

**OFFICIAL NOTICE AND AMENDED AGENDA**

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

**Thursday, January 26, 2023 at 3:00 pm**

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

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:** 1-408-418-9388 **Access Code:** 2491 080 2585 **Password:** 1234

**Our Mission**

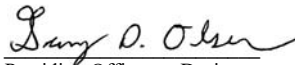
*Langlade, Lincoln, and Marathon Counties partnering together to provide compassionate and high-quality care for individuals and families with mental health, recovery, and long-term care needs.*

**AGENDA**

1. CALL TO ORDER
2. CHAIRMAN'S ANNOUNCEMENTS
3. PUBLIC COMMENT FOR MATTERS APPEARING ON THE AGENDA (Limited to 15 Minutes)
4. CONSENT AGENDA AND MONITORING REPORTS
  - A. Board Minutes and Committee Reports
    - i. ACTION: *Motion to Approve the November 17, 2022, NCCSP Board Minutes*
    - ii. FOR INFORMATION: Minutes of the November 17, December 1, 15, 19, 22, 29, 2022 Executive Committee Meetings
    - iii. ACTION: Motion to Approve the Recommendations of the Medical Executive Committee for reappointments for: Jean Vogel, MD, Gbolahan Oyinloye, MD, and Hannah Wenzlick, PA-C
5. BOARD DISCUSSION AND/OR ACTION
  - A. Educational Presentations
    - i. Executive Director Report – G. Olsen
      - a. Financial Update
      - b. Introduction of V. Tylka, Managing Director of Community Programs
      - c. Update on Proposed Future State
  - B. Compliance and Regulatory Update – J. Peaslee
    - i. Action: Motion for Approval of Board Policy: Code of Conduct
6. BOARD CALENDAR AND FUTURE AGENDA ITEMS
  - A. Next Board Meeting Scheduled For: February 23, 2023 at 3:00 p.m.
7. ADJOURN

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: 01/24/2023 TIME: 10:00 AM BY: D. Osowski

## NORTH CENTRAL COMMUNITY SERVICES PROGRAM

### BOARD MEETING MINUTES

November 17, 2022

4:00 p.m.

North Central Health Care

<b>Present:</b> X	Eric Anderson	EXC	Randy Balk	X <sub>(WebEx)</sub>	Chad Billeb
X <sub>(WebEx)</sub>	Angela Cummings	EXC	Kurt Gibbs	X <sub>(WebEx)</sub>	Renee Krueger
X <sub>(WebEx)</sub>	Alyson Leahy	X	Lance Leonhard	ABS	Bruce McDougal
X	Dave Oberbeck	X	Robin Stowe	X	Gabe Ticho
EXC	Vacant	EXC	Vacant		

**Staff Present:** Mort McBain, Gary Olsen, Jennifer Peaslee

**Others Present:** Dejan Adzic, Deputy Corporation Counsel, Stacey Morache, John Robinson

#### Call to Order

- Meeting was called to order at 4:03 p.m. by L. Leonhard on behalf of Chair Gibbs.

#### Chairman's Announcements

- No announcements.

#### Public Comment for Matters Appearing on the Agenda

- No public comment.

#### Consent Agenda and Monitoring Reports

- **Motion**/second, Ticho/Oberbeck, to approve the September 29, 2022 NCCSP Board Meeting minutes. Motion carried.
- **Motion**/second, Stowe/Anderson, to approve the recommendations of Medical Executive Committee for Reappointments for Heidi Heise, APNP, and Amendments of Status Changes for Jean Vogel, M.D., and Hannah Wenzlick, PA-C. Motion carried.

#### Board Discussion and/or Action

##### Educational Presentations

- Executive Director Report – M. McBain
  - Members of the Board have terms expiring 12/31/2022. M. McBain will contact each of these members to ascertain their desire to continue on the Board and relay the outcome to the appropriate county for action on appointments to the NCCSP Board.
- Progress Report on Programmatic Changes at North Central Health Care – M. McBain
  - Recruitment for the Managing Director of Community Programs is in progress with second interviews completed this week. The interview panels agreed on a final candidate and an employment agreement will be negotiated. Recruitment will then resume for the Executive Director position.

- 2023 Budget Presentation – G. Olsen
  - Thank you to the entire Senior Leadership Team, Directors, and Managers for their help in putting the budget together and to Jessica Meadows, Communications & Marketing Manager, for her assistance in compiling the information into an excellent budget book.
  - With the new Tri-County Agreement not adopted until June 2022, and with G. Olsen coming on Board at that time also, the timelines to finalize the 2023 budget were significantly impacted. Moving forward the Executive Committee will provide budget guidelines to NCHC by June 1. The budget will then be approved by the Executive Committee and Board, then forwarded to the three counties by September 1 for their review and approval. Additionally, there will be an operations budget and a capital budget.
  - Budget highlights included:
    - The 2023 budget book is coordinated by color with community programs in orange, community living and nursing home programs in green, and support programs in blue.
    - Page 13 shows the 2023 county appropriations (levy) requests as well as a historical view of the appropriations by county since 2014.
    - Revenues and expenses for 2023 were done differently this year in that managers were involved in both areas which will help them be accountable for their budgets; in the past managers identified expenses while revenue was calculated by the Chief Financial Officer. The 2023 budget is a balanced budget.
    - Several positive changes that have significantly impacted NCHC’s financial picture includes an increase in Medicaid rates, projected conservatively at 35.8%.
    - Health insurance was reviewed and determined that staying self-funded was better financially for NCHC for 2023. This will continue to be monitored and reviewed regularly. Health insurance costs increased this year, including employee contributions, by 16%.
    - Staffing has been budgeted at 100%.
    - Page 17 shows revenue and expense by county. Our goal next year is to balance and get each county to zero (revenue equal to expense).
    - In 2022, we estimate a loss of about \$3.7 million but there are some revenues expected at the end of the year i.e., the Medicaid rate increase retroactive to July 1, 2022 projected around \$1.1 million. Marathon County is providing NCHC with ARPA funds and assistance with NCHC’s 2022 and 2023 debt repayment obligations with a promissory note for the next 20 years. We can’t thank Marathon County enough for their help with our current financial challenges.
    - Page 20 shows the profit/loss by program. We will use this same concept every year and will also include this in program evaluations moving forward.
    - One-time revenue and fund balance money is not included in this balanced budget.
    - The goal for next year is to include more accurate revenue projections. We are also working on a fleet management lease program, similar to what

Marathon and Lantlade Counties have in place, which has potential to save us money.

- Discussion included:
  - challenges with staffing and how it impacts census
  - funding the weekend warrior program and recruitment bonuses as efforts to improve staffing i.e., these are a minimal cost and are built into the budget
  - any projected revenue has been calculated very conservatively
  - J. Robinson noted the following:
    - ♦ it is hoped that as NCHC's financial situation improves repayment could be accelerated
    - ♦ request for future discussion on expansion of CART
    - ♦ request for future discussion on expanding case management services for individuals interfacing with the justice system and crisis center

#### 2023 Board Meeting Calendar

- Tentative calendar of meetings in 2023 was provided. With the enhanced meeting schedule of the Executive Committee and change to levels of authority reflected in the new Tri-County agreement, there has been brief discussion on whether the Board will still need to meet monthly next year.
- It was recommended to have a schedule for continued in-depth program reviews and include the request to expand CART and case management services.

#### Board Calendar and Future Agenda Items

- Next meeting currently scheduled for January 26, 2023 at 3:00 p.m.

#### Adjourn

- **Motion**/second, Stowe/Ticho, to adjourn the meeting at 5:20 p.m. Motion carried.

*Minutes prepared by Debbie Osowski, Executive Assistant to CEO*

## NORTH CENTRAL COMMUNITY SERVICES PROGRAM EXECUTIVE COMMITTEE MEETING MINUTES

November 17, 2022

3:00 p.m.

NCHC Board Room

Present: EXC Kurt Gibbs X Lance Leonhard X Robin Stowe  
X<sub>(WebEx)</sub> Renee Krueger

Staff Present: Mort McBain, Gary Olsen

Others Present: Dejan Adzic, Deputy Corporation Counsel, Stacey Morache, Alison Leahy (WebEx), John Robinson (WebEx)

### Call to Order

- Meeting was called to order by L. Leonhard in the absence of K. Gibbs, Chair.

### Public Comments

- There were no public comments.

### Minutes of November 3 and 8, 2022 Executive Committee Meetings

- **Motion**/second, Stowe/Krueger, to approve the minutes of the November 3 and 8, 2022 Executive Committee Meetings. Motion carried.

### Executive Director Report – M. McBain

- Several North Central Community Services Program Board members have terms expiring the end of December 2022. Executive Committee asked M. McBain to contact those members to inquire if they wish to be reappointed to the Board and provide an update to the Committee in December.
- A list of tentative meeting dates and times for the Executive Committee and Board for the first quarter of 2023 was provided with the assumption that the Committee will continue to meet bi-weekly and the Board monthly. Committee will discuss frequency of meetings at its December meeting.

### Contract Extension for Interim Executive Director

- A contract extension for the Interim Executive Director was presented.
- **Motion**/second, Stowe/Krueger, to recommend extending the current contract to December 31, 2022 with modification to the last paragraph to read ‘December 31, 2022. Motion carried.

### Presentation of the 2023 Budget – G. Olsen

- G. Olsen came on board May 31, 2022 with a priority of developing the 2023 budget. After several iterations, and with the assistance of the entire management staff, a balanced budget is being presented. Next year the process will be within the stated timeline according to the Tri-County Agreement. It was noted that each of the three counties has approved their 2023 budget already with approved tax levy contributions for North Central Health Care which have been incorporated into this budget.

