



**Board of Trustees
Meeting Minutes
Date: April 26, 2023**

On the above date, the regular meeting of the Texana Center Board of Trustees was held at 2330 Graeber Road in Rosenberg, Texas.

Board Members Present:

Sue Fagan, Board Chair
Dennis W. Young, Vice Chair
John Robson, Secretary
Willie Greer
Toi Blakley Harris (zoom)
Linda Harnist
Sarah Hudgins
Asim Shah (zoom)
Lt. Jerome Ellis (Ex Officio Member)

Members absent:

Leroy Cerny
Sheriff Skipper Osborne (Ex Officio Member)

Staff Present:

George Patterson, Chief Executive Officer
Amanda Darr, Chief Financial Officer
Kevin Barker, Director, IDD Provider Services
Kate Johnson-Patagoc, Director, IDD Specialized Services
Sheree Prather, Director, Development & Community Relations
Dot Preisler, Director, Human Resources
Sheri Talbot, Director, IDD Authority and Admissions
Shena Ureste, Director, Behavioral Healthcare
Lori Marcus, Compliance Officer
Katherine Bauer, Grant Writer

Staff Absent:

Guests:

Shanta Eaden, Alchemy Consulting (zoom)
Alyssa Narvaiz, Hope Fort Bend Clubhouse
Dan Snare, Alchemy Consulting (zoom)
Pat Sumner, Hope Fort Bend Clubhouse
Stephanie Vernet, Hope Fort Bend Clubhouse



I. CALL TO ORDER, INVOCATION, DETERMINATION OF QUORUM AND RECOGNITION OF GUESTS

Sue Fagan, Board Chair, called the meeting to order at 9:00 A.M. Sue asked Dennis Young to give the invocation. Sue confirmed that there was a quorum for the meeting. Sue welcomed guests Alyssa Navarez, Stephanie Vernet, and Pat Sumner of Fort Bend Clubhouse and Shanta Eaden and Dan Snare of Alchemy Consulting.

II. RECOGNITION OF ABSENCES

Sue announced that Leroy Cerny and Sheriff Skipper Osborne were absent from the meeting.

III. PUBLIC COMMENT

Sue recognized Alyssa Navarez from Fort Bent Clubhouse as wanting to make a comment.

Alyssa gave a testimonial about how much Fort Bend Clubhouse has meant to her, how it has helped with her depression, and how it has helped her work toward becoming a peer for others.

Sue thanked Alyssa for her comments.

Sue recognized Stephanie Vernet as wanting to make a comment.

Stephanie, who is new to Fort Bend Clubhouse shared her observation that Clubhouse helps participants avoid re-hospitalization.

Sue thanked Stephanie for her comments.

Sue recognized Pat Sumner as wanting to make comments.

Pat thanked the board for their support. She shared that Fort Bend Clubhouse has recently become accredited for the next three years. She also mentioned that they would like to have an advisory board member from Texana staff, and named Eilean Mackenzie as a possible selection.

Sue thanked Pat for her comments.



IV. APPROVAL OF MINUTES

Sue presented the minutes from the January 25, 2023 meeting and asked if the Board if there were any questions or changes needed. Sue stated she would like to change the format of the attendees via zoom so that they are listed with the others who attended the meeting instead of as a separate list. Asim Shah made the motion to approve the minutes with this change. Toi Harris seconded the motion. **Motion Carried.**

V. THE BOARD WILL DISCUSS THE FOLLOWING ITEMS WITH NO ACTION REQUIRED:

1. Update on DEIB Analytics from Staff Survey and Focus Groups

Amanda Darr introduced the Alchemy Consulting team, Shanta Eaden and Dan Snare. They presented the highlights from the findings from the DEIB surveys, SLT and leadership roundtables, and five employee focus groups. 66% of employees participated in the survey.

The SLT roundtable highlighted strengths including strong, shared commitment to the work and overall diversity as well as some challenges the organization faces in creating belonging and lack of diversity on the senior team.

Leadership roundtables revealed that middle management would like guidance on their role in this process as well as to have DEIB include all aspects of diversity that they see on their teams not just race, ethnicity, and gender. They also noted that communication, especially via the HUB, is a pain point for the organization.

Employee focus groups revealed a desire for the SLT to communicate directly with all staff, the desire for clear career pathways, the need to communicate across departments, an opportunity to enhance cultural awareness, and the need to revisit PTO policies that are perceived as inflexible and can make employees feel disposable.

Alchemy will meet with the SLT for a strategic planning and prioritization session on May 24th, which will inform the DEIB Strategic Plan. Alchemy will make recommendations for areas including policy reviews, professional development, performance management, pay equity analysis, PTO/leave policies, and other matters of interest. Alchemy will be offering basic DEIB training to all staff and Inclusive Leadership Training to all managers starting in May.

