

## **Harmonia CEO and Service Report 9/20/23**

### **CEO Report**

*-submitted by Valerie Nowak, CEO*

#### Consulting:

##### Magellan Group

- May-Jul and Aug status reports attached.

##### Incept-Mike Davern

- Website transfer has been completed.
- Development of Careers Page on hold due to pending contract for ESC for HR & Payroll (offer platform which could be integrated into the Harmonia site).
- Began re-exploration of digital marketing for recruitment.

##### Jessica Russo

- Continued monthly posts as per contract. Jessica will be meeting monthly with Office Manager. Significant attention on recruitment.

##### CCNY

- Dashboard complete; will implement with Michelle.

##### 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.

##### Sr84wd

- AR is nearing completion. Awaiting full design for approval.

##### Gross-Shuman

- Bylaws updated by Nick Pusateri, Esq.
- Nick is also working with another attorney regarding concerns about not having a formal roadway agreement with CRS Companies at the Hamburg location. Winter maintenance responsibilities are questionable.
- Val contacted Nick regarding ambiguity on invoicing for services.
  - Concerns included not identifying a "courtesy" as previous assigned atty would include. He informed he saves NFPs in other ways such as taking a "lean and mean" approach, and stated he does "write-off" work as pro-bono, but generally does not identify this on the invoice.
  - Requested an itemized invoice, which is still to come. Below summary was provided and additional courtesy was granted, as per Nick.
    - We wrote off Trevor's unbilled time from 2022, a total of \$235.
    - We wrote off an additional \$4,110 of time we spent on the bylaws project in 2023, for a total discount of \$4,345.
    - I propose we discount the bylaw project another \$3,000, which leaves the total amount outstanding at \$2,440.
  - Plan is to converse further about billing rates and transparency for any future project.

#### Strategic Planning:

- Strategic Planning meeting held on 9/8/23.

- Utilized new determined structure where “champions” completed their sections on the shared plan document and reviewed at meeting. Sparked good conversation. Gaps were identified and changes to completion times were discussed.
- Identified that report to the Board should be high-level and address status of completion for each tactic, and any changes made during the session.
- Discussed transfer of duties/ownership from Magellan Consultants to the Board. Consider identifying Board member who is on the committee to present the report to the Board going forward.

#### Facilities:

- Facilities:
  - Contract for snowplowing in place; will continue with Mike’s Landscaping as we were extremely satisfied.
  - Derby roof repairs: No leaks identified since the ice storm. Lease for solar panels is about 2.5 more years. At that point panels could be removed and possible new roof installed. This would allow time to explore funding for a large/costly project.
  - Solar Panels May-Aug (3-mos) assessment: The panels generated 8613 kWh. I started tracking on May 18 and last checked on Aug 18. At .26 per kWh, we made \$2,239.38 worth of electricity or \$746.46/mos.
  - Hamburg building was freshened-up. Waiting room and entrance area, front door and offices painted. The paint was donated. Purchased additional functional furniture for new clinicians, removed old bulky/heavy furniture.
- Foundation-Building Committee.
  - Building exploration: Meetings reconvened in August with ad-hoc sub-committee.
    - Re-exploration of the 485 Sunset property and decided against, owner revealed that a current lease was standing with a lessee which he would have to break to lease to Harmonia. Committee determined these were questionable business practices and there was potential for risk.
    - Determining more extensive planning process for pro-active approach, including space planning and assessment as well as funding opportunities.
      - Val has reached out to Supervisor Hoak for Hamburg and he is supportive of greater operations in Hamburg.
      - Proposal from Upper Edge Consulting received to assist with capital funding.
  - Easement and “Roadway Agreement” for the access road with 77 S. Buffalo St.
    - Nick Pusateri, Esq reported the agreement had stalled back in October of 2022. As there is some concern about winter maintenance responsibilities, Nick requested assistance from Joe DePerio, Esq (Real Estate). to investigate the roadway matter; summary was expected on 9/8/23. Val has made a 2<sup>nd</sup> request for this information.

