

OFFICIAL NOTICE AND AMENDED AGENDA

of a meeting of the Executive Committee to be held at North Central Health Care
1100 Lake View Drive, Wausau, WI 54403, Board Room at 4:00 pm on Thursday, July 13th, 2017

In addition to attendance in person at the location described above, Board members and the public are invited to attend by telephone conference. Persons wishing to attend the meeting by phone should contact Debbie Osowski at 715-848-4405 24 hours prior to the start time of the meeting for further instructions. 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.

1. Call to Order
2. Roll Call
3. Public Comment for Matters Appearing on the Agenda
4. ACTION: Approval of 6/8/17 and 6/28/17 Executive Committee Meeting minutes
5. Policy Governance Review and Next Steps
6. Finalize CEO Recruitment Materials for Retained County Authority Committee
7. CEO Report – M. Loy
8. Agenda for 7/27/17 Board Meeting
9. Adjourn



Presiding Officer or Designee

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

DATE: 07/12/17 TIME: 1:00 p.m. BY: D. Osowski

**NORTH CENTRAL COMMUNITY SERVICES PROGRAM BOARD
EXECUTIVE COMMITTEE**

June 8, 2017 4:00 PM North Central Health Care – Board Room

Present: X Jeff Zriny X Jean Burgener
 X ^{Via} Robin Stowe X Bob Weaver
 phone

Others present: Michael Loy

Chairman Zriny called the meeting to order at 4:00 p.m.

Public Comment for Matters Appearing on the Agenda

- No public comment(s) made.

ACTION: Approval of 4/27/17 and 5/18/17 Executive Committee Meeting Minutes

- **Motion**/second, Weaver/Burgener, to approve the 4/27/17 and 5/18/17 Executive Committee meeting minutes; motion passed 4-0.

Board Retreat

- Details are being worked on for the Board Retreat June 29 from 12-5 p.m. with Finance Committee meeting at the usual 11:00 time and the regular Board agenda from 12-1. Itinerary will include Policy Governance and Committee Structure, what it's meant to be working with the Medical College of Wisconsin in establishing the Psychiatry Residency Program and how it will operate, the investment we are making, etc, may include performance expectations depending on the progress of the RCA discussions, Board calendar for 2018.
- Committee suggested an opportunity for a social time following the meeting with hors d'oeuvres and a cash bar.

CEO Selection Process

- Brad Karger and Sue Matis have been working together developing the CEO Job description with the input from stakeholders, compiling compensation information, and identifying a recruitment process. Witt Kieffer had started to prepare for CEO search including a compensation analysis from 3-4 years ago.
- A Joint meeting of the Executive Committee and RCA is scheduled for June 21 where it is anticipated the RCA will review and request the Executive Committee to begin the recruitment process based on their guidelines.
- The Tri-County Agreement clearly identifies the process in which the Executive Committee leads the recruitment process for CEO and all three county boards approve the final selection.
- It will be important to understand the parallels and responsibilities of the position especially that running a health care organization is different than a county department not only in the functionality, but the size and scale, the clinical and medical components, federal and state regulations, compensation, benefits, etc.

CEO Report

- An anonymous letter has been sent for each board member. J. Zriny shared the letter with M. Loy which outlines several concerns. Legal counsel reviewed the letter and was not concerned as there were no issues of quality expressed. The Committee recommended the letter be distributed to the rest of the Board at the June 29 Board Meeting which will be included as part of the Executive Committee Report. It was also noted that M. Loy will also have a conversation with the NCHC Leadership Group regarding the letter, will reinforce the Complaint Resolution and Non-Retaliation Policy, and review how leaders can either stop or perpetuate and be part of rumors.
- We are working very hard with the Medical College of Wisconsin on the Psychiatry Residency Program will begins at the end of June. Orientation manuals are being prepared in anticipation of the program. An Open House to welcome the residents is planned for June 26 from 4-6 p.m. Supervising the residency program has a cost but there is too much cost and risk not to make this a successful and excellent program. This is a shift to a teaching hospital which is completely different for us but NCHC is clearly poised to benefit and it is important to play a key role in its success. Additional detail will be provided at the Board Retreat.
- Budget process in under way.
- One of the priorities we are working on based on the direction from the RCA Committee is a Youth Crisis Stabilization Group Home. After hearing from the State, we are not able to pursue opening a youth crisis stabilization group home at this time. Current state budget includes legislation to allow licensure for this type of group home. Dept. of Health Services understands our interest in developing this home and the earliest possibility to see additional development is July 2018.
- Tomorrow we will be reviewing the draft of the nursing home study and will have additional information following that discussion. There are good suggestions including reduction in licensed beds.
- Marathon County has expressed that they would like to see \$3 million raised in support of the new pool construction. The North Central Health Foundation Board will be meeting next week and will include discussion on their assistance and support of raising funds. Marathon County has delayed their vote on the pool until September.
- Very busy and active with psychiatry recruitment. A child psychiatrist will be interviewing next week and another coming the week after, both for the Outpatient Department.

