

OFFICIAL NOTICE AND AGENDA of a meeting of the Board or Committee of the
North Central Community Services Program Board

A meeting of the North Central Community Services Program Board will be held at North Central Health Care, 1100 Lake View Drive, Wausau, WI 54403, Wausau Board Room at 12:00 PM on Thursday, September 15th, 2016.

(In addition to attendance in person at the location described above, Committee 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.)

AGENDA

1. Call to Order
2. Public Comment for Matters Appearing on the Agenda
3. Consent Agenda
 - a. ACTION: Approval of 7/28/16 and 8/18/16 Board Meeting Minutes
4. Presentation and Discussion on Issues Related to Marathon County's Decision to Terminate the Existing Tri-County Agreement
5. CEO Report – M. Loy
6. Discussion of Future Agenda Items for Board Consideration or Committee Assignment
7. Adjourn

- If time permits, beginning discussions may take place on future agenda items.
- Action may be taken on any agenda item.
- In the event that any individuals attending this meeting may constitute a quorum of another governmental body, the existence of the quorum shall not constitute a meeting as no action by such body is contemplated.

Signed: /s/Michael Loy
Presiding Officer or His Designee

COPY OF NOTICE DISTRIBUTED TO:

Wausau Daily Herald Antigo Daily Journal
Tomahawk Leader Merrill Foto News
Lincoln & Marathon County Clerk Offices

DATE: 09/09/16 TIME: 4:00 PM
VIA: X FAX X MAIL
BY: D. Osowski

THIS NOTICE POSTED AT:

North Central Health Care
DATE: 09/09/16 TIME: 4:00 PM
By: Debbie Osowski

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.

**NORTH CENTRAL COMMUNITY SERVICES PROGRAM
BOARD MEETING MINUTES**

July 28, 2016

12:00 Noon

NCHC – Wausau Campus

Present:

X	Randy Balk	X	Steve Benson	X	Ben Bliven
X	Jean Burgener	X	Joanne Kelly	X	Holly Matucheski
X	Bill Metter	X	Bill Miller	X	Scott Parks
X	John Robinson	X	Greta Rusch	X	Robin Stowe
X	Bob Weaver	X	Jeff Zriny		

Also present: Michael Loy, Brenda Glodowski, Laura Scudiere, Becky Schultz, Sue Matis

Guest: Judy Burrows, Program Director of Chronic Disease Programs, Marathon County Health Dept.

Meeting was called to order at 12:02 p.m.; roll call taken; a quorum noted.

Public Comment for Matters Appearing on the Agenda

- Janet Bezucha, spouse of Gary Bezucha, passed away. Funeral and visitation are tomorrow. Flowers have been sent on behalf of the Board.
- Updated list of Board and Committee meeting dates was distributed with changes highlighted in red.
- Save the Date Evening of Jazz event notecard was distributed. Event is October 6, 2016.

Consent Agenda

- **Motion**/second, Matucheski/Metter, to approve the consent agenda which includes the 6/30/16 Board Meeting Minutes. Motion carried.

Educational Presentation

- Population Health Outcomes and Collective Impact Model - Becky Schultz, North Central Health Care and Judy Burrows, Marathon County Health Department.
 - Suggestion was given to select an area to really focus on i.e. collaboration with community partners both public and private.

Committee Reports

- Chairperson's report:
 - Draft minutes of 7/13/16 Executive Committee meeting were reviewed. There was much discussion on the Morningside Report.
 - Health & Human Services meeting, August 8, will continue discussions about the upcoming vote to terminate the current tri-county agreement between Marathon County and NCHC. There is a possibility of a public hearing in August regarding this decision also.

- What is the nature of NCHC under the termination of the tri-county agreement? What becomes of NCHC, Board, etc.?
 - Would allow Marathon County to work on a plan for implementation 1/1/18.
 - This board would continue to operate for remainder of contract.
 - Lincoln and Langlade Counties may operate under the agreement.
 - Marathon County loses control of this board.
 - There is potential for continued participation but on a performance-based reimbursement for several years after 1/1/18 and then determine further outcomes.

