



**HUMAN RESOURCES COMMITTEE  
MEETING MINUTES  
December 4, 2019, 5:30 p.m.  
Community Mental Health Building, 812 E. Jolly Rd,  
Lansing, MI 48910**

**Committee Members Present:**

Dale Copedge, David Pohl, Emily Stivers, Maxine Thome

**Committee Members Excused:**

Al Platt (prior notification provided).  
Kay Pray

**Board Members Present (non-committee members):**

Paul Palmer, Vice Chair of the Board of Directors

**Staff Present:**

Sharon Blizzard, Aleshia Echols, Sara Lurie, Feliz Rodriguez, Lynn Roper, Kylie Wieber

**Public Present:**

Naudia Fisher, Local 459

**Call to Order:**

The meeting was called to order at 5:35 p.m., by David Pohl, Chairperson.

**Previous Meeting Minutes**

**ACTION:**

MOVED by Emily Stivers and SUPPORTED by Maxine Thome to approve the meeting minutes of September 4, 2019, as written.

**MOTION CARRIED unanimously.**

## **Adoption of Agenda**

### **ACTION:**

MOVED by Dale Copedge and SUPPORTED by Emily Stivers to approve the meeting agenda of December 4, 2019.

**MOTION CARRIED unanimously.**

### **Public Comment on Agenda Items:**

Local 459 Representative Naudia Fisher shared the following public comment:

“During this meeting and in the upcoming weeks, you will be receiving updates regarding the transitions program. At this time, it is clear that employees WILL be laid off as the new program does not have enough consumer enrollment and buy-in to sustain employment. These are long-time employees who have dedicated their lives to CMH and the people we serve. It is alarming to realize that even those that have worked here for 15-20 years will not have jobs. As the program representative and HR discuss these updates, please keep these employees in mind. “

## **BUSINESS ITEMS**

### **Fourth Quarter EEO Report**

Feliz Rodriguez reviewed the Statement of Diversity and reported that recruitment efforts continue within the parameters of the Human Resources budget. Reporting that resources are utilized for social media, posting platforms, association advertising, career fairs, community partnerships and an active diversity council.

Ms. Rodriguez then presented the quarterly EEO Report from July 1, 2019 through September 30, 2019 which indicated that 27.76% of active employees are minorities. This is an increase of 1.04% from the last quarter.

Human Resources recognizes that minority statistics in the areas of Officials/Managers, Technicians, Office/Clerical and Skilled Craft Workers are considerably low and need improvement. Minorities in the Professional, Security, Para-Professional and Service/Maintenance Workers categories are noticeably higher and offsets the statistical data, making the organizations overall minority total appear within the established threshold of 19%.

In the last quarter, CMHA-CEI hired a total of (56) employees and (53) have separated employment.

**ACTION:**

MOVED by Dale Copedge and SUPPORTED by Maxine Thome that the Human Resources Committee recommends that the Community Mental Health Authority of Clinton, Eaton, Ingham Counties Board of Directors accept the fourth Quarter EEO Report from July 1, 2019 through September 30, 2019.

**MOTION CARRIED unanimously.**

**Fourth Quarter Diversity Initiative Report**

Ms. Rodriguez provided a summary of the achievements and events in which the HR Department and the Diversity Council contributes to the ongoing efforts towards diversity and inclusion and shared that the annual recruitment initiatives include involvement in workforce readiness programs throughout the tri-county area as well as attendance at career fairs in more diverse geographical locations and reviewed the list of HR Memberships, Conferences, Trainings, Career Fairs, In-services and promotional recruitment efforts sponsored and/or participated in during the fourth quarter, noting a full page advertisement was placed in the MSU Career Handbook and Adelante Hispanic centric magazine during this quarter.

HR/DAC sponsored and or participated events included:

- Racial Healing Facilitation Training through TRHT
- MiDEC 2019 Disability Summit
- Diversity Training with the State of MI
- DAC Lunch & Learn- Human Trafficking
- Michigan State University Annual Social Work Conference
- Michigan National Association of Social Workers Conference

Additionally, Ms. Rodriguez highlighted that the Human Trafficking Lunch and Learn had the highest participation to date and noted that consideration of support is given to local, minority and small business owners to provide services to CMHA-CEI for the DAC Lunch and Learn caterings as well as when booking food truck vendors.

