



A Community Mental Health / Developmental Disabilities / Addictive Diseases Program

*Administration
P.O. Box 5328
2100 Comer Avenue
Columbus, GA 31906*

*(706) 596-5588
FAX (706) 596-5589*

**NEW HORIZONS BEHAVIORAL HEALTH
BOARD OF DIRECTORS
2100 Comer Avenue – New Horizons Training Room
Columbus, GA 31906**

Date of Meeting: June 12, 2023

Members Present: Damon Hoyte, Edwina Turner, Joseph Williams,
Nancy Schroeder, Karen Johnson, LaVerne Chaffin,
April Hughes, and Sandra Gill

Members Excused: David Ranieri, Linda McElroy, and Ed Harbison

Staff Present: Andrea Winston, Susan Gallagher, Karen Cotton-Everett,
Randall Newberry, Andralescia Clark, Reid Denson,
Cheryl Williams, Teresa Reese, Cyndy Pattillo,
Chloe Landreth, and Molly Jones

CALL TO ORDER: The meeting was called to order by Board Chair Damon Hoyte at 3:35 p.m.
A quorum was established at that time.

RECOGNITION OF GUEST(S) ATTENDING TODAY'S MEETING: No guests were in
attendance at today's meeting.

CEO REMARKS: Andrea expressed gratitude and appreciation to her New Horizons family,
both staff and Board members, for their kind words, prayers, texts, visits, flowers, food, and the
outpouring of love and support during her mother's illness, hospice stay, and transition. She shared
that being able to focus on and spend time with her mother and family during those difficult, yet
precious days, while knowing that everything at New Horizons was being handled in her absence,
was the most valuable gift she could have received.

*** SECRETARY'S MINUTES (Approval of May 8, 2023, minutes):** M/S/P Joseph
Williams/Edwina Turner to approve the May 8, 2023 minutes, Board approved.

FINANCIAL REVIEW: Susan reported that, in April, New Horizons continued trending below
budget in Medicaid Waiver, Federal Funds, County Funds, Medicare Fees, and GIA – FFS.
However, we continued trending positively in Medicaid Fees, Contract Revenue; and Grant in Aid.
County Participation Agreements were recently processed and included an invoice for any past due
County funds.

Regarding April expenditures, some areas continue to trend higher than budgeted: Motor Vehicle Expense, Supplies, Equipment, Food Costs, Pharmaceuticals, Direct Benefits to Clients, and Travel Expense. Salary and Benefits are much lower than budgeted as they were budgeted as if all vacant positions were filled. We continue to analyze expenditures to ensure they are recorded correctly as historical information drives the budget process. “Other Operating” continues to be a challenge. We ended April with a monthly surplus of \$231,078 and a YTD surplus of \$3,005,592.

Susan indicated the Key Performance Indicators (KPIs) used by DBHDD to assess Community Care contain standards to ensure our financial and administrative stability. KPI weight (in points) is scored in four categories: Days of Cash on Hand, Current Ratio, Days of Unreserved Assets to Total Expenses, and Long-Term Debt to Net Assets.

New Horizons Quarterly Financial KPI Scores

	Required	New Horizons	KPI Points
Days Cash On Hand	30 Days	147 days	40
Current Ratio	1:1	18:1	40
Days of Unreserved Net Assets	60 Days	141 days	2.5
Long Term Debt to Net Assets	2.5:1	Not Applicable	10

The Finance Department reports quarterly through an on-line portal and provides a copy of the Balance Sheet, Income Statements, Liquidity Statement, and Board Minutes. A copy of our annual External Audit is also provided to Kenneth Ward, Director, and to the Office of Internal Audit and Risk Management.

Work will soon begin on the FY23 external audit. We have started communicating with the Auditors around GASB 96, Subscription-Based Information Technology Arrangements, to ensure we are in compliance with the standards.

We currently have (3) federal grants in submission: the SAMHSA Grant to Benefit Homeless Individuals, the SAMHSA CCBHC-PDI Grant, and the BJA Connect and Protect: Law Enforcement and Mental Health Partnership.

We are awaiting contracts from DBHDD for the Harris County Co-Responder Program (\$89,750) and the DBHDD SABG American Rescue Plan Funding (\$300,000).

