

Minutes for September 19, 2022

Commissioners Present: Crooks, Porter, Cameron
Staff Present: Susan Reese

RES 22-0920 Meeting was called to order at 10:00 a.m. on the motion of Commissioner Cameron and the second of Commissioner Porter.
Vote was Crooks, aye; Porter, aye; Cameron, aye. Motion carried.

Commissioner Cameron moved to approve the payment of bills, pending review.
Seconded by Commissioner Porter.
Vote was Crooks, aye; Porter, aye; Cameron, aye. Motion carried.

Commissioner Porter reported that he will not be returning after lunch. He has medical responsibilities and besides voting on Genesis decisions would be an ethics issue anyway.

Jason Baughman, Chief Building Officer, came to talk with the Commissioners about building permits for James Teague.

- Commissioner Porter reported that Mr. Teague had called him, returning the Commissioners' call, when he was at the Morgan County Fair
 - Mr. Teague ended up meeting Commissioner Porter at the fair
- Jason reported that he had called Mr. Teague, but Mr. Teague never returned his call. However, Mr. Teague sent revised plans to Jason
 - Mr. Teague did address a couple of things on the list of things to be fixed, but did not address the rest
 - Jason told him, he is willing to work with him, but Jason had given Mr. Teague, in writing, a list of what had to be addressed for the plans to be approved
 - Commissioner Porter said he told Mr. Teague that multiple times, as well. We are willing to work with you if you get in compliance
 - Jason came to tell the Commissioners today, that he cannot approve the drawings and will be issuing another disapproval letter
 - Jason said that the building is standing there and he could go out and look at the building, but that is not how it works. At that point he is absolutely his designer. He doesn't know how to get past where we are without taking some of that. And he's willing to do it on small stuff, but essentially this building... he doesn't know if it's going to stand up. He's showing some framing, two - eight joists , and they will work fine for the span he's got, if they're resting on some kind of beam, but Jason doesn't know what they're resting on. So, he doesn't know how the load's transmitted. He's the one that gets to say, oh, that's probably good. And he doesn't want to do that.
 - Jason wants the Commissioners to be aware that he is going to issue another disapproval letter . He has reached out to Mr. Teague and he hasn't returned the call. Jason said what Mr. Teague needs is to get an architect or an engineer, somebody that will actually put together a set of drawings instead of trying to do it himself.
 - Jason was given Mr. Teague's cell phone number that he called Commissioner Porter from

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Commissioner Cameron told Commissioner Crooks she didn't think she was in here when Commissioner Porter said that he wasn't going to be here this afternoon. And Commissioner Cameron asked him if we need to reschedule Genesis? Commissioner Porter said, he's not voting anyway. But Commissioner Cameron said, we ask them to come. Even if you're not voting, do we need to reschedule? Just so we all hear what they have to say. Commissioner Cameron thinks they're bringing a medical person, Shon Bender, and also, Mike Norman.

Commissioner Crooks thought they were coming because Commissioner Porter had some concerns and questions he wanted to ask.

Commissioner Porter said he has a daughter that works there, he's totally out of the picture on this.

Commissioner Crooks says that according to the Ethics Webinar, we just did last week, as long as something is done consistently throughout... She told Commissioner Porter, that's your choice, but she didn't get that you had to abstain since it was something that was going to affect the entire organization.

Commissioner Cameron said she thought just to hear what they had to say and why we would be giving the money, whether you can vote or not vote. She told Commissioner Porter she knew he had made the comment that we voted last time when he wasn't here, even though he wasn't going to vote, he would've liked to be a part of it.

Commissioner Crooks said voting or not, the commitment is out there for the entire amount. Their (Genesis) understanding is that we've already committed. One of the questions was whether or not Genesis had received other money that could be put towards this. But, Eric said that they did get other money, but it was for something different.

Commissioner Cameron said it already took over a month to get them (Genesis) in here and at the very least would like for TEMI to be run so it records every single word and every single question.

The following legislation was now considered:

RESOLUTION 22-0921 accept and sign AOS Local Government Services Contract,
Requested by Stephanie Spencer, Chief Administrator.

Motion made by Commissioner Porter, seconded by Commissioner Cameron.