Agenda for 6/29/17 Board Meeting

- Short business meeting followed by discussion on Policy Governance and Committee Structure, Medical College of Wisconsin, Performance Standards, etc.

Discussion and Future Agenda Items for Board Consideration or Committee Assignment

- Matt Barnes and Chad Billeb have been invited to provide an update on a new trial program includes a mental health therapist riding with Wausau Police. Presentation planned for July.

Adjourn

- **Motion**/second, Stowe/Weaver, to adjourn at 4:43 p.m. Motion carried.

dko

NORTH CENTRAL COMMUNITY SERVICES PROGRAM BOARD EXECUTIVE COMMITTEE

June 28, 2017 2:30 PM North Central Health Care – Board Room

Present: X Jeff Zriny X Jean Burgener
 X ^{Via} Robin Stowe X Bob Weaver
 video

Others present: Michael Loy, Sue Matis

Chairman Zriny called the meeting to order at 2:40 p.m.

Roll Call

- Roll call noted.

Public Comment for Matters Appearing on the Agenda

- No public comment(s) made.

Review the Role of the NCHC Executive Committee Per the Agreement for Joint Sponsorship of Community Programs Section V (D) 3.B & VI (K) 4 f ii 2

- Discussed timelines for recommending final approval of the CEO compensation to respective county boards. Retained County Authority Committee (RCA) would like to present the name of the potential CEO to the three county boards no later than the March 2018 board meetings.
- Concern expressed that there is currently a significant difference of opinion between the RCA and Executive Committee in what the compensation should be which will affect the ability to begin the recruitment process. Compensation is tied to two different visions of the role of this position i.e. county department head vs CEO of a health care organization.
- NCHC is a quasi-governmental health care organization rather than a county department and provides services in three counties (not one) plus it provides a psychiatric inpatient hospital, and employs psychiatrists in addition to many other clinical professionals. All needs to be considered when determining the compensation and recruitment of the CEO.
- S. Matis researched several other county operations/compensation plans and did not find another county/organization similar to NCHC in size and structure.
- When reforming a compensation plan all must understand the potential consequences to the changes i.e. more turnover, uncertainty, etc. Concern expressed that if the RCA wants to treat NCHC like a 'county department' the current experienced and key staff may not stay which could result in declining services.
- In the mid 1990's the role of Executive Director was eliminated and the role of CEO was created with a compensation of about \$110,000. In 2008 the new CEO was hired at a range around \$160,000. Based on market response and compensation review, in 2011 the Board changed the CEO compensation to about \$230,000. Last year when the recruitment for CEO began the consultant recommended a range between \$250,000 and \$260,000 with the current market over \$300,000. If the Board hadn't changed the compensation level in 2011 and the normal adjustments had been made, the CEO compensation would at about \$190,000 today.

Executive Compensation Plan

- In 2016, a CEO compensation study from QTI recommended a starting wage of \$260,000 with a midpoint of \$338,000. Their sources were a combination of mental health services, skilled nursing facilities, health and human services, community services, LeadingAge, etc. as they could not find an organization similar to NCHC for direct comparison.
- A document of compensation ranges for the entire organization, including Executives, was distributed and reviewed.
- It was noted that a county department head does not have the level of responsibility as the CEO for NCHC i.e. technology, billing, human resources, residency program, etc. along with the magnitude of the organization.
- The Executive Committee will provide the following to the RCA:
 - a detailed compensation range with explanation of philosophy and justification
 - differences between health care and county government
 - an explanation of NCHC's business model and scale of business vs government
 - NCHC mission statement vs traditional government
 - NCHC service delivery model
 - core requirements of Wisc. Statutes 51.42 and current budget
 - explanation of 'other' services that are choices to support the core services which provides a means to be efficient and effective in managing all services (NCHC both manages and provides services where other agencies do not.)
- **Motion**/second, Burgener/Weaver, to forward the compensation plan as approved by the NCCSP Board at the May 2017 meeting. Motion carried unanimously.

