

**OFFICIAL NOTICE AND AGENDA**

of a meeting of the **Nursing Home Operations Committee** to be held at **North Central Health Care**  
**1100 Lake View Drive, Wausau, WI 54403, Board Room** at **8:00 am** on **Friday, March 24<sup>th</sup>, 2017**

In addition to attendance in person at the location described above, Board members and the public are invited to attend by telephone conference. Persons wishing to attend the meeting by phone should contact Debbie Osowski at 715-848-4405 24 hours prior to the start time of the meeting for further instructions. 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.

1. Call to Order
2. Public Comment for Matters Appearing on the Agenda
3. ACTION: Approval of 02/24/17 Nursing Home Operations Committee Meeting Minutes
4. Financial Report
  - a. Changes in Wages vs Contracted Staffing Costs
5. Senior Executive Nursing Home Operations and Quality Report – K. Gochanour
  - a. Demonstrated quality
  - b. Fiscal responsibility
  - c. Strong human relations
  - d. Regulatory compliance
  - e. Resident/family expectations
6. Educational Presentation – B. Glodowski
  - a. Medicaid Rate Breakdown and How Case Mix Index Impacts Medicaid Rate
7. Update on Nursing Home Strategic Plan with Marathon County – K. Gochanour
8. Clarification of Committee Responsibilities
9. Education Plan/Material for New Nursing Home Committee Discussion
10. Discussion and Future Agenda Items
11. Adjourn



\_\_\_\_\_  
Presiding Officer or Designee

**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

DATE: 03/17/17 TIME: 4:00 p.m. BY: D. Osowski

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

**February 27, 2017**                      **8:00 AM**                      **North Central Health Care – Board Room**

Present:                      X                      Jean Burgener                      X<sup>via</sup><sub>phone</sub>                      Margaret Donnelly  
   X                      Bill Metter                      X                      Bill Miller

Also Present:                      Kim Gochanour, Brenda Glodowski  
Attending by phone:                      Sue Matis, Becky Schultz  
Guest:                      John McEwen

Meeting was called to order at 8:00 a.m.

### Public Comment for Matters Appearing on the Agenda

- No public comment(s) made.

### Approval of 01/27/17 Nursing Home Operations Committee Meeting Minutes

- **Motion**/second, Metter/Miller, to approve the 01/27/17 Nursing Home Operations Committee meeting minutes. Motion carried.

### Financial Report

- Census averaged 187; target was 203. Target will be revised with the closing of one unit.
- Targeted loss was \$65,000, but actual loss was \$81,000.
- Although census was down, variances related to volume were also down which resulted in a positive rate variance. Received approximately \$2 Medicaid rate increase which helps offset revenue mix. We also had a better private pay mix for January which has helped.
- Medicare census was 18 with target of 20.
- Volumes for February have picked up; average census has been 189 and Medicare about 20.
- Expenses are reducing as changes occur in the nursing home.
- Although 2017 is budgeted for a loss, we are working to avoid any loss.
- Health insurance for the organization was under target by \$120,000.

### Senior Executive Nursing Home Operations and Quality Report – K. Gochanour

- The decision to reduce bed capacity and transition residents have been accomplished. We have been able to improve staffing due to the consolidation and have been at or above targeted census following these changes. Experiencing a turnaround in the rehab census as well.
- Right-sizing the nursing home to get the census level stable with the proper payer mix helps to offset the Medicaid reimbursement. Governmental facilities do not limit the number of Medicaid beds as do private providers.
- Analysis of referrals for the month were provided. Additional information has been included. We have had a spike in referrals, and had 39 admissions for the month.
- We have expanded details of why someone wasn't admitted i.e. acuity too high, aesthetics, expired, etc.

- Have been working with billing and enrollment specialist on the new system which is helping to improve accounts receivables and the billing progress. Days in accounts receivable for the overall organization is 45-48 days which has greatly improved after implementing system changes.

#### Use of Contracted Labor

- Hours used: Contracted labor for nurses in Dec. 2016 was 412 hours utilized (not budgeted), Jan. 2016 was 292 hours, and Feb. 2016 was 300 through the 14<sup>th</sup>.
- Biggest opportunity area is Post-Acute Care staff vacancies.
- Aegis therapy is providing rehab services.