Dr. Toi Harris asked if Alchemy recommends that Texana Center select a point person to communicate about DEIB matters. Alchemy stated that they currently work with Amanda, Shena, and Dot to ensure that the SLT remain connected to the work. They also meet with George at times. Dr. Harris asked if anyone will have the title or position of DEIB leader. Alchemy said that although ideally, it would be nice to have a full time person, their point of contact through Amanda, Dot, and Shena is working well.

Shena stated that Texana also has a 16 member DEIB Advisory Council with a Chairperson, and an email that only the Chairperson can access is in use to facilitate open



communication. The Advisory Council meets once per month and is comprised of 16 representatives from across Texana.

VI. THE BOARD WILL CONSIDER AND TAKE ACTION ON THE FOLLOWING ITEMS:

1. Review and Consider Approval of the February 2023 PNAC Report

Sheri Talbot updated the board on the PNAC meeting for February. Sheri stated the meeting largely focused on the legislative actions that might impact pay rates and worker shortages, thus having an impact on services. The group also discussed the major change from Day Habilitation to Individualized Skills and Socialization for waiver funded clients. The final deadline for implementing offsite services has been extended to the end of this calendar year to give the providers and clients some adjustment time.

Sue reminded everyone that George has sent out a handout concerning where the House and Senate are with the pay raises. The house is at \$15, but the senate is only at \$11.

Sheri added that PNAC also discussed the Medicaid change that means not everyone will have automatic renewal. Sheri specified that as long as the person remains active and answers phone calls and letters, they are not at risk for losing Medicaid. This will impact only those who receive letters and do not respond.

Sue asked Kevin to explain what Individualized Skills and Socialization (ISS) is. Kevin explained that the federal government is requiring that more emphasis be placed on offering services out in the community rather than in centers. The federal government audited every state's waiver programs. In Texas, the federal government is focused on making changes to day habilitation services. Texas is now working towards a hybrid model like Tennessee uses where some services are provided in centers and some in the community. The new Texas plan will include three categories of services: onsite (like day hab), offsite (activities in the community), and in home. (In home is primarily for those who have intensive medical or behavioral needs or are over 55 years old and want to retire from going out of their home each day.) Providing offsite does have challenges in that the individual client will have to pay any activity fees they incur, which is a barrier for some clients. Each Texana facility will need to be licensed and audited annually. March first was the temporary licensing deadline. Texana is now awaiting a site visit to audit our functioning before a permanent license will be issued in August. Each facility is assigned a 1,2, or 3 year period, after which they will need to be licensed again.

George pointed out that the Texas Council is wonderful at advocating for all bills that impact center operations. They monitor and review everything, positive, negative, and neutral. If they are "on a bill" it means that they are neither for or against it but have some changes, suggestions, or concerns to present.



Sarah Hudgins asked what the bill # is for the raises to \$15. George said that there are several bills that include raises.

John Robson asked who at Texana currently makes \$15 and if raising others to \$15 will cause problems with pay for managerial staff. George stated that Texana already raised all employees to \$15 last September. Amanda and Dot explained that while compression is a real problem, we are talking about the waiver funded programs. Roughly 90% of the staff in those programs are in direct care rather than management. Current rates are so out of step with the market employment rates, that we need to fix whatever part of the system we can immediately even if we cannot fix the whole system. Kate added that even with the raises, she does not have all of the staff that she needs for her 24 hour facility. She further added that management benefits from having adequate staff. Sheri added that because waiver programs cannot pay a living wage, group homes around the state face risks. Other providers have had to close programs due to safety issues.

Amanda explained that Texana invested in moving all staff to a \$15 base wage last September with the aid of over \$1 million dollars in foundation money with the understanding that we will advocate for sustainable rates from the state in the future. If we had continued at the current state rate, she feels that we would be at risk of decertification due to safety issues from understaffing. We are also using Medicaid Administrative Claim funds generated across the organization to fill additional gaps related to raising the minimum wage rate to \$15 for all staff. Texana will have a gap in 2024 if the legislature doesn't act.

John asked if the number was \$1 million. Sheree Prather said it was actually roughly \$2 million for year one. Amanda stated that we also got temporary rate increases for waiver services for six months that had to be used for bonuses instead of raises or overtime. She hopes these rate increases will become permanent and more flexible. Texana also responded to a request for application with the state and received a \$298,000 grant for community attendants to address workforce issues. We did not qualify for the employee retention tax credit because we have over 500 employees.

Kevin stated that the senate arrived at their \$11 wage by increasing wages for community centers by the same % as other entities like the state schools. But community centers are paid much less than the state schools. If the state is moving into managed care, they need to have a network. Right now, they are poised to lose community providers due to low rates. Kate pointed out that we hire from the same employee pool as the Richmond State School, which in January received rates of \$17 - \$21 per hour; so \$11 would leave us far behind in terms of real hiring power. Community centers serve 80% of clients.

