

**Board of Directors
Champaign County Nursing Home (CCNH) –Minutes
Urbana, Illinois
January 11, 2016**

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

Directors Absent/Excused:

Also Present: Busey, Gima, Noffke, Brenner, Nolan

1. Call to Order

The meeting was called to order at 6:02 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 Palinkas, unanimous).

4. Approval of Minutes

The open session minutes of December 14, 2015 were approved as submitted (motion by Hodson, second by Palinkas, unanimous).

5. Public Participation

Mary Schultz asked the Board of Directors to discuss solutions to the nursing home's problems during meetings rather than discuss financial reports and strategic metric data. Additionally, Ms. Schultz asked if former employees have been surveyed to identify the reasons behind the increasing turnover rate and dependence on agency staffing. Ms. Schultz also asked when the dining rooms will be finished and painted, and if steam tables can be used to keep meals at warm temperatures instead of food carts.

David Laker addressed concerns in regards to dining services. Mr. Laker recommended the use of smaller serving carts to keep meals warmer and to remove extra tables that are not utilized during meal times. Mr. Laker noted that the use of agency staffing and the inefficient use of space and meal materials along with cold kitchen temperatures all contribute to poor dining services and improper food temperatures.

A concerned family member of a long time resident of the nursing home noted that the past use of cafeteria-style food services worked better for residents than the current system of using warming carts to keep meals at proper temperatures. Additionally, concerns were addressed in regards to communication problems between staff members and family members.

6. Communications

Ms. Hodson asked if minutes are available from the previous family council meeting. Mr. Gima noted that he did not have the minutes on hand. Ms. Noffke reported that two family members were present and discussions pertained to the dining services committee.

7. Approve Award of Contract for Fire Damper Project – Dana Brenner, Facilities Director

Mr. Brenner reported that 2 bids were received, and GHR determined that A&R Mechanical provided viable pricing. A&R Mechanical has previously completed fire damper work for Carle Hospital. Mr. Brenner noted that work can be completed in 45 working days.

Ms. Cowart entered the meeting at 6:20 p.m.

Mr. Palinkas asked for clarification in regards to A&R Mechanical's addendum. Mr. Brenner explained that an addendum was received; however, a box was not properly checked when the addendum was received.

Ms. Emanuel asked for a timeline for the project. Mr. Brenner reported that work will begin on February 1st and end on April 8th.

MOTION by Banks to approve Award of Contract for Fire Damper Project to A&R Mechanical as recommended by GHR and the Champaign County Facilities Director; second by Hodson. Upon vote, **MOTION CARRIED.**

8. Management Report

a. Strategic Objective Metrics Updates

Ms. Noffke presented the board with an updated table for current open positions. 37.6 positions are currently open. Mr. Anderson asked if the current open positions table can be updated to reflect the number of full time positions approved for each classification in the nursing home's budget along with the amount of time each position has been vacant. Ms. Noffke confirmed. Mr. Gima noted that the table will be updated. Mr. Anderson noted it may be difficult to track the amount of time each position has been vacant for job classifications that experience high turnover. Mr. Gima noted that non-bargaining, management positions will include the amount of time the position has been vacant.

Ms. Hodson asked for the census that the number of open positions is based upon. Mr. Gima noted that a census of 210 residents was utilized. Mr. Palinkas noted that an overall lower nursing home census will result in a lower number of positions being needed. Mr. Anderson noted that half of the positions for CNA Team Leaders are currently open and asked for an explanation. Ms. Noffke noted that the position has changed over the years as CNA's have moved to 12-hour shifts. Longer shifts during the day have resulted in team leaders being in the building longer and the total number of leaders needed to decline. Mr. Gima also noted that there is not enough incentive for CNAs to want to become team leaders.

Ms. Noffke reported that CNA separations in the month of November were the result of resignations without given reasons, resignations for medical issues, and terminations due to poor performance. Ms. Emanuel asked what management is doing to understand why employees leave the nursing home. Ms. Noffke noted that internal exit interviews are conducted at the department level; however, she noted that some employees do not give any reasons for leaving. Mr. Gima noted that a new Human Resources Director recently started at the nursing home and will begin to track reasons why employees leave their positions. Mr. Palinkas asked if the new Human Resources Director can make a presentation to the board in the near future on the reasons they believe employees are leaving. Mr. Gima confirmed.

