

A meeting was held on this date in Room 711 of the Courthouse.

Members Present: Commissioners Falk (Chair), Ervin, Laughlin, McNair, McHugh and Raber

Others Present: Ken Mohr, Gloria Zimmerman, Mary Hazzard, Larry Erickson, Larry Epting, Judy Johnston, Brian Kahler, Penny Zuber, Steve Samuelson and David Barilla.

### COUNTY EXECUTIVE

Commissioner McHugh asked if any personnel were being added in your department. Jane Baker, County Executive, said no. Commissioner McHugh said he would like to clarify that when he was questioning travel and convention expenses that did not apply to the County Executive's domain, they do not go to national conventions. He said he thought that should be made for the public record.

Commissioner Falk said we should make note of the fact that there is an 18.29% increase in personnel. She said that reflects the fact that as of January 1998 the County Executive's salary is being increased. Commissioner McHugh said this is a very conservative budget. Commissioner Ervin said this is very straight forward.

Commissioner McHugh said since Jane Baker became County Executive, the last four years have been very exciting. He said the staff around you is truly dedicated. He said progress has been made at the Velodrome and the Game Preserve. He said the Game Preserve has been there for a long time and soon the whole country will hear about it. He said it is the only zoological facility around the country that is not landlocked. He said when the Government Center opens people will realize that there is a crown at 7<sup>th</sup> and Hamilton. He said Cedarbrook continues to be a fabulous facility. He said you can really go through the whole government. He said public information, we never had the public relations that we have today. He said the communication between the administration, the Commissioners and judiciary is outstanding. He said unless people are here to see it on a day to day basis they do not comprehend what is happening in Lehigh County government. He said Jane Baker has been outstanding as County Executive.

Commissioner Ervin said due to the cooperation that we have between the branches of government in Lehigh County we are able to accomplish so much for the citizens of Lehigh County. She said in Northampton County they struggle on a daily basis with minute details that bog them down and prevent them from doing things that are positive for Northampton County. She said it is a shame to see that deterioration. She said she is proud of the communications in Lehigh County.

Commissioner McHugh said we are not a rubber stamp group. He said whenever there is a very fine relationship between the Executive and Legislative branches there is always skepticism. He said over the last three and a half years we have not argued very much in

public, we do are arguing behind the scenes. He said many things are discussed privately with the County Executive.

Commissioner Falk said the cooperation we have with the administration has led to a very efficient way of doing the budget. She said our budgets are no longer as trying as they once were. Jane Baker thanked the Board of Commissioners for their cooperation.

### **CEDARBROOK**

Gloria Zimmerman, Director of Cedarbrook Nursing Homes, read the attached statement.

Commissioner McHugh complimented Zimmerman on her presentation. He said the statement mentioned a County share of zero dollars. He asked what that statement is based on. Larry Erickson said because of the increase in our Medical Assistance revenues and the reduction in other expenses, we were able to increase our revenues by 6% in 1998 and only increase expenses by 5% over 1997. He said the 1997 budgeted contribution of \$1 million will be reduced in 1998 to virtually \$0. Commissioner McHugh asked what the capital outlay is. Erickson said approximately \$3 million and the two major renovation projects involve the elevators and sprinkler systems for the D-wing. Commissioner McHugh said he is very happy to see the cooperation between Cedarbrook and Cedarview.

Commissioner Ervin thanked Cedarbrook's administrators for their cooperation with school districts which has resulted in the Tri-District Alternative School and a mentoring program. Zimmerman said we have also started internships with local colleges that are working out very well.

Commissioner McHugh said he was against the move of the pharmacy. He said it seems that there has not been a problem under the new plan. Zimmerman said what is terrific is that we have 24 hour, 7 days per week service. Commissioner McHugh said he has not heard one complaint. Zimmerman said it has worked out very well.

Zimmerman said Larry Erickson will give more details on the financial piece. Erickson said the County's budgeted share will be reduced from roughly \$993,000 to \$0. He said this is the result of fiscally responsible planning and Cedarbrook's preparedness for the case-mix reimbursement system. He said Zimmerman has previously addressed a number of items but he can answer any questions Commissioners might have.

Commissioner Falk asked if we are prepared for managed care. Erickson said we have handled HMO cases successfully but it is a learning process. Zimmerman said we are looking forward to attending an all day seminar on managed care. She said there is a learning curve involved in the process.

Commissioner Falk said she feels that a remarkable job is being done at Cedarbrook. Commissioner Laughlin said he is very proud of the accomplishments at Cedarbrook. He asked Erickson what the impact of the intergovernmental transfer is. Erickson said for us the intergovernmental transfer equates to about \$1.5 million annually.

