

**Board of Directors
Champaign County Nursing Home (CCNH) –Minutes
Urbana, Illinois
April 13, 2015**

Directors Present: Anderson, Banks, Emanuel, Lyn, Hodson, Palinkas

Directors Absent/Excused: Cowart

Also Present: Busey, Gima, Noffke, Nolan

1. Call to Order

The meeting was called to order at 6:00 p.m. by Chair Emanuel.

2. Roll Call

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

3. Agenda & Addendum

Agenda was approved as amended (motion by Anderson, second by Banks, unanimous).

4. Approval of Minutes

The open session minutes of March 9, 2015 were approved as submitted (motion by Anderson, second by Banks, unanimous).

5. Public Participation

Pattsi Petrie noted the importance of flu shots throughout the community and recognized the nursing home's staff members for receiving flu shots.

David Laker noted that he has seen improvements in the nursing home's food services, but there are still issues that need to be corrected. He stated that hiring a new food service vendor may cause additional problems.

Ms. Emanuel entered the meeting.

Mr. Laker noted a lack of staff members with adequate skills in critical positions at the nursing home, especially in supervisory positions and on weekends. Additionally, he noted that the nursing home was without towels and wash cloths for multiple days, and he provided a handout to board members detailing problems with the food menu.

6. Other Business

- a. Approval of Release for ITB 2015-004 for Water Heater Replacement Project at Champaign County Nursing Home

Mr. Brenner noted that ITB 2015-004 will be released on April 17th and revisions from board members are encouraged. The project is scheduled to be completed by July. The water heaters must be replaced individually in order to ensure the nursing home does not go out without hot water. Once the low bidder is secured, Mr. Brenner will provide a final project schedule to the board.

Mr. Palinkas asked if Mr. Brenner anticipated minor adjustments before the release of the bid. Mr. Brenner confirmed. Mr. Palinkas asked if Mr. Brenner is seeking the approval from the board for the release of the bid document. Mr. Brenner confirmed.

Mr. Banks asked if Mr. Brenner could share any minor adjustments he anticipates will be made to the document. Mr. Brenner noted that GHR has final measurements and specifications to include in the document.

Mr. Anderson asked how much the project is anticipated to cost. Mr. Brenner noted that each water heater is estimated at \$21,000 and the total cost is estimated at about \$100,000.

MOTION by Palinkas to approve the release of ITB 2015-004 for Water Heater Replacement Project at Champaign County Nursing Home with any minor adjustments described by Mr. Brenner; second by Banks. Upon vote, **MOTION CARRIED.**

7. Action Plan Update

Ms. Emanuel noted that the action plan was developed in order to steer the board's efforts in correcting problems at the nursing home. The action plan will serve as a focused look at issues and as a way to track the board's progress on correcting those issues.

a. Issue 1 – Open Positions Staffing Management

a. HR Dashboard

Mr. Gima noted that there are 24 open positions at the nursing home. At the end of March, there were 52.6 full-time CNA employees with a target of 84.2 full-time CNA's to be considered fully staffed. The open 31.6 full-time employee positions are being filled by overtime from current employees and from temporary employees.

The dashboard includes targets and benchmarks recommended by MPA along with detailed retention rates, turnover rates, separation statistics, open positions and hiring process data. The hiring process will be a record of how many applications are received on a monthly basis.

Current retention rates are below the listed benchmark, and turnover rates are higher than the listed benchmark. Mr. Gima noted that employees who work at the nursing home for less than a year are more likely to leave, and employees who work more than a year are more likely to stay. Ms. Emanuel noted that the current turnover rate is better than it has been in the last 5 years. Mr. Gima confirmed.

b. Update on Search for HR Director

Not provided.

b. Issue 2 – Supervision Improvement

Mr. Gima noted that CMS provides Direct Care Staffing Levels based upon information that is submitted to them by nursing home facilities. Mr. Gima compiled statistics to compare the nursing home to 7 other facilities in the area. CMS provides an Adjusted Hours per Resident per

Day statistic based upon the number of Reported Hours per Resident per Day that the nursing home provides along with the Expected Hours per Resident per Day that CMS calculates. The Adjusted Hours per Resident per Day statistic can be used to compare the Champaign County Nursing Home against other nursing homes in the area and throughout the state. The current adjusted total is below the Illinois State Average and the totals of most other facilities in the area; however, the nursing home's adjusted total is missing data. Updated data and an updated Adjusted Total will be provided at the next meeting.

Mr. Banks asked if there is estimated Adjusted Total based on the hours that are missing. Mr. Gima noted that CMS does the calculation internally and it is very complex. Mr. Lyn asked how CMS acquires the number of reported hours at each facility. Mr. Gima explained that each facility provides CMS with the number of Reported Hours per Resident per Day.

