

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

BOARD OF DIRECTORS MEETING MINUTES

JANUARY 8, 2020

Present: Sara Kittell, Betty Charron, Meg Marshall, Jim McMillan, Tony Treanor, Jason Minor,

Excused: Elaine Carpenter, Jeff Moreau, Carl Rosenquist, Anjanette Watson, Dan Thompson, David MacCallum, Rob Hirss, David Hutchinson

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

Minutes received and meeting called to order by Jim McMillan at 5:53pm.

No Quorum and tabled for next month

Presentation

Berry Hill Therapeutic Bed Program

Executive Director Report

Kathy Brown has announced her retirement. It will be a big loss to the agency but she is doing it in a great way. Our goal is to hire her replacement by May 1st so that there is 3 months of shadowing and working closely with Kathy to make for a smooth transition.

There has been some news around Brattleboro Retreat. It was announced on Sunday that it will be closing. The programs they have are a residential for adults, kids and substance abuse. It will be a big loss for the state. The reason it is closing is due to financial reasons. They have not had a rate increase for 6 years, they did get one last year, but that did not fill the gap. They have gotten one time money for a few years, but that doesn't help them sustain the programs. They are working with AHS to see what programs they have to keep and what they can let go of. They have 850 employees, Todd feels that this has started as a financial problem but will turn into a personal problem. We as a leadership team have been working on the question "What can we do?" We meet yesterday, and started looking at what we have, what talents we have and how can we help. A good example is our Bayview Crisis, currently we are funded for 2 beds, but it is built for 4 beds. Our long term plan with this was to make a four bed program, maybe it is not so long term now. Randy Brock was here for the legislative breakfast and said there is no new money, so do not ask for new money. This is why the Bayview program would be a good way to help; we don't need new money we just need funds to be reallocated. The money that is going to the retreat could go to making Bayview a 4 bed program. Todd is meeting with the hospital to see if there are areas to partner with them to help the folks who will suffer from this. There is the issue that we do need to have an inpatient hospital but if we build up our community services we can reduce that need. Jason talked about the IMD Wavier which could help fund psych beds this is a federal grant.

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

Financial Report

As of Nov 30th FY2020 we stand to gain just over 800,000 which put us in a better place than the last two years. We are in the first full year of payment reform so our trends are starting to change, which is expected. There are a couple big things going on in DS world, the new payment reform would require three EHR systems. It is not clear on what DAIL will provide to help with this implementation. Tim and Kathy went to the meeting with Burns and Associates to review the new rates. The consultant did listen to the feedback and made some adjustments. We are the outliers; we do not think the rates are too far off what we would have hoped for. They are a little low, but there is a full admin fee, and if we can take some of those admin funds we can use them to help with the home providers so we don't loss any of them. We are looking at July 2021 before they have everything in place to implement. There have been good conversations with the Blueprint funding, which we have been level funded for years. Tim and Steve have been working hard on getting a proposal together. Part of that would be yearly increases. Based a different proposal we also received a grant from one care. This grant will help fund some of the programs we use in the ED, to help the numbers of utilization become lower. Jason comments on the articles around one care not being able to track their outcomes, the fact that we can give them the data will put us in good favor for them. Jason is wondering if we have thought about using the gain around our self-funded insurance for our wellness program. We have, we did double our budget last year. Some ideas the board put out there were; give staff a fitbit, we have done that and now about 75% of staff have them. We could do micro spikes to help with slips and falls? We do a lot of things for our staff to help promote our wellness programs.

990 Review

Review 990 has been tabled for next month.

Executive Board Report

We covered all the same items that we have in this meeting.

Behavioral Health

Standing committee is meeting regularly. Bayview has been open for a month and is going really well. The comments from staff and clients are really encouraging. With the One Care grant we were able to hire a second staff and a nurse for the work being done in the ER. We are fully hired so it will be operational very soon. We have been invited to talk to the FBI about our embedded employee in the local law enforcements.

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Developmental Services

We are keeping a close eye on the payment reform information and the burns associates review. We have a really large group of graduates coming in to the division this year. We are looking for a case manager right now. We will have our quality review in August. There has been a lot of change in the leadership at DAIL but they seem to be placing good people in positions. Jim would like to say that there will be a big hole in the agency when Kathy leaves, and wanted to thank her for all she has done.

Children Youth and Family

Danielle is not present but her board report was fully stocked

Community Relations

We use the Messenger in December to do a lot of things; we ran a beating the holiday blues ad serious, the legislative breakfast and Steve's suicide article. The legislative breakfast was wonderful, we had 5 legislatures at the breakfast, we had a call from someone who presented and say, it was the best legislative breakfast he has ever been to. We had folks who receive our services talk about their stories and how we have helped them. We have been working with VCP getting messaging that is unified among all the DA's to run the in VT Digger. We will get a 13 week series; each DA will run an article on of those weeks. We are week 2 and will be doing it on suicide prevention; an additional bonus is 2 months of free classified advertising. We are hoping that this will help Stacey fill some of the needs we have.

Human Resources

Our annual diversity survey will come out for next month's meeting. It will be sent with the board packet. You will be able to do it electronically or print it out and bring it to the meeting.

Operations

Our client satisfaction survey results are out. Leadership is working with their teams to see what they would like to focus on during the upcoming year. We are still waiting to get the bench mark as to where we sit compared to other DA's. Once we have this we will share here.

Meeting adjourn at 7:12pm

Minutes recorded by:

Emily Richards

Executive Coordinator

NORTHWESTERN COUNSELING & SUPPORT SERVICES
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BOARD OF DIRECTORS MEETING MINUTES

FEBRUARY 5, 2020

Present: Sara Kittell, Betty Charron, Tony Treanor, Jason Minor, Elaine Carpenter, Carl Rosenquist, David MacCallum, Rob Hirss, Dan Thompson, Anjanette Watson (by Phone), Meg Marshall

Excused: David Hutchinson, Jim McMillan, Jeff Moreau

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

Minutes received and meeting called to order by Carl Rosenquist at 5:44pm.

Motion was made to approve December minutes by Dan Thompson. Second by Rob Hirss. All in favor.

Executive Director Report

MH Advocacy day was last week at the capitol building. We had a great turn out and strong representation. It is really a great day, at one point Todd went into the cafeteria and noticed a big number of our staff members who were having one on one conversation with legislators. It was really good to see.

NMC is having an evening meeting that they are inviting us, the NOTCH and Home Health to on February 20th. It is from 4:30 – 7:00 at The Abbey. Todd will send out the information that he has once our meeting is over. They will be talking about the accountable communities for health. This is not mandatory; we will have some of our leadership team and if you can join us that would be great. Please RSVP to Emily if you would like to join us.

Stacey included a great graph in her report and Todd wanted to make sure that we recognized it. It is a graph that shows our turnover rate. We have the second lowest turnover rate in the DA/SSA system. Did any other DA's reach out to us about this? Yes, but not in the way you would think, they questioned how we are calculating the number to get it so low.

With the thought of Woodside closing are DA's working together to figure that out how they can pick up the kids and help. They currently only have about 5 kids. The DA's are coming up with ideas of how we can wrap these kids in services. We have a program called High Fidelity Wrap, which is being eliminated. We had a meeting today to come up with a way to show the value of this program and come up with the data to show this program is just what we need to help these kids.

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

Financial Report

Tim would like to look the days in case excluding restricted funds. The 2020 line is trending down which is very different than years past. Due to the timing of this meeting, when we ran these reports we had not received our bundle payment yet for February. We have also not received our master grant payment yet. We should get that next week. The other item that is down is the capital plan; we are ahead in our projects. We normally use the operating account to pay for these items. We are requesting a transfer of \$350000 from restricted funds to the operating funds. It would be \$300000 to cover the cost of the renovations for the new Bayview site and \$48000 for the paving of the parking lot.

