



NORTH CENTRAL COMMUNITY SERVICES PROGRAM BOARD NURSING HOME OPERATIONS COMMITTEE

October 25, 2022

10:00 AM

NCHC Wausau Board Room

Present: X Kurt Gibbs X Bill Bialecki X Greg Hartwig
X(WebEx) Chris Holman ABS Cate Wylie

Staff: Mort McBain, Gary Olsen, Jarret Nickel, Kristin Woller, Ryan Hanson (WebEx), Connie Gliniecki, Sara Barnett (WebEx)

Others Present: Dejan Adzic, Deputy Corporation Counsel

Call to Order

- Meeting called to order at 10:00 a.m. by Chair Gibbs.

Public Comment for Matters Appearing on the Agenda

- None

Approval of August 23, 2022 Nursing Home Operations Committee Minutes

- **Motion**/second, Holman/Bialecki, to approve the August 23, 2022 Nursing Home Operations Committee meeting minutes. Motion carried.

Financial Report – G. Olsen

- The attached memo from G. Olsen, Finance Director was reviewed.
- The Medicaid projected increase is an estimate with a final rate from the State expected in November which will help tremendously for our nursing homes.
- The 2023 budget, which is being presented to the Executive Committee and Board in November, will be reviewed with the Committee at the next meeting.
- Anticipate supplemental payments for each county run nursing home but there are no indications on the amount of that payment yet.
- Assistance with lobbying to improve vent unit reimbursement would be appreciated; NCHC is one of a few vent units in the State.

Update on Org Chart – M. McBain

- A new organizational structure was effective October 16.
- After the initial recruitment for an Executive Director, a consultant was retained to assist the Executive Committee and Management Team restructure the organization before initiating the recruitment process again. One recommendation was to restructure the senior leadership team and divide programs and services into four major groupings.
 - Managing Director of Finance / Administration – Gary Olsen
 - Compliance Officer – Jennifer Peaslee

- Compliance Officer has a dual reporting relationship to the Executive Director and the Executive Committee. This allows the Compliance Officer to directly access the Executive Committee on any issues that would involve the Executive Director or Managing Directors.
 - Managing Director of Community Programs – Vacant
 - This is a new position that is currently vacant. Recruitment is underway. This position will help focus on the relationship between NCHC and the counties.
 - Managing Director of Nursing Homes / Residential – Jarret Nickel
 - The Chief Medical Officer, Dr. Rob Gouthro, will have a direct relationship to the Managing Director of Community programs and oversees the clinical operations and physicians.
 - The Human Services Leadership Team is unique as it is comprised of the three Managing Directors and the three county Social Services Directors. This team will be able to refashion NCHC programs in a way that is most appropriate to serve the counties.

Nursing Home Operations Reports

- Mount View Care Center – K. Woller and C. Gliniecki
 - Highlights include:
 - Average census is 128 compared to budget of 137.
 - Positive comments received on patient experience surveys include loving the rehab rooms, staff are friendly, activity staff are great, like the opportunities offered, answering call light timely.
 - Applicant flow is very low but has picked up slightly; currently utilizing staffing agencies for CNA's.
 - The open FTE's do not include the staffing needed to open the other half of the 4th floor.
 - CMS revised 56 regulations that we are working on to be in compliance.
- Pine Crest Nursing Home – R. Hanson and S. Barnett
 - Highlights include:
 - Limiting factors to admissions are primarily due to acuity level and staffing.
 - Those on the long-term care wait list are contacted monthly in preparation for possible admission.
 - Staffing of CNA's is biggest need. Turnover includes 3-4 retirements but no applicants to fill these vacancies which either limits admissions or use more agency staff.
 - PAL's Program is a mini-survey where staff will touch base with residents or their responsible party every quarter. Will provide results at next meeting.
 - Pine Crest returned to an Overall 4 Star rating.

- Committee asked about approaches being taken for the future to increase staffing and allow for more admissions to occur.
 - The Weekend Warrior Program was recently presented to and approved by the Executive Committee. The program creates our own ‘agency’ for weekends and holidays offering a higher wage rate and waiving benefits which should combat external agency usage.
 - We are reviewing our Pickup Pay Policy.
 - We are looking for ways to develop a unique culture with having availability of snacks and meals. We want to incentivize, other than monetarily, with a culture of caring for employees so they want to come to work. As a member of the Wisconsin Nursing Council, C. Gliniecke has visited other nursing homes and has observed innovative ideas that nursing homes use to retain staff.
 - NCHC is working on internalizing a CNA program.
 - D. Adzic, Deputy Corporation Counsel, has been working with HR on moving forward with the foreign workers program.
 - Working closely with HR to be creative in recruitment.

Managing Director of Nursing Home/Residential Report – J. Nickel

- Covid landscape changed the nursing home business. The CLA report was utilized to help project where the nursing home industry was headed and the future of nursing homes in our counties. That report showed the landscape shrinking and leveling out. This has occurred in two years rather than five.
- Mount View is seeing a slight increase in admissions. We are also seeing CMS ease restrictions which we hope will result in a slightly higher census level.
- The increased Medicaid rate will be extremely beneficial. Another component to improve reimbursement would be for the Committee to advocate for higher reimbursement in Medicare and Medicare Advantage with better collaboration with nursing homes and hospitals at the provider level.
- An increase in the ventilator rate is also needed. The current rate is about \$800/day and has been flat for several years creating a loss for us. We should have the ability to get closer to \$1,000/day. We should have leverage with this request when comparing the alternative to a hospital stay is \$3,000-\$4,000/day.
- Out We want the 200 residents to have the best services the county can provide while maximizing reimbursement without needing to reduce bed licensure – revenue is key.
- J. Nickel will provide Committee members with data when meeting with legislators.
- Renovations on Southern Reflections should be completed in February and Northern Reflections by September 2023. We will have 160 physical beds and will be making a request to the Health & Human Services Committee to adjust MVCC licensure to 160.

Future Agenda Items and Meeting Schedule

- The December meeting of the committee will move to January, 2023

Adjourn

- **Motion**/second, Bialecki/Hartwig, to adjourn the meeting at 11:07 a.m. Motion carried.