1. May 20, 2020 Lakeland Health Care Center Board Of Trustees Agenda
   Documents:
   MAY 20, 2020 LHCC BOARD AGENDA.PDF

2. May 20, 2020 Lakeland Health Care Center Board Of Trustees Packet
   Documents:
   MAY 20, 2020 LHCC BOARD PACKET.PDF
Lakeland Health Care Center Board of Trustees
MEETING NOTICE
Wednesday, May 20, 2020
1:00 PM
County Board Room 114
Walworth County Government Center
100 W. Walworth St., Elkhorn, Wisconsin

Ken Monroe, Chair
Kathy Ingersoll, Vice-Chair
Supervisor Joseph Schaefer
Supervisor Ryan Simons
Supervisor Brian Holt

NOTICE: DUE TO THE CONTINUING PUBLIC HEALTH EMERGENCY, THIS MEETING IS PLANNED TO PROVIDE FOR REMOTE OR OFF-SITE ATTENDANCE BY COMMITTEE MEMBERS.

The Walworth County Government Center remains open, but in-person attendance will be severely limited due to State imposed restrictions on group meeting sizes. ALL INDIVIDUALS ARE STRONGLY ENCOURAGED TO WATCH THE MEETING STREAMING LIVE AT https://mediasite.co.walworth.wi.us/Mediasite/Play/add63cab77774d41b9af3929516f12881d

Individuals wanting to provide a Public Comment can do so remotely by telephone, but must contact Stephanie Rodgers at slrogers@co.walworth.wi.us or at 262-741-4357 on the day of the meeting and at least 15 minutes prior to the start of the meeting to obtain instructions.

(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) April 29, 2020 Lakeland Health Care Center Board of Trustees Meeting (pp. 2-4)
6. Public Comment Period
7. Unfinished Business
   a) Update on 2020-2021 Use of Fund Balance (pp. 5-7)
8. New business
   a) Authorization to Alter FTE for Certain Lakeland Health Care Center Positions (pp. 8-11)
   b) Market Study related to the future of the Vacant C-Wing
   c) Establish 2021 Private Pay Fees (pp. 12-13)
   d) Discuss Licenses for the Vacant C-Wing (p. 14)

9. Reports
   a) Business Activities Report (pp. 15-17)

10. Correspondence

11. Announcements

12. Set/confirm next meeting date and time – Wednesday, June 17, 2020 at 1:00 p.m.

13. Adjournment

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

Posted: May 14, 2020
Memorandum

To: Lakeland Health Care Center Board of Trustees

Cc: Mark W. Luberda, County Administrator

From: Elizabeth Aldred, Superintendent of County Institutions
Health & Human Services Director

Date: May 13, 2020

RE: May 20, 2020 LHCC Board of Trustees Meeting

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

- In February we were asked to come back to the board to discuss how we have progressed in addressing the desire to reduce reliance on use of fund balance in 2020 and 2021. I have included in your packet a report on projected cost management techniques we have implemented or plan to implement.
- The health care center is seeking authorization to alter a number of positions to reflect the needs of the department. This request will allow for the hiring of additional staff without filling unnecessary shifts.
- In 2019 the County entered into contract with CliftonLarsonAllen Wealth Advisors, LLC to do a market analysis and financial study of the health care center’s vacant wing. We have received the initial draft of the Market Assessment for Assisted Living, Memory Care Assisted Living, Adult Day Care and Skilled Nursing in Elkhorn, WI and plan to share it with the Trustees. I will be meeting with the lead on this project on May 14, 2020 to review the report and hope to have it available for your review at our May meeting.
- As we move into the 2021 budget process we need to establish our private pay fee. While this fee will be included and approved as part of the county’s fee schedule, we need your guidance in establishing a fee as it impacts our revenues for the entire facility.
- When the decision was made to downsize the health care center to a 90 bed facility the Trustees decided to delay deciding what to do their the bed licenses for the vacant 30 beds. This is another decision that will need to be made as we move forward with the 2021 budget. We would like to begin the discussion on this topic this month.
- Included in your packet is the March business activities report for your approval.
Superintendent of County Institutions Elizabeth Aldred called the meeting to order at 1:00 p.m.

Roll call was conducted and the following members were present, either in person or by remote attendance: Supervisors Ken Monroe, Kathy Ingersoll, Joseph Schaefer, Brian Holt, and Ryan Simons. A quorum was declared.

