

CLATSOP BOARD AGENDA  
December 5, 2024  
Clatsop Care Center  
12:00 PM

- I. Call to Order
  - A. Roll Call
  
- II. Consent Agenda
  - A. Agenda Approval
  - B. Approval of November 7, 2024 Board Meeting minutes.
  
- III. Public Comment-
  
- IV. CCC Building Update- Don Harris
  
- V. Administration Reports
  - A. Clatsop Care Center- Kendra Webb
  - B. Clatsop Retirement Village- Ann Rubino
  - C. Clatsop Memory Care- Hannah Ross
  - D. Clatsop Care In-Home Services- Debi Martin
  - E. Marketing Report- Mike Martin
  - F. CEO Report— Mark Remley
  - G. Financial Report/ Levy Funds- Mark Remley
  
- VI. Action Items:
  - A. Vital signs equipment
  - B. New Steamer
  
- VII. Discussion:
  - A. Strategic Plan
  
- VIII. Board Member Matters-
  
- IX. Future Meeting Dates
  - A. December 19, 2024- Tax Levy Oversight Zoom Call
  - B. January 9, 2025- Board Meeting- Clatsop Memory Care
  - C. February 6, 2025- Board Meeting- Clatsop Memory Care
  - D. February 20, 2025- Tax Levy Oversight Meeting AND Mid Year Financial Review- Clatsop Care Center- 10:00 AM
  
- X. Adjourn

## LONG TERM CARE ACRONYMS AND COMMON PHRASES

1. **SNF**- Skilled Nursing Facility (Short Stay Residents)
2. **ICF**- Intermediate Care Facility (Long Term Stay Residents)
3. **MEDICARE**- Federal Payment System for nursing homes that are designated SNF. Benefit Max is 100 days.
4. **MEDICAID**- State payment system for all levels of care we serve. This is for long term stay residents.
5. **PDPM**- Patient Driven Payment Model- Vehicle for rates to nursing facilities through Medicare.
6. **HMO**- Health Maintenance Organization - Individual contracts for short stay residents in nursing homes. Typically these organizations are managing the medicare money.
7. **CBC**- Community Based Care - This broad term encompasses assisted living facilities, memory care, and adult foster homes.
8. **PPD OR PRD**- Per Patient Day or Per Resident Day - This is used in calculating budgets based on census levels.
9. **DSO**- Days Sales Outstanding - Way of tracking the outstanding accounts receivable.
10. **PROVIDER TAX**- Nursing home tax utilized to drive the reimbursement levels for medicaid by receiving matching federal dollars.
11. **MDS**- Minimum Data Set - Document filled out to show the level of care and services being provided to each resident.
12. **QAPI**- Quality Assurance and Performance Improvement - Used to focus on current issues in facilities in order to provide better outcomes.
13. **CBC QUALITY METRICS**- Similar to QAPI, this is a relatively new program to track CBC quality data and provide a vehicle for this information to the public.
14. **DNS**- Director of Nursing Services - Head of the nursing department
15. **RCM**- Resident Care Manager - Works under the direction of the DNS, manages resident care, follows up with families and other concerns, completes the MDS.
16. **OPI**- Oregon Project Independence - Contract with In-Home services
17. **IJ**- Immediate Jeopardy - High scope and severity citation
18. **EMR**- Electronic Medical Record

19. **2567**- Citation report issued by the state from survey
20. **POC**- Plan of Correction - Our report answering how we will fix citations and get back into compliance
21. **IDT**- Inter-Disciplinary Team- This is the group of management staff who collectively build and manage the plan of care.
22. **PCNA**- Project Capital Needs Assessment- This is a HUD term in which an analysis is done every 10 years on what capital items may need to be addressed over the next ten years.
23. **HUD**- Housing and Urban Development- This is our lender for Clatsop Retirement Village

## Clatsop Care Center December 2024

**Census:** At the time of this writing our census is currently 31/41.

Medicare: 6 Medicaid: 21 Private Pay: 4

Average Daily Census for October was 32 on a budget of 31. Getting referrals and accepting to try and get the census up before the Holidays.

**Staffing:** At this time our needs are 2 day nurses, 2 noc nurses, and 3 evening CNAs, 2 NOC CNA, and PRN CNAs. 1 Activity assistant and dietary aide. Interviewing for December CNA class. Continuing to try and utilize our staff instead of agency but there are many shifts to fill. We had our first nurse direct hire from the referral program in November.

**Building Updates:** Elevator engineers were out to the building in November. Complete timeline is pending. Will bring any updates to Board Meeting in December. We will also be looking for a structural engineer to assess the basement to assure safety from where the generator was moved from.

**Community Life:** Activities worked with the Auxiliary team and raised over \$1,200 for the Activities Department between the gift basket raffle and rummage sale! Daily huddles are continuing to assist with staff communication and staff have been appreciative and giving good feedback. All departments have participated on different days. Residents are excited for the Holiday Meals with families and sharing memories and recipes!

Respectfully,  
Kendra Webb

## Clatsop Retirement Village December 5<sup>th</sup>, 2024, Board Report

**Current census:** 58 residents on a budget of 65. 28 PP and 30 MCD on a budget of 35 PP and 30 MCD. 1 resident is at Clatsop Care Center.

**Average daily census:** 51.84 for October on a budget of 65. 25.13 PP and 26.71 MCD on a budget of 35 PP and 30 MCD.

**Admissions/Discharges:** We have had 1PP move in for November. There is 1 more hot lead that will be coming next month instead of this month. We had one resident pass away in October. We have 1 resident on Hospice services.

