



## **Board of Directors Meeting Minutes**

Monday, May 22, 2023

10:00 am – 12:00 pm

181 Crawford Rd, Derby, VT

Zoom Meeting

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**Present:** Denise Niemira, Chair; Linda Rhodes, Vice Chair; Jane Kitchel, Secretary; Amy Morley (Zoom), Treasurer; Neila Anderson-Decelles (Zoom); Stacy Thrall (Zoom); Lisa Boskind; Kari White (Zoom); Larry Wall; Patrick Shattuck

**Staff Present:** Kelsey Stavseth, Executive Director (Zoom); Denis Houle, CFO; Brooke Bury, HR Director (Zoom); Erica Perkins, Director of Communications; Tim Gould, Chief of IT (Zoom); Sharon Ryan, Chief of IDDS (Zoom)

**Guests:** None

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### **I. Call to Order and Approval of Agenda.**

Dr. Niemira, Board Chair, called the meeting to order at 10:04 am.

Mr. Houle asked to add the Workforce Retention Resolution to the agenda. Mr. Stavseth asked to add a resolution to contract with Mission Vison Data. Mr. Shattuck moved to approve the agenda as amended. The motion was seconded by Ms. Rhodes. All members present voted in the affirmative. Motion carried.

### **II. Secretary's Report.**

Mr. Shattuck was in attendance at the April meeting, and his name will be added to the minutes. Ms. Boskin moved to approve the minutes from the April 24, 2023 meeting with the correction to attendance. Mr. Shattuck seconded the motion. There was no additional discussion. All members present voted in the affirmative.

### **III. Culture and Climate Survey Review and Discussion**

Mr. Stavseth shared his screen and reviewed a PowerPoint presentation on the results and highlights of the survey.

This is the 2<sup>nd</sup> year for this survey. There were 316 responders this year compared to 208 last year. Mr. Stavseth noted that 38 responders did not complete the survey after answering

the department question and suggested a “prefer not to answer” option be available for the department question next year. In total 273 employees completed the survey.

NKHS will continue to do this survey each year.

Scores tended to be lowest in behavior health and higher in IDDS.

Significant increases were likelihood to recommend, morale, work-life balance, pay, benefits. Pay is still the lowest but it did make the biggest improvement.

Contingent Rewards went down a little. Mr. Stavseth asked that attention is paid to this, making sure people feel appreciated and their voices are heard.

If you were to leave, why? - Pay, stress (ticked up a point), lack of respect, poor training and supervision – something that we are currently working on and committed to invest in.

Ms. Kitchel noted that combining lack of respect and toxic work environment in the same category seemed too broad as toxic work environment carries a very personal connotation. Perhaps more follow-up questions are needed to differentiate the meanings of the responder.

Supervision was highlighted asking what supervisors need to know to be better. Making sure good training is offered and asking what does NKHS offer for staff growth.

Of note, there were some good comments about NKHS, helps with word of mouth recruiting.

Quotes about Pay – Those who have worked for years feel it’s unfair the new hires are making the same as them. Mr. Stavseth noted the pay matrix isn’t perfect. Pay increases are balanced out by increases in healthcare costs, communication surrounding this needs to be clearer.

Also of note, some our employees are standing in the same food lines as our clients – are our employees unable to make ends meet? More information is needed around our pay rates.

Quotes about supervisors - Rudeness, toxic, condescending, not right for the position, more openness needed, more support for staff needed. How can we help people feel more supported?

Quotes about training – Might leave because the employee doesn’t have the right tools, not supported, no feedback, and other negative feedback surrounding training.

Quotes about workload - Don’t punish staff for not being able to finish the work, being asked to do too much.

Quotes about lack of communication - Poor communication coming from higher-ups, between departments, and no set place to get clear information.

Leadership – Systems created with little input from staff, need consistency in communication, not a lot of leadership surrounding work. Goals need more clarification. More work to do with communication. However, leadership is generally supported and people feel confident.

