

OFFICIAL NOTICE AND AMENDED AGENDA

Notice is hereby given that the **North Central Community Services Program Board** will hold a meeting at the following date, time, and location shown below.

Thursday, July 28, 2022 at 3:00 pm

North Central Health Care, Wausau Board Room, 1100 Lake View Drive, Wausau WI 54403

The meeting site identified above will be open to the public. However, due to the COVID-19 pandemic and associated public health directives, North Central Health Care encourages the public to attend this meeting remotely. To this end, instead of attendance in person, the public may attend this meeting by telephone conference. If Board members or members of the public cannot attend remotely, North Central Health Care requests that appropriate safety measures, including adequate social distancing, be utilized by all in-person attendees.

Persons wishing to attend the meeting by phone may call into the telephone conference beginning five (5) minutes prior to the start time indicated above using the following number:

Meeting number: 1-408-418-9388 Access Code: 2497 904 3179 Password: 1234

Our Mission

Langlade, Lincoln, and Marathon Counties partnering together to provide compassionate and high-quality care for individuals and families with mental health, recovery, and long-term care needs.

AGENDA

1. CALL TO ORDER
2. CHAIRMAN'S ANNOUNCEMENTS
3. PUBLIC COMMENT FOR MATTERS APPEARING ON THE AGENDA (Limited to 15 Minutes)
4. CONSENT AGENDA AND MONITORING REPORTS
 - A. Board Minutes and Committee Reports
 - i. ACTION: *Motion to Approve the June 30, 2022, NCCSP Board Minutes*
 - ii. FOR INFORMATION: *Minutes of the June 16, 2022, and June 30, 2022 Executive Committee Meetings*
 - iii. ACTION: *Motion to Approve the Recommendations of the Medical Executive Committee for Initial Appointment for Bennett Harris, DO, and Reappointments for Robert Vickrey, M.D., Jessica Dotson, D.O., David Tange, M.D., Waqas Yasin, M.D.*

5. BOARD DISCUSSION AND ACTION

A. Educational Presentations

1. Executive Director Report – M. McBain

2. Presentation on Organizational Financials and Explanation of Board's Role in Preparing Budget and Program Delivery – G. Olsen

B. Policy Actions


1. Recommendations to be made to Executive Committee and Member Counties Relative to Specific Programs in Light of Budgetary Constraints and Statutory Obligations (Program Evaluation Presentations)

6. BOARD CALENDAR AND FUTURE AGENDA ITEMS

7. ADJOURN

Any person planning to attend this meeting who needs some type of special accommodation in order to participate should call the Administrative Office at 715-848-4405. For TDD telephone service call 715-845-4928.

NOTICE POSTED AT: North Central Health Care
COPY OF NOTICE DISTRIBUTED TO:
Wausau Daily Herald, Antigo Daily Journal, Tomahawk Leader,
Merrill Foto News, Langlade, Lincoln & Marathon County Clerks Offices



Presiding Officer or Designee

DATE: 07/25/2022 TIME: 4:00 PM BY: D. Osowski

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

June 30, 2022

3:00 p.m.

North Central Health Care

Present: X	Eric Anderson	X _(WebEx)	Randy Balk	EXC	Chad Billeb	
	EXC	Angela Cummings	X	Kurt Gibbs	X	Renee Krueger
	X	Alyson Leahy	X	Lance Leonhard	ABS	Bruce McDougal
	X	Dave Oberbeck	X	Robin Stowe	X	Gabe Ticho
	X	Cate Wylie	EXC	Vacant		

Staff Present: Mort McBain, Tom Boutain, Jarret Nickel, Gary Olsen, Bobby Splinter, Patrice Lanning

Others Present: Kim Heller, Wipfli, Dejan Adzic, Marathon County Deputy Corporation Counsel, Kristi Palmer, Marathon County Finance_(WebEx)

Call to Order

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

Chairman's Announcements

- None

Public Comment for Matters Appearing on the Agenda

- None

Election of NCCSP Board Chair

- M. McBain called to accept nominations for the NCCSP Board Chair.
- **Motion**/second, Wylie/Stowe, to nominate K. Gibbs as NCCSP Board Chair.
- **Motion**/second, Leonhard/Wylie, to close nominations and cast a unanimous ballot for K. Gibbs as Chair. Motion carried.

Consent Agenda and Monitoring Reports

- **Motion**/second, Oberbeck/Leahy, to approve the May 26, 2022 NCCSP Board Minutes. Motion carried
- Regulatory Survey Update – J. Peaslee
 - A memorandum regarding two regulatory visits was included in the Board packet and a brief overview provided. No additional information was requested.

