



COUNTY BOARD STAFF/FINANCE COMMITTEES
Minutes – July 1, 2019

Call to Order. County Board Staff Committee Chair Podzilni called the joint meeting of the County Board Staff Committee and Finance Committee to order at 8:00 A.M. in the conference room at Rock Haven.

Committee Members Present: County Board Staff Committee - Supervisors Podzilni, Bostwick, Brill, Bussie, Sweeney, Thomas, Peer and Yeomans. Finance Committee – Supervisors Beaver, Fox, Podzilni and Yeomans.

Committee Members Absent: Supervisor Mawhinney (County Board Staff Committee), and Supervisor Mawhinney (Finance Committee).

Staff Members Present: Josh Smith, County Administrator; Randy Terronez, Assistant to the County Administrator; Marie-Noel Sandoval, Public Health Officer; Clayton Kalmon, Nursing Home Administrator; Samantha Clark, Account Clerk III, Public Health Department.

Others Present: None.

Approval of Agenda. Supervisor Bussie moved approval of the agenda, second by Supervisor Peer. ADOPTED.

Citizen Participation, Communications and Announcements. None.

Approval of Minutes – June 24, 2019. Supervisor Bostwick moved approval of the minutes of June 24, 2019 as presented, second by Supervisor Peer. ADOPTED.

Review and Discussion of Preliminary 2020 Budget Projections and Program Information-Rock Haven. Mr. Kalmon handed out copies of his PowerPoint presentation (Attached). He went over organizational charts for Rock Haven and the Nursing Department.

Mr. Kalmon said an overview of the 2019 source of funds for Rock Haven is 39% (\$6,770,489) from State - Medicaid funding sources, 23% (\$4,040,656) from tax levy, 22% (\$3,938,737) from private funding sources, and 16% (\$2,795,582) from Federal - Medicare funding sources.

Mr. Kalmon said there have been some challenges: staff turnover is still a problem, though they are working on this; and the financial area has had some issues, which they had someone come in and look at the billing and they would like to reclass an Accountant to Financial Office Manager.

Mr. Kalmon said the areas he sees as opportunities to reduce expenses are to reduce overtime, reduce turnover, and increase efficiency and effectiveness with the suggested changes to staff organization.

Mr. Kalmon thanked the committees for their time.

Review and Discussion of Preliminary 2020 Budget Projections and Program Information-Public Health Department. Ms. Sandoval handed out a copy of the 2018 Public Health Department Annual Report, and a copy of her PowerPoint presentation (attached) and went over it.

Ms. Sandoval said the Public Health Department conducts about 3,000 investigations per year, about 1,600 lab tests per year, and about 1,400 inspections per year.

Ms. Sandoval said her staff have been working with the schools to reduce the number of immunization waivers signed due to the ease of obtaining the form during school registration instead of making an appointment at the doctor's office for the child to receive their shot/shots.

Ms. Sandoval said measles are very contagious and can linger in the room for two hours after someone who is contagious has walked through. She added that the Rock County Public Health Department has worked very hard to get word out throughout the County and we have not had one case in Rock County so far.

Discussions on: hiring a marketing research company versus hiring a person to do this in-house; finding more grants to increase revenue; and being more efficient to reduce costs.

Ms. Sandoval thanked the Committees for their time.

Next Meeting. Chair Podzilni said the next meeting will be on Monday, July 8th at the Sheriff's Office at 8:00 A.M.

Adjournment. Supervisor Bussie moved adjournment at 9:27 A.M., second by Supervisor Bostwick. ADOPTED.

Respectfully submitted,

Marilyn Bondehagen
Office Coordinator

NOT OFFICIAL UNTIL APPROVED BY COMMITTEES.

