



BOARD OF DIRECTORS MEETING – APRIL 26, 2021

PRESENT FROM BOARD:

Tawny Espinoza, Kevin Fitzgerald, Justin Aubert, Krista Ubersox, Dave Hayden, Steve Ammentorp, Terry Pickens

EXCUSED ABSENCE(S):

Justin Ward, Jim Grisier, Randy Brown, Mike Nordine, Stephanie Keller, Scott Coleman

PRESENT FROM STRIVE:

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

OVERVIEW OF MEETING
Minutes from the previous meeting were reviewed and approved.
Grant provided State and organizational updates.
Financials were presented and accepted.
Proposed Slate of Directors and Officers for FY21-22 for STRiVE & DD Housing was presented.
Lindsay reviewed STRiVE's Employee Benefit Package.
Khristina provided a quarterly update on Quality Assurance.

A quorum was achieved, and the meeting was called to order at 12:02 p.m. Tawny Espinoza presided.

MINUTES FROM 3/30/2021 MEETING

The minutes from the meeting 2/23/2021 were reviewed and approved.

It was M/S/P (Ubersox/Aubert) to approve the 3/30/2021 minutes as presented.

PRESIDENT/CEO REPORT

Prior to Grant's report, he wanted to take a few minutes to pay homage to Board member, Tracey Garchar, who expectedly passed away over the weekend. Grant and the Board's comments reflect a man of stature and an advocate for the community who could handle any challenge that was presented to him. His shoes will be very difficult to fill. MaryAnne will keep members apprised of any updates on arrangements.

Last week, the Behavior Department underwent a complete attrition with the Director resigning along with laying off 2 staff. This move will allow us to better these services and supports to the individuals served. The Department was a support group to for vocational and residential programs. Behavior staff would go to all sites if an individual was experiencing behavioral issues to de-escalate the situation and/or provide

staff training on handling and resolving behavioral. We found that the department was severely lacking in this area. According to regulations, we are unable to bill for these services due to not having the appropriate licensed staff. The department used to generate around \$50K in revenue, so we are currently seeking someone with a BCBA, (Board Certified Behavior Analyst). In the interim, we recently hired a gentleman as a house manager and are considering moving him over to behavior since he has a background in this field. Dave suggested maybe MindSprings could assist during this time by providing supervision of behavior staff and/or assistance where needed. One Board member agreed with the idea on collaborating with MindSprings. Grant appreciated the suggestions and will take under advisement. We are actively looking for someone and have posted on Alliance's webpage and other entities along with reaching out to a headhunter.

On a positive note, the State issued guidance on opening programs based on your local restrictions. We are in the process of scheduling a meeting with the Health Department to see how those restrictions correlate to our programs in addition to comingling of vaccinated and non-vaccinated staff and individuals.

We are strategizing on different business ventures to generate additional revenue. We are currently looking at utilizing what we already have such as repurposing Uniquely Yours to a bakery incorporating Alida's and local products into the baked goods. The plan is to move Uniquely Yours products down to the Gardens and install a kitchen at the store. Grant will bring this back to the Committee once a plan has been formulated. Doug reached out to Dixie B about the idea, and she was very excited and is currently looking for some donut fryers and potential bakers. This would open the door to job opportunities to the individuals we serve along with community inclusion. Chris commented to make it work we will have to sink some money into it for an upscale and modern renovation. This led to an in-depth discussion on the potential financial impact, collaboration efforts with downtown store owners about the concept and vision of Uniquely Yours, other locations available for baking instead of a kitchen installation, etc.

FINANCIAL REPORT

Chris provided an overview of March financials. Operational income reflects a \$27K deficit, which is better than the \$100K deficit that we have been experiencing. Adding donations back in reflects a net income of \$144K. With vocational programs not running at full capacity, that has impacted the revenue stream. Chris and his team continue to work on backing out the billing and resubmitting with the 27% rate increase. Members should notice the increase in revenue over the next couple of months. In addition, the sale of 181 occurred which is reflected in donation income/gain on sale. From a year-to-date perspective operating income reflects a \$255K deficit, adding donations back in reflects a net income over \$2.1 million.

Attention was turned to the financials and review of the various graphs:

- Revenue is close to forecast plus or minus \$20K. Predictions were based on the vocational programs as previously mentioned.
- We are starting to see personnel expenses slowly trending up.
- Operating expenses are down due to less activity within the organization.
- Operating income was previously explained.
- Net income is slightly higher than forecast due to the sale of 181.
- Actual income involves everything and reflects a healthy bottom line.

Chris then reviewed the metric analysis:

- Total residential occupancy is at 96.6%. 3.6% over the target goal.
- Group home residential occupancy is starting to become a little bit of issue with vacancies.
- Behavior billing greatly reduced to the department head's resignation and staff lay-offs.
- Vocational billing is down due to program closures which makes it very difficult to forecast.
- Hourly staff continues to run under target.
- Operating costs are slightly under the target amount.

The balance sheet reflects all cash metrics are up in comparison to last month and last year except for debt to equity and accounts receivable.

