

North Country Health Consortium
Board of Directors Meeting
May 8, 2020
8:30 a.m. – 9:30 a.m. Zoom meeting

Present: Ken Gordon, Karen Woods, Kevin Kelley, Scott Colby, Jeanne Robillard, Mike Lee, Suzanne Gaetjens-Oleson, Tara Mackillop

Staff: Becky McEnany, Cathy Roy, April Mottram

Meeting called to order at 8:40 by Mike Lee

Consent Agenda

- **April 10, 2020 Board Meeting Minutes**

Mike Lee asked for a motion to approve the minutes. Kevin Kelley noted incorrect spelling of his name on minutes.

Scott Colby made the motion to approve the minutes with 1 correction as noted by Kevin Kelley.

Suzanne Gaetjens-Oleson seconded motion.

The motion passed with 1 correction as noted by Kevin Kelley, all in favor.

- **March Financials**

Board welcomed Cathy Roy as Director of Finance

Finance Update:

- Participating in the Payroll Protection Program
 - 60-75% of this loan program is forgivable and the organization will not use the total available loan in the 8-week period
- Tapped into the organization's line of credit
- Need to have further discussions about the financial impact of Friendship House
- Looking at cash flow projections at Friendship House – need a plan for reopening and financial stability
 - April was the first month offering telehealth services with a diminished revenue stream
 - Expenses at Friendship House have been significantly reduced during this timeframe
 - Rent and fringe associated with staff is part of the forgivable piece of the Payroll Protection Program – help to offset some of the financial loss
 - Cash burn of about \$30,000 per month. Halfway through the fiscal year there is about a \$200,000 loss, and at this rate there will be an anticipated additional loss of \$180,000 over the next 6 months
 - Trying to streamline expenses. Examples include meeting with AHEAD to discuss lease and reviewing staff production levels. Becky and Cathy met with North Country Council to see if they can help NCHC secure Community Development Block Grant (CDBG) funding. This funding

would help cover the gap in revenue while the residential program is being built back up.

- Accrued payroll balance is significant – with Nancy and Colleen retiring and 3 staff positions being eliminated there will be a swing of about \$30,000 in this amount.
- Reopening of Friendship House-phased approach aligning with state and CDC guidelines, date yet to be determined
 - Could start with a lower census and have 1 client per room.
 - Furnish downstairs detox space and use for quarantine unit, both for new clients, or when someone gets sick
 - Looking at social distancing guidelines and physically measuring out 6 foot spaces.
 - Evaluating regulations for a partial hospitalization program to determine if this could be an option for a slower re-opening to meet local need for SUD services without the residential requirement
 - March average daily census = 12. Need 24-28 to break even. Residential services were suspended completely as of 3/24/2020
 - Business interruption insurance - Cathy will ask Tracy to follow up on this
 - Personal Protective Equipment (PPE) –orders for masks, gloves, gowns, sanitizer are being placed with the State.
 - Governor's Office for Emergency Relief & Recovery (GOFERR) –1.2 billion dollars of federal funding that could help with the revenue stream. Treatment providers should be high on the list to receive these funds. Healthcare organizations are looking how to accelerate payments from the MCOs– there has been a reduction in claims, but there should be a lump sum payment comping to Medicaid providers in next few months.

Mike Counter made a motion to accept the March Financial statements.

Scott Colby seconded the motion.

The motion passed, all in favor.

990

- IRS requirement that the Board of Directors has an opportunity to look at the 990 yearly
 - The Finance Committee has recommended that these are ready to be filed.
 - Confirmed that 2018 is the correct year because this form is always a year behind.
 - Suggested looking at this document during the next month and discuss at next meeting
 - The 990 is to be filed by August 30, 2020.

Mike Counter made a motion that the Board had the opportunity to review and have done so.

Scott Colby seconded motion.

The motion passed, all in favor.

NCHC Bylaws

- It is a requirement to review the NCHC bylaws on an annual basis - last reviewed in 2019. There have been no changes since the 2019 revisions.