Roll Call: Crooks, aye; Porter, aye; Cameron, aye. Motion carried.

RESOLUTION 22-0922 approve the removal of the following parcels from resolution 22-0893 for sewer tax liens 2022. Requested by Peggy Taylor, Office Manager of the Muskingum County Water & Sewer Department.

Parcel # 63-10-01-20-000	\$2,163.45
Parcel # 63-03-01-01-001	\$ 624.03
Parcel # 63-03-01-01-000	\$1,786.44
Parcel # 63-04-02-01-000	\$ 311.64
Parcel # 63-04-01-01-001	\$ 865.90
Parcel # 63-04-06-07-001	\$1,317.59
Parcel # 63-03-01-02-002	\$ 125.32
Parcel # 63-11-07-26-000	\$5,597.93
Parcel # 63-04-01-02-000	<u>\$ 98.63</u>
Total	\$12,890.92

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Motion made by Commissioner Cameron, seconded by Commissioner Porter.

Roll Call: Crooks, aye; Porter, aye; Cameron, aye.

Motion carried.

RESOLUTION 22-0923 approve the Supplemental Appropriation of Funds within Fund Number 020, for the Muskingum County Rambo Memorial Health Center, as requested by Shannon Bell, Executive Director.

SUPPLEMENTAL APPROPRIATION OF FUNDS

<u>Description</u>	<u>Account Code</u>	<u>Amount</u>
H/R Admin Fees	020-585-504393	\$216.80

Motion made by Commissioner Porter, seconded by Commissioner Cameron.

Roll Call: Crooks, aye; Porter, aye; Cameron, aye.

Motion carried.

RIGHT OF WAYS SIGNED:

Columbia Gas; Columbus

Newton Township; Old Town Rd

Gas Service Replacement

Start Date: 09.19.2022; Completion Date: Same day

Lumen; Lorain

Jackson Township; 6680 Preston Rd

Rode Bore phone line

Start Date: upon approval; Completion Date: 90 days

Andy Roberts, GIS, LandBank, came to update the Commissioners.

- USEPA Brownfield Assessment Grant
 - \$400,000; Same one used for Phase I and II Mosaic
 - Filed as County
 - Phase I for Lee and State Street
 - Philo Power Plant
 - SME writing grant
- OMEGA
 - Opportunities in tech assistance
 - Street scape improvements for the Putnam area
 - State and Lee land use planning
 - OHM Consultant awarded

Commissioner Porter reported that the Fairgrounds water project is on hold; he assumes it has stopped.

- Commissioner Cameron noted that we passed a resolution on Thursday to purchase the stone
- Commissioner Porter said they need a diagram of exactly what is going to take place and need it in writing, so there's no confusion like on the frost-free spigots and other line. Don't want to take the chance of not having water at restrooms for the Round-up
 - Commissioner Porter relayed that to Ron Shirer and has since told the Cattlemen's to take the money back
- Commissioner Porter called Cory Hazen and asked them to send us a bill for their time because, the water line issue was not their problem

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- Commissioner Cameron would totally agree, and has said all along, that she feels the people doing the roof estimates should be paid for their time and she thinks Rick Thomas should be paid for his time for all of his work on the generator realizing we didn't get the generator in the end. People shouldn't be expected to work free for us.

Commissioner Porter shared that Cory had told him about an opportunity for the Fair Board to get AMA motorcycle flat-track races in July, being a 3-4 day event with 5,000 – 7,000 people. But because of all the hurdles and stuff he had to deal with, he just threw up his hands and said, to heck with it.

Commissioner Cameron asked where we would pay the Hazen bill from, General Fund? That would be Commissioner Porter's suggestion.

Commissioner Porter said, lesson learned. When they call and say they have a problem, wait a few days and let them figure it out on their own.

Commissioner Porter said he also heard that Mr. Stanley told the Fairboard not to call the Commissioners anymore, call him direct.

Discussion regarding minutes

- The Clerk explained to Commissioner Porter that the sound had cut-out on the video when he asked for his response to be recorded regarding the Animal-kill claims. She offered to record his response in today's minutes. Commissioner Porter said, he's good.
- Commissioner Porter said Sheriff Lutz called and said it had been repealed. Commissioner Porter also talked to the former Sheriff from Guernsey County Thursday night, and he said they did away with that years ago.