Finance, Personnel & Property Committee Report

- Draft minutes of the 6/30/16 Finances, Personnel & Property Committee meeting were reviewed.
- Overview of the 7/28/16 Finance, Personnel & Property Committee meeting was provided:
 - Committee approved a pharmacy medication packaging system; anticipate a large return on investment ; was part of capital expenditure in 2015 and 2016
 - Reviewed monthly statements, census in the nursing home and hospital were down which resulted in lower revenues and cost overruns.
 - There is a large demand for Crisis Services but additional revenue resources are needed.
 - Making progress with Days in Accounts Receivable.
 - Investment policy is under review and will be discussing with Marathon County.
 - Discussed payment from Marathon County in reimbursement for additional services requested for mental health services in the jail and crisis services that they requested. Payment was budgeted from tax levy but set aside as a contingency. Recently learned that we have to request to obtain these payments.

Quality Committee Report

- Organizational Quality Dashboard was reviewed.
- Overview of the 7/21/16 Quality Committee meeting was provided. Quorum was present for a portion of the Closed Session only.
- Committee will meet again on August 9, 2016.

Human Services Operations Committee Report

- Draft minutes of the 7/18/16 Human Services Operations Committee meeting were reviewed.
- Hospital capacity seems to be instrumental to increase revenues if the arrangement of the facility would be improved with potential for significant return on investment. Seems it should be a high priority.
- Continue to look at needs and out of county placements.

Nursing Home Operations Committee Report

- Draft minutes of the 7/15/16 Nursing Home Operations Committee meeting were reviewed.
- Committee is meeting again on 7/29/16. All are welcome to attend.
- Very concerned about the nursing home census. Reducing bed capacity is under consideration (would reduce bed tax of \$175/bed/month), also reconciliation of loss from this year being presented.

Financial Report

- Struggling with census in the nursing home which decreases the revenue perspective; also experienced a decrease in the hospital census. July census is showing a slight increase.
- The lower revenue in some outpatient areas is not unusual in summer months.
- High expenses continue in health insurance, state institutes, and the crisis program.
- Showing a loss of \$490,000 in June.
- **Motion**/second, Weaver/Metter, to accept the June financial statements. Motion carried.

Review of 2016 Financial Performance Analysis and Forecast

- Financial Performance Analysis and Forecast handout was reviewed.
- Board asked for clarification on who pays for the individuals at Winnebago when going through the criminal system (state or county).
- Psychiatry recruitment should see better success when connecting with individuals while in medical school. The Psychiatry Residency Program cannot be supported with contracted psychiatrists. Recruitment for open positions continues.
- Finding new revenue sources is a priority.
- Looking for \$750,000 in reductions in expenditures through the end of the year; also set target of \$1.5 million cost reductions over 2017.
 - Leadership teams are engaged as they are managing programs on a daily basis. Each team has been asked to identify \$50,000 in cost avoidance and \$250,000 in ongoing reductions for next year.
 - Will bring recommendations to be implemented as of 9/1.
 - Non-negotiable to reduce patient quality and satisfaction.
- **Motion**/second, Miller/Kelly, The NCCSP Board directs and fully supports administration to continue with high priority, the Strategic Cost Reduction initiative to attain the goal of achieving at least \$750,000 in reductions in 2016 and \$1,500,000 in 2017. The Board requests a final implementation plan at its August meeting and will require monthly progress updates based on the approved action plan. The Board understands the challenges facing the organization and challenges the organization will face as recommendations are implemented from this process. Discussion included:
 - Not looking at reducing direct staff.
 - Revenue streams will be included in budget process as it would be difficult to include in this year's budget.
 - The Board expressed a 'Thank you' to staff for taking this difficult task on.
 - Expressed frustration that the outcomes currently being experienced may be directly linked to the negativity in the county by portraying negative image of NCHC.
- Motion carried unanimously.

Operational Plan Update

- Update on crisis process improvement initiatives provided.
- The internal process improvement team has an action plan identifying 64 items of which 60% have been completed.
- Phase 1 has been completed, phase 2 is in progress, and phase 3 will be a change in the model of treatment within the crisis center.
- The pilot program to assist law enforcement in the transportation of individuals to out of county facilities will begin August 1, 2016. There was a delay from the original date to the hiring of qualified drivers, etc. NCHC has been working with law enforcement in the development of this pilot.

