

District Clinic Holdings, Inc.
d.b.a. C.L. Brumback Primary Care Clinics
Board of Directors Meeting
Summary Minutes
08/25/2021

Present: Mike Smith, Chair (ZOOM); Melissa Mastrangelo, Vice-Chairperson; John Casey Mullen; Julia Bullard, Secretary; Tammy Jackson-Moore (ZOOM); James Elder; Robert Glass
Excused: Joe Gibbons, Treasurer; Marjorie Etienne; Irene Figueroa
Staff: Darcy Davis, Chief Executive Officer; Dr. Belma Andric, Chief Medical Officer; Dr. Hyla Fritsch, Executive Director of Clinic and Pharmacy Services; Bernabe Icaza, VP & General Counsel; Candice Abbott, VP & CFO; Shauniel Brown, Risk Manager; Thomas Cleare, AVP of Strategy; Martha Hyacinthe, Director of Corporate Risk; David Speciale, Director of Patient Experience; Dr. Charmaine Chibar, FQHC Medical Director; Sparticus Gunn, Desktop Engineer; Shannon Wynn, Administrative Assistant; Marisol Miranda, Director of Operations; Andrea Steele; Heather Bokor; Alexa Goodwin; Irene Garcia; Lisa Hogans; Jonathan Dominique; Maria Chamberline; Patricia Lavelly

Minutes Transcribed By: Shannon Wynn

Meeting Scheduled for 12:45 p.m.

Meeting Began at 12:48 p.m.

AGENDA ITEM	DISCUSSION	ACTION
1. Call to Order	Mr. Smith called the meeting to order.	The meeting was called to order at 12:48 p.m.
1A. Roll Call	Roll call was taken.	
1B. Affirmation of Mission	Mr. Smith read the affirmation of mission.	

<p>2. Agenda Approval</p> <p>2A. Additions/Deletions/ Substitutions</p> <p>2B. Motion to Approve Agenda Items</p>	<p>None.</p> <p>Mr. Smith called for approval of the meeting agenda.</p>	<p>VOTE TAKEN: Ms. Jackson-Moore made a motion to approve the agenda. Mr. Glass duly seconded the motion. A vote was called and the motion passed unanimously.</p>
<p>3. Awards, Introductions and Presentations</p> <p>3A. COVID-19 Testing and Vaccination Update</p>	<p>Dr. Andric presented to the Board the most recent Covid testing and vaccine update.</p> <p>Ms. Jackson-Moore explained how excited she was with the number of Black/ African Americans who could have access to the Covid vaccine due to the mobile clinic outreach in Belle Glade. She also stated she was excited to see that the male gender is becoming more open to vaccination. The mobile bus has been an excellent resource for the people of Belle Glade and the surrounding areas.</p>	<p>No action necessary.</p>
<p>4. Disclosure of Voting Conflict</p>	<p>None.</p>	<p>No action necessary.</p>
<p>5. Public Comment</p>	<p>None.</p>	<p>No action necessary.</p>

<p>6. Meeting Minutes</p> <p>6A-1 Staff Recommends a MOTION TO APPROVE: Board meeting minutes of July 28, 2021</p>	<p>There were no changes or comments to the minutes dated July 28, 2021.</p>	<p>VOTE TAKEN: As presented, Ms. Tammy Jackson-Moore made a motion to approve the Board meeting minutes of July 28, 2021. Mr. Mullen duly seconded the motion. A vote was called, and the motion passed unanimously.</p>
<p>7. Consent Agenda – Motion to Approve Consent Agenda Items</p>		
<p>7A. ADMINISTRATION</p>		
<p>7A-1. Receive & File: August 2021 Internet Posting of District Public Meeting</p>	<p>The meeting notice was posted.</p>	<p>Receive & File. No further action is necessary.</p>
<p>7A-2. Receive & File: Attendance tracking</p>	<p>Attendance tracking was updated.</p>	<p>Receive & File. No further action is necessary.</p>
<p>7B. FINANCE</p>		
<p>7B-1. Staff Recommends a MOTION TO APPROVE: District Clinic Holdings, Inc., Financial Report: May 2021</p>	<p>The May 2021 financial statements for the District Clinic Holdings, Inc. are presented for Board review. Management has provided the income statements and key statistical information for District Clinic Holdings, Inc. Additional Management discussion and analysis are incorporated into the financial statement presentation. The May statements represent the financial performance through the eighth month of the 2021 fiscal year for</p>	<p>VOTE TAKEN: Mr. Mullen made a motion to approve the PCC Financial Report May 2021. Ms. Bullard duly seconded the motion. A vote was called, and the motion passed unanimously.</p>

