

## **Harmonia CEO and Service Report 4/19/23**

### **CEO Report**

*-submitted by Valerie Nowak, CEO*

#### Consulting:

##### Magellan Group

- March status report attached.
  - Val will continue to meet monthly with Magellan to determine priorities/focus for the month and evaluate time needed. This will establish some parameters and improve use of time.

##### Incept-Mike Davern

- Harmonia will be developing website careers page for direct application process. This will improve the process for digital marketing recruitment campaigns.

##### FIFTEEN

- Providing estimate for careers page on website.

##### Jessica Russo

- Continued monthly posts as per contract. Jessica will be meeting monthly with Office Manager, Mary Bradshaw to strategically plan postings for the month.

##### Atlas Alignment

- Completed deliverables regarding compensation analysis.
- Will engage Diana for Executive/CEO compensation analysis as per conversation with Howard.

##### CCNY

- Work continues with MH and Dir of Finance, assisted by Magellan. Updates are listed under MH Program report.

##### Bonadio

- Beverly continues to meet with Paul on a bi-monthly basis to address compliance and assist with regulatory changes and building Harmonia's Compliance Plan.

#### COVID-19 Update:

- Adjusting as indicated. The Public Health Emergency is scheduled to end on 5/11; moving from "pandemic" to "endemic".

#### Strategic Planning:

- Next Strategic Planning meeting scheduled for 6/9. Meeting cancelled due to Board retreat for June. Retreat date TBD.

#### Facilities:

- Easement: No update.
- Facilities:
  - Mike's Landscaping was hired for landscaping at both locations and have begun work on spring cleanup.
  - Office Manager completed Spring walkthrough for both locations. Will utilize Art Gasiewicz-Maintenance for small jobs and repairs.

- Derby roof repairs: Awaiting “energy assessment” from Solar Liberty. Once complete Michelle will get estimates for roof.
- Foundation-Building Committee.
  - Building exploration: Val will reconvene meetings for Q2.
    - Consider space needs for 2024.
  - “Roadway Agreement” for the access road with 77 S. Buffalo St.
    - No update.

Other business:

- Established formal process for staff salary adjustments for 2023. CEO composed letter explaining the plan; reviewed by Diana at Atlas Alignment. Sent to all staff.
  - A market “level-up” completed based on market analysis. Val and Michelle met with each leader to discuss their department and any changes indicated by the analysis completed by Atlas Alignment.
    - Bev Eagan, HR composed a memo-sent to each employee who is receiving an adjustment for 4/14 pay.
  - In the fall, merit-based raises will be given. Leaders will work on reviews during the summer months, which will provide insight for any fall raises provided. Considering 1-3%; exceptional performance may be rewarded at a higher rate. Note: Adjustment of salaries 2x/year allows for continual reward opportunities. We may consider maintaining this year’s model. Additionally, merit raises in the fall will allow us to sustain market wages, minimizing any market “level-up” in the spring.
- Attended Best Places to Work Awards Luncheon on 3/16. Harmonia did not win, but being a finalist allows for us to continue to promote as a Best Place to Work. Results of staff survey were shared with the Board of Directors previously. Included in this month’s materials as well.
- Attended ribbon cutting for ROME (Recovery Options Made Easy), along with Megan. The event was for the Kirsten Vincent Respite and Recovery Center, a hospital diversion program located in the Fruit Belt area of Buffalo. Another center is planned; Harmonia could be a potential partner for clinical mental health services.
- Gross Shuman:
  - Val is awaiting Summary of Changes/Recommendations from Nick Pusateri, Esq.-promised to provide for this month’s Board meeting.
    - Howard will work with the Board to review and bylaws will be voted on at the May meeting.
      - Greg Hiczewski offered to assist with the review and provide additional insight into the development and adoption of bylaws for Harmonia.
      - Implementation will be addressed at the June Board retreat.
  - Kevin Burke, Esq is a labor attorney and is reviewing our Employee Handbook, Code of Ethics and Mission Statement. No Update on progress.
- Investments:
  - Interviews with potential advisors will be held in April/May.
    - On 4/10 Andrew Gaerte from CFGB presented to the Investment Committee; Greg Hiczewski was also in attendance.
  - Next meeting with Relationship Manager at Evans Bank scheduled for 4/25. Short-term investments and opportunities. Michelle, Val and Greg will attend.

