

NORTHWESTERN COUNSELING & SUPPORT SERVICES  
107 FISHER POND ROAD  
ST. ALBANS VT 05478

## **BOARD OF DIRECTORS MEETING MINUTES**

**JAN 3, 2018**

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**Present:** Ken Gagne, Jim McMillan, Jesse Bugbee, Jeff Moreau, Betty Charron, David MacCullum, Tony Treanor, Elaine Carpenter, Sara Kittell, Jason Minor

**Excused:** Anjanette Watson, Dan Thompson, Angela Poirer, Carl Rosenquist, David Hutchinson

**Absent :**

**Staff:** Kim McClellan, Joe Halko, Stacey Remillard, Steve Broer, Kathy Brown, Todd Bauman, Tim Gallagan, Kim McClellan, Danielle Lindley

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**Meeting called to order by Jim McMillan at 5:49 pm.**

**Motion was made to approve previous minutes by Jason Minor . Motion seconded by Jesse Bugbee. Minutes will be amended to reflect that Ted Mable was not in attendance. All voted in favor.**

### **Presentation**

Presented by:

Todd introduced the following staff to discuss their positions and the value they bring to the agency:

Karen Martell, Nancy Taylor, Matt Peret, Margaret Maley.

Matt Peret works in a doctor's office providing mental health support and help with basic needs. Meeting right in the office allows more people to receive mental health care. Working with doctors and patients in a trusted place, Matt is able to see his work make a real difference. Margaret Maley is the Early Childhood Resource Team Leader. Her team is comprised of child care support services, employment consultation and financial benefits for young parents, and collaborative early childhood prevention initiatives. They offer financial assistance and case management to early care providers and families. The various programs provide financial assistance for child care, access to nutrition education, and supplementary income for families across the lifespan into adulthood.

Karen Martell's team provides coordination of care, trainings and supports for consumers and staff in order to ensure the compliance of all documentation and billing to maximize the agencies financial viability. In order to stay financially viable with health care reform her team will adapt quickly to changing state and federal regulations. They support unification with other Designated Agency's to become an influential player in health care reform.

Nancy's team supports people in finding meaningful, competitively paid employment which is a right for all people. Their goal is to maximize independence and decrease the need for support through the right job matches. Her team believes self-worth increases through employment.

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**Executive Director Report**

Todd discussed Emergency Department data; there has been a 37% reduction in ED visits.

There will be a meeting with AHS and DMH to discuss ways that NCSS can improve quality of care and save money for the state.

The board expressed interest in taking a tour of Mapleville in the spring. Also expressed interest in holding a meeting at Soar Learning Center, taking a tour, and hearing a presentation about programming at SLC.

**Executive Committee Summary**

Jim McMillan is pleased to the new president. He is looking forward to the opportunity!

**Behavioral Health Divisional Report**

The Standing Committee did not formally meet in November and instead maintained the tradition of attending the NCSS Annual Dinner with the Board, staff and community partners. The Integrated Health initiative in primary care continues to develop with practices and we are working closely with the Children, Youth & Family division on a new grant with the Northern Tier Center for Health (NOTCH) to meet the needs of youth who either experience, or are at risks of serious emotional disturbance and their families.

**Children Youth and Family Divisional Report**

The ABS has been very successful!

**Developmental Services**

Due to such success, it looks as though Richford will be adding a step down bed and crisis bed. There has also been a state-raised cap increase for Berkshire.

**Quality and Risk Management**

CARF is visiting on February 12 and 13th. We are in the process of undergoing a Centers for Excellence peer review; currently looking at May.

**Financials**

- Fiscal Year 2018 stands at a \$687,680 gain through November 30, 2017, which is ahead of most recent prior year performances.
- Payment reform will be a major initiative through the spring of 2018 with the State considering several bundled payment options for DA services.
- Re-paving of 107 FPR (Sidewalks are complete and paving scheduled for spring).
- NMC parking lot divider (Signs are installed and their effectiveness will be evaluated.)
- Mapleville Depot renovations & setup (Targeting startup this week)
- 22 Upper Weldon driveway replacement (Postponed until next Spring/Summer)

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**Adjournment**

**Motion to adjourn made by Tony Treanor at 7:27 pm . Motion seconded by Jason Minor. All in favor.**

Minutes recorded by:  
Meredith Vaughn  
Executive Coordinator

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## **BOARD OF DIRECTORS MEETING MINUTES**

**March 7, 2018**

**Present:** Jesse Bugbee, Elaine Carpenter, Betty Charron, Ken Gagne, Sara Kittell, David MacCallum, Jim McMillan, Jason Minor, Jeff Moreau, Angela Poirier, Carl Rosenquist, Tony Treanor, Anjanette Watson

**Excused:** David Hutchison, Dan Thompson, Danielle Lindley Mitchell

**Absent:**

**Staff:** Kim McClellan, Joe Halko, Stacey Remillard, Steve Broer, Kathy Brown, Todd Bauman, Tim Gallagan, Emily Richards, Andrea Pariseau

**Meeting called to order by Jim McMillan at 5:51pm**

**Motion was made to approve previous minutes by Jim McMillan. Motion seconded by Tony Treanor and Jason Minor. No amendments needed to previous minutes. All voted in favor.**

Todd introduced Emily Richards as the new Exec Coordinator. Meredith decided to stay home after the birth of her baby. Emily introduced herself.

### **CEO Report – Todd Bauman**

Todd discussed our two major reviews we've had recently. The first review was the Designated Agency Review. We did really well. The second review was by CARF. This was our sixth CARF review. We did well in the previous review in 2012 with having only 17 recommendations. This year we had a 99.996% improvement with only 7 recommendations.

We're partnering with NMC to identify the high utilizers with the Emergency Room Department. The data proves that this partnership is working. Due to time restraints, we will review the data at the next board meeting. There has been a 37% reduction in ER Department utilization. Elaine Carpenter requested that actual stories of success be presented in the next meeting.

### **Executive Committee Summary**

Jim McMillan thanked Todd Bauman, Kim McClellan and all the staff for the successful CARF review. NCSS is very special and he is honored to be on the board.

