



North Central Health Care  
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**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.

**Wednesday, January 22, 2025 at 9:00 AM**  
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:*

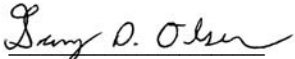
**Phone Number:** 1-408-418-9388    **Access Code:** 2484 097 0520    **Password:** 1234

**AGENDA**

1. CALL TO ORDER
2. PUBLIC COMMENT FOR MATTERS APPEARING ON THE AGENDA (Limited to 15 Minutes)
3. ACTION: APPROVAL OF OCTOBER 2, 2024 NURSING HOME OPERATIONS COMMITTEE MINUTES
4. EXECUTIVE DIRECTOR REPORT – G. Olsen
  - A. Update Regarding Pine Crest Nursing Home
5. FINANCIAL REPORT – J. Hake
6. NURSING HOME OPERATIONS REPORTS
  - A. Mount View Care Center – K. Woller and C. Gliniecki
  - B. Pine Crest Nursing Home – R. Hanson and S. Barnett
7. BOARD DISCUSSION
  - A. Set Date for Next Meeting – G. Olsen
8. FUTURE AGENDA ITEMS
9. ADJOURN

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

**NOTICE POSTED AT:** North Central Health Care  
**COPY OF NOTICE DISTRIBUTED TO:**  
Wausau Daily Herald, Antigo Daily Journal, Tomahawk Leader,  
Merrill Foto News, Langlade, Lincoln & Marathon County Clerks Offices

  
Presiding Officer or Designee

DATE: 01/16/2024 TIME: 10:00 AM BY: D. Osowski

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

October 2, 2024

9:00 AM

NCHC Eagle Board Room

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

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

Others: Eileen Guthrie(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 29, 2024 Nursing Home Operations Committee Minutes

- **Motion**/second, Bialecki/Hartwig, to approve the January 29, 2024 Nursing Home Operations Committee meeting minutes. Motion carried.

### Executive Director Report – Gary Olsen

- Due to the potential sale of Pine Crest, the Committee had not met since January. In summary, the sale was originally intended for June 30, was pushed to the end of September, and then failed. The Lincoln County Board then decided not to pursue a referendum and is again considering the sale of Pine Crest. This process has been wearing heavily on the employees of the nursing home as well as the residents and their families. Staffing is extremely challenging. It was noted that agency staff are being utilized and of the 49 staff who have left this year so far, at least 12 indicated it was due to the pending sale of Pine Crest.

### Financial Report – Jason Hake

- The financial report for each nursing home was reviewed. As a reminder, there was no budget for Pine Crest this year due to the potential sale. The census has decreased over the last month and agency staff utilization has increased. We are better financially than previous years mostly due to the increase in Medicaid rates.
- A one-time payment was received from the State which relates back to when the construction of Mount View was completed about 1 ½ years ago. The State issued a payment which ultimately increased our rates and resulted in a back payment.

### Nursing Home Operations Reports

- Mount View Care Center – K. Woller
  - The nursing home report was reviewed. It was noted that budgeted census for 2024 is 128 with August having had the highest average census to date of 125. Unfortunately, in September admissions had to be held due to staffing crisis but we are taking admissions now.
- Pine Crest Nursing Home – R. Hanson
  - The nursing home report was reviewed. Admissions are also held at times due to staffing capacity.

### Board Discussion

- Next Meeting: January 22, 2025 at 9:00 a.m.

### Adjourn

- **Motion**/second, Bialecki/Hartwig, to adjourn the meeting at 9:00 a.m. Motion carried.

*Minutes prepared by Debbie Osowski, Senior Executive Assistant*

North Central Health Care  
Pine Crest Nursing Home  
Income Statement  
For the Period Ending December 31, 2024

