

# Clayton Center Community Service Board

## Virtual Business Meeting Minutes

Tuesday, December 21, 2021

### Clayton Center Community Service Board (CSB) Board Members

Ms. Khadija Works, Chairperson – Virtual	Mr. Junior Jackson, Co-Chairperson
Mr. An'Cel Davis – Virtual	Mr. Jeremiah Johnson – Virtual
Ms. Cathy Loving – Virtual	Mr. Derwin Davis
Ms. Victoria Williams – Virtual	Ms. Vanessa Battle

#### I. Call to Order/Electronic Roll Call

Ms. Works called the December 21, 2021, Virtual Business Meeting to order at 5:40 pm.

#### II. Welcome

Ms. Works welcomed the attendees and conducted a roll call for the December 21, 2021, Board Meeting.

#### III. Invocation

Mr. Jackson led the Invocation.

#### IV. Public Comments

There were no public comments.

#### V. Business

##### A. Approval of Agenda

Mr. An'Cel Davis made a motion, seconded by Mr. Jackson, to accept the December 21, 2021, Agenda as submitted. The motion was carried unanimously in the affirmative.

##### B. Approval of Minutes

Mr. An'Cel Davis made a motion, seconded by Ms. Williams, to approve August 24, 2021, Minutes as submitted. The motion was carried unanimously in the affirmative.

#### VI. Management Reports

##### A. Human Resource Update (report attached)

Ms. Linda Harris, HR Director report, was submitted to the Board. Clayton Center's total payroll in October 2021 was \$423,945, and in November 2021, the total payroll amount was \$501,441. Healthcare Staffing's total payroll in October 2021 was \$38,841, and in November 2021, the total payroll amount was \$36,510. As a result of the staff shortages, staff who worked to provide additional coverage were paid overtime. The staff bonuses were paid, and the \$13 per hour raise for approximately 30 staff were paid in November 2021 increased the payroll

amount. The Agency consistently recruits and posts vacancies on the following websites: Clayton Center, State of Georgia, and Indeed. Also, the Agency is relaunching collaboration with Clayton State. The Agency is working diligently to fill the vacant positions. Three staff were hired in November 2021; however, they did not continue the orientation process. Since the \$13 rate increase was granted, the Agency is hopeful staff will remain. Also, the Referral Program has been re-implemented, and HR has received a couple of referrals. In November 2021, Clayton Center had 95 employees, 58 vacancies, one (1) resignation, and three (3) new hires. Healthcare Staffing has ten (10) remaining employees to move under Clayton Center. The majority of vacancies are in the residential program, which consists of house managers, overnight shifts, and weekend shifts. Additional therapists are needed at various sites, as well as extra Nurses. There are currently two Program Manager positions open for the Phoenix Program and the Behavioral Health Program. Some of the vacancies are critical positions that must be filled. Therefore, the Agency is working diligently to fill these positions. The Mobile Crisis positions are still being posted continuously. The Board acknowledged and appreciated the HR Director for working hard to recruit during this current competitive hiring time.

Ms. Battle asked if a salary analysis was conducted to determine what the industry is dictating at present; she requested to receive a list of the vacancies that are posted. The HR Director shared the surrounding salary rates were discussed during the HR meetings are comparable with the CSBs. However, some of the non- State Agencies' rates are slightly higher. Dr. Adams stated the Job Announcements could be shared with the Board. Ms. Harris added that the brief Job description announcements are posted on Clayton Center's website. Also, the State of Georgia website link is listed with a complete description to apply. The HR Director asked for resumes to be sent to the HR department directly to speed up the process. The State Holiday 2022 Calendar has not been finalized. New Year's Day will be recognized on January 3, 2022.

