



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 on the following date and time:

Tuesday, September 30, 2025 at 10:00 a.m.

Persons wishing to attend the meeting virtually may connect to the 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:** 2492 290 2696 **Password:** 1234

Join with WebEx meeting link:

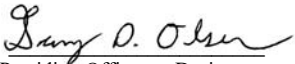
<https://ccitc.webex.com/ccitc/j.php?MTID=m5789b2fa3b72515f3801a962d42b9983>

AGENDA

1. CALL TO ORDER
2. PUBLIC COMMENT FOR MATTERS APPEARING ON THE AGENDA (Limited to 15 Minutes)
3. ACTION: APPROVAL OF JULY 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 REPORT
 - A. Mount View Care Center – K. Woller
7. EXPLANATION OF READMISSION RATES – K. Woller
8. BOARD DISCUSSION
 - A. Future of Nursing Home Operations Committee – G. Olsen
9. FUTURE AGENDA ITEMS
10. 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: 09/23/2025 TIME: 1:00 PM BY: D. Osowski

NORTH CENTRAL COMMUNITY SERVICES PROGRAM BOARD NURSING HOME OPERATIONS COMMITTEE

July 22, 2025

9:00 AM

Virtual Meeting

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

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

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 January 22, 2025 Nursing Home Operations Committee Minutes

- **Motion**/second, Hartwig/Krueger, to approve the January 22, 2025 Nursing Home Operations Committee meeting minutes. Motion carried.

Executive Director Report – Gary Olsen

- Update Regarding Pine Crest Nursing Home – Gary Olsen
 - Since the last meeting Lincoln County moved forward with the sale of Pine Crest Nursing Home which is set for 8/1/2025. The buyer, Ensign, has been impressive to work with. An extensive due diligence list has been completed and accepted by Ensign. Our internal transition team continues to work closely with Ensign and Lincoln County for a successful and smooth transition.
 - This process has been a big lift for many programs. Thanks go out to all of our staff who have helped with this process and a special thank you to Ryan Hansen for all he is doing running operations and getting ready for the transition.

Financial Report – Jason Hake

- A review of the nursing home financials through June 2025 was provided.
 - Mount View's year-to-date actual income statement is inflated slightly by about \$1.6 million due to past rate increases (back to July 2024) recorded in 2025. Financials are fairly consistent except for one expense item related to contracted services. Mount View has had to utilize agency staff more frequently than in previous years. It is anticipated that the labor shortage will continue to be difficult. Monitoring financials and strategizing how to forecast and prepare for potential changes to Medicare and Medicaid in 2026 will be important.
 - Pine Crest financials are consistent with 2024. Challenges with staffing and utilization of contracted staff continue.

Nursing Home Operations Reports

- Mount View Care Center – K. Woller
 - The nursing home report was reviewed for the months January through June.
 - Request was made to discuss the readmission rate at the next meeting, to learn more about the process and
- Pine Crest Nursing Home – R. Hanson
 - The nursing home report was reviewed for the months January through June.
 - Mr. Hartwig relayed that he has heard that with the upcoming sale residents are concerned they will need to find somewhere else to go. Residents and family members have been informed that they do not need to leave. Residents will be reassured of this at the next resident council meeting on 7/23.

Board Discussion

- With the sale of Pine Crest, Mr. Olsen will ask Corporation Counsel to verify what is statutorily required of a Nursing Home Operations Committee for Mount View only or if it can be rolled into the Board responsibilities, and if there is anything needed yet to wrap up with the sale of Pine Crest.
- A meeting will be scheduled in late September or early October which will include a review from Corporation Counsel.

