

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

**SPECIAL MEETING
Friday, December 15, 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 – Gerard Bodalski

5. BOARD DELIBERATION – Regarding Administrator/CEO Position

6. SECOND PUBLIC COMMENT

Refer to Rules under First Public Comment above.

7. ADJOURNMENT

Gerard S. Bodalski

Elm Grove, WI

EXECUTIVE SUMMARY

Creative Healthcare Executive with more than 20 years of multi-facility experience in leading healthcare organizations. Committed to enhancing Quality of Life by inspiring and engaging employees in mission and values. Strong track record of developing partnerships with physicians, hospitals, boards of directors and community/government leaders with the goal of achieving superior customer experiences, quality care and positive operating margins.

PROFESSIONAL EXPERIENCE

Administrator

Alden Management Services

11/2018 to Present

Lead Alden Estates of Jefferson, a 120 bed skilled nursing center, through the COVID-19 pandemic to profitability. Focus on quality measures, recruitment & retention and financial performance. \$12M operation with YTD gross operating margin \$37.03 ppd and net income \$10.73 ppd. YTD ADC 115.4 with 28 quality mix. Joint Commission Accredited. Presenter at the 2020 WHCA/WiCAL Spring Conference on "The End of Your Life Book Club." WHCA Regulatory Task Force member. DQA Complaint Reduction Task Force member.

Executive Director

North Shore Healthcare

11/2017 to 11/2018

Responsible for the day-to-day operations of a skilled nursing center. Major accomplishments included strong annual survey. DQA subsequently decided not to include the center on the CMS WI special focus list. Outside sales & marketing include active participation in the Chamber of Commerce, Rotary Club luncheon speaker, Public Library Book Club Leader, and patient onsite visits at Aurora Grafton and St. Mary Ozaukee Medical Centers.

Atrium Health and JB Healthcare

12/2015 to 11/2017

As the administrator of a skilled nursing center and assisted living/independent living center I was responsible for the day-to-day operations of the center and the campus.

Duties included oversight of the clinical and financial outcomes, insuring that customer and employee experiences met and exceed expectations.

Vice President of Healthcare Services

Lutheran Homes of Oshkosh

2012 - 2015

Lutheran Homes is a large campus which includes skilled nursing, assisted living and independent living centers. LHO has approximately \$24 million in operating revenue. We had nearly 400 employees and feature Eden Meadows, a state-of-the-art skilled nursing center, including two Eden Green House Homes - the first of their kind in Wisconsin. Bethel Home is a 135 bed nursing facility. Gabriel's Villa, an elegant RCAC and Elijah's Place, a CBRF for elders living with dementia. Carmel Residence is an Independent

Living center. Our Simeanna Apartments are HUD financed and serve as affordable housing for lower-income seniors. Recent successes:

- Managed day-to-day operations of Bethel Home including all aspects of financial, quality and customer satisfaction results. Oversaw other SNF and AL centers.
- Became the first elder care provider in the United States to be licensed by Cycling Without Age (CWA), a global initiative providing opportunities for elders to be outside, riding in rickshaws driven by volunteers. [http:// cyclingwithoutage.org/](http://cyclingwithoutage.org/)
- Hosted by Joyce Simard, founder of Namaste Care, end-of-life care for people with dementia, we launched Namaste in our skilled and assisted living centers.
- We are becoming a Center of Excellence for People Living with Dementia offering programs such as Integrative Medicine, Music & Memory, Dakim, CWA, etc.
- Creating a Regional Center of Excellence for Post-Acute Rehabilitation with outcome measures by diagnosis and reducing return-to hospital rates.
- Work with the Collections Committee to reduce AR from 47% to 15% with a goal of 5% over 90 days.
- Improved Net Operating Income at Bethel Home from a loss in 2014 to a positive of \$197,156. Favorable budget variance of \$361,222 by increasing Q mix and reducing expenses.
- Achieved excellent survey results in our skilled and assisted living centers.
- Worked with The Strategic Stewardship Committee to complete refinancing of Eden Meadows' debt to reduce monthly P&I expenses.
- Our "Aging Unleashed" movie project was awarded 1st place by LeadingAge WI for dispelling conventions surrounding what it means to grow old. This campus-wide initiative involved our elders and students from Oshkosh West High School.
- Worked with the cost cutting committee to standardize purchasing, select a GPO and implement effective inventory management.
- Lead ongoing union relations and biannual negotiations with UFCW.
- Monthly presentations to our Board of Directors on financial results and upcoming priorities. Worked with the CEO on developing our Strategic Imagination Board Retreat and Strategic Conversations.
- Presenter at The Pioneer Network Annual Convention, The LeadingAge WI Fall Convention, the WI Assisted Living Association Convention and the WI Music & Memory Webinar on successful outcomes of Namaste Care & CWA.

