1. January 22, 2020 Lakeland Health Care Center Board Of Trustees Agenda
   Documents:
   JANUARY 22, 2020 LHCC AGENDA.PDF

2. January 22, 2020 Lakeland Health Care Center Board Of Trustees Packet
   Documents:
   JANUARY 22, 2020 LHCC PACKET.PDF
Lakeland Health Care Center Board of Trustees
MEETING NOTICE
Wednesday, January 22, 2020
1:00 PM
County Board Room 114
Walworth County Government Center
100 W. Walworth St., Elkhorn, Wisconsin

Ken Monroe, Chair Tim Brellenthin, Vice-Chair
Supervisor Kathy Ingersoll Supervisor William Norem Supervisor Charlene Staples

(Posted in compliance with Sec. 19.84 Wis. Stats.)

A quorum of the Health and Human Services Board will be in attendance.
It is possible that a quorum of the County Board or any of its other committees could be in attendance at this meeting.

Agenda items are available on the county’s web page (co.walworth.wi.us). The agenda packet, including supporting documents, may be large depending upon the number of enclosures. Downloading it may take significant time.

A G E N D A

Note: all agenda items are subject to action.

1. Call to order
2. Roll call of committee members
3. Agenda withdrawals, if any
4. Agenda approval
5. Approval of Minutes
   a) December 19, 2019 Joint Lakeland Health Care Center and Human Resources Meeting (pp. 2-3)
6. Public Comment Period
7. Unfinished Business
   a) Staffing Update (p.4)
   b) Resident Relocation Update (p. 5)
8. New business
   a) Update on hiring process for the Nursing Home Administrator
   b) Budget changes associated with the downsizing to a 90 bed facility
   c) Ordinance Amending Sec. 15-359 of the Walworth County Code of Ordinances related to Special Pay Premiums (pp. 6-8)
9. Reports
   a) Facility Maintenance Update (p. 9)
   b) Report of Department Head concerning December 2019 Business Activities (pp. 10-12)
c) December News Articles (pp.13-21)

10. Correspondence
11. Announcements
12. Upcoming Events (p. 22)
13. Set/confirm next meeting date and time – Wednesday, February 19, 2020 at 1:00 p.m.
14. Adjournment

Submitted by: Ken Monroe, Committee Chairperson
           Elizabeth Aldred, Health & Human Services Director

               Posted: January 16, 2020
Memorandum

To: Lakeland Health Care Center Board of Trustees
Cc: David Bretl, County Administrator
From: Elizabeth Aldred, Health & Human Services Director
Date: January 13, 2020
RE: January 22, 2020 LHCC Board of Trustees Meeting

The Lakeland Health Care Center Board of Trustees agenda includes the following items:

- The new 90 bed staffing schedule was put into place on January 12, 2020. Included in your packet is an update on the response from the staff and the number of accommodations requested and approved.
- It is anticipated that all residents will be moved off of the C wing by the end of the day on January 15th. Moves so far have gone smoothly and the staff continue to monitor this closely.
- We will be able to provide an update on the hiring process for the next nursing home administrator. We have been fortunate to have excellent candidates throughout this process.
- We have continued to work on assessing the revenues and expenses associated with the running of a 90 bed facility. We will provide you with an update on where we stand in the process with the intent to return in February or March with an updated budget.
- Lakeland Health Care Center utilizes unit supervisors as charge nurses on the floor. Ordinance 15-359 provides for special pay for RN unit supervisors when they take this responsibility. We would like to add the LPN unit supervisors to the list of individuals who are eligible for this special pay when they complete this duty.
- We would like to provide you with an update on the water leak that occurred within the facility. DPW, the facility staff and the housekeeping contractor provided a quick response that provided for the safety and wellbeing of the residents.
- Included in your packet is a copy of the December 2019 business activities report for you review. This report will be the last report based on a 120 bed census.
- Included in your packet are two news articles that were printed in December.
- The January special events are available for your review.
The meeting was called to order at 3:20 p.m. by Lakeland Health Care Center (LHCC) Board of Trustees Chair Ken Monroe.

Roll call was conducted with the following members present:

**Lakeland Health Care Center Board of Trustees:** Chair Ken Monroe, Vice Chair Tim Brellenthin, and Supervisors Kathy Ingersoll, William Norem and Charlene Staples. A quorum was declared.

**Human Resources Committee:** Chair Tim Brellenthin, Vice Chair Ken Monroe, and Supervisors Kathy Ingersoll, Sue Pruessing and Rick Stacey. A quorum was declared.

**Others in Attendance:**
- **County Board members:** County Board Chair Nancy Russell and Supervisor David Weber
- **County staff:** County Administrator David Bretl; Health and Human Services (HHS) Director Elizabeth Aldred; Director of Human Resources Kate Bishop; Finance Director Jessica Conley
- **Members of the public:** Gary Wagner, Lake Geneva, WI

On motion by Supervisor Stacey, seconded by Supervisor Staples, the agenda was approved by voice vote.

On motion by Supervisor Norem, seconded by Supervisor Ingersoll, the December 11, 2019 LHCC Board of Trustees meeting minutes were approved by voice vote.

On motion by Supervisor Pruessing, seconded by Supervisor Staples, the December 11, 2019 Special Joint Human Resources Committee and Children with Disabilities Education Board meeting minutes were approved by voice vote.