*** NEW HORIZONS BEHAVIORAL HEALTH FY24 ANNUAL BUDGET:** The FY2024 Recommended Budget is balanced with \$21,074,240 in revenues and expenses. This amount is a decrease from our FY23 adopted budget primarily attributable to the sunset of CCBHC, CMHC, and NEXUS funding awards. Susan introduced Andralescia Clark, Budget Analyst, and Reid Denson, Financial Analyst, who have worked extensively on the FY24 budget and developed, for the first time, an FY24 budget book listing budgets for each program.

The FY24 budget is listed below:

*Serving Residents of Chattahoochee, Clay, Harris, Muscogee, Quitman, Randolph, Stewart and Talbot Counties
For 24-Hour Emergency Services Call (706) 323-0174 or Toll Free (800) 241-3659*

Recommended Budget FY24		
Revenues		
County Funds		158,500
Medicaid Waiver		3,970,407
Medicaid Outpatient		3,387,854
NHEAT Contributions		15,000
Medicare Fees		92,066
Insurance		8,100
Client fees		13,653
Contract Revenue		4,394,950
DD Work Activity		37,756
Other Fees		146,023
Other Local		115,030
Federal Funds		763,610
Grant-In- Aid FFS		1,833,376
Grant-In- Aid		6,137,915
Total Revenues		21,074,240
Expenses		
Salaries		9,216,862
Benefits		3,259,802
Unemployment Ins		20,655
Workers Comp		134,640
Merit Sys Assess		13,440
Rental/Utility Assistance		47,038
Insurance & Bonding		36,900
Equipment rental		79,817
Motor vehicle exp		354,504
Motor Vehicle lease		64,500
Supplies & Materials		211,828
Marketing & Advertising		122,620
Computer Software		637,500
Equipment		88,458
Food costs		169,223
Pharmaceuticals		60,985
Repairs & Maintenance		44,803
Utilities		221,914
Direct Benefits to Clients		92,705
Shelter Plus Care - Harris		331,956
DD Work Activity Salaries		97,173
Travel & Mileage Expense		140,988
Training		18,530
Building Rent		1,965,371
Legal fees		17,500
Contract labor		1,434,906
Contract - MedMas		381,425
Contract - Other		535,492
Lab Services		147,208
Telecommunications		434,860
Other		690,637
Total expenses		21,074,240

This budget assumes service delivery will continue under the Fee-For-Service Model for revenues while continuing to build and support the CCBHC Service Model for expenditures. With this budget, we remain above our DBHDD minimum-required 30-days in our Operating Fund Reserves (Days Cash on Hand), and continue to build our financial health and service sustainability.

Andrea indicated that with the PPS rate not finalized and the sunset of our CCBHC and CMHC grant funding in the next few months, we need to plan ahead and remain fiscally responsible. Susan indicated that at the end of FY24, our goal is to have 180 Days Cash on Hand.

M/S/P Joseph Williams/Nancy Schroeder to approve New Horizons' FY24 Annual Budget, Board approved.

CERTIFIED COMMUNITY BEHAVIORAL HEALTH CENTER (CCBHC) FUNDING

UPDATE: A virtual financial meeting with DBHDD staff was held on Wednesday, May 17th. with DBHDD attendees Robert Dorr, Sarepta Archilla, Chavis Paulk, and Christopher Hamilton. Susan reported opening the meeting with a question/statement around budgeting for FY24 without a PPS rate and concerns around the fact we have adopted the CCBHC service delivery model, expanded staffing, expanded hours, but once the CCBHC contract ends, we have no funding mechanism to support this service delivery model. DBHDD indicated we do not have an approved PPS rate and not all triggering events have been finalized. They stated we can revisit funding needs in November and the CCBHC contract may be extended or renewed. Sarepta indicated the CCBHC contract was ARPA funding, but there could be some funds available and revisiting the contract in November could be a plan.

Robert Dorr added that there will be additional work around establishing a PPS rate and indicated there might be a downward adjustment to our proposed rates. DBHDD is compiling a set of questions around rates which should be coming out in a few weeks. He stated bridge funding will be available for a short time and Chris Hamilton agreed. He also spoke of the 'wild card' – 3rd party diligence on the rate study. DBHDD has contracted with Deloitte to work on establishing PPS rates. They are experienced with PPS in other states and familiar with Georgia programs. Sarepta indicated we have been spending our contract down, which is a good thing.