Rock Haven

Skilled Nursing Home

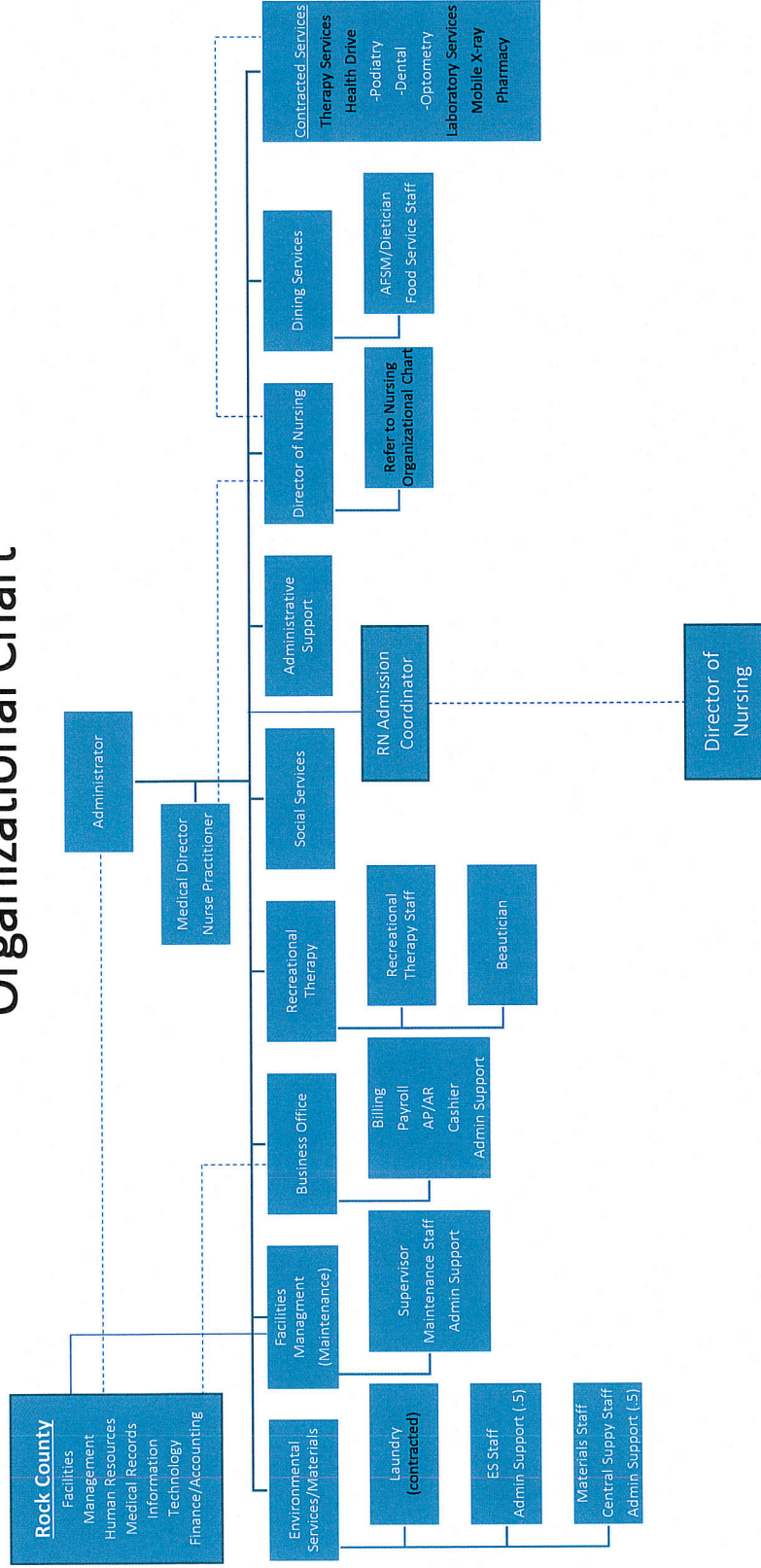


2020 Pre-Budget Presentation
Joint County Board/Finance Committee
July 1, 2019

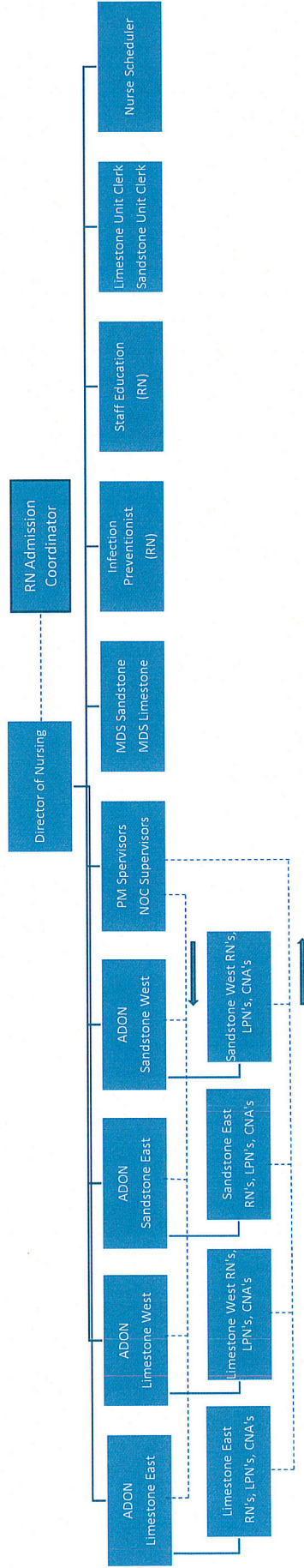
Order of Information:

- Overview of Organizational Structure
- 2019 Budget Overview – Source of Funds; Use of Funds
- Review of 2019
- 2019/2020 Initiatives and Challenges
- Opportunities for Revenue Improvement/Expense Reduction
- Requests for 2020 Budget
- Cost to Continue
- Tax Levy Reduction Options
- Discussion

Rock Haven Organizational Chart

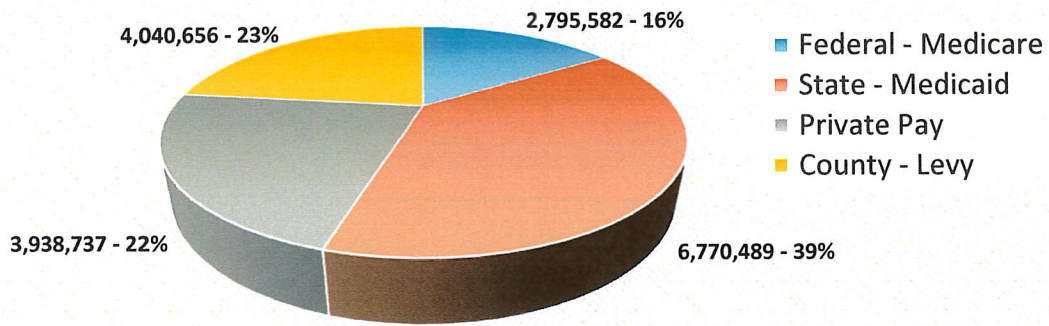


Nursing Department Organizational Chart



2019 Budget Overview

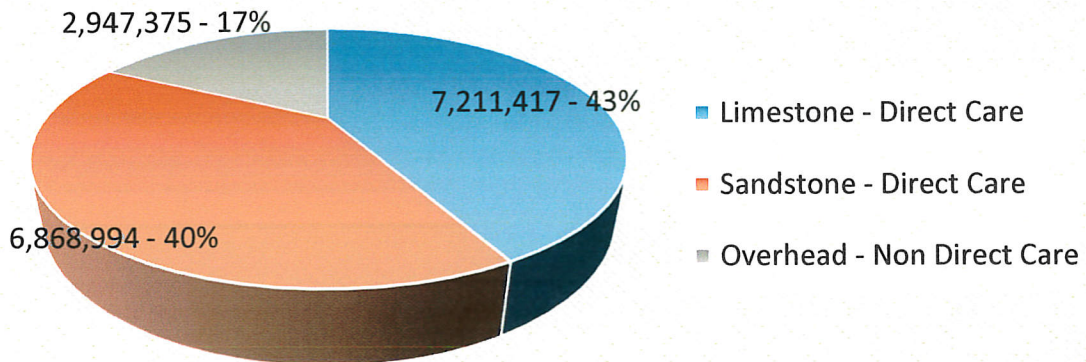
Source of Funds



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2019 Budget Overview

Use of Funds



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Review of 2019

Assistant Directors of Nursing

- Consistent management - improved quality of care, quality of life, and resident safety
 - improved communication
 - more effective staff development
 - improved education and competency
 - enhanced Person Centered care conference process
 - Improve admission process to the facility/unit
 - Quality Improvement
- Increased monitoring for potential deficiencies; quickly get facility to past non-compliance
- Effective monitoring of CNA documentation
- Decrease staff turnover - unit ADON able to quickly address staff concerns/issues (lagging indicator)

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Review of 2019

RN Sup-Infection Preventionist & RN Sup-Education Director

- RN Supervisor - ED
 - Developing Competencies for staff in support of 3rd phase mega-rule
 - Ensuring staff are trained in new processes
 - Monitoring and tracking education
- RN Supervisor - IP
 - Education given by CMS on Infection Control
 - Quarterly meetings being held to address infection control concerns with the development of QAPI when needed
 - Exploring new monitoring process