**Marketing/Census:** We are pushing our Respite and Hospice rooms. Our respite will be placed on our Facebook page to push for the holidays. Hospice is aware that we have a room available for their patients. We will be running ads in the local newspaper and will do Facebook blast to promote these services. We are doing an "Adopt a Senior for Christmas" for the general public. We are working with Michael Martin on a quarterly marketing plan to build census and promote the community.

**Operations/Staffing:** CRV hired 2 team leads and 2 caregivers. Dietary is looking to hire 2 dietary aids. Our new Resident Care Coordinator will be officially in the role as of December 1<sup>st</sup>. RN Sue has accepted the Health Service Director position.

**Agency:** There are no agency staff in the building.

**Healthcare:** We have no COVID, Flu or other illnesses in the community. We are caught up on care plans, assessments and MD orders. Our clinical department is stable at the moment. We have enough care staff, team leads and management staff for optimal care for the residents. Pending licensure survey.

**Maintenance:** The roofing project is currently on hold until spring, they may possibly work in between weather systems, but not likely. Legacy Construction has fixed the areas that were remediated for the flood. We have a hot water tank that needs replaced. We received a bid for the water tank and it will be sent forward for the Levy committee along with the flooring bid for the first floor.

Ann Rubino, Administrator

Clatsop Care Memory Community  
Board Report  
December 2024

#### Census 30

- 19 private pay and 11 Medicaid on a budget of 19 PP and 11 Medicaid.
- ADC in November 30 on a budget of 30.
- Two residents will be moving from private pay to Medicaid next month.
- Assessments have been done for unoccupied rooms and move-ins are scheduled for this month. Both are private pay.

#### Staffing and Training

- Thirty-five total staff.
- Ads are running for PT Caregiver, PT Dietary Aid and FT Cook.
- All staff meeting on 22<sup>nd</sup> last month. Fire Life and Safety education was done on storms and power outages. Staff had a lot of questions about what happens when they are not able to leave.
- Fire drill on Swing shift last month. Staff are learning how communication is vital, and times are still improving.
- All staff have finished Senate Bill 99 training.
- Turkey Day Gift Certificates handed out at staff meeting and all staff were very appreciative.

#### Operations/Life Enrichment Programming

- The bus is out of the shop! We are doing bus rides and outings again with our residents.
- Residents went out to lunch and accidentally met up with another resident and family. They all sat together and had lunch.
- Pastor Jerry and Stephen are continuing to visit the residents monthly. They sing church songs and oldies to residents. Residents are singing along too.
- Volunteers have donated some new bird feeders that have been put in the courtyards. Residents will be helping Activities fill and maintain them.

#### Covid-19 Update

- Monthly reporting of vaccination status it still happening.
- Covid booster was done by CMH on the 21<sup>st</sup> and flu will be done the following weeks in house by RN.
- 83% of residents are up to date with Covid. Five families refused boosters.

#### Special Projects

- Tub room remodel in progress. A three-week delay due to having to move the sink to the other side of bathroom and plumbers needing a new tool that is not gas powered.
- Cabinet storage for all bathrooms. Two bids have been submitted from Home Depot and local company recommended by our neighbor CMP Plumbing.
- Montessori/Programming Updates-Nadine (Life Engagement Director) is currently taking the Montessori Programming dementia course.

Respectfully,

Hannah Ross, Administrator

## Board Report

### Clatsop Care in Home Services

### Report for November 2024

**Clients:** At the time of this report, we have a census of 53 active clients.

We have only one client that are on an *as needed* basis, for a total census of 54. We are providing medication services to one client. We had two clients pass away, one is in the hospital for an extensive stay. One had to put a hold on services due to some legal issues not pertaining to our agency.

As expected there will be canceled hours due to the Thanksgiving holiday and we are expecting the same for December but we are working to reschedule as much as we can and bring on new clients to maintain our revenue.

*Payors:* Ten of these clients are VA contract. We have three clients through the Providence Elderplace program, eighteen of our clients are Medicaid, one is Long term care insurance and the remaining twenty-one clients are private pay.

*Location:* of our current active clients 22 are in Astoria, fourteen are in Seaside/Gearhart area, twelve are in Warrenton/Hammond area. We have three clients in Knappa/Svenson area. We have three clients in Cannon Beach. Currently we have no clients in Westport.

**Employees:** We currently have 25 employees, including myself. We lost two employees this month. Both were voluntary. One quit with no notice, one moved out of the area to finish pursuing her clinicals in veterinary care.

13 caregivers are full-time. The rest are, by choice, part time with up to 20-25 hours per week. I have one full time caregiver off until December on medical leave, and one part time caregiver off on a non work-related medical leave until January.

I have one nurse that renewed her RN license and I have encouraged her to keep it active by working at CCC. That is in the works.

**Accidents/Incidents:** We have had no injuries or accidents.

**General:** Projected service hours for November total 1785. We had one employee case of covid this month and 1 client also caught covid (acquired from family member). Fortunately, this variant does not seem to be as bad or last as long.

Mid November was sketchy between flooded roads, a few downed power lines and a tree in the road a time or two. We managed well in spite of these issues. We expect the weather to turn ugly soon so we have our plans in place. We also got to give all of our clients "Emergency Power Outage" bags courtesy of First Lutheran church.

