

**Northeast Michigan Community Mental Health Authority Board  
Strategic Planning (Part III)  
July 8, 2021**

**I. Call to Order**

Chair Eric Lawson called the meeting to order in the Board Room at 3:00 p.m.

**II. Roll Call and Determination of a Quorum**

Present: Robert Adrian, Geyer Balog, Les Buza, Bonnie Cornelius, Roger Frye, Lynnette Greskowiak, Eric Lawson, Gary Nowak, Terry Small

Absent: Judy Jones (excused), Terry Larson (excused), Pat Przeslawski (excused)

Staff & Guests: Lisa Anderson, Carolyn Bruning, Lee Ann Bushey, Lynne Fredlund, Larry Patterson, Connie Cadarette, Mary Crittenden, Rebecca D, Nena Sork, Erin Fletcher, Jen Whyte

**III. Pledge of Allegiance**

Attendees recited the Pledge of Allegiance as a group.

**IV. Appointment of Evaluator**

Les Buza was appointed as evaluator for this meeting.

**V. Acknowledgement of Conflict of Interest**

No conflicts were identified.

**VI. Information and/or Comments from the Public**

There were no comments presented.

**VII. Approval of Minutes**

*Moved by Roger Frye, supported by Terry Small, to approve the minutes of the June 10, 2021 meeting as presented with a correction to the next meeting date.* Gary Nowak voted "no" due to his absence at the meeting. Motion carried.

**VIII. Educational Session – Strategic Plan Review**

Board members reviewed the Mission and Vision Statements. The Core Values were reviewed. There were no recommendations for revisions to the Mission, Vision or Core Values.

The "Forces in the Environment..." were reviewed with some minor revisions. Bob Adrian indicated he had received a response from Senator Stamas related to the recent resolution Alpena County had passed for the "Gearing Toward Integration" issue. Bob will share the correspondence with Nena Sork. Eric Lawson requested additional explanation related to the 1115 Waiver application. Nena Sork noted this has been an application process Michigan has been undertaking for a couple of years. The services included in this waiver are offered in other states and this would allow billing under different codes. The workforce and technology bullets are still appropriate. Eric Lawson noted getting staff trained in the evidence-based practices especially during staffing shortages can be taxing.

Board members reviewed the goals established during Strategic Planning last fiscal year. The first goal reviewed is related to reducing metabolic syndrome in both adults and children. Bob Adrian inquired as to what process is used when an outlier in the physical health is identified. Nena Sork reported the nursing staff works with the primary care provider and for those individuals eligible for the Behavioral Health Home, enrollments occur and they are monitored through that collaborative program. This goal will continue in next fiscal year.

The second goal is related to promoting a trauma-informed community through education... Board members felt this was also a goal to continue.

The third goal is related to supporting and expanding services to all children and young adults diagnosed with autism spectrum disorder. This goal will also continue. The Agency has enlisted services through contractual arrangements and there are three providers working with us to address service demand.

The next goal is to "coordinate community education and partnership in suicide prevention." Board members suggested this goal continue.

Nena Sork suggested the next goal continue as it relates to increasing substance use disorder services and training within the Agency. She reported many of the staff previously trained in SUD services have retired and we are now trying to get new staff trained to provide services.

The goal addressing collaborating with the Veteran's Administration to assure services are available is also recommended to continue. Nena Sork reported due to COVID there has been little interaction with the Veterans Administration. Eric Lawson questioned if this goal should be expanded or revised. The Board was informed this goal would address those veterans that may fall through the crack.

The goal addressing the Health Information Exchange (HIE) as well as the next goal addressing education in Information Technology should continue to be a focus for the Agency. Nena Sork reported with the ransomware and phishing, it would be important to keep this goal.

Board members discussed if there was a need to add any additional goals for the next fiscal year. Bob Adrian inquired about jail services. Nena Sork reported we work with the jails on jail diversion plans. She reported she will be meeting with Sheriff Kieliszewski in the near future to determine needs. This might be more welcomed in their new facility which now has a conference room available. Roger Frye inquired about substance abuse prevention services. Nena Sork reported Catholic Human Services provides those services and this agency works collaboratively with other providers in the area.

