



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.

Tuesday, July 27, 2021 at 3:00 PM
North Central Health Care - Wausau Board Room
1100 Lake View Drive, Wausau, WI 54403

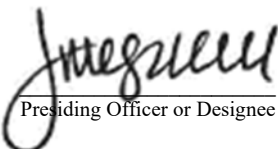
Any person planning to attend this meeting who needs some type of special accommodation in order to participate should call the Administrative Office at 715-848-4405. For TDD telephone service call 715-845-4928.

AGENDA

1. CALL TO ORDER
- 2.
3. PUBLIC COMMENT FOR MATTERS APPEARING ON THE AGENDA
(Limited to 15 Minutes)
4. ACTION: APPROVAL OF MARCH 23, 2021 NURSING HOME OPERATIONS COMMITTEE MINUTES
5. FINANCIAL REPORT – J. Meschke
6. COMMITTEE EDUCATION
 - A. Wisconsin State Budget Impact – J. Nickel & J. Meschke
 - B. Wisconsin Skilled Nursing Bed Licensing – J. Nickel
 - C. Leading Age Overview & Board Involvement Opportunities - Z. Ziesemer
 - D. Mount View Care Center Survey Results & Survey Process - K. Woller
7. NURSING HOME OPERATIONS REPORTS
 - A. Mount View Care Center – K. Woller and C. Gliniecki
 - B. Pine Crest Nursing Home – Z. Ziesemer and R. Hanson
8. MVCC & PC CONSTRUCTION UPDATE – J. Nickel
9. BOARD DISCUSSION
10. FUTURE AGENDA ITEMS AND MEETING SCHEDULE
11. ADJOURN

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: 07/23/2021 TIME: 4:00 PM BY: D. Osowski


Presiding Officer or Designee

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

March 23, 2021

3:00 PM

Conference Call

Present:	EXC	Kurt Gibbs	X	Paul Gilk	X	Cindy Rider
	X	Pat Voermans	X	Bob Weaver	X	Cate Wylie

Staff: Jarret Nickel, Jill Meschke, Zach Ziesemer, Ryan Hanson, Kristin Woller, Connie Gliniecki, Kim Rantanen-Day

Others: Dejan Adzic

Call to Order

- Meeting was called to order at 3:03 p.m. by B. Weaver.

Public Comment for Matters Appearing on the Agenda

- None

ACTION: Approval of January 26, 2021 Nursing Home Operations Committee Minutes

- **Motion**/second, Voermans/Rider to approve the January 26, 2021 Nursing Home Operations Committee meeting minutes. Motion carried.

Financial Report – J. Meschke

- The 2020 Financial Audit is in progress; final report scheduled to be reviewed at the April 29, 2021 Board meeting.
- Mount View Care Center year to date ending February is showing a loss of \$307,000. The 2020 budget was constructed with a projected higher census for the first half of 2021 and lower for the 2nd half due to the renovations and anticipated transitions. Revenue shortfalls can mostly be attributed to not meeting payer mix and volume targets. Expenses are also above plan primarily due to staffing expenses. There is no additional Cares Act funding expected at this time.
- Pine Crest is showing a loss of \$384,000 through February. Targeted census was calculated at 100 but is currently averaging in the low 90's. Pine Crest received about \$27,000 in Cares Act funding in February with no significant additional receipts expected at this time. Expenses are above target through February due to staffing and agency staff use.

- Reforecasting efforts are in progress for both nursing homes to include lowering the average census for both facilities and resetting expense targets to match more closely. A scheduling analysis is also in progress to confirm appropriate staffing levels. Both nursing homes continue to face the impact of the pandemic. Higher expenses can be attributed to the cost of personal protective equipment (PPE), while coming down, is still much higher than in the past. No units are currently on enhanced precautions which helps reduce expenses. Technology has replaced much of the staff expense for screening purposes. C. Rider concurred that Aspirus is experiencing similar higher than normal expenses as well as the need for reforecasting.

Committee Education

- Leading Age Overview and Board Involvement Opportunities – Z. Ziesemer
 - Leading Age is a great asset for providing industry updates, education tools and resources. During the pandemic they have provided guidance on visitation and updates from CMS and the State.
 - Conferences are held each year (usually May and September) with one day designated to Board members.
 - Leading Age also helps with advocacy efforts at the Capitol and working with our legislators. John Sauer, Leading Age Executive Director, has been instrumental in working on improvements in Medicaid rates. Current deficits climb in Medicaid losses. Mount View and Pine Crest have two of the highest deficits in the State due to the volume of our Medicaid population.
- Mount View Care Center Survey Results and Survey Process – K. Woller
 - Last year CMS suspended routine inspections due to the pandemic and recently resumed their annual surveys visiting Mount View recently. The survey includes a thorough review of documents on a percentage of residents, interviewing residents, families, and employees, and observing all we do. They also reviewed documents on closed records (those discharged from the facility). The survey team was at Mount View for 4 days and provide a verbal report upon exit. A written report will also be provided.
 - We received just two recommendations compared to the State average of 8.1 and national average of 9.5. Both were low level citations. We are preparing the plans of correction to submit once the written statement of deficiencies is received.

Nursing Home Operations Reports

- Mount View Care Center – K. Woller
 - Highlights include filling the open positions given the challenge with the small number of applicants. Until approval is received for a CNA class, we will be hiring those who have expressed interest in the class as hospitality aides which will give them experience working with CNAs prior to the class.
 - Lower patient experience scores can be directly related to fewer activities for residents during the pandemic. An increase in activities is beginning to occur and residents are ready to move about again.

