Northern Lakes Community Mental Health Authority

Committee of the Whole Packet

November 18, 2021

Northern Lakes
COMMUNITY MENTAL HEALTH AUTHORITY

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

COMMITTEE OF THE WHOLE - AGENDA

DATE: November 18, 2021

TIME: 12:30 p.m.

PLACE: Northern Lakes Community Mental Health Authority
               Remote Virtual Meeting, 527 Cobb Street, Cadillac
               Dial 1-810-258-9588 Conference ID 848 262 359#

TIME	ID #	ITEM	POLICY #
12:30 p.m.		Receive and Review October 21, 2021 Minutes	2.08
12:35 p.m.		Public Comment *(May be limited to five minutes by the Board Chairperson)*	
12:40 p.m.	1	Open Meetings Act -Review of Communications – Noelle Moeggenberg, Alan Bolter and Haider Kazim -Discussion how applies to Governance Policy 3.5	
1:00 p.m.	2	Update on Recipient Rights	3.7
1:10 p.m.	3	Technology Report	3.4
1:30 p.m.	4	2022 Board Schedules -Board Meeting Schedule -Board Education and Work Plan -Annual Planning Calendar -Monitoring Chart	3.4
1:45 p.m.		December 16, 2021 Agenda Planning Options -Update on Recipient Rights -Compliance & Quality Report FY Ending -County Commissioner Survey Results -Recipient Rights Limitations Presentation -Board Member Terms -Board Leadership Journal	3.2, 3.5
1:50 p.m.		Meeting Evaluation/Comments	
1:55 p.m.		Other/Adjourn	

<mark>Note: This is the Board's work group and often times the Board's work groups do not follow set times.</mark>

NEXT MEETING: December 16, 2021

NOTICE: If any person with a disability needs accommodations, please call the CEO's Office three days prior to the posted meeting date.

Northern Lakes Community Mental Health Authority
Committee of the Whole
Annotated Agenda
November 18, 2021

12:30 p.m.   Receive and Review October 21, 2021 Meeting Minutes

12:35 p.m.   Public Comment
This is an opportunity for the public to provide input consistent with board policy.

12:40 p.m.   Open Meetings Act – Board Members
Discussed at the Nominating Leadership and Development Committee meeting and moved to the Board for consideration to be given on impact of client care.

1:00 p.m.   Update on Recipient Rights – Brian Newcomb
The Board will receive the monthly update.

1:10 p.m.   Technology Report – Dan Mauk

1:30 p.m.   2022 Board Schedules – Board Members
The Board will review the Board Meeting Schedule, Board Education and Work Plan, Annual Planning Calendar, and the Monitoring Chart.

1:45 p.m.   December 16, 2021 Agenda Planning Options
    -Update on Recipient Rights
    -Compliance & Quality Report FY Ending
    -County Commissioner Survey Results
    -Recipient Rights Limitations Presentation
    -Board Member Terms
    -Board Leadership Journal

1:50 p.m.   Meeting Evaluation/Comments – Board Members
In keeping with our focus on continued improvement of Board operations, time is scheduled for review and comment on the effectiveness of this meeting using the Board adopted evaluation form.

1:55 p.m.   Other/Adjourn

Note: This is the Board's work group and often times the Board's work groups do not follow set times.

NEXT MEETING: December 16, 2021

From: Noelle Moeggenberg <nmoeggen@gtcountymi.gov>
Sent: Wednesday, November 3, 2021 11:21 AM
To: Joanie Blamer <joanie.blamer@nlcmh.org>
Subject: Re: County government guidance question--Can you respond as soon as possible.

Joanie,

The options for post emergency order remote participation is very limited. Boards are required to have rules which permit remote participation by members if: suffering from a medical condition, in military service, or in an area (either the meeting or the member) with a state of emergency. Only those members can participate remotely regardless of what their rules allow. Starting December 31, people can only be remote if in military service.

Hope that helps!

Noelle Moeggenberg
Prosecuting Attorney
Grand Traverse County
231 922-4600

From: Joanie Blamer <joanie.blamer@nlcmh.org>
Sent: Wednesday, November 3, 2021 11:00 AM
To: Noelle Moeggenberg <nmoeggen@gtcountymi.gov>
Subject: County government guidance question--Can you respond as soon as possible.

Hi Noelle--I was asked by our Board to ask you for guidance on the Open Meetings Act. Can we do virtual meetings with voting post emergency orders if we have a written policy that allows to do so? Thanks,
Joanie

Joanie Blamer, LMSW, CAADC
Interim Chief Executive Officer
Northern Lakes Community Mental Health Authority

See below the email from Joanie requesting the email be forwarded to NLD members from Alan Bolter.

Deb

From: Joanie Blamer <joanie.blamer@nlcmh.org>
Sent: Thursday, November 4, 2021 9:55 AM
To: Deb Lavender <Deb.Lavender@NLCMH.ORG>
Subject: Fw: Open Meetings Act Guidance

Hi Deb--This came in this morning. Can you forward to the NLD members as it is relevant to our discussion yesterday. I am working with Noelle to see if she can attend to answer questions.
Thanks,
Joanie

Joanie Blamer, LMSW, CAADC
Interim Chief Executive Officer
Northern Lakes Community Mental Health Authority
527 Cobb St.
Cadillac, MI 49601
231-876-3309

From: Alan Bolter <ABolter@cmham.org>
Sent: Thursday, November 4, 2021 9:47 AM
To: Alan Bolter <ABolter@cmham.org>
Cc: Robert Sheehan <rsheehan@cmham.org>
Subject: Open Meetings Act Guidance

All,

I know several have had questions about the Open Meeting Act / virtual meetings after 12/31/21, below is the response I received from MAC when I reached out to them...

Typically we've leaned on Cohl, Stoker Toskey to provide legal analyses on OMA for our members. We've not received any new information.

We've been having conversations with Rep. Green about amending OMA to at least revert back to options "pre-COVID." See 5467-
http://www.legislature.mi.gov/(S(p3te0tcobhzumwrvgbyqwi50))/mileg.aspx?page=getobject&objectname=2021-HB-5467&query=on

However, the bill language would allow for some members of the public body to participate remotely where there is otherwise a quorum physically present at the in-person meeting, but the language as currently proposed expressly prohibits the remote participant from voting, which is inconsistent with the intent to return to the previous system whereby a remote participant could vote so long as there was a quorum physically present.

