

BOARD OFFICERS

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*Children's Services Council
of Broward County*

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March of Dimes

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Sunshine Health

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Crockett Foundation

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Florida Dept. of Health in Broward County

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Department of Children and Families

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*Broward Health Medical Center/
Salah Foundation Children's Hospital*

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Early Learning Coalition of Broward County, Inc.

AMY PONT, MHA, RN, BSN
Community Care Plan

KAREN SWARTZBAUGH GHEZZI, MA
Community Advocate

EXECUTIVE STAFF

MONICA FIGUEROA KING, MA
Chief Executive Officer

Our vision is to lead the Broward County maternal and child health system of care to improve birth and developmental outcomes.

BOARD OF DIRECTORS MEETING

December 3, 2020 at 9:30 am

Via Zoom Meeting

<https://us02web.zoom.us/j/81067041772>

Meeting ID: 810 6704 1772, Dial In: (929) 205-6099

- I. WELCOME AND INTRODUCTIONS**
- II. CONSENT AGENDA***
 - A. October 22, 2020 Board Meeting Minutes p. 1-5
B.. REVIEWED AND RECOMMENDED BY EXECUTIVE/FINANCE ON 11/18/20
 - B. Financial Balance Sheet and Income Statement p. 6-7
as of September 30, 2020
- III. FY 2019-20 AUDIT PRESENTATION**
- IV. CHIEF EXECUTIVE OFFICER REPORT**
 - A. Healthy Start System of Care and BHSC Update p. 8-9
- V. PROGRAM REPORT**
 - A. Performance Dashboard FY 20/21 p. 10
- VI. OTHER BUSINESS**
 - A. Board of Directors Meeting Attendance FY 20-21 p. 11
- VII. ANNOUNCEMENTS/PUBLIC COMMENT**
- VIII. NEXT BOARD OF DIRECTORS MEETING**
- January 28, 2020 at 9:30 am
- IX. ADJOURN**

*Vote Needed

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Minutes and Notes
Board of Directors Meeting via Zoom
October 22, 2020 at 9:30 am

Members Present

Maria Juarez Stouffer; Dr. Sharetta Remikie; Neiko Shea; Marsha Christie; Dr. Lori Canning; Skye Cleek; Timothy Curtin;
 Dr. Marga Figueroa; Dr. Harleen Hutchinson; Barbara Lesh; Dawn Liberta; Rose McKelvie; Allison Metsch; Amy Pont;
 Karen Swartzbaugh Ghezzi; Marci Ronik

Members Absent

Regine Kanzki

Healthy Start Staff Present

Monica King; Michele Burka; Robin Grunfelder; Marta Gutierrez; Teri Roach

AGENDA ITEM	DISCUSSION	ACTION/FOLLOW-UP
Welcome/ Introductions	Maria Juarez Stouffer called the meeting to order at 9:30 am. Roll call followed.	
Consent Agenda	<p>A. October 22, 2020 Board of Directors Meeting Minutes <i>B. REVIEWED AND RECOMMENDED BY EXECUTIVE/FINANCE ON 10/16/20</i></p> <p>B. Financial Balance Sheet and Income Statement as of August 31, 2020</p> <p>MOTION MOTION by SKYE CLEK to approve the Consent Agenda as presented. SECOND by DAWN LIBERTA. MOTION CARRIED.</p>	Consent Agenda was approved as presented.
Chief Executive Officer Report	<p><u>A. Florida Association of Healthy Start Coalitions (FAHSC)</u> BHSC continues to advocate the benefits of having Healthy Start services in the community by meeting with our local delegates in Broward County. BHSC CEO has met with the following Legislative Representatives: Representative Michael Gottlieb; Representative Dan Daley and Representative Evan Jenne, Representative Bobby Dubose and Representative Patricia Williams.</p> <p>BHSC CEO has also participated in the United Way/Children’s Services Council/Jewish Federation Candidate Forum with Representative Elect Hunchofsky, Representative Candidate Bartleman, Senate Candidate Shevrin Jones, Representative Candidate Maureen Porras, Representative Candidate Woodson and Parlatore.</p> <p><u>Healthy Start MomCare Network (AHCA)</u> SOBRA (Sixth Omnibus Budget Reconciliation Act) provides emergency Medicaid to pregnant women. Specifically, during the pandemic, there was a decrease in the number of SOBRA cases. The Network and AHCA have corrected this issue which was due to a data filter change put into place by AHCA. Now that this issue has been resolved, many cases that were never sent over to Coalitions timely have been discovered. The decrease in births with this population was shared.</p> <p><u>Florida Department of Health</u> Kelly Rogers is the new Contract Management Supervisor at FDOH. Ms. Rogers is well-informed about state contracts, federal grants, legislative advocacy, Medicaid and the Healthy Start program. Ms. Rogers is currently pursuing how to move the Prenatal Screen into an electronic</p>	