#### Staffing/Star Rating/Citation Analysis – K. Gochanour

- Biggest opportunity for improving staffing is with the CNA night shift.
- In October the starting wage for CNA's with experience was raised. Since that time 27 CNA's have been hired of which 6 have left (slightly over 25% turnover) which is an improvement from 63% turnover in a 3-6 month period in 2016. Changes have occurred in new employee education, onboarding and indoctrinating onto the nursing home units which can be attributed to improved turnover rate. A decrease in turnover helps to offset costs as well as the need for overtime and training more staff.
- Committee asked about reimbursement for the increase in wages. Reimbursement considers the case mix index, Medicaid targets for direct care, etc. We receive a supplemental payment given only for governmental facilities which is intended to help offset direct care costs.
  - Committee asked for more details about these costs i.e. specific dollar amounts related to the increase in wages and the effect on contracted labor used.
  - Brian Shoeneck, LeadingAge, has completed an analysis from July 2015 to June 2016. Governmental loss is \$73.38/day and slightly lower for other nursing homes.
  - Presentation may be beneficial on what goes into the Medicaid daily rate and how changes will impact the rate moving forward.
  - Would be helpful to include PPD on the income statement to better understand costs per day.
- Except for the one situation of the individual who stole credentials and was operating under a false license, we had a good survey with 4 low level cites. The one citation was an administrative tag and not for substandard level of care. Following an unsuccessful Informal Dispute Resolution (IDR) results, we pursued an appeal process and were recently notified of a penalty of about \$6700 if we dropped the appeal process. The Bureau of Quality Assurance (at the federal level) then notified us recently that they completed a total desk review, disagreed with the State determination indicating they were wrong in citing the past non-compliance, dropped the citation completely, and issued an amended nursing home statement of deficiency.
- We have implemented multiple checks to verify this situation doesn't happen again and have also implemented a full nurse competency assessment during the first quarter of employment.

#### Hospital Bed Utilization Due to Nursing Home Bed Limits – K. Gochanour/M. Donnelly

- M. Donnelly indicated that Aspirus Wausau Hospital has experienced excess days in the hospital as a result of not having nursing home beds in Marathon County.
- Have been informed that St. Clare's hospital is seeing the same trends mostly with medically complex, behavioral issues, and family dynamics.

#### Update on Nursing Home Strategic Plan with Marathon County – K. Gochanour

- RFP submissions will be opened on 3/13/17. They will be ranked and evaluated in order to make recommendations on selecting who will provide the study.
- Ultimately the new Mount View Care Center Committee will be making the recommendation on whether the County should be operating a skilled nursing facility, how it fits into the overall County plan, how to make it financially viable, and what level of support the County would provide both strategically and financially.

#### Education Plan/Material for New Nursing Home Committee Discussion

- Committee discussed the purpose of the committee and duties now that there is the new Marathon County Mount View Care Center Committee. This Nursing Home Operations Committee will continue to oversee and operate the current operation of the nursing home on behalf of the County under the existing management agreement until Marathon County decides to do something different.
- Rep. Pat Snyder, who is on the State Long Term Care Aging Committee, met with M. Loy about the inadequacy of Medicaid reimbursement. The meeting was very productive. While the Governor's budget provides for an increase in Medicaid reimbursement next year and the year after, it doesn't make a dent in the loss that is incurred. It is important to educate those involved in decision-making about how the funding and payment system works, the limit in the number of Medicaid residents private facilities accept which ultimately leads to the probability of residents receiving care out of county, and that the cost of the out of county care remains the responsibility of Marathon County.
- Will continue to have discussion at the March 24 meeting regarding clarification of committee responsibilities.
- Suggestion made to begin to build a binder for the new committee and include items such as: case mix index, CMS, difference between Medicare and Medicaid, etc.

#### Resident Council Meeting Update – K. Gochanour

- County Board Supervisor Rosenberg was invited to attend the Resident Council Meeting in February. Supervisor Robinson also attended.
- The residents were educated about the new committee.
- No questions from the Council but they wanted to be updated on their home.

