



**MINUTES OF THE REGULAR MEETING  
WEDNESDAY, JULY 21, 2021**

The LifeWays Board of Directors met in regular session in the Board Room at the LifeWays Building, 25 Care Drive, Hillsdale, Michigan on Wednesday, July 21, 2021.

**BOARD MEMBERS PRESENT:** Jeffrey Peterson (Chair); Bruce Caswell (Vice Chair); Ruth Brown (Secretary); John Clark (Treasurer) via Zoom; Bradley Bohner; Melissa Callison via Zoom; Christine Carlson via Zoom; Earl Poleski; Mark Wiley via Zoom; Edward Woods via Zoom

**BOARD MEMBERS ABSENT:** Carl Rice, Jr.

**STAFF MEMBERS PRESENT:** Maribeth Leonard (Chief Executive Officer), Latrelle Burk, Karen Cascaddan, Jon Johnston, Casie Robertson

**OTHERS PRESENT:** Brad Benzing, Jason Kelly

**CALL TO ORDER**

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

**INVOCATION AND PLEDGE OF ALLEGIANCE**

Chair Peterson held a moment of silence in memory of late board member, Jim Shotwell, Sr.

The Invocation was presented by Mark Wiley, 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 20-21-033 - Approval of Agenda of the July 21, 2021 Regular Business Meeting**

**MOTION BY BRADLEY BOHNER, SUPPORTED BY BRUCE CASWELL, FOR APPROVAL OF THE AGENDA OF THE JULY 21, 2021 REGULAR BUSINESS MEETING, AS PRESENTED. MOTION CARRIED: 10-0**

**APPROVAL OF BOARD MINUTES**

LW 20-21-034 - Approval of the Minutes of the Regular Business Meeting held on June 16, 2021

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MOTION BY BRADLEY BOHNER, SUPPORTED BY BRUCE CASWELL, FOR APPROVAL OF THE MINUTES OF THE REGULAR BUSINESS MEETING HELD ON JUNE 16, 2021, AS PRESENTED. MOTION APPROVED: 10-0

**CEO COMMUNICATIONS**

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

A request was made for a document describing milieu, a broad term used by hospitals to decline services, be sent out to board members.

(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: REPORT ON THE AUDITED FINANCIAL STATEMENTS FOR FISCAL YEAR ENDED SEPTEMBER 30, 2020 – JASON KELLY, BDO USA, LLC**

Jason Kelly, Assurance Senior Manager, BDO USA, LLC, presented on the audited financial statements from Fiscal Year (FY) 2020. Highlights included:

- Independent Auditor's Report
- Management's Discussion and Analysis
- Basic Financial Statements
- Notes to Financial Statements
- Required Supplementary Information
- Internal Control and Compliance
- Audit Wrap Up

Mr. Kelly and Ms. Leonard then answered questions from the Board.

Q. What comprised the \$1 million increase in total net position in 2020 vs 2019 (bottom of page 31 in board meeting packet)?

A. As noted on page 6, "the increase was primarily the result of unspent millage funds received as well as a performance bonus incentive earned by LifeWays and distributed from Mid-State Health Network."

**Q. The Management's Discussion specifically states that there were no points of issue – that is, there was nothing problematic – found in the audit?**

**A. That is correct.**

**Q. At last week's Finance Committee meeting, a question arose on the differences between FY End Financial Statements the board saw last fall vs. the financial statements the board is seeing tonight. The change in net position was approximately \$3.7 million last fall vs. \$1.3 million on the audited financials. It would be appreciated for financial statements being shown to the board that more closely approximate what will be finally revealed in the audit.**

**A. At the next Finance Committee meeting, it is planned to talk about the factors that impact the financials between the end of the fiscal year and the final audit report (i.e., individuals that shift on and off Medicaid, and hospital claims being submitted through the end of the calendar year, among other reasons). However, internal provisions can be made and reported to the Finance Committee from the end of the fiscal year (September 30) until the audit is completed (the following March/April time frame).**

