

20
25

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



As I reflect on this past year—my final full year serving as the Director of Long Term Care Services for La Crosse County—I remain profoundly grateful for the opportunity to lead this long-standing, mission-driven system. County-owned and operated long-term care services continue to be essential because they provide stability and access for individuals whom private providers often cannot accommodate. Through the combined strengths of the Lakeview and Hillview campuses, La Crosse County delivers a comprehensive, high-quality continuum of care without drawing on tax levy support, while meeting the increasingly specialized needs of our community.

For nearly 140 years, our facilities have offered affordable, person-centered services aligned with public values, ensuring transparency, accountability, and care access regardless of income or complexity of need. This commitment is evident in Lakeview Health Center's history of serving residents with significant behavioral and neurocognitive needs - often referred from other counties—and in Hillview Health Care's more recent enhancements, including their state-only behavioral health unit and new assisted living facility with dedicated services for individuals with dementia and complex care needs.

County operation also enables seamless coordination with other County services - Human Services, ADRC, Veterans Services to name a few. This integration strengthens outcomes for residents with complex medical, behavioral, and social needs and reinforces La Crosse County's position as one of the few remaining counties offering a full continuum of long-term care, including specialized dementia care, behavioral health beds, and crisis stabilization services. Statewide trends underscore the fragility of long-term care infrastructure when counties privatize or divest, often resulting in diminished access for vulnerable populations. Today, less than 30 Wisconsin counties continue this work, and La Crosse County remains among the few operating multiple facilities that serve as regional anchors for high-acuity and specialized residents.

As our leaders continue to build a culture of innovation by actively seeking new ideas and embracing change, these services will continue to ensure our community retains a stable, mission-aligned system capable of meeting current needs and sustaining the long-term future of aging and behavioral health services.

Wanda Plachecki, Executive Director of Long-Term Care
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Looking Ahead

- **Leadership Transition**

- Support the transition to a new Director of Long-Term Care Services and ensure continuity in mission and operations.

- **Technology Integration**

- Upgrade the electronic health record (EHR) to include our assisted living services and enhance nursing home documentation, streamline workflows, and strengthen clinical communication. This project will begin in 2026 with completion in 2027
- Expand the responsible use of AI to streamline processes, reduce administrative burden, and boost productivity

- **Workforce Development**

- Expand access to competency-based training

- **Policy Advocacy**

- Our policy priorities will focus on:

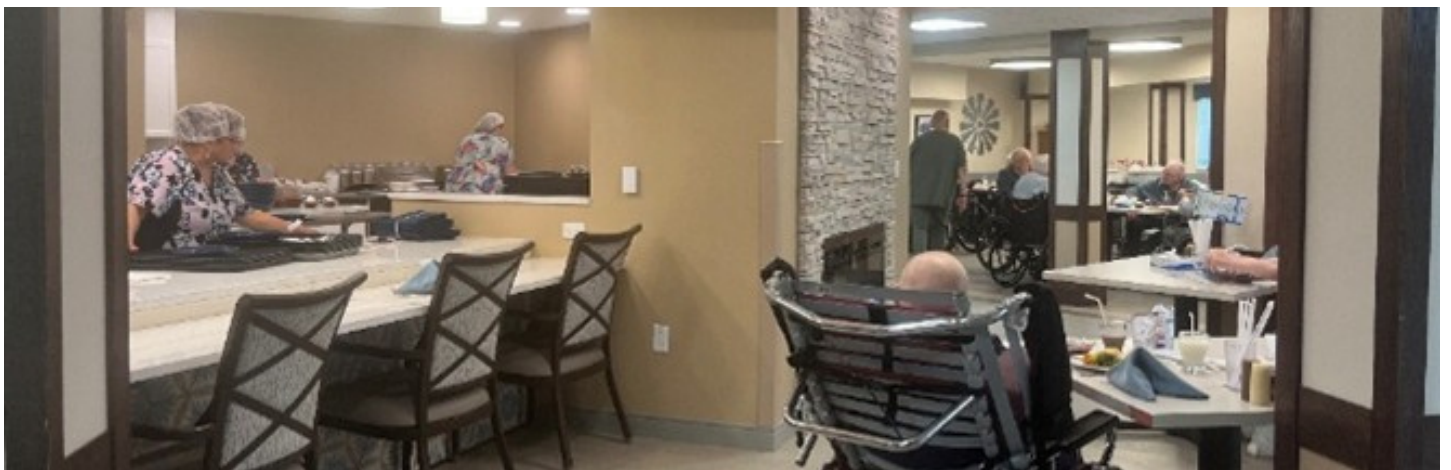
1. Support for home and community-based services across all funding streams
2. Support programs designed to increase the number of nurse faculty available to training C.N.A.'s and nurses

