



## **NURSING HOME BOARD OF DIRECTORS ADDENDUM**

**County of Champaign, Urbana, Illinois**

Monday, January 12, 2015 – 6:00pm

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In Service Classroom, Champaign County Nursing Home  
500 S. Art Bartell Road, Urbana

### **IX. OTHER BUSINES**

- a. Administrative Review of, and Expectations Development for, the MPA Contract November 10, 2014



## **CHAMPAIGN COUNTY ADMINISTRATIVE SERVICES**

1776 East Washington Street, Urbana, Illinois 61802-4581

*ADMINISTRATIVE, BUDGETING, PURCHASING & HUMAN RESOURCE  
MANAGEMENT SERVICES*

**Debra Busey, County Administrator**

### **Champaign County Nursing Home Administrative Review of, and Expectations Development for, the MPA Contract November 10, 2014**

**Issue #1:** The number of open positions at the Champaign County Nursing Home (CCNH), and the length of time those positions are open, degrades the services provided to our residents.

#### **Expectations**

- Reduce the time to fill open positions, especially supervisory and key management staff
- Reduce turnover rates of staff
- Identify industry turnover rates for each job classification and set goals to keep CCNH turnover rates below those industry standards
- In the future, use a search committee that includes the CCNH Board Chair and a county administrative services representative in the hiring of the CCNH administrator to help set expectations
- Establish clear job performance expectations
- Conduct annual performance evaluations for all levels of employees
- Develop employee training programs that improve job performance and satisfaction and offer opportunities for advancement
- Develop an employee satisfaction program that surveys employees and acts on survey findings in order to continually improve employee satisfaction as measured by the survey instrument

**Issue #2:** Supervision is deficient and sometimes lacking which creates staff performance deficiencies that degrade the services provided to the residents.

#### **Expectations**

- Assess the needs of the residents and ensure the services provided are consistent with those needs (e.g., monitor resident and family satisfaction surveys and adjust the services provided to address deficiencies in programs)
- Coordinate workflows to best suit the needs of the residents (e.g., CNAs should coordinate with food service personnel to ensure that meals are provided in a timely manner and that residents are not left in the dining halls for long periods of time)
- Ensure that the facility is always operating with the appropriate staffing levels
  - Ensure that supervisors are not overloaded so that they can manage the full range of supervisory duties

- Establish fair and equitable scheduling and hold employees accountable for their schedule
- Reduce reliance on agency personnel to cover positions
- Establish job performance expectations and reviews for all levels of employees
- Provide orientation for new personnel
- Develop employee training programs that improve job performance and satisfaction and offer opportunities for advancement

**Issue #3:** The quality of the nursing care and clinical services provided by CCNH needs to improve.

**Expectations**

- Assess the needs of the residents and ensure the services provided are consistent with those needs (e.g., monitor resident and family satisfaction surveys and adjust the services provided to address deficiencies in programs) Coordinate workflows to best suit the needs of the residents
- Establish key quality indicators that are regularly reported to the CCNH Board
- Strive for continual improvement on survey results to ensure a three star, or higher, rating
- Remain competitive with the other local nursing homes in the Medicare Nursing Home Compare ratings
- Identify other meaningful comparative ratings that can be used as indicators of the quality of care provided by CCNH (e.g., state and national nursing home associations comparative data)

**Issue #4:** The quality, timeliness, delivery, and cleanliness of the food service program at CCNH need to improve.

**Expectations**

- Ensure that the kitchen and dining facilities are run in accordance with all public health requirements
- Assess the needs of the residents and ensure the services provided are consistent with those needs (e.g., monitor resident and family satisfaction surveys and adjust the services provided to address deficiencies in programs – food service ratings have been consistently low, these need to be improved)
- Coordinate workflows to best suit the needs of the residents (e.g., CNAs should coordinate with food service personnel to ensure that meals are provided in a timely manner and that residents are not left in the dining halls for long periods of time)
- Assist those residents who need total help with eating/drinking and ensure they have the proper adaptive utensils
- Prepare food that is nutritional, appetizing, tasty, attractive, well-cooked, and at the right temperature

- Make sure menus meet the resident's nutritional needs and that there is a menu by which nutritious meals have been planned for the resident and followed
- Hire sufficient dietary support personnel
- Ensure that the meal service is served on time
- Ensure that the dining areas are clean

**Issue #5:** Programs and services offered at CCNH need to continually adapt to meet the residents' needs and to expand opportunities for increased resident counts.

**Expectations**

- Recommendations and/or planning for new programs and services need to be an ongoing activity
- Assess the needs of the residents and ensure the services provided are consistent with those needs (e.g., monitor resident and family satisfaction surveys and adjust the services provided to address deficiencies in programs)
- Plans should be developed to address the following programs:
  - Dementia Care
  - Rehabilitation services
  - Dialysis care
  - Respiratory therapy
  - Pulmonary clinic
  - Readmissions

**Issue #6:** The service and vendor contracts managed by CCNH need to be actively managed.

**Expectations**

- MPA shall advise and assist the Nursing Home Board in securing and retaining contracts in the name and for the account of CCNH with such individuals or entities necessary for the proper and efficient functioning of CCNH
- MPA shall administer all contracts in force at the time of hire in the best interest of CCNH
- Outdated contracts need to be brought up-to-date
- Once each year in the month of August, MPA shall review with the Nursing Home Board all current contracts in place, and specifically contracts expiring in the next twelve months with a schedule for renewal, including the timing of any competitive procurement processes required for renewal of those contracts pursuant to the terms of the Champaign County Purchasing Policy