Commissioner Cameron made a motion to accept and approve the minutes of the September 08, 2022 session. Commissioner Porter seconded.

Vote was: Crooks, aye; Porter, aye; Cameron, aye.

Motion carried.

Mark Eicher, County Engineer, came talk with the Commissioners about accepting the Road at EcoPark.

- Mark explained that there is already curbing there, but 20' feet was figured into the project, for repair.
 - It has since been determined that 150' needs replaced causing a \$50,000 change order
- County will maintain this road, plow the snow and be responsible for paving in the future
- Commissioner Porter asked if there was any money left in the Business Owners Association fund
 - Mark said they are paying for a substantial portion of the project; \$206,520 and \$429,000 in grants
- Commissioner Porter asked if it'd be worth asking them if they could please share some costs. The Engineer had taken something over that they're responsible for.
 - Mark said, the only concern is that their timeline is getting short, they're starting tomorrow.
 - Shelly Company is doing the work

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- Commissioner Porter cautioned that this is considered all one project
- Commissioner Crooks noted that the County has not put in anything “out of pocket” to date

The following is now considered:

RESOLUTION 22-0924 authorize the transfer of up to \$50,000 to the Muskingum County Engineer for curbing replacement at EcoPark. Curbing replacement will be extended from 20’ to 150’. Transfer will be from Commissioners’ Economic Development, Capital Projects – 001-114-506040 to Engineers’ 009-000-414002.

Transfer will take place when exact amount is known.

Motion made by Commissioner Crooks, seconded by Commissioner Cameron.

Discussion followed to determine how the payment would be made; through the project or through the Commissioners. Matt Abbott joined the meeting.

Matt said there will definitely be some ROI for this project and potentially future projects. Matt confirmed that the business owners are not doing the other road that they had discussed.

Roll Call: Crooks, aye; Porter, aye; Cameron, aye.

Motion carried.

Mark reported that one footer has been poured on Pletcher Road Bridge. Hoping to have road completed by the time the bridge is completed. The Township has agreed to help pay for the stone.

Commissioner Cameron said Melody Lake has a water issue. They’ve asked the Falls Township Trustees and they won’t help. The residents pay an association fee.

Mark said if it’s to do with the basin on the spillway to the lake, it would be the Melody Lake Association’s responsibility.

Commissioner Crooks reported that the creek has been cleaned out on Conn Road in Muskingum Township.

Eric Reed, came to give the Commissioners ARPA updates.

- Avondale
 - HUD is asking where their funding will be used to fit in the budget and how the remainder will be funded
 - HVAC
- Fairgrounds
 - Has G&M Construction invoice been paid?
- ARPA
 - Eric asked if he could use BS&A for ARPA payments. Jennifer in Bookkeeping said she would help Eric get set up with it. This way he can follow the process of payments.
 - All agreed

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There was discussion about the meeting with Genesis this afternoon. Should we let Matt Perry know that Commissioner Porter will not be present? He will not be here because he has some testing at Noon at the hospital and also because his daughter works there.

Commissioner Cameron would still appreciate them coming and run the transcript for the record. It took a month to get them here due to everyone's schedule.

- Fairgrounds – Water Leak
 - Commissioner Porter reported that he called Hazen and told them there was a water leak. They said they would be there as soon as they could, and they did. The leak was nothing that they did. The holes have been filled in and we're done.
 - Commissioner Porter asked Hazen to send a bill for their time, because it wasn't their problem; the sewer line was not cut, it was clogged. It has been unclogged and will be jetted later this week
 - Commissioner Cameron asked if it would affect the Feeder Calf Roundup
 - No one knows
 - The Commissioners had passed a resolution to pay for the stone and the Cattlemen were going to pay for the Hazen to install new line, but they wanted plans and drawings so we don't get into what we did before
 - Commissioner Porter said he read it as they didn't trust us; it's been taken care of
- Village of New Concord Mayor
 - Eric received an email from her essentially asking for a New Concord ARPA request
 - They have no special project; just wants to know what money has been spent
 - He responded and told her if she is placing a request, they should probably have a project
 - Eric has sent her a listing of what money has been spent to date and to whom it was given
 - Commissioner Cameron explained to her that there is no application for the ARPA dollars; this is different than when we did the small business grants through CARES Act money
 - Commissioner Cameron thought she reported previously that New Concord received nearly \$300,000, but she doesn't think they received that much. It's actually \$232,442.60

Commissioner Crooks asked for confirmation on the Genesis commitment.