Mr. Gima noted that agency expenses fell to \$64, 349 in March, the third month in a row showing declined expenses. Mr. Banks asked if declines in agency expenses are due to anything in particular. Mr. Gima explained that as more CNAs are hired, agency expenses will continue to decline.

Mr. Gima noted that quarterly training is ongoing and April's topic is Customer Service. Additionally, Mr. Gima noted that the Unit 4 Supervisor has retired and an Assistant Director of Nursing will fill in while the hiring process is completed.

c. Issue 3 – Quality of Care

Mr. Gima noted that improvements are needed in the nursing home's quality of care. Champaign County Nursing Home has an overall CMS rating of one-star with a quality of care rating of four-stars. Five other nursing homes in the area have also overall one-star ratings. Seven out of the eleven quality measures that are used to determine the quality of care provided by Champaign County Nursing Home are at or below the national average for quality of care measures. Quality of care data is updated on a quarterly basis and not every facility will see updates every quarter due to some surveys being on an annual schedule.

Mr. Anderson asked if the board can expect this information to be provided periodically. Mr. Gima confirmed. Mr. Banks asked about the status of monthly staff education in regards to quality of care. Mr. Gima noted that Carle Clinic is not available for monthly training as previously anticipated and quarterly training is underway. Mr. Banks asked if there is alternative plan to receive monthly education as previously discussed. Mr. Gima noted that he is still searching for options to receive education directly from medical providers and staff members are still receiving internal education. Mr. Palinkas noted that Carle Clinic may become more interested if there is financial incentive to provide training.

Mr. Gima noted that the nursing home has received 5 out of 16 scores that meet or exceed the national average in Pinnacle Quality Scores for the month of February. Ms. Emanuel commented that scores are continuing to trend upwards, but improvements are still needed. Mr. Gima confirmed and noted that 8 out of 11 Quality Measures for the CMS rating were at or below the national average, which is on target and an indication that the nursing home is providing quality care. Scores that are above the national average for quality of care are high priority issues that will require improvements in order to improve Champaign County Nursing Home's quality star rating.

Ms. Noffke provided an update on falls intervention. She noted that interviews are conducted upon admission to the nursing home in order to collect information regarding a resident's fall

history. Fall huddles are conducted in order to investigate the root cause of the problem and fall data is shared with staff members in order to review problem areas and trends. Since data on falls has started to be collected, the number of falls has decreased across all units. Monthly education with staff members is conducted in order to prevent falls and put appropriate and meaningful interventions in place. Ms. Emanuel noted that falls are trending downwards. Mr. Gima confirmed and noted that finding the root cause for falls has helped prevent and improve the falls data.

Mr. Lyn noted that staff members need to respond in a timely manner in regards to residents' call lights in order to prevent falls. Ms. Emanuel agreed.

d. Issue 4 – Food Services Improvement

Mr. Gima noted that the Food Dietician's Survey Scores have continued to trend upwards. Food service consistency issues have started to improve but problems are still occurring with meal times and delivering meals to residents as they were ordered. High turnover rates with food service staff members continue to cause food service consistency problems. The number of applications received for food service workers has increased, and new hires are now required to have orientation to the nursing home's kitchen and dining room in order to ensure consistent training standards.

Mr. Lyn asked for the starting wage of food service workers. Mr. Gima noted the starting wage is \$9.62 per hour and explained that this wage is very competitive in comparison to wages in the market. Ms. Hodson asked for the shift times of food service workers. Ms. Noffke noted that food service staff members arrive at different times with the earliest cook arriving at 5 a.m. and employees coming in throughout the day to cover each meal. Mr. Banks asked if food service workers experience issues at the nursing home that cause them to leave as compared to food service workers at different establishments. Mr. Anderson asked if hospitals experience the same attrition issues. Ms. Emanuel noted that hospitals experience similar turnover rates for food service workers as compared to the nursing home and workers will leave the food service industry to pursue higher wages.

e. Issue 5 – Resident Services Programming

Mr. Gima noted that HealthPro has taken over Therapy Services from the previous provider, Symbria, and a program manager is still needed. With the departure from Symbria, a change in respiratory therapy services is also underway. HealthPro does not provide respiratory therapy services; however, their RFP proposal included the service of PEL-VIP, an Illinois-based respiratory therapy services provider. PEL-VIP will provide a re-hospitalization intervention program and a pulmonary rehab program. The new respiratory therapist will not be full-time, but they will provide services based on the volume of care needed with the possibility of the position becoming full-time. PEL-VIP's programs are designed to reduce Medicare readmissions and proactively address pulmonary related issues to reduce the need for hospital based services for long term residents. Their programs are designed to work with and support nursing staff members in the pulmonary evaluations. PEL-VIP has started staff member education, which involves patient evaluation tolls that identify high-risk patients.

