

**SHIAWASSEE COUNTY MEDICAL CARE FACILITY
SHIAWASSEE COUNTY HEALTH AND HUMAN SERVICES BOARD MEETING MINUTES
September 28, 2018: ADMINISTRATOR'S CONFERENCE ROOM**

CALL TO ORDER: Mrs. Knauff called the meeting to order at 10:00 AM. The following attended: Londa Knauff (Chairperson), Cindy Cville (Co-Chair), Shana Espinoza (Administrator), Sandy Lamb (Human Resource Manager), Theresa DeLau (Director of Nursing), Jeff Smithingell (Plant Operations Manager), Jennifer Zamora (Dietary Manager), Phil Alt (CFO) Kelly Knieper (Office Manager, Billing), Rachel Baldwin (Marketing/PR), Steve Girard (Attorney), Zack Zechmeister (Spence Brothers) via telephone, Greg Bontrager and Chelsea Edwards (Administrative Assistant to the Administrator).

Approval of the Shiawassee County Medical Care Facility/Shiawassee County Department of Health and Human Services Board meeting minutes from August 24, 2018: Mrs. Cville moved to accept the minutes of the August 24, 2018 meeting; Mrs. Knauff supported the motion, which passed by an all yeas vote.

1. **Public Participation:** Michelle Bishop, employee at Pleasant View, was present to ask questions about policies and procedures.
2. **New Pleasant View Building- Analysis of Building Project Costs/CON:** As discussed in previous board meetings, the building project overran its approved costs by more than the threshold. As a result, an amendment to the CON was requested to accommodate the increased project costs. The amendment was filed on May 16, 2018 through the services of Walt Wheeler and is currently being processed. We should hear from them in October.
3. **New Pleasant View Building- Building Update:** Mrs. Espinoza reported that we have made progress with the outstanding building needs; several items have been resolved, while some are still in progress. We are in constant communication with Spence Brothers. Mrs. Espinoza explained that the rooftop unit on Harbors went down and is getting repaired next week. Mr. Zechmeister and Mrs. Espinoza discussed back up plans should this happen again. Mr. Zechmeister gave an update on the progress on outstanding issues.

At 10:27AM, Zack Zechmeister left the meeting (via telephone).

4. **New Pleasant View Building- Marketing/PR:** Mrs. Espinoza reported that the facility is preparing for our Christmas commercial, which will air in 2019. Pleasant View had its first Eden Fun Day; the staff participated in a game of Eden Feud. The Community Relations Team has added new members. The CRT decorated the lobby for fall. We had our first volunteer start last week and the admissions waiting list was organized.
5. **New Pleasant View Building- Star Rating with CMS:** We are still a 5 star facility, we are continuously working to meet the requirements to maintain this status.
6. **Financial: Accounting System Change:** Mrs. Espinoza explained that we would like to switch our accounting system from Great Plains to Point Click Care (PCC), effective 1/1/19. We have reviewed our current contract with Great Plains and found that we have paid for these services through 6/21/19. Services can be cancelled at any time, but we will not be refunded our renewal fee if we cancel prior to 6/21/19. Our annual fee for Great Plains, not including training and support costs, is \$2,121.48. The total training and support costs with Great Plains for 2017 was an additional \$665.00 and YTD 2018 is \$4,429.74. The annual fee for PCC would be

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\$3,558.96 (\$296.58 per month). The cost of implementation and training for PCC is a one-time fee of \$2,100.00. The training includes webinars that we will always have access to and 5 hours of customized training. Future support for the GL/AP Package in PCC would be covered under our current agreement with PCC. The benefit of moving from GP to PCC provides cloud based storage (PCC) versus the use of server space (GP), allowing for better reliability of safeguarding data. Further, it is more integrated into the billing and clinical system, noting we currently use PCC for those functions. Finally, PCC provides a simplified and integrated reporting system that allows for easy access to financial reports and month-end information. Mrs. Civile made the motion to approve the switch from Great Plains Accounting Systems to Point Click Care; Mrs. Knauff supported the motion, which passed by an all yeas vote.

