



**MINUTES OF THE REGULAR MEETING
WEDNESDAY, MARCH 17, 2021**

The LifeWays Board of Directors met in regular session via Zoom (due to the COVID-19 pandemic) on Wednesday, March 17, 2021.

BOARD MEMBERS PRESENT: Jeffrey Peterson (Chair), Jackson, MI; Bruce Caswell (Vice Chair), Adams Township, MI; Ruth Brown (Secretary), Hillsdale, MI; Bradley Bohner, Hillsdale, MI; John Clark (Treasurer), Jackson, MI; Melissa Callison, Columbia Township, MI; Christine Carlson, Jackson, MI; Earl Poleski, Jackson, MI; Carl Rice, Jr., Chelsea, MI; Mark Wiley, Allen Township, MI; Edward Woods, Jackson, MI

BOARD MEMBERS ABSENT: Jim Shotwell, Sr.

STAFF MEMBERS PRESENT: Maribeth Leonard (Chief Executive Officer), Kenneth Berger, Latrelle Burk, Karen Cascaddan, Shannan Clevenger, Michael Cupp, Jon Johnston, Casie Robertson, Alexis Shapiro

OTHERS PRESENT:

CALL TO ORDER

Chair Peterson called the Board Meeting to order at 7:00 p.m.

INVOCATION AND PLEDGE OF ALLEGIANCE

The Invocation was presented by Earl Poleski, which was followed by a recitation of the Pledge of Allegiance to the American Flag by audience and Board members.

RECORDING OF ATTENDANCE

The presence of all attending this meeting was recorded.

APPROVAL OF BOARD AGENDA

LW 20-21-018 - Approval of Agenda of the March 17, 2021 Regular Business Meeting

MOTION BY MARK WILEY, SUPPORTED BY JOHN CLARK, FOR APPROVAL OF THE AGENDA OF THE MARCH 17, 2021 REGULAR BUSINESS MEETING, AS PRESENTED. MOTION CARRIED: 11-0

APPROVAL OF BOARD MINUTES

LW 20-21-019 - Approval of the Minutes of the Regular Business Meeting held on February 17, 2021

MOTION BY RUTH BROWN, SUPPORTED BY BRADLEY BOHNER, FOR APPROVAL OF THE MINUTES OF THE REGULAR BUSINESS MEETING HELD ON FEBRUARY 17, 2021, AS PRESENTED. MOTION APPROVED: 11-0

CEO COMMUNICATIONS

Maribeth Leonard, Chief Executive Officer, briefly highlighted the communications provided in the Board Folder.

Mr. Caswell gave an update on his actions towards emergency transportation services for consumers.

(A copy of the Board Folder contents can be found in the Supplemental Minutes portion of the Board Minutes Book.)

PUBLIC COMMENT

There were no public comments.

SPECIAL ORDER TOPIC: AGENCY AND DEPARTMENT DASHBOARDS – ALEXIS SHAPIRO, EMR SYSTEM ADMINISTRATOR

Alexis Shapiro, Electronic Medical Record (EMR) System Administrator, presented on Agency and Department Dashboards that have been developed by the Quality Improvement (QI) team. This presentation was a follow-up of a presentation to the board by Ms. Shapiro and Cassandra Watson, Integrated Health Director, from a few years ago on the development of productivity metrics. Ms. Shapiro shared dashboards developed for departments such as Clinical Care, Office of Recipient Rights and Contracts. The dashboards provide real-time metrics for productivity and Key Performance Indicators (KPIs) among others.

Mr. Woods noted that there has been a lot of quality work done and there is not a funder that wouldn't be impressed by tracking this data in real time. When this started, we wondered how to do quality work when there's a need to be productive as well. When quality is made to be a given, regardless of the amount of work, that changed everything. This is outstanding and you should all be applauded. Dr. Deming [W. Edwards Deming, Ph.D., founder of the Deming Model of Quality Management] would have been proud to see this. Ms. Shapiro is not allowed to go anywhere.

Ms. Leonard stated that she asked Ms. Shapiro to present on these dashboards to show how much they help supervisors manage their teams and the workflow in real time. This also helps to manage the KPIs and will be critical in the future as LifeWays becomes more involved in becoming a CCBHC (Certified Community Behavioral Health Clinic), especially in talks with potential funders. Very exciting work and hats off to Ms. Shapiro and the QI

team for the work seen here tonight.

Chair Peterson added that it's evident that there's been a lot of work that's been put into these dashboards. Hats off to the great job accomplished so far and that to come.

Ms. Shapiro then answered questions from the Board.

Q. Can you explain why productivity rates appear low?

A. Productivity rates vary from day to day, dependent on activity, staff time off, low number of presenting consumers, and other anomalies.

