

20
24

Impact Report

LA CROSSE COUNTY
LONG TERM CARE



**Wanda Plachecki, Executive Director
of Long Term Care**



LA CROSSE COUNTY

Long Term Care

MESSAGE FROM THE DIRECTOR



In 2024, we embarked on a transformative journey – one defined by vision, collaboration, and a deep commitment to the future of La Crosse County's Long Term Care division.

Guided by the strategic direction of our La Crosse County Board, the Veterans, Aging, and Long-Term Care committee and our County Administrator, we laid the foundation for a collaborative approach that brought together residents, staff, families and external partners. These collective insights shaped not only the redesigning of our physical spaces on the Hillview campus, but also the programs and services that reflect the evolving needs of our community.

As you will see throughout this report, these plans are already taking shape – creating a more responsive, inclusive, and person-centered environment for our region.

2024 was also a year of innovation at the Lakeview campus, where we continue to advance our care strategies through thoughtful integration of technology. From robotic pets that foster connection and cognitive engagement, to expanded entertainment tech, such as tablets to support meaningful interaction, to upgraded telehealth capabilities to enhance chronic and behavioral health care, these initiatives reflect our belief that technology, when used with purpose, can enrich the lives of those we serve.

As we reflect on the progress made and the partnerships that have guided us, we remain committed to excellence in long-term care. The initiatives outlined in this report represent not only the work of the past year, but the foundation for a future defined by innovation, collaboration, and financial stability. We extend our sincere gratitude to all who have contributed to this work, and we look forward to building on this meaningful progress together.

Wanda Plachecki, Executive Director of Long Term Care
wplachecki@lacrossecounty.org

Looking Ahead

Building on last year's momentum, we've set clear strategic priorities to sustain progress and expand impact in 2025 and beyond:

- **Technology Integration** - Continue expanding the use of innovative technologies to support care delivery and operational efficiency
 - Upgrade Electronic Health Record (EHR) System to improve care coordination
 - Complete Implementation of the Wasp Inventory System at Hillview Campus to optimize supply and equipment tracking
- **Workforce Development**
 - Launch a Certified Nursing Assistant training program with the Healthcare Workforce Training Institute to grow and strengthen the local healthcare workforce
- **Policy Advocacy**
 - Promote continued state and federal funding for long-term care
- **Hillview Campus Redevelopment**
 - Finalize/complete renovations with County partners and construction vendors by early 2026
 - Right-size the skilled nursing facility
 - License and launch new Community Based Residential Facility (CBRF) to expand long term care service offerings
 - Develop a dementia crisis stabilization unit
 - Continue collaborative partnerships to support the Life Center and Housing initiatives



Department Overview

MISSION STATEMENT

Our mission is to create and sustain services delivered in a compassionate manner that respects the unique needs and lifestyles to those in our community.

VETERANS, AGING, AND LONG TERM CARE COMMITTEE (2024-2026)

The La Crosse County Veterans Aging and Long Term Care Committee has been a huge support to our staff and programs. We are very thankful for their vision and understanding of the various needs in our community as they evolve and support us evolving with those changes.

Members: Gary Padesky (Chair), Dan Ferries, Kelly Leibold, Kim Cable, Grant Mathu

LONG TERM CARE SERVICES/CAPACITY

Each licensed entity serves a different type of client with different needs, different rates and pay sources.

Lakeview Campus	Accommodations
LV Health Center SNF	50 Beds
Ravenwood	10 Beds
Maplewood CBRF	15 Beds
Neshonoc Manor CBRF	15 Beds
Monarch Manor CBRF	8 Beds
Regent Manor AFH	4 Beds

Hillview Campus	Accommodations
HV Health Center SNF	44 Beds
Hillview Terrace AL	30 Apartments
Carroll Heights	55 Apartments
The Oaks	10 Beds

SNF: Skilled Nursing Facility
CBRF: Community-Based Residential Facility
AFH: Adult Family Home
AL: Assisted Living
Hillview SNF is currently downsizing to 26 beds

Hillview Care Center
Phone: 608-789-4800
Website: lacrossecounty.org - Hillview
Facebook: [@HillviewHealthCareCenter](https://www.facebook.com/HillviewHealthCareCenter)

Lakeview Care Center
Phone: 608-786-1400
Email: lakeviewinfo@lacrossecounty.org
Website: lacrossecounty.org - Lakeview
Facebook: [@LakeviewHealthCenter-LaCrosseCountyGovernment](https://www.facebook.com/LakeviewHealthCenter-LaCrosseCountyGovernment)

Did You Know?