County staff present, either in person or by remote attendance:
County Administrator Mark Luberda; Superintendent of County Institutions Elizabeth Aldred; Nursing Home Administrator Denise Johnson; HR Director Kate Bishop; Corporation Counsel/Director of Land Use Resource Management Michael Cotter

On motion by Supervisor Kathy Ingersoll, second by Supervisor Ken Monroe the agenda was approved with no withdrawals.

On motion by Supervisor Monroe, second by Supervisor Brian Holt, the March 18, 2020 Lakeland Health Care Center Board of Trustees meeting minutes were approved.

Public Comment – There was none.

Special Order of Business
a) Nominations/Election of Chair of Lakeland Health Care Center Board of Trustees
   Aldred accepted nominations for chair. Supervisor Ingersoll made a motion, second by Supervisor Joseph Schaefer, to nominate Supervisor Monroe for Chair. Aldred asked three times for other nominations. Supervisor Holt made a motion, second by Supervisor Ingersoll, to close nominations. Motion carried 5-0. Supervisor Monroe made a motion, second by Supervisor Ingersoll, to cast a unanimous ballot for Supervisor Monroe as Chair. Motion carried 5-0. Chair Monroe presided over the remainder of the meeting.

b) Nominations/Election of Vice Chair of Lakeland Health Care Center Board of Trustees
   Chair Monroe made a motion, second by Supervisor Holt, to nominate Supervisor Ingersoll for Vice Chair. Chair Monroe asked three times for other nominations. Supervisor Schaefer made a motion, second by Supervisor Holt, to close the nominations. Motion carried 5-0. Supervisor Holt made a motion, second by Supervisor Schaefer, to cast a unanimous ballot for Supervisor Ingersoll as Vice Chair. Motion carried 5-0.

c) Role of the Lakeland Health Care Center Board of Trustees
   Chair Monroe noted details were included in the meeting packet.

New Business
- Resolution Authorizing the Reclassification of the Assistant Nurse Manager Position to a Nurse Manager Position, the Reclassification of a CNA Position to a Nurse Manager Position and the Elimination of a CNA Position at the Lakeland Health Care Center
   Aldred said there are currently two vacant CNA positions and another that will become vacant in June. During the process of downsizing to a 90-bed facility, staff had looked at eliminating Nurse Manager Positions. Aldred said she believes by changing the vacant CNA positions into Nurse Manager Positions, they will provide additional supervision on units and the cost would be covered by the elimination of the
vacant CNA positions. The current Assistant Nurse Manager started in December and has been performing excellently, and she has actually been performing the duties of a Nurse Manager, rather than an Assistant Nurse Manager. This change would also allow for the Assistant Director of Nursing to have more time to assist with infection control. A large number of the staff at LHCC are new and in order to keep them up to date, they need to free up the Assistant Director or Nursing’s time so they can ensure wound care and infection control are prioritized. Aldred noted this item will also be presented to the Human Resources Committee later today. **Vice Chair Ingersoll made a motion, second by Supervisor Holt, to approve the resolution authorizing the reclassification of the Assistant Nurse Manager position to a Nurse Manager position, the reclassification of a CNA position to a Nurse Manager position, and the elimination of a CNA position at the Lakeland Health Care Center. Motion carried 5-0.**

- **Plan for 2020 to address Aging Balances and Write Offs**
  Aldred presented a PowerPoint presentation included in the meeting packet. She noted that the billing process needs to be improved and said they have contracted with a billing company and the increase in drawn down amounts will be visible in next month’s report. They found there were issues with incorrect payer sources and incorrect liability calculations, which resulted in the billing errors that caused high amounts. Vice Chair Ingersoll inquired why 2018 had higher amounts than previous years and Aldred said she does not know the exact cause, but said it could be due to an increase in therapy services offered, staff changes, etc. Discussion ensued regarding ways to prevent high write-off amounts in the future. Aldred stated the requested amount of write-offs is $422,753, as she does not believe it will be possible to collect that amount. County Administrator Mark Luberda said this shows old issues that are being resolved and why Aldred was brought on as Superintendent. He said it needs to be recognized these are old mistakes and he advises moving forward without the same mistakes. Aldred said there is a mitigation plan moving forward, which includes working with a billing consultant, and they have also hired a new Business Office Manager who will be starting Monday. Staff is planning to focus efforts on having in-house staff track and bill private pay residents. They will also be conducting training on the new system and incorporate Economic Support Staff into the program regularly, and will be working with Corporation Counsel for the larger accounts. She said another change will be to work with Finance twice a year, instead of only once, to ensure accounts are on track. Aldred added they are including benchmark goals which will keep the LHCC accountable and up to date, and also show progress on outstanding accounts, and this will be a top priority for leadership staff at the LHCC. Aldred noted the billing consultant is based on a flat-fee service and not based on a percentage of the amount billed.

