

**Board of Directors Regular Meeting
MINUTES**

Location: 120 Bristlecone Dr., Fort Collins, CO 80524 or Zoom

Date: Thursday, April 24, 2025

Time: 5:30 PM

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

Also Present:

Nicholas A. Hartman, Partner - Hoffman, Parker,
Wilson & Carberry, P.C

I. Call to Order

a. Roll Call Board of Directors

- Director John McKay – Not Present/Excused Absence
- With a quorum present, Board President Molly Gutilla called the meeting to order at 5:33 p.m.

b. Welcome Guests & Attendees

c. Conflict of Interest Statement

- None stated

d. Approval of Agenda

Motion: To approve the April 24, 2025 meeting agenda, as presented.

Moved by Julie Kunce Field; seconded by Joseph Prows; passed unanimously.

II. Presentations

a. Leading Change Management for Program Delivery and Partnerships

Marsha Johnson, LCSW from Health Management Associates presented on "Leading Change Management for Partnerships". She highlighted the Board's strategic shift toward community partnerships as a transformational change requiring shared leadership between the Board of Directors and operational leaders. She explained how the 2025 budget decision to invest in community organizations represents a fundamental shift across four domains: organizational identity, system relationship, (from adjunctive to integrative), operational processes (internal to externally aligned), and community engagement (transactional to transformational).

Johnson outlined implementation requirements including investments in people, processes, and technology while acknowledging challenges such as resistance to change and impact to retention.

She recommended using Adaptive Leadership and Appreciative Inquiry methodologies to navigate this transformation, emphasizing the Board's critical role in maintaining vision, supporting leadership, ensuring clear communication, demonstrating active engagement, and balancing accountability with adaptability as the organization implements its 2025 partnership plans.

Director Erin Hottenstein asked about successful versus unsuccessful systems. Johnson said unsuccessful ones often duplicate efforts due to unclear roles, while successful systems require agreement, collaboration, and coordination.

Director Hottenstein inquired about how to assess or evaluate the Health District as being an adjunctive player. Johnson shared that it's important to examine alignment with ecosystem standards, especially documentation and information sharing. Misalignment can occur between internal systems and the larger ecosystem. She emphasized the need to show value of investments both internally and externally through data. In response to Director Hottenstein's question about alignment with partners, Johnson shared that it depends on the scope and parameters, and suggested the Health District could offer expertise or infrastructure support where partners do not have the capacity. Barriers to whole person care often arise from cultural, communication, and tech differences.

**b. Poudre School District, SummitStone Health Partners and CAYAC Partnership
Liz Davis (PSD), Shawnie Wilde (SummitStone), Kate Matus (HD), Jessica Shannon (HD)**

Representatives from Poudre School Health District (PSD), SummitStone Health Partners, and the Health District's CAYAC program presented on a newly piloted collaborative behavioral health referral system supporting timely and more equitable access to care for PSD youth and families.

The collaboration developed trust and service knowledge across partners, defined partnership structure, assessed technological referral solutions, developed workflows for a cross-agency care coordination team to support referrals, and piloted the new collaborative system in March. The new referral system and supporting multi-agency care coordination team has centralized behavioral health referrals for PSD schools, providing data and insights into the needs of youth.

The presenters emphasized that building impactful partnerships required time and intentional relationships and structure building efforts. The result of the partnership is a more equitable system that can respond to the evolving service needs of youth and service capacity within the community's ecosystem of behavioral health services. Board members from the Health District Board of Directors, Julie Kuncze Field, Erin Hottenstein, and Poudre School District Board member, Carolyn Reed, expressed appreciation for the collaborative effort to support the behavioral health needs of youth and families.

III. Public Comment

- a. Usha Udupa, district resident, commented on the Child, Adolescent, and Young Adult Connections (CAYAC) program.
- b. Lee Thielen, district resident, commented on the Health District website and staff retention.
- c. Emma Richardson, commented on the strategic plan and direction of the organization.

IV. Consent Agenda

- a. February 27, 2025 - Regular Meeting Minutes

- b. March 12, 2025 - Joint Board Meeting with UCHHealth North Poudre Valley Health System Meeting Minutes
- c. Practice Transformation and Partnerships Contract
- d. Board Public Policy Committee Position Ratification

Motion: Motion to approve the consent agenda as presented.

Moved by Erin Hottenstein; seconded by Julie Kunce Field; passed unanimously.

