



**HUMAN RESOURCES COMMITTEE
HYBRID MEETING MINUTES
Wednesday, September 1, 2021 5:30 p.m.**

Committee Members Present:

Maxine Thome

Committee Members Excused:

Timothy Hanna, Alan Platt, Dale Copedge, Raul Gonzales, and Adam Matson

Board Members Present (non-committee members):

Joe Brehler

Staff Present:

Sharon Blizzard, Sara Lurie, Jessica Tyrer, Aleshia Echols, Feliz Rodriguez, and Brian Filipiak

Public Present:

None.

Call to Order:

The meeting was called to order at 5:38 p.m., by Chairperson, Maxine Thome.

Previous Meeting Minutes

No approval due to the fact that we did not have a quorum.

Adoption of Agenda

No approval due to the fact that we did not have a quorum.

Public Comment on Agenda Items:

None.

BUSINESS ITEMS

Third Quarter EEO Report

Feliz Rodriguez reported that since the implementation to Connect, we have not yet been able to generate reports. Therefore, no third quarter EEO report staff recommendation will be presented this evening. Ms. Rodriguez is hopeful that we will have a report for the regular December HR Committee Meeting.

Mr. Brehler inquired as to whether or not there were any areas of concern that needed to be reported in the absence of a hard copy report. Ms. Rodriguez responded that there were no major concerns at this time and that the report is primarily for internal staff use and knowledge.

Third Quarter Diversity Initiative Report

Ms. Rodriguez provided a summary of the achievements and events in which the HR Department and the Diversity Advisory Council (DAC) contributes to the ongoing efforts towards diversity and inclusion. Ms. Rodriguez shared that the DAC has collaborated with other CMH's in Michigan regarding creating inclusive atmospheres for consumers. The DAC has also been working on content for agency-wide trainings in which DAC members participate in cultural inquiry assessments provided by Tina Alonzo (Intercultural Development Inventory Consultant).

Intercultural Development Inventory (IDI)

The IDI is a 50-item assessment available online that can be completed in 15-20 minutes. This tool will measure your underlying orientation for intercultural competence, the capability to shift cultural perspective and appropriately adapt behavior to cultural differences and commonalities, and learning outcomes to support development plan efforts. It measures both mindset and skill set, and learning outcomes to support development plan efforts.

Intercultural Conflict Style (ICS) Inventory

The ICS is an 18-item questionnaire available online that can be completed in 15-20 minutes. This tool will improve self-understanding of the core approach to communicating about differences, resolving conflicts, and solving problems; and how

that affects your ability to recognize and effectively respond to cultural differences in communication and conflict styles.

Maxine Thome inquired about the makeup of the current Diversity Advisory Council (DAC). Ms. Rodriguez advised that DAC currently is composed of CMHA-CEI staff only.

ACTION: A copy of the IDI and ICS questionnaire will be requested from Intercultural Development Inventory Consultant and a copy sent to Maxine Thome, HR Committee Chair and Joe Brehler, Board Chair for review and information purposes.

Chief Human Resource Officer, Sharon Blizzard provided an overview of the retention and recruitment plan timeline (see attached). Highlights of some of the initiatives included:

- Student debt relief - sent out to staff the week of August 30
- 1/1 Vacation Buyout – sent out to staff the week of August 30
- 30-day transfer and 1-year exclusion clarification
- Mobile crisis reclassification
- Negotiated wage increase and \$1,800 COVID payment
- Explore increased step range job offers
- Creative recruitment strategies implemented
- Exploring PATH program
- Hybrid remote and flexible options
- Tuition Reimbursement
- Stay, Transfer & Exit interview updates that will be implemented at the end of September.
- 30 – 60 Check-In sessions with the CEO for New Hires who were on-boarded during the pandemic
- Buyout Options for PTO banks that weren't used due to COVID
- Compensation Study as there has never been an assessment of Master level clinicians
 - Ensure competitive wages
- Explore pipeline building costs
- Performance Management (Feb 1, 2021 implementation) initiative will include the following system improvements:
 - a. Annual
 - b. Standardized Competencies in the following areas:
 - Personal Adaptability

- Accountability
 - Job Knowledge/Technical Skills
 - Productivity
 - Leadership
 - Interpersonal/Cultural Competency
 - Communication
 - Environment and Safety Practices
- c. Self-Evaluation is also part of the new system

Ms. Blizzard reported that staff are appreciative of all of the agency efforts.

