

**FOND DU LAC COUNTY – Human Services Committee**

**Harbor Haven Health & Rehabilitation  
October, 2019 Report**

**FINANCIALS & CENSUS:**

Financial performance numbers for Harbor Haven for the months of July and August 2019 are listed below:

JULY 2019:

<u>Total Revenue (YTD):</u> \$5,707,147.00	<u>Percentage of Budget (YTD):</u> 104.8%
<u>Total Expenses (YTD):</u> \$5,673,955.00	<u>Percentage of Budget (YTD):</u> 93.1%

AUGUST 2019:

<u>Total Revenue (YTD):</u> \$6,906,939.00	<u>Percentage of Budget (YTD):</u> 110.9%
<u>Total Expenses (YTD):</u> \$6,546,117.00	<u>Percentage of Budget (YTD):</u> 94.0%

As previously reported, please note with the financials, that we are not considering 2018 Carryover funds (2018 Surplus Funds), itemized separately under the revenue section, when reporting the actual Gain or Loss for any month on the financial report for this Committee.

Through July, we have realized a net operating gain of \$33,193.00, and through August, we have a net operating gain of \$360,821.00. In August, we did receive the CPE (Certified Public Expenditure) payment from the State of WI, as previously reported, which was over \$343,000.00. This income was again not budgeted for 2019, yet it will ensure that Harbor Haven should realize an annual surplus for 2019, as was the case in 2018. The additional funding will be very helpful toward affording wage increases, and capital purchases for 2020 and thereafter. Census numbers were much improved for the months of July and August, although September had a decreased census due to many discharges from all of the short-term rehab stays in July and August, which occurred primarily during the first half of September. July, August, and September's average daily census were 80.3, 79.3, and 75.8 respectively.

Department managers continue to do very well in managing their expense budgets, and most had to make some staffing adjustments in early September, due to low census days. The highest expense overage in both months was Nursing labor, as overtime costs were high, and total staff hours increased as well due to new hires starting and being paired up with their trainers (extra staff assigned many days due to the training need). Through 8 months of the budget year, all

department expense totals are at or below budgeted levels YTD, except for Therapy and Pharmacy department expenses, which are higher than budgeted due to higher than budgeted Medicare census.

CENSUS DATA:

The occupancy percentage rate for August '19 was 93.3%, with an average daily TOTAL census of 79.3 residents, versus a budget of 79 residents per day. For September 2019, the occupancy rate for the month was at 89.2%, or 75.8 residents per day.

Medicare A average daily census through August of 2019 was at 24.45 residents per day versus a budget of 20 (31.8% of total census YTD). Private Pay average daily census for August YTD 2019 was at 20.3 residents per day versus a budget of 18 (26.4% of total census YTD). For September 2019, Medicare A average daily census YTD was at 24.64 residents per day versus a budget of 20, or 31.9% of total census. Private Pay census YTD September was at 20.20 residents per day versus a budget of 18, 26.4% of total census.

Current census is at 81 total residents, with a Medicare A census of 28, and a Private Pay census of 22; corresponding budget numbers for 2019 are 79, 20, and 18, respectively.

**QUALITY ASSURANCE PERFORMANCE IMPROVEMENT (QAPI)/SURVEY ACTIVITY:**

Update on QAPI efforts over the past 2 months:

- All CNA and Nurse Mentors completed their sixth of six Mentor Training sessions.
- Infection Prevention Training was completed for all staff during the month of August.
- Licensed Nurse Professional Skills Training sessions were completed in September for all Harbor Haven Nurses. The training sessions were half-day sessions covering various medical/nursing topics, and involved clinician trainers/speakers from St. Agnes Hospital, Agnesian Hospice, Omnicare Pharmacy, and Harbor Haven's Director of Nursing.

In previous reports, it had been noted that resident falls prevention and pain reduction were two areas on which our QAPI Teams had focused. One other care improvement area that we have been working on for the past several years is the reduction in the use of anti-psychotic medications.