Has the work be quoted out? Yes the work has already done and paid for. How does the bundle and master grant payment effect the days in cash on hand? All 3 items will bring us to about 34 days in cash. Can you define one day in cash? It is our total operating cost divided by 365 days. We are in good shape; we do not have anything out on our line of credit.

Motion was made to transfer \$350000 from the capital reserve fund to the operating fund by Dan Thompson. Seconded by Rob Hriss. All in Favor.

Through the month December we have a gain of about \$800,000 we had a slight loss in December which is different than years past. The loss was based on the wage action that was back dated to July. Our self-funded health insurance is still doing well, we are showing a 12% decrease over FY19. There was a meeting yesterday to recalculate the bundles. To figure out the case load, they looked back on 3 years of numbers. There is a 15% risk corridor rate. With the dollar amount of the bundle, there is a 3% risk corridor rate. The uneven risk corridor is concerning. We would have to see more and more client's in order to pull down our bundle. They responded well to the concern and are going to look at this. Tim suggestion was to make the risk corridor the same. Did you feel they will look at this? Tim feels they responded well.

What does it mean that DS is shifting dollars for risk free case management? Federal Medicaid says that it is a conflict that the agency that is doing the assessment than referring to their agency. They want to a have an agency that will preform the assessment and make referrals. We are asking if the state could work with the feds to negotiate this. They were very hard set on no, but they seem to be soften to working with us. They did get families input and that was very strong in the fact that they like the way it works now. We are waiting to see how this plays out.

990 Review

This is the tax filling that we need to file every year to keep our 501C3 status. About 12 years ago it changed and is much more in-depth and scrutinized. We have KBS prepare the documents for us. Tim reviewed a few key points in the documents.

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ST. ALBANS VT 05478

If a member of the public asked to see this document what happens, we would show it them here at the agency and ask they return it before they leave. Are the clients funds are the designated payees? Yes.

Motion was made to approve the 990 as presented by Dan Thompson. Second by Tony Treanor. All in favor.

Excutive Report

Tim and Todd talked about everything here that we did in the executive committee meeting.

Other Buisness

Is there an update on Brattleboro Retreat? The state has been working with them to keep the key programs open and running smoothly. Any sense on how many employees will be out of job. Not sure at this point.

Motion was made to adjourn by Dan Thompson. Second by Betty Charon. All in favor.

Meeting adjourn at 6:31pm

Minutes recorded by:

Emily Richards

Executive Coordinator

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

BOARD OF DIRECTORS MEETING MINUTES

MARCH 4, 2020

Present: Sara Kittell, Betty Charron, David MacCallum, Meg Marshall, Rob Hirss, Carl Rosenquist, Dan Thompson, Jim McMillan, Tony Treanor, Jason Minor, Elaine Carpenter

Excused: Jeff Moreau, Anjanette Watson, David Hutchinson

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

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

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

Presentation

Academy of Learning presented by Claire Thompson and Alyssa Sartelle

Executive Director Report

We recently received an anonymous editorial critical of our agency. We take all feedback seriously and reviewed several recent reports to better understand the data. Employee satisfaction, Client Satisfaction, vacancy rates, employee turnover, and staff retention rates are strong and indicate healthy culture. In all of these areas our scores are better than the industry standards. The scores reflect a culture with an engaged workforce who enjoy working here. One board member commented on the large amount of oversight that we have from outside entities. Todd presented a few data points and summary quotes from several of these external reviews. There is always an aspect of perception and not everyone sees things the same way. We have a structure in place for individuals to articulate concerns and we take all concerns seriously. The board appreciated the way our Directors handled this situation and relied on data to inform our approach. We will continue to monitor the data and change if we see a need. We will continue to share data with staff to inform and engage our NCSS Team.

Financial Report

As of now we are on track to with our financials to be on pace with the last two fiscal years. The cash on hand has recovered from last month to thirty days which is where we said it would be. We are still running at about a 12% decrease with our self-funded insurance. We lease a property on French Hill and were in the process of renegotiating the lease when the owner decided to put the property on the market for sale. We do not want to purchase the house. We do have two clients there who receive 24/7 services. We had an existing place for one of the clients, and we were able to find an apartment to rent for the second client.

Executive Board Report

Everything that we talked about has been reported out on.

Behavioral Health

Our standing committee is very active, where apparently others DA's are not. We feel really good about ours. We have been asked to share our structure. The question was asked – have the fallen off in other agencies because it is a CARF requirement? Steve, Kim, and Danielle agree that probably isn't it due to the fact that standing committees are designation requirements. We have had a lot more training requests, from outside agencies like board control and many others. The question was asked – Will we be able to charge for these trainings? In some cases yes, but not all. We also try to work with our community, because we are all in this together. We were also invited to testify to both the senate and house committees at Suicide Awareness day.

Children Youth and Family

Our PCC is making a lot of activity and strives to get more money by testifying. The staff are really doing a great job on this. We are also working on suicide prevention, Lance and Holly trained some Richford 10th and 12th graders on a new teen MHFA training. We also did a ripple effect viewing at BFA. ABS just was audited, and they are doing really well, and the state is talking about us, which just goes to show the wonderful work we are doing. The para educators in the area were given a training on self-care. The family center just took part in healthy hearts with NMC. The question was asked – Do we charge for the MHFA trainings? We can only for some, most fall under a grant we received so we cannot charge.

Community Relations

Joe wanted to point out that the MHFA training that Lance and Holly did in Richford was part of a pilot program and we are one of the firsts, just like when we got into MHFA and yMHFA. VCP is working on getting the information out that there are services all across the state. So we are working with VCP and the other DA's and SSA's on a 13 week article series in Vermont Digger. Our article ran during week two of the series and has received the most readership and shares. We are a gold sponsor for the Messengers Trivia game; we will get 8 half page ad placements, as well as be on the boards and posters for the game.

Human Resources

The switch to self-funded insurance, was a good shift for our agency. Our agency will be receiving the gold award for the state awards. We have scheduled a meeting on Thursday with our health and safety committee to talk about the COVID-19 virus. We have travel size hand sanitizer that will be here tomorrow that will be at all locations. We will also look at policies and are looking at ways to help people stay home if they need to. For the DS director position, we

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

have 4 really good applications and one just came in, we will let the add the run its course, and then set up interviews. We have a hiring committee that is heavily DS, but we will also have a CYF, BH and Admin staff as well as a standing committee member. We need to keep the position focused on DS but they need to make sure the new director is agency centric.

Operations

We are still tracking the reports to show our encounter data for the DS payment reform. The data is being collected for our base lines on payment reform.

Motion was made to ajourn by Carl Rosenquist. Second by Sara Kitell. All in favor.

Meeting adjourn at 7:19pm

Minutes recorded by:

Emily Richards

Executive Coordinator

BOARD OF DIRECTORS MEETING MINUTES

APRIL 1, 2020

Present: David MacCallum, Meg Marshall, Carl Rosenquist, Dan Thompson, Jim McMillan, Jason Minor, Elaine Carpenter, David Hutchinson, Anjanette Watson, Jeff Moreau, Rob Hirss, Tony Treanor, Betty Charron

Excused: Sara Kittell,

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

Minutes received and meeting called to order by Jim McMillan at 5:40pm.

Motion was made to approve March minutes by Tony Treanor. Second by Rob Hirss. All in favor.

Executive Director Report

We would like to give an update on our responses to the COVID – 19 pandemic. This all started about 3 weeks ago. Information was coming in faster than we have ever seen. With how quickly things were changing our leadership team came together and decided on three priorities that we used to anchor our thinking.

