



# North Central Health Care

Person centered. Outcome focused.

## **OFFICIAL NOTICE AND AMENDED 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, April 18, 2024 at 3:00 PM**

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:*

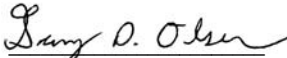
**Phone Number:** 1-408-418-9388    **Access Code:** 2480 058 7772    **Password:** 1234

### **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. Need for Future Meetings – 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: 04/15/2024 TIME: 1:30 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*

# Mount View Care Center

## North Central Health Care Income Statement For the Period Ending March 31, 2024

	MTD Actual	MTD Budget	\$ Variance	% Variance	YTD Actual	YTD Budget	\$ Variance	% Variance
<b>Direct Revenues</b>								
Patient Gross Revenues	1,568,865	1,531,740	37,125	2.4%	4,546,093	3,063,480	1,482,614	48.4%
Patient Contractual Adjustments	43,493	16,013	27,479	171.6%	137,895	32,027	105,868	330.6%
Net Patient Revenue	1,612,358	1,547,753	64,605	4.2%	4,683,989	3,095,507	1,588,482	51.3%
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%	386,250	257,500	128,750	50.0%
COVID-19 Relief Funding	-	-	-	0.0%	-	-	-	0.0%
Other Revenue	164,425	147,500	16,925	11.5%	493,276	295,000	198,276	67.2%
<b>Total Direct Revenue</b>	<b>1,905,533</b>	<b>1,824,003</b>	<b>81,530</b>	<b>4.5%</b>	<b>5,563,515</b>	<b>3,648,007</b>	<b>1,915,508</b>	<b>52.5%</b>
<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	420	500	(80)	-16.0%	1,230	1,000	230	23.0%
Allocated Revenue	108,265	292,402	(184,137)	-63.0%	363,234	584,804	(221,570)	-37.9%
<b>Total Indirect Revenue</b>	<b>108,685</b>	<b>292,902</b>	<b>(184,217)</b>	<b>-62.9%</b>	<b>364,464</b>	<b>585,804</b>	<b>(221,340)</b>	<b>-37.8%</b>
<b>Total Operating Revenue</b>	<b>2,014,218</b>	<b>2,116,905</b>	<b>(102,687)</b>	<b>-4.9%</b>	<b>5,927,979</b>	<b>4,233,811</b>	<b>1,694,168</b>	<b>40.0%</b>
<b>Direct Expenses</b>								
Personnel Expenses	854,184	857,099	2,914	0.3%	2,645,308	1,714,198	(931,110)	-54.3%
Contracted Services Expenses	49,544	55,518	5,974	10.8%	95,734	111,036	15,301	13.8%
Supplies Expenses	30,497	37,250	6,753	18.1%	97,833	74,500	(23,333)	-31.3%
Drugs Expenses	21,448	27,083	5,635	20.8%	77,965	54,167	(23,799)	-43.9%
Program Expenses	900	917	17	1.9%	4,845	1,833	(3,012)	-164.3%
Land & Facility Expenses	115,085	14,457	(100,628)	-696.1%	345,254	28,914	(316,340)	-1094.1%
Equipment & Vehicle Expenses	9,918	11,750	1,832	15.6%	26,715	23,500	(3,215)	-13.7%
Diversions Expenses	-	-	-	0.0%	-	-	-	0.0%
Other Operating Expenses	27,250	107,482	80,232	74.6%	78,850	214,964	136,114	63.3%
<b>Total Direct Expenses</b>	<b>1,108,826</b>	<b>1,111,555</b>	<b>2,729</b>	<b>0.2%</b>	<b>3,372,505</b>	<b>2,223,111</b>	<b>(1,149,394)</b>	<b>-51.7%</b>
<b>Indirect Expenses</b>								
Personnel Expenses	76,326	61,177	(15,149)	-24.8%	228,606	122,355	(106,251)	-86.8%
Contracted Services Expenses	10,418	9,960	(458)	-4.6%	15,788	19,920	4,132	20.7%
Supplies Expenses	232	175	(57)	-32.6%	737	350	(387)	-110.6%
Drugs Expenses	-	-	-	0.0%	-	-	-	0.0%
Program Expenses	7,213	9,750	2,537	26.0%	21,568	19,500	(2,068)	-10.6%
Land & Facility Expenses	53,266	103,166	49,900	48.4%	163,509	206,332	42,822	20.8%
Equipment & Vehicle Expenses	26,254	23,069	(3,185)	-13.8%	78,047	46,139	(31,909)	-69.2%
Diversions Expenses	-	-	-	0.0%	-	-	-	0.0%
Other Operating Expenses	9,178	18,942	9,764	51.5%	24,835	37,884	13,049	34.4%
Allocated Expense	326,546	694,768	368,222	53.0%	1,547,723	1,389,536	(158,187)	-11.4%
<b>Total Indirect Expenses</b>	<b>509,433</b>	<b>921,007</b>	<b>411,574</b>	<b>44.7%</b>	<b>2,080,814</b>	<b>1,842,015</b>	<b>(238,799)</b>	<b>-13.0%</b>
<b>Total Operating Expenses</b>	<b>1,618,259</b>	<b>2,032,562</b>	<b>414,303</b>	<b>20.4%</b>	<b>5,453,319</b>	<b>4,065,126</b>	<b>(1,388,193)</b>	<b>-34.1%</b>
<b>Metrics</b>								
Direct Expense/Gross Patient Revenue	70.7%	72.6%			74.2%	72.6%		
Write-Offs/Gross Patient Revenue	0.6%	0.0%			0.3%	0.0%		
Indirect Expenses/Direct Expenses	45.9%	82.9%			61.7%	82.9%		
Overtime/Total Wages	9.1%	8.9%			9.4%	8.9%		
Agency Staffing/Total Wages	0.1%	0.3%			0.0%	0.3%		
<b>Non-Operating Income/Expense</b>								
Interest Income	-	-	-	0.0%	-	-	-	0.0%
Donations Income	(783)	-	(783)	100.0%	(1,448)	-	(1,448)	100.0%
Other Non-Operating	-	-	-	100.0%	-	-	-	100.0%
<b>Total Non-Operating</b>	<b>(783)</b>	<b>-</b>	<b>(783)</b>	<b>0.0%</b>	<b>(1,448)</b>	<b>-</b>	<b>(1,448)</b>	<b>0.0%</b>
<b>Net Income (Loss)</b>	<b>395,176</b>	<b>84,343</b>	<b>310,833</b>	<b>-368.5%</b>	<b>473,212</b>	<b>168,685</b>	<b>304,527</b>	<b>-180.5%</b>
<b>Net Income</b>	<b>19.6%</b>	<b>4.0%</b>			<b>8.0%</b>	<b>4.0%</b>		

