



INFORMATION PACKET FOR PROSPECTIVE BOARD MEMBERS

Latest Revision: 11.15.19

Contact Information:

WCHC P.O. Box 99 Conowingo,
MD 21918

Contact:

John Ness, MBA • President & CEO
443.731.2971 • jness@westcecilhealth.org



WCHC

WE CREATE
HEALTHY
COMMUNITIES

Celebrating 10 years of compassionate care 

Dear Prospective Board Member

I first want to thank you for your interest in serving not only WCHC, but our community. It is because of commitments like yours that we can continue to fulfill our mission of increasing access to comprehensive primary and preventive health care and improve the health care status of underserved, underinsured, and non-insured members of the communities we serve.

WCHC serves almost 8,000 unique patients annually with over 30,000 visits this past year. We offer comprehensive, integrated care services such as primary care, behavioral health, women's health, and dentistry. Three locations span two counties with Conowingo and Perryville in Cecil County, and Havre de Grace in Harford County. Our mission is to increase access to comprehensive primary and preventive health care and improve the health care status of underserved, underinsured and non-insured members of the communities we serve. WCHC hopes to become the provider of choice for health care services in the communities we serve.

WCHC has prided itself on its collaborative nature with multiple healthcare partners in the state including the Conowingo Lions Club, Health Departments from both Cecil and Harford County, Union Hospital, University of Maryland Upper Chesapeake Health, University of Maryland Baltimore School of Dentistry, Maryland Community Health Resource Commission, The Weinberg Foundation, and The Drescher Foundation. We feel that when we use the best parts of all our resources, we can provide the highest level of care to our patients.

But don't just take our word for it, listen to what our patients have to say:

"I highly recommend West Cecil Health and appreciate the care, kindness and understanding I receive every time I come to an appointment. When you can trust the care you receive from your doctor and they trust that you know your body best, that's really important to me."

"The whole entire staff are very kind, polite, and professional people. Throughout your entire visit, you can very well feel comfortable while you're there from entering and exiting the building. Without a doubt, they all genuinely care about you, your health, and your overall well being. The doctors, they don't make you feel judged, they are 100% upfront and honest with you, they actually listen to everything you say and give you the best helpful advice. You're not just another patient to them, after my 1st visit every single person I had talked to remembered me by my name, they asked me about things we had talked about in side convos that I forgot about. You just don't get amazing people like that anymore, it's amazing how they have a bunch all working at the same place. They changed my life for the better, I tell everyone about them, and when they go, they all have the same opinion as me. I love this place and everyone in it. This place is a true Blessing."

Please consider joining our efforts by applying to be a part of our Board of Directors.

Thank you for your time,

John Ness, MBA
President & CEO

Table of Contents

A. Board Member Information

1. Position Description.....p4
2. Code of Conduct.....p5
3. HRSA Requirements.....p6
4. Application.....p7
5. Calendar.....p9
6. Acronyms and Industry Terms.....p10

B. WCHC Information

1. Mission, Vision, and Values Statement.....p11
2. Program Descriptions.....p12

C. Organizational Structure

1. Organizational Summary.....p13
2. Senior Leadership Summary.....p14

D. Required Forms

1. Background Authorization Disclosure Form.....p15
2. Confidentiality and Conflict of Interest Statement.....p22
3. Photo Release Form.....p24



ACTIVE WCHC BOARD MEMBERS

Jeffrey Coale, Board Chair
Zack Royston, Vice Chair
Glenn Jensen, Treasurer
Bernie Brown, Secretary
Kathleen Brewer, Member
Pete Mahaffey, Member
Elyse Murray, Member
Linda Snyder, Member
Lauren Levy, Member



Board Member Information

A. Board Member Information

1. Position Description

The Board ensures that the organization achieves its mission in an ethical, transparent, accountable and prudent manner. Each Board Director is accountable for the functions described below, all of which are accomplished at Board meetings and by committee assignments through review of information, strategic questioning, conversations, and decision making.

