

**MINUTES**  
**Cheshire County Commissioners Meeting**  
**Wednesday, September 25, 2019**  
**Maplewood Nursing Home**  
**201 River Road**  
**Westmoreland, NH 03467**

**Present:** Commissioners: Charles Weed, John Wozmak and Robert Englund

**Staff:** County Administrator Coates, Director of Finance Trombly, Maplewood Administrator Kindopp, Maplewood Facilities Director Harrison, and Assistant County Administrator Bouchard

**Guest(s):** Ingrid Nichols, President, Banwell Architects

At 8:40AM The Commissioner Chairman Weed opened the meeting and recognized

Master Agenda Item #714: Semi-Annual Report – Maplewood Nursing Home

**Kindopp showed a short 3D computer presentation of the new facilities residents' areas and then presented and discussed the following report:**

**Maplewood Overview to Commissioner's - Covering Jan-June FY 2019**

**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 3 former PIP teams that are now active committees)

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. Currently we are working on full Med Pass audit on all nursing staff who pass medications.

**Corporate Compliance:**

Review of compliance activities; A Corporate Compliance subcommittee convened (Finance Director, County Admin, NHA and Comm Wozmak) to review Federal requirements and to re-write the Corporate Compliance Policy manual. New regulations are set to begin Nov 2019. The "Governing Body" now has fiduciary duty requiring MNH acts in good faith, with the care that an ordinarily prudent person would exercise in like circumstances and in the best interest of MNH.

**Facility Assessment:**

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

**Accomplishments:**

- Weekly or more builders' meetings, tours, decisions made to support ongoing progress of the new building project with weekly documented updates to staff
- Periodic general updates to families via MNH Newsletter relative to the build/reno project
- Updates to residents as requested by the Resident Council are provided

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- Banwell, our architects on our building project, offered us a volunteer day, and we partnered with them to run a lovely Carnival Day for residents in the morning, then together, we weeded, and then planted the patio. The weather was hot!
- FF&E planning, budgeting and preparing and sending out RFP for 3 phases
- Completed all choices on cabinetry, paint and fabric colors, wall protections, flooring....
- Began preparatory planning for the temporary moves of the laundry and kitchen that will happen in early 2020 – need DHHS and Fire Marshall support for these projects
- Assisted with transition and support for to new Safety Officer
- Completed the CBA bargaining and finalization of contract with county team
- Still have no Nurse Practitioner from Cheshire Medical, but Dr. Joe Capobianco (former Med Dir has remained once a week to assist Dr. Keene)
- MNH received the Eli Pick award for excellence; this was awarded to less than 5% of nursing homes this particular year.
- Launched new Legionella Policy as required; staff trained and policy in full effect
- Preparations for upcoming programming changes including carpeting in the nursing home as well as new CDC requirements for cleaning/disinfecting/infection prevention
- MNH now has an accredited Infection Preventionist
- MNH now has a Certified Trauma Professional
- LNA class hosted at MNH – coordinated effort between LNA Health Careers and MNH (our SDC LPN using their BON approved curriculum); 7 LNA's graduated
- Completed CPR recertification
- Initiated an AIT candidate (administrator in training)
- Hosted the Volunteer Recognition event in April to honor MNH volunteers
- TCMC's boiler incident in April was our DD#1 for this year (regional surge test)
- Hosted Congresswoman Kuster's staff in April for a tour, then Kuster herself in June
- Planned and participated in a health career fair hosted at TCMC 5/2
- Planned for the Healthcare Careers Camp (scheduled for Aug)
- Nurse loan forgiveness project assisted 7 MNH nurses with loans this spring
- Celebrated National Nursing Home week in May
- Kind Dining customer service training completed in May
- MNH hosted its annual Health Fair in May
- Assisted with Carpenter Home's closing to accommodate for some residents

**Staff Turnover**

- 53 staff hired for MNH first half of 2019
- 31 staff left from MNH first half of 2019 (21 of which were within their first year)
- Many of the involuntary terminations continue to be due to time and attendance issues, inability to grasp tasks, inappropriate behavior, unwilling to follow directions.

**Grievances/concerns**

- There were no grievances for Administrator's level review during this time period; there was one at the County Admin level.
- 5 suggestion box papers received and appropriate for responses, completed and posted
- Q1 staff incident/injury reports; 45 incidentals, 6 injuries, 6 lost days, 22 light duty days
- Q2 staff incident/injury reports; 46 incidentals, 3 injuries, 57 lost days, 7 light duty days

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- Ongoing shortage in our nurses and LNA's: traveling nurses and LNA's help us to achieve minimum staffing levels at times, but we kept 25-30 beds closed. We began to open 5 additional beds; particularly in light of the closure of Carpenter home.

