

**Board of Directors
Champaign County Nursing Home (CCNH) –Minutes
Urbana, Illinois
March 14, 2016**

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

Directors Absent/Excused: Palinkas

Also Present: Busey, Gima, Noffke, Bloomfield, Drake, 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. Approval of Agenda

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

4. Approval of Minutes

The open session minutes of February 8, 2016 were approved as submitted (motion by Anderson, second by Hodson, unanimous).

5. Public Participation

David Laker noted that his wife has been in the facility for two years and progress has yet to be made on many of the issues he has brought to the board's attention. Mr. Laker commented that the quality of food services continues to decline, and the newly implemented 12 hour shift option for employees reduces the amount of time each team leader can spend with residents. Additionally, Mr. Laker commented that communications between residents and caregivers has improved.

Diane Richardson commented that her mother is treated with respect and dignity by staff members at the nursing home. Ms. Richardson noted that activities for residents, cleaning and laundry services, transportation services, and lines of communication at the nursing home are of great quality and continue to improve. Ms. Richardson additionally noted that the nursing home business offices are very helpful.

Mary Schultz asked the board to provide updates regarding the progress being made to provide hot meals to all residents and the results of surveying former and current employees to determine causes for employment separations. Additionally, Ms. Schultz asked the board to provide information regarding who the new Human Resources Director reports to and how staff members will interact with the new director. Ms. Schultz was concerned about the weight of residents and asked for an update regarding the newly hired dietician.

Pattsi Petrie asked the board to address the growing concern over the care procedures regarding diaper changes for residents. Ms. Petrie asked the board if care procedures for residents are codified.

Vanessa Hanks reported to the board that her mother was not cared for in a timely manner and sat unchanged for hours. Ms. Hanks met with staff members at the nursing home who were able to help

address the problem and provide a solution. Ms. Hanks praised staff members for their support and improved communications; however, certain staff members lack the care she receives from others on staff.

Dorothy Osgood commented that her meals at the nursing home are consistently cold and the process for serving meals needs to be improved.

Richard L commented that the 12 hour shift option for employees has helped staff members spend more time with their families; however, he has heard that the longer shift option has left employees feeling exhausted. Richard additionally commented that food services continue to serve cold meals while repeating meals weekly. Additionally, Richard is concerned about the amount of noise the newly installed lint collection system will make by his room.

6. **Communications**

Ms. Emanuel reported that comments made at the previous Family Advisory Council addressed concerns that the public perception of the nursing home does not match the reality of the nursing home's services. Additionally, concerns about food services were discussed.

Ms. Noffke reported that a letter was received at the nursing home from a family of deceased resident. The family praised the nursing home for their dedication and the quality of care that was provided.

7. **Quarterly Compliance Report – Josh Drake, CCNH Compliance Officer**

a. **Compliance Program Resolution of the Board of Directors**

Ms. Emanuel reminded board members to complete their quarterly compliance training.

Mr. Drake reported that annual compliance training is scheduled for April and will cover many topics ranging from false claims to resident rights. Monthly reminders and weekly news articles are distributed to staff members in order to keep staff members up-to-date with the latest information. Monthly, quarterly and annual audits continue to be conducted and cover a range of areas from billing to kickbacks to care plans. Additionally, Mr. Drake reported that the annual HIPPA Security Risk Assessment is underway. Administrative security, technology security and physical infrastructure security are covered in the security risk assessment.

Mr. Banks asked if family members are informed about compliance issues and topics at the nursing home. Mr. Drake noted that a compliance board is located outside the nursing suite that includes articles and policies regarding compliance.

Ms. Emanuel asked Mr. Drake to address how issues found in compliance audits have been resolved at future meetings.

MOTION by Anderson to approve the Compliance Program Resolution of the Board of Directors as provided; seconded by Ms. Hodson. Upon vote, **MOTION CARRIED.**

8. **Human Resources Report – Amanda Bloomfield, Human Resources Director**

Ms. Bloomfield reported to the board that retention and recruiting rates of staff members need improvement. Ms. Bloomfield is focused on filling supervisory positions and has found a new

supervisor for Unit 5, who has a social services background. An offer is out for a new manager on Unit 2, and the Unit 4 rehabilitation manager was filled internally.

Ms. Bloomfield has attended the Parkland College job fair and has plans to attend the Danville Area Community College job fair as well as the Central Illinois Human Resources job fair. Efforts to recruit staff members have been made at Richland Community College, Eastern Illinois University, Millikin University, Lake Land College and Southern Illinois University Edwardsville. Additionally, job advertisements have been updated in coordination with the News-Gazette to improve recruitment efforts.

Ms. Bloomfield reported that peer interviews are being utilized to improve retention rates. Meetings with general staff employees and supervisors are being held to introduce Ms. Bloomfield with all staff members. Efforts are being made to reestablish the Community Engagement Committee, as well as the employee of the month program, to provide staff members the opportunity to engage with members of the community and be recognized for their services at the nursing home. Ms. Bloomfield is additionally looking to create a tuition reimbursement program to help further improve the retention and recruitment of employees.