**Q. Additionally, Mid-State Health Network (MSHN) doesn't give firm numbers until after the end of the fiscal year, correct?**

**A. That's correct. And, thanks to the pandemic in 2020, there was an unprecedented provider stabilization payment. Providers had until December to submit for these payments.**

**Q. Is LifeWays given information prior to receiving the hospital claims so that it can be included in financial statements?**

**A. No, LifeWays is not always included in the authorization process and therefore is unaware when claims will be received, or the dollar amount involved.**

**It was reiterated that a process is needed for board members to understand what adjustments are needed to be made from the end of the fiscal year to the completion of the financial audit (especially the differences from September 2020 to May 2021). This will help to identify the risks and uncertainties faced by LifeWays.**

**Q. On page 47 of the packet, under Note 3 Due from Jackson and Hillsdale County, it states "...and the current year appropriation of \$48,500 for Hillsdale County was still outstanding." Can you give more detail?**

**A. This is due to a timing issue with the Local Match funding.**

**Q. Also, under Note 3, it states, "the counties owe \$6,462 for grants awarded to LifeWays..." Would you explain further?**

**A. The counties were the primary recipients of some grants, which were then sub-awarded to LifeWays. LifeWays had to incur expenses then request repayment from the grants, the timeframe of which would have been the end of September 2020. More detailed information will be gotten and reported back to the board.**

**Q. When grants are received, do the counties not give 10% of the total from the Local Match Fund?**

**A. The Mental Health Code defines what the Local Match Obligation is from the counties, which was set up at the time LifeWays became a local authority. Hillsdale County provides a Local Match from their General Fund while Jackson County deducts their Local Match Obligation from the mental health millage.**

**LifeWays also has a Local Match Obligation to the State of Michigan due to the way the State has setup a plan to draw down funds in order to obtain additional Medicaid funding. The 10% often heard about is the percentage of obligation of each Community Mental Health Services Program (CMHSP) for State Psychiatric Inpatient Facilities; this 10% has to come from the Local Dollars fund.**

**Additionally, if there is a grant that requires a match, the Local Dollars fund would be used.**

**The Local Dollars Fund is more than just the Local Match from the counties. The Local Dollars fund also contains moneys from third party insurance reimbursements, and the MSHN Key Performance Incentive (KPI) payment.**

**Q. On page 49 of the packet, it shows that a percentage interest rate of 4.75-5.00% is being paid on the Series 2018C Jackson County Building Authority Bonds. Is it possible to refinance to take advantage of the current low rates?**

**A. That would be a discussion with Jackson Board of County Commissioners. Jackson County has refinanced bonds for LifeWays in the past (see the Series 2014A and Series 2015A bonds on the same page).**

**Board member Earl Poleski, who is also a Jackson County Commissioner, stated that he would bring up the topic with the County Administrator.**

**Q. On page 52 of the packet, it was noted that a percentage of the pension fund is invested in International Equity. Is it possible to find out what companies and/or countries this fund is invested in?**

**A. That will be researched and brought back to the Board.**

**Q. On pages 59-60, there are lists of assumptions on which the pension fund is based. The inflation rate is estimated at 2.5%; given the current economic climate, are there funding plans in place should the inflation rate rise higher (i.e., 5%)? Is there a need to increase or decrease funding?**

**A. That would be included in the actuary plan that is done annually. Watkins Ross will be contacted and their answer brought back to the board.**

**Mr. Kelly expressed his appreciation to LifeWays leadership for their assistance and cooperation. The past year was unique and a struggle with all of the CMHSP reporting deadlines being pushed back. Hopefully 2021 will be better!**

**RECESS BUSINESS MEETING**

Chair Peterson recessed the Regular Business Meeting at 7:43 p.m.

**RECONVENE**

The Regular Business Meeting reconvened at 8:03 p.m.