So long story, short- the information shared with members originally includes information that **after Dec. 31, 2021, remote participation is only for reason of military duty.**

Alan Bolter
Associate Director

Community Mental Health Association of Michigan
426 South Walnut Street, Lansing MI 48933
Phone: (517) 374-6848 Fax: (517) 374-1053
cmham.org

From: Haider A. Kazim <hkazim@cmda-law.com>
Sent: Friday, March 19, 2021 3:41 PM
To: Karl Kovacs <karl.kovacs@nlcmh.org>
Cc: Deb Lavender <Deb.Lavender@NLCMH.ORG>; Laurie Robbins <lrobbins@cmda-law.com>
Subject: RE: Open Meeting Modification take effect April 1

Karl,

You have asked whether NLCMHA staff or Board members can attend a Board meeting scheduled for April 15, 2021, through video conferencing in accordance with the Open Meetings Act (OMA). Certain amendments were made to the OMA effective October 16, 2020, and December 22, 2020, addressing the ability of public bodies to hold meetings electronically. MCL 15.263a(1)(a), which took effect on December 22, 2020, permits a public body to meet electronically under "any circumstances" prior to March 31, 2021. On or after March 31, 2021 and through December 31, 2021, a public body can meet electronically "to accommodate the absence of any member of the public body due to military duty, a medical condition, or a statewide or local state or emergency or state of disaster declared pursuant to law or charter or local ordinance by the governor or a local official, governing body, or chief administrative officer". MCL 15.263a(1)(b) and MCL 15.263(2).

As you are aware, the Michigan Supreme Court in October 2020, declared unconstitutional the Emergency Powers of the Governor Act of 1945, which had been relied upon by the Governor to declare and subsequently extend an statewide emergency without obtaining approval from the Legislature. Thereafter, while the orders issued by the Governor pursuant to her emergency powers were declared null and void after the Court's ruling, the restrictions imposed by the executive orders continued under orders issued by the Michigan Department of Health and Human Services (MDHHS) through its "Epidemic Orders". However, the statewide state of emergency declared by the governor ended.

With respect to a local state of emergency, MCL 15.263a(1)(b), permits a public body to hold an electronic meeting on and after March 31, 2021, ONLY to (i) "permit the electronic attendance of a member of the public body who resides in the affected area"; and/or (ii) if the public body "usually holds its meetings in the affected area". Therefore, if there is no state of emergency declared by Wexford County as of April 15, 2021, pursuant to MCL 15.263a(1)(b), NLCMHA can only hold an electronic meeting by video conferencing to permit the attendance of those Board members who reside in areas where a local state of emergency has been declared, and/or to accommodate the absence of any Board member due to military duty or a medical condition. "Medical condition" is defined as "an illness, injury, disability, or other health-related condition" that would prevent the Board member from attending in person.

You have also asked if staff can attend the meeting on April 15, 2021 by video conferencing. The requirements of the OMA only apply to members of the public body. Thus, the above analysis applies to the attendance of Board members. Staff may attend the meeting by videoconferencing since they are not members of the Board.

In the event that there is not a state of emergency in Wexford County on April 15, 2021, according to MCL 15.263(3)(a), NLCMHA must ensure "to the extent feasible under the

circumstances", "adherence to social distancing and mitigation measures recommended by the [CDC] … including the measure that an individual remain at least 6 feet from anyone from outside the individual's household", and "[a]dopt heightened standards of facility cleaning and disinfection … as well as protocols to clean and disinfect in the event of a positive COVID-19 case in the public body's meeting place."

It is also significant to note that under the current MDHHS Epidemic Orders, up to 25 persons may attend an in-person public meeting. Therefore, should more than 25 people appear at the Board meeting, it could lead to a violation of the current Epidemic Order unless there is provision for overflow rooms to accommodate the excess numbers. One option could be to encourage or request members of the public to attend the meeting electronically. Perhaps this may not be an issue for Board meetings which, typically do not involve a large public participation.

If you have any questions, please do not hesitate to contact me.

Thank you,

Haider A. Kazim
CUMMINGS, McCLOREY, DAVIS & ACHO, P.L.C.
310 W. Front Street, Suite 221
Traverse City, MI 49684
(231) 922-1888

From: Karl Kovacs <karl.kovacs@nlcmh.org>
Sent: Friday, March 19, 2021 11:58 AM
To: Haider A. Kazim <hkazim@cmda-law.com>
Cc: Deb Lavender <Deb.Lavender@NLCMH.ORG>
Subject: FW: Open Meeting Modification take effect April 1

Haider,
I would appreciate your review of this email and your opinion on NLCMHA holding an in-person Board meeting on April 15th in our Cadillac office. Would we be ok if we had staff or Board members participate by video? Any other thoughts that you have about this would be appreciated including counties declaring states of emergencies. Perhaps Deb could research that information.
Thanks,
Karl

From: Chet Janik <cjanik@leelanau.gov>
Sent: Friday, March 19, 2021 11:00 AM
To: Ann Marie Mitchell <AnnMarie@annmariemitchell.com>; Karl Kovacs <karl.kovacs@nlcmh.org>
Cc: Ty Wessell <twessell@leelanau.gov>
Subject: Open Meeting Modification take effect April 1

Hi Ann and Karl,

Ty Wessell asked me to send to both of you an update on the modifications to the Open Meetings Act that take effect March 31. Below is an article from the Michigan Association of Counties that provides a good overview of the modifications. At this point, I do not believe that the Leelanau Board of Commissioners will pass a resolution declaring a "State of Emergency" that would allow the current format of meetings to continue.

Karl- I know that your agency serves numerous counties and some Northern Michigan counties have declared a "State of Emergency" and therefore you may want to get clarification from your legal counsel what your options are in terms of meeting format.

Hope all is well.

Chet

Chet Janik

Leelanau County Administrator
8527 E Government Center Dr.
Suite 101
Suttons Bay, MI 49682
231-256-8100
Please note new email address:
cjanik@leelanau.gov

Open Meeting Modification take effect April 1

How to navigate questions on in-person vs. hybrid vs. digital

With state health orders reducing restrictions on indoor gatherings and hospitalization rates showing marked improvement in recent weeks, MAC has been fielding questions from members about moving out of purely virtual county board sessions.

First, it's important to remember two key dates in play about board meetings:

March 31, 2021 – This is the last day that public boards can hold virtual sessions for "any reason" under provisions of the October and December 2020 changes to the state's Open Meetings Act (OMA).
Dec. 31, 2021 – This is the last day that public boards can hold virtual sessions IF they have adopted a State of Emergency (SOE) resolution. A template for such a resolution is on MAC's COVID Resources Page.
Next, boards must navigate the competing requirements of public access under OMA with the restrictions on gatherings under orders from the Michigan Department of Health and Human Services (no more than 25 persons) and/or local health departments.

Scenario 1: In person meeting with no declared state of emergency after 3/31/21

If your county wants to hold an in-person session and posts it as in-person at a physical address (say, the courthouse), the county may not turn away members of the public who arrive to attend the open meeting. Of course, this could lead to rooms exceeding proper capacity under COVID health orders.

One options is to plan for overflow room(s) with two-way communication for members of the public. However, absent the authority for a virtual meeting (e.g. state of emergency declaration after 3/31) requiring the public to leave because of the capacity limitations would violate the OMA.

