



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.

Wednesday, October 2, 2024 at 9:00 AM
North Central Health Care – Eagle Board Room
2400 Marshall Street, Suite A, Door #1, 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:

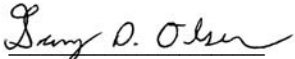
Phone Number: 1-408-418-9388 **Access Code:** 2486 580 3855 **Password:** 1234

AGENDA

1. CALL TO ORDER
2. PUBLIC COMMENT FOR MATTERS APPEARING ON THE AGENDA (Limited to 15 Minutes)
3. ACTION: APPROVAL OF JANUARY 29, 2024 NURSING HOME OPERATIONS COMMITTEE MINUTES
4. EXECUTIVE DIRECTOR REPORT – G. Olsen
 - A. Update Regarding Pine Crest Nursing Home
5. FINANCIAL REPORT – J. Hake
6. NURSING HOME OPERATIONS REPORTS
 - A. Mount View Care Center – K. Woller and C. Gliniecki
 - B. Pine Crest Nursing Home – R. Hanson and S. Barnett
7. BOARD DISCUSSION
 - A. Set Date for Next Meeting – G. Olsen
8. FUTURE AGENDA ITEMS
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: 09/27/2024 TIME: 1:00 PM BY: D. Osowski

NORTH CENTRAL COMMUNITY SERVICES PROGRAM BOARD NURSING HOME OPERATIONS COMMITTEE

January 29, 2024

3:00 PM

NCHC Eagle Board Room

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

Staff: Gary Olsen, Jason Hake, Kristin Woller, Ryan Hanson (WebEx)

Others: Eileen Guthrie (WebEx), Elizabeth McCrank (WebEx)

Call to Order

- Meeting called to order by Chair Gibbs at 3:00 p.m.

Public Comment for Matters Appearing on the Agenda

- E. Guthrie stated she wanted to listen and learn as she is interested in what the committee might have to say.

Approval of September 21, 2023 Nursing Home Operations Committee Minutes

- **Motion**/second, Bialecki/Hartwig, to approve the September 21, 2023 Nursing Home Operations Committee meeting minutes. Motion carried.

Executive Director Report – G. Olsen

- Update Regarding Pine Crest Nursing Home
 - We have been informed that there is a potential buyer of Pine Crest Nursing Home. The current Management Agreement requires a 180-day notification to terminate the agreement. Therefore, in preparation of a potential sale, NCHC Corporation Counsel and Lincoln County Corporation Counsel have worked together on an amendment to the nursing home agreement giving flexibility to the required notice to terminate the agreement. The agreement also states that equipment will stay with the nursing home as Lincoln County property as these purchases were made with Lincoln County funds.
 - An amendment to the sick leave policy is also provided and is contingent on the approval of the amendment to the nursing home agreement. The policy amendment states that employees will stay employed with Pine Crest, and North Central Health Care (NCHC) will not actively recruit/hire employees for six months following sale. Also, employees under age 55 will need to stay employed with the new owner for six months to receive their sick leave payout. Employees over 55 will be paid their sick leave balance and will not be required to wait six months.
 - NCHC will continue to run operations during this process. Lincoln County's obligation is to compensate NCHC for losses and any obligation of compensated absences between sick leave and depreciation.

Financial Report – J. Hake

- Financial reports for both nursing homes are unaudited therefore there could be changes following our annual audit.
- Mount View Care Center (MVCC) 2023 year to date net income was \$2.6 million. Kristin Woller and the MVCC team have managed expenses well. We have seen a large increase in Medicaid rates last year and have had an average census of 115. Chair Gibbs expressed sincere thanks to Ms. Woller and management for an outstanding job.
- Pine Crest Nursing Home (PCNH) 2023 year to date net income was \$451,000. Ryan Hanson and PCNH team have also done a great job managing expenses. Again, the increase in Medicaid rates positively impacted the financials.

Mount View Care Center Report – K. Woller

- The report provided in the meeting packet was reviewed by K. Woller.

Pine Crest Nursing Home Report – R. Hanson

- The report provided in the meeting packet was reviewed by R. Hanson.

Board Discussion

- None

Future Agenda Items

- Contact K. Gibbs with any items to include on future meeting agendas.

Adjourn

- **Motion**/second, Bialecki/Hartwig, to adjourn the meeting at 3:34 p.m. Motion carried.

