

Scioto County Board of DD Personnel Committee Meeting – May 24, 2011

Committee Members Present: Rodney Barnett, Stephanie Childers, J. Michael Thoroughman, Chairman

Ex-Officio: Superintendent Ben Hollinger, Business Manager Matt Purcell

Note: Recording begins with discussion in progress.

1. Health Insurance Committee Role - Superintendent Ben Hollinger explained that it was his understanding when Board approved a list of standing committees at the March DD Board meeting, those Board-level committees would replace all internal committees. One of the internal committees that would be replaced would be the Insurance Committee. Mr. Hollinger expressed that he envisions the Board's Personnel Committee taking the lead in the process of selecting health insurance for employees and determining what information is needed from staff to make that decision.

Mr. Hollinger noted that currently staff health insurance is a \$1.5 million line item. He discussed some of the possible reasons. He then outlined his vision of the insurance purchasing decision-making process:

1. Determine roles of board, administration, staff in the decision-making process
2. Determine who the broker will be
3. Shop the market
4. Determine plan design

Mr. Thoroughman suggested that the full Board participate in interviewing brokers using the same process that was used to hire the superintendent. Mr. Thoroughman then summarized that process for the benefit of the audience, who were members of the internal insurance committee. Mr. Hollinger suggested a special board meeting be held for this purpose. Mr. Hollinger explained that only our current broker would be able to discuss prices that day, because the others would not have the necessary personal data from our employees. He indicated that this search process is not a reflection on the work of the current brokerage firm.

Mr. Hollinger said he would put the process being discussed in writing, including how to let brokers know we are shopping. Mr. Thoroughman indicated that he would like staff to attend this meeting and then give the Board feedback.

Mr. Barnett asked for an explanation of the high cost. Mr. Purcell answered this question citing claims versus premiums, plus signing incentives. There was some discussion of a wellness program and who pays a broker.

Mr. Barnett asked if the Board was eligible to participate in any insurance purchasing consortium. Mr. Hollinger stated that the Ohio Association of County Boards has set up a consortium. The County Schools go in together, but Mr. Hollinger has stated that our high usage would raise their rates making us undesirable. Mr. Hollinger offered to research other consortium possibilities.

There was a brief discussion of self-insurance in which it was concluded that this was too risky a proposition.

Mr. Barnett indicated that the Personnel Committee wants the input of the staff and suggested that this happen in the form a staff representative or two. Insurance Committee chairperson Melinda Noel could serve in this capacity and act as a liaison with the rest of the internal insurance committee. He emphasized the caveat that the Personnel Committee, and the full Board, does not have to follow the internal committee's recommendations. Mr. Barnett promised to keep Ms. Noel in the loop, and vice versa. The members of the insurance committee explained that they represented all areas of the program. The Personnel Committee seemed to agree that it would be good to have the insurance committee serve as a communication mechanism with the staff. Mr. Hollinger offered to summarize what had happened and give a copy to everyone present.

2. Discussion of Purpose of the Personnel Committee: Mr. Hollinger had a handout to give the committee outlining purpose of the personnel committee as this: To make recommendations as it relates to employee salary ranges, benefits, table of organization, job descriptions, position creation and position abolishment. A discussion ensued.

Mr. Barnett expressed his concern with the inconsistency the Personnel Committee making recommendations after one meeting and not making recommendations after another.

Chairperson Thoroughman reviewed Mr. Hollinger's purpose statement, noting that most of these items have been reviewed by the full board in the past. Mrs. Childers and he expressed their discomfort about a committee making recommendations on the biggest issues such as salaries, benefits, and layoffs. Mr. Thoroughman noted that neither the Board nor a committee had reviewed position descriptions before.

Mr. Barnett suggested that by determining the role of each committee it would easier to decide the appropriate committee to review issues as they arise. The members seemed to agree that there was value in the committee process, citing the recent Finance Committee Meeting where two kinds of software were reviewed in depth. At the meeting of the full board, the other members were still able to have a few pertinent questions answered to their satisfaction.

Mr. Thoroughman offered an anecdote to illustrate the importance of committee members, and the full board, having a good understanding of any topic they are asked to consider.

Mr. Barnett then raised the question of how to lower the healthcare costs for the Board while still maintaining a quality benefit package for employees. Mr. Hollinger suggested some funds be directed to education, wellness, and other proactive programs, for long-term financial benefits. Health screenings, preventive healthcare and ergonomic assessments were also mentioned.

