



North Central Health Care  
Person centered. Outcome focused.

**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.

**Monday, January 29, 2024 at 3:00 PM**  
**North Central Health Care – Eagle Board Room**  
**2400 Marshall Street, Suite A, Door #1, Wausau, WI 54403**

*Persons wishing to attend the meeting by phone may call into the telephone conference beginning five (5) minutes prior to the start time indicated above using the following number:*

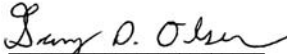
**Phone Number:** 1-408-418-9388    **Access Code:** 2497 106 9411    **Password:** 1234

**AGENDA**

1. CALL TO ORDER
2. PUBLIC COMMENT FOR MATTERS APPEARING ON THE AGENDA (Limited to 15 Minutes)
3. ACTION: APPROVAL OF September 21, 2023 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
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: 01/22/2024 TIME: 4:00 PM BY: D. Osowski

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

September 21, 2023

10:00 AM

NCHC Wausau Board Room

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

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

### Call to Order

- Meeting called to order by Chair Gibbs at 10:07 a.m.

### Public Comment for Matters Appearing on the Agenda

- No public comment.

### Approval of July 26, 2023 Nursing Home Operations Committee Minutes

- **Motion**/second, Bialecki/Holman, to approve the July 26, 2023 Nursing Home Operations Committee meeting minutes. Motion carried.

### Executive Director Report – G. Olsen

- Final department moves into the newly renovated building are planned to occur October 18-20. Nursing home construction should also be completed by end of October.
- Lincoln County Board has made it evident they wish to sell Pine Crest Nursing Home. G. Olsen continues to meet regularly with employees and residents to provide updates. The main concerns expressed by residents is a fear they will not have a place to live and employees are concerned about the status of their sick leave banks.

### Financial Report – J. Hake

- Net income for Mount View for August was \$1.4 million. Patient contractual adjustment has a positive number due to an increase in Medicaid rates of over 20% effective 7/1. Other revenue included an additional supplement of \$468,000. In total we saw an increase of \$350,000 for August.
- Pine Crest saw a positive reflection in contractual services related to the Medicaid rate increase. Other revenue increased due to the supplemental payment and increased accrual showing a total adjustment of \$240,000. Contracted services show expenses over \$80,000 for contracted labor costs. Recruitment has been tough at Pine Crest with a potential sale in the future. Net income of \$288,000 with a year-to-date loss of \$42,000.

Mount View Care Center Report – K. Woller

- The report provided in the meeting packet was reviewed. The number of referrals from Aspirus has declined significantly. We understand there has been a large turnover of case managers and referral coordinators at Aspirus which may have contributed to the decline. Currently we receive just 1-2 referrals per day versus 10-12 referrals per day previously. We meet regularly with staff at Aspirus providing an explanation of services and availability.
- Mount View is a 5-Star nursing home. A celebration for employees is being planned to let them know how amazing they are and for the great job they do!

Pine Crest Nursing Home Report – R. Hanson

- The report provided in the meeting packet was reviewed. Pine Crest is waiting on the installation of a door in order to expand memory care capabilities. Continue to struggle with applicant flow and are looking at fresh avenues to improve recruitment flow. Working with hospitals to reduce the use of psychotropic medications with new admits. Have had an increase in short stay admissions.

Adjourn

- **Motion**/second, Bialecki/Holman, to adjourn the meeting at 10:31 a.m. Motion carried.

*Minutes prepared by Debbie Osowski, Senior Executive Assistant*

# Nursing Home Operations Committee Facility Report

Month: January 2024

Facility: Mount View Care Center

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

- 115 total residents per day (budget of 128)
  - 11 residents Medicare/Medicare Advantage (budget of 21)
  - 64 residents Medicaid (budget of 85 MA and 7 MA vent)
  - 20 residents Commercial insurance/HMO/VA/other
  - 20 residents private pay or other (budget of 15)
- 10 residents discharged home and 9 residents expired
- 22 residents admitted.
- 92 total referrals
  - 70 referrals did not admit (top reasons listed below)
    - Went to competition
    - Out of county
    - Out of network

