

**CLATSOP CARE HEALTH DISTRICT  
BOARD OF DIRECTOR'S MEETING  
November 6th, 2018  
Regular Meeting Minutes**

**I. CALL TO ORDER**

Mike called the regular board meeting to order at 5:40 pm at Clatsop Care Health and Rehabilitation. There was a previous executive session meeting that began at 5:00PM.

A. Roll Call: present = P excused = E absent = A

<i>Board Members</i>		<i>Others</i>	
Allison Sansom	E	Mark Remley Aidan Health Services	P
Mike Aho	P	Channon Larson Aidan Health Services	P
Paul Radu	P	David Miller Administrator CCHR	P
Mindy Stokes	E	Sharon Jackson Administrator CRV	P
Dr. Roy Little	P	Jennifer Whitmyer Administrator CCMC	P
Jacqueline DeVaney	P	Debi Martin IHC Director	E
Linda Crandell	P	Mike Kerwin CTO	P
		Members of the Public:	
		Ty Windom	
		Ron Meyer	

**II. CONSENT AGENDA**

A. Agenda Approval

Mike asked that the executive session, which was held prior to the main board meeting be added to the agenda. Mike Kerwin will edit the agenda and upload it to the website.

Mike made a motion to approve, Roy seconded.

B. Approval of Regular Meeting Minutes

Paul made a motion to approve, Jacqueline seconded.

### III. ADMINISTRATION REPORTS

- A. David provided an update on Clatsop Care Health and Rehabilitation. Please see his written report for details.

David noted that Clatsop Care is currently under state survey. There are 6 survey team members who will be onsite until Friday November 9<sup>th</sup>.

Mike asked what is the census as of today?

David reported census is at 24. There is potential for two Medicare and one admission from CRV taking it up to 27 by Monday.

Roy noted it is difficult to get over that 28 census number.

David commented that it is the lack of nursing staff that limits the ability to go above that number.

David commented that the facility bus is falling apart and can no longer be used, the bottom stair broke and then the door fell off.

Mike asked how is the quarter page ad in the Daily Astoria working? Noting that this is expensive to have that kind of advertising.

David commented that Clatsop Care is not receiving applications from the online sources that the District uses. A fee is accrued every time someone clicks on the ad even if they do not apply for the job, not giving much value for recruitment from these online options. The Daily Astorian ad brought in two inquiries for employment the day it went out.

Housing availability continues to be a limiting factor in attracting new employees to this area to work.

Paul asked, with the opening of some of these new apartment complexes in the area, has this improved the situation?

David noted that this will help, but the District is not the only employer looking to hire staff and expects those apartments to be filled up quickly.

Jacqueline asked, what the board of directors can do to help with the bus failing?

David commented that with the Levy money becoming available it would be good to look at replacing the bus, possibly with a quality used one. The current buses design is not very good for Clatsop Care residents needs. More wheelchair capacity is needed to improve the quality and efficiency of resident outings.

Roy asked, regarding agency staff, are the agency hours listed on your report pretty stable?

David confirmed that the hours are consistent. Agency staff are traveling from out of the area and some are staying in empty rooms on the 2<sup>nd</sup> floor which helps contain some of the cost. David noted that some of the agency staff have been working at Clatsop Care for a while and want to return home. David is working with the agency to replace them, however getting staff hired and retaining them is a priority. Suzanne Elise has contacted David about our wage scale. This assisted living facility is also having problems hiring and keeping staff.

Jacqueline asked, what can the board do to help with these staffing issues?

David commented that he does not any specifics but appreciates the support from the board of directors. David noted that in serving continuum of care needs in the community, this also serves the employment needs in the community. Encouraging someone to become a CNA or nurse benefits the entire District. Recruitment and retention are the keys. David asked that board members network with acquaintances and community members regarding employment opportunities at the health District.

- B. Sharon provided an update on Clatsop Retirement Village. Please see her written report for details.