Commissioner McNair commended Zimmerman and her staff for the tremendous job being done at Cedarbrook. He asked how long we can expect a zero County contribution to last. Erickson said it is very difficult to anticipate when changes will occur. Larry Epting said it could go on for a couple years. Zimmerman said Larry Epting is the Director of Reimbursement for Complete Care Services, she said CCS tries to stay on the forefront of reimbursement issues. Commissioner McNair asked if there were any projections for 1999. Erickson said it is really too early to tell. Zimmerman said Case Mix II is being implemented in November and we will have to see what the impact of that is. She said you really can not stand still, we constantly try to stay one step ahead of any changes.

Commissioner McNair asked what items from the capital plan are now included in the 1998 budget. Erickson said all of the items from the 5-year capital plan scheduled for 1998 are included in the 1998 budget. He said that is roughly \$3 million. Commissioner McNair asked about the sign. Zimmerman said we are still looking at that. She said we have gotten quotes on significantly cheaper signage.

Zimmerman said she appreciates the support of the Board of Commissioners.

Commissioner Falk said we will reconvene as soon as the Solicitor is available.

The meeting adjourned at 9:30 a.m.

DGB

**COUNTY OF LEHIGH  
CEDARBROOK NURSING HOMES**

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**CAROL M. OLENEK**  
ADMINISTRATOR

To: The Board of Commissioners

From: Gloria F. Zimmerman NHA *6/2*  
Director/Administrator

Date: October 22, 1997

Re: **CEDARBROOK NURSING HOMES  
1998 OPERATIONAL AND CAPITAL BUDGET**

We are pleased to present the proposed 1998 Cedarbrook Nursing Homes operating budget to the Board of Commissioners today. This budget is a result of proactive planning on the part of the Home's Administration and each Office Head. It is responsive to the needs of our residents, the needs of our staff, and is fiscally responsible for the interests of the citizens of Lehigh County.

The County proposed a zero increase budget goal for 1998. The Nursing Homes have once again met that challenge and have achieved a six percent increase in our operating budget revenues while holding the budgeted increase in operating expenses down to five percent over 1997.

As always, our mission at the Nursing Homes continues to be to provide long-term health care for the medically needy and financially indigent citizens of Lehigh County. This care has recently been expanded to include Hospice Care, Respite Care, and Short-Term Care. Collectively, the facilities serve 821 residents.....the third largest County Home in the State of Pennsylvania.

We continue to be proud, as should you, of the many 1997 community, facility, and inter-departmental accomplishments.....achievements made possible by a motivated Management Team. I'd like to take a few minutes to list our achievements.....

### *Community*

In our community, Cedarbrook Nursing Homes have made many contributions including:

- Cedarbrook's continued commitment to employ individuals with disabilities so they can live, work, and enjoy life in this community. These individuals work in our Nursing, Laundry, Dining Services, Environmental Services, and Maintenance areas.
- Our Therapeutic Recreation Department, which coordinates community gifts and parties for our residents during the Holidays, once again was successful in obtaining personalized gifts for all of our 821 residents. We continue to be grateful to our generous community.
- Our Fountain Hill site sponsored their Second Annual Thanksgiving Food Drive to benefit needy families and individuals in our area during the Holiday Season. A total of 664 pounds of non-perishable foods was contributed.....exceeding the previous year totals by 60%. Cedarbrook-Allentown assisted in this project.
- Our employees also participated in the Toy Drive to benefit needy children in the community.
- At the Allentown site, our Barber and Beauty Shop has expanded services to our neighbors at Cedarview and Cedar Village by providing Saturday hours. We have also opened our doors and invite them regularly to some of our evening activities, hosted by our Therapeutic Recreation Department. By opening our doors, we have shared resources as well as gained some volunteers.

⇒ Additionally, Cedarview residents will again participate in our Annual Bazaar scheduled for November 7, 1997.

- Studies have shown that nursing home residents contract infectious illnesses from staff and visitors. Currently our staff and volunteers actively participate in our Flu Vaccination Program so that we cut down on the transmission of the disease. We have expanded our program to include family members of our residents. By expanding our program, we are providing the highest quality of services possible to our residents.
- Cedarbrook-Allentown continues to benefit from a Cooperative Education Program for high school students. The students gain valuable work experience in the health care environment by working in various locations.....such as Administration, Shipping and Receiving, Business Office, and our Rehabilitation Departments.

⇒ Related programs include Job Shadowing, School Works, Summer Kids at Risk, Career Learning Project, Health Assistant Program with Lehigh County Vo-Tech, and the Dieruff High School Charter for Health and Nursing Assistant Program.