1. Minimize exposure to COVID-19 for all staff and people serviced
2. Ensure that the people in our community have access to the care they need
3. Ensure that our agency is financially stable and able to meet our obligations to our employees

By Friday of that first week we really did a big push to get everything that we needed to have in place so staff that could, could work remotely. Kim's team did a great job by getting everyone that needed it either a zoom account, VPN access or a devices or all three. We also worked with AT&T to make sure that as more band width is being used we will get priority. The question was asked – Are we part of any conversation that is happening at the state around providing bandwidth? We are not; we are working on it on our own but not with the state. The question was asked - How are clients reacting to the remote services? They believe the quality of care of is better on zoom than on phone calls. Which makes sense because even though it is remote there is the ability to see the person you are talking to. Developmental Services is working well with being remote. So much of what they did before was remote so it is working. DS has created an emergency number that clients and families can use. It is being used for clients whose care provider may need to go to the store or an appointment, with this can set up a time to drop the client off at our AOL location with staff. The question was asked - What are the struggles and what is going really well? PPE is a big struggle. This is not just a struggle for us, we are working on getting our own supplies. We know how important it is. April, our nurse manager, did get some supplies to residential today. The question was asked - Is Zoom safe for our use with HIPPA? Yes for a few reasons, The federal government is not holding anyone accountable

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107 FISHER POND ROAD
ST. ALBANS VT 05478

for HIPPA currently. The other reason is we have a BAA with zoom, which makes our accounts HIPPA complaint. Since we had an agreement with them prior to all this they just expanded our number of accounts. This is what separates our accounts from the free accounts. We have had some staffing changes since this has started. When schools closed down we had a lot of funding that stopped. We also had families that said they did not want services at this time. We found some of our staff not having meaningful work. We have about 133 employees on a temporary layoff. We are working very hard to find meaningful work so we can recall employees as soon as we can. We are thinking that there will be a need to staff our residential programs as well as a need to see the kiddos of those families who declined services when school was canceled. The question was asked - Are using any of the funds that are being funneled to the state? Most of these funds are for companies that are under 500 employees. Jeff did share some information about a grant that Stacey will look into. The question was asked - Have we seen an increase in clients? At this time no, but it is just a matter of time. Kathy believes that we will see a raise in DS crisis calls. There has not been a raise in amount of clients, but in the acuity that we are seeing in our BH clients. The question was asked - Will we be looking into any additional training for teachers and school staff, for when they return after 5 months away? School are not thinking about tomorrow at this point, they are trying to focus on the now. Our staff is still working with them and when that time comes we will be there to help. We have a lot of staff that work on trauma informed care training which will flow to the schools. We are starting to think of our residential programs and how we will handle the overflow there if and when the virus hits them. We are looking to use Soar as a location for that overflow. We do not need it yet, but are planning with the thought we will need it. AHS has reached out and asked if we can help and offer a place for them to house the 4 kids that are currently at Woodside. They would like to use the Woodside facility as an over flow facility for clients that have a positive COVID-19 test result. We said yes, we would offer a place as a temporary solution while they look for a permanent place. It has been a struggle working with them, we do not a locked down location.

Financial Report

As revenue decreased, we went into cash conservation mode. We are conserving funds to make sure we can cover payroll, benefits and utilizes. By doing this our cash is flowing out the door much slower which is good to see. As of today we have 34 days in cash. The executive committee is asking that the full board give Todd and Tim access for the next six month the designated board funds for operational costs if we need to and as they see fit.

Discussion around the motion - What if one of you get sick, should the motion say Todd or Tim not Todd and Tim? We would like it to be both of us, we will both be involved in deciding we need to access it. We will keep it this way and but if something happens we will come back to the board to update the motion. Jason thinks we should start talking about succession plans, other agency are doing this. How far can we sustain without state funds, with designated funds we can get through September when schools will hopefully be back. But with the information changing quickly and often it is hard to put a projection out there. Do the projections include the temporary layoffs? Yes, the number as based on our current spending.

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

Motion was made to give Todd and Tim access to the designated board funds for the next six months to use at their discretion to cover operational needs by Rob Hirss. Seconded by Tony Treanor. All In Favor

New Business

Should we be meeting more frequently to discuss upcoming and changing information? We will share updated with you as we send them to staff. Todd thinks a mid-board meeting update would be a good. The meeting could be less structured. Emily will send out an invite for March 15th at 5:30 with a limit of thirty minutes.

Motion was made to ajourn by Carl Rosenquist. Second by Elaine Carpenter. All in favor.

Meeting adjourn at 6:57pm

Minutes recorded by:

Emily Richards

Executive Coordinator

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

BOARD OF DIRECTORS MEETING MINUTES

MAY 6, 2020

Present: Tony Treanor, Jim McMillan, Rob Hirss, Meg Marshall, Carl Rosenquist, Elaine Carpenter, Anjanette Watson, Sara Kittell, Jason Minor, Jeff Moreau,

Excused: David MacCallum, Dan Thompson, Betty Charron, David Hutchinson

Staff: Emily Richards, Todd Bauman, Tim Gallagan, Kim McClellan, Steve Broer, Stacey Remillard, Joe Halko, Danielle Mitchell, Jess Irish

Minutes received and meeting called to order by Jim McMillan at 5:37pm.

Motion was made to approve April minutes by Jason Minor. Second by Carl Rosenquist. All in favor.

Executive Director Report

Tim Gallagan has given his notice and will be moving on; we will miss him and the wonderful contributions he has made to the agency. While we find our new CEO, we would like to welcome Jessica Irish who is our controller. She will be stepping into the meetings while we find our new CFO.

There has been a lot of talk of the federal help bill that has been passed. It was passed as federal funding to help business with COVID related expenses. We want you all to know that we were not eligible for those funds because they are designated for business with less than 500 people. We have heard that there may be a second round of money, which we will keep an eye on, because we will need any money to help with our info structure. We will keep everyone posted as new items come up.

Financial Report

We have a condensed version of our finances this month. The billing during this time has been very difficult and Kim's team is doing a great job. However with the difficulty they didn't get to close March until today. Days of cash on hand are up a bit and we are at 38.5 days without the restricted funds and about 76 days when we include the restricted funds. Our cash conservation mode has impacted out cash positively by between two to four weeks. We will keep the agency in cash conservation mode at least until we have clarity on school contracts and the budget. Tim has advised that we stay in cash conservation mode until at least October. We will be using some of our capital funds to repair the roof of 107 FPR.

Jason thinks that October is a good idea and wanted to thank the agency leadership for acting quickly. Rob is wondering how much the roof will cost and who will doing it? The budget is \$181,000 and we are still waiting on bids. We did talk about this a lot and whether this is the right time to do it or not. If we do not do it now, it will cost us much more later. There is already

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107 FISHER POND ROAD
ST. ALBANS VT 05478

some damage so we need to get a head of that. It is also a very loud job and if we do it now it will be much less of a disturbance to our clients and staff. The company can also work during the week vs the weekend.

Executive Committee

During the executive committee meeting we talked about everything that has been addressed above. Jim would like to also say how well the leadership team did in taking action including our finances.

Behavioral Health

Our standing committee is still meeting. We are working on clinical practices document that will help define what high, moderate and low restrictions by program would like as we hope to start seeing more clients. We want to have this defined so we have specific guidelines. We are still conducting some face to face services, mostly in crisis. Outpatient is mostly remote, the nurses are working on site 2 days a week to help with medications and residential. We are starting to look at what reentry will look like. We are still working on projects, like the hospital's emergency department re model, and re doing our good grief protocol knowing that in the aftermath of all this we will need it. The question was asked – Has there been any indication that we have been in this long enough that we can see an increase in suicide? We do not think so yet, but there been in increase in the severity of cases. Numbers are normally high in the spring. Our life line is seeing more activity, but with zoom as an option our no show rate is down. The question was asked – How are we adapting our embedded staff in the primary care offices? We have them working remotely, they are using zoom and it is working well.

