



## **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 virtual meeting on the following date and time:

**Tuesday, July 22, 2025 at 9:00 a.m.**

*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:*

**Join by phone:** 1-408-418-9388    **Access Code:** 2491 214 4891    **Password:** 1234

**Join with WebEx meeting link:**

<https://ccitc.webex.com/ccitc/j.php?MTID=m48cc740deeb1ebb8d32b788c109a92e1>

## **AGENDA**

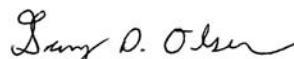
1. CALL TO ORDER
2. PUBLIC COMMENT FOR MATTERS APPEARING ON THE AGENDA (Limited to 15 Minutes)
3. ACTION: APPROVAL OF JANUARY 22, 2025 NURSING HOME OPERATIONS COMMITTEE MINUTES
4. EXECUTIVE DIRECTOR REPORT – G. Olsen
  - A. Update Regarding Pine Crest Nursing Home
5. FINANCIAL REPORT – J. Hake
6. NURSING 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: 07/18/2025 TIME: 1:00 PM BY: D. Osowski

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

January 22, 2025

9:00 AM

NCHC Eagle Board Room

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

Staff: Gary Olsen(WebEx), Jason Hake, Kristin Woller, Ryan Hanson(WebEx), Dejan Adzic, Marathon County Deputy Corporation Counsel

### 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 October 2, 2024 Nursing Home Operations Committee Minutes

- **Motion**/second, Krueger/Holman, to approve the October 2, 2024 Nursing Home Operations Committee meeting minutes. Motion carried.

### Executive Director Report

- Lincoln County's Administrative & Legislative Committee selected a broker and has decided to move forward with the sale of Pine Crest Nursing Home again. Employees of Pine Crest will be kept updated. Per Ms. Krueger the county is proceeding slowly and cautiously, reviewing information with multiple committees. Updates are not anticipated for two months.

### Financial Report

- December financial report for Pine Crest Nursing Home was reviewed by J. Hake. The financial statements look different from Mount View's because there was no 2024 budget prepared for them due to the impending sale of Pine Crest in 2024.
- Appreciation was expressed to staff and the entire team of Pine Crest for their continued leadership, communication, and updates on what influences the budget.
- December financial report for Mount View Care Center was reviewed by J. Hake.

### Nursing Home Operations Reports

- Mount View Care Center - K. Woller
  - The nursing home report was reviewed and noted that the average daily census has increased and has been at 125 for the last 7 days. Staffing continues to be a challenge resulting in more overtime and an increased use of agency staff. Mount View typically accepts more complex cases than many facilities. A close review of staffing levels/models, number of licensed beds, use of space, etc. may be conversations for the committee in the future. It was also noted that hospitals are not having difficulty finding placements in our area.

- Pine Crest Nursing Home – R. Hanson
  - The nursing home report was reviewed. Opening a second dementia unit has had positive results i.e. several current residents were able to be moved to an area more appropriate for them.
- It was noted that 90% of the Pine Crest residents are Lincoln County natives and 86% of Mount View residents are Marathon County natives.

#### Board Discussion

- Next Meeting: April 3, 2025 at 9:00 a.m.
  - The meeting April 3 will be a virtual only meeting.
  - The committee will plan to meet quarterly.

#### Adjourn

- **Motion**/second, Krueger/Hartwig, to adjourn the meeting at 9:55 a.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 June 30, 2025

