

**Board of Directors  
Champaign County Nursing Home (CCNH) –Minutes  
Urbana, Illinois  
November 10, 2014**

Directors Present: Banks, Emanuel, Lyn, Hartke, Hodson, Maxwell

Directors Absent/Excused: Palinkas

Also Present: Busey, Gima, Noffke, 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. Agenda & Addendum**

Agenda was approved (motion by Hartke, second by Lyn, unanimous).

**4. Approval of Minutes**

The minutes of October 6, 2014 were approved as submitted (motion by Banks, second by Hartke, unanimous).

**5. Public Participation**

David Laker noted that the food service provider has made improvements to nursing home meals. He stated the meals are being delivered quicker; however, some meals continue to arrive cold due to tray and food cart heating issues.

Georgia McCartney noted that a recurring complaint from residents is the quality of the food. Additionally, she inquired if time restrictions are set on meals that prevent residents from getting food.

Pattsi Petrie thanked the Champaign County Board liaisons who have served on the Nursing Home Board of Directors for the previous two years.

**6. Progress Report from Healthcare Services Group (HCSG)**

Mr. Justin Schneider, Regional Manager of HCSG, reported that HCSG is looking into cold food complaints. An on-demand system is being developed to heat food through induction, which will keep meals warm until they are served. HCSG is looking to add additional food carts to get meals to residents quicker. Additionally, interviews for assistant manager positions are being conducted.

Ms. Emanuel asked if any progress had been made to hire additional food service workers. Mr. Schneider reported that HCSG is still seeking a cook, an assistant cook and additional part-time

workers, but he noted staffing has improved since HCSG started working with the nursing home in July. Mr. Banks asked Mr. Schneider for prepared data detailing HCSG's staffing progress. Mr. Schneider reported he did not have specific data with him but will present data at the next board meeting. Mr. Banks asked how many assistant managers HCSG currently employs and how many they are looking to hire. Mr. Schneider noted that two assistant managers are currently employed, a food service director and a dietician, and a third assistant manager position is looking to be added.

**7. Administrator's Report**

a. Quality – Carolle Anderson, Units 1 and 3 Supervisor

Ms. Noffke introduced Carolle Anderson, the new Resident Service Coordinator and the manager for Units 1 and 3. Ms. Anderson focuses on communication with residents and residents' family members. Mr. Gima noted that Ms. Anderson utilizes a social service model as a unit supervisor and works to correct many non-clinical issues. Ms. Anderson explained that she works to improve issues such as meal times and unhappy families by working on the floor, dealing with residents and families directly. Additionally, Ms. Anderson has reestablished unit meetings with staff members. Mr. Maxwell asked if Ms. Anderson has the authority to respond to resident call lights and if she has the authority to direct staff members to respond to a call light. Ms. Anderson explained she is responsible for responding to call lights and directing staff members to respond. Mr. Banks asked if Ms. Anderson manages staff members. Ms. Anderson explained that she manages the staff in Units 1 and 3. Ms. Hodson asked if Ms. Anderson is responsible for her personal schedule. Ms. Anderson explained that her scheduling is handled by a staff member responsible for all scheduling at the nursing home. Ms. Emanuel asked Ms. Anderson what her first initiatives are to improve quality issues at the nursing home. Ms. Anderson reported that she has made continuous efforts to follow up with family members due to previous communication issues.

**8. Management Report**

a. September 2014 Financial Management Report

The average daily census was 206.5 residents, down from 207.1 residents in August. The current census is near 202 residents with 16 Medicare residents. Total admissions in October dropped significantly from September. The number of referrals to the nursing home has stayed consistent; however, referrals are turned away due to medical, nursing or psychosocial care issues, or due to a lack of a payer source. Net income for the month of September was \$152,000. Net income to date is \$607,540. Cash flow from operations for the month is \$212,861. Cash flow year-to-date is \$1.2 million. The ending cash balance for September is \$691,623, a reduction of \$89,794 from August's ending total. The cash balance reflects a \$163,000 tax anticipation warrant payment to the county. Accounts received increased by approximately \$211,000 between August and September. 504 Medicaid days were reversed to private pay, which added approximately \$90,000 to the net income for the month and explains the increase in accounts receivable. The cash position is not increasing due to 47 Medicaid pending cases.

Mr. Maxwell noted that the cash position is very low. Mr. Gima explained that steps are

being taken to see how Medicaid pending cases can be resolved quicker.

b. Strategic Objective Metrics

Mr. Gima reported that the nursing home needs to obtain an outpatient therapy license.

Mr. Gima reported that plating times from September to October became more consistent. The average start time for breakfast decreased to 7:31 a.m. and the average end time decreased to 8:40 a.m. Mr. Banks asked if there is scheduled start time for breakfast. Ms. Noffke noted that breakfast starts at 7:30 a.m. The average start time for lunch increased to 11:38 a.m. Ms. Noffke noted the target start for lunch is 12:30 p.m. and Mr. Gima noted he will include target start times on his next report. The average end time for lunch decreased to 12:38 p.m. The average start time for dinner remained the same and the average end time increased to 5:43 p.m. Mr. Gima noted that these numbers reflect the time it takes to get the food plates on the food carts and does not include the time taken to deliver the food carts or what time trays get delivered to the residents.