**APPROVAL OF CONSENT AGENDA**

LW 20-21-035 - Approval of the Consent Agenda (July 21, 2021 Regular Business Meeting)

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**MOTION BY BRADLEY BOHNER, SUPPORTED BY BRUCE CASWELL, FOR APPROVAL OF THE CONSENT AGENDA (JULY 21, 2021 REGULAR BUSINESS MEETING), AS PRESENTED. MOTION CARRIED: -10-0**

**A. Facilities**

- 1. Approval to Accept RW Mercer Co. Invoice #338227 | Draw #18 in the Amount of \$224,431.34 [Scrivener's Error – should be \$221,431.34] and Recommendation to LifeWays Finance Committee Approval for Payment for Period Ending 6/30/2021**

**B. Program & Finance**

- 2. Approval to Accept Finance Report – May 2021**
- 3. Approval to Accept Expenses Report – May 2021 - \$7,030,476.83**
- 4. Approval to Accept the Facilities Committee Recommendation for Payment to RW Mercer for Invoice #338227 | Draw #18 in the Amount of \$221,431.34 for Payment for Period Ending 6/30/2021**
- 5. Approval of Expenditure of \$23,012.66 to The KR Group, Inc. to Extend the Meraki Firewall and Mobile Device Management Licensing for an Additional Five Years**
- 6. Approval to Purchase Microsoft Dynamics 365/TangiCloud Software and Related Services in an Amount Not to Exceed \$58,120**

**C. Quality Improvement and Credentialing**

- 7. Approval of the Quality Improvement/Credentialing Report – July 2021**
- 8. Approval of New Policy: 16-04 Jail Services**

9. **Approval of Reviewed Policies: 03-01 Accounting; 08-05 Health Information Management; 09-01 Staff Qualifications and Hiring; 09-02 Salary, Benefits and Payroll Administration; 09-03 Competency and Training; 09-04 Workplace Conduct; 09-05 Employee Recognition; 11-03 Maintenance and Custodial Services; 12-03 Central Michigan 2-1-1 Services; 13-04 Brief Screen; 13-07 Initial Evaluations; 14-01 Crisis R&R; 14-02 Mobile Crisis Team for Adults; 14-03 Intensive Crisis Stabilization Services (ICSS) for Children; 16-01 Targeted Case Management; 16-03 Outpatient Therapy; 16-06 Medical Services; 16-07 Mental Health Court**
10. **Approval of Revised Policies: 04-01 Service Authorization; 09-06 COVID-19 Preparedness and Response Plan; 11-01 Safety and Security; 11-02 Space Management; 11-04 Agency Vehicle Transport Services**
11. **Approval of Revised Committee Charter: Self-Determination Committee**
12. **Approval of Amendment 8 to the Chief Executive Officer 2021 Contract**

#### **APPOINTED COMMITTEE REPORTS**

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

#### **BOARD OF DIRECTORS**

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

#### **NEW BUSINESS**

- LW 20-21-036 - Approval to Accept the Audited Financial Statements for Fiscal Year Ended September 30, 2020**
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MOTION BY BRADLEY BOHNER, SUPPORTED BY EARL POLESKI, FOR APPROVAL TO ACCEPT THE AUDITED FINANCIAL STATEMENTS FOR FISCAL YEAR ENDED SEPTEMBER 30, 2020, AS PRESENTED. MOTION CARRIED: 10-0

## REPORTS

- CHIEF EXECUTIVE OFFICER (CEO)

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

- LifeWays Update
  - Crisis Residential Site Visit
  - Workforce Challenges/Crisis
- Michigan Department of Health and Human Services (MDHHS)
  - Renewal of Determination That A Public Health Emergency Exists
  - Michigan Crisis and Access Line (MiCAL) Update
  - MDHHS/CMHSP/PIHP Meeting Update
  - MDHHS and State Legislators Announce Bills to Combat Opioid Crisis
- State Legislative Update
  - Gongwer Capital News Services Article
- Federal Legislative Update
  - Key Legislation Introduced to Expand Certified Community Behavioral Health Clinic (CCBHC) Program
  - Centers for Medicare and Medicaid Services (CMS) Clarification
- Community Mental Health Association (CMHA) Update
  - 12<sup>th</sup> Annual Anti-Stigma Event Day
  - Traveling Art Show
- Upcoming Events
  - LifeWays 2021 Strategic Planning Summit

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

- BOARD CHAIR

Chair Peterson thanked everyone once again for all of their educated and insightful questions and observations as well as all of the dedicated hard work that is put in on a daily, weekly and monthly basis. It's quite impressive, well received and much appreciated.