**Public comment** – There was none.

**New Business**
- **Resolution 73D-12/19 – Authorizing Certain Position Changes at LHCC**
  
  Human Resources Director Kate Bishop said the proposed staffing changes and draft resolution were included with the agenda packet. Director of Health and Human Services (HHS) Elizabeth Aldred reported she held three meetings with staff at LHCC yesterday to present the changes as a result of the downsizing to 90 beds. If the plan is approved, new schedules will be ready on December 23rd and implemented on January 12, 2020. No staff will be laid off and will keep their same shifts and FTE if at all possible. The 12-hour shifts have been eliminated. Aldred added more staff have been retained than will ultimately be needed on some shifts in some positions to eliminate layoffs and cover vacant positions. She gave a summary of position changes and eliminations. She outlined the staffing pattern and the next steps in the transition to 90 beds. A contractor has been engaged to identify options and develop cost projections for repurposing C Wing. Chair Monroe asked how staff received the proposal. Aldred said the biggest concern was scheduling. She emphasized that management has made every attempt not to disrupt normal schedules and days off. Supervisor Staples asked if a comparison was performed of the pay scale for the Director of Nursing, Assistant Director of Nursing and Nurse Managers. Aldred replied stronger leadership positions
are needed to ensure a smooth transition. **Supervisor Norem made a motion, seconded by Supervisor Stacey, to recommend approval of Resolution No. 73D-12/19 Authorizing Certain Position Changes at LHCC. Motion carried: Human Resources 5-0; LHCC 5-0.**

**Report by LHCC Chair** – There was none.

**Correspondence** – There was none.

**Announcements** – There will be an open house at LHCC on December 27th from 2:00 to 3:00 p.m. to welcome Elizabeth Aldred as Supervisor of Walworth County Institutions.

**Confirmation of next LHCC Board meeting date and time:**  Wednesday, January 22, 2020 at 1:00 p.m.

**Adjournment of LHCC Board of Trustees**  
On motion and second by Supervisors Staples and Norem, Chair Monroe adjourned the LHCC Board of Trustees meeting at 3:42 p.m.

Human Resources Chair Brellenthin presided over the remainder of the meeting.

**New Business**

- Resolution No. 73E – Revising the Pay Range for the Director of Health and Human Services  
Bishop reported that with her new position as Superintendent of County Institutions, Aldred will be assuming some high level duties formerly performed by the LHCC Administrator. As a result, Human Resources recommended raising her pay grade from 21M to 22M. This will result in an annual cost of $5,189 beginning in 2020. **Supervisor Stacey made a motion, seconded by Vice Chair Monroe, to recommend approval of Resolution 73E-12/19 – Revising the Pay Range for the Director of Health and Human Services. The motion carried 5-0.**

- Request to Overfill the County Administrator position  
Bishop reported the County Board will consider the appointment of the new County Administrator this afternoon. County Administrator David Bretl has agreed to a transition period of three weeks, from January 20 to February 7, 2020. Funding has been built into the 2020 budget to accommodate overfilling the position. **Vice Chair Monroe made a motion, seconded by Supervisor Stacey, to approve overfilling the County Administrator position as proposed. Motion carried 5-0.**

**Report by Human Resources Chair** – There was none.

**Confirmation of next Human Resources Committee meeting date and time:**  Wednesday, January 22, 2020 at 3:30 p.m.

**Adjournment of Human Resources Committee**  
On motion by Supervisor Stacey, seconded by Vice Chair Monroe, Chair Brellenthin adjourned the Human Resources Committee meeting at 3:45 p.m.

---

Submitted by Becky Bechtel, Administrative Assistant. Meeting minutes are not considered final until approved by the Committees at the next regularly scheduled meeting.
Memorandum

To: Lakeland Health Care Center Board of Trustees
Cc: David Bretl, County Administrator
From: Elizabeth Aldred, Health & Human Services Director
Date: January 13, 2020
RE: Staffing schedule update

On 12/19/19, the scheduling and leadership staff were given a list of nursing staff that included the name of the employee, the shift they work and their FTE. They were asked to place staff on the new schedule based on this information. Every effort was made to create a new schedule that would work for all employees. The team created a schedule that took into account the staffing needs for the units and the current staffing issues, including our current nursing staff’s availability (days and shifts). A few examples being: court ordered visitation, religious beliefs and childcare for grandchildren.

When staff were formally made aware of the upcoming changes, they were encouraged to submit a written request to Patti Birks, DON or Stacy Chmiel, ADON. Both written and verbal requests were received from nursing staff following the distribution of the official schedules.

Eighteen written requests have been received at this time:

• Thirteen of the requests we were able to accommodate the staff request into the schedule.
• Three of the requests are on hold
• One request is partially accommodated and partially on hold
• Only one request was denied

To date we had:
• One staff resign prior to the schedules being released.
• Three staff submit letters of resignation
• One resignation of a 0.2 weekend staff person

As a result of the scheduling accommodations and resignations we will be eliminating 4.0 FTE C.N.A. These reductions have eliminated the extra positions on the PM shift as well as one on the night shift. We continue to have 5.5 FTE additional positions that we will eliminate over time.
In December 2019, 23 residents were moved. Transition care plans were developed for all of the residents that moved. Staff are monitoring and addressing changes with residents. At this time, the transition has been successful.

