

HIGHLAND RIVERS HEALTH  
GOVERNING BOARD OF DIRECTORS MEETING  
October 28, 2015  
Highland Rivers Health – Highland Recovery Center  
323 Roland Road, Jasper, GA, 30143

MINUTES

**Members Present:** Allen Wigington, Chantel Adams, Bill Fann, Johnathan Blackmon, Cindy Cochran, Bonnie Moore, Lori Rakes, Nancy Wood, Faye Ward, Jean Smilie  
CEO Melanie Dallas

**Members Absent:** Donna Whitener, Garry Fricks, Carol Franklin, Zab Mendez

**Staff Present:** Rich Gonzalez, Stephanie Collum, Dr. Kelly Trusheim, Candice Baldwin, Michael Mullet, Melissa Stone

**Legal Counsel:** Absent

**1. CALL TO ORDER**

Chair Allen Wigington called the meeting to order at 10:30 a.m.

**2. APPROVAL OF AGENDA**

Chair Allen Wigington made a motion that the agenda be revised to move item #4 on the agenda to #13 as the visitors would be coming to attend lunch. The agenda was amended as requested upon unanimous vote of motion by Ms. Bonnie Moore and second by Mr. Bill Fann.

**3. APPROVAL OF AUGUST 26, 2015, MINUTES**

Minutes were approved as presented on unanimous vote of motion by Ms. Nancy Wood and second by Ms. Faye Ward.

**4. EXECUTIVE SESSION**

On unanimous vote of motion by Mr. Bill Fann and second by Mr. Jonathan Blackmon, the Board convened in executive session to discuss the future acquisition of real estate.

**5. RECONVENTION OF REGULAR SESSION**

**Action:** On unanimous vote of motion by Mr. Bill Fann and second by Ms. Jean Smilie, Chair Allen Wigington appointed a study committee to be chaired by Immediate Past Chair Carol Franklin concerning the process to form a non-profit 501(c)(3) in the name of Highland Rivers Health.

**6. FINANCE COMMITTEE REPORT**

Vice Chair Chantel Adams chaired the Finance Committee in Ms. Lori Rake's absence. Vice Chair Adams stated that Mr. Rich Gonzalez, Chief Administrative Officer, gave highlights in the committee meeting regarding assets and liabilities. Ms. Adams directed the members to page 7 in the Board Packet titled "Balance Sheet". She stated that row "g" shows that Highland Rivers Health had assets of \$10,480,811 as of August 2015. Assets have increased by \$5 million this year versus last year. A portion of the increase is due to the double advance appropriated to the agency by the Department

of Behavioral Health and Developmental Disabilities (DBHDD) and the acquisition of properties from the Resource Council. The row "d" under liabilities is due to the accidental doubling of the advance by DBHDD. The "Due to DHS-Long Term" row is due to an overpayment by the Department of Human Services (DHS) from several years ago. Ms. Adams reminded the members that Ms. Melanie Dallas, Chief Executive Officer, has been working with DHS to satisfy the debt with an exchange for services. There has been a change in leadership for DHS. They have a new Commissioner and Deputy Commissioner. Unfortunately, this means that Ms. Dallas will have to begin anew with this leadership.

Ms. Adams directed the members to the Key Performance Indicators (KPIs). She stated that #1, Days Cash on Hand, is negative 1.3 days. The negative number of days can be attributed to many of the contracts with DBHDD not being finalized. The amount of money waiting for finalized contracts is almost \$500k. The number of days of cash on hand will increase to 2-3 days once the payment comes in from DBHDD.

Ms. Bonnie Moore asked Ms. Dallas to explain the advance from DBHDD. Ms. Dallas explained that each fiscal year DBHDD gives the agency a one month advance on the contracts. This is to help the agency continue to run while the contracts are finalized. This year, the agency asked for the advance to be expedited as the contracts were late being sent out to agencies. DBHDD expedited the advance. After receiving the expedited payment, DBHDD sent an additional advance in error. The additional advance adds about \$1.9 million to the total liabilities for the agency. Once the additional advance is paid back to DBHDD, the total liabilities should decrease by \$1.9 million.

Ms. Adams asked the members to turn to page 8 in their packets. The graph titled "End of Month Cash Balance-Operating Account-18 Month Trend" shows a spike in the cash balance for August 2015. She explained that the spike is due to the double advance given to the agency by DBHDD. She explained that the negative balances on the "Prior 12 Month Net Income Trend (\$000's)" are due to the issue concerning contracts not being sent out by DBHDD in a timely manner. This means that reimbursement could not be requested for the services.