Sharon commented that a toilet ran over on the third floor and flooded all the way down to first affecting at least 5 rooms. Sharon noted that she has 5 empty studios, so residents in the affected rooms will be relocated to the empty rooms until the affected rooms can be restored. A minimum of 7 days will be needed to cut open the sheetrock and begin this restoration.

Paul asked, what failed?

Sharon stated it was a toilet that got plugged up and the flap did not close so it ran and ran and leaked through all floors. Sharon commented that staff handled the situation very well. Sharon noted that this time of the years deep cleaning is scheduled for rooms so an extra person is on staff to help with this mess.

Paul asked how common is this type of occurrence?

Sharon noted that it is quite often. Residents sometimes leave water running in the sink to wash dishes and just forget to turn it off.

Paul commented that there is new technology ( such as water sensors ) available to help monitor and help prevent damages from flooding.

Roy recommended looking into water sensors and anti-flood toilets to prevent these types of flooding issues in the future.

Channon commented that the insurance company has been notified, the insurance will cover up to \$5000, expected repairs are going to exceed that amount.

Roy asked Sharon what the plan of correction was after the survey?

Sharon noted that it was mostly related to documentation. Such as when a resident is put on alert charting that there is follow up documentation when they are taken off alert status, ensuring that charting is accurate and consistent.

Sharon commented that another part of the plan of correction is the kitchen required more thorough cleaning and sanitation.

- C. Jennifer provided an update on Clatsop Care Memory Community. Please see her written report for details.

Roy asked about Montessori education programs at the facility.

Jennifer elaborated in more detail about Montessori. In the Memory Care environment, it is much easier to just complete the task for the resident rather than waiting for the resident. There has been ongoing staff training about assisting residents with set up ( homemaking, cooking, woodworking ) and helping residents to do what makes them happy in the moment.

- D. Debi was not at the board meeting. Please see her written report for details.

Mark commented that Debi has also completed survey. Form 2567 has not as of yet been received.

<https://www.dshs.wa.gov/sites/default/files/AL TSA/rcs/documents/Definitions.pdf>

Because a staff member cannot begin working for In Home Care until a completed background check has been received, a private agency is being used at this time for timeliness in getting those completed. The State agency sometimes taking as long as 6 weeks to get those returned. With the addition of Medicaid clients being served, the DHS State background check agency must be used.

Linda commented that she just had a background check completed by DHS and it took less than ten days. The Oregon State Legislature provided more funding to get the backlog resolved. <https://www.oregon.gov/DHS/BUSINESS-SERVICES/CHC/Pages/CRIMS.aspx>

Linda noted that within 3 months DHS will be caught up and the background checks will have a much faster turnaround time.

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Roy commented that if a staff member has a background check cleared by the private agency, they would not be able to provide services for Medicaid clients until the DHS background check has also been completed.

Mark confirmed that this is the case regarding just the Medicaid clients.

Mark commented, when Debi hires In Home Care staff, often they express interest in going into the CNA training class. This makes staff turnover somewhat challenging for Debi. Keeping staff working within the District is an important part of this.

Mark noted that the In Home Care the survey book has most of what is needed to use it as an In Home Care operation manual, and it will only take a few minor adjustments to get that completed.

Mike asked are there a lot of Medicaid clients waiting to be served by In Home Care services?

Mark confirmed that there is still a demand for services.

- E. Mark provided an update on Clatsop Care Health District. Please see his written report for details.

Mark has contacted a different contractor regarding Clatsop Retirement Village repairs. Pardue has not been out to provide a bid for repairs. Plans are being made regarding electronic medication records implementation in the facilities.

Roy asked, do we have an HR person?

Mark stated no, there are efforts being made to hire one.

Mike asked, what about the volunteer coordinator position?

Mark commented that efforts are being made to hire someone for that position as well.

- F. Mark Financial report. Please see his written report for details.

Mark asked Channon to give details regarding financials.

