

MINUTES
Cheshire County Commissioners Meeting
Wednesday September 27, 2017 09:30AM
Maplewood Nursing Home
201 River Road
Westmoreland, NH 03467

Present: Commissioners Peter Graves, and Joseph Cartwright, and Commissioner Weed

Staff: Administrator Coates, Finance Director Trombly, Maplewood Administrator Kindopp, Maplewood Facilities Director Harrison, and Assistant County Administrator (ACA) Bouchard.

Guests:

At 9:30AM the Chairman opened the meeting and took-up Master Agenda Item #531: Maplewood Semi-Annual Report.

K. Kindopp was recognized and discussed that the Maplewood Employee Handbook has been updated. She then said that the Nursing Home has been found to be in 100% compliance with the 2015 Act that covers Medicaid billing.

She then said that the Payroll Based Journal report is working properly on the newly updated Kronos payroll software that was upgraded last week and that an updated and improved Admissions Agreement is being rolled out shortly. She discussed that the new facilities Disaster Recovery plan has been updated over the past number of months and is almost ready to roll-out.

Kindopp then said that the nurse training program for Keene State was almost terminated because of the loss of the training instructor but qualified Maplewood staff agreed to assist and the program is being retained.

Kindopp discussed that the Nurse Practitioner for the Nursing Home is only able to be at Maplewood one (1) day a week due to staffing issues at the hospital. She said she is still working on securing a permanent Medical Director.

She then said that the Assisted Living Facility waiver program is being put off for approximately three (3) years so that separating the campuses are not an immediate issue with which the County needs to be concerned.

She stated that the nurse educational loan forgiveness program had nine (9) participants this past year and that the radio advertising program seems to be working as the number of applicants seems to be increasing especially for entry level positions.

She then discussed employee background checks that are required by the state for nursing home employees and a possible change to streamline the process. Kindopp additionally provided the following written report.

Maplewood Overview to Commissioner's - Covering Feb-July FY 2017

Accomplishments:

- Bond vote completed in May for new building/complete renovation of Maplewood
- Sent a letter to families with updates relative to building/renovation and bond vote
- Met with residents relative to building/renovation and bond vote

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- Several interviews after the bond vote including a TV segment (aired in our state)
- MNH Addendum Handbook completion and initial distribution has begun
- Completed and presented the Commissioners report
- 100% completion of new assessments relative to new CMS directive (Impact 2014 act)
- Admissions agreement being revised to ensure it meets the new CMS regulations and appropriately protects the County
- Disaster plan revision initiated per new CMS rules/regulations/requirements including NFPA assessments
- Reworking orientation/re-orientation to incorporate new CMS requirements
- Work with Safety Officer and other team members to begin to rewrite Disaster Plan policies as required by new CMS rules
- New Nurse Practitioner remains at one day per week (Cheshire Medical still struggling with staffing challenges of their own)
- Worked with other county department heads on interviewing for new HR Director
- Renewed Defensive Driving certificate
- Learned that the ALF waiver program is being delayed by a few more years
- Annual report completed; dedication to Dr. Shapiro
- Survey arrived at the nursing home late February – Deficiency-Free achieved
- Survey arrived at the assisted living facility in March –Deficiency-Free again
- Partnered with Cedarcrest and offered Health Care Career opportunity overview at CCC
- Hosted the annual MNH Volunteer dinner in April
- Introducing “CRASE” training and “Run-Hide-Fight” training to nursing home staff
- Partnered with Westmoreland School for their disaster drill training requirements
- New probate court reporting requirements initiated for NHA’s (electronic submissions)
- Maplewood had various programs for residents and staff throughout National Nursing Home Week – week was completed with our annual staff health fair
- Partnered with Westmoreland school children who planned and completed an intergenerational program including decorations and props for a “Prom” for residents
- Met with Public Health Nurse Liaison to review current trends and reporting requirements
- Reapplied for the SNF waiver program through DHMC, in partnership with TCMC
- Loan forgiveness for nurses had 9 successful applicants; \$1,500 awarded each (prorated)
- Met with Hinsdale HS staff to discuss possible ELO (extended learning opportunities) that Maplewood could host; gives students real-life experience in a work place (apprentice)
- Activities staff hosted annual Carnival for residents – always a wonderful event!

