



MEETING MINUTES

Attendees

Voting Members

Mr. Leland Johnson, Chair
Mr. Chris Mosley, Vice Chair
Mr. Sherman Ross, Treasurer
Mr. Steve Grimsley, Secretary
Ms. Chantel Adams, Board Member
Ms. Donna Whitener, Board Member
Mr. Larry Maxey, Board Member
Mr. Michael McElveen, Board Member
Mr. Lane Bennett, Board Member
Ms. Karen Sparks, Board Member
Ms. Christina Howell, Board Member
Mr. Scotty Tillery, Board Member
Mr. Thomas Brown, Board Member

Others Present:

Ms. Melanie Dallas, Chief Executive Officer
Mr. James Catanzaro, Jr., Legal Counsel
Mr. Joseph Colette, Legal Counsel
Mr. Jerry Koester, Chief Financial Officer
Ms. Kathleen Varda, Foundation Director
Dr. Michelle Hamm, Chief Clinical Officer
Mr. Mike Mullet, Community Relations Director
Mr. Rodney Moore, Cobb Executive Director
Ms. Sherry McGee, Foundation Relations Officer
Ms. Stephanie Bishop, Chief Compliance Officer
Ms. Melissa Stone, Executive Coordinator

I. Call to Order

Action: Chair Leland Johnson called the meeting to order at 10:30 a.m.

II. Approval of Agenda

Action: The agenda was approved as presented upon unanimous vote of motion by Ms. Karen Sparks and second by Mr. Larry Maxey.

III. Executive Session

Action: Upon unanimous vote of motion by Ms. Karen Sparks and second by Mr. Larry Maxey, the Governing Board moved into Executive Session to authorize negotiations to

purchase, dispose of, or lease property and to consult with legal counsel regarding pending or potential litigation, settlement, claims, administrative proceedings, or other judicial actions.

IV. Reconvention of Regular Session

Action: Upon unanimous vote of motion by Ms. Karen Sparks and second by Treasurer Sherman Ross, the Haralson County Transfer Agreement was approved and Chief Executive Officer Melanie Dallas was authorized to execute the agreement on behalf of Highland Rivers Behavioral Health.

Action: Upon unanimous vote of motion by Ms. Karen Sparks and second by Treasurer Sherman Ross, the members approved the entrance of Highland Rivers Behavioral Health and Cobb County Community Service Board into the National Distributors and Johnson & Johnson opioid settlement.

Action: Upon unanimous vote of motion by Ms. Karen Sparks and second by Mr. Larry Maxey, Chief Executive Officer Melanie Dallas was authorized to execute the settlement documents on behalf of Highland Rivers Behavioral Health and Cobb County Community Service Board.

V. Consent Agenda Items

Vice Chair Chris Mosley directed the members to the items under the consent agenda. Chief Executive Officer Melanie Dallas explained that the Cobb County Community Service Board minutes from September 15, 2021, were included for review and approval.

Action: The following consent agenda items were approved by a majority. Mr. Scotty Tillery voted nay on the motion.

- Cobb County Community Service Board - Governing Board Meeting Minutes for September 15, 2021
- Highland Rivers Behavioral Health - Governing Board Meeting Minutes for October 27, 2021
- FY22 Cobb Adolescent AD Clubhouse Services Contract #44100-906-0000172637
- FY22 Cobb Emergency COVID-19 Grant Contract #44100-026-0000156680 - Amendment #02
- FY22 Cobb Integrated Medicine Contract #44100-026-0000173775
- FY22 Cobb Staffing Enhancements Contract #44100-026-0000173292
- FY22 Highland Rivers Addiction Recovery Support Center Contract #44100-906-0000173951
- FY22 Highland Rivers Staffing Enhancements Contract #44100-026-0000173295

VI. Rebranding Efforts

Chief Executive Officer Melanie Dallas informed the members a decision had been made to rebrand the agency. It was the perfect time to do so with the consolidations. The new name for the agency would be Highland Rivers Behavioral Health. Behavioral was added to be more descriptive of the line of business. The agency logo was also changed. Ms. Dallas stated she had to give a nod to Mr. Noah Beck, Community Relations Specialist, for his work on the logo. He designed the logo in-house and kept the agency from having to get a contractor for the task. Ms. Dallas said the marketing team's work on the project was a great

example of team work.