## Employment Status Update (September-December):

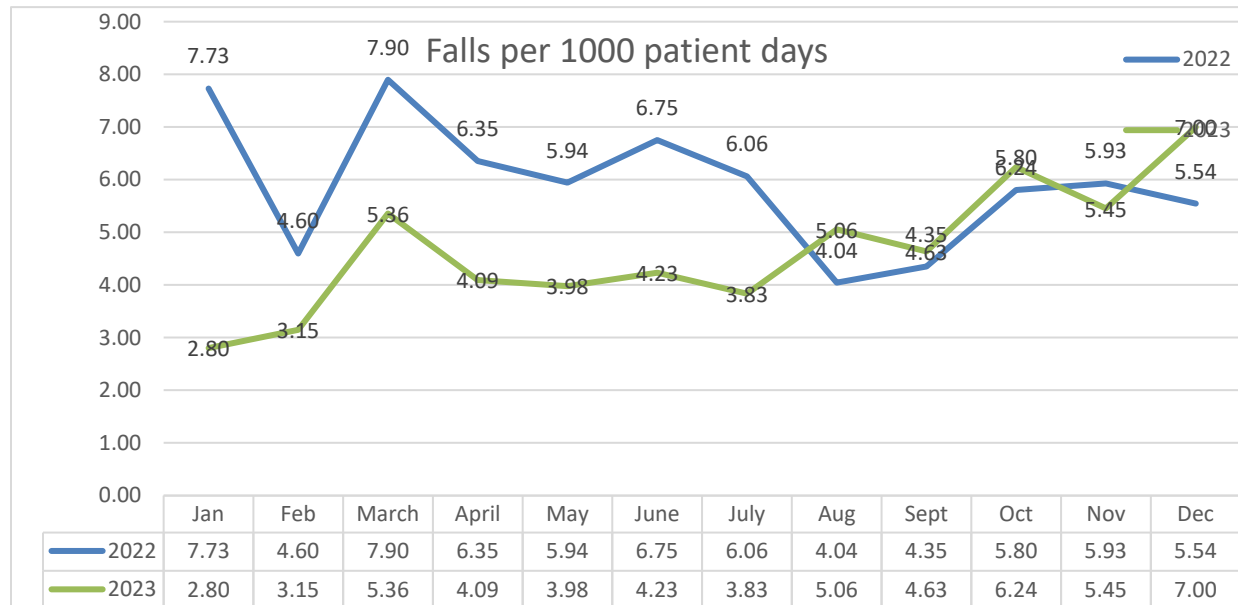
Department	# of Open FTE	Hired since previous report	Discharges since previous report
LPN/RN	5.75	0	3 occasional and 1 full time
CNA	12.20	4 full time and 2 part time	2 occasional, 3 part time and 1 full time
Hospitality Assistants	.6	1 transitional (in CNA class) and 1 full time	4 hospitality assistants
Life Enrichment	0	0	0
Social Services	0	0	0
Respiratory Therapy	.6	1 occasional	1 occasional
Administrative	0	1 PM nursing supervisor	0
Guest Services	.4	0	0

We currently do not have any agency staff.

We have hired 4 part time CNAs and 2 full time just since January 1<sup>st</sup>. The college students are home on break and picking up, which has helped staffing in January.

**Quality:**

We had an increase in falls in the last quarter of 2023 with a total of 69 falls. Most of those falls were unwitnessed in resident rooms with no injury. We did have one fall with a fracture in November with a resident self-transferring.



**Care Compare Five-Star Ratings of Nursing Homes  
Provider Rating Report for August 2023**

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

**Admission and Readmission Summary:**

The national average is 14.5% and we are below at 11.7% overall.

Mount view	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2023 YTD
# Of Admissions	22	14	23	26	28	15	15	11	25	15	21	22	237
# 30-Day Hospitalized	0	2	4	2	4	3	0	0	3	1	6	0	25
RATE	0%	14.3%	17.4%	7.7%	10.7%	20.0%	0%	0%	12%	6.7%	28.6%	0%	11.7%

**Regulatory:**

State Survey visits – State was here on 10/11/23 to investigate a self-report from 9/8 with no citations.

Self-Reports (September-December):

<b>Date</b>	<b>Unit</b>	<b>Reason</b>	<b>Follow Up</b>
9/8/23	Tower 4	Residents' wife accused caregiver of being rough with resident.	Unsubstantiated
12/22/23	Tower 2	Caregiver was distracted during cares and resident's foot caught in Hoyer lift. No injury.	Employee disciplined and education provided

**Program Updates:**

- We will complete our final resident moves on 1/24/24. This will include moving LTC residents currently on the 4<sup>th</sup> floor of the tower to the newly renovated 2 north. This will allow us to increase our dementia and long-term care census.
- We have two new medical directors. Dr. Dan Smith started on January 1<sup>st</sup> and is the medical director for all units except for the vent unit. Dr. Stysly is a Pulmonologist for Aspirus and will be our medical director for our vent unit.

