Board Calendar".

Motion: To approve the revised November 16, 2024, Agenda.

Motion by: Tracee Stacey and seconded by Michael Brown.

Ayes: Michael Brown, Marbeya Ellis, Ruth Forney, Charla Griffith, Gerald Hase, Anthony Lofton, Seema Mirza, Annabelle Sanchez, Tracee Stacy, Brandon Wirth.

Nays: None.

Abstain: None.

Motion Carried.



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3) Public Comment

None.

Regular Calendar

4) Approval of Minutes

Approval of the October 16, 2024, draft Minutes.

Discussion: None.

Motion: To approve the October 16, 2024, draft Minutes.

Motion by: Marbeya Ellis and seconded by Anthony Lofton.

Ayes: Michael Brown, Marbeya Ellis, Ruth Forney, Charla Griffith, Gerald Hase, Anthony Lofton, Seema Mirza, Annabelle Sanchez, Tracee Stacy, Brandon Wirth.

Nays: None.

Abstain: None.

Motion Carried.

5) Clinic Operations Reports

a) **Staffing Update** — Pierce Leavell (*Please reference the “FHS Staffing Update – November 20, 2024”*)

- Pierce Leavell reported that three (3) Medical Assistants and two (2) Physician Assistants that were recently hired. Pierce also reported that one (1) Nurse Practitioner and one (1) Clinic Registered Nurse) departed in the months of October and November.
- Brandon Wirth inquired about the time it takes to post a vacant position and asked if HR is responsive with the process. Tracee Stacy commented on prioritizing funds to hire key personnel and asked if support is needed from the Board. Pierce, Dona Weissenfels and Dr. Bela Matyas explained that there is a process from when an employee vacates to when that vacancy is filled. There are variables such as posting the position, receiving applicants, interviewing, but the hiring process typically takes 2-5 weeks. Dr. Matyas clarified that Human Resources has been supportive with the recruitment process, but the department is also lacking personnel, and Family Health Services (FHS) is working with third-party recruiters to help with hiring providers. He acknowledged that advertising could improve but the County had been lacking applicants, clarifying that it's not the lack of posting jobs, but filling the positions.
- Annabelle Sanchez expressed the importance of fixing the vacancy issue and suggested staffing strategies, including mentorship programs for new graduates and benefits for part-time employees. Dona explained that several Medical Assistants were on maternity leave and stated that there isn't a quick process to hire temporary staff. She reported that FHS has hired providers, but they are lacking MA support. Dr. Matyas confirmed that H&SS has several



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contracts with schools, including Touro University, where nurses, medical assistants, and physicians complete clinic rotations and encourage them to consider working for the County. He stated that County salaries aren't competitive compared to private sectors, but the benefits are comparable. He also explained that employee allocation has increased since 2023, but revenue still needs to be generated to pay for staffing and operate at a high-level. Dr. Matyas also mentioned that the County is unionized so personnel strategies are limited.