**Labor Relations Fourth Quarter Grievance Report**

Sharon Blizzard reported during the Fourth Quarter, two (2) new grievances were filed and no grievances were resolved.

**ACTION:**

MOVED by Dale Copedge and SUPPORTED by Maxine Thome that the Human Resources Committee recommends that the Community Mental Health Authority of Clinton, Ingham Counties Board of Directors accept the Fourth Quarter Grievance Report from July 1, 2019 through September 30, 2019.

**ACTION: Sharon Blizzard reported that there is one termination that is in the grievance process. However, not included as it is not part of the reporting period. Sharon Blizzard will share the details with the HR Committee at its next meeting.**

**MOTION CARRIED unanimously.**

**Old Business**

None.

**New Business**

Sara Lurie invited Lynn Roper, Clinical Services Supervisor to the table. Ms. Roper works under the leadership of Karla Block, CSDD Director and is covering tonight in Ms. Block's absence.

CEO, Sara Lurie provided the following Skill Building Staff Update to the Human Resources Committee:

Brief history: We redesigned our Skill Building services from a Day Program site based model to a community based model to come into complete compliance with the new Medicaid Home and Community Based Services Rules and to better meet all Medicaid requirements for Skill Building services. Due to HCBS, Skill Building services could not be segregated in nature from the typical community and must be geared towards increasing self-sufficiency and/or to engage in meaningful activities such as work/volunteering/school.

The yearlong re-design implementation plan ended as of October 1st. As part of the transition plan we committed to sustaining employment for staff who wanted it throughout the entire transition process, towards this goal we created the new Skill Building tech positions and transferred staff into them as their assignments ended in Day

Programs. However, there were always some unknowns regarding the choices individuals and families would initially make and at this time enrollment in the service is still less than we anticipated and hoped for. However, as we enter the holidays, even in the Day Programs it is very obvious that we do not have enough work to keep the staff busy. People are not participating in Skill Building for as many hours as the Day Program and reported that prior to the transition there were 528 (this includes those with dual involvement in both Peckham & Day Program for Skill Building). At that time, Day Program was the only model for Skill Building with options to utilize CMHA-CEI exclusively or a combination of services from both CMHA-CEI and Peckham.

Since the transition, we have 140 individuals who have participated in the CMHA-CEI redesign Skill Building services in 2019 to present and 125 in Peckham's Skill Building program. The individualized services provided are valuable and bringing some amazing success stories. However, many consumers who attended the Day Programs previously, did not select it (which goes along with the need to promote the service). Although we have not lost them as consumers, they have just chosen a different array of services based on what they wish to do. We have several staff in training and there just is not enough work. Truly we wanted to keep everyone on the job to do the job, but we are just not there yet.

In ongoing efforts to increase future enrollment in Skill Building services, a plan was put into place to promote the service and increase enrollments. Today as part of this plan, CSDD held an event to re-launch and update all case managers and clinical staff on Skill Building services. It is those key staff members that have the closest contact with each and every individual/family served in CSDD and it is important they understand and support the Skill Building services in order to encourage individuals and families to give them a try. Staff have also met with Intermediate School District Transition Staff to educate them on the new model so that students leaving school in June and September can be prepared for these services.

We have been tracking enrollments over the past couple of months and learning more about how people progress through the services.

Below are our findings:

1. People are moving through their goals faster in this individualized model.
2. It is taking less total hours than expected.

3. Many people who attended Day Programs did not initially choose Skill Building but some returned.
4. We expect as we continue to promote the service we will see increased enrollments but over a longer period of time

At the same time as we enter the holiday season and winter months, it seems evident that we do not have enough enrollment at present to provide adequate workloads for the number of active Skill Building techs working. We have techs in temporary assignments in residential and others techs either in training or working with individuals to provide the service.

There was a meeting on Monday to discuss enrollments and the ongoing efforts to promote the services. I had optimistically hoped that we would see higher enrollments immediately following the closure of Transitions North as our largest facility...but it seems the difficulty of operating both models at time created stress and strain on all involved and many people have not yet opted into the new service.

