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Emergence Health Network

El Paso Center for Mental Health/Intellectual Disabilities

EMERGENCE HEALTH NETWORK BOARD OF TRUSTEES

MINUTES

(Audio copy of the meeting is available upon request)

Emergence Health Network Board of Trustees (“EHNBOT”) Strategic Planning Workshop
Wednesday, February 8, 2017 at 8:41 AM
Central Administration, Boardroom, 201 E. Main St. Ste. 600, El Paso, Texas 79901
PRESENT: CINTRON, STOUT, PEYTON, DRISCOLL, MYER and WILSON
ABSENT: THOMPSON

1. INTRODUCTIONS

Quorum was certified. The EHN executive team was present to include Kristen Daugherty CEO, Tewiana Norris CNO, Rene Hurtado CDO, David Puentes COO-IDD, Juan Gonzalez CIO, Dr. Marcelo Rodriguez CMO, Dr. Carroll Thornburg CMO, David Baquera COO-Addiction, Chrystal Davis COO-Diversion, Ashley Sandoval COO-MH, Rene Navarro CCO, Roxie Samaniego CFO and Joe Naughton-Travers, Senior Associate, Open Minds.

2. Discuss and take appropriate action regarding the EHN Strategic Plan. Discussion and any action will consider the following:

A. National trends in behavioral health and human services:

National trends consist of Expansion of Managed Care Models – all managed care with implications of providers; bill services and track authorizations, focus on Reduction of Health Care Costs and Integrated Care Models – individuals with multiple diagnosis such as a medical and behavioral health diagnosis; treat consumers in a health home care system, Transition from Volume to Value Payments for Provider Organizations – individual services to valued paid for a fee for service; report on state performance measures, Blurring of the Role of Payer and Provider – deliver healthcare rather than purchasing such as intensive care management, Increased Competition and Consolidation of Provider Organization – consolidation and competition, and Technology Changing the Nature of Service and Competition – technology changing service delivery.

B. Review and discussion of external analysis

1. State trends

- Include High Utilization of Emergency Services and Jails – the number of people with mental illness in emergency departments and jails. Individuals with psychiatric illnesses have higher rates of ER use that the general population. There is also a concern on the UTMB formulary control.
- 1115 Waiver - no clarification on when the waiver will end there might be a possibility of a waiver extension until mid-year of 2019. Services and programs need to continue.
- Provider shortage – the El Paso County is underserved by every type of mental health professionals in the domain of mental health. A comprehensive strategy is necessary to retain these professionals.

- IDD Community based services – in previous legislative session the Sunset Review recommended the closing of five state supported living centers.
 - 2. Competitors
 - Consist of El Paso Behavioral System, Aliviane, Tenet Health, UMC, Centro de Salud Familiar La Fe, Centro San Vicente and Project Vida.
- C. Review and discussion of internal analysis
 - 1. SWOT analysis
 - Internal staff survey with high scoring in a clear mission and vision, innovative services, and commitment to consumers.
 - Improvement is needed on incentives for excellent work and effective communication.
 - 2. Service line portfolio analysis
 - Revenue findings – EHN revenues decreased 4% from 2014 to 2013 and then increased 19% from 2015 to 2016, to current level of approximately \$56 million. Medicaid is the largest program payer. Medicare represented a miniscule portion of total revenues at .01% in 2016. The payer mix shifted significantly between 2014 and 2016. 1115 Waiver, Mental Health and IDD services account for the largest funding of the organization.
- D. Facilitated discussion in developing marketing positioning and strategic objectives.
 - Mr. Naughton-Travers created several objectives to start the discussion. Below are the final objectives that were produced by the EHN Board of Trustees and EHN Leadership:
 - Objective #1 Service Excellence - To maintain and communicate EHN's position as a premier provider of behavioral health services in the Paso del Norte region that adapts to the changing landscape and community needs.
 - Leverage our role in the behavioral health consortium and similar forums
 - Communicate our successes on a regular basis
 - Demonstrate and report outcomes and impact
 - Keep abreast of local, state, and national trends
 - Service line initiatives
 - Physical plant improvements if needed.
 - Education and prevention
 - Brand and marketing initiatives and message
 - Objective #2 Advocacy: To expand our role and impact as a leader and advocate for consumer-centered, quality health care services.
 - Become more active and promote EHN on a state and national level
 - Forecasting community needs to impact policy and future programming
 - Objective #3 - Integration: To enhance and implement existing and innovative clinical programs which integrate mental health, addiction, intellectual and development disability, and primary care services.
 - Plan for integration of primary care services
 - Continue to explore partnership opportunities to improve care
 - Objective #4 Human Resources: To establish EHN as an employer of choice and invest in our human capital resources to recruit, develop, and retain a skilled, caring, and diverse workforce committed to achieve our mission.
 - Basic HR - Selection, benefits and compensation, development, recruitment, professional recruitment, etc.
 - Succession plan
 - training programs

- performance –based compensation
 - employee wellness
 - fostering teamwork
 - enhancing employee communication
 - review and revise existing HR policies
- Objective #5 Financial: To pursue revenue diversification and right-sizing of services, supports, and prevention activities so that EHN maximizes its impact on individuals, families, and the communities it serves.
 - 1115 Waiver analysis and plan also add ACA
 - Explore service modifications of key services – MH and Addiction services
 - Add service line decision
 - Look at grant and fund-raising opportunities
 - Unit costing
 - Individual consumer budgets model.

Mr. Joe Naughton-Travers was asked by the EHN Board of Trustees to present a final draft of the strategic planning guide at a future Board of Trustees meeting for a formal vote.

No action was taken by the EHN Board of Trustees.

The next board meeting will be scheduled on Friday, February 24, 2017 at 3:30 pm.

3. ADJOURNMENT
THE MEETING ADJOURNED AT 2:21 P.M.

Approval Date: 2/24/2017
 By: David Driscoll

David Driscoll, Board Secretary