V. Action Items

a. Q1 2025 Monthly Financial Statements and Reporting

Motion: To accept the Q1 2025 Financial Statements as presented.

Moved by Joseph Prows; seconded by Erin Hottenstein; passed unanimously.

Director Julie Kunce Field requested examples of improved internal financial processes. Executive Director Jollon highlighted financial control enhancements, specifically ensuring separation of duties between staff who balance accounts and those issuing payments. It was additionally noted that prior issues related to former staff with signatory authorities on bank accounts was resolved earlier in 2024.

Director Joseph Prows inquired about the organization's previous 3,400 financial account codes. Executive Director Jollon explained that account codes were streamlined in order to enable more effective financial tracking and performance by program or service, grants, and revenue sources, as well as prepare for the implementation of the new financial management platform.

b. Contract for Comprehensive Analysis of Clinical Practices, Legal Practices and Risk Management Services

Motion: General approval of the Open Minds Contract.

Moved by Joseph Prows; seconded by Julie Kunce Field; passed unanimously.

Director Erin Hottenstein inquired about the expected outcomes from the organization's historical and current analysis. Health Services Director Dana Turner responded that we are conducting a comprehensive assessment of the current position and strategic direction with the aim of identifying opportunities to align with industry best practices, enhance team support and also identify areas of need, and prior risk.

VI. Reports and Discussions

a. Health District Branding

Marisa Dylan, Senior Communications Manager, presented on the organization's branding strategy, emphasizing development of a cohesive, recognizable brand that extends beyond health services, strengthens community connections, and communicates comprehensive whole-person care. She outlined 2025 digital plans including best practice website development.

Director Erin Hottenstein inquired about sub-branding. Dylan explained that eliminating separate websites and unique branding for programs like Larimer Health Connect would strengthen the new brand by reducing confusion and communicating the Health District as a unified resource with "one front door" for accessing its various services.

b. 2025 Board of Directors Election Update

Jessica Shannon, Quality Improvement Projects Manager, gave an update on the status of the May 6th Board of Directors Election, noting that it was team effort by acknowledging the contributions of the many staff providing support. She reported that ballots were mailed to permanent mail-in voters on April 4th. She also highlighted the cross-team effort in developing ballot processing procedures and communications efforts, including a postcard mailing to 86,00 Health District households and a "vote vintage" social media campaign promoting in-person voting on election day.

c. Board of Directors Reports

- Molly Gutilla:
 - Supporting information sharing and questions around the Board of Directors Election.
- Julie Kunce Field:
 - Attended the Rotary Club of Fort Collins Breakfast Club meeting and the Quota Club of Northern Colorado meeting and answered questions about the Health District's mission.
- Erin Hottenstein:
 - Attended Fort Collins Chamber of Commerce meeting and fielded election questions.
- Joseph Prows: No report

d. Liaison to PVHS/UCHealth North Report

- No Report

e. Board Committee Updates

- Public Policy Committee Update
No report
- Executive Committee Update
No report

f. Executive Director Staff Report

Executive Director Liane Jollon highlighted key items from the written Executive Director report and department updates within the board meeting packet, emphasizing several organizational strategic plan priorities including increased focus and meetings supporting external partnerships, planning for comprehensive board orientation, and training, and progress on the integrated client campus planning.

Executive Director Jollon reported a productive meeting with Connect for Health Colorado's CEO who visited Larimer Health Connect's new office at the 120 Bristlecone campus. She noted that during the visit they discussed the value of an integrated model for the Larimer Health Connect program in providing unique access to community members as part of a larger ecosystem of programs and services.

Executive Director Jollon shared the need to evaluate and update program fee structures with the suggestion that this effort be aligned in the future with the budgeting process. Director Jollon acknowledged that this will require considerable internal effort as it has been unaddressed for some time.

Regarding compensation, she reported that the 2025 budget included 2% increases for program-level staff, individual contributors, and technical staff - while leadership team, and cross-functional



management, and provider compensation remained steady. Executive Director Jollon indicated plans to revisit compensation with the board during summer, noting that most community organizations were implementing minimal percentage increases (0-2%) in 2025, with many large employers offering no increases – which led the Health District decision to prioritize compensation increases for lower-paid positions.

VII. Announcements

- a. May 6, 2025 - Board Election
- b. May 22, 2025 - Regular Board Meeting

VIII. Adjourn

Motion: To Adjourn the meeting.

Moved by Molly Gutilla; seconded by Joseph Prows; meeting adjourned at 8:01 p.m.