

OFFICIAL NOTICE AND AGENDA

of a Meeting of the
Nursing Home Operations Committee
to be held at **Pine Crest Nursing Home, 2100 East Sixth Street, Merrill, WI 54452,**
at **3:00 pm** on **Tuesday, October 29th, 2019**

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.

A QUORUM OF THE PINE CREST BOARD OF TRUSTEES MAY BE PRESENT AT THE NURSING HOME OPERATIONS COMMITTEE MEETING; HOWEVER, NO VOTE OR ACTION WILL BE TAKEN BY THE PINE CREST BOARD OF TRUSTEES.

1. Call to Order
2. Public Comment for Matters Appearing on the Agenda (15 minute limit)
3. ACTION: Approval of September 19, 2019 Minutes of the Joint Meeting of the Nursing Home Operations Committee and Pine Crest Board of Trustees
4. Financial Report – B. Glodowski
5. Nursing Home Operations Report – K. Woller and Z. Zeisemer
 - a. Mount View Care Center – K. Woller and C. Gliniecki
 - b. Pine Crest Nursing Home – Z. Zeisemer and R. Hanson
6. Update on Recent Pine Crest Board of Trustee Actions
7. Pine Crest Transition Updates
8. Discussion of Future Agenda Items
9. Adjourn Meeting
10. Community Members will be Invited on a Tour



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: 10/22/19 TIME: 4:00 p.m. BY: D. Osowski

**NORTH CENTRAL COMMUNITY SERVICES PROGRAM BOARD
NURSING HOME OPERATIONS COMMITTEE and PINE CREST BOARD of TRUSTEES**

September 19, 2019

2:00 PM

NCHC – Board Room

Present: X Jeff Zriny X Paul Gilk X Bob Weaver
X Bill Metter EXC Cindy Rider X Pat Voermans
X Romey Wagner

Staff: Michael Loy, Kim Gochanour, Jarret Nickel, Kristin Woller, Ryan Hanson,
Connie Gliniecki (via phone)

Guest: Jason Hake, Lincoln County Administrative Coordinator

Call to Order

Meeting was called to order at 2:02 p.m.

Public Comment for Matters Appearing on the Agenda

- No public comments
- Introductions were made. Cindy Rider and Brenda Glodowski will be joining future meetings along with Zach Ziesemer who will begin as the new Administrator of Pine Crest Nursing Home Sept. 30, 2019.
- J. Zriny expressed that we are excited to have this opportunity to work together. We will meet monthly through 2019 and then discuss the frequency of meetings moving forward.

Overview of Pine Crest Nursing Home Management Agreement

- Pine Crest Nursing Home Management Agreement was reviewed.
- We want to be successful regionally, as one integrated organization, and at the same time keep our local needs in perspective. Scope and size of services will be important to county boards as we move forward including controlling expenses, contractual agreements, personnel, etc. Regulatory compliance will be an important part as well.
- Discussion will continue about the potential to reduce the number of licensed beds at Pine Crest by 10, 15, or 20 beds, how each reduction would impact the organization, and whether a change should occur before the end of the year or not. Should a change be recommended before the end of 2019, the Pine Crest Board of Trustees would exercise their responsibility in making that determination. The next Board of Trustee meeting is scheduled for 10/11/19.

Consideration and Adoption of Committee Charter

- The proposed Charter was reviewed.
- **Motion**/second, Weaver/Metter, to approve the proposed Committee Charter.
- **Motion**/second, Gilk/Wagner, to amend the language replacing the word 'industry' with 'long term care service sector'. Discussion in favor of the amendment. Motion Carried.
- **Motion** carried approving the Committee Charter with the approved amendment.

