

## NORTH CENTRAL COMMUNITY SERVICES PROGRAM EXECUTIVE COMMITTEE MEETING MINUTES

September 23, 2021

3:00 p.m.

Wausau Board Room

Present: X Kurt Gibbs EXC Deb Hager X Lance Leonhard  
X Robin Stowe X<sub>(WebEx)</sub> Cate Wylie

Staff Present: Jarret Nickel, Jennifer Peaslee, Marne Schroeder, Jaime Bracken and Bobby Splinter (via phone)

Others Present: Dejan Adzic, Deputy Corporation Counsel

### Call to Order

- Meeting was called to order at 3:07 p.m. by Chair Gibbs.

### Public Comment

- None

### Approval of September 10, 2021 Executive Committee Meeting Minutes

- **Motion**/second, Leonhard/Stowe, to approve the September 10, 2021 Executive Committee Meeting Minutes. Motion carried.

### Review of Draft NCCSP Board Agenda for September 30, 2021

- Add: Discussion and possible action on Draft 2022 Budget for NCHC
- Notify Chair Gibbs by Friday, 9/24/21 with any additional agenda items.

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

- Discussion and Possible Recommendation for Change in Bed Licenses Held for Mount View Care Center and Pine Crest Nursing Home – J. Nickel
  - Recommendations as outlined in the memo in the meeting packet were reviewed.
    - Having more licensed beds for Mount View Care Center (MVCC) than could be physically in the building is not needed or we would need to have the ability to convert to semi-private rooms. Reducing beds from 188 to 154 will save \$69,360 annually.
    - Pine Crest census was around 130 prior to Covid and is currently in the mid-90s. Anticipate some recovery but not to justify the current number of licensed beds. Also, considering the recent CliftonLarsonAllen market study as well as factoring in Aspirus recently acquiring a local hospital, we anticipate stronger referrals may be forthcoming. Reducing beds to 120 would yield an annual savings of \$81,600 and allow for post-Covid census recovery.

- MVCC nursing tower will have 96 beds with an additional 58 on the 2<sup>nd</sup> floor of the current MVCC. Memory care continues to increase and the 2<sup>nd</sup> floor could expand with more memory care if needed.
  - Once licensed beds are reduced the opportunity to acquire additional beds is difficult i.e., buying beds from other nursing homes that are closing.
  - If approved, the recommendation will be presented to the NCCSP Board and if approved, the recommendation will be presented to each County Board.
  - Committee recommended the skilled nursing bed licensure recommendations be presented to the NCCSP Board for consideration.
- Discussion and Possible Direction on the Nursing Home Operations Committee
    - Initially one Nursing Home Operations Committee (NHOC) was established and includes membership from Marathon and Lincoln Counties. NHOC looks at the operations. The physical plant is the responsibility of each county.
    - Discussion has focused on whether there should be a separate NHOC for each county.
    - Lincoln County Board and community members are passionate about Pine Crest Nursing Home. While they are not interested in discontinuing the management of the nursing home, they would like more specifics about the operations and the opportunity to ask more informal questions rather than high level i.e., dashboard.
    - The Committee charter indicates the purpose is to align the nursing homes together and benefit on efficiencies i.e., pharmacy, CCIT, strategic planning, performance expectations, etc.
    - Operational reports and discussion can be adjusted to include more personal detail. Committee members will be asked what they would like to include and adjust meetings accordingly.

#### Discussion on the Direction of the North Central Health Foundation

- North Central Health Foundation (NCHF) has recently struggled to find footing and gain ability to raise funds in community. There was an attempt to revitalize the Foundation through a shared Executive Director position, but were unsuccessful in filling the position and then Covid hit. Funds are limited and mostly undesignated. Given the nature of the organization we are recommending consideration to move the NCHF to the Community Foundation and no longer operate NCHF through NCHC leadership. The intent is not to change its use but be managed by the Community Foundation.
- **Motion**/second, Leonhard/Stowe, to have NCHC staff and Corporation Counsel Office continue to evaluate how to affect a transfer of funds from NCHF to the Community Foundation for ongoing management and collection. Motion carried.

#### Educational presentations/Outcome Monitoring Reports

- CEO Report
  - As of today, there are 3 staff with symptoms and a total of 33 staff out. We continually monitor the Covid rate in our counties and follow CDC guidelines. When the rate is above 10% which significantly impacts operations. Currently Langlade and Lincoln counties are above 10% positivity rate. No direction yet on a mandated vaccine from CDC and OSHA.

- Nursing tower has been under construction since October 2020. We received DHS final approval yesterday. We anticipate the City of Wausau to give us occupancy approval soon and have plans to occupy the new tower with residents beginning on October 11. A Ribbon Cutting event is being planned for October 5.
- 2022 budget planning is progressing which includes updating our operational plan and verifying resources are identified.
- Organizational Dashboard was reviewed. Highlights included the vacancy rate trending below target and positively impacting the year-to-date score. In June and July 90 new hires were onboarded. Patient experience has been a focus of staff and is seeing positive results. Both MVCC and Pine Crest have received a 4 Star Rating (of 5 Stars). Out of County placements are doing well even with challenges to our physical building and anticipate improvement with the new facility in 2022.
- August Financials
  - Month to date actual has a positive variance to revenue of 3.2%. Much has come with efficiencies gained with Cerner. Expenses are under budget. We are working on why contracted services and drug expenses have increased and looking into efficiencies in physician services and bringing in new hires. Financials are stable overall with a slight uptick in supplies especially for Covid-related items.
  - The Adult Behavioral Health Hospital variance is related to a budget based on a higher census than current experience. Youth Behavioral Health Hospital has full occupancy, 8, today for the first time. In Community Living we are making changes to Lincoln Industries by moving Adult Day Services to the community by year end and moving pre-vocational services out of the space also. We will no longer be providing operations in the Forest Street Apartments after identifying that services provided did not match the offerings and clientele. Residents will be moving out by end of month.
  - Both MVCC and Pine Crest continue to experience challenges with inability to admit new residents. Funding comes through Medicare which is most impacted by enhanced precautions. Aquatics had a strong month but also have challenges due to impact on referral services due to Covid.
- Board Work Plan
  - We are back on track with most of the items.

Discuss the NCHC 2022 Budget and Priorities from the Executive Committee and Possible Recommendations

- Staff continue to work through the 2022 budget process. Our budget request is a 10% increase in levy from each county.
- The request for increased levy is a result of several factors. The growth in program operations continues to be challenged with small operating margins, our master facility plan has caused operational challenges with shutting down programs for months at a time, there have been no increases in levy for a number of years and yet NCHC has consistently asked to provide more, and wages continue to be a challenge.
- 2022 will be a year of building and setting up the operations for success.

- Committee agreed that no increases for years has made a significant impact in addition to the challenges from Covid and related high expenses and understands the reasons for the request for increase in levy. Marathon County will see if ARPA funds could be utilized for costs associated with the pandemic on NCHC and help find a solution.
- Additional detail on what is driving costs would be helpful as the 2022 budget is reviewed.

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

- NCCSP Board of Directors Meeting, September 30, 2021, 3:00 p.m. at North Central Health Care Wausau Board Room.
- Ideas for future discussion and educational presentations to the NCCSP Board – None

#### Announcements

- None

#### Adjournment

- **Motion**/second, Stowe/Leonhard, to adjourn the meeting at 4:48 p.m. Motion carried.

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