

**MINUTES**  
**Cheshire County Commissioners Meeting**  
**Wednesday November 07, 2018 09:30AM**  
**Department of Corrections**  
**825 Marlboro Road**  
**Keene, NH 03431**

**Present:** Commissioners Peter Graves, Joseph Cartwright and Charles Weed

**Staff:** County Administrator Coates, Finance Director Trombly, Maplewood Administrator Kindopp, DOC Superintendent Van Wickler, Major Willis, and Assistant County Administrator Bouchard

**Guest(s):** Commissioners Elect R. Englund and J. Wozmak.

At 9:45AM Chairman Graves opened the meeting and recognized Dr. Robert Englund as one of the newly elected County Commissioner's and welcomed him to the meeting.

Kindopp was then recognized to discuss Master Agenda Item #626: Semi-Annual Report. Kindopp presented the following information:

**Maplewood Overview to Commissioner's**  
**Covering Feb-July FY 2018**

**Regulatory Requirements:**

New CMS rules (some began Nov 2016, some as of Nov 2017 and then future rules to be integrated by Nov 2019) include a requirement that "The governing body is responsible and accountable for the QAPI program, in accordance with CFR 483.75 (f)".

**QAPI and PIP's:** (currently have 1 active PIP team – Legionella prevention team)

QAPI means Quality Assurance/Process Improvement (formerly known as CQI or Continuous Quality Improvement). PIP means Performance Improvement Practice and is intended that all staff at all levels of the organization be part of performance improvement and participate in PIP teams. Anyone is welcome/encouraged to be on a PIP team, Commissioners can either ask Administrator or QAPI nurse for info on available teams.

**Corporate Compliance:**

Review of compliance activities; renewed Corporate Compliance efforts have LTC facilities reviewing/revising their CC programs to meet updated regulations by Nov 2019. The "Governing Body" must be part of this effort and these reports plus presentations will become part of our demonstration of intent to comply.

**Facility Assessment:**

The Facility Assessment is now a working binder that is updated as needed and reviewed/revised annually; next review due November. Will ask the Chairman of the Board of Commissioners to cosign with me again (and ongoing annually).

**Accomplishments:**

- SB 378 written testimony re: ALF staff requiring licensure as Med Techs – successful outcome
- Spoke at and/or submitted written testimony for the many HB1816 hearings and meetings to stop our state from proceeding with Managed Medicaid for LTSS (assisted living and nursing home level of care)
- Testified and provided written support for Kahn's bill allowing temporary Therapy licenses
- Worked with Eaton's bill re: BON – able to retract once BON reassessed their position
- Periodic general updates to families via MNH Newsletter relative to the build/reno project
- All adult day care continues to thrive; has also become a transition to full admissions

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- Medical Director Dr. Joe Capobianco retired in April 2018
- New Medical Director Dr. Douglas Keene started at MNH in April 2018
- Nurse Practitioner remains at one day per week (Cheshire Medical still struggling with staffing challenges of their own); August will be her last month. No update from TCMC yet
- Installed monitor into café allowing continuous HR messages/updates to all staff
- MNH team initiated a successful “5K fun-run” to raise money for Alzheimer’s including the registration to enter our resident team in the annual fall Walk to end Alzheimer’s
- Presented at Leadership Monadnock program about MNH and LTC
- Deficiency free survey for second year in a row
- MNH received the Eli Pick award for excellence
- Successful Carnival Day for residents; weather was perfect!
- Impact 2014 act; our quality reporting program fully effective; should not be part of the CMS 2% reduction due to the hard work our staff has accomplished

**Staff Turnover**

- 37 staff hired for MNH first half of 2018
- 29 staff left from MNH first half of 2018 (19 of which were within their first year)
  - Many of the involuntary terminations continue to be due to time and attendance issues.

The Director of Nursing moved to Florida in January, Robin Nelson, RN was promoted from Assistant Director of Nursing to DON. Sabryna Priest, RN with titles including Infection Preventionist, Employee Health and Quality Improvement took on the additional tasks of Assistant DON. This amalgamation, done through the budget process, has made sense given our current staffing crisis and Sabryna’s demonstrated competence. Also hired a full time Speech Language Pathologist as well as our Night RN supervisor (after being vacant over 1 year). Initiated new bonus opportunities for LNA’s who agree to move to night shift due to severe staffing challenges.

**Grievances/concerns**

- There were no grievances for Administrator’s level review during this time period
- 6 suggestion box papers received and appropriate for responses, completed and posted
- Q1 staff incident/injury reports; 8 injuries, 75 lost days, 72 light duty days
- Q2 staff incident/injury reports; 2 injuries, 26 lost days, 0 light duty days
- Ongoing shortage in our nurses and LNA’s: Still have traveling nurses and LNA’s to alleviate some of the shortage. We fluctuate having between 20-30 beds remaining closed to ensure we can meet the needs of the residents we have given ongoing staffing challenges.
- Hosted another open house for Vermont Tech for LNA’s considering LPN/RN training
- Applied for MNH to be considered a “Critical Shortage Facility”, however until state goes under reconsideration, this is not available to us (would help with nurse loan repayment)

**Admissions/discharges**

- Admission/discharges during these 6 months:
  - 44 admissions
  - 13 Discharges (home or lesser care level facility)
  - 34 Deaths

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- Ongoing difficulties with staffing levels (LNA and nurses mainly); e increase admissions or delay depending on staffing and ability to meet resident needs.