Leadership, Governance and Oversight:

1. Serve a minimum of 1 three-year term on the Board; eligible to serve 2 three-year terms.
2. Be responsible for all aspects of WCHC governance but delegate administrative responsibility and authority to the President/Chief Executive Officer
3. Approve the selection and dismissal of the President/Chief Executive Officer of WCHC and conduct the performance evaluation for the President/Chief Executive Officer.
4. Approve the health center Public Health Service Act Section 330 grant applications and budgets, and other applications and budgets for grant funds as well as other HRSA requests regarding scope of project.
5. Establish and periodically update personnel policies, including recruitment, selection and dismissal procedures; salary and benefit scales; employee grievance and equal opportunity practices.
6. Adopt policies for financial management practices including a system to assure accountability for WCHC resources and assets and approval of (i) the annual operating budget (including the use of federal grant and non-grant funds), (ii) health center priorities; (iii) eligibility for services including fee schedules and the sliding fee discount program; (iv) billing and collection policies; and (v) long range financial planning.
7. Evaluate WCHC activities regarding services utilization patterns, provider productivity, quality of care, patient satisfaction, patient grievance process, and achievement of project objectives.
8. Conduct long-term strategic planning efforts that assure the position of the organization in the changing marketplace and that include regular updating of WCHC's mission, goals and plans when appropriate.
9. Assure that WCHC is operated in compliance with applicable Federal, State and local laws and regulations. The board is legally responsible for ensuring that the health center is operating in accordance with applicable federal, state, and local laws and regulations and is financially viable.
10. Select the services to be provided and the organization's hours of operations. The Board shall establish general health center policies and shall adopt policies that address such matters including, but not limited to, the scope and availability of services, location and hours of service, and quality of care audit procedures.
11. Select an independent auditor and officially accepting/approving the annual audit report as well as retain control of the major finance and resource decisions and monitor the financial viability of the organization by such means as review of monthly reports of income and expenses, variances from revenue and expenditure projections and the annual audit report.
12. Measure and evaluate the organization's progress in meeting its annual and long-term programmatic and financial goals and development plans for the long-range viability of the organization by engaging in strategic planning, ongoing review of the organization's mission and bylaws, evaluating patient satisfaction, quality improvement and quality assurance information, and monitoring organizational assets and performance.
13. Evaluate itself periodically for efficiency, effectiveness and compliance with all Community Health Center (CHC)(Section 330 of the Public Health Service Act) requirements

A. Board Member Information

2. Code of Conduct

Board Members Code of Conduct

1. I will regularly attend board and committee meetings, whether general or special. I will prepare for these meetings by reviewing provided materials ahead of time I will participate in conversations and ask strategic questions at the meetings. If I am unable to attend, I will give prior notice. I understand that by committing to become a board member of WCHC, I am available to provide between 5-10 hours a month of volunteered time for Board meetings, Committee meetings, preparation, and communication.
2. I will act in a way that contributes to the effective operation of the Board; e.g, share my skills/expertise; use my knowledge to influence strategy; maintain confidentiality; support decisions once made (regardless of my vote); support the policies & procedures for conducting business; etc.
3. I will keep informed about WCHC. I will focus on the good of the organization, independent of personal agenda, self-interest, or influence of others. I will participate in opportunities to better understand the organization's mission and service delivery.
4. If I choose to be a non-consumer board member, I will help support the charitable contributions operation of WCHC by making an annual gift to the best of my personal ability, attending all events, and participating in other fund development activities by taking on various tasks tailored to my comfort and skills.
5. As appropriate, I will use my personal and professional contacts and expertise to benefit WCHC without compromising ethics or trespassing on relationships.
6. I will inform the Board of any potential conflicts of interest, whether real or perceived, and abide by the decision of the Board related to the situation.
7. I will respect the authority of the President/CEO and staff, realizing the difference between governance and management decisions.
8. I agree to step down from the Board if I am unable to fulfill these expectations.

Print Name

Signature

Date Signed



A. Board Member Information

3. HRSA Requirements

WCHC is a non-profit community health center regulated and governed by the Health Resources and Services Administration (HRSA), an agency of the U.S. Department of Health and Human Services. Some of those regulations do concern board members, and we feel it is our duty to inform all prospective board members what may be asked of them.

