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MINUTES
COMMITTEE OF THE WHOLE
November 2, 2009
County Board Room 403

Members Present:

Thomas O'Neill; Chairman, **Robert Baietto**, **James Dillon**, **Brian Elsasser**, **Brad Harding**, **Allen Mayer**, **Lynn Pearson**, **Michael Phelan**, **Stephen Morris**, **Phil Salzer**, **Bud Sous**, **Andrew Rand**, **Carol Trumpe**, **William (Junior) Watkins**, **Merle Widmer**, **Bonnie Hester**

Members Absent: William Prather, Patricia Hidden

Staff/Elected: **Patrick Urich**, County Administrator; **Erik Bush**, Chief Finance Officer; **Kate VanBeek**, Human Resources Director; **Scott Sorrel**, County Administrator Assist to; **Jenny Zinkel**, Strategic Communications Director; **Carol VanWinkle**, Auditor; **Matt Nieukirk**, **Calvin Kerley**, **Becky Polhemus**, **Deb McCoy**, **Ann Brown-Bel-Wood** Nursing Home; **Lindsay Hahn**, Ferry & Associates Architects; **Richard McClelland**, **Mike Olson**- Larson & Darby Group; **Mike Scavotto**, **Gary Kobes**, **Scott Gima**-MPA; **Eric Bursott**, River City Construction; **Jane Genzel**, Peoria Opportunity; **Tanya Koone**, WCBU; Karrie Alms, Citizen.

The meeting was called to order at 6:00 pm by County Board Chairman O'Neill. The minutes of October 5, 2009, COW (Committee of the Whole) meeting were approved with revisions on motion by Mr. Baietto and second by Mr. Watkins.

The internal and external Bel-Wood project team was introduced. Mr. Urich said the presentation would frame the issues leading to progress to-date and ultimately to the decision point. Thus, the decisions made would impact cost and outcome. The two policy decisions are (1) which design scheme to select and (2) which location is best for the future Bel-Wood. The Initial thought was that a consensus on the design scheme and location would go to a joint meeting of Health and Environmental Issues and Facilities Committees and then to the full County Board. Mr. Phelan recommended that Management Services and Finance-Legislative Committees also be included.

Bel-Wood Financials

Mr. Urich referred to a *slide* showing the financial performance of the nursing home 1997-2009. He stated performance has been strong. In 2003 the Home experienced losses for several reasons and one being that the State does not reimburse at the actual cost it takes to care for the residents. As a result of the referendum passed in spring 2003, there was an increase in the property tax in 2004. Therefore, the Bel-Wood levy covered the operating loss 1997-2003. He stated that in 2002 the County Board made a policy decision to take FICA and IMRF costs for Bel-Wood Employees and hold them in the FICA and IMRF Fund -- the same as all other county employees. That policy still exist to-date. He noted that Bel-Wood is moving in a positive direction but when taking all cost structures into consideration, there still is a ways to go.

Background & Situation Analysis

Mr. Scavotto explained the role Illinois Department of Public Health (IDPH) Health Facility Planning Board plays overseeing projects of this nature and issuing the *Certificate of Needs*. Since the decision has been made to build vs. remodel, the process comes back to the board members two more times for project review and a decision to proceed with letting more contracts.

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Under criteria design, he noted that a decision needs to be made as to the direction to go. If the permit from the Health Facilities Planning Board is for a certain dollar amount, it is the number we must work with. The Rules say if cost comes back above that amount, construction cannot start. The process must start again; therefore, it is imperative to get the cost accurate the first time. Mr. Scavotto said failure to make a policy decision would result in too much money being spent to study too many schemes. He referred to previous discussions on Bel-Wood Business Plan and noted that some of the costly problems with Bel-Wood's building include the designed of the areas above the ceiling, aged HVAC system, and inadequate sprinklers. The 2007 Ferry & Associates Study showed construction cost to repair the problems identified by IDPH would be \$12.5 mil and to include soft cost, phasing, etc.; the total would be \$21 mil. This amount does not include resident rooms and bathing facilities. Therefore, the question from the Committee was, why spend \$21 million and be non-competitive? The guidance to management was to evaluate replacement, consequently, the business planning process stated.

Business Planning Financial Model

Mr. Scavotto explained the details of the *Business Planning Financial Model (BPFM)*. It was necessary to research the local demographics, dementia market, competitors and future environment. He said the directive to MPA from management staff throughout the process has been *the need to develop and sustain an operational model that operates on its own income.*

Mr. Urich said in May 2009, the County Board approved the space program. In June 2009, a recommendation to replace the building was approved I6-2. Either, replacement or renovation represents a significant investment of County dollars and requires a CON (Certificate of Need).

Pioneer Movement/Space Program

Mr. Nieu Kirk said the Pioneer Movement is a resident based approach that creates a more homelike environment as opposed to an institutionalized setting. In developing the space program, discussions were held with community organizations, nursing home ombudsmen, hospital discharge planners, and doctor offices as well as two public meetings were held. The purpose was to insure the services Bel-Wood provides meet the community demand 15-20-30 years in the future. The project team discussed with the community groups: smaller Alzheimer units with 80 beds broken down into four 20-bed pods, smaller Medicare unit for the provision of specialized therapy geared toward a distinct population, and two 45-bed traditional nursing home wings. The community groups were receptive to the Plan, although they had a couple of suggestions that were submitted to the design team. Mr. Nieu Kirk said the goals are to be able to accommodate a large population, develop culture change, create smaller pods for a more home-like living facility conducive to the residents and to have more private bedrooms. Because Bel-Wood has a significant number of Medicaid residents, the layout consists of "T" shaped rooms so two residents could occupy the same area, yet, have private bedrooms. They still would share closets and the bathroom.

