

Board of Directors Meeting MINUTES

February 24, 2025

Board Present: Kari White, Chair; Lisa Boskind, Vice-Chair; Patrick Shattuck, Treasurer and Personnel Chair; Neila Anderson-Decelles, Nominating Chair; Susan Franzblau, Diana Gibbs, Christine Milne-O'Grady, Heather Lindstrom
Board Absent: Jane Kitchel, Secretary; Tracey Paul, Stacy Thrall, James Hemond (on leave)
Staff Present: Kelsey Stavseth, Executive Director; Brooke Bury, Dir. of HR; Denis Houle, CFO; Laura Nelson, Chief of Organizational Development; Amy Jones, Dir. of Quality; Erica Perkins, Dir. of Communications; Kate Olney, Dir. of Development; Carol Hemenway, Executive Office Admin *Indicates attachment(s) sent to Board prior to meeting
Welcome and Call to Order
<i>The meeting was called to order at 10:03am by Chair, Kari White</i>
Review and Approval of Agenda*
The proposed agenda was reviewed with those present. Laura noted that she will be presenting on compliance as Keri is out today. <i>Motion to approve the agenda as presented was made by Patrick. This was seconded by Susan and carried by unanimous consent of the Board present.</i>
Approval of Consent Agenda*
The consent agenda was previously sent to the Board for review. • January 2025 Board Minutes • Standing Committee Minutes • Director Reports <i>Motion to approve the Consent agenda as presented was made by Neila. This was seconded by Susan and carried by unanimous consent of the Board present.</i>
Committee Reports
<u>Executive Committee Report</u> Practices: Kari spoke to two potential Board practices under consideration: 1) A specific time at each Board meeting for the Board to act a community ambassador sharing what they're hearing in the community (concerns and praise) - "Ears to the Ground." 2) The Executive Committee would like to develop a monthly Board Employee recognition practice. Board portal: The Executive Committee had to access meeting information on the portal and the feedback was positive. Portal access will be given to the remainder of the Board by Carol following this meeting. Starting next month all materials will be on the portal unless specifically requested from Carol. Additionally, those responsible for gathering agenda items to send to the Board will strive to get that information in the portal sooner than the Friday before the Monday Board meeting. Strategic Plan: Kelsey is asking for a one-year extension of the current and still relevant plan. A new Strategic Plan would go into effect 7/1/2026. The Executive Committee voted to recommend this extension through the Resolution* presented: <i>WHEREAS, the current strategic plan for Northeast Kingdom Human Services (NKHS) is set to expire on June 30, 2025; WHEREAS, due to the current Strategic Plan still being relevant to current goals, it is deemed beneficial to extend the strategic plan for an additional one year; WHEREAS, the extended strategic plan will continue to focus on the key objectives:</i> 1. Recruit, train, develop, and retain a strong workforce.

2. *NKHS is seen as a leader and dependable partner in the Northeast Kingdom.*
3. *Become a learning organization and find innovative ways to deliver services and increase access.*

NOW, THEREFORE, BE IT RESOLVED that the Board of Directors hereby approves the extension of the current strategic plan for NKHS for a period of one year with the revised end date of June 30, 2026.

Motion to approve the resolution to extend the Strategic Plan by one year as described was made by Lisa. This was seconded by Neila and carried by majority vote of the Board present. Susan abstained.

Kari outlined the slight policy/purpose statement amendments forwarded to the Board for the nine new **9-8-8 Policies***. There was brief discussion on the policies and a recommendation by the Executive Committee for the Board to approve with those amendments.

Motion to approve the 988 policies with the above referenced changes was made by Neila. This was seconded by Patrick and carried by unanimous vote of the Board present.

The **Annual Culture and Climate Survey** for staff is going out next week. The Board will again see the results once they are compiled and be able to discuss at a Board meeting.

The Executive Committee also discussed the potential changes that may come with Federal DEI mandates. Kelsey noted that we are working to prepare for that, but nothing is certain yet.

Finance Committee Report

Patrick noted that the Finance Committee met last week to recommend the financials to the Board for approval. The Finance Committee is also aware of impending changes and the uncertainty it brings.

Denis presented the ***Monthly and Year To Date Financials****

- January **revenues** are ahead of budget by \$66k for the month. This includes \$200k in “catch-up” billing for CCBHC. Revenue is \$760k below budget YTD including expected paybacks in both Mobile Crisis and for Adult Outpatient totaling ~\$253k. There is revenue growth over a three-year period.
 - CCBHC funds are now being drawn down monthly rather than quarterly.
 - There was some discussion on Emergency Service (ES) programs and some of them being “firehouse models.”
- **Expenses** for January are under budget \$29k and \$1.2M under budget YTD. A large part of that is related to salary and wages (vacancy savings). 142k over budget for the month on the health plan.
 - Kelsey noted that the ES/Mobile Crisis finance report reflects an over-budgeted revenue of ~\$35k/month in error. 988 is losing money, but we expect the program to take two years to get where it needs to be and we can allocate funds from Adult and Children programs toward ES. ES is traditionally a loss for all DA’s and funding is always a struggle. Mental Health programs (all) have a slight loss overall though it is better than in previous years.
- **Developmental Services (DS)** had a loss for January as we were going off estimates as the approved DS waiver had not yet been received. Therefore we were not able to bill 16-20 new DS clients without having the approved waiver (equals to ~\$2M. Now that we have that waiver from the State, we will see improvement in the March financials. DS has a YTD gain of \$380k.
- **Substance Use Programs** saw a gain of \$35k for January and have a YTD loss of \$109k. The team is working to improve the no-show rate in this fee-for-service program and we continue to be the preferred provider in the area.
- **Admin** is under budget by \$18k for the month and \$398k YTD.
- **Balance sheet** shows Cash at \$11.88M and Days cash on hand at 73 days.
 - \$241k in capital expenses; includes renovations at Elm Street, Lakemont, and Comerford House.
 - Accounts Receivable (AR) up by \$612k and Days in AR at 47. Goal is to be under 30 days in AR and this should come down next month with collection of invoices (recently billed for Front Porch contract and building work. We work to get invoices out and paid before Federal budget reconciliation.