January 9, 2020-January 15, 2020, the remaining nine residents on unit C will be moved to units A, B, and D. All family members have been notified and are in agreement with the moves. Many factors including but not limited to: level of care needs, dietary needs, room set up, and location of the room were considered for each resident. Transition care plans will be put in place for each resident upon their move. Residents will be monitored closely for any changes or concerns to their adjustment.
Memorandum

To: Lakeland Health Care Center Board of Trustees
   Human Resources Committee
Cc: David Bretl, County Administrator
From: Elizabeth Aldred, Health & Human Services Director
Date: January 11, 2020
RE: Amending Sec. 15-359 of the Walworth County Code of
    Ordinances relating to Special Pay Premium

Lakeland Health Care Center utilizes a charge nurse system to determine who the
responsible party is for the health care center at all times on the units. The
Nursing Home Administrator or Assistant Nursing Home Administrator and
Director of Nursing, Assistant Director of Nursing or Assistant Nurse Manager
are the responsible party when they are present and maintain on-call status at all
times when they are not present. In absence of the presence of one of these four
staff being in the building, a charge nurse is assigned to be on the floor at all other
times. This person is required by the nursing home standards to be either a
Registered Nurse (RN) or a Licensed Practical Nurse (LPN).

Sec. 15-359 has authorized a pay premium of $1.40 per hour for RN Unit
Supervisors who are regular employees for the time that they are acting as the
charge nurse. At times over the past year, and when we have shortages of RN’s on
a shift, we have assigned an LPN to be the charge nurse. We have many highly
qualified, skilled LPN’s who effectively take this leadership role when asked. We
have not provided them with the same payment for accepting the charge nurse
responsibility.

I am seeking Board approval to add LPN’s, who are regular employees, to the list
of staff eligible for this special pay. This change would not require additional
funds be allocated since it would only expand the staff who are eligible. We
would maintain the same number of shifts and hours in which the special pay
would be provided.
ORDINANCE NO. xxxx – 02/20

AMENDING SECTION 15-359 OF THE WALWORTH COUNTY CODE OF ORDINANCES RELATING TO SPECIAL PAY PREMIUMS AT LHCC

THE WALWORTH COUNTY BOARD OF SUPERVISORS DOES ORDAIN AS FOLLOWS:

PART I: That Section 15-359 of the Walworth County Code of Ordinances is hereby amended to read as follows (additions are underlined; deletions are shown in strike-through text):

“Sec. 15-359. Special pay premiums.

(b) Any premium listed below is paid on productive hours only.

<table>
<thead>
<tr>
<th>Type of Premium</th>
<th>How Much</th>
<th>Who</th>
<th>Special Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charge Premium</td>
<td>$1.40/hour</td>
<td>RN - Unit Supervisors</td>
<td>n/a</td>
</tr>
<tr>
<td></td>
<td></td>
<td>LPN – Unit Supervisors</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>*Regular employees only</td>
<td></td>
</tr>
<tr>
<td></td>
<td>$1.00/hour</td>
<td>Communications Officers</td>
<td>n/a</td>
</tr>
</tbody>
</table>

PART II: That this ordinance shall be effective upon passage and publication.

PASSED and ADOPTED by the Walworth County Board of Supervisors this 11th day of February 2020.

__________________________________________________________
Nancy Russell                                            Kimberly S. Bushey
County Board Chair                                       Attest: County Clerk

County Board Meeting Date: February 11, 2020

Action Required: Majority Vote X Two-thirds Vote ______ Other _____

Policy and Fiscal Note is attached.
Reviewed and approved pursuant to Section 2-91 of the Walworth County Code of Ordinances:

__________________________________________  ____________________________
Michael P. Cotter                                      Jessica Conley
Corporation Counsel                                     Finance Director

______________________________________________
Mark W. Luberda                                       Date
County Administrator

If unsigned, exceptions shall be so noted by the County Administrator.
I. **Title:** Amending Section 15-359 of the Walworth County Code of Ordinances Relating to Special Pay Premiums

II. **Purpose and Policy Impact Statement:** The purpose of this ordinance amendment is to provide for LPN – Unit Supervisors to receive the charge premium when acting as charge nurse.

III. **Is this a budgeted item and what is its fiscal impact:** Passage of this ordinance will have no additional fiscal impact on the county budget, as it would only expand the list of employees eligible to receive the charge premium. The number of shifts and hours in which the charge premium is provided will remain the same.

IV. **Referred to the following standing committee(s) for consideration and date of referral:**

   Committee: LHCC Board of Trustees  Date: January 22, 2020

   Vote:

   Committee: Human Resources  Date: January 22, 2020

   Vote:

   County Board Meeting Date: February 11, 2020

Policy and fiscal note has been reviewed and approved as an accurate statement of the probable policy and fiscal impacts associated with passage of the attached ordinance.

___________________________________  ____________________________________
Michael P. Cotter  Date  Jessica Conley  Date
Corporation Counsel  Finance Director

Mark W. Luberda  Date
County Administrator
Memorandum

To: Lakeland Health Care Center Board of Trustees

CC: David Bretl, County Administrator
    Liz Aldred, LHCC Superintendent

From: Taya Walk, Assistant Administrator - LHCC

Date: January 13, 2020

RE: Pipe Leak

On Monday, January 6th, 2020, a valve stem broke on a 3-way valve on the A Unit. This caused a pipe leak. The Senior Maintenance Tech immediately turned off the water and had to let the remaining water run out. The 3-way valve was replaced and the area continues to be monitored. Maintenance staff worked diligently to resolve the issue while our KAS housekeeping staff worked to keep the area as dry and clean as possible, nursing staff monitored the area to ensure resident safety, and therapeutic recreation conducted an activity to keep residents occupied during all of the commotion.

