



OFFICIAL NOTICE AND AGENDA

Notice is hereby given that the **Executive Committee of the North Central Community Services Program Board** will hold a meeting at the following date, time and location shown below.

Monday, January 25, 2021 at 2:00 PM
North Central Health Care - Wausau Board Room
1100 Lake View Drive, Wausau, WI 54403

The meeting site identified above will be open to the public. However, due to the COVID-19 pandemic and associated public health directives, North Central Health Care encourages Committee members and the public to attend this meeting remotely. To this end, instead of attendance in person, Committee members and the public may attend this meeting by telephone conference. If Committee members or members of the public cannot attend remotely, North Central Health Care requests that appropriate safety measures, including adequate social distancing, be utilized by all in-person attendees.

Persons wishing to attend the meeting by phone may call into the telephone conference beginning five (5) minutes prior to the start time indicated above using the following number:

Phone Number: 1-408-418-9388 **Access Code:** 146 474 7574 **Meeting Password:** 1234

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.

AGENDA

1. CALL TO ORDER
2. PUBLIC COMMENT FOR MATTERS APPEARING ON THE AGENDA
(Limited to 15 Minutes)
3. ACTION: APPROVAL OF THE DECEMBER 14, 2020 AND DECEMBER 28, 2020 EXECUTIVE COMMITTEE MINUTES
4. CEO REPORT, ORGANIZATIONAL DASHBOARD AND WORKPLAN (5 Minutes)
5. OVERVIEW OF HOSPITAL, DETOX, CRISIS, AND RESIDENTIAL TREATMENT RENOVATIONS
6. ACTION: APPROVAL OF POLICY FOR ACCEPTING OUT OF COUNTY HOSPITAL ADMISSIONS
7. DISCUSSION AND POSSIBLE ACTION ON TEMPORARY OPERATIONAL PLAN FOR THE CRISIS STABILIZATION UNIT AND MEDICALLY MONITORED TREATMENT PROGRAM IN 2021

8. DISCUSSION AND POSSIBLE ACTION ON UPDATE ON YOUTH CRISIS STABILIZATION PROGRAM AND FUTURE DIRECTION
9. DISCUSSION AND POTENTIAL ACTION ON PARAMETERS FOR EXPANDING OUTPATIENT SERVICES FOR COUNSELING
10. UPDATE ON REFERRAL SOURCE SURVEY
11. JANUARY BOARD AGENDA
12. FUTURE AGENDA ITEMS
13. ADJOURN

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



Presiding Officer or Designee

DATE: 01/22/2021 TIME: 4:30 PM BY: D. Osowski

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

December 14, 2020

5:00 PM

NCHC – Wausau Board Room

(Present via conference phone unless otherwise noted.)

Present: X_(on site) Jeff Zriny X Nancy Bergstrom
X Lance Leonhard X_(on site) Robin Stowe
X Eric Anderson

Others Present: Kurt Gibbs

Call to Order

- Meeting was called to order at 5:00 p.m.

Public Comment for Matters Appearing on the Agenda

- No public comment(s) made.

ACTION: Approval of November 19, 2020 Executive Committee Meeting Minutes

- **Motion**/second, Stowe/Bergstrom, to approve the November 19, 2020 Executive Committee meeting minutes. Motion carried.

Review Organizational Dashboard and Workplan

- November Dashboard.
 - Primary impact on dashboard measures across the board relates to Covid. Out of county placements have dropped on average 50 days per month throughout the course of the year. Have seen fewer admissions on diversions but longer stays; still a positive story and we continue to move in the right direction. Once the new hospital is done, target is expected to be under 100 days per month. Objective is to eliminate out-of-county diversions except for people physically violent or special geriatric needs that we are unable to care for.
 - The increase in the length of stay should go back to normal post-COVID-19. Current length of stay is longer because individuals are sicker, and volumes are lower.
 - We do not see the need to have contracts outside our three counties if we can meet our goal of having a full census and eliminating diversions outside of the exceptions noted above.
- Board-RCA-CEO Workplan
 - 12 remaining items; 6 will be closed at the Board meeting this week.
 - Of the 6 remaining, 5 will be carried over due to Covid delays, the Diversity item will be given back to an employee group for next year.