Overall, a positive margin, which will improve with an increase of cash next month. The \$401k payout to

staff of ~1M will happen in April/May.

Patrick noted that we are working to better plan for capital expenses and we are working with a consultant to evaluate our variable debt load.

Motion to approve the Monthly and Year to Date Finance Reports as presented was made by Lisa. This was seconded by Neila and carried by unanimous consent of the Board present.

Staff Reporting: Compliance

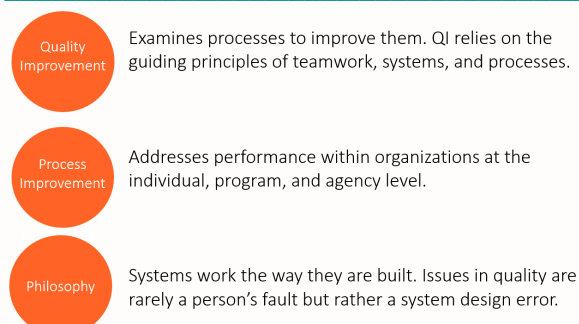
There are currently 3 Grievances; 2 are from 2024 and are in the end stages, and one is from January. The Compliance team continues to look for repeat themes. Other projects include establishing a secure printing process; policy attestations are being added to a Relias (Learning Management System) binder for all staff to attest to having reviewed; and ad-hoc sub-committee development.

The Board thanked Laura for the Compliance update.

Board Education: Quality Program

Amy Jones, Director of Quality presented the **Quality Assurance/Quality Improvement Program**: The Team, The What and Why of Continuous Quality Improvement (CQI), Data Collection and Assessment Methods (quantitative and qualitative), CY25 Value-Based Payment and CQI Measures, and Current and Future QI Efforts.

What is CQI and why is it important?



CY25 Value-Based Payment and CQI measures

Children Services	Adult Services	Developmental Services
Access to services: initial evaluation, clinical assessment, and crisis assessment	Access to services: initial evaluation, clinical assessment, and crisis assessment	HCBS enrollees with an annual needs assessment review or SIS-A
Depression remission at 6-months	Utilization of crisis bed	HCBS enrollees with an ISA
Percent of clients with a CANS at 6-months	Percent clients with an ANSA annually	Percentage of delivered service coordination
Follow-up after hospitalization for mental health or substance use (age 6-17)	Follow-up after hospitalization for mental illness or substance use (age 18+)	Percentage of delivered community supports
Case Rate (unique clients and volume of service monitoring)	Screening for Depression and follow up	Percentage of delivered home supports
Chart Review and Timely treatment plans	Case Rate (unique clients and volume of service monitoring)	
Staff Vacancies	Chart Review and Timely treatment plans	
	Staff Vacancies	

How do we know people are better off?



Current QA/QI



- Laura noted that Operations/Compliance/QA-QI are all working together nicely.
- Kelsey noted we strive to become data informed and to be able to show the outcomes to funders.
- Laura also noted that while some staff may feel targeted with some of the Results-Based Accountability (RBA) changes, we are working to support everyone as we adopt the necessary changes. 10 Staff have gone through an RBA certification.
- The Board asked several questions of Laura and Amy and thanked them for their thoughtful presentation.

Executive Director Update

Kelsey presented further information about the **School Based Services Program and Property Purchase*** including an overview, purpose, recommendations, populations served, desired results, and initial key performance indicators.

- More details regarding the program and building space will be available in the coming weeks. Kelsey noted that this is a school funded program; NKHS would own the property.
- There was robust conversation around implementing this school-based program and property

purchase.

- Kelsey also stated that we continue to bring the Project AWARE initiative into NEK schools.

Federal DEI changes are on our radar, and the State has told us to carry on as planned. There has been no word from the Federal Government. Right now, there is no specific information to act on. Kelsey will of course inform the Board immediately if this changes and NKHS is forced to act in some way.

Other Business and Executive Session (if needed)

- No need for Executive Session.
- Reminder that the next Board meeting is on the *fifth* Monday of the month on 3/31/2025.

Adjournment

Motion to adjourn was made by Neila. This was seconded by Lisa and carried by unanimous consent of the Board present at 12:03pm

Signed by:



Kari White, Board Chair, 3/17/2025