7. **Financial- Memorial Fund:** Because this fund is under review, amounts will be presented at a future board meeting. We are looking into changing the name of this account to Memorial/CRT (Community Relations Team) because we would like to combine this with CRT fundraising money. Some of these funds are already being used for CRT staff recognitions.
8. **Financial Report:** Mr. Alt presented the July and August 2018 unaudited financials. Mrs. Civile made the motion to approve the July and August 2018 unaudited financials; Mr. Knauff supported the motion, which passed by an all yeas vote.
9. **Financial- Accounts Payable:**
 - Mrs. Espinoza presented the accounts payable check register dated 8/22/18 for \$567,661.98. Mrs. Civile made the motion to approve payment of the check register 8/22/18 for \$567,661.98; Mrs. Knauff supported the motion, which passed by an all yeas vote.
 - Mrs. Espinoza presented the accounts payable check register dated 9/5/18 for \$264,455.95. Mrs. Civile made the motion to approve payment of the check register 9/5/18 for \$264,455.95; Mrs. Knauff supported the motion, which passed by an all yeas vote.
 - Mrs. Espinoza presented the accounts payable check register dated 9/18/18 for \$501,537.09. Mrs. Civile made the motion to approve payment of the check register dated 9/18/18; Mrs. Knauff supported the motion, which passed by an all yeas vote.
10. **Financial- Payroll:** Mrs. Espinoza informed the board that payroll is down \$14,000 and OT is down \$6,000 (approximately \$3,000 each pay).
 - Mrs. Espinoza presented payroll from 8/6/18-8/19/18 for \$387,473.41, which was paid on 8/31/18. Mrs. Civile made the motion to approve payroll from 8/6/18-8/19/18 for \$387,473.41; Mrs. Knauff supported the motion, which passed by an all yeas vote.
 - Mrs. Espinoza presented payroll from 8/20/18-9/2/18 for \$391,612.27, which was paid on 9/14/18. Mrs. Civile made the motion to approve payroll from 8/20/18-9/2/18 for \$391,612.27; Mrs. Knauff supported the motion, which passed by an all yeas vote.

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11. **Financial- Attorney Retainer:** Mrs. Espinoza explained that we utilize the services of Barbara Baker Omerod for several resident needs; for example, there are times when the facility needs to petition for a Guardian or Conservator for a resident. Ms. Omerod assists us with filing these petitions. The attorney will not perform services for us without payment up front, which places a lot of last minute stress on the business office/team. She has stated she would be willing to work on a retainer of \$1,000. For 2018, she filed 10 petitions for the facility. The cost for each service ranges from approximately \$575-\$950. Having the retainer would allow timely filing that would not delay needs. Mrs. Civile made the motion to approve a retainer with attorney Barbara Baker Omerod for \$1,000; Mrs. Knauff supported the motion, which passed by an all yeas vote.
12. **Financial- Occupancy Data Comparison:** Mrs. Espinoza presented the occupancy data comparison, which showed the average daily occupancy to be higher in August 2018 than in August 2017 with lower readmissions and higher discharges compared to 2017.
13. **Financial- Write-Offs:** Mrs. Espinoza explained that we have several write-offs to review due to efforts by the business office to get AR caught up, she presented an attached document that contained the details for each write-off. Mrs. Espinoza stated that with the addition of a full time billing assistant and improved efficiency in the business office processes, we are anticipating less write-offs over the next year. We are also looking in to the possibility of adding an outstation worker to assist with Medicaid.
 - Mrs. Civile made the motion to approve write-off #1 for \$9,293.85; Mrs. Knauff supported the motion, which passed by an all yeas vote.
 - Mrs. Civile made the motion to approve write-off #2 for \$8,194.46; Mrs. Knauff supported the motion, which passed by an all yeas vote.
 - Mrs. Civile made the motion to approve write-off #3 for \$6,051.13; Mrs. Knauff supported the motion, which passed by an all yeas vote.
 - Mrs. Civile made the motion to approve write-off #4 for \$26,307.60; Mrs. Knauff supported the motion, which passed by an all yeas vote.
 - Mrs. Civile made the motion to approve write-off #5 for \$51,432.18; Mrs. Civile supported the motion, which passed by an all yeas vote.
 - Mrs. Civile made the motion to approve write-off #6 for \$81,110.03; Mrs. Knauff supported the motion, which passed by an all yeas vote.
 - Mrs. Espinoza presented two write-offs under \$500, which she and Mrs. Knieper have allowance to write off.
14. **Financial- Private Pay Rate:** Mrs. Espinoza explained that as we review the 10/1/2018 Medicaid rate and consider a projected plant cost component, we are concerned the current private pay rate will cause us to lose out on reimbursement. Mr. Alt presented a detailed assessment of the rate setting process and discussion about setting an appropriate private pay rate took place.
15. **Financial- Quality Payment for Re-admission Rates:** Mrs. Espinoza explained that we have received the first notice of the impact on our payment system due to hospital readmission rates. This data is based on our 2015 readmission information. Thanks to the hard work of our team, based on our level of re-admissions, we will be