	<p>the C.L. Brumback Primary Care Clinics. Gross patient revenue YTD was favorable to budget by \$4.3M due to increased patient volumes. Net patient revenue YTD was favorable to budget by \$1.1M. Total YTD revenue was unfavorable to budget by (\$3.1M) due primarily to the timing of COVID-19 stimulus funds. Operational expenses before depreciation were favorable to budget by \$366k due mainly to positive variances in medical supplies of \$631k and medical services of \$147k. Total YTD net margin was (\$10.3M) compared to a budget of (\$7.8M), resulting in an unfavorable variance of (\$2.5M) or 31.9%. The Medical clinic's gross patient revenue exceeded the budget by \$3.5M. This resulted from the clinic efforts to respond to the pandemic offering telemedicine visits in addition to office visits. Net patient revenue YTD for the Medical clinics was favorable to budget by \$814k. The Medical clinic's total YTD revenue was unfavorable to budget by (\$3.2M). This unfavorable variance resulted from the recognition timing of COVID-19 related stimulus funding. Total operating expenses of \$15.7M were favorable to the budget of \$16.0M by \$328k. This positive variance is mostly related to expenses being under budget in the following amounts: medical supplies \$589k; medical services \$147k; lease and rental \$125k; and other expenses \$93k. These expenses are favorable to the budget due to usage timing and supplies purchases. Total YTD net margin was (\$9.2M) compared to budget of (\$6.6M) resulting in an unfavorable variance of (\$2.7M) or 40.9%. The Dental clinic's total YTD gross patient revenue was favorable to budget by \$781k. Net patient revenue YTD for the Dental clinics was favorable to budget by \$320k. Total revenue of \$2.5M was over budget by \$130k due to increased visits. Total operating expenses of \$2.6M were favorable to budget by \$38k. Total YTD net margin was (\$1.0M) compared to a budget loss of (\$1.2M) for a favorable variance of \$197k or (16.2%). On the Comparative Statement of Net Position, due from other governments increased from \$2.6M to \$4.1M. This balance is due mainly from Health Resources and Service Administration (HRSA). The District subsidy YTD for the Medical and Dental clinics are \$9.0M and \$961k, respectively, for a combined subsidy of \$10.0M.</p>	<p>VOTE TAKEN: Mr. Mullen made a motion to approve the PCC</p>
<p>7B-2. Staff Recommends a MOTION TO</p>		

APPROVE: District
Clinic Holdings,
Inc., Financial
Report: June 2021

The June statements represent the financial performance through the ninth month of the 2021 fiscal year for the C.L. Brumback Primary Care Clinics. Gross patient revenue YTD was favorable to budget by \$5.6M due to increased patient volumes. Net patient revenue YTD was favorable to budget by \$1.4M. Total YTD revenue was unfavorable to budget by (\$2.9M) due primarily to the timing of COVID-19 stimulus funds. Operational expenses before depreciation were favorable to budget by \$406k due mainly to positive variances in medical supplies \$576k, medical services \$156k, and lease and rental of \$193k. Total YTD net margin was (\$11.2M) compared to budget of (\$8.8M) resulting in an unfavorable variance of (\$2.4M) or 26.7%. The Medical clinic's gross patient revenue exceeded budget by \$4.3M. This resulted from the clinics being able to resume patient-facing visits earlier than anticipated. Net patient revenue YTD for the Medical clinics was favorable to budget by \$925k. The Medical clinic's total YTD revenue was unfavorable to budget by (\$3.1M). This unfavorable variance resulted from the recognition timing of COVID-19 related stimulus funding. Total operating expenses of \$17.8M were favorable to budget of \$18.1M by \$376k. The primary temporary positive variance of \$573k is primarily due to the delayed timing of medical supplies, including COVID-19 test kits. Total YTD net margin was (\$10.1M) compared to budget of (\$7.5M) resulting in an unfavorable variance of (\$2.6M) or 34.6%. The Dental clinic's total YTD gross patient revenue was favorable to budget by \$1.3M. Net patient revenue YTD for the Dental clinics was favorable to budget by \$429k. Total revenue of \$2.9M was over budget by \$206k due to increased visits. Total operating expenses of \$3.0M were favorable to budget by \$30k. Total YTD net margin was (\$1.0M) compared to a budget loss of (\$1.3M) for a favorable variance of \$250k or (19.3%). On the Comparative Statement of Net Position, due from other governments increased from \$4.1M to \$5.4M. This balance is due mainly from Health Resources and Service Administration (HRSA). The District subsidy YTD for the Medical and Dental clinics are \$9.0M and \$961k, respectively, for a combined subsidy of \$10.0M.