Chief Executive Officer Job Description

- Job description provided was developed by Brad Karger, Lance Leonhard, and Chad Billeb.
- Following discussion, the Committee did not agree with the language highlighted in 'red' and recommends striking the additions.
- Committee recommends adding the term 'quasi-governmental health care' in the first line to read: North Central Health Care (NCHC) is a Tri-County *quasi-governmental health care* organization that was formed from three Central Wisconsin Counties – Langlade, Lincoln and Marathon.

Timeline and Process for CEO Selection

- If CEO job description and compensation are approved at the July meeting the search process would begin in August.
- RCA wants final CEO recommendation and county approval by March 2018.
- Do we use an Executive Search firm or do on our own? Too early to determine.

Next Meeting Date

- July 13, 2017, 4:00 p.m. next scheduled Executive Committee meeting
- July 18, 2017, 2:00 p.m. next scheduled RCA meeting
- Agenda will include: revise job description, document describing differences between NCHC and county department

Adjourn

- **Motion**/second, Burgener/Stowe, to adjourn the meeting at 4:13 p.m. Motion carried.



North Central Health Care

Person centered. Outcome focused.

Chief Executive Officer

Job Code:	TBD	Program:	Administration
Reports To:	Retained County Authority (RCA) & NCHC Board of Directors	FLSA Status:	Exempt
EEO Code:	1.2	Last Revision:	June 30,2017

The following statements are intended to describe, in broad terms, the general functions and responsibility levels characteristic of positions assigned to this classification. They should not be viewed as an exhaustive list of all the specific duties and prerequisites applicable to the position.

Purpose of the Position

North Central Health Care (NCHC) is a quasi-governmental healthcare organization formed and owned by three Central Wisconsin counties - Langlade, Lincoln and Marathon. NCHC is governed by a board of directors appointed by representatives from these counties with a composition of elected officials, community appointees and at least one consumer of services.

Programs and services offered include outpatient, day treatment, community treatment, inpatient psychiatry hospitalization, residential treatment, outpatient and detoxification services for alcohol and drug dependency; and vocational, life skill training, early intervention, housing and care management services for developmentally disabled individuals. In addition, Marathon County's Mount View Care Center offers skilled nursing facility services at the main campus in Wausau with a licensed capacity of 220 residents. Mount View serves individuals in need of short term rehabilitation or post-acute care with complex physical needs, ventilator dependent care, long term skilled nursing care, or those in need of specialized nursing care for dementia, psychiatric and neurological diseases, or behavior problems.

The CEO is a visionary who can lead a complex organization, is a strong relationship builder and has a passion for working with those less fortunate and will serve as the highest administrative position for the organization.

Key responsibilities of the CEO are administering the policies and directives of both the NCHC Board of Directors and directives of the Retained County Authority (RCA) which represents the three counties.

Key accountabilities for the CEO are informing these bodies of progress in the coordination of major organizational activities and in the development and maintenance of effective service delivery systems for the communities it serves. The CEO assists these groups in their policy deliberations with data, information and advice. This position serves as an influential community leader in matters of Behavioral/Mental Health initiatives interacting with other community leaders, fundraising groups and the business community. Provides Thought, People, Results, and Personal Leadership for the organization and serves a role model for carrying out organization mission, vision and values.

Education and Experience Requirements

- Required:** Master's Degree in Health Care or Business Administration or related field
- Experience in Health Care Management, Behavioral Health/Mental health and/or Human Services in an Executive Role
- Experience supporting policy-makers in their governance.
- Experience in building collaborative relationships, affiliations, networks with other organizations and/or Community Leaders.

Experience in overseeing large capital projects.

Possess and maintain a proper driver's license along with a good driving record as per NCHC standards.

Any combination of education and experience that provides equivalent knowledge, skills and abilities may be considered.

