

**Soldiers' Home in Holyoke
Board of Trustees Operations Committee Meeting**

A meeting of the Board of Trustees Operations Committee of the Soldiers' Home Holyoke (HLY) was held virtually and telephonically on Tuesday, April 26, 2022. The meeting began at 6:02 PM.

Committee Members Present on WebEx:

Chairman, Sean Collins; Mark Bigda; and Carmen Ostrander.

Also Present on WebEx:

Michael Lazo, Interim Superintendent (HLY); Kelly Hansen, Quality Manager, (HLY); Dr. Dietzen, CMO (HLY); Caitlin Menard, Carolyn Finn, State Ombudsmen, and Kathleen Denner, Recording Secretary (HLY).

Roll Call:

Chairman Collins conducted a Roll Call as follows: Mark Bigda (Yes), Carmen Ostrander (Yes), and Sean Collins.

Pledge of Allegiance - All present recited the Pledge of Allegiance.

Approval of Minutes

Upon motion by Trustee Ostrander and seconded by Trustee Collins to accept the minutes of the March 22, 2022, Board of Trustees Operations Committee meeting, it was unanimously VOTED to accept the minutes of the Board of Trustees Operations Committee meeting held on March 22, 2022.

Old Business

ADM-002 Admissions

Trustee Collins asked Mr. Lazo if the policy had come up at any of the other subcommittee meetings. Mr. Lazo replied that it is still in Bylaws Committee and has not received an update on this policy. Trustee Collins asked if it was stuck in legal review. Mr. Lazo believes it is still under discussion at the EHS level with Matt Deacon trying to move that along and the way our plan is to use that as a framework and underneath that build a process which we will align with Chelsea.

Superintendent Evaluation form

Trustee Collins referred to the full board meeting and asked Mr. Lazo if there was any further development regarding Secretary Poppe taking information back for consideration and has anything changed in the last 2 weeks. Mr. Lazo replied that he is able to share the posting for the superintendent positions otherwise he cannot share any other information. Trustee Collins said he was referring to you specifically in regard to your goals and objectives and how the operations committee can reflect on that, Mr. Lazo said he was not able to share any goals or objectives as they are set by my leadership. Trustee Collins asked Mr. Lazo if he has a deadline for your personnel reviews. Mr. Lazo state that they need to be done by June 30 so I think that Secretary Poppe was looking for input from the board by May 30. Trustee Collins said we will be having a meeting at the beginning of the month and he would be able to provide bullets but would obviously the full board wanted to see goals set forth by what you would be evaluated on. He continued that we will stand by and to please let us know if you hear anything.

Standard Agenda Items (Updates) / Dashboards

KPI Updates

Trustee Collins reviewed the dashboard and had some questions. He asked on the safety restraints behavioral events were there any factors in the month of March. Ms. Hansen stated that restraints is essentially the same, behavioral events I would attribute the change to continuing to have new admission and as they acclimate to a new environment and the other thing discussed at the nursing leadership meeting and that is the reporting of behavior and we are capturing everything, and we are documenting and coding correctly. She continued that nurses a lot of the time feel if it is a normal behavior then it is not a behavior, we have been discussing with the team what is a behavior and what needs to be reported, if it is negative effecting another person then I merits being reported, not that a physician is going to change care plan or a medication based on one event, but if several, no staff member deserves getting yelled at every day it will become too much for people to take. Ms. Hansen has been encouraging staff and encouraging nursing even if you consider it to be someone's baseline or normal behavior, but it negatively impacts someone then it should be reported.

Trustee Collins said the question is having the discussion on how that is documented and if you can capture another metric to make it positive to say that you are supporting the staff because the staff is getting the verbal barrage, so how do we capture that on the positive side. Ms. Hansen stated that no one is looking to attribute fault but to capture all the work that the staff is putting in does not affect our reimbursement at the moment but once we move toward CMS and your MDS is driving your payments, capturing all those becomes really important. Dr Dietzen agrees with what Ms. Hansen said we have had good discussions on ways to understanding the behavior and support staff and there are moments that are challenging not personally affronted. Ms. Menard agrees a lot of things being transparently talked about so we can come at it from all the angles and trying to figure out what is going on for the veteran in the moment and supporting the staff, peer mentoring and veterans' kind of struggling with these things, would be ashamed if they were present at the moment. These conversations need to happen so we can come up with new ideas.

