

NORTH CENTRAL COMMUNITY SERVICES PROGRAM JOINT FINANCE, PERSONNEL & PROPERTY AND BOARD MEETING MINUTES

August 31, 2017

11:30 a.m.

North Central Health Care-Wausau

Present:

X	Randy Balk	X	Steve Benson	X	Ben Bliven
EXC	Jean Burgener	X	Bill Metter	X	Bill Miller
X	Corrie Norrbom	X	Greta Rusch	X	Rick Seefeldt
X	Robin Stowe	X	Bob Weaver	X	Theresa Wetzsteon
X	Jeff Zriny				

Also Present: Michael Loy, Brenda Glodowski, Sue Matis, Laura Scudiere, Kim Gochanour, Sheila Zblewski, Lance Leonhard, Atty. John Fisher, Ken Day

Call to Order

- The Joint Meeting of the Finance, Personnel & Property Committee and Board was called to order at 11:35 p.m. by B. Weaver and J. Zriny.

Public Comment for Matters Appearing on the Agenda

- No public comments made.

Resolution Honoring Holly Matucheski for Her 5 Years of Service to the NCCSP Board

- **Motion**/second, Stowe/Weaver, to recognize Holly Matucheski for her years of service with a formal resolution from the Board and a plaque commemorating her service. Unfortunately Holly was not able to attend this meeting, therefore the resolution and plaque will be presented to her at an upcoming Langlade County Board meeting. Motion carried.

Finance, Personnel & Property Committee Report – B. Weaver

- **Motion**/second, Balk/Miller, to approve the 7/27/17 Finance, Personnel & Property Committee Meeting Minutes. Motion carried.
- July financials showed a gain of just under \$242,000. Revenues were slightly under target overall. Nursing home census dropped to 178, which is the lowest this year but is back up in August. The Hospital stayed consistent at 14. Expenses are below target by \$343,000; health insurance is continuing to do well and state institute expenses are down. There was a gain for the month with \$1.3 million ahead of target year to date.
- **Motion**/second, Metter/Stowe, to accept the July Financial Report and July Financial Statements. Motion carried.
- Presentation of the Proposed 2018 Budget.
 - Once the proposed budget is approved the Retained County Authority Committee (RCA) will review and recommend the budget to the three counties by the end of September.
 - M. Loy commended Brenda Glodowski and the rest of the Executive Team and Leaders for their work in putting this budget document together which fully represents the value of the services we provide with exceptional transparency.
 - Budget Priorities and Guidelines were given to us by the RCA (page 13) and included in the budget.

- Brenda Glodowski provided a high level review of the 2018 Budget in which every area has a direct budget that includes all expenses and revenues associated with each. This budget includes almost \$5 million of change and it is exciting that the change is coming from growth which is needed for sustainability and viability. New this year is the inclusion of a forecast for 2019 as well. See attached budget presentation document.
- Questions and discussion followed relative to the Board's role in determining allocations for programs, use/development of Day Treatment/Outpatient services, etc., particularly as it relates to the broader development of pretrial services to help higher level offenders and hopefully a drug court at Marathon County. Internal modifications in 2018 can be made working with the RCA as well as when working on the 2019 budget.
- It was suggested to provide an educational session again on the Medically Monitored Treatment (MMT) program at an upcoming meeting to understand how the program is working, why some of the outcomes are occurring, and the opportunities for growth and additional changes.
- **Motion/second**, Stowe/Miller, for the Finance, Personnel & Property Committee to recommend the 2018 Proposed Budget to the NCCSP Board for approval. Motion carried.

Adjourn Joint Meeting with Finance, Personnel & Property Committee

- **Motion/second**, Stowe/Miller, to adjourn the Finance, Personnel & Property Committee at 12:46 p.m. Motion carried.

ACTION: Accept the Financial Report and July Financial Statements

- **Motion/second**, Weaver/Rusch, to accept the Financial Report and July Financial Statements. Motion carried.

ACTION: Recommend the 2018 NCCSP Budget to the Retained County Authority Committee (RCA) for Adoption

- **Motion/second**, Weaver/Seefeldt, to recommend the 2018 NCCSP Proposed Budget to the RCA for adoption. Motion carried.

