



North Central Health Care  
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**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.

**Monday, April 24, 2023 at 9:00 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:*

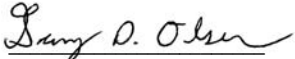
**Phone Number:** 1-408-418-9388    **Access Code:** 2483 555 6302    **Password:** 1234

**AGENDA**

1. CALL TO ORDER
2. PUBLIC COMMENT FOR MATTERS APPEARING ON THE AGENDA (Limited to 15 Minutes)
3. ACTION: APPROVAL OF FEBRUARY 27, 2023 NURSING HOME OPERATIONS COMMITTEE MINUTES
4. EXECUTIVE DIRECTOR REPORT – G. Olsen
  - A. Update Regarding Nursing Home Funding
5. FINANCIAL REPORT – J. Hake
6. NURSING HOME OPERATIONS REPORTS
  - A. Mount View Care Center – K. Woller and C. Gliniecki
    - i. Construction Update
    - ii. Beds in Reserve for Mount View Care Center
  - B. Pine Crest Nursing Home – R. Hanson and S. Barnett
    - i. Update Regarding Pine Crest Ad Hoc Committee
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: 04/18/2023 TIME: 9:00 AM BY: D. Osowski

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

**February 27, 2023**

**9:00 AM**

**NCHC Wausau Board Room**

Present: X Kurt Gibbs X<sub>(WebEx)</sub> Bill Bialecki EXC Greg Hartwig  
X Chris Holman X<sub>(WebEx)</sub> Renee Krueger

Staff: Gary Olsen, Jason Hake, Jarret Nickel, Sara Barnett, Ryan Hansen, Connie Gliniecki, Kristin Woller

Others Present: Dejan Adzic, Deputy Corporation Counsel, Katie<sub>(WebEx)</sub>

### Call to Order

- Meeting called to order at 9:04 a.m. by Chair Gibbs.

### Public Comment for Matters Appearing on the Agenda

- None

### Approval of October 25, 2022 Nursing Home Operations Committee Minutes

- **Motion**/second, Bialecki/Krueger, to approve the October 25, 2022 Nursing Home Operations Committee meeting minutes. Motion carried.

### Financial Report – J. Hake

- Overview of the 2022 budget was provided:
  - Mount View Care Center shows a year-to-date loss of \$830,000 which was unfavorable to budget by \$947,000. Revenue was soft and unfavorable to budget by \$719,000 and expenses were also unfavorable to budget by \$228,000.
  - Pine Crest Nursing Home shows a year-to-date loss of \$1.1 million which was favorable to budget by \$32,000. Overall revenue was favorable to budget by \$374,000.
  - These are unaudited numbers, so they have potential to change but unlikely to change significantly.
  - G. Olsen is working with counties to help cover the losses for 2022.
- Overview of the 2023 budget was provided:
  - Mount View Care Center's January net income was \$93,000; it was noted that a double payment of our bed licenses was found which adjusted the net income to \$140,000 and resulted in \$158,000 unfavorable to budget for the month. Revenue was unfavorable to budget by \$67,000. Expenses were well managed and favorable to budget. The Medicaid rate has not yet been received but anticipate a 35.8% increase.
  - Pine Crest's January revenue was \$60,000 which was unfavorable to budget. Revenue was favorable to budget by \$374,150. The supplemental payment unexpectedly decreased over \$1 million from budget. Expenses were favorable to

budget by \$341,948. We anticipate an increase in Medicaid rate by 41.5% estimating an increase in revenue by \$764,000.

- G. Olsen has contacted state legislators and county representatives to work together with Department of Health Services on how county nursing homes state-wide can recoup the loss in the supplemental payment.