- b) **Credentialing Update** — Raechel Leas – *(Please reference the “FHS Credentialing, Provider Enrollment and Sanctioning Screening Activities – Status Report – November 2024”)*
- Raechel reported that in the month of October 136 providers were screened, with no exclusions found. She also stated that 10 providers were credentialing, while four were re-credentialed.
 - There were no questions from the Board.
- c) **HRSA Grant Update(s)** — Noelle Soto – *(Please reference the “Health Resources and Services Administration (HRSA) Grant Updates – November 20, 2024”)*
- Noelle announced that the Fiscal Year 2025 Health Center Program Service Area Competition Competing Continuation application was submitted, and applicable documents would be presented at the December CHB Meeting for Board Approval. She also stated that FHS would be prepping for the 2024 Ryan White Services Report and the 2024 Uniform Data System Report for February 2025 and March 2025 deadline submission.
 - There were no questions from the Board.
- d) **Grievances/Compliments** — Pierce Leavell *(Please reference the “Grievance Reports, April-December 2023 & January– October 2024” and “Grievance Category Definitions”)*
- Pierce reported that grievances filed were primarily in the Scheduling category, but the severity rating was under 3%. The Scheduling category will likely stay high until scheduling transitions from 75% to 100%.
 - Brandon Wirth asked when the Epic system went live and if scheduling would improve in November. Dona Weissenfels explained that the Epic transitioned was in September and she anticipated that scheduling would not stabilize until January 2025, due to the holidays and staffing time off.
 - Annabelle Sanchez inquired about the how the grievances are filed, reported, and resolved. Dona clarified that patients could report grievances to their insurance carrier, such as Partnership Healthplan (PHC), as well as in the clinics. She assured the Board that FHS handles reported grievances with importance and in a timely manner by research and customer service recovery.
 - Tracee Stacy asked if the Epic system could track and log if there was a patient that is having scheduling issues, as well as average wait time notice. Dona stated that the Call Center medical assistants work proactively with the patients to get them scheduled or seen by walk-in appointment. She also explained that tracking data was not a capable feature with NextGen, so FHS is working to get the information in report form on Epic, to share with the Board. Dr. Bela Matyas added that scheduling and access to care grievances were expected in September and October due to the electronic medical records transition but stated that it has been improving.
 - Seema Mirza mentioned the difficulty and delays with clinics filling prescriptions. Dona and Dr. Matyas explained that with Epic, the Patient Portal has an electronic prescription feature that is a faster process, but filling is also handled depending on the type of medication and disease.
 - Mike Brown asked for clarification on the numbers provided on the report. Dr. Matyas clarified that the number on the graph identifies the number of patients that filed grievances. Mike also inquired about the Privacy category. Dr. Matyas explained an example of privacy complaint is



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releasing patient information inappropriately, but the Scheduling and Access to Care were the categories affected.

- Annabelle inquired about the Quality-of-Care category and asked how the clinics are evaluating and addressing that area. Dona informed that Board that Epic can provide data that NextGen could not. FHS has a 3-year quality workplan, as well as techniques, and tools that will improve patient satisfaction in the coming year. Dr. Matyas mentioned that the number of complaints reported was low in volume. Brandon added that, although each patient's grievance is important, the number of complaints compared to the number of patients served is relative.
 - Brandon also reminded the Board Members to be mindful that the Board's role is governance, not operational. Tracee Stacy re-emphasized that the on-boarding process for new Board Members needs to be in place. Annabelle stated that the Board's goal is to identify the gaps and improve quality, marketing, and staffing. Ruth Forney suggested a Board Retreat to assist with the on-boarding process.
- e) **H&SS Compliance** — Krista McBride (*"FHS Compliance Incident Report Tracking, October 1- October 31, 2024"*)
- Krista McBride reported that there was one (1) breach filed due to protected health information (PHI) in an email sent outside the County network, in error. She also stated that the Vallejo clinic experienced vandalism to the lab specimen receptacle.
 - There were no questions from the Board.
- f) **Finance & Revenue Cycle Management** — Nina Delmendo (*Please reference the "Operations Report – Finance September 2024: "Solano County Expenditure and Revenue Report FHS – November 2024"*)
Finance Report
- Nina Delmendo reported that Valerie Flores has been prepping the mid-year budget and explained that all revenues and expenses are reviewed and compared to the Board-approved "working budget" to determine financial performance with the projected goals and identify deviations. Nina stated that an update on the mid-year report should be available in February 2025. She also explained that percentages may be lower due to charges not being applied to the General Ledger (GL). Nina noted during this part of the year, the earmark is 33% from the YTD Actuals percentages reflected in the Finance Report, stating that a couple of line items were over.
 - Tracee Stacy inquired about the "Salaries" expenditures. Nina stated that she will research that area, but explained, for example, some clinical staff receives "Standby Pay" due to being on 24-hour response duty. The Fiscal Team would look at the variables during mid-year review and could project a higher amount for the following year, not change the budget.
- Revenue Cycle Reports
- The "Revenue Cycle Reports for October 31, 2024 – Revenue Cycle Report Total Encounters" document was handed out to the Board Members at the CHB Meeting by Whiney Hunter.
 - Nina stated that the report shows encounters from July to October. In July and August data from NextGen. September included both NextGen and OCHIN Epic. October showed "closed encounters", documentation was submitted, and charges were processed. Nina explained that encounters that were in "open" status did not reflect in the report, but she anticipates that those encounters will be closed by the next month's CHB Meeting. Nina added that the target goal is off due to limited scheduling.



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- g) **Referrals Report** — Cynthia Coutee (*Please reference the “Family Health Services Referrals – Time Period October 2024” and “Five Day History Dashboard – Number of Referral/Authorization Records, November 4-8-2024”*)
- Cynthia reported that in October there was 780 referrals including 671 in Adult Specialties and 109 Pediatric Specialties. Cynthia explained the referral process, stating that when a referral is processed, it placed in “Deferred” status until the patient is seen by the Specialist and “Consultation Notes” are received by the Referral Team and the referral can be closed. She also mentioned that deferring time varies depending on the specialist.
 - Cynthia mentioned that two (2) additional medical assistants (MA) were trained to process referrals in Vacaville in preparation for an employee going out on Maternity Leave, as well as a new MA in Vallejo, totaling 10 MA’s who are assigned to referrals. She also stated that if needed, the MA’s will assist with direct-patient care and support the provider(s).
 - Cynthia handed out a revised “Five Day History Dashboard – Number of Referral/Authorization Records” Report, that showed a daily count of how many referrals were added and how many were processed, data retrieved from Epic. She explained that those numbers are based on a 75% scheduling rate and will be higher when the clinics start to schedule at 100%.
 - Ruth Forney commended Cynthia for being proactive with training staff for referrals and asked if cross-training employees is a general practice. Cynthia confirmed that Vacaville MA’s are cross-trained.
 - Brandon Wirth acknowledged that the “Five-Day History” report shows in detail how many referrals the clinic receives each day.
- h) **OCHIN EPIC Update(s)** — Dona Weissenfels
- Dona Weissenfels complimented the FHS managers for supporting their staff and investing into the new system and changes. She reported that everyone has been trained on Epic and FHS is now in the sustainability period. Dona explained that there are 42 “Jiras” that are concerns/issues that will require OCHIN and Netravine’s assistance with resolving. She mentioned that in December, OCHIN will be visiting the dental clinics to review workflows and provide support. They will also observe the medical clinics in January.
 - Marbeya Ellis asked if other sectors are utilizing Epic. Dona confirmed that companies like Kaiser have long introduced Epic as their electronic health records system and Northbay will soon transition, so Solano County took a big step with that project. She also stated that with the help of the government procurement process, the County was able to get “Full-Source”. Dona added that with Epic, FHS will have to capability to communicate with other health care systems to improve continuity of care.
- i) **QI Update** – Han Yoon – (*Please reference the “QIP Adult Measures – As of November 5, 2024 & “QIP Pediatrics Measures – As of November 5, 2024”*)
- Han Yoon presented two QIP Adult Measures and QIP Pediatric Measures graphs, explaining that FHS has 28,000 PHC-insured patients. He stated that the “Numerator” on the graph is the number of patients who had met the quality in each measure. The “50th Target” is partial payment goal and the “90th Target” is full payment goal. He stated that the graphs show all three (3) clinics and where they stand on each quality measure.
 - Tracee Stacy inquired about the Cervical Cancer Screening efforts that were mentioned at the October 16, 2024, CHB Meeting. Han explained that there was a high no-show rate in all clinics, but FHS is continually working with the Locum Provider to schedule those appointments.



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j) **FHS Clinic Q-Matic Stats** — Noelle Soto – (*Please reference the “Clinic Metrics – Queue Management (Q-Matic) Stats – November 20, 2024”*)

- Noelle Soto reported that September data was missing for the Vallejo clinic, but numbers had dropped due to the Epic transition. Dr. Bela Matyas added that the number of people coming into the clinics are not necessarily a billable “encounter”, but still provide care.
- There were no questions from the Board.

6) CHB Follow-up to Clinic Quality and Operational Reports

Review, Follow-up & Action: CHB will provide feedback on reports, request additional information on quality and clinic operations reports & follow up on these requests.

- Tracee Stacey suggested internal assessment process with grievances.

7) HRSA Project Officer Report

a) Health Center HRSA Project Officer Update – Dona Weissenfels

i) Health Center Activities – Internal and External Update

Internal News:

- Dona Weissenfels discussed goal #5 of the Strategic Plan – Optimize financial operations, including revenue and expenses, ensure full compliance with HRSA FQHC financial regulations and prepare for transition to APM. She explained that before Gerald Huber retired as H&SS Director, he arranged a meeting with PHC and the County Administrator’s Office, which led to Wipfli Consultants working with FHS on rate-setting. Dona informed the Board that rate had not been changed in 12 years. She described that the application process as very lengthy, requiring expertise and collaboration with Fiscal and operations. To initiate a rate evaluation with HRSA, a triggering event is required by adding a specialty service to the FHS clinics. Leadership reviewed previous referrals and Dermatology was considered due to the submission volume. However, Dona stated that it would require a “look-back period” of productivity and concluded that FHS would be penalized. She informed the Board that the most viable option is chiropractic or acupuncture services. Wipfli recommended firms that can assist with the process of adding the service to the clinics but will need to be presented to the Board for approval. If approved, it would need to be documented in the CHB Meeting Minutes and a “Change of Scope” can be submitted to HRSA and DHCS to start the 9 to 12-month process. Nina Delmendo added that this year’s financial data will be used in the rate change application which would be submitted in the Fall of 2025.
- Dona requested that the Board Members review the “Change of Scope” handout that was provided in the CHB Agenda Packet and expressed the importance of this request. Tracee Stacy, Seema Mirza, and Annabelle Sanchez agreed that either chiropractic or acupuncture would be a beneficial option. Dr. Bela Matyas explained that it takes approximately \$38M to run the FHS clinics and revenue is estimated at \$30M, so it is anticipated that the rate change could close the gap by \$5M. He also stated that either service will help patients with pain management, but it would need to determine which one will make the most overall impact for the clinics. Chiropractic requires minimum visits occurred in this fiscal year in all FHS clinics, stating that it would be cheaper to hire one Acupuncturist, but may not be as accessible. While a Chiropractor may require multiple visits in a week, which would require multiple Chiropractors. Dr. Matyas also mentioned that Touro has Osteopathic Manipulative



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Medicine (OMM) providers and cannot confirm if it is different from Chiropractic services, but it will be researched, and more information will be presented to the Board.

- Brandon Wirth asked when this request will be an Action Item. Dr. Matyas stated that it will be presented at the December 18, 2024, meeting.
- Dona stated that productivity will be the focus in 2025.
- Tracee asked if a report can be presented to show patients that stopped service. Dona confirmed that the data would come from PHC, but it requires finetuning, even with Epic.

External News:

- Dona provided the “NACHC Statement Regarding the 2024 Election” handout at the meeting. She explained that when there is a shift in government, it could impact the health centers and funding, so she included the statement for Board Member awareness.
- There were no questions from the Board.

