



District Health Department
Serving Harrison, Nicholas, & Scott Counties

MINUTES

WEDCO DISTRICT BOARD OF HEALTH MEETING

Wednesday, June 21, 2023

WEDCO District Health Department
Conference Room

Cynthiana, Kentucky

12:00 P.M.

Tim Thompson, Chairman

Judge Steve Hamilton, Vice Chairman

Members Present:

Harrison County
Judge Jason Marshall
Dr. Derrick Clarke

Nicholas County
Judge Steve Hamilton

Scott County
Jared Hollon, Judge Designee
Sherry Taylor, RN
Tim Thompson

Members Absent:

Brett Hines, OD

Becky Reid

Dr. Horace Hambrick

Staff and Guests Present: Dr. Crystal Miller, Rachel Winkle, Jennifer Lemmings, and Debra Hendricks.

With a roll call showing a quorum present, Tim Thompson called the meeting to order at 12:00 p.m.

Mr. Thompson asked if everyone had an opportunity to review the minutes.

MOTION #1

Jared Hollon made a motion to approve the board minutes from Tuesday, February 28, 2023. Judge Marshall seconded the motion.

Roll Call

Jared Hollon – Yes
Sherry Taylor, RN - Yes
Tim Thompson - Yes

Dr. Derrick Clarke – Yes
Judge Steve Hamilton – Yes
Judge Jason Marshall – Yes

No further discussion. Motion passed without opposition.

Rachel Winkle, Administrative Services Manager, began with the Administrative and Financial report. WEDCO’s total assets are \$25M at the end of the 11th month of the fiscal year. Much of that is in Ameritrade which is administered by James Carl Gray. Our bottom-line receipts over expenditures are at a surplus of \$3M at the end of May. That is higher than we were this time last year. We are trying to spend what we can down because our budget is expend to receive. We should have a good surplus at the end of our year closeout. Our operational checking account has \$8.5M. We are required to have funds to cover at least 3 months, and we have 6 months or more. The fiscal year 2024 budget is projected to be \$6M. It is much smaller this year because we no longer have home health. We have budgeted that we will spend all allocations that were allotted to us so they aren’t reduced or taken away. We have budgeted to use \$1M in capital funds to be earmarked for our storage facility, technology upgrades and workforce

development. Mrs. Winkle deferred to Dr. Miller to give the remaining financial report at Dr. Miller's request.

Dr. Miller discussed how WEDCO has focused on recruiting and retaining highly qualified staff, whether that be experience or education. WEDCO is in the best place we have been in the 16 years since Dr. Miller joined WEDCO with regard to staff being in the right position for their qualifications, experience and skillset. The staff is a team that is knowledgeable, caring and understand the mission. Dr. Miller has been looking for ways to incentivize staff. One thing important to staff is professional development and growth. We have put in \$100K for development, that could be to advance in education, or go to a training. One thing we learned from the pandemic is we didn't have the systems to support crisis management in the beginning. We are in a situation that we are supported by the state in all programs and therefore dependent on that infrastructure, making it very difficult for us to bring our IT up to where it should be because the systems we deal with are so antiquated to gather data from the state level. Public health funding has come down from the federal level and one of the big pushes from the state level is increasing the capacity from a technology standpoint. Rachel Winkle is heavily involved in the new BARS system that the state purchased. This system will allow us to work in a more efficient manner, by pulling financials in real time and will allow us to report to the board more efficiently as well. There is \$160K in the budget for that endeavor. We are still working on the storage building, and \$1M in capital is set aside for that endeavor. Our plan is to complete that this fiscal year. Lastly, we built in a 5% annual increase for full time staff, both merit and contract, into the annual budget. Dr. Miller also shared a little about the contracted staff. Some of our contracts are for half a day to help with something specific. Some of our contracts are part-time. And then some of them work regular hours. This is why there is an increment increase for full-time contract.

MOTION #2

Dr. Clarke made a motion to approve a 5% annual increment for staff. Judge Marshall seconded the motion.

Roll Call

Jared Hollon – Yes
Sherry Taylor – Yes
Tim Thompson - Yes

Dr. Derrick Clarke – Yes
Judge Steve Hamilton – Yes
Judge Jason Marshall – Yes

No further discussion. Motion passed without opposition.

MOTION #3

Jared Hollon made a motion to approve the budget for FY24. Dr. Clarke seconded the motion.

Roll Call

Jared Hollon – Yes
Sherry Taylor – Yes
Tim Thompson - Yes

Dr. Derrick Clarke – Yes
Judge Steve Hamilton – Yes
Judge Jason Marshall – Yes

No further discussion. Motion passed without opposition.

Dr. Miller moved on to discuss performance evaluations. WEDCO is on a performance evaluation system that requires additional action. The 5 ratings on performance evaluations are Highly Commendable (HC), which is the highest level an employee can achieve, followed by Proficient and Commendable (PC), both of which are above Effective and Competent (EC). EC is the rating that shows you are doing your job. The next levels are Needs Improvement (ND) and Unacceptable (U). We do not have any staff at these two lower levels. In the budget, there is a proposed 5% lump sum payment for the HC evaluations, and a 3% lump sum payment for the PC evaluations. This was built into the budget for 20% of the staff for these higher merits. Another point on that is to have data to support these evaluation scores. Dr. Miller is going back to the management team and talking about data to match the scores and the metrics around that, so that it takes out biases to the extent that is possible. I am pushing our team to get out of subjectivity at the highest level and base decisions on facts. These higher levels are for anyone who is doing everything required in their job descriptions, but then doing extra things that are either done on their own initiative or if asked by the leadership to something more. The management team's responsibility is to make sure that everyone has an equal opportunity to be graded and encourage employees to take their own personal responsibilities to be a leader in the agency.

