

**NORTH CENTRAL COMMUNITY SERVICES PROGRAM
BOARD MEETING MINUTES**

June 24 27, 2021

12:00 p.m.

Northcentral Technical College

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

Staff Present: Jill Meschke, Tom Boutain, Jaime Bracken, Dr. Rob Gouthro, Jarret Nickel, Jennifer Peaslee, Bobby Splinter, Zach Ziesemer, Ryan Hansen, Kristin Woller, Connie Gliniecki, Janelle Hintz

Others Present: Dejan Adzic, Gerry Klein, Kim Heller, Josh Boyle, Michael Peer
Paul Gilk, Kevin Stevenson

Call to Order

- Meeting was called to order at 12:12 p.m. by Chair Gibbs.

Chairman's Announcements

- Chair Gibbs thanked all for attending and also for R. Stowe and the Governance Committee for meeting on short notice in order to present candidates for a slate of officers today for Board consideration.

Public Comment for Matters Appearing on the Agenda

- None

Elections

- R. Stowe Chaired the Governance Committee at the request of Chair Gibbs. Other appointed committee members were C. Billeb and D. Hager.
- The committee met 6/23/21 for the purpose of identifying candidates for the officer positions of Chair Elect and Secretary/Treasurer. A candidate for Chair is not needed until January 2022 which will be one year from initial appointment.
- Following discussion, the Committee is presenting Deb Hager for Chair Elect and Robin Stowe for Secretary/Treasurer.
- A ballot was provided for each Board Member with the recommended slate of officers. Chair Gibbs called for nominations from the floor. None were made. Chair Gibbs called for nominations from the floor a second time. No nominations were made.
- **Motion**/second, Leonhard/Stowe to close nominations and cast a unanimous ballot for Deb Hager as Chair Elect. Motion carried.
- **Motion**/second, Bliven/Leonhard, to close nominations and cast a unanimous ballot for R. Stowe as Secretary/Treasurer. Motion carried.

Consent Agenda and Monitoring Reports

- Chair Gibbs recommended pulling the May 21, 2021, and May 27, 2021, from the Consent Agenda due to incomplete information.
- Recruitment efforts have improved since the Board approved the wage increases for many of the direct care classifications. The applicant pool has increased dramatically allowing for a tighter selection process. The latest new hire orientation included 35 new employees with another 28 expected in the next orientation. At this time, we have decreased the number of open FTEs at Mount View Care Center to 5. All dietary positions have been filled. A positive impact to the Dashboards for vacancy and turnover is expected over the next few months. We should also see positive impacts to financial statements with the reduction of agency staff utilization. Pine Crest is experiencing the same positive impact.
- Medical Executive Committee is recommending several new appointments and one reappointment. Three new physicians will be joining us in July 2021.
- **Motion**/second, Leonhard/Wylie, to approve the Consent Agenda excluding May 21 and May 27, 2021 Board minutes as noted above. Motion carried.

Board Discussion and Action

- Presentation of the 2020 Audit – Kim Heller and Josh Boyle, WIPFLI
 - Unique to this audit was the inception of the management agreement with Lincoln County effective 1/1/2020 thereby no comparison data available from prior years, multiple significant changes including new Chief Financial Officer and Director of Accounting (both were tenured staff), the addition of Pine Crest Nursing Home, and the COVID pandemic.
 - The presentation included an overview of the audit, internal controls, accounting and operational matters, financial analysis, and an industry update.
 - Questions from the Board included:
 - i. Are there any opportunities to change/improve practices related to allocations by the counties?
 - Nothing identified that should be done differently; consistency and accuracy are important practices to continue.
 - ii. What is the impact of an aging population specifically related to staffing?
 - Currently there are approximately 23 workers for every person over age 85. In 2030, 2035, and 2040 it is anticipated there will be just 12 workers for every individual over 85 with long-term care services increasing over time.
 - **Motion**/second, Weaver/Voermans, to accept the 2020 Audit. Motion carried.
- The 2020 Fund Balance Statement - J. Meschke.
 - J. Meschke reviewed allocating indirect and shared direct service programs.
 - **Motion**/second, Weaver/Leonhard, to accept the 2020 Fund Balance Statement. Motion carried.
- CEO Report and Board Work Plan – J. Meschke
 - Residents in the nursing home and residential programs currently have zero positive test results. Number of staff out reduced from 12 to 6. We continue to use precautionary measures, requiring masks within our buildings in an effort to continue the positive trend.

