

A meeting of the Board of Health was held on Tuesday, August 21, 2018. Timothy J. Fontaine, Chairman and Carolyn Rogowski, Member were present. Elinor Kelliher, M.D. Secretary was absent. The meeting was called to order at 8:05 a.m. by Mr. Fontaine.

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Director of Nurses, Cheryl Messer, BSN, Angela Kramer, RN and Carrie Ribeiro, Human Resource Manager came in to meet with the Board to discuss job performance. Mr. Fontaine explained that there is a lot of tension in the office, wants to move on and get back on track. The Board would like to hear from both sides to see what can be done to rectify the situation. Ms. Ribeiro previously had had a good meeting with Ms. Kramer and Ms. Messer and explained the only way to resolve issues is to talk to each other; are there new issues, imbedded grudges, resentment; and the need to start with a clean slate.

Ms. Kramer explained she did move forward after their meeting with Ms. Ribeiro, that there is a big mistrust, no communication and she has been put in positions she did not appreciate. The following issues were discussed by Ms. Kramer:

1. An employee inquired about returning to work after a report of Pertussis in her family. She had spent 2 hours working on it with MAVEN and felt she was asked to override an MD's decision. Doctor said she had to be on antibiotics for 3 weeks.
2. A patient came in for a blood pressure check and mentioned low sodium. Ms. Messer informed her that Ms. Kramer knows all about carbs. Ms. Kramer advised we can give some advice but explained you can't cross lines and referred her to her doctor for a nutritionist.
3. When on the road, a patient told Ms. Kramer that Ms. Messer came to her house and told her that she works for her, made it sound like Ms. Kramer wasn't coming anymore and was going to be fired.
4. A Keystone Commons' staff member was upset after speaking with Ms. Messer. Keystone just wants one nurse seeing patients and over 70 people are seen at Keystone the majority of which by Ms. Kramer. Two other nurses in the office see two patients each.
5. Micromanaging all the time no matter what it is. Ms. Kramer over documents on the daily sheets to cover herself. Ms. Kramer feels everything is looked over, that the nursing staff knows what they are doing, and things get exaggerated.
6. Can't talk to other staff members without it being taken out of context or being accused of harassment.
7. An individual who is in the Town Hall, not an employee, is spending a lot of time in Ms. Messer's office making Ms. Messer unavailable when Ms. Kramer has wanted to speak with her.
8. Ms. Table was not told she had to go to the Senior Center for Ms. Kramer today. Ms. Kramer feels it is not her job to tell her. Ms. Messer said that was her fault that she didn't tell her.
9. TB testing at the Boys & Girls Club which was set up by Ms. Kramer. She would go on a Tuesday to do the TB's for the employees and return on Thursday to read them and Ms. Messer went in her place. It seems anything she is doing is being taken away.

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10. Health fair at Wilson Street. A staff nurse usually attended this event and instead the per diem nurse went.
11. Not knowing who is out of grade when the Director has a day off.
12. Ms. Kramer feels the nurses know what they are doing, and things get exaggerated. Ms. Messer feels she bends over backwards, complements Ms. Kramer, but Ms. Kramer feels it is not sincere. Ms. Kramer's perception is that the other nurses can be quiet, but if she is quiet then there is a problem, and she is being picked on.
13. Ms. Kramer's master's degree was challenged by Ms. Messer.

Ms. Messer responded and discussed the following:

1. She did not ask Ms. Kramer to override an MD's decision. The employee contacted Ms. Messer in the morning and wanted to know if she could come in. She said she had been on the antibiotics and wanted to know if her husband could go to work and she could come in to work and she told her chances are you shouldn't be coming to work because the doctor gave you the antibiotics and it is supposed to be until you finish them. She was not giving Ms. Kramer a directive, saying she wanted her to make that decision, it was a colleague to colleague conversation. She knew Ms. Kramer was working on it with MAVEN and does not step on her toes with MAVEN.
2. Anytime I talk to Ms. Kramer, she bolts upstairs to Carrie, makes calls to him (referring to Mr. Fontaine), Dr. Kelliher. I can't talk to her. If I try, she either snips at me, grunts at me, ignores me or makes a phone call or text so I don't get to talk to her. Ms. Messer tells Marianne what is going on, Sandy, Kim and writes it on the board. She waits as long as she possibly can to tell Ms. Kramer because she knows it is going to be a problem. Ms. Messer said Ms. Kramer had her turn, can I have mine and told her to write her notes. Ms. Ribeiro indicated Ms. Kramer has not been to see her since their meeting, so that is a false statement, and that she has spoken to Ms. Messer more and Mr. Fontaine received one phone call. Due to Ms. Messer's tone, Ms. Ribeiro reminded her that she needs to be respectful at the meeting. Ms. Rogowski told Ms. Messer there is no sarcasm in this meeting.
3. The patient who wanted information on sodium was just given a list of what had sodium from A to Z. She meant it as a complement referring the patient to Ms. Kramer regarding carbs because of Ms. Kramer's knowledge working with Weight Watchers.
4. Ms. Messer does not know who the patient is that told Ms. Kramer that she works for Ms. Messer and she is going to get fired.
5. 98% of the patients at Keystone Commons are seen by one nurse and Keystone only wants one nurse seeing patients. Ms. Moura has two patients and Ms. Table has two patients. Ms. Table's patients were on the outside and when talking to Ms. Messer they wanted to stay with Ms. Table at Keystone. Ms. Messer told Ms. Kramer that she just wants Ms. Table's patients. All four patients will be seen by Ms. Kramer.
6. As far as being micromanaged, Ms. Messer asked Ms. Kramer to document less. On the daily sheets, in and out of patient's houses needs to be recorded for accountability.

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- There is no need to document blood pressures, giving out equipment. She did ask Ms. Kramer to document her time for MAVEN. Board members discussed that timesheets need to indicate the time in and time out and MAVEN time needs to be documented as well; there needs to be accountability.
7. The individual who spends a lot of time in Ms. Messer's office is a volunteer who comes in to eat her candy. She works around him and is available if needed while he is there. He is spending a lot of time in everyone's office, is not an intern anymore, is a volunteer, it is a disruption and if it continues it will be discussed with the Veterans' Agent.
 8. Ms. Messer was informed by the Boys & Girls Club that the prior Director of Nurses always did the TB testing for them. She didn't know it would be a problem. They asked if she could come over and she went.
 9. At the health fair, all the per diem nurse did was finger sticks and Ms. Messer did blood pressures. Ms. Rogowski explained that when it is something in town it should be one of our nurses who attend.
 10. Ms. Messer gave everyone a list covering 2½ months of who was out of grade and since then there is only one out of grade coming up which Ms. Kramer is already aware of.
 11. When Ms. Kramer is late, she should be reporting to Ms. Messer or the Board and not another nurse or administrative staff.
 12. Ms. Messer explained it is part of her job to make sure policies are being followed, she is her boss and asked for better examples of micromanaging. Ms. Rogowski informed Ms. Messer she is the director not the boss.
 13. Ms. Messer informed the Board that Ms. Kramer looks at Ms. Table's computer, calendar daily. Ms. Kramer informed Ms. Messer she went in her office when she was out of grade because she needed to check her pad for her schedule which is supposed to be on her desk, but Ms. Messer had it. Ms. Table told Ms. Messer she was putting away the utensils when she first started and was told by Ms. Kramer that they needed to be left out to dry. Ms. Kramer said she does not look at her computer or calendar and said it was a joke about the utensil and this is something that was said back in March.

A discussion was had about how we move forward and fix what is wrong. Employees are stressed. Trust, opening the lines of communication, setting the tone with the other nurses and burying past issues was discussed. It was mentioned that trust is by actions. Also discussed was being able to disagree professionally, having mutual respect and being respected for what we do. Ms. Ribeiro suggested starting with a staff meeting to include everyone. A staff meeting to include the entire staff has been scheduled at the regular meeting of the Board of

Board of Health minutes August 21, 2018

Health on August 28, 2018 from 3:00 p.m. to 4:00 p.m. to discuss job performance, policies and procedures.

Meeting adjourned at 9:08 a.m.

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Respectfully submitted,



Timothy J. Fontaine
Chairman

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