

**GRAND TRAVERSE COUNTY
DEPARTMENT OF HEALTH AND HUMAN SERVICES BOARD**

**SPECIAL MEETING
Wednesday, December 13, 2023
10:00 a.m.**

Open to the public
**This meeting will be recorded*

**Grand Traverse Pavilions
1000 Pavilions Circle
Traverse City, MI 49684
Board Room**

AGENDA

1. CALL TO ORDER – 10:00 a.m. Grand Traverse Pavilions – Mary Marois, Chair, Grand Traverse County Department of Health and Human Services Board

2. ROLL CALL

3. PUBLIC COMMENT

Any person shall be permitted to address a meeting of the Grand Traverse County Department of Health and Human Services Board which is required to be open to the public under the provisions of the Michigan Open Meetings Act, as amended. (MCLA 15.261, et seq.) Public comment shall be carried out in accordance with the following Board Rules and Procedures:

1. Any person wishing to address the Board shall state his or her name and address.
2. Persons may address the Board on matters which are relevant to Grand Traverse Pavilions issues.
3. No person shall be allowed to speak more than once on the same matter, excluding time needed to answer Board Members questions. The Chairperson shall control the amount of time each person shall be allowed to speak, which shall not exceed three (3) minutes.
 - a) Chairperson may, at his or her discretion, extend the amount of time any person is allowed to speak.
 - b) Whenever a group wishes to address the Board, the Chairperson may require that the group designate a spokesperson; the Chairperson shall control the amount of time the spokesperson shall be allowed to speak, which shall not exceed fifteen (15) minutes.

The Board shall not comment or respond to a person who is addressing the Board. Silence or non-response from the Board should not be interpreted as disinterest or disagreement by the Board.

Please be respectful and refrain from personal or political attacks.

4. ADMINISTRATOR/CEO INTERVIEW – Amber Phillips

5. BOARD DISCUSSION

6. SECOND PUBLIC COMMENT

Refer to Rules under First Public Comment above.

7. ADJOURNMENT

Amber M Phillips

Cadillac, MI 49601

Maintain a position that will allow utilization of my work experience and continue to challenge me in a professional career with the opportunity for continued growth.

EXPERIENCE

Kalkaska Memorial Health Center / Service Line Director Long Term Care - March 2022 – Present

- Responsible for maintaining a budgeted census, appropriate skilled mix and meeting Medicare/Managed care rates.
- Accountable for management of accounts receivable and collections, state and federal survey compliance, resident care, a positive return on investment and implementation of policies and procedures of Kalkaska Memorial Health Center.
- Responsible for all operating costs associated to management of the center, protecting resident rights and choices, while maintaining and environment that reflects this.
- Responsible for the oversight of all onboarding and termination processes of long-term care employees.

Achievements: Facility reached a 5 star status as of April 2022. We have been able to maintain this status going forward thus far. With the implementation of VSTalert technology falls have significantly decreased. We have successfully been able to add this technology to every room in three of our units to improve the safety of our residents. Recently began staff restructuring for all levels of the organization to reduce overlap in job duties, improve clarity for each staff members job role and improve utilization of appropriate staffing models.

WCHC September 2018 – Feb 2022 LLC Owner / Executive Director Assisted Living

- Responsible for facility operations, census management, human resources, recruiting of staff and residents, marketing venues, payroll, medication management, environmental services oversight, management of facility waiver services and contracts as well as oversight of all resident care.
- Responsible for all operating costs associated to management of the center, protecting resident rights and choices and maintaining and environment that reflects this.

Achievements: Successfully managed and implemented infection control policies with the onset of Covid-19. Did not have 1 positive case until October of 2021. Revised all facility policies and retrained all staff within 3 months of management change within the facility. This resulted in significant improvements in quality of care, medication management, physician communication and improvement of staff performance. Provided census gains throughout covid months. Successfully integrated electronic medication management providing significant improvements in medication administration and tracking.

Villa Healthcare January 2016 – September 2018 Executive Director

- Responsible for maintaining a budgeted census, appropriate skilled mix and meeting medicare/managed care rates.
- Accountable for management of accounts receivable and collections, state and federal survey compliance, resident care, a positive return on investment and implementation of Villa core programs.

- Responsible for all operating costs associated to management of the center, protecting resident rights and choices and maintaining and environment that reflects this.