**Motion**/second, Metter/Miller, to adjourn the Nursing Home Operations Committee meeting at 9:15 a.m. Motion carried.

*dko*

**North Central Health Care  
Nursing Home  
Combining Statement of Revenue and Expenses  
For the Period Ending February 28, 2017**

	Current Month Actual	5267 PPD	Current Month Budget	5684 PPD	Current Month Variance (PPD)	YTD Actual	11051 PPD	YTD Budget	11977 PPD	YTD Variance (PPD)	Prior YTD Actual	12394 PPD
<b>Revenue</b>												
Net Patient Services Revenue:												
Daily Services	\$1,338,936		\$1,371,169			\$2,792,428		\$2,849,230			\$2,923,908	
Ancillary Services	\$261,719		\$313,517			\$541,480		\$651,517			\$958,959	
Total Net Patient Services Revenue	\$1,600,655	\$303.90	\$1,684,686	\$296.39	\$7.51	\$3,333,908	\$301.68	\$3,500,747	\$292.29	\$9.39	\$3,882,867	\$313.29
Other Revenue												
County Appropriation	\$141,666		\$141,667			\$283,333		\$283,332			\$283,333	
Department and Other Revenue	\$149,987		\$136,543			\$303,362		\$273,086			\$99,120	
Total Other Revenue	\$291,653	\$55.37	\$278,210	\$48.95	\$6.43	\$586,695	\$53.09	\$556,418	\$46.46	\$6.63	\$382,453	\$30.86
Total Revenue	\$1,892,308	\$359.28	\$1,962,896	\$345.34	\$13.94	\$3,920,603	\$354.77	\$4,057,165	\$338.75	\$16.03	\$4,265,320	\$344.14
<b>Expenses</b>												
Direct Expenses	\$1,283,675		\$1,378,398			\$2,778,310		\$2,867,142			\$3,487,722	
Indirect Expenses	\$608,772		\$648,780			\$1,228,094		\$1,318,765			\$1,104,487	
Total Expenses	\$1,892,447	\$359.30	\$2,027,178	\$356.65	\$2.66	\$4,006,404	\$362.54	\$4,185,907	\$349.50	\$13.04	\$4,592,209	\$370.52
Donations and Gifts	\$247		\$0			\$427		\$0			\$790	
Nonoperating Gains/(Losses)	\$0		\$0			\$0		\$0			\$0	\$0.00
Total Nonoperating Gains/(Losses)	\$247	\$0.05	\$0	\$0.00	\$0.05	\$427	\$0.04	\$0	\$0.00		\$790	
Excess Revenue (Expenses)	\$108	\$0.02	(\$64,281)	(\$11.31)	\$11.33	(\$85,374)	(\$7.73)	(\$128,741)	(\$10.75)	\$3.02	(\$326,099)	(\$26.31)

