



**BOARD OF DIRECTORS WORK SESSION
REGARDING 2022 BOARD EVALUATION**

May 18, 2022

5:30 P.M.

LifeWays Board Room

1200 N West Avenue, Jackson, MI

BOARD MEMBERS PRESENT: Bruce Caswell (Chair), John Clark (Vice Chair), Ruth Brown (Treasurer), Christine Carlson (Secretary), Melissa Callison, Jeffrey Peterson, Earl Poleski, Carl Rice, Jr., Mark Wiley, Edward Woods

BOARD MEMBERS ABSENT: Bradley Bohner, Ray Snell

STAFF MEMBERS PRESENT: Maribeth Leonard (Chief Executive Officer), Latrelle Burk, Casie Schirer

The meeting commenced at 5:40 p.m.

1. Call to Order – Vice Chair John Clark
2. Roll Call for Attendance
3. Presentation of 2022 Board Evaluation – Results and Discussion – Vice Chair Clark

Mr. Clark reviewed the results of the recent Board Evaluation.

I. Mission and Critical Success Factors

The Strategic Plan is a living document that is embedded within LifeWays day-to-day operations and updates are reported monthly to the Board through the Quality Improvement and Credentialing (QI&CR) Committee. The Strategic Plan is for a three-year period, the most recent of which began on October 1, 2021. The Board and staff meet once a year to ensure sufficient movement along the plan as well as to make tweaks where necessary.

Chair Bruce Caswell arrived at the meeting at 5:46 p.m.

As for approving policies and procedures, the Board is asked to review and approve all due to accreditation requirements. The Board tends to rely on the clinical staff for their knowledge and expertise for recommended changes to policies and procedures. However, the Board is still encouraged to ask questions, ensure understanding, and ask for timely updates when warranted. This is particularly true for areas of their own proficiency such as finance, facilities, etc., as well as policies and procedures regarding board operations.

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Maribeth Leonard, Chief Executive Officer, will evaluate whether some of the more clinical subjects can be further explained for better overall understanding.

II. CEO/Board Roles and Responsibilities

The Board is happy with the way the situation was resolved regarding the recruitment and hiring of leadership in the Finance area. Though it may have seemed like the Board was asking “why do it that way instead of this way,” the Board wanted to ensure that all avenues had been explored.

Best practices regarding board communication with staff should start with the CEO’s office, particularly with Karen Cascaddan, Executive Director of Governance. Ms. Cascaddan may have a solution or answer for a Board member seeking information or will help locate the correct person to provide information.

There are times when information is shared between some board members but not others. However, every effort is made to keep all board members apprised and knowledgeable. The CEO’s office offers an open-door policy to all board members should they have questions or concerns.

III. Monitoring and Planning

It is impressive how each committee handles their responsibilities and supports one another as individuals.

Participation in the Strategic Planning Summit is imperative as it will provide each board member with the knowledge to carry out responsibilities and duties more fully.

Follow-up to questions from the board is important to keep everyone apprised of agency matters.

One of the important new items in the Strategic Plan for this cycle is the Diversity, Equity, and Inclusion plan and how this affects outreach to the community.

IV. Resource Utilization and Risk Management

The Board would appreciate a short demonstration of the website at the next board meeting.

V. Public Trust

It is important to ensure the public is aware of when board meetings occur and how to attend both in-person and virtually.

The Board appreciates when a follow-up to public comments is given. It is understandable that some matters are confidential and cannot be commented upon.

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VI. Boardmanship

There were no further comments.

VII. Board Evaluation of Support Staff

There were no further comments.

VIII. Other

It is important to reach all sectors of the population to ensure that all that need help receive it.

4. Board Member Comments

It was emphasized how important it is for all board members to complete surveys sent to them for their input.

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

ADJOURNMENT

There being no further business to come before the Board, Vice Chair Clark adjourned the meeting at 6:40 p.m.

Christine Carlson, Secretary



**MINUTES OF THE REGULAR MEETING
WEDNESDAY, MAY 18, 2022**

The LifeWays Board of Directors met in regular session in the Board Room at the LifeWays Building, 1200 N West Avenue, Jackson, Michigan on Wednesday, May 18, 2022.