About 14% of Wisconsin Nursing Homes are **publicly owned** (usually by county governments). County nursing homes rate **significantly higher** than other ownership types for the Center for Medicare and Medicaid Services 5 Star Rating. CMS uses this measurement to compare the overall quality of care provided by nursing homes.

Both Lakeview and Hillview campuses have a **5-star staff rating** with Lakeview having an overall star rating of 5 and Hillview having an overall star rating of 4. Generally, government facilities have a star rating of 4.1, for profit nursing facilities have a star rating of 2.7 and non-for-profit nursing facilities have a star rating of 3.1. The La Crosse County facilities offer several specialized services such as behavior and mental healthcare, fully secured dementia care, complex wound care and crisis units.

Youth Apprenticeship Programs

A **Youth Apprenticeship (YA)** provides high school juniors and seniors with a valuable opportunity to explore their chosen career path while helping employers build a skilled and dedicated workforce. Both **Hillview** and **Lakeview** proudly participate in this program, offering one- or two-year apprenticeships for high school students. As part of our commitment, we provide:

- A minimum of **450 hours** of work per year
- Supervision and guidance from a **workplace mentor**
- Training in **industry-specific competencies and skills**

Acknowledging Our Mentors

A special thank you to our dedicated mentors who support and guide these students:

- **Dana Gibbons, RN** – Hillview Health Care Center
- **Erica Schultz, DON** – Lakeview Health Center
- **Lori Clark, CDM** – Hillview Health Care Center

2024/2025 Youth Apprenticeship Achievements

Hillview is proud to have:

- **Two CNAs** in their **second year at Hillview** (Taylor Turner and Eden Weise)
- **One Culinary Assistant**, Kaylee Geary who completed her one-year apprenticeship at Hillview
- **Two CNAs** in their first year at Lakeview (Mya Hoff and Liliana LaBarre)
- **Two CNAs** completed their 2-year apprenticeship at Lakeview (Katie Lange and Alex Walls)

Thank you to all who make this program a success!

Employee Spotlights

Rochelle Lee, Lakeview Community Living Supervisor

Rochelle began her journey with La Crosse County as a Resident Care Assistant, where her dedication and positive spirit left a lasting impression on residents and colleagues.

After furthering her education and gaining new experiences, she has returned to Lakeview Health Center and Assisted Living as the Community Living Supervisor. In her new role, Rochelle brings a fresh perspective shaped by her commitment to residents and staff.



She is passionate about fostering a culture where every voice is heard, actively participating in shift changes to connect with staff and encourage open communication. Building strong relationships and trust within her team is a top priority.

Rochelle is also exploring ways to hold larger staff meetings that accommodate different shifts, creating open forums for sharing ideas and driving positive change. Known for her resilience and calm approach during challenges, she emphasizes teamwork and supports staff to ensure smooth transitions. Transparency and honest communication are central to her leadership style.

Grateful to be part of such a dedicated team, Rochelle is excited for the future and the positive changes ahead. Guided by Brené Brown's words, "Compassion is not a virtue — it is a commitment," she looks forward to leading Lakeview toward continued growth and improvement.



Kate Alberts, Hillview Nurse Manager

Kate Albert's journey at Hillview has been marked by growth, adaptability, and a deep commitment to serving others. Starting in various roles and steadily building her skills, Kate has become a confident and compassionate Nurse Manager. She values the supportive environment at Hillview, where encouragement from colleagues and leadership has helped her become a stronger leader.

Kate is dedicated to La Crosse County's mission of providing respectful, competent care for every resident. She understands that moving to a nursing home can be difficult, and she works to ensure her team makes each resident's stay as comfortable as possible. As Kate shares, "I want to make sure that our staff provide respectful and competent care to make their stay as comfortable and supportive as possible."

Her resilience and collaborative spirit inspire those around her, reinforcing Hillview's commitment to making a positive impact in the lives of residents and their families.