Scenario 2: In person meeting with a declared state of emergency after 3/31/21

If, however, your county has a state of emergency declaration in place after 3/31 and posts the meeting as "virtual" or "hybrid" then it can proceed with some county personal (including commissioners) in the courthouse while the public is required to participate via two-way remote connections. This would also afford commissioners the option to participate in the meeting virtually.

That does not mean a posted in-person public meeting may not permit the public to participate via Zoom (absent a state of emergency declaration after 3/31) but permitting/encouraging/requesting virtual participation is different from requiring it or otherwise turning the public away from an in person meeting.

As always, county boards are advised to consult with their corporate counsel to ensure procedures are following all relevant state laws.

3.5 Meeting Agendas and Schedules

Meeting Agendas. Meetings of the Board shall be conducted in accordance with Roberts Rules of Order and pursuant to a formal Agenda approved by the Board at the commencement of each meeting. The formal Agenda shall consist of the following elements which correspond with appropriate governance policy number:

Roll Call Confirmation of a Quorum Pledge of Allegiance Appoint Timekeeper Consideration of Agenda Conflict of Interest Declaration

Ownership Linkage
  A. Citizen Comment
  B. Ownership Communication

Chief Executive Officer's Report

Northern Michigan Regional Entity Report

Assurance of Organizational Performance
  A. Receipt of CEO Monitoring Report
  B. New Operational Worries
  C. Monthly Monitoring Assignment

Board Means Self-Assessment
  A. Receipt of Board Monitoring Report
  B. Monthly Monitoring Assignment

Governance Policies Discussion and Assessment
  A. Ends
  B. Executive Limitations
  C. Governance Process/Ownership Linkages
  D. Board CEO Linkage

Ownership Linkage
  A. Citizen Comment

Announcements/Board Members Reports

Meeting Evaluation

Next Meeting Agenda

Adjournment

Consent Agendas shall be handled as expeditiously as possible.

Location and Frequency. Regular Board meetings shall be held on a monthly basis as provided in the following Table:

Location	Number of Meetings per Calendar Year
Grand Traverse County	4
Wexford County	3
Leelanau County	1
Roscommon County	2 , but not in winter
Crawford County	2

Meeting Times. Committee of the Whole and Board meeting times shall be established at the time the Annual Calendar is completed.

Committee of the Whole and Board meetings will be held in one location except during the months of November through March. For the months of November through March the meetings may be conducted using interactive video conferencing. Will follow video conference etiquette.

FY2021 06/22/21-09/30/21 Results

- Complaints Received: 131
- No Code Protected Right/No Jurisdiction: 30
- Interventions: 5
- Investigations: 96
- Investigations Pending: 34
- Investigations Completed: 62
- Report of Investigative Findings (RIF) Timeframe Compliance FY2021: 100%
- Summary Report Timeframe Compliance FY2021: 100%
- Substantiated allegations against NLCMHA staff: 12
- Substantiated allegations against NLCMHA staff new hires (w/1 year of hire): 3

FY2022 Investigative Summary

- Complaints Received: 47
- No Code Protected Right/No Jurisdiction: 6
- Interventions: 3
- Investigations: 38
- Investigations Pending: 35
- Investigations Completed: 3
- Report of Investigative Findings (RIF) Timeframe Compliance FY2022: 100%
- Summary Report Timeframe Compliance FY2022: 100%
- Substantiated allegations against NLCMHA staff: 2
- Substantiated allegations against NLCMHA staff new hires (w/1 year of hire): 1

2 investigations remain open past 90 days. 1 vehicle accident, 1 with state ORR

New staff Ian Pegan-Naylor training continues, Basic Skills in January

Respectfully submitted,

Brian Newcomb

Director of Recipient Rights

ITEM # 2

IT Board Report 11-18-2021

Dan Mauk – Chief Information Officer

Staff Settled in to Off-Site

Last year's abrupt pivot to off-site work to curb the spread of COVID-19 went about as smoothly as could be expected. As we settled in for the long haul the shear number of requests for technical support began to overwhelm our simplistic help desk process. To address this, we began investigating several solutions, some of which we already had access to. In June of this year, we deployed a help desk ticket management system from Kaseya. The new ticketing system has made help desk tickets visible to all IT staff, ensuring requests get addressed quickly by the right staff member, and the follow up process is automatically managed through to completion of the ticket. The following chart and table show the number of tickets received through the new system.
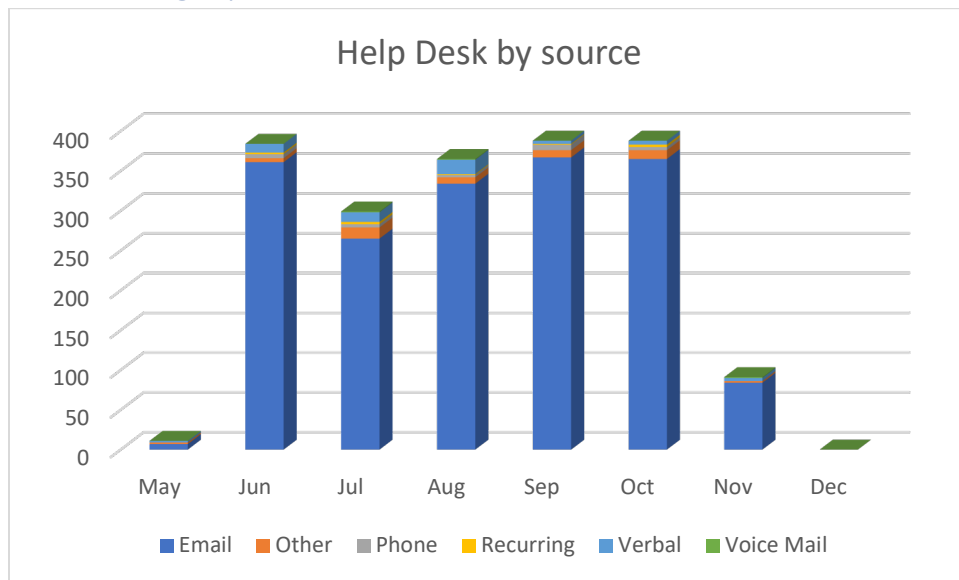
Help Desk ticketing by the numbers

Figure 1 - Steady ticket distribution

Source	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Email	7	361	265	334	367	365	84	0
Other	2	5	14	8	9	11	2	
Phone	0	5	4	3	7	4	0	0
Recurring	0	2	3	1	1	3	0	0
Verbal	2	11	12	18	4	5	4	0
Voice Mail	0	0	1	1	0	0	1	0
Total Tickets	11	385	299	365	388	388	91	0

Table 1 - Ticket distribution by type

The numbers do not tell the entire story. We are working on dialing in the process of entering a ticket when it does not come in through the primary channel, Email. A vast majority of tickets that come in off channel do not get entered in the ticketing system, so the numbers above may not reflect the true

ITEM # 3

counts for sources other than Email. For those tickets that come in off channel, we lose a lot of information that could support similar requests for support, we are unable to track progress on the requests, we are unable to assign the correct resources, will not be included in building a knowledge base, . . . All in all the new ticketing system has made managing the requests for assistance and the delivery of that assistance much more efficient.

