

## NORTH CENTRAL COMMUNITY SERVICES PROGRAM EXECUTIVE COMMITTEE MEETING MINUTES

**August 19, 2021**

**3:00 p.m.**

**Wausau Board Room**

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

Staff Present: Jill Meschke, Jarret Nickel, Jennifer Peaslee, Janelle Hintz, Scott Van Ermen, Kim Van Ermen, Dr. Rob Gouthro, Jessica Meadows, Marne Schroeder,  
Present by Phone: Dejan Adzic, Asst. Corp. Counsel, Jaime Bracken, Tom Boutain

### Call to Order

- Meeting was called to order at 3:04 p.m. by Chair Gibbs.

### Public Comment

- None

### Approval of the July 22, 2021 Executive Committee Meeting Minutes

- **Motion**/second, Leonhard/Wylie, to approve the July 22, 2021 Executive Committee Meeting Minutes. Motion carried.

### Review of Draft NCCSP Board Agenda for August 26, 2021

- C. Wylie asked to add an agenda item to discuss having two operating committees for the two nursing homes.

### Operational Functions Required by Statute, Ordinance, or Resolution

- Chair Gibbs asked that this agenda item be moved to later in the agenda to allow Attorney Andrew Phillips, von Briesen and Roper Law Firm, to join the meeting at approximately 3:45 p.m. No objections expressed.

### CEO Report:

- Covid 19
  - As of today, there are three staff who have tested positive, all three unvaccinated. One staff works at Mount View, therefore the facility is on enhanced precautions with no admissions or visitation at this time. One staff in the Antigo ADS program tested positive and had exposed other staff closing the program for quarantine. With county positivity rates over 5% testing is occurring weekly in both nursing homes.
  - Announcements this week from the Biden administration wanting to mandate vaccinations for all nursing home staff has raised questions from staff.
  - We will resume discussions on stocking supplies, implementing zones, limiting in-person meetings, and making necessary preparations should the situation worsen.

- Vaccination status of staff at Pine Crest is approximately 42% and 72% at Mount View. Residents have a high vaccination rate. We have also noticed that vaccinated employees are testing positive.
- Campus Renovation
  - Progress continues as we begin to move supplies and furniture into the Tower. We have not yet received approval for occupancy which is slated for the end of August. Plans are to move residents one floor per week giving opportunity to work through processes prior to the next resident moves.
  - We hosted the local neighborhood monthly meeting this week in the assembly room of the Tower and toured some areas of the first floor. Will expand tours and hold an open house as well as a ribbon cutting as soon as we are able.
  - There are structural issues on the current F wing i.e., when built in 1980's the roof structure was built on 4" brick (according to code at that time) vs 8" block, and the roof is compromised. This is an emergency exit through F wing and are working with Miron and Facilities Maintenance to remedy. We do not anticipate this to affect the timeline.
- The Joint Commission conducted a 4-day survey which is completed every 3 years. Overall experience was positive. Surveyors had great things to say about staff, and residents were open to sharing experiences. They also commented about our knowledgeable leadership. Final report was received, and we are working on the plan of correction. A more detailed memo about their visit will be included in the Board packet.
- Organizational Dashboard has its continuing difficulties with retrieving accurate information from the new electronic medical record (EMR). Cerner will be on site next week to work with users and address reporting challenges. Vacancy rates continue in 'green' as we've had great success in new hires. There has been a slight increase in turnover as some new hires were not a good fit. Net promoter score has been consistent throughout several months. We have been experiencing a somewhat lower census than in prior months and are looking to understand why.
- July Financials show a loss for the month of just under \$1 million. In comparison to June, with significant one-time funding, this month was less productive financially. Gross revenues are of concern. Both nursing homes are doing very well, particularly Pine Crest. The current challenges in the nursing homes are bringing new employees up to speed and several staff out with Covid. Use of agency staff is declining. Low census in hospitals has affected gross revenue performance. With the new EMR we have given staff flexibility to work through issues and workflows. Bills are reviewed and pulled if corrections are needed before submission. Will pick up revenue when those bills are resubmitted. Additional discussion on the impact of low census to financials continued. There is some seasonality that can be attributed to low census, and we continually look at those in state institutes for feasibility to return to NCHC as appropriate. We are drafting a contract to use with other counties so they can utilize our services and facilities. We flex staff as much as possible to reduce expenses. Have recently changed provider schedules to 7 on 7 off which will have a positive impact on consistency and weekend coverage costs.

