



## BOARD OF DIRECTORS MEETING – JANUARY 30, 2018

### **PRESENT FROM BOARD:**

Joe Warner, Steve Ammentorp, Marna Lake, Scott Coleman, Judy Thornburg, Mike Nordine, Tawny Espinoza, Rachelle Miller, Stephanie Keller, Jeff Parker, Jim Grisier, Vicki Woods, Tom Motz

### **PRESENT FROM STRIVE:**

Sharon Jacksi, Mary Anne Lawrie, Chris Bergquist, Doug Sorter, Sara Bonnell

<b>OVERVIEW OF MEETING</b>
The minutes from the previous Board meeting were approved.
Sharon provided state and organizational updates.
Chris provided the current financial report along with Sarah B updating members of the changes in Case Management. The Financial Report was accepted by the Board.
Doug updated the Board on "Framing the Future's" campaign efforts.
Sharon provided a quarterly report of MANE allegations for the period October – December 2017.

A quorum was achieved and the meeting was called to order at 12:01 p.m. Scott Coleman presided.

### **MINUTES FROM 12/05/2017**

The Board minutes were approved with one minor correction.

**It was M/S/P (Espinoza/Lake) to approve the Board minutes of 12/05/2017 as amended.**

### **CEO REPORT**

Paperwork has been finalized and signed on the new building. The agreement did include an option to buy and/or lease opportunity. Also included are potential "outs" in case the campaign goal is unmet.

On the topic of fundraising, promotional material is almost completed. Sharon shared a prototype of the 6 panel brochure that will be sent out to potential

donors. The focus now will be working on large grant requests. Doug contacted the Gates Foundation and they felt that we would be a good fit. The only stipulation would be that we would need to raise 30% of the campaign goal before applying. The Bacon Foundation approved our \$100K grant request and we received the first installment of \$50K today. Jamee Simons and Doug met with John Gormley prior to Christmas to discuss potential grant possibilities with the Goodwin Foundation. The Foundation members will be hosting individual "Framing the Future social get-togethers" and inviting acquaintances to learn more about the project. One was previously held at the country club and was well received. On a final note, Sharon expressed her appreciation to the Board and Foundation for their participation in the campaign.

Sharon commented that this year was going to be difficult with the budget. It was not anticipated that it was going to be this troublesome due to the flux of closing group homes and moving to host homes. Leadership Team has gone through all the departments and making adjustments; in addition to closure of a group home this month and potentially another one in March. This is not only for financial purposes but it is getting more and more difficult in recruiting staff. We are not the only ones that are experiencing this; it appears to be a statewide issue. Other financial changes consist of:

- The last of the one on one settings has moved to a group home and appears to be acclimating well in her new environment.
- The major focus is Case Management and their efficiencies. Four support staff have moved over to Case Management. They were trained on monitoring of individuals since the case managers are unable to do complete this due to other documentation requirements. This move will help billing efficiencies and generate more revenue. In addition, the four support positions will not be filled resulting in an FTE savings.
- It was also noted that all the group homes were open during the day and staffed whether there were individuals there or not. It was decided to close all but two homes during the day. Individuals will be given a selection of different programs that they would like to participate in during the day. Several meetings were conducted with supervisors, parents and guardians with positive results. This will also have an FTE savings along with generating additional program revenue.
- Other changes were not filling an OT position, eliminating .5 nursing position over the year and changing CORE to a two-week training period from three-weeks.

We are hopeful that these changes will bring the financials to a break-even position by year-end.

In relation to conflict free case management (CFCM), Health Care Policy and Financing (HCPF) released instructions and a workbook for providers to follow in developing their Business Continuity Plan on implementing CFCM which is due July 1. The information provided is very unclear which raised a lot of questions and concerns. The CCB Coalition (not Alliance but comprised of 18 CCBs) have drafted a letter to the Medicaid Director requesting a meeting to address CCB concerns in reference to rule making, definitions and outstanding financial question. Sharon shared the letter with members. This opened the floor up for discussion in reference to what states have already implemented CFCM, whether to become a case management agency, service provider or both; the impact it has had on individuals and families, rural exemptions, continuity of care, etc.

Things are starting to heat up with the Capital Development Committee over the request for funding to build 3 new group homes for the remaining individuals at the Regional Center. Sharon and Gayle met with Kori Davidson, JBC Analyst, and provided her with the information that was previously submitted in relation to alternative services and supports available within the community to meet their needs. Sharon will keep members updated on this matter as she receives information.

We are also making a request to the State for a Level 7 resource for the individuals that are currently in the medical homes. If approved this would double their current day rate and generate more revenue.

On a final note, a question regarding what the impact on transportation arose in relation to the closing of the homes during the day and transporting to other locations. Sharon responded that the current fleet is comprised of 52 vehicles in addition to staff using private vehicles. The use of personal vehicles has become an issue with mileage reimbursements. We are currently looking into purchasing a couple of used vehicles in lieu of staffs' personal vehicles. In addition, Doug is scheduled to meet with the representative from Student Transportation of America to see if they would be interested in transporting some of our individuals. The meeting is scheduled for Thursday.

### **FINANCIAL REPORT**

Chris provided an overview of December financials in addition to reviewing the "one-time" revenue and write off sources that affected the bottom line. Write offs for prior periods amounted to over (\$46K), consulting contracts (\$5K), one time building fundraising of over \$5K and county funding over \$535K leaving a net income of (\$157K). December YTD financials reflect the net income is running at a loss.

