



North Central Health Care  
Person centered. Outcome focused.

**OFFICIAL NOTICE AND AGENDA**

Notice is hereby given that the **Nursing Home Operations Committee of the North Central Community Services Program Board** will hold a meeting at the following date, time and location shown below.

**Thursday, September 21, 2023 at 10:00 AM**  
North Central Health Care – Wausau Board Room  
1100 Lake View Drive, Wausau, WI 54403

*Persons wishing to attend the meeting by phone may call into the telephone conference beginning five (5) minutes prior to the start time indicated above using the following number:*

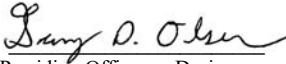
**Phone Number:** 1-408-418-9388 **Access Code:** 2498 718 9096 **Password:** 1234

**AGENDA**

1. CALL TO ORDER
2. PUBLIC COMMENT FOR MATTERS APPEARING ON THE AGENDA (Limited to 15 Minutes)
3. ACTION: APPROVAL OF JULY 26, 2023 NURSING HOME OPERATIONS COMMITTEE MINUTES
4. EXECUTIVE DIRECTOR REPORT – G. Olsen
5. FINANCIAL REPORT – J. Hake
6. NURSING HOME OPERATIONS REPORTS
  - A. Mount View Care Center – K. Woller and C. Gliniecki
    - i. Construction Update
  - B. Pine Crest Nursing Home – R. Hanson and S. Barnett
    - i. Update Regarding Pine Crest Nursing Home Broker
7. BOARD DISCUSSION
8. FUTURE AGENDA ITEMS AND MEETING SCHEDULE
9. ADJOURN

Any person planning to attend this meeting who needs some type of special accommodation in order to participate should call the Administrative Office at 715-848-4405. For TDD telephone service call 715-845-4928.

**NOTICE POSTED AT:** North Central Health Care  
**COPY OF NOTICE DISTRIBUTED TO:**  
Wausau Daily Herald, Antigo Daily Journal, Tomahawk Leader,  
Merrill Foto News, Langlade, Lincoln & Marathon County Clerks Offices

  
Presiding Officer or Designee

DATE: 09/14/2023 TIME: 4:30 PM BY: D. Osowski

## NORTH CENTRAL COMMUNITY SERVICES PROGRAM BOARD NURSING HOME OPERATIONS COMMITTEE

**July 26, 2023**

**9:00 AM**

**NCHC Wausau Board Room**

Present: X Kurt Gibbs X Bill Bialecki X Greg Hartwig  
X Chris Holman X(WebEx) Renee Krueger

Staff: Gary Olsen, Jason Hake, Kristin Woller, Connie Gliniecki, Ryan Hanson (WebEx), Sarah Rothenberger

### Call to Order

- Meeting called to order by Chair Gibbs at 9:00 a.m.

### Public Comment for Matters Appearing on the Agenda

- None

### Approval of April 24, 2023 Nursing Home Operations Committee Minutes

- **Motion**/second, Bialecki/Holman, to approve the April 24, 2023 Nursing Home Operations Committee meeting minutes. Motion carried.

### Executive Director Report – G. Olsen

- The budget amendment related to the supplemental payments authored by Rep. Callahan and Sen. Felzkowski failed to go through. Other counties have not supported the amendment as anticipated.
- Medicaid and vent rates have increased. In December we will learn if these increases will again impact the amount of our supplemental payment.
- G. Olsen has been and will continue to meet with employees, residents and families of Pine Crest following Lincoln County Board meetings regarding the future of Pine Crest. An online portal is available for families to submit questions. Additional meetings will be held as more information comes to light.

### Financial Report – J. Hake

- Mount View Care Center financials were reviewed. June financials are in line with previous months. Census has improved with a current census of 118 which is close to the budgeted census of 120.
- Pine Crest Nursing Home financials were reviewed. It was noted that there was an adjustment made in the amount of \$215,000 due to the reduction in the supplemental payment. Census is at 83 which has been typical for this year and shy of the budgeted census of 89. The use of contracted staff is higher in June which directly relates to staff concerned for their jobs and new hires reluctant to apply with the uncertainty of the future of Pine Crest.

