

NORTH CENTRAL COMMUNITY SERVICES PROGRAM BOARD MEETING MINUTES

August 26, 2021

3:00 p.m.

North Central Health Care

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

Staff Present: Jarret Nickel, Tom Boutain, Dr. Rob Gouthro, Jaime Bracken _(WebEx), Jennifer Peaslee, Marne Schroeder

Others Present: Dejan Adzic, Asst. Corp. Counsel, Scott Schultz, Gallagher

Call to Order

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

Chairman's Announcements

- Chair Gibbs thanked all for attending today's meeting.

Public Comment for Matters Appearing on the Agenda

- None

Consent Agenda and Monitoring Reports

- **Motion**/second, Weaver/Wylie, to accept the Consent Agenda.
- J. Nickel provided an overview of the Executive Operational Reports. Highlights included:
 - Cerner launched successfully about 60 days ago; T. Boutain meets regularly with the teams and Cerner to ensure all priority items are achieved.
 - Nursing Tower received substantial completion; preparations are in progress to move residents in October.
 - Continuation of the Psychiatry Residency Program is noted in Dr. Gouthro's report.
 - J. Peaslee provided a review of the recent Joint Commission Accreditation survey that occurred August 2-5, 2021. The Joint Commission conducts an in-depth survey every three years of all our behavioral health programs. Surveyors shared that the staff and leadership they interacted with were very knowledgeable and passionate about the services NCHC provides and that the services we provide are excellent. Our final report has been received which requires a plan of correction due in October with a return survey expected within 45 days of the original survey.
 - The areas needing correction primarily fall under Facilities Maintenance responsibility and we are working with them and the contractors on the required corrections.
 - There are items related to the new construction; we anticipate having some cost implications which would apply to Marathon County.
 - No further questions or comments on the Consent Agenda. Motion carried.

Board Education

- Health Plan Performance and Projections for 2022 - Scott Schultz, Gallagher Benefits
 - The presentation included year over year self-funded medical plan performance, plan design updates, 2022 self-funded forecasts, pharmacy analysis, voluntary vision marketing results, Tria Health results / pharmacy management, benefit trends, and a mobile app promotion.
- Commitments and Linkage – R. Gouthro, M.D.
 - Two issues being addressed: Commitments and Care Transitions
 - Linkage and Coordination Services (‘handoff service’) i.e., connection of a client with other programs, coordination with other mental health providers, and coordination with law enforcement
 - Linkage Redesign is to provide follow-up support following acute care contacts until the client is established with an ongoing provider or declines service.
 - The addition of Targeted Case Management would designate 6 staff to manage 30-40 people each; serving primarily adults but available for youth; would expand the continuum of care provided by Community Treatment and anticipate positive impact on access to services.
 - Commitments will allow ability to provide true interventions, attempt to fit into existing programs, will narrow focus of responsibility, and work with law enforcement to further define gray zones.
 - The Board expressed knowing the total cost of the program, potential revenue, and impact on budget will be necessary as further changes are considered and, what is best for our clients, community, residents, and other agencies, is what’s best for everyone.

Board Discussion and Action

- CEO Report and Board Work Plan – J. Nickel
 - Since the date of the report on 8/17, Covid 19 response has substantially increased with 20 total staff out, 2 being positive. Our situation is similar to what others are experiencing locally and nationally. With the recent FDA approval of the Pfizer vaccine, we have increased education about the vaccine and initiated a push for voluntary vaccination. Many staff have asked questions about the vaccination mandate that President Biden wants to implement. At this point we are waiting on CMS which will dictate the actual regulatory impact on nursing homes. The implications to us could affect reimbursement and census and depending on the severity of that impact will determine how we proceed. Staff vaccination rate is currently 63.2%.
 - Multiple projects are occurring with the campus renovation. Operationalizing the new tower and anticipating beginning our move-in on October 11-25. We hope to have a ribbon cutting ceremony prior to move in.
 - The Joint Commission was very positive and complimentary about the policies, procedures, and leadership of the organization regarding the clinical processes and reiterated almost daily. One of the challenges during the survey was with Cerner being only 30 days into implementation of the new electronic medical records system.
- Dashboards and Executive Summary – J. Nickel
 - The Organizational Dashboard is presented regardless of whether there is a variance or not. The Primary Dashboard includes explanations on variances by program i.e., if an item is not meeting target, there is an explanation on why the targets are not being met along with actions to achieve them.

