

CHAMPAIGN COUNTY BOARD
COMMITTEE MINUTES

JUSTICE & SOCIAL SERVICES COMMITTEE

Wednesday, October 11, 2006

Lyle Shields Meeting Room, Brookens Administrative Center
1776 E. Washington St., Urbana

7:00 p.m.

MEMBERS PRESENT: Carter, Greenwalt, James, Putman, Sapp, Tapley

MEMBERS ABSENT: Anderson, Hogue, Hunt

OTHERS PRESENT: Thomas Betz (County Board Member), Kat Bork (Recording Secretary), Andrew Buffenbarger (Nursing Home Administrator), Deb Busey (County Administrator of Finance & HR Management), Claudia Gross (County Board Member), Denny Inman (County Administrator of Facilities & Procurement), Ralph Langenheim (County Board Member), Brendan McGinty (County Board Member), Susan McGrath (Senior Assistant State's Attorney), Barbara Wysocki (County Board Chair)

CALL TO ORDER

In the absence of Chair Anderson, Vice-Chair Putman conducted the meeting. Putman called the meeting to order at 7:03 p.m.

ROLL CALL

The Recording Secretary called the roll. Carter, Greenwalt, James, Putman, Sapp, and Tapley were present at the time of the roll call. Putman noted Anderson, Hogue, and Hunt had informed the committee they would be unable to attend the meeting. Putman declared a quorum and proceeded with the meeting.

APPROVAL OF AGENDA/ADDENDUM

MOTION by Carter to approve the agenda; seconded by Greenwalt. **Motion carried.**

PUBLIC PARTICIPATION

There was no public participation.

NURSING HOME

Presentations From Consulting Firms to Provide an Operational Audit of the Champaign County Nursing Home

Evaluation forms were distributed to all County Board members who were present. Putman asked if everyone was satisfied with the evaluation form. Busey said item six should read "unique and creative recommendations." No Board members had objections to the form. It was agreed the Board members would score each firm following their presentation and then Busey would total the scores at the close of the final presentation. Putman wanted the committee to determine questions each presenter would be asked; her suggestion was to ask if the firms were familiar with the Living Wage Ordinance. James objected to Putman asking that question because he is not familiar with it. Putman described the Living Wage Ordinance. Betz

asked if any of the firms are minority or female-owned businesses. Busey stated that was not raised as a criterion for evaluation at the October 2, 2006 Justice & Social Services Committee meeting, but it could be asked. Betz would like to ask it because he thought it was a policy of the County. McGrath stated it is not a criterion of County policy for professional service contracts. The County Board adopted a policy making minority and female-owned businesses a criterion for construction contracts, but not for professionals services contracts. The committee could raise that question. Langenheim asked for clarification on item six. Busey explained the presenters would be giving the Board an idea of a schedule for implementing the solutions that would be offered.

Firm #1 – Management Performance Associates

The first firm making a presentation was Management Performance Associates from St. Louis. The presenters were Mike Scavatto and Scott Gima, who are the principles behind Management Performance Associates (MPA). Scavatto explained MPA is a health care management consulting firm, primarily working with hospitals, institutions, and long-term care facilities. They focus on mission development, strategy, quality management, and finance. MPA has a website at <http://www.healthcareperformance.com>. MPA has identified seven key areas for an institution to be successful: 1. leadership and governance, 2. strategic positioning, 3. strong operating performance, 4. a relentless pursuit of quality, 5. performance indicators specifically tailored for a facility, 6. tailoring programs & services to benefit the community, and 7. staff development. MPA has been in business since May 1995. MPA can provide management services, feasibility studies, business planning, program development (rehab, Alzheimer's, dementia-related programs), management & operational audits, and coordination to bring replacement facilities online. MPA is finishing a project to replace Monroe County's existing facility. They also do market demand analysis. This enables MPA to have an insight into the long-term care trends, such as decreasing private pay residents in skilled nursing facilities because assisted living facilities are available in a community. Scavatto said MPA works with the regulatory agencies whenever they can to try to benefit their clients, such as organizing a coalition of county nursing homes to increase the Medicaid reimbursement from the state under the intergovernmental transfer program. MPA has extensive government experience in working with county nursing homes. Scavatto does not know of any other firm with MPA's record of success with county nursing homes. They did the business plan for DeKalb County's replacement facility. DeKalb County lost its administrator when they were moving into the new facility and hired MPA to provide turnaround management services. DeKalb County's nursing home has been profitable since working with MPA and has been able to maintain its original mission. Gima distributed two charts showing the net operating incomes of DeKalb County and Monroe County's nursing facilities. Scavatto described the work MPA has done for DeKalb County. MPA has worked with Monroe County for six years. MPA is in the process of assisting in the replacement of Monroe County's facility following the development of a business plan with a market analysis. Monroe County is downsizing based on the market analysis and is adding supportive living units. MPA has worked with Livingston County to provide an analysis of their facility four years ago. Livingston County recently rehired MPA for management services. Scavatto also described their work with Peoria County and how they have met the specific needs for each county's situation. MPA finished two studies this year for Lake County, where there are many assisted living facilities.

