

**Cheshire County Delegation
MWNH Subcommittee, May 22, 2015
Cheshire County Courthouse
12 Court Street
Keene, New Hampshire**

The following minutes are a draft only, and are not to be considered official until reviewed and voted upon by the MWNH Subcommittee.

Subcommittee members present: Representatives John Mann, Jim McConnell, Susan Emerson, Paul Berch, Daniel Eaton, Cynthia Chase, Timothy Robertson, John Bordenet, Commissioner Stillman Rogers, ACA Rod Bouchard and members of the public.

Absent: Gladys Johnsen

The Cheshire County Maplewood Nursing Home Subcommittee meeting of May 22, 2015, was opened at 10 a.m. Chairman, Rep. John Mann asked members to review the minutes of the last meeting, May 8, 2015. Rep. Daniel Eaton moved to accept the minutes as written, Rep. Timothy Robertson seconded the motion and the minutes were accepted unanimously.

Next, Rep. Mann asked for comments from the Delegates concerning their recent visit to the Merrimack County, NH, nursing facility in Boscawen, NH. Generally, all the Representatives were in agreement with their comments being of a positive nature. Some detailed the practicality of the structure, the rooms and how they were occupied by two residents but the individual privacy was enhanced by a partial wallboard partition/curtain. Others pointed out the fact that the design of the rooms gave each resident access to a window and that there was a storage space in the room for each resident's belongings.

Some delegates mentioned that they would prefer a one resident/ one bathroom design and private rooms; on the other hand, it was mentioned that there may be a decreased risk of resident falls in the shared room and bathroom design. Also, the food service lent some flexibility as to time and menu choice, especially at breakfast. During discussion, Representative Ames mentioned that he had toured Cohoes, NY's Eddy's Village Green with some of the MWNH staff recently and that in those smaller homes of a Green House model 'wanderers', those with Alzheimer's and dementia, present problems because there is no space in which walk about. Rep. Berch pointed out that Merrimack County had built this facility for 300 beds with a \$44 million bond.

When questioned regarding Green House Model, the Merrimack director expressed that it had been thought inappropriate for them and they don't think it is appropriate for Cheshire County's population. Some of the reasoning is that the Merrimack residents are not unhappy with the privacy arrangement. There are ample areas available for family gatherings and visits. Most residents are generally unaware of their surroundings. The general consensus of the Merrimack County visit was positive. The group agreed that it was a very well-run, well maintained, serviceable and appealing facility, much larger than

Cheshire County needs, and it had been built and their Assisted Living had been converted for \$44 million.

Rep. Mann moved to the next item on the agenda, maintenance of MWNH, noting that there are problems now that demand immediate attention. He referred to the deterioration of some of the drain pipes and showed an example. There was some discussion of this, and Representative Eaton said that this is not the purview of this subcommittee, but that of the County Commissioners. He added that repairs must be done expeditiously.

Discussion followed as to whether or not this was part of the subcommittee's charge, returning to the questions of what to design and what is the mission of our County nursing facility. At this time, Representative Berch added that the subcommittee has spent its time largely on defining the present and future population of MWNH, but has reached no consensus as to how to proceed.

He compared this to spending time traveling in a cul-de-Sac, that cul-de-Sac being the Green House Model research, with no forward advance. He said that we have learned that the direction of care will be toward the cognitive and less toward the physical, yet when investigating Green House Models, there has been no evidence of memory care in the facilities. He cited the facilities visited where memory care residents have been treated separately. He expressed a need for the subcommittee to concentrate more on memory care treatment facilities.

He further stated that he had done some online research which he read aloud. In his research he found MWNH currently rated among the top three of five examples and their only weaknesses were found in paperwork and was of a clerical nature. He cited a Green House Model facility that had problems with safety and falls mostly resulting from lack of close attention to residents.

In the discussion that followed, Rep. Eaton mentioned that at the state level \$16 million had been rerouted to Home Care and that the Affordable Care Act is gearing toward more Home Care and thus nursing homes will be for those who need the most severe level of care. Rep. Mann commented that the subcommittee has seen enough Green Houses and now must address memory care and go beyond the physical appearance of nursing homes.

Rep. Bordenet and others asked for a list of cost analysis of designs and building; whereupon Rep. Mann, requested Rep. Berch present the formal motion he had drawn for presentation. Rep. Berch moved the detailed motion. This motion recommends that the Cheshire County Delegation request and direct the Cheshire County Commissioners to engage the services of a qualified person or business to conduct a detailed analysis of the costs involved in developing and operating a nursing home in Cheshire County. It asks for parallel and equal analyses of each of the three options, in each of a number of locations. Representative Susan Emerson seconded the motion.

Many questions and much discussion followed the motion. There was concern as to generalities and specifics and Commissioner Rogers spoke saying that an RFP will be required to gather the data and the RFP must be specific in its request in order to obtain

meaningful numbers. He went on to say that the costs will also be effected by having to meet the American Disabilities Act requirements and the latest State and Federal guidelines for life safety requirements. He also said that in meeting the newer codes the number of residents per bathroom could be effected to the point that single rooms may have be created which would cut the number of residents by approximately fifty percent (50%).