The following data will provide an update on the progress made in these areas:

Total Number of Resident Falls:

Quarter 3 totals -	<u>2018</u>	<u>2019</u>
	94	66

The reduction in falls comparing 2018 Q3 to 2019 Q3 represents a 29.7% reduction in residents who had fallen. This is a very positive trend and means that in 2019 Q3, we prevented more than nine resident falls per month, which we were unable to prevent in the same quarter in 2018.

Prevalence of Resident Pain (Moderate to Severe):

Short Term Residents -	<u>'17-'18</u>	<u>'18-'19</u>
Harbor Haven:	13.6%	15.9%
WI Ave.:	18.2%	17.3%
Long Term Residents -	<u>'17-'18</u>	<u>'18-'19</u>
Harbor Haven:	8.5%	9.1%
WI Ave.:	7.2%	9.2%

The pain data shows Harbor Haven to overall compare favorably to the WI averages. However, we have also realized an actual increase in pain occurrences within our own numbers. We attribute the increase to a number of factors – We have trained staff several times over the course of the past two years of how to look for, and how to better identify, pain. We feel by doing so we have increased staff-awareness to pain, which likely relates to the increased rates. The second factor is that the acuity of residents overall has increased significantly over the past two years. The new residents that are coming to us are presenting with greater medical needs, and typically are in need of pain control more frequently than in past. We will however continue to monitor our pain data numbers, so that we can lower this number over time, and improve our care outcomes.

Anti-psychotic Medication Use:

I am happy to report that for the first time in over a decade, Harbor Haven's percentage of residents who are on anti-psychotic medication has reduced to below the National average.

April '19 Anti-Psychotic Med Use – Resident Percentages:

Harbor Haven:	15.5%
State Ave.:	14.3%
National Ave.:	19.2%

Harbor Haven Anti-Psychotic Med Use 2018 vs. 2019:

	<u>Total Residents on Antipsychotics</u>	<u>Percentage of Total Residents</u>
April 2018 –	25 residents	31.3%
April 2019 -	13 residents	15.5%

Finally, we have had no Survey activity since the last report.

**Projects Updates for 2019:**

Project updates that have been/will be completed in Summer/Fall 2019 -

Roof Replacement – The roofing project was completed in early September.

Flooring Replacement & new Entrance Install off Cafeteria – This project was completed this week. New flooring in the cafeteria has been installed, a new pad of concrete was placed to the North of the cafeteria outside, a sliding door to the outside was installed, and the outdoor patio shelter has been refurbished.

Emergency Generator – Power from the Emergency Generator was run as needed to parts of the first floor. The project was completed in August – September.

Loading Dock Repair – This project was completed in September. Concrete repairs were completed, the dock was repainted, and new bumpers were installed in the face of the dock.

**PERSONNEL:**

We are continuing to recruit for Nurses and CNA's. The greatest challenges remain with finding licensed nurse for the 2<sup>nd</sup> and 3<sup>rd</sup> shifts. We have 6 Part of Full time positions for Nurses available on these shifts currently. We have however seen success with newer recruitment strategies (geofencing), as we have had applicants responding to these ads. We have also offered a referral incentive program to all staff who refer an RN or LPN for hire to Harbor Haven.



