

**OFFICIAL NOTICE AND 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, November 17, 2022 at 4:00 pm**

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

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 485 4183 **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 September 29, 2022, NCCSP Board Minutes*
    - ii. FOR INFORMATION: Minutes of the September 22, 29 and October 6, and 20, November 3 and 8, 2022 Executive Committee Meetings, and Draft Minutes of the October 10, 2022 Nursing Home Operations Committee Meeting
    - iii. ACTION: Motion to Approve the Recommendations of the Medical Executive Committee for Reappointments for Heidi Heise, APNP, and Amendments of Status Changes for Jean Vogel, M.D., and Hannah Wenzlick, PA-C
5. BOARD DISCUSSION AND/OR ACTION
  - A. Educational Presentations
    1. Executive Director Report – M. McBain
    2. Progress Report on Programmatic Changes at North Central Health Care – M. McBain
    3. 2023 Budget Presentation – G. Olsen
    4. Executive Director Recruitment Update – M. McBain
  - B. 2023 Board Meeting Calendar
6. BOARD CALENDAR AND FUTURE AGENDA ITEMS
  - A. Next Board Meeting scheduled for: January 26, 2022 at 3:00 p.m.
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: 11/11/2022 TIME: 4:00 PM BY: D. Osowski

## NORTH CENTRAL COMMUNITY SERVICES PROGRAM

### BOARD MEETING MINUTES

September 29, 2022

3:00 p.m.

North Central Health Care

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

**Staff Present:** Mort McBain, Jarret Nickel, Gary Olsen

**Others Present:** Dejan Adzic, Deputy Corporation Counsel

#### Call to Order

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

#### Chairman's Announcements

- Thanks to all members for participation in the NCCSP Board.
- There continues to be a lot of activity on the campus as the construction projects progress.

#### Public Comment for Matters Appearing on the Agenda

- No public comment.

#### Consent Agenda and Monitoring Reports

- **Motion**/second, Wylie/Ticho, to approve the July 28, 2022 NCCSP Board Minutes. Motion carried.
- **Motion**/second, Stowe/Leonhard, to approve the recommendations of the Medical Executive Committee for Reappointments for Debra Knapp, APNP, Brian Smith, MD, and Gabriel Ticho, MD. Motion carried.

#### Board Discussion and/or Action

##### Educational Presentations

- Executive Director Report and Progress Report on Programmatic Changes at North Central Health Care – M. McBain and J. Nickel
  - Community Corner Clubhouse – M. McBain
    - At the August meeting the Board made the difficult decision not to budget for the Clubhouse program in 2023.

- Staff have met with all clients in open meetings, and several county board supervisors joined a meeting. Staff have also met with, and will continue to provide updates to, the Marathon County Health & Human Services Committee. We continue to transition out of the program and are assisting the clientele with other programs in the community and at NCHC. Other programs being explored for Clubhouse members include the Marathon County Literacy Council, Adaptive Communities, Rise-Up, and the Community Partner Campus.
    - Two Clubhouse staff have transitioned into other programs of NCHC, and the manager recently notified us of his resignation effective October 14 which will be the last day of programming held at the Clubhouse.
  - Lincoln Industries – J. Nickel
    - Lincoln Industries program ended on 9/23/2022.
    - Most members transitioned to a private offering at the same location with another provider, and several members transitioned to another program within NCHC.
  - Marathon County Pre-Vocational Services – J. Nickel
    - Marathon County Pre-Vocational Services, which was housed at Northern Valley Industries, ended 9/23/2022.
    - Most clients have transitioned to the Adult Day Services (ADS) program, some to Northern Valley Industries, and some to the supported employment program. Transitions have been smooth and successful.
  - Fulton Street – J. Nickel
    - Fulton Street is a supported apartment owned by the City of Wausau.
    - On 9/30/22 NCHC will begin to transition the program to a new provider.
    - There will be no impact to the residents.
  - NCHC will continue to work with the individuals involved in these transitions. The Board complimented the staff on finding alternatives for the clients during these difficult times of transition.
  - NCHC and the Sheriff's Department are discussing the possibility of NCHC providing meals to the jail.
- 2023 Budget Update – G. Olsen
  - NCHC is changing the budget to be more like the county budget including changes to our accounting system. Depreciation will not be included in the 2023 budget nor will the debt repayment. We are also working with Marathon County on the debt service for next year.
  - The 2023 budget will be balanced. The budget document is being prepared in anticipation of presenting it to the Board in October.

