

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

**July 16, 2020**

**3:00 PM**

**NCHC – Wausau Board Room**

(Present via conference phone due to Covid19 and recommendation of social distancing)

Present:	X	Jeff Zriny	X	Jason Hake
	X	Lance Leonhard	X	Robin Stowe

Others Present: Michael Loy, Jarret Nickel

Call to Order

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

Public Comment for Matters Appearing on the Agenda

- No public comment(s) made.

ACTION: Approval of 6/18/2020 Executive Committee Meeting Minutes

- **Motion**/second, Stowe/Leonhard, to approve the 6/18/2020 Executive Committee meeting minutes. Motion carried.

Overview of Draft July 30, 2020 NCCSP Board Agenda

- The draft NCCSP Board Agenda for July 30, 2020 was reviewed.

Review Dashboard and Work Plan

- Dashboard was reviewed. Highlights included: retention rate is dipping below target affected particularly by higher turnover in those with less than one year of service; diversions for May exceed target in a positive way which also reflects positively in financials for the month; staff have been working to improve the no show rate with the implementation of an Open Access Clinic in the near future, and financials, with funding and reductions, are doing well relative to what it could be. A status of the referral source indicator will be provided at the next meeting of the Committee.
- There are no major updates. Closed items have been moved to the bottom of the report.
- It was recommended to delay the RFP for audit services until 2021 due to the onboarding of a new CFO in 2020. The Executive Committee agreed with this recommendation.

## CEO Report

- We have an accepted offer from a Child/Adolescent Psychiatrist who will be joining NCHC in the summer of 2021.
- An Adult Outpatient Psychiatrist is also being interviewed and could potentially join NCHC in the summer of 2021.
- The position for legal counsel is being negotiated.
- Jaime Bracken has been hired as Chief Nursing Officer and began at NCHC this week. She will be introduced at the July Board meeting and as part of the Executive Team will participate in future meetings.
- Renovations Update - J. Nickel
  - Aquatic Therapy had a soft opening in June and is now accepting physical therapy appointments; floor drains in the shower rooms are being fixed yet
  - Youth Hospital is scheduled for completion at the end of August; some equipment delays have occurred due to COVID
  - CBRF is also scheduled for completion at the end of August
  - Skilled nursing tower 3<sup>rd</sup> floor poured scheduled for 7/17 and on scheduled for the building to be enclosed before winter 2020
  - Retention pond had to be moved due to a WPS line which also delayed the parking lot renovation
  - Behavioral Health Services renovation design plans are in progress with renovation to begin this fall
  - Off campus renovations of Heather Street Group Home is complete and nearing completion for the Chadwick Street Group Home
- R. Stowe provided an update on the Sober Living facility in Langlade County. The project has been temporarily suspended due to funds available for remodeling the facility. A meeting is scheduled in August to continue to discuss the continuation of the project including the involvement and direction for the NCCSP Board.

## Motion to Approve 2021 Performance Expectations and Outcomes for Community Programs

- The Executive Committee is to articulate the expectations and outcomes for community service programs. Expectations and outcomes then become part of the dashboards.
- The Executive Management Team discussed performance dashboards and measurements to verify what is being measured is important. The Team identified opportunities to get to a higher level by improving the quality indicator measurements by moving from process/structure measures to service expectation/outcome i.e. quality measures that are person-centered, and focus on high reliability and consistency.
- Committee agreed with the direction of the changes to more service expectation measures and asked for additional information to be reviewed next month with the goal to finalize the measures by the end of October. Committee would like the overall measures to be able to be broken down by county; and felt process measures have value in continuing to monitor as well.

### Discussion on Variable Pay Program Proposal

- NCHC has lost candidates given the structure of our management pay program. The proposed variable pay program would be for senior management only (about 20-25 individuals) in which they could earn variable pay each year based on dashboard measures set by the Board and would only be paid if there was a positive bottom line at year end. The program would not be budgeted for. The program could engage and/or improve collaboration from the senior management team as well as achieve higher levels of outcomes set directly by the Board. We see this as a valuable tool in recruitment, retention, and engagement within the senior management team. This would not be a budgeted item and only available if funding was available.
- The Committee felt this was a program was worth further exploration.

### Preparation for Annual CEO Succession Plan Exercise

- Last year, through the survey of effectiveness of governance, the Board identified a gap in not having a CEO succession plan in place should the CEO leave the organization whether by a planned or unplanned departure.
- A CEO succession plan is important in how to immediately operate the organization, seek a replacement, and the process for succession.
- CEO succession planning exercise is slated to occur in October which could be facilitated in three levels of conversation: 1) with the Executive Management Team as part of the exercise, 2) with the CEO only, and 3) Board only; and would consist of three scenarios: 1) Unexpected temporary succession due to incapacitation, 2) Unexpected Immediate Succession, and 3) Succession upon 60 day notice by CEO.
- Committee liked this ‘playbook’ and that the Board should also review what competencies and the priorities of the competencies they want in a CEO. They also felt this discussion should be in-person and not via WebEx if at all possible.

### Future Agenda Items for Executive Committee or Board Consideration

- None noted.

### Adjourn

- **Motion**/second, Leonhard/Hake, to adjourn the meeting at 4:15 p.m. Motion carried.

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