Respectfully,  
Debi Martin

## CLATSOP IN-HOME CARE HOURS

		Avg. Hours/Client				Avg. Hours/Client
<b>July 2024</b>	1,930.00	36.41		<b>July 2023</b>	1490.5	
<b>August 2024</b>	1,761.15	35.22		<b>August 2023</b>	1535	
<b>September 2024</b>	1,679.00	35.72		<b>September 2023</b>	1390.5	
<b>October 2024</b>	1,843.00	36.86		<b>October 2023</b>	1429.25	
<b>November 2024</b>	1,785	35.12		<b>November 2023</b>	1429.28	27.49
<b>December 2024</b>				<b>December 2023</b>	1334.33	27.23
<b>January 2024</b>				<b>January 2024</b>	1432.22	27.54
<b>February 2024</b>				<b>February 2024</b>	1365	25.75
<b>March 2024</b>				<b>March 2024</b>	1406.19	23.83
<b>April 2024</b>				<b>April 2024</b>	1582.49	27.28
<b>May 2024</b>				<b>May 2024</b>	1698.05	32.65
<b>June 2024</b>				<b>June 2024</b>	1618.32	28.89



**Clatsop Care Health District Board Report**  
**Marketing and Communications Update**

Mike Martin

November 22, 2024 (for December 5, 2024, board meeting)

**Foundation**

Three members met in November to discuss any new candidates for the board as well as President and Secretary Treasurer. Was not a full quorum to get any action items passed. We agreed to meet again in December on the 19<sup>th</sup>.

**Auxiliary**

The Rummage Sale and Raffle Baskets were a great success. We raised over \$1,400. In the December meeting we will decide what to do with the funds. Kendra and Savanah have the task of putting a list together a wish list.

**Recruitment**

Status	Date	Title (ID)	Location	New	Candidates
Published	11/27/2024	Nursing Assistant Instructor (2878542)	Clatsop Care Center	0	0
Published	11/21/2024	Clatsop Cares Foundation Board Member (2876998)	Clatsop Care Center Health District	0	0
Published	11/21/2024	Dietary Aide - Assisted Living (2700679)	Clatsop Retirement Village	4	28
Published	11/20/2024	CCMC Dietary Services Cook (2873753)	Clatsop Memory Community	10	10
Published	11/20/2024	Activities Aide (2834900)	Clatsop Care Health & Rehabilitation	3	14
Published	11/06/2024	Caregiver - Memory Community (2700596)	Clatsop Memory Community	0	40
Published	11/06/2024	Dietary Services Aide - Memory Community (2700586)	Clatsop Memory Community	27	44
Published	10/15/2024	Certified Medication Assistant (skilled nursing facility) (2797720)	Clatsop Care Health & Rehabilitation Center	1	4
Published	09/17/2024	Dietary Cook (Skilled Nursing Facility) (2724621)	Clatsop Care Health & Rehabilitation	11	19
Published	09/12/2024	Dietary Aide (Skilled Nursing Facility) (2724605)	Clatsop Care Health & Rehabilitation	17	29
Published	09/03/2024	Team Leader (non-certified medication tech) (2700768)	Clatsop Retirement Village	33	62
Published	09/03/2024	Caregiver - Assisted Living Facility (2700754)	Clatsop Retirement Village	17	33
Published	09/03/2024	In-Home Caregiver (2700562)	Clatsop Care In-Home Services	19	47
Published	09/03/2024	Certified Nursing Assistant (CNA) - Skilled Nursing (2700531)	Clatsop Care Health & Rehabilitation Center	1	10
Published	09/03/2024	Licensed Practical Nurse (LPN) - Skilled Nursing (2700510)	Clatsop Care Health & Rehabilitation Center	0	1
Published	09/03/2024	Certified Nursing Assistant (CNA) training program (2700489)	Clatsop Care Health & Rehabilitation Center	4	40
Published	08/22/2024	Registered Nurse (RN) - Skilled Nursing (2676072)	Clatsop Care Health & Rehabilitation Center	0	3

**Other Advertising/Events**

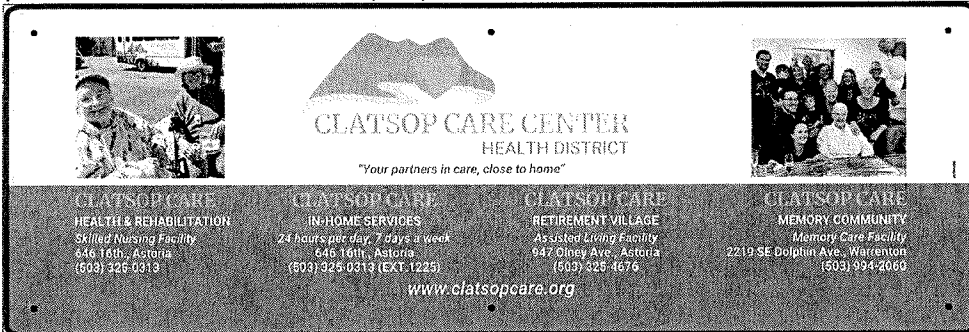
CIHS: Ran radio for the first two weeks as well as classified print ads and digital on-line geo-fence ads. Billable monthly hours continue to grow. Working on getting more survey forms back.

CCC: Major initiatives to promote nursing recruitment. Campaigns including Spotify, Indeed Portland, OSBN database emails to licensed RN, LPN, CNA and CMA's. Banner for outside of building. New RN/LPN referral bonus plan rolled out to employees (\$3,000). Revised all job posting copy. Holiday schedule complete.

CMC: Running ads for Caregivers, dietary aide and cook.

CRV: Initial marketing generated 10 new move-in's. Holiday schedule complete. Developing Respite and Hospice stay campaigns. Delivered Medication Reconciliation records again.