- **Quarterly Write Offs – 1st Quarter**
  Aldred discussed the report which was included in the meeting packet. **Supervisor Schaefer made a motion, second by Supervisor Holt, to approve the 1st quarter write offs. Motion carried 5-0.**

- **Annual Survey Results**
  Nursing Home Administrator Denise Johnson gave a brief overview of the survey process and noted Lakeland Health Care Center received a deficiency-free survey. She added staff is still waiting for the maintenance portion of the survey. **Vice Chair Ingersoll made a motion, second by Supervisor Holt, to place the survey results on file. Motion carried 5-0.**

- **Addition of a Special Pay Premium for Direct, On-Going COVID Resident Treatment at LHCC**
  Aldred discussed the information which was included in the meeting packet and noted this item will also be brought before the Human Resources Committee later today. This is related to what would happen if a resident tested positive for COVID-19, as there would need to be staff that worked only with the affected resident(s). This would create the possibility for a pay premium to accommodate for the risk taken on by
the staff member doing so. To date, there have been no residents or staff that have tested positive for COVID-19, but leadership would like to be prepared if this situation were to arise. Chair Monroe asked where the money would come from to pay for the premium and Aldred said the Nursing Home has received some additional funds that may be eligible to be used for costs related to COVID-19. She anticipates there will be money in place to accommodate this. Luberda noted there are many other premium pays currently in place in our ordinances and he wanted to clarify this is not a hazard pay that would be offered to all those working in a certain field. This premium pay would be very specific and apply only to those employees who are dealing exclusively with an infected resident. Luberda recommended a premium in the $1.50-$2.00 range, but suggested possibly revisiting the specifics of the issue in the future, if LHCC is to have residents who test positive for COVID-19. Supervisor Holt asked if there would be cleaning staff exclusively attending to the affected area. Aldred said the staff would likely be responsible for cleaning as additional duties related to working solely with an affected resident. Aldred added they have had two staff members volunteer if the situation arises. Supervisor Holt made a motion, second by Vice Chair Ingersoll, to accept the addition of a special pay premium of $2.00/hour for direct, on-going COVID resident treatment at LHCC, with the possibility to bring the matter back if the situation arises. Motion carried 5-0.

- Acceptance of CARES Act Funds
  Aldred noted a second payment has been received since this memo was written for a grand total of $178,741.28. The money is non-refundable and is intended to help cover losses due to a decline in admissions, FMLA for employees, employee’s missing work, and other costs that would not occur in a normal environment. Aldred said staff will ensure the correct reporting is done, but stated she is seeking permission to accept the funds. She added she will come back before the Board to decide how the money will be allocated. Vice Chair Ingersoll made a motion, second by Supervisor Schaefer, to accept the total amount of the CARES Act funds. Motion carried 5-0.

Reports
- Business Activities Report
  Aldred presented the report that was included in the meeting packet and Chair Monroe requested the information be discussed further at next month’s meeting.

- Update on COVID-19
  Aldred noted staff are working hard to prevent COVID-19 from spreading to the nursing home. She said LHCC is continuing to take admissions with the necessary precautions in place, and staff is preparing for the possibility of exposure.

Correspondence – There was none.

Announcements – There were none.

Upcoming Events – There are no events currently planned.

Confirmation of next meeting: The next meeting was confirmed for Wednesday, May 20, 2020 at 1:00 p.m.

On motion and second by Supervisor Holt and Vice Chair Ingersoll, Chair Monroe adjourned the meeting at 2:09 p.m.
Memorandum

To: Lakeland Health Care Center Board of Trustees
   Finance Committee

From: Elizabeth Aldred, Superintendent of County Institutions
       Health & Human Services Director

Date: May 6, 2020

RE: Update on 2020/2021 use of fund balance

In February we presented our revised 2020 budget. In this budget we changed from a budget for 105 bed facility to a 90 bed facility. This allowed us to close our C Wing, reduce our staffing level and reduce other costs. At that time I was new to the health care center and felt a need to provide the Trustees with a conservative approach to the budget. I reported that I felt that we would be able to continue to reduce costs once I was more acquainted with what we will still need to run the facility and if we were able to maintain our projected payer mix.