# Pine Crest Nursing Home

## North Central Health Care Income Statement For the Period Ending March 31, 2024

	MTD Actual	YTD Actual
<b>Direct Revenues</b>		
Patient Gross Revenues	972,243	2,878,183
Patient Contractual Adjustments	102,996	268,033
Net Patient Revenue	1,075,239	3,146,216
County Revenue	-	-
Contracted Service Revenue	-	-
Grant Revenues and Contractuals	-	-
Appropriations	36,735	110,204
COVID-19 Relief Funding	-	-
Other Revenue	71,220	213,659
Total Direct Revenue	1,183,193	3,470,078
<b>Indirect Revenues</b>		
County Revenue	14,750	44,250
Contracted Service Revenue	-	-
Grant Revenues and Contractuals	-	-
Appropriations	-	-
Other Revenue	1,237	3,571
Allocated Revenue	2,159	17,982
Total Indirect Revenue	20,584	70,912
Total Operating Revenue	1,203,777	3,540,990
<b>Direct Expenses</b>		
Personnel Expenses	470,154	1,454,203
Contracted Services Expenses	132,289	361,180
Supplies Expenses	21,251	41,664
Drugs Expenses	11,266	28,918
Program Expenses	2,076	3,079
Land & Facility Expenses	34,583	103,750
Equipment & Vehicle Expenses	590	2,920
Diversions Expenses	-	-
Other Operating Expenses	21,125	63,988
Total Direct Expenses	693,333	2,059,702
<b>Indirect Expenses</b>		
Personnel Expenses	175,318	528,284
Contracted Services Expenses	9,834	22,828
Supplies Expenses	8,618	22,752
Drugs Expenses	-	-
Program Expenses	3,751	9,792
Land & Facility Expenses	36,298	91,117
Equipment & Vehicle Expenses	21,643	62,116
Diversions Expenses	-	-
Other Operating Expenses	55,782	158,114
Allocated Expense	106,379	296,359
Total Indirect Expenses	417,623	1,191,361
Total Operating Expenses	1,110,956	3,251,063
<b>Metrics</b>		
Direct Expense/Gross Patient Revenue	71.3%	71.6%
Write-Offs/Gross Patient Revenue	0.4%	0.3%
Indirect Expenses/Direct Expenses	60.2%	57.8%
Overtime/Total Wages	6.0%	6.4%
Agency Staffing/Total Wages	18.6%	16.2%
<b>Non-Operating Income/Expense</b>		
Interest Income	524	1,583
Donations Income	989	2,209
Other Non-Operating	-	-
Total Non-Operating	1,513	3,792
Net Income (Loss)	94,334	293,719
Net Income	7.8%	8.3%