	MTD Actual	MTD Budget	\$ Variance	% Variance	YTD Actual	YTD Budget	\$ Variance	% Variance
<b>Direct Revenues</b>								
Patient Gross Revenues	1,662,999	1,762,769	(99,769)	-5.7%	10,458,175	10,576,613	(118,438)	-1.1%
Patient Contractual Adjustments	(34,123)	(31,365)	(2,758)	8.8%	476,321	(188,189)	664,510	-353.1%
Net Patient Revenue	1,628,877	1,731,404	(102,527)	-5.9%	10,934,496	10,388,424	546,073	5.3%
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%	772,500	772,500	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%	-	-	-	0.0%
Other Revenue	249,594	103,333	146,261	141.5%	2,215,841	620,000	1,595,841	257.4%
Total Direct Revenue	2,007,221	1,963,487	43,734	2.2%	13,922,837	11,780,924	2,141,913	18.2%
<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	405	15	3.7%	2,281	2,430	(149)	-6.1%
Allocated Revenue	159,872	116,243	43,629	37.5%	938,710	697,457	241,253	34.6%
Total Indirect Revenue	160,292	116,648	43,644	37.4%	940,991	699,887	241,104	34.4%
Total Operating Revenue	2,167,513	2,080,135	87,378	4.2%	14,863,828	12,480,811	2,383,017	19.1%
<b>Direct Expenses</b>								
Personnel Expenses	879,523	1,019,808	140,285	13.8%	5,054,665	6,118,845	1,064,180	17.4%
Contracted Services Expenses	169,430	36,568	(132,862)	-363.3%	1,077,135	219,409	(857,726)	-390.9%
Supplies Expenses	27,238	37,833	10,595	28.0%	160,358	227,000	66,642	29.4%
Drugs Expenses	20,152	27,333	7,182	26.3%	136,052	164,000	27,948	17.0%
Program Expenses	-	1,208	1,208	100.0%	1,007	7,250	6,243	86.1%
Land & Facility Expenses	143,856	-	(143,856)	0.0%	863,159	-	(863,159)	0.0%
Equipment & Vehicle Expenses	12,885	10,000	(2,885)	-28.9%	51,658	60,000	8,342	13.9%
Diversions Expenses	-	-	-	0.0%	-	-	-	0.0%
Other Operating Expenses	31,446	30,857	(589)	-1.9%	193,695	185,143	(8,552)	-4.6%
Total Direct Expenses	1,284,529	1,163,608	(120,921)	-10.4%	7,537,728	6,981,647	(556,081)	-8.0%
<b>Indirect Expenses</b>								
Personnel Expenses	69,934	67,736	(2,198)	-3.2%	432,739	406,415	(26,323)	-6.5%
Contracted Services Expenses	919	6,877	5,958	86.6%	40,876	41,260	384	0.9%
Supplies Expenses	416	217	(199)	-91.8%	2,352	1,300	(1,052)	-80.9%
Drugs Expenses	-	-	-	0.0%	-	-	-	0.0%
Program Expenses	8,568	10,417	1,848	17.7%	47,356	62,500	15,144	24.2%
Land & Facility Expenses	37,317	127,361	90,044	70.7%	223,904	764,166	540,262	70.7%
Equipment & Vehicle Expenses	24,304	25,868	1,564	6.0%	149,426	155,208	5,782	3.7%
Diversions Expenses	-	-	-	0.0%	-	-	-	0.0%
Other Operating Expenses	8,588	16,166	7,578	46.9%	72,022	96,997	24,974	25.7%
Allocated Expense	556,359	458,078	(98,281)	-21.5%	3,334,097	2,748,470	(585,627)	-21.3%
Total Indirect Expenses	706,406	712,719	6,313	0.9%	4,302,772	4,276,316	(26,456)	-0.6%
Total Operating Expenses	1,990,935	1,876,327	(114,608)	-6.1%	11,840,500	11,257,963	(582,537)	-5.2%
<b>Non-Operating Income/Expense</b>								
Interest Income	-	-	-	0.0%	-	-	-	0.0%
Donations Income	(284)	-	(284)	100.0%	(3,241)	-	(3,241)	100.0%
Other Non-Operating	-	-	-	100.0%	-	-	-	100.0%
Total Non-Operating	(284)	-	(284)	0.0%	(3,241)	-	(3,241)	0.0%
<b>Net Income (Loss)</b>	176,294	203,807	(27,513)		3,020,087	1,222,847	1,797,240	
<i>Net Income</i>	8.1%	9.8%			20.3%	9.8%		

North Central Health Care  
Pine Crest Nursing Home  
Income Statement  
For the Period Ending June 30, 2025