Clinical Document Archive

Our move from Avatar, our previous Electronic Health Record (EHR), to NoLa, our current EHR, had been complicated by some settings in Avatar that blocked the generation of archive documents when a document was finalized. This left the agency without a method of retrieving a finalized document if Avatar were to be retired. In other words, the only way to access archive consumer records was through Avatar. We were aware of this shortcoming and made plans to automate the generation of these documents, initially to support the migration to NoLa, but ultimately, we knew that we would need copies of these documents to support an archive after Avatar was retired.

This project took almost two years to complete and has culminated in the creation of nearly two million documents.

549,271 documents converted from **Avatar** (clinical document viewer) to **NoLa**.
385,253 documents generated from **Avatar** (reports) and converted to **NoLa**.
1,059,643 Avatar documents generated (reports) and archived.

We now have all documents generated from the Avatar data and are preparing to retire the Avatar environment. The next challenge is to provide a useful interface into the more that 1 million documents that have been added to the electronic archives.

Security Risk Assessment

Our current process for assessing security risks involves doing a yearly risk assessment and mitigating any identifiable risk in our security defenses. Then, throughout the year, we would identify as may potential endpoint risks on a monthly basis and review for best practices. What we found was that many emerging threats were not being identified or being addressed due to our inability to track them based on the sheer number of devices, the varying models of those devices, and no real way to cross reference fixes to the specific devices and software that we have deployed. On top of that, we were scheduling fixes and patches monthly, based on what we had identified as critical devices, those devices that are our first layer of defense from outside compromises. The current process has been considered *best practice* for many years but as noted, fails to recognize emergent threats or position the agency to respond to emergent threats in a timely manner.

Emergent threats can trigger multiple patches in rapid succession. If we only evaluate the security risk that a device exposes the agency to monthly, we could be leaving the door open for compromise for the period between those monthly activities. To address this, we are moving to a real time monitoring product called Arctic Wolf. We are currently in the process of deploying Arctic Wolf with a go live date the week of 2021-11-15 and learning how to leverage it to address our more pressing security issues.

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In the process of implementing Arctic Wolf an initial scan has been run to identify security risks and develop a composite risk score for the agency. Below is a score card that shows our current risk score, comparing it to an Industry risk score, and a count of our unresolved risks.

Figure 2 - Initial security scan

An initial security scan is always a bit alarming as this figure illustrates. As we move forward with Arctic Wolf the reporting will also provide some trending. Our goal is to work with the Arctic Wolf team to get to our target score as quickly as possible.

Figure 3 - Industry Trending

The Arctic Wolf solution employs a Security Operation Center (SOC) that is staffed by industry wide experts that monitor, identify, and alert us of potential security issues based on our specific list of devices and software that we have deployed. Once a specific threat is identified an engineer at the SOC will assist us in every way to mitigate that threat. So, if there is a threat identified with a Cisco device, a Cisco engineer will assist us in obtaining a fix and walk us through applying the fix as well. As you can see from the scores above, we have our work cut out for us to get to our target score in the next few months.

The Arctic Wolf solution will also employ sensors in each of our four physical locations that will monitor traffic in and out of our facilities for suspicious activity. These monitors will be placed between the

outside world, the Internet, and our inside network. Once deployed, the sensors will be monitoring in real time for patterns in traffic that can be identified as a threat and the sensors will alert us of the threat and stop the threat immediately.

Collaboration

Our previous phone system was at end of life, requiring us to look for a new solution. The old system was an on-premises system comprised of 12 servers and over 300 handsets. That solution required staff to be at their desk to make and receive calls. We have migrated our phones to a cloud-based solution that employs softphone technology so that all staff can make and receive calls from any device with Internet access. This cloud-based solution now gives us access to phone service from a laptop, smartphone, tablet, as well as a conventional handset. Our phone system is now an integral part of our Microsoft Teams environment.

Microsoft Teams is a concentrator application, it is designed to bring many dissimilar applications together into one view. By doing this the applications are said to be under a single *pane of glass*. Teams brings the staff together in chats and meetings.
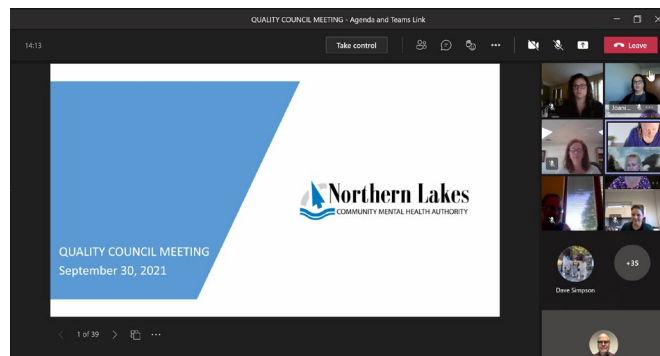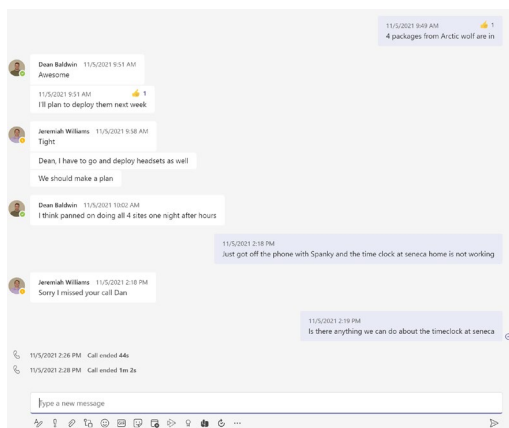
Teams 1 - Chat thread and Meeting window