Nena Sork reviewed the "Barriers and Challenges" noting the Agency continues to work with providers on the compliance for home and community based waivers. Stewart Mills from NMRE provided training to Agency staff yesterday on the Habilitations Support Waiver requirements. Recruitment of staff continues to be challenging. Nena Sork reported the salary levels have been brought up some so this agency is not the lowest in this type of work. Service population modifications would present if the agency would treat mild to moderate population. This is the population group that has difficulty in getting services. Nena Sork reported the bills currently floating around in Lansing, would eliminate the PIHP and identify one ASO to provider oversight to the entire state. The NMRE along with the PIHP in the Upper Peninsula is working to develop a service model [should the state take action to consolidate] for all mental health in the 21 counties served by NMRE and the entire Upper Peninsula stressing the needs in rural Michigan are not the same as urban areas of the state. The challenges associated with the "Residential Options" continues and the Agency needs to continue supporting the local mom and pops foster care homes along with development of new sites. Bonnie Cornelius inquired what hurdles there are to these homes. Nena Sork reported the application process can be intimidating. She noted the Agency would also assist in some home modifications, if necessary.

Does the Board need to add any new barriers/challenges? Bob Adrian inquired as to whether there are educational misses in the community to prepare individuals to work in the agency. Board members requested the addition to reflect lack of a feeder system that creates qualified individuals to work in this field. Nena Sork noted we need to reach out to the junior and senior high school students to encourage them to go into this field.

Board members reviewed the FY21 Strategic Plan Opportunities identified. Eric Lawson questioned if MDHHS training opportunities are still available. Nena Sork reported there are training opportunities which most have been virtual and our agency received certification to provide training sessions with CEUs available to staff. The Agency certification will be added as an opportunity.

Bonnie Cornelius inquired as to the relationship between this agency and the primary care providers. Nena Sork noted we have good working relationships with the providers. Nena Sork noted telemedicine is conducted internally and works well. She noted an individual in Onaway may go to the Rogers City office and see a doctor in our Alpena Office. This telemedicine practice was in place pre pandemic.

The Mega Statement was reviewed. This statement is the overall End and the sub-Ends are identified after it.

Sub-End #1 – Children with serious emotional disturbances served by Northeast will realize significant improvement in their conditions.

*Increase the number of children receiving home-based services; reducing the number of children receiving targeted case management services. Current percentage in each program is 33% in home-based services and 67% in targeted case management. Goal is to reach 80%.*

The 80% may not be viable this year due to staffing shortages. Mary Crittenden noted the fidelity only allows 15 children per clinician. Nena Sork reported the numbers have increased overall from the past year. Board members agreed to keep this as a goal. The sub-end detail will provide explanation as to why a goal may not have been met. Nena Sork suggested a number be put in the goal for next fiscal year include the percentage of services are provided in the community versus schools and/or homes. Nena Sork noted this could be measured using the Service Activity Log (SAL).

Sub-End #2 – Individuals needing independent living supports will live in the least restrictive environment.

*How will this be measured...*

- a. *Development of one additional contract residential provider within our catchment area to increase capacity for persons requiring residential placement.*
- b. *Development of additional supported independent services for two individuals currently living in licensed foster care.*

Nena Sork reported an internal Placement Committee has been formed to focus on getting individuals in the least restrictive environments noting the committee is currently working to bring two individuals from foster care to semi-independent living arrangements.

Sub-End #3 – Adults with co-occurring disorders will realize a significant improvement in their condition.

*How will this be measured...*

- a. *10% of individuals served with two or more of the following chronic conditions – asthma/COPD, high blood pressure, diabetes, morbid obesity, cardiac issues will be offered enrollment in the Behavioral Health Home.*
- b. *95% of individuals served enrolled in the Behavioral Health Home will see their primary care provider annually.*
- c. *100% of individuals served enrolled in the Behavioral Health Home will have a base-line A1C.*

The proposed revision would eliminate "offered enrollment" and include "enrolled" now that we will be in our second year for this program. Mary Crittenden provided the Board with a definition of eligibility for the Behavioral Health Home and the 10% measurement would be of the eligible individuals we serve.

