



Winnebago County

The Wave of the Future

**PARK VIEW HEALTH CENTER COMMITTEE MEETING MINUTES
THURSDAY, SEPTEMBER 19, 2024**

A. Call to Order

Chair Koby Schellenger called the meeting to order at 3:32pm.

B. Approve Agenda

C. Public Comments on Agenda Items

Many PVHC staff were present for the meeting, indicating they were here to learn and listen to the Baker Tilly Presentation.

D. Approval of Minutes

1. August 15, 2024 Meeting Minutes

One correction voiced by Supervisor Morris Cox, Medicaid should read 65.35%. Change corrected via writing.

E. Business Items

Action may be taken on any business items.

1. Presentation from Baker Tilly on high level overview of the operational assessment completed.

Jennifer Schwalm and Kris Pattison on site presenting an overview of their Park View Health Center operational assessment using financial and staffing numbers from 2023. Reviewed Assessment observations, increasing private pay rates, allocation of costs from other County Departments that support PVHC to claim in Medicare and Medicaid cost reports, HR and PVHC alignment of goals, outcomes and accountability. Baker Tilly then started presenting scenario plans, indicating that capital investment and architectural design costs were not considered. Supervisor Schellenger stopped the presentation for a moment to comment that the slides being presented now were not part of the packet they received, they only received the first five slides of the presentation. The presenters are alluding to other reports that haven't been given to the committee. He expressed his disappointment and lack of transparency with the process. Baker Tilly continued the presentation with four different scenarios for the closed neighborhoods at PVHC. Plan 1- staying as is, 168 Nursing home, Plan 2- 147 bed with a leased unit for possible day care services, Plan 3- 126 Beds, 21 bed CBRF and 21 bed CBRF memory care, Plan 4A- 84 beds, 42 bed CBRF and 42 bed CBRF memory, Plan 4B- 84 beds, 63 bed CBRF and 21 bed CBRF memory. Then they reviewed operating financial results, assumed occupancy, rates, staffing levels and county considerations for each scenario.

Follow-up discussion was had regarding the scenarios presented and the mission of PVHC starting with Supervisor Schellenger, asking who made the decision to only share the first five slides with the committee. NHA replied, the executive's office. Supervisor Schellenger stated that putting this in front of me today without all the information is absurd. The committee isn't able to process and ask intellectual questions to help make better decisions if we don't have

all the information in a timely fashion. Supervisor Schellenger and Gabert both expressed their dissatisfaction with how this was completed.

Supervisor Gabert stated that there are a lot of CBRFs already in Winnebago County and there is one being remodeled and has already been purchased. The committee has been privy to all of the census information and we were booming prior to COVID. Every year we review rates and raise them. She also commented that she is not a fan of CBRFs or privatizing food service, she knows people that have done it and the food is garbage. As for capital outlay, we have over 113 buildings to maintain and there is no capital money, so this will rest on Joe the taxpayer. I will not be able to make a decision today. It was expressed that no decision was intended to be made today, but just to share the information.

Supervisor Cox asked Baker Tilly what they believe our mission is. They replied stating its always been explained as a benefit of the county constituents to be a safety net and provide service to those that have a need. Supervisor Cox educating that it was never set up to make a profit, it was set up purely to serve the elderly and the indigent. We don't need to make a profit, but we do need to show that we are working the entire system, in the mission of taking care of the elderly. Other Counties have the same idea, I don't know or understand why we are looking to make a profit or to sell. The conversation then continued regarding staffing ideas and how we can get more people involved in health care, which is beyond our control and other nursing homes. Baker Tilly stated this is a nation issue, not Wisconsin or Winnebago County issue but a national issue. Supervisor Cox brought up looking at licensing issues.

Supervisor Ponzer stated that we need to use the empty space for something else, but we have people waiting on a list to get in. It just looks like you are denying other people that need the services and serving people who have a different need. Seems that we are turning our backs on the people that need PVHC, and we should look at staffing and maybe have immigrants come here to help.

