



Finance Committee Meeting

Minutes of: 05/05/2020

Present: George Philibert, Brandon del Pozo, Cyndee Sturtevant, John McSoley, Meg O'Donnell
 Staff: Bob Bick, Carrie Hathaway, Catherine Simonson, Ed Giroux, Lucy Mallon, Sandy McGuire, Steven Maneely
 Absent: Penny Johnson
 Guests: Nnone

Agenda Item	Discussion	Plan/Decision (if any)
Minutes Approval	Minutes shared for approval from the February 4, 2020 committee meeting.	A MOTION (Sturtevant/O'Donnell) to approve the meeting minutes PASSED .
State of the State	<p>Bob Bick gave a high-level overview of the agency's current economic situation noting the following:</p> <ul style="list-style-type: none"> - The agency has not been eligible for any of the federal stimulus dollars such as the Paycheck Protection Program because we have too many employees and/or our budget is too big. - The agency has gotten helpful support from DAIL and DMH throughout the pandemic and we are just starting to get some financial relief from ADAP through a Medicaid retainer program (right now the ADAP relief is for April only but we will continue to apply for it as long as it is available). - It is unclear at this time what programming will look like next year or what budgeting will look like past June 30th on the state level but we are anticipating a significant negative financial impact overall. <p>In response to a question from George, Bob provided some clarification on the CTO Help Pool system:</p> <ul style="list-style-type: none"> - The CTO Help Pool was a system developed years ago where employees, at their own discretion, could choose to donate some of their unused CTO hours into a pool which could be utilized by others in need. If an employee was in an emergency situation where they needed time off but did not have enough CTO, they 	

	<p>could pull hours from the pool rather than taking unpaid time off.</p> <ul style="list-style-type: none"> - Since the start of the state of emergency, the agency has chosen to backfill hours into the CTO pool so that all employees who were not able to work (due to various COVID-related situations) could pull as many hours as needed to make themselves whole each week. As of last week, the agency had provided over 8000 hours to staff. - Bob has had several fruitful conversations with the president of AFSCME during which their executive team has appreciatively acknowledged the enormity of the agency's contribution of those hours. 	
<p>Performance Review: FY20 Q3</p>	<p>Sandy McGuire, CFOO and Carrie Hathaway, Director of Financial Management</p> <ul style="list-style-type: none"> - YTD gain of just under \$2.5M (compared to about \$1M this time last year). The positive variance is largely due to the performance of the investment account. - The 12-month moving average for cash is at 21.75 (which is down from just over 30 days in the previous quarter). - The investment account dropped about 11% over the course of Q3. - YTD return on investment of -7.79%. - Overall the third quarter was essentially business as usual. We continue to see savings, particularly in fringe and admin (although health costs were beginning to ramp up). The PNMI programs continue to be challenging financially. The Chittenden Clinic is also an area that the finance team is watching closely with concern. Success Beyond Six programs continue to perform well, as they usually do. 	
<p>Performance Review: FY20 Q4 Outlook</p>	<p>Sandy McGuire, CFOO</p> <ul style="list-style-type: none"> - In terms of payment reform, essentially all efforts have been put on hold for the foreseeable future. This includes the efforts on the part of DMH to reallocate case raised funds (which would have put us in jeopardy of losing some funds) as well as DS making changes related to rates, budget, processes, and service delivery. At this point, we do not believe payment reform efforts will impact FY21 which is good news. - DMH established emergency case rates for our behavior interventionist programs under the Success Beyond Six umbrella (as opposed to sticking to the traditional fee for service model) which has helped significantly minimize disruptions in cash flow. DMH also advanced two months of funds until the billing 	

mechanics for the emergency case rates could get set up which was extremely helpful early on.

- We have a master sheet in place tracking what we anticipate for potential revenue disruption. We are also tracking all COVID-related expenses (personal protective equipment, hazard pay, cleaning supplies, technology etc.).
- Combining projected revenue disruption with projected COVID-related costs, we are anticipating an overall negative financial impact of about \$9.7M through June 30th.
 - o We have identified about \$4.8M of that projected impact which will be able to be covered through internal or state funding (leaving a shortfall of \$4.9M).
 - o We have also identified some internal changes that can be made to reduce expenses and possibly cover about \$1.2M of that impact (leaving a shortfall of \$3.7M).
- Our cash position feels comfortable at the moment but we are mindful that that is due to advances provided by state departments and flexibility in billing criteria.
- Our current projection has us potentially needing to dip into reserves in late May/early June.
- One of the biggest unknowns at the moment is our potential financial exposure in relation to emergency funding streams that DAIL has put out to families and care providers.

Bob Bick, CEO

- One internal change we have identified as a means to reducing expenses is furloughing about 280 staff members who cannot work either because of personal circumstances (they fall into a high risk health category, live with someone who falls into a high risk category, or do not have childcare) or because we do not currently have sufficient work for them. These furloughs would go into effect May 10th with a planned recall date of June 28th.
- All benefits will remain intact during the furlough period and these staff members will be eligible for unemployment during their furlough period. Between typical unemployment benefits and the additional \$600/wk federal stimulus for unemployment, we are confident that most furloughed staff will be earning close to, if not more during this time than if they were able to work their regular hours.
- The HR team has worked with representatives from the VT

	<p>Department of Labor to arrange a Zoom meeting for all affected individuals to help facilitate them getting into the unemployment system. If there are individuals who we know would not qualify for unemployment for a specific reason, they would not be considered for furlough.</p>	
FY21 Budget Process	<ul style="list-style-type: none"> - While the finance team has been working on budgeting to account for a wide variety of scenarios for FY21, there are so many variables and unknowns at this point that attempting to prepare a status quo budget does not feel realistic or worthwhile. We do need to have an approved budget in place by July 21st. The recommendation of the finance team is to extend the current budget through the first quarter of FY21 and replace it with a more realistic budget as more information becomes available. 	<p>A MOTION (O'Donnell/del Pozo) to recommend that the Board approve the extension of the current budget through the first quarter of FY21 PASSED.</p>
Property	<p>453 Pine Street</p> <ul style="list-style-type: none"> - In March, the Board of Trustees approved the decision to move ahead with exploration of the lot at 453 Pine Street. Since then, we have learned that much of the funding that the state originally indicated would be available for planning will no longer be available due to budget pressures. To continue next steps for this project would cost the agency approximately \$60,000 which we have decided is not prudent at this time. - The decision has been made to hold on this project until August 1st when we will reassess the situation. - Subsequently, the decision has also been made to hold on our capital campaign. <p>Pearl Street Property</p> <ul style="list-style-type: none"> - The owners of the property where our Act 1/Bridge programs are located has indicated a willingness to sell the property at the appraisal price. - We will be looking to close a Purchase and Sale Agreement for this property by the end of August. - The agency currently gets a subsidy from UVMMC for the cost of the space and will be reaching out to them to see if they intend to keep that in place moving forward. Even if they do not, we believe the property holds a great deal of potential for the agency. - The agency will keep the Finance Committee apprised of developments with this property pursuit. 	
FY20 Portfolio Update	<ul style="list-style-type: none"> - Representatives from Hickok and Boardman reached out a few months ago with concerns about Philadelphia who will be 	