### **Financials – Tim Gallagan**

Tim Gallagan distributed copies of the Form 990 to the board. It is a required annual IRS tax filing where NCSS would report any disclosures. There were no unusual findings and Tim had high confidence in the form. Tim will sign it. Elaine Carpenter recommended that the board approve the authorization of the 990. Jesse Bugbee asked if we had a documented whistleblower policy. Stacey Remillard and Kim McClellan stated yes. **Motion was made to approve the 990 by Carl Rosenquist. Motion seconded by Jesse Bugbee. All in favor.**

**Motion was made by Elaine Carpenter to go into Executive Committee. Motion was seconded by Jesse Bugbee. All staff we allowed to stay. All in favor.**

During the Executive Committee, a wage action was discussed and approved by the Board.

**Motion was made to go back into Board session by Carl Rosenquist. Motion was seconded by Angela Poirier.**

- NCSS' new Crisis Bed site is up and running.
- A new Richford site is coming for Developmental Services' transitional housing and crisis. This will save the agency approximately \$80,000 from not having to pay the Vermont Crisis Intervention Network (VCIN) for services.
- NCSS will rent Suite 12 of the Doctor's Office Commons to expand the CYF's Applied Behavior Services team. NMC will do a "spruce up" of the space prior to occupation.
- The Vermont Department of Aging and Independent Living (DAIL) has proposed a 2% budget reduction to Developmental Services in Fiscal Year 2019. That equates to about \$300,000.
  - Jeff Moreau asked Kathy Brown if there was anything the Board could do to assist with the 2% budget cut in terms of advocacy.
- Act 79 (emergency and enhanced emergency) funds were reviewed with the assistance of Steve Broer. This is a quarterly review.
- NOTCH is funding one of the Care Coordination positions with funds from an AIMES grant.

Speaking from personal experience, Jim McMillan commented that the new signs in the NCSS/NMC parking lots are working.

Elaine Carpenter asked if the Mapleville Depot location expected to have a high level of people traffic. Tim Gallagan responded that the teams that are housed there are mostly out in the field. Todd agreed that location is a hub for staff.

### **Behavioral Health Divisional Summary – Steve Broer**

During the last board meeting, they interviewed for a couple management positions they had vacant.

Breaking news: Grand Isle County has been awarded a community impacted grant of \$40,000 due to the high suicide rates. Between years 2004 and 2017 there were 107 suicides in Vermont. 16 of those were in Grand Isle County. 8 of those had ties to the Abenaki Community and were from the town of Alburgh.

Jeff Moreau asked if there was a certain age-group for these suicides. Steve will get the info.

Jesse Bugbee asked if NCSS had any protocols or programs for schools or communities that have someone that is at risk of having violent behavior. Todd Bauman stated that Mental Health First Aid training has been provided to the community and schools as to give them the tools to recognize the people that might be at risk. NCSS employees are also imbedded in all schools in the two counties as well as Crisis Services being offered 24/7. NCSS' services are voluntary, so unless they are showing imminent risk to themselves or others, NCSS can't make them seek services.

Jesse Bugbee asked if there could be a legislative solution that will allow agencies to intervene with treatment if there is someone at risk. Carl Rosenquist stated that until we can get past HIPAA/background checks on a dangerous person in the data base, it will be very difficult for the legislation. Ken Gagne stated that anyone with a mental health background cannot get a gun.

Todd Bauman stated that NCSS tries to make services more accessible and employees are blanketed over the whole community. If we can educate the community, there is hope that the people we can't reach can be reached by the community.

Elaine Carpenter suggested that there could be a legislative action for cyber threats. Jesse Bugbee agreed.

### **Children, Youth and Families Divisional Report**

Todd Bauman spoke on Danielle Lindley Mitchell's behalf. The Healthy Heart event with NMC was a success. Our community states that their number one barrier is lack of resiliency and their number two barrier is lack of fitting in community. This event got families together and taught them some skills to use later. It also fosters resiliency in our community.

### **Developmental Services Divisional Report – Kathy Brown**

NCSS is ahead of the curve and leading the pack with the progressive path we're taking to possibly implement and Integrated Families Services (IFS) billing model. Kathy thanked Belinda Bessette, Program Manager in CYF, for attending these meetings with her. CYF had a huge success with the IFS model that was implemented in 2014.

NCSS is really excited for the opening of the new crisis bed in Richford. It should be up and running in April. As Tim Gallagan stated previously, Vermont Crisis Intervention Network (VCIN) funds will be re-routed.

Welcome Claire Thompson as the new Team Leader of the Pathways Team and overseer of the Academy of Learning and Learning for Living Team. Claire spent 11 years in the CYF Division.

DS is hoping to grow a roommate model program for consumers, as opposed to the shared living provider model. NCSS is going to look at the HowardCenter's 7/11 model.

DS is seeking to fill a Team Leader/Program Manager replace Scott LaValley.

#### **Community Relations – Joe Halko**

Community Relations is deep into planning for the event season: the Autism Walk will be in May; Golf Tournament will be in June; and the Rotary Expo will be held next week. Carl Rosenquist gave kudos to Joe Halko for heading up the Rotary Expo event this year.

#### **Human Resources –Stacey Remillard**

All new business was covered during the financials reporting.

#### **Administration – Kim McClellan**

Nothing extra to report.

#### **New Business**

Tony Treanor and Jeff Moreau are involved in the 19<sup>th</sup> Annual Run/Walk for Jim. It is a catastrophic event fund raiser. It has awarded \$500,000 since its inception. 100% of the proceeds go to the fund.

#### **Old Business**

None

#### **Adjournment**

**Motion to adjourn was made by Carl Rosenquist at 7:40pm. Motion seconded by Betty Charron. All in favor.**

Next Board Meeting – Wednesday, April 4, 2018.