**B. Clinical Updates (report attached)**

Ms. Lanell Johnson, Associate Clinical Director report was submitted to the Board. Ms. Johnson shared the Census report for November as followed: The Hope and Resilience eight (8) and the average daily attendance (ADA) six (6); Readiness for Treatment Group (0) everyone enters the program after Intake and the ADA two (2); Suicide Prevention has (15) members recommended for the group, the Co-Occurring group currently pending due to staffing; SAIOP Phase-I (12) and the ADA eight (8); WTRS (DAWN Program) three (3) and ADA (1); Evening IOP current pending caseloads five (5); SAIOP Phase II four (4) and ADA three (3); CYAF-Girls Empowerment Group effective date January 1, 2022 – pending members (14); CYAF- SAIOP starting date pending and pending members - N/A; Adult Day Services – Psychosocial Rehabilitation Group (24) and ADA (13); Peer Support Group (15) and ADA (9). The Individuals Served per racial category for the 1<sup>st</sup> and the 2<sup>nd</sup> Quarter partial data was provided to the Board. The collaboration with the Children, Young Adults and Families (CYAF) and the Perry Learning Center are the pending groups for CYAF.

**C. Chief Operating Officer (report attached)**

Ms. Barbara June, COO Operations, detailed reports were submitted to the Board.

**a) Centralized Scheduling Analysis**

The Scheduling Analysis is used to monitor the outbound and inbound calls. In November, three holidays curved the numbers slightly, the inbound numbers were 312, and the outbound numbers were 472. The goal is to have more inbound calls than outbound calls, where the Individuals are calling to schedule their appointments which equates over to revenue. The outbound calls have increased because reminder calls are being made. The automated calls are made 72 hours and 48 hours before the appointments. Then the 24-hour calls are made by the staff to keep the cancellations and the no-shows down.

b) **Appointment Status Comparison Report**

This report collaborates with the Scheduling Analysis report to identify how the appointments are tracked. The Engagement Analysis averaged around 73.00%; however, the goal is to have 80% or higher for kept appointments. The billed amount was \$285,235, and the collected amount was \$277,567, with a collection rate of 97.31%, which was a significant increase.

c) **Beacon Cash Analysis**

The comparison for FY2021 and FY2022 was presented. Last year, the Agency received guaranteed payments due to COVID. In FY2022, the funds were based on Fee-for-Service (what was billed). The Agency should be earning about \$178,000 per month, which is 8.33% of the contract. The total amount received in FY2021 for MH was \$1,648,249, and the total amount for SU was \$205,001. The SU funds were increased this year. The Clayton County Drug Court referred several Individuals to our SU Program, and there has been an increase in the last few months.

d) **Failed Activities**

The Agency worked extensively on decreasing the failed activities numbers indicated in September at 57 and October at 66. Unfortunately, this number increased in November at 93, which some of the contributing factors were staff shortages and clinicians concentrating on completing their notes. Several initiatives are in place to correct the failed activities numbers. The Agency has been averaging about \$13,000 per month, which are held up in revenues due to failed activities. The managers were asked to identify the staff who kept reoccurring on the report. Perhaps the staff members may not know how to fix the failed activities, and maybe retraining is needed. Hopefully, the numbers will show a decrease for December.

The failed claim is an indication that some other type of error has occurred, such as no signature, no address, no authorization, no fee matrix, and no diagnosis, etc. The highest area is in no authorizations, which in November was \$33,251. The numbers have been decreasing in December. The average amount for the 1<sup>st</sup> and 2<sup>nd</sup> Quarters is around \$28,000 per month in failed claims, which is a holding status and needs to be fixed.

e) **Productivity**

The Agency's total productivity for November 2021 was 67%, with staff shortages also being an impact. The clinicians are expected to generate about six (6) hours of billable time per day and an average of 120-hours per month. The Agency will be working extensively to increase the numbers in January 2022. Ms. Works, Board Chair, expressed concerns about the staffs' low productivity numbers and asked if measures are currently in place to address this matter. Ms. June stated the situation was discussed, and the CEO and HR Director are working on ways to resolve the problem. Dr. Adams further explained and shared that November/December are some of the most challenging months to gauge productivity due to the holidays. In addition, the Agency is working on re-implementing the scorecard process and the incentive program. Ms. Battle asked if the staff had received any additional training due to COVID. Ms. June answered that all the clinicians went through Telehealth training, and everyone was provided with cameras to conduct telehealth services. Unfortunately, several barriers are hindering telehealth services from increasing.

f) **PMR/KPI Update**

The Agency submits an annual Performance Management Report (PMR) to the State. To ensure the Agency is better equipped, monthly internal KPIs are completed. In September 2019, the Agency's score was 63%; in September 2020, the percentage was down to 55% (during the pandemic). September 2021 increased to 84%. The team continued to work hard internally to obtain this number, even though the census was down. The goal is to be at 90% next year. The PMR Detailed Data

Results was provided, and a brief overview was given to the Board. The Board thanked Ms. June for doing a great job and working through all the unforeseen challenges.