### Nursing Home Operations Report

- Mount View Care Center – K. Woller and C. Gliniecki
  - Highlights include:
    - Average total residents per day is 115 vs budget of 128.
    - Total FTE openings are 3.5 nurses and 20 CNAs. No agency staff currently being used. Biggest opportunity is the PM shift with the most open shifts. Have seen an increase in recruitment flow with 9 interviews in February.
    - Saw an increase in falls; two falls resulted in minor injuries.
    - Mount View is currently at a 4 Star Overall Quality Rating out of 5 Stars. The annual survey is expected between February and July which has potential to move MVCC to a 5 Star Overall Quality Rating.
    - No 30-day readmissions in January; two acute care transfers were unavoidable.
    - State visited as a result of a self-report and resulted in unsubstantiated findings.
    - COVID outbreak began 1/28 resulting in 41 residents and 35 employees testing positive. Most residents were asymptomatic. Staff are tested twice per week. COVID, while infections are reducing, continues to be a struggle.
    - Renovations on Southern Reflections are nearing completion by end of March. Northern Reflections renovations anticipate completion in April.
- Pine Crest Nursing Home – R. Hanson and S. Barnett
  - Highlights include:
    - Current census averages 84 compared to a budget of 89.
    - Staff connect regularly with several individuals in the community who are considering nursing home care. Two individuals are on the wait list for dementia care.
    - Two FTE openings for nurses with the PM shift as the biggest challenge for covering shifts. Saw an increase in interviews in December and January but has slowed down in February.
    - Falls trended upward in November/December, which is not unusual. January saw a significant jump however; 11 falls were from two residents. February is trending well.
    - Initiated Pine Crest Pal's program which is a pool of staff who volunteer to follow-up with residents on a quarterly basis on how likely they are to recommend Pine Crest to their friends and family and how they rate their overall level of satisfaction. Have received positive feedback.
    - Pine Crest is currently in their survey window.

- Pine Crest experienced a boiler outage from February 5-10 affecting the dementia and rehab units. Residents were moved internally. The State was notified even though it was not a reportable event.
- With opening several more long-term care rooms for rehab purposes, we have seen an increase in revenue.
- Biggest challenge continues to be staffing; use of agency staff is at a minimum but are needed to maintain levels of care for the current census. If staffing would increase, census could also increase.
- COVID monitoring continues.

#### Update Regarding Pine Crest Ad Hoc Committee – J. Nickel

- The Pine Crest Ad Hoc Committee continues to meet. A report will be provided to the Lincoln County Board in March. The report will not include recommendations, only options.

#### Board Discussion

- G. Olsen thanked staff at Mount View and Pine Crest for their continued efforts during the COVID pandemic and recent outbreaks. K. Gibbs concurred and thanked staff for truly managing through whatever means necessary to deliver excellent services.

#### Future Agenda Items and Meeting Schedule

- Provide any requests for future agenda to K. Gibbs or G. Olsen.
- Next meeting scheduled for April 24, 2023.

#### Adjourn

- **Motion**/second, Krueger/Bialecki, to adjourn the meeting at 9:35 a.m. Motion carried.