AGENDA ITEM	DISCUSSION	ACTION/FOLLOW-UP
	<p>format.</p> <p><u>Broward Healthy Start Coalition</u> As it relates to the Network SOBRA issue, a considerably large list is expected to be received of old SOBRA cases. It was asked of the Network to determine a plan on how to identify these women, who may have already given birth, before data entry takes place in WFS to ensure the identified cases are approached carefully. This will impact our in-house Connect Program as it relates to the volume of clients to be reviewed.</p> <p>FDOH Contract Management is conducting their annual general ledger reconciliation and BHSC Finance team is in the process of providing requested documentation. This audit is in its final stages and upon conclusion of audit, it will be presented to the Executive Finance Committee in November and to the Board of Directors in December.</p> <p><u>Coordinated Intake & Referral - CONNECT</u> The Connect Program productivity for August still remains under our goal due to staff vacancies at Broward Health. The data provided was as follows:</p> <ul style="list-style-type: none"> • Successful Intakes 1429 • Home Visitation Program 710 • No Further Services Needed 577 • Declined Services 140 <p>There was discussion about the number of No further services needed and declined services. It was mentioned that this is a huge variance across the State and is continuously being reviewed and compared overall as to how to improve these numbers.</p> <p>It was reported that the Risk Screening Office has neglected to complete Medicaid lookups that are entered into the WFS due to reassignments of job duties during the pandemic. This has caused a delay with identification of Medicaid to an infant. Staff met with RSO and with the pandemic numbers decreasing, RSO can now reduce their reassignments and resume with the Medicaid lookup task.</p> <p>It was also reported that the Healthy Families Program announced some model changes to their One-Step Eligibility Process. The model changes were highlighted in hopes to connect more families with In-home services faster but as it relates to the system this does result in a capacity issue. However, the details of the programs implementation of this process have not yet been clarified. If a woman needs services, they are being connected with the Healthy Start Home Visiting Program and HF will continue to update their Program capacity in the WFS and keep us informed of their availability.</p>	

AGENDA ITEM	DISCUSSION	ACTION/FOLLOW-UP
	<p><u>Healthy Start Program</u> The Home Visitation program continues to operate effectively.</p> <p><u>Infant Health Substance Exposed Newborns</u> The Infant Health SEN Committee has been working in partnership with BSO CPIS Plan of Safe Care Committee to establish with BBHC a shared data file to cross collaborate on cases that are identified prenatally and may eventually become a child welfare case. The new Service Coordination Specialist has associations with all parties involved and will be the liaison on coordinating this effort. It was reported that BSO will have Specialized P. I's that will also assist with coordinating efforts with the SEN.</p> <p><u>Safe Sleep</u> October is SIDS Awareness month. A mini toolkit has been developed to disseminate to providers to virtually promote the Safe Sleep message. There will be a virtual educational SIDS Awareness event on October 28, 2020 addressing Breastfeeding and Safe Sleep practices.</p> <p><u>Black Infant Health Practice</u> The Virtual Haitian Community Baby Shower is scheduled for October 23, 2020. This event will be conducted in creole. A drive thru component has been added for pickup of prize giveaways at BHSC and Urban League of Broward County.</p> <p><u>Healthy Babies are Worth the Wait</u> The Virtual Shower2Empower Baby Shower for the general public is scheduled for November 12, 2020 with a drive thru component as well for pickup of prize giveaways at BHSC. This committee is currently focusing on canvassing the targeted areas and promoting the event on social media outlets.</p> <p>Sponsors for these community events such as: Community Care Plan; Simply Healthcare; Memorial Healthcare Systems and March of Dimes were acknowledged and commended for their continued support.</p> <p>There was reminder about Celebrate Babies Day scheduled for today, October 22, 2020 from 2pm – 4pm.</p> <p><u>B. Healthy Start Program Planning</u> A Board Program Planning Committee was established and had scheduled meetings to assess potential investments for the upcoming year based on our fund balance and recurring positive revenue over expense financial position. After much analysis, recommendations to expand and enhance the Connect and Healthy Start Program services were identified. A summary of six recommendations were reviewed by the Executive / Finance Committee, after much discussion of the levels of investment, the Executive /Finance Committee were supportive of the Program Planning Committee recommendation to move forward with all six of the recommendations at the level of investment presented during this</p>	