Update on Pine Crest Nursing Home Transition Plan

- Handout identifying work groups was distributed and reviewed.
- Notice has been given to PRN to discontinue therapy services at Pine Crest. Aegis has been contacted and has agreed to honor MVCC pricing for Pine Crest. Pine Crest purchased therapy equipment which PRN bought from them. As of the beginning of the year we will need to address therapy equipment needs for Pine Crest. There may be equipment at Mount View Care Center that can be used also.
- In the process of moving to UlitPro for scheduling.
- Laundry services will be provided by NCHC. Pine Crest has notified its current laundry service provider. We are exploring the purchase of a vehicle to transport laundry to NCHC and back.
- Branding/Marketing will include implementing best practices i.e. Shout Out boards, and other employee recognition activities. Will be working on a new process for posting on bulletin boards at Pine Crest in lieu of an electronic process at this time. NCHC will add Pine Crest and its logos, etc. onto the NCHC website keeping its own identify under the NCHC umbrella.
- Will continue to look at the budget incorporating the four distinct nursing units Pine Crest has.
- Pine Crest is a current training site for CNAs. Mount View is a current training site for nursing. Anticipating utilizing both facilities for training purposes.
- Staff have been working diligently on a warm hand off from Lincoln County employees to NCHC employees. We want all employees to feel part of the NCHC organization.
 - An employee advisory group has been created at Pine Crest and have been meeting since August. They are the ambassadors for the staff.
 - NCHC is providing management classes through the end of the year.
 - An abbreviated orientation for Pine Crest staff (about 220 employees) will be provided so they can experience the NCHC orientation model.
 - A change for the Pine Crest employees will be a transition for an evaluation date of their date of hire to an annual date with all other employees (annually in March).
- NCHC will include the history of Pine Crest in the new employee Welcome orientation, and incorporating the Pine Crest core values 'heart' as well with NCHC core values.
- It is just as important to include the strong processes of Pine Crest into NCHC, melding best practices and looking overall at both organizations.
- Pine Crest does not provide email addresses for all staff. Information Technology (IT) is working on a system so Pine Crest employees will eventually have access to electronic systems such as Safety Zone (occurrence reporting for employees and residents), Policy Tree, etc. and overall communication; corporate compliance system, and a resident satisfaction tool, Press Ganey; health information system, etc.
- Will be working on a redesign of the dietary program and coordinating consistency in ordering, staffing, and scratch cooking. Purchasing from local food producers will be great for branding and marketing.
- There are a lot of activities at Mount View and Pine Crest. Activity leaders have a great relationship and meet regularly to talk and share ideas. A goal is to incorporate a few joint activities.
- Please note that Pine Crest employees are being asked to complete paperwork simply as a formality and recordkeeping not that they are applying for a job.
- Years of service will be recognized

- Through the end of 2019 new hires for Pine Crest will be Lincoln County employees. As of 1/1/20 current employees and new hires will be NCHC employees. Recruitment will occur through NCHC with clinical positions as the initial focus for both organizations.
- A large picnic is being planned at Pine Crest for Sept. 30 welcoming them to NCHC as well as the new Administrator Zach Ziesemer. All Committee and Board members are welcome to attend. Food will be provided by NCHC along with staff to grill and serve. Food will be served from 10-2 and 4-6 p.m. R. Wagner and B. Metter offered to help serve food – Thank you!
- We also plan to hold some of our Committee meetings at Pine Crest. NCHC is also planning to host December's monthly managers meeting at Pine Crest.
- An update on the timeline of the transition will be provided each month.
- A sheet of acronyms and definitions was requested and will be provided to the committee members.
- Mount View Care Center (MVCC) Renovation update was provided. Architectural plans are being finalized for the Tower and expecting release bids in the next few weeks. On August 28, 54 residents were moved from their existing units to prepare for nursing home renovations.
- Future meetings will also include reports from Z. Ziesemer and R. Hanson as well as K. Woller and C. Gliniecki.

Meeting Schedule

- Meetings will be scheduled in each of the next three months. We will rotate locations with the October meeting scheduled to be held at Pine Crest.

Announcements

- B. Weaver agreed to serve as Vice Chair of the Committee.

