



Administrative Office, 105 Hall Street, Suite A, Traverse City, MI 49684

Committee of the Whole Meeting Minutes

October 21, 2021

12:30 PM

1. ATTENDANCE:

Northern Lakes Community Mental Health Authority, 527 Cobb Street, Cadillac and remote virtual meeting.

Rose Denny called the meeting to order at 12:37 p.m. This meeting is being held remotely due to the State of Emergency being called in the City of Cadillac.

Board Members Present: Cadillac - Ben Townsend, Randy Kamps, Al Cambridge, Mary Marois, Pam Babcock, Rose Denny, Sherry Powers, Dan Dekorse, and Justin Reed. Virtual - Greg McMorro, Nicole Miller, Barb Selesky, Ty Wessell, Penny Morris and Angela Griffis.

Others Present: Cadillac – Joanie Blamer, Acting Chief Executive Officer; Lauri Fischer, Chief Financial Officer; Matt Leiter, Director of Human Resources; Tracy Andrews, Director of Integrated and Managed Health Services; Dan Mauk, Chief Information Officer; Brian Newcomb, Director of Recipient Rights; Aaron Fader, Executive Administrative Specialist; Deb Lavender, Executive Secretary. Virtual - Kari Barker, Director of Quality and Compliance; Darryl Washington, Director of Long Term Care and Support Services; Carrie Gray, Chief Population Officer for Individuals with IDD; Curt Cummins, Medical Director; Brie Molaison, Customer Service Specialist; Jessica Williams, Performance Improvement Specialist; and Michelle Dosch, Compliance Secretary.

2. RECEIVE AND REVIEW SEPTEMBER 16, 2021 MINUTES:

Moved to the Board meeting.

3. PUBLIC COMMENT:

None.

4. UPDATE ON RIGHTS:

Brian Newcomb referenced his summary and the numbers for the end of the fiscal year. He noted that there is one investigation that is open past 90 days and identified the cause. He reviewed highlights: Ian Pegan-Naylor will be starting on October 25, have completed most of the introduction meetings with teams and supervisors, have moved office locations for his staff, all Recipient Rights staff attended the Recipient Rights Conference and received credit hours for training, and started their site inspections for the new fiscal year.

Randy noted his appreciation that the Office of Recipient Rights has approached to be viewed as a partner rather than an adversary is commendable.

5. HUMAN RESOURCES PRESENTATION:

Matt Leiter referenced his overview of Human Resources. He noted that 2021 has been a year of change and many accomplishments which he highlighted. One of those is the search for a future Chief Executive Officer. He reflected that Karl was in and out of the office with multiple leaves, integrating the Interim Chief Executive Officer that has gone well. He noted that it is interesting times given the political landscape and looking at Michigan. He referenced the hiring numbers compared to 2020; safety is a big

item with COVID initiatives as we partner with maintenance and facility staff. We take it very seriously to protect our consumers, residents, and our staff. He is proud of our successes with close contact with supervisors and staff; referenced the daily screening; annual workers compensation costs and claims; reasons for exits of staff; shared a Wellness cookbook; staff appreciation that we shared apples with staff; inspirations as well as weekly blasts that we have shared with staff; preparation for CARF; panic buttons in our exam rooms; design work on training where we have reworked the curriculum on the internet and have updated. He noted his team have been in the office consistently this year. He noted that he has been working with the Executive Team and implemented a new hire retention program to ensure additional stability and limits movement from group to group. Matt continues to work with the CEO on any risk management items. Last year the Board requested that we add information on grievances and shared the results. Our labor contracts are set for one additional year. He noted changes to the HR Department and are working on getting ready for Open Enrollment.

Mary asked Matt the question about how many vacancies we have and he responded with 42 and most are first line staff. Mary asked whether we use the CMHA website for all vacancies. Matt noted that we have not and he would explore and that we post our harder to fill positions. He indicated that he would speak with his team about the possibility of placing most or all of our vacancies on that website at least for a trial period. Mary asked about the programs that would pay employees for bringing in new employees. Matt confirmed. Mary referenced in the Recipient Rights Report the substantiated allegations against NLCMHA staff and did any come to the attention for corrective action? Matt responded that there is bleed over to HR and he works in tandem with Recipient Rights and couldn't identify the numbers. Mary asked if Northern Lakes would require vaccines for employees? Joanie noted that we are waiting guidance from MIOSHA. The message she has been sending to staff if CMS or MIOSHA requires it in order to maintain funding then she would have to do that. We want to remain clear that we are waiting for guidance. Mary asked if Munson requires that how will that impact our staff beginning in January? Joanie noted it won't impact many of our staff. She noted she is working with the Executive Team and are keeping our eyes on that and are listening to staff. They are aware of the communication and are waiting to see.

Randy asked if we will put the cookbook on the website? Matt noted it hasn't been done and will be happy to take back to the group. Randy asked about turnover related to COVID and wonders if we experienced any pushbacks or impact? Matt noted that for the last two years for some staff it has been a time of reflection and have seen a couple of staff staying home to take time to spend time with the kids. He has a different perspective whether working in the office or a hybrid model. He thinks the hybrid model will continue. He thinks that staff may feel that they will look for a job where I don't have to go to work as we work towards integration. That is a risk that we will always lose staff to that and feels it is a risk but nothing major. Randy thinks that we need to have a hybrid workforce. Matt noted that our intention is to move forward with a hybrid model. There are certain roles that have to be done in the office. We are working on a plan that is comprehensive and feels it is fair to staff. Randy referenced a year ago we had issues with parking. He asked if the building space is adequate and Matt responded with a yes. Randy asked if over the past year whether we were able to head off prior to a grievance being filed because we have created a culture of working with and for the best interests of all concerned. Matt responded with dozens.