The original and revised 2020 budgets included use of fund balance amounts to balance the budget. This was possible due to the restructuring since fund balance can be used to pay for inefficiencies that result from downsizing of a facility.

We were asked to come back in three months to report back to the Trustees and Finance Committee our progress on reducing our reliance on the use of fund balance and tax levy while planning to fund depreciation. The 2020 revised budget include $339,454 of use of fund balance and unfunded depreciation of $400,882.

This report will not project our 2021 budget but will instead provide some initial information on how we can reduce use of fund balance in 2020 and how we can feel confident in building a 2021 budget that will not rely on use of fund balance. We will also take into account how we will be able to fund our depreciation as we have done in previous years.

We will break down cost savings into two separate categories. The first will include cost that were incurred in 2020 that were include in the budget but will not be included in the 2021 budget. The removal of these costs from the 2021 budget will then reduce the need for additional funds. The second will include cost saving measure that we have taken so far this year (or will be taking in the 2021 budget) that will impact our end of year expenditures.
Category one (items only budgeted in 2020):

- Contract with Clifton Larson for a market study—$14,000
- Funding for an Interim Nursing Home Administrator—$15,500
- Funding for benefit payouts for two administrative staff that retired/resigned in 2020—$20,000
- Funding for a C Wing January 1-12, 2020—$47,000

This resulted in a total of $96,500 in one-time costs that will not need to be included in the 2021 budget.

Category two (Cost saving measures take in 2020):

- Change in Positions (May County Board)—($6,483)
- Reduction in FTE (May 2020 Trustees/HR committee)—$86,420
- Planned reduction in Overfilled FTE 2 LPN, 1 CNA—$226,508
- Planned reduction of staff for 2020 budget—$160,715

These cost saving measures have resulted in a planned savings of $467,160 that will not be included in the 2021 budget.

Other additional cost savings that we should be considering is the cost of the bed licenses for the 30 vacant beds. The cost to the facility is $61,200 annually. We will be receiving a report from Clifton Larson with their market analysis and recommendations for our vacant wing. Pending the outcome of that presentation we will need to make a recommendation for or against retaining those licenses. As a point of clarification, if we release those licenses we will not be able to relicense them in the future.

The facility is going out to bid on a variety of contract in 2020 from which we are expecting additional cost savings. These include our housekeeping, dietitian, and linens services. These cost savings will be realized later in 2020.

The items noted above will result in a return to the fund balance of $285,416 instead of a use of fund balance. This may be able to be used to fund our depreciation.

LHCC’s budget is built on a mix of costs for services and revenues for services provided. The number of residents impact the revenue that the facility is able to receive. As of the writing of this memo our census is at 80 residents. This is below our target of 87 residents. In April we talked with the Trustees about the CARES funding of approximately $178,000 that has been awarded to LHCC. This money will be used to offset the revenue losses we are experiencing. It is our belief that this money will be sufficient to fill the gap in revenues that have resulted from our decreased census.
Based on the information provided here I believe that we will be able to present a balanced budget for 2021 and will be able to remain within our 2020 budget even with our reduced census.
Memorandum

To: Lakeland Health Care Center Board of Trustees
   Human Resources Committee

From: Elizabeth Aldred, Superintendent of County Institutions
      Health & Human Services Director

Date: May 6, 2020

RE: Authorization to Alter FTE for certain Lakeland Health Care Center positions.

Lakeland Health Care Center sought permission to reduce staffing levels in January 2020 as a result of the downsizing to a 90 bed facility. At that time the leadership staff put together a schedule that we believed would meet the needs of the facility.

We have been working with that adjusted staffing schedule for over three months and have determined that there are adjustments that should be made to make sure that we have the necessary number of staff available at all times on all shifts.

As a result, we are seeking permission to change a variety of our positions FTE. The following are the requested changes:

Reduction in FTE

1.0 RN unit supervisor to a 0.6 RN unit supervisor
0.5 RN unit supervisor to a 0.2 RN unit supervisor
0.4 LPN unit supervisor to a 0.3 LPN unit supervisor
0.5 Certified Nursing Assistant to a 0.3 Certified Nursing Assistant
1.0 Certified Nursing Assistant to a 0.8 Certified Nursing Assistant

Increase in FTE

0.4 LPN unit supervisor to a 0.5 LPN unit supervisor

The above noted changes in FTE allocations will result in an overall cost savings for the health care center of $182,748 in 2020 and $85,420 annually. By making these changes now we will be able to recruit to fill vacancies more effectively.
Resolution No. xx - 06/20
Authorizing Certain FTE Reductions and Increases at the Lakeland Health Care Center