Meanwhile, a smoke head got wet due to the leak, causing the fire alarm to go off. As a result, staff of all disciplines assisted with monitoring the unlocked egress doors until Maintenance could resolve this issue. After Maintenance reset the doors, nurses on all units did a head count and all residents were safely accounted for.
<table>
<thead>
<tr>
<th>Overtime Costs</th>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
<th>July</th>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
<th>Year to Date</th>
<th>Prior Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>CNAs/OMAs</td>
<td>$16,125</td>
<td>$12,853</td>
<td>$15,703</td>
<td>$16,518</td>
<td>$15,478</td>
<td>$15,531</td>
<td>$13,897</td>
<td>$11,876</td>
<td>$7,668</td>
<td>$11,858</td>
<td>$12,500</td>
<td>$9,473</td>
<td>$157,210</td>
<td>$144,190</td>
</tr>
<tr>
<td>RNs</td>
<td>$9,743</td>
<td>$8,620</td>
<td>$9,350</td>
<td>$11,153</td>
<td>$11,794</td>
<td>$7,681</td>
<td>$9,003</td>
<td>$4,201</td>
<td>$6,672</td>
<td>$10,305</td>
<td>$10,367</td>
<td>$8,190</td>
<td>$107,080</td>
<td>$31,660</td>
</tr>
<tr>
<td>LPN</td>
<td>$5,581</td>
<td>$3,735</td>
<td>$3,842</td>
<td>$4,365</td>
<td>$4,903</td>
<td>$4,032</td>
<td>$3,979</td>
<td>$2,867</td>
<td>$2,316</td>
<td>$4,293</td>
<td>$2,914</td>
<td>$3,025</td>
<td>$45,853</td>
<td>$53,466</td>
</tr>
<tr>
<td>All Other</td>
<td>$2,046</td>
<td>$1,123</td>
<td>$1,396</td>
<td>$1,299</td>
<td>$2,051</td>
<td>$1,303</td>
<td>$2,823</td>
<td>$2,295</td>
<td>$1,155</td>
<td>$974</td>
<td>$603</td>
<td>$1,433</td>
<td>$18,701</td>
<td>$15,160</td>
</tr>
<tr>
<td>Total</td>
<td>$31,606</td>
<td>$25,331</td>
<td>$28,491</td>
<td>$33,336</td>
<td>$34,226</td>
<td>$28,527</td>
<td>$29,703</td>
<td>$21,239</td>
<td>$17,810</td>
<td>$27,431</td>
<td>$25,934</td>
<td>$22,120</td>
<td>$328,843</td>
<td>$244,476</td>
</tr>
<tr>
<td>Licensed Staff</td>
<td>January</td>
<td>February</td>
<td>March</td>
<td>April</td>
<td>May</td>
<td>June</td>
<td>July</td>
<td>August</td>
<td>September</td>
<td>October</td>
<td>November</td>
<td>December</td>
<td>Year to Date</td>
<td>Prior Year</td>
</tr>
<tr>
<td>Overtime Hours</td>
<td>$560.75</td>
<td>$33.50</td>
<td>$201.75</td>
<td>$213.25</td>
<td>$220.75</td>
<td>$219.00</td>
<td>$129.75</td>
<td>$186.00</td>
<td>$27.25</td>
<td>$111.75</td>
<td>$157.25</td>
<td>$93.00</td>
<td>$2,524.00</td>
<td>6,681.85</td>
</tr>
<tr>
<td>Call Ins</td>
<td>87</td>
<td>66</td>
<td>27</td>
<td>55</td>
<td>38</td>
<td>55</td>
<td>53</td>
<td>60</td>
<td>48</td>
<td>59</td>
<td>548.00</td>
<td>992</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mandatory Hours</td>
<td>45</td>
<td>4</td>
<td>98</td>
<td>48</td>
<td>32</td>
<td>98</td>
<td>48</td>
<td>32</td>
<td>45</td>
<td>44</td>
<td>230.00</td>
<td>1,286.25</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resident Census</td>
<td>January</td>
<td>February</td>
<td>March</td>
<td>April</td>
<td>May</td>
<td>June</td>
<td>July</td>
<td>August</td>
<td>September</td>
<td>October</td>
<td>November</td>
<td>December</td>
<td>Year to Date</td>
<td>Prior Year</td>
</tr>
<tr>
<td>Admissions</td>
<td>14</td>
<td>8</td>
<td>11</td>
<td>18</td>
<td>22</td>
<td>9</td>
<td>17</td>
<td>10</td>
<td>9</td>
<td>14</td>
<td>18</td>
<td>8</td>
<td>147</td>
<td>150</td>
</tr>
<tr>
<td>Discharges/Death</td>
<td>10</td>
<td>18</td>
<td>13</td>
<td>16</td>
<td>16</td>
<td>16</td>
<td>16</td>
<td>16</td>
<td>10</td>
<td>12</td>
<td>12</td>
<td>19</td>
<td>119</td>
<td>162</td>
</tr>
<tr>
<td>Referrals</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>647</td>
<td></td>
</tr>
<tr>
<td>Resident Census</td>
<td>104.84</td>
<td>105.18</td>
<td>102</td>
<td>102</td>
<td>107</td>
<td>105.6</td>
<td>101.5</td>
<td>100.6</td>
<td>90.86</td>
<td>95.25</td>
<td>88.33</td>
<td>85.03</td>
<td>103.87</td>
<td>112</td>
</tr>
<tr>
<td>Percent of Capacity</td>
<td>87.07%</td>
<td>87.65%</td>
<td>85.00%</td>
<td>85.00%</td>
<td>89.17%</td>
<td>88.00%</td>
<td>84.58%</td>
<td>83.83%</td>
<td>77.00%</td>
<td>79.00%</td>
<td>73.00%</td>
<td>70.00%</td>
<td>85.56%</td>
<td>93.3%</td>
</tr>
<tr>
<td>Patient Payor Mix</td>
<td>January</td>
<td>February</td>
<td>March</td>
<td>April</td>
<td>May</td>
<td>June</td>
<td>July</td>
<td>August</td>
<td>September</td>
<td>October</td>
<td>November</td>
<td>December</td>
<td>Year to Date</td>
<td>Prior Year</td>
</tr>
<tr>
<td>Medicaid</td>
<td>69.57%</td>
<td>70.00%</td>
<td>70.1%</td>
<td>70.0%</td>
<td>68.5%</td>
<td>68.0%</td>
<td>67.9%</td>
<td>68.0%</td>
<td>68.1%</td>
<td>68.0%</td>
<td>68.1%</td>
<td>68.4%</td>
<td>69.9%</td>
<td>64.8%</td>
</tr>
<tr>
<td>Medicare</td>
<td>5.47%</td>
<td>6.00%</td>
<td>6.0%</td>
<td>6.1%</td>
<td>7.3%</td>
<td>7.9%</td>
<td>8.1%</td>
<td>8.2%</td>
<td>7.9%</td>
<td>8.0%</td>
<td>7.7%</td>
<td>7.4%</td>
<td>5.8%</td>
<td>7.4%</td>
</tr>
<tr>
<td>Private Pay</td>
<td>24.97%</td>
<td>24.0%</td>
<td>23.9%</td>
<td>23.9%</td>
<td>24.2%</td>
<td>24.1%</td>
<td>24.0%</td>
<td>23.9%</td>
<td>24.2%</td>
<td>24.0%</td>
<td>24.2%</td>
<td>24.2%</td>
<td>24.3%</td>
<td>27.8%</td>
</tr>
<tr>
<td>Total</td>
<td>100.00%</td>
<td>100.00%</td>
<td>100.00%</td>
<td>100.00%</td>
<td>100.00%</td>
<td>100.00%</td>
<td>100.00%</td>
<td>100.00%</td>
<td>100.00%</td>
<td>100.00%</td>
<td>100.00%</td>
<td>100.00%</td>
<td>100.00%</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

