

REPORT on RELOCATIONS and DIVERSIONS from INSTITUTIONS

As required by s. 51.06 (8)

Executive Summary

Through three programs, the Department provides elders and people with physical and developmental disabilities residing in nursing facilities and Intermediate Care Facilities for the Mentally Retarded (ICFs-MR) the opportunity to relocate to community-based settings. Under another program, the Department provides support to a limited number of individuals who are at imminent risk of entering a nursing home to be diverted from nursing home admission and remain in community settings.

The Department's relocation and diversion programs have been highly successful, providing the opportunity in FY07 for 1,064 elderly individuals and people with physical and developmental disabilities to live in community settings, closer to family and friends and community activities. As shown in the summary table below, 591 or 56%, of all relocations and diversions were frail elders; 297 or 28%, were persons with physical disabilities and 176 or 16% were individuals with developmental disabilities.

Community Relocations and Diversions in FY07				
	Persons with Developmental Disabilities (DD)	Frail Elders	Persons with Physical Disabilities (PD)	Total
Relocations	176	484	240	900
Nursing Home Diversions		107	57	164
Total	176	591	297	1064
% of Total	16%	56%	28%	

Over the full 05-07 biennium, approximately 1,830 elders and people with physical and developmental disabilities have successfully relocated from institutional settings and an additional approximately 310 individuals were diverted from admission to a nursing home through the Department's programs. The quality of life for these 2,140 individuals has been enhanced through the opportunity to live in the community and be near family and friends and more fully engaged in community activities. The experience of the past two years is summarized in the table below.

Community Relocations and Diversions								
	Persons with DD		Frail Elders		Persons with PD		Total	
SFY	Relocations	Diversions	Relocations	Diversions	Relocations	Diversions	Relocations	Diversions
2006	372		409	98	152	47	933	145
2007	176		484	107	240	57	900	164
Total	548		893	205	392	104	1833	309
GRAND TOTAL							2142	

As shown in the table, highlights of the relocation and diversions initiatives in the 05-07 biennium include:

- 548 people with developmental disabilities, many of whom resided in institutions for decades, moved to the community and participated in community activities that were not available to them when they resided in institutions.
- 893 frail elders who resided in nursing facilities chose to live in the community near their families and friends. Prior to this initiative, these people would have been on a waiting list for home and community-based care, and few would have had the opportunity to return to the community.
- 392 people with physical disabilities chose to live in the community where they were able to access community activities, rather than live in nursing facilities.
- People with developmental disabilities have been served in the community at a cost that is within the institutional budget for this population.
- Frail elders and people with physical disabilities are being served in the community at a cost below that of institutional care, resulting in a level of savings under the Medical Assistance Program in the 05-07 biennium of \$12 million, which exceeds the projected savings in the 05-07 biennial budget bill by \$1 million.
- 205 elderly and 104 people with physical disabilities, who were determined to be at imminent risk of having to move to a nursing facility, were able to remain in community-based settings because diversion funding was made available.

Based on a strong commitment to and sound strategies for relocations, in January 2007 the Department was awarded a federal “Money Follows the Person” Medicaid grant to support rebalancing of the long-term care system through further relocations from institutions to the community. Starting October 2007 and continuing to October 2011, the federal government will pay an enhanced matching rate higher than the standard Medicaid matching rate for the costs of certain relocated individuals. Wisconsin is projected to earn up to \$15 million of increased federal funding over the grant period. The Money Follows the Person federal grant will help sustain the momentum for Wisconsin’s relocation initiatives in the next biennium.

Background

Relocation Initiatives

The Department provides elders and people with physical and developmental disabilities residing in nursing facilities and ICFs-MR the opportunity to relocate to community-based living arrangements under the following three programs:

- ICF-MR Restructuring Initiative
- Community Integration Program 1A
- Community Relocation Initiative

ICF-MR Restructuring Initiative

The ICF-MR Restructuring Initiative serves persons with developmental disabilities receiving active treatment in a non-state-owned Intermediate Care Facility for the Mentally Retarded (ICF-MR) or a non-state-owned nursing facility. (Relocations from the three State Centers for the Developmentally Disabled are part of the Community Integration Program 1A described below.) The initiative was authorized in the 2003-05 biennial budget bill and became effective on January 1, 2005. Under the initiative, counties are required to prepare a community plan for every person residing in an ICF-MR and for every person seeking admission to an ICF-MR. The plan must be submitted to the court and the court must consider the plan, along with other information presented to the court. If the court determines that the community plan is the most integrated setting appropriate to the needs of the individual, the court must order the person to be served in the community. If the person with a developmental disability was a resident of an ICF-MR or a nursing facility, the initiative allows money that was previously used to fund his/her institutional care to follow the person into the community to fund community-based care. Funding can also be used under this initiative for community placements for people relocated from facilities that are closing or downsizing. Under this initiative, the entire cost of the person's care plan is funded by the state. Therefore, no county tax levy funding has been required to fund these relocations.

In fiscal year 2007, a total of 143 individuals with developmental disabilities relocated into the community from ICFs-MR and nursing facilities under this initiative. In their new community settings, these individuals had their care needs fully met and participated in community activities that were not available to them when they resided in institutions.

The ICF-MR Restructuring Initiative has significantly rebalanced the long term care system for individuals with developmental disabilities. Since the start of this initiative in January 2005 through June 2007, a total of 577 individuals transitioned to community settings. As of July 2007, only 522 individuals, less than half of the population in ICFs-MR other than the State Centers at the start of the initiative, are residing in ICFs-MR other than the State Centers. Fifteen ICFs-MR, accounting for half of all ICFs-MR other than the State Centers, closed over the course of the initiative.

Relocations under the ICF-MR Restructuring (effective January 2005)	
SFY05	94
SFY06	340
SFY07	143
TOTAL	577

Community Integration Program (CIP) 1A

The Community Integration Program 1A supports relocations of individuals with developmental disabilities from the three State Centers for the Developmentally Disabled to community settings. The CIP 1A program began in 1981. Currently under the CIP 1A program, the state provides up to \$325/day for an individual’s community costs. The institutional cost of the Center is reduced by \$325/day for each relocated resident. In fiscal year 2007, 33 people were relocated from the State Centers into the community. Northern Wisconsin Center no longer provides long term care and treatment for individuals. All three Centers provide short-term intensive treatment for individuals with developmental disabilities residing in the community.

Community Relocation Initiative

The Community Relocation initiative provides elders and persons with physical disabilities residing in nursing homes the opportunity to relocate to community settings. People being cared for in nursing homes have a choice to remain in their current setting, or move to the community, if their care needs can be met at home, in an apartment or in an assisted living setting. The funding being used for an individual’s institutional care “follows” the person into the community to be used in the home and community-based waiver. The Community Relocation Initiative was authorized in the 05-07 biennial budget bill and began in August 2006. In fiscal year 2007, a total of 724 people relocated from nursing homes under the Community Relocation Initiative. Of the 724 total, 484 were elders and 240 were people with physical disabilities. These individuals chose to live in the community where they could be closer to family and friends and more fully access community activities. An additional 102 individuals residing in nursing homes enrolled in the Family Care program. These individuals may relocate to the community in the future.

Individuals of all ages chose to relocate to community settings under the Community Relocation Initiative, as shown in the chart below. It is particularly striking that 180, or one-quarter, of the individuals who chose to relocate were age 85 or older.

Age of Individuals Relocated under the Community Relocation Initiative: FY07						
18-49	50-64	65-74	75-84	85-99	>99	Total
83	157	104	200	179	1	724

Individuals with both relatively short-term and long-term stays chose to relocate, as shown in the chart below. Of the people relocated, 531 or approximately 70% had been in the nursing home more than 100 days, 342 or approximately 50% for six months or more, and 170 or approximately 25% relocated after having been in the nursing home for more than one year.

Length of Time in Nursing Home Prior to Relocation: FY07				
≤100 days	101-179 days	6 mo-1 year	> 1 year	Total
193	189	172	170	724

Diversions

Nursing Home Diversion Program

The Nursing Home Diversion Program provides support to a limited number of individuals who are at imminent risk of entering a nursing home to be diverted from nursing home admission and remain in community settings. The program was authorized in 2005 Wisconsin Act 355 and began in April 2006. Participants in this program are served under the Community Integration Program II (CIP II) Medicaid home and community-based waiver. To be eligible for these diversion funds, a person is required to meet certain risk criteria as defined by the Department in addition to meeting the functional and financial eligibility criteria for CIP II. The statute authorizes the Department to provide an enhanced CIP II rate for up to 150 individuals who are diverted from imminent entry into a nursing home and to provide diversion opportunities for additional individuals, subject to the concurrence of the legislature.

To be eligible for diversion funding, an individual must meet all of the following criteria:

- Belong to a target group served by CIP II (elderly age 65 or older and/or have a physical disability)
- Be functionally and financially eligible for the CIP II program;
- Reside or intend to reside in a community setting that is eligible for CIP II;
- Meet high risk criteria for imminent entry into a nursing home;
- The costs of the person's Medicaid funded community care plan must be no greater than the Medicaid costs the person would have incurred in the nursing home. The care must be cost-neutral.

