

Oct. 1-3, 2023
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MICHIGAN COUNTY
MEDICAL CARE
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COUNCIL

Our Mission Sets Us Apart

2023 Annual Conference

Official Program

AGENDA AT A GLANCE

SUNDAY | OCTOBER 1, 2023

TIME	EVENT	ROOM
11 a.m.	Registration Desk Open	Kalamazoo
12 p.m.-5 p.m.	MCMCFC Workshop - MDS Series - Part Two (Advanced)	Great Lakes I
2 p.m.-3 p.m.	MAC Workshop - Public Act 51 - Part One	Glens II
2 p.m.-3 p.m.	MAC Workshop - Aging Services	Glens III
2 p.m.-3 p.m.	MAC Workshop - Strategies to Manage Unfunded Liabilities	Glens I
2 p.m.-3 p.m.	MACSC Board of Directors Meeting	Fields
3:45 p.m.-4:45 p.m.	MAC Board of Directors Meeting	Meadows
5 p.m.-6:30 p.m.	Networking Reception in Exhibit Hall	Kalamazoo
6:30 p.m. -	Dinner on your own	

MONDAY | OCTOBER 2, 2023

TIME	EVENT	ROOM
7:30 a.m.	Registration Desk Open	Arcadia Ballroom Lobby
7:45 a.m.-9 a.m.	Breakfast	Arcadia Ballroom
8:30 a.m.-12 p.m.	MCMCFC Workshop - MDS Series - Part Three (Deep Dive into PDPM)	Great Lakes I
9 a.m.-10 a.m.	Plenary Session: Building an Effective Multi-generational Workplace	Arcadia Ballroom
10 a.m.-10:45 a.m.	Networking with Exhibitors	Kalamazoo
10:45 a.m.-11:45 a.m.	MAC Workshop - Public Act 51 - Part Two	Glens II
10:45 a.m.-11:45 a.m.	MAC Workshop - MDOC's Walk a Mile Mentoring Program	Glens I
10:45 a.m.-11:45 a.m.	MAC Workshop - County Services to Local Governments	Glens III
10:45 a.m.-11:45 a.m.	Sponsored Workshop - Anatomy of a Cyber Attack	Prairies IV
11:45 a.m.-1:15 p.m.	Lunch & Plenary Session: Legislative Update & Responding to Michigan's Affordable Housing Crisis	Arcadia Ballroom
1:15 p.m.-2 p.m.	Networking with Exhibitors	Kalamazoo
1:15 p.m.-4:30 p.m.	MCMCFC Workshop - MDS Series - Part Three (Deep Dive into PDPM) - cont'd.	Great Lakes I
2 p.m.-3 p.m.	MAC Workshop - Overdose Detection and Prevention	Glens I
2 p.m.-3 p.m.	MAC Workshop - Trends in Hunting & Fishing in Michigan	Glens II
2 p.m.-3 p.m.	MAC Workshop - Materials Management Planning	Glens III
2 p.m.-3 p.m.	MAC Workshop - Update on Collective Bargaining Trends	Prairies IV
3:15 p.m.-3:45 p.m.	MAC Regional Caucuses	See page 16
5 p.m.-6 p.m.	Cocktail Hour	Arcadia Ballroom
6 p.m.-7 p.m.	125th Anniversary Gala: President's Banquet	Arcadia Ballroom
7 p.m.-9 p.m.	125th Anniversary Gala: Entertainment - Dueling Pianos	Arcadia Ballroom
9 p.m.-11 p.m.	President's Hospitality Suite	Check with Registration Desk

TUESDAY | OCTOBER 3, 2023

TIME	EVENT	ROOM
7 a.m.	Registration Desk Open	Arcadia Ballroom Lobby
7:30 a.m.-8:30 a.m.	Breakfast	Arcadia Ballroom
8:30 a.m.-9 a.m.	Plenary Session: MAC Annual Business Meeting	Arcadia Ballroom
8:30 a.m.-9:30 a.m.	MCMCFC Workshop - Cultivating a Falls Prevention Culture by Intelligent Learning	Great Lakes I
9 a.m.-9:30 a.m.	Morning Break	
9:30 a.m.-10:30 a.m.	MAC Workshop - How AI Is Transforming the County Operations Landscape	Glens II
9:30 a.m.-10:30 a.m.	MAC Workshop - Putting More People in Michigan	Glens III
9:30 a.m.-10:30 a.m.	MAC Workshop - Implementing Early Voting & Other Proposal 2 Measures	Glens I
9:45 a.m.-10:45 a.m.	MCMCFC Workshop - MDS Workflow After Oct. 1, 2023, Changes	Great Lakes I
10:30 a.m.-11 a.m.	Boxed Lunch (Pick up outside breakout rooms)	
10:45 a.m.-11:15 a.m.	MAC Board of Directors Meeting	Meadows

TIPS TO IMPROVE YOUR CONFERENCE EXPERIENCE

YOUR BADGE IS YOUR FRIEND!

Name badges are required at all times for conference events. You obtain your badges at registration. If you lose your badge, please go directly to the Conference Registration Desk for assistance.

EXHIBITOR BINGO

As you visit each exhibit, have the representative initial next to his/her booth name listed on the card provided in your conference registration bag. When you have visited all the exhibitors, turn in this card at the Registration Desk to be included in the prize drawing.

Forms are due at the Registration Desk by 8 a.m. on Oct. 3. Prizes will be handed out during the plenary session on Oct. 3 at 8:30 a.m. MAC's Service Corp is sponsoring two grand prizes of \$250 in cash at the drawing.

NETWORKING BREAK RAFFLES

At each of the Networking Breaks on Monday, Oct. 2, conference attendees have the chance to win \$100 cash INSTANTLY just by holding the "Golden Number."

As you enter the Exhibit Hall in the Kalamazoo Room at each break, a MAC staffer will hand you a slip of paper with a number printed on it. At the mid-point of the break, a number will be announced as the winner. To claim your instant prize, you must have the matching slip and reach the announcer WITHIN 5 MINUTES.

Raffle prizes are courtesy of the MAC Service Corp.



Wifi

NETWORK: COUNTIES CONFERENCE
PASSWORD: CONFERENCE



Who is ready to celebrate?

Our 2023 Annual Conference promises to be an appropriately entertaining time to cap MAC’s 125th Anniversary Year.

To begin with, our host, Kalamazoo County, was among the 16 counties represented in the Senate Chamber of the Michigan State Capitol on Feb. 1, 1898, when the “State Association of Supervisors” was formed.

Kalamazoo leaders, along with those from Branch, Calhoun, Cass, Eaton, Gladwin, Gratiot, Ingham, Ionia, Jackson, Monroe, Montcalm, Oakland, Ottawa, Saginaw and St. Joseph counties, saw the value of gathering county officials together to share challenges, to share resources and to share one voice in the halls of Lansing and Washington, D.C., on behalf of their constituents.