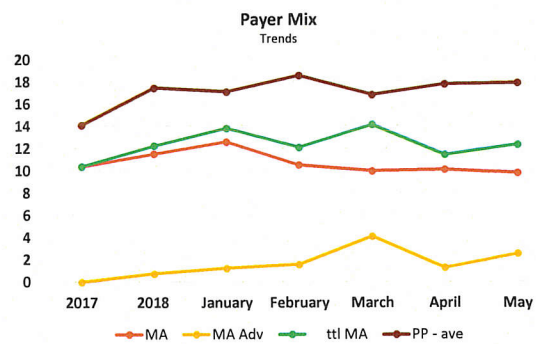
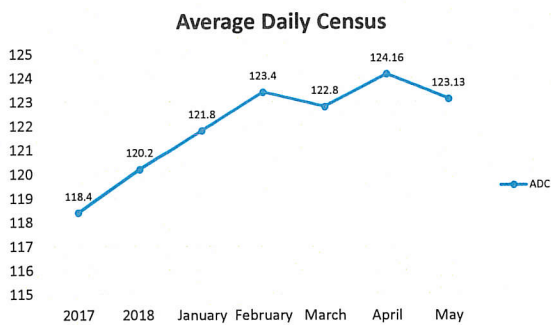
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Review of 2019

Admission Process

- 2019 eliminated Administrative Secretary role
- Redesigned the RN Admission Coordinator Role
 - Quality intake process – pre-admission data and care information flow
 - Improved community relationships
 - Overall improved workflow and processes – efficiency and effectiveness
 - Increased census (trend)
 - Facilitates resident admission to unit – *improved communication of care information*

Review of 2019



2019/2020 Initiatives and Challenges

Initiatives:

- Aligning Organizational Structure for Efficiency and Effectiveness
 - Nursing Department
 - Admission and Financial Office
- Establishing with Medicare Advantage Plans – ACO's, MCO's
- Improve CMS 5-Star Rating Through Quality Measure's (QM) QAPI
- Establishing Sandstone as a "formal" Dementia Unit – Staffing Levels, Dementia Training and Competencies, Programming
- Trauma Informed Care (P3) Training and Competencies
- Nursing Staff Competencies in preparation for PDPM – Clinically Complex
- Enhancing Rock Haven Image and Visibility – "Backdoor" Marketing
 - RN Admissions Coordinator – Key Role

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2019/2020 Initiatives and Challenges

Challenges:

- PDPM (Replaces Medicare RUGs IV) – Nursing Skills and Competencies
- Financial Office restructuring
- Implementation of Nursing Organizational Structure
- High Nursing Staff Turnover, Nurse/CNA Staff Shortage
- Effective Communication
- New Regulations – Phase 3, November 2019
- Recruitment, Retention, Recognition

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Opportunities for Revenue Improvement 2019/2020

- Continue to partner with Medicare Advantage Plans
 - In-network with Aetna, UHC, Mercy Care, Dean HS
- Over all census growth – ADC 125+
- Medicare PDPD – Clinically Complex
- Improve overall payer mix – Medicare, Private Pay, shift to less MA
- Outpatient therapy – Medicare part B
- Improve the Medicaid daily rate

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Opportunities for Expense Reduction 2019/2020

<ul style="list-style-type: none"> • Reduction in Overtime 	<u>2019 Budget</u> \$ 591,010.00	<u>2019 Projected</u> \$ 610,361.00
<ul style="list-style-type: none"> • Reduction in Turnover <ul style="list-style-type: none"> ➤ Cost to recruit & train new staff ➤ Mandated Overtime 		\$ 00,000.00?
<ul style="list-style-type: none"> • Efficiency and Effectiveness <ul style="list-style-type: none"> ➤ Process Improvement 		\$ 00,000.00?