Board Discussion and Action

- Presentation of the 2021 Audit – K. Heller
 - The audit report reflects new auditing standard 134 this year. Last year a 1-year financial statement was completed due to the change in organizational structure with Pine Crest Nursing Home coming on Board as of January 1, 2020. This year's audit includes comparative financials with Pine Crest Nursing Home, Mount View Care Center, and the 51.42/437.
 - Acknowledged was the hard work of B. Splinter and the other financial staff this year. The report is a bit later than hoped with the new management team, change in CEO and CFO, COVID funding, and master facility plan project.
 - Several recommendations were provided including improving the review process for key account reconciliations and processes for tracking and reconciling property and equipment balances. Also recommended is to execute 'lease' agreements related to the facilities which are utilized by NCHC in all three counties. Another recommendation is for the allocation methods be reviewed with the oversight board on an annual basis, the policy be updated to add more specificity to the allocation methods, and the new management team to familiarize themselves with the allocation process and resulting reports as NCHC continues to work to improve its financial performance. With a new accounts receivable system resulting in an increase in AR balances, it is recommended NCHC consider a revenue cycle improvement process to reduce AR balances including consideration of an outside resource to assist.
 - Covid continued to impact business and provided challenges significantly impacting how services were provided and with workforce shortages at all levels.
 - State and federal governments have finally recognized they have significantly underfunded nursing homes and have provided some financial support during the pandemic.
- **Motion**/second, Wylie/Leonhard, to accept the audit and place on file for year ending 2021. Motion carried.
- **Motion**/second, Leonhard/Stowe, to postpone action on the 2021 Fund Balance Statement. Motion carried.

Executive Director Report – M. McBain

- Recruitment for an Executive Director continues. Applications received to date totals 17 and will be received until July 8. Executive Committee will review all submissions and schedule interviews with the top potential candidates.
- Two ARPA requests have been submitted to Marathon County. One request is for cost overruns on the construction project due to COVID with increased material costs, supply chain challenges, labor shortages, etc. The second request relates to operations and the fund balance.

Presentation of May Financials – G. Olsen

- Currently we are running a deficit of \$2 million and if it continues at this pace there will be a \$4 million deficit by year end. Executive Management Team, Directors, Managers are working diligently to reduce this deficit. Revenue is the key.
- We also lost a significant amount with the 2020 WIMCR submission, however, we received permission to submit an updated 2020 WIMCR report and are currently working on completing the 2021 WIMCR report.
- We have discussed increasing fees, as they have not been increased for a number of years. Details of these increases will be provided to the Executive Committee for consideration and approval. Concern was expressed about potential impact on care with an increase. The increase will impact those with insurance which is 17% of the population we serve.
- E. Anderson expressed high level of concern on the status of the 2022 budget and would like to know what the plan is to improve on a month-to-month basis, how changes will be executed, how this deficit will be funded, what the impact is on our communities, impact of bond ratings, improving cash on hand, and how are we going to fund the \$80+ million construction project? Would like to see reports of volumes and revenues. If this is the responsibility of the Board, serious conversations need to occur immediately.
- Executive Committee requested evaluations of every program (66 in total) which includes cost of programs, who is impacted, whether it is one of our core programs (those programs mandated by State Statutes 51.42) or non-core programs (those programs not mandated by State Statutes 51.42), funding of programs, options, and recommendations. Several evaluations have been completed and the Committee will be deciding the future of those services. Counties do not have the luxury to increase levy limits but if a program is needed by the community and is a non-core program with a negative cash flow, then the county will need to find the funding for it if they want the program to continue.
- According to the new Tri-County Agreement, the roles of the NCCSP Board and Executive Committee have changed dramatically. All of the heavy lifting is with the Executive Committee now and relies on the Executive Committee to make these determinations. It was agreed actions need to move quicker in addressing the financial situation. Additional conversations will need to occur on when action needs to be taken by the Executive Committee, the NCCSP Board, and/or the county boards. Also, an important role of the Board is to understand the community needs and make recommendations based on those needs.
- R. Balk echoed the same financial concerns and with the magnitude of the financial situation, all areas including salaries, benefits, self-funded health insurance, etc. should be reviewed.
- **Motion**/second, Krueger/Wylie, to accept the May financials. It is clearly noted that the Board wants additional information on financials. Motion carried.

Board Member Orientation - M. McBain

- Program Orientation
 - The following information was provided and to be included in the Board member binders:
 - Interim Executive Director Limited Term Employment Agreement
 - Addendum A – Duties of Interim Executive Director
 - Code of Conduct 2022
 - Employee Grievance Policy
 - Corporate Compliance Program Policy
 - Employee Compensation Policy
 - Occurrence Reporting Policy

Board Calendar and Future Agenda Items

- Next NCCSP Board meeting is scheduled for Thurs, July 28, 2022 at 3:00 p.m.