Mr. Brehler expressed that he sees the new performance management initiative as a CMHA-CEI culture change and expressed concern regarding timing of such a significant change (with the current staffing shortages) may be threatening for staff and put them on edge. Sara Lurie shared that the new generation of staff crave feedback and ability to see growth. Mr. Brehler then inquired about the current performance evaluation format and frequency of supervisor meetings with their staff and the functionality of those meetings. Ms. Blizzard reported that there is always ongoing oversight for staff and that for the first five years of employment all staff receive an annual evaluation. After five years of employment, staff receive an evaluation every two years. However, with the new Connect Performance Management system, all employees will be required to receive an evaluation on an annual basis.

ACTION: CEO, Sara Lurie requested to have Jana Baylis, HR Manager present on Performance Management at the December HR Committee meeting to share the proposed competencies and skills developed through the Agency-wide workgroup for additional feedback from the HR Committee.

Sharon Blizzard reported that additionally, she has met with the hiring staff and a suggestion to provide stipends or incentives for Relief Residential Technicians might be very attractive as they are not benefitted positions and they are not represented.

Sharon Blizzard reported that the state has two workgroups:

- Recruitment & Retention
- Work Conditions (Things that impact work conditions) as the staff would rather spend time on the clinical aspects of the work rather than administrative functions

Joe Brehler commented that since 2012 there have been threats to the system and that all of the administrative burdens are a back door way to privatize the public system.

The group began to discuss the issue of the lack of individuals and/or students interested in going into mental health occupations. Sharon assured the board that CEI continues to have a presence in the elementary, middle and high schools. Maxine Thome commented that graduation rates are down, however, Michigan has the largest number of social workers in the County and the Master programs are thriving due to the positive experiences individuals have had in the past with the system.

Sharon reported that several clinicians have gone into private practice, but we expect in April of 2022 that the pendulum will shift. Mr. Brehler and Ms. Thome stated that if we could get presenters into schools to show students the work mental health workers do to get interest; it could be beneficial to recruitment. Additionally, Maxine Thome suggested that we could offer CEUs and consider using staff from CMHA-CEI to assist with training.

Sara Lurie reported that the Capital Area Health Alliance board of directors has approved a proposal from CAHA's Whole Person Care Core Group *that CAHA convene a conversation about Health Workforce in the Greater Lansing Region to explore interest in a collaborative approach to healthcare workforce development*, Jason Blanks, Executive Director.

ACTION: Ms. Thome suggested CMHA-CEI could collaborate with MSU to develop some type of special accelerated course that would introduce students to public mental health and the work of the child welfare system. Ms. Blizzard said that a dialogue for creating such a program could be initiated. Maxine Thome offered some potential contacts. Sharon will work directly with Max to get additional information.

Labor Relations Third Quarter Grievance Report

Sharon Blizzard reported during the Third Quarter, two (2) new grievances were filed and three (3) grievances were resolved. Ms. Blizzard noted that the two (2) resolved were from the second quarter and one (1) was from the third quarter fiscal year. The one (1) remaining open grievance is from the third quarter fiscal year 2021.

Unfinished Business

None.

New Business

2021 Chief Executive Officer Performance Evaluation

Ms. Blizzard explained that annually the HR Director presents the CEO performance evaluation process for review by the HR Committee and solicits any recommended

change, then the Executive Administrative Assistant mails out the evaluation to all board members, and they have a timeline. The only change is an added question regarding diversity equity and inclusion.

This is usually an action item for the committee; however, without quorum, the item will be brought directly to the board at its regular September meeting for review and approval.

Public Comment

None.

Adjournment

The meeting was adjourned at 6:35p.m. The next regular quarterly meeting of the Human Resources Committee is scheduled for Wednesday, December 1, 2021 at 5:30 PM, 812 E. Jolly Rd, Atrium.

Minutes respectfully submitted by:

Jessica Tyrer

Human Resources Administrative Assistant