

**Board of Directors
Champaign County Nursing Home (CCNH) –Minutes
Urbana, Illinois
September 12, 2016**

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

Directors Absent/Excused: Cowart

Also Present: Snider, Gima, Bloomfield, Petrie, Nolan

1. Call to Order

The meeting was called to order at 6:03 p.m. by Chair Emanuel.

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 Hodson, unanimous).

4. Approval of Minutes

The open session minutes of August 4th and August 8th, 2016, and the closed session minutes of August 4th, 2016 were approved as amended (omnibus motion by Sutton, second by Busey, unanimous).

5. Public Participation

Mary Schultz asked the board to provide an updates and explanations in regards to the progress being made to provide hot meals to residents, why the kitchen has been out of many supplies recently (including napkins, hairnets, jelly, coffee, juice, bananas) and why dining tables are not being cleaned after each meal. Ms. Schultz would like the Board of Directors to discuss the feasibility of the installation of steam tables at the nursing home and asked the board to provide a tour of the kitchens where they will be installed. Additionally, Ms. Schultz asked the board to discuss the turnover rate at the nursing home and the recent staffing problems she has experienced.

Richard Kruidenier noted that Dave Laker will not be at tonight's meeting. Mr. Kruidenier reported that meals are being delivered much more quickly with the newly hired dietary staff member; however, the dietary staff are not communicating with the CNAs to ensure residents are in the dining room when meals are now served. Additionally, Mr. Kruidenier noted that the turnover rate for CNAs continues to be a problem and asked the problem to include the turnover rate in their discussion. Mr. Kruidenier thanked the board for their service.

Rick Sturts complimented the nursing home staff members on Unit 2 for the quality of care and emotional investment they have provided his family. Mr. Sturts noted that the quality of food at the nursing home is too processed and the menu does not provide enough options for residents to be satisfied. Mr. Sturts asked the board to consider providing higher quality food options to residents because it may be the only positive thing that a resident has to look forward to while residing at the nursing home.

Pattsi Petrie expressed concern in regards to the number open CNA positions at the nursing home in relationship to the nursing home's large turnover rate and small retention and agency usage rates.

Ms. Petrie asked if the nursing home can continue providing the same level of care for all residents if staffing needs are not being met. Additionally, Ms. Petrie noted that she visited the nursing home with Mr. Snider and Mr. Carter in order to eat a meal in the dining room. Ms. Petrie noted that her experience in the dining room did match the reported dietary survey scores and asked for Mr. Snider to further explain their experience later in the meeting. Finally, Ms. Petrie noted that she has held discussions with Chapin Rose and Scott Bennet in order to address the cash flow situation at the nursing home. Ms. Petrie encouraged the board to write a letter to the governor in order to stress how the backlog of state payments owed to the nursing is impacting the facilities day-to-day operations.

6. Communications

a. Maintenance/Capital Update – Rick Snider

Mr. Snider reported that an additional boiler has failed at the nursing home, making two of the nursing home's boilers inoperable. An emergency procurement to replace the failed boiler has been executed, and a transition plan has been developed to put in a temporary boiler in order to maintain heat while the plumbing system is repaired. The temporary boilers will be installed within the week, new equipment should arrive in late September and the new system will be installed and tested by mid-October.

Ms. Busey asked how much the boiler replacement project will cost. Mr. Snider that A&R Mechanical was chosen to complete the project for \$229,000 with additional expenses for a boiler rental and labor. Mr. Snider noted that the total cost of the project was paid for from a serendipitous amount of money that was received by the County Board. Mr. Snider is hopeful that the nursing home will repay the County's general corporate fund through the revenue's obtained from the fall referendum should it pass.

7. Update on County Board Request for Quarter-Cent Sales Tax

Mr. Snider reported that the County Board has issued a referendum for a Quarter-Cent Sales Tax in order to fund deferred maintenance and capital improvements that are needed throughout the County's Physical Plant. Since the economic downturns of 2007 and 2008, the nursing home along with the general County has seen little revenue growth and preventative maintenance projects have been deferred in order to maintain County operations. Mr. Snider is hopeful that the County will be able to reduce their overall square footage of building space and fund maintenance projects through the Quarter-Cent Sales Tax. The sales tax has a sunset clause of 12 years and is in line with the County's bond obligations. If the sales tax should pass and is implemented, the County will be able to fund deferred maintenance and capital improvements while becoming debt free at the end of the 12-year sunset clause.

8. Human Resources Report – Amanda Bloomfield

Ms. Bloomfield reported that the nursing home is currently understaffed on 2nd shift CNAs. Staff members can currently choose between 12-hour and 8-hour shifts, which creates scheduling problems specifically for the 2nd shift at the nursing home. Ms. Bloomfield is working with County and AFSCME representatives to incentivize the 2nd shift and to incentivize employees to pick up shifts outside of their normal schedules. Additionally, Ms. Bloomfield is working to eliminate the option between 12-hour and 8-hour shifts so employees only have one option. Ms. Emanuel asked why two options are available. Ms. Bloomfield explained that staff members voted in accordance with the union contract to implement the two shift options, and she noted that moving to either an 8-hour or 12-hour shift will result in employee turnover.