We can share files to manage projects and create forms to gather input.
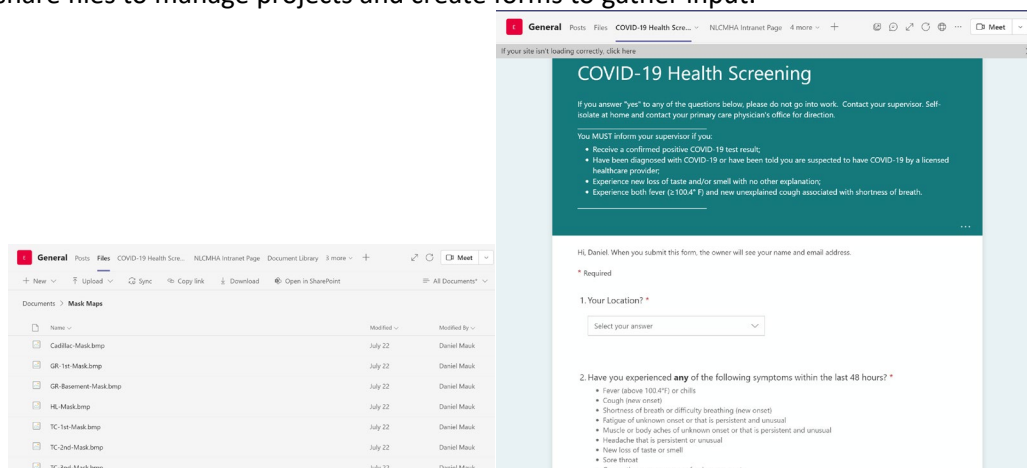
Teams 2 - shared files and Forms

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We have shared calendars and Tasks
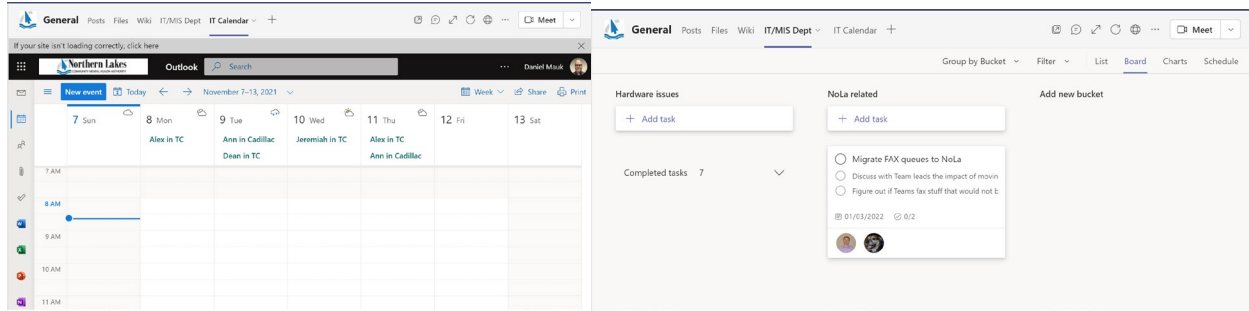
Teams 3- Calendars and tasks

Teams provides a dynamic Organization chart, making locating staff simple.
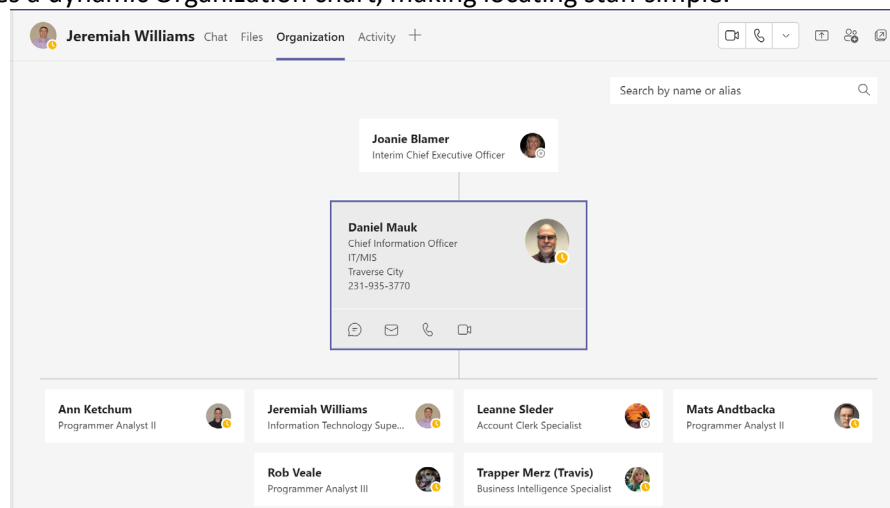
Teams 4 - Org chart at our finger tips

Teams brings more and more applications under the single pane of glass
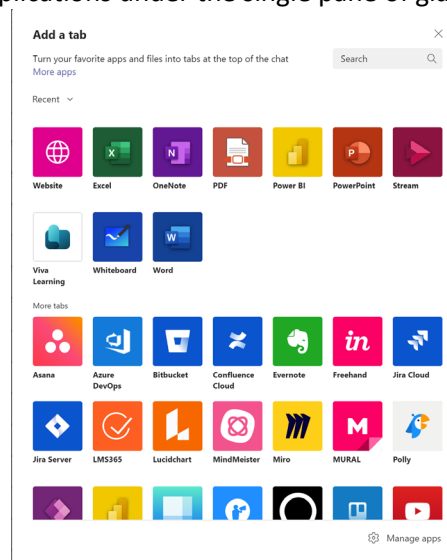
Teams 5 - library of applications that can be added to Teams

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Beyond Internal collaboration

Teams has become an excellent tool to connect with providers, community and beyond. The agency is leveraging Teams to enhance and strengthen our connection with providers by offering or Provider meetings in a virtual Teams venue. We are also providing training opportunities for staff and providers in a virtual Teams venue, like our Recipient Rights refresher training. Both of these offerings have allowed us to address COVID restrictions and embrace social distancing. They have also saved countless travel hours while continuing to deliver timely information for the delivery of services. These offerings are expected to be offered in a hybrid form, with both in person and virtual participants, as we navigate to a new normal.

The agency has licensed Teams and Doximity Dialer as tools to deliver virtual service to persons served. The agency has been able to support a wide variety of service delivery, including but not limited to parking lot services, facility to facility services, virtual group services, medication reviews, law enforcement services, and ER services. With the deployment of dedicated devices, virtual video consultation is just a phone call away.
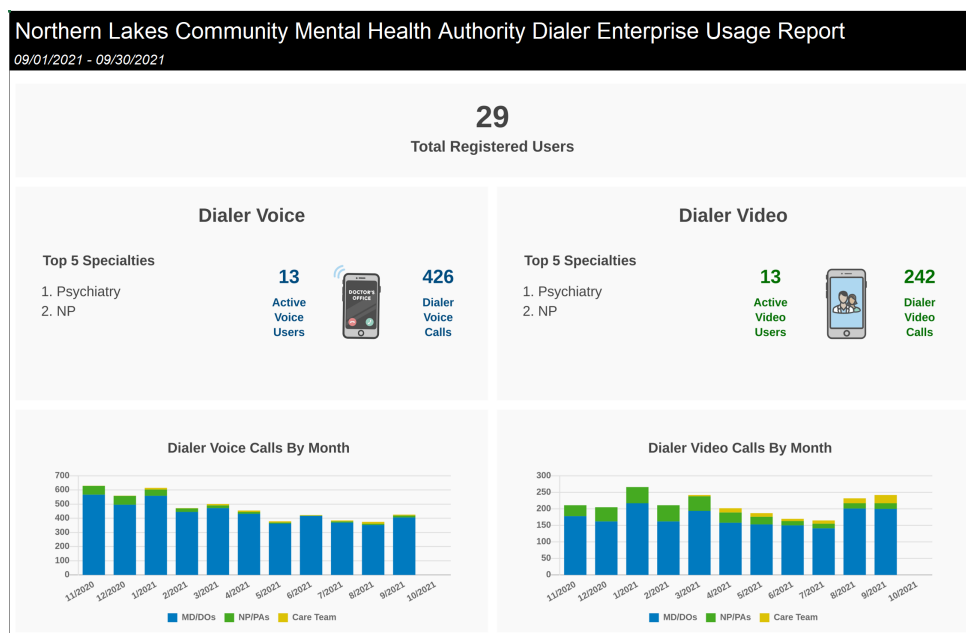
Service delivery 1 - Doximity Dialer numbers

