

**Board of Directors  
Champaign County Nursing Home (CCNH) –Minutes  
Urbana, Illinois  
August 8, 2016**

Directors Present: Emanuel, Anderson, Busey, Cowart, Hodson, Sutton

Directors Absent/Excused:

Also Present: Snider, Gima, Noffke, Podvin, Petrie, Nolan

**1. Call to Order**

In the absence of Chair Emanuel, Ms. Busey called the meeting to order at 6:00 p.m.

**2. Roll Call**

Nolan called the roll of Directors. A quorum was established.

**3. Approval of Agenda**

The agenda was approved as distributed (motion by Anderson, second by Cowart, unanimous).

**4. Approval of Minutes**

The open session minutes of July 11<sup>th</sup>, 2016 were approved as distributed (motion by Anderson, second by Sutton, unanimous).

**5. Public Participation**

David Laker asked if current staffing levels are adequate for operations at the nursing home, and if the boilers need to be replaced all together during the boiler replacement project. Additionally, Mr. Laker asked for the life expectancy of the roof and its current condition.

Mary Schultz asked what progress is being made to serve hot meals to residents and to survey former employees of the nursing home to understand why they are leaving. Ms. Schultz asked the board better advertise board of director's meetings in order for family members, residents and staff members to come and voice their thoughts and opinions. Additionally, Ms. Schultz asked the board to clearly express their opinions to the management company about receiving information in a timely manner. Ms. Schultz asked the board to find solutions to problems that have been at hand for months, and asked how much longer the management company will be given to correct the problems with food services.

**Ms. Emanuel entered the meeting at 6:09 p.m.**

Pattsi Petrie encouraged board members and members of the public to attend the Champaign County Board Committee of the Whole meeting on August 9<sup>th</sup> in order to voice their comments on the quarter cent sales tax for Champaign County Facilities projects. Ms. Petrie asked the board for clarification in regards to the number of open CNA positions at the nursing home as well as the use of agency staffing. Additionally, Ms. Petrie asked for a downsizing budget scenario to be included in the nursing home's FY2017 budget and for an explanation to be included with the increase total cost of major maintenance projects from \$2 million to \$4.1 million.

**6. Communications**

Ms. Noffke noted that many staff recognitions were received at the Family Council Meeting on July 19<sup>th</sup>. Discussion topics included food services, meal options, family care plan updates, and volunteer opportunities. Additionally, Ms. Noffke noted that compliments were received about the procession process for residents who have passed at the nursing home. Ms. Hodson noted that it is a very respectful process that many families appreciate. Ms. Noffke noted that the procession process was developed in-house at the nursing home in order to respectfully move the body of deceased.

Ms. Hodson noted that a bench has been donated to the nursing home by the son of two former residents of the nursing home. The bench is located to the southeast of the building.

Mr. Snider noted that he received the Board of Director's final recommendation to the County Board and he will include it in his presentation at the August 9<sup>th</sup> Champaign County Committee of the Whole meeting.

In response to Mr. Laker's public comment, Mr. Snider explained that the boilers must be replaced all at once due to the small area in which they are installed. It is not possible to access the back boiler that has already failed unless the front boilers are removed.

In response to Ms. Petrie public comment, Mr. Snider clarified that the amount of \$4.1 million represents the cost of strategic capital improvements while the amount of \$2 million represents the cost of deferred maintenance projects identified by Champaign County's Facilities Director.

Ms. Cowart asked if the boilers should be installed in an alternate location if the area they are currently installed in is too small to properly service them. Mr. Snider noted that it would be too expensive to relocate the boiler room, but smaller boilers are replacing the current units.

**7. FY2017 Budget Approval**

a. 2017 Budget Approval

In response to Ms. Petrie's public comment, Ms. Emanuel noted that a downsizing budget scenario was distributed and discussed at the previous Board of Director's meeting. The downsizing scenario revealed that expenses could not be reduced enough to increase revenues.

Ms. Busey noted the proposed budget reflects 92% of personnel costs and expressed concerns that agency expenses are not budgeted at the minimum cost of what was spent on agency usage in the past seven years. Ms. Busey commented that although the nursing home has recently been able to reduce agency usage, it is unrealistic to develop a budget that does not reflect what has historically been spent on agency staffing. Ms. Noffke noted management was initially concerned with the proposed budget for personnel; however, recent changes at the nursing home – including a new memorandum or understating with the nursing union, improved recruiting efforts, a newly established on-call list for staff members to exchange shifts, and a new scheduling assistant that has improved relationships between staff members and the union – have made the proposed budget feasible for the coming year.

