



Emmet County Department of Health & Human Services Board  
Board Meeting Minutes  
Thursday August 18, 2022

Gayle Mroczkowski, Board Chair, called the meeting to order at 9:59 am at the Harbor Springs Airport Conference Room (8350 M-119, Harbor Springs).

**Board Members Present:** Gayle Mroczkowski  
Carol Hansen

**Board Members Absent:** Manny Cordova

**Staff Present:** Jim Connaughton, Chief Financial Officer  
Lisa Ashley, Administrator  
Sonja Bosley, Director of Nursing  
Jessica Berg, Human Resources Director

**Others Present:** Vicki Ulrich, DHHS  
Charlie MacGinnis, Emmet County Commissioner

**Staff Absent:** None

**Guests Present:** None

**Consent Agenda:**

Carol Hansen motioned to approve the consent agenda. Gayle Mroczkowski supported, no further discussion and **motion carried unanimously.**

**DHHS/ Bay Bluffs Board Chairwoman's Report:** Ms. Mroczkowski began by wishing Carol Hansen a Happy Birthday. Ms. Mroczkowski shared that she did re-apply with the Clerk's office to express her interest in continuing to be on the DHHS and Bay Bluffs Boards. Ms. Mroczkowski advised that at the DHHS meeting on Tuesday, the Board members from Grandvue reported that they have the very same challenges going on with census, staffing and Covid, as Bay Bluffs. It is important to remember that because, there is a feeling of being alone in the situation we are in. We are not alone. We are all experiencing the same problems.

**Finance Report:**

June 2022 Finance Report. The financial report for the month of June 2022 was included in the Board packets. Jim Connaughton presented the June 2022 Financial Report and called attention to the



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Summary Page. Our Census is 66. Down 8% overall on the budget with census being the driver. Motion to Approve the June 2022 Financial Report: **Motion by Carol, support by Gayle– ROLL CALL – GAYLE AND CAROL - All YES. Motion Carried**

- **Accounts Payable:** The payables presented were approved for the period ending July 2022 in the amount of \$175,713.67. **Gayle Mroczkowski motioned to approve the payables as presented. Carol Hansen supported. Roll Call vote: Ms. Hansen (YES), Ms. Mroczkowski (YES). Motion carried.**
- **Contracts:** None
- **Capital Expenditures:** None
- **Senior Millage Grant Application:** Lisa Ashley presented, and the Board discussed the Senior millage grant application. A breakdown of expenditures and revenue was provided in the Board Packet. **Motion by Carol, supported by Gayle to approve the Senior millage grant application. All Aye. Motion Carried.**
- **County Loan Repayment:** Lisa Ashley advised that last month there was no decision made regarding the 2<sup>nd</sup> quarter 2022 payment. Ms. Ashley recommended that the Board make the 2<sup>nd</sup> quarter payment. Ms. Ashley advised that we may want to make some adjustments to the 3<sup>rd</sup> and 4<sup>th</sup> quarter payments, and she will be discussing this with Dave Boyer at the county. We are hoping to receive some of the employee retention funds soon.  
**Motion by Gayle to approve the 2<sup>nd</sup> quarter county loan repayment in the amount of \$25,000. Carol Hansen supported. All Aye. Motion Carried.**

**Pandemic Response and Recovery Report:**

Gayle Mroczkowski began by thanking Lisa Ashley for keeping the Board, Residents, Staff and Families updated throughout the entire pandemic.

Lisa Ashley advised that the good news for right now is there are no new Covid cases. The last positive test was August 2nd. All prevention protocols remain in place including visit restrictions, mask use requirements and health screenings. Both monkeypox and polio are now on the infectious disease radar





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of public health officials. It is likely that there will be additional scrutiny in our setting regarding any and all infectious diseases that may impact residents.

**Census:** Lisa Ashley reported that there are no new changes to census or capacity at this time. We continue to meet the 85% rule for Medicaid.

**Staffing:** Lisa advised that night staffing remains at crisis levels with an average of 6 CENAs and 3 nurses each night.