# **Nursing Home Operations Committee Facility Report**

**Month:** December 2023

**Facility:** Pine Crest Nursing Home

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

- 83 YTD average residents per day (budget of 89)
  - 4 residents Medicare/Medicare Advantage (budget of 9)
  - 61 residents Medicaid (budget of 72)
  - 16 residents private pay or other (budget of 8)
- 13 residents discharged
- 11 residents admitted
- 39 total referrals
  - 28 referrals did not admit (top reasons listed below)
    - Financial (out of network insurance or other financial concerns that place the facility at risk of not being paid for resident stay)
    - Admission to competitor (most of these are out of county referrals)
    - Acuity level not appropriate or in-facility equipment not available for referral (ex. High weight bariatric referrals, alcohol or drug treatment needed, etc.)
    - Lack of Memory Care unit beds
      - YTD 2023 we had 20 denied admissions due to lack of Memory Care Unit beds.

## **Waitlist Summary:**

- 0- Long Term Care waitlist
  - We have families interested in LTC but are not ready to admit due to financial, insurance, care level, etc.
  - We continue to follow up with these families monthly. As they become ready/eligible we work with them on admission.
- 2- Special Care Unit waitlist

## **Employment Status Update:**

Department	# of Open FTE	Hired in Dec 2023	Terms in Dec 2023
LPN/RN	8.5	0.1	0
CNA	4.4	0	2.7
Hospitality Assistants	0	0.3	0.5
Life Enrichment	0	0	0
Social Services	0	1	1 (retired)
Administration	0	0	0

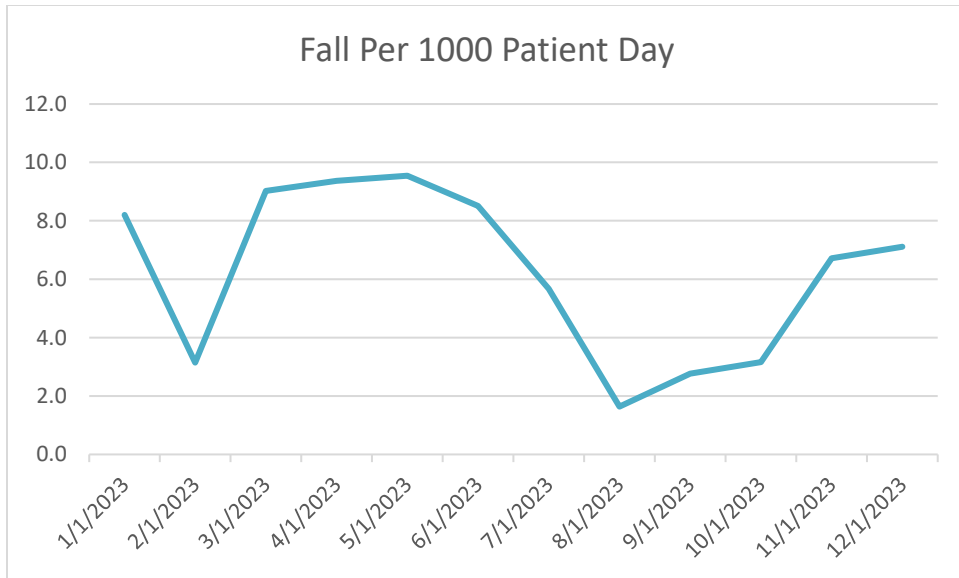
- Staffing continues to be a struggle, especially on PM shift
- Increases in recruitment and advertising efforts had a noticeable impact in increasing applicant flow
  - We are attempting some new advertising campaigns focused on working local
  - We are exploring alternative uses of Indeed to allow for direct contact to job seekers (actively reaching out to them rather than waiting for them to apply to us)
- One of our most successful recruitment efforts has been student CNAs. Recruitment is working with local high schools to try and pull in a new class of students.
- Retention/turnover rates continue to be better than state and national average for SNF's