Mount View Care Center Report – K. Woller and C. Gliniecki

- The report provided in the meeting packet was reviewed. The work being done with DQA, Wausau Police Department and Leading Age for an online reporting portal to self-report occurrences is being considered as a potential best practice throughout the state.

Pine Crest Nursing Home Report – R. Hanson

- The report provided in the meeting packet was reviewed. One individual has been added to the long term wait list since this report was published and one individual has been added to the special care waitlist. In March the Department of Labor conducted an investigation in which they identified a few minor violations which resulted in minor civil money penalties. Corrective action has been completed.

Board Discussion

- G. Hartwig stated the Lincoln County Board will meet August 15 and intends to submit a referendum resolution regarding Pine Crest. Referendum would be in the 2024 spring elections.

Future Agenda Items and Meeting Schedule

- Next meeting is scheduled for Thursday, September 21, 2023 at 10:00 a.m. at North Central Health Care

Adjourn

- **Motion**/second, Bialecki/Hartwig, to adjourn the meeting at 9:45 a.m. Motion carried.

*Minutes prepared by Debbie Osowski, Senior Executive Assistant*

North Central Health Care  
Income Statement  
For the Period Ending August 31, 2023

	MTD Actual	MTD Budget	\$ Variance	% Variance	YTD Actual	YTD Budget	\$ Variance	% Variance
<b>Direct Revenues</b>								
Patient Gross Revenues	1,398,323	1,520,157	(121,834)	-8.0%	10,999,502	12,161,253	(1,161,750)	-9.6%
Patient Contractual Adjustments	219,171	(45,693)	264,863	-579.7%	(156,443)	(365,542)	209,099	-57.2%
Net Patient Revenue	1,617,494	1,474,464	143,030	9.7%	10,843,060	11,795,711	(952,651)	-8.1%
County Revenue	-	-	-	0.0%	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%	-	-	-	0.0%
Appropriations	132,667	132,667	-	0.0%	1,061,333	1,061,333	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%	-	-	-	0.0%
Other Revenue	468,550	268,583	199,967	74.5%	1,229,133	2,148,667	(919,533)	-42.8%
Total Direct Revenue	2,218,710	1,875,714	342,996	18.3%	13,133,526	15,005,711	(1,872,185)	-12.5%
<b>Indirect Revenues</b>								
County Revenue	-	-	-	0.0%	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%	-	-	-	0.0%
Appropriations	-	-	-	0.0%	-	-	-	0.0%
Other Revenue	270	583	(313)	-53.7%	3,446	4,667	(1,221)	-26.2%
Allocated Revenue	126,109	114,017	12,092	10.6%	919,974	912,139	7,835	0.9%