Q. Is there a way to adjust the report to not include hours not worked? For example, there has been an increase of Crisis staff hired though the Crisis Center is not yet open (the staff is currently in training in anticipation of the Crisis Center opening in the spring). Will low productivity affect compliance requirements?

A. Calculations don't allow time-off to be taken into consideration. Instead, the calculations are based on the premise of 70%, or 28 hours, of activity during a 40-hour work week.

Mr. Caswell said that he worries that staff will be demoralized if held to unreasonable expectations when their performance indicators aren't met through no fault of their own, i.e., time off or time spent on training.

Mr. Woods stated that, rather than adjusting the calculations, it's best to allow the numbers to be what they are, then address the reasons why the numbers are what they are. In a report to the board, this would include recommendations for driving numbers higher, if necessary.

Ms. Leonard agreed with Mr. Woods, reporting that indicators are monitored daily but staff KPIs are based on a longer period, such as over a quarter. Time off, time spent on training and the amount of billable vs. non-billable hours (such as transporting consumers) are all taken into consideration.

(A copy of Ms. Shapiro's notes and sample dashboards can be found in the Supplemental portion of the Board Minutes Book.)

APPROVAL OF CONSENT AGENDA

LW 20-21-020 - Approval of the Consent Agenda (March 17, 2021 Regular Business Meeting)

MOTION BY BRADLEY BOHNER, SUPPORTED BY JOHN CLARK, FOR APPROVAL OF THE CONSENT AGENDA (MARCH 17, 2021 REGULAR BUSINESS MEETING), AS PRESENTED. MOTION CARRIED: 11-0

A. Facilities

1. Approval to Accept RW Mercer Co. Invoice #337696 | Draw #14 in the Amount of \$124,619.47 and Recommendation to LifeWays Finance Committee Approval for Payment for Period Ending 2/28/2021

B. Program & Finance

2. Approval to Accept Finance Report – January 2021
3. Approval to Accept Expenses Report – January 2021 - \$6,333,016.52
4. Approval to Accept the Facilities Committee Recommendation for Payment to RW Mercer for Invoice #337696 | Draw #14 in the Amount of \$124,619.47 for Payment for Period Ending 2/28/2021
5. Approval of Out-of-State Travel for: Michael Cupp, Director of Contract and Provider Network Management; David Lowe, Director of Utilization Management; and Kenneth Berger, Corporate Compliance Officer, to Conduct the Annual Certification Site Review of Prader Willi Homes, April 14-16, 2021 in Oconomowoc, WI for an Estimated Amount of \$1,375.00 to Include Transportation, Lodging and Meals

C. Quality Improvement and Credentialing

6. Approval of the Quality Improvement/Credentialing Report – March 2021

APPOINTED COMMITTEE REPORTS

- **LIFEWAYS BOARD EXECUTIVE COMMITTEE**
- **LIFEWAYS RECIPIENT RIGHTS ADVISORY COMMITTEE (RRAC)**
- **MID-STATE HEALTH NETWORK (MSHN) BOARD**
- **MSHN SUBSTANCE USE DISORDER (SUD) OVERSIGHT POLICY BOARD**
- **NATIONAL COUNCIL FOR BEHAVIORAL HEALTH BOARD**
- **COMMUNITY MENTAL HEALTH ASSOCIATION (CMHA)**

BOARD OF DIRECTORS

LEGISLATIVE AND POLICY COMMITTEE

- **LIFEWAYS MENTAL HEALTH IN SCHOOLS ADVISORY COMMITTEE**
- **LIFEWAYS SELF-DETERMINATION ADVISORY COMMITTEE**

NEW BUSINESS

LW 20-21-021 - Approval to Support the Slate of Officers as Recommended by the

Community Mental Health Association (CMHA) for 2021/2022 Officer Elections

MOTION BY BRADLEY BOHNER, SUPPORTED BY MELISSA CALLISON, FOR APPROVAL OF THE CONSENT AGENDA (MARCH 17, 2021 REGULAR BUSINESS MEETING), AS PRESENTED.

Ms. Leonard stated that, due to the pandemic, CMHA has decided to keep the current slate of officers through 2022. This does not require an approval by the Community Mental Health Services Programs (CMHSPs), only by the CMHA Board of Directors.

Mr. Bohner and Ms. Callison withdrew their support and second of the motion.

REPORTS

• **CHIEF EXECUTIVE OFFICER (CEO)**

Ms. Leonard congratulated Chair Peterson, Mr. Woods and Ms. Callison on being reappointed to the board by the Jackson Board of County Commissioners.

Ms. Leonard then presented the CEO report on the following topics.