AGENDA ITEM	DISCUSSION	ACTION/FOLLOW-UP
	<p>meeting. Highlights of the recommendations were also communicated.</p> <p>MOTION MOTION by AMY PONT to approve Program Planning recommendation to move forward with all six of the recommendations at the level of investment presented. SECOND by SKYE CLEK. MOTION CARRIED.</p> <p>C. <u>Legal Aid Agreement</u> It was announced during a presentation at the Nonprofit Executive Alliance meeting that Legal Aid provides free legal services to non-profits through a grant funded program. BHSC CEO followed up with scheduling a meeting with Legal Aid to further explore the potential scope of work. During this meeting it was made known that eligibility for services would need to be provided and there is a Retainer Agreement that the Board of Directors would need to approve. Upon conclusion of this meeting, the process discussed was satisfactory and acceptable to decide to enter into an agreement with Legal Aid for free legal services, if necessary. There was recommendation to move forward with entering into an agreement with Legal Aid for free legal services. Board members were supportive of this agreement and expressed benefits of having the agreement in place.</p> <p>MOTION MOTION by NEIKO SHEA to approve recommendation to move forward with entering into an agreement with Legal Aid for free legal services. SECOND by SKYE CLEK. MOTION CARRIED.</p>	
State of Maternal & Child Health Presentation	<p>Marci Ronik conducted The State of Maternal Child Health PowerPoint presentation which included a high-level overview of data trends gathered from Florida Health Charts about Maternal Child Health. It was announced that Ronik and Radlauer will also be presenting this PowerPoint to the American Public Health Association as well.</p> <p>This PowerPoint was condensed for the purpose of timing, but it was announced if anyone is interested in a specific area to please email their request to receive any supporting information not mentioned. Upon conclusion of the review, it was discussed how to implement strategies and/or interventions that would work better with partners to impact the areas of concern highlighted during presentation.</p>	
Program Report	<p>A. Performance Dashboard FY 2019/20 An overview of screenings, Intakes, Initial Assessments, and ongoing visits was provided. No significant concerns were reported.</p>	
Other Business - FYI	<p>A. FYI – Board of Directors Meeting Attendance FY 2020/21 For information purposes.</p>	
Announcements/ Public Comment	<p>There was a reminder about Community Care Plan’s partnership with Broward Health and Memorial Primary Care’s launch of Vaccinate Broward to ensure that all children are vaccinated. Free vaccinations will be available October 24 from 9am – 1pm for children and young adults, age 4-20-year-old at the following locations: Cora E. Brannon; Pompano</p>	

AGENDA ITEM	DISCUSSION	ACTION/FOLLOW-UP
	<p>Pediatrics; Coral Springs Medical Center and Coral Springs Medical Center – Weston location. Memorial Primary Care will have a drive-thru component at their Pembroke Road/Hollywood location.</p> <p>The March of Dimes, 2020 Women of Distinction Awards event is scheduled for November 13, 2020. BHSC CEO is a nominee and members were encouraged to register for this event in support of BHSC CEO.</p>	
Next Board Meeting	The next Board of Directors Meeting is scheduled for December 3, 2020 at 9:30 am.	
Adjournment	Meeting adjourned at 11:06 am.	