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

FY 2021-2022 PROPOSED SLATE OF OFFICERS

Tawny presented the proposed 2021-2022 Slate of Officers for STRiVE and DD Housing as follows:

STRiVE FY21-22 PROPOSED SLATE OF OFFICERS & DIRECTORS

**TAWNY ESPINOZA – CHAIR
DAVE HAYDEN – VICE-CHAIR
KRISTA UBERSOX – SECRETARY
KEVIN FITZGERALD – TREASURER
STEVE AMMENTORP – EX-OFFICIO**

DD HOUSING FY21-22 PROPOSED SLATE OF OFFICERS

**TAWNY ESPINOZA – CHAIR
DAVE HAYDEN – VICE-CHAIR
KRISTA UBERSOX – SECRETARY
KEVIN FITZGERALD – TREASURER
STEVE AMMENTORP – EX-OFFICIO**

REPORT

TOTAL BENEFIT PACKAGE

Lindsay referred to the February Board meeting where she proposed a new sabbatical leave policy. The issue was tabled due to Board members requesting to review the current total benefit package offered and to conduct an employee survey on what benefits are important to them. The benefits are broken into four different categories to have a better understanding of the whole package and our plan for retaining employees.

Whole Person Health

- We are self-insured under Community Hospital Partnership, for our Health and Wellness insurance, offering dental and vision for employees who work 30+ hours. Teledoc is available at no costs. The Employee Assistance Program offers five free visits to employees for their mental health and wellness. A flexible spending account is available too.

Work Life Balance

- Employees who work over 20+ hours receive 10 paid holidays and 8 prime holidays. Prime holidays consist mainly of the major holidays, i.e., Thanksgiving, Christmas,

etc. Paid time off is accrued at 3.08 hours for every 40 hours worked and caps out at 300. Sick leave is accrued at 1 hour for every 30 hours worked and caps out at 360.

Financial Health

- A 403b retirement plan is offered with the employer doing a 3% match after the first year. Life insurance is offered at no cost to employees up to \$50K.

Professional Development

- Tuition assistance is offered to employees who work 30+ hours. Leadership development is offered through Wildsparq. Advancement and training opportunities are in development.

The survey results revealed that employees want health insurance, sick and vacation time, and the flexible work environment. A member noticed that the sabbatical leave was missing from the package. Lindsay responded that the issue had been tabled until the Board had a chance to review the benefit package. Another member inquired into the difference between holiday and prime holiday pay. Lindsay responded that prime holidays are paid at the overtime rate. A suggestion was made to set timeframes to increase the PTO accrual after so many years employed, i.e., accrue 10 days the first two years of employment and 15 days for year three through five. This practice is already being implemented. Another item to consider in the benefit package is the base pay but with the current financial situation and funding shortages this should be a topic for further discussion. Lindsay further commented that we are now offering sign up bonuses in hopes to recruit more applicants. Another option is to promote the availability of working remotely since that is now offered. Lindsay will include in the package.

QUALITY ASSURANCE REPORT

Khristina provide an update on the progress and or status of the Quality Management Plan (QMP).

Progress

There were 19 occurrences that were filed with State from the September 2020 survey. The investigations were completed; and all plans of corrections were submitted and accepted by the State. On the State's 2021 quarterly review there were only 4 occurrences and two of the homes. The plans of correction were submitted and are awaiting State's approval. A comment was made in relation to the vast improvement of occurrences this year as compared to last year.

Further/Follow-Up

The survey that occurred in January with one deficiency pertaining on documentation. Procedures and processes are being implemented to correct the issues outlined in the survey.

Attention Areas

QMPs have been implemented in all the homes and are reviewed with staff every month, look over the data, trends and correct any issues that may have arisen. We are currently working on the same QMPs for the whole organization. Internal investigations are now in place for MANE allegations.

Med Errors

A comparison of med errors that occurred in 2020 and 2021 were reviewed. As noted, the area of concern involves staff action. We did go with a new pharmacy which provides all an individual's medication in one bubble pack to make it easier for staff. We are currently updating standard operating procedures for med errors along with making improvements on medication check-ins. The Nursing Department will be getting back on track on completing their nursing reviews and weekly med monitoring. A member expressed concern the chart did not quantify the issues and is difficult to read without the data to see if there has been any improvement. Khristina will revamp this section like the first graph that was shown.

MANE Reports

There were 23 MANE allegations reported in 2020 and only 6 for 2021. 2020 data reflects a full year where 2021 only covers a four-month period. Khristina will provide a more detailed report on her next quarterly report.

Provider Transition Plan (PTP) – Final Rule Setting

All residential group homes are currently in compliance. This plan will need to be amended once they have community access. Host homes are about 85% in compliance. Calendars have been submitted and we are awaiting State approval. The Vocational programs need a complete overhaul to be compliant with the Final Rules. New plans are being written and new calendars made. The Final Rule goes into effect July 1.

1444 – Revisit from 2019 Survey

The surveyors reissued two tags with deficiencies with documentation pertaining to incident reporting not in compliance with regulations and protocols not developed to provide instruction to staff. The Nursing Department are in the process of completing an audit of their caseloads and updating protocols along with reviewing and updating protocols and training staff on the updates at their monthly house meetings. Clinical Manager will create protocols and procedures addressing the development and training guidance for the department.

Current Survey

The surveyors showed up this week on three complaints that were filed with them. One complaint is on infection control that occurred last year at one of the homes and the other two are unknown but are related to day program and host homes.

Members expressed appreciation to Khristina for the updates. At this time, Grant wondered if there were other areas members would like to hear a report on. A suggestion to have a report on complaints files was made. Grant concurred but would have Lindsay report on that instead of Khristina.

It was M/S/P (Hayden/Ubersox) to adjourn the meeting at 1:28 p.m.

Minutes were approved on 6/29/2021 – Not signed
Due to Covid

Secretary

Date