- The nursing home tower is slated for completion in July with delivery of furniture in August and resident moves in September. A tour for community members to view the new facility is being planned.
- Demolition of D-Wing is scheduled to begin July 12, a slight delay from the original date of June 28.
- The Workplan items from May have shifted to June and the Board calendar has been updated to reflect these changes.
- The Dashboard this month reflects favorably in hospital readmissions. We continue to monitor patient experience and work to improve the response rate.
- **Motion**/second, Voermans/Billeb, to accept the Dashboards and Executive Summary. Motion carried.
- April and May Financial Statements – J. Meschke
 - In May we experienced a loss of almost half a million dollars with a year-to-date loss of \$2.1 million. We had targeted for a gain position which leaves us with a shortfall from budgeted expectations. The shortfall is mostly driven by patient volume although we have seen a rebound in census for the month of June. Having to close admissions due to outbreak status has been difficult and our request to the State to operate by unit vs. facility-wide has been denied. We continue to stay focused on infection prevention to try to avoid closing to admissions in the future. Moving from Tier to Cerner is in progress and busy with reconciliation. Programs are doing well managing expenses during the revenue shortage. We are favorable in benefits and salaries.
 - **Motion**/second, Stowe/Hager, to accept the April and May Financial Statements. Motion carried.
- City-County Information Technology Commission Intergovernmental Agreement – G. Klein, CCIT Director
 - CCIT has existed for 42 years and NCHC joined the Commission 12 years ago. CCIT focuses on overall systems and NCHC IMS focuses on specific applications to NCHC.
 - CCIT follows the governance model; and the Commission consists of the Mayor of Wausau, County Officials, NCHC, and community members.
 - Changes to the governing document is presented to the three owners for their review and approval.
 - **Motion**/second, Leonhard/Billeb, to approve the City-County Information Technology Commission Intergovernmental Agreement as presented. Motion carried.
- City-County Information Technology Commission Operating Agreement - G. Klein, CCIT Director
 - Proposed changes to the Operating Agreement were reviewed.
 - **Motion**/second, Billeb/Hager, to approve the City-County Information Technology Commission Operating Agreement as presented. Motion carried.
- Appoint Dr. Chet Strebe to the City-County Information Technology Commission – G. Klein, CCIT Director
 - Dr. Strebe is the Chief Information Officer at Northcentral Technical College and will be a great asset to the Board.
 - **Motion**/second, Hager/Bliven, to approve the appointment of Dr. Chet Strebe to the CCIT Board. Motion carried.

- Mission, Vision, End Statements – J. Meschke
 - There were no recommendations for changes or revisions thereby the Mission, Vision, and End Statements remain unchanged.
 - **Motion**/second, Leonhard/Voermans, to approve the Mission, Vision, End Statements as presented. Motion carried.

Market Assessment and Benchmarking Report for Mount View Care Center and Pine Crest Nursing Homes – Michael Peer, CLA

