

Attendees

Voting Members

Ms. Chantel Adams, Chair
Mr. Leland Johnson, Vice Chair
Mr. Chris Mosley, Treasurer
Mr. Sherman Ross, Secretary
Ms. Donna Whitener, Board Member
Mr. Michael McElveen, Board Member
Ms. Karen Sparks, Board Member
Ms. Christina Howell, Board Member
Mr. Steve Grimsley, Board Member

Others Present

Mr. James Catanzaro Jr., Legal Counsel
Ms. Melanie Dallas, Chief Executive Officer
Ms. Stephanie Bishop, Chief Compliance Officer
Mr. Jerry Koester, Chief Financial Officer
Ms. Dena Payne, Chief Operating Officer
Ms. Erica Collins, Human Resources Director
Dr. Michelle Hamm, Chief Clinical Officer
Ms. Cheryl Lewis, Director of Outpatient Services
Mr. Mike Mullet, Community Relations Director
Ms. Kathleen Varda, Foundation Director
Ms. Candice Baldwin, Compliance Secretary
Ms. Melissa Stone, Executive Secretary

I. Call to Order

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

II. Oath of Office for New Member

The oath of office was not administered. The new member did not attend the meeting due to sickness.

III. Approval of Agenda

Action: The agenda was approved as presented upon unanimous vote of motion by Treasurer Chris Mosley and second by Vice Chair Leland Johnson.

IV. Approval of August 26, 2020, Minutes

Action: The minutes were approved as presented upon unanimous vote of motion by Treasurer Chris Mosley and second by Mr. Steve Grimsley.

V. Executive Session

Action: Upon unanimous vote of motion by Ms. Karen Sparks and second by Treasurer Chris Mosley, the Governing Board went into Executive Session to consult with Legal Counsel regarding pending or potential claims; to discuss or deliberate on the appointment, employment, compensation, hiring, disciplinary action or dismissal, or periodic evaluation or rating of a public offer or employee; and to authorize negotiations to purchase, dispose of, or lease property.

VI. Reconvention of Regular Session

Action: The new Chief Executive Officer Employment contract was approved upon unanimous vote of motion by Ms. Karen Sparks and second by Ms. Christina Howell.

Action: The Chief Executive Officer Succession plan was approved upon unanimous vote of motion by Ms. Karen Sparks and second by Ms. Donna Whitener.

VII. Policy Review Workgroup Recommendations

Mr. Michael McElveen presented the recommendations from the policy review group. He stated that the members made a few minor changes. They cleaned up some grammatical issues and changed the pronouns to fit the language on two attachments. The members did not make any major content changes. Chair Chantel Adams thanked the members of the group for their work on the policies.

Action: The recommendations from the policy review group were approved as presented upon unanimous vote of motion by Ms. Karen Sparks and second by Vice Chair Leland Johnson.

VIII. Employee Appreciation Appeal

Chief Executive Officer Melanie Dallas reminded the members that the Highland Rivers Foundation had donated \$25 gift cards for staff appreciation activities the prior year. However, Highland Rivers Health could not bank on another donation this year. The Highland Rivers Foundation would be meeting on November 5, 2020, and the topic of the employee appreciation gift was on the agenda. She stated that Highland Rivers Health would like to give a \$10-\$15 gift card to staff in 2020. The cost of the cards would be \$9,000.

Foundation Director Kathleen Varda respectfully requested a donation from the members to help recognize the amazing efforts of the Highland Rivers Health staff during the public health state of emergency. The staff had stepped up to provide excellent care. Several of the staff who had been furloughed had decided to come back to work and were put in different positions. They wanted to continue to provide services for the individuals at Highland Rivers Health. The agency had over 600 staff members who served 16,000 individuals. Ms. Varda informed the members that there had been great feedback from the staff regarding the gift cards that were given in 2019. The staff said that they felt valued. She stated she would send out a link to the members that would allow them to make a donation electronically. The members could also contact Ms. Varda or Ms. Melissa Stone for

information on how to donate. Chair Chantel Adams encouraged the members to give if they were able to do so.

