



**HUMAN RESOURCES COMMITTEE
MINUTES**

Meeting Title: Human Resources Committee		Meeting Facilitator: Joyce Wilson
Date: July 14, 2021	Time: 1 PM	Location: Microsoft Teams
Note Taker: Toni Beltran		
Present: Rep. Alexandra Annello, Joyce Wilson, Kristi Daugherty, Michael Wyatt, Rene Hurtado, Rene Navarro, Carlos Ortiz, Ashley Sandoval, Peter Fargo, Jessika Franco		
Not Present: Dr. Peter Thompson, Commissioner David Stout		

ITEM	TOPIC	DESCRIPTION/CONCLUSION	REQUIRED ACTIONS	ASSIGNMENT OF RESPONSIBILITY	DATE FOR COMPLETION																		
	Approval of Minutes	Committee minutes for May 12, 2021 were reviewed and approved to move to Board.		Toni Beltran																			
I.	HR Scorecard	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: yellow;"> <th colspan="2" style="text-align: center;">HR Scorecard FY21</th> </tr> </thead> <tbody> <tr> <td>Authorized FTE</td> <td style="text-align: center;">734</td> </tr> <tr> <td>Filled FTE</td> <td style="text-align: center;">623</td> </tr> <tr> <td>Vacant Positions</td> <td style="text-align: center;">104</td> </tr> <tr> <td>Filled Positions</td> <td style="text-align: center;">175</td> </tr> <tr> <td>Percent Filled</td> <td style="text-align: center;">84.9%</td> </tr> <tr> <td>Time to Fill</td> <td style="text-align: center;">31</td> </tr> <tr> <td>Year to Date Turnover</td> <td style="text-align: center;">113</td> </tr> <tr> <td>Year to Date Turnover Percent</td> <td style="text-align: center;">18.14%</td> </tr> </tbody> </table> <ul style="list-style-type: none"> • Time to fill is good-last year at this time 38 days • Turnover trending up-64 employees have left within last 4 months which is 49 more than last year • 64 positions posted • EHN is increasing footprint on Facebook, LinkedIn, Twitter and Instagram with 20K likes/Indeed 	HR Scorecard FY21		Authorized FTE	734	Filled FTE	623	Vacant Positions	104	Filled Positions	175	Percent Filled	84.9%	Time to Fill	31	Year to Date Turnover	113	Year to Date Turnover Percent	18.14%	Committee Recommendations: <ul style="list-style-type: none"> • Measure application responses • Track true vacancies- For close out of FY21 carve out growth positions to determine true vacancies 	Peter Fargo	
HR Scorecard FY21																							
Authorized FTE	734																						
Filled FTE	623																						
Vacant Positions	104																						
Filled Positions	175																						
Percent Filled	84.9%																						
Time to Fill	31																						
Year to Date Turnover	113																						
Year to Date Turnover Percent	18.14%																						

		<ul style="list-style-type: none"> • Vacancies for CW and therapist positions are in a better position than last month/hiring managers are working fast to fill positions • Staff starting to come back to EHN • EHN doing well considering work environment • Some positions are based off census. FY22 budget has been modified to not have census positions listed. Revenue generating positions will be added as unbudgeted as needed. <p>Committee Recommendations:</p> <ul style="list-style-type: none"> • Measure application responses • Track true vacancies - For close out of FY21 carve out growth positions to determine true vacancies 																															
<p>II.</p>	<p>Compensation Study</p>	<ul style="list-style-type: none"> • Recommendation was made to finance committee to prepay Netsmart fees of \$1.1 million • EHN looking to find ways to use money for salaries based on MAG recommendations • Full recommendation from MAG is \$2.5 million-EHN working towards getting that within \$1.1 million to be able to sustain going forward. EHN evaluating each person individually to adjust salaries to get as many staff within the correct market range. Percentages will vary. • Final dollar amount will be presented to finance committee 		<p>Kristi Daugherty</p>																													
<p>III.</p>	<p>EAP Utilization</p>	<table border="1"> <thead> <tr> <th colspan="4" style="background-color: yellow;">EAP Utilization</th> </tr> <tr> <th></th> <th>2021</th> <th>2020</th> <th>2019</th> </tr> </thead> <tbody> <tr> <td>January</td> <td>21</td> <td>11</td> <td>15</td> </tr> <tr> <td>February</td> <td>20</td> <td>11</td> <td>6</td> </tr> <tr> <td>March</td> <td>10</td> <td>0</td> <td>3</td> </tr> <tr> <td>April</td> <td>7</td> <td>3</td> <td>3</td> </tr> <tr> <td>May</td> <td>6</td> <td>10</td> <td>12</td> </tr> </tbody> </table>	EAP Utilization					2021	2020	2019	January	21	11	15	February	20	11	6	March	10	0	3	April	7	3	3	May	6	10	12			
EAP Utilization																																	
	2021	2020	2019																														
January	21	11	15																														
February	20	11	6																														
March	10	0	3																														
April	7	3	3																														
May	6	10	12																														

