



## Board of Directors Regular Meeting

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Location:	120 Bristlecone Dr., Fort Collins, CO 80524 or <a href="#">Zoom</a>
Date:	Tuesday, September 24, 2024
Time:	5:30 PM

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<b>5:30 PM</b>	<b>I. Call to Order</b>	Julie Field
	<ul style="list-style-type: none"> <li>a. Roll Call Board of Directors</li> <li>b. Welcome Guests &amp; Attendees</li> <li>c. Conflict of Interest Statement</li> <li>d. Approval of Agenda</li> </ul>	
<b>5:35 PM</b>	<b>II. Public Comment</b>	
	<p>Note: If you choose to comment, please follow the “Guidelines for Public Comment” provided at the end of the agenda.</p>	
<b>5:40 PM</b>	<b>III. Presentations</b>	
	<ul style="list-style-type: none"> <li>a. UCHHealth Update</li> <li>b. Medicaid Billing / EHR Implementation and PSD Collaboration</li> <li>c. MHSU Alliance Update: Strategic Planning</li> </ul>	Kevin Unger Dana Turner Hannah Groves
<b>7:00 PM</b>	<b>IV. Consent Agenda</b>	
	<ul style="list-style-type: none"> <li>a. August 27, 2024 Regular Meeting Minutes</li> <li>b. August 2024 Financial Statements</li> </ul>	
<b>7:05 PM</b>	<b>V. Action Items</b>	
	<p>No action items.</p>	
<b>7:10 PM</b>	<b>VI. Reports</b>	
	<ul style="list-style-type: none"> <li>a. 30<sup>th</sup> Anniversary Open House</li> <li>b. 2025 Budget Planning Timeline and Update</li> <li>c. Legislative Special Session Review and Revenue Forecasting</li> <li>d. Board of Directors Reports</li> <li>e. Liaison to PVHS/UCHealth North Report</li> <li>f. Executive Committee Update</li> <li>g. Executive Director Staff Report</li> </ul>	Sean Kennedy Misty Manchester Abby Worthen/ Misty Manchester Board of Directors John McKay Julie Field Liane Jollon

**7:55 PM**

**VII. Announcements**

- a. October 10, 2024, 2:30pm – MHSU Alliance Strategic Plan Release Party
- b. October 15, 2024, 5:00pm – Health District Board and Alumni Gathering
- c. October 16, 2024, 4:00pm – 30<sup>th</sup> Anniversary Open House
- d. October 22, 2024, 5:30pm – Regular Meeting & Budget Study Session
- e. November 12, 2024, 5:30pm – Budget Hearing & Regular Meeting

**Executive Session**

Executive session to hold a conference with the District's general counsel to receive legal advice on specific legal questions, pursuant to C.R.S. § 24-6-402(4)(b), regarding elections and District services.

**8:30 PM**

**VIII. ADJOURNMENT**

## Mission

**The Mission of the Health District of Northern Larimer County is to enhance the health of our community.**

## Vision

- ❑ District residents will live long and well.
- ❑ Our community will excel in health assessment, access, promotion and policy development.
  - Our practice of **assessment** will enable individuals and organizations to make informed decisions regarding health practices.
  - All Health District residents will have timely **access** to basic health services.
  - Our community will embrace the **promotion** of responsible, healthy lifestyles, detection of treatable disease, and the **prevention** of injury, disability and early death.
  - Citizens and leaders will be engaged in the creation and implementation of ongoing **systems and health policy development** at local, state, and national levels.
  - Like-minded communities across the country will emulate our successes.

## Strategy

The Health District will take a leadership role to:

- ❑ Provide exceptional health services that address unmet needs and opportunities in our community,
- ❑ Systematically assess the health of our community, noting areas of highest priority for improvement,
- ❑ Facilitate community-wide planning and implementation of comprehensive programs,
- ❑ Educate the community and individuals about health issues,
- ❑ Use Health District funds and resources to leverage other funds and resources for prioritized projects, and avoid unnecessary duplication of services,
- ❑ Promote health policy and system improvements at the local, state and national level,
- ❑ Continuously evaluate its programs and services for quality, value, and impact on the health of the community,
- ❑ Share our approaches, strategies, and results, and
- ❑ Oversee and maintain the agreements between Poudre Valley Health System, University of Colorado Health and the Health District on behalf of the community.

## Values

- ❑ Dignity and respect for all people
- ❑ Emphasis on innovation, prevention and education
- ❑ Shared responsibility and focused collaborative action to improve health
- ❑ Information-driven and evidence-based decision making
- ❑ Fiscal responsibility/stewardship
- ❑ An informed community makes better decisions concerning health

### **Guidelines For Public Comment**

The Health District of Northern Larimer County Board welcomes and invites comments from the public. Public comments or input are taken only during the time on the agenda listed as 'Public Comment.' Public Comment is an opportunity for people to express your views and therefore the Board of Directors generally does not engage in back-and-forth discussion or respond to questions.

If you choose to make comments about any agenda item or about any other topic not on the agenda, please use the following guidelines.

Before you begin your comments please:

- Identify yourself. Please spell your name for the record and let us know if you reside in the District.
- Tell us whether you are addressing an agenda item, or another topic.
- Please know that you will have up to 5 minutes to present public comment. However, the time allotted for public comment may be limited, so the Chair may need to shorten the time limit as necessary to give each commenter a chance to speak.
- Please address your comments to the Board of Directors, rather than individuals.

## Board of Directors Regular Meeting

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Location: Hybrid

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Date: August 27, 2024

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Time: 5:30 PM

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### Minutes

**Board Members Present:**

Molly Gutilla, MS DrPH, Board President  
Julie Kunce Field, JD, Board Vice President  
Joseph Prows, MD MPH, Treasurer  
Erin Hottenstein, Assistant Treasurer  
John McKay, Secretary

**Staff Present Online:**

Janelle Koldos, Budget Analyst  
Rosie Duran, Health Crae Access Manager  
Katie Matus, Health Services Coordinator  
Tonya Kron, Mental Health Connections  
Program Manager

**Also Present:**

Sam Light, Deputy Executive  
Director/General Counsel, CIRSA  
Jessica Shaver, Associate, Your Part-Time  
Controller (YPTC)  
Elizabeth Lebuhn, Associate Attorney,  
Hoffman, Parker, Wilson & Carberry, P.C.

**Staff Present:**

Liane Jollon, Executive Director  
Abby Worthen, Deputy Director  
Alyson Williams, PPRE Director  
Sean Kennedy, Interim Communications  
Director  
Dana Turner, Health Services Director  
Katie Wheeler, Compliance Officer  
Misty Manchester, Human Resources Director  
Julie Kenney, Human Resources Specialist  
Lead  
Jessica Shannon, Quality Improvement  
Projects Manager  
Lauren Jones, Executive Assistant

### I. Call to Order

**a. Roll Call Board of Directors**

Director Molly Gutilla called the regular meeting to order at 5:34 p.m.

**b. Welcome Guests & Attendees**

**c. Conflict of Interest Statement**

Director John McKay identified a conflict of interest for item V.a. SummitStone Health Partners Office Rent Reduction. Director McKay is an employee at SummitStone Health Partners and recused himself voting.

**d. Approval of Agenda**

Motion: To move item V. d. July 2024 Financial Statements to the first item before II. Presentations.

*Moved by Erin Hottenstein/Second by Julie Kunce Field/Carried Unanimously*

**V. d. July 2024 Financial Statements – Jessica Shaver, YPTC**

Jessica Shaver introduced herself as the new contract controller from YPTC. Jessica shared that the July 2024 Financial Statements are being presented as draft. A lack of documented procedures and lack of cross-training within the District’s finance team led to a delay in finalization. YPTC will continue to review July statements for accuracy and completeness before finalization.

Jessica noted that revenue budget variances were due to the majority of property tax revenue for 2024 being received for the calendar year and lower-than-projected expenses were due to vacancies, which are actively being filled at this time. These factors will lead to lower revenue and higher expenses for the remainder of the year.