Hillview Campus

MESSAGE FROM THE ADMINISTRATOR

Beyond the Medical Model

With the transformation of our physical space comes a renewed approach to care—one that moves beyond the traditional medical model to strengthen our focus on those we serve.

We are in the process of transitioning our staff across our campus to universal care workers. This type of model is a more person-centered approach and has proved to work well in our RCAC-Hillview Terrace and Lakeview Campus. The universal care worker approach allows staff to perform all the duties of maintaining a home—from assisting with personal care and housekeeping to engaging in activities, serving meals, and even doing laundry.

This model promotes deeper connections with residents—not just as caregivers, but as trusted companions and colleagues. These relationships enrich daily care and foster a true sense of community and promote exceptional teamwork.

Both The Evergreens and Hillview will feature new serving kitchens once our renovation is complete. Residents will have the option to dine café-style at the bar or gather around one of the many welcoming tables in our updated dining rooms. Culinary staff will prepare meals in the main kitchen and deliver them family-style to the serving kitchen, where staff will plate and serve meals with care and hospitality.

Our laundry, which was once done in an institutional model—where all residents clothing was laundered together—will now be done in our new laundry rooms. Every resident's clothing will be laundered individually.

We are very excited to be in the process of updating our home. We have heard many compliments from residents and families. Our staff are excited to also see our home transform and are taking ownership in their households. Hillview Campus has a long history of providing exceptional care. As we continue to move forward through our remodel phase, we are excited for what our home will look like as we continue to serve our community!

Kelly Kramer, NHA

Hillview Campus Administrator

kkramer@lacrossecounty.org



Hillview Renovation

EXPANDING COMMUNITY CARE

The Hillview Health Care Campus is gearing up to make an even greater impact on our community by introducing a diverse range of enhanced services designed to address key gaps in care.

This initiative began with a thorough review of long-term care trends over the past seven years, along with an assessment of space utilization and the additional services needed within our community. By repurposing unused space, Hillview is transforming into an innovative, one-of-a-kind campus—bringing impactful changes as soon as November of this year.



The County Board approved the \$19.6 million project which included complete renovations in most areas and a refresh to the existing nursing home. This project will allow Hillview to complete its continuum of care and expand long-term care services. Key offerings include:

- **Hillview** – A skilled nursing home with 26 updated private rooms and bathrooms
- **The Oaks at Hillview** – A state-only secured nursing home with 10 private rooms and bathrooms
- **The Evergreens** – An assisted living CBRF with 39 private rooms and bathrooms
- **Dementia Crisis Stabilization Unit** – 4 of the 39 CBRF private rooms dedicated to DCSU

Existing services not affected by project but are an important piece to the continuum of care.

- **Hillview Terrace** – An assisted living RCAC offering 30 apartments (studio, one-bedroom, and two-bedroom units)
- **Carroll Heights** – An independent senior apartment complex featuring 55 apartments (studio, one-bedroom, and two-bedroom units)

Additional Services through the project:

- 10 independent private studio apartments for adults who are unsheltered or potential to be unsheltered, managed by La Crosse County Human Services
- Hillview Life Center – An intergenerational day center (childcare and a day center for older adults) managed in collaboration with the YWCA and the ADRC of La Crosse County.

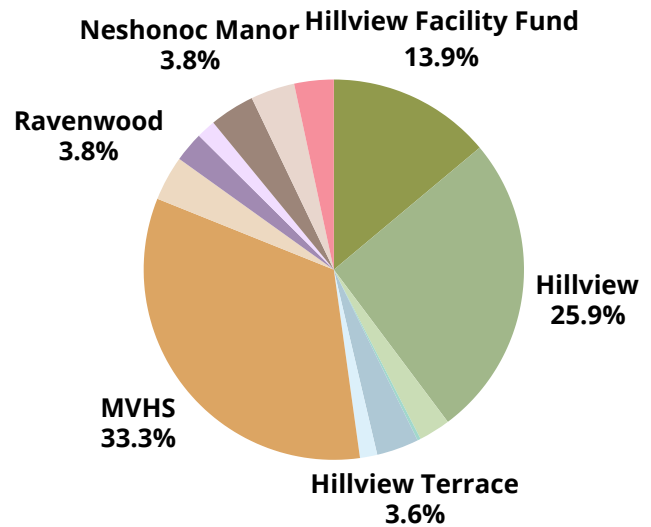
With these advancements, Hillview is reaffirming its commitment to comprehensive, quality care for individuals at every stage of their journey. Exciting changes are on the horizon!