Minutes recorded by:

Andrea Pariseau

Senior Human Resources Specialist

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## **BOARD OF DIRECTORS MEETING MINUTES**

**APRIL 4, 2018**

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**Present:** Sara Kittell, David MacCallum, Jeff Moreau, Jason Minor, Jesse Bugbee, David Hutchinson, Carl Rosenquist, Betty Charron, Ken Gagne, Anjanette Watson, Dan Thompson, Jim McMillan, Tony Treanor

**Excused:** Angela Poirer, Elaine Carpenter

**Staff:** Emily Richards, Todd Bauman, Tim Gallagan, Steve Broer, Joe Halko, Danielle Lindley

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**Minutes received and meeting called to order by Jim McMillan at 5:47pm.**

**Motion was made to approve previous minutes by Dan Thompson. Second by Carl Rosenquist. All in favor.**

### **Executive Director Report**

One Care has invited us to do a presentation this April or May to legislative parties on our ED results. Todd pulled up a slide with the data that has been collected. The thought behind this is to bring care up stream instead of waiting for people to need it. Can we keep people out of the emergency department at the hospital by providing a strong care coordination? We surveyed 48 people that were high utilizers (which means 3 times within 3 months) of the emergency department. With our data we have seen a 37% reduction in visits. The question was asked by Jesse Bugbee is we can quantify the cost savings that is happening associated with this data? That is something that is being worked on; we do not have access to the ER's records so we are working on it. Jason Minor said that one Care has data down to the patient so it should be pretty reliable. We are really focusing on the overall wellness such as housing, diet, jobs and physical health to achieve that coordination of care. Kenny Gagne asked if someone needed a home not a bed do we have a service for that yet. We do, and that is one of the things we are working with, lets help people thrive in their current home instead of finding them a new one. David Hutchinson asked if this kind of approach is being used in the corrections system. We aren't sure, but we do it well so we should show everyone; so it is hard for other organizations not to follow. David Hutchinson also asked if other DA's are doing this, and the answer is yes but not as structured as our program. Washington County is the one that is most similar and their results are about the same. Now what we need to do is figure out how to create a funding mechanism to help keep the program moving forward.

Health Care Reform is moving along. Todd presented the slides he presented to our Leadership team. Our current structure is the money comes from the state than it is spread to the 10 DA's. This structure is a fee for services plan, the more you serve the more money you get. The new plan is a quality of services based plan; it will be based on quality and outcomes. We believe with the new plan the money will not come from the state. We are hoping it will go to the Green Mountain Care Board and they will disperse it. We are not sure yet but it is in the works now.



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We have done this kind of process for a little while now with IFS, so we are being asked to come the meetings and help make these plans happen. This is going to be a very time consuming process so we will have many more updates. The time frame for this is to be complete by 2020. We are doing well right now, so if we continue doing what we do, we will be fine no matter where the money comes from. The question was asked if we have been getting the money from the 1<sup>st</sup> reform and blue print. The answer is yes, with the blue print money being level funded it is running low.

### **Financials**

- Fiscal Year 2018 stands at a \$1,418,283 gain through February 28, 2018, which is slightly ahead of most recent prior year performances. This includes setting aside funds for contingencies discussed at the March Board meeting.
- Proposed case rate bundles have been received from the State. We are in the process of reviewing and providing feedback on both the financial and service level component.
- Board would like a comparison of other DA's financials at the next meeting but not always.
- Kenny Gange is going to speak to Kathy about best way to be an advocate for the DS cuts that are possible in the near future.
- Jason Minor asked how our gain tracks with our expenses and Tim pointed out the last two slides that show daily salary and non-salary compared to our gain. We are in a great place with our financials.
- Jesse Bugbee asked about the 4 million spent on claims and how that happened. Tim said it was all based on timing, and he confirmed that with Richard's Group.

### **Board Business**

Nothing to report.

### **New Business**

Anjanette Watson told us about a young man she knows that is currently working at Hannaford because he never heard back from us on an application he submitted. She asked what our practices were around hiring. Everyone who submits an application gets acknowledged. He must have just slipped through the cracks. Danielle is going to talk to Anjanette about this young man and get to the bottom of it.

Kenny Gange asked about past employees coming back to work. Todd said it all depends on the situation. He was talking about himself, so he was told to talk to Kathy about it.

### **Motion to adjourn made by David Hutchinson at 6:45 pm. All in favor.**

Minutes recorded by:  
Emily Richards  
Executive Coordinator

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## **BOARD OF DIRECTORS MEETING MINUTES**

**MAY 2, 2018**

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**Present:** Sara Kittell, David MacCallum, Jeff Moreau, Jason Minor, Jesse Bugbee, Carl Rosenquist, Betty Charron, Ken Gagne, Anjanette Watson, Dan Thompson, Jim McMillan, Tony Treanor, Angela Poirer, Elaine Carpenter

**Excused:** David Hutchinson

**Staff:** Emily Richards, Todd Bauman, Tim Gallagan, Steve Broer, Joe Halko, Danielle Lindley, Kim McClellan, Stacey Remillard, Michael Bombard, Christie Moffett, Brad Messier, Jesse Leclair

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**Minutes received and meeting called to order by Jim McMillan at 5:55pm.**

**Motion was made to approve previous minutes by Dan Thompson. Second by Tony Trainer. All in favor.**

### **Update/Presentation**

Michael Bombard from SOAR learning center presented on the wonderful things that are happening at SOAR. They have scored perfect on the last 3 CARF evaluations, The Health Department just evaluated their kitchen at a 99%. SOAR is the only CARF approved school in the state. They serve students from Kindergarten thru 8<sup>th</sup> Grade. There are a total of 68 students right now. 4 different programs are offered to these students, elementary School, High School, LEAP and Transportation.

- LEAP is a program for students with Autism and Special Needs and focuses largely on social skills.
- The Transportation program is basically a door to door transportation system to get the students to school.

SOAR can offer students a diploma from SOAR or from the students referring school.

They also have a Sugar House, Garden and Ropes Course. These as well as the wonderful culinary program are great ways to get kids involved.

They also offer a summer program which starts the 1<sup>st</sup> Monday in July and ends the last Friday in July. There is an elementary program which picks a different topic each week and works in activities all around that topic, such as healthy eating. The High School program is broken down into a morning and afternoon session. In the morning they work on team building activities and in the afternoon they will transport students to job sites. The staff has great luck placing students within the community. They also like to put a strong focus on community service, it is important to give back to a community in order to feel a sense of community.