Channon commented that budget projections were to break even or maybe even a little profit. There were PTO payouts that were higher than anticipated during the summer months. The Memory community is \$60,000 below Net operating income for the first quarter and \$10,000 of this is due to that PTO. There is an insurance policy required under the lease agreement that was not paid last year and is due again this year at adding an additional \$7000.

Mike asked, was this in the budget?

Channon stated no, they were not even aware of it as a required expense. There was also a staff member on light duty those FTE hours added to overall expenses. The Medicaid to private pay mix has changed with more Medicaid clients being received from within the District and this has also made an impact. Channon stated that efforts are being made to tighten up labor expenses and he expects October numbers to be better.

Mike commented that he has spent quite a bit of time reviewing the financials. Mike does not want quality of resident care or staff environment to be diminished, cut cut cut just to break even. Something the board should consider is that the Memory Care might need to be financially subsidized to keep the doors open and still run the type of facility that is in line with the Districts mission.

Channon commented that there have not been reductions in staffing and the focus of savings is managing staffs early / late punches and cutting back on overtime.

Mark noted that at the Care center agency staff is still being used to fill shifts. There have also been a lot of repairs that has decreased revenue, fire alarm system repaired, boiler overhauled rebuilt, replacing a commercial freezer. The continued emphasis is on maintaining and increasing census.

Roy asked if moving the board meetings to the first of the month will improve the timeliness of the financial reports?

Mike asked that the financials be sent out before via email, even if the agenda and board packets are not ready. So, these can be reviewed and discussed at the meeting in more detail.

#### **IV. BOARD OF DIRECTORS - ACTION ITEMS**

##### A. Aidan contract.

Mike referenced the Board work session that was held on October 23<sup>rd</sup> and the discussion about hiring an on staff management team, CEO, CFO and supporting staff or begin negotiations to renew the Aidan Health Services contract in July.

Roy moved that the sense of the board is to renew the Aidan services contract in July 2019 and recommends a committee be formed 3 to 4 months in advance of the contract renewal date to discuss this.

Linda seconded the motion, all were in favor.

B. Tax levy proposal

Mark commented that a committee was formed, and percentages were allotted for utilizing the money over a 5 year period. There is a document in the board packet that gives an overview of how these funds will be used.

Paul gave a summary of the levy committee meeting which included himself, Mindy and Roy. Percentages were used rather than dollar amounts to allow the usage of the funding to be more flexible. The committee will review this annually, so that adjustments can be made in the event of emergencies that require capital output of funds.

Roy commented that the use of the funds should stay within the parameters of what was presented to the community as to how this levy money is going to be used.

Linda asked for clarification regarding the category, District training/staff retention.

Roy commented that this is references more specialized training outside of the normal recruitment retention process. Programs such as Montessori is one of the possible uses.

Linda commented that staff training and retention is included in the current budget. And this levy money use reference is not the normal regular training for staff but specialized outside the normal process. So, this training would keep staff more current of make a staff member more effective in performing their job.

Roy commented that at the Care Center there are a lot of residents that are high acuity care and purchasing more equipment to assist staff will improve safety for both residents and staff.

Jacqueline asked, does the facility have Hoyer lifts?

Roy confirmed yes. Money could be used to purchasing more and better equipment.

David commented that investing in training staff on how to use the existing and new equipment is very important.

Linda noted that this would be a one time cost, safety needs are ongoing every year in the regular budget.

Roy commented that these would be enhancements in addition to normal purchases.

Linda commented, so one time enhancements such as door security or camera's is what these funds would be used for.

Mike asked. Some items such as CRV weatherization and a bus are listed. Do we have lists within these percentages that would describe detail as to use? Have the administrators put together a list, such as for safety and security on how to use the funds?

Paul commented not yet.

Roy commented that there are broad categories such as improving door security.

Jacqueline asked when is the levy committee meeting again?

Paul stated there is no meeting scheduled at this time.

Mike commented that this is an action item for the board. Is this to approve the idea or plan of how to use this money?