VII. Agency Scorecards

Chief Executive Officer Melanie Dallas directed the members to the agency scorecard for Cobb County. She gave the following highlights from the scorecard.

- The average overall productivity had increased to 65.31%. Productivity continued to be a challenge. They would be moving to the pay for performance model used by Highland Rivers on July 1, 2022.
- The quality department was going through changes with the consolidation. The metrics would be tracked once the changes were final.
- The Cobb system did not have the capability to track the collections and bad debt like the Highland Rivers system. The metrics would be tracked once Cobb came onto the Highland Rivers system.
- New processes would be implemented to increase the billing and authorization metrics.
- The documentation metric was good.
- The HR metrics were used to find breakdowns in the process. There were some areas that needed improvement.
- The turnover rate was rough. Recruitment was a challenge.
- The critical incident metric was low. New processes would be implemented to help increase the metric.

Ms. Dallas directed the members to the Highland Rivers Health scorecard. She gave the following highlights from the report.

- Individual productivity decreased in October. The average overall productivity showed that a group of people were doing well. The productivity model was modified to include a tier system.
- The financial metrics were met in October.
- Billing had tight processes in place.
- Documentation was an area that needed improvement. The goal was higher than the requirement for submission of claims by the payers. This was to ensure documentation was completed by the deadline.
- The HR metrics were lower than the goal. The turnover rate was still a challenge.
- The overtime metric was high due to the number of open positions.
- The new Administrative Services Organization (ASO) scores showed that the agency met the goals for behavioral health. The intellectual/developmental disabilities and crisis scores were slightly below the goal.

VIII. Finance Committee Report

Treasurer Sherman Ross informed the members that Chief Financial Officer Jerry Koester had reviewed the finances of Cobb county and Highland Rivers Health with the committee members. Finance was working to consolidate all financial processes by July 1, 2022. The days' cash on hand for both had increased. CARES Act funds were being used to offset lost revenue. Expenses were down primarily due to multiple position vacancies. The committee discussed the plan to help with recruitment and retention moving forward. The majority of the job openings were for lower skilled positions with a pay rate of \$10-\$11 an hour. The pay rate was something that needed to be looked at, especially in today's environment. The significant profits had to do with the retention and workforce challenges. There were a lot of open positions. The profit margin would decrease as positions were filled.

IX. Compliance Committee Report

Committee Chair Larry Maxey stated that the committee had reviewed the information in the packet and did not have any deficiencies to report to the board. He asked Chief Compliance Officer Stephanie Bishop to discuss a recommendation that was being brought forward by the committee for approval. The Commission on Accreditation of Rehabilitation Facilities (CARF) requires that the board complete a full board evaluation and individual board peer reviews each year. The committee recommended that the evaluations be distributed to the board members via survey monkey. The results of the full board evaluation will be brought to the February board meeting.

Action: The distribution of the full board evaluation and the individual board peer reviews via survey monkey was approved upon unanimous vote of motion by Ms. Karen Sparks and second by Mr. Larry Maxey.

X. CEO Report

Chief Executive Officer Melanie Dallas directed the members to the CEO report in the packet. She gave the following highlights from the report.