**NORTH CENTRAL HEALTH CARE  
MEDICARE DAYS BY RUG CATEGORY  
2017**

RUG CATEGORY	RUG RATE	ACTUAL DAYS February	BUDGET DAYS February	ACTUAL REVENUE February	BUDGET REVENUE February	YTD ACTUAL DAYS	YTD BUDGET DAYS	YTD ACTUAL REVENUE	YTD BUDGET REVENUE
RUX	\$736.29	20	0	\$14,726	\$0	20	0	\$14,726	\$0
RUL	\$720.25	0	0	\$0	\$0	0	0	\$0	\$0
RVX	\$655.35	0	0	\$0	\$0	0	0	\$0	\$0
RVL	\$587.96	0	0	\$0	\$0	0	0	\$0	\$0
RHX	\$593.76	0	4	\$0	\$0	0	8	\$0	\$4,799
RHL	\$529.58	0	0	\$0	\$0	0	0	\$0	\$0
RMX	\$544.67	0	4	\$0	\$2,089	0	8	\$0	\$4,402
RML	\$499.74	0	0	\$0	\$0	0	0	\$0	\$0
RLX	\$478.34	0	0	\$0	\$0	0	0	\$0	\$0
RUC	\$558.20	48	43	\$26,794	\$24,194	156	91	\$87,079	\$50,980
RUB	\$558.20	134	115	\$74,799	\$64,231	252	242	\$140,666	\$135,344
RUA	\$466.74	25	36	\$11,669	\$17,007	44	77	\$20,537	\$35,837
RVC	\$478.86	85	110	\$40,703	\$52,530	197	231	\$94,335	\$110,689
RVB	\$414.68	94	67	\$38,980	\$27,835	146	141	\$60,543	\$58,652
RVA	\$413.08	32	46	\$13,219	\$19,013	50	97	\$20,654	\$40,063
RHC	\$417.27	21	12	\$8,763	\$4,801	44	24	\$18,360	\$10,117
RHB	\$375.55	20	15	\$7,511	\$5,762	40	32	\$15,022	\$12,141
RHA	\$330.62	4	4	\$1,322	\$1,268	4	8	\$1,322	\$2,672
RMC	\$366.57	0	29	\$0	\$10,545	0	61	\$0	\$22,220
RMB	\$344.11	0	0	\$0	\$0	13	0	\$4,473	\$0
RMA	\$283.14	0	0	\$0	\$0	0	0	\$0	\$0
RLB	\$356.40	0	0	\$0	\$0	0	0	\$0	\$0
RLA	\$229.65	0	0	\$0	\$0	0	0	\$0	\$0
ES3	\$672.21	0	38	\$0	\$25,783	0	81	\$0	\$54,329
ES2	\$526.20	0	0	\$0	\$0	0	0	\$0	\$0
ES1	\$470.05	0	0	\$0	\$0	0	0	\$0	\$0
HE2	\$454.00	0	0	\$0	\$0	0	0	\$0	\$0
HE1	\$376.99	9	0	\$3,393	\$0	50	0	\$18,850	\$0
HD2	\$425.12	16	0	\$6,802	\$0	32	0	\$13,604	\$0
HD1	\$354.53	3	16	\$1,064	\$5,847	3	35	\$1,064	\$12,321
HC2	\$401.05	0	0	\$0	\$0	0	0	\$0	\$0
HC1	\$335.27	0	6	\$0	\$1,929	0	12	\$0	\$4,065
HB2	\$396.24	0	0	\$0	\$0	0	0	\$0	\$0
HB1	\$332.06	3	6	\$996	\$1,910	3	12	\$996	\$4,026
LE2	\$412.28	0	0	\$0	\$0	0	0	\$0	\$0
LE1	\$344.90	0	0	\$0	\$0	0	0	\$0	\$0
LD2	\$396.24	0	0	\$0	\$0	0	0	\$0	\$0
LD1	\$332.06	0	0	\$0	\$0	0	0	\$0	\$0
LC2	\$348.11	0	0	\$0	\$0	0	0	\$0	\$0
LC1	\$293.55	5	0	\$1,468	\$0	5	0	\$1,468	\$0
LB2	\$330.46	0	0	\$0	\$0	0	0	\$0	\$0
LB1	\$280.72	0	0	\$0	\$0	1	0	\$281	\$0
CE2	\$367.36	0	0	\$0	\$0	0	0	\$0	\$0
CE1	\$338.48	0	0	\$0	\$0	6	0	\$2,031	\$0
CD2	\$348.11	0	0	\$0	\$0	0	0	\$0	\$0
CD1	\$319.23	0	0	\$0	\$0	1	0	\$319	\$0
CC2	\$304.78	0	0	\$0	\$0	0	0	\$0	\$0
CC1	\$282.32	0	0	\$0	\$0	0	0	\$0	\$0
CB2	\$282.32	0	0	\$0	\$0	0	0	\$0	\$0
CB1	\$261.47	7	0	\$1,830	\$0	7	0	\$1,830	\$0
CA2	\$239.00	0	0	\$0	\$0	0	0	\$0	\$0
CA1	\$222.96	0	0	\$0	\$0	0	0	\$0	\$0
BB2	\$253.44	0	0	\$0	\$0	0	0	\$0	\$0
BB1	\$242.21	0	0	\$0	\$0	0	0	\$0	\$0
BA2	\$210.12	0	0	\$0	\$0	0	0	\$0	\$0
BA1	\$200.50	0	0	\$0	\$0	0	0	\$0	\$0
PE2	\$338.48	0	0	\$0	\$0	0	0	\$0	\$0
PE1	\$322.43	9	0	\$2,902	\$0	9	0	\$2,902	\$0
PD2	\$319.23	0	0	\$0	\$0	0	0	\$0	\$0
PD1	\$303.18	0	0	\$0	\$0	0	0	\$0	\$0
PC2	\$274.30	0	0	\$0	\$0	0	0	\$0	\$0
PC1	\$261.47	6	9	\$1,569	\$2,307	13	19	\$3,399	\$4,860
PB2	\$232.59	0	0	\$0	\$0	0	0	\$0	\$0
PB1	\$222.96	0	0	\$0	\$0	0	0	\$0	\$0
PA2	\$192.48	0	0	\$0	\$0	0	0	\$0	\$0
PA1	\$184.45	0	0	\$0	\$0	0	0	\$0	\$0
TOTAL		541	560	\$258,508	\$267,053	1096	1180	\$524,461	\$567,517
Average Reimbursement Per Day				\$477.83	\$476.88			\$478.52	\$480.95
Average Patients/Day				19.3	20.0			18.6	20.0

