



BOARD OF DIRECTORS MEETING – JANUARY 28, 2020

PRESENT FROM BOARD:

Steve Ammentorp, Joe Warner, Dave Hayden, Terry Pickens, Marna Lake, Kevin Fitzgerald, Stephanie Keller, Scott Coleman, Tracey Garchar, Jim Grisier, Krista Ubersox

EXCUSED ABSENCE(S):

Tawny Espinoza, Justin Ward

PRESENT FROM STRIVE:

Grant Jackson, Mary Anne Lawrie, Chris Bergquist, Khristina Kukus

OVERVIEW OF MEETING
The minutes from the previous meeting were approved
Grant provided state and organizational updates.
The Financials were presented and accepted. Minimum wage increase was discussed and
Christina provided an update on future plans of the Behavior Department

A quorum was achieved and the meeting was called to order at 12:00 p.m. Steve Ammentorp presided.

MINUTES FROM 12/10/2019 MEETING

The minutes from the meeting on 12/10/2019 were reviewed and approved.

It was M/S/P (Coleman/Garchar) to approve the 12/10/2019 minutes as presented.

PRESIDENT/CEO REPORT

The State surveys are going better than expected. We were informed that they will be conducting a desk review on the remaining plan of corrections instead of an on-site visit. At this point, we still have not heard any update of lifting the moratorium though we have been able to provide some respite services in the homes when the need arises.

The Nursing Department is fully staffed with Nursing Case Managers and they have been assigned a caseload for group homes and host homes. The Vocational programs will now be assigned to their caseloads. The Department also hired an On-Call Nurse to strictly handle all calls after hours. This has been very helpful to the Nursing Case Managers. This led to a discussion in relation to the special medical needs of our individuals and the potential retirement of Dr. Motz, the level of care given to the individuals, relationships built at the homes between the nurses and physicians, recruitment of interns, etc.

Christina Cruz, Behavioral Director, will be providing an overview of the changes that will be made in the department to improve billing efficiencies and services and supports to our individuals, later in the meeting.

The Quality Assurance position has not been filled. Grant will be working with Leadership Team to evaluate the needs of the organization in relation to quality assurance.

Alida's survived the holiday season and now are in the planning stages of how to grow and build the program. The kiosk at the mall did better than anticipated and netted around \$5K in sales. Grant and Doug have met with Case Management to "get the word out" to all providers about the job opportunities through Alida's. We are also looking into possibly cultivating the area of land by the store to grow and sell produce.

Grant informed the Board of STRiVE deciding to rejoin Alliance Colorado. There is only one other community centered board that is not a member. Grant did participate in a group comprised of several CCBs to address the conflict free case management issue at a federal level. This committee no longer exists. Alliance has a similar committee that Grant would like to participate in and continue to network with them involving the state issues that we are currently going on. Membership is based on a certain percentage of the organization's annual revenue. Grant will look at negotiating the rate. A couple of members commented that this would be the 3rd time for STRiVE to rejoin Alliance and suggested to do a trial membership for the remainder of the year. In addition, we will continue our contract with Gayle.

Grant referred members back to the resignation of the Host Home Director, a couple of months ago; and her intent of becoming a new provider. Since then there have been some issues regarding her efforts to persuade our host home providers to move over to her new business. Grant enlisted legal counsel to compose a "Cease and Desist" letter to her which was recently sent to her.

On a final note, we are attempting to rebuild our dying transportation fleet. Family Health West donated a busette that they no longer needed. The Transportation Supervisor was able to find a couple of used vehicles online and we will be purchasing Alida's van. Doug is looking at leasing some vehicles from a local dealership.

FINANCIALS

Chris provided an overview of the December financials which reflects a net income of over \$524K with donations, ignoring donations shows a loss net income of \$504K. December looks good financially due to recognizing the allocation from Mesa County. Year-to-date net income is \$651K with donations, ignoring donations shows a net income of \$428K.

Attention turned towards the various graphs presented:

- Revenue is running close to forecast.
- Personnel expenses are running close to forecast. Staffing has improved and we are on closing the gap on being fully staffed. There were no staffing issues over the holidays which helped considerably.
- Operating expenses are slightly under forecast. Expenses are starting to taper off.
- Operating income is running close to forecast.

- Net income is running around forecast.

The department highlighted this month is the Behavior Department since Christina Cruz will be doing a presentation on it after the financial report. Chris provided an overview of the structure of the department. The department has been running at a loss for quite some. At one point the department had a couple of licensed counselors on board to provide counseling services to individuals in service. Over the years, this service slowly faded out due to the counselors leaving and the inability to fill the positions. The department started leaning towards being staffed with Behavior Specialists and Behavior Line staff and the billing rate is lower than the rate of a counselor. Attention then turned to the Behavior net income graph denoting the department has been running at a loss for quite some time. Christina has been in her new role for only a couple of months and is looking at different alternatives in generating revenue which she'll go over during her presentation. Behavior net income compared over the last 4 years was discussed indicating that department was generating in 2016 & 2017 and then plummeted to a loss in 2018 where it has remained. This led into a lengthy discussion pertaining to the amount of behavior units allowed per individual and the different rates for billing.

Chris then reviewed the metric analysis for December highlighting the following areas:

- Total residency occupancy, inclusive of group homes and host homes, is at 96.0% which is over the target goal of 93%.
- Group home residential occupancy is at 80.11% and is below the target goal of 93%. This is due to the moratorium that we are currently under in addition to individuals transitioning to a host home setting.
- Case Management billing units are under the target goal.
- Behavior billing units are under the target goal amount.
- Total vocational units billed were slightly under the target amount.
- Staffing is below the targeted goal.
- Operating costs are below the targeted goal.

Balance sheet reflects nothing too noteworthy. All ratios are down. Net assets went up due to the new building. Accounts receivables were down due to timing issues of payments.

It was M/S/P (Coleman/Warner) to accept the financials as presented.


REPORTS


BEHAVIOR DEPARTMENT

Christina Cruz, new Behavioral Director was present to provide an update on her goals of not only improving services and supports offered to individuals but also to look at increasing their billing efficiencies. Since Christina is the only clinician in the department, she is looking at the idea of hiring another clinician to provide counseling services. This would lead to providing additional counseling services internally and alleviate external independent contractors providing this service. Christina will be reaching out to colleges to potentially recruit a candidate to do their internship here working with the IDD population. Behavioral line staff has slowly declined over the past couple of years and she has hired two staff with the potential of adding more. The Behavioral Specialists are starting to provide more staff training on different topics, i.e. personality disorder, in addition to forming different groups and having social events that the individuals are able to participate in. The Behavior Department will also be working on building up relationships with community stakeholders

to form new partnerships and/or collaborations.

It was M/S/P (Hayden/Pickens) to adjourn the meeting at 1:23 p.m.


Secretary


Date