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It is important for the students to leave with a resume. The example that was given was a past student who really enjoyed welding, so they did what they could to help build that skill and he now currently works for Blodgett.

A few questions were asked.

- **How have the needs changed?** 10 years ago there was much less aggression, legal things and sexualized or violent behavior.
- **How has this impacted your staff?** The staff needs to be more creative in coming up with plans and asking for help, the solutions are more complex than before. Things are not as cut and dry as they use to be. It used to be a goal that all kids would transition back into their referring school, but now sometimes that is not what is best for the student. More kids need one on one support which means there is a lot of hiring. They have been considering over hiring, so when the need arising for a student they do not have to wait until they can find the right person. Mike feels we need to be building a more resilient classroom which help these students become more resilient themselves. They currently have a young man that hula hoops when he needs to calm his body down. They have found that it truly helps him and doesn't disturb the other students.
- **How many ACEs score would the average student have?** On average 4-6, in a lot of these situations there are no parents involved, abuse, substance abuse and no community involvement other than the school.
- **Can you serve all students that are referred?** For the most part yes, they did have 2 students this year that had to be released but we are working with their schools to help find the best program for them. They are also serving Chittenden and Lamoille County's.
- **Can Children only come if referred by a school, or can a parent refer them?** The district needs to refer the student, a parent can make the suggestion and if the school denies than the parent can appeal through the IEP program.

Graduation is June 8<sup>th</sup> at 10:30am. All are welcome and Dan says everyone should see at least one event that the school puts on they are amazing!

### **Executive Director Report**

Todd diverted his presentation to Lynn Daudelin so she could present on the capital gains.

We have 8 residential sites.

- Sully's Way's only issue is the roof.
- Upper Weldon's has a few issues; this is a very old house. The main issue is the driving is falling apart. We will keep the barn a storage unit; the siding will need to be dealt with soon, a new ramp to make it ADA approved and new floors up stairs. We are trying to get rid of all the carpet.
- North Main St; is a leased property from Champlain Housing. It is going to need new windows upstairs.
- 2 Sites in Berkshire; no repairs are needed here.

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- French Hill; no repairs needed here
- Bayview Crisis Bed; this is in Fletcher and is leased. Our top priority is to purchase a place to replace this property with. We are currently working with a realtor.
- Richford is up and running, but no work is needed here.

We have 2 educational spaces

- Academy of Learning; this is a leased property and now needs nothing
- SOAR; this is where the biggest investment is needed. There are possible issues with the septic design. Phase 2 of windows needs to be done. We are thinking of changing the kitchen to be able to serve the students, but if we do that the kitchen will need a lot of work. The building has ascetics so it cost twice as much to do anything.

We have 8 Offices and Community Spaces

- 107; we own the building but lease the property. Would like to do a couple of renovations. 1<sup>st</sup> being the lobby so there is more privacy for clients. We would like to have better use of our nursing and med space including better security. We will turn a conference room into office space. Paving is being done in May and the roof needs to be resealed.
- 130; we need to work on some of the curbing; there are a lot of trip hazards. We so have some issues with the generators, we are looking into having our own cut off switch. We are also replacing the floors, looking at a product that is made from recycled water bottles.
- 12 Houghton St; this is leased and needs no work.
- 20 Mapleville Depot; New property, will need some landscaping and water mitigations. We are also keeping an eye on the AC unit.
- 27 Lower Newton; we are looking at up grading the lighting in the parking lot as well as re-marking it. The siding does need replacing and the roof top units are past their life expectance so we are watching those. We are also looking to make modifications to the kitchen because they are looking to expand their cooking programs.
- Suite 12; haven't moved in yet. We gave this about a \$20,000 renovation budget.
- We are completely out of the St. Albans House

### **Financials Report**

- Fiscal Year 2018 stands at a \$1,464,030 gain through February 28, 2018, which is slightly ahead of most recent prior year performances. This includes setting aside funds for contingencies discussed at the March Board meeting.
- Proposed case rate bundles have been received from the State. This will be good for us. It is going to be service driving not quantity driven. IFS will not exist anymore, it will be combined with the Children's bundle.
- Tim will have the comparison numbers of other DA's that were requested at our next board meeting.
- The question was asked, is AR the averages of any given day? Yes it is a point in time calculation and we use the end of the month.

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- Why is cash on hand lower than in past years? It is low because of the bonus and we have held off on billing IFS, so really it artificially low.

### **Executive Committee Report**

Jim reported that everything is pretty much the same as last month. There have been no significant changes in payment reform. We are still being looked at as the experts on this which is great. UEMR is still moving forward, still looking at what will be the best option for us and the ability to have interoperability. The wage action that was approved will be put into effect this week.

### **Behavioral Health Report**

Steve reported that May is Mental Health Awareness Month. His team has been invited to present on having embedded officer to the Governor. This is very exciting. There is also a group of African Scholars that have asked to come to us and see what we do.

### **Children, Youth & Family**

Danielle wanted to give an update on our involvement with the BFA student who died in the car accident a few weeks ago. One of our staff members went with the police to inform the parents. We also were at the school and held special times at the complex so we were available for those that needed us. 8 total staff who were involved with this. This was all under a non-billable code, but it will help to shine a light on what we do.

### **Community Relations Report**

Joe also reported that is Mental Health Awareness Month. On his TV show with channel 15 Lance was on and they talked about Mental Health First Aid. The Autism walk is May 20<sup>th</sup>. NCSS is sponsoring the “Frankies” a High School sports award that the messenger does each week. We got a ton of advertising with this sponsorship; we are really hoping to reach some young people with this.

### **Human Resources Report**

Last year we started an auto deferring into the 403B account for employees, it has worked very well. It has been about an 11% increase of those that are using the program to its full benefit. Only about 100 staff is not deferring. We match up to 4% based on longevity.

### **Board Business**

Only thing that was mentioned was a compliment on how nice the printed material we handed out this evening was. We handed out the SOAR and Consumer Orientation Guide.

