



## BOARD OF DIRECTORS MEETING – AUGUST 27, 2019

### PRESENT FROM BOARD:

Steve Ammentorp, Joe Warner, Dave Hayden, Tawny Espinoza, Terry Pickens, Mike Nordine, Marna Lake, Kevin Fitzgerald, Jim Grisier, Stephanie Keller

### EXCUSED ABSENCE(S):

Scott Coleman, Justin Ward

### SPECIAL GUEST:

Krista Ubersox, New Board Nominee

### PRESENT FROM STRIVE:

Grant Jackson, Mary Anne Lawrie, Chris Bergquist, Doug Sorter, Mary Burdick, Katherine Waterman

| OVERVIEW OF MEETING  |
|--|
| The minutes from the previous meeting were approved  |
| The Board approved the nomination of Krista Ubersox as a new member.   |
| The Resolution in moving forward on Alida's lease to purchase agreement was approved by Board members present.           |
| Grant provided state and organizational updates.   |
| Financials were presented and accepted.  |
| Doug provided an update on Alida's.  |
| Mary Burdick provided an updated on the implementation of the Nurse Case Management Model at Victoria/Olsen group homes. |
| The Quality Assurance report was tabled to next month due to time constraints.   |

A quorum was achieved and the meeting was called to order at 12:02 p.m. Steve Ammentorp presided.

### MINUTES FROM 7/30/2019 MEETING

The minutes from the meeting on 7/30/2019 were reviewed and approved.

**It was M/S/P (Hayden/Nordine) to approve the 7/30/2019 minutes as presented.**

### NOMINATION OF NEW MEMBER

Krista is interested in serving on the Board and was nominated as a new member.

**It was M/S/P (Warner/Hayden) approving Krista Ubersox as a new Board director.**

## **RESOLUTION**

On August 14, 2019, a poll was conducted with all 12 Board members via e-mail requesting authorization in moving forward on the proposed Alida's lease to purchase agreement. The outcome of the poll reflected 9 members approving moving forward, one abstained and two did not respond. Steve requested a motion to formerly approve the Resolution.

**It was M/S/P (Ubersox/Keller) to approve the Resolution on moving forward with the Alida's lease to purchase agreement.**

## **PRESIDENT/CEO REPORT**

Grant began with updating members on the collaborative efforts with Family Health West.

- Audyssey will officially transition over to Family Health West at the end of September first part of October. They are very excited about this opportunity and the positive community expansion for the program will have. They will be housed at their Kokopelli location.
- The other collaborative effort with them was having them take over all therapies for children and adults entailing occupational, physical, speech, and dietary for all residential and vocational sites along with host homes. We implemented this back in January and we are finding out that they are struggling on meeting our needs in the area of training staff on the direct care supports to individuals in addition to this being a consistent issue with the State survey and our plan of corrections. The therapies that have been going well are dietary and speech. The dietary portion is now incorporated to the CORE training on a monthly basis. Chris was recently contacted by the State in relation to their concerns with FHW's therapy billing for Early Intervention. Their issue is they believe we are paying too much for FHW's therapy services. Chris then provided a summation on how the State changed the funding structure from a bundled structure to an unbundled structure. In reality, we are currently losing around \$10K a month. A meeting has been scheduled with FHW to review the terms of their contact and attempt to renegotiate the contract with them in addressing the State's concerns on their billing practices along with the adult therapies that are not being met. With that said, consideration is being given about bringing OT back in house. Unfortunately, this may be difficult due to not being able to offer a competitive wage. Our previous OT used to write the protocols and train staff on them in the group homes, vocational sites and host homes. This led into a discussion pertaining looking at the college in recruiting students from their OT Aide program, potentially looking at hiring an OT or PT aide instead, etc.

Grant announced that unfortunately he had to let go the Vocational Director due to not having compassion or respect as a professional towards an individual in services.

Though the decision was difficult, Grant did seek legal advice before action was taken.

Doug will act as the interim director. Grant met with Leadership Team and the Vocational Supervisors were apprised of the decision.