Amanda affirmed to the trustees that Texana is doing all within our power to use all avenues to get a livable wage for all employees. Kate is working on negotiations with HHSC for the BTTC and with private insurance for the Children's Center for Autism



branches. It is a slow process, but we are moving towards multiple solutions for different programs.

Dennis Young made the motion to approve the November PNAC Meeting Report. Linda Harnist seconded the motion. **Motion Carried.**

2. REVIEW AND CONSIDER APPROVAL OF AUDIT ENGAGEMENT OF INDEPENDENT AUDITOR

Amanda Darr presented the proposal to once again engage Eide Bailly as the relationship has been excellent in the past.

John Robson made the motion to approve engaging Eide Bailly. Linda Harnist seconded the motion. **Motion Carried.**

3. REVIEW AND CONSIDER APPROVAL OF SALE OF 1.0 ACRES AT 4706 AIRPORT AVE.

George Patterson presented the opportunity to sell one acre of land located behind 4706 Airport that is unusable to Texana. A subdivision to the west of Texana's campus will purchase the property and leave it as greenspace. The property is selling for twice as much as we paid for it.

John Robson asked what the green area marked #2 in the diagram is. Amanda stated that it is a drainage easement.

John Robson made the motion to approve selling the property Report. Willie Greer seconded the motion. **Motion Carried.**

VII. THE BOARD WILL DISCUSS THE FOLLOWING ITEMS WITH NO ACTION REQUIRED:

1. 2nd Quarter FY 2023 Financial Report

Sue asked Amanda Darr to present the 2nd Qtr. FY 2023 Financial Report.

The inflation that is so bad for everything else has been good for investments with over \$100,000 in interest in January. Amanda also pointed out that the Health Information Management Team at Texana is bringing in resources by offering services to other centers and even to our Electronic Health Record (EHR) vendor, Netsmart. The Texana training system was so detailed that Netsmart is using it to train other centers, and our staff get paid to give walk throughs showing what an excellent system design looks like. We are under budget in Medicaid programs due to continued issues with staffing. State and federal drawdowns are going faster than anticipated.

Amanda and Shena are beginning to work on the 2024 budgets for the various vendor contracts we have with HHSC. It was reported that Fort Bend County has not paid the



match for the SB 292 project since October. The contract approved by the commissioners is for up to \$250,000 per year and continues through 9/30/2024. Shena also mentioned new programs including a Community Oriented Policing Services (COPS) grant for 9-1-1 dispatching that is new and will be between Texana and the Fort Bend County Sheriff's Office. Additionally, a jail based competency restoration program is being established in Fort Bend County. The first year of the jail based program will use funds remaining on the SB 292 contract. Due to the COVID emergency, the required local match is being waived through the remainder of the year. Texana desires to continue working with Fort Bend County to take advantage of all available funds.

2. Construction of New Mental Health Clinic

Sue asked Shena Ureste to present an update on the new mental health clinic.

Shena announced that we have closed on the land and are currently working on spatial requirements with BSA Architects and clinic staff on the design. We will be moving everyone from the current clinic building in Rosenberg (which is building A at 4910 Airport) and building B on the same campus to the new building. The Mobile Crisis Outreach Team will move out of the Crisis Center, and the pharmacy will move out of the Wharton Office. The bulk of prescriptions are for Fort Bend, where most of our clients live. Moving the pharmacy will also eliminate the need for the Crisis Center to sometimes purchase emergency medications at an outside pharmacy due to lack of proximity. Patients in rural areas will still receive their medications via Texana Driver at their home clinic, which is the system we already use. This new pharmacy location should work better as it is more central and will include a drive through. The new building will house all special services such as ACT Team, Youth Empowerment Services, and eventually additional Substance Use Disorder services. We are close to getting all the spatial requirements for all of these specialized programs, and the next step will be for the architect to complete a design that encompasses our needs.

John Robson asked how many square feet the building is turning out to be. Shena said that after adding the requirements for primary care, the pharmacy, and the new drive through, the building will need to be significantly larger than Graeber Road. This building is 25,000 square feet and the new building will need to be close to 45,000 square feet.

VIII. NEXT BOARD OF TRUSTEES MEETING

The next Board of Trustees meeting will take place on July 26, 2023.

IX. ANNOUNCEMENTS

Sue announced that the Texas Council Conference will take place this year in Houston at the Westin Galleria June 21-23, 2023. A recent email from George shows the keynote speakers for the conference.



X. ADJOURN

The Texana Center Board of Trustees meeting ended at 10:25 A.M.

Minutes respectfully submitted,

A handwritten signature in blue ink that reads "Katherine Bauer".

Katherine Bauer

Minutes Approved:

A handwritten signature in blue ink that reads "Sue Fagan, Board Chair".

Sue Fagan, Board Chair