



COMMUNITY CARE OF CENTRAL WISCONSIN Board Meeting Minutes: Approved

DATE: Wednesday, January 22, 2014
PLACE: CCCW Wausau Location – 1200 Lakeview Drive, Wausau, WI
TIME: 3-5 p.m.
PRESENT: Board Members Ray Bloomer, Jim Clark, Ken Day, Peter DeSantis, Sam Hardin, Janis Ribbens, Natasha Rotar, Donna Rozar, and Frank Saal, Jr.
EXCUSED: Peter Hendler, Jim Jansen
OTHERS PRESENT: Jim Canales, CCCW Chief Executive Officer; Mark Hilliker, CCCW Chief Operations Officer; Jody Kohl, CCCW Chief Human Resources and Information Officer, Jason Taylor, CCCW Chief Financial Officer

1. The meeting was called to order at 3:00 p.m. by Board Chair Janis Ribbens.
2. No public comment was made.
3. Motion by Donna Rozar; seconded by Sam Hardin, to approve the Minutes dated November 20, 2013. Motion carried.
4. Board Chair Update
 - December 12, 2013 Meeting with Northwest Counties. Board Chair Janis Ribbens stated that she and Ken Day traveled to Phillips, Wisconsin on December 12, 2013 and met with five board members from 11 northwest Wisconsin counties. The purpose of the meeting was a discussion regarding a request from the 11 northwest counties who now are a part of Community Care of Central Wisconsin, and their desire to have a representative from each county on the CCCW board. Janis and Ken explained that, from their perspective, it was in the best interest of the organization to have the CCCW retain an 11-member board, as it currently is structured, and suggested that the 11 northwest counties work as a group to appoint five representatives from that region to join the CCCW board. The northwest Wisconsin representatives agreed to provide names of five people and will let Janis know how they will be chosen. Janis and Ken further informed the representatives at the meeting that if a decision could not be agreed upon, the CCCW board as currently seated and represented, would remain in that manner. Janis also stated that the representatives seemed very pleased that she and Ken made the trip to Phillips for this discussion.

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5. Administrative Updates

A. Northwest Expansion. CEO Jim Canales summarized what has happened in the last few months with expansion to 11 northwest Wisconsin counties. For the most part, the transition from NorthernBridges to CCCW has gone very well; no complaints regarding transitional issues have been received by DHS from any providers, members, or stakeholders thus far. CCCW Administration was commended by the Board for all of the work done with expansion, especially considering that only four months were provided for coordination of the transition.

- On January 2, managers from central Wisconsin were physically available in the new eight northwest Wisconsin offices for support and assistance to newly hired staff in that region. 30 staff began work on December 2, gaining approximately one month of training in Family Care. Much training has happened since January 2, supporting all new employees in processes that were different than what they knew as a NorthernBridges staff member. Training has focused on software, policies & procedures, and organizational culture, among other areas. Implementation is going very well.
- 8 new office locations were operating as of January 2. The Rice Lake location is currently operating out of a temporary space in the same complex that the permanent office will be located. Permanent furniture will be arriving shortly in some offices; temporary furniture is being used in the meantime.
- There were a few glitches that have taken place with phone connectivity and technology challenges with the expansion after the January 1, 2014 transition date. However, the ultimate goal of serving the member through the transition was always met. These glitches are now smoothed out; all phones and technology are running and live.
- While much work was being done with the expansion, work has continued very smoothly in central Wisconsin.
- There are an additional 600 new provider contracts in northwest Wisconsin for a total of approximately 1,500 contracts in CCCW's 16-county region. CCCW has ensured that any northwest Wisconsin provider claims made on or after January 1, 2014, are being paid in full and on a timely basis.
- A northwest Wisconsin Transition Advisory Committee is being formed, which will meet quarterly for two years. This committee will provide feedback to CCCW Administration on the implementation and transition that has just taken place.
- The state will be liquidating the solvency funds from each MCO for the transition of NorthernBridges to CCCW – this will liquidate \$375,000 of CCCW's solvency fund.

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- B. CareDirector Development and Implementation. The timeline for CareDirector, the new I.T. software CCCW is bringing on board, has been delayed to allow the systematic process of both the expansion and existing member data migration management to take place. A new tentative deadline of June 2014 will allow more time for development and customization, but is contingent upon how quickly data migration can happen, along with the development of a bridge between the current system, the northwest, and the new system.
6. Monitoring Reports
- A. Quarterly CCCW Member Report. It was expected for the 2013 budget that 316 new members would choose to join Family Care; instead, a gain of only 71 new members took place in 2013. The number of institutional relocations was on target. The goal of 25% of members self-directing one or more of their cares was met at the end of 2013. Langlade County is now at entitlement; Lincoln County will be at entitlement in April 2014.
- B. Monthly Income Statement. 2013 was volatile, beginning with a 4% capitation rate decrease on 1/1/2013. In addition, lower-than expected enrollment numbers were seen, and those who did join the program came in at a higher cost average than expected. Acuity of membership also rose in 2013, and unexpected expansion costs and costs associated with a new Information Technology system affected 2013's total revenue. In spite of the volatility, the year ended with a loss of less than 1%, or approximately \$1 million.
- C. Quarterly Balance Sheet. CFO Jason Taylor updated the Board on the quarterly balance sheet, in that current assets of cash and cash equivalent dropped by \$1.2 million, mainly due to expansion costs and the costs associated with the I.T. project. Despite the challenges from 2013, CCCW continues to be in a strong financial position. \$300,000 is in the unrestricted investment account. Overall, total current assets dropped by \$2.3 million due to a combination of net loss and capital investment that incurred over the course of the year. With long-term assets, there was \$2.2 million in the risk reserve account, which will be increased by \$700,000 this month to meet the solvency requirements for the central and northwest regions. The solvency fund of \$375,000 will be depleted when the state liquidates those funds due to the insolvency of NorthernBridges. Long term assets increased by \$500,000. Total equity is at \$15 million. CCCW remains in a position of meeting all restrictive reserve requirements.
- D. Quarterly Business Sustainability Report. The Business Sustainability Workgroup is charged with reviewing and analyzing a variety of different organizational business focus areas. The report provided to the Board displays areas where work is actively taking place, or monitoring of other workgroups with specific areas of emphasis is occurring.