Chairman's Report and Announcements – J. Zriny

- J. Zriny and T. Wetzsteon attended the employee recognition event. It was evident that staff at NCHC are in a career and not just a job.
- Impressed with the work on the 2018 budget with the 5 to 50 vision.
- The Executive Committee provided a position vision and compensation plan for the CEO Recruitment to the RCA. The RCA rejected the compensation plan and lowered it to a level more equitable with County pay bands.
- The CEO search closes on 9/15 and to date have received eight qualified candidates from the outside; 5 of which significantly exceed the compensation pay band established by RCA, one who has not completed the compensation information request, and two candidates with less relevant experience. In the last 1 ½ years as chairman and observing a monumental turnaround and organizational refocus of NCHC, the 2018 budget document that provides a bright future for the organization and its tri-county residents, J. Zriny expressed his continued frustration with the process. The next RCA meeting on Sept. 28 will review the CEO applicant information.

- Concern was expressed as to the quality of candidates at the salary level proposed by the RCA. The decision to proceed with search coordinated by our internal Human Resources staff and not an outside consultant at this time was made as a joint decision between the Executive Committee and the RCA.

ACTION: Approval of 7/27/17 NCCSP Board Meeting Minutes

- **Motion**/second, Stowe/Seefeldt, to approve the 7/27/17 Board Meeting Minutes. Motion carried.

Executive Committee Report – J. Zriny

- The CEO recruitment and timeline was discussed as well as the responsibilities of the Board, Executive Committee, Counties, and RCA.

Nursing Home Operations Committee Report – M. Loy for J. Burgener

- The Nursing Home Operations Committee continues to meet with the Mount View Care Center Committee that is charged with the policy decision about the future of the nursing home: to close, sell, or stay in the business. They continue to review the Clifton Larson Allen Report and information they have been provided on strategic action and how it will impact 51.42 services. The nursing home budget is balanced in 2018. The nursing home has a lot of potential but remodeling is a big factor in its success.

Quality Committee – M. Loy

- The Dashboard and Executive Summary were reviewed. We are seeing a reduction in vacancy rate and the patient experience has passed 80% for the first time. There was a slight uptick in the hospital readmission rate.
- **Motion**/second, Stowe/Benson, to accept the Quality Dashboard. Motion carried.

ACTION: Amend the 2017 NCCSP Capital Budget for the Renovation of the Hospital in an Amount Not to Exceed \$40,000 – M. Loy

- The project has been approved by Marathon County Facilities and Capital Management. Mr. Lotter indicated this did not need to be a ranked project. The \$40,000 is intended to remodel the hospital, including usable office areas for two psychiatrists on the unit, and a more efficient nurses' station.
- **Motion**/second, Rusch/Benson, to amend the 2017 NCCSP Capital Budget for the renovation of the hospital in an amount not to exceed \$40,000. Motion carried.

Aquatic Therapy Pool Update – M. Loy

- Vote is slated for Sept. 19 with an education session 9/14. A passing vote, which is the approval of the project and bond approval, will require $\frac{3}{4}$ majority. Earlier this year the Marathon County Finance Committee approved 7-0 vote that the project go to the Board with the condition they fund \$3.4 million which includes decommissioning the old pool and fundraising supports the remaining \$3 million. We are already working on Foundation support. If the project is defeated we feel we will lose staff quickly and the operation of the pool will spiral; we are prepared for this succession.

Presentation of Compensation Plan as Modified by the RCA for Implementation – M. Loy

- The RCA was tasked to review the entire compensation plan of NCHC and return to the Board for implementation. Their focus was on the Executive and CEO positions in which they made substantial changes. S. Matis was asked to meet with the three counties. Recommended changes include a reduction in the current rate of all Executives by one pay grade and a reduction of the CFO and CEO rate by two pay grades plus an additional 5% reduction for all Executive pay grades.
- Further analysis of non-executive positions indicated there were more county government paid positions at higher pay grades than at NCHC and a few NCHC positions that were higher, therefore no additional changes were recommended at that time.

ACTION: Consideration of Continuation of Joint Commission Accreditation for Behavioral Health – M. Loy

- The memo regarding Joint Commission Accreditation for Behavioral Health was discussed.
- **Motion**/second, Stowe/Norrbom, to recommend NCHC continue to pursue Hospital accreditation with the Joint Commission and discontinue accreditation for non-hospital related behavioral health care programs. Motion carried.