**Admissions/discharges**

- Admission/discharges during these 6 months:
- 28 admissions
- 7 Discharges (home or lesser care level facility)
- 18 Deaths
- Ongoing difficulties with staffing levels (LNA and nurses mainly); we increase admissions or delay depending on staffing and ability to meet resident needs.

**Medicaid**

- Rate during **Q1+2 FY2019**= \$176.55 • 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)

- 2019 overall census goal set at 130 residents; actual period ending = 122
- 2019 overall part A goal set at 8 residents; actual period ending = 6
- part A gross revenue goal set for 558K for this half year; actual = just over 484K
- Medicaid revenues set 2.72M for 6-month reporting; actual = 2.67M
- Private pay goal set at 963K for 6-month reporting; actual = 609K
- Atypical pay goal set 805K for 6-month reporting; actual = 923K

**Construction**

- 2+ weekly meetings with the building team; forward planning for renovations in addition to weekly owner's meetings; many decisions/selections to be made
- Weekly updates sent out to all staff, periodic updates at resident council and a meeting with family support group have happened.
- New building went from erecting steel, to pouring concrete floors, to framing, adding windows and now dry-wall and painting the interior; siding and brick work begun exterior
- New walk-in cooler added; new propane boilers added, work on electrical upgrades.
- Biggest challenge = parking; most frequent c/o = construction vehicles traveling too fast ...some tire punctures...all issues are addressed as they occur

**Meetings Review**

- QAPI meetings; mandatory quarterlies completed, additional monthly meetings continue in combination with Infection Control and Corporate Compliance (\*Corp Comp will move to quarterly during the last quarter of 2019)
- Monthly Infection Control meetings are held in conjunction with our QAPI meetings
- Ongoing meetings: DH meetings (4 during this time period), twice monthly orientation, weekly Medicare meetings, Resident care plan meetings, and Hospice meetings
- Medical Staff meetings every 2 – 3 months completed
- KK attended/traveled to the following meetings over the course of these 6 months:
- Attended/phoned in to some NHAC NHA meetings in various different County Homes

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- Attended some of the NHAC Executive meetings in Concord
- Attended most of the monthly meetings with the Monadnock Regional Healthcare Workforce Group (MRHWG) about the ongoing crisis due to regional worker shortage
- Continued 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
- Attended the legislative breakfast at TCMC
- Testified for several bills in Concord – 2 relating to the Criminal Background checks
- Attended all required budget hearings (Exec and full Delegation)
- Offered multiple “town hall” meetings for MNH staff in March relative to construction, 2<sup>nd</sup> half of wage study and changes to CBA
- Attended several state-wide meetings on rule rewriting (802’s, 803’s)

Kindopp spoke to and discussed a number of elements of the report and reviewed the issues of not having a facility Medical Director. The complex billing and staffing issues were covered by Kindopp and she highlighted the many rules and problems with trying to hire an on-staff physician. The most efficient method to bill for all resident’s care is to contract with the hospital.

Kindopp transitioned into discussing Master Agenda Item #715: County Corporate Compliance update. Kindopp explained how the Compliance program is set-up and operates and the need for the program under federal rules governing the operation of nursing homes. She said that the bulk of the issues that are reported nationally and state-wide are resident centered and that the incidents vary from minor and or unusual one-off situations up to and including major physical assault with injuries that may be resident on staff, or resident on resident, incidents that are often due to dementia and occurrences of episodes of psychosis instances.

Kindopp then reviewed the new Corporate Compliance Policies and discussed the staff committee members and then distributed a handout on the “*Corporate Responsibility and Corporate Compliance: A Resource for Health Care Boards of Directors*” of The Office of the Inspector General of the U. S. Department of Health and Human Services and The American Health Lawyers Association.

She then walked the Commissioners through their responsibilities in the application of the program and highlighted various elements in the documentation of which the Commissioners need to be aware.

Coates then presented and discussed Master Agenda Item #716: Department of Corrections - Skittle for Kitchen.

Coates said that the DOC has a failure of a major piece of equipment in the Kitchen known as the Skittle that functions as a steamer, a skillet or braising pan, a griddle, a deep fryer, a kettle or stock pot, a roaster or combi-oven, and a holding cabinet. He said that the projected cost is \$18,000.00 to replace the unit.