- A high-level overview of the 2023 budget was provided to the Committee. An in-depth review of the budget will be provided to the Board immediately following this meeting. Highlights included:
  - County appropriations for 2023 are just over \$6 million and shown on page 13 of the budget document. Overall, county appropriations have decreased since 2017. An exception to this was when NCHC and Lincoln County entered into a management agreement of Pine Crest Nursing Home which added \$440,000.
  - Medicaid reimbursement recently increased (effective 7/1/2022), Marathon County is assisting NCHC by providing ARPA funds to help offset the deficit incurred by increased costs related to the COVID-19 pandemic and covering the debt repayment for 2022. NCHC is also working with Marathon County on an agreement/promissory note for repayment of the debt which will be completed by January 31, 2023.
  - The 2023 budget book is color coordinated based on the new organizational chart indicating the community programs in orange, community living and nursing home programs in green, and support programs in blue.
  - Program managers have had extensive input this year and have been involved in identifying both revenue and expenses.
  - Next year's budget will have a breakdown of account balances by counties for year end.
  - The 2023 budget has been balanced with a conservative approach when estimating revenue and does not include one-time grant opportunities. The budget is also based on 100% staffing and the programs that the Board discontinued this year have been removed from the 2023 budget. We are working on a reduction in costs of transportation. Pages 25-80 provides a description of each program.
  - A comparison to the 2022 budget is included on page 23.
  - In total, this is an \$87 million budget. We believe this is a realistic balanced budget with room to grow and pay back Marathon County as originally intended.
  - G. Olsen expressed accolades to the management staff and who did not complain when asked to do the budget three times; staff were engaged and are willing and excited to own their budgets next year. It is an indication of the high level of employees at NCHC, how much they care, and their dedication to those we serve.
  - The keys to a successful 2023 are in the new organizational structure and continually evaluating each program to keep them in the positive. Managing Directors are already focused on our community services, meeting with providers, and looking to improve revenue.
  - A budget calendar will be developed for next year with the budget process complete by 8/1/2023 and presented to the three counties by the 9/1 deadline.
- Committee expressed appreciation for the effort of G. Olsen and all the staff. They also appreciated the conservative approach to the budget, and the intent to rebuild fund balances that have had to be depleted over the previous two years.
- **Motion**/second, Stowe/Krueger, to approve the 2023 NCHC budget as presented. G. Olsen confirmed that the 2023 budget does not include one-time funds or reserves to balance. Motion carried.

### Closed Session

- **Motion**/second, Stowe/Krueger, to move into closed session pursuant to Wis. Stat. ss. 19.85(1)(c) and (e), for the purpose of considering employment or compensation of any public employee over which the governmental body has jurisdiction or exercises responsibility, and for the purpose of conducting other specified public business, whenever competitive reasons require a closed session, to wit: Organizational Structure and Evaluation of Certain Positions/ Incumbents within NCHC and Recruitment Strategy for Executive Director. L. Leonhard noted that Marathon County has started the practice of allowing Board members to remain in closed session if the Executive Committee would like to follow this practice. Roll call vote taken. All indicated aye. Meeting convened in closed session at 3:43 p.m. with A. Leahy and S. Morache in attendance.

### Return to Open Session and Possible announcements and/or Action Regarding Closed Session Items

- **Motion**/second, Stowe/Krueger, to return to open session at 4:00 p.m. Motion carried.

### Adjournment

- **Motion**/second, Stowe/Krueger, to adjourn the meeting at 4:02 p.m. Motion carried.

*Minutes prepared by Debbie Osowski, Executive Assistant to CEO*

**NORTH CENTRAL COMMUNITY SERVICES PROGRAM  
EXECUTIVE COMMITTEE MEETING MINUTES**

**December 1, 2022**

**3:00 p.m.**

**NCHC Board Room**

Present: X<sub>(WebEx)</sub> Kurt Gibbs X Lance Leonhard X Robin Stowe  
X<sub>(WebEx)</sub> Renee Krueger

Staff Present: Mort McBain, Gary Olsen

Call to Order

- At the request of Chair Gibbs, the meeting was called to order at 3:02 p.m. by L. Leonhard.

Public Comments

- There were no public comments.

Minutes of November 17, 2022 Executive Committee Meetings

- **Motion**/second, Stowe/Krueger, to approve the minutes of the November 17, 2022 Executive Committee meeting. Motion carried.

Executive Director Report – M. McBain

- A contract with Vicki Tylka was signed yesterday to fill the new position of Managing Director of Community Programs starting January 3, 2023.
- Staff are available to attend meetings in December with each of the three counties to present and review the 2023 budget that was approved by the Executive Committee and NCCSP Board November 17, 2022.
- An updated schedule through first quarter of 2023 for the weekly NCHC News You Can Use newsletter was provided. L. Leonhard agreed to submit an article for the week of 12/19 as a representative of the Executive Committee.

October Financials – G. Olsen

- October showed a loss of \$732,000. The nursing homes contributed to about half of the loss mostly due to payer mix. Youth and adult hospitals remain in the negative. Aquatic services shut down November 1 due to needed repairs from the initial construction. We have contracted with the YMCA to use their pool for several of our programs during this shut down. Anticipate the pool to reopen January 3.
- Monthly meetings will begin in January with each of the revenue generating programs to stay on top of their budgets. Meetings with non-revenue generated programs will be held quarterly.
- The State informed us recently that we should have our updated rates early next week for Mount View. We hope to have the rates for Pine Crest and the vent unit soon also. The increase in rates will be retroactive to July 1, 2022.
- Aspirus finalized a 3-year contract with Anthem Blue Cross Blue Shield which saves us approximately \$170,000 of revenue per month. The contract also includes a 7.5% increase in our favor.



- Our census has been consistently lower than target. We have been meeting regularly with managers to address this and increase census. Lack of staffing continues to add to the challenges; however, we received grant money to use as a signing bonus which we hope will help attract new staff. The Medicaid rates increasing to \$2,000/day will also help.
- Depreciation is included in financials this year for both nursing homes. Next year the depreciation will not be included in the monthly financials and then applied at year end.

#### Recruitment Plan for Executive Director – M. McBain

- The first recruitment process included a 6–8-week window resulting in receiving 25 interested applicants but concluded with a declined offer, recruitment efforts were paused after recognizing the need for a review of the organizational structure. With the updated organizational structure in place, and the position of Managing Director of Community Programs filled, the suggestion is made to proceed with a targeted recruitment process thereby shortening the potential length of the process. Targeted recruitment would include a review of previous applications to determine if there is continued interest. M. McBain is aware of two individuals who have interest in the position, and both are very strong candidates.
- Following discussion of the overall recruitment schedule, the Committee agreed to the following:
  - Immediately circulate the Executive Director job description to Executive Committee for feedback
  - 12/5-18 - Post Executive Director Position
  - 12/19 – Executive Committee Evaluate Applications
  - 12/22 – Executive Committee Conduct Interviews

#### Discussion and Possible Action

- Northcentral Technical College Foundation Request for CNA Scholarship – M. McBain
  - The Northcentral Technical College Foundation is requesting donations toward a scholarship fund for students in the Nursing Assistant (CNA) program at NTC.
  - This could be a successful tool in recruiting students into the program and potentially assist NCHC in the staffing shortage that ultimately impacts admissions.
  - Committee expressed interest in the opportunity to be involved in this scholarship opportunity and requested M. McBain to ask legal counsel to evaluate whether NCHC is able to participate or if this would be an opportunity better suited for the North Central Health Foundation.
- NCCSP Board Terms – M. McBain
  - Under the new Tri-County Agreement L. Leonhard, by virtue of his position of County Administrator, is automatically appointed to the NCCSP Board. Reappointment of K. Gibbs will be included in the December Marathon County Board meeting.
  - Dr. Ticho is stepping down as the president of Medical Staff, and therefore is no longer a member of the NCCSP Board.
  - Two vacancies are needing to be filled for Marathon County and one for Lincoln County. L. Leonhard and R. Krueger will bring this to the attention of their respective county board chairmen.

- NCCSP Board and Committee 2023 Meeting Calendar – M. McBain
  - A tentative meeting scheduled for the first quarter of 2023 was reviewed.
  - Committee agreed to continue to meet every 2 weeks through the first quarter and the Board to meet monthly.
  - It was recommended the Committee and Board members continue to familiarize themselves with the Tri-County Agreement, the role of the Board, and functioning as the voice of the community to determine priorities i.e., requests for enhanced CART program and case management services.
  - With the anticipated recruitment process being finalized and the NCCSP Board and Executive Committee becoming more familiar with their roles, the committee will re-evaluate meeting frequency for the remainder of the year at the end in March.

Next Meeting Date & Time, Location and Future Agenda Items

- Next meeting scheduled for Thursday, December 15 at 3:00 p.m. and as determined in this meeting, additional meetings are expected December 19<sup>th</sup> and 22<sup>nd</sup>.
- Langlade County has submitted a request for consideration and will be added to a future agenda at the Chairman’s discretion.

Adjournment

- **Motion**/second, Stowe/Krueger, to adjourn the meeting at 4:07 p.m. Motion carried.

*Minutes prepared by Debbie Osowski, Executive Assistant to CEO*

**NORTH CENTRAL COMMUNITY SERVICES PROGRAM  
EXECUTIVE COMMITTEE MEETING MINUTES**

**December 15, 2022**

**3:00 p.m.**

**NCHC Board Room**

Present: X Kurt Gibbs X Lance Leonhard X Robin Stowe  
X<sub>(WebEx)</sub> Renee Krueger

Staff Present: Mort McBain, Gary Olsen<sub>(WebEx)</sub>, Jennifer Peaslee

Others Present: Dejan Adzic, Deputy Corporation Counsel

Call to Order

- Meeting was called to order by Chair Gibbs at 3:00 p.m.

Public Comments

- There were no public comments.

Minutes of December 1, 2022 Executive Committee Meetings

- **Motion**/second, Stowe/Leonhard, to approve the minutes of the December 1, 2022 Executive Committee meeting. Motion carried.

Executive Director Report – M. McBain

- Executive Committee has been added to the schedule for submitting an article for the weekly News You Can Use newsletter. L. Leonhard agreed to submit an article on behalf of the Committee by December 19 and R. Krueger agreed to submit an article by January 16.
- Dr. Gouthro, Chief Medical Officer, has transitioned to a contracted part-time status.
- Dr. Ticho has submitted his resignation effective April 2023. He is also stepping down now as president of Medical Staff which has been an identified position on the NCCSP Board. Following Medical Staff elections, information on the newly appointed president will be provided to Marathon County for consideration of appointment to the NCCSP Board.
- Mon, December 19 M. McBain and G. Olsen will provide an update on the NCHC budget to the Langlade County Board.
- Liberty Heidmann has recently been appointed to the NCCSP Board.

Supplemental Payment/Financial Update – G. Olsen

- The supplemental payment is a payment only county nursing homes receive as they typically care for more Medicaid patients than private nursing homes. Even with the notification that the Medicaid rate was increased significantly, it was believed, and with agreement from our auditors, that the supplemental payments would not be impacted. However, upon recent notification of our supplemental payment amounts, Mount View's decreased by \$1.1 million and Pine Crest's decreased by \$800,000. These amounts are very close to the increase we would see with the new Medicaid rate.
- Medicaid rates have not been finalized but both Lincoln and Marathon Counties have signed documents to receive an estimated 2022 interim payment amounting to about \$650,000 for each.