Financial Report for June 2021. Ms. Bullard duly seconded the motion. A vote was called, and the motion passed unanimously.

8. REGULAR AGENDA

8A. ADMINISTRATION

<p>8A-1. Receive and File: AVP & Executive Director of Clinic and Pharmacy Services Annual Evaluation by the Board</p>	<p>This agenda item presents the Board's annual evaluation of Dr. Hyla Fritsch, AVP & Executive Director of Clinic & Pharmacy Services, the tally of July 2021. The Bylaws and HRSA Compliance Manual indicate that the annual evaluation of the Executive Director of the Clinics is reviewed and approved by the Board. A tally of results from last month's completed Annual Evaluation Form is attached for your consideration.</p>	<p>Receive & File. No further action is necessary.</p>
<p>8A-2. Staff Recommends a MOTION TO APPROVE: Lease Agreement Approval- Delray</p>	<p>We respectfully request the approval of the lease agreement to move the existing Delray Beach clinic to 200 Congress Park Dr, Suite 100, Delray Beach, FL 33445.</p> <p>Staff is respectfully requesting the approval of the lease agreement to move the existing Delray Beach clinic to 200 Congress Park Dr, Suite 100, Delray Beach, FL 33445, which is located across the street from our existing clinic. Once improvements are completed in approximately nine months, we will move our current Delray Beach Clinic services to this new location.</p> <p>Although this would be a cost increase proportional to increased space, we would be better positioned to ensure the clinic could accommodate social distancing. Additionally, the increased area would allow us to provide Substance Use Disorder services at this clinic, allowing better access to addiction services in the southern end of our county.</p> <p>Other qualitative benefits of the new location include convenient access to Delray Medical Center, which is located close to where many of our existing patients live.</p> <p>Programming:</p> <ul style="list-style-type: none"> • 11,874 rentable square feet • Services Include: Medical, Dental, Behavioral Health, SUD (New) and Pharmacy • 1 Large Shared Waiting Room and 1 SUD Waiting Room • 14 Exam or Counselling Rooms • Triage Room • 6 Dental Chairs • 1 Large Group Therapy Room 	<p>VOTE TAKEN: Ms. Jackson-Moore made a motion to approve the Lease Agreement Approval for Delray. Ms. Bullard duly seconded the motion. A vote was called, and the motion passed unanimously.</p>