The agency also leverages other applications, like Zoom, Webex, and Blue Jeans, to deliver services based on the person served needs. These other unlicensed applications are available during the current state of emergency.

Beyond service delivery we also have made some great strides in connecting with the community. In example, the virtual portion of the Board Meetings allows the community to participate. We have also been able to host the 23rd annual Co-Occurring conference in a virtual venue, *The Tangled Web: Trauma, Trafficking and Additions*. Out of the nearly 200 participants, over 100 participated virtually from all over

Michigan. We see the mixed meeting as the way of the future, by extending the in person meeting to virtual participants we can build better community connections.

Dan Mauk
Chief Information Office
Northern Lakes CMH Authority

Northern Lakes
COMMUNITY MENTAL HEALTH AUTHORITY

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

NORTHERN LAKES COMMUNITY MENTAL HEALTH AUTHORITY

2022 BOARD MEETING SCHEDULE

DATE	STARTING TIME	PLACE
January 20, 2022	2:15 p.m.	Northern Lakes Community Mental Health Authority 527 Cobb Street, Cadillac as well as virtual
February 17, 2022	2:15 p.m.	Northern Lakes Community Mental Health Authority 204 Meadows Drive, Grayling as well as virtual
March 17, 2022	2:15 p.m.	Northern Lakes Community Mental Health Authority 105 Hall Street, Suite A, Traverse City as well as virtual
April 21, 2022	2:15 p.m.	Northern Lakes Community Mental Health Authority 105 Hall Street, Suite A, Traverse City as well as virtual
May 19, 2022	2:15 p.m.	Northern Lakes Community Mental Health Authority 2715 S. Townline Road, Houghton Lake as well as virtual
June 16, 2022	2:15 p.m.	Northern Lakes Community Mental Health Authority 527 Cobb Street, Cadillac as well as virtual
July 215, 2022	2:15 p.m.	Northern Lakes Community Mental Health Authority 204 Meadows Drive, Grayling as well as virtual
August 18, 2022	2:15 p.m.	Northern Lakes Community Mental Health Authority Leelanau County Governmental Center, Suttons Bay as well as virtual
September 15, 2022	2:15 p.m.	Northern Lakes Community Mental Health Authority 2715 S. Townline Road, Houghton Lake as well as virtual
October 20, 2022	2:15 p.m.	Northern Lakes Community Mental Health Authority 105 Hall Street, Traverse City as well as virtual
November 17, 2022	2:15 p.m.	Northern Lakes Community Mental Health Authority 527 Cobb Street, Cadillac as well as virtual
December 15, 2022	2:15 p.m.	Northern Lakes Community Mental Health Authority 105 Hall Street, Suite A, Traverse City as well as virtual

Meetings are open to the Public. If any person with a disability needs accommodations, please call the CEO's Office three days prior to the posted meeting date. Video Conference may be available to another office location and should be verified by calling the CEO's Office.

Committee of the Whole Meetings are held prior to each Board meeting (12:30 p.m. start time)

ITEM # 4

Northern Lakes
COMMUNITY MENTAL HEALTH

Board Education and Board Work Plan

January 1, 2022 – December 31, 2022

Approved by the Board –

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A. <u>Overview</u>

Board members are committed to the principle that developing and maintaining a knowledgeable and skilled board of directors is essential to organizational success. To promote this principle, the board created and maintains a Board Nominating and Leadership Development Committee. The role of the committee includes:

- Assisting the counties, as needed, in identifying potential board members. Screening shall be completed not later than 60 days before the term ends;
- Planning and promoting board training and education, including Policy Governance;
- Developing the curriculum and materials to be used for new board member orientation and providing orientation with Chief Executive Officer (CEO) assistance as requested;
- Having the lead role in the development and annual review of the Board Education and Work Plan. The plan reflects board priority philosophy, expectations, planned activity, and learning objectives; and
- Ensuring Board and board member assessments are completed and utilized consistent with Board Governance policy.

B. <u>Philosophy</u>

Board member education and development is vital to good governance. We believe:
- All board members must have an understanding of the issues impacting the public mental health system, the Michigan public mental health system, NLCMHA, the Northern Michigan Regional Entity, organizational responsibilities and roles, and of board policy governance.
- That having skilled board members is important, especially in the constantly changing health care environment.
- Education needs to be provided through various means such as written documents, oral presentations, site visits, board member orientation, board meetings, meetings with the Chief Executive Officer, in-services, conferences and/or meetings, etc.
- In having experienced board members mentor new members.
- In attending and coordinating with the Community Mental Health Association of Michigan activities and events as a means to gain information and develop networking relationships with others.
- All board members are encouraged to have knowledge of and contact with community leaders.

C. <u>Expectations</u>

1. New board members will participate in an initial orientation session provided by the CEO and NLD chairperson or designee if available prior to the first board meeting after appointment by respective county Board of Commissioners. The CEO shall advise NLD committee members in advance so they may also participate should their schedule permit. At this orientation session the new board member will receive the NLCMHA Board Member Orientation and Reference Manual and will be provided a high level overview on the: Governance model (including providing education DVDs or documents) and NLCMHA governance policies, Boardworks (including information on available agency CDs), Mental Health Code, Open Meetings Act and Board Education and Workplan, and NLCMHA website presentation. In addition, new board members will be encouraged to attend the next NLD committee meeting.

The following are 2021 board education topics completed and listed for the purpose of future planning:
January 21 – 2020 Annual Review

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February 18 – Agency Performance Assessment

March 18 – Integrated Health Care and Mental Health Care for Trauma

April 15 – Financial Audit

May 20 –Services to People with an Intellectual/Developmental Disability

June 17 – Club House and Drop-In Center Programs

July 15 – Behavioral Health Home and MI Choice Waiver

August 19 – Budget

September 16 – Services for Adults with Mental Illness and Substance Use Disorders

October 21 – Human Resources and Children with Serious Emotional Disturbance

November 18 – Information Technology

December 16 – Recipient Rights Limitations

2. All board members shall participate in development and external development events to the greatest degree her/his schedule permits. Participation shall be consistent with other Board policies.