- **MEMBER COMMENTS**

- **Ms. Callison – We’ve suffered some losses, both personally and as a board recently; it reminds me that we need to take the opportunity to tell each other how much we appreciate working with each other and what a great group of people we are.**
- **Mr. Clark – I first met Jim Shotwell while working on the DDA [Downtown Development Authority] and my first impression of him was that he was a bit of a pain. But he put the wellbeing of the community at the forefront of everything that he did. I remember a discussion with him one time about the amount of parking that I had to pay downtown when I had a parking lot and the number of people that could be in my business at one time. He was very smooth and political in his answer. When we got done with the conversation, I ended up agreeing with him but as I walked away, I thought, “what did I just agree to?” He had that way of kind of changing your mind just by the way that he talked. When I first came on this board, he was always a great guy and, just like Chair Peterson said earlier, Jim took me aside and explained the ABCs of the board; said to bide my time and it would help me see the bigger picture of it all. I am going to miss Mr. Shotwell a lot.**
- **Ms. Carlson – I am going to jump on the same bandwagon as Melissa and John. Jim reached out to me when I first started on the board as well; found out that he lived around the block from me. He offered to pick me up and take me to anything and he would tell me all the ins and outs so I would know everything. Turns out, I picked him up and drove him around, which was easier. But he was really nice to me and I’m very appreciative of that. I miss him already.**
- **Mr. Wiley – I’ll start by saying to my fellow Hillsdale colleagues, I’m not avoiding you, but I baled straw and hay right up to 6:30. I’ll try to make the next one that’s in town. The only thing that I’d like to share is that I sit in on the Medical Control Meetings here in Hillsdale and we always receive the consensus report. When Terry Esterline gives the report, he never says that someone has passed on or died, he simply says that x number of residents went to heaven. With that said, I’d like to say that Jim hasn’t necessarily passed on, but he left us to go to heaven.**
- **Mr. Woods – First, I’d like to thank Maribeth and Karen [Cascaddan, Executive Director of Governance] for helping me to resolve some issues I had with Legacy.com on Jim’s obituary page. It took a lot off my shoulders as it was very upsetting. Very much appreciated. Jim was a good friend; I’m sure some of you are shocked at how long I’ve known him and the circumstances under which we met. There was a good article in the local paper about him today and I had a chance to talk to the reporter about how Jim and I met. Typically, folks that look like me don’t come out that good in those situations at thirteen years old. Jim has always been a part of my life and he was an important part of my life. The funniest thing in the mental health field that I remember, when I told Jim that I was going to run for president of the Community Mental Health Association, Jim said he would be my campaign manager and I thought that would be great. We**



were at a conference, and he told me to meet him at a reception at 5:00 pm to go over everything. I head down there with paper and a pencil to take notes; I asked Jim what the plan was. He says, “Number one, shake all the hands of everyone you can; number two, keep your mouth shut; number three, if you have any questions, refer to number one and number two.” So, I did what he said and ended up winning. I was the first and only African American ever to be president of the CMHA. Jim guided me through every time and place; he meant a lot to me. We’d talk on the phone, or I’d stop by the store to talk to him. He and I would talk for hours, especially about books. The last time I saw him was at the hospice home; the family wasn’t there so it was just him and me. He was kind of out of it and was unable to talk. I looked at the table by his bedside and there were two books there, one I had just finished reading and another one that I had talked with him about, called Sooley by John Grisham. It’s not a lawyer book but rather about the goodness in people and, if you do something important in their lives that helps them, they can do great things with their lives. I feel like that a number of years ago, Jim did that for me.