CEO Report

- Homelessness Pilot
 - Partnership with the Wausau Police Department (WPD); struggling with reducing downtown homelessness. NCHC secured the lease with the property owner, obtained grants in partnership with WPD to pay for the lease cost, and reassigned one of our case managers to partner with a WPD liaison (basically a CART model). WPD is providing the day-to-day leadership.
 - Goal is to take those homeless individuals who have severe and persistent mental illness who are already part of community treatment and try to focus on stable housing and then hopefully into treatment. There are several early success stories already. Will benefit a population we're already serving in a greater way with relatively low to no cost.
- Northern Valley Industries, Inc. Due Diligent Report
 - Report should be finalized for the Board can make a determination in January.
- Skilled Nursing Market Study and Strategic Plan
 - Framing scope on nursing home market study and strategic plan. Portage County remains interested in working with us. We're also doing a market study in Lincoln County to determine the size and scope of the building. Census in our nursing homes are very low and perception of nursing homes currently is to avoid them as much as possible.
 - In Marathon County we have a lot of flexibility and ability to adjust the scope of the renovation project and have time to adjust. Proposal may include downsizing the 2nd floor of MVCC by 50% and expand the rest of the building for mental health services depending on CLA's updated analysis. Design work will be done in 2nd quarter so there is time before letting bids later in 2021.
 - CLA will be updating their report and will review with counties.
- Discussion requested regarding application/modification of programs under the Tri-County Agreement for the Homelessness Pilot and Northern Valley Industries.
 - Homelessness Pilot is a focused effort of programming that we already do through community treatment and supportive housing. Committee agreed the Homelessness Pilot did not need a formal modification application approved according to the Tri-County Agreement.
 - Once the North Valley Industries due diligence report is final, and if determined it would fit well with NCHC, a formal application will be submitted.
 - M. Loy will provide an update on these items for the Board.

Discuss 2021 Workplan, Objectives and Key Results

- An overview was provided of what has been included in the workplan in the past and the recommendations for 2021:
 - Four Objectives and Key Results (OKR) incumbent of the 5 to 50 Vision
 1. Improve the quality and reliability of our services
 2. Expand mental health and recovery continuing of care
 3. Bring new capital assets online
 4. Manage declining and long-term care operations

- A presentation for the Board will include 3-5 measurable key results and quarterly key results for Executive and Senior Management teams.
- Goal for 2021 Workplan:
 1. On a quarterly basis, would like to travel with key department heads in the organization to each county and do education, invite courts, law enforcement, social services and meet with stake holders on what we're working on and what their needs are and will work with N. Bergstrom, L. Leonhard, and R. Stowe to coordinate.

ACTION: Approval of the 2021 Dashboards and Performance Expectations

- Overview of dashboards provided; requested feedback on organizational and program dashboards.
- E. Anderson joined meeting at 5:43 p.m.
- **Motion**/second, Stowe/Leonhard, to approve the 2021 Dashboards and Performance Expectations as presented. Motion carried.

ACTION: Approval of the Variable Pay Program

- This program would try to create shared fate within the senior management team to help the team to align to the overall success of the organization as determined by the Board. Program is completely overseen by the Board and is common in many organizations at this level of management. There would be no payment unless there is financial gain and targets have all been met; payout would not be budgeted as this would depend on the amount of financial gain. Discussion on the mechanics and applicability of the program were discussed.
- **Motion**/second, Leonhard/Stowe, to postpone consideration of agenda items 8, 9, and 10, to the January meeting of the Executive Committee meeting, to allow for a complete review of senior management compensation plans, policies, and practices, by two members of the NCCSP Board that would be selected by this body (i.e., the Executive Committee of the NCCSP Board). Motion carried.
 - It was determined that representatives from Marathon County lead this review and share information with their county partners. Leonhard and Gibbs to meet with M. Loy to obtain the information needed to analyze and bring back to the Executive Committee for review in January.

Future Agenda Items for Executive Committee or Board Consideration

- A. Understanding access and availability of outpatient services in three different communities

Adjourn

- A. **Motion**/second, Stowe/Leonhard, to adjourn at. Motion carried. Meeting adjourned at 6:30 p.m.

