



URGENT MEMORANDUM

Date: 10 March 2023

From: Natalie Rolling-Edlebeck, Licensed Nursing Home Administrator

To: All Employees, Residents, Families, Vendors, and Community Members

Purpose: To discuss actions ongoing with Rock Haven

The Rock County Board of Supervisors has re-established its Ad Hoc Committee on the Future of Rock Haven to discuss operational challenges, including competition for staffing, revenue declines, and budget limitations. There are four topics of interest I want to share with you:

Topic #1: Staffing

The United States of America needs more workers in all areas of healthcare, and skilled nursing facilities in particular are struggling to attract staff. Rock Haven is experiencing these national trends. Two actions to address this issue are currently under consideration:

- The Ad Hoc Committee will consider requesting the County Board provide one-time premium pay to Rock Haven employees through federal American Rescue Plan Act (ARPA) funding as a short-term step to help attract and retain staff while the County Board finalizes a plan for increasing base wages for Rock Haven staff.
- The Nursing Home Administrator will be evaluating whether to institute a pilot robotics program to assist with the staffing shortages.

Topic #2: Assisted Living

The Ad Hoc Committee will be discussing other potential methods of increasing revenue, including by transitioning one of our 32-bed units, which is currently vacant, to an assisted living facility or a community based residential facility (CBRF). These units, which require fewer staff, may be able to provide revenue to offset losses in the nursing home.

Topic #3: Contracting for Services

We will be reviewing budget comparisons of providing services in house vs. contracting for services to determine whether cost savings or operational efficiencies could be achieved.

Topic#4: Transition of Ownership

The Ad Hoc Committee has been charged with evaluating all potential future options. Consequently, the Committee will be having an open discussion regarding how other counties have transitioned their nursing homes to new ownership and the circumstances under which this approach could make sense for Rock County to consider.

ROCK COUNTY, WISCONSIN



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This message is intended to serve as a tool for transparency, so there are no surprises. We will have monthly all-staff meetings to discuss the way ahead with our employees, resident council meetings to communicate with residents (families are invited), and Ad Hoc Committee meetings for community stakeholders.

I understand that these are sensitive topics, and even discussing some of these issues may raise anxiety. Only through open and honest discussion can we identify how we can operate most effectively and efficiently for the benefit of residents, staff, and the entire Rock County community. Please be assured that Rock Haven remains committed to its mission of providing high quality care in a home-like environment to all of our residents, who are like family to us.

Please note that any future official communications on these topics will have a County Seal and will have the approval of County Administrator Josh Smith. The point of contact for all concerns related to Rock Haven should be addressed to me as Nursing Home Administrator or to the County Administrator.

Natalie Rolling Edlebeck

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