	<p>reducing coverage limits and increasing rates (this is occurring on a national level and is not specific to Howard Center). They are also looking at an increase nationally in abuse and molestation claims and their ability to write foster care exposures is now greatly limited. They are looking at excluding professional liability (including medical professional and abuse and molestation) from the umbrella coverage.</p> <ul style="list-style-type: none"> - Overall, we are looking at a 15% increase in the overall package and a 20% increase in the cost for the umbrella. - Hickok and Boardman have put out a bid to about 10 providers and anticipate that the information will be ready for review the week of June 8th. - Finance Committee members agreed to hold an off-cycle meeting on June 9th to review the FY21 renewal recommendation. 	
FY21 work calendar	<ul style="list-style-type: none"> - The work calendar for FY21 follows the standard Finance Committee calendar flow but with one additional meeting added for the insurance portfolio review (March 30th). 	Finance Committee members agreed to the proposed FY21 work calendar by consensus.
Audit Review	<ul style="list-style-type: none"> - The State of Vermont Department of Mental Health has reviewed and accepted the UG Audit report for FYE 2019. 	
Next Meeting	<ul style="list-style-type: none"> - Off-cycle meeting to be held Tuesday, June 9th from 7:30 – 9:00 am via Zoom. - It was noted that it is likely the Finance Committee and/or the Board of Trustees will hold ad hoc meetings over the summer months to keep members apprised of developments amidst COVID-19. 	
Adjourn		A MOTION (Sturtevant/del Pozo) to adjourn PASSED .

Submitted by: Lucy Mallon



Chief Executive Officer's Report
May, 2020

(Information is listed under 2018-2020 Howard Center Strategic Plan Framework categories.
New items listed in red text)

Financial Stability and Independence

(Increase % non-govt. funds; Increase days of cash; Increase investment in capital infrastructure: Increase ratio assets to liabilities)

1. For the period ending May, 2020 the Year-to-Date (YTD) actual operating position is \$1,858,609 .
2. Budgeted position for May was \$105,519.
3. 12 Month moving average of Days of Cash at the end of May was 21.74.
4. Work on exploration of a second Garvin School location is currently suspended due to COVID-19.
5. The exploration of the Pine Street Property is currently suspended due to COVID-19 and pending further financial availability from the State.
6. While we continue to work on scenarios for a proposed FY'21 budget we are recommending an extension of the current budget for one quarter.
7. **We are self-insured for our health insurance and contract with BCBS for administrative services. We have advised BCBS that we will exempt any staff from co-pays for hospitalization due to COVID-19**
8. **The agency is actively meeting with key commissioners and submitting requests for funding support as options present. Multiple billing accommodations have already been made and will be discussed in the meeting.**
9. **It appears that due to COVID-19 Department of Aging and Independent Living (DAIL) and Department of Mental Health (DMH) have slowed work on plans to contract out some services or restructure payment models.**
10. **We are exploring purchasing three buildings we currently lease from Champlain Housing Trust.**
11. **We are also in discussions with the property owner of our Act 1 building.**

Internal and External Service Integration

(Seamless client experience: Increased collaboration with external providers: Increased integration within HC)

1. **Previously discussed consideration of contractual relationship development with UVMHC Health Network has stalled due to COVID-19 after having already slowed earlier.**
2. **The Population Health Leadership Alliance of key Chittenden County agencies and state partners will be focusing on suicide prevention in the coming months.**
3. **We continue to provide many services through our school contracts for this year and are working with our school partners to secure similar relationships next year. The State's Education and Mental Health Departments are strongly encouraging districts to maintain contracts with DA's.**

Stable, High Performing, Engaged Workforce

(Decreased staff turnover: Increased staff retention after 3 years; Increased % staff who recommend HC: Increased % staff who achieve high performance)

1. As of April 27 we had 91 open full-time positions and 35 part-time positions.
2. We are continuing to analyze the 1000 staff responses to this year's Culture & Climate Survey and will be presenting summary data to the board at an upcoming meeting.
3. Daily briefings have highlighted the numerous staffing compensation and protocol issues and changes over the period since COVID-19. As of the date of this writing we are planning for numerous staff furloughs effective May 10th and I will report out at the board meeting on the actual activity.
4. Some hiring for critical positions continues.

Timely, Equitable, and Easy Access

(Serve local underserved individuals & communities; Crisis client call back within 15 minutes, face-to-face within 1 hour; New clients offered face-to-face contact within 5 days and initial request for treatment within 14 days: Now client offered support connection within 24 hours).—

Program	Week ending report	04/27/20		02/24/20
Access & Intake Calls		286		407
Arch Census		285		285
First Call Total Calls		320		447
First Call re: Children Calls		55		100
First Call re: Adult Calls		264		330
First Call Total Assessments		67		91
First Call Child Assessments		8		20
First Call Adult Assessments		51		91
Jarrett House Admissions (of 5/6) 4.16/71%		3		5
Assist Admissions (of 5/6) 4.63/77%		4		5
Act 1 Clients Screened				33
Act 1 Admissions				24
Act 1 Referrals to ED				1
Act 1 Referrals to Corrections				8
Bridge Utilization				57%
Street Outreach Contacts		28		65
Community Outreach Contacts		28		38
Chittenden Clinic Census (of 1000)		964		963
Chittenden Clinic Uninsured				9.97%
Outpatient Children Waiting		--	-	26
			-	
Outpatient Adults Waiting		--	-	66
			-	
Outpatient DS Waiting		--	-	14
			-	
Northern Lights Census (of 11)		--	-	6
			-	
Eldercare Census		--	-	35

			-	
Eldercare Waiting	--		-	5
MH/Drug Court Census	--		-	43
FGI Outpatient Census	--		-	328
Safe Recovery Narcan Distributed	--		-	122
Safe Recovery Syringe Exchange Contacts	--		-	120
Pine Street Spoke Census	--			223
Park Street Census (of 10)	--			7
Community Support Programs # clients	544			542
Developmental Services Census	723			754
Baird School Census (of 48)	50			48
Garvin School (of 27)	24		-	24
			-	

Data and Analytics Sufficient to Meet Agency Needs

(Staff have easy access to needed data to be effective: Operational data is timely, accurate, and available: Agency makes decisions based on data/analysis.

