

HIGHLAND RIVERS HEALTH  
GOVERNING BOARD OF DIRECTORS MEETING  
December 9, 2015  
Highland Rivers Health – One Door Polk  
424 North Main Street, Suite 3, Cedartown, GA, 30125

MINUTES

**Members Present:** Chantel Adams, Bonnie Moore, Jean Smilie, Faye Ward, Carol Franklin, Nancy Wood, Jonathan Blackmon, Bill Fann  
CEO Melanie Dallas

**Members Absent:** Lori Rakes, Donna Whitener, Garry Fricks, Cindy Cochran, Allen Wigington, Zab Mendez

**Staff Present:** Rich Gonzalez, Stephanie Collum, Dr. Kelly Trusheim, Candice Baldwin, Michael Mullet, Melissa Stone, Erica Collins, Walt Leitch, Jennifer Mayfield, Jared Marlin, Josh Marlin, Suzanne Gazaway, Sherrie Dunaway, Deanna Dennis, Beth Vice, Paige Gentry, Robbie Edwards

**Legal Counsel:** Jim Catanzaro

**1. CALL TO ORDER**

Vice Chair Chantel Adams called the meeting to order at 10:30 a.m.

**2. APPROVAL OF AGENDA**

The agenda was approved as presented on unanimous vote of motion by Ms. Jean Smilie and second by Ms. Carol Franklin.

**3. APPROVAL OF OCTOBER 28, 2015, MINUTES**

Minutes were approved as presented on unanimous vote of motion by Ms. Carol Franklin and second by Mr. Jonathan Blackmon.

**4. EXECUTIVE SESSION**

On unanimous vote of motion by Mr. Jonathan Blackmon and second by Ms. Bonnie Moore, the Board convened in executive session to discuss the future acquisition of real estate; to discuss or deliberate on the appointment, employment, compensation, hiring, disciplinary action or dismissal, or periodic review or rating of an employee; and to consult with legal counsel regarding pending or potential litigation, settlement, claims, administrative proceedings, or other judicial action brought by or against the facility, or any officer or employee, or in which the facility or any officer or employee may be directly involved.

**5. RECONVENTION OF REGULAR SESSION**

**Action:** On unanimous vote of motion by Mr. Bill Fann and second by Ms. Faye Ward, Chair Allen Wigington and Immediate Past Chair Carol Franklin were given authority to continue the process of forming a support organization for Highland Rivers Health.

**Action:** On unanimous vote of motion by Mr. Bill Fann and second by Ms. Faye Ward, Vice Chair Chantel Adams appointed a subcommittee to review the process for leadership assessment. The subcommittee membership will consist of Mr. Jonathan Blackmon, Ms. Carol Franklin, Vice Chair Chantel Adams, and Chair Allen Wigington.

## **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 9 in the Board Packet titled "Balance Sheet". She stated that row "a" (Cash & Equivalents) shows that Highland Rivers Health has cash on hand of \$2,182,262. This number is up from the \$1,138,602 in the previous year. The increase is due to the double advance that was given to Highland Rivers Health by DBHDD. The double advance will be repaid in full in November 2015. The "Deferred Outflows" is a new category that has been added due to a ruling by the State. The ruling required every State agency (not just CSBs) to put this on each agency's books. The \$255,206 reflects the net pension and state employee benefit plans. This includes those state employees who will and those who have retired with the agency. The "Deferred Inflows" category was also added due to the ruling by the State and involves the liability we incur for the net pension and state benefit plans. These two new categories are just allocations. The "Fixed Assets" represent the facilities that were given to the agency by the Resource Council. The difference in the "Payroll Liabilities" is due to the timing on payroll for Healthcare Staffing.

Ms. Adams directed the members to the Key Performance Indicators (KPIs). She stated that #1, Days Cash on Hand, is negative 5.1. The two items that have caused the decrease in Days Cash on Hand are 1) the State requires the agency to take out the advance that is given each year and 2) the State has been late in finalizing contracts this fiscal year. Rich Gonzalez explained that many of the contracts have now been finalized. The agency will draw down all the monies retroactively to July 1<sup>st</sup>, 2015.

