

**THE CEDARS OF MARIN
BOARD OF DIRECTORS MEETING
February 21th, 2019**

Time and Place: The Board of Directors of The Cedars of Marin held a meeting on February, 2019 at John Peterson Hall, upon notice duly given.

Participants: Participating in the Board meeting in person were Scott Clifford, Gail McCallister, Scott Erikson, Alexis Lynch, Madeline Miller, Scott Price, Terry Ross, Suzanne Joy, Julie McNerny, Anna Rosen, Debra Stutsman, Steve Shaw, James Brentano, and by teleconference, Jim Peterson.

Directors not attending the meeting was Jane Brown.

Guests included Mary Gordon, former board member up for re-election.

Also attending the meeting by invitation were: Chuck Greene, Jeanne Lipson, Katherine Newberry, Sue Sherer, Cheryl White, John Pope, and Catherine Martikan as additional representatives of the organization.

Opening Statements:

President Scott Clifford called the meeting to order at 12:31 p.m.

Upon motion duly made and seconded the directors unanimously approved the board minutes from the November 2018 meeting.

Executive Director Report

Chuck Greene expressed how glad he is to have Mary Gordon here, sister of Jeanne Johnson, and the heart-felt impression she has had on him.

Cedars is operating from a position of significant strength in all areas – programmatically, health and wellness, development, human resources, staffing, etc. We will continue on this trajectory as long as we continue to have the right people. The strategic plan will be important in focusing our work and facilitating our processes going forward.

With a month to go towards the Gala, Chuck praised the Development team.

Chuck reported that the Executive Director and Board President of Helpers Community, Inc. will be visiting Cedars next week to review the plans and progress for our TAC kitchen remodel.

Associate Executive Director Report

Cheryl White provided an exciting update about the work we are doing to grow our programs and to better our services for the people we support. The examples she gave of the teams' commitment to excellence and responsiveness to internal and external interests included the:

- Focus on internal quality management reviews in residential services. Stretches us, but very important especially in context of increased external monitoring
- Growing Partnership with the Disney museum and our fine arts program
- Continued advancement with our Person Centered Thinking project

- New efforts to prompt development efforts by GGRC around aging and our population
- Developing annual training on social boundaries for clients and staff
- Exploration of new day program options

Cedars current Advocacy Efforts include:

- Joined CDSA, in keeping with our long term strategic goal to partner with concerted, coordinated advocacy efforts
- Good time to join given the pending rate study and HCBS regulations
- Ask this year is 8% to bridge the gap between now and whenever rate study recommendations MAY be implemented
- Rate Study due March 1st, which is not enough time for the May Revise. Newsome's budget at least notes its existence and CA's need to address.
- Grass Roots Day and DSP Day

Action Item: Consider reaching out to local representatives and personal contacts regarding rates. Reference data and talking points from CDDA.

The recent meeting with GGRC attended by Scott, Mark, Chuck, Amanda Piles, Eric Zigman and Cheryl at GGRC was a follow-up to the board meeting to clarify GGRC's position mostly regarding main campus. The takeaways were:

- They are not withholding information or some strong position
- They see this as a partnership
- Information is not available yet because the State is not ready
- Main Campus and likely TAC will be under heightened scrutiny either before or after the self-survey
- While size is not the ONLY indicator of presumed institutionalization, it is a red flag and will trigger attention (heightened scrutiny)
- We should continue to work on the goals of the PCT project and support organizational rollout
- Good position, given this grant. Capacity to do this other wise would be slight.

Development Update

Scott Clifford acknowledged all of the work they have done and thanked Jeanne, her team and the board members.

Jeanne Lipson provided an update on all of the upcoming anniversary events.

Action Item: If you have not provided your wine for the wine lot, please contact Jeanne.

Action Item: In the future, we are asking that Board members write or call to thank donors as that will hold more meaning.

Finance Update

Scott Erickson shared we are into the first quarter and everything is on target. He explained that our investments took a hit in the 4th quarter of 2018 due to the stock market but has rebounded significantly in 2019. Overall our performance to date is solid.

There is a request to refinance the loan on one of our HUD satellite corporations, which includes three homes, from 8% to 5%.

James moved to give the finance committee authority to approve the final terms of the HUD loan including the Cedars level guarantee, Anna seconded, all approved.

John Pope, Textile Art Collaborative Dining Hall

John provided a status update on the TAC kitchen to the board. They are finished up with a pro-bono kitchen designing consultant. We should be into the construction phase by June 30th. The goal is to have the November retreat at the new TAC dining hall!

The Base budget is \$450,000. There are contingencies around code requirements. The board requires that we include Sprinklers in the baseline at a cost of approximately \$30,000.

Action Item: John will confirm this address any additional cost to make it operative.

Board Dashboard Goals

Using the metrics and status updates, Chuck commented on our very strong dashboard. It should be noted however, the board giving line is substantially under the goal due mostly to individuals giving to the gala in addition to their annual gifts.

Action Item: Board directors who have not already done so, need to return their Individual Action Plan.

Healthy Living Program Report

Catherine Martikan is working on the pilot phase (10 weeks, Pope Hall and Walter House, opt-in) of the project. The goals of the project are decreased obesity, minimized risk for disease, improved mobility, and increased staff and family member support.

The project includes:

- Education: Nutrition education wellness activities, personal goal setting, sleep, hygiene, mindfulness
- Exercise Opportunities: Wii, Exercise tubes/ weights, Dance/ fitness class, Special Lift for Walter House
- Menus: less sugar, salt, fat; more veg, fruit, grains; breakfast bar, salad bar
- After 10 weeks, evaluate every aspect of project and revise accordingly, then implement Cedars-wide.