- ARPA funds in the amount of \$1.8 million have been added into our 2022 financials. We received notice of an additional \$2.3 million from the revised WIMCR reports for 2020 and 2021.
- We were notified our current liability insurance carrier will not renew our coverage. Another company agreed to provide liability insurance with a premium of \$500,000-\$600,000; an increase from \$184,000 this year. Gallagher is assisting us in finding another carrier. G. Olsen was asked to inquire with County Mutual.
- A salary increase was budgeted for 2023, but due to the unforeseen negative impacts to our budget, we will be talking with the management team for their input on how to implement that increase. In previous years, increases were given in March/April.
- K. Gibbs attended a regional legislative meeting this week. Legislators and Wisconsin Counties Association representatives in attendance were informed of the decrease in supplemental payments. However, it was not known at that time that a few counties received increases and it is important to make our legislators aware of these inconsistencies.

#### Discussion and Possible Action

- Extension of Interim Executive Director Limited Term Employment Agreement
  - **Motion**/second, Leonhard/Stowe, to postpone consideration of the extension of the Interim Executive Director's limited term employment agreement until the scheduled meeting December 22 due to the anticipated interviews for the position of Executive Director that day. Motion carried.
- Planned Response to Decrease in Supplemental Payment for Nursing Homes
  - Contact county nursing homes who received a decrease to encourage them to contact their legislators.
    - ◆ The decrease in supplemental payment defeats the increase in Medicaid rate which was to help county nursing homes; not to be satisfied with breakeven when county nursing homes accept far more Medicaid patients than private nursing homes.
    - ◆ The Medicaid rate increase shouldn't only help a few nursing homes.
  - Continue to contact the state to obtain rationale behind the calculations of the supplemental payments.
  - Contact legislators frequently.
  - Contact Wisconsin Counties Association.

#### Closed Session

- **Motion**/second, Stowe/Leonhard, to go into Closed Session (Roll Call Vote Suggested) Pursuant to Wis. Stat. ss. 19.85(1)(c)(e) and (f), 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" and "preliminary consideration of specific personnel problems or investigation of charges against specific persons," to wit: Discuss Executive Director Applicants, and, Receive an Update on Specific Investigative Matters Concerning NCHC Employees. Roll call taken. All indicated aye. M. McBain, D. Adzic, J. Peaslee, and G. Olsen were asked to remain in Closed Session. Motion carried.

Reconvene in Open Session Immediately Following Closed Session and Take Action on Matters Discussed in Closed Session, if any

- **Motion**/second, Leonhard/Stowe, to return to open session at 6:40 p.m. Motion carried.
- Recruitment for Executive Director is still open. The Executive Director will forward any additional applications that have been submitted and the committee will continue discussion at their meeting on Monday.
- The Executive Director will follow through with the corrective action presented in Closed Session related to the ongoing investigation.

Adjournment

- **Motion**/second, Stowe/Krueger, to adjourn the meeting at 6:45 p.m. Motion carried.

*Minutes prepared by Debbie Osowski, Executive Assistant to CEO*

## NORTH CENTRAL COMMUNITY SERVICES PROGRAM EXECUTIVE COMMITTEE MEETING MINUTES

December 19, 2022

8:30 a.m.

NCHC Board Room

Present: X Kurt Gibbs X Lance Leonhard X Robin Stowe  
X Renee Krueger

Staff Present: Mort McBain, Gary Olsen, Jennifer Peaslee, Jarret Nickel

Others Present: Dejan Adzic, Deputy Corporation Counsel, Stacey Morache (WebEx)

### Call to Order

- Meeting was called to order by Chair Gibbs at 8:33 a.m.

### Public Comments

- There were no public comments.

### Minutes of December 15, 2022 Executive Committee Meetings

- **Motion**/second, Krueger/Stowe, to approve the minutes of the December 15, 2022 Executive Committee meeting. Motion carried.

### Closed Session

- **Motion**/second, Leonhard/Stowe, Pursuant to Wis. Stat. ss. 19.85(1)(c), (f), and (g) 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”, “preliminary consideration of specific personnel problems or investigation of charges against specific persons,” and “conferring 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,” to wit: Review Executive Director Applicants, and, Update on Specific Investigative Matters Concerning NCHC Employees. Roll call taken. All indicated aye. M. McBain, G. Olsen, J. Peaslee, J. Nickel, and D. Adzic were asked to remain in Closed Session. Motion carried.

### Reconvene in Open Session Immediately Following Closed Session and Take Action on Matters Discussed in Closed Session, if any

- **Motion**/second, Krueger/Stowe, to return to open session at 11:22 a.m. Motion carried.
- Interviews for the candidates for Executive Director will be held Thurs, Dec. 22, 2022.
- Investigation concerning NCHC employees is ongoing.

### Adjournment

- **Motion**/second, Leonhard/Krueger, to adjourn the meeting at 11:25 a.m. Motion carried.

## NORTH CENTRAL COMMUNITY SERVICES PROGRAM EXECUTIVE COMMITTEE MEETING MINUTES

December 22, 2022

8:30 a.m.

NCHC Board Room

Present: X Kurt Gibbs X Lance Leonhard X Robin Stowe  
X Renee Krueger

Staff Present: Mort McBain, Jennifer Peaslee

Others Present: Vicki Tylka

### Call to Order

- Meeting was called to order by Chair Gibbs at 8:32 a.m.

### Closed Session

- **Motion**/second, Stowe/Leonhard, Pursuant to Wis. Stat. ss. 19.85(1)(c), (f), and (g) 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”, “preliminary consideration of specific personnel problems or investigation of charges against specific persons,” and “conferring 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,” to wit: Conduct Executive Director Interviews, and, Update on Specific Investigative Matters Concerning NCHC Employees. Roll call taken. All indicated aye. M. McBain, J. Peaslee, and V. Tylka were asked to remain in Closed Session. Motion carried.

### Reconvene in Open Session Immediately Following Closed Session and Take Action on Matters Discussed in Closed Session, if any

- **Motion**/second, Leonhard/Stowe, to return to open session at 5:25 p.m. Motion carried.
- To direct the chairman to communicate with the preferred candidate identified in the interview process for Executive Director.

### Discussion and Possible Action

- **Motion**/second, Leonhard/Stowe, to defer action on the Extension of the Interim Executive Director Limited Term Employment Agreement until the next meeting scheduled for December 29, 2022.

### Adjournment

- **Motion**/second, Stowe/Krueger, to adjourn the meeting at 5:30 p.m. Motion carried.

*Minutes prepared by Debbie Osowski, Executive Assistant to CEO*

## NORTH CENTRAL COMMUNITY SERVICES PROGRAM EXECUTIVE COMMITTEE MEETING MINUTES

December 29, 2022

3:00 p.m.

NCHC Board Room

Present: X Kurt Gibbs X Lance Leonhard X Robin Stowe  
EXC Renee Krueger

Staff Present: Mort McBain, Gary Olsen, Jarret Nickel

Others Present: Dejan Adzic, Deputy Corporation Counsel

### Call to Order

- Meeting was called to order by Chair Gibbs at 3:02 p.m.

### Closed Session

- **Motion**/second, Stowe/Leonhard, to move into Closed Session Pursuant to Wis. Stat. ss. 19.85(1)(c), (f), and (g) 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”, “preliminary consideration of specific personnel problems or investigation of charges against specific persons,” and “conferring 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,” to wit: Discuss Selection of Executive Director and Potential Contract Offer for Successful Executive Director Candidate and Update on Specific Investigative Matters Concerning NCHC Employees. Roll call taken. All indicated aye. M. McBain, J. Nickel, and D. Adzic were asked to remain in closed session. Motion carried. Meeting convened at 3:03 p.m.

### Reconvene in Open Session Immediately Following Closed Session and Take Action on Matters Discussed in Closed Session: Potential Announcement of Executive Director

- **Motion**/second, Leonhard/Stowe, to return to open session at 5:12 p.m. Motion carried.
- **Motion**/second, Stowe/Leonhard, to appoint Gary Olsen as Executive Director of North Central Health Care and consistent with the contract negotiated in closed session. Motion carried unanimously.
- Also, the Executive Committee expressed their thanks to Mort McBain for his committed service and commitment to the success of North Central Health Care during his time as Interim Director.

### Adjournment

- **Motion**/second, Leonhard/Stowe, to adjourn the meeting at 5:14 p.m. Motion carried.

*Minutes prepared by Debbie Osowski, Executive Assistant to CEO*





North Central Health Care
Person centered. Outcome focused.

PRIVILEGE AND APPOINTMENT RECOMMENDATION

Appointee Gbolahan D. Oyinloye, MD Appoint/Reappoint 03-01-2023 to 02-28-2025
Time Period

Requested Privileges: Medical, Mid-Level Practitioner, Medical Director, Psychiatry (checked)
Medical Staff Category: Courtesy (checked), Active, Provisional, Consulting
Staff Type: Employee, Locum (checked), Contract
Locum Agency: Daily Care Solutions
Contract Name:

CMO PRIVILEGE RECOMMENDATION

The Credentials file of this staff member contains data and information demonstrating current competence in the clinical privileges requested. After review of this information, I recommend that the clinical privileges be granted as indicated with any exceptions or conditions documented.

Comments:

(Chief Medical Officer or Designee Signature) 1-16-23 (Signature Date)

MEC ACTION

MEC recommends that:

- (M) He/she be appointed/reappointed as requested
Action be deferred on the application
The application be denied

(MEC Committee or Designee Signature) 01/20/23 (Signature Date)

GOVERNING BOARD ACTION

Reviewed by Governing Board: (Date)

Response: Concur
Recommend further reconsideration

(Governing Board Signature) (Signature Date)
(Executive Director Signature) (Signature Date)



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PRIVILEGE AND APPOINTMENT RECOMMENDATION

Appointee Jean L. Vogel, M.D. Appoint/Reappoint 02-01-2023 to 01-31-2025  
Time Period

Requested Privileges  Medical  Mid-Level Practitioner  
 Psychiatry  Medical Director

Medical Staff Category  Courtesy  Active  
 Provisional  Consulting

Staff Type  Employee  
 Locum Locum Agency: \_\_\_\_\_  
 Contract Contract Name: \_\_\_\_\_

CMO PRIVILEGE RECOMMENDATION

The Credentials file of this staff member contains data and information demonstrating current competence in the clinical privileges requested. After review of this information, I recommend that the clinical privileges be granted as indicated with any exceptions or conditions documented.