Therefore, we will be meeting with all techs on Monday to discuss a lay off package that will impact 23 individuals with recall opportunities for 2 years as the service continues to grow and develop. If other positions are open in our Residential Units, individuals will be offered transfer in lieu of layoff.

Board Member Maxine Thome inquired as to how services are different now compared to the way things used to be?

Lynn Roper replied that previously activities were convened in group settings and consumers did not have a choice (they were not becoming part of their community). Now services are provided one-on-one and staff are able to explore what that person wants to do and giving them a choice. The services are more individualized and staff are able to work with them on becoming part of their community.

In addition, Ms. Roper reported that the event that Sara Lurie mentioned earlier that took place today with CSDD all case managers and clinical staff is part of the promotional efforts to re-launch and update all case managers and clinical staff on Skill Building services.

Other promotional efforts include:

- Meeting with Ingham County ISD as assist with transitioning the kids out of school.
- Talking with the case managers and having them start talking to families, sharing the success stories as of 12/4/19.
- We also have an action plan of things to do along with working with the schools and work on some materials to succinctly promote the services as we are getting requests from other CMHs regarding our transition plan as they begin to prepare to transition.
- Newsletters
- Continuing to build relationships and partnerships within the community (offer more options and build different skills)

Dale Copedge inquired as to whether there are any metrics for services that must be met? Lynn Roper advised that we are working on objectives and goals and we are going to do a retrospective review of where we are now. Depending on what they want to become engaged in such as work or school and whether they choose to move their supports.

Paul Palmer inquired as the protocol if a client wants to do something but a guardian is against it and how this is being handled? Lynn Roper responded that a lot of time guardians are concerned so staff are sitting down with them and having some frank conversations.

With a heavy heart, Sharon Blizzard, Chief Human Resource Officer shared that higher senior staff will remain in their Skill Building capacity. The other 23 receiving the layoff package will be notified on Monday, December 9, 2019, and fielded questions from the HR Committee members that ranged from whether this will affect diversity to promotion efforts that have been considered, as well as communication to staff.

Ms. Blizzard shared that CMHA-CEI has worked to mitigate this situation as best we can under these circumstances; reassuring the HR Committee members that CMHA-CEI is offering staff a full compensation and benefit package in addition to making special arrangement for support services through MI Works, EAP Plus as well as assigning specific HR and Payroll staff to be available to answer questions and meet with staff on a one-on-one basis to assist with resume building and seeking employment.

**ACTION: Feliz Rodriguez will pull metrics based on the layoffs for Skill Building Staff and report back to HR Committee.**

Board Member Paul Palmer expressed privacy concerns as a member of the CMHA-CEI Board of Directors.

HR Committee members inquired about what CMHA-CEI is doing to relaunch and rebuild and what type of promotion has been done to help increase enrollments in this service, and offered the following suggestions:

1. Development of a 2 minute PSA.
2. Development of a marketing flyer to promote the services to promote how valuable the individualized services being provided are while highlighting some of the amazing success stories.

Ms. Lurie reported that additionally, as new employers come in the area and have a need, depending on the nature of the job could be used to market their business such as WayFair, Clinton County which will assist consumers with moving out of Skill Building into supported and customized employment.

Board member, Dale Copedge suggested providing opportunities for affected staff to share the knowledge they have obtained between now and December 20th as they understand the details of the program (possibly for their own benefit as they are eligible for two years of recall rights as part of their package). This information could be used to help develop Skill Building promotional materials to help increase enrollments.

**ACTION: CEO, Sara Lurie will work closely with the PR Assistant, Lynn Roper and Karla Block to develop Skill Building promotional materials and consider developing a public service announcement (PSA).**

Board member Dale Copedge expressed concern for any hardship this may cause the families around the holiday season (planned respite care concerns). Sharon Blizzard, CHRO, reiterated that traditionally participation decreases around this time of the year as individuals are spending time with their families and many staff request time off during the holiday.

Board member Maxine Thome expressed that as a board member based on the public comments shared at the October Board meeting, we are in a very different place now than where we intended to be and ethically she is having mixed feelings. CEO, Sara Lurie agreed and shared that we were not anticipating that we would have this situation.



Additionally, Board member Maxine Thome inquired about what methods CEI took to ensure that no consumer was left behind during the transition?