- Highlights of the presentation included:
 - Market studies across Wisconsin indicate that capacity exceeds anticipated demand. Driving forces include consumer preference to least restrictive settings and, level of care that was previously provided in nursing homes is now provided in assisted living facilities. How can care be provided more efficiently to those with more chronic conditions and less financial/retirement resources?
 - Pine Crest Nursing Home
 - Currently Pine Crest has 160 licensed beds with two units vacant. Data suggests a reduction in number of licensed beds should be considered but to reduce slowly over a number of years to reduce risk. If a reduction is done too quickly, getting licensed beds back may not be possible. It will be important to watch the market and the demand closely as the senior living market is very volatile. Driving census and managing costs to operate with peak efficiency will be vital.
 - There is limited demand for CBRF so would not convert nursing home space to CBRF. Could potentially explore feasibility to convert a portion of the building to memory care or assisted living for a continuum of care which would need to include an architect for specific codes.
 - Mount View Care Center
 - New nursing tower will have 96 beds. Currently 27 beds are in bed hold status and set to expire in September. Recommendation is to let those beds expire as it is not felt those will be needed in the future.
 - Mount View serves a unique clientele with behavioral issues and vent needs and may want to look at further reductions however would recommend continuing to evaluate market and providers and make changes slowly if they are determined.
 - Decision points for the two nursing homes are different and each county will need to focus on its own facility and community needs.

Comprehensive Community Services Contracted Provider Agreement – D. Adzic and J. Hintz

- There are three themes to be addressed and implemented to be successful: 1) Payment for Services, 2) Quality of Care, 3) Compliance
 - *Payment for Services* – Comprehensive Community Services (CCS) is to be a cost-based approach i.e., providers should submit costs of providing CCS services plus we set our rate to be paid with a reasonable profit of margin. Usually, providers receive 90% of the rate and a reconciliation. Our goal is to be proactive rather than reactive by setting rates based on a cost-based approach model and the cost of providing CCS by provider. We will create a spreadsheet as a cost tool for each provider to submit by Sept. 30 demonstrating cost for services. Based on that we will determine an agency rate and eliminate reconciliation at the end and eliminate paying above the benchmark.

- *Quality of Care* – A review of each provision on how to put into practice has been reviewed. We will address issues by having quality control over services provided and up to Joint Commission Accredited standards. We must have control, with input from providers, in creating individualized service plans to determine type of service, quality, and frequency that NCHC expects.
- *Compliance* – We want to make sure the contract contains all provisions necessary and addresses any issues according to State Statutes 46.035.
- To implement these provisions and practices we will focus on an educational component rather than contract only and create a CCS manual for providers to help them familiarize themselves with the contract along with the goals and objectives.
- **Motion**/second, Stowe/Leonhard, to approve the CCS contracted provider agreement as presented and reviewed. Motion carried.

2022 Budget Priorities and Guidelines – J. Meschke

- 2022 Budget Priorities and Guidelines were discussed.
 - Managing budget priorities is challenging; must be selective to be effective.
 - Counties have frozen tax levy for 10+ years and expect NCHC to do more with no additional resources which is not practical.
 - Several members expressed the top priority as Targeted Case Management which should have a positive impact in other areas too.
 - This discussion will help as the 2022 budget process begins.

Consider Motion to Convene in Closed Session

- **Motion** by Stowe, Pursuant to Wis. Stat. sec. 19.85(1)(c) “considering employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility,” sec. 19.85(1)(e) “deliberating or negotiating the purchasing of public properties, the investing of public funds, or conducting other specified public business whenever competitive or bargaining reasons require a closed session,” and sec. 19.85(1)(g) “conferring 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, to discuss status of personnel changes, which remain the subject of negotiation and discussion, and implementation of Board direction regarding legal positions and alternatives. Second by Leonhard. Roll call vote. All indicated Aye. Meeting convened in closed session at 3:55 p.m.

Reconvene in Open Session Immediately Following Closed and Take Action on Matters Discussed in Closed Session, If any

- **Motion**/second, Leonhard/Weaver, to return to open session at 4:20 p.m. Motion carried.
- No announcements following closed session.

Board Calendar and Future Agenda Items

- Calendar has been adjusted slightly due to the change of the Board Retreat from May to June.

Adjourn

- **Motion**/second, Hager/Bliven, to adjourn the meeting at 4:25 p.m. Motion carried.