- We have paid \$2.3 million to date – Half
- Eric said it was agreed to reconvene later for discussion regarding the second half and make the decision at that time
- Was Genesis waiting on other money
 - The first part went towards Community Ambulance, and they were waiting on additional funds
 - According to Congressman Balderson, the amount kept being less and less, so some hospitals didn't get any

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There was discussion with Eric regarding the Gateway District Project

- They have not given Eric any numbers on how much they will be asking for
 - To date they have received
 - \$50,000 Capital Bill
 - \$250,000 Roggue Foundation
 - \$500,000 Straker Foundation

Fairgrounds Bleachers

- Eric has not had a chance to follow-up
- Commissioner Crooks noted that Muskingum University stadium has aluminum bleachers with no backs

Eric asked the Board about getting access to BS&A so he could make and track ARPA payments

- All agreed. He will work with Stephanie Spencer to get that set up

Commissioner Crooks reported that Friday Scott and Robbie reported that they were having a few issues with Covic Connections cleaning at the County Agencies building. They talked with Chris at Covic and were assured that the issues would be resolved.

The Clerk reported that Stan Lucas sent an updated invoice from Drennen for the truck. It has been sent to Mark Zanghi for review.

There was discussion regarding asking the companies that are preparing estimates for roof repair when they know they will not be getting the job. Shouldn't we be paying them for their time?

The Commissioners adjourned for lunch to resume session at 1:30 p.m.

Commissioner Porter did not return after lunch, as he had reported earlier.

Matt Perry, Chief Executive Officer, Shon Bender, Chief Nursing Officer and Mike Norman, Chief Financial Officer from Genesis came to talk with the Commissioners at the Commissioners' request.

Eric Reed, ARPA Compliance Officer also attended the meeting.

The WHIZ and Y-City News media were also present.

Commissioner Crooks explained that Commissioner Porter informed the Board this morning that he wasn't able to join us this afternoon. This meeting is being recorded and a transcription of our discussion today that he can view.

Commissioner Crooks explained that our outreach was really just to touch base to see how things are going. Eric has been keeping us posted on requests. We're trying to look at as those as they come in and what commitments we have made. We were aware that Genesis was waiting on some commitments from the Feds, too so that was the reason for the meeting and just to continue to make sure we have conversation, so we're all on the same page.

They gave the Commissioners a paper presentation to put into perspective some of the impact that the previous grant has had in helping Genesis to continue to care for the entire community.

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Giving an overview perspective of where they are, where they've been and where we're going. Matt said he believes it important that the Commissioners see their support of what they are doing in a much broader context for our community.

They started off with a very short, quick description of who they are now. They shared their Mission Statement because it is really what grounds everything for them. They serve our community by helping each person achieve optimal health and wellbeing by providing compassionate, exceptional and affordable healthcare services. That is their reason for being. They are a charitable non-profit organization. They give huge amounts of money back to our community, through the care that we provide that they don't get reimbursed for. They have taken that mission and vision and values and developed a very purpose driven strategy. They have four strategic pillars.

- Exceptional People and Teams
 - One of the big areas that the Commissioners have really contributed to help accomplish the highest clinical quality
 - Highest quality care at the lowest total cost for our community
 - That has an enormous impact for our community way beyond what most people really understand, unless they have lived in a community that had much higher priced healthcare. They keep the cost of care very, very low compared to others in our region.
- Clinical Advances
 - They've been able to create by attracting and retaining the highest quality clinical personnel anywhere which allows them to do things like be at the leading edge of robotic surgery, as an example.
 - They have done over 2000 robotic surgeries, which is absolutely cutting edge nationally.
 - They've been able to provide their clinicians the optimal tools that they need to be able to deliver that care at literally a world class level.
- Increasing Access to Care
 - They have made large, large investments. Any dollars that Genesis generates in profits, gets reinvested back into this community, it doesn't go anywhere else. They do a lot of training of the next generation of nursing students and care providers. They've expanded with Northside Pharmacy, the Orthopedic Center, etc.
- Compassion Based Care
 - Meeting the needs of a significantly indigent market. This is a very, very challenging market that provides with less healthcare.
 - The reason for that is 22.2% is their commercial insurance rate reimbursement
 - Ohio Health's percentage is 55. The difference in reimbursement between commercial insurance and what Medicare pays is greater than a factor of two, two greater than two times. Medicaid is greater than three times.
 - The 4.3% also includes some governmental payers like our veterans. We participate in veteran programs. We don't have to, but we do, because it's part of a very vital part of our community.