- A majority of members of the board (at least 51%) are individuals who are served by the health center. These patient board members must be a current registered patient of the health center and must have accessed the health center in the past 24 months to receive at least one or more in-scope service(s) that generated a health center visit (visits are defined as documented, face-to-face contacts between a patient and a provider who exercises independent professional judgment in the provision of services to the patient)¹
- As a group, these “patient” or “consumer” board members represent the individuals being served by the health center in terms of demographic factors such as race, ethnicity, and sex¹
- The remaining non-consumer members of the board shall be representative of the community in which the center’s service area is located and shall be selected for their expertise in community affairs, local government, finance and banking, legal affairs, trade unions, and other commercial and industrial concerns, or social service agencies within the community¹
- No more than one half (50%) of the non-consumer board members may derive more than 10% of their annual income from the healthcare industry¹
- One of the requirements for an entity’s participation in Medicare and Medicaid is to provide certain data about each of its Owners, Officers and Board members, including, the individual’s full legal name, date of birth, Social Security Number, any personally held Medicare- or Medicaid- assigned numbers, including the respective National Provider Identifier (NPI) number associated with the Medicare- or Medicaid- assigned number/s, and certain ownership or controlling interests that the individual may hold in other entities²

For more information on about the health center program, visit <https://www.bphc.hrsa.gov/about/healthcenterfactsheet.pdf>

¹Health Center Program Site Visit Guide, HRSA. FY2015

² Electronic Code of Federal Regulations Title 42 Chapter IV Subchapter C §455.104 Disclosure by Medicaid providers and fiscal agents: Information on ownership and control.

A. Board Member Information

4. Position Application

| Board Member Personal Information | | |
|---|---------------|--|
| Full Name (Last, First, MI) | | Email Address |
| Home Address (Street, City, State, Zip) | Home Phone | Cell Phone |
| Employer (May we contact you at work: Y/N) | Job Title | Work Phone |
| SSN | Date of Birth | State of Birth |
| Race: <input type="checkbox"/> White <input type="checkbox"/> Black/African America <input type="checkbox"/> Asian <input type="checkbox"/> Other Pacific Islander <input type="checkbox"/> American Indian/Alaska Native <input type="checkbox"/> More than One Race <input type="checkbox"/> Unreported/Declined to Report | | Ethnicity: <input type="checkbox"/> Hispanic or Latino <input type="checkbox"/> Non-Hispanic or Latino <input type="checkbox"/> Unreported/Declined to Report |
| Gender: <input type="checkbox"/> Male <input type="checkbox"/> Female <input type="checkbox"/> Unreported/Declined to Report | | |
| Emergency Contact Information | | |
| Full Name | Relationship | Phone Number |
| Full Name | Relationship | Phone Number |
| Volunteer History | | |
| Please list Board and Committees that you serve on, or have served on, below. (i.e. business, civic, community, fraternal, political, professional, recreational, religious, and social). | | |
| Organization | Role/Title | Dates of Service |
| | | |
| | | |
| | | |
| Board Interest | | |
| Type of Membership Applied for (check one): <input type="checkbox"/> Consumer (user of WCHC services) <input type="checkbox"/> Non-Consumer (community representative with special expertise) | | |
| (Non-Consumer Applicants Only) Does more than 10% of your annual income derive from the healthcare industry? <input type="checkbox"/> Yes <input type="checkbox"/> No | | |
| Why are you interested in serving as a board member for WCHC | | |
| What do you believe are the two most significant issues or problems WCHC patients experience | | |

What area of expertise do you feel you could contribute to the success of WCHC

- Accounting/CPA
- Fundraising
- FQHC/Non-Profit
- Other:
- Strategic Planning
- Legal Advocacy
- Medical/Health/Quality Assurance
- Human Resources
- Marketing
- Event Planning
- Banking/Controller
- Legal
- Information Technology

What time are you available to meet for committee meetings: Mornings Afternoons Evenings

Do you have flexibility in your work schedule to attend committee and board meetings that may start before the end of the work day: Yes No

If you are a medical provider, lawyer, CPA, or hold another type of professional license, please provide the information requested below:

| Type of License | State | License Number | Issue Date | Expiration |
|-----------------|-------|----------------|------------|------------|
| | | | | |
| | | | | |

Which Committee would you be interested in serving. (While we do our best to place you on a committee of your preference, we cannot guarantee any placements)

- Finance
- Personnel/Nominating
- Building & Technology
- Strategic Planning
- Quality Assurance
- Gala

Background

Education/Training Certificates

How do you feel that WCHC would benefit from your involvement on the board?