**North Central Health Care**  
Nursing Home Patient Days  
By Payor Mix-2017

	<b>January</b>				<b>February</b>				<b>March</b>				<b>April</b>							
	Actual Days	%	Budget Days	%	Actual Days	%	Budget Days	%	Actual Days	%	Budget Days	%	Actual Days	%	Budget Days	%				
Self Pay	748	12.93%	651	10.34%	675	12.82%	588	10.34%	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!				
Commercial	390	6.74%	279	4.43%	364	6.91%	252	4.43%	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!				
Medicare	555	9.60%	620	9.85%	541	10.27%	560	9.85%	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!				
Medicaid	4091	70.73%	4743	75.37%	3687	70.00%	4284	75.37%	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!				
<b>Total</b>	<b>5784</b>	<b>100.00%</b>	<b>6293</b>	<b>100.00%</b>	<b>5267</b>	<b>100.00%</b>	<b>5684</b>	<b>100.00%</b>	<b>0</b>	<b>#DIV/0!</b>	<b>0</b>	<b>#DIV/0!</b>	<b>0</b>	<b>#DIV/0!</b>	<b>0</b>	<b>#DIV/0!</b>				
Occupancy	77.7%		84.6%		78.4%		84.6%		0.0%		0.0%		0.0%		0.0%					
	<b>May</b>				<b>June</b>				<b>July</b>				<b>August</b>							
	Actual Days	%	Budget Days	%	Actual Days	%	Budget Days	%	Actual Days	%	Budget Days	%	Actual Days	%	Budget Days	%				
Self Pay	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!				
Commercial	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!				
Medicare	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!				
Medicaid	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!				
<b>Total</b>	<b>0</b>	<b>#DIV/0!</b>	<b>0</b>	<b>#DIV/0!</b>	<b>0</b>	<b>#DIV/0!</b>	<b>0</b>	<b>#DIV/0!</b>	<b>0</b>	<b>#DIV/0!</b>	<b>0</b>	<b>#DIV/0!</b>	<b>0</b>	<b>#DIV/0!</b>	<b>0</b>	<b>#DIV/0!</b>				
Occupancy	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%		0.0%		0.0%					
	<b>Sept</b>				<b>October</b>				<b>November</b>				<b>December</b>				<b>YTD</b>			
	Actual Days	%	Budget Days	%	Actual Days	%	Budget Days	%	Actual Days	%	Budget Days	%	Actual Days	%	Budget Days	%	Actual Days	%	Budget Days	%
Self Pay	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	1423	12.88%	1239	10.34%
Commercial	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	754	6.82%	531	4.43%
Medicare	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	1096	9.92%	1180	9.85%
Medicaid	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	7778	70.38%	9027	75.37%
<b>Total</b>	<b>0</b>	<b>#DIV/0!</b>	<b>0</b>	<b>#DIV/0!</b>	<b>0</b>	<b>#DIV/0!</b>	<b>0</b>	<b>#DIV/0!</b>	<b>0</b>	<b>#DIV/0!</b>	<b>0</b>	<b>#DIV/0!</b>	<b>0</b>	<b>#DIV/0!</b>	<b>0</b>	<b>#DIV/0!</b>	<b>11051</b>	<b>100.00%</b>	<b>11977</b>	<b>100.00%</b>
Occupancy	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%		0.0%		0.0%		78.0%		84.6%	