Scavatto stated the operational audit and related services MPA proposes for Champaign County would be to first develop an operating profile by reviewing the County's financial and statistical indicators, i.e. cost reports, staffing, salary & benefit programs, training, quality improvement efforts, survey results, plans of corrections subjected to IDPH, all contracts, reimbursement positions, and the governance. Then MPA would like to interview the management staff to see how things are working within the Nursing Home. These interviews can be broadened or narrowed as the County Board sees fit. This takes about three to five days in the field to assemble this information. Scavatto said MPA can usually finish a project within sixty days. The cost will be \$20,000 to \$25,000 plus any customary expenses such as travel expenses (mileage, hotels, and meals). Scavatto said it is difficult to say if they will make any unique recommendations because it depends on what they finding while gathering the information. Scavatto said they have been able to recommend improvements for other counties. This is an opportunity for the County Board to understand in quantitative terms whether the

County has market opportunities or not. If the County does have a market opportunity, it will be the County Board's decision whether they will take advantage of it. Scavatto did not want to hypothesize about what recommendations and how to implement them that MPA might make before collecting the necessary information on the Nursing Home's operation. Gima said MPA assisted DeKalb County in changing their operations to be profitable within one year. It took Monroe County three years to become profitable with MPA's recommendations because they had a different set of problems, including a loss of census. MPA was able to make recommendations for these counties to streamline their operations and make changes to improve revenues while decreasing expenses. MPA always performs an operational audit of the county nursing homes they work with to evaluate their current conditions and figure out how to correct the problems. The time it takes to turn a nursing home into a profitable institution depends on the number and magnitude of problems.

In summary, Scavatto stated MPA has been in business for twelve year and all they do is health care. They have performed five operational audits for Illinois counties: DeKalb, Monroe, Lake, Peoria, and Livingston. MPA's operational audit will provide a roadmap as to Champaign County Nursing Home's strengths and weaknesses. The County Board will then know what has to be done to get the Nursing Home into a better operating position. MPA understands the County Board retains the right to define what the operating position is. Some counties want to make a profit; others just want to break even. Through their work with not-for-profits, MPA understands balancing the mission of a county nursing home with the realities of running a nursing home business. They will suggest things that would not sacrifice the mission or the quality of care at the Nursing Home. Scavatto and Gima were willing to answer any questions.

Langenheim said MPA's presentation was impressive and asked what frustrations they have encountered when working with other county nursing homes. Gima explained the governance issue can be a challenge because they are asking boards to make painful decisions. They have found county nursing homes are frequently overstaffed and they recommend eliminating the excess positions. They make sure the quality of care is not compromised. Some of their non-profit clients have been faced with tough decisions that they were reluctant to make even though it was necessary to improve operations. MPA has walked away from a client if they are unable to help the client. Scavatto explained MPA has never lost a client, but if a governance board is unwilling to take the steps necessary to correct an operational deficit because of unrealistic financial outlook, the firm will walk away.

Tapley asked about the Monroe County management engagement. Gima explained MPA completed an operational audit of Monroe County's nursing home. Monroe County had decided to let their Nursing Home Administrator go and hired MPA as a management company. MPA recruited a replacement administrator who was not a county employee and started implementing the needed changes to turn the nursing home around. It was a tough time because there were rumors throughout Monroe County that the nursing home would close. It took three years to turn the operation around, alter public perception, and get new leadership in the nursing home. Tapley asked how frequently MPA proposes assuming management of a nursing home. Scavatto said MPA does not offer to take over management of a home. DeKalb County and Monroe County approached MPA about managing their homes. They are not trying to sell their management services to an unwilling buyer. Tapley asked if the firm would be laying out a blueprint for Champaign County's managers to follow. Scavatto confirmed that was correct.