On the positive side, we are very excited about moving forward with Alida's and the opportunities it will bring for our individuals. With that said, Grant and Doug met with Grand Junction Economical Development and Downtown Development directors to discuss what the true needs are for downtown and possibility filling the void with Uniquely Yours. These discussions had a common theme wherein locals and tourists wanting a central place

to shop for local merchandise and goods. Consideration is being given to rebranding Uniquely Yours as a location that sells local products, i.e. produce, local artist products, CMU merchandise, etc. The store could rent a small space to various local vendors and artists for them to sell their products along with a positive opportunity for our individuals for further community inclusion. A suggestion was made to reach out to the Business Incubator may have additional ideas to bring in more local products.

Renewed efforts from some of the Community Centered Boards (CCBs) are underway in an attempt to get Colorado exempt from conflict free case management and/or at least make the rule more flexible. Health Care Policy and Financing is not giving any direction on how they want to proceed in addition not approving or denying any of the Business Continuity Plans that were submitted by the CCBs last year on their plans on only providing only case management services, provider services or both case management and provider services. At this time, Grant provided a recap on the implementation of conflict free case management. The CCBs involved have made attempts for open discussions with HCPF but these have been uneventful. These CCBs have also been working with lobbying group out of Washington D.C. an attempt to exempt Colorado from this rule. The latest effort is taking this to next level and the group is writing a letter to the federal government for Governor Polis to sign requesting exemption of conflict free case management for the State of Colorado. The group is hopeful that the Governor will sign this in order to prevent any disruption to the individuals and families that this would have impact on.

There is a legislative push going on now to phase out the sub-minimum wage which would affect 45 individuals in our programs. This is being supported by Colorado Disability Law and they will be holding state-wide community discussion over the next couple of months. Individuals, under this program, are paid on piece work and it's based on time studies completed on certain tasks performed. The individual is payed at lower rate than minimum wage. With taking over Alida's and potentially the rebranding of Uniquely Yours, this could attract more individuals into our programs from other providers and in turn generate more revenue for our vocational programs with the intent of promoting more community inclusion to those individuals. We are looking at potentially partnering with local provider agencies in hosting a job fair at the Workforce Center in recruiting new individuals and giving them the opportunity to successfully gain community employment.

Grant met with Curtis Inglehart, Workforce Center Director, to strategize on recruiting more staff. This issue is nationwide. Mr. Inglehart informed Grant that employers have had the most success posting job opportunities on Facebook and may consider doing more of that. Grant further commented that other providers are paying \$1.00 to \$1.50 more than we are. Grant hopes that with of the culture changes that are taking place within the organization it will attract more potential employment candidates. A question arose in regards to the status of being fully staffed. Grant replied that we are currently 10-15 FTE of being fully staffed. The gap has closed considerably when we were looking at 30-40 FTE about 8 months ago. With the current financial situation and what wages currently are, the question of a compensation plan be implemented and; if not, what other ways the organization is recognizing staff. In response to the compensation plan, the organization knows the importance of attempting to provide competitive wages but is not in a financial position at this time to offer due to the new building and starting new projects, i.e. Alida's, rebranding Uniquely Yours. We also continue to focus on decreasing operational expenses and staff retention. As to employee recognition, we offer a flexible work schedule, we have

placed boxes at all sites for “Recognition for the Mission” where employees commend peers. These are collected on a monthly basis and names drawn receive various prizes stemming from gift cards to concert tickets. In addition, national DSP week is next month and we have offered 4 different items, t-shirt, hat, water bottle, polo shirt and hoodie, for DSPs to choose from. Grant further commented that there was a positive turnout for the company picnic more so than in previous years.

On a final note, Gayle will be reaching out to see what the possibilities are of the Regional Center purchasing one of our group homes instead of building a new one.

## **FINANCIALS**

Chris provided an overview of July financials which reflects a deficit net income of \$5K which includes donations, ignoring donations drives a loss of \$17K. Year-to-date is the same.

