

Board of Directors Meeting Minutes
Thursday, January 28, 2021
Meeting Provided by Zoom and at FMA

The Board of Directors of Northwest Health Services met on Thursday, January 28, 2021, at 6:30 pm at Northwest Health Services, 2303 Village Drive, St. Joseph, Missouri, and by Zoom.

Members Present: Whitney Lanning, President; Kim Ireland, Vice President; Patrick Modlin, Secretary; Steve Loucks, Les Phillips, Carolyn Hall, and Jennifer McKinley.

Members Absent: Sherry Weldon and Dr. Phillip Frank.

NHS staff present: Matt Younger, CEO; Terry Petersen, COO; Dr. Brushwood, CMO; Kathy Davenport, CCO; Stacey Lawrence, Director of Human Resources; Tina Taylor, Director of Finance; Miranda Phillips, Director of Pharmacy; Judy Hood, Director of Compliance; Dan Kempker, Director of Budget and Planning; and Jena Propheter, Scribe.

Whitney Lanning, Board President, called the meeting to order at 6:35 pm. A quorum was established.

The Board reviewed the December 29th, 2020 board minutes, January 6, 2021 board minutes, and the consent agenda items, including the CEO Report. Board Chair opened the floor for removal of any items from the consent agenda.

Kim Ireland made a **MOTION** to accept the board minutes and consent agenda. Patrick Modlin seconded the motion. **PASSED 7-0**

The Board reviewed the Financial Minutes for December 29th, 2020.

Financial Summary

Productivity Statistics

- **Total visits:** December: 8,539 actual / 10,705 budgeted (80% of budget achieved)
YTD: 87,276 actual / 116,294 budgeted (75% of budget achieved)
- **Medical visits:** December: 4,723 actual / 6,197 budgeted (76% of budget achieved)
YTD: 51,369 actual / 68,068 budgeted (75% of budget achieved)
- **Dental visits:** December: 2,446 actual / 2,483 budgeted (99% of budget achieved)
YTD: 20,861 actual / 27,426 budgeted (76% of budget achieved)
- **Behavioral Health visits:** December: 1,370 actual / 2,025 budgeted (68% of budget achieved)
YTD: 15,046 actual / 20,800 budgeted (72% of budget achieved)
- **Prescriptions:** December: 8,799 actual / 6,976 budgeted (26% over budget achieved)
YTD: 85,294 actual / 74,798 budgeted (14% over budget achieved)

Accounts Receivable

- The net AR as of December 31, 2020 was 587K and Gross days in AR was 28.3 and YTD was 26.7. The gross AR as of December 31, 2020 was \$2.18M.

Balance Sheet

- \$5.3M in cash, of which \$2.83M is operating cash and the remainder \$1.45M is reserved for Medicaid Payable. Note \$1M in Escrow for NWFD building improvements.
- Days unrestricted cash on hand is 32.47 days as of December 31, 2020.
- On Dashboard BS, when comparing to prior year Cash and Investments, we increased by \$2.6M.
- Account payable average days was 19.4.

Income Statement

- **Total Net Income for the Month/Year: For the month was \$161K and YTD was \$1.34M.**

Revenues

- **Net Patient Revenue: For the month/year was \$993K and \$10.1M YTD (32.21% of budget)**
- **Grant Revenue: For the month/year was \$778K and \$8.3M (67% over budget)**
- **Pharmacy Revenue: For the month/year was \$575K and \$5.83M (29% over budget)**
- **340B Revenue: For the month/year was \$429K and \$4.87M (15% below budget)**
- **Other Income: For the month/year was \$168K and \$2.96M (153% over budget)**
- **Total Revenue: For the month/year was \$2.94M and \$32M**

Expenses

- **Salaries and Wages: For the month/year was \$1.42M and \$15.9M (6.43% YTD under budget)**
- **Professional/Contract Fees: For the month/year was \$247K and \$2.72M (2.71%YTD over budget)**
- **Other Expenses: For the month/year was \$854K and \$9.2M (13% YTD over budget)**
- **340B Expenses: For the month/year was \$258K and \$2.9M (7.9% YTD of budget)**
- **Total Expenses: For the month/year was \$2.78M and \$30.7M**

