



North Central Health Care

Board Presentation

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Executive Summary

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Summary of Current Operations

- North Central Health Care consists of two senior living campuses containing the following care options:
- Mount View Care Center (MVCC or Mount View):
 - 165-bed skilled nursing, including a 27-bed vent unit
 - 27-beds in reserve until September 1, 2021
 - Wausau, Wisconsin
- Pine Crest Nursing Home:
 - 160-bed skilled nursing, including 20-bed rehabilitation unit and 20-bed special care unit
 - Merrill, Wisconsin



Executive Summary

| Observation / Finding | Recommendation |
|--|--|
| <p>The market areas have more SNF beds than the market requires, and this is expected to worsen through 2026</p> | <ul style="list-style-type: none"> • There is significant over capacity for skilled nursing in the market areas researched. • Based on current occupancy at the campuses, Mount View and Pine Crest have maintained strong occupancy regardless of the available beds. • The Pine Crest market area shows 2021 estimated bed demand of 231 beds, resulting in 93 excess beds in the Market Area • The Mount View market area shows 2021 estimated bed demand of 365 beds, resulting in 315 excess beds in the Market Area. • The regional market area shows 2021 estimated bed demand of 740 beds, resulting in 394 excess beds in the Market Area. |
| <p>The market need for skilled nursing is expected to decrease through 2026, however rebound from 2026 - 2036</p> | <ul style="list-style-type: none"> • Young senior (ages 65-74) population trends are strong through 2026, however during that time period the 85+ population is expected to only increase slightly. • Short-term external factors and demographic trends are also expected to decrease the need for skilled nursing over the next five years. |
| <p>New SNF Reality</p> | <ul style="list-style-type: none"> • Utilization of skilled nursing will continue to evolve as we move beyond COVID-19, with respect to home health services as a viable alternative • For many skilled nursing providers, the new reality may result in less occupancy than historical levels |



Executive Summary

| Observation / Finding | Recommendation |
|---|--|
| <p>Continue to increase overall 5-Star rating, but decrease staffing to 4-Star level</p> | <ul style="list-style-type: none"> • At the time of this report, Mount View had an overall STAR rating of 2 and Pine Crest an overall rating of 3. • Survey results have detracted from the 5-Star rating at both skilled nursing faculties. • Both Mount View and Pine Crest maintain a level-5 staffing component in the rating system. • Quality is important to maintain strong referrals, however a staffing decrease would not impair the overall rating • The increase cost is impairing financial health without a corresponding benefit. |
| <p>Implement Changes to Incorporate a New Operational Model</p> | <p>A post-COVID-19 reality is likely to incorporate:</p> <ul style="list-style-type: none"> • Overall senior demographic trends are favorable; however, seniors are expected to enter retirement with less saving increasing the need for Medicaid and other government sources • Continued integration with key referral sources • Insight into “value delivered” to discharging hospitals • Fully integrated information systems for resident information • Uniform scheduling processes and staffing management • Productivity measures real time with workflow management techniques • Awareness of performance metrics |



Executive Summary

| Observation / Finding | Recommendation |
|---|---|
| <p>Staffing Levels are Higher Than Competitors</p> | <ul style="list-style-type: none"> • Direct Care at both campuses and Housekeeping costs at Pine Crest is higher than competitors and is hindering financial performance. • As noted previously, both campuses are at a 5-star level staffing, which is not optimal for financial viability. |
| <p>Employee Benefits are Trending Higher Than Competitors</p> | <ul style="list-style-type: none"> • Employee benefits (including payroll taxes) are nearly 50% of salaries, as compared to an average of 28% for all Wisconsin skilled nursing providers. • Annually this variance results in millions of dollars in additional cost for these facilities. • Health insurance and Retirement Plan are significantly higher cost than the competition, due to participation in the State of Wisconsin benefits. • Alternatives should be explored to reduce health insurance expense, while maintaining a strong benefit package. |
| <p>Management of Medicaid Census Will Provide for Improved Financial Results</p> | <ul style="list-style-type: none"> • Most admissions at the campuses are funded with Medicaid, the least favorable of all payment sources. • Short-term and Medicare admissions are low, as compared to the regional facilities, but is similar to other county owned nursing homes. • Reducing Medicaid or achieving an optimum level would need to be considered in relation to the size of facility, demographic changes in the market area, alternative care options, and desired financial result. |





Summary of Market Research Analysis

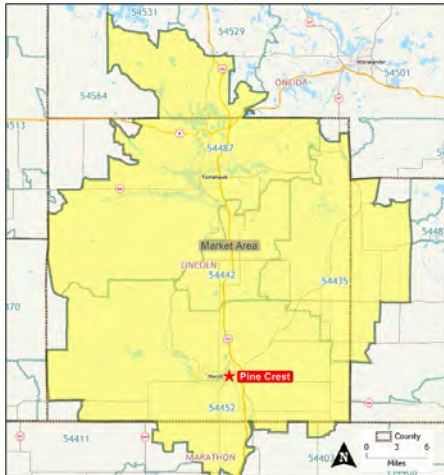
The report utilizes information derived from the Enhanced Demand Analysis for Skilled Nursing contained in the Appendix. This information should be read in conjunction with the full report.

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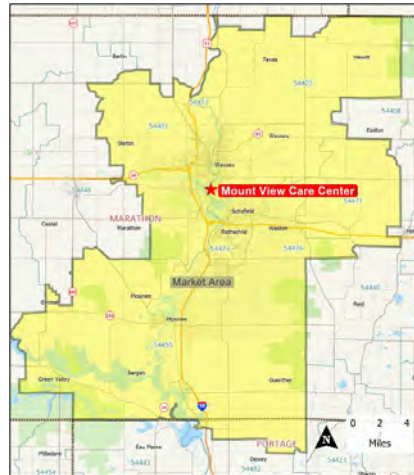
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Primary Market Areas

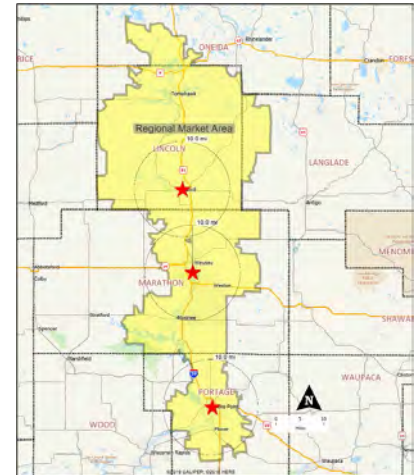
Pine Crest



Mount View



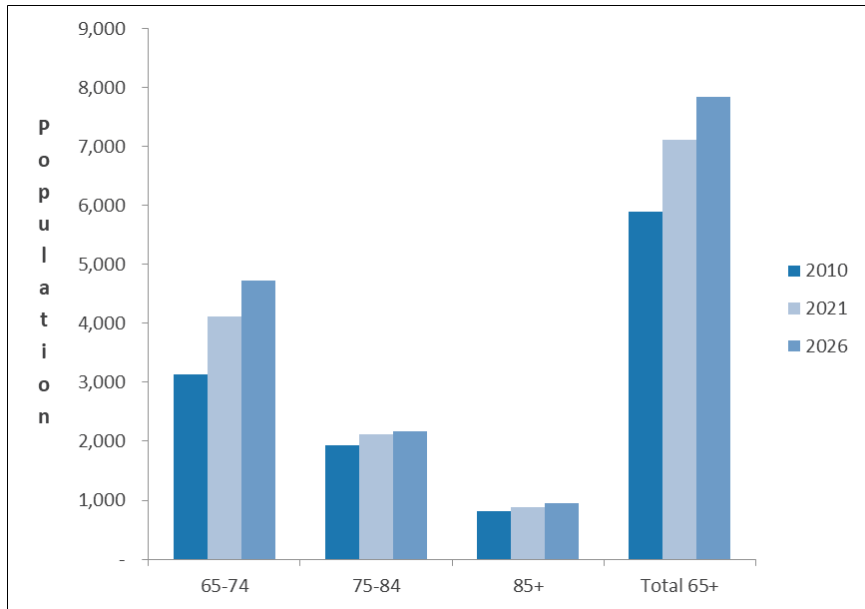
Region



Demographic Analysis – Pine Crest

Population

- In 2021, seniors (persons age 65+) are estimated to total **7,119** persons, an increase of **1,228** persons or **20.8%** from 2010.
 - The senior population is projected to increase by **730** people or **10.3%** from 2021 to 2026.
 - The largest projected growth is in the 65-to-74 age cohort, which is projected to add **971** people from 2021 to 2026. While this group is not the immediate target for senior living, the growth could indicate future demand.
- Overall, seniors age 75+ are projected to increase by **108** persons, or **3.6%** from 2021 to 2026.



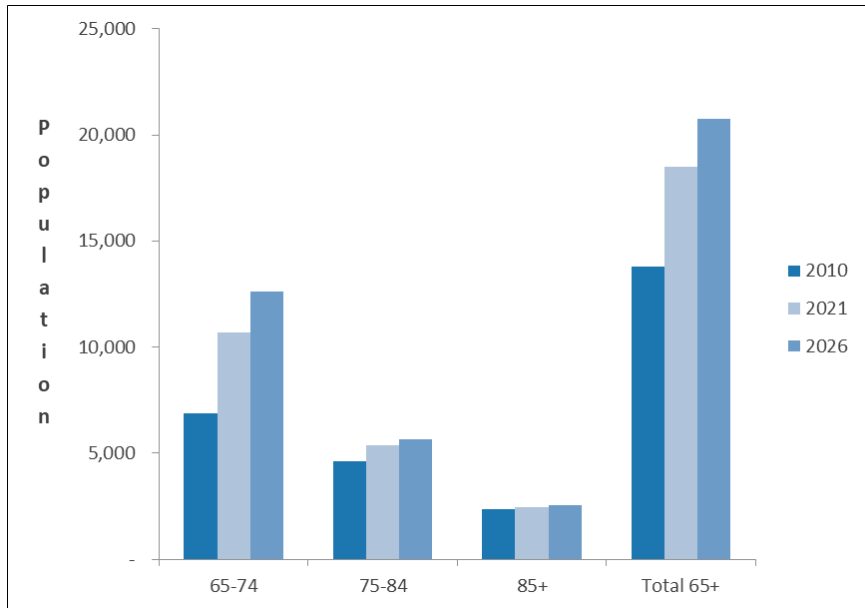
| Age Cohorts | Population | | | % Annual Change | |
|------------------|--------------|--------------|--------------|-----------------|-------------|
| | 2010 | 2021 | 2026 | 2010-2021 | 2021-2026 |
| 65-74 | 3,141 | 4,112 | 4,734 | 2.5% | 2.9% |
| 75-84 | 1,939 | 2,121 | 2,166 | 0.8% | 0.4% |
| 85+ | 811 | 886 | 949 | 0.8% | 1.4% |
| Total 65+ | 5,891 | 7,119 | 7,849 | 1.7% | 2.0% |



Demographic Analysis – Mount View

Population

- In 2021, seniors (persons age 65+) are estimated to total **18,474** persons, an increase of **4,662** persons or **33.8%** from 2010.
 - The senior population is projected to increase by **2,302** people or **12.5%** from 2021 to 2026.
 - The largest projected growth is in the 65-to-74 age cohort, which is projected to add **1,948** people from 2021 to 2026. While this group is not the immediate target for senior living, the growth could indicate future demand.
- Overall, seniors age 75+ are projected to increase by **354** persons, or **4.5%** from 2021 to 2026.



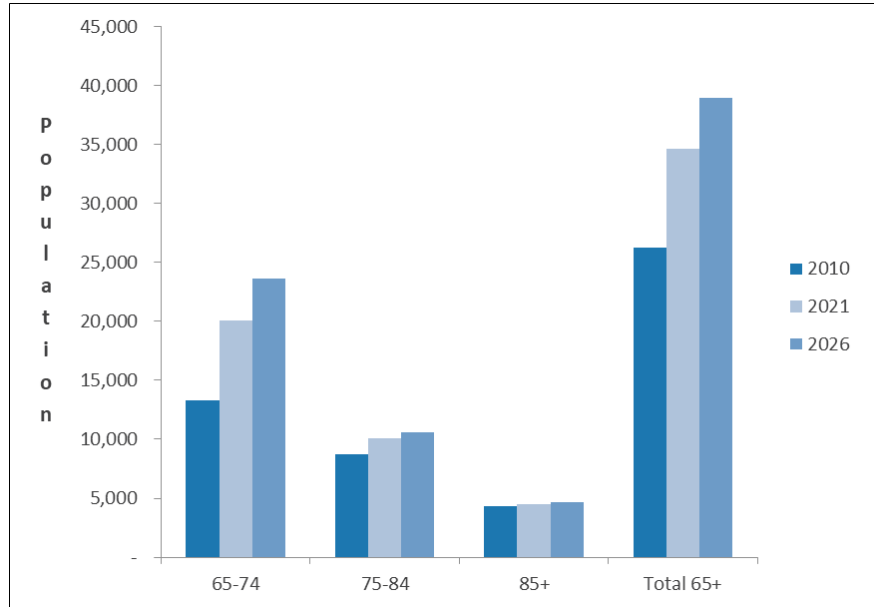
| Age Cohorts | Population | | | % Annual Change | |
|------------------|---------------|---------------|---------------|-----------------|-------------|
| | 2010 | 2021 | 2026 | 2010-2021 | 2021-2026 |
| 65-74 | 6,857 | 10,665 | 12,613 | 4.1% | 3.4% |
| 75-84 | 4,590 | 5,363 | 5,633 | 1.4% | 1.0% |
| 85+ | 2,365 | 2,446 | 2,530 | 0.3% | 0.7% |
| Total 65+ | 13,812 | 18,474 | 20,776 | 2.7% | 2.4% |



Demographic Analysis – Region

Population

- In 2021, seniors (persons age 65+) are estimated to total **34,649** persons, an increase of **8,371** persons or **31.9%** from 2010.
 - The senior population is projected to increase by **4,293** people or **12.4%** from 2021 to 2026.
 - The largest projected growth is in the 65-to-74 age cohort, which is projected to add **3,627** people from 2021 to 2026. While this group is not the immediate target for senior living, the growth could indicate future demand.
- Overall, seniors age 75+ are projected to increase by **666** persons, or **4.6%** from 2021 to 2026.



| Age Cohorts | Population | | | % Annual Change | |
|------------------|---------------|---------------|---------------|-----------------|-------------|
| | 2010 | 2021 | 2026 | 2010-2021 | 2021-2026 |
| 65-74 | 13,271 | 20,043 | 23,670 | 3.8% | 3.4% |
| 75-84 | 8,699 | 10,116 | 10,599 | 1.4% | 0.9% |
| 85+ | 4,308 | 4,490 | 4,673 | 0.4% | 0.8% |
| Total 65+ | 26,278 | 34,649 | 38,942 | 2.5% | 2.4% |



SNF Demand Analysis - Influencers

- In general, demand for aging services, including skilled nursing care, is influenced by five main factors (referred to herein as “demand influencers”):
- Managed Care / ACO / Medicare Advantage Part C referral sources, relationships and preferred provider agreements that often supersede resident choice;
- Environmental factors such as population growth, acute care usage and caregiver availability;
- Lifestyle and consumer choice, such as the substitution of housing and service alternatives for institutional skilled nursing care;
- State and public policy, such as home and community-based service funding; and
- Income and wealth, particularly poverty rates and availability of retirement income.



SNF Demand Analysis - Assumptions

- Baseline demand for 2021 is based upon utilization data from 2019 Medicare cost reports.
- PMA population growth projections indicate annual growth from 2021 to 2026 for seniors age 65-and-over.
- A 10% decrease in short-stay length of stay is estimated from 2021 to 2026, correcting towards the state and national average.
- Hospital utilization is estimated to decrease by 9% from 2021 to 2026, based upon the Wisconsin and national averages.
- These demand projections represent gross demand, including the existing supply.



SNF Demand – Pine Crest

| | Pine Crest Market Area | | | | | | |
|---|------------------------|--------------|--------------|-----------------|--------------|--------------|--------------|
| | Long Stay Days | | | Short Stay Days | | | Total |
| | Long Stay | | Market Area | Short Stay (MC) | | Market Area | |
| | Medicaid | Other | Total | Medicare | MC Adv | Total | |
| Baseline Demand 2021 | 172 | 18 | 190 | 15 | 26 | 41 | 231 |
| Impact of Changes in Population (CAGR) | 12 | 1 | 13 | 2 | 3 | 4 | 18 |
| PMA | | | | | | | |
| Total - Population Adjusted 2026 | 184 | 19 | 203 | 17 | 28 | 45 | 248 |
| 2026 Impact of Environmental Variables | | | | | | | |
| -9% Changes in Hospital Utilization Rates | (17) | (2) | (19) | (2) | (3) | (4) | (23) |
| -10% Changes in Length of Stay | 0 | 0 | 0 | (2) | (3) | (4) | (4) |
| 1% Other Environmental Impacts | 0 | 0 | 0 | (1) | 1 | 0 | 0 |
| Estimated Environmental Impacts | (17) | (2) | (19) | (4) | (4) | (8) | (27) |
| Total Demand 2026 | 167 | 17 | 184 | 13 | 24 | 37 | 221 |
| % Change vs. 2021 | -2.8% | -2.8% | -2.8% | -13.8% | -6.9% | -9.5% | -4.0% |
| CAGR | -0.6% | -0.6% | -0.6% | -2.9% | -1.4% | -2.0% | -0.8% |

Note: the sum for each category may not equal the total, due to rounding estimates.

Demand In Primary Market Area

- The baseline demand in the Market Area in 2021 is estimated at 231 beds. This represents an average occupancy of 71.2 percent, based on Medicare cost report data.
- Assumptions for changes in population, length of stay, hospital utilization and other environmental impacts are estimated to result in a decrease in demand for nursing beds in the Market Area in 2026 to 221 beds (a decline of 4.0%).
- With a 2021 estimated bed demand of 231 beds, there are 93 excess beds in the Market Area. There are projected to be 103 excess beds in the Market Area by 2026.



SNF Demand – Mount View

| | Mount View Care Center Market Area | | | | | | |
|---|------------------------------------|--------------|--------------|-------------------------------------|--------------|--------------|--------------|
| | Long Stay Days | | | Short Stay Days | | | Total |
| | Long Stay | | Market Area | Short Stay (MC Referring Hospitals) | | Market Area | |
| | Medicaid | Other | Total | Medicare | MC Adv | Total | |
| Baseline Demand 2021 | 193 | 33 | 225 | 57 | 83 | 140 | 365 |
| Impact of Changes in Population (CAGR) PMA | 7 | 1 | 8 | 7 | 10 | 17 | 25 |
| Total - Population Adjusted 2026 | 199 | 34 | 233 | 64 | 93 | 157 | 390 |
| 2026 Impact of Environmental Variables | | | | | | | |
| -9% Changes in Hospital Utilization Rates | (19) | (3) | (22) | (6) | (9) | (15) | (36) |
| -10% Changes in Length of Stay | 0 | 0 | 0 | (6) | (8) | (14) | (14) |
| 0% Other Environmental Impacts | 0 | 0 | 0 | (2) | 2 | (0) | (0) |
| Estimated Environmental Impacts | (19) | (3) | (22) | (14) | (15) | (29) | (51) |
| Total Demand 2026 | 181 | 31 | 211 | 49 | 79 | 128 | 339 |
| % Change vs. 2021 | -6.2% | -6.2% | -6.2% | -12.5% | -5.3% | -8.2% | -7.0% |
| CAGR | -1.3% | -1.3% | -1.3% | -2.6% | -1.1% | -1.7% | -1.4% |

Note: the sum for each category may not equal the total, due to rounding estimates.

Demand In Primary Market Area

- The baseline demand in the Market Area in 2021 is estimated at 365 beds. This represents an average occupancy of 53.7 percent, based on Medicare cost report data.
- Assumptions for changes in population, length of stay, hospital utilization and other environmental impacts are estimated to result in a decrease in demand for nursing beds in the Market Area in 2026 to 339 beds (a decline of 8.2%).
- With a 2021 estimated bed demand of 365 beds, there are 315 excess beds in the Market Area. There are projected to be 341 excess beds in the Market Area by 2026.



SNF Demand – Region

| | Market Area | | | | | | |
|---|----------------|--------------|--------------|-------------------------------------|--------------|--------------|--------------|
| | Long Stay Days | | | Short Stay Days | | | Total |
| | Long Stay | | Market Area | Short Stay (MC Referring Hospitals) | | Market Area | |
| | Medicaid | Other | Total | Medicare | MC Adv | Total | |
| Baseline Demand 2021 | 440 | 66 | 507 | 94 | 139 | 233 | 740 |
| Impact of Changes in Population (CAGR) PMA | 18 | 3 | 21 | 12 | 17 | 29 | 50 |
| Total - Population Adjusted 2026 | 458 | 69 | 527 | 105 | 157 | 262 | 789 |
| 2026 Impact of Environmental Variables | | | | | | | |
| -9% Changes in Hospital Utilization Rates | (43) | (6) | (49) | (10) | (15) | (24) | (73) |
| -10% Changes in Length of Stay | 0 | 0 | 0 | (10) | (14) | (24) | (24) |
| 0% Other Environmental Impacts | 0 | 0 | 0 | (4) | 5 | 1 | 1 |
| Estimated Environmental Impacts | (43) | (6) | (49) | (23) | (24) | (47) | (96) |
| Total Demand 2026 | 416 | 63 | 478 | 82 | 133 | 215 | 693 |
| % Change vs. 2021 | -5.6% | -5.6% | -5.6% | -12.2% | -4.9% | -7.8% | -6.3% |
| CAGR | -1.1% | -1.1% | -1.1% | -2.6% | -1.0% | -1.6% | -1.3% |

Note: the sum for each category may not equal the total, due to rounding estimates.

Demand In Primary Market Area

- The baseline demand in the Market Area in 2021 is estimated at 740 beds. This represents an average occupancy of 65.2 percent, based on Medicare cost report data.
- Assumptions for changes in population, length of stay, hospital utilization and other environmental impacts are estimated to result in a decrease in demand for nursing beds in the Market Area in 2026 to 693 beds (a decline of 6.3%).
- With a 2021 estimated bed demand of 740 beds, there are 394 excess beds in the Market Area. There are projected to be 441 excess beds in the Market Area by 2026.



Estimated Independent Living Demand

Pine Crest

| | Estimated Demand | | |
|------------------------------------|------------------|------|------|
| | 2021 | 2023 | 2026 |
| INDEPENDENT SENIOR HOUSING: | | | |
| <i>Rents starting at...</i> | | | |
| \$2,500/Month in 2021 dollars | 70 | 69 | 67 |
| \$3,500/Month in 2021 dollars | 33 | 33 | 34 |
| Source: CliftonLarsonAllen LLP | | | |

Mount View

| | Estimated Demand | | |
|------------------------------------|------------------|-----------|-----------|
| | 2021 | 2023 | 2026 |
| INDEPENDENT SENIOR HOUSING: | | | |
| <i>Rents starting at...</i> | | | |
| \$2,500/Month in 2021 dollars | 68 | 65 | 61 |
| \$3,500/Month in 2021 dollars | No Demand | No Demand | No Demand |
| Source: CliftonLarsonAllen LLP | | | |

Region

| | Estimated Demand | | |
|------------------------------------|------------------|------|------|
| | 2021 | 2023 | 2026 |
| INDEPENDENT SENIOR HOUSING: | | | |
| <i>Rents starting at...</i> | | | |
| \$2,500/Month in 2021 dollars | 263 | 256 | 245 |
| \$3,500/Month in 2021 dollars | 77 | 77 | 77 |
| Source: CliftonLarsonAllen LLP | | | |

The estimated demand shown in the tables is net of existing units; that is, demand for new development. Demand at the higher rent level is included in demand at the lower rent level.



Estimated RCAC Assisted Living Demand

Pine Crest

| | Estimated Demand | | |
|---|------------------|------|------|
| | 2021 | 2023 | 2026 |
| RCAC ASSISTED LIVING SENIOR HOUSING: | | | |
| <i>Rents starting at...</i> | | | |
| \$4,000/Month in 2021 dollars | 47 | 48 | 49 |
| \$5,000/Month in 2021 dollars | 38 | 38 | 39 |

Source: CliftonLarsonAllen LLP

Mount View

| | Estimated Demand | | |
|---|------------------|------|------|
| | 2021 | 2023 | 2026 |
| RCAC ASSISTED LIVING SENIOR HOUSING: | | | |
| <i>Rents starting at...</i> | | | |
| \$4,000/Month in 2021 dollars | 54 | 59 | 66 |
| \$5,000/Month in 2021 dollars | No Demand | 5 | 13 |

Source: CliftonLarsonAllen LLP

Region

| | Estimated Demand | | |
|---|------------------|------|------|
| | 2021 | 2023 | 2026 |
| RCAC ASSISTED LIVING SENIOR HOUSING: | | | |
| <i>Rents starting at...</i> | | | |
| \$4,000/Month in 2021 dollars | 106 | 113 | 123 |
| \$5,000/Month in 2021 dollars | 7 | 14 | 24 |

Source: CliftonLarsonAllen LLP

The estimated demand shown in the tables is net of existing units; that is, demand for new development. Demand at the higher rent level is included in demand at the lower rent level.



Estimated CBRF Assisted Living Demand

Pine Crest

| | Estimated Demand | | |
|---|------------------|-----------|-----------|
| | 2021 | 2023 | 2026 |
| CBRF ASSISTED LIVING SENIOR HOUSING: | | | |
| <i>Rents starting at...</i> | | | |
| \$4,000/Month in 2021 dollars | No Demand | No Demand | No Demand |
| \$5,000/Month in 2021 dollars | No Demand | No Demand | No Demand |
| CBRF MEMORY CARE SENIOR HOUSING: | | | |
| <i>Rents starting at...</i> | | | |
| \$6,500/Month in 2021 dollars | 8 | 9 | 9 |

Source: CliftonLarsonAllen LLP

Mount View

| | Estimated Demand | | |
|---|------------------|-----------|-----------|
| | 2021 | 2023 | 2026 |
| CBRF ASSISTED LIVING SENIOR HOUSING: | | | |
| <i>Rents starting at...</i> | | | |
| \$4,000/Month in 2021 dollars | No Demand | No Demand | No Demand |
| \$5,000/Month in 2021 dollars | No Demand | No Demand | No Demand |
| CBRF MEMORY CARE SENIOR HOUSING: | | | |
| <i>Rents starting at...</i> | | | |
| \$6,500/Month in 2021 dollars | 74 | 77 | 80 |

Source: CliftonLarsonAllen LLP

Region

| | Estimated Demand | | |
|---|------------------|-----------|-----------|
| | 2021 | 2023 | 2026 |
| CBRF ASSISTED LIVING SENIOR HOUSING: | | | |
| <i>Rents starting at...</i> | | | |
| \$4,000/Month in 2021 dollars | No Demand | No Demand | No Demand |
| \$5,000/Month in 2021 dollars | No Demand | No Demand | No Demand |
| CBRF MEMORY CARE SENIOR HOUSING: | | | |
| <i>Rents starting at...</i> | | | |
| \$6,500/Month in 2021 dollars | 64 | 67 | 70 |

Source: CliftonLarsonAllen LLP

The estimated demand shown in the tables is net of existing units; that is, demand for new development. Demand at the higher rent level is included in demand at the lower rent level.