## VII. Reports

### A. **Financial Reporting – Debra Pinkston, Chief Financial Officer (report attached)**

Dr. Adams provided a brief overview of the Financial Report on behalf of Ms. Debra Pinkston, CFO. The detailed report was submitted to the Board. As of November 30, 2021, the total amount outstanding in the Aging Report was \$793,174. As of November 30, 2021, the total cash on hand was \$1,890,894; there is an additional amount due from DBHDD of \$306,577. In addition, the reserve for the Rep Payees' account was \$194,753. In November, the Agency received the Block Grant funds of \$440,000, the ARPA Grant funds of \$1,074,322 (first round) and the Rural HHS Stimulus funds of \$4,177. Currently, the funds are in an unearned reserve account. The amount is transferred to the corresponding revenue account from the unearned reserve when the revenues are actually used. The receivables were \$2,197,472, the payables were (\$987,927) and the total Net amount was \$1,209,544. The bulk of the Aging outstanding is with the Georgia Department of Administrative Services (DOAS), which has been on the books since 2017 to current. The Agency met with DOAS; Ms. Works was also on the call to set up a payment plan to pay the arrears. Healthcare Staffing and Salveo are currently paid down within 30-days. The total Current Assets have increased from the prior year. November 2020 was \$1,589,909 and the current year November 2021 was \$2,431,075. Total Liabilities and Net Assets for the prior year were \$1,765,421 and the current year was \$2,597,659. The Individuals also received stimulus funds. Dr. Adams asked the Account Staff who manage the Rep Payees' funds to create a spending plan. The following data documents were included in the financial reports: **a) Balance Sheets, b) Statement of Revenues, c) Cash per Week, d) Cash per Month and e) Aged Payables.** From this time last year to current the program revenues have decreased to \$1.2 million. Last year, the program revenues were about \$2.5 million and this year, the programs' revenues are down to about \$1.3 million. The Agency has been running about \$200 million short per month in revenue than usual. The Agency is reviewing to ensure spending is not increasing and working to develop ways to cut expenditures. The quick fix is to receive the funds from DBHDD, which would be helpful. This situation is currently being discussed and the CSBs are inquiring. Dr. Adams pointed out that the miscellaneous amount increased from \$131,107 to \$207,555 is due to how some spending items are classed. Currently, there are not any specific categories to code them in. Ms. Pinkston is working on a new account to capture some of these items, hopefully.

### B. **CEO Report – Dr. Lee Adams, Chief Executive Officer (report attached)**

Dr. Lee Adams, CEO detailed report was distributed to the Board. Dr. Adams shared several highlights from his CEO Report.

Dr. Adams thanked the staff for coming to work and diligently serving the Individuals during the pandemic. He also thanked the Board for their support. Dr. Adams shared his gratitude that the Agency was able to keep operating and providing services through all the unforeseen circumstances. In addition, he thanked the Executive Team for their persistence and dedication. Dr. Adams also thanked the Clayton County Board of Commissioners and the State Representatives for their continuous support to the Agency.

#### a) **CEO Report – Agency Updates**

The Aging Report – The Net Payables reduced over time from May 2018 to November 30, 2021, by 67% from \$2,372,834 to \$793,174 (Historic debt over 90 days attributed to our high aging balance). The Agency continuously works with the Courts, Veteran's Court, and the Clayton County Police on a joint project. Dr. Adams has been working with Chief Roberts to recruit for the Mobile Response Team. The Police Department has been beneficial in assisting the Agency with transporting the Individuals when needed. The Agency is still waiting to hear from Riverwood regarding the property, which will allow the Residential Program to relocate into a more secure location. In addition, Dr. Adams has contacted a realtor to look for additional alternate sites. The