James asked if MPA ever simply performs the operational audit and then leaves without being retained for further management services. Scavatto said yes, they performed just audits on Livingston County and Peoria County. Peoria County rehired MPA for other services four years later. James asked what data MPA would consider about the new building. Scavatto stated they would want to see the plan of action and certificate of need for the new building, which would have been submitted for facility. James was concerned about there being no data on the maintenance and utilities costs for the new building. Scavatto said the certificate of need would include the key assumptions driving the project. MPA will review the cost per meal and utilities cost per square foot in relation to the market. The trend in the current market indicates that private pay clientele is diminishing and moving to the assisted living environment. Scavatto would be looking at where Champaign

County could improve its Medicare population percentage. Gima said MPA would perform a sensitivity analysis because the exact maintenance and utilities costs cannot be known in advance. This would show what adjustments would need to be made if the costs are greater than anticipated. James suggested the firm interview some of the long-term Nursing Home staff who are not in management and asked if this would make the audit more expensive. Scavatto said they could do those interviews at no additional cost. The County Board can certainly have input about who is interviewed about the Nursing Home.

Putman asked if MPA was familiar with units of government that have a union and/or a Living Wage Ordinance. Scavatto stated this would be the first time they have worked with a county with a Living Wage Ordinance. They have worked with unions in the past.

Betz asked about the size of MPA's staff. Gima said MPA has seven staff members. He and Scavatto would be the primaries on the project. Gross asked who MPA would report to. Scavatto answered that was up to the County, he would suggest they report to this committee.

Wysocki asked for Gima's and Scavatto's professional backgrounds. Scavatto stated Gima is a registered nurse with a master's degree in health administration from St. Louis University. Gima's experience in the clinical area gives MPA a sizable advantage because he sees the quality improvement ramifications from a nursing perspective. Scavatto trained in health management at Washington University, where he now teaches part-time. He has worked in this field since 1973. He is a fellow in the American College of Healthcare Executives, among other credentials.

Inman inquired about the changes in Monroe County's revenue in 1999 on the graph. Scavatto said the change was due to the county opening a new facility and the corresponding debt service costs. Gima explained one of the stipulations Monroe County made on approving to build a new nursing home was that the nursing home operations must cover the debt service and no property taxes were assessed to cover the construction costs.

Putman thanked the Scavatto and Gima for their presentation.

Firm #2 – Health Management Associates

The second firm making a presentation was Health Management Associates (HMA). Douglas Elwell made the PowerPoint presentation for Health Management Associates and distributed hard copies of the presentation. HMA is a national research and consulting firm that has existed for 20 years. HMA has 60 professionals in 7 offices across the country. HMA primary works with state governments, county governments, individual providers, and chains of providers. They work in the public sector most of the time. The closest offices to Champaign County are in Chicago and Indianapolis. Elwell said the issue MHA has encountered in county nursing homes is reimbursement opportunities. HMA has worked with unions in the past. Elwell explained a challenge for a county who owns a health facility is the health facility is completely different from the way the rest of the county operates. They would look at the reports already available about the Nursing Home, talk to the Nursing Home staff, and talk to management about what is possible. The decisions made by public entities like County Boards will be publicized by the media, unlike the decisions of private entities. The team members who would work on the Champaign County audit would be James Burhart, Elwell, and Lori Weiselberg. Elwell provided the qualifications of each team members in the PowerPoint presentation. Elwell noted that he previously held a Nursing Home Administrator's license, though he no longer does. Elwell said he saw the Champaign County audit as a short assignment to identify the issues and potential solutions. The County Board would then decide what solutions to implement. HMA has worked with a number of counties, including Dallas County, Los Angeles County, and San Francisco County. Each county has different needs for its nursing home. Elwell said it is important to look at the individual community and described the individual situations he has seen in other states. He was willing to answer any questions.

Greenwalt asked if HMA had experience with a 240 bed facility. Elwell confirmed they did, such as the facility in Miriam County, Indiana.