1. Tele-Health has become a primary vehicle for the delivery of support services at the agency. See attached graphs for data trend.

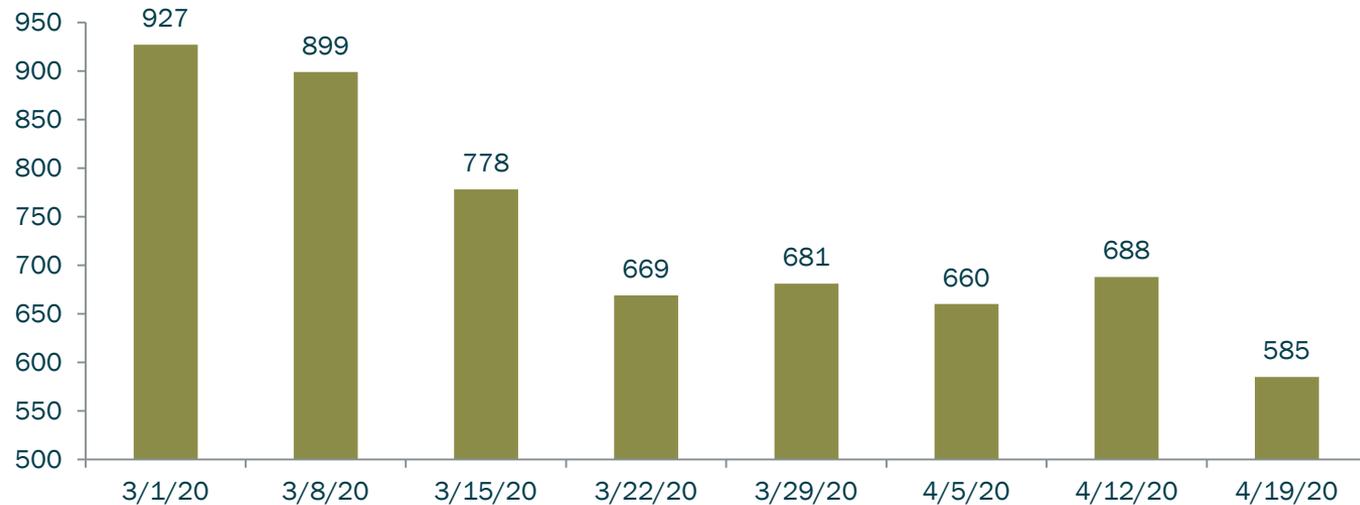
Utilization Data

March 1, 2020 – April 19, 2020

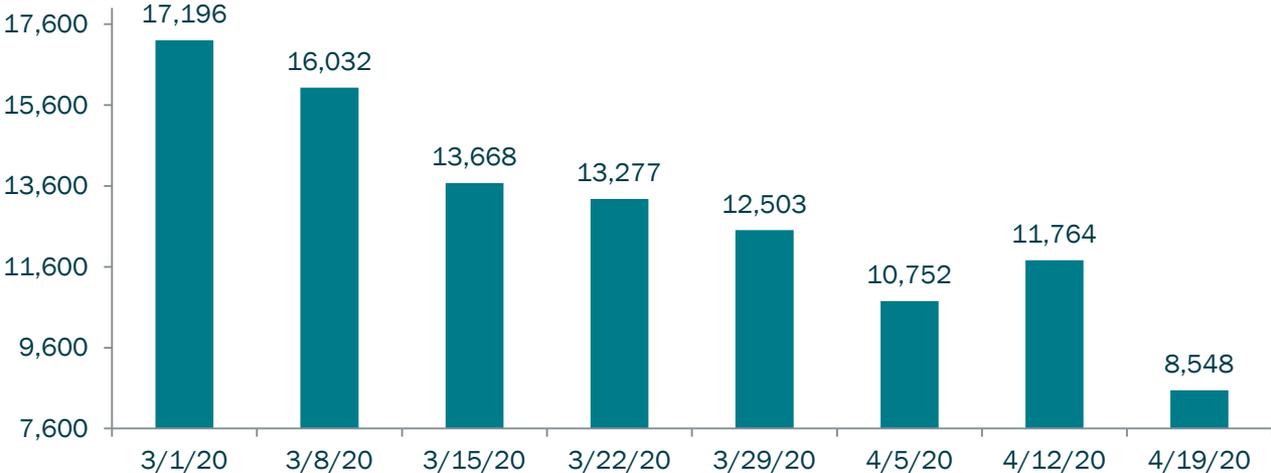