Discussion of Morningside Report

- Operational committees have reviewed and discussed.
- Morningside Report is still a draft document; anticipate finalized document in August.
- Michael will continue to strongly encourage not withdrawing from the tri-county agreement and will work with the county on performance measures.
- Felt the commission was not fully grasped by the consultant and should be explored further.
- Mr. Metter shared his opinion on a recent county board meeting where the Morningside report was presented. Option 1 is not status quo with the major changes recommended in the relationship between Marathon County and NCHC. NCHC has indicated willingness to do the hard work but not sure the county is willing. Had not been contacted as a Board Member previously that there were any concerns with NCHC.
- Lincoln County representatives stated NCHC has incredible merit, are very satisfied with services from NCHC, and that they will be passing a resolution about NCHC.
- Langlade County representatives indicated they are not looking to get out of the partnership. Langlade County is extremely frustrated with Marathon County, even before the resolution. Langlade and Lincoln County leadership met with Marathon County where they were told this would not happen and if it did they would be partners in the process. There needs to be mending of this partnership.
- Mr. Robinson indicated that many support continuing the current multi-county arrangement but want more accountability. Difficult to hold NCHC accountable when metrics are not identified.

Update on Policy Question, Transition Oversight Task Force and Decision Making Process for Marathon County

- Health & Human Services Committee meets on Aug. 8 to discuss the various options and will then be sent to Executive Committee.

CEO Report

- Sen. Tammy Baldwin was at NCHC regarding the impact of opioid addictions in communities and attended a MMT session where she was visibly moved by the stories of those who are currently in program and those who have graduated.

Discussion of Future Agenda Items for Board Consideration

- None noted.

Motion/second, Metter /Burgener, to adjourn the NCCSP Board Meeting. Motion carried. Meeting adjourned at 2:10 p.m.

dko

**NORTH CENTRAL COMMUNITY SERVICES PROGRAM
BOARD MEETING MINUTES**

August 18, 2016

12:00 Noon

NCHC – Wausau Campus

Present:

EXC	Randy Balk	X	Steve Benson	EXC	Ben Bliven
X	Jean Burgener	X	Joanne Kelly	EXC	Holly Matucheski
X	Bill Metter	EXC	Bill Miller	EXC	Scott Parks
X	John Robinson	X	Greta Rusch	X	Robin Stowe
X	Bob Weaver	X	Jeff Zriny		

Also present: Michael Loy, Brenda Glodowski, Laura Scudiere, Becky Schultz, Sue Matis

Others present: Brian Kowalski – City Pages

Meeting was called to order at 12:03 p.m., roll call taken, and a quorum noted.

Public Comments for Matters Appearing on the Agenda

No comments.

Chairman’s Report

- Chief Deputy John Schunke, Langlade County, joined the committee discussion and had a productive conversation. Would expect this is how things would work i.e. if a partner has an issue, we can sit down and talk through them when they are brought to the Board’s attention.

Finance, Personnel & Property Committee Report

- The 8/28/16 meeting of the Finance, Personnel & Property Committee is cancelled.

Quality Committee Report

- Reviewed significant events in closed session.
- Committee welcomed a new member, Jeannine Nosko, Chief Nursing Officer, Aspirus Wausau Hospital.
- Organizational Quality Dashboard was reviewed.
 - Days in Accounts Receivable increased due to receipt of several payments received July 1 rather than in June. Several larger Medicare payments for the nursing home also came in several days late. Variation is entirely due to timing.
 - Percentile rank definition regarding the Patient Experience metric was reviewed noting that the rank is based on those who ranked us as a 9 or 10 on a scale of 1-10. Data base comparison is a very high mark and we are only comparing to those who also rank 9-10. This will be particularly important as Pay for Performance will determine Medicare and Medicaid reimbursement.
- **Motion**/second, Kelly/Burgener, to accept the Organizational Quality Dashboard. Motion carried.

Human Services Operations Committee Report

- Received educational presentation on Juvenile Criminal Justice by Chris Gunderson, Partnership for Youth.
- Discussed metrics and performance.
- Hoping county board will see the success in crisis and transportation services.
- Reviewing Morningside report to fill any identified gaps.

Nursing Home Operations Committee Report

- Discussed finances of the nursing home which will also be reviewed at its meeting tomorrow.
- There are six nursing home quality indicators being added by CMS. Hospitals will be joining the 5 Star process; which is new for hospitals.
- Mr. Miller was to request a 15 minute presentation for Michael Loy with the County Board to explain the financial situation at the nursing home. Have not heard if this will happen. One of the frustrations the committee struggles with in the relationship with the County Board is the inability to help educate them. It was recommended to put all requests in writing and copy the entire NCCSP Board.
- Concern expressed that decisions are being made by those who do not have a good understanding of health care issues.

