

# TOWN OF PROVINCETOWN - BOARD OF SELECTMEN

Judge Welsh Meeting Room – Provincetown Town Hall

## SPECIAL MEETING Re: CAPE END MANOR

DECEMBER 18, 2000

**The following minutes are available on-line as a service and are not the official record due to changes in formatting for the Internet. The minutes may have attachments that are not included here in this format. The official, complete paper copy can be viewed during regular office hours, Monday - Friday: 8 a.m. to 5 p.m. in the Office of the Town Clerk, 260 Commercial St. Provincetown, MA 02657.**

Chairman, Betty Steele-Jeffers opened the meeting at 7:09 PM, noting the following attendees: Board of Selectmen members: Elizabeth Steele-Jeffers, David Atkinson, Richard Prowell

Excused Absence: Cheryl Andrews (Due to conflict of interest.), Mary-Jo Avellar

Cape End Manor Board of Directors: Patricia Papetsas, Sandra Dobbyn, Patrick I. Patrick, and Robert Cabral

Other attendees: Keith Bergman, - Town Manager, Mark Latour – Assistant Town Manager, Dennis Anderson, Facilitator, Eileen Thomas, Acting Administrator Cape End Manor

Recorder: Vernon Porter – Secretary to Board of Selectmen

The following are meeting minutes in brief.

### 1A Facilitated Meeting on Cape End Manor

Joint Meeting with CEM Board of Directors

Meeting facilitated by Dennis Anderson former CEM CEO.

Open Discussion / Comments

***What can we do to address the much-needed service for the community for those that cannot longer live home alone?***

Replace the CEM @ a new site.

Avoid Closure

Gain Public Support

Offer Quality Service

Include Truro & Wellfleet

Maintain Proximity

***Explore solutions via Request for Expressions of Interest (RFEI) to check interest formally.***

External Viability

Encourage Shared form of Governance

Provide Employment

Create New Facility

Transfer vs. Close License

Possibility enhance service

Utilize community support to grow & make facility successful (address non-consensus)

If no solutions: What does Town do re: ***Urgency Dollars and Facility?***

**Betty Steele-Jeffers**

Mentioned status of Cape End Manor twice – once at the Lower Cape Selectmen’s Meeting and there were representatives of the Truro and Wellfleet Board of Selectmen there. We, the Board of Selectmen of Provincetown were meeting with Truro the following week and Sally Sears-Mack thought that it would be good to bring the topic up to the full board.

Both Towns were empathetic to the idea of the need for a care facility for our older residences. One of the questions that the Wellfleet Selectmen raised is that they were curious as to whether or not we could get the figures of who in those town are in nursing homes other than the Manor. Dennis said he could come up with those figures. Truro was more outspoken than Wellfleet. A Truro Selectmen said we never really had to think about it because we never really had the facility in our town. Both Boards seemed empathetic and would be interested in looking into land if that were a necessity – if we thought that we wanted to go some place else and they would be willing to do whatever they could. I stress, because we certainly did not talk about getting financial resources from them, at this point in time, they would be willing to do anything else philosophically and were supportive of the idea that the outer cape does need some kind of facility for its older residents and also recognize that they themselves, have large elderly populations. I felt very positive about the way the Truro Selectmen reacted. I do not think that either Town has actually looked at it with any kind of focus because they really have not had to, but they are willing to look around to see if there is land or if there is any other kind of support we need.

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**Dennis Anderson**

Regarding information for them – we should have it ready by next week. I contacted Cape Cod Hospital and we will have their discharge data that shows where their patients go. Also, I have marketing information on both towns and demographics of their aging population much like we did for Provincetown. I will send it to you and Keith to look at then you can forward it on.

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**Bobby Cabral**

As a member of Knights of Columbus – many of our members are from Truro. A couple of years ago we had a big program where the Masons and the Knights got together and had a big discussion as to why we should put up \$15K for the Manor. All the guys have positive attitude towards the Manor and though that the Manor was a good thing for Truro.