Total Indirect Revenue	126,379	114,600	11,779	10.3%	923,420	916,806	6,614	0.7%
Total Operating Revenue	2,345,089	1,990,314	354,775	17.8%	14,056,946	15,922,517	(1,865,571)	-11.7%
<b>Direct Expenses</b>								
Personnel Expenses	845,465	872,164	26,699	3.1%	6,743,503	6,977,309	233,806	3.4%
Contracted Services Expenses	55,633	66,997	11,364	17.0%	418,736	535,976	117,240	21.9%
Supplies Expenses	28,413	35,667	7,254	20.3%	249,477	285,333	35,857	12.6%
Drugs Expenses	19,460	37,841	18,380	48.6%	191,733	302,727	110,994	36.7%
Program Expenses	1,272	1,417	145	10.2%	6,525	11,333	4,809	42.4%
Land & Facility Expenses	-	167	167	100.2%	5,118	1,333	(3,784)	-283.8%
Equipment & Vehicle Expenses	6,356	9,375	3,019	32.2%	103,225	75,000	(28,225)	-37.6%
Diversions Expenses	-	-	-	0.0%	-	-	-	0.0%
Other Operating Expenses	34,286	30,223	(4,063)	-13.4%	179,814	241,787	61,972	25.6%
Total Direct Expenses	990,884	1,053,850	62,966	6.0%	7,898,131	8,430,799	532,668	6.3%
<b>Indirect Expenses</b>								
Personnel Expenses	56,371	56,764	393	0.7%	454,551	454,111	(439)	-0.1%
Contracted Services Expenses	7,384	6,271	(1,113)	-17.7%	67,590	50,167	(17,423)	-34.7%
Supplies Expenses	147	125	(22)	-17.6%	582	1,000	418	41.8%
Drugs Expenses	-	-	-	0.0%	-	-	-	0.0%
Program Expenses	7,316	9,333	2,018	21.6%	59,954	74,667	14,713	19.7%
Land & Facility Expenses	4,275	-	(4,275)	0.0%	34,199	-	(34,199)	0.0%
Equipment & Vehicle Expenses	24,401	-	(24,401)	0.0%	198,619	-	(198,619)	0.0%
Diversions Expenses	-	-	-	0.0%	-	-	-	0.0%
Other Operating Expenses	4,815	69,675	64,861	93.1%	64,972	557,402	492,430	88.3%
Allocated Expense	514,082	486,327	(27,755)	-5.7%	3,828,493	3,890,619	62,126	1.6%
Total Indirect Expenses	618,789	628,495	9,706	1.5%	4,708,958	5,027,965	319,007	6.3%
Total Operating Expenses	1,609,673	1,682,345	72,672	4.3%	12,607,089	13,458,764	851,675	6.3%
<b>Metrics</b>								
Direct Expense/Gross Patient Revenue	70.9%	69.3%			71.8%	69.3%		
Write-Offs/Gross Patient Revenue	2.1%	0.4%			0.5%	0.4%		
Indirect Expenses/Direct Expenses	62.4%	59.6%			59.6%	59.6%		
Overtime/Total Wages	5.8%	9.3%			9.1%	9.3%		
Agency Staffing/Total Wages	0.0%	0.6%			0.0%	0.6%		
<b>Non-Operating Income/Expense</b>								
Interest Income	-	-	-	0.0%	-	-	-	0.0%
Donations Income	890	-	890	100.0%	5,404	-	5,404	100.0%
Other Non-Operating	-	-	-	100.0%	-	-	-	100.0%
Total Non-Operating	890	-	890	0.0%	5,404	-	5,404	0.0%
Net Income (Loss)	736,306	307,969	428,337	-139.1%	1,455,261	2,463,755	(1,008,494)	40.9%
Net Income	31.4%	15.5%			10.4%	15.5%		