Please list any groups, organizations, or businesses to which you could serve as a liaison on behalf of WCHC

Please tell us anything else you'd like to share.

Applicant Signature

I have completed and reviewed this entire form and attest that the information provided is true. I am volunteering my time for personal reasons. I understand I will not be paid for my services as a volunteer and I accept no compensation. CMS requires Federally Qualified Health Centers to run background checks on all board members with managing control. By signing below, I am agreeing to allow WCHC to conduct a background check as required by CMS. By signing below, I am agreeing to all terms, conditions, and statements listed within this application.

Please attach a current copy of your curriculum vitae and/or resume.

 Applicant Signature

 Date Signed

A. Board Member Information

5. Board Calendar

FY 2020 Board Calendar

The board meets monthly on the fourth Tuesday of the month at 5:00PM. Dates subject to change

- August 27
- September 21*
- October 22
- November 19
- December 17
 - President/CEO Review
 - Self Evaluation
- January 28
- February 25
- March 24
- April 28
 - Nominations for New Slate of Officers
- May 26
 - Review Draft FY20 Budget
 - Review Annual Quality Report
 - Slate Approval
- June 23
 - Approve FY21 Budget
 - Officer Elections

*Board Retreats are scheduled on Saturdays from 8AM - 3PM

Standing Committee Meetings (meet monthly):

- Finance: Third Thursday of the Month
- Executive: Second Monday of the Month
- Personnel/Nominating: Third Thursday of the Month
 - Quality Assurance: Second Monday of the Month
- Building & Technology: Second Monday of the Month



A. Board Member Information

6. Acronyms and Industry Terms

The following terms are commonly used during regular business practices at WCHC. All board members are requested to familiarize themselves with these terms.

340B

A discount prescription drug program that allows WCHC to purchase drugs at wholesale cost for pharmacies and pass that discount on to our self-pay patients. This adds a revenue stream for the organization. For more information on the 340B program, visit <https://www.hrsa.gov/opa/index.html>

CHC

Community Health Centers are a 501(c)3 designated non-profit providing healthcare to all regardless of ability to pay

HRSA

Health Resources and Services Administration is a federal agency governing CHCs and providing grant funding and regulations. For more information on HRSA, visit <https://bphc.hrsa.gov/about/index.html>.

NACHC

National Association of Community Health Centers provides education, training, guidance, and leadership to community health center's nationwide. There are three major annual conferences: Policy & Issue Forum (P&I), Community Health Institute (CHI) and Finance, Operations, and Information Technology (FOMIT). For more information on NACHC, visit <http://www.nachc.org/>

MACHC

Mid-Atlantic Association of Community Health Centers is member association of all the CHC's in Maryland and Delaware. MACHC offers technical assistance pertinent to Maryland and local conferences, educations, and guidance. For more information on MACHC, visit <https://www.machc.com/>

MCHRC

Maryland Community Health Resource Commission is a state agency providing grant funding to healthcare nonprofits of the state, and helps connect local resources in rural Maryland. For more information on MCHRC, visit <https://health.maryland.gov/mchrc/Pages/home.aspx>

EMR/EHR

Electronic Medical Record/Electronic Health Record, used interchangeably. It is the electronic platform used at WCHC for all scheduling, medical charting, billing, and reporting for all services

eCW

eClinicalWorks, the current EMR system used by WCHC

PCMH

Patient Centered Medical Home is a model of healthcare delivery that puts patients at the forefront of care. This is also a designation WCHC will be working to obtain in the near future. For more information on PCMH, visit <http://www.ncqa.org/programs/recognition/practices/patient-centered-medical-home-pcmh>

UDS

Uniform Data System is an annual report mandated by HRSA for an in-depth look at the organization as a whole with integrated measures for clinical, financial, and staffing. For more information on UDS, visit <https://bphc.hrsa.gov/datareporting/reporting/index.html>

B. WCHC Information

1. Mission, Vision, Values Statement

Mission

The mission of WCHC is to increase access to comprehensive primary and preventive health care and improve the health care status of underserved, underinsured, and non-insured members of the communities we serve.

Vision

WCHC shall become the provider of choice for health care services in the communities we serve.

Values

Demonstrating our values through our teamwork, honesty, transparency, reliability, productivity and commitment to a staff reflecting the diversity of the community. Basing our delivery of services on the values of compassion, confidentiality, continuous quality improvement and responsible use of available resources.



