

**Walworth County Board of Supervisors
Lakeland Health Care Center Board of Trustees Meeting Minutes
Wednesday, May 22, 2019
Walworth County Government Center, County Board Room 114
100 West Walworth Street, Elkhorn, Wisconsin**

Chair Ken Monroe called the meeting to order at 1:00 p.m.

Roll call was conducted. All members were present: Chair Ken Monroe, Vice Chair Tim Brellenthin, and Supervisors Kathy Ingersoll, William Norem and Charlene Staples.

Others in attendance:

County Board members: County Board Chair Nancy Russell

County staff: County Administrator David Bretl; Lakeland Health Care Center (LHCC) Administrator Timothy Peek; LHCC Assistant Administrator Taya Walk; Director of Nursing Patti Birks; Deputy County Administrator-Finance Nicki Andersen; Human Resources Director Kate Bishop; Finance Budget Manager Stacie Johnson

Members of the public: Gary Wagner, Lake Geneva, WI

Supervisor Ingersoll made a motion, seconded by Supervisor Norem, to approve the agenda as presented. Motion carried by voice vote.

On motion by Supervisor Norem, seconded by Supervisor Staples, the minutes of the April 24, 2019 Board of Trustees meeting were approved by voice vote.

Public Comment – There was none.

New Business

- Director of Nursing introduction and vision – Patti Birks

LHCC Administrator Timothy Peek introduced Patti Birks, the Director of Nursing. Birks has been in skilled nursing for 25 years, and she started her career as a Certified Nursing Assistant (CNA). Her goal and priority has always been to improve the quality of resident care. In her three weeks of employment, Birks has done some research and formed preliminary observations about staffing and resident care. She developed a presentation that includes goals, suggestions for improvement and expansion of care. In preparing her report, she focused on staff, programs, acuity, job tools and special areas for future consideration. She said the staff is very pleasant and compassionate, but training and processes need improvement. Birks presented the facility's 2018 case mix and explained the categories and scoring criteria. She said the facility needs to increase the number of short stay, higher acuity residents; improve documentation so Minimum Data Set (MDS) categories reflect actual care provided; better train staff on what should be charted for individual residents; and improve focus on the specialty unit. She summarized programs and protocols and recommended improvements. Birks suggested methods to increase relationships and referrals from other hospitals and to improve management and services in the Dementia Unit. Concerning job tools, Birks provided a list of equipment needed to improve efficiency in care and safety. With improvements in charting, she wants to eliminate the redundancy of having both paper and computer files.

Birks proposed starting a special unit for individuals with Traumatic Brain Injuries (TBI). Many TBIs are caused by stroke, sports injuries, etc. The unit would have no more than 15 beds and would treat those with open and closed head wounds. She explained the treatment protocol for TBI and the need for specialized staff. Supervisor Ingersoll asked Birks what her highest priority is for improvement. Birks replied it is a combination of issues: clinical communication; additional training on documenting behavior in the dementia unit; and more hands-on nurse participation and guidance. Peek commented that

RFPs have been received for a new computerized charting system; staff is reviewing the submittals and he hopes implementation of a new system will occur by the end of the year. The Committee thanked Birks for her presentation and work on the comprehensive study.

- Staffing Benchmarks

Peek included statistics on staffing in his memo in the agenda packet. LHCC has 165 employees, which includes full-time, part-time and casual positions. Three shifts of eight hours are run, with some staff working a 12-hour schedule. Management's goal is to staff each of the four units with four CNAs and one nurse, with one unit having two nurses. The statewide shortfall in nursing and CNAs has adversely affected optimal staffing patterns at LHCC. The layout of the units makes it almost impossible to provide quality care for residents with only three CNAs on a unit. Management has taken aggressive steps to recruit candidates, which includes adding to the pool and contracting with independent agencies. The census goals cannot be achieved until adequate qualified staff are hired. In terms of wages, LHCC is on the higher end of the scale within our region. There are less people interested in becoming CNAs because of the hard work and requirements to work weekends and holidays. Discussion ensued regarding options management could pursue to improve recruiting, including raising CNA wages.

- Skilled Nursing Fixed vs. Variable Costs

Peek included a list of county nursing home sales and foreclosures with the agenda packet. Another facility, LindenGrove, closed within the last week. Most of the residents at LindenGrove were long-term care individuals, with a mix of Medicaid and private payers. All residents were given three to six months to relocate. The Finance Department did a comparison of fixed and variable costs for LHCC. It costs \$300 per day per resident to operate the facility. The actual daily private pay rate is \$320/day, and LHCC cannot rely on those funds for sustainability. Processes need to be investigated and streamlined to reduce fixed costs.

- Medicaid Rates (current)

LHCC has a 60% Medicaid population, at the current rate of \$165.55/day. Medicaid rates dropped from the third quarter of 2018. In 2018, rate decreases produced a loss of \$3 million. In addition, LHCC receives only 80% of the reimbursement from Medicaid because of resident liability costs. Staff is investigating additional programming, different methods and improvements in the Memory Care unit to offset losses.

- G. Charter Harrison Scholarship request

Assistant Administrator Taya Walk recommended Krystal Klabunde be awarded a G. Charter Harrison scholarship. Ms. Klabunde has been working for three years as a CNA and is enrolled in the nursing program at Gateway Technical College. Her instructor described her as compassionate and dedicated. **Supervisor Staples made a motion, seconded by Supervisor Norem, to approve the \$500/semester scholarship award to Krystal Klabunde. Motion carried 5-0.**

- Update regarding 2019 Budget

Peek reported the Finance Department performed an analysis of the LHCC budget through April. Based on the analysis and projections through the end of 2019, an estimated \$156,000 shortfall is anticipated. Part of that is due to overestimating the Medicare reimbursement potential and the drop in census due to staffing shortages. The daily census is up and, contingent upon successful recruiting, the shortfall could be less.

Reports

- Report of Department Head concerning April 2019 Business Activities
Peek said the daily census is averaging 111 this month, which is an increase from 104. Aging balances were also included with the report.

Correspondence – There was none.

Announcements – There were none.

Upcoming Events – The list of upcoming events at LHCC was included with the agenda packet. On June 6th, Lakeland School Special Olympics participants will depart for the state meet and LHCC will provide food for the sendoff. Peek invited Board members to come and cheer for the students.

Confirmation of next meeting: The next regular business meeting was confirmed for Wednesday, June 19, 2019 at 1:00 p.m.

Adjournment

On motion by Supervisor Staples, seconded by Supervisor Norem, Chair Monroe adjourned the meeting at 1:55 p.m.