	<u>MTD Actual</u>	<u>YTD Actual</u>
<b>Direct Revenues</b>		
Patient Gross Revenues	1,051,937	11,900,560
Patient Contractual Adjustments	943	970,583
Net Patient Revenue	<u>1,052,881</u>	<u>12,871,143</u>
County Revenue	-	-
Contracted Service Revenue	-	-
Grant Revenues and Contractuals	-	-
Appropriations	36,735	440,815
COVID-19 Relief Funding	-	-
Other Revenue	-	442,649
Total Direct Revenue	<u>1,089,615</u>	<u>13,754,608</u>
<b>Indirect Revenues</b>		
County Revenue	14,750	177,000
Contracted Service Revenue	-	-
Grant Revenues and Contractuals	-	-
Appropriations	-	-
Other Revenue	123	6,877
Allocated Revenue	<u>12,877</u>	<u>135,324</u>
Total Indirect Revenue	<u>28,231</u>	<u>347,521</u>
Total Operating Revenue	1,117,846	14,102,129
<b>Direct Expenses</b>		
Personnel Expenses	508,840	5,897,372
Contracted Services Expenses	245,618	1,687,000
Supplies Expenses	10,999	169,253
Drugs Expenses	14,448	154,152
Program Expenses	829	11,642
Land & Facility Expenses	34,583	415,000
Equipment & Vehicle Expenses	514	16,022
Diversions Expenses	-	-
Other Operating Expenses	<u>25,362</u>	<u>271,276</u>
Total Direct Expenses	<u>841,193</u>	<u>8,621,718</u>
<b>Indirect Expenses</b>		
Personnel Expenses	203,173	2,122,496
Contracted Services Expenses	6,431	74,276
Supplies Expenses	9,886	111,900
Drugs Expenses	-	-
Program Expenses	4,881	43,760
Land & Facility Expenses	34,093	408,362
Equipment & Vehicle Expenses	34,270	270,980
Diversions Expenses	-	-
Other Operating Expenses	49,458	654,446
Allocated Expense	<u>143,558</u>	<u>1,253,983</u>
Total Indirect Expenses	<u>485,750</u>	<u>4,940,204</u>
Total Operating Expenses	1,326,943	13,561,922
<b>Metrics</b>		
Direct Expense/Gross Patient Revenue	80.0%	72.4%
Write-Offs/Gross Patient Revenue	4.0%	0.7%
Indirect Expenses/Direct Expenses	57.7%	57.3%
Overtime/Total Wages	5.0%	6.2%
Agency Staffing/Total Wages	29.2%	19.2%
<b>Non-Operating Income/Expense</b>		
Interest Income	279	15,314
Donations Income	1,929	7,063
Other Non-Operating	-	-
Total Non-Operating	<u>2,208</u>	<u>22,377</u>
Net Income (Loss)	(206,889)	562,584
Net Income	-18.5%	4.0%

North Central Health Care  
Mount View Care Center  
Income Statement  
For the Period Ending December 31, 2024