- IX. Ratification of FY21 Assertive Community Treatment Contract #44100-026-0000153494
Action: The FY21 Assertive Community Treatment Contract #44100-026-0000153494 was approved upon unanimous vote of motion by Ms. Karen Sparks and second by Secretary Sherman Ross.
- X. Ratification of FY21 Intellectual/Developmental Disabilities Contract #44100-261-9072021103 - Amendment #01
Action: The FY21 Intellectual/Developmental Disabilities Contract #44100-261-9072021103 Amendment #01 was approved upon unanimous vote of motion by Ms. Karen Sparks and second by Secretary Sherman Ross.
- XI. Ratification of FY21 Consumer Support Contract #44100-907-0000153906
Action: The FY21 Consumer Support Contract #44100-907-0000153906 was approved upon unanimous vote of motion by Ms. Karen Sparks and second by Secretary Sherman Ross.
- XII. Ratification of FY21 Supported Employment Contract #44100-907-0000153901
Action: The FY21 Supported Employment Contract #44100-907-0000153901 was approved upon unanimous vote of motion by Ms. Karen Sparks and second by Secretary Sherman Ross.
- XIII. Ratification of Addiction Recovery Support Center Contract #44100-906-0000152244
Action: The Addiction Recovery Support Center Contract #44100-906-0000152244 was approved upon unanimous vote of motion by Ms. Karen Sparks and second by Secretary Sherman Ross.
- XIV. Ratification of FY21 Behavioral Health Contract #44100-261-0262021103 - Amendment #01
Chief Executive Officer Melanie Dallas informed the members that the contract amendment had been issued in order to move the Community Service Board (CSB) system to a more equitably funded system across the State of Georgia. A memo was included in the CEO report that outlined the funding change. Highland Rivers Health received more funding through the contract and it had a positive impact. Ms. Dallas and the Chief Executive Officers of other CSBs had been trying since 2016 to show the inequity around funding. They had supplied data and other information to the Department of Behavioral Health and Developmental Disabilities. The contract amendment included \$384,375 which would be paid out as part of the fixed payments over the months of October – December 2020. The remainder of the increase had been added to the maximum reimbursement level (MRL). The remaining increased funding would need to be earned starting in January 2021.
Action: The FY21 Behavioral Health Contract #44100-261-0262021103 Amendment #01 was approved upon unanimous vote of motion by Ms. Karen Sparks and second by Secretary Sherman Ross.

XV. Ratification of FY21 Community Support Team Contract #44100-026-0000155220

Action: The FY21 Community Support Team Contract #44100-026-0000155220 was approved upon unanimous vote of motion by Ms. Karen Sparks and second by Secretary Sherman Ross.

XVI. Ratification of Shelter Plus Care Harm Reduction & Support Services Contract & Resolution

Action: The Shelter Plus Care Harm Reduction & Support Services Contract & Resolution were approved upon unanimous vote of motion by Ms. Karen Sparks and second by Secretary Sherman Ross.

XVII. Finance Committee Report

Treasurer Chris Mosley asked Chief Financial Officer Jerry Koester to give an overview of the information that was discussed during the committee meeting. Mr. Koester directed the members to the balance sheet as of September 2020. The cash position of the agency was up over prior year by \$1,947,826. The days cash on hand was 11.7. Total assets were \$9,340,763. This was up by \$939,587 over prior year. The total liabilities were \$10,748,873. This was an increase of \$2,746,589 over prior year. The variance could be attributed to the other post-employment benefits and pension. He reminded the members that the numbers were adjusted by the auditor and the amounts were given to the auditor by the State of Georgia. The FY20 financial audit was in process and the new numbers would be reflected in the financials in the next meeting.

Mr. Koester directed the members to the statement of revenue and expenses year to date through September 2020. The total revenue was \$12,157,054. This was down \$378,265 (3%) compared to budget. The largest impact on revenue was a decrease in billable revenue. The Wellspring contract was behind budget. Outpatient, Assertive Community Treatment (ACT), Intensive Case Management (ICM), and Peer services revenues were also behind budget. This could be attributed to the continued public health state of emergency. Total expenses were \$12,099,267. This was down \$399,067 (3.2%) compared to budget. The biggest savings was on salaries and benefits. Food, lab work, and vehicle related expenses were also down compared to budget. The agency was over budget on bad debt expenses. This could be attributed to clean up of old accounts receivable claims. There was a net profit of \$57,787. This was \$20,802 better than budget. Mr. Koester stated that the agency was right on target. Mr. Mosley stated that it was really challenging to be able to cut expenses in order to maintain profitability with lower revenue and still be able to execute on strategies and growth. He commended the team on their hard work. Chair Chantel Adams thanked Mr. Koester for his work and his expertise with forecasting.

XVIII. FY21 Agency Scorecard

Chief Operating Officer Dena Payne directed the members to the FY21 Agency Scorecard. She gave the following highlights from the scorecard.

- Productivity was improving each month.
- The finance metrics were not met for the first two months.
- The agency was hitting strong in billing and authorizations.
- Improvement was needed on the documentation and time to fill positions metrics.

- Improvement was needed on the overtime metric. It was at 4.9%. The goal was to have it at 3% of payroll.

