

MEETING MINUTES

Attendees

Voting Members

Mr. Pete Quinones, Chair
Mr. Michael McElveen, Secretary
Ms. Lori Rakes, Treasurer
Dr. Carol Holtz, Board Member
Ms. Chinwe Okoronkwo, Board Member
Mr. Larry Maxey, Board Member
Ms. Karen Sparks, Board Member
Mr. Steve Grimsley, Board Member
Mr. Connor Hooper, Board Member
Mr. Thomas Brown, Board Member

Others Present:

Mr. James Catanzaro Jr., Legal Counsel
Ms. Melanie Dallas, Chief Executive Officer
Ms. Stephanie Bishop, Chief Compliance Officer
Ms. Marla Flynn, Chief Financial Officer
Ms. Dena Payne, Chief Operating Officer
Ms. Erica Collins, Vice President of Human Resources
Ms. Cheryl Lewis, Chief Clinical Operations Officer
Mr. Rodney Moore, Vice President of New Market Innovation
Ms. Kathleen Varda, Foundation Director
Mr. Mike Mullet, Community Relations Director
Ms. Melissa Stone, Executive Coordinator & Board Liaison

I. Call to Order

Action: Chair Pete Quinones called the meeting to order at 9:37 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 Dr. Carol Holtz.

III. Executive Session

Action: Upon the unanimous vote of motion by Chair Pete Quinones and second by Ms. Karen Sparks, the Governing Board moved into Executive Session to discuss or

deliberate on the appointment, employment, compensation, hiring, disciplinary action or dismissal, or periodic evaluation or rating of a public officer or 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.

IV. Reconvention of Regular Session

Action: The Chief Executive Officer succession plan was approved as presented upon unanimous vote of motion by Ms. Karen Sparks and second by Ms. Lori Rakes.

Action: The distribution of the board self-assessment tool was approved upon unanimous vote of motion by Ms. Karen Sparks and second by Ms. Chinwe Okoronkwo.

V. Treasurer Discussion

Chair Pete Quinones informed the members it was time to fill the Treasurer position vacated by the passing of Mr. Keith Ledford. He asked for nominations from the floor. Ms. Lori Rakes was nominated to fill the seat.

Action: Ms. Lori Rakes was appointed as the Treasurer upon unanimous vote.

VI. Consent Agenda Items

Chief Executive Officer Melanie Dallas reviewed the consent agenda items with the members. She stated that there would be more ratification of contracts as the new fiscal year got closer. The contracts would be reflected in the financial reports. She noted that the behavioral health services contract amendment included the funds for the \$1,000 bonus approved by Governor Kemp. Chair Pete Quinones asked if the bonuses had been distributed to the staff. Ms. Dallas stated the bonuses were distributed based on the guidance and instructions from the Office of Planning and Budget. She was advocating with legislators to ensure that any future salary increases or bonuses included all staff.

Action: The following consent agenda items were approved as presented upon unanimous vote of motion by Ms. Karen Sparks and second by Ms. Lori Rakes.

- Governing Board Minutes for December 13, 2023
- Governing Board Minutes for December 21, 2023
- Governing Board Finance Committee Minutes for December 13, 2023
- FY24 Medication Assisted Treatment (MAT) Contract #44100-906-CMA00004347
- FY24 Early Treatment Program Contract #44100-026-CMA00003545 - Amendment #01
- FY24 GAP Internship Contract #44100-026-CMA00004462
- FY24 Certified Community Behavioral Health Center (CCBHC) Contract #44100-906-CMA00003564 - Amendment #01
- FY24 Behavioral Health Services Contract #44100-261-0262024103 - Amendment #01
- FY24 High Utilization Management Program (HUM) Contract #44100-026-CMA00003640 - Amendment #02
- FY24 Addiction Recovery Support Center Contract #44100-906-CMA00004428

- FY24 Behavioral Health Crisis Center (BHCC) Contract #44100-026-CMA00003948 - Amendment #01
- FY24 Mental Health Treatment Court - Case Management Contract #44100-026-CMA00003541 - Amendment #01
- FY24 Vocational Rehabilitation Contract #41200-610-SA-FY22-010176 - Renewal #05

VII. Finance Report

Chief Financial Officer Marla Flynn directed the members to the balance sheet in the packet. The balance sheet was as of December 2023. The total current assets were \$32,663, 093 and were \$7,771,682 over the prior year. The increase was largely due to the consolidation. Cash was \$12,585, 252 and was \$789,117 over the prior year. Accounts receivable was up \$295,034 due to the timing of payments from DBHDD. Payments were not being received on a timely basis. It reflected a decrease in cash. Accounts payable increased by \$690,919 from the prior year. The agency was extending payment terms and improving cash flow in the short term. The other current liabilities had decreased \$20,977 due to a decline in days payable outstanding. This reduced accounts payable on the balance sheet. The key performance indicators showed 56.5 days cash on hand and a current ratio of 2.8.