Child Youth and Family

We are looking at engagement strategies for staff and clients. We want to make sure we are still connecting with everyone even if we are working remotely. We are looking at funding streams that are different than what we are use too. One of the new funding streams we got is for the PPC to help proved food, formula and diapers. Soar is still serving 78 students, they submitted and were approved on the first try for their Continuity of Learning Plan for Remote Education We have continued to do IEP and elevations through zoom. We have been working on getting location business to donate supplies (art and sports) to help families with the remote learning. Danielle wanted everyone to know how very impressed with her teams she is. There are some kiddos who need the face to face, so we have been working on what the protocol around this will be. Schools are invested in our relationship; it is just a matter of how we will make those services happen. The question was asked – Are we working with DCF or anyone on wellness checks for kids? We have not done wellness checks per say, but we are getting more referrals. We are working on ways to be creative and make sure we are still providing services.

NORTHWESTERN COUNSELING & SUPPORT SERVICES
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ST. ALBANS VT 05478

Community Relations

We have been increasing our messages around COVID but have made them broader and started talking about other mental health information. It has been an opportunity to talk about how important mental health is. March was DS awareness month, April was Autism Awareness and May is Mental Health Awareness Month. In April we worked with our autism teams to create contact for our Facebook page. We were disappointed that we had to cancel the walk, but the team came together and created great content from books to read to activities to do. Now we are in May which is mental health awareness month. We have a lot of communication that is planned to go out all month long. Anjanette asked the question, How we are sharing information with those that do not go on Facebook? Joe sent her a packet of the information we have been sharing. She made the suggestion that all board members should have the packet. So Joe will be sending it out tomorrow. Angie was very impressed with what Joe sent and everyone should take a look. We are also looking into platforms for younger people. We also post a lot of information on our website.

Human Resources

We are using Facebook a lot more to and trying to engage more with staff even those that are laid off. Business is as usually minus the people in the office for human resources. Payroll has been hard and Lynn has done a great job with it. As we work on our reentry plan we are working on a plan to have a health officer at each location. We got out first unemployment bill for April and it was about \$200,000 we normally are at about \$50,000. We are hoping that that there will funding that will come in to help with this, but will keep everyone posted on that. We are trying to keep our wellness strong during this time, we are doing a mindfulness groups through zoom, and we had a virtual walk a lunch week with 17 people who shared pictures. We recalled 15 people this week which was very exciting. The question was asked - What has experience been with people who have been laid off and how long it has taken to get in touch with unemployment? Stacey and Lynn have taken part in all the webinars to help the staff, what we have done is help them to be less frustrated, we have access to an employee portal. We are trying to just be a resource and a helpful hand.

Operations

March billing was closed today. All the state agencies and all the private companies had different ways they wanted the billing done, which made it very difficult. We tried to have the end user not have to deal with it, and had the entire cleanup done on the back end. Reception who is working from home has been helping. The unified EMR project has not skipped beat on. The build is being moved into our live environment and we are scheduled for final review the first week of June, Final review normally happens as a live event, but it looks like it will be a virtual training so this will be different. We are now working on training and sustainability plan. We will start our training of staff in early August, with our planned go live in early Sept.

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New Business

Do we need to give public access to our meetings? Public is always welcome, and there is space on the agenda for public comment. We will keep it as is, the public know this is our meeting and if they want to come we can give them access. Jim would like to thank the leadership and front line staff, they are putting our community first and doing great work. We do not need to have a two week update, unless something critical comes up. Should reach out to people that are laid off as well and thank them for the scarifies they have made for the agency. We need to make sure that they know they are vital to the agency.

Motion was made to ajourn by Rob Hirss. Second by Tony Treanor . All in favor.

Meeting adjourn at 7:00pm

Minutes recorded by:

Emily Richards

Executive Coordinator

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BOARD OF DIRECTORS MEETING MINUTES

JUNE 3, 2020

Present: Jim McMillan Sara Kittell, Betty Charron, Jason Minor, Carl Rosenquist, Rob Hirss, Dan Thompson, Anjanette Watson, Meg Marshall, David Hutchinson, Jeff Moreau Tony Treanor, Elaine Carpenter

Excused: David MacCallum

Staff: Emily Richards, Todd Bauman, Tim Gallagan, Steve Broer, Joe Halko, Jess Irish, Kim McClellan

Minutes received and meeting called to order by Jim McMillan at 5:39pm.

Motion was made to approve May minutes as presented by Carl Rosenquist. Second by Tony Treanor. All in favor.

Executive Director Report

We wanted to talk to about Success Beyond Six, this is the funding we work with schools under. We have great relationships with our school partner which is an important part in this. We were told on March 18th DMH shifted our payment from a fee for service rate to a monthly case rate and the schools would continue to match. We were told a few weeks ago that schools were not going to give us the needed match. We have been in a lot of conversations with state partners. This will significantly change our financial projections.

The question was asked - How are we handling this? We are look at the agency program by program, person by person; we are looking on ways to decrease expensive. As well as looking at productivity and finding ways we can increase revenue. It has been a challenge but our leadership team has come together and has worked really hard. The question was asked - Is there anything contractually for school around their ability to cancel our contracts midyear? One DA is seeking legal action against their local schools. We are trying to work out the details and work as a partnership; we will need these partnerships in the future. So we didn't want to hurt our relationships. The question was asked – You said “they” changed the rules, who is “they”? DMH and AOE sent a memo out early on in COVID stating they would still pay under a case rate. AOE later sent a memo saying that the funding can't be a case rate; the contract has to be a fee for service model, so school should not pay. The question was asked – Are the children the ones that are really suffering from this? There are three programs this is hitting; CAT program, School Based Autism and School Based Clinician will not be honored. The question was asked – Who is the contract with, the school or families? The contract is with the school but the relationship is with both. The question was asked – Are the DA's as a whole coming together on this? Yes, we all have been working together with the state, AOE and DMH.

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Financial Report

We are currently working on closing April. So the numbers we reviews are based on March. Right away at the start of COVID we went into cash conservation mode, and we did some back billing so it looks like we had a really good this month, but it is not entirely true. We are projecting through the end of the year and it looks like we will break even. For FY21 there are multiply unknowns. The biggest unknown is what will school operations look like and this will have a large effect on our budget. The state will not have their internal revenue forecast until late August. So what they have done is approve what they are calling a “skinny budget” which is 23% of our Fiscal Year 2020 budget. We asked the state for permission for file our full budget in September, they approved that. If this stands it will be a 8% decrease in the FY21. We will come back when we have more guidance to have the board approve the full budget. We do need to submit the “skinny budget” and need board approval for that.

Motion to approve a skinny budget that aligns with the state’s 23% guidance for the first quarter of FY2021 made by David Hutchinson. Seconded by Sara Kittell. All in Favor

For capital planning we have suspended any projects until December. The roof was repaired in May. The self-funded health insurance is at a 9% decrease, we do expect that we will see an increase in that once things start to open back up. In Behavioral Health, the NOTCH has been holding back on some payments, but Steve and Tim have been working on this and we have come to an agreement to get us in to better payment schedule with them starting in October and they will pay all the back bills. We are currently at 43 days in cash on hand but that will decline rapidly. If things stay in the current situation we will start using the designated board funds in late August.

The question was asked - Are we eligible for anything of the FMA funds? No Jess and Tim went through the application we are not eligible.

One other thing we need to do is to remove Tim Gallagan off the financial documents and add Kim McClellan.

Motion to remove Tim Gallagan’s signing authority on all financial documentions made by Carl Rosenquist. Second by Rob Hirss. All in favor.