Baker Tilly stated no decision has been made, these are just options and ideas of ways to continue to serve folks in the county without having to increase staff. The most profitable way for the building would be to open up all 168 beds, but if we aren't able to staff it, then who else can we serve in their place, at least that was the thought process.

NHA stated, she didn't want to speak for the County Executive, but he has stated many times that he doesn't expect PVHC to make a profit, but 1 Million dollars in levy could subsidize PVHC annually. If we go into the red every year and utilizing our fund balance, how are we going to make that up? I think that's his concern.

Supervisor Gabert stated that at one time the county had to use PVHC to balance the budget. PVHC used to give the county back 3 million dollars and that went on for 3 years. So whether we're profitable or not, that's not what backed your mission. That's not what the mission is about.

Supervisor Schellenger asked what the immediate Oshkosh Area. BT answered 5-10 mile radius. He then asked what is the projection in Winnebago County for the next 5-10 years for the demand of nursing beds increase or decrease? BT stated that it would hold steady for the next 5 years. Supervisor Schellenger replied that is not what our ADRC presented us, they have shown us there will be an increased need and demand for nursing beds. At the same time, private companies are getting out of these beds because they're unprofitable, and they are moving to these more profitable beds. I will full reject any analysis that says that there is not a need. Then asking if there was a Market Analysis completed for the immediate area for CBRFs.

BT replied they did in the immediate area. That is why we said we believe there is a demand. The CBRFs are full and nationally there is a need for memory care support. There is also a methodology they apply to calculate demand and create benchmarks. Supervisor Schellenger stated he didn't think it was good practice to use old fascial data, as our rates have increased since 2023. BT replied that we have to start with a baseline and 2023 was the best baseline to start with, as they need a 12-month run rate. Supervisor Schellenger expressed that he has skepticism due to intentionally not seeing any details of the operational report. We are starting from a position where PVHC looks like its in worse financial situation than we know it is and comparing hypothetical scenarios that aren't grounded in architectural, feasibility or current financial situation. I fully believe the executive is planning to sell this facility. Asking, if we can't find the staff now, how are we going to find them to staff any different models? If they are unlicensed, they are going to be paid less, which is going to create an even bigger problem if

we're trying to hire people at a lower wage. Is there any feasibility study done about providing daycare?

We know from multiple sources that we already don't have enough daycare providers in Winnebago County. So is there any analysis, or was it just hypothetical? Let's invent something and hope that it comes together. I mean, it is made-up because. You're saying we're going to bring in a daycare provider, and it's going to bring in all this revenue? And you're telling us that it's going to be a profit center, but we have no, we have nothing to suggest that there's actually a daycare provider that's that's willing to commit. We know that everyday care providers that already exist are struggling to find their own employees. BT stated: Again, they're intended to be high level scenarios early in the process to say does this make sense or not? So I wouldn't misconstrue the intention of the analysis.

Supervisor Schellenger then stated, I think this whole thing has been a waste of money. I think this whole thing was done in a way to keep this committee out of it. The committee continues to be kept in the dark.

I will be submitting open records requests for all the documentation that's been shared since the County Executive continues to keep us in the dark. I will share that with this committee as I get it. I can also say that I can't imagine letting anything come on our agenda coming out of this study. This is this has been bunk from the beginning. We continue to be kept in the dark intentionally and not given accurate information. That's all I have to say.

2. Direction on donated funds of \$188,469

Discussion regarding IRA funds being donated to PVHC and where the committee would like the funds to be directed. Mr. Steven Clawson had a family member that was previously at Parkview. He left the rest of his IRA account to Parkview, which is in the amount of \$188,469. We're asking the committee to provide direction on the use of those donated funds. We recommend placing the funds just in the Parkview donated funds for later use.

Anything that would come out of that account would have to go through the committee, P&F and the board for approval for usage.

The committee decided to have these put in the Park View donation fund for later use that would be designated and approved by the committee at a later time.

F. Financial Report

1. Monthly and Year to Date Financial Report

Doug Petraszak, Financial Services Manager, reported on the current Financial Status Report of Park View Health Center of August 2024. By August 2024, the percentage should be at 67%. Total Revenue is down due to census, at 62.24%. This includes Medicaid revenue at 77.66%, Medicare Advantage is running at 90.94%. Private pay fees are down due to census at 63.12%, food service revenue from the crisis center is up at 79.69%.

