



## **Board of Directors Meeting Minutes**

Monday, July 26, 2023

10:00 am – 12:00 pm

181 Crawford Rd, Newport, VT

Zoom Meeting

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

**Staff Present:** Kelsey Stavseth, Executive Director; Laura Nelson, Chief of Organizational Development; Denis Houle, CFO; Brooke Bury, HR Director; Erica Perkins, Director of Communications; Carol Hemenway, Executive Office Administrator; Tim Gould, Chief of IT (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 10:06 am. Ms. Anderson-Decelles moved to approve the agenda, and Ms. White seconded a motion. All members present voted in the affirmative. Motion carried.

Mr. Stavseth introduced Carol Hemenway, the new Executive Office Administrator, and everyone introduced themselves.

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

Ms. Kitchel requested approval. Ms. Morley moved to accept the minutes. Ms. Anderson-Decelles seconded the motion. There was no additional discussion. All members present voted in the affirmative.

### **III. Treasurer's Report Approval of June Financials**

Revenues:

- MTD Revenues are above budget by \$521,844 (12.79%)
- YTD revenues are ahead of budget \$3.006 million (6.05%)

Expenses:

- MTD expenses were over budget \$669,782 (16.49%)
- Fringe benefits were over budget by 311k
- Health plan is over budget with four to five employees reaching Stop-loss.
- Running high health expense.
- YTD expenses are over budget
- After adjusting for the Work Force Retention Grant and the insurance settlement, Salaries and Wages are below budget \$1.6 million
- Fringe benefits are over budget by \$705,170
- Other personnel costs are over budget \$1.7million
- Administrative costs were over budget due to consulting and payroll systems work, and IT infrastructure.
- Program and other expenses are running below budget and in net these total \$181k
- Locums were not in the budget
- NKHS is growing as an organization, more staff allows for an increase in services

Margin:

- MTD loss is \$128,935 (-2.8%)
- YTD gain is 1.4 million (2.7%)

Overall, NKHS is in a strong financial position with 93 days of cash on hand. Relative to other VT DA's, NKHS financial position is stronger than most.

Ms. Kitchel mentioned that our financial position compared to other DA's is strong because of our service and revenue mix of 30 percent mental health related and 70 percent IDDS related. IDDS funding is a major contributor of NKHS's financial strength.

The purchase of Hawk Rock and construction impact our expenses. Also contributing to the expenses was the cash contribution to the retirement fund in June.

Ms. White moved to approve the June 2023 financial statements, as the Budget & Finance Committee recommended. Ms. Anderson-Decelles seconded the motion. All members present voted in the affirmative. Motion carried.

Mr. Stavseth spoke about the audit process and the need to complete this by the end of the calendar year. We have a large number of reconciles that need to be completed. Dr. Niemira recommends the audit is added as an agenda item for the next board meeting. The expectation is the 2021 audit will be completed by the end of Aug and the 2022 audit by the end of the calendar year.

**IV. Standing Committee Reports**

Standing committee minutes were included in the board packet. Most Standing committees will not be meeting in August as most are planning on attending the NKHS Employee Picnic.

**V. Turnover Report**

Ms. Bury reported on the Turnover Report. NKHS is making good progress with an 8.5% staff increase to 487, the highest since quarter one of FY '21. This past quarter

saw a record number of new hires at 51. HR will keep an eye on volunteer turnover as it gives an idea of the health of our agency. Currently, there is not much of a change in this rate. We've made up half of the staffing needs for IDDS. Also, more jobs are being added to this program.

Residential is primarily fully staffed, but two new homes are coming online, increasing the need for additional staff.

Another area that will be important is the school system, as we have new contracts coming in. HR is focusing on filling school-based programs this summer.

Ms. Kitchel commented that there are a lot of Behavior Interventionist job openings and wondered if it is related to Covid.

Ms. White asked what the goal is for the volunteer turnover rate yearly. Ms. Bury responded 10% or less. A 5-7% vacancy rate and a staffing level of 500 or above would be a significant milestone. Ms. Bury commented that a staff level of 520 -530 would alleviate stress on managers.

Mr. Stavseth commented on how the culture and climate survey provided information for NKHS to make some increases in pay and changes in the cultural climate, noting that some people who used to work at NKHS are coming back based on these changes. Ms. Rhodes commented how the questions at the last Roundtable showed how comfortable employees feel asking difficult questions.

Ms. Bury mentioned the Personnel Committee would meet to look at where we are and if there is any way we can get creative around structuring health insurance. Everything is increasing, and there is a nuance to finding the balance between rising healthcare costs and raises.

## **VI. Executive Director Update**

Ms. Perkins gave an update on the website, logo, and social media. The website is in the development phase. The design agency is building our internal pages with uploaded content. The logo is complete, and a rebranding campaign will announce the new logo and website simultaneously in September. Rebranding our current materials will be completed in stages based on ease of logo transition, need, and cost. Social media efforts will also showcase our new brand and be linked to our new website.

Mr. Stavseth discussed the Program Overviews, where all the NKHS programs are briefly described on one sheet and highlighted the program purpose, why it's needed, and how it's implemented. The development of the Program Overviews are connected to the "why" we do what we do and will aid in educating our staff and external audiences.

Importance will be given to the meaning and possible new development of our goals and values and how our decisions align around them. Mr. Stavseth highlighted five principles from the book "Reinventing Scale-Ups" that all directors are currently reading. These are to help guide NKHS and are centered on meaningful work, evolving as an organization, psychological safety, how organizational challenges provide a natural learning curriculum, and transparency and accountability.

On July 18th, NKHS held a 988 Open House/Anniversary event. The event was low-key, with a small gathering at the Cornerstone Property. After Consolidated Communications fixes the phone lines, we can move in. Ms. Kitchel asked about the staff 988 training. Mr. Stavseth commented that it is a comprehensive national training. Ms. Anderson-Decelles commented how 988 is more than suicide prevention. Anyone with emotional distress, or if you are supporting someone in emotional distress, can call.

Abundant Sun will send a survey on inclusion and belonging to all staff, then gather, analyze, and review data.

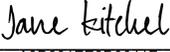
**VII. Guest Comments**

No comments

**VIII. Adjournment.**

There being no further business, a motion to adjourn the meeting was made by Ms. Kitchel, seconded by Mr. Walls and passed unanimously. The meeting was adjourned at 11:34 am.

Respectfully Submitted,

DocuSigned by:  
  
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8/4/2023

Jane Kitchel, Secretary

Date

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The next Board meeting shall be held on September 25, 2023, at 10:00 am in St. Johnsbury or by Zoom.

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