ACTION: Approve Participation in Department of Employee Trust Funds Income Continuation Insurance Program – M. Loy

- This is an 'income replacement' benefit plan that provides up to 75% of an employee's gross salary (up to the first \$64,000 of earnings) for both short- and long-term disabilities. There is no cost to the employer or the employee. Employees can opt in or out of this program. The program will save employees' money and NCHC \$100,000 in 2018.
- **Motion**/second, Metter/Rusch, to approve participation in the Department of Employee Trust Funds Income Continuation Insurance Program. Motion carried.

CEO Work Plan Review and Report – M. Loy

- Proposals were received from six firms for the Master Facility Planning. After meeting with Marathon County the top three will be interviewed. Anticipate this project will be completed by the end of the year.

Policy Governance Discussion – Facilitated by K. Day

- See attached.

Discussion of Future Agenda Items for Board Consideration or Committee Assignment

- Continuum of Services – Medically Monitored Treatment (MMT)

Adjourn

- **Motion**/second, Stowe/Balk, to adjourn the Board meeting at 2:02 p.m. Motion carried.

Minutes prepared by Debbie Osowski, Executive Assistant

Policy Governance Discussion – K. Day

Review Draft End Statements:

- A Board represents the ‘owners’. Outcome or End Statements are what you believe and/or know what the owners want the organization to generate and are more specific than the mission statement.
- Do the five pillars of excellence below embrace the outcomes of the organization? Discussion points are noted below each of the pillars:
 - ❖ **People** – *Individuals will be served by a stable, highly qualified and competent staff who take pride in their work and seek to collaborate in the health care journey with each person. North Central health Care will be a learning organization offering a career of opportunity of growth and development to ensure a best practices focus.*
 - Is this too focused on internal staff rather than those we serve?
 - Should ‘employee choice’ be included?
 - Should ‘culture of the organization’ be added?
 - Should ‘empathy’ be added? Without ‘empathy’ there is no therapeutic relationship which results in no change. Being competent doesn’t mean empathy.
 - ❖ **Service** – *Patient Experience and referral source satisfaction will exceed expectations as a result of our readiness, clarity of treatment planning, and superb ability to follow through.*
 - ‘Referral source’ relates to communication; should there be more references to communication added?
 - Is ‘patient’ the proper term to use?
 - Should ‘continuum of service’ be included?
 - Need to think more inclusively, not on sides, but rather how to wrap services around what we do professionally and personally to make things work better
 - Continuity of care and collaboration is challenging but will make for a tremendous service for the community. Continuity of care begins with first contacts i.e. law enforcement.
 - ❖ **Quality** – *North Central Health Care meets or exceeds established regulatory requirements and best practice guidelines to improve the quality of life of the individuals we care for. North Central Health Care’s ability to assess and develop a comprehensive treatment plan and measure outcomes in real-time will be unparalleled.*
 - ‘Unparalleled’ – definition means better than anyone else; is this accurate?

❖ **Community** – *Community members will be able to access services through a highly responsive seamless integration of services. North Central Health Care will work to have strong affiliations with both public and private partners to share information, develop a web for continuity of care and by thinking of the collective impact on the health of the population we serve.*

- Is more detail necessary regarding 'share information'?
- NCHC is not alone but part of all stakeholders who represent the community.
- NCHC should have flexibility and adaptability as the needs of the community change; should also be able to listen and be responsive.
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❖ **Financial** – *North Central health Care will be a viable organization and offer value through efficiency, growth and diversification, and by being highly adaptable to changing conditions by remaining future focused.*

- Should 'viable organization' have additional detail?

Additional questions to think about:

- What are things we monitor that may not be reflected in these five pillars?
- Where is the 'brand' and perception of the brand addressed? Image of the organization is important to the success of the organization.
- What is success from the owner's perspective?

Discussion of Committee Structures and the Work Committees Perform on Behalf of the Board

For the next discussion consider these:

- Committees are to help the Board do its work vs helping Administration.
- Considering the relationship now with the RCA (Retained County Authority). It appears the RCA now directs this organization and not this Board or CEO i.e. RCA hires, directs, and evaluates the CEO. However, if NCHC is successful as an organization the role/frequency of the RCA should diminish over time and the Board will assume additional responsibility.