	MTD Actual	MTD Budget	\$ Variance	% Variance	YTD Actual	YTD Budget	\$ Variance	% Variance
<b>Direct Revenues</b>								
Patient Gross Revenues	1,028,557	1,089,333	(60,777)	-5.6%	6,150,394	6,536,000	(385,606)	-5.9%
Patient Contractual Adjustments	(10,986)	(19,584)	8,598	-43.9%	147,154	(117,502)	264,656	-225.2%
Net Patient Revenue	1,017,571	1,069,750	(52,179)	-4.9%	6,297,548	6,418,498	(120,950)	-1.9%
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%	220,407	220,407	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%	-	-	-	0.0%
Other Revenue	6,864	66,667	(59,802)	-89.7%	40,990	400,000	(359,010)	-89.8%
Total Direct Revenue	1,061,170	1,173,151	(111,981)	-9.5%	6,558,945	7,038,905	(479,960)	-6.8%
<b>Indirect Revenues</b>								
County Revenue	71,900	62,078	9,823	15.8%	431,400	372,465	58,935	15.8%
Contracted Service Revenue	-	-	-	0.0%	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%	-	-	-	0.0%
Appropriations	-	-	-	0.0%	-	-	-	0.0%
Other Revenue	30	867	(837)	-96.6%	2,010	5,200	(3,190)	-61.3%
Allocated Revenue	12,422	6,633	5,789	87.3%	71,772	39,800	31,972	80.3%
Total Indirect Revenue	86,181	71,411	14,771	20.7%	522,029	428,465	93,564	21.8%
Total Operating Revenue	1,147,351	1,244,562	(97,211)	-7.8%	7,080,974	7,467,370	(386,396)	-5.2%
<b>Direct Expenses</b>								
Personnel Expenses	459,571	517,132	57,561	11.1%	2,731,632	3,102,792	371,160	12.0%
Contracted Services Expenses	144,338	94,750	(49,588)	-52.3%	978,158	568,500	(409,658)	-72.1%
Supplies Expenses	12,097	12,833	736	5.7%	69,582	77,000	7,418	9.6%
Drugs Expenses	11,904	11,583	(321)	-2.8%	87,303	69,500	(17,803)	-25.6%
Program Expenses	414	1,175	761	64.8%	4,100	7,050	2,950	41.8%
Land & Facility Expenses	35,417	51,692	16,275	31.5%	212,500	310,150	97,650	31.5%
Equipment & Vehicle Expenses	-	1,392	1,392	100.0%	9,787	8,350	(1,437)	-17.2%
Diversions Expenses	-	-	-	0.0%	-	-	-	0.0%
Other Operating Expenses	24,122	22,908	(1,213)	-5.3%	139,411	137,450	(1,961)	-1.4%
Total Direct Expenses	687,863	713,465	25,602	3.6%	4,232,473	4,280,792	48,319	1.1%
<b>Indirect Expenses</b>								
Personnel Expenses	177,953	199,662	21,709	10.9%	1,060,781	1,197,975	137,194	11.5%
Contracted Services Expenses	2,360	6,549	4,189	64.0%	40,773	39,296	(1,477)	-3.8%
Supplies Expenses	6,594	7,430	836	11.3%	49,337	44,581	(4,756)	-10.7%
Drugs Expenses	-	-	-	0.0%	-	-	-	0.0%
Program Expenses	3,973	3,098	(875)	-28.2%	20,241	18,588	(1,653)	-8.9%
Land & Facility Expenses	75,699	97,976	22,276	22.7%	526,549	587,854	61,305	10.4%
Equipment & Vehicle Expenses	23,961	20,292	(3,669)	-18.1%	129,065	121,754	(7,311)	-6.0%
Diversions Expenses	-	-	-	0.0%	-	-	-	0.0%
Other Operating Expenses	45,373	50,899	5,526	10.9%	307,038	305,392	(1,646)	-0.5%
Allocated Expense	93,267	102,746	9,479	9.2%	574,679	616,475	41,796	6.8%
Total Indirect Expenses	429,181	488,653	59,472	12.2%	2,708,463	2,931,914	223,451	7.6%
Total Operating Expenses	1,117,044	1,202,118	85,074	7.1%	6,940,936	7,212,706	271,770	3.8%
<b>Non-Operating Income/Expense</b>								
Interest Income	360	500	(140)	-28.0%	1,550	3,000	(1,450)	-48.3%
Donations Income	567	-	567	100.0%	1,944	-	1,944	100.0%
Other Non-Operating	-	-	-	100.0%	-	-	-	100.0%
Total Non-Operating	927	500	427	85.4%	3,493	3,000	493	16.4%
<b>Net Income (Loss)</b>	31,234	42,943	(11,709)		143,531	257,663	(114,132)	
<i>Net Income</i>	2.7%	3.5%			2.0%	3.5%		

# **Nursing Home Operations Committee Facility Report**

## **Facility: Mount View Care Center**

### **Monthly Census Summary (Budgeted Census: 128)**

<b>Month</b>	<b>Avg. Census</b>	<b>Referrals</b>	<b>Admissions</b>	<b>Discharges</b>	<b>Expired</b>
<b>January</b>	125.5	96	19	6	2
<b>February</b>	125.8	83	14	6	5
<b>March</b>	125.7	140	11	3	5
<b>April</b>	122.6	110	18	9	–
<b>May</b>	122.7	94	19	8	5
<b>June</b>	124.2	98	14	9	–