Ms. Bloomfield explained that a new Memorandum of Understanding for employees has been agreed to, and it provides employees further reasons to stay engaged at the nursing home. A higher base wage for CNA's was established as well as a buy-back system for attendance points. Union education concerning the terms of the Memorandum of Understanding has been held.

Ms. Bloomfield noted that community perception of the nursing home needs to be changed. Meetings have been held with staff members of area nursing facilities to understand what is done differently at other facilities and how Champaign County Nursing Home can implement some of the successful strategies. Ms. Bloomfield hopes to help spread positive reflections of the nursing home at upcoming job fairs as employees are being recruited. Magnet Certification by the American Nursing Association will additionally help improve staff member recruitment and public perception, and Ms. Bloomfield is researching how Champaign County Nursing Home can become Magnet Certified.

Ms. Bloomfield's goals for the nursing home include changing public perception of the facility, filling open supervisory and night positions, educating team leaders on nursing home policies and building better lines of communication for all staff members.

Mr. Anderson asked for Ms. Bloomfield's analysis of the nursing home's retention rate, and if there is a problem specifically at Champaign County Nursing Home or if it is an industry-wide problem. Ms. Bloomfield explained that there are more jobs available in the nursing industry than there are people who are applying for jobs. It is a problem of all facilities competing for finite resources. There are many different employment options in the area for nurses, and Ms. Bloomfield is working to make Champaign County Nursing Home a place where employees want to work. Mr. Anderson noted that the nursing home may already be a more attractive place to work due to the unionized work force and the ability to accrue a pension. Ms. Bloomfield noted that many younger CNA's are looking for tuition reimbursement rather than a pension when they are first seeking employment.

Ms. Hodson noted that peer interviews can be burdensome to the Human Resources Director position and training will need to be provided for those administering interviews. Ms. Bloomfield explained that interview questions are pre-established and additional pre-established questions will be added.

Mr. Banks asked how improvements can be made to communications in supervisory positions. Ms. Bloomfield noted that outside education for team building exercises and improving communications is being researched and implemented.

Mr. Banks asked how the Nursing Home Board of Directors can help the Human Resources Director with her position. Ms. Bloomfield noted that board members can make efforts to help change the public perception of the nursing home and spread positivity about the facility in the community. Mr. Anderson noted that the nursing home is a public institution, which makes it a challenge to promote positivity when community media outlets have access to the nursing home's affairs.

9. Management Report

a. Strategic Objective Metrics Updates

Mr. Gima reported that a 90-day notice of termination of contract has been issued to Healthcare Services Group. If the terms of the contract are not upheld, an RFP will be issued to select a new vendor for food services.

Mr. Sutton asked for an explanation in regards to the nursing home's health inspection rating on the CMS Compare Data Table. Ms. Noffke explained that it is determined by public health inspections that occur over three cycles throughout the year. Ms. Hodson asked if a peer review program is established to prepare for the annual survey to ensure higher scores. Ms. Noffke noted that a risk management group was consulted to conduct mock surveys in preparation for the annual survey.

Ms. Emanuel asked how the nursing home will improve the health inspection score. Mr. Gima explained that reducing agency usage and turnover rates while improving retention and recruitment rates will help build a stronger staff to provide improved quality of care. Additionally, filling supervisory positions will ensure proper supervision of staff members. Mr. Gima noted that tags during the annual survey accumulate for three years before the tags are removed. Additionally, the margin for error when receiving tags is very slim.

Mr. Sutton asked if the annual surveys are public documents. Mr. Gima confirmed. Ms. Hodson noted that it is required that annual surveys be available at the front desk of the nursing home.

Mr. Sutton asked for an explanation in regards to the Pinnacle Satisfaction Survey scores of Dining and Quality of Food, and how one score could increase while the other decreased. Mr. Sutton noted that public comment is not consistent with the data. Mr. Gima noted that the information is hard to present, and it is additionally difficult to obtain accurate information from the small sample size of those surveyed. Mr. Sutton noted that dining services are consistently below the national average. Ms. Emanuel clarified that food services are the nursing home's lowest rated items and national trends also show food services as the lowest rated items.

Mr. Sutton noted that the survey score for response to problems declined significantly and is below the national average.

b. Management Report

Discussion of this topic at the meeting was covered in Items 9 a – h.

c. Cash Update

Mr. Gima reported that the Officer Inspector General audited the nursing home for Medicaid overpayments, and an overpayment of \$307,000 was received in 2013. Overpayments were due to the state paying the nursing home for residents who had already been discharged. The nursing home contacted the state to report the overpayment but the state did not respond. When the overpayment was reported to the auditors, the nursing home began repaying the state in December 2015 in the amount of \$51,179 per month. Payments were made to the state in December, January and February, and the Officer Inspector General will hold off repayment of the remaining amount owed to the state until July. The remaining amount owed will be deducted over six months at the rate of \$25,590 per month.

Mr. Gima additionally reported that the nursing home received a Medicaid application loan totaling \$438,000 due to a significant number of open and pending Medicaid applications that were impacting cash flow at the nursing home. Repayment began with no advanced notice in January 2016 at the rate of \$78,008 per month for six months. Efforts are being made to reconfigure the repayment schedule at a more feasible rate and longer timeline.

