



*A Community Mental Health / Developmental Disabilities / Addictive Diseases Program*

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

Date of Meeting: September 12, 2022

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

Members Excused: Damon Hoyte, David Ranieri, April Hughes, Ed Harbison,  
and Linda McElroy

Staff Present: Andrea Winston, Denise Wade, Susan Gallagher,  
Cyndy Pattillo, Randall Newberry, and Molly Jones

**CALL TO ORDER:** The meeting was called to order by Vice Chair Nancy Schroeder at 3:38 p.m. A quorum was established at that time.

**RECOGNITION OF GUEST(S) ATTENDING TODAY'S MEETING:** Mac Moye, Stewart County Manager.

**\* SECRETARY'S MINUTES (Approval of August 15, 2022 minutes):** M/S/P Joseph Williams/Edwina Turner to approve the August 15, 2022 minutes, Board approved.

**FINANCIAL REVIEW:** Susan reported we closed the month of July 2022 with a surplus of \$273,347. She indicated that revenues were \$111,500 less than budgeted and expenses were \$288,263 less than budgeted. We continue to closely watch Billing and Contract Revenue while working to ensure we keep expenses under control. Days Cash on Hand (COH) at the end of July was 116.76 days. Andrea emphasized that during Covid, we served fewer individuals resulting in people not getting needed services. Our goal now is to bring people back by improving access to services, making it easier and less burdensome to get treatment. Karen Johnson shared some concerns reported to her about changes related to how contract staff are paid. Ms. Winston explained the process and added that she would be happy to discuss it directly with the employees.

**\*FY23 PERFORMANCE IMPROVEMENT (PI) PLAN & GOALS:** Cyndy briefly discussed the FY23 PI Plan that outlines the structure and purpose of Performance Improvement and reviewed a number of the FY23 PI Goals. With many changes in requirements for services/programs, our goal is to match PI goals to those requirements focusing on access (easier to get into services), efficiency (a system that saves time and money), and efficacy (ensure treatment is effective and symptoms are reduced). Cyndy highlighted a number of program goals including Residential Services, Shelter Plus Care - Harris, Harm Reduction, Rural Rapid Rehousing, Case Management, Supported Employment, REACH, and Midtown. Goals can be revised or added to throughout the year and outcomes are reviewed at the end of the fiscal year. Edwina Turner inquired about follow-up for individuals in the Rural Rapid Rehousing program. Denise will get more information and contact Ms. Turner with a response.

**CARF SURVEY UPDATE:** Cyndy reported that New Horizons is on the November survey schedule, but no date has been selected. We anticipate a mid-November date and have confirmation that five surveyors will conduct our survey. The Board will be notified once a survey date has been determined.

**ASSISTED OUTPATIENT TREATMENT (AOT):** Cyndy is participating in the Statewide Committee on expanding implementation of Assisted Outpatient Treatment (AOT), part of HB 1013 legislation that was passed. Since the late 90's, New Horizons has had an outpatient commitment program (similar to AOT) and we now are one of the pilot sites in the State for AOT. The process, mandated by a Probate Judge, requires individuals who meet the criteria, to receive treatment. Cyndy indicated AOT is another tool to bring people who have a history of noncompliance and multiple crisis interventions, to treatment. With our past experience, we have learned which individuals it works best with and when it may not be as effective. An RFP was released recently for funds associated with the service and there are three positions available with one filled. With many meetings held and new forms developed, additional information will be presented to the Board on this expanded service.

**\*SHELTER PLUS CARE GRANT – HARRIS:** M/S/P Edwina Turner/Joseph Williams to approve Grant #GA0063L4B012114 for Harris County Shelter Plus Care in the amount of \$287,244.00, Board approved.

**CERTIFIED COMMUNITY BEHAVIORAL HEALTH CENTER (CCBHC) GOVERNANCE:** Andrea reminded Board members that CCBHCs are a new provider type in Medicaid, designed to provide a comprehensive range of mental health and substance abuse disorder services to vulnerable individuals. In return, CCBHCs receive an enhanced Medicaid reimbursement rate based on their anticipated costs of expanding services to meet the needs of these complex populations. CCBHC certification criteria includes a requirement for ensuring consumer participation through a representative board. This requirement can be satisfied in one of three ways: Option 1: Fifty one percent of the Board is comprised of families, consumers, or people in recovery from behavioral health conditions; Option 2: A substantial portion of the governing board members meet the criteria, and there are other specifically described methods for consumers, people in recovery, and family members to provide meaningful input to the board about CCBHC policies, processes, and services; and, Option 3: Other means are established to enhance the governing body's ability to ensure that the CCBHC is responsive to the needs of its consumers, families, and communities, focusing on the full range of consumers, services provided, geographic areas covered, types of disorders, and levels of care provided.