### Monthly Financials

<table>
<thead>
<tr>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
<th>July</th>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
<th>Year to Date</th>
<th>Prior Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Revenues</td>
<td>$163,132</td>
<td>$165,647</td>
<td>$173,033</td>
<td>$808,223</td>
<td>$805,597</td>
<td>$818,405</td>
<td>$1,334,853</td>
<td>$1,406,335</td>
<td>$1,014,850</td>
<td>$748,770</td>
<td>$718,350</td>
<td>$591,264</td>
<td>$10,261,642</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$1,232,883</td>
<td>$1,358,840</td>
<td>$880,452</td>
<td>$1,266,796</td>
<td>$1,200,072</td>
<td>$1,167,546</td>
<td>$950,077</td>
<td>$1,194,158</td>
<td>$1,000,401</td>
<td>$1,250,820</td>
<td>$346,235</td>
<td>$12,508,929</td>
<td>$13,657,613</td>
</tr>
<tr>
<td>Tax Levy Used/(Returned)</td>
<td>$60,155</td>
<td>$53,033</td>
<td>$142,418</td>
<td>$229,931</td>
<td>$441,157</td>
<td>$104,667</td>
<td>$137,307</td>
<td>$476,258</td>
<td>$179,938</td>
<td>$341,631</td>
<td>$532,088</td>
<td>$243,029</td>
<td>$2,246,650</td>
</tr>
</tbody>
</table>

### Star Rating - Overall

<table>
<thead>
<tr>
<th>4 Star</th>
<th>4 Star</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Inspectors</td>
<td>Staffing</td>
</tr>
<tr>
<td>4 Star</td>
<td>4 Star</td>
</tr>
<tr>
<td>Quality Measures</td>
<td>Date Vacant</td>
</tr>
</tbody>
</table>

### Open Senior Management Positions

<table>
<thead>
<tr>
<th>Licensed Nursing Home Administrator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date Vacant</td>
</tr>
<tr>
<td>1/4/2020</td>
</tr>
</tbody>
</table>

### Tax Appropriation Budgeted

<table>
<thead>
<tr>
<th>Current Year</th>
<th>Prior Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1,963,621</td>
<td>$2,961,092</td>
</tr>
<tr>
<td>114.4%</td>
<td>75.9%</td>
</tr>
</tbody>
</table>
### 11/19 LHCC Aging Balances

Total 11/19 Aging Balance $ 2,268,138.56  
Net Change From Prior Month $ 132,435.00