Number of Clients Receiving Services



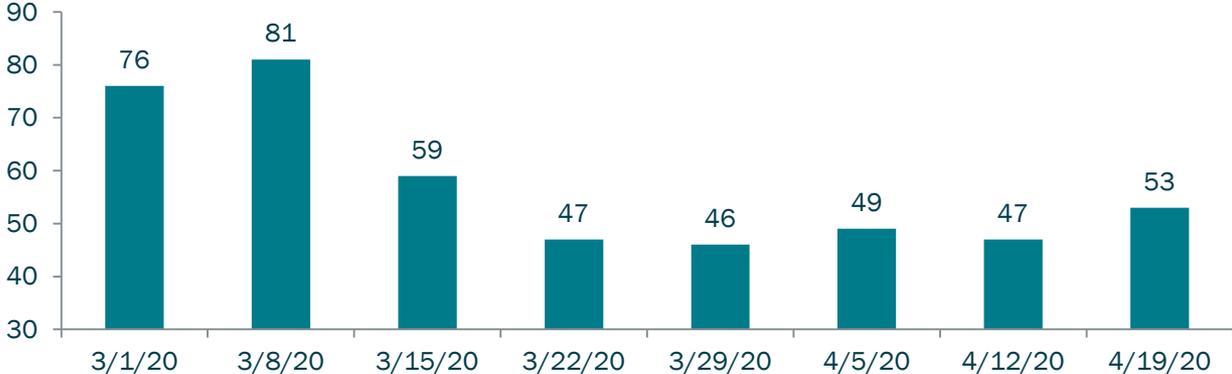
Number of Staff Providing Services



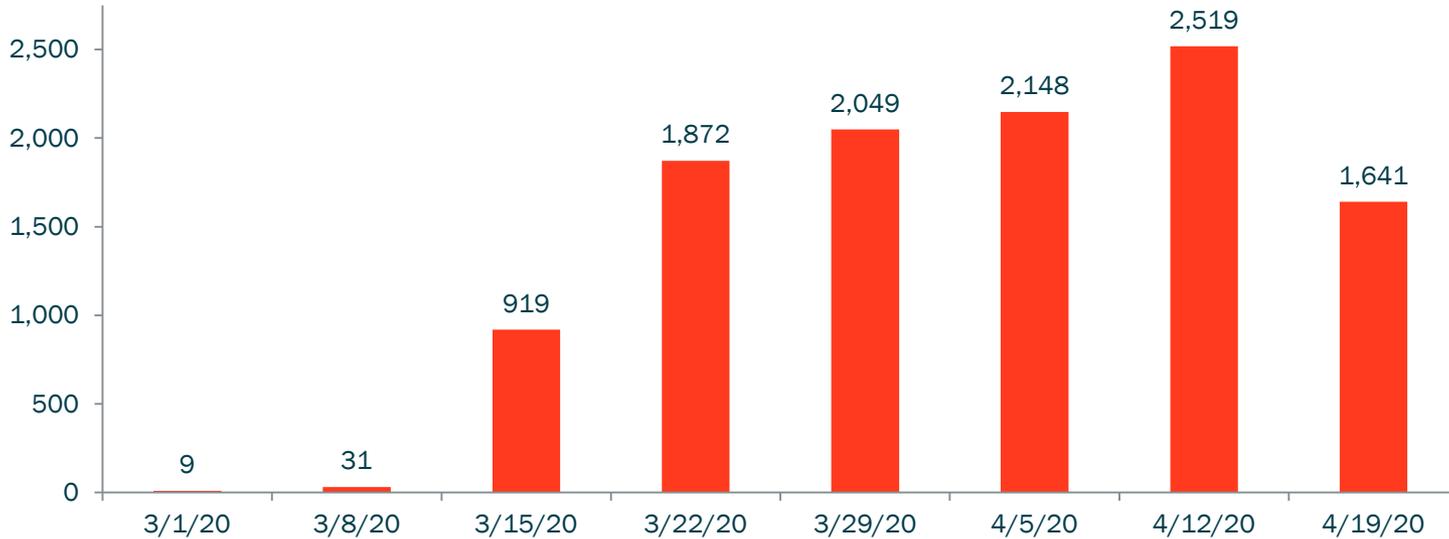
Service Count



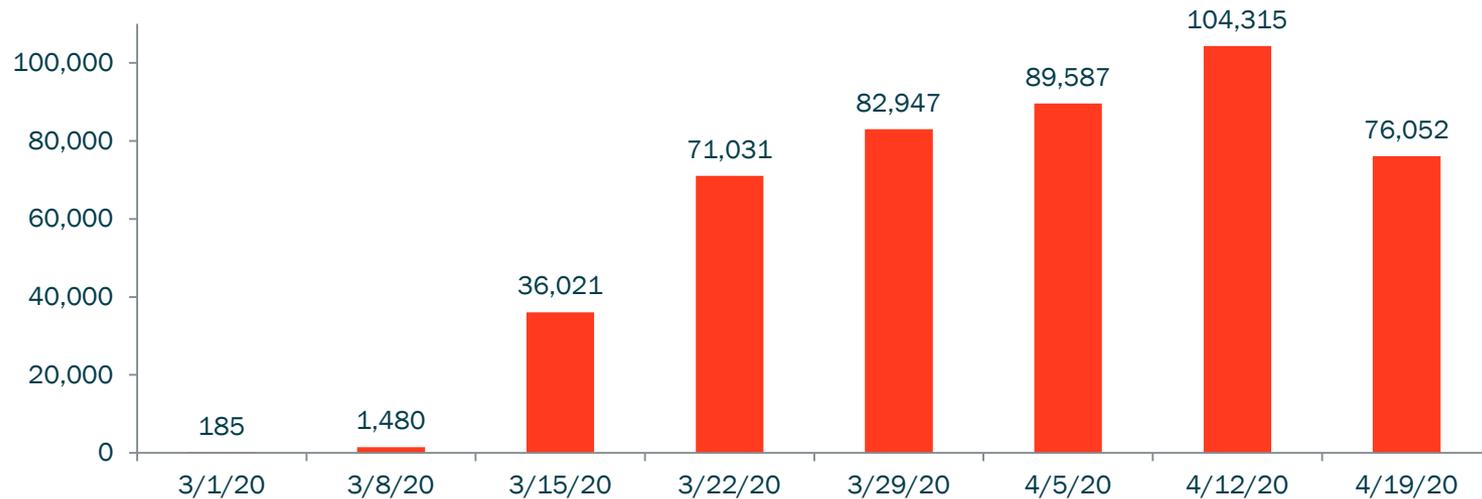
Average Duration of Services (in Minutes)