- **Hillview Campus Completion**

- Launch the new assisted living facility
- Begin operations of the dementia crisis stabilization unit

- **Cross-Department Collaboration**

- Continue strengthening partnerships related to housing initiatives and multigenerational programming



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	37 Beds
Hillview Terrace AL	30 Apartments
Carroll Heights	55 Apartments
The Oaks	10 Beds
The Evergreens CBRF	39 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)

Employee Spotlights



Jocelyn Anderson - CNA - Lakeview

Jocelyn Anderson has been in patient care for 10 years, with the last three at Lakeview Health Center. Before joining Lakeview, she worked as an in-home care coordinator, managing admissions, schedules, and a variety of responsibilities. Her experience spans geriatric care, children, and individuals with special needs. Originally from Lancaster Jocelyn holds a bachelor's degree in human services and hopes to become a nurse. Outside of work, she enjoys life on her “funny farm” with four goats and twenty-five chickens.

Each day, Jocelyn makes it a priority to brighten residents' lives by slowing down, making small talk, listening closely, and addressing concerns with patience and care. She recalls supporting a resident who was distressed by a change in routine—sitting with them, listening, explaining the change, and offering reassurance until they felt at ease.

Jocelyn believes in acknowledging people by name and greeting them warmly, whether they're residents or coworkers. She strives to be welcoming, honest, helpful, and respectful, especially when meeting new team members. With residents, she focuses on honoring preferences, taking her time, and building trust.

As a coworker, Jocelyn supports her team by being approachable, willing to help, and acting as a team player. When asked what “doing the right thing” means to her as a CNA, she shared that it means doing what is in the best interest of those we care for.

While caregiving can be challenging, Jocelyn remains steady and compassionate because she understands the impact she has on someone's life. Over time, residents become like family—and she carries the belief that someday the roles may reverse, so she treats others the way she would want to be treated.



Naomi Guetschow- CNA- Hillview

Naomi Guetschow, CNA, has worked at Hillview since she graduated from Central High School at 18. She first connected with Hillview during her CNA clinicals, which were assigned there as part of her training.

Naomi believes that brightening a resident's day often comes down to simple acts of kindness — saying good morning, asking about their day, or encouraging them to enjoy coffee or breakfast in the new dining room. For many of the women, helping them feel good can be as easy as choosing a nice outfit or adding a little perfume.

Employee Spotlights

One moment that stands out to Naomi is when she supported a resident who became very anxious during a monthly medical procedure. Naomi would sit with them, talk, and help redirect their anxiety, going above and beyond to make them feel safe.

When it comes to kindness and inclusion, Naomi describes herself as a people person who enjoys getting to know both coworkers and residents. For residents with communication challenges, she focuses on learning what they enjoy or used to enjoy, using their interests and hobbies to help them through difficult moments.

Naomi supports her coworkers by staying positive and avoiding workplace drama, which she has learned to tune out. To her, “doing the right thing” means caring for residents to the best of her ability and always putting them first.



Jenny Briseno- Fiscal Supervisor

Jenny Briseno has been a dedicated member of La Crosse County for four-and-a-half years, contributing her expertise at both the Lakeview and Hillview campuses. Before joining the county, she spent 17 years at a private equity firm, rising from Accounting Specialist to Accounting Manager through hard work and a drive to grow. She is a proud UW–La Crosse graduate with a degree in accounting and a double major in Spanish.

Outside of work, Jenny enjoys time with her husband, her two daughters (22 and 17), and their two dogs.

At Lakeview, she loves the every-other-Thursday ice cream (alternating with popcorn). At Hillview, she appreciates the beautiful scenery and the park behind the building—perfect for a walk or a quiet reset.

Jenny builds trust through active listening and empathy, recognizing that everyone brings unique experiences to work. She carries forward the support she once received early in her career by mentoring others and helping them grow with the tools and confidence they need.

In her current role, she finds developing people even more rewarding than completing tasks. She has worked to improve consistency and efficiency between Lakeview and Hillview, with a long-term goal of unifying both campuses into one business office.

During busy or challenging times, she grounds her team with two phrases: “riding the waves” and “always moving forward.” She supports her team by offering help, being honest, assisting with prioritization, and reinforcing that they’re never alone.

Jenny sets clear goals by prioritizing urgent tasks and tracking daily, monthly, quarterly, and yearly responsibilities. She starts her day with the biggest task to make the rest feel manageable.

