

## NORTH CENTRAL COMMUNITY SERVICES PROGRAM BOARD MEETING MINUTES

January 31, 2019

12:00 Noon

Wausau Board Room

Present:

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

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

Guest: Bill Scholfield

1. Call to order

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

2. Public Comment for Matters Appearing on the Agenda

- None

3. Chairman's Report and Announcements

- Chairman Zriny announced that the annual performance review for CEO evaluation is due for completion. Loy has completed the self-evaluation which has been submitted to Todd Penske for distribution. NCHC Board members, the RCA, and Executive Team will have two weeks to complete the evaluation. Once all evaluations have been completed a joint meeting of the NCHC Board's Executive Committee and RCA will take place to discuss the evaluation summary prepared by Todd Penske. Once reviewed, the Chairman of the RCA, Lance Leonhard, and Chairman of the Board, Zriny, will meet with the CEO to review the evaluation.

4. Board Committee Reports

- None

5. Board Committee Minutes

- **Motion**/second, Breske/Zriny, to approve the 12/20/2018 NCCSP Board Meeting Minutes. Motion carried.

## 6. Monitoring Reports

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

- Loy reviewed campus renovation plan. Finalized plans will be signed off next week with the intent to present initial plan for campus renovation to Marathon County Board on February 14, 2019. Total project timeline will be over the course of three years. Ground breaking will begin with the pool and Aquatics program areas in May 2019. Metter asked if NCHC's initial conceptual design for the master facility plan is similar to the plan that is being finalized. Per Loy, the plan is completely different from initial plan. Currently the plan consists of 4 phases, everyone on campus will be moving. Every area will need to move once, two smaller programs will need to move twice.
- IMS Executive recruitment interviews have been completed. Offer to be presented shortly with hopes of the candidate beginning in March 2019.
- Discussed space allocation for Langlade County office based on needs of NCHC to accommodate a smaller footprint or to move off the current campus to a more independent area in Langlade County. Langlade County is looking for more space. Loy will be working with NCHC programs and Langlade County over the next 4-6 weeks to assess further and determine action.
- Discussed closing of Atrium healthcare facility. NCHC Adult Protective Services and Mount View Care Center teams collaborated and were able to place 9 residents at Mount View Care Center. There are currently 6 active nursing home closures in the state of Wisconsin. Loy anticipates that over the next 1-2 years Marathon County may see additional closure of nursing homes. Reported current closures are due to staffing, financing and other issues.
  - Metter gave appreciation to Loy and all NCHC staff on triaging the situation with Atrium and collaboration to offering support and services. Gochanour noted that 6 staff and 2 possible more staff are set to be onboarded with NCHC after Atrium's closing.
  - Wagner noted that he feels the NCHC successes with placing Atrium's staff and patients should be communicated with NCHC's tri-county partners.
- Loy reviewed 2019 work plan, change noted RCA and NCHC Board budget priorities have been added as updated priorities.

### B) Quality Outcomes Review – M. Loy

- For fiscal year 2018 the vacancy rate ended above target threshold and retention rate met target. Patient experience ended below target threshold. Nursing home readmission rate ended positively below target threshold whereas psychiatric hospital readmission rate was above. Access to behavioral health services was below threshold. Direct expense/gross patient revenue was negatively above target threshold whereas indirect expense/direct expense was positively below.
- **Motion**/second, Benson/Metter, to accept the Quality Dashboard and Executive Summary. Motion carried.

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

- December 2018 showed an overall gain. 2018 fiscal year ended with gain of \$462,000. The numbers presented are preliminary and final totals will be presented in March after the financial audit is complete. Audit begins next week.

- Nursing Home and Hospital were both below targets in December. Year-end settlements from 2017 were allocated in December for CCS. CCS settlement was higher than anticipated. Total amount was just over \$600K. Health Insurance was reported to be over \$300K for December. We were \$1.76M over budget for health insurance for 2018 and \$541K total over budget for diversions for 2018. Salaries were under budget by \$3M. Salary totals were cut back due to vacancies and leaving vacancies open in a deliberate attempt to overcome deficiencies with health insurance. However, the amount that was saved due to vacancy rate was offset by the cost of contracted staff in some areas. Interest income was \$112K higher. Cash flow continues to do well. \$500K contingency built in because of cash, investments increased in 2018 by \$2.4M. Goal to have cash on hand be at 90 days, meaning if no cash comes in operations can continue for 90 days. At the end of 2017 there was enough cash on hand to operate for 68 days. As of December 31, 2018 there was enough cash on hand to operate for 72 days.
- Zriny asked about the outlook on health insurance for 2019. Glodowski noted that the new broker agent is working on design and the budget was increased by \$600K for 2019. Part of the \$300K overage in December was that liability needed to be increased by \$110K related to 2018 costs. Brokers are optimistic that costs will be cut with new plan design and with increased use of the onsite clinic.
- Leonhard asked if majority of diversions, which resulted in an overage on budget, was due to juvenile or adult population, Scudiere reported that both juvenile and adult contributed. Loy stated that ratio is about 2 juveniles for every 1 adult.
- **Motion/second, Ashbeck/Balk** , to accept the December Financial Statements. Motion carried.

