

**Clayton Center Community Service Board
Virtual Business Meeting Minutes
July 21, 2020**

Clayton Center Community Service Board (CSB) Board Members

Ms. Khadija Works, Chairperson – Virtual	Mr. Bryan Flowers – Virtual
Dr. Alika Anderson, Vice Chairperson	Ms. Melissa Prescott-Crawford
Mr. An’Cel Davis – Virtual	Ms. Cathy Loving – Virtual
Mr. Eric Bell – Virtual	Mr. Junior Jackson – Virtual
Mr. Martin Thompson – Virtual	

I. Call to Order

Ms. Works called the Board Meeting to order at 5:45pm

II. Invocation

Ms. Works led the Invocation.

III. Public Comments

There were no public comments

IV. Business

A. Approval of Agenda

Motion was made by Mr. Davis, seconded by Mr. Flowers to accept the Agenda as submitted. The motion was carried unanimously in the affirmative.

B. Approval of Minutes

Motion was made by Mr. Davis, seconded by Mr. Flowers to approve the May 19, 2020 Minutes as submitted. The motion was carried unanimously in the affirmative.

V. Business II

A. Human Resource Update (report attached)

Ms. Linda Harris, HR Director Reports were submitted to the Board. In June 2020, Clayton Center had 94 employees, three (3) new hires and 10 vacancies. The majority of those vacant positions were for Nurses and IDD Residential staff. Healthcare Staffing had a total of 49 employees and 14 vacancies. Clayton Center’s total payroll is \$404,353 and Healthcare Staffing’s total payroll is \$136,842. HR has been monitoring the overtime, which has decreased. In addition, a meeting was held with the Program Managers who had staff that repeatedly violated the no overtime guidelines. HR and Dr. Adams will be reviewing the hourly rate for direct care staff members, who are currently receiving a low salary rate. The agency has received a couple of resignations from employees, who were hired with another CSB. Therefore, incorporating a shift differential may be a possibility to secure those positions. The interviews and the trainings are still being conducted virtually, except for the competency base (face-to-face) trainings.

COVID-19 updates –

The agency had only a few staff members and a couple of individuals who tested positive for COVID-19, which in comparison to other agencies those numbers are low. Dr. Adams incorporated an Executive Order for all staff to wear a facemask, when interacting with others. The agency is still administering temperature checks and following the social distancing guidelines.

B. Individuals Served (report attached)

Mr. Aaron Prillhart, IT Director report was submitted to the Board. The agency served 1,198 Individuals in June 2020, which is an increase for April and May 2020. Hopefully, the trend will keep increasing.

C. Vacancy Analysis (report attached)

Ms. Dorothy Fondi, Clinical Director report was submitted to the Board. Ms. Fondi reported that there have not been many referrals at this time. Therefore, the clinicians are using this time to scrub their caseloads. The agency placed a freeze on residential admissions. There have not been any new hires; therefore, the vacancy report remained the same.

D. Failed Claims (report attached)

Mr. Jeremnich Russell, report was submitted to the Board. Mr. Russell reported the total failed claims in June 2020 were 472, which was a 19% increase from May; this was mainly from the State Contract payer at 41%. The largest percentage of failed claims was 72%, this was due to no authorizations for the services. The total amount of failed claims in FY20 was 996. The total expected revenue amount for failed claims was around \$58,000 that was 84% due to no authorizations.

In June 2020, there were 175 failed activities, which was a 37% decrease from May 2020. The largest amount of failed activities was from the State Contract payer. The largest area accounted for failed activities are due to documents not being signed was 75%. The failed activities summary for FY20 is 231. The expected amount failed activities of 16,000 were due to documents not being signed. The Board inquired about the accountability measures for not signing documents. Dr. Adams responded that the managers meet with the staff and depending on the circumstances a Progressive Discipline or a Corrective Action Plan is executed.

E. Productivity Review & Accountability Report (report attached)

Mr. Jeremnich Russell, report was submitted to the Board. The agency's total productivity percentage for the month of April was 91%. This was a 6% increase from May and a 20% increase since FY19. Currently, the Billing department is posting payments from May and June due to COVID-19. This is a three (3)-step process and the data is entered in manually. Beacon Cash Flow Analysis shows in June the agency received \$146,000, which includes the \$113,000 advance given due to COVID-19 received for March, April and May 2020. The total amount billed was \$9,975,904, total amount collected was \$10,832,665 and the variance was \$856,760 (including the advance).

