

Avita Community Partners  
Board of Directors Meeting Minutes

DATE: July 26, 2023	TIME: 7:00 PM
PLACE: Avita Administrative Offices and Zoom	PRESIDING: Kent Woerner, Chair

Attendance

Barbara Bosanko	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Brenda Hardy	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Kim Stephens	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Angie Brown	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Terry Hawkins	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Angela Whidby	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Sharon Bucek	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Rachel Mathis	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Carol Williams	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Kathy Cooper	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Bruce Palmer	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Kent Woerner	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Alton Fry	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Penny Penn	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Alice Worthan	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Bo Garrison	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Shanna Prather	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Stephens CTY UNFILLED	<input type="checkbox"/> Yes <input type="checkbox"/> No

Executive Team Member Attendance

Greg Ball	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Lori Holbrook	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Don Reimer	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Cathy Ganter	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Cindy Levi	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		
Allan Harden	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Hannah Quinn	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		

Agenda Items	Key Discussion Points/Outcomes/Decisions/Action Items
Call to Order	The Board Meeting was called to order at 7:10 PM by Kent Woerner.
Determine Quorum	A quorum was present with 15 out of 17 members.
Approval of Agenda	Motion to approve the agenda made by Barbara Bosanko, and seconded by Sharon Bucek, passed unanimously.
Approval of Minutes	Motion to approve the June 28, 2023 minutes by Barbara Bosanko, seconded by Brenda Hardy, passed unanimously.
Board Chair Report	Kent welcomed everyone. Shared about his meeting in Rabun County for the "Unite Us" platform.
Oath of Office	4 individuals gave their oath of office: <ul style="list-style-type: none"> <li>-- Alton Fry, at large, finishing term through 6/30/24</li> <li>-- Kim Stephens, Hall County, term through 6/30/26</li> <li>-- Angelia Brown, Dawson County, term through 6/30/26</li> <li>-- Bo Garrison, Banks County Elected official, Term ends 12/31/25</li> </ul>
Closed Session: Lavonia Land Purchase offer	Barbara Bosanko moved to go into closed session, Carol Williams seconded it for negotiations for land. No action after coming out of closed session.
CEO Report	Cindy reviewed the following in her report: <ul style="list-style-type: none"> <li>• July marks the beginning of a new fiscal year for Avita and the close of Fiscal Year 2023 (FY23). We ended FY23 with a \$558,513 positive margin. This was following distribution of \$620,000 in bonuses to our employees in June. Combined with the retention bonuses issued in November, we distributed close to \$1 million to our employees this year above and beyond their regular salaries. Additionally, all Full-time Avita employees (working 40-hours per week) received a \$2,000 increase in annual salary beginning July 1, 2023. Employees working less than 40-hours per week receive this increase on a pro-rated basis, determined by the number of hours worked. It is a very competitive job market and pouring into our staff helps with our employee retention.</li> <li>• In addition to serving as Treasurer for The Georgia Association of Community Service Boards this fiscal year, I will remain an appointed member of the Behavioral Health Reform and Innovation Commission. I've also been asked to serve on a Focus Group looking at streamlining the Provider Enrollment Process which held its first meeting on July 24<sup>th</sup>. Although legislation didn't pass last session to form an Intellectual and Developmental Disability Commission, similar to the Behavioral Health Reform and Innovation Commission, Commissioner Tanner from DBHDD committed to forming such a workgroup even without it being legislated. I was also asked to serve on this Work Group. Initial focus of this Group will be on the following: 1) How to address the over 7,000 individuals on The Planning List 2) Abandonment of individuals with IDD at hospitals and hospitals needing them moved</li> </ul>

