

**Coastal Health & Wellness
Governing Board
August 5, 2025**

Board Members:

Sergio Cruz
Kevin Avery
Sharon Hall
Rev. Jones
Kendall Campbell, MD

Staff:

Philip Keiser, MD, Executive Director
Lane Baker, MHA, Chief Operating Officer
Chris Garcia, MD, Medical Director
Ruth Cable, Chief Financial Officer
Ashley Sciba, RN, Chief Nursing Officer
Tiffany Carlson, RN, Nursing Director

Tomiko Fisher, Chief Operating Officer
Debra Howey, RN
Taylor Silvas
Wendy Jones
Christina Bates
Tikeshia Thompson-Rollins

Excused Absences: Victoria Dougharty, Elizabeth Williams, & Flecia Charles

Unexcused Absence: Cynthia Darby

Items#1 Comments from the Public

There were no comments from the public

Due to not having a quorum at the start of the meeting Sergio Cruz, asked the Board to proceed to the nonaction items, Coastal Health & Wellness Updates.

Item#11 Coastal Health & Wellness Updates

- a) Organizational Updates Submitted by Executive Director
- b) Operational Updates Submitted by Chief Operating Officer
- c) Medical Updates Submitted by Medical Director
- d) Human Resources Updates Submitted by Human Resources Director

Organizational Updates:

Philip Keiser, MD, Executive Director, presented Organizational Updates.

Current Status

- Financial challenges: Experienced significant financial difficulty this year, requiring two rounds of layoffs.
- Stability: Revenue has now stabilized. Funds are sufficient to sustain operations through the next fiscal year, provided expenditure is tightly managed.

Operations & Services

- No service lines were eliminated.
- Reduced service levels in some areas (e.g., dental clinics down to 2 $\frac{2}{3}$ part-time staff; evening & Saturday hours cut).
- Staff are performing double duty to maintain services — leadership recognizes and appreciates their commitment.

Financial Measures & Progress

- Revenue cycle management outsourced → expected to improve billing and collections.
- Sliding-scale patient fees enforced more consistently:
 - Patients encouraged to provide at least a minimal co-pay.
 - Result: Last month's financials were close to budget neutral.
 - Potential to move into positive revenue if trends continue.

Next Steps / Challenges

- Primary challenge: Increase revenue to expand services.
- Board focus: Monitor expenditures, strengthen collections, and plan for sustainable growth.

Operational Updates:

Lane Baker, Chief Operating Officer, provided the Board with the operational updates.

- We are contracting with OCHIN and Cyclepoint, a revenue cycle management team, to take over our RCM processes. This was a missing component, and their support will allow us to strengthen collections across Medicare, Medicaid, and commercial insurance. They’ve offered a favorable percentage rate on collections, which should help maximize revenue.
- On the self-pay side, we are implementing new strategies:
 - Introducing a credit card on file policy so patients can be charged after visits if they don’t have payment at the time of service.
- We are also exploring opportunities with the State of Texas and the local health district to access funding pools for the underinsured and uncompensated populations.

Workforce & Morale

- Staff morale has taken a hit with recent departures, especially with the loss of our lead dental assistant who carried significant responsibilities. The team is working to redistribute duties to maintain quality and efficiency in patient appointments.

Outreach

Ashley Sciba, Chief Nursing Officer, informed the Board that it is Health Center Week, and CHW will be celebrating with a Spirit Week featuring daily themes. She also reported that CHW held a successful backpack drive in July, distributing over 880 backpacks to the community.

Medical Updates

Telehealth/Doxyme:	May visits 238 (highest ever)	June visits 170
CHW Clinic Visits:	May visits	June visits
Kept:	2063	2076
No Shows:	764	764
No show rate:	27%	26.9%
Retinal scans	23	24
Total charges:	\$426,324.42	\$372,223.89

Clinic Updates

We continue to face challenges and are working as a TEAM to find solutions. We continue to focus on providing high level of care for our patients. We will not compromise when it comes to the quality of care

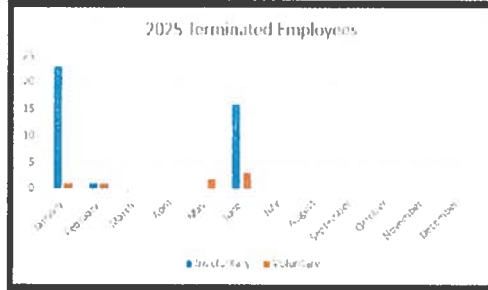
Our providers and staff are committed and working hard to try to make sure Coastal Health and Wellness succeeds. I commend all our staff as they are all taking on additional work and looking for ways to improve finances.

We have paused some initiatives due to manpower.

Human Resources Updates

Lane Baker, Chief Operating Officer, presented the Human Recourses Updates in Liz Lentz absence.

- Active EE Count (77)
- Hired EE’s for Month -July (0)
- Termed EE’s for Month - July (0)
- Active EE’s Count for Prior Year July 2024 (125)
- Termed EE’s for Month July 2024 (6)
- Open Positions (0)

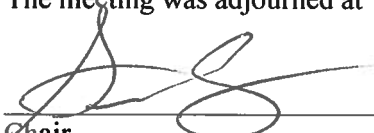


Month	Number of Separated Employees	Average Number of Employees	Monthly Turnover Rates (Percentage)	Quarterly Turnover Rates	Annual Turnover Rate
January	21	87.5	27.4%		
February	2	87.5	2.3%		
March	0	87.5	0.0%	29.7%	
April	0	87.5	0.0%		
May	2	87.5	2.3%		
June	19	87.5	21.7%	28.0%	
July	0	87.5	0.0%		
August	0	87.5	0.0%		
September	0	87.5	0.0%	0.0%	
October	0	87.5	0.0%		
November	0	87.5	0.0%		
December	0	87.5	0.0%	0.0%	53.1%

Item #13 Comments from Board Members

No comments

The meeting was adjourned at 1:14p.m.



 Chair

09-05-2025

 Date

 Vice Chair

 Date