## **Quality:**

### **Falls:**

- After seeing consecutive decreases in our monthly falls, we are seeing an increase
  - Potential causative factors for increase include:
    - Changing seasons
      - Historically we see an increase in fall numbers as we enter the winter months





**Pine Crest Pal's update:**

- Average of Quarterly responses since initiation (1-10 scale, 10 being highest)
  - Most recent quarter questions and results
    - Are staff empathetic to your needs?
      - 87% responded with an 8 or higher
    - Do you feel you are provided adequate time during personal cares?
      - 93% responded with an 8 or higher
    - Nurse's explanation of your care?
      - 93% responded with an 8 or higher

**CMS Star Rating:**

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

**Readmissions:**

PINE CREST	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2023 YTD
# of Admissions	9	2	3	11	10	12	10	6	12	12	6	11	104
# 30-Readmit	0	0	0	0	0	0	0	0	0	0	0	0	0
RATE	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

**Regulatory:**

**State Survey visits**

- Pine Crest had 0 state surveys since last report.
- Pine Crest is currently in our annual survey window

**Self-Reports**

- Pine Crest had 0 self-reports since last report

**Program Updates & Committee Action:**

- The opening of some LTC rooms in the rehab area continues to go well
- Update on the construction project that will allow for the creation of a second dementia unit at Pine Crest
  - State application has been conditionally approved by the state
  - Currently awaiting delivery of required materials to start the construction project
- Pine Crest’s largest challenges are staffing levels and referral flow.
  - Staffing
    - Even with the use of agency staffing and utilizing management on the floor we continue to have difficulty staffing the floor.
    - If staffing levels increased patients admitted and census of the facility could be increased.
    - Increased recruitment efforts had previously shown an increase in applicant flow
      - However as noted earlier Pine Crest has now seen a decrease in applicant flow despite ongoing recruitment efforts

- Referral flow
  - Pine Crest receives a fair number of referrals, as discussed earlier many referrals are denied for various reasons, which is not outside the norm in the SNF industry.
  - One of the top reasons for a denial that could otherwise be accepted is payor/insurance.
  - 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.

North Central Health Care  
Income Statement  
For the Period Ending December 31, 2023