Trustee Collins stated that communication response to problems and recommendation rates are all moving in the right direction. Ms. Menard shared that Dr Dietzen and Ms. Foley are working on how to hammer down on that a little by Pinnacle giving us more pointed questions or for us to send out a family survey asking what better communication would look like. Trustee Collins said the team is working so hard on addressing these issues but not being captured the way he thinks it should be with all the good work the team is doing and is there another way to have our own metric. Ms. Finn shared as a point of reference that many times satisfaction surveys have a feature called a drill down survey which is more specific to that issue which you distribute to a broader base of people. Ms. Hansen stated that for April or May to put some goals behind skin injuries trend it a little bit and have a target in there, depending on how close April numbers align.

Trustee Collins noted on the weight change report everything is headed in the right direction. He continued that the 30, 60, 90 days are all moving in the right direction. Ms. Hansen shared that there was one weight gain she was surprised, but everything else is looking good. Trustee Collins commented on Ms. Hansen being surprised by weight gain, would the medical staff take a look to make sure it is not fluid, Ms. Hansen said that would be the first look and it is a newer admissions, who may not have had cooking at home and now access to three meals a day see that in the new admissions.

Trustee Collins asked Ms. Hansen to walk him through the Hospice quarterly report. Ms. Hansen started with that we contract with three Hospice agencies, and they are usually refereed by nursing or social work. She continued that it somewhat changes who has patients, we have Compassus, Fisher Home and Beacon, and we do try to meet with them quarterly to review feedback, to see what is happening and to make sure they are meeting the needs of the veterans, hospice related mediation, medical equipment, they also provide beds and chairs specialty type services. Ms. Hansen shared that the feedback is directly from the staff with Jodie, one of our nurses, she tries to make sure she is interacting with the staff and to see what is and what is not working, while improving the experience for the current veterans or future veterans. She continued that the Home is a little different than long term care facilities, we do have a pharmacy in house. We also want to make sure we are communicating well because it comes down to communication. She continued that some of the things you see on there like struggling with getting staff in on a consistent basis so sometimes depending on the need of the veteran hospice will assign an additional CNA to spend time as a companion and we like to schedule those ahead of time, to know what is happening and what to expect coming down the road. Ms. Hansen stated that some of the feedback is based on schedules, consistent in the building is helpful, knows the building, knows the veterans and staff and know what they are walking into. Ms. Hansen reported that this is the feedback that goes directly to those agencies some of the meetings are next week so we are being transparent with the agencies so we can improve for our current veterans and any future veterans that may need hospice services.

Trustee Collins reviewed the calls by care center he does not have a detailed background he just has the chart but looking at the falls chart for 2022. Ms. Hansen added that she does update the chart monthly and it is posted to for the staff, it goes to the floors by care center so they can see how they measure up. She added that it was also presented at the safety committee meeting and she is happy to share that every month.

Medical Staff Update

Trustee Collins reviewed the medical staff minutes, and they look good, he did ask Dr. Dietzen if they do retinal photos or just retinal exams. Dr. Dietzen reported that we have not recently have optometry she will get back in touch to see where we are with that.

Outside Agency Audits / Inspections / Review of Tracker

Trustee Collins asked Mr. Lazo if has received any written response to the visit other than verbal. Mr. Lazo replied that we did receive the VA survey report about a week and we have our corrective action plan report, which has been sent to DVS and EOHHS for their review. He continued that the report was, as discussed, we had 8 findings in long term care side and 2 on the dormitory side. He continued that in some of the findings, for example one incident that created 3 findings. Mr. Lazo reported the survey went very well and that we have some sharing agreements that we have to have in place with the VA and we have had discussion with the VA and we are waiting on the VA to get them finalized. He continued that they have weekly calls with the Va to talk about these things and keep in touch, so as soon as we can get the VA to be on the same page with the VA we can answer multiple citations on the survey. Trustee Collins asked if we are waiting on their feedback in order to get that for response. Mr. Lazo said we have had conversations with our contact and he is trying to work it through because the issue is that the sharing agreements are written on a local level and he needs to work through the VA in Northampton and the VA Northampton does not seem ready to sign anything but we will continue to work with contact to get them finalized.

Trustee Collins stated that the report is at DVS now when do you think you can share with us,, Mr. Lazo replied when Sudders looks at it we can share with the board.

Supporting Patients / Families / Staff / Community Stakeholders

Trustee Collins asked Ms. Menard for any updates. Ms. Menard shared that they did have their family advocate meeting on the 5th and they are still on a rotating schedule to see how can accommodate the families. She continued that the conversations were similar as previous meetings with discussion about COVID, laundry and food concerns, Ms. Menard reported with the new admission we a had new families join and give us some feedback on our admissions process, what could ease their minds and their loved ones minds. We are working on a welcome package and to streamline some of the concerns for the admission. families minds streamline some of the concerns.

Ms. Menard stated that the veteran council was cancelled for this month.