Benchmarking

State of Wisconsin

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Benchmarking Approach

- The engagement approach consisted of comparing various financial and operating metrics of the MVCC and Pine Crest to other organizations within the geographic region, the state and other government owned organizations in Wisconsin. The objective of this component of the engagement is to provide insight in the following areas:
 - Operations: including operational performance indicators, staffing practices; wage and benefit package costs; admissions practices; referrals and census management;
 - Support services costs: such as dietary, housekeeping, laundry and maintenance
 - Revenue trends and primary market competition: rate analysis, case mix, documentation adequacy and timeliness; optimization analysis, staff knowledge of methodology and quality indicators
- The following data sources were utilized to benchmark the operations against similar SNFs. Following is a description of these data bases:
 - **CliftonLarsonAllen 34th Nursing Facility Cost Comparison** - This report represents data from over 14,000 nursing facilities, including for-profit and not-for-profit in stand-alone and affiliated type organizations.
 - **CLA Proprietary Medicare Database** - represents data pulled from the CMS database of Medicare cost reports that were filed. The data is specific to the county and primary market and compares the respective facility data to the county/state/CBSA as well as specific information from the Medicaid report.
 - **CLA Proprietary Wisconsin Medicaid Database** - represents data pulled from the Wisconsin DHS database of Medicaid cost reports that were filed for periods ending in calendar year 2019.



Approach – Indicator Formulas

$$\text{Operating Margin} = \frac{\text{Net Operating Income (Loss)}}{\text{Operating Revenue}}$$

$$\text{Net Margin Ratio} = \frac{\text{Net Income (Loss) or Charge in Unrestricted Net Assets}}{\text{Total Revenue}}$$

$$\text{EBIDA} = \frac{\text{Net Income (Loss) or Change in Unrestricted Net Assets} + \text{Interest Expense} + \text{Depreciation Expense} + \text{Amortization Expense}}{\text{Total Revenue}}$$

$$\text{Current Ratio} = \frac{\text{Current Assets}}{\text{Current Liabilities}}$$

$$\text{Occupancy Percentage} = \frac{\text{Resident Days}}{\text{Facility Beds} \times 365}$$

$$\text{Days Cash on Hand} = \frac{\text{Cash and Cash Equivalents}}{(\text{Operating Expenses} - \text{Depreciation})/365}$$

$$\text{Payor Mix} = \frac{\text{Resident Day Mix}}{\text{Total Resident Days}}$$

$$\text{Wages Per Compensated Hour} = \frac{\text{Wages}}{\text{Compensated Hours}}$$

$$\text{Days Revenue in Accounts Receivable} = \frac{\text{Accounts Receivable}}{(\text{Resident Revenue}/365)}$$

$$\text{Payroll Taxes and Fringe Benefits} = \frac{\text{Benefits Mix}}{\text{Total Salary Expense}}$$

$$\text{Average Age of Plant} = \frac{\text{Accumulated Depreciation}}{\text{Depreciation Expense}}$$

$$\text{Hours Per Resident Day} = \frac{\text{Compensated Hours}}{\text{Resident Days}}$$

$$\text{Capital Spending Ratio} = \frac{\text{Capital Purchases}}{\text{Operating Revenues}}$$





CliftonLarsonAllen 34th Nursing Facility Cost Comparison

Financial Benchmarking

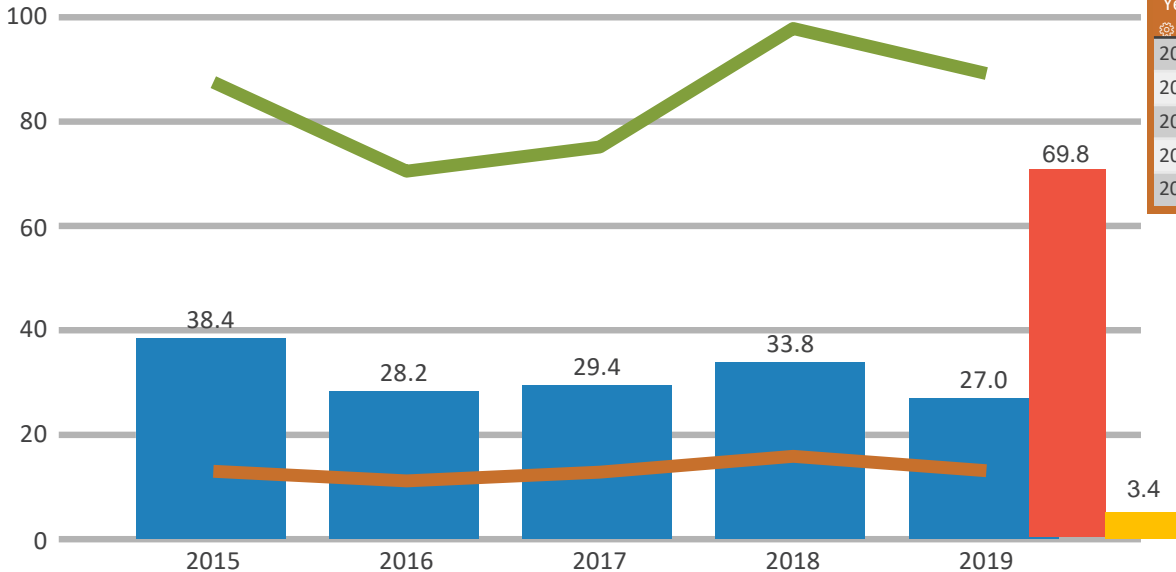
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Days Cash on Hand

Days Cash on Hand

● 50th — 25th — 75th (percentile) ■ Mount View ■ Pine Crest

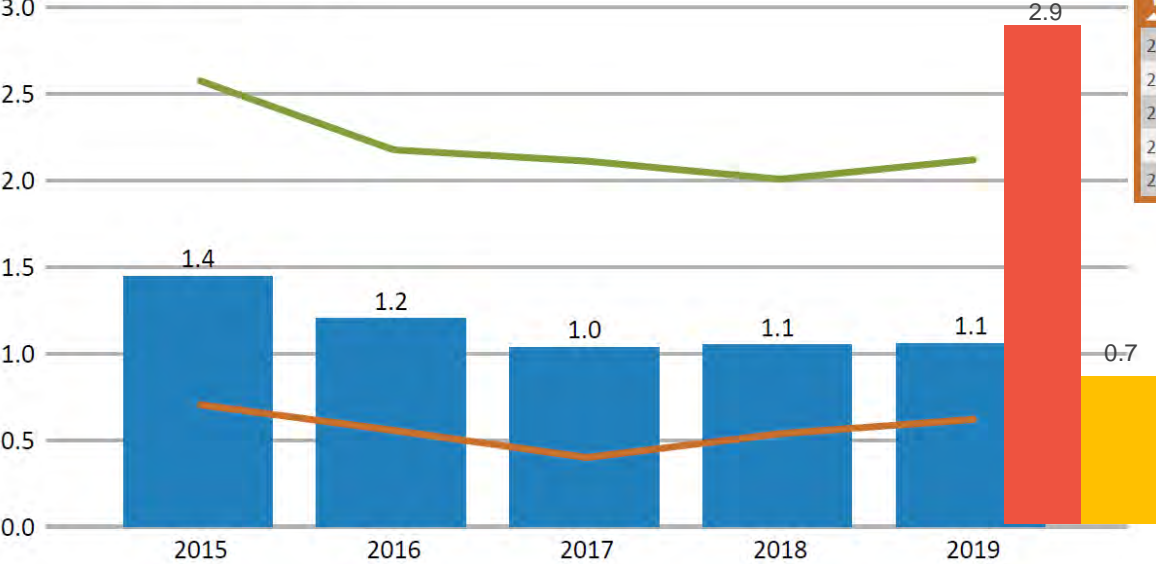


| Percentile | | | |
|------------|------|------|------|
| Year | 25th | 50th | 75th |
| 2015 | 13.0 | 38.4 | 87.6 |
| 2016 | 11.1 | 28.2 | 70.5 |
| 2017 | 12.8 | 29.4 | 75.1 |
| 2018 | 15.9 | 33.8 | 97.8 |
| 2019 | 13.1 | 27.0 | 89.2 |



Current Ratio

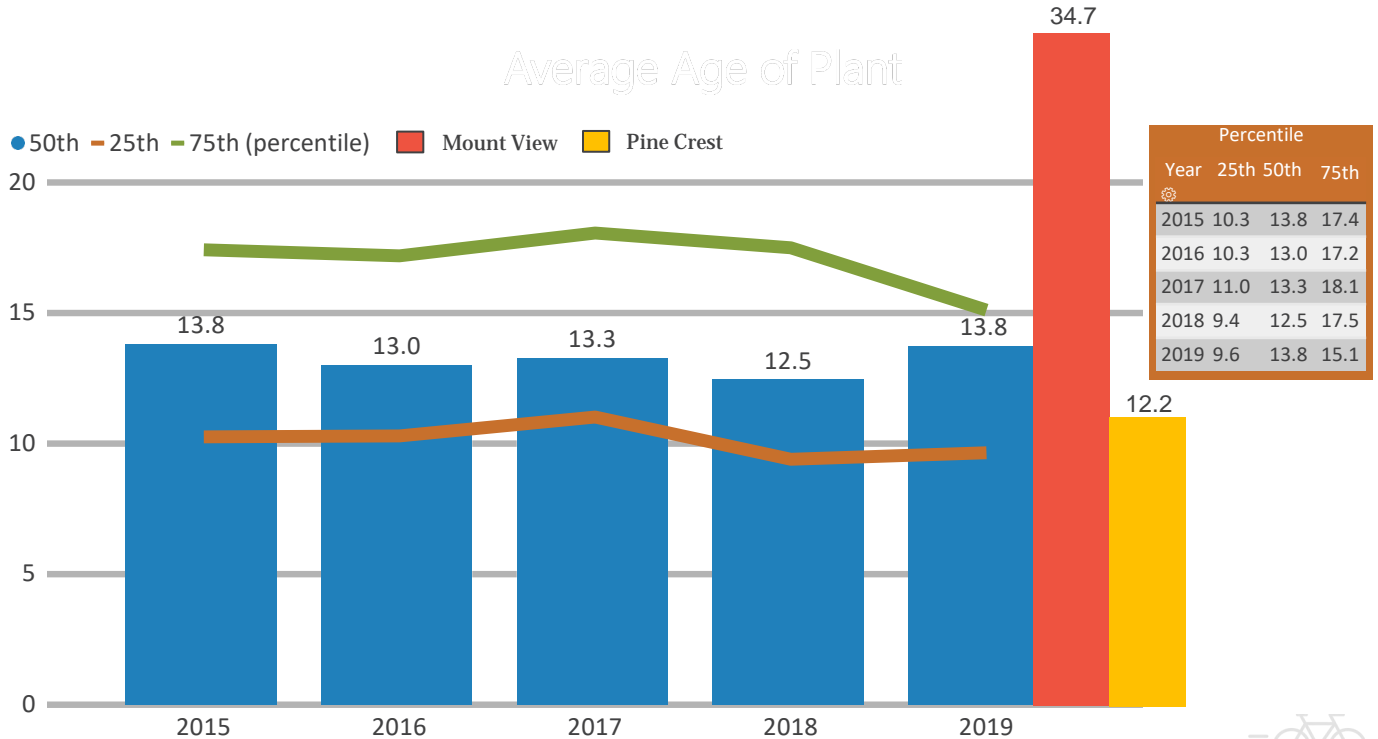
● 50th — 25th — 75th (percentile) ■ Mount View ■ Pine Crest



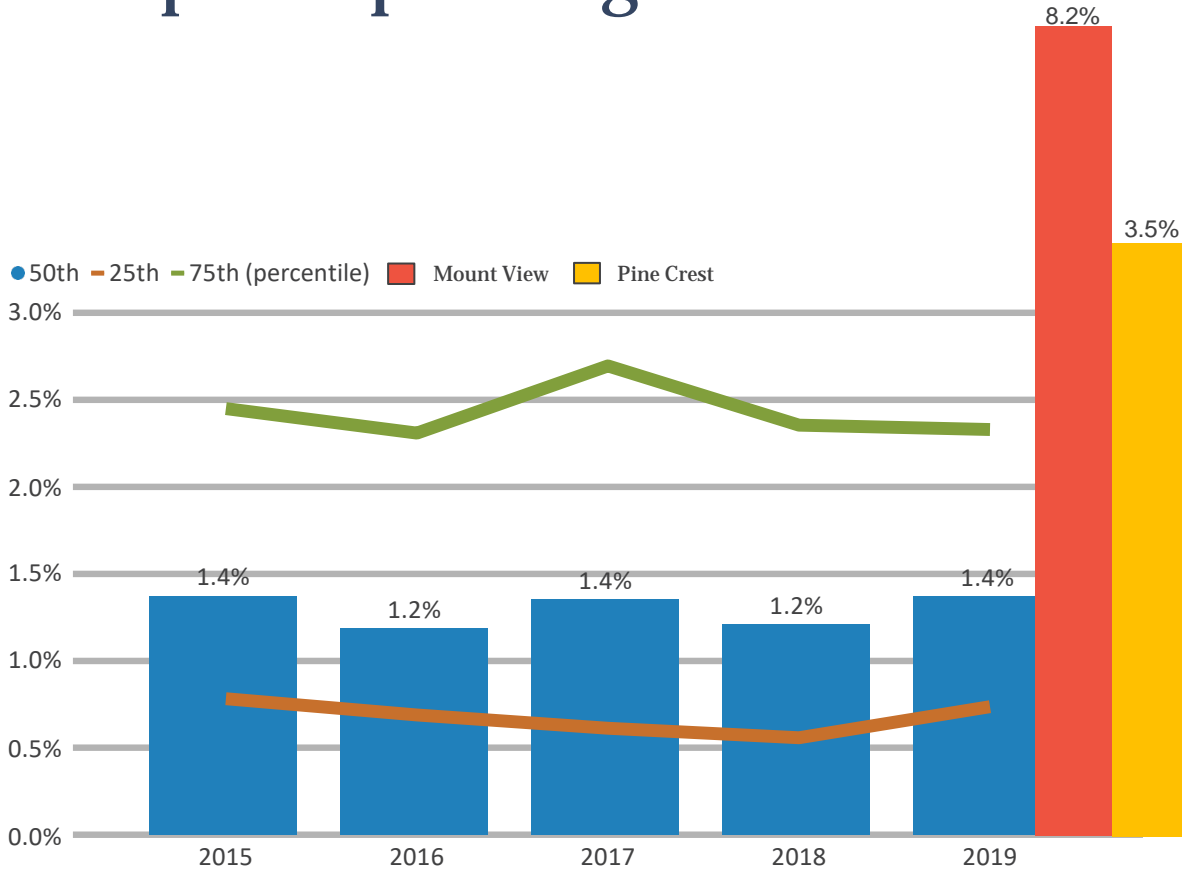
| Percentile | | | |
|------------|------|------|------|
| Year | 25th | 50th | 75th |
| 2015 | 0.7 | 1.4 | 2.6 |
| 2016 | 0.6 | 1.2 | 2.2 |
| 2017 | 0.4 | 1.0 | 2.1 |
| 2018 | 0.5 | 1.1 | 2.0 |
| 2019 | 0.6 | 1.1 | 2.1 |



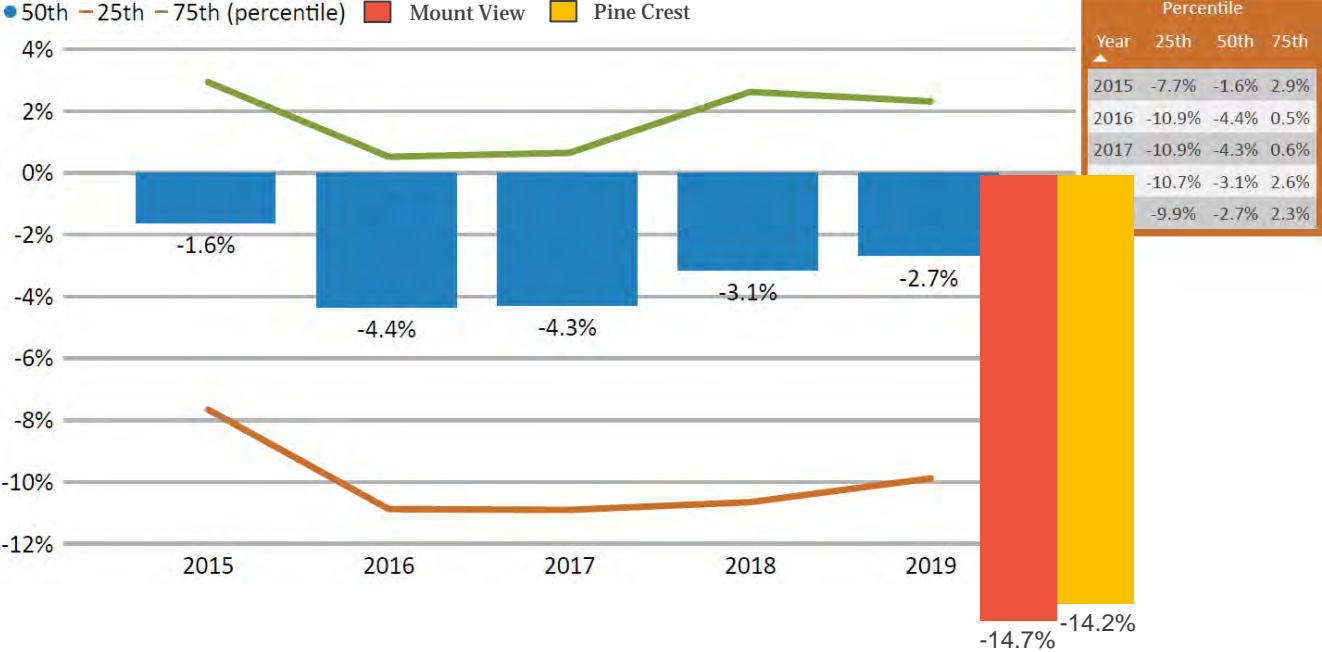
Average Age of Plant



Capital Spending Ratio



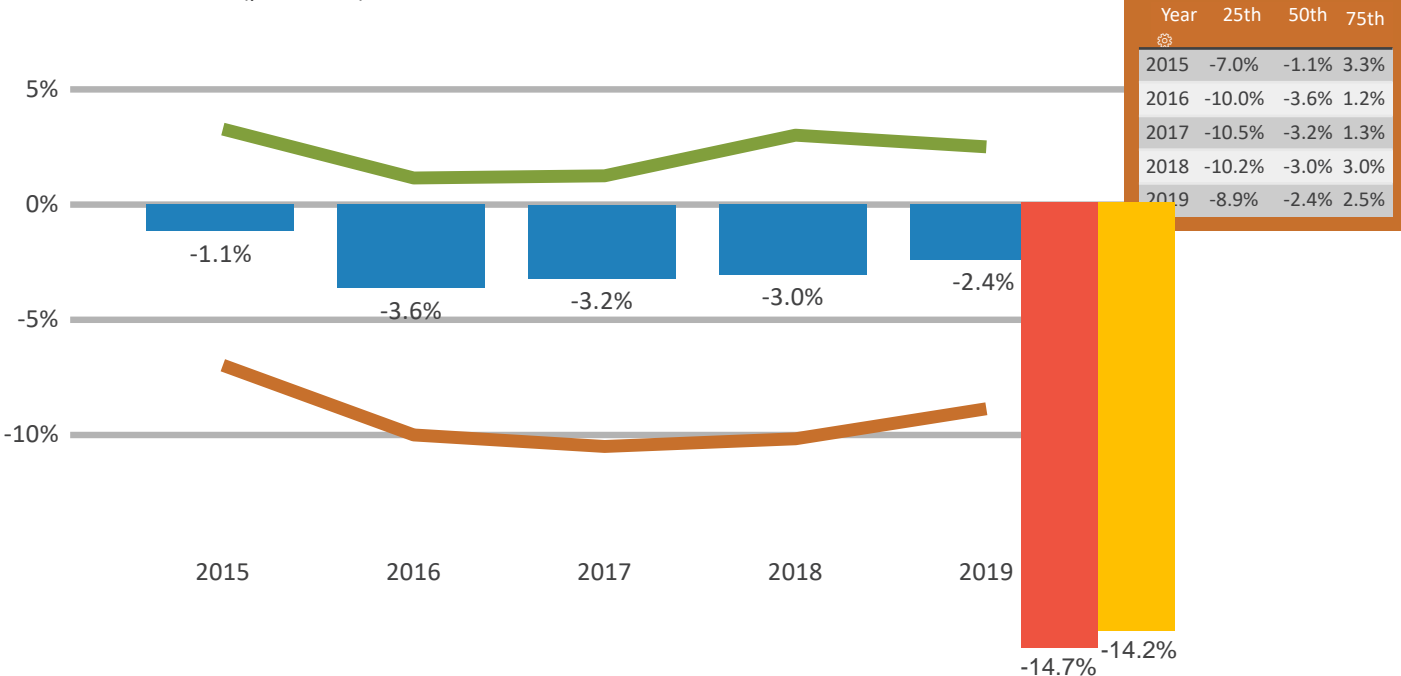
Operating Margin



Net Margin Ratio

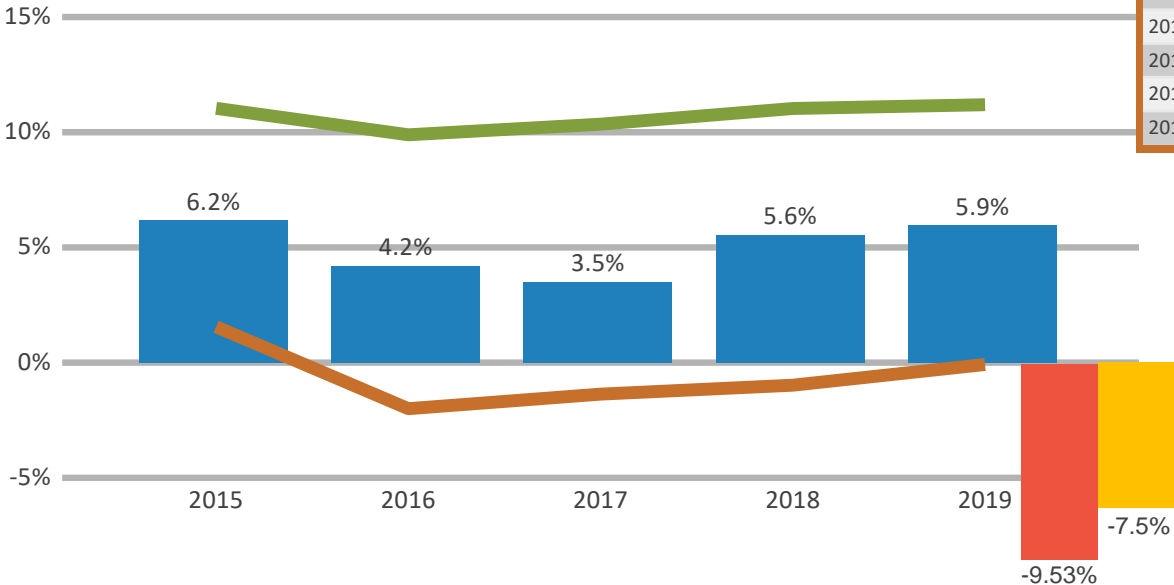
Net Margin Ratio

● 50th ● 25th ● 75th (percentile) ■ Mount View ■ Pine Crest



Earnings Before Interest, Depreciation, and Amortization

● 50th ● 25th ● 75th (percentile) ■ Mount View ■ Pine Crest



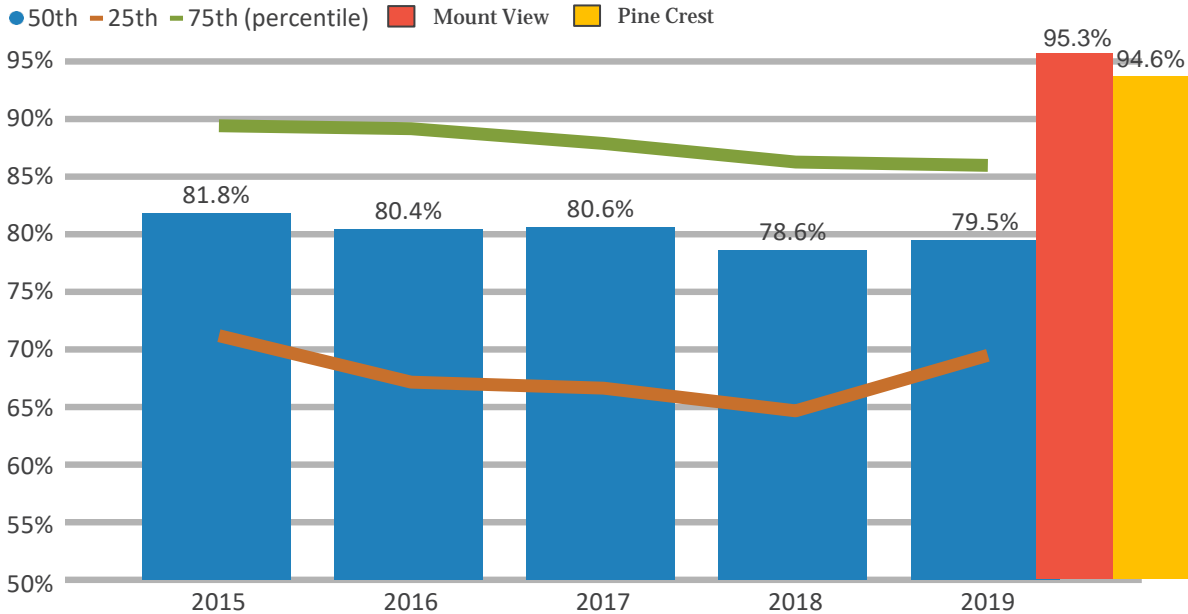
| Percentile | | | |
|------------|-------|------|-------|
| Year | 25th | 50th | 75th |
| 2015 | 1.5% | 6.2% | 11.0% |
| 2016 | -2.0% | 4.2% | 9.9% |
| 2017 | -1.4% | 3.5% | 10.3% |
| 2018 | -1.0% | 5.6% | 11.0% |
| 2019 | -0.1% | 5.9% | 11.2% |