- Covid Update: last resident who tested positive was in December; staff positivity rate has decreased significantly; we are only required to test once per month as of March. Compassionate care visits continue, window visits began in February and as of March 1 in-person visits are scheduled in the gift shop. Next week we will have designated visiting hours for visiting in resident rooms. Small group activities of 10 or less are occurring and volunteers will be returning soon.
- Pine Crest Nursing Home – Z. Ziesemer
 - Filling the open CNA and nurse positions are a struggle due to a limited applicant pool. Working with NTC to be a site to hold clinicals and waiting for approval to provide CNA classes. We are also working with a management firm to fill our night nurse position.
 - A 30- and 90-day check-in with supervisors is being implemented in an effort to help reduce turnover. We are also rolling out stay interviews for a better snapshot of employee engagement and morale.
 - With the restrictions implemented during the pandemic, Pine Crest received similar feedback from families expressing frustration with the inability to visit. Easing some restrictions should help improve the patient experience.
 - We are working with Lincoln County to obtain a designated tax ID for Pine Crest which would put us in the ANI Network and help improve admissions.
 - Covid Update: We are now testing once per month as community rates are below 5%. No resident cases since December and last employee case was in February. In person visitation in the conference area begins next week. All visitors will be screened. Beautician services have resumed. Small group activities have also started. Vaccination clinics are being offered for residents and staff.

Update on Assessment of a Potential Regional partnership with the Portage County Health Care Center - J. Nickel

- Thanks to J. Meschke who led the initiative. Information gathering has occurred and an in-depth review is being done.
- Next step will be to meet with the Portage County Health Care Center Board in April. The NCCSP Board will be provided an update at their May meeting.

Discussion on Scope of Updating Market Assessments and Operational Assessments for Mount View Care Center and Pine Crest – J. Nickel

- Clifton Larson Allen (CLA) study kicked off with Zach heading it up.
- This is a partnership between NCHC and CLA to understand the ideal size and scope of both skilled nursing facilities and opportunities for other business ventures with the two counties. With the impacts of 2020 and into 2021 our 5–10-year plan was expedited and is good timing to have this study completed. A report is slated to be provided in May.

2021 Dashboard Review and Census Growth – J. Nickel

- The 2021 Dashboard reflects the goals set for programs and approved by the Board.
- The goals were set in the Fall prior to survey and anticipating we were on the better half of Covid. We are in a good recovery and currently trending positively. Reducing turnover is a high priority. We are diving into manager relationships, developing action plans and identifying opportunities outside of compensation to improve engagement and retention. By June we are hopeful to offer an internal CNA class.
- Committee asked about comparing pay for contracted staff vs increasing pay for inhouse staff. The market is analyzed often. We find as soon as our wages are increased other agencies do the same. Another vital issue is increasing reimbursement for Medicaid to help afford a wage increase.

Nursing Tower Construction Update – J. Nickel

- The nursing tower is on track and within budget. We have already anticipated possible delays in delivery of furniture and supplies in the timeline. Projected completion date is July 23 followed by 30-60 days to allow for the state survey to be completed and receive approval. Our target is to be operating by Labor Day.

Board Discussion

- CDC Guidance on Nursing Home Visitation
 - As discussed above, visitation procedures are being modified and facilities will open for modified in person visits soon. One of the main challenges is for staff to cover the screening process for all visitors. As long as community rates stay low we will continue to be able to relax the restrictions and continue to keep the residents safe.

Future Agenda Items and Meeting Schedule

- No additional agenda items noted
- Next meeting: Tues, May 25, 2021 at 3:00 p.m.

Adjourn

- **Motion**/second, Voermans/Gilk, to adjourn the meeting at 4:03 p.m. Motion carried.

MEMORANDUM

DATE: July 20, 2021
TO: Nursing Home Operations Committee
FROM: Jill S. Meschke, Chief Financial Officer
RE: Nursing Home Financial Highlights

The following items are financial highlights through June 2021.

Mount View Care Center:

- MVCC shows a loss through June of (\$377,591) compared to a targeted gain of \$415,302 resulting in an unfavorable variance of (\$792,892).
- The FY2021 Supplemental Award balance was received in June and was higher than had been accrued year-to-date. Notice of the Certified Public Expenditure funds was also received in June and will be recognized through the remainder of the year. These two items added an unbudgeted \$1,041,272 of revenue in June.
- MVCC has not received any additional CARES Act funding in 2021. No significant receipts are expected at this time.
- MVCC averaged a census of 123 and 127 in May and June respectively compared to a target of 145. This census is down from prior months.
- The Medicare census averaged 9 per day in May and 12 in June compared to a target of 19. The Medicaid Vent census has increased from 10 in May to 11 in June. Revenue shortfalls from plan are a mix of volume and rate by missing targets in both overall census and Medicare.
- Expenses are above plan through June driven by personnel and contracted staff expenses exceeding plan.

Pine Crest Nursing Home:

- Pine Crest shows a loss through April of (\$914,062) compared to a targeted loss of (\$578,064).
- Pine Crest has received \$26,750 of CARES Act funding through April. No significant receipts are expected at this time.
- The FY2021 Supplemental Award balance was received in June and was higher than had been accrued year-to-date. Notice of the Certified Public Expenditure funds was also received in June and will be recognized through the remainder of the year. These two items added an unbudgeted \$463,360 of revenue in June.
- Pine Crest averaged a census of 92 and 91 in May and June respectively compared to a target of 100. This is slightly below prior months.
- The Medicare census averaged 9 per day in both May and June compared to a target of 16. Revenue shortfalls from plan are a mix of volume and rate by missing targets in both overall census and Medicare.
- Expenses are above plan through April driven by personnel and contracted staff expenses exceeding plan.

North Central Health Care
Income Statement
For the Period Ending June 30, 2021
Mount View Care Center