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Requests in 2020

- Sandstone 5.6 fte (8 positions) CNA's
 - **Manage dementia symptoms**
 - appropriate modifications to staffing levels
 - promote and maximize residents' safety, dignity, comfort and overall quality of life
 - **Person-centered perspective**
 - **Focus on maximizing residents' quality of life**
- Reclass 5 CNA positions (*contingent on above being approved*)
 - Current positions are classed as float positions; reclassing will improve staff to resident ratio and promote continuity, quality of care and programing

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Requests in 2020

- Reclass Accountant to Financial Office Manager (July 2019)
- Reclass Controller to Analyst – *aligns position with duties*
- Add an 0.5 fte Environmental Services worker
- Increase existing ATA from 0.4 to 0.6 fte
- Unit Change MDS Coordinators (x2) from Unilateral C to Unilateral A

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2020 RH Cost to Continue

Assumptions:

- 2% inflationary increase to 2019 budget across all accounts
- Known revenue improvement
- Known expense impacts – new requests

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2020 RH Cost to Continue

Revenue improvement:

- Over all census growth – ADC 125+
- Improve overall payer mix –Medicare, Managed Medicare, Private Pay, shift to less MA

First quarter 2019 actual revenue 2% over 2019 budget \$ 259,698 (annualized)

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2020 RH Cost to Continue

Expense impact:

• 2% inflationary to 2019 across all accounts	\$ 340,556
• 2020 new staffing requests and changes	\$ 370,987
• FY 2020 (2019 to 2020) Worker's Compensation	(-) \$ 22,005
• WMMIC (2019 to 2020)	(-) \$ 9,682
• Reclass of Controller to Analyst	(-) \$ <u>15,000</u> est.
	\$ 664,856

2020 staff request expense includes wages, FICA, retirement, health dental and life

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2020 RH Cost to Continue

Levy Summary

2019 County Tax Levy	\$ 4,040,656
Revenue Enhancements	(\$ 0)
Expense Impact	<u>\$ 664,856</u>
Levy required to fund 2019 budget	\$ 4,705,512

Reduction needed for 0% levy increase \$ 664,856

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Tax Levy Reduction Options

Action:

- No additional staff in 2020

Potential Consequences of Action:

- Dementia unit CNA, Environmental Services and Activities (ATA) staffing levels remain the same. We continue status quo, potentially affecting Level of Care (LoC) we are able to manage on the dementia unit.
- Sandstone and Environmental Services staff satisfaction

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Tax Levy Reduction Options

Action:

- Analyze current staffing levels and other expenses all departments; reduce staffing levels and expenses in a controlled manner

Potential Consequences of Action:

- Affect overall quality of care, services, staff satisfaction, environment of care and physical plant.
- Regulatory and compliance challenges.

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Tax Levy Reduction Options

0% increase over 2019

Summary:

No additional staff in 2020	\$ 370,987
Reduce staffing levels and expenses all departments	\$ 269,611
4.5 % reduction in overtime	<u>\$ 24,258</u>
	\$ 664,856
 Reduction needed for 0% levy increase:	 (-) <u>\$ 664,856</u>
Increase in Levy requested	\$ 0

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Discussion



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Thank You!

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Rock County Public Health 2020 Pre-budget Presentation

Marie-Noel Sandoval, MPH
Health Officer/Director

July 1, 2020



Board of Health



Staff



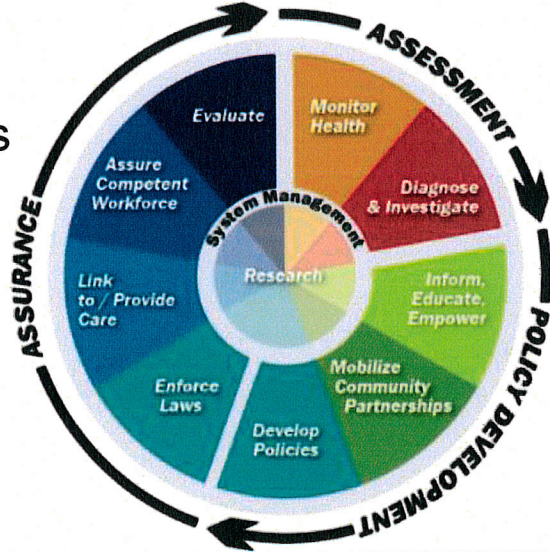
Level III Local Health Department

- Provide or arrange for 6 basic services
- And at least 14 pgms/services
 - that address at least 7 health priorities in WI state plan (Healthiest WI 2020)