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- So the fact that the vast majority of the care that we provide to people are in programs that do not pay us what our costs are. So, it's very difficult and very challenging financially.
- Last year their loss, not including Medicare was \$33.6 million of financial assistance and services that are not reimbursed at cost. Based upon this we have a very, very challenging mix in this region. They give an enormous amount back every year because of that.

Mike explained that they did get extra money from the government to help them with COVID, but that didn't even cover all of those costs. They did things based on what they felt the community needed; the COVID testing that they did, the vaccination centers. The amount of additional cost it took them to attract and to retain staff was just off the charts. But, the thing is, the system didn't break, it came really, really close to breaking at the end of 2021. People just don't know that we were this close to literally treating people in the parking lot. That would have been a very bad day for our community because there's nowhere else to send them.

Matt explained that the level of technology that they've been able to bring into this community, the lab automation system. People ask how we accomplished being a top one hundred hospital. It's that level of technology and the great people they have.

Matt explained that over the last 10 years, from 2012 to 2022, they have changed an awful lot. They had two aging facilities. Now they have one new facility that is saving an enormous amount of operating costs by consolidating the two. They used to have an awful lot of orthopedic business that went out of our community and now we have a very comprehensive orthopedic program in our community which we did not have before. If you look at the number of physicians... we had a total of 112 employed physicians ten years ago and today we have a total of 306 doctors and nurse practitioners. Physicians don't come to this community unless we bring them. So, if we're not here, doctors aren't either.

Their medical staff has grown from 200 to 300. They just launched the Epic platform ten years ago. Today they are literally in the top 5% nationally in our use of electronic crisis systems. They were recently just named a top 100 hospital in the Country and that is very rare to be able to do that in a community that is as challenging financially as this, it's a testament to the 4,000 people that work at Genesis. Matt thinks it shows what this community can accomplish when we work together, because we have felt a lot of support from the Commissioners and felt a lot of support from this community to help us get to where we are. And, that's an award for everybody.

One of their biggest challenges is attracting and retaining the best and the brightest people. If you don't have people, that place is just a collection of fancy equipment, it's literally useless. So the people are the heart.

Mike added that they did get an allocation of federal dollars that didn't even come close to offsetting the losses. In terms of cost and revenue, the beginning of last year was very, very...from a revenue perspective, obviously the National Guard was called in. We stopped services because we had to take care of COVID patients. So those COVID patients obviously didn't generate the level of revenue as those other elective cases did. So, therefore, we lost revenue.

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Last year they experienced a lot of contract labor. Labor that was very expensive and labor that traveled in and then back wherever they lived and came from. So, the \$2.3 million was used to retain and recruit the top talent and keep talent in this area, was critical. Obviously, we did have a number of local nurses and clinical employees who did leave for the traveling world. So, it was critical. They took the \$2.3 million and did match it with some other funds and ended up handing out \$4 million in retention payments. So, those were payments in order to recruit and retain employees here to offset that clinical traveling contract labor. One thing that was important is we didn't ship COVID patients. We kept those COVID patients here and we treated them here. At times, we had to pull in extra contract, very expensive, contract labor. So, this was critical. We handed out those \$4 million in payments that went to about 1500 individuals and that was half. So basically, the retention program was set up. Basically, we paid out half this year and if they continue to stay and we retain them, then they get another chunk almost equal to this amount next year in 2023.

Mike was asked if the retention was based on how long they had worked there or what their job is. Is there some kind of table or scale?