Adjourn Meeting

- **Motion**/second, Gilk/Metter, to adjourn the meeting at 3:20 p.m. Motion carried.

Minutes prepared by Debbie Osowski, Executive Assistant to CEO

NORTH CENTRAL HEALTH CARE
COMBINING STATEMENT OF REVENUES AND EXPENSES
FOR PERIOD ENDING SEPTEMBER 30, 2019

NURSING HOME	<u>CURRENT MONTH ACTUAL</u>	<u>CURRENT MONTH BUDGET</u>	<u>CURRENT MONTH VARIANCE</u>	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>YTD VARIANCE</u>
Revenue:						
Net Patient Service Revenue	<u>\$1,638,235</u>	<u>\$1,639,219</u>	<u>(\$985)</u>	<u>\$15,456,382</u>	<u>\$14,879,798</u>	<u>\$576,584</u>
Other Revenue:						
County Appropriations - Net	125,000	125,000	0	1,125,000	1,125,000	0
Departmental and Other Revenue	<u>115,315</u>	<u>110,942</u>	<u>4,373</u>	<u>1,109,027</u>	<u>998,474</u>	<u>110,553</u>
Total Other Revenue	<u>240,315</u>	<u>235,942</u>	<u>4,373</u>	<u>2,234,027</u>	<u>2,123,474</u>	<u>110,553</u>
Total Revenue	1,878,550	1,875,161	3,389	17,690,409	17,003,272	687,137
Expenses:						
Direct Expenses	1,279,394	1,219,211	60,183	12,050,646	11,022,835	1,027,811
Indirect Expenses	<u>589,193</u>	<u>658,422</u>	<u>(69,229)</u>	<u>5,510,362</u>	<u>5,964,281</u>	<u>(453,919)</u>
Total Expenses	<u>1,868,588</u>	<u>1,877,633</u>	<u>(9,045)</u>	<u>17,561,009</u>	<u>16,987,116</u>	<u>573,893</u>
Operating Income (Loss)	<u>9,962</u>	<u>(2,472)</u>	<u>12,434</u>	<u>129,401</u>	<u>16,157</u>	<u>113,244</u>
Nonoperating Gains (Losses):						
Interest Income	0	0	0	0	0	0
Donations and Gifts	1,698	0	1,698	13,063	0	13,063
Gain / (Loss) on Disposal of Assets	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Nonoperating Gains / (Losses)	<u>1,698</u>	<u>0</u>	<u>1,698</u>	<u>13,063</u>	<u>0</u>	<u>13,063</u>
Income / (Loss)	<u>\$11,660</u>	<u>(\$2,472)</u>	<u>\$14,132</u>	<u>\$142,464</u>	<u>\$16,157</u>	<u>\$126,307</u>

