



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.

Thursday, February 18, 2021 at 3:00 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: 187 122 7287 Meeting Password: 1234

AGENDA

- 1. Call to Order**
- 2. Public Comment (15 Minutes)**
- 3. Approval of the January 25, 2021, Executive Committee Meeting Minutes**
- 4. Policy Issues for Discussion and Action**
 - A. Executive Committee Recommendation to the NCCSP Board for Election of Secretary/Treasurer Officer Position
- 5. Operational Functions Required by Statute, Ordinance, or Resolution**
 - A. None
- 6. Educational Presentations/Outcome Monitoring Reports**
 - A. CEO Report
 - B. Organizational and Program Dashboards
 - C. Board Work Plan
- 7. Next Meeting Date & Time, Location, Future Agenda Items**
 - Committee members are asked to bring ideas for future discussion and educational presentations to the NCCSP Board.
 - Next Meeting: **Thursday, March 18, 2021, at 3:00 p.m.** in the North Central Health Care Board Room

8. **Announcements**

9. **Adjournment**

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.

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: 02/15/2021 TIME: 4:00 PM BY: D. Osowski

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

January 25, 2021

2:00 PM

NCHC – Wausau Board Room

Present: Eric Anderson Lance Leonhard
Robin Stowe Cate Wylie

Others Present: Kurt Gibbs, Michael Loy, Jarret Nickel, Dejan Adzic

Call to Order

- Meeting was called to order at 2:01 p.m.

Public Comment for Matters Appearing on the Agenda

- No public comment(s) made.

ACTION: Approval of the December 14, 2020 and December 28, 2020 Executive Committee Minutes

- **Motion**/second, Stowe/Leonhard, to approve the December 14, 2020 and December 28, 2020 Executive Committee Minutes. Motion carried.

CEO Report, Organizational Dashboard and Workplan – M. Loy

- Over 50% of staff have been vaccinated with additional clinics scheduled in the new few week; our goal is 70% by early February. We are also below 10 staff out due to Covid-related symptoms and testing.
- The Board is almost entirely new in the last 6 months; orientation for new Board Members is in progress.
- Waiting on the State for program approval (we have occupancy approval) for the 16-bed Adult Crisis Stabilization Unit (previously referred to as the CBRF) which also delays the opening of the 8-bed Youth Crisis Stabilization Unit.
- A tour of the Sober Living project in Antigo is scheduled this week; anticipate opening in March.
- Cerner go-live timeline is being reworked; it became apparent that implementing the Pharmacy module in the initial phase rather than the second phase is extremely important.
- Continue to meet with Portage County to explore a similar partnership as we have with Pine Crest. If discussions continue to move forward for a potential working partnership it will be brought to the Board for consideration.
- Dr. Thrasher will be on site to talk about a Psychiatric Emergency Department. He is the Crisis Medical Director in Milwaukee. About 90% of their medical clearance is done in house. He will look at our construction project and discuss with us about having a psychiatric emergency department on campus.
- City Pages included a nice article about MVCC construction in their senior edition.

- Sen. Felzkowski toured our Youth Behavioral Health hospital today and was impressed with our progress.
- Year-end Dashboard results were reviewed. We are pleased that quite a few areas met or exceeded target despite the pandemic. Year-end financials are not available yet. Our goal is to have the year closed out in the next two weeks.
- Board Work Plan is in chronological order for start dates as a reference to generate future agenda development and projects of Board oversight.

Overview of Hospital, Detox, Crisis, and Residential Treatment Renovations

- The next phase of the renovations is the most complex and must be accomplished while operating in the same footprint. Timelines need to be hit to make sure workflows keep the environment safe and we maintain high quality care. This phase will last for the remainder of the year. This phase also includes getting the Tower online this summer.
- Initial estimates came in higher than budget so we're working with the contractor to bring into scope.
- Priorities will be communication with partners and to stay on top of construction management to avoid delays. Project deadlines have been consistently delayed by 60-90 days. We cannot have that with this phase of the project. Corporation Counsel was asked to review contracts to incorporate potential penalties if possible when deadlines are not met.

Approval of Policy for Accepting Out of County Hospital Admissions

- Background and summary information provided in packet were reviewed.
- **Motion** by Leonard to adopt a pilot of utilizing the recommendation within the memo relative to permitting non-partnership counties to utilize the hospital for a 6-month pilot. Second by Stowe. Loy and Corporation Counsel were asked to evaluate the possibility of including a 'standby/reservation fee' to help offset overhead expenses. Motion carried.

Discussion and Possible Action on Temporary Operational Plan for the Crisis Stabilization Unit and Medically Monitored Treatment Program in 2021

- There is not enough space to operate both programs given the transitions and phasing occurring this year. Several options were discussed with the recommendation most advantageous from a revenue and operational standpoint being to maintain 16-beds for crisis stabilization and continue to plan to open the Medically Monitored Treatment (MMT) program when the first part of phasing D-wing is completed which is anticipated in quarter three.

Discussion and Possible Action on Update on Youth Crisis Stabilization Program and Future Direction

- Youth Crisis Stabilization is an 8-bed program which can open as soon as the adult crisis stabilization unit is open. The temporary spot on our campus was set up through a grant set to expire in June 2021. We are one of three pilots in Wisconsin who receive a grant which covered start-up costs and the proforma shows it will break even. We do need to maintain a stable census of 6 moving forward.