F. Operations Updates

Ms. Barbara June, Chief Operating Officer report was submitted to the Board. Ms. June provided an overview of the Agency's re-opening plan. The proposed plan was submitted to DBHDD on July 13, 2020 and the agency scored 90 out of 100. A Clayton County COVID-19 narrative was included, safety plan (order PPE/Shields), checking temperatures, and etc. The plan also specified that all employees are required to wear mask and individuals are required when tolerable. IDD Services re-opening plan, promotes social distancing by scheduling individuals to

come-in on days based on their names on alternating days and staggering lunch times at alternating tables. IDD Residential visitors will be limited to two (2) people at a time (other residents will not be in the same area) with a two (2-hour) limit. All common areas will be wiped down after visitors leave. The alternative billing service (IDD Appendix K) allows the agency to offer Telehealth services to the IDD individuals for the first time. The guideline states that two (2-hours) of service can be provided, the entire six (6-hours) can be billed and seven (7-hours) of retainer fees; this will be the beginning of the roll-out plan. Participants will be required to sign the Telehealth policy, which will be distributed. The letter will include the items needed, such as laptops/desktops with a camera and etc. Ms. June gave an update of the Performance Management Report (PMR) report, which is measured by DBHDD. This includes appointment timelines and no show rates. In April 2020 the agency was passing with a score of 37.5%, in May 2020 the score moved up to 50% and in June 2020 the passing score was 62.5%. If the agency continues this trajectory, hopefully by the end of September 2020 the score will be at the required 90% approval per DBHDD. The agency is doing a lot of internal changes and Ms. June feels good about the direction ahead. Beginning next month, the Board will receive updated reports, which was listed in the COO handout. Ms. June is also tracking the number of calls received and the number of new individuals coming-in for services.

VI. Reports

A. Chief Financial Officer Report (report attached)

Ms. Martea Higginbotham report was submitted to the Board. Ms. Higginbotham excitedly shared, that the agency ended its fiscal year in the "Black" (not audited) according to the final numbers. Clayton Center's current Net Operating Cash balance as of July 17, 2020 was \$388,376 (as of July 21st around - \$500,000); due to receiving the Beacon funds. The Beacon funding will change from \$113,000 to \$102,000 for the next three (3) months. The total cash as of June 30, 2020 was \$676,081 and the total restricted cash balance for Rep Payees was \$210,697. The total amount due from DBHDD was \$141,535. Net Payable declined from May 2018 (\$2,372,834.40) to June 2020 (\$844,415.79), which was a 64% reduction. Ms. Higginbotham stated that the only way these figures are going to have a major impact is for the agency to receive some type of infusion of cash. Even though the agency is in the positive status, every dollar made in FY2020 was sometimes used to pay the old HCS invoices, in addition to maintaining our current operating expenses. It was reiterated that 90% of the Accounts Payable Aging balance was primarily from previous invoices and the aging of current invoices. The audit adjustments for FY19 were made; As of June 30, 2020 the total Liabilities were \$5,578,585.27 and total Net Assets were (\$4,204,561.49) final combined total was \$1,374,023.78. This negative amount will continue to decrease through the audit adjustments as well as other positive P&L that would help reduce the balance. The agency is in the process of preparing for the FY20 Audit. The current period actual net revenue over expenditures was \$6,365.86. The agency's expenditures are about \$400,000 higher than last year. The agency is persistently monitoring and enforcing that no overtime is permitted without prior approval from an Executive Team Member. In addition, HCS's cost was reduced, which helped to lower the personnel cost. Therefore, from FY19 to FY20 the personnel expenses only increased to 1.88%. The Equipment Rental (Vehicle Leasing) is a new expense for this fiscal year. Dr. Adams and Ms. Higginbotham are working to maintain the \$300,000 reserve strategy. However, the plan is to eventually increase it to \$400,000, which will definitely help to maintain the cash flow and make payments in those slow periods. The FY2021 Budget draft will be provided to the Board on July 24, 2020 to review. Currently, the agency has executed and received three (3) DBHDD Contracts totally around \$3.7 million, which was a 6% percent reduction. The agency will have to gauge how this particular amount will be covered. As it relates to the budget that only represents 40% of the agency revenue and Medicaid represents about 45%. The County Block Grant represents about 5% and 10% of a few other grants. The APEX contract was granted with a budget reduction stipulation of 40% minimum productivity for the APEX staff.

B. Chief Executive Officer Report (report attached)

Dr. Adams detailed report was distributed to the Board. Dr. Adams thanked the Board Members for their support during this COVID-19 process. The agency was concerned about the ability to maintain staffing and payroll. The agency had to make a few creative employee decisions. However, the agency did not have to do a lot of layoffs like some of the other CSBs. During the CEO call held last week, some of the CSBs are still planning to close some of their programs due to the lack of funding. The agency was very strategic with spending and paying bills.