BOARD MEMBERS PRESENT: Bruce Caswell (Chair); John Clark (Vice Chair); Ruth Brown (Treasurer); Christine Carlson (Secretary); Melissa Callison; Jeffrey Peterson; Earl Poleski; Carl Rice, Jr.; Ray Snell; Mark Wiley; Edward Woods

BOARD MEMBERS ABSENT: Bradley Bohner

STAFF MEMBERS PRESENT: Maribeth Leonard (Chief Executive Officer), Kenneth Berger, Latrelle Burk, Shannan Clevenger, Michael Cupp, Jon Johnston, David Lowe, Casie Schirer, Wade Stitt, Chad Surque, Cassandra Watson

OTHERS PRESENT: Rosalie Austin, Michelle Massey Barnes, Peter Bormuth, Sara Fedewa, Kevin Frahm, Laura Marshall, Rachel Murray, Karen Simon, Kevin Thomson

CALL TO ORDER

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

INVOCATION AND PLEDGE OF ALLEGIANCE

The Invocation was presented by Ray Snell, 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 21-22-037 - Approval of Agenda of the May 18, 2022, Regular Business Meeting

MOTION BY JEFFREY PETERSON, SUPPORTED BY RAY SNELL, FOR APPROVAL OF THE AGENDA OF THE MAY 18, 2022, REGULAR BUSINESS MEETING, AS PRESENTED. MOTION CARRIED: 11-0

APPROVAL OF BOARD MINUTES

LW 21-22-038 - Approval of the Minutes of the Regular Business Meeting held on

April 27, 2022

MOTION BY JEFFREY PETERSON, SUPPORTED BY MELISSA CALLISON, FOR APPROVAL OF THE MINUTES OF THE REGULAR BUSINESS MEETING HELD ON APRIL 27, 2022, AS PRESENTED. MOTION APPROVED: 11-0

CEO COMMUNICATIONS

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

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

PUBLIC COMMENT

Chair Caswell read the ground rules for public comment.

Peter Bormuth spoke on behalf of citizens, their right to bodily autonomy, and the right to due process. Mr. Bormuth spoke to the petition process for mental health treatment, especially in regard to a local case.

Michelle Massey Barnes spoke about Severe Emotional Disturbance (SED) Waivers and the difficulties faced by parents in navigating the mental health system for and with their children. Ms. Barnes also reported her experiences while interacting with LifeWays' new website.

Laura Marshall reported on a grass-roots advocacy group consisting mostly of parents. This group not only assists families in navigating mental health services for their children but also wishes to make mental health providers more aware of difficulties that families face.

Rachel Murray spoke more about the grass-roots organization that Ms. Marshall presented. Though agencies such as LifeWays offer caring services, there is much that can be learned from their group. More information can be found at <https://mentalhealth4miyouth.com/>

SPECIAL ORDER TOPIC: SAFETY MANAGEMENT PROGRAM PLAN AND MONITORING ANNUAL REPORT 2021 – JON JOHNSTON, DIRECTOR OF EMERGENCY MANAGEMENT

Jon Johnston, Director of Emergency Management and Air Force Veteran, presented on the Safety Management Program and Monitoring Annual Report 2021.

The majority of the Personal Alert Devices are assigned to staff while others are available for checkout when staff is in the field.

With the installation of more safety features (such as increased lighting in the back parking lot and more security cameras), LifeWays received a grant from the liability insurance provider for reimbursement for up to 50% of the costs. Mr. Johnston will research how such improvements affected LifeWays' liability insurance policy rates and will report back.

APPROVAL OF CONSENT AGENDA

LW 21-22-039 - Approval of the Consent Agenda (May 18, 2022, Regular Business Meeting)

MOTION BY RAY SNELL, SUPPORTED BY CARL RICE, JR., FOR APPROVAL OF THE CONSENT AGENDA (MAY 18, 2022, REGULAR BUSINESS MEETING), AS PRESENTED. MOTION CARRIED: 11-0

A. Facilities

1. **Approval for a Request for Proposal (RFP) Process for Architectural Services for the Hillsdale Building Remodel**

B. Program & Finance

2. **Approval to Accept Finance Report – March 2022**
3. **Approval to Accept Expenses Report – March 2022 – \$5,831,941.60**