	MTD Actual	MTD Budget	\$ Variance	% Variance	YTD Actual	YTD Budget	\$ Variance	% Variance
Direct Revenues								
Patient Gross Revenues	1,515,082	1,644,540	(129,459)	-7.9%	8,816,712	9,928,128	(1,111,416)	-11.2%
Patient Contractual Adjustments	(592,415)	(418,990)	(173,425)	41.4%	(2,606,852)	(2,527,921)	(78,931)	3.1%
Net Patient Revenue	922,667	1,225,551	(302,884)	-24.7%	6,209,860	7,400,207	(1,190,347)	-16.1%
Appropriations	125,000	125,000	-	0.0%	750,000	750,000	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%	-	-	-	0.0%
Other Revenue	1,137,972	96,700	1,041,272	1076.8%	1,739,312	580,199	1,159,113	199.8%
Allocated Revenue	109,309	122,197	(12,888)	-10.5%	713,978	742,894	(28,916)	-3.9%
Total Operating Revenue	2,294,947	1,569,447	725,500	46.2%	9,413,150	9,473,299	(60,150)	-0.6%
Direct Expenses								
Personnel Expenses	778,557	758,326	(20,231)	-2.7%	4,626,634	4,460,692	(165,942)	-3.7%
Contracted Services Expenses	84,691	70,675	(14,016)	-19.8%	470,393	424,050	(46,343)	-10.9%
Supplies Expenses	28,201	30,075	1,874	6.2%	187,249	180,450	(6,799)	-3.8%
Drugs Expenses	386,682	7,500	(379,182)	-5055.8%	439,406	45,000	(394,406)	-876.5%
Program Expenses	480	785	305	38.9%	2,936	4,710	1,774	37.7%
Land & Facility Expenses	-	19,612	19,612	100.0%	-	117,674	117,674	100.0%
Equipment & Vehicle Expenses	15,530	22,909	7,379	32.2%	87,490	138,975	51,485	37.0%
Diversions Expenses	-	-	-	0.0%	-	-	-	0.0%
Other Operating Expenses	31,928	30,834	(1,094)	-3.5%	191,310	185,004	(6,306)	-3.4%
Allocated Expense	648,235	600,996	(47,239)	-7.9%	3,785,322	3,501,443	(283,879)	-8.1%
Total Operating Expenses	1,974,304	1,541,712	(432,592)	-28.1%	9,790,741	9,057,998	(732,743)	-8.1%
Metrics								
Indirect Expenses/Direct Expenses	48.9%	63.9%			63.0%	63.0%		
Direct Expense/Gross Patient Revenue	87.5%	57.2%			68.1%	56.0%		
Non-Operating Income/Expense								
Interest Income/Expense	-	-	-	0.0%	-	-	-	0.0%
Donations Income	-	-	-	0.0%	-	-	-	0.0%
Other Non-Operating	-	-	-	0.0%	-	-	-	0.0%
Total Non-Operating	-	-	-	0.0%	-	-	-	0.0%
Net Income (Loss)	320,644	27,735	292,908	1056.1%	(377,591)	415,302	(792,892)	-190.9%
<i>Net Income</i>	<i>14.0%</i>	<i>1.8%</i>			<i>-4.0%</i>	<i>4.4%</i>		

North Central Health Care
Income Statement
For the Period Ending June 30, 2021
Pine Crest Nursing Home

	MTD Actual	MTD Budget	\$ Variance	% Variance	YTD Actual	YTD Budget	\$ Variance	% Variance
Direct Revenues								
Patient Gross Revenues	957,043	944,333	12,710	1.3%	5,877,903	5,694,700	183,203	3.2%
Patient Contractual Adjustments	(313,100)	(231,625)	(81,476)	35.2%	(1,770,813)	(1,396,636)	(374,177)	26.8%
Net Patient Revenue	643,942	712,709	(68,766)	-9.6%	4,107,090	4,298,064	(190,974)	-4.4%
Appropriations	36,735	36,735	-	0.0%	220,407	220,407	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%	26,750	-	26,750	0.0%
Other Revenue	616,916	153,556	463,360	301.8%	1,384,695	921,335	463,360	50.3%
Allocated Revenue	18,424	21,300	(2,876)	-13.5%	123,712	133,440	(9,728)	-7.3%
Total Indirect Revenue	18,424	21,300	(2,876)	-13.5%	123,712	133,440	(9,728)	-7.3%
Total Operating Revenue	1,316,017	924,299	391,718	42.4%	5,862,654	5,573,247	289,408	5.2%
Direct Expenses								
Personnel Expenses	480,062	507,547	27,486	5.4%	2,790,382	2,985,478	195,096	6.5%
Contracted Services Expenses	127,038	2,145	(124,893)	-5822.5%	679,720	12,870	(666,850)	-5181.4%
Supplies Expenses	11,265	12,698	1,433	11.3%	92,011	76,190	(15,821)	-20.8%
Drugs Expenses	300,546	16,550	(283,996)	-1716.0%	311,194	99,300	(211,894)	-213.4%
Program Expenses	786	600	(186)	-31.0%	6,617	3,600	(3,017)	-83.8%
Land & Facility Expenses	-	-	-	0.0%	5,809	-	(5,809)	0.0%
Equipment & Vehicle Expenses	1,775	2,900	1,125	38.8%	23,414	17,400	(6,014)	-34.6%
Diversions Expenses	-	-	-	0.0%	-	-	-	0.0%
Other Operating Expenses	27,364	20,565	(6,799)	-33.1%	165,246	123,390	(41,856)	-33.9%
Allocated Expense	502,319	482,576	(19,743)	-4.1%	2,702,465	2,833,082	130,617	4.6%
Total Indirect Expenses	502,319	482,576	(19,743)	-4.1%	2,702,465	2,833,082	130,617	4.6%
Total Operating Expenses	1,451,155	1,045,582	(405,574)	-38.8%	6,776,858	6,151,310	(625,548)	-10.2%
Metrics								
Indirect Expenses/Direct Expenses	52.9%	85.7%			66.3%	85.4%		
Direct Expense/Gross Patient Revenue	99.1%	59.6%			69.3%	58.3%		
Non-Operating Income/Expense								
Interest Income/Expense	-	-	-	0.0%	(142)	-	(142)	0.0%
Donations Income	-	-	-	0.0%	-	-	-	0.0%
Other Non-Operating	-	-	-	0.0%	-	-	-	0.0%
Total Non-Operating	-	-	-	0.0%	(142)	-	(142)	0.0%
Net Income (Loss)	(135,139)	(121,283)	(13,856)	11.4%	(914,062)	(578,064)	(335,998)	58.1%
Net Income	-10.3%	-13.1%			-15.6%	-10.4%		

North Central Health Care
Review of Services in Mount View Care Center
For the Period Ending June 30, 2021

