

**Notice of Regular Meeting of the Board of Directors  
Chambers County Public Hospital District No. 1  
5:30 P.M. September 30, 2021  
Bayside Community Hospital Conference Room  
Agenda**



1. **Call to Order**
  - a. Confirmation of a quorum.
  - b. Invocation by Hubert Breaux of Hankamer Community Fellowship.
  - c. Introduction of Guests.
  - d. Review and Approve Minutes of Previous Meeting(s) – August 18, 2021, August 24, 2021, August 26, 2021, and September 23, 2021 (A)
  
2. **Public Comment-Speakers must sign in to speak. There is a three (3) minute time limit. At this time, any person with business before the Board of Directors not scheduled on the agenda may speak to the Board. This is a time for the Board to receive comments from the public, but not a discussion. No response by the Board is necessary and no formal action can be taken on these items at this meeting.**

**Consent Agenda**

3. **Review and Approve Committee Reports (B)**
  - a. Compliance Report
  - b. Safety Committee
  
4. **Review and Approve Operational Reports (C)**
  - a. Chambers Community Health Center, Inc. (FQHC) Operations
  
5. **Administrative Reports**  
**CEO's Monthly Update Report (D)**
  - a. OmniPoint Dayton Updates
  - b. Rapid COVID Molecular Update
  - c. Zoom Board Meetings
  - d. Texas Medicaid 1115 Waiver
  - e. OmniPoint Premier BHISD Employee Testimonial
  - f. HealthStream – Employee Education
  - g. Liberty Dayton Update
  - h. VOIP Phone System Transition Update
  - i. OPP City of Dayton Update
  - j. Provider Recruitment Update
  - k. Nursing Update
  - l. Mentoring Program Update
  - m. Appreciation for Staff During COVID – Bonus?
  - n. Women's Health Ribbon Cutting
  - o. Community Outreach
  - p. QIPP Update – Potential New Facilities
  - q. Solomon Group – FQHC Volume and Revenue Opportunity Update
  - r. Bayside Hospital Volumes

**New Business**

6. **Discuss, Consider and Take Action on, if necessary, August 2021 Financials and Statistical Reports. (E)**

7. Discuss, Consider and Take Action on, if necessary, FY 2020 Hospital Auditors Draft Review. (F)
8. Discuss, Consider and Take Action on, if necessary, adoption of FY 2022 Budget. (G)
9. Discuss, Consider and Take Action on, if necessary, adoption of FY 2022 Tax Rate. (H)
10. Discuss, Consider and Take Action on, if necessary, Organizational Chart for Review and Approval. (I)
11. Discuss, Consider and Take Action on, if necessary, Chambers Health Emails for Board Members (preferred contact method). (J)
12. Discuss, Consider and Take Action on, if necessary, on approving a resolution to request grant funding from Chambers County, Texas through the Chambers County Health Services tax to provide Health Services and Authorize Board of Directors representatives to execute the necessary agreement to receive the grant funds.
13. Discuss, Consider and Take Action on, if necessary, PTO Payout Approval.
14. Discuss, Consider and Take Action on, if necessary, RFP for West Chambers Medical Center Recommendation.
15. Discuss, Consider and Take Action on, if necessary, Mont Belvieu Property Sale Price. (Executive Session)
16. Discuss, Consider and Take Action on, if necessary, on CEO Compensation. (Executive Session)

**Executive Session, if necessary –**

**Section 551.071:** Consultation with Attorney.

**Section 551.072:** Deliberations about Real Property.

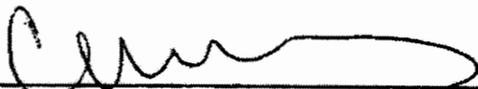
**Section 551.074:** Personnel Matters.

**Section 551.085:** Certain Deliberations by the Governing Board of a Public Hospital.

Pursuant to Subchapter D of the Texas Open Meetings Act, this Board reserves the right to discuss in Executive (Closed) Session, such matters, and subjects as are allowed under law.

17. Consider and Take Action, if necessary, regarding Executive Session items.
18. Other.
19. Adjournment.

The next Board Meeting is scheduled for Thursday October 28, 2021, at 5:30 p.m. in the Conference Room at Bayside Community Hospital.