North Central Health Care
Nursing Home Revenue Analysis
September, 2019

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			36	1,080						
	MA Bedhold	0	0				0						
	Medicare	2	60			1	30						
	Self Pay	2	61			1	30						
	Insurance/VA	1	16			2	60						
	SUBTOTAL-LTC	35	1042	\$200,547	\$192	40	1200	\$219,204	\$183	(158)	(\$18,657)	(\$28,862)	\$10,205
Post Acute Care													
	Medicaid	6	180			8	240						
	MA Bedhold	0	4				0						
	Medicare	9	279			11	330						
	Self Pay	3	82			2	60						
	Insurance/VA	2	72			2	60						
	SUBTOTAL-PAC	21	617	\$141,314	\$229	23	690	\$159,863	\$232	(73)	(\$18,549)	(\$16,913)	(\$1,636)
Vent Services													
	Medicaid	5	147			3	90						
	MA-Bedhold	0	3				0						
	Medicaid-Vent	11	330			14	420						
	MA-Vent Bedhold	0	0				0						
	Medicare	2	71			6	180						
	Self Pay	2	60			0	0						
	Insurance/VA	4	123			2	60						
	SUBTOTAL-Vent	24	734	\$320,275	\$436	25	750	\$319,644	\$426	(16)	\$631	(\$6,819)	\$7,450
Legacies													
	Medicaid	78	2342			80	2,400						
	MA Bedhold	1	25				0						
	Private	12	359			15	450						
	Medicare	1	28			2	60						
	Insurance/VA	3	84				0						
	SUBTOTAL-Legacie	95	2838	\$550,898	\$194	97	2910	\$569,425	\$196	(72)	(\$18,527)	(\$14,089)	(\$4,438)
	Total	174	5,231	\$1,213,034	\$232	185	5,550	\$1,268,136	\$228	(319)	(\$55,102)	(\$72,889)	\$17,787
Summary:													
Residents per Day		Per Day	%			Per Day	%						
	Medicaid	120	68.94%			126	68.11%						
	Medicaid Vent	11	6.31%			14	7.57%						
	Medicare	15	8.37%			20	10.81%						
	Self	19	10.74%			18	9.73%						
	Insurance	10	5.64%			7	3.78%						
	Total	174	100.00%			185	100.00%						

North Central Health Care
Nursing Home Revenue Analysis
January-September, 2019

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	33	7971			36	9,828						
	MA Bedhold	0	38				0						
	Medicare	1	238			1	273						
	Self Pay	3	735			1	273						
	Insurance/VA	2	484			2	546						
	SUBTOTAL-LTC	39	9466	\$1,977,527	\$209	40	10920	\$1,994,775	\$183	(1454)	(\$17,248)	(\$265,605)	\$248,357
Post Acute Care													
	Medicaid	7	1653			8	2,184						
	MA Bedhold	0	47				0						
	Medicare	11	2573			11	3,003						
	Self Pay	3	624			2	546						
	Insurance/VA	2	578			2	546						
	SUBTOTAL-PAC	23	5475	\$1,384,871	\$253	23	6279	\$1,454,760	\$232	(804)	(\$69,889)	(\$186,276)	\$116,387
Vent Services													
	Medicaid	4	944			3	819						
	MA-Bedhold	0	26				0						
	Medicaid-Vent	12	2978			14	3,822						
	MA-Vent Bedhold	0	0				0						
	Medicare	4	876			6	1,638						
	Self Pay	1	309			0	0						
	Insurance/VA	4	1000			2	546						
	SUBTOTAL-Vent	25	6133	\$3,009,227	\$491	25	6825	\$2,908,750	\$426	(692)	\$100,477	(\$294,924)	\$395,401
Legacies													
	Medicaid	75	18238			80	21,840						
	MA Bedhold	0	53				0						
	Private	14	3338			15	4,095						
	Medicare	3	831			2	546						
	Insurance/VA	2	510				0						
	SUBTOTAL-Legacie	95	22970	\$5,101,302	\$222	97	26481	\$5,181,763	\$196	(3511)	(\$80,461)	(\$687,027)	\$606,566
	Total	181	44,044	\$11,472,927	\$260	185	50,505	\$11,540,048	\$228	(6,461)	(\$67,121)	(\$1,476,294)	\$1,409,173

Summary:		Per Day	%	Per Day	%
Residents per Day	Medicaid	119	65.78%	126	68.11%
	Medicaid Vent	12	6.76%	14	7.57%
	Medicare	19	10.26%	20	10.81%
	Self	21	11.37%	18	9.73%
	Insurance	11	5.84%	7	3.78%
	Total	181	100.00%	185	100.00%