District wide: All logos have been fixed in multiple formats. Secured a bench at Lewis & Clark Golf course for \$395 for the year. Estimated 12,000 rounds per year. 80% local.



Still investigating billboards. Costs vary from \$5,000 to \$9,000 per month. Movie Theatre screens seem to be a good deal. \$300 per month for Astoria and \$300 for Seaside. Message shown on all screens at all movies.

### Internal Communications

Paylocity texting feature enabled. Utilizing Community billboard for announcements and notifications.

### Events

Making arrangements for All Company Party for the last week in January or first, third or fourth week in February. Fort George still seems to be the best option. Also looking at Barbey Center at Columbia Maritime Museum. Some beverage and logistical expense issues there.

### Grants

Better Nursing Home Care Fund due in December. Kendra and I have built a plan and response for building out a Restorative Rehabilitation program at CCC. Nicole and Mark are reviewing.

CLATSOP CARE CENTER HEALTH DISTRICT

CEO BOARD REPORT 12/5/2024

As we are quickly approaching the end of the year, it certainly isn't a time for rest with all we have going on. This month we did receive additional dollars from FEMA in the amount of \$55,760, which will be reflective in November. We have one final outstanding invoice we are attempting to get paid which is just under \$25,000. They have asked for additional documentation of the invoices, which we have provided. I hope to update you all with the final answer on this dollar amount at the meeting.

We did just go through the insurance renewal, and this year we will be paying the annual amount at once. The finance agreement this year was 11.15%, and given our financial position I felt it prudent to not pay it over the year. We are currently awaiting the broker to break out Clatsop Retirement Village as we need this for HUD reporting. Once paid, we will request this reimbursement from HUD as this is part of the Escrow payment. We also currently have \$163,605.38 in our replacement reserve. We are not allowed to go under \$1,000 per unit, or \$69,000. When we receive invoices for the roof replacement, I will make sure to send in the request to HUD. As a reminder, when we do receive these dollars back from them, they will go into our "general fund" and not be restricted.

Another reminder for Clatsop Memory Care, when we hit January 1, 2025 our lease payment goes up by 1%. This is an annual adjustment on the lease so wanted everyone to be aware.

With the audit, they have requested a few additional items, and our hope is to have everything submitted so this can be wrapped up. This has felt like a more lengthy process than in years past and has certainly taken a lot more of the staff's time, so I appreciate everyone's help in getting this complete.

Lastly, Happy Holidays!! We are so fortunate to do the work that we do. I try and bring this up often, but it truly does take each and every one of us to make Clatsop Health District something we can all be proud of. We never take it for granted.

Respectfully,

Mark Remley

Aidan Health Services

Clatsop Care Health District  
Statement of Net Position  
As of October 31, 2024

	CONSOLIDATED	DISTRICT	CCC	CCMC	IHC	GRV	ILC	ELIMINATIONS
<b>CURRENT ASSETS</b>								
Cash and cash equivalents	\$5,688,150	\$5,385,004	\$39,591	\$39,544	\$53,346	\$8,749	\$161,916	
Restricted funds held in escrow	277,584						277,584	
Receivables:								
Resident receivables,	1,115,418		786,959	74,736	85,190	168,533		
uncollectible amounts,								
net								
Tax revenue	198,000	198,000						
Other receivables	19,831	-	20,402	(1,268)	660	36	7,413,962	(7,413,962)
Resident funds held in trust	4,973		550	2,789		1,634		
Due from other funds	-		4,670,865					(4,670,865)
Prepaid expenses	68,200	21,185				23,410	23,605	
Total current assets	7,372,156	5,604,189	5,518,368	115,802	139,196	202,361	7,877,068	
<b>LONG TERM ASSETS</b>								
Restricted funds held in escrow	157,417						157,417	
<b>CAPITAL ASSETS</b>								
Capital assets not being depreciated:								
Land	259,150		40,150				219,000	
Construction in progress	650,291	92,251	340,553	10,239		207,248		
Capital assets,								
net of								
accumulated depreciation:								
Land improvements	116,763		105,423	39			11,301	
Buildings	3,013,335		359,375				2,653,960	
Building improvements	2,070,781		343,514	101,931		70,073	1,555,263	
Moveable equipment	158,099		55,624	58,215		44,260		
Vehicle	134,717		(0)	134,718				
Total capital assets, net	6,403,137	92,251	1,244,639	305,141	-	321,582	4,439,525	
Property under capital lease,								
accumulated amortization	5,773,858			5,773,858		7,041,026		(7,041,026)
Total Assets	\$19,706,568	\$5,696,440	\$6,763,007	\$6,194,800	\$139,196	\$7,564,969	\$12,474,010	



Clatsop Care Health District  
Statement of Revenues, Expenditures, and Changes in Net Position  
For the Month Ended October 31, 2024