As a part of the diversion initiative, the Department was required to develop and utilize criteria to determine who is at imminent risk of entry into a nursing home. In developing the criteria, the Department reviewed national studies, analyzed Wisconsin data and consulted with county long-term support coordinators and staff. Factors that are considered in the criteria include:

- Meeting an intensive skilled nursing (ISN) level of care;
- Facing an imminent loss of current living arrangement;
- Having a fragile or insufficient informal caregiver arrangement;
- Having a terminal illness;
- Having multiple other factors that are associated with nursing home entry.

Under the Nursing Home Diversion program in fiscal year 2007, a total of 164 individuals were diverted from nursing home admission and remained in community-based settings, staying close to family and friends and involved in the community. Of the total, 107 were elders and 57 were individuals with physical disabilities. There is a strong and widespread demand for diversion

opportunities. The 164 diversion opportunities were filled within four weeks and were utilized in 40 counties.

Individuals of all ages benefited from the Nursing Home Diversion program, as shown in the chart below. Significantly, 50 or approximately one-third, of the individuals diverted from nursing homes were age 85 or older.

Age of Individuals Relocated under the Community Relocation Initiative: FY07						
18-49	50-64	65-74	75-84	85-99	>99	Total
21	36	23	34	50	0	164

Nature of Living Arrangement

The following table shows the living arrangement for individuals people relocated in FY 2007. Elderly individuals primarily relocate to Community Based Residential Facilities (CBRF); this setting accounts for 267 or approximately half of all elderly clients. Another 165 or one third of elderly relocated individuals moved into a home or apartment, either alone or with family.

Individuals with physical disabilities primarily relocate to a home or apartment; 121 or half of individuals with physical disabilities successfully relocated to their own home or apartment. Another 91, or approximately one third of individuals with physical disabilities relocated to CBRFs.

Individuals with developmental disabilities primarily relocate to Adult Family Homes (AFHs); 121 or 69% of individuals with developmental disabilities utilized this setting. A small number relocated to CBRFs, 37 or 21%, and to a home or apartment, 18 or 10%.

Overall, 304 or one third of all individuals relocated to a home or apartment.

Living Arrangement for Individuals Relocated in FY07				
	Elderly	Persons with PD	Persons with DD	Total
Home or Apartment	165	121	18	304
Adult Family Home	15	23	121	159
Community-Based Residential Facility	267	91	37	395
Residential Care Apartment Complex (RCAC)	37	5		42
TOTAL	484	240	176	900

Appendix A provides information about the living arrangements for individuals relocated under the Community Relocation Initiative by the program under which they were served.

The living arrangements of individuals diverted from nursing home admission under the Nursing Home Diversion program are summarized below. Almost all individuals remained in their same living arrangement. The majority, 104 or approximately two-thirds, remained in a home or apartment. Almost all of the other one-third are living in CBRFs.

Living Arrangement for Individuals Diverted from Nursing Homes in FY07		
	Prior Living Arrangement	Living Arrangement on Program
Home or Apartment	109	104
Adult Family Home	1	1
CBRF	47	55
RCAC	5	4
Hospital	2	0
TOTAL	164	164

Duration of Relocations

Of the 724 individuals relocated in FY07 through the Community Relocation Program, 46 died of natural causes and 33 returned to a nursing home.

Of the 143 individuals with developmental disabilities who relocated in FY07 to the community under the ICF-MR Restructuring Initiative, 4 died of natural deaths and 1 returned to an ICF-MR. Of the 33 individuals with developmental disabilities who relocated in FY07 from the State Centers to the community under the CIP IA program, 1 died of natural causes and 1 returned to an ICF-MR.

Costs Under the Medicaid Program

To determine the net Medicaid cost of the relocation programs, Medicaid costs were calculated for both the period when the person was in an institution and the period when the person was living in the community. The analysis examined the following two components: (a) the institutional or home and community-based waiver costs; and (b) other Medicaid costs, termed MA Card Costs, which include the Medicaid costs for personal care services, therapeutic services, and all other MA services. This provides a comprehensive presentation of the person's Medicaid costs in each setting.

Waiver services are administered through state/county contracts on a calendar year basis. Precise costs for the January-June 2007 period are not fully reconciled and are not available until after the full calendar year is completed. For this reason, this report uses an estimate of the January-June 2007 waiver costs, based on average per person costs for relocations that occurred between July 1, 2006 and November 30, 2006. Relocations in December 2006 were excluded in the calculation of the average per person cost because the first month of a relocation is unrepresentative of the average monthly cost due to one-time costs related to start-up of a community placement.

Community Relocation Initiative

As summarized in the table below, in FY07 the average daily cost in the nursing facility for individuals before they relocated under the Community Relocation Initiative was \$129.47. In contrast, the average daily cost in the community after relocation for these same individuals was \$102.64. Community relocations under the CRI were cost effective, producing an average daily savings of \$27, representing a 21% cost reduction.

Preliminary Cost Information - Average Daily Costs for Individuals Relocated or Diverted in FY07								
Program		(1)	(2)	(3)	(4)	(5)	(6)	
	#	Facility Costs	Facility Card Costs	Facility Total	Prelim. Program Costs	Community Card Costs	Community Total	Average Savings
<i>CRI</i>	724	113.26	16.83	129.47	75.72	26.92	102.64	26.83
<i>CIP II – CRI</i>	583	111.45	14.59	126.04	74.42	30.97	105.39	20.65
<i>Family Care – CRI</i>	109	119.59	19.89	139.48	72.01	13.14	85.15	54.33
<i>PACE/Partnership-CRI</i>	32	124.61	33.24	157.85	112.09	-	112.09	45.76

As shown in the table below, the total MA cost in FY07 of serving the individuals under the Community Relocation Initiative during the period they lived in their new community settings was \$30.7 million. If instead these individuals had remained in their institutional settings during this time period, their MA cost of services would have been \$39.3 million.

Estimated Total FY07 Costs of Community Relocation Initiative

Program		(1)	(2)	(3)	(4)
	#	Aver. MA Costs in Community	No. of Days	Total MA Costs in Community	Ttl. MA Costs in Facility for same period
FY07 Relocations					
<i>CRI (Total)</i>	724	101.14	135,611	13,715,700	17,557,500
<i>CIP II – CRI</i>	583	105.39	107,252	11,303,300	13,518,000
<i>Family Care – CRI</i>	109	85.15	22,723	1,934,900	3,169,400
<i>PACE/Partnership-CRI</i>	32	112.09	5,636	631,700	889,600
FY06 Relocations	561	101.14	167,607	16,951,800	21,700,000
TOTAL: FY07 Costs				30,667,500	39,257,500

Notes

1. All Medicaid costs related to nursing home stay are based on paid claims as reported in MMIS averaged over prior three months. Some lag exists in data.
2. Includes allowance for county administrative costs.
3. Estimated card costs
4. Average MA community and facility costs of the FY06 relocation cohort during FY07 is assumed to be the same as those of the FY07 cohort.

Due to the difference between institutional and community costs, the Community Relocation Initiative produced total savings of \$8.6 million in FY07, as shown in the table below.

The CRI program was highly cost effective over the total 05-07 biennium, achieving Medicaid savings of \$12 million All Funds. This level of savings exceeds the projected savings in the 05-07 biennial budget bill of \$11 million by \$1 million All Funds.

Savings under Community Relocation Initiative				
	Total Savings	Budgeted Savings	Difference bet. Actual and Budgeted (AF)	Difference bet. Actual and Budgeted (GPR)
FY06	3,423,600	1,950,700	1,472,900	621,300
FY07	8,590,000	9,016,000	(426,000)	(181,000)
05-07 Biennium	12,013,600	10,966,700	1,046,900	440,300

ICF-MR Restructuring

The ICF-MR Restructuring Initiative establishes a set amount of funding to be used for the costs of all individuals eligible for the initiative either in institutional or community settings. In FY07, the total ICF-MR Restructuring budget equaled \$100.9 million All Funds. The Department is expected to manage the cost of serving those individuals remaining in institutions and the cost of new community relocations so as to stay within the global ICF-MR Restructuring budget.

In SFY07, the average daily MA cost of individuals in an ICF-MR before relocation was \$189.19, of which \$184.59 was facility cost and \$4.60 was card costs. The average daily MA cost of serving the same individuals in the community after relocation increased to \$293.58, of which \$246.96 was waiver costs and \$46.42 was card costs. The state MA program fully funds these community costs, with the result that counties do not bear any new costs due to this initiative.

Although the average cost of relocated individuals was higher than their institutional cost, the total expenditures were within the budgeted level, primarily because institutional costs were lower than expected due to deaths. In total, under the ICF-MR Restructuring Initiative in FY07, approximately \$42.9 million All Funds (AF) was spent on waiver costs, \$6.0 million AF for the increased cost of MA card services for relocated individuals in the community, and \$47.3 million AF for the costs of individuals residing in ICF-MR or nursing home institutions, for a total program cost of \$96.2 million AF. An additional \$4.2 million of ICF-MR Restructuring funding served to offset the loss of bed tax revenue related to the decrease in ICF-MR capacity. Thus, the cost of the entire ICF-MR program for FY07, \$100.4 million AF, was within the SFY 07 budgeted level of \$100.9 million AF.