James asked what the cost would be for the audit. Elwell said the projected cost is \$18,000, not including mileage costs. He does not anticipate any hotel or meal costs. James asked the scope of the operational audit and if it would include building and maintenance needs. Elwell said HMA would look at everything. Most the costs would be in staffing, so they would look at staffing rations, reports received from the state about deficiencies, and walk through the building. They would not perform a facility analysis one would expect from an engineer. James asked how the new facility would fit into the scope of HMA's operational audit. Elwell said they would look at both the existing and new buildings. They might be able to recommend ways for the new building to generate more revenue. James asked how HMA would obtain a perspective on the unique community needs and wants in regard to the Nursing Home. Elwell said they would not normally look at that. They would look at the occupancy rates at other local nursing homes, how much assisted living exists, and the home bound service in the community. Since the County has already built a new facility, there is a limit to what HMA can suggest to change. Elwell said HMA did not look at performing a market survey in Champaign County. If the County Board wants the survey done, HMA can do it at an increased cost. Elwell thought Champaign County was in a serious financial loss situation and is looking for ways to correct this. James said he has read that assisted living is becoming a prominent trend in the nursing home industry. He is concerned about the long-range plan to adjust to this trend. He asked if the County would need another study in six years. Elwell did not think the County would need another study in six years, but he could not anticipate what might be needed without information specific to the County's Nursing Home. Elwell said the first step to be taken at the Nursing Home would be to slow down the bleeding and then determine how to adjust to the industry trends. He sees the trend of institutions offering garden apartments, assisted living, and nursing homes built together, but with distinct buildings. Most nursing homes are successful by capturing a lot of Medicare patients, keeping them in a lower level of care like assisted living, and off Medicaid as long as possible. If a nursing home offers services beyond a typical nursing facility, they can capture more revenue.

Langenheim asked how long HMA would be onsite and how many people would be involved. Elwell said he expected to take 3-4 days for the onsite work with the involvement of 3 HMA employees. They would return to their office to write the report and research areas of specific concern.

Greenwalt wanted to be sure HMA realized the new facility does not have garden apartments or any assisted living area in place. Elwell said he understood and they could provide a general plan about where the industry is headed. If the County Board wanted HMA to research the market for nursing and assisted living facilities in Champaign County to see what the Nursing Home is competing against, HMA could do that for an additional cost. He did not want to over-promise anything.

Carter said he did not see what the County Board what get for the \$18,000. Elwell said HMA would review the Nursing Home operations and produce a report containing what the firm thought the County should do to turn the operation around. Carter said would like to see the result before the committee makes the selection of a management consulting firm.

Putman asked if HMA has worked in union environments. Elwell confirmed they had. Putman asked if he was familiar with the County's Living Wage Ordinance. Elwell said he was because San Francisco also has a Living Wage Ordinance. Putman asked if one of three team members were familiar with Illinois nursing homes. Elwell stated James Burhart has worked all over the country and has lobbied for nursing homes. HMA has several employees who have worked in Cook County. He felt they have the experience to handle an Illinois nursing home.

James asked if the firm would consider how the Champaign County Nursing Home is governed. Elwell said they would talk to the County Board about governance, but they would not put it in a public report in this

context. He explained a lot of organizations have set up smaller boards to more effectively govern an enterprise such as the Nursing Home because a nursing home is vastly different than the operation of other county offices.

Langenheim asked about the occasions when HMA has been frustrated or defeated. Elwell said in a recent project in Dallas there was a legislative battle between the Dallas community leadership and the state leadership, which the local community lost. In the same community, the county in question had an opportunity to convert some of their clinics into a program that would have brought them additional money. The CEO of the organization felt that solution would have taken some control away from him so he worked hard to defeat it. Elwell said it is frustrating when HMA makes recommendations about changing a nursing home that are not implemented by the nursing home.

James asked if HMA has ever been asked to return to update an operational audit or give another opinion. Elwell said in the three years he has been with the firm, HMA has been recalled and provided an example of Dallas County's jail services. Gross asked about HMA's experience with smaller communities. Elwell said he had experience with small nursing homes, as have other HMA employees. A 240-bed nursing home, like Champaign County's, is considered a larger-sized nursing home.

Wysocki asked if Elwell has worked in any Illinois counties outside of Cook County. Elwell said he has not personally; the firm has done work in Rockford and in East St. Louis though it was not nursing home-related. Wysocki noted the first presenter mentioned the governance issue, as did Elwell, and inquired if it has been found that counties are not the best governance structure for nursing homes or healthcare facilities. Elwell stated what is difficult is that healthcare entities are so different from everything else a county does. Healthcare workers do not fit well within the rules set for other county offices and this causes major disruptions for being successful. It is important to differentiate the rules governing the healthcare employees from the other county employees. A nursing home is a 24/7 operation, which is vastly different from how other county offices operate. County budgets tend to be very predictable as a whole, but a healthcare facility's budget is very unpredictable and this can disrupt the rest of the county. Another challenge for a county nursing home is the competition with other nursing homes. A county nursing home has to publicly discuss its strategic ideas while competing against private nursing homes that do not have to reveal their strategic plans to the media. HMA would focus on finding the best system possible within the reality of Champaign County's situation.

