



North Central Health Care
Person centered. Outcome focused.

OFFICIAL NOTICE AND 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, March 30, 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:** 2488 754 6247 **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 January 26, 2023, NCCSP Board Minutes*
 - ii. FOR INFORMATION: Minutes of the January 19, February 22, March 2, and March 17, 2023 Executive Committee Meeting
5. BOARD DISCUSSION AND/OR ACTION
 - A. Educational Presentations
 - i. Program Updates
 - a. Nursing Home Operations – K. Woller, R. Hanson, J. Nickel
 - ii. Recruitment Initiatives – J. Meadows
 - iii. ACTION: Approval of Resolution of Support for Utilization of State Surplus Funding to Offset Supplemental Payment Decreases in Fiscal Year 2022/23 and to Continue Future CPE Award Disbursements to County Owned Nursing Homes – G. Olsen
 - iv. Executive Director Report – G. Olsen
 - a. Introduction of Jason Hake, Managing Director of Finance & Administration
 - ii. Financial Update – J. Hake
6. BOARD CALENDAR AND FUTURE AGENDA ITEMS
 - A. 2023 Schedule of Executive Committee and Board Meetings
 - B. Next Scheduled Board Meeting: April 27, 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: 03/24/2023 TIME: 10:00 AM BY: D. Osowski

NORTH CENTRAL COMMUNITY SERVICES PROGRAM

BOARD MEETING MINUTES

January 26, 2023

3:00 p.m.

North Central Health Care

Present: X	Eric Anderson	X	Randy Balk	EXC	Chad Billeb
X	Angela Cummings	X	Kurt Gibbs	X	Liberty Heidmann
X _(WebEx)	Renee Krueger	X _(WebEx)	Alyson Leahy	EXC	Lance Leonhard
X _(WebEx)	Bruce McDougal	X	Dave Oberbeck	X _(WebEx)	Robin Stowe
X	Vacant	X	Vacant		

Staff Present: Gary Olsen, Jennifer Peaslee

Others Present: Dejan Adzic, Deputy Corporation Counsel, Chris Hollman, Ruth Heinzl and Nikki Delatolas, District Attorney's Office, Stacey Morache_(WebEx), John Robinson_(WebEx)

Call to Order

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

Chairman's Announcements

- Welcome and introductions.

Public Comment for Matters Appearing on the Agenda

- No public comment.

Consent agenda

- **Motion**/second, Oberbeck/Anderson, to approve the November 17, 2022 NCCSP Board Minutes. Motion carried.
- **Motion**/second, Anderson/Balk, to approve the recommendations of the Medical Executive Committee for reappointments for: Jean Vogel, MD, Gbolahan Oyinloye, MD, and Hannah Wenzlick, PA-C. Motion carried.

Board Discussion and/or Action

- Executive Director Report – G. Olsen
 - K. Gibbs acknowledged M. McBain for his service as Interim Executive Director from April through December 2022. G. Olsen was welcomed and congratulated as the next Executive Director of North Central Health Care.
 - Having been Finance Director