

A Board of Health meeting with the staff was held on Tuesday, May 29, 2018. Timothy J. Fontaine, Chairman, Elinor Kelliher, M.D., Secretary, Carolyn Rogowski, Member, Carrie Ribeiro, Human Resource Manager, Sandra Leacock, Administrative Assistant, Kimberly McKay, Office Assistant, Cheryl Messer, BSN, Marianne Moura, R.N., Angela Kramer, R.N. and Sandra Table, R.N. were present. The meeting was called to order at 4:10 p.m. by Mr. Fontaine.

Mr. Fontaine started the meeting by thanking everyone for staying and mentioned he wanted to keep the meeting very open. He knows there are a lot of issues going on in the office and wanted to get some input as to what is going on, what things are needed and what clarifications are needed. The staff was advised if they didn't want to speak today to reach out to him via e-mail or by phone.

Dr. Kelliher reminded everyone that it was an open meeting and that nothing that is said should be construed as or should be anywhere close to a personal attack, judgement on someone's character or judgement on anyone's professionalism. Her hope was to help clarify the Board's role in supporting the staff, what systems could be put in place to make things run more smoothly and that one of the jobs of the Board is to help the staff do their job well.

Ms. Rogowski stated something is going on in the office, unprofessional conduct and it needs to cease. She informed the staff not to be afraid to contact Board members.

Mr. Fontaine suggested between the three Board members there should be one dedicated person to voice concerns to, opinions which then can be relayed to the other Board members.

Dr. Kelliher liked what was discussed at a prior meeting that the order of communication, at least from the nursing point of view, be first to try to resolve it with the Director of Nurses and then only if needed to approach the Chair of the Board and then the Chair would decide whether to involve Human Resources.

Ms. Ribeiro agreed, but stated there are policies in the Personnel Policy Manual that do state if the issue is with a Board member or the Director then the employee may not feel comfortable going that avenue. HR should only get involved if there is a job performance issue, discipline issue.

Mr. Fontaine suggested going around the table to see if we could clarify any issues. He again reiterated that if someone was not comfortable speaking they could reach out to him.

Ms. Kramer began stating there seems to be a lot of trust and communication issues.

The out of grade policy was discussed. Ms. Moura's concern was with the out of grade nurse being back in the office at 10:00 a.m. stating it is not always practical and requires extra planning. She informed Board members that with a little extra planning she was able to stay in the office and get other things done, but on a regular basis or if you were going to be out of grade tomorrow it can't be done. Ms. Kramer stated loads are heavier now, med management

RECEIVED  
TOWN CLERK'S OFFICE  
JUL 1 P 11  
TOWN OF LUDLOW

Board of Health minutes May 29, 2018

takes time, the assignments can take longer, and it is hard for her to reschedule if she is the one out of grade. Mr. Fontaine recommended taking it on a case by case basis. Ms. Rogowski suggested calling Christine Pietrowski, the per diem nurse, in until the out of grade nurse comes back that way the nursing department would be staffed in case someone needed a nurse. Ms. Moura added out of grade is in the nurse's contract.

The nursing dress code was discussed. Ms. Moura advised the Board she didn't have a problem with some of the changes but feels very strongly about wearing winter pants because she is not warm in scrubs. Ms. Messer indicated she tried to make sure the policy was all-encompassing. Ms. Kramer's concern is she has a lot of money invested in the clothes she wears to work, patients say it is cheerful and she has an abundance of blue clothes that she doesn't wear anywhere else. Ms. Table advised the Board she has a lot of scrubs. Ms. Kramer suggested getting a jacket/fleece vest with a logo for more consistency. Mr. Fontaine advised the nurses that everyone needs to be on the same page and that the nurses do receive a \$400 uniform allowance. Dr. Kelliher feels everyone needs to look professional. Ms. Ribeiro advised Board members that the uniform allowance is in the Collective Bargaining Agreement and every other uniform allowance has a specific uniform policy and guidelines with it. The Town has every right to dictate what is worn and that the department needs to figure out what is covered.

MAVEN was discussed. Ms. Kramer needs time back for MAVEN. Seven and a half hours per week is allowed and she is requesting two afternoons, Tuesdays and Thursdays. Mr. Fontaine inquired operationally if the office could function with Ms. Kramer focusing on MAVEN the two afternoons. Ms. Messer had asked if it could be done in the morning. Dr. Kelliher suggested Ms. Kramer block off her schedule, that primarily Tuesday and Thursday worked in the past and to try it again. Mr. Fontaine said nothing can be set in stone. Ms. Rogowski told Board members the Tuesday and Thursday afternoons always worked in the past, and that Ms. Table is in the office five afternoons and Ms. Moura four. Ms. Moura indicated some afternoons can be very quiet. Ms. Table and Ms. Moura both informed Board members that Tuesday and Thursday afternoons were fine. Mr. Fontaine saw no issue with trying to make Tuesday and Thursday afternoons work.

Ms. Leacock verified with Board members that Ms. McKay is her backup when she is out of the office and should be shown her daily responsibilities. Mr. Fontaine indicated his understanding was when Ms. Leacock is out of the office then Ms. McKay steps into her role and that teamwork is essential.

Clarification of the process for the weekly payroll timesheet was discussed. Everyone is to account for their own time on the timesheet.

Ms. Messer stated she abstained. Dr. Kelliher informed Ms. Messer a more effective way to deal with her concerns was for her to speak with the Chairman one-on-one.

Dr. Kelliher asked if it would be helpful to do employee reviews indicating it might help with communication, bringing up strengths and weaknesses. Mr. Fontaine agreed stating reviews can be very positive and are not always negative.

Mr. Fontaine advised the staff for the office to work we must come up with operational flow, have teamwork, respect and flexibility and therefore we need policies in place. We need more clarity. Ms. Rogowski stated that the department never had policies before and that the policies are not helping. Mr. Fontaine said the policies are not in place yet and that everyone needs to be on the same page.

Ms. Ribeiro informed Board members policies and procedures need to be in writing, but from what she was hearing it sounded like there are two different issues teamwork versus policies and procedures. She indicated the department can't be overwhelmed with changes but having policies in writing does not equal teamwork. She advised the staff needs to respect each other and help each other out. Ms. Ribeiro explained there are policies and procedures in place already under the Collective Bargaining Agreement and Personnel Policy Manual. She stated we need to be fair and consistent. Most of the staff is new to the department besides Ms. Moura and Ms. Kramer. Ms. Ribeiro indicated certain things need to be in writing and the Board should have a reason why things are changing. Communication is key, and the Board should be hands on as much as they can. If problems are escalating to a place where someone is calling a Board member or going to HR, clearly there is an issue. The Board of Health is a unique department in that there is no department head, one person that everything can be channeled through.

Dr. Kelliher asked if it would be helpful to make an organizational flow sheet. Ms. Ribeiro said it would clarify things for employees and agreed to help put a flow sheet together. Dr. Kelliher will draft the flow sheet and forward it to Ms. Ribeiro for her input.

Board members discussed that they need to be more hands on, that we all have the same goal and that everyday operational procedures need to be clarified. Dr. Kelliher encouraged everyone to communicate any concerns/issues they may have.

Motion made by Ms. Rogowski to adjourn the meeting with Dr. Kelliher seconding the motion. All in favor 3-0.

Meeting adjourned at 5:31 p.m.

Respectfully submitted,



Elinor Kelliher, M.D.  
Secretary

EK/sl

RECEIVED  
TOWN CLERK'S OFFICE  
2018 JUL 11 P 2:18  
TOWN OF LUDLOW