County	Referral Date	Source of Reference	Vent	PAC	LTC	LBL	Admitted	Admission Date if Admitted	Reason if Not Admitted	Competition	Payer Source
Marathon	2/1/17	AWH	No	No	No	Yes	Yes	2/2/17			Medicare/Managed
Marathon	2/1/17	AWH	No	Yes	No	No	No		No Payor Source		
Marathon	2/1/17	AWH	No	Yes	No	No	No		Went to Competition	CBRF/ALF	Medicare A
Marathon	2/1/17	AWH	No	Yes	No	No	No		Went to Competition	Colonial Manor	Medicare A
Marathon	2/2/17	Hospice	No	Yes	No	No	No		Acuity Too High		Medicaid
Wood	2/2/17	Nursing Home	No	Yes	No	No	No		Acuity Too High		
Marathon	2/2/17	AWH	No	Yes	No	No	Yes	2/2/17			Medicare/Managed
Marathon	2/2/17	AWH	No	Yes	No	No	No		No PAC Beds Available		?
Marathon	2/2/17	STC	No	Yes	No	No	No		Patient Non Compliance		Self Pay
Marathon	2/3/17	AWH	No	Yes	No	No	Yes	2/9/17			Medicaid
Walworth	2/3/17	Select Spec -Mad	Yes	No	No	No	No		No Skilled Needs (doing better)		
Marathon	2/3/17	AWH	No	Yes	No	No	No		Went Home		Medicare A
Marathon	2/3/17	AWH	No	Yes	No	No	No		Went to Competition	Wausau Manor	Medicare A
Lincoln	2/3/17	STC	Yes	No	No	No	No		Went to Competition	Milwaukee Vx	Medicare A
Marathon	2/5/17	AWH	No	No	No	Yes	No		No LBL Beds Available		
Marathon	2/5/17	AWH	No	No	Yes	No	No		No LTC Beds Available		Medicaid
Marathon	2/7/17	AWH	No	Yes	No	No	Yes	2/10/17			Medicare A
Marathon	2/7/17	AWH	No	Yes	No	No	Yes	2/9/17			Medicare A
Lincoln	2/7/17	AWH	No	No	Yes	No	No		No LTC Beds Available		VA
Dane	2/8/17	Select Spec -Mad	Yes	No	No	No	No		Expired		Medicare A
Marathon	2/8/17	Nursing Home	No	Yes	No	No	Yes	2/8/17			Self Pay
Marathon	2/8/17	AWH	No	Yes	No	No	Yes	2/10/17			Medicare A
Marathon	2/8/17	UW Madison	No	Yes	No	No	Yes	2/10/17			Insurance
Marathon	2/8/17	AWH	No	No	Yes	No	No		No LTC Beds Available		Self Pay
Marathon	2/9/17	AWH	No	No	No	Yes	No		No LBL Beds Available		VA/Hospice
Marathon	2/9/17	AWH	No	No	No	Yes	Yes	2/13/17			Medicare A
Marathon	2/10/17	AWH	No	yes	No	No	No		Acuity Too High		Medicare A
Marathon	2/10/17	Case Manager	No	Yes	No	No	Yes	2/13/17			Medicare/Managed
Milwaukee	2/10/17	Select Spec - Milw	Yes	No	No	No	No		No Skilled Needs (weaning off vent)		Insurance
Polk	2/10/17	St Croix Regional Med Center	Yes	No	No	No	No		Out of County		Medicare A
Marathon	2/10/17	AWH	No	Yes	No	No	No		Patient Non Compliance ("fired PT @ ALF, still smoking, Likely LT)		Medicare A
Marathon	2/10/17		No	Yes	No	No	No		Staffing		
Marathon	2/12/17	STC	No	Yes	No	No	No		Outstanding A/R		Medicare A
Milwaukee	2/13/17	Select Spec - Milw	Yes	No	No	No	No		Acuity Too High		Medicare A
Marathon	2/13/17	Nursing Home	Yes	No	No	No	No		Expired		Medicare A
Marathon	2/13/17	STC	No	Yes	No	No	Yes	2/16/17			Medicare/Managed
Marathon	2/13/17	AWH	No	Yes	No	No	No		Out of County		Medicare A
Marathon	2/13/17	AWH	No	Yes	No	No	No		Went Home		Medicare A
Marathon	2/14/17	AWH	No	No	No	Yes	Yes	2/16/17			Self Pay
Marathon	2/14/17	AWH	No	No	No	Yes	No		Staffing		Medicare A
Marathon	2/14/17	STC	No	Yes	No	No	No		Went to Competition	Rennes	Medicare/Managed
Marathon	2/14/17	AWH	No	Yes	No	No	No		Went to Competition	Wausau Manor	Medicare/Managed
Marathon	2/14/17	AWH	No	No	No	Yes	No		Went to Competition	Benedictine	Medicare A
Marathon	2/14/17	AWH	No	No	No	Yes	No		No LBL Beds Available		Hospital contract (MA rate)
Marathon	2/15/17	AWH	No	Yes	No	No	No		Expired (will pass at AWH)		Self Pay
Marathon	2/15/17	AWH	No	Yes	No	No	Yes	2/16/17			Medicare A
Marathon	2/15/17	STC	No	Yes	No	No	Yes	2/21/17			Self Pay
Kenosha	2/15/17	Lakeview Spec. Hospital	Yes	No	No	No	No		Went to Competition	Milw. Vent facility	Medicare A
Waukesha	2/16/17	Life Care Pewaukee	Yes	No	No	No	No		Acuity Too High		Medicare/Managed
Marathon	2/16/17	Ambulatory Surgery Center	No	Yes	No	No	No		Acuity Too High		Medicaid
Marathon	2/16/17	AWH	No	Yes	No	No	No		No PAC Beds Available		VA/Hospice
Shawano	2/16/17	STC	No	Yes	No	No	Yes	2/18/17			Medicare/Managed
Marathon	2/16/17	STC	No	No	No	Yes	Yes	2/28/17			Medicare/Managed
Marathon	2/16/17	St Joes - Marshfield	No	Yes	No	No	No		Staffing		Self Pay/Hospice