We continue to have strong relations with our VA and continued support reaching out for some of our dormitory veterans with so many stakeholders holding strong on that. Trustee Collins asked about how the activities are going and Ms. Menard replied I know our activity calendar is very robust and with the volunteers back in the building it has been very good for one on ones.

Trustee Collins discussed the Pinnacle report and how the overall satisfaction rate has dropped for April . what was driving that was the quality of food and professional therapy dropped the overall numbers, not huge drops. Ms. Menard shared I know our census is going up a little bit but being that it is still low I think a lot of families are continuously being surveyed and depening on their last experience it might be jaded a little bit. Trustee Collins stated that after the progress they made, sometimes it is surprising. Ms. Menard said with some of the new admissions it was a little confusing because they are a contracted agency. Ms. Hansen looked at family feedback for April and one person scored it very low. Their response was that they have had problems with therapy overpayment, they gave him therapy, but he did not participate and unfortunately it did not benefit her father. Ms. Hansen continued that when you ae looking 5-6 then one score of one can make a big difference. Trustee Collins asked with a response like that will someone reach out to the family to educate them or get more information. Ms. Hansen replied that she would refer it to therapy team to take a look at that. Trustee Collins asked if this is the process if someone is unhappy to educate them, Ms. Hansen replied that she does not see a lot of ones happen, so they would need to discuss how the feedback goes back to the family to make sure we are closing the loop. Trustee Collins said that seems to have drove down overall satisfaction score, but we are holding steady.

Update The Soldiers' Home in Holyoke Transition Plan

Trustee Collins highlighted a couple of items to go over. He asked regarding item 24 the administrator on call process, we talked about a couple of months ago but has it make any further t to have process in place. Mr. Lazo said believes that this has fallen off the radar and will work to get that back on track. Trustee Collins stated item 29 to finalize the after hour call process are we waiting for new director of nursing to come into place. Ms. Hansen replied that we are making it work at the moment and hopefully it will improve as we round out our staff and get everyone in the right spots. Trustee Collins thought he read in the minutest that and interview process had

taken place, is that accurate. Ms. Hansen shared that both the Assistant Director and Director positions have been recommending to HR.

Trustee Collins asked regarding items 33 and 34 if the charters had been completed. Mr. Lazo thinks they are complete, but he will check with deputy superintendent that it may have overlooked when updated. Trustee Collins would like to see the list from Mr. Lazo.

Trustee Collins asked regarding item 47 if we know who the vendor is and Mr. Lazo replied yes we do. Mr. Lazo answered that we had an extensive process through contract of proposal review and demonstrations of the systems and the vendor selected is Wellsky. He continued that the contract has been signed by the secretary and now the next steps are multiple other contracts that will need to go in place to help scan current paper records and professional assistance then going through the implementation process. Trustee Collins if this company is used in other long term facilities and Mr. Lazo replied that they are used in the State with other products they have so the implementation should go easy.

Trustee Collins asked if item 57 the waitlist management policy clear fact-based outline exists? Mr. Lazo stated that is not in a written form I think it is based on practice we do have an admissions meeting where can talk about getting documentation around that. Trustee Collins how it is managed it is broad policy

Trustee Collins said that item 68 for drills and elopement codes that we already have talked about and saw some of the reports on the fire drill he thinks we I need to get better schedule on things we want to on a quarterly update, to make sure we are addressing and capturing the drills quarterly. Fire drill synopsis was good, nice addition, and he will get it on the schedule.

Trustee Collins discussed item 96 which is all vehicles licensure and to operate them. He noticed that it did not have a date of completion. Other vehicles on campus hold special license for and track for. Mr. Lazo replied that we do have a couple pieces of machinery the front-end loader which requires a hoisting license with some staff still needing to get it. He continued that our two veteran busses, a state SUV and state minivan, that need to have mileage and licenses tracked, he will follow up with maintenance for an update.

Trustee Collins commented on item 115 track infections and reporting out, he asked Ms. Hansen's have we done that here, Ms. Hansen replied that the highlights for the infection control tracker on the KPI dashboard and they do track more than that, they have a quarterly meeting that looks at all the criteria and make sure we are using antibiotic wisely they are tracked very closely. Dr. Dietzen added that if you had the antimicrobial minutes you would see that they include all of the infection reports and the antibiotic prescriptions and are discussed on quarterly.

