

**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<sub>(on site)</sub> Jeff Zriny X Nancy Bergstrom  
X Lance Leonhard X<sub>(on site)</sub> 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 2<sup>nd</sup> 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 2<sup>nd</sup> 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.