B. WCHC Information

2. Program Descriptions

Primary Care

WCHC provides primary care services to all ages from infancy through the most advanced years. From well-visits and acute care, to chronic disease management and routine care. Our primary care providers can provide soft referrals to and work closely with providers from other departments for an integrated health care approach. Primary care is currently offered at Conowingo and Havre de Grace.

Behavioral Health

WCHC offers both counseling and medication management to meet the continued rise in demand of behavioral health resources in the community. LCSWs are able to provide the counseling and support in a non-invasive, welcoming environment, while our psychiatric staff are able to manage the expertise required for medication management. Behavioral Health providers work closely with our Primary Care providers to ensure patients are receiving well-rounded healthcare. Behavioral Health services are currently offered at Conowingo and Havre de Grace.

Women's Health

WCHC provides women's healthcare ranging from annual exams, contraceptive options, pregnancy testing and routine gynecological care. Our Women's Health specialists are able to see females of all ages as needed and offers services at both Conowingo and Havre de Grace.

Dentistry

A full-service dental suite allows WCHC to provide both preventive and restorative care to patients in need. From pediatric cleanings to denture care, WCHC offers pediatric and adult preventative and restorative care, replacement care with dentures, partials, and bridges, emergency care such as extractions and root canals, and cosmetic care to improve a healthy smile. Dental services are provided at Conowingo.

