**LCMH Board of Directors Meeting Minutes**

Date: 5/17/23

Start time: 5:09 pm

Adjourned: 6:42 pm

Board Members: Chip Troiano, Luke Jandreau, Stacey Madden, Zach Williams, Cindy Morin, Susan Kimmerly, Mary Anne Lewis, Mike Feulner, Fred Ober

Absent: Saudia Lamont

Staff: Michael Hartman, Jim Heath, Jennifer Stratton, Bryanne Castle

Guests: none

Notes: Emily Roemer

Meeting called to order at 5:09 pm by Luke Jandreau

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| Topic | Discussion | Action | Person Responsible |
| Approval of Minutes |  | Motion to approve – Mary Anne Lewis  Second – Zach Williams  Unanimous approval – Fred Ober, Stacey Madden and Chip Troiano abstained |  |
| CEO Report | We have been very busy. We have continually increased the number of services per month. March was highest number of people served ever. The time spent per service was also higher in March than previous months. Having less holidays in March may have contributed to this. There are 20-40 fewer staff, serving more clients than usual. Staff is working really hard and stretched about as far as possible. The crisis team is covering 80 extra hours per week with 6-7 staff. That is 3-4 less staff than usual due to staff leaving the agency and illness.  Billing is catching up on the financial side of things.  We are looking closely at how to do this level of service with the staff that we have. With school ending, there will be less stress on the children’s side. Robyn is working on restructuring with what staff we have to cover contracts and services needed as efficiently as possible. Adult is doing well with staffing. Staff loss has stabilized, but we need to hire more still. Staff seems tired, the end of April was challenging with the incident in town with the shooting. As a result, the office was closed, and the town was locked down. Hopefully the next couple months are restorative for staff.  Consumers have not expressed any concerns about the services they have been receiving.  Crisis positions and therapists have been the hardest to fill.  Grants update – a $70,000 contract with state to focus on zero suicide for the year. A consultant will be hired to work internally and, in the community, to cement the work over the past 5 years on zero suicide. This starts June 1. The northern border grant ended up being focused on housing, not telehealth as we focused on in our application. This Friday the CCBHC grant will be submitted, which is worth a million dollars over the next 4 years.  The group homes are fully staffed, and all beds are filled by consumers. It may have been about 3 years since this has happened. There have been some challenges with DMH and DAIL on discharge planning, but they have been sorted. There are some issues with discharging consumers from Eds and corrections because there aren’t enough staff to open the beds needed.  Recruiting for CFO is ongoing. There was a good interview, but he ended up going with a job at a hospital and we were unable to compete with the salary. There was an additional applicant who withdrew their application but is interested in becoming a board member.  Billing challenges continue to improve. Darcy has done a wonderful job. The next step is getting the billing system to talk to the general ledger system. We made errors in how we launched the EMR (Netsmart) system, then when we implemented SAGE, the systems weren’t connected correctly. There is a great group of people working to correct this. The financial picture should become clear over the next couple months.  The legislature has been kind, with a total of a 13% increase in payments over the past 2 year, which is historically high. Kudos to Chip Troiano and colleagues for encouraging more than a 3% increase. A 5% increase was approved. That increase won’t be noticeable until next July.  Alan House has been with us for 6 weeks as a financial consultant. He has previously worked with NEK and Copley hospital. He has uncovered where some of the errors were with the electronic tools. Our understanding of the system is growing and improving.  There is a large payment from DAIL that had been delayed due to contract negotiations. That payment has been received. The payment for the ITS client was also delayed, which included some start up hiring prior to being paid for that consumer’s services. We have also been receiving back payments from a year ago. Susan Kimmerly’s assistance was helpful in negotiating school contracts. There were substantial increases in those contracts, which was approved by the schools.  Mary Anne Lewis – Were there 5 CFO applicants? Michael Hartman – Yes, there were 5 applicants that passed the initial qualifications. 2 were selected for interviewed based on qualifications. 1 took another job, 1 realized the job was not suited for him, but was interested in joining the board. Alan helped realize that the ideal candidate needs to understand finance, billing and the technological systems. The posting doesn’t have a close date. Jennifer Stratton clarified that the indeed posting is being re-opened weekly, so it pops to the top of search results. Luke Jandreau requested the contact information for the candidate who was interested in joining the board. |  |  |
