



Board of Directors Meeting Minutes

Monday, October 24, 2022

10:00 am – 12:00 pm

181 Crawford Rd, Derby, VT

Zoom Meeting

Present: Denise Niemira, Chair; Jane Kitchel, Secretary; Linda Rhodes, Secretary; Amy Morley, Treasurer; Lisa Boskind; Kari White; Stacy Thrall; Larry Wall; Neila Anderson-Decelles

Staff Present: Kelsey Stavseth, Executive Director; Denis Houle, CFO; Brooke Bury, HR Director; Joseph Forscher, Chief of Behavioral Health; Colleen Bosse, Executive Office Administrator; Laura Nelson, Chief of Organizational Development; Sharon Ryan, Chief of IDDS; Tim Gould, Chief of IT

I. Call to Order and Approval of Agenda.

Dr. Niemira, Board Chair, called the meeting to order at 10:05 am.

Ms. Morley requested to add to the agenda the resolution for the workforce retention bonus.

Mr. Wall moved to approve the agenda as amended. Motion was seconded by Ms. Boskind. There was no discussion. All members present voted in the affirmative. Motion carried.

II. Secretary's Report.

Ms. Kitchel moved to approve the minutes from the September 26, 2022, meeting as written. Ms. White seconded the motion. There was no additional discussion. All members present voted in the affirmative. Motion carried.

III. Treasurer's Report.

Mr. Houle presented the August 2022 financial report.

Month to Date:

- August had a gain of \$215,000 = 5.44%
- Revenues were 6.4% below budget
 - Mental Health programs were 10% below budget
 - IDDS was 4.3 % below budget
 - Adults hit its target for payment reform; Children's did not hit target
 - SUD was 11% below budget

- We are still using the June approved DS waiver and estimating the 8% impact. IDDS is currently working on the re-spread process.
- August expenses were under budget 10.7%
 - Vacant positions and fringe benefits are the largest savings
 - Health care (\$194,000), Other Personnel (\$41,000), and Operating expenses (\$9,000) were under budget
 - Transportation is still coming in under budget (\$13,000)
 - Program expenses were over budget by \$30,000

Year to Date:

- YTD revenues are 1.76% below budget; however, this is skewed due to the impact of an insurance settlement
 - Mental Health programs are 8.5% below budget
 - IDDS is 4.5% below budget
 - SUD is 25.3% below budget
- YTD expenses are under budget by 7.5%
 - Vacancy and fringe benefits are the largest savings (\$513,00 combined)
 - Health care costs (\$253,000), Other Personnel costs (\$87,000), Operating expenses (\$11,000) and Building expenses (\$14,000) are under budget
 - Transportation costs remain under budget (\$33,000). This includes gas for the agency vans and employee mileage
 - Program expenses were over budget by \$25,000

Overall, NKHS is in a strong financial position with 92.6 days of cash on hand

Ms. Kitchel expressed concern about revenues being below budget and the long-term perspective, and wondered about setting some cash aside, since we have cash on hand. Some of the revenue variance is due to fewer days in the summer program and open positions in schools, which are both typical seasonal variations. However, these variations are not built into the budget.

We are working on reports for a better understanding and information. Additionally, documentation impacts this. We cannot bill until documentation is complete. Reliability of data and timeliness of documentation makes it difficult to get real-time reports.

Impacts on the budget include the transition to the new EMR, payment reform targets, and IDDS services. Ms. White inquired if a post-implementation dip was built into the budget. It was not built into the budget, however, there is a six-month grace period in reporting to DMH. We do not get full credit if we do not hit the payment reform targets. Also, DAIL is not requiring IDDS to suspend services.

Ms. Anderson-Decelles moved to approve the August 2022 financial statements, as recommended by the Budget and Finance Committee. Ms. Rhodes seconded the motion. Eight members voted in the affirmative. Ms. Thrall abstained, citing the need for further understanding of the information. Motion carried.

Workforce Retention Grant

NKHS received a workforce retention grant from the State for \$1.2 million. This grant provides a bonus for employees who provided in-person work, or supported those providing in-person work, during the past year.