FOND DU LAC COUNTY HEALTH CARE CENTER  
 MONTHLY CENSUS REPORT FOR AUGUST 2019

HARBOR HAVEN HEALTH & REHAB	CURRENT MONTH	LAST MONTH	YEAR TO DATE	MONTH LAST YEAR	AVERAGE 2018
TOTAL DAYS	2459	2488	18684	2499	2430
OCCUPANCY	93.3%	94.4%	90.5%	94.8%	94.0%
AVERAGE CENSUS	79.3	80.3	76.9	80.6	79.9
ADMISSIONS	38	37	247	19	24.8
DISCHARGES	38	33	234	18	24.3
DAYS MA	21.4%	21.8%	24.3%	30.4%	30.6%
DAYS CMO	7.2%	9.9%	7.7%	6.8%	6.8%
DAYS PRIVATE PAY/INS	26.9%	25.2%	26.4%	21.9%	26.6%
DAYS HOSPICE	9.6%	8.2%	9.6%	11.4%	9.7%
DAYS MEDICARE	33.6%	34.7%	31.8%	28.2%	26.0%
DAYS VA	1.3%	0.1%	0.2%	1.2%	0.3%

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FOND DU LAC COUNTY  
HARBOR HAVEN HEALTH & REHABILITATION  
FINANCIAL SUMMARY REPORT AS OF AUGUST 2019

ACCOUNT DESCRIPTIONS	MONTHLY BUDGET		Prior Period Adjust	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD	BALANCE	OF BUDGET	
	BUDGET	BUDGET																	
OPERATING REVENUES																			
IGT (includes OPE Payment)	\$650,000	\$54,167	\$0	\$54,167	\$54,167	\$54,167	\$54,167	\$54,167	\$54,167	\$54,167	\$54,167	\$54,167	\$54,167	\$54,167	\$54,167	\$541,667	\$172,305	(317,305)	121.1%
SERVICES-NURSING HOME	4,675,825	389,652	0	359,532	345,231	355,511	324,073	350,607	349,777	366,407	339,538	329,059	329,059	329,059	329,059	2,787,536	1,868,267	882,269	59.6%
SERVICES-PHARMACY	389,560	33,321	0	48,638	35,759	38,045	39,436	47,176	47,544	56,157	50,959	50,959	50,959	50,959	50,959	364,926	34,924	330,002	91.3%
SERVICES-THERAPY	2,914,335	242,863	0	296,305	242,040	280,681	293,188	346,040	326,975	358,742	348,200	348,200	348,200	348,200	348,200	2,433,171	421,184	2,011,987	85.5%
COUNTY - INTERDEPT	691,015	57,585	0	57,584	57,584	57,584	57,584	57,584	57,584	57,584	57,584	57,584	57,584	57,584	57,584	460,675	230,340	230,340	68.7%
OTHER	3,200	287	0	0	0	(981)	1,572	3,952	78	289	8,095	0	0	0	13,305	13,305	(10,105)	415.8%	
TOTAL REVENUE	\$9,334,245	\$777,854	\$0	\$816,446	\$734,777	\$786,308	\$770,021	\$859,527	\$846,723	\$893,346	\$1,199,737	\$0	\$0	\$0	\$0	6,906,839	\$2,427,306	\$4,479,533	74.0%
CARRYOVER-FROM 2018 BUDGET (COVERLOS	52,200	4,385	0	0	0	0	52,620	0	0	0	0	0	0	0	0	52,620	0	52,620	0.0%
CARRYOVER-FROM ADOL 2018 REQUEST	1,058,653	88,221	0	0	0	0	1,058,653	0	0	0	0	0	0	0	0	1,058,653	0	1,058,653	0.0%
TOTAL - OPERATING REVENUES	\$10,445,518	\$870,460	\$0	\$816,446	\$734,777	\$786,308	\$1,081,294	\$859,527	\$846,723	\$893,346	\$1,199,737	\$0	\$0	\$0	\$0	\$8,018,212	\$2,427,306	\$5,590,906	78.8%

