

AD HOC COMMITTEE ON THE FUTURE OF ROCK HAVEN

Minutes from February 8, 2023

CALL TO ORDER – Chair Mawhinney called the hybrid Ad Hoc Committee on the Future of Rock Haven meeting to order at 3:00 p.m. in Conference Rooms N1 and N2 of the Rock County Courthouse.

COMMITTEE MEMBERS PRESENT – Supervisors Whitledge, Mawhinney, Rashkin, and Richard and Community Members Davis and Kolste. Supervisor Leavy entered at 3:24 p.m.

COMMITTEE MEMBERS ABSENT – None

STAFF MEMBERS PRESENT - Natalie Rolling-Edlebeck, Nursing Home Administrator; Bob Kennison, DON; Kasey Strike, Administrative Secretary; Dave Froeber, Maintenance; Tonya Colvin, Business Services Manager

OTHERS PRESENT – Josh Smith, County Administrator; Randy Terronez, Assistant to the County Administrator; Dave Slusser, HR Director; Amy Spoden, Assistant HR Director; Ron Woodman, County Board Supervisor; Mary Beaver, County Board Supervisor; Tom Brien, County Board Supervisor; Lori Pennycook, County Board Supervisor; RJ Sutterlin, County Board Supervisor; Rich Bostwick, County Board Supervisor; Kathy Schulz, County Board Supervisor; Mike Zoril, County Board Supervisor; Sherry Oja, Finance Director; Sheila Williams, Citizen

APPROVE AGENDA – Community Member Davis moves for approval of agenda, second by Supervisor Whitledge. APPROVED.

APPROVAL OF MINUTES – Supervisor Whitledge moves for approval of January 25, 2023 minutes, second by Community Member Davis. APPROVED.

OPERATIONAL MODEL –

CURRENT - Natalie Rolling-Edlebeck, Nursing Home Administrator shares that Rock Haven is a 128 bed, dually certified Skilled Nursing Facility but is at capacity with 96 beds due to staffing. In 2021, lowest census was 87 on March 28th and highest census was 105 on November 12th. In 2022, lowest census was 80 on May 8th and highest census was 96 on October 6th.

FUTURE – Natalie shares the capacity, certification (Medicare, Medicaid), average Medicaid reimbursement rate and star ratings of facilities in the surrounding area. Natalie shared the DHS monthly rate for licensed beds is \$170.00. As a 128 bed facility, Rock Haven pays \$21,760.00 per month. If 32 beds were decertified, Rock Haven would pay \$16,320.00/month. Savings of \$5,440.00/month and \$65,280.00/year.

Natalie shows a cost analysis (beds only) from Medicare, Medicaid, Hospice Medicaid and private pay in 2022. An opportunity for revenue would be to increase private pay rates. Natalie suggests increasing slightly every 6 months if this is done. The revenue that Rock County could potentially lose by decertifying 32 beds was shared.

Chair Mawhinney asks if Rock Haven has reached out to the facilities that are closing to see if Rock Haven could take their staff. Natalie says the facilities don't have the staff and that is why they are closing. The staff they do still have are being absorbed into different areas of that facility.

Dave Slusser, HR Director says there is a nationwide shortage of people going into healthcare. There is a high demand for healthcare workers but not many coming into the field. Natalie will show staffing for the whole package of FTEs.

Natalie says that if we know we are not going to fill the 32 beds, we could reach out to Powerback to see about the possibility of making that a therapy unit.

STAFFING –

CNA/LPN/RN WAGE COSTING ON PROPOSED WAGE GRID – Dave Slusser talked about what the cost would be to place CNAs, LPNs, and RNs on the new salary grid and what the cost of adding a stipend would be. There is a discussion on the wage study and the salary grid.

Community Member Davis asks if the private pay rate is likely to increase. Natalie says that if it did increase, Rock Haven would want to give a 90-day notice to residents and their families.

Bob Kennison, DON tells the committee that there has been a rash of resignations in the last week because people are going to other facilities for more money. There was a future employee who said they are not coming to Rock Haven because the wage scale did not get approved. Employees are feeling somewhat downtrodden and beaten.