	CONSOLIDATED	DISTRICT	CCC	CCMC	IHC	CRV	LLC	ELIMINATIONS
<b>Revenues</b>								
<b>Charges for services</b>								
Medicare A	\$150,584	\$0	\$150,584	\$0	\$0	\$0	\$0	
Medicare B	3,974	-	3,974	-	-	-	-	
Medicare C	6,268	-	6,268	-	-	-	-	
Private	396,279	-	62,902	169,569	17,747	146,060	-	
Medicaid	530,743	-	363,204	48,601	26,845	92,094	-	
Elderplace	52,584	-	-	25,509	8,244	18,831	-	
Veterans Affairs	18,570	-	-	-	18,570	-	-	
Oregon Project Independence	1,234	-	-	-	1,234	-	-	
<b>Taxes</b>								
Property Taxes	73,121	73,121	-	-	-	-	-	
Local Option Taxes	95,818	95,818	-	-	-	-	-	
Timber Taxes	51,000	51,000	-	-	-	-	-	
Community SIP Fund/Other	-	-	-	-	-	-	-	
Rent Revenue	-	-	-	-	-	-	46,230	(46,230)
ERTC/Provider Relief Funds	-	-	-	-	-	-	-	
Investment income	23,110	23,027	2	-	-	1	17,769	(17,689)
Donations	-	-	-	-	-	-	-	
Miscellaneous revenue	25	-	25	-	-	-	-	
<b>Total Revenues</b>	<b>1,403,309</b>	<b>242,966</b>	<b>586,959</b>	<b>243,679</b>	<b>72,641</b>	<b>256,985</b>	<b>63,999</b>	
<b>Expenditures</b>								
<b>Health services</b>								
Personnel services	384,011	-	154,866	84,499	52,466	92,180	-	
Temp Agency - Health Svcs	157,525	-	157,525	-	-	-	-	
Materials and supplies	79,190	-	71,217	1,556	3,923	2,493	-	
<b>Therapy</b>								
Materials and supplies	30,257	-	30,257	-	-	-	-	
<b>Administration</b>								
Personnel services	23,264	23,264	-	-	-	-	-	
Materials and supplies	9,666	9,666	-	-	-	-	-	
<b>Facility administration</b>								
Personnel services	63,315	-	26,747	15,521	-	21,047	-	
Materials and supplies	89,107	-	37,442	15,654	608	41,694	8,366	(14,656)
Management Fee	69,614	-	35,216	14,621	4,358	15,419	-	
Management Travel	2,727	-	1,093	431	-	1,203	-	
Debt Service	38,188	-	-	26,469	-	17,689	11,719	(17,689)
Capital outlay	-	-	-	-	-	-	-	
<b>Maintenance Services</b>								
Personnel services	34,098	-	8,225	9,859	-	16,014	-	
Materials and supplies	15,582	-	2,783	6,497	-	6,302	-	
<b>Laundry/housekeeping</b>								
Personnel services	16,068	-	16,068	-	-	-	-	
Materials and supplies	1,906	-	1,906	-	-	-	-	
<b>Activities</b>								
Personnel services	17,380	-	6,162	5,989	-	5,229	-	
Materials and supplies	1,184	-	112	474	-	597	-	
<b>Dietary</b>								
Personnel services	85,076	-	27,468	24,054	-	33,553	-	
Materials and supplies	40,264	-	10,351	10,827	-	19,086	-	
<b>Social services</b>								
Personnel services	5,962	-	5,962	-	-	-	-	
Materials and supplies	-	-	-	-	-	-	-	
Depreciation	34,594	-	7,494	4,730	-	2,166	20,204	
Amortization	29,762	-	-	29,762	-	31,574	-	(31,574)
<b>Total Expenditures</b>	<b>1,228,740</b>	<b>32,929</b>	<b>600,896</b>	<b>250,942</b>	<b>61,356</b>	<b>306,247</b>	<b>40,289</b>	
<b>Excess (deficiency) of revenues over expenditures</b>	<b>174,569</b>	<b>210,037</b>	<b>(13,937)</b>	<b>(7,263)</b>	<b>11,285</b>	<b>(49,261)</b>	<b>23,709</b>	
<b>Other Financing Sources (Uses)</b>								
Transfers in	187,983	-	187,983	-	-	-	-	
Transfers out	(187,983)	(187,983)	-	-	-	-	-	
<b>Total Other Financing Sources (Uses)</b>	<b>-</b>	<b>(187,983)</b>	<b>187,983</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Changes in Net Position</b>	<b>\$174,569</b>	<b>\$22,054</b>	<b>\$174,045</b>	<b>(\$7,263)</b>	<b>\$11,285</b>	<b>(\$49,261)</b>	<b>\$23,709</b>	

Clatsop Care Health District  
Statement of Revenues, Expenditures, and Changes in Net Position  
For the Four Months Ended October 31, 2024