Motion to add Kim McClellan on as signing authority on all financial documentions made by Tony Treanor. Second by Elaine Carpenter. All in Favor.

Executive Report

Between Todd, Jess and Tim we have gone over everything we discussed during the executive meeting. Jim would like to thank Todd for his weekly COVID updates. Jim would like to send a thank you to all our staff that are doing the great and hard work! Jason made the suggestion that

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we could draft a letter to be shared with staff. Would also like to thank Tim for his contributions to our agency and wish him the best of luck.

New Business

We think it would be wise to have meetings in July and August. Not mandatory but just updates.

Motion to adjourn was made by Carl Rosenquest . Second by Jeff Moreau. All in favor.

Meeting adjourn at 6:47pm

Minutes recorded by:

Emily Richards

Executive Coordinator

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BOARD OF DIRECTORS MEETING MINUTES

JULY 1, 2020

Present: Carl Rosenquist, Jim McMillan, Meg Marshall, Anjanette Watson, Tony Treanor, Sara Kittell, Jeff Moreau, Betty Charron, Rob Hirss

Excused: David MacCallum, Jason Minor, Dan Thompson, David Hutchinson, Elaine Carpenter

Staff: Emily Richards, Todd Bauman, Steve Broer, Joe Halko, Jess Irish, Kim McClellan, Danielle Mitchell, Stacey Remillard

Minutes received and meeting called to order by Jim McMillan at 5:38pm.

Motion was made to approve June minutes as presented by Carl Rosenquist. Second by Sara Kittell. All in favor.

Executive Director Report

Last month we talked about the schools we work within and what the status of those are during COVID-19. We were still providing services with the knowledge that we would be getting paid per the contracts we hold. Right before our last meeting we were given a memo from AOE stating that the schools would not be paying for the services provided and that would be retro-active to when school was released. We have been working closely with the schools and state partners and were informed earlier this week that the schools will be paying their portion of our contracts through May 12th. This is great news. It does not make us out of the woods, but it does help. We are still accessing our systems and programs and working on ways to lower our expenses while still providing top quality services.

The question was asked - Have we been advertising what we have done in Franklin County with our embedded staff in local and state law enforcement? We have been in the State and City Police here for a few years now. We do try and have it recognized as best and as often as we can. Steve created a document that reflects some of the data that we have been collecting. There is a lot of conversation around this right now and we are at the forefront, we are being asked to provide trainings and information about how we run our programs. We are hoping to increase some funding around this amazing work. The question was asked - Are we going back to be back in the schools in the fall? We are focused on providing the best care that we possibly can while keeping staff and clients safe. So of the services we offer in the school setting can be done remotely but some needs to be face to face. We will do what is needed to continue to offer service to the children and families we serve. We are also very good at adapting, which has worked well for us during this time. Each division has created a rubric of what would be required to offer face to face services as well as documents to help determine the levels of services it is safe to provide that rely heavy on the state guidance. We are also in the midst of planning Soar's fall reentry plan. Per AOE the plan must consist of a plan to be remote, a plan to be a combo of remote and on site and a plan to be onsite full time. The question was asked - Where does the agency stand and feel they are coping with the every changing state of things

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right now? We have anchored all the decisions we have made regarding services and staffing on a few things. Those were providing the best service we could while keeping our clients and staff safe, while following the state's guidance. The state is taking the approach of opening things very slowly and we are following that process. We do not know what will happen especially with everything going on around us, so we will continue to make our decisions on those three things. We plan to stay on top of the guidance and regulations, while we work to provide quality services to our clients. The question was asked - Do you feel you are standing up to those standards? Yes, we are moving things forward while providing great care to our clients, while we plan to be prepared for what could happen in the future. This has been so fluid and we are working really hard to do the best work possible, while keeping our community safe.

We would also like to do an update on the Developmental Services Division Director position. This would have been Kathy's last meeting but something has come up so she was not able to join us. Todd would like to say how much she will be missed. She has provided exceptional leadership to her staff while being focused on offering the best care possible for our clients. We had the first interview yesterday. This candidate seems to be a very viable option. We have two additional interviews next week. Once we have completed the first round of interviews which consists of the directors, we will select two to conduct a second round of interviews. The second round will be mostly DS staff. We are hoping to make an offer quickly. One of the responsibilities of this board is to approve salaries that are over \$100,000. We would like to get approval for a salary range for the new DS Director.

Motion to enter executive session made by Carl Rosenquist. Seconded by Tony Treanor. All in Favor

Directors were present for executive session

Motion to exit executive session made by Carl Rosenquist. Second by Jeff Moreau. All in favor.

Motion to authorize Todd to offer a salary with the range of \$85,000 – \$110,000 per the conversation in executive session when hiring the developmental service director made by Carl Rosenquist. Second by Tony Treanor. All in Favor. Rob Hirss was not present for vote

Financial Report

We have financials through April 30th. COVID has made the financial reporting very hard. As we look at current numbers they are projections. The agency as a whole has been doing a really great job at lower expenses. Our FY21 budget is still being worked on, and we are on track to have it done but the extended due date of September 30, 2020. Based on the current projections and the amount of cash on hand we will need to start using the restricted funds in late August. We are looking at ways to continue to decrease spending while increasing revenue. We continue to monitor this daily and will keep you informed.

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The question was asked – Have we received any COVID funding, if so how much? Jess did not have the exact number on the top of her. But we have received some funds for; Success Beyond Six, hazard pay, PPE and shared living providers.

Jim wanted to thank Jessica and say what a good job she did for her first solo board presentation.

Executive Report

There was no meeting today, so nothing to report. But, Jim would like to give a kudo to Steve, Josh, Nic and Tony Stevens. It is so important to work hand in hand with the law enforcement and they are doing a great job. We will have a meeting on August 5th. Being that the situation is constantly changing it will be good to stay informed.

Motion to adjourn was made by Carl Rosenquest . Second by Jeff Moreau. All in favor.

Meeting adjourn at 6:42pm

Minutes recorded by:

Emily Richards

Executive Coordinator

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BOARD OF DIRECTORS MEETING MINUTES

AUGUST 5, 2020

Present: Carl Rosenquist, David MacCallum, David Hutchinson, Jim McMillan, Sara Kittell, Betty Charron, Anjanette Watson, Jason Minor, Rob Hirss

Excused: Dan Thompson, Elaine Carpenter, Meg Marshall, Tony Treanor, Jeff Moreau

Staff: Emily Richards, Todd Bauman, Steve Broer, Joe Halko, Jess Irish, Kim McClellan, Stacey Remillard, Sam Thomas

Minutes received and meeting called to order by Jim McMillan at 5:35pm.

Motion was made to approve July minutes as presented by Carl Rosenquist. Second by David Hutchinson. All in favor.

Executive Director Report

We would like to welcome Sam Thomas to the team. She has been with the agency for 20 years this coming January and has been promoted and is the new Developmental Services director. Doctor Mooney our Medical Director has given his notice and is moving on to continue his work in the northeast kingdom. Todd has met with the other doctors at the agency and they have come up with a good plan to move forward. Dr. Sobel is strongly considering coming back to the position of medical director. We started the new EMR training this week. Things are going well with the three trainings we have done at this point. We have a good plan in place to make sure that all our staff is trained before we go live. We also have other phases to the training plan to continue the learning after we go live. Staff seem excited about it and are ready to learn the new system. As the agency and the state are still in a state of flux when it comes to budget and funding, we continue to make hard choices to decrease our expense and increase revenue. An example of a few things we are doing would include walking away from some property leases, letting go of copiers throughout the agency as well as looking very closely at our staffing patterns. We currently know that there is a need in our community for about 1000 hours of service for DS clients. So we are looking at all staff to see if we can keep our expenses to a minimum but recalling less staff while still providing great services. We still do not know what our budget will be for FY21. We are still working off the extension the state gave us. When we do get the budget with the cut included, it will be a full year's budget that we will need to make happen in three quarters of a year. Jess was in the CFO meeting today and all agencies are in the same boat. We are hoping to have clear guidance from AOE and what the school contracts should look like for the upcoming school year. However that did not happen, the guidance was that all contracts are different. Danielle and her team are doing a great job meeting with individual schools and supervisory unions to see if we can streamline our contracts to make them easier to manage. Our summer programs did a great job this summer; it was very different than in the past. We did get some feedback that they were the best camps we have ever had. In past years we have lost money on the summer programs but this year we broke even so we are

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moving in the right direction. The board acknowledged its appreciation for the difficult job and decisions that are being made by the leadership to keep our agency as strong as we can.