Ms. Lurie advised that monthly newsletters were mailed via US mail to guardians and consumers throughout the process. In the newsletters, we urged individuals to contact customer service with questions and concerns.

Additionally, Board Member Thome requested details of what a day in the old Day Program model looked like versus the new design?

Ms. Lurie replied that because there were seven sites, different people with different needs there it would be difficult to compare. However, the biggest difference is the fact that in the old model there were groups of consumers in a classroom setting with one or two staff (segregated) and in the new design, consumers receive a variety of individual one-on-one services, not just Skill Building and are integrating and becoming part of their community.

HR Committee Chair, David Pohl pointed out that as consumers reach a certain stability level in their life with the skills we are teaching them, they may just evolve out of the system. This is the goal! Ms. Roper agreed and commented that another thing to consider is that they may have other needs other than Skill Building such as:

- Supported Employment
- Customize Employment – Initially Job Coaching, touch base monthly, quarterly
- Community Living Supports are more sustainable than Skill Building especially CLS based on individual needs and no cap.

Board member, Dale Copedge suggested providing opportunities for affected staff to share the knowledge they have obtained between now and December 20th as they understand the details of the program (possibly for their own benefit as they are eligible for two years of recall rights as part of their package). This information could be used to help develop Skill Building promotional materials to help increase enrollments.

**ACTION: CEO, Sara Lurie will work with Lynn Roper and Karla Block to develop Skill Building promotional materials and PSAs.**

Ms. Lurie shared copies of flyers that are being distributed in the Skill Building programs of events being hosted by some of the Group Homes. These events provide the social aspect and are intended to provide opportunities to continue many of the friendships that have been established during the Day Program model. A variety of events are scheduled

monthly, and we have noticed that organizations are starting to participate (i.e. Clinton County). We are hopeful that these type of opportunities will fill any social voids as CMHA-CEI focuses on Skill Building.

**ACTION: Ms. Lurie will reach out to each board member individually to share the information that was provided at this evenings HR Committee meeting, and will follow-up with talking points via email immediately following HR Committee this evening to assist with fielding questions should they arise.**

With that being said, Board Member Emily Stivers, with the support of the entire HR Committee, expressed that it is very important that staff understand why this is happening as several staff have committed their lives to caring for the consumers and are very passionate about the fulfillment that the work they have done brings and recommended drafting a communication to include the following:

1. The reason for the need to make changes to the transition program (which was to support and improve efforts towards increased self-sufficiency, and greater community inclusion for the individuals with intellectual and developmental disabilities served).
2. Taking full ownership and responsibility that we miscalculated and we are sorry and own it and the fact that we regret the miscalculation that is now impacting our staff. However, we had no way of predicting that enrollments in the new services would be lower than anticipated during the planning process.
3. We will make it right as we did in good faith make a commitment to maintaining staffing level and are committed to providing fair compensation and support throughout the process.
4. Assuring staff that the individuals served previously in the Day Program model will still continue to receive CMHA-CEI services based on their person-centered plan.

Sara Lurie shared that we really have a quality, individualized program. However, it is going to take some time to build. We are hoping within the next two (2) years. With the recall rights for 2 years, we are hoping that it will stabilize within the next two years. Additionally, we will pursue the promotional strategies mentioned above to try to increase enrollment. The other caveat is that CMS is telling the State of Michigan that they need to come up with some cap for Skill Building (right now it is not like that). Other than residential unit we have not provided CLS services.

**ACTION: CEO, Sara Lurie will convey this message at the Monday, December 9<sup>th</sup> meeting.**

**Public Comment**

Board Member Emily Stivers shared that Ingham County is experiencing some unconscious bias issues with regards to their prescription drug coverage through 44North and are want to be sure that 44North is not discrimination against employers who have certain drug needs. Ms. Stivers wanted CMHA-CEI to be aware of this matter as CMHA-CEI also contracts with 44North for their employee prescription drug program and may experience something similar in the future.

The meeting was adjourned at 7:04p.m. The next regular quarterly meeting of the Human Resources Committee is scheduled for Wednesday, March 4, 2020 at 5:30 PM, 812 E. Jolly Rd, Conference Room G11-C, Lansing.

Minutes respectfully submitted by:

Aleshia Echols  
Executive Administrative Assistant