- Highlights included the lowest vacancy rate in 4 years. The Patient Experience is a challenge for many organizations during the pandemic, but we have been able to reach our goal for 6 of 7 months. Notification recently received is that MVCC moved to a 4-Star Rating which meets our target. Opportunities for improvement that teams are actively addressing include Turnover and Nursing Home Readmissions.
- **Motion**/second, Anderson/Billeb, to accept the Dashboards and Executive Summary. Motion carried.
- July Financials – J. Nickel
 - July financials were significantly impacted due to the recent implementation of Cerner. We continue to work through our processes to verify accuracy and believe there are a number of outstanding charges that occurred on the initial rollout that we will be able to credit to our August financials.
 - We worked with the State and received approval to implement new procedures in Mount View and Pine Crest which allows us to admit to units that are not on enhanced precautions rather than closing the entire facility to admissions. This should help with our census challenges and also help alleviate census constraints at local hospitals.
 - An agreement to utilize the Youth Hospital has been drafted and sent to Portage County, as previously approved by the Board and prior to knowledge of the \$5 million grant from the State. The same agreement will be sent to the other surrounding counties with the understanding that member counties will have first preference. We believe it will help with census recovery.
 - We anticipate a recovery in August for Community Treatment and Outpatient Services by recapturing June payments and improved efficiencies in the new Cerner system.
 - Expenses were favorable, however, they don't outlast our revenue. Salaries and benefits continue to be favorable. Contracted services expense has reduced with the onboarding of several physicians recently and should continue to improve.
 - **Motion**/second, Ticho/Wylie, to accept the July financials. Motion carried.
- Employee Compensation Policy and Administration Manual and Review of Compensation Plan Effectiveness – J. Nickel
 - Significant changes are being proposed this year to the Employee Compensation Policy to stay competitive and utilize different strategies in an effort to attract and retain employees. All updates were reviewed and discussed.
 - Suggestion made to consider adding language that step reviews/increases are intended to be completed annually and there is no permission to 'double up'. Student employees should also be noted.
 - The Compensation Manual is our philosophy of how we compensate our employees and dictates many of our policies and procedures. Significant changes are noted this year with moving ahead with the step scale. This document will help guide many of our principles for our 2022 budget and use as a recruitment and retention tool for our organization. Updates were reviewed and discussed.
 - The Board also asked for a detailed financial impact on the proposed changes.
 - A separate policy specifically addressing physician compensation is under review and will be brought before the Board for final approval.
 - **Motion**/second, Wylie/Ticho, to postpone action on the Employee Compensation Plan and the Compensation Administration Manual until the September Board meeting due to the number of Board members absent today, to allow additional time to review the information, and for further discussion. Motion carried.

Create Separate Nursing Home Operating Committees for Lincoln and Marathon Counties – J. Nickel

- Prior to the implementation of the current management agreement between NCHC and Pine Crest, the NCHC Nursing Home Operations Committee (NHOC) provided oversight of Mount View Care Center and the Pine Crest Board of Trustees to Pine Crest Nursing Home. Upon execution of the management agreement, the NHOC and Board of Trustees combined as the current NHOC and meets approximately six times per year to oversee the operations of both nursing homes. NCHC's role of both facilities is identical being charged with the management of each facility in its operations i.e., staff, operating revenue, and losses, etc. Each facility is owned by each county for their respective nursing home. The NHOC focuses mainly on operations such as census, readmission rates, quality, financial indicators, etc.
- C. Wylie, B. Weaver, and P. Voermans relayed that Lincoln County Board has expressed the desire to create a separate nursing home operations committee specifically for Pine Crest indicating they feel the current committee weighs heavily on Mount View and that sufficient communication between NCHC and Lincoln County is lacking. Lincoln County does not wish to change the management agreement with Pine Crest in the operations of the nursing home but would like more involvement in the need for facility upgrades and building use. The Lincoln County community is very passionate about Pine Crest and does not feel they have sufficient involvement in addressing local issues and concerns.
- Following discussion, the Board suggested to review the current management agreement and bylaws, as a way to proceed with improving the communication and identifying a clear delineation of roles and responsibilities. No action was taken. Weaver stated they will take this back to the Lincoln County Board. The NCCSP Board will continue to look for ways to accommodate the concerns of Lincoln County.

Review Diversity, Equity, and Inclusion Plan – J. Nickel

- Request made to delay this item. NCHC recently met with our vendor, McLean and Company, and identified changes that need to be made yet. Board agreed.

Board Calendar and Future Agenda Items

- Contact Chair Gibbs to include future agenda items on the Board agenda.

Adjourn

- **Motion**/second, Ticho/Anderson, to adjourn the meeting at 5:20 p.m. Motion carried.

Minutes prepared by Debbie Osowski, Executive Assistant to CEO