There is already a lot of enthusiasm and success stories are unfolding.

Health Services Department Overview and Update

Kaeb Menker provided a progress report to the board on the work of the Health and Wellness Department.

Goals from last year:

- Get to know our residents and learning how the HS department operated
- Reduce number of missed doctor appointments
- Prioritize prevention vs. reactive treatment
- Enhance relationships among community health providers
- Address disease/illness breakouts aggressively before spreading occurs

- Create a strong team within the Health Services department
- Improve communication among house managers, day program, and residents' family members
- Create new programs within Cedars to promote healthy living practices
- Assess professional development needs and provide additional training for staff where needed

Goals Achieved:

- Our team was committed to establishing a relationship with greater rapport with our residents throughout the year. Residents often come to the office to greet us and let us know about their day and such. Residents are much less resistant to attend appointments with our team, even though we completely stopped sweets/soda treat after Dr. office visits.
- In 2018, HS attended 1146 scheduled doctor appointments, not including ER/urgent care and vs. 814 appointments the previous year (2017), a 40% increase.
- In 2018, 98% of our residents completed their annual visit with their PCP, dentist, and optometrists. This is also complementing our goal focusing on prevention vs. treatment.
- We have had only one virus/bacteria related breakouts last year that required house quarantine.
- Our department is currently and has been fully staffed for five months; although we continued to struggle with consistent turnover over the first six months of the year. Throughout the year, I have been consistently offering recognition, host team building events, regular meetings each week, address staff needs promptly, and provide staff with space they need to be their best. In addition to what's mentioned, there has been significant support from upper management in offering competitive pay rates. Such changes did solidify positive team morale and relationship with each other.
- We conducted a variety of trainings with HS staff to address our residents' health challenges and offer useful tools to better support them.
- We are continuing to establish excellent rapport with current and new healthcare providers that serve our residents.
- We have developed greater communication among house and day program managers to ensure effective cooperation. For example,
 - Our department sends out a regular reminder to house managers to ensure our residents do not run out of their medication,
 - We send out current educational information to better support our residents,
 - We send out doctor appointment notes to day program and house manager, so everyone has the same information about a resident, etc.

We observe, that these measures help residents receive more well-balanced support.

- We created an even more inviting environment for our department including reorganized office setting, painted fresh colors on walls, and added some new furniture. In doing so, staff morale can continue to grow and remain energized.
- We established new tools such as morning pow-wow, shared texts, and outlook tasks among our team to better serve our residents and feel more connected as a team.
- We continue to involve families/conservators as regularly as possible during significant treatments discussions

Goals Ahead

- Continue to maintain all achievements from 2018
- Collaborate with other departments to introduce additional healthy living practices
- Find ways to get newer vehicles since our current vehicles are regularly breaking down, needing constant maintenance. This impacts our productivity.
- Implementing the newly developed system to track any medication discrepancy during each delivery
- Collaborating with providers to create a method to systematically complete a large number of residents' annual check-ups

Action Item: Transportation availability needs to be addressed by finance committee.

Visioning and Strategic Planning

Chuck explained that this is intentionally long range strategic planning. As such we have been thoughtful in the process. At the board meeting you all provided valuable insights and consensus, which we applied to develop a Vision Statement:

‘To ensure our participants have every opportunity for creative, productive, joyous, healthy lives now and in the future.

Embracing Cedars legacy of innovation and advocating strongly for full inclusion throughout the community, all participants will have a deep sense of belonging to something larger than themselves. Rather than just being compliant or reactive, Cedars will become a leader in individualized services and person centered thinking and planning. Finally, Cedars will explore partnerships that will increase resources to support residents should they need to transition out of Cedars.’

From this Vision Statement and given other organizational success factors we have identified 7 major strategic goals including:

1. Provide all participants with a deep sense of belonging throughout the community
2. Become a leader in Individualized Services and Person Centered Thinking and Planning Practices
3. Explore partnerships that will increase resources to support residents when they need to transition
4. Ensure long term Financial Sustainability
5. Advocate actively for and with individuals with disabilities and the organizations that serve them
6. Achieve Organizational Excellence
7. Strengthen and Expand Program Opportunities

Cheryl addressed issue around goal 3, given technically it is not our responsibility to place someone somewhere else. We are a service provider. Cedars wants to partner with the regional center, but it is our ‘ask’ of them to focus on this issue. James highlighted that we need to replace “*when*” with “*as* they need to transition”. He also made an important point that another component of this strategic goal should be that we add and emphasize that a resident doesn’t stop being a member of the Cedars community even when they transition out. This is a systemic problem, the regional center struggles with resource issues, and what is necessary is a continuum in the community – currently it does not exist and we are not equipped to provide it.

Action Item: KC will share what we are doing right now in terms of our status quo to prepare families for transition.

If the board agrees on the Vision Statement and Strategic Goals, KC and Chuck can provide coordination and oversight but we would like board members to participate on taskforces and work on any further articulation of the Strategic Goal and Subgoals.

Action Item: Board members, please identify at least one strategic goal to participant on, and meet at least once before next meeting.

Move to Executive Session

Mary Gordon was voted on as a Board Director.

Adjournment

There being no further business, the meeting adjourned at 2:45 p.m. Pacific Time.

James Peterson, Secretary
The Cedars of Marin Board of Directors