- Cedarbrook-Fountain Hill also benefits from Private Industry Council participants and students from the Bethlehem School District who do Community Service projects.
- The Nursing Homes also provide Cooperative Education Programs for students attending Lehigh Carbon Community College. This past year we have provided opportunities for students in the fields of Professional Nursing, Practical Nursing, Medical Records, Therapeutic Recreation, and Occupational Therapy Assistants.

⇒ We have also been a site for classes in the Gerontology Certification Program from Lehigh Carbon Community College. We initially were a site for our own employees but now are a satellite site for any student in the community.

- We have opened our doors to Internship Programs in the fields of Administration, Social Work, Accounting, and Speech Therapy. Our Interns have come from Cedar Crest, Allentown, and Muhlenberg Colleges as well as Kutztown University.
- The Tri-District Alternative Program which began in January of this year with East Penn, Southern Lehigh, and Salisbury School Districts was a success. The students completed community service projects at our Allentown site by doing such tasks as transporting residents, polishing residents' fingernails, performing landscape and grounds work, stocking of supplies, washing vans, and fishing with the residents. We look forward to a continued successful relationship.

### *Facility*

- Development of an Ethics Committee to review and discuss ethical issues and cases to improve services and quality of life to our residents.
- Offering Hospice Services, through the Visiting Nurses Association of the Lehigh Valley, which provides a choice for terminally ill residents and their families who prefer comfort measures versus aggressive treatment. Hospice Care results in the provision of comfort, dignity, and a higher quality of life for a terminally ill resident.
  - ⇒ Since we contracted for this program in March of this year, Hospice Services have been provided to 24 residents at both Allentown and Fountain Hill sites.
- Offering services through Senior Psychology Services such as psychological evaluations, individual psychotherapy, behavioral management planning for advanced dementia residents, and staff in-service training.
- Completion of the renovation of the kitchen at the Allentown site.

- Continuation of the Revitalization Project at the Allentown Campus creating a homelike environment for our residents.
- The Case-mix Reimbursement System for Medical Assistance continues to have a positive impact on the Nursing Homes' fiscal operations. Our Rehabilitation and Restorative Programs have contributed to reducing the County's contribution to Cedarbrook's operation. We look forward to the challenge that the change in structure of Case-mix will bring in 1998. Our capable staff is aggressively pursuing the needed training to handle the changes with MDS 2.0, which becomes effective November 2, 1997.
- Traditionally, the Cedarbrook Nursing Homes only admitted residents who required long-term care. We now are offering short-term stays. Short-term is defined as less than a six month stay with intensive rehabilitative therapy and care so that the individuals may return to the community.
- We are also opening our doors to respite type care. Respite Care is a new service designed to provide temporary placement up to 14 days for individuals whose care givers are temporarily unable to care for them.
- In August of 1996, I selected a group of individuals to serve on an Admissions Task Force for the purpose of reviewing and updating our admission and application process. The results of their work are a simplified application which requires fewer forms and expedites approval for admission. In 1996, admissions were expanded from 5 to 6 days per week, and in 1998 Cedarbrook will admit individuals 7 days a week, 24 hours a day. Priority will continue to be given to applicants based on medical, financial, and social needs.
- Expanded evening and weekend activity programs to meet the psychosocial needs of our residents.
  - ⇒ A committee of employees is addressing the special needs of our non-geriatric resident population by targeting their special interests. Currently, 38 of our 821 residents are under the age of 55.



- Increase in the number of our residents receiving pneumococcal vaccination from 56% to 92% to prevent the risk of pneumococcal pneumonia.
- Near completion of an updated Fire Alarm System at Cedarbrook-Allentown and installation of a Sprinkler System in all rooms and areas at Cedarbrook-Fountain Hill.
- Our Management Staff continues to work on improving and enhancing communication with our employees through waterfaling meetings. Our employee newsletter called "Waterfall News" is another tool used in our endeavors.
  - ⇒ Roundtables have been successful in dealing with issues, where solutions to problems are found and employees have a hand in the process.

### ***Interdepartmental***

- The County-wide Employee Suggestion Program continues to be a big success with Cedarbrook's employees. Eleven (11) employees have submitted their ideas to this program and were rewarded for their great ideas.
- In our continued effort to minimize expenses and maximize savings, the Nursing Homes continue their cooperative purchasing agreement with Northampton County's Nursing Home. Again, our thanks go out to George Nader and his staff for making this program a success.
- Our enhanced working relationship with the Area Agency on Aging has enabled us to cooperatively meet the needs of our adult and geriatric population of Lehigh County. They have assisted us in identifying needs of the community such as Respite Care and Short-Term Stays.