Dave Simpson reported on the Board Operated Homes. He noted COVID has marked much of what we have done over the past year. We are responsible for seven sites (six specialized residential and one independent living apartments) which is about 40 residents. He identified it has been a long year and staff are working hard. He noted that they have not had one case of COVID with the residents or tenants. There were five staff who had to be tested and at the beginning of October he had one staff who tested positive and was able to keep away from the home. Direct care there is no ability to work from home. His staff did not waiver and took the precautions that we were guided to. His office in Grayling is full of PPE that we stock-piled in case we had to quarantine a home if we had to go into isolation. We only had to use that approach a couple of times when a resident went in the hospital for non-COVID reasons and had to quarantine when they returned to the home. He did not go into the homes until he had his vaccinations and went back in March. He is having face-to-face RCA Team meetings and working with his staff. This year we had the benefit of a \$2.25/hr COVID premium pay the entire year. This has been extended to September of 2022 which has helped with staff retention. Our entire focus has been on staff retention in 2021. The retention has been better this year than last year

because of training. They are retraining on the culture of gentleness and are focusing on conflict resolution. There have been no grievances this year and have a good working relationship with AFCSME. The contract is due to expire next August. They have talked about doing five to six year contracts if we want to consider. He noted that they will be using a sign in Cadillac to help produce applicants. He shared some of the ways they have tried to reach out to people to apply. One innovation after four years of having Home Supervisor Assistants is to hire an Assistant Two position where the person is in charge on the floor in every site. They had a resident who passed away this week and are conducting a memorial at the home at the family's request. Staff are invited to attend and bring their families. They have combined the audits this year for Recipient Rights and Network Management.

Justin talked about looking for positions he asked if Michigan Works if they have on their website for all of Michigan? Dave identified it is on the state site.

6. PRESENTATION – SERVICES TO CHILDREN AND FAMILIES:

Nancy Stevenson, Director of the Community Crisis Center introduced Holly Decker who identified she is now working with Aimee Bunbury and Matt Zerilli as part of the Juvenile Diversion Program. Holly noted that they have been meeting with students who are at risk for using substance abuse or mental health issues. She meets with kids individually and they are starting a substance addiction group on Mondays. Holly identified it has been a wonderful experience to have this program at TC High. Pam Blue, Operations Manager for the Juvenile Diversion Program identified it has been very successful and these are kids that could have fallen through the cracks. We have served approximately 140 people. Holly reported that she is at the Alternative High School and serves about 160 to 220 kids and change classes every nine weeks. They are designed to see kids who have a lot of trauma and concerns and issues throughout their life. The more we can get them connected with the Prevention model is always beneficial to their students regardless of the situation. Nancy noted that both Aimee and Matt see kids both in Grand Traverse and Leelanau Counties.

Pam noted that they have also started a MST program which is Multi-Systemic Therapy. The program reaches the whole person to facilitate change. It empowers the parents to be able to handle the conduct and the behavior of the kids that we serve. We started in August and now are already full. We also have a PTSD portion which is the MST with sexual behaviors. We have one right now and had a lot of community and family issues. There are three trained in serving this group.

Mary asked if MDHHS is involved as a community partner? Holly noted yes and pre-COVID she felt they were running the best that we could possibly be. Have had to adjust to whatever the districts would allow due to returning to school. There is an individual that assists with helping individuals with Medicaid, Bridge Cards, costs for day care and she is returning to work on Tuesdays. She noted the programs and groups that she is involved with.

Mary indicated to Joanie when we talk to County Commissioners she doesn't think they understand the impact this program has on their child care budget. She noted the importance that we bring up in front of the commissioners. Joanie noted that our Prosecuting Attorney is involved and has the potential savings this is having as kids have been diverted from the courts. Joanie noted that there are three grants we received 1) MDHHS grant working with the Family Court in Grand Traverse County; 2) the MST Model; 3) Co-Occurring services in the home from the NMRE using Liquor Tax dollars.

Al asked what is happening in the other counties? Joanie noted that we applied for MDHHS grant funding in May to expand justice diversion across the life span in all the counties. We have hired 2 peers and one mental health specialist at this time. We are continuing to recruit for the grant funded, vacant positions.

Randy asked how and if what you are doing ties into the Integrated Health Clinic, Health Home, Opioid Health Home? Are those connections made and how they are connected? Nancy noted that in her previous position she became familiar with the community resources in all six counties. They extended the outreach to primary care providers and schools. When she took over this role that allowed her to expand to Grand Traverse County. In her role as the Director of the Community Crisis Center which aims to divert jail diversion and inpatient hospital admissions. The positions she will hire will do an assessment right on the spot and make referrals within our agency. This will be across the life span. She updated on the status of the Community Crisis Center. Randy encouraged us to utilize the Liquor Tax

dollars to use it effectively. Nancy identified the connections she has made in the community and indicated she has also toured other facilities such as Washtenaw County with other law enforcement.

7. HANDOUT BOARD MEMBER SELF-ASSESSMENTS:

Included in the packet and are available in Cadillac. Complete today or turn in by next meeting.

8. AGENDA PLANNING OPTIONS:

Agenda topics for the November 18, 2021 meeting: reviewed the topics.

9. MEETING EVALUATION/COMMENTS:

- #1 – We spent our time on the most important governance topics – excellent
- #2 – We encouraged diversity of viewpoints – good
- #3 – Our decisions were made collectively – excellent
- #4 – The Board used it’s time effectively – excellent
- #5 – What is the most important thing the Board could do to improve our function as a Board? None.

10. OTHER/ADJOURN:

Meeting adjourned at 1:40 p.m.

Respectfully Submitted,

Deb Lavender
Executive Secretary

dsl (11/8/2021)

DRAFT