



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

August 20, 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 EXC Robin Stowe

Others Present: Michael Loy, Jarret Nickel, Dora Gorski (Lincoln County Supervisor)

Call to Order

- Meeting was called to order at 3:02 p.m.

Public Comment for Matters Appearing on the Agenda

- No public comment(s) made.

ACTION: Approval of 7/16/2020 Executive Committee Meeting Minutes

- **Motion**/second, Leonhard/Hake, to approve the 7/16/2020 Executive Committee meeting minutes. Motion carried.

Overview of Draft August 27, 2020 NCCSP Board Agenda

- The draft NCCSP Board Agenda for August 27, 2020 was reviewed.

Review Dashboard and Work Plan

- Dashboard was reviewed and a number of questions related to performance were discussed as follows:
 - Retention year to date trend is below 2019; majority of those leaving have less than one year with organization. We believe the turnover is due to the revised orientation process during the pandemic (almost all virtual), a relatively new management team, and some pay rates below market rate. We are working with the management team on their development and providing them the tools to strengthen their skills. An employee pulse survey has just been completed with a full survey expected in November. Concern expressed with current shortage of healthcare workers, particularly nurses, and area health organizations who are instituting sign-on bonuses which could pull nurses from our organization.
 - Board Policy opportunities include continuing to support initiatives around training and development of leaders as well as fair compensation practices.
 - Nursing Home Readmission rate shows a significant change which can be attributed to a relatively low volume of admissions and the high acuity level of those admitted.

- Out of County Placements was significantly higher which is directly related to the number of Marathon County detentions over the 4th of July Holiday weekend.
- CEO Work Plan:
 - No questions/comments.

CEO Report

- Employee Celebration Week is occurring this week.
 - Normally we've had a banquet and activities but during the current pandemic a virtual celebration week was created recognizing employees with milestone years of service and activities around 'Super Heroes'.
- 2021 budget review was completed on Monday with J. Meschke and J. Nickel.
 - Initiated a zero-based budgeting process; restructured/analyzed all revenues and expenditures of every program assuming COVID won't be driving performance in 2021.
 - Nursing Home changes that were expected in 3-5 years is occurring now with a declining census and it is felt that we will not get back to the original projections of early 2020. Therefore budgets have been revised to reflect lower census levels in both nursing homes. Current renovations have the flexibility to adjust to these new predictions and will be a major focus as plans for the renovations of the current MVCC facility are designed in early 2021. Will be discussing capital needs of Pine Crest and how to support the structure, make necessary adjustments, find the appropriate funding mechanisms, and engage the Lincoln County Board in a facility-wide planning process.
- With changes in the needs of the nursing home, there is an opportunity of us to pivot to meet the growing needs in behavioral health, by adjusting capital expenditure plans to use some of the space at MVCC for behavioral health with expanded group programming, specialty clinics, and potentially a day hospital.
- HSRI Study should be available in 6 weeks. A large component of the study, the community engagement, did not occur as planned due to COVID; will need to refocus that element due to the public health limitations.
- Budget document on-track to be presented at the September Board meeting.
- Sober Living facility in Langlade County will be on the agenda to approve continuation of the project. Langlade County will complete the scope of work according to CBRF certifiable standards. Before they begin they would like a commitment from NCHC to operate the program upon completion.
- MMT program remains suspended partially due to the state pulling funding from the Medicaid program and too expensive to run without a funding source. The main reason is the area is currently set up to operate a COVID inpatient psychiatric unit should we need it. When the CBRF is moved to the new building, we will review the possibility of opening the MMT program at that time, and ask counties if MMT is a priority and at what level of funding.
- Governance Committee met to recommend a replacement for R. Wagner who will be stepping down from the County Board as of Sept. 4, 2020 and no longer eligible as a NCCSP Board member. Recommendations for slate of officers will be Eric Anderson as Chair-Elect and Kurt Gibbs as Secretary/Treasurer. Terms would end in May 2021. Also discussed Board competency, development, Governance Manual, and self-evaluation.

- Renovation Updates
 - High level of concern relates with delays to the youth hospital as contractor is indicating delays in receiving supplies and equipment could lead to suspending the opening of the facilities indefinitely which has potential to cost tens of thousands of dollars per day. Project Manager is working with contractor to secure alternative sources in efforts to avoid delays. If unsuccessful, NCHC will ask the County for support in identifying the potential for liquidated damages.
 - The new Aquatic Center has been officially turned over to NCHC as of 8/17/20.
 - Parking lot renovations will be finished by end of September.
 - Nursing Tower is on track.

Update on Covid-19 Response and Future Implications

- Planning for budget to be back to new normal by 1/1/2021.
- Monitoring State budget closely for any changes.
- Largest impact on organization by COVID has been in the nursing home which was discussed more thoroughly earlier in the meeting; have not seen much change in behavioral health services and expects demands to only grow.

Continued Discussion on Performance Expectations and Outcomes for Community Programs

- Support Program Dashboards will be eliminated in 2021; focus on overall organizational success (clinical and operational)
- Reformulate Quality End Statement to focus on improvements in life functioning rather than compliance
- Change Overall Star Rating to ‘Quality Rating’
- Move ‘Out of County Placement’ to Community Pillar; it was encouraged to look at the Marathon County Pulse data for opportunities for other Community indicators
- Hospitalization is not a true community indicator and is interested but not something to manage from; look for more meaningful indicator(s)
- Eliminate ‘Average Cost Per Day’ as it does not add value to be a data point to manage from

Future Agenda Items for Executive Committee or Board Consideration

- Preview of 2021 budget (if stipulated in Tri-County Agreement or if unable to recommend a balanced budget)
- Future of MVCC as insight is gained
- Criteria to reopen MMT

Adjourn

- **Motion**/second, Leonhard/Hake, to adjourn the Executive Committee Meeting at 4:10 p.m. Motion carried.