- The County Leadership Institute (CLI) has provided a good opportunity to update and improve the knowledge and skills of all of our Management Staff. Through these programs all levels of Managers are improving their professional skills which facilitate working relationships with their employees.

Of the County's \$195 million dollar proposed budget, Cedarbrook comprises 22% or \$43 million dollars. Our budget reflects the County's "hold the line" fiscal position, and, as in the past three years, we are asking for fewer County dollars for the operation of the Nursing Homes. More specifically, the county's share will be reduced from \$993,000 to - 0 - dollars, based on the 1997 budget.

We look forward to 1998. Our top (3) priorities in the 1998 budget are:

1. Resident and Employee Safety

- Handrails in Hallways
- Fire Alarm and Sprinkler System Upgrades
- Bathroom Renovations for ADA Compliance
- Stair Tower Standpipe System.

2. Quality of Life Issues

- Revitalization Plans
- Resident Room and Solarium Furniture
- Elevator Replacement
- Air Conditioning/Air Exchange Units
- Window Replacement
- Dining room Expansion

3. Quality of Care Issues

- Resident Telephone System
- New Therapy Equipment
- Restorative Nursing
- Replacement Tubs for Resident Bathing

Our proactive Management Team continues to analyze opportunities to better serve the needs of our community as well as address the ever-changing health care environment. This budget achieves this goal, meets and exceeds Cedarbrook's fiscal responsibilities to the County of Lehigh, and should warrant a sense of pride by County Officials towards the employees and the care that they provide to our residents at both Cedarbrook Nursing Homes.

jad

cc Jane Baker, County Executive

A meeting was held on this date in Room 711 of the Lehigh County Courthouse.

Members Present: Commissioners Falk (Chair), Ervin, Laughlin, McHugh, McNair, Raber and Rosenfeld

Others Present: Ken Mohr, Henry Perking, Catharine Roseberry, Brian Kahler, Penny Zuber, Steve Samuelson and David Barilla.

Commissioner Ervin made a motion to enter into Executive Session to discussion litigation. The motion was seconded by Commissioner McNair and approved by a 7-0 vote.

The Executive Session concluded and the meeting reconvened at 11:05 a.m.

#### **DEPARTMENT OF LAW**

Henry Perkin, Solicitor, said we interact with all departments and that is done in a very economical fashion. He said we do virtually all work in-house. He said we have developed strong expertise in the areas that need service to the County. He said we do not have to bring in specialists in very many cases. He said we have tried to keep our budget in line with prior years. He said one of the changes is the augmentation of our electronic library. He said we use it now and will make some enhancements. He said that is probably the only change in his budget.

Commissioner Falk said we should make not that a full-time position is being divided into two part-time positions. Perkin said we now have job sharing between Renee Cohen and Bernice Browne. He said he was very please to do that, it was person driven. He said he would not have done that just to do it, but those two people mean an awful lot to the office. He said Browne oversees assessments and has expertise in that area. He said Cohen is overseeing contracts. He said the splitting of that position had a small additional cost to his budget. Commissioner Rosenfeld asked if the full-time position is still in the budget. Perkin said it is in the budget at \$1. Commissioner Rosenfeld said you could still hire someone. Perkin said no, he does not have the money. He said if one of the two part-time lawyers would leave he would want to get rid of the per diem aspect and fund the \$1 position. Ken Mohr said he has the money to do one or the other but not both.

Perkin said we will not have access to the law library in this building with the move so we started the electronic library. He said books in electronic form is really the way to go.

Mohr said at a previous budget hearing there was a question about how Perkin could absorb the work of the Row Officer's Solicitors and still keep his budget relatively the same. Perkin said he made a comment in the paper that he can handle the additional work without any additional staff. He said the litigation against the Row Offices has almost always been handled by the Department Of Law, we have handled it in the past. He said

that leaves the day to day advice of the Row Officers to be taken on. He said he has met with every Row Officer and asked that they provide legal requisitions except when they have an immediate problem. He said he will be assigning assistants to each of them to have that contact. He said he does not think that is a great additional burden. He said he will see how things go in the next 12 months, but he thinks it can be done.

Commissioner Rosenfeld asked what the revenue is in this budget. Perkin said the Sheriff's Office does deeds on Sheriff's sales so he budgeted last year's amount. He said that will now go to the County budget since he will be taking on that work.

Commissioner Falk said the next budget hearing will be held on Friday, October 24 at 8:30 a.m.

The meeting adjourned at 11:16 a.m.

DGB