Choices

Mr. Nieu Kirk said the new program would allow more choices. There would be a change in the way meals are provided. Currently, the residents are brought to the dining area at the same time and there is a general meal plan. The new approach would be to give residents more options. Residents would be allowed to come to eat when they choose and instead of a general menu, they could get food *made to order* -- a choice of food that could be prepared *on the spot*. Also, residents would participate in creating the activity calendar.

Phelan asked if this would increase cost. Mr. Nieu Kirk said when this was evaluated; typically, other nursing homes found that food cost went down because there was less wasted by not preparing a

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large quantity of food that is not eaten. Also, Ms. Trumpe was concerned about the residents ordering a balance meal. Mr. Nieukirk said CMS (Center for Medicare/Medicaid Services) looks at weight gain or loss over a period of time; therefore, staff would closely monitor. Mr. Harding asked if man-hours required under this model would give a better return on investment. Mr. Nieukirk said yes.

Medication Administration

Mr. Nieukirk advised that medicine would be locked and stored in the resident's room and nurses could administer it there instead of pushing a cart down hallways. Controlled substances would continue to be locked away in a safe place.

Location/sites

Mr. Urich said visits were made to several potential locations. When looking for locations, demographics were studied based on senior population by household income levels, Bel-Wood residents and employee origin, etc. When evaluating sites, data was gathered on lot size, public transportation, property classification, and existing Infrastructure. County-owned property has been evaluated as well. It has been narrowed to four viable sites:

- o Hanna City Work Camp
- o Peoria County
- o West Central Peoria
- o North Central Peoria

Mr. Urich gave detail information on the above sites. A lengthy conversation followed.

Designs/Schemes

Mr. Urich said the decision to replace Bel-Wood was based on River City Construction's numbers. The space program has been applied to conceptual design and several variations were studied. Mr. McClelland presented slides on the three final designs. He said before moving forward, a decision was needed on the site and the scheme. He indicated that they are half through the design of what the building might look like. The designs are still being worked on and the configuration might change as it is work in progress. He gave more details on the T-Room design and noted that each resident would have equal access to a window. Mr. Dillon recommended each resident have individual closets. Mr. Hahn said they would consider the recommendation. He walked through the details of the three schemes:

- o Scheme I
214 beds / 135,711 square feet/ 634 square feet per bed
- o Scheme 5 B
223 beds / 161,740 square feet / 725 square feet per bed
- o Scheme 5C-Rev
214 beds / 146,319 square feet / 684 square feet per bed

Mr. Hahn stated that the common elements in each scheme are wings for Medicare, Skilled Care, Alzheimer, a large out patient physical therapy area and administrative support areas. The advantages and disadvantages in the schemes were explained; details on the physical structure of the building were presented; and the requirements of IDPH that govern the design of long term skilled care facilities were discussed.

Mr. Phelan asked if the availability of grants for green projects were explored. Mr. Urich said that every effort would be made to capture those dollars as funding streams open. Replying to Mr. Sous' question of why go to a multiple level building, Mr. Urich said more green building design points could be gained. Mr. O'Neill asked if a 3-story building is safe for elder persons. Mr. Hahn said

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safety code requires sprinklers on each floor, and in case of fire, the residents are moved from one side of the building to the other. Mr. Salzer questioned the maximum height of the building. Mr. Hahn's estimated a 3 story building to be 40 feet.

A lengthy discussion with questions and answers on the three schemes continued. Mr. Urich presented cost data for each scheme and stated that management recommended Scheme 5C-Rev. because it has (1) smaller footprint for a better use on any site, (2) more T-rooms w/smaller nursing units, (3) storage in the basement, (4) better massing-smaller scale-energy efficient, (5) lower overall cost, (6) competitive cost per bed, and (7) respectable financial performance. Mr. Urich said the next steps that follow the policy decisions on scheme and site are:

- Complete criteria design and do another cost estimate
- Continue detail design, price the project, update financial model
- Prepare and file CON; implementation documents prepared by Design Team
- Bid the project and award contracts

Mr. Widmer said the operation aspects of the facility were not discussed. He asked about the number of employees needed to maintain operations and the amount of money set aside to take care of the building deterioration. Mr. Urich gave information on Bel-Wood employee count, Bel-Wood levy, and debt service. Mr. Baietto asked if it would hold true there would be no increase to property tax. Mr. Urich referred to 2003 when the tax passed and the fact that 2004 was the first time it was levied. The tax has never been increased to its 6% maximum.

Mr. Mayer stated that the County Board made a decision to stay in the nursing home business and taxpayers voted for the tax. Therefore, he sees no reason why the *will* of the taxpayers should not be carried out. A motion was made by Mr. Salzer and seconded by Mr. Mayer to go into Executive Session to discuss purchase of property. The motion carried.

EXECUTIVE SESSION

Regular session resumed on motion by Mr. Mayer and second by Ms. Trumpe.

MISCELLANEOUS

Mr. Phelan complimented staff on the information provided. During next year's Reorganization meeting, he recommended consolidating some of the standing committees. There being no further business, the meeting adjourned at 8:50 pm on motion by Mr. Mayer and second by Ms. Pearson.

/vp