



## Executive Director Report

**December 2018**

NOTE: this report is re-organized based on the Canopy's FY18-19 Organization Benchmarks discussed at the October Board meeting. Let us know what you think!

### Build Financial Stability

**Financing Supports:** We finally have in place a consistent monthly check list of financial reports and routines that serve as a guidepost for G & G's monthly reporting expectations, and monthly meetings scheduled for review of those reports. December's completion and accuracy rate were an improvement over November, but still below the ideal standard. The full Canopy team will meet with the full G&G accounting team in January to remedy a number of lingering confusions and inconsistencies with workflows and reporting expectations with the hope of building a transparent and accountable financial accounting system.

**Canopy Budget and Finances:** The Canopy's financial position remains sound, with strong balance sheet, positive cashflow and roughly \$325K in unrestricted assets as of November 30, 2018. We are on track to end 2018 with over \$100K in operating reserves and fully transitioning the NEPH restricted funds to NE Park Hill Collective Impact. On the P&L, items of note include a higher than normal Accounts Receivable (\$110K total with \$20K from Anschutz grant, \$35K from AHCM outstanding invoices, rest from recently completed projects) that will be back in the normal range next month. The Accounts Payable (\$170K) is largely the result of the \$115K invoice from NE Park Hill Collective Impact which has since been paid from restricted funds. Otherwise, expenses and revenues remain on track.

**Development:** The Canopy was awarded a \$20,000 general operating grant from The Anschutz Foundation. We have raised approximately \$14,000 from individual donors linked to the organization 10<sup>th</sup> Anniversary campaign. Our total individual donor giving is close to \$19,000 for the 2018 calendar year from 90 unique donors (2018 goal is \$20,000 from 60 unique donors). We have a simple development plan in place for January – June 2019 to close any gaps in resource development and develop the infrastructure needed for a more robust, multi-year development plan.

### Maximize the Canopy's Capacity and Effectiveness

**Strategy Development:** The strategic planning committee (e.g. Michelle, Karen, VJ, Jodi, Bill) met with Kara Penn to finalize the 2019 process. This group will engage monthly to oversee, guide and support the process which will engage Board, team and key partners:

- January 2019 – Landscape Insights compiled using past work and new outreach
- January 2019 – Confirm givens with the BOD and generate input on measures of success

- February and March 2019 - explore tensions, big ideas and/or opportunities to inform goals
- April and May 2019 – pull together a strategic framework

**Brand Management:** The cease and desist concerns over our use of the phrase Culture of Collaboration are nearing a settlement as we just received the latest revisions from Mr. Rosen’s counsel. The basic outline of the agreement would remove the phrase from our website, require us to discontinue promotional materials with the phrase on them by the end of the month, allow us to use the current Community Learning Model with the phrase culture of collaboration through September of 2019 while we take time to update our model, and hold us harmless for past use. At issue is whether we should request permission for the continued use of the phrase culture of collaboration in our mission statement—a request our lawyer believes is unlikely to be met.

## Create a Strong and Healthy Canopy Team

**Talent Management:** We have talked with two potential candidates The HR Shop helped recruit for a skilled facilitator/trainer to join the Canopy team. The hope is to bring this person onboard in early 2019, stepping immediately into multiple projects that Bill has been lead facilitating as well as some of the emerging community projects through the Community Learning and Development Partner project. The position will be funded by both fee-for-service work and the CLDP project budget.

**Culture and Values:** Canopy team members completed the semi-annual Employee Engagement survey this month and we will report on results and action items in the January ED Report.

## Demonstrate Community Impact

### Project Highlights:

**Canopy Summit:** The 2018 Summit was a huge success, bringing together over 150 partners from across Colorado to explore the art, science and spirit behind effective collaboration. A full report is forthcoming as we analyze session and Summit evaluations.

**DASH Mentor Project:** As part of a national group of mentors, the Canopy launched this year-long project to support 5 mentees from across the nation to increase their skills around using cross-sector data to support, drive, and monitor collaborative efforts.

**Global Budget Working Group:** The Canopy facilitated a Work Group set up through the Department of Health Care Policy and Finance (HCPF) to draft a framework for creating global budgets for rural hospitals in Colorado. Global budgets have been tested in a few other states as a way to stabilize payments for hospitals and help move from volume-based care (unstable and incentivizes health care services) to value-based care (incentives keeping people healthier) and to ensure rural hospitals can survive. The workgroup reached full consensus on a set of recommendations that will be shared with the Polis Administration later in December