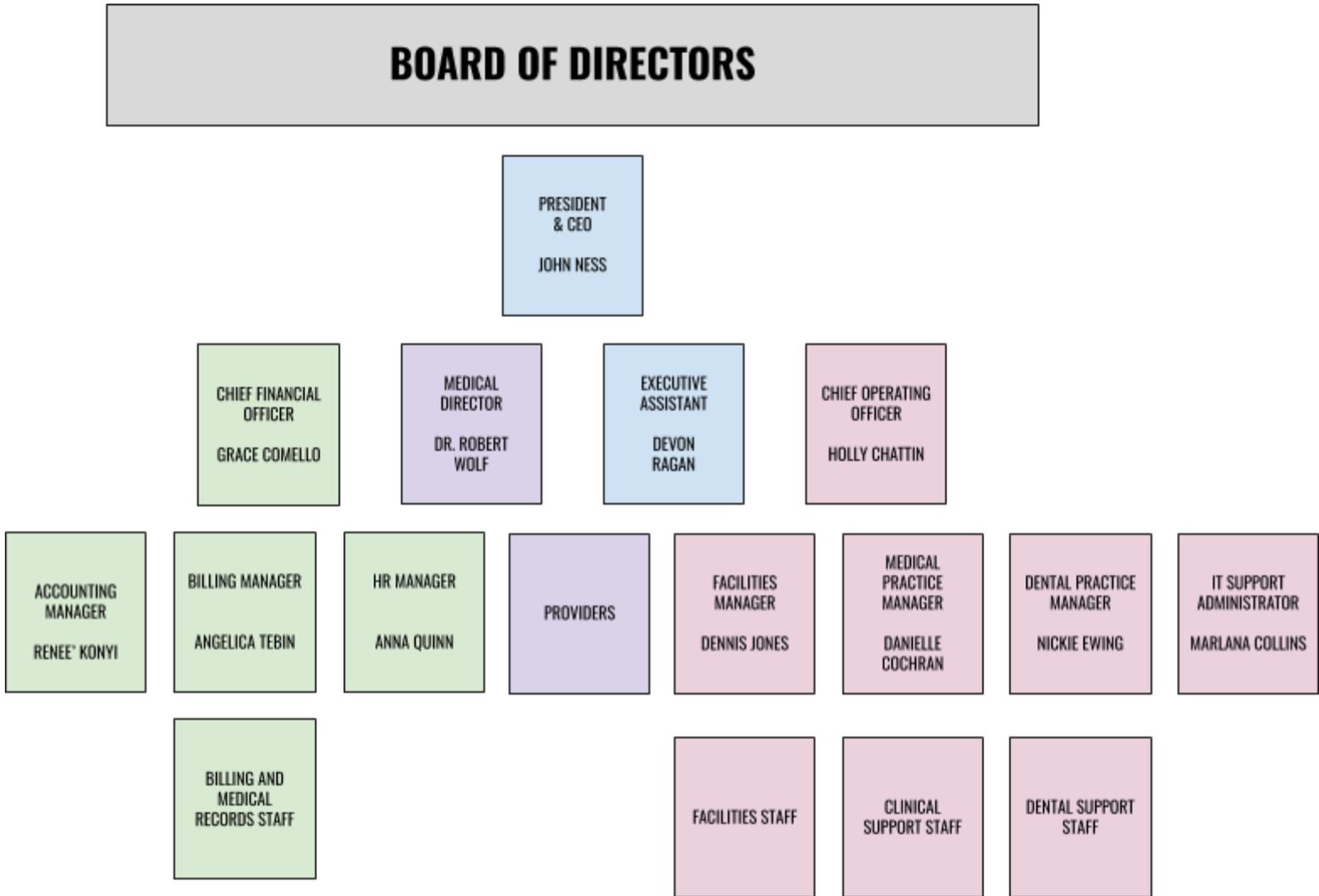
340B Prescription Drug

WCHC partners with local pharmacies to provide prescriptions at low-cost to patients. By buying drugs directly from the manufacturer at a discounted price, pharmacies can then pass along those discounts to our self-pay patients. When insurances cover the drug at the contracted amount, those profits come back to WCHC to continue to provide quality care to the communities we serve.



C. Organizational Structure

1. Organizational Summary



Please refer to the following pages for detailed resumes of our key personnel.

C. Organizational Structure

2. Senior Leadership Team



John Ness
President & CEO

A lifelong resident of Cecil County, John Ness manages the daily operations, strategic growth, and collaborative community relationships as President & CEO of WCHC. With 26 years of business

experience including finance, healthcare, and non-profit management, he oversees the daily operations of the company. John received his B.S. in Business Administration from West Virginia University and his MBA with a concentration in Healthcare Administration from Wilmington University. He is an active member of the Medical Group Management Association, the American College of Healthcare Executives, the Mid-Atlantic Association of Community Health Centers, and the Maryland Rural Health Association.



Holly Chattin
Chief Operations Officer

Holly Chattin is responsible for the operations and compliance at WCHC in her role as Chief Operating Officer. She brings 17 years of clinical experience and 11 years of leadership experience to her role where she transitioned the entire organization to a new electronic

health records system and facilitated the opening of the Perryville location. Throughout her career, Holly has established a corporate compliance program that has achieved full compliance with HRSA, CMS, HIPAA, PCI, and OSHA regulations and boasted one of the only perfect HRSA on-site visits in the nation. Holly received her B.S. in Nursing and her M.S. in Health Services Leadership and Management with an Executive Focus. She is a professional member of the ANCC, is an ANCC Board Certified Nurse Executive, and is Juran Lean Six Sigma Yellow and Green Belt Certified.



Grace Comello
Chief Financial Officer

Grace Comello, CPA, serves as the Chief Financial Officer of WCHC. She is responsible for all finance operations of the organization including designing business plans, budget generation, grants management, increasing revenue

streams, overseeing the HR department, and ensuring accuracy and completeness of financial records and reports. Grace was instrumental in improving collection practices, policies and procedures, and financial compliance per HRSA guidelines. Grace brings 23 years of experience including 5 years with the Big Four accounting firms and 4 years of international business experience in Germany. She received her B.S. in Accounting from Xavier University, her Masters of Business Administration from Colorado State University, and is an active member of the American Institute of Certified Public Accountants.



Dr. Robert Wolf
Medical Director

Dr. Robert Wolf serves as the Medical Director for WCHC with an interest in improving healthcare outcomes through care coordination. He brings 27 years of healthcare experience to the company and is responsible for supervising all aspects of the clinical department

ensuring a positive patient experience and an exceptional quality of care, as well as functioning as a preceptor for medical students completing their clinical rotations at WCHC. Dr. Wolf is familiar with navigating the unique composition of both rural healthcare and Community Health Centers with previous experience at an FQHC in Delaware and a Medical Center in New Zealand, as well as working in a solo practice in Rising Sun, MD for six years. Dr. Wolf received his Medical Degree from Brown Medical School in Rhode Island and completed his residency at the University of Rochester/Highland Hospital. He is an active member of the American Academy of Family Practice and the Delaware Medical Society.