Mr. Lyn noted that bigger food carts and trays are needed to reduce plating times and the time it takes for meals to be served to residents. Ms. Emanuel noted that the plating time metric is helping to get meals to residents quicker.

The Pinnacle scores dropped below 3.0. The food quality score dropped to 2.91 and the dining service score dropped to 2.93. Pinnacle Survey Scores in September improved from August with 3 out of the 16 scores exceeding the national average.

Dr. McNeal and her Nurse Practitioner from Carle Clinic started monthly nurse training activities for staff education. October's topic included flu and respiratory issues and November's topic will cover infection control.

Medicare 30-day readmission rates in October increased to 33% with 4 residents being readmitted. The annual turnover rate through the month of September is at 53.9%. The average daily census is 203.4 residents, exceeding the budget for 195 residents. The Medicare census is 15.9 residents.

Mr. Banks asked if Pinnacle scores are used as a part of manager evaluations. Mr. Gima noted this is something he has not considered in the past but will look into this idea.

c. Management Update

Mr. Gima reported that the 3<sup>rd</sup> round of interviews was completed for the Assistant Director of Nursing position and an offer is being made to the most qualified candidate. A nurse has been interviewed for the Unit Two Supervisor position. A 3<sup>rd</sup> individual is looking to be hired as a shift supervisor. There are still 30 vacancies for CNA positions. An orientation class was held and 6 new CNA's attended - 2 have committed and 4 are in the interview process. CNA separations decreased in the past year; however, additional CNA's need to be hired with CNA applications remaining consistent.

d. Compliance Update

All board members are required to review and complete the Annual Compliance Training associated with the Compliance Program and Code of Conduct.

e. 2014 Budget Amendment

The amendment reflects the transfer of funds from personnel line items to non-personnel line items for total amount of \$867,000. The request concerns only existing budgeted funds and is not a request for additional budget funds. Mr. Gima noted that wages for Dementia workers are understated due to problems with payroll classifications.

Ms. Hodson asked if workers can use a different code in Kronos to clock in under the appropriate line item so wages are not understated and transfers are not needed. Ms. Busey noted that transfer codes can be developed for employees working outside of their default line item and is something the nursing home can consider.

**9. Other Business**

a. 2015 Tax Anticipation Warrant

Ms. Busey stated that the County Board issued Tax Anticipation Warrants on behalf the Champaign County Nursing Home for the past 6 years. From a cash flow perspective and based on this meeting's reports, it is advised for the County Board to issue Tax Anticipation Warrants again. The Nursing Home Board of Directors can vote on this item to reflect their support for issuance of Tax Anticipation Warrants for the purposes of better cash flow for the Champaign County Nursing Home's operations.

Mr. Hartke motioned to put the 2015 Tax Anticipation Warrant request on file, Mr. Maxwell seconded. Upon voted, the motion carried unanimously.

b. Update on Establishment of Development Committee

Mr. Hartke reported that fundraising for the Development Committee is currently exhausted. Further development can be made around the Christmas season.

Mr. Banks asked about the consideration of a name change for the nursing home. Mr. Hartke noted that an individual involved with senior care through Health Alliance suggested changing the name of the Champaign County Nursing Home to the Champaign County Senior Living Center. Mr. Banks noted it is an idea worth exploring and asked what the process would involve for renaming the nursing home. Ms. Busey explained that a statement and recommendation should be drafted for the next meeting explaining the reasons behind the name change for the County Board to review and approve. Mr. Hartke noted that resident input can be used to pick the best name for the nursing home. Ms. Hodson asked if the State's Attorney would need to be consulted for the legal ramifications of a name change. Ms. Emanuel noted that the nursing home can be rebranded and still function under the nursing home name with the addition of a "Doing Business As" title.

c. 2015 Meeting Calendar

Mr. Hartke motioned to put the 2015 Calendar of Meetings on file, Mr. Lyn seconded. Upon voted, the motion carried unanimously.

d. Closing Remarks

Mr. Maxwell submitted closing comments to the Champaign County Nursing Home Board of Directors comprised of his opinions due to his departure from the Board of Directors. He offered the Board of Directors a list of primary functions and responsibilities the nursing home needs, in his opinion, to function effectively. The primary functions and responsibilities include providing high quality services, planning, managing and maintaining financial viability.

**10. Future Meetings**

- a. Review of contracts needing RFP
- b. Evaluations
- c. Update 2014 Metrics

**11. Closed Session**

Closed Session pursuant to 5 ILCS 120/2©1 to consider the employment, compensation, discipline, performance, or dismissal of an employee.

**12. Next Meeting Date & Time**

The next meeting date and time for the Nursing Home Board of Directors is Monday, December 8, 2014 at 6:00 pm.

**13. Adjournment**

Chair Emanuel declared the meeting adjourned at 7:42 p.m. (motion by Hartke, second by Lyn, unanimous)

Respectfully submitted

Brian Nolan  
Recording Secretary