<p>8A-3. Staff Recommends a MOTION TO APPROVE: Lease Agreement Approval- Boca</p>	<ul style="list-style-type: none"> • 3 Shared WorkSpaces and Additional Nursing Work Areas • Centralized Registration for Medical and Dental and Additional Registration for SUD • Support Staff Space for Certified Application Counselors and Referral Coordinators • Ample Storage and Staff Areas <p>Lease Summary:</p> <ul style="list-style-type: none"> • \$30,674.50 total monthly rent (base rent + operating expense) • \$0 - No prepaid rent due upon lease execution • \$32,668.34 deposit due at execution of the lease • 2.5% base rent annual increase • Ten years and three months with the first three months rent abatement 	<p>VOTE TAKEN: Ms. Jackson-Moore made a motion to approve the Lease Agreement Approval- Boca. Ms. Bullard duly seconded the motion. A vote was called, and the motion passed unanimously.</p>
<p>8A-3. Staff Recommends a MOTION TO APPROVE: Lease Agreement Approval- Boca</p>	<p>We respectfully request the approval of the lease agreement to move the existing West Boca site to 9960 S Central Park Blvd, Suite 450, Boca Raton, FL 33428.</p> <p>Staff is respectfully requesting the approval of the lease agreement to move the existing West Boca site to 9960 S Central Park Blvd, Suite 450, Boca Raton, FL 33428, which is located two miles from our existing clinic. Once improvements are completed in approximately six months, we will move our current West Boca Clinic services to this new location.</p> <p>Although this would be a cost increase proportional to increased space, we would be better positioned to ensure the clinic could accommodate social distancing.</p> <p>Other qualitative benefits of the new location include convenient access to West Boca Medical Clinic, near where many of our existing patients live.</p> <p>Programming:</p> <ul style="list-style-type: none"> • 4,671 rentable square feet • Services Include: Medical and Behavioral Health • 1 Large Shared Waiting Room 	<p>VOTE TAKEN: Ms. Jackson-Moore made a motion to approve the Lease Agreement Approval- Boca. Ms. Bullard duly seconded the motion. A vote was called, and the motion passed unanimously.</p>

	<ul style="list-style-type: none"> • 10 Exam or Counselling Rooms • Triage Room • Large Shared Work Space and Additional Nurse/M.A. Work Area • Centralized Registration for Medical and Behavioral Health • Support Staff Space for Certified Application Counselor and Referral Coordinator • Ample Storage and Staff Areas <p>Lease Summary:</p> <ul style="list-style-type: none"> • \$13,281.21 total monthly rent (base rent + operating expense) • \$0 - No prepaid rent due upon lease execution • \$13,561.47 deposit due at execution of the lease • 2.5% base rent annual increase • Ten years and four months with the first four months rent abatement 	
<p>8A-4. Staff Recommends a MOTION TO APPROVE: Lease Agreement Approval- Mangonia</p>	<p>We respectfully request the approval of the lease agreement to move the existing Mangonia clinic to 2051 N 45th Street, Suite 300, West Palm Beach, FL 33407.</p> <p>Staff is respectfully requesting the approval of the lease agreement to move the existing Mangonia clinic to 2051 N 45th Street, Suite 300, West Palm Beach, FL 33407, which is located on the same campus as our existing clinic. Once improvements are completed in approximately six months, we will move our current Mangonia services to this new location.</p> <p>Although this would be a cost increase proportional to increased space, we would be better positioned to ensure the clinic could accommodate social distancing. Additionally, the increased space would allow us to have an onsite District pharmacy to sublease their space.</p> <p>Programming:</p> <ul style="list-style-type: none"> • 5,776 rentable square feet • Services: Medical, Behavioral Health, SUD, Pharmacy (New) • 1 Shared Waiting Room and 1 SUD Waiting Room • 8 Exam or Counselling Rooms 	<p>VOTE TAKEN: Mr. Mullen made a motion to approve the Lease Agreement Approval-Mangonia. Ms. Bullard duly seconded the motion. A vote was called, and the motion passed unanimously.</p>

	<ul style="list-style-type: none"> • 1 Centering or Exam Room • 1 Large Group Therapy Room • Patient Lounge Area and Self Care Area (New) Including Shower and Clothes Cabinets • 2 Shared WorkSpaces and Additional Nursing / MA Work Areas • Centralized Registration for All Services • Support Staff Space for Certified Application Counselor and Referral Coordinator • Ample Storage and Staff Areas <p>Lease Summary:</p> <ul style="list-style-type: none"> • \$12,943.06 total monthly rent (base rent + operating expense) • \$28,947.39 prepaid rent, representing base rent for first and last months of lease term • \$16,004.33 deposit due at execution of the lease • 3.0% base rent annual increase • Ten years and six months with the first six months rent abatement 	
8B. EXECUTIVE		
8B-1. Receive and File: Executive Director Information Update	Updates on key changes within C. L. Brumback Primary Care Clinics: <ol style="list-style-type: none"> 1. CDR Maguire <p>CDR Maguire</p> <p>On the front lines of the COVID-19 pandemic, CDR's team of disaster health and medical experts are assisting state and local governments in response to and manage health crises. The contract was executed for CDR to perform COVID-19 testing in Belle Glade starting this month.</p>	Receive & File. No further action necessary.
8C. CREDENTIALING		