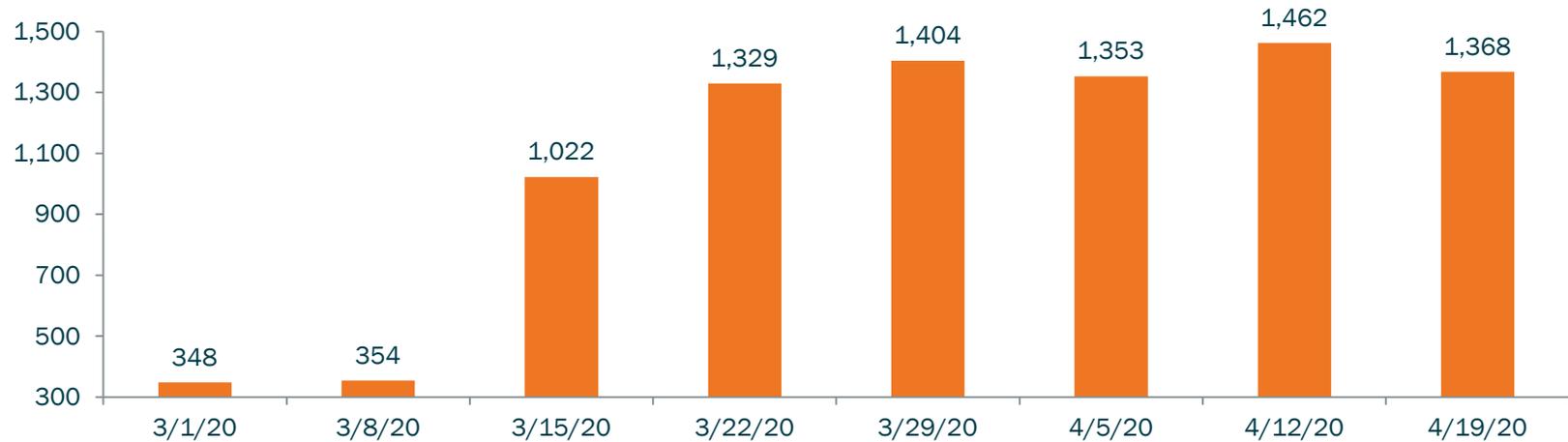
Count of Telehealth Services Provided



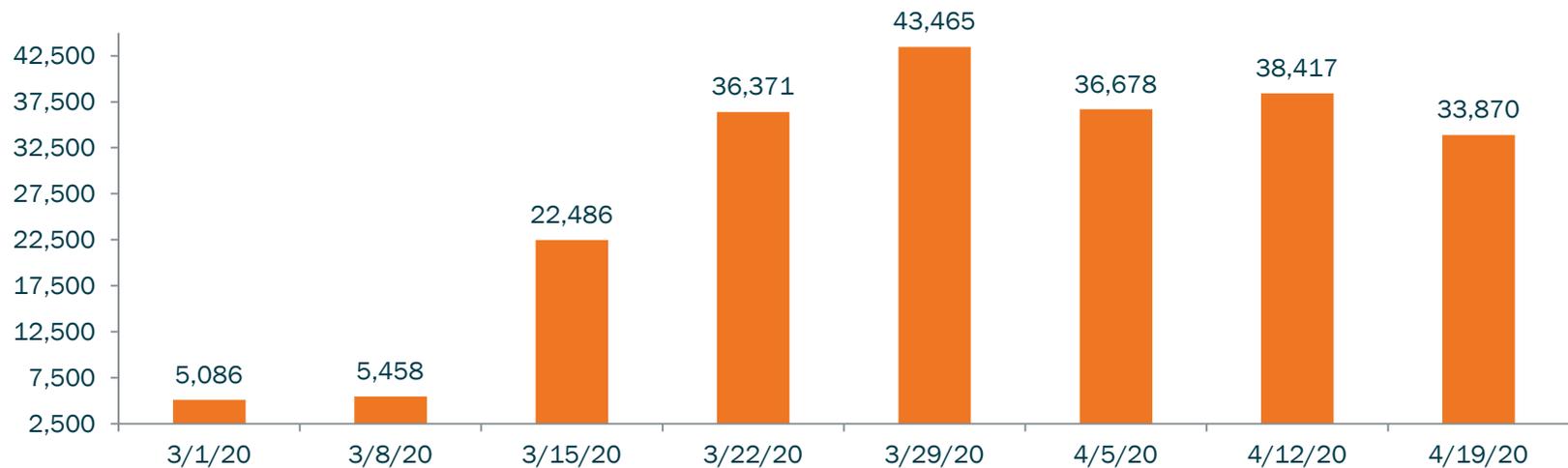
Total Telehealth Minutes Conducted



Count of Telephone Services Provided



Total Telephone Minutes Conducted



HOWARD CENTER
BOARD OF TRUSTEES

Tuesday, May 12, 2020
4:00-5:30pm
Phone/Video Conference

MINUTES

Present: Rep. Ann Pugh, Brandon del Pozo, Daniel Calder, Debra Stenner, Connie Stabler, Cyndee Sturtevant, George Philibert, Hanneke Willenborg, John McSoley, Kathy Connolly, Meg O'Donnell, Thato Ratsebe, Yves Bradley.

Absent: Kelly Deforge, Kerrick Johnson, Michael Couture, Rep. Trevor Squirrel.

Staff: Bob Bick, Catherine Simonson, Denise Vignoe, Jacquie Dragon, Lucy Mallon, Sandy McGuire, Sandy Steingard.

Guests: None.

I. PUBLIC COMMENT

No guests.

II. BOARD PRESIDENT'S REPORT

Attendees did not have any questions or comments regarding the Board President's Report.

III. CHIEF EXECUTIVE OFFICER'S REPORT

Corrections - It was noted that the first item of the reports should read "period ending in March 2020" rather than "period ending in May 2020."

Furloughs - As Board members are already aware, the agency issued furloughs over this past weekend (194 full furloughs, 77 partial furloughs). This included staff members who were not able to work due to personal circumstances (lack of child care, falling into a high risk health category, living with someone in a high risk category) as well as staff members for whom we did not have a sufficient amount of work. All furloughed staff will continue to receive benefits throughout their furlough period. The planned recall date for furloughed staff members is June 28th.

Program Status – Street Outreach and Community Outreach staff members continue to do face-to-face work with clients as well as staff members in residential programs, bed-based crisis programs, and to some extent First Call for Chittenden County. Howard Center nursing staff members continue to conduct face-to-face work with clients who require medical procedures such as injections or blood draws. The Chittenden Clinic has increased take-home medications which has reduced traffic to about 200 individuals a day (about half of the usual volume). Lab results are indicating an increase in both fentanyl and stimulants in urinalysis so we will continue

to monitor that situation. The long-term vacancy in our eldercare services program has been filled and we have been able to serve all individuals who had previously been on the wait list for eldercare services. We are beginning to look at the extent to which we may be able to offer summer programming to children.

Grenon Report –The Vermont Mental Health Crisis Response Commission released a report regarding Phil Grenon in mid-March, just as the pandemic was starting to significantly affect the community. Howard Center leadership made the decision to issue only a very brief statement at that time. The rationale behind this decision was that frequently members of the media selectively choose quotes so it can be difficult to effectively mediate our position. Counterpoint, the statewide newspaper that addresses mental health issues, will be doing a piece on the Grenon report and we plan to take the opportunity to provide more in-depth feedback surrounding our reaction to the report. There was discussion about the decision to minimize media response when the report was released and Connie Stabler expressed displeasure with the agency’s response.

Master Grant – The state has agreed to extend the Master Grant through at least the first quarter of Fiscal Year 21 and potentially beyond that. We have not been given clear information from the state as to what this decision will mean in terms of our FY21 budget.

Property – Prior to COVID, the agency had been working with the state, consultants, and attorneys on the potential development of the property at 453 Pine Street. The state had originally indicated that they had funding that would be available for some preliminary work on the project but it is now unclear how much they will be able to contribute. Given the current economic circumstances, it does not seem prudent to spend agency money on the Pine Street project so it has been suspended for the time being. **The owner of the property where Act 1/Bridge is located has indicated a willingness to sell at the appraisal price. The Finance Committee has endorsed the decision to move forward with a Purchase and Sale agreement which will be followed by an environmental survey of that property.** We are currently in conversations with the Champlain Housing Trust regarding the possibility of converting three current leases to capital leases. More information will be provided to the Finance Committee and the Board as that situation progresses.