### **Employment Status Update (January-June):**

<b>Department</b>	<b># of Open FTE</b>	<b>Hired since January</b>	<b>Discharges since January</b>
<b>LPN/RN</b>	11.25	1	2
<b>CNA</b>	20.75	13	10
<b>Hospitality Assistants</b>	0	11	7
<b>Life Enrichment</b>	0	1	1
<b>Social Services</b>	0	0	0
<b>Respiratory Therapy</b>	1.9	0	0
<b>Administrative</b>	0	1 PM Supervisor	1 PM Supervisor
<b>Guest Services</b>	.4	2	2

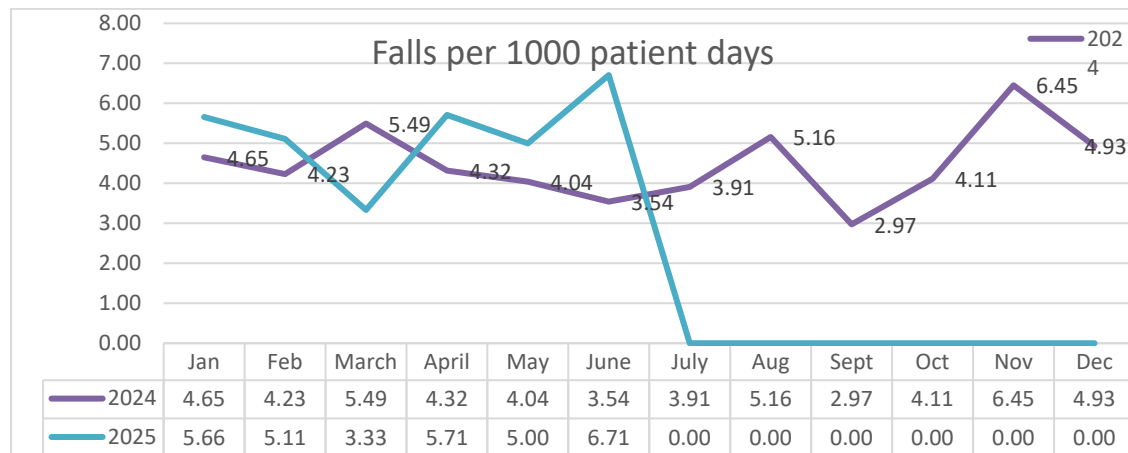
Vacancy rate for direct care staff is 31%.

Staffing remains a challenge. While our open FTEs for CNAs and nurses have declined over the summer, this is primarily due to college and high school students temporarily increasing their availability during the break. We anticipate a rise in open FTEs as these students return to school in the coming weeks

We have seen an increase in agency staffing as we work to maintain safe staffing levels with ongoing recruitment and retention challenges. While agency staff provide essential coverage and ensure continuity of care, this increase impacts team cohesion and consistency of care. We continue to prioritize the recruitment of permanent staff and are actively exploring strategies to reduce reliance on agency usage over time.

### Quality:

We had a total of 118 falls from January-June. Most of the falls were unwitnessed in resident rooms with no injury or minor injury. Two of the falls were with major injury.



### Care Compare Five-Star Ratings of Nursing Homes

#### Provider Rating Report for June 2025

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

### Admission and Readmission Summary:

Our higher 30-day rehospitalization rate is partly attributable to the acuity and complexity of residents we admit, some of whom are discharged from the hospital before they are clinically stable. As a result, they arrive at our facility still in a vulnerable recovery phase, requiring higher levels of monitoring and care than typical long-term residents. Despite our best efforts to stabilize them, some require rehospitalization soon after admission due to their underlying medical fragility and early hospital discharge. All hospitalizations were unavoidable.

Mount view	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2024 YTD
# Of Admissions	19	14	11	18	19	14							
# 30-Day Hospitalized	1	4	2	2	3	2							
RATE (11%)	5.26%	28.57%	18.18%	11.11%	15.8%	14.3%							25.8%

## Regulatory Review (January – June)

### 4 Self-Reported Incidents:

1. **Injury of unknown cause** – Investigated and unsubstantiated.
2. **Resident-to-resident altercation** – No harm occurred. Supervision added.
3. **Abuse by a family member** – Substantiated. A monitored visitation schedule was put in place.
4. **Abuse between residents** – Substantiated. Supervision and environmental changes were put in place for safety.