CIP IA Program

As noted above, individuals with developmental disabilities relocated under the CIP IA program are funded by the state MA program for their community costs up to \$325 per day. The

institutional cost at the state DD Center where they resided is decreased by \$325 per day, making the program cost-neutral.

Nursing Home Diversion Program

The average daily community cost of individuals served under the nursing home diversion program in FY07 was \$59.61, of which \$50.33 was waiver costs and \$9.28 was card costs. The projected daily MA cost of serving these individuals if they had entered a nursing home is \$130.87, assuming that their institutional costs would have been similar to those of the individuals served under the Community Relocation Initiative.

The estimated cost of the individuals relocated under the nursing home diversion program in SFY07 is \$723,400 AF. The projected cost of serving these individuals in nursing homes, if they had needed to enter a nursing home, during the same time period was more than double this amount, at \$1.6 million AF.

Impact on Health and Safety

Assuring the health and safety of frail elders and individuals with developmental and physical disabilities is a paramount goal of the Department whether these individuals live in an institution or community settings.

Individuals with developmental disabilities relocated from the State Centers or from other ICFs-MR under the ICF-MR Restructuring Initiative are served in the community through the Medicaid Home and Community Based Waiver program called the Community Integration Program (CIP) IA and IB; or through Family Care, a Medicaid managed care long-term care program. Elders and individuals with physical disabilities who are relocated or diverted from nursing homes are served in the community under the Community Integration Program (CIP) II, an MA Home and Community Based Waiver; Family Care; or PACE/Partnership, a fully integrated Medicaid/Medicare managed care program for individuals with long-term care needs.

Individuals with Developmental Disabilities: CIP IA and IB

For individuals with developmental disabilities served under the CIP IA and IB programs, Department staff work cooperatively with county care management staff in developing initial care plans for the people who relocate from ICFs-MR and nursing facilities. During the development of the initial care plan, health and safety concerns are identified and addressed comprehensively. The person's health and safety history is examined closely so that adequate protections can be put in place in the community. Through the care planning process, interdisciplinary teams, including those with nursing and behavioral expertise, work collaboratively with the individual and those who know the person best to design services and supports that are appropriate, are cost-effective, and address the person's health and safety needs.

Under Wisconsin's Home and Community-Based Waiver programs, the Department ensures the health, safety and welfare of Home and Community-based Waiver participants. The Department shares this responsibility with county agencies in the State-County Contract by requiring county compliance with the Medicaid Waivers Manual.

The Department requires each county agency administering these waivers to have a system to ensure waiver participants are adequately protected from physical, verbal, and sexual abuse as well as maltreatment, neglect and financial exploitation and violation of their rights under law.

The Department also requires counties to have an effective response system when incidents of this kind arise. Counties are required to report alleged or actual incidents to the Department.

There are several systems and processes in place that allow Wisconsin to achieve high levels of health and safety for citizens with disabilities living in community settings. For every person with a developmental disability who is relocated from an ICF-MR or nursing facility, the Department or county staff conduct an in-depth plan review 30 days after the person relocates, usually in the person's home. A second in-depth plan review is conducted between three and six months after the relocation.

Based on the follow-up reports available of persons relocated in fiscal year 2007 under the ICF-MR Restructuring, 83 % had their medical needs appropriately met. County case managers work with clients to address those situations where medical needs were not fully met.

Frail Elders and People with Physical Disabilities: CIP II

For frail elders and people with physical disabilities served under the CIP II program, each person's care plan is reviewed by the State's quality assurance contractor prior to state approval to ensure that critical needs are addressed with adequate services. Within 30 days after relocation, the care manager visits the participant to ensure that services are being provided and are appropriate to the person's needs and the person is safe. The care manager prepares a written report on his/her findings for the agency file and sends a report to the state. The care manager makes, at a minimum, monthly contacts with the participant or family or any provider to check on the person's progress and make any needed changes. The care manager is required to visit the participant 90 days after starting on the program, again checking on progress and making needed changes to the care/service plan. As part of these required visits, the care manager completes a 30-day and 90-day questionnaire with the client for submission to the Department.

Every year, half of the counties administering the CIP II program receive a quality assurance monitoring review by the state's quality assurance contractor. These reviews include a review of client files at the local agency to ensure that all requirements are adhered to. Also, each year a random sample of 500 participants receive a home visit by the quality assurance contractor to check on the health, safety and well-being of participants. The State's quality assurance contractor conducts a telephone interview with individuals who left the program and return to the nursing home or with the family of persons who died after relocating. The purpose of these contacts is to determine whether any changes could have made the process better.

The 90-day questionnaire for individuals relocated under the Community Relocation Initiative and served under the CIP II programs indicates that the health status of relocated individuals is as good, and in many cases better, in their new setting and that health and safety issues are being met. Specifically,

- The functional status remained the same for 42% of participants and improved for 49% of participants after relocating.
- 19% of participants had health and safety issues identified since relocating. County case managers work with the clients to address these issues.

Family Care and Partnership

For people served in Family Care, the care management team, which includes a nurse, completes an initial service plan, addressing current needs including safety and risk, within 10 days of enrollment, which may precede relocation. In the Partnership program, care management teams

also include a nurse practitioner and occur prior to enrollment. A comprehensive assessment is completed within 30 days of enrollment, and a comprehensive services plan within 60 days. Completeness, consumer choice, appropriateness of services, and coordination between long-term care and primary and acute medical care are subject to contractual requirements. Internal care-plan quality-control procedures—which may include supervisory review or peer review or both—review compliance with these requirements, and includes reviews by an External Quality Review Organization (EQRO) that further examine care plan quality specific to practice guidelines, continuity and coordination of care, and coverage and authorization of services.

Family Care and Partnership care managers visit the relocated members on a schedule determined by each member's need or at least once every 90 days to assess success of the care, needs, adequacy of services, and consumer satisfaction and choice. Depending on the member's individual needs and preferences, these visits may involve the nurse care manager or the social services coordinator, or both. Documented re-assessments and care plan revisions occur as needed or at least once every six months. The EQRO reviews records of the frequency of care-manager contact, and the collaboration within the care-management team, during its file reviews and other quality reviews, which are conducted at various times throughout the year for each managed-care organization. Additional more targeted reviews may occur for any individual in the event that there are any quality issues identified in other care plans, complaints, grievances, or critical incidents.

Regulatory Oversight

The Division of Quality Assurance conducts regular on-site surveys of licensed community residential facilities (3-4 bed Adult Family Homes and Community-Based Residential Facilities) much like it does for ICFs-MR, using state guidelines and standards. Counties are responsible for assuring high quality services and environments for individuals living in smaller settings. Residential and day-service providers also have procedures and practices that maintain each person's safety and health. Because they interact with each person on a constant basis, medical conditions are monitored, social and environmental situations are structured, and individuals with special needs are given sufficient supports.

The Department oversees these programs and service delivery systems by having staff disbursed throughout the state to facilitate and monitor these efforts through several types of activities, including: random unannounced visits, in-depth annual plan review, as well as on-going dialogue with all stakeholders (including consumers and their families/guardians). The Department issues guidelines, and establishes policies and procedures whenever necessary, when gaps are identified or suspected.

The federal Centers for Medicare and Medicaid Services (CMS) requires the provision of health, safety and well-being of all waiver participants, while assuring patient rights, promoting individual and informed choice, community participation, and making sure that each person experiences a meaningful day. State staff currently conduct annual satisfaction surveys, and monitor information accumulated from a variety of sources. In addition to waiver services and supports, individuals also receive health services such as physician and dental visits, hospital care, personal care in their home, and pharmacy. Assessments are methodically completed and updated, and many counties and providers now employ nursing personnel as part of their care management teams.

Actual or suspected events

Any actual or suspected event that threatens the health or safety of an individual is investigated and reviewed by each provider and county. Counties are required to report all such instances to designated Department staff, who, depending on the nature and seriousness of the report, may investigate or involve others (such as police or the judicial system). All deaths in licensed or certified settings are reported to and scrutinized by a state review committee, who looks for negative trends associated with providers, counties, or the approaches that are used by the service delivery system with the intent of preventing further instances. Concerns are then shared with appropriate entities who are required to make systemic improvements or take corrective actions, which creates a constant cycle of improvement. Instances of abuse or neglect are remedied swiftly. Access to necessary medical services is closely monitored.

Involvement of Guardians or Family Members

Counties are required to prepare a plan for home or community-based care for all individuals residing in ICFs-MR and nursing homes who are at a developmental disability level of care. For ICFs-MRs other than the State Centers, these plans are part of the statutorily required annual court review (Watts review) to determine the most integrated setting appropriate to the person's needs. Counties involve guardians in the preparation of these plans and state law requires that the county provide a copy of the plan to the guardian prior to the Watts review.

When a person is relocated from a State Center or other ICF-MR or nursing home facility, the plan for that individual's care is signed by the guardian indicating his/her acceptance of the plan. Of the 143 persons relocated under the ICF-MR Restructuring Initiative in FY 2007, only 1 guardian disagreed with the plan. That fact notwithstanding, the court ordered the community placement of this individual according to the plans prepared for them. Guardians agreed with the plans of all 33 persons relocated from the State Centers in FY07 under the CIP IA program.