The question was asked - Have we had any support from vendors? They are in the same boat we are, we are their revenue so they want our business. The question was asked - Are there areas you can show us areas of higher revenue, such as the no show rate being down so the income must be up? We do have some data, but even that has been hard to collect in this time of uncertainty. We have won the bid for the Chittenden county early intervention children services. This will be new revenue for the agency. Todd has challenged the directors to be creative. Steve and his divisions are working with the hospital on the sleep clinic they started. The question was asked - Is the plan going forward to redistribute the caseload Dr. Mooney has and will the board be asked to approve the hire of another doctor? We have been making a plan, and will be trying to refer some patients back to their PCP depending on their acuity as well as giving clients to the other doctors of the agency. The question was asked - How do we define acuity and when they can be referred back to their PCP? Clients acuity is all decided on with input from the doctor, patient and PCP. The questions was asked - How are the DA's working together to get through all the unknown? When it comes to the state and our budgets we are working very closely. We are also trying to be very creative in how we delivery services. Our school contracts are very much stand alone. The divisions' directors across the state are working together and have been very supportive or each other. The question was asked - How many people are on site and how many are still remote? We see between 30-40 people a day at 107 and a little less at 130. Todd says about 20% are onsite. We are sticking to the guideline of; if you can do your job remotely you should, if not than you need to be in the office. The question was asked - Have we brought more of our laid off staff back? We have been looking at this very carefully, we do not want to call people back and then get our budget and have to let them go again. So we are being very mindful of this process to make sure we are bring back the right people to do the best work possible. We did push of the recalls back due to the delay in starting schools. Carl did ask if he could talk to Todd and Danielle about the daycare and school issues to inform him as a legislator.

Motion to adjourn was made by Carl Rosenquest . Second by Rob Hirss. All in favor.

Meeting adjourn at 6:18pm

Minutes recorded by:

Emily Richards

Executive Coordinator

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BOARD OF DIRECTORS MEETING MINUTES

SEPTEMBER 2, 2020

Present: Elaine Carpenter, Sara Kittell, Meg Marshall, Jim McMillan, Tony Treanor, Jason Minor, Carl Rosenquist, Anjanette Watson, David MacCallum, Rob Hirss, Meg Marshall

Excused: Jeff Moreau, Dan Thompson, David Hutchinson, Betty Charron

Staff: Emily Richards, Todd Bauman, Kim McClellan, Steve Broer, Stacey Remillard, Joe Halko, Sam Thomas, Jessica Irish

Minutes received and meeting called to order by Jim McMillan at 5:32pm.

Motion was made to approve August minutes as presented by Carl Rosenquist. Second by Rob Hirss. Abstention Elaine Carpenter. All in favor.

Executive Director Report

We are not going to have a presentation like we normally do at a long board meeting. Instead, Todd is going to do a quick over view and then the directors will report more in-depth. The first thing to touch base about is the inquiry from Rob about a recent breach at another agency, about his personal information. Rob received a letter from another local agency. This breach did not impact our agency. We checked and confirmed that our security measures are strong and we are not susceptible to a breach from this software platform. Todd updated the board on the NMC CEO hiring process. He is on the panel that interviewed the final candidates. Todd could not disclose the names of the applicants, but expressed confidence that all applicants are strong candidates. The process is collaborative and a sign of strong partnership between NCSS and NMC. As we spoke about last meeting Doctor Mooney has resigned and is moving on. We have been looking very closely at his case load so we can find the best way to continue to care for our clients. We have a plan in place that will ensure that all patients receive the care that they need. We have also hired Dr. Strokoff to join our psychiatric team. He has a very strong skill set and will be great for our clients and agency. We have also have additional external referral sources if needed. Dr. Mooney is the medical director so we are looking to hire for that position. This job is posted and we do have an internal candidate. We are working on that interview process and will update the Board next month. We are also working on filling the CFO position. We have about twenty applications right now. Stacey and Todd went through them and paired it down to ten. We have asked Greg Sargent to help narrow it down to about 5 applicants. Greg does our audits and knows the DA system very well, his feedback is very valuable. We hope to start scheduling interviews in a few weeks.

Financial Report

We still do not have our FY21 budget from the state. Awhile back we were told that we could expect a 15 – 20 % budget cut for FY21. We did later get communication that it would not be as

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bad as they had thought. Todd wanted to thank Carl for his and the committees work on this. We only have financials through May; we are hoping to close June within the next few weeks. The state has changed the way we can access revenue. This has helped us to draw down needed funds, but has also caused a delay in our ability to close our monthly financials. We are watching our financials closely. We are not out of the woods yet, and we need to be prepared for what the next months could bring as well as the next few years. We did a really good job of cutting expenses and making sure we stayed in the best place possible while our revenue was down. Once we have final numbers, we will update the board.

Behavioral Health

As you all know our crisis team answers the national suicide lifeline for the state. We are expanding our hours, and anticipate they will expand again in the spring. We have been invited to talk to them in September; they are impressed with our service. We have taken part in two different suicide prevention symposiums. The integrated health team is doing the access TV show with Joe around their efforts in addressing suicide prevention in the primary and specialty care settings. We have a cross division collaboration presentation that we all have come together to update and modify to be about a 45 minute presentation. If it a presentation about who we are and what we do. We are giving this presentation to NMC next week. Todd was thinking that it would be the board presentation at the January meeting. We have a lot of trainings on the books; we will be conducting a MHFA in October with the border patrol. We have a few U Matter trainings coming up. We have been working closely with the emergency shelters, and have just provided a MHFA training for all their staff as well as the staff of Laurie's House, which is the region's domestic violence services. Franklin County Sheriff's Department has reached out wanting some training, we are working with them to see how we can make that happen.

The Question was asked – Woodside is planning on closing as of October 1st and are planning on paying a contractor to provide services when needed, what is our thought around this? We had a program that was called High Fidelity Wrap; this program served 2 children were from our catchment area that were placed at Woodside. The state cut this program which resulted in a more kids requiring a Woodside placement. We really feel like the care for most of these kids should be in their own community. We have a meeting with DCF next week to talk about handle the crisis support because they are so over whelmed. If they are going to close they should reallocate those funds back into the DA's so we can provide the services these kids need. There are gaps in the residential supports for all the divisions. Comment from the board – Thank you for being so involved the training schedule is impressive.