#### Other business:

- Val was invited to attend the Evans Economic Development Advisory Committee (EEDAC). Attended first meeting held 9/12. Recruited by Jamie Decker, ED of Southtowns Chamber. May be an excellent way to develop greater relations in Evans. Current members include:

- Valerie Stonitsch (Chair)
- Brandy Lombardo (Delio's and BTR)
- John Popple (The Bagel Jar)
- Anna Kaplan (Graycliff)
- Kelly Zielinski (NE Property Partners)
- Valerie Nowak (Harmonia)
- Karen Erickson (Connor's)
- Rick Manguso (Grandview Golf/Lucy Goose)
- Lori Szewczyk (ECIDA)
- Jamie Decker (Chamber of Commerce)
- William Smith (Evans Planning and Development)
- Fall Update letter to Towns/Foundations in process. About 100 town legislators and foundation contacts. This will be a follow up to the Spring Update letter. Will continue 2x/year as a personal touch-point to the towns we serve and the foundations who have/may support us.
- Harmonia hosted a boat-ride on the "Big Kahuna" Tiki Boat as a thank you to all staff. We had 18 staff attend and a good time was had by all.
- Review and response to Employee Engagement Survey continues. Leadership Team has been working to explore themes and determine any possible changes to enhance employee experience.
- All supervisors have, or are in the process of completing annual reviews, or new employee discussions. Raises will be issued in October, this will be the 2<sup>nd</sup> opportunity for a salary adjustment in 2023, offering a greater potential for continuous reward.
- New proposals (sent to Board for review):
  - ESC (Employer Services Corporation)-more information included under the HR/Compliance Report.
    - First year cost \$47,997 (full year). Following years at \$43,947(month-to-month).
  - Upper Edge Consulting
    - \$4,000/mos for 2-yr contact. \$4,500/mos for 1-yr contract.
    - State grant applications an additional \$8,500 and Federal applications are an additional \$17,000; prices are per application.

### **Mental Health:**

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

#### Clinic Updates:

- 1,123 clients; 3 prescribers, 14 clinicians (one starting 10/10), 3 interns.
- Waitlist made active 07/18 - individuals contacted starting 9/7, plan to end waitlist 10/1.
- Open positions: Mental Health Programs Manager, 2 Derby Clinicians, 1 Hamburg Clinician.

#### Audit:

- Clinic Operating Certificates valid through 01/31/25.
- PIP monitoring visit conducted by OMH 04/04/23 – 04/06/23.
  - Monitoring Letter received 08/23/23, Megan to submit updated PIP by 09/23/23.

#### 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.
  - Updated Initial Assessment went live 05/24/23. Treatment planning to be updated.

#### 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:

- In-School Counseling Program, “Turn-It-Around”:
  - On-site services are provided 3 days per week at Lake Shore High School between 2 clinicians.
  - School Program Coordinator, Sarah Cozzemera, continues to strengthen relationships with school and community.
  - Sarah submitted grant applications to expand program to Mother Cabrini Health Foundation 07/26/23 and Garman Family Foundation 09/05/23.
- Business Plan is being developed by Megan and Magellan, meeting monthly.
  - Updated completion time, end of October

#### Health Homes:

*-submitted by Kristy Gasiewicz, HH Program Director*

#### Current Status:

- Waiting on the Board of Regents for the results of former employee’s case. Assigned attorney reports the case is in the process of being prosecuted and charges are pending. Will be presented to the State Licensing Board in the Fall to indicate the penalties and charges.
- Kristy volunteered at Friends of Night People handing out breakfast. Kristy spoke to Patty, relationship manager of Friends of Night People to discuss potential tabling to promote and enroll clients into Health Home and volunteering options.
- Continue growth of Health Home Plus clients over the past few months, which results in increased revenue.
- Kristy had first meeting with Greg and Marta to begin developing Business Plan for Health Homes Program.

#### Growth Opportunities:

- Continuing to advertise for HH positions.
- Kristy spoke with Chandra from Elderwood Managed Long Term Care Plan about collaborating to enroll clients into Health Home with Harmonia. Kristy will provide the options to Health Home clients that qualify for a MLTC (managed long-term care) Plan the option of enrolling into Elderwood. Chandra will be the lead contact for Elderwood. Kristy provided her information to be the lead contact for Harmonia.

#### Senior Services:

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

#### Case Management General Updates

- New contract fully executed on 7/11. Will be expenditure based.
  - Primary focus is on compliance; quarterly audits are scheduled with 90% compliance required to “pass”.

- Most recent audit was 93% in compliance.
    - Next Compliance Audit is scheduled for November.
  - Goal ranges for services are: Outreach (25-35) , Case Management (418-518) and I & A (314-414).
- Work continues on Formal SS Business Plan. (planned completion in Nov)
- Jen and Taylor created client surveys and mailed out 40 surveys across Case Management System, results are in and will be reviewed.

CarePanion General Updates:

- The goal was to hire 5 new CarePanions at 20 hrs/wk for 2023. Been on pause due to no bid lists being released due to budgetary constraints.
  - Bid list is now being released, starting 9/11---County is only releasing “high-need” individuals at this time, on a limited basis.
- 2 County Clients and 2 Private Pay Clients on hold due to loss of staff and current full CarePanion case loads.