Ms. Adams asked the members to turn to page 10 in their packets. The "Total Revenue" year to date is \$905,054, or 6.1%, below budget. This can be attributed to the inability to draw down funds on the contracts that have not been finalized by DBHDD. The category should balance out at the end of the year.

Ms. Adams asked the members to turn to page 12 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 reminded the members that the spike is due to the double advance given to the agency by DBHDD. The trend line is getting back to normal since the double advance is in the process of being repaid. She stated that the grey bar (revenue) on the "Prior 12 Month Revenue and Expense Trend (\$000's)" is where it should be. She explained that the "Prior 12 Month Net Income Trend (\$000's)" is moving back to a positive number (\$95k).

Ms. Dallas informed the members that the agency is submitting a proposal to DBHDD for an Intellectual/Developmental Disabilities Crisis Unit. The proposal includes capital for renovations and an annualized payment amount. The proposal is for an annual operating budget of \$3,238,596. This is a perfect opportunity to get this in front of DBHDD due to possible lapsing funds becoming available.

**Action:** No action required.

## **7. RATIFICATION OF DBHDD CONTRACTS**

**Action:** The FY16 Intensive Case Management (ICM) #2 Contract #4100-261-0000069885 was approved on unanimous vote of motion by Ms. Carol Franklin and second by Ms. Bonnie Moore.

**Action:** The FY16 Assertive Community Treatment (ACT) Renewal Contract #44100-026-0000025343 was approved after discussion on unanimous vote of motion by Ms. Carol Franklin and second by Ms. Faye Ward.

## **8. CEO REPORT**

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

- Ms. Dallas introduced the new Human Resources Director for Highland Rivers Health, Ms. Erica Collins and asked Ms. Collins to introduce herself to the Board. Ms. Collins stated that she has worked in the Human Resources field for 20 years. She has worked in Washington, D.C. She has a varied background. She has her Master's in Business Administration and would like to get her Doctorate. Her focus is on the staff, work life balance, and making Highland Rivers Health the employer of choice.
- Ms. Taryn Spates has been chosen as the new C&A Program Manager. She has a great reputation and is highly regarded in the community. She is currently working with school based behavioral health.
- The Town Hall meetings were completed. The themes that were identified during the meetings were communication and empowerment. Due to the input, a Management Team has been established. The team includes managers and supervisors who are experts in their respective fields.
- For the second year in a row Mr. Baker did not include a "Going Concern" comment. That means our financial position has improved to the point that he is confident about us being financially viable.
- Highland Rivers Health has been chosen to be one of three agencies in Georgia who will be a participant in the Garrett Lee Smith Grant. The grant is through the Substance Abuse and Mental Health Services Administration (SAMHSA) and addresses suicide rates between the ages of 18-24. It is a 5 year grant which pays \$100k per year for a clinician and peer support individual. The grant is for Bartow County and involves working closely with schools and technical colleges. Training has already begun on suicide prevention.

**Action:** No action required.

## **9. COMPLIANCE COMMITTEE REPORT**

Corporate Compliance Officer Stephanie Collum reported that there was not a quorum for the Compliance subcommittee. The members present in the subcommittee meeting discussed policies and procedures. They also reviewed the board self-assessment that will be sent to all members for completion. The assessment judges how we are doing and what improvements need to be made.

Ms. Collum asked Mr. Walt Leitch, Director of Reimbursement, to discuss the new collections policy that is being implemented. Mr. Leitch notified the full board members that there is now a collections policy in place at Highland Rivers Health. The policy has been reviewed by counsel and the Compliance subcommittee. He gave the following highlights on the policy:

- Delinquent accounts will be sent to Shaffer Law Firm in Marietta. However, before the account is sent for collections, the consumer will receive letters and a series of phone calls to discuss the delinquent balance. Only accounts which are over 90-days old will be assigned for collections.
- DBHDD does allow for the termination of services for non-payment. However, there will be a review process in place to ensure that we are not erroneously terminating services.
- The policy gives teeth to the collection process.
- There will be education for our consumers on the process. This is a big part of the overall strategy.

