

**LUCAS COUNTY REGIONAL HEALTH DISTRICT**  
**Board of Health Meeting**  
**Department of Operations Center (DOC) #254**

**June 23, 2016– 8:30 A.M.**

**Roll Call**

A roll call was taken of Board members for attendance.

*Present:* Darlene Chaplin, Reynald Debroas, Perlean Griffin, Matthew Heyrman, Donald Murray, Robert Reinbolt, Matthew Sapara, Barbara Sarantou, Dr. Donna Woodson

*Absent:* Barbara Conover, Dr. Vidya Ramanathan and Hans Schmalzried (all excused)

*Guests/New Employees:* Cindy McLeod, ONA Representative; Nathan Fries, Union Steward, AFSCME; Kevin Pituch, Assistant Prosecutor; Ravi Katragadda and Mallory Rinckey, MPH Students, UTM/CBG, Ohio Consortium for Public Health; Amal Abdoney, Trera Clay, and Natalie Frey, Interns, Toledo-Lucas County Health Department

*Staff:* Mike Allison, Rebecca Anderson, Kelly Burkholder-Allen, Mary Frank, Dr. David Grossman, Shannon Lands, Joanne Melamed, Eric Zgodzinski

Dr. Donna Woodson, President, called the meeting to order.

**Introduction of Guests**

Dr. Donna Woodson acknowledged and thanked all the students who were present today.

**Minutes of May 26, 2016**

Dr. Woodson stated that the minutes of the May 26, 2016 meeting were sent out ahead of time for review. Dr. Woodson said that action items were marked for follow up. Robert Reinbolt made a motion to approve the minutes as presented. Perlean Griffin seconded the motion. A vote was taken: 9 yeas, 0 nays. Motion carried.

**Agenda**

Dr. Donna Woodson stated that there are changes to today's agenda. There will be an executive session after the Board takes care of any business that needs a vote. The executive session will be held to consider the appointment, employment, dismissal, discipline, promotion, demotion or compensation of a public employee or official. There are no new hires or separations to report. Also, item 10 (Audit/Finance Committee Report) will be moved to item 6, following Approval of the June Vouchers. Item 13 (FQHC Update) will be moved to item 7. Item 6 (Prosecutor's Update) will be moved to item 10, after the Environmental Health Issues Committee Report. There was agreement.

## Vouchers

Donald Murray reported that he had attended the Audit/Finance Committee last Tuesday. The committee found no major issues with the Bill Schedule. The June vouchers were reviewed and found acceptable.

**Resolution (2016.06-078):** Matthew Sapara made a motion to approve the Bill Schedule. Perlean Griffin seconded the motion. A vote was taken: 9 yeas, 0 nays. Motion carried.

## Audit/Finance Committee

Donald Murray reported that the committee met on June 21, 2016 and reviewed the following items: May Financial Status, June Bill Schedule, Grant Funded Programs, Contracts, Transfers of Appropriations and other items-FQHC Clinic Reports and Billing Plan

### Update – Grant Funded Programs

Mr. Murray reported that we did not receive funding for the Urban Waters Small Grant application to the EPA. We were encouraged to apply again. Details on grant award have not been disclosed. We will be participating in the debriefing interview.

There were two notices of award and ten pending grant applications.

### Contracts

There are four contracts in the month of June 2016.

### Other Items – Transfers of Appropriations

A transfer reallocates funds from one cost object to another. Board of Health Resolution is required to approve Transfers of Appropriations performed in the month of May 2016 in the ordinary course of business. Total transfer is \$58,966.69 consisting of changes in various expense categories.

**Resolution (2016.06-079):** Matt Heyrman made a motion to approve the resolution. Reynald Debroas seconded the motion. A vote was taken: 9 yeas, 0 nays. Motion carried.

Board of Health Resolution is required to approve changes in Revenue Estimates and Expense Appropriations for the month of May 2016 in the amount of \$318,671. This represents revenue estimate and appropriation for Council to Improve Foodborne Outbreak and Response Guidelines and Toolkit Training and Public Health Emergency Preparedness.

**Resolution (2016.06-080):** Matthew Sapara made a motion to approve the resolution. Matt Heyrman seconded the motion. A vote was taken: 9 yeas, 0 nays. Motion carried.