- Board membership:
  - Board needs to determine strategy for recruitment. Will be explored further through the year and at the Board retreat.

### **Mental Health:**

*-submitted by Megan Brautlacht, Dir of MH Clinics*

#### Clinic Updates:

- 1,286 clients; 3 prescribers, 12 clinicians, 2 interns
- 2 clinicians hired (starting in April and September)
- School Programs Coordinator hired (starting 4/24/23)

#### Audit:

- Clinic Operating Certificates valid through 1/31/25. Megan is implementing a Performance Improvement Plan, approved by OMH.
- PIP monitoring visit conducted by OMH 4/4/23 – 4/6/23. Summary of findings to come.

#### Part 599 Regs and Coding changes:

- Review and update of current Clinical Policy Manual by Megan continues.
- Changes in the clinical chart in EMR are being completed because of the updated Manual.

#### Value Network:

- Highmark, Amerigroup, and Monroe-Molina Plans Contract – Metrics Monitoring continues. Megan will head up and report CQI updates at bi-monthly meetings.

#### OMH Overdose Prevention QIC

- Clinic meets many of NYS expectations related to the opioid crisis and Megan is working on incomplete areas; on-track to graduate from the program by end of year.

#### CCNY data/Dashboard Project:

- Val, Megan, Michelle, and Greg working to identify metrics from Provider Productivity Model to include in Power BI dashboards. Main barrier being inconsistent 10e11 data and definitions.

#### Growth Opportunities:

- Mental Health Expansion Project
  - Business Plan is being developed by Megan and Magellan
  - Turn-It-Around Program at Lakeshore Schools
    - On-site services provided 3 days per week at the High School between 2 clinicians.
  - Collaborative & Contracting opportunities
    - No updates/changes.
  - Hiring Plans 2023:
    - Mental Health Programs Manager, 2 Hamburg Clinicians, 1 Derby Clinician

### **Health Homes:**

*-submitted by Kristy Gasiewicz, HH Program Director*

#### Current Status:

- Referrals have increased from both HHUNY and SPOA for February.
- Telehealth requirements remain the same until August for Health Home Plus clients. Care managers are still encouraged to see clients in person; however, telehealth is still an option if needed.
- Kristy met with HHUNY this month via zoom to discuss concerns that came up during a SPOA meeting with another CMA, Monroe Plan. Monroe Plan works strictly remote and does not see

clients in person. Kristy discussed this with other CMAs to see what their policy has been. Harmonia like all other CMAs continue to see clients in person, which is the best way to engage clients and to meet their needs. HHUNY states it is up to the discretion of the CMA whether or not to meet with clients in person. The only restrictions are for Health Home Plus clients and for completing initial assessments, reassessments, care plans and crisis plans, which all need to be done in person.

- Monroe Plan's practice places other CMAs at risk as the remote work is more appealing to applicants. They are also offering starting salaries above market rate.

#### Growth Opportunities:

- Continuing to advertise for HH positions.

#### Senior Services:

*-submitted by Jennifer Gunia, Senior Services Program Coordinator*

#### Case Management General Updates

- Harmonia was approved and expended \$15,000 in improvement funds from the County.
- New contract received; started on 4/1. The County has decided to continue to "table" the pay-for-performance model and remain on an expenditure-based model. No change in funding from the previous year.
  - Total contract: \$225,595
  - County Cash: \$191,400
  - Harmonia Agency Match: \$34,195
- Jen progressing on building Formal SS Business Plan (utilizing Magellan).
- Jen and Taylor created client surveys and mailed out 40 surveys across Case Management System. Responses coming in will be reviewing.