	CONSOLIDATED	DISTRICT	CCC	CCMC	IHC	CRV	ILC	ELIMINATIONS
<b>Revenues</b>								
<b>Charges for services</b>								
Medicare A	\$572,896	\$0	\$572,896	\$0	\$0	\$0	\$0	
Medicare B	8,982	-	8,982	-	-	-	-	
Medicare C	6,268	-	6,268	-	-	-	-	
Private	1,633,023	-	260,362	730,417	63,189	579,055	-	
Medicaid	2,056,090	-	1,430,231	189,245	83,625	352,990	-	
Elderplace	211,690	-	-	100,413	36,402	74,875	-	
Veterans Affairs	84,730	-	-	-	84,730	-	-	
Oregon Project Independence	7,662	-	-	-	7,662	-	-	
<b>Taxes</b>								
Property Taxes	83,319	83,319	-	-	-	-	-	
Local Option Taxes	109,987	109,987	-	-	-	-	-	
Timber Taxes	232,587	232,587	-	-	-	-	-	
Community SIP Fund/Other	3,533	3,533	-	-	-	-	-	
Rent Revenue	-	-	-	-	-	-	158,856	(158,856)
ERTC/Provider Relief Funds	-	-	-	-	-	-	-	
Investment income	97,151	96,828	9	-	-	3	71,428	(71,117)
Donations	-	-	-	-	-	-	-	
Miscellaneous revenue	141	-	32	-	-	108	-	
<b>Total Revenues</b>	<b>5,108,059</b>	<b>526,254</b>	<b>2,278,780</b>	<b>1,020,074</b>	<b>275,608</b>	<b>1,007,031</b>	<b>230,284</b>	
<b>Expenditures</b>								
<b>Health services</b>								
Personnel services	1,513,152	-	601,238	329,593	210,493	371,828	-	
Temp Agency - Health Svcs	534,765	-	517,094	-	-	17,671	-	
Materials and supplies	319,440	-	276,030	10,811	20,905	11,693	-	
<b>Therapy</b>								
Materials and supplies	111,647	-	111,647	-	-	-	-	
<b>Administration</b>								
Personnel services	96,568	96,568	-	-	-	-	-	
Materials and supplies	88,880	88,880	-	-	-	-	-	
<b>Facility administration</b>								
Personnel services	236,438	-	108,462	58,673	-	69,303	-	
Materials and supplies	485,041	-	135,153	137,622	3,118	208,221	33,488	(32,560)
Management Fee	274,880	-	136,724	61,204	16,536	60,415	-	
Management Travel	7,256	-	3,127	706	-	3,424	-	
Debt Service	153,436	-	-	106,324	-	71,117	47,113	(71,117)
Capital outlay	-	-	-	-	-	-	-	
<b>Maintenance Services</b>								
Personnel services	109,616	-	30,649	30,050	-	48,917	-	
Materials and supplies	88,555	-	33,071	15,964	-	39,520	-	
<b>Laundry/housekeeping</b>								
Personnel services	66,797	-	66,797	-	-	-	-	
Materials and supplies	8,264	-	8,264	-	-	-	-	
<b>Activities</b>								
Personnel services	72,020	-	23,942	25,383	-	22,695	-	
Materials and supplies	4,973	-	45	2,438	-	2,490	-	
<b>Dietary</b>								
Personnel services	352,696	-	112,594	95,809	-	144,294	-	
Materials and supplies	160,570	-	48,150	42,062	-	70,358	-	
<b>Social services</b>								
Personnel services	23,616	-	23,616	-	-	-	-	
Materials and supplies	138	-	138	-	-	-	-	
Depreciation	138,378	-	29,975	18,921	-	8,666	80,816	
Amortization	119,049	-	-	119,049	-	126,296	-	(126,296)
<b>Total Expenditures</b>	<b>4,966,175</b>	<b>185,447</b>	<b>2,266,715</b>	<b>1,054,608</b>	<b>251,053</b>	<b>1,276,909</b>	<b>161,416</b>	
<b>Excess (deficiency) of revenues over expenditures</b>	<b>141,884</b>	<b>340,806</b>	<b>12,065</b>	<b>(34,534)</b>	<b>24,555</b>	<b>(269,877)</b>	<b>68,868</b>	
<b>Other Financing Sources (Uses)</b>								
Transfers in	533,771	-	363,771	-	-	170,000	-	
Transfers out	(533,771)	(533,771)	-	-	-	-	-	
<b>Total Other Financing Sources (Uses)</b>	<b>-</b>	<b>(533,771)</b>	<b>363,771</b>	<b>-</b>	<b>-</b>	<b>170,000</b>	<b>-</b>	
<b>Changes in Net Position</b>	<b>\$141,884</b>	<b>(\$192,964)</b>	<b>\$375,836</b>	<b>(\$34,534)</b>	<b>\$24,555</b>	<b>(\$99,877)</b>	<b>\$68,868</b>	