Achievements: At or below 2016 & 2017 average citations for annual survey *both quality surveys*, achieved a 5-star rating in 2017, became a NICHE certified center in 2017, have obtained 0 harm level citations, grew overall census by 20 residents in 2017 for skilled nursing and grew by 4 residents in the onsite 11-bed assisted living, obtained a VA contract in January 2018, and converted to electronic medical and treatment records for the facilities nursing platform.

Extendicare

June 2011 – Nov 2015

**Extendicare / Tendercare Suttons Bay, MI
Executive Director**

May 2012– Nov 2015

- Responsible for maintaining a budgeted census of 69 and the appropriate skilled mix.
- Accountable for management of accounts receivable and collections, state and federal survey compliance, resident care, a positive return on investment and implementation of Extendicare core programs as well as the Eden Philosophy within the center.
- Responsible for all operating costs associated to management of the center, protecting resident rights and choices and maintaining a homelike environment pertaining to resident care.
- Assisted other centers with staffing, census development strategies and annual survey management.

Achievements: Obtained a deficiency free survey in 2013, both 2014 and 2015 where quality surveys, achieved a 5-star rating. Exceeded ADC for both 2014 and 2015.

**Extendicare/Tendercare Tawas City, MI
Interim Executive Director/Administrator**

December 2011 – May 2012

- Responsible for maintaining a budgeted census, appropriate skilled mix and meeting medicare/managed care rates.
- Accountable for management of accounts receivable and collections, state and federal survey compliance, resident care, a positive return on investment and implementation of Villa core programs.
- Responsible for all operating costs associated to management of the center, protecting resident rights and choices and maintaining and environment that reflects this.

**Extendicare / Tendercare Gaylord, MI
Administrator in Training**

June 2011 – December 2011

- Acquired the knowledge and skills to become a successful Nursing Home Administrator.
- Gained knowledge in the policies, procedures and expectations required per Extendicare's guidelines.
- Completed the NHA Federal and State examinations for licensure.
- Mastered the basic functions of each department including clinical, dietary, human resources, social work, environmental, rehabilitation, business development, operational, financial, business officer operations and administration.

**Orchard Creek SNF, Traverse City, MI
Director of Medical Billing**

December 2009 – September 2011

- Managed all medical accounts and billing for the entire facility.
- Provide weekly billing reports for meetings regarding outstanding accounts.
- Monitor facilities generated income, manage and collect on private accounts and bill all Medicare accounts.

**CVS/Caremark, Lincolnshire, IL
Reimbursement Specialist**

December 2008 – December 2009

- Analyze and collect on high dollar accounts on a weekly basis pertaining to insurance claims.
- Run A/R reports and goal setting reports in setting specific goals each week.
- Effectively bill and provide follow up on each account in an efficient manner.
- Assist with pre-hire candidate assessments / interviews.

EDUCATION

Central Michigan University, Mount Pleasant, MI
BA, Healthcare Administration - May 2007
Major: Healthcare Administration
Minor: Nutrition

Healthcare licensure: Nursing Home Administrator License
License Number: 4801013785

Highly proficient in Microsoft office applications, Outlook, Ithink8 and Powerchart Applications.

References upon request.

Name

Date

1. Please take a few minutes to tell us about yourself and tell us why you want to lead this facility.
2. What has been your experience working in similar facilities?
3. What has been your role in budget preparation? Budget performance? Handling Budget variances in turbulent times? What do you know about the sources of Revenue for services provided by the Pavilions?
4. How well do you resolve conflict? In brief, describe the process you have employed or may have to employ in the future.
5. In your past employment, tell us about how you were able to build a successful team internally for that organization?
6. We are currently living in a climate where it is difficult to recruit and retain staff. We are interested in hearing what you plan would be in recruit and retain qualified committed staff.
7. How would you describe your Management Style?
8. Give us three examples of times when you were able to effectively demonstrate your leadership skills. How did you know you were being effective?
9. How would you build a successful board and Administrator/CEO partnership?
10. You have five items on your monthly dashboard that you pay particular attention to and share with the Board, what are those items?
11. During the course of your career, tell us about a mistake that you made. What lessons were learned from that experience?

These four questions were given to the final candidates ahead of time.
Responses listed separately.

