



# NVPCA Board of Directors Board Retreat Minutes September 24, 2024

<b>Board Members Present</b>	Steve Flores, Walter Davis, Teri Gilbert Eisenga (by Zoom), Randy Smith, Sharon Chamberlain, Christopher (CJ) Hansen (arrived at 11:10 am), David Robeck (arrived at 1:55 pm), and Nancy Bowen (Ex Officio)
<b>Board Members Absent</b>	Oscar Delgado, John Packham, and Angela Quinn
<b>Also Present</b>	NVPCA Staff Karen Ford Manza, Steve Messinger, Kim Lambrecht, and Lisa Scurry (Note Taker), and staff of The Blueprint Collaborative - Gretchen Kelley Bietz, Rachel Tatro, Amelia Lane Keller, and McKenzie Mendoza.

## 1. Call to Order

President Steve Flores called the meeting of the NVPCA Board of Directors to order at 10:36 am. The meeting was conducted in-person at the JW Marriott, Las Vegas, and via Zoom. A quorum of members was established at 11:10 am. No action was taken until the quorum was established.

### a) Approval of the Agenda

The agenda was reviewed with no questions or suggested changes. It was moved by CJ Hansen, and seconded by Walter Davis, to approve the agenda as presented. The motion passed unanimously.

## 2. Consent Agenda

### a) Approval of Board Retreat Minutes for July 17, 2024

### b) Chief Executive Officer’s Report & Organizational Dashboards

The consent agenda, consisting of the minutes of the July 17, 2024, Board of Directors meeting, the CEO report, and the organizational dashboards, was presented for approval. There were no comments or questions. It was moved by Walter Davis, and seconded by Sharon Chamberlain, to approve the consent agenda as presented. The motion passed unanimously.

## 3. Administrative and Financial Reports

### a) Budget to Actual Draft YTD August 2024

Nancy Bowen reviewed the Year-to-Date financial report through August 2024, including actual revenues and expenses. She explained that both were on target through the first two months of Fiscal Year 2025.

It was moved by Randy Smith, and seconded by Sharon Chamberlain, to accept the Draft Budget-to-Actual Financial Report for Fiscal Year 2025, through August 2024. The motion passed unanimously.

### b) Financial Dashboard

Nancy Bowen presented the financial dashboard which provided an overview of revenues and expenses through August 2024. There were no questions or comments.

### c) Balance Sheet as of August 30, 2024

Nancy Bowen presented the financial balance sheet as of August 30, 2024. There were no questions or comments.

## 4. Election of Officers 2024-25

In accordance with the NVPCA Bylaws, an election of officers must occur each year. The current slate of officers – Steve Flores, President, Walter Davis, Vice-President, and Teri Gilbert Eisenga, Secretary/Treasurer - agreed to stay in their positions for a second year, as has been tradition.

It was moved by Sharon Chamberlain, and seconded by Walter Davis, to approve Steve Flores as President, Walter Davis as Vice-President, and Teri Gilbert Eisenga as Secretary/Treasurer for a new term, effective November 1, 2024, through October 30, 2025. The motion passed unanimously.

## 5. Board Calendar 2024-25

The Board was presented with two options for meeting days/times for the 2024-2025 meeting schedule. The first option proposed moving the meetings to the first Tuesday of selected months beginning at 8:30 a.m. The second option kept the meetings on Wednesdays but moved the start time to 4 pm rather than 3 pm. After discussion, the members chose to go with Option 1 but moved the date of the Spring retreat to Wednesday, February 26 (following Community Health Provider Day at the Nevada Legislature).

It was moved by Randy Smith, and seconded by Walter Davis, to approve to approve the Board Meeting Calendar consisting of the following dates: November 5, January 7, February 26, May 6, July 1 and September 9. The motion passed unanimously.

## 6. Committees

The current composition of the Board's committees was presented. After discussion, no changes were made with all members electing to stay on their current committees. The committees of the Board are the Finance Committee, the Policy Committee, the Bylaws and Membership Ad Hoc Committee, and the Strategic Growth & Networking Ad Hoc Task Force.

It was moved by Sharon Chamberlain, and seconded by Randy Smith, to approve the composition of the Board Committees as follows: **Finance Committee** members - Chair Teri Gilbert-Eisenga, CJ Hansen, Walter Davis, Randy Smith and NVPCA staff Nancy Bowen and Nancy Barklage; **Policy Committee** members - Chair Steve Flores, Oscar Delgado, David Robeck, John Packham, and NVPCA staff Steve Messinger and Nancy Bowen, as well as the NVPCA Lobbyist from Belz & Case; **Bylaws and Membership Ad Hoc Committee** members - Chair Walter Davis, CJ Hansen, Sharon Chamberlain, and NVPCA staff Nancy Bowen and Nancy Barklage; **Strategic Growth & Networking Ad Hoc Task Force** members are Chair Sharon Chamberlain, Walter Davis, Teri Gilbert-Eisenga and NVPCA staff Nancy Bowen and Steve Messinger. The motion passed unanimously.

## 7. Board Governance Discussion – Self Assessment results & 2025 PIP

Nancy Bowen reviewed the results of the Board self-assessment. Specific areas that were discussed included attendance at Board meetings, the evaluation of the CEO, and building trust between the Board members.