Comments: \_\_\_\_\_

(Chief Medical Officer or Designee Signature)

1-16-23

(Signature Date)

MEC ACTION

MEC recommends that:

- He/she be appointed/reappointed to the Medical Staff as requested
- Action be deferred on the application
- The application be denied

(MEC Committee or Designee Signature)

01/20/23

(Signature Date)

GOVERNING BOARD ACTION

Reviewed by Governing Board: \_\_\_\_\_  
(Date)

Response:  Concur  
 Recommend further reconsideration

(Governing Board Signature)

(Signature Date)

(Executive Director Signature)

(Signature Date)



North Central Health Care
Person centered. Outcome focused.

PRIVILEGE AND APPOINTMENT RECOMMENDATION

Appointee Hannah E. Wenzlick, PA-C Appoint/Reappoint 03-01-2023 to 02-28-2025
Time Period

Requested Privileges: Medical, Psychiatry, Mid-Level Practitioner, Medical Director

Medical Staff Category: Courtesy, Provisional, Active, Consulting

Staff Type: Employee, Locum, Contract, Locum Agency, Contract Name

CMO PRIVILEGE RECOMMENDATION

The Credentials file of this staff member contains data and information demonstrating current competence in the clinical privileges requested. After review of this information, I recommend that the clinical privileges be granted as indicated with any exceptions or conditions documented.

Comments:

Signature of Chief Medical Officer or Designee: [Signature] Date: 1-16-23

MEC ACTION

MEC recommends that:

- He/she be appointed to the Medical Staff as requested
Action be deferred on the application
The application be denied

Signature of MEC Committee or Designee: [Signature] Date: 01/20/23

GOVERNING BOARD ACTION

Reviewed by Governing Board: (Date)

Response: Concur, Recommend further reconsideration

Signature and Date lines for Governing Board and Executive Director

North Central Health Care  
Programs by Service Line  
For the Period Ending December 31, 2022

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
<b>BEHAVIORAL HEALTH SERVICES</b>								
Adult Behavioral Health Hospital	6,395,644	6,570,466	(174,821)	6,877,199	6,912,556	35,356	(481,555)	(139,465)
Adult Crisis Stabilization Facility	1,496,948	1,428,627	68,321	1,560,527	1,478,583	(81,944)	(63,579)	(13,623)
Lakeside Recovery MMT	227,040	807,439	(580,400)	222,977	463,452	240,475	4,063	(339,925)
Youth Behavioral Health Hospital	1,802,542	1,740,408	62,134	3,282,895	2,979,969	(302,927)	(1,480,354)	(240,793)
Youth Crisis Stabilization Facility	962,407	1,071,295	(108,887)	876,883	976,233	99,349	85,524	(9,538)
Crisis Services	2,294,604	2,919,997	(625,393)	2,758,300	3,481,931	723,632	(463,696)	98,238
Psychiatry Residency	249,900	354,199	(104,299)	352,282	470,972	118,691	(102,382)	14,391
	<u>13,429,084</u>	<u>14,892,430</u>	<u>(1,463,346)</u>	<u>15,931,063</u>	<u>16,763,695</u>	<u>832,632</u>	<u>(2,501,979)</u>	<u>(630,714)</u>
<b>COMMUNITY SERVICES</b>								
Outpatient Services (Marathon)	5,321,632	5,473,139	(151,507)	5,689,658	6,369,752	680,094	(368,026)	528,587
Outpatient Services (Lincoln)	1,116,258	1,149,585	(33,327)	782,005	910,438	128,433	334,254	95,106
Outpatient Services (Langlade)	898,671	996,000	(97,329)	669,971	705,135	35,164	228,700	(62,165)
Community Treatment Adult (Marathon)	6,373,679	5,560,697	812,981	5,089,160	5,458,234	369,074	1,284,519	1,182,055
Community Treatment Adult (Lincoln)	1,032,063	1,049,350	(17,287)	901,848	940,114	38,266	130,215	20,979
Community Treatment Adult (Langlade)	363,285	699,915	(336,630)	446,775	631,657	184,882	(83,490)	(151,749)
Community Treatment Youth (Marathon)	6,685,893	5,762,463	923,430	5,186,211	5,666,454	480,243	1,499,681	1,403,673
Community Treatment Youth (Lincoln)	2,026,833	1,912,715	114,118	1,671,836	1,798,441	126,605	354,997	240,724
Community Treatment Youth (Langlade)	1,453,280	1,680,426	(227,146)	1,229,847	1,416,814	186,967	223,433	(40,179)
Community Corner Clubhouse	204,921	178,845	26,076	261,937	312,550	50,613	(57,016)	76,690
	<u>25,476,514</u>	<u>24,463,135</u>	<u>1,013,379</u>	<u>21,929,248</u>	<u>24,209,590</u>	<u>2,280,342</u>	<u>3,547,266</u>	<u>3,293,721</u>
<b>COMMUNITY LIVING</b>								
Adult Day Services (Marathon)	757,937	772,377	(14,440)	694,684	694,217	(467)	63,253	(14,907)
Prevocational Services (Marathon)	425,030	574,384	(149,354)	604,701	715,849	111,148	(179,671)	(38,207)
Lincoln Industries	1,060,395	603,732	456,663	1,152,836	1,037,040	(115,796)	(92,441)	340,867
Day Services (Langlade)	477,662	352,439	125,223	365,567	385,193	19,626	112,095	144,849
Andrea St Group Home	627,227	526,386	100,841	552,565	464,475	(88,090)	74,662	12,751
Chadwick Group Home	650,816	515,191	135,624	542,155	491,941	(50,214)	108,661	85,411
Bissell Street Group Home	617,298	648,864	(31,566)	431,449	499,507	68,058	185,850	36,492
Heather Street Group Home	580,992	495,730	85,262	514,156	424,429	(89,727)	66,836	(4,465)
Jelinek Apartments	966,561	873,151	93,410	844,780	803,453	(41,326)	121,782	52,084
River View Apartments	776,501	741,362	35,139	642,494	849,667	207,173	134,007	242,312
Forest Street Apartments	203	-	203	2,603	-	(2,603)	(2,400)	(2,400)
Fulton Street Apartments	233,673	277,190	(43,518)	308,259	321,579	13,320	(74,587)	(30,198)
Riverview Terrace	356,980	356,357	623	412,688	315,786	(96,902)	(55,708)	(96,279)
Hope House (Sober Living Marathon)	9,317	908	8,409	75,914	67,496	(8,418)	(66,596)	(9)
Homelessness Initiative	120	-	120	13,096	28,300	15,204	(12,976)	15,324
Sober Living (Langlade)	42,359	40,736	1,622	59,217	104,551	45,333	(16,859)	46,956
	<u>7,583,071</u>	<u>6,778,809</u>	<u>804,262</u>	<u>7,217,162</u>	<u>7,203,481</u>	<u>(13,681)</u>	<u>365,909</u>	<u>790,581</u>
<b>NURSING HOMES</b>								
Mount View Care Center	21,181,434	22,178,519	(997,085)	22,012,384	21,888,986	(123,397)	(830,950)	(1,120,482)
Pine Crest Nursing Home	12,215,268	11,944,230	271,038	13,413,066	12,988,883	(424,183)	(1,197,798)	(153,145)
	<u>33,396,701</u>	<u>34,122,748</u>	<u>(726,047)</u>	<u>35,425,449</u>	<u>34,877,870</u>	<u>(547,580)</u>	<u>(2,028,748)</u>	<u>(1,273,627)</u>
Pharmacy	8,068,592	8,051,540	17,053	8,377,480	7,297,047	(1,080,433)	(308,887)	(1,063,380)
<b>OTHER PROGRAMS</b>								
Aquatic Services	1,123,357	1,196,130	(72,773)	1,365,836	1,405,098	39,262	(242,479)	(33,511)
Birth To Three	523,728	400,000	123,728	523,600	400,000	(123,600)	129	129
Adult Protective Services	835,640	795,754	39,886	843,954	787,495	(56,459)	(8,314)	(16,573)
Demand Transportation	418,005	507,743	(89,738)	469,960	364,013	(105,947)	(51,955)	(195,684)
	<u>2,900,730</u>	<u>2,899,626</u>	<u>1,104</u>	<u>3,203,350</u>	<u>2,956,606</u>	<u>(246,743)</u>	<u>(302,620)</u>	<u>(245,639)</u>
<b>Total NCHC Service Programs</b>	<b>90,854,693</b>	<b>91,208,289</b>	<b>(353,596)</b>	<b>92,083,751</b>	<b>93,308,289</b>	<b>1,224,538</b>	<b>(1,229,058)</b>	<b>870,942</b>

North Central Health Care  
Fund Balance Review  
For the Period Ending December 31, 2022

	<u>Marathon</u>	<u>Langlade</u>	<u>Lincoln</u>	<u>Total</u>
YTD Appropriation (Tax Levy) Revenue	4,781,205	230,186	952,556	5,963,947
Total Revenue at Period End	64,611,611	5,412,641	20,830,442	90,854,694
County Percent of Total Net Position	71.1%	6.0%	22.9%	
Total Operating Expenses, Year-to-Date	64,909,707	5,408,264	21,765,781	92,083,752
Share of Operating Cash	6,609,154	553,662	2,130,756	9,293,572
Days Cash on Hand	37	37	36	37
Minimum Target - 20%	12,981,941	1,081,653	4,353,156	18,416,750
Over/(Under) Target	(6,372,787)	(527,991)	(2,222,400)	(9,123,178)

North Central Health Care  
Review of Services in Marathon County  
For the Period Ending December 31, 2022