1. One of the roles of the Grand Traverse Pavilions Administrator is to market and promote the Pavilions as the premier Continuum of Care and Skilled Nursing Facility in Michigan. You are asked to make a presentation to a group of local citizens regarding the services provided by the Pavilions and why the Pavilions stands above other similar facilities. Tell them about the services and the reasons why they should select the Pavilions.
2. The Grand Traverse Pavilions Administrator must be well-versed in the emerging trends within the long-term care industry, and prepare the Pavilions to meet those emerging trends and be competitive. Tell us your vision of the services for the Aged over the next 10 years and how you would prepare and position the Pavilions to provide such services.
3. The Grand Traverse Pavilions has historically been a five star facility. However, recently, our ratings have fallen to where we are now a two star facility. As the new Administrator, how would you restore the Pavilions to a five star facility?
4. Over the last year, the Pavilions has received a fair amount of negative press coverage. These issues include, but are not limited to, concerns with dietary services, financial difficulties, and unfavorable surveys. Such negative publicity has adversely affected staff morale, and has resulted in a loss of reputation for the Pavilions. How would you improve the public image of the Pavilions, restore confidence in the ability of the Pavilions to deliver quality services, and boost staff morale?

1. One of the roles of the Grand Traverse Pavilions Administrator is to market and promote the Pavilions as the premier Continuum of Care and Skilled Nursing Facility in Michigan. You are asked to make a presentation to a group of local citizens regarding the services provided by the Pavilions and why the Pavilions stands above other similar facilities. Tell them about the services and the reasons why they should select the Pavilions.

Grand Traverse Pavilions mission is to provide accessible, trusted and compassionate care that enhances quality of life for aging adults. It is never an easy decision to determine what facility would be the best choice when placing your loved one into an elder care setting. The obvious best choice when considering where your love one would be the most comfortable is probably home, we understand this and will do everything we can to be a close second to home.

At Grand Traverse Pavilion's our team will meet with you and determine what setting would be the best fit to provide the appropriate care needed for your loved one. We understand that there are so many unknowns about what to expect and what options are available to you. After all, shopping for long term, skilled or assisted living placement is not at the top of anyone's list. Our admissions team will ensure all of your questions are answered pertaining to the admission process. This includes; payment source/financial assistance, requirements for the different care settings to qualify, what to expect during your stay and even what items you may need to bring with you upon your admission.

I would first like to highlight some aspects that you may not be aware of that make Pavilions stand out amongst the many choices in Grand Traverse County who provide elder care. The facility, unlike some of the more institutional settings commonly found in long term care was built to emulate 19th century design. It boasts state of the art accommodations, modern amenities and a beautiful location in the heart of Grand Traverse County. Our facility truly does serve the community and achieves this by open communication and collaboration with our exceptional team of board members, executive team and direct care staff who all share a wealth of knowledge in providing care for the seniors in the community. The Pavilions offers a vast array of services where many other facilities are limited. In addition to our close proximity to Munson Medical Center which adds another layer of security and close access to healthcare resources, we provide a true continuum of care that ensures the best setting no matter what stage of the golden years you are in.

Our services include:

Long Term Care with 24/7 nurse coverage in a skilled setting.

Skilled Rehabilitation to improve recovery time following a procedure, a long hospital stay, improved physical, occupational and/or cognitive capabilities.

Dementia Services – which strives to meet the patient where they are and provide a more comfortable quality of life.

Assisted Living.

Independent Living.

A Wellness Center featuring outpatient therapy services.

Adult day care and Respite Services.

That was a lot of information on one page and I know It can be overwhelming! But I will leave you with this. If you have any questions please do not hesitate to contact our team at 231-932-3000. We will connect you to one of our team members to ensure you receive the resources you

need to feel prepared and confident that you have made the best choice for yourself or your loved one.

2. The Grand Traverse Pavilions Administrator must be well-versed in the emerging trends within the long-term care industry, and prepare the Pavilions to meet those emerging trends and be competitive. Tell us your vision of the services for the Aged over the next 10 years and how you would prepare and position the Pavilions to provide such services.

There are several areas of concern and significant trending issues that are and will continue to emerge over the next 10 years. I am going to list these by area of importance in my opinion below and provide my thoughts as how to combat these areas now and as we move into the next decade.