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
Direct Services								
Post-Acute Care	1,242,307	1,230,990	11,317	1,314,575	1,308,507	(6,068)	(72,267)	5,249
Long-Term Care	1,320,828	1,690,911	(370,082)	2,150,084	1,975,444	(174,640)	(829,256)	(544,722)
Memory Care	3,567,422	2,834,160	733,262	3,313,922	3,078,511	(235,410)	253,501	497,852
Vent Unit	1,917,539	1,930,325	(12,786)	1,986,439	2,164,623	178,184	(68,900)	165,399
Nursing Home Ancillary	112,677	28,336	84,341	512,570	18,006	(494,564)	(399,893)	(410,223)
Rehab Services	502,319	1,008,577	(506,259)	513,151	512,906	(245)	(10,832)	(506,504)
Total NCHC Programming	8,663,093	8,723,300	(60,207)	9,790,741	9,057,998	(732,743)	(1,127,648)	(792,950)
County Appropriation	750,000	750,000	-				750,000	-
Excess Revenue/(Expense)	9,413,093	9,473,300	(60,207)	9,790,741	9,057,998	(732,743)	(377,648)	(792,950)

North Central Health Care
Review of Services in Pine Crest Nursing Home
For the Period Ending June 30, 2021

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
Direct Services								
Post-Acute Care	574,932	861,090	(286,158)	1,160,799	1,361,654	200,856	(585,866)	(85,302)
Long-Term Care	3,610,619	3,321,592	289,027	3,908,325	3,794,553	(113,772)	(297,706)	175,255
Special Care	795,716	818,752	(23,036)	890,158	992,638	102,480	(94,442)	79,444
Nursing Home Ancillary	205,168	-	205,168	462,217	-	(462,217)	(257,049)	(257,049)
Rehab Services	455,949	351,406	104,543	355,360	2,465	(352,894)	100,589	(248,351)
Total NCHC Programming	5,642,384	5,352,839	289,544	6,776,858	6,151,310	(625,548)	(1,134,474)	(336,004)
County Appropriation	220,408	220,408	-				220,408	-
Excess Revenue/(Expense)	<u>5,862,791</u>	<u>5,573,247</u>	<u>289,544</u>	<u>6,776,858</u>	<u>6,151,310</u>	<u>(625,548)</u>	<u>(914,067)</u>	<u>(336,004)</u>

Mount View Care Center
Nursing Home Revenue Analysis
June 2021

Current Month:

Location	Payer Source	Actual:				Budget:				Variances:		Reason for Variance:	
		Residents Per Day	Actual Patient Days	Actual Net Revenue	Average Actual Rate	Residents Per Day	Budgeted Patient Days	Budgeted Net Revenue	Average Budget Rate	Days	Revenue	Volume Variance	Rate Variance
Long Term Care													
	Medicaid	30	905			32	960						
	MA Bedhold	0	1				0						
	Medicare	1	19			1	30						
	Self Pay	2	60			2	60						
	Insurance/VA	3	90			1	30						
	SUBTOTAL-LTC	36	1075	\$196,328	\$183	36	1080	\$217,745	\$202	(5)	(\$21,417)	(\$1,008)	(\$20,409)
Post Acute Care													
	Medicaid	7	209			7	210						
	MA Bedhold	0	1				0						
	Medicare	9	260			12	360						
	Self Pay	0	0			1	30						
	Insurance/VA	2	70			3	90						
	SUBTOTAL-PAC	18	540	(\$102,796)	(\$190)	23	690	\$175,858	\$255	(150)	(\$278,654)	(\$38,230)	(\$240,424)
Vent Services													
	Medicaid	4	114			4	120						
	MA-Bedhold	0	0				0						
	Medicaid-Vent	9	271			12	360						
	MA-Vent Bedhold	0	0				0						
	Medicare	2	72			5	150						
	Self Pay	1	30			2	60						
	Insurance/VA	1	37			2	60						
	SUBTOTAL-Vent	17	524	\$175,809	\$336	25	750	\$282,563	\$377	(226)	(\$106,754)	(\$85,146)	(\$21,608)
Legacies													
	Medicaid	48	1434			51	1,530						
	MA Bedhold	0	0				0						
	Private	6	181			8	240						
	Medicare	0	12			1	30						
	Insurance/VA	1	30			1	30						
	SUBTOTAL-Legacies	55	1657	\$267,331	\$161	61	1830	\$381,542	\$208	(173)	(\$114,211)	(\$36,069)	(\$78,142)
	Total	127	3,796	\$536,672	\$141	145	4,350	\$1,057,708	\$243	(554)	(\$521,036)	(\$134,706)	(\$386,330)

Summary:

	Per Day	%	Per Day	%
Residents per Day Medicaid	89	70.18%	94	64.83%
Medicaid Vent	9	7.14%	12	8.28%
Medicare	12	9.56%	19	13.10%
Self	9	7.14%	13	8.97%
Insurance	8	5.98%	7	4.83%
Total	127	100.00%	145	100.00%

Mount View Care Center
Nursing Home Revenue Analysis
June 2021

Year To Date

Location	Payer Source	Actual:	Actual Patient Days	Actual Net Revenue	Average Actual Rate	Budget:	Budgeted Patient Days	Budgeted Net Revenue	Average Budget Rate	Variances:		Reason for Variance:	
		Residents Per Day				Residents Per Day				Days	Revenue	Volume Variance	Rate Variance
Long Term Care													
	Medicaid	30	5420			32	5,792						
	MA Bedhold	0	1				0						
	Medicare	1	151			1	181						
	Self Pay	1	249			2	362						
	Insurance/VA	2	402			1	181						
	SUBTOTAL-LTC	34	6223	\$633,692	\$102	36	6516	\$1,313,728	\$202	(293)	(\$680,036)	(\$59,073)	(\$620,963)
Post Acute Care													
	Medicaid	6	1134			7	1,267						
	MA Bedhold	0	3				0						
	Medicare	9	1563			12	2,172						
	Self Pay	1	183			1	181						
	Insurance/VA	3	508			3	543						
	SUBTOTAL-PAC	19	3391	\$955,890	\$282	23	4163	\$1,067,076	\$256	(772)	(\$111,186)	(\$197,882)	\$86,696
Vent Services													
	Medicaid -No Vent	4	741			4	724						
	MA-Bedhold-No Vent	0	1				0						
	Medicaid-Vent	8	1385			12	2,172						
	MA-Vent Bedhold	0	1				0						
	Medicare	4	651			5	905						
	Self Pay	1	181			2	362						
	Insurance/VA	1	197			2	362						
	SUBTOTAL-Vent	17	3157	\$1,373,802	\$435	25	4525	\$1,704,798	\$377	(1368)	(\$330,996)	(\$515,395)	\$184,399
Legacies													
	Medicaid	52	9328			51	9,231						
	MA Bedhold	0	0				0						
	Private	4	698			8	1,448						
	Medicare	1	98			1	181						
	Insurance/VA	1	249			1	181						
	SUBTOTAL-Legacies	57	10373	\$2,422,196	\$234	61	11041	\$2,301,972	\$208	(668)	\$120,224	(\$139,273)	\$259,497
	Total	128	23,144	\$5,385,580	\$233	145	26,245	\$6,387,574	\$243	(3,101)	(\$1,001,994)	(\$754,729)	(\$247,265)

