

Executive Committee Report

Date: October 5, 2022

Meeting Type: Zoom

Board Members Present: Gary De Gasta, Michael Klopchin, Brenda Cruickshank, and Charly Dickerson (All members were present.)

Board Members Absent: None

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

Meeting Start Time: 10:30 am

Strategic Goal(s) addressed: 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".

The six "Action Steps (StaGo-AS#1-6) to Implement EC Strategic Goal #7:

1. Refine the Board composition and committee structure to support VVH's strategic vision.
2. Develop committees or work groups to advance the implementation of this strategic plan between Board meetings.
3. Recruit targeted expertise to the Board including legal, strategic planning advisory, and grant-writing experience to the Board.
4. Plan for new management structures as VVH establishes new locations and services with executive- and facility-level management. Bennington will serve as the central leadership hub, but new locations and services will need local leadership with the experience and expertise to lead new ventures at the high-quality standard that VVH has achieved in Bennington.
5. Support and encourage management leaders to be active in national organizations and associations.
6. Continue to invest in the education and development of VVH's supervisors and middle managers.

NOTE: When EC Action Steps are specifically addressed in EC minutes they are identified as **StGo-AS #1-6**.

Contents and summary of discussions:

Executive Committee Functional Areas:

Operations:

1. **StGo-AS #5:** DNS (Director of Nursing Services) recruitment: Our new DNS, Rebecca Souza, is the president elect of the Hospice and Palliative Nurses Association Boston chapter. Our CEO is the role model for national involvement, and she is mentoring our COO accordingly.
2. **CEO Operational topics --**
 - a. Covid cases have gone up in the Bennington area. There is new FDA guidance that the Vermont Department of Health is reviewing regarding antigen testing. Our testing process will be adjusted accordingly once feedback is obtained from DAIL and L&P.
 - b. Application for a Recruitment and Retention Grant from the VA has been submitted. Funds would go toward referral bonuses, defray educational costs, etc. once/if approved.
 - c. FY24 Nursing Home Budget and Capital Budget planning are both underway with meetings coming up soon with Finance and Management.
 - d. The National Institutes of Health sponsored a recently-released study "National Imperative to Improve Nursing Home Quality" and is seeking individuals to be part of various work groups. The

CEO applied and has been chosen to sit in on various work groups and meetings to improve nursing home quality. This will be beneficial to both the Home and the strategic plan.

- e. DNS is spending a lot of time “on the floor”, working with staff and communication, focusing on “getting back to basics” with re-educating our nursing staff about the nursing scope of practice and bringing nursing theory back into play, addressing resident falls and has the mentality of “how do we say yes instead of no”.
- f. VVH may be adopting the **Baldrige Excellence Framework** at the Bronze Award level. Baldrige provides applicants the tools and resources needed to achieve continuous improvement in quality care by assessing their organization's mission, vision, and other key factors.
- g. COO reported while agency nursing staff is essential for hands-on care, finding personnel in equally important areas such dietary has been challenging. Even with a one grade reclassification pay increase last year, the pay for some employees remains far below what can be earned elsewhere.
- h. Robyn Boland has been in contact with a local vendor who is in the process of obtaining pricing and availability for the BoT-funded holiday turkey or ham for employees. She has a meeting next week with him and will advise on the findings.

Ombudsman Program: No “comment forms” have been received since the last BoT meeting.

Education & Training:

1. The Oct. 25-26 Annual BoT Ed. & Tng. Program is complete. During Workshop III, Committee Chairs will make presentations on the implementation of their Committee’s Strategic Goals.
2. Primarily due to Covid restrictions, the on-site portion of the **BoT mentorship program** has been interrupted. The on-campus tour and orientation remains available.
Brenda Cruickshank has agreed to serve as the mentor for Dave Fabricius, the sole “new” Trustee without an assigned mentor.
3. **StGoAS #6:** The Home’s education and employee development program is being “revamped” and will include an online Learning Management System which may have **segments of educational value for Trustees**.

Other issues/concerns addressed:

Strategic Planning/Goals:

1. Strategic Planning Committee: In spite of Covid and delays due to the interpretation of the Open Meeting Law, two meetings of the Committee were held (Jan. 19th and June 30th, 2022). Strategic Planning Is a key theme of the October BoT educational program.
2. **StGo-AS #4:** Feasibility study(ies) may be “the” key to providing the Home/BoT direction for “new management structures and services”. BerryDunn’s Dan Vogt offered two suggestions to advance our strategic plan and attract feasibility study vendors:
 - **Breaking our scope of work into smaller pieces** -- a market study just focused on the demographics, competitors, etc. to understand the potential market considerations and a different scope conducting the financial analysis elements.
 - **Conferring with The Bonadio Group**, our auditors. Bonadio has multiple years of financial performance information of the Home.

Action: Melissa, Asa and Steve will follow up, prepare and deliver a new RFP and report on its interactions with Bonadio. **December BoT agenda item.**

Committee Members/Trustees:

1. **StGo-AS#2/3:** Nominating and By-Laws Committee Chair Charly Dickerson reported our By-Laws stipulate an Election “shall” be held at our “next” meeting following an officer position is vacated -- in other

words, our December meeting. The election of a new Board President will be a **December BoT agenda item**. Since VP Gary De Gasta (Acting President) could be a candidate, the election process will be overseen and conducted by Board Secretary Mike Klopchin.

2. **StGo-AS #3:** We cannot solely depend on the Governor's Office alone to recruit new Trustees. **Trustees will be requested, prior to the December BoT meeting, to submit to Gary the name of at least one promising candidate to serve as a Trustee.**

Two Volunteers in Service to American (VISTA) candidates, both recent college graduates and with "grant-writing potential", were interviewed by Board/Home personnel. Unfortunately, both accepted training placements elsewhere.

3. **StGo-AS#2:** Brenda Cruickshank voluntarily stepped down as Chair of Quality Assurance and, based on prior arrangements with President Krawczyk, David Fabricius agreed to serve as Chair effective October 1st. Brenda will continue to serve on the Committee along with Tom Costello.

Do we need a larger nucleus of Trustees on committees in order to make them viable?

The answer to the preceding question will be a discussion at the December meeting. **December BoT agenda item.** Now that committees are meeting at different times and apart from scheduled Board meetings, the conflicts we experienced when Committees met on the same day as the BoT meeting have all but been eliminated. A key point of discussion may be the additional "committee work" for Trustees.

4. **StGo-AS #1:** Committee Reports: By and large, Chairs have submitted their Reports/Minutes in compliance with the required five days after Committee meetings.

Executive Session: 12:12 pm – 12:28 pm. Subject: Personnel

Findings and Recommendations (if any):

Attachments (as required): [Guidance for Preparing Committee Chair Reports](#)
[BoT Committees Mapped to VVH Strategic Plan Goals](#)

Future Agenda Items:

Meeting end time (adjournment): 12:36 pm

Gary De Gasta
Committee Chair

October 7, 2022
(sign and date)