

## NORTH CENTRAL COMMUNITY SERVICES PROGRAM BOARD MEETING MINUTES

November 29, 2018

12:00 Noon

Lincoln County Service Center

Present:

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

Also Present: Michael Loy, Brenda Glodowski, Sue Matis, Kim Gochanour, Laura Scudiere, Lance Leonhard, Jennifer Peaslee

Guests: Nancy Bergstrom, Lincoln County Corporation Counsel  
Jason Hake, Lincoln County Administrative coordinator  
Dr. Richard Immler, Interim Medical Director Outpatient & Community Treatment

Call to order

- J. Zriny called the meeting to order at 12:09 p.m.

Public Comment for Matters Appearing on the Agenda

- None

Chairman's Report and Announcements

- None

Board Committee Reports

- None

Consent Agenda

- **Motion**/second, Metter/Weaver, to approve the Consent Agenda which includes the 10/25/2018 NCCSP Board Meeting Minutes, the Budget Policy, and the Quality Dashboard and Executive Summary. Motion carried.

Board Education

- Update on Medical Staff Initiatives - Dr. Richard Immler
  - Priorities identified include an improved electronic health records system. TIER has been customized to the extent that making further customized changes will not significantly improve the performance of the system, rather the system would need to be redeveloped from the ground floor. Preparation for a transition to an improved system is in progress.

- Other priorities include improved access to Outpatient Services, increased use of evidence-based practices, quality improvement, strong collaboration with/among internal clinical services, county departments, area emergency rooms, primary care physicians, etc.
- Employee Engagement Summary – Sue Matis, Human Resources Executive
  - The Employee Engagement Survey occurred in September and October with an 82% response rate or 637 of 824 employees.
  - McLean & Company is the third party source that conducted the survey process.
  - Survey results were reviewed. There were several significant changes noted:
    - Engaged employees increased from 49.2% in 2017 to 65.8% in 2018; disengaged employees dropped from 11.0% in 2017 to 5.9% in 2018.
    - The three Engagement Questions with the most improvement are: ‘Taking everything into account, I like working at this organization’ (+18%), ‘I am very proud of the services the organization provides’ (+14%), and ‘I talk about my job in a positive light with family and friends’ (+14%)
    - The response to the question ‘How likely would you be to recommend this organization to a qualified friend or family member as a great place to work?’ saw an improved score from 2017 of -26.2 to 2018 at 5.2 with a Benchmark Average of 1.5.
    - The results also indicate that employees have a better outlook on Company Potential with an improved score from 48% to 68% along with improved Culture from 72% to 82%.
    - Employees are more satisfied with the organization and their jobs in 2018 than they were in 2017 and more employees anticipate staying with the organization for another year.
    - Success this year has been identified in the employee onboarding component which has included a formalized structure in that staff feel more equipped to do their job which has improved (reduced) the turnover rate. It was also noted that not only is action planning done for departments but there is also individual action planning as necessary.
  - Next Steps:
    - The NCHC Management Team will receive an overview of the overall engagement results.
    - The Executive Team will complete action plans in regard to: Departmental Relationships, Company Potential, Employee Empowerment, Learning & Development, and Recognition.
    - Departments will review their results and complete action plans to be implemented in 2019.

### Monitoring Reports

#### CEO Work Plan Review and Report – M. Loy

- Weekly meetings on the Master Facility Plan continue. Architects will be on site next week meeting with senior leadership to review space allocations which will then lead to specific design work. We anticipate providing communication with more details after the first of the year. Bidding is anticipated to begin in spring. First phase is about \$40 million and will be approximately 18 months long. We hope to begin mid-year 2019.

- We will be hosting the Wisconsin Hospital Association (WHA) and several state legislators December 11. WHA is working with NCHC on Medicaid reform in the next State budget. Top priorities includes additional funding for hospitals and behavioral health providers. Additional funding would support operations by allowing a shift of funding to outpatient services, and expand services in psychiatry and behavioral health. Aspirus, Ascension, and Marshfield Health Organizations will also be joining us.
- Next week we are interviewing a candidate for Chief Medical Officer in conjunction with the Medical College of Wisconsin. This would be a half-time Associate Director position for the psychiatry residency program, and potentially blending it with a Medical Director position at NCHC to equal a full-time position.

#### Chief Financial Officer's Report – B. Glodowski

- A small gain for October puts us year-to-date in the positive. The nursing home census is struggling currently but we are seeing an increase in Outpatient Services. Expenses are over budget particularly in health insurance and state institutes. For November we are seeing the census drop in the nursing home mostly due to deaths of some of our long term residents. The hospital census is also low for November. We will continue to monitor and accommodate expenses/reductions. We are working on putting recovery plans in place, adjusting staffing, and working to fill open beds strategically, as well as working with hospitals. Our current budget is based on 185 beds.
- Preliminary work has begun for the upcoming audit process which occurs mid-January.
- **Motion**/second, Weaver/Benson, to accept the October Financial Statements. Motion carried.

#### Human Services Operations Report – L. Scudiere

- Zero Suicide initiatives continue. Staff have been surveyed around suicide prevention and intervention. Information is being reviewed by the Zero Suicide Committee to determine priorities for a work plan.
- Recovery Coaching Collaborative was a network in Central Wisconsin supporting several counties including Marathon, Lincoln and Langlade. Recovery Coaches are advocates who are trained with the help of the Marathon County Health Department. NCHC was approached to take on the growing needs for clinical support. Following discussions with community partners and the Health Department, NCHC is considering providing the main support and oversight. A proposal will be developed and presented to the NCHC Board for consideration of approval along with a recommendation to the Retained County Authority (RCA) for approval.