DRAFT

INTERIM FINANCIAL STATEMENTS

Broward Healthy Start Coalition Balance Sheet

Issued 11/10/2020

September 30, 2019

September 30, 2020

Assets		
01-1125-00-00-00 Cash-Bank of America-Operating	\$2,400,599	\$292,832
01-1150-00-00-00 Cash-Bank of America-Savings	\$560,283	\$559,904
01-1175-00-00-00 Petty Cash	\$200	\$200
**-1225-00-00-00 Grants Receivable-	\$810,008	\$1,728,764
**-1226-00-00-00 Network Holdback -ASSET	\$524,236	\$572,901
**-1390-00-00-00 Prepaid-Other	\$19,963	\$19,963
**-1425-00-00-00 Deposits-Rent	\$6,453	\$6,452
**-1525-00-00-00 Equipment/Furniture/Fixtures	\$63,580	\$63,580
**-1550-00-00-00 Less: Accumulated Depreciation	\$41,564	\$41,564
Total Assets	\$4,426,887	\$3,286,160
Liabilities and Fund Balance		
Liabilities		
**-2100-00-00-00 Accounts Payable	\$561,484	\$281,343
**-2300-00-00-00 Accrued PTO	\$53,263	\$41,496
**-2325-00-00-00 Accrued Payroll Taxes	\$1,357	\$2,421
**-2350-00-00-00 Accrued Payroll Payable	\$16,456	\$23,046
**-2525-00-00-00 Network HOLDBACK -Liability	\$524,236	\$572,901
Total Liabilities	\$1,156,796	\$921,207
Fund Balance		
**-3100-00-00-00 Fund Balance	\$3,270,091	\$2,364,953
Total Fund Balance	\$3,270,091	\$2,364,953
Total Liabilities and Fund Balance	\$4,426,887	\$3,286,160

INTERIM FINANCIAL STATEMENTS

Broward Healthy Start Coalition

Income Statement

September 2020

Issued 11/10/2020

Revenues

Interest Income	\$73.01
Revenue-DOH-Base-Direct-Provider	\$452,895.00
Revenue-Med.-HCN	\$1,513,823.63
Revenue -CSC Safe Sleep	\$43,668.77
Grant -March of Dimes	\$0.00
In-Kind Contributions	\$0.00
Contributions-Miscellaneous	\$12,682.60
Sponsorships/Underwriting	\$0.00
Total Revenues	\$2,023,143.01

Expenses

DOH CIR Direct Expenses

Salary and Fringe	\$33,352.57
Other Expenses	\$549.50
	\$33,902.07

DOH Subcontractors Expense

Subcontractor Expenses	\$263,704.68
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DOH Operations

Salary and Fringe	\$53,547.28
Other Expenses	\$7,116.39
	\$60,663.67

DOH Indirect Expenses

Salary and Fringe	\$42,418.77
Other Expenses	\$16,429.98
	\$58,848.75

Non Restrictive

Other Expenses	\$8,884.33
	\$8,884.33

AHCA Medicaid Indirect Expenses

Salary and Fringe	\$79,095.24
Other Expenses	\$48,522.13
	\$127,617.37

AHCA Medicaid Subcontractor Expenses

Subcontractor Expenses	\$546,398.02
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AHCA Direct Expenses

Salary and Fringe	\$239,186.23
Other Expenses	\$31,179.61
	\$270,365.84

March of Dimes HBWW Expenses

Salary and Fringe	\$10,604.09
Other Expenses	\$1,288.38
	\$11,892.47

CSC- Safe Sleep

Salary and Fringe	\$22,003.58
Other Expenses	\$20,155.82
	\$42,159.40

Total Expenses

\$1,424,436.60

Revenue over expenses

\$598,706.41



CHIEF EXECUTIVE OFFICER UPDATE

December 3, 2020

Florida Association of Healthy Start Coalitions (FAHSC)

The continued focus for FAHSC is on advocacy both with the legislature and with strategic partners at the State. The FAHSC CEO, Cathy Timuta, and CPO, Allison Parish, are meeting with State and House staff regarding Healthy Start. As FAHSC Chair, I will be joining a meeting next week with Rep. Colleen Burton who wants to champion Maternal Child Health. The CPO recently met with the new Florida Children’s Services Council Executive Director. FAHSC is also requesting meetings with the Secretaries at DOH, DCF and AHCA to provide a current update on the Program. With DCF, the focus is twofold, as DCF moves into implementing the Federal Families First Prevention Services Act, FAHSC wants to 1) highlight the network of evidence based prevention programs funded through FAHSC (NFP, PAT) and 2) ensure that the Healthy Start Program is part of the overall Prevention strategy of DCF outside of FFSPA funded programs. Locally, BHSC CEO has met with Sen. Book’s office and they are very supportive. Additionally, her office is interested in filing some potential legislation to expand Medicaid coverage.