Occupancy Percentage

| | | | |
|------|-------|-------|-------|
| 2015 | 71.2% | 81.8% | 89.4% |
| 2016 | 67.2% | 80.4% | 89.1% |
| 2017 | 66.6% | 80.6% | 87.9% |
| 2018 | 64.7% | 78.6% | 86.3% |
| 2019 | 69.5% | 79.5% | 86.0% |

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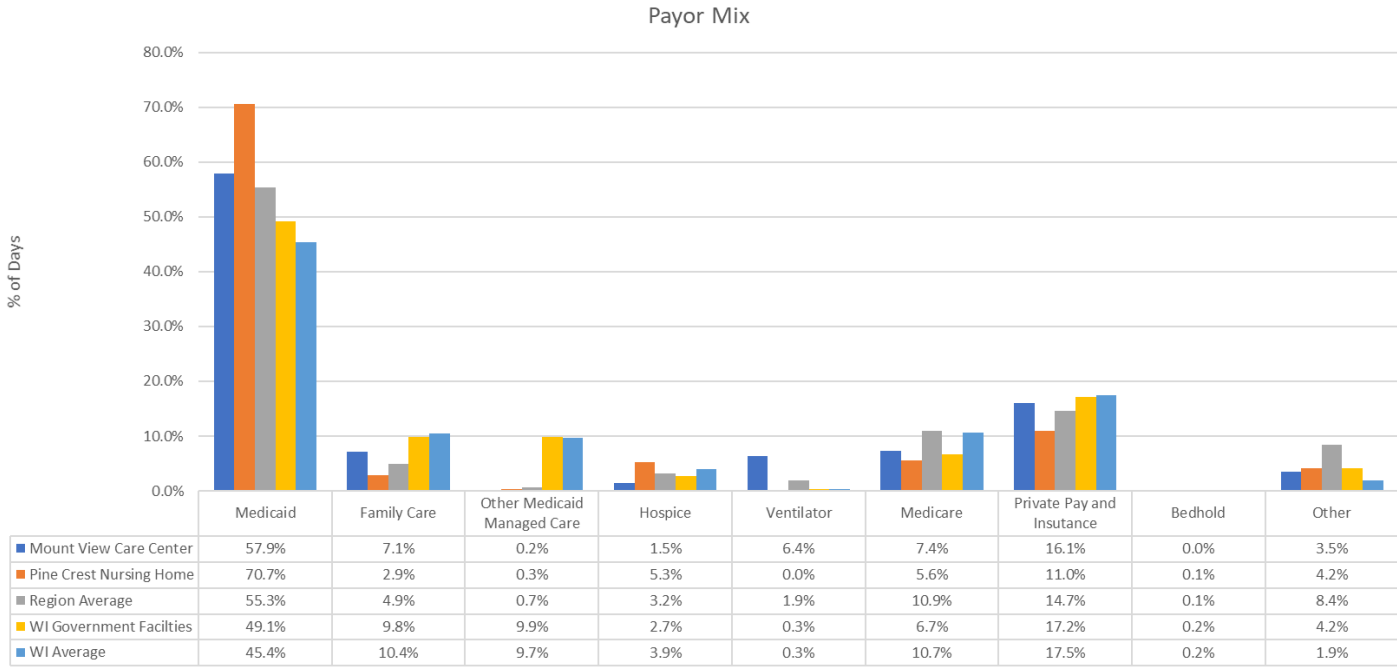
CliftonLarsonAllen 34th Nursing Facility Cost Comparison

Operational Benchmarking

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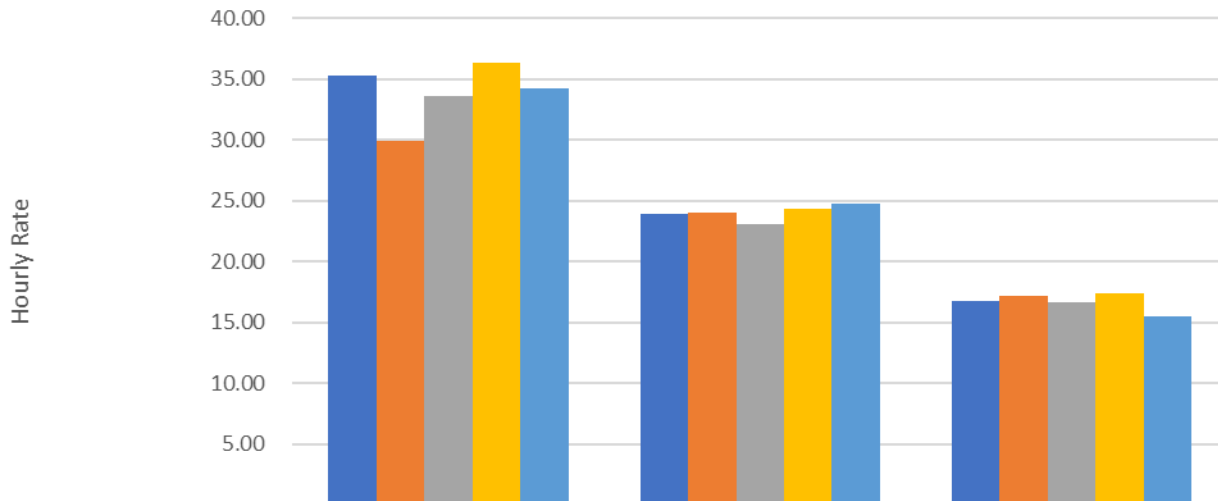
Investment advisory services are offered through CliftonLarsonAllen Wealth
Advisors, LLC, an SEC-registered investment advisor

Median Payor Mix by Percentage



Median Wages per Hour

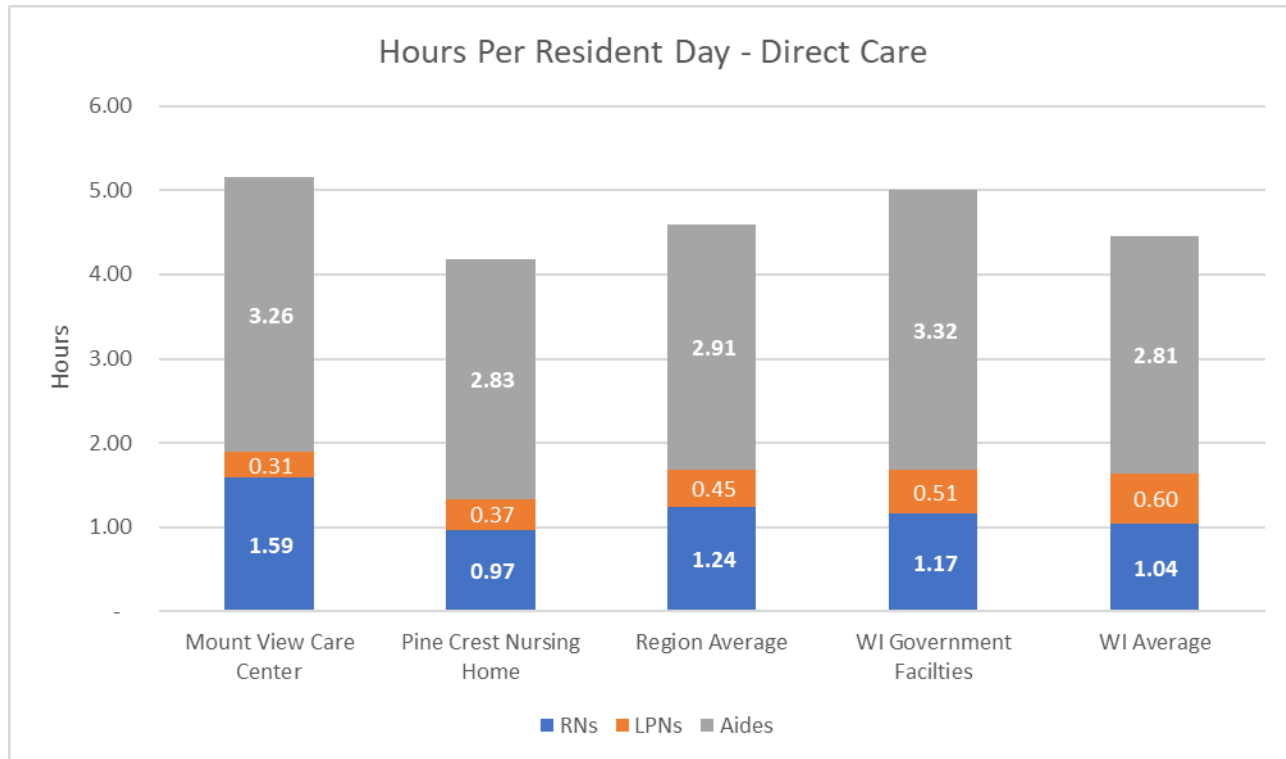
Wages Per Hour - Direct Care



| | RNs | LPNs | Aides |
|----------------------------|-------|-------|-------|
| ■ Mount View Care Center | 35.26 | 23.90 | 16.76 |
| ■ Pine Crest Nursing Home | 29.96 | 23.99 | 17.19 |
| ■ Region Average | 33.57 | 23.09 | 16.69 |
| ■ WI Government Facilities | 36.35 | 24.31 | 17.41 |
| ■ WI Average | 34.21 | 24.78 | 15.53 |

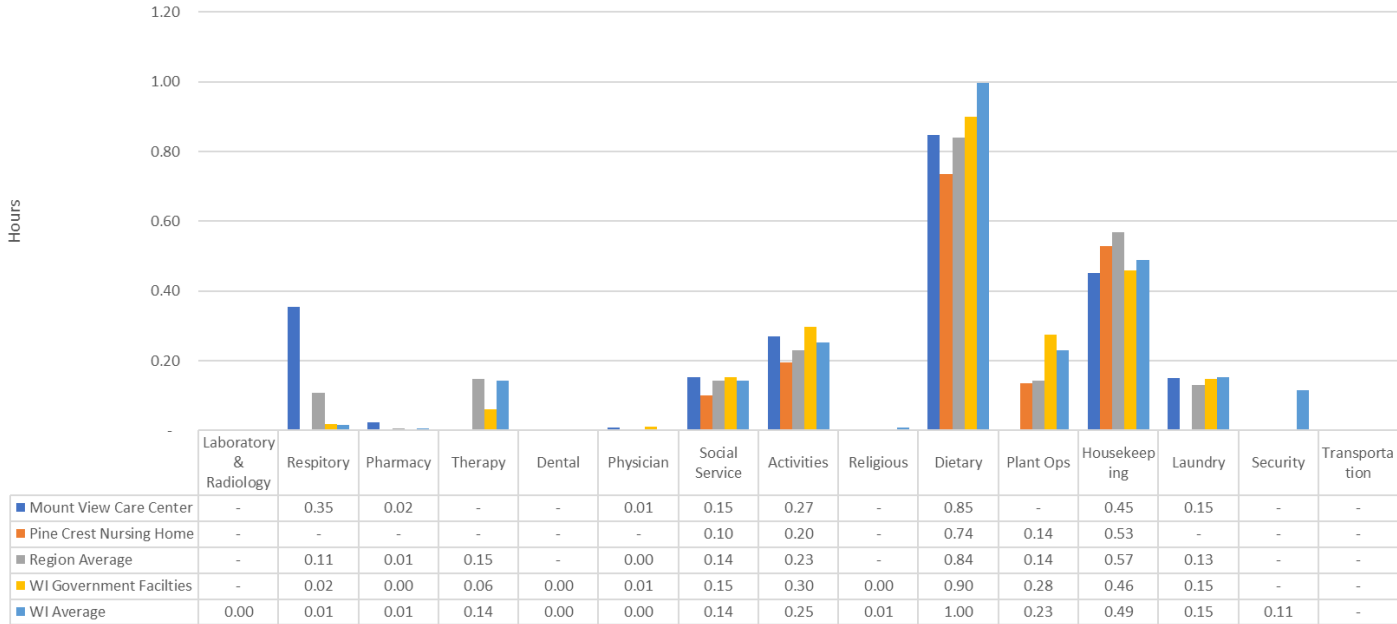


Nursing Hours per Resident Day



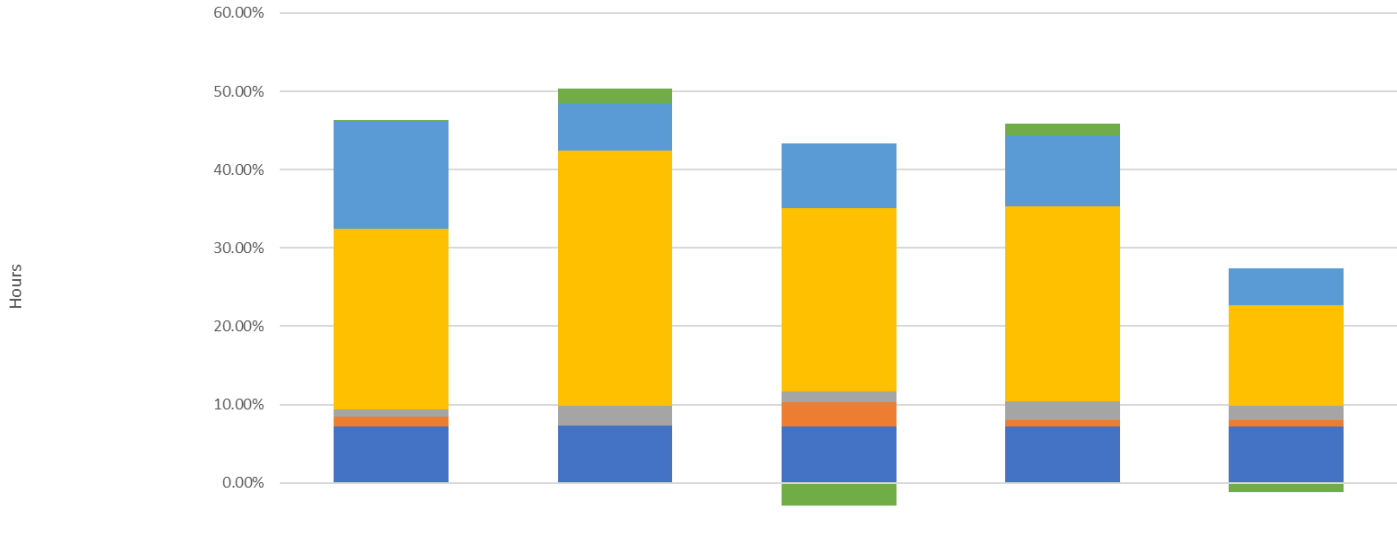
Support Hours per Resident Day

Hours Per Day - Support Services



Benefits as a Percentage of Salaries

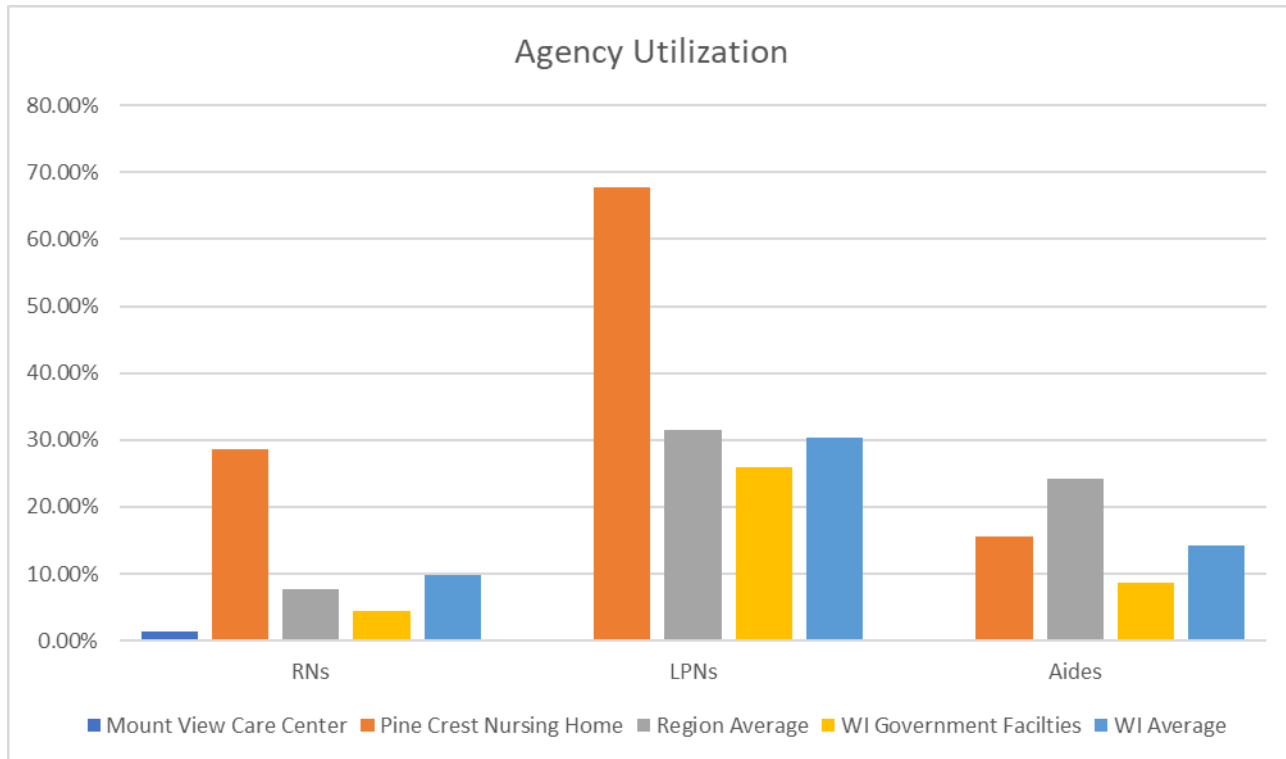
Fringe Benefits Percentage of Salaries



| | Mount View Care Center | Pine Crest Nursing Home | Region Average | WI Government Facilities | WI Average |
|---------------------------------------|------------------------|-------------------------|----------------|--------------------------|------------|
| ■ Other | 0.09% | 1.80% | -2.91% | 1.52% | -1.13% |
| ■ Retirement | 13.77% | 6.11% | 8.19% | 9.09% | 4.69% |
| ■ Health, Dental and Vision Insurance | 23.06% | 32.65% | 23.40% | 24.82% | 12.87% |
| ■ Workers Compensation | 0.90% | 2.48% | 1.45% | 2.44% | 1.83% |
| ■ Unemployment Compensation | 1.29% | 0.01% | 3.01% | 0.80% | 0.84% |
| ■ Payroll Taxes | 7.19% | 7.31% | 7.26% | 7.20% | 7.19% |



Nursing Pool Utilization





State of Senior Living

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An Environment Ripe for Change

- The COVID pandemic did not create anything new, but it is accelerating and making permanent certain elements that were already evolving.
- Health care providers, consumers of health care, and purchasers of health care services have all been impacted financially.
- The federal government has pumped trillions of dollars into the economy, including for health care, but the level of federal spending that has taken place is not sustainable.
- The cost of health care remains too high, and transitioning of care to lower cost environments, including the home, will continue to gain traction.
- Approximately 1 out of 5 people in America have deferred getting needed care or can't afford to get the care they need.
- Consumerism in health care is at an all time high – health care is generally being viewed just like any other good or service; consumers expect satisfaction at a reasonable price!



An Environment Ripe for Change

- Disruptors entering the market are and will continue to gain traction, especially if they can meet the consumer expectations for cost, access and quality.
- With the rise in unemployment many are losing access to coverage; the disparity in access to care has been magnified.
- The new Administration brings a philosophy of expanding coverage, reducing health disparities, and making health care affordable and accessible for all.
- While the exact form or format to accomplish the Administrations goals remains unknown, what is known is the COVID-19 pandemic appears to have changed the mindset of many in the country, and thus creates a platform for potential success for a new vision.



Senior Care Services Being Reevaluated

COVID-19 had a disproportionate impact on residents in long-term care facilities.

~ 25%

Percent of COVID deaths that have occurred in long-term care facilities

<0.5%

Of U.S. population that lives in a long-term care facility.

Some considering a shift of senior care toward home.



Increase in consumer preference to age in place.



Growing stigma of long-term care due to frequent COVID-19 outbreaks.

> 50%

Family members say they plan to substitute in-home care for facility-based care even after the pandemic.

Source: "As U.S. Nursing Home Deaths Reach 50,000, States Ease Lockdowns" *The Wall Street Journal*, June 2020; "Long-Term Care Decision Makers Likely to Choose Home Care in COVID-19 Aftermath"; *Home Health Care News* June 2020.



Disruptive New Care Models

- **Hospital without Walls / Hospital at Home**
 - CMS waiver expansion update Nov 2020
 - Six health systems given CMS waivers including Unity Point, IA
 - Mayo Clinic and Medically Home announce partnership to build national hospital-at-home platform
 - Pilot sites Eau Claire WI, Gainesville FL
 - Diseases /services now targeted for at-home delivery
 - CHF, COPD, UTI, Infusion, Respiratory Therapy, Nursing Care, Medications, Labs
- **Rehab-at-Home, SNF-at-Home**
 - UnityPoint SNF-at-Home program started in 2019
 - MHealth Fairview announces AccentCare Fairview partnership: home care and hospice services throughout MN
- **CMS 2021 proposal eliminates inpatient only list by 2024**
 - Lower extremity joint replacements off inpatient only list 2021



Shifting Care to Home Gaining Traction

The impact of COVID-19 has opened new doors to delivering care differently. The long-term impacts will evolve over time, but there is definite increased awareness and acceptance of these models. Reimbursement formulas will play a vital role in growth.

| | <u>Pre-Acute</u> | | <u>Acute</u> | | | <u>Post-Acute</u> | |
|-----------------------|---------------------------------------|-----------------------------------|-------------------------------|-------------------------------|---------------------------------------|---------------------------------------|-------------------------------------|
| | Virtual Care | Hospital at Home | Home Infusion | Home Dialysis | Home Birth | Home Health | SNF at Home |
| Shift During Pandemic | | | | | | | |
| Post Pandemic Outlook | | | | | | | |
| Explanation | Volumes will decline from COVID peak. | Pandemic growth likely sustained. | COVID accelerated this trend. | COVID accelerated this trend. | Regulatory restrictions limit growth. | Fears of infection will limit growth. | Practical constraints limit growth. |



Slight shift



Moderate shift



Significant shift

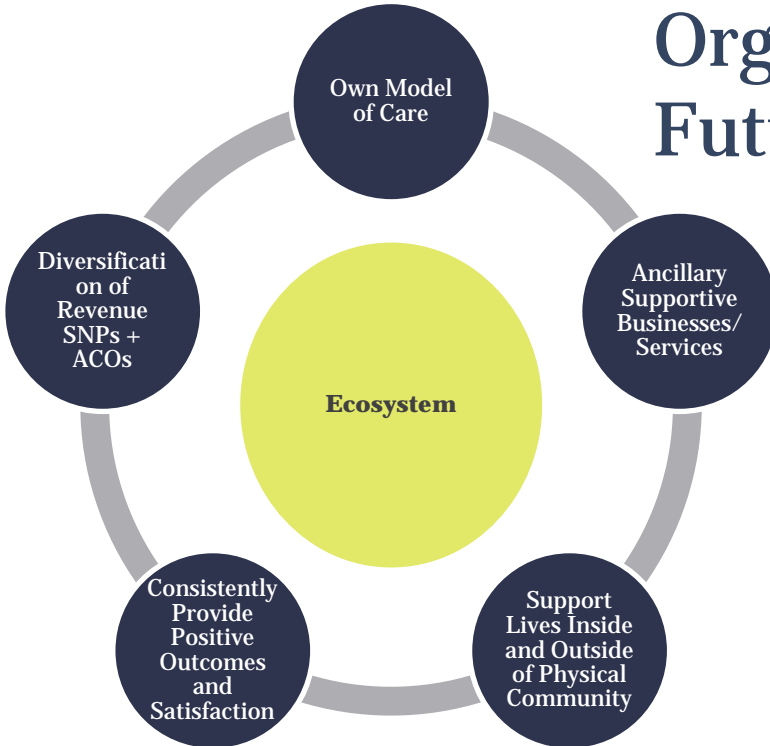
*Source: The Advisory Board "State of the Union 2020; The Resilient Health Care System" 

Telehealth Adoption & Regulatory Support

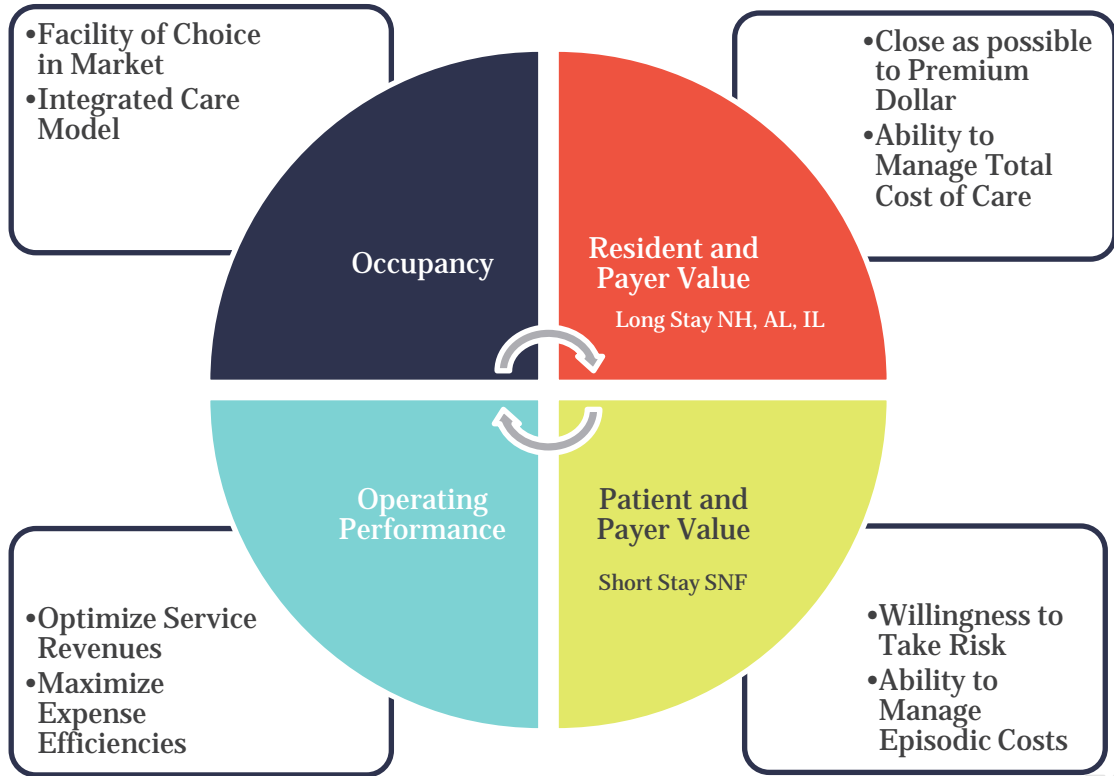
- CMS Telehealth Expansion and Improving Rural Health Rule (Dec 2020)
 - 60 services added to the telehealth list that will continue beyond the COVID Public Health Emergency (PHE) to allow Medicare beneficiaries in a medical facility to receive tele-health services
- Medicare Advantage beneficiaries likely to have expanded access to tele-health options beyond COVID PHE as insurers change payment models
- Convenience for patients, families, providers, and employers created new “consumer expectation”



Senior Living Organization of the Future



Optimizing the Future Senior Living Campus



GRHS Databook v1 02/09/2021





Appendix

Enhanced Demand Analysis for Independent Living, Assisted Living, Memory Care Assisted Living and Skilled Nursing in Lincoln, Marathon and Portage Counties, Wisconsin

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Licensure in Wisconsin

In Wisconsin, there are three licensed categories of senior housing that can be considered assisted living (memory care is a subset of this category and is usually a secured area within an assisted living building or a separate component that offers specialized programming and more intensive supervision than standard assisted living developments). Nursing homes are licensed separately. Each of these is described as follows:

- **Residential Care Apartment Complex (“RCAC”)** are places where five or more adults reside. Apartments must have a lockable entrance and exit; kitchen, including a stove (or microwave oven); an individual bathroom, sleeping and living area. This living option also provides to persons who reside in the place, not more than 28 hours per week of supportive services, personal assistance, nursing services, or emergency assistance.
- **Community Based Residential Facilities (“CBRF”)** are places where five or more adults reside. Services provided include room and board, supervision, support services, and may include up to three hours of nursing care per week. According to the Wisconsin Department of Health and Family Services, “CBRFs can admit people of advanced age, persons with dementia, developmental disabilities, mental health problems, physical disabilities, traumatic brain injury, AIDS, alcohol and other drug abuse, correctional client, pregnant women needing counseling and/or the terminally ill.”
- **Adult Family Homes (“AFH”)** are for persons seeking a small congregate setting. They house up to four persons. Care guidelines are similar to CBRF’s except that they can provide up to seven hours of nursing care per week. Because of the very small size of these facilities, they were not included as comparable for the purposes of this study.
- **Nursing Home (“NH”)** are places where five or more persons who are not related to the operator or administrator reside, receive care or treatment and, because of their mental or physical condition, require access to 24-hour nursing services, including limited nursing care, intermediate level nursing care and skilled nursing services. Nursing homes are also referred to as Skilled Nursing Facilities (“SNF”) in this report.