**New Business:**

**Strategic Planning Overview:** Lisa Ashley

Lisa Ashley advised that the “roadmap to the future” for Bay Bluffs has been set on a detour due to COVID 19. COVID 19 has impacted staffing and facility capacity for 2 ½ years and continues to do so today. Over the course of the next several months, the Bay Bluffs Executive Team, with input from the DHHS Board Leadership Team and caregiving partners will create a strategic vision and develop several scenarios that will be used for planning purposes.

**Need for Services:** The need for long-term care, skilled nursing services is evident in the Emmet County Region via demographic review and current waiting list at the facility.

**Need for Staffing:** Remains a critical barrier to serving more community members. Bay Bluffs must retain current staff and creatively partner with community agencies to recruit new members to continue to rebound from the negative impact of the pandemic.

**Acute and complex care needs:** Those requiring placement in a facility are increasingly more acutely ill and have more complex care needs. The average age of those moving into long term care facilities is increasingly older as we continue to live longer. Physical space and staffing will be critical elements of caring for these acute, complex medical issues.

**Reimbursement Changes:** Michigan will be changing the long-term care Medicaid room and board payment structure. Exact implementation dates and model specifics are unknown currently. Anticipation of a positive impact for county medical care facilities is the consensus at this time.

**Quality of Care is key driver:** Decisions about admissions, staffing, investments, budgets, all center around maintaining the highest quality of care possible for residents.



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**Inflation is real:** The cost of goods and services, not just human capital, have increased dramatically since the pandemic began and there is no projected change. Future budgets and planning must include consideration of increased non-payroll related costs.

**Pandemic Relief Funds limited:** There will be limited opportunities for COVID relief dollars flowing to Bay Bluffs as 2022 ends. Budgets must reflect this end of resource.

**Smaller footprint:** With all the above assumptions, it is expected that at least one neighborhood will remain in an unavailable bed plan for the foreseeable future.

**What does the future look like:** That is the key question! Considering the above assumptions, it is difficult to specifically map out the strategy that is "linear" in nature. Rather, scenarios that offer an opportunity to be flexible when/if environmental factors (reimbursement, relief funds) or internal factors (staffing) change. The primary focus of leadership activities that will positively impact quality of care, census capacity, and financial stability is STAFFING.

Lisa Ashley advised that the current situation really is "choose your own adventure" because all we can do at this point is set up a plan with multiple scenarios, depending upon what happens.

Gayle and Carol both voiced their gratefulness for Bay Bluff's staff and the amazing work they have been doing throughout the pandemic.

**Cost/Benefit Analysis: Traveling Nurse aides:** Lisa Ashley

**Executive Summary:** As requested by the Board in July 2022, the Bay Bluffs Executive Team offers this cost/benefit analysis of contract staff utilization. While the current state of operations is not sustainable, the focus of the facility Leadership Team is on retaining the experienced staff, while growing long term recruitment strategies.

A short-term option for addressing staffing shortages and increasing census would be to engage a staffing agency to provide nurse aid services until permanent staff can be recruited.

This analysis addresses the current staffing challenges and provides an overview of the financial cost and intangible costs of engaging with contract staffing services.

**Problem Statement/Situation:** Due to the pandemic and a known shortage of healthcare staff, anticipated for more than 30 years, it has become more difficult to recruit nurses and nursing assistants. This issue is not specific to our facility but statewide, national, and global concern, compounded by too few training sites and a growing population of Baby Boomers who require care/services. In 2019, Bay





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Bluffs had just over 200 employees. Currently we employ 123 individuals and have reduced admissions due to lack of qualified staff. Currently, Bay Bluffs is competing with all sectors of health care to fill vacant RN, LPN, and Nursing Assistant positions.

In 2019, Bay Bluffs engaged with One Staff Medical to support staffing that was declining at that time, with limited success. Lisa Ashley provided a summary of the problems experienced with this contracted staffing. Some of these problems include the huge turnover rate, the quality of care and the fact that it is very expensive. Bay Bluffs' turnover rate, compared to Michigan and national nursing homes is roughly half that of competitors.

