

North Country Health Consortium Board of Directors Meeting
October 9, 2020
8:30 a.m. – 9:30 a.m.
ZOOM Call

Present

- **Board:** Mike Lee, Suzanne Gaetjens-Oleson, Karen Woods, Ken Gordon, Ed Duffy, Jeanne Robillard, Curtis Metzger, Scott Colby, Tara MacKillop, Lars Nielson
- **Staff:** Becky McEnany, Cathy Roy, April Mottram

Meeting called to order 8:35 a.m.

Consent Agenda

- **September 11, 2020 Board Meeting Minutes**
Suzanne Gaetjens-Oleson made a motion to approve the minutes from the September 11th meeting.
Ken Gordon seconded the motion.
The motion passed, all in favor

- **August Financials**
 - Financials reflect \$648,000 loss – deficit solely due to Clinical SUD Services.
 - Significant Pre-Covid Losses are consistent with previous 2 years with NCHC reserves being almost completely depleted as of March 2020. While the PPP and COVID funds secured have helped to stem losses during COVID, the overall loss is impacted by COVID due to difficulty rebuilding census to the level needed to break even (26-28). Since re-opening in July the census has averaged 7.4. Even with a census of 20, the programs lose 60,000/month.
 - NCHC has only enough cash on hand through October to sustain these losses.
 - All identified actions generated by the FH sustainability committee to attempt to make FH viable have been completed.
 - State leaders and legislators are aware of situation. Becky McEnany and Mike Lee have met with legislators and Annette Escalante, Dave Mara, and Katja Fox several times over the summer and Fall to discuss the financial challenges related to Friendship House.
 - A grant was secured to hire Consultant John Gilbert to review the sustainability of the SUD programs. He will provide his summary on 10/16 or beginning of the following week. Preliminary thoughts include closing the facility or getting bridge funding through the State to keep it operational. John Gilbert will help NCHC go to the State to ask for money for assistance during this time, with the hope of getting bridge funding and evaluate different options for the future of Friendship House.
 - Although analysis is not complete yet, planning for staff notification and client discharge due to critical financial time frame and immediate action needed once decision is made. Working on 2 plans simultaneously 1) planning steps to be taken if we have to close quickly; 2) seeking funding to help transfer Friendship House to another entity or, if necessary to cease services, close in a way that clients can complete programs and staff can be provided notice.

Scott Colby made a motion to approve the September financials.
Lars Nielson seconded the motion.
The motion passed, all in favor

Follow-up Action Items/Updates

- **Annual Meeting/Annual Report:** NCHC's annual meeting will be held on 11/20 via Zoom 9-10:45 with the Annual Board Meeting to follow at 11:00. The theme will be Resiliency. The first part will be organizational updates looking at resiliency by program areas. We will then move into virtual breakout rooms to discuss how COVID has impacted the region's Community Health Improvement Plan (CHIP) priority areas and how to respond to these needs. Annual report design is underway with the graphic designer. We will have both printed and electronic copies.
- **Nominating Committee** will meet on 10/14 to discuss how to fill open seats on the Board. Nominating Committee is Becky McEnany, Mike Lee, Karen Woods, and April Mottram.
- **CEO Search:** Mike shared that Becky has requested that the Board revisit the CEO position/search as she does not feel she is the best fit for the position as it stands (the current position which requires leading both Clinical SUD programs and the public health grant funded programs require different skillsets). The board will secure an external consultant to serve as interim CEO and lead the organization through the next 3-6 months transitional period with clinical services. The decision of whether NCHC keeps or closes SUD services will determine the skillset needed for the CEO position. Tara will work with the Executive Committee to come up with a plan for the interim 90-180 days. Board members thanked Becky for a great job and said they understood her decision.
- **Medical Director:** Judy Baker, NCHC's Medical Director gave her resignation effective mid-October. NCHC needs a Medical Director for Drug Treatment Court and Friendship House, although it is a very limited role (3-5 hours/mo). This position needs to be filled quickly to maintain compliance. Weeks Medical Center has offered to help with this role. Mike Lee stepped out of the room to recuse himself from the conversation.
 - BOD discussion:
 - Desire to ensure there is not a conflict of interest.
 - There has not been any advertising for this position.
 - Because of the broad representation of the board and limited agencies in the community we need to work with what we have for options. It is common to run into this issue with the nature of the work of NCHC and who is on the Board of Directors.
 - The Board ethically felt this option was OK and no concerns were noted.
 - Need to determine how pecuniary guidelines apply to this situation. Becky to look into in policies/with legal.

Organizational Updates

- Please review the program updates in the Board packets to see what has been happening in other NCHC program areas. Limited staffing located in Littleton, most staff is still working remote. Community Health Worker training, Motivational Interviewing training, recovery trainings are happening virtually.