Census Update

Mr. Lazo reported that right now we have 98 and we are expecting two more tomorrow. The applications have been reduced as the admission team works through the list. He continued that the admission nurse has been out for a few days, so we do have some veterans lined up for assessments. Mr. Lazo stated that we are starting to run out of bed space and counting the 2 admissions we have tomorrow then we will have 5-6 beds remaining, He continued that we are trying to keep some single rooms open for quarantine purposes, when a new admission arrives

they quarantine for 7 days just to make sure. We are filling up our doubles and within a couple of weeks we should be at full capacity.

Trustee Collins asked how are we doing with the refresh. Mr. Lazo reported that the refresh is complete with the exception of 2 south the isolation unit and that constructions should start any day now and will last approximately 7 months. He continued that the contractor has quoted 200 days til completion and one of the items has a lead time of 260 days they are in the process of identifying another item that will serve the purpose. Trustee Collins asked how many beds does that take out, Mr. Lazo shared that the isolation unit will be 4 beds and the biggest impact will be on 1 north which is a secure unit with 12 beds. He continued that 1 north is currently closed to act as isolation unit while there is construction on 2 south.

New building update / Status

Trustee Collins any update on new building; Mr. Lazo reported that the next steps for the dormitory is that they need to do some testing, they are going to crack some of the pipe insulation to see what materials are in there, look at the ceiling tiles, there is no doubt that there is asbestos in there so we will have to have some abatement done which will take some time. He continued that demolition will occur late summer/early fall. Mr. Lazo informed the group that the process we are undergoing now is a value engineering process with Payette and DCAMM unfortunately with the cost of new materials and the current inflation rate everything is costing much more than expected. He continued that some bells and whistles we put into the building will have to be taken out. Hopefully in the next few years when prices start to stabilize, we can bring them back. Mr. Lazo shared that there was a meeting today to look at our security cameras some of the security cameras are being taken out and tomorrow we have a call with DCAMM and Payette to do a final review of some other things to take out to save a few dollars. Trustee Collins said that the nice thing about that is those things can be added back quickly if the funding comes and the prices drop. He asked Mr. Lazo if there has been any word on the VA funding, Mr. Lazo replied that the priority list has come out and we were number 5 on the list, fell by the first two items on the list are safety and they always go first. He continued that the challenge is now waiting to see what kind of funding the VA will generate and the VA will announce how much funding they are putting toward the priority list based on that finding we will see if we get covered, the VA may also make partial payments and then every year we will get another piece of that funding.

New Business / Interest Items

Contract Listing Review

Trustee Collins asked Mr. Lazo regarding the staffing contracts that 4 or 5 of them all expired last June so are they on an extension. Mr. Lazo looking at the those are not in play those are numbers 15-19 they are not in play; we do have someone in house with a Kirby Bates contract in house with no termination date for her contract, she has recently been extended to the end of the year. Other staffing contracts we have are managed by EHS so we will reach out to EHS and they will work contract. Trustee Collins stated that this is confusing that you had a lot expire last June and they are still on the list so I didn't know if you were using them as vendors. Mr. Lazo said that he will talk to Angelo our buyer about cleaning that up. Trustee Collins stated that we will review again when it is cleaned up.

Policy Review

Trustee Collins stated that under policy reviews a lot of the policies are renewals. He continued that the “FIN-021 Vendor Issued Credit Cards Internal 12-21” is a very short policy but is that just getting at person a person using the credit card or a purchase order. Mr. Lazo replied that the way he understands it is the requester will fill out a requisition and it will go to the business office and the business office will decide which is the easiest mechanism of payment is either the purchase order or the credit card.

Trustee Collins continued with policy “NSG-099 Obtain Accurate Weights and Track Significant Changes 04-2022” asking Ms. Hansen from last time with an issue with weight and the procedures using the standing scale or wheelchair weight scales and if that if part of their training or their annual competency to see who is on what. Ms. Hansen replied that the scale that should be used is part of the care plan for the veteran, it is generally consistent, this policy is back on the docket because it was combined with the nursing policy so there was no content change. She continued that dietary also had a weight tracking policy so combined so we can maintain one policy.

Trustee Collins asked regarding the “VOL-004 Volunteer Policy 04-2022” that there is a lot of training, but he did not see if there is location restrictions. He continued that if the volunteer goes into a locked unit do they need different training. Ms. Hansen replied that there are no restrictions as to where they can go, there training is the same no matter where they go, so if somebody has a behavior or something going on it would be on the staff to intervene, the volunteers should not be left alone with any veteran in that way. She continued that they are enhancing the services we already provide and they would need to be let in or out of a secure floor, they would be helping out and assigned with someone if they were on a secure floor.

Wrap up / Adjournment **Next meeting May**

Trustee Collins concluded the meeting at 7:08 p.m.

Respectfully submitted,

Kathleen Denner
Acting Secretary for the Board of Trustees

Attachments:

