

North Country Health Consortium Board of Directors Meeting  
**September 11, 2020**  
**8:30 a.m. – 9:30 a.m. via Zoom**

**Present**

- **Board:** Lars Nielson, Ed Duffy, Ken Gordon, Curtis Metzger, Suzanne Gaetjens-Oleson, Karen Woods, Mike Lee, Mike Counter, Tara MacKillop
- **Staff:** Becky McEnany, Cathy Roy, Carrie Laflamme, April Mottram, Kris van Bergen-Buteau

Meeting called to order 8:35

**Consent Agenda**

- **July 10th, 2020 Board Meeting Minutes**  
*Suzanne Gaetjens-Oleson made a motion to approve the minutes from the September 11<sup>th</sup> meeting.  
Ed Duffy seconded the motion.  
The motion passed, all in favor*
  
- **June and July Financials**
  - Friendship House continues to be the major source of financial loss and is not performing as well as expected. NCHC's other program areas are holding their own. The sustainability committee is working on measures to increase the census at the facility. The financial breakeven point is 22-24 clients, but the current census is nowhere near this, and will not be there by the end of September. Staff is examining the referral process.
  - Projecting a loss of at least \$500,000 for the year at Friendship House, but support from the Payroll Protection Program will mean the overall loss will be approximately \$150,000 for the year.
  - NCHC has received a little under \$800,000 from the Payroll Protection Program, and about \$500,000 of this will be forgivable. Cathy will be reconciling these funds at the end of September which will include one week of payroll in October.
  - Between funds from Payroll Protection Program and other grants NCHC has cash on hand to cover about 2 months of expenses*Curtis Metzger made a motion to approve the minutes from the September 11<sup>th</sup> meeting.  
Suzanne Gaetjens-Oleson seconded the motion.  
The motion passed, all in favor*

**Follow-up Action Items**

- **BOD Portal:** NCHC's portal for the Board of Directors has been updated and meeting minutes have been posted. Let Becky know if you have problems accessing the portal.
  
- **Strategic Planning:** NCHC had planned to have 2 strategic planning sessions in September, but these were postponed allowing more time to focus on the sustainability of Friendship House and clinical services. When the decision about the future of these programs is made, the strategic planning sessions will be rescheduled.
  
- **CEO Search:** Becky has agreed to stay on as interim CEO because it will be challenging to recruit for a CEO when there are so many unknowns with Friendship House. This will be revisited when there is a clearer idea of skills needed for the position pending Friendship House status.
  
- **Annual Meeting/Nominating Committee:**
  - NCHC's Annual meeting is on November 20<sup>th</sup>. It will be a virtual meeting in the

morning, likely from 9:30-11:00, followed by the Board's annual meeting. The theme for the annual meeting is Resilience, and staff is working on the remaining details.

- **Nominating Committee:** There are a few NCHC board members who have terms that are expiring, and there are also some open seats on the board so there is a need to form a nominating committee to make recommendations for these openings. Mike Counter will be stepping down from the board which means the Finance Committee will also need a new Chairperson. Let Mike, Becky, or Cathy know if you are interested in this role. Since North Country Home Health and Hospice is a founding member they will get a replacement seat. The nominating committee needs another board member on the committee – Karen Woods offered to join. Becky will recruit an additional staff member and schedule a Nominating Committee meeting

## **Financial Updates**

- **Office Space Assessment:** NCHC management is assessing office space needs as a potential cost savings measure. Staff is looking at how telehealth services may impact space needs for clinical services. The Woodsville office space will be combined with the Haverhill office space at the end of September. The lease for the Littleton office space expires at the end of September. There have been conversations about condensing this office space down to one hallway which will save about \$30,000 per year. AHEAD has said they may give NCHC more time to figure out spacing needs before a new agreement is needed.
- **Grant and Funding Updates:**
  - SAMHSA Partnership for Success: applied for this last March and were told we did not receive funding
  - NH Healthcare Providers System Relief Fund: NCHC was awarded \$41,700
  - NH Empower Youth: NCHC was awarded \$95,707 to launch the North Country Empowering Youth Initiative which is designed to increase access to art-inspired enrichment activities. Implementation of this program will include forming a North Country Youth Advisory Council, hosting a fall 2020 UP Conference, and using a learning collaborative model to deliver content related to a variety of different forms of art. This project is funded with GOFERR funds so money must be spent by December 30, 2020
  - HRSA Neonatal Abstinence Syndrome Grant: waiting to hear final determination. The proposals were scored and NCHC's submission was recommended for funding. The program starts on 9/29.
  - HRSA Planning Grant- a grant matrix was included with the board packet. The funding opportunity is for \$100,000 for a 1-year planning grant and it is due in November. NCHC is exploring how to use these funds to meet the needs of people suffering from stress and mental health issues, how to identify them, and connect them to services.
- **Advocacy:** NCHC has met with DHHS, BDAS, and Dave Mara to raise awareness about the sustainability challenges related to Friendship House.
- **Friendship House Sustainability Committee Update: Financial Consultant**
  - Sustainability committee has met to discuss options. The sustainability committee has been working to find a financial consultant to help analyze business models for Friendship House.
  - Staff met with Tym Rourke and Tom Donovan from the Charitable Trusts Unit to discuss Friendship House. They recommended finding a 3<sup>rd</sup> party to provide a financial perspective about the current business model being used to operate Friendship House. If