**Medicaid**

- Rate during **Q1+2 FY2018**= \$171.25, Rate during **Q2+3 FY2018**= \$173.54
- Ongoing work and focus with contracting company to train, support and audit our MDS process and staff who oversee this in July.

**Revenue/Census goals** (revenues are rounded off – see finance statements for actual figures)

- 2018 overall census goal set at 133 residents; actual period ending = 123
- 2018 overall part A goal set at 9 residents; actual period ending = 7
- Part A gross revenue goal set for just over 667K for this half year; actual = just over 590K
- Medicaid revenues set 2.72M for 6-month reporting; actual = 2.62M
- Private pay goal set at 1.06M for 6-month reporting; actual = 817K
- Atypical pay goal set 764K for 6-month reporting; actual = 835K

**Construction**

- Construction trailer arrived in April
- Hosted an evening for families with architect for updates/questions
- New fire alarm installed, phones and computer room moved
- Pool demolished, area has become the temporary shared office for the DON and NHA
- All affected staff offices have moved from the Admin wing and other areas designated to be used during the addition/renovation project
- Worked with ambulance/funeral homes re: moving entrance and change in elevators

**Meetings Review**

- QAPI meetings; mandatory quarterlies completed, additional monthly meetings continue in combination with Infection Control and Corporate Compliance
- Monthly Infection Control meetings are held in conjunction with our QAPI meetings
- Ongoing meetings: Monthly DH (missed one this summer), twice monthly orientation, weekly Medicare meetings, Resident care plan meetings, and Hospice meetings.
- KK attended/traveled to the following meetings over the course of these 6 months:
  - Attended OLTCO meeting representing county nursing homes
  - Attended/phoned in to planned NHAC NHA meetings in various different County Homes
  - Attended some of the NHAC Executive meetings in Concord
  - Attended county joint loss meetings various county locations as able
  - MNH staff attended many local opportunities relating to workforce (meetings/demos)
  - Attended most of the monthly meetings with the Monadnock Regional Healthcare Workforce Group (MRHWG) about the ongoing crisis due to regional worker shortage
  - Invited to be part of the monthly NH Sector Partnership initiative program based on MRHWG work that the State is trying to have replicated in all regions
  - Met in February with County Admin and hospital leadership team to discuss Medical Director replacement

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- Nearly weekly meetings with the building team; focused meetings with nurse leadership team to refine resident floor plans and staff work areas. Met with state fire marshal to plan the new fire alarm system plus firewall separation requirements
- Attended the legislative breakfast at TCMC
- Attended county DH meetings as scheduled
- Presented at the Walpole Seniors group with County Admin (discussed building/renovation)
- Attended Commissioners meeting with Senscio Systems for alternative to PACE programs that may fit a rural community better for LTCSS.

Kindopp discussed the shortage of medical director candidates for the nursing home and difficulties in working with the new Epic billing system that has been installed at Cheshire Medical Center / Dartmouth Hitchcock.

She then addressed the recently received Medicare reimbursement rate has been set at a .995 multiplier that will keep the County at almost level funding for the coming year. She has concerns for the following year (2020) as some of the measurement points are declining because of a current lack of a medical director.

Kindopp discussed staffing issues and highlighted the shortage of Licensed Nursing Assistant (LNA's) as the major problem. A discussion of being able to hire a certified LNA trainer was had and it was learned that there is also a severe shortage of certified trainers.

She then said that thus far one of the most successful retention programs has been the tuition reimbursement program.

Coates then said that he has received notification that the County Safety Officer will be retiring before the end of 2018. The impact of the positions duties will be examined and a determination of how to move forward will be discussed.

Master Agenda Item #627: Employee Health Care Plan Update. Trombly was recognized and talked about a meeting with Coates and the staff at IPG Benefits who is the County's benefits advisor. She handed out a number of documents that show a better trend line for health care cost this year and a better outlook for next year based on mathematical insurance models.

Coates was then recognized for the Weekly Operations Report and provided the following information:

Coates then said that he has contacted Primex concerning how insurance settlements are arrived at and suggested that one of the attorney's that Primex uses could attend a Commissioners meeting to review the cases that Primex have settled on behalf of the County.

Coates then said that information is being gathered from other Counties on the Economic Development position that being considered for Cheshire County. Information is beginning to come in but has been somewhat slow.

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Coates said that a meeting with Kathy Urffer of the Connecticut River Conservancy was recently held and further discussions of the CRC as a possible funding resource for the development of trails and recreation development activities in Westmoreland was had.

Coates said that the pilot for the Handyman program was discussed at the Listening Session on Aging at CMC and it was extremely well received.

Commissioner Meyers and Sencio meeting will now take place on 20<sup>th</sup> to understand the financial aspects of the proposed program.

Old Business:

New Business: Commissioner Weed mentioned that he would like to see a program that utilizes the currently empty building on the grounds of the Department of Corrections. A discussion of the challenges and opportunities for reusing the building was covered.