OPERATING EXPENSES	MONTHLY BUDGET		Prior Period Adjust	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD	BALANCE	OF BUDGET	
	BUDGET	BUDGET																	
NURSING	\$4,445,815	\$370,485	\$0	\$372,450	\$283,244	\$400,559	\$333,435	\$375,458	\$374,682	\$396,302	\$396,727	\$396,727	\$396,727	\$396,727	\$396,727	\$2,932,854	\$1,512,961	\$1,419,893	66.0%
PHARMACY	248,670	20,723	0	32,630	28,613	16,779	21,582	30,752	31,327	38,317	29,059	29,059	29,059	29,059	29,059	228,070	20,800	207,270	91.7%
ACTIVITIES	314,980	26,248	0	26,893	18,132	27,947	24,284	24,480	24,850	21,939	23,125	23,125	23,125	23,125	23,125	191,649	123,531	68,118	60.8%
PHYSICIAN	30,000	2,500	0	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	20,000	10,000	10,000	66.7%
SOCIAL SERVICES	168,785	14,065	0	13,680	12,188	14,383	13,445	13,999	15,232	14,867	14,373	14,373	14,373	14,373	14,373	112,180	56,605	55,535	64.9%
DIETARY	1,115,970	82,988	0	87,880	71,222	104,584	86,026	101,295	90,463	90,582	91,782	91,782	91,782	91,782	91,782	723,935	392,035	332,153	64.3%
PLANT	713,585	59,485	0	46,571	66,552	77,809	54,927	67,489	45,177	55,795	65,888	65,888	65,888	65,888	65,888	480,309	233,276	247,031	67.3%
HOUSEKEEPING	31,520	31,520	0	32,893	23,335	35,221	30,181	32,189	32,189	31,732	31,218	31,218	31,218	31,218	31,218	243,296	134,539	108,757	64.3%
LAUNDRY & LINEN	207,230	17,289	0	15,962	14,404	14,823	14,162	14,915	13,837	16,438	16,231	16,231	16,231	16,231	16,231	120,772	86,458	74,317	59.3%
TRANSPORTATION	1,560	129	0	0	0	0	0	0	0	0	0	0	0	0	0	178	178	178	29.7%
FISCAL ACCOUNTING	243,880	20,323	0	19,692	15,701	21,046	21,203	20,460	17,456	20,573	18,333	18,333	18,333	18,333	18,333	152,664	91,216	74,447	62.6%
MEDICAL RECORDS	72,955	6,080	0	8,535	3,650	5,815	8,971	5,260	4,800	6,446	5,212	5,212	5,212	5,212	5,212	50,708	22,247	28,461	69.5%
ADMINISTRATION	133,674	43,004	0	42,176	34,987	42,163	42,435	47,686	47,282	42,984	42,667	42,667	42,667	42,667	42,667	341,791	174,259	169,124	68.2%
ADMISSIONS/MARKETING	105,480	11,156	0	9,751	12,027	11,345	12,110	9,729	10,244	9,703	9,733	9,733	9,733	9,733	9,733	84,644	49,236	49,236	63.2%
INSURANCE	20,945	1,745	0	1,745	1,745	1,745	1,745	1,745	1,745	1,745	1,745	1,745	1,745	1,745	1,745	19,111	1,834	1,834	91.2%
CAPITAL - NOT BUDGETED	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
CAPITAL - CARRYOVER	94,139	7,945	0	8,003	18,627	5,848	5,697	13,452	0	0	0	0	0	0	0	24,507	(24,507)	0	65.0%
CONTINGENCY FUND (CARRYOVER NOT USED)	800,000	66,667	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
OTHER OPERATING EXP	224,045	18,670	0	18,670	18,670	15,114	18,470	18,670	18,670	18,670	21,687	21,687	21,687	21,687	21,687	148,822	75,223	73,645	66.4%
OCCUPATIONAL THERAPY	314,690	26,224	0	33,159	24,255	30,778	33,105	39,474	35,918	41,007	36,782	36,782	36,782	36,782	36,782	274,459	40,231	40,231	87.2%
SPEECH THERAPY	105,480	8,790	0	9,980	7,301	9,357	9,183	9,716	8,659	8,179	10,882	10,882	10,882	10,882	10,882	73,266	32,214	32,214	69.5%
PHYSICAL THERAPY	294,640	24,553	0	28,155	27,711	28,984	29,381	33,956	35,756	38,531	37,968	37,968	37,968	37,968	37,968	261,442	33,198	33,198	88.7%
TOTAL - OPERATING EXPENSES	\$10,445,518	\$870,460	\$0	\$811,867	\$685,278	\$896,800	\$781,097	\$854,053	\$808,640	\$855,867	\$968,417	\$0	\$0	\$0	\$0	\$8,546,117	\$3,099,401	\$5,446,716	62.7%

