

**EMMET COUNTY DEPARTMENT OF HUMAN SERVICES BOARD  
BOARD MEETING MINUTES  
AUGUST 21, 2014**

Fred Simons, Board chair called the meeting to order at 10:03 a.m. at Bay Bluffs – ECMCF in the Conference Room.

**Board Members Present:** Fred Simons

Mary Horan

Marie Wayman

**Board Member Absent:**

None

**Staff Present:** Michael Greer, Chief Financial Officer

Sonja Bosley, Interim Administrator

Kristen Moore, Administrative Assistant

Kathy Abbott, Esq., Civil Counsel

Becky Krussell, Director of Housekeeping and Laundry

Sheri Streeting, Dietary Manager

Ted Monroe, Activities Director

Sheila Kruskie, Assistant Director of Nursing

Beata Gioutos, Admissions Coordinator

**Staff Absent:**

None

**Others Present:** Charie MacInnis, Liaison to Board/County Commissioner

**Others Absent:** None

**Guest(s)/Others Present:** None

**Agenda:** Mr. Simons asked if there were any additions to the agenda. Ms. Wayman requested that a debrief of the meeting be included in the recap and summary section of the agenda. Ms. Bosley introduced the staff members that would be making an appearance at the meeting. Ms. Abbott requested that a communication question be added to new business. Mr. Greer requested that discussion of the private pay rate be added to his report. **Ms. Wayman motioned to accept the agenda. Ms. Horan seconded the motion. Voice votes taken, motion carried.**

**Minutes:** Mr. Simons asked if there were any additions and/or corrections to the minutes of the July 17<sup>th</sup> meeting. Ms. Horan led discussion of the last section of the minutes. There was a comment misattributed to Ms. Abbott, and it should have been attributed to Ms. Wayman. Ms. Wayman clarified the comment that she made. There was discussion of what is and is not appropriate to be included in minutes. Ms. Abbott suggested that the Board establish guidelines regarding what is included in minutes. **Mr. Simons motioned to accept the minutes with the discussed amendment. Ms. Horan supported the motion, voice votes taken, and the motion carried.**

**Public Comment:** No one present

**Scheduled Appearance:**

1. Becky Krussell, Director of Housekeeping and Laundry: Ms. Krussell discussed that she has been in her position for 15 years. She oversees 14 full time staff- 8 housekeepers, 4 laundry aides, and

- 2 that are cross trained. She discussed where she purchases the products that are used in the facility. She mentioned that the laundry department processes 500-600 pounds of laundry per day, as well as sending 200-300 pounds per day to be processed by Valley City Linen. She has no concerns in her department at this time, and feels they are prepared for the upcoming state survey. She is currently focusing on teambuilding within her department.
2. Sheri Streeting, Dietary Manager: Ms. Streeting is a certified Dietary Manager, starting her second month at the facility. She feels that her team has excellent teamwork, and they work very well together with regards to problem solving. She has implemented new tracking logs and production sheets to improve efficiency. She has also included items that the state generally looks at. She discussed how the residents are offered options for their meals. She discussed some concerns with dating open containers, creating a master cleaning schedule, mold, pests, and non-dietary staff entering the kitchen without a hairnet in order to get coffee. She also discussed using ECS rather than tray cards for residents. She discussed some solutions she was looking in to. She also discussed state survey preparation with her staff, specifically things that the state will look for with her department and holding in-services. She mentioned that the RD report from a few months ago has been very helpful for her. Mr. Simons discussed the possibility of adding a soft serve ice cream machine. Ms. Streeting mentioned that she had gotten a quote for it.
  3. Ted Monroe, Activities Director: Mr. Monroe has been here for approximately 5 years, and oversees 6 staff members that have been with the facility for quite a while. He summarized some of the activities that his department put together for the residents for the months of June, July and August, including a Father's Day Dinner, Pet Fashion Show, going to Mackinaw Island, getting ice cream, dinner at Northwoods, trips to the casino, musicians performing at the facility, trips to the fair, and many more. He said that his department does not have any survey deficiencies, and also discussed what survey items involve his department. He also discussed the reasoning for not holding a pig roast this summer. Mr. Monroe discussed some of the requests he has heard from residents- requests for an ice cream machine and for bringing back the kiln for ceramics topped the requests. Mr. Simons asked Mr. Monroe about the newsletter. The Board members mentioned that they would like to receive copies of upcoming newsletters.
  4. Sheila Kruskie, Assistant Director of Nursing: Ms. Kruskie has been with the facility for over 7 years now, and has been filling in as the Admissions Coordinator. She explained her duties, and how she streamed lined and made processes more efficient. She created an Admissions Application that allows the family member to provide information about the resident which would allow them to be placed in an appropriate room. She discussed the waiting list as well. She also discussed hospital transfers, and said that the census has been at approximately 90%. She mentioned creating a document for incoming residents and their families that answers frequently asked questions.
  5. Beata Gioutsos, Admissions Coordinator: Beata has been a unit nurse at the facility for approximately 3 years, and is training with Shiela to take over the Admissions Coordinator position.