Liane Jollon, Executive Director, added that Jessica is working remotely with our inhouse team and will be upstaffing to start building out the 2025 budget with a revised chart of accounts.

Board member expressed concern with reported lack of processes and procedures within the accounting department, and concern with prior access to financial accounts and tracking of access to financial accounts. Staff assured Board these procedures were actively being reviewed and revised.

Board member indicated that Jessica's presentation provided excellent context and an easy to understand explanation of the agency’s financial picture year to date.

Motion: To accept the draft July 2024 Financials.

*Moved by Julie Kunce Field/Second by Joseph Prows/Carried Unanimously*

**II. Presentations**

**a. Colorado Intergovernmental Risk Sharing Agency (CIRSA) Elected Officials Training with guest Sam Light**

Sam Light, CIRSA Deputy Executive Director/General Counsel, gave an Elected Official presentation. The presentation detailed the role of a public officials, open meetings and transparency laws, best practices for board meetings, risk management principles, the powers and structure of special districts, and ethical conduct considerations for elected and public officials.

Enter recess at 7:35pm.

Return to regular meeting at 7:42pm.

### **III. Public Comment**

None.

### **IV. Consent Agenda**

Motion: To approve the consent agenda as presented.

*Moved by Erin Hottenstein/Second by Joseph Prows/Carried Unanimously*

### **V. Action Items**

#### **a. SummitStone Health Partners Office Rent Reduction – Liane Jollon**

John McKay recused himself from the discussion and motion due to a self-report conflict of interest as a SummitStone Health Partners staff member.

Motion: To waive SummitStone Health Partners current rent at 2001 South Shields Street, Unit G, with a stipulation that rent would resume at market rate should their end date extend past December 31, 2024.

*Moved by Joseph Prows/Second by Erin Hottenstein/Carried by Joseph Prows, Erin Hottenstein and Julie Kunce Field*

#### **b. Records Request Policy Update – Katie Wheeler**

Minor changes to the Colorado Open Records Act (CORA) policy were shared and reviewed to ensure compliance with Health District policy and legal requirements. The updates included:

- I. The research and retrieval fee must be updated every 5 years, as required by statute.
- II. The Health District attorney is no longer designated as an alternative custodian of records.

Motion: To approve updated policy 97-16 Pol: Policy for Reviewing and Copying Public Records.

*Moved by Erin Hottenstein/Second by Julie Kunce Field/Carried Unanimously*

#### **c. Compensation Policy – Misty Manchester**

Misty Manchester shared that the Health District had completed a compensation analysis and competitive market review in 2023 through CBIZ consultants. Compression and new job architecture was included in the analysis. CBIZ provided the Health District



with overall compensation recommendations and will assist the district over the next 5 years with market analysis. The Compensation Policy for adoption was reviewed. Liane added that there are also documented procedures to carry out this policy which Misty and legal counsel are reviewing .

Motion: To approve the compensation policy.

*Moved by Joseph Prows/Second by John McKay/Carried Unanimously*

## **VI. Reports**

### **a. Policy and Revenue – Alyson Williams/Misty Manchester**

Alyson Williams shared that it is likely that the Governor will call a special session to create a compromise to address the potential ballot issues related to property tax policy that will affect the revenue of the Health District in future years. The 2024 Ballot Initiative Timeline was reviewed:

- August 5, 2024 – Last day to submit signatures to Secretary of State to assess qualification for ballot
- September 4, 2024 – Last day for the Secretary of State to make a determination on sufficiency on signatures for placement on ballot
- November 5, 2024 – 2024 Election Day

The Certification of Valuation by Larimer County Assessor was provided to the Health District on August 21, 2024. This includes the total assessed valuation and real property values of all taxable property within the district.

### **b. 2025 Budget Planning Timeline – Misty Manchester**

An updated 2025 budget timeline was shared:

- October 15, 2024 – Board of Directors receive the preliminary 2025 budget
- October 22, 2024 – Presentation of the proposed 2025 budget
- November 12, 2024 – Budget hearing & board meeting
- December 10, 2024 – Board meeting and approval of the 2025 budget

### **c. Board of Directors Reports – Board of Directors**

Joseph Prows – No report.

John McKay – Highlighted the importance of recognizing Overdose Awareness Month and the Health District's work to support community needs within this work. John also asked that the District consider future resolutions for ongoing recognition of community needs and efforts.

Erin Hottenstein – Met with Jack Armstrong, member of the Mountain Avenue Food Market. He wanted the Health District to know about the Double Up Food Bucks program and their involvement with the Nourish Colorado Program. Met with the Kiwanis Club of Wellington-Waverly, Colorado. Attended the Hope Summit held by Alliance for Suicide Prevention and shared that it was interesting that there are no national standards for promoting suicide prevention in the workplace. Erin also stated interest that the District research implementing a November cooperative election in order to increase participation in elections.

Julie Kunce Field – Reported participating in supporting the work of the Executive Committee.

Molly Gutilla – Attended the human library event at the Discovery Museum and an intensive leadership training through Denver University which will support professional work and work associated with the Health District. Board President Gutilla also highlighted the board's role in policy governance and the link to championing equity through updating and elevating policies and procedures to ensure equity in all of the Health District's work. It was also shared that the Board of Directors recognizes this need and are focusing efforts in this area.

**d. Liaison to PVHS/UCHealth North Report – John McKay**

Attended the UCHealth board meeting and shared that PVHS is doing well as they hold the majority of the market and that there would be more information to report next month.

**e. Executive Committee Update – Molly Gutilla**

Reported working on planning and drafting agendas with the Health District Executive Director for work sessions and meetings to support the 2025 budget process while keeping in mind the deep work underway regarding policy.

**f. Executive Director Staff Report – Liane Jollon**

Extend thanks to everyone for having a study session for planning the 2025 budget. Good questions were asked and there were new learnings about how to plan for 2025. Gratitude was also extended to thank Sam Light as a guest presenter and how informative the presentation was for every level of the organization.

It was also shared that in addition to the extensive work dedicated to updating policies and ensure an equity lens, that there is some catch up work with financial reporting and revising the chart of accounts to support 2025 budgeting. Therefore, there will there will be fewer external engagements in the coming months.

A strategic dashboard is being developed to share progress on the strategic plan developed. In the meantime, strategic plan icons have been added to the monthly program reports to help board members see progress within strategic plan priority areas.

The Executive Director is working with Legal Counsel to address an issue with a tenant that has not been paying rent, and also working on a Board member's request for more information about moving to a November cooperative election.

**VII. Announcements**

- a. September 24, 2024, 5:30pm – Regular Meeting
- b. October 16, 2024, 4:00pm – 7:00pm – 30<sup>th</sup> Anniversary Open House
- c. October 22, 2024, 5:30pm – Regular Meeting & Budget Study Session
- d. November 12, 2024, 5:30pm – Budget Hearing & Regular Meeting

## **Executive Session**

No Executive Session occurred.

## **VIII. Adjournment**

Motion: To adjourn the regular meeting at 8:27pm.

*Moved by Julie Kunce Field/Second by Joseph Prows/Carried Unanimously*

Respectfully submitted:

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Lauren Jones, Assistant to the Board of Directors

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Molly Gutilla, MS, DrPH, Board President

**AGENDA DOCUMENTATION**

*Meeting Date: September 24, 2024*

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**SUBJECT: August 2024 Financial Statements**

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**PRESENTER:** Misty Manchester/Jessica Shaver

**OUTCOME REQUESTED:** \_\_\_ Decision \_\_\_  Consent \_\_\_ Report

**PURPOSE/ BACKGROUND**

In order to monitor financial performance as a component of fulfilling the Board of Director's fiduciary responsibilities, monthly financial reports are presented to the Board of Directors for review.

***Attachment(s):***

- *Statements of Revenues and Expenditures – Budget and Actual*
- *Summary Financial Narratives*
- *Statements of Non- Operational Expenditures – Budget and Actual*
- *Balance Sheet*
- *Statement of Revenue and Expenditures*
- *Investment Schedule*

**FISCAL IMPACT**

None.

**STAFF RECOMMENDATION**

Accept the financial reports as presented.