Mike said they were strategic that way. In regard to the "difficult to recruit" areas, specifically in nursing, obviously RNs, LPNs, there were some lab technicians, radiology technicians that were difficult to recruit. So, not necessarily tenure of employment at Genesis, but the difficult to recruit positions is what we targeted. When you look at the salaries that kept or brought to this area, that was worth about \$50 almost, \$54 million in wages in compensation, that stayed or was recruited to this area, which obviously benefits the local economy, not just through taxes, but also through the spending power that those dollars generate as well.

Shon was asked about the impact for the front-line staff.

Shon said, rewinding back to Matt's strategic pillars as we walk through those, it's not a coincidence that the people are the first pillar that he mentions. And it really does start with the heart of those 4,000 people over there. As other facilities around us were shutting down services, we were shutting down services, we were continuing to care for our community. And, again, it really goes back to the contributions, that you the Commissioners shared with us. The culture that we've developed there at Genesis... watching some of these folks come in day in and day out to care for these COVID sick, very, very sick patients, was heartwarming for many of us. It makes you very proud to be a part of an organization like this. With those efforts, our recruiting efforts have really gained us a lot of traction on the retention and the full staffing compliment that we're look for. In fact, by the end of this year, based on the retention that we've received in the recruitment efforts, we are going to be closer to closing the vacancy gap than we've ever been in recent history from and RN and LPN standpoint at the bedside. So, it's a real testament. There's no secret that the workforce throughout any industry is struggling right now, but for us to be able to recruit and retain talented staff and to be able to provide these types of services here in Zanesville is pretty amazing.

Commissioner Cameron asked if there is any way to measure the retention.

Shon said that they could definitely go back to retention rates from before turnover rates from before, but absolutely as we were talking to folks, those opportunities definitely kept folks here. It was no secret that healthcare providers were seeking high compensation, across the state and across the nation. For us to be able to retain some of those folks here, many of those folks, and what also interesting about Genesis is in doing rounds throughout the hospital and talking to these traveling RNs, the culture that we've created there, so many of them have joined our team because they get to us and it's like, we've never experienced healthcare like this before. So that's

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also a testament to the core group of employees that we have there. And again, it's because of those efforts.

Commissioner Crooks said she would think the equipment and to be able to go to work with the technology, basically the premier equipment and all of that, would also help.

Matt said that it helps. But there are a lot of places that have the same kind of technology. But as Shon mentioned before, the biggest differentiator is our culture.

Commissioner Crooks said she noticed they said they were closer to closing the gap in the RN and LPN. Are you still having challenges in some of those other areas?

Shon said absolutely. Particularly labs, lab technicians and radiology technicians. We're working with local schools to develop additional programs for those. Obviously, we're blessed with having a lot of nursing programs around us. But some of those other less traditional curriculums we're working with local schools to develop some of those programs. We're certainly not out of the woods, but definitely exciting to see the recruitment and retention efforts.

Matt wanted to touch on something Shon said that he thinks is really, really important. If you rewind 15 years, Genesis had about 2200 staff. We have 4,000 today. So, those are 4,000 jobs that the vast majority come from people who grew up here, who live here, and they wanted to stay here. They were able to get their education and lot of them got their education in this area. And then we have a job for them. That growth was not a foregone conclusion. So, the support from so many different people helped us to grow and is just continuing to build off of that, to be able to have a very high-quality job for people that can have a career here. They can get educated here and they can have a really good career here, that such a fundamental component of the strength of our community. A lot of time people don't think well, what happens if we didn't have that. This community would be dramatically different. It's something that we've built some really good strong relationships with the local schools. They've been very, very supportive of it. If they grow their programs and they've started new programs. We're working with them now getting down into the public, into the high schools and even lower than that, to get kids exposed that there are jobs and you can have premier healthcare right here....we need lots of nurses and we need doctors. But, there are hundreds of other jobs here, too, so we're exposing kids to that.