*Suzanne Gaetjens-Oleson made a motion to approve the bylaws as reviewed.
Tara Mackillop seconded the motion.
The motion passed, all in favor*

NCHC Human Resources/Staffing Updates

- Created/Modified NCHC policies related to temporary telecommuting, layoff, recall, and return to work screening policy.
- New NCHC positions due to organizational restructuring or promotion-
 - Continuum of Care Facilitator (CoC) /Student Assistance Professional (SAP) Coordinator has accepted the Clinical Director position at Friendship House – This position has clinical oversight of the residential program, IOP/OP and some pieces of IDCMP and Drug Treatment Court.
 - Interim Director Quality and Operations (Quality Manager position temporarily modified/eliminated)
 - Senior Program Manager for WARM/PETRA/Ways2Wellness Connect programs (Promotion/program Manager position eliminated)
 - Administrative and Operations Assistant at Friendship House NCHC (Office Manager and FH Admin and Facilities positions combined or duties assigned elsewhere)
 - Administrative and Human Resource Assistant (Littleton Admin. Asst position modified)
- Layoffs: As of March 24th approximately 66% of NCHC staff were either laid off, had reduced hours or had a cut in pay – running at about 34%. By mid-April running at 60% capacity, currently at 70% capacity (19 positions still on temporary layoff due to Friendship House residential services being suspended)
- Positions Open-
 - CoC/SAP Coordinator, IDCMP Assistant, and Friendship House will need 2nd shift Recovery Support Staff (RSS) when the facility is fully re-opened
- NCHC will continue to streamline and restructure as needed.

Grant and Funding Updates

- NCHC is waiting to hear about 2 grants which were submitted: 1) Partnership for Success grant which is a SAMHSA grant with a start date of August and is \$300,000 a year for 5 years; 2) HRSA grant with a July 1 start date to support Community Health Worker Program – the funding for NCHC's current Ways2Wellness program ends on 6/30/2020 which impacts 4 CHWs
- 2 other potential funding sources: Working with North Country Council on potential CDGB grant and one through SAMHSA (due June 1st).
 - SAMHSA grant is \$500,000 a year for 5 years, and 8 are awarded nationally
 - Could collaborate with White Mountains Community College
 - NCHC's CHWs will help connect people to resources and work closely with the PETRA program, Doorways, Friendship House, and Recovery Community Organizations to help those in treatment or recovery find work or career opportunities.
 - NCHC Federal Indirect rate has been increased from 15.68% to 17.5%.

*Mike Counter made a motion to pursue SAMHSA funding.
Scott Colby seconded the motion.
Motion was accepted, all in favor.*

Program Updates

- **Telehealth Services:** IOP, OP, IDCMP and Drug Court are still delivering remote services via telehealth.
- **Substance Misuse Prevention (SMP)** – UP conference will be streamed live instead of in person. Event will be June 3rd from 3:30-5:30.
 - NCHC has 2 staff close to becoming a Certified Prevention Specialist (CPS)
 - SMP team working to produce a newsletter
- **Public Health- Emergency Preparedness, Oral Health, NAMI, Lead:**
 - Participated in meetings with National Guard and hospital staff at Littleton Regional Healthcare, Weeks Medical Center, and Cottage Hospital as Alternate Care Sites were being developed
 - Weekly check-ins with Alternate Care Sites and long-term care facilities in the region to maintain situational awareness, identify needs, and assist with preparation for any potential surge in COVID-19 cases
 - Working under State guidance to increase testing capability within the North Country Public Health Region
 - Strategic planning underway to discuss next steps for COVID-19 response including mass vaccination strategies when a vaccine becomes available
 - Northern NH Medical Reserve Corps (MRC) worked with DHHS Emergency Services Unit to procure background checks and license credentialing for volunteers, and provided orientation training and set up 3 more trainings for volunteers in preparation of potential activation of MRC unit
 - Multi-Agency Coordinating Entity (MACE) now on at Enhanced Monitoring status
 - NH Oral Health Steering Committee meeting focused on adult Medicaid dental benefit, the impact of COVID-19 on the practice of dentistry in NH, and continued funding sources to support work at the NH Oral Health Coalition.
 - NAMI: Met with NAMI director and project coordinator, as well as project evaluator and Implementation Team members to discuss goals of the NAMI NH Nexus Suicide prevention project. NCHC to receive \$20,000 per calendar year for this work and it is a 5-year project.
 - Lead: DHHS anticipates the Lead contract will be going to Governor and Council meeting, on May 6, 2020. Funding is \$23,400 until June 2021 to provide education to help decrease lead poisoning in children.
- **AHEC**
 - Began engagement with the Geisel School of Medicine to plan for this year's Rural Health Scholars service weekend, set to take place in late October
 - Continued engagement with UNH to provide connections to potential preceptors and students for the ANEW program. NCHC to receive \$12,000 a year for this work. The ANEW program provides tuition support for eligible Family Nurse Practitioner students and provides preceptor development opportunities to mentor nurse practitioner students

