Ottawa County Riverview HEALTHCARE • CAMPUS
Celebrating 140 Years

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April 14, 2021

Dear Resident & Representative,

As everyone continues to adjust to our "new normal" and the effects the COVID-19 world pandemic has had on us all personally and professionally; Riverview has been no exception to the challenges that other businesses and individuals have faced. For Riverview, the pandemic hit on the heels of coming out of our 5 year renovation project, another challenging period of time! And yet, our #ViewCrew took these challenges in stride! The newly renovated Cottage Cove, with private showers in each room, gave us the ability to safely quarantine new admissions for the required 14 days to ensure the safety of our other residents. The #ViewCrew stayed informed and protected themselves and our residents, making us one of LESS THAN 1% of the facilities in the COUNTRY, to have NO resident cases of COVID-19! However, we continue to look for new ways of handling the world we now live in and keeping Riverview's 5 Star reputation, sustainable and marketable.

In 2019, the facility took an expected loss due to the unavailability of some beds, while our renovation project was in progress! The Short Term Rehab census is what keeps Nursing Facilities afloat financially, and during the project we were only able to admit approximately 8 Short Term Rehab patients at a time. Past performance at Riverview showed an average of 15 Rehab patients daily. (Short Term Rehab reimbursement covers the loss of $60 per Medicare patient, per day)

In 2020, as the world entered the COVID-19 pandemic, hospitals stopped elective procedures and focused on COVID-19 patients. This gave Riverview little to no Short Term Rehab admissions, once again hurting our finances on the revenue side. To protect our residents already residing in the facility, we made the decision to stop admitting from the community to lessen the chance of the virus entering the facility. Along with this safe mind set, we closed our Adult Day Center and halted Outpatient Therapy. With all these changes on the revenue side, we also had increase expenses for Personal Protective Equipment (PPE; gloves, masks, gowns) to meet the COVID-19 guidelines and protect our residents and staff.

As the vaccine emerged and got into the arms of our residents, staff and the community in early 2021, we saw things begin to open up more than they had the previous year. We began to admit some community admissions to our Long Term Care, Memory Care and Assisted Living units. As we move forward to more "normalcy" we find ourselves, as so many other businesses and industries, struggling to find staff to take care of our residents. As the Baby Boomer population grows and needs our services, the available workforce continues to

decrease, and with the threat of COVID-19 (especially in healthcare settings), finding employees has been the biggest challenge any business has faced in recovery in 2021!

At Riverview, we have tried to do our best with the #ViewCrew we have, while supplementing with contracted agency State Tested Nursing Assistants (STNA). We have been blessed with consisted STNAs from these agencies who have helped to fill gaps in our schedule and have taken on the same care standards as our own staff! Even with using 7 different agencies, our scheduling holes still cannot be filled. To continue to provide good resident to staff ratios, do our best to combat staff burnout and give a good overall resident/family experience, Riverview has capped our census to a number and acuity we feel our staff is able to handle. This has been unique to Riverview, as so many facilities, facing the same challenges, continue to fill beds, regardless of staffing levels or patient/resident need.

These challenges are not unique to Riverview, however we do want to be proactive in getting our staffing, census and finances in line so that Riverview can continue it's 150 year tradition of 5 Star services to our residents, staff and our community. At this time the facility has a census of approximately 75 residents in our Nursing Home (Long Term Care, Memory Care, and Short Term Rehab). The facility is licensed for 115 beds, but to keep our ratios in our order we have not filled these additional beds, leaving a waiting list for Long Term Care and Memory Care and at times, Short Term Rehab.

We currently have 10 open nursing positions, 23 open STNA Positions, 4 Activity Positions, 4 Food Service positions and 2 Environmental Service Positions. While the past few weeks we have seen a slight increase in applicants, it has still not been enough to come close to filling these openings. In a study by AARP, it was found that 33.4% of nursing facilities in Ohio are facing a shortage of nurses and/or aides, this is even higher than the 25.6% reported nationally. So while Riverview is not alone in our staffing struggles, it also can be frustrating knowing this is the trend going on in our country, and we need to make the adjustments, we can within, to continue, until applicants pick back up.

With trying to get our staffing, census and finances all to line up, the Administrative Team at Riverview has been brainstorming ways to get these 3 things back in alignment to ensure the stability and sustainability of Riverview as a county owned facility for years to come. At this time with our census and open beds, we have made the decision, as of June 6th, Riverview will be closing down our Station 2, Traditional Long Term Care Unit, for a short time. This will decrease our number of staff openings, allow our specialized units to focus on their specialty, decrease overtime, agency use and staff burnout all while aiding our budget.

Closing Station 2 will allow us to still have 36 beds dedicated to Traditional Long Term Care, 26 beds for Memory Care residents and 17 beds for Short Term Rehab. The census caps written of earlier in this letter would be removed and all units would be operated at full capacity at a total of 79 beds! Additional STNAs will be on the units (as made available by

closing Station 2) to continue to provide the same resident to staff ratios and at times a bit higher.

In closing Station 2 we will cut our open positions down to a more manageable number; nurse openings will go from 10 to 5 open positions, STNA openings go from 23 to 10 open positions, Dietary will go from 4 open positions to 1, Environmental Services will go from 2 open positions to none. Activity positions will remain at 4 open positions. Currently, much of our "Help Wanted" marketing is a "blanket" ad covering all our openings. Cutting down the amount of openings also will help us to conduct a more focused approach to what we have available (specialty, department, shift). This will give the applicant more information about the positions open and also do a better job of making sure the job is a right fit for the applicant and the applicant for Riverview.

For the financial side this will increase revenue by approximately $19,000 per month, conservatively. And decrease overtime and agency cost by $31,000, conservatively. This will help Riverview to better operate within our current financial resources.

Stations 1, 2 and 3 have a combined census of 69. When Station 2 is closed; Station 1 and 3 will have 62 beds available. A small portion of Station 2, near the dining room entrance will be utilized for the additional 7 residents. These residents will have an STNA assigned to them. As beds open on Stations 1 and 3, residents on Station 2 will be transferred to these open beds. Residents, who currently occupy a private room, will remain in a private room accommodation.

All residents on Stations 1, 2 and 3 will be evaluated by our Interdisciplinary Team to determine if they would be benefited more on our Traditional Long Term Care Unit (Station1) or our Memory Care Unit (Station 3). Families will all be notified of the facility's decision in a timely manner, prior to any potential move.

Our Target date to make these changes will occur Monday, June 6, 2021

What Riverview will NOT be doing with these changes; there will be NO staff layoffs and there will be no involuntary switching of shifts for our staff. This is not a LONG TERM SOLUTION; our plan is open Station 2 back up as soon as we feel it is appropriate to do so.

We will remain focused on hiring for positions left open after the closing of Station 2. We will continue to keep a waiting list for Traditional Long Term Care and Memory Care. We will continue to hire, knowing Riverview gives new nurses 4 to 6 of weeks of orientation before allowing them to work on their own. As this training is occurring, we can slowly transition residents and new admissions back to Station 2.

We understand that changes anywhere in life are hard, especially when it involves your home, those you know and your work place. We are hoping this will allow us to come out of these difficult years, even better by; decreasing burnout of our staff, cutting overtime and

contract STNA cost, allowing us to better focus on each specialized service we offer, all while getting our budget back in line.

Thank you for your continued support of our facility. As always, if you have any questions, concerns or thoughts please do not hesitate to contact us!

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Respectfully,

Kendra M. German, LNHA

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Riverview Administrator