

NORTH CENTRAL COMMUNITY SERVICES PROGRAM BOARD MEETING MINUTES

April 26, 2018

12:00 Noon

NCHC Wausau Board Room

Present:

EXC	Norbert Ashbeck	X	Randy Balk	X	Steve Benson
X	Ben Bliven	X	John Breske	X	Jan Gulsvig
X	Meghan Mattek	X	Bill Metter	EXC	Corrie Norrbom
X	Rick Seefeldt	X	Romey Wagner	X	Bob Weaver
EXC	Theresa Wetzsteon	X	Jeff Zriny		

Also Present: Michael Loy, Brenda Glodowski, Sue Matis, Laura Scudiere, Kim Gochanour, Sheila Zblewski, Lance Leonhard, Jessica Meadows

Call to Order

- The meeting was called to order at 12:06 p.m.

Public Comment for Matters Appearing on the Agenda

- None
- Introduction of the following new Board Members was made: John Breske, Langlade County Supervisor, Jan Gulsvig, Marathon County, Romey Wagner, Marathon County Supervisor, and Norbert Ashbeck, Lincoln County Supervisor, who was unable to attend today.

Chairman’s Report and Announcements – J. Zriny

- Greta Rusch was unable to attend today’s Board meeting but Michael Loy had an opportunity to thank her for her years of service and provide her with a plaque and Resolution.
- **Motion**/second, Bliven/Balk, to approve the Resolution for Greta Rusch in recognition of the years of service. Motion carried.
- CEO Evaluation Update: Michael Loy, Lance Leonhard, and Jeff Zriny have engaged a consultant, Jon Krueger, to assist in developing a CEO evaluation process. We anticipate a timeline of the process going through September 2018. The Retained County Authority Committee (RCA) will discuss this process today as well.

Board Committee Minutes and Reports

- None

Consent Agenda

- **Motion**/second, Seefeldt/Bliven, and carried to approve the following:
 - 3/29/18 NCCSP Board Meeting Minutes
 - Strategic Planning Policy
 - Medical Staff Appointments for Susan Tran, MD (Provisional); Jessica Altis, PA-C (Courtesy); Diane Mansfield, APNP (Courtesy); Ruth Nelson-Lau, APNP (Courtesy), Barbara Torgerson, PA-C (Active); Amendment for: Richard Immler, MD (Provisional) Added CBBHS Medical Director

Board Education:

- Presentation of the 2017 Annual Report – M. Loy
 - The Annual Report will be provided to each of the three county boards as well as community partners to keep them updated and engaged with NCHC. Each Executive had input into the document and Jessica Meadows pulled the details together for this report. Jessica does an excellent job putting the report together.
 - Our patient experience improved by over 15% which truly was the story of 2017. We are very proud of the success in Mount View Care Center in staff retention last year; our retention is 20-30% better than others in our region and state. We also have the lowest vacancy rate in the nursing home than we've had in a very long time. Clinical indicators are great and the financial turnaround in the nursing home operations went from a significant deficit in 2016 to ending with a gain in 2017. This is a great accomplishment for the nursing home leadership and team.
 - We are thankful for the Medical College of Wisconsin and the Psychiatry Residency Program. Laura Scudiere has done a great job supporting this program.
 - The Board was busy preparing for the future by identifying End Statements, the Mission and Vision, the Policy Governance Manual, and was involved in the Master Facility Planning process to prepare for the 5 to 50 Vision. Overall financially, 2017 shows a very successful year with growth in key areas.
 - Human Services Operations – highlights provided by Laura Scudiere - 2017 was a year of building structure to manage growth in 2018 which included the new CART Program as well as the Linkage and Follow-up Program. Work was in progress to plan for the expansion of the Medically Monitored Treatment Program (MMT) in 2018. We integrated services in Community Treatment to enhance the experience of consumers and the Clubhouse had their best fundraiser ever with another event planned for October 2018. We successfully raised over \$3 million for the new warm water therapeutic pool and a new CBRF was opened, Andrea Street, which is accessible for the aging developmentally disabled population.
 - Nursing Home Operations – highlights provided by Kim Gochanour - 2017 was a very good year which included adjusting to the largest overhaul of CMS (Centers for Medicare and Medicaid Services) regulations since 1987. We also experienced a very good survey with low to minimal citations. Clifton Larson Allen Consultants provided recommendations for improvements of which we began implementing several suggestions immediately. We also worked on improving the reporting on our MDS (Minimum Data Set) which has reflected positively with an increased Case Mix Index (CMI) rate. We are also very proud of the 10.2% readmission rate which is one of the lowest in the area. One of the largest positive changes is in the results of the overhaul of our onboarding process for certified nursing assistants (CNA's) which made a significant impact on reducing our turnover rate from 77.4% in 2016 to 32% in 2017.
 - Information Technology - highlights provided by Sheila Zblewski – 2017 included evaluating all applications which identified opportunities for improvement in our Electronic Health Records (EHR). We are currently working to optimize our current systems but also evaluate other EHR systems to determine the best path forward in an effort to provide the best service possible for those we serve. A data analytics tool was also purchased which helps us to better utilize our electronic data.