Summary:

	Per Day	%		Per Day	%
Residents per Day Medicaid	92	71.85%		94	64.83%
Medicaid Vent	8	5.98%		12	8.28%
Medicare	14	10.64%		19	13.10%
Self	7	5.66%		13	8.97%
Insurance	7	5.86%		7	4.83%
Total	128	100.00%		145	100.00%

Pine Crest Nursing Home
Nursing Home Revenue Analysis
June 2021

Current Month:		Actual:				Budget:				Variances:		Reason for Variance:	
Location	Payer Source	Residents Per Day	Actual Patient Days	Actual Net Revenue	Average Actual Rate	Residents Per Day	Budgeted Patient Days	Budgeted Net Revenue	Average Budget Rate	Days	Revenue	Volume Variance	Rate Variance
Long Term Care													
	Medicaid	56	1679			58	1,740						
	MA Bedhold	0	5			0	0						
	Medicare	1	24			0	0						
	Self Pay	4	130			6	180						
	Insurance/VA	0	0			0	0						
	SUBTOTAL-LTC	61	1838	\$342,625	\$186	64	1920	\$384,592	\$200	(82)	(\$41,967)	(\$16,425)	(\$25,542)
Post Acute Care													
	Medicaid	2	56			0	0						
	MA Bedhold	0	4			0	0						
	Medicare	8	237			16	480						
	Self Pay	0	11			0	0						
	Insurance/VA	0	0			0	0						
	SUBTOTAL-PAC	10	308	\$71,176	\$231	16	480	\$137,760	\$287	(172)	(\$66,584)	(\$49,364)	(\$17,220)
Special Care													
	Medicaid	17	518			14	420						
	MA-Bedhold	0	8			0	0						
	Medicaid-Vent	0	0			0	0						
	MA-Vent Bedhold	0	0			0	0						
	Medicare	0	5			0	0						
	Self Pay	2	65			6	180						
	Insurance/VA	0	0			0	0						
	SUBTOTAL-SPC	20	596	\$112,980	\$190	20	600	\$132,023	\$220	(4)	(\$19,043)	(\$880)	(\$18,163)
	Total	91	2,742	\$526,781	\$192	100	3,000	\$654,375	\$218	(258)	(\$127,594)	(\$56,276)	(\$71,318)
Summary:													
Residents per Day		Per Day	%			Per Day	%						
	Medicaid	76	82.79%			72	72.00%						
	Medicaid Vent	0	0.00%			0	0.00%						
	Medicare	9	9.70%			16	16.00%						
	Self	7	7.51%			12	12.00%						
	Insurance	0	0.00%			0	0.00%						
	Total	91	100.00%			100	100.00%						

Pine Crest Nursing Home
Nursing Home Revenue Analysis
June 2021

Year To Date:		Actual:				Budget:				Variances:		Reason for Variance:	
Location	Payer Source	Residents Per Day	Actual Patient Days	Actual Net Revenue	Average Actual Rate	Residents Per Day	Budgeted Patient Days	Budgeted Net Revenue	Average Budget Rate	Days	Revenue	Volume Variance	Rate Variance
Long Term Care													
	Medicaid	56	10111			58	10,498						
	MA Bedhold	0	47				0						
	Medicare	2	374			0	0						
	Self Pay	3	620			6	1,086						
	Insurance/VA	0	0			0	0						
	SUBTOTAL-LTC	62	11152	\$2,051,302	\$184	64	11584	\$2,320,374	\$200	(432)	(\$269,072)	(\$86,533)	(\$182,539)
Post Acute Care													
	Medicaid	2	447			0	0						
	MA Bedhold	0	22				0						
	Medicare	8	1536			16	2,896						
	Self Pay	0	58			0	0						
	Insurance/VA	0	0			0	0						
	SUBTOTAL-PAC	11	2063	\$481,032	\$233	16	2896	\$831,152	\$287	(833)	(\$350,120)	(\$239,071)	(\$111,049)
Special Care													
	Medicaid	17	3128			14	2,534						
	MA-Bedhold	0	22				0						
	Medicaid-Vent	0	0			0	0						
	MA-Vent Bedhold	0	0				0						
	Medicare	1	103			0	0						
	Self Pay	2	314			6	1,086						
	Insurance/VA	0	0			0	0						
	SUBTOTAL-SPC	20	3567	\$676,300	\$190	20	3620	\$796,539	\$220	(53)	(\$120,239)	(\$11,662)	(\$108,577)
	Total	93	16,782	\$3,208,634	\$191	100	18,100	\$3,948,065	\$218	(1,318)	(\$739,431)	(\$287,489)	(\$451,942)
Summary:													
Residents per Day		Per Day	%			Per Day	%						
	Medicaid	76	82.09%			72	72.00%						
	Medicaid Vent	0	0.00%			0	0.00%						
	Medicare	11	11.99%			16	16.00%						
	Self	5	5.91%			12	12.00%						
	Insurance	0	0.00%			0	0.00%						
	Total	93	100.00%			100	100.00%						

Nursing Home Operations Committee Report

Mount View Care Center (MVCC)

Employment Status Update

Department	# of Openings	Hired in May/June	Discharges in May/June
LPN/RN	3 FTE	0	1 full time and 1 occasional
CNA	7 FTE	7	6
Hospitality Assistants	0	7 in current CNA class	1
Life Enrichment	0	0	0
Social Services	0	0	0
Respiratory Therapy	0	2	0
Administrative	0	0	0

CNA recruitment has taken a shift in a positive direction. The NCHC Board approved CNA wage increases to go into effect on June 13th. The goal of the increase was to be at or above the market with our compensation program and to retain our exceptional staff. We have hired 22 employees since June and have 7 FTEs open which are mainly on the PM shift on our vent unit.