Sub-End #4 – The Board's agency-wide expenses shall not exceed agency-wide revenue at the end of the fiscal year [except as noted in 5.B below].

Sub-End #5 – The Board's major revenue sources [Medicaid and non-Medicaid] shall be within the following targets at year-end.

- a. *Medicaid revenue: expenses shall not exceed 100% of revenue unless approved by the Board and the PIHP.*
- b. *Non-Medicaid revenue: Any over-expenditure of non-Medicaid revenue will be covered by funds from the Authority's fund balance with the prior approval of the Board.*

Board members concurred with keeping the financial sub-ends through next fiscal year.

Sub-End #6 – The Board will provide community education. This will include the following:

- a. *Disseminate mental health information to the community utilizing available technology and at least one report to the community.*
- b. *Develop and coordinate community education in Mental Health First Aid for Adults and Youth, Trauma and the Effects of Trauma on individuals and families, Suicide Prevention, Co-occurring Disorders and the increasing violence in our society.*
- c. *Support community advocacy.*

Board members will continue this sub-end for fiscal year 2022.

There were no additions to the Sub-Ends.

## **IX. July Monitoring Reports**

### **1. Budgeting 01-004**

Connie Cadarette reviewed the Statement of Revenue and Expense for month ending May 31, 2021. She reported Medicaid revenue and Healthy Michigan revenue is coming in higher than what was projected when the budget was prepared. She reported at this point we are underspent by \$3.2 M. This amount will decrease by the next report as some of the projects approved by the Board will hit June's report. She indicated even if the Agency had to pay back the underspent dollars, etc. the Agency is still with a positive balance of \$292,406.

Larry Patterson reviewed the variances in the expense portion of this report. He reported the self-insured benefits is overspent and this is based on actual expenses in healthcare claims. Staff recruiting will likely increase as there is a push to advertise to recruit. He reviewed the contract residential noting some of the variance is due to payments for the direct care wage payments. Larry reported the telephone expense was reviewed and there will be an adjustment to that line to cover some of the overage. He noted some of the variances will require a budget adjustment to correct and some will be timing issues.

### **2. Asset Protection 01-007**

Board members reviewed the Asset Protection monitoring report. The MMRMA attachment is from last year's policy. MMRMA met with the agency yesterday and a new policy will be available shortly.

### **3. Community Resources 01-010**

Eric Lawson reported this monitoring report captures a lot of information related to services and participation of staff in the community. He noted with the COVID restrictions lifted, training opportunities will increase.

*Moved by Les Buza, supported by Gary Nowak, to accept the July Monitoring Reports as presented.* Motion carried.

## **X. Board Policies Review & Self-Evaluation**

### **1. Community Resources 01-010**

Board members reviewed this policy and did not recommend any revisions.

### **2. Public Hearing 02-010**

Board members reviewed this policy and requested a revision to change "Director" in the second paragraph to "Executive Director or their designee." It was noted public hearing traditionally held upon receipt of the Annual Submission was not held due to COVID this calendar year. The Department requested information related to COVID activities of the Agency in lieu of the hearing.

*Moved by Gary Nowak, supported by Bonnie Cornelius, to revise Policy 02-010 as discussed.* Motion carried.

**XI. Linkage Reports**

**1. Northern Michigan Regional Entity (NMRE)**

**a. Board Meeting June 23, 2021**

The draft minutes from the June 23, 2021 meeting were distributed at the meeting today. Gary Nowak reported the meeting was a standard meeting. Roger Frye reported the SUD Board will meet next Monday.

**2. Community Mental Health Association of Michigan (CMHAM)**

**a. CMH PAC Update**

The Annual PAC campaign is underway. The correspondence from CMHAM was included in the packet mailed to Board members. Eric Lawson reported there is now an online option for the contribution. Board members may also give checks to Diane Hayka and she will submit the contributions as a group to CMHAM.

**XII. Operational Report**

Mary Crittenden reported there were 61 individuals contacting the agency in June to secure services with one being urgent. June also had 77 Pre-screens. Mary reported the contacts in ACT and Home-Based services have increased slightly. In total, 1,072 individuals received services during the month of June.