Mark commented that this action item is to approve the levy use idea. Mark noted that as the year progresses there will likely be changes to how the funds are allocated, Mark will track this information and then if adjustments need to be made the board can act on this. He noted that as projects are completed the District would want to let taxpayers know how the levy money is being used.

Paul commented that replacing the bus is a perfect example.

Jacqueline asked, when we vote on this kind of generalized plan will it still be fluid?

Paul confirmed yes.

Linda asked Mark. Will these details then be included in your report?

Mark confirmed yes, he will track the levy expenditures as to the category and what project the funds are used for.

Mike asked, do we have something shovel ready that we can start this next month?

Mark commented that Mike Kerwin is working on network upgrades that will allow for eMAR implementation. **Some benefits of Electronic Medication Administration Record include the following:**

- Less emphasis on paperwork and more time spent with the resident, which increases efficiency;

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- Less administrative errors, with changes being recorded instantly;
- More accurate documentation of a patient's vital signs, problem lists, pain scales and other information;
- More accurate medication records and other patient history, using medication and other barcodes for quick scanning and reporting options;
- Reminders to pass along to the patients, including overdue medications, reports needed and more;
- A friendly interface that multiple users can feel comfortable using;
- Modifications and settings that each user can change to accommodate their own industries and preferences;
- Availability on wired and wireless networks and in several hardware options, such as desktop computers, laptops, tablets.
- Easier reporting to superiors and residents.

Mike Kerwin commented that this is in process at Clatsop Care. New server, new router, two access points for third floor, better data bandwidth for staff to use Matrixcare and a much needed upgrade for the guest wireless Internet access. At the Memory Care, a laptop and a workstation has been purchased for eMAR use.

Linda asked, will all the facilities data then be connected at the end?

Mike Kerwin confirmed that these will all be interconnected between the facilities.

Paul commented that the question is. How much leeway do we want to give Mark as to using the levy money for projects?

Mark suggested it be looked at like any capital expense. Mark will clarify in his report when a combination of things is being purchased towards completing a project. ( Laptop plus a workstation towards eMAR )

Jacqueline asked, is there a certain dollar amount that a representative of the board may approve proceeding rather than waiting a month for every meeting? Such as replacing the bus at the Care Center.

Paul commented that the board can make a motion tonight to move forward with that project.

Linda commented, so move the bus replacement from year two to this year, because the current bus is inoperable and unreparable.

Paul stated that the siding at CRV, though important, is on the North side and he does not believe as much rot or damage will be found as the other sides.

Sharon commented that the North side is in pretty bad shape.

Paul asked if the siding is being replaced, shouldn't that wait until the portico is ready to be built out front?

Mark explained that the Portico can be a standalone add on that is not attached to the building. There would be an overhang or overlap that will protect visitors from the weather without needing to demolish and rebuild the entire front entrance. Mark asked the contractor to bid the two walls that need residing at CRV be bid as separate projects so there is more flexibility with when and how the levy money is spent.

Jacqueline suggested that there should be some small changes made to the generalized levy use plan. Move the bus to year one and any emergency repairs at CRV to the top of the list. Dividing the weatherization of CRV over two years.

Mark commented that the repairs required from the flooding incident at CRV would fall under the regular repair and maintenance budget for the facility and would not be part of the levy expenditure. Moving the bus up to year one and reducing the CRV weatherization to 50% in the first year would balance the needs.

Roy commented that looking for ways in Sharon's building to decrease the chances of things like flooding toilets. Roy recommended Sharon look at options such as water sensors and no flood toilets cost. Then perhaps add this to the levy expenditures. Roy noted there is some flexibility in using these funds.

Roy recommended including the possibility of CNA training classes in the category District training / staff retention of the levy money.

Linda commented that that category is really for special projects beyond the normal budget.

Roy confirmed yes.

Roy commented that the CRV beautification is for upgrading some of the interior of the building since CRV has been operating for 20 years and needs a refresh.

There was discussion regarding the elevators at Clatsop Care. And if the 16<sup>th</sup> street building is going to continue to be used for the foreseeable future then some of these funds should be invested in upgrading those to a more modern standard.