- Financial Overview - highlights provided by Brenda Glodowski – Overall in 2017, there was significant financial turnaround compared to 2016. The year ended with an \$855,000 gain which compared significantly to the \$2.6 million loss in 2016. Included in the gain was the GASB adjustment of \$2.2 million. We continue to work on Accounts Receivables (AR). The standards of ‘Days in AR’ indicate generally how long it takes to collect on a bill from services to payment received. At the end of 2017 this was at 39 which was down from 47 the year before (better than industry average). This allows us to continue to invest cash and use the cash earlier and reduces the write-off potential. We had another successful audit with a new audit team with no audit adjustments at end of 2017.
- Human Resources – highlights provided by Sue Matis – The focus for 2017 was on onboarding, recruiting, and retention. Marketing and Communication worked specifically on the landing and employee pages of our website which reflected in an increase in traffic by over 15% throughout the year. We also incorporated social media more i.e. Facebook, to incorporate the methods used today to be connected. Staff vacancy rate improved from 2016 to 2017 from 13-15% to 5%. New employee orientation was revamped which has seen a positive result. Another focus has been on developing competencies for all 130 positions which are Joint Commission requirements. Marketing provided a lot of community work with conferences, Northcentral Technical Collect, Community Corner Clubhouse Evening of Jazz, United Way, and many other events. Volunteer Services had 211 community volunteers providing over 11,000 volunteer hours to our organization. They implemented Quick Charge in the gift shop which allows individuals to use credit cards and staff to use their ID Badges for purchases. During the Holiday season the Volunteer Office collected and coordinated gifts for over 400 clients.

Monitoring Reports

- CEO Work Plan Review and Report – M. Loy
 - Quarterly Review of 2018 Operational Plan Progress – The report in your packet provides a status/update. There are no significant issues.
 - Tues, April 24, there was a meeting of the Mount View Care Committee. The Committee was created to provide a study of the nursing home and help determine its future. A memo with the final report was distributed. The Committee recommended staying in the nursing home business, transition to 176 beds, and remodel the current structure.
 - General Counsel final interviews will be completed Friday, April 27.
- Chief Financial Officer’s Report – B. Glodowski
 - March showed a gain of \$204,000 which is about \$8,000 away from target. The March census in the hospital and nursing home were favorable. Revenue overall was a little below target which was related to the delay of the start of the expanded programs, however, expenses were low for March. Health insurance costs came down in March but state institutes continue to exceed budget. Preparations have begun for the 2019 budget. We just received notification that the Federal Clearing House accepted our 2017 annual audit report which is important as it directly relates to our Medicare and Medicaid funding.
 - **Motion**/second, Balk/Bliven, to approve the March Financial Statements. Motion carried.

- Human Services Operations Report – L. Scudiere
 - We received Joint Commission Accreditation in 2014 and were recently surveyed in 2018 for recertification. The survey identified several areas for improvement which were reviewed. Some items are connected with CMS (Centers for Medicare and Medicaid) requirements which are followed up by a site visit and resurveyed within 45-60 days. There is definitely substance to this process and it truly does improve quality and safety. Consistency in standard of operation has improved with better level of consistency and process.
 - Medically Monitored Treatment (MMT) expansion application was submitted on 4/6/18, however we have been told the State has a two month lag time in processing the paperwork before we can implement the program.
 - We have new psychiatrists joining our team: Dr. White, adult psychiatrist, and Dr. Hangiandreou, a primary care extender.
 - The nursing station on the inpatient unit has been redesigned and as a result staff have recognized a decrease in escalations.