Essential Duties and Responsibilities

- Maintains direct operational authority over all North Central Health Care programs through delegation of authority as deemed appropriate to Executives, Directors, and Managers.
- Participates as a member of various teams, committees, and taskforces to create innovative solutions associated with the provision of NCHC services.
- Plans, directs and reviews services and outcomes rendered by all programs for continuous improvement in meeting business priorities and community expectations.
- Responsible for keeping the Board apprised as to how overall operations and services are meeting the Board's expectations.
- Monitors ongoing monthly performance and makes appropriate adjustments to ensure budgetary and operational success.
- Maintains regular communication with the administrative officers and county boards of Langlade, Lincoln and Marathon counties to develop effective working relationships in supporting NCHC's mission.
- Directs the preparation of monthly and annual reports to report results to the Board of Directors.
- Ensures that all applicable legislation and government regulations are enforced and in compliance.
- Develops an operational plan in conjunction with the Senior Management team that establishes clearly defined performance standards, metrics and work plans that can be monitored to evaluate the organization's performance at any time.
- Directs the preparation and submission of an annual budget showing current financial status and anticipated overall revenue for Board approval.
- Directs the development of long-range financial plans including forecasts of anticipated requirements and revenues for approval of the Board of Directors.
- Develops, for Board approval, long-range strategic plans and targeted service improvements.
- Recommends changes in Board policies for approval by the Board of Directors.
- Model and carries out the organizations Mission, Vision and Core Values as overviewed below:
 - **Vision** *Lives Enriched and Fulfilled*
 - **Mission** *Langlade, Lincoln, and Marathon Counties partnering together to provide compassionate and specialized care for people with complex behavioral and skilled nursing needs*
 - **Core Values**
 - *Dignity: We are dedicated to providing excellent service with acceptance and respect to every individual, every day.*
 - *Integrity: We keep our promises and act in a way where doing the right things for the right reasons is standard.*
 - *Partnership: We are successful by building positive relationships by working across the organization and as a trusted County partner.*
 - *Accountability: We commit to positive outcomes and each other.*
 - *Continuous Improvement: We embrace change, value feedback, creativity and the advancement of excellence.*

Competencies

- Thought Leadership – Uses insightful judgement, thinks strategically, and is innovative in championing new ideas and initiatives that supports the mission of the organization.
- People Leadership: Influences others while engaging and inspiring commitment to a plan of action. Promotes collaboration and builds talent as well as relationships with the utmost integrity.

- Results Leadership: Ensures execution of business goals and drives for results. Focuses on the importance of Person Centered Service to the populations it serves.
- Personal Leadership: Inspires trust and is adaptable to learn and develop from experiences. Interacts well with others and maintains high level of integrity in all dealings.
- Demonstrated Business Acumen
- Demonstrated Financial Analysis Skills
- Knowledge of regulatory and accreditation standards along with federal, state and local codes relevant to the types of programs administered by NCHC.
- Thorough knowledge of the principles and practices of administrative organization and scientific management and their application to effective health care operation.
- Ability to inspire employees and partners to maintain a high degree of engagement and to lead by personal example.
- Ability to exercise good judgement in emergency situations.
- Annual competencies as required by North Central Health Care and/or various regulatory agencies based on entity and/or job title.

Core Value Standards of Behavior

It is expected that all employees will demonstrate behaviors that support excellence as defined by North Central Health Care’s Core Value Standards of Behavior. It is particularly important that the organization’s leader be a model of the values in action.

Physical and Working Environment

Normal mental and visual attention required. Normal office working conditions requiring continuous use of both hands. Sitting most of the time, may involve walking or standing for brief periods of time. Occasional bending, squatting, twisting, climbing stairs and may lift up to 10 pounds. Minimal exposures to workplace hazards including regular travel.

Acknowledgement

All requirements of the described position are subject to change over time where I may be required to perform other duties as requested by NCHC. Further, I acknowledge that this job description is neither an employment contract. I have received, read, and understand the expectations for the successful performance of this job.

Printed Name: _____ Signature: _____ Date: _____

In compliance with the American with Disabilities Act, NCHC will provide reasonable accommodations to qualified individuals and encourages both prospective and current employees to discuss potential accommodations with the employer. North Central Health Care is an Equal Opportunity Employer.