



**MINUTES**  
**Governing Board**  
**January 29, 2019**

**Present:**

Brad Burnside, chair  
Lucia Orth  
Patrick Schmitz  
Steve Splichal  
Martha Gage

Matt Brown  
Tina Rosenthal  
Gene Bauer  
Gene Dorsey

**Absent:**

Barbara Ballard  
Ken McGovern  
Jane Fevurly

**Staff Present:**

Emily Farley, Development Mgr  
Stephen O'Neill, Incoming COO

Kathy Nichol, Executive Assistant  
Mike Meigs, Finance Director  
Scott Criqui, HR Director

**Order:** Brad Burnside called the meeting to order at 7:30am.

**I. Consent Agenda:**

Brad Burnside asked for a motion to approve the consent agenda, which consisted of the December 2018 Governing Board Meeting Minutes; so moved by Tina Rosenthal; seconded by Martha Gage; approved by all.

**II. Business Items:**

**a. Awards**

The Lyn Smith Award is for previous board members. The Pioneer Award is for anyone in the community. Please send nominations to Kathy Nichol, Executive Assistant for discussion and decision at the February board meeting.

**b. Board Member Nominations**

Clay Britton and Kirsten Kuhn have been nominated as the possible county appointee and consumer representative on the Governing Board, respectively. Resumes of both candidates were provided to board members.

Brad Burnside asked for a motion to approve Governing Board nominees Clay Britton and Kirsten Kuhn; so moved by Gene Bauer; seconded by Gene Dorsey; approved by all.

**c. Annual Endowment Withdrawal**

The annual endowment withdrawal recommended amount is \$224K. These funds will go to the general operating funds to further fund BNC and its programs, (e.g. WRAP).

Brad Burnside asked for a motion to approve the \$224K annual endowment withdrawal; so moved by Lucia Orth; seconded by Martha Gage; approved by all.

**III. Reports**

**a. Brad Burnside, Chair** – Brad Burnside requested clarifying information on several topics.

- i. Time of potential raises for staff are proposed to be evaluated in June 2019.
- ii. The Tier II housing financial commitment will not be known until at least May 2019.

- iii. The Adult Services Director is Marsha Page-White and started on January 2<sup>nd</sup>.
- iv. The decision to move from a COO position to a CCO position, then back to a COO position occurred due to finding the best fit after continual reviewing of the Center's structure. The clinical side will be managed more closely with the development of a clinical directors meeting lead by the CMO, Dr. Nana Dadson. Stephen O'Neill is the new COO starting February 4<sup>th</sup>. The CFS position will not be filled until more recruitment of middle management is complete to further the Center's stability for staff. Once a DBT manager is in place, the plan is to grow the program. DBT is one of the most productive teams and continues to get referrals. Lucia Orth asked about the amount of time for DBT staff to debrief due to the type of work they do. Stephen O'Neill replied they receive at least 2.5 hours of debrief time through a combination of different meetings.
- v. There is still a debate within the HLC group about who will manage the day to day operations of the crisis center, but is non-contentious.
- vi. Patron Insight is creating an executive report regarding the climate survey results that can be shared with staff. This report will be part of the Governing Board February agenda. The delay in receiving the report comes from the extending the survey due date because of the holidays.

**b. Patrick Schmitz, CEO**

- i. Staffing Update –  
Patrick Schmitz reported the Development Director search is continuing. A potential candidate is in the interview process. It is very challenging to find candidates with several years of significant major gifts experience.
- ii. Intake Data – (handouts)  
Intake by Department year to date totals show a significant increase in intakes compared to years past. Intakes are expected to increase further as the productivity standards and efficiencies are ramped up Center wide.

The Average Calendar Days from Intake to Next Appointment shows a higher wait time for CFS. This increase is due to medical evaluations and is being investigated further. Keep in mind the report information is one month behind due to technology used. BNC goal is less than one week wait time for any service.

Challenges for all intake data includes insurance requirements regarding clinician licensure, client availability, BNC hours of operation, and vacant therapist positions. Two clinically licensed therapists have recently been added (one hired, one passed test). BNC hours of operation will be expanding in the future, as well.

- iii. Program Updates –  
BNC is continuing to work through updates, changes, and new initiatives. One large change is implementing 'Just in time scheduling' for the med department. This initiative will allow clients to be seen within 3-5 days, will reduce no shows, and will increase the Center's ability to see clients on an emergent basis. The doctors will not notice a difference as it is a front/desk scheduling change. Dr. Nana Dadson is leading this project.