Scope of Work

Completed an Enhanced Demand Analysis for market-rate independent living, RCAC assisted living, CBRF assisted living, CBRF memory care assisted living, and skilled nursing in three market areas in Lincoln, Marathon, and Portage Counties in Wisconsin. NCHC operates Mount View Care Center in Wausau, Pine Crest Nursing Home in Merrill, and Portage County Health Center in Stevens Point.

- **Defined PMA's** – The primary market areas (“PMAs” or “Market Areas”) use ZIP Code boundaries and are based on admission data provided by management for each community, geographic barriers, transportation patterns, discussion with North Central Health Care (“NCHC”) and our knowledge of the draw areas for senior housing.
- **Demographic Analysis** – Examined 65+ senior demographics from U.S. Census Bureau data for 2010, as well as estimates for 2021 and projections through 2026 for each Market Area. (Note that all 2021 and 2026 demographic data is estimated/projected by Environics Analytics, a nationally recognized demographic data services company).
- **Competitive Inventory** – Inventoried independent living, RCAC assisted living (“RCAC AL”), CBRF assisted living (“CBRF AL”), memory care assisted living (“MC”), and skilled nursing (“SNF”) in the PMAs.
- **Pending** – Inventoried pending senior living projects in the PMAs.
- **Demand Analysis** – Estimated demand for independent living, RCAC assisted living, CBRF assisted living, memory care assisted living, and skilled nursing beds in the PMAs to 2026.



Impact of COVID-19 Pandemic

The World Health Organization declared the worldwide outbreak of the Coronavirus Disease 2019 ("COVID19") to be a pandemic on March 11, 2020. The Centers for Disease Control and Prevention has confirmed the spread of COVID-19 to the United States, including Wisconsin. Measures to contain the spread of COVID-19 have resulted in a sharp decline of economic activity. In addition to the direct impact to the health care industry, national and global investment and financial markets have experienced substantial volatility, with significant declines attributed to COVID-19 concerns and associated economic impacts of the curtailment of public life. The COVID-19 pandemic is rapidly changing and is likely to have significant impacts on local, national and global economies into the foreseeable future, although the full range of its consequences cannot be predicted at this time.

The research for this Enhanced Demand Analysis was conducted in April 2021. Given the uncertainty regarding the COVID-19 outbreak, the full range of its consequences cannot be predicted at this time. The impact of the COVID-19 pandemic could adversely impact the demand for senior living in certain markets, including NCHC's Market Areas. However, given that any new development would not likely not be developed until 2022 or later, such risks should be mitigated relative to today. The on-going impact of COVID-19 should be monitored as you continue planning for development of your project.





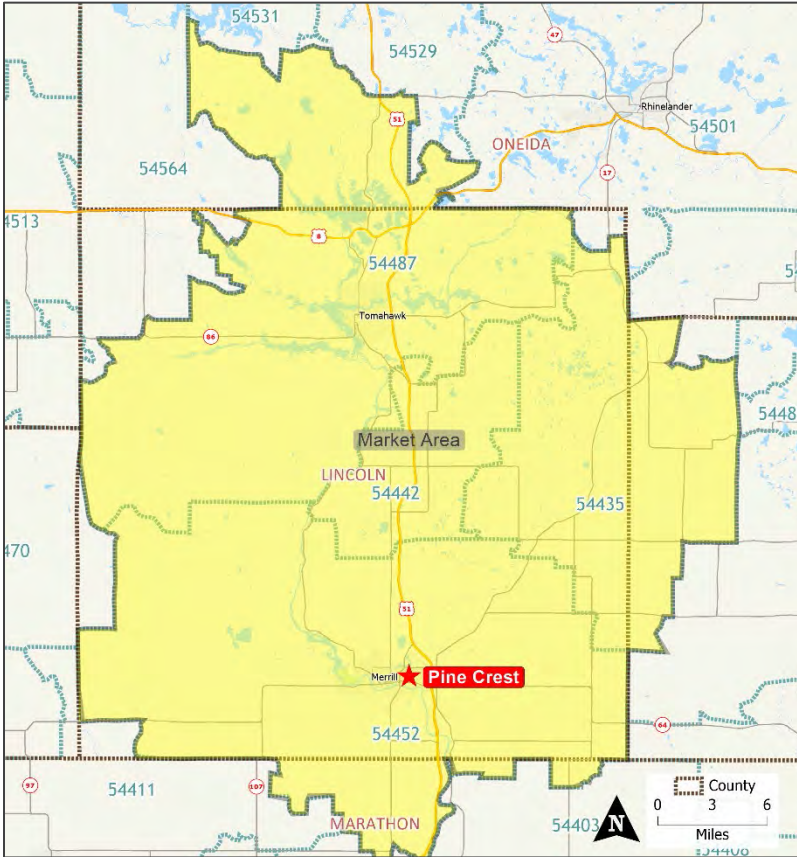
Pine Crest

Lincoln County, WI

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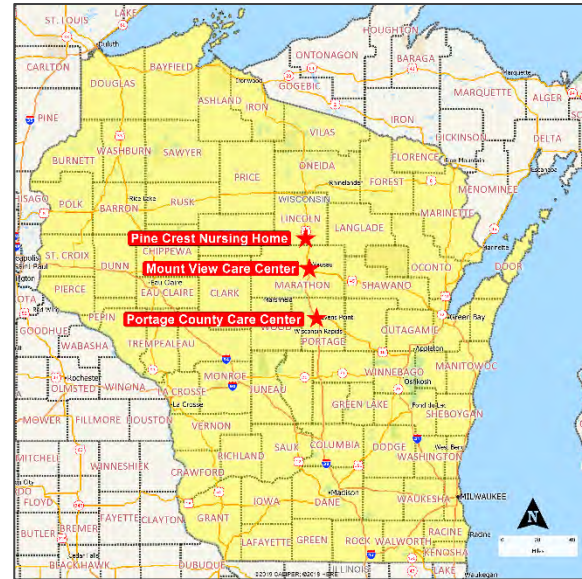
Pine Crest Nursing Home Market Area



Source: Maptitude

ZIP Codes included in the Market Area:

- 54435
- 54442
- 54447
- 54487



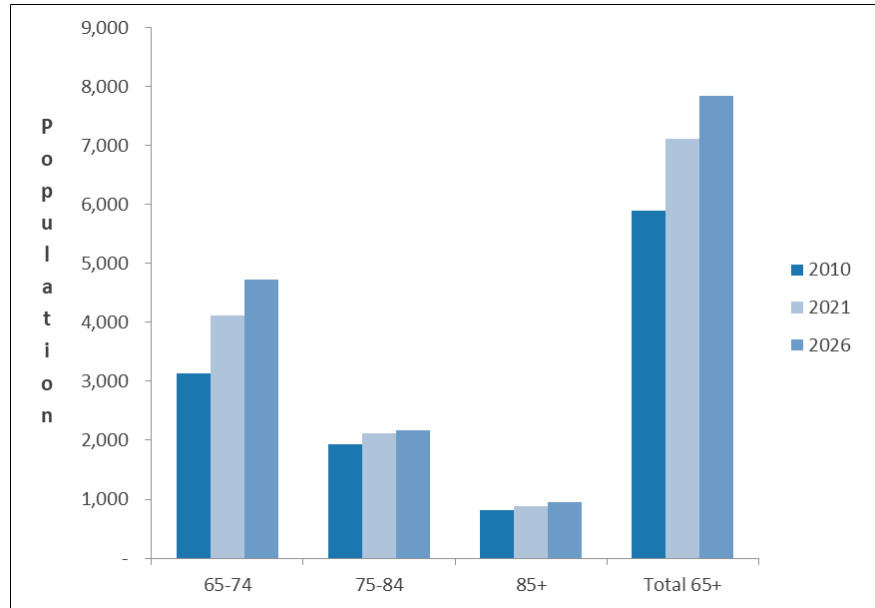
Source: Maptitude



Demographic Analysis – Population

Population

- In 2021, seniors (persons age 65+) are estimated to total **7,119** persons, an increase of **1,228** persons or **20.8%** from 2010.
- The senior population is projected to increase by **730** people or **10.3%** from 2021 to 2026.
- The largest projected growth is in the 65-to-74 age cohort, which is projected to add **971** people from 2021 to 2026. While this group is not the immediate target for senior living, the growth could indicate future demand.
- Overall, seniors age 75+ are projected to increase by **108** persons, or **3.6%** from 2021 to 2026.



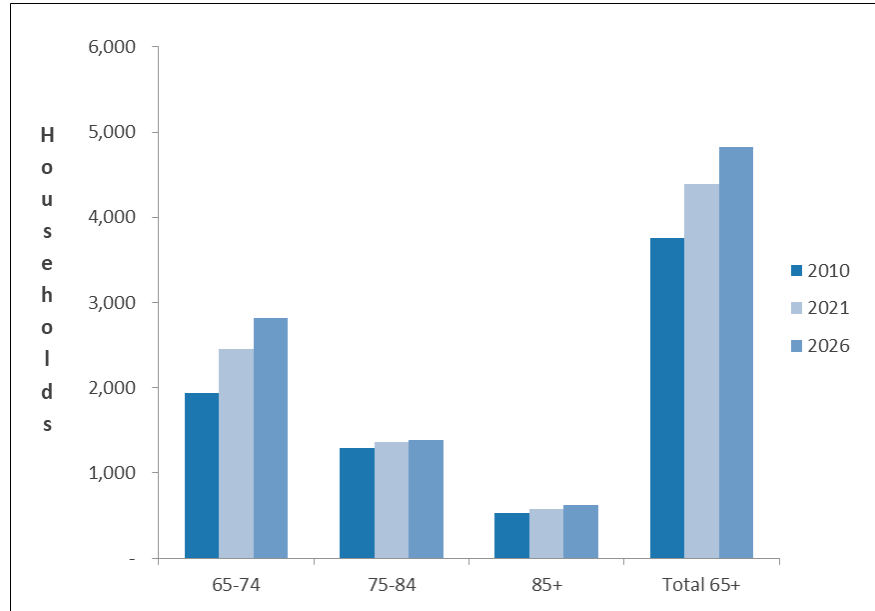
| Age Cohorts | Population | | | % Annual Change | |
|------------------|--------------|--------------|--------------|-----------------|-------------|
| | 2010 | 2021 | 2026 | 2010-2021 | 2021-2026 |
| 65-74 | 3,141 | 4,112 | 4,734 | 2.5% | 2.9% |
| 75-84 | 1,939 | 2,121 | 2,166 | 0.8% | 0.4% |
| 85+ | 811 | 886 | 949 | 0.8% | 1.4% |
| Total 65+ | 5,891 | 7,119 | 7,849 | 1.7% | 2.0% |



Demographic Analysis - Households

Households

- Senior household trends closely parallel population trends: the 65-74 cohort comprises the most growth from 2021 to 2026.
- In 2021, senior households in the Market Area are estimated to total **4,395**, an increase of **638** households or **17.0%** from 2010.
- Additionally, an overall increase of **426** households or **9.7%** is projected for 2021 to 2026.
- Senior households 75+ are projected to increase by **68** households or **3.5%** from 2021 to 2026.

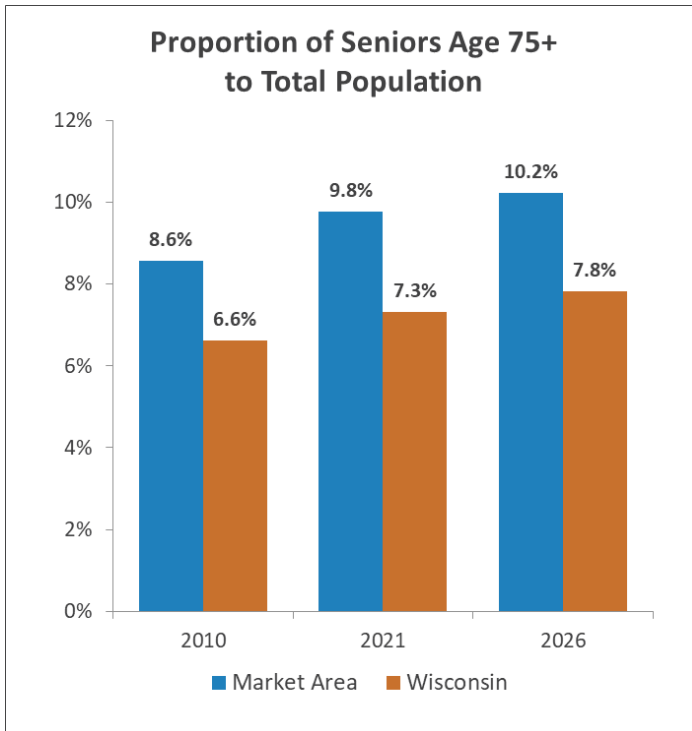


| Age Cohorts | Households | | | % Annual Change | |
|------------------|--------------|--------------|--------------|-----------------|-------------|
| | 2010 | 2021 | 2026 | 2010-2021 | 2021-2026 |
| 65-74 | 1,932 | 2,456 | 2,814 | 2.2% | 2.8% |
| 75-84 | 1,292 | 1,367 | 1,390 | 0.5% | 0.3% |
| 85+ | 533 | 572 | 617 | 0.6% | 1.5% |
| Total 65+ | 3,757 | 4,395 | 4,821 | 1.4% | 1.9% |



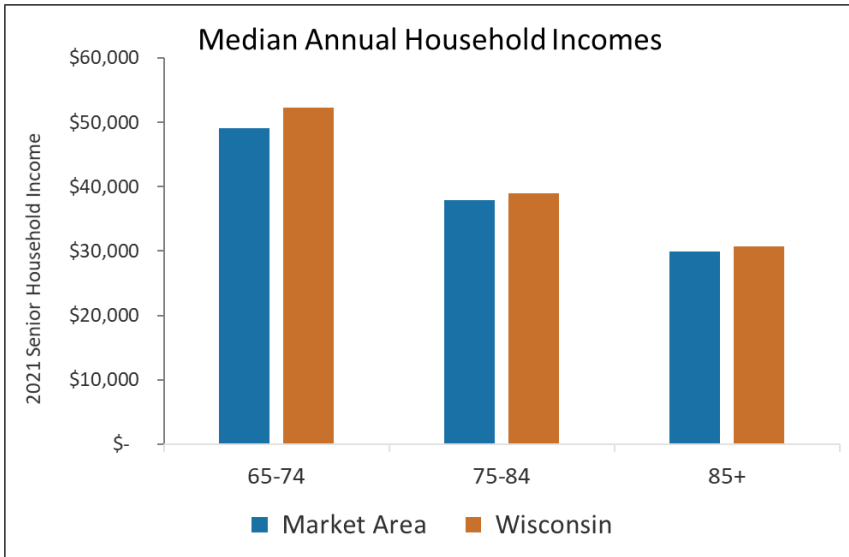
Demographic Analysis – 75+ Proportion

Proportion of Seniors in the Market Area Compared to Overall Population



- An increased proportion of seniors could impact senior living in two ways:
 - **Fewer workers available** – continued workforce challenges.
 - **Fewer caregivers** (adult children) – seniors may turn to formalized care if family is not a viable personal care/assistance option.
- The proportion of seniors age 75+ compared to the overall population in the Market Area is projected to increase from **9.8%** in 2021 to **10.2%** in 2026. Both percentages are significantly higher than the State of Wisconsin overall.
- The overall population of the Market Area (in all age groups) is an estimated **32,141** in 2021 and projected to decrease to **30,470** by 2026, a **5.2%** decrease.

Demographic Analysis – Senior Income



- Senior household incomes indicate what seniors can afford to pay for senior living.
- In the Market Area, senior median household incomes are projected to be slightly lower than they are in Wisconsin overall across all senior age cohorts in 2021 and 2026.
- From 2021 to 2026, household incomes are projected to grow by **11.9%** for seniors age 65+ in the Market Area. For comparison, the projected growth rate among seniors age 65+ in Wisconsin overall is **10.9%** over the five-year period.

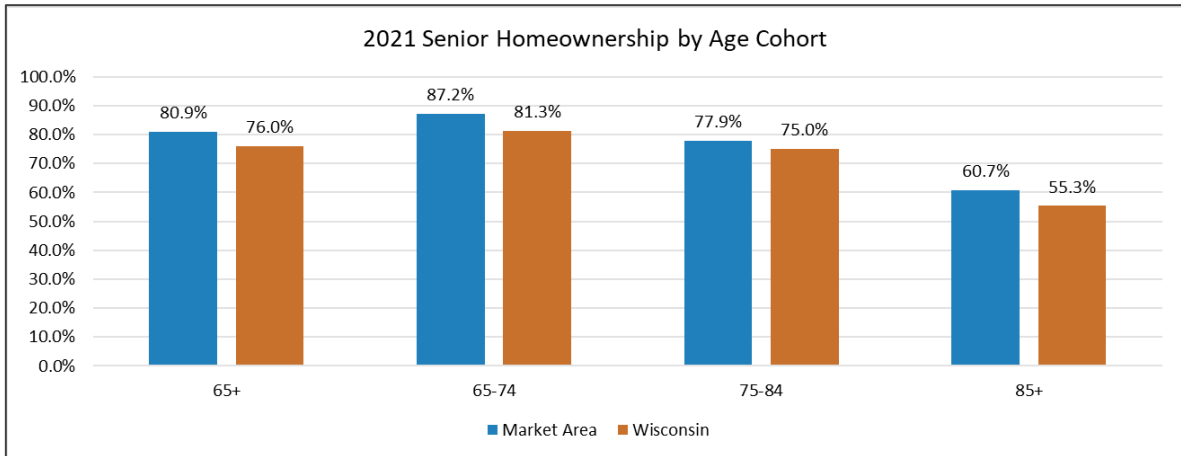
| | 2021 Median Incomes | | | 2026 Median Incomes | | |
|-------------|---------------------|-----------|-----------|---------------------|-----------|-----------|
| | 65-74 | 75-84 | 85+ | 65-74 | 75-84 | 85+ |
| Market Area | \$ 49,100 | \$ 37,947 | \$ 29,962 | \$ 54,697 | \$ 42,118 | \$ 32,030 |
| Wisconsin | \$ 52,287 | \$ 38,961 | \$ 30,781 | \$ 58,318 | \$ 42,227 | \$ 32,932 |



Demographic Analysis – Homeownership

Senior Homeownership – 2021

- The percentage of homeownership in the Market Area indicates the percentage of seniors who could use the proceeds from the sale of a home towards senior living, supplementing their income. The percentage of homeowners has a significant impact on the number of age and income qualified seniors in the unit demand model.
- Among all Market Area senior households, **80.9%** owned their housing in 2021. This ownership rate is higher than the homeownership rate in the State of Wisconsin overall, **76.0%**.
- As shown on the chart below, home ownership declines with age, as older seniors are more likely to move to senior living.



Competitive Summary – RCAC AL

The table is a summary of RCAC assisted living units in the Market Area. The number of units are used later in the report for estimating demand in the Market Area.

| <u>Competitive RCAC Assisted Living Units</u> | <u>No. of Beds</u> | <u>Occupancy</u> |
|---|--------------------|------------------|
| abiliT Senior Living | 20 | * |

Source: Phone interviews and other research conducted in April 2021.

* Unable to obtain occupancy data from this facility.



Competitive Summary – CBRF AL/MC

The table is a summary of CBRF assisted living and memory care assisted living units in the Market Area. The number of units are used later in the report for estimating demand in the Market Area.

| Competitive CBRF Assisted Living & Memory Care Units | CBRF Assisted Living | | Memory Care | | Total CBRF AL & MC Beds | Overall Occupancy |
|--|----------------------|--------------|-------------|--------------|-------------------------|-------------------|
| | No. of Beds | Occupancy | No. of Beds | Occupancy | | |
| abilit Senior Living | 0 | N/A | 22 | * | 22 | * |
| Bell Tower Residence | 69 | 81.2% | 21 | 71.4% | 90 | 78.9% |
| Country Terrace - Tomahawk | 33 | 60.6% | 0 | N/A | 33 | 60.6% |
| Woodland Court | 30 | 96.7% | 0 | N/A | 30 | 96.7% |
| Total ⁽¹⁾ | 132 | 79.5% | 43 | 71.4% | 175 | 78.4% |

Source: Phone interviews and other research conducted in April 2021.
 * Unable to obtain occupancy data from this facility.
 (1) Occupancy totals do not include abilit Senior Living, which was unwilling to disclose information.



Pending Projects

CLA contacted staff at planning departments in the Market Area to determine if any new senior housing was being proposed in the Market Area. At the time of research, no projects were identified.



Demand Assumptions – IL

- All seniors 75-and-over are considered the market for independent living.
- Rents tested were \$2,500, and \$3,500 for independent living.
- 50% of annual income allotted for independent living.
- For homeowners who have and are able to draw on the equity of their home, the rent amounts were reduced by the expected investment proceeds from the sale of the home based on the following assumptions:
 - Seniors' homes are worth 90% of homes in general (due to deferred maintenance and dated décor).
 - Seniors will obtain 94% of the sale proceeds after selling costs.
 - The net proceeds will be invested at a return of 3%.
 - An allowance of 20% for taxes was subtracted from the investment return.
 - Assuming the above and a median home value of \$164,848, seniors would have \$279 of monthly income available to pay rent.
- Gross market penetration rate of 10% was applied to the age/income qualified market for independent living.
- The overall range is typically 10% to 30%. This is determined subjectively based upon the amount and type of existing product in the Market Area.
- 20% of residents will move from outside of the Market Area.



Estimated IL Demand

The following table shows the demand for independent living in 2021, 2023, and 2026 in the Market Area.

| | Estimated Demand | | |
|------------------------------------|------------------|------|------|
| | 2021 | 2023 | 2026 |
| INDEPENDENT SENIOR HOUSING: | | | |
| <i>Rents starting at...</i> | | | |
| \$2,500/Month in 2021 dollars | 70 | 69 | 67 |
| \$3,500/Month in 2021 dollars | 33 | 33 | 34 |

Source: CliftonLarsonAllen LLP

The estimated demand shown in the table is net of existing units; that is, demand for new development. Demand at the higher rent level is included in demand at the lower rent level.



Demand Assumptions – RCAC AL

- Activity of daily living (“ADL”) needs were applied to the age/income qualified base for RCAC, 5.7% for ages 65-74 (1-2 ADL needs), 22.2% for ages 75-84 (1-2 ADL needs) and 31.8% for ages 85+ (1-2 ADL needs).
- RCAC monthly service fees were tested at \$4,000, and \$5,000 per month with 80% of annual income allotted to pay for RCAC assisted living services.
- For homeowners who are able to draw on the equity of their home, an annual income of \$25,000, and \$30,000 was used, respectively, for the different rent levels.
- Gross market penetration of 15% was used, based on the number of RCAC units in the Market Area.
- 20% allowance for residents outside the Market Area.



Estimated RCAC AL Demand

The following table shows the demand for RCAC assisted living in 2021, 2023, and 2026 in the Market Area.

| | Estimated Demand | | |
|---|------------------|------|------|
| | 2021 | 2023 | 2026 |
| RCAC ASSISTED LIVING SENIOR HOUSING: | | | |
| <i>Rents starting at...</i> | | | |
| \$4,000/Month in 2021 dollars | 47 | 48 | 49 |
| \$5,000/Month in 2021 dollars | 38 | 38 | 39 |

Source: CliftonLarsonAllen LLP

The estimated demand shown in the tables is net of existing units and those under construction; that is, demand for new development. Demand at the higher rent level is included in demand at the lower rent level. Demand for assisted living and memory care assisted living overlaps.