**XIII. Chair's Report**

**1. Planning for Executive Director Evaluation**

Eric Lawson reported next month the Director's evaluation will be completed. The monitoring reports received monthly are used in the evaluation and if board members would like to see any of the past monitoring reports they can contact Diane Hayka to get copies for their consideration.

**XIV. Director's Report**

**1. Director's Update**

Nena Sork provided Board members with an update of the various activities she has participated in during the past month. She attended the OPS meeting early June, focused on the strategies to address bills and funding. Annual staff training/picnic was held one June 23 and 239 staff attended. Lunch for a Cause has been a fund raiser for the past years and due to COVID was paused. At the picnic, a dunk tank was secured as an alternative to raising funds for this cause and \$1,800.25 was raised in about two hours – the director and six others sat in the dunk tank. A staff person provided DJ services for the event. This event was a huge Morale boost to staff after the long COVID break. Employee recognition was held the next day with Terry Larson attending as Board representative.

The results of the staff survey were share with staff. The Agency has started a week-long RTW training to assure new hires learn all aspects of providing services in the home prior to working within the home.

Nena Sork reported recruitment efforts are stepping up. Initially a sign-on bonus was discussed to apply to direct care positions; however, recruitment is difficult for all positions and a sign-on bonus will be offered for all positions to aid in recruitment. She reported the Agency will be renting approximately 20 billboards with recruitment messages between now and year end.

Nena Sork reported she has the three remaining County Commissioner meetings scheduled with Alcona County on July 21, Montmorency County on July 28 and Presque Isle County on July 30. She reported the home renovations continue and Princeton home is complete. She was able to tour it yesterday. Cleaning is underway and residents will be moving back in on July 14. Renovations continue in the other homes, which include window replacements, flooring replacements and numerous other repairs. She reported some renovations will be done at the Alpena Office to update conference room and create a small exercise room in this building. Staff checked with MMRMA related to liability and MMRMA indicated this would be approved. Staff is checking to determine if there is a waiver needed. The Agency is participating in more activities

in the community. She reported the Agency received \$4,000 for suicide prevention from Alcona County. Alpena Alcona Area Credit Union has chosen this Agency for their next quarter fund raiser. Nena reported there will be a push in the fall for some donations to schools possibly backpacks and suicide prevention speakers in the schools. Bill Furbush received the training materials related to Autism. All counties have received their Carter Kits.

Bob Adrian had Nena Sork read Senator Jim Stamas's response to the resolution passed by Alpena County related to Gearing Toward Integration. Nena Sork reported there will be a group of directors meeting with legislative representatives from our region to further provide concerns.

## **2. QI Council Update**

The minutes from the last QI Council meeting were distributed to Board members.

### **XV. Information and/or Comments from the Public**

There was no information or comments presented.

### **XVI. Information and/or Comments for the Good of the Board**

Gary Nowak inquired about orientation of the new board members. Policy Governance training has been completed. Tours of the homes and other offices facilities have yet to be scheduled, mainly due to COVID restrictions for visitors in the homes.

### **XVII. Next Meeting**

The next regularly scheduled meeting of Northeast Michigan Community Mental Health Authority Board will be held Thursday, August 12, 2021 at 3:00 p.m.

#### **1. Set August Agenda**

The August agenda items were reviewed. The Compliance Exam report will be presented by the auditing firm.

### **XVIII. Evaluation of Meeting**

Les Buza reported the meeting began on time and board members participated in the Strategic Planning and felt the new members benefited by the way it was presented. Les Buza thanked Nena Sork and Diane Hayka for providing the plan in simplified terms. He also thanked staff for providing good services to our communities.

### **XIX. Adjournment**

*Moved by Les Buza, supported by Bonnie Cornelius, to adjourn the meeting.* Motion carried. This meeting adjourned at 4:43 p.m.

*[signed by Bonnie Cornelius on 8/12/2021]*

Bonnie Cornelius, Secretary

*[signed by Eric Lawson on 8/12/2021]*

Eric Lawson, Chair

Diane Hayka  
Recorder