	MTD Actual	MTD Budget	\$ Variance	% Variance	YTD Actual	YTD Budget	\$ Variance	% Variance
<b>Direct Revenues</b>								
Patient Gross Revenues	1,380,538	1,520,157	(139,618)	-9.2%	16,489,816	18,241,879	(1,752,063)	-9.6%
Patient Contractual Adjustments	274,932	(45,693)	320,625	-701.7%	347,659	(548,313)	895,972	-163.4%
Net Patient Revenue	1,655,471	1,474,464	181,007	12.3%	16,837,475	17,693,566	(856,091)	-4.8%
County Revenue	-	-	-	0.0%	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%	-	-	-	0.0%
Appropriations	132,667	132,667	-	0.0%	1,592,000	1,592,000	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%	-	-	-	0.0%
Other Revenue	311,594	268,583	43,010	16.0%	1,945,791	3,223,000	(1,277,209)	-39.6%
Total Direct Revenue	2,099,731	1,875,714	224,017	11.9%	20,375,266	22,508,566	(2,133,300)	-9.5%
<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	480	583	(103)	-17.7%	7,019	7,000	19	0.3%
Allocated Revenue	125,348	114,017	11,331	9.9%	1,419,990	1,368,208	51,782	3.8%
Total Indirect Revenue	125,828	114,600	11,228	9.8%	1,427,009	1,375,208	51,801	3.8%
Total Operating Revenue	2,225,559	1,990,314	235,245	11.8%	21,802,275	23,883,774	(2,081,499)	-8.7%
<b>Direct Expenses</b>								
Personnel Expenses	950,546	872,164	(78,383)	-9.0%	10,288,380	10,465,964	177,584	1.7%
Contracted Services Expenses	46,886	66,997	20,111	30.0%	618,604	803,964	185,360	23.1%
Supplies Expenses	31,173	35,667	4,494	12.6%	377,833	428,000	50,167	11.7%
Drugs Expenses	24,464	37,841	13,377	35.4%	289,210	454,090	164,880	36.3%
Program Expenses	10,175	1,417	(8,759)	-618.3%	18,209	17,000	(1,209)	-7.1%
Land & Facility Expenses	-	167	167	100.2%	5,118	2,000	(3,118)	-155.9%
Equipment & Vehicle Expenses	4,012	9,375	5,363	57.2%	125,500	112,500	(13,000)	-11.6%
Diversions Expenses	-	-	-	0.0%	-	-	-	0.0%
Other Operating Expenses	26,532	30,223	3,691	12.2%	285,070	362,680	77,610	21.4%
Total Direct Expenses	1,093,789	1,053,850	(39,939)	-3.8%	12,007,925	12,646,198	638,273	5.0%
<b>Indirect Expenses</b>								
Personnel Expenses	73,377	56,764	(16,613)	-29.3%	721,513	681,167	(40,346)	-5.9%
Contracted Services Expenses	6,568	6,271	(297)	-4.7%	96,189	75,250	(20,939)	-27.8%
Supplies Expenses	135	125	(10)	-8.0%	1,288	1,500	212	14.1%
Drugs Expenses	-	-	-	0.0%	-	-	-	0.0%
Program Expenses	7,271	9,333	2,062	22.1%	91,957	112,000	20,043	17.9%
Land & Facility Expenses	18,325	-	(18,325)	0.0%	65,348	-	(65,348)	0.0%
Equipment & Vehicle Expenses	23,474	-	(23,474)	0.0%	293,646	-	(293,646)	0.0%
Diversions Expenses	-	-	-	0.0%	-	-	-	0.0%
Other Operating Expenses	10,774	69,675	58,901	84.5%	103,643	836,103	732,460	87.6%
Allocated Expense	559,901	486,328	(73,573)	-15.1%	5,858,108	5,835,928	(22,180)	-0.4%
Total Indirect Expenses	699,826	628,497	(71,329)	-11.3%	7,231,693	7,541,948	310,255	4.1%
Total Operating Expenses	1,793,615	1,682,347	(111,268)	-6.6%	19,239,618	20,188,146	948,528	4.7%
<b>Metrics</b>								
Direct Expense/Gross Patient Revenue	79.2%	69.3%			72.8%	69.3%		
Write-Offs/Gross Patient Revenue	-0.8%	0.4%			0.5%	0.4%		
Indirect Expenses/Direct Expenses	64.0%	59.6%			60.2%	59.6%		
Overtime/Total Wages	14.3%	9.3%			9.1%	9.3%		
Agency Staffing/Total Wages	0.0%	0.6%			0.0%	0.6%		
<b>Non-Operating Income/Expense</b>								
Interest Income	-	-	-	0.0%	-	-	-	0.0%
Donations Income	(568)	-	(568)	100.0%	55,453	-	55,453	100.0%
Other Non-Operating	-	-	-	100.0%	-	-	-	100.0%
Total Non-Operating	(568)	-	(568)	0.0%	55,453	-	55,453	0.0%
Net Income (Loss)	431,376	307,967	123,409	-40.1%	2,618,110	3,695,629	(1,077,519)	29.2%
Net Income	19.4%	15.5%			12.0%	15.5%		

North Central Health Care  
Income Statement  
For the Period Ending December 31, 2023