Questions:

Ms. Anderson-Decelles asked if there are areas in the agency where people were responding negatively about supervision, what areas need more improvement. Mr. Stavseth responded that he'll reach out to direct programs about this. However, overall supervision is rated well, there are just some smaller areas where more support is needed. Ms. Bury noted that 30-60-90 day surveys are sent to new staff and if something comes up there, it's looked into. Exit surveys are also used to see if there are patterns with the responses. Mr. Stavseth also remarked that it was hard to narrow down who is responding to the culture and climate survey so we're not able to offer direct support.

Mr. Houle asked how we are sharing the survey results. Mr. Stavseth noted that results will be shared at the upcoming Directors meeting. There will be discussions on what follow-up looks like and how to develop program goals that will reflect what came from this survey. Targeted facilitation will also be done. Ms. Kitchel asked how we'll present survey findings to all the staff. Mr. Stavseth said findings are being presented to SLT, the board, directors, and then discussed at round table covering multiple levels. Mr. Stavseth also noted that more specific results will be shared with each program.

Ms. Boskin noted that in education there are mentors for all new hires for three years. Would it be possible for there to be mentors in each department? Mr. Stavseth noted that mentorships is a way to grow our own and we're looking into possibly having formal trainers. NKHS is looking to expand on this topic in the coming years. Mr. Wall asked if there are other DA's that have a mentorship program? Mr. Stavseth is unsure, and will reach out to others to find out. Ms. Bury noted that some positions are created with mentorship in mind. Ms. Thrall asked if there plans to have supervisors be a part of the mentor program? Mr. Stavseth reported that there are no plans as of yet but could see this included.

**IV. Treasurer's Report**  
**Approval of April Financials**

Dr. Niemira noted that in the future it would be helpful to have a physical packet to review.

Revenues:

- MTD Revenues are above budget by \$413,816 (10.14%)
- YTD revenues are ahead of budget \$2.427 million (5.87%)
- YTD revenues are \$39 million vs a budget of \$37 million

Expenses:

- MTD Expenses are over budget by \$321,506 (7.91%)
- MTD fringe benefits are over budget due to increased health care costs
- YTD staffing vacancies are \$1.8 million (10.1%) below budget and fringe benefits are slightly over budget.

- YTD other personnel costs are over budget by \$1,044,000 (7.99%) due to locums and increased IDDS clients. We continue to get more clients despite staffing, which skews expenses.

Margin:

- MTD gain is \$111,313 (2.5%)
- YTD gain is 1.8 million (4.1%)

Overall, NKHS is in a strong financial position with 99 days of cash on hand.

Ms. Morley moved to approve the April 2023 financial statements, as recommended by the Budget & Finance Committee. Ms. White seconded the motion. All members present voted in the affirmative. Motion carried.

**V. Workforce Resolution**

There are some funds remaining in this grant. The recommendation is to distribute the funds to staff who have come on board since the last time we did this until April 9th. The funds will be distributed using the same tier structure as before. These are the funds from the state; it's a use or lose.

Ms. Kitchel moved to approve the resolution, as recommend by Mr. Houle. Ms. Anderson-Decelles seconded the motion. All members present voted in the affirmative. Ms. Thrall abstained.

**VI. Mission Driven Data Resolution**

Mr. Stavseth would like NKHS to contract Mission Driven Data for their Janet Program. This program will allow NKHS to access and make use of the Creditable data. There is a one-time licensing fee \$24,000 to access this software. The use of the program will save NKHS time and energy.

Mr. Gould stated that Mission Driven Data are experts in EMR and have created many dashboards which will allow NKHS to use and pull information from all areas. NKHS does not have the staff to build these dashboards ourselves. Of note, the Howard Center and HCRS are in discussion with this company to contract with them. Mr. Gould also noted that NKHS still has fiscal year 2023 funding to make this purchase.

Dr. Niemira asked if there were any questions regarding the company's security. Mr. Gould feels confident in their security.