Mobile technology is being rolled out for improved flexibility of where and how staff document and to increase collaborative documentation for better client engagement..

The Tier 2 design is becoming more finalized. Patrick will send out the rough idea of what it looks like to board members.

The Executive Leadership team is working with Julia Gaughan to develop a focus and goals for 2019. The Center's focus for 2019 is to become the behavioral health care provider and employer of choice. To direct these efforts, the two overarching goals for the Center are (1) Increase access to care for the community by having the right people and resources available at the right times; (2) Develop supervisor and leadership skills and provide clear and consistent expectations for all staff. Each director has been tasked with creating department goals and metrics to measure progress towards meeting Center's focus.

The fee committee are working to restructure the Center's costs and fees for services and programs to better fit the needs of customers/clients.

BNC is working with the county and schools to determine how and where to use the funds from the ¼ cent sales tax that is directed towards Douglas County WRAP.

The go live date for BNC's Smoke Free Campus is July 1<sup>st</sup>. Helping our clients will be the greatest focus as we support them through this change.

The Trauma Informed Care initiative continues to improve the experience at Bert Nash for both staff and clients.

iv. Board Orientation Update –

Erica Dvorske, SS&C consultant, is coming to assist in developing the board orientation. The goal is to have the orientation rolled out to all board members in the next few months.

v. Other -

Scott Criqui presented a training proposal from the KU Public Management Center for quarterly training of more than 30 supervisors at BNC. This training will help decrease turnover and increase staff satisfaction with their supervisor. 70% of supervisors are new to their role in the last two year where 35% are new to management in general. The total cost for this training is \$13,300 for 3 training workshops for 34 staff over the course of several months.

Brad Burnside asked for a motion to approve the \$13,300 for supervisor training as proposed; so moved by Gene Bauer; seconded by Martha Gage; approved by all.

**c. Mike Meigs, Finance Director**

i. November 2018 Financials (handout)

Mike Meigs asked the group to let him know if there is information they are not receiving during his explanation of the financials. Brad Burnside tasked Mike Meigs to explain the reasons for deviations in the financials instead of just reporting them.

Mike Meigs reported the significant changes on the graph page: Fee Revenue per business day is running at 91% of last year's performance or roughly \$2,200 less per day. Over the course of approximately 250 business days in a year, this equates to a \$500K loss in revenue. Part of this decrease in revenue can be attributed to lower billable hours while the remainder is the result of less net revenue being earned per billable hour. The fee committee is working on initiatives to help improve revenues through contracting with additional insurances, reviewing our sliding scale, fees for services and programs, bad debt, write offs, etc. In the pie chart, fee revenue is down 1% from last month, which will continue into December because of the holidays (less billable hours available).

The Income Statement shows BNC income is at a \$36K loss for the month. Lower billable hours and a lower bill rate per hour contributed to less fee income. Lower than expected revenue from the Heartland and LMH contracts also contributed to lower revenue than expected for the month. On the expense side salary and benefits remained below budget due to open positions. Program costs continue to run above budget due to telepsych. In the future, the budget will be broken out by month for fee revenue and salary and benefits due to the differences in the number of business days. The Heartland contract and LMH contract ~~were~~ have been adjusted in the new budget ~~so as not~~ to better reflect anticipated revenues going forward.

Current cash reserves are up from 2.77 to 2.81 months of operating expenses. Program expenses are decreasing due to lessened need for outsourcing services. Performance over the next three months is expected to be similar due to less billable hours (new billable hour expectations kick in second quarter), medical department positions hired sooner than budgeted (expected), and the decreased of cross checking due to management and oversight from unfilled positions. The Just In Time Scheduling will be very beneficial.

Brad Burnside asked for a motion to the November 2018 Financials; so moved by Lucia Orth; seconded by Martha Gage; approved by all.

**d. Emily Farley, Development Manager**

i. Development Update (handout)

Emily Farley reported the handout is the annual development report. The report shows 2018 is in line with 2017. Expenses are much lower due to not making a video (\$15K), Benevon renewal was in 2017, and less travel and cultivation meetings. DBN tours increased in 2018 and will continue to increase in 2019.

**IV. Adjourn:**

Lucia Orth asked for a motion to adjourn the meeting; so moved by Tina Rosenthal; seconded by Martha Gage; approved by all. The meeting adjourned at 8:56am.

The next Governing Board meeting is February 26, 2019 at 7:30am in the boardroom.