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
Direct Services								
Outpatient Services	5,321,632	5,473,139	(151,507)	5,689,658	6,369,752	680,094	(368,026)	528,587
Community Treatment-Adult	6,373,679	5,560,697	812,981	5,089,160	5,458,234	369,074	1,284,519	1,182,055
Community Treatment-Youth	6,685,893	5,762,463	923,430	5,186,211	5,666,454	480,243	1,499,681	1,403,673
Residential	4,453,271	4,077,875	375,396	3,838,460	3,855,051	16,591	614,811	391,987
Day & Prevocational Services	1,182,967	1,346,761	(163,794)	1,299,385	1,410,066	110,681	(116,418)	(53,113)
Clubhouse	204,921	178,845	26,076	261,937	312,550	50,613	(57,016)	76,690
Homelessness Initiative	120	-	120	13,096	28,300	15,204	(12,976)	15,324
Hope House Sober Living	9,317	908	8,409	75,914	67,496	(8,418)	(66,596)	(9)
Riverview Terrace	356,980	356,357	623	412,688	315,786	(96,902)	(55,708)	(96,279)
Demand Transportation	418,005	507,743	(89,738)	469,960	364,013	(105,947)	(51,955)	(195,684)
Aquatic Services	1,123,357	1,196,130	(72,773)	1,365,836	1,405,098	39,262	(242,479)	(33,511)
Mount View Care Center	21,181,434	22,178,519	(997,085)	22,012,384	21,888,986	(123,397)	(830,950)	(1,120,482)
	47,311,574	46,639,436	672,139	45,714,688	47,141,787	1,427,099	1,596,886	2,099,237
Shared Services								
Adult Behavioral Health Hospital	4,782,013	4,911,788	(129,775)	5,105,142	5,131,388	26,246	(323,129)	(103,529)
Youth Behavioral Health Hospital	1,337,962	1,291,838	46,124	2,436,987	2,212,116	(224,871)	(1,099,026)	(178,748)
Residency Program	185,508	262,932	(77,424)	261,509	349,616	88,107	(76,001)	10,683
Crisis Services	1,868,026	2,201,183	(333,156)	2,047,565	2,584,737	537,172	(179,539)	204,016
Adult Crisis Stabilization Facility	1,111,227	1,060,511	50,717	1,158,424	1,097,594	(60,829)	(47,196)	(10,113)
Youth Crisis Stabilization Facility	714,423	795,253	(80,830)	650,936	724,685	73,750	63,487	(7,080)
Pharmacy	5,989,547	5,976,889	12,659	6,218,843	5,416,807	(802,036)	(229,296)	(789,378)
Lakeside Recovery MMT	168,538	599,385	(430,847)	165,522	344,033	178,511	3,016	(252,336)
Adult Protective Services	619,064	589,455	29,608	626,491	584,580	(41,911)	(7,427)	(12,302)
Birth To Three	523,728	400,000	123,728	523,600	400,000	(123,600)	129	129
	17,300,036	18,089,233	(789,197)	19,195,019	18,845,558	(349,461)	(1,894,983)	(1,138,658)
Excess Revenue/(Expense)	64,611,611	64,728,669	(117,058)	64,909,707	65,987,345	1,077,638	(298,097)	960,579

North Central Health Care  
Review of Services in Lincoln County  
For the Period Ending December 31, 2022

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
Direct Services								
Outpatient Services	1,116,258	1,149,585	(33,327)	782,005	910,438	128,433	334,254	95,106
Community Treatment-Adult	1,032,063	1,049,350	(17,287)	901,848	940,114	38,266	130,215	20,979
Community Treatment-Youth	2,026,833	1,912,715	114,118	1,671,836	1,798,441	126,605	354,997	240,724
Lincoln Industries	1,060,395	603,732	456,663	1,152,836	1,037,040	(115,796)	(92,441)	340,867
Pine Crest Nursing Home	12,215,268	11,944,230	271,038	13,413,066	12,988,883	(424,183)	(1,197,798)	(153,145)
	17,450,817	16,659,613	791,205	17,921,590	17,674,916	(246,674)	(470,772)	544,531
Shared Services								
Adult Behavioral Health Hospital	1,025,578	1,052,297	(26,719)	1,051,079	1,056,483	5,404	(25,501)	(21,315)
Youth Behavioral Health Hospital	275,350	265,854	9,496	501,743	455,445	(46,298)	(226,392)	(36,802)
Residency Program	38,194	54,134	(15,941)	53,841	71,981	18,140	(15,648)	2,200
Crisis Services	270,574	427,464	(156,889)	421,566	532,162	110,596	(150,991)	(46,293)
Adult Crisis Stabilization Facility	228,787	218,345	10,442	238,504	225,980	(12,524)	(9,717)	(2,082)
Youth Crisis Stabilization Facility	147,090	163,732	(16,642)	134,019	149,203	15,184	13,071	(1,458)
Pharmacy	1,233,166	1,230,560	2,606	1,280,375	1,115,247	(165,128)	(47,209)	(162,522)
Lakeside Recovery MMT	34,700	123,405	(88,706)	34,079	70,832	36,753	621	(51,953)
Adult Protective Services	126,186	120,090	6,096	128,986	120,357	(8,629)	(2,800)	(2,533)
	3,379,625	3,655,881	(276,256)	3,844,191	3,797,690	(46,502)	(464,566)	(322,758)
Excess Revenue/(Expense)	20,830,442	20,315,493	514,949	21,765,781	21,472,606	(293,175)	(935,339)	221,773

North Central Health Care  
Review of Services in Langlade County  
For the Period Ending December 31, 2022

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
Direct Services								
Outpatient Services	898,671	996,000	(97,329)	669,971	705,135	35,164	228,700	(62,165)
Community Treatment-Adult	363,285	699,915	(336,630)	446,775	631,657	184,882	(83,490)	(151,749)
Community Treatment-Youth	1,453,280	1,680,426	(227,146)	1,229,847	1,416,814	186,967	223,433	(40,179)
Sober Living	42,359	40,736	1,622	59,217	104,551	45,333	(16,859)	46,956
Day Services	477,662	352,439	125,223	365,567	385,193	19,626	112,095	144,849
	<u>3,235,257</u>	<u>3,769,517</u>	<u>(534,260)</u>	<u>2,771,377</u>	<u>3,243,349</u>	<u>471,971</u>	<u>463,880</u>	<u>(62,288)</u>
Shared Services								
Adult Behavioral Health Hospital	588,053	606,381	(18,328)	720,978	724,685	3,707	(132,924)	(14,621)
Youth Behavioral Health Hospital	189,229	182,716	6,514	344,166	312,408	(31,758)	(154,936)	(25,244)
Residency Program	26,198	37,133	(10,934)	36,932	49,375	12,443	(10,733)	1,509
Crisis Services	156,003	291,350	(135,347)	289,169	365,032	75,863	(133,166)	(59,485)
Adult Crisis Stabilization Facility	156,934	149,772	7,163	163,599	155,009	(8,591)	(6,665)	(1,428)
Youth Crisis Stabilization Facility	100,895	112,310	(11,415)	91,929	102,344	10,415	8,966	(1,000)
Pharmacy	845,879	844,091	1,788	878,261	764,993	(113,268)	(32,383)	(111,481)
Lakeside Recovery MMT	23,802	84,649	(60,847)	23,376	48,586	25,210	426	(35,636)
Adult Protective Services	90,390	86,208	4,181	88,477	82,558	(5,919)	1,913	(1,737)
	<u>2,177,384</u>	<u>2,394,609</u>	<u>(217,226)</u>	<u>2,636,887</u>	<u>2,604,989</u>	<u>(31,897)</u>	<u>(459,503)</u>	<u>(249,123)</u>
Excess Revenue/(Expense)	5,412,641	6,164,126	(751,486)	5,408,264	5,848,338	440,074	4,377	(311,411)





# North Central Health Care

Person centered. Outcome focused.

## MEMORANDUM

DATE: January 26, 2023  
TO: North Central Community Services Program Board  
FROM: Jennifer Peaslee, Compliance Officer  
RE: 2023 Code of Conduct

---

Included in your packet is the draft of the proposed 2023 Code of Conduct and the Compliance Program Poster. I am requesting your feedback and approval. Approval means that you believe it is suitable in its tone and content, that it aligns with the culture and objectives of the organization and is capable of being implemented. Following is information on how the Code is designed, developed, and reviewed as well as the plan for distribution and training.

This Code of Conduct is a mechanism for:

- Reducing the risks associated with non-compliance
- Helping introduce new employees to NCHC standards of conduct
- Setting the boundaries for acceptable behavior by providing guidance to employees
- Providing resources for employees who wish to ask for help or raise concerns
- Reinforcing the culture by emphasizing everyone's responsibility for compliance
- Connecting to our organization's mission, vision, and core values

The Code is applicable to all roles and staff at NCHC and contains topics such as:

- How to raise a concern & ask questions
- HIPAA & Privacy
- Billing Appropriately: Fraud, Waste, & Abuse
- Caregiver Misconduct
- Complaints & Grievances
- Ethical Decision Making
- Conflicts of Interest & Other General Workplace Expectations

Any revisions of the Code are based upon changes in applicable regulations, rules, policy, and programmatic operations. Revisions are also in response to actual incidents or opportunities and include input from program leadership and staff. Even with ongoing updates and reviews, the fundamentals of the Code will likely remain unchanged from year to year.

The Code will be made available to all staff via:

- Compliance Page on our website
- Department Communication Boards
- New Hire Orientees will receive a copy
- All Staff will receive an email with the Code of Conduct attached

The one-page Compliance Poster you also have in your packet directs staff on how to connect with compliance and is a summary of the main points of the code. This flier is posted throughout all locations on communication boards.

In early 2023, our management team will be introduced to the code and will be given an opportunity for questions and dialogue. Following, all staff will receive mandatory education about the Code through a short, interactive learning module (LMS) and completion serves as the employee's attestation to following and upholding this Code. This attestation and completion of training is kept in their training file and will be tracked for completion. All new employees receive education on the code during new hire orientation and complete the LMS module as part of their onboarding requirements.

Thank you for the opportunity to present this code and for your continued support and commitment of this important effort.

NORTH CENTRAL HEALTH CARE

# CODE OF CONDUCT

2023



North Central  
Health Care

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## A MESSAGE FROM YOUR EXECUTIVE DIRECTOR .....



**Gary Olsen**  
Executive Director

**Every day**, the services provided by North Central Health Care (NCHC) touch the lives of people we serve. Our vision is Lives Enriched and Fulfilled. Each interaction we have with those we serve, our community partners, and

each other will lead to lives that are more enriched and fulfilled. We face the world with undeterred optimism and hope of possibility. Every day is a new chance to make people's lives better. The vast potential to make a difference in each individual's life is our greatest inspiration and measure of success.

At NCHC we live by our Core Values: Dignity, Accountability, Partnership, Continuous Improvement, and Integrity. If our Core Values are our compass, then our Code of Conduct is our road map. Our Code of Conduct ensures that we hold ourselves and how we do business to a high standard. The Code sets requirements for how we conduct ourselves and serves

as a foundation for our policies and procedures, all of which provide additional guidance on expected behaviors. Our actions, words and behaviors do matter. Regardless of where we live or the job we do, when we do what's right—in other words, when we act with the highest integrity—we live our Core Values, and show we truly care for the people we serve and respect the people with whom we work.

I am proud to be a part of an organization that has a long history of high ethical health care practices, including empowering our employees to do the right thing. I remind you to familiarize yourself with NCHC's Code of Conduct and use it as your daily guide. In a world that is increasingly complex, we all must remain vigilant that our words and actions reflect the right behavior.

Thank you for doing your part to carry on our Core Values and fulfill the obligations of our Code of Conduct. Together, these critical tools help each of us forge a positive path to better serve all our clients.

A handwritten signature in black ink that reads "Gary D. Olsen". The signature is written in a cursive, flowing style.