The Weekly Census was then reviewed.

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 Oct 31, 2018 were then reviewed and Commissioner Weed moved to accept the minutes as amended and was seconded by Commissioner Cartwright. Upon vote the motion passed unanimously.**

Coates then said that December 10<sup>th</sup> has been set as the date for the 2019 budget hearings at 7:00PM. Agenda's and details will follow shortly.

The calendar was then reviewed.

**General Discussion:** A high level review of the 2019 working budget was completed with the Commissioners.

**12:03PM Commissioner Weed moved to enter a non-meeting to discuss Union matters and was seconded by Commissioner Cartwright. Upon vote the motion passed unanimously.**

**At 12:44PM the Commissioners moved to re-enter public session.**

**At 12:47PM the Commissioners recessed the meeting.**

**At 1:04PM the Commissioners resumed the public meeting for the purpose of conducting the semi-annual Department of Corrections inspection pursuant to RSA 30-B: 12 the findings will be reported to the Director of Administration of the New Hampshire Department of Justice.**

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At 1:15PM Captain Matt Willis began the tour of the facilities with the Commissioners, Commissioner Elect Englund and staff, who entered the visitation lobby. He reviewed how the video visitation works and fielded some questions from the Commissioners and staff.

At 1:18PM the group entered the booking area and Willis described the function of the booking area and answered questions about how the booking department is run.

At 1:21PM The group entered the building Sally Port and discussed the armory that is available if needed.

At 1:26PM the group entered F block where female inmates are housed and the Commissioners and staff spoke at length to the inmates. A common thread of the conversations was around the drug treatment programs and medications that available to inmates. Some of the inmates expressed a strong opinion that both Methadone and Suboxone should be available for addiction treatments. Presently only Suboxone is available under tightly controlled conditions.

At 1:41PM the group entered the Medical Department and spoke with the medical staff about services that the inmates use and the use of Suboxone at the facility.

At 1:46PM the Reception & Diagnostic (R&D) Unit was entered and Captain Willis reviewed how incoming inmates are classified and assigned housing.

At 1:55PM the D Block unit was entered and the Commissioners and Commissioner Elect talked with a number of inmates. No negative comments were noted.

At 2:06PM the Kitchen facility was inspected and everything was noted to be in working order and the unit was very clean.

At 2:15PM the Commissioners, Commissioner Elect and staff entered Meeting Room B to interview inmates and staff selected at random.

The first female inmate (J. B.) was escorted into the meeting room and in response to questions by the Commissioners said that the only thing she wanted to comment on was that the inmates are allowed only very limited personal care items and no soaps or hair care products can be kept in their cells. She said that it was her only issue and that she was doing okay and keeping busy as she is assigned to work in the Laundry area and likes having something to do every day. The Commissioners thanked her for her input and she was escorted from the meeting room.

At 2:21 The second female inmate (E. H.) entered the room and in response to questions from the Commissioners and staff, she said that she is serving out a six-month sentence and is scheduled to be released on December 20<sup>th</sup>. She said that she was transferred to Sullivan County jail and then transferred back to Cheshire and preferred to be here. She said that has bi-polar disorder and that she has had a difficult time getting her medications and that she has been extremely “stressed out” until about a week ago when the medications were administered and she is now doing much better. She said that she is from the local area but plans to return to her home in California when she is released and doesn’t plan on

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returning as she has lived in California for about five years and not had any problems with law enforcement.

In response to a question concerning programs that are available to inmates she said that it was her opinion that there weren't enough programs available to meet the demand of the inmates needs and that she is only aware of two AA programs and two writing courses that were offered.

She then said that the counselling that she has been undergoing is very good and that two of the counselors she has been meeting with have been excellent in helping her get ready to leave the facility.

The Commissioners thanked E. H. for her comments and she was escorted back to her holding block.

At 2:31PM the first male Correctional Officer entered the meeting room. He said that he didn't have any complaints about his job and that he enjoyed the work. He said that he is still in training and will be taking his certification tests soon. Responding to a question from the Commissioners about any problems that he has encountered with the inmates, he stated that the only time he has experienced a problem was with two inmates who refused to work and that both issues were worked out with the inmates.

The Commissioners thanked him for his comments and he exited the room.

At 2:36PM the second male Correctional Officer entered the room and responded to a question concerning his length of time at the facility. He said that he has been at the jail for about five months and is still in training and really likes his job. He stated that the mentor program that he participated in really helped him to understand many aspects of the job and that it was extremely helpful to him to work side-by-side with a senior Correctional Officer. Responding to questions about his most difficult interactions with inmates he said that he was involved in placing three inmates in the segregation unit for aggressive behavior but otherwise has not had any problems with the inmates that he supervises.

At 2:41PM the interviews ended and the Commissioners returned to the public meeting room.

**At 2:44PM there being no further business to discuss, Commissioner Weed moved to adjourn the meeting. The motion to adjourn was seconded by Commissioner Graves and upon vote the motion passed unanimously.**

Respectfully Submitted,

Charles Weed  
Clerk, Board of Commissioners