C. Quality Improvement and Credentialing

4. **Approval of the Quality Improvement & Credentialing Report – May 2022**
5. **Approval of Amendment No. 1 to the Agreement Between Michigan Department of Health and Human Services and LifeWays for Managed Mental Health Supports and Services for October 1, 2021, through September 30, 2022**
6. **Approval of Amendment No. 2 to the Agreement Between the Michigan Department of Health and Human Services and LifeWays for Community Mental Health Services Programs – 2022**
7. **Approval of Community Mental Health Association of Michigan (CMHA) Slate of Officers for 2022-2024: President-Carl Rice, Jr.; 1st VP-Craig Reiter; 2nd VP-Cathy Kellerman; Treasurer-Randy Kamps; Secretary-John Clark**
8. **Approval of 2022 Board Committee Meeting Calendar, Revision 4**

APPOINTED COMMITTEE REPORTS

- **LIFEWAYS BOARD EXECUTIVE COMMITTEE**
- **MID-STATE HEALTH NETWORK (MSHN) BOARD**
- **MSHN SUBSTANCE USE DISORDER OVERSIGHT POLICY BOARD**
- **NATIONAL COUNCIL FOR MENTAL WELLBEING BOARD**

- **COMMUNITY MENTAL HEALTH ASSOCIATION**
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LEGISLATIVE AND POLICY
- **LIFEWAYS DIVERSITY, EQUITY, AND INCLUSION AD HOC COMMITTEE**
- **LIFEWAYS MENTAL HEALTH IN SCHOOLS ADVISORY COMMITTEE**
- **LIFEWAYS RECIPIENT RIGHTS ADVISORY COMMITTEE**
- **LIFEWAYS SELF-DETERMINATION ADVISORY COMMITTEE**

NEW BUSINESS

REPORTS

- **CHIEF EXECUTIVE OFFICER (CEO)**

Ms. Leonard acknowledged the hard work of Cassandra Watson, Executive Director of Integrated Health and Outpatient Services, and David Lowe, Executive Director of Access and Crisis Services, as well as staff across the agency for the submission of an application for the Certified Community Behavioral Health Clinic (CCBHC) grant through the Substance Abuse and Mental Health Services Administration (SAMHSA). The grant will provide funding for four years for a total amount of \$4 million.

Ms. Leonard stated that she and staff will be presenting on two different topics at the CMHA Summer Conference. One of the topics is relative to what LifeWays is doing as an organization, especially regarding retainment of staff. Many workforce challenges are impacting not only LifeWays but also other agencies. LifeWays staff tend to be very creative and think “outside the box” to create incentives for staff to join and/or remain employed at LifeWays. One example is the Vitality Academy, which provides training to clinical staff. Another example is the Licensing Link, which assists staff with studying for master’s level licenses; 70% of staff that have gone through the training have passed the state license exam.

The other presentation topic is in tandem with the Michigan Department of Health and Human Services (MDHHS). Wade Stitt, Director of Crisis Services, will moderate a panel discussion on the barriers and successes experienced during collaboration of difficult cases.

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

- Crisis Intervention Team (CIT) Model Co-Response Update
- MDHHS Director Farah Hanley Site Visit

- **National Association of County Behavioral Health and Development Disability Directors (NACBHDD) Candid Conversation Crisis Series**
- **Cross County Collaboration**
- **2022 National Council’s Hill Day at Home**
- **18th Annual “Walk a Mile in My Shoes” Rally**
- **Medicaid Enrollment and the Public Health Emergency**
- **Upcoming Events**

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

- **BOARD CHAIR**

Regarding the MHIS report, Pittsford Public Schools doesn’t have a school social worker or mental health specialist on staff. Thanks to Dr. Rice putting me in touch with his contact at the Michigan Department of Education (MDE), Pittsford will have a social worker onsite for two and a half days a week for the next school year. If the social worker is needed more often, the school district has the option to pay for additional time from its general fund.

Speaking of our youth, I want to reiterate the book Mr. Woods has mentioned a few times, *The Body Keeps the Score*. It is well worth the time to read as it describes how trauma experienced when young stays with a person throughout their life.

[As a side note, Ms. Leonard also noted the PBS Series “Hiding in Plain Sight: Youth Mental Illness.” This documentary discusses what is happening with our youth today and is worth a watch.]