Mr. Houle read the resolution, recommended by the Budget & Finance Committee for approval of a bonus, which includes payment to all employees, and is supplemented by NKHS to cover funds not supported by the grant.

Dr. Niemira explained the Board would be authorizing up to \$65,000 of NKHS funds to supplement grant. The grant is specific and only covers people who worked in-person during the pandemic or supported those who worked in person. NKHS chose to cover all employees to recognize that everyone shouldered the burden.

Mr. Houle explained that \$340,000 of the grant is to cover contracted employees (shared living providers) and was required by the state. This is not specified in the resolution. Discussion resulted in Board members feeling it is necessary to be transparent and to account for the full amount of the grant, requiring the resolution to be amended to include the distribution to the SLPs.

Ms. Kitchel moved to approve the resolution, amended to include SLPs, and obligating NKHS dollars to recognize all employees in the workforce retention bonus. The total grant disbursement is \$1.2 million, plus a supplement of \$65,000 from NKHS to recognize all employees. Motion was seconded by Ms. White. All members present voted in the affirmative. Motion carried.

IV. Standing Committee Reports

Standing committee reports were included in the board packet. There were no additions to the reports.

V. Q1 Turnover Report

Brooke Bury, Human Resources Director, presented the Quarter 1 Employee Turnover Report.

Hiring and employee turnovers remain a challenge for NKHS. The report shows a net loss of one employee for the quarter. August showed a gain, but there were several separations in September. Some of these separations were administrative terminations for people who taken off the roster due to inactivity. This includes some per diem or hourly workers who have remained inactive. There has been increased application activity in some areas – AO Case Manager, Client Access, Facilities. However, we continue to see a lot of movement with DSPs and other positions that fall into the \$16-\$20/hour category.

Ms. Bury included the 2022 VCP Staff Turnover report. This report includes aggregated information from all DAs.

- NKHS trended average in all categories reported.
- Turnover rate statewide was 33.58%, up from 29.6% last year.
- NKHS turnover rate was 33%, up from 28% last year.
- The highest turnover was in employees who worked 1-2 years.

- Highest turnover was in IDDS department.
- There are still shortages in Mental Health positions that are also driving numbers

Recruiting and retention remain the biggest struggles:

- NKHS has a new HR Recruiter starting today. He will be very focused on recruiting and will also provide some support with engagement activities.
- We continue to look at pay rates, flexible work arrangements, and benefits

FMLA and administrative terminations are considered involuntary. Dr. Niemira inquired about the number of per diem employees the agency has. Ms. Bury explained these employees are classified as part time. There are approximately 100. Discussion included part time versus per diem employment. The total staff number is not reflective if part time employees are removed. Travelers do not count in the total number of employees, because they are contracted.

Mr. Stavseth cited the CARE Bed as an example of how part time employees are essential to the operation of a program. It offers flexibility to the employee and fills a need for NKHS.

Ms. Thrall wondered where NKHS is looking for employees and if there is consideration for diversity. Ms. Bury explained that higher level positions tend to have more diversity due to being able to recruit more broadly. Other positions are advertised more locally. NKHS is taking advantage of the opportunity to diversify any positions we can. Ms. Thrall noted that BIPOC and Latino populations are growing. NKHS needs to prepare for this and look into all areas of VT. Information Ms. Thrall noted the diversity information she has is different than information reported by DMH.

NKHS is involved with job boards and postings which allow for more diversity. The agency is also working with Abundant Sun on diversity. This is part of the strategic plan.

The Board discussed and asked for differentiation of administrative terminations and other terminations and for permanent ongoing workforce versus per diem demand.

Ms. Boskind wondered how many of the 84 current vacant positions would require office space. Ms. Bury responded the IDDS positions would not need office space.

VI. Strategic Plan Report

September was the first month for Strategic Planning reporting. Mr. Stavseth showed the template used by the programs directors for the reports. All service-related areas reported for the month of September. Next month will also include other non-service departments such as IT, HR, QA/QI, etc. There were eight reports varying from 2-4 pages. Mr. Stavseth showed and reviewed the Emergency Services monthly report and highlighted some activities.