*Minutes prepared by Debbie Osowski, Executive Assistant*

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

	MTD Actual	MTD Budget	\$ Variance	% Variance	YTD Actual	YTD Budget	\$ Variance	% Variance
<b>Direct Revenues</b>								
Patient Gross Revenues	1,328,988	1,520,157	(191,168)	-12.6%	4,027,532	4,560,470	(532,938)	-11.7%
Patient Contractual Adjustments	(12,224)	(45,693)	33,469	-73.2%	(219,979)	(137,078)	(82,901)	60.5%
Net Patient Revenue	1,316,764	1,474,464	(157,699)	-10.7%	3,807,553	4,423,391	(615,838)	-13.9%
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%	398,000	398,000	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%	-	-	-	0.0%
Other Revenue	110,217	268,583	(158,367)	-59.0%	331,200	805,750	(474,550)	-58.9%
Total Direct Revenue	1,559,648	1,875,714	(316,066)	-16.9%	4,536,753	5,627,141	(1,090,388)	-19.4%
<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	450	583	(133)	-22.8%	1,630	1,750	(120)	-6.9%
Allocated Revenue	110,431	114,017	(3,586)	-3.1%	345,478	342,052	3,426	1.0%
Total Indirect Revenue	110,881	114,600	(3,719)	-3.2%	347,108	343,802	3,306	1.0%
Total Operating Revenue	1,670,529	1,990,314	(319,785)	-16.1%	4,883,861	5,970,943	(1,087,082)	-18.2%
<b>Direct Expenses</b>								
Personnel Expenses	841,095	872,164	31,069	3.6%	2,479,598	2,616,491	136,893	5.2%
Contracted Services Expenses	57,513	66,997	9,484	14.2%	109,611	200,991	91,380	45.5%
Supplies Expenses	40,527	35,667	(4,860)	-13.6%	96,526	107,000	10,474	9.8%
Drugs Expenses	19,794	37,841	18,047	47.7%	62,923	113,522	50,599	44.6%
Program Expenses	761	1,417	655	46.2%	2,101	4,250	2,149	50.6%
Land & Facility Expenses	-	167	167	100.2%	-	500	500	100.0%
Equipment & Vehicle Expenses	13,136	9,375	(3,761)	-40.1%	37,872	28,125	(9,747)	-34.7%
Diversions Expenses	-	-	-	0.0%	-	-	-	0.0%
Other Operating Expenses	5,076	30,223	25,147	83.2%	38,974	90,670	51,696	57.0%
Total Direct Expenses	977,902	1,053,850	75,948	7.2%	2,827,605	3,161,550	333,945	10.6%
<b>Indirect Expenses</b>								
Personnel Expenses	56,909	56,764	(145)	-0.3%	169,070	170,292	1,221	0.7%
Contracted Services Expenses	4,674	6,271	1,597	25.5%	16,535	18,812	2,277	12.1%
Supplies Expenses	534	125	(409)	-327.2%	877	375	(502)	-133.9%
Drugs Expenses	-	-	-	0.0%	-	-	-	0.0%
Program Expenses	7,328	9,333	2,005	21.5%	22,296	28,000	5,704	20.4%
Land & Facility Expenses	-	-	-	0.0%	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%	75	-	(75)	0.0%
Diversions Expenses	-	-	-	0.0%	-	-	-	0.0%
Other Operating Expenses	11,440	69,675	58,235	83.6%	32,845	209,026	176,180	84.3%
Allocated Expense	502,958	486,327	(16,631)	-3.4%	1,363,215	1,458,982	95,767	6.6%
Total Indirect Expenses	583,843	628,495	44,652	7.1%	1,604,913	1,885,487	280,574	14.9%
Total Operating Expenses	1,561,745	1,682,345	120,600	7.2%	4,432,518	5,047,037	614,519	12.2%
<b>Metrics</b>								
Direct Expense/Gross Patient Revenue	73.6%	69.3%			70.2%	69.3%		
Write-Offs/Gross Patient Revenue	1.0%	0.4%			0.4%	0.4%		
Indirect Expenses/Direct Expenses	59.7%	59.6%			56.8%	59.6%		
Overtime/Total Wages	9.8%	9.3%			9.8%	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	142	-	142	100.0%	684	-	684	100.0%
Other Non-Operating	-	-	-	100.0%	-	-	-	100.0%
Total Non-Operating	142	-	142	0.0%	684	-	684	0.0%
Net Income (Loss)	108,926	307,969	(199,043)	64.6%	452,027	923,906	(471,879)	51.1%
Net Income	6.5%	15.5%			9.3%	15.5%		

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Income Statement  
For the Period Ending March 31, 2023

