

**The Mission of Lighthouse Youth & Family Services is to advance the dignity and well being of children, youth and families in need. We encourage good citizenship, responsible behavior and self-reliance**

**Lighthouse Youth & Family Services  
Administrative Committee Meeting  
April 17, 2018 at Noon**

Members in attendance: Lisa O'Brien, Ken Feldmann, Phil Montanus, and Tim Timmel (via phone)

Staff in attendance: Paul Haffner\*, Cathy Goold and Judy Oakman (\*also a Member)

Lisa O'Brien called the meeting to order at 12:05pm. Mr. Feldmann made a motion and Mr. Haffner seconded to approve the minutes of the February meeting. The minutes were unanimously approved.

Ms. Oakman reviewed the financials through March 31, 2018. The service areas have posted a surplus two months in a row and that is excellent news! The clinical services team has turned the corner on productivity and while not all employees have hit their target utilization rate (UR) of 50% they were able to "cover" the continued financial drag of the psychiatric clinic. It has taken some time to convert the PRN model to full time staff with a specified UR of 50%. We expect this momentum to continue and steadily increase into FY 2019.

Mr. Pratt joined the meeting to discuss the ongoing challenges with the clinic. He has engaged in a review of various options to make the clinic financially viable, including outsourcing. The Committee discussed how an outside vendor might be able to transform the operations, pay rent to Lighthouse, and improve service to clients. Facilities ideas will be discussed at the New Life Properties meeting.

Ms. Oakman reported that Medicaid revenues are still estimated because we have had extreme challenges with the implementation of Cx360, the E-H-R. We have estimated revenues based on units of service out of the system but there is a lot of data that is still "stuck" in the system. We believe we will be able to get better projections in the months to come. We know the expenses have been recorded so the financials will only continue to get better (i.e., increased revenues).

The Committee discussed how this challenge will also affect cash flow, as Lighthouse bills about \$500K per month in Medicaid revenues. We have received some relief from the state through a program allowing providers to request partial funding to ease cash flow during the implementation of the redesign. Lighthouse applied and was granted this funding and we have received \$217K for each of January, February, March and April. However, that window is now closed. We believe we are close to sending a bill (837) out the door. With our increased line of credit to \$1MM we should be fine with cash flow.

Overall, the rest of the Agency is continuing to perform as expected.

Ms. Oakman gave an update on Strategic Planning and said that the SWOT analyses are moving along. We are getting them from each of our service areas internally and also putting together the SWOT analysis from our external customers. We will then

come together with the staff core team and the Board Strategic Planning group to continue to work the strategic plan. Mr. Feldmann asked the scope of the time period of the strategic plan and Ms. Oakman indicated that the last one was 2016-2018 and with our goal of Ending Youth Homelessness by 2020, it seemed appropriate to make the Strategic Plan go from 2018-2020.

Next, Cathy Goold presented the overview of the employee survey and review process. The specific results will be reviewed in the HR Committee on April 30<sup>th</sup>, so only a summary will be presented here. In general, we had a consistent number of responses (70%) this year and more comments, all good signs of engagement. However, the results were not as positive as last year. Mr. Haffner had indicated in his CEO communication the results were not as positive but also that Lighthouse had not seen as big a year of change as we had in 2017. All in all, the management team believes we are going in the right direction - it takes some time to change culture all the way to the direct service level. Foster Care, The Community School, the Sheakley Center and Help Me Grow (Early Intervention) were the specific areas where there was significant upheaval and stress this past year. The management team believes this next year will be the real test of the direction of the Agency.

The Committee then discussed the CEO review process. Ms. Fisher had joined the meeting. It was agreed Ms. Fisher would compress the timeframe to June through October and only the CEO's direct reports would provide staff comments along with Lighthouse Board members (not affiliate boards).

Ms. Goold then proceeded with the update on the property tours. They have been scheduled and invitations sent for FY 2019 CAPEX plans. The Emergency Placement Services as previously planned for Jefferson will not be able to move forward. The licensing requirements make it impossible for Lighthouse to make this an affordable venture. Plans for Jefferson are still in the process of being worked out and will be discussed in more detail next week at the New Life Properties Board meeting and the May full board meeting.

Mr. Haffner commented that the Beacon on April 28<sup>th</sup> is light on attendance numbers. Apparently, there is a lot going on in Cincinnati that evening/weekend. It should still be a great event. We have a little over 300 signed up.

Mr. Haffner's executive briefs: 1. We are involved in the Levy for Children's Services. Rhonda and Larry Sheakley have agreed to co-chair this effort. The County Commissioners still need to vote on whether the levy makes the ballot. That should happen in the next month. 2. The Board orientation is scheduled for April 30<sup>th</sup>, the new members have been invited and any other board members are welcome.

The next Board meeting is May 16<sup>th</sup> and the next admin Committee is June 20<sup>th</sup>.

The meeting was adjourned @ 1:28pm.