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receiving a .02% increase in our Medicare payment starting 10/1/18. This rate can/will change every year for the next 10 years.

16. **Operations- Compass:** Mrs. Espinoza explained that as approved at the last board meeting, the final payment to Compass has been made in the amount of \$115,000.
17. **Operations- State:** Mrs. Espinoza informed the board that state arrived at the facility on Tuesday, August 28, 2018. They came to investigate the outstanding FRI for the burn, as well as several report complaints from families. The state left on Wednesday, August 29 with no citations. We are waiting on our annual survey to occur at any time. She stated that we also reported a medication incident to the state on 8/31/18.
18. **Operations- Incident/ Accident Report:** Mrs. Espinoza presented the June-August 2018 incident/accident report at the meeting.
19. **Operations- Outpatient Therapy:** As discussed in previous board meetings, assessments to determine how and when to roll out this service is ongoing. Mrs. Espinoza anticipates no update until after the first of the year.
20. **Operations- Board Member Agenda Option:** Mrs. Espinoza informed the board that we ordered the tablets (as approved at the board meeting last month). We hope to roll these out with the new agenda format next month.
21. **Operations- Rotary:** Mrs. Espinoza expressed that the board has been very gracious in approving the costs for her to attend Rotary. However, she is finding that she is unable to attend the meetings; they conflict with many events that she has. Mrs. Espinoza would like the board's permission to cancel her membership. She would also like to consider approval for the facility to pay for a different staff member to attend, should we find a good fit. The members of the board stated that they have no objections in this matter.
22. **Operations- TRIARQ:** Mrs. Espinoza explained that Bryan Baumann, a representative at TRIARQ Health, is in discussions with us regarding obtaining a contract with their company. She explained that this partnership would be considered a bundled payment program and that their goal is to partner with healthcare leaders (in this case our facility would be one) that they believe will provide quick, quality outcomes for residents in their program. The residents in their program will need aggressive therapy services following hip and knee surgery. She further explained that their objective is to care for residents in this program aggressively and quickly to return them home in a short time. TRIARQ makes their money by coordinating the care in a way that saves costs (such as shorter SNF stays). Mrs. Espinoza explained that we will bill as we usually do. No money is exchanged between the companies unless we go above the agreed upon cost to provide service, or beyond the agreed upon length of stay. If this occurs, we may be required to refund TRIARQ on some of the costs. Agreeing to the partnership with TRIARQ will provide another avenue for referrals to our facility. She stated that we will still service our county residents first, as according to our admissions policy. This

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program was recommended by our financial consultant, Julie Kearney. We are still negotiating the contract; the verbiage for the payment sections is still not appropriate to what we need clarified in order to sign the contract. Mrs. Espinoza explained that negotiations are still ongoing and that if the verbiage is appropriate to what we need, we recommend board approval to sign the contract. Mrs. Civile made the motion to sign a contract with TRIARQ pending needed corrections in the payment sections; Mrs. Knauff supported the motion, which passed by an all yeas vote.