Mr. Jim Catanzaro pointed out that the agency needs this policy and procedure to show due diligence. We must be able to show that we do not excuse certain consumers for certain payor sources from paying balances. Ms. Bonnie Moore asked if someone will be working with consumers to find out why they are not paying. She pointed out that life situations may change and that consumers may not have the money to pay the bill. Mr. Leitch stated that arrangements will be made to meet with consumer to see if anything has changed and if there are avenues that can be utilized to help with payment. Ms. Melanie Dallas stated there will be soft approach. Ms. Jean Smilie asked if Shaffer Law Firm will receive a commission. Mr. Leitch stated that Shaffer Law Firm will be paid a commission on what is collected. Mr. Leitch stated that there will be more to come on this policy and procedure as it is rolled out.

**Action:** No action required.

#### **10. REVISION OF BYLAWS**

Chair Allen Wigington was unable to attend the meeting. This item was tabled until the next meeting.

**Action:** No action required.

#### **11. MIDDLE MANAGEMENT ACADEMY**

Ms. Melanie Dallas began by explaining that the Middle Management Academy is a training that is offered by the National Council. It is a way to invest in the middle management of the agency. There were 6 agencies who participated in the academy. Highland Rivers Health sent 9 participants to the training. The participants were Sherrie Dunaway, Jared Marlin, Josh Marlin, Deanna Dennis, Beth Vice, Jennifer Mayfield, Suzanne Gazaway, Penny Payne (not present at meeting), and Anna Manis (not present at meeting). Each group from the agencies participated in sessions which discussed leadership topics. At the end of the training, each group had to deliver a project that would directly impact the group's agency. Our group delivered a project that was innovative, creative, and solution-oriented. After Ms. Dallas gave her synopsis of the academy, she asked the group to start the presentation.

Suzanne Gazaway began the Middle Management Academy presentation by stating that the academy was a great experience. The academy was 3 ½ days long and included group projects and personality assessments. During the first part of the week, the members were broken up into assigned groups which did not include members from the same agencies. This process helped to renew her confidence in our agency as we are already doing some of the things that were discussed in these assigned groups. At the end of the week, the groups were allowed to go back to their "agency group." The group had to come up with an idea and presentation that would move the agency forward. The group decided to make an investment in the agency's most valuable resource which is the staff. The investment will ensure the future of Highland Rivers Health. The group then began the presentation on the subject of staff development and growth. (The presentation was included in the Board packets.)

The members thanked the Middle Management Academy for the presentation. Mr. Bill Fann asked if the project would be utilized in the agency. Ms. Dallas stated that the academy members had been given the authority to go forward with their ideas. Ms. Carol Franklin stated that she would like to see how the project progresses.

**Action:** Periodic updates to the Board on progress.

## 12. RECOGNITION OF VISITORS

Mr. Bill Fann introduced City of Cedartown Commissioner Jordan Hubbard. Commissioner Hubbard is beginning his 3<sup>rd</sup> year on the commission. He is the owner of Studio Fit 24/7 and owns several apartment lofts. Mr. Fann stated that Commissioner Hubbard has a true desire to do what is in the best interest of the City of Cedartown.

Mr. Fann introduced City of Cedartown Commissioner Dale Tuck. Ms. Tuck is currently the Chair for the commission. She is in her second term in office. She currently is teaching English at Georgia Highland College.

Ms. Melanie Dallas presented the "Trudie Casey Award" to Ms. Robbie Edwards. The "Trudie Casey Award" is dedicated to the memory of Ms. Trudie Casey. Ms. Edwards works in the front office of the Polk Recovery Center. The award is presented each year to a person who provides excellent customer service and has a true heart for the consumers that are served by Highland Rivers Health. Ms. Edwards stated that she loved Ms. Casey and she treasured receiving the award. She thanks the Lord and Highland Rivers Health.

## 13. PUBLIC COMMENT

There was no public comment.

## 14. ADJOURNMENT

With no further discussion, the meeting was adjourned on unanimous vote of motion by Ms. Carol Franklin and second by Mr. Jonathan Blackmon.

The next regularly scheduled meeting will be held on February 24, 2016.

  
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Chante Adams, Board Vice Chair

  
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Date