At the end of the day, Jenny leads by example—showing that strong, values-driven leadership comes from teamwork, kindness, and a willingness to help.

Hillview Campus

MESSAGE FROM THE ADMINISTRATOR

Successful Changes in 2026 on the Hillview Campus

Hillview Health Care Campus experienced a year of meaningful progress in 2026. This included the addition of The Evergreens CBRF, the launch of a new dining model, and the implementation of the Universal Care Model within the nursing home.

The Evergreens, our new Community-Based Residential Facility (CBRF), is designed for individuals who do not require 24-hour skilled nursing but who still have significant daily care needs and/or memory care needs. This new option expands the continuum of care available to current residents and to the broader community.



Refurbished Spaces that Elevate Daily Life

Renovated living and dining spaces in both Hillview Nursing Home and The Evergreens Assisted Living have enhanced the overall atmosphere of each program. The redesigned kitchens provide bright, welcoming, home-like environments where residents can gather, socialize, and enjoy meals on their own schedule. This flexible dining model promotes resident autonomy and fosters a stronger sense of community.

Launch of the Universal Care Workers Model

In 2026, Hillview implemented the Universal Care Workers Model, already successful at Hillview Terrace, to expand caregiver roles and better support residents. Under this model, caregivers assist across multiple areas and shifts, including personal care, meal service, room care, laundry, and activities. Kitchen staff now support meal preparation, plating, cleanup, and provide twice-daily snack and hydration rounds. This collaborative approach has strengthened teamwork, increased efficiency, and deepened connections between staff and residents.

Enhanced Engagement Opportunities

Residents at The Evergreens now benefit from a meaningful engagement tool called the Tovertafel Table. The Tovertafel projects interactive light-based images onto a tabletop or floor, responding to residents' hand and arm movements. Activities range from simple cause-and-effect games, such as popping bubbles, playing soccer or "whack a mole" game to more complex tasks like assembling virtual train tracks or "baking" bread. All activities are co-designed with care professionals to meet a variety of cognitive and physical needs.

Kelly Kramer, NHA

Hillview Campus Administrator

kkramer@lacrossecounty.org

2025 Highlights

Leaders Making News

At the LeadingAge Leadership Summit in Washington, D.C., the Hillview Campus Administrator, Kelly Kramer, served as a panelist in the session “Turning Skilled Nursing Skeptics into Believers,” a discussion moderated by Isaac Longobardi of the national Moving Forward Nursing Home Quality Coalition.

Kelly emphasized Hillview’s renovation project and its partnerships with community organizations, showcasing how integrating skilled care, residential services, housing, childcare, and intergenerational day programming

demonstrates the innovative approaches needed to address community gaps.

Her remarks, along with the other panelists, aligned with the summit’s broader theme—showcasing nonprofit providers who are “betting on skilled nursing” by designing for quality over quantity and reimagining nursing homes as community-connected spaces.



Lakeview Campus: Focus on Evidence-Based Services for Residents

Lakeview Campus continues to expand and strengthen its evidence-based programming to enhance resident engagement, cognitive functioning, emotional well-being, physical mobility, and overall quality of life.

Tri-Shaw bike rides offer residents meaningful outdoor experiences, providing sensory stimulation, opportunities for reminiscence, and community connection—especially valuable for individuals who can no longer ride independently.

The Furry Friends Project, a robotic pet therapy initiative approved by both the State of Wisconsin and the Center for Medicaid and Medicare Services (CMS), brings therapeutic companionship to residents with dementia, with well-documented benefits including reduced anxiety, improved mood, and increased engagement.

In addition, **Bingocize®** combines structured exercise with the familiar fun of bingo, promoting mobility, reducing fall risk, and supporting healthy aging while also fostering social interaction.

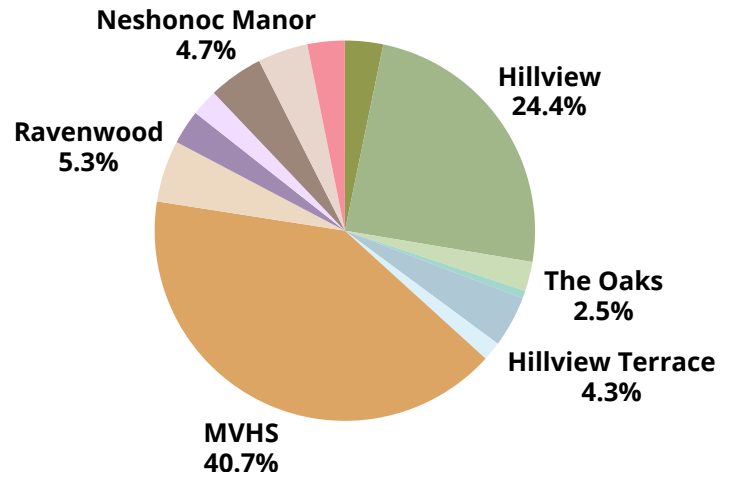
These evidence-based programs, paired with consistently assigned universal workers, household dining, individualized routines, and flexible care approaches, reflect Lakeview’s commitment to a holistic, person-centered model of care. This integrated approach ensures that each resident receives services tailored to their preferences, abilities, and life history – supporting dignity, choice and well-being across the campus.