	MTD Actual	MTD Budget	\$ Variance	% Variance	YTD Actual	YTD Budget	\$ Variance	% Variance
<b>Direct Revenues</b>								
Patient Gross Revenues	1,782,540	1,531,740	250,801	16.4%	18,945,780	18,380,879	564,901	3.1%
Patient Contractual Adjustments	132,100	16,013	116,087	724.9%	2,048,922	192,161	1,856,761	966.3%
Net Patient Revenue	1,914,641	1,547,753	366,887	23.7%	20,994,702	18,573,040	2,421,663	13.0%
County Revenue	-	-	-	0.0%	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%	-	-	-	0.0%
Appropriations	128,750	128,750	-	0.0%	1,545,000	1,545,000	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%	-	-	-	0.0%
Other Revenue	-	147,500	(147,500)	-100.0%	1,098,894	1,770,000	(671,106)	-37.9%
Total Direct Revenue	2,043,391	1,824,003	219,388	12.0%	23,638,596	21,888,040	1,750,556	8.0%
<b>Indirect Revenues</b>								
County Revenue	-	-	-	0.0%	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%	-	-	-	0.0%
Appropriations	-	-	-	0.0%	-	-	-	0.0%
Other Revenue	420	500	(80)	-16.0%	4,890	6,000	(1,110)	-18.5%
Allocated Revenue	134,787	292,402	(157,615)	-53.9%	1,592,102	3,508,824	(1,916,722)	-54.6%
Total Indirect Revenue	135,207	292,902	(157,695)	-53.8%	1,596,992	3,514,824	(1,917,832)	-54.6%
Total Operating Revenue	2,178,598	2,116,905	61,693	2.9%	25,235,588	25,402,864	(167,276)	-0.7%
<b>Direct Expenses</b>								
Personnel Expenses	913,515	857,099	(56,416)	-6.6%	10,685,662	10,285,186	(400,476)	-3.9%
Contracted Services Expenses	145,526	55,518	(90,008)	-162.1%	866,933	666,214	(200,719)	-30.1%
Supplies Expenses	31,676	37,250	5,574	15.0%	371,884	447,000	75,116	16.8%
Drugs Expenses	22,489	27,083	4,595	17.0%	332,218	325,000	(7,218)	-2.2%
Program Expenses	169	917	748	81.6%	9,081	11,000	1,919	17.4%
Land & Facility Expenses	115,085	14,457	(100,628)	-696.1%	1,381,016	173,482	(1,207,534)	-696.1%
Equipment & Vehicle Expenses	7,242	11,750	4,509	38.4%	98,069	141,000	42,931	30.4%
Diversions Expenses	-	-	-	0.0%	-	-	-	0.0%
Other Operating Expenses	34,160	107,482	73,322	68.2%	359,727	1,289,782	930,055	72.1%
Total Direct Expenses	1,269,860	1,111,555	(158,305)	-14.2%	14,104,590	13,338,664	(765,926)	-5.7%
<b>Indirect Expenses</b>								
Personnel Expenses	65,337	61,177	(4,160)	-6.8%	868,589	734,127	(134,462)	-18.3%
Contracted Services Expenses	268	9,960	9,692	97.3%	56,126	119,520	63,394	53.0%
Supplies Expenses	81	175	94	53.7%	2,269	2,100	(169)	-8.0%
Drugs Expenses	-	-	-	0.0%	-	-	-	0.0%
Program Expenses	9,770	9,750	(20)	-0.2%	94,321	117,000	22,679	19.4%
Land & Facility Expenses	37,265	103,166	65,900	63.9%	506,123	1,237,989	731,866	59.1%
Equipment & Vehicle Expenses	26,395	23,069	(3,326)	-14.4%	304,957	276,831	(28,126)	-10.2%
Diversions Expenses	-	-	-	0.0%	-	-	-	0.0%
Other Operating Expenses	8,740	18,942	10,202	53.9%	110,625	227,306	116,681	51.3%
Allocated Expense	606,810	694,768	87,958	12.7%	6,410,553	8,337,217	1,926,664	23.1%
Total Indirect Expenses	754,666	921,007	166,341	18.1%	8,353,564	11,052,090	2,698,526	24.4%
Total Operating Expenses	2,024,526	2,032,562	8,036	0.4%	22,458,154	24,390,754	1,932,600	7.9%
<b>Metrics</b>								
Direct Expense/Gross Patient Revenue	71.2%	72.6%			74.4%	72.6%		
Write-Offs/Gross Patient Revenue	0.4%	0.0%			0.2%	0.0%		
Indirect Expenses/Direct Expenses	59.4%	82.9%			59.2%	82.9%		
Overtime/Total Wages	10.1%	8.9%			10.7%	8.9%		
Agency Staffing/Total Wages	13.5%	0.3%			4.1%	0.3%		
<b>Non-Operating Income/Expense</b>								
Interest Income	-	-	-	0.0%	-	-	-	0.0%
Donations Income	(1,271)	-	(1,271)	100.0%	(3,966)	-	(3,966)	100.0%
Other Non-Operating	-	-	-	100.0%	-	-	-	100.0%
Total Non-Operating	(1,271)	-	(1,271)	0.0%	(3,966)	-	(3,966)	0.0%
Net Income (Loss)	152,801	84,343	68,458	-81.2%	2,773,468	1,012,110	1,761,358	-174.0%
Net Income	7.0%	4.0%			11.0%	4.0%		

# Nursing Home Operations Committee Facility Report

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

### Census:

Average monthly census (budget of 128):