Most elderly persons and persons with physical disabilities relocated under the Community Relocation Initiative do not have guardians. However, in cases where people do have guardians, the guardians are involved in the efforts to relocate or divert individuals from institutions.

For persons who are competent to make their own decisions, family members are involved to the extent preferred by the individual participant. The Department does not keep a record of family involvement in care planning for individuals who are competent to make their own decisions.

Staff turnover

Attachment A provides 2006 staff turnover rates for Intermediate Care Facilities for the Mentally Retarded and Nursing Facilities. The rates are calculated based on information provided by nursing homes and ICFs-MR in response to the 2006 Annual Staffing Survey. The attachment sorts the facilities by county and identifies the city or town where the facility is located. Staff turnover rates are provided for both full and part time staff for three professions: Registered Nurses (RNs), Licensed Practical Nurses (LPNs), and Nursing Assistants (NAs). The turnover rate is calculated by dividing the new staff hired in 2006 by the number of staff on the payroll on 12/31/06, and multiplying this result by 100.

The 2006 statewide turnover rates are provided in the table below:

Staff Turnover Rates: 2006		
	Nursing Homes	ICF-MRs
Full time RNs	34%	7%
Part time RNs	43%	26%
Full time LPNs	27%	11%
Part time LPNs	54%	32%
Full time NAs	44%	15%
Part time NAs	80%	38%

APPENDIX A

Placement of Relocations under the Community Relocation Initiative by Program

	Home/ Apartment	CBRF	RCAC	AFH	Total
Elderly					
CIP II	124	222	27	11	384
Family Care.	23	42	10	4	79
PACE/Partnership	18	3			21
Total	165	267	37	15	484
% of total	34.09%	55.17%	7.64%	3.10%	100.00%
Persons with PD					
CIP II	98	78	5	18	199
Family Care.	14	11		5	30
PACE/Partnership	9	2			11
Total	121	91	5	23	240
% of total	50.42%	37.92%	2.08%	9.58%	100.00%
TOTAL					
CIP II	222	300	32	29	583
Family Care.	37	53	10	9	109
PACE/Partnership	27	5	0	0	32
Total	286	358	42	38	724
% of total	39.50%	49.45%	5.80%	5.25%	100.00%

APPENDIX B
2006 Staff Turnover Rates in Intermediate Care
Facilities for the Mentally Retarded

Name	City	County	Full Time Registered Nurses	Part Time Registered Nurses	Full Time Licensed Paractical Nurses	Part Time Licensed Paractical Nurses	Full Time Nursing Assistants	Part Time Nursing Assistants
Bethesda LHS Clara Werner FDD	WATERTOWN	Jefferson	NS	NS	0	33	10	6
Bethesda LHS Dierker Olson FDD	WATERTOWN	Jefferson	0	31	0	8	25	28
Central WI Ctr FDD	MADISON	Dane	21	26	19	19	53	42
Clark Cty Health Care Ctr FDD	OWEN	Clark	0	0	NS	0	18	0
Clearview Fdd	JUNEAU	Dodge	0	100	0	20	7	138
Lakeview Health Ctr FDD	WEST SALEM	LaCrosse	33	0	33	0	0	43
Maple Lane Health Care Ctr FDD	SHAWANO	Shawano	0	25	0	44	0	48
McCarthy Nursing Home FDD	STOUGHTON	Dane	0	0	NS	0	0	0
Milwaukee Cty MHC FDD	WAUWATOSA	Milwaukee	33	33	0	33	0	50
Northern WI Ctr FDD	CHIPPEWA FALLS	Chippewa	NS	NS	0	0	6	NS
Norwood Health Ctr Fdd	MARSHFIELD	Wood	0	NS	NS	0	0	0
Orchard Manor FDD	LANCASTER	Grant	0	18	50	22	5	27
Pine Manor HCC FDD	CLINTONVILLE	Waupaca	25	50	0	100	43	64
Racine Residential Care FDD	RACINE	Racine	0	0	20	50	20	33
Rolling Hills Rehab Ctr FDD	SPARTA	Monroe	0	100	0	57	0	74
Sheltered Village Of Ripon FDD	RIPON	Fond du Lac	0	0	0	33	27	86
Southern WI Ctr FDD	UNION GROVE	Racine	14	33	20	100	18	1
St Coletta of Wisconsin Inc Alverno FDD	JEFFERSON	Jefferson	0	0	33	50	34	29
Trempealeau Cty HCC FDD	WHITEHALL	Trempealeau	0	0	0	NS	25	20

**APPENDIX B
2006 Staff Turnover Rates in Nursing Facilities**

Name	City	County	Full Time Registered Nurses	Part Time Registered Nurses	Full Time Licensed Practical Nurses	Part Time Licensed Practical Nurses	Full Time Nursing Assistants	Part Time Nursing Assistants
MOUNDVIEW MEMORIAL EXTENDED CARE	FRIENDSHIP	ADAMS	0	0	0	25	0	21
Villa Pines Living Ctr	FRIENDSHIP	ADAMS	44	33	13	33	69	143
Ashland Health And Rehab Ctr	ASHLAND	ASHLAND	14	80	100	0	81	43
Golden LivingCenter-Court Manor	ASHLAND	ASHLAND	27	22	20	50	36	20
Mellen Manor	MELLEN	ASHLAND	0	133	0	150	78	67
Barron Memorial Med Ctr Snf	BARRON	BARRON	0	0	0	NS	0	44
Barron Riverside Manor	BARRON	BARRON	0	20	50	60	53	111
Knapp Haven Nursing Home	CHETEK	BARRON	33	11	0	50	74	50
Cumberland Memorial Hsptl ECU	CUMBERLAND	BARRON	0	0	NS	33	8	57
Dallas Health Care Ctr	DALLAS	BARRON	100	100	100	100	100	100
Pioneer Nursing Home	PRAIRIE FARM	BARRON	40	50	0	100	33	164
Heritage Manor	RICE LAKE	BARRON	10	100	0	50	9	90
Rice Lake Convalescent Ctr	RICE LAKE	BARRON	40	100	80	100	61	121
Northern Lights HCC	WASHBURN	BAYFIELD	17	46	0	60	24	40
Anna John Nursing Home	DE PERE	BROWN	0	100	NS	43	0	11
Ledge View Nursing Ctr Inc	DE PERE	BROWN	NS	40	0	50	0	22
Rennes Health Ctr Depere	DE PERE	BROWN	57	20	14	55	60	73
BEVERLY LIVINGCENTER-VILLAGE GARDENS	GREEN BAY	BROWN	38	0	57	50	35	64
Bomemann Nursing Home	GREEN BAY	BROWN	9	60	22	167	26	83
Brown Cty Health Care Ctr	GREEN BAY	BROWN	0	33	0	0	0	0
Grancare Nursing Ctr	GREEN BAY	BROWN	43	100	71	100	60	100
Manorcare Health Services East	GREEN BAY	BROWN	20	NS	0	NS	32	50
Manorcare Health Services West	GREEN BAY	BROWN	33	0	11	NS	56	69
Odd Fellow Home	GREEN BAY	BROWN	50	29	0	33	40	111
Parkview Manor Healthcare, LLC	GREEN BAY	BROWN	27	0	38	0	41	60
San Luis Medical And Rehab	GREEN BAY	BROWN	73	100	29	75	100	57
Santa Maria Nursing Home Inc	GREEN BAY	BROWN	25	50	0	13	21	64
Woodside Lutheran Home	GREEN BAY	BROWN	14	40	100	36	13	21
St Michaels Lutheran Home	CITY	BUFFALO	33	100	0	100	44	133
American Lutheran Home Mondovi	MONDOVI	BUFFALO	0	33	0	27	25	52
Burnett Med Ctr	GRANTSBURG	BURNETT	25	0	40	0	23	58
Capeside Cove Good Samaritan	SIREN	BURNETT	33	38	67	83	29	38
CHILTON CARE CTR	CHILTON	CALUMET	0	50	20	0	42	47
Calumet Homestead Rehab Ctr	HOLSTEIN	CALUMET	0	50	0	50	0	60
Willowdale Nur and Rehab Ctr	HOLSTEIN	CALUMET	0	0	0	0	45	79
Hetzl Care Ctr Inc	BLOOMER	CHIPPEWA	67	100	50	0	33	88
Maple Wood Nursing Home	BLOOMER	CHIPPEWA	20	0	67	0	23	44
Chippewa Manor Nursing Home	FALLS	CHIPPEWA	11	38	0	67	106	131
Wisnota Health and Regional Vent Center	FALLS	CHIPPEWA	70	167	71	83	71	160
Cornell Area Care Ctr	CORNELL	CHIPPEWA	29	NS	17	200	100	300
Colonial Ctr	COLBY	CLARK	0	33	20	NS	48	62
Neillsville Memorial Home	NEILLSVILLE	CLARK	13	NS	0	NS	17	30
Clark Cty Hcc	OWEN	CLARK	21	14	20	14	19	37
Oakbrook Health And Rehab	THORP	CLARK	20	0	25	33	35	30
Columbus Nursing and Rehab Ctr	COLUMBUS	COLUMBIA	67	NS	20	57	33	75
Lodi Good Samaritan Ctr	LODI	COLUMBIA	25	13	NS	38	45	45