Demand Assumptions – CBRF AL/MC

- ADL needs were applied to the age/income qualified base for CBRF, 5.2% for ages 65-74 (3+ ADL needs), 8.7% for ages 75-84 (3+ ADL needs) and 17.6% for ages 85+ (3+ ADL needs).
- CBRF monthly service fees were tested at \$4,000, and \$5,000 for assisted living and \$6,500 per month for CBRF memory care assisted living. Each service fee was tested with 80% of annual income allotted for CBRF assisted living and 90% to memory care assisted living.
- For homeowners who are able to draw on the equity of their home, an annual income of \$25,000, \$30,000 and \$35,000 was used, respectively, for the different monthly service fee levels.
- Incidence of dementia was applied to the age/income qualified base of residents living alone for memory care 3.2% for ages 65-74, 17.6% for ages 75-84 and 32.8% for ages 85+.
- Gross market penetration of 40% was used for CBRF assisted living, and 20% was used for memory care assisted living. Both percentages are based upon the number of existing beds and the CBRF specific ADL need percentages included in the qualified population pool.
- 20% of residents will move from outside of the Market Area.



Estimated CBRF AL/MC Demand

The following table shows the demand for CBRF assisted living and memory care assisted living units in 2021, 2023 and 2026 in the Market Area.

| | Estimated Demand | | |
|---|------------------|-----------|-----------|
| | 2021 | 2023 | 2026 |
| CBRF ASSISTED LIVING SENIOR HOUSING: | | | |
| <i>Rents starting at...</i> | | | |
| \$4,000/Month in 2021 dollars | No Demand | No Demand | No Demand |
| \$5,000/Month in 2021 dollars | No Demand | No Demand | No Demand |
| CBRF MEMORY CARE SENIOR HOUSING: | | | |
| <i>Rents starting at...</i> | | | |
| \$6,500/Month in 2021 dollars | 8 | 9 | 9 |
| Source: CliftonLarsonAllen LLP | | | |

The estimated demand shown in the tables is net of existing units; that is, demand for new development. Demand at the higher rent level is included in demand at the lower rent level. Demand for CBRF assisted living and memory care assisted living overlaps.



Competitive Summary - SNF

The table below shows a summary of the skilled nursing facilities in the Market Area.

| SNFs in the Market Area | Profit or Nonprofit | Year Opened | # of beds in Service | Current Occ. | Average Daily Rate | 5 Star Quality Rating ⁽¹⁾ |
|--|---------------------|-------------|----------------------|--------------|--------------------|--------------------------------------|
| Pine Crest Nursing Home 2100 E Sixth St Merrill, WI North Central Health Care/Lincoln County | Government | 1953-2017 | 160 | 64.4% | \$287 | 3 |
| Riverview Health Services 428 N 6th St Tomahawk, WI North Shore Healthcare | Profit | 1967 | 61 | 47.5% | \$283 | 5 |
| Tomahawk Health Services 720 E Kings Rd Tomahawk, WI North Shore Healthcare | Profit | 1968 | 83 | 41.0% | \$280 | 3 |
| TOTAL/OCCUPANCY | | | 304 | 54.6% | | |

Source: Wisconsin Department of Health Services, CMS.gov, phone interviews, and internet research completed in April 2021.

Notes:

(1) From www.cms.gov, April 2021.



SNF Demand Analysis - Influencers

In general, demand for aging services, including skilled nursing care, is influenced by five main factors (referred to herein as “demand influencers”):

- Managed Care / ACO / Medicare Advantage Part C referral sources, relationships and preferred provider agreements that often supersede resident choice;
- Environmental factors such as population growth, acute care usage and caregiver availability;
- Lifestyle and consumer choice, such as the substitution of housing and service alternatives for institutional skilled nursing care;
- State and public policy, such as home and community-based service funding; and
- Income and wealth, particularly poverty rates and availability of retirement income.



SNF Demand Analysis - Assumptions

- Baseline demand for 2021 is based upon utilization data from 2019 Medicare cost reports.
- PMA population growth projections indicate 2.0% annual growth from 2021 to 2026 for seniors age 65-and-over.
- A 10% decrease in short-stay length of stay is estimated from 2021 to 2026, correcting towards the state and national average.
- Hospital utilization is estimated to decrease by 9% from 2021 to 2026, based upon the Wisconsin and national averages.
- These demand projections represent gross demand, including the existing supply.



SNF Demand Analysis - Estimates

The following table shows demand for short stay and long stay beds in the Market Area.

| | Pine Crest Market Area | | | | | | |
|---|------------------------|--------------|--------------|---------------------|--------------|--------------|--------------|
| | Long Stay Days | | | Short Stay Days | | | Total |
| | Long Stay | | Market Area | Short Stay (MC) | | Market Area | |
| | Medicaid | Other | Total | Referring Hospitals | | Total | |
| | | | Medicare | MC Adv | | | |
| Baseline Demand 2021 | 172 | 18 | 190 | 15 | 26 | 41 | 231 |
| Impact of Changes in Population (CAGR) PMA | 12 | 1 | 13 | 2 | 3 | 4 | 18 |
| Total - Population Adjusted 2026 | 184 | 19 | 203 | 17 | 28 | 45 | 248 |
| 2026 Impact of Environmental Variables | | | | | | | |
| -9% Changes in Hospital Utilization Rates | (17) | (2) | (19) | (2) | (3) | (4) | (23) |
| -10% Changes in Length of Stay | 0 | 0 | 0 | (2) | (3) | (4) | (4) |
| 1% Other Environmental Impacts | 0 | 0 | 0 | (1) | 1 | 0 | 0 |
| Estimated Environmental Impacts | (17) | (2) | (19) | (4) | (4) | (8) | (27) |
| Total Demand 2026 | 167 | 17 | 184 | 13 | 24 | 37 | 221 |
| % Change vs. 2021 | -2.8% | -2.8% | -2.8% | -13.8% | -6.9% | -9.5% | -4.0% |
| CAGR | -0.6% | -0.6% | -0.6% | -2.9% | -1.4% | -2.0% | -0.8% |

Note: the sum for each category may not equal the total, due to rounding estimates.

- The baseline demand in the Market Area in 2021 is estimated at 231 beds. This represents an average occupancy of 71.2 percent, based on Medicare cost report data.
- Assumptions for changes in population, length of stay, hospital utilization and other environmental impacts are estimated to result in a decrease in demand for nursing beds in the Market Area in 2026 to 221 beds (a decline of 4.0%).
- **With a 2021 estimated bed demand of 231 beds, there are 93 excess beds in the Market Area. There are projected to be 103 excess beds in the Market Area by 2026.**





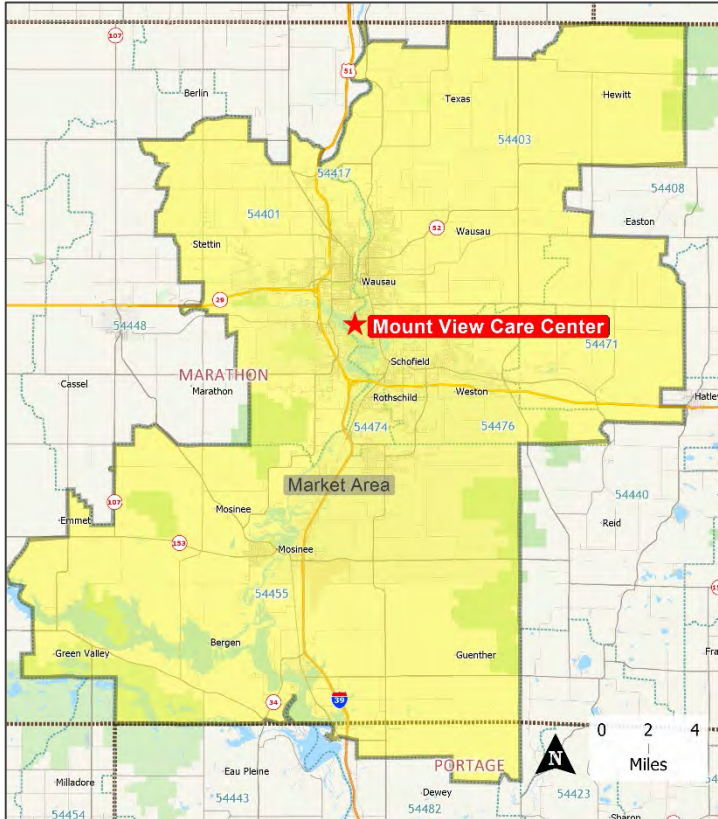
Mount View Care Center

Marathon County, WI

WEALTH ADVISORY | OUTSOURCING | AUDIT, TAX, AND CONSULTING

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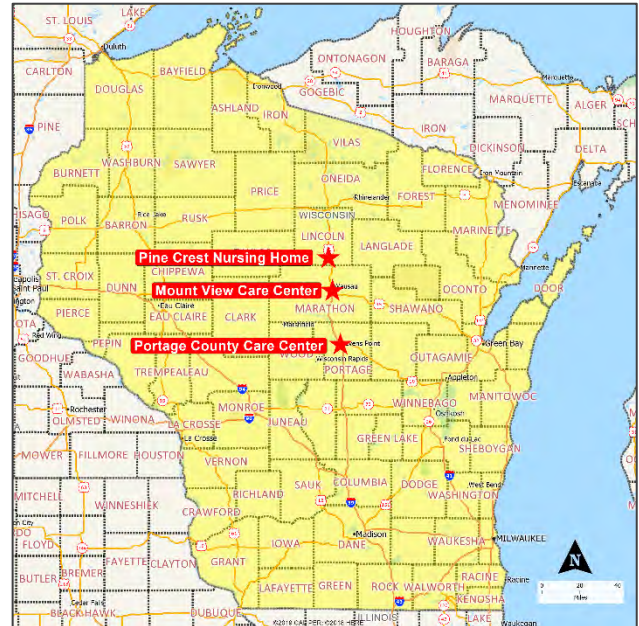
Mount View Care Center Market Area



Source: Maptitude

ZIP Codes included in the Market Area:

- 54401
- 54403
- 54417
- 54455
- 54471
- 54474
- 54476



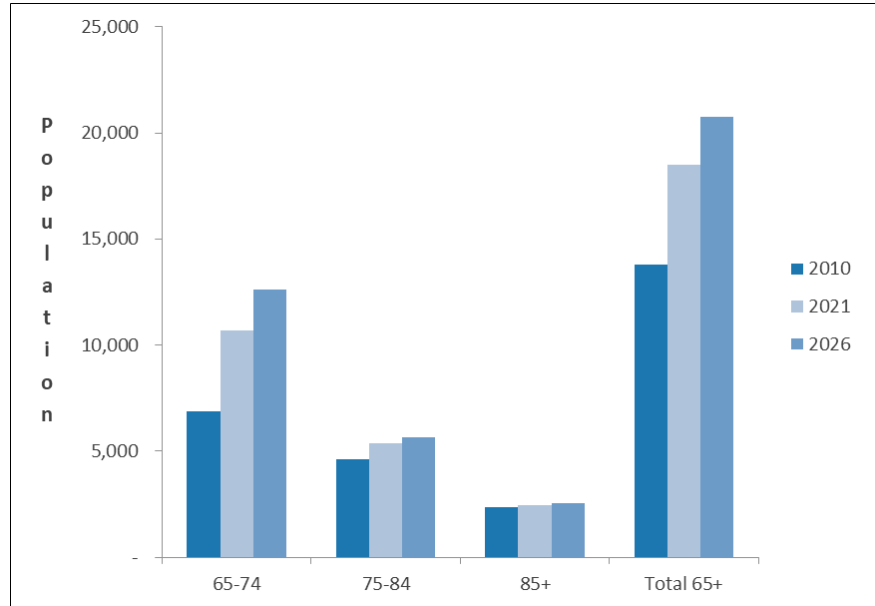
Source: Maptitude



Demographic Analysis – Population

Population

- In 2021, seniors (persons age 65+) are estimated to total **18,474** persons, an increase of **4,662** persons or **33.8%** from 2010.
- The senior population is projected to increase by **2,302** people or **12.5%** from 2021 to 2026.
- The largest projected growth is in the 65-to-74 age cohort, which is projected to add **1,948** people from 2021 to 2026. While this group is not the immediate target for senior living, the growth could indicate future demand.
- Overall, seniors age 75+ are projected to increase by **354** persons, or **4.5%** from 2021 to 2026.



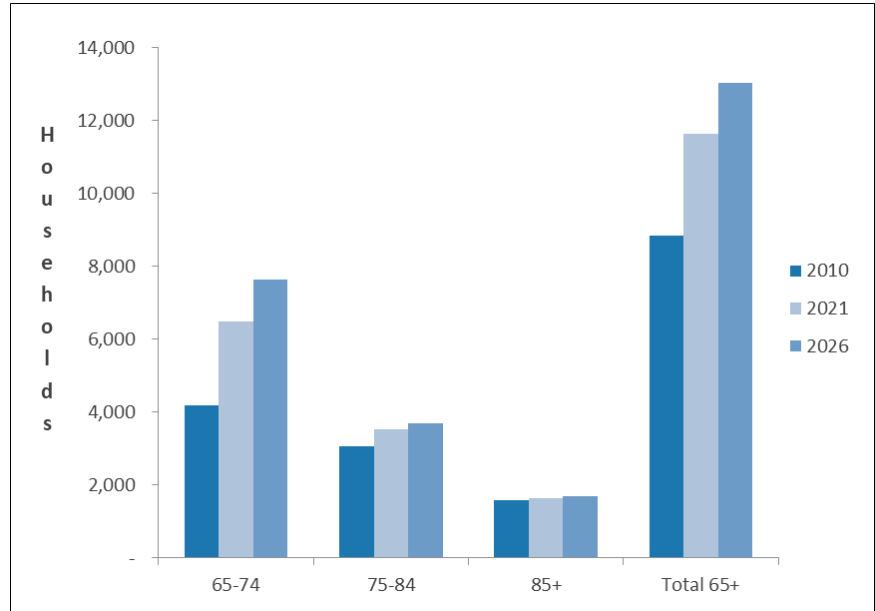
| Age Cohorts | Population | | | % Annual Change | |
|------------------|---------------|---------------|---------------|-----------------|-------------|
| | 2010 | 2021 | 2026 | 2010-2021 | 2021-2026 |
| 65-74 | 6,857 | 10,665 | 12,613 | 4.1% | 3.4% |
| 75-84 | 4,590 | 5,363 | 5,633 | 1.4% | 1.0% |
| 85+ | 2,365 | 2,446 | 2,530 | 0.3% | 0.7% |
| Total 65+ | 13,812 | 18,474 | 20,776 | 2.7% | 2.4% |



Demographic Analysis - Households

Households

- Senior household trends closely parallel population trends: the 65-74 cohort comprises the most growth from 2021 to 2026.
- In 2021, senior households in the Market Area are estimated to total **11,640**, an increase of **2,801** households or **31.7%** from 2010.
- Additionally, an overall increase of **1,381** households or **11.9%** is projected for 2021 to 2026.
- Senior households 75+ are projected to increase by **214** households or **4.1%** from 2021 to 2026.



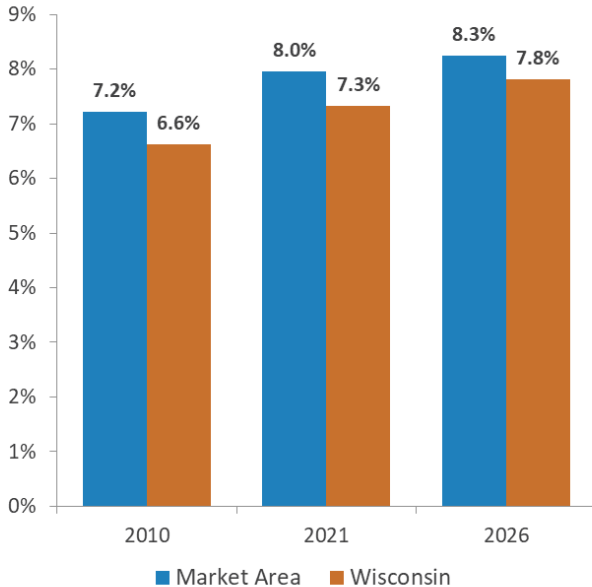
| Age Cohorts | Households | | | % Annual Change | |
|------------------|--------------|---------------|---------------|-----------------|-------------|
| | 2010 | 2021 | 2026 | 2010-2021 | 2021-2026 |
| 65-74 | 4,195 | 6,482 | 7,649 | 4.0% | 3.4% |
| 75-84 | 3,063 | 3,515 | 3,683 | 1.3% | 0.9% |
| 85+ | 1,581 | 1,643 | 1,689 | 0.4% | 0.6% |
| Total 65+ | 8,839 | 11,640 | 13,021 | 2.5% | 2.3% |



Demographic Analysis – 75+ Proportion

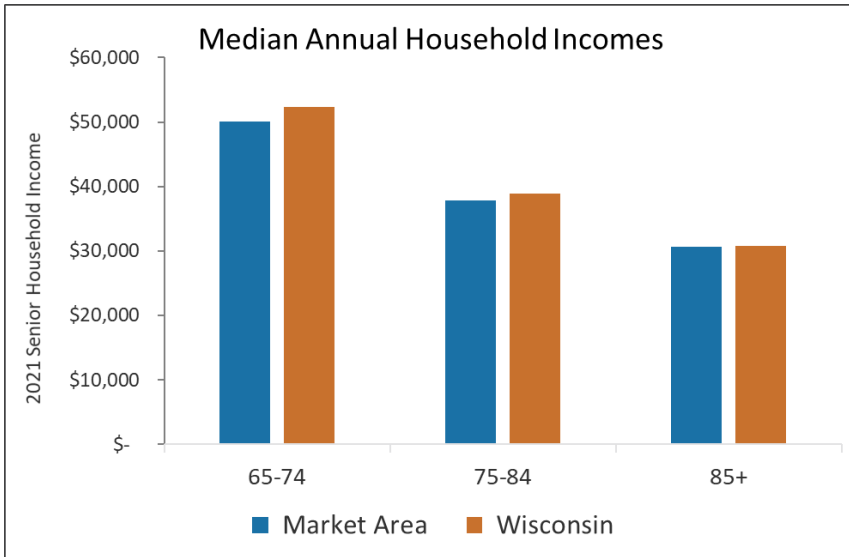
Proportion of Seniors in the Market Area Compared to Overall Population

Proportion of Seniors Age 75+ to Total Population



- An increased proportion of seniors could impact senior living in two ways:
 - **Fewer workers available** – continued workforce challenges.
 - **Fewer caregivers** (adult children) – seniors may turn to formalized care if family is not a viable personal care/assistance option.
- The proportion of seniors age 75+ compared to the overall population in the Market Area is projected to increase from **8.0%** in 2021 to **8.3%** in 2026. Both percentages are significantly higher than the State of Wisconsin overall.
- The overall population of the Market Area (in all age groups) is an estimated **98,085** in 2021 and projected to increase to **98,941** by 2026, a **0.9%** increase.

Demographic Analysis – Senior Income



- Senior household incomes indicate what seniors can afford to pay for senior living.
- In the Market Area, senior median household incomes are projected to be slightly lower than they are in Wisconsin overall across all senior age cohorts in 2021 and 2026.
- From 2021 to 2026, household incomes are projected to grow by **11.2%** for seniors age 65+ in the Market Area. For comparison, the projected growth rate among seniors age 65+ in Wisconsin overall is **10.9%** over the five-year period.

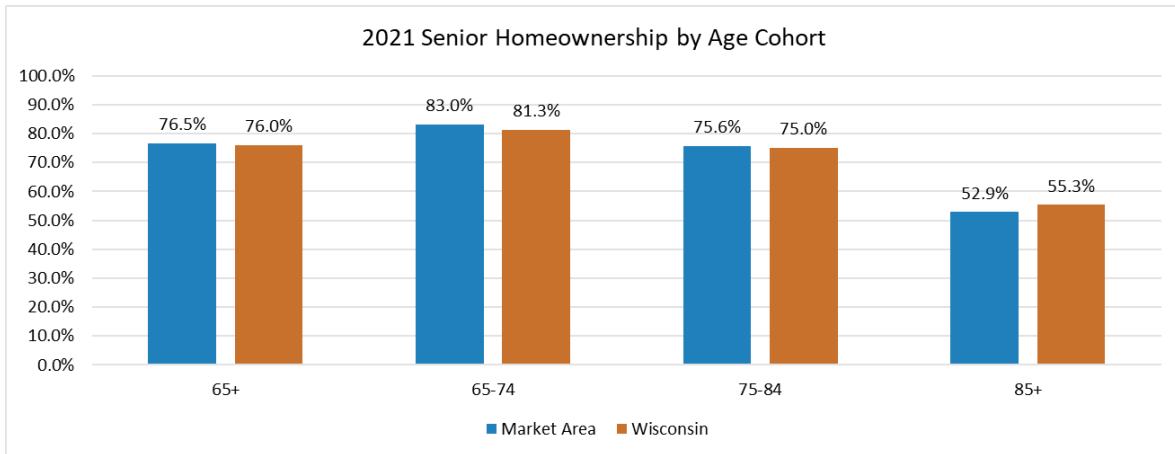
| | 2021 Median Incomes | | | 2026 Median Incomes | | |
|-------------|---------------------|-----------|-----------|---------------------|-----------|-----------|
| | 65-74 | 75-84 | 85+ | 65-74 | 75-84 | 85+ |
| Market Area | \$ 50,030 | \$ 37,876 | \$ 30,659 | \$ 55,229 | \$ 41,589 | \$ 33,496 |
| Wisconsin | \$ 52,287 | \$ 38,961 | \$ 30,781 | \$ 58,318 | \$ 42,227 | \$ 32,932 |



Demographic Analysis – Homeownership

Senior Homeownership – 2021

- The percentage of homeownership in the Market Area indicates the percentage of seniors who could use the proceeds from the sale of a home towards senior living, supplementing their income. The percentage of homeowners has a significant impact on the number of age and income qualified seniors in the unit demand model.
- Among all Market Area senior households, **76.5%** owned their housing in 2021. This ownership rate is higher than the homeownership rate in the State of Wisconsin overall, **76.0%**.
- As shown on the chart below, home ownership declines with age, as older seniors are more likely to move to senior living.



Competitive Summary - IL

The table is a summary of independent living units in the Market Area. The number of units are used later in the report for estimating demand in the Market Area.

| Independent Living Communities | | |
|------------------------------------|---------------------|------------------|
| | <u>No. of Units</u> | <u>Occupancy</u> |
| Market Rate IL Communities: | | |
| Forest Park Village | 75 | 86.7% |
| Primrose Retirement Community | 49 | 93.9% |
| Total | 124 | 89.5% |

Source: Phone interviews and other research conducted in April 2021.



Competitive Summary – RCAC AL

The table is a summary of RCAC assisted living units in the Market Area. The number of units are used later in the report for estimating demand in the Market Area.

| Competitive RCAC Assisted Living Units | RCAC Assisted Living | |
|---|-----------------------------|------------------|
| | No. of Beds | Occupancy |
| Acorn Hill | 29 | 86.2% |
| Applegate Terrace | 53 | 86.8% |
| Mountain Terrace Senior Living | 41 | 73.2% |
| Primrose Retirement Community of Wausau | 78 | * |
| Renaissance Weston | 80 | 90.0% |
| The Gardens Apartments | 26 | 76.9% |
| Total | 307 | 84.3% |

Source: Phone interviews and other research conducted in April 2021.
* Unable to obtain occupancy data from these facilities.



Competitive Summary – CBRF AL/MC

The table is a summary of RCAC assisted living units in the Market Area. The number of units are used later in the report for estimating demand in the Market Area.

| Competitive CBRF Assisted Living & Memory Care Units | CBRF Assisted Living | | Memory Care | | Total CBRF AL & MC Beds | Overall Occupancy |
|---|----------------------|--------------|-------------|--------------|-------------------------|-------------------|
| | No. of Beds | Occupancy | No. of Beds | Occupancy | | |
| Azura Memory Care of Wausau | 0 | N/A | 19 | 100.0% | 19 | 100.0% |
| Care Partners Assisted Living of Weston I & II | 36 | 91.7% | 0 | N/A | 36 | 91.7% |
| Copperleaf Assisted Living & Memory Care of Schofield | 25 | 92.0% | 22 | 100.0% | 47 | 95.7% |
| Mountain Terrace Senior Living | 26 | 92.3% | 0 | N/A | 26 | 92.3% |
| Our House Wausau | 18 | 83.3% | 20 | 85.0% | 38 | 84.2% |
| Primrose Memory Care | 0 | N/A | 32 | * | 32 | * |
| Stone Crest Residence | 0 | N/A | 16 | 93.8% | 16 | 93.8% |
| Sylvan Crossings on Evergreen | 20 | 95.0% | 0 | N/A | 20 | 95.0% |
| Tender Reflections | 0 | N/A | 32 | 81.3% | 32 | 81.3% |
| Wellington Place at Rib Mountain | 24 | N/A | 0 | 75.0% | 24 | 0.0% |
| Total | 149 | 76.5% | 141 | 90.8% | 290 | 82.6% |

Source: Phone Interviews and other research conducted in April 2021.

* Unable to obtain occupancy data from these facilities.



Pending Projects

CLA contacted staff at planning departments in the Market Area to determine if any new senior housing was being proposed in the Market Area. At the time of research, no projects were identified.



Demand Assumptions – IL

- All seniors 75-and-over are considered the market for independent living.
- Rents tested were \$2,500, and \$3,500 for independent living.
- 50% of annual income allotted for independent living.
- For homeowners who have and are able to draw on the equity of their home, the rent amounts were reduced by the expected investment proceeds from the sale of the home based on the following assumptions:
 - Seniors' homes are worth 90% of homes in general (due to deferred maintenance and dated décor).
 - Seniors will obtain 94% of the sale proceeds after selling costs.
 - The net proceeds will be invested at a return of 3%.
 - An allowance of 20% for taxes was subtracted from the investment return.
 - Assuming the above and a median home value of \$179,444, seniors would have \$304 of monthly income available to pay rent.
- Gross market penetration rate of 10% was applied to the age/income qualified market for independent living.
- The overall range is typically 10% to 30%. This is determined subjectively based upon the amount and type of existing product in the Market Area.
- 20% of residents will move from outside of the Market Area.



Estimated IL Demand

The following table shows the demand for independent living in 2021, 2023, and 2026 in the Market Area.

| | Estimated Demand | | |
|------------------------------------|------------------|-----------|-----------|
| | 2021 | 2023 | 2026 |
| INDEPENDENT SENIOR HOUSING: | | | |
| <i>Rents starting at...</i> | | | |
| \$2,500/Month in 2021 dollars | 68 | 65 | 61 |
| \$3,500/Month in 2021 dollars | No Demand | No Demand | No Demand |
| Source: CliftonLarsonAllen LLP | | | |

The estimated demand shown in the table is net of existing units; that is, demand for new development. Demand at the higher rent level is included in demand at the lower rent level.