North Central Health Care  
Income Statement  
For the Period Ending August 31, 2023

	MTD Actual	MTD Budget	\$ Variance	% Variance	YTD Actual	YTD Budget	\$ Variance	% Variance
<b>Direct Revenues</b>								
Patient Gross Revenues	912,447	947,065	(34,618)	-3.7%	7,427,666	7,576,517	(148,851)	-2.0%
Patient Contractual Adjustments	65,007	(107,811)	172,818	-160.3%	(312,076)	(862,485)	550,409	-63.8%
Net Patient Revenue	977,454	839,254	138,200	16.5%	7,115,590	6,714,031	401,559	6.0%
County Revenue	-	-	-	0.0%	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%	11,607	-	11,607	0.0%
Appropriations	36,735	36,735	-	0.0%	293,877	293,877	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%	-	-	-	0.0%
Other Revenue	331,142	233,333	97,808	41.9%	859,045	1,866,667	(1,007,621)	-54.0%
Total Direct Revenue	1,345,330	1,109,322	236,008	21.3%	8,280,119	8,874,575	(594,456)	-6.7%
<b>Indirect Revenues</b>								
County Revenue	14,750	14,750	-	0.0%	118,000	118,000	-	0.0%
Contracted Service Revenue	-	-	-	0.0%	-	-	-	0.0%
Grant Revenues and Contractuals	-	83	(83)	-99.6%	-	667	(667)	-100.1%
Appropriations	-	-	-	0.0%	-	-	-	0.0%
Other Revenue	1,716	625	1,091	174.6%	5,765	5,000	765	15.3%
Allocated Revenue	1,153	5,488	(4,335)	-79.0%	27,392	43,901	(16,509)	-37.6%
Total Indirect Revenue	19,129	16,821	2,308	13.7%	165,172	134,568	30,604	22.7%
Total Operating Revenue	1,364,459	1,126,143	238,316	21.2%	8,445,291	9,009,143	(563,852)	-6.3%
<b>Direct Expenses</b>								
Personnel Expenses	483,847	537,444	53,598	10.0%	4,019,863	4,299,556	279,693	6.5%
Contracted Services Expenses	120,121	54,933	(65,188)	-118.7%	679,385	439,467	(239,918)	-54.6%
Supplies Expenses	27,506	12,758	(14,747)	-115.6%	107,008	102,067	(4,942)	-4.8%
Drugs Expenses	11,969	14,583	2,615	17.9%	111,002	116,667	5,665	4.9%
Program Expenses	2,773	1,517	(1,256)	-82.8%	8,739	12,133	3,395	28.0%
Land & Facility Expenses	33,750	-	(33,750)	0.0%	270,000	-	(270,000)	0.0%
Equipment & Vehicle Expenses	1,834	1,158	(676)	-58.4%	17,710	9,267	(8,443)	-91.1%
Diversions Expenses	-	-	-	0.0%	-	-	-	0.0%
Other Operating Expenses	20,437	22,113	1,676	7.6%	171,793	176,900	5,107	2.9%
Total Direct Expenses	702,236	644,507	(57,729)	-9.0%	5,385,499	5,156,056	(229,443)	-4.4%
<b>Indirect Expenses</b>								
Personnel Expenses	183,160	182,464	(696)	-0.4%	1,456,294	1,459,712	3,418	0.2%
Contracted Services Expenses	4,914	15,000	10,086	67.2%	69,359	120,000	50,641	42.2%
Supplies Expenses	7,101	6,917	(185)	-2.7%	62,143	55,333	(6,809)	-12.3%
Drugs Expenses	-	-	-	0.0%	-	-	-	0.0%
Program Expenses	3,289	867	(2,422)	-279.5%	29,245	6,933	(22,312)	-321.8%
Land & Facility Expenses	42,984	32,917	(10,067)	-30.6%	140,311	263,333	123,023	46.7%
Equipment & Vehicle Expenses	26,311	1,500	(24,811)	-1654.1%	176,987	12,000	(164,987)	-1374.9%
Diversions Expenses	-	-	-	0.0%	1,164	-	(1,164)	0.0%
Other Operating Expenses	59,114	56,650	(2,464)	-4.3%	427,248	453,200	25,952	5.7%
Allocated Expense	47,003	91,688	44,685	48.7%	743,118	733,505	(9,613)	-1.3%
Total Indirect Expenses	373,876	388,002	14,126	3.6%	3,105,869	3,104,017	(1,852)	-0.1%
Total Operating Expenses	1,076,112	1,032,509	(43,603)	-4.2%	8,491,368	8,260,073	(231,295)	-2.8%
<b>Metrics</b>								
Direct Expense/Gross Patient Revenue	77.0%	68.1%			72.5%	68.1%		
Write-Offs/Gross Patient Revenue	1.0%	0.5%			0.2%	0.5%		
Indirect Expenses/Direct Expenses	53.2%	60.2%			57.7%	60.2%		
Overtime/Total Wages	4.6%	5.2%			6.0%	5.2%		
Agency Staffing/Total Wages	16.0%	4.6%			9.7%	4.6%		
<b>Non-Operating Income/Expense</b>								
Interest Income	317	8	309	3709.5%	2,559	67	2,492	3739.5%
Donations Income	-	417	(417)	100.0%	1,498	3,333	(1,836)	100.0%
Other Non-Operating	-	-	-	100.0%	-	-	-	100.0%
Total Non-Operating	317	425	(108)	-25.4%	4,056	3,400	656	19.3%
Net Income (Loss)	288,664	94,059	194,605	-206.9%	(42,021)	752,472	(794,493)	105.6%
Net Income	21.2%	8.4%			-0.5%	8.4%		