Ms. Dallas stated that during the 2015 Educational Exchange the Community Service Boards (CSBs) were given copies of the original risk map compiled by DBHDD. Each CSB was also given a copy of the risk map for FY15 (See attached handouts). She reminded the members that the color green means the CSB is doing well, the color yellow means there are issues identified, the color orange means there are major deficiencies identified, and the color red means the CSB is at critical risk. The maps look at where money will be redistributed when DBHDD begins fee-for-service. She pointed out to the members that Highland Rivers Health has gone from red to yellow over the period of the fiscal year. The KPI that keeps the agency from being on green is days cash on hand. She stated that our agency was recognized by several individuals for how good our agency is doing.

Ms. Dallas informed the members that the team is working on a new purchasing system to control expenses and increase cost containment. Credit cards have been pulled back from various departments. There will be a cap put on spending allowances. The team is looking at implementing a much tighter system.

**Action:** No action required.

## 7. RATIFICATION OF DBHDD CONTRACTS

**Action:** The FY16 DD Contract #441-93-1631001 Amendment #01 was approved on unanimous vote of motion by Mr. Bill Fann and second by Ms. Bonnie Moore.

**Action:** The FY16 Core Contract #441-93-1631004 Amendment #01 was approved on unanimous vote of motion by Ms. Faye Ward and second by Ms. Nancy Wood.

**Action:** Chair Allen Wigington inquired if the FY16 Home Again Pilot Contract #44100-026-0000069327 was to take off the debt to the Department of Human Services (DHS). Ms. Melanie Dallas, CEO, stated this contract is with DBHDD. However, it is part of the agreement to use services to pay off the debt to DHS. The FY16 Home Again Pilot Contract #44100-026-0000069327 was approved on unanimous vote of motion by Ms. Jean Smilie and second by Ms. Chantel Adams.

**Action:** The FY16 Case Management Contract #44100-262-0000070638 was approved on unanimous vote of motion by Mr. Jonathan Blackmon and second by Mr. Bill Fann.

**Action:** The FY15 SOC Contract #44100-026-0000054387 Amendment #01 was approved on unanimous vote of motion by Ms. Bonnie Moore and second by Ms. Faye Ward.

**Action:** The FY16 SA Adolescent Clubhouse Contract #4100-906-0000070654 was approved on unanimous vote of motion by Ms. Jean Smilie and second by Ms. Nancy Wood.

**Action:** The FY16 Intensive Case Management Contract #44100-261-0000071532 was approved on unanimous vote of motion by Ms. Bonnie Moore and second by Mr. Bill Fann.

**Action:** The FY16 CST Contract #44100-261-0000070827 was approved on unanimous vote of motion by Ms. Faye Ward and second by Ms. Nancy Wood.

## 8. CEO REPORT

Chief Executive Officer (CEO) Melanie Dallas presented the following highlights from the CEO report included in the information packet:

- The Town Hall Meetings were a success. The team was amazed by how many staff members responded with excellent ideas. Ms. Dallas reviewed the slides that were discussed with the Board members. She thanked Ms. Nancy Wood, Ms. Carol Franklin, Ms. Chantel Adams, and Ms. Jean Smilie for participating in the meetings for their respective counties. The subject of raises was discussed with the staff members who were present at the meetings. Ms. Dallas discussed the challenges to awarding raises across the board. Mr. Bill Fann suggested that the agency might look at buying back leave/excess time. He also suggested that the agency could get all staff involved in cost containment/purchasing. An incentive could be given to an employee if the employee proposes a cost savings that works. Mr. Johnathan Blackmon suggested that it might be an incentive for staff to be able to “cash out” leave at the end of the year.
- Ms. Dallas asked Mr. Michael Mullet, Community Relations Director, to introduce himself to the members. He stated that he will be sitting down with each Board member to see what the needs are in the community. He has worked the last 9 years with a public relations firm in Atlanta. He lived in Michigan for 25 years. During this period he worked for the 2<sup>nd</sup> largest

health district in public and community relations for 13 years. Ms. Dallas stated that Mr. Mullet will be working on implementing a communication plan. She stated that it is very important that we have a plan that includes internal and external communication.