Putman thanked the Elwell for his presentation.

Firm #3 – Moore Diversified Services, Inc.

Putman explained Moore Diversified Services, Inc. sent written materials for the committee to consider, which were distributed. Betz asked why Moore Diversified Services, Inc. did not send a representative. Buffenbarger explained the company is based in Texas and had another commitment scheduled for tonight. They were unable to have someone here on short notice. James recommended the committee read the materials and grade the presentation. This is how the County Facilities Committee has handled written presentations when no representative is available. James asked what the Nursing Home's mission statement was. He wanted to know if the mission was just to break even or if it was to make a profit. Buffenbarger said the Nursing Home's mission statement does not address James's question. He has gotten the sense from County Board members that the goal was for the Nursing Home to break even. Putman concurred that the County Board wanted the Nursing Home to break even at minimum. She is confident this can be accomplished. Langenheim stated the Nursing Home has always had a narrow margin that recently has had a distinct downturn. Buffenbarger said the Nursing Home budget has almost been completely in the red during the last 14 years. Carter asked when the Nursing Home was last audited. Buffenbarger said the Nursing Home has an accounting audit performed each year. He could find no record of a management audit similar to what was discussed tonight having been done. He asked if any of the long-term Board members remembered a management or operational audit being completed. McGrath said the only management audit executed on the Nursing Home was in 1979, when she and Putman were County Board members. The audit was done by Marilyn Flynn from

the School of Social Work at the University of Illinois. Carter requested a copy of the 1979 audit. Putman noted the Nursing Home's circumstances are so different from those in 1979 the prior audit would not likely be instructive. Putman promised an effort would be made to try to locate the previous audit.

The committee took time to read the materials from Moore Diversified Services, Inc.

Decision Regarding Whether or Not to Recommend Approval of an Audit Services Contract

All County Board members present scored the three presentations and submitted the score sheets to Busey to tally.

MOTION by Tapley to recommend approval of an audit services contract; seconded by Greenwalt.

Sapp said the two firms who made presentations in person tonight could offer good advice. His concern is that there are some tough decisions that must be made in the healthcare environment. The Nursing Home Administrator and the County Administrators have made suggestions about how to stop some of the financial problems at the Nursing Home, but the County Board did not support those options. He thought a management consulting firm might complete an operational audit and then report to the County Board that the changes that need to be made are the same things that were already recommended by the Administrators. Sapp wondered why the County should pay for an operational audit when the Board cannot come to a consensus about making necessary changes. He would like a commitment that the Justice & Social Services Committee, Finance Committee, or some other group will be ready to make the tough decisions before agreeing to hire a firm. Some Board members are not willing to part with certain features, such as the Living Wage.

James said he shares Sapp's concerns. He asked, if the County Board agrees to an operational audit, for those County Board members who have been very staunch on keeping the Living Wage and other features will agree to follow the recommendations made by the management consulting firm. James said if he knew the majority of the Board would have an open mind about what might need to be done, then he was more than willing to support hiring a firm. He does not want to spend the time and money if the result will not be put to use. Tapley agreed with James and Sapp. He said the Board might be more willing to follow the recommendations of an outside consultant than follow Buffenbarger's recommendations, even though they could be the same, simply because the information comes from a consultant. He felt if a consultant's report would cause the Board to make the tough choices, then he would support having the audit.

Gross said a firm could point out ways to increase revenue. The Board has been focused on cutting costs. Maximizing revenue needs to be considered. She does not know what the standards are across the industry for staffing and an operational audit could provide data on how Champaign County compares to the standard.

Langenheim said it is each Board member's responsibility to look at the facts and make up his/her own mind. A consultant's report will not absolve the Board of this responsibility. He did think a competent operational audit will lay out all of the pros and cons along with presenting alternatives based on comprehensive data gathering. He hoped the Board selects a good consultant in order to get a good report.

Putman spoke about the County's experience with consultants. She spoke about her feelings and firm commitment to the Living Wage. She has stated in the past that she was unwilling to consider any change to the Living Wage, but her feelings about it have evolved as the Nursing Home's financial picture has changed. She has thought about other ways the County could pay for the Living Wage at the Nursing Home, such as borrowing from the General Corporate Fund.