Patient Experience

The scores below reflect responses to the question “likelihood of those to recommend”. A total of 27 surveys were sent out in June and 10 were received back completed. The unfavorable comments are related to environmental factors such as noise level and shared bathrooms. This will improve with our transition to the new tower in September.

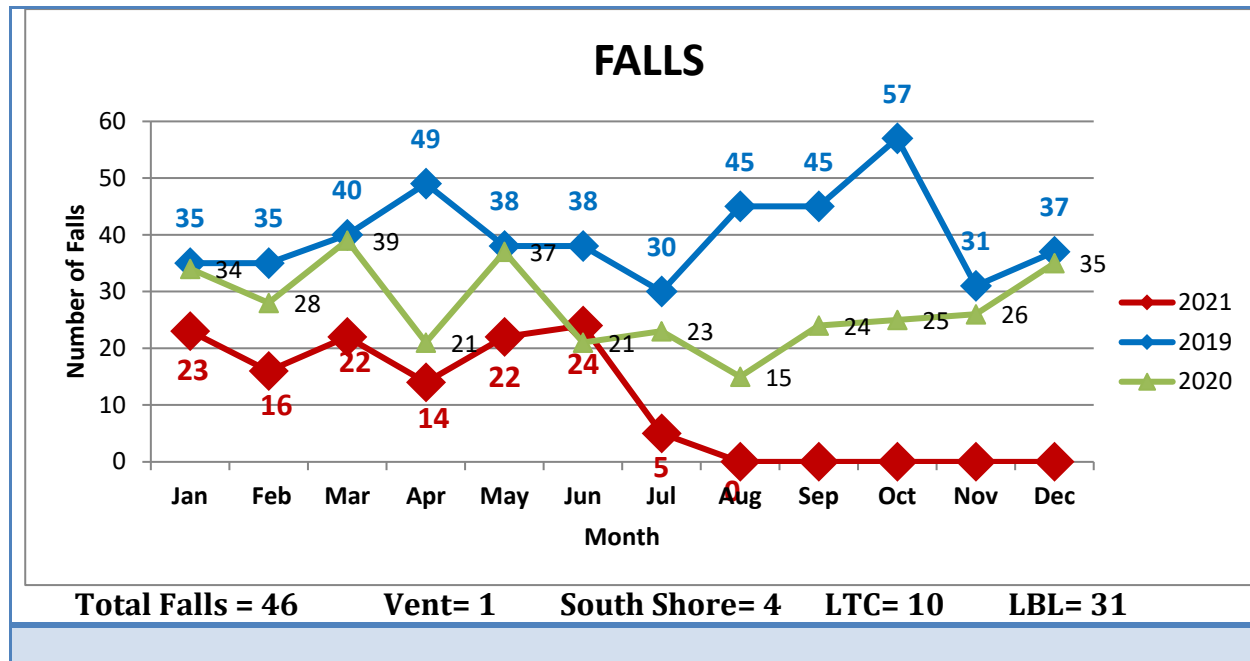
DEPARTMENT: Mount View Care Center

	TARGET (Rating 2)	JAN	FEB	MAR	APR	MAY	JUN	YTD
PATIENT EXPERIENCE - PRESS GANEY SURVEY								
Survey Distribution Response Rate		0.0%	27.1%	18.4%	27.3%	50.0%	37.0%	27.2%
MVCC Patient Experience:	81-83	0.0	90.0	89.3	88.9	86.8	82.5	87.5
PAC Patient Experience:	81-83	~	100.0	90.0	80.0	83.3	90.0	90.0
LTC Patient Experience:	81-83	~	80.0	~	100.0	85.0	75	90.0
Legacies Patient Experience:	81-83	~	100.0	87.5	100.0	100.0	90	95.8
Activities Patient Experience:	81-83	~	87.0	88.9	86.3	64.1	80.6	87.4
Dietary Patient Experience:	81-83	~	76.7	83.1	85.4	82.9	80.3	81.7
Housekeeping Patient Experience:	81-83	~	89.5	92.9	91.5	86.0	89.02	91.3
Laundry Patient Experience:	81-83	~	80.5	85.0	87.5	86.5	80.56	84.3

Quality

CURRENT OVERALL STAR RATING (Out of 5): 2	CURRENT QUALITY STAR RATING (Out of 5): 3
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The biggest opportunity for improvement in our quality measure appears to be in our long term stays and is specific to antipsychotics and activities of daily living. With COVID, we had several residents that were moving less and not leaving their rooms like they used to which triggered change in conditions. With the new CMS guidelines to allow indoor visitations and small group activities, we should see this improve as residents are getting out of their room more. Antipsychotic's being off target is related to our large population of dementia residents and mental illness.



PRIMARY OUTCOME GOAL	↕	TARGET	JAN	FEB	MAR	APR	MAY	JUN	2021 YTD
Nursing Home Readmission Rate	↘	10-12%	5.9%	11.5%	5.0%	8.3%	15.4%	5.30%	8.3%

Readmission Summary: All hospitalizations in May and June were unavoidable.

Total Acute Care Transfers in May and June = 16

- 6 Inpatient, Unplanned
 - Increased lethargy, edema
 - Shaking and lethargic
 - Swelling to face
 - Nausea, labs
 - Coffee ground emesis, abdominal distention
 - Blood in stool, GI bleed
- 3 within 30 days of admission
 - Critical hgb level
 - Critical K+ level
 - Fever and lethargic
- 1 planned surgery
- 6 emergency department visit only.