Lisa Ashley provided a financial analysis showing what it would look like if we were to bring on contracted staff, in an effort to increase our census. To increase residents by 9, we would need to bring in 8 CENAs, at an increased cost of \$832,000. This would be an increased revenue of 1,129,120, which would only provide a \$297,120 increased net revenue.

Additional implications of bringing on contract staff is the ability to house these new staff. Additionally, the fact that these contract staff are paid 2-3 times more than full time staff, creates morale issues and so facilities lose their seasoned staff. Nursing home colleagues have described their experiences with contracted staff as "a last resort", "unreliable" and "time consuming to manage the staffing gaps when they do not show up". There was no positive feedback.

Jessica Berg, Human Services Director, gave an update on employment efforts with Michigan Works. They have an on-the-job training program and Bay Bluffs can hire them and get a reimbursement for part of the employee's wages. Jessica advised that she is working on this with Michigan Works.

Sonja Bosley, Director of Nursing reported that Bay Bluffs has a Resident Assistant program. These are employees that are helpful to nurses aids. They are an extra set of hands and very helpful, clean rooms and spend time with residents. We are looking at the possibility of hiring these positions through a the PMP Temp Agency.

Jim Connaughton advised that he has used staffing agencies in the past. We don't have to hire the person. The Temp Agency hires them. We would pay roughly 145% of the wages and the Agency pays the taxes, etc. for the employee. They would come on board for 90 days and then join our staff if it is a good fit. If it is not a good fit, the employee would go back to PMP. We are exploring that avenue right now. We are also working with radio station KHQ to advertise the employment opportunities at Bay Bluffs.



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Lisa Ashley advised that she is not recommending at this time that we hire contract staff but, doing this analysis has helped them to come up with some other new, innovative ways to try to reach new staff. Ms. Ashley is asking the Board for a minimum of 6 months to allow for the strategies they are working on to produce positive results before we consider contract staff.

Lisa also provided an Employee Retention Plan for 2022, for the Board's review and information.

**Old Business:**

**Update on Resident Dining Room Project:** Lisa Ashley provided an update on Resident Dining Room Project. The only update is that the dumpster was moved. No other progress.

Discussion was held regarding the Dining Room project. Lisa has asked for an update from Dave Boyer.

Jim Connaughton, Joe, and Lisa are meeting every-other-week with Katie at the County to talk about other capital improvement projects.

**New Power Substation:** Lisa Ashely reported that she had a meeting this morning. With Nancy Rundell regarding the new power substation in Harbor Springs. They have not yet selected a location. One potential location is on Lake Street, across from Bay Bluffs. They are looking at designs but, there is no proposed design yet. They are looking at property first and then will come up with a design. People have asked Lisa to sign a petition regarding the new power sub-station but, she is asking the board for guidance on the issue of signing a petition. The Substation is needed and necessary, she would rather not have it right next door but, it is a huge positive to have this new substation. It is the opinion of the Board that Bay Bluffs should not sign any petition and stay out of it, other than to potentially send a letter that they are in favor of a new substation.

**Public Comment:** None

**Recap & Summary:**

- Jim Connaughton is going to report out on the ERC.
- Jim Connaughton and Lisa Ashley are going to report out on Senior millage monies.
- We will continue to get updates on the strategic planning process.
- We are going to revisit the county loan repayment.
- Continue to update on the Recruitment and Retention Plan.

**Adjournment:** Gayle Mroczkowski motioned to adjourn. Ms. Hansen supported, no further discussion. All voted "Aye". Motion carried. Regular Meeting adjourned at 11:38 am.





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**Upcoming Meetings:**

- The next Regular Meeting is scheduled for September 15, 2022, in the Harbor Springs Airport Conference Room at 10 a.m.

10/20/22  
Date

9/15/22  
Date

Gayle Mroczkowski  
Gayle Mroczkowski, Chairperson

Vicki Ulrich  
Vicki Ulrich, Recording Secretary

Copies to: Gayle Mroczkowski, Carol Hansen, Manny Cordova, Charlie MacInnis, Lisa Ashley, and Jim Connaughton.