23. **Strategic Planning- Culture Change Journey:** Eden plans are underway. The Neighborhood Guides are meeting weekly. The team is working on developing team Eden days that will take place every other Friday.

24. **Human Resources- Admissions:** Mrs. Espinoza reported that as discussed at the last board meeting, we had an open admissions position due to the employee moving to a new role in the facility. Because of the increased demand in the area of admissions, we have restructured the admissions department. Rachel Baldwin, our Marketing/PR manager, is now supervising the admissions process. We have hired a new employee to serve as Mrs. Baldwin's assistant to admissions. This person may also assist with Marketing/PR as they become comfortable in the job. This structure allows back-up assistance to both Marketing/PR and Admissions. The cost of these changes were budget neutral due to the combination of the Marketing/PR with Admissions.

25. **Human Resources- Union Negotiations:** Mrs. Espinoza explained that union negotiations are still underway. Steve Girard, attorney with Clark Hill, is assisting us with negotiations.

26. **Human Resources- EEOC:** Mrs. Espinoza reported that as discussed at the last board meetings, on January 25, 2018 we received a complaint that was filed against us through the EEOC. This was in regards to a complaint of sexual discrimination. We have involved our lawyers for assistance. No further information to present at this time. On March 12, 2018 we received a complaint through the EEOC alleging discrimination. Legal assistance has been obtained. On March 13, 2018 we received a second complaint through the EEOC alleging discrimination. A letter from the same employee who filed this complaint was given to the Administrator days prior. Legal assistance has been obtained for this complaint as well. Per Administrator request, an investigation has been conducted through the law firm Clark Hill. Mrs. Espinoza gave an update stating that on September 11, 2018 we were notified that this charge has been closed with no findings. On June 14, 2018 we received a third complaint through the EEOC alleging discrimination. Legal assistance has been obtained for this matter as well. This complaint was closed by the EEOC a short while later on June 18, 2018. Mrs. Espinoza explained that our responses have been submitted for all claims with the exception of the June 14, 2018 complaint, since it was closed. We are awaiting the next direction from the EEOC.

27. **Human Resources- Paychex:** Mrs. Lamb explained that we currently utilize the services of Paychex for time and attendance and payroll. They (Paychex) would like

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us to sign an 18-month contract; we do not currently have a contract with them. If we do agree to the 18-month contract, we get additional services at a cost savings. An attached cost break down was presented. The cost to add the contract includes an initial fee, but still results in savings. The added benefits include combining our employee assistance program in with Paychex services (we currently utilize Lifeworks at a cost of \$374/month). They will assist with HR onboarding practices and assist with updating the employee handbook. In addition, they offer training programs for managers. Lastly, the new cost includes the cost of W2's (which we currently pay a separate fee of \$2,500). Mrs. Civile made the motion to approve an 18-month contract with for Paychex services; Mrs. Knauff supported the motion, which passed by an all yeas vote.

28. **Updated Policies:** Mrs. Espinoza presented policies that have been revised/created.
- **Write-off Policy:** The board has approved this process, but a formal policy was never in place.
 - **Drug Destruction Policy:** We needed to update the system for this process. Training is beginning soon.
 - **SAC Contract:** This is not a policy, but a partially grant funded partnership with SAC. They will bring different art activities to our residents weekly, for approximately 42 weeks. The cost is \$5/resident for each class. Resident council is considering paying the costs. If they do not, we could utilize funds from the facility. The maximum cost would be \$4,200.
29. **Physical Plant- HVAC System:** Mrs. Espinoza explained on September 12, 2018 the roof top unit over Harbors went down, resulting in no air conditioning. The temperature that day did not go above 79 degrees; the temperature, per state guidelines, cannot exceed 81 degrees in the facility. She explained that we monitored throughout the day and it did not exceed the 81 degrees. A temporary fix was put in to place on September 12, 2018. The system is still being assessed and worked on.
30. **Physical Plant- Unit Exit Doors:** Mrs. Espinoza explained that since we have moved in to the facility, we have been concerned with the volume of the alarms on the exit doors (on the resident units). They were very soft and were easily missed by staff, which put residents at risk for elopement. We added sensor alarms we bought from Home Depot as a temporary fix. We found that they are loud, but not easy for staff to reset, and are easily turned off. Thanks to Mr. Smithingell's research, we identified that a louder alarm can be wired in to the doors. Mrs. Espinoza explained that we trialed the alarms on two of the doors (at a cost of \$1,800) and found them to be satisfactory. We would like permission to install these on 4 additional doors; this will be a big benefit to assist with resident safety. The cost for the additional doors is \$3,600. She further explained that we had recently locked down the doors on the Harbors unit (waiver was obtained from the state to do so), so the alarms are not needed on those doors. The total cost for this project is \$5,400 and the work is performed by Vanguard. Mrs. Civile made the motion to approve Vanguard to install