- October = 125.5
- November = 118.9
- December = 124.3

### Employment Status Update (October-December):

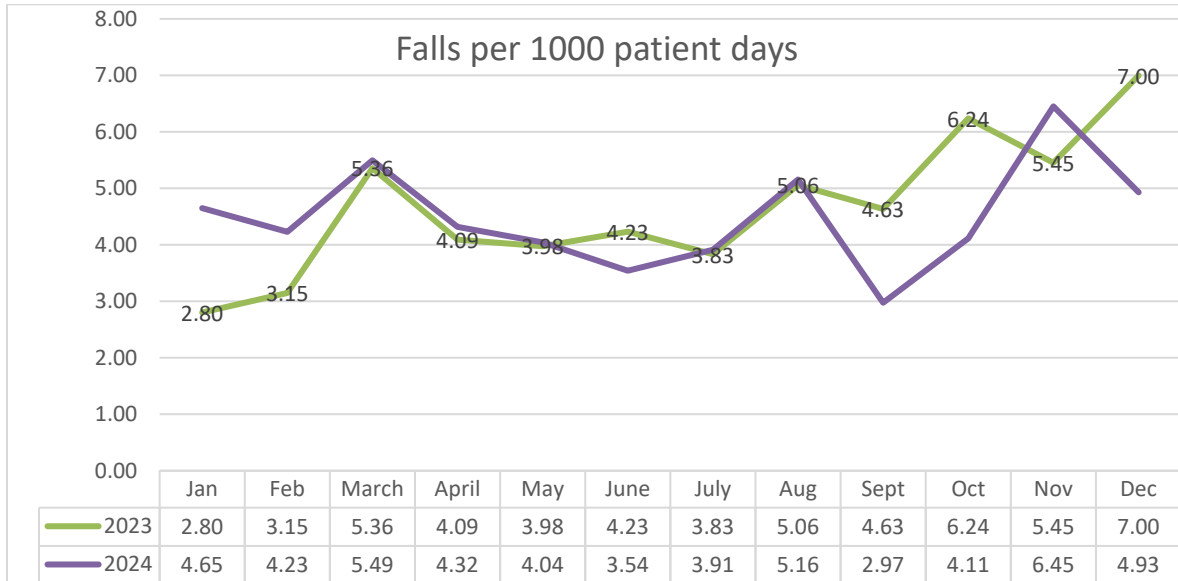
Department	# of Open FTE	Hired since previous report	Discharges since previous report
LPN/RN	11.25	1 occasional	2 full time (both involuntary), 1 occasional
CNA	20.75	4 full time, 1 occasional	5 full time (2 involuntary), 1 occasional
Hospitality Assistants	1.4	4 full time	2 full time
Life Enrichment	0	1 full time	0
Social Services	0	0	0
Respiratory Therapy	1.2	0	1 full time and 1 occasional
Administrative	0	0	0
Guest Services	0	1 part time	1 part time

We have lost 5 full time nurses since this past summer and have not hired a full-time nurse in almost 3 years. We currently have 10 agency CNAs, 5 agency nurses and 1 agency respiratory therapist.

The referral bonus was recently increased from \$500 to \$1000 for referred part-time employees and \$1000 to \$2000 for referred full-time employees. We continue to work on internal retention strategies.

**Quality:**

We had a total of 64 falls from October-December. Most of the falls were unwitnessed in resident rooms with no injury or minor injury. One of the falls was with major injury.



**Care Compare Five-Star Ratings of Nursing Homes  
Provider Rating Report for November/December 2024**

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

### **Admission and Readmission Summary:**

Our 30-day hospitalizations were due to the medically complex residents that we admit. All hospitalizations were unavoidable.

Mount view	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2024 YTD
# Of Admissions	18	18	22	24	22	18	20	21	13	17	16	19	228
# 30-Day Hospitalized	2	3	3	5	2	0	2	1	1	3	3	2	27
RATE (11%)	11%	16.6%	13.6%	20.8%	9.1%	0%	10%	4.8%	7.7%	17.6%	18.8%	10.5%	15.9%

### **Regulatory (October-December):**

1 Self-Report:

- Resident with injury of unknown origin

0 Complaint Surveys:



# Nursing Home Operations Committee Facility Report

Month: December 2024

Facility: **Pine Crest Nursing Home**

## Census, Discharges, Admissions & Referrals:

- 81 YTD average residents per day (budget of 89)
  - 6 residents Medicare/Medicare Advantage (budget of 9)
  - 63 residents Medicaid (budget of 72)
  - 12 residents private pay or other (budget of 8)
- 8 residents discharged
- 9 residents admitted
- 17 total referrals
  - 8 referrals did not admit (top reasons listed below)
    - Financial (out of network insurance or other financial concerns that place the facility at risk of not being paid for resident stay)
    - Admission to competitor (most of these are out of county referrals)
    - Acuity level not appropriate or in-facility equipment not available for referral (ex. High weight bariatric referrals, alcohol or drug treatment needed, etc.)
    - Staffing challenges