Submitted by: Christy McAdams, Administrative Assistant

**FILED FOR RECORD IN:**  
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Heather H. Hawthorne, County Clerk

Recorded: *Gene Martin*

**MINUTES OF THE REGULAR MEETING OF THE BOARD OF DIRECTORS FOR CHAMBERS COUNTY PUBLIC HOSPITAL DISTRICT NO. 1 HELD AT THE BAYSIDE COMMUNITY HOSPITAL CONFERENCE ROOM ON SEPTEMBER 30, 2021, ANAHUAC, CHAMBERS COUNTY TEXAS BEGINNING AT 5:30 P.M.**

A regular meeting of the Board of Directors of the Chambers County Public Hospital District No. 1 was conducted at Bayside Community Hospital Conference Room in Anahuac, Texas on Thursday, September 30, 2021, beginning at 5:30 P.M. with the following Directors present:

Theresa Greco, Chairperson  
Marcia Smith, Vice-Chairperson  
Leslie Turner, Secretary  
Mike Emmons, Director  
Geraldine Brown, Director

Pursuant to a Notice under the Open Meetings Act duly filed and posted a full 72 hours prior to the openings of said meeting (a copy being placed amongst the files of the District).

Also Present were William Kiefer, CEO/CNO, Jay Hodges, CFO, Paul Aslin, COO, Kaley Smith, Clinics Executive Director, and Nellie Lunsford, Director of Business Development, Natalie Vasquez-Clarke, Human Resources, Christy McAdams, Administrative Assistant, Kevin Reed, Reed & Claymon, Rachel Hisler, Sue Hawthorn, Dr. Redman, Dr. Capili, Tommy Davis, Tommy Hammond, Jimmy Gore, Cody East, Susan LeBlanc and Andrew LeBlanc.

The meeting was called to order by Chairperson Greco, and it was determined that a quorum was present. Pastor Cody East from the Cornerstone Church in Anahuac gave the invocation. Greco introduced guests.

Board reviewed the previous minutes. Board discussed recording meetings in the future so that everyone can remember what was discussed. Reed said once the motion is made to approve the Minutes of a Meeting, the recording would then need to be erased because once approved, the Minutes should become the official record. Theresa suggested a policy be written on this. Emmons mentioned that sometimes there are things that will come up at the last minute that need to be added to an agenda. Reed suggested the Board discuss at the next meeting how to add agenda items and make a plan/policy on how this be done more efficiently. The concern is that if there are items required at the last minute, it could delay business. A possible solution is to have two Board members review a request to add to the agenda and determine whether it should be added immediately or wait until the next meeting. August 18<sup>th</sup> and August 24<sup>th</sup> Minutes were approved with no changes.

August 26<sup>th</sup> Minutes were reviewed, and Emmons requested a change be made to page 4 to show that after the break, Kiefer asked to take a poll vote on the tax reduction. Emmons and Turner then stated that the minutes reflect Greco voting for a 15-cent reduction, however, they believe she voted for a 10-cent reduction. Greco disagreed and stated she voted for the 15 cents. Emmons requested that we amend the minutes from the August 26<sup>th</sup> meeting to read that "Kiefer asked to take a poll vote" and that Emmons and Turner believe Greco stated 10 cents and Greco disagrees with that statement.

September 23<sup>rd</sup> Minutes were reviewed, and Emmons requested clarification on page 3 in the paragraph discussing the Budget review. The statement reads 'Hospital with a need of \$239M in capital' and it should have read 'Hospital with a need of \$239k in capital instead. Emmons also requested corrections

to reflect that the OR space would be the area transformed for sleep studies – not the ER space. Same paragraph.

Emmons questioned whether Foundation donations from the Sept 23<sup>rd</sup> Minutes (last page, first paragraph) would be discussed in this meeting as requested. Reed advised the information could be discussed with Jay under the agenda item 'Financials' since it was inadvertently left from the Old Business on today's agenda.

Greco stated that in the August 24<sup>th</sup> Minutes the outcome of the CEO Evaluation was not included. Greco stated in the future we will go about documenting this differently to record the voting decision.

A motion was made to approve the minutes reviewed with the changes requested by Vice Chairperson Smith and Director Emmons seconded the motion. The motion carried unanimously.