At this time, Representative Mann called on Ken Bakke, a member of the public who had contacted Chairman Mann with his comments regarding his study of this project. Mr. Bakke is an experienced project manager and owner's representative in the construction industry, specializing in medical facilities. He presented his concerns about errors detected in the Compendium, which documents the findings of the Warren Street Architect firm, published in 2008.

Rep Berch said that what is needed are "real numbers" from an outside firm that reflect the costs of specific layouts.

Rep Mann agreed that a finite set of options needs to be agreed on in order to get accurate costs.

Mr. Bakke said out that the total need of \$61M (\$312/sq. ft.) estimate on p. 41 is over the standard amount of \$200/sq. ft. recommended. He also noted that the Compendium mentions that the structure at Maplewood is in 'good shape'. He said that he believes that the kitchen and the patient support area at Maplewood are not in need of replacement. He added that while it is impossible to renovate while the building is occupied, the addition of a wing for residential area could be added without disturbing residents and once completed the residents could be moved into the new building when it is finished.

Bakke said that a new wing of approximate 65,000 sq. ft. could be built adjunct to the existing building and the old building would be mothballed for future anticipated needs. He said he believes that the new wing would cost about \$15M.

Representative Ames pointed out that Mr. Bakke had analyzed the financial and structural recommendations and that he makes good points. Rep. Berch asked Mr. Bakke if the numbers were reliable in the Warren Street report and if not, what he would suggest.

Following some discussion, the subcommittee agreed to have Mr. Bakke draft a letter to Warren Street asking corrections on behalf of their report and of any area of deficiency therein. This draft is to be presented to the subcommittee for vote of approval and then formally presented to the Delegation.

A motion to table Rep. Berch's was discussed and following committee review the motion to table was voted unanimously.

Rep. John Bordenet moved to adjourn, seconded by Rep. Timothy Robertson.

The meeting adjourned at 12:05 p.m.
Respectfully submitted,

Jane B. Johnson

Addendum #1 – McConnell Report of Merrimack Visit

Trip to Merrimack County Nursing Home - May 15th

The Merrimack County Nursing Home is a seven year old facility caring for 300 patients. The cost of the facility, entirely financed by bonds, was \$44 million. There are four floors all radiating from a central area with, among other things, a beauty parlor, movie theater, dining area with luncheonette and elevators going to all four floors.

Our tour of the facility was led by Lori Shibinette, a registered nurse who is the Director of the facility. She was extensively involved in designing the facility with Warren Street Architects, with whom she was extremely satisfied.

In her introductory briefing she, having been told in advance we were considering the Green House model, volunteered that it was unsatisfactory for our patient profile. She also told us that the great majority of their rooms were two bed rooms with a curtain for privacy, that individual showers were not part of their normal bathroom design, that mobile lifts were used in preference to overhead lifts as they afforded increased flexibility and that kitchen and laundry facilities were centralized.

She indicated the only thing she would change would be the kitchens in each of their seven areas. These kitchens were designed with built in warming tray units to be filled with meals prepared by the central kitchen. This has led to excessive waste as each kitchen has to be supplied with each of the two dining options in sufficient quantity to feed every diner, assuming they all choose the same meal. The change she would make would be to eliminate each kitchen's built in warming trays in preference to additional mobile heated cabinets, which would allow each patient to select their individual meal and for the mobile heated cabinet to then move on to another of the seven areas.

The facility had plenty of small conference rooms and common areas for family visits and was designed with lots of natural light in each patient's room and the common areas.

Bathing was scheduled for each patient according to their desires and the older the patient the greater the preference for baths. Almost all the patients required assistance for bathing and, similar to our patients, most needed help going to the bathroom.

Assisted living is in an older unit adjacent to this facility.

I have been to all of the four nursing homes the committee has visited. This was the most useful, as the patients closely matched our patient population and it was not a sales pitch.

Jim McConnell

Addendum #2 - Berch Motion

MOTION

THAT the Cheshire County Delegation Maplewood Committee recommend that the Cheshire County Delegation request and direct that the Cheshire County Commissioners:

- (a) Engage the services of a qualified person or business to conduct a detailed analysis of the costs involved in developing and operating a nursing home in Cheshire County. Said analysis shall include parallel and equal analysis of the following proposals: (1) a Green House facility in Westmoreland; on Route 101 in Keene; and in any other suitable location in Cheshire County; (2) a Green House-style facility in any of the afore-mentioned locations; (3) a traditional style nursing home built in any of the prior mentioned locations; and (4) a hybrid traditional/Green house and/or Green House style campus built on any of the above mentioned locations. The premise of this analysis is a nursing home of 150 beds, with a resident population as reflected at page 162 of the "Maplewood Compendium" (1/1/2013).
- (b) That the company/individual engaged in this analysis have no conflict of interests nor any financial or other interest in any of the proposed designs or locations.