The Annual Conference is the single most important event MAC hosts each year, but the anniversary makes this gathering extra special.

Rather than our traditional President’s Banquet, we are holding an Anniversary Gala, which includes the banquet and a special night of live music. We look forward to seeing everyone in the ballroom on Monday night.

You’ll also notice a bit of recent history in the schedule, as we have reverted to the Sunday afternoon to Tuesday morning calendar that was typical of MAC Annual Conferences prior to the 2022 event.

As always, the entire MAC staff will be on hand to assist in any way we can to ensure the best possible conference experience for you and your guests. Do not hesitate to ask.

As MAC’s 114th Board President and seventh Executive Director, we are proud to welcome you to the Annual Conference and, most importantly, proud to call you “colleague.”

Enjoy the conference!

Stanley J. Ponstein
Board President

Stephan W. Currie
Executive Director



JEFF BUTLER

Jeff Butler is an author and workplace strategist who explores human behavior within the working world. His experience spans over 40 industries in 4 continents on how different cultures and employees interact with each other. He studies common threads of behavior in industries such as IT professionals, underground utility workers, police officers to clothing retail chains. In addition, Jeff has also worked with companies like Google, Amazon, John Deere and Coldwell Banker. As a researcher and practitioner, he also runs a consulting company and a tech company, TrinityFix where he is able to test his ideas in different workplace environments. His ideas have made it to TEDx twice and appeared in dozens of media outlets, including two books on human behavior: *The Authentic Workplace* and *The Key to The New You*.



DEENA BOSWORTH

Deena Bosworth joined MAC in 2011 and became director of governmental affairs in December 2013. Bosworth leads an advocacy team of three that is monitoring more than 400 separate bills in the current legislative session in Lansing. Bosworth previously served as director of legislative relations for the Michigan Attorney General's Office, as assistant county administrator with the Charlotte County Board of Commissioners in Florida and as legislative director and senior policy adviser for the Michigan House Republican Caucus. She has a B.A. in anthropology from Western Michigan University.



YARROW BROWN

Yarrow Brown joined Housing North in May of 2020. Yarrow spent over 12 years working for the Leelanau Conservancy and brings a diverse background in real estate transactions, project management, watershed and strategic planning, mapping and other technical skills. She is part of the Executive Committee for the Northwest Michigan Coalition to End Homelessness and sits on the Board of the Fair Housing Center for West Michigan. Through private consulting, Yarrow has worked across the U.S. and throughout northwest lower Michigan. She served on the Cleveland Township Planning commission in Leelanau County for 2.5 years. Yarrow is a graduate of Antioch College with a degree in environmental science, and she attended Antioch New England for graduate work in Conservation Biology. She is working on her certificate in fundraising management and becoming a citizen planner through MSU Extension.



Stephan Currie
Executive Director

MAC STAFF

Stephan Currie, Executive Director

Deena Bosworth, Director of Governmental Affairs

Tammi Connell, Director of Member Events

Amanda Despina, Governmental Affairs Assistant

Amy Dolinky, Technical Adviser, Opioid Settlement Funds Planning and Capacity Building

Vicki Dozier, Executive Assistant

Madeline Fata, Governmental Affairs Associate

Kristina Garner, Coordinator of Blue Cross and COBRA Services

Samantha Gibson, Governmental Affairs Associate

Derek Melot, Director of Communications and Marketing

Jamie Pemberton, Director of Finance

Gabriel Zawadzki, Director, Grant Services Program

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SPECIAL EVENTS



TIME TO FEEL THE MUSIC!

The 125th Anniversary Gala will be capped by the musical stylings of Yellow Brick Road Dueling Pianos!

7 p.m. to 9 p.m. • Arcadia Ballroom • Cash Bar



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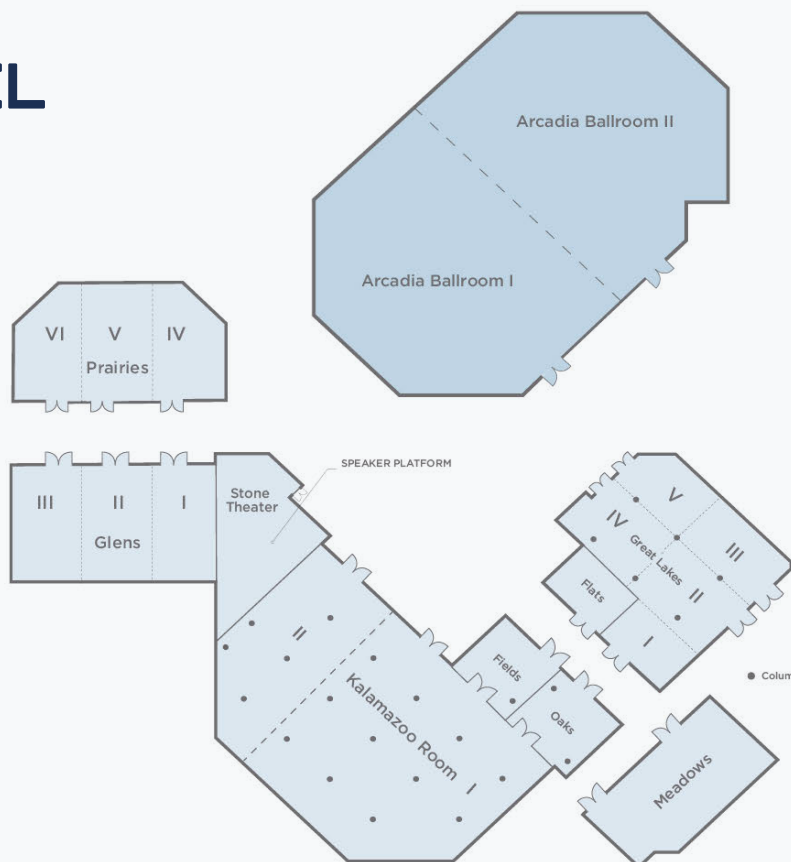
Lobby Level

Lower Level

Arcadia Ballrooms are on the Lobby Level.

Breakouts are in Glens, Great Lakes, Fields, Oaks, Prairies and Meadows Rooms on the Lower Level.

Exhibit Hall is in Kalamazoo Room on the Lower Level.





WELCOME RECEPTION

OCT. 1, 5 P.M.-6:30 P.M.

Join your fellow attendees for complimentary beverages and appetizers as you stroll the conference Exhibit Show. Be sure to wear your conference badge to ensure quick access.

EXHIBITOR SHOW AND BINGO

OCT. 2, 9 A.M.- 2 P.M.