Mr. Gima noted that the budget is aggressive, and he understands that \$110,000 is historically low for a proposed agency personnel budget. If the historical data was used in the budget, Mr. Gima would need to adjust his proposed budget in order to balance it. Ms. Busey expressed concerns that decreasing the total amount budgeted for agency usage along with decreasing the total staffing budget does not ensure an adequate budget for staffing levels. Ms. Busey commented that she does not support passing an unrealistic budget just because it is balanced.

Mr. Anderson supported Ms. Busey's comments and noted that not budgeting for adequate staffing levels will impact the quality of care that is provided to residents of the nursing home. Ms. Anderson suggested budgeting personnel at 100% and then adjusting throughout the year as changes are experienced. Mr. Snider supported Ms. Busey's and Mr. Anderson's comments, and noted that reduced agency is not guaranteed into the future.

Ms. Emanuel commented that budget needs to reflect the reality of operations at the nursing home. If new policies and practices that have allowed the nursing home to operate without any agency usage for the last 4 months are sustainable throughout the coming year, Ms. Emanuel is comfortable supporting the proposed budget. However, if the reduced agency budget is included only to present a balanced budget, then the numbers to be revised. Ms. Busey noted that is highly commendable to maintain operations without any agency usage, but noted that future operations are still unknown and it is unreliable to develop a budget based upon new accomplishments that do not reflect historical trends.

Ms. Emanuel asked if the proposed budget is realistic. Mr. Gima noted that he is confident that the proposed amount for agency usage is realistic and obtainable. Ms. Emanuel noted that this is the best year the nursing home has experienced with reduced agency usage and the total amount spent in the first 6 months is approximately \$165,000. Although the nursing home has experienced 4 months of no agency usage, there is still time for more agency use to occur. If the nursing home were to annualize the 12-month costs for agency usage in 2016, Ms. Emanuel noted that \$330,000 could potentially be spent on agency usage. Ms. Emanuel encouraged the management company to include \$330,000 in the FY2017 in order to cover unpredictable future personnel costs.

Mr. Sutton asked the board to also consider the impacts of seasonal changes in the workforce due to holidays and paid-time-off requests. Ms. Emanuel supported Mr. Sutton comments and asked the management company to reconsider the amount budget for personnel items. Ms. Podvin, Interim Director of Nursing, noted that staff problems are experienced around major holidays when employees use paid-time-off in conjunction with paid holidays.

Ms. Busey noted that adopting \$330,000 for agency usage would be the lowest adopted budget in the nursing home's historical trends. Mr. Gima noted that after rounding the 6 months of current agency usage, he is comfortable adopting an agency usage budget of \$332,000. Ms. Busey noted that if the trend of reducing agency usage continues, the extra money budget in the agency usage line item could be transferred to personnel line items.

Mr. Sutton expressed concern about the County Board seeing a deficit in operating expenses while already being asked to cover capital expenses. Ms. Emanuel supported Mr. Sutton's concerns. Additionally, Mr. Sutton noted that the nursing home has covered capital expenses from the operating budget in the current fiscal year as projects have been identified and completed. Ms. Emanuel noted that FY2017 does not include those capital costs and the nursing home, with the adopted \$332,000 for agency usage, will operate a \$215,000 deficit. Mr. Gima additionally noted that the nursing home's debt obligation to Champaign County also impacts the FY2017 budget. Ms. Busey noted that relief from the debt obligation for capital expenses was included in the final recommendation to the County Board, and noted that it may have to be used for operating expenses if the nursing home is relieved of their obligation.

Ms. Busey noted an error in the 2016 Project Budget on page 567 of the budget document. \$530,000 was budgeted for nursing home building and construction improvements, and the budget documents reflect that \$0 have been spent. Ms. Busey asked for clarification. Mr. Gima noted that an error was made in the documents and corrections will need to be made.

**MOTION** by Ms. Busey to approve the FY2017 budget with agency nursing expenses to be budgeted at \$332,000 instead of \$110,000 and corrections be made to the FY2016 projected expenses; seconded by Mr. Anderson.

Ms. Emanuel asked if the management company and nursing management are comfortable with the proposed change to the agency usage line item if they reflect realistic expectations. Mr. Gima and Ms. Podvin confirmed.

Upon vote: Aye (5) Anderson, Busey, Cowart, Hodson, Sutton  
Nay (1) Emanuel

**MOTION CARRIED.**

b. 5-Year Budget Projections Review

Mr. Gima noted that the 5-year budget projections will need to be revised with the new numbers included in Ms. Busey's motion to approve the FY2017 budget.