Minutes prepared by Debbie Osowski, Senior Executive Assistant

North Central Health Care
Mount View Care Center
Income Statement
For the Period Ending August 31, 2024

	MTD Actual	MTD Budget	\$ Variance	% Variance	YTD Actual	YTD Budget	\$ Variance	% Variance
Direct Revenues								
Patient Gross Revenues	1,630,230	1,531,740	98,490	6.4%	12,131,977	12,253,919	(121,942)	-1.0%
Patient Contractual Adjustments	(80,839)	16,013	(96,852)	-604.8%	1,925,925	128,107	1,797,818	1403.4%
Net Patient Revenue	1,549,391	1,547,753	1,638	0.1%	14,057,902	12,382,027	1,675,876	13.5%
County Revenue	-	-	-	0.0%	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%	-	-	-	0.0%
Appropriations	128,750	128,750	-	0.0%	1,030,000	1,030,000	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%	-	-	-	0.0%
Other Revenue	105,826	147,500	(41,674)	-28.3%	1,589,697	1,180,000	409,697	34.7%
Total Direct Revenue	1,783,967	1,824,003	(40,036)	-2.2%	16,677,600	14,592,027	2,085,573	14.3%
Indirect Revenues								
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	480	500	(20)	-4.0%	3,480	4,000	(520)	-13.0%
Allocated Revenue	133,924	292,402	(158,478)	-54.2%	1,037,040	2,339,216	(1,302,176)	-55.7%
Total Indirect Revenue	134,404	292,902	(158,498)	-54.1%	1,040,520	2,343,216	(1,302,696)	-55.6%
Total Operating Revenue	1,918,371	2,116,905	(198,534)	-9.4%	17,718,120	16,935,243	782,877	4.6%
Direct Expenses								
Personnel Expenses	935,259	857,099	(78,160)	-9.1%	7,204,149	6,856,791	(347,358)	-5.1%
Contracted Services Expenses	94,107	55,518	(38,589)	-69.5%	374,074	444,143	70,068	15.8%
Supplies Expenses	29,974	37,250	7,276	19.5%	251,861	298,000	46,139	15.5%
Drugs Expenses	28,622	27,083	(1,539)	-5.7%	230,114	216,667	(13,448)	-6.2%
Program Expenses	-	917	917	100.0%	8,245	7,333	(912)	-12.4%
Land & Facility Expenses	115,085	14,457	(100,628)	-696.1%	920,677	115,655	(805,023)	-696.1%
Equipment & Vehicle Expenses	6,143	11,750	5,607	47.7%	73,065	94,000	20,935	22.3%
Diversions Expenses	-	-	-	0.0%	-	-	-	0.0%
Other Operating Expenses	32,234	107,482	75,248	70.0%	232,131	859,855	627,724	73.0%
Total Direct Expenses	1,241,424	1,111,555	(129,869)	-11.7%	9,294,318	8,892,443	(401,875)	-4.5%
Indirect Expenses								
Personnel Expenses	71,342	61,177	(10,164)	-16.6%	571,489	489,418	(82,071)	-16.8%
Contracted Services Expenses	5,983	9,960	3,977	39.9%	43,683	79,680	35,997	45.2%
Supplies Expenses	72	175	103	58.9%	1,498	1,400	(98)	-7.0%
Drugs Expenses	-	-	-	0.0%	-	-	-	0.0%
Program Expenses	7,688	9,750	2,062	21.1%	61,014	78,000	16,986	21.8%
Land & Facility Expenses	37,265	103,166	65,900	63.9%	293,059	825,326	532,267	64.5%
Equipment & Vehicle Expenses	24,784	23,069	(1,715)	-7.4%	202,534	184,554	(17,980)	-9.7%
Diversions Expenses	-	-	-	0.0%	-	-	-	0.0%
Other Operating Expenses	11,338	18,942	7,604	40.1%	63,967	151,538	87,571	57.8%
Allocated Expense	510,161	694,768	184,607	26.6%	4,168,457	5,558,145	1,389,688	25.0%
Total Indirect Expenses	668,633	921,007	252,374	27.4%	5,405,701	7,368,061	1,962,360	26.6%
Total Operating Expenses	1,910,057	2,032,562	122,505	6.0%	14,700,019	16,260,504	1,560,485	9.6%
Metrics								
Direct Expense/Gross Patient Revenue	76.2%	72.6%			76.6%	72.6%		
Write-Offs/Gross Patient Revenue	0.0%	0.0%			0.1%	0.0%		
Indirect Expenses/Direct Expenses	53.9%	82.9%			58.2%	82.9%		
Overtime/Total Wages	9.4%	8.9%			10.2%	8.9%		
Agency Staffing/Total Wages	2.1%	0.3%			0.7%	0.3%		
Non-Operating Income/Expense								
Interest Income	-	-	-	0.0%	-	-	-	0.0%
Donations Income	-	-	-	100.0%	(2,695)	-	(2,695)	100.0%
Other Non-Operating	-	-	-	100.0%	-	-	-	100.0%
Total Non-Operating	-	-	-	0.0%	(2,695)	-	(2,695)	0.0%
Net Income (Loss)	8,314	84,343	(76,029)	90.1%	3,015,406	674,739	2,340,667	-346.9%
Net Income	0.4%	4.0%			17.0%	4.0%		