**Residents with Balances $30,000 or more:**

<table>
<thead>
<tr>
<th>#</th>
<th>Resident Name</th>
<th>Total Outstanding Balance</th>
<th>% of Total</th>
<th>Change from Prior Month</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Resident 1</td>
<td>$36,133.08</td>
<td>1.59%</td>
<td>$(1,326.97)</td>
</tr>
<tr>
<td>2</td>
<td>Resident 44</td>
<td>$48,185.62</td>
<td>2.12%</td>
<td>$9,582.88</td>
</tr>
<tr>
<td>3</td>
<td>Resident M</td>
<td>$35,351.60</td>
<td>1.56%</td>
<td>$(799.25)</td>
</tr>
<tr>
<td>4</td>
<td>Resident 2</td>
<td>$33,832.82</td>
<td>1.49%</td>
<td>$(3,809.34)</td>
</tr>
<tr>
<td>5</td>
<td>Resident F</td>
<td>$389,009.45</td>
<td>17.15%</td>
<td>$641.90</td>
</tr>
<tr>
<td>6</td>
<td>Resident 92</td>
<td>$44,528.06</td>
<td>1.96%</td>
<td>$(957.97)</td>
</tr>
<tr>
<td>7</td>
<td>Resident I</td>
<td>$130,107.84</td>
<td>5.74%</td>
<td>$(125.00)</td>
</tr>
<tr>
<td>8</td>
<td>Resident K</td>
<td>$58,197.10</td>
<td>2.57%</td>
<td>$(797.59)</td>
</tr>
<tr>
<td>9</td>
<td>Resident L</td>
<td>$87,300.71</td>
<td>3.85%</td>
<td>$-</td>
</tr>
<tr>
<td>#</td>
<td>Resident 50</td>
<td>$32,011.73</td>
<td>1.41%</td>
<td>$(15,802.49)</td>
</tr>
<tr>
<td>#</td>
<td>Resident 154</td>
<td>$47,831.47</td>
<td>2.11%</td>
<td>$-</td>
</tr>
<tr>
<td>#</td>
<td>Resident 93</td>
<td>$36,594.96</td>
<td>1.61%</td>
<td>$(535.40)</td>
</tr>
<tr>
<td>#</td>
<td>Resident 186</td>
<td>$33,933.58</td>
<td>1.50%</td>
<td>$33,933.58</td>
</tr>
<tr>
<td>#</td>
<td>Resident J</td>
<td>$157,476.91</td>
<td>6.94%</td>
<td>$-</td>
</tr>
</tbody>
</table>

Aging Balance $30K or more $1,170,494.93 51.61%  # $20,004.35

Aging Balance $29k or less $1,097,643.63 48.39%

*Amount attributable to Aging balances $29,999 or less*
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Private Pay</td>
<td>$1,224,015.69</td>
<td>$1,213,331.12</td>
<td>$1,217,307.52</td>
<td>$1,204,260.81</td>
<td>$1,189,297.29</td>
<td>$1,173,701.40</td>
<td>$1,165,285.27</td>
<td>$1,173,551.11</td>
<td>$1,181,194.28</td>
</tr>
<tr>
<td>Hospice</td>
<td>$213,838.73</td>
<td>$189,777.15</td>
<td>$224,574.26</td>
<td>$223,025.36</td>
<td>$222,868.71</td>
<td>$244,899.28</td>
<td>$219,084.20</td>
<td>$220,661.71</td>
<td>$174,624.58</td>
</tr>
<tr>
<td>Medicare</td>
<td>$276,160.05</td>
<td>$193,962.33</td>
<td>$55,560.19</td>
<td>$57,733.15</td>
<td>$141,171.73</td>
<td>$259,221.30</td>
<td>$105,849.64</td>
<td>$130,030.74</td>
<td>$164,494.63</td>
</tr>
<tr>
<td>Medicaid</td>
<td>$397,422.96</td>
<td>$393,307.25</td>
<td>$361,363.85</td>
<td>$575,602.71</td>
<td>$600,156.06</td>
<td>$578,771.86</td>
<td>$593,294.95</td>
<td>$630,828.93</td>
<td>$676,522.24</td>
</tr>
<tr>
<td>Med Adv</td>
<td>$148,399.12</td>
<td>$131,916.16</td>
<td>$117,039.39</td>
<td>$204,138.82</td>
<td>$185,929.56</td>
<td>$157,346.31</td>
<td>$162,447.58</td>
<td>$147,469.47</td>
<td></td>
</tr>
<tr>
<td>Community Care</td>
<td>$8,302.01</td>
<td>$13,409.55</td>
<td>$5,794.25</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$2,268,138.56</td>
<td>$2,135,703.56</td>
<td>$1,981,639.46</td>
<td>$2,212,482.59</td>
<td>$2,357,632.61</td>
<td>$2,442,523.40</td>
<td>$2,240,860.37</td>
<td>$2,317,520.07</td>
<td>$2,344,305.20</td>
</tr>
</tbody>
</table>

**Total Aging Balance by Pay Source**
Rock, Walworth county nursing homes fight staffing, funding shortages

By Benjamin Pierce bpierce@gazetteextra.com

Dec 29, 2019

The Lakeland Health Care Center in Elkhorn is facing common problems for publicly operated nursing homes, including staff and funding shortages.

As the baby boom generation continues to age, officials in Rock and Walworth counties are trying to determine the best course of action for their county-operated nursing homes.

Other such facilities across Wisconsin have been struggling: Jefferson County decided to sell its facility in 2010. Racine County followed suit in 2017. The problems include a lack of funding and high staff turnover, among others.

Thirty-one of Wisconsin’s 72 counties currently own or operate nursing homes, according to the state Department of Health Services. That number used to be higher because the business used to be more fluid, Rock County Administrator Josh Smith said.

“There’s always a variety of issues in nursing home management. Particularly these days, it seems
like it’s getting tougher all the time,” Smith said.

Rock Haven, the county-run nursing home in Rock County, has 128 beds. Smith said the county budgets for 124 beds each year. Before building the current nursing home in 2013, there were times when Rock County had up to 300 beds at its previous facility, Smith said.

According to the Centers for Medicare & Medicaid Services, Rock Haven scored two out of five stars for overall quality in October.

Funding for Rock Haven is a problem, Smith said. An estimated 90% of residents at Rock Haven are funded through Medicaid, which costs the county because Medicaid does not fully reimburse the cost of care. Rock County budgeted more than $4 million to run the facility in its latest spending plan.

Another contributor to high costs is the overall health of nursing home residents, Smith said.

People who use alternatives to nursing homes such as in-home care are often in better health, whereas residents in nursing homes now are sometimes in poorer health compared to 10 years ago.

“These are folks who potentially wouldn’t have anywhere else to go,” Smith said. “As part of the county’s mission of serving those in need, that’s why we have the facility in the first place. But that (money difference) creates a challenge, and there’s pressures there,” he said.