Commissioner Crooks said that in the umpteen meetings that they attend, these kinds of opportunities give hope to our kids. They don't have to leave this community. And if they choose to leave for that college experience on a campus, they might not be able to get there. They can come back and become productive citizens and they are taxpayers, and they raise their families here because that's what our community offers. Genesis is the largest employer, so protecting and not only protecting, but trying to do your best to enhance and work together for that. Commissioner Crooks' question being, since you're still in challenges, the retention is still important, absolutely. She hasn't seen the billboards coming down for all these other companies that are doing sign-on bonuses and all that. So I think that's why we supported it. She can't imagine what kind of dollars they paid to the travelers and contracts that they had to have at the time. We've got to keep things going, but it was those people that lived in this community that committed to you that continued to commit to you that needed that...they deserved it.

Matt said they peaked out at about 150 travelers. Travelers are typically three times as expensive. So, they not only get higher wages, but they also get a living per diem. And then the traveler company takes a big chunk. So, it's a factor of three. So basically, those 150 travelers

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equated to the cost of 450 full-time people at Genesis. And that's just killing us. We are now down to about 90.

Commissioner Crooks noted that the travelers can sign on for a month or two or three. So, you just get them up to speed, trying to figure out the whole culture and what you do and then you flip, you turn them over. So, retention is less expensive in the long run because you're not constantly running them through orientation and absolutely you've got quality. So, all the things that you're hoping to accomplish is better done with keeping people.

Shon said that it is also important to note, that in addition to the travel companies that we were working with, we were continuing to give back to our own, as well. Many times, there would be a decision point as to whether or not we need another FTE in a particular area. We would go back to those teams and ask, hey, would you be willing to pick up if we were able to supplement you with some bonus money, et cetera. So many, many times that worked and we were then giving back to our own team. So, not suggesting other organizations weren't doing that, but we were really effective in accomplishing some of that bonus opportunity for our employees.

Matt explained that they are also in the process of migrating out of that environment. It's completely unsustainable financially. So, we've got a really strong plan for doing that. These retention bonuses are just a huge piece of it.

They just wanted to share that with the Board so you know kind of how we've used the money that you've given us so far and respectfully ask if we could have the second tranche of it. Because the way it was set up was a two commitment...we get half of it now and half next year. If you grant us that, we'd be happy to come back with you and show you how many people were affected and how many we kept.

Commissioner Cameron said we trust you and thinks they've proved with the things they've said and backed-up what they said to their employees. Commissioner Cameron was going to go ahead and make a motion, but asked Eric Reed, the ARPA Compliance Officer, if he had any questions.

Eric said he wouldn't mind talking with the Board before we proceed. No questions, just some logistics to discuss with the Board.

Commissioner Crooks told Shon she appreciated him bringing that up, because I think sometimes actions like that, where you were offering for the existing staff to pick up, have been spun in a negative context. Well, there was a method to your madness, but I don't always think we get.... again, you can spin any message and I think that particular message, because it has been spun in a negative way. Again, all of your people were exhausted and oh my gosh, you're coming to me asking one more time? But from an administration side of things, I don't think that part got clearly communicated. Because, it's like, before we spend three times the money to bring in a traveler, which we also know you're not happy about because then you have to train them, and you have to work with them, we're giving you, who we trust and have the expertise to do the job, we're giving you that first option. I really appreciated your point because I've heard that negative connotation and I hadn't thought of the positive, I hadn't thought of the other side.

Matt explained that they had this crushing need for patients and our people can't work 150 hours a week. So, you have to bring in travelers, then you run out of travelers. They're just not out there. Then you have the discussions with the teams, ...and we came up with these strategies in partnership with our people....what would you rather have? Would you rather have another traveler, if we could even find one, or would you rather have us support you with extra bonus dollars to work the extra hours.

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Shon added that a great representation of that is currently in our ICU space, which saw the worst of the worst during this pandemic. You can't imagine what these folks went through. There are zero vacancies at our ICU right now.

Commissioner Cameron said she talked with a girl that asked, do you want to know why I'm in a good mood, why I'm smiling? And she told her about the ICU unit and said finally fully staffed. She was so happy.

Shon said that is a true testament to the levers we pulled.

Commissioner Crooks said she's not sure it came from Genesis folks, or the interpretation of very overworked people and then they communicate to family and friends, and then family and friends.... I'm not sure that was coming from your folks, so I didn't mean to come across that way.

Matt said that anytime you go through a crisis of that magnitude and people are working the hours that they're working time and time again, they did pick up the hours and it was like, okay, I need to be recognized financially, but I really don't want to come in, but I will come and take care of patients.