# Health District

OF NORTHERN LARIMER COUNTY

## Financial Reporting Package

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FOR THE EIGHT PERIODS ENDED AUGUST 31, 2024

Jessica Shaver, YPTC

COMPLETED ON | SEPTEMBER 20, 2024

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# EXECUTIVE SUMMARY

## DRAFT FINANCIAL STATEMENT DISCLOSURE

The Finance Department of Health District of Northern Larimer County is undergoing numerous transitions. Due to lack of documented procedures, cross training, and continuity of operations planning, this August 2024 Financial Reporting Package as well as the information and statements within are a draft version only. While many general ledger accounts have been reconciled and improvements have been made, YPTC is still evaluating the remaining balances for accuracy and completeness. Major changes to August 2024 and prior months are not anticipated.

## HIGHLIGHTS

Health District of Northern Larimer County recognized Revenue of \$539k during the month of August 2024 and incurred Expenses of \$973k, resulting in a negative Change in Net Position of (\$434k) for the month. Year to date, Health District has generated Revenue of \$14.51M and Expenses of \$8.23M, resulting in a positive Change in Net Position of \$6.29M so far for 2024.

In comparison to budget, Revenue was ahead of budget by \$22k for August but is below budget by (\$35k) year to date. Due primarily to vacancies, Expenses were below budget by \$312k for August and by \$2.39M for the year so far.

It is important to note that 88% of all budgeted revenue for the year has already been recognized, including all Property Tax revenue. While expenses have been trending 23% below budget, this is expected to change as vacancies are filled. As highlighted in July, this combination is projected to result in further negative changes to the Health District's Net Position for the remainder of 2024.

### 2024 Net Impact is Forecast at \$1.31M

Based on year to date actuals and a forecast derived from annual trends, Health District is projected to end the 2024 year with a positive change to net position of \$1.31M. (Depreciation is excluded.)

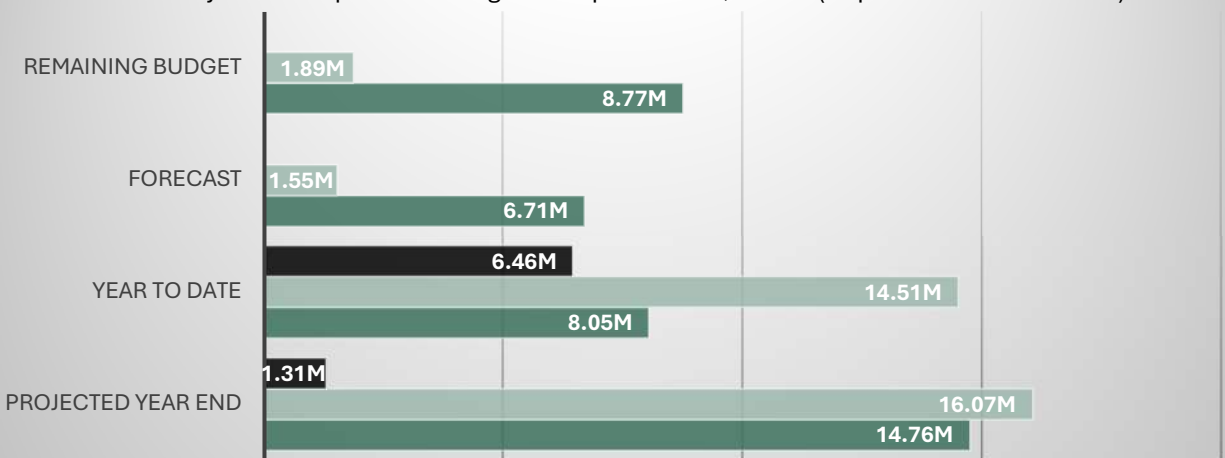


Chart: Jessica Shaver, YPTC - Source: Statement of Activities Compared to Budget



## RECOMMENDATIONS & PROGRESS UPDATES

### Documentation of Finance Procedures

YPTC has worked with the Finance Department of Health District to improve several processes, such as: segregation of duties on bank and investment reconciliations, timeliness of receiving transaction information, and information sharing. These efforts will be continued to include further streamlining and documentation of processes and procedures over the next several months.

### Accounting Software Transition

Health District will be transitioning to superior accounting software. This will enable the department to be more efficient and will allow for improved financial reporting and insights. Demonstrations are scheduled with top candidates and a decision and migration timeline will be communicated pending those meetings.

### Chart of Accounts Restructure

In conjunction with the accounting software transition, the organization will be restructuring their Chart of Accounts to reduce overcomplexity and provide more meaningful financial reporting. The project will begin once accounting software is chosen.

## FINANCIAL DISCUSSIONS

### STATEMENTS OF FINANCIAL POSITION

A comparison to the previous year has been added, as well as the year over year change. Additionally, Cash & Cash Equivalents now includes cash investment accounts to provide a better picture of the cash available to the organization. Investments now only include Certificates of Deposit.

Cash & Cash Equivalents have improved by 35% from the prior year due to the year to date positive budget performance. However, this balance will decline throughout the remainder of the year as expenses exceed revenues.

Accounts Payable currently includes all Payroll Liabilities, those amounts will be separated moving forward to give a better indication of the composition of Current Liabilities.

### STATEMENTS OF ACTIVITIES

Total Revenues for Health District are on budget at \$14.51M year to date. Tax dollars account for 82% of this revenue. While revenue is at budget overall, there are notable variances in Interest

Income (37% ahead), Fee for Service Income (43% ahead), and Grant Income (59% behind). These variances should be considered as we continue our 2025 Budget process.

Operating Expenses performed better than budget by 23% year to date. Salary and Benefit expenses account for 46% of the \$2.39M of expense savings. The organization has a Program Expense Ratio of 84%. This indicates that Health District can invest more into infrastructure.

## STATEMENT OF CASH FLOWS

Health District has increased Cash & Cash Equivalents by \$6.43M year to date. The August 2024 balance of \$14.10M covers over 12 months of the organizations average monthly operating expenses of \$1.15M.

**Health District**  
**Of Northern Larimer County**

**Statements of Financial Position**

As of Period Ended August 31, 2024

<b>ASSETS</b>	<b>August 2024</b>	<b>August 2023</b>	<b>Change</b>
<b>CURRENT ASSETS</b>			
Cash & Cash Equivalents	14,098,367	10,442,469	3,655,897
Investments	1,052,583	1,027,445	25,138
Accounts Receivable	302,816	138,462	164,353
Property Taxes Receivable	220,386	201,514	18,872
Prepaid Expenses	8,934	19,047	(10,113)
<b>TOTAL CURRENT ASSETS</b>	<b>15,683,085</b>	<b>11,828,938</b>	<b>3,854,147</b>
<b>NON-CURRENT ASSETS</b>			
Leases Receivable	58,942,321	59,144,691	(202,370)
Capital Assets, Net	9,741,538	9,915,632	(174,095)
Leased Assets, Net	57,632	-	57,632
<b>TOTAL NON-CURRENT ASSETS</b>	<b>68,741,490</b>	<b>69,060,323</b>	<b>(318,833)</b>
<b>TOTAL ASSETS</b>	<b>84,424,575</b>	<b>80,889,261</b>	<b>3,535,314</b>
<b>LIABILITIES &amp; NET POSITION</b>			
<b>LIABILITIES</b>			
<b>CURRENT LIABILITIES</b>			
Accounts Payable	828,297	763,864	64,434
Deposits	21,905	15,261	6,644
Deferred Revenue	217,987	483,229	(265,241)
<b>TOTAL CURRENT LIABILITIES</b>	<b>1,068,190</b>	<b>1,262,353</b>	<b>(194,163)</b>
<b>NON-CURRENT LIABILITIES</b>			
Compensated Absences	6,621	19,061	(12,439)
Deferred Property Taxes	220,386	81,313	139,073
Deferred Leases	59,332,084	59,536,407	(204,323)
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>59,559,091</b>	<b>59,636,781</b>	<b>(77,690)</b>
<b>TOTAL LIABILITIES</b>	<b>60,627,281</b>	<b>60,899,135</b>	<b>(271,853)</b>
<b>NET POSITION</b>			
Retained Earnings	17,510,830	15,762,077	1,748,754
Net Income	6,286,464	4,228,049	2,058,414
<b>TOTAL NET POSITION</b>	<b>23,797,294</b>	<b>19,990,126</b>	<b>3,807,168</b>
<b>TOTAL LIABILITIES &amp; NET POSITION</b>	<b>84,424,575</b>	<b>80,889,261</b>	<b>3,535,314</b>