Demand Assumptions – RCAC AL

- Activity of daily living (“ADL”) needs were applied to the age/income qualified base for RCAC, 5.7% for ages 65-74 (1-2 ADL needs), 22.2% for ages 75-84 (1-2 ADL needs) and 31.8% for ages 85+ (1-2 ADL needs).
- RCAC monthly service fees were tested at \$4,000, and \$5,000 per month with 80% of annual income allotted to pay for RCAC assisted living services.
- For homeowners who are able to draw on the equity of their home, an annual income of \$25,000, and \$30,000 was used, respectively, for the different rent levels.
- Gross market penetration of 30% was used, based on the number of RCAC units in the Market Area.
- 20% allowance for residents outside the Market Area.



Estimated RCAC AL Demand

The following table shows the demand for RCAC assisted living in 2021, 2023, and 2026 in the Market Area.

| | Estimated Demand | | |
|---|------------------|------|------|
| | 2021 | 2023 | 2026 |
| RCAC ASSISTED LIVING SENIOR HOUSING: | | | |
| <i>Rents starting at..</i> | | | |
| \$4,000/Month in 2021 dollars | 54 | 59 | 66 |
| \$5,000/Month in 2021 dollars | No Demand | 5 | 13 |

Source: CliftonLarsonAllen LLP

The estimated demand shown in the tables in net of existing units and those under construction; that is, demand for new development. Demand at the higher rent level is included in demand at the lower rent level. Demand for assisted living and memory care assisted living overlaps.



Demand Assumptions – CBRF AL/MC

- ADL needs were applied to the age/income qualified base for CBRF, 5.2% for ages 65-74 (3+ ADL needs), 8.7% for ages 75-84 (3+ ADL needs) and 17.6% for ages 85+ (3+ ADL needs).
- CBRF monthly service fees were tested at \$4,000, and \$5,000 for assisted living and \$6,500 per month for CBRF memory care assisted living. Each service fee was tested with 80% of annual income allotted for CBRF assisted living and 90% to memory care assisted living.
- For homeowners who are able to draw on the equity of their home, an annual income of \$25,000, \$30,000 and \$35,000 was used, respectively, for the different monthly service fee levels.
- Incidence of dementia was applied to the age/income qualified base of residents living alone for memory care 3.2% for ages 65-74, 17.6% for ages 75-84 and 32.8% for ages 85+.
- Gross market penetration of 50% was used for CBRF assisted living, and 20% was used for memory care assisted living. Both percentages are based upon the number of existing beds and the CBRF specific ADL need percentages included in the qualified population pool.
- 20% of residents will move from outside of the Market Area.



Estimated CBRF AL/MC Demand

The following table shows the demand for CBRF assisted living and memory care assisted living units in 2021, 2023 and 2026 in the Market Area.

| | Estimated Demand | | |
|---|------------------|-----------|-----------|
| | 2021 | 2023 | 2026 |
| CBRF ASSISTED LIVING SENIOR HOUSING: | | | |
| <i>Rents starting at...</i> | | | |
| \$4,000/Month in 2021 dollars | No Demand | No Demand | No Demand |
| \$5,000/Month in 2021 dollars | No Demand | No Demand | No Demand |
| CBRF MEMORY CARE SENIOR HOUSING: | | | |
| <i>Rents starting at...</i> | | | |
| \$6,500/Month in 2021 dollars | 74 | 77 | 80 |
| Source: CliftonLarsonAllen LLP | | | |

The estimated demand shown in the tables is net of existing units; that is, demand for new development. Demand at the higher rent level is included in demand at the lower rent level. Demand for CBRF assisted living and memory care assisted living overlaps.



Competitive Summary - SNF

| SNFs in the Market Area | Profit or Nonprofit | Year Opened | # of beds in Service | Current Occ. | Average Daily Rate | 5 Star Quality Rating ⁽¹⁾ |
|--|---------------------|-------------|----------------------|--------------|--------------------|--------------------------------------|
| Mount View Care Center 1100 Lake View Drive Wausau, WI North Central Health Care/Marathon County | Government | 1986 | 165 | 75.8% | * | 2 |
| Benedictine Living Community of Wausau 1821 N 4th Avenue Wausau, WI Benedictine Living | Nonprofit | 1981-2010 | 82 | 68.3% | \$285 | 4 |
| Marshfield Clinic Comfort and Recovery - Wausau 2727 Plaza Drive Wausau, WI Marshfield Clinic | Nonprofit | 1980s | 12 | 41.7% | * | 4 |
| Pride TLC Therapy and Living 7805 Birch Street Weston, WI Pride TLC | Profit | 2013 | 25 | 64.0% | \$498 | 5 |
| Rennes Health and Rehab Center - Weston 4810 Barbican Avenue Weston, WI Rennes Group | Profit | 2009-2014 | 84 | 67.9% | \$340 | 4 |



Competitive Summary – SNF (Cont'd)

| SNFs in the Market Area | Profit or Nonprofit | Year Opened | # of beds in Service | Current Occ. | Average Daily Rate | 5 Star Quality Rating ⁽¹⁾ |
|---|---------------------|-------------|----------------------|--------------|--------------------|--------------------------------------|
| The Bay at Colonial Manor Health and Rehabilitation 1010 E Wausau Avenue Wausau, WI Champion Care | Profit | 1964 | 116 | 37.1% | \$287 | N/A ⁽²⁾ |
| Wausau Manor Health Services 3107 Westhill Drive Wausau, WI North Shore Healthcare | Profit | 1984 | 68 | 79.4% | \$325 | 5 |
| TOTAL/OCCUPANCY | | | <u>552</u> | <u>64.5%</u> | | |

Source: Wisconsin Department of Health Services, CMS.gov, phone interviews, and internet research completed in April 2021.

Notes:

(1) From www.cms.gov, April 2021.

(2) This facility is not rated due to a history of serious quality issues. This nursing home is subject to more frequent inspections, escalating penalties, and potential termination from Medicare and Medicaid as part of the Special Focus Facility (SFF) program.



SNF Demand Analysis - Influencers

In general, demand for aging services, including skilled nursing care, is influenced by five main factors (referred to herein as “demand influencers”):

- Managed Care / ACO / Medicare Advantage Part C referral sources, relationships and preferred provider agreements that often supersede resident choice;
- Environmental factors such as population growth, acute care usage and caregiver availability;
- Lifestyle and consumer choice, such as the substitution of housing and service alternatives for institutional skilled nursing care;
- State and public policy, such as home and community-based service funding; and
- Income and wealth, particularly poverty rates and availability of retirement income.



SNF Demand Analysis - Assumptions

- Baseline demand for 2021 is based upon utilization data from 2019 Medicare cost reports.
- PMA population growth projections indicate 2.0% annual growth from 2021 to 2026 for seniors age 65-and-over.
- A 10% decrease in short-stay length of stay is estimated from 2021 to 2026, correcting towards the state and national average.
- Hospital utilization is estimated to decrease by 9% from 2021 to 2026, based upon the Wisconsin and national averages.
- These demand projections represent gross demand, including the existing supply.



SNF Demand Analysis - Estimates

The following table shows demand for short stay and long stay beds in the Market Area.

| | Mount View Care Center Market Area | | | | | | |
|---|------------------------------------|--------------|--------------|-------------------------------------|--------------|--------------|--------------|
| | Long Stay Days | | | Short Stay Days | | | Total |
| | Long Stay | | Market Area | Short Stay (MC Referring Hospitals) | | Market Area | |
| | Medicaid | Other | Total | Medicare | MC Adv | Total | |
| Baseline Demand 2021 | 193 | 33 | 225 | 57 | 83 | 140 | 365 |
| Impact of Changes in Population (CAGR) PMA | 7 | 1 | 8 | 7 | 10 | 17 | 25 |
| Total - Population Adjusted 2026 | 199 | 34 | 233 | 64 | 93 | 157 | 390 |
| 2026 Impact of Environmental Variables | | | | | | | |
| -9% Changes in Hospital Utilization Rates | (19) | (3) | (22) | (6) | (9) | (15) | (36) |
| -10% Changes in Length of Stay | 0 | 0 | 0 | (6) | (8) | (14) | (14) |
| 0% Other Environmental Impacts | 0 | 0 | 0 | (2) | 2 | (0) | (0) |
| Estimated Environmental Impacts | (19) | (3) | (22) | (14) | (15) | (29) | (51) |
| Total Demand 2026 | 181 | 31 | 211 | 49 | 79 | 128 | 339 |
| % Change vs. 2021 | -6.2% | -6.2% | -6.2% | -12.5% | -5.3% | -8.2% | -7.0% |
| CAGR | -1.3% | -1.3% | -1.3% | -2.6% | -1.1% | -1.7% | -1.4% |

Note: the sum for each category may not equal the total, due to rounding estimates.

- The baseline demand in the Market Area in 2021 is estimated at 365 beds. This represents an average occupancy of 53.7 percent, based on Medicare cost report data.
- Assumptions for changes in population, length of stay, hospital utilization and other environmental impacts are estimated to result in a decrease in demand for nursing beds in the Market Area in 2026 to 339 beds (a decline of 8.2%).
- **With a 2021 estimated bed demand of 365 beds, there are 315 excess beds in the Market Area. There are projected to be 341 excess beds in the Market Area by 2026.**





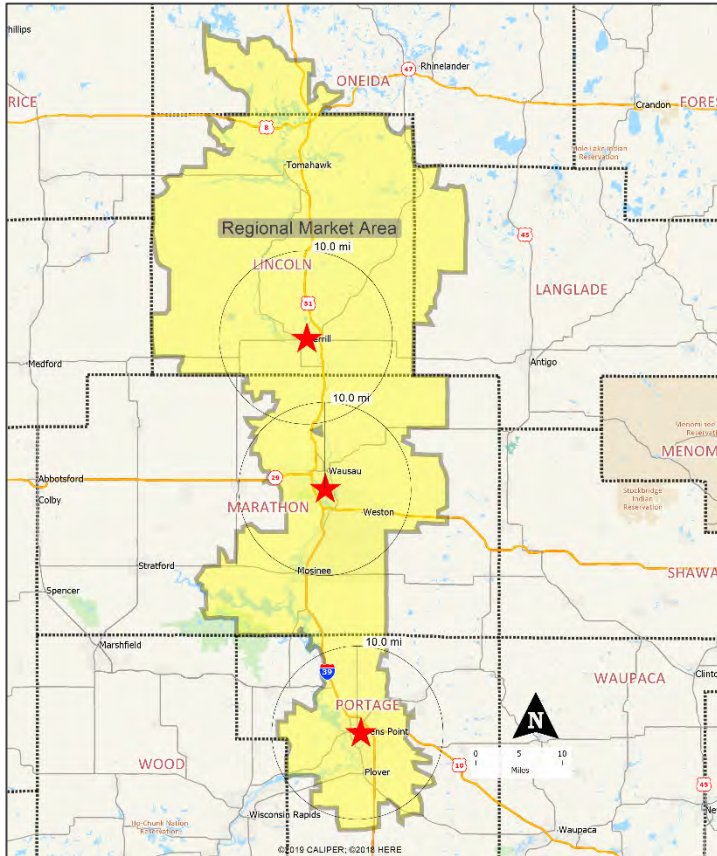
Regional Market Area

Lincoln, Wausau, and Portage Counties

WEALTH ADVISORY | OUTSOURCING | AUDIT, TAX, AND CONSULTING

Investment advisory services are offered through CliftonLarsonAllen Wealth Advisors, LLC, an SEC-registered investment advisor

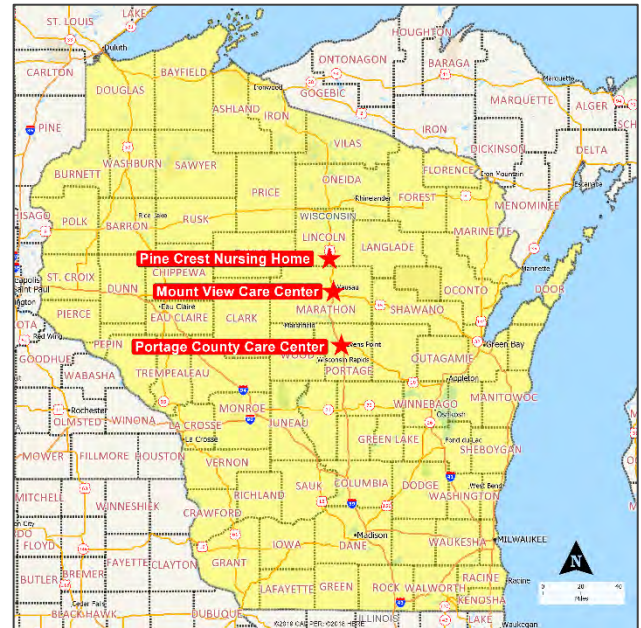
Regional Market Area



Source: Maptitude

ZIP Codes included in the Market Area:

- 54401
- 54455
- 54476
- 54403
- 54467
- 54481
- 54435
- 54471
- 54482
- 54442
- 54474
- 54487
- 54452



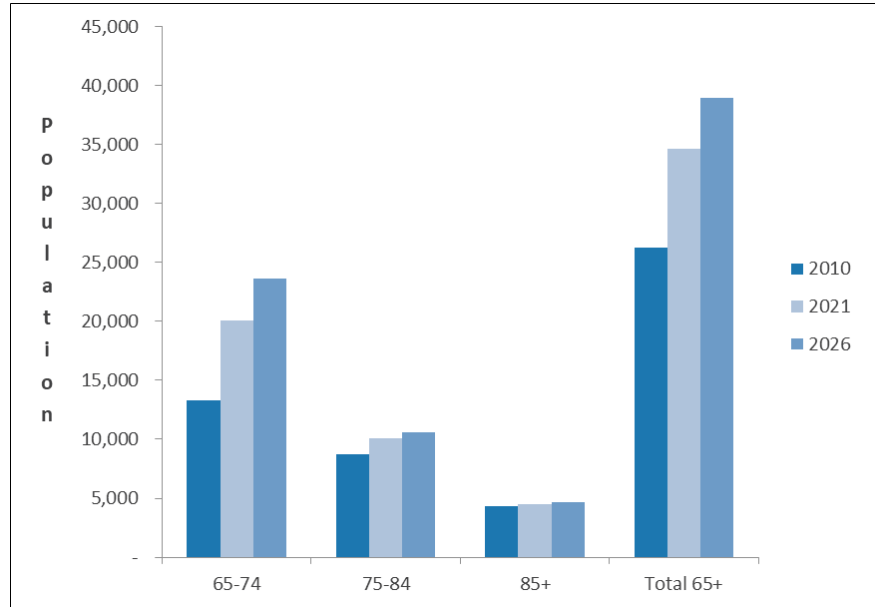
Source: Maptitude



Demographic Analysis – Population

Population

- In 2021, seniors (persons age 65+) are estimated to total **34,649** persons, an increase of **8,371** persons or **31.9%** from 2010.
- The senior population is projected to increase by **4,293** people or **12.4%** from 2021 to 2026.
- The largest projected growth is in the 65-to-74 age cohort, which is projected to add **3,627** people from 2021 to 2026. While this group is not the immediate target for senior living, the growth could indicate future demand.
- Overall, seniors age 75+ are projected to increase by **666** persons, or **4.6%** from 2021 to 2026.



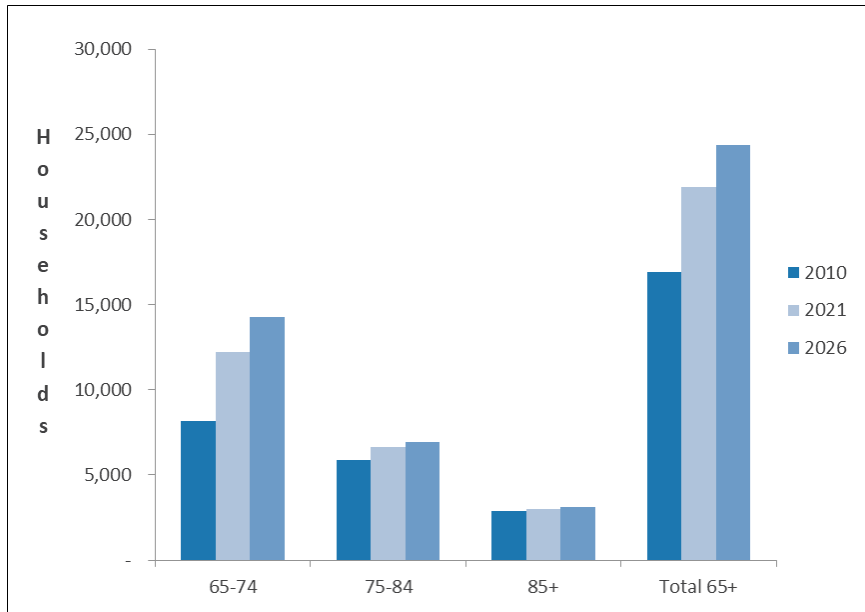
| Age Cohorts | Population | | | % Annual Change | |
|------------------|---------------|---------------|---------------|-----------------|-------------|
| | 2010 | 2021 | 2026 | 2010-2021 | 2021-2026 |
| 65-74 | 13,271 | 20,043 | 23,670 | 3.8% | 3.4% |
| 75-84 | 8,699 | 10,116 | 10,599 | 1.4% | 0.9% |
| 85+ | 4,308 | 4,490 | 4,673 | 0.4% | 0.8% |
| Total 65+ | 26,278 | 34,649 | 38,942 | 2.5% | 2.4% |



Demographic Analysis - Households

Households

- Senior household trends closely parallel population trends: the 65-74 cohort comprises the most growth from 2021 to 2026.
- In 2021, senior households in the Market Area are estimated to total **21,876**, an increase of **4,944** households or **29.2%** from 2010.
- Additionally, an overall increase of **2,481** households or **11.3%** is projected for 2021 to 2026.
- Senior households 75+ are projected to increase by **381** households or **3.9%** from 2021 to 2026.

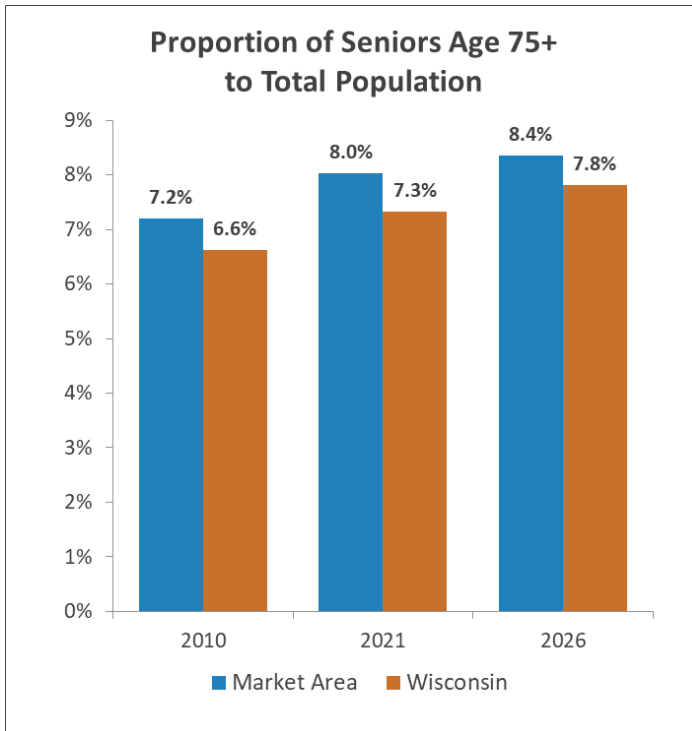


| Age Cohorts | Households | | | % Annual Change | |
|------------------|---------------|---------------|---------------|-----------------|-------------|
| | 2010 | 2021 | 2026 | 2010-2021 | 2021-2026 |
| 65-74 | 8,175 | 12,191 | 14,291 | 3.7% | 3.2% |
| 75-84 | 5,855 | 6,670 | 6,938 | 1.2% | 0.8% |
| 85+ | 2,902 | 3,015 | 3,128 | 0.3% | 0.7% |
| Total 65+ | 16,932 | 21,876 | 24,357 | 2.4% | 2.2% |



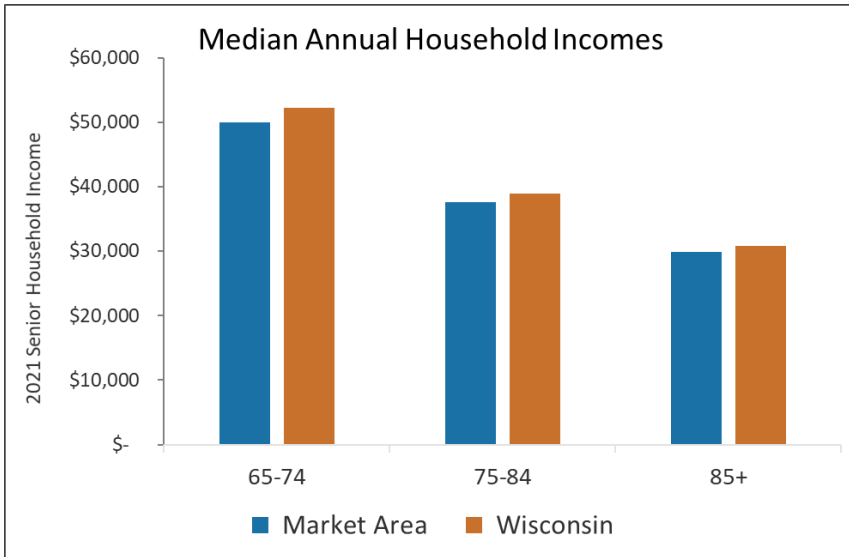
Demographic Analysis – 75+ Proportion

Proportion of Seniors in the Market Area Compared to Overall Population



- An increased proportion of seniors could impact senior living in two ways:
 - **Fewer workers available** – continued workforce challenges.
 - **Fewer caregivers** (adult children) – seniors may turn to formalized care if family is not a viable personal care/assistance option.
- The proportion of seniors age 75+ compared to the overall population in the Market Area is projected to increase from **8.0%** in 2021 to **8.4%** in 2026. Both percentages are significantly higher than the State of Wisconsin overall.
- The overall population of the Market Area (in all age groups) is an estimated **181,744** in 2021 and projected to increase to **182,704** by 2026, a **0.5%** increase.

Demographic Analysis – Senior Income



- Senior household incomes indicate what seniors can afford to pay for senior living.
- In the Market Area, senior median household incomes are projected to be slightly lower than they are in Wisconsin overall across all senior age cohorts in 2021 and 2026.
- From 2021 to 2026, household incomes are projected to grow by **10.9%** for seniors age 65+ in the Market Area. For comparison, the projected growth rate among seniors age 65+ in Wisconsin overall is also **10.9%** over the five-year period.

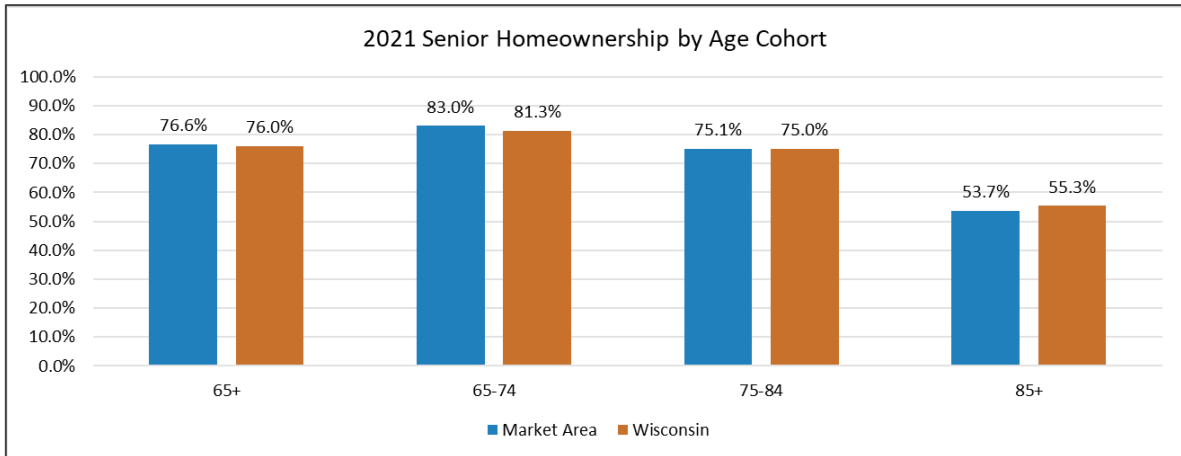
| | 2021 Median Incomes | | | 2026 Median Incomes | | |
|--------------------|---------------------|-----------|-----------|---------------------|-----------|-----------|
| | 65-74 | 75-84 | 85+ | 65-74 | 75-84 | 85+ |
| Market Area | \$ 49,947 | \$ 37,617 | \$ 29,827 | \$ 55,053 | \$ 40,933 | \$ 32,146 |
| Wisconsin | \$ 52,287 | \$ 38,961 | \$ 30,781 | \$ 58,318 | \$ 42,227 | \$ 32,932 |



Demographic Analysis – Homeownership

Senior Homeownership – 2021

- The percentage of homeownership in the Market Area indicates the percentage of seniors who could use the proceeds from the sale of a home towards senior living, supplementing their income. The percentage of homeowners has a significant impact on the number of age and income qualified seniors in the unit demand model.
- Among all Market Area senior households, **76.6%** owned their housing in 2021. This ownership rate is higher than the homeownership rate in the State of Wisconsin overall, **76.0%**.
- As shown on the chart below, home ownership declines with age, as older seniors are more likely to move to senior living.



Competitive Summary – RCAC AL

The table is a summary of RCAC assisted living units in the Market Area that were not included in the previous Market Areas for Mount View Care Center and Pine Crest Nursing Home. The number of units, including those in the Mount View Care Center and Pine Crest Nursing Home Market Areas, are used later in the report for estimating demand in the Market Area.

| Competitive RCAC Assisted Living Units | No. of Beds | Occupancy |
|---|--------------------|------------------|
| Dimensions Living Stevens Point | 75 | 86.7% |
| River View Lodge (Point Manor) | 51 | 70.6% |
| The Lodge at Whispering Pines | 68 | 85.3% |
| Willow Brooke Point | 36 | 83.3% |
| Total | 230 | 82.2% |

Source: Phone interviews and other research conducted April 2021.