North Central Health Care
Pine Crest Nursing Home
Income Statement
For the Period Ending August 31, 2024

	<u>MTD Actual</u>	<u>YTD Actual</u>
Direct Revenues		
Patient Gross Revenues	952,493	7,747,955
Patient Contractual Adjustments	<u>194,207</u>	<u>869,081</u>
Net Patient Revenue	1,146,700	8,617,035
County Revenue	-	-
Contracted Service Revenue	-	-
Grant Revenues and Contractuals	-	-
Appropriations	36,735	293,877
COVID-19 Relief Funding	-	-
Other Revenue	<u>71,220</u>	<u>594,939</u>
Total Direct Revenue	1,254,654	9,505,851
Indirect Revenues		
County Revenue	-	-
Contracted Service Revenue	-	-
Grant Revenues and Contractuals	-	-
Appropriations	-	-
Other Revenue	(8,715)	(3,968)
Allocated Revenue	<u>26,526</u>	<u>196,494</u>
Total Indirect Revenue	22,907	213,990
Total Operating Revenue	1,277,561	9,719,841
Direct Expenses		
Personnel Expenses	487,710	3,904,531
Contracted Services Expenses	153,157	1,051,277
Supplies Expenses	11,983	111,055
Drugs Expenses	10,177	102,562
Program Expenses	1,644	8,009
Land & Facility Expenses	34,583	276,667
Equipment & Vehicle Expenses	3,018	13,728
Diversions Expenses	-	-
Other Operating Expenses	<u>23,903</u>	<u>179,261</u>
Total Direct Expenses	726,173	5,647,089
Indirect Expenses		
Personnel Expenses	136,300	1,127,158
Contracted Services Expenses	3,974	44,407
Supplies Expenses	3,241	30,044
Drugs Expenses	-	-
Program Expenses	3,655	28,095
Land & Facility Expenses	1,276	10,460
Equipment & Vehicle Expenses	20,454	162,891
Diversions Expenses	-	-
Other Operating Expenses	56,173	443,304
Allocated Expense	<u>183,532</u>	<u>1,425,705</u>
Total Indirect Expenses	408,605	3,272,065
Total Operating Expenses	1,134,778	8,919,154
Metrics		
Direct Expense/Gross Patient Revenue	76.2%	72.9%
Write-Offs/Gross Patient Revenue	0.0%	0.1%
Indirect Expenses/Direct Expenses	56.3%	57.9%
Overtime/Total Wages	4.3%	6.6%
Agency Staffing/Total Wages	23.2%	18.4%
Non-Operating Income/Expense		
Interest Income	335	13,848
Donations Income	150	3,284
Other Non-Operating	<u>-</u>	<u>-</u>
Total Non-Operating	485	17,132
Net Income (Loss)	143,268	817,819
Net Income	11.2%	8.4%

Nursing Home Operations Committee Facility Report

Facility: Mount View Care Center

Census:

Average monthly census:

- April = 123.5
- May = 120
- June = 122.5
- July = 124
- August = 125
- September = had to hold admissions due to census

Employment Status Update (April-August):