Unaudited - For Management Use Only

# Health District

## Of Northern Larimer County

### Statement of Activities

As of Period Ended August 31, 2024

	<b>August 2024</b>	<b>Year to Date</b>
<b>REVENUE</b>		
Property Taxes	120,139	10,481,811
State of Colorado Backfill	-	998,987
Specific Ownership Taxes	62,122	406,511
Lease Revenue	118,842	1,094,756
Interest Income	64,806	401,107
Fee for Service Income	24,726	174,079
Third Party Income	122,583	713,262
Grant Income	26,099	223,786
Donations	-	60
Miscellaneous Income	-	20,448
<b>TOTAL REVENUE</b>	<b>539,316</b>	<b>14,514,807</b>
<b>EXPENSES</b>		
Overhead	(2,787)	-
Administration	91,255	872,665
Board Expenses	9,608	85,137
Connections: Mental Health/Substance Issues Services	188,534	1,651,824
Dental Services	316,180	2,589,859
Integrated Care (MHSA/PC)	95,173	744,370
Health Promotion	44,708	397,984
Community Impact	61,399	490,641
Program Assessment & Evaluation	24,509	197,790
Health Care Access	82,406	604,305
Resource Development	4,132	30,981
Leased Offices	9,569	104,660
Contingency - Operational	1,373	36,366
Grants	24,462	243,759
Depreciation Expense	22,968	178,002
<b>TOTAL EXPENSES</b>	<b>973,489</b>	<b>8,228,343</b>
<b>CHANGE IN NET POSITION</b>	<b>(434,173)</b>	<b>6,286,464</b>

Unaudited - For Management Use Only

**Health District  
Of Northern Larimer County**

**Statement of Activities**

Actual to Budget Comparison  
As of Period Ended August 31, 2024

	Current Month				Year to Date				Annual Budget	Remaining Funds
	Budget	Actual	Variance	%	Budget	Actual	Variance	%		
<b>REVENUE</b>										
Property Taxes	159,865	120,139	(39,726)	-25%	10,482,746	10,481,811	(935)	0%	10,685,198	203,387
State of Colorado Backfill	-	-	-	0%	1,031,897	998,987	(32,910)	-3%	1,031,897	32,910
Specific Ownership Taxes	61,412	62,122	710	1%	385,207	406,511	21,305	6%	650,000	243,489
Lease Revenue	127,666	118,842	(8,825)	-7%	1,021,332	1,094,756	73,424	7%	1,531,998	437,242
Interest Income	40,000	64,806	24,806	62%	292,500	401,107	108,607	37%	415,000	13,893
Fee for Service Income	15,212	24,726	9,514	63%	121,695	174,079	52,383	43%	182,543	8,464
Third Party Income	82,286	122,583	40,297	49%	658,286	713,262	54,976	8%	987,429	274,167
Grant Income	29,276	26,099	(3,177)	-11%	539,823	223,786	(316,037)	-59%	895,620	671,834
Donations	-	-	-	0%	-	60	60	0%	-	(60)
Miscellaneous Income	2,050	-	(2,050)	-100%	16,400	20,448	4,048	25%	24,600	4,152
<b>TOTAL REVENUE</b>	<b>517,767</b>	<b>539,316</b>	<b>21,550</b>	<b>4%</b>	<b>14,549,886</b>	<b>14,514,807</b>	<b>(35,079)</b>	<b>0%</b>	<b>16,404,285</b>	<b>1,889,478</b>
<b>OPERATING EXPENSES</b>										
Administration	113,664	88,468	25,196	22%	910,114	872,665	37,449	4%	1,365,171	492,506
Board Expenses	12,253	9,608	2,644	22%	98,021	85,137	12,884	13%	173,032	87,895
Connections: Mental Health/Substance Issues Services	273,711	188,534	85,177	31%	2,190,217	1,651,824	538,393	25%	3,289,543	1,637,719
Dental Services	395,500	316,180	79,320	20%	3,164,000	2,589,859	574,141	18%	4,746,000	2,156,141
Integrated Care (MHSA/PC)	113,438	95,173	18,265	16%	907,702	744,370	163,332	18%	1,362,252	617,882
Health Promotion	70,165	44,708	25,458	36%	562,272	397,984	164,288	29%	843,104	445,120
Community Impact	96,554	61,399	35,155	36%	771,432	490,641	280,791	36%	1,157,452	666,811
Program Assessment & Evaluation	42,722	24,509	18,212	43%	341,774	197,790	143,984	42%	535,161	337,371
Health Care Access	100,958	82,406	18,552	18%	811,908	604,305	207,603	26%	1,236,564	632,259
Resource Development	4,941	4,132	810	16%	39,529	30,981	8,548	22%	59,293	28,312
Leased Offices	11,634	9,569	2,065	18%	124,070	104,660	19,411	16%	170,605	65,945
Contingency - Operational	-	1,373	(1,373)	0%	-	36,366	(36,366)	0%	500,000	463,634
Grants	27,233	24,462	2,771	10%	518,864	243,759	275,106	53%	1,377,309	1,133,550
<b>TOTAL OPERATING EXPENSES</b>	<b>1,262,772</b>	<b>950,521</b>	<b>312,251</b>	<b>25%</b>	<b>10,439,904</b>	<b>8,050,341</b>	<b>2,389,563</b>	<b>23%</b>	<b>16,815,486</b>	<b>8,765,145</b>
<b>CHANGE IN NET POSITION FROM OPERATIONS</b>	<b>(745,006)</b>	<b>(411,205)</b>	<b>333,801</b>	<b>45%</b>	<b>4,109,983</b>	<b>6,464,466</b>	<b>2,354,483</b>	<b>57%</b>	<b>(411,201)</b>	

\*\*\*Does not include Depreciation expense.\*\*\*

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# Health District

## Of Northern Larimer County

### Statement of Cash Flows

As of Period Ended August 31, 2024

<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>	<b>August 2024</b>
Total Change in Net Position	6,286,464
Adjustments to Reconcile Change in Net Assets to Net Cash Provided by (Used in) Operating Activities:	
Depreciation & Amortization	178,002
Accounts Receivable	10,858,167
Prepaid Expenses	70,134
Accounts Payable	(104,408)
Accrued Liabilities	(9,259)
Deferred Revenue	(10,759,684)
<b>Net Cash Provided by (Used in) in Operating Activities</b>	<b>6,519,417</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>	
Investments	(20,205)
Purchase of Fixed Assets	(72,341)
<b>Net Cash Provided by (Used in) Investing Activities</b>	<b>(92,545)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>	
Net Change in Debt	-
<b>Net Cash Provided by (Used in) Financing Activities</b>	-
<b>Net Cash Increase (Decrease) for Period</b>	<b>6,426,872</b>
Beginning Cash & Cash Equivalents	7,671,495
<b>Ending Cash &amp; Cash Equivalents</b>	<b>14,098,367</b>

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**AGENDA DOCUMENTATION**

*Meeting Date: September 24, 2024*

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**SUBJECT: Health District’s 30<sup>th</sup> Anniversary Open House**

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**PRESENTER:** Sean Kennedy, Interim Communications Director

**OUTCOME REQUESTED:**  Decision  Consent  Report

**PURPOSE/ BACKGROUND**

To celebrate the Health District’s longstanding legacy of improving the health of Northern Larimer County and to raise awareness of its services and strategic priorities, the Communications Department, in collaboration with the Leadership Team and staff, has organized an open house event. This event is designed to engage a wide audience, including community partners, Health District staff and their families, and the public – all of whom are impacted by the Health District’s work.