	MTD Actual	MTD Budget	\$ Variance	% Variance	YTD Actual	YTD Budget	\$ Variance	% Variance
<b>Direct Revenues</b>								
Patient Gross Revenues	978,973	947,065	31,909	3.4%	2,829,599	2,841,194	(11,595)	-0.4%
Patient Contractual Adjustments	(23,496)	(107,811)	84,315	-78.2%	(168,307)	(323,432)	155,125	-48.0%
Net Patient Revenue	955,478	839,254	116,224	13.8%	2,661,292	2,517,762	143,530	5.7%
County Revenue	-	-	-	0.0%	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%	-	-	-	0.0%
Appropriations	36,735	36,735	-	0.0%	110,204	110,204	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%	-	-	-	0.0%
Other Revenue	108,775	233,333	(124,558)	-53.4%	326,325	700,000	(373,675)	-53.4%
Total Direct Revenue	1,100,987	1,109,322	(8,335)	-0.8%	3,097,821	3,327,965	(230,144)	-6.9%
<b>Indirect Revenues</b>								
County Revenue	14,750	14,750	-	0.0%	44,250	44,250	-	0.0%
Contracted Service Revenue	-	-	-	0.0%	-	-	-	0.0%
Grant Revenues and Contractuals	-	83	(83)	-99.6%	-	250	(250)	-100.0%
Appropriations	-	-	-	0.0%	-	-	-	0.0%
Other Revenue	300	625	(325)	-52.0%	1,255	1,875	(620)	-33.1%
Allocated Revenue	3,212	5,488	(2,276)	-41.5%	10,323	16,463	(6,140)	-37.3%
Total Indirect Revenue	26,603	16,821	9,782	58.2%	62,526	50,463	12,063	23.9%
Total Operating Revenue	1,127,590	1,126,143	1,447	0.1%	3,160,347	3,378,428	(218,081)	-6.5%
<b>Direct Expenses</b>								
Personnel Expenses	509,508	537,444	27,937	5.2%	1,496,976	1,612,333	115,357	7.2%
Contracted Services Expenses	44,323	54,933	10,610	19.3%	191,829	164,800	(27,029)	-16.4%
Supplies Expenses	18,173	12,758	(5,415)	-42.4%	47,679	38,275	(9,404)	-24.6%
Drugs Expenses	16,428	14,583	(1,845)	-12.7%	47,125	43,750	(3,375)	-7.7%
Program Expenses	793	1,517	724	47.7%	2,438	4,550	2,112	46.4%
Land & Facility Expenses	-	-	-	0.0%	-	-	-	0.0%
Equipment & Vehicle Expenses	277	1,158	881	76.1%	2,484	3,475	991	28.5%
Diversions Expenses	-	-	-	0.0%	-	-	-	0.0%
Other Operating Expenses	1,308	22,113	20,805	94.1%	43,945	66,338	22,393	33.8%
Total Direct Expenses	590,810	644,507	53,697	8.3%	1,832,475	1,933,521	101,046	5.2%
<b>Indirect Expenses</b>								
Personnel Expenses	182,223	182,464	241	0.1%	526,353	547,392	21,039	3.8%
Contracted Services Expenses	6,214	15,000	8,786	58.6%	23,060	45,000	21,940	48.8%
Supplies Expenses	9,545	6,917	(2,629)	-38.0%	23,622	20,750	(2,872)	-13.8%
Drugs Expenses	-	-	-	0.0%	-	-	-	0.0%
Program Expenses	3,504	867	(2,637)	-304.3%	10,458	2,600	(7,858)	-302.2%
Land & Facility Expenses	42,016	32,917	(9,099)	-27.6%	84,195	98,750	14,555	14.7%
Equipment & Vehicle Expenses	1,173	1,500	327	21.8%	2,533	4,500	1,967	43.7%
Diversions Expenses	1,164	-	(1,164)	0.0%	1,164	-	(1,164)	0.0%
Other Operating Expenses	75,567	56,650	(18,917)	-33.4%	177,643	169,950	(7,693)	-4.5%
Allocated Expense	114,840	91,688	(23,152)	-25.3%	283,793	275,064	(8,729)	-3.2%
Total Indirect Expenses	436,246	388,002	(48,244)	-12.4%	1,132,821	1,164,006	31,185	2.7%
Total Operating Expenses	1,027,056	1,032,509	5,453	0.5%	2,965,296	3,097,527	132,231	4.3%
<b>Metrics</b>								
Direct Expense/Gross Patient Revenue	60.3%	68.1%			64.8%	68.1%		
Write-Offs/Gross Patient Revenue	0.0%	0.5%			0.2%	0.5%		
Indirect Expenses/Direct Expenses	73.8%	60.2%			61.8%	60.2%		
Overtime/Total Wages	5.4%	5.2%			6.0%	5.2%		
Agency Staffing/Total Wages	8.3%	4.6%			8.3%	4.6%		
<b>Non-Operating Income/Expense</b>								
Interest Income	473	8	465	5582.2%	954	25	929	3717.5%
Donations Income	-	417	(417)	100.0%	1,298	1,250	48	100.0%
Other Non-Operating	-	-	-	100.0%	-	-	-	100.0%
Total Non-Operating	473	425	48	11.3%	2,252	1,275	977	76.6%
Net Income (Loss)	101,007	94,059	6,948	-7.4%	197,303	282,176	(84,873)	30.1%
Net Income	9.0%	8.4%			6.2%	8.4%		