Visit with representatives of more than 30 firms that specialize in products and services useful to county governments. Don't forget to have your Exhibitor Bingo card stamped to enter a drawing for one of two \$250 cash prizes provided by the MAC Service Corp. Completed cards are due at the registration desk by 8 a.m. on Oct. 3; winners will be drawn during the 8:30 a.m. plenary session on Oct. 3.

COCKTAIL RECEPTION

OCT. 2, 5 P.M.-6 P.M.

After a busy day of conference sessions, attendees are invited for cocktails prior to the 125th Anniversary Gala. Be sure to wear your conference badge to ensure quick access.

125TH ANNIVERSARY GALA: PRESIDENT'S BANQUET

6 P.M.-7 P.M.

Let the celebrations begin with the traditional President's Banquet, during which Jim Storey of Allegan County will take the oath as MAC's 115th Board President and deliver inaugural remarks.

125TH ANNIVERSARY GALA: ENTERTAINMENT FROM YELLOW BRICK ROAD DUELING PIANOS.

7 P.M.- 9 P.M.

It's time to enjoy the high-energy, interactive stylings of Yellow Brick Road Dueling Pianos!

PRESIDENT'S HOSPITALITY SUITE

9 P.M.-11 P.M.

Join newly inaugurated President Jim Storey in his suite for beverages and light snacks to close out the evening.

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SUNDAY, OCT. 1

11 a.m. – REGISTRATION DESK OPENS

Room: Kalamazoo

12 p.m. – 5 p.m.

WORKSHOP FOR MICHIGAN COUNTY MEDICAL CARE FACILITIES COUNCIL MEMBERS

MCMCFC – MDS Series – Part Two (Advanced)

Room: Great Lakes I

Speaker: **Scott Heichel, LeaderStat**

The presentation will educate facilities for the Oct. 1, 2023, changes to the MDS assessment. PDPM has been here since Oct. 1, 2019, and facilities still struggle with managing and maximizing the reimbursement for Part A residents. These sessions will help ensure a full understanding of how the PDPM system works and what needs to be done to drive it in their facilities. Quality Measures are embedded in multiple CMS focus programs (Five Star, SNF QRP, SNF VPB), in addition to driving the survey process.

2 p.m. – 3 p.m.

CONCURRENT WORKSHOPS FOR MICHIGAN ASSOCIATION OF COUNTIES MEMBERS

Strategies to Manage Pension & OPEB Unfunded Liabilities

Room: Glens I

Speakers: **Mike Overley and Veronica LaBar,**
MERS of Michigan

If your county has unfunded liabilities – either pension or OPEB (Other Post-Employment Benefits) or both — you may be looking for ways to manage them. This session will explore plan design options and funding strategies to mitigate pension costs along with exploring programs that MERS offers to its customers to help fund retiree health care obligations. In addition, you'll hear how using these programs in tandem with a private health care exchange can make OPEB dollars go even further. We'll also share trends of actions taken in each of these areas across the state. You won't want to miss this insightful session!

Road Funding, Part 1: Michigan Transportation Fund 101

Room: Glens II

Speaker: **Ed Noyola, County Road Association of Michigan**

The Michigan Transportation Fund (MTF) serves as the distribution model for road funding in Michigan. Through an intricate formula crafted over many years, the MTF

allocates funds to state, county, and municipal road agencies to maintain, repair, and improve our roadways. In Part 1 of this two-part series, Ed Noyola, Chief Deputy of the County Road Association of Michigan, will provide a detailed overview of where the money comes from, where it goes, and why.

On Monday, we will take a closer look at the county's share of the MTF in Part 2. Attendees are encouraged to participate in both sessions to become experts on road funding in Michigan!

Area Agencies on Aging (AAA)

Room: Glens III

Speakers: **Julie Wetherby, WellWise Services Area Agency on Aging (Region 2), Jason Maciejewski, The Senior Alliance (AAA Region 1C) and Christine Vanlandingham, Area Agency on Aging (Region 4)**

Area Agencies on Aging (AAA) face significant challenges in their mission to serve older adults and persons with disabilities in their own homes and local communities. AAA directors will present the latest information and respond to questions regarding the workforce crisis, supporting family and informal caregivers, preparing for the end of the MI Health Link (MHL) program serving dually eligible Medicare and Medicaid beneficiaries, maintaining a strong MI Choice program, aging program changes resulting from the FY2024 MDHHS budget, coordinating social determinants of care and healthcare and others. The workshop will discuss the "Michigan Model" of aging services and the role of AAAs as partners in the MDHHS plan to enroll dual eligibles in special needs plans.

2 p.m. – 3 p.m. – MACSC Board Meeting

Room: Fields

3:45 p.m. – 4:45 p.m. – MAC Board of Directors Meeting

Room: Meadows

Any MAC member may attend this session of the MAC Board.

5 p.m. – 6:30 p.m. – Welcome Reception

Room: Kalamazoo

Join fellow conference attendees in the Exhibitor Hall for cocktails and heavy appetizers.

6:30 p.m. – Dinner on your own



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MONDAY, OCT. 2

7:30 a.m. – REGISTRATION DESK OPENS

Room: Arcadia Ballroom Lobby

7:45 a.m. – 9 a.m. – Breakfast

Room: Arcadia Ballroom Lobby

8:30 a.m. – 12 p.m.

WORKSHOP FOR MICHIGAN COUNTY MEDICAL CARE FACILITIES COUNCIL MEMBERS

MCMCFC – MDS Series – Part Three (Deep Dive into PDPM)

Room: Great Lakes I

Speaker: Scott Heichel, LeaderStat

The presentation continues to educate facilities for the Oct. 1, 2023, changes to the MDS assessment. PDPM has been here since Oct. 1, 2019, and facilities still struggle with managing and maximizing the reimbursement for Part A residents. These sessions will help ensure a full understanding of how the PDPM system works and what needs to be done to drive it in their facilities. Quality Measures are embedded in multiple CMS focus programs (Five Star, SNF QRP, SNF VPB), in addition to driving the survey process.

9 a.m. – 10 a.m.

Opening Plenary Session: Building an Effective Multi-Generational Workplace

Room: Arcadia Ballroom

Welcome comments: Stan Ponstein, 2022-23 MAC Board President

Pledge of Allegiance: Jim Storey, 2022-23 MAC Board First Vice President

Host county comments: Jim Taylor, chair, Kalamazoo County Board of Commissioners

Keynote speaker: Jeff Butler, Speaker, author and workplace strategist

The modern-day workplace has four generations working under one roof: Baby Boomers, Generation Xers, Millennials and now Generation Z. All work together to accomplish common organizational goals, however, with differences in each of these generation's viewpoints, upbringings, culture, ideas, beliefs and experiences, it is likely to see some tiffs or clashes within the organization. Hence, makes managing four different generations in the workplace an extremely difficult task to accomplish, though not impossible. With the right guidance, support and advice, the task of managing these four generations under one roof is

achievable. The support may come in various forms, one of which is this program.