- Staffing issues were a big concern. The staff were exhausted and experiencing challenges like never before. The executive team was looking at strategies to help staff with these challenges.
- The executive team was holding town hall meetings for the Cobb staff to discuss the consolidation and give the staff updates. The heaviest load in the consolidation was the infrastructure part.
- Highland Rivers was not awarded one of the Certified Community Behavioral Health Center (CCBHC) grants. She stated she was glad the agency did not receive one of the grants. It would have been a pretty heavy lift and the agency already had a lot on the plate with the consolidations.
- Ms. Dallas continued to work with Hamilton Medical Center to provide assessments in the hospital's emergency room.
- Ms. Dallas, Cobb Executive Director Rodney Moore, and Community Relations Director Mike Mullet attended an event at the Cobb Chamber of Commerce. They discussed workforce and parity in the school system. Representative Sharon Cooper made a statement that she was happy about Highland Rivers stepping in and being a presence in the community. It was a big statement coming from her. Ms. Dallas stated that the praise was due to the hard work of the Cobb staff and the support of the Highland Rivers board.
- Cobb County was using ARPA funds to develop a co-responder program, place a case manager in the Cobb CARES program, and put a clinician in the 911 center. Ms. Dallas' team was working with the county to flesh out the models. Cobb County has embraced having a mental health partner.
- Ms. Dallas would be meeting with other counties to engage them in discussions regarding a greater investment in mental health and substance-use programs.

Mr. Scotty Tillery asked about the recruitment process for Highland Rivers Health. Ms. Dallas stated the agency used websites for placing electronic ads. The sites included ones that were specific to the license level needed, non-profits, and the industry (ex. National Council for Mental Wellbeing). Positions were also posted in-house and with local Chambers of Commerce. The usage of websites and other recruitment services depended on the position responsibilities and the costs associated with the posting. The agency had also recently signed an agreement with Ascend to help with recruitment and staffing. Mr. Tillery stated

that the Polk Career Academy had been really successful in helping with recruiting. It might be a good avenue for recruiting in Polk County.

Mr. Tillery stated a pay study was needed to see what the salaries should be for positions. Ms. Dallas stated a plan was being put together to analyze the positions. The goal was to get staff up to at least \$14 an hour. However, the changes would have to be made slowly to ensure there was funding for the increases.

XI. Cobb Executive Director Report

Cobb Executive Director Rodney Moore directed the members to the report in the packet. He gave the following highlights from the report.

- Cobb had the same challenges with staffing. Fast food and other employers were paying staff \$16-\$18 an hour. Cobb was underfunded for salaries and could not meet the salaries being offered by other employers.
- Mr. Moore was trying to motivate staff regarding productivity. There was a fear of holding staff accountable because the programs were short-staffed. It had come to a point where there needed to be major changes. A decision has been made to implement the Highland Rivers pay for performance model at Cobb beginning July 1, 2022. A meeting was held last week to let staff know of the change and to give them time to ask questions.
- The Cobb County Commissioners toured some of the sites to look at the space needs. The locations needed to be right for the services. Mr. Moore continued to look at the needs at the present locations.

XII. Community Relations Report

Chief Executive Officer Melanie Dallas gave the report on behalf of Community Relations Director Mike Mullet due to technical issues. Ms. Dallas stated that there had been a lot of press around Highland Rivers Health receiving the Provider of the Year. The local papers were great partners and printed the bylines when they were released by Mr. Mullet. Mr. Mullet had recently coordinated an interview of Ms. Dallas with the Marietta Daily Journal that was mentioned in the Atlanta Journal Constitution.

XIII. Recognition of Visitors

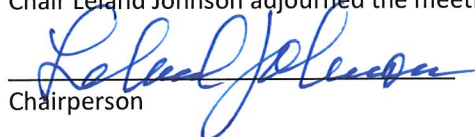
Chief Executive Officer Melanie Dallas introduced the new Foundation Relations Officer Sherry McGee. She would be working with the Highland Rivers Foundation. Ms. McGee stated she had learned about the robustness of Highland Rivers Health's programs and the dedication of agency staff in her time with the foundation. She came to the foundation with more than 20 years of experience with non-profits with underserved populations. The underserved populations had many unmet needs. She would use her knowledge to help build fund development, increase donor recognition, and implement fundraising. Ms. Dallas stated the foundation was very lucky to have found Ms. McGee.

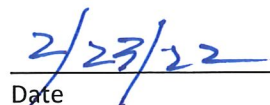
XIV. Public Comment

There was no public comment.

XV. Adjournment

Chair Leland Johnson adjourned the meeting.


Chairperson


Date