Due to payments being made to the state for the Medicaid overpayments and Medicaid application loan, the nursing home is experiencing significant fluctuations in cash flow from day to day. To alleviate problems with cash flow, the nursing home is delaying payments to vendors while payments are being made to the state. Mr. Gima commented that the nursing home currently has 25 open and pending Medicaid applications that total between \$500,000 and \$600,000 that is owed by the state.

Mr. Gima clarified that accounts receivable at the nursing home continues to operate as expected, but payments are being made to the state due to Medicaid overpayments and loans.

Mr. Anderson asked for clarification in regards to the overpayment of \$307,000 and if the nursing home knowingly spent the overpayment. Mr. Gima confirmed the overpayment and noted that delaying payments to vendors will help rebuild the nursing home's cash balance.

Ms. Hodson asked the total census of residents. Mr. Gima noted that the census is currently at 169 residents.

d. Revenue Anticipation Notes

Champaign County Treasurer and Gary Winschel of MPA have met with three Champaign/Urbana based banks. Two banks have shown strong interest and are presenting information on the RAN documents to their legal counsel for review. The third bank has declined to continue discussions.

e. Fire Damper Inspection

Mr. Gima reported to the board that an update is provided in the agenda packet.

f. Lint Filtration Project

Mr. Gima reported to the board that an update is provided in the agenda packet.

g. Changes to Five-Star Quality Rating System

Mr. Gima reported that changes will begin in April and an update will be provided at the next meeting.

h. SNF Value Based Payment Program

Mr. Gima reported to the board that an update is provided in the agenda packet and more information will be provided in the coming months.

10. Other Business

a. Semi-Annual Review of Closed Session Minutes

Ms. Busey reported that the State's Attorney's recommendation is to maintain the minutes as closed pursuant to the established guidelines.

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

Mr. Banks asked for update in regards to serving residents hot meals and if steam tables will be used at the nursing home to correct the problem of cold food. Mr. Gima reported that an architectural firm has visited the facility to determine the viability of installing steam tables. Drawings will need to be bid out, prepared and submitted to the Illinois Department of Public Health before steam tables can be installed. A rough estimate for the project is approximately \$30,000.

Mr. Banks asked for an explanation in regards to long wait times for residents who need diaper changes. Ms. Noffke noted that schedules are prepared through resident care plans in order to determine the best schedule for changing for each resident. Care plans are discussed with family members and any issues with the plan are discussed during the care plan meetings. Mr. Banks asked if it is an overall hard problem to manage. Ms. Noffke confirmed.

Mr. Sutton asked how often care plans are reevaluated. Ms. Noffke noted that care plans are changed as needed and are reevaluated quarterly.

Mr. Anderson asked for an explanation in regards to the appeal process for department heads if an employee in a department head position is relieved or terminated. Ms. Emanuel and Ms. Busey noted that more information will need to be gathered in order to properly answer the question.

11. Closed Session pursuant to 5 ILCS 120/2 (c) 1 to consider the employment, compensation, discipline, performance, or dismissal of specific employees of Champaign County

MOTION by Hodson to enter Closed Session pursuant to 5 ILCS 120/2 (c) 1 to consider the employment, compensation, discipline, performance, or dismissal of specific employees of Champaign County, and for the following individuals to remain present: Scott Gima, Karen Noffke, Amanda Bloomfield, County Administrator and recording secretary.

Roll call vote:

Aye: 6 – Emanuel, Banks, Cowart, Hodson, Anderson, Sutton

Nay: 0

Motion carried.

The Champaign County Nursing Home Board of Directors entered Closed Session at 7:55 p.m.

The Champaign County Nursing Home Board of Directors resumed Open Session at 8:21 p.m.

12. Next Meeting Date & Time

The next meeting date and time for the Nursing Home Board of Directors is Monday, April 11, 2016 at 6:00 p.m.

Ms. Emanuel asked the board to reconsider Mr. Anderson's question concerning the future of the nursing home. Mr. Anderson clarified that in order to maintain the best quality of care for residents at the nursing home, is it in the interest of the board to sell or lease the nursing home to outside entity that can provide better services. Ms. Emanuel asked if the board would like to consider this issue at the next meeting or if a special study session should be held. Mr. Anderson commented that he supports discussions of this topic being held at the next meeting and then holding a public study session if further issues need discussing.

Ms. Emanuel clarified that internal, external and industry trends are being prepared for the nursing home board to decide how Champaign County Nursing Home fits into the landscape of nursing facilities in the community. Mr. Gima noted that the information provided to the board will help board members make an informed decision on making a recommendation to the County Board in regards to the future of the nursing home.

Ms. Emanuel noted that the appropriate documents will be brought to the April meeting and a study session will be held on May 2nd, 2016 at 6:00 p.m.

13. Adjournment

Chair Emanuel declared the meeting adjourned at 8:52 p.m.

Respectfully submitted:
Brian Nolan
Recording Secretary