Public Health At Work For You

- 3 core functions
- 10 Essential Services

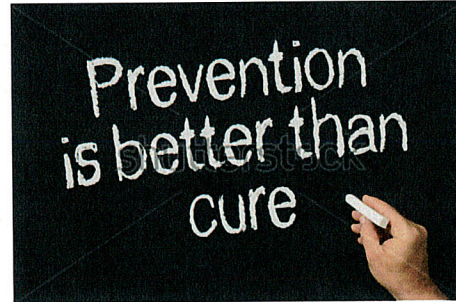


Strategic Plan

- **Vision:** Rock County Wisconsin...a healthy, thriving community.
- **Mission:** The Rock County Public Health Department is the catalyst that cultivates a spirit of wellness and improves the quality of life by promoting healthier lifestyles and environments through collaborative community partnerships.
- **Values:**
 - ✓ Leadership
 - ✓ Diversity and health equity
 - ✓ Collaboration
 - ✓ Integrity
 - ✓ A spirit of wellness
 - ✓ Accountability and fiscal responsibility
 - ✓ Adaptation and continuous improvement



FOCUS



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- Healthy & Safe
 - ✓ Behaviors
 - ✓ Homes
 - ✓ Communities
- Issues & solutions -vs- programs
- Primary prevention



Public Health

RESPONSIBILITY

- The Public Health Department is responsible for improving the health and well-being of the community by:
 - *Preventing* - disease and injury
 - *Promoting* - healthy lifestyles
 - *Protecting* - the public from health threats



Public Health



2019 Highlights



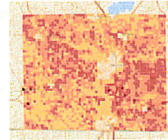
Nitrate Risk Mapping Tool Project Journey



Nitrates identified as a public health concern in Rock County



RCPHD and other partners formed the Nitrate Work Group to work on a solution



RCPHD hired epidemiologist who created interactive mapping tool from students' modeling project

2015



RCPHD obtained grants funding to explore the issue



Students from UW Whitewater created a nitrate risk model

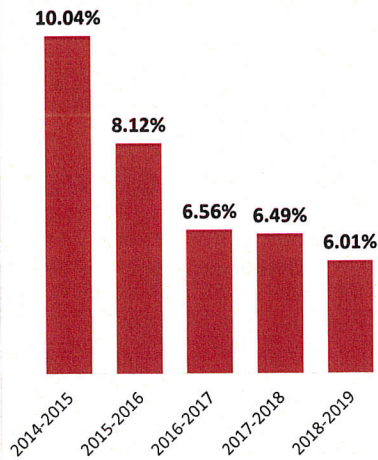
2019

Next Steps:

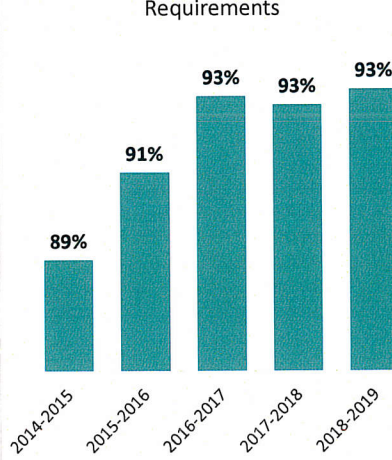
- Measure changes to nitrate contamination
- Evaluate modeling accuracy
- Increase private well testing

Rock County Immunization Trends 2014-2019

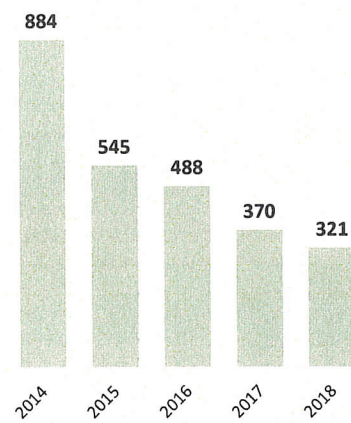
School Waiver Rates



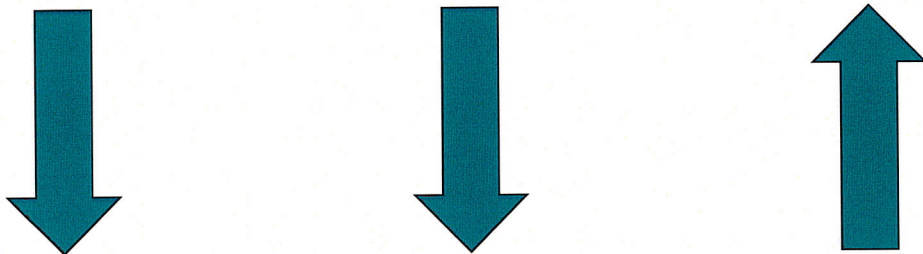
Percent of Students Meeting Minimum Immunization Requirements



