

HIGHLAND RIVERS HEALTH
BOARD OF DIRECTORS MEETING
March 19, 2015
Highland Rivers Health – Bartow Recovery Center
650 Joe Frank Harris Parkway, Cartersville, GA 30120

MINUTES

Members Present: Lori Rakes, Chantel Adams, Bonnie Moore, Jean Smilie, Linda Crawford, Carol Franklin, Allen Wigington, Bill Fann, Zab Mendez
Interim CEO Melanie Dallas

Members Absent: Donna Whitener, Garry Fricks, Faye Ward, Nancy Wood, Jonathan Blackmon,

Staff Present: Mark Phillips, Stephanie Collum, David Harris, Candice Baldwin, Melissa Stone, Cheryl Lewis, Josh Marlin

Legal Counsel: Jim Catanzaro

1. CALL TO ORDER

Chairwoman Carol Franklin called the meeting to order at 10:30 AM.

2. OATH OF OFFICE FOR NEW BOARD MEMBER

Judge Allen Wigington administered the oath of office for new board member, Bonnie Moore, Floyd County. Introductions were made by staff and members and the new representative was welcomed to the Board.

3. APPROVAL OF AGENDA

The agenda was approved as presented on unanimous vote of motion by Linda Crawford and second by Allen Wigington.

4. APPROVAL OF DECEMBER 9, 2014 MINUTES

Minutes were approved as presented on unanimous vote of motion by Allen Wigington and second by Linda Crawford.

5. EXECUTIVE SESSION

On unanimous vote of motion by Jean Smilie and second by Bill Fann, the Board convened in executive session to consult with legal counsel pertaining to pending or potential litigation, settlement, claim, administrative procedure, or other judicial actions involving Highland Rivers; to discuss or deliberate upon the appointment, employment, compensation, hiring, disciplinary action or dismissal, or performance of an employee; and, to discuss the future acquisition of real estate.

6. RECONVENTION OF REGULAR SESSION

a. Appointment of Chief Executive Officer

Allen Wigington made a motion to extend a contract to Melanie Dallas as the permanent Chief Executive Officer and that authority be given to Chair Carol Franklin,

through Legal Counsel, to negotiate the contract with the salary not to exceed \$155,000. The contract will be sent to the Department of Behavioral Health and Developmental Disabilities for approval.

ACTION: Melanie Dallas was appointed as the permanent CEO and the Chair, Carol Franklin, was given the authority to work with Legal Counsel to negotiate the contract on unanimous vote of motion by Allen Wigington and second by Lori Rakes.

b. Board Information Sheet FY15

Chair Carol Franklin explained that the dynamics of the Board have changed as new members are coming on Board who are employed outside of serving on the Board. She asked that the members complete the Board Information Sheet for FY15 and return it to Melissa Stone. Once the forms are received, Melissa will tally the results for Board review in regards to the meeting schedule for next fiscal year.

7. FY14 FINANCIAL AUDIT

CFO Mark Phillips reported that Robert Baker and Associates performed the financial audit for FY14. Mr. Baker presented the audit findings to the Finance Committee via conference call. Mark stated that in previous fiscal years the agency received an on-going concern opinion. In FY14, the agency received a clean opinion. This was accomplished by 1) paying off the CMS debt through a settlement of \$4.5 million which took off \$8 million in debt, 2) adding new programs such as the Highland Recovery Center (\$1.5 million) and Intensive Residential Treatment (\$500k), and 3) property donations. The auditor checked Highland Rivers' internal controls by looking over 500 invoices. No exceptions were found. Chair Carol Franklin commended Mark and his group on their hard work on getting Highland Rivers to this positive audit result.

8. CONTRACT RATIFICATION MATRIX

CFO Mark Phillips directed the Board to the contract ratification matrix. Mark stated that this is the new format that is being used to give the Board a clear picture of what is stated in each contract document. Mark discussed the contracts that needed ratification as notated on the matrix.

9. RATIFICATION OF DBHDD HOME FOR RECOVERY CONTRACT

ACTION: The Department of Behavioral Health and Developmental Disabilities (DBHDD) Home for Recovery contract was ratified on unanimous vote of motion by Allen Wigington and second by Jean Smilie.