Paul commented that the board at some point in a long term planning session will need to discuss which is the best option, staying here or building a new facility. Would it be worth looking for a property using some of the levy money to secure it for building a new skilled nursing facility?

Roy noted that the board has always said, we need to get out of this building because of the significant cost to maintain it.

Roy commented that take for example, there is property for sale right behind the Memory Care facility. Would this be suitable for a new facility?

Linda asked, what does year two District wide Internet upgrades entail?

Mike Kerwin commented that there are many upgrades needed, one is happening tomorrow, a new Internet service provider to improve bandwidth for both our electronic health records and also for guest access at Clatsop Care. For a period of time Clatsop Care will be keeping both providers until the new ISP, Spectrum, proves itself to be a stable solution. Once these projects are done, it will allow us to use eMAR, it will improve the guest internet access experience and will ultimately cost less money.

Linda asked, so the District wide internet upgrades in year two will be part for electronic records and part of it for guest internet access?

Mike Kerwin explained that this expense will be for network upgrades, including a new server for CRV as well as new network wiring. Currently because of the type of construction ( closed cap instead of drop ceiling ) at CRV it is difficult to run data wires. To improve wireless access to more parts of the building more cat 6 will need to be installed throughout the building.

Mark noted that the District will only continue to increase its use of technology and this ongoing investment in technology infrastructure is necessary.

Mike Kerwin commented that if a new facility will be built the mindset needs to be not just what we need right now, but 5 and 10 years out. If you need two cat 6 data jacks have 5 or 6 installed. If 2 power outlets are needed have 4 installed.

Linda commented that she does the same thing at her house with data wires.

Mike asked for a motion to approve the levy committees suggested use guide, with the understanding that Mark will spend up to the contracted amount of \$5000 with no board approval required. The levy committee recommendations are fluid in that percentages can be adjusted if needed.

Jacqueline motioned to approve with the bus replacement for Clatsop Care being moved to the first year and the weatherization project at CRV being reduced to 50% for the first year.

Linda asked. If we proceed with this right now, and Mark gets a bid for the weatherization of CRV. If the bid does not require the entire 50% allotted for the project, can Mark then make recommendations and the board change how the remaining funds are used?

Jacqueline commented yes, the use of the funding is flexible to a certain degree.

Paul commented this is why the committee used percentages rather than hard numbers.

Roy commented, because some of these items are very specific and other things are not, such as District training / staff retention. Roy recommends that administration approach the board with recommendations, ideas and some plans on how to use some of these levy funds.

Linda asked what categories on this list would be considered special projects type of things?

Roy stated, it would be. Training / staff retention and safety security upgrade.

Channon stated, the actual amounts used could vary in either direction on these projects.

Linda commented that on these categories that are more fluid, expenditures should be discussed by the board.

Paul noted that anything over \$5000 would need to be brought before the board anyway. Paul asked how will the expenditures be accounted for? And would like to have a monthly spreadsheet to review how the money is being spent.

Mark will speak with Tracy and Melissa about the kind of report and what the projects need to be coded to.

Paul seconded the motion to approve the levy usage recommendations. All were in favor.

Linda asked when will the money become available?

Mark stated this month.

Roy asked that the levy usage be a standing item for the monthly board agenda.

## **V. GENERAL DISCUSSION**

### A. Idea for rate / rent increase

Mark referred to a packet given to the board. Currently the rate increase is based on the Medicaid rate increases. From previous discussions the most favored method is based on the Consumer Price Index <https://www.bls.gov/cpi/> Mark gave examples of fluctuations in the CPI and how this method will be a more

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accurate and flexible way of determining rates. Mark referred to the last page of the board packet.

Policy:

11/1/2018-DRAFT

It is the policy of Clatsop Care Health District to establish the private pay rent increase to correlate to the annual CPI based on the trailing 12 month data point while going through the budgeting process.