### FQHC Reporting

Dr. Donna Woodson stated that Rebecca Anderson would provide a full update later on. Dr. Grossman will report on the one issue that needs Board action today relative to a new organizational chart, which includes the FQHC Board.

Dr. Grossman reported that the FQHC had its first site visit and inspection by three federal representatives on June 14-16, 2016. The Health Center passed 11 out of 19 requirements. Rebecca Anderson will be considered the CEO of the FQHC Board and she will answer to the FQHC Board. This is the structure that must be in place to maintain the integrity of what an FQHC's identity is, which is a health center, and is associated with the Health Department. The federal FQHC representatives all felt that the organizational chart was in a correct format. Rebecca Anderson would still maintain her current status as Clinic Supervisor. Reports would continue to come before this Board.

Robert Reinbolt asked about details of the organizational chart and where Rebecca Anderson would report to. Dr. Grossman explained that the Board of Health is located on the left-hand side of the org chart and the FQHC Board is located on the right-hand side. Eric Zgodzinski explained that this chart would be for the clinic, which is in two places. That same mirror image also appears under the Health Department.

Robert Reinbolt asked about the hiring of the CEO. Eric Zgodzinski replied that technically it is the FQHC Board, although both boards would vote on the hiring of that person. Mr. Zgodzinski referenced the current contract and stated that adjustments should be made on the contract.

Dr. Grossman stated that other organizational charts were reviewed from Erie and Wood Counties. The FQHC does much of its own management, but regarding the hiring/firing final word and other matters, the TLCHD Board can come in has final say. Dr. Grossman explained that the FQHC Board needs to be an independent working board. This is one reason why a Board of Health member cannot serve on the FQHC Board at the same time.

Robert Reinbolt asked about contacting the City of Cincinnati about their structure and the Ohio Association of Federally Qualified Health Centers. He asked about getting input from both agencies.

Dr. Grossman replied that there would be follow up with the City of Cincinnati and the Ohio Association of Federally Qualified Health Centers.

Dr. Grossman also explained the process regarding the handling of monies. Any monies that come from the Health Department, federal grants, insurance billing, wrap around fees, etc. will go under the operation of our clinics. Details will be presented to this Board as a package about the activities of the FQHC.

Dr. Grossman announced that the recent site visit revealed that we had eight big deficiencies and this one is one of the larger ones that must be rectified. Mr. Reinbolt felt that he was not comfortable voting on only one item today without seeing the whole picture. Joanne Melamed pointed out that the other deficiencies dealt more with documentation; they are more cosmetic versus substantive. Dr. Grossman stated that corrections of all deficiencies were doable.

Eric Zgodzinski stated his concern about the contract between the two Boards. His suggestion was to meet before the next Board meeting to review the wording of the contract. The wording

in the current contract takes away some of the authority that has to be given to this Board in order to do its job for the FQHC. Some of the wording needs to be changed to avoid losing some authority that this Board should have.

Matt Heyrman asked about the FQHC employees. Dr. Grossman explained that the employees would still be under the Health Department.

Matt Heyrman asked if there was a contract back from the FQHC in reference to the labor force. Dr. Grossman stated that it is their responsibility and ours also. A question was asked about the operational policy. Dr. Grossman stated that the FQHC would be responsible to ensure that the operation runs correctly.

Dr. Grossman also explained that policies have to be passed by this Board and then subsequently the FQHC Board must also accept those policies. There will be policies that this Board will pass and later they will be presented to the FQHC Board to adopt. Recently, there were two policies that had to be redone. Neither Board can implement a policy that relates to both boards without each other's approval. That is in the co-applicant agreement.

Joanne Melamed announced that a second action item was required regarding changing some of the language in a couple policies.

Matt Heyrman asked for clarity about what the Board is being asked to vote on today. Dr. Grossman replied that this Board has to agree with placing the CEO underneath the FQHC Board.

Mr. Reinbolt asked about the urgency of this matter and if the Board had to take action today.

Eric Zgodzinski replied that there was a request for Board action today. If no action is taken today, that information will be on record in our site review as not being satisfied. This is one item that needs to be satisfied within 45 days.

Robert Reinbolt suggested referring this item to an ad hoc committee with the understanding that the Board is receptive to the concept. However, the Board would like a further explanation and a review of all the points.