## Waitlist Summary:

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

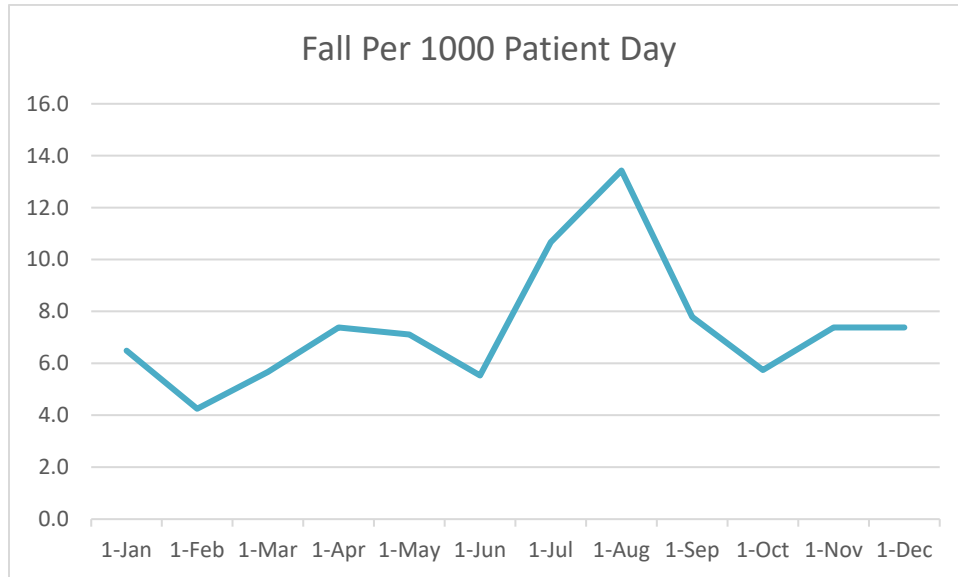
## Employment Status Update:

Department	# of Open FTE	Hired in Dec 2024	Terms in Dec 2024
LPN/RN	8.8	0	1.0
CNA	4.8	2.9	1.0
Hospitality Assistants	0	1.2	0
Life Enrichment	0	0	0
Social Services	0	0	0
Administration	0	0	0

- Staffing continues to be a struggle, especially on PM shift
- Retention/turnover rates continue to be better than state and national average for SNF's

**Quality:**

**Falls:**



- We had seen an increase in the number of falls, largely due to 2 specific residents who are having multiple falls per month.
  - We continue to work on interventions for these residents.
- We started a shift change Quality project to improve shift-to-shift communication as some falls were determined to have root causes of poor shift-to-shift communication.
- We have seen these fall numbers return to a lower rate.

**Pine Crest Pal's update:**

- Average of Quarterly responses since initiation (1-10 scale, 10 being highest)
  - Continue to meet our goal of most answers being above an 8

**CMS Star Rating:**

<b>CURRENT OVERALL STAR RATING</b> <b>(Out of 5):</b> <b>5</b>	<b>CURRENT QUALITY STAR RATING:</b> <b>(Out of 5):</b> <b>4</b>
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- Pine Crest attained an overall 5-Star rating in July 2023 and continues to hold at a 5-Star overall rating.

**Readmissions:**

PINE CREST	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2024 YTD
# of Admissions	8	7	7	15	11	1	10	6	3	8	8	9	93
# 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 1 CMS survey since the last meeting.
  - October 2024 complaint survey resulting in 1 low level citation related to resident dietary preferences.

**Self-Reports**

- Pine Crest had 1 self-report since the last meeting.
  - December 2024 resident-to-resident altercation.

**Program Updates & Committee Action:**

- Utilization of the former “Rehab” unit as a mixed unit of both Rehab and LTC continues to go well
- Construction to open a second dementia unit was completed and that unit is active/in use at this time
- Pine Crest’s largest challenge currently is staffing levels. Referral flow can also be a challenge at times.
  - Staffing
    - Even with the use of agency staffing and utilizing management on the floor we continue to have difficulty staffing the floor.
    - If staffing levels increased patients admitted and census of the facility could be increased.
    - The continued uncertainty of the future of Pine Crest has had a definitive negative impact on our ability to recruit and retain staff.
      - We have had staff leave specifically quoting the uncertainty of the future state of Pine Crest being their reason for leaving.
      - We have had applicants turn down offers for the same reason.
  - Referral flow

- Pine Crest receives a fair number of referrals, as discussed earlier many referrals are denied for various reasons, which is not outside the norm in the SNF industry.
- Pine Crest has seen an upward trend in admissions, however many of these are short term stays leaving the average census in the low 80s.