	MTD Actual	MTD Budget	\$ Variance	% Variance	YTD Actual	YTD Budget	\$ Variance	% Variance
<b>Direct Revenues</b>								
Patient Gross Revenues	939,146	947,065	(7,918)	-0.8%	11,155,601	11,364,775	(209,174)	-1.8%
Patient Contractual Adjustments	266,208	(107,811)	374,019	-346.9%	459,123	(1,293,728)	1,752,851	-135.5%
Net Patient Revenue	1,205,355	839,254	366,101	43.6%	11,614,724	10,071,047	1,543,677	15.3%
County Revenue	-	-	-	0.0%	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%	11,607	-	11,607	0.0%
Appropriations	36,735	36,735	-	0.0%	440,815	440,815	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%	-	-	-	0.0%
Other Revenue	(112,558)	233,333	(345,891)	-148.2%	1,070,412	2,800,000	(1,729,588)	-61.8%
Total Direct Revenue	1,129,531	1,109,322	20,209	1.8%	13,137,558	13,311,862	(174,304)	-1.3%
<b>Indirect Revenues</b>								
County Revenue	582,680	14,750	567,930	3850.4%	744,930	177,000	567,930	320.9%
Contracted Service Revenue	-	-	-	0.0%	-	-	-	0.0%
Grant Revenues and Contractuals	-	83	(83)	-99.6%	-	1,000	(1,000)	-100.0%
Appropriations	-	-	-	0.0%	-	-	-	0.0%
Other Revenue	2,599	625	1,974	315.8%	10,788	7,500	3,288	43.8%
Allocated Revenue	7,103	5,488	1,615	29.4%	58,058	65,851	(7,793)	-11.8%
Total Indirect Revenue	594,466	16,821	577,645	3434.1%	837,487	201,851	635,636	314.9%
Total Operating Revenue	1,723,997	1,126,143	597,854	53.1%	13,975,045	13,513,713	461,332	3.4%
<b>Direct Expenses</b>								
Personnel Expenses	516,666	537,445	20,779	3.9%	6,073,294	6,449,334	376,040	5.8%
Contracted Services Expenses	117,804	54,933	(62,870)	-114.4%	1,083,082	659,200	(423,882)	-64.3%
Supplies Expenses	13,225	12,758	(467)	-3.7%	171,372	153,100	(18,272)	-11.9%
Drugs Expenses	11,408	14,583	3,176	21.8%	170,221	175,000	4,779	2.7%
Program Expenses	250	1,517	1,267	83.5%	10,092	18,200	8,108	44.5%
Land & Facility Expenses	33,750	-	(33,750)	0.0%	405,000	-	(405,000)	0.0%
Equipment & Vehicle Expenses	565	1,158	594	51.3%	25,139	13,900	(11,239)	-80.9%
Diversions Expenses	-	-	-	0.0%	-	-	-	0.0%
Other Operating Expenses	21,526	22,113	587	2.7%	266,389	265,350	(1,039)	-0.4%
Total Direct Expenses	715,192	644,507	(70,685)	-11.0%	8,204,588	7,734,084	(470,504)	-6.1%
<b>Indirect Expenses</b>								
Personnel Expenses	187,516	182,464	(5,052)	-2.8%	2,190,715	2,189,568	(1,147)	-0.1%
Contracted Services Expenses	8,395	15,000	6,605	44.0%	98,609	180,000	81,391	45.2%
Supplies Expenses	8,950	6,917	(2,034)	-29.4%	91,875	83,000	(8,875)	-10.7%
Drugs Expenses	-	-	-	0.0%	-	-	-	0.0%
Program Expenses	3,965	867	(3,098)	-357.5%	43,775	10,400	(33,375)	-320.9%
Land & Facility Expenses	607,038	32,917	(574,122)	-1744.2%	851,991	395,000	(456,991)	-115.7%
Equipment & Vehicle Expenses	28,485	1,500	(26,985)	-1799.0%	269,143	18,000	(251,143)	-1395.2%
Diversions Expenses	-	-	-	0.0%	-	-	-	0.0%
Other Operating Expenses	55,874	56,650	776	1.4%	638,871	679,800	40,929	6.0%
Allocated Expense	124,652	91,688	(32,964)	-36.0%	1,150,370	1,100,257	(50,113)	-4.6%
Total Indirect Expenses	1,024,874	388,002	(636,872)	-164.1%	5,335,349	4,656,025	(679,324)	-14.6%
Total Operating Expenses	1,740,066	1,032,509	(707,557)	-68.5%	13,539,937	12,390,109	(1,149,828)	-9.3%
<b>Metrics</b>								
Direct Expense/Gross Patient Revenue	76.2%	68.1%			73.5%	68.1%		
Write-Offs/Gross Patient Revenue	0.0%	0.5%			0.2%	0.5%		
Indirect Expenses/Direct Expenses	143.3%	60.2%			65.0%	60.2%		
Overtime/Total Wages	8.9%	5.2%			6.2%	5.2%		
Agency Staffing/Total Wages	14.4%	4.6%			10.4%	4.6%		
<b>Non-Operating Income/Expense</b>								
Interest Income	216	8	208	2485.1%	4,598	100	4,498	4498.0%
Donations Income	4,001	417	3,584	860.2%	7,848	5,000	2,848	100.0%
Other Non-Operating	-	-	-	100.0%	4,000	-	4,000	100.0%
Total Non-Operating	4,217	425	3,792	892.2%	16,446	5,100	11,346	222.5%
Net Income (Loss)	(11,852)	94,059	(105,911)	112.6%	451,554	1,128,705	(677,151)	60.0%
Net Income	-0.7%	8.4%			3.2%	8.4%		