#### New Committee

A suggestion was made to combine a new ad hoc committee with the existing ones [WLCC and Legislative]. Mr. Reinbolt said that this would be considered. The following members volunteered to serve on this committee—Donald Murray, Matthew Sapara and Barbara Sarantou.

The Board decided to table a vote on this item due to many unanswered questions. There was agreement. Donald Murray noted that there was a 45-day requirement.

#### Environmental Health Issues Committee

Donald Murray reported that the committee met on June 21 and addressed the following items:

Sherry Scarver – McIver’s Mobile Food Facility

There was an issue with a mobile food service at the Scarver Barbeque location. Ms. Scarver was scheduled for a hearing. She received the proper notifications including verbal notice, e-mail, and certified mail. She did not show up for the hearing, and that was the purpose of it. The committee decided just to follow the normal process.

Variance Request – Jennifer King

There was a request for a variance on a small lot involving a replacement of a septic system located at 2042 Rhode Island. The committee recommends approval of the variance. This is routine in nature.

Griswold Property, 10745 Old State Line Road, Spencer Township

We received a well permit request on a property that was previously a dump site. The committee recommends denial of this request, unless there is proof that there are no other risks to other people’s health.

Ozzie’s Carryout

The owner is moving forward regarding compliance but at a slow pace.

Lead Ordinance

The proposed Lead Ordinance is scheduled to go before a Toledo City Council Committee Hearing on Monday, June 27, 2016.

**Resolution (2016.06-081):** Robert Reinbolt made a motion to approve the committee report. Matthew Sapara seconded the motion. A vote was taken: 9 yeas, 0 nays. Motion carried.

Personnel Committee

Robert Reinbolt stated that there is no report.

Executive Session

**Resolution (2016.06-082):** Matthew Sapara made a motion that the Board go into executive session to consider the appointment, employment, dismissal, discipline, promotion, demotion or compensation of a public employee or official. Donald Murray seconded the motion. A roll call vote was taken: 9 yeas, 0 nays. Motion carried.

Dr. Donna Woodson excused everyone from the meeting except Board members. The Board went into executive session at approximately 9:30 a.m.

(Barbara Sarantou left at 9:50 a.m.)

**Resolution (2016.06-083):** Donald Murray made a motion that the Board return to regular session. Reynald Debroas seconded the motion. A roll call vote was taken: 8 yeas, 0 nays. Motion carried.

The Board returned to regular session at approximately 10:08 a.m.

Dr. Woodson said that as mentioned before, there is a time crunch as some Board members have to leave early. We can have further discussion at the end of the meeting.

In terms of the Retreat one of the purposes was to look not only at strategic planning and vision, but also to talk about restructuring, which has been discussed many times prior.

Board members who were unable to attend the Retreat on June 18, will receive a packet of material today that was distributed at the retreat. Board input is sought regarding the SWOT form.

As the Board looks ahead, restructuring was something that was discussed. Hans Schmalzried gave us an opportunity to look at five other health departments in the State similar to ours and see what they were doing. There are other things that have been discussed at past Board meetings too. Dr. Woodson asked if there were any comments about the restructuring situation at this time. There were none.

Matthew Sapara stated he that no action was taken in executive session.

#### Motion

**Resolution (2016.06-084):** Matthew Sapara made a motion that the Board align the organizational structure of the Health Commission (Department) with a similarly accepted structure allowed under the Ohio Revised Code and as recommended by our consultants to eliminate the role of the Deputy Health Commissioner and replace it with a full-time Health Commissioner and a part-time Medical Director. Darlene Chaplin seconded the motion. A roll call was done. 8 yeas, 0 nays. Motion carried.

#### Motion

**Resolution (2016.06-085):** Matt Heyrman made a motion that the Board transfer Dr. David Grossman from Health Commissioner to a newly-created position of Medical Director, at a salary and duties to be negotiated by the Executive Compensation Committee and brought to the full Board at the next appropriate Board meeting, retroactive to today's date. Matthew Sapara seconded the motion. A roll call vote was taken. Vote: 8 yeas, 0 nays. Motion carried.

#### Motion

**Resolution (2016.06-086):** Matthew Sapara made a motion that Eric Zgodzinski's title as Interim Deputy Health Commissioner be changed to Health Commissioner subject to negotiation with the Executive Compensation Committee to be retroactive to June 23, 2016. Perlean Griffin seconded the motion. A roll call vote was taken: 8 yeas, 0 nays. Motion carried.