Moved/Sponsored by: Human Resources Committee

WHEREAS, there are 8.0 FTE RN – Unit Supervisor positions, 9.80 FTE LPN – Unit Supervisor positions, and 44.20 FTE Certified Nursing Assistant positions at the Lakeland Health Care Center (“LHCC”); and,

WHEREAS, LHCC Administration seeks to make the following position changes at the Lakeland Health Care Center to better meet the staffing needs of the LHCC since the reduction in beds:

Reduction in FTEs:
1.00 FTE RN – Unit Supervisor position to a 0.60 FTE RN – Unit Supervisor position
0.50 FTE RN – Unit Supervisor position to a 0.20 FTE RN – Unit Supervisor position
0.40 FTE LPN – Unit Supervisor position to a 0.30 FTE LPN – Unit Supervisor position
0.50 FTE Certified Nursing Assistant position to a 0.30 FTE Certified Nursing Assistant position
1.00 FTE Certified Nursing Assistant position to a 0.80 FTE Certified Nursing Assistant position

Increase in FTEs:
0.40 FTE LPN Unit – Supervisor to a 0.50 FTE LPN – Unit Supervisor position

WHEREAS, the Human Resources Committee (“Committee”) has considered the position changes, as indicated above, at the Lakeland Health Care Center and hereby recommends the reductions and increase.

NOW, THEREFORE, BE IT RESOLVED by the Walworth County Board of Supervisors that the position changes, as indicated above, at the Lakeland Health Care Center be and the same are hereby approved effective as of June 9, 2020.

BE IT FURTHER RESOLVED that the County Administrator shall update the appropriate Administrative Procedure to reflect the new FTE count of 7.30 FTE RN – Unit Supervisor positions and 43.80 FTE Certified Nursing Assistant positions at the Lakeland Health Care Center with departmental and grand totals being adjusted accordingly for the overall 1.10 FTE decrease.

______________________________    ______________________________
Nancy Russell                        Kimberly S. Bushey
County Board Chair                   County Clerk
Policy and Fiscal Note is attached.
Reviewed and approved pursuant to Section 2-91 of the Walworth County Code of Ordinances:

Michael P. Cotter Date
Corporation Counsel

Jessica Conley Date
Finance Director

Mark W. Luberda Date
County Administrator

If unsigned, exceptions shall be so noted by the County Administrator.
Title: Authorizing Certain FTE Reductions and Increases at the Lakeland Health Care Center

Purpose and Policy Impact Statement: The purpose of this resolution is to make the following position changes at the Lakeland Health Care Center:

Reduction in FTEs:
1.00 FTE RN – Unit Supervisor position to a 0.60 FTE RN – Unit Supervisor position
0.50 FTE RN – Unit Supervisor position to a 0.20 FTE RN – Unit Supervisor position
0.40 FTE LPN – Unit Supervisor position to a 0.30 FTE LPN – Unit Supervisor position
0.50 FTE Certified Nursing Assistant position to a 0.30 FTE Certified Nursing Assistant position
1.00 FTE Certified Nursing Assistant position to a 0.80 FTE Certified Nursing Assistant position

Increase in FTEs:
0.40 FTE LPN Unit Supervisor to a 0.50 FTE LPN – Unit Supervisor position

Budget and Fiscal Impact: Passage of this resolution will result in a net savings of $182,748 in 2020 and an annual savings of $86,420.

Referred to the following standing committees for consideration and date of referral:

Committee: Human Resources Date: May 20, 2020

Vote:

Committee: LHCC Date: May 20, 2020

Vote:

County Board Meeting Date: June 9, 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 resolution.

__________________________________  ______________________________
Michael P. Cotter          Date  Jessica Conley         Date
Corporation Counsel  Finance Director

______________________________  ______________________________
Mark W. Luberda          Date
Memorandum
To: Lakeland Health Care Center Board of Trustees
From: Elizabeth Aldred, Superintendent of County Institutions
Health & Human Services Director
Date: May 12, 2020
RE: Establishing the 2021 private pay rate

Each year Lakeland Health Care Center is required to establish its private pay rate as part of its budget process. This rate is used to determine the costs associated with many of our services.