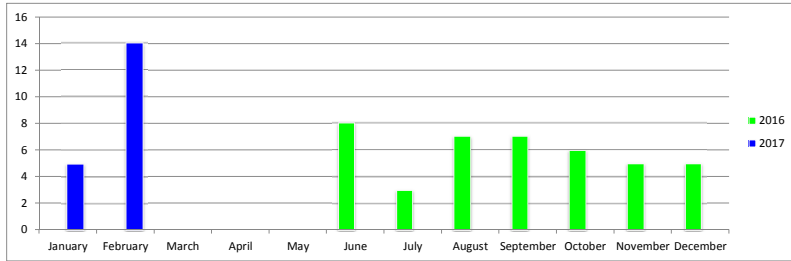


County	Referral Date	Source of Reference	Vent	PAC	LTC	LBL	Admitted	Admission Date if Admitted	Reason if Not Admitted	Competition	Payer Source
Marathon	2/16/17	Adult Protective Services	No	Yes	No	No	No		Went to Competition	CBRF/ALF	none
Marathon	2/17/17	STC	No	Yes	No	No	No		Went to Competition	Rennes	Medicare A
Forest	2/18/17	AWH	No	Yes	No	No	No		Out of County		Insurance
Marathon	2/19/17	AWH	No	Yes	No	No	No		Went to Competition	Pride TLC	Medicare/Managed
Marathon	2/20/17	St Joes - Marshfield	No	Yes	No	No	No		Acuity Too High		Medicaid
Marathon	2/20/17	AWH	No	No	Yes	No	No		No LTC Beds Available		Medicare A
Marathon	2/20/17	AWH	No	Yes	No	No	No		Staffing		Medicare A
Marathon	2/20/17	AWH	No	Yes	No	No	Yes	2/22/17			Medicare A
Marathon	2/20/17	STC	No	Yes	No	No	No		Went to Competition	Rennes	Medicare A
Marathon	2/20/17	AWH	No	Yes	No	No	No		Went to Competition	Wausau Manor(been there)	Medicare A
Racine	2/20/17	Select Spec - Milw St Lukes	Yes	No	No	No	No		Went to Competition		Medicare/Managed
Marathon	2/21/17	AWH	No	Yes	No	No	No		Expired		Medicare A
Marathon	2/21/17	AWH	No	Yes	No	No	No		Staffing		Medicare A
Marathon	2/21/17	AWH	No	Yes	No	No	No		Staffing		Medicare/Managed
Marathon	2/21/17	AWH	No	Yes	No	No	Yes	2/22/17			Self Pay
Marathon	2/21/17	AWH	No	Yes	No	No	Yes	2/23/17			Medicare/Managed
Marathon	2/21/17	AWH	No	Yes	No	No	No		Went to Competition	Colonial Manor	Medicare A
Marathon	2/22/17	AWH	No	Yes	No	No	No		No PAC Beds Available		Medicare A
Marathon	2/22/17	STC	No	Yes	No	No	No		Went Home		Medicare A
Marathon	2/22/17	Family	No	Yes	No	No	Yes	2/23/17			Self Pay
Marathon	2/22/17	AWH	No	No	No	Yes	Yes	3/5/17			Medicare A
Outagamie	2/22/17	ThedaCare-Appleton	Yes	No	No	No	No		Went to Competition	LTAC	Medicare/Managed
Marathon	2/23/17	STC	No	No	No	Yes	No		No LBL Beds Available		Medicare A
Marathon	2/23/17	AWH	No	Yes	Yes	No	No		No LTC Beds Available		Medicare A
Marathon	2/23/17	AWH	No	Yes	No	No	No		No PAC Beds Available		Medicare A
Marathon	2/23/17	AWH	No	Yes	No	No	No		No PAC Beds Available		Medicare A
Marathon	2/23/17	AWH	No	Yes	No	No	Yes	3/3/17			Medicare/Managed
Marathon	2/23/17	AWH	No	Yes	No	No	No		Went to Competition	Pride TLC	Medicare A
Marathon	2/23/17	AWH	No	Yes	No	No	No		Went to Competition	Wausau Manor	Medicare/Managed
MICHIGAN	2/23/17	AWH	No	Yes	No	No	No		Went to Inpatient Rehab		Medicare/Managed
Rock	2/24/17	Select Spec -Mad	Yes	No	No	No	No		Acuity Too High		Medicare A
Milwaukee	2/24/17	Froedert - Milwaukee	Yes	No	No	No	No		Acuity Too High		Medicaid
Marathon	2/24/17	AWH	No	No	Yes	No	No		Went to Competition	Colonial Manor	Medicare A
Marathon	2/24/17	AWH	No	Yes	No	No	No		Went to Inpatient Rehab		Medicare A
MICHIGAN	2/24/17	Family	No	Yes	No	No	No		Went to Inpatient Rehab		Medicare A
Marathon	2/27/17	AWH	No	Yes	No	No	No		No PAC Beds Available		Medicare A
Marathon	2/27/17	STC	No	No	Yes	No	Yes	2/27/17			Medicare A
Marathon	2/27/17	AWH	No	Yes	No	No	Yes	2/28/17			Medicare A
Shawano	2/27/17	STC	No	Yes	No	No	Yes	2/28/17			Medicare/Managed
Marathon	2/27/17	STC	No	Yes	No	No	No		Went to Competition	Pride TLC	Medicare A
Milwaukee	2/28/17	Select Spec - Milw St Lukes	Yes	No	No	No	No		Acuity Too High		Insurance
Marathon	2/28/17	Family	No	No	Yes	No	No		Expired		VA/Hospice
Marathon	2/28/17	AWH	No	No	Yes	No	No		No LTC Beds Available		Medicare A
Lincoln	2/28/17	AWH	No	Yes	No	No	No		Out of County		Medicare A
Lincoln	2/28/17	AWH	No	Yes	No	No	No		Out of County		Medicare A
Marathon	2/28/17	AWH	No	Yes	No	No	No		Patient Non Compliance		Medicaid
Lincoln	2/28/17	St.Mary's-Tomahawk	No	No	No	Yes	No		Staffing		Medicare A
Marathon	2/28/17	STC	No	Yes	No	No	Yes	3/2/17			Medicare/Managed