The 30<sup>th</sup> Anniversary Open House will be held on Wednesday, October 16<sup>th</sup> from 4:00-7:00 p.m. at 120 Bristlecone. Remarks from leadership will take place at 4:30 p.m. and 6:30pm.

This event will feature historical displays spanning the organization’s first 30 years, tours of the Family Dental Clinic, opportunity for networking and engagement, and an opportunity to share information on the future strategic direction of the Health District.

***Attachment(s):*** 30<sup>th</sup> Anniversary Open House Report

**FISCAL IMPACT**

*No fiscal impact.*

**STAFF RECOMMENDATION**

N/A

# 30th Anniversary Open House

**Goal:** Affirm brand identity and reinforce service awareness with key partners and community members.

**Audiences:** Community partners (primary), Health District staff, friends and family, community members

## Event Agenda & Details

- **Date:** Wednesday, October 16th
- **Location:** Comms Suite, Lobby and Longs Peak Conference Room
- **Theme:** 30 Years of Caring

### Agenda:

- **Open House** | 4-7pm
- **Remarks** | 4:30pm & 6:30pm
- **Family Dental Clinic Tours** | Offered every 15-20 minutes from 5-6pm

### Details:

- Visitors will be able to browse historical displays spanning the Health District's 30 years in the lobby, Communications Suite, and Longs Peak Conference Room.
- Volunteer staff ambassadors will be posted at each display location to answer questions, including an additional greeter in the lobby.
- Dental Clinic tours will be conducted by volunteers from dental staff.
- Light snacks, treats and refreshments will be available, planning for up to 125 people.
- Swag bags will be available for visitors.
- Copies of the 2024-2025 Strategic Plan will be available in Longs Peak for visitors to flip through.
- Changing Minds will have a table at the event.

## Promotion

### Invitations

- Save The Dates and Invites mailed
- e-Invitations distributed for sharing

### Social Media

- '30 Ways' campaign began in May
- Open House promoted twice

### Internal

- '30 Ways' campaign on intranet
- Staff Outlook invite

### Other

- Reaching out to Coloradoan about op-ed opportunities





**AGENDA DOCUMENTATION**

*Meeting Date: September 24, 2024*

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**SUBJECT: 2025 Budget Planning Timeline and Update**

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**PRESENTER:** Misty Manchester

**OUTCOME REQUESTED:**  Decision  Consent  Report

**PURPOSE/ BACKGROUND**

Health District of Northern Larimer County Board of Directors Bylaws (Article IV, Section 1.e) require the Board of Directors to adopt an annual budget.

“Functions of the Boards of Directors shall include, but not be limited to, the following: ... To fulfill fiduciary responsibilities by adopting the budget and monitoring financial performance.”

Budget timelines and processes include:

- Capital projects budgeting
- Chart of Accounts
- Revisions based on direction from Board of Directors
- Compensation which includes pay and benefits

***Attachment(s):***

Board key dates for Budget Year 2025

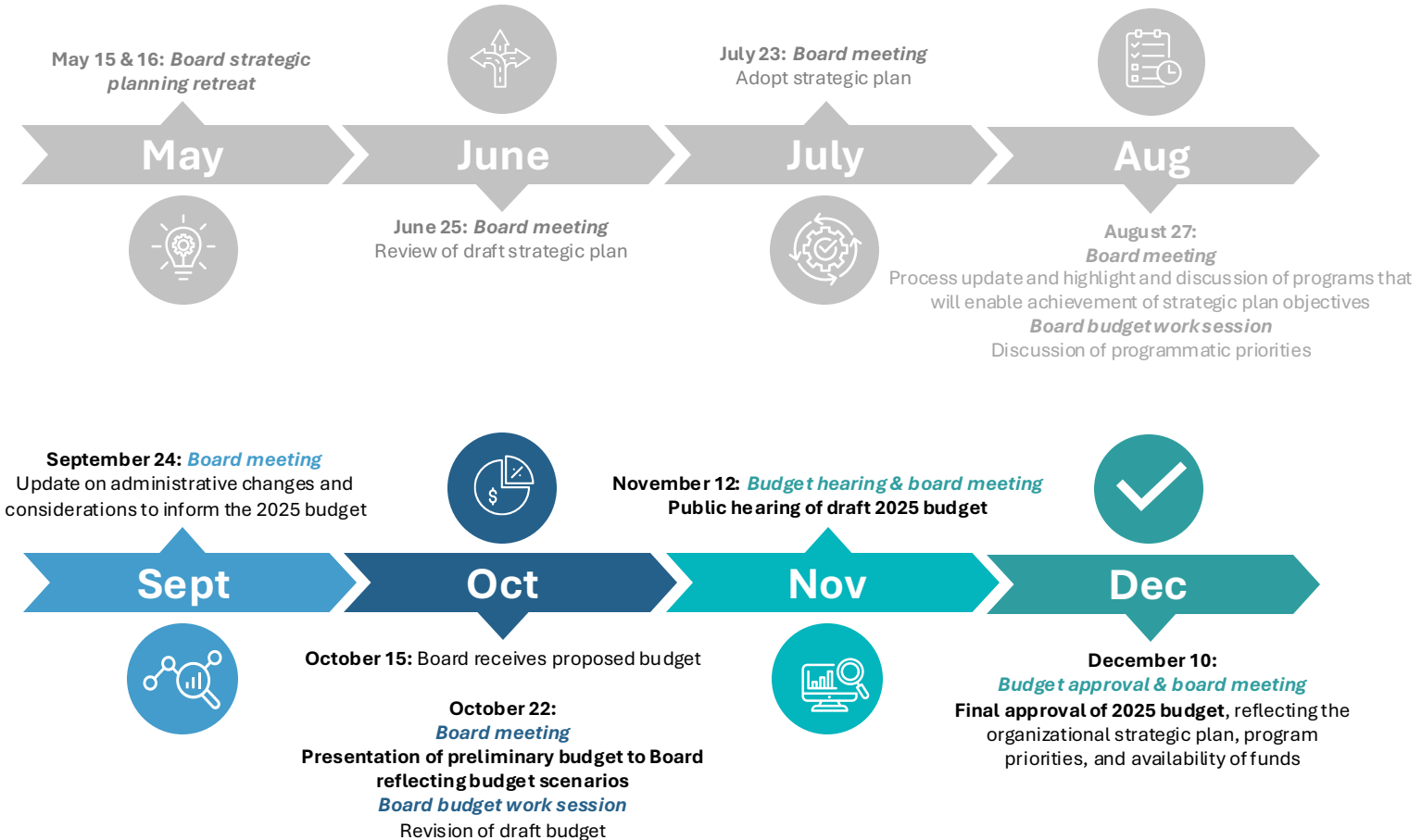
**FISCAL IMPACT**

None.

**STAFF RECOMMENDATION**

N/A

# 2024 Strategic Planning & Budgeting Timeline





**AGENDA DOCUMENTATION**

*Meeting Date: September 24, 2024*

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**SUBJECT: Legislative Special Session Review and Revenue Forecasting**

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**PRESENTER:** Abby Worthen, David Navas, and Misty Manchester

**OUTCOME REQUESTED:**  Decision  Consent  Report

**PURPOSE/ BACKGROUND**

**Policy Related to Revenue**

As reported during the August 27, 2024, regular meeting of the Board of Directors, the Governor called a special session to create a compromise to address the potential ballot issues related to property tax policy that will affect the revenue of the Health District in future years. The Special Session has concluded and there are significant implications for property tax revenue beginning in Property Tax Year 2025 (fiscal year 2026).

**Revenue**

A brief overview of revenue implications will be shared and discussed.

***Attachment(s): N/A***

**FISCAL IMPACT**

There will be fiscal impact beginning in 2026.

**STAFF RECOMMENDATION**

None.



**AGENDA DOCUMENTATION**

*Meeting Date: September 24, 2024*

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**SUBJECT:**

*Executive Director Staff Report*

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**PRESENTER:** Liane Jollon

**OUTCOME REQUESTED:**  Decision  Consent  Report

**PURPOSE/ BACKGROUND**

Please find the Executive Director Staff Report attached with current departmental summaries.