The Home for Recovery Project is funded at \$554,193 and makes available to Pickens, Fannin, Gilmer, and Cherokee Counties recovery support services for chronically homeless individuals enrolled in Shelter Plus Care or permanent housing slots and experiencing substance abuse disorders or co-occurring substance abuse and mental illness.

10. RATIFICATION OF AMENDMENT TO CONTRACT PROJECT AGREEMENT FOR HOME FOR RECOVERY-SAMSHA

ACTION: The Amendment to the Contract Project Agreement for Home for Recovery was ratified on unanimous vote of motion by Allen Wigington and second by Jean Smilie.

The consulting assistance is required by the Department of Behavioral Health and Developmental Disabilities (DBHDD) and is provided through this Agreement with Georgia State University. The costs are not to exceed \$65,000.

11. RATIFICATION OF DBHDD CONTRACT AMENDMENTS

ACTION: The Department of Behavioral Health and Developmental Disabilities (DBHDD) FY15 Contract for Substance Abuse Clubhouse Recovery and Support (44100-906-0000054986) was approved on unanimous vote of motion by Allen Wigington and second by Bill Fann. The funding amount is \$400,000.

ACTION: The Department of Behavioral Health and Developmental Disabilities (DBHDD) contract 441-93-1531007, Amendment #02, was approved on unanimous vote of motion by Allen Wigington and second by Bill Fann. The Amendment increases funding from \$1,754,623 to \$1,789,663 for FY15 and increases the number of authorized individuals receiving Routine Day Services from 13 to 15 per month.

ACTION: The Department of Behavioral Health and Developmental Disabilities (DBHDD) contract 441-93-1531009, Amendment #02, was approved on unanimous vote of motion by Allen Wigington and second by Bill Fann. The Amendment will increase funding for Adult Specialty Services for FY15. States funds will increase by \$7,500 for the Georgia Vocation Rehabilitation Agency incentive Funding. Federal funds will increase by \$16,400 for the provision of Supported Employment Services to 5 consumers between the ages of 18-25 with a diagnosis of mental illness, co-occurring disorder diagnosis, and/or substance abuse diagnosis.

ACTION: The Department of Behavioral Health and Developmental Disabilities (DBHDD) contract 441-93-1531007, Amendment #03, was approved on unanimous vote of motion by Allen Wigington and second by Bill Fann. The Amendment will increase the number of authorized individuals receiving Community Residential Service (CRA) per month from 11 to 12 during the contract year.

12. RATIFICATION OF SHELTER + CARE AGREEMENTS

ACTION: FY15 Shelter Plus Care Program Agreement GA0062L4B011306 and Resolution was approved on unanimous vote of motion by Allen Wigington and second by Linda Crawford.

ACTION: FY15 Shelter Plus Care Program Agreement GA0191L4B011303 and Resolution was approved on unanimous vote of motion by Allen Wigington and second by Linda Crawford.

13. RATIFICATION OF VA CONTRACT AMENDMENT P00001

ACTION: The Veterans Affairs (VA) contract 247-15-D-0021, Amendment P00001, was approved on unanimous vote of motion by Allen Wigington and second by Linda Crawford. The Amendment extends the contract period from February 1, 2015, to July 31, 2015. It also incorporates FAR 52.216-22 into the contract language.

14. INTERIM CEO REPORT

Interim CEO Melanie Dallas presented the following highlights from her Interim CEO report included in the board information packet:

- Highland Rivers will be rolling out a Leadership Academy for internal leaders. The Academy will be for leaders and supervisors to learn useful information concerning successful leadership, communication, and staff relations.
- In the last 2 months, Highland Rivers has added 5 additional face-to-face Physicians and 1 full-time Advanced Practice Registered Nurse (APRN). The Physicians are in a mix of places including Paulding, Pickens, Cherokee, Whitfield, and Bartow counties. The APRN is located in Floyd County. Bonnie Moore asked Melanie if there will be additional Physician time in Floyd County. Melanie stated that she has extended 3 offers to Physicians for Floyd County. However, all of the Physicians have declined the offer. Melanie stated that a search team is being used, along with internal resources, to try to find a candidate. She stated that Dr. Nizamuddin Khaja is currently covering the Assertive Community Treatment (ACT) caseload.
- The position of Clinical Director has been filled. The individual is a clinical psychologist. Her name is Dr. Kelly Trusheim.
- Melanie attended the Senate budget hearing. The Senate pushed Commissioner Frank Berry, Department of Behavioral Health and Developmental Disabilities, to increase the Developmental Disability slots that are available for services.
- Core Redesign fee-for-service has been delayed until January 1, 2016. However, January is traditionally a hard time financially for Community Service Boards. Also, DBHDD is trying to ensure they have correct data. The date may be pushed back later than January.
- Melanie, Cheryl Lewis (Director of Outpatient and Community Based Services), and James Binniecker with the Department of Family and Children Services (DFCS) met to devise a plan to support better working relationships with the DFCS offices in our area. A DFCS partnership with Community Service Boards is critical. NoGAP partners are working together to get with each region to see what DFCS needs are and how NoGAP can partner with DFCS.
- A proposal has been submitted to Paulding County for jail transition and aftercare programming. The proposal would allow a warm hand off and link to our services. Gordon, Whitfield, Gilmer, and Polk Counties have all shown interest in the proposal. The challenge has been to ensure that services are not provided inside the jails. The DBHDD contract precludes Highland Rivers from providing services in jails.
- A meeting was held with Mike Babb in Whitfield County. Highland Rivers is “busting at the seams” in the current Crisis Stabilization Unit (CSU). Mr. Babb discussed the possibility of either assisting with finding a vacant county building that Highland Rivers can use rent free or building a location for the CSU.
- A Request for Proposal has been submitted to Gordon County to provide services from the building on Rivers Street that was previously provided to Highland Rivers.
- Melanie and Dr. Nizamuddin Khaja met with Northside Hospital to educate the hospital’s staff on Crisis Stabilization Units (CSUs). They discussed what a CSU is and what a CUS is not. They also discussed that staff at the CSUs are not trained for a medical crisis. The staff is trained for a behavioral health crisis.
- On the financial front, the Department of Human Services (DHS) has sent a letter to collect the \$1.4 million overpayment that was given to Highland Rivers in 2009. Melanie is working with DBHDD, DHS, and DFCS on creative ways to satisfy the debt. Highland Rivers has been awarded a \$300,000 school based behavioral health grant. Also, Highland Rivers will be given funding of \$500,000 for a mental health clubhouse for adolescents.

15. CORPORATE COMPLIANCE REPORT

Corporate Compliance Committee Chair Allen Wigington reported that there was not a quorum for the committee.

He stated that Policy Tech has been rolled out to Board members. The Board is able to look at policies in real time. The system allows compliance to track if an individual has access to a policy and if the individual has reviewed it. Allen stated he could not say enough about Stephanie, her staff, and what they have accomplished.

16. FINANCE COMMITTEE REPORT

Finance Committee Chair Lori Rakes reported that Mark Phillips and his team have worked on tweaking a dashboard report for financials. In December, there was a \$99,000 deficit. This deficit was due in part to \$185,000 of roof repairs needed for a facility in Polk County. Lori gave Mark Phillips the floor.

Mark Phillips reported that if everything holds true Highland Rivers is on track to be at \$40 million at the end of the year. He stated that for January Highland Rivers broke even at \$32,000. In February, the agency made money even though it was a short month and there were snow days. Allen Wigington asked why the agency is losing money in Outpatient. Mark stated that outpatient is losing half the amount that it lost during this same period last year. The losses can be attributed to the limited amount of funds received for state contracted services vs the high utilization of state contracted services.

The Department of Behavioral Health and Developmental Disabilities (DBHDD) requires that the Board be educated on 4 key performance indicators (KPIs). The ratios include:

- Days Cash on Hand (DBHDD requires we subtract the advance given to Highland Rivers)
- Current Ratio (Current assets available to cover current liabilities)
- Days of Unreserved Net Assets to Total Expenses (Shows how quick assets would be depleted if there was no income)
- Long Term Debt to Net Assets (Measures the amount of debt used to finance the agency's assets)

Currently, Highland Rivers only meets 2 of the 4 KPIs. The Board discussed the impact of the findings and information provided. Allen Wigington thanked Mark Phillips for this information. He stated this is what all Community Service Boards are looking at in order to make determinations concerning finances.