#### CarePanion General Updates:

- Taylor Butterfield is working to build her team for CarePanion-continuing to interview and hire in CarePanion Dept.
  - Goal: Hire 5 new CarePanions at 20 hrs/wk for 2023.
  - Recruitment continuing via social media and signage, word of mouth.
  - New CarePanion Shantae started 4/3/23.
- County bid list remains on pause by County; due to budgetary constraints. Increase in reimbursement rate to \$34 was granted
  - 2 county clients waiting to be linked.
  - Private Pay wait list - 1 pending
- Starting salary for CarePanions was raised from \$15 to \$16/hour; should help with recruitment.

#### WNYICC:

- Team is building caseloads:
  - Marnie has 5 Falls Prevention Clients and 1 Community Health Coach Client.
  - Dana has 2 Community Health Coach Clients.
- Jen and Michelle are meeting with WNYICC on 4/14 to understand billing and establish process.

#### Growth Opportunities:

- Exhale
  - "Pathways" project meetings held 1-2x/month.
    - Kick-Off was held 3/16/23, met with success and positive feedback.

- Next session is 4/20/23.
  - Going forward, Jen will attend sessions to provide information and resources to attendees while Julia Lorusso, MHC-P will facilitate Caregiver support group.
- Grants
  - No current applications or opportunities.

**Compliance/HR Report:**

*-submitted by Beverly Eagan, HR and Compliance Specialist*

**Human Resources:**

Filled positions:

- Rosanne Gierszewski (Front Desk)
- Joann Drusbik (Front Desk-FT)

Position Changes (resignations, reassignments, terminations):

- Andrea Vaillancourt-Adler (CarePanion)

Open Positions:

- Health Homes Case Manager
- Mental Health Clinician
- Mental Health Programs Manager
- School Programs Coordinator
- CarePanion

Two strategies to improve the recruitment and interview process are being followed.

- College visits to Medaille and Hilbert planned for April. Trocaire is soon to be partner with Medaille. Trocaire, while more focused on the medical profession, shows that a partnership between mental health programs and medical programs makes sense and should be considered on equal footing.
- An Interview Kit has been assembled so that HCC can verify that our interview process is fair and consistent for all candidates. This is in accordance with the EEOC and makes our position on new hires defensible in the event of accusations that our hiring process is unfair or biased.

Training:

- Conflict of Interest Sign-off was sent to Board members.
  - Awaiting responses.
- Continue to wait for board members to return training from February.
  - Majority have not responded, placing the compliance program in jeopardy.
- Training Topic for staff in April will focus on the importance of policies and procedures.

General Initiatives:

- Roll out of a Diversity and Inclusion Program.
  - Diversity and inclusion (D&I) is important because the principles align with our values and mission. Equitable employers outpace their competitors by respecting the unique needs, perspectives and potential of all their team members. As a result, diverse and inclusive workplaces earn deeper trust and more commitment from their employees. Diversity and inclusion are two interconnected concepts—but they are not interchangeable. Diversity is about representation or the make-up of an entity. Inclusion

is about how well the contributions, presence, and perspectives of different groups of people are valued and integrated into an environment.

- A diverse and inclusive workplace is one that makes everyone, regardless of who they are or what they do for the business, feel equally involved in and supported in all areas of the workplace. The “all areas” part is important.
- We are in preliminary stages considering our strategy to develop an effective plan. The plan must support our strategic plan and the Agency risk assessment.
- Employee Experience Program – EVP (Employer Value Proposition) -- It is the aggregation of an employer’s effort to attract and retain employees. Why is an employee value proposition important? In today’s war for talent, a strong and authentic EVP helps employers to stand out in the recruitment market and supports retention of top personnel.
  - An effective employee value proposition (EVP) management strategy should have:
    - Appeal — Aligns with labor market preferences
    - Authenticity — Aligns with true company strengths
    - Relevance — Aligns with organizational strategy
    - Differentiation — Sets the organization apart from competitors