**RESOLUTION ADOPTING APPROPRIATIONS 2024-2025**

October 2024	BUDGET		ACTUAL		VARIANCE - Over (Under)	
	OCTOBER	YEAR TO DATE	MONTH	YEAR TO DATE	MONTH	YEAR TO DATE
<b>CLATSOP CARE HEALTH DISTRICT GENERAL FUND</b>						
PERSONNEL SERVICES	\$19,538	\$78,421	\$23,264	\$96,568	\$3,726	\$18,147
MATERIALS AND SERVICES	\$19,250	\$76,998	\$9,666	\$88,880	(\$9,584)	\$11,881
CAPITAL OUTLAY	\$62,500	\$250,000	\$40,642	\$81,976	(\$21,858)	(\$168,024)
CONTINGENCY	\$49,410	\$197,640	\$0	\$0	(\$49,410)	(\$197,640)
<b>TOTAL</b>	<b>\$150,697</b>	<b>\$603,059</b>	<b>\$73,572</b>	<b>\$267,423</b>	<b>(\$77,126)</b>	<b>(\$335,636)</b>
<b>CLATSOP CARE HEALTH AND REHABILITATION CENTER</b>						
PERSONNEL SERVICES	\$254,941	\$1,012,027	\$245,499	\$967,298	(\$9,442)	(\$44,730)
MATERIALS AND SERVICES	\$218,126	\$869,839	\$347,903	\$1,269,442	\$129,777	\$399,603
CAPITAL OUTLAY	\$0	\$0	\$13,715	\$71,289	\$13,715	\$71,289
CONTINGENCY	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$473,066</b>	<b>\$1,881,866</b>	<b>\$607,117</b>	<b>\$2,308,029</b>	<b>\$134,050</b>	<b>\$426,162</b>
<b>CLATSOP CARE RETIREMENT VILLAGE, LLC</b>						
PERSONNEL SERVICES	\$0	\$0	\$0	\$0	\$0	\$0
MATERIALS AND SERVICES	\$7,450	\$29,949	\$8,366	\$33,488	\$916	\$3,538
CAPITAL OUTLAY	\$9,000	\$36,000	\$788	\$198,861	(\$8,213)	\$162,861
DEBT SERVICE	\$28,186	\$112,744	\$28,147	\$112,588	(\$39)	(\$157)
<b>TOTAL</b>	<b>\$44,636</b>	<b>\$178,694</b>	<b>\$37,300</b>	<b>\$344,936</b>	<b>(\$7,336)</b>	<b>\$166,243</b>
<b>CLATSOP CARE IN-HOME SERVICES</b>						
PERSONNEL SERVICES	\$46,886	\$184,992	\$52,466	\$210,493	\$5,581	\$25,502
MATERIALS AND SERVICES	\$10,033	\$39,791	\$8,890	\$40,559	(\$1,144)	\$768
<b>TOTAL</b>	<b>\$56,919</b>	<b>\$224,783</b>	<b>\$61,356</b>	<b>\$251,053</b>	<b>\$4,437</b>	<b>\$26,270</b>
<b>CLATSOP CARE RETIREMENT VILLAGE</b>						
PERSONNEL SERVICES	\$178,504	\$677,168	\$168,023	\$657,037	(\$10,481)	(\$20,131)
MATERIALS AND SERVICES	\$100,552	\$396,076	\$86,794	\$381,232	(\$13,758)	(\$14,844)
<b>TOTAL</b>	<b>\$279,056</b>	<b>\$1,073,244</b>	<b>\$254,817</b>	<b>\$1,038,269</b>	<b>(\$24,238)</b>	<b>(\$34,975)</b>
<b>CLATSOP CARE MEMORY COMMUNITY</b>						
PERSONNEL SERVICES	\$136,447	\$539,832	\$139,921	\$539,507	\$3,475	(\$325)
MATERIALS AND SERVICES	\$45,796	\$182,377	\$50,060	\$270,808	\$4,264	\$88,431
CAPITAL OUTLAY	\$0	\$0	\$525	\$5,205	\$525	\$5,205
DEBT SERVICE	\$26,270	\$105,080	\$44,839	\$179,357	\$18,569	\$74,277
<b>TOTAL</b>	<b>\$208,513</b>	<b>\$827,289</b>	<b>\$235,345</b>	<b>\$994,877</b>	<b>\$26,833</b>	<b>\$167,588</b>
<b>GRAND TOTAL YTD</b>	<b>\$1,212,887</b>	<b>\$4,788,936</b>	<b>\$1,269,507</b>	<b>\$5,204,588</b>	<b>\$56,620</b>	<b>\$415,652</b>
<b>TOTAL UNAPPROPRIATED RESERVE AMOUNTS</b>						
<b>DISTRICT TOTAL</b>						



REVENUES

Charges for Services  
 Taxes  
 Other Funds  
 Investment Income  
 Miscellaneous Income

	BUDGET		ACTUAL		VARIANCE - Over (Under)		TOTAL ANNUAL BUDGET
	OCTOBER	YEAR TO DATE	MONTH	YEAR TO DATE	MONTH	YEAR TO DATE	
Charges for Services	\$1,119,325	\$4,403,920	\$1,160,236	\$4,581,341	\$40,911	\$177,421	\$13,274,810
Taxes	\$172,754	\$691,016	\$219,939	\$429,426	\$47,185	(\$261,590)	\$2,073,047
Other Funds			\$0	\$0	\$0	\$0	
Investment Income	\$16,717	\$66,867	\$23,110	\$97,151	\$6,393	\$30,284	\$200,600
Miscellaneous Income	\$0	\$0	\$25	\$141	\$25	\$141	\$0
	\$1,308,796	\$5,161,802	\$1,403,309	\$5,108,059	\$94,514	(\$53,744)	\$15,548,457

AccountName	TradeDate	SettlementDate	TransDesc	TransactionType	TransactionsSource	TotalAmount
CLATSOP CARE CENTER HEALTH DISTRICT	11/19/2024	11/19/2024	Transfer from Clatsop County - CLATSOP COUNTY	Transfer Purchase	Participant to Participant Transfer	599411.22
CLATSOP CARE CENTER HEALTH DISTRICT	11/13/2024	11/13/2024	Transfer from Clatsop County - CLATSOP COUNTY	Transfer Purchase	Participant to Participant Transfer	114.19
CLATSOP CARE CENTER HEALTH DISTRICT	11/13/2024	11/13/2024	Transfer from Clatsop County - CLATSOP COUNTY	Transfer Purchase	Participant to Participant Transfer	162638.34
CLATSOP CARE CENTER HEALTH DISTRICT	11/06/2024	11/06/2024	Transfer from Clatsop County - CLATSOP COUNTY	Transfer Purchase	Participant to Participant Transfer	134048.29
CLATSOP CARE CENTER HEALTH DISTRICT	11/06/2024	11/06/2024	Transfer from Clatsop County - CLATSOP COUNTY	Transfer Purchase	Participant to Participant Transfer	107873.95
CLATSOP CARE CENTER HEALTH DISTRICT	10/31/2024	11/01/2024	Accrual Income Div Reinvestment - Distributions	Accrual Income Div Reinvestment	Distributions	23027.32
CLATSOP CARE CENTER HEALTH DISTRICT	11/01/2024	11/01/2024	LGIP Fees - ACH Redemption (3 @ \$0.05 - From 5733) - October 2024	Redemption	Fee - ACH Redemption	-0.15