- **IDN**
 - Received \$1,027,766 in incentive payments – began discussions regarding next steps in terms of use of incentive payments, legacy/sustainability of successes, reassessment of challenges as the final year end
 - Conducted one-on-one calls with partners and began convening weekly town hall partner meetings to ensure network continues to address the needs of most vulnerable populations during the COVID pandemic
 - Continued to work through the challenges of the changing data landscape, including dissolution of the MAeHC contract and potential non-reporting by some partners
 - State recently submitted a waiver to CMS to change the data reporting as realizing that the performance metrics may not be realistic

- **CHW/ PETRA** call center is up and running; website should be ready next week. CHWs, WARM and Ways2Wellness staff are still serving clients through telehealth – no date when will be seeing people.

Other

Strategic Plan

- Agreed to put the review of the strategic plan on hold since the organization needs to focus on operations, funding, and restructuring
- Reconvene in late summer/early fall to look at priorities and what should be carried forward in the strategic planning process
- Form an adhoc group of board and management to look at financial stability of Friendship Hose and discuss how the facility fits into NCHC mission

NCHC Leadership Team

- Discussion about NCHC Directors taking turns attending the NCHC Board meeting to provide program updates
 - One member from the management team would attend the meeting each month to provide in depth updates of their program area and provide an opportunity to get to know the board members more.
 - This cadence would mean each director attends a board meeting 3 times a year
 - Suggestion to also have NCHC Executive Committee meet with NCHC Directors to learn more about program areas and to be supportive, not to get involved in the program operations. Board members not on the Executive Committee would be welcome to attend this meeting if they would like.
 - Board members are to let Mike Lee or Becky know if they want to participate in this meeting. The goal is to set something up in the next few weeks.

Board Portal Updated: Staff is working on updating the board portal. Once it is updated policies, procedures, and bylaws that need to be signed and reviewed will be posted here. Becky will provide reminder on how to access portal.

Contract negotiations: Scott Colby is working on behalf of Friendship House to negotiate a contract with United Health Care and Optum Behavioral Health who handles the behavioral health component for United.

- All rates are will be shared with NCHC management for approval
- Once this contract is executed Scott will reach out to Anthem and Harvard Pilgrim to start conversations will them

Meeting adjourned at 9:35 and moved to Executive Session to discuss compensation.

Executive Committee

Board Executive Committee discussed relevant market for Interim CEO Compensation based on New England market information collected by AJ Gallagher

Ken Gordon made a motion for the salary, seconded by Mike Counter and approved by the Board pending acceptance by Becky.

The Board discussed the length of the interim CEO assignment and estimated that Becky and the Board keep in touch and re-evaluate when we look at strategic plan later this summer.

Mike Counter moved to adjourn from Executive Session and the Board meeting, seconded by Mike Counter, all were in favor.

Action Register		
Follow-up Action Needed	Due Date	Responsible Person (primary and secondary)
Provide Board portal log-in information	By June 12, 2020	Becky McEnany
Set up meeting for NCHC Directors and NCHC BOD Executive Committee	By June 12, 2020	Becky McEnany /Mike Lee
Review 990	By June 12, 2020	BOD
Research if NCHC’s insurance has business interruption clause	By June 12, 2020	Cathy Roy/Becky McEnany
Form ad-hoc committee to look at sustainability of Friendship House	By June 12, 2020	Becky McEnany/ Mike Lee
Re-Evaluate NCHC Interim CEO status	By August 1, 2020	Becky McEnany/Mike Lee
Schedule meeting to revisit NCHC Strategic Plan	By September 11, 2020	Becky McEnany /Mike Lee
Continue third party payer negotiations	On-going	Scott Colby/Cathy Roy