**The Executive Director met with the following community partners and attend the following events since the August 27, 2024 board meeting:**

- Sara Schmitt – President & CEO, Colorado Health Institute
- Joy Sullivan – President & CEO, United Way of Larimer County
- Patricia Alvarez Harrel – Executive Director, AlianzaNORCO
- Official Relaunch of the NoCo Health Sector Partnership
- Vauna Hansen, CARE Team Director, SummitStone Health Partners
- Stephen Tomajczyk, Senior Emergency Preparedness and Response Coordinator, Larimer County
- Jerry Howell, Director of Facilities, SummitStone Health Partners
- Tom Gonzales – Public Health Director of Larimer County

**Strategic Planning Progress Report**

A workgroup has been established and has commenced the design and development of the Strategic Plan Dashboard. This team is utilizing internal tools and expertise to refine the concept and dashboard structure. Proof of concept is expected to be presented to the Board of Directors in October.

Through Management Academy, staff participated in a facilitated activity aimed at tracking their workplans to the organizational strategic plan. This month’s Management Academy session will further assist staff in integrating the Strategic Plan with their individual workplans and performance management objectives. The goal is to ensure all levels of the organization are working cohesively toward shared goals and that staff have the tools and resources needed to support efficient operations where every team member can see how their individual contributions contribute to the overall goals.

**Other Items of Interest**

- **Board Alumni Event**

**Attachment(s):**

Department summaries.

**FISCAL IMPACT**

None.

**STAFF RECOMMENDATION**

None.

## Staff Summary

### Family Dental Clinic

- The Dental team is actively reorganizing dental administrative roles to ensure smooth clinic coverage and integrate financial responsibilities that were previously handled by the Finance department. Their current efforts focus on enhancing patient access, improving educational effectiveness, and increasing community awareness. These initiatives align with the strategic direction established during the 2025 Budget Study Session and are progressing as planned.



**Health Equity | Strategy 3.1.4:** Update processes, policies, and procedures to promote inclusive and equitable access. **(Status: Work in Progress)**



**Organizational Excellence | Strategy 2.1.1:** Assess operational functions of enabling services and programs. **(Status: Work in Progress)**



**Organizational Excellence | Strategy 2.2.5:** Provide staff with training and support. **(Status: Work in Progress)**

- The Family Dental Clinic has the following vacancies:
  - 1 (1.0) FTE Dental Hygienist (currently posted)
  - 1 (1.0) FTE Dental Front Office Associate (currently posted)
  - 1 (1.0) FTE Front Office Supervisor (not currently posted)

### Health Care Access (Larimer Health Connect, Prescription Assistance, Outreach & Education)

- The Larimer Health Connect (LHC) team remains committed to assisting individuals and families explore their options for health coverage if they've experienced a life change event or have recently lost coverage due to the Medicaid Unwinding process. The Special Enrollment Period for those who lost Medicaid/CHP+ coverage has been extended through November 30<sup>th</sup>, 2024.
- The team is supporting participation in community events, including Fuerza Latina's Empowerment Clinic and Alianza NORCO's Health Fair to assist people with undocumented status with enrolling in Emergency Medicaid in preparation for the Cover All Coloradans program taking effect Jan. 1, 2025.
- The team is also working to prepare for this year's Open Enrollment Period and planning for several Health Insurance Literacy classes, two of which will be held in Spanish.



**Partnerships | Strategy 1.1.1:** Enhance critical partnerships with new and existing partners. **(Status: Work in Progress)**



**Health Equity | Strategy 3.1.4:** Update processes, policies, and procedures to promote inclusive and equitable access. **(Status: Work in Progress)**

- The Prescription Assistance (PA) program continues to support people experiencing gaps in coverage, including those with undocumented status. Program policies and procedures are currently being evaluated and updated.



**Great Governance | Strategy 2.1.1:** Evaluate existing programs, systems, and processes, and update them for quality improvement, fiscal sustainability, and transparency, as needed. **(Status: Work in Progress)**



**Health Equity | Strategy 3.1.4:** Update processes, policies, and procedures to promote inclusive and equitable access. **(Status: Work in Progress)**

- The Outreach and Education (O&E) Team has been actively engaged in attending many back-to-school nights. Notable events included Irish Elementary’s back-to-school night – where the team had the opportunity to engage with many Spanish-Speaking families, along with the Front Range Community College Wolf Pack Resource Fair.
- The Outreach and Education (O&E) Team’s upcoming schedule includes 16 tabling events, multiple partnership meetings, and various community presentations such as Fuerza Latina’s Empowerment Clinic and Alianza NORCO’s Health Fair. LHC guides also plan to attend and share information about OmniSalud and the new and upcoming Cover All Coloradans program.



**Organizational Excellence | Strategy 3.1.1:** Evaluate existing outreach efforts and effectiveness to identify needs and opportunities. **(Status: Work in Progress)**



**Organizational Excellence | Strategy 3.2.1:** Assess existing support efforts for community partnerships and partner engagement to identify needs and opportunities. **(Status: Work in Progress)**

- The Health Care Access Team is fully staffed with no vacancies.

### **Mental Health Connections (Connections – Adult & CAYAC)**

- Mental Health Connections (MHC) is continuing work on several projects, including the implementation of a new Electronic Health Record (EHR) system. This process includes working with consultants on workflows, regulatory obligations, and best practices to ensure compliant Medicaid billing.
- CAYAC has experienced an increase in referrals since the start of the school year

- MHC staff continue to support key outreach and education community events, including an adult living facility resource fair and presence at FOCO Café.
- Planning is in progress for the next TNT Event (Therapist Networking and Training) planned for Monday, October 28<sup>th</sup>. The October event will focus on supporting veterans. This work aligns with the following strategic priorities:



**Great Governance | Strategy 2.1.1:** Evaluate existing programs, systems, and processes and update them for quality improvement, fiscal sustainability and transparency as needed. **(Status: Work in Progress)**



**Organizational Excellence | Strategy 2.1.2:** Develop operational plans to enhance efficiency. **(Status: Work in Progress)**



**Partnership | Objective 2.3:** Cultivate partnerships with organizations that represent and support the interests of priority populations and health-related social needs. **(Status: Work in Progress)**

- Mental Health Connections has the following vacancies:
  - 1 (0.6 FTE) CAYAC Psychiatric Nurse Practitioner (Currently posted)
  - 1 (1.0 FTE) CAYAC Behavioral Health Provider (Currently posted)

### Integrated Care Team

- The Integrated Care (IC) Program Manager and one of the Behavioral Health Clinical Therapists (BHCT) are preparing to attend the Society of Teachers of Family Medicine (STFM) conference in Denver. The BHCT is presenting with a faculty physician, a nurse practitioner, and a registered nurse about the Family Medicine Center (FMC) Pain Management Clinic.
- With the start of the school year, the IC Program Manager will be starting up youth psychosocial assessments to help the medical providers better understand whether a child may have an ADHD diagnosis. This work aligns with the following strategic priorities:



**Partnerships | Strategy 1.1.1:** Enhance critical partnerships with new and existing partners. **(Status: Work in Progress)**



**Partnerships | Strategy 1.2.1:** Identify patient personas that are common between the Health District and other community partners to better understand shared-service needs. **(Status: Work in Progress)**

- The Integrated Care Team is fully staffed with no vacancies.



## Staff Summary

### Clinical Services:

- Ongoing clinics continue to focus on priority populations. Marketing future Heart Health clinics was put on hold due to staffing considerations.



**Health Equity | Objective 3.2:** Enhance the visibility of Health District programs and services as a welcome resource for people with underrepresented identities. **(Status: Work in Progress)**

- A meeting took place between Health Promotion Staff, Health District leadership, and Poudre Fire Authority leadership to discuss a community health partnership.



**Partnerships | Strategy 2.1.2:** Improve and expand coordination with local government entities and services. **(Status: Work in Progress)**

- Support of the CDDT program at SummitStone is ongoing.