Commissioner Crooks said the emotional toll, the level of serious illness. Even though, as a County, I guess we could say we didn't do badly with deaths, but everyone of those that you saw, especially if they were local people, you probably had a connection, you knew somebody. So that's an additional tug on your heartstring and mental exhaustion. So, there's no doubt we don't want to do that again, ever. She is still so freaking proud of what this community did. People didn't always agree with our decision. But we, as leaders stepped up and you guys made some really tough choices, and I don't want to repeat it. I'm happy to say we got through it and I think we did well.

Commissioners Crooks and Cameron thanked Matt, Mike and Shon for attending.

After they left, Eric talked with the Commissioners about the remaining amount proposed to Genesis.

- He explained that after we would give Genesis the \$2,481,000 we would have \$5.8 million remaining in ARPA funds, which would not be enough to do Weber and Licking View or anything listed below that. He understands that these are things that we hope to get funded elsewhere. He just wanted to be sure everyone was clear on that. He felt it important to bring that up before we passed a resolution.
- Commissioner Crooks' opinion is that we are looking for ways to use the ARPA dollars that we couldn't have through typical general fund sources. Weber and Licking View and even Clean Face are all uses that can come out of general fund dollars, if we wanted.
- Commissioner Cameron would say that all that should matter is that Weber is going to be paid for. She just picked out Weber, because it's the largest and we know it has to be done.
- Eric is anticipating questions when folks see the amount and the remaining amount of ARPA funds
- Commissioner Cameron said that is why she really wishes that Commissioner Porter had stayed. She realized he was not going to vote for the Genesis funding ,

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but still think if he could hear them and hear this conversation, then it would be....there's three of us for a reason and it would be nice to have his input, but he's not here. She believes the last time we voted on the Genesis money, Commissioner Porter said he wasn't going to vote on it, but he wished that he had been here when we talked about it. We've talked about different things on this ARPA list multiple times.

- There has been conversation about Genesis being the largest employer in the County. Those people that are working there are also paying taxes here, spending money here and have their children educated here. Genesis did, during the pandemic, treating healthcare issues and kept the community going through our healthcare system.
- We've given money to Mid-East for the CDL program; we've given the Engineer over \$300,000 for his loss on gas tax revenue; we're paying for water projects; Health Department; sponsored to two veterans for the Honor Flight; Center for Seniors for meals...
- Eric was asked to post a listing of where ARPA funds have been allocated on the County website

Commissioner Crooks asked if the Board wanted to revisit the request from Habitat for the \$175,000. Commissioner Cameron replied, not at this time.

There was discussion regarding the Gateway District Project. And the following was then considered:

RESOLUTION 22-0925 pledge \$150,000 to the Muskingum County Convention Facilities Authority to be used for the proposed Gateway District, from unrestricted ARPA Funds.

Motion made by Commissioner Cameron, seconded by Commissioner Crooks.

Roll Call: Crooks, aye; Porter, absent; Cameron, aye. Motion carried.

RESOLUTION 22-0926 approve to fulfill Commissioners' commitment for Genesis Retention Bonus Program, for qualifying reason "Public Health" in the amount of \$2,481,000 from Muskingum County's ARPA funds.

Motion made by Commissioner Cameron, seconded by Commissioner Crooks.

Roll Call: Crooks, aye; Porter, absent; Cameron, aye. Motion carried.

Pam Davis, Human Resources, came to let the Board know that Jonathan Wires from Maintenance has resigned his position. The following was now considered:

RESOLUTION 22-0927 approve the posting of the position of Maintenance Tech I for the Muskingum County Maintenance Department. This request was submitted by Pam Davis, Human Resources.


Motion made by Commissioner Cameron, seconded by Commissioner Crooks.

Roll Call: Crooks, aye; Porter, absent; Cameron, aye. Motion carried.

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With no further business being before the Board, the meeting was adjourned at approximately 2:57 p.m. on the motion of Commissioner Cameron and the second of Commissioner Crooks.


Mollie S. Crooks


James W. Porter


Cindy S. Cameron

This is a condensed version of today's session. For a more detailed account, feel free to request a DVD recording.