Ms. Payne stated that the agency was making strides in areas where goals had been set. Assigned teams were working on the improvement of each metric.

XIX. 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.

- Ms. Dallas stated that the system wide accomplishments document was one of the most important items in her report. She was absolutely amazed at the level of commitment, passion, and dedication shown by the Highland Rivers Health staff. The accomplishments showed that that staff had put good strategies in place during the public health state of emergency. She asked the members to take some time to read through the accomplishments. Chair Chantel Adams thanked Ms. Dallas' team for their hard work.
- Ms. Dallas informed the members that her team was working hard with Cobb County Community Service Board (CSB). The Cobb County CSB staff had been happy for the help and receptive to suggestions.
- The Recovery Focused Transformation group had started a new initiative called "Heart 2 Heart." The initiative included 30 minute Zoom sessions that covered recovery oriented topics such as "What brings you hope?" and the Respect Institute. Ms. Dallas informed the members that the next session was at 12:30p via Zoom and would focus on exercises you could do in your chair at work that would help relieve stress.
- Ms. Lyndsey Morda, Program Manager for the Intensive Community Based Programs, had been selected as a finalist by the Georgia Supportive Housing Association for the 2020 Outstanding Staff Member of the Year award. She was instrumental in putting a mobile clinic in place for individuals in the Assertive Community Treatment (ACT) program.
- Ms. Dallas informed the members that Highland Rivers Health was in the process of completing readiness assessments for the Certified Community Behavioral Health Clinic (CCBHC) model. The agency was doing quite well. The agency had the 2nd highest score in the state on one assessment. The results of the assessments would be shared with the Governing Board once they were all completed.
- Ms. Dallas informed the members that the agency was making the shift to Mutual of America as the vendor for the 457 plan. Mutual of America provided more services and education for staff and administration.

XX. FY20 Highland Rivers Health Annual Report

Community Relations Director Michael Mullet informed the members that the FY20 Annual Report was included in the packet. It provided an overview of finances and service delivery. It also included the profiles of individuals who were in recovery. Hard copies had been ordered and were expected to be delivered in the next few weeks. The members would receive a hard copy in the mail.

XXI. Community Relations Report

Community Relations Director Michael Mullet directed the members to the report in the packet. He informed the members that he and his intern had produced videos for recovery month in September. The videos included testimonials from staff members and individuals served. Community engagement had increased because of the videos. The videos could be viewed on the Highland Rivers Health Facebook page. He had also prepared a video for the Operation Gratitude event to celebrate Veterans in Cherokee County. Chief Executive Officer Melanie Dallas stated the event was wonderful. It was heartfelt and included tears and the sharing of recovery stories. The event showed that Zoom could be used to engage people comfortably.

Foundation Director Kathleen Varda presented Chair Chantel Adams with a plaque for the continued support of Ms. Adam's non-profit, Forever We, to the Operation Gratitude events.

XXII. Compliance Committee Report

Chief Compliance Officer Stephanie Bishop informed the members that the committee had reviewed the compliance work plan and policy/procedure reports. There were no significant issues. She stated that she made the committee aware of one breach. The affected individuals had received a breach notification. She would continue to give the committee updates. She informed the members that the Commission on Accreditation of Rehabilitation Facilities (CARF) would conduct their accreditation survey in April- May 2021.

XXIII. Highland Rivers Foundation Update

Foundation Director Kathleen Varda directed the members to the Highland Rivers Foundation report in the packet. She gave the following highlights from the report.

- The Foundation had set a fundraising goal of \$2,500 in September to replace the bedding in the crisis stabilization units. \$13,000 was raised in September. The campaign would be extended to help raise money to replace the bedding in the residential programs (ex. Women's Outreach).
- For the second year, Target had agreed to host a "Giving Tree" for the Peer Support programs. The program participants had made a list of items that they would like for Christmas. Target employees could choose a participant off the tree and buy them a present.
- The Foundation had five new members on the Board of Directors. There would be a "meet and greet" session for the new members so they could get acquainted.
- The Foundation continued to work on fundraising for renovations for the crisis stabilization units, startup funds for the Green Zone Veterans Peer Center, and funds for workforce scholarships.

Ms. Varda asked for the member's help in connecting with donors, foundations, and community partners. She reminded the members that people give to people. The most successful donor relationships started with a warm handoff from a friend, family member, or business associate.

XXIV. Recognition of Visitors
There were no visitors present.

XXV. Public Comment
There was no public comment.

XXVI. Adjournment
Action: The meeting was adjourned upon unanimous vote of motion by Vice Chair Leland Johnson and second by Ms. Karen Sparks.



Chairperson

December 10, 2020

Date