Total Labor is at 54.82%. Travel is running at 43.2%, but will be increasing with fall conferences coming up. Capital, we have no expenditures yet, although we do have lifts ordered and our bladder scanner ordered.

Office subtotal is running at 61.05%, Operating subtotal is 56.99%, Repairs and Maintenance subtotal is 69.02%.

Utilities subtotal is 56.64%, Contractual Services is at 97.09%, this also includes Professional Services running at 104.86%. Professional services includes direct care agency staff, dietitian and Baker Tilly. It was asked how much Baker Tilly was this year, response was \$105,000. Another chunk of that is our contracted therapy company. Total deficit is \$289,964.

G. Director's Report

Administrator, Linzi Gazga Parish reported on Census from the month prior, staffing updates and Incentive pay usage from last month, year-to-date and comparison from 2023.

1. Census Report

The total number of residents in the month of August was 114 residents with an average census of 89. Of these residents, the payer sources were the following: Private Pay/VA 20%, Medical Assistance 54%, Family Care 4%, Medicare Advantage/Insurance 18% and Medicare 4%. PVHC had 12 total admissions and 15 discharges. 10 discharged to home, 1 to the hospital and 4 expired. Currently, there are 31 on the waiting list. There was a COVID outbreak in August with two of the deaths related to COVID along with other comorbidities. Supervisor Gabert asked what our current private pay rate was, NHA replied \$350 per day, we lose about \$118 per day on a private pay resident, as it costs the center \$468 to care for a resident per day.

2. Staffing Update

Discussed the number of hires, terminations, resignations, status changes, turnover percentage and open positions. There was some discussion about college students going back to school, resigning or changing to casual status. A C.N.A. class was completed in August, leading to 6 Hospitality aides being promoted to C.N.A.s and also a full-time C.N.A. graduating from college and promoted to an LPN. Immigration contract has had movement with completing interviews for foreign workers that will be completed by 10/9/24. It is still a process after interviews. Currently, there is a 2-4 year wait due to visa processing at the Federal Government level. It was asked about working with refugees through world relief, NHA replied that we do have two refugees working at PVHC. Staffing numbers compared to the beginning of the year are looking much better, 10 fewer openings in C.N.A.s, 5 fewer RN/LPN openings, which does make a big difference. When Baker Tilly was doing the presentation, they stated unit assistance, however they were referring to hospitality aides. How PVHC is set up, it makes sense to have hospitality aides, even though they aren't part of the 5-star rating. In other centers, the C.N.A.s would not be responsible for cleaning, setting up a dining room, washing and putting away dishes, or doing personal laundry. So, it doesn't make sense to pay someone a C.N.A. wage to do those things, when they should be focusing on direct resident care. PVHC also uses the Hospitality Aide position as a stepping stone to the C.N.A. training program, ensuring they are good quality staff members, who we want to put money, time and effort into completing this training. There are some that have been held from the class because of work quality, ethic or dependability.

3. Incentive Pay Usage Report

Administrator went over incentive pay numbers, with discussion regarding year to date numbers and the correlation between incentive pay and agency costs. Discussion regarding incentive pay and agency costs. Another dollar spent on incentive pay is better than another dollar spent on an agency.

NHA then explained the operational assessment that Baker Tilly was referring to tonight is still in draft form. There hasn't been a finalized form that has come out yet. The only people who have seen the draft was the NHA and its management staff. The county executive hasn't seen the draft report either.

H. Items for Next Agenda

Suggestions from committee members for items to be addressed on a future agenda

Supervisor Schellenger requested a draft copy of the operational assessment completed by Baker Tilly and suggested there be further discussion on this next month. NHA stated next month will also be the 2025 budget presentation and increasing the private pay rate.

I. Next Meeting Date

Next meeting Scheduled for Thursday, October 17th at 3:30pm

J. Adjourn

Meeting adjourned at 5:16pm.

