

Highland Rivers Health

Meeting Minutes

Governing Board of Directors

10/27/2021 10:30 AM

Reaching Our Community (ROC) Clubhouse
1 Goodyear Avenue
Cartersville, GA 30120

Attendees

Voting Members

Mr. Leland Johnson, Chair
Mr. Steve Grimsley, Secretary
Mr. Michael McElveen, Board Member
Mr. Larry Maxey, Board Member
Mr. Lane Bennett, Board Member
Ms. Christina Howell, Board Member
Ms. Mary Ghorley, 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
Ms. Cheryl Lewis, Director of Outpatient Services
Ms. Dena Payne, Chief Operating Officer
Ms. Erica Collins, Human Resources Director
Mr. Jerry Koester, Chief Financial Officer
Ms. Kathleen Varda, Foundation Director
Dr. Michelle Hamm, Chief Clinical Officer
Mr. Rodney Moore, Cobb Executive Director
Ms. Stephanie Bishop, Chief Compliance Officer
Ms. Melissa Stone, Executive Secretary

I. Call to Order

Action: Chair Leland Johnson called the meeting to order at 10:33 a.m.

II. Oath of Office for New Member

Action: The oath was administered to Mr. Thomas Brown, Whitfield County representative. The members welcomed Mr. Brown to the Governing Board.

III. Approval of Agenda

Action: Chair Leland Johnson recommended that the agenda be amended to reflect the Community Relations Report as a stand-alone agenda item. The recommendation was adopted upon unanimous vote of motion by Ms. Mary Ghorley and second by Ms. Christina Howell.

IV. Executive Session

Action: Upon unanimous vote of motion by Ms. Christina Howell and second by Ms. Mary Ghorley, the Governing Board moved into executive session to authorize negotiations to purchase, dispose of, or lease property; to consult with legal counsel regarding pending or

potential litigation; and to discuss or deliberate on the appointment, employment, compensation, hiring, disciplinary action or dismissal, or periodic evaluation of an employee.

V. Reconvention of Regular Session

Action: The Transitional Bylaws were approved subject to minor adjustments by Legal Counsel and the Chief Executive Officer upon unanimous vote of motion by Ms. Mary Ghorley and second by Secretary Steve Grimsley.

Action: The Chief Executive Officer Succession Plan was approved upon unanimous vote of motion by Mr. Larry Maxey and second by Secretary Steve Grimsley.

Action: The Chief Executive Officer Performance Evaluation was approved upon unanimous vote of motion by Ms. Christina Howell and second by Mr. Michael McElveen. Chair Leland Johnson and Immediate Past Chair Chantel Adams were authorized to meet with the Chief Executive Officer to review the results.

VI. Policy Review Workgroup Recommendations

Chair Leland Johnson informed the members that the workgroup had not recommended any changes to the policies. The policies were recommended for approval as written.

Action: The policy review workgroup recommendation was approved upon unanimous vote of motion by Mr. Larry Maxey and second by Ms. Christina Howell.

VII. Consent Agenda Items

Chair Leland Johnson directed the members to the items under the consent agenda. He asked for any discussion. There was no discussion.

Action: The following consent agenda items were unanimously accepted for approval and adoption.

- Governing Board Meeting Minutes for August 25, 2021
- Governing Board Meeting Minutes for September 17, 2021
- FY22 Intensive Case Management Contract #44100-026-0000169785
- FY22 Behavioral Health Contract #44100-261-0262022103 - Amendment #01
- FY22 IDD Contract #44100-261-9072022103 - Amendment #01
- FY22 Assertive Community Treatment Contract #44100-026-0000170391
- FY22 Women's Treatment and Recovery Supports Contract #44100-261-026202213 - Amendment #01
- FY22 Community Support Team Contract #44100-026-0000171213
- FY22 Vocational Rehabilitation Contract #41200-610-SA-FY22-010176
- FY22 Jail In-reach Case Manager Contract #44100-026-0000170788
- FY22 Case Management Contract #44100-026-0000169767
- FY22 Addictive Disease Clubhouse Contract #44100-906-0000172080
- FY22 Medication Assisted Treatment Contract #44100-026-0000171895
- DCA Harm Reduction and Support Services Contract and Resolution
- Permanent Supportive Housing Program Participation Agreement and Award - GA0159L4B012006

