



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

Board of Directors Meeting Minutes

August 19, 2021

2:15 p.m.

Northern Lakes Community Mental Health Authority, 527 Cobb Street, Cadillac and Microsoft Teams Meeting (Virtual).

Called to order at 3:10 p.m. by Randy Kamps. 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, Al Cambridge, Dean Vivian, Mary Marois, Pam Babcock, Penny Morris, Randy Kamps, Rose Denny, Sherry Powers, Ty Wessell, Dan DeKorse, Justin Reed, and Barb Selesky. Virtual - Greg McMorrow, Angela Griffis and Nicole Miller.

Board Members Absent: Nina Zamora

Others Present: Cadillac – Joanie Blamer, Interim Chief Executive Officer; Matt Leiter, Director of Human Resources; Tracy Andrews, Director of Integrated and Managed Health Services; Aaron Fader, Executive Administrative Specialist; Deb Lavender, Executive Secretary; Karl Kovacs; and Andy Babcock. Virtual - Kari Barker, Director of Quality and Compliance; Dan Mauk, Chief Information Officer; Carrie Gray, Chief Population Officer for Intellectual/Developmental Disability Services; Darryl Washington, Director of Long Term Care and Support Services; Brie Molaison, Customer Service Specialist; Jess Williams, Performance Improvement Specialist; Kate Dahlstrom.

Confirmation of a Quorum-yes

Timekeeper – none

1. CALL TO ORDER:

2. AGENDA: Move Per Diem to the next meeting.

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| MOTION: | Accept the Agenda for August 19, 2021 |
| RESULT: | ADOPTED [UNANIMOUS] |
| MOVER: | Barb Selesky |
| SECONDER: | Rose Denny |

3. CONFLICT OF INTEREST DECLARATION:

No conflict of interest was declared.

Randy welcomed Justin and Dan and hoping it will be an interesting and rewarding experience.

Certificates will be moved to the end of the meeting.

4. CONSENT AGENDA:

MOTION: Approve the Consent Agenda for August 19, 2021 without the financial statements.
RESULT: ADOPTED [UNANIMOUS]
MOVER: AI Cambridge
SECONDER: Mary Marois

Financial statements – AI referenced in the Monthly Financial Statement about the statewide initiative to remove or continue to decrease the local funding match required by MDHHS. Lauri indicated that Chip Johnston, CEO of Centra Wellness recently presented to the Board and asked for the Board’s support not to participate. The final payment is due to the NMRE and State of Michigan on August 16. The year before the State of Michigan said that they would continue to reduce the local match requirement that the CMHs pay of local money to draw down the additional Medicaid approximately 20% per year over five years. Our local match requirement was \$574,000. We have been paying consistently for several years. In FY 20 it was reduced to \$458,000 about 20% lower. It was expected that in FY 21 it would continue to decrease to about \$360,000 for us. The State put it in the PIHP contract as the value as in FY 20. It did not come down from the \$456,000. Chip was able to get support from the other Board’s in our region. The Northern Lakes Board approved not to pay the additional 20% that the billing was at. Chip sent an email to the three members of our Board that are representing us on the NMRE Board that he was able to get the discussions started. Alan Bolter identified in his discussion at the COW meeting that the State Medicaid draw down of county money would continue to be decreased because they were going to find it in the budget. Chip recommends that we recommend paying the NMRE \$458,000 in good faith. Lauri would need to pay \$114,689 of local money for the fourth quarter in order to make \$458,000. If we decide to pay to \$360,000 she would pay \$10 or \$12,000 for the fourth quarter.

MOTION: Authorize the CFO to proceed with the payment necessary to make up to the original amount.
RESULT: ADOPTED [UNANIMOUS]
MOVER: AI Cambridge
SECONDER: Dean Vivian

Randy asked the question about the current ratio going down because our short term liabilities went up by 6%. Lauri responded that as we learn more about providers that are slow in putting their bills in the provider portal as they went through the expenditure line preparing the budget we owe \$300,000 more than the month before. We have a lot of cash flow right now and the personnel was paid early this month which increases the liability this month. When we estimate it is based on the unpaid business days.

Financial Statements

MOTION: Approve to Receive and File the Financial Statements.
RESULT: ADOPTED [UNANIMOUS]
MOVER: AI Cambridge
SECONDER: Ty Wessell

5. OWNERSHIP LINKAGE:

- A. *Citizen Comment* – Kate Dahlstrom from Grand Traverse County as a Board Member of NAMI Grand Traverse she invited the Board to their first NAMI Walk on September 25 at the Grand Traverse Commons. She noted the registration is at the NAMI Grand Traverse Facebook or the website. Kate identified our Board Agenda was confusing that there is a fair amount of verbiage

the ownership and CEO linkage and felt it was more confusing. She looked at the Washtenaw and the Lansing area CMH agendas and neither one has this kind of excess and confusing language. She suggested simplifying it and making it more public user friendly. She felt it was important also and respectful to try to stay on time. If it means separating the Committee of the Whole discussion to a Zoom meeting on another date so that you can start these meetings on time and fresh. It is important for the public to pop in and expect the meeting to commence. Normally when you have an agenda for the public entity that it has the whole packet. Anything that is going to be addressed for this meeting it will be included in the packet. As you will see that Washtenaw County CMH does that as well. She hasn't seen that and she does not see where she can access the packet. The Search Committee for the CEO as a NAMI Board Member and BDAI Board Member she has participated in a tremendous amount of webinars over the last year with CMHs around the State as Community Health Authorities around the country and they have such a strong partnership with law enforcement and corrections. Oftentimes they will co-partner NAMI sponsor and they will have CMH and law enforcement participate in those webinars. This is the most essential relationship that a community can have. It was sad to see the relationship breakdown in regards to jail services. It is absolutely critical that that break not expanding in fact we need to see it reversed. It is absolutely essential that maybe during the search for the CEO that maybe law enforcement and corrections be included in interviewing. Maybe the finalist or early on that they are a major stakeholder and probably our most important partner in being effective in our community as a strong partnership. She is asking that they be included. She has reached out to our Board Chair asking if she could be included in the interview process. She noted her background with NAMI and BDAI and a parent of someone that struggles with mental health issues. She has good relationships with our representatives locally and federally and good relationships with Child & Family Services and Children's Advocacy Center. She noted that there is a disconnect between Board Members. She asked our Board Chair if there could be a direct email to the Board and not necessarily each individual Board Member be set up with a CMH email address but as a whole. So that you can be more aware of what is going on the ground. There is a significant disconnect. She hears it from NAMI families, from law enforcement and corrections and hears it in a lot of places. You need to be more aware of where the shortcomings are and there are a number of shortcomings. She referenced the articles in the August 8 Sunday edition of the Record Eagle relative to children's mental health. When CMH wrote the SAMHSA Grant for a Crisis Stabilization Center they asked that there would be residential crisis beds for children because there is nothing for children. They asked that several times. The answer was no we are not doing anything for children because McLaren in Cheboygan is talking about providing for children. That is two hours from here. There is no reason why a parent in Grand Traverse County should have to take a child in crisis on a two hour drive. There is absolutely no reason for it. We are large enough here we need to provide those services for children. This happened four years ago. As you must be aware the crisis for children's mental health is getting worse and worse. She noted we have reached out to Munson. She knows there is a lot of discussion going on throughout our community to do something. She is asking us to include crisis beds in this new crisis stabilization center. To do more and be more aware of the problems. There are a lot of unhappy families and law enforcement officers. Things could be going much more smoothly and partnerships much stronger. You are doing a great job and need to do much better. Randy identified we will follow up on these comments with our CEO.

B. Ownership Communication – None.

6. CHIEF EXECUTIVE OFFICER'S REPORT:

Joanie identified that she will be on PTO in September and will be attending the Nominating Leadership Development Committee meeting by Teams.

Joanie reported that we have received a Summons on behalf of Tower Hill AFC and we are working with MMRMA on that.

She has reached out to all of the County Commissions and are scheduling meetings. She has four out of the six scheduled. She has one tomorrow and the rest next week.

Joanie has been working with the State legislators in our area. She has a meeting scheduled with Michelle Hoitenga and John Roth. She is still waiting to hear back from Jack O'Malley. Joanie will share the same information with them as she will be sharing with the County Commissions of the legislation that Alan Bolter spoke about today. Letting them know of the impact that it will have in our area specifically in the Northern Michigan rural area. We spoke about -the challenges in rural counties that don't have any resources, such as Missaukee and Roscommon Counties. She will share about the Behavioral Health Homes and plans to expand the program.

Joanie spoke about the Community Crisis Center including the collaboration efforts and what the needs are. In April we made an application for a SAMHSA grant to develop a Crisis Center. The Crisis Center is a place where people can be served and pre jail diversion activities can be completed, because at that time there was a lot of conversations surrounding unmet needs of adults with mental illness. The budget for the SMI adult block grant through MDHHS for the Crisis Center falls under the SMI Adults. We were very fortunate that the State allowed us to get those dollars for the SMI Block Grant. They were agreeable to use those dollars for the Crisis Center for the engagement piece to use the dollars across the life span. We will have a Crisis Center that will treat children and families and adults across the life span. The Crisis Residential Center that we wrote in the SAMHSA grant is for adults with SMI. Spectrum is looking at a facility in Kalkaska County, just outside of Grand Traverse County, off of 131 for a crisis residential for youth. The Community Crisis Center is a collaborative effort with many partners at the table including the Sheriff Department, Jail, Children & Family Services, Addiction Treatment Services, Munson, Traverse City, City Police and we have also added Leelanau County folks. At the County Commission meetings over the next week or so, we will be discussing these issues and sharing our intent to build relationships. One of the things that we didn't hear from Travis Atkinson in his report was a constructive comment from our community members, is that we don't know where to go in a crisis and we don't really know what Northern Lakes does. We have to do better in the future, we have to do better in telling people what we do and who we are and telling them where to go in a crisis. In our Strategic Plan we need to include a marketing component to get this information out to the community. Some other things that we are doing to prevent mental illness from getting worse includes the expansion of justice diversion across the lifespan that diverts people from the hospital and/or correctional setting, such as the jail.

There is a shortage of behavioral health workers right now, therefore conversations with Terri Kelty from Munson are occurring about partnering and how to utilize our staff together.

If we are awarded the SAMHSA grant this month we have four months to start providing services. We might want to look at having an Ad Hoc Committee. Possibly sharing space with Munson it is something we will want to discuss. How do we move forward if we are awarded the grant. Barb asked the question if we worked as hard at getting the people hired as we do in writing the grants. Possibly we could use those people to work with our Master's degree people to do it sooner. Joanie noted we are offering paid internships so that we get people in our doors and train them so they will be more likely to stay with us. We are having discussions about changing our advertising of positions and the overall recruitment process, including recruitment pay incentives.

Joanie referenced her report and how she has changed the format including more information and can provide the information to you in a way that you can explain to others what we are doing when you get asked by members of the community.

Ty thanked Joanie for reaching out to the Leelanau County group and several groups she has been working with. It has been helpful.

7. NORTHERN MICHIGAN REGIONAL ENTITY REPORT:

Randy referenced the NMRE minutes from the last meeting that was emailed to the Board. He referenced that the NMRE has engaged a PR firm to begin a campaign showing our value to the region. Anything you would like to see on the campaign contact one of our NMRE representatives. Pursuing the Northern Exemption where we will continue to represent our local folks and let us address our own needs and we will be glad to report to you and retain the public management of the system.

8. ASSURANCE OF ORGANIZATIONAL PERFORMANCE:

A. Receipt of CEO Response to Monitoring Report – 2.4 Financial Management (Internal Inspection)

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| MOTION: | The Board finds the organization 100% in compliance with Policy 2.4 Financial Management (Internal Inspection) |
| RESULT: | ADOPTED [UNANIMOUS] |
| MOVER: | Dean Vivian |
| SECONDER: | Ty Wessell |

B. New Operational Worries – None.

C. August Monitoring Assignment

2.1 Consumer Services (Internal Inspection). Please complete and turn in.

9. BOARD MEANS SELF-ASSESSMENT

A. Receipt of CEO Response to Monitoring Report – 4.1 Unity of Control (Direct Inspection)

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| MOTION: | The Board finds the organization 100% in compliance with Policy 4.1 Unity of Control (Internal Inspection) |
| RESULT: | ADOPTED [UNANIMOUS] |
| MOVER: | Rose Denny |
| SECONDER: | Sherry Powers |

B. August Monitoring Assignment

4.2 Accountability - (Direct Inspection). Please complete and turn in.

10. GOVERNANCE POLICIES DISCUSSION AND ASSESSMENT:

A. Ends – None.

B. Executive Limitations – None.

C. Governance Process/Ownership Linkage

a. RRAC Minutes – August 3, 2021

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| MOTION: | Approve the RRAC Minutes – August 3, 2021 |
| RESULT: | ADOPTED [UNANIMOUS] |
| MOVER: | Sherry Powers |
| SECONDER: | Justin Reed |

b. Audit Committee

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| MOTION: | Reviewed and Approve the Audit Committee Minutes of August 5, 2021. |
| RESULT: | ADOPTED [UNANIMOUS] |
| MOVER: | Dean Vivian |
| SECONDER: | Mary Marois |

c. FY 2021 Budget Amendment, Initial FY 2022 Budget, 2022 Capitalization Plan –as modified to our agreement to pay the remaining withholding

MOTION: Approve the FY 2021 Budget Amendment, Initial FY 2022 Budget as Modified to Our Agreement to Pay the Remaining Withholding.
RESULT: ADOPTED [UNANIMOUS]
MOVER: Al Cambridge
SECONDER: Dean Vivian

d. CARF – Vision, Mission, Values

MOTION: Approve the Vision, Mission and Values.
RESULT: ADOPTED [UNANIMOUS]
MOVER: Mary Marois
SECONDER: Justin Reed

Mary Marois noted she has comments specifically to Ownership Linkage. She referenced Kate Dalhstrom’s comments and understands that we don’t normally respond to someone’s comments. However, she brought up at least two points that were more related to the Board than they were the organization. She felt at some point either today, a committee meeting or the next Board meeting that we address. One – as public appointees to a public Board I think we have responsibility to be accessible to the people that are out there. Currently our names and email addresses are not on our public website. She believes that they should be. Two – I think if someone has access to our agendas, they also should have access to the packets that goes with the agenda. So, when it is posted for the Board to see I think it should be posted on our website with all of the attachments for the public to also see. Third – Maybe this is a job for the Nominating Leadership Development Committee (NLD) that we ought to look at our agenda and that it should be worded in such a way that it is more understandable for people to look at. I think it is hard to understand. Maybe our new Board Members would be a little bit better judge of that than I am. She did go to Washtenaw County’s agenda, and they may have a different governance policy there was nothing on their agenda that they were getting into the business of the organization. But it really was understandable. Randy asked to please bring up with the NLD. Ty asked if it goes to the committee it needs to come to the Committee of the Whole so there can be discussion.

e. Capitalization Plan for 2022

MOTION: Approve the 2022 Capitalization Plan as presented.
RESULT: ADOPTED [UNANIMOUS]
MOVER: Dean Vivian
SECONDER: Ty Wessell

f. Board Governance Policies

MOTION: Approve the Board Governance Policies.
RESULT: ADOPTED [UNANIMOUS]
MOVER: Sherry Powers
SECONDER: Dean Vivian

Al asked for clarification why CARF wants annual approval when the Board discusses the policies in our monitoring reports on a monthly basis. Mary noted that in order to do what we do the reviewers have to go through all of this and shows that the Board did review these and this is what we do to prove that.

D. Board/CEO Linkage –

CEO Search Committee – Randy asked for others who are interested to be on the Search Committee - Penny, Dan, Justin. Randy noted that we will survey members to pull together an initial meeting.

Dean noted that he could not continue on the committee and the only way he could do that is as a facilitator because he may not be on the Board. He pulled together information that may help the Board. He indicated that he is moving and his plate is pretty full. This a five to six month commitment. He wishes us the best of luck and it was a great experience. It will take some time. We weaned down 75 applicants and will take time. He wishes us the best of luck.

Interim CEO Appointment/Wages – Randy identified he thought we had done this and if we need to reaffirm we should do so. It was noted that the time period identified was through July 25, 2021. Mary asked for the recommendation from HR or Joanie. Matt indicated that he did not know he was to have a recommendation. He shared a document for the CEO Search. He offered his services to the Board to help in the process. We created a general mailbox for applicants to submit and let him know if the Board wishes. Joanie honored the Board’s request in motion for wages to only occur through July 25. From July 25 until now she has been serving as Interim CEO without compensation for it. Her recommendation would be that the Board continue what was previously agreed upon and approve the Interim CEO wages at \$1100 per week from July 26 until the replacement is completed.

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| MOTION: | Approve the Interim CEO Receive \$1100 per week from July 25, 2021 until replacement. |
| RESULT: | ADOPTED [UNANIMOUS] |
| MOVER: | Barb Selesky |
| SECONDER: | Sherry Powers |

Mary asked if there are other actions that this Board needs to take with Karl’s retirement. We may have made to make those changes previously adding signatories. Lauri noted as soon as Joanie was made interim she made the change with Joanie’s signature in the payroll and general ledger system. The back up plan recommended Tracy as backup for signatory. There was discussion whether the Board needs to approve. Barb noted that she was surprised there were not two signatures. Lauri noted that we now sign electronically and our bank has a positive pay system where we are submitting checks with dollar values as secondary checks in the banking system. Mary would like to have someone research whether the Board had to approve. This is not needed if there is a motion.

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| MOTION: | Approved Joanie Blamer to sign checks for the payroll and general ledger system and Tracy Andrews as back-up. |
| RESULT: | ADOPTED [UNANIMOUS] |
| MOVER: | Al Cambridge |
| SECONDER: | Mary Marois |

11. OWNERSHIP LINKAGE:

A. *Citizen Comment* – None.

12. ANNOUNCEMENTS/BOARD MEMBER REPORTS:

- Al noted he really enjoyed the presentations and was very helpful and consider doing in the future.
- Penny reported that one of the biggest problems of the Board and its entities is misinformation. People say something on the news or in the newspaper and that becomes the story when that is not the story. There was a report on 9 & 10 News that Grand Traverse County Board of Commissioners limited the Health Department the ability to promote vaccinations. That was not true. They asked to include language on every piece of information they put out to “Please Consult Your Doctor With Any Kind of Medical Procedure”. This is standard language. She also noted that the Grand Traverse County Board of Commissioners were acknowledging that they do not have the right to tell a business what mandates they can have regarding masks, COVID methods or vaccinations. Not sure where things got twisted. She referenced what they have done

to assist the Health Department. She noted that misinformation is out there and wanted to make herself available about building relationships with law enforcement. She is meeting with them. If she can help to let her know.

- Dean noted he is in limbo right now as far as transition with his position representing the county . He has approached four people with no luck. He does not know whether he will be here next month.
- Randy presented Dean Vivian and Nina Zamora each with a certificate noting the Board's appreciation expressing our deep gratitude for their involvement and contributed to the people that we serve. Randy noted his gratitude to Nina for her participation at the NMRE and she was invaluable with her input and insights of being a person served.

13. SEPTEMBER 16, 2021 AGENDA PLANNING:

Reviewed agenda items.

14. MEETING EVALUATION:

Comments – None.

15. ADJOURNMENT:

The meeting adjourned at 4:26 p.m.

Respectfully Submitted,

Randy Kamps, Chairperson

Sherry Powers, Board Secretary

Debra Lavender, Recording Secretary