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- E. Quarterly Self-Directed Supports Usage Report. CCCW was able to meet its goal by the 3rd Quarter 2013 to have 25% of its members self-directing one or more of their cares. It is believed that there is much opportunity for growth in the northwest for self-direction. Mark added that approximately \$5.40 per hour is saved with members engaged in self-direction, which is a savings of \$632,000 in the 3rd Quarter of 2013 alone. Members are also more satisfied with the ability to hire their own workers.
- F. Annual Provider Adequacy & Capacity Report. On an annual basis, the provider adequacy and capacity is analyzed to determine if there are enough providers in the network, as well as enough services for dealing with member usage growth. Throughout northwest Wisconsin, there is an opportunity to increase with the number of providers new to CCCW. There is also an opportunity for a number of providers in central Wisconsin who may want to grow their business to the northwest part of the state. Ongoing struggles include contracting with mental and behavioral health providers, as well as accessing psychiatric staff who are in short demand. Another area to invest development time in is in the specialized medical vehicle transportation, as providers are not willing to provide this service with current MA rates.

7. Board Policy Discussion/Possible Action

A. CCCW Quality Work Plan Review and Consideration of Approval

Board approval was requested as the approval of the Quality Work Plan is a necessary part of CCCW's certification process. Motion made by Donna Rozar; seconded by Peter DeSantis, to approve the Work Plan as submitted. Motion for amendment made by Ken Day; seconded by Donna Rozar, to make the following changes:

- Any date in the document referenced with the CareDirector implementation of February 4, 2014 will be modified.
- The sentence in the Quality Management Program "Annual Plan Evaluation for 2013" on page 7, reading "Unfortunately, this is difficult to assess within the current IT system because significant events in a member's life documented in case notes" will instead read, "Unfortunately, this is difficult to assess within the current IT system because significant events in a member's life *is not* documented in case notes."

All voted in favor of the Amendment; Motion approved. All voted in favor of the original Motion; Motion approved.

B. CCCW 2014 Plan of Work Presented by CEO for Review and Consideration of Approval

Jim Canales presented the 2014 Organizational Work Plan to the Board. The Work Plan is done on an annual basis with objectives, responsibilities, outcome measurements, and resource needs for the coming year. Main items for 2014 include the implementation of CommonUnity®, introduction of outcome-based employment to the Northwest, expansion into northwest Wisconsin, CareDirector development and implementation, marketing, and

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- development of an organizational strategic communication plan. An update of the achievement of the objectives found in the plan will be brought to the Board later in 2014. Motion to adopt the Work Plan made by Ken Day; seconded by Frank Saal. All voted in favor except Ray Bloomer, who voted against. Motion carried.
8. Motion to go Into Closed Session
Ken Day read the motion to go into Closed Session pursuant to Section 19.85(1)(c), Wis. Stats., for the purpose of considering compensation of agency employees over which the Board of Directors exercises jurisdiction and Section 19.85(1)(e), Wis. Stats. for the purpose of considering public business which for competitive or bargaining reasons requires a closed session, including discussion of compensation and benefit plans and proposals for agency employees and service areas for agency. Motion seconded by Ray Bloomer. Roll call vote taken; all Board Members voted in favor. Motion carried.
 9. Return to Open Session.
 10. An announcement was made that no action was taken in Closed Session.
 11. Next Meeting Agenda Items
 - Organizational Name Change Discussion
 - Meeting Structure Using Technology
 - Overnight Stay Payment
 - Administrative Reports
 - Monthly CCCW Income Statement
 - Quarterly Quality Indicator Report
 - Board Actions
 - Board listening session with stakeholders
 - Board review/discussion of the “Member At-Large” membership appointment
 12. The next Board meeting will occur on **Wednesday, February 26, 2014, at 3 p.m. in the Board room of the North Central Health Care Building, Wausau, WI.**
 13. There being no further business, the meeting was adjourned with a Motion from Sam Hardin; seconded by Ray Bloomer. Motion carried.
 14. Meeting adjourned at 5:23 p.m.

Respectfully submitted by Tara Adam, CCCW Executive Assistant