**APPENDIX B
2006 Staff Turnover Rates in Nursing Facilities**

Name	City	County	Full Time Registered Nurses	Part Time Registered Nurses	Full Time Licensed Paractical Nurses	Part Time Licensed Paractical Nurses	Full Time Nursing Assistants	Part Time Nursing Assistants
Divine Savior Healthcare Inc	PORTAGE	COLUMBIA	0	33	20	43	44	34
BEVERLY LIVINGCENTER-WISCONSIN DELLS	DELLS	COLUMBIA	100	67	63	150	186	400
Columbia Health Care Ctr	WYOCENA	COLUMBIA	125	44	13	36	13	60
Prairie Maison	CHIEN	CRAWFORD	33	0	28	100	54	58
Sannes Skogdalen Heim	GROVE	CRAWFORD	0	50	0	33	23	24
Heartland Country Village	BLACK EARTH	DANE	50	33	0	0	40	50
Belmont Nrsng and Rehab Ctr	MADISON	DANE	43	NS	18	50	53	82
City View Nursing Home	MADISON	DANE	50	133	100	43	200	238
Karmenta Ctr	MADISON	DANE	100	57	92	200	189	235
Meriter Health Ctr	MADISON	DANE	0	9	0	24	36	59
OAK PARK NURS and REHABILITATION CTR	MADISON	DANE	83	100	83	100	75	48
Oakwood Luth Home Hebron Oaks	MADISON	DANE	100	53	0	43	50	50
St Marys Care Ctr	MADISON	DANE	40	33	50	21	28	73
Sunny Hill Health Care Ctr	MADISON	DANE	60	63	0	17	56	26
Attic Angel Place HC	MIDDLETON	DANE	50	23	NS	67	29	73
Middleton Village Nursing and Rehab	MIDDLETON	DANE	240	171	55	0	67	189
Ingleside Nursing Home	HOREB	DANE	22	11	33	25	67	40
Oregon Manor Ltd	OREGON	DANE	50	0	0	100	120	86
Nazareth Health and Rehabilitation Center	STOUGHTON	DANE	13	0	22	20	13	15
Skaalen Sunset Home Inc	STOUGHTON	DANE	17	0	33	0	49	26
Sun Prairie Health Care Ctr	SUN PRAIRIE	DANE	0	0	0	0	0	53
Willows Nur and Rehab	SUN PRAIRIE	DANE	450	50	50	100	192	400
Badger Prairie Health Care Ctr	VERONA	DANE	0	29	0	27	0	46
Four Winds Manor	VERONA	DANE	50	0	0	50	171	113
Rest Haven Health Care Ctr	VERONA	DANE	0	100	0	100	67	125
Wauwaukee Manor Health Care Ctr	WAUNAKEE	DANE	20	50	50	33	40	27
Golden LivingCenter-Beaver Dam	BEAVER DAM	DODGE	100	NS	100	50	100	100
Hillside Manor	BEAVER DAM	DODGE	23	50	0	33	38	64
Clearview North	JUNEAU	DODGE	25	20	0	14	0	74
Clearview South	JUNEAU	DODGE	33	67	0	9	2	94
Hope Health And Rehab	LOMIRA	DODGE	100	0	0	75	56	160
Mayville Nursing Rehab Ctr	MAYVILLE	DODGE	100	75	60	120	52	56
Beverly LivingCenter-Continental Manor	RANDOLPH	DODGE	17	80	0	0	43	35
Golden LivingCenter-Watertown	WATERTOWN	DODGE	88	100	89	75	80	100
Marquardt Memorial Manor	WATERTOWN	DODGE	0	0	0	22	19	6
Christian Home and Rehabilitation Ctr	WAUPUN	DODGE	0	57	20	33	23	41
Scandia Village Good Samartian Ctr	SISTER BAY	DOOR	0	0	0	100	17	40
Beverly LivingCenter-Dorchester	BAY	DOOR	20	50	36	33	44	78
Door Cty Memorial Hospital SNF	BAY	DOOR	50	11	0	29	0	42
Middle River HCC	SOUTH RANGE	DOUGLAS	40	44	0	30	7	46
Golden LivingCenter-Superior	SUPERIOR	DOUGLAS	40	60	100	67	119	110
REHABILITATION CTR	SUPERIOR	DOUGLAS	0	75	0	39	0	58
Villa Marina Health Rehab	SUPERIOR	DOUGLAS	13	14	33	57	5	30
Area Nursing Home Inc	COLFAX	DUNN	0	0	0	50	0	109
American Lutheran Home Menomonie	MENOMONIE	DUNN	50	0	100	0	79	63
Dunn County Health Care Ctr	MENOMONIE	DUNN	11	9	0	29	7	30

**APPENDIX B
2006 Staff Turnover Rates in Nursing Facilities**

Name	City	County	Full Time Registered Nurses	Part Time Registered Nurses	Full Time Licensed Paractical Nurses	Part Time Licensed Paractical Nurses	Full Time Nursing Assistants	Part Time Nursing Assistants
Oakwood Villa	ALTOONA	EAU CLAIRE	88	83	14	33	94	138
Augusta Area Nursing Home	AUGUSTA	EAU CLAIRE	0	13	NS	25	0	45
Clairemont Nursing and Rehab	EAU CLAIRE	EAU CLAIRE	69	150	60	143	58	137
Dove Healthcare Nursing and Rehab	EAU CLAIRE	EAU CLAIRE	35	60	59	71	84	106
Syverson Lutheran Home	EAU CLAIRE	EAU CLAIRE	29	17	25	57	69	113
Fall Creek Valley Care Ctr	FALL CREEK	EAU CLAIRE	0	50	100	0	29	56
Beverly LivingCenter-Florence	FLORENCE	FLORENCE	13	0	0	33	0	38
All About Life Rehabilitation Ctr	FOND DU LAC	FOND DU LAC	120	133	22	171	52	55
Fond Du Lac Cty Health Care	FOND DU LAC	FOND DU LAC	20	0	0	0	0	33
Fond Du Lac Lutheran Home Inc	FOND DU LAC	FOND DU LAC	0	13	NS	6	0	52
Grancare Nursing And Rehab Ctr	FOND DU LAC	FOND DU LAC	33	167	50	100	61	145
Manorcare Health Services	FOND DU LAC	FOND DU LAC	100	100	38	114	11	40
Rolling Meadows Nur and Rehab	FOND DU LAC	FOND DU LAC	NS	50	0	0	0	0
St Francis Home	FOND DU LAC	FOND DU LAC	33	23	0	17	50	23
Transitional Care Unit	FOND DU LAC	FOND DU LAC	100	18	0	0	0	14
Villa Loretto Nursing Home	CALVARY	FOND DU LAC	25	14	33	33	22	68
FOUNTAIN VIEW CARE CENTER	RIPON	FOND DU LAC	25	20	25	44	6	57
Crandon Nursing Home	CRANDON	FOREST	25	9	33	0	30	27
Nu Roc Community Healthcare Inc	LAONA	FOREST	50	25	0	50	36	35
Memorial Nursing Home	BOSCOBEL	GRANT	20	0	0	80	0	42
Southwest Health Ctr	CUBA CITY	GRANT	25	22	0	25	31	67
Fennimore Community Good Samaritan	FENNIMORE	GRANT	29	0	0	17	0	46
St Dominic Villa	HAZEL GREEN	GRANT	17	0	0	0	75	30
Lancaster Care Ctr	LANCASTER	GRANT	0	50	0	50	12	82
Orchard Manor	LANCASTER	GRANT	0	18	50	22	5	27
Golden LivingCenter-Riverdale	MUSCODA	GRANT	50	NS	20	100	94	800
Grays Nursing Home	PLATTEVILLE	GRANT	0	60	NS	43	50	75
HEARTLAND HCC PLATTEVILLE	PLATTEVILLE	GRANT	40	NS	36	100	73	107
Woods Crossing At Woods Point	BRODHEAD	GREEN	50	56	50	33	175	143
Monroe Manor Nursing And Rehab	MONROE	GREEN	83	100	89	140	84	88
Pleasant View Nursing Home	MONROE	GREEN	11	0	0	50	11	48
New Glarus Home Inc	NEW GLARUS	GREEN	0	33	0	14	13	42
Juliette Manor	BERLIN	GREEN LAKE	100	0	0	20	19	44
Markesan Resident Home Inc	MARKESAN	GREEN LAKE	0	25	31	40	26	22
Sunnyview Health Care Center	PRINCETON	GREEN LAKE	25	NS	33	0	20	75
Bloomfield Manor Nursing Home	DODGEVILLE	IOWA	22	0	0	NS	23	31
Upland Hills Nur and Rehab	DODGEVILLE	IOWA	0	17	0	14	0	44
Mineral Point Care Ctr	POINT	IOWA	0	50	50	63	40	38
Sky View Nursing Ctr	HURLEY	IRON	100	NS	100	100	100	100
Villa Maria Health Rehab Ctr	HURLEY	IRON	0	100	14	100	53	NS
Family Heritage Care Ctr	FALLS	JACKSON	25	20	33	33	0	125
Pine View Care Ctr	FALLS	JACKSON	0	NS	50	67	39	83
Fort Atkinson Subacute CC	ATKINSON	JEFFERSON	0	0	0	44	0	29
Golden LivingCenter-Fort Atkinson	ATKINSON	JEFFERSON	36	NS	25	80	93	92
Countryside Home	JEFFERSON	JEFFERSON	43	0	0	40	10	41
Willowbrook Nur and Rehab	LAKE MILLS	JEFFERSON	33	0	50	80	58	67