This program focuses on managing four different generations in the workplace where author and practitioner Jeff Butler, backed by a decade of psychological research, shares insights about the motivations, differences, and communication styles of these four generations. You will learn how organizations across various industries are thriving with a multigenerational workforce and how yours can too. Through this program, you'll find specific actionable strategies to manage your cross-generational challenges and turn your multigenerational workforce into a competitive advantage.

10 a.m. – 10:45 a.m. – Networking Break with Exhibitors

Room: Kalamazoo

Attendees are encouraged to tour the Exhibitor Show, which will feature more than 25 firms that have products and services of special interest to county governments. And don't forget to fill out your Exhibitor Bingo card!

10:45 a.m. – 11:45 a.m.

CONCURRENT WORKSHOPS FOR MICHIGAN ASSOCIATION OF COUNTIES MEMBERS

Road Funding, Part 2: The County's Portion

Room: Glens II

Speakers: Ed Noyola & Steve Puuri, County Road Association of Michigan

In Part 2 of this two-part session, we will take a closer look at the county's expenditures of the Michigan Transportation Fund. They will discuss operations, contracting, adhering to federal and state standards, and more. This session will provide a more technical, hands-on perspective for managers and county commissioners to understand their role in Michigan's local transportation network.

NOTE: It is not a requirement to have attended Part 1 to enjoy Part 2! All conference participants are welcome.

Michigan Department of Corrections' Walk a Mile Mentoring Program

Room: Glens I

Speaker: Tony Mills, Michigan Department of Corrections

The Michigan Department of Corrections (MDOC) has developed a mentoring program designed to provide mentorship to parolees (both males and females) returning home. This program helps those who are lacking a critical support system for reacclimating them back to society,



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setting and achieving goals and better outcomes to help them succeed during their parole period. Mentors provide offenders with the opportunity to change, encourage them during difficult times, model positive behavior and help develop pro-social and problem-solving skills.

County Services Survey and Results

Room: Glens III

Speakers: Mark Skidmore and Eric Scorsone, Center for Local Government Finance & Policy

The results from a MAC-commissioned survey of how many services counties provide to local units of governments within their borders and share services with other counties will be the focus of this session led by the Center for Local Government Finance & Policy at Michigan State University. The report will cover the different types of services provided, from law enforcement to zoning to information technology support. A review of the pro bono services and the contract services will be discussed.

Anatomy of a Cyber Attack

Room: Prairies IV

Speaker: Curtis Pennala

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Unlock the secrets of cyber threats in an engaging workshop that delves into the Anatomy of a Cyber Attack. Explore the intricate layers of digital invasions, from initial infiltration to damage control, and gain invaluable insights to fortify your defenses. Join us for an eye-opening session that will empower you to navigate the evolving landscape of cybersecurity with confidence.

11:45 a.m. – 1:15 p.m. – Lunch and Plenary Session

Room: Arcadia Ballroom

MAC Legislative Update - Deena Bosworth, MAC Director of Governmental Affairs

Responding to Michigan's Affordable Housing Crisis - Yarrow Brown, Housing North

Rising rents and mortgage rates and limited inventory have formed a perfect storm for Michiganians in need of housing. Many people have left the state in search of more affordable options, and communities feel the impact of the absence of young workers and families that sustain local businesses and organizations. Yarrow Brown, executive director of Housing North, will lead discuss the status of affordable housing in Michigan and touch on tools and solutions that have been used to improve housing problems in her area and how commissioners across the state can use such tools in their own communities.

1:15 p.m. – 2 p.m. – Networking Break with Exhibitors

Room: Kalamazoo

Attendees are encouraged to tour the Exhibitor Show, which will feature more than 25 firms that have products and services of special interest to county governments. This is your last chance to get stamps on your Exhibitor Bingo card!

1:15 p.m. – 4:30 p.m.

WORKSHOP FOR MICHIGAN COUNTY MEDICAL CARE FACILITIES COUNCIL MEMBERS

MCMCFC - MDS Series - Part Three (Deep Dive into PDPM) - continued

Room: Great Lakes I

Speaker: Scott Heichel, LeaderStat

The presentation continues to educate facilities for the October 1, 2023, changes to the MDS assessment. PDPM has been here since October 1, 2019, and facilities still struggle with managing and maximizing the reimbursement for Part A residents. These sessions will help ensure a full understanding of how the PDPM system works and what needs to be done to drive it in their facilities. Quality Measures are embedded in multiple CMS focus programs (Five Star, SNF QRP, SNF VPB), in addition to driving the survey process.

2 p.m. – 3 p.m.

CONCURRENT WORKSHOPS FOR MICHIGAN ASSOCIATION OF COUNTIES MEMBERS

Overdose Prevention: Overdose Fatality Review (OFR) and Overdose Detection Mapping Application Program (ODMAP)

Room: Glens I

Speakers: Kim Pickett, MPH; Emily Godfrey, CDC Foundation; and Bob Kerr, HIDTA

The Michigan Overdose Response Strategy (ORS) team, in cooperation with the Michigan Public Health Institute (MPHI), will inform participants about the Michigan Overdose Fatality Review (OFR) Program, which is a county-level collaborative process that brings together local professionals from a variety of disciplines who volunteer their time to share and discuss comprehensive information on the circumstances surrounding overdose deaths. County OFR teams use what they learn during the review process to develop findings and recommendations, which they share with other local entities who can help translate them into prevention initiatives that address needs specific to their communities.

CONFERENCE CHRONOLOGY

There are currently 12 counties that have established OFR teams, with more counties expressing interest to start their own. The HIDTA ODMAP and University of Michigan SOS overdose mapping tools that are used by OFR teams and are available to county governments will be demonstrated.

Trends in Hunting and Fishing in Michigan

Room: Glens II

Speaker: Taylor Ridderbusch, Michigan Department of Natural Resources

Michigan is known for its beautiful landscapes, lakes and abundance of natural resources. These resources provide a plethora of opportunities for outdoor recreation for Michigan residents but also draw tourists to the state. This session will focus on what the Department of Natural Resources does to ensure the management of our lakes, state parks and wildlife to ensure future generations can enjoy all Michigan has to offer.

Materials Management Planning

Room: Glens III

Speakers: Christina Miller & Jeff Krcmarik, Michigan Department of Environment, Great Lakes and Energy

Materials Management planning is the tool that gives counties authority over management of solid waste, recyclables, organics and other related activities. The plan sets priorities to achieve specific goals set by the county. Learn about new requirements, timelines, roles, and responsibilities, walk through scenarios, tools and resources, technical assistance opportunities, and gain a better understanding of planning and its importance overall.

Collective Bargaining

Room: Prairies IV

Speaker: Bonnie Toskey, Cohl, Stoker & Toskey, P.C.