Regulatory

State Survey visits – None

Self-Reports: None

Referrals

Year	April	May	June
Acuity Too High	4	4	11
Expired	1	5	1
No LTC Beds Available	7	3	3
No PAC Beds Available	14	19	0
No NWV Beds Available	1	0	0
No LBL Beds Available	7	7	19
No Payor/Poor Payor Source	3	4	9
No Skilled Needs	0	3	0
Out of County	8	13	19
Out of Network	8	5	6
Outstanding A/R	0	0	0
Patient Non Compliance	0	0	2
Staffing	9	1	21
Ventilator Dialysis	2	2	3
Ventilator Weaned	4	1	1
Went to Competition	5	8	10
Went Home	2	3	4
Went to Inpatient Rehab	0	1	2
MONTHLY TOTAL	75	79	111

In May and June, we had 213 referrals with 32 admitted. No admissions most of May because all units were on enhanced precautions related to a contracted employee and one CNA with positive COVID. Limited admissions in June were related to our staffing shortage which should be improved by August once our new employees are trained.

Tower Timeline

- 8/3-8/18 Safety education and tours to all MV employees
- 8/16 Host community neighborhood meeting/tour
- 8/18-9/10 Family and resident tours
- 8/18-8/20 Self-guided tours for all NCHC employees
- 8/24, 8/30, 9/2 Tours with EMT, hospice, Physicians, hospital d/c planners, state surveyors, etc.
- 9/8 Chamber ribbon cutting and community open house
- 9/13 Move in residents to 2nd floor (vent unit and acute rehab)
- 9/20 Move in residents to 3rd floor (dementia)
- 9/27 Move in residents to 4th floor (rehab)

Nursing Home Report - Month of June 2021

Pine Crest (PC)

EMPLOYEE ENGAGEMENT

For the month of June Pine Crest had experienced a 6.5% vacancy rate, which is under the target of 7%-9%. Turnover for the month was 3.2% on a target of 1.7%-1.9%. 4 positions termed for the following reasons: pursue role as medical assistant; opportunity outside of healthcare, opportunity tied to her career goal as being a therapist; and one occasional status employee who didn't fulfill working requirements.

Department	Current # of Openings	Hired in June	Turnover in June
LPN/RN	2.4 FTE; 6 positions	0	0
CNA	3.4 FTE; 8 positions	11	3
Hospitality Assistants	0	1	1
Life Enrichment	0		0
Social Services	0		0
Respiratory Therapy	0		0
Administrative	0		0
Dietary	0		0
Environmental Services	0		0
TOTAL	14 Positions	0 Positions	4 Positions

PATIENT EXPERIENCE

Response rate was up for the month of June with 11 surveys being returned. Overall net promoter score was 45.5 on a target of 55-61. No significant concerns were shared. Nice remarks were shared with one trending area of opportunity being food. This area in particular has been challenging to resolve due to the reliance on room trays for this past year.

DEPARTMENT: PINECREST NURSING HOME

	TARGET (Rating 2)	MAR	APR	MAY
PATIENT EXPERIENCE - PRESS GANEY SURVEY				
Survey Distribution Response Rate		26.9%	23.3%	22.2%
Pine Crest Patient Experience:	81-83%	78.6	85.7	87.5
Long Term Care (107)	81-83%	81.3	91.7	83.3
Special Care Patient Experience: (105)	81-83%	~	~	100.0
Rehab Patient Experience: (106)	81-83%	75.0	81.3	~
Housekeeping Patient Experience:		89.2	85.9	79.7
Activities Patient Experience:		66.7	78.3	85.0
Dietary Patient Experience:		68.2	81.3	87.5

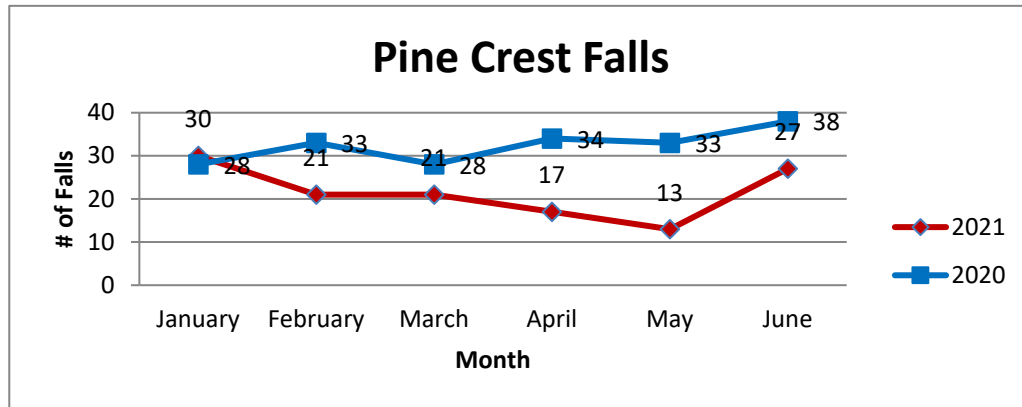
QUALITY

- **Star Rating**

CURRENT OVERALL STAR RATING (Out of 5):	3	CURRENT QUALITY STAR RATING (OUT OF 5):	3
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- **Observed Data**

- Falls: Please reference graph below.



- **Hospital Readmission**

Readmission Rate = 14.3%

Total Acute Care Transfers: 4

- 3 ED Only
- 4- 30 Day Hospitalization
 - Partial stuck in esophagus
 - Hallucinations/delusions
 - Chest pain, nitro not provide due to BP
 - Chest pain, renal failure, uncontrolled HTN
- 4 Un-Planned Hospitalization
 - Respiratory distress
 - Aspiration
 - Femur fracture
 - Femur fracture due to fall
- RTH Summary: Program experienced a 14.3% rehospitalization rate for the month of June, which was slightly up from the month prior and over the target of 10%-12%. Of the 4 '30 Day' hospitalizations that occurred, all were deemed unavoidable.

REGULATORY

- **State Survey Visits:** No surveys occurred during the month of June.
- **Self-Reports:** One self-report completed during the month relating to a resident on our special care unit inappropriately touching another resident. No harm was noted and appropriate interventions were put into place to prevent reoccurrence.