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

December 28, 2020

8:00 AM

NCHC – Wausau Board Room

Present: X Eric Anderson X Nancy Bergstrom
X Lance Leonhard X Robin Stowe

Others Present: Kurt Gibbs

Staff: Michael Loy

Call to Order

- Meeting was called to order at 8:03 a.m. by Eric Anderson, Chair-Elect.

Public Comments for Matters Appearing on the Agenda

- No public comment(s) made.

Update from Marathon County Representatives Relative to Initial Review of Compensation and Personnel Policies and Practices, Including Next Steps

- An evaluation of NCHC compensation and personnel policies and practices continues. Documents have been provided by NCHC and are being assessed. An updated was provided on the review to date. Ongoing updates and potential action will be brought back to the Committee.
- The Committee discussed practices as it relates to the current Joint County Agreement and identifying the policies that would be within the authority of the Executive Committee versus the full NCCSP Board.

ACTION: Executive Committee Recommendation to NCCSP Board for Election of New Chair to Fill Vacancy

- **Motion**/second, Stowe/Leonhard, to recommend to the NCCSP Board that Kurt Gibbs be appointed as the Board Chair to fill the current vacancy following the resignation of Jeff Zriny. Following discussion motion carried.

Adjourn

- **Motion**/second, Stowe/Bergstrom, to adjourn the meeting at 8:43 a.m. Motion carried.



North Central Health Care

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MEMORANDUM

DATE: January 18, 2021
TO: Executive Committee of the North Central Community Services Program Board
FROM: Michael Loy, Chief Executive Officer
RE: CEO Report

The following items are general updates and communications to support the Board on key activities and/or updates since our last meeting.

COVID-19 Response

As of 1/15/2021 we have 19 staff out of which 12 are confirmed positive and 3 pending testing. Our vaccination program continues to function effectively with 433 employees (46%), 117 MVCC residents (93%), and 66 Pine Crest residents (72%) vaccinated with their 1st dose. Clinics continue for 1st dose opportunity through February 10th with the initial vaccination programs set to be completed by end of March.

NCCSP Board Appointments

Marathon County has appointed Chief Deputy Chad Billeb and former Deputy County Administrator Deb Hager to the NCCSP Board. Cate Wylie, the new Human Resources Director and Administrative Coordinator for Lincoln County replaces Nancy Bergstrom on the NCCSP Board and Executive Committee. New Board member orientations are being scheduled. Appointments are now needed to fill open Governance Committee positions and Marathon County representatives on the Nursing Home Operations Committee.

Campus Renovations

The new 16-bed Adult Crisis Stabilization Unit is ready for occupancy but continues to be held up based on receiving the program certification approval from the State. This delay impacts the opening of the 8-bed Youth Crisis Stabilization Unit. The new Skilled Nursing Tower is moving along according to schedule with a projected completion date at the end of July. Plans for the "D" wing renovations have been approved with demolition set to begin in March. This phase of the project will take approximately 9 months and will include the adult inpatient hospital, crisis and emergency services, detox, and residential treatment programs.

Sober Living Project

Construction on the new facility in Antigo continues to progress with a targeted date to open in March.

Cerner Implementation

The project go-live date is being pushed back a couple months to allow for the implementation of the Pharmacy module. The previous implementation plan had this coming as a 2nd phase, until it became clear that not implementing this module along with the initial phase would have a significant risk to quality of care. An updated go-live date will be provided soon.

Recruitments

Dr. Dileep Borra has been accepted into a Forensic Fellowship in New York. His wife Claire is also a Psychologist for North Central Health Care. They will be relocating in July. We continue to recruit for Outpatient Psychiatrists. We have onboarded our new Director of Accounting and are making final plans for the onboarding of our three new Inpatient Psychiatrists in the 2nd quarter of this year.

Portage County Health Care Center

In conjunction with CLA, NCHC is working with Portage County to explore how a similar partnership as Pine Crest could work between the Portage County Health Care Center and NCHC. Their committee meets on January 20th to provide direction on the project.

Northern Valley Industries, Inc.

Northern Valley Industries (NVI) has decided that they are going to proceed with strategic planning that does not include a partnership with NCHC. They may reach out in the future to reopen discussions.

Psychiatric Emergency Department

In February, NCHC will be hosting Dr. Tony Thrasher to review our initial planning for our Psychiatric Emergency Department. Dr. Thrasher is the Clinical Director for Milwaukee County's Psychiatric Emergency Department.