- (c) That the same or other person/company perform a similar analysis of the cost of rehabilitation of the Maplewood Nursing Home up to the "tipping point", together with a similar analysis of operating costs.
- (d) Engage in a due diligence search for and analysis of alternative and/or additional funding sources for the construction and/or operation of either a new nursing home in any of the above-described locations and for the possible rehabilitation of the current Maplewood structure. These funding sources would be in addition to NMTC and taxpayers and could include foundations, government agencies, non-governmental organizations and other grant sources. The due diligence search and analysis would include, but not be limited to, funding sources utilized in recent nursing home construction in New Hampshire and elsewhere. This search/analysis can be conducted either by the County Commissioners Office, if it is able to do so or may be contracted to a person or business that has no conflict of interests, as described above.
- (e) That the Commissioners be funded by the Cheshire County Delegation in a manner that will accomplish the above purposes.
- (f) That the Commissioners report back to the Cheshire County Maplewood Committee from time to time and at the completion of the report, which shall be no later than

_____ of _____, 2015.

Addendum #3 – Commissioner Rogers Response to Rep. McConnell for Site Costs / Options

Rep. McConnell:

You have asked that I produce a comparison of water sewer, taxes and any other relevant costs for a nursing home in Hinsdale, Winchester and the two census tracks in Keene eligible for New Market Tax Credits.

Winchester and Hinsdale:

In addressing this issue it should be noted that without identifying specific target tracks of land it is impossible to determine costs. The water and sewer systems in Hinsdale and Winchester are smaller than those in Keene and do not extend to substantial parts of the towns. The Maplewood project would require a substantial tract of land, probably a minimum of 15 acres, and locating a tract of that size within a water/sewer district could be problematic.

Additionally, in the town of Hinsdale there are sections of the town that are serviced by water mains but not by sewer services. In short, construction of a new Maplewood facility in either of those towns would probably involve substantial expenditure for extension of town water/sewer facilities (if the town facilities have the capacity of adding the facility to the supply and treatment facilities), or the requirement to provide either, or both, private water and sewer facilities. It is not possible to make any determination of potential costs of acquiring, nor operating a facility in these two towns without having identified specific properties. Maplewood needs water and sewer facilities adequate for approximately 400 persons a day (approximately 150 residents, 250 staff, over a period of 24 hours)

Other additional cost issues, were Hinsdale or Winchester to be selected as the site, are the potential cost of extending electricity to the site, the availability of trained staff within the zone surrounding these sites, the added transportation costs to residents and to the facility for medical treatment in Keene and the cost of transportation for the facility and staff between the site and their homes.

Both of these sites are remote from most of the population of the county and would further exacerbate the accessibility of the facility to the general population of the county.

Other sites in Keene:

The water and sewer rates in Keene are consistent throughout the city and would not vary based on the site. The issues on other sites within Keene are the availability of an appropriate site, the price of the site and the proximity of water and sewer lines to the site. Without identifying specific sites cost comparisons cannot be made. The currently considered site already has water supply lines on the property and sewer is available at the foot of the hill on Route 101 (Marlboro Road).

The difficulty of identifying other sites of adequate size within the New Market tax Credit zones relates to the size of the lot needed and proximity to bodies of water that might be a flooding danger. Most of the sizeable parcels that might be available are not on major roads and would require some road construction and extension of water and sewer lines. One of the zones lies on the west side of Main Street and out West Street and those lots are inadequate in size and already congested. Others are lowlands closer to the Ashuelot River and other brooks and streams that feed it. One site that does have adequate size, is behind the former Public Works facility on Lower Main Street but the Committee has already rejected that site. In short, it is not possible to produce cost comparisons without knowing the site.

The following are the water and sewer rates for the three communities mentioned:

Each municipality has a slightly different structure but as best as can be determine the following are the rates for water and sewer in Keene, Hinsdale and Winchester:

Keene - Water is \$4.04 per 100 cubic feet of water (approximately 750 gallons)

Keene - Sewer is \$5.76 per 100 cubic feet of water (approximately 750 gallons)

Keene also charges a base rate for water that starts at \$7.32 per quarter and a base rate for sewer that starts at \$36.75 per quarter.

If an entity in Keene uses 2,500 cubic feet of water (an average household) then that entity would pay \$108.36 per quarter for water and \$180.75 per quarter for sewer. The total for water and sewer per quarter would be \$289.11.

Hinsdale - Water is \$3.18 per 100 cubic feet of water (approximately 750 gallons)

Hinsdale - Sewer is \$4.78 per 100 cubic feet of water (approximately 750 gallons)

Hinsdale also charges a base rate for sewer which starts at \$72 per quarter.

If an entity in Hinsdale uses 2,500 cubic feet of water (an average household) then that entity would pay \$79.50 per quarter for water and \$191.50 per quarter for sewer. The total for water and sewer per quarter would be \$271.00.

Winchester - Water is \$1.70 per 100 cubic feet of water (approximately 750 gallons)

Winchester - Sewer is \$4.75 per cubic feet of water (approximately 750 gallons)

Winchester also charges a \$20 per quarter per household fee as well as a \$55 per quarter per household fee.

If an entity in Winchester uses 2,500 cubic feet of water (an average household) then that entity would pay \$42.50 per quarter for water and \$193.75 per quarter for sewer. The total for water and sewer per quarter would be \$236.25.