3. The NLCMHA Board of Directors may hold an annual board retreat and all board members are encouraged to attend. The objective is to provide orientation, reorientation, team building, and leadership development.

4. The NLCMHA annual budget will include funds to ensure board education and training, board operations, and the annual board retreat. The Board of Directors will review the budget no less than annually and shall provide for board member reimbursement for participating in conferences, meetings, and other board supported events.

5. Board members are encouraged to participate in Community Mental Health Association of Michigan conferences, regional education forums, and other events consistent with the board budget. This includes encouraging all NLCMHA board members to become certified board members through the Boardworks Program.

6. The Board Member Orientation and Reference Manual will be posted on the NLCMHA website. The NLD Committee will update this manual on an annual basis. Board members will be provided the updated manual no later than January of each year. An annual review of the policies will be completed as part of the board monitoring process and more often as desired by the board.

7. Historical board packets, reference documents, and policy information will be made available, upon board member request, through the Director's Office regarding NLCMHA and the Northern

Michigan Regional Entity (nmre.org)

8. FACT sheets may be developed to provide board members and others quick access to important information regarding NLCMHA. The FACT sheets and other reference materials will assist in board education and assisting board members in educating others.

D. <u>Learning Objectives</u>
1. All board members will have a basic understanding of the roles and responsibilities of the Michigan public mental health system.

2. All board members will have a basic understanding of the role of the board, board member responsibility, policy governance, and board governance policies.

3. All board members will have an understanding of NLCMHA, our MDHHS contractual responsibilities (CMHSP, MI Choice Waiver and OBRA program), services managed and directly provided, and financing.

4. Within the first six months of appointment, the Board has established that each board member should know the following:
- Board responsibilities and decisions.
- The NLCMHA Vision, Mission, Values.
- Programs and Services offered by NLCMHA.
- Roberts Rules of Order - basic principles
- Board governance policies.
- NLCMHA Operations – facilities, staff, budget, and procedures – desired outcomes.
- Open Meetings Act
- Board Member Orientation and Reference Manual

5. The Board has identified these basic skills, which a Board member should develop over time.
- Must be willing to contribute the time required – NLCMHA Board meetings are unusually long due to having both the Committee of the Whole and board meeting on the same day.
- Policy Governance and the NLCMHA governance process.
- CMHSP, MI Choice Waiver and OBRA program responsibilities– "differences in the hats we wear."
- Ability to participate in development and monitoring of Board governance policies.
- Proficiency with the "Board Works" curriculum offered by the CMHAM.
- Partnering.
- A working knowledge of the nature of programs for people who have a MI or I/DD so that board members may be able to more effectively and efficiently develop policies which may affect changes in a positive direction.
- Ability to cope with large amount of information and data – must be logical, experienced and organized.
- Should be familiar with today's computerized management information systems.
- Working knowledge of Mental Health Code.
- Services that NLCMHA provides in the counties we represent.

E. <u>Education Curriculum</u>

❖ Person Centered Planning and Self-Determination	September 2022	To Be Determined
❖ Board Leadership Journal	Bi-Monthly	Board Members

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❖ Compliance	Quarterly	To Be Determined

F. <u>Board Work Plan</u>

1. <u>Priority Topics</u>
- Persons with Intellectual and/or Developmental Disabilities and Programs
- Integration of Health Care
- Recipient Rights
- Developing Partnerships
- Jail Issues – Mental Health and Working Relationships with Law Enforcement – police, courts and jails

<u>Ongoing Priorities</u>
- Ownership Linkage – site visits to include residential providers, courts, jails, schools; consider arranging one visit per quarter or two per year to sites such as Goodwill Inn, Sheriff Departments; align with ownership linkage plan
- State Innovation Model (SIM)
- Provider issues – shortages – plans to develop providers – Olmstead

2. Proposed Topics for FY 2022:
January 20 – 2020 Annual Review

February 17 – Agency Performance Assessment

March 17 – Integrated Health Care and Mental Health Care for Trauma

April 21 – Financial Audit

May 19 –Services to People with an Intellectual/Developmental Disability

June 16 – Club House and Drop-In Center Programs

July 21 – Evidence Based Practices and MI Choice Waiver

August 18 – Budget

September 15 – Services for Adults with Mental Illness and Substance Use Disorders

October 20 – Human Resources and Children with Serious Emotional Disturbance

November 17 – Information Technology

December 15 – Recipient Rights Limitations

3. <u>Ownership Linkages and Site Visitations</u> - The Board may use site visits as a means to promote accomplishment of board work plan priorities. In 2022 the board education will be a possible visit to the following sites. Visits to occur in the summer months.
- ROOC Inc. and Hope Network
- Goodwill Inn
- New Beginnings
- Kandu Island

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- Traverse House
- Club Cadillac
- Jail Administrators and or Sheriff Departments (invite to meeting)
- Residential homes (including former AIS homes)

4. <u>Accountability to the Public/Community Linkage</u> - In addition to possible site visits the board may periodically invite community representatives to board meetings (committee or board). This will assist the board in enhancing its understanding of community need, improve ownership linkage, and organizational performance and planning. The following ideas have been received in the past:
- County Sheriffs, Judges, Prosecuting Attorneys
- State Representatives and Senators
- Local foundations in cities/counties in NLCMHA area
- Church leaders
- Educators
- Hospital staff (ER)

5. <u>Other educational activity</u>

<u>CMHAM Conferences</u>
Winter 2022 Conference - Radisson Plaza Hotel, Kalamazoo, February 7 & 8
<u>Spring 2021 Conference</u> – Grand Traverse Resort, June 7 & 8
<u>Fall 2021 Conference</u>, Grand Traverse Resort, October 24 & 25

11/18/2021

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2022 ANNUAL PLANNING CALENDAR

TOPIC	TIME ON AGENDA	COW MTG	BOARD MTG	FREQUENCY	MONTH
Review and Approval of Board By-Laws			X	Annual	January 20 - Cadillac
FY 2022 Ownership Linkage Plan	10 MIN	X	X	Annual	January
Update on Recipient Rights	10 MIN	X		Monthly	January
2021 Annual Review	45 MIN	X		Annual	January
NLD Meeting – January 5			X		January
					65 minutes
Annual Recipient Rights Report to the Board	10 MIN	X	X	Annual	February 17 – Grayling
Update on Recipient Rights	10 MIN	X		Monthly	February
2021 Agency Performance Assessment Domains1 - 12	40 MIN	X		Annual	February
CEO Evaluation Distribute	10 MIN	X		Annual	February
Board Leadership Journal	10 MIN	X		Bi-Monthly	February
RR Advisory Committee – Feb 1			X	Bi-Monthly	February
					80 minutes
Update on Recipient Rights	10 MIN	X		Monthly	March
FY 2022 Northern Lakes CMHA Quality Assurance and Improvement , Regulatory Compliance, and Customer Services Report	30 MIN	X	X	Annual	March
Security Annual Report	10 Min	X	X	Annual	March
NLD Meeting – March 2			X		March
					50 minutes
Conflict of Interest Disclosure Statement	5 MIN	X		Annual	April 21 - TC