Dr. Donna Woodson noted that there is a need for additional meetings per needed work stated in the resolutions.

(Reynald Debroas left at approximately 10:15 a.m.)

#### **Prosecutor's Update**

Kevin Pituch said that there were no items to report.

## **Facility Committee**

Dr. Donna Woodson stated that the Facility Committee did not meet this past month.

## **Old Business**

### **Follow-Up Items**

No follow-up items.

### **FQHC Update**

Dr. Donna Woodson stated that Rebecca Anderson has left the meeting, but we can meet with her at a later date. Mrs. Anderson can provide a full report to the Board next month.

## **Division Reports**

### **Administrative Services**

Joanne Melamed reported as follows:

Information from the clinics is included in the member's packet.

She went over introduction of a new idea regarding billing. A Medical Billing Improvement Plan was provided. Ms. Melamed discussed FQHC requirements as delineated at their recent site visit.

Billing Department charges for medical services: Billing staff assists outreach clinics to register patients and collect charges; we help to sign up patients for Medicaid, we bill for all services provided at the Health Department, and we post payments to patient accounts. Some external sources such as Affordable Care Act, Medicaid expansion, and FQHC have added to the work of the Billing Department. All these duties and responsibilities have gotten the staff behind. Our current accounts receivables are 90 to 180 days behind.

Ms. Melamed's proposal is to look at an external Billing and Coding company who are experts in billing and coding. They charge only on a commission type basis and so far she has contacted one company to learn of details on cost. The fee would be on a commission basis of around 6.5% and their interest is to increase revenue because they would benefit from this. She is not suggesting that we use this company. We would have to do an RFQ (Request for Quote). She is requesting support at the Board level to go ahead and pursue this.

By using an outside company she explained how we would maximize our revenue potential. Her proposal is listed in the Medical Billing Improvement Plan; it outlines the work of the Billing and Coding company and the items which our staff would continue doing. Duties and responsibilities of the Billing staff would shift to validation of medical coverage through Medicaid or private insurances, identifying patients Medicaid deemed eligible, and preparing the patient chart for billing and coding. By using an outside company we could cover the cost, and potentially improve our revenue stream by at least by 10%, by about \$150,000 based on the clinics revenue.

Don Murray commented about a Billing company used by the fire department and EMTs at Jerusalem Township. Their CE's or webinars are every two weeks to one month because the medical coding is like working with jello. You can catch a lot of money when it is coded in a proper way vs missing something.

Joanne said we are looking at about \$700,000 in the aged account right now. Our staff is having a hard time with billing let alone other duties and responsibilities. However, a firm that does this type of billing all the time is their focus, could be the answer to our internal issues.

These folks are trained and educated on this. Unlike our staff where only one individual is educated in billing. However, they all went to the ICD-10 training at the time it was switched from the 9 to 10, but that was one training. They cannot get the same continuous training that is required for an outside biller.

Dr. Woodson said just this past year, things have changed dramatically in medical coding.

Matt Sapara commented that we are going after enhancement of our revenue.

Bob Reinbolt asked if the union contract allows for outsourcing.

Joanne answered that we are working with our unions. We are not so much as outsourcing the work, because a Billing and Coding firm would do a different job than our staff is doing right now.

The answer is no; AFSCME contract does not allow us to subcontract as described with billing.

Bob Reinbolt asked what you are asking us today is to get some more information on it. We are not agreeing to it or anything like that. We are just trying to get the cost to see the advantages or disadvantages would be.

Joanne said the roles of external company and internal staff are outlined in the packet. Billing jobs are not being taken away and given to someone else. Billers would still do their job, but the outside company would do very advanced medical coding and billing.

Bob Reinbolt said that in the explanation it states that they would have other responsibilities but then referenced attrition., which mean an eventual cost cutting.

Joanne explained that reduction or increase in staff would be based on operational need. We could potentially come to the board and ask for more internal staff, it all depends on operations. Outside billing company is being proposed as a pilot. The timeframe would be from one to two years, but if we see that it is costing us more money then we can terminate the contract.

Board members commented. Don Murray said he sees no down side to this proposal.

Dr. Woodson said we will look at these things and make a decision at the next Board meeting.



