

Sullivan County NH

Type of meeting: Sullivan County Board of Commissioners \ Facilities Committee Special Public Meeting – RFQ Review Senior Living \ Assisted Care Business Plan \ Feasibility Assessment

Date \ Time: Tuesday - March 14, 2006; 10 a.m.

Place: Newport – County Complex, 14 Main Street, 1st Floor, Commissioners Conference Room

ATTENDEES: Commissioners Donald S. Clarke - *Chair*, Ben Nelson – *Vice Chair* (arrived later) and Ethel Jarvis - *Clerk*, Ed Gil de Rubio – *County Manager*; Greg Chanis – *Facilities & Operations Director*; Courtney Marshall – *Sullivan County Health Care Administrator*; Patti Koscielniak – *Admissions Coordinator*; Heidi Smith – *Director of Nursing*; Larry Converse – *County/State Delegate*; and Sharon Johnson-Callum (minute taker).

10 a.m. Commissioner Clarke brought the meeting to order.

Copies of the RFQ document were distributed. Mr. Gil de Rubio spoke; noting this would be quite a project and it will be running parallel with the DOC needs assessment project. He discussed the budgetary strategy for the next two fiscal years on both projects. He reminded them of the two year old market analysis that Clough Harbour & Associates compiled; and, that with this RFQ project they are requesting a detailed business plan \ feasibility assessment for a senior care and assisted living facility.

Mr. Gil de Rubio reviewed the RFQ document, discussing expectations from the firms on the proposed project as follows:

1. A summary report with financials to document assumptions related to current and future market conditions.
2. Recommended management \ organizational structure with support assumptions; the pro's, and con's with a final recommendation regarding a public venture or a public \ private partnership.
3. Financial Documentation; a three (3) year pro forma will include but not be limited to revenue projections, operating budget, start up costs and capital costs.

Mr. Gil de Rubio discussed “deliverables”: Administrative Draft required by April 28th and electronic CD copy of final report submitted by May 12th. General discussion commenced on sources of capital. Mr. Gil de Rubio noted the firm, in the pro forma, should provide this. Mr. Gil de Rubio reviewed the “Schedule for Firm Selection”, which entailed: Feb 14th – Announcement of RFQ, March 8th – Proposals Due, and March 14th Interview and Final Selection. Commissioner Clarke and Mr. Gil de Rubio envisioned interviewing the firms soon, all in one day. Mr. Gil de Rubio noted he had kept the bids sealed so that the group could review the proposals, basing their decision on

the proposals submitted. Mr. Gil de Rubio briefly explained his process of choosing firms to send the RFQ to.

Commissioner Clarke announced the bids received:

1. **Health Care Management Associates, Inc., Lynnfield MA**
 - **Total \$28,175:** 3/14/06 - \$9,500 initial payment, 4/10/06 \$9,375, 5/1/06 \$4,650.00, 5/15/06 \$4,650.
2. **Housing Partners Inc., Watertown MA**
 - **Total \$22,000:** Upon selection - \$2,000, 4/7/06 - \$7,500, on delivery of draft report \$7,500, on delivery of final report - \$5,000.
3. **Haddock & Associates, Inc., Tigard OR**
 - **Total \$15,000:** 3/14/06 50%, 25% on delivery of draft report, 25% on delivery of final report

The following feedback from each attendee was noted (Minute taker has inserted the numbers above, as it pertains to the firm discussed):

- Commissioner Nelson noted on his initial look he thought No. 1 and No. 2 looked good. He added, No.1's proposal illustrated they worked on local projects – and that drew his attention. He noted he received a call from a realtor/developer in support of the No.2. He feels No. 2 was a bit “over the top”, but No. 3's proposal was a “bit thin” - possibly because they would rely on county employees to help write parts of their plan.
- Commissioner Jarvis and Rep. Converse noted they liked No. 3's proposal as it was simply written. Commissioner Jarvis liked the experience behind the professionals at No. 3. Commissioner Jarvis felt No. 2 was too expensive.
- Ms. Koscielniak pointed out No. 3 being located in OR might convolute the project. She noted she was leaning towards No. 1. Ms. Koscielniak noted as a group it was important for them to address the age of resident, which was addressed in one proposal. She expressed concern for younger people currently in nursing homes that should not be there because of their age, and wondered if they might fit better in this new complex.
- Commissioner Clarke was impressed by No. 2's proposal as they had a broad range of experience in the assisted care field, including realty – important, as they have chosen a specific land parcel and would rely on their expertise.
- Mr. Marshall added his only con against No. 2's approach was they are requesting county staff to write some of their report. He noted, however, they are local, appear to take projects right through and have a definite time line. He added that he had not noticed, with No. 3's proposal any private/public partnership experience.
- Ms. Smith indicated she saw more creativity in No. 1's proposal, comparing it to a “Summer Crest” type facility, while the others proposed just a simple building.
- Mr. Chanis pointed out No. 1 noted they would include public input. He felt this was a positive point, as it would ease public participation into the discussions.

General discussion commenced on the possible mix of clients and if this type of facility would include respite and hospice rooms in order to free up space in the nursing home. Mr. Chanis noted he felt the project should be judged on their work, not the cost. Ms. Koscielniak noting it should be based on market plan, also. As the majority of the group made positive comments towards No.1 & No. 2, Mr. Gil de Rubio confirmed he would make interview appointments with the two firms. The group agreed Friday, March 17th would be a good day for the interview, to begin at 1 p.m. Mr. Chanis suggested compiling a list of questions to send the firms. The group discussed, briefly, what they envisioned as the structure of the building\complex and felt they needed to discuss this more later. Ms. Smith feels the location in Unity is good. Mr. Gil de Rubio noted they needed to enhance transportation. Mr. Chanis agreed. Ms. Koscielniak noted those in Claremont still have difficulty accessing social events even with transportation. Rep. Converse noted he would want a facility to fit the area, the looks. Mr. Gil de Rubio agreed it should be esthetically appealing. Ms. Koscielniak noted they might want to deviate from medical to a social model, which was noted in the No. 3 proposal. Commissioner Clarke and Mr. Gil de Rubio thought that was an interesting concept. Ms. Smith noted Nancy Herman's resume showed experience with working with health care and focus groups in community orientate; and that her background lends itself to both, to balance medical and social models.

The following questions were agreed upon:

- *What is your vision on quality of life?*
- *What type of building complex do you envision for Unity NH?*
- *What experience have you had with public input?*
- *What types of funding sources do you foresee being accessed to complete the project, through grants and loans?*
- *Would you seek input from DHHS regarding what they see coming down the road?*
- *How has your firm dealt with the complexities of integrating medical and social models?*

Mr. Gil de Rubio envisions talking with the Commissioner of NH State HHS. Ms. Johnson-Callum will contact the two firms to set appointments and send questions to them. As the Ahern Building was booked for Friday, it was decided the Newport Commissioners Conference Room would be used.

OTHER COUNTY ISSUES DISCUSSED:

REGIONAL MEDICAL EMERGENCY PLANNING – Commissioner Clarke expressed concern on whether the region was prepared to handle a medical emergency crisis, such as the Asian flu pandemic. He suggested the County contact HHS and find out what the State's responsibility/overall plan is and how they see the County's involvement: a) what steps we need to take? b) what is our responsibility as distribution and coordination with other hospitals, health care facilities, etc.? Mr. Gil de Rubio confirmed he and Mr. Marshall would gather the information to present at the April 18th Board meeting.

Respectfully submitted,



*Ethel Jarvis, Clerk
Board of Commissioners*

EJ/s.j-c.