		<table border="1"> <tr> <td>June</td> <td>5</td> <td>3</td> <td>7</td> </tr> <tr> <td>July</td> <td></td> <td>9</td> <td>7</td> </tr> <tr> <td>August</td> <td></td> <td>9</td> <td>13</td> </tr> <tr> <td>September</td> <td></td> <td>11</td> <td>6</td> </tr> <tr> <td>October</td> <td></td> <td>10</td> <td>4</td> </tr> <tr> <td>November</td> <td></td> <td>7</td> <td>10</td> </tr> <tr> <td>December</td> <td></td> <td>5</td> <td>5</td> </tr> </table>	June	5	3	7	July		9	7	August		9	13	September		11	6	October		10	4	November		7	10	December		5	5	<ul style="list-style-type: none"> • As part of TIC initiatives EAP utilization need to be tracked and presented to HR committee periodically • The purpose is to ensure employees are aware of EAP resources and how to access services. • There was an increase after 8/3 shooting and at the beginning of pandemic • Significant changes will be monitored and reported to leadership to include additional employee education of EAP services. 			
June	5	3	7																															
July		9	7																															
August		9	13																															
September		11	6																															
October		10	4																															
November		7	10																															
December		5	5																															
<p>IV.</p>	<p>Retention Recruitment Update</p>	<ul style="list-style-type: none"> • EHN has issued retention incentives • Employees were asked to sign an agreement • Half of the retention incentive will be distributed this month and the second half will be issued in December before the holidays. • 90% of eligible employees completed the agreement and were thankful • Turnover decreased in June • Incoming CW candidates will receive retention incentive after 6 months of employment • Nursing and therapist sign on incentives will be offered to help with recruitment • All clinical operations staff was eligible for retention and sign on incentives 	<p>Pending Item: Provide a percentage of staff who received incentive at next HR committee meeting</p>	<p>Kristi Daugherty Peter Fargo</p>																														

		<ul style="list-style-type: none"> • Support staff located at 201 E Main will be provided free parking for FY22 based on salary • Bulk of workforce will receive some type of incentive to help with retention • A portion of workman’s comp dividend will be used to provide safety staff incentive • Retention/recruitment incentives will not be budgeted going forward-EHN is using health fund reserves. This will be evaluated throughout the year to extend incentives as needed. <p>Pending Item: Provide a percentage of staff who received incentive at next HR committee meeting</p>															
<p>V.</p>	<p>TIC HR Procedure Updates</p>	<p>As part of TIC initiatives, domain 2 requires for EHN to involve and engage people who are or have been recipients of our services to play numerous roles in our organizations and to meaningfully participate in planning implementing and evaluating our improved efforts which includes employing clinical and nonclinical staff with lived experience.</p> <p>As a result, EHN updated the following to include lived experience language: employment application, associate handbook, HR manual, interview question and employee satisfaction survey question.</p> <p>The goal is to create a positive work environment for staff to feel comfortable talking about their mental health with others in the workplace to become a true trauma informed facility.</p> <p>These TIC initiatives will be shared with staff via and internal marketing campaign.</p>		<p>Rene Hurtado</p>													
<p>VI.</p>	<p>Loss Analysis Report</p>	<table border="1"> <thead> <tr> <th colspan="3" style="background-color: yellow;">Total WC Incurred Cost vs. Total Number of Claims</th> </tr> <tr> <th>Fiscal Year</th> <th>Total Cost</th> <th>Total Claims</th> </tr> </thead> <tbody> <tr> <td>FY16</td> <td>\$188,096</td> <td>29</td> </tr> <tr> <td>FY17</td> <td>\$47,506</td> <td>30</td> </tr> </tbody> </table>	Total WC Incurred Cost vs. Total Number of Claims			Fiscal Year	Total Cost	Total Claims	FY16	\$188,096	29	FY17	\$47,506	30	<p>Committee Recommendation: Review targets for FY22 as staff return to the</p>	<p>Rene Navarro</p>	
Total WC Incurred Cost vs. Total Number of Claims																	
Fiscal Year	Total Cost	Total Claims															
FY16	\$188,096	29															
FY17	\$47,506	30															

FY18	\$36,210	27
FY19	\$22,654	31
FY20	\$23,203	12
FY21	\$4,808	7

- Goal for FY21-Goal reduction based on average from FY18-20 \$29,686/23 claims-EHN on track to be under
- 7 total claims with 0 open claims for FY21 as of the end of June

Total WC Incurred Cost				
Fiscal Year	Paid	Reserved	Incurred Cost	Claims
FY16	\$188,096	\$0	\$188,096	29
FY17	\$47,506	\$0	\$47,506	30
FY18	\$36,210	\$0	\$36,210	27
FY19	\$22,654	\$0	\$22,654	31
FY20	\$23,203	\$0	\$23,203	12
FY21	\$4,808	\$0	\$4,808	7

Total WC Loss Ratio				
Fiscal Year	Earned Premium	Incurred Cost	%	Claims
FY16	\$273,956	\$188,096	68.66	29
FY17	\$182,098	\$47,506	26.01	30
FY18	\$196,330	\$36,210	18.44	27
FY19	\$192,895	\$22,654	11.74	31
FY20	\$212,301	\$23,203	10.93	12
FY21	\$166,810	\$4,808	2.88	7

Total WC by Program FY21		
Program	Cost	Claims
EVOP	\$398	1
MST	\$456	1
ACT	\$918	2
OSAR	\$1,053	1
CIT	\$1,983	2

office/more opportunities for risk.