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**Motion to adjourn made by Carl Rosenquist and Second by Sara Kittell at 7:54 pm. All in favor.**

Minutes recorded by:  
Emily Richards  
Executive Coordinator

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## **BOARD OF DIRECTORS MEETING MINUTES**

**SEPTEMBER 5, 2018**

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**Present:** Sara Kittell, David MacCallum, Angela Poier, Jason Minor, Jesse Bugbee, David Hutchinson, Carl Rosenquist, Betty Charron, Ken Gagne, Dan Thompson, Jim McMillan, Tony Treanor

**Excused:** Jeff Moreau, Elaine Carpenter, Anjanette Watson

**Staff:** Emily Richards, Todd Bauman, Tim Gallagan, Steve Broer, Joe Halko, Stacey Remillard, Kathy Brown, Kim McClellan

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**Minutes received and meeting called to order by Jim McMillan at 5:49pm.**

**Motion was made to approve previous minutes by Dan Thompson. Second by David Hutchinson . All in favor.**

### **Survey Presentation**

Our employee engagement survey is taken once a year and it takes the temperature of our culture which is a way to make sure our clients are getting what they need. It lets us know that the staff believes in our mission which helps with our client satisfaction.

There is a 12 question survey which has been given since 2002. We had 60% return rate this year which is great! This year we are a bit higher than last year with 83.8% as a whole.

Last year we started with the benchmark questions which are questions that all DA's ask. Some only ask these questions, we don't for our data purposes. We are higher than the DA average an example of that is the question - Do you want to see this organization succeeded? We are at 93% the average is 87%. The only place we are low is with our benefit packages. Dan thinks we have great benefits so we may need to educate our staff. Stacey says we have made strategic moves to make sure we can afford our benefits in the future.

Question was asked - Do you ever hear the staff talk about being a union? No, a little while ago at Soar there was talk but nothing every came from it. Kathy said a few years there was a door to door campaign about becoming a union and that still didn't move our staff.

Question was asked - Have there been any survey's that rank these questions on their importance? Yes, we do have benchmarks from an outside source which says that base wages, flexible time and paid time off are the 3 top benefits

Question was asked - What is our male to female ratio? We are about 72% women; The thought is that could be why flexible time is important.

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An annual Benefit report will be put out this year. A lot of the times people don't know how their benefits compared to others.

A year and half ago, there was an automatic enrollment into the 403B and we have had great success, there have only been 5 people who opt out of the 125 hired this year.

Dan commented that our most valuable resource are our employees and they want to be here, so we as a board need to keep them in the front of our minds when making policies and decisions.

Our client satisfaction is given to clients once a year. We have a 21% return rate which is great; the average is about 10%. There are 7 questions that all DA's and SSA's ask all clients. We have a 92% satisfaction rate. All the team leaders will bring this back to their teams and do a bend the curve activity and pick 3 items or so to work on in the year to come.

We have the highest return rate; other agencies are asking us how we do it and going to try that in the year to come. We are higher than the rest of the state across the board except for the question I received the right services for me? Which we are equal to the other DA's and SSA's.

We still do not have state numbers for 2018 but will bring the report back to the board once we have them.

Our Ed Data is the results of the work Steve and his team have done so far working on high emergency room utilizers. The challenge was giving to all emergency departments to lower the intake. We have partnered with NMC to work on this. We are using the data we pull to help.

NMC wants us to reduce our clients in the ER and the number of screens we do. So we looked at the numbers. Only 10 people were open clients to us of the 34 in the ER in July. We are lower than the state average. We don't have an issue based on our numbers, so we are saying why we don't talk about how well we are doing which will help in the change of perception. We think we should be looking at the whole number to see how we can help all the people who have been in the ER and talk about whole body health.

We are trying to show that if we can keep lowering the whole number we will be lowering the cost which than those dollars can go to another area of health.

We are working with primary care offices who were 22% of the data and we have been working with them to make changes to keep their clients out of the ER.

We need to be addressing the social deterrents. We need to think about wellness and the whole person, housing, food, security etc. What we are doing is disrupting how it has always happened, so we need to keep pushing, because this is what needs to happen.



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Of these 2247 in the ER how many would benefit from education about whole health. Suggestion was made to do a joint assessment of this small group and track them together. We have been looking at the group that was open to us, but Jason is saying next step look at the group as a whole.

The ER is the biggest revenue to the hospital. So that could be why they only want a 3% reeducation in Mental Health.

Question was asked by Kenny - If he was in the ER would they have to contact us since he is a client? They have to listening to your wishes but would reach out if they felt you needed more support

### **Executive Director Report**

Our psychiatric nurse is leaving in November. We are actively looking to fill the position. We have 5 applicants so far, which is a surprised us. We will need the board approval for salary of over \$100,000, so once we narrow it down we will bring them in to the board and get approval. Dr. Mooney is very interested in integrated care so we are looking to find a person who will alien with his thoughts.

As we have talked about the past our electronic medical record system is no longer being invested in so we need to move. We have selected a vendor and that is Netsmart. This company has great interoperability and they are very strong in data analytics. This system will be able to help us tell our story. We are trying to go at this as a unified group, so we are moving forward with Lamoille, Washington and Bennington. Others may move at some point. The state is supporting this move, and trying to get a 50/50 match with feds toward purchasing and implementation. If we get the 50/50 we are thinking more will make the move with us. There will be a learning curve; we are already paperless so it will be easier for us than others. Howard is not moving with us, they are going with creditbale, we did not choice them because they are small and do not have the interoperability. It is a cheaper option, and implication will probably be easier, but Todd feels this is a short sided view.

Question was asked - Do we have someone who is trained in data analytics to help us with that. Yes we do.

Question was asked - What do we for security? We have a security committee; we use software, we have policies, we do monthly drills.

### **Financial Report**

Per our June meeting we are presenting the FY19 budget for approval. It still does not included payment reform adjustment because they are not finalized. We present this budget with an up to 3% increase in salary providing the reform doesn't change too much. The DS waiver is up 5%,

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and success beyond 6 is unsure if we get the increase or not due to the state being close to their caps. Success beyond 6 does included of our schools. We feel very strongly that our community needs to know this, so we are communication with 2 superintendents. Once we work this out we will share with everyone. IFS Bundle will have an increase, and the Netsmart implication is built into the FY 19, as well as some building expenses. Adolescence substance abuse has been taking out of the IFS bundle. We believe that we should be working up stream to keep kids from needing this services as they get older. ADAP is more focused on the optic problem and not prevention.