Also, it’s great to hear that participation and attendance at the Self-D committee meetings is up and that’s a credit to its chair, Ms. Callison.

- **MEMBER COMMENTS**

- **Mr. Poleski – No comments.**
- **Mr. Peterson – Glad to be back!**
- **Ms. Callison – A couple of things: apologies for not getting my summaries of the NatCon conference to the board yet; I will get that in soon as there were a couple of things that I thought were really cool. Also, I met with one of the Columbia Schools’ teachers, who pointed out to me that she and other teachers throughout the county don’t feel that the school system or ISD [Intermediate School District] do enough to encourage participation in programs such as the Special Olympics. This speaks to some of the clients we have here. Special Olympics and other similar programs provide great opportunities for team building, athleticism, and community experience. If you know of anyone that**

would be interested in supporting these programs or participating – volunteers are welcome – please let me know.

- **Dr. Rice – No comments.**
- **Ms. Carlson – No comments.**
- **Mr. Snell – No comments.**
- **Mr. Wiley – Maribeth will be at the Hillsdale Board of County Commissioners meetings on May 24 to present her quarterly report. If anyone wants to participate virtually, we're on YouTube and it will be available afterwards, too.**

https://www.youtube.com/channel/UCnNcD8Lfk5WuxbcsRIkj4BQ?view_as=subscriber

- **Mr. Clark – Nothing further.**
- **Ms. Brown – I've been thinking a lot lately about suicide prevention and I wish better strategies could be found. I don't mean LifeWays as all prevention agencies are using the same strategies as that's all we know. It's a difficult topic. When someone has a disease that they recover from, you can interview from that person to learn from their recovery. When someone dies by suicide, there is no follow-up interview. You probably heard about [country music star] Naomi Judd's suicide that was described by her daughters as "death by mental illness," a term I haven't heard before. I had one other person mention the same term to me just recently when he described his friend's recent passing. I believe that suicide is on the upswing and one reason is that people feel hopeless. Sometimes when people ask for help, they don't get it. I'm not talking about LifeWays, just in general. Maybe we can all be a little bit kinder to each other. And hopefully we can come up with better prevention strategies in the near future.**
- **Mr. Woods – In regard to the MHIS report, a few years ago I brokered a meeting between Ms. Leonard and the Jackson County Public Schools superintendent. At that time, the two paths had never crossed and now we have all of this activity with the schools. Wonderful to see things come a long way to help our kids. Also, Maribeth did a great job with Ms. Hanley's visit to the point that Ms. Hanley was excited about the invitation to go through the in-take process at LifeWays. Ms. Hanley didn't realize that you have to go through a dozen administrative steps before you can actually access care. Lastly, when we gave our presentation to the Jackson Board of County Commissioners, our friend who's here tonight, Peter Bormuth, stood up and made a three-minute, eloquent statement in support for what we're trying to accomplish. Thank you, Pete, for doing that.**
- **Chair Caswell – I just wanted to follow-up with what everyone has said and say thank you all for the thoughtful comments. Keep all of this up and we'll invite**

you all down to Hillsdale County for a country dinner. We pick up opossums off the road, take tomatoes out of the garden, and throw it all in a pot. You've never eaten anything so good!

PUBLIC COMMENT

Peter Bormuth reiterated his hope that the Board will consider his request to have LifeWays' attorney speak to the probate court regarding the issue he mentioned earlier.

Laura Marshall cautioned against blaming parents for their children's problems. Parents are often asked how they caused or contributed to their children's mental illness when, in reality, parents are often doing all they can to get their children the help that they need.

Michelle Massey Barnes also praised the book *The Body Keeps the Score* and spoke further about being aware of "system trauma," which is where the mental health system is unable to help those seeking services. Similar to being dismissed when seeking help for physical ailments, not being helped with mental illness only contributes to the pain and suffering of the consumer as well as their loved ones. To be able to receive services helps to address the trauma experienced by all so that it is not passed down to the next generation. Ms. Barnes looks forward to continued discussions so that everyone understands just how hard it is not only on the children but also on the parents when dealing with these situations.

ADJOURNMENT

There being no further business to come before the Board, Chair Caswell adjourned the meeting at 8:24 p.m.

Christine Carlson, Secretary