- **Performance Evaluations:** Staff performance evaluations are completed every September and then the Board considers Cost of Living Allowance (COLA). All performance evaluations are not done yet – COLA will be on the agenda for the next board meeting.
- **Quality initiatives:** NCHC sent out quality surveys including referral source survey and employee satisfaction survey. When data analysis is complete results will be presented. Preliminary results from employee satisfaction survey shows results similar to last year with overall high job satisfaction and, although referral survey shows some frustrations with clinical services intake, there is also some positive feedback.
- **Office Space:** Combined Woodsville and Haverhill office for cost savings and efficiency. Considering going back to 1 hallway in Littleton as a way to save about \$30,000 per year. This decision has been put on hold until we know the needs of clinical services – AHEAD has extended our lease until the end of December (60-day extension) and will allow us to renew 60 days at a time.
- **UP Conference:** \$95,000 NH Empower Youth Award has enabled us to host a virtual Fall UP conference for middle and high school youth. Chris Herren will be the keynote speaker- he will speak about his struggle with addiction. The breakout sessions will be used to introduce the topics for the art inspired youth learning collaborative. We have applied for about \$60,000 of GOFERR funds to augment the North Country Empowering Youth Initiative – these funds would be used to purchase supplies and provide stipends
- **Immunization Clinics:** due to the COVID-19 pandemic, influenza clinics are being offered using a drive-thru model to test workflows in preparation for COVID vaccines. First clinic was in Littleton, 10/10 will be in Woodsville, 10/17 will be in Lancaster. Clinics are offering both adult and pediatric vaccines.

Grant and Funding Updates

- **HRSA Neonatal Abstinence Syndrome (NAS) Grant:** NCHC was awarded a \$500,000 three year grant to work with women and families who have or are at risk of SUD to help reduce the incidence of SUD – will expand Prevention, Education, Treatment, Recovery Assistance (PETRA), offer a Women’s IOP, and offer wrap around service for woman and families at risk.
- **GOFERR Funding:**
 - Public Health Network – applied for and received \$25,000 to perform a gap and asset analysis for SUD and work with partners to provide safety net for SUD services. Mass mailer was sent to homes in the area to raise awareness of clinical services. Scott Colby requested Diana to recirculate information on available SUD resources.
 - UP – applied for \$30,482 to augment UP Conference funding
 - YLTA – applied for \$30,246 to enhance YLTA programming
 - Health Care Provider Relief Fund Grant – NCHC received approximately 75,000
- **HRSA Planning Grant:** Decided not to apply for this based on timing and lack of demonstrated need
- **Charitable Foundation:** NCHC received \$15,000 to support John Gilbert’s consultation efforts

NCHC needs to identify other funding sources because we have large funding sources ending this year and next year. Considering 2 grants:

- *Rural Health Care Services Outreach Program* (\$200,000-\$250,000 per year for 4 years)
 - **Due Date:** December 1, 2020
 - **Purpose:** The purpose of this program is to expand the delivery of health care services in rural areas. The overarching goals for the Outreach Program are to:

- Expand the delivery of health care services to include new and enhanced services exclusively in rural communities;
 - Deliver health care services through a strong consortium, in which every consortium member organization is actively involved and engaged in the planning and delivery of services;
 - Utilize community engagement and evidence-based or innovative, evidence informed model(s) in the delivery of health care services; and
 - Improve population health, and demonstrate health outcomes and sustainability
- *DHHS - Professional Education and Promotion to Prevent and Manage Chronic Disease*
 - **Due Date:** November 5, 2020 (extended to November 19th, \$994,723 over 3 years)
 - **Purpose:** The purpose of this proposal is to solicit proposals for the provision of educational trainings for medical, behavioral health, and public health professionals to promote evidence-based strategies for preventing and managing chronic disease (including cancer, diabetes, prediabetes, hypertension, and arthritis).

Friendship House Discussion

- Financial Consultant – see minutes under financial section
- Advocacy Efforts – see minutes under financial section

*No additional business, Tara Mackillop made a motion to adjourn.
Curtis Metzger seconded the motion.
Meeting adjourned 9:35 a.m.*

Friendship House Sustainability Committee Meetings: Suspended pending Financial Consultant input
Board Nominating Committee: October 14
Executive Committee and Sr. NCHC Leadership Team Meeting: October 26, 2020 12-1pm
Annual Meeting (virtual): November 20, 2020, 9-10:45am followed by Annual Board Meeting
Next NCHC BOD Meeting: November 20th after annual meeting, 11-12am

Action Register			
Follow-up Action Needed	Due Date	Responsible Person (primary and secondary)	Completed
Re-Evaluate NCHC Interim CEO status	By December 1, 2020	Becky McEnany/Mike Lee	
Reschedule NCHC Strategic Planning Session	By February 1, 2020	Becky McEnany /Mike Lee	
Continue third party payer negotiations	On-going	Scott Colby/Cathy Roy	
Seek waiver from NH Financing Authority so additional beds at Friendship House can be used for clients with commercial insurance	Ongoing	Becky McEnany/Cathy Roy	
Form Nominating Committee and schedule meeting	October 10, 2020	Becky McEnany	XX
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	XX

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	XX
Define CEO Position and Resume Search	By December 1,2020	NCHC Executive Committee	
Review Pecuniary Guidelines related to Medical Director	By November 1, 2020	Becky McEnany/Mike Lee	
Determine next steps related to sustainability of Friendship House	By October 30, 2020	NCHC Board of Directors	
Resend SUD resource information	November 15, 2020	Becky McEnany and Diana Gibbs	XX

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			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	X
Gaetjens-Oleson, Suzanne	X	X	X	X	X	X	X	Ab	X	X	X		X	X
Gordon, Ken	X	Ab	X	X	X	X	X	Ab	X	X	X		X	X
Lee, Michael	X	X	X	Ab	X	X	X	X	X	X	X		X	X
MacKillop, Tara	X	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	X
Nielson, Lars MD.	X	Ab	Ab	X	Ab	X	Ab	Ab	Ab				X	X
Robillard, Jeanne	X	X	X	Ab	Ab	Ab	X	X	X					X
Woods, Karen	X	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