Question was asked - Do we have money to partner with schools? We do have a clinician in all high schools. We do have things to help, we just don't have enough.

Question was asked - Do we bring ADAP back into a board meeting so we can talk again? We do need to come up with a strategy. The ED is a great place to work with. There are 20 kids or so being served at BART. We will start to come up with a plan at the next board meeting

**Motion made to approve the budget as presented by Tim, was made by Carl Rosenquist. Second by Tony Treanor. All in Favor.**

### **Financials**

We have gotten the budget and was approved just a few minutes ago. We are still looking for permanent replacement sites for the interim Bayview. We abated and replaced two floors at Soar Learning Center this summer. DMH has been gathering information regarding Success Beyond Six contracts in an effort to understand the growth in requests from the DA system. We are also continuing discussions with DVHA regarding the ABA bundles. We have also been doing a time study with Kathy and DS. This is based on a 47 page costing worksheet from Burns and Associates. It is due back by September 17<sup>th</sup>, we are targeting for that.

### **Committee Reports**

**Behavioral Health** - We have been doing a lot of work with our zero suicide program, we will have about 85 staff trained. Steve submitted a bid to get the national suicide life line. It will be a daytime number that is answered here on site. We are in the contract writing phase. This will help subsidize some costs in crisis. Jason brought up a pilot program that works with ketamine as a suicide stopper. Jason just wanted to give Steve the heads up. There was an NPR story about a gentleman who started taking it because antidepressants weren't working.

Question was asked - Does our catchment area have the highest rate? No we are in the middle of the pack. It is hard to determine and accidental overdose vs suicide so it does muddle the numbers.

**Children Youth & Family** - Danielle is at a conference for trauma.

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Developmental Services – We have been given a very large charge of a cost study, Kathy feels good about what will be handed in. We just went through the state audit. Looks good Kathy doesn't think any big charge will come out of it. Intake is busting, we have 2 new service coordinators and 8 direct staffs. We haven't grown out of our foot print because we are very mobile so that is nice. We are thinking we should have a home provider portal, to have a place to make sure they have all current documentations. Berry Hill respite bed is up and running, and booked for the next month.

Community Relations - September is Suicide prevention month and we had a lead up to this month. An ad campaign started this past weekend in the Messenger. Next week we will have an article that will be published about youth and suicide and it will be linked to our Mental Health first Aid training. We are trying to get people to talk about this. And Joe is very excited that we had something lead us into this month. It started with Stacey getting an email from Betsy LaBlanc's Dad. She and her dog Sam hiked 272 miles on the long trail. It was a great thing to help her get her story out there. No One Has To Walk Alone, was the title of her walk and it is phase one, and she is setting up to do a few things in the future. We are hoping to work side by side with her to talk about depression and suicide. This month's TV episode is all about her journey. She exceeded her fund raising goal which is very exciting.

Question was asked - Should we offer resources to families to help write obituaries when a family dies from suicide? Maybe reach out to funeral director that is where the obituaries start.

Human Resources:

**Motion made to enter executive session was made by Jesse Bugbee. Second by Carl Rosenquist. All in favor.**

**Motion made to exit executive session was made by David Hutchinson. Second by Carl Rosenquist. All in favor.**

**Motion made to approve workforce investment phase 2 as discussed in executive session by Jesse Bugbee. Second by Carl Rosenquist. All in favor.**

Quality and Risk Management – At the end of September we will have our peer audit with Center of Excellence. We will all so be going through our re-designation process and the board will be part of that next month.

**Board Business**

Jesse would like to make suggestion that since we aren't keeping time we should landscape the agenda so there is room for notes.

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David made the suggestion that we try to pin point our adjournment time, so everyone has a better idea of timing of the evening.

**Motion to adjourn made by David Hutchinson. Carl Rosenquist seconded at 8:00pm. All in favor.**

Minutes recorded by:  
Emily Richards  
Executive Coordinator

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## **BOARD OF DIRECTORS MEETING MINUTES**

**OCTOBER 3, 2018**

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**Present:** Sara Kittell, David MacCallum, Jason Minor, David Hutchinson, Carl Rosenquist, Betty Charron, Ken Gagne, Jim McMillan, Tony Treanor, Jeff Moreau, Anjanette Watson

**Excused:** Elaine Carpenter, Dan Thompson, Angela Poirier, Jesse Bugbee

**Staff:** Emily Richards, Todd Bauman, Tim Gallagan, Steve Broer, Joe Halko, Stacey Remillard, Kim McClellan

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**Minutes received and meeting called to order by Jim McMillan at 5:45pm.**

**Motion was made to approve previous minutes by David Hutchinson. Second by Anjanette Watson. All in favor.**

### **Executive Director Report**

Housing keeping item, forms that need to be filled out each year, were handed out and asked to be turned in to Emily before everyone left the meeting.

The staff were all given 60<sup>th</sup> anniversary items and we wanted to share with you as well. It was a way to celebrate our birthday.

We are negotiating with the state for the success beyond 6 dollars which is the money we get to partner with schools, the state was trying to tighten these budgets but we put in a proposal and they funded us in full. They have put some reporting restrictions on it the money.

COE (Center of Excellence) Review was just completed. All 16 agencies worked with Jason's team to come up with the standards for Centers of Excellence. A team of 3 people came and spent all day with us and our committee. The next step is it will go back to Jason's teams for a blind review. Call out to Kim's team and all the great things that are happening. We also got a lot of good praise on how well we are embedded in primary care offices. DMH is paying close attention to this process and are going to be using some of these measures for payment reform. We let the directors take a step back and let the team leaders take charge and it went very well. Jim wanted to give Kim and her team a thank you for being able to put our great things into words.

Last month we talked about how we have a nurse leaving. We are in the interviewing process and we do need board approval for the salary.