#### Nursing Home Operations Report – K. Gochanour

- We are beginning to implement Matrix (our new electronic medical record system) with a kick off next Friday. We anticipate full implementation by May 2019.
- With continued collaboration between Human Resources and Mount View staff, the CNA retention rate continues to improve.
- Staff attended the national LeadingAge conference in October. It was a great experience and they brought back a lot of good information.
- Staff are diligently working on improving occupancy and working with the hospitals upon discharge. We are currently seeing an increase in residents with Medicaid and we are also accepting more medically complex residents. However, insurance companies are approving some complex medically challenged individuals be discharged home from the hospital rather than to a skilled nursing facility.

- There is a need for beds for individuals requiring ventilator care combined with dialysis. We are exploring the possibility of offering this service at the nursing home.

#### Board Discussion and Possible Action

- Election of NCCSP Board Officers for 2019
  - J. Zriny called three times for nominations from the floor for Board Officer Positions. No additional nominations were offered.
  - **Motion**/second, Balk/Metter, to close the call for nominations and approve the 2019 Nominating Slate of Officers as follows: Chair – Jeff Zriny, Vice-Chair – Dr. Steve Benson, Secretary/Treasurer – Bob Weaver. Motion carried 10-0.
- Nomination of NCCSP Board Member to the North Central Health Foundation Board
  - The Foundation Board has asked that the NCCSP Board have representation on the Foundation Board. The Foundation has also expressed interest in having a collaborative session with the NCCSP Board to discuss support of programs and services, etc.
  - This will be an agenda item for December. Contact M. Loy if interested in this opportunity.
- Discussion and Possible Action Regarding Board Policy Governance Monitoring and Evaluation
  - The Board Policy Governance Monitoring and Evaluation process and tools were reviewed to verify that methods currently being used are meaningful and if there is need for additional information or methods the Board would want.
  - Currently the Board receives information through the patient experience survey data on the monthly Dashboard along with overall program and organizational dashboards, significant event reporting at the end of the meeting, engagement survey data, accreditation surveys, audits, quality improvement plans, outreach plan (new), referral source survey results, financial statements, and budgets.
- Approve 2019 Organizational Dashboard
  - 2019 Dashboard was reviewed. No significant changes.
  - **Motion**/second, Balk/Seefeldt, to approve the 2019 Organizational Dashboard. Motion carried.
- 2019 Quality & Compliance Plan
  - M. Loy provided a review of the 2018 Quality & Compliance Plan and an overview of the 2019 Quality & Compliance Plan provided in the Board packet.
  - **Motion**/second, Benson/Breske, to approve the 2019 Quality & Compliance Plan. Motion carried.
- 2019 Operational Plan
  - M. Loy distributed and reviewed the 2019 Operational Plan.
  - **Motion**/second, Weaver/Ashbeck, to approve the 2019 Operational Plan as presented.
- Code of Conduct
  - The Code of Conduct, provided in the Board Packet, is a Board approved policy which states that the organization, along with each employee, has a duty and responsibility to ensure we do all things within the law and that we hold ourselves to the highest ethical standards.
  - **Motion**/second, Metter/Breske, to approve the Code of Conduct. Motion carried.
- Employee Grievance Policy
  - This is an annual review. There is no change to the Board Policy.
  - **Motion**/second, Seefeldt/Weaver, to approve the Employee Grievance Policy. Motion carried.

- Purchase of Property Located at 811 N 3<sup>rd</sup> Avenue, Wausau, WI
  - In 2014 NCHC entered into an 8-year lease agreement for the use of the Clubhouse Building located at 811 N 3<sup>rd</sup> Avenue, Wausau. We are purchasing the property to retain remaining rent payments as equity as we intent to stay for a long time. We have negotiated a purchase price of \$320,000 with agreement from the current owners to replace the roof and share the cost with us to replace the HVAC which would amount to \$30,000 toward a total final purchase price of \$290,000. We are asking authority to execute the Offer to Purchase.
  - **Motion**/second, Metter/Seefeldt, to give authority to the CEO to executive the Offer to Purchase. Motion carried.

MOTION TO GO INTO CLOSED SESSION:

- **Motion** by Weaver to adjourn into closed session pursuant to Section 19.85(1) (c) and (f) Wis. Stats. for the purpose of considering employment and performance evaluation of any public employee over which the governmental body exercises responsibility, and preliminary consideration of specific personnel problems, which if discussed in public, would likely have a substantial adverse effect upon the reputation of any person referred to in such problems, including specific review of performance of employees and providers of service and review of procedures for providing services by Agency, to wit: Report of Investigations. Second by Metter. Roll call. All ayes. Motion passed 10-0. Meeting convened in closed session at 1:57 p.m.
  - i. Corporate Compliance and Ethics
  - ii. Significant Events

RECONVENE to Open Session and Report Out and Possible Action on Closed Session Item(s)

- **Motion**/second, Ashbeck/Weaver, to reconvene into Open Session. All Ayes. Motion passed 10-0. Meeting convened in Open Session at 2:05 p.m.
- No action or announcements on the Closed Session Item(s) were made.

Adjourn

- **Motion**/second, Seefeldt/Ashbeck, to adjourn the Board Meeting at 2:06 p.m. Motion carried.