Ms. Emanuel asked for a frame of time to be established for the new Human Resources Director to make a presentation to the Board of Directors. Ms. Noffke and Mr. Gima noted that it may take a few months to get adjusted to the position. Mr. Banks noted that a Human Resources professional should be able to articulate their observations about the nursing home on a quicker timeline and asked if a presentation can be made at the February meeting. Mr. Gima noted that the new Human Resources Director will make a presentation to the board as soon as possible. Ms. Emanuel noted that a presentation by the Human Resources Director should be made by the March meeting.

Ms. Noffke and Mr. Gima reported that the adjusted hours per resident per day is the highest number of hours per resident in the area. Ms. Noffke noted that agency costs increased in November due to nurse call-ins and extended leaves, FMLA usage and benefit time usage.

Ms. Noffke noted that the use of electronic records has recently been implemented in the building and staff members have been trained. Ms. Palinkas asked how the transition is going. Ms. Noffke noted that the transition is on-going and no major issues have been encountered.

Ms. Noffke reported that the Nursing Home Compare data was updated on December 17th and overall rating of the nursing home increased from 1 to 2 stars due to staffing increasing from 3 to 4 stars. Ms. Noffke noted that the Pinnacle surveyor is having difficulty completing 15 surveys each month due to the reluctance of residents and family members.

Mr. Palinkas noted that the Pinnacle score for dining services continues to serve as a problem for the nursing home and asked when the painting of the dining rooms will be completed. Ms. Noffke noted that the task is on the list of projects to be completed by the maintenance workers. Mr. Palinkas asked if steam tables can be utilized in the dining rooms to keep meals warm and delivered more efficiently. Ms. Noffke explained that delivery of meals continues to improve as dining services revise staff members shift times. Mr. Banks asked if the nursing home management can visit other homes in the area who receive 5 star ratings for dining services to observe how their staff members deliver meals to residents. Ms. Noffke noted that external site visits have been utilized; she explained that other area homes have permanent dining rooms that solely used for meals whereas the nursing home's dining areas are additionally used for activities and other purposes. Mr. Gima noted steam tables can only be utilized if they are permanently installed in the kitchenettes.

Ms. Noffke reported that 12 hours shifts have been implemented for food service workers to have consistent staffing across all meals. The dining committee meets weekly as changes are implemented. Nursing is working to reduce the number of residents that remain in their rooms during meal services. Additionally, a revised break schedule has been developed and implemented. Mr. Banks asked if volunteers can be used to deliver meals. Ms. Noffke noted that many students volunteer at the nursing home, but it is hit or miss with volunteers' availability.

Ms. Noffke noted that the Medicare unit census is up to 9 residents. Feedback from residents and families remains positive. New brochures have been developed and are included in the amendment reports for the Board of Directors.

b. Monthly Financial/Management Report

Mr. Gima reported that the resident census continues to decrease, but hospital referrals have increased and admissions are beginning to increase.

Mr. Gima noted that a net loss of \$68,590 and a cash loss of \$9,776 were experienced in November with an ending cash balance of \$373,836. Accounts receivable increased and accounts payable increased. Medicaid payments continue to be paid monthly.

c. Revenue Anticipation Notes

The Champaign County Board did not approve the revenue anticipation notes in December. The notes will be placed on the County Finance Committee of the Whole meeting on January 12th for reconsideration. A detailed cash flow analysis indicates that normal operations will be maintained if revenue anticipation notes are issued.

10. Other Business

Ms. Hodson asked if the required online training for the Board of Directors can be emailed to board members. Mr. Gima confirmed.

Ms. Emanuel provided the board with an updated timeline for completing the strategic process of determining whether or not a referendum should be placed on the next election ballot that asks voters if they would support a tax increase to support the nursing home or if the County should lease, sell or continue operations at the nursing home.

11. Next Meeting Date & Time

The next meeting date and time for the Nursing Home Board of Directors is Monday, February 8, 2016 at 6:00 p.m.

12. Adjournment

Chair Emanuel declared the meeting adjourned at 7:46 p.m.

Respectfully submitted:
Brian Nolan
Recording Secretary