# Nursing Home Operations Committee Facility Report

Month: August 2023

Facility: Mount View Care Center

## Census, Discharges, Admissions & Referrals:

- 115 total residents per day (budget of 128)
  - 8 residents Medicare/Medicare Advantage (budget of 21)
  - 62 residents Medicaid (budget of 85 MA and 7 MA vent)
  - 21 resident Commercial insurance/HMO/VA/other
  - 24 residents private pay or other (budget of 15)
- 8 residents discharged home and 9 residents expired
- 12 residents admitted
- 96 total referrals
  - 84 referrals did not admit (top reasons listed below)
    - Out of county
    - Went to competition.
    - No LTC beds

## Employment Status Update for August:

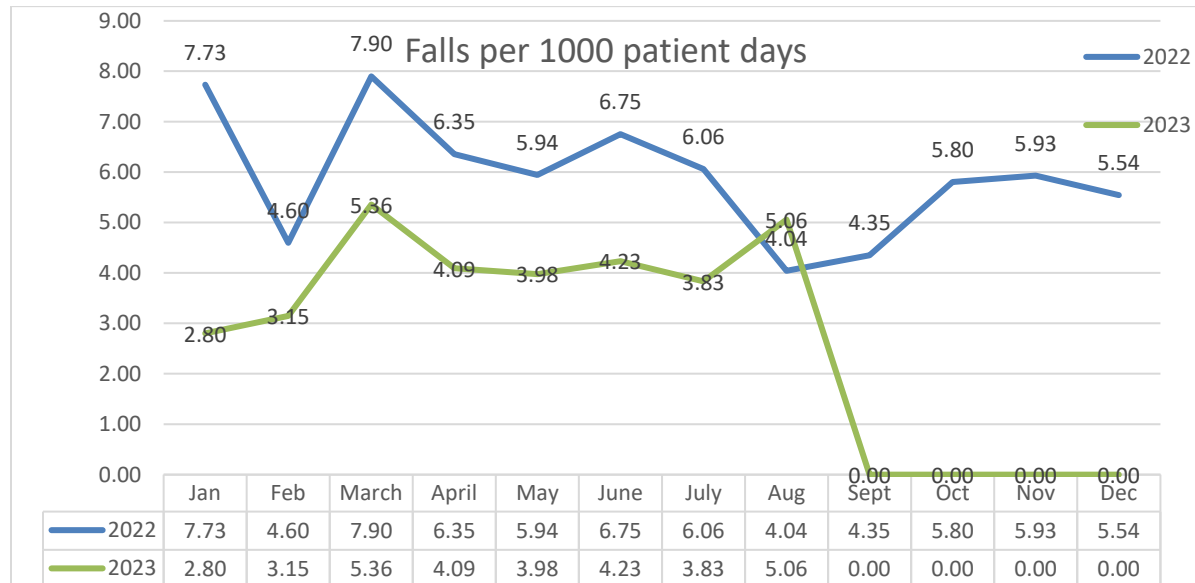
Department	# of Open FTE	Hired since previous report	Discharges since previous report
LPN/RN	5.9	1 part time	1 part time
CNA	10	2 full time and 2 part time	5 occasional and 1 part time
Hospitality Assistants	.6	4 transitional (in CNA class) and 1 full time	0
Life Enrichment	0	0	0
Social Services	0	0	0
Respiratory Therapy	.6	1 occasional	1 full time
Administrative	0	0	0
Guest Services	.4	0	.4

We currently do not have any agency staff.

Staffing continues to be a struggle on AM and PM shift. The beginning of September we lost 5.2 FTEs in CNAs due to going back to high school or college.

**Quality:**

We had a decrease in falls in August. We had 18 falls overall with 4 of the falls coming from one resident. Most of those falls were unwitnessed in resident rooms with no injury.



**Care Compare Five-Star Ratings of Nursing Homes  
Provider Rating Report for August 2023**

Ratings for North Central Health Care (525132) Wausau, Wisconsin			
Overall Quality	Health Inspection	Quality Measures	Staffing
★★★★★	★★★★	★★★★★	★★★★★

**Admission and Readmission Summary:**

We had 4 total acute care transfers in August, with none of those being within 30 days of admission; 3 of them were ED visits only and the other one was an unavoidable, inpatient stay.