### 2 Complaint Surveys:

1. **March 20:** Reviewed the injury of unknown injury and resident to resident altercation – No citations and in compliance.
2. **June 17:** Reviewed the confirmed resident-to-resident abuse – No citations and in compliance

### Other:

Engage Consulting has been working with MVCC since the beginning of 2025 and provided targeted support and strategic guidance that directly contributed to a measurable improvement in our Case Mix Index for the nursing home. Through documentation, education, process improvement, and clinical coordination, they helped ensure that resident acuity was accurately captured and reflected in our assessments.

As a result of these efforts, we saw a substantial increase in our CMI, which directly impacts on our Medicaid reimbursement rates. Based on our resident census and reimbursement structure, this improvement in CMI translated into an estimated **\$335,140.76 in additional revenue for Quarter 1.**



# **Nursing Home Operations Committee Facility Report**

**Month:** June 2025

**Facility:** Pine Crest Nursing Home

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

- 75 YTD average residents per day
  - 8 residents Medicare/Medicare Advantage
  - 56 residents Medicaid
  - 10 residents private pay or other
- 11 residents discharged
- 7 residents admitted
- 38 total referrals
  - 8 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:**

- Pine Crest does not have any referrals on a waitlist at this time

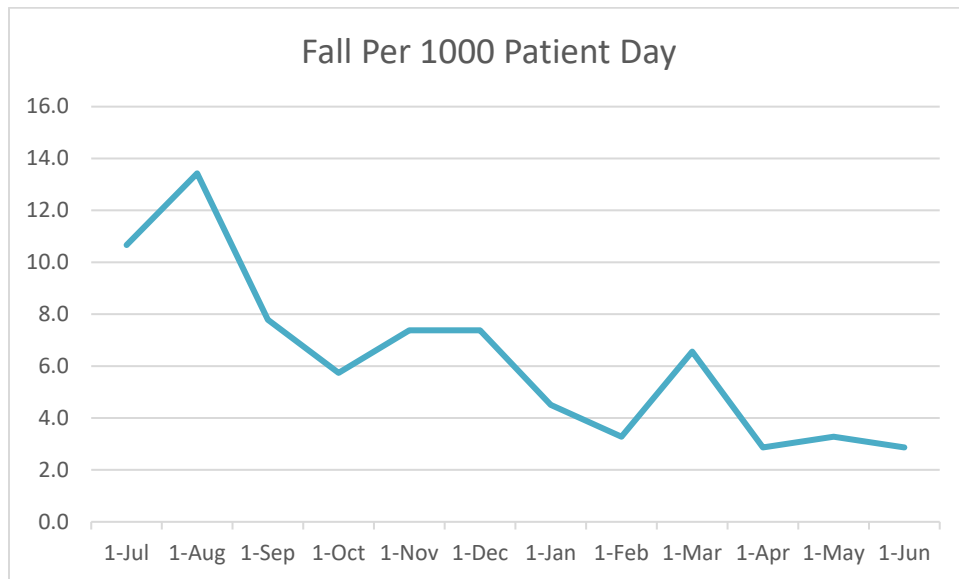
## **Employment Status Update:**

Department	# of Open FTE	Hired in June 2025	Terms in June 2025
LPN/RN	11.4	0	0
CNA	3.3	1.0	1.0
Hospitality Assistants	0	2.7	1.2
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 had a change in the Quality Position during this lookback
- We 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.
- We have seen these fall numbers return to a lower rate.

### 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 (Out of 5):

OVERALL	HEALTH INSPECTION	STAFFING	QUALITY
5	4	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	2025 YTD
# of Admissions	9	6	9	7	16	6							
# 30-Readmit	1	0	4	1	2	0							
RATE	11%	0%	44%	14%	13%	0%							

**Regulatory:****State Survey visits**

- Pine Crest had our annual CMS and Life Safety surveys in May 2025
  - Low-level citations for CMS with the most significant being an expired TB solution having been used.
  - Low-level citations for Life Safety
    - Both Plans of Correction have been accepted.
- In June 2024 Pine Crest had a survey related to a self-report (see below)
  - Low-level citation
    - Plan of Correction has been accepted
- In July 2024 Pine Crest had a complaint survey
  - The complaint was found to be unsubstantiated

**Self-Reports**

- Pine Crest had 6 self-reports since the last meeting.
  - All of these self-reports revolve around resident-to-resident altercations, with several of them pertaining to a specific resident.
  - One of these reports resulted in a low-level citation.
    - Plan of Correction has been accepted.

**Program Updates & Committee Action:**

- 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.
  - 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.
- Pending Sale of Pine Crest
  - Residents, staff and families are all aware of the pending sale on 8/1/2025
  - NCHC, Lincoln County and Pine Crest are all working with Ensign group on transition items.