**Public Comment:**

Susan Leblanc saw in the newspaper that there was a meeting tonight. She came to tell us thank you. She heard the news that we would possibly get a tax break. She wanted to share what Chambers Health has meant to her and her family. When she arrived in 1992, she never in her wildest dreams expected that she would know this place so well. In 2004, Susan's son Andrew was diagnosed with Lymphoma. Chambers Health made it possible for Andrew to do labs here at our facilities and send the results to Texas Children's for his treatment. Throughout the years, Ynna Torre in the lab and all the Chambers Health staff have helped her family with blood work, ear infections, and broken bones. Now she is pleased to see this tax break and Chambers Health helping our community financially as well as through our amazing healthcare services. Susan expressed appreciation to the leadership of the organization and all they have done for Chambers Health.

**Consent Agenda:**

Compliance Report and Safety Report were reviewed by the board members. Kiefer spoke about HealthStream which is the latest software obtained to help staff with education, compliance, and maintain accreditation standards. Kiefer shared that Action Cue system is in place to document any unexpected events, errors, and near-misses. We use those events as education for staff to improve our service. It also shows that the staff is not scared or nervous to submit reports when accidents happen.

Operational Reports and FQHC Minutes were reviewed by the board. Smith announced that the new Dayton clinic is now officially in our scope, and we're completely approved. Our new After-Hours Hotline (nurse hotline) was part of the HRSA Grant requirements. It was implemented at the very end of August, and we've already received about 100 calls. The service is not only a HRSA requirement, but also improves patient care. Dr. Redman commented on the work that the clinics did in the last month during the COVID surge. An additional 1,400 patients were seen between all 3 sites. Redman is proud of the clinic staff for handling the extra load. He feels they did a tremendous job meeting the demand for the community.

Administration Reports were put on hold so that the Auditor, Tommy Davis, could present the Audit Draft and leave early to catch his flight.

**New Business:**

September 30, 2020, Audit Report and Provider Relief Funds Report are still going through internal quality control, so a draft was reviewed by Tommy Davis, auditor with Durbin & Co. There is a 60-day grace period – the final report will be presented next month. The bottom line will only get better when the final calculations are finished. The bottom-line show that in 2018 CCPHD1 was at 20M and now in 2020 it is at 27M. Cash and cash equivalent went up – mostly due to COVID relief funds. Operating loss reviewed along with property taxes and FQHC grants. PRF (Provider Relief Funds) reporting requirements reviewed – they are aimed to “prevent, prepare for, and/or respond to COVID.” A governance letter will be in the final report. Davis recommends that we focus on charity care – it’s key to all dollars going forward. Regarding PRF – rumor is that more money is on the way, but Davis is not sure what will happen or how/when it will happen. If that does come to pass – it would mean more dollars for health care facilities, most of which will focus on rural hospitals. Greco asked if all the criteria that we have put in place on expenditures can move forward or if it will be “in the sand”. Davis said it is still in the sand; he reminded the board that unfortunately the government has changed the rules several times. Reed is thinking that the audits will reveal interesting things and the guidelines will likely change. Davis agreed and stated the guidelines will likely come out long after the dollars have been spent. He also reminded everyone that it is not a matter of if you will be audited – but when it will happen. The government will not simply ask for us to send money back – they will withhold funds. Davis reminded the board that cash and cash equivalent went up mostly due to Provider Relief Funds that are still not guaranteed. Tommy Davis offered to email a copy of his presentation for the board to print and review later and in more detail.

A motion was made to approve the September 30, 2020, Audit Report Draft as presented, with the expectation that Davis will send the final Audit Report next month, by Vice-Chairperson Smith and seconded by Secretary Turner. The motion was carried unanimously.

**Consent Agenda Continued:**

CEO’s Monthly Update Report given by William Kiefer. Extended Hours began Sept 1<sup>st</sup> and are 7-8am and 5-8pm and 197 patients were seen in September. This was during the COVID surge, and we feel a lot of these numbers are related to COVID. Providers have mentioned pulling back and changing the hours, but we don’t want to change hours yet. We will continue to operate under those hours for at least 6 months and reevaluate at that time to potentially change. After-Hours Nurse Hotline began on August 25<sup>th</sup> and WCMC had 82 calls, Bayside had 60 calls, and Dayton had 4 calls for a total of 146 calls. OmniPoint Health Dayton has seen 320 patients during September – that includes 173 new patients; 19 operational days = 17 patients per day; 30 Radiology Exams, 126 Laboratory Tests. The Molecular COVID tests were purchased for the hospital and all 3 clinics. This test is the gold standard with results in 13 minutes. During September Bayside performed 227, Dayton performed 66, and WCMC performed 362, for a total of 655 tests. TORCH emailed Kiefer notifying us that Zoom board meetings are no longer allowed after September 1<sup>st</sup>. Texas’ Medicaid 1115 Waiver and email from John Henderson state that QIPP was extended 1 year. Kiefer stated that we are going to attempt to enroll into more programs that we may qualify for under the 1115 Waiver which will drive more revenue to the hospital.