Mount view	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2023 YTD
# Of Admissions	22	14	23	26	28	15	15	11					
# 30-Day Hospitalized	0	2	4	2	3	3	0	0					
RATE	0%	14.3%	17.4%	7.7%	10.7%	20.0%	0%	0%					

**Regulatory:**

State Survey visits – None

Self-Reports since last report: One

Date	Unit	Reason	Follow Up
8/22/23	Tower 3	Resident to resident altercation	Residents immediately separated, no injuries.

**Program Updates:**

- Renovation continues on the 2<sup>nd</sup> floor of “old” MVCC and should be done the end of October.
- We met with Dr. Stysly, a Pulmonologist at Aspirus who has shown interest in being our Medical Director for the Vent Unit. We are working on finalizing his contract. Dr. Brian Smith, MV Medical Director will be retiring the end of this year and his son Dr. Dan Smith will be assuming this role.
- We had a COVID outbreak that started on 8/25/23 with an employee. To date we have had one resident and seven employees with COVID spread between two units. Employees are wearing masks again. The last resident testing date should be 9/25 if no further cases.



# **Nursing Home Operations Committee Facility Report**

**Month:** August 2023

**Facility:** Pine Crest Nursing Home

## **Census, Discharges, Admissions & Referrals:**

- 83.3 YTD average residents per day (budget of 89)
  - 6 residents Medicare/Medicare Advantage (budget of 9)
  - 68 residents Medicaid (budget of 72)
  - 8 residents private pay or other (budget of 8)
- 5 residents discharged
- 6 residents admitted
- 47 total referrals
  - 41 referrals did not admit (top reasons listed below)
    - Financial (out of network insurance or other financial concerns that place the facility at risk of not being paid for resident stay)
    - Admission to competitor (most of these are out of county referrals)
    - Acuity level not appropriate or in-facility equipment not available for referral (ex. High weight bariatric referrals, alcohol or drug treatment needed, etc.)
    - Lack of Memory Care unit beds
      - YTD we have had 15 denied admissions due to lack of Memory Care Unit beds, and have 4 on our waitlist for this type of unit.

## **Waitlist Summary:**

- 0- Long Term Care waitlist
  - We have families interested in LTC but are not ready to admit due to financial, insurance, care level, etc.
  - We continue to follow up with these families monthly. As they become ready/eligible we work with them on admission.
- 4- Special Care Unit waitlist

**Employment Status Update:**

Department	# of Open FTE	Hired in Aug 2023	Terms in Aug 2023
LPN/RN	6.2	0	1
CNA	5.0	0.1	0
Hospitality Assistants	0	0.3	1.3
Life Enrichment	0	0.4	0
Social Services	0	0	0
Administration	0	0	0

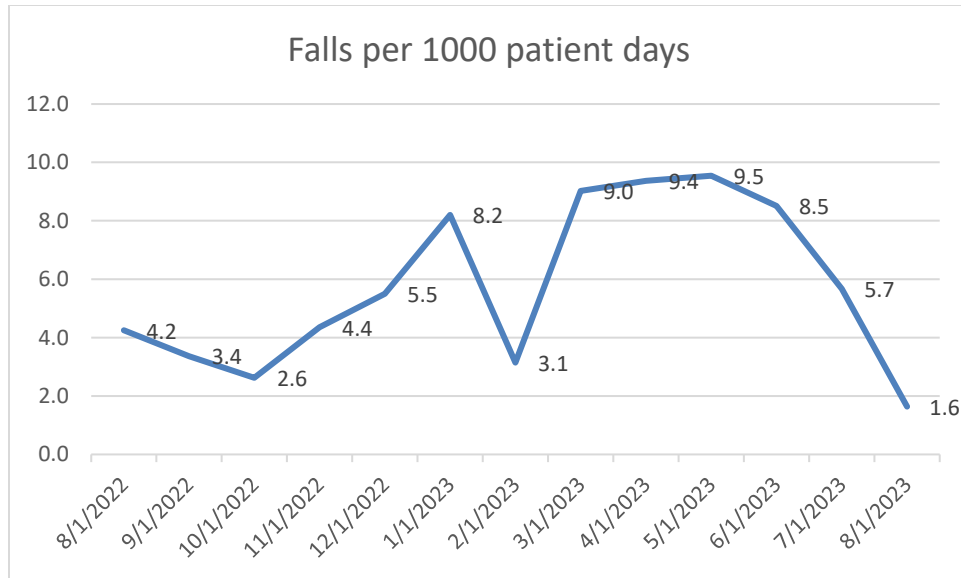
- Staffing continues to be a struggle, especially on PM shift
- Increases in recruitment and advertising efforts had a noticeable impact in increasing applicant flow
  - However, in the last few months we have seen a significant decrease in applicant flow despite ongoing recruitment efforts
  - We have had at least one applicant back out of the interview process citing the uncertainty of the future of Pine Crest as their reason
  - We have had several staff resign citing the uncertainty of the future of Pine Crest as their reason
- One of our most successful recruitment efforts has been student CNAs. Recruitment is working with local high schools to try and pull in a new class of students.
- Retention/turnover rates continue to be better than state and national average for SNF's