NEW HORIZONS ORGANIZATIONAL CHART: An updated Organizational Chart was presented for review outlining the new structure and hierarchy of New Horizons since adding the Chief Operating Officer (COO) position, responsible for the day-to-day Clinical operations. Denise Wade McLeod was appointed COO and Karen Cotton-Everett is the new Clinical Director. The visual representation shows how different roles and departments relate to each other and who various departments fall under.

INDIVIDUAL SATISFACTION SURVEY RESULTS: Cyndy presented data from recent satisfaction surveys in I/DD and Mental Health Adult and Child/Adolescent programs. In comparing I/DD survey results to other CBSs in Georgia, New Horizons scored higher in each category - Life Satisfaction, Choices and Self-Determination, Personal Relationships, Respect, Rights, and Dignity, Satisfaction with Services, and Safety - except one, Social Inclusion and Community Participation. Covid restrictions over the past few years undoubtedly had a negative impact on this category.

Adult Mental Health survey results compared New Horizons scores to 17 CSBs in Georgia and the United States (for 2021). Overall, scores were comparable with a slight gap noted in Participation in Treatment Planning and Quality and Appropriateness of Services. Satisfaction with Services produced our highest score. Child and Adolescent Mental Health results were compared to 13 Georgia CSBs and the United States (for 2021). New Horizons ranked higher in every category with Access to Services, Participation in Treatment Planning, Cultural Sensitivity of Providers, and Improved Social Connectedness the top four and Positive about Outcome of Services reflecting the lowest number. Parents complete the Child and Adolescent surveys. Plans are to increase survey participation next year and, for Mental Health surveys, tablets will be available.

PROGRAM HIGHLIGHT – R.E.A.C.H.: Cheryl Williams, Mental Health Day Services/Residential Coordinator, introduced Teresa Reese, Certified Peer Specialist (CPS), at R.E.A.C.H., an Adult Community-Based Mental Health Recovery and Resiliency Services program. Teresa embodies what New Horizons is all about. She has been in recovery for 24 years and employed as a CPS at R.E.A.C.H. since 2014. R.E.A.C.H. (Recovery, Empowerment, Acceptance, Choice, Hope) provides Psychosocial Rehabilitation Services for Adults with mental illness and/or co-occurring disorders in a way that recognizes the individuality of learning types. Everyone has different levels of needs and styles of learning that work best for them. The R.E.A.C.H. Program utilizes various and unique teaching methods to meet the individuals learning style and needs in four core areas: Living, Learning, Social, and Work. R.E.A.C.H. focuses on understanding your diagnosis, medications, symptom management and more; whole health and wellness - mental/physical/emotional care; independent and everyday living skills; community integration and vocational/job readiness; and, social interaction, communication, and coping skills. Teresa's lived experience is an invaluable asset to New Horizons' Staff Executive Committee (SEC), the R.E.A.C.H. team, and has an undeniable impact on the individuals we serve.

DEVELOPMENT, MARKETING, AND PUBLIC RELATIONS: Chloe reported on recent community events she has attended along with other New Horizons staff. These included a Career and Resource Fair, DFCS Self-Care Event, Harris County Teen Summit, and the Columbus LBGTQ+ Pride Festival. Upcoming events are the Talbot County Open House, Juneteenth Resource Fair, and the Harris County Back to School Rush. Instagram, Constant Contact, and Facebook followers are increasing and new promotional items are on the way. Recovery on the River is September 8th from 6:00 to 8:00 pm at Woodruff Park. Staff and Board members are encouraged to attend.

Mr. Hoyte announced the Chattahoochee County Back to School event will be held July 30th.

ANNOUNCEMENTS: Andrea informed the Board of a meeting, attended by New Horizons staff, in Harris County recently with a group of Harris County community leaders and Region 6 staff airing frustration over what they feel is a lack of mental health services in their area. Their concerns were heard and efforts to increase services/staff are being made. There has also been discussion of adding Accountability Courts, Assisted Outpatient Treatment, and Co-Responder services for Harris County. Finding the balance of meeting their needs with meeting the numbers to sustain a full-time office there will be challenging. Harris County residents can receive services in Muscogee County at our main location and access telehealth services.

Andrea asked Board Members to remember Nancy Schroeder's family in their prayers as they deal with serious health concerns.

PUBLIC COMMENT: Sandra Gill thanked staff for a very informative, well-presented meeting today. Members agreed it was a good meeting with much information shared.

ADJOURNMENT: M/S/P Joseph Williams/Sandra Gill to adjourn the meeting at 5:04 p.m., Board approved.

Damon Hoyte
Chairperson