

NORTH CENTRAL COMMUNITY SERVICES PROGRAM BOARD MEETING MINUTES

April 29, 2021

3:00 p.m.

Wausau Board Room

Present via conference phone (due to Covid19) unless otherwise noted

X	Eric Anderson	X	Randy Balk	X	Chad Billeb
X	Ben Bliven	X	John Breske	X(HCC)	Kurt Gibbs
X	Deb Hager	X	Lance Leonhard	X	Dave Oberbeck
X	Robin Stowe	X	Gabe Ticho	X	Pat Voermans
X	Bob Weaver	X	Cate Wylie		

Staff Present: Michael Loy, Jill Meschke, Jaime Bracken, Jarret Nickel, Tom Boutain, Dr. Rob Gouthro

Others Present: Dejan Adzic, Asst. Marathon County Corp. Counsel

Call to Order

- Meeting was called to order at 3:00 p.m. by Chair K. Gibbs.

Chairman Announcements

- Von Briesen & Roper is finishing the review for the Board. There will be a special meeting of the Board on May 13, 2021 at 3:00 p.m. Please mark your calendars.
- An Executive Committee meeting may also be scheduled prior to the May 13 Board meeting.

Public Comments for Matters Appearing on the Agenda

- None

Patient in the Board Room

- Nicole Woitula, Case Manager with the Wausau Community Treatment Youth Team, introduced a member of the Community Treatment program who shared her experiences with the program and NCHC.

Consent Agenda and Monitoring Reports

- **Motion**/second, Leonhard/Wylie, to approve the Consent Agenda and Monitoring Reports.
 - A new agenda item 'Recent State, Federal and Accreditation Reports' has been added and will continue to do so as reports are available. Information was provided in the packet including a cover letter to help navigate and understand the reports.
 - Motion carried.

Board Education

- Community Treatment Programs – J. Hintz, Director of Community Treatment and Outpatient Programs
 - The 51.42 County responsibilities were reviewed along with an overview of the Community Treatment Department and Programs which include:
 - Team Based Care, Comprehensive Community Services (CCS), Community Support Program (CSP), Coordinated Services Teams (CST), and Children’s Long-Term Support (CLTS)

Board Discussion and Action

- CEO Report and Board Work Plan – M. Loy
 - Number of Covid cases continues to decline.
 - Tomorrow two legislators from Joint Finance Committee will tour our facilities and learn about our projects. A lot of the state budget provisions around crisis services are geared to benefit our organization that serves as a model around the State. Next week we will be hosting DHS Secretary-Designee Karen Timberlake who is also interested to learn more about our organization and for insights to help in getting budget provisions passed.
 - **Motion**/second, Balk/Billeb, to accept the CEO Report as presented in the packet.
 - The Board formally acknowledged and expressed thanks to Brenda Christian, Director of Adult Protective Services, who is retiring after 34 years of dedicated service to the organization. Congratulations Brenda!
 - Motion carried.
- Dashboards and Executive Summary – M. Loy
 - Dashboards and Executive Summary
 - Turnover will be reviewed in more depth later in the meeting; turnover is a pressure point for us relative to high hiring activity and wage growth.
 - Quality measures are just over target and we anticipate trending in the right direction will continue.
 - Both Adult and Youth hospitals are seeing higher readmissions; youth have a natural desire to want to return to a positive environment.
 - Program dashboards are working to improve access rates and we have seen some movement in a positive direction and expect that to continue.
 - **Motion**/second, Bliven/Stowe, to accept the Dashboards and Executive Summary. Motion carried.
- March Financials – J. Meschke
 - March financials show a loss of \$480,000 which was more than the budgeted loss of \$220,000. Year to date our loss is just under \$1.4 million. We continue to have a revenue shortage which is driven by the low net patient revenue. Primarily we are not hitting census targets as had been set in the budget. Programs are doing a great job at managing expenses, and diversion expense is significantly better when comparing year over year.
 - Census is the primary driver of revenue shortfall, but the other contributing factors is not meeting targets in staffing i.e., over time, open positions, filling CNA positions with nurses due to the shortage of CNAs.