Ultimately it was decided to have the full board discuss the purpose of all the committees. Mr. Barnett suggested a special board meeting just for that purpose.

3. Update on Personnel Officer and Investigative Agent positions

Mr. Hollinger announced that Personnel Officer Bettilee Rayburn has announced her retirement, giving a two-month notice. It has been Mr. Hollinger's practice to analyze each vacancy as it occurs and discover if there are other, less expensive and more efficient ways to accomplish the same work. To this end Bettilee and her supervisor, Matt Purcell, will prepare a study to see how her time has been allotted between her tasks. With that information, Mr. Hollinger will prepare options to present to the Committee in the near future regarding how to fill that gap left by her retirement.

The Investigative Agent position was filled recently by an individual who had been off on disability retirement. He held the position less than a month before tendering his resignation effective immediately. The Southern Ohio Council of Government filled in earlier this year when the position became vacant and have been called upon to do so again. Mr. Hollinger noted that the analysis of how to best to fill this vacancy long term will be presented to this committee at a later date. There was some discussion about ways to share employees and costs with surrounding counties. A discussion of salaries followed. Mr. Hollinger offered to prepare a spreadsheet which shows the full cost of employees including salaries and benefits.

5. Adult Services Positions: Mr. Hollinger noted that one way to reduce personnel costs is to allow associated agencies to take over our positions as they become vacant. He distributed a spreadsheet that showed savings that could be realized if as Individual Support Facilitator positions become vacant over the coming years, STAR, Inc. would hire the replacements. He warned that communication with staff is critical as this step can be seen as privatization which may seem threatening and cause divisiveness.

6. Table of Organization: One result of the Program Review performed by the Ohio Association of County Boards was a suggestion that we use a different approach to behavior support. Over time the program has developed a reactive approach to behavior support. Currently a person from the Early Childhood and another in Adult Services respond after, or as, incidents occur. The experts are suggesting that we provide a proactive, consultative approach. There will have to be a transition period as our school and adult staff rely heavily on the 'on-call' method of crisis intervention.

The chairperson of the behavior support committee is the Director of Community Services. Mr. Hollinger recommends that the two behavior support people be moved under her supervision. This would also allow these two individuals to bill Targeted Case Management, yielding a possible additional \$30,000 per year. He noted that with Choice Housing, waiting lists and transportation moving out of that department, there is capacity.

Another recommendation of the Program Review was to create a ‘Front Door’ – a clear starting place to enter our service stream. Mr. Hollinger recommends the Community Services Department take on that role as well. They are already providing nursing home admission through administering the Pre-Admission Screening and Resident Review (PASRR), payee services, Special Olympics, MUI/UI investigation and eligibility determination (intake). It needs to be determined where to house the ‘front door,’ but function was the main topic this evening. New functions could include a strategic approach to self-advocacy, behavior support, and outreach to community, families and individuals. Mr. Hollinger’s vision is for this department to evolve to provide support for the whole DD service system in Scioto County.

Mr. Hollinger estimates that this realignment will not only yield \$30,000 in TCM billing, but an additional \$50,000 in Medicaid Administrative Claiming (MAC) billing. Add to that the funds saved when a position was contracted out earlier this year, and together he believes this will pay for the creation of an additional position, that of Awareness Coordinator and still leave funds left over to put toward deficit reduction. The need for something like an awareness coordinator was hammered home during the Café Conversation process.

Mr. Hollinger next recommended moving the preschool under the supervision the Director of Early Childhood and Family Support Services.

Mr. Hollinger then suggested redirecting two positions to the Bridges to Transition program. He indicated that this would allow us to increase services, increase revenue and reduce the deficit. He went on to explain in broad terms how existing funds would be leveraged against grant dollars to accomplish these goals. The reorganization part includes abolishing the vacant position of community employment specialist and applying the funds for that job to the grant project. Also, proposed is moving the .75 FTE Family Support position from Early Childhood to under the STAR, Inc. Director.

Mrs. Childers asked what will happen if the grant goes away, as it is a year-to-year proposition. Mr. Hollinger stated that this grant uses federal dollars and its creation was driven by needs that will not go away. He feels confident that the state will continue to see the benefit of participating in this grant. Current DD employees might be reassigned, or laid off, if the grant goes away; STAR, Inc. employees would have to be paid for through another funding source or be laid off.

Mr. Hollinger will be presenting these recommendations at the next meeting of the full board.

7. Adjournment: Mrs. Childers made the motion to adjourn. Mr. Barnett seconded.

Respectfully Submitted by:

Stephanie Childers, Recording Secretary