# Nursing Home Operations Committee Facility Report

**Month:** March 2023

**Facility:** Mount View Care Center

## Census, Discharges, Admissions & Referrals:

- 108 total residents per day (budget of 128)
  - 12 residents Medicare/Medicare Advantage (budget of 21)
  - 75 residents Medicaid (budget of 85 MA and 7 MA vent)
  - 13 residents private pay or other (budget of 15)
- 8 residents discharged home and 8 residents expired.
- 23 residents admitted.
- 140 total referrals
  - 117 referrals did not admit (top reasons listed below)
    - Out of county
    - Out of network
    - Went to competition.
    - No LTC beds

## Employment Status Update:

Department	# of Open FTE	Hired since previous report	Discharges since previous report
LPN/RN	5.6	0	1 occasional (involuntary), 1 full time
CNA	20.1	0 in March, 1 in April, 1 Transfer	1 full time
Hospitality Assistants	.9	1 part time in March, 3 in April	0
Life Enrichment	0	0	0
Social Services	0	0	0
Respiratory Therapy	0	0 in March, 1 in April, 1 pending for June	0
Administrative	0	0	0

- We currently do not have any agency staff.
- Staffing continues to be a struggle on PM shift.
- We had 3 interviews in March and 6 interviews so far in April.





**Regulatory:**

**State Survey visits:** None

**Self-Reports:** None

**Program Updates:**

- COVID outbreak started on January 28<sup>th</sup> on tower 2 with a new admit which was found during his admission testing. Since then, we have had a total of 54 COVID positive residents on various units. Most residents were asymptomatic or have minor symptoms. We have also had 68 MV employees (including housekeeping, laundry and dietary) test positive, most being identified through outbreak testing. We did our last outbreak resident testing on 4/11/23 with all negative results. We have not had any positive residents or employees since April.
- Renovation continues on the 2<sup>nd</sup> floor of “old” MVCC. The south side is nearing completion and should be complete by the end of April. Residents from the north side will move to the south side the first week of May so renovation can start on the north side.

# Nursing Home Operations Committee Facility Report

**Month:** March 2023

**Facility:** Pine Crest Nursing Home

## Census, Discharges, Admissions & Referrals:

- 85 total (average) residents per day (budget of 89)
  - 5 residents Medicare/Medicare Advantage (budget of 8)
  - 73 residents Medicaid (budget of 72)
  - 6 residents private pay or other (budget of 9)
- 12 residents discharged
- 9 residents admitted
- 55 total referrals
  - 46 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)

## Waitlist Summary:

- 3- 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.
- 1- Special Care Unit waitlist

