

Executive Committee Report

Date: September 14, 2023

Meeting Type: Teams

Members Present: Gary De Gasta, Mike Klopchin, Brenda Cruickshank (10:27) and Charly Dickerson

Members Absent: Peter Fagan

Invited Guests (staff members): Melissa Jackson, Asa Morin, and Robyn Boland

Meeting Start Time: 10:00 am

The Working Handout (enhanced agenda) will be used as the guide for the meeting participants to follow.

Strategic Plan Goal #7: Enhance Leadership. Action Steps and Background Context: "To enhance the leadership of management and the Board in order to lead expanded services and geographic reach as a statewide organization for veteran care".

Status updates of the six "Action Steps to Implement EC Strategic Plan Goal #7:

1. Refine the Board composition and committee structure to support VVH's strategic vision.

EC -- Five new Trustees (all military veterans) have been appointed to the Board by Governor Scott: Cathy Tester, Peter Fagan, Larry Cupoli, Rev. Rick Setzer and Clark Adams, SSG US Army (Ret.), a civilian-trained and experienced Physician Assistant (PA) with decades of experience..

Employee Trustee, Jamie Percy, decided not to run for another term as Trustee. During a secret ballot election on August 30th, administered by Trustees Charly Dickerson and Rev. Rick Setzer, Melissa (Walsh) Hurt, LNA, was elected by VVH employees as the Home's classified employee Trustee. Melissa has received an email welcome as a Trustee by the President and invited to the Board Education Program (which she plans to attend). The Governor's office notified President De Gasta and Mr. Dickerson that the Governor does not appoint employees as a Trustee to the Board. Mr. Dickerson will contact the Governor's office to get verification on this as when Mr. Percy was the Employee Trustee, he was appointed by the Governor.

Committee assignments have been made for all Trustees but for Melissa Hurt (who will be assigned to one or more committees once she becomes oriented to the Board). While these committee assignments provide a bit more depth to most committee rosters, additional bolstering might still be desirable.

2. Develop committees or work groups to advance the implementation of this Strategic Plan between Board meetings.

EC – In addition to Board Standing Committees, currently the only active Work Group is Education and Training (created in 2014 and is responsible for planning, staging and executing the Annual BoT Education Program). The Work Group, under the leadership of Chairperson, Vice-President Peter Fagan, has planned a meaningful 1½ day program for October 24-25, 2023, at the Lake More Resort.

3. Recruit targeted expertise to the Board including legal, strategic planning advisory, and grant-writing experience to the Board.

EC -- Tracy Delude has indicated one additional veteran Trustee may be appointed in the soon. While recent Trustee appointments have added expertise and person-power to the Board, key Strategic Plan targeted expertise (legal, strategic planning advisory, and grant-writing experience) remain elusive.

4. Plan for new management structures as VVH establishes new locations and services with executive- and facility-level management.

EC -- Actions deferred awaiting the results of the Market Study with its recommendations to the Home and the Board possibly being available for discussion and action during CY2023.

5. Support and encourage management leaders to be active in national organizations and associations.

EC – Our CEO boasts an impressive national profile and is mentoring our COO, and working closely with the new Director of Nursing Services, Donna Richards. We can hope Asa and Donna will follow Melissa's lead and seek regional/national visibility in their national, state and regional organizations/associations.

6. Continue to invest in the education and development of VVH's supervisors and middle managers.

EC -- The BoT endorses the Home's employee Learning Management System and welcomes the opportunity for Trustees to participate in its programs as appropriate. VVH staff are encouraged to enhance their leadership skills and to seek certifications. The State has an online training program (Supervisor in State Government) starting in January that several VVH employees that are in new leadership positions will be participating in.

