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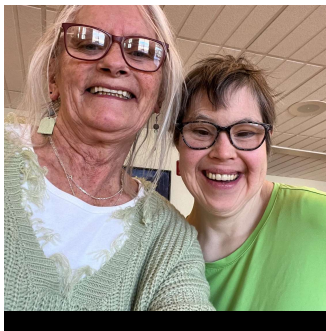


Who We Serve:

- Those living with Dementia
- Encountering Mental Health Conditions
- Diagnosed with **Intellectual and Developmental Disabilities**
- Having experienced **Traumatic & Non-Traumatic Brain Injury**
- Coping with **Huntington's Disease**



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Our Community



Historically, Byron residents are more difficult to care for.



Uniqueness is perhaps best found in the profile of its residents.

- Residents range in age from 20 to 98 and over 50% are below the age of 65.
- 57% of our residents are male; compared to a national average of only 35.4%.



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Timeline for Context

7/17/23: Sarah- Major Elective Abdominal Surgery (out of office for two weeks)
 7/26/23: Director of Nursing asked to resign
 7/31/23: New Director of Nursing promoted (former ADON)
 Throughout August/Sept: Training DON, budgeting for mLTSS transition, traveling for LeadingAge Leadership Academy and Ziegler Conference
 9/25/23: Investigation into a family complaint about a staff member that should have been terminated
 9/26/23: Terminated Director of Team Engagement (HR) for failure to follow policy, become interim DOTE with assistance of TES (my COVID baby turns 3!)
 10/20/23: Injury of Unknown Origin with Fracture, staff member refuses to answer questions related to investigation
 10/25/23: Complaint Survey, no deficiencies
 11/04/23: COVID Outbreak on Men's Memory Care Neighborhood
 11/09/23: Terminated Director of Plant Operations after failure to follow policy
 11/10/23: Notified by a terminated employee of a work injury that occurred in May 2023 that required back surgery.
 11/20/23: Complaint and Infection Control Survey, no deficiencies
 12/1/23: Nursing Supervisor allegation of harassment towards Sarah
 12/2/23: Resident arrested and taken to ER after altercation with staff member on Men's Memory Care
 12/4/23: New Director of Plant Operations promoted
 Throughout December: Training new DOPO, 4 Resident to Resident Altercations between the same two residents, COVID Outbreak, and all the fun Holiday Festivities
 01/05/24: Investigation into an allegation of abuse, staff member terminated due to failure to follow policy related to approach
 01/16/24: Complaint Survey, no deficiencies (Sarah celebrates 10 years at Byron!)
 01/22/24: Resident leaves Wal-mart during a shopping out, assistance from FWPD to locate and return him
 01/30/24: Terminate four 3rd shift employees related to Substantiated Abuse
 02/13/24: Current 3rd shift employee makes statement to ER Physician for her intent and plan to harm the residents and staff, placed on 48-hour psych hold, go into lockdown
 02/19/24: Complaint Survey, past non-compliance
 02/26/24: EEOC Complaint for 1 of 4 that were termed on 01/30/24
 02/27/24: Court to extend Protective Order from Threatening Employee
 03/18/24: EEOC Complaint for additional 2 or 4 that were termed on 01/30/24
 Throughout January, February and March: preparing families and residents for transition to Managed Medicaid



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Director Termination Lessons

- Bi-annual Deep Dives with all Directors
- During onboarding meetings with each different Director
- Expectations Clearly Defined
- Permission to not know everything, encouraging brainstorming and collective problem-solving
- Cultural Fit from the jump
- Village Mentality

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Missing Resident Lessons

- English is not Primary Language
- Training with new team members
- Altered State and balancing safety
- Police Communication

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Team Member Relations Lessons

- Ensure documentation is accurate and timely from EVERYONE
- Have a really great lawyer who can talk you through your options and what the situation looks like legally
- Always remember to loop in your Worker's Comp insurance folks or P&L if there is a chance you may be sued

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Abuse Investigation Lessons

- Review camera footage and then go back further if you can't find it
- If something doesn't add up, do some more digging
- If statements don't align, something may be off
- Review employee files for previous issues
- Detailed summaries are helpful to surveyors
- If the State Investigator starts emailing, they want A LOT of info so brace for that
- Transparency with staff

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Threat of Harm Lessons

- Communication from other team members about the employees' state of mind
- Proactively reviewing safety
- Security officers and police involvement
- Protective Order Process

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EEOC Lessons

- Don't take it personally
- Fair and consistent is more than just words
- Document, document, document

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Lessons for myself

- Take the time to breathe and Baking
- The stories you tell yourself matter
- Times of doubt
- Take time to take time
- Lean on your team

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Thank you!