the business model is not sustainable, what are the next steps NCHC should take?

- Interviews have been conducted with 6 consultants and 2 have submitted proposals. NCHC plans to move forward with John Gilbert from Exeter. He has experience working with Tri-County Community Action Program and is the best candidate to do this work. The cost for his consulting services will be a maximum of \$15,000, charged at an hourly rate. He will look at finances, data, and conduct staff and state stakeholder interviews as necessary.
- Tym Rourke is trying to find funding to help NCHC pay for these services, and he will let Becky know what is possible on 9/14.
- John Gilbert will take 4-6 weeks to assess the sustainability of Friendship House and NCHC's clinical services and will then make a recommendation to NCHC's Board of Directors.
- Brief discussion about crash plan and contingency planning - it will be best to wait for recommendations from consultant to go too deep with this conversation, but it is good to be thinking about this. Cash reserves are being spent quickly – COVID money has been extremely helpful. Consultant will project 4-5 models to discuss.
- NCHC will need to go to the State of NH to ask for money – reimbursements only cover 83% of costs. No matter what there will always be a shortfall in revenue until reimbursements change and this will require a legislative change.
- Maybe another partner or agency has more knowledge about clinical services – NCHC staff is doing a good job but there may be a better organization to run Friendship House.
- NCHC's board members are committed to looking at the sustainability of Friendship House and the impact on NCHC as a whole.

**Other Organizational Updates-** Becky McEnany, Interim CEO – no additional updates shared to give more time for discussion

**Friendship House Update-** Carrie LaFlamme, Administrative and Operations Direction

- Friendship House opened back up to clients on July 6<sup>th</sup>. Program restarted with running residential 3.1 programming because these services are less clinically focused which means clients don't need to be together as much. The 3.1 program can last up to 90 days so there would be less turnover of clients.
- Pandemic or not, people do not show up for rehab, and the 3.1 program was not working because the level of care that was needed for clients was the 3.5 program.
- As of early September, Friendship House has switched to offer the 3.5 program and will phase out the 3.1 at this time.
- Challenges: cannot integrate clients back to community safely because of COVID; opened with not enough staff; staff burn out; COVID-19 testing and results complicates staffing schedules; dramatic decrease in applications for admission; significant increase in the use of alcohol, with lack of resources to get clients detoxed; staff are wearing masks but not clients; general HR issues; clients need upper level care due to anxiety and staff also has anxiety; lost 2 key referral sources – Granite Pathways and referrals from state prisons – state prisons are referring to Phoenix House because they can take sex offenders
- Need a steady stream of referral sources as a way to boost census and need to find a way to help clients detox. Working with hospital could increase the amount of referrals. Staff is working on a marketing push to boost census. This will include press releases and social media outreach. Some of this will be targeted to southern NH because NCHC's clinical SUD services can be delivered remotely utilizing telehealth technology. Evaluations are being conducted via telehealth.
- Staff will reach out to domestic violence organizations, lawyers, recovery centers, and homeless shelters. They are trying to build relationships with prisons and are working closely with Grafton County Drug Treatment Court.

**Public Health Update**-Kris van Bergen-Buteau, Sr. Prog. Mgr. and April Mottram, Director of Program (please see attached slide deck)