- Youth Crisis Stabilization and Youth Hospital programs, originally designed to help offset/reduce expenses for children at Winnebago, have been able to offset some expenses. Most youth are covered by private insurance which makes it difficult to determine actual cost savings. Our diversion data combines adult and youth and indicates diversions are down across the board. With the assistance of the Sheriff's Department, we are working together to market services more extensively to increase census for these programs. Benefits of having the youth programs on campus also relate to a better continuum of care, also better psychosocial outcomes with visits by family, referrals, and case management within the system.
- Executive Director Recruitment Update – M. McBain
  - From the initial recruitment efforts, 25 applicants responded, and 5 interviews were held. A finalist was chosen but declined the offer.
  - The Executive Committee brought in a consultant for one day and suggested changes to the organizational structure before recruiting again for the Executive Director. Executive Committee and staff developed a proposed structure that will be reviewed with the entire management team and brought back to the Executive Committee to finalize and approve. Once vacant positions are filled within the organizational structure, recruitment will begin again for the Executive Director.
  - Executive Committee members noted that this process has given the opportunity to articulate a future state and re-emphasize core responsibilities. Our future state envisions better collaboration with social service departments of the three counties and adds clarity to what NCHC's focus should be. The Committee is excited about the future.

#### Roles and Responsibilities of the Board – K. Gibbs

- The role of the full Board needs to be in concert with the new Tri-County Agreement and how it sets the organization up for success. The Board must be acutely aware of the financials and where our focus needs to be along with what the community needs are. The financial responsibility now rests with the Executive Committee, including how to reconcile the community needs with the financial resources of the counties.
- When making difficult programmatic recommendations, such as Clubhouse and Pre-Voc, the Board is vital to those discussions and decisions. Members of this Board represent the voice of the community.
- The new Tri-County agreement has transitioned from the Chapter 51 governing structure to an administrative structure seeing NCHC as a county department, while addressing the previous challenges of who the Executive Director reports to.
- Moving forward it will be important to prepare a 3–5-year financial plan including a long-range capital plan so that the Board has a better understanding of the financial situation of NCHC.
- The past couple of years has depleted NCHC reserves and there is urgency in turning the financial status around. Marathon County approved \$3.1 million ARPA funds for the construction overage due to COVID and will be taking on the debt service for 2023. We are waiting for a decision on our request for assistance with the operating loss.

Board Calendar and Future Agenda Items

- Next Board meeting is scheduled for October 27, 2022 at 3:00 p.m.

Adjourn

- **Motion**/second, Ticho/Anderson, to adjourn the meeting at 4:33 p.m. Motion carried.

*Minutes prepared by Debbie Osowski, Executive Assistant to CEO*

DRAFT

**NORTH CENTRAL COMMUNITY SERVICES PROGRAM  
EXECUTIVE COMMITTEE MEETING MINUTES**

**November 3, 2022**

**1:00 p.m.**

**NCHC Board Room**

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

Staff Present: Mort McBain, Gary Olsen, Jennifer Peaslee

Others Present: Dejan Adzic, Deputy Corporation Counsel

Call to Order

- Meeting was called to order at 1:10 p.m. by Chair Gibbs.

Public Comments

- None

Approval of October 20, 2022 Executive Committee Meeting Minutes

- **Motion**/second, Stowe/Wylie, to approve the October 20, 2022 Executive Committee Meeting minutes. Motion carried.

Educational Presentations/Outcome Monitoring Reports

- Executive Director Report – M. McBain
  - A draft schedule for writing articles for News You Can Use that includes the Executive Committee in rotation with Senior Leadership was discussed. The Committee had previously expressed interest in writing articles on a regular basis.
  - The Committee would like to continue to provide an article and agreed to preparing one for the December 5 publication.
- Compliance Reporting Process with New Tri-County Agreement
  - Regulatory and enforcement authorities state that the organization’s governing body shall be knowledgeable about the content and operation of the compliance and ethics program and provide reasonable oversight with respect to the implementation and effectiveness of the program. The new Tri-County Agreement does not specify whether the Executive Committee, the Board of Directors, or both are to receive these trainings and educational updates.
  - Committee felt the plan of providing documents and trainings for the Committee and Board was appropriate.