## Board Work Plan

- The compensation administration manual will be brought to the Board for review and approval at its next meeting. The August 26 Board meeting is planned to be held in Antigo, with a virtual component as an option.
- 2022 Budget is being developed with a first draft due to J. Meschke within the next week. Do not expect any capital requests. Working a lot on payer mix, State Budget information on rates in the nursing home and residential areas to compile a good understanding for what will be occurring. NCHC staff and County Finance Directors will meet to review American Rescue Plan money so all are using same methodology regarding revenue losses.

## Operational Functions Required by Statute, Ordinance, or Resolution

- Discussion and Possible Recommendations on CEO Recruitment
- Discussion on Potential amendments to the Tri-County Agreement
  - Atty. Phillips joined the meeting via phone about 3:50 p.m.
  - It is difficult for the CFO to also fulfill the role and responsibilities of CEO long term. The demands of both positions are high.
  - Are there opportunities within the Tri-County Agreement to make modifications to address challenges? Can we look to backfill in Finance to better support the role of Interim CEO and CFO?
  - Committee expressed need to be prudent, take time in identifying opportunities to move forward and address some challenges to create the right structure. Need to look at the organization, how it is doing business, and rather than monthly meetings, maybe block a day and manage like a project and take as much time as needed. Having outside perspective may be beneficial and help gather right information.
  - Recommendations from January 2021 about the 7 steps approved by the Board stemmed around being deliberate or intentional, not overnight, gather feedback from 3 counties, receive input from staff as staff delivers services to citizens in all 3 counties, identify what kind of oversight is appropriate, is Policy Governance an appropriate approach and oversight or should something else be in place?
  - We still want a 3-county entity and a structure for success long term so we're not back in 5 years dealing with issues of transparency and accountability.
  - Atty. Phillips is reviewing the Tri-County Agreement, taking time to pull apart statutes, understand duties and responsibilities, and who delivers on those responsibilities, how a governance model is built utilizing the statutes, etc. Atty. Phillips will deliver a fully annotated version of the 2020 agreement with decision points highlighted and suggested edits.
  - While the review, discussion, and potential decision-making occurs, the Committee and Board must discuss what additional resources are needed to support the Interim CEO/CFO.
    - A consultant might be of help.
    - Committee to identify next steps and present to the Executive Team and Board.
    - Would like someone knowledgeable of government structure and county government vs business.

- Challenge is that NCHC is health care but need to clearly understand the county component i.e. transparency, accountability and oversight, and the Board needs to be deliberate about what that looks like.
  - Do not want to impact the ability to deliver services in the three counties and regionally.
- Where to look for recruitment:
  - International City/County Management Association (ICMA)
  - Wisconsin City/County Manager Association (WCMA)
  - Wisconsin County Human Service Association (WCHSA)
- Atty Phillips suggested policy governance principles may not be appropriate for this organization but to develop a better way to describe how to operate with the three counties as a Director of Community Programs.
- Next Steps:
  - Leonhard to reach out to Vicki, WCHSA, ICMA
  - Leonhard to develop an outline; be point person to work with Atty Phillips
  - All committee members will work to identify what resources would be appropriate in interim
  - Schedule additional Executive Committee meetings (every 2 weeks)

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

- The next meeting is tentatively scheduled for Thurs, Sept. 9 at 7:30 a.m. Atty. Phillips will have deliverables out to the committee prior to this meeting for review and to make the meeting productive.
- Nothing to be presented to the Board at this time.

#### Announcements

- None

#### Adjourn

- **Motion**/second, Leonhard/Wylie, to adjourn the meeting at 4:18 p.m. Motion carried.