Supervisor Mary Beaver asks if Rock Haven is forcing overtime. Bob says that Rock Haven does mandate. Some staff members pick up a lot of shifts because they want the money. Natalie shares that staff get so burned out that they go on FMLA or get work restrictions as to the number of hours they can work in a day.

Chair Mawhinney asks if there are that many resignations, has Josh talked to the employees about the pay grid and let them know the Board is working on it. Josh says that he has not personally spoken with the staff, but they know what is going on. He notes that you can hear in Natalie and Bob's voices how much the staff is struggling. He feels a wage increase is necessary. Rock Haven would get more staff that way. Discussion is had on proposing a wage increase at Rock Haven.

Community Member Kolste asks if decertifying the 32 beds would be enough to offset the pay increase. Dave Froeber, Maintenance informs the committee that it is almost impossible to get recertified.

Natalie says that with Rock Haven being a county facility, and with so many facilities closing, those residents will need somewhere to go. Discussion is had on turning into a CBRF or assisted living.

Community Member Kolste motions for a 4% wage increase for Rock Haven employees to be presented to the County Board Staff Committee, second by Supervisor Rashkin. Discussion is had on which staff

would get the increase. Community Member Kolste clarifies that her motion is for a 4% wage increase for all Rock Haven employees. The second by Supervisor Rashkin stands. APPROVED.

OVERTIME FOR EXEMPT MANAGEMENT STAFF – Amy Spoden, Assistant HR Director talks about the recommendations for overtime for exempt management staff pilot program. These staff members would get paid at straight time for overtime, not time and a half.

Natalie says it is done this way because those floor hours need to be captured in the payment-based journal. The exempt management staff that would be paid straight time for time spent working the floor would still be paid less than agency staff.

Supervisor Whitledge moves for recommending the pilot program to the County Board Staff Committee, second by Community Member Davis. Supervisor Richard asks how ending the pilot program would be handled. Amy says a sunset date would be in the policy. Motion and second stand. APPROVED.

CITIZEN PARTICIPATION, COMMUNICATIONS AND ANNOUNCEMENTS – Supervisor Mike Zoril posed several questions; however, at the recommendation of Josh Smith they were not addressed as to not stray too far from the agenda.

Sheila Williams, Citizen states she is not a proponent of a percentage increase across the board because she feels that would be rewarding low performers the same as high performers. She does think the health benefit package should be looked at. Says there are a lot of moving parts that need to be looked at instead of constant budgeting and not dealing with specific issues.

NEXT MEETING DATE AND TIME – March 8, 2023 at 3:00 p.m.

ADJOURNMENT – Community Member Davis moves to adjourn at 4:55 p.m., second by Supervisor Whitledge. SO ORDERED.

Respectfully submitted,
Kasey Strike

NOT OFFICIAL UNTIL APPROVED BY COMMITTEE.



AD HOC Committee Future of Rock Haven SNF

AGENDA

Operational Model

Current

Future

Comparisons with Other Counties

Staffing

C.N.A./LPN/RN Wages Costing on Proposed Wage Grid

Overtime for Exempt Management Staff

OPERATIONAL MODEL

Current

128 Bed dually certified SNF

Census 2021

Lowest Census Count for 2021 (87) MAR 28

Highest Census Count for 2021 (105)NOV 12

Census 2022

Lowest Census Count for 2022 (80) MAY 08

Highest Census Count for 2022 (96) OCT 06

OPERATIONAL MODEL

Future

96 dually certified SNF

Current Census (91)

FACILITY (ROCK CO)	CAPACITY	MEDICARE	MEDICAID	STAR RATING
Alden Meadows	94	Y	Y \$112.77	2
Autumn Lake	120	Y	Y \$110.48	1
Beloit Health and Rehabilitation	110	Y	Y	1
Cedar Crest	71	Y	Y \$116.57	5
Edgerton Care (-26 beds)	61	Y	Y	1
Evansville Manor	71	Y	Y	1
Mercy Manor Transitional	28	Y	N	3
Rock Haven	128	Y	Y \$119.29	4
St Elizabeth	43	Y	Y \$119.50	1

GREEN (CO)	CAPACITY	MEDICARE	MEDICAID	STAR RATING
Monroe Health Services	50	Y	Y \$134.44	2
New Glarus	87	Y	Y \$118.06	2
Pleasant View County	96	Y	Y \$110.24	3