**Motion to enter executive session made by Tony Treanor, Second by Jason Minor. All in favor.**

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**Motion made to exit executive session was made by Kenny Gagne. Second by Sara Kittell. All in favor.**

**Motion was made to authorize the admiration to hire a Psychiatric Nurse Practitioner with a salary of up to \$110000 was made by Carl Rosenquist. Second by Kenny Gagne. All in Favor.**

**Motion was made to authorize the admiration to hire; preferable a child psychiatrist but a psychiatrist would be sufficient with a salary of up to \$225000 was made by Carl Rosenquist. Second by David Hutchinson. All in Favor.**

We have signed our contract with Netsmart. It has 3 pieces that we went with; very strong interoperability which will improve the outcomes. It also gives us the data analytics that will help us be able to show the value of what we do. Kim has been interracial in this process. Tim has been putting dollars away to help pay for this.

Tim is presenting a resolution to the board to take \$427057 out of the capital account to pay the first invoice from Netsmart.

There is a talk with the state about a 50/50 match and if we do get that we will replenish the funds

**Motion to approve the resolution related to the payment of the invoice for Netsmart was made by Jeff Moreau. Second by Kenny Gagne. All in Favor.**

### **Financial Report**

KBS was here for two days and it went smoothly and we aren't expecting anything to come up.

Fiscal Year 2019 started with a (\$955,695 loss through August 31, 2018. This is within the expected range of the performance for the first two months of a new fiscal year.

State is working on the payment reform and latest is that they are working on a bundle and the DA's will be reviewing this.

DHVA informed us that ABS will be subjected to new payment forms. It was part of IFS and will impact our staff based on there being more reporting requirements.

The Burns & Associates cost survey was completed. We calculated that 115 NCSS staff spent 439 hours at a cost of \$28600 to complete.

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Meet with Notch CFO and we are looking at the current contract. We are at a lost at the moment but are working on flipping that.

**Executive Board Report**

Todd has been the ED for just over a year. So Jim will be sending out an email to all the board members and divisions directors with a review to be done. There will be a hard copy and electronic copy so you can do the review privately if you would like.

**New Business**

Kenny brought the fact that it is hard for him to get in to Jeff's for the Holiday meeting so if we can be looking for him to offer help he would appreciate it.

**Motion to adjourn was made by Carl Rosenquist. Second by Betty Charron at 6:34pm.**  
**All in favor.**

Minutes recorded by:  
Emily Richards  
Executive Coordinator

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## **BOARD OF DIRECTORS MEETING MINUTES**

**JUNE 6, 2018**

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**Present:** Sara Kittell, David MacCallum, Angela Poier, Jason Minor, Jesse Bugbee, David Hutchinson, Carl Rosenquist, Betty Charron, Ken Gagne, Anjanette Watson, Dan Thompson, Jim McMillan, Tony Treanor

**Excused:** Jeff Moreau, Elaine Carpenter

**Staff:** Emily Richards, Todd Bauman, Tim Gallagan, Steve Broer, Joe Halko, Danielle Lindley, Stacey Remillard, Kathy Brown, Sierra Jewett (Intern)

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**Minutes received and meeting called to order by Jim McMillan at 5:41pm.**

**Motion was made to approve previous minutes by Dan Thompson. Second by David MacCallum . All in favor.**

### **Executive Director Report**

Sierra Jewett is a student at Northern Vermont University; she is an intern in HR for the summer.

Jim suggested we go into executive session to discuss two different items;  
Dan Thompson made the motion to go into executive session. Carl Rosenquist 2<sup>nd</sup>.  
All present staff stayed in the room but Sierra Jewett left.

The Executive Committee request of the board that NCSS give a onetime bonus of up to \$900 that will be prorated and based on longevity.

**Motion made to entertain a onetime up to \$900 bonus to be determined by Todd and Tim, with the amount defined by Aug 15<sup>th</sup> was made by Dan Thompson. Second by David MacCallum. All in Favor.**

The 2<sup>nd</sup> request is a onetime 403B retirement savings account contribution of up to 2% per eligible employee. In the executive committee meeting we talked about what this can do to our staff's wellness as a community including their financial wellness. To get the 2% the employees will need to meet our plans eligibility, which means they have been with us for a year or have 1000 hours. This is in addition to our existing 3% contribution structure.

**Motion made to authorize the onetime contribution to 403B of up to 2% with the defined amount determined by August 15<sup>th</sup> was made by Carl Rosenquist. Second by Jessie Bugbee. All in Favor.**



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The question was raised as to, does this mean we have a surplus in our budget, we can't carry money over from year to year. But we can't really increase salaries. If we increase salaries we are committed for the years to come and we can't count on that.

**Motion made to exit executive session by Kenny Gagne. Second by Dan Thompson. All in Favor.**

Steve was recognized for his work locally and state wide with suicide awareness.

Kenny Gange attended the Voices for Choices Conference. He said it was the biggest conference we ever had, there was over 600 people. The break out session was about owning your own home and was very good.

Jesse told us the Supreme Court has issued a commission on wellness, they do not have any connection to DA's. He is wondering who within NCSS he can talk to about de-stigmatizing this process – Todd can be point person for him.

Jesse said a little thank you to Carl and Tony for their service, since it was Memorial Day a week ago.

**Financials**

Tim showed some slides about how we are doing in comparison to other DA's. We are doing well. There are some DA's that have numbers that are slightly better than ours but, we are doing very well. The state wants all DA's to finish the year between 1 and 2%, we are headed in a great direction for that. We are showing some growth and not all DA's are. The state targets 90 days for cash on hand, and say that 60 days is inadequate. We have been above 90 days, so we are in good shape in regards to that. Hospitals tend to be much higher when it comes to cash on hand. For the days in AR we are at or below 10-15 which is lower than peers and a great place to be.

The question was asked, why is LSI so much higher than the rest? They are a very tiny agency so a small item can make it look very large.

What are admiration costs for us? We are at 11.2% of full cost, all DA's are between 10-12%.

This is all based on a point in time, year end. The wage action is our last lever to make sure we land within that 1-2%.

The best measure in Tim's option is the net assets, because it shows long term, Todd says the growth is just as important.