# Nursing Home Operations Committee Facility Report

Month: March 2024

Facility: Mount View Care Center

## Census, Discharges, Admissions & Referrals for December:

- 123 total residents per day (budget of 128)
  - 13 residents Medicare/Medicare Advantage (budget of 21)
  - 66 residents Medicaid (budget of 85 MA and 7 MA vent)
  - 18 residents Commercial insurance/HMO/VA/other
  - 26 residents private pay or other (budget of 15)
- 14 residents discharged home and 7 residents expired.
- 22 residents admitted.
- 105 total referrals
  - 83 referrals did not admit (top reasons listed below)
    - Went to competition
    - Out of county
    - No long-term beds available

## Employment Status Update (January-March):

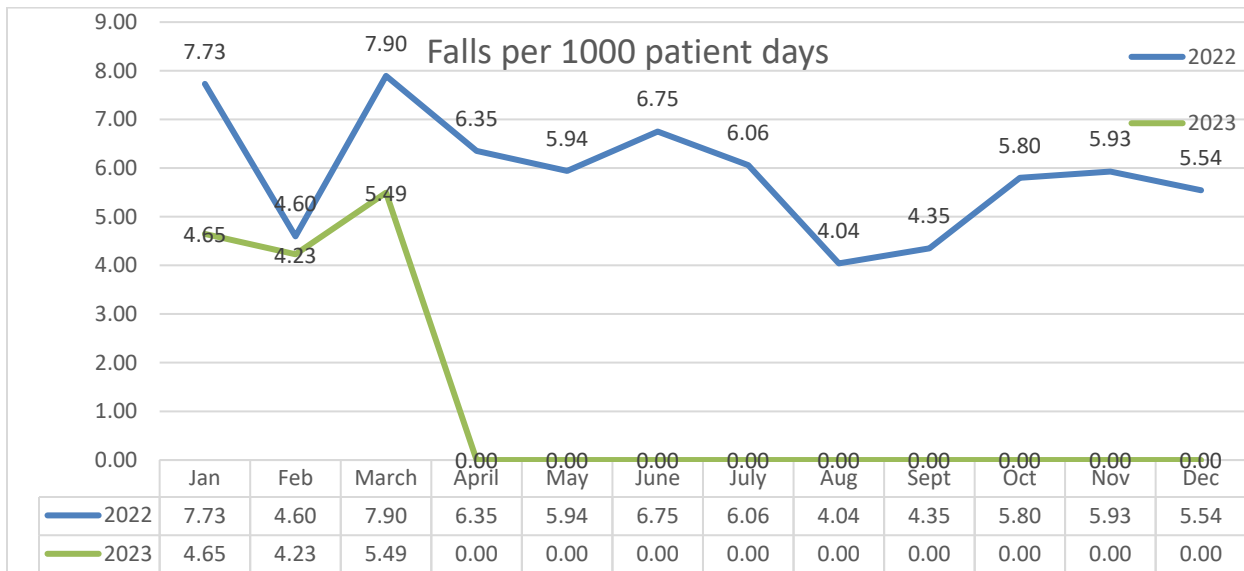
Department	# of Open FTE	Hired since previous report	Discharges since previous report
LPN/RN	7.1	0	1 part time (retired)
CNA	12.3	4 full time and 5 part time	2 occasional, 3 part time and 4 full time
Hospitality Assistants	.6	1 transitional	1 involuntary
Life Enrichment	0	0	0
Social Services	0	0	0
Respiratory Therapy	.6	0	0
Administrative	0	0	0
Guest Services	.4	0	0

We are in a staffing crisis and have had to put a hold on dementia admissions. PM is the most critical shift currently. We currently have 3 agency CNAs and 1 agency nurse.

The Compensation Committee recently approved increasing the wage of our hospitality assistants, LPNs and CNAs to be more marketable in the community and attract recruitment which will go into effect on 4/14/24. We are exploring other internal retention ideas to increase employee engagement.