REFERRAL TREND

- **Commentary:** During the month of June the program experienced 52 referrals. Of these referrals 35 did not admit for the below reasons:
 - Return Home (X3)
 - Insurance Out of Network (X9)
 - No Discharge Plan (X2)
 - No Skilled Need (X1)
 - No LTC Bed (X3)
 - No SCU Bed (X3)
 - Competitor (X5)
 - Home on Hospice (X1)
 - Acuity Needs (X2)
 - Non-Compliant (X1)
 - Aggressive Behaviors (X1)
 - Meth User/Overdose (X2)
 - Expired (X1)
 - Sex Offender (X1)

- **Additional Commentary:** Reference Table A.

TABLE A				
Financial Impact of Lost Referrals Due to Out of Network Insurance				
Time Period	Lost Referrals	Average Daily Reimbursement	Average Length of Stay	Lost Revenue
2020 (Q3-Q4)				>\$200,000.00
January	6	\$450.00	20	\$54,000.00
February	5	\$450.00	20	\$45,000.00
March	5	\$450.00	20	\$45,000.00
April	6	\$450.00	20	\$54,000.00
May	3	\$450.00	20	\$27,000.00
June	4	\$450.00	20	\$36,000.00
TOTAL (Last 11 Months)				>\$461,000.00
<i>*Average daily reimbursement and average length of stay are conservative estimates given a general patient's rehab stay. It can be expected that lost revenue would exceed the financial impacts that are presented.</i>				
<i>*Additional cost that would be experienced from the additional admissions would be minimal as the largest expense, labor, wouldn't have fluctuated based on the timing of when the referrals were received.</i>				

FINANCIALS

For the month of June, the program incurred a loss of (\$135,139). Over \$720,000 of CPE funds were received during the month with half being allocated to June's financials. The remaining amount will be paid out in installments through the remaining part of the year. A correction was done to the program's pharmacy expenses during the month that exceeded \$300,000, which offset this experienced CPE revenue. Below you may reference GL accounts that had experienced large negative variances for the month that fall outside of general payroll.

GL ACCOUNT VARIANCE REVIEW							
GL ACCOUNT	SUMMARY	MTD ACTUAL	MTD BUDGET	MTD VARIANCE	YTD ACTUAL	YTD BUDGET	YTD VARIANCE
6340	Aegis Rehab Services- unbudgeted expense.	\$ 37,768.00	\$ -	\$ (37,768.00)	\$ 236,282.00	\$ -	\$ (236,282.00)
6890	Agency Staff- Reviewed above.	\$ 89,101.00	\$ -	\$ (89,101.00)	\$ 435,915.00	\$ -	\$ (435,915.00)
6880	Rental Equipment-	\$ 605.00	\$ 2,700.00	\$ 2,095.00	\$ 19,687.00	\$ 16,200.00	\$ (3,487.00)
8160	Assessments- total bed tax expense was unbudgeted.	\$ 27,200.00	\$ 20,400.00	\$ (6,800.00)	\$ 163,200.00	\$ 122,400.00	\$ (40,800.00)
6350	Other Contracted Services-	\$ 8,626.00	\$ 7,270.00	\$ (1,356.00)	\$ 39,973.00	\$ 36,350.00	\$ (3,623.00)
	Allocated Revenue	\$ 22,188.00	\$ 21,300.00	\$ 888.00	\$ 120,428.00	\$ 133,440.00	\$ (13,012.00)
	Allocated Expense	\$ 318,819.00	\$ 301,183.00	\$ (17,636.00)	\$ 1,601,724.00	\$ 1,749,748.00	\$ 148,024.00
6500	Client Transport - Program continues to manage transportation costs and is cognizant of vendors used for patient admissions. Covering admission costs was not budgeted at the start of the year.	\$ 786.00	\$ 600.00	\$ (186.00)	\$ 6,523.00	\$ 3,600.00	\$ (2,923.00)
6300	Nursing Supplies - Wound care supplies (\$1,429.78). Re-class COVID expenses (\$7,208.06).	\$ 9,158.00	\$ 8,958.00	\$ (200.00)	\$ 71,536.00	\$ 53,750.00	\$ (17,786.00)
6360	Consultations- Medicaid Cost Report	\$ 6,600.00	\$ 2,000.00	\$ (4,600.00)	\$ 16,600.00	\$ 12,000.00	\$ (4,600.00)
6280	Drugs-	\$ 300,546.00	\$ 16,550.00	\$ (283,996.00)	\$ 311,194.00	\$ 99,300.00	\$ (211,894.00)

COVID STATUS

Resident Cases: The last positive resident case occurred in December. The dedicated COVID unit was closed following this case in late December.

Employee Cases: No positive cases over the past month. As of this writing the program is in 'Routine' testing, which is once per month.

Visitation: Visitation has been occurring on a consistent basis since Saturday, May 15th.

Vaccination Clinics: Employees can sign-up to receive their vaccine either through NCHC or their local public health entity.

COVID Testing: Due to Lincoln County's COVID-19 positivity rate being below 5% we are in once per month testing. Routine once per month testing for July resulted in no positive cases.

Other Items: We are continuing to make progress on efforts to transition back to communal dining in the near future.

2021 NHOC BOARD CALENDAR

Tuesday September 28, 2021 – 3:00 PM – 4:00 PM

Educational Presentation: Covid-19 Industry impact review and projections

Agenda Items

- 2021 Financial Status Update
- MVCC Operational report Out
- Pine Crest Operational Report Out
- Nursing Tower Construction Update
- Bed Assessment and Recommendation for MVCC and PC

Board Policy Discussion Generative Topic: Q3 OKR review & Q4 plan

Tuesday November 23, 2021 – 3:00 PM - 4:00 PM

Educational Presentation: Determined throughout 2021 outcomes

Agenda Items

- 2021 Financial Status Update & Year End Projections
- MVCC Operational Report Out & Year End Projections
- Pine Crest Operational Report Out & Year End Projections

Board Policy Discussion Generative Topic: TBD