Highlights:

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1.65 million dollar gain through April which is a little ahead. We are starting to hit our caps; we will start to move down so we are on track. Payment reform is still in flux, and we still have not received our budget, Todd and Tim were at a meeting with all CFO and CEO's and the agreement is that we will stay with FY18 budget and make changes in the 2<sup>nd</sup> part of the year. There will be some changes to IFS and Children's and then an Adult bundle will be made. The hope is that this can help us leverage some of the non-billable items. Dan talked about how in September the board will have to retroactively approve the FY19 budget. With the capital plan, - the parking lot here at 107 was re-paved, next is the property on upper welden and the staff has been moved into suite 12. For DS it looks like there will not be a 2% cut in the FY19 DAIL budget.

### **Board Business**

All the things that were talked about in Executive Committee have come out throughout this meeting so far. The main things were the wage action and the 403B plan. There was a great discussion about these items and an informed decision was made to bring up here.

EMR was the only other thing that was brought up; the prime runner in our choice is being more cooperative and has reduced their bid to make it more affordable. Todd recognized Kim for her work on this; she has been very involved in all aspects.

### **New Business**

Dan gave a great shout out to Todd and Joe he was commenting on how the Autism Walk was a classy and had an atmosphere of acceptance just like everything NCSS does.

No One Has To Walks Alone – We will be sponsoring Betsy Lablanc and her dog Sam who are hiking the Long Trail starting June 29<sup>th</sup> end Aug 1<sup>st</sup>. She is raising money for suicide awareness. She is going to do video and written blogs for us. It will really bring some great awareness to wonderful things NCSS does around the subject.

We have a Samsha grant with our local HRC, The NOTCH; we are the only region in the country who got this grant that are focusing on Kids, we are intervening earlier which can put them on the path to a healthier life.

SOAR Graduation is Friday at 10:30

**Motion to adjourn made by David Hutchinson Betty Charron seconded at 6:40pm. All in favor.**

Minutes recorded by:  
Emily Richards  
Executive Coordinator

# NORTHWESTERN COUNSELING

& SUPPORT SERVICES

## **NCSS Board of Directors Annual Meeting**

*November 7, 2018*

*The American Legion, St. Albans, VT*

**Present:** Ken Gagne, Carl Rosenquist, Dan Thompson, Jesse Bugbee, Jeff Moreau, Angela Poirier, Anjanette Watson, David MacCullum, Betty Charron, Sara Kittell, Elaine Carpenter, Jason Minor

**Excused:** David Hutchinson

**Guests:** Staff and Community Members

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### **Welcome**

Joe Halko welcomed staff, community and board members to the 2018 NCSS Annual Meeting and Recognition Dinner.

### **Recognition ~ Special Friends**

- Jeff's Maine Seafood
- The American Legion

### **Board Business**

#### ***Retiring Board Members***

Jim McMillan recognized past NCSS Board members, past award recipients as well as the following Board members for completing a 6 year term.

- Jesse Bugbee
- Betty Charron
- David Hutchinson
- David MacCallum

#### ***Election of New Board Members***

The Executive Committee recommends the following individual as a new Board Members to serve a 3-year term commencing January 1, 2019 through December 31, 2022.

- Rob Hirss

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**Motion made by David MacCullum and seconded by Jason Minor to elect the above outlined individual as a new member of the Board of Directors. They will serve a 3-year term commencing January 1, 2018, through December 31, 2022.**

**Motion put to a vote and passed unanimously.**

## ***Executive Committee Officers serving the second year of a two year term***

The following officers will be serving their second year of a two year term commencing January 1, 2019 through December 31, 2019.

- Jim McMillan as President
- Carl Rosenquist as Vice President
- Dan Thompson as Treasurer
- Jeff Moreau as Secretary
- Angela Poirier as Member at Large

**Motion made by Ken Gagne and seconded by Elaine Carpenter to reappoint the officers for the second year of their two-year term commencing January 1, 2019 through December 31, 2019**

**Motion put to vote and passed unanimously.**

## **Adjournment**

**Motion from Dan Thompson to adjourn the annual meeting at 7:00 p.m. Second by David MacCullum.**

**Motion put to vote and passed unanimously.**

Minutes Recorded By:

**Emily Richards**

Executive Coordinator

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## **BOARD OF DIRECTORS MEETING MINUTES**

**DECEMBER 5, 2018**

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**Present:** Sara Kittell, David MacCallum, David Hutchinson, Carl Rosenquist, Betty Charron, Jim McMillan, Tony Treanor, Jeff Moreau, Elaine Carpenter, Angela Poirier, Jason Minor, Greg Sargent

**Excused:** Dan Thompson, Jesse Bugbee, Anjanette Watson, Ken Gagne

**Staff:** Emily Richards, Todd Bauman, Tim Gallagan, Steve Broer, Joe Halko, Stacey Remillard, Kim McClellan, Kathy Brown, Danielle Lindley

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**Minutes received and meeting called to order by Jim McMillan at 5:43pm.**

**Motion was made to approve previous minutes by Elaine Carpenter. Second by Betty Charron. All in favor.**

### **Adult Crisis Bed Update:**

Currently we have a lease that we need to be out of by November 2019. We had gotten a motion from the executive committee after our annual dinner to make an offer on a house that we were interested in purchasing. We have decided not to move forward with that plan. We are asking now for approval to spend up to \$400,000 on a property. We do not have a property in mind yet, there are some places we are looking into, but nothing decided yet.

**Motion was made to approve the spending of up to \$400,000 on the purchase and renovations on a new location for our Adult Crisis Bed was by Tony Treanor. Second by Carl Rosenquist. All in favor.**

Joe presented David Hutchinson with his 6 year board award since he was not at the annual dinner.

### **Audit Review**

Greg Sargent from Kittell, Branagan & Sargent presented the results of the fiscal year 2018 403B, Financial Statement, and Single Audits. There were no findings or adjustments noted. Tim wanted to recognize Mike, Jacob, and Dawn for all their hard work on the audit.

**Motion was made to approve the audit as presented by Angela Poirier. Second by Betty Charron. All in favor.**

**Motion to adjourn was made by Carl Rosenquist. Second by Betty Charron at 6:34pm. All in favor.**

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Minutes recorded by:  
Emily Richards  
Executive Coordinator