REVENUE OVER EXPENSE	MONTHLY BUDGET		Prior Period Adjust	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD	BALANCE	OF BUDGET	
	BUDGET	BUDGET																	
COUNTY CONTRIBUTION - TAX LEVY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
OPERATING GAIN/LOSS	\$0	\$0	\$0	\$4,580	\$49,499	(\$80,592)	(\$11,076)	(\$4,525)	\$38,083	\$33,479	\$331,375	\$0	\$0	\$0	\$0	\$390,821	\$390,821	\$390,821	62.7%

NON-OPERATING EXPENSES	MONTHLY BUDGET		Prior Period Adjust	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD	BALANCE	OF BUDGET	
	BUDGET	BUDGET																	
CAPITAL OUTLAY-DEBT SERVICE	310,000	25,933	0	0	0	0	0	9,030	0	0	189,446	0	0	0	0	189,446	189,446	189,446	60.4%
CAPITAL OUTLAY-SALES TAX	130,000	10,833	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
TOTAL	440,000	36,667	0	0	0	0	0	9,030	0	0	189,446	0	0	0	0	189,446	189,446	189,446	60.4%

NON-OPERATING REVENUES	MONTHLY BUDGET		Prior Period Adjust	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD	BALANCE	OF BUDGET	
	BUDGET	BUDGET																	
COUNTY CONTRIBUTION - DEBT SERVICE	310,000	25,833	0	0	0	0	0	9,030	0	0	189,446	0	0	0	0	189,446	189,446	189,446	60.4%
COUNTY CONTRIBUTION - SALES TAX	130,000	10,833	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.0%
TOTAL	440,000	36,667	0	0	0	0	0	9,030	0	0	189,446	0	0	0	0	189,446	189,446	189,446	60.4%

NON-OPERATING GAIN/LOSS	MONTHLY BUDGET		Prior Period Adjust	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD	BALANCE	OF BUDGET	
	BUDGET	BUDGET																	
FUND TOTAL GAIN/LOSS	0	0	0	4,580	49,499	(\$80,592)	(\$11,076)	(\$4,525)	\$38,083	\$33,479	\$331,375	\$0	\$0	\$0	\$0	\$390,821	\$390,821	\$390,821	62.7%

FOND DU LAC COUNTY HEALTH CARE CENTER  
 MONTHLY CENSUS REPORT FOR SEPTEMBER 2019

HARBOR HAVEN HEALTH & REHAB	CURRENT MONTH	LAST MONTH	YEAR TO DATE	MONTH LAST YEAR	AVERAGE 2018
TOTAL DAYS	2274	2459	20958	2400	2430
OCCUPANCY	89.2%	93.3%	90.3%	94.1%	94.0%
AVERAGE CENSUS	75.8	79.3	76.8	80.0	79.9
ADMISSIONS	40	38	287	25	24.8
DISCHARGES	37	38	271	24	24.3
DAYS MA	22.4%	21.4%	24.1%	29.5%	30.6%
DAYS CMO	8.9%	7.2%	7.9%	7.7%	6.8%
DAYS PRIVATE PAY/INS	25.4%	26.9%	26.3%	25.1%	26.6%
DAYS HOSPICE	9.9%	9.6%	9.6%	11.4%	9.7%
DAYS MEDICARE	32.5%	33.6%	31.9%	25.3%	26.0%
DAYS VA	0.9%	1.3%	0.3%	1.0%	0.3%