- Combining the two nursing homes' bottom line shows \$880,000 loss of the \$1.3+ million YTD loss. In June we likely will receive a supplemental payment from the State, although it is not a guarantee it would help significantly with the revenue shortfall. Also, if nursing homes do not receive more State and Federal funds to help support nursing homes, we anticipate many nursing homes will close. We are not unique in the struggles we are having.
- **Motion**/second, Leonhard/Anderson, to accept the March financials. Motion carried.
- Market adjustments for Certified Nursing Assistants, Dietary, and Housekeeping Positions – M. Loy
 - Currently we have very challenging dynamics around the labor force and staffing of our nursing homes. Going forward, compensation principles need to be strategic with managing inflationary pressures, identifying, and monitoring market rate for positions actively. Key labor performance indicators (turnover, vacancy, overtime) were reviewed for CNAs, Dietary Aides, Cooks, Housekeeping, and Laundry Aides and compared to national wage data.
 - Vacancy rates are high and applicant flow from October 2020 through March 2021 is significantly down for these positions. Vacant shifts are filled by current staff and paid overtime which significantly impacts budget.
 - Proposal for wage increases for each of these categories was reviewed. Recommendations include moving starting wages slightly above the market rate and moving current employees up with incremental wage increases in four steps over the next 2 years. We want to not only get the applicants in the door, but we also want to retain the staff.
 - **Motion**/second, Bliven/Ticho, to approve the market adjustments for CNA, Dietary, and Housekeeping positions as recommended. Roll call vote taken. Motion carried unanimously.

Overview and Discussion on Commitment Order Process and Decision-Making – M. Loy & R. Gouthro

- Based on feedback from our stakeholders NCHC will focus on developing and managing a clearer and more consistent process for moving individuals to a more restrictive setting when they are non-compliant with court ordered treatment by identifying what is non-compliance, what do we do with people who are non-compliant, what is treatable, and how do we best balance County and treatment responsibilities at the same time?
- Next steps include identifying a written protocol on describing the path and roles in moving an individual under a Settlement Agreement or Commitment to more restrictive setting, eliminating silos in supervising commitments including enhanced data sharing, training programs for stakeholders, re-examining roles of the Court Liaison and Linkage and Follow-up Coordinators, and making Targeted Case Management program a budget priority for 2022.
- Contract for Aegis for Restorative Nursing Program – J. Nickel
 - The request is to add Restorative Nursing Program to our current contract with Aegis effective June 1, 2021. Restorative nursing services are nursing interventions that promote the resident's ability to adjust to living independently as safely as possible. These services can be captured for reimbursement through

our Case Mix Index (CMI) and potentially increase reimbursement for our Medicaid residents. This program also helps improve the quality of life for our residents.

- The cost of the program is \$7,761 per month covering labor for restorative aides, therapy management, and overall program management. We anticipate the program will pay for itself and has potential to increase the monthly Medicaid reimbursement.
- **Motion**/second, Leonhard/Voermans, to approve the addition of the Restorative Nursing Program to the current contract with Aegis. Motion carried.
- Modification to the 2021 Budget to Purchase Contract Management Software – D. Adzic
 - NCHC has a need to implement a contract management software program to better organize, standardize, and streamline the contracting processes and workflows. The greatest benefits are with compliance, standardization, and efficiencies. NCHC has over 1,000 contracts that are physically stored and managed. The cost of the software would not exceed \$40,000 for the first year of implementation and \$25,000 for each year thereafter. The new expense will be offset by the reduction of the position that previously managed contracting and contract workflows.
 - **Motion**/second, Voermans/Wylie, to approve the purchase of a contract management software as presented. Motion carried.
- Review and Approval of Board Policy
 - The Strategic Planning Policy and Budget Policy are presented for approval; both policies have no amendments.
 - **Motion**/second, Leonhard/Bliven, to approve the Strategic Planning Policy and Budget Policy as presented. Motion carried.
- Resolution in Support of 2021 Senate Bill 239 to Amend 51.15(5) of the State Statutes; relating to: excluding time for evaluation and treatment of certain medical conditions from the time limit for emergency detention without a hearing
 - **Motion**/second, Stowe/Voermans, to authorize the chair to sign and forward the resolution to area legislators. Motion carried.

Board Calendar and Future Agenda Items

- NCCSP Special Board Meeting – Thurs, May 13, 3:00 p.m. – to discuss the report completed by Von Briesen & Roper

Board Experience Optimizer

- Within 24 hours of the Board meeting a brief survey will be sent via email to each Board member. The Experience Optimizer is a Board governance effectiveness tool. Results are shared with the Board Chair which helps in preparing for and running more effective meetings.

Adjourn

- **Motion**/second, Balk/Voermans, to adjourn the meeting at 5:28 p.m. Motion carried.