Immunizations Provided to School-Age Children by RCPHD




The Public Health Department in partnership with School Districts across Rock County, has seen the following changes in the last 5 years:



Waiver rates have decreased by 40%

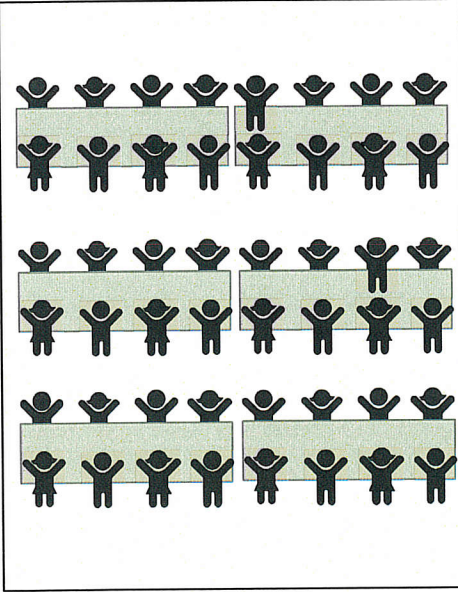
50% decrease in the number of immunizations provided by RCPHD

Percent of students who meet the minimum immunization requirements increased to 93%




1 child who has measles

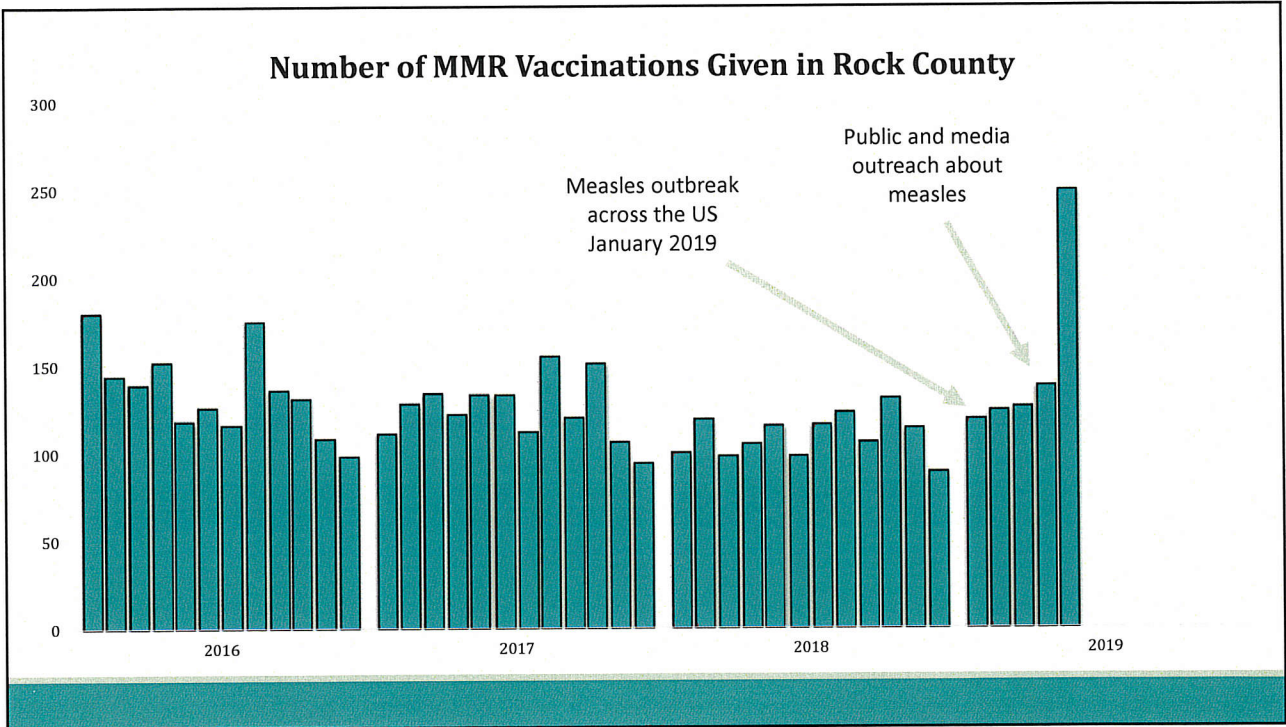
Lunch Room ~ 200 Kids



12 kids who were not vaccinated because they had a waiver are now exposed to measles