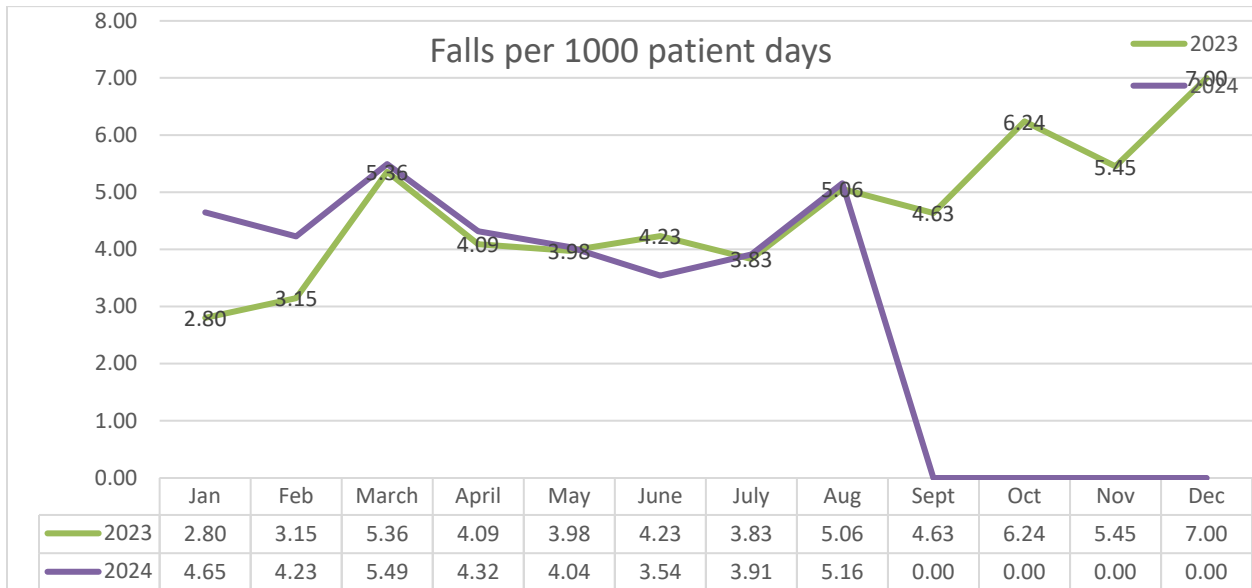
Department	# of Open FTE	Hired since previous report	Discharges since previous report
LPN/RN	9.4	0	4 full time (1 involuntary)
CNA	20.4	14 full time, 1 part time, 4 occasional	10 occasional, 5 part time and 13 full time (5 involuntary)
Hospitality Assistants	1.4	7 full time, 3 part time	3 full time, 1 part time involuntary (2 involuntary)
Life Enrichment	.6	1 full time, 1 part time	1 part time
Social Services	0	0	0
Respiratory Therapy	.6	0	1 occasional
Administrative	0	0	0
Guest Services	0	0	0

We are in a staffing crisis and have had to put a hold on all admissions. PM is the most critical shift currently. Our open FTEs went from 11.7 in August to 20.4 in September due to students going back to school. We currently have 9 agency CNAs and 3 agency nurses.

We implemented a Critical Staffing Bonus for all direct care staff that are working the floor short in the month of September. We continue to explore internal retention ideas to increase employee engagement.

Quality:

We had a total of 88 falls from April through August. Most of those falls were unwitnessed in resident rooms with no injury or minor injury. Six of the falls were with major 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:

The national average is 14.5% and our goal is to be below 11%. All hospitalizations were unavoidable.

Mount view	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2024 YTD
# Of Admissions	18	18	22	22	22	16	18	18	6				
# 30-Day Hospitalized	0	3	2	4	1	0	4	2	1				
RATE (11%)	0%	16.6%	9%	18.2%	9.1%	0%	11%	5.6%					

Regulatory (April-September):

7 Self-Reports:

- Resident/visitor situation
- Resident to resident altercations x5
- Fall with major injury

3 Complaint Surveys:

- 2 Unsubstantiated
- 1 Substantiated at IJ level

1 Extended Survey related to IJ (no citations)

Annual State Survey was 6/4-6/7. We received three citations. Plan of correction approved and in compliance as of 7/1/24.

- F689 Facility did not provide adequate supervision to prevent resident to resident incidents
- F812 Male cook was wearing beard net below his full mustache, kitchen equipment was not covered when not in use
- F880 Observed lifts not being wiped down after use, did not provide resident hand hygiene before serving cookies, CNA did not perform hand hygiene after glove change

Nursing Home Operations Committee Facility Report

Month: August 2024

Facility: Pine Crest Nursing Home

Census, Discharges, Admissions & Referrals:

- 83 YTD average residents per day (budget of 89)
 - 6 residents Medicare/Medicare Advantage (budget of 9)
 - 63 residents Medicaid (budget of 72)
 - 14 residents private pay or other (budget of 8)
- 6 residents discharged
- 6 residents admitted
- 34 total referrals
 - 28 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)
 - Staffing challenges

Waitlist Summary:

- 2- Long Term Care waitlist
 - Until recently we did not have open beds based on staffing. We have started working through our waitlists now that we have some open beds.
- 3- Special Care Unit waitlist
 - Until recently we did not have open beds based on staffing. We have started working through our waitlists now that we have some open beds.