Agenda Items	Key Discussion Points/Outcomes/Decisions/Action Items
	<p>to appropriate living arrangements and 3) Addressing the workforce challenges. Representing Avita on these committees gives us a voice while playing a role in making improvements in the state-wide service delivery system.</p> <ul style="list-style-type: none"> <li>• Avita was selected to receive a \$250,000 grant from DBHDD as one-time funds for our BHCC. It will be used for the redesign of the showers, building repairs, and purchase of equipment.</li> <li>• Avita hosted 2 Emergency Preparedness Listening Sessions for people with disabilities on Thursday, June 29<sup>th</sup>. The Hall County Session was held at 3509 Mabry Road in Gainesville from 9:30 am – 10:30 am and the Habersham County Session held at 196 Scoggins Drive in Demorest from 12:30 pm – 1:30 pm.</li> <li>• The Georgia Collaborative ASO conducted audits of Avita’s Behavioral Health (BH) Outpatient services, Crisis Stabilization Unit (CSU), and Intellectual/Developmental Disability (IDD) services the week of June 26<sup>th</sup>. Our scores on the BH and CSU weren’t up to our expected standard of receiving an “A”, with our overall BH score coming in at 84% and the CSU at 73%. Our management team is formulating corrective action plans to address areas of deficiency and will implement them, so we see improvement in our next audit scores. The IDD audit score was even higher than anticipated, coming in at a 98% overall! The auditors held up Avita’s IDD Program as a model for the state.</li> <li>• Georgia Association for the Deaf Conference was on July 7<sup>th</sup> and 8<sup>th</sup>. Staff from Avita’s Deaf Services Program were in attendance and had a booth to promote Avita and our ASL services.</li> <li>• Senator Bo Hatchett came to visit Avita’s Demorest Community Access Group on July 12<sup>th</sup>. Many stories were shared about assisting individuals with IDD fulfill their hopes and dreams. The group shared the importance of supporting implementation of the recently completed IDD Rate Study to increase funding for supports for those living with an intellectual/developmental disability.</li> <li>• Sheena Berry from DBHDD conducted a Review of our Medication Assistance Treatment Program at our Women’s Treatment Program on July 13<sup>th</sup>. Sheena indicated she was very impressed with Avita’s MAT program and felt it was a great site visit.</li> <li>• The Rabun County Mental Health Task Force held its second meeting on the 17<sup>th</sup> of July at Mountain Lakes Medical Center. The group is discussing the possibility of forming a non-profit organization, following the model utilized by Hope for a Drug Free Stephens. By forming the non-profit organization, they can apply for grants, become sub-recipients of grants and conduct fund raising. The group is looking to implement use of the “Unite Us” platform as a referral tracking system focused on social determinants of health.</li> <li>• Wes Yarborough worked at The Journey Substance Abuse Clubhouse in Gainesville from 2012 until recently when he had to end his employment due to a terminal medical condition. As an individual in recovery, he was dedicated to supporting adolescents to live full and drug-free lives. In recognition of his commitment to Avita and those youth served at the Clubhouse, we dedicated the recreation room at The Journey to him, officially naming it “Wes’ Room.” Although he wasn’t able to attend the dedication in person, he and his family joined virtually and all were touched by this sentiment.</li> <li>• Sheriff Stacy Jarrard of Lumpkin County spoke with our IDD clients about stranger danger at our Dahlonega Center. The individuals learned not to take things that do not belong to them such as drugs. They also learned examples of what is considered a non-emergency vs an emergency.</li> <li>• Forsyth Peer continued their weekly outings focused on learning budgeting, healthy grocery shopping, socialization, manners, and teamwork. One standout lesson imparted was knowing how to tip at restaurants, and plan financially to be able to tip. New skills learned in the “real world” this month were how to call in and pick up medications. Lastly, the Forsyth Peer’s Garden continues to grow.</li> </ul>