Staff Turnover

- 24 staff hired for MNH first half of 2017
- 39 staff left from MNH first half of 2017 (13 of which were within their first year)
- There were 7 staff members who voluntarily left due to moving; 4 indicated they were moving out of state. The majority of the involuntary terminations were due to time and attendance issues, and some were due to inability to demonstrate competencies. 13 terminations were per diem staff who failed to pick up any shifts.
- Occupational Therapy Department had 2 students during this time period

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Grievances/concerns

- There were no grievances for Administrator's level review during this time period
- 5 suggestion box papers received and appropriate for responses, completed and posted
- Q1 staff incident/injury reports; 8 injuries, 31 lost days, 155 light duty days
- Q2 staff incident/injury reports; 9 injuries, 11 lost days, 9 light duty days
- Ongoing shortage in our nurses and LNA's (12 % vacancies nurse supervisors, 18% nurses and 27% LNA's). Still have traveling nurses and LNA's to alleviate some of the shortage. Have closed about 20 beds to ensure we can meet the needs of the residents we have given ongoing staffing challenges. No night supervisor; agency and nurse management team sharing the load, but takes away from other daily/weekly work
- Work began with Monadnock Radio Group to target adds for staff
- Doing a trial of a non-licensed staff in activities (have always been LNA's, but with shortage, need to try alternatives)
- Worked with Sheriff and State Troopers relative to escalating concerns staff experienced by a visiting family member; goal to keep everyone safe and supported
- Experienced a complete loss of phone to/from Maplewood for about 8 hours due to a burned cable in Westmoreland; IT instrumental in reconnecting one phone line through HOC to allow our supervisor to have one connection; cell phones used as needed
- Laundry has been down 1 – 2 washing machines most of these 6 months
- New machines approved through Pro-Share and on order

Admissions/discharges

- Admission/discharges during these 6 months:
- 31 admissions
- 12 Discharges (home or lesser care level facility)
- 26 Deaths
- There remain ongoing difficulties with staffing levels in our LNA and nurse FTE's, we increase admissions or delay depending on staffing and ability to meet resident needs.

Medicaid

- Rate during Q1+2 FY2017= \$162.72 Rate during Q3+4 FY2017= \$171.42
- Ongoing work and focus with contracting company to train, support and audit our MDS process and staff who oversee this during this quarter.

Medicare

- Ongoing work (2/23, 3/29, 4/28, 5/30, 6/16, 7/18) and focus with contracting company to train, support and audit our team system for Medicare part A management
- Feb average daily rate \$391.34 (10 res)
- Mar average daily rate \$395.87 (9 res)
- Apr average daily rate \$400.18 (10 res)
- May average daily rate \$395.13 (7 res)
- June average daily rate \$408.14 (5 res)
- July average daily rate \$ 412.91 (3 res)

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- Revenue/Census goals (revenues are rounded off – see finance statements for actual figures)
- 2017 overall census goal set at 134 residents; actual on reported 6 months = 131
- 2017 overall part A goal set at 9 residents; actual for 6-month reporting = 7
- part A gross revenue goal set for just over 672K for this half year; actual = just over 643K
- Medicaid revenues set 2.58M for 6-month reporting; actual = 2.55M
- Private pay goal set at 1.02M for 6-month reporting; actual = 1.05M
- Atypical pay goal set 801K for 6-month reporting; actual = 858K

Meetings Review

- Quarterly CQI (continuous quality improvement) meeting completed per regulation with all mandatory staff in attendance
- Monthly Infection Control/CQI meetings completed
- Monthly DH meetings completed
- KK provided training twice monthly to staff at annual orientation
- Meetings I don't attend routinely but assure compliance with occurring:
- Hospice meetings (every 2 weeks with alternating hospice entities) completed
- Weekly Medicare meetings completed
- Resident Care Planning meetings completed (each floor does them on a specific day of the week each week)
- KK attended/traveled to the following meetings over the course of these 6 months:
- Attended OLTCO meeting representing county nursing homes
- Attended all planned NHAC NHA meeting in various different County Homes
- Attended some of the NHAC Executive meetings in Concord
- Attended hearing in Concord to support delaying MCO's further
- Attended meetings in Concord for ongoing SB 553 work and County/State Finance
- Attended the legislative breakfast at TCMC
- Attended county joint loss meetings various county locations
- Attended several educational programs for licensure (defensive driving cert updated)
- Attended this year's Primex conference; excellent education and opportunities!
- Attended PIO training with County Administrator
- Attended regional meetings for all-hazard planning
- Continued to meet with the Monadnock Regional Healthcare Workforce Group (MRHWG) about the ongoing and significant crisis due to worker shortage this region
- Meetings with Cheshire Career Center (CCC) involving more youth; apprentice-ships
- Supported several staff to attend an open-house for a new LPN program developed in our region as a result of the efforts the MRHWG
- New legislation resulting from issues brought forth by our MRHWG
- Presented alongside NHHCA relative to current Medicaid payment system, county responsibility and concern about MCO impact; other counties/elected officials attended
- Nearly weekly meetings with the team assembled to budget for, present to elected officials, complete bond vote prep and then proceeded to work with architect/builder and MNH team on