Attendance at Board meetings and difficulty achieving quorum was addressed. The Board reviewed the language of the current bylaws as well as a proposed change to the attendance policy. It was also decided that a running total of each members' attendance will be included with each future meeting agenda packet.

In accordance with the bylaws, Board Leadership (president, vice-president, and secretary/treasurer) shall complete an evaluation of the CEO annually. Although Leadership had previously met to conduct the CEO's evaluation, it had not been completed prior to the Retreat. Leadership stated they would meet as a group to complete the evaluation process and the proposed CEO employment contract.

On a scale of 1-10, the Board gave an average score of 7 related to "trust and respect among board members." It was decided that the Strategic Growth & Networking Task Force would be utilized as a way to discuss fostering that environment among the members. Although membership of the committee will remain the same, all members of the Board asked to be invited to those meetings in the future.

The CEO explained that some areas highlighted in the assessment had already been addressed to include creating a formalized board orientation process and review/revision of the financial policies with the Board.

## 8. PCA Letter of Support

The CEO explained she had received several requests for letters of support for the new access point funding. She asked for the Board's thoughts about providing letters of support versus letters of acknowledgment, when letters should be provided, etc. A letter of acknowledgement would be a standardized letter stating the purpose of the PCA rather than a letter of support that could give greater weight to the application and imply the PCA favored one health center over another.

## 9. 2023 UDS Data Overview

Steve Messinger provided the Board with an overview of the 2023 UDS Data. Some specific data and trends that were discussed included mental health visits, patient demographics, and staffing concerns, including pharmacy.

## 10. Strategic Plan Update Discussion

NVPCA has contracted with consultants from The Blueprint Collaborative to update the Strategic Plan. The Blueprint team – Rachel Tatro, Gretchen Kelley Bietz, Amelia Lane Keller, and McKenzie Mendoza – presented their SWOT analysis and findings from interviews they conducted with Board members over the previous two weeks. *Strengths* indicated by the members included “solid communication from staff,” including responsiveness and sharing of information; and “program alignment” in which the PCA provides legislative advocacy, technical assistance and communication of funding opportunities. *Weaknesses* included a lack of trust among Board members, members feeling little ownership over outcomes, the perceived ineffectiveness of the PCA's lobbying firm, varying priorities within different agencies, little representation in the rural areas, the inability of NVPCA to communicate its value externally, and the perception that sometimes there is too much information provided to board members and communications could be more succinct.

In their interviews, Board members expressed concern over several *threats* including out-of-state FQHCs moving into the market, a lack of engagement from membership, funding unreliability for the NVPCA, agencies are at different stages in their size/maturity and require different levels of support, lack of collaboration on contract negotiations, and time constraints for Board members. Lastly, members discussed opportunities including looking at other PCAs and modeling their success, creating better collaboration and communication, sharing individual plans, leveraging against MCO's, solving licensing and credentialing issues, creating a Health Center Controlled Network, creating a Clinically Integrated Network, expanding continuing education support, and working with Medicaid to adjust PPS policies to even the playing field.

After reviewing the 2023 Strategic Pillars the following changes were suggested:

The *Policy* pillar was defined as follows: Elevate the status of and improve the health policy environment for community health centers (CHCs). It includes protection of the 340 B Program; increased funding for community health centers; and reduced time required for provider credentialing and payer credentialing.

The *Organizational Excellence* was defined as follows: Ensure organizational knowledge, financial sustainability and value of the NVPCA to its members through healthy organizational culture. It includes diversification of funding for the NVPCA; systemize knowledge management, processes and procedures; and build healthy organizational culture and justice, equity, diversity, and inclusion practices (JEDI).

The *Strategic Growth* pillar was defined as follows: Increase access to care and strengthen the network of community health centers. It included develop, then implement a growth plan for Nevada; explore feasibility of a Nevada HCCN; make a decision in regards to pursuing CIN; and build trust amongst members.

The *Member Services* pillar was defined as follows: Implement highly valued services designed to maximize the combined power of our members. It included sharing of information (e.g. resource library, peer networks); Quality Improvement measurement and data; GPO possibility

The *Outreach & Communication* pillar was defined as: Effectively communicate the value of NVPCA and CHC's in the region. It included NVPCA setting standards and benchmarks for all FQHC's to be an employer of choice; better communicate the value of Federally Qualified Health Centers and Primary Care; reinforce NVPCA's reputation as "go to" expert of healthcare for uninsured and underinsured individuals; and promote members with data and stories.

This work is ongoing and will return to future meetings.

**NOTES**

<b>Next Meeting</b>	The next meeting of the Board of Directors will be held via Zoom on Tuesday, November 5, 2024, at 8:30 am.
<b>Approved By</b>	

**ROLL CALL**

President: Steve Flores, Hope Christian Health Center	Present
Vice President: Walter Davis, Nevada Health Centers	Present
Secretary/Treasurer: Teri Gilbert Eisenga, Washoe Tribal Health Center	Present (via Zoom)
Sharon Chamberlain, Northern Nevada HOPES	Present
Oscar Delgado, Community Health Alliance	Absent - Excused
C.J. Hansen, Canyonlands Healthcare	Present
John Packham, Office of Statewide Initiatives	Absent - Excused
Angela Quinn, FirstMed Health and Wellness Centers	Absent - Unexcused
David Robeck, Bridge Counseling Associates	Present