Contract negotiations between government employers and their many different bargaining units has always have generated challenges, be they about benefits, long-term obligations, pay scales or balancing out the fairness and equity among the different groups. Employee

recruitment and retention issues growing, the Legislature has focused considerable attention on the employee side of the negotiation scale. This session will discuss some of the reinstated labor laws and the key components to negotiating a good contract.

3:15 p.m. – 3:45 p.m. – MAC Regional Caucuses

County commissioners attending the conference may participate in their regional caucuses to fill four seats on the MAC Board of Directors. For more information on the candidates, see page 25.

Region 1 - Glens I
Region 2 - Glens II
Region 3 - Glens III
Region 4 - Prairies IV
Region 5 - Prairies V
Region 6 - Prairies VI

5 p.m. – 6 p.m. – Cocktail Reception

Room: Arcadia Ballroom

After a busy day of conference sessions, attendees are invited for complimentary cocktails prior to the 125th Anniversary Gala. Be sure to wear your conference badge to ensure quick access.

6 p.m. – 7 p.m. – 125th Anniversary Gala: President's Banquet

Room: Arcadia Ballroom

Let the celebrations begin with the traditional President's Banquet, during which Jim Storey of Allegan County will take the oath as MAC's 115th Board President and deliver inaugural remarks. Wine service with dinner. Cash bar.

7 p.m. – 9 p.m. – 125th Anniversary: Live Music

Room: Arcadia Ballroom

It's time to enjoy the high-energy, interactive stylings of Yellow Brick Road Dueling Pianos! Cash bar.

9 p.m. – 11 p.m. – President's Hospitality Suite

Room: Check with Conference Registration Desk

Join newly inaugurated President Jim Storey in his suite for beverages and light snacks to close out the evening.

SPEAKER BIOS

To learn more about the workshop speakers at this year's conference, visit MAC's website: micounties.org/conferences-2



TUESDAY, OCT. 3

7 a.m. – REGISTRATION DESK OPENS

Room: Arcadia Ballroom Lobby

7:30 a.m. a.m. - 8:30 a.m. – Breakfast

Room: Arcadia Ballroom

8:30 a.m. – 9 a.m. – Plenary Session: MAC Annual Business Meeting

Room: Arcadia Ballroom

County commissioners will review and vote on MAC’s policy platforms for the 2023-24 year. For additional details, see page 25.

8:30 a.m. – 9:30 a.m.

WORKSHOP FOR MICHIGAN COUNTY MEDICAL CARE FACILITIES COUNCIL MEMBERS

MCMCFC - Cultivating Falls Prevention Culture by Intelligent Learning

Room: Great Lakes I

Speakers: Cassie Lopez-Jeng & Candace Wise, Western Michigan University, and Steve Eberth, Bradley University

This presentation aims to inform participants regarding the project conducted in multiple Michigan County Medical Care facilities to reduce falls through online learning to effect culture change. Based on a successful pilot project of a collaborative problem-solving approach to falls prevention, we built an online platform with personalized educational content. Designed to be engaging, interactive,



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inclusive, and accessible, the web-based platform was made available to all employees of our partner skilled nursing facilities this year. Our presentation will provide a history and justification of our project, detail the development and implementation of the website, and engage participants in a discussion of the current state of employee education around safety topics.

9 a.m. – 9:30 a.m. – Morning Break

Identify your preferred breakout session and/or check out of your hotel room.

9:30 a.m. – 10:30 a.m.

CONCURRENT WORKSHOPS FOR MICHIGAN ASSOCIATION OF COUNTIES MEMBERS

Elections: Implementing Early Voting & Other Proposal 2 Measures

Room: Glens I

Speakers: **Justin Roebuck, Ottawa County Clerk, and Barb Byrum, Ingham County Clerk**

In November 2022, Michigan voters passed Proposal 2, a constitutional amendment to further expand voting rights in the State. Tenets of Proposal 2 of 2022 include the following: nine (9) days of early voting, allowing military ballots to be counted after Election Day if postmarked on or before Election Day, allowing voters to join a permanent ballot list for all future elections, requiring state-funded absentee drop boxes and postage for absentee ballots and applications, and more. The Michigan Legislature has since passed implementing legislation to clarify the processes surrounding Proposal 2 measures. Ingham County Clerk Barb Byrum and Ottawa County Clerk Justin Roebuck will discuss the details of how this will change the look of our elections in 2024 and beyond, and ways in which county boards and administrators can support their clerks and voters in light of these changes.

Reimagining Local Government: How AI Technology is Transforming the County Operations Landscape

Room: Glens II

Speaker: **Rita Reynolds, NACo**

This presentation explores the revolutionary influence of artificial intelligence (AI) technology (including ChatGPT) on local government operations. An overview of current applications and future possibilities will be presented to show how AI is enhancing service delivery, improving efficiency, and paving the way for smarter, more responsive local governance. In addition to benefits, challenges will be covered. Attendees will also hear an update of the NACo AI Exploratory committee's work on providing counties with guidance and best practices in the implementation of

AI in county services and operations.

Putting More People in Michigan

Room: Glens III

Speaker: **Hilary Doe, Growing Michigan Council**

What are the key factors employers and a talented workforce look for when deciding to live or build a business in Michigan? Tax rates? Solid infrastructure? Access to natural resources? Cultural diversity? Availability of health care? Education services? The governor has formed a commission dedicated to answering these questions and more. Come join the discussion on what Michigan has to offer and what we need to focus on to build back our population and economy.

9:45 a.m. – 10:45 a.m.

WORKSHOP FOR MICHIGAN COUNTY MEDICAL CARE FACILITIES COUNCIL MEMBERS

MCMCFC – MDS Workflow after Oct. 1, 2023, Changes

Room: Great Lakes I

Speaker: **Victoria Burlew, Lebenbom & Rothman Consulting**

The presentation continues to educate facilities for the Oct. 1, 2023, changes to the MDS assessment. PDPM has been here since Oct. 1, 2019, and facilities still struggle with managing and maximizing the reimbursement for Part A residents. These sessions will help ensure a full understanding of how the PDPM system works and what needs to be done to drive it in their facilities. Quality Measures are embedded in multiple CMS focus programs (Five Star, SNF QRP, SNF VPB), in addition to driving the survey process.

10:30 a.m. – Conference concludes

Pick up a boxed lunch before heading out! Lunches will be placed outside the breakout rooms.

10:45 a.m. – 11:15 a.m. – MAC Board of Directors Meeting

Room: Meadows

During this session, newly elected Board members will be sworn in and Board members will officially elect officers for the 2023-24 year. This session is open to MAC members.