The regulatory environment also presents problems for counties that run nursing homes. Rock Haven, for instance, has been cited multiple times by the state for different violations, Smith said. The county has forfeited $130,957 in fines since 2014.

One example he gave was from two years ago when a family member inadvertently let out a resident for less than a minute. In that time, the resident fell, and the state cited and fined Rock Haven for immediate jeopardy.

“You’ve got to invest sufficient resources to make sure that you’re providing good care to your residents and meeting those state and federal requirements so you can avoid those citations, which then affect the perception in the community and affects your ability to get residents to come in and be in the facility,” he said.

Nursing homes are the most regulated services that the state provides, said Liz Aldred, health and
human services director for Walworth County. She oversees Lakeland Health Care Center, that county’s nursing home just east of Elkhorn.

Lakeland, which opened in 2006, recently decided to downsize from 120 patient beds to 90.

“The nursing home industry is going through a difficult time,” Aldred said. “Not just here, but around the state and around the country, nursing homes are closing and having some trouble.”

Walworth County Administrator Dave Bretl, who is set to retire in early 2020, told The Gazette in September that the nursing home is the county’s No. 1 issue.

“It’s not in a crisis mode, but we’re in a period of time where we need to make a decision as to what the future of that operation is going to be given completely inadequate reimbursements from the federal government and given our aging workforce and relatively slow population growth in the county,” Bretl said.

Funding for nursing home placements through Medicaid and Medicare is extremely limited, Aldred said, even though the nursing home age population is “exploding” and a lot of people can’t afford the level of care.

The difficulty in running a county nursing home comes, Aldred said, because the county is trying to balance the need to be fiscally responsible while also helping residents as much as they can.

“I think that the mission of a county-run nursing home is slightly different than a for-profit nursing home,” she said. “We all try to provide the best services possible, but at the county level, there’s a responsibility to help those who may not have sufficient resources,” she said.

Medicare pays based on services received, while Medicaid and private insurance pay by the day. Aldred said many people don’t have continued coverage or enough money to cover costs, which leads to county shortfalls.

She said the state and federal government should be helping more when people do need nursing homes.

“It’s an important service to provide for people to remain in their homes … but when someone does need nursing home care, there needs to be more money to help those people,” Aldred said.
Staffing concerns

Both Rock Haven and Lakeland have had a difficult time finding and retaining medical staff.

Former Rock Haven Administrator Clayton Kalmon left his position last week for a job in his hometown of Marshfield. Kalmon served as administrator at Rock Haven for two years.

Sherry Gunderson will be the interim administrator at the facility. Gunderson previously served as the administrator at Rock Haven and will serve as interim administrator until the end of April while the county conducts its search for a full-time replacement, Smith said. Rock Haven recently hired a new director of nursing, as well.

Certified nursing assistants at Rock Haven are some of the lowest-paid county employees. Smith said they are paid within industry standards, but because the pay is low, there’s a lot of movement in CNA staff. He said this can lead to lack of trust among residents.

“More turnover leads to concerns about the quality of care because you have different people caring for residents who may not be familiar with the residents or the facility, and so trying to retain staff is a challenge,” he said.

In Walworth County, Aldred said Lakeland also has a CNA shortage, and it seems not as many students are graduating with degrees in that field.

Bretl told The Gazette he presented some options to address problems at Lakeland earlier this year, but he said improving the facility will be a work in progress after his retirement.

Bretl said the facility was averaging 103 filled beds in the 120-bed home primarily because the facility can’t staff enough nurses and CNAs to care for that many patients.

The future

Both Smith and Aldred acknowledged that the influx of aging baby boomers means more nursing home space will be needed. The counties have begun studying what options they might have.

The Rock County Board has created an ad hoc committee that is currently examining the workplace climate and practices at Rock Haven.

The committee will also consider “the range of potential opportunities to improve services to
residents, which may include realigning current resources, collaborating with other organizations in a regional or public-private model, transferring ownership, or other options as identified by the committee,” the resolution reads.

Smith said the board has made it clear they prioritize Rock Haven.

“It’s certainly sustainable as long as the county board prioritizes it,” Smith said. “The county board has the ability to dedicate as many resources as it would like.”

The county might look at selling the facility, but the county is not looking at closing it, Smith said.

“Rock Haven is not going to close,” he said. “The county is not looking at closing the facility, and it’s going to remain open to serve the residents of the county in some form or capacity going forward.”

For Aldred and Lakeland, reducing the number of beds isn’t necessarily a permanent move. Aldred said the county is keeping the option open to expand its bed count if needed in coming years.

“As we are reducing from 120 to 90 beds, we are maintaining the licenses for those beds to make sure that if we need to expand to that number, we would have the ability to make that decision.”

Aldred said in the meantime, the nursing home will look at the now-empty fourth wing to offer other services in 2020.

The county could use the space in a number of ways, including assisted living, day programs or other options. A community study will help the nursing home determine what to do with the space.

Regardless, the county wants to help the coming wave of potential residents.

“We know that the community is aging, and more and more people are going to need services,” Aldred said.
Rock Haven, built in 2013, is Rock County’s nursing home facility. As the population ages, county officials face difficult choices about how and whether it should operate nursing home facilities.

Lakeland Health Care Center in Elkhorn.
ELKHORN — This was one time when misplacing keys was not as simple as going to a hardware store for replacements.

An employee at Walworth County's public nursing home lost master keys to the facility, forcing county officials to change locks and buy new keys throughout the building.

The cost to taxpayers: at least $10,000.