Director Brown questioned the new COVID test – is there criteria to be able to receive the molecular test? Kiefer said that this is a very valuable test because you can be asymptomatic and still be given this test. Brown – will it still give a false positive? There is never 100% results – but this test is much more

accurate than the ones used before. Reed agreed that these are proven to have much more accuracy than the at-home tests.

BHISD OmniPoint Premier Program has seen 166 patients, of which 154 patients are new. BHISD wanted to help their 1000 employees by subsidizing costs, giving staff access to advanced clinicians, and help their staff focus on becoming the leaders in education. They are doing this by reducing teacher's sick time away and investing in staff and their families. The board was given a copy of a BHISD testimonial and Kiefer said he has been receiving rave reviews from Dr. Poole and Barbara Ponder at BHISD. Kiefer and Lunsford are meeting with AISD and Dayton ISD in hopes of signing them up with our premier services. MedPod telepods are also an option for schools in our area. Smith, Kiefer, and Lunsford are giving presentations on the MedPod which looks like a piece of carry-on luggage but contains a cart with a screen and equipment that enables the provider to take temperatures, look in ears and mouths, and listen to hearts to make a diagnosis. This alleviates parents from bringing the child from school to the doctor for a simple earache, for example. Vice Chairperson Smith shared that the Dayton Community is very happy to have us there and said thanks to Kiefer and staff.

HealthStream is our new education system for Chambers Health and OmniPoint. This system will help maintain certifications and keep track of expiration dates successfully. It gives employees free access to continuing education and helps elevate the competency of staff. Another way to create strong infrastructure of the organization. Director Brown asked if staff could complete the courses at home and Kiefer confirmed they can. Liberty-Dayton Hospital and Clinic – we need to be aware of what is going on. Phone system upgrades started today at Bayside and by Monday all clinics will be switched over. We are going from analog to VOIP. Analytics will also be provided after the installation to monitor call drops, voice recording, etc.

We have hired 8 providers in 10 months, which is amazing for a rural setting. We are selling the vision and it has been beneficial to hiring. Dr. Ferdous and her husband, a professor at UT Clearlake, are wanting to move to the area and have several offers from other healthcare entities but has bought into the vision of CH/OPH and has agreed to continue discussions with us. She will need J1 sponsorship. She is east-Indian. The great thing about this candidate is that she has a Master's in Public Health. She is a very smart lady and her background ties into what the clinics are doing with population health. She graduates in May and will start right after in July or August. Redman agreed that Dr. Ferdous is a good fit for our vision and thinks people in our community will feel comfortable seeing her. Greco stated that in the past we have had a hard time getting providers to come on board. Ferdous will be a great addition and help drive growth for the future. Kiefer has hired a new director for acute care services at the hospital. She will start tomorrow, working a couple of her days off to orient during her 30-day notice to her current employer. She will start as a new director at the beginning of November.

Paul is leading the effort with the Transformation Team. The goal is to teach and grow the leadership. Paul and 5 directors attended a seminar one month ago to train on several aspects that will help our organization grow from within. The team has started with a mentoring program with 6 members of the Senior Team and 6 directors being split into groups of 2. Dr. Redman will be participating and is paired with Kiefer.

As discussed earlier, our clinics saw 1400 additional patients last month and we wanted to do something to show our appreciation for the staff. To thank them and keep morale up, Natalie has helped by giving

out things to the staff throughout September: donuts, breakfast tacos, snack buckets, etc. Kiefer reminded the board that last year we gave a bonus to our employees for COVID. A lot of organizations are doing bonuses for covid and/or retention bonuses. This is something that the board can consider for the future.

Director Brown asked where the upcoming adolescents about vaping events will take place, as noted in the marketing report. Kiefer shared about the program. Nellie was unsure what school this is in partnership with but will find out.

