

NORTH CENTRAL COMMUNITY SERVICES PROGRAM EXECUTIVE COMMITTEE MEETING MINUTES

February 22, 2023

10:30 a.m.

Wausau Board Room

Present:	X	Kurt Gibbs	X	Renee Krueger
	X	Lance Leonhard	X	Robin Stowe

Staff: Gary Olsen, Jarret Nickel, Jason Hake, Vicki Tylka, Jennifer Peaslee, Nic Lotzer

Others: Dejan Adzic, Deputy Corporation Counsel

Call to Order

- Meeting was called to order by Chair Gibbs at 10:30 a.m.

Public Comments

- There were no public comments.

Approval of January 19, 2023 Executive Committee Meeting Minutes

- **Motion**/second, Stowe/Leonhard, to approve the January 19, 2023 Executive Committee meeting minutes. Motion carried.

Update on Training, Dietary, Policies & Procedures, and Heather Street Closing – G. Olsen/J. Nickel

- Heather Street CBRF officially closed for operations on 1/24/2023, but the license remains active.
- Go live for the medication system was successful with a smooth transition. Medication errors have significantly reduced with a full-time RN now in place.
- A recent survey at Bissell Street CBRF resulted in a deficiency-free survey. Bissell has a history of having good surveys with just one deficiency in the last two surveys. It is common for surveys to result in 1-2 deficiencies.
- SafetyZone reporting has improved immensely with follow-up being done in a timely manner resulting in a reduction of reoccurring issues.
- A manager for CBRF services has been hired and began orientation yesterday. We are actively recruiting for a manager of Supported Apartments.
- Personal care worker applications had increased initially but have slowed recently. We continue to utilize agency staff to assure quality of care. There are currently three full-time agency staff and one part-time mostly for PM and night shifts. Cost of utilizing agency staff vs employees is about \$10/hour more.
- Staff training was identified as a need for CBRF staff with training completed as of 2/15/2023. Only a few occasional staff must complete training which will be done prior to returning to the schedule. Overall feedback has been positive.
- A review of the Heather Street property (a Marathon County owned property) will continue to determine its future use. Staffing is one of the largest obstacles to reopening as a CBRF. Plans to move CBRF services on campus is delayed due to delays in the construction project and the State's approval for occupancy.

Executive Director Report – G. Olsen

- Mike Frankel, former Manager of Community Corner Clubhouse (CCC), is in the process of establishing Granite House, LLC, and has requested the release of donated funds that are currently being held at NCHC from funds received for CCC prior to its closure. A contract is being drafted should the Executive Committee approve the release of these donated funds. The Executive Committee asked that the contract include the following: funds need to be used for operational expenses, the program must be similar to the former CCC program, and that we verify the Granite House LLC has been approved by the IRS as a 501c3.
- Pine Crest Ad Hoc Committee is wrapping up their review. Staff are meeting with the Committee today to review a 14-page document that includes many options for the nursing home. G. Olsen is meeting regularly with the staff of Pine Crest to keep them updated. He has reassured staff that North Central Health Care remains interested in continuing to operate Pine Crest if costs will be covered.
- Welcome Jason Hake, Finance Director!

Budget Calendar 2024 – G. Olsen

- The budget calendar is in the meeting packet for the upcoming budget process. The calendar follows the timeline as indicated in the Joint County Agreement.

Financial Update – J. Hake

- Preliminary December financials show a net loss of just over \$900,000 which is favorable to budget - originally at a \$2.1 million loss. Significant one-time adjustments were received in December which helped reduce the operating loss for 2022 by \$1.2 million.
- January financials show a net income of \$311,000 which was favorable to budget by \$240,000 for the first month. Self-funded insurance will be broken out which had been previously included.
- Due to the complexity of the budget, starting next month, a more detailed memo will be prepared explaining variances to budget, etc. similar to a root cause analysis.
- Fund balance calculations for each county will be provided and a new policy for Committee review and approval. J. Hake is working with the three county finance directors to provide a breakdown of costs by county.
- K. Gibbs expressed thanks and confidence in the current leadership and in the future for NCHC.

Executive Director Work Plan – G. Olsen

- The Executive Director work plan was provided. It will continue to develop/change as some financial items will be delegated to the Finance Director. Senior Leadership Team will also be asked to prepare similar work plans.
- Have found that communication is extremely important at NCHC. A major focus will be to bring the organization back together after a tumultuous couple of years and focus on our vision and goals for a positive outlook. Good feedback has been received so far from the management team when laying out the vision for the organization. So far, the following steps toward improving communication include participating in new hire orientation, re-establishing rounding with senior leadership team, individual meetings with senior leadership team members, and every other week with the senior leadership team as a group. Visiting with each county on a regular basis is also being established.