CONFERENCE EXHIBITORS

123NET

123.net | 123NET is a privately owned company headquartered in Southfield, Michigan. The company delivers high-quality fiber internet, colocation, and business voice services. In 2021, 123NET also started bringing the fastest Fiber to the Home solutions to Michigan residents. For 25+ years, 123NET has re-invested into Michigan's Infrastructure, partnering with other communities and other carriers to bring the highest capacity fiber network and internet connectivity solutions throughout Michigan.

44NORTH/ACRISURE

(MAC CORPORATE PARTNER)

44N.com | We know how complex employee benefits can be, that's why we're here. 44North specializes in employee health benefits providing 24/7 service to our clients and their employees. We improve lives by becoming an extension of your HR team without adding to your payroll.

ABILITA

(MAC CORPORATE PARTNER)

abilita.com | MAC has partnered with Abilita to help members save money and reduce your staff's time on the complexities of communications technology and expenses. Members save on average 29 percent off all telecom expenses (local, long distance, internet and cellular). Regardless of switching or staying with your current providers, we guarantee to reduce costs! Abilita is independent and NOT paid by any phone company. Abilita is compensated out of actual savings – if no savings are realized, there is no fee for our work! We have experience helping local government, plus we work with the vendors to implement the recommendations you approve! We also offer Michigan counties project consulting services. Examples include assisting with the evaluation of countywide VoIP service, whether in the cloud or on-site. We are excited about helping counties stretch budget dollars as best possible! Contact us to learn how Abilita might free up your staff's time and reduce spending.

ABONMARCHE / BYCE & ASSOCIATES, INC. / SECURITECTURE

abonmarche.com / byce.com / securitECTURE.com | Abonmarche Byce and Securitecture offer consulting engineer and architectural services including civil, structural, mechanical, electrical, architectural, interior design, master planning, justice planning, security consulting, and building commissioning. Let us show you how we put our experienced team to work for building and planning solutions.

ACD.NET

ACD.net | Advanced Communications & Data is a Michigan-based telecommunication service provider that operates networks and provides the best communication services. Fiber, broadband, telephone and more services are derived from our own network and systems. We focus all our energy on improving our systems and infrastructure, and our ability to provide you with reliable and fast service. We are experts in communication technologies.

BS&A SOFTWARE

bsasoftware.com | BS&A Software has been providing exceptional municipal software to over 2,300 local governments since 1987. Our software solutions make it easy to manage and operate all aspects of municipal budgets, taxes assessments, ordinance, contracts, construction, licenses, and much more. With an intuitive and highly functional platform, unparalleled customer care and Cloud-Based functionality, our municipal software solutions continue to exceed our customers' expectations.

CLARK CONSTRUCTION COMPANY

blarkcc.com | Well-known throughout Michigan for more than 70 years, Clark Construction is a full-scale commercial construction firm with a reputation for quality. We're family-owned, with the third generation of the Clark family carrying on our tradition of excellence. Clark Construction began as a small local contractor. We have expanded to many

market segments around the country since then and continue to be on the cutting edge of our industry. Our portfolio covers projects ranging from athletic facilities and fields, corporate office buildings, science, research and medical facilities to retail, higher education, K-12 and more.

COPRO+

(MAC CORPORATE PARTNER)

coproplus.com | CoPro+ is a program that provides public entities with the opportunity to collaboratively procure valuable goods and services at competitive prices. CoPro+ is a time and cost savings program. It offers strong collaboration between the private and public sector, allowing the program to save your organization valuable dollars. The collaborative procurement program provides your organization with assistance in every phase of the procurement process.

DETERRA DRUG DEACTIVATION AND DISPOSAL SYSTEM

deterrasystem.com | The Deterra Drug Deactivation and Disposal System is a safe and effective tool to help remove the supply of unwanted and illicit drugs including opioids, fentanyl, over the counter medications, and vape fluid. Prevention starts with proper drug disposal.

ENBRIDGE

(MAC CORPORATE PARTNER)

enbridge.com | Enbridge moves about 30 percent of the crude oil produced in North America, and we transport nearly 20 percent of the natural gas consumed in the U.S. We operate North America's third-largest natural gas utility by consumer count.

FISHBECK

fishbeck.com | Engineering, environmental sciences, architecture, and construction management are the cornerstones of Fishbeck's services and integrated project approach. With the technical capabilities and understanding to take even the largest projects from initial concept to completion, we are a hands-on, design-

oriented practice at heart. Our experts take pride in our commitment to reliability in design, connection to our clients, and creativity at our core.

GALLAGHER

(MAC CORPORATE PARTNER)

www.ajg.com | Gallagher is one of the world's largest insurance brokerage, risk management and consulting firms. As a community insurance broker and trusted local consultant, we help people and businesses move forward with confidence. With more than 39,000 people working around the globe, we're connected to the places where we do business and to every community that we call home. Managing risk with customized solutions and a full spectrum of services, helping you foster a thriving workforce, and always holding ourselves to the highest standards of ethics to help you face every challenge — that's The Gallagher Way.

HIKMA COMMUNITY HEALTH

hikmacommunityhealth.com | Certain health problems are bigger than a single person. Opioid use disorder can create a ripple effect, not just through families and health systems, but also faith and community organizations, cities and states. We have an opportunity to come together as a community to address the challenges posed by opioid overdose and addiction. Hikma Community Health combines medicine with compassion, and partners with communities to support addiction recovery and opioid safety education.

HPS

hpsgpo.com | HPS is a member-owned group purchasing organization since 1949. Our vision is helping your organization fulfill its mission, goals and financial objectives. We negotiate the best prices possible for essentially every type of

product our members would need, from food to cleaning supplies and everything in between. HPS is also your resource for kitchen design and equipment to help you maximize production.

INDIVIOR

indivior.com | Indivior is a global pharmaceutical company working to help change patients' lives by developing medicines to treat substance use disorders (SUD) and serious mental illnesses. Our vision is that all patients around the world will have access to evidence-based treatment for the chronic conditions and co-occurring disorders of SUD.

KARHU CYBER

karhucyber.com | Karhu Cyber delivers comprehensive and customized cybersecurity solutions that reduce risk, improve compliance and protect against cyber threats.



A force in public policy

Public Sector Consultants is a nonpartisan consulting firm that is trusted, respected, and engaged in the community. Throughout our nearly 45-year history, we have worked closely with government agencies and local leaders to design sound public policy for the benefit of all. We don't just follow best practice, we create it.



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CONFERENCE EXHIBITORS

MAC SERVICE CORPORATION

micounties.org/macsc | MACSC was established in 1986 to provide services to Michigan Association of Counties members through the development and maintenance of a variety of programs and services.

MICHIGAN COUNTIES WORKERS' COMPENSATION FUND

michigancountieswcf.org | The MCWCF provides workers' compensation coverage for public agencies, claims servicing, loss prevention consultation and training. For this year, MCWCF will issue dividends totaling \$3.8 million to its members.