Agency is working extensively via Zoom, Teams, and some in-person meetings with the Chamber of Commerce, Clayton County School District (APEX), Southern Regional Hospital, Riverwoods, Clayton County Health Department, Clayton County Board of Commissioners, ARC, The Community Action Network, and other providers. The Agency is trying to collaborate ways to continue conducting services that will help the Individuals. Dr. Adams consistently works with GACSB, DBHDD, and the Executive Team to review and discuss alternative operational processes during the pandemic. The Executive Team continues to meet and review methods to reduce the expenses since the decrease in revenues. The following FY2022 Contracts were executed: Behavioral Health (Amended), Developmental Disabilities (Amended) and the Recovery Support (with an extra \$60,000 to use toward COVID incidents) at the Paula Crane Life Enrichment Center. The Senator Ralph Warnock Non-Defense Directed Spending grant applied for remains (pending), the FCC Grant was (denied), and the Community Mental Health Grant was (denied). The Agency has been working with Clayton County Accounting Department regarding revamping the Budget to assist with reapplying for other forthcoming Grants. Dr. Adams tried to contact the FCC to obtain feedback regarding the submitted Grant. The Agency is currently focusing on the following priorities: **1).** Safety of the Staff, Individuals, and the Stakeholders **2).** Filling Critical Positions **3).** Increasing revenues and decreasing expenses **4).** Ensuring the performed services are authorized. Dr. Adams spoke with Dr. Ramon Stuart, the new President and the HR Director at Clayton State University, to restart collaboration. In addition, the Agency has reached back out to Atlanta Area Tech and other areas to remain in continuous communication. The Agency has recently completed and received approval for re-credential with Optum for the VA claims. Clayton Center received the Three-Year Accreditation from CARF. Ms. Pinkston is currently working on the Financial Audit, and she has been providing the Auditors with any additional requested items. The final Audit is due to DBHDD by December 31, 2021. Dr. Adams requested that an extension be filed, and the Auditors have requested the extension with The State. Dr. Adams asked Ms. Pinkston to follow up with the Auditors and ask for the extension letter. The Agency would like to increase the revenues. However, the Agency is trying to maintain a safe and healthy environment for the individuals and the staff. The Agency is constantly monitoring various programs due to the increase of COVID cases, especially with the most vulnerable population. Currently, the Agency is only performing Medication Management (Doctor and Nurse) services to the VA Individuals. The Agency did not have enough licensed staff on board required by the VA. However, most VA Individuals are being referred to other providers at this time. APEX Program is still a work in progress. In January and February, the Agency will be meeting regarding the funds. The clinicians must make productivity of 40% of their allotted amount for these funds. Ms. June and the IT department are looking to refresh the older model computers, beginning the first of the year. In addition, the goal is to ensure all the therapists have two (2) monitors by the end of March 2022. The Agency's Van catalytic converter was stolen. Additional policing has been requested, along with other safety measures. Dr. Adams is continuously serving and attending the monthly meeting of the Board of Health Board Committee and the Clayton County Child Fatality Review Committee (CFR). Dr. Adams regularly attends the Clayton County Board of Commissioner's Meetings. Dr. Adams was recently appointed to the Clayton County Chamber of Commerce Board of Directors.

**b) COVID-19 Updates**

The Public Health Emergency and Executive order expired July 1, 2021. The Declaration of State of Emergency for Continue COVID-19 Economic Recovery and Economic Regulatory was through October 28, 2021. The COVID-19 confirmed positive cases for the Agency were 18 staff, one (1) volunteer, and eight (8) individuals. Dr. Adams shares the State of Georgia and the Clayton County COVID-19 numbers with the staff during the Quality Improvement Meetings. In addition, he provided the State of Georgia, and Clayton County COVID-19 confirmed Cases and Death Trends charts to the Board for review. In Clayton County, as of December 21, 2021 there was an increase in confirmed cases of 36,181 and an increase in deaths of 734. The Agency has been diligent with

enforcing the uses of PPEs; masks are still required, social distancing is required, and temperature checks are taken at each site. The vaccination information was provided to staff; the Agency made it available for those who wanted to receive the injection. Dr. Adams and Ms. June worked to get the testing kits approved for the Agency. The Nurse Manager is certified to administer the rapid COVID test to the employees and the Individuals on site.