IV. CHIEF CLIENT SERVICES OFFICER’S UPDATE

PIVOT Planning – Throughout the course of the pandemic, we have found many instances where alternative service delivery methods have been quite successful. A group of leaders referred to as the PIVOT group has been formed to start the planning process for how the agency will begin to re-open and re-engage with the community. Rather than planning to return entirely to our former status quo, this group will work to integrate what has worked well throughout the pandemic into the agency’s future. Some examples of where alternative modes of service delivery have proven effective include the following:

- IDRP (Impaired Driver Rehabilitation Program): Staff members and participants provided positive feedback regarding a weekend-long course which was taught virtually. Benefits included easier access for participants who are not currently allowed to drive and staff noted high engagement from participants throughout the weekend.
- Autism Spectrum Program: While virtual teaching proved challenging for many students on the spectrum, because teaching sessions conducted via Zoom required facilitation by parents/guardians, this has led to higher levels of parental engagement and understanding.
- Outpatient Services (individual and group therapy): With the introduction of telehealth sessions, we have seen a significant drop in individuals missing or cancelling appointments. For some clients with significant trauma issues, leaving their home can be a major challenge so telehealth has provided an opportunity to reach people who may struggle with coming into an office setting.

Areas of Challenge – Not all service areas have translated well into remote work.

Programs/areas where remote work has been particularly challenging include CSP (Community Support Program), some school-based services where students typically receive 1:1 support from behavior interventionists, and case coordination for families with young children receiving services. The PIVOT group will continue to weigh what has worked well against what has not when making decisions about what populations or programs will be prioritized to resume face-to-face services as we begin to gradually re-engage with the community.

V. **CHIEF FINANCIAL AND OPERATIONS OFFICER'S UPDATE**

Fourth Quarter Projections – Through the fourth quarter of FY20, we are anticipating about a \$1M disruption to our revenue and an expense increase of \$8.5M related to COVID-19. DMH and DAIL have worked diligently with us to ensure minimal revenue disruptions. COVID-related expenses include costs related to the following: hazard pay for staff, emergency relief funding for families/caretakers of DS clients (a measure that DAIL put into place), the COVID Recovery Center at Bishop Booth, telehealth and technology, direct client costs (supplies, meals, materials), personal protective equipment, and cleaning supplies. We are continuing to work with the state on different applications to see what funding we may be eligible for. We have not been eligible for most of the federal grants thus far because of the size of the agency but may potentially be eligible for funding from the Health and Human Services Public Health and Social Services Emergency Fund (though the amount is unclear at this time). Cash is fairly strong at the moment but that is in large part due to the fact that state departments have pushed out advances and put temporary measures in place (such as switching to case rates rather than fee for service in Success Beyond Six programs) in an effort to minimize revenue disruptions. It is unclear if the state will continue these measures past June.

FY21 – Howard Center typically begins budgeting in January and brings a proposed budget to the Finance Committee and the full Board of Trustees for approval in June. The finance team has been actively engaged in this planning process and continues to work on a status quo budget

but because there are so many unknowns at this time, the recommendation (which has been endorsed by the Finance Committee) is to extend the current budget through the first quarter of FY21. As soon as the finance team can replace that budget with something more meaningful, that will be put forth to the Finance Committee and the Board.

A **MOTION** (Connolly/Calder) to accept the Finance Committee's recommendation to extend the current budget through the first quarter of FY21 **PASSED**.

VI. STRATEGIC PLAN UPDATE

When the Board met on January 14, 2020, Board members approved three high-level priorities for the agency's next strategic plan. The new strategic plan was slated to go into effect July 1, 2020. While leadership has been working on developing objectives to address the three identified priorities, given the amount of uncertainty at the moment, it is recommended that the Board extend the current strategic plan through the end of December (as opposed to its original end date in June). By January, we will have more data available to develop strategic objectives in a more meaningful context.

A **MOTION** (O'Donnell/del Pozo) to approve extending the current strategic plan through December 31, 2020 **PASSED**.

VII. GOVERNANCE COMMITTEE UPDATE

Meg O'Donnell presented an update from the Governance Committee addressing the following:

Board Candidates – We currently have 17 members serving on the Board of Trustees. According to the Bylaws, we are required to have 18 members. The Governance Committee is actively working to recruit members and has identified three potential candidates. Former Board member Gail Stevenson has expressed that she will be able to rejoin the Board in November. Two other individuals are early in the interview process. More information will be brought to the Board as the situation progresses.

Proposed Changes to Bylaws – Proposed changes to the Bylaws, which were also reviewed in the March Board meeting, include the following:

- Updating the name of the Personnel Committee to the Human Resources Committee
- Updating the name of the Fund Development/Public Relations Committee to the Development and Communications Committee
- Updating the title of Executive Director to Chief Executive Officer
- In section 3.02, striking the sentence that all Board meetings shall be open to the public (per advice from legal counsel).
- In section 7.01, sentence structure clean-up
- In section 8.06, new language on dissolution and merger (in alignment with feedback from state during re-designation)

A **MOTION** (Calder/Connolly) to approve the proposed edits to the Bylaws **PASSED** unanimously.

VIII. CONSENT AGENDA

A **MOTION** (O'Donnell/Calder) to approve the Board of Trustees Meeting Minutes from March 10, 2020, the Board of Trustees COVID Update Minutes from March 18, 2020, and the Board of Trustees COVID Update Minutes from April 14, 2020 **PASSED**.

A **MOTION** (Stabler/Connolly) to accept the FY19 Agency Financial Summary & Charts from March 2020, the Finance Committee Minutes from February 4, 2020, and the Governance Committee Minutes from March 3, 2020 **PASSED**.

IX. OTHER BUSINESS

June Board Meeting – A regular Board meeting will be held (via Zoom) from 4:00-6:00 pm on June 9th in place of the June Board Retreat.

Acknowledgement for Furloughed Staff – Debra and Brandon offered to draft a letter on behalf of the Board expressing appreciation and support for staff members who have been furloughed.

Other – Thato expressed appreciation for Howard Center staff members Cael Barkman, Alison Segar, and Erin Delaney who have contributed to work being done to communicate critical information to refugee populations.

X. ADJOURN

A **MOTION** (Ratsebe/Calder) to adjourn at 5:40 pm **PASSED**.