### Infection Prevention:

- Significant staff collaboration has been taking place between the Health Promotion, HR, and operations teams to update policies and procedures related to infection prevention onboarding requirements and to improve efficiency and compliance.



**Organizational Excellence | Objective 1.4:** Attract and employ diverse and highly qualified staff, retain staff through development and growth opportunities, and promote staff to address increasingly complex challenges.

- 2024 flu vaccines have been received and scheduling is underway for staff and community clinics.

## Staff Summary

### Research & Evaluation

#### Internal Program Evaluation Update

- **Impact Accelerator Kickoff:**

On September 3, 2024, we began an Impact Accelerator consulting project with Results Lab. The goal is to establish updated impact strategies, program models, measurement frameworks, and data collection and usage plans. This work will help us better assess and demonstrate the impact our programs have on the community and individuals served.



**Organizational Excellence | Strategy 4.2.2:** Procure consultant to analyze organizational evaluation practices. **(Status: Achieved)**

- **Data Collection Practices:**

The Research and Evaluation Manager continues working to enhance the organization's data collection practices. An internal work group has proposed a core set of standardized sociodemographic data variables to be collected across all programs. This will enable future data disaggregation, allowing us to identify any disparities in care or outcomes among the populations we serve. Additionally, input on desired data collection been provided to the consulting firm standardizing data entry workflows for the new electronic health record system to be used by Adult Connections and CAYAC. The standardization of data collection (client demographics) and data entry (needs, services, and outcomes) is a key step toward enhancing reporting, data-driven decision-making and supporting continuous quality improvement.



**Organizational Excellence | Strategy 4.1.1:** Examine and assess existing organizational and community data-collection practices and methodologies. **(Status: Work in Progress)**



**Organizational Excellence | Strategy 4.1.2:** Determine strategies, policies, and procedures to enhance data collection. **(Status: Work in Progress)**

- **Staffing Update**

Research and Evaluation has two vacant positions. Hiring is currently delayed ensuring the positions are planned and informed by the work of the internal evaluation consultant.

### Community Impact Team (CIT)

#### Mental Health & Substance Use Alliance of Larimer County (MHSU Alliance):

- The CIT is compiling the MHSU Alliance Strategic Plan (with support and review from internal teams), with the goal of having it finalized and published by the end of September. The Strategic Plan will be publicly shared and celebrated on October 10<sup>th</sup> at the Strategic Plan Release Party. This event will be a public celebration with current MHSU Alliance Members, partners, and

community members to generate excitement and understanding of the strategic plan, as well as gain new General Members as part of the recent restructuring of the Alliance.

- After the Strategic Plan is released, CIT will pivot towards further restructuring efforts and operationalizing the adopted changes. A high priority will be to begin identifying/recruiting new Steering Committee Members who will act as the decision-making body as well as a robust community of General Members. 3-5 Steering Committee Member positions are reserved for Lived & Living Experts.



**Organizational Excellence | Strategy 3.2.1:** Assess existing support efforts for community partnerships and partner engagement to identify needs and opportunities. **(Status: Work in Progress)**



**Organizational Excellence | Strategy 2.2.2:** Improve collaboration between Health District and health care delivery systems to advance health equity. **(Status: Work in Progress)**

- The CIT Manager and Community Project Coordinator has continued to provide support to community partners, including the three school districts' student mental health work and partners with the Juvenile Competency Court docket. These projects are on-going.



**Partnerships | Strategy 2.1.2:** Improve and expand coordination with local government entities and services. **(Status: Work in Progress)**

#### **Harm and Stigma Reduction:**

- CIT continues to work with the Outreach & Education (O&E) Team to provide free Narcan and opioid overdose prevention education to community members and organizations. In August, these two teams attended Overdose Awareness Day events in the community as well as the Fight the Stigma Event. As of last count, CIT and Outreach & Education have distributed 1,088 boxes of Narcan (goal for 2024 is 1200 boxes).



**Partnerships | Strategy 2.3.3:** Support community-based advocacy organizations in advancing causes important to the well-being of our community. **(Status: Work in Progress)**

- CIT has met with Linden Marketing several times to review and provide feedback on their initial discovery session findings related to the Changing Minds campaign. This firm will be working on a social media strategy, updating materials and content, and other key strategic updates.
- CIT is helping to support the 2024 Rethinking Addiction and Recovery (RARE) Conference, which is taking place in conjunction with the Colorado Opioid Abatement Council (COAC) meeting – both are taking place in Larimer County this year. RARE is an educational event for the whole community, as well as providers in the behavioral health space.



**Partnerships | Strategy 1.1.1:** Enhance critical partnerships with new and existing partners. **(Status: Work in Progress)**



**Partnerships | Strategy 2.3.3:** Support community-based advocacy organizations in advancing causes important to the well-being of our community. **(Status: Work in Progress)**

### Staffing Update

- CIT still has one vacant position for a Community Project Coordinator. The position was posted and received a competitive pool of candidates. Interviews are ongoing in September, and the position is slated to be filled in October.

### Policy

#### Policy Issues and Trends

- **Special Session:** The 2024 legislative session concluded with the removal of ballot initiatives dependent on the success of a compromise deal. This session also sparked discussions about potential new legislation that may receive further debate in the regular session.
- **Pre-session Priorities:** Our team has started engaging with and analyzing information in preparation for the 2025 Legislative Session of the 75th General Assembly. The interim committees have completed their deliberations on the five bill topics they are authorized to introduce to the General Assembly and will soon have bill drafts ready. Additionally, other regulatory bodies that impact the legislative process, such as the Medicaid Provider Rate Review Advisory Committee and the Joint Budget Committee, are beginning to develop their recommendations for funding the state’s healthcare system.



**Great Governance | Strategy 3.2.1:** Assess local, state, and federal policies impacting the health of Health District residents and organizational operations. **(Status: Work in Progress)**

- **PHE Unwind:** Policy is collaborating with the Colorado Health Policy Coalition, Colorado Consumer Health Initiative, and Larimer County Department of Health and Environment (LCDHE) to assess the impact of and explore solutions related to the Public Health Emergency (PHE) unwind. A communication campaign, accompanied by a slate of potential legislative solutions, are in the process of being developed to address the gaps in coverage, the increase of uncompensated care, and the technical barriers to access. These factors have been identified as the factors that would have the most meaningful impact.



**Partnerships | Strategy 2.1.2:** Improve and expand coordination with local government entities and services. **(Status: Work in Progress)**

### Health Equity

- **Communications:** The Health Equity Strategist reviewed and approved all upcoming social media content and is working with the Communications Team to develop a review plan for

other types of external communications, including the website, Compass, newsletters, and printed materials.



**Health Equity | Objective 3.2:** Enhance the visibility of Health District programs and services as a welcome resource for people with underrepresented identities. **(Status: Work in Progress).**

- **Health Equity Metrics:** The Health Equity Strategist is actively participating in a workgroup to create a single intake form for the Health District, utilizing the CLAS Checklist to define requirements for Race, Ethnicity, & Language (REAL) data collection, as well as adding language to notify individuals that free language assistance is available upon request **(CLAS 2.6)**.



**Health Equity | Strategy 2.2.1:** Ensure equity metrics are embedded into data systems and established benchmarks. **(Status: Work in Progress)**

- **Recruitment:** The Health Equity Strategist is serving on the hiring committees for the Community Projects Coordinator and the Senior Communications Manager. The Strategist is actively reviewing applications with an equity lens, participating in interviews, and forming hiring recommendations for these open positions.



**Organizational Excellence | Objective 1.4:** Attract and employ diverse and highly qualified staff, retain staff through development and growth opportunities, and promote staff to address increasingly complex challenges.

- **Policies & Procedures:** The Health Equity Strategist reviewed the draft Client Distress Procedure with an equity lens. The Health Equity Strategist also attended a Mental Health First Aid training with SummitStone, which informed some of the Client Distress Procedure recommendations.



**Health Equity | Strategy 3.1.4:** Update processes, policies, and procedures to promote inclusive and equitable access. **(Status: Work in Progress)**

## Staff Summary

- There were no new hires in the month of August.
- One employee was offboarded in August.
- As of September 12th, seven open positions were posted, two are new positions and five are vacancies.