Adjourn

- **Motion**/second, Krueger/Leahy, to adjourn the meeting at 4:42 p.m. Motion carried.

Minutes prepared by Debbie Osowski, Executive Assistant to CEO

NORTH CENTRAL COMMUNITY SERVICES PROGRAM EXECUTIVE COMMITTEE MEETING MINUTES

June 16, 2022

3:00 p.m.

Wausau Board Room

Present: X Kurt Gibbs EXC Lance Leonhard X_(WebEx) Robin Stowe
X Cate Wylie
X Chris Holman (attending on behalf of L. Leonhard as his designee)

Staff Present: Mort McBain, Jarret Nickel, Gary Olsen

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

Call to Order

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

Public Comments

- None

Approval of May 19, 2022 and May 26, 2022 Executive Committee Minutes

- **Motion**/second, Wylie/Stowe, to approve the May 19, 2022 and May 26, 2022 Executive Committee Minutes. Motion carried.

Educational presentations/Outcome Monitoring Reports

- Executive Director Report – M. McBain
 - On June 15, the Executive Team called an emergency meeting of Incident Command, including Facilities Maintenance, upon receiving notification of rapidly approaching severe weather, including potential for tornadic activity. It was impressive to observe the staff quickly identify procedures to prepare for the approaching storm in efforts to keep patients, residents, and staff safe.
 - Two ARPA requests have been submitted to Marathon County. One request was originally submitted for \$6.5 million but we feel it can be modified considerably to \$1.1 million which is half the 2022 budgeted \$2.1 million deficit. The second request is for \$3.4 million for the construction project due to higher costs as a result of Covid, supply chain issues, materials, etc.
 - We have contracted with B. Glodowski to assist in completing the 2021 WIMCR report due July 1. We have been granted a 1-week extension at this time however, due to the time needed to complete the report, we anticipate requesting another extension. Also, the 2020 WIMCR report was not completed correctly. Amendments to that report needed to be submitted by March 31, 2022. G. Olsen has communicated the significant changes in leadership and financial status and DHS has agreed to review our request to submit a corrected report. If allowed to amend the 2020 report, it could potentially capture a significant amount of additional funds.

- Operations Update – J. Nickel
 - Program Evaluation Review – Lincoln Industries
 - At the request of Lincoln County, a program evaluation was completed for Lincoln Industries. The evaluation has been reviewed with C. Wylie and members of the Lincoln County Board and will be presented to the full Lincoln County Board June 21, 2022.
 - The program is not sustainable in its current format. Therefore, if Lincoln County decides to continue the program in its current state it must also come with a financial commitment. An agreement between Lincoln County and NCHC to oversee the program would also need to be executed should the program continue.
 - Program Evaluation Review – Riverview Terrace
 - NCHC partners with the City of Wausau to provide care services at Riverview Terrace, a Residential Care Apartment Complex (RCAC). NCHC provides licensed care, meals, and activity services to residents.
 - The City of Wausau recently notified us of their change in position for Riverview Terrace from an RCAC to independent living apartments. With this change comes a non-renewal of two contracts, one for service and one for office space, at the end of 2022. No residents would be impacted as the City of Wausau will work with them to find private care or home care. NCHC staff will be offered the opportunity to transition to other locations in our Community Living Program.
 - Following discussion, **motion**/second, Wylie/Stowe, to comply with the request from the City of Wausau to transition Riverview Terrace from an RCAC to independent living. Motion carried.
 - Residential Change Considerations – Bissell Street and Andrea Street
 - In summary, it is being recommended to end the lease agreements for Bissell Street and Andrea Street changing the Bissell Street CBRF license from 8 to 16 beds and moving the license and residents from both CBRF's to 2370 Marshall Street, Wausau by end of 2022 and early 2023.
 - Adult Crisis Stabilization and the Youth Crisis Stabilization programs (ACSF/YCSF) are currently located at 2370 Marshall Street. The facility meets the life safety codes for CBRF and there is no cost of moving services. The move would provide major efficiencies in staffing, transportation requirements, utilities, rent, etc. ACSF/YCSF would move to D-Wing (see below).
 - D-Wing Program Considerations – Adult Crisis Stabilization Facility (ACSF) and Medically Monitored Treatment (MMT)
 - Recommendation is to split the second floor of D-Wing into two units for MMT (14 beds) and ACSF (16 beds); plus two beds for low level detox. High level detox would occur on the inpatient unit. YCSF would move to first floor.
 - Financial benefits include staff efficiencies by combining behavioral health services in one area. Additionally, it decreases response time in emergency situations. These changes will meet the requirements for the \$5 million State grant.
 - Committee referenced the Tri-County Agreement which includes providing substance abuse, inpatient and MMT services and that NCHC must be in compliance with grant requirements.