**APPENDIX B
2006 Staff Turnover Rates in Nursing Facilities**

Name	City	County	Full Time Registered Nurses	Part Time Registered Nurses	Full Time Licensed Practical Nurses	Part Time Licensed Practical Nurses	Full Time Nursing Assistants	Part Time Nursing Assistants
Heritage Manor	ELROY	JUNEAU	11	100	0	67	48	125
Fair View Home	MAUSTON	JUNEAU	29	0	0	33	13	65
Crest View	NEW LISBON	JUNEAU	0	0	0	0	0	52
Beverly LivingCenter-Kenosha	KENOSHA	KENOSHA	63	45	40	75	194	150
Brookside Care Ctr	KENOSHA	KENOSHA	25	85	40	70	0	54
Clairidge House	KENOSHA	KENOSHA	0	55	0	40	37	56
HEARTLAND HCC WASHINGTON MANOR	KENOSHA	KENOSHA	81	0	100	60	151	100
Hospitality Nursing Rehab Ctr	KENOSHA	KENOSHA	55	167	70	217	51	254
Sheridan Medical Complex	KENOSHA	KENOSHA	82	133	100	100	98	105
St Josephs Home	KENOSHA	KENOSHA	9	43	40	25	52	129
Woodstock Health and Rehab CTR	KENOSHA	KENOSHA	40	100	36	0	67	133
	PRAIRIE	KENOSHA	57	64	25	50	34	141
Algoma Long Term Care Unit	ALGOMA	KEWAUNEE	67	50	NS	8	0	54
Kewaunee Care Ctr	KEWAUNEE	KEWAUNEE	0	50	0	0	12	29
Bethany Riverside	LA CROSSE	LA CROSSE	17	13	13	20	57	71
Bethany St Joseph Care Ctr	LA CROSSE	LA CROSSE	0	71	17	33	0	68
Hillview Health Care Ctr	LA CROSSE	LA CROSSE	5	18	33	50	11	40
La Crosse Nursing Home	LA CROSSE	LA CROSSE	0	38	NS	0	0	22
St Josephs Rehab Ctr	LA CROSSE	LA CROSSE	55	33	17	20	50	57
Onalaska Care Ctr	ONALASKA	LA CROSSE	19	50	0	38	31	47
Lakeview Health Ctr	WEST SALEM	LA CROSSE	13	14	33	44	20	21
Mulder Health Care Facility	WEST SALEM	LA CROSSE	33	11	0	86	24	74
Lafayette Manor	DARLINGTON	LAFAYETTE	13	14	25	25	0	17
Eastview Medical And Rehab Ctr	ANTIGO	LANGLADE	21	29	50	100	40	107
Pine Crest Nursing Home	MERRILL	LINCOLN	45	13	33	80	3	51
Golden LivingCenter-Golden Age	TOMAHAWK	LINCOLN	0	22	0	25	8	71
Golden LivingCenter-Riverview	TOMAHAWK	LINCOLN	120	0	0	NS	55	100
Manitowoc Health Care Ctr	MANITOWOC	MANITOWOC	20	NS	0	0	0	37
North Ridge Medical and Rehab Ctr	MANITOWOC	MANITOWOC	43	25	0	20	27	54
Rivers Bend Health Rehab	MANITOWOC	MANITOWOC	75	60	38	180	97	207
Shady Lane Nursing Care Ctr	MANITOWOC	MANITOWOC	40	38	0	71	69	56
St Marys Home For The Aged	MANITOWOC	MANITOWOC	33	50	13	40	3	79
Hamilton Memorial Home	TWO RIVERS	MANITOWOC	0	100	25	100	17	65
Golden LivingCenter-Continental Manor	ABBOTSFORD	MARATHON	25	67	0	100	61	79
Kennedy Park Medical And Rehab	SCHOFIELD	MARATHON	25	20	14	33	17	22
Colonial Manor Medical Rehab Ctr	WAUSAU	MARATHON	0	0	50	38	92	59
Marywood Convalescent Ctr	WAUSAU	MARATHON	8	56	13	75	63	74
North Central Health Care	WAUSAU	MARATHON	0	15	0	33	0	44
Wausau Manor	WAUSAU	MARATHON	11	17	25	0	33	40
Newcare Inc	CRIVITZ	MARINETTE	0	20	25	0	29	23
Luther Home	MARINETTE	MARINETTE	13	30	0	38	9	49
Maryhill Manor Inc	NIAGARA	MARINETTE	17	50	0	57	0	98
Rennes Health Ctr East	PESHTIGO	MARINETTE	0	15	0	27	0	55
Rennes Health Ctr West	PESHTIGO	MARINETTE	50	125	0	69	0	53
Whispering Oaks Care Ctr	PESHTIGO	MARINETTE	0	50	0	0	25	233
Montello Care Ctr	MONTELLO	MARQUETTE	0	NS	20	0	24	20

APPENDIX B
2006 Staff Turnover Rates in Nursing Facilities

Name	City	County	Full Time Registered Nurses	Part Time Registered Nurses	Full Time Licensed Practical Nurses	Part Time Licensed Practical Nurses	Full Time Nursing Assistants	Part Time Nursing Assistants
Beverly LivingCenter-South Shore	BAYVIEW	MILWAUKEE	33	0	100	200	130	171
Beverly LivingCenter-Silver Spring	GLENDALE	MILWAUKEE	83	300	75	75	60	167
Seven Oaks	GLENDALE	MILWAUKEE	0	0	0	36	14	16
Golden LivingCenter-Heritage Square	GREENDALE	MILWAUKEE	33	0	43	33	152	200
Clement Manor Health Care Ctr	GREENFIELD	MILWAUKEE	15	8	13	29	33	57
Southpointe Healthcare Ctr	GREENFIELD	MILWAUKEE	31	75	36	105	46	118
Hales Corners Care Ctr	CORNERS	MILWAUKEE	33	33	50	129	50	84
Alexian Village Of Milwaukee	MILWAUKEE	MILWAUKEE	33	133	0	100	54	65
Bel Air Care Center	MILWAUKEE	MILWAUKEE	100	63	43	96	57	80
Beverly LivingCenter-Bradley	MILWAUKEE	MILWAUKEE	90	44	85	100	125	70
Cameo Care Ctr Inc	MILWAUKEE	MILWAUKEE	86	133	73	120	130	300
Dove Health Care At Glendale	MILWAUKEE	MILWAUKEE	133	100	121	153	140	160
CONVALESCENT CTR	MILWAUKEE	MILWAUKEE	0	0	0	33	13	62
EASTSIDE REHABILITATION CENTER	MILWAUKEE	MILWAUKEE	43	80	39	61	64	34
Golden LivingCenter-Colonial Manor	MILWAUKEE	MILWAUKEE	14	NS	25	33	28	20
HIGHLAND HEIGHTS HEALTHCARE CENTER	MILWAUKEE	MILWAUKEE	80	NS	90	40	50	77
Hillview Healthcare Ctr	MILWAUKEE	MILWAUKEE	67	75	74	153	40	77
Jewish Home And Care Ctr	MILWAUKEE	MILWAUKEE	50	100	60	43	66	113
Luther Manor	MILWAUKEE	MILWAUKEE	14	0	18	61	32	65
Mercy Residential and Rehab Ctr	MILWAUKEE	MILWAUKEE	40	100	83	225	38	70
Millway Care Ctr	MILWAUKEE	MILWAUKEE	0	0	69	140	81	75
Milwaukee Catholic Home	MILWAUKEE	MILWAUKEE	0	33	0	11	13	23
REHAB CENTRAL	MILWAUKEE	MILWAUKEE	0	7	0	33	0	54
Milwaukee South Healthcare Center	MILWAUKEE	MILWAUKEE	175	100	100	163	54	219
Mount Carmel Health And Rehab	MILWAUKEE	MILWAUKEE	20	8	45	49	82	69
St Annes Home For The Elderly	MILWAUKEE	MILWAUKEE	14	10	33	63	38	71
St Anns Rest Home	MILWAUKEE	MILWAUKEE	0	67	40	100	20	25
St Johns on the Lake	MILWAUKEE	MILWAUKEE	100	0	0	25	5	87
Sunrise Care Ctr Inc	MILWAUKEE	MILWAUKEE	80	40	0	75	43	75
TRINITY VILLAGE	MILWAUKEE	MILWAUKEE	NS	58	25	0	20	11
Inc	MILWAUKEE	MILWAUKEE	23	44	28	73	71	80
Francis, Inc.	MILWAUKEE	MILWAUKEE	0	50	100	250	29	29
Wis Lutheran Care Ctr	MILWAUKEE	MILWAUKEE	40	29	100	39	18	18
Franciscan Villa	MILWAUKEE	MILWAUKEE	11	23	13	13	64	123
Willowcrest Care Ctr	MILWAUKEE	MILWAUKEE	37	36	26	40	25	23
Lutheran Home	WAUWATOSA	MILWAUKEE	15	36	20	35	13	30
St Camillus Health Ctr	WAUWATOSA	MILWAUKEE	0	20	14	33	38	21
Allis Care Ctr	WEST ALLIS	MILWAUKEE	38	60	21	143	21	79
Maplewood Ctr	WEST ALLIS	MILWAUKEE	14	5	0	0	16	11
Mary Jude Nursing Home	WEST ALLIS	MILWAUKEE	0	80	0	0	14	100
Mitchell Manor	WEST ALLIS	MILWAUKEE	0	50	0	78	167	154
Palmer Ctr	WEST ALLIS	MILWAUKEE	0	57	0	50	0	25
Morrow Memorial Home	SPARTA	MONROE	40	17	0	20	0	46
Rolling Hills Rehab Ctr	SPARTA	MONROE	0	67	0	57	0	74
Tomah Health Care Ctr	TOMAH	MONROE	100	0	233	33	42	133
Woodlands Of Gillett	GILLETT	OCONTO	200	50	0	0	6	80