Competitive Summary – CBRF AL/MC

The table is a summary of CBRF assisted living and memory care assisted living units in the Market Area that were not included in the previous Market Areas for Mount View Care Center and Pine Crest Nursing Home. The number of units, including those in the Mount View Care Center and Pine Crest Nursing Home Market Areas, are used later in the report for estimating demand in the Market Area.

| Competitive CBRF Assisted Living & Memory Care Units | CBRF Assisted Living | | Memory Care | | Total CBRF AL & MC Beds | Overall Occupancy |
|--|----------------------|--------------|-------------|--------------|-------------------------|-------------------|
| | No. of Beds | Occupancy | No. of Beds | Occupancy | | |
| Care Partners | 32 | 31.3% | 0 | N/A | 32 | 31.3% |
| Dimensions Living Stevens Point | 0 | N/A | 16 | 75.0% | 16 | 75.0% |
| Maple Ridge of Plover | 18 | 77.8% | 20 | 75.0% | 38 | 76.3% |
| North Crest | 14 | 85.2% | 13 | 85.2% | 27 | 85.2% |
| North Haven | 11 | 86.4% | 11 | 86.4% | 22 | 86.4% |
| North Ridge | 12 | 83.3% | 12 | 83.3% | 24 | 83.3% |
| Stevens Point Health Services | 29 | 69.0% | 0 | N/A | 29 | 69.0% |
| Sylvan Crossings of Stevens Point | 19 | 73.7% | 0 | N/A | 19 | 73.7% |
| Wellington Place at Whiting | 28 | 82.1% | 0 | N/A | 28 | 82.1% |
| Whispering Pines | 40 | 85.0% | 0 | N/A | 40 | 85.0% |
| Willow Brooke Point | 30 | 76.7% | 10 | 80.0% | 40 | 77.5% |
| Total | 233 | 72.7% | 82 | 80.0% | 315 | 74.6% |

Source: Phone interviews and other research conducted April 2021.



Pending Projects

CLA contacted staff at planning departments in the Market Area to determine if any new senior housing was being proposed in the Market Area. At the time of research, no competitive projects were identified.

Stevens Point

- City staff in Stevens Point noted that General Capital has built 88 affordable independent living units (with income restrictions) at 1443 N Water Street. The project is expected to open in late April 2021. However, since all of the units are income-restricted, they were not considered comparable or included in the unit demand estimations.



Demand Assumptions – IL

- All seniors 75-and-over are considered the market for independent living.
- Rents tested were \$2,500, and \$3,500 for independent living.
- 50% of annual income allotted for independent living.
- For homeowners who have and are able to draw on the equity of their home, the rent amounts were reduced by the expected investment proceeds from the sale of the home based on the following assumptions:
 - Seniors' homes are worth 90% of homes in general (due to deferred maintenance and dated décor).
 - Seniors will obtain 94% of the sale proceeds after selling costs.
 - The net proceeds will be invested at a return of 3%.
 - An allowance of 20% for taxes was subtracted from the investment return.
 - Assuming the above and a median home value of \$179,667, seniors would have \$304 of monthly income available to pay rent.
- Gross market penetration rate of 10% was applied to the age/income qualified market for independent living.
- The overall range is typically 10% to 30%. This is determined subjectively based upon the amount and type of existing product in the Market Area.
- 20% of residents will move from outside of the Market Area.



Estimated IL Demand

The following table shows the demand for independent living in 2021, 2023, and 2026 in the Market Area.

| | Estimated Demand | | |
|------------------------------------|------------------|------|------|
| | 2021 | 2023 | 2026 |
| INDEPENDENT SENIOR HOUSING: | | | |
| <i>Rents starting at...</i> | | | |
| \$2,500/Month in 2021 dollars | 263 | 256 | 245 |
| \$3,500/Month in 2021 dollars | 77 | 77 | 77 |

Source: CliftonLarsonAllen LLP

The estimated demand shown in the table is net of existing units; that is, demand for new development. Demand at the higher rent level is included in demand at the lower rent level.



Demand Assumptions – RCAC AL

- Activity of daily living (“ADL”) needs were applied to the age/income qualified base for RCAC, 5.7% for ages 65-74 (1-2 ADL needs), 22.2% for ages 75-84 (1-2 ADL needs) and 31.8% for ages 85+ (1-2 ADL needs).
- RCAC monthly service fees were tested at \$4,000, and \$5,000 per month with 80% of annual income allotted to pay for RCAC assisted living services.
- For homeowners who are able to draw on the equity of their home, an annual income of \$25,000, \$30,000 and \$35,000 was used, respectively, for the different rent levels.
- Gross market penetration of 15% was used, based on the number of RCAC units in the Market Area.
- 20% allowance for residents outside the Market Area.



Estimated RCAC AL Demand

The following table shows the demand for RCAC assisted living in 2021, 2023, and 2026 in the Market Area.

| | Estimated Demand | | |
|---|------------------|------|------|
| | 2021 | 2023 | 2026 |
| RCAC ASSISTED LIVING SENIOR HOUSING: | | | |
| <i>Rents starting at...</i> | | | |
| \$4,000/Month in 2021 dollars | 106 | 113 | 123 |
| \$5,000/Month in 2021 dollars | 7 | 14 | 24 |

Source: CliftonLarsonAllen LLP

The estimated demand shown in the tables is net of existing units and those under construction; that is, demand for new development. Demand at the higher rent level is included in demand at the lower rent level. Demand for assisted living and memory care assisted living overlaps.



Demand Assumptions – CBRF AL/MC

- ADL needs were applied to the age/income qualified base for CBRF, 5.2% for ages 65-74 (3+ ADL needs), 8.7% for ages 75-84 (3+ ADL needs) and 17.6% for ages 85+ (3+ ADL needs).
- CBRF monthly service fees were tested at \$4,000, and \$5,000 for assisted living and \$6,500 per month for CBRF memory care assisted living. Each service fee was tested with 80% of annual income allotted for CBRF assisted living and 90% to memory care assisted living.
- For homeowners who are able to draw on the equity of their home, an annual income of \$25,000, \$30,000 and \$35,000 was used, respectively, for the different monthly service fee levels.
- Incidence of dementia was applied to the age/income qualified base of residents living alone for memory care 3.2% for ages 65-74, 17.6% for ages 75-84 and 32.8% for ages 85+.
- Gross market penetration of 50% was used for CBRF assisted living, and 20% was used for memory care assisted living. Both percentages are based upon the number of existing beds and the CBRF specific ADL need percentages included in the qualified population pool.
- 20% of residents will move from outside of the Market Area.



Estimated CBRF AL/MC Demand

The following table shows the demand for CBRF assisted living and memory care assisted living units in 2021, 2023 and 2026 in the Market Area.

| | Estimated Demand | | |
|---|------------------|-----------|-----------|
| | 2021 | 2023 | 2026 |
| CBRF ASSISTED LIVING SENIOR HOUSING: | | | |
| <i>Rents starting at...</i> | | | |
| \$4,000/Month in 2021 dollars | No Demand | No Demand | No Demand |
| \$5,000/Month in 2021 dollars | No Demand | No Demand | No Demand |
| CBRF MEMORY CARE SENIOR HOUSING: | | | |
| <i>Rents starting at...</i> | | | |
| \$6,500/Month in 2021 dollars | 64 | 67 | 70 |
| Source: CliftonLarsonAllen LLP | | | |

The estimated demand shown in the tables is net of existing units; that is, demand for new development. Demand at the higher rent level is included in demand at the lower rent level. Demand for CBRF assisted living and memory care assisted living overlaps.



Competitive Summary - SNF

| SNFs in the Market Area | Profit or Nonprofit | Year Opened | # of beds in Service | Current Occ. | Average Daily Rate | 5 Star Quality Rating ⁽¹⁾ |
|---|---------------------|-------------|----------------------|--------------|--------------------|--------------------------------------|
| Mount View Care Center 1100 Lake View Drive Wausau, WI North Central Health Care/Marathon County | Government | 1986 | 165 | 75.8% | * | 2 |
| Pine Crest Nursing Home 2100 E Sixth St Merrill, WI North Central Health Care/Lincoln County | Government | 1953-2017 | 160 | 64.4% | \$287 | 3 |
| Portage County Health Care Center 825 Whiting Avenue Stevens Point, WI North Central Health Care/Portage County | Government | 1931-1994 | 70 | 64.3% | \$310 | 5 |
| Benedictine Living Community of Wausau 1821 N 4th Avenue Wausau, WI Benedictine Living | Nonprofit | 1981-2010 | 82 | 68.3% | \$285 | 4 |
| Marshfield Clinic Comfort and Recovery - Wausau 2727 Plaza Drive Wausau, WI Marshfield Clinic | Nonprofit | 1980s | 12 | 41.7% | * | 4 |
| Pride TLC Therapy and Living 7805 Birch Street Weston, WI Pride TLC | Profit | 2013 | 25 | 64.0% | \$498 | 5 |
| Rennes Health and Rehab Center - Weston 4810 Barbican Avenue Weston, WI Rennes Group | Profit | 2009-2014 | 84 | 67.9% | \$340 | 4 |



Competitive Summary – SNF (Cont'd)

| SNFs in the Market Area | Profit or Nonprofit | Year Opened | # of beds in Service | Current Occ. | Average Daily Rate | 5 Star Quality Rating ⁽¹⁾ |
|---|---------------------|-------------|----------------------|--------------|--------------------|--------------------------------------|
| Riverview Health Services 428 N 6th St Tomahawk, WI North Shore Healthcare | Profit | 1967 | 61 | 47.5% | \$283 | 5 |
| Stevens Point Health Services 1800 Sherman Avenue Stevens Point, WI North Shore Healthcare | Profit | 1976 | 60 | 41.7% | \$290 | 5 |
| The Bay at Colonial Manor Health and Rehabilitation 1010 E Wausau Avenue Wausau, WI Champion Care | Profit | 1964 | 116 | 37.1% | \$287 | N/A ⁽²⁾ |
| Tomahawk Health Services 720 E Kings Rd Tomahawk, WI North Shore Healthcare | Profit | 1968 | 83 | 41.0% | \$280 | 3 |
| Wausau Manor Health Services 3107 Westhill Drive Wausau, WI North Shore Healthcare | Profit | 1984 | 68 | 79.4% | \$325 | 5 |
| TOTAL/OCCUPANCY | | | <u>986</u> | <u>60.0%</u> | | |
| Source: Phone interviews and other research conducted in March 2021. | | | | | | |
| Notes: | | | | | | |
| (1) From www.cms.gov , February 2021. | | | | | | |
| (2) This facility is not rated due to a history of serious quality issues. This nursing home is subject to more frequent inspections, escalating penalties, and potential termination from Medicare and Medicaid as part of the Special Focus Facility (SFF) program. | | | | | | |



SNF Demand Analysis - Influencers

In general, demand for aging services, including skilled nursing care, is influenced by five main factors (referred to herein as “demand influencers”):

- Managed Care / ACO / Medicare Advantage Part C referral sources, relationships and preferred provider agreements that often supersede resident choice;
- Environmental factors such as population growth, acute care usage and caregiver availability;
- Lifestyle and consumer choice, such as the substitution of housing and service alternatives for institutional skilled nursing care;
- State and public policy, such as home and community-based service funding; and
- Income and wealth, particularly poverty rates and availability of retirement income.



SNF Demand Analysis - Assumptions

- Baseline demand for 2021 is based upon utilization data from 2019 Medicare cost reports.
- PMA population growth projections indicate 2.4% annual growth from 2021 to 2026 for seniors age 65-and-over.
- A 10% decrease in short-stay length of stay is estimated from 2021 to 2026, correcting towards the state and national average.
- Hospital utilization is estimated to decrease by 9% from 2021 to 2026, based upon the Wisconsin and national averages.
- These demand projections represent gross demand, including the existing supply.



SNF Demand Analysis - Estimates

The following table shows demand for short stay and long stay beds in the Market Area.

| | Market Area | | | | | | |
|---|----------------|--------------|--------------|-------------------------------------|--------------|--------------|--------------|
| | Long Stay Days | | | Short Stay Days | | | Total |
| | Long Stay | | Market Area | Short Stay (MC Referring Hospitals) | | Market Area | |
| | Medicaid | Other | Total | Medicare | MC Adv | Total | |
| Baseline Demand 2021 | 440 | 66 | 507 | 94 | 139 | 233 | 740 |
| Impact of Changes in Population (CAGR) PMA | 18 | 3 | 21 | 12 | 17 | 29 | 50 |
| Total - Population Adjusted 2026 | 458 | 69 | 527 | 105 | 157 | 262 | 789 |
| 2026 Impact of Environmental Variables | | | | | | | |
| -9% Changes in Hospital Utilization Rates | (43) | (6) | (49) | (10) | (15) | (24) | (73) |
| -10% Changes in Length of Stay | 0 | 0 | 0 | (10) | (14) | (24) | (24) |
| 0% Other Environmental Impacts | 0 | 0 | 0 | (4) | 5 | 1 | 1 |
| Estimated Environmental Impacts | (43) | (6) | (49) | (23) | (24) | (47) | (96) |
| Total Demand 2026 | 416 | 63 | 478 | 82 | 133 | 215 | 693 |
| % Change vs. 2021 | -5.6% | -5.6% | -5.6% | -12.2% | -4.9% | -7.8% | -6.3% |
| CAGR | -1.1% | -1.1% | -1.1% | -2.6% | -1.0% | -1.6% | -1.3% |

Note: the sum for each category may not equal the total, due to rounding estimates.

- The baseline demand in the Market Area in 2021 is estimated at 740 beds. This represents an average occupancy of 65.2 percent, based on Medicare cost report data.
- Assumptions for changes in population, length of stay, hospital utilization and other environmental impacts are estimated to result in a decrease in demand for nursing beds in the Market Area in 2026 to 693 beds (a decline of 6.3%).
- **With a 2021 estimated bed demand of 740 beds, there are 394 excess beds in the Market Area. There are projected to be 441 excess beds in the Market Area by 2026.**



Hospitals Discharging to Skilled Nursing

The table below shows a breakout of 2019 hospital discharges on Medicare claims. In the Market Area, 20.8% of Medicare discharges went to skilled nursing communities.

| Hospitals Referring to SNFs in the Market Area | Location | Number of Medicare Discharges | Percentage Discharged Home | Percentage Discharged to SNF | Percentage Discharged to Home Health | Percentage Other |
|--|---------------|-------------------------------|----------------------------|------------------------------|--------------------------------------|------------------|
| Aspirus Wausau | Wausau | 4,699 | 50.9% | 22.4% | 13.1% | 13.6% |
| Ascension Good Samaritan Hospital | Merrill | 142 | 66.9% | 13.4% | * | 19.7% |
| Ascension Saint Michael's Hospital | Stevens Point | 1,048 | 57.9% | 13.2% | 13.8% | 15.1% |
| Ascension Sacred Heart Tomahawk | Tomahawk | 48 | 37.5% | 37.5% | 25.0% | 0.0% |
| Marshfield Medical Center Weston | Weston | 831 | 51.4% | 22.1% | 16.9% | 9.6% |
| Total/Weighted Average | | 6,769 | 52.3% | 20.8% | 13.5% | 13.4% |

Source: Definitivehealthcare.com
 Notes: Annual Medicare Data is from the Medicare Standard Analytical Files (SAF). Data shown is from the 2019 calendar year.



Aspirus Wausau

The table below shows discharges to skilled nursing from Aspirus Wausau Hospital. North Central Health Care communities are highlighted in orange, and competitors within the Market Area are highlighted in green. The list is ordered by Medicare payments.

| Order | SNF Name | City | State | Medicare Pmts | Medicare Charges | # of Referrals | % of Referrals | # of Unique Beneficiaries |
|-------|--|------------------|-------|---------------|------------------|----------------|----------------|---------------------------|
| 1 | Rennes Health & Rehab Center - Weston/Wausau | Weston | WI | \$1,812,588 | \$3,510,655 | 160 | 16.30% | 130 |
| 2 | North Central Health Care Mount View Care Center | Wausau | WI | \$1,451,518 | \$2,793,588 | 93 | 9.50% | 71 |
| 3 | Benedictine Living Community of Wausau | Wausau | WI | \$1,237,883 | \$2,071,066 | 87 | 8.90% | 73 |
| 4 | Wausau Manor | Wausau | WI | \$1,186,407 | \$2,773,887 | 78 | 8.00% | 61 |
| 5 | Pine Crest Nursing Home | Merrill | WI | \$835,681 | \$1,189,333 | 50 | 5.10% | 41 |
| 6 | Rennes Health & Rehab Center - Rhinelander | Rhinelander | WI | \$747,384 | \$1,327,876 | 58 | 5.90% | 52 |
| 7 | The Bay at Colonial Manor | Wausau | WI | \$613,810 | \$945,942 | 44 | 4.50% | 37 |
| 8 | Pride TLC - Skilled Nursing | Weston | WI | \$605,072 | \$931,751 | 68 | 6.90% | 56 |
| 9 | The Bay at Eastview | Antigo | WI | \$568,279 | \$795,203 | 36 | 3.70% | 28 |
| 10 | Aspirus Medford Hospital Swing Bed Unit | Medford | WI | \$332,756 | \$292,758 | | | |
| 11 | Avanti Health & Rehab Center | Minocqua | WI | \$258,934 | \$424,186 | 23 | 2.30% | 21 |
| 12 | Homme Home of Wittenberg | Wittenberg | WI | \$223,811 | \$382,245 | 17 | 1.70% | 12 |
| 13 | Stevens Point Health Services | Stevens Point | WI | \$202,930 | \$654,151 | 15 | 1.50% | 13 |
| 14 | Riverview Health Services | Tomahawk | WI | \$178,171 | \$390,066 | 14 | 1.40% | 13 |
| 15 | Maple Lane Health Services | Shawano | WI | \$158,831 | \$535,248 | | | |
| 16 | Edenbrook of Wisconsin Rapids | Wisconsin Rapids | WI | \$150,135 | \$337,976 | 13 | 1.30% | 12 |
| 17 | Portage County Health Care Center | Stevens Point | WI | \$140,279 | \$226,504 | 16 | 1.60% | 15 |
| 18 | Rib Lake Health Services | Rib Lake | WI | \$131,854 | \$279,260 | | | |
| 19 | Westgate Living Community | Ironwood | MI | \$131,361 | \$158,931 | | | |
| 20 | Gogebic Medical Care Facility | Wakefield | MI | \$124,529 | \$183,421 | 11 | 1.10% | |

Source: Definitive Healthcare, Medicare Cost Report Data for 2019. Columns with fewer than 11 claims are left blank due to CMS privacy requirements.



Ascension Good Samaritan Discharges

The table below shows discharges to skilled nursing from Ascension Good Samaritan Merrill Hospital. The North Central Health Care community is highlighted in orange.

| Order | SNF Name | City | State | Medicare Payments | Medicare Charges | # of Referrals | % of Referrals | # of Unique Beneficiaries |
|-------|-------------------------|---------|-------|-------------------|------------------|----------------|----------------|---------------------------|
| 1 | Pine Crest Nursing Home | Merrill | WI | \$272,227 | \$357,819 | 31 | 96.90% | 25 |
| 2 | The Bay at Eastview | Antigo | WI | \$36,795 | \$46,016 | | | |

Source: Definitive Healthcare, Medicare Cost Report Data for 2019. Columns with fewer than 11 claims are left blank due to CMS privacy requirements.



Ascension Sacred Heart

The table below shows discharges to skilled nursing from Ascension Sacred Heart Hospital in Tomahawk. The North Central Health Care community is highlighted in orange, and competitors within the Market Area are highlighted in green. The list is ordered by Medicare payments.

| Order | SNF Name | City | State | Medicare Payments | Medicare Charges | # of Referrals | % of Referrals | # of Unique Beneficiaries |
|-------|--|-------------|-------|-------------------|------------------|----------------|----------------|---------------------------|
| 1 | Tomahawk Health Services | Tomahawk | WI | \$189,517 | \$412,322 | 12 | 36.40% | |
| 2 | Riverview Health Services | Tomahawk | WI | \$189,052 | \$347,118 | 13 | 39.40% | 12 |
| 3 | Pine Crest Nursing Home | Merrill | WI | \$18,078 | \$27,156 | | | |
| 4 | Rennes Health & Rehab Center - Weston/Wausau | Weston | WI | \$14,819 | \$25,571 | | | |
| 5 | Aspirus Pleasant View - Skilled Nursing Facility | Phillips | WI | \$9,844 | \$21,488 | | | |
| 6 | Rennes Health & Rehab Center - Rhinelander | Rhinelander | WI | \$9,739 | \$25,566 | | | |
| 7 | Wisconsin Veterans Home at King - Olson Hall | King | WI | \$6,376 | \$34,848 | | | |

Source: Definitive Healthcare, Medicare Cost Report Data for 2019. Columns with fewer than 11 claims are left blank due to CMS privacy requirements.



Ascension St. Michaels

The table below shows discharges to skilled nursing from Ascension St. Michael's in Stevens Point. North Central Health Care communities are highlighted in orange, and competitors within the Market Area are highlighted in green. The list is ordered by Medicare payments.

| Order | SNF Name | City | State | Medicare Payments | Medicare Charges | # of Referrals | % of Referrals | # of Unique Beneficiaries |
|-------|--|------------------|-------|-------------------|------------------|----------------|----------------|---------------------------|
| 1 | Portage County Health Care Center | Stevens Point | WI | \$1,071,196 | \$1,825,107 | 78 | 53.80% | 62 |
| 2 | Stevens Point Health Services | Stevens Point | WI | \$578,387 | \$1,781,145 | 38 | 26.20% | 35 |
| 3 | Crossroads Care Center of Weyauwega | Weyauwega | WI | \$83,769 | \$78,524 | | | |
| 4 | Iola Living Assistance (Closed) | Iola | WI | \$83,548 | \$199,839 | | | |
| 5 | Bethany Home | Waupaca | WI | \$61,400 | \$69,469 | | | |
| 6 | The Bay at Colonial Manor | Wausau | WI | \$53,023 | \$81,608 | | | |
| 7 | Edenbrook of Wisconsin Rapids | Wisconsin Rapids | WI | \$53,018 | \$129,732 | | | |
| 8 | Pine Crest Nursing Home | Merrill | WI | \$26,591 | \$26,721 | | | |
| 9 | ThedaCare Medical Center - Wild Rose Swing Bed | Wild Rose | WI | \$22,992 | \$16,755 | | | |
| 10 | Harbor Haven Health & Rehabilitation | Fond Du Lac | WI | \$20,254 | \$30,895 | | | |
| 11 | Meadow Health - Chetek | Chetek | WI | \$18,312 | \$56,593 | | | |
| 12 | Clark County Rehabilitation & Living Center | Owen | WI | \$17,837 | \$19,733 | | | |
| 13 | Rennes Health & Rehab Center - Weston/Wausau | Weston | WI | \$12,365 | \$22,328 | | | |
| 14 | Pride TLC - Skilled Nursing | Weston | WI | \$5,020 | \$7,239 | | | |
| 15 | Avanti Health & Rehab Center | Minocqua | WI | \$1,342 | \$1,946 | | | |

Source: Definitive Healthcare, Medicare Cost Report Data for 2019. Columns with fewer than 11 claims are left blank due to CMS privacy requirements.



Marshfield Medical Center Discharges

The table below shows discharges to skilled nursing from Marshfield Medical Center in Weston. North Central Health Care communities are highlighted in orange, and competitors within the Market Area are highlighted in green. The list is ordered by Medicare payments.

| Order | SNF Name | City | State | Medicare Payments | Medicare Charges | # of Referrals | % of Referrals | # of Unique Beneficiaries |
|-------|---|------------------|-------|-------------------|------------------|----------------|----------------|---------------------------|
| 1 | Rennes Health & Rehab Center - Weston/Wausau | Weston | WI | \$578,553 | \$1,090,025 | 43 | 13.5% | 40 |
| 2 | Pride TLC - Skilled Nursing | Weston | WI | \$480,882 | \$757,816 | 50 | 15.7% | 39 |
| 3 | North Central Health Care Mount View Care Center | Wausau | WI | \$270,562 | \$559,558 | 16 | 5.0% | 14 |
| 4 | Pine Crest Nursing Home | Merrill | WI | \$228,562 | \$292,849 | 24 | 7.5% | 19 |
| 5 | Avanti Health & Rehab Center | Minocqua | WI | \$221,757 | \$408,941 | 15 | 4.70% | 15 |
| 6 | Rennes Health & Rehab Center - Rhinelander | Rhinelander | WI | \$216,153 | \$396,676 | 27 | 8.50% | 25 |
| 7 | Portage County Health Care Center | Stevens Point | WI | \$198,828 | \$318,715 | 17 | 5.3% | 17 |
| 8 | Homme Home of Wittenberg | Wittenberg | WI | \$193,212 | \$404,137 | 14 | 4.40% | |
| 9 | Riverview Health Services | Tomahawk | WI | \$178,512 | \$312,399 | 11 | 3.50% | |
| 10 | The Bay at Colonial Manor | Wausau | WI | \$122,461 | \$164,145 | | | |
| 11 | Benedictine Living Community of Wausau | Wausau | WI | \$120,439 | \$263,607 | 11 | 3.50% | |
| 12 | Park Manor | Park Falls | WI | \$114,585 | \$172,795 | | | |
| 13 | Tomahawk Health Services | Tomahawk | WI | \$111,440 | \$181,576 | | | |
| 14 | Stevens Point Health Services | Stevens Point | WI | \$88,003 | \$260,715 | | | |
| 15 | Wausau Manor | Wausau | WI | \$84,453 | \$154,202 | | | |
| 16 | Friendly Village Nursing and Rehabilitation | Rhinelander | WI | \$74,737 | \$128,644 | | | |
| 17 | Maple Lane Health Services | Shawano | WI | \$71,206 | \$218,735 | | | |
| 18 | Wisconsin Rapids Health Services | Wisconsin Rapids | WI | \$46,710 | \$123,523 | | | |
| 19 | Ascension Good Samaritan Health Center Swing Bed Unit | Merrill | WI | \$41,270 | \$42,989 | | | |
| 20 | Birch Hill Health Services | Shawano | WI | \$38,157 | \$88,353 | | | |

Source: Definitive Healthcare, Medicare Cost Report Data for 2019. Columns with fewer than 11 claims are left blank due to CMS privacy requirements.