Reports are available to all employees and board members. They are housed in the Strategic Plan folder on the network. Reports varied in formats and information presented. Each report was given feedback by Mr. Stavseth, and he expects the reports to improve over the next few months.

Highlights from the reports include:

- Emergency Services – 988 work and the additional Lifeline Coordinator position, highlighted story about reducing the number of individuals awaiting inpatient hospitalization by ES providing support and collaborating with other agency departments to provide additional support.
- IDDS – DSP Appreciation Day, team leaders are rotating shifts to prevent burnout, renovations to the Newark residential home
- Behavioral Health – the CARE Bed manager was voted as chair for the crisis bed managers meetings
- CYFS – CYFS brought on board a clinical care assessor and coordinator which has helped the with the waitlist
- AOP - Has invited community partners to attend their staff meetings to improve collaboration
- School Services – Lead Behavior Consultant gave a 90-minute trauma-informed presentation to school staff.

The reports are meant to celebrate what we are doing, look at challenges, where we need help, tracking things in a meaningful way. Directors use reports to connect staff with goals, creating buy in and awareness. At first, there was concern and push back about producing the reports, but that is changing.

Ms. Kitchel suggested, and Dr. Niemira agreed, the reports would be more helpful with more bullets and less text.

VII. Approval of Policies

Mr. Houle presented two finance related policies for approval:

1) Policy 3.11 – Agency Credit Card Control and Usage

There is some urgency for approval of this policy. Credit cards give us flexibility and can also protect us. In the past, certain managers had credit cards, but that practice ended. This policy will help establish best practices.

Cards have a \$1000 purchase limit. Purchases exceeding this amount will need approval. The current account limit is \$10,000.

The following positions will have credit cards:

Chief of IDDS

Chief of Behavioral Health

Executive Assistant

Mr. Wall moved to approve Policy 3.11. Motion was seconded by Ms. White. All members present voted in the affirmative. Motion carried.

2) Policy 6.1 - Executive Funds for Board Usage

This policy allocates \$10,000 in the budget for the Board to use for items, purchases or causes that do not directly benefit the Board. This policy has been previously discussed. The policy presented requires a correction so the allocated amount is \$10,000 not \$100,000.

Ms. Anderson-DeCelles moved to approve Policy 1.6 with the correction from \$100,000 to \$10,000. Motion was seconded by Ms. Kitchel. All members present voted in the affirmative. Motion carried.

VIII. Executive Director Updates
CCBHC

- NKHS was awarded the CCBHC discovery grant.
- We are working on hiring key required positions and have interviews this week.
- NKHS was one of four DAs awarded the grant.

Legislative Breakfast

- NKHS will hold a legislative breakfast at the East Side Restaurant in Newport on December 5th.

Mental Health Treatment Facility

- NKHS will host a community meeting for advocacy for The Front Porch.
- This project has landed on the Governor's budget and is called the "NEK Barret Project"
- We are looking to start this program for July 1

IX. Guest Comments

There were no guest comments.

X. Executive Session

Mr. Wall moved to enter executive session. Motion was seconded by Ms. Anderson-Decelles and passed unanimously. The Board entered executive session at 11:40 for the purpose of salary and contract approvals and to discuss possible property purchase.

At 12:01 a motion was made by Ms. Anderson-Decelles and seconded by Mr. Wall Larry to leave executive session.

XI. Return to General Session

In routine session, the group drafted a motion for a one-time property purchase offer. The motion to authorize Mr. Stavseth to make a contingent offer on property for unmet emergent need based on due diligence, including community engagement, was made by Mr. Wall and seconded by Ms. Boskind. It passed by unanimous vote.

XII. Adjournment.

There, being no further business, a motion to adjourn the meeting was made by Mr. Wall seconded by Ms. Anderson-Decelles and passed unanimously. The meeting was adjourned at 12:08 pm.

Respectfully Submitted,

Jane Kitchel, Secretary

Date

/cb

The next Board meeting shall be held on November 21, 2022, at 10:00 am.