Adjourn

- **Motion**/second, Krueger/Hartwig, to adjourn the meeting at 9:37 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 August 31, 2025

	MTD Actual	MTD Budget	\$ Variance	% Variance	YTD Actual	YTD Budget	\$ Variance	% Variance
Direct Revenues								
Patient Gross Revenues	1,743,658	1,762,769	(19,111)	-1.1%	13,959,695	14,102,150	(142,455)	-1.0%
Patient Contractual Adjustments	58,577	(31,365)	89,942	-286.8%	609,320	(250,919)	860,239	-342.8%
Net Patient Revenue	1,802,234	1,731,404	70,830	4.1%	14,569,015	13,851,231	717,783	5.2%
County Revenue	-	-	-	0.0%	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%	1,000	-	1,000	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	238,149	103,333	134,815	130.5%	2,695,351	826,667	1,868,684	226.1%
Total Direct Revenue	2,169,133	1,963,487	205,646	10.5%	18,295,366	15,707,898	2,587,468	16.5%
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	718	405	313	77.3%	3,359	3,240	119	3.7%
Allocated Revenue	164,143	116,243	47,900	41.2%	1,263,351	929,943	333,408	35.9%
Total Indirect Revenue	164,861	116,648	48,213	41.3%	1,266,710	933,183	333,527	35.7%
Total Operating Revenue	2,333,994	2,080,135	253,859	12.2%	19,562,076	16,641,081	2,920,995	17.6%
Direct Expenses								
Personnel Expenses	870,279	1,019,808	149,528	14.7%	6,807,144	8,158,461	1,351,317	16.6%
Contracted Services Expenses	237,529	36,568	(200,961)	-549.6%	1,450,944	292,545	(1,158,398)	-396.0%
Supplies Expenses	28,440	37,833	9,393	24.8%	216,064	302,667	86,603	28.6%
Drugs Expenses	22,751	27,333	4,582	16.8%	184,084	218,667	34,583	15.8%
Program Expenses	317	1,208	891	73.7%	1,474	9,667	8,193	84.8%
Land & Facility Expenses	143,856	-	(143,856)	0.0%	1,150,870	-	(1,150,870)	0.0%
Equipment & Vehicle Expenses	12,317	10,000	(2,317)	-23.2%	68,732	80,000	11,268	14.1%
Diversions Expenses	-	-	-	0.0%	-	-	-	0.0%
Other Operating Expenses	32,091	30,857	(1,234)	-4.0%	257,959	246,857	(11,102)	-4.5%
Total Direct Expenses	1,347,580	1,163,608	(183,972)	-15.8%	10,137,270	9,308,863	(828,407)	-8.9%
Indirect Expenses								
Personnel Expenses	73,706	67,736	(5,970)	-8.8%	573,024	541,887	(31,137)	-5.7%
Contracted Services Expenses	4,760	6,877	2,116	30.8%	48,545	55,013	6,468	11.8%
Supplies Expenses	130	217	87	40.2%	2,508	1,733	(774)	-44.7%
Drugs Expenses	-	-	-	0.0%	-	-	-	0.0%
Program Expenses	8,141	10,417	2,275	21.8%	63,445	83,333	19,888	23.9%
Land & Facility Expenses	37,473	196,036	158,563	80.9%	301,028	1,568,287	1,267,259	80.8%
Equipment & Vehicle Expenses	24,505	40,449	15,944	39.4%	199,316	323,595	124,278	38.4%
Diversions Expenses	-	-	-	0.0%	-	-	-	0.0%
Other Operating Expenses	8,278	16,166	7,888	48.8%	96,608	129,329	32,720	25.3%
Allocated Expense	797,628	558,428	(239,200)	-42.8%	4,710,011	4,467,426	(242,585)	-5.4%
Total Indirect Expenses	954,622	896,325	(58,297)	-6.5%	5,994,486	7,170,603	1,176,117	16.4%
Total Operating Expenses	2,302,202	2,059,933	(242,269)	-11.8%	16,131,756	16,479,466	347,710	2.1%
Non-Operating Income/Expense								
Interest Income	-	-	-	0.0%	-	-	-	0.0%
Donations Income	(825)	-	(825)	100.0%	(4,066)	-	(4,066)	100.0%
Other Non-Operating	-	183,606	(183,606)	100.0%	-	1,468,849	(1,468,849)	100.0%
Total Non-Operating	(825)	183,606	(184,431)	-100.4%	(4,066)	1,468,849	(1,472,915)	-100.3%
Net Income (Loss)	30,967	203,807	(172,840)		3,426,254	1,630,463	1,795,791	
Net Income	1.3%	9.8%			17.5%	9.8%		