Ms. Emanuel asked if the assumptions used in the projections could be clarified. Mr. Gima noted that assumed census for each year is 180 residents with Medicare increase by 1 resident per year and private pay decreasing by 1 resident per year.

**8. Nursing Management Report – Caroline Podvin (Interim Director of Nursing)**

Ms. Podvin introduced herself to the board and provided a background of her experience in long term care facilities.

Ms. Podvin reported that her main focus as Interim Director of Nursing has been the accountability of all staff members. Ms. Podvin noted that accountability starts at the lowest level of management, which is the CNA team leaders. It is proposed that team leaders meet on a weekly basis in order to correct critical issues such as shower/bathing routines, proper documentation practices, and assignments for new hires according to their skill levels. Additionally, unit manager meetings have been initiated in order to ensure all falls/events are recorded, all laundry is promptly cleaned and returned, and all meals are timely and served at the proper temperature. As team leaders and unit managers continue to develop management skills, Ms. Podvin is hopeful that lower level nursing staff will improve their performance.

Ms. Podvin reported that she has conducted a facility wide in-service on infection control and in-services for units are utilized on a routine basis.

Ms. Podvin reported that her goal as Interim Director of Nursing is to become fully staffed. Each week, 2-3 candidates are interviewed, but the interview process is selective and not everyone is hired. Ms. Podvin noted that many qualified candidates remain in the facility, but work is being completed to determine why some new hires do not stay at the nursing home. Ms. Podvin recommends checking in with new hires to ensure assignments are fair and they are comfortable in the facility, and to ask if they have specific likes or dislikes about their unit and why. Additionally, audits are being conducted about showers and falls.

Ms. Podvin noted that her long term goal for the nursing home is to hire quality staff members that will remain at the home and emotionally care about their residents. Additionally, Ms. Podvin noted that Champaign County Nursing Home is one of the best nursing facilities she has seen.

Ms. Hodson asked how the implementation of electronic records has impacted the nursing staff. Ms. Podvin noted that the process takes a bit longer than paper records due to the amount of paperwork that needs to be scanned into the computer system, but completing the records takes less time.

**9. Survey Preparedness – Karen Noffke & Caroline Podvin**

Ms. Noffke reported that quality assurance and communication practices are at the focus of being prepared for the public health survey. Work groups have been established to correct how staff members interact with the surveyors. Additionally, work groups have been established to practice how staff members respond to falls, to ensure ADL documentation improves, and to obtain the quality assurance performance improvement certification. Staff members have also been trained to complete root cause analysis and identification in order to circumvent future problems.

Ms. Hodson commented that the board of directors should not rely on the contracted food service management company to conduct quality assurance checks for survey preparedness. Ms. Hodson asked if the food service department is audited in preparation for the annual survey. Ms. Noffke confirmed and noted that she gets a report from the food services department. Ms. Emanuel asked when the next survey occurs. Ms. Noffke noted that the survey will occur in November.

**10. Management Report**

a. Management Report

No questions were asked by board members.

b. Cash Update

Mr. Sutton expressed concern about the increasing accounts payable and decreasing account receivable information on page 48 of the board packet. Mr. Sutton asked for clarification. Mr. Gima noted that accounts payable has started to flatten and will continue to improve as pending Medicaid applications are approved.

c. Medicaid Grouping Legislation – HB 6060

No questions were asked by board members.

d. Food Temperature and Service Update

Mr. Snider reported that discussed the option of steam tables with the County Facilities Director, noted that there has been a change in scope of the installation work and asked for clarification. Ms. Noffke explained that additional electrical work needs to be completed in order to power the pellet warmers, the refrigerator, freezer and hot box. Ms. Noffke and Mr. Gima noted that they are confident the project will be completed by mid-October. Update pricing and equipment specifications are still being determined.

e. Staffing Level Update

Ms. Emanuel deferred discussion of this item until the next meeting.

**11. Other Business**

a. Notice of Meetings Update

Ms. Emanuel deferred discussion of this item until the next meeting.

**12. Next Meeting Date & Time**

The next meeting date and time for the monthly Nursing Home Board of Directors is Monday, September 12<sup>th</sup>, 2016 at 6:00 p.m.

**13. Adjournment**

Chair Emanuel declared the meeting adjourned at 8:39 p.m.

Respectfully submitted:

Brian Nolan

Recording Secretary