DEPARTMENT: NORTH CENTRAL HEALTH CARE

FISCAL YEAR: 2020

PRIMARY OUTCOME GOAL	↑	TARGET	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	2020 YTD	2019
PEOPLE																
Vacancy Rate	↘	7-9%	10.3%	8.0%	8.1%	8.9%	6.5%	7.3%	6.8%	6.8%	7.5%	8.1%	8.3%	8.3%	7.9%	9.6%
Retention Rate	↗	82-84%	97.9%	96.7%	94.9%	93.6%	92.0%	89.6%	87.8%	85.1%	83.1%	79.9%	77.8%	75.7%	75.7%	85.1%
SERVICE																
Patient Experience	↗	81-83%	84.1%	90.5%	88.0%	89.8%	86.3%	85.9%	89.8%	84.5%	83.5%	93.4%	88.1%	89.0%	87.7%	81.0
QUALITY																
Hospital Readmission Rate	↘	10-12%	20.0%	8.2%	6.6%	7.0%	8.1%	7.4%	4.9%	10.9%	18.4%	15.5%	6.1%	31.1%	11.8%	11.9%
Nursing Home Readmission Rate	↘	10-12%	14.8%	4.2%	12.8%	16.7%	9.1%	6.3%	15.8%	28.0%	14.8%	16.7%	23.5%	9.1%	13.5%	11.4%
Nursing Home Star Rating - MVCC	↗	★★★★	★★★	★★★	★★★	★★★	★★★	★★★	★★★	★★★	★★★	★★★	★★★	★★★	★★★	★★
Nursing Home Star Rating - Pine Crest	↗	★★★★	★★★	★★★	★★★	★★★	★★★	★★★	★★★	★★★	★★★	★★★	★★★	★★★	★★★	★★★
Zero Harm - Patients	↘	Monitoring	0.69	0.65	0.49	0.78	1.07	0.81	1.02	0.66	0.49	0.69	0.88	0.70	0.74	0.64
Zero Harm - Employees	↘	Monitoring	1.08	0.00	4.70	3.16	3.27	3.16	2.07	6.25	3.07	4.70	4.72	4.07	3.26	3.60
Out of County Placements	↘	220 per month	483	360	229	232	287	185	267	226	243	203	242	219	265	320
Hospital Length of Stay (Avg Days) - NCHC	↘	Monitoring	6.34	6.15	5.99	5.88	5.78	4.68	5.22	5.10	4.45	4.71	4.60	6.88	5.48	5.86 Days
Hospital Length of Stay (Avg Days) - Diversions	↘	Monitoring	10.85	13.39	12.74	10.07	7.38	17.06	7.96	10.08	11.19	10.33	14.79	7.43	11.11	7.45 Days
COMMUNITY																
No Show Rate (OP/Psychiatry)	↘	8-10%	20.1%	18.1%	18.1%	18.9%	17.8%	19.9%	18.8%	18.3%	17.4%	19.2%	19.1%	17.2%	18.6%	12.9%
Hospitalization Rate	↘	Monitoring	1.36%	1.19%	1.29%	1.05%	1.31%	1.26%	1.37%	1.31%	1.14%	1.17%	0.96%	0.83%	1.18%	/
FINANCE																
Direct Expense/Gross Patient Revenue	↘	60-62%	71.8%	70.2%	70.0%	76.2%	72.3%	66.8%	75.4%	70.3%	78.9%	72.5%	73.5%		72.5%	71.1%
Indirect Expense/Direct Expense	↘	39-41%	35.8%	38.8%	37.9%	40.1%	42.1%	41.9%	38.8%	39.5%	37.2%	42.1%	39.0%		39.3%	33.5%
Average Cost Per Day	↘	\$67,000-\$70,000	\$81,197	\$82,542	\$73,304	\$94,807	\$79,437	\$75,220	\$97,104	\$79,838	\$107,002	\$88,660	\$98,417		\$86,706	\$76,395
Net Income	↗	2-3%	-3.8%	-2.6%	-2.5%	7.4%	8.4%	-0.2%	-3.8%	12.2%	-12.6%	-9.7%	-13.0%		-1.6%	-4.5%

↗ Higher rates are positive

↘ Lower rates are positive

DASHBOARD MEASUREMENT OUTCOME DEFINITIONS AND DETAILS

PEOPLE

Vacancy Rate	Monthly calculation: total number of vacant FTE at month end divided by the total authorized FTE as of month end. YTD calculation: Average of each monthly vacancy rate.
Retention Rate	Monthly calculation: total number of employees onboard as of January 1 divided by the number of the same employees employed at month end. YTD calculation: Projected ending balance as of year end based upon assumed same percentage decline as average of prior months.