Financial Report

- There was a small gain in July of just under \$18,000 with improvement in revenue in the hospital and outpatient areas; nursing home census was still low.
- Expenses were over budget but have come down from prior months. Benefits dropped \$185,000 due to a better month for health insurance expenses; we have a hold on hiring in some positions; seeing contracts for locums continue to be high; and continue to watch general expenses very closely.
- Internal Task Forces are working on expense management; most have been able to come up with savings to help throughout the year and which will be monitored for remainder of the year.
 - Overall teams have exceeded their \$250,000 target in cost avoidance and removed over \$1.5 million from ongoing budgets. Will be translating into the 2017 budget. Teams received approval to move ahead with these identified cost reductions with the approval from their senior executive.
 - No reduction in staff will be done at this time. If a position would voluntarily reduce their FTE it will be implemented; if a position is cut, staff in that position will be offered a comparable position.
 - Another component is revenue enhancements. Review of all revenue projections will be completed. The Teams will look for new revenue sources to bring into next year. Some will be difficult to implement before budget.
- **Motion**/second, Weaver/Metter to accept the financial report. Motion carried.

Presentation of Discussion Regarding Marathon County Health and Human Services Committee's Recommendation *'Marathon County shall terminate the existing tri-county agreement with the intention that Marathon County seek to contract for behavioral health and AODA services with service providers through its standard procurement process. For the first three years following the effective date of the termination (calendar years 2018, 2019, 2020), North Central Health Care would be the provider of these services unless equal levels of services can be contracted for at a lower cost. In the event equal levels of care and equal levels of service quality can be obtained at a lower cost from a provider other than North Central Health Care, Marathon County is free to contract with said providers.'*

- Distributed and reviewed a 'Policy Briefing' booklet prepared by Michael Loy and Jeff Zriny which describes the course of events over the last 8-9 months.
- Marathon County has not engaged its partners, Langlade and Lincoln Counties, and has adopted a resolution that they are taking steps to withdraw from the Tri-County Agreement which has consequences for the other two partners. This needs to be expressed at the public hearing.
- Option 2 should be removed as there has to be a vehicle to manage the services which they would contract for.
- There cannot be both a single county human services department and NCHC. Marathon County would need to add substantial staff or contract in order to develop this department.
- Compromise continues to be referred to but we feel there is no compromise in option 2 as it stands.
- Initially there was a 3-year guarantee of services but has more or less been removed.
- Both Langlade and Lincoln Counties have adopted nearly identical resolutions to continue their relationship with NCHC which may not include Marathon County. The two counties have reached out to Marathon County administration but have not made much progress to date.
- Who are the competitive bidders and where is the analysis? This is an underserved high need area according to the DHS and the National Institute of Mental Health (NIMH).
- The Psychiatry Residency Program will not exist if this withdrawal happens. The Medical College of Wisconsin requires a full-time psychiatrist on staff. Psychiatrist candidates have shown interest in NCHC; however the current unstable relationship with Marathon County is hindering successful recruitment.
- Contacting county board representatives:
 - Questions/statement for county board to consider:
 - How will this structure improve the services of Marathon County?
 - How will this affect quality and cost?
 - NCHC provides quality, cost effective services; NCHC is willing to change, to better meet the needs of the residents i.e. crisis and transportation
 - NCHC employees are vital assets of NCHC, who passionately serve their clients and who have been disregarded.
 - What happens come 1/1/18? Who will people be calling when in need of services? What is their plan? Shouldn't there be a plan first?
 - Where does that leave NCHC and its employees?
- Criticism is that NCHC is institutional-based not community based, is isolated from the community, and mental health/AODA needs are the largest contributing factors with the criminal justice system.
 - We must show that we are part of the community, responding to needs, working with partners, etc. We are held captive of the picture painted by the Sheriff's Dept. and Law Enforcement and we must refresh that canvas and draw a new picture.

- What would it take Marathon County to keep this partnership of over 40 years, with which they have had controlling interest? Have they identified their expectations? What additional services are they referring to from the Morningside report? Once there is a list or menu of options, budgetary controls can be put in place and decisions made based on those options.
- What will it take in the criminal justice system to work better?
- The needs in this community are growing at a time when we should be building services and working together in partnership rather than breaking things down.
- Marathon County's comprehensive plan, recently approved, includes one of their values: work collaboratively with the community. Marathon County is refusing to have discussions and work together.
- Engaging the community is vital.
- Our approach is not about self-preservation but about what we truly believe we do for this community.