Chief Executive Officer's Report
September, 2020

(Information is listed under 2018-2020 Howard Center Strategic Plan Framework categories.
New items listed in red text)

Financial Stability and Independence

(Increase % non-govt. funds; Increase days of cash; Increase investment in capital infrastructure: Increase ratio assets to liabilities)

- 1. Beginning September 8th our independent auditors will be here (virtually) for two weeks as part of our annual audit.**
- 2. With the approval of the board we have issued one-time year-end funds to staff who worked during the spring and continued to be employed on the date the funds were distributed. After your approval both bargaining units were advised of our intention to distribute the funds and agreed to the plan. Total costs were \$1,659,973. AFSCME costs were 59% at \$978,014.**
3. For the period ending June, 2020 our current unaudited operating position is \$4,090,762. This compares to the April, 2020 operating position of \$2,536,687 reflected in the last full report to the board.
4. The 12 month moving average of Days of Cash as of 09/03 was 28. Current is 36 days. This compares with an end of April 22.39 and March at 21.74. The current number is reflective of several key elements especially our deferral of the employer portion of social security taxes. As of June 30 we have incurred a liability of \$718,901 and project this to be in the range of \$2,592,624 by the end of the calendar year. This deferral functions as an interest-free loan, half will be due in December of 2021 and the remaining half due in December 2022.
- 5. Notably our costs of unemployment insurance (we are self-insured) has increased dramatically. As of June 30 we have incurred \$655,533 compared with \$48,335 for last year. We anticipate ½ to be reimbursed by the federal government for costs incurred through December but do not yet know when we will receive those funds. Expense for Fy'21 are expected to be well in excess of our June 30 cost.**
6. With all of the unknowns of the coming school year and trying to anticipate FY'22 we are cautiously continuing the search for a second Garvin School location.
7. Communication with Rick Davis this week to confirm that Howard Center is continuing our suspension of pursuit of the Pine Street property.
- 8. Phase 2 environmental study currently underway for the Pearl Street property as we finalize our Certificate of Approval application as required by the state.**
9. We are also continuing to explore options to relocate our Lakeview Program.
10. Remarkably while Designated Agencies have agreed with the state on the terms and language of the Master Grant for the year that began on July 1 we have not yet received the final document for signature.

Internal and External Service Integration

(Seamless client experience: Increased collaboration with external providers: Increased integration within HC)

1. The Population Health Leadership Alliance of key Chittenden County agencies and state partners has with the city of Burlington signed on to declare racism a public

health emergency. As part of the work we have placed Black Lives matter flags at all agency locations, raised a BLM flag at 1138 and Howard Center identified five initial areas of focus of our work:

- **Create a data dashboard to identify health disparities and inform practice change within our agency clinical practice and recruitment plan**
 - **Advance recruitment strategies to racially diversity the Board of Trustees and senior leadership within the agency**
 - **Enhance training and support to address racist actions by those we serve (clients, students, patients)**
 - **Demonstrate support for Black Lives Matter through an agency action initiative**
 - **Offer educational sessions on racism related to mental health, substance use, and developmental disabilities as part of our free and open to the public Community Education Series.**
2. **As previously discussed, school contracts and payment from districts for last year and provisions for this year have been especially challenging in the current COVID environment.**
 3. **To finalize our state re-designation we were asked to modify our by-laws to accommodate language concerning the return to the state of specific property should the agency dissolve. The board approved those changes, we submitted the changes to the state, and we have been advised that the state accepted the changes and we no longer have any unresolved issues to be met to satisfy our re-designation.**
 4. **This past month we added a new Housing Specialist position in a subcontract with CVOEO to work with the currently temporarily housed individuals to assist with both mental health issues and acquiring more permanent housing,**

Stable, High Performing, Engaged Workforce

(Decreased staff turnover: Increased staff retention after 3 years; Increased % staff who recommend HC: Increased % staff who achieve high performance)

1. **As of 08/24 we had 93 full-time open positions (compared to 88 open full-time positions in May and 91 in April) and 39 Part-time open positions (compared to 35 in April).**
2. **We have surveyed staff about their needs for and concerns about childcare as the school year approached. That data is provided as a separate attachment.**
3. **As of this date we have a total of 37 staff on furlough who are currently scheduled through September 27. Of that number we have included and agreed to furlough extensions for 14 staff who were previously recalled but declined to return to client face-to-face work for a number of personal reasons. We currently have 5 staff on FMLA and 2 pending, 2 on maternity leave and 1 on workers comp.**
4. **We have had two Town Hall zoom events over the past couple of months and will be continuing to engage with staff on specific issues related to our work organized and facilitated by our Diversity Equity and Inclusion team.**
5. **Dr. Sandy Steingard will be retiring after 25 years at the end of the month and Dr. Simha Ravven has started as our new Medical Director as of 08/31/20. As appeared in the all staff briefing:**

Dear Colleagues,

It's a bittersweet time as we ready ourselves to say goodbye to our Chief Medical Officer, Dr. Sandy Steingard. Her last day with the agency will be on September 26 after more than 25 years. For those of you who have had the pleasure to work with her directly you know she's made it a priority to be available and accessible no matter the time, day or night. I have often wondered about her sleep patterns! So much comes to mind when I reflect back on our work together but there is nothing that has been more consistent and focused than her commitment to the people and families served by the agency and her willingness to engage with and support the staff at all levels in the agency that make "Help is here" so true for so many. Sandy has advanced treatment and care for people with chronic and persistent mental illness and over her 25 years with the agency there are countless stories of her acts of kindness, compassion, and caring.

Sandy is many things – a physician and a leader, an innovator and a scholar, an educator and an advocate, a speaker and an author. I've especially always appreciated her willingness to continually re-examine the principals that underlie her work as a psychiatrist, challenge the status quo, and offer her perspective even if it is controversial when she is convinced it is in the best interests of her clients. As part of her role as Chief Medical Officer at Vermont's largest designated agency, Sandy has strongly believed that her administrative obligations should not overshadow the necessity and value of her continued clinical work with clients and families. And yet, she has still found the time to be a regular blogger, journal editor, editor of a text on Critical Psychiatry, international speaker, and a primary catalyst in bringing the Collaborative Network Approach to the Agency and Vermont. All of her work has focused on improving client-centered care and giving voice to those with lived experience.

Highly regarded throughout her profession, here in Vermont and elsewhere in the world, Sandy has demonstrated leadership and extended support to her colleagues at the agency. During COVID-19, her work has been all consuming and her leadership exemplary as she has worked with local and state agencies to keep our clients, staff, and community safe from this unprecedented pandemic, often single-handedly managing and responding to staff emails on the COVID line.