## Employment Status Update:

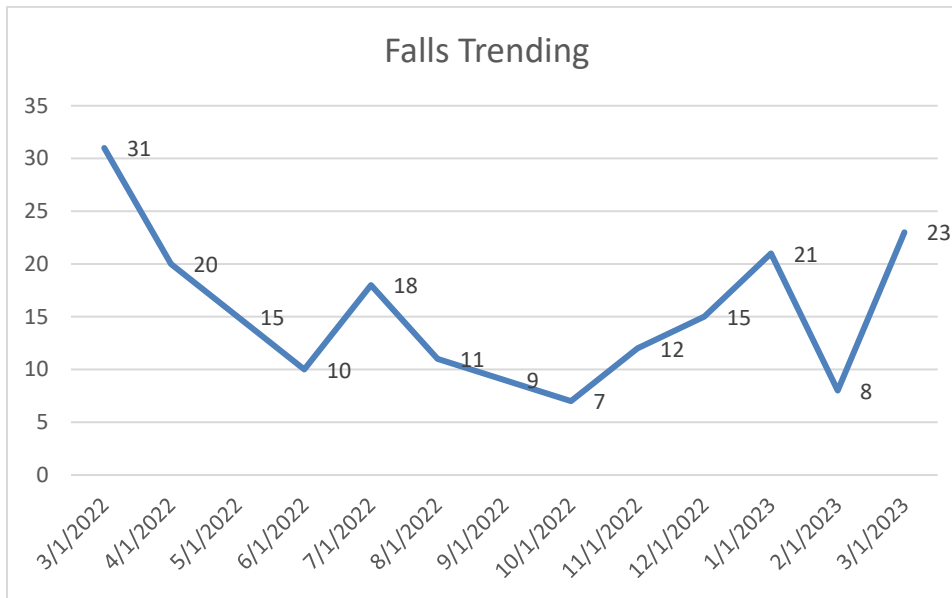
Department	# of Open FTE	Hired in Mar 2023	Terms in Mar 2023
LPN/RN	4.4	0.3	1
CNA	10.4	0	2.2
Hospitality Assistants	0	0.4	1
Life Enrichment	0	0	0
Social Services	0	0	0
Administration	0	0	0

- Staffing continues to be a struggle, especially on PM shift
- Increases in recruitment and advertising efforts have had noticeable results in increasing applicant flow
- Retention/turnover rates continue to be better than state and national average for SNF's

**Quality:**

**Falls:**

- Falls had a downward trend between July and October 2022 with a slight increase in November and December (which historically we tend to see an increase in the winter months)
- January 2023 and March 2023 we have seen spikes in total falls
  - During both of these months we have had a small number of residents with recurring falls related to acute conditions



**Pine Crest Pal's update:**

- Pine Crest Pal's Program started September 2022
  - 2022 Quarter 4 results summary (1-10 scale, 10 being highest)
    - How likely are you to recommend Pine Crest to your friends/family?
      - 84% of respondents indicated a score of 6 or higher to this question
      - 61% rated an 8 or higher
    - How would you rate your overall level of satisfaction at Pine Crest?
      - 94% of respondents indicated a score of 6 or higher to this question
      - 80% rated an 8 or higher

**CMS Star Rating:**

<b>CURRENT OVERALL STAR RATING</b> <b>(Out of 5):</b> <b>4</b>	<b>CURRENT QUALITY STAR RATING:</b> <b>(Out of 5):</b> <b>4</b>
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- Pine Crest continues to maintain an overall 4 out of 5-star rating
- Primary area of potential improvement are quality metrics related to falls, psychotropic medications, and urinary catheter usage.

**Readmissions:**

<b>PINE CREST</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>2023 YTD</b>
<b># of Admissions</b>	9	2	3										9
<b># 30-Readmit</b>	0	0	0										0
<b>RATE</b>	0%	0%	0%										0%

**Regulatory:**

**State Survey visits**

- Pine Crest had its annual survey in the beginning of March 2023 along with 2 complaint surveys at the same time
  - Neither complaint received a citation
  - Annual received 4 low level citations for which we have turned in our Plan of Corrections and are awaiting approval from the state

**Self-Reports**

- Pine Crest had 0 self-reports during March 2023

**Program Updates & Committee Action:**

- The opening of some LTC rooms in the rehab area continues to go well
- Lincoln County Pine Crest Ad Hoc Committee provided their final report to the Lincoln County Board on 3/21/23
  - Since that report Lincoln County has setup Town Hall style meetings with the public to discuss Pine Crest
  - Next Lincoln County board meeting is on 4/18/23 and Pine Crest is a planned agenda item for that meeting.

- 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 have shown an increase in applicant flow
    - Employee incentive programs should be considered for both recruitment and retention
  - Referral flow
    - Pine Crest receives a fair number of referrals, however as discussed earlier many referrals are denied for various reasons.
    - One of the top reasons for a denial that could otherwise be accepted is payor/insurance.
    - In March 2023 twelve referrals were denied due to payor issues, many of them due to out of network insurance.