## A MESSAGE FROM YOUR COMPLIANCE OFFICER



**Jennifer Peaslee**

Compliance Officer

715.848.4507

NCHCcompliance@norcen.org

**I am pleased to present** the 2023 North Central Health Care Code of Conduct. Our code defines how we are to conduct ourselves and act with integrity in everything we do. It outlines our commitments to our government regulators, our community, the people we serve and each other. Each of us are personally responsible for supporting our core values: Dignity, Integrity, Accountability, Partnership, Continuous Improvement. We are also responsible to be in compliance with the law and conduct ourselves ethically. I'm asking all employees to follow this Code of Conduct and demonstrate this commitment to integrity and accountability through your actions. Thank you for your commitment to doing the right thing every day! If you have a question or need help, please contact me anytime. I'm here to be your partner!

A handwritten signature in black ink that reads "Jennifer Peaslee".

# THE CODE OF CONDUCT

North Central Health Care's Code of Conduct guides appropriate conduct and behaviors expected of all North Central Health Care Staff. By following our code and acting with Integrity, you play an important role in supporting our mission, vision, and values. It outlines our commitments and defines our responsibilities for all that we do. We need a Code of Conduct as it reinforces our Core Values which guide our strategies, policies, practices, and behaviors. It is part of our Compliance Program and is to help us make sure that we are complying with the laws and regulations that govern our organization.

## WHO FOLLOWS THE CODE OF CONDUCT?

Whatever your role is at North Central Health Care, this code applies to you. Our organization's Board of Directors is responsible for adopting and approving our Code. The Compliance Officer is accountable for promoting, monitoring, and enforcing it.

## 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 skilled nursing needs.*

## OUR VISION

**LIVES ENRICHED AND FULFILLED.**

## OUR CORE VALUES

### DIGNITY

We are dedicated to providing excellent service with acceptance and respect to every individual, every day.

### INTEGRITY

We keep our promises and act in a way where doing the right things for the right reasons is standard.

### ACCOUNTABILITY

We commit to positive outcomes and each other's success.

### PARTNERSHIP

We are successful by building positive relationships in working towards a system of seamless care as a trusted community and county partner.

### CONTINUOUS IMPROVEMENT

We embrace change through purpose-driven data, creativity and feedback in pursuit of the advancement of excellence.

# UNDERSTANDING YOUR RESPONSIBILITY

At North Central Health Care, we are fully committed to high quality health care and dedicated to the health and well-being of the people we serve. We are also committed to fully complying with all the federal, state, and local laws and regulations. Meeting these standards does not just happen; it requires a commitment from all of us.



## DELIVER PERSON-CENTERED CARE.

Always put the needs of the those we serve first. The best test for every action and every decision is to ask yourself, "Is this what's best for that individual?"



## BE VIGILANT ABOUT SAFETY.

Never take shortcuts that compromise your safety, that of your teammates, or of those we serve.



## DO THE RIGHT THING ALWAYS.

Demonstrate an unwavering commitment to doing the right thing in every action you take and in every decision you make, especially when no one's looking.



## EMBRACE DIVERSITY & INCLUSION.

We make better decisions when we consider multiple perspectives. North Central Health Care strives to welcome diversity and inclusion.



## LEAD BY EXAMPLE.

Demonstrate dignity, integrity, accountability, partnership and continuous improvement daily. Always conduct ourselves ethically.



## SPEAK UP!

We are ALL required to report any suspected violations or misconduct concerns. If you see something, say something.



## TREASURE, PROTECT, AND PROMOTE OUR REPUTATION.

Consider how your actions affect our collective reputation, and be a proud ambassador for North Central Health Care, our team and our services.



## KEEP INFORMATION SECURE.

Choose to honor the confidentiality and privacy of those we serve. Protect our patients, clients and residents by keeping their Personal Health Information secure.

## MANAGEMENT RESPONSIBILITIES

### ● EDUCATE

Training and educating yourself and staff on how to spot and report misconduct as well as the policies and procedures, rules and regulations that are relevant to your department or program.

Ensure employees know they can always report suspected violations of applicable laws, this code of conduct and/or policies and procedures without fear of retaliation.

### ● LEAD

Never reveal the identity of staff members who wish to report misconduct anonymously.

Protect staff members from retaliation for reporting misconduct.

Create a work environment in which concerns can be raised and openly discussed without fear of retaliation.

Model and reward integrity.

Encourage honesty and ethical decision making.

### ● MONITOR

Develop methods to monitor compliance with all rules, regulations, and policies.

### ● COMMUNICATE

Responding properly to employee reports of misconduct.

Immediately inform the Compliance Officer if you receive or suspect a violation of the Code of Conduct, policies and/or applicable laws.

Seek help in de-escalating and resolving issues when they arise.

# ALL STAFF RESPONSIBILITIES

## ● LEARN

- Be familiar with and understand our Code of Conduct.
- Learn the policies and procedures, rules, and regulations that are relevant to your specific daily responsibilities.

## ● BE AWARE

- Report any suspected violations of our Code of Conduct, policies or the law.
- Cooperate in any NCHC investigations related to these.

## ● COMMIT

- Speak up if you are in doubt as to the proper course of conduct or you become aware of possible violations.
- Abide by the standards outlined in this code of conduct and in company policies and with the law.
- Complete all NCHC required trainings.



# ACKNOWLEDGMENTS

All employees will complete an acknowledgment form that states they have read and understand our Code of Conduct and agree to abide by its guidelines.

## The acknowledgment form states that the employee will:

1. I confirm that I have received a copy of the Code of Conduct or know where to find it.
2. I understand that it is my responsibility to read the Code of Conduct and I agree to do so.
3. I also understand that anything that was unclear to me in the Code of Conduct can be clarified by my supervisor or the Compliance Officer.
4. I do not currently know of any violations of the Code of Conduct.
5. I understand that I have a personal duty to bring all (real or suspected) violations of the Code of Conduct to the attention of my supervisor and/or Compliance Officer. I will utilize the resources listed in the Code to speak up.
6. I understand that it is against NCHC policy to be retaliated against for upholding the Code of Conduct and for obeying the laws and regulations that apply to my job. Retaliation should be reported immediately.

**I agree that I have read and understand and will comply with the terms of this Code of Conduct and all applicable policies and procedures. I understand that my failure to comply with the Code of Conduct may result in disciplinary action, up to and including termination of employment.**

# A CULTURE OF EMPLOYEE SAFETY

**North Central Health Care** is committed to fostering an environment where all employees feel safe. We want to ensure an environment free of harassment, workplace violence, safety concerns, and hazardous conditions.

Everyone has an individual responsibility to report any activity by another employee, physician, member of management, contract or vendor staff, student, volunteer, or any other person with or working for NCHC, that appears to violate applicable laws, rules, regulations, accreditation standards, or NCHC's Code of Conduct or policies.

## GENERAL EXPECTATIONS

We want everyone within our facilities to be safe and healthy. It's essential that our employees conduct themselves free from substances that might affect skills and judgment, endangering the safety of others. We ask all NCHC employees to commit to the following things:

- Do not use alcohol or illegal drugs while working or on call
- Do not bring illegal drugs, weapons or other contraband to work
- We are a smoke free Organization. Do not use tobacco products in the workplace.
- Do not perform any job duties while under the influence of alcohol, illegal drugs, or while misusing prescription drugs

Anyone who appears to be under the influence of alcohol or drugs while working on behalf of the organization, misuses a prescription drug or is involved in a drug diversion must be immediately reported to your Manager and HR and may be subject to disciplinary action up to and including termination. Refer to the policy regarding drug and alcohol use and testing for additional information.

**Harassment & Workplace Violence** Every employee at NCHC has the right to work in an environment free of harassment and disruptive behavior. NCHC has zero tolerance for workplace violence or harassment. Harassment is any verbal, written, visual or physical act that creates a hostile, intimidating or offensive work environment or interferes with an individual's ability to perform their job duties. Unacceptable behaviors include:

- Engaging in Gossip/Spreading Rumors
- Derogatory Comments or Jokes/Offensive Language
- Unprofessional or Discriminatory Behavior
- Sexual Harassment

## HEALTH AND SAFETY

We comply with state and federal laws as it pertains to maintaining a safe working and service environment. We immediately report any unsafe acts or circumstances which may create an unsafe condition. NCHC staff are expected to cooperate and follow all safety rules and practices, take necessary steps to protect themselves and others, attend required safety trainings and report immediately all accidents, injuries and unsafe practices or conditions. Be familiar with and follow any work safety information and training provided to you and always speak up and raise a concern when:

- A job you think you are not properly trained to perform and that may harm you or others is assigned to you
- Equipment is not operating properly and may be unsafe
- An unsafe condition or a potential danger to yourself, others or the environment comes to your attention

## RETALIATION

Retaliation against any employee for filing a harassment/discrimination complaint; or for assisting, testifying or participating in an investigation is illegal and prohibited by NCHC and by state and federal statutes. Retaliation is Employee Misconduct.

### **NCHC promotes a culture where everyone, in good faith, can:**

- Communicate about ethics or compliance concerns
- Report concerns or inappropriate behavior
- Participate in an investigation
- Refuse to participate in inappropriate activity
- Exercise their rights protected by law without fear of retaliation.

### **Examples of adverse behaviors that may be considered retaliatory include:**

- Demotion, Suspension or Termination
- Harassing the reporting employee or encouraging others to harass the employee
- Unjustifiably failing to hire, promote or consider for hire or promotion or giving equal consideration in employment decisions
- Adversely impacting working conditions/denying employment benefit which the employee is entitled to
- Attempting to identify the employee who reported a concern/behavior or participated in an investigation

***If you observe, experience or suspect retaliation, contact Human Resources or the compliance Officer immediately.***



# WORKING THROUGH ETHICAL DILEMMAS

Facing ethical dilemmas can become fairly common in the workplace, especially when the actions we take impact other people. Often we do not consider the ethical nature of our decisions until we become aware that our actions have negatively impacted someone. Consider the following chart when confronted with an ethical dilemma.

## WORKING THROUGH AN ETHICAL DILEMMA

1

### IDENTIFY THE ETHICAL PROBLEM.

List possible solutions and any obstacles to resolving the problem. Seek input from a member of management, clinical team, or other consultation.

2

### DETERMINE SOLUTIONS AND THE BEST APPROACH.

Is it consistent with our NCHC Mission, Vision & Core Values? Is it legal? Does it comply with our policy, regulations, laws? Would your approach embarrass you or NCHC? How would it look if published in the media? Would you be comfortable with the example it sets for future decisions?