**Administrator's Report:**

- Leadership Report- Ms. Bosley met with the management and midmanagement staff to asked questions about why they were employed at the facility, their favorite part of their role, least favorite part of their role, changes they would make to their role and to the

facility, immediate staff needs, items they would like added to the facility, and other concerns. She summarized their answers for the Board. There was discussion of staff recognition and bringing back the “Wow Board”, as well as the reason(s) why it was discontinued. Ms. Bosley mentioned that one of her top priorities is increasing staff recognition and easing staff concerns. She would like to create a formal staff recognition program, including an annual staff satisfaction survey. Mr. Greer mentioned that a suggestion box has been installed in the employee break room, and that some feedback has been received.

- **Survey Results and Plan of Correction-** There were 4 citations from the state follow up visit. There was a surveyor at the facility for 2 days. The citations were F Tag 225 (Investigate/Report Allegations/Individuals), 226 (Develop/Implement Abuse/Neglect Policies), 241 (Dignity and Respect of Individuality) and 323 (Free of Accident/Hazards Supervision/Devices). Ms. Bosley explained that the investigator was aware of and understanding of the changes that the facility is undergoing. Ms. Bosley explained the Plan of Correction, including updated the abuse prevention policy, and mandatory staff in-services. Ms. Bosley also mentioned that the facility is due for its annual survey.
- **Turnover Report-** The HR Director has put it notice due to person reasons, the Assistant Director of Nursing has turned in her resignation due to moving out of state, and the Director of Nursing has put in her resignation as well. Mr. Greer explained these resignations, and wanted to make the Board aware that these are due to uncontrollable life circumstances, and not due to changes in administration. Mr. Greer explained that there is a lot of crossover between the ADON and DON positions, and that some of the DON candidates may be interested in the ADON position. He also explained some of the orientation and training process.
- **QA Committee-** Ms. Bosley shared the Quality program that she was familiar with due to her hospice background. The program is called QAPI (Quality Assurance Performance Improvement). She mentioned that this program allows you to do something with the data collected, and how that data can be used to improve the facility. She recommended that the full time Administrator implement the QAPI program. She also discussed the scorecard that is used with QAPI.

**Turn Over Report:** June- 8 new hires, 4 resignations and 2 quit without notice

July- 4 hires, 1 termination, 4 resignations, 2 quit without notice

August- 10 hires, 3 resignations, including 1 not coming back from maternity leave. The other 2 resignations were CNAs moving out of the area.

There was discussion of how CNAs have a tendency to move between facilities. Mr. Greer mentioned that some of the 10 that were hired in August were actually employees that had gone elsewhere and came back to the facility.

Kristen Moore introduced herself as the new Administrative Assistant.

Ms. Bosley mentioned that she had met with the nursing team to determine how to divvy up the ADON responsibilities after Ms. Kruskie leaves. She also discussed how she wants to send an email to the staff to

keep them up to date with the changes taking place. She also suggested sending a similar letter to the families of residents from the Board and herself. It was determined that Ms. Bosley would draft the letter, and it would be signed by herself and each of the Board members.

#### **Chief Financial Officer's Report:**

- **July 2014 Cash Report:** The cash report for the month ending July 31 was distributed in the packets. Mr. Greer reviewed and explained the report to the Board.
- **June 2014 Financial Report:** The financial report for the month ending June 30 was included in packets as well. Mr. Greer reviewed and explained this report to the Board. **Ms. Wayman motioned to approve the financial report. Ms. Horan supported. Voice vote taken, motion carries.**
- **Payables:** The Board had not finished reviewing the payables at the time of the meeting. It was decided that the Board would recess after the regular meeting to finished reviewing the payables, and then reconvene to vote on them.

The July and August payables presented today were reviewed and approved for the period ending August 21, 2014 as follows:

7/23/14:	\$152,036.39
8/07/14:	\$23,353.20
8/21/14:	<u>\$267,381.25</u>
Total:	\$442,770.84

- **Private Pay Rate:** Mr. Greer led discussion about raising the private pay rate of the facility effective October 1, 2014. The current private pay rate is \$253.00 per day, and there was not an increase in the private pay rate in 2013. Mr. Greer proposed raising the private pay rate to \$258.00 per day, and explained how he got to that number. **Ms. Horan motioned to raise the private pay rate to \$258.00 per day, effective October 1, 2014. Ms. Wayman seconded the motion. Roll call votes taken: Fred Simons (YES), Marie Wayman (YES), Mary Horan (YES). Roll call vote passed.**

#### **Old Business:**

- **Search for New Administrator**
  - Mr. Greer handed out an updated list of candidates to the Board members. There were 14 candidates, but 8 likely do not meet the minimum requirements or had previous issues with employment at the facility. It was discussed that Mr. Greer should send an email to each of the candidates updating them as to tentative timelines and the process that would be in place. **Mr. Simons motioned that Mr. Greer should send said email. Ms. Wayman seconded the motion. Voice votes taken, motion carried.**
  - Mr. Greer said that Ms. Bosley had indicated to him that if Lisa Ashley (one of the Administrator candidates) were to be selected for the position, she would be interested in the Director of Nursing position.
  - Mr. Greer discussed qualities that he would like to see in the new Administrator, including proven leadership.