### Discussion and Possible Action

- Signage for Lincoln County Nursing Home – C. Wylie
  - Staff of Pine Crest Nursing Home have reached out to Lincoln County requesting ‘no weapons allowed’ be displayed at the nursing home.
  - According to C. Wylie, state statutes read that the Lincoln County Board needs to officially consider and approve the request and that the nursing home, or North Central Health Care who is managing the nursing home operations, is not able to make that determination. K. Gibbs agreed that the county board is required to approve/pass a resolution being the Pine Crest Nursing Home is a county owned building. Marathon County passed a resolution several years ago prohibiting weapons in county buildings and being that the North Central Health Care building is owned by the county, signs are posted on the Wausau campus.
  - D. Adzic will research and provide an update for the Committee.
- Pick Up Pay – Extreme Staffing Situations – Gary
  - The memo included in the meeting packet was reviewed.
  - G. Olsen will review whether the pick-up pay for exempt or salaried employees is to be taxed as wage or bonus.
  - Financial indication is this will be budget neutral as agency staff would not be utilized for these shifts.
  - **Motion**/second, Wylie/Leonhard, to accept the proposed pick-up pay request as presented. Motion carried.

### Closed Session

- **Motion**/second, Wylie/Stowe, to go into Closed Session (Roll Call Vote Suggested) Pursuant to Wis. Stat. ss. 19.85(1)(c) and (e), for the purpose of “[c]onsidering employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility,” to wit: Conduct Interviews for the Managing Director of Community Programs Position. Request made for J. Peaslee, G. Olsen, and M. McBain to remain in the closed session. Roll call vote taken. All indicated ‘aye’. Motion carried. Meeting convened in closed session at 1:40 p.m.
- **Motion**/second, Stowe/Wylie, to Return to Open Session at 5:58 p.m. (Roll Call Vote Unnecessary). Motion carried.

### Adjourn

- **Motion**/second, Wylie/Leonhard, to adjourn the meeting at 5:59 p.m. Motion carried.

*Minutes prepared by Debbie Osowski, Executive Assistant to CEO*

**NORTH CENTRAL COMMUNITY SERVICES PROGRAM  
EXECUTIVE COMMITTEE MEETING MINUTES**

November 8, 2022

8:00 a.m.

NCHC Board Room

Present: X Kurt Gibbs X Lance Leonhard X(phone) Robin Stowe  
X Cate Wylie

Staff Present: Mort McBain, Gary Olsen, Jennifer Peaslee

Others Present: Dejan Adzic, Deputy Corporation Counsel

Call to Order

- Meeting was called to order at 8:02 a.m. by Chair Gibbs.

Promissory Note Between NCHC and Marathon County for Remodeling Project

- NCHC does not have bonding authority, therefore in 2017-2018, when the remodel/construction project was presented and approved by the NCCSP Board and subsequently the Marathon County Board, Marathon County bonded for the project. At that time, it was determined that NCHC would be in a position to afford the debt payments over 20 years, with potential to lengthen payments over 30 years.
- The Covid-19 pandemic has significantly impacted the financial situation of NCHC and NCHC, in its current financial position, is unable to service the debt. Because bonding and debt payment are the obligations of Marathon County, Marathon County will be paying the debt. NCHC is working to regain its financial viability to meet the bonding obligations as soon as possible.
- NCHC would need to work with representatives from Marathon County to create a promissory note with an amortization schedule for repaying the debt.
- **Motion**/second, Leonhard/Wylie, to empower appropriate North Central Health Care representatives to execute an appropriate legal document as contemplated on page 16 of the Tri-County Agreement in restructuring an agreement for the renovations of North Central Health Care consistent with auditor's recommendations. Motion carried.

Closed Session

- **Motion**/second, Leonhard/Stowe, to go into Closed Session (Roll Call Vote Suggested) Pursuant to Wis. Stat. ss. 19.85(1)(c) and (e), for the purpose of “[c]onsidering employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility,” to wit: Discuss Managing Director of Community Programs Applicants. Request made for J. Peaslee, G. Olsen, and M. McBain to remain in closed session. Roll call vote taken. All indicated ‘aye’. Motion carried. Meeting convened in closed session at 8:35 a.m.

Motion to Return to Open Session (Roll Call Vote Unnecessary) and Possible Announcements and/or Action Regarding Closed Session Items

- **Motion**/second, Leonhard/Stowe, to return to open session at 10:12 a.m. Motion carried.

Next Meeting Date & Time, Location, and Future Agenda Items

- The next meeting of the Executive Committee will be Thursday, November 17 at 3:00 p.m. in the Wausau Board Room followed by the NCCSP Board of Directors meeting at 4:00 p.m.

Adjourn

- **Motion**/second, Wylie/Stowe, to adjourn the meeting at 10:14 a.m. Motion carried.