To provide you with some comparison data we have been in contact with a variety of private and county run facilities to determine how our current rates compare. The following is the comparison data:

<table>
<thead>
<tr>
<th>Facility</th>
<th>County or private</th>
<th>Private pay rate/ single occupancy/ private bath</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lakeland HHC</td>
<td>Walworth County</td>
<td>$320</td>
</tr>
<tr>
<td>Rock Haven</td>
<td>Rock County</td>
<td>$311</td>
</tr>
<tr>
<td>Brookside Care Center</td>
<td>Kenosha County</td>
<td>$340 ($600 after 7 days)</td>
</tr>
<tr>
<td>Lasata Care center</td>
<td>Ozaukee County</td>
<td>$373.81</td>
</tr>
<tr>
<td>Samaritan Health Center</td>
<td>Washington County</td>
<td>$340</td>
</tr>
<tr>
<td>Badger Prairie Health Care Center</td>
<td>Dane County</td>
<td>$421</td>
</tr>
<tr>
<td>Bayshore Village</td>
<td>Brown County</td>
<td>$365</td>
</tr>
<tr>
<td>Edgewater Haven NH</td>
<td>Wood</td>
<td>$360 (dementia) $280 (general)</td>
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<tr>
<td>Portage County HHC</td>
<td>Portage County</td>
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<tr>
<td>Sauk County HHC</td>
<td>Sauk County</td>
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<tr>
<td>Hillview HHC</td>
<td>LaCrosse</td>
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<tr>
<td>Parkview HHC</td>
<td>Winnebago</td>
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<tr>
<td>Delavan Health Service</td>
<td>Private</td>
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<tr>
<td>Geneva Lake Manor</td>
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<td>$330</td>
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<tr>
<td>Holton Manor</td>
<td>Private</td>
<td>$350</td>
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<tr>
<td>Golden Years</td>
<td>Private- no MA</td>
<td>$293.40 ($315.80 max with level of care charges)</td>
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<tr>
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<tr>
<td>Williams Bay Health Services</td>
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<td>$325-$350</td>
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<tr>
<td>East Troy Manor</td>
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<td>$350</td>
</tr>
</tbody>
</table>
If the trustees are interested we can also provide some comparison data from the northern counties Health Care Centers. These facilities have a lower private pay rate and average between $240 and $295 per day.

Over the years the Trustees have taken a conservative approach to raising the fees at the Health Care Center. The following grid shows the rates since 2014.

<table>
<thead>
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<th>Year</th>
<th>Rate</th>
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<tbody>
<tr>
<td>2020</td>
<td>$320</td>
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<tr>
<td>2019</td>
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It is our recommendation that we increase our private pay fee for January 1, 2021 to $330. I would further recommend an increase to $340 for January 2022. This gradual approach will not create a significant burden on our resident and will begin to bring us in line with our counterparts in Walworth County.
Memorandum

To: Lakeland Health Care Center Board of Trustees

From: Elizabeth Aldred, Superintendent of County Institutions
       Health & Human Services Director

Date: May 12, 2020

RE: Unused 30 Licenses at Lakeland Health Care Center

Last year as the Trustees were developing the plan for Lakeland Health Care Center it was decided that we would retain our 30 bed licenses for the unoccupied unit. At the time it was recommended that we make a determination as part of the 2021 budget process if we should maintain these additional licenses.

CliftonLarsenAllen Wealth Advisors, LLC has been engaged to complete a market analysis to help us make these determinations. The preliminary findings of this study indicate that there continues to be excess Skilled Nursing Facility beds within our community.

Over the past few months I have learned a little more detail about the ramifications of keeping or releasing these licenses. The cost to the facility is $61,200 annually for maintaining the licenses for these beds. This is broken down to $170 per month per bed for the 30 beds. If we release those licenses we will not be able to relicense them in the future. This is the main reason that the Trustees wanted to delay the decision until after we had received the market analysis report.

The effect that this decision has had on LHCC is bigger than the cost of the licenses. Payment from Medicaid for bed holds is also impacted. A bed hold occurs when an individual has to go to a hospital overnight for any reason. The facility is required to retain the bed for that individual for up to 15 days. If the facility is at a minimum of 94% capacity, Medicaid will pay for the bed hold. LHCC has, for almost every day this year been within this 6% margin of the 90 bed capacity. Unfortunately, the state considers us a 120 bed facility and is no longer paying for our Medicaid bed holds. So far this year we have lost 15 days of payment due to this unusual situation. This equates to $97.22 per day per resident on bed hold or $1458.30 so far this year. In 2019 there were 63 Medicaid beds hold days that could not be reimbursed due to low census for a total of $6,125 in lost revenue.