- **LifeWays Update**
 - **COVID-19 Provider Stabilization**
 - **Mid-State Health Network Audit Results**
 - **COVID-19 Status Update**
 - **Jackson Community Foundation Grant**
 - **National Association of County Behavioral Health and Developmental Disability Directors Legislative and Policy Conference Highlights**
 - **Michigan's Involvement in NACBHDD Outcome and Performance Assessment Pilot**
 - **Zoning Appeal**
 - **Michigan Department of Health and Human Services Crisis Unit Work Group**
- **Mid-State Health Network (MSHN)**
 - **MSHN Update**
 - **MSHN Strategic Plan**
- **Michigan Department of Health and Human Services (MDHHS)**
 - **Financing and Policy**
 - **Waivers, Initiatives, Programs**
 - **JANSEN: Strategy**
- **State Legislative Update**

- **Governor Signs Fiscal Year 2021 COVID-19 Supplemental with Vetoes**
- **Community Mental Health Association (CMHA) Update**
 - **The Most Common Ways the COVID-19 Pandemic has Affected Mental Health**
- **Federal Update**
 - **Congress Passed 2021 COVID Relief Legislation**

(A copy of the CEO Report can be found in the Supplemental portion of the Board Minutes Book.)

- **BOARD CHAIR**

Everyone at LifeWays does a phenomenal job and it's a pleasure to see this board as there's some great people and things happening here. I'm planning on us meeting in-person next month [the current order prohibits in-person meetings through April 19; the next board meeting is on April 21]. Also, our thoughts and prayers are with all of you whose loved ones are facing challenges.

- **MEMBER COMMENTS**

- **Ms. Callison – No comment.**
- **Mr. Caswell – Congratulations to Maribeth, Shannan [Clevenger, Chief Operations Officer] and everyone else for bringing this organization so far from where it was. You should be very proud of yourselves. Keep going.**
- **Mr. Poleski – Welcome back to our three Jackson County members Melissa, Jeff and Ed, for being reappointed to the board.**
- **Ms. Carlson – No comment.**
- **Mr. Clark – No comment.**
- **Ms. Brown – I have a request of staff to forward the suicide statistics for Jackson County from the Medical Examiner's office to Rebecca Calkins, LifeWays' Public Relations Coordinator. Ms. Calkins attends the Hillsdale Suicide Prevention Coalition meetings and would like these statistics along with Hillsdale's. I also want to express my concern to all those whose loved ones' health isn't the best right now. I also agree with Bruce on the great job that everyone's doing, I'm very impressed.**

Ms. Leonard noted that she has not received all of the data needed from Hillsdale County as of yet. In the meantime, Ms. Leonard will ensure Ms. Calkins receives the Jackson County data.

- **Dr. Rice – Thank you to everyone for their concern [regarding his wife's health], good meeting tonight.**
- **Mr. Woods – Thank you to everyone for all the support in being reappointed to the board. Thank you, Earl, too, for all your work on the [Jackson Board of County Commissioners'] Human Services Committee. All three of us nominees spoke at the recent Human Services Committee meeting and everyone was very**

gracious; they do a good job of listening to the public. There are a lot of human service needs in this community right now and they're doing a good job of trying to sort through it all and help where they can. It's a daunting challenge these days, so we appreciate what you're doing there, Earl.

- **Mr. Wiley** – Once in a while I get a chance to watch television and I wanted to mention that the show NCIS puts up the Veteran's Crisis Line and talks for a few moments about the crisis we're having with suicide and other issues that veterans are having. I thought that was good that Hollywood is putting helpful information out like that. I also want to wish everyone a Happy St. Patrick's Day and, when we're done tonight, enjoy a beverage of your choice and toast my father-in-law, who would have been with us had COVID not gotten him.
- **Mr. Bohner** – I wanted to follow-up on the news story that I mentioned at the QI&CR Committee meeting about the father who was having trouble getting help for his son, who was in crisis. The father had nowhere to go, supposedly. I think Clinton-Ingham-Eaton Community Mental Health Agency stepped forward to say that they could help. I understand part of the issue was that private insurance companies aren't very cooperative. Since that time, Channel 6 News has begun a series on mental health, and it's been somewhat enlightening. If you get a chance, tune in to watch it. But I've been somewhat disappointed cause I haven't heard anything said about community mental health. We are the ones that can help these people and, if we know about them, most of the community mental health agencies can go out and solve those problems fairly quickly. I especially enjoyed when Sheriff Wigglesworth in Ingham County was on the news story talking about his support for mental health services in jails, how helpful it is and how ill-prepared law enforcement are to deal with problems. It costs so much more to allow the incarcerated with mental health needs to languish in the jails than to have staff there to address mental health needs. I thought about calling Channel 6 myself and ask why they aren't interviewing the community mental health agencies, especially since we have one of the best systems in the country.

PUBLIC COMMENT

There was no public comment.

ADJOURNMENT

There being no further business to come before the Board, Chair Peterson adjourned the meeting at 8:35 p.m.

Ruth Brown, Secretary