Developmental Services

It has been a month since Sam has been in the positions and she wanted to thank Kathy who has been a tremendous help during this transition. They staff have been a wonderful help as well. We have a lot of clients returning to service which is wonderful, in the board report Sam said we had 118 individuals we are now at about 130 individuals who are receiving services. We are

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slowly recalling staff in the most effective way we can. Heather Hubbard has been key in this process. We have clients who are retuning back to work. These clients' employers held their jobs for them, this just goes to show the value these individuals are providing our community and the great work our employment team does. We have starting working on the home inspections again, we have 110 contracted homes and it is part of our job to make sure that are clients are safe. All our AOL programing was suspended due to COVID. Our staff are trying to work on ways to get some of that programing back up and running in a safe way. One of the problems around this is the space we would need to be able to do it safely. Claire Thompson is working with our community to see if we can fine space to run a few different programs. The week of September 13th is direct service staff week. Sam has been told that we normally go all out for this, food and celebrations all week. We however cannot do that now, so the leadership is working on how we can celebrate our direct staff this year. If you happen to see them around that week, please say thank you! The difficulty of care payments have been the most challenging thing this past month. The state has said that since folks cannot be out in the community it provides a difficulty of care for unpaid family members and shared living providers. The state was coming up with a plan to have a stipend given to those who can show a difficulty of care. They first plan was the stipend to come from unused agency managed funds. The DS directors across the state came together and said they will not work, so DAIL came back and are working on a way to give those stipends without the agencies having to use agency managed funds. We have our DS quality care review coming up this month. Heather Hubbard has been amazing in the prep for this, as well as Kim and her team. They will review about 38 client records and then interview a few clients if it can happen in a safe way. On October 16th we will have a debriefing to get the results of the review.

Children Youth and Family

Our Children's Division has been working closely with our school partners to get ready for the new year. Danielle wanted to first and for most say how proud she is of her staff. With the regulations put forth from the state and AOE we have had to get very creative on how we would hold summer programs. We had four different programs that were very successful. Parents were commenting that these were the best summer programs that their kids have taken part in. We worked very hard to follow guidelines and reducing exposure and the spread. We have been working with AOE, the state and school districts since school was let out in March. It has been a good process and our staff have been wonderful advocates for our clients and their families. We are currently working on meetings with AOE to work out the details of the schools contractual structure. Soar is currently serving 72 kids, five days a week. Our CAT and Autism program enrollment is up slightly and the School Based Services are about the same. Soar has been open for two weeks now and things are going really well. Today we started the Chittenden county EI programing. This will be about 280 clients from the Chittenden county area. Amy Johnson and her team have done a fantastic job getting this up and running. We have a very strong and successfully EI program, so we are mirror our process and procedures for the Chittenden county program. We had a major win for our families that we serve as well as our staff, the ban of a four hour max of daycare a day for kids who are doing the hybrid learning model was lifted.

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This means if a kiddo is only physically in school Thursday and Friday they can go to daycare fulltime on Monday, Tuesday and Wednesday.

The question was asked – What is the long term plan of the oversight and management of the new EI program? We will have two team leaders and a service coordinator who will help manage the team. And as we said our current EI program has been very successful and we will run this one the same way. The question was asked – What is the plan with Walter? He is currently in training and has more to do before he is certified for anything. Matt Hogan has been working on plans for him and doing a great job; he is hoping that he can be used in schools, individual settings, trauma situations and so much more. The question was asked – Does the contract for the Chittenden County EI program have a time line? And if we are hiring people what will it look like for those folks if the program goes away? We have a really good relationship with the Howard Center and we feel very confident that we are going to continue to hold this contract. We have great results with the way we run our current program and we hope to expand this success into the Chittenden County Program. The question was asked – Are all students on site at once at Soar? We do have a few students that are fully remote but for the most part yes they are all on site. We do have the elementary students starting and ending a bit earlier than the high school students to help with transportation.

Community Relations

As most of you know we had to cancel the community partner classic but we have been lucky enough to have some of our sponsors who still want to support our work. There has been a lot of talk around the state about embedded staff into law enforcement. Our programs have been in the spot light and how well they are doing. We share our store and Cooper with WCAX. We were also quoted in an article that was in 7days, there is thought across the state around modeling our plan with Cooper and the state police. We are working really hard on Stigma in these uncertain times. We know our services are going to be needed so much more as we come out of this pandemic. In August we re-ran the vaping episode of our TV show. We did this because it is being proven that people that vape are more likely to get COVID. September's episode will be focused on suicide prevention awareness and what our integrated health team is doing among the offices they are working in. We are launching a state wide plan that will include news and print with VCP. We will talk about how the services we offer can be accessed anywhere in the state. NCSS's segment will talk about how suicide does not discriminate. John Holzsheiter and Lance Metayer will be part of our segment. The Afterglow event has been canceled, but the family has decided to open up the store and all profit from this will come to NCSS. There is a new anti-racism task force as part of VCP. We are trying to promote that no matter where people come from or who they are they have access to services. The first piece of this will be a viewing of the documentary 13.

Human Resources

We are steadily calling people back to work which is great! We do still have a handful of folks who are out. We are being super diligent and making sure we are making strong decisions with

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our recalls. We have starting recruiting to fill some needed open positions. These are mostly BI and residential staff. We have had some staff transfer to a different position in order to come back from lay off status, but we have also had some turnover. The accommodation request for those returning to work have been coming but we are all being creative and supportive and it seems to be going really well. There has been a decrease in our unemployment since June, but we still have not gotten any word on the 50% kick back, we were told we would get.

Operations

In our effort to keep expenses down we let go of 4 leases. All buildings are open to staff. Each building has a cleaning plan, health officers to do the health screens, we are following the guidance from the state. With some of our clients needed the face to face contact instead of the zoom options, we have had some child's outpatient staff seeing clients in our 107 location. This seems to be going well, the child's and adult team worked really closely together to make sure the scheduled they had worked, to follow guidance form the state. The new EMR system went live yesterday!! We have a command center at 107, normally we would do everything in person, but due to current circumstances we had to make some adjustments. Our plan is to have at least one our help desk staff, a few config team members and Trisha on site every day this week. Other help desk staff, config team members and Netsmart will be remote. We have check-ins three times a day, open zooms for staff to jump in if they are having issues. Netsmart has a set up in Kanas to be support for us during this week, but so far we have not needed to use them once, we have been able to address all issues in house, which is awesome! We got all 550 staff trained between August 3rd and August 31st, so we were ready. The trainers are also available to help staff live time if they need it. This has been years in the making but all hard work of the team has pulled it off. It is going to be great for the agency, staff and clients.

Motion to adjourn was made by Carl Rosenquest . Second by Rob Hirss. All in favor.

Meeting adjourn at 7:25pm

Minutes recorded by:

Emily Richards

Executive Coordinator

NORTHWESTERN COUNSELING & SUPPORT SERVICES
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BOARD OF DIRECTORS MEETING MINUTES

OCTOBER 7, 2020

Present: Sara Kittell, Jim McMillan, Jason Minor, Carl Rosenquist, Anjanette Watson, David MacCallum, Meg Marshall, Angela Poirier, David Hutchinson, Jeff Moreau, Meg Marshall, Tony Treanor, Elaine Carpenter, Rob Hirss,

Excused: Dan Thompson, Betty Charron,

Staff: Emily Richards, Todd Bauman, Kim McClellan, Steve Broer, Stacey Remillard, Joe Halko, Sam Thomas

Minutes received and meeting called to order by Jim McMillan at 5:35pm.

Motion was made to approve September minutes as presented by Carl Rosenquist. Second by David Hutchinson. All in favor.

Executive Director Report and Financial Report

FY20 financial report, we do believe we will end the year with a slight gain and as in the past we want to give this back to staff. Once we have a plan for a wage action we will need a board vote. We may need to pull a quick meeting together depending on the time but we can use the annual meeting if we need too.

FY21 Budget will give a slight increase over last year's budget. We are projecting to have a 49 million budget for FY21. The budget remains about the same for the Children's division with a slight increase in Behavioral health and Developmental Services.

Motion was made to approve the FY21 budget as presented by Carl Rosenquist. Second by Sara Kittell. All in Favor

We wanted to give the board an update on the CFO position update. We have 2 great candidates which is a very positive place to be. One of the jobs of the board is to approve any salaries above \$100,000.