Revenue is lower in comparison to last month and last year. Personnel expenses are slightly over budget. Operating expenses are way over budget. The big increase is due to contracting expenses and outsourcing of IT, maintenance and payroll. This opened the table up for discussion pertaining to the experiences with the outsource contractors. Chris commented that the one that has been the most difficult is the payroll contractor. There have been too many errors and they lack in their customer service. Chris will be looking into other possible vendors. Operating income is under forecast. Balance sheet reflects a decrease in cash in comparison to November. Current ratio is 5.04, debt to equity 0.22 and months unrestricted cash 3.37.

“Spotlight” departments this month are:

- 2746 Olsen – This house was pretty consistent until November when there was changes in the minimum wage.
- Case Management - Net income is at a loss and has been at a loss for the past 4 months. Attention turned to the adult targeted case management (TCM) units for the past 3 months. Sarah took over the department the middle of November. Billing has been down but declined even further when the State conducted training on TCM units with an emphasis on Medicaid fraud. Sarah stressed to Case Managers that almost every part of their job in providing support to individuals is billable. Sarah is also pulling the billing on a weekly basis to ensure that the appropriate notes are being documented in the system. As reflected in the graph, the billing units are slightly increasing with January forecasted for 6K units. As previously mentioned, the addition of the four additional staff to perform monitoring on all individuals (as required by regulations) will also benefit the TCM billing. This led to further dialogue on what is considered a unit, the value of the unit, the total amount of units an individual is allowed, new training implemented to assist case managers in coping with the demands of their position, organizational skills, etc. Sharon added that since the State did the training, other CCBs are experience a decline in TCM billing.

Chris then reviewed the following departments that are being watched closely.

- SLS Vocational Programs – Currently hovering around break even. We consolidated one program so now we have 3 programs.
- Case Management – Refer to the “Spotlight” section above.
- Host Homes – Up 27K compared to previous year.
- CORE - Costs are still high. We have changed the three-week training session to two-weeks. Hopefully with the closure of group homes and individuals moving to host home setting should result in fewer positions and fewer training.

**It was M/S/P (Parker/Keller) to accept the December financials as presented.**

### **DD HOUSING – APPOINTMENT OF BOARD OF DIRECTORS**

Legal counsel is currently updating DD Housings' Articles of Incorporation and By-Laws to coincide with STRIVE's. During their review, they noted a few items that would need to be addressed by STRIVE's governing Board.

- The first item is for the Board to appoint four members to DD's Board of Directors. In the past, the Executive Committee has taken on this role.
- DD's Housing Board will then need to review and the proposed changes to the Articles and By-Laws prior to their submission to HUD.
- At the annual meeting, STRIVE's Board will again appoint DD's Housing Board to be in compliant with their revised By-Laws. DD Housing will then appoint the Executive Committee of DD Housing.

**It was M/S/P (Lake/Nordine) to appoint STRIVE's Executive Committee as DD Housing Board of Directors.**

### **REPORTS**

#### **NOMINATING COMMITTEE**

Steve reported that he and Judy have been working on potential candidates to fill the four vacancies that will be coming up in May. They are also looking at filling the positions of Vice-President, Treasurer and Secretary in addition to new members for the Nominating Committee. Judy and Steve welcomed any recommendations on potential candidates.

#### **CAPITAL CAMPAIGN UPDATE**

- We currently have 90% campaign participation from the Board, Foundation and Leadership Team. Doug will be contacting the remaining members in order to obtain a 100% participation.
- Today we received approval of \$100K from the Bacon Foundation along with their first installment of \$50K.
- Doug is planning to submit a request for \$150K to the Goodwin Foundation at the end of the week.
- He has also reached out to a new foundation in town called the Kaplan Foundation. They are very interested in learning more about our organization.
- Another foundation interested, is the Strum Family Foundation through ANB.
- The Daniels Foundation had previously declined our grant request. Since we are now looking at purchasing the building, Doug resubmitted the documentation.
- Sharon is currently working on getting contact information for the SIE

Foundation.

- We have not yet decided if we will be apply Rocky Mountain Health Foundation this year or wait until next year.
- Doug reached out to the Gates Foundation and, again, they were interested in the campaign. Only one stipulation, we can apply once we have achieved 1/3 of the campaign goal.
- Other grants we are also looking at pursuing are with El Pomar and Boettcher Foundation along with various smaller foundations.
- The campaign will not only focus on the building but will be looking for funding the various programs.

Community efforts consist of:

- The Foundation has taken a different approach on community awareness for the campaign. Each member will be hosting an event and inviting acquaintances to attend with Sharon and Doug presenting. One event was held and another one is scheduled for next month.
- In the next couple of months, we will be looking at getting our message out through various media mediums.

#### **QUALITY ASSURANCE**

Sharon referred member to the MANE summary report for the period of July-December 2017. The outcome is as follows:

- There was a total of 53 allegations made with 14 being substantiated and 29 were found unsubstantiated. There were 10 incomplete investigations due to pending follow-up from Adult Protection Services (APS).

In other news, a new investigator was hired last month; and, the Memorandum of Understanding with Adult Protection Services (APS) was modified allowing us to complete our investigation in a timely manner. Previously, we could not complete the investigation until APS had completed theirs. This change came about so that we would be in compliance with statutory regulations.

On a final note, Sarah invited interested members to a training on Prader-Willi Syndrome being held on Wednesday, 2/7 in the Inservice room.

**It was M/S/P (Keller/Parker) to adjourn the meeting at 1:44 p.m.**

  
Secretary

  
Date