**8C-1. Staff
 Recommends
 a MOTION TO
 APPROVE
 Licensed
 Independent
 Practitioner
 Credentialing and
 Privileging**

The agenda item represents the licensed independent practitioners recommended for credentialing and privileging by the FQHC Medical Director. The LIPs listed below satisfactorily completed the credentialing and privileges process and met the standards set forth within the approved Credentialing and Privileging Policy. The credentialing and privileging process ensures that all health center practitioners meet specific criteria and standards of professional qualifications. This criterion includes, but is not limited to:

- Current licensure, registration or certification
- Relevant education, training and experience
- Current clinical competence
- Health fitness, or ability to perform the requested privileges
- Malpractice history (NPDB query)
- Immunization and PPD status; and
- Life support training (BLS)

Last Name	First Name	Degree	Specialty	Credentialing
Normil-Smith	Sherloune	MD	Pediatric Medicine	Recredentialing
Lequerica Ziemba	Adriana	Psyd	Clinical Psychology	Recredentialing
Fernandez Sanchez	Marco	APRN	Nurse Practitioner	Recredentialing
Philistin	Ketely	APRN	Nurse Practitioner	Recredentialing
Jean-Jacques	Fernique	APRN	Nurse Practitioner	Recredentialing

Primary source and secondary source verifications were performed for credentialing and privileging elements in accordance with state, federal and HRSA requirements. A Nationally accredited Credentials Verification Organization (CVO) was utilized to verify the elements requiring primary source verification.

The C.L. Brumback Primary Care Clinics utilized internal Credentialing staff and the FQHC Medical Director to support the credentialing and privileging process.

VOTE TAKEN: Mr. Elder made a motion to approve the Initial Credentialing and privileges of Adriana Lequerica Ziemba, PsyD, Clinical Psychology; Marco Fernandez Sanchez, APRN, Family Nurse Practitioner; Ketely Philistin, APRN, Family Nurse Practitioner; Fernique Jean-Jacques, APRN, Family Nurse Practitioner as presented. The motion was duly seconded by Mr. Mullen. A vote was called, and the motion passed unanimously.

Sherlounne Normil-Smith, MD, joined the Lake Worth Clinic in 2015, specializing in Pediatric Medicine. She attended the University of Medicine and Dentistry of New Jersey and completed her residency at St. Luke's Roosevelt Hospital. Dr. Normil-Smith has been in practice for eighteen years and is fluent in Creole, French and Spanish.

Adriana Lequerica Ziemba, PsyD, joined the Belle Glade Clinic in 2019, specializing in Psychology. She attended Carlos Albizu University and also completed a fellowship at U.S Veterans Medical Center. Dr. Lequerica Ziemba has been in practice for five years and is fluent in Spanish.

Marco Fernandez Sanchez, APRN, joined the West Palm Beach Clinic in 2015 as a Nurse Practitioner. He attended the Universidad Ana C. Mendez South Florida Campus and is certified as an Adult Nurse Practitioner by the American Academy of Nurse Practitioners. He has been in practice for six years and is fluent in Spanish.

Ketely Philistin, APRN, joined the Belle Glade Clinic in 2017 as a Nurse Practitioner. She attended South University and is certified as a Family Nurse Practitioner by the American Nurses Credentialing Center. She has been in practice for eight years and is fluent in Creole, French and Spanish.