- **Ms. Brown** – I’ve been buying shoes from Jim’s shoe store for years because it’s one of the few places we could get the kinds of shoes my family needed. So, I knew Jim from the store but when I got on the LifeWays board in June or July of 2018, he started talking to me a lot about the board and I really appreciated all the things that he talked to me about. I had a lot of respect for him for his wisdom and the number of years he was on this board. He was a great guy and I’ll miss him a lot. The Suicide Prevention Coalition of Hillsdale County met this week in this room, and I want to thank LifeWays for letting us use it. Chad [Surque, Director of Communications and Outreach] and Christina [Crouch, Public Relations Coordinator] drove down from Jackson for the meeting. There was only three of us here from Hillsdale, but others were here. We had a longer meeting yesterday than usual and Chad took a lot of time to talk to us. That made a strong impression on those of us from Hillsdale. It was a very good meeting.
- **Mr. Caswell** – I liked Jim Shotwell because he had a good sense of humor. He always liked to laugh, and he was always smiling, so this is for you, Jim. We have a family in our neck of the woods that are, to put it politely, a bunch of thieves. They break into homes all the time to steal stuff and so on. I was driving by last April and I see the head of the mafioso bashing on the front door of his house with his foot. I stopped and said, “Hey, Harry, what are you doing kicking in your door?” He turned out, looked at me and said, “I’m working from home!” That’s for you, Jim.
- **Mr. Poleski** – I talked to Steve [Shotwell, Jim’s son] while Jim was in hospice, and he told a story about how the nurses were trying to gauge Jim’s level of lucidity. They asked his name, what day it was, etc. When they asked what city he’s in, he said, “I’m in the capital of Transylvania.” When asked why he said that, he said, “I must be what with all the blood you’ve taken from me!” He was making them feel better during that tough time. The visitation is on August 17 at the very moment that the Jackson BOCC meet. Steve has already told the Vice Chair that he’s passing the gavel to him and I’m sure they will have a record-

breaking short commission meeting so we can all head off to the visitation that evening.

- **Mr. Bohner – Jim’s, as everybody stated here, sense of humor was special; he was unique and smart. He started on the board about seven months after I did. We became fast friends and many times we stood and talked about everything under the sun. We many times say, when someone passes, that they were a really special person and very unique. Sometimes that’s BS but Jim was a very special, unique person and there’s no BS about it.**

**PUBLIC COMMENT**

There were no public comments.

**ADJOURNMENT**

There being no further business to come before the Board, Chair Peterson adjourned the meeting at 8:58 p.m.

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**Ruth Brown, Secretary**



**MINUTES OF THE PUBLIC HEARING ON NEEDS ASSESSMENT –  
HILLSDALE COUNTY  
WEDNESDAY, JULY 21, 2021**

The LifeWays Board of Directors held a Public Hearing on Needs Assessment – Hillsdale County in the Board Room at the LifeWays Building, 25 Care Drive, Hillsdale, Michigan, on Wednesday, July 21, 2021

**BOARD MEMBERS PRESENT:** Jeffrey Peterson (Chair), Bruce Caswell (Vice Chair), Ruth Brown (Secretary), John Clark (Treasurer) via Zoom, Bradley Bohner, Melissa Callison via Zoom, Christine Carlson via Zoom, Earl Poleski, Mark Wiley via Zoom, Edward Woods via Zoom

**BOARD MEMBERS ABSENT:** Carl Rice, Jr.

**STAFF MEMBERS PRESENT:** Maribeth Leonard (Chief Executive Officer), Latrelle Burk, Karen Cascaddan, Jon Johnston, Casie Robertson

**OTHERS PRESENT:** Brad Benzing

**CALL TO ORDER**

Chair Jeffrey Peterson called to order at 7:43 p.m. the Public Hearing on Needs Assessment – Hillsdale County.