Tim Peek, administrator of the Lakeland Health Care Center, said the situation was reported and resolved before any security breach at the county-owned nursing home.

"Nothing was lost, nothing was taken," he said. "Nothing significant has happened in the building."

Peek estimated the cost at $10,000, although other county officials put the figure at $17,000.

Elizabeth Aldred, the county's health and human services director, said it cost $17,000 to replace locks, purchase new keys and convert some doors to key-less swipe card entry.

By converting more doors to swipe cards, the county reduces the risks of lost keys in the future.

A new policy also has been implemented, requiring employees to sign out whenever they take possession of the Lakeland Health Care Center master keys.

As serious matter
Aldred said the lost keys were no laughing matter.

“It’s not a small issue,” she said. “The safety of our residents is first and foremost.”

County public works estimated that the 98,000-square-foot nursing home complex had more than 200 doors that required work because of the mishap.

The Walworth County Board approved an allocation of $30,000 to cover costs associated with the lost keys, which still have not been found.

County Board member Jerry Grant of Whitewater, a member of the board’s finance committee, called it an unusual and unfortunate situation. Grant, however, said the security of the nursing home’s residents was paramount in allocating funds.

“It’s an unacceptable event, but we felt we had no choice,” he said. “All we can do is handle it.”

Located at 1922 County Road NN in Elkhorn, Lakeland Health Care Center is a high-security nursing home where 90 people live and 134 people are employed.

**Shift-change mishap**

The situation occurred in late October or early November during a routine shift change between employees.

The nursing home maintains one set of “charge keys,” which is a cluster of keys handled by whomever is in charge for all major entrances and doorways in the complex.

During a shift change, the keys got lost.

Peek said the keys are passed every day from one shift administrator to another.

“That’s what was so unusual,” he said. “We do it all the time.”
Peek would not identify the employee responsible, but said the employee would not face any disciplinary action.

“There was nobody at fault,” he said.

Aldred said the lost keys would have given someone access to “any area of the building.” She said the mishap was reported immediately, allowing officials to take steps to ensure there was no security breach.

Employees all have swipe-access keys to enter Lakeland, and more locks were converted to swipe-access so that any needed future changes can be accomplished electronically without added trouble or expense, Aldred said.

Referring to the $17,000 cost, she said, “You want to make sure you do it right.”

Aldred would not discuss decisions regarding employee disciplinary action resulting from the incident.

Grant said he remains confident in Lakeland management, although he thinks the employee responsible for the lost keys should receive some sort of punishment.

“It would be appropriate, I guess, for discipline of some type,” he said. “But I’m not going to micromanage it.”
<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Happy New Year Party</td>
<td>1-Jan</td>
<td>2:00 PM</td>
</tr>
<tr>
<td>Bible Study</td>
<td>2-Jan</td>
<td>10:00 AM</td>
</tr>
<tr>
<td>Music with Frank, Larry and Bill</td>
<td>2-Jan</td>
<td>2:00 PM</td>
</tr>
<tr>
<td>Hymn Sing</td>
<td>5-Jan</td>
<td>2:00 PM</td>
</tr>
<tr>
<td>Lakeland School Visits and Games</td>
<td>6-Jan</td>
<td>10:00 AM</td>
</tr>
<tr>
<td>Bible Study</td>
<td>7-Jan</td>
<td>10:00 AM</td>
</tr>
<tr>
<td>January Birthday Party with VIP</td>
<td>8-Jan</td>
<td>2:00 PM</td>
</tr>
<tr>
<td>Bible Study</td>
<td>9-Jan</td>
<td>10:00 AM</td>
</tr>
<tr>
<td>Flower Arranging with Pesche's</td>
<td>9-Jan</td>
<td>2:00 PM</td>
</tr>
<tr>
<td>Music with Frank, Larry and Bill</td>
<td>9-Jan</td>
<td>2:00 PM</td>
</tr>
<tr>
<td>Lakeland School Visits and Games</td>
<td>13-Jan</td>
<td>10:00 AM</td>
</tr>
<tr>
<td>Blackpoint program</td>
<td>13-Jan</td>
<td>2:00 PM</td>
</tr>
<tr>
<td>Shopping</td>
<td>15-Jan</td>
<td>1:30 PM</td>
</tr>
<tr>
<td>Fundraiser Luncheon</td>
<td>16-Jan</td>
<td>10:30 AM</td>
</tr>
<tr>
<td>Bible Study</td>
<td>16-Jan</td>
<td>10:00 AM</td>
</tr>
<tr>
<td>Music with Frank, Larry and Bill</td>
<td>16-Jan</td>
<td>2:00 PM</td>
</tr>
<tr>
<td>Resident Council</td>
<td>17-Jan</td>
<td>1:30 PM</td>
</tr>
<tr>
<td>Happy Hour</td>
<td>17-Jan</td>
<td>2:00 PM</td>
</tr>
<tr>
<td>V.I.P Bingo</td>
<td>20-Jan</td>
<td>10:00 AM</td>
</tr>
<tr>
<td>Lutheran Service</td>
<td>21-Jan</td>
<td>2:00 PM</td>
</tr>
<tr>
<td>Bible Study</td>
<td>23-Jan</td>
<td>10:00 AM</td>
</tr>
<tr>
<td>Music with Frank, Larry and Bill</td>
<td>23-Jan</td>
<td>2:00 PM</td>
</tr>
<tr>
<td>Lakeland School Visit and games.</td>
<td>27-Jan</td>
<td>10:00 AM</td>
</tr>
<tr>
<td>Out to Lunch</td>
<td>29-Jan</td>
<td>11:00 AM</td>
</tr>
</tbody>
</table>