MICHIGAN MUNICIPAL RISK MANAGEMENT AUTHORITY

(MAC CORPORATE PARTNER)

mmrma.org | The Michigan Municipal Risk Management Authority (MMRMA) provides comprehensive coverage and risk management services to over 420 Michigan governmental entities, including 67 of the 83 counties in the state. A member-driven organization founded in 1980, MMRMA is an award-winning leader in the national public entity pooling industry. MMRMA's members, Board of Directors, service providers, and staff work together every day to continue that tradition of excellence.

MSHDA

michigan.gov/mshda | The Michigan State Housing Development Authority (MSHDA), established in 1966, provides financial and technical assistance through public and private partnerships to create and preserve safe and decent affordable housing, engage in community economic development activities, develop vibrant cities, towns and villages, and address homeless issues. MSHDA's loans and operating expenses are financed through the sale of tax-exempt and taxable bonds and notes to private investors, not from state tax.

MICHIGAN STATE INDUSTRIES

michigan.gov/msi | Michigan State Industries (MSI) is a manufacturer operating within the Michigan Department of Corrections that has been providing work opportunities to prisoners since 1943, one of 50 such programs in the nation. MSI has 12 manufacturing operations located within 9 MDOC facilities across the state. We offer safety apparel, general garments, signage, janitorial, mattresses, optical, dental services, laundry services, awards, binders, specialty products and more.

MUNICIPAL EMPLOYEES' RETIREMENT SYSTEM OF MICHIGAN

mersofmich.com | The Municipal Employees' Retirement System (MERS) of Michigan is an independent, professional retirement services company that was created to administer retirement plans for Michigan's local units of government on a not-for-profit basis. Our robust platform of services includes retirement plans, strategies for managing other post-employment benefits (OPEB), investment services, and group life and disability insurance.

NATIONWIDE RETIREMENT

(MAC CORPORATE PARTNER)

nationwide.com | Nationwide is a leading provider of government 457(b) and 401(a) retirement plans and has been a proud partner of MAC for decades. We focus on participant and plan sponsor solutions, providing more than just a retirement account.

NORESCO

noresco.com | NORESKO, a part of Carrier Global Corporation, helps clients adapt to and mitigate the impacts of climate change by decarbonizing, modernizing and electrifying aging infrastructure to be more sustainable and resilient. By deploying innovative distributed energy, storage and renewable energy solutions, NORESKO improves the health and efficiency of existing campuses, buildings and communities. To date, NORESKO has

guaranteed more than \$5 billion in energy and operating cost savings.

PENINSULA FIBER NETWORK

pfnlc.net | Peninsula Fiber Network is a telecommunications carrier that provides telecommunications, transport and broadband services for governments, businesses, and other telecommunication companies. We are proud to partner with the public safety community to provide Next Generation 911 services (NG911) in nearly all of Michigan counties.

PUBLIC AGENCY RETIREMENT SERVICES (PARS)

pars.org | Public Agency Retirement Services (PARS) designs and administers innovative retirement trust and plan solutions for municipalities including one of the nation's largest and most successful Section 115 trust programs to prefund retiree healthcare (OPEB) and/or pension obligations, in partnership with U.S. Bank and Vanguard.

REHMANN

(MAC CORPORATE PARTNER)

rehmann.com | At Rehmann, our professionals leverage years of experience to help you provide the best value to your communities with the resources you have. We are the trusted advisor team for government entities, K-12 education, higher education, and not-for-profit entities. Whether you provide education services, medical services, services to members, or general services to your community, we help you meet the challenges of an evolving landscape.

RESOURCE RECYCLING SYSTEMS

recycling.com | As the critical point of collection, cities, counties and districts must manage programs that benefit their residents while being economically sound. RRS assists municipalities in building strong recycling and organics programs by understanding waste streams, analyzing participation, developing best practices, and creating economically viable plans.

SSOE

ssoe.com | Since our start in 1948, SSOE has had the honor of delivering a full range of architectural, engineering and interior design services through our 15 U.S. offices. We serve clients in government, health care, education, industrial and commercial sectors. Our clients benefit from this integrated knowledge base for the latest trends and innovations in every project.

STATE OF MICHIGAN LAND BANK AUTHORITY

michigan.gov/landbank | The State Land Bank Authority was created to assist in the return of tax foreclosed properties to productive use. We offer consulting and training on resources available for communities to take blighted, abandoned properties and find new purpose for them. We also have housing development loans and pre-development grants available to developers. Staff will also be available to discuss the FY23 blight elimination program for land banks and local communities.

THE SKILLMAN CORPORATION

skillman.com | The Skillman Corporation, founded in 1972, is an employee-owned and operated company and prides itself on building relationships, not just buildings. Skillman partners with you to make the project process less daunting. We work side-by-side to develop plans, so the project runs efficiently. You get an unbiased viewpoint to help you choose the right plans and solutions for your project. We have over 50 years of experience partnering with municipal, educational, and healthcare clients.

TOWERPINKSTER

towerpinkster.com | TowerPinkster is an award-winning multi-discipline architecture, engineering, and interior design firm full of creative professionals committed to collaboration, quality, and integrity. With 200+ employees, 70 years in business, five office locations, eight distinct service offerings, and nine unique market sectors, we are one TowerPinkster team bringing you talent, enthusiasm, and curiosity!

WEATHER SHIELD ROOFING SYSTEMS

weathershieldusa.com | More roof life with less roof cost, guaranteed. Maximize the life of your industrial roof before you replace it. The single biggest waste of money that we see property managers, business owners, and facility managers make is that they replace their roof when its life could have been significantly extended for pennies on the dollar. At Weather Shield Roofing Systems, we're dedicated to maximizing the life of your current commercial roof before we even consider replacing it. Ask about MAX LIFE.

Opioid Overdose and Naloxone



100,000+ people died of drug overdose in 2021, largely attributed to illicitly manufactured fentanyl.^{1,2}

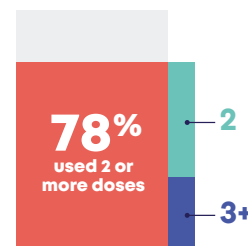


DEA seized enough fentanyl to kill every person in the U.S. in 2022.⁴



More potent dose of illicitly manufactured fentanyl³

Fentanyl is 50-100x stronger than morphine.⁵ **Within 4 minutes** of no oxygen, permanent brain damage can occur, causing death.⁶



78% of opioid overdose reversals involved 2 or more doses of naloxone, while 30% involved 3+ doses, according to the 2021 MORE study, a survey of people who administered NARCAN® (naloxone HCl) Nasal Spray 4 mg.⁷

hikma.