Women’s Health Ribbon Cutting was held Thursday, September 16<sup>th</sup> at the Bayside Clinic and was coordinated with the Anahuac Area Chamber of Commerce. Approximately 40 people attended and that included Directors Emmons and Brown with various medical providers and staff. This service is going to do a lot towards giving back to the community. HCA in Pasadena is hoping to affiliate with Xochitl and be able to give more oversight, as well as give her access to midwives. An affiliation with HCA would make our organization more comfortable about marketing prenatal care here in our community while sending the patient to deliver at HCA in Pasadena. The meeting at HCA included Dr. Raj Parikh. Redman agreed that having someone with this focus will be helpful at each clinic. Greco clarified that once women are pregnant, they can get immediate care with our provider to receive literature, vitamins, and OB care. We are hopeful to continue discussions with HCA and move the program further. This could also fall under our grant program if they qualify. Redman shared that this is an awesome opportunity for women with no insurance to still be able to receive prenatal care without a delay while waiting on Medicaid.

Community Outreach – Marketing reports discussed, and the board reviewed the multiple pages of what has been done in August and September to remain present in the community. Fact File from Vizient provides data. Pandemic recovery timing was discussed and even though the information is probably for large tertiary facilities, those same effects will trickle down to our rural communities. In the past, telehealth visits were not being paid for by insurance companies – now they are accepting those claims. The things listed are great to be aware of and help us strategize in the future. Another thing to consider for the future is that technology is now helping to drive patient volume and waiting room space may become a thing of the past.

QIPP Update – Kiefer has the goal of adding 5 new facilities to our QIPP program. As of today, we have brought on 11 new nursing homes and added \$3.8M. Solomon Group met with leaders from our organization to discuss working with existing providers who are attending physicians in other nursing homes. This program would let us credential new doctors to our FQHCs and they would bill their visits under the FQHC. We would split revenues and drive more volume to our clinics and more revenue to our FQHCs. Kiefer states he is determined to continue to search high and low for diverse opportunities to strengthen us financially. We are interested in cutting taxes and the stronger we can become financially, the more we can provide to our communities and the safer it is for us to continue to decrease taxes. BCH Volumes are continuing to decrease - inpatient volumes across the country are starting to decrease. Some ways to adjust to this new trend are to get rid of the inpatient beds and only keep radiology and lab services. This is something to be aware of and monitor for the future of healthcare.

Vice Chairperson Smith asks about the trauma designation program. Kiefer assured her that the new Director of Acute Care will pick up this program once she is on board.

A motion was made to approve and accept the Consent Agenda by Vice Chairperson Smith and seconded by Director Brown. The motion carried unanimously.

Greco called for a break at 7:30pm for everyone to take their dinner and return to their seats before continuing with New Business.

**New Business continued:**

Hodges reviewed the Financial Highlights for August 2021. The budget workshop last week resulted in a question about the foundation account. \$59k in the account has not changed since December 2019. \$4,098 to the Wellness Center, \$39,299 to the Komen Grant Program, \$6,600 is open, \$9,098 to Greater Good which was similar to the Komen Program. For the next Board Meeting, Hodges recommended that we review information on those funds and what they can be used for in the future. Hodges shared that there needs to be a Foundation meeting. Kiefer shared that there are specific Bylaws and tax filings that will need to be reviewed and taken care of as well. August financials from 2020 were compared to August 2021. State QIPP year begins September 1<sup>st</sup>, so we will begin to see those loans paid off.

A motion was made to approve the financials as presented by Director Brown and Vice-Chairperson Smith seconded the motion. Emmons and Turner agreed. The motion carried unanimously.

Adoption of FY 2022 Budget discussion – Hodges reviewed the FY 2022 Draft Budget and stated that the issue of the tax subsidy with the county is still pending. Since the county hasn't committed to the tax support yet, Hodge's recommendation is to remove it from the budget. Emmons asked for confirmation from Commissioner Hammond (guest) that this was passed by the county last Tuesday; \$500k money is budgeted but the agreement/contract is not approved yet. Gore agreed that the contract would need to be completed and that the money would potentially be used to decrease taxes next year if the parties can successfully negotiate a contract. Director Brown clarified that if we adopt a budget tonight are we doing so blind? Reed agreed that the tax rate cannot change after tonight's vote, but the board can always amend the budget. Hodges recommends adopting without the county funds listed because even if the contract with the county does get completed, we wouldn't receive the funds until next year. The vote will be to approve the budget as is (with the county funds included) or approve the budget without county funds.