Attention turned towards the various graphs presented:

- Revenue is running where it was expected. This was due to the 6.5% rate increase, the 1% rate increase and a slight increase in vocational billing.
- Personnel expenses are also running close to forecast. Chris is delving further into this due to the fact that we have outsourced all therapies and the closure of group homes which should reflect a decrease. Chris will be reviewing the staffing schedules to check to see what programs are showing more staff than budgeted.
- Operating expenses continue to run over forecast. This category is a catchall and does not include the personnel expenses. Again, we continue to look at ways to decrease these.
- Operating income shows a decrease from the actual forecast.
- Net income is just about break even. Last year was significantly higher due to donations received for the capital campaign.

This month highlighted items focus on a couple of Vocational programs:

- Mobile Crew – Net income is over \$7K. This program consists of 8-10 individuals one each crew and could grow to a big moneymaker.
- Labor Solutions – This program is the same concept as Mobile Crew but consists of 12-14 individuals and generates over \$7K also.

With the continued growth with the Vocational programs, we anticipate to see a significant increase in revenue.

Chris then reviewed the metric analysis for July highlighting on the following areas:

- Total residency occupancy, inclusive of group homes and host homes, is at 94.7% which is slightly over the target goal of 93%.
- Group home residential occupancy is at 85.57% and is below the target goal of 93%.
- Case Management billing units were slightly over target.
- Behavior billing units were over the target amount.
- Total vocational units billed were slightly under the target amount.
- Staffing is below the targeted goal.
- Operating costs continue to run over projections.

Balance sheet reflects nothing new than before. All ratios are down. Net assets went up due to the new building. Accounts receivable are down due to timing issues of the payments.

**It was M/S/P (Fitzgerald/Nordine) to accept the financials as presented.**

## **REPORTS**

### **UPDATE ON ALIDA'S**

The attorneys have completed the final contracts for Alida's. Two contracts were drawn up to address the property and the lease to purchase the business with the recommendations that were made by the Board. It was decided to provide a \$10K down towards the inventory in order to show that we have some "skin in the game". Monthly payments will run around \$3,700. Farmer Bob has started the freezing process in preparation of the holiday season. He would like for us to come on board the end of September. Doug plans to deliver and go over the terms of the contracts with Farmer Bob this week. We are very excited for this new venture and the new opportunities available for our individuals. The Board expressed their appreciation to Doug for his due diligence in ascertaining this new business venture.

### **IMPLEMENTATION OF NURSE CASE MANAGEMENT MODEL**

Prior to Mary's presentation, introductions were made across the room. Mary realizes that there has been a lot of discussion around this model and why we opted to move to this direction for the Victoria/Olsen group homes as well as recommended by the State. Initial steps were to develop policy and procedures for nurse delegation according to the regulations with an implementation date of August 1. Unfortunately, it was realized that a lot of pre-work need to be done so this was pushed out to October/November to focus on the plan of correction, notifying the families/guardians, nursing and DSPs affected by the changes and address their concerns, implement the Nurse on Call during night shift ensuring that access to nursing would be available 24/7, and training of all staff of protocols and procedures. We successfully completed moving to this model in 3 months. We have been seeing positive outcomes with improved quality of care to the individuals. There continues to be challenges involving certain family concerns, orientation of new nurses at the same time as transitioning to the new model, ensuring that there are experienced and consistent staff in the home along with supporting the ones who have worked long hours during the transition and most of importantly supporting and training the new Case Management Nurses in meeting the regulatory requirements along with being in compliance with the plan of correction. The Board expressed their appreciation to Mary and staff for their hard work and commitment in implementing this new model.

### **QUALITY ASSURANCE REPORT**

Due to time constraints, the QA report is tabled to next month. Katherine inquired what information they would like her to report on. It was the consensus of the Board for Katherine to continue to report on the substantiated allegations along with action taken, if any, and if incidents occur more than once what protocols and practices have been implemented to prevent this from happening again. Katherine will also review some of the deficiencies identified by the State auditors and the plans of corrections that address those issues.

**It was M/S/P (Fitzgerald/Lake) to adjourn the meeting at 1:28 p.m.**

  
\_\_\_\_\_  
Secretary

  
\_\_\_\_\_  
Date