CEO Report

- Busy in psychiatry recruiting. There are five individuals interested in NCHC; offer has been extended to one; a child psychiatrist is visiting this week; others coming 9/12, 9/19, and 9/30.
- Strategic cost reduction planning and implementation is in progress. Will continue to provide updates.
- Have received disappointment from Marathon County Sheriff's Office since releasing the letter from the Department of Health Services. Public Safety Committee discussed the issue.
- Met with Congressman Duffy. Purpose was for introduction and to make him aware of the current issues and need for additional AODA and mental health and funding.
- Jeff Zriny expressed his appreciation for Michael and how he has grown in his role as Interim CEO, stepped up at a difficult time, and is doing an extraordinary job; not without much sacrifice to his personal and family life.
- John Robinson expressed, as a member of the Marathon County Board, his appreciation for everyone at this organization. NCHC does an outstanding job in all aspects and provides a critical role in this community.

Discussion of Future Agenda Items for Board Consideration

- Next meeting currently scheduled for 9/29 however the Board agreed to hold a special meeting immediately prior to the Marathon County 9/20 vote as well as a meeting immediately following that vote. A poll will be completed to identify two meeting dates.
- A substitute amendment with a different resolution.
- Better cost accounting as it relates to the upcoming budget, what it means and how to present the information i.e. if 10 more crisis workers are requested in Langlade County there is a price and should let the policy makers make this decision.
- Mandated standards of care.

Motion/second, Metter/Stowe, to adjourn the meeting at 1:45 p.m. Motion carried.

dko

1. HHS Recommended Motion to the Marathon County Board Considered at the Public Hearing:

Marathon County shall terminate the existing tri-county agreement with the intention that Marathon County seek to contract for behavioral health and AODA services with services providers through its standard procurement process. For the first three years following the effective of the termination (calendar years 2018, 2019, 2020), North Central Health Care would be the provider of these services unless equal levels of services can be contracted for a lower cost. In the event equal levels of care and equal levels of service quality can be obtained at a lower cost from a provider other than North Central Health Care, Marathon County is free to contract with said providers.

2. Proposed Amendment suggested by Marathon County leadership:

Motion to terminate the existing tri-county agreement with the intention to enter into a new, time-limited agreement with Lincoln and Langlade Counties for the provision of community programs that provides for greater oversight and control by Marathon County and is committed to:

***-Financial Integrity**, so that it is clear what our programs and services costs and that our efforts are sustainable;*

***-Program Adaptability and Consistency**, ensuring that programs and services are responsive to Marathon County needs and priorities; and*

***-Ongoing Quality Measurement, Reporting and Improvement** to clarify the value of the services provided and ensure cost efficiency.*

Marathon County Administration and Corporation Counsel are directed to consult with the Health & Human Services Committee, other county staff, and representatives from Lincoln and Langlade Counties for purposes of preparing a new tri-county agreement for consideration by this Board no later than its December meeting.

3. Potential Amendment NCHC has developed with Marathon County:

Motion to direct the Marathon County Administrator and Corporation Counsel to negotiate in good faith a time-limited successor agreement with Lincoln and Langlade Counties for the provision of community programs that provides for greater oversight and control by Marathon County and is committed to:

***-Financial Integrity**, so that it is clear what our programs and services costs and that our efforts are sustainable;*

***-Program Adaptability and Consistency**, ensuring that programs and services are responsive to Marathon County needs and priorities; and*

***-Ongoing Quality Measurement, Reporting and Improvement** to clarify the value of the services provided and ensure cost efficiency.*

The Marathon County Administrator and Corporation Counsel are directed to consult with the Health & Human Services Committee, other county staff, NCHC and representatives from Lincoln and Langlade Counties for purposes of creating a tentative agreement for consideration by this Board no later than its December, 2016 meeting. This tentative agreement shall be presented to the Health and Human Services Committee for consideration and recommendation to the Marathon County Board no later than the Board's December, 2016 meeting. If the parties are unable to achieve a

tentative agreement by the December, 2016 meeting or the tentative agreement is not approved by all three member counties by this Board's December, 2016 meeting, this Board will consider whether to continue under the current agreement in place or withdraw from the current tri-county agreement at the same December, 2016 meeting.