SERVICE

Patient Experience	Press Ganey - Likelihood of your recommending this facility to others Mean Score
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QUALITY

Hospital Readmission Rate	Percent of patients who are readmitted within 30 days of discharge from the Inpatient Behavioral Health hospital for Mental Health primary diagnosis. <i>Benchmark: American Health Care Association/National Center for Assistive Living (AHCA/NCAL) Quality Initiative</i>
Nursing Home Readmission Rate	Number of residents re-hospitalized within 30 days of admission to nursing home / total admissions. <i>Benchmark: American Health Care Association/Centers for Medicare & Medicaid Services (AHCA/CMS)</i>
Nursing Home Star Rating	Star rating as determined by CMS Standards for both Pine Crest and MVCC.
Zero Harm Patients	Patient Adverse Event Rate: # of actual harm events that reached patients/number of patient days x1000
Zero Harm Employee	Monthly calculation: # of OSHA reportables in the month x 200,000/payroll hours paid within the month. YTD calculation: # of OSHA reportables YTD x 200,000/payroll hours paid YTD.
Out of County Placement	Number of involuntary days that patients spend in out of county placements who have discharged in month of report.
Hospitalization Length of Stay - NCHC	Average length of stay for patients on the NCHC psychiatric hospital unit who have discharged in month of report.
Hospitalization Length of Stay - Diversions	Average length of stay for patients on out-of-county placements that have discharged in month of report.

COMMUNITY

No Show Rate	Average daily same day cancellation and no-show rate for outpatient counseling or psychiatry patients.
Hospitalization Rate	The number of active patients of any mental health service (Crisis, Community Treatment, Counseling, Psychiatry, IOP/Day Treatment, MMT, Crisis CBRF) who are hospitalized for psychiatric needs within current month, divided by all active patients for those services.

FINANCE

Direct Expense/Gross Patient Revenue	Percentage of total direct expense compared to gross revenue.
Indirect Expense/Direct Revenue	Percentage of total indirect expenses compared to direct expenses.
Average Cost Per Day	Total expenses less net patient revenue (billed revenue) divided by the total days in the specified period.
Net Income	Net earnings after all expenses have been deducted from revenue.

2021 Board Work Plan

Objective	Accountability	Start Date	Measure(s) of Success	Interim Updates	Status	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Establish Facility Use Agreements	Board	Jan-20	Signed Facility Use and/or Lease Agreements with each of the three counties	Legacy agreements are in place. The updated base Lease Agreement for Marathon County is near finalization. Supporting Exhibits to the Agreement are still in development.	Open												
Prepare Local Plan	Board	Jan-20	Adopt a 3 Year Local Plan at the Annual Board Retreat	The Human Services Research Institute report completion and community engagement will continue to be on hold into 2021 due to COVID-19.	Open												
Facilitated Discussion on Diversity and Inclusion	Board	Jul-20	Adopted Diversity, Equity, and Inclusion Plan	An internal employee directed committee will be formed to develop recommendations and a plan to the Board in 2021.	Open												
Annual Review of Board Policies	Board	Jan-21	Board reviews and approves all Board Policies by December 31	Ongoing, policies are distributed across the 2021 calendar.	Open												
Approve Training Plan for Counties	Board	Jan-21	Conduct quarterly stakeholder meetings with each of the three county partners	CEO is working to setup quarterly stakeholder meetings with each of the three county partners to provide program updates and seek feedback on service needs.	Open												
CEO Appraisal	Executive Committee	Jan-21	Executive Committee reviews appraisal with CEO														
Annual Report	Board	Mar-21	Annual Report released and presentations made to County Boards														
Accept the Annual Audit	Board	Apr-21	Acceptance of the annual audit by the NCCSP Board in April														
County Fund Balance Reconciliation	Board	Apr-21	Fund balance presentation and Adoption by NCCSP Board														
Determine Budget Guidelines and Priorities	Executive Committee	Apr-21	Budget guidelines and priorities of the member Counties are communicated to the Board by June 1st														
Nomination and Election of Board Officers	Board	Apr-21	The Governance Committee will send a slate of Officers to the Board to be elected at the Annual Meeting in May														
Recommend Annual Budget to Counties	Board	May-21	Budget recommendation to the Counties by October 1st														
Annual Review of Board End Statements	Board	May-21	Adoption of End Statements with any modifications by June 1st														
Selection of Independent Certified Public Accounting Firm	Executive Committee	May-21	Engagement Letter approved by Executive Committee by October 1st														
Evaluate NCCSP Board Effectiveness	Board	Aug-21	Conduct annual review of the effectiveness of Board's Policy Governance Model and provide recommendations to the Board														
Review and Approve Policy Governance Manual	Board	Aug-21	Approve Policy Governance manual at the September Board meeting														
Review and Approve Board Development and Recruitment Plan	Governance Committee	Aug-21	Board Development and Recruitment Plan reviewed and approved by the NCCSP Board														