New Horizons comes close to meeting Option 2 criteria, but will need to include a specific mechanism to have strategic input from CCBHC persons served, or their family members. Our CCBHC Board enhancement plan will ensure that consistent input from persons served is provided to the Board of Directors via scheduled inclusion from representatives of New Horizons Behavioral Health's Peer Academy at the Board of Directors' meetings. A peer is a person with lived experience relating to a behavioral health disorder. The rotation of peers ensures that we have representation from individuals recovering from mental health, and addictive disease, that are representative of our CCBHC population.

**PRODUCTIVITY – ANNUAL REPORT:** Denise presented an overview of our Productivity standards, a common practice in behavioral health organizations. Productivity is based on recommended guidelines and expectations are clearly communicated, while giving staff a target for success. Unmet productivity is linked to revenue loss and can be an indicator of over staffing or under serving. For FY21, unmet productivity resulted in loss revenue of \$131,896.81 and for FY 22, revenue loss of \$204,506.81. With a clearly defined policy, productivity is reviewed on a monthly basis and staff is expected to meet or exceed their productivity standard. Failure to meet monthly and/or yearly goals may result in adverse action such as reduction in pay, suspension, and/or termination. For staff who struggle to meet productivity, coaching by supervisors and tips from those who are making productivity, are offered to give staff every opportunity to reach their goal. Full-time staff, with a productivity standard, are eligible for a bonus if they meet or exceed productivity for the year. Fifteen staff (42% of those on productivity) that included providers, clinicians, engagement specialists, and case managers were recently awarded bonuses for meeting productivity in FY22. We congratulate each of them.

Andrea added that tracking productivity regularly helps us measure revenue we are losing, who is working to their potential, and who is not. The transition to CCBHC will tie in closely as staff that is costing us month after month, after much coaching, could face termination.

**CO-RESPONDER PROGRAM:** Denise presented an overview of the co-responder program, a collaborative approach to behavioral crisis response that pairs mental health professionals with law enforcement, resulting from HB1013 and SB403 legislation. The goals are to: de-escalate crisis situations, assist in diversion from jail and/or behavioral health crisis services by connecting individuals in crisis with services, and to increase access to care and promote engagement with treatment. The target population is individuals experiencing a behavioral health crisis who are the subject of a 911 intervention that could benefit from behavioral health services and supports within the community, as opposed to being detained in jail. New Horizons is one of eight pilot locations/providers who were selected based on targeting areas of high volume of behavioral health related 911 calls, areas of high officer-involved shootings, and densely populated areas. Intended outcomes are to decrease the volume of nonviolent 911 calls that require law enforcement response, diversion of individuals with severe mental illness from jail to treatment, and to de-escalate crisis calls on the scene and prevent use of force. Facilitating rapid, brief screenings to swiftly connect individuals to services, providing follow-up and appropriate levels of care, improving outcomes and interaction between law enforcement and those they serve, and reducing overuse of law enforcement resources are also goals. Challenges identified by DBHDD include workforce, hiring licensed Clinicians, additional funding, and identifying other funding opportunities. Data from August 2022 911 calls, co-responses, and outcomes was included in the report. Opportunities to collaborate and build rapport with law enforcement will benefit both agencies.

**RECOVERY MONTH EVENTS/DEVELOPMENT, MARKETING, & PUBLIC RELATIONS:** Susan reported that Recovery on the Park, held September 10<sup>th</sup> at Lakebottom Park, was a great success thanks to our great speakers, our generous sponsors Aflac, The Overby Company, Piggly Wiggly, and Shred Away, our wonderful volunteers, vendors, and face painters, and over 100 attendees. Hearing the touching, lived experience stories shared by several of our individuals in Recovery was the highlight of the event. Information on Integrated Healthcare, the Peer Academy, and our Midtown Recovery program was also presented. Other programs have events planned to celebrate Recovery Month in September. We are proud and honored to recognize and celebrate our individuals and their Recovery.

Susan announced that additional funding in our HIV program presented an opportunity to develop a new TV commercial for HIV testing. It is now included in the rotation of 4 ads running on WTVM. Billboards are also being planned.

**ANNOUNCEMENTS:** Andrea announced the GACSB Educational Exchange is November 6-8 at Lake Lanier Resort. Registration and lodging reservations have been made for those who expressed interest in attending.

Information on Georgia Medicaid Managed Care Re-Procurement Recommendations was included in Board packets today for Board member review.

Karen Johnson has been reappointed to another three year term by the Randolph County Commissioners.

Please keep Mr. Hoyte and Mr. Ranieri in your thoughts and prayers. Mr. Hoyte has Covid and Mr. Ranieri has an upcoming surgery this week.

Laverne Chaffin thanked Susan for New Horizons' participation in the Clay County School District's Back to School event titled "25 Books." Katie Wright, Randolph County Behavioral Health, attended the event, providing school supplies and information on how to access services.

The 988 crisis number, implemented in July, is reported to be going well, with an average of 800 calls per day.

**PUBLIC COMMENT:** No public comments were presented.

**ADJOURNMENT:** M/S/P Joseph Williams/Nancy Schroeder to adjourn the meeting at 4:53 p.m., Board approved.

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Damon Hoyte  
Chairperson