BME STRATEGIES

South Shore 5 Public Health Alliance

Date: August 27th, 2024
Time: 10 am - 11 am
Meeting Location: Hybrid In Person: Rockland Health Department, 242 Union Avenue, Rockland MA 02370 H. Bernard Monahan Hearing Room Virtual: https://us06web.zoom.us/j/84481466167

Voting members in attendance:
Kathy Duddy, Administrative Assistant, Marshfield
Delshaune Flipp, Director, Rockland

Non-voting members in attendance:
Cynthia Baker, BME Strategies
Haleigh Schultz, BME Strategies
Kim Dixon, Director of Public Health/Health Agent, Hanover
Nancy Funder, Public Health Nurse/Inspector, Hanover
Derek Vozzella, Executive Administrative Assistant, Hanover
Ben Margro, Health Agent, Norwell
Lisa Cullity, Health Agent, Pembroke

Non-member attendees:
Maureen Jasie, Pembroke

Opening
2/2 voting communities present, quorum was met.
Haleigh called the meeting to order at 10:03 AM.

Motion to start the meeting
Rockland motioned to start the meeting, Marshfield seconded the motion.

Roll Call Vote
Hanover: Y
Marshfield: Y
Norwell: Y
Pembroke: Y
Rockland: Y

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Motion approved.

I. Review and acceptance of previous meeting minutes

a. Confirm review & approval - August 20th minutes

Motion to approve previous meeting minutes
Rockland motioned to approve the August 20th meeting minutes, Marshfield seconded.

Roll Call Vote:
Hanover: Y
Marshfield: Y
Norwell: Y
Pembroke: Y
Rockland: Y

Motion approved.

II. Announcements & Reminders

a. Announcements
    i. We will be circulating the meeting minutes from the August Monthly PHE Grantee meeting
        1. As a reminder, these meetings are for SSCs and representatives from lead municipalities to receive updates, information, and resources from DPH
        2. Notes contain useful information that you all are welcome (and encouraged) to review - we will continue to highlight relevant information for you all during our coalition meetings

b. Reminders
    i. Please have all Health Department staff in your town complete the SS5PHA Training Survey **ASAP**
        1. We are still waiting on:
            a. Hanover
            b. Norwell
            c. Pembroke
    ii. All communities are to complete the Capacity Self-Assessment by **Friday, September 20th**
        1. CB to assist Rockland and Hanover with completing the Capacity Assessment

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III. FY25 Planning

a. Hiring - PHN
   i. Based on our conversation last Tuesday, we put together a Draft Job Description to reflect a 10-15 hours/week role (circulated on Friday, 8/23)
   ii. Feedback on current Draft Job Description - PHN
      1. Nancy: This is exactly the start that we need. This is the base to build on, as all five towns have some services in place. This particular job supports the PHNs in each town, with opportunities to grow as needed.
      2. Delshaune: Agreed, we are all in the same place.
      3. Nancy: The person who takes this job may not have public health experience, but will be learning in the beginning and can easily support the PHNs in each town. 10-19 hours per week might make more sense.
         a. Haleigh: We can increase the weekly hourly commitment, with the caveat that 19 hours per week is the threshold for remaining part-time in Rockland.
      4. Nancy: I envision this (as I won't be in the job forever) as the person that learns and grows, and can take on more responsibilities within the coalition as the role develops.
      5. Kathy: We definitely need someone in Marshfield to cover outreach.
      6. Kim: We should do 19 hours - we want to be aware of limits and needs in five towns. We don't want to shortchange anyone.
      7. Nancy: As a support person, I'm not going anywhere now, but I have 15 active cases in MAVEN.
         a. Kim: Thinking about additional coverage with the uptick in EEE cases too.
      8. Nancy: There's lots of nurses to learn from as well. It will take this person some time to get up to speed on MAVEN. The nurses in each town would have to make a list of things they'd want the new hire to help with.
      9. Delshaune: The new nurse could have a rotating schedule. Week by week - one week in Rockland, one in Marshfield, one in Hanover, etc. We can time clinics (e.g., blood pressure clinics) with the schedule.
      10. Ben: This Job Description is right on board with my feedback from the last meeting. I'm thinking about adaptability in the future - we could start with 15 hours/week, with the ability to bump up to 19.
      11. Lisa: Echoing Ben, this is a great concept as long as it's suitable for the other communities. We also want to be flexible with the candidate - if they want less hours, we can hire another person to cover additional

support. Avoids all eggs in one basket, and creates some redundancies for backup.