The Board members continued to discuss the possibility of an operational audit and how it could be put to use. Greenwalt asked about an email Buffenbarger sent in response to a question from Putman. Buffenbarger

read his email to the Board members present. In his email, Buffenbarger explained that “in companies where the Board members work there is a network of internal industry professionals. These co-workers form a team that represents a variety of perspectives and work experience. The Champaign County Nursing Home is a stand-alone facility without the corporate support to lean on when staffing plummets or IDPH assigns a team of surveyors to assign deficiencies and fines or services begin to stray from our community needs....The result is an Administrator who spends an inordinate amount of time managing instead of leading. While I can do the work of a consultant, it could only occur if I was separated from my role as Administrator for a period of time. That seems an impossibility given our organization structure. If we decide to forgo a management consulting firm, I will pursue the services of other companies who do the same thing but in smaller pieces....while I can do each of these things, it would take me several years while serving in this capacity. We don't have several years before the Board's constituents have to select between police services and nursing home services.” Betz asked if Buffenbarger wanted the County Board to hire a firm to perform an operational audit. Buffenbarger said an operational audit would serve a very useful purpose at this point and he supported hiring a firm. Sapp said he respected what Buffenbarger said and was willing to vote in favor of hiring a firm. Sapp asked what kind of report a firm might produce. Buffenbarger said a firm would give us a data series that shows where the Nursing Home operations should be in order to line up with the industry and our market. The first presenter was clear that their firm would also provide a market feasibility study that will show where the Nursing Home should be focusing its efforts in the near future, especially once they move into the new building. The Nursing Home already has some vacant space in the new facility originally planned for something else that could be used as a revenue-generating space.

Langenheim said he understood the first presenter to state that the firm would look at the Nursing Home's problems, outline the problems in a dispassionate manner, point out several solutions to the problems, and then leave the County Board to choose what to do. Buffenbarger said Langenheim was correct in his impression. Langenheim said he did not get that impression from the second presenter. He wondered what the first presenter offered. James said the second presenter did not seem to comprehend a market feasibility study was part of the County's request. He asked if it was made clear to the presenters that a market feasibility study should be included. Buffenbarger said a market feasibility study was part of his discussion with the firms on what services the County wanted. Discussion continued over what an operational audit might accomplish.

Motion carried with two no votes by James and Carter.

Recommend to the County Board Approval of Contract with Top Ranked Firm for Operational Audit of the Champaign County Nursing Home

Busey reported the tallied scores from the evaluations. The top ranked firm was Health Management Associates by one point. Tapley asked what latitude the committee had because it was a virtual tie. McGrath stated the statute allows the committee and County Board to select the lowest cost, responsible bidder in this situation. In this circumstance, the County Board does not know what amount Health Management Associates would charge to perform the operational audit including feasibility study because this firm's proposal did not include the study. The committee should select the firm that made a presentation offering to provide the services the County asked for at a specified price. Putman ruled the one point difference was statistically insignificant and the result was a tie between Management Performance Associates and Health Management Associates. The committee discussed whether each firm would provide a comprehensive report and at what cost. Buffenbarger said HMA would likely be the most expensive firm to provide the full operational audit. MPA would be the second in cost, followed by Moore Diversified Services, Inc.

MOTION by Tapley to approve awarding the contract to provide an operational audit of the Champaign County Nursing Home to Management Performance Associates; seconded by Sapp.

Tapley stated Management Performance Associates offered the most comprehensive audit plan and included a market analysis in their cost. He felt there was a dramatic difference between MPA and the other

firms. Tapley said he would have scored the firms differently if he knew the final would be that close because he felt MPA was a significantly better proposal. Sapp said MPA has done more work with Illinois county nursing homes. The committee asked for Buffenbarger's opinion. Buffenbarger agreed the market feasibility study was very important. He has spoken with several Nursing Home Administrators and County Administrators about their experience with Management Performance Associates and all were very satisfied with the firm.

Greenwalt said she supported the motion, but wanted verification that it was legal. McGrath confirmed selecting Management Performance Associates would be legal because the firm would perform what the County asked them to perform and have quoted a price. McGrath's concern with Health Management Associates was that this firm did not have a good understanding of what the County was asking them to perform and the presenter stated a marketing analysis would change the quoted price. He did not confirm what the actual price would be.

MOTION carried with one no vote by James.

ADJOURNMENT

Meeting adjourned at 9:47 p.m.

Respectfully submitted,

Kat Bork
Recording Secretary

Secy's note: The minutes reflect the order of the agenda and may not necessarily reflect the order of business conducted at the meeting.