1. Aging population: it is no secret that the global population is aging and doing so rapidly, this trend will continue and will grow over the next ten years as the baby boomers continue to require increased care needs. As a result of this the demand for long term care services is likely to increase significantly, leading to a greater need for skilled healthcare professionals and innovative care models.
 - a. I believe that the issue for staffing is going to continue to be a threat for long term care / skilled services and I will list this below as well under staffing. There is a new initiative emerging that will allow CENAs to become med techs and I do think this will help skilled care and assisted living facilities to free up some of the nurse job duties. The extra time would allow for a lower need requirement for nurses as they will have more time available for direct patient assessments and care vs. passing meds which will be in part done by the med techs.
 - b. Technology advancements which will also be listed below utilizing artificial intelligence will help to improve overall patient care, decreased requirements from staff to provide hands on care (as some of the tasks will be picked up by AI technology) and also improved documentation capabilities allowing facilities to care for more residents in a secure environment with less of a need for direct care staff presence.
 - c. I believe that the main focus for all long term care models will be the reliance and improvement on technology allowing for staff to complete more tasks in less time and improved resident safety. Facilities that utilize these initiatives with a strong focus on grant funding and stay very involved in new programs will be the most successful going into the future.
2. This leads into the next area of concern Staffing Challenges: The long-term care industry. Is facing a shortage of skilled healthcare professionals, including nurses, aides and therapists. The trend is expected to continue over the next decade, leading to increased competition for qualified staff and a greater emphasis on recruitment and retention strategies.
 - a. This goes along with what I stated above and I really do believe staying abreast of technology advancements is and will continue to be very important for the survival of all senior services specifically facilities providing assisted living and long term care services.
 - b. Another very important focus will be partnering and developing relationships with educational institutions specifically for nurses as well as any cena training programs. I know that having personal connections with those who are developing staff helps to connect them with potential employment opportunities and assists to ensure the staff you are recruiting are quality staff.
 - c. Retention, employers can hire every candidate that comes through the door but if you don't develop strong relationships and open communication they will likely not stay.

Employees usually will not leave a position to go work in the same job role if they feel that they are part of the organization and they are being heard. They want to be part of the improvements and help when there are failures so they can see that they hold and bring value to the organization. Often times this is not relayed to the staff members and they will seek employment elsewhere. In my experience this is just as important as the initial efforts of recruitment. I have staff now that have worked with me for years and are willing to drive more than an hour away to have a good work environment and culture.

3. Technological advancements: The long-term care industry is expected to see significant advancements in technology over the next decade. This includes the use of artificial intelligence, robotics, and telemedicine to improve patient care, streamline administrative processes and enhance overall efficiency.
 - a. I think being involved with Leading Age who really does a great job forwarding information re: potential advancements in technology will be crucial to stay in the know and be a leader in implementing new processes. I have had the opportunity to see dietary robotics in action serving a long term care dining area and I remain very optimistic about the future in long term care. I know this can be very expensive but there are multiple grant opportunities that are available to fund these projects and I am diligent about seeking these out to help implement this technology. My current place of employment obtained a grant to implement an infrared fall technology program that significantly decreases resident falls.
4. Home based care is currently and will continue to be a threat to long term care facilities admission rates and it will also negatively affect the acuity levels of the patient's long term care will see. I see it as a double-edged sword.
 - a. The increase of the aging population will benefit from being able to remain in their homes longer. This will also help manage the increased need for senior services pertaining to assisted living and long term care capabilities. The negative impact will be the acuity of patients that will then be admitted to long term care will likely be much higher as they will not admit until they can no longer be managed by home care aides. This will in turn put more pressure on the long-term care staff, and will also negatively impact the 5-star quality key metrics. As we look ahead to the upcoming staffing requirements pertaining to acuity of the patients, we are now providing care for these needs will continue to increase. The only way to combat all of these issues listed above will once again be technology improvements.
5. Integrations of mental health services: mental health issues among older adults are often overlooked or underdiagnosed. The long-term care industry is expected to integrate mental health into overall well-being. The long-term care industry is expected to integrate mental health services more effectively including specialized programs, counseling, and access to psychiatric care.
 - a. The Pavilions is in a great position to combat this issue and set themselves up for success regarding mental health. Ensuring a strong partnership with the Munson medical center and improving resident access to mental health services would be a of great benefit. Developing a relationship early on with the upcoming area focus on mental health will provide a great benefit to the facility and the residents access to mental health. I also believe there will need to be a push for telemedicine as the area

really does lack in mental health services and specialists in mental health are very hard to come by.

With all of that being said, staying knowledgeable to upcoming changes, processes and innovations will really be the key to success over the next 10 years. Everything including regulations are rapidly changing. I really do look to Leading Age for much of the upcoming changes in regulations, and advancements to remain a competitive and successful force in long term care.

3. The Grand Traverse Pavilions has historically been a five star facility. However, recently, our ratings have fallen to where we are now a two star facility. As the new Administrator, how would you restore the Pavilions to a five star facility.