2025 Finances

REVENUE & EXPENSES

REVENUE: \$25,123,383

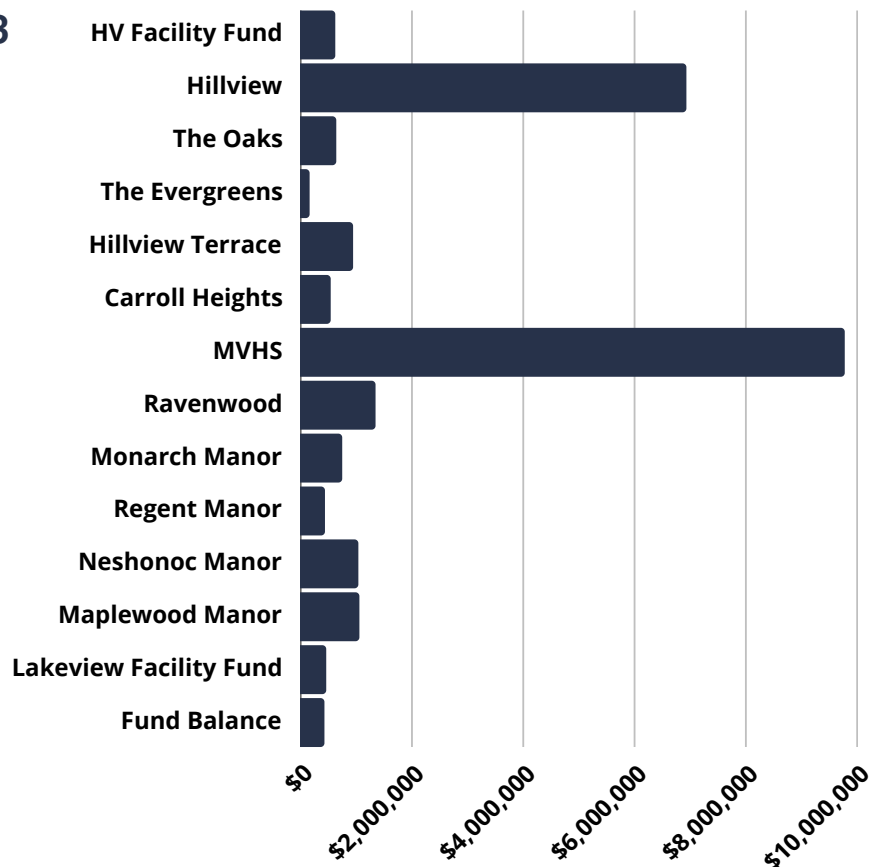
- Hillview Facility Fund: \$814,873
- Hillview: \$6,127,856
- The Oaks: \$629,273
- The Evergreens: \$161,275
- Hillview Terrace: \$1,092,507
- Carroll Heights: \$405,056
- MVHS*: \$10,229,941
- Ravenwood: \$1,320,016
- Monarch Manor: \$730,585
- Regent Manor: \$572,154
- Neshonoc Manor: \$1,170,025
- Maplewood Manor: \$1,073,905
- Lakeview Facility Fund: \$795,918



EXPENSES: \$25,123,383

- Hillview Facility Fund: \$622,393
- Hillview: \$6,931,470
- The Oaks: \$640,167
- The Evergreens: \$161,036
- Hillview Terrace: \$942,280
- Carroll Heights: \$540,023
- MVHS*: \$9,776,892
- Ravenwood: \$1,345,665
- Monarch Manor: \$746,896
- Regent Manor: \$436,929
- Neshonoc Manor: \$1,037,026
- Maplewood Manor: \$1,055,567
- Lakeview Facility Fund: \$459,588
- Fund Balance: \$427,451

*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).



\$317,568

Non-La Crosse County
MVHS Revenue for 2025

\$12.3 Million

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



LA CROSSE COUNTY

Exceptional services. Extraordinary place.



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