MOTION #4

Judge Hamilton made a motion to approve the 3% lump sum payment for a PC evaluation and a 5% lump sum payment for HC evaluations. Judge Marshall seconded the motion.

Roll Call

Jared Hollon – Yes
Sherry Taylor – Yes
Tim Thompson - Yes

Dr. Derrick Clarke – Yes
Judge Steve Hamilton – Yes
Judge Jason Marshall – Yes

No further discussion. Motion passed without opposition.

Dr. Miller brought up the need to update the inclement weather policy. This policy needs to be updated to be in line with the state regs. The change in the policy shows that anyone who was previously scheduled to take personal leave when WEDCO has an emergency closing will be given other leave for the closing instead of having to use their personal leave.

MOTION #5

Dr. Clarke made a motion to accept changes to the Inclement Weather policy. Jared Hollon seconded the motion.

Roll Call

Jared Hollon – Yes
Sherry Taylor – Yes
Tim Thompson - Yes

Dr. Derrick Clarke – Yes
Judge Steve Hamilton – Yes
Judge Jason Marshall – Yes

No further discussion. Motion passed without opposition.

Dr. Miller brought up the tuition assistance program that was paused during Covid. There were only a couple of staff members taking advantage of that program when it was put on hold. Those 2 employees were grandfathered in and could continue with the program. We have not opened this incentive program

back up to staff yet because we have not had a ton of interest in going back to formal education, so that has not been a priority. We received a grant from the state that allowed us to put some money into this program so that WEDCO money is not being used. This is an amount of \$8,000 built into the budget for those employees to complete their education with the program that would be a benefit to the agency.

Dr. Miller shared that she is still working on a new logo. She has a design that is basic with the public health symbol and WEDCO District Health Department listed below the symbol. She has looked at many designs and none of them were inclusive of all areas and are not timeless. She is looking for something timeless. This logo would encompass both. Sherry Taylor suggested that we look at including Public Health in the name. The symbol is also tan instead of black that showed up on the screen. Dr. Miller is going to go back and add Public Health to see what that looks like and send that to the board members to review and discuss.

Dr. Miller showed us a community health assessment that the team has been working on. This is an assessment that is all encompassing with information about our communities, the demographics, the social context, how can we live longer, what's the change in cause of death, and so on. We share that information in community meetings giving the community input and then we set our strategic priorities around that. Community partners are listed on the document shown. We tackle what we are going to work on and change in our communities based on all of the information. We do not set those priorities. The community, based on community meetings and research sets the priorities. The three priorities that were chosen were mental health, substance abuse, and access to care. We have set different strategic priorities in every county. These are the overarching priorities, but the goals for each county may be different. For example, access to care in Nicholas County might show a need for more facilities, where access to care in Scott County may be transportation is the issue. Dr. Miller will email this document to the board. She wanted the board to be aware that it is out there.

Dr. Miller then discussed the strategic plan. WEDCO had 7 strategic priorities in 2017 in our first strategic plan. Our strategic plan has been successful, and our problems are small. For example, one of our priorities is financial stewardship, and we have achieved what we set out to do. We have room for improvement, but only a little room for improvement. There was a time when we had a lot of room for improvement. Our new strategic plan priorities include people and culture, quality, effective and efficiency, and building public health capacity. These priorities align with all our mission, vision, workforce development, community need and cultural competencies. Our internal cultural standards are part of the evaluation process. There are 7 cultural competencies staff are rated on; how they perform and act and behave, how they work with co-workers, and the public. Culture is important to us. Another priority is service delivery. We get everything done through being people centered to attract and retain highly knowledgeable and capable team members, therefore improving the culture and the organization for the purpose of making WEDCO a continuous learning environment and a great place to work. We believe if we have all of that, we are serving our communities in the best possible way. Quality is another important priority. WEDCO is committed to continuous quality improvement and performance management. We have a QI Team, led by Debra Hendricks, that is focused on always working to improve our processes. Efficiency and effectiveness are part of our internal culture. We are also improving our ability to handle things like a pandemic better and learning what we can do. Is there technology or a training that can help us do better? Building public health capacities is a focus. A lot of things fit under that. It is important to continue to build public health care capacity where we are at the table really helping navigate problems. All that leads to excellence.

We have little problems internally, but we have really massive community problems we need our team working on. Mental health is a major issue and the things that our communities are dealing with,

including what many of our first responders witness daily, is much different than 20 years ago in the Fire Department and Police Department. The substance abuse issues are overwhelming our entire communities and we are continuing to focus on all of those things. Harm reduction is big for us. We now have a Community Health Worker that we can link people up to reduce barriers as well on an individual level. We are never going to get out of this by working in silos. It is critical that all of us be at the table tackling all these big problems. That concludes Dr. Miller's report to the board.

MOTION #6

Jared Hollon made a motion to adjourn the meeting. Judge Marshall seconded the motion.

Roll Call

Jared Hollon – Yes
Sherry Taylor – Yes
Tim Thompson - Yes

Dr. Derrick Clarke – Yes
Judge Steve Hamilton – Yes
Judge Jason Marshall – Yes

No further discussion. Motion passed without opposition.

Meeting was adjourned.



Tim Thompson, Chairman

11-14-2023

Date



Dr. Crystal Miller, Secretary

11/14/23

Date