8) Discussion

- a) Board Nominations – Chair, Vice Chair and Member At Large. Voting for these offices will be at the December 18, 2024, Meeting. *(Moved topic to 8b.)*
 - Brandon Wirth requested to discuss the Board Calendar item (8a) before the Board Nominations topic (8b). He asked if there were any requested changes to the calendar before it is added to the December 18, 2024, CHB Meeting Agenda. Brandon added that it is considered a living document, and it is subject to change, as events are presented, such as On-boarding Meetings.
 - Nina Delmendo stated that the Sliding Fee Scale Policy is presented for approval in February but will need to be rescheduled to an unknown date due to OCHIN rate changes.
 - Han Yoon requested that the Quarterly Quality Improvement Report to be presented when the Quarterly Financial Report is scheduled for review and approval, from March to April, and from June to August.
- b) Review Annual Board Calendar for any additions or changes. Voting on the 2024 Community Healthcare Board Calendar will be at the December 18, 2024, Meeting. *(Moved topic to 8a.)*
 - Brandon Wirth explained the annual Board Nomination process to the newer Board Members. He stated that it is an open election, and any Board Member can be considered for Chair, Vice Chair and Member At Large, but he also mentioned that the Vice Chair should be prepared to transition into the Chair position.
 - Brandon also mentioned that nominees will be identified before voting in December and can be nominated by other Board Members or self-nominate. Tracee Stacy inquired about the Executive Committee and Kelly Welsh referenced page 17, Section 2: Membership of the “Bylaws of the County of Solano Community Healthcare Board”. Brandon confirmed that he will not serve as Chair but nominated Michael Brown for the position. Michael Brown stated that he will accept Chair or Vice Chair. Brandon explained the time commitment as Board Chair; monthly one-hour meetings with the Executive Committee to review and plan for the upcoming Board Meeting, as well as collaborative meetings with Dona regarding governance matters.
 - Charla Griffith nominated Ruth Forney for Chair. Ruth did not officially accept the nomination. Tracee was nominated for Chair and will accept if the position remains open.
 - Tracee was also nominated for Vice Chair. Ruth inquired with the newer Board Members. Marbeya Ellis commented that she does not know enough to support in that capacity. Dona and Michael assured her that it would be a good way to learn the role and there would be support



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from Dona, County Counsel and the Board Clerk, Danielle Seguerre-Seymour. Marbeya did not self-nominate.

- No Board Members were identified for Member At Large.

9) Board Member Comments

- Tracee Stacy requested to add homeless/overdoses at the December 18, 2024, meeting.

10) Adjourn: To the Community Healthcare Board Meeting of:

DATE: December 18, 2024
TIME: 12:00 PM — 2:00 PM
Location: Multi-Purpose Room
2101 Courage Drive
Fairfield, CA 94533

The Meeting was adjourned at 2:05 PM.

Handouts in the Agenda Packet:

- CHB October 16, 2024, draft Meeting Minutes
- Clinic Operations Report – FHS Staffing Update – November 20, 2024
- Clinic Operations Report – FHS Credentialing, Provider Enrollment and Sanctioning Screening Activities – Status Report – November 2024
- Clinic Operations Report – Health Resources and Services Administration (HRSA) Grant Updates – November 20, 2024
- Clinic Operations Report – Grievance Reports, April-December 2023 & January– October 2024” and Grievance Category Definitions
- Clinic Operations Report – FHS Compliance Incident Report Tracking, October 1- October 31, 2024
- Clinic Operations Report – Finance November 2024 – Solano County Expenditure and Revenue Report FHS – October 2024
- Clinic Operations Report – Family Health Services Referrals – Time Period October 2024
- Clinic Operations Report – Five Day History Dashboard – Number of Referral/Authorization Records, November 4-8-2024
- Clinic Operations Report – QIP Adult Measures – As of November 5, 2024
- Clinic Operations Report – QIP Pediatric Measure – As of November 5, 2024
- Clinic Operations Report – Clinic Measures – Queue Management (Q-Matic) Status, November 20, 2024
- HRSA Health Center Program – Change in Scope Assurances
- Family Health Services – Community Healthcare Board 2025 Annual Calendar Draft
- Clinic Operations Report – Revenue Cycle Reports – October 31, 2024, Total Encounters Through October 31, 2024 (*handout presented at the meeting.*)
- Clinic Operations Report – Five Day History Dashboard – Number of Referral/Authorization Records, November 4-8-2024 (*handout revised and presented at the meeting.*)
- NACHC Statement Regarding the 2024 Election (*handout presented at the meeting.*)