| **Finance Updates** | Overall revenue was up. Kudos to Darcy in resolving software issues. ¾ of the DAIL payment was received in February. See notes in board packet for additional details. The staff who switched health care plans seem to be younger and not needed the higher cost plans at this time. Conference attendance had been low due to Covid restrictions, same applies to the increase in travel.  Wellness Center has begun providing breakfast and lunch to consumers. Upgrades to the wellness center equipment was mostly covered by grants, but not all.  Luke Jandreau clarified some information about mileage rates. Jennifer Stratton noted that the rate changes in ADP automatically.  An offer has been made to a payroll coordinator, which will eliminate those duties on Alice, allowing her to concentrate on comptroller tasks.  401K audit has already been started. FY23 audit is set for sept 11-15.  We have 26 days of cash on hand.  We have a $0 balance on the line of credit.  An offer of $90,000 has been accepted on the Kristi Lane property and expect it to close in the next couple weeks.  Gainwell approved a waiver to resubmit the 2021 services. We have received about $118000 of case rates have been approved from the first 25% of what was submitted being reviewed. Hopefully this will cover what will cover what the state expects us to pay back.  The report requested by the board at the last meeting has been included.  Luke Jandreau clarified that it is the draft budget is what is included in the board packet. Luke Jandreau asked if it is fair to budget $9 million or should it be higher? Jim Heath replied that he looks at historical data, staff shortage, new school contracts, etc. It was a conservative estimate based on previous billing issues and staff vacancies. The draft is being reviewed by the state, Michael Hartman and Alan House. Jim Heath is open to any suggestions on edits from board members. SLT is not generally involved on the budget, but there is some specific program input. Luke Jandreau noted that there should be input across the board. Luke Jandreau is concerned that the budget seems to note that we would come in $600,000 over budget as it is written now. Jim Heath views the budget as being 80-85% proficient based on some level of uncertainty. There are also some adjustments that need to be made based on the older payments that have been received. Luke Jandreau expresses concerns with using historical data due to the errors in previous year data. The current number is way too close for comfort and the potential deficit needs to be address prior to the start of the fiscal year. Zach Williams noted that they didn’t discuss next year’s budget much in this month’s fiscal meeting. Jim Heath offered to take another look at the budget and provide another draft. Luke Jandreau is concerned that the projected deficit could be worse. Luke Jandreau would also like all of the SLT to be involved in this process.  Chip Troiano thinks legislative updates to Medicaid could benefit LCMHS positively as the increases are based on number of clients served and LCMHS has seen an increase in clients recently. Michael Hartman clarified that some of the increase is allocated to special projects. Now that the real legislative numbers are in and DMH will begin to disseminate more information, there could be more clarity to next year’s projections soon. Chip Troiano will look into more info. The school contracts have increased about 10% and that was just approved so it is not reflected in the draft budget. Susan Kimmerly asked for additional clarification that these updates were not reflected in the draft. Michael clarified that the school contracts were also just approved and includes some provisions for increasing staff. The draft is due to the state at the end of the month, but there are opportunities for extensions that most of the agencies take advantage of. The delay in state contract approvals from October to March last year created a big problem. It has been discussed in CFO meetings. Luke Jandreau requested Chip Troiano to see if the process for approving contracts can be improved. Mary Anne Lewis – for Jim Heath or Jennifer Stratton – what % of the cost of respite does the agency bear compared to the state compensation. Jennifer Stratton – for the DS waiver, it is per member, per month. Jennifer Stratton – For each consumer LCMHS receive a per member per month payment. If someone is with us July 1st, we send the full allocation to Aris after that month we pro-rated the amount we receive when we send that allocation to Aris. Employer of record has access to that full amount and could overspend in any given month based on what we receive for the per member per month but by the end of the physical year we will be fully reimbursed for those dollars.  