Appendix

Detailed Competitor Information

WEALTH ADVISORY | OUTSOURCING | AUDIT, TAX, AND CONSULTING

Investment advisory services are offered through CliftonLarsonAllen Wealth Advisors, LLC, an SEC-registered investment advisor

Pine Crest Market Area - RCAC

The table below includes detailed information on the RCAC in the Pine Crest Market Area.

| | <u>abiliT Senior Living</u> |
|---|-----------------------------|
| Street Address | 314 E Lincoln Avenue |
| City/State/ZIP Code | Tomahawk, WI 54487 |
| Owner/Sponsor | abiliT Senior Living |
| Year Opened | 2014 |
| Number of Beds | |
| RCAC AL studio-shared | 0 |
| RCAC AL studio-private | 0 |
| RCAC AL one-bedroom | 16 |
| RCAC AL two-bedroom | 4 |
| Total RCAC AL Beds | <u>20</u> |
| RCAC AL Monthly Service Fees: | |
| RCAC AL studio-shared | N/A |
| RCAC AL studio-private | N/A |
| RCAC AL one-bedroom | * |
| RCAC AL two-bedroom | * |
| Occupancy Rate-RCAC AL | * |
| Included in Monthly Service Fee: | |
| Meals | 3 meals/day |
| Housekeeping | Weekly |
| Linen service | Weekly |
| Laundry service | Weekly |
| Personal Care | A La Carte |

Source: Phone interviews and other research conducted April 2021.

Notes to Table:

* = Unable to obtain information from the facility.

N/A = Not applicable to this facility.

RCAC AL = Residential Care Apartment Complex Assisted Living



Pine Crest Market Area - CBRF

The table below includes detailed information on the CBRFs in the Pine Crest Market Area.

| | abiliT Senior Living | Bell Tower Residence | Country Terrace - Tomahawk | Woodland Court |
|---|-----------------------------|-----------------------------|---------------------------------------|-----------------------------------|
| Street Address | 314 E Lincoln Avenue | 1500 O Day Street | 300 Theiler Street | 1102 S Center Avenue |
| City/State/ZIP Code | Tomahawk, WI 54487 | Merrill, WI 54452 | Tomahawk, WI 54487 | Merrill, WI 54452 |
| Owner/Sponsor | abiliT Senior Living | WISH | Care Partners | Woodland Court Elder Services LLC |
| Year Opened | 2014 | 1990 | 2015 | 2000 |
| Number of Beds | | | | |
| CBRF AL studio-shared | 0 | 0 | 0 | 24 |
| CBRF AL studio-private | 0 | 69 | 33 | 6 |
| CBRF AL one-bedroom | 0 | 0 | 0 | 0 |
| CBRF AL two-bedroom | 0 | 0 | 0 | 0 |
| Total CBRF AL Beds | 0 | 69 | 33 | 30 |
| MC studio-shared | 0 | 0 | 0 | 0 |
| MC studio-private | 22 | 21 | 0 | 0 |
| MC one-bedroom | 0 | 0 | 0 | 0 |
| Total MC Beds | 22 | 21 | 0 | 0 |
| Total CBRF AL/MC Beds | 22 | 90 | 33 | 30 |
| AL/MC Monthly Service Fees: | | | | |
| CBRF AL studio-shared | N/A | N/A | N/A | \$3,600 |
| CBRF AL studio-private | N/A | \$3,500 | \$4,200 | \$3,800 |
| CBRF AL one-bedroom | N/A | N/A | N/A | N/A |
| CBRF AL two-bedroom | N/A | N/A | N/A | N/A |
| MC studio-shared | N/A | N/A | N/A | N/A |
| MC studio-private | * | \$6,000 | N/A | N/A |
| MC one-bedroom | N/A | N/A | N/A | N/A |
| Occupancy Rate - CBRF AL | N/A | 81.2% | 60.6% | 96.7% |
| Occupancy Rate - MC | * | 71.4% | N/A | N/A |
| Included in Monthly Service Fee: | | | | |
| Meals | 3 meals/day | 3 meals/day | 3 meals/day | 3 meals/day |
| Housekeeping | Weekly | Weekly | Weekly | Weekly |
| Linen service | Weekly | Weekly | Weekly | Weekly |
| Laundry service - CBRF AL | N/A | Weekly | Weekly | Daily |
| Laundry service - MC | As needed | Weekly | N/A | N/A |
| Personal Care - CBRF AL | N/A | Levels of care | Levels of care ⁽¹⁾ | All inclusive |
| Personal Care - MC | Levels of care | All inclusive | N/A | N/A |

Source: Phone interviews and other research conducted April 2021.

Notes to Table:

* = Unable to obtain information from the facility.

N/A = Not applicable to this facility.

CBRF AL = Community-Based Residential Facility Assisted Living

MC = Memory Care

Country Terrace - Tomahawk

(1) There are three levels of care, Level 1 is included in the monthly service fee. Additional levels are priced at: \$300 and \$1,000.



Mount View Market Area - IL

The table below includes detailed information on the IL communities in the Mount View Care Center Market Area.

| | Forest Park Village | Primrose Retirement Community |
|------------------------------------|----------------------------|--------------------------------------|
| Street Address | 2901 N 7th St | 2100 Townline Road |
| City/State/ZIP Code | Wausau, WI 54403 | Wausau, WI 54403 |
| Type of Contract | Rental | Rental |
| Owner/Sponsor | Homme Homes | Primrose Retirement Communities |
| Profit/Non-Profit | Non-Profit | Profit |
| Year Opened | * | 2009 |
| IL Units: | | |
| Studio apartments | 0 | 0 |
| One-bedroom apartments | 50 | |
| One-bedroom/den apartments | 0 | 0 |
| Two-bedroom apartments | 25 | |
| Two-bedroom/den or three-br. apts. | 0 | 0 |
| Cottages/Patio Homes/Villas | 0 | 10 |
| Total IL Units | 75 | 49 |
| AL/MC Units | 0 / 0 | 39 / 32 |
| IL Monthly Service Fees: | | |
| Studio apartments | N/A | N/A |
| One-bedroom apartments | \$775 | \$3,460 |
| One-bedroom/den apartments | N/A | N/A |
| Two-bedroom apartments | * | \$3,660-\$3,760 |
| Two-bedroom/den or three-br. apts. | N/A | N/A |
| Cottages/Townhomes/Patio Homes | N/A | \$3,995 |
| IL Reported Occupancy Rate | 86.7% | 93.9% |

Source: Phone interviews and other research conducted in March 2021.

* = Unable to obtain information from the facility.

IL = Independent Living

AL = Assisted Living

MC = Memory Care

N/A = Not applicable to this facility.



Mount View Market Area - RCAC

The table below includes detailed information on the RCACs in the Mount View Care Center Market Area.

| | Acorn Hill | Applegate Terrace | Mountain Terrace Senior Living | Primrose Retirement Community of Wausau | Renaissance Weston | The Gardens Apartments |
|---|---|--|--------------------------------|---|-------------------------------|------------------------|
| Street Address | 430 Orbiting Drive | 3001 Westhill Drive | 3312 Terrace Court | 2100 Townline Road | 4602 Barbican Avenue | 801 Parcher Street |
| City/State/ZIP Code | Mosinee, WI 54455 | Wausau, WI 54401 | Wausau, WI 54401 | Wausau, WI 54403 | Weston, WI 54476 | Wausau, WI 54403 |
| Owner/Sponsor | Wisteria Assisted Living | Northshore Healthcare | Dimensions Living | Primrose Retirement | Rennes Group | Homme Homes |
| Year Opened | 2007 | 2001 | 2006 | 2009 | Jul-05 | 1980s |
| Number of Beds | | | | | | |
| RCAC AL studio-shared | 0 | 0 | 0 | 0 | 0 | 0 |
| RCAC AL studio-private | 0 | * | 0 | 0 | * | * |
| RCAC AL one-bedroom | * | * | 41 | 66 | * | 0 |
| RCAC AL two-bedroom | * | * | 0 | 12 | * | 0 |
| Total RCAC AL Beds | 29 | 53 | 41 | 78 | 80 | 26 |
| RCAC AL Monthly Service Fees: | | | | | | |
| RCAC AL studio-shared | N/A | N/A | N/A | N/A | N/A | N/A |
| RCAC AL studio-private | N/A | \$2,150 | N/A | N/A | \$2,975-\$3,425 | * |
| RCAC AL one-bedroom | \$2,655 | \$2,724 | \$3,400 | \$3,895 | \$3,275-\$3,875 | N/A |
| RCAC AL two-bedroom | \$2,800 | \$3,233 | N/A | \$4,100 | \$3,825-\$4,675 | N/A |
| Occupancy Rate-RCAC AL | 86.2% | 86.8% | 73.2% | * | 90.0% | 76.9% |
| Included in Monthly Service Fee: | | | | | | |
| | \$700 per month for | | | | \$445/mo for 3 | |
| Meals | 3/meals day | 3 meals/day | 3 meals/day | 3 meals/day | meals/day; | * |
| Housekeeping | A La Carte | Weekly | Weekly | Weekly | Weekly | Weekly |
| Linen service | A La Carte | Weekly | Weekly | Weekly | Weekly | Weekly |
| Laundry service | Weekly | Weekly | Weekly | Weekly | Weekly | Weekly |
| Personal Care | 3 Levels of care: ranging from \$395 - \$1,195/mo | Levels of care: \$760, \$1,551, and \$2,373/mo | A La Carte | Levels of care | Levels of care: \$400-\$1,300 | * |

Source: Management and telephone interviews and other research conducted in April 2021.

Notes to Table:

* = Unable to obtain information from the facility.

N/A = Not applicable to this facility.

RCAC AL = Residential Care Apartment Complex Assisted Living



Mount View Market Area - CBRF

The table below includes detailed information on the CBRFs in the Mount View Care Center Market Area. The table continues on the following page.

| | Care Partners | Copperleaf Assisted | Mountain Terrace | Our House Wausau | |
|---|---|---|--|-------------------------|--------------------|
| | Azura Memory Care of Wausau | Assisted Living of Weston I & II | Living & Memory Care of Schofield | Senior Living | |
| Street Address | 3704 Hummingbird Rd | 5855 Delikowski Street | 1408 Lili Lane | 3402 Terrace Court | 210 W Campus Drive |
| City/State/ZIP Code | Wausau, WI 54401 | Schofield, WI 54476 | Schofield, WI 54476 | Wausau, WI 54401 | Wausau, WI 54401 |
| Owner/Sponsor | Azura Senior Living | Care Partners | Copperleaf Senior Living | Dimensions Living | KSMS Our House LLC |
| Year Opened | 2011 | 2009 | 2004 | 2006 | 1990s |
| Number of Beds | | | | | |
| CBRF AL studio-shared | 0 | * | * | 0 | 0 |
| CBRF AL studio-private | 0 | * | * | 26 | 18 |
| CBRF AL one-bedroom | 0 | 0 | * | 0 | 0 |
| CBRF AL two-bedroom | 0 | 0 | 0 | 0 | 0 |
| Total CBRF AL Beds | 0 | 36 | 25 | 26 | 18 |
| MC studio-shared | 0 | * | * | 0 | 0 |
| MC studio-private | 19 | * | * | 0 | 20 |
| MC one-bedroom | 0 | 0 | * | 0 | 0 |
| Total MC Beds | 19 | 0 | 22 | 0 | 20 |
| Total CBRF AL/MC Beds | 19 | 36 | 47 | 26 | 38 |
| AL/MC Monthly Service Fees: | | | | | |
| CBRF AL studio-shared | N/A | * | N/A ⁽¹⁾ | N/A | N/A |
| CBRF AL studio-private | N/A | * | \$3,850 | \$3,550 - 3,950 | \$4,125-4,225 |
| CBRF AL one-bedroom | N/A | N/A | \$3,850 | N/A | N/A |
| CBRF AL two-bedroom | N/A | N/A | N/A | N/A | N/A |
| MC studio-shared | N/A | * | N/A ⁽¹⁾ | N/A | N/A |
| MC studio-private | \$4,850 | * | \$3,850 | N/A | \$4,450 -4,500 |
| MC one-bedroom | N/A | N/A | \$3,850 | N/A | N/A |
| Occupancy Rate-CBRF AL | N/A | 91.7% | 92.0% | 92.3% | 83.3% |
| Occupancy Rate-MC | 100.0% | N/A | 100.0% | N/A | 85.0% |
| Included in Monthly Service Fee: | | | | | |
| Meals | 3 meals/day | 3 meals/day | 3 meals/day | 3 meals/day | 3 meals/day |
| Housekeeping | Weekly | Weekly | Weekly | Weekly | Weekly |
| Linen service | Weekly | Weekly | Weekly | Weekly | Weekly |
| Laundry service-CBRF AL | N/A | Weekly | Weekly | Weekly | As needed |
| Laundry service-MC | Weekly | Weekly | Weekly | N/A | As needed |
| Personal Care-CBRF AL | N/A | Based on assessment | A La Carte | A La Carte | A La Carte |
| Personal Care-MC | Levels of Care: \$600, \$1,200, \$1,800/mo | Based on assessment | A La Carte | N/A | A La Carte |



Mount View Market Area - CBRF

The table below includes detailed information on the CBRFs in the Mount View Care Center Market Area. The table footnotes are shown on the following page.

| | Primrose Memory Care | Stone Crest Residence | Sylvan Crossings on Evergreen | Tender Reflections | Wellington Place at Rib Mountain |
|---|-----------------------------|------------------------------|---------------------------------------|--|---|
| Street Address | 7704 Franciscan Way | 805 Parcher Street | 1605 Evergreen Road | 3404 Community Center Drive | 149500 County Road NN |
| City/State/ZIP Code | Weston, WI 54476 | Wausau, WI 54403 | Wausau, WI 54403 | Weston, WI 54476 | Wausau, WI 54401 |
| Owner/Sponsor | Primrose Retirement | Homme Homes | Sylvan Crossings | Weston Memory Care LLC | WISH |
| Year Opened | 2009 | 2001 | 2010 | 2013 | 2000 |
| Number of Beds | | | | | |
| CBRF AL studio-shared | 0 | 0 | 0 | 0 | 8 |
| CBRF AL studio-private | 0 | 0 | 20 | 0 | 16 |
| CBRF AL one-bedroom | 0 | 0 | 0 | 0 | 0 |
| CBRF AL two-bedroom | 0 | 0 | 0 | 0 | 0 |
| Total CBRF AL Beds | 0 | 0 | 20 | 0 | 24 |
| MC studio-shared | 0 | 0 | 0 | 32 | 0 |
| MC studio-private | 32 | 0 | 0 | 0 | 0 |
| MC one-bedroom | 0 | 16 | 0 | 0 | 0 |
| Total MC Beds | 32 | 16 | 0 | 32 | 0 |
| Total CBRF AL/MC Beds | 32 | 16 | 20 | 32 | 24 |
| AL/MC Monthly Service Fees: | | | | | |
| CBRF AL studio-shared | N/A | N/A | N/A | N/A | \$3,163 |
| CBRF AL studio-private | N/A | N/A | \$3,900 | N/A | \$4,182 |
| CBRF AL one-bedroom | N/A | N/A | N/A | N/A | N/A |
| CBRF AL two-bedroom | N/A | N/A | N/A | N/A | N/A |
| MC studio-shared | N/A | N/A | N/A | \$5,274 | N/A |
| MC studio-private | \$6,000 | N/A | N/A | N/A | N/A |
| MC one-bedroom | N/A | \$5,350 | N/A | N/A | N/A |
| Occupancy Rate- CBRF AL | N/A | N/A | 95.0% | N/A | N/A |
| Occupancy Rate-MC | * | 93.8% | N/A | 81.3% | 75.0% |
| Included in Monthly Service Fee: | | | | | |
| Meals | 3 meals/day | 3 meals/day | 3 meals/day | 3 meals/day | 3 meals/day |
| Housekeeping | Weekly | Weekly | Weekly | Weekly | Weekly |
| Linen service | Weekly | Weekly | Weekly | Weekly | Weekly |
| Laundry service-CBRF AL | N/A | N/A | Weekly | N/A | Weekly |
| Laundry service-MC | As needed | As needed | N/A | Weekly | N/A |
| Personal Care-CBRF AL | N/A | N/A | 5 Levels of Care: \$300 - \$1,400. | N/A | 7 Levels of Care: \$275 - \$1,400. |
| Personal Care-MC | Up to \$1,950 | All inclusive | N/A | Levels of care: \$707 to \$2,089/mo | N/A |



Mount View Market Area - CBRF

Source: Management and telephone interviews and other research conducted in April 2021.

Notes to Table:

* = Unable to obtain information from the facility.

N/A = Not applicable to this facility.

CBRF AL = Community-Based Residential Facility Assisted Living

MC = Memory Care

Cooperleaf Assisted living and Memory Care

(1) There is no private pay rate for a shared room, as all of those beds are for affordable housing.



Regional Market Area - RCAC

The table below includes detailed information on the RCACs in the Regional Market Area, excluding those already included in the previous pages.

| | Dimensions Living Stevens Point | River View Lodge (Point Manor) | The Lodge at Whispering Pines | Willow Brooke Point |
|---|------------------------------------|-----------------------------------|----------------------------------|-------------------------|
| Street Address | 5625 Sandpiper Drive | 1800B Sherman Avenue | 3450 Bridlewood Drive | 1801 Lilac Lane |
| City/State/ZIP Code | Stevens Point, WI 54482 | Stevens Point, WI 54481 | Plover, WI 54467 | Stevens Point, WI 54481 |
| Owner/Sponsor | Health Dimensions Group | North Shore Healthcare | Privately Owned | Willow Brooke Living |
| Year Opened | 2000s | 1970s | 2008/2013 | 1990s |
| Number of Beds | | | | |
| RCAC AL studio-shared | 0 | 0 | 0 | 0 |
| RCAC AL studio-private | * | 51 | 34 | 36 |
| RCAC AL one-bedroom | * | 0 | 34 | 0 |
| RCAC AL two-bedroom | * | 0 | 0 | 0 |
| Total RCAC AL Beds | 75 | 51 | 68 | 36 |
| RCAC AL Square Footage: | | | | |
| RCAC AL studio-shared | N/A | N/A | N/A | N/A |
| RCAC AL studio-private | 300 | * | 481 | 400 |
| RCAC AL one-bedroom | 600 | N/A | 630 | N/A |
| RCAC AL two-bedroom | 1,000 | N/A | N/A | N/A |
| RCAC AL Monthly Service Fees: | | | | |
| RCAC AL studio-shared | N/A | N/A | N/A | N/A |
| RCAC AL studio-private | \$1,875 | \$3,100 | \$3,650 | \$3,450 |
| RCAC AL one-bedroom | \$2,145 | N/A | \$4,150 | N/A |
| RCAC AL two-bedroom | \$5,365 | N/A | N/A | N/A |
| Occupancy Rate-RCAC AL | 86.7% | 70.6% | 85.3% | 83.3% |
| Included in Monthly Service Fee: | | | | |
| Meals | 3 meals/day | 3 meals/day | 3 meals/day | 3 meals/day |
| Housekeeping | Weekly | Weekly | Weekly | Weekly |
| Linen service | Weekly | Weekly | Weekly | Weekly |
| Laundry service | Weekly | Weekly | Weekly | Weekly |
| Personal Care | A la carte | A la carte | A la carte | A la carte |

Source: Management and telephone interviews and other research conducted in April 2021.

Notes to Table:

* = Unable to obtain information from the facility.

N/A = Not applicable to this facility.

RCAC AL = Residential Care Apartment Complex Assisted Living



Regional Market Area - CBRF

The table below includes detailed information on the CBRFs in the Regional Market Area, excluding those already included in the previous pages.

| | Copperleaf Senior Living | | | | | |
|---|--------------------------|---------------------------------|-----------------------|-------------------------|-------------------------|-------------------------|
| | Care Partners | Dimensions Living Stevens Point | Maple Ridge of Plover | North Crest | North Haven | North Ridge |
| Street Address | 3349 Whiting Avenue | 5625 Sandpiper Drive | 2831 Maple Drive | 2225 Eagle Summit | 2301 Eagle Summit | 2201 Eagle Summit |
| City/State/ZIP Code | Stevens Point, WI | Stevens Point, WI | Plover, WI 54467 | Stevens Point, WI | Stevens Point, WI | Stevens Point, WI |
| Owner/Sponsor | Care Properties LLC | Brookdale Senior | Tanglewood Senior | Copperleaf Care | Copperleaf Care | Copperleaf Care |
| Year Opened | 2010 | 2000s | 2000 | 1990s | 1990s | 1990s |
| Number of Beds | | | | | | |
| CBRF AL studio-shared | 8 | 0 | 0 | 4 | 4 | 0 |
| CBRF AL studio-private | 24 | 0 | 18 | 23 | 18 | 24 |
| CBRF AL one-bedroom | 0 | 0 | 0 | 0 | 0 | 0 |
| CBRF AL two-bedroom | 0 | 0 | 0 | 0 | 0 | 0 |
| Total CBRF AL Beds | 32 | 0 | 18 | 14⁽¹⁾ | 11⁽¹⁾ | 12⁽¹⁾ |
| MC studio-shared | 0 | 0 | 0 | 4 | 4 | 0 |
| MC studio-private | 0 | 16 | 20 | 23 | 18 | 24 |
| MC one-bedroom | 0 | 0 | 0 | 0 | 0 | 0 |
| Total MC Beds | 0 | 16 | 20 | 13⁽¹⁾ | 11⁽¹⁾ | 12⁽¹⁾ |
| Total CBRF AL/MC Beds | 32 | 16 | 40 | 27⁽¹⁾ | 22⁽¹⁾ | 24⁽¹⁾ |
| AL/MC Monthly Service Fees: | | | | | | |
| CBRF AL studio-shared | \$4,200 | N/A | N/A | Waiver | Waiver | N/A |
| CBRF AL studio-private | \$5,200 | N/A | \$4,200 | \$3,950 | \$3,950 | \$3,950 |
| CBRF AL one-bedroom | N/A | N/A | N/A | N/A | N/A | N/A |
| CBRF AL two-bedroom | N/A | N/A | N/A | N/A | N/A | N/A |
| MC studio-shared | N/A | N/A | N/A | Waiver | Waiver | N/A |
| MC studio-private | N/A | \$4,695 | \$4,600 | \$4,350 | \$4,350 | \$4,350 |
| MC one-bedroom | N/A | N/A | N/A | N/A | N/A | N/A |
| Occupancy Rate-CBRF AL | 31.3% | N/A | 77.8% | 85.2% | 86.4% | 83.3% |
| Occupancy Rate-MC | N/A | 75.0% | 75.0% | 85.2% | 86.4% | 83.3% |
| Included in Monthly Service Fee: | | | | | | |
| Meals | 3 meals/day | 3 meals/day | 3 meals/day | 3 meals/day | 3 meals/day | 3 meals/day |
| Housekeeping | Weekly | Weekly | Weekly | Weekly | Weekly | Weekly |
| Linen service | Weekly | Weekly | Weekly | Weekly | Weekly | Weekly |
| Laundry service-CBRF AL | Weekly | N/A | Weekly | Weekly | Weekly | Weekly |
| Laundry service-MC | N/A | Weekly | Weekly | Weekly | Weekly | Weekly |
| Personal Care-CBRF AL | All inclusive | N/A | A la carte | Levels of care | Levels of care | Levels of care |
| Personal Care-MC | N/A | A la carte | A la carte | Levels of care | Levels of care | Levels of care |

Source: Management and telephone interviews and other research conducted in April 2021.

Notes to Table:

* = Unable to obtain information from the facility.

N/A = Not applicable to this facility.

CBRF AL = Community-Based Residential Facility Assisted Living

MC = Memory Care



Regional Market Area - CBRF

The table below includes detailed information on the CBRFs in the Regional Market Area, excluding those already included in the previous pages.

| | Stevens Point Health Services | Sylvan Crossings of Stevens Point | Wellington Place at Whiting | Whispering Pines | Willow Brooke Point |
|---|-------------------------------|-----------------------------------|-----------------------------|-----------------------|-------------------------|
| Street Address | 1800B Sherman | 100 N Green Avenue | 1902 Post Road | 3380 Bridlewood Drive | 1800 Bluebell Lane |
| City/State/ZIP Code | Stevens Point, WI | Stevens Point, WI 54481 | Stevens Point, WI 54481 | Plover, WI 54467 | Stevens Point, WI 54481 |
| Owner/Sponsor | North Shore | Sylvan Crossings | Wisconsin Illinois Senior | Privately Owned | Willow Brooke Senior |
| Year Opened | 1970s | 1990s | 1990s | 1990s | 1990s |
| Number of Beds | | | | | |
| CBRF AL studio-shared | * | 4 | 8 | 0 | 0 |
| CBRF AL studio-private | * | 15 | 20 | 40 | 30 |
| CBRF AL one-bedroom | 0 | 0 | 0 | 0 | 0 |
| CBRF AL two-bedroom | 0 | 0 | 0 | 0 | 0 |
| Total CBRF AL Beds | 29 | 19 | 28 | 40 | 30 |
| MC studio-shared | 0 | 0 | 0 | 0 | 0 |
| MC studio-private | 0 | 0 | 0 | 0 | 10 |
| MC one-bedroom | 0 | 0 | 0 | 0 | 0 |
| Total MC Beds | 0 | 0 | 0 | 0 | 10 |
| Total CBRF AL/MC Beds | 29 | 19 | 28 | 40 | 40 |
| AL/MC Monthly Service Fees: | | | | | |
| CBRF AL studio-shared | Waiver | Waiver | \$2,570 | N/A | N/A |
| CBRF AL studio-private | \$4,000 | \$3,800 | \$3,750-\$4,500 | \$4,100-\$4,250 | \$3,950 |
| CBRF AL one-bedroom | N/A | N/A | N/A | N/A | N/A |
| CBRF AL two-bedroom | N/A | N/A | N/A | N/A | N/A |
| MC studio-shared | N/A | N/A | N/A | N/A | N/A |
| MC studio-private | N/A | N/A | N/A | N/A | \$3,950 |
| MC one-bedroom | N/A | N/A | N/A | N/A | N/A |
| Occupancy Rate-CBRF AL | 69.0% | 73.7% | 82.1% | 85.0% | 76.7% |
| Occupancy Rate-MC | N/A | N/A | N/A | N/A | 80.0% |
| Included in Monthly Service Fee: | | | | | |
| Meals | 3 meals/day | 3 meals/day | 3 meals/day | 3 meals/day | 3 meals/day |
| Housekeeping | Weekly | Weekly | Daily | Weekly | Weekly |
| Linen service | Weekly | Weekly | Weekly | Weekly | Weekly |
| Laundry service-CBRF AL | Weekly | Weekly | Weekly | Weekly | Weekly |
| Laundry service-MC | N/A | N/A | N/A | N/A | Weekly |
| Personal Care-CBRF AL | Levels of care | Levels of care | Levels of care | Levels of care | Based on assessment |
| Personal Care-MC | N/A | N/A | N/A | N/A | Based on assessment |

Source: Management and telephone interviews and other research conducted in April 2021.

Notes to Table:

* = Unable to obtain information from the facility.

N/A = Not applicable to this facility.

CBRF AL = Community-Based Residential Facility Assisted Living

MC = Memory Care



Disclaimer

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