12. Nancy: It's true. If someone is covering for you, they won't have to scramble to get the cases done. Having someone monitor MAVEN as a backup is great. Pembroke is in a uniquely strong position in terms of PHNs. Norwell too.
13. Ben: Trish is our main nurse. I'm MAVEN backup, but if needed, we can call VNA for more support. I have no issues providing the backup if Trish needs help or coverage.
14. Kathy: Marshfield has 5 hours per week, so more support is needed.

iii. Outstanding JD items for group discussion and clarification:

1. Pay: Hourly wage for a 0.5 FTE/contractor position of this nature
    a. We originally budgeted for 6 months of pay at an $80k salary base (1.0 FTE), for a total of $40k in FY25
    b. We want our pay to be equitable and in-line with what nurses in the region are making, but also reflect the nature of a five-town commitment
    c. Delshaune: Between $35 and $40/hour seems appropriate
    d. Nancy: Starting someone at $38/hour. For someone commuting from Boston, this could be a pay raise
    e. Cynthia: That number fits nicely into our current budget, and serves as a great benchmark for expanding the role or hiring additional support moving forward
        i. Ben: in agreement
        ii. Lisa: in agreement
    f. Nancy: Would this conflict with Norwell's VNA contract?
        i. Ben: It would not because it is written based on Trish's hours - if we do want to continue utilizing the VNA for additional services, we have a per diem rate, but we're not locked into using them.
    g. Delshaune: Asking for clarification of the per diem rate.
    h. Group clarified outline of per diem rate to cover additional services outside of original contract agreement. A lot of this can be done through the VNA, but there's flexibility to use traveling nurses or others throughout the area. Not really an employee, but that's why per diem rates are higher (no benefits) - hired on an hourly basis.
        i. Nancy: So no issue if Trish wanted support from a regional nurse.

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2. Qualifications:
    a. In our current draft, Bachelor's degree in nursing (BSN is the current entry-level qualification for candidates), Massachusetts Board of Registered Nurse Certification. Additional certifications or experience to add?
        i. Nancy: Felt like this JD is sufficiently expansive and open in terms of previous experience required, plus the qualifications.
        ii. Derek: We should add baseline computer skills.
        iii. Lisa: Important to note ability or willingness to learn, since there is a clear direction to move towards online platforms. Could be phrased something to the effect of basic computer skills, knowledge, and ability to learn (for example, Color, MIIS).
        iv. Ben: Agree as Color has become the standard. Flexibility to keep moving along with additional digital platforms.
        v. Group discussed PrepMod failures.
        vi. Nancy: This is someone who will be super self-motivated.
        vii. Kathy: Someone who is driven - we will need to hire someone willing to take this on.

iv. Next steps:
    1. Host community confirmation - Town of Rockland (IMA language recommends that the lead municipality hire shared staff positions, from an HR standpoint)
    2. Hiring subcommittee determination
        a. Note: No more than 2 voting members on the hiring subcommittee (below quorum threshold)
            i. Cynthia: We want to be able to provide a flexible space for candidates to apply and interview, protect their information, etc. Once a candidate is selected for recommendation to the Advisory Board, the hiring decision will be voted upon in an open meeting.
        b. The primary responsibilities of the hiring subcommittee include selecting candidates for screening calls, interviews, and recommending a final candidate (per the process outline)
            i. BME will work with Rockland HR to complete all of the background logistics (post the position, initial screening, etc.)

ii. We can adjust the process outline however we would like. BME will also work with the hiring committee to ensure interview materials are standardized across all interviews (questions, panel, etc. - we want this to be an equitable hiring process)

c. Volunteers for the hiring subcommittee?
   i. Nancy → Great opportunity for SME and experience related to the role
   ii. Delshaune (fiscal lead)
   iii. Ben: Too busy
   iv. Lisa: Will recuse herself from the hiring subcommittee.
   v. Delshaune, Nancy, and a rep from Marshfield.
      1. Delshaune: Will check with Kathi Ryan (Rockland PHN)

d. Group discussed open meeting law, voting members and the Advisory Board, and who is able to talk to who (and when).
   i. The hiring subcommittee provides a less formal context with a bit more flexibility and freedom to discuss and deliberate throughout the hiring process
   ii. If we need additional clarification, we can reach out to MAHB for support
   iii. There is the possibility that we will still be in the hiring process as all five towns sign and execute the IMA, in which we need to consider future voting members (and potential quorums)

