

Purpose:	Community Behavioral Health (CBH) Board of Directors
Date:	Thursday, December 9, 2023
Time:	3:04 p.m.
Location:	CBH 801 Market Street, Room 1154A
Board Members Present:	Dr. Jill Bowen/President; Dr. Jean Wright/Vice President; Dr. Tierra Pritchett/Secretary and Treasurer; Kimberly Ali/Member; Amanda David/Member; Keisha Hudson/Member; Mary Horstmann/Member; Nicole Mitchell/Family Member; David Holloman/Member; Alex Gauthier/Chief Financial Officer CBH; Donna Bailey/CEO CBH

Agenda Item	Discussion	Action Taken/Follow Up
Call to Order	The meeting was called to order, and introductions were made.	<i>The meeting was called to order at 3:04 p.m. by Dr. Jill Bowen.</i>
Minutes of Meeting	The meeting minutes from November 8, 2023, were reviewed.	<i>The meeting minutes were approved.</i>
Overview of Administrative Budget	<p>Donna Bailey and Alex Gauthier presented the administrative budget. They agreed on a conservative process for the budget, considering potential impacts on capitation due to changes in Medicaid enrollment. Departments were asked to prioritize maintaining unfilled positions from 2023 rather than adding new ones. Scrutiny was applied to non-salary items like travel and consultants, finding opportunities for cost savings and centralization. Monthly and quarterly reviews of the administrative budget will be reinstated to ensure accountability and flexibility in spending.</p> <p>The proposed budget for 2024 is just under \$118 million, reduced from last year's approved budget of \$124 million, without compromising operations or staffing. Emphasis was placed on prioritizing frontline staff positions to manage the increased workload. One-time spend from 2023 was eliminated, and reductions were made in consultative spending. Conversations are ongoing with contractors to eliminate roles or convert them to internal hires. Department leads are being educated on managing their budgets as profit and loss (PNL) owners, with plans for monthly variance reviews starting in January.</p>	<i>A vote was taken on the administrative budget. The administrative budget was approved unanimously by the board.</i>

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	<p>Donna emphasized the invaluable contributions of Alex, Tyree McCants, and their respective teams during the budgeting process. Despite staffing shortages and concurrent responsibilities such as managing the pay for performance and year-end financial activities, their dedication and partnership were evident.</p> <p>Dr. Bowen acknowledged the effort put into scrubbing the budget, recognizing its pivotal importance given the current circumstances. She noted the unique challenges faced this year, particularly with the absence of an APA or APA bridge for the first time since the pandemic, and the unwinding of the Public Health Emergency (PHE). Dr. Bowen emphasized the significance of having a properly sized administrative budget to address the changing landscape. Reflecting on last year's increase in the administrative budget, she stressed the need for it to be a one-time adjustment, highlighting the importance of right-sizing it for future sustainability. She expressed appreciation for the focus on the open network, recognizing its importance in meeting high demand and addressing disparities, especially for BIPOC communities and minority-led organizations.</p>	
<p>CEO Report: 60 Days</p>	<p>Donna Bailey reflects on her first sixty days in her role as CEO, expressing productivity and re-acclimation to the work. She highlights the three primary areas of focus: staff, providers, and members, framing the accomplishments and priorities around these categories. Accomplishments related to staff include the hiring of a Chief Medical Officer (CMO) and Deputy CMO, as well as the promotion of Alex to CFO and other long-tenured staff members to leadership positions. Donna mentions the conclusion of the compensation study, modifications to the paid time off policy based on staff feedback, and the training of staff as quality improvement champions. She also discusses the support for staff engagement activities and technology upgrades for the conference room space. Donna flags the agency orientation and onboarding process as an area for improvement in the new year, highlighting plans for in-person orientation sessions and Medicaid 101 sessions to address gaps in understanding. She commits to reviewing the overall compensation package to ensure staff attraction and retention.</p> <p>Emphasized the significance of opening the network this year to address providers' pain points, resulting in 23 new providers joining the network. They also reviewed and right-sized rates, along with continuing to assess individual agency rate requests. Furthermore, they focused on substance use programs, ensuring alignment with state requirements and implementing a value-based payment model. Additionally, they initiated the provider portal project, aiming to streamline processes by selecting a vendor for both provider and member portals. The team is also reviewing clinical practice guidelines for process improvement efforts, with the goal of reducing the administrative burden on providers. Donna tasked department leaders with evaluating the necessity of various requirements to identify areas for flexibility, aiming to lessen unnecessary burdens on providers.</p>	<p><i>No board action required.</i></p>

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2023 Accomplishments and 2024 Priorities	Donna provided updates on various initiatives and improvements made throughout the year. Under the leadership of the senior director for member services, they established a Member Advisory Council comprising individuals who receive or have received services, along with family members. This council will provide feedback on various aspects, including procurements and literature. They also updated the member handbook and introduced the member journey feature on the website to enhance navigation. Additionally, Donna highlighted progress in meeting the integrated care plan requirements, crucial for receiving pay-for-performance dollars and expressing optimism about reaching the goal despite previous doubts. Looking ahead, they plan to launch a member portal and a two-way text messaging program to improve communication and access to resources. Furthermore, there's a focus on health equity and addressing social determinants of health, including actions to leverage the multicultural distinction through NCQA. Donna emphasized the importance of reassessing care management strategies, particularly in light of pandemic disruptions, and outlined plans to address metrics related to hospital readmissions and follow-up care. She also mentioned ongoing efforts to fulfill action items from the triennial review with OMHSAS and Mercer.	<i>No board action required.</i>
New Business/Q&A	During the Q&A session, a CBH board member inquired about obtaining an updated CBH org chart, to which Donna responded affirmatively, mentioning that the update was already in progress and needed for state purposes as well. Following this, another member posed a question regarding the dashboards used to track various metrics. Donna elaborated on this, mentioning her collaboration with the CBH senior director for research and evaluation, in developing several dashboards, including an executive dashboard that provides real-time updates on measures. She expressed eagerness to showcase these dashboards to the board and present the captured metrics. Additionally, Dr. Bowen highlighted insights gained from DHS, specifically from Kimberly Ali, regarding dashboard enhancement efforts, suggesting potential collaboration based on their positive experiences. Gratitude was expressed to Donna, Alex, and the entire team for their diligent work on complex challenges over the past two months. Donna emphasized the exceptional quality of the organization and its importance to the people of Philadelphia, pledging to continue elevating its standards.	<i>No board action required.</i>
Adjournment	The session ended at 4:01 p.m.	<i>No board action required.</i>

Respectfully submitted,



Tierra Pritchett, Secretary/Treasurer