2022 ANNUAL PLANNING CALENDAR

Update on Recipient Rights	10 MIN	X		Monthly	April
Code of Conduct Declaration	5 MIN	X		Annual	April
CEO Evaluation	30 MIN	X	X	Annual	April
Financial, Single and Compliance Audit	30 MIN	X	X		April
Board Leadership Journal	10 MIN	X		Bi-Monthly	April
RR Advisory Committee-April 5-TC			X		April
					90 minutes
Services for People with an Intellectual/Developmental Disability	20 MIN	X		Annual	May 19 - HL
Update on Recipient Rights	10 MIN	X		Monthly	May
Election of Officers			X	Annual	May (slate of officers identified by NLD in April)
NLD Meeting – May 4			X		May
CEO Compensation	30 MIN	X	X	Annual	May-effective May 1
					60 minutes
Club House and Drop-In Center Programs	20 MIN	X		Annual	June 16 – Cadillac
Integrated Health Care	20 MIN	X			June
Board Leadership Journal	10 MIN	X		Bi-Monthly	June
Update on Recipient Rights	10 MIN	X		Monthly	June
RR Advisory Committee-June 7-Cad			X		June
					60 minutes
Behavioral Health Home Move to Board Education Session?	20 MIN	X		Annual	July 21 - Grayling
Update on Recipient Rights	10 MIN	X		Monthly	July
Recipient Rights Semi-Annual Report to the Board	15 MIN	X		Semi-Annual	July

2022 ANNUAL PLANNING CALENDAR

MI Choice Waiver	20 MIN	X		Annual	
NLD Meeting – July 6			X		July
					65 minutes
Update on Recipient Rights	10 MIN	X		Monthly	August 18 - TC
Board Leadership Journal	10 MIN	X		Bi-Monthly	August
FY 2022 Budget Amendment, Initial FY 2023 Budget and 2023 Capitalization Plan	30 MIN	X	X	Annual	August
Board Member Per Diem	10 MIN	X	X	Annual	August - Review rates prior to end of FY
Cost of Governance	10 MIN	X	X	Annual	August - Approve Annual Budget
RR Advisory Committee- Aug 2-TC			X		August
					70 minutes
Services for Adults with Mental Illness and Substance Use Disorders Move to Board Education session?	20 MIN	X		Annual	September 15 - HL
Update on Recipient Rights	10 MIN	X		Monthly	September
PCP and Self-Determination Training	20 MIN	X		Annual	September
Compliance, Quality and Customer Services Report	20 MIN	X	X	Quarterly	September
Annual Compliance Training	20 MIN	X			
NLD Meeting – September 7			X		September
					70 minutes
Human Resources	20 MIN	X		Annual	October 20 - TC
Update on Recipient Rights	10 MIN	X		Monthly	October
Board Leadership Journal	10 MIN	X		Bi-Monthly	October
RR Advisory Committee –Oct 4-Gr			X		October

2022 ANNUAL PLANNING CALENDAR

Children with Serious Emotional Disturbance	20 MIN	X		Annual	October
Individual Board Member Self-Assessment	5 MIN	X	X	Annual	Distribute in Oct, finalize in Nov (NLD)
Board Self-Assessment	5 MIN	X	X	Annual	Distribute in Oct, finalize in Nov (NLD)
					70 minutes
Information and Technology Report	20 MIN	X		Annual	November 17 - Cadillac
Update on Recipient Rights	10 MIN	X		Monthly	November
Policy Monitoring Schedule	5 MIN	X	X	Annual	November
Annual Planning Calendar	10 MIN	X	X	Annual	November
Board Education and Work Plan	10 MIN	X	X	Annual	November
NLD Meeting – November 2			X		November
Board Meeting Schedule	10 MIN	X	X	Annual	November
					65 minutes
Update on Recipient Rights	10 MIN	X		Monthly	December 15 - TC
Compliance & Quality Report FY End	20 MIN	X	X	Quarterly	December
County Commissioner Survey	20 MIN	X		Annual	December
Board Leadership Journal	10 MIN	X		Bi-Monthly	December
Board Member Terms	10 MIN	X		Annual	December
RR Advisory Committee-Dec 6-TC And RR Limitations			X		December
					70 minutes

Other Items to Add?
Access
Jail Agreement Services
OBRA

11/18/2021

2022 Policy Monitoring Schedule

JANUARY	Internal	Direct Inspection	FEBRUARY	Internal	Direct Inspection	MARCH	Internal	Direct Inspection
2.4 Financial Management	X		2.2 Treatment of Employed Workforce Members	X		1.0 Consumer and Community Ends (1.0.1 – 1.0.5)	X	
3.9 CEO Compensation		X	3.5 Meeting Agendas and Schedules		X	3.6 Board Chair Functions		X
3.10 Board Member Conflict of Interest		X				3.3 Board Member Code of Conduct	E/X	
								X

APRIL	Internal	Direct Inspection	MAY	Internal	Direct Inspection	JUNE	Internal	Direct Inspection
2.4 Financial Management/Internal Controls	E/X		3.8 Costs of Governance	X		2.7 Continuity of Executive Functions	X	
2.8 Communication & Support to the Board		X	3.8 Costs of Governance		X	4.3 Delegation of Mgt Powers to the CEO		X
3.7 Governance Committees		X	2.9 Investments	X				
3.7A Recipient Rights Advisory Committee		X						
3.7B Recipient Rights Appeals Committee								

JULY	Internal	Direct Inspection	AUGUST	Internal	Direct Inspection	SEPTEMBER	Internal	Direct Inspection
2.4 Financial Management	X		2.1 Consumer Services	X		1.0 Consumer and Community Ends (1.0.6 – 1.0.11)	X	
4.1 Unity of Control		X	4.2 Accountability		X	2.3 Compensation of the Employed Workforce	X	

OCTOBER	Internal	Direct Inspection	NOVEMBER	Internal	Direct Inspection	DECEMBER	Internal	Direct Inspection
2.4 Financial Management/Internal Controls	X		2.0 Global Executive Limitations	X		2.6 Community Resources	X	X
2.5 Asset Protection	X		3.2 Governance Style		X	3.1 Board Job Description	X	
3.0 Global Gov Process/ Ownership Linkage		X	3.4 Annual Workplan		X	2.10 Administrative Cost		
4.0 Global Governance- Bd/CEO Linkage		X						