- Discussion over next 3 months is to determine if we want to commit to the program on a longer-term basis. We do not believe the State will back off on funds, but if we were to build an 8-bed stabilization unit for youth, we need to look at how to do it and what the project looks like long term.
- A more detailed plan including costs will be prepared for the Executive Committee and Board to consider.

Discussion and Potential Action on Parameters for Expanding Outpatient Services for Counseling

- Cost to each of the counties to add a counselor is about \$30,000 on a net basis. Our revenues, given our patient population, do not cover the expenses.
- Parameters for making the decision to expand outpatient counseling could include 'Access', and a look at RCA priorities, obtaining an analysis from the three counties if we were to increase capacity, what metrics will be used, a review of the potential market with need and costs for each of the counties.
- Psychiatry access has improved primarily due to the number of residents working in psychiatry. We expect continued improvement with the work of our open access clinic.
- Will prepare a framework on how we consider expanding outpatient access for each of the counties, funding, strengths and weaknesses, etc.

Update on Referral Source Survey

- We had developed a QRS code to take a photo and go to complete a short survey and handed out cards by Crisis staff. Have had a couple dozen returns with the majority very positive; want to make an effort for more feedback especially from county partners.
- Exploring possibility of creating a quick survey link embedded in our email signature for a broader view in all programs rather than just Crisis.

January Board Agenda

- No comments.

Future Agenda Items

- No comments.

Adjourn

- **Motion**/second, Leonhard/Stowe, to adjourn meeting at 3:04 p.m. Motion carried.

Minutes prepared by Debbie Osowski, Executive Assistant to CEO

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

January 27, 2021

4:00 PM

NCHC – Wausau Board Room/Virtual

(All present via conference phone)

Present: EXC Eric Anderson X Lance Leonhard
 X Robin Stowe X Cate Wylie

Others Present: Kurt Gibbs, Michael Loy, Dejan Adzic, Andy Phillips of Von Briesen Law Firm

Call to Order

- Meeting was called to order at 4:02 p.m. by Leonhard.
- **Motion**/second, Stowe/Wylie, to appoint Leonhard to chair the meeting in the absence of E. Anderson. Motion carried.

POLICY ISSUES DISCUSSION AND POSSIBLE ACTION

- A. **Motion**/second, Stowe/Wylie, to convene in closed session, pursuant to Section 19.85(1)(c) of the Wisconsin Statutes for the purpose of “[c]onsidering employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility,” TO WIT: Oversight of CEO Michael Loy.

In addition, the Executive Committee may, if appropriate, consider a motion to convene in closed session under any of the topics listed above, pursuant to Wis. Stat., sec. 19.85(1)(g), “[c]onfering 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.” Roll call vote taken: Stowe-Yes, Wylie-Yes, Leonhard-Yes. Motion carried. Meeting convened in closed session at 4:05 p.m. Attorneys Andy Phillips and Dejan Adzic, and NCHC Board member Kurt Gibbs, remain in closed session without objection.

- B. **Motion** to return to Open Session by Stowe, second by Wylie. Motion carried. Return to open session at 4:38 p.m.
- C. Possible Announcements or Action Resulting from Closed Session.
- No action taken in closed session.

Adjourn

- **Motion** to Adjourn by Stowe, second by Wylie. Motion carried. Meeting adjourned at 4:30 p.m.



North Central Health Care

Person centered. Outcome focused.

MEMORANDUM

DATE: February 12, 2021
TO: North Central Community Services Program Board Executive Committee
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 2/15/2021 we have 14 staff out of which 4 are confirmed positive and 1 pending testing. There were four employees out with vaccine reactions. Our vaccination program continues to function effectively with 482 employees having received both doses thus far. After our clinic on February 24, 2021, we expect to have 562 fully vaccinated employees. We expect this number to push of 600 within the next month which will take us over a 70% vaccination rate for employees.

Preliminary Year-End and January Financials

Finance staff continue to work with our auditors to close out our 2020 year-end preliminary financials. Our priority is accuracy over speed at this point given the turnover in the Finance and Accounting areas in in the last year. We anticipate an operational loss of approximately \$3M. As of October 31, 2020, we had a year-to-date running net income of (\$388,902) which highlights the magnitude of the impact of the COVID-19 peaks in November and December. Operational expenses due to staff absences related to COVID-19 and

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. We are busy working on final cost estimates and bidding activities.

Governor's Budget and other Legislative Updates

There are a number of positive proposals in the Governor's proposed budget. These will be covered at the Executive Committee meeting following the Governor's budget release on Tuesday February 16, 2021.

Sober Living Project

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

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. Following a meeting on January 20, 2021, a stakeholder group from Portage County and NCHC are meeting to organize moving forward for a full analysis and recommendations to present to the Portage County Health Care Center Committee by March.

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 remain in place. The updated base Lease Agreement for Marathon County is pending in the Corporation Counsel's Office	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 is being 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	Process will begin when the updated evaluation form and process is approved by the Executive Committee and provided to the CEO to start with the self-evaluation process.													
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	The audit process is well underway and is slated for presentation in April.	Open												
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														