**Organizational Excellence |** Be an employer of choice in Larimer County by integrating and “excellence and equity lens into all employment process and the HR lifecycle. **Strategy 1.3.** Assess and enhance the existing HR lifecycle. **(Status: Work in Progress)**

- In September, a new badge system was launched, and staff at Connections and Bristlecone Facilities were provided with new badges. The new badges simplify identification and secure access to these facilities.



**Organizational Excellence | Strategy 1.3.** Strengthen facilities and infrastructure management to enable the delivery of high-quality services and support the continuity of operations. **(Status: Work in Progress)**



**Organizational Excellence | Strategy 2.3.3:** Enhance information sharing to improve workflows and collaboration **(Status: Work in Progress)**

- The second Mental Health First Aid training was held for staff on September 5<sup>th</sup>. A total of 30 staff representing Dental, HR, and other programs attended the training facilitated by SummitStone Health Partners. The training was beneficial and will be offered in 2025 for new staff and those who wish to have a refresher. Staff are also able to participate in this training at SummitStone if they desire to have the training before it is held again at the HD.



**Organizational Excellence | Strategy 1.2.2:** Provide staff training and support. **(Status: Work in Progress)**



**Partnerships | Strategy 2.3.3:** Strengthen community impact through fostering partnerships with local non-governmental organizations (e.g., nonprofit, hospital systems). **(Status: Work in Progress)**

## Looking forward:

- HR is continuing to work with UKG on an implementation timeline and development of a work plan for the new Human Resources Information System (HRIS)/Human Capital Management (HCM) system. This work is anticipated to take ~6 months.



**Organizational Excellence | Strategy 2.3.1:** Deploy a modernized IT infrastructure that enables seamless access to information and resources.  
**(Status: Work in Progress)**



**Organizational Excellence | Strategy 1.4.3:** Develop the infrastructure and processes to track and monitor the training and development provided.  
**(Status: Work in Progress)**

- HR is working to secure additional training for staff on topics such as de-escalation, CPR/First Aid and AED training within the coming months.



**Organizational Excellence | Strategy 1.4.1:** Assess and identify training and professional development needs based on input and feedback from staff.  
**(Status: Work in Progress)**



**Organizational Excellence | Strategy 1.4.2:** Provide high-quality, year-round staff development and leadership training across all levels of the organization. **(Status: Work in Progress)**

- CBIZ Compensation Consultants provided the annual letter regarding the annual market analysis as outlined in our scope of work. More to come on this as the budget is prepared for the Board. (As a reminder, CBIZ will be providing market analysis information each year for the next five years to assist the Health District in making recommendations for staff salary and/or market adjustments.)



**Organizational Excellence | Strategy 1.3.4:** Finalize organizational compensation philosophy

## Staff Summary

- The Budget Analyst accepted a position outside of the Health District and the position has been posted for hire.
- The Your Part-Time Controller (YPTC) financial consultant continues to support department functions.



**Organizational Excellence | Strategy 2.1.1:** Assess operational functions of enabling services and programs. **(Status: Work in Progress)**



**Organizational Excellence | Strategy 2.1.2:** Develop operational plans to enhance efficiency. **(Status: Work in Progress)**



**Organizational Excellence | Strategy 2.2.5:** Provide staff with training and support. **(Status: Work in Progress)**

## Looking forward:

- Work will continue with the Controller/Chief Financial Officer (CFO) from Your Part-Time Controller (YPTC) providing financial oversight.
- YPTC will continue to assess department operations, support financial reporting, and outline necessary internal control processes.
- An outline and timeline for the budgeting process has already been created and YPTC is working closely with the Budget Analyst to assess program and department budgets.
- The Finance Director position will be posted once a new Deputy Director of Administration has been hired to ensure their involvement in the selection process.



**Organizational Excellence | Strategy 2.1.2:** Develop operational plans to enhance efficiency. **(Status: Work in Progress)**



**Organizational Excellence | Strategy 2.1.1:** Assess operational functions of enabling services and programs. **(Status: Work in Progress)**

- With support from YPTC, the selection and implementation of the cloud-based Financial Accounting System has resumed. Demos from three vendors are currently being scheduled.




**Organizational Excellence | Strategy 2.2.2:** Update financial system, including technologies, policies, processes, and an internal controls examination. **(Status: Work in Progress)**





## Staff Summary

### Routine Deliverables and Internal Program Products

- Staff secured a vendor to print the Fall 2024 edition of the Compass newsletter and is developing a template for an email version of the newsletter to be deployed in the future.  
 **Organizational Excellence | Strategy 3.3.2:** Update existing strategies and products and develop new processes to address procedural gaps and ensure high-quality material across the organization. **(Status: Work in Progress)**
- Staff formalized a social media review process to incorporate the Healthy Equity Coordinator's review of all content.  
 **Organizational Excellence | Strategy 3.3.2:** Update existing strategies and products and develop new processes to address procedural gaps and ensure high-quality material across the organization. **(Status: Work in Progress)**
- Communications, in conjunction with the Leadership Team, finalized and launched an all-staff Teams channel to enhance internal communication, collaboration and document accessibility. This resource will continue to receive ongoing work as new resources are developed and added.  
 **Organizational Excellence | Objective 3.1:** Enhance transparent and effective internal and external communication. **(Status: Work in Progress)**  
 **Organizational Excellence | Strategy 3.3.2:** Update existing strategies and products and develop new processes to address procedural gaps and ensure high-quality material across the organization. **(Status: Work in Progress)**

### Websites:

- Communications is supporting the development of the new website and recently completed a review of current web content with all programs. Additional planning is also underway related to remediation of PDF content.  
 **Organizational Excellence | Strategy 3.3.3:** Implement new website and associated products to improve equitable access to information. **(Status: Work in Progress)**
- Staff executed a contract with a technical maintenance vendor for HealthInfoSource.  
 **Organizational Excellence | Strategy 3.3.2:** Update existing strategies and products and develop new processes to address procedural gaps and ensure high-quality material across the organization. **(Status: Work in Progress)**

### 30th Anniversary:

- Staff completed an event plan for the 30<sup>th</sup> Anniversary Open House scheduled for October 16<sup>th</sup> from 4-7 p.m. A report on this event is available in the board packet.



**Organizational Excellence | Objective 3.1.1:** Enhance transparent and effective internal and external communication. **(Status: Work in Progress)**



**Great Governance | Strategy 3.1.3:** Provide timely and accessible information through multiple channels to enhance engagement and reach priority populations and the broader community. **(Status: Work in Progress)**

## Staff Summary

The Support Services Team has dedicated significant time to business continuity efforts and has supported the development of the 2025 budget in collaboration with all departments across the organization. Work included setting up and becoming proficient in new software to manage operations, as well as collecting information to begin planning and implementing large facility enhancements.

### Facilities

- The new work order system developed, MaintainX, is continuing to work well for all staff and the department.
  - The team has an 86.6% completion rate as 39 of 45 work orders submitted in the past 30 days were completed.
- Bristlecone parking lot improvements were completed on time and within budget with minimal disruption to operations.
- Facilities continued to support capital improvement budget planning and forecasting needs for the capital budget, operating budget, and fleet and maintenance budget for 2025.
- Facilities is working to secure bids for new LED lighting, HVAC roof top units, and reception reconfiguration.
- Facilities is providing tenant and vacancy management support at the Mulberry location.
- Storage units were successfully consolidated from five to three total units, providing ~\$300 per month in budget savings.



**Organizational Excellence | Strategy 2.4.1:** Develop a capital maintenance and improvement plan to strategically plan for short-term and long-term infrastructure and capital needs.

### Information Technology (IT)

- Successfully onboarded one of two Accounting Services contractors, continuing to provide support for environment discovery and ensuring access to necessary applications and files.
- The Information Technology team achieved a 95% completion rate, resolving 83 out of 87 work orders submitted over the past 30 days, totaling 23.25 hours of work.



**Organizational Excellence | Strategy 2.3.3:** Enhance information sharing to improve workflows and collaboration.