Agenda Items	Key Discussion Points/Outcomes/Decisions/Action Items
	<ul style="list-style-type: none"> <li>Blairsville IDD had a fun trip to Wagon Masters for Gem Mining and grilling out Hot Dogs and Hamburgers. Thank you to the Union and Towns County volunteers for their support and generosity.</li> <li>Gainesville IDD celebrated Ladies' Day at the World of Coke in Atlanta. They enjoyed a 3-D movie on the history of Coke, went to the "scent station" where they could smell the different flavors added to Coke, shopped for souvenirs at the gift shop, and had lunch. The next day, most of the ladies wore the Coca-Cola T-shirts they purchased to Community Access Group.</li> <li>Last month Lisa James was recognized for going above and beyond. We thank Lisa for her dedication to Avita and for living out its mission.</li> </ul>
Financial Update	<p>Greg Ball reviewed the following in his report:</p> <ul style="list-style-type: none"> <li>June saw a \$198,000 surplus. **This closed out our FY23 with \$559,000 in surplus.</li> <li>Current year revenues are \$3.4 million (or 11.3%) above prior year revenues.</li> <li>Current year expenses are \$3.3 million (or 11.1%) above prior year levels.</li> <li>Our Key Performance Indicators (KPIs) continued to exceed the targets established by DBHDD: <ul style="list-style-type: none"> <li>Cash on Hand is 84 days--well above the 30-day minimum</li> <li>Current Ratio – 7.8:1</li> <li>Days of Covered Expenses – 80 days –well above the minimum of 60 days</li> <li>Long Term Debt Ratio – .17:1 – well below the maximum of 2.5:1</li> </ul> </li> </ul>
Quarterly HR Report	<p>Allan Harden shared the statistics for the quarter. They included: <b>FTE's: 385</b></p> <p><b>Turnover</b>  <u>Current Employee Count (FT) End of June – 292</u>  <u>Current Employee Count (PT) End of June – 28</u>  FT Turnover Rate - End of June 2023: <b>22.95% (67 positions)</b>  PT Turnover Rate - End of June 2023: <b>32.14% (9 positions)</b>  Combined Turnover through June 2023 – <b>23.75% (76 positions)</b></p> <p><b>Turnover Previous Year (FY2022)</b>  <u>Current Employee Count (FT) End of June - 281</u>  <u>Current Employee Count (PT) End of June - 30</u>  FT Turnover Rate - End of June 2022: <b>23.84% (67 positions)</b>  PT Turnover Rate - End of June 2022: <b>33.33% (10 positions)</b>  Combined Turnover through June 2022 – <b>24.76% (77 positions)</b></p> <p><b>Vacancies</b>  <b>BHCC</b> 15 FT and 10 hourly/prn <b>Other Avita Programs</b> 15 FT (2 DD, 13 BH) and 2 Hourly (2 BH)  <b>37 New Hires (Apr. - Jun.)</b> 31 full time and 6 hourly  <b>Workman's Comp (5)</b> 4 struck/hit by client and 1 Back/shoulder injury assisting a client</p>
Delegation of authority for CEO & CFO	<ul style="list-style-type: none"> <li>Barbara Bosanko made a motion to approve the 2 documents, essentially renewing them, for the CEO and CFO to sign documents on behalf of Avita, Carol Williams seconded the motion and it passed unanimously. Members were instructed to sign the new documents.</li> </ul>
Board Policies, 5 in total	<ul style="list-style-type: none"> <li>Barbara Bosanko moved to approve the 5 board policies as presented, seconded by Kathy Cooper, it passed unanimously.</li> </ul>
Committee Reports:	<p><b>Finance:</b> Brenda Hardy, newly elected chair for FY24, reported that the Finance Committee reviewed the month ending May, 2023 provided a surplus of \$145,000, that we covered a lengthy presentation on the upcoming FY24 budget that included some specific extras. Those extras include Overall annual revenue increase of 4.0%. Expense increase of 3.6% year-over-year.</p> <ol style="list-style-type: none"> <li>Revenues of \$165,000 related to the newly implemented Hall County Jail In-Reach program</li> <li>A 2% increase in IDD Medicaid Waiver reimbursement rate, which will be about \$95,000</li> <li>Opening the Temporary Observation unit at the BHCC in Q2 of the new fiscal year.</li> <li>DBHDD grants assumed to be consistent with current fiscal year, as contract for FY24 have not yet been received.</li> </ol> <p>Overall, the FY24 budget provided for a projected \$303,000 surplus.</p>

