SOUTHERN NEVADA Community HEALTH CENTER
AT THE SOUTHERN NEVADA HEALTH DISTRICT

# MINUTES

**SOUTHERN NEVADA COMMUNITY HEALTH CENTER**
**STRATEGIC PLANNING COMMITTEE MEETING**
**January 14, 2025 – 3:00 p.m.**
**Meeting was conducted via Microsoft Teams**

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| **MEMBERS PRESENT:** | Jasmine Coca<br>Blanca Macias-Villa |
| **ABSENT:** | Scott Black |
| **ALSO PRESENT** | Nadine Kienhoefer |
| **LEGAL COUNSEL:** | Edward Wyner, Associate General Counsel |
| **CHIEF EXECUTIVE OFFICER:** | Randy Smith |
| **STAFF:** | Chelle Alfaro, Emily Anelli, Tawana Bellamy, Todd Bleak, Andria Cordovez Mulet, Jacques Graham, Tabitha Johnson, David Kahananui, Fermin Leguen, Cassius Lockett, Anilkumar Mangla, Bernadette Meily, Kimberly Monahan, Luann Province, Alex Rivas, Kim Saner, Felicia Sgovio, Donnie Whitaker, Tiana Wright, Merylyn Yegon |

**I. CALL TO ORDER and ROLL CALL**

The Southern Nevada Community Health Center (SNCHC) Strategic Planning Committee Meeting was called to order at 3:03 p.m. Tawana Bellamy, Senior Administrative Specialist, administered the roll call and confirmed a quorum. Ms. Bellamy provided clear and complete instructions for members of the general public to call in to the meeting to provide public comment, including a telephone number and access code.

**II. PLEDGE OF ALLEGIANCE**

**III. FIRST PUBLIC COMMENT**: A period devoted to comments by the general public about those items appearing on the agenda. Comments will be limited to five (5) minutes per speaker. Please clearly state your name and address and spell your last name for the record. If any member of the Board wishes to extend the length of a presentation, this may be done by the Chair or the Board by majority vote.

Seeing no one, the First Public Comment period was closed.

**IV. ADOPTION OF THE JANUARY 14, 2025, MEETING AGENDA** *(for possible action)*

Ms. Bellamy called for questions or changed to the agenda. There were none.

*A motion was made by Member Coca, seconded by Member Macias-Villa, and carried unanimously to approve the January 14, 2025, agenda, as presented.*

**V.** **CONSENT AGENDA**: Items for action to be considered by the Southern Nevada Community Health Center Governing Board which may be enacted by one motion. Any item may be discussed separately per Board Member request before action. Any exceptions to the Consent Agenda must be stated prior to approval.

*Nothing to report.*

**VI.** **REPORT / DISCUSSION / ACTION**

1. **Nomination of Chair of the Strategic Planning Committee;** direct staff accordingly or take other action as deemed necessary *(for possible action)*

   Member Coca nominated Member Macias-Villa as chair for the committee.

   *A motion was made by Member Coca, seconded by Member Macias-Villa, and carried unanimously to nominate Member Macias-Villa as chair of the Strategic Planning Committee.*

2. **Review and Discuss the Strategic Planning Committee Charter and Approve Recommendation to the Southern Nevada Community Health Center Governing Board on January 21, 2025;** direct staff accordingly or take other action as deemed necessary *(for possible action)*

   Randy Smith, Chief Executive Officer, FQHC provided a review of the proposed Strategic Planning Committee Charter to include the committee's purpose, scope of duties and responsibilities, composition, and cadence of meetings. Mr. Smith inquired if the committee members had any questions on the proposed charter.

   Further to an inquiry from Member Coca, Mr. Smith shared that the committee may need to meet more than twice a year or as necessary to develop a plan.

   Further to an inquiry from Member Coca, Mr. Smith shared the health center has multiple plans and the last strategic plan was approved by the board in 2022. Mr. Smith shared that the health center has participated with the health district to create a one-year and multi-year plan. Mr. Kahananui will present some high-level information about those plans.

   *A motion was made by Member Coca, seconded by Member Macias-Villa, and carried unanimously to Accept the Strategic Planning Committee Charter and Approve Recommendation to the Southern Nevada Community Health Center Governing Board on January 21, 2025, as presented.*

3. **Receive, Discuss and Accept the Strategic Plan Directional Statement and Approve Recommendations to the Southern Nevada Community Health Center Governing Board on January 21, 2025;** direct staff accordingly or take other action as deemed necessary *(for possible action)*

David Kahananui, Administrative Manager – FQHC, presented the Strategic Plan Directional Statement (Mission, Vision, and Values), the needs assessment and advised of the current and proposed mission, vision, and values.