3

### DECIDE WHAT YOU SHOULD DO

After considering all potential solutions, make a decision. If your path still isn't clear, ask for additional guidance.

4

### FOLLOW THROUGH ON YOUR DECISION.

## ETHICAL CONSULT SERVICES

To help maintain the highest ethical standards in delivery of care and treatment at North Central Health Care, Ethical Consult Services are available. Please reach out to your manager for more info on how to request an ethical consultation or refer to the policy.





# SEEKING GUIDANCE & VOICING CONCERNS

It is your responsibility to ask questions and raise concerns when compliance issues arise. This Code of Conduct cannot describe every possible situation that you might encounter in your daily work. If you cannot find an answer in our Code, or if you have questions on how to interpret our Code, seek guidance. Likewise, if you are aware of something that may be a violation of our Code, our policies, or the law, you must speak up and report it so it can be addressed.



## CHANNELS FOR GUIDANCE

You have several channels to seek guidance, voice concerns or make a report within North Central Health Care. Please start with your manager when possible.





# WHO TO CALL AND WHEN TO CALL

## CONTACT HUMAN RESOURCES

### IF THE SITUATION INVOLVES:

- Workplace Conduct Issues
- Inappropriate Behavior
- Harassment/ Mistreatment
- Discrimination
- Conflicts with Coworkers
- Disciplinary Issues

email: [HResources@norcen.org](mailto:HResources@norcen.org) | phone: 715.848.4419

## CONTACT COMPLIANCE

### IF THE SITUATION INVOLVES:

- Patient Rights Violations
- Fraudulent Billing or Coding
- Privacy Issues/Breaches of Confidentiality
- Ethical Violations
- Bribes or Kickbacks
- Medicare/ Medicaid Fraud/Abuse
- Lost or Stolen Electronic Devices Containing PHI
- Conflicts of Interest
- Noncompliance with Professional Standards

**NCHC COMPLIANCE OFFICER: JENNIFER PEASLEE**

email: [NCHCcompliance@norcen.org](mailto:NCHCcompliance@norcen.org) | phone: 715.848.4507  
online: [www.norcen.org/Compliance](http://www.norcen.org/Compliance)

## WHAT HAPPENS WHEN I REPORT A CONCERN?

When a concern is reported a prompt investigation by the appropriate individuals will occur.

### Investigators will:

- Determine facts through interviews and review of documents
- Contact employees who may have knowledge or were involved in the incident
- Recommend corrective action and/or disciplinary measures where appropriate

**If asked, you are REQUIRED to cooperate fully with any inquiry or investigation.**

**These are not exhaustive lists.**

# BUSINESS PRACTICES

## COMMITMENT TO GOVERNMENT REGULATORS

We are committed to satisfying the payment conditions required by payors with which North Central Health Care transacts business, including Federal Health Care Programs. Further, we are committed to monitor and structure North Central Health Care's relationships with physicians and other healthcare providers to be consistent with relevant federal and state laws and regulations.

**FRAUD:** The intentional deception or misrepresentation to obtain money or property of a federally funded healthcare benefit program (Medicaid/Medicare). Knowing: actual knowledge, deliberate ignorance or reckless disregard of the truth.

**ABUSE:** Obtaining payment for items or services when there is no legal entitlement to that payment, but without knowing and/or intentional misrepresentation of facts to obtain payment.

**WASTE:** The over utilization of services or careless and needless expenditures for healthcare services that result in unnecessary costs to a healthcare benefit program (Medicaid, Medicare).

**CODING & BILLING** We bill only for those services that are actually provided, medically necessary, appropriately authorized and properly documented, using billing codes that most accurately describe the services and care provided. Up-coding or improperly bundling charges to increase reimbursement is strictly prohibited.

**ANTI-KICKBACK** We prohibit asking for or receiving anything of value to induce or reward referrals of Federal Healthcare program business (Medicare and Medicaid) to include bribes, rebates, cash, in-kind donations-referred to as "kickbacks."

**STARK LAWS (PHYSICIAN SELF-REFERRAL)** The purpose is to prohibit improper referral relationships that can harm Federal Health Care Programs (Medicaid and Medicare) and program beneficiaries. It limits physician referrals where there is a financial relationship (either their own or an immediate family member) with the business entity. For example: referring a patient to a medical equipment company that they own.

**ZERO TOLERANCE** We will not tolerate the submission of any claim for payment or reimbursement that is false, fraudulent, fictitious, or is grossly misleading or inaccurate.

## COMMITMENT TO EACH OTHER

- **CONFLICT OF INTEREST** We do not tolerate any business or financial opportunity which might conflict, or appear to conflict, with the interests of North Central Health Care or those we serve. A conflict exists whenever a trustee, officer, physician or employee (or a related party such as a business or family member) may receive a financial benefit from any decision or action that he/she takes. Here are some examples of potential conflicts of interest:
  - Reporting relationship between family members
  - Using NCHC property, information or resources, for non-NCHC purposes
  - Holding outside jobs or positions that distract from our work at NCHC or that could potentially share clients or referrals
  - Making business decisions that could benefit ourselves, family or friends
  - Issuing testimonials, endorsing or promoting a vendor, payor, provider, product or service

Conflicts of interest may be manageable and therefore not be a violation. You must promptly disclose any actual/potential conflicts of interest to your manager who will connect with Compliance. We then work with you to advise how to avoid or reduce the conflict and what action you need to take if any.

**GIFTS AND GRATUITIES** NCHC employees are prohibited from soliciting gifts. Gifts of a nominal value and on an occasional basis may be accepted. However, gifts that would influence or appear to influence an employee, physician, or volunteer in the conduct of his/her responsibilities at NCHC shall never be accepted. Examples of acceptable gifts would be a hand-made card given to you by a client or family member or baked goods that are shared with co-workers. No employee should ever accept cash or cash equivalents like gift cards from anyone. Please refer to the organization's Gift policy for more information and requirements.

# PROTECTING PRIVACY

**We are required** by our own policies, as well as by state and federal laws and regulations, to protect the confidentiality, integrity, and availability of Protected Health Information (PHI) and all other confidential information. Regarding PHI, the Health Insurance Portability and Accountability Act (HIPAA) establishes rules that restrict who can access and/or receive PHI and sets limits on how PHI can be used and disclosed. We treat our patient's information with care, respecting our patient's privacy. We will only

*All sharing or exchanging of PHI must be accompanied by a written consent that is signed by the individual or that person's guardian or decision maker.*

use patient information for treatment purposes, to obtain payment, and for other health care operations, including administrative purposes and evaluation of the quality of care that our patients receive.

In addition to HIPAA, there are other laws that govern protected health information that

pertains to individuals with a substance abuse diagnosis or receiving treatment for their substance abuse diagnosis.

All individuals who receive care at NCHC are given a Notice of Privacy Practices, required by law, which explains all of the rights they have for their information to be private. An example of a right is to request copies of their medical records. Any requests and copies should be completed by Health Information. Staff generally are not permitted to print or make copies of the medical record or PHI.

## DEFINING PHI

**Protected health information** (PHI), is any piece of information in an individual's medical record that was created, used, or disclosed during the course of diagnosis or treatment that can be used to personally identify them. This includes past, present, or future physical or mental health conditions, the provision of care or payment for that care to an individual.

Protected health information includes all individually identifiable health information, including demographic data, medical histories, test results, insurance information, and other information used to identify a patient or provide healthcare services or healthcare coverage. 'Protected' means the information is protected under the HIPAA Privacy Rule. PHI also includes individually identifiable health information of persons who have been deceased for less than 50 years.

**For more information, please refer to our policies regarding HIPAA**

**CONTACT YOUR HIPAA PRIVACY OFFICER TO FILE A REPORT:**

**JENNIFER PEASLEE**

**NCHCcompliance@norcen.org | 715.848.4507 | norcen.org/Compliance**

## *HIPAA Identifiers May Include Any of the Following:*

PATIENT NAMES

GEOGRAPHICAL ELEMENTS  
(Street Address, City, County or Zip)

IDENTIFIABLE PERSONAL DATES  
(Date of Admission, Discharge, Birth, Death or Exact Age)

TELEPHONE OR FAX NUMBERS

EMAIL ADDRESS

SOCIAL SECURITY NUMBERS

MEDICAL RECORD NUMBERS

HEALTH INSURANCE NUMBERS

ACCOUNT NUMBER

CERTIFICATE/ LICENSE NUMBERS

VEHICLE IDENTIFIERS

DEVICE ATTRIBUTES OR SERIAL #

DIGITAL IDENTIFIERS/WEB URLS

IP ADDRESSES

BIOMETRIC ELEMENTS  
(Finger, Retinal or Voice Prints)

IDENTIFYING PHOTOS/VIDEOS

IDENTIFYING NUMBERS/CODES

# ADDITIONAL NCHC EMPLOYEE PRIVACY REMINDERS

**NCHC'S Privacy Program is designed to protect all those we serve** and their protected health information (PHI) which includes verbal, written, and electronic information that can identify someone as a recipient of our services. Further, our patients, clients, and residents have a right to have their information kept private. One way we can make sure that this is occurring, is through random audits of patients' medical records to determine if there is potential snooping or unauthorized access by staff.

## What are the consequences of unauthorized access?

Consequences could mean termination of your employment and applies to intentionally and inappropriately accessing records, whether for purposes of curiosity, malicious intent, or personal gain of:

- Your spouse/partner
- Your siblings
- Your children/grandchildren
- Co-workers
- Friends/neighbors
- Public figures or those of media interest
- Any patient without a legitimate, authorized, work-related reason

## What if I am involved in an acquaintance's treatment, billing, or other activity?

If your job requires you to access the person's medical information, then you should **immediately report this to your supervisor**, who will determine whether to assign the task to someone else. Clarify with your supervisor the preferred handling of these situations in the future.

## Can I view my own medical records?

It is not a HIPAA violation to view your own records, however it is NCHC policy that **you must formally request this through HIM**. Please follow the proper procedure to receive your records to avoid disciplinary action leading up to and including termination of employment for improper access.

## To help maintain P/C/R privacy and confidentiality:

- Access patient medical records only when it is required for your job. Just because you have access to medical records and protected health information does not mean you can look at anything or anyone.
- Do not access medical records of co-workers, friends, family members or others listed unless for a work-related reason or with approval.
- If authorized: access, use and disclose only the minimum protected health information needed to get the job done.
- Log off and lock your computer whenever you leave your workspace. Employees who leave their workstations without logging off are responsible if someone else uses their login and password to access medical records.