Ms. Kitchel moved to approve the resolution, as recommend by Mr. Stavseth and Mr. Gould. Mr. Shattuck seconded the motion. All members present voted in the affirmative. Ms. Thrall abstained.

**VII. Review of Draft FY '24 Budget**

Mr. Houle reviewed some of the high level highlights of the Fiscal year '24 draft budget.

The FY '24 budget includes an anticipated 5% Medicaid increase approved by the Legislature; 5% DAIL increase, and a 3% increase for MH. This budget has yet to be approved by the Governor and a veto is expected.

Mileage reimbursement increased by 7.4%

5% Shared Living increase.

All staff are getting a 3% wage increase.

Health insurance costs have increased as one employee is over stop-loss, 3 are close to it. One stop-loss is being argued down as one person is no longer employed at NKHS.

Capital increases reflect IT infrastructure increases, construction work at McGoff Hill, becoming the St. Johnsbury HUB fiscal agent, adding a Mobile Crisis unit, and the Front Porch development. Ms. Kitchel asked if Mobile Crisis will be statewide or regional. Mr. Stavseth noted that all DA's are part of this, we are contracted to cover part of our area. It's a single statewide approach. HSRA is the lead, and it will be standardized throughout the state with the DA system.

Revenues will be up 16%.

Vacancies rate assumption is 0 – for budget purpose. Currently there are 103 vacancies.

Conservative budget – a little over 1% margin

### **VIII. Standing Committee Reports**

Standing committee minutes were included in the board packet. Dr. Niemira noted that the minutes should be approved before they're included in the board packet.

### **IX. Executive Director Update**

The St. Johnsbury Community HUB – NKHS will be the fiscal agent, which is level funded. While there is some risk, grants and other funds are in place to fund the HUB. Ms. Anderson-Decelles asked about the risks and liability becoming the HUB's fiscal agent, how much extra work will this be for our staff and why are we doing this? She also wondered if this sets a precedent. Mr. Stavseth noted that Umbrella – has been fiscal host. He sees no burden on staff, just bit on the finance department. He feels NKHS's Mission aligns with the HUB surrounding community based work and partnership work and how we are strengthening our community. Mr. Stavseth is the main point of contact with the HUB currently. He does not see this setting a precedence. Mr. Stavseth will write up details explaining what it will mean to be the HUB's fiscal agent and the impact it will have on NKHS. Its not uncommon for DA's to be a fiscal agent. Ms. White expressed that she feels the risk is not taking this on as losing the HUB would be a detriment to the community. Ms. Kitchel asked how we will we check in on this as a fiscal agent and how will we make sure the needs of the HUB are met. Ms. Kitchel also shared that while grant funding is beneficial, grants end. How will this continue when the grant funding ends? Where does this lead us and how committed is the agency in seeing this live in perpetuity. Who oversees the work? Is there a board? Future planning for this is needed to map out how will evolve so it's not fiscally supported by the agency alone. Perhaps as braided funding. Ms. Thrall

asked why Umbrella can no longer keep this under them. Mr. Stavseth noted that Umbrella is small and lacks the resources a larger agency like NKHS has.

**X. Guest Comments**

No comments

**XI. Executive Session**

A motion to enter executive session for the purpose of approving staff salaries was made at 12:03 pm by Ms. Boskind, seconded by Ms. Rhodes, and passed unanimously.

A motion to exit executive session was made at 12:14 pm by Ms. Boskind, seconded by Ms. Anderson-Decelles, and passed unanimously.

**XII. Adjournment.**

There being no further business, a motion to adjourn the meeting was made by Ms. Rhodes, seconded by Ms. Boskind and passed unanimously. The meeting was adjourned at 12:20 pm.

Respectfully Submitted,

DocuSigned by:  
*Jane Kitchel*  
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8/4/2023

Jane Kitchel, Secretary

Date

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The next Board meeting shall be held on June 26, 2023, at 10:00 am in St. Johnsbury or by Zoom.