**APPENDIX B
2006 Staff Turnover Rates in Nursing Facilities**

Name	City	County	Full Time Registered Nurses	Part Time Registered Nurses	Full Time Licensed Paractical Nurses	Part Time Licensed Paractical Nurses	Full Time Nursing Assistants	Part Time Nursing Assistants
Woodlands Of Oconto	OCONTO	OCONTO	0	100	83	100	50	100
Sharpe Care	FALLS	OCONTO	0	13	0	40	23	45
Woodland Village Nursing Home	SURING	OCONTO	40	NS	67	80	31	45
Friendly Village Nursing and Rehab Center	RHINELANDER	ONEIDA	23	0	8	20	35	62
Taylor Park Nursing and Rehab Ctr	RHINELANDER	ONEIDA	100	100	100	NS	100	100
Dr Kate Newcomb Convalescent Ctr	WOODRUFF	ONEIDA	14	40	33	0	50	33
Affinity Subacute Care	APPLETON	OUTAGAMIE	100	63	NS	NS	100	113
Brewster Village	APPLETON	OUTAGAMIE	17	0	0	0	0	29
Colony Oaks Care Ctr	APPLETON	OUTAGAMIE	13	50	0	60	53	80
Franciscan Care and Rehab Ctr	APPLETON	OUTAGAMIE	50	28	50	28	68	47
Manorcare Health Services	APPLETON	OUTAGAMIE	33	NS	20	50	51	86
Peabody Manor Inc	APPLETON	OUTAGAMIE	NS	30	NS	80	20	40
Rennes Health Ctr Appleton	APPLETON	OUTAGAMIE	33	100	67	71	36	85
St Paul Elder Home	KAUKAUNA	OUTAGAMIE	17	41	NS	0	36	29
Parkside Care Ctr	LITTLE CHUTE	OUTAGAMIE	0	60	0	33	39	65
Good Shepherd Services Inc	SEYMOUR	OUTAGAMIE	18	25	9	133	23	57
Cedar Springs Hlth and Rehab Ctr	CEDARBURG	OZAUKEE	27	0	13	71	50	77
Lasata Care Ctr	CEDARBURG	OZAUKEE	5	43	29	30	24	19
HIGHLANDS AT NEWCASTLE PLACE	MEQUON	OZAUKEE	14	25	14	50	10	33
Sarah Chudnow Campus	MEQUON	OZAUKEE	133	50	60	50	145	329
Heritage Nursing and Rehab Ctr	WASHINGTON	OZAUKEE	83	200	75	50	79	182
Oakview Care Ctr	DURAND	PEPIN	0	NS	0	25	12	23
Pepin Manor	PEPIN	PEPIN	33	0	0	40	23	44
Ellsworth Care Ctr	ELLSWORTH	PIERCE	100	33	0	14	25	67
Heritage Of Elmwood NH	ELMWOOD	PIERCE	75	0	0	0	50	140
Plum City Care Ctr	PLUM CITY	PIERCE	20	29	50	60	44	32
PRESCOTT NURSING AND REHAB COMMUNITY	PRESCOTT	PIERCE	200	120	0	83	0	113
Kinnic Long Term Care	RIVER FALLS	PIERCE	20	0	0	40	33	59
Lutheran Home River Falls	RIVER FALLS	PIERCE	0	0	11	33	28	44
Spring Valley HCC	VALLEY	PIERCE	33	NS	0	60	36	28
Golden Age Manor	AMERY	POLK	0	0	0	10	0	72
Willow Ridge Healthcare	AMERY	POLK	40	50	0	20	36	200
Frederic Nursing and Rehabilitation Community	FREDERIC	POLK	100	300	75	200	67	112
United Pioneer Home Inc	LUCK	POLK	0	25	0	20	94	150
L O Simenstad Nursing Care Unit	OSCEOLA	POLK	100	50	67	75	60	86
St Croix Valley Good Samaritan Ctr	FALLS	POLK	0	0	0	18	43	63
Portage Cty Health Care Ctr	POINT	PORTAGE	0	40	0	33	0	32
STEVENS POINT CARE CENTER	POINT	PORTAGE	9	0	60	125	33	69
Park Manor Ltd	PARK FALLS	PRICE	20	63	0	50	7	48
Pleasant View Nursing Home	PHILLIPS	PRICE	50	25	0	22	50	23
Mount Carmel Medical And Rehab	BURLINGTON	RACINE	24	57	100	188	144	187
Becker Shoop Ctr	RACINE	RACINE	17	50	0	17	0	48
Lincoln Village Convalescent Ctr	RACINE	RACINE	63	80	17	129	30	80
Ridgewood Care Ctr	RACINE	RACINE	6	19	50	31	2	81
Wheaton Franciscan HC - Lakeshore Manor	RACINE	RACINE	100	11	NS	67	33	72
Oak Ridge Care Ctr	UNION GROVE	RACINE	90	0	100	100	132	283

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Wi Veterans Home-Boland Hall	UNION GROVE	RACINE	67	100	100	100	109	111
Pine Valley Health Care Rehab	CENTER	RICHLAND	0	20	0	33	0	49
Schmitt Woodland Hills Inc	CENTER	RICHLAND	0	17	NS	33	31	63
Beloit Health And Rehab Ctr	BELOIT	ROCK	53	9	30	19	27	14
Premier Rehab Skilled Nursing	BELOIT	ROCK	14	38	100	50	50	25
Alden Meadow Park HCC Inc	CLINTON	ROCK	20	100	20	50	67	131
EDGERTON CARE CENTER	EDGERTON	ROCK	33	44	17	14	55	55
Evansville Manor	EVANSVILLE	ROCK	0	20	0	14	0	60
Cedar Crest Health Ctr	JANESVILLE	ROCK	13	80	33	0	61	79
Mercy Manor Transition Ctr	JANESVILLE	ROCK	0	25	NS	25	NS	35
Rock Haven	JANESVILLE	ROCK	NS	0	0	25	2	14
St Elizabeths Nursing Home	JANESVILLE	ROCK	75	50	100	200	55	89
Ladysmith Nursing Home	LADYSMITH	RUSK	29	0	25	100	29	69
Rusk Cty Mem Hspitl Nursing Home	LADYSMITH	RUSK	0	0	0	0	22	44
Baldwin Care Ctr Inc	BALDWIN	SAINT CROIX	0	33	0	25	41	250
Glenhaven Inc	CITY	SAINT CROIX	40	67	33	50	50	125
American Heritage Care Ctr	HAMMOND	SAINT CROIX	25	67	0	33	36	114
Christian Community Home	HUDSON	SAINT CROIX	0	38	0	50	22	53
NEW RICHMOND MEADOWS	RICHMOND	SAINT CROIX	33	25	17	40	30	120
St Croix Health Ctr	RICHMOND	SAINT CROIX	0	25	0	33	0	35
Park View Home	WOODVILLE	SAINT CROIX	67	33	50	100	41	118
St Clare Meadows Care Ctr	BARABOO	SAUK	0	8	NS	20	0	69
RIDGEVIEW TERRACE LONG TERM CARE	REEDSBURG	SAUK	0	0	NS	0	400	6
Sauk Cty Health Care Ctr	REEDSBURG	SAUK	0	0	0	0	0	46
Maplewood of Sauk Prairie	SAUK CITY	SAUK	0	40	NS	15	33	46
Greenway Manor	GREEN	SAUK	67	0	0	25	12	55
Beverly LivingCenter-Valley of Hayward	HAYWARD	SAWYER	60	0	33	0	72	140
Hayward Nursing Home	HAYWARD	SAWYER	29	67	0	0	29	300
Birch Hill Care Ctr	SHAWANO	SHAWANO	0	50	0	33	75	67
Evergreen Care Ctr	SHAWANO	SHAWANO	67	33	67	50	33	67
ManorCare Health Services-Shawano	SHAWANO	SHAWANO	100	NS	25	0	108	186
Maple Lane Health Care Ctr	SHAWANO	SHAWANO	0	25	0	44	0	48
Homme Home For The Aging	WITTENBERG	SHAWANO	150	40	67	46	45	59
Beechwood Rest Home Inc	KEWASKUM	SHEBOYGAN	0	100	NS	29	38	23
PLYMOUTH CARE CENTER	PLYMOUTH	SHEBOYGAN	0	20	20	0	32	70
Rocky Knoll Health Care Fac	PLYMOUTH	SHEBOYGAN	0	0	0	0	0	31
Beverly LivingCenter-Sheboygan	SHEBOYGAN	SHEBOYGAN	20	0	0	NS	0	0
Meadow View Manor	SHEBOYGAN	SHEBOYGAN	29	50	NS	40	15	22
Morningside Health Ctr	SHEBOYGAN	SHEBOYGAN	25	NS	100	67	0	61
Sheboygan Progressive Care Ctr	SHEBOYGAN	SHEBOYGAN	40	100	42	60	44	47
Sheboygan Senior Community Inc	SHEBOYGAN	SHEBOYGAN	50	33	0	175	63	65
Sunny Ridge Health and Rehab Center	SHEBOYGAN	SHEBOYGAN	0	0	0	0	0	0
Pine Haven Christian Home	FALLS	SHEBOYGAN	0	18	0	25	29	48
Zastrow Care Ctr Inc	GILMAN	TAYLOR	0	0	0	100	77	130
Memorial Nursing And Rehab Ctr	MEDFORD	TAYLOR	0	0	0	25	12	18
Golden LivingCenter-Rib Lake	RIB LAKE	TAYLOR	25	50	0	0	71	88