- Nursing Home Operations Report – K. Gochanour
 - We continue to work on audit and payment services as well as behavior and restorative areas.
 - NCHC is a member of LeadingAge Wisconsin and Wisconsin Association of County Homes which help provide us with industry trends in the State.
 - The WisCaregiver Career Program offers grants for those entering a CNA (Certified Nursing Assistant) career to help pay for school costs. NCHC was asked to be part of the advertisements for the program; airing to begin the end of April. Cagney Martin will be participating in a webinar highlighting our recruitment and onboarding processes.
 - The top three federal health citations in Wisconsin, as released by the Division of Quality Assurance, are: facility is free of hazardous environment, services to prevent/heal pressure ulcers, and an infection control program designed to prevent the development and spread of infection. We feel we do very well in these areas.
 - Our Stop Starting It dementia training seminar was given a grant and we are providing seminars throughout the State. Almost all sessions have sold out. Anyone interested in attending a session can contact Kim Gochanour. The presenters have also been asked to be a key speaker at the State's Annual FOCUS Conference in the Fall.
 - Students involved in The Branch will provide a presentation on May 10th at NTC at 6 p.m. All are invited to listen to the students' ideas to increase the use of technology in caring for individuals in the long term care setting. The Board suggested the students provide an education session once the program has finished.
 - We are working on an RFP for an electronic health record system in the nursing home.

- Quality Outcomes Review – M. Loy
 - Quality Outcomes were reviewed.
 - The Dashboard reflects that we are reaching our targets or progressing toward target. Vacancy rate has improved tremendously in the last 15 months.
 - **Motion**/second, Benson/Metter, to accept the Quality Dashboard and Executive Summary. Motion carried.

Board Discussion and Action

- Overview of the NCHC Master Facility Plan – M. Loy
 - NCHC approved the funding for Master Facility Plan project but funding for updates to the building is the responsibility of Marathon County.
 - Tours for the Marathon County Board members are being offered throughout next week. On May 10 there will be another presentation to the Marathon County Board which will also include a FAQ document to answer questions about the project that have come up. A vote is anticipated to occur on Tuesday, May 15. If the Master Facility Plan is approved an RFP on the pool design will be released. The purpose of this request is to ask for an investment into this 50 year old campus to set the course for the next 50 years. The plan confirms it will cash flow the project through enhanced revenues and lower expenses and NCHC will pay the debt for Marathon County.
 - M. Loy provided the Master Facility Plan presentation to the Board which was also provided to the Marathon County Board on April 24 where Michael Lotter, Lance Leonhard, and the HGA Consultants participated as well.
 - **Motion**/second, Metter/Seefeldt, to endorse and recommend moving forward with the Master Facility Plan to the Marathon County Board. Motion carried.

- Information and Technology – An Overview of Key Systems and Strategy – S. Zblewski
 - Reference documents were distributed to provide context around Information Technology (IT) and how it impacts the organization.
 - There are currently five major systems that we coordinate: Human Resources, Pharmacy, Financial, Behavioral Health, and Nursing home. As we look to replace these systems, we not only consider how we can control costs and spending but we also consider the interconnectivity and dependency between the systems as well as a difference in the age. The goal is to get the technology in order for a cycle of review and replacement, including sequencing of interfaces, prior to any potential major construction.

- The Board determined not to convene in Closed Session for the discussion on Corporate Compliance and Ethics and Significant Events due to time and will review these at the next meeting of the Board.

Review of Board Calendar and Discussion of Future Agenda Items for Board Consideration

- Board Retreat – May 31, 2018; 12:00 p.m. – 8:00 p.m.
 - May begins our budgeting process. This year we will be developing a 3-year budget with a matching strategic plan. The Board will look at strategic issues to either answer now or over 3 years; think about what we need to do over the next three years to reach our End Statements.

Assessment of Board Effectiveness - Dr. Benson

- The future is not to maintain status quo but how to make things happen.
- Review the 2016 and 2017 Annual Reports and compare the number of people served. What do we want to be looking for strategically and providing services? Do we need to look at more wrap-around services and look at who we are not serving?

Adjourn

- **Motion**/second, Seefeldt/Benson, to adjourn the Board meeting at 2:02 p.m. Motion carried.