Healthy Start MomCare Network (HSMN)

As reported last month, the Network in conjunction with AHCA was able to resolve a data filter issue that resulted in an increase in SOBRA cases and the matching of Medicaid #s with old claims. We did indeed receive an increased number of SOBRA cases as of November 9th.

The new Network Board is settling into their new roles. The Network has a schedule of reviewing allocations every six months and is preparing to do that again at their December meeting.

Florida Department of Health

FDOH is working aggressively on an electronic prenatal risk screen. As part of a leadership discussion between FDOH and FAHSC, we raised the desire to potentially have caseload caps or caseload guidance developed for the Healthy Start Program. We also raised a concern that with the COVID vaccine rollout that CHD staff would be diverted from the Program. FDOH will keep us updated on the latter and was open to a conversation about caseloads.

Additionally, Broward was one of five counties that provided feedback on a Racial Equity in MCH policy survey to the team overseeing the State Health Improvement Project.

Coordinated Intake & Referral –CONNECT

Productivity for October was over our goal with 1610 Intakes completed. CI&R received 2125 referrals (the most since January). The number being connected to a Home Visitation program was 785 clients or 49%. Those classified as “No Further Services were Needed” was 658 (41%) and 167 (10%) declined services.

The Healthy Families Program continues to report that they are at capacity. This has and will continue to have a significant impact in getting mothers connected to services. Since January, Connect sends approximately 150 referrals a month to the Healthy Families program. Since early October, the program has advised they are unable to accept any referrals. At this point, these cases will most likely be connected to the Healthy Start Home Visiting program that serves as the Safety Net for all women. We are working with the HFB staff to make sure they update their Program Capacity in the Well Family System and keep us informed.

Healthy Start Home Visitation Program

The BHSC team has been occupied with monitoring visits. They are being held virtually with providers being asked to submit documentation electronically and visits being observed via Zoom.

State of Maternal Child Health

We have been disseminating the recent report that was shared at the last Board meeting. The report was shared with leadership at funders such as CSC, County, United Way, BBHC, ELC, ChildNet as well as Healthy Start Provider CEOs. This has resulted in some requests for follow up meetings to increase coordination of care for MCH.

The report helped to inform the Service Delivery Needs Assessment (SDNA) that has been compiled. The SDNA Committee met on Monday Nov. 16th to review the draft and had a final meeting on Nov 30th. It is an extensive look at not only maternal child health indicators but also Social Determinants of Health that impact MCH.

Racial Equity

BHSC CEO continues to participate in the CSC/NEAB CEO Racial Equity Group as well as the Child Welfare Racial Equity Workgroup. The former has produced a primer that we are reviewing. The internal committee has been engaged in synthesizing the many materials being shared and provided. There was an initial survey conducted and it is helping to guide our training needs.

FIMR

With the recent award of the bereavement support funds, the FIMR Project Manager provided the Resolve Through Sharing training to the new team. We are thrilled to roll out this important community resource. Additionally, we met with the Children's Bereavement Center for coordination of services. This was a connection through the CSC. They are also rolling out services for women who have experienced a pregnancy or infant loss. They started in Miami but have been serving Broward and Palm Beach. Pre-pandemic they were based at NOVA and Parkland.

The FIMR CRT is looking at opportunities to improve the comprehensiveness of medical records we receive. We continue to be challenged with incomplete records from the hospital records system.

Infant Health Substance Exposed Newborns

The Service Coordination Specialist has already been able to establish some partners with our OB offices and hospitals. She has a robust schedule to visit with the over 100 OB/GYN offices in the community. We had a very productive meeting with the Memorial Regional Nurse Clinical Manager in integrating a referral directly to Connect when the mom has presented with substance abuse issues. They will be incorporating a script in their electronic system to refer to Connect. Referrals from the Memorial Nursing team will be prioritized. She also asked if we would participate in their monthly triage meeting of high-risk maternity cases. We were able to attend that triage meeting and see some opportunities.