| | **Current** | **Proposed** |
|---|---|---|
| **Mission** | The mission of the Southern Nevada Community Health Center (SNCHC) is to serve residents of the 89107 ZIP code area in addition to Clark County residents from other underserved areas with appropriate and comprehensive outpatient health and wellness, emphasizing prevention and education in a culturally respectful environment. | To provide patient-centered primary health care services to the underserved community with an emphasis on integrated, high-quality, and affordable care in a culturally respectful environment. |
| **Vision** | It is the Southern Nevada Community Health Center's vision to contribute to the development of healthy communities in which health disparities are diminished and there is access to health care for all. | Reducing health disparities in the community by empowering patients to achieve their best possible health through equitable access to comprehensive care. |
| **Values** | • Delivering quality care with dignity, equality, sensitivity, professionalism, and respect.<br>• Maintaining high ethical and professional standards.<br>• Being a culturally competent organization.<br>• Practicing continuous quality improvement.<br>• Operating cost effectively and efficiently.<br>• Providing a work environment conducive to positive attitudes, personal satisfaction, and growth.<br>• Incorporating leadership principles at every level of the Community Health Center. | • Commitment<br>• Accountability<br>• Respect<br>• Excellence<br>• Service<br><br>Adopted from the Southern Nevada Health District's values and they are part of the employee's performance evaluation. |

Chair Macias-Villa commented that she likes that the zip code was removed from the mission statement to make it broader for Southern Nevada and the overall proposed changes are cleaner and the values are one-word statements.

Member Coca commented that she agrees with Chair Macias-Villa and likes the proposed directional statement.

*A motion was made by Member Coca, seconded by Member Macias-Villa, and carried unanimously to Accept the Strategic Plan Directional Statement and Approve Recommendations to the Southern Nevada Community Health Center Governing Board on January 21, 2025, as presented.*

4. **Receive, Discuss and Accept the Strategic Plan Goals for CY25 – CY27 and Approve Recommendations to the Southern Nevada Community Health Center Governing Board on January 21, 2025;** direct staff accordingly or take other action as deemed necessary *(for possible action)*

Mr. Kahananui presented the Strategic Plan Goals for CY25 – CY27.

1) **Increase Access to services (# of unduplicated patients and visits) by 3%.**

- a) Increase # of patients seen per Provider per day by 3%.
  - i) Remove barriers to integrated service provision.
  - ii) Optimize operational efficiencies.
- b) Optimize and expand services at the Fremont location – SHC/RW/RH/Dental.
- c) Grow and share cloud-based services (HIE, Healow, Virtual Visits).
- d) Capital Outlay Strategies for expanding access in 2025 –
  - i) Build a dental clinic at Fremont and develop an operational plan.
  - ii) Open and optimize integrated care workflow at BH Center at Decatur.

**2) Improve Financial Sustainability**

- a) Increase Revenue.
  - i) Improve the number of Medicaid visits by 5% YOY.
- b) Improve accuracy of budgeting and revenue projections.

**3) Improve Quality**

- a) Pursue Patient Centered Medical Home (PCMH) accreditation.
- b) Maintain HRSA Compliance.
- c) Ensure/enhance IT/Cyber-security.
- d) Accelerate communication of current needs assessment, benchmark, and production data for timely decision-enhancing execution.

**4) Strengthen Workforce**

- a) Improve Team OVS Survey Scores.
- b) Sustain Employee Engagement Committee efforts to enhance workforce experience.
  - i) Develop and Sustain Inclusive and Competent Workforce.

Further to an inquiry from Chair Macias-Villa, Mr. Kahananui advised that the access to services goal could be increased from 3% to 5%. Mr. Kahananui further advised the access to service is separate because we receive more revenue through Medicaid visits.

Further to an inquiry from Chair Macias-Villa about the goal to improve the accuracy of budgeting and revenue projections, Mr. Kahananui commented that when the finance department presents to the committee and the board, several enhancements have already been incorporated in reports. Mr. Kahananui further shared that the health center's administrative team works with the finance department to fine tune those reports. Mr. Kahananui advised the financial accuracy has improved within the last couple of years. Mr. Kahananui further advised there are several different aspects of how we can become more accurate, and adjustments are being made to approve accuracy.

Member Coca shared that she would like to see a goal about building partnerships in the community. Member Coca believes that they may assist with getting more Medicaid clients. Member Coca would like to see more partnerships this year and offered to occasionally attend the meetings with Mr. Smith. Member Coca further shared she thinks there needs to be more publicity about the health center, as that may garner more patients and promote more stability.

Mr. Smith appreciated Coca's insight. Mr. Smith advised that Mr. Kahananui would add an objective under Increase Access to service about building partnerships in the community.

*A motion was made by Member Macias-Villa, seconded by Member Coca, and carried unanimously to Accept the Strategic Plan Goals for CY25 – CY27, with adding an objective* *under Increase Access to Services regarding building partnerships in the community and Approve Recommendations to the Southern Nevada Community Health Center Governing Board on January 21, 2025.*

**VII.** **SECOND PUBLIC COMMENT: A** period devoted to comments by the general public, if any, and discussion of those comments, about matters relevant to the Board's jurisdiction will be held. Comments will be limited to five (5) minutes per speaker. If any member of the Board wishes to extend the length of a presentation, this may be done by the Chair or the Board by majority vote.

Seeing no one, the Second Public Comment period was closed the.

**VIII.** **<u>ADJOURNMENT</u>**

The meeting was adjourned at 4:04 p.m.

Randy Smith
Chief Executive Officer - FQHC

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