Managing Director of Community Programs 2023 Work Plan – V. Tylka

- Community Programs has been added as it is a large part of NCHC and her role and responsibilities. From input, both internal and external, priorities have been identified for the remainder of 2023 and into 2024.
- With the upcoming departure of our current Chief Medical Officer, we are looking at re-establishing a medical director model and have a great opportunity to connect with our current physicians.
- The first meeting of the Human Services Team will occur next week. The team will help with prioritization in looking at community programs and services.
- We will also be working with our partners with a focus to improve our partnerships. Law enforcement is a very large and important partner. We are currently working with the Marathon County Sheriff and leadership and will reach out to law enforcement in Langlade and Lincoln Counties as well.
- We will be reaching out to other counties to increase utilization of our hospitals, crisis, and stabilization services.
- We will be looking at efficiencies and enhancements of all our programs and bring a list of priorities back to the Committee.
- Communicating the desired future state, working on employee engagement and work culture.
- Looking at finances, opportunities to enhance revenue, and serve more people as well as connecting with other programs in the state and how they provide services.
- MMT will be opening soon (Medically Monitor Treatment); working with staff on quality assurance and getting the best outcomes.
- The Human Services leadership Team will be reviewing Langlade County's interest in expanding AODA services also.

Medical Staff Appointments

- **Motion**/second, Leonhard/Stowe, to approve recommendations of Medical Staff Appointments for Daniel J. Smith, DO, and Mandy Sikorski, APNP. Motion carried.

Compensation and Timekeeping Policy

- N. Lotzer, Human Resources Director, provided a review of the proposed revisions to the Employee Compensation and Timekeeping Policy.
- **Motion**/second, Leonhard/Stowe, to approve the policy with the modifications to temporary appointment section as discussed. Motion carried.

Grievance Policy – G. Olsen

- With assistance from D. Adzic, J. Peaslee, and N. Lotzer, the proposed revisions to the Grievance Policy were reviewed.
- **Motion**/second, Stowe/Krueger, to approve the revised Grievance Policy as presented. Motion carried.

Debt Payment Schedule of New Construction – G. Olsen

- Together with the Marathon County Administrator and Corporation Counsel the debt payment schedule was developed. It was noted that Marathon County serviced the debt for NCHC for 2022 and 2023 which adjusted the payment schedule from 2042 to 2045. NCHC continues to look for efficiencies as it is important that the debt be serviced without negatively impacting the core programs and services. It is also important that counties understand they cannot continue to expect NCHC to provide more services without a commitment of additional resources. The counties recognize that tax levy has been level for a number of years. The debt payment schedule is incorporated into the Facility Lease Agreement.

Facility Lease Agreement – G. Olsen

- **Motion**/second, Leonhard/Stowe, to approve the execution of the Facility Lease Agreement which incorporates the debt payment schedule, under the condition it does not affect the core programs and the debt services will not be detrimental to the core services. Motion carried.

Update Regarding December Financial Statements and Obtain Direction from Executive Committee on Approaching the Member Counties Regarding Coverage of Certain Program Overages – G. Olsen

- 51.42 programs are provided in all three counties versus nursing homes services, not part of 51.42, provided in only Lincoln and Marathon Counties. With the deficit experienced in each of the nursing homes in 2022, Pine Crest at \$1.1 million and Mount View at \$828,000, direction from the Executive Committee is requested on approaching the two counties concerning the large negative operating deficits. Deficits are attributed to COVID, staffing shortages, rising operating expenses, and low reimbursement. NCHC cannot continue to sustain these losses.
- State representatives and organizations have been contacted and are engaged in assisting the nursing homes after the Dept. of Health Services raised Medicaid rates but then negatively impacted the amount of the supplemental payments and applying payments disproportionately across the state.
- Following discussion, the committee agreed that it is in the best interest of NCHC to approach Lincoln and Marathon County Boards, explain the losses that have occurred at each nursing home and in the nursing home industry in the state, and ask the counties for assistance in covering the 2022 losses. It was felt that explaining the importance of maintaining the fund balance would be appropriate timing also.

Role of NCCSP Board of Directors – G. Olsen

- There appears to be questions and confusion on the responsibility of the Board vs the Executive Committee.
- As a policy board and the voice of the community, members should clearly understand the programs and services NCHC provides, which services are required by State Statutes 51.42, and the responsibilities of the Board versus those of the Executive Committee. Understanding community needs, area providers, as well as what and how policies flow through the Board is important in an advisory relationship.
- Moving forward, a program review will be provided by program managers at each Board meeting. At the next meeting there will be a presentation on the nursing homes. Olsen will work with the Senior Leadership Team and Corporation Counsel to develop a plan of meaningful educational/training presentations for the Board.

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

- Next meeting: March 2 at 1:00 P.M.
- Agenda Items: Compensation Plan

Adjourn

- **Motion**/second, Leonhard/Stowe, to adjourn the meeting at 12:45 p.m. Motion carried.