Clatsop Care Center SWOT Analysis:

<b>Internal</b>	<p style="text-align: center;"><b>Strengths:</b></p> <p>What do we do well? What unique resources do we leverage?</p> <ul style="list-style-type: none"> <li>• Great continuing education for staff</li> <li>• Offer all types of services that allow people to stay in county</li> <li>• Care we provide for residents</li> <li>• Transparency- care, finances, etc.</li> <li>• Linking people with the services they need within the district</li> <li>• Facilities smell great...no institutional smell</li> <li>• Feeling of being "at home"</li> <li>• We follow our mission statement</li> <li>• Strong employee retention</li> <li>• We value the diversity and culture amongst our staff</li> <li>• Tax payers support us and have a vested interest in us-uses or will use the services of the district at some point in time to keep loved ones close</li> <li>• Overall expertise of the levels of care that are offered...both up front with resident care as well as through back of house efforts</li> </ul>	<p style="text-align: center;"><b>Weaknesses:</b></p> <p>What needs improvement? What do our competitors say? What resources do we lack?</p> <ul style="list-style-type: none"> <li>• Education for employees on the variety of benefits available</li> <li>• Lack of short term and long term goal setting and planning</li> <li>• Consistency with care staff</li> <li>• The physical structure of Clatsop care building</li> <li>• Outdated aesthetics at CRV</li> <li>• Competitive wage structure</li> <li>• Mechanisms for routine employee feedback</li> <li>• Training approach catering to different styles of adult learning.</li> <li>• Comprehensive communication and feedback with staff (about the district, from peers, etc.)</li> </ul>
	<b>External</b>	<p style="text-align: center;"><b>Opportunities:</b></p> <p>What market opportunities are present? How can we leverage our strengths? What trends can we take advantage of?</p> <ul style="list-style-type: none"> <li>• Demand for senior care in Clatsop County is continuing to grow as the population ages</li> <li>• Palliative care through in-home care</li> <li>• Independent living care opportunities</li> <li>• Community partners participate in continuing education opportunities for staff and residents.</li> <li>• Visually promote our mission statement in each of our care settings</li> <li>• Enhanced communication with staff, residents and families</li> <li>• Become a preferred employer in the community and amongst our staff</li> </ul>

## Clatsop Care Center Health District

### Strategic Planning Review and Discussion – October 2024

Near the end of 2021 in the midst of a global pandemic the district put together a strategic plan. As our world normalized, some pandemic-era changes have become permanent, and the economic landscape has changed significantly. Through all of that the district stayed true to our commitment to provide care services to district members across Clatsop County, delivering our mission to provide a continuum of the highest quality service and care to meet the physical, social, and emotional needs of our community.

#### **Where we were:**

The last strategic plan featured four pillars – marketing, staffing, services, and leadership.

#### Marketing:

- Mike Martin was hired as a new marketing director and began working with the district in July 2021. He has utilized his strengths and background in advertising and community relations to help promote name recognition and has continued assisting with staff recruitment and advertising.

#### Staffing:

- Wages and benefits underwent review were adjusted to maintain a competitive place in the market. Annually during budgeting this is incorporated into the process.
- Training efforts have increased across the district in all of our entities. There are additional trainings required in many of the buildings through new regulations. The care center began and has maintained ongoing CNA classes with the goal of locating and training people from throughout Clatsop County. There may be additional opportunities around staff orientation.
- Recognition programs - there are some recognition initiatives in the district, but there is more opportunity to formalize, implement, and promote these.
- Employee Handbook – the employee handbook has been reviewed and updated with the last update in September 2023.

#### Services:

- Ensure residents are at the core of our service delivery and have knowledge about the district, are able to receive widespread services and we can maintain continuity of care – we are achieving this through coordination between our different entities, inviting participation in cross district events such as the recent Astoria Regatta Festival and parade, and sharing feedback from residents at board meetings.

- Help new residents acclimate well (get home when possible, keep in the home when possible) and work with all healthcare agencies to maximize coordination of services. We do this through our in-home offerings and promoting participation of our clients in the community, and in our buildings as we transition people through our levels of care and through engagement in discharge planning where possible. We promote community engagement among our residents and in 2023 a new bus was purchased for Clatsop Memory Care which has helped support this.
- Complimentary Services – Earlier in 2024 a quick evaluation was done on whether there are unmet needs or opportunities for Medicare-certified home health or hospice services. During this review it was determined there is adequate supply and satisfaction with the current offerings in the district’s service area. There is opportunity to further evaluate other needed service offerings. CRV is currently setting up two apartments for respite care and hospice services.

#### Leadership:

- Leadership coach – Rick Bailard worked with district staff in 2022 and 2023, helping to strengthen the leadership teams throughout the district and elevate effective communication.
- Support and cohesion – there is ongoing efforts to collaborate amongst leadership and district staff, however there remains opportunity to identify and implement cross-district culture building opportunities and promote opportunities for our informal leaders.

#### Capital Plan:

- During the most recent budgeting cycle we introduced a process for annual capital planning, which will be followed by a review of the district capital policy and formalizing the capital approval process.
- A new care center site has been located and is in the process for gaining approval from various government entities. We are hopeful the project can be presented to voters in fall of 2025.

#### **Where Are We Going?**

Next steps should include a re-evaluation and update of our SWOT analysis, development of our top strategic initiatives over the next year, and forecasts for strategic initiatives over the next 3-5 years. We anticipate presenting this to the board at January’s board meeting.