D) Human Services Operations Report – L. Scudiere

- Scudiere announced BHS leadership transition; as of January 7, 2019 Liz Parizo will no longer be the Director of BHS. Pat LuCore will be filling as Interim Director of BHS. If any partners need to speak to a leader in the BHS areas, there is a 24-hour manager call line where a manager can be accessed.
- Discussed Langlade County Sober Living Ad-Hoc Committee. Chris Grant, MCW Student, did an assessment of AODA needs. Assessment was presented to the Ad-Hoc Committee and Langlade County Board. Recommendation was to start with females only based on data collected. Grant will present at Marathon County Board meeting as well. Future for sober living model to be accepted in all counties to further continue effort of full spectrum of treatment services within NCHC.

E) Nursing Home Operations Report – K. Gochanour

- Matrix implementation is ongoing. Financial area has begun. This process is slated to be up and totally functional by April/May 2019. After the Financial area has been completed the clinical can begin.
- Changes in 2019 staffing structure were announced. RT Manager will be added to oversee all RTs on the vent unit. RT Manager is currently being recruited for.
- 1.5 FTE allocation for PM shift for nurses has increased to 2.0 FTE to meet higher clinically complex needs.
- Management structure and social work structure have been realigned. A Resident Transition Coordinator position has been added to assist families and residents during construction.

7. Board Discussion and Possible Action

A) Authorization to Market and Sell the Property Located at 1115 Hillcrest Avenue Wausau, WI 54401

- Loy introduced Bill Scholfield, Real Estate Broker who has been working with NCHC on the property. Seeking authorization to market and sell the property located at 1115 Hillcrest Avenue Wausau, WI 54401. Scholfield used an independent appraiser who appraised property at \$174,000. Scholfield noted given the competitive market it would be appropriate to list the property higher and recommended listing the property for \$199,000. No zoning needed. Can be used for residential purposes.
- **Motion/second**, Wagner/Seefeldt, to approve the marketing and sale of the property located at 1115 Hillcrest Avenue Wausau, WI 54401. Motion carried.

B) Authorization to Seek Proposals for Operational Assessment and Strategic Plan for the Inpatient Psychiatric Hospital and Crisis Services

- Loy overviewed NCHC's past approach to strategic planning and end statements. We continue to have pressure on direction and structure for emergency and crisis services in the community. Recently a firm has been working with Milwaukee County on an assessment for what is needed for an emergency crisis and psychiatric standpoint. Loy asked for authorization to seek proposals for operational assessment and strategic plan for the inpatient psychiatric hospital and crisis services with an estimated timeline of 6-9 months and cost of \$150,000. Would like to put together formal proposal for Board to approve this action in February meeting. Benson recommended putting together a RFP to also include AODA and outpatient services. Balk mentioned funding opportunities with community partners so that NCHC would not burden the total cost. Detailed proposal would be presented at February Board meeting.
- **Motion/second**, Balk/Metter, to approve seeking of proposals for operational assessment and strategic plan for mental health and addiction services. Motion carried.

C) Decide What to Decide - Priorities for Board Development and Education

- Reviewed priorities for Board development and education. Zriny reviewed organizational structure, and proposed having a Chief Operating Officer to be more involved with the day-to-day versus the visionary aspect role of CEO. Wagner noted it would be beneficial to work towards focusing on employees and ranking staff for an ongoing plan to succeed in most efficient way by developing a corporate structure and for the Board to be involved with hiring and development. Wagner stated he would like to know how the Board can get people to work and stay at NCHC. Board needs to be involved with management structure and employee relations. Benson mentioned possibly creating a hybrid position between Administration and Legal Consultation as NCHC has struggled to fill the vacant Legal Counsel position. Ashbeck mentioned having a focus of the Board to take priority to better understand meth and addiction as it is on the rise in Wisconsin. Benson mentioned lack of treatment resources in the Central Wisconsin area and asked "how do we meet the needs going forward?" Wagner recommended a monthly discussion from NCHC Board members with media to show step by step changes with renovation to help get the community actively involved and excited for the renovation. Loy will take the feedback and build these discussions into future Board meetings.

8. MOTION TO GO INTO CLOSED SESSION:

- A) **Motion** by Balk 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 related to Corporate Compliance Activities and Significant Events; and for
- B) Consideration of a motion to adjourn into closed session pursuant to §19.85(1)(g) to confer with legal counsel for the governmental body who is rendering oral or written advice concerning strategy to be adopted by the body with respect to litigation in which it is or is likely to become involved, to wit: Legal Strategy for Leased Property Located at 504 N. 6<sup>th</sup> Street, Wausau, WI 54403.
- Second by Wagner. Roll call. All ayes. Motion passed 9-0. Meeting convened in closed session at 1:36 p.m.

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

- **Motion**/second, Wagner/Breske, to reconvene into Open Session. All Ayes. Motion passed 9-0. Meeting convened in Open Session at 2:03 p.m.
- No action or announcements on the Closed Session Item(s) were made.

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

- None.

11. Assessment of Board Effectiveness

- None

12. Adjourn

- **Motion**/second, Benson/Zriny, to adjourn the meeting at 2:15 p.m. Motion carried.

*Minutes prepared by Katlyn Coles, Executive Assistant*