North Central Health Care
Pine Crest Nursing Home
Income Statement
For the Period Ending August 31, 2025

	MTD Actual	MTD Budget	\$ Variance	% Variance	YTD Actual	YTD Budget	\$ Variance	% Variance
Direct Revenues								
Patient Gross Revenues	-	1,089,333	(1,089,333)	-100.0%	7,094,394	8,714,667	(1,620,273)	-18.6%
Patient Contractual Adjustments	-	(19,584)	19,584	-100.0%	232,162	(156,670)	388,831	-248.2%
Net Patient Revenue	-	1,069,750	(1,069,750)	-100.0%	7,326,556	8,557,997	(1,231,441)	-14.4%
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%	293,876	293,876	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%	-	-	-	0.0%
Other Revenue	-	66,667	(66,667)	-100.0%	47,950	533,333	(485,383)	-91.0%
Total Direct Revenue	36,735	1,173,151	(1,136,416)	-96.9%	7,668,382	9,385,206	(1,716,824)	-18.3%
Indirect Revenues								
County Revenue	-	62,078	(62,078)	-100.0%	503,300	496,620	6,680	1.3%
Contracted Service Revenue	-	-	-	0.0%	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%	-	-	-	0.0%
Appropriations	-	-	-	0.0%	-	-	-	0.0%
Other Revenue	-	867	(867)	-100.0%	2,479	6,933	(4,455)	-64.3%
Allocated Revenue	4,359	6,633	(2,274)	-34.3%	88,356	53,066	35,290	66.5%
Total Indirect Revenue	4,359	71,411	(67,052)	-93.9%	612,443	571,286	41,157	7.2%
Total Operating Revenue	41,094	1,244,562	(1,203,468)	-96.7%	8,280,825	9,956,492	(1,675,667)	-16.8%
Direct Expenses								
Personnel Expenses	(61,019)	517,132	578,151	111.8%	3,187,979	4,137,056	949,077	22.9%
Contracted Services Expenses	154,223	94,750	(59,473)	-62.8%	1,310,569	758,000	(552,569)	-72.9%
Supplies Expenses	116	12,833	12,718	99.1%	80,790	102,667	21,877	21.3%
Drugs Expenses	22	11,583	11,561	99.8%	98,117	92,667	(5,450)	-5.9%
Program Expenses	104	1,175	1,071	91.1%	4,726	9,400	4,674	49.7%
Land & Facility Expenses	35,417	51,692	16,275	31.5%	283,333	413,533	130,200	31.5%
Equipment & Vehicle Expenses	272	1,392	1,120	80.5%	11,131	11,133	2	0.0%
Diversions Expenses	-	-	-	0.0%	-	-	-	0.0%
Other Operating Expenses	1,878	22,908	21,031	91.8%	163,637	183,267	19,630	10.7%
Total Direct Expenses	131,013	713,465	582,452	81.6%	5,140,283	5,707,723	567,440	9.9%
Indirect Expenses								
Personnel Expenses	(25,176)	199,662	224,838	112.6%	1,262,510	1,597,299	334,789	21.0%
Contracted Services Expenses	2,052	6,549	4,498	68.7%	51,555	52,395	840	1.6%
Supplies Expenses	747	7,430	6,683	89.9%	60,703	59,441	(1,262)	-2.1%
Drugs Expenses	-	-	-	0.0%	-	-	-	0.0%
Program Expenses	412	3,098	2,686	86.7%	30,427	24,784	(5,643)	-22.8%
Land & Facility Expenses	28,501	166,651	138,150	82.9%	658,775	1,333,205	674,429	50.6%
Equipment & Vehicle Expenses	499	34,874	34,375	98.6%	154,382	278,989	124,606	44.7%
Diversions Expenses	-	-	-	0.0%	-	-	-	0.0%
Other Operating Expenses	5,367	50,899	45,531	89.5%	362,191	407,189	44,998	11.1%
Allocated Expense	2,532	203,096	200,564	98.8%	686,539	1,624,766	938,227	57.7%
Total Indirect Expenses	14,934	672,259	657,325	97.8%	3,267,082	5,378,068	2,110,986	39.3%
Total Operating Expenses	145,947	1,385,724	1,239,777	89.5%	8,407,365	11,085,791	2,678,426	24.2%
Non-Operating Income/Expense								
Interest Income	-	500	(500)	-100.0%	1,946	4,000	(2,054)	-51.4%
Donations Income	-	-	-	100.0%	1,944	-	1,944	100.0%
Other Non-Operating	-	183,606	(183,606)	-100.0%	(89,846)	1,468,849	(1,558,696)	-100.0%
Total Non-Operating	-	184,106	(184,106)	-100.0%	(85,957)	1,472,849	(1,558,806)	-105.8%
Net Income (Loss)	(104,853)	42,943	(147,796)		(212,497)	343,549	(556,046)	
Net Income	-255.2%	3.5%			-2.6%	3.5%		