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**Following discussion around the repairability of the unit and maintenance costs, Commissioner Wozmak moved to authorize the purchase of the Skittle kitchen unit (Insulated Multi-Functional Cookers) from Legion Industries of Waynesboro GA. under a single source contract due to limited supply sources for a maximum expenditure of \$19,000.00. Commissioner Weed seconded the motion and upon vote the motion passed unanimously.**

Coates then discussed Master Agenda Item #717: Keene Facilities Manager Position. Coates reviewed the request for a revised position of the Manager of Facilities for the Keene Campus and asked the Commissioners to authorize the search for internal candidates. He explained that the Keene Campus will have more square feet of space (~ 106,000 sq. ft.) under management than the Department of Corrections that has (~ 90,000 sq. ft.) had a Manager's position for a number of years. He explained that the Keene Campus has the oldest buildings and is undergoing a series of rehabilitation projects as well as significant HVAC equipment replacements and upgrades. Additionally, the proposed purchase of the 33 Winter Street Building will require a higher level of management as the County resumes its position as landlord for the State Courts for a projected period of twenty-five (25) years.

**Following discussion Commissioner Weed moved to authorize internal search for a candidate for the position of Director of Keene Campus Facilities department. Commissioner Wozmak seconded the motion and upon vote the motion passed unanimously.**

Administrator Coates then provided the Weekly Operations report.

Coates said that the invitations for the wrap-up of the Windows rehab project and the kickoff of the Copula rehab project will go out today. He said that the event will be held on October 10<sup>th</sup>.

Coates said that the Handyman program has had four applications in the past two weeks with one pending for a total of five requests. It was discussed that other services that may be needed outside of the handyman program are often identified by in-home service providers.

Coates said that the Westmoreland Eversource Battery project is still in progress and that communication with Eversource continue.

Coates said that the Historical Society will be exploring ideas and themes for the Counties 250-year anniversary that will be celebrated in 2020.

He then discussed that the old generator at Maplewood will be removed and most likely sold to a local municipality or non-profit. Details will be worked out over the next few months.

He then said that because the Commissioners inquired about the amount of funds in the Department of Corrections Canteen fund it will be discussed at next weeks meeting.

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Following discussion concerning moving next week's Commissioner's meeting to the Department of Corrections (DOC) so that the Commissioners can participate in the latest Correctional Officer graduation ceremony, **Commissioner Weed moved to hold the October 2<sup>nd</sup> meeting at the DOC and was seconded by Commissioner Englund and upon vote the motion passed unanimously.**

Coates then addressed a request from the IT department to dispose of the old analog phones that were just replaced with Voice Over Internet Protocol Phones on the Keene campus. Coates said that the IT Director has determined that the phones are worth about \$2 - \$3 each. Following discussion, the Commissioners said that the old phones should be offered to the Keene campus employees at no charge and after a month any leftover phones can be disposed of.

Coates then handed out a schedule for the upcoming NHAC conference with the session agenda's now more complete than was previously available.

A discussion of the Restorative Justice meeting that took place yesterday at Superior Court began and alternative ideas for bringing more people into the program was covered.

Coates then related that a group from the NH Land and Community Heritage Investment Program (LCHIP) will be on-site tomorrow for a tour as part of a recent grant request.

Coates discussed that bonding process for the potential purchase of the 33 West Street building was reviewed with bonding counsel and the State that progress continues to be made to close a possible purchase of the building in early 2020.

Old Business:

New Business:

The census was then reviewed and accepted as presented. A follow-on discussion of the cost of holding federal inmates and income that is produced was had. The census at the nursing home was also covered how residents are accepted was described.

**The Weekly Manifest was then reviewed, and Commissioner Wozmak moved to accept the Manifest as presented and was seconded by Commissioner Englund, upon vote the motion passed unanimously.**

**The minutes of September 18, 2019 were then discussed and Commissioner Wozmak moved to accept the minutes as presented and was seconded by Commissioner Weed. Upon vote the motion passed unanimously.**

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**At 12:00PM there being no further business to discuss, Commissioner Wozmak moved to adjourn the meeting. The motion to adjourn was seconded by Commissioner Weed and upon vote the motion passed unanimously.**

Minutes recorded by:  
R. A. Bouchard, Assistant County Administrator

Reviewed and submitted by:  
R. Englund, Clerk