- Next Regional Coordinating Committee meeting scheduled for September 21<sup>st</sup> from 10:00-11:30. Agenda topics will include Status Update, COVID-19 After Action Report, Influenza clinics, COVID vaccination planning, and an update on POD planning.
- Influenza: NCHC staff will not go into schools this year to provide influenza immunizations. Instead, the organization is planning to host 3 community-based clinics to deliver pediatric vaccinations and a limited supply of adult vaccines. These clinics will serve as an opportunity to test vaccination planning efforts in preparation for COVID vaccine distribution. The target audience for these clinics are those who do not have a medical home or other underserved populations.
- NCHC staff along with MRC volunteers and local EMS staff will stand up drive-thru influenza clinics in the region in anticipation for a similar model for COVID vaccine.
- NCHC is promoting trainings for volunteers and leveraging the NH Responds portal to assist in volunteer registration.
- NCHC is working to increase the number of closed Points of Dispensing (POD) in the region. Closed PODs will be able to receive the vaccine and vaccinate their own staff, residents, and families of staff. There have been discussions about organizations or municipalities becoming a closed POD. If a municipality becomes a closed POD they can vaccinate their town members and eliminate the need to travel to an open POD in a neighboring town. Plans would need to be written for this arrangement.
- Additional Public Health Network activities: NCHC staff is working with NAMI NH on a 5-year suicide prevention program to reduce risk in youth and young adults. A core implementation team has been formed which includes representation from Northern Human Services and White Mountains Community College. This group will be expanded to include other key sectors such as faith leaders, law and the education. Program staff will also be working to update the regional Community Health Improvement Plan.

No additional business, Meeting adjourned 9:40

**Upcoming Meetings**

- Friendship House Sustainability Committee Meetings: Bi-weekly
- Executive Committee and Sr. NCHC Leadership Team Meeting: September 28th, 2020 12-1pm
- Annual Meeting: November 20, 2020, 9-30-11 Annual Meeting followed by Annual Board meeting Virtual Platform
- **Next NCHC BOD Meeting:** October 9th, 2020- 8:30-9:30

<b>Action Register</b>			
<b>Follow-up Action Needed</b>	<b>Due Date</b>	<b>Responsible Person (primary and secondary)</b>	<b>Completed</b>
Re-Evaluate NCHC Interim CEO status	By October 31, 2020	Becky McEnany/Mike Lee	
Reschedule NCHC Strategic Planning Session	By December 1, 2020	Becky McEnany /Mike Lee	
Continue third party payer negotiations	On-going	Scott Colby/Cathy Roy	
Review NCHC Leadership Updates (program updates) and let Becky know if you have any questions	On-going	Becky McEnany	
Let Becky or Mike know if you would like a different format or content for Board meetings	On-going	Becky McEnany/Mike Lee	

Seek waiver from NH Financing Authority so additional beds at Friendship House can be used for clients with commercial insurance	September 1, 2020 ongoing	Becky McEnany/Cathy Roy	
Form Nominating Committee and schedule meeting	October 10, 2020	Becky McEnany	
Reconcile Payroll Protection Program dollars	October 10, 2020	Cathy Roy/Becky McEnany	
Identify interested candidates for Finance Committee Chair	October 30, 2020	Cathy Roy, Becky McEnany, Mike Lee	
Work with AHEAD to negotiate lease for NCHC Littleton location	October 1, 2020	Becky McEnany/Cathy Roy	
Collaborate with John Gilbert as he prepares his findings related to the sustainability of Friendship House	October 30, 2020	Becky McEnany/Cathy Roy/Carrie Laflamme/Mike Lee	

Board of Directors Attendance 2019/2020														
Directors	Conflict Interest	Nov	Dec	Jan	Spec. Meet	Feb	Mar	Apr	May	Jun	Jul	Aug No meeting	Sep	Oct
Colby, Scott							X	X	X	X	X			
Counter, Michael	X	X	Ab	X	X	X	X	X	X	X	X		X	
Duffy, Ed, MD	X	X	Ab	X	X	X	Ab	Ab	Ab	X	X		X	
Gaetjens-Oleson, Suzanne	X	X	X	X	X	X	X	Ab	X	X	X		X	
Gordon, Ken	X	Ab	X	X	X	X	X	Ab	X	X	X		X	
Lee, Michael	X	X	X	Ab	X	X	X	X	X	X	X		X	
MacKillop, Tara	X	X	X	X	X	X	X	X	X	X	X		X	
Metzger, Curtis Rev.	X	X	X	X	Ab	X	X	X	Ab	X	X		X	
Nielson, Lars MD.	X	Ab	Ab	X	Ab	X	Ab	Ab	Ab				X	
Robillard, Jeanne	X	X	X	Ab	Ab	Ab	X	X	X					
Woods, Karen	X	X	X	X	X	X	X	X	X	X			X	
Culley, Greg											X			

- Scott Colby resumed his position on the NCHC Board of Directors in March 2020 so Laurie Daley has been removed from the attendance chart
- Kristina Fjeld-Sparks and Ed Shanshala resigned their positions in January 2020 so their positions have been removed from the attendance chart
- Kevin Kelley is no longer with Indian Stream Health Center so Greg Culley is representing the organization and has been added to the attendance chart effective July 2020