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RESOLUTION NO. \_\_\_\_\_

**RESOLUTION INCREASING THE PRIVATE PAY RATES  
FOR SEMI-PRIVATE AND PRIVATE ROOMS  
AT HARBOR HAVEN HEALTH & REHABILITATION  
EFFECTIVE JANUARY 1, 2020**

**WHEREAS**, the current private pay rates at Harbor Haven Health & Rehabilitation were last revised pursuant to Resolution No. 35-18, adopted on October 16, 2018, with said rates being effective January 1, 2019, and

**WHEREAS**, these rates have been reviewed and adjustments are warranted at this time from the current level of \$240 per day to \$245 per day for a semi-private room and from the current level of \$266 per day to \$277 per day for a private room, and

**WHEREAS**, Harbor Haven Health & Rehabilitation staff completed an analysis of local competing skilled nursing facilities and found that, even with the proposed private pay rate increases, Harbor Haven Health & Rehabilitation would be offering private pay rates that are market-competitive, being near the lowest of all rates offered in the city of Fond du Lac, and

**WHEREAS**, it makes prudent financial sense to increase the private pay rates, as doing so allows the facility to better manage the expenses associated with providing nursing home care, and

**WHEREAS**, the acuity and clinical complexity of prospective nursing home residents have consistently increased over time to the point where the increases to costs of care have consistently exceeded reimbursement increases, and

**WHEREAS**, a large number of residents' stays are funded through the Medicaid program, which does not fully reimburse facilities for costs incurred, thereby annually creating a significant Medicaid deficit that has to be offset with other funding sources, and

**WHEREAS**, it is appropriate for Fond du Lac County to recoup the costs associated with providing care to Harbor Haven Health & Rehabilitation residents in the form of higher private pay rates, and

**WHEREAS**, the services and amenities provided to the residents warrant establishing the private pay rates as recommended.

**NOW, THEREFORE, BE IT RESOLVED** by the Fond du Lac County Board of Supervisors that the semi-private room private pay rate be increased from \$240 per day to \$245 per day and the private room private pay rate be increased from \$266 per day to \$277 per day at Harbor Haven Health & Rehabilitation effective January 1, 2020.

Dated \_\_\_\_\_

**SUBMITTED BY:  
HUMAN SERVICES COMMITTEE**

\_\_\_\_\_  
**Lisette A. Aldrich**

\_\_\_\_\_  
**Jay J. Myrechuck**

\_\_\_\_\_  
**Joseph M. Fenrick**

\_\_\_\_\_  
**Judy Goldsmith**

\_\_\_\_\_  
**Mary B. Hayes**

**FISCAL NOTE:** This resolution does not require an appropriation from the county general fund. Adjustments are necessary to bring rates in line with current operational costs. These rate increases are anticipated and included in the proposed 2020 budget for the facility.

**APPROVED BY:**

\_\_\_\_\_  
**Allen J. Buechel  
COUNTY EXECUTIVE**

**APPROVED BY:**

\_\_\_\_\_  
**Meggin R. McNamara  
CORPORATION COUNSEL**

**CERTIFICATION:** I hereby certify this to be a true and exact copy of Resolution No. \_\_\_\_\_.

Ayes \_\_\_\_ Nays \_\_\_\_ Abstained \_\_\_\_ Excused \_\_\_\_ Absent \_\_\_\_

\_\_ Approved and adopted this \_\_\_\_\_ day of \_\_\_\_\_.

\_\_ Denied this \_\_\_\_\_ day of \_\_\_\_\_.

\_\_\_\_\_  
**Lisa Freiberg  
COUNTY CLERK**

Facility	Private	semi-private
Lutheran Home	380	
Edenbrook	305	
Crossroads	299	
St. Francis	282	May go up later in the year
Villa	292	
Grancare	260	