*Minutes prepared by Debbie Osowski, Executive Assistant to CEO*

DRAFT

## NORTH CENTRAL COMMUNITY SERVICES PROGRAM BOARD NURSING HOME OPERATIONS COMMITTEE

**October 25, 2022**

**10:00 AM**

**NCHC Wausau Board Room**

Present: X Kurt Gibbs X Bill Bialecki X Greg Hartwig  
X(WebEx) Chris Holman ABS Cate Wylie

Staff: Mort McBain, Gary Olsen, Jarret Nickel, Kristin Woller, Ryan Hanson (WebEx), Connie Gliniecki, Sara Barnett (WebEx)

Others Present: Dejan Adzic, Deputy Corporation Counsel

### Call to Order

- Meeting called to order at 10:00 a.m. by Chair Gibbs.

### Public Comment for Matters Appearing on the Agenda

- None

### Approval of August 23, 2022 Nursing Home Operations Committee Minutes

- **Motion**/second, Holman/Bialecki, to approve the August 23, 2022 Nursing Home Operations Committee meeting minutes. Motion carried.

### Financial Report – G. Olsen

- The attached memo from G. Olsen, Finance Director was reviewed.
- The Medicaid projected increase is an estimate with a final rate from the State expected in November which will help tremendously for our nursing homes.
- The 2023 budget, which is being presented to the Executive Committee and Board in November, will be reviewed with the Committee at the next meeting.
- Anticipate supplemental payments for each county run nursing home but there are no indications on the amount of that payment yet.
- Assistance with lobbying to improve vent unit reimbursement would be appreciated; NCHC is one of a few vent units in the State.

### Update on Org Chart – M. McBain

- A new organizational structure was effective October 16.
- After the initial recruitment for an Executive Director, a consultant was retained to assist the Executive Committee and Management Team restructure the organization before initiating the recruitment process again. One recommendation was to restructure the senior leadership team and divide programs and services into four major groupings.
  - Managing Director of Finance / Administration – Gary Olsen
  - Compliance Officer – Jennifer Peaslee

- Compliance Officer has a dual reporting relationship to the Executive Director and the Executive Committee. This allows the Compliance Officer to directly access the Executive Committee on any issues that would involve the Executive Director or Managing Directors.
  - Managing Director of Community Programs – Vacant
    - This is a new position that is currently vacant. Recruitment is underway. This position will help focus on the relationship between NCHC and the counties.
  - Managing Director of Nursing Homes / Residential – Jarret Nickel
- The Chief Medical Officer, Dr. Rob Gouthro, will have a direct relationship to the Managing Director of Community programs and oversees the clinical operations and physicians.
- The Human Services Leadership Team is unique as it is comprised of the three Managing Directors and the three county Social Services Directors. This team will be able to refashion NCHC programs in a way that is most appropriate to serve the counties.

#### Nursing Home Operations Reports

- Mount View Care Center – K. Woller and C. Gliniecki
  - Highlights include:
    - Average census is 128 compared to budget of 137.
    - Positive comments received on patient experience surveys include loving the rehab rooms, staff are friendly, activity staff are great, like the opportunities offered, answering call light timely.
    - Applicant flow is very low but has picked up slightly; currently utilizing staffing agencies for CNA's.
    - The open FTE's do not include the staffing needed to open the other half of the 4<sup>th</sup> floor.
    - CMS revised 56 regulations that we are working on to be in compliance.
- Pine Crest Nursing Home – R. Hanson and S. Barnett
  - Highlights include:
    - Limiting factors to admissions are primarily due to acuity level and staffing.
    - Those on the long-term care wait list are contacted monthly in preparation for possible admission.
    - Staffing of CNA's is biggest need. Turnover includes 3-4 retirements but no applicants to fill these vacancies which either limits admissions or use more agency staff.
    - PAL's Program is a mini-survey where staff will touch base with residents or their responsible party every quarter. Will provide results at next meeting.
    - Pine Crest returned to an Overall 4 Star rating.

- Committee asked about approaches being taken for the future to increase staffing and allow for more admissions to occur.
  - The Weekend Warrior Program was recently presented to and approved by the Executive Committee. The program creates our own ‘agency’ for weekends and holidays offering a higher wage rate and waiving benefits which should combat external agency usage.
  - We are reviewing our Pickup Pay Policy.
  - We are looking for ways to develop a unique culture with having availability of snacks and meals. We want to incentivize, other than monetarily, with a culture of caring for employees so they want to come to work. As a member of the Wisconsin Nursing Council, C. Gliniecke has visited other nursing homes and has observed innovative ideas that nursing homes use to retain staff.
  - NCHC is working on internalizing a CNA program.
  - D. Adzic, Deputy Corporation Counsel, has been working with HR on moving forward with the foreign workers program.
  - Working closely with HR to be creative in recruitment.