Pine Crest Nursing Home
Statement of Revenue and Expenses
September, 2019

	September			Year To Date		
	Actual	Budget	Variance	Actual	Budget	Variance
REVENUE						
Net Patient Revenue	\$1,020,477	\$885,700	\$134,777	\$8,513,965	\$8,059,869	\$454,096
Write Offs	(\$15,232)	\$0	(\$15,232)	(\$44,059)	\$0	(\$44,059)
Supplemental Payment	\$175,858	\$152,083	\$23,775	\$1,582,723	\$1,368,747	\$213,976
Certified Public Expenditure (CPE)	\$67,499	\$0	\$67,499	\$602,497	\$0	\$602,497
Transportation Revenue	\$3,335	\$667	\$2,668	\$13,380	\$6,003	\$7,377
Other Operating Revenue	\$1,454	\$75	\$1,379	\$7,843	\$675	\$7,168
County Levy	\$36,735	\$36,735	\$0	\$330,615	\$330,615	\$0
Total Revenue	\$1,290,125	\$1,075,260	\$214,865	\$11,006,963	\$9,765,909	\$1,241,054
EXPENSES						
Salaries	\$523,109	\$567,986	\$44,877	\$5,002,234	\$5,168,674	\$166,440
Benefits	\$251,228	\$250,799	(\$429)	\$2,268,325	\$2,282,266	\$13,941
Contract Nursing	\$135,272	\$0	(\$135,272)	\$850,698	\$0	(\$850,698)
Bed Assessment	\$30,600	\$30,600	\$0	\$275,400	\$275,400	\$0
Utilities	\$12,399	\$18,567	\$6,169	\$146,358	\$167,103	\$20,745
Depreciation	\$57,576	\$29,167	(\$28,409)	\$518,185	\$262,503	(\$255,682)
Interest	\$21,069	\$23,613	\$2,544	\$189,600	\$212,517	\$22,917
Other	\$266,197	\$155,475	(\$110,722)	\$2,201,657	\$1,399,275	(\$802,382)
Total Expenses	\$1,297,450	\$1,076,208	(\$90,825)	\$11,452,457	\$9,767,738	(\$1,684,719)
Operating Income (Loss)	(\$7,325)	(\$947)	(\$6,378)	(\$445,495)	(\$1,829)	(\$443,666)
Nonoperating Gains /(Losses)						
Interest Income	\$55	\$17	\$38	\$769	\$153	\$616
Gain/(loss) Disposal of Assets	\$0	\$0	\$0	\$300	\$0	\$300
Total Nonoperating Gains (Loss)	\$55	\$17	\$38	\$1,069	\$153	\$916
Income (Loss)	(\$7,270)	(\$930)	(\$6,340)	(\$444,426)	(\$1,676)	(\$442,750)

Pine Crest Nursing Home
 Patient Day Revenue Analysis
 January-September, 2019

September

Payer Source	Actual:				Budget:				Variance:		Reason for Variance	
	Residents Per Day	Patient Days	Net Revenue	Average Rate	Residents Per Day	Patient Days	Net Revenue	Average Rate	Days	Revenue	Volume Variance	Rate Variance
Self	23	686			16	480						
Medicare	10	314			10	300						
Managed Medicare	7	216			4	120						
Medicaid	111	3335			130	3900						
Managed Medicaid	3	93			0	0						
Insurance	1	29			0	0						
Total	156	4673	\$1,009,334	\$216	160	4800	\$868,800	\$181	(127)	\$140,534	(\$22,987)	\$163,521
Occupancy		86.54%				88.89%						

Year to Date:

Payer Source	Actual:				Budget:				Variance:		Reason for Variance	
	Residents Per Day	Patient Days	Net Revenue	Average Rate	Residents Per Day	Patient Days	Net Revenue	Average Rate	Days	Revenue	Volume Variance	Rate Variance
Self	19	5263			16	4368						
Medicare	8	2174			10	2730						
Managed Medicare	5	1397			4	1092						
Medicaid	116	31762			130	35490						
Managed Medicaid	5	1371			0	0						
Insurance	1	183			0	0						
Total	154	42150	\$8,248,366	\$196	160	43680	\$7,906,080	\$181	(1530)	\$342,286	(\$276,930)	\$619,216
Occupancy		85.78%				88.89%						