Executive Director

KINDRED HEALTHCARE

2009 - 2012

Worked in the operation a large skilled nursing and rehabilitation center for Kindred Healthcare. Positive relationships with key members of The Division of Quality Assurance to achieve compliance goals. Responsibilities included PPD labor control, customer service training, integration of interdisciplinary Kindred systems, physician relations and recruitment, survey management, sales and census development with emphasis on specialty care. Monthly Operations Reviews focus on key financial metrics such as admission conversion ratio, Medicare length of stay, rehab length of stay, Insurance payers by level or RUG, expense management and recruitment & retention.

Regional Director of Operations

FIVE STAR QUALITY CARE

2006 - 2009

Responsible for facility operations including independent living, assisted living and skilled nursing centers in Illinois and Wisconsin. Primary focus was management of daily hours PPD, monthly sales & marketing plans, department spend-down sheets / expense controls, Medicare meetings / RUGs management, Part B caseload, employee relations, grievance resolutions and regulatory compliance. Six facilities won the American Health Care Association Step 1 Quality Award and one facility won the Step 2 Quality Award.

Regional Director of Operations

HARMONY LIVING and ANGELUS RETIREMENT CORP

2004 - 2006

Worked with both organizations in management of their Wisconsin independent living and assisted living communities. Focus was census development, community relations, staffing, new facility start-up, recruitment & retention and regulatory compliance. Assisted with the state/association work group in rewriting DHS Chapter 83 Code.

Regional Director of Operations

HCR MANORCARE

1999 - 2004

Oversaw the management of skilled nursing facilities and assisted living centers in North Chicago. Major focus on developing census & mix, quality outcomes, RUGs management, cost management and accounts receivable. Won the 2000 "Quality Award" for best survey results in the company. Won the 2001 company awards for greatest Medicare growth and improvement in quality indicators. One facility won the AHCA Quality Award in 2001, three facilities won the AHCA Quality Award in 2002. Two facilities won the 2003 AHCA Quality Award. Worked with the Illinois Healthcare Association to restore Medicare and Medicaid funding. Organized \$80,000 fundraising effort in Chicago for annual Alzheimer's Memory Walk.

VENCOR HEALTHCARE - Interim Regional Vice President of Northeast Operations.

Regional Vice President of Operations

EXTENDICARE HEALTH FACILITIES

1989 - 1999

For eleven years worked as a facility administrator, regional director of operations and vice-president of operations in Pennsylvania, Ohio, Florida and Wisconsin. Responsibilities included all aspects of nursing facilities operations and assisted living / independent living development. Worked with the divisional teams in land acquisition for construction of new facilities and the growth of our campuses to include the addition of assisted living centers. Collaborated with our pharmacy and rehabilitation companies to enhance service to our residents. Took an active role in legislative efforts to support company objectives. Participated in the integration of the Arbor Healthcare acquisition into the organization. Raised record setting dollars for the Extendicare Foundation.

OTHER / EDUCATION

Nursing Home Administrator in Wisconsin #3450-65 and Pennsylvania #NH003344R. Inactive in Ohio and Indiana.

Former member of IHCA, PHCA, WHCA and Multi Facility Vice President for FHCA.
Published a children's novel, *Lucy's Legacy*. Ran the Milwaukee Lakefront Marathon with a team of 62 runners to raise \$110,000 for Jenny Crain's rehab care and set a new Guinness Record.

Master's Degree from Temple University, Philadelphia, PA

B.S. Degree from St. Joseph's University, Philadelphia, PA

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?



**ACCESSIBLE, TRUSTED AND COMPASSIONATE CARE THAT
ENHANCES QUALITY OF LIFE FOR AGING ADULTS**

Presented by: Gerard Bodalski



AGENDA

- Nursing Care at Grand Traverse Pavilions
- Residential Services at the Cottages: Hawthorn, Willow & Evergreen
- Wellness Center
- Adult Day/Respite Services

NURSING CARE

With a tradition of excellence that spans over five decades, Grand Traverse Medical Care is the flagship operation of The Pavilions. We offer short-term rehabilitation services, long-term care and dementia care. If life throws you a curve and you need to recover from surgery, our Rehab team will get you back on your feet.