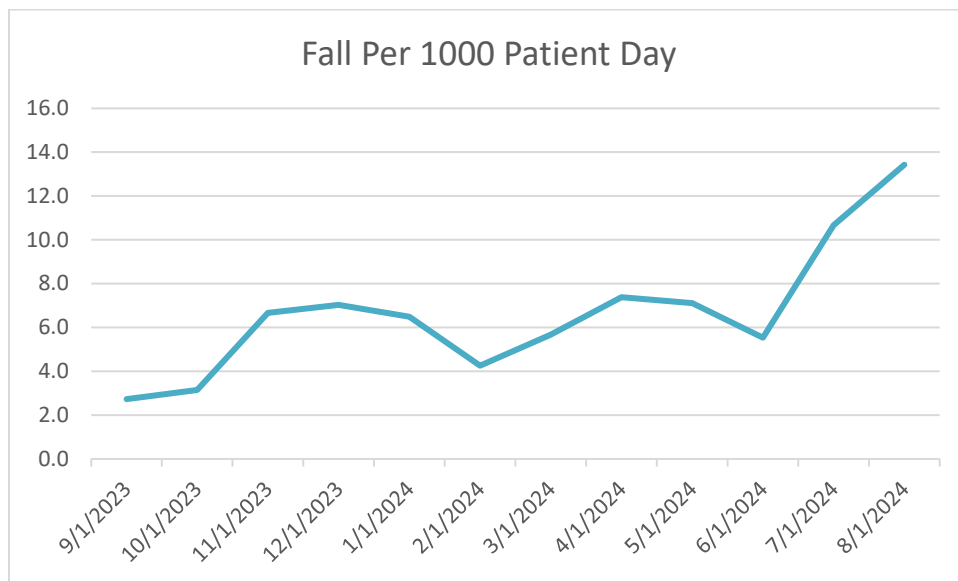
Employment Status Update:

Department	# of Open FTE	Hired in Aug 2024	Terms in Aug 2024
LPN/RN	7	0	1.0
CNA	7.5	0.1	0.1
Hospitality Assistants	0	1.2	0.6
Life Enrichment	0	0	0
Social Services	0	0	0
Administration	0	0	0

- Staffing continues to be a struggle, especially on PM shift
- Retention/turnover rates continue to be better than state and national average for SNF's

Quality:

Falls:



- We have seen an increase in the number of falls, largely due to 2 specific residents who are having multiple falls per month.
 - We continue to work on interventions for these residents.
- Additionally, we have started a shift change Quality project to improve shift-to-shift communication as some falls were determined to have root causes of poor shift-to-shift communication.

Pine Crest Pal’s Update:

- Average of Quarterly responses since initiation (1-10 scale, 10 being highest)
 - Continue to meet our goal of most answers being above an 8

CMS Star Rating:

CURRENT OVERALL STAR RATING (Out of 5): 5	CURRENT QUALITY STAR RATING: (Out of 5): 4
---	--

- Pine Crest attained an overall 5-star rating in July 2023 and continues to hold at a 5-Star overall rating.

Readmissions:

PINE CREST	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2024 YTD
# of Admissions	8	7	7	15	11	1	10	6					
# 30-Readmit	0	0	0	0	0	0	0	0					
RATE	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

Regulatory:

State Survey Visits

- Pine Crest had a CMS Self-Report Survey in August 2024
 - 1 low level citation related to Care Plan documentation
 - Plan of Correction has been submitted and accepted
 - Letter of Recertification has been received

Self-Reports

- Pine Crest submitted 5 self-reports since last report.
 - Resident-to-Resident altercation x2
 - Misappropriation
 - Caregiver Misconduct x2

Program Updates & Committee Action:

- Utilization of the former “Rehab” unit as a mixed unit of both Rehab and LTC continues to go well.
- Construction to open a second dementia unit was completed and that unit is active/in use at this time.
- Pine Crest’s largest challenge currently is staffing levels. Referral flow can also be a challenge at times.
 - 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.
 - The continued uncertainty of the future of Pine Crest has had a definitive negative impact on our ability to recruit and retain staff.
 - We have had staff leave specifically quoting the uncertainty of the future state of Pine Crest being their reason for leaving.
 - We have had applicants turn down offers for the same reason.
 - 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.
 - 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.