**Quality:**

We had a slight decrease in falls in the first quarter of this year with a total of 63 falls. 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:**

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										
# 30-Day Hospitalized	0	3	2										
RATE (11%)	0%	16.6%	9%										

**Regulatory:**

State Survey visit – State was here on 03/19/24 to investigate a self-report with one low level citation received for not implementing adequate supervision to prevent avoidable accidents for a resident.

Our window is open for our annual state survey to come at any time.

Self-Reports (January-March): Eight (8)

Mandatory education on caregiver misconduct was provided to all staff during the MV quarterly townhall meetings in February.

**Program Updates:**

- MVCC action plan is to consistently have a census of 128 or greater. Each month we have made gains towards this goal. Our average census was 115 in January, 122 in February, 123.5 in March and has been holding steady around 125 in April. Staffing continues to be an obstacle in growing our dementia and long-term care programs.



# **Nursing Home Operations Committee Facility Report**

**Month:** March 2024

**Facility:** Pine Crest Nursing Home

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

- 82.4 YTD average residents per day (budget of 89)
  - 6 residents Medicare/Medicare Advantage (budget of 9)
  - 62 residents Medicaid (budget of 72)
  - 14 residents private pay or other (budget of 8)
- 8 residents discharged
- 7 residents admitted
- 21 total referrals
  - 14 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

## **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.
- 0- Special Care Unit waitlist

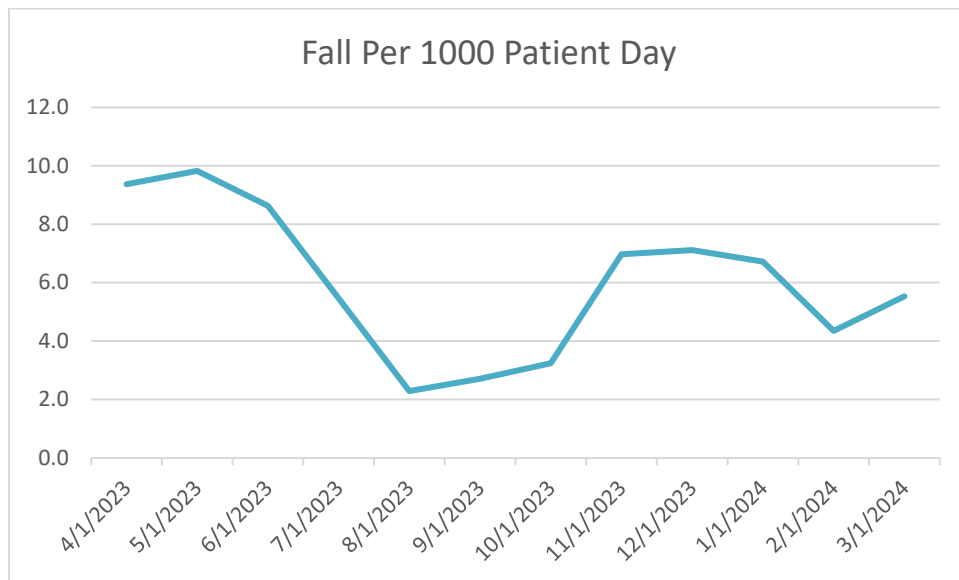
**Employment Status Update:**

Department	# of Open FTE	Hired in Dec 2023	Terms in Dec 2023
LPN/RN	7.6	0	0.8
CNA	6.7	0.4	0
Hospitality Assistants	0	1	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
- We have initiated active recruitment on Indeed
- 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:**

**Falls:**



**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:**

<b>CURRENT OVERALL STAR RATING</b> (Out of 5): <b>5</b>	<b>CURRENT QUALITY STAR RATING:</b> (Out of 5): <b>4</b>
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- Pine Crest attained an overall 5-star rating in July 2023

**Readmissions:**

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

**Regulatory:**

**State Survey visits**

- Pine Crest had our annual CMS and Life Safety Surveys in March 2024
  - 2 low level citations for CMS
  - 3 low level citations for Life Safety

**Self-Reports**

- Pine Crest had 3 self-reports since last report
  - All 3 are resident-to-resident altercations with no injuries noted.
  - In previous years these specific events would likely not have resulted in a self-report, however in 2023 self-reporting requirements changed
  - No follow-up from state on any of these self-reports

### **Program Updates & Committee Action:**

- The opening of some LTC rooms in the rehab area continues to go well
- Update on the construction project that will allow for the creation of a second dementia unit at Pine Crest
  - Project is nearing physical completion and will require a state walkthrough prior to being able to have residents move into this area
- 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.
      - Lack of being in-network for Aspirus Health Plan is a major contributor to this particular limitation
    - 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.