**RESIDENTIAL SERVICES:
INDEPENDENT & ASSISTED LIVING
AT THE COTTAGES WITH MULTIPLE
WELL-DESIGNED FLOOR PLANS**

Comfort & Security





Wellness Center

- AQUATIC CLASSES
- AI CHI
- MORNING JUMP START
- BETTER BALANCE

**LIVING A HEALTHY
LIFESTYLE**



ADULT DAY / RESPITE SERVICES

Promoting Peace of Mind for Caregivers



Decorating the Christmas Trees



SUMMARY

We strive to be the region's most trusted partner and recognized leader for successful aging services. Our Continuum of Care offers services and a lifestyle promoting health and wellness featuring The Eden Alternative. Core Values of collaboration, compassion, excellence, innovation, positivity, integrity, security, servanthood and stewardship guide our mission to be Michigan's premier provider of services for aging adults.



THANK YOU

Gerard Bodalski

Question #2.

Services for aging adults will be driven by the increasing demands of changing demographics, regulatory shifts and rising acuity. In the post-acute setting, skilled nursing centers will be caring for more clinically complex patients with multiple comorbidities. Hospitals will be discharging more quickly as they are incentivized by CMS to shorten their lengths-of-stay in value-based networks. Skilled nursing centers will be penalized in their Medicare reimbursement for rehospitalizations within 30 days of discharge. Skilled facilities will be penalized for high turnover in their nursing staff. The mental health needs of our customer base will be exploding as more patient centered care closely addresses trauma centered services.

Rehabilitation from the perspective of Body, Mind & Spirit will become more emphasized. Recreating a home-like environment will not only be an enforced federal regulation but also a consumer demand. This will necessitate more private rooms with appropriate amenities, including private bathrooms. Exercise programs, life enrichment activities, computer/technology services and aquatic fitness classes will become competitive advantages.

Partnering with the community-at-large for adult learning will become more important. Creative water programs such as Aqua Boot Camp for Beginners, Joint Movement, Aqua Running and Aqua Boogie are potential classes to name a few.

Awe Walking, focusing on the transformative power of everyday wonder, could be another option for The Pavilions as we prepare for the increasing higher expectations of our customers to live a fulfilling life. Collaborating with Thought Leaders in our industry will be a must as we learn from the creative minds in networks.

Question #3.

The Five Star Rating Formula is designed by CMS containing three key components: Health inspections, Quality Measures and Staffing. Our current overall rating as Two Stars is due to low scores in both our Health Inspection (1 star) and our Quality Measures (2 stars.) Fortunately, our Staffing is 5 Star, which is rated as much above average for staffing in the industry.

The Health Inspection rating is based on a three-year rolling cycle of survey data from annual, complaint and infection control inspections. Points are given for scope and severity of citations received during these surveys. Fewer points are better. Moving forward we want to ensure that these surveys are favorable with few negative outcomes. That requires the consistent, daily provision and documentation of quality care. Our clinical team must be strong, detailed problem solvers whose documentation is excellent. Changing the rating of health inspections is a three-year process.

Changing the rating of our Quality Measures is a shorter time frame as they are updated on a quarterly basis. Quality Measures are driven by the MDS and also demand daily, proactive review of our care and documentation by the interdisciplinary team. These involve various outcomes for long-stay and short-stay residents. Examples include falls with major injury, pressure injuries, urinary tract infections, worsened mobility, increased ADL help, improvement in function and antipsychotic medications.

As the administrator of The Pavilions, I would work closely with the interdisciplinary team, including the pharmacist and the dietician, focusing on opportunities to improve our Quality Measures to appropriately reduce falls, pressure injuries, antipsychotics, etc.

Question 4.

This question regarding negative press coverage, unfavorable state surveys, financial difficulties and low staff morale addresses the fundamental issue of leadership. Colin Powell said it well, "Leadership is solving problems. The day soldiers stop bringing you their problems is the day you have stopped leading them."

I will be honest, direct and encouraging to the team. We must look ahead and dream forward while one-by-one, day-by-day overcoming the obstacles in our way. It requires daily rigor and celebrating our small steps forward. Including fun in our culture. Senior healthcare services are highly regulated with rules published by state and federal governments. We will look at our daily/weekly/monthly routines and make improvements as needed to meet and exceed expectations.

We will engage our line staff in the rebuilding process. I will hold Town Hall Meetings on all shifts. They will be Vision & Listening sessions, helping to craft the road forward. Some issues might be fixable immediately. Others may be longer term or not fixable at all, but we will engage our staff as authors in writing our game plan for success.

I will get to know all of the staff personally by name. Small 'Thank-Yous' can go a long way in improving perceptions and employee engagement. Everyone loves the simple, inexpensive pleasures of chocolate or ice cream. We have a mission and a ministry to accomplish by the daily rigor that we live and practice. Staff will give us feedback on the progress being made in restoring our position as the preeminent Continuum of Care and Skilled Nursing Center in the State of Michigan.