**c) Funding Updates**

Dr. Adams applied for the American Rescue Program Act (ARPA). The total amount of funds awarded by Clayton County was \$2,374,322. However, the funds received are to be used in FY2022 were \$1,074,322. The Agency received the funds in November. The categories awarded were, \$100,000 for Hardship Assistance, \$500,000 for Salary Supplement, \$200,000 for Incentives and \$274,322 for COVID expenses. In addition, there are funds in place to assist the Individuals with getting an Assessment and a physical if needed. There are funds to assist with their pharmacy cost in a different category. Dr. Amin, Medical Director, is reviewing some models to enhance that process. The eligible staff for the \$13 per hour increase have received the salary adjustment. Dr. Adams was grateful for the staff remaining with the Agency until the increase was granted. Retro pay will be discussed in the Executive Session. The first round of \$1000 incentives was given to the eligible staff, and the second round is forthcoming. The Agency is extremely grateful to be able to continue to meet payroll despite the hardship from the pandemic.

**d) Clayton Center Leadership Academy**

The Agency is looking at reinstating the Clayton Center Leadership Academy. Dr. Adams will train the managers and staff interested in moving into leadership. The goal is to prepare for succession planning. For instance, if a manager or leader leaves the Agency, trained and knowledgeable staff are in place to assume the role. Ms. June will be training on the operational components. The goal is to start the Academy in January 2022.

**e) Holiday Closure Days**

The Agency will close early on December 31, 2021. The individuals who come in for services before noon will be seen before the staff leave.

**VIII. Upcoming Events**

- A. Mental Health Day at the Capitol 2022 Virtual Edition – January 26, 2022
- B. Chamber of Commerce 68<sup>th</sup> Annual Gala – January 29, 2022, at the Georgia International Convention Center

**IX. Board Officer Nomination and Election – Fill the Co-Chairperson Position**

The nominations to fill the Co-Chairperson position were sent to Ms. Works via text from the Board Members. The Board Members agreed to this method to nominate the Co-Chairperson. Ms. Works shared that this is not an easy role. Therefore, the said candidate must be passionate and available to adopt this role. The said candidate must respond to phone calls and emails immediately because some matters are time sensitive. The Co-Chairperson will have to step in when the Chairperson is not available. Ms. Works publicized the nominating votes from the Board. Mr. An'Cel Davis received two votes, Mr. Junior Jackson received three votes, and Mr. Jeremiah Johnson received one vote. Ms. Works announced that Mr. Junior Jackson received most of the votes. Mr. Junior Jackson agreed to assume the Co-Chairperson position.

**Ms. Loving made a motion, seconded by Mr. An'Cel Davis, to exit the Public Business Meeting and enter into the Executive Session. The vote was unanimous in the affirmative.**

**X. Executive Session**

The following items were discussed:

- Legal Matters

- Financial Matters
- Personnel Matters

**Mr. An'cel Davis made a motion, seconded by Ms. Loving, to close the Executive Session and proceed with the Public Business Meeting. The vote was unanimous in the affirmative.**

Dr. Adams will send the Board Members the information from the GA DBHDD CSB United Presentation and the draft behind the proposed Legislation to review and share feedback. The information will be shared with the Delegation and the County Commissioner.

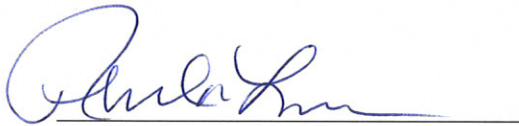
**XI. Adjournment**

**Mr. An'cel Davis made a Motion, seconded by Ms. Williams, to adjourn the Business Meeting. The vote was unanimous in the affirmative.**

The meeting was adjourned at 8:10 pm.

The next scheduled Board Meeting is **March 15, 2022, at 5:30 pm.**

**Submitted by:**



Ms. Rhonda Lane, Administrative Assistant  
Clayton Center Community Service Board

cc: Clayton Community Service Board Members

**Approved by:**



Ms. Khadija Works, Chairperson  
Clayton Center Community Service Board

Clayton County Board of Commissioners