17. ORGANIZATIONAL CLIMATE REPORT

HR Director David Harris reported on the findings of the organizational climate report. He presented 2 graphs showing 1) how Highland Rivers ranked against all agencies that participate in benchmarking and 2) how Highland Rivers ranked against other Community Service Boards. He stated that there are two areas that need to be worked on according to the results of the survey. These areas are compensation/benefits and physical environment. Some improvements and changes have already been made. These include updating orientation, updating the appreciation program, new leadership training, a new hire survey, a 60-day survey, and a new exit interview.

18. STAFF PRODUCTIVITY PRESENTATION

Cheryl Lewis, Director of Outpatient and Community Based Programs, and Josh Marlin, Data Analyst, gave a presentation on the new staff productivity and incentive program. The new program will be rolled out to outpatient, residential, substance abuse, and community based staff with a go live date of July 1, 2015. There will be a ramp up period from April 1st-June 30th to allow staff to get familiar with the score card and requirements. The program offers a quarterly incentive for exceeding job requirements and allows excelling staff the chance to be recognized. These factors should lead to improved outcomes. Leadership has been discussing with staff that a new productivity program will be coming out.

The program was purchased from View Point Health. Josh Marlin will be the driving force as he will receive the majority of the data and will run the reports on a quarterly basis. Each staff member will have specific metrics that have to be met. If one metric is missed, no incentive is awarded. Lori Rakes cautioned the presenters on the all or nothing category. This could demotivate staff. Cheryl Lewis explained that the all or nothing category is a metric that correlates back to the requirements of a regulatory body. Documentation must be completed within 24 hours or no money is paid for the service.

Josh Marlin went over a scorecard to give the Board an idea of the metrics and requirements. Bill Fann suggested that the "floor" category be changed to the title of "standard". The STAR scorecard was reviewed with the Board. The STAR is completed by the supervisor and gives feedback to the staff. Bill Fann asked if the manager/supervisor will be required to meet with the staff concerning the feedback. Cheryl Lewis stated that this will be required. Allen Wigington asked where the "human factor" is taken into account in the program. Cheryl stated that the "human factor" is taken into account in the STAR rating.

Josh Marlin gave the Board a look at a new dashboard that is being used to drive decision making. The dashboard will be sold to the Georgia Association of Community Service Boards. The dashboard includes information from Highland Rivers and 11 other CSBs in a transparency group. The information is currently in an Excel spreadsheet; however, IDashboards has been purchased so that, going forward, dashboards will be more interactive and user friendly. The dashboard includes benchmarking statistics that have been compiled since FY11. It allows for you to see what others are doing and see if you would like to contact them for pointers or input. Bonnie Moore asked what the "person walking into the clinic gets from the collection of data". Melanie Dallas stated that you have to consider the data as a whole and see how it improves engagement. You have to look at all the metrics, find the ones that are most critical, address the metrics operationally, and this will improve care. Everyone must understand that what they do is important. If we thrive as an agency, then our consumers thrive.

19. BOARD WORKGROUP REPORTS

Chair Carol Franklin recommended suspending the workgroups in order to evaluate the need for them. The CARF and Bylaws workgroup will be the two that continue to work on assigned projects.

20. REVISION OF BYLAWS

Allen Wigington stated that revision of the bylaws will begin as there seems to be no more revisions to the Department of Behavioral Health and Developmental Disabilities (DBHDD) policies at this time.

21. PUBLIC COMMENT

Bonnie Moore stated that the NAMI Walk in Rome will be held on October 10, 2015. She encouraged all who can to attend. She will keep everyone updated as the date draws nearer.

Allen Wigington encouraged everyone to attend the Georgia Association of Community Service Boards' annual conference. He stated that there is a Board track that is very informative.

22. ADJOURNMENT

A vote could not be made to adjourn as the meeting had lost the quorum. Chair Carol Franklin closed the meeting.



Allen Wigington, Vice Chair



Date