Mike Feulner – we accepted an offer on the Hyde Park property? Minutes will reflect that selling the property was approved by the board in July of 2022.  Mike Feulner – asked for clarification on why a board member should be concerned about the $600,000 difference on the budget draft. Jim Heath – it is important for the board to understand where the balances come from and what the obstacles are throughout the fiscal year. The board should be aware in case anyone in the community ever asks, the board has the background that they can provide a basic answer. It is important to be transparent with the community. Michael Hartman – It is shocking to people to run a budget that shows a deficit. However, it is hard to put together a full budget when the information on payments, contracts and legislation doesn’t come in all at once. It’s important to note that we were covering the cost of care for the ITS client for about 3 months before a payment was received, which greatly affected the first quarter of 2023. Value based payments are determined yearly, then adjusted month to month. There is not a consistent match about what is going in and out monthly. Most of it is balanced at the end of the year. The funding mechanism is wild, and the state has been more delayed on contracts and payments. This was particularly evident with the ITS client. There seems to be an expectation of the state for us to provide services without a clear picture of how it will be paid for. Luke Jandreau – bringing attention to the total funds balance, which is the savings account. What the deficit does, is eat up the savings account every year should it continue. We need to figure out how to bring income up and bring expenses down. Chip Troiano – noted that this is not a unique experience to this agency.  Michael Hartman – we need to really understand where we are headed. It’s not sustainable for staff to continue to work the way they are and not suffer. The change from fee for service to other models has made things more unpredictable. We have to end the dependence on our reserve to get us through. The ability to understand this is probably what caused the CFO candidate to withdraw. There have been significant differences with DMH about consumer care and DMH asserting their opinion. The Irene flood seemed to really disrupt care. Chip Troiano offered to learn more from Michael and work with his constituents, especially Representative Wood.  Chip Troiano – a forensic unit/9 beds have been created to lower the state beds from 23 or 16. Hopefully this will rectify some of the situations with not having available beds. There is also a 5-year project for a women’s correctional facility. This is meant to eliminate stress on staff and inmates. The Essex juvenile facility is opening soon and is meant to provide more soothing environment for care. It is about 15 beds. |  |  |
| **Committee Reports** | Jennifer Stratton – DS – question regarding memorial bench for Valerie Legrand, a former staff, who also worked with DS clients after she moved from LCMHS to the state. Clients, LCMHS staff and community members are interested in honoring her memory with a tree, bench and plaque.  Mary Anne Lewis - DEIB committee is hosting cultural sensitivity training. Mary Anne Lewis will become a trainer and offer the training to the board. The training is on the 30th.  Mike Feulner – participation at the corporate cup. There was a friendly competition between LCMHS and Copley Hospital. The LCMHS team did well but did not beat Copley Hospital. Lamoille Health Partners wants to be involved next year. | Motion to approve memorial – Chip Troiano  Second – Mary Anne Lewis  Unanimous approval |  |
| **New/Old Business** | Board Retreat – Luke Jandreau and Susan Kimmerly need input on recommendations for retreat. Susan Kimmerly would like to create more cohesion. Who in the community can provide guidance, lead the training. Michael Hartman – last board retreat was probably in 2019 before covid. A variety of people have facilitated at other agency boards and recommendations can be made based on what kind of retreat/what the goals would be. Goal to have this by Fall. Kath Burns may have been at the previous retreat and is still working in the field.  Employee appreciation is July 14th. |  | Emily to send invite for staff appreciation. |
| **Agenda for Next Meeting** |  |  |  |
| **Closing** | See side note | Motion to adjourn meeting – Susan Kimmerly  Second – Stacey Madden  Unanimously approved. |  |

By unanimous vote the meeting was adjourned at 6:42 pm