FACILITY (WALWORTH CO)	CAPACITY	MEDICARE	MEDICAID	STAR RATING
Lakeland Health Center	90	Y	Y \$112.09	3

FACILITY (DANE CO)	CAPACITY	MEDICARE	MEDICAID	STAR RATING
Badger Prairie HCC	120	Y	Y	3

COST ANALYSIS (PROPOSAL)

- DHS Monthly rate license bed charge
 - Cost per bed \$170.00 (128 beds)
 - Cost per month \$21,760.00
- Decertify 32 beds – savings \$5440.00 per
- monthX12=\$65,280 savings

Projected new monthly costs: \$16,230.00

Cost Analysis

2022	Highest	Median	Lowest	Notes
MC	1188.06	533.97	351.85	
MA	404.59	232.43	164.23	MA pending is included
Hospice MA	242.94	*	230.79	Hospice MA only has 2 rates (as listed)
PP	*	315	*	

ROCK COUNTY POTENTIAL LOSES

Possible revenue for 32 beds: (If we had our internal staffing)

8 Medicare	\$533.97 per day (\$4271.76) X average 30 days =	\$128,152.80 per month
	(\$1,537,833.60 Annual)	
8 Medicaid	\$232.43 per day (\$1859.44) X average 30 days =	\$ 55,783.20 per month
	(\$669,398.40 Annual)	
8 MA Hospice	\$230.79 per day (\$1846.32) X average 30 days =	\$ 55,389.60 per month
	(\$664,675.20 Annual)	
8 Private pay	\$315.00 per day (\$2520.00) X average 30 days =	\$ 75,600.00 per month
	(\$907,200.00 Annual)	

WHAT WE COULD LOSE

(32 Beds)	Census	Per Day	Total Per Day	Per Month/Annual
Medicare	8	533.97	\$4,271.76	\$128,152.80 /\$1,537,833.60
Medicaid	8	232.43	\$1,859.44	\$55,783.20/\$669,398.40
MA Hospice	8	230.79	\$1,846.32	\$55,389.60/\$664,675.20
PP	8	315	\$2,520.00	\$75,600.00/\$907,200.00

Ad Hoc Salary Calculation

1. What is the cost to place CNA's, LPN's and RN's on the new salary grid?
 - Assuming the \$8K ceiling and 2% floor, same vacancy factor and no pool staff =
Increase of wages by \$101,680 (minimum)
 - Including pool staff = an estimated \$200,000
 - Reducing vacancy factor by 10% = \$302,374

2. What is the cost of adding a stipend?
 - CNA 2022 total wages = \$1,813,138 + \$906,658 (1.5% stipend) = \$2,719,707
 - LPN 2022 total wages = \$511,422 + \$255,711 (1.5% stipend) = \$767,133
 - RN 2022 total wages = \$996,902 + \$498,451 (1.5% stipend) = \$1,495,353

Incremental Cost: \$1,660,820 Total Cost: \$4,982,193

Overtime for Exempt Management Staff-Pilot Project Recommendations

Terms and Conditions:

- This pilot project would be reviewed after 30 and 60 days.
- The Pilot Project covers job titles of DON, ADON, Nurse Manager.
- This is a voluntary program. The four staff covered by this pilot project would not be required to participate outside of any established Rock Haven policies and procedures.
- Staff in the four job titles listed above would receive straight time pay for hours worked as a floor RN outside of their primary role scheduled shift. They will not complete duties of their primary role (DON, ADON, or Nurse Manager) during this shift.
- No one staff member can pick up more than 16 ^{hours} shifts per week.
- Hours covering for other nurse managers or shift supervisors will not be included in this pilot project.

Administrative:

- If a staff member calls in for a pick up shift, that shift will be covered by the staff members' benefit time and subject to RH attendance policy.
- The staff member will need to complete a secondary assignment pick up sheet form for each shift picked up and have the Nursing Home Administrator sign off on the form. If payroll does not receive the signed form, with in the pay week, the staff member will be paid based on their exempt status.
- Rock Haven will track the number of floor RN shifts picked up during this pilot project and report to the ad hoc committee (bi weekly? Monthly?).