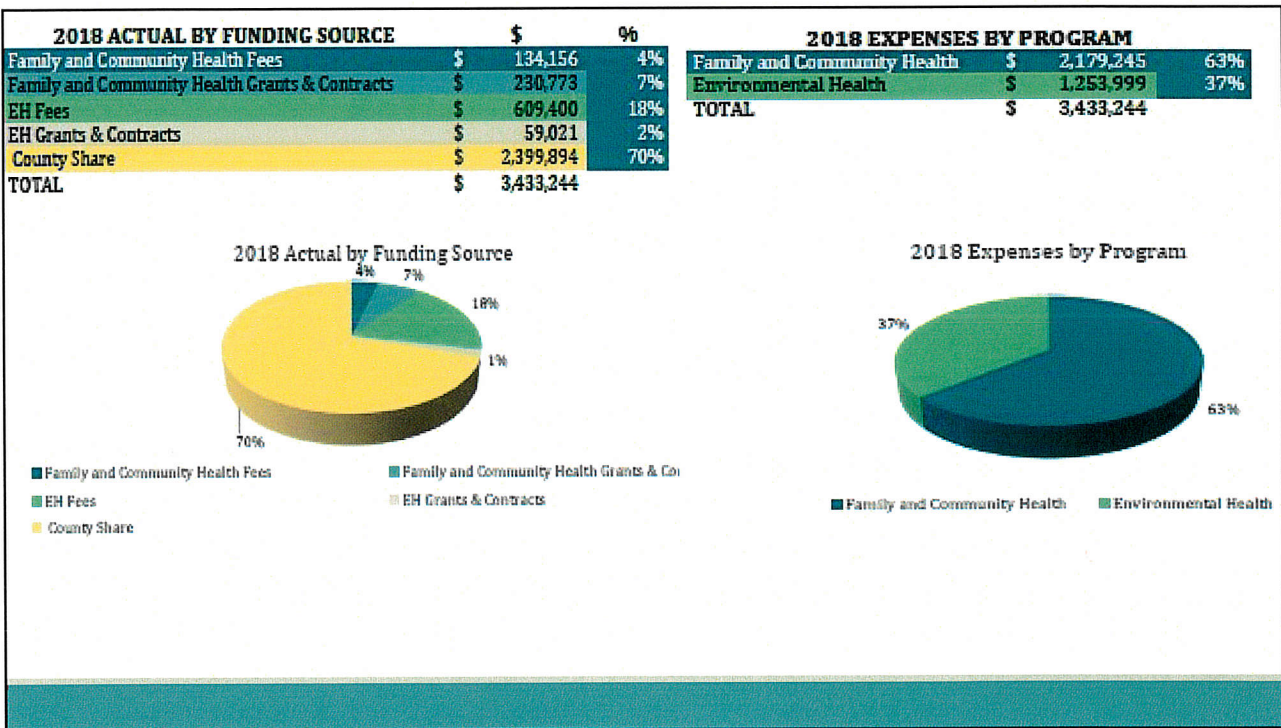
11 of these kids will likely contract measles









A LOOK *at the* BUDGET



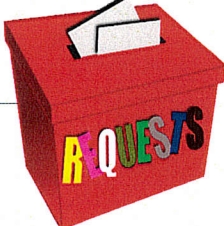


Budget Projections

	2019 Budget	2020 Proposed Budget	2019 to 2020 Difference	%
Revenue	\$ 1,126,323	\$ 1,132,040	\$ 5,717	0.5%
Expense	\$ 3,574,537	\$ 3,581,541	\$ 7,006	0.02%
Levy	\$ 2,448,211	\$ 2,449,501	\$ 1,290	0.05%




New Requests



Personnel Reclassification

Public Health Nurse to Communications/Marketing Specialist

- Strategically use cutting edge communication and marketing tools to advance public health objectives → MARKET HEALTH
- Better serves the needs of the Public Health Department and of the Rock County community



- This change will result in no additional salary & benefit costs



Levy Reduction Options

- Eliminate computer @ \$4,040 ea



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Questions

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Thank You

Marie-Noel Sandoval, MPH
Health Officer/Director



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