Nursing Home Operations Committee Facility Report

Facility: Mount View Care Center

Monthly Census Summary (Budgeted Census: 128)

Month	Avg. Census	Referrals	Admissions	Discharges	Expired
January	125.5	96	19	6	2
February	125.8	83	14	6	5
March	125.7	140	11	3	5
April	122.6	110	18	9	6
May	122.7	94	19	8	5
June	124.2	98	14	9	—
July	121.0	115	24	7	4
August	119.8	90	17	8	5

Employment Status Update (July-August):

Department	# of Open FTE	Hired since June	Discharges since June
LPN/RN	10.01	3	1
CNA	20.47	8	4
Hospitality Assistants	0	5	4
Life Enrichment	0	0	0
Social Services	0	0	0
Respiratory Therapy	1.8	1	0
Administrative	0	0	0
Guest Services	0	1	1

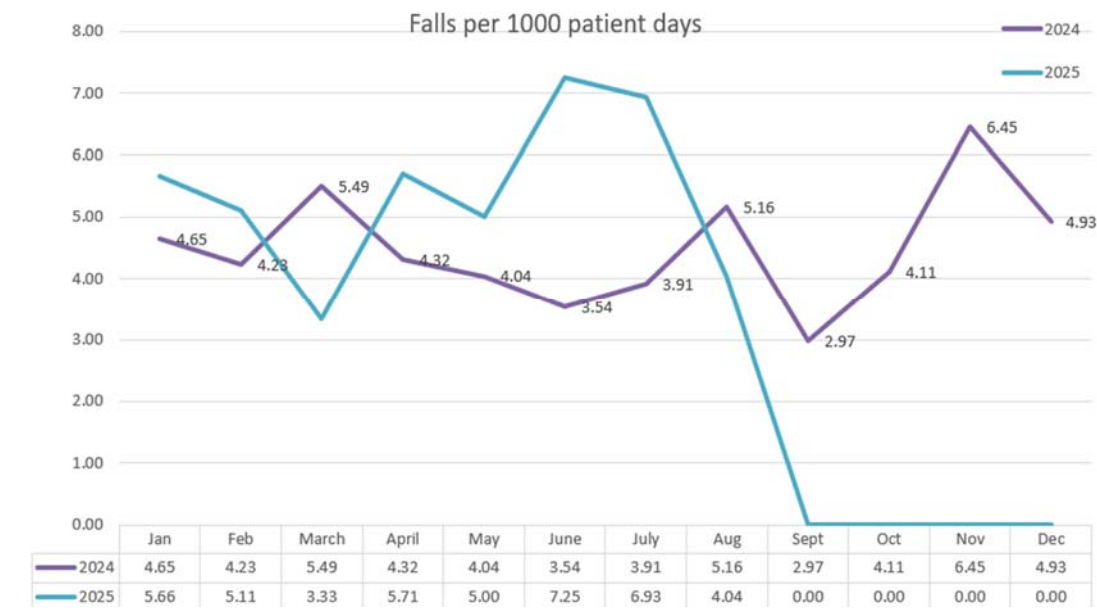
Vacancy rate for direct care staff is 33%

Staffing remains a challenge. We have had an increase in open FTEs for CNAS as the students returned to school at the end of August. We had a total of 11 interviews in July and August.