- **Motion**/second, Stowe/Wylie, to approve NCHC moving forward with the facility changes in terms of Bissell and Andrea Street leases and the redesign of D-Wing for MMT, ACSF, and YCSF. C. Wylie thanked the staff for providing these evaluations and finding efficiencies. They bring a lot of clarity and are very helpful. Motion carried.
- Organizational and Program Dashboards – J. Nickel
 - Vacancy rate is off target. We will be promoting our benefit package more, particularly the Wisconsin Retirement System (WRS), to new hires.
 - We are seeing a trend of higher acuity clients and with psychiatrists staffing seven on seven off, they are more comfortable accepting higher acuity clients. As a result, we are seeing a decrease in diversions. Census has stayed around 16 with the benefit of the new unit.
 - Until program evaluations are complete, the current dashboard will continue to be updated.
- May Financials – G. Olsen
 - A detailed review of financials and spreadsheets have resulted in finding and correcting some errors. With many new staff, and a recently completed audit, staff are gaining valuable knowledge of the financials. Key issue is falling short of revenue. Changes will be made to the financial reports so programs can monitor their budgets better. Also, as the Executive Team works through program evaluations there will be recommendations for potential changes.
 - Cash is at 20-22 days. Money that was lost on billing due to issues with Cerner is a large concern. Committee expressed concerns with the continued challenges with Cerner and the issue to bill accurately and timely. Staff continue to work with Cerner to fix and resolve issues.

Executive Director Recruitment Update – M. McBain

- To date eleven applications have been received. Posting closes July 8.

Closed Session

- **Motion**/second, Wylie/Stowe, to go into Closed Session Pursuant to Wis. Stat. ss. 19.85(1)(c) and (3), for the purpose of considering employment or compensation of any public employee over which the governmental body has jurisdiction or exercises responsibility, and for the purpose of conducting other specified business, whenever competitive reasons require a closed session, to wit: Employee Compensation. Roll call taken, all ayes. Motion carried. Meeting convened in closed session at 4:49 p.m.
- **Motion**/second, Wylie/Holman, to return to open session at 5:50 p.m. Motion carried.

Announcements

- Committee will continue to work on and look at the compensation structure.

Adjournment

- **Motion**/second, Stowe/Wylie, to adjourn at 5:52 p.m. Motion carried.

NORTH CENTRAL COMMUNITY SERVICES PROGRAM EXECUTIVE COMMITTEE MEETING MINUTES

June 30, 2022 **3:00 p.m.** **Wausau Badger Room**

Present: X Kurt Gibbs X Lance Leonhard
 X Robin Stowe X Cate Wylie

Staff Present: Mort McBain, Gary Olsen

Call to Order

- Meeting was called to order at 1:43 p.m. by Chair Gibbs

Public Comments

- None

Approval of June 16, 2022 Executive Committee Minutes

- **Motion**/second, Stowe/Wylie, to approve the June 16, 2022 Executive Committee Meeting minutes. Motion carried.

Executive Director Recruitment Update

- To date 17 applications have been received and expect a few more before the July 8 deadline. Three or four have potential. One internal candidate. Not many with preferred experience.
- L. Leonhard noted that the job was recently posted to WCHSA. C. Wylie noted that she has seen the posting on several websites.
- E. Anderson, Aspirus, has suggested posting at several universities that have a graduate program in health care. There may be a network where interest would be generated.

Closed Session

- **Motion**/second, Leonhard/Stowe, to go into Closed Session Pursuant to Wis. Stat. ss. 19.85(1)(c) and (e), for the purpose of considering employment or compensation of any public employee over which the governmental body has jurisdiction or exercised responsibility, and for the purpose of conducting other specified public business, whenever competitive reasons require a closed session, to wit: Employee Compensation. Roll call taken. All indicated aye. Motion carried. Meeting convened in closed session at 1:50 p.m.
- **Motion**/second, Leonhard/Stowe, to reconvene in Open Session at 2:49 p.m. Motion carried.
- There were no announcements.

Adjournment

- **Motion**/second, Stowe/Wylie, to adjourn the meeting at 2:50 p.m. Motion carried.

Minutes prepared by Debbie Osowski, Executive Assistant to CEO