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1. Ahmad et. al. Provisional drug overdose death counts. NCHS. 2021. Accessed 2022 0804 2. Humphreys et. al. 2022, The Lancet, 399:10324, p555-604 3. Facts about Fentanyl. DEA. <https://www.dea.gov/resources/facts-about-fentanyl>. Accessed 2022 0804 4. DEA. 2022 1220. Accessed Feb 2, 2023, from <https://www.dea.gov/press-releases/2022/12/20/drug-enforcement-administration-announces-seizure-over-379-million-deadly> 5. Fentanyl. NIH. <https://www.drugabuse.gov/drug-topics/fentanyl>. Accessed 2022 0804 6. Zibbell J, et al. HHS. <https://aspe.hhs.gov/basic-report/non-fatal-opioid-overdose-and-associated-health-outcomes-final-summary-report>. Accessed August 4, 2022 7. Abdelal, R., et al. Harm Reduct J 19, 49 (2022).

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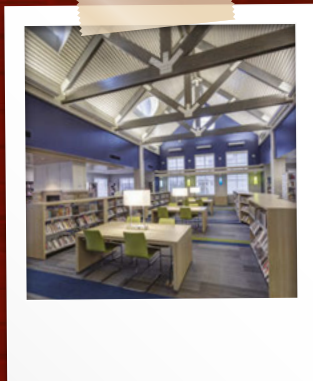


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BOARD ELECTIONS WILL FILL 4 SEATS

Four seats on the MAC Board of Directors will be filled on Oct. 2 at the 2023 Annual Conference.

The commissioners who filed for seats in this cycle are:

- Region I, Seat B – Joe Bonovetz, Gogebic County (seeking 3rd term)
- Region II, Seat B – Richard Schmidt, Manistee County (seeking 3rd term)
- Region III, Seat B – Jim Storey, Allegan County (seeking 3rd term)
- At-large, Seat B – Stan Ponstein, Kent County (seeking 3rd term)

Although only one candidate filed for each of the four available seats, regional caucuses must be held, per MAC By-laws, to elect the candidate.

ELECTION PROCEDURES

1. Only commissioners who register for the Annual Conference may participate in the regional caucuses that fill these seats.
2. Regional Board seats are filled by elections in which each COUNTY gets ONE vote. At-large seats are filled with each attending commissioner casting one vote in each caucus; the winning at-large candidate must have majorities in at least four of the six caucuses.

POLICY PLATFORM VOTES

MAC's Annual Business Meeting will be held on Tuesday, Oct. 3 at 8:30 a.m. in the ballroom. County commissioners who are registered for the conference may participate as voting members in the business meeting, which includes review and approval of MAC's 2023-24 policy platforms.

Drafts were posted to MAC's website in August.

According to MAC's By-laws (Article III, Section 6):

"An amendment to the MAC Platform may be presented from the floor during the annual meeting. Such amendment will require a 2/3 majority vote of the members at the meeting at which a quorum is initially established to be adopted."

Each commissioner may cast one vote per platform. Passage is by a majority vote of eligible commissioners in the Business Meeting.



County Commissioner Academy is a professional development program for commissioners incorporating a series of events and workshops focused on the day-to-day responsibilities of a Michigan county commissioner.

Participants earn continuing education "hours" by attending designated events and workshops. "Certification" is offered at two different levels: "Certified" is reached at 10 hours over a two-year cycle, while "Advanced" is reached with 20 hours over a four-year period.

Commissioners attending the 2023 Annual Conference earn 3 credit hours for CCA.

MAC honors an annual graduating "class" of commissioners at the Legislative Conference each year.

MAC BOARD OF DIRECTORS



PRESIDENT
Stan Ponstein
Kent County/At-large



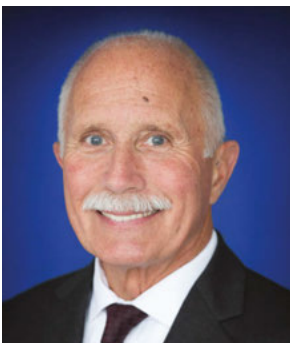
FIRST VICE PRESIDENT
Jim Storey
Alleghen County/Region III



SECOND VICE PRESIDENT
Melissa Daub
Wayne County/At-large



Vaughn Begick
Bay County/Region VI



Joe Bonovetz
Gogebic County/Region I



Bryan Kolk
Newaygo County/Region II



Sarah Lucido
Macomb County, Region V



William Miller
Oakland County/At-large



Ken Mitchell
Clinton County/Region IV



Donald "Jay" O'Farrell
Iosco County/Region VI



Joseph Palamara
Wayne County appointee



Richard Schmidt
Manistee County/Region II



Rick Shaffer
St. Joseph County/Region III



Joe Stevens
Dickinson County/Region I



Antoinette Wallace
Macomb County/Region V



Dwight Washington
Clinton County, Region IV



PRESIDENT
Shana Espinoza
Pleasant View



FIRST VICE PRESIDENT
Joe Coleman
Manistee County



SECOND VICE PRESIDENT
Destiny Wilkins
Jackson County



SECRETARY
Jannice Lamm
Oakview



TREASURER
Jon Look
Iosco County



IMMEDIATE PAST PRESIDENT
Marna Robertson
Meadow Brook



DIRECTOR, DISTRICT I
Denise Perry
Marquette County



DIRECTOR, DISTRICT II
Lisa Ashley
Bay Bluffs



DIRECTOR, DISTRICT III
Kimberly Turcott
Allegan County



DIRECTOR, DISTRICT IV
Alissa Haynak
Isabella County



EXECUTIVE DIRECTOR
Renee Beniak, PhD, RN,
MSN, CNHA, CPHQ

INFORMATION ABOUT CE CREDITS FOR MCMCFC MEMBERS

This nursing continuing professional development activity was approved by the Wisconsin Nurses Association, an accredited approver by the American Nurses Credentialing Center's Commission on Accreditation.

Requirements for Successful Completion

To receive credit for successful completion of educational sessions, all attendees must:

- Attend one or more sessions
- Sign in for each session
- Complete session evaluation(s)

Attendees will receive their certificate of completion within 30 days of the conclusion of the conference.

This program has been approved for Continuing Education for 12.5 total participant hours by NAB/NCERS—Approval #20240930-12.50-A96250-IN.

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A pre-workday walk.
A post-workday
call to a friend.
You know you need both.

We're *here* for it all.



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At Blue Cross Blue Shield of Michigan, we're here for you with access to care for both your physical and mental health wherever and whenever you need it. Including online visits from the privacy of your own home. Because we know that good health is whole health.

For more information on plans available to MAC members, please call MAC Service Corporation at 1-800-258-1152, contact a Blues contracted agent, or visit us at bcbsm.com/employers.

Blue Cross Blue Shield of Michigan and Blue Care Network are nonprofit corporations and independent licensees of the Blue Cross and Blue Shield Association.