Motion to move in to executive session with staff staying present by Rob Hirss. Second by Tony Treanor. All in favor.

Motion to move out of executive session made by Carl Rosenquist. Second by Rob Hirss. All in favor.

Motion to approve the salary for the CFO position as discussed in executive session by Jeff Moreau. Second by Carl Rosenquist. All in favor.

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Dr. Mooney's last day is October 31st. Dr. Steve Sobel is interested in make a lateral move back into the director's position. He is interviewing with the standing committees next week. If that goes well we will offer him the position. There will be no overlap in the position he would start on November 1st.

We do a Strategic Plan every three years. Our current plan ends this year so we are moving forward and updating the plan to reflect the changes. We will hopefully have the printed version out by January.

Due to unforeseen circumstances, we did have to close a community program that has been run by the behavioral health division. It was based on special funding and the sad passing of one of the clients who had become a family member to the staff. We are working to move the four positions that are being effected and we are working hard to move them into different positions to keep them part of our agency.

Our next meeting is our annual meeting and we have landed on the decisions that we should stick with a zoom structure. We are going to try to keep with tradition and stability. We will present our one percent and community partner awards.

NMC has selected their new CEO. Dr. French will be moving to VT and joining the team this fall. We are looking forward to welcoming him to our community as we orient him to our local health care network.

The Board asked for an update on staff layoffs. Almost everyone who was laid off as part of our agency COVID response has been recalled. We worked very hard to find meaningful positions that matched individual skillsets. A few staff still remain laid off and we will continue to look for opportunities for them to return to work in a meaningful way that aligns with their credentials and skills.

Motion to adjourn was made by Carl Rosenquest . Second by Tony Treanor. All in favor.

Meeting adjourn at 6:25pm

Minutes recorded by:

Emily Richards

Executive Coordinator

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BOARD OF DIRECTORS ANNUAL MEETING MINUTES

NOVEMBER 4, 2020

Present: David Hutchinson, Meg Marshall, Jason Minor, Elaine Carpenter, Carl Rosenquist, Anjanette Watson, Sara Kittell, Jim McMillan, Rob Hirss, Tony Treanor, David MacCallum

Excused: Betty Charron, Jeff Moreau, Dan Thompson,

Guests: Staff and Community Members

Welcome

Joe Halko welcomed staff, community and board members to the 2020 NCSS Annual Meeting and Recognition Dinner. He also discusses how the night will look being this year is a little different and on zoom.

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

Motion was made to approve October minutes as presented by Carl Rosnequist . Second by David Hutchinson. All in favor.

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.

- Jeff Moreau
- Dan Thompson
- Anjanette Watson

Board Member who have completed a 1st term

Jim McMillan recognized Tony Treanor who has completed a three year term. Todd Bauman recognized Jim McMillan who has also completed a three year term on the board. These board members have requested to serve a 2nd three-year term on the board.

Motion to reconfirm Jim McMillan and Tony Treanor to serve a three-year term commencing January 1, 2021 through December 31, 2023 made by Elaine Carpenter. Second by Jason Minor. All in favor.

Election of New Board Members

The Executive Committee recommends the following individuals as new Board Members to serve a three-year term commencing January 1, 2021 through December 31, 2023.

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- Ken Gagne
- Angela Poirier

Motion to elect Ken Gagne and Angela Poirier as new Board Memebers made by Carl Rosenquist. Second by Rob Hirss. All in favor.

Election of New Officer

The Executive Committee recommends the following Board Members as new officers of the NCSS Board of Directors commencing January 1, 2021 through December 31, 2021.

- Angela Poirier as Treasurer to replace Dan Thompson
- Sara Kittell as Secretary to replace Jeff Moreau
- Jason Minor as Member at Large to replace Sara Kittell

Motion to elect Angela Poirier, Sara Kittell, and Jason Minor as Officers of the Board of Directors commencing January 1, 2021 through December 31, 2021 made by Tony Treanor. Second by Rob Hirss. All in favor.

Reappointment of Executive Committee Officers

The following officers are looking to be reappointed as Officers of the Board of Directors.

- Jim McMillan as President
- Carl Rosenquist as Vice President

Motion to reappoint the Officers commencing January 1, 2021 through December 31, 2021 made by Rob Hirss. Second by David Hutchinson. All in favor.

Adjournment

Motion to adjourn annual meeting at made by Carl Rosenquest. Second by Tony Treanor. All in favor.

Minutes recorded by:
Emily Richards
Executive Coordinator

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BOARD OF DIRECTORS MEETING MINUTES

DECEMBER 2, 2020

Present: Jim McMillan, Carl Rosenquist, David MacCallum, Meg Marshall, Angela Poirier, David Hutchinson, Meg Marshall, Tony Treanor, Elaine Carpenter, Rob Hirss, Betty Charron, Jeff Moreau Sara Kittell, Jason Minor,

Excused: Dan Thompson, Anjanette Watson,

Staff: Emily Richards, Todd Bauman, Steve Broer, Stacey Remillard, Joe Halko, Sam Thomas

Minutes received and meeting called to order by Jim McMillan at 5:33pm.

Motion was made to approve November minutes as presented by Tony Treanor. Second by David Hutchinson. All in favor.

Executive Director Report

Todd started by welcoming Derek Hoy as the new CFO. He is doing a great job and has hit the ground running. We wanted to make sure that everyone knows we are open and we are still providing services. We are standing by our mission of serving our clients in the best way possible. There was a thought that our services were either in person or remote, but we being flexible and innovating so a lot of our services are providing in a hybrid model. Steve added that we are expanding our services and we are being responsive to the challenges we are seeing. Back in the spring we set up soar to be a covid resource for if we had any positive cases in our residential sites. Now that soar is open we are using an apartment that we rent. The health department reached out to us to be a vaccine distribution site. We are working on those details.

The question was asked - Are we seeing more demand? Yes we are seeing a higher demand with a wider range of need and a higher acuity. The question was asked - How do you feel staff morale is and what do you have in place to support staff? – We conducted our staff satisfaction survey like we do every year and from a data stand point we are down, and people are struggling. A positive is that staff took the time to write comments and tell us where, how and why they were struggling. We are trying to tackle this head on. One of the many things we are doing are CYF Care calls, we have had 3 of them so far and they are going really well. We have also have restructured the wellness and engagement committee to help with this.

Financial Report

We have our audit being done right now, we do not know when they will be done because we are tying up a few loose ends. Derek has been focused on his and his team's communication with all the divisions and the agency. We are going to be asking for approval on a wage action due to our gain in FY20. COVID funding is what is keeping us able to provide services. We have received some HHS Cares act funds and we are waiting on VT stabilization funds. We are accruing expenses because services are needed but having to manage the cash because we have

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not gotten the COVID funds in yet. We have invested in laptop, hazard pay, emergency bed a long with so many other things; we have to record it all. We are trying to find the balance of giving to our staff while keeping the agency able to provide services

Motion to move in to executive session with staff and Angela Poirier staying present by Elaine Carpenter. Second by Carl Rosenquist. All in favor.

Motion to move out of executive session made by Carl Rosenquist. Second by Rob Hirss. All in favor.

Motion to approve the wage action as discussed in executive session by Tony Treanor. Second by Jason Minor. All in favor.

We need to request access to the capital reserve funds again, in the spring the board authorized access for 5 months. We are looking for a motion to extend that access to the end of this fiscal year.

Motion to approve the extension of access to the capital funds through the end of this fiscal year which will be June 30 2021 made by Carl Rosenquist. Second by Rob Hirss

Motion to adjourn was made by Carl Rosenquest . Second by Sara Kitell. All in favor.

Meeting adjourn at 6:26pm

Minutes recorded by:

Emily Richards

Executive Coordinator