As a new administrator I would first review the quality metrics with the interdisciplinary team to determine what areas need to be carried back into acceptable parameters. The current status of the Pavilions is 3 stars overall with quality measures below average at 2 stars as well as health inspections. I noted that the long stay quality measures are at 1 star which is concerning. I find that it is better to start with the top three areas needing improvements as to not overwhelm staff. In my review of long stay quality measures I would begin to focus on those listed below.

Long stay residents with pressure ulcers which his currently at 13.1%

Percentage of long stay residents with a urinary tract infection, currently at 6.5%

Percentage of long stay residents whose ability to move independently worsened, currently at 26.6%.

I think it is important to point out that under short stay quality measures, which overall is better at 3 stars, there was also a similar area of concern.

Percentage of residents with pressure ulcers/ pressure injuries that are new or worsened 3.1%.

There are a number of reasons why these percentages are higher than the national and Michigan averages. I think by taking these measures and meeting with the staff to find out why these areas are suffering is the most effective first step to developing an. Action plan for improvement. Is it a lack of resources, education, or oversight? Maybe it a combination of all three. The areas I have listed above will not be fixed until there is a plan in place with a clear understanding of why the parameters are not being met. I also believe that staff need to be directly involved in the improvement plan and help to develop the plan for it to be successful. I did observe that staffing is listed at 5 stars which tells me that staffing based on resident census would not be a contributing factor to the overall star ratings and quality measure ratings.

I would also develop, with the interdisciplinary team, a list of the most high risk residents which tend to recurrently pop up on the quality metric report and negatively effect the percentages. These residents are the ones that receive daily or weekly, depending on their acuity levels, follow up by the interdisciplinary team member that is most appropriate to try and curb recurring issues. Quite often these residents who are more challenging eventually become accepted at the state of health they quite often remain in. This causes staff to become less alert to even small changes which may trigger on the quality measure report. Having extra eyes on these residents helps keep the level of alert higher preventing other future issues.

Lastly, rounding and knowledge of what is occurring on each unit and each shift. Are there areas that are struggling, does education need to be provided? I meet with my staff regularly and often learn of a lot of items (even small things) that can be addressed to improve work flow and documentation. I will refer to a statement I made prior in this report, staff who are heard and they help to make changes will be more involved and more apt to participate in new processes. They have, skin in the game.

4. Over the last year, the Pavilions has received a fair amount of negative press coverage. These issues include, but are not limited to, concerns with dietary services, financial difficulties, and unfavorable surveys. Such negative publicity has adversely affected staff morale, and has resulted in a loss of reputation for the Pavilions. How would you improve the public image of the Pavilions, restore confidence in the ability of the Pavilions to deliver quality services, and boost staff morale?

My first step would be to meet with staff and have an open conversation about what it is they feel are the most important barriers for completion of their job. What are they feeling needs to change, or needs to be improved to have more satisfaction when coming to work. The two most important pieces of running a team are open communication and transparency. If the team knows the mission the vision and what the goals are for the facility they will be more engaged, they will care about what happens. Are the successes being forwarded to the staff so they can also celebrate? It's such a hard job and I think they rarely see the positive parts of what it is they do just the day to day tasks. If the staff are happy and want to come to work the residents will receive better care and have better experiences pertaining to their care. Grand Traverse County seems large but word of mouth travels very fast. The staff are quick to share information on overheard so the initial first months need to be interactive and they need to see change. If this occurs they will start to talk and the more positive changes they see that they are part of the more they will talk about this. This will have the largest impact on the organization.

Regarding the publicity, I have some ideas as well. When my assisted living was closing due to covid I called the local news agencies and told them what was going on, I offered to have a conversation with them and was able to get ahead of the rumor mill. Pavilions needs to really focus on the positive changes and get media coverage for these areas. I believe the community wants to see change and wants to see the facility succeed. Small things other facilities aren't thinking about doing but creates a positive outlook on the facility. Social media is a great way to promote positive stories easily (ex. hometown hero's – recognize a nurse or caregiver each week with a quote from a resident stating something great they do for them) this will increase staff moral and the outlook from the community.

Lastly, I am aware the publicity has been relatively aggressive regarding the performance of the pavilions. Long term care is very challenging and many people really do not understand this, being as transparent as possible when question arise and maintaining a good relationship with those in the media does help to prevent some of these issues. I always ensure I am focused on patient safety, and supporting the staff as much as possible, making sure a positive presence is maintained at all times. I also believe maintaining a consistent presence on many of the community boards will help to improve the overall outlook of the facility and support from community members.

Thank you,

Amber Phillips