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**Keith Bergman**

We’re trying to put two pieces together. On the one hand what is likely to occur is a lot of interest in the Health Care Industry to provide more services in this region than perhaps we have now. If we put out an RFEI now we can officially formally test the waters to see whether there are entities that are interested in providing those services. On the other hand is the reality check – well, if they are so eager to come here to provide services here how come we cannot get a census? If I were going to invest my money in some facility in this region and I see that the only one that is here only has 39 or 40 beds filled out of a 60 bed facility then I would assume that part of the reason we cannot fill the beds is that the competition, albeit not on the Outer Cape, offers a better facility. We’re selling the package that it is the new facility without the 4 bed wards – so forth – that would allow an entity to meet the demand that is out there – a demand for nursing home services. But to some degree, at least, we are limited in our ability to capture that demand because the physical plant that we are offering is a problem.

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**Dennis Anderson**

It is the physical plant and on top of that is the overhead that we have. If we were part of three homes or two or four home group there would be shared overhead – shared expertise. In addition to that, our private pay is higher for a 4-bed ward than it would be in for a private room in a new bed home.

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**Betty Steele-Jeffers**

In past years when there were discussion about the Manor - and the issue came up about selling the license, it was frequently stated that someone could buy the license and just take the beds and go wherever they want to go. Pat, last time, was asking whether the Town could keep control of the license. What guarantee would we have that someone would be buying the license and putting the facility down this way – would that be written into it?

**Dennis Anderson**

You could write it in there as an option.

**David Atkinson**

Could we ask – would you be willing not to move the beds any further than Wellfleet and would you be willing to provide some sort of transportation for relatives willing to visit?

**Dennis Anderson** – Yes and this has been talked about.

**Pat Patrick** - That comment jumped out at me too. In this exploration of RFEI, in my mind, there is also the possibility of where you really might not be selling the license or the facility and you might be forcing out some partner in a management kind of role where the Town would still own the license and the facility but would have a management firm that would be fiscally responsible and still in some way answer to the Town in some form. (**Sandra Dobbyn** - Right) And in the contract if we had a problem they could be replaced with another firm. Good way to try a company out to see if they are going to work well with the Town.

**Keith Bergman**

There is another level to that. To align the fiscal situation now to the fact that if we are dealing with the RFEI to the transfer of the license the town holds to some other entity. Whether it is private or non-profit or partnership, Dennis said you cannot get out of the business of running the Manor. The CEM has to stay in business long enough to transfer to the new facility. The ‘carrot’, if you will is that transfer – those 72 (60 +12) beds going to a new location and facility. The persons or entity that builds that only gets to do that if we are still in business. It seems to me that we will have the ability to have a partner – even between now and then, and we might want to address that issue even in the RFEI. – What can they do for us in the meantime? It’s going to take some number of years to build a new facility even if we started right now. 2 -3 years.

**Betty Steele-Jeffers**

As a follow-up, the question is, are we able to keep the license under the name of the Town and do up a management contract. What happens if it comes to the point where there is actually a new facility?

**Dennis Anderson** - You can do shared ownership, shared partnership.

**Pat Patrick**

If you had a handful of similar facilities, for them to have an advertising person, marketing person on staff is no big deal. However, for us with just one facility – it is. Fiscally that is what we are running up against where as a sole operation our management staff has to handle accounting, et al and in most nursing homes there is someone in the headquarters staff that handles that. (Headquarters expertise.)

**Betty Steele-Jeffers** – Wellfleet and Truro ... Maybe land will not end up being as big a problem as we may fear.

**Richard Prowell** - I would like to see what happens when we put the RFEI out for bid without putting any constraints upon people. I would like to see who comes forward. We can always negotiate but I would like to see what David moves first.

***MOTION: Move that the Board of Selectmen vote to authorize issuance of a Request for Expressions of Interest (RFEI) regarding the potential sale, partnership, and/or management of the Cape End Manor Nursing Home.***

**Motion by: David Atkinson    Seconded by: Richard Prowell    Yea 3   Nay 0**

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**Next Session**

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- Define and Clarify “To Do’s”
- DoN impact (Town or New Entity)
- How do we utilize Truro & Wellfleet’s Support (Info to them – BSJ)
- Review process of RFEI’s
- Review process of RFEI’s (Participation)
- ? Decision Making process (Input)
- How do we keep CEM viable? (Until solution.)
- Other

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**Motion to adjourn by: David Atkinson at 8:45 PM**

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**Minutes transcribed by: Vernon Porter, Secretary  
January 4, 2001**