Joanne said she would do an RFP / RFQ to start the process. We are going to look for experts. Then she would bring that to the table for the Board to decide.

### **Environmental Health and Community Services**

Eric Zgodzinski reported as follows:

#### Lead Ordinance

The proposed Lead Ordinance will go before Toledo City Council Committee on Monday, June 27, 2016 at 4:00 p.m. A group of individuals will attend to answer any questions of the Council.

#### Staff/Accreditation

This item was finalized yesterday and things are going forward.

#### **PIO Report**

Shannon Lands reported as follows:

#### Board Retreat

Pictures were taken and a recap was provided of the recent Board Retreat. Dr. Donna Woodson provided the welcoming remarks.

#### Free Advertising

We received free advertising from various news media for a Getting to 1 Diaper Bank event, a Top Spot Award presentation and a press conference held in collaboration with the Lead Coalition, the City of Toledo, and other supporting entities.

#### Toledo Hospital Case Manager/Social Worker Marketing

Shannon Lands attended a meeting earlier this month with Toledo Hospital Case Managers, Social Workers, and others regarding discharge planning. Everyone was very receptive to information provided.

#### Weekly Wrap-Up

The new Weekly Wrap-Up began on June 6. The goal is to increase communication with leadership and staff members. Eric Zgodzinski will participate in a three to four minute video reporting on activities within the department. Another one is scheduled for today and employees may view it on the website.

#### TLCHD's Monthly Newsletter

Another means of communication for staff is the monthly newsletter. The first publication will be out in July. It will include a mini bio and picture of new employees, as well as patient/customer testimonials. It will highlight a different program every month, and it will list "Fun Holidays".

## **Health Services**

Kelly Burkholder-Allen reported that Mike Allison, Coordinator, from the Mobile Vision Program will present today. She reported as follows:

There was some funding available for this year's grant cycle for the WIC program. Clark Allen, WIC Supervisor, worked with folks from TARTA bus and consequently there will be posters, an audio and a video promoting WIC services in select zip code areas. This is an attempt to increase WIC numbers.

We are noting that due to some changes in ODH requirements regarding immunizations for 7<sup>th</sup> and 12<sup>th</sup> grade students and our numbers for Shots for Tots, the immunization trend is upward. This is positive news.

## **Mobile Vision Program**

Mike Allison presented on all the Mobile Vision Program and activities that have taken place the past year. This included a Mobile Vision Program summary: schools visited, students examined, glasses prescribed, vision findings, and a five-year history of the program. We hope to visit 46 schools next year vs 44 this year. A total of 5,169 students were examined. This program continues to serve as many students as possible.

Dr. Woodson asked if there was any research done in terms of how these students are doing as a result of obtaining glasses. A suggestion was made to use a statistician to begin to look at this issue and maybe set something up. Mike Allison stated that initial steps have been taken to document when students receive their glasses. He also met with Dr. Romules Durant, Superintendent, Toledo Public Schools, regarding testing methods and how these students progress. Because of the time involved with that project, there is a correlation, but it has not come to fruition yet.

## **Other Items and Public Health in the News**

Dr. David Grossman reported that there was a Zika case in Lucas County and that this item received media coverage. This provided an opportunity to reinforce what CDC and the Ohio Department of Health is saying about sexual transmission of the disease, particularly concerning women of child-bearing age.

Robert Reinbolt reported that recently there was a slight shortage of Narcan in our area, and there might be an institution that is willing to help with this item. Eric Zgodzinski stated that Matthew Sapara has been working to secure some funding for Narcan kits. Mr. Reinbolt stated that he was trying to put something together for sustainability potential and the ability to bill insurance companies to enable re-supplying of this item.

## **Next Meeting Date**

The next regular Board of Health meeting will be held on Thursday, July 28, 2016 at 8:30 a.m. at the Health Building, Department Operations Center (DOC) #254, 635 N. Erie Street, Toledo, Ohio.

**Adjournment**

With there being no further business, Donald Murray made a motion to adjourn the meeting. Darlene Chaplin seconded the motion. The motion passed unanimously. The meeting adjourned at approximately 10:55 a.m.

**Signed:**

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**Dr. Donna A. Woodson, President  
Lucas County Regional Health District**

**Attested By:**

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**Eric J. Zgodzinski, MPH, RS, CPH  
Secretary to the Board**