Dr. Adams expressed his gratitude regarding the agency being in the "Black". In addition, this was the first year the agency did not borrow any money from the DBHDD, which was a huge accomplishment. Clayton County passed the SPLOST to build a new Mental Health facility, Behavioral Health Crisis Center or Crisis Stabilization Unit. The building funds will not be released until FY21. Dr. Adams is currently working with Charlotte Dupree and her staff in regards to the roll-out process. The Transportation – Clayton CSA contract has partially begun; however, due to COVID-19 the roll-out is a working process. This transportation service will generate additional revenue for the agency. Dr. Adams joined a virtual meeting to discuss service options for the Behavioral Health Accountability Court. He continues to collaborate and network virtually with the local providers. Dr. Adams is working with Chief Roberts in regards to a mobile crisis team concerning Mental Health and Substance Use in Clayton County. Dr. Adams spoke with Chair Turner in regards to the CARES funding and inquired how the funds would be distributed for mental health. Dr. Adams asked for one million dollars; he is waiting for a response. In addition, the agency did apply for a lot of the programs that were authorized by the State. The agency was in the first round of the Medicare dollars; a check was automatically sent. However, for some reason the agency's revenue generated check was below expectation. The second round of Medicare funds that the agency may be eligible to receive is 2% which is approximately \$200,000, if granted. The agency was not successful with the National Guards or the County cleaning the buildings. When some of the sites were affected by the COVID infection, the agency absorbed the full cost. The agency's goal was to keep the staff safe. Dr. Adams shared that around 95% of the staff have been troopers during these uncertain times. Therefore, the agency has tried to ensure the staff members have received what they needed to service the individuals. Dr. Adams and the Executive Team have gone out to the sites to let the staff know that they are appreciated and not alone. Therefore, the Executive members have not worked from home and they wanted to model the same commitment. The agency is searching for a more economical residential facility. Dr. Adams received a call to revisit this particular location to relocate the Mental Health and the Substance Use programs, which would be very beneficial for the agency. This would put Clayton Center in a better position to have more autonomy and have more structure. Dr. Adams is in the process of negotiating with the company to buy or lease. The agency will be the only tenants occupying the facility. During these COVID times the agency has been on numerous Zoom calls with DBHDD and other Leadership meetings. The agency's overall Budget loss was a little over \$200,000. The largest areas of reduction were from IDD Family Support Program of \$87,000 and another \$87,000 from the Day Program. Therefore, the agency had to make some staff adjustments to accommodate the Budget reductions. The COO and the Clinical Director met with the program manager to begin leveling those services. The Mental Health and Behavioral Health contracts increased to about \$42,000. Dr. Adams executed the Contracts but, the Workers' Comp portion was not included. Dr. Adams received an email that an Amendment would be added to the contract; however, DOA has not provided the amount. The agency has still not received any funds from the VA since April 2020. The next Sustainability Plan Meeting is scheduled for July 27, 2020. The reports are still being submitted before the scheduled monthly meeting date. However, the agency has not heard from DBHDD regarding the status of the plan. Dr. Adams and the Board plan to request that the agency be removed from the sustainability process.

Also, Ms. Works added that she would like to start executing this process immediately. She added that the agency is doing an amazing job and is out of the "Red". The agency has demonstrated the ability to pay the bills. Hopefully, this will be favorable for the agency. Ms. Works stated, for someone to please inform the staff that the Board appreciates

them and it is most definitely noticed. In addition, they truly appreciate the sacrifices that are being made on a daily basis.

Motion was made by Mr. Davis, seconded by Ms. Loving to close the Public Business Meeting and to proceed into the Executive Session. The vote was unanimous in the affirmative.

VII. Executive Session

- Legal Matters
- Personnel Matters
- Financial Matters

Motion was made by Mr. Davis, seconded by Mr. Jackson to close the Executive Session and to proceed with the Public Business Meeting. The vote was unanimous in the affirmative.

VIII. Adjournment

Ms. Works motioned for the meeting to be adjourned

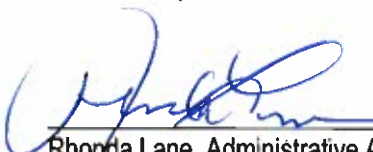
Motion was made by Mr. Davis, seconded by Mr. Jackson for the meeting to be adjourned. The vote was unanimous in the affirmative.

Meeting was adjourned at 7:10pm.


The next scheduled Board Meeting is September 15, 2020 at 5:30pm.

Submitted by:

Approved by:



Rhonda Lane, Administrative Assistant
Clayton Center Community Service Board



Ms. Khadija Works, Chairperson
Clayton Center Community Service Board

cc: Clayton Community Service Board Members

Clayton County Board of Commissioners