#### Managing Director of Nursing Home/Residential Report – J. Nickel

- Covid landscape changed the nursing home business. The CLA report was utilized to help project where the nursing home industry was headed and the future of nursing homes in our counties. That report showed the landscape shrinking and leveling out. This has occurred in two years rather than five.
- Mount View is seeing a slight increase in admissions. We are also seeing CMS ease restrictions which we hope will result in a slightly higher census level.
- The increased Medicaid rate will be extremely beneficial. Another component to improve reimbursement would be for the Committee to advocate for higher reimbursement in Medicare and Medicare Advantage with better collaboration with nursing homes and hospitals at the provider level.
- An increase in the ventilator rate is also needed. The current rate is about \$800/day and has been flat for several years creating a loss for us. We should have the ability to get closer to \$1,000/day. We should have leverage with this request when comparing the alternative to a hospital stay is \$3,000-\$4,000/day.
- Out We want the 200 residents to have the best services the county can provide while maximizing reimbursement without needing to reduce bed licensure – revenue is key.
- J. Nickel will provide Committee members with data when meeting with legislators.
- Renovations on Southern Reflections should be completed in February and Northern Reflections by September 2023. We will have 160 physical beds and will be making a request to the Health & Human Services Committee to adjust MVCC licensure to 160.

#### Future Agenda Items and Meeting Schedule

- The December meeting of the committee will move to January, 2023

#### Adjourn

- **Motion**/second, Bialecki/Hartwig, to adjourn the meeting at 11:07 a.m. Motion carried.





**North Central Health Care**  
 Person centered. Outcome focused.

**PRIVILEGE AND/OR APPOINTMENT AMENDMENT RECOMMENDATION**

Provider Jean Vogel, M.D. Appointment Period 01-27-2022 to 01-31-2023  
 Time Period

Current Privileges  Medical (Includes Family Practice, Internal Medicine)  
 Psychiatry  Medical Director  
 Mid-Level Practitioner

Medical Staff Category  Courtesy  Active  
 Provisional  Consulting

Provider Type  Employee  Locum  Contract  
 Locum Agency: \_\_\_\_\_  
 Contract Name: \_\_\_\_\_

**AMENDMENT TYPE(S) REQUESTED:**

Privilege Reason: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Category Reason: Change from provisional to active 01-27-2023.  
 \_\_\_\_\_  
 \_\_\_\_\_

Type Reason: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_



**PRIVILEGE AND/OR APPOINTMENT AMENDMENT RECOMMENDATION**

**CMO RECOMMENDATION**

The Credentials file of this staff member contains data and information demonstrating current competence in the clinical privileges requested. After review of this information, I recommend that the amendment(s) as indicated with any exceptions or conditions documented.

Comments: \_\_\_\_\_

\_\_\_\_\_  
(Chief Medical Officer or Designee Signature)

10/24/22  
\_\_\_\_\_  
(Signature Date)

**MEC ACTION**

MEC recommends that:

- The amendment(s) be approved
- Action be deferred on the amendment(s)
- The amendment(s) be denied

\_\_\_\_\_  
(MEC Committee or Designee Signature)

\_\_\_\_\_  
(Signature Date)

**GOVERNING BOARD ACTION**

Reviewed by Governing Board: \_\_\_\_\_  
(Date)

Response:  Concur  
 Recommend further reconsideration

\_\_\_\_\_  
(Governing Board Signature)

\_\_\_\_\_  
(Signature Date)

\_\_\_\_\_  
(Chief Executive Officer Signature)

\_\_\_\_\_  
(Signature Date)





**PRIVILEGE AND/OR APPOINTMENT AMENDMENT RECOMMENDATION**

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\_\_\_\_\_  
(Chief Medical Officer or Designee Signature)

10/24/22  
\_\_\_\_\_  
(Signature Date)

**MEC ACTION**

MEC recommends that:

- The amendment(s) be approved
- Action be deferred on the amendment(s)
- The amendment(s) be denied

\_\_\_\_\_  
(MEC Committee or Designee Signature)

\_\_\_\_\_  
(Signature Date)

**GOVERNING BOARD ACTION**

Reviewed by Governing Board: \_\_\_\_\_  
(Date)

Response:  Concur  
 Recommend further reconsideration

\_\_\_\_\_  
(Governing Board Signature)

\_\_\_\_\_  
(Signature Date)

\_\_\_\_\_  
(Chief Executive Officer Signature)

\_\_\_\_\_  
(Signature Date)