- Ms. Erica Collins, the new Human Resources Director, will begin with agency on November 2<sup>nd</sup>. Ms. Collins has 22 years of experience in Human Resources and an MBA.
- The Staff Appreciation Day was a success. The staff enjoyed good times and good food.
- Core Redesign has been moved to July 2016. Fee-for-service will not start until July 2016. We will continue to improve efficiencies and productivity as if Core Redesign will still be implemented on January 1, 2016.
- Ms. Dallas has met with Representative Dempsey and Representative Jasperse about the Home Again Program. Ms. Dempsey has stated that she would like a Home Again Program in Floyd County. Ms. Dallas will be working on this proposal for the next legislative session.
- Discussions are taking place regarding the agency providing services for the Cherokee Mental Health Court. Ms. Bonnie Moore asked if the agency will be partnering with the Floyd Mental Health Court that is currently being developed. Ms. Dallas stated that this was a possibility.
- The agency currently serves close to 500 veterans. The Veterans Administration (VA) has opened up additional services to the agency. This will allow Highland Rivers Health to perform telemedicine, to bill for all providers, and to be reimbursed for lab work. The agency is currently in talks with the VA about a veteran's specific residential program.
- Highland Rivers Health will be doing technical assistance for Behavioral Health Services of South Georgia in November. There are other CSBs reaching out for technical assistance from our agency. The agency is being recognized as a leader in the state.
- There was a lot of good information at the 2015 Educational Exchange. DBHDD stated that the department will not be pushing for mergers between CSBs. However, they emphasized that CSBs need to be working together to find ways to mitigate loss and costs. Commissioner Frank Berry discussed that DBHDD will be looking to partner with high functioning organizations (of which we are considered to be one). Ms. Chantel Adams asked who will serve the constituents if a CSB fails. Ms. Dallas stated that DBHDD will be looking at how to help with this in a new way. There will still be some form of safety net for consumers.

**Action:** No action required.

## 9. COMPLIANCE COMMITTEE REPORT

Corporate Compliance Committee Chair Allen Wigington reported that there were no significant areas of concerns identified in the committee meeting. The week of November 1<sup>st</sup> -7<sup>th</sup> will be National Compliance and Ethics week. The Compliance Department is working on incentives for participation by staff in activities. There will be a poster contest to find the design for the poster for next year's compliance campaign.

He thanked the Board members for all they do. He stated that during the 2015 Educational Exchange he was surprised to find that some Boards of other CSBs have no idea what fee-for-service or Core Redesign means or how it will affect their CSBs. He stated that he was happy to know that the Board members at this agency are up to date on current events and take an active role in discussions/decisions.

**Action:** No action required.

#### **10. STRATEGIC PLANNING MATRIX**

Chair Allen Wigington informed the members that Mr. Michael Mullet will be completing the strategic planning matrix. He will be meeting with all Board members and discussing which area they would be willing to help with in the planning.

**Action:** No action required.

#### **11. REVISION OF BYLAWS**

Chair Allen Wigington stated that previous bylaws address the removal of inactive members. He stated that it is his understanding that the Commission of the county represented by the member is the only entity that can remove a Board member. He will be speaking with Legal Counsel to clarify this issue. He would like to have the new bylaws in place by the February 24, 2015, meeting.

The members discussed the following items in regards to the pending bylaw revision:

- Ms. Bonnie Moore and Ms. Lori Rakes discussed the need for members to be engaged and involved in meetings and projects. The members discussed revising the bylaws to include non-attendance at 2 consecutive meetings triggering communication between the Board Chair and member.
- The members discussed the possibility of video conferencing some meetings. Go-to-Meeting could be used for identified sessions. Each meeting location would have to be announced to the public and would have to have access for the public. Chair Allen Wigington stated that he would discuss this suggestion with Legal Counsel.

**Action:** Chair Allen Wigington will discuss the proposed revisions to the bylaws with Legal Counsel. The revised bylaws will be sent to each Board Member for review once the legal questions have been answered.

#### **12. PUBLIC COMMENT**

There was no public comment.

#### **13. RECOGNITION OF VISITORS**

Chair Allen Wigington introduced Commissioner Robert Jones. Commissioner Jones is the Chair of the Pickens County Board of Commissioners. He has been on the Board of Commissioners since 2005. He has been instrumental in the forward progress that has taken place in Pickens County. He was an integral part of taking an old hospital and turning it into Administrative offices.

Ms. Melanie Dallas thanked Commissioner Jones for supporting Highland Rivers Health. She also thanked him for appointing Chair Allen Wigington to the Board.

**14. ADJOURNMENT**

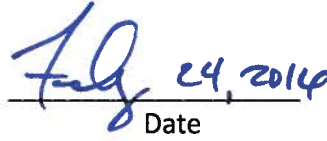
With no further discussion, the meeting was adjourned on unanimous vote of motion by Ms. Chantel Adams and second by Ms. Nancy Wood.

Upon completion of the Board meeting, the members took a tour of the Highland Recovery Center.

The next regularly scheduled meeting will be held on December 9, 2015.



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Allen Wigington, Board Chair

  
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Date