VIII. Agency Scorecards

Chief Operating Officer Dena Payne informed the members that the Cobb County Community Service Board and Highland Rivers Health scorecards were included in the packets. She shared the updated information with the members. Her update included the following information about Highland Rivers Health.

- Productivity continued to be a struggle. Staff continued to work on increasing productivity.
- The quality metric was 92%. This was better than the goal.
- The financial metrics were good. Operating margin was positive. The agency was ahead of budget. There were 27.7 days cash on hand. Collections to fee for service net revenue were at 102%. The bad debt to fee for service net revenue was right on target.
- The billing and authorization metrics were met.
- The documentation metric remained at 84%.
- The manager's metric was not available. The tickets for new positions were not completed in Kronos at the moment. This meant that the metric could not be measured. The new applicant tracking system would allow for human resources to track the information.
- The recruiting metrics were met.
- The onboarding metric was not met. The metric included internal transfers who could be kept in their current positions up to 30-days while the manager tried to find a replacement.
- Turnover was still high at 33.96%.
- The annual training score was down due to the pandemic and staffing issues.
- The ASO review scores were from the last audit.

Ms. Payne informed the members that Cobb County Community Service Board had just started tracking the information on the Cobb scorecard. She gave the following highlights from the Cobb scorecard.

- The productivity metrics were very low. There was a lot of opportunity for growth.
- There were no audit scores to report due to the audits being performed on a quarterly basis.
- The operating margin was 30.4%.
- The budget projection was better than the goal. This was due to the staff retention money that had been awarded by the Department of Behavioral Health and Developmental Disabilities (DBHDD) and COVID relief funds.
- Cobb did not currently track bad debt or collections to fee for service revenue.
- The services provided versus billed were below the goal at 75.23%.
- The services provided with an authorization were below the goal at 81.97%. Services could not be billed without authorization.
- The Cobb human resources processes would be going under the Highland Rivers' applicant tracking system. This would allow for the tracking process to be completed electronically.
- Chief Compliance Officer Stephanie Bishop will be working with the Cobb team on the compliance items.
- The annual scores would continue to be tracked.

IX. Approval of FY22 Final Budget - HRH

Chief Financial Officer Jerry Koester informed the members that the finance committee had reviewed the FY22 Final Budget for Highland Rivers Health. The revenue had decreased from the original projections by \$505,478. The expenses had decreased by \$1,080,057 from

the original budget. Funding had been received for all the consolidation costs. There was an increase in supply costs for the clubhouse and increased legal fees because of the consolidation. The preliminary budget had shown zero profit. However, the net profit had been changed to \$574,579 based on new information received after the preliminary budget was assembled.

Action: The FY22 Final Budget for Highland Rivers Health was approved upon unanimous vote of motion by Mr. Larry Maxey and second by Ms. Christina Howell.

X. Finance Committee Report

Chief Financial Officer Jerry Koester informed the members that the finance committee had reviewed the financial reports for Highland Rivers Health and Cobb County Community Service Board for the first two months of the fiscal year. The Highland Rivers Health balance sheet showed cash and equivalents had increased by \$2,595,776 over prior year. The total current assets were \$7,919,091. They had increased by \$2,195,271 over prior year. The key performance indicators showed 27.7 days cash on hand. The statement of revenue and expenses FY22 through August showed a net profit of \$276,625. The profit was related to vacant positions and lower payroll costs. The Cobb County Community Service Board statement of activities showed a strong net position of \$3,125,990 and 57.28 days cash on hand. The statement of net position showed that revenue and profit were on target. The workforce funds that were allotted by the Department of Behavioral Health and Developmental Disabilities would be backed out. The true profit was \$240,000. The profit was related to position vacancies and low payroll costs.

XI. Compliance Committee Report

Committee Chair Larry Maxey stated that the committee had reviewed all presented reports. All licenses were up-to-date. There were no significant incidents. Incidents had decreased from the last meeting. Compliance continued to track needed items and work on incidents.

XII. 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.

- Highland Rivers Health was awarded the Behavioral Health Provider of the Year award by the Department of Behavioral Health and Developmental Disabilities (DBHDD). This year was especially notable with the tough 18 months that had passed. There were Community Service Boards who had closed programs. Highland Rivers Health had pulled together a task force and worked as a team to figure out how to continue providing services and seeing individuals. The agency had the best team - period. It was nice to have the recognition from outside the agency.
- DBHDD had sent out two opportunities for funding to become a Certified Community Behavioral Health Center (CCBHC). Highland Rivers Health had submitted an application to be considered for one of the opportunities. The team had some great ideas on how to address access to care and connection to service concerns.
- The executive team met with representatives from Cobb County Community Service Board to look at the consolidation and strategic objectives. The team looked at ways to bring the mission, vision, and values together to reflect the sentiments of both agencies. The team was able to get through all these items and work on strategic objectives. The next piece was a new logo. The team had some good ideas that would be used to create the new logo. Ms. Dallas will be sending out more information in the future about rebranding.

XIII. Cobb Executive Director Report

Chief Executive Officer Melanie Dallas introduced Mr. Rodney Moore, Executive Director for Cobb County. She stated that she knew that there would need to be a person for Cobb who could be a change agent and work closely with her. Mr. Moore was a licensed mental health counselor in Florida and had worked with the substance abuse and mental health authority for the State of Florida. He also had experience with care management organizations.

Mr. Moore gave the following highlights from the Cobb report.

- The agency had some struggles recruiting and retaining staff. It was a competition with fast food locations and other companies that paid better wages.
- Work was needed to increase productivity and the number of people served.
- Alternative space was needed for some programs to increase service space and/or improve conditions.

XIV. Community Relations Report

Chief Executive Officer Melanie Dallas informed the members that Community Relations Director Michael Mullet was not able to attend the meeting. His report was included in the packet.

XV. Highland Rivers Foundation Appeals

Foundation Director Kathleen Varda informed the members that it was fundraising and appeal season for the Highland Rivers Foundation. She provided folders that included information about current appeals. She gave the following highlights about the appeals.

- The REAL Life campaign was to provide kits to individuals. The kits included items such as hygiene and household products. The foundation would be looking for donors and partners for the campaign. The appeal would include \$5 Fridays on Facebook.
- November 30th was internationally recognized as "Giving Tuesday." Foundations and other charitable organizations used this date to ask for funds on Facebook and through email. The Highland Rivers Foundation would be using the day to get donations to help purchase a back-up generator for the Highland Recovery Center.
- The Operation Gratitude appeal was to help open a peer recovery center in Cherokee County for veterans.

Ms. Varda directed the members to the pledge form. It could be used to make a donation. It could also be given to community partners, family, and friends. Chief Executive Officer Melanie Dallas stated she would like the members to consider giving. No amount was too small. Grant applications sometimes asked if the board was 100% giving. This helped to communicate the dedication of the board and the organization.

XVI. Recognition of Visitors

Chair Leland Johnson recognized visitors Mary Thelma Norris and Lynn Dewsnap from Whitfield County. The visitors stated that they were in attendance to learn more about Highland Rivers Health.

XVII. Public Comment

There was no public comment.

XVIII. Adjournment

Action: The meeting was adjourned upon unanimous vote of motion by Ms. Mary Ghorley and second by Ms. Christina Howell.

DocuSigned by:
Lee Johnson
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12/9/2021

Chairperson

Date