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Arcadia Nursing Home	ARCADIA	TREMPEALEAU	0	5	0	22	38	14
Grand View Care Ctr Inc	BLAIR	TREMPEALEAU	0	38	17	67	13	80
Marinuka Manor	GALESVILLE	TREMPEALEAU	0	67	0	20	14	27
Osseo Medical Ctr Inc Mayo Health System	OSSEO	TREMPEALEAU	0	0	0	100	18	28
Pigeon Falls HCC	PIGEON FALLS	TREMPEALEAU	33	0	0	NS	19	325
Crystal Lake Manor	STRUM	TREMPEALEAU	150	0	100	20	33	30
Trempealeau Cty HCC IMD	WHITEHALL	TREMPEALEAU	0	0	0	NS	53	89
Tri County Memorial NH	WHITEHALL	TREMPEALEAU	0	0	17	25	38	63
St Josephs Nursing Home	HILLSBORO	VERNON	0	0	0	0	0	0
Bethel Home And Services Inc	VIROQUA	VERNON	40	25	0	17	116	38
Vernon Manor	VIROQUA	VERNON	0	50	13	100	14	117
Norseland Nursing Home	WESTBY	VERNON	0	29	NS	14	0	58
ASPIRUS LILLIAN KERR HEALTHCARE CENTER	PHELPS	VILAS	0	27	0	0	30	26
Willowfield Nur and Rehab	DELAVAN	WALWORTH	100	67	50	233	95	308
Kiwanis Manor Inc	EAST TROY	WALWORTH	100	67	0	100	79	145
Holton Manor	ELKHORN	WALWORTH	100	200	50	133	50	183
Lakeland Health Care CTR	ELKHORN	WALWORTH	8	33	0	30	2	38
Geneva Lake Manor	LAKE GENEVA	WALWORTH	40	50	67	300	94	88
Golden Years Hlth Ctr	WALWORTH	WALWORTH	0	56	0	NS	20	33
Fairhaven Corporation	WHITEWATER	WALWORTH	0	17	33	0	42	64
Williams Bay Care Ctr	WILLIAMS BAY	WALWORTH	0	17	29	33	29	29
Terraceview Living Ctr	SHELL LAKE	WASHBURN	100	100	100	117	117	84
Spooner Health System	SPOONER	WASHBURN	14	22	0	25	0	103
Virginia Highlands Health Rehab	N	WASHINGTON	50	57	46	77	103	121
THI of Wisconsin at Hartford LLC	HARTFORD	WASHINGTON	50	0	17	29	42	300
Cedar Lake Health and Rehab	WEST BEND	WASHINGTON	29	60	60	64	77	62
Samaritan Health Ctr	WEST BEND	WASHINGTON	0	NS	6	33	17	30
Samaritan's Cedar Crossing Subacute Unit	WEST BEND	WASHINGTON	120	100	100	100	100	100
Care Age Of Brookfield	BROOKFIELD	WAUKESHA	44	40	33	50	163	150
Wheaton Franciscan HC - Franciscan Woods	BROOKFIELD	WAUKESHA	36	21	17	31	106	92
Woodland Health Care Ctr	BROOKFIELD	WAUKESHA	85	45	95	118	100	108
Masonic Health Care Ctr	DOUSMAN	WAUKESHA	NS	44	0	75	125	78
Lindengrove Menomonee Falls	FALLS	WAUKESHA	21	38	18	50	49	57
Menomonee Falls Health Care Ctr	FALLS	WAUKESHA	67	38	33	13	84	41
Lindengrove Mukwonago	MUKWONAGO	WAUKESHA	0	50	25	100	44	83
Muskego Health Care Center	MUSKEGO	WAUKESHA	83	75	0	140	43	67
Tudor Oaks Health Ctr	MUSKEGO	WAUKESHA	NS	50	NS	20	NS	86
Lindengrove New Berlin	NEW BERLIN	WAUKESHA	7	38	23	25	70	60
Shorehaven Health & Rehab Ctr	C	WAUKESHA	0	15	0	14	47	33
Heartland HCC Pewaukee	PEWAUKEE	WAUKESHA	60	125	27	100	119	88
River Hills West Health Care Ctr	PEWAUKEE	WAUKESHA	33	0	20	129	48	163
Lindengrove Waukesha	WAUKESHA	WAUKESHA	15	20	33	42	34	55
Virginia Health and Rehab Ctr	WAUKESHA	WAUKESHA	33	86	33	14	110	15
WAUKESHA SPRINGS HEALTH AND REHAB CTR	WAUKESHA	WAUKESHA	18	33	44	71	72	64
Greentree Health And Rehab Ctr	CLINTONVILLE	WAUPACA	25	NS	40	100	33	59
Pine Manor HCC	CLINTONVILLE	WAUPACA	20	50	50	NS	49	56

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Iola Living Assistance	IOLA	WAUPACA	40	100	100	67	7	48
WI Veterans Hm Ainsworth 800	KING	WAUPACA	11	55	6	29	15	86
WI Veterans Hm MacArthur 422	KING	WAUPACA	11	55	6	29	15	86
WI Veterans Hm Stordock 700	KING	WAUPACA	11	55	6	29	15	86
WI Veterans Home Olson 600	KING	WAUPACA	11	55	6	29	15	86
Manawa Community Nursing Ctr	MANAWA	WAUPACA	0	31	40	33	78	120
St Joseph Residence	NEW LONDON	WAUPACA	17	33	14	25	16	77
Bethany Home	WAUPACA	WAUPACA	0	27	33	0	56	35
Crystal River Nursing And Rehab	WAUPACA	WAUPACA	25	0	0	0	61	40
Lakeview Manor	WEYAUWEGA	WAUPACA	0	45	0	20	24	55
Weyauwega Health Care Ctr	WEYAUWEGA	WAUPACA	88	167	50	150	83	180
Wild Rose Manor	WILD ROSE	WAUSHARA	50	100	0	0	21	200
Oakridge Gardens Nursing Ctr	MENASHA	WINNEBAGO	0	60	20	0	31	92
Vallhaven Care Ctr	NEENAH	WINNEBAGO	23	50	0	125	70	250
Omro Healthcare, LLC	OMRO	WINNEBAGO	200	200	133	300	200	242
Bethel Home Inc	OSHKOSH	WINNEBAGO	56	33	33	50	29	33
Evergreen Health Ctr	OSHKOSH	WINNEBAGO	25	45	NS	33	50	69
Mercy Medical Ctr Subacute	OSHKOSH	WINNEBAGO	20	27	0	0	0	14
Northpoint Medical and Rehab Center	OSHKOSH	WINNEBAGO	71	100	50	50	66	68
Park View Hc Rehab Pav	WINNEBAGO	WINNEBAGO	0	25	0	0	4	38
Park View Health Ctr Pleasant Acres	WINNEBAGO	WINNEBAGO	8	25	0	0	12	7
Bethel Ctr	ARPIN	WOOD	0	0	0	25	52	63
Golden LivingCenter-Three Oaks	MARSHFIELD	WOOD	70	67	88	200	91	73
Marshfield Care Center, LLC	MARSHFIELD	WOOD	31	63	20	75	34	56
Norwood HC Central	MARSHFIELD	WOOD	0	NS	0	NS	0	0
Edgewater Haven Nursing Home	EDWARDS	WOOD	17	0	14	25	17	60
REHABILITATION CENTER	RAPIDS	WOOD	10	67	0	33	0	116
Wisconsin Rapids Care Center	RAPIDS	WOOD	50	40	29	67	22	39