Agenda Items	Key Discussion Points/Outcomes/Decisions/Action Items
	<p><b>Board of Governance:</b> Barbara Bosanko, newly appointed chair of Governance, shared they discussed quorum issues with a few members and hoped to remind folks. There was not a quorum even for the committee meeting. They requested an attendance sheet and plan to discuss it at the next meeting. Barbara also shared that Viewpoint Health isn't interested in merging and a potential CEO candidate fell through. They hope to move slowly on this issue unless Cindy's retirement speeds forward.</p> <p><b>Community and Client Relations:</b> Board Secretary shared the minutes of the meeting that included:</p> <ul style="list-style-type: none"> <li>● Intellectual and Developmental Disabilities <ul style="list-style-type: none"> <li>○ Over the last six months, we have been participating in a self-advocacy learning collaborative with different providers from across the state. There was an in-person conference in May that allowed us to meet together and brainstorm about policies and procedures that would promote self-advocacy for our individuals. We plan to continue to have these types of meetings within Avita to continue to improve our programs.</li> <li>○ A group of staff and individuals attended the SPAD Conference. There was a specific track for direct support professionals at the conference which was very beneficial to our staff.</li> <li>○ The Georgia Collaborative Administrative Services Organization (ASO) auditors have been here this week to audit IDD services, and we have received a lot of positive feedback. The exit conference is scheduled for tomorrow.</li> <li>○ Our centers are involved in a number of summer activities in the community.</li> </ul> </li> <li>● Behavioral Health Outpatient <ul style="list-style-type: none"> <li>○ The ASO auditors have been here with week for an audit.</li> <li>○ We had an audit for Community Support Team by the Department of Justice on Monday. It went well. They met with the staff and 2 clients.</li> <li>○ We are still recruiting to fill the team lead position for the Lumpkin, White, and Union Counties. The candidate that was supposed to start on July 1<sup>st</sup> for the Hall County team lead position has changed their mind so we will be recruiting for that position as well.</li> <li>○ The Jail In-Reach Program in Gainesville is going well.</li> <li>○ We are part of the Unite Us Platform, that is a community-based referral system that helps link clients with resources in Hall, White, and Stephens Counties.</li> <li>○ Lori attended a meeting last week with the North Georgia Physicians Group about their new psychiatric residency program and about partnering with them to have students spend part of their residency with our Assertive Community Treatment program and Behavioral Health Crisis Center.</li> <li>○ We are moving forward with the Co-Responder Program in Rabun County.</li> </ul> </li> <li>● Behavioral Health Crisis Center <ul style="list-style-type: none"> <li>○ Don is review protocols and processes at the BHCC and assessing how to update and improve client care and safety on the unit for both staff and clients. We are looking at response time with walk-ins, engaging clients, managing client aggressions, and trainings for staff on how to deescalate aggressive situations. There are some staff vacancies that we are working to fill and are working to give staff additional training to help improve customer service and safety.</li> <li>○ The ASO auditors have been here this week for an audit.</li> </ul> </li> <li>● Behavioral Health Specialty Services <ul style="list-style-type: none"> <li>○ CARF came in March, and we passed with another 3-year accreditation.</li> <li>○ Despite vacancies in several of our specialty programs, most of our programs are doing well.</li> <li>○ The American Sign Language program had a financial surplus every month this year.</li> <li>○ The Community Housing program is getting rid of 2 of the apartments in Gainesville because the apartment complex has increased the rent significantly.</li> <li>○ The Gainesville and Rabun Clubhouses are doing a number of summer activities with clients. They are working to increase the number of clients we are serving.</li> <li>○ All 4 beds at the Intensive Treatment Residence are full.</li> <li>○ The Supported Employment program is fully staffed now. They have an audit with Vocational Rehabilitation tomorrow.</li> <li>○ All 14 beds at the Women's Treatment &amp; Recovery Supports are full.</li> </ul> </li> </ul>

Agenda Items	Key Discussion Points/Outcomes/Decisions/Action Items
	<ul style="list-style-type: none"> <li>○ Care Management has been very involved in the various ASO audits this week.</li> </ul>
Adjourn at 8:39 pm	Barbara Bosanko made a motion to adjourn, seconded by Brenda Hardy, and they adjourned unanimously.

*Kent Woerner*

8/23/23

\_\_\_\_\_  
Presiding Officer Signature

\_\_\_\_\_  
Date Approved

Respectfully submitted,

*Hariah Hutkowski*

Hariah Hutkowski, Recording Clerk