While neither of these number are exceptionally high in our overall budget it is still significant and will need to be considered.
<table>
<thead>
<tr>
<th>Worker's Compensation</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>
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<th>December</th>
<th>Year to Date</th>
<th>Prior Year</th>
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<td></td>
<td></td>
<td></td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>Lost Time Hours</td>
<td>16.00</td>
<td>0.00</td>
<td>0.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>16</td>
<td>7.25</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year to Date</th>
<th>Prior Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Worker's Compensation</td>
<td>$27,447.26</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Month</th>
<th>Year to Date</th>
<th>Prior Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>691.14</td>
<td>$26,019.95</td>
</tr>
<tr>
<td>February</td>
<td>736.17</td>
<td>$ -</td>
</tr>
<tr>
<td>March</td>
<td>736.17</td>
<td>$ -</td>
</tr>
<tr>
<td>April</td>
<td>691.14</td>
<td>$26,019.95</td>
</tr>
<tr>
<td>May</td>
<td>736.17</td>
<td>$ -</td>
</tr>
<tr>
<td>June</td>
<td>736.17</td>
<td>$ -</td>
</tr>
<tr>
<td>July</td>
<td>736.17</td>
<td>$ -</td>
</tr>
<tr>
<td>August</td>
<td>736.17</td>
<td>$ -</td>
</tr>
<tr>
<td>September</td>
<td>736.17</td>
<td>$ -</td>
</tr>
<tr>
<td>October</td>
<td>736.17</td>
<td>$ -</td>
</tr>
<tr>
<td>November</td>
<td>736.17</td>
<td>$ -</td>
</tr>
<tr>
<td>December</td>
<td>736.17</td>
<td>$ -</td>
</tr>
</tbody>
</table>

| October                | 736.17       | $ -         |
| November               | 736.17       | $ -         |
| December               | 736.17       | $ -         |

## Overtime Costs

<table>
<thead>
<tr>
<th>Month</th>
<th>Year to Date</th>
<th>Prior Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>CNAs/CMAs</td>
<td>6,765 $</td>
<td>$19,587</td>
</tr>
<tr>
<td>April</td>
<td>6,765 $</td>
<td>$19,587</td>
</tr>
<tr>
<td>May</td>
<td>6,765 $</td>
<td>$19,587</td>
</tr>
<tr>
<td>June</td>
<td>6,765 $</td>
<td>$19,587</td>
</tr>
<tr>
<td>July</td>
<td>6,765 $</td>
<td>$19,587</td>
</tr>
<tr>
<td>August</td>
<td>6,765 $</td>
<td>$19,587</td>
</tr>
<tr>
<td>September</td>
<td>6,765 $</td>
<td>$19,587</td>
</tr>
<tr>
<td>October</td>
<td>6,765 $</td>
<td>$19,587</td>
</tr>
<tr>
<td>November</td>
<td>6,765 $</td>
<td>$19,587</td>
</tr>
<tr>
<td>December</td>
<td>6,765 $</td>
<td>$19,587</td>
</tr>
</tbody>
</table>

## Licensed Staff

<table>
<thead>
<tr>
<th>Month</th>
<th>Year to Date</th>
<th>Prior Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overtime Hours</td>
<td>82.00</td>
<td>183.00</td>
</tr>
<tr>
<td>Call Ins</td>
<td>67</td>
<td>160.00</td>
</tr>
<tr>
<td>Mandatory Hours</td>
<td>0</td>
<td>0.00</td>
</tr>
</tbody>
</table>

## Resident Census

<table>
<thead>
<tr>
<th>Month</th>
<th>Year to Date</th>
<th>Prior Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Resident Census</td>
<td>84.00</td>
<td>86.00</td>
</tr>
</tbody>
</table>

## Patient Payor Mix

<table>
<thead>
<tr>
<th>Month</th>
<th>Year to Date</th>
<th>Prior Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>100.00</td>
<td>100.00</td>
</tr>
</tbody>
</table>

## Monthly Financials

<table>
<thead>
<tr>
<th>Month</th>
<th>Year to Date</th>
<th>Prior Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Revenues</td>
<td>(670,141) $</td>
<td>(10,662,197)</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>1,097,142 $</td>
<td>13,053,622</td>
</tr>
<tr>
<td>Tax Levy Used/(Returned)</td>
<td>427,001 $</td>
<td>731,250</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Month</th>
<th>Year to Date</th>
<th>Prior Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tax Appropriation</td>
<td>2,625,428 $</td>
<td>1,963,621</td>
</tr>
</tbody>
</table>