Black Infant Health Practice Initiative

Since our last Board meeting, Healthy Start team assisted in a virtual shower for Creole speaking clients on Oct 23rd. It was a great success. There were 50 registrants, but the Facebook event received more than 1000 views after the event. Attendees were provided information for a pickup location for a bag full of baby items and resources.

Healthy Babies are Worth Wait/Maternal Health

The Committee was able to host a virtual Shower to Empower on November 12th. We had a great turnout with more than 100 attendees. Again, individuals were provided information for a pickup location for a bag full of baby items and resources.

Thank you to our sponsors that help us put on these community events like Sunshine, Community Care Plan, Simply, Memorial and March of Dimes.

Broward HSC - Performance Dashboard													
FY 2019-20	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Monthly Average
Risk Screening													
State Goal													
Infant Screening Rate	95.35%	94.44%	95.45%	95.04%	94.76%	95.35%	95.16%	95.51%	96.30%	94.35%	95.12%	95.93%	95.26%
Prenatal Screening Rate	67.12%	59.93%	56.78%	59.33%	58.36%	52.54%	72.83%	67.87%	61.17%	72.14%	61.27%	63.41%	62.75%
State Goal													
Risk Screening													
FY 2020-21	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Monthly Average
Infant Screening Rate	95.79%	97.90%	98.60%	97.95%									97.56%
Prenatal Screening Rate	64.73%	64.39%	49.04%	25.12%									50.82%
Coordinated Intake and Referral (Connect)													
FY 2020-21	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Monthly Average
Measure													
BHSC Goal													
C&R - Total Initial Intakes (Pren-Inf/C)	1,414	1,408	1,378	1,602									1,451
C&R - Initial Intakes Outcome - Referred to HV Program	680	700	756	783									730
C&R - % of Clients Referred to HV Program at intake	48%	50%	55%	49%									50.39%
BHSC Goal													
Healthy Start Program													
HS - Initial Assessments Completed (Pren-Inf)	327	331	393	442									373
HS - F2F Ongoing Visits (Pren-Inf/child)	1,408	1,333	1,427	1,468									1,409
HS - Total F2F Visits - combination of IAs & Ongoing HVs	1,300	1,735	1,820	1,910									1,752
Legend													
Goal Met	F2F =Face to Face HV =Home Visit Acronym Key: IA =Initial Assessment Pren-Inf/C =Prenatal and Infant/Child												
Goal Not Met	F2F =Face to Face HV =Home Visit Acronym Key: IA =Initial Assessment Pren-Inf/C =Prenatal and Infant/Child												
Final Results Pending	F2F =Face to Face HV =Home Visit Acronym Key: IA =Initial Assessment Pren-Inf/C =Prenatal and Infant/Child												

*Dashboard updated 11/17/2020

**BROWARD HEALTHY START COALITION, INC.
BOARD OF DIRECTORS MEETING ATTENDANCE
FY 2020-2021**

NAME	8/27/20	9/24/20	10/22/20	12/3/20	1/28/21	2/25/21	4/1/21	4/29/21	5/27/21	6/24/21
Dr. Lori Canning	P	P	P							
Marsha Christie	P	P	P							
Skye Cleek	P	P	P							
Timothy Curtin	P	P	P							
Dr. Marga Figueroa	P	P	P							
Dr. Harleen Hutchinson	A	P	P							
Maria Juarez Stouffer	A	P	P							
Regine Kanzki	A	P	A							
Barbara Lesh	P	A	P							
Dawn Liberta	P	P	P							
Rose McKelvie	P	P	P							
Allison Metsch	P	P	P							
Amy Pont	A	P	P							
Dr. Sharetta Remikie	A	P	P							
Janine Ribeiro Chow-Quan	P									
Michelle Rogers	P									
Neiko Shea	P	A	P							
Karen Swartzbaugh Ghezzi	P	A	P							
KEY:										
P - Present										
T - Telephone										
A - Absent										
E - Excused										
R - Resigned										

Pursuant to Broward Healthy Start Coalition, Inc. By-Laws, Article III, Section 8., Sub-Section 2. (B.), "In the event that a Board member fails to attend three (3) consecutive meetings or more than five (5) of the regular Board meetings during the course of the year, he/she may be removed by the Board of Directors. A Board Member may be granted an excused absence by the Executive/Finance Committee."