2024 Finances

REVENUE & EXPENSES

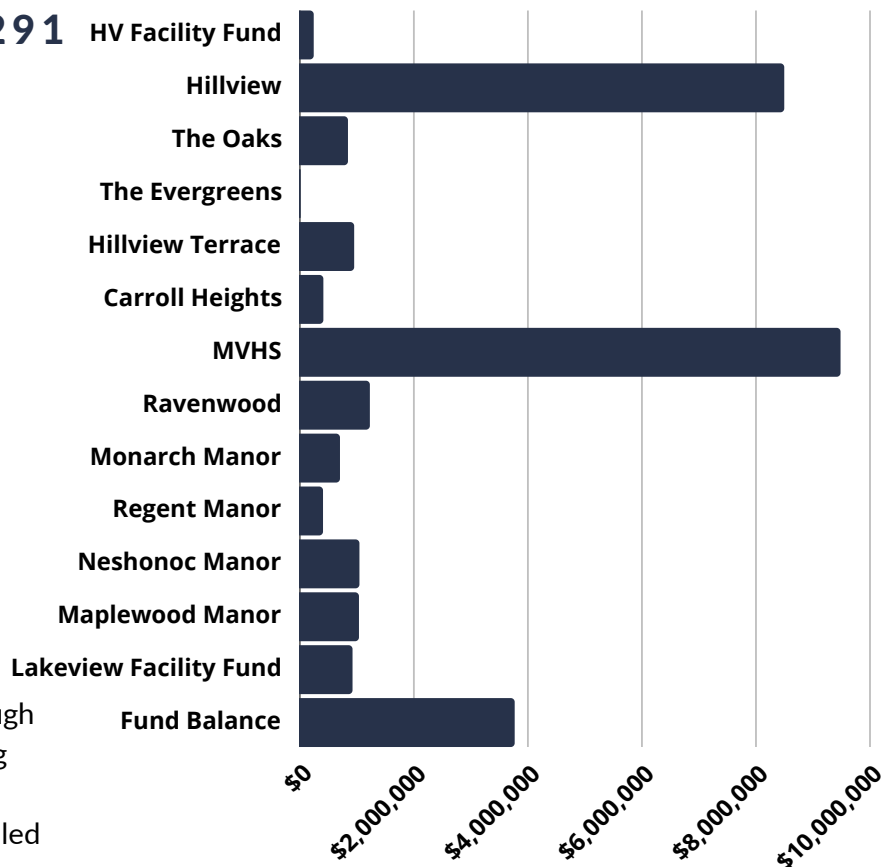
REVENUE: \$29,559,291

- Hillview Facility Fund: \$4,112,972
- Hillview: \$7,642,347
- The Oaks: \$796,024
- The Evergreens: \$81,992
- Hillview Terrace: \$1,061,104
- Carroll Heights: \$435,702
- MVHS*: \$9,836,801
- Ravenwood: \$1,127,942
- Monarch Manor: \$752,701
- Regent Manor: \$480,432
- Neshonoc Manor: \$1,132,923
- Maplewood Manor: \$1,107,311
- Lakeview Facility Fund: \$991,040



EXPENSES: \$29,559,291

- Hillview Facility Fund: \$243,348
- Hillview: \$8,496,228
- The Oaks: \$843,968
- The Evergreens: \$14,339
- Hillview Terrace: \$952,919
- Carroll Heights: \$415,478
- MVHS*: \$9,483,427
- Ravenwood: \$1,228,050
- Monarch Manor: \$703,854
- Regent Manor: \$406,398
- Neshonoc Manor: \$1,045,243
- Maplewood Manor: \$1,036,950
- Lakeview Facility Fund: \$924,004
- Fund Balance: \$3,768,085



*Mississippi Valley Health Services Commission (MVHS) was formed through an agreement on behalf of participating counties in 2009. The Commission operates Lakeview Health Center's Skilled Nursing Facility (SNF).

\$238,493

Non-La Crosse County
MVHS Revenue for 2024

\$12.2 Million

Total contributions from other
counties/managed care since creation
of MVHS



LA CROSSE COUNTY

Exceptional services. Extraordinary place.



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