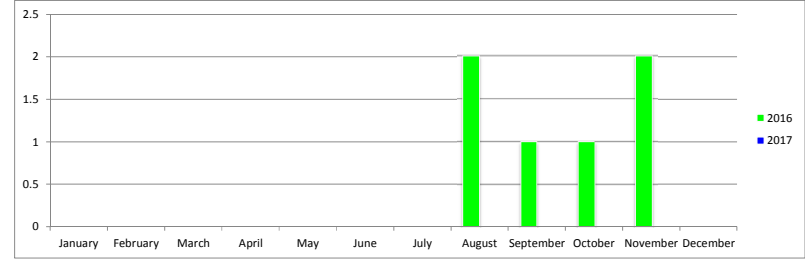
Number of Vent Referrals Received

Year	January	February	March	April	May	June	July	August	September	October	November	December
2016	0	0	0	0	0	8	3	7	7	6	5	5
2017	5	14										



Number of Vent Referrals Admitted

Year	January	February	March	April	May	June	July	August	September	October	November	December
2016	0	0	0	0	0	0	0	2	1	1	2	0
2017	0	0										





2017 Referrals Who Didn't Admit

Year	January	February	March	April	May	June	July	August	September	October	November	December
Acuity Too High	3	10										
Aesthetics	0	0										
Expired	2	5										
No LTC Beds Available	0	6										
No PAC Beds Available	4	6										
No LBL Beds Available	6	4										
No Payor Source	4	1										
No Skilled Needs	4	2										
Out of County	5	5										
Out of Network	2	0										
Outstanding A/R	1	1										
Patient Non Compliance	3	3										
Staffing	1	7										
Went Home	7	3										
Went to Competition	15	20										
Went to Inpatient Rehab	na	3										
<b>Total</b>	<b>57</b>	<b>76</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