**Quality:**

New Performance Improvement Specialist starts 9/18/2023

**Falls:**

- Seeing a nice 3 month decline in fall numbers
  - Potential causative factors for decrease include
    - Focus on fall education and prevention during nursing huddles
    - Morning Safety rounds
    - Previous months had several residents with multiple falls due to acute issues.



**Pine Crest Pal's update:**

- Pine Crest Pal's Program started September 2022
  - Average of Quarterly responses since initiation (1-10 scale, 10 being highest)
  - Most recent quarter questions and results
    - Are staff empathetic to your needs?
      - 87% responded with an 8 or higher
    - Do you feel you are provided adequate time during personal cares?
      - 93% responded with an 8 or higher
    - Nurse's explanation of your care?
      - 93% responded with an 8 or higher

**CMS Star Rating:**

<b>CURRENT OVERALL STAR RATING</b> <b>(Out of 5):</b> <b>5</b>	<b>CURRENT QUALITY STAR RATING:</b> <b>(Out of 5):</b> <b>3</b>
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- Pine Crest attained an overall 5-star rating in July 2023
- Quality rating decreased to a 3-Star in August (despite this Overall remains 5-Star at this time)
  - Although we have had improvement in our catheter quality numbers, we had a decrease rating in our psychotropic medications, primarily due to new admissions on psychotropic medications.

**Readmissions:**

PINE CREST	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2023 YTD
# of Admissions	9	2	3	11	10	12	10	6					63
# 30-Readmit	0	0	0	0	0	0	0	0					0
RATE	0%	0%	0%	0%	0%	0%	0%	0%					0%

**Regulatory:**

**State Survey visits**

- Pine Crest had 0 state surveys since last report.

**Self-Reports**

- Pine Crest had 0 self-reports since last report

**Program Updates & Committee Action:**

- The opening of some LTC rooms in the rehab area continues to go well
- New Infection Prevention Nurse has started as of 9/18/23
- Since the last meeting of this committee the following updates have occurred
  - Lincoln County Board voted “no” on a binding monetary referendum to increase taxes to fund Pine Crest
  - Lincoln County finalized the broker contract with Marcus and Millichap
- Update on the construction project that will allow for the creation of a second dementia unit at Pine Crest
  - State application has been completed by the designer and turned in to the state. Awaiting state’s response/approval at this time
- Pine Crest’s largest challenges are staffing levels and referral flow.
  - Staffing
    - Even with the use of agency staffing and utilizing management on the floor we continue to have difficulty staffing the floor.
    - If staffing levels increased patients admitted and census of the facility could be increased.
    - Increased recruitment efforts had previously shown an increase in applicant flow
      - However as noted earlier Pine Crest has now seen a decrease in applicant flow despite ongoing recruitment efforts

- Referral flow
  - Pine Crest receives a fair number of referrals, as discussed earlier many referrals are denied for various reasons, which is not outside the norm in the SNF industry.
  - One of the top reasons for a denial that could otherwise be accepted is payor/insurance.
  - Pine Crest has seen an upward trend in admissions, however many of these are short term stays leaving the average census in the low 80s.