		<table border="1" style="background-color: yellow; margin-bottom: 10px;"> <thead> <tr> <th colspan="3" style="text-align: center;">Causes of Injuries FY21</th> </tr> <tr> <th style="text-align: left;">Cause of Injury</th> <th style="text-align: left;">Cost</th> <th style="text-align: left;">Claims</th> </tr> </thead> <tbody> <tr> <td>Struck by Client</td> <td>\$398</td> <td>1</td> </tr> <tr> <td>Chemical Exposure</td> <td>\$427</td> <td>1</td> </tr> <tr> <td>Strain by twisting</td> <td>\$1,053</td> <td>1</td> </tr> <tr> <td>MVA</td> <td>\$1,165</td> <td>3</td> </tr> <tr> <td>Fall</td> <td>\$1,765</td> <td>1</td> </tr> </tbody> </table> <ul style="list-style-type: none"> • EHN will receive \$85k dividend from Texas Mutual • Earned premium relative to incurred cost- dividend brings down earned premium dollars-true reflection of annual premium cost • Report will be provided <p>Committee Recommendation: Review targets for FY22 as staff return to the office/more opportunities for risk.</p>	Causes of Injuries FY21			Cause of Injury	Cost	Claims	Struck by Client	\$398	1	Chemical Exposure	\$427	1	Strain by twisting	\$1,053	1	MVA	\$1,165	3	Fall	\$1,765	1			
Causes of Injuries FY21																										
Cause of Injury	Cost	Claims																								
Struck by Client	\$398	1																								
Chemical Exposure	\$427	1																								
Strain by twisting	\$1,053	1																								
MVA	\$1,165	3																								
Fall	\$1,765	1																								
<p>VII.</p>	<p>COVID-19 Update</p>	<ul style="list-style-type: none"> • EHN working towards developing a hybrid workforce. Compliance is in the process of creating policies/procedures to allow hybrid model for eligible positions; equipment agreements and workman’s comp will also be reviewed and considered. • Job descriptions will be posted as hybrid eligible; several positions have been identified for this model. • Bridgeback plan has been modified for a September 1st return to work date to allow for policies/procedures to be put in place. • EHN considering shared workspace onsite for staff that work remote. • EHN will allow Doctors and therapist to work remote with a set schedule. <p>Committee Recommendation: Reach out to Workforce Solutions to request hybrid/remote policies and/or documents they have in place.</p>	<p>Committee Recommendation: Reach out to Workforce Solutions to request hybrid/remote policies they have in place.</p>	<p>Kristi Daugherty</p>																						

<p>VIII.</p>	<p>FY21 Strategic Plan Update</p>	<p>Service Excellence Goal- To develop a formal EHN 'College of Excellence' for training emerging staff leaders and for community partners in the best practices for clinical and administrative operations.</p> <p>Task 8 -Identify select staff for a leadership training program as part of EHN's succession planning. Individual development programs may include other components such as attending conferences, tuition reimbursement, special assignments, etc.</p> <ul style="list-style-type: none"> Completed a communication plan to staff and education steps for those receiving and given 360 feedback. <p>Task complete</p> <p>Task 9- Develop new training modules and related content and become an accredited organization that provides Continuing Education Credits (CEUs) for community behavioral health professional licenses.</p> <ul style="list-style-type: none"> MHLL conducted analysis of for-profit and nonprofit organizations that might provide wellness community trainings in the region. MHLL team identified 83 organizations resulting in 23 organizations that offer educational programs. Of those 23 organizations only 12 offer professional development courses with certificates, CE hours, or accreditations with most of the marketing being only on Facebook and other social media. Four of the organizations offer trainings at a cost to attendees. <p>Task complete</p> <p>Task 10- Co-sponsor a minimum of two CEU trainings with community partners by end of FY2021.</p> <p>EHN is certified to provide CEUs for LPCs and teachers and working on becoming certified for nursing and LSWs.</p>	<p>Committee Recommendation:</p>	<p>Rene Hurtado Kristi Daugherty</p>	
---------------------	--	---	---	---	--

		<p>Visionary, Advocate, and Community Partner Goal- To develop and implement a formal crisis management training and consultation program for health care providers across the nation. Task 20- Develop a concept framework for mass casualty response efforts</p> <ul style="list-style-type: none"> • Mass casualty plan sections were collected from all subject matter experts and currently compiling final plan framework. • OEM requesting plan <p>Task 21- Develop a concept framework for public health crisis response.</p> <ul style="list-style-type: none"> • Public health crisis response plan sections were collected from all subject matter experts and currently compiling final plan framework. <p>FY21 strategic plan will be presented at August meeting FY22 strategic plan will be presented at September meeting</p>			
IX.	CEO Update	Retention and recruitment incentives were discussed in item IV		Kristi Daugherty	
X.	Adjournment	1:45 PM			