2021 Board Work Plan

<u>Objective</u>	<u>Accountability</u>	<u>Start Date</u>	<u>Measure(s) of Success</u>	<u>Interim Updates</u>	<u>Status</u>	<u>Jan</u>	<u>Feb</u>	<u>Mar</u>	<u>Apr</u>	<u>May</u>	<u>Jun</u>	<u>Jul</u>	<u>Aug</u>	<u>Sep</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>
Review and Approve Performance Standards	Executive Committee	Sep-21	Adopt Annual Performance Standards														
Approve Annual Quality and Safety Plan	Board	Oct-21	Approve plan in December														
Review CEO Succession Plan	Board	Oct-21	Review and update CEO succession plan														
Review and Approve CEO Compensation Plan	Executive Committee	Nov-21	Approve CEO Compensation Plan for the upcoming year by December														
Approve Utilization Review Plan	Board	Nov-21	Approve plan in December														
Board Development Plan and Calendar	Governance Committee	Nov-21	Approve Board Development Plan and Calendar for the upcoming year at the December meeting														



North Central Health Care

Person centered. Outcome focused.

MEMORANDUM

DATE: January 18, 2021
TO: Executive Committee of the North Central Community Services Program Board
FROM: Michael Loy, Chief Executive Officer
RE: Discussion and Potential Action on Policy for Accepting Out of County Hospital Admissions

Background

North Central Health Care's Adult Inpatient Hospital has maintained a policy that it will not admit out of county admissions (counties outside of Langlade, Lincoln, and Marathon County) unless the Inpatient Hospital's census is at 9 or less. Outside of our obligation to admit an out of county resident for the first 72 hours if they are detained in one of our counties, it has been a great length of time since we have contracted and admitted patients from other counties.

The Youth Inpatient Hospital opened in October of 2020 with a phased approach to building census. As of the beginning of 2021, there is no cap being placed on admissions and the unit is open to a full capacity of 8 admissions.

The following analysis and recommendation are being provided to the Executive Committee to obtain clear policy direction on out of county admissions for both Inpatient Hospitals.

Analysis

It is not recommended that NCHC change our policy for out of county admissions to the Adult Inpatient Hospital at this time. However, it should be reconsidered after the hospital is renovated.

There currently is no policy for the Youth Inpatient Hospital for out of county admissions. Since opening, the daily census has averaged 3.0 in October, 2.87 in November, and 3.10 in December. Thus far, in January we are averaging a daily census of 3.36 with three total days at a capacity of 6. In the three months since opening, we have not yet had a change in census of more than two in a single day. The 2021 budget for the Youth Hospital requires an average census of 6 to accommodate the expenses of operating the unit. There are very little variable costs with an 8-bed unit.

In February, we are slated to open the Youth Crisis Stabilization Unit (YCSU) which will serve as an alternative to, or as a step-down from, hospitalization. This program will serve as a resource to help manage the Youth Inpatient Hospital census. This grant funded program will have a capacity of 8-beds and is a partnership with the Human Services Center which provides community services programs for Forest, Oneida, and Vilas County. The YCSU will also need to maintain a census of 6 to ensure financial stability. To obtain these targets, it would be prudent to contract for excess capacity by accepting out of county admissions.