WNYICC:

- Team is building caseloads over the last few months:
  - Community Health Coach Program- 2 clients
  - Caregiver Program- 1 client
  - Falls Prevention Program-6 clients
- Michelle submits billing monthly with the list that is provided by Jen.

Growth Opportunities:

- Exhale (3 yr grant)
  - “Pathways” project meetings held 1-2x/month.
    - Monthly respites are scheduled for the 3<sup>rd</sup> Thursday of the month.
    - Next session is 9/21.
    - Jen attends sessions to provide information and resources to caregivers. Elisabeth Parker, LMSW was facilitating the group over the summer and now that school is back in session Marissa Biondolillo, LMSW will start facilitating the Caregiver support group.
- Grants
  - Wilson Legacy Grant (1 yr grant)
    - Caregiver Support for Caregivers
      - Will provide mental health and senior support to Caregivers thorough education and resources.
      - In development - Caregivers have been identified, formal monthly program agenda being finalized.
      - Planned implementation for October.

**Compliance/HR Report:**

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

**Human Resources:**

Filled positions:

- Erin Bascug – Clinician
- Cynthia Heist – Clinician
- Athena Hooten – Billing/Receivable Clerk

- Kelsey Merecki – Front Office Support

Changes (resignations, reassignments, terminations):

- Elizabeth Walker – Clinician --Resigned
- Jeremy Mauro – Clinician --Resigned
- Julia Lorusso –Clinician --Resigned
- Roseann Gierszewski –Front Office Support --Resigned

Open Positions:

- Health Homes Case Manager
- Front Office Manager
- Front Office Support Staff
- Mental Health Clinician
- Mental Health Programs Manager
- CarePanion (ongoing)

Recruitment:

- Our campus recruiting efforts were put on the back burner during the summer months, however we began a “passive” recruiting campaign. This involves attracting qualified candidates who are currently employed and not actively looking for another position. By sourcing and recruiting passive candidates we open the talent pool to a broader range of candidates. For the very reason that they are not looking, it makes passive candidates more challenging to recruit. However, these candidates are often high-quality talent with a mix of experiences and skills.
- HR proposed a mentorship program with several goals in mind. A win-win-win approach. For new hires, a mentor often provides valuable support while also establishing an open and inviting workplace. Also, employees who serve as mentors report greater job satisfaction. The third “win” is for the employer who experiences lower turnover, thus reducing the impact on cost and productivity. 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:

- Agency training continued through the summer months. The topics covered centered on how compliance and the Agency values work together. The topics were “Ethics and Compliance” and “Quality and Compliance.” The third training addressed Diversity and Inclusion.
- We are currently using “Forms” to push training out to staff and then to record their completed trainings. It is a more efficient way of tracking employee training efforts and it eliminates having to rely on emails back and forth in order to verify the completion of trainings.

Compliance:

- During the summer months the Compliance Committee worked diligently to comply with the OMH requirements issued earlier in the year. This required the completion of a Security and a Privacy Assessment which were followed by action plans to address any findings, an audit of compliance policies and procedures and a review of the Committee’s Charter to ensure it accurately reflected the responsibilities it was charged with performing and that all members understand their roles and duties. In addition, a training plan and an audit and monitoring plan were developed.

- Also, the employee personnel files were audited. Conducting an audit of employee records can help to identify gaps or inconsistencies with our HR processes. A policy was developed to govern the retention and destruction process for employee records.

#### General Updates:

- The leadership team has identified key themes resulting from our Employee Engagement Survey conducted earlier in the year. We want to demonstrate that we value employee feedback and are willing to follow up on areas identified for improvement. Our work is ongoing, but we are making good progress.
- Over the summer months we have been exploring the advantages an HRIS system could provide to the Agency. The operations we are currently seeking assistance with are applicant tracking (in the event we need to file an EEO report) and onboarding, training and tracking of training, and conversion of paper personnel files to electronic files. We contacted four potential providers – Paycor, Proliant, Bamboo, and ESC which is a PEO (professional employer organization). To date we are inclined to move forward with ESC. First and foremost, they offer an opportunity for cost savings. Based on the economies of scale that PEOs offer we can benefit from the range of services they provide versus purchasing them in a smaller bundle. In addition to the services we were originally seeking, they can deliver a platform of services with cost-effective solutions for some specific needs of the Agency. This would enable us to concentrate on our core HR functions. Another advantage is the analytics we would be able to generate. This would benefit forecasting and decision-making. In today's environment, data is key in an organization's operations. This system would put valuable data at our fingertips. We would also be able to enhance the employee experience by using them to assist with our implementation of the employee benefits package. They would play a key role in open enrollment.
  - A strong PEO such as ESC can serve as a firm foundation to support the future growth of the Agency.