v. Plan for posting JD
   1. Approval during September 17th meeting
   2. Posting before end of September

b. Hiring - inspector
   i. Haleigh: We will need to table remaining agenda items due to time, but before the next meeting, we would like Hanover, Norwell, and Pembroke to consider potential scope of services (number of establishments) needing inspectional coverage in the event of ALSCO expansion. We spoke to Alfred and Linda Scoglio and need more information before we can consider feasibility.
      1. Delshaune: I'm a huge fan of ALSCO, primarily for their ability to deliver services and training in Portuguese.
      2. Nancy: Is ALSCO the only option for additional coverage?

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3. Ben: I'm currently involved in the FDA training course and will move onto Tier 2 in October. None of the current training courses mention ServSafe. The FDA has hundreds of courses. 22 hours of required online courses.
4. Delshaune: ALSCO folks are also signed up for that course in October.
5. Ben: If we don't use ALSCO and instead hire, we need to consider the training requirements. These courses fill up extremely fast. The whole point of the Workforce Standard is to keep current municipal staff, and continue building their certifications and training. I'm currently the guinea pig since I'm starting the training from scratch. It's still a good refresher, but requires a lot.
6. Nancy: How many towns does ALSCO currently cover? We don't want to completely gut the BOH in each town. Hesitant to support all work done by outside contractors, rather than internal staff who are invested in the towns.
7. Kathy: We've been using ALSCO since COVID. They aren't our primary food protection inspectors, but rather provide really important surge support (fairs - 94 food vendors, weekend coverage, events, etc.). They cover when we can't, to supplement our current inspectional staff.
8. Nancy: Day to day they aren't in the office or communicating with our teams.
9. Delshaune: We have a great relationship with them. They're educators, they're building relationships with our establishments. They know the vendors, they provide assistance, and we have the same set of inspectors every time.
10. Kathy: Timely reports, very professional - we have a great relationship with them.
11. Nancy: I'm worried that BOHs and health offices will become barren.
12. Delshaune: They don't do our follow-ups either, I'm still involved.
13. Cynthia: The reason that ALSCO has emerged as an option for you all to explore was based on initial scoping conversations to understand inspectional needs across the coalition. The group indicated that surge support and emergency/weekend/event coverage was the top priority and need, rather than full coverage of services (i.e., FTE role). DPH encourages municipal shared staff hires (that's the gold standard and ideal situation) precisely because investment in communities is the most sustainable way to build capacity over time, but the contractor option provides an opportunity for immediate surge support. This is a calculation based on fluctuating needs, availability, and future flexibility.

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This is absolutely not something that you are being told to do - we are only bringing options to the table and facilitating discussions for you all to explore.

14. Ben: Important to consider the current housing bill from the governor (still in early stages). I haven't read it all, but I have concerns as a health department. We don't know what the future will be, but there will be more housing and more needs for housing-related inspections. We may need to supplement current housing coverage. It's hard for towns to create municipal positions under current budgets. This bill considers not just ADUs, but 40B, MBTA districts, zoning laws, etc. - there is lots going through the AG and Supreme Court right now. Realm of unknown, but we need to consider this dimension of future needs.

ii. Cynthia: Important point. We will return to this conversation at our next meeting.

Motion to table remaining agenda items (Hiring, Digitization Updates, Community Business, Other Business items)
Marshfield motioned to table remaining agenda items, Rockland seconded the motion.

Roll Call Vote:
Hanover: Y
Marshfield: Y
Norwell: Y
Pembroke: Y
Rockland: Y

Motion approved.

IV. Other Business

a. Meeting Planning
   i. The next meeting will be September 17th at 10:00am (return to our regular meeting cadence, skipping the week of Labor Day)
   ii. Group would like to meet in person in Rockland - two-hour window to allow for more discussion

Next Meeting
The next coalition meeting will be **Tuesday, September 17th at 10:00 am (hybrid).**

Motion to adjourn meeting

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Rockland motioned to adjourn the meeting, Marshfield seconded the motion.

Roll Call Vote
Hanover: Y
Marshfield: Y
Norwell: Y
Pembroke: Y
Rockland: Y

Meeting adjourned at 11:12 AM.

Documents referenced during the meeting

- SS5 August 27th Meeting Slides
- Draft Job Description - Public Health Nurse (discussed)