Ms. Bloomfield reported that she and Ms. Podvin are working to improve the accountability of staff members at the nursing home. Ms. Podvin is very selective when recruiting CNAs and nursing staff, which has resulted in higher quality candidates being selected for positions but a lower number of individuals are being hired. Mr. Gima and Ms. Bloomfield are hopeful that hiring higher quality candidates will reduce the turnover rate in the long-term. In the short-term, efforts are being made to receive feedback from new hires during their probationary period at the nursing home in order to best determine if they are suited for the nursing home and their position.

Ms. Hodson asked for clarification in regards to which employees at the nursing home prefer 12-hour shifts and which employees prefer 8-hour shifts. Ms. Bloomfield noted that nurses mainly prefer 12-hour shifts while CNAs are split in preference between 12-hour and 8-hour shifts. Ms. Hodson asked if raising the shift differential between 3 p.m. until 7 p.m. can be used to incentivize employees to take the 2nd shift. Ms. Bloomfield confirmed and notes she would like to see this implemented.

Mr. Sutton asked if the nursing home continues to operate without utilizing any agency staffing. Ms. Bloomfield confirmed.

Mr. Snider requested that nursing home management staff keep the County Administrator informed of all discussions with AFSCME representatives. Mr. Gima and Ms. Bloomfield confirmed.

Ms. Bloomfield noted that dietary services are currently understaffed and reported that five new dietary employees started in the last orientation session. More interviews are scheduled for the coming weeks.

Mr. Sutton asked for clarification in regards to the number of supervisory position in the nursing home and the inconsistency of reports in regards to the quality of food served at the nursing home. Ms. Bloomfield explained that she is working to have one dietary service director with two supervisors who will alternate shifts to ensure a supervisor is available during all meal times.

Mr. Anderson questioned whether or not the nursing home is providing enough funding for dietary services in order to provide quality meals to residents. Ms. Emanuel supported Mr. Anderson's concerns and asked how the nursing home's budget for food compares to other local area facilities. Mr. Snider reported that Champaign County Nursing Home currently spends \$3 more per resident per day than the state average. Mr. Anderson noted that those numbers reflect the amount of money current paid to the dietary services management company and wondered how much of that money actually cycles back into the kitchen to provide quality meals to residents.

Ms. Busey and Ms. Emanuel asked for clarification in regards to the constant rotation of supervisors within the dietary services management company. Ms. Bloomfield explained that employees have left due to travel times and unsupportive corporate management staff.

9. Management Report

a. Strategic Initiatives for 2017

Ms. Emanuel distributed a packet of Strategic Initiatives for 2017 and noted that discussion will be held at the October board meeting when Ms. Noffke is present.

b. Management Report

Ms. Hodson asked for the current census at the nursing home. Mr. Gima reported that 182 residents are currently at the nursing home.

c. Cash Update

Mr. Gima reported that the nursing home currently has over 50 open Medicaid applications. The total includes current residents as well as residents that are no longer residing at CCNH. These applications represent a reduction of \$150,000 in monthly Medicaid payments. Going back to January, the reduction totals \$1,350,000 in payments that have not been received. Mr. Gima has met with LeadingAge and Illinois DHS in order to discuss his concerns about Medicaid applications that are handled at the Macon County hub.

Mr. Gima noted that over the past 2 months, the number of applications at the nursing home has been steadily increasing. There is agreement by the nursing home associations that the backlog of applications has reached an unprecedented level not seen since 2014. The only difference is that the problem is concentrated with Macon County hub applications. In comparison, DeKalb County's nursing home is of comparable size and payor mix has been averaging less than 10 open applications. DeKalb's applications are processed by the Chicago hub. Despite Mr. Gima's concerns, Illinois DHS has taken no action to resolve staffing issues at the Macon County hub.

Mr. Gima has forwarded a list of 12 open applications to Dave Stricklin. These cases include four old applications - three approved applications whose payments have not yet started, three applications that were admissions from other nursing homes whose payments have not started and three cases that were referred to the OIG but have yet to be reviewed. Mr. Stricklin has forwarded the list to a contact in the Governor's office. Additionally, Mr. Stricklin will also be making inquiries to investigate alternative options that may be available to address CCNH's Medicaid applications.

d. Dietary Update

Dietary discussions were held during the Human Resources Report by Ms. Bloomfield.

11. Other Business

a. Information on Foundation Formation

Ms. Emanuel reported that she and Ms. Hodson are working to establish a nursing home foundation that will focus on funding strategic and routine capital projects. Ms. Emanuel noted that this is a community established organization. Mr. Gima and Ms. Emanuel noted that discussions are being held with DeKalb County in order to model our foundation in the likes of theirs. Additionally, Ms. Emanuel noted that work is being done to establish an employee recognition program at the nursing home.

Mr. Banks asked for Ms. Emanuel to provide the board with any notes pertaining to meetings held by the foundation. Ms. Emanuel confirmed.

b. Notice of Meetings Update

Ms. Emanuel deferred conversation of this topic to the October meeting.

c. Semi-Annual Review of Closed Session Minutes

MOTION by Busey to maintain the closed session minutes as closed; seconded by Anderson. Upon vote, **MOTION CARRIED.**

12. Next Meeting Date & Time

The next meeting date and time for the monthly Nursing Home Board of Directors is Monday, October 17th, 2016 at 6:00 p.m.

13. Adjournment

Chair Emanuel declared the meeting adjourned at 8:15 p.m.

Respectfully submitted:

Brian Nolan

Recording Secretary