## What If I am directly involved in the treatment or care?

If you are the patient's treating provider, case manager, crisis professional, nurse, etc.:

- You may only access protected health information (PHI) related to your involvement in the patient's care.
- You may share PHI only with the treatment team as needed for purposes of treatment, payment, or operations.
- You may not share info with anyone who does not have a work-related reason to know or without the proper consent of the patient. Working at NCHC does not automatically equal having a right to PHI. You must have a work-related reason or be involved in the person's treatment, payment, or operational functions (i.e., quality audits, DHS surveys).

## What if my child or parent is a patient here?

To get copies of your child or parent's medical records, you must **request the records by making a request through Health Information**. You may not access the records directly through the electronic medical record.

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*If you recognize any privacy breaches or violations, please fill out an occurrence report so it can be properly investigated.*

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## THE DO'S & DON'TS OF IT PRIVACY & SECURITY

**The Health Insurance Portability and Accountability Act** (or "HIPAA") was enacted in 1996 to protect health insurance coverage for workers and their families when they change or lose their jobs (Portability) and to protect health data integrity, confidentiality, and availability (Accountability). Storing and transmitting electronic records makes the health care system more efficient, simpler, and less costly but it also comes with the added responsibility to maintain patient privacy. Here are some guidelines on best practices in affording privacy to all whom we serve.

### **USE STRONG PASSWORDS AND NEVER SHARE THEM.**

Make your passwords hard for others to guess, but easy for you to remember so you don't have to write them down.

### **DON'T PUT PROTECTED INFO ON PERSONAL COMPUTERS/DEVICES.**

Use only company-approved and encrypted devices when you work with protected information. Never download or copy protected information to your personal computer or to any device that unauthorized people have access to. Never download or back up information about patients/clients/residents, or employees to the cloud without approval.

### **REPORT MISSING DEVICES IMMEDIATELY.**

Report lost or stolen devices to your manager immediately. Don't delay even if you think it will still be found.

### **LOCK YOUR MONITOR WHEN YOU STEP AWAY.**

Lock your computer screen by pressing CTRL+ALT+DELETE>LOCK. When working in a patient record, lock your screen even if you are just stepping away for a moment.

### **SECURE MOBILE DEVICES.**

Never leave mobile devices (even encrypted) unlocked or unattended.

### **SECURE EMAILS WITH PROTECTED INFORMATION.**

Never send patient/client/resident, or employee info outside the organization unless you use encrypted email or another NCHC approved security tool (Outlook's Secure Mail, TLS, or e-Transfer). Never send protected information to yours or anyone's personal email, even if you think you are sending securely. Any exceptions must be approved by the HIPAA Privacy Officer.

### **STAYING SAFE ON SOCIAL MEDIA.**

Don't use social media (TikTok, Snapchat, Facebook, Twitter, Instagram, etc.,) to communicate PHI. This includes pictures and video. Please see our Social Media policy for more details on appropriate use of social media while working.

### **PROTECT AGAINST VIRUSES.**

Don't open emails with attachments or links from unknown and unexpected senders. "Spam" and "phishing" emails and infected files can release a virus into our network or trick you into giving protected info.

### **ASK IF YOU AREN'T SURE HOW TO KEEP INFO OR DEVICES SECURE.**

Talk to your manager, call CCITC, IMS, or get in touch with Compliance. They will get you additional guidance or training.

# THE PATIENT'S RIGHT TO PROTECTIVE CARE

## *Defining Abuse, Neglect, Misappropriation, Exploitation, Resident to Resident Altercation, Injury of Unknown Origin and Caregiver Misconduct*



### **ABUSE:**

- **PHYSICAL** – hitting, slapping, pinching, kicking, or intentionally causing harm
- **VERBAL** – threats of harm, saying things intentionally to frighten the client
- **SEXUAL** – harassment, inappropriate touch, assault
- **MENTAL** – humiliation, harassment, intimidation, threats of punishment, depriving care or possessions



### **NEGLECT:**

Intentionally withholding care; failure to carry out a plan that could reasonably be expected to cause pain, injury or death of a client



### **MISAPPROPRIATION OF PROPERTY:**

Theft of money, identity, credit cards, jewelry, property misuse, such as using a client's phone without consent



### **EXPLOITATION:**

Taking advantage of a resident for personal gain through the use of manipulation, intimidation, threats, or coercion



### **RESIDENT TO RESIDENT ALTERCATION:**

Incidents that occur between residents in the nursing home must also be reported



### **INJURY OF UNKNOWN ORIGIN:**

An injury should be classified as an injury of unknown origin when both of the following conditions are met:

1. The source of the injury was not observed by any person or the source of the injury could not be explained by the resident
2. The injury is suspicious because of the extent of or the location (e.g., the injury is located in an area not generally vulnerable to trauma) or the number of injuries observed at one particular point in time or the incidence of injuries over time

## **IF YOU WITNESS ABUSE**

If you witness any of these abuses to a client, resident or patient, it is your responsibility to make sure the following protocol is carried out:

### ● **WITNESS RESPONSIBILITY**

- | Immediately protect the person
- | Notify your manager
- | Fill out an occurrence report in SafetyZone

### ● **MANAGER RESPONSIBILITY**

- | Immediately protect the person
- | Investigate all allegations of misconduct
- | Document the results of your investigation
- | Report allegations/incidents to the Division of Quality Assurance (DQA) as appropriate

### ● **MANAGER/WITNESS RESPONSIBILITY**

- | For any situation that could include a potential criminal offense, contact law enforcement
- | Adult Protective Services (715.841.5160) aids elder adults/adults-at-risk who have been/are currently being abused, neglected or exploited

## **YOU MAY ALSO LEARN OF AN INCIDENT BY:**

Receiving a verbal or written statement from an individual

Receiving a verbal or written statement of someone in a position to have knowledge of the incident

Discovering an incident after it occurred

Hearing about an incident from others

Observing physical/emotional/mental injuries to an individual

Observing misappropriation of an individual's property

Otherwise becoming aware of an incident



# SNAPPING PICS PUTS YOUR JOB AT RISK

With cellphone misuse significantly on the rise in health care facilities across the country, it's important to review **YOUR** responsibility while working within North Central Health Care's facilities. Take a moment to review what caregiver misconduct can look like and what happens when an incident occurs.

## EXAMPLES OF MISCONDUCT:

- 1 Taking photos of a resident without written consent
- 2 Taking videos of a resident without written consent
- 3 Taking or sending Snapchats including any parts of a residents body
- 4 Taking a photo or video of another employee mistreating or degrading a resident and not reporting it to your direct supervisor immediately
- 5 Posting photos to any Social Media platform with a recognizable resident in them

**WITHOUT WRITTEN CONSENT OF A RESIDENT AND APPROVAL FROM YOUR SUPERVISOR, PHOTOS OR VIDEOS OF RESIDENTS ARE STRICTLY PROHIBITED BY STAFF.**

## IF AN INCIDENT OCCURS:

- 1 North Central Health Care will immediately fill out a misconduct incident report, perform an investigation and may notify police if necessary
- 2 North Central Health Care will forward all findings to the Office of Caregiver Quality (OCQ)
- 3 OCQ will review the misconduct report and may launch further investigation
- 4 If OCQ determines Caregiver misconduct occurred the accused staff will be placed on the Wisconsin Caregiver Misconduct Registry

**WHEN PLACED ON CAREGIVER MISCONDUCT REGISTRY, INDIVIDUALS CAN NO LONGER WORK AS A CAREGIVER IN A WI DHS REGULATED HEALTHCARE FACILITY.**

# THE PATIENT'S RIGHT TO FILE A GRIEVANCE

**Many patient complaints** can be addressed quickly. When complaints cannot be resolved quickly and easily, patients have the right to file a grievance. A grievance is a formal complaint. Patients have the right to complain about the quality of their healthcare. Common causes for complaints include:

**WAITING TIME**

**OPERATING HOURS**

**CONDUCT OF STAFF**

**ADEQUACY OF STAFF**

## HANDLING A GRIEVANCE

Please refer to the policy "Complaints and Grievances" in UKG for details.

- During the admission staff will inform individuals, verbally and in writing of their rights which includes their right to make complaints and grievances and the process to do so.
- A complaint is considered resolved when the complainant is satisfied with the actions taken or the explanation given.
- If the staff present is able to resolve the patient complaint at the time, it is not a grievance.
- Staff shall encourage individuals to express complaints or concerns to the individual involved or present. These may be resolved by the individual involved or by an appropriate staff member/manager/supervisor.
- If the individual presents complaint to persons other than direct care staff and has not tried to resolve the issue with involved department, the contacted staff should immediately call the dept. involved so that the concern/complaint may be addressed.
- Complaint resolution will be documented in the individual's electronic health record.

### A NOTE ON NON-RETALIATION

A patient/client/resident, surrogate decision maker, or any person acting on their behalf (including a NCHC staff member) may initiate/file a complaint or grievance without discrimination or the fear of reprisal.

## 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.

## OUR VISION

Lives Enriched and Fulfilled.

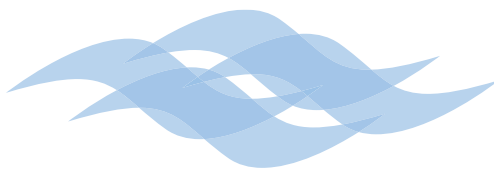


# North Central Health Care

Person centered. Outcome focused.



[www.norcen.org](http://www.norcen.org)



# NORTH CENTRAL HEALTH CARE STAFF'S COMMITMENT TO COMPLIANCE

## DELIVER PERSON-CENTERED CARE.

Always put the needs of the those we serve first. The best test for every action and every decision is to ask yourself, "Is this what's best for that individual?"

## BE VIGILANT ABOUT SAFETY.

Never take shortcuts that compromise your safety, that of your teammates, or of those we serve.

## DO THE RIGHT THING ALWAYS.

Demonstrate an unwavering commitment to doing the right thing in every action you take and in every decision you make, especially when no one's looking.

## EMBRACE DIVERSITY AND INCLUSION.

We make better decisions when we consider multiple perspectives. North Central Health Care strives to welcome diversity and inclusion.

## LEAD BY EXAMPLE.

Demonstrate dignity, integrity, accountability, partnership and continuous improvement daily. Always conduct ourselves ethically.

## KEEP INFORMATION SECURE.

Choose to honor the confidentiality and privacy of those we serve. Protect our patients, clients and residents by keeping their Personal Health Information secure.

## SPEAK UP!

We are ALL required to report any suspected violations or misconduct concerns. If you see something, say something.

## TREASURE, PROTECT, AND PROMOTE OUR REPUTATION.

Consider how your actions affect our collective reputation, and be a proud ambassador for North Central Health Care, our team and our services.