

NKHS Board of Directors Meeting
MINUTES
December 11, 2023

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

Staff Present: Kelsey Stavseth, Executive Director; Denis Houle, CFO; Brooke Bury, Dir. Of HR; Tim Gould, Director of IT; Erica Perkins, Director of Communication; Carol Hemenway, Ex. Office Admin.

Note taker: Carol Hemenway

Called to order at 10:01am

Motion to approve the agenda as presented with the addition of approving the FY 2021 audit was made by Neila. This was seconded by Kari and carried by unanimous vote of the Board present.

Motion to approve the October 2023 Board meeting minutes was made by Kari. This was seconded by Patrick and carried by unanimous vote of the Board present.

Motion to approve the October 2023 annual meeting minutes was made by Patrick. This was seconded by Lisa and carried by unanimous vote of the Board present.

Upon completion by our auditors, the audited financial report for FY 2021 was previously sent to the Board for review.

Motion to approve the FY 2021 audited financials as previously presented to the Board was made by Jane. This was seconded by Lisa seconded and carried by a majority vote of the Board present.

October finance reports were reviewed with the Board present. Continue to operate strong with a solid bottom line. Hitting case rates with no payback.

Agency revenues are ahead for October by 35k, and revenue is 188k below estimate.

Expense below by 76k for October and year to date (YTD) salary & wages are under by 134k

130k margin for October and YTD is 325k

Program Specific overview:

Children's Program: October gain of 21k with no paybacks. Revenue picking up with schools back in session. Please note:

Non-school Program: (note: this will be changed to HCBS in future reports) October gain of 21k with no payback, revenue under by 21k. YTD gain is 137k

Schools: close to break even. 14k gain for October with a YTD loss of 187k

Adult: October loss of 114k, YTD loss of 468k and revenue is under by 145k YTD

Community Rehabilitation & Treatment (CRT): October had a gain of 20k and a YTD gain of 155k

Emergency Services: October loss of 17k, revenue was over budget by 107k. YTD loss of 114k

Jane noted salary and wages are over the estimated. Denis clarified that this is because that a portion of the December payroll accrued into October, and several positions have been hired.

Stacy said that health coaches that are board certified may be billable to Medicaid. Kelsey will connect with Stacy to discuss further.

The Adult program has locum services included in salary and wages. NKHS is working with community partners on possible psychiatric services cost sharing. Looking at referral sources as well. Working to create a break even budget for the next fiscal year. Prioritizing programmatic and clinical services at the moment. Plan by Jan effective end of March.

Emergency Services: we expect this to be more of a break even program as the new programs kick off, including Mobil Crisis. Kelsey outlined how the Mobil Crisis team responds to calls. The Vt. State Police (VSP) service is dedicated to State police whereas Mobil Crisis will respond to schools, etc.

Finance recap:

Cash: 13.3 mill in the bank

Cash on hand at 91 days

Accounts receivable is down 65k

Prepaid expenses are down 11k

Accounts payable is down 142k

Unusual expenses include: the purchase of a used van for facilities and a generator for Cedar Lane

Kelsey and Denis have looked at comparative Designated Agency data, and we are faring well by comparison.

The auditors are working on the audit for FY 22, and they are scheduled to start on FY 23 starting in May.

Motion to approve the September and October financials as presented was made by Jane. This was seconded by Stacy and carried by unanimous vote of the Board present.

Standing Committee reports were previously sent to the Board for review.

Lisa noted that the IDDS program needs shared living providers and asks the Board to bring forward any solutions. Kelsey noted that there are very strict housing requirements for home providers.

Lisa outlined an issue within the IDDS program regarding a placement of a particular individual. Kelsey notes that there has been ongoing advocacy by NKHS to DMH regarding institution pushback on certain clients. There are barriers and instances that come up and are being worked on by VT Cares Partners. Kelsey will follow up with Sharon Ryan to possibly have a discussion with Pat Crowley from the Vermont Crisis Intervention Network (VCIN), Pat is contracted with NKHS to provide Consultation as needed on an ongoing basis for any client receiving services, to be proactive and to support teams to avoid having to utilize the crisis bed. Jane questions if we need to write a letter stating that we work with clients that have concurrent needs and to determine if there is blended funding available, so as not to strand the treatment.

Stacy noted that Habitat for Humanity and Rural Edge may be able to help with home repairs.

Children's Standing Committee update: Will work on recruitment for the standing committees.

Approval of Board policies: the Board specific policies have previously sent to the Board for review and have been discussed at prior Board meetings.

Motion to approve all Board policies was made by Jane. This was seconded by Kari and carried by unanimous vote of the Board present.

Board education:

Kelsey presents the results of the Abundant Sun employee survey of 2023.

There were 356 responses which is 72%

The results are shared with the Board present. Supervisor and coworker relationships scored well and collaboration between teams was at the lower end.

The “Distribution of all responses” chart noted that there are a large majority of neutral responses. Kelsey noted that there is work to do and this report will help guide those actions. Lack of communication continues to be a concern of staff; however, it is also rewarding work. International benchmarks are reviewed.

The binary model stats were discussed. The length of services data is strange in that the longer staff are employed, the higher level of dissatisfaction.

Discussion around the survey follows. Kelsey noted that there isn’t comparable data for this survey at NKHS. He is working to create an environment where there isn’t lingering frustration or worries with staff but needs all staff to respond to his inquiries and to work together to take and create accountability.

He also reiterated that these changes take time (several years). Future surveys will allow for comparable data. The Abundant Sun survey cost 30k, and we will most likely create our own survey going forward. The Abundant Sun questions are not proprietary and we can use them in our own surveys.

Executive Director update:

Kelsey discussed the Elm Street property purchase. We were denied by the Lyndon DRB for conditional use because of “overnights” and parking concerns. With new programs coming on we could use the Elm Street space for additional office space. According to the DRB, any use of this building will require NKHS going back to the DRB for a permit even though there is technically not a change in use of the building. Kelsey and Denis have consulted legal counsel and they are drafting a document for us that provides language to use in the event we appeal that decision. This would be a good investment, and would be a strategic investment for KNHS.

Neila is interested in having a coordinated message to allay to folks who ask about the Elm Street location. It is noted that that site would not host “dangerous” community members and the pushback seems to come from the DRB and not community members. We don’t want to hold up this asset that belongs to Rural Edge – they have been very gracious with us and the time we have spent trying to buy this site has been appreciated. We will make the final decision within the next two weeks. Kelsey is asking for Board approval to purchase the building if we DO NOT have to go back to the DRB. From a budgetary perspective the building could be accommodated and requires no retro fitting.

Motion to authorize the purchase of the Elm Street building for office space was made by Kari. This was seconded by Neila and carried by majority vote of the Board present. Patrick recused himself during the discussion/vote.

Executive Director updates, Continued:

McGoff Hill is coming along – putting in flooring and drywall. Plumbing providers are scarce and we are waiting on that. February/March is a realistic timeline for occupancy.

Budget building starts in January.

Newport DRB is Wednesday in Newport for the Front Porch permitting. Recently hosted a community meeting that had good community turnout.

Mobil crisis program has hired para professionals

Employee Appreciation banquet is in January

Keri Riley-Pickford, Director of Operations, will be at next meeting

Employee salary benchmarking is ongoing by Brooke

Tax credits are being reviewed. Contracted with Synergy – funds coming in over the next year.


CCBHC needs a new project director

January breakfast event planned for Leadership/Board

Motion to adjourn was made by Jane. This was seconded by Linda and carried by unanimous vote of the Board present.

Meeting adjourned at 12:01pm

DocuSigned by:


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1/30/2024