Ms. Emanuel asked what initiated the change in therapy services. Mr. Gima explained that the new provider for therapy services is lower in cost and the previous provider for therapy services did not provide quality corporate support for communications or staff education. Ms. Busey asked if the new provider for therapy services was chosen during an RFP process. Mr. Gima confirmed. Ms. Busey asked for additional clarification of the RFP process and if these changes

were detailed in the RFP process. Mr. Gima explained that the RFP document outlined the proposed changes. Ms. Busey asked who was involved in the evaluation of the responses to the RFP. Mr. Gima explained that MPA was involved in the evaluation process. Ms. Emanuel noted the document used to evaluate each response should be provided to the board. Ms. Busey noted that all responses to the RFP should be provided as well. Mr. Gima noted he would bring the RFP information to the next meeting.

Mr. Gima reported that the outpatient rehab program is scheduled to be established by July 1st with HealthPro assisting with the licensure process and the development of space at the nursing home for the program.

f. Issue 6 – Contract Management

a. Dining Services Management RFP Update

Mr. Gima reported that the food services RFP was open to bidders on March 15th and the deadline for submissions is April 15th. Notifications were sent to seven vendors, including the current provider, HeathCare Services Group.

The pharmacy RFP process was completed in March and Uvanta Pharmacy was selected for services

Mr. Gima noted that he will provide RFP data to the board at the next meeting.

8. Management Report/Update

a. Monthly Management Update

Mr. Gima has met with two DHS managers to ensure Medicaid applications are continuing to be processed in a timely manner. A new full-time position has been added to spend time directly following up on Medicaid applications with 50 applications still pending.

Mr. Palinkas asked what the nursing home's lobbyists expect to happen with Medicaid throughout the next year. Mr. Gima noted that lobbyists are uncertain due to Gov. Rauner's 12% cut in Medicaid payments to all nursing homes. The nursing home may not experience a full 12% cut in payments, but an undetermined amount will be cut. Preliminary estimates on Medicaid payment cuts were expected to be around \$150,000 through June 30th; however, the cuts have been re-estimated at \$31,175 through June 30th. Negotiations regarding FY2016's have begun and the only information currently available is a proposed budget that includes a 12% Medicaid provider rate cut.

Mr. Gima reminded the board of last June's \$438,000 temporary payment by the state for Medicaid applications that had been open for an extended period of time. The original terms of the loan required repayment in three installments starting in April 2015. Mr. Gima has contacted HFS and LeadingAge who both explained that the repayment deadline will be delayed until January 2016 due to the continued delays in processing the Medicaid applications.

b. Monthly Financial Management Report

Mr. Gima noted that current census is stagnant around 190 residents with an overall goal of having more than 200 residents.

31 referrals were seen in the past month with 7 new admissions and 6 pending admissions. The number of inquiries remains strong with the quality of inquiries still lacking.

Net income for February was \$47,381. Cash flow from operations totaled \$106,739. Year-to-date income for the first two months of the year is \$28,643 with cash from operations total \$147,730.

Ms. Emanuel noted that the nursing home's census, payor mix and cash from operations are better off than the budgeted numbers. Mr. Gima noted that the census has been considerably strong. Quality measures still need improvements, which will continue to improve referrals and maintain a strong census.

Ms. Busey noted that county board members have expressed interest in writing off the bad debt associated with Medicaid pending applications in order to have more realistic accounts receivable data. Additionally, county board members would like to have a defined payor mix to see what the nursing home can afford to continually operate financially. Mr. Gima agreed and will address these issues at next month's meeting. Mr. Anderson would also like an update in regards to other nursing home's operations and how they are dealing with the same risks and bad debt situations that Champaign County Nursing Home currently faces.

c. Compliance Update

Mr. Gima noted the importance of compliance programs by providing an article to board members. Active programs must be in place, followed and well-documented.

April's Monthly Compliance Issue will cover social media posts and how to ensure electronic security with encrypted data. Annual compliance training for board members will be updated and posted for board members in July. Annual compliance training for all employees at the nursing home is scheduled for April.

9. Next Meeting Date & Time

The next meeting date and time for the Nursing Home Board of Directors is Monday, May 11, 2015 at 6:00 p.m.

10. Adjournment

Chair Emanuel declared the meeting adjourned at 7:56 p.m. (motion by Anderson, second by Palinkas, unanimous)

Respectfully submitted

Brian Nolan
Recording Secretary