Recommendation

The policy for the Youth Inpatient Hospital should allow for out of county admissions when the census is at or below 6. This would reserve 25% capacity, or 2 additional admissions for our partner counties. It is recommended that NCHC initially contract with the Human Services Center due to the alignment opportunity with the YCSU population that will be using that new program. Also, it is recommended that Portage County be an initial partner due to the proximity and maturity of resources to ensure admission and discharge processes are well-defined and supported. Additional contracts could be considered if there continues to be capacity within the census. Not maintaining an average census of 6 in both programs long-term would lead to mounting operational losses. Contracts with other Counties appropriately manage the risk inherent in these admissions and would be a good source of additional revenue.



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North Central Health Care - Wausau Board Room
1100 Lake View Drive, Wausau, WI 54403

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Persons wishing to attend the meeting by phone may call into the telephone conference beginning five (5) minutes prior to the start time indicated above using the following number:

Meeting number (access code): 1-408-418-9388 Access Code: 146 288 0862 Passcode: 1234

Our Mission

Langlade, Lincoln and Marathon Counties partnering together to provide compassionate and high-quality care for individuals and families with mental health, recovery and long-term care needs.

AGENDA

1. CALL TO ORDER
2. CHAIRMAN'S ANNOUNCEMENTS
3. PUBLIC COMMENT FOR MATTERS APPEARING ON THE AGENDA
(Limited to 15 Minutes)
4. PATIENT IN THE BOARD ROOM (5 Minutes)
5. ACTION: CONSIDERATION OF EXECUTIVE COMMITTEE'S RECOMMENDATION TO ELECT KURT GIBBS AS NCCSP BOARD CHAIR
6. CONSIDERATION OF A MOTION TO MOVE INTO CLOSED SESSION
 - A. Pursuant to §19.85(1)(g) Wis. Stats. to confer with legal counsel for the governmental body who is rendering oral or written advice concerning strategy to be adopted by the body with respect to litigation in which it is or is likely to become involved.

7. MOTION TO RETURN TO OPEN SESSION
8. POSSIBLE ANNOUNCEMENTS OR ACTION RESULTING FROM CLOSED SESSION
9. CONSENT AGENDA AND MONITORING REPORTS
 - A. Board Minutes and Committee Reports
 - i. ACTION: *Motion to Approve the December 17, 2020 NCCSP Board Minutes*
 - ii. FOR INFORMATION: Minutes of the December 14, 2020 and December 28, 2020 Executive Committee Meetings
 - B. Policy Governance Monitoring Reports
 - i. Recent State, Federal, and Accreditation Reports – None
10. BOARD EDUCATION
 - A. Program Overview – Emergency and Crisis Services
11. BOARD DISCUSSION AND ACTION
 - A. CEO Report and Board Work Plan (5 Minutes) – M. Loy
 - B. ACTION: *Motion to Accept the Dashboards and Executive Summary*
 - C. ACTION: *Motion to Approve the Recommendation of the Medical Executive Committee to reappointment of Kimberly Hoenecke, DO, Gbolahan Oyinloye, MD, and Tiffany Pluger, APNP; and amend privileges for Susan Brust, APNP*
 - D. Executive Reports – J. Meschke, R. Gouthro, J. Nickel, J. Bracken, and T. Boutain
 - E. ACTION: *Approval of Purchasing Policy* – D. Adzic
 - F. ACTION: *Approval of Policy for Accepting Out of County Hospital Admissions*
 - G. Update on Campus Renovations and Phasing for 2021 – M. Loy
 - H. Discussion and Possible Action on the Temporary Program Modification for the Crisis Stabilization Unit and Temporary Program Suspension for the Medically Monitored Treatment Program in 2021 – M. Loy
12. BOARD CALENDAR AND FUTURE AGENDA ITEMS – M. Loy
13. BOARD EXPERIENCE OPTIMIZER
14. ADJOURN

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



Presiding Officer or Designee

DATE: 01/22/2021 TIME: 4:30 PM BY: D. Osowski