Procedure:

1. The budgeting period begins annually in April, with the final draft put forward for board approval at the June meeting.
2. In April of each year, management will pull the trailing 12 month average of the CPI (Consumer Price Index) to establish the rent increase for the following year.
3. Once voted on at the June meeting, letters will be sent out, with a rent increase beginning each year on August 1.
4. Anyone who has moved in 6 months preceding August 1 will not incur a rent increase.

Roy commented that in the past the private pay rates slipped below the Medicaid rates. Roy recommended a clause be added that the private pay rates will not be lower than the Medicaid rate.

Mark replied. When he gives out the binder with all with all of the budget material in it, there are policies that are in it that are updated annually. The above listed policy could be added to that binder for an annual review.

Mike noted that he found reference to a motion made at a board meeting Nov. 2016 that was approved and passed regarding private pay rates at Clatsop Care being 5% above the Medicaid rate rounded to the nearest dollar. The above policy would take precedent over that one. Mike asked, if the CPI based rate increase ends up being 1.8 % and Medicaid increases 6% how is this going to be handled?

Mark stated that there is enough spread right now between the two that this should not become an issue.

Channon stated that in community based care the private pay rate is 30% above Medicaid rates.

Mark commented that at Clatsop Care there is only one private pay resident the rest are Medicaid.

Roy asked, so do you think there needs to be a clause clarifying that the Medicaid rate will never be higher than the private pay?

Mark commented that adding a statement to the bottom of the document stating this information will be reviewed annually during the budget process will be adequate.

Mike asked that this be added to the December board meeting agenda general discussion.

Roy asked if CPI was the best way to determine rates for residential care?

Channon stated it is the easiest and least confusing way to explain rate increases to the client.

Mark commented that an industry specific rate setting mechanism would probably be higher than a CPI based rate mechanism. Mark stated that CPI based rates is the easiest to use and probably the best way to capture what is needed.

Mark commented that this is not on the agenda, but Mark would like feedback regarding a Holiday bonus and a Holiday party for staff. Should something similar to last year be provided?

Mike and Paul both stated it was well received last year and recommended it again this year.

Linda requested some clarification on the CRV and CCMC turnover reports. These are percentages listed in a graphical format and it is hard to follow the detail of them.

Channon commented that in the prior report the spreadsheet detail that the graph is based on was listed.

Mark stated that he was asked to convert it into a graphical format. He will include both the graph and the spreadsheet detail in the next turnover reports.

Roy asked, what happened to the QAPI committee at Clatsop Care? Quality Assurance (QA) and Performance Improvement (PI) When does the team meet and at what time?

David commented it is on the 2<sup>nd</sup> Wed of each month beginning at 1:30PM

Roy commented that himself and Allison were attending in the past but were not aware the committee was still meeting.

David stated that the requirements under phase 3 of the Medicare participation program have increased the requirements for QAPI meetings. David will make sure Roy and Allison aware of the next QAPI meeting, so they have the opportunity to attend.

## **VI. PUBLIC COMMENT**

Ron commented that the financials do not make sense. Healthcare is a business and needs to be run as such.

Mike asked Mark to clarify.

Mark asked, are you asking for assets and liabilities?

Ron stated, what the bank would ask for. This is being presented as an audit, it is not, it is a Government survey.

Mark asked, are you talking about what Moss Adams puts together?

Ron stated yes. He wants to be on the record regarding this.

## VII. Board Closing Comments

Mike commented that he is pleased the board has come together with a direction for the next several years. It is reassuring that for everyone to continue with Aidan and following through on these projects that the tax levy will help the District accomplish.

The next board meeting will be:

Tuesday December 4th, 2018  
Clatsop Care Memory Community  
2219 Dolphin Avenue  
Warrenton OR 97146  
5:00 p.m.

## VIII. ADJOURNMENT

Linda motion to adjourn, Paul seconded the motion. The meeting was adjourned at 7:10PM

\_\_\_\_\_  
Chair

\_\_\_\_\_  
Date

\_\_\_\_\_  
Secretary

\_\_\_\_\_  
Date