- The Board requested that Mr. Greer do an initial screen of the candidates to narrow down the number of candidates for the position. They also requested documentation of the criteria Mr. Greer used to do the initial screen, along with his notes.
- There was discussion regarding forming a selection committee to interview the candidates. It was determined that the Board members, along with Mr. Greer, the Director of Nursing (Lynne Kalkofen), and a Social Worker (Kelly Raredon) would sit on the committee. Mr. MacInnis volunteered to be the 7<sup>th</sup> member of the committee.
- The Board decided to meet Tuesday, August 26<sup>th</sup> to discuss the initial candidate screens and to review the interview guide. It was also determined that the goal would be to hold interviews during the first week in September.

- **Human Resources Update**

- **Admissions Coordinator:** Mr. Greer explained that the position was posted internally, as well as in local newspapers. Ms. Bosley mentioned that there were approximately 12 candidates, but many without a nursing background. There were 4 viable candidates. They held interviews, and ultimately second interviews, which included members of the direct care staff that would be working with the Admissions Coordinator, such as Unit Care Coordinators and Social Workers. Ultimately an internal candidate, Beata Gioutsos was selected. Mr. Greer said that she was very qualified, and that the staff was happy to see an internal candidate promoted.

- **Responsibility for Ongoing H.R. Activities-** Mr. Greer said that he would likely be picking up most of the ongoing responsibilities. The position was posted internally, with minimum qualifications in order to discourage people without any experience from applying. He mentioned that he has received several applications. He also stated that Ms. Adams would stay on as long as possible in order to ease the transition.

- Mr. Simons said that while the Board does not need to be involved in the day to day H.R. activities, they would like to be kept up to date with major decisions, such as staffing key positions.

- **Dr. Blanchard:** Mr. Simons mentioned that Dr. Blanchard would like to attend Board meetings when possible, and potentially be included in the interview process. It was determined that the Board would invite him to participate if he is interested. Mr. Simons volunteered to contact him to discuss.
- **Fund Board:** Ms. Horan brought up the fund Board, mentioning that there hasn't been any news from them recently. The role of the fund Board was discussed. It was determined that this issue would be revisited after a full time administrator is hired.
- **Conflict of Interest Disclosure Report:** Mr. Simons reminded the Board members that they need to fill out a Conflict of Interest Disclosure Report. Mr. Greer said that at least internally, the facility is in compliance.

**New Business:**

- **Review of Employee Expense Reimbursement Policy:** This issue was tabled until the next regular Board meeting.

- **Review/Update of Current Bay Bluffs Employee Handbook:** This issue was tabled as well. The Board and Mr. Greer expressed the need for the handbook to be updated for consistency and potentially reformatted.
- **Credit Card:** Mr. Greer brought up an unauthorized purchase made by Ms. Laseck on her business Visa. Mr. Greer spoke to her and discovered that it was an error, and received her authorization to deduct the purchase from her severance pay. He believes that the purchase was unintentionally put on the business Visa, and that the issue has been resolved.
- **Communications Question:** Ms. Abbott requested the Board's permission to share an email, covered by attorney-client privilege, with the attorney hired by the county to investigate the allegations made by previous employees. She clarified that the attorney is reviewing the materials that were turned over, and will be making his recommendation to the county. The Board granted Ms. Abbott permission to share the email in question to the attorney.

**Communications:** None

**Public Comment:** None

**Announcements:** None

**Recap & Summary:** Ms. Wayman gave a recap of the meeting. Ms. Bosley will let the Board know of the approval of the Plan of Correction by the state. She will also begin to put together an employee recognition program. She will begin implementing the QAPI program, and will also draft a letter to resident families and staff. Mr. Greer will notify families of the new private pay rate, will send an email to potential administrator candidates updating them on the hiring timeline, and will also screen the candidates and prepare the interview guide. Mr. Simons will contact Dr. Blanchard. Ms. Horan questioned that claim that Ms. Laseck was given a 6% raise. Mr. Greer clarified that her salary was not in line with average. The salary increase was included in the budget, which the Board approved, and was done solely to bring her salary in line with the average. Mr. Greer said that the same was done with other positions in the facility. Ms. Abbott suggested that the budget by reviewed more carefully in the future to be aware of salary increases that may be included.

**Adjournment:** Meeting adjourned at 1:28 p.m.

**Upcoming Meetings:**

- Next joint meeting is scheduled for **Tuesday, September 16, 2014**, in Petoskey, at 9:30 a.m.
- Next Board Meeting will be **Thursday, September 18, 2014**, at 9 a.m. for approving financials and at 10 a.m. for the regular Board Meeting.

*[Handwritten signature]*  
Date 9/18/14

*[Handwritten signature]*  
Fred Simons, Board Chairperson

Date 9/18/14

*[Handwritten signature]*  
Kristen R. Moore, Recording Secretary

Copies to: Mary Horan, Marie Wayman, Fred Simons, Kathy Abbott, Charlie MacInnis, Sonja Bosley, Michael Greer, Gail Martin and Marilyn May.