A motion was made to approve the budget with county funds removed by Secretary Turner and seconded by Vice Chairperson Smith as presented. Hodges confirmed that the new budgeted amount once the county funds removed is \$3,488,087. The motion carried unanimously.

Capital Budget presented by Hodges.

A motion was made to approve the Capital Budget as presented by Vice Chairperson Smith and Director Brown seconded the motion. The motion carried unanimously.

Adoption of FY 2022 Tax Rate. A motion was made to adopt the 15-cent tax reduction by Director Emmons and the motion was seconded by Secretary Turner. The motion carried unanimously to approve the new tax rate of 0.328690.

Organizational Chart reviewed. A motion was made to approve the updated organizational chart as presented by Director Brown and seconded by Vice Chairperson Smith. The motion carried unanimously. Kiefer asked Christy to get Greco's signature on the new chart once the meeting adjourned.

Chambers Health emails for Board Members – preferred contact method discussion. We are required to add contact information for each board member to our website and IT has added an email for each member to have a chambershealth.org email address. A motion was made to approve the chambershealth.org emails for board members and they will be listed on the website by Vice Chairperson Smith and seconded by Director Brown. The motion carried unanimously.

Approving a resolution to request grant funding from Chambers County through Chambers Health Services tax to provide health services and authorize the board of directors' representative to execute the necessary agreement to receive grant funds. Chairperson Greco's recommendation for the representative is Hodges. Turner asked how many past meetings Hodges had attended. Hodges clarified that he had been present at three of the past meetings which included Commissioner Tice, Sheriff Hawthorne, and the County meeting at the courthouse. Director Emmons clarified – would only Hodges be the representative? We should just scratch the project. Director Brown stated that there were available monies, and we should still work to pursue them. Greco agreed that yes Hodges would be the only representative and no others would be involved in the discussion. Director Emmons stated that he asked for this to be added to the agenda for the last board meeting but thinks that we should just scratch the project. Reed stated this needs to be approved and voted on because a representative was still needed to update the indigent care agreement. A motion was made by Director Brown to approve Hodges to be a representative for the board of directors to the hospital district to enter negotiations with the county to discuss supplemental tax revenue or indigent care agreement with the condition that the final draft comes back to the board for the final approval. Motion was seconded by Director Emmons. Motion carried unanimously.

PTO Payout discussion – 40 hours is annually awarded to employees. PTO caps out at 400 hours, however, most staff have accumulated much more in their PTO bank due to COVID. Kiefer recommends paying out if over 300 hours with estimated cost of \$81k. A motion was made to approve the PTO payout by Secretary Turner and seconded by Director Emmons. Motion carried unanimously.

RFP for West Chambers Medical Center Recommendation discussion led by Aslin. Two bids were turned in but according to the procurement policy only one was acceptable. Yellowstone did not provide all requirements. CA Walker provided all requirements with a completion date of March 22, 2022. Kaley Smith confirmed this completion date would put us in the time frame of using the HRSA grant funds. Reed clarified that the contract would come back to the board for review and approve. A motion was made by Secretary Turner to approve CA Walker the RFP bid for WCMC at the dollar amount of \$1.3M which was their GMP (gross maximum price) and that Chairperson Greco was authorized to sign the contract and present it to the board at the next meeting. Emmons seconded the motion. Motion carried unanimously.

A motion to adjourn to Executive Session was made by Vice-Chairperson Smith and seconded by Director Brown. All parties were in favor and the motion carried unanimously. Board moved to closed session at 8:45pm.

During Closed Session - Mont Belvieu Property Sale Price tabled.

During Closed Session - CEO Compensation tabled.

**Adjournment:**

A motion was made by Secretary Turner to adjourn, and Director Brown seconded the motion. All parties were in favor and motion carried unanimously. Meeting adjourned at 9:59pm.

Approved this 28th the day of October, 2021.

A handwritten signature in cursive script, reading "Theresa Greco", written over a horizontal line.

THERESA GRECO, CHAIRPERSON  
BOARD OF DIRECTORS