We continue to prioritize the retention of permanent staff and are actively exploring strategies to reduce the use of agency.

Quality:

We had a total of 41 falls in July and August. Most of the falls were unwitnessed in resident rooms with no injury or minor injury. Three of the falls were with major injury.



Care Compare Five-Star Ratings of Nursing Homes Provider Rating Report for July 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. Despite our best efforts to stabilize residents in house, some require rehospitalization soon after admission due to their underlying medical fragility. 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	24	17					
# 30-Day Hospitalized	1	4	2	2	3	2	3	3					
RATE (11%)	5.26%	28.57%	18.18%	11.11%	15.8%	14.3%	12.5%	17.6%					20.4%

Regulatory Review (July-September)

4 Self-Reported Incidents:

1. **Verbal Abuse** – Substantiated. No psychosocial harm. Employee terminated.
2. **Neglect by a family member** – Substantiated. Minimal harm occurred. Family educated.
3. **Neglect** – Substantiated. Resident coded but medically reasonable to conclude that the outcome may not of been preventable. Care plan not followed. Interventions in place.
4. **Resident-to-resident altercation** – Substantiated. No harm occurred. Environmental changes were put in place.

Annual Survey:

1. **F580**– Notification of Changes
Noncompliance due to failure to notify the physician in a timely manner regarding resident status changes.
2. **F628** – Transfer and Discharge Notification
Deficiencies included failure to notify the ombudsman for each discharge, incomplete transfer documentation, and improper management of bed holds.
3. **F645**– PASARR Screening
Cited for not completing a Level II PASARR assessment for a resident diagnosed with PTSD.
4. **F657**– Comprehensive Care Planning
Noncompliance related to failure to include the resident and/or Power of Attorney in all care plan meetings, including quarterly reviews.
5. **F677** – Activities of Daily Living (ADL) Care
Deficiency related to delays in toileting and repositioning residents in a timely manner.
6. **F684** – Quality of Care
Cited for failure to conduct a gastrointestinal assessment and to follow the resident's established care plan.
7. **F688** – Mobility Maintenance
Noncompliance due to lack of restorative care for a resident requiring support with a hand brace.
8. **F689**– Accident Hazards and Supervision
Deficiency noted for failure to implement effective interventions after a resident had multiple falls, the final one resulting in a fracture.
9. **F690**– Bowel/Bladder Incontinence, Catheters, and UTI
Cited for inadequate catheter care and poor hand hygiene practices by staff during resident care.
10. **F693**- Tube Feeding Management
Deficiency related to a nurse's failure to check residuals during administration of tube feedings.
11. **F726**– Competent Nursing Staff
Noncompliance noted due to insufficient training of staff assigned to the ventilator unit.
12. **F812** – Food Procurement, Storage, and Sanitary Conditions
Cited for improper glove use by dietary staff while serving the meal.
13. **F880** - Infection Prevention and Control
Deficiency related to a fan blowing directly onto uncovered laundry.

Other:

Engage Consulting has been working with MVCC since the beginning of 2025 which has contributed to a measurable improvement in our Case Mix Index for the nursing home. 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 and \$313,677.94 for Quarter 2.** Our star rating in quality measures has also increased to four stars.

Based on the results of our recent annual survey and the 13 citations received, it is likely that our health inspection star rating will decrease from 3 stars to 2 stars. This change is expected to be reflected in the next published report, effective October 1, 2025.