Maribeth Leonard, Chief Executive Officer, stated that, in accordance with the Michigan Mental Health Code, each Community Mental Health Services Program (CMHSP) is required to annually conduct a needs assessment to determine the mental health needs of the residents of the county or counties it represents as well as to identify public and nonpublic services necessary to meet those needs. The information and data concerning the mental health needs of individuals with developmental disability, serious mental illness, and serious emotional disturbance is reported to the Michigan Department of Health and Human Services (MDHHS). This Public Hearing is only one component of data gathering as LifeWays also involves the public and providers in Hillsdale and Jackson counties in various ways to ensure that information is collected from numerous and appropriate sources.

It was noted that transportation is a great need in Hillsdale County. Progress has been made, with LifeWays having an auto at the Hillsdale office to drive consumers to and from appointments. The Hillsdale Board of County Commissioners have been taking steps to improve local public transportation; and there is a local committee to address the problem as well.

It would be helpful to provide the public more information on how best to access therapy within the county.

## **LIFEWAYS BOARD OF DIRECTORS**

### **Minutes of the Meeting**

**July 21, 2021**

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A question arose as to what recruitment tools are being used to bring psychiatrists, therapists, and other mental health professionals to Hillsdale County; perhaps with cash incentives? LifeWays does include incentives in psychiatrists' contracts to provide services in Hillsdale one to two days a week. However, it doesn't seem to be enough. The possible use of millage money to bolster the incentive will be considered.

Hillsdale Hospital has long had a college scholarship program that assisted students, with the stipulation that graduates return to Hillsdale County to deliver medical services for a set period of time. A majority of those that return have stayed, boosting local services as well as the economy. Please consider a similar program for social workers and psychiatrists.

An update on the Hillsdale Hospital ambulance service was given. Workarounds have been used for some time and progress is being made to use the county ambulance services even more. There may be an opportunity to use an out-of-county service as a backup. Discussions continue between Hillsdale Hospital, ambulance services, Hillsdale Board of County Commissioners, and LifeWays.

### **PUBLIC COMMENT**

Brad Benzing, Hillsdale County Commissioner, Hillsdale County Medical Control Committee member, and Emergency Medical Services (EMS) provider, made the following statement: We have an ongoing crisis, not only in Hillsdale County but also in the State of Michigan as well as throughout the nation, with opioids and overdoses (ODs) from opioids. I thought I would share the following information I received at a recent seminar. In 2019, there were 10,763 non-fatal ODs in Michigan vs. 12,482 in 2020. So far in 2021, there have been 6,401. In 2019, there were 335 deaths from opioid ODs vs 391 in 2020 and 187 thus far in 2021. The Michigan Overdose Gather to Action Committee was recently formed and is funded with a grant through 2023. Its goal is to reduce opioid ODs by 50%. Part of meeting this goal is to get Naloxone [which helps to reverse opioid overdoses], aka Narcan or Evzio, into the community at large, and not just into the police departments and emergency services. There is a program to leave behind Naloxone at sites to which police have responded for ODs. A stipulation is that it cannot be left with anyone that takes narcotics. In Michigan, there have been 18 counties that have adopted state-offered protocol for EMS agencies to leave Naloxone at OD scenes, where the patient was revived. Seventeen other counties are considering the same program. Today, I presented a similar program to the County Medical Control Committee, and it will be discussed further at our next meeting. The cost is almost nothing due to the state grant providing Naloxone at no cost to the hospital pharmacy. It would then be distributed in kits, along with instructions, at OD scenes. As the local community health, it would be appreciated if LifeWays would lend their assistance and encouragement through a letter of support to the County Medical Control Director. Stigma is still such an issue, even among the EMS community. The hope is that, by developing this program, we can provide people a second and maybe even a third chance to get into a recovery program.

**ADJOURNMENT**

**MOTION BY BRADLEY BOHNER, SUPPORTED BY EARL POLESKI, TO CLOSE THE PUBLIC HEARING ON THE NEEDS ASSESSMENT – HILLSDALE COUNTY AND RETURN TO THE REGULAR BUSINESS MEETING AT 8:03 PM. MOTION CARRIED: 10-0.**

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**Ruth Brown, Secretary**