## Star Rating - Overall

<table>
<thead>
<tr>
<th>Rating</th>
<th>Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 Star</td>
<td>Health Insp.</td>
</tr>
<tr>
<td>4 Star</td>
<td>Staffing</td>
</tr>
<tr>
<td>5 Star</td>
<td>Quality Measures</td>
</tr>
</tbody>
</table>
Lakeland Health Care Center - Walworth County

Total Aging by Pay Source

<table>
<thead>
<tr>
<th>Month</th>
<th>Total Aging</th>
<th>Inc/(Dec) Prior Month</th>
<th>Write-Offs Included</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apr-19</td>
<td>$2,317,520.07</td>
<td>$(26,785.13)</td>
<td>$ -</td>
</tr>
<tr>
<td>May-19</td>
<td>$2,240,860.37</td>
<td>$(76,659.70)</td>
<td>$ (61,832.64)</td>
</tr>
<tr>
<td>Jun-19</td>
<td>$2,442,523.40</td>
<td>$201,663.03</td>
<td>$ -</td>
</tr>
<tr>
<td>Jul-19</td>
<td>$2,357,632.61</td>
<td>$(84,890.79)</td>
<td>$ (12,630.07)</td>
</tr>
<tr>
<td>Aug-19</td>
<td>$2,212,482.59</td>
<td>$(145,150.02)</td>
<td>$ -</td>
</tr>
<tr>
<td>Sep-19</td>
<td>$1,981,639.46</td>
<td>$(230,843.13)</td>
<td>$ -</td>
</tr>
<tr>
<td>Oct-19</td>
<td>$2,135,703.56</td>
<td>$154,064.10</td>
<td>$ -</td>
</tr>
<tr>
<td>Nov-19</td>
<td>$2,268,138.60</td>
<td>$132,435.04</td>
<td>$ -</td>
</tr>
<tr>
<td>Dec-19</td>
<td>$2,026,530.33</td>
<td>$(241,608.27)</td>
<td>$ (131,677.21)</td>
</tr>
<tr>
<td>Jan-20</td>
<td>$2,100,248.08</td>
<td>$73,717.75</td>
<td>$ -</td>
</tr>
<tr>
<td>Feb-20</td>
<td>$2,225,486.70</td>
<td>$125,238.62</td>
<td>$ -</td>
</tr>
<tr>
<td>Mar-20</td>
<td>$2,271,653.35</td>
<td>$46,166.65</td>
<td>$ -</td>
</tr>
</tbody>
</table>

AGING BALANCE

[Graph showing the aging balance from April 19 to March 2020]
### Lakeland Health Care Center - Walworth County
#### Total Aging by Pay Source

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
<td>Current</td>
<td>30 Days</td>
<td>60 Days</td>
<td>90 Days +</td>
<td>30 Days</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$1,271,653.35</td>
<td>$506,404.27</td>
<td>$201,236.59</td>
<td>$92,039.10</td>
<td>$1,471,973.39</td>
<td>$47,078.23</td>
</tr>
<tr>
<td></td>
<td>100.00%</td>
<td>22.29%</td>
<td>8.86%</td>
<td>4.05%</td>
<td>64.80%</td>
<td>2.12%</td>
</tr>
</tbody>
</table>

#### Pay Source Details

- **Private Pay**
  - March: $1,323,533.89
  - February: $1,262,913.83
  - January: $1,238,655.06
  - December: $1,191,454.69
  - November: $1,224,015.69
  - October: $1,213,331.12

- **Hospice**
  - March: $173,725.80
  - February: $203,754.40
  - January: $182,932.12
  - December: $204,877.62
  - November: $216,231.23
  - October: $189,777.15

- **Medicaid**
  - March: $136,425.98
  - February: $118,974.78
  - January: $93,819.86
  - December: $74,354.54
  - November: $406,413.50
  - October: $216,796.06

- **Med Adv**
  - March: $219,571.09
  - February: $217,091.60
  - January: $189,554.79
  - December: $10,338.89
  - November: $198,914.35
  - October: $123,877.21

- **Community Care**
  - March: $11,000.72
  - February: $9,921.38
  - January: $10,348.89
  - December: $5,588.68
  - November: $14,781.34
  - October: $7,476.71

**Note:** All figures are in thousands. Percentages are calculated based on the total amount for each period.