Fernique Jean-Jacques, APRN, joined the West Palm Beach Clinic in 2019 as a Nurse Practitioner. She attended Florida Atlantic University and is certified as a Family Nurse Practitioner by the American Nurses Credentialing Center. She has been in practice for four years and is fluent in Creole and French

8D. OPERATIONS

<p>8D-1. Staff Recommends a MOTION TO APPROVE Operations Reports</p>	<p>This agenda item provides the following operations reports for June 2021:</p> <p>Clinic Productivity, including in-person and telehealth metrics and No Show trended over time.</p> <p>In June, we had 10,577 visits which are 784 more than the month prior and significantly higher from May 2020. Regarding individual clinics visits, as expected with the impact from COVID, all clinics other than WPB, Boca and Delray Medical exceeded their 2020 totals. Our payer mix for the year-to-date reflects a slightly higher percentage of uninsured patients at 60%.</p> <p>By visit category, Pediatrics met their productivity targets, and OB/GYN missed their target productivity by a minimal margin. Telehealth visits decreased to 5% of all visits, which is down from 6% last month. The continued decrease in telehealth is expected as clinics have primarily transitioned back to in-person visits.</p> <p>Productivity targets for in-person visits were met in the Boca, Delray and Lewis Center adult primary, WPB and Lantana Pediatrics Behavioral Health at Lewis and Mangonia Clinics along with Dental in WPB Belle Glade and Delray. In the 90% and higher range were Lantana, Jupiter, Mangonia and WPB Adult Medical and Lake Worth Women's Health.</p> <p>The No Show rate in June was higher at 29%, up from 27.5 % in May.</p>	<p>VOTE TAKEN: Ms. Jackson-Moore made a motion to approve the Operations Reports as presented. Mr. Glass duly seconded the motion. A vote was called, and the motion passed unanimously.</p>
<p>8E. QUALITY</p> <p>8E-1. Staff Recommends a MOTION TO APPROVE Quality Reports</p>	<p>PATIENT SAFETY & ADVERSE EVENTS</p> <p>Patient safety and risk, including adverse events, peer review and chart review, are brought to the board "under separate cover" quarterly.</p> <p>PATIENT SATISFACTION AND GRIEVANCES</p> <p>For January - June 2021, 52 Patient Relations Occurrences occurred between 8 clinics, Clinic Administration and Pharmacy. Of the 52 occurrences, there were 12 Grievances and 40 Complaints. The top 4 categories were Care & Treatment, Communication, Finance, and Respect Related. The top subcategory with 13 Complaints and Grievances was Poor</p>	<p>VOTE TAKEN: Ms. Tammy Jackson-Moore made a motion to approve the Quality Reports as presented. Ms. Bullard duly seconded the motion. A vote was called, and the motion passed unanimously.</p>

	<p>Communication issues, followed by Inappropriate Care and Refusal of Treatment with 7 Complaints and Grievances in each subcategory.</p> <p>There were also 32 compliments received across 5 Clinics, Clinic Administration, and two Vaccine sites.</p> <p><u>QUALITY ASSURANCE & IMPROVEMENT</u></p> <p>This current report reflects data from January - June 2021. Our greatest challenge during the pandemic has been addressing depression remission. Although we have seen a significant increase in behavioral health visits, our patients are experiencing greater stress. The average across the United States for 2020 was 14%. We are currently at 9%, but working to increase this number.</p> <p><u>UTILIZATION OF HEALTH CENTER SERVICES</u></p> <p>Individual monthly provider productivity is stratified by the clinic.</p>	
<p>9. V.P. and Executive Director of Clinic Services Comments</p>	<p>Dr. Fritsch thanked each Board member for her evaluation and for having confidence in her leadership.</p>	<p>No action necessary.</p>
<p>10. Board Member Comments</p>	<p>Mr. Glass thanked the HCD for allowing him to attend the NCCH conference. He was able to learn more from the experience.</p>	<p>No action necessary.</p>
<p>11. Establishment of Upcoming Meetings</p>	<p><u>September 29, 2021 (HCD Board Room)</u> 12:45 p.m. Board of Directors</p> <p><u>October 27, 2021 (HCD Board Room)</u> 12:45 p.m. Board of Directors</p> <p><u>November 30, 2021 (HCD Board Room)</u> 12:45 p.m. Board of Directors</p>	<p>No action necessary.</p>

	<p align="center"><u>December 14, 2021 (HCD Board Room)</u> 12:45 p.m. Board of Directors</p>	
12. Motion to Adjourn	There being no further business, the meeting was adjourned at 1:26 p.m.	VOTE TAKEN: Mr. Glass made a motion to adjourn. Ms. Bullard duly seconded the motion. A vote was called, and the motion passed unanimously.

Minutes Submitted by:

 9/29/21
Signature **Date**