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the door alarms for \$5,400; Mrs. Knauff supported the motion, which passed by an all yeas vote.

31. **Nursing- Quality Assurance Performance Improvement Plan (QAPI) and CASPER Report:** Mrs. DeLau explained that the state requires the board to have involvement in QAPI plans and the facility assessment. She presented the highlights of the requirements and presented the facility CASPER report.
32. **Nursing- Resident Matter:** Mrs. Espinoza explained that a day report was sent to the state on August 31, 2018 for a potential medication incident.
33. **Activities- Update:** Mrs. Conklin presented a schedule of upcoming events for the remainder of 2018.
34. **IT- Resident Phones:** Mrs. Espinoza explained that we have had numerous complaints regarding resident phones. They drop calls and quit working spontaneously. She explained that we have been working with SPS (ConvergeOne), who supplied the Cetus phones for us. After numerous upgrades have failed, we have requested a refund and a new phone. She further explained that testing has determined that the actual phones themselves are causing the issues. Cetus has agreed to full refund for their phones. We are still waiting for the official dollar amount, but they initially cost \$190 per phone and we have 50 of them for a total of \$9,500. We have tested a new phone by putting 5 in to use and they seem to be working, so we have ordered 45 of these in addition to the 5 we have been testing. The cost of these phones is approximately \$125/each for a total estimated cost of \$6,250. Mrs. Espinoza explained that we will pay the cost of the new phones, but will continue to work with the company until we get refunded for the initial phones.
35. **IT- Website Switch:** Mrs. Espinoza explained that we currently utilize 360 Media for our website. We are proposing that we switch to utilize Common Angle. She stated that we currently utilize Common Angle to support the majority of our IT needs and that it would be a benefit to include the website in the support services they provide. In addition, there would be a cost savings. She presented a cost break-down between the two companies. 360 Media does not currently have our website ADA compliant. To do so would cost additional. There are no contracts in place requiring us to stay with 360 Media. Mrs. Civile made the motion to approve the change from 360 Media to Common Angle for website development and support; Mrs. Knauff supported the motion, which passed by an all yeas vote.
36. **IT- Additional Cameras:** Mrs. Espinoza explained that as we continue to settle in to the new facility, we are finding additional needs for camera installation. She stated that we have identified that the medication rooms do not have a camera monitoring system and that since these rooms hold medications, we feel it is important to have a system in place to monitor the activity in those rooms. In addition, we are going to place the new narcotic destruction system in these rooms. The cost per unit is \$1,850 with the total cost being \$5,550. Mrs. Civile made the motion to approve

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additional cameras for the medication rooms for \$5,550; Mrs. Knauff supported the motion, which passed by an all yea vote.

37. Next Meeting Date:

- Friday, October 26, at 10 AM in the Administrator's Conference Room.

38. Adjournment: Mrs. Civile made the motion to adjourn the meeting at 12:33 PM; Mrs. Knauff supported the motion, which passed by an all yea vote.

Meeting Adjourned at 12:33 PM.

Administrator

Board Chairman