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renovation and addition of Maplewood. Also work with DHHS for life safety and other permits/requirements during this process has begun.

The Commissioners then addressed Master Agenda Item #532: Maplewood Mechanical Lifts Capital Request.

Kindopp presented a request for the purchase of two (2) Arjo mechanical resident lifts. The 2017 budget for these items is \$18,000.00. After reviewing the quotes from three (3) companies the recommendation is to purchase the lifts directly from Arjo at a not to exceed cost of \$15,390.43. Following discussion, **Commissioner Weed moved to authorize the acquisition of the units from Arjo for a not to exceed cost of \$15,390.43 and was seconded by Commissioner Cartwright. Upon vote the motion passed unanimously.**

The Commissioners thanked Kindopp for her report took-up Master Agenda Item #533: Demolition of Old Jail & Day Care House Bids. Bouchard and Harrison were recognized and Bouchard provided the following results of the RFP.

Company	Old Jail Demo	Daycare House Demo	Total	Notes
Hodgkins & Sons, Inc - Bellows Falls Vt.	\$0	\$4,448	\$4,448	Daycare house only
Bourgeois Wrecking & Excavation - Westminster Ma	\$124,400	\$0	\$124,400	Includes daycare house
All-Ways Recycling / Wrecking - Bristol NH	\$121,000	\$10,500	\$131,500	
S&R Corporation - Lowell Ma	\$124,200	\$13,140	\$137,340	
Ingram Construction Corp	\$148,734	\$11,275	\$160,009	
Wright Construction Co. - Mt. Holly Vt.	\$165,213	\$9,004	\$174,217	
Jay-Mor Enterprise	\$191,675	\$13,800	\$205,475	

An extended discussion concerning the various aspects of the removing the buildings and disposing of the waste materials began. Bouchard also said that these prices do not include the potential removal of any hazardous materials that are be tested for by Catamount Environmental of Vermont. He further said that if asbestos or other hazardous materials are present they will need to be remediated before any demolition is scheduled.

Following discussion and review, Commissioner Weed moved to authorize the award for the demolition of the Old Jail and Daycare House to Bourgeois Wrecking and Excavation of Westminster MA, for \$124,400 for both buildings. Commissioner Cartwright seconded the motion and upon vote the motion passed unanimously.

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The Commissioners then reviewed Master Agenda Item #534: Moody's - Maplewood Reconstruction Bond Call Recap and recognized Finance Director Trombly.

Trombly discussed that the conference call with Moody's rating service that will take place to discuss the upcoming construction bond that will be sought to finance the reconstruction of the Maplewood Nursing Home. She outlined the process that the bond review will go through, and said that October 18th was the potential date of the bond sale. She said that more information is being gathered and that she will keep the Commissioners informed of progress over the next few weeks.

Old Business:

Commissioner Graves congratulated Director Trombly on her award from the NHAC as Employee of the Year last week at the NH Association of Counties Annual Conference. Commissioners Cartwright and Weed also offered their congratulations for this important award from her peers and the NH Association of Counties.

The Weekly Manifest was then reviewed and Commissioner Cartwright moved to accept the Manifest as presented and was seconded by Commissioner Weed. Upon vote the motion passed unanimously.

The minutes of September 20, 2017 were then reviewed and Commissioner Cartwright moved to accept the minutes as amended and was seconded by Commissioner Weed. Upon vote the motion passed unanimously.

The weekly census was then reviewed.

The Commissioners calendar was then reviewed.

At 11:35AM there being no further business to discuss, Commissioner Cartwright moved to adjourn the meeting. The motion to adjourn was then seconded by Commissioner Weed and upon vote the motion passed unanimously.

Respectfully Submitted,
C. Weed