Sandy's 25 year commitment to Howard Center and those we serve has been nothing short of remarkable. For those who haven't yet been able to wish her well, she'll be staying on during September to help orient and transition our new Chief Medical Officer, Dr. Simha Ravven who begins on Monday, August 31. See the email Sandy sent yesterday about [Psychiatry Staff transitions](#) as we say goodbye to Dr. Joe Lasek and welcome to Drs. Ravven, Brandt, and Shen.

At Sandy's request we will host a gathering to bid her a proper farewell when the current limitations of COVID have passed. Please join me in expressing our appreciation and thanks to Sandy for her incredible service and in sending her our very best wishes. Charlie Brown noted that "*there is no heavier burden than great potential*" and I can't think of anyone who has translated her potential into such meaningful activism.

It's been my privilege to call Sandy a colleague and a friend,

Bob

Timely, Equitable, and Easy Access

(Serve local underserved individuals & communities; Crisis client call back within 15 minutes, face-to-face within 1 hour; New clients offered face-to-face contact within 5 days and initial request for treatment within 14 days: Now client offered support connection within 24 hours).—

Program	Week ending report	04/27/20 during COVID	05/25/20 during COVID	08/03/20 During COVID	02/24/20 Pre- COVID
Access & Intake Calls		286	261	420	407
Arch Census		285	285	285	285
First Call Total Calls		320	338	350	447
First Call re: Children Calls		55	79	39	100
First Call re: Adult Calls		264	228	310	330
First Call Total Assessments		67	65	86	91
First Call Child Assessments		8	16	11	20
First Call Adult Assessments		51	42	53	91
Jarrett House Admissions (of 5/6) 4.16/71%		3	5	2	5
Assist Admissions (of 5/6) 4.63/77%		4	3	7	5
Act 1 Clients Screened		11 (5/4)	20	20	33
Act 1 Admissions		4 (5/4)	9	7	24
Act 1 Referrals to ED		1 (5/4)	3	4	1
Act 1 Referrals to Corrections		6(5/4)	7	9	8
Bridge Admissions		4 (5/4)	5	7	57%
Street Outreach Contacts		28	144	136	65
Community Outreach Contacts		28	61	48	38
Chittenden Clinic Census (of 1000)		964	966	978	963
Chittenden Clinic Uninsured				9.10%	9.97%
Outpatient Children Waiting		--	37 (5/11)	19	26
Outpatient Adults Waiting		--	38(5/11)	68	66
Outpatient DS Waiting		--	5 (5/11)	5	14
Northern Lights Census (of 11)		--	6 (5/18)	7	6
Eldercare Census		--	51 (5/11)	63	35
Eldercare Waiting		--	0	0	5
MH/Drug Court Census		--	67 (5/11)	68	43
FGI Outpatient Census		--	293 (5/11)	268	328
Safe Recovery Narcan Distributed		--	114 (5/11)	80	122
Safe Recovery Syringe Exchange Contacts		--	98 (5/11)	111	120
Pine Street Spoke Census		--	229 (5/11)	259	223
Park Street Census (of 10)		--	8 (5/11)	9	7
Community Support Programs # clients		544	539	534	542
Developmental Services Census		723	723	738	754
Baird School Census (of 48)		50	50 (5/11)	24summer	48
Garvin School (of 27)		24	24 (5/11)	n/a	24

Data and Analytics Sufficient to Meet Agency Needs

(Staff have easy access to needed data to be effective: Operational data is timely, accurate, and available: Agency makes decisions based on data/analysis.

- 1. Our EHR provider, Credible, has merged with another provider, Qualifacts. The impact remains unknown at this time though we have every reason to believe that both vendors prior products will be sustained. Interestingly all the Specialized Services (developmental services) Agencies in Vermont are already on a smaller Qualifacts product.**
- 2. Data analytics has continued to provide ongoing services impact trends data to include analysis of EHR data lag time to understand COVID impact, 10 year trending on services to understand seasonality, phone to understand regional impacts on First Call, and week over week impact on services. For the week of 08/16 the number of services provided in 2020 was 4,849 compared with 7,255 in 2019. We will be looking for a Board presentation Data & Analytics this fall.**
- 3. We are in discussions to renegotiate our contract with Aspenti for lab services.**



Substance Use Disorders Advisory Group Off-Cycle Meeting

Minutes of: 09/09/2020

Present: Shawn Burke, Pam McKenzie, Connie Schutz, Bob Bick, Dan Hall, Tess Hickey, Dana Poverman (for part of meeting), Maura O'Neill, Michael Couture, Jess Kirby

Agenda Item	Discussion	Plan/Decision (if any)
<p>Pearl Street Property Purchase</p>	<p>A special off-cycle meeting of the SUD Advisory Committee was held so that HC Executive Leadership could propose the plan to purchase the ACT1/Bridge building at 184 Pearl Street.</p> <p>Bob opened the session by giving the history of ACT1/Bridge and details about the building. Bob then described the plan and rationale to purchase from current owners.</p> <p>SUD committee members gave unanimous support and praise of the program and plan to purchase.</p>	<p>A motion was made to approve the plan to purchase the property at 184 Pearl Street. All members were in favor.</p>
<p>Next meeting</p>	<p>Fall meeting will be Integrated Advisory Group. Next SUD meeting will be first Wed. in February, 2021.</p>	<p>Dana and Dan to send out invitations.</p>

Submitted By: Dan Hall

The agency does not release committee meeting minutes if they have not been reviewed/approved by the committee. The Pearl Street property was also addressed at the meetings listed below; however, the committees have not reconvened to approve the draft minutes. A brief summary has been provided in lieu of the minutes.

- Audit Committee Meeting, June 11, 2020
 - The pending Purchase and Sale Agreement for the Pearl St. property was noted as a financial commitment which may need to be disclosed on the financial statements. Agency leadership will send the PSA to BerryDunn along with any other relevant materials related to the purchase.
- Finance Committee Meeting, August 25, 2020
 - Finance Committee members discussed the following during this meeting:
 - The amount the agency plans to pull out of the investment account for the purposes of the Pearl St. property purchase.
 - Currently conducting phase 2 environmental assessment on the property (due to past uses of the property).
 - The agency will be going through COA application process with state partners.
 - The property will be set up as an LLC.
- Vermont Foundation of Children and Families Meeting, September 22, 2020
 - It was noted that a sizeable donation the agency had received would likely be pulled out of the investment portfolio in late fall to be used for the property purchase.
 - The Foundation will be reconvening later in October to discuss allocations within the Howard Center portfolio, knowing that the specified amount will be taken out for the property purchase.