Contents and summary of discussions:

Executive Committee Functional Areas:

Operations:

- **CEO Operational topics:**
 - **New Staffing Mandate:** VVH currently exceeds the new staffing mandate ratio: within a 24-hour period, every resident must have .55 hours of direct hands-on care from an RN and 2.45 hours of direct hands-on care from an LNA, and additionally, must have an RN in the facility 24/7. There is no staffing ratio mandate for LPN's. Facilities have 2 years to meet the RN requirement and 3 years to meet the LNA requirement. Approximately 78% of the nursing homes across the country cannot meet that mandate, which means agency staff costs will skyrocket. CEO Jackson is attempting to schedule meetings with our congressional delegation during her visit to DC in October. Many national organizations are submitting comments to CMS. In view of the current labor market in the country, the timing could not be any worse and the financial impact on nursing homes will be severe.
 - **Commandant's House:** CEO Jackson and COO Morin have a meeting tomorrow to hopefully be updated as to when the inspection will occur. CEO Jackson plans to write a letter to the VVA (Vietnam Veterans of America) requesting more detailed information as to their future plans of the building. A brief discussion ensued regarding the VVA's status using the Commandant's House and how would VVH re-purpose it, depending upon their response and the results of the inspection.
 - **Gibbous Market Study Update:** The Study is moving forward and on schedule. They are on track to present the draft of the market analysis competitor piece in October and the final product by the end of the year. CEO Jackson requested more details on the markets more specific to our demographic. COO Morin will share slides with the Executive Committee from the 3-day Leading Age conference she just returned from regarding pockets of opportunity for health care systems to branch out to and different types of partnerships and models of care we will need to go into to stay viable in the future.
 - **QAPI Plan:** It is time for the annual review/update of the QAPI Plan. Once all updates have been made, CEO Jackson will submit it to the Board for their approval. It is a more-narrative format than before, some language changes to be in more compliance with Baldrige and some changes in goals.
 - **Electric Car Charging Stations:** There is no official report from the survey yet. We do not know if VVH is being considered as a potential site. It is expected to go before the legislature soon.
 - **VISTA Volunteer:** application submitted for 2023-24: COO Morin received an email from the VISTA program last week indicating there was an individual interested in us; however, no further information has been received regarding the interested candidate.

Ombudsman Program: Feedback forms are placed in strategic locations throughout the campus for those (residents, family, visitors, guests, etc.) interested in sharing their thoughts with the Board. One form was received (June 21, 2023) since the May 16 Report. Education was provided and currently the issue seems to be resolved.

Education & Training:

Chairperson, Education and Training Program Work Group, Vice President Peter Fagan, and his team have planned a meaningful Annual Board Education and Training Program for October 24-25 at the Lake

Morey Resort, including extending invitation to spouses/significant to accompany their Trustee members. A good turnout is expected as only 3 Board members responded they would not be able to attend.

Other issues/concerns addressed:

- **New Trustee Mentorship Program**
Kent Butterfield is the Mentor for our newest Trustee, Clark Adams. There was discussion on how effective the mentorship program has been. A mentor has not been assigned to Melissa Hurt at this time.
- **By-Laws/Nominating Committee – Elections -- Charly Dickerson, Chair**
Committee Report/recommendations on By-Laws changes were discussed and approved by the Board during its August 9 BoT meeting. However, Mr. Dickerson is working on a technical revision to change the language in the By-Laws to combine two paragraphs in the Eligibility section. Prior to the December 13 Board meeting, this new language (amendment) will be presented to the Board for their review and to then be voted upon during the December meeting.
The election of Board Officers was also accomplished during the August 9 BoT meeting. The incumbents for the positions of President, Vice President, Secretary and Executive Committee members at large were re-elected for another year.
- **Per Diems and Meeting Warnings:** President De Gasta reported he is waiting for the formal response from the Attorney General's office relative to two Requests for Legal Opinion regarding the State's Open Meeting Law. (1) "Warning" of committee meetings – rather than notifying the Bennington Banner, post notices on the VVH webpage. (2) Per Diem payments to Trustees for attending Board and Committee meetings. The responses will be shared with Trustees and Home Leadership when received. Mr. Dickerson is working on a Board policy for both the per diem and travel. This policy should be available for approval by the Board at the December meeting.

Findings and Recommendations (if any):

Attachments (as required):

Future Agenda Items:

Meeting end time (adjournment): 11:07 am

Next meeting tentatively scheduled for Wednesday, November 15 at 10:00 am via Teams.

Gary De Gasta
Committee Chair

September 15, 2023
(sign and date)