Other Items Noted:

Administrative Actions

A. Productivity

1. Focus to improve encounters and increase productivity
2. Kept appointment spreadsheet began 10/1/2020 and sent weekly
 - All visit numbers by provider

B. Manager Education

1. October 21: comprehensive face to face manager group meeting at FMA covering:
 - a. Department needs and updates (Billing, I.T., Pharmacy, Training & Development, Compliance, Quality) from Senior Leaders and department heads, with data
 - b. COO financial discussion: Co-Pay collections, budgeted encounters, means of costs control, sharing of clinic budget and managerial expectations & accountability
2. November 19: comprehensive face to face manager group meeting at FMA covering:
 - a. Department needs and updates
 - b. HR: video and discussion on customer service
 - c. COO financial discussion: detailed process and costs of debt collection (importance of co-pay), NextGen utilization report from CHC, discussion on skills needed to conduct effective group meetings
3. December and January: Bi-weekly zoom meetings from 12:00-1:00 that include department needs and updates with financial updates

C. Personnel

1. Reductions in support staff include: (7 support staff)
 - a. 3 Float positions not renewed (utilizing available staff)
 - b. 3 Support staff positions not renewed (utilizing available staff)
 - c. Combined HR/Training & Development positions into 1 position
2. Management (1 manager position)
 - a. Did not replace 1 manager position for two rural clinics
 - b. Clinic provider at the two clinics assumed manager role (Mound City and Savannah).

D. Future Plans

1. More efficient staff utilization
 - a. Low workload when necessary
 - b. Reduce staff when provider is out of office
2. Provider Contracts

- a. Standardize contract encounter stipulation
- b. Review present contract terms with providers

Patrick Modlin made a **MOTION** to accept the December 31st, 2020 Financials. Carolyn Hall seconded the motion. **PASSED 7-0**

Operating & Capital Budget 2022

Motioned to table until February 8, 2021.

Jennifer McKinley made a **MOTION** to table the Operating & Capital Budget 2022 until February 8, 2021. Steve Loucks seconded the motion. **PASSED 7-0**

Lockton Insurance Renewal

After reviewing the insurance renewal breakdown with the full board,

The Finance Committee recommendation is the 1st **MOTION**. Committee recommendation does not need a second. **Passed 7-0**

Moonlighting:

- Brook Robinson, RDH

Kim Ireland made a **MOTION** to accept moonlighting request. Jennifer McKinley seconded the motion. **PASSED 7-0**

Re-privileging:

- Alan Krebs, DDS
- Kyle Milson, DDS

Steve Loucks made a **MOTION** to accept the re-privileging requests. Patrick Modlin seconded the motion. **PASSED 7-0**

Policies:

- AP-32 Credentialing Licensure and Privileging Policy
- FM-18.15 Uninsured Prompt Pay Discount Program Policy

Policies were presented prior to the Board through an e-mail vote. Ratify vote requested to memorialize in the minutes.

Kim Ireland made a **MOTION** to ratify the Policies as presented. Steve Loucks seconded the motion. **PASSED 7-0**

New Business:

QI Meeting Minutes July – December 2020

The QI Meeting Minutes were presented to the board for approval.

Steve Loucks made a **MOTION** to accept the QI Minutes as presented. Kim Ireland seconded the motion. **PASSED 7-0**

PSRM Minutes November 25, 2020

The Patient Safety Risk Management (PSRM) Meeting Minutes were presented to the board for approval.

Steve Loucks made a **MOTION** to accept the PSRM Minutes as presented. Patrick Modlin seconded the motion. **PASSED 7-0**

Old Business:

HRSA OSV Update

The CEO shared that the HRSA letter regarding the OSV was received and the plan of corrections have been submitted timely. A spreadsheet showing requested corrections was provided to the board.

The Board meeting adjourned at 7:18 PM and went into Executive Session.



Whitney Lanning, Board Chair