The statement of revenue and expenses year to date showed total revenue of \$40,500,002. Grant in aid revenue was \$520,200 over budget due to the supplemental funding and the consolidation of the three agencies. Fee for service revenue was down \$453,310 due to receiving fixed payments last year vs. fee for service. The current budget includes fee for service. There were also some delays in contract renewals. Chief Executive Officer Melanie Dallas stated the funds could not be pulled down until the contracts were fully executed. Full execution of contracts was slow due to recent retirements and staff changes at DBHDD. DBHDD leadership was working to shore up the process. Mr. Thomas Brown asked if there was a time when the full approval did not come through. Ms. Dallas stated the contracts have always come through. It was a process issue on the DBHDD side. Expense based contracts increased \$832,627 due to the consolidation. CMO revenue was down \$995,341 due to seasonal fluctuations. Medicare was down \$76,500 due to vacancies in positions in outpatient services. Chair Pete Quinones asked if co-pays were most of the Medicare loss. Ms. Dallas stated co-pays were a portion of the loss. The loss used to be much more. However, the agency has become much more strategic and reduced losses by ensuring that it serves the true core customer. Those with private insurance are referred out. Ms. Flynn stated the agency instituted Elavon to allow individuals to make their co-pays up front and receive payment reminders. There has been an uptick in collections. Total expenses were \$40,964,891. Salaries were down \$972,139 due to vacancies and using Ascend for staffing. Contract staffing had increased in correlation. HRH and contract staffing overtime was \$135,931 over budget due to vacant positions. IDD direct care expenses were down \$208,578 due to fewer host homes. Also, the agency no longer had the state IDD employment contract. Pharmaceutical expenses increased \$150,330 due to the timing of invoices from Genoa. Facility rent increased by \$13,317 due to more accurately accruing for the expense monthly. Facility repairs increased by \$27,056 because of repairs at Women's Outreach and the Behavioral Health Crisis Center. Telecommunication and system expenses increased by \$65,784 due to system upgrades. Other operating expenses increased by \$861,150 due to Carelogic invoices, the Relias training platform, OWL invoices, and an increase in Bridge funding. There was a net loss of \$464,889. A contingency plan had been instituted that included a review of contracts to find additional revenues and

identification of areas where expenses could be reduced without negatively impacting the agency. Ms. Dallas reminded the members that revenues historically decreased in November and December due to staff paid time off and less billing days.

VIII. Agency Scorecard

Chief Operating Officer Dena Payne directed the members to the scorecard in the packet. She gave the following highlights from the report for November and December.

- Productivity decreased in November and December. It was not uncommon for productivity to fall during the holidays due to vacations and a lower number of billing days.
- The quality metric was steady, and staff were being consistent with their audits.
- The operating margin and days cash on hand were discussed during the finance report.
- The collections metric exceeded the goal. There were issues in September with collecting payments from payers. The payments were being received in a timelier manner.
- The bad debt ratio was higher than in previous months. However, it was trending back down.
- The billing metric exceeded the goal.
- The authorization metric exceeded the goal. Authorizations determined whether the agency would get paid for a service.
- The documentation metric continued between 88%-89%.
- Workforce shortages continued to be a challenge. The orientation metrics were influenced by the holidays. There was a marked improvement in the number of open positions. Turnover showed a slight decrease.
- The compliance metric was lower than the goal in November. However, it exceeded the goal in December.
- The PMR score for the agency was 75. This met the goal set forth by DBHDD.

IX. CCBHC Report

Chief Clinical Operations Officer Cheryl Lewis directed the members to the report in the packet. She stated the CCBHC workgroup continued to work towards completion of the categories. She gave the following highlights from the report.

- The implementation of Saturday hours has been increased to include Paulding, Polk, and Haralson Counties. She was also working with Human Resources to onboard a psychiatrist who would provide services in the evening during the week.
- The first veterans drop-in center would be called the "Veterans Outpost" and would be located at 840 Roswell Street in Marietta. She asked the members to let her know if they knew of any locations in their counties that would be a good location for another drop-in center. Mr. Thomas Brown asked if the agency was interested in partnering with other groups. Ms. Lewis stated she would be happy to talk with any group who might want to be a partner. She reminded the members that the Veterans Outpost would have peer and group support. It would also be a place for veterans to meet.
- Her team was working with Floyd County on a possible co-response team. The co-response team in Pickens County was up and running.
- New training would be rolled out for staff to increase their knowledge and skills in working with different populations.

- The performance management evaluation process was being beefed up to include more timely feedback and developing individual key performance indicators to work towards for measurement.

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.

- The agency superlatives would be announced directly after the board meeting. She was pleased that so many members had expressed their interest in staying for the event.
- The new leadership academy cohort started and was going well. The training included an overview of the leadership agreements. The agreements were brought to the meetings and used when making decisions.
- Her team had renewed their focus on the agency's values. The values were embedded in the performance management evaluation, so they could be tied back to staff performance.
- She was nominated as the Chair of the Northwest Georgia Partnership (NoGAP). It was a consortium of five CSBs. The CSBs collectively cover 42% of Georgia's population. The consortium offered the opportunity for the CSBs to work collectively to find solutions to region-specific concerns.
- Sequential Intercept Mapping training was held in Cobb County. It was a two-day training session that brought community partners together to help develop strategies to build avenues to keep individuals from being incarcerated.
- She was selected by the Georgia Association of Community Service Boards to participate in a meeting with the Department of Community Health to discuss the State Health Benefit Plan. The meeting was to discuss the current structure of CSBs under the plan and possible changes. Changes to the plan would require a law change.
- Her team continued to work on finding a new location for the Mothers Making a Change program. They had visited apartment complexes and looked at buildings that were for sale. Most of the apartment complexes require background checks for tenants. The ladies in the program would not pass the checks. The few complexes that would not require the checks were not in locations that would be safe and conducive to recovery. The buildings that were for sale were not zoned for residential programs. Plans have been put in place regarding the current location of the program until a new location can be found.
- She was keeping a close eye on House Bill 883. It would allow for board meetings to be held virtually. Representative Rick Jasperse was not in agreement with the legislation. Ms. Dallas was able to speak with Representative Jasper to discuss his concerns. His concerns were regarding the bandwidth in rural areas. These areas would need to have better access to the bandwidth needed to participate virtually for them to be able to access the meeting. Ms. Dallas stated she would report on the status of the bill in the next meeting.

XI. Community Relations & Marketing Report

Community Relations Director Mike Mullet directed the members to the report in the packet. 84% of the media coverage for the agency was initiated by community relations. There were 8,661 total searches on the Findhelp sites to date this fiscal

year. He encouraged the members to let him know of any collateral or other items they might need for their communities.

XII. Grants Update

Vice President of Community Engagement and Development Kathleen Varda directed the members to the report in the packet. Her team hosted two introductory meetings for the Community Partner Network Advisory Council. The council is a requirement of multiple grants. 17 community members were invited to the meetings and 12 attended. The 12 who attended have agreed to continue to participate on the advisory council. One member of the council will be a liaison to the Governing Board.

XIII. Highland Rivers Foundation Report

Foundation Director Kathleen Varda began her report by mentioning the donor match of \$1,600 was still active. She reminded the members that all members had to donate to the foundation for the match to be made. She thanked the members who had already given to the foundation. She stated two foundation board members had donated the funds to replace the mattresses, box springs, and beds at Women's Outreach. The Mothers Making a Change capital campaign was ready to launch. She was having regular meetings with the Cobb Community Foundation (CCF). The CCF would oversee the funds and would help with introducing the campaign to possible donors.

XIV. Recognition of Visitors

Chair Pete Quinones recognized the following visitors.

- Ms. Taylor Croft, Atlanta Journal Constitution
- Ms. Lori Geary, Lexicon Strategies
- Ms. Polly McKinney, Lexicon Strategies

XV. Public Comment

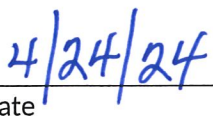
There was no public comment.

XVI. Adjournment

Action: The meeting was adjourned upon unanimous vote of motion by Ms. Karen Sparks and second by Dr. Carol Holtz.



Vice Chair Signature



Date