



Emmet County Department of Health & Human Services Board
Board Meeting Minutes
Thursday, May 25, 2023

Carol Hansen, Chairperson, called the meeting to order at 9:57 am at the Harbor Springs Airport Conference Room (8350 M-119, Harbor Springs).

Board Members Present: Carol Hansen
Manny Cordova
Craig Lively

Board Members Absent: None

Staff Present: Lisa Ashley, Administrator
Jim Connaughton, Chief Financial Officer
Staff: Sonja Bosley, Director of nursing
Kathy Shaw, Director of skilled nursing
Jessica Berg, HR Director

Others Present: Vicki Ulrich, DHHS
Don Mapes, Emmet County Commissioner
Nick Maeder, Plante Moran
Tyler Luce, Plante Moran
Michele Nickel, Nickel Design

Staff Absent: None

Consent Agenda:

Craig Lively motioned to approve the consent agenda, Manny Cordova supported, no further discussion and **motion carried unanimously.**

DHHS/Bay Bluffs Board Chairwoman's Report: Carol Hansen

Carol Hansen reported that our DHHS meeting this week was interesting. Maureen Clore wasn't there as she was on vacation. Jen Duch chaired the meeting and provided information from the Child Stat Review for Charlevoix & Emmet County. Emmet County currently has 7 boys and 5 girls in foster care. Carol Hansen reviewed the permanency stats with the Board, commenting that Emmet County has very good stats.



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2022 Audit Report: By Nick Maeder and Tyler Luce of Plante Moran

Nick Maeder commented that he appreciates the opportunity to work with Bay Bluffs. Despite the challenges presented by Medicaid changes, staffing shortages, the Pandemic and changes in financial management staff, Bay Bluffs has done an amazing job. This is the first facility that they are comfortable with bringing their audit report to.

Nick went on to provide an Overview of the Audit Requirements, pointing out that there were:

- No corrected or uncorrected statements.
- No disagreements or difficulties in dealing with management.
- No significant issues with management prior to or during audit.
- No consultations with other accountants.
- No significant deficiencies.
- No material weaknesses.

Tyler Luce presented Financial Results including:

- Statement of Revenue, Expense and Change in Net Position
- Statement of Cash Flow
- Income Ratios
- Occupancy Percentage
- Resident Days by Payor Source
- Statement of Net Position Assets and Deferred Outflow of Resources
- Current Ratios
- Days Cash on Hand
- Accounts Receivable – Aging
- Net Accounts Receivable
- Bad Debt Expense
- Average Age of Facility
- Statement of Net Position Liabilities, Deferred Inflows, and Net Position
- Defined Benefit Plan Liability and Assets

Nick Meador Reported on the PM Point of View – 2022 Senior Living Industry Update:

- Workforce Challenges
- Medicaid Rate Setting
- Grant Funding – Direct care Wage Pass-Through
- Bank Activity
- FDIC Coverage
- Upcoming GASB Changes



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Finance Report:

Monthly Financials March 2023:

Jim Connaughton reviewed the summary report, with the Board and also provided the Balance Sheet the Statement of Operations for the Board's review.

Motion by Manuel Cordova, supported by Craig Lively to accept the Financial Report for March 2023.

Roll Call Vote: Mr. Lively, YES, Mr. Cordova, YES, Ms. Hansen, YES. Motion Carried.

Accounts Payable: The payables presented were approved for the period ending May 2023 in the amount of \$382,917.12. Motion by Craig Lively, supported by Carol Hansen to approve the May 2023 Accounts Payable Report as presented. **Roll Call Vote: Ms. Hansen, YES, Mr. Cordova, YES, Mr. Lively, YES. Motion Carried.**

Contracts: None

Capital Expenditures: None

New Business: Workforce Capacity Building Campaign: Introduction to Michele Nickel & Review of Short-term Plan

Michele Nickel introduced herself and the Board introduced themselves to Michele. Michele provided the Board with a typewritten Investigation & Discovery Report for their review. Michele reviewed the Report item by item with the Board, answered questions, and discussed the possibilities of moving some things ahead in the timeline. The Report consisted of:

Phase I – Investigation & Discovery Report

Strengths:

- Strong Employee Retention
- Long-term employee retention, with individualized Coaching, mentoring, support network to build upon strengths, flexibility to adjust to industry and individual changes.
- Resident and family/caregiver satisfaction
- Safety ratings
- Board Commitment to workforce capacity development
- Committed managerial staff to workforce capacity development.



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- Focus on slow, yet consistent growth to maintain quality standard for residents and colleagues alike.
- Flexible scheduling
- CENA sit training for Agape Health Care Schools
- Bay Bluffs colleague trained/available as CENA instructor.
- Tuition reimbursement
- Student loan reimbursement
- North Central Michigan College relationship
- Licensing reimbursement for fees and renewals
- Community relationships

Weaknesses:

- Lack of community awareness and absence of public relations
- Poor perception of geriatric care career opportunities due to high turn-over in other facilities
- Lack of community education about entry level career opportunities
- Elevated pay scale at larger/hospital facilities
- Historically tenuous Emmet County relationship
- Local housing – geographic reach of current employees spans 60+ miles

Opportunities:

Short-Term Objectives

- Member listings
- Social media profiles
- Resident and staff testimonials
- New, consistent copywriting including boilerplate statements.
- Photography
- High School website postings and newsletters about career opportunities for those not seeking further education.
- Public relations including website blog, press releases and broadcast media.
- Careers in Caring resources
- CENA site training instructor/employee in place; loosely estimated at approximately 50 students in first year.
- Promote RA and NA opportunities through CNC and area high schools.
- Support current CENA referral source with Bay Bluffs resources. Materials and content
- Referral incentives
- Hierology support



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- Emmet County website and social media employment postings/content
- Website conversion from Joomla to more user -friendly platform
- Initiate consistent, short-run collateral and business materials.

Long-term Objectives

Build Finalized Objectives:

Strategy

Action

Projected Outcome

- Re-evaluate efficacy of current logo and brand components to determine if a new or revised logo would be effective.
- Develop brand standards.
- Long-term, strategic campaign and annual execution calendar to incorporate all marketing aspects.
- Copywriting of new content, editing of current content for use on all marketing communications
- New business and collateral materials
- Develop Complete "Healthcare Workforce Alliance"
- Area high school post-grad and career counseling
- Videography, expanding on initial photography.
- Health and job fairs
- Maintain competitive base wage.
- Full website review and tracking analysis.
- Continued collaboration with regional and state care facilities.
- Maximize Foundation software capabilities.
- Collaboration/integration with Bay Bluffs Foundation website and collateral materials
- Board profiles
- Maximize memberships and partner relationships.
- Build outpatient rehabilitation program.
- Build volunteer program.

Threats

- Higher paying corporate entities (e.g., hospitals)
- Other medical care facilities competing for similar staff.
- Emmet County support
- Outdated facility
- Exterior gardens/landscaping conveys perception of consistent interior.
- Dissatisfied past employees (e.g., social media postings)
- Misconceptions about working in geriatric care.



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Board of Directors Marketing Contribution

Social media profiles (e.g., Linked In) – include Board position in profile; talking/copy points can be provided.

Social media – personally comment, like and share.

Discussion was held regarding upcoming photography and videography. The Board agreed to meet at Bay Bluffs at 8:00 a.m., on June 6th, for a brief photo shoot. Questionnaires will be sent out to the Board to complete and return to Michele.


Meeting Recap: None

Adjournment: Motion by Craig Lively and supported by Manuel Cordova to adjourn the meeting. No further discussion. All voted “Aye”. **Motion carried.** Regular Meeting adjourned at 12:34 p.m.

Upcoming Meetings: The next Regular Meeting is scheduled for June 29, 2023, in the Bay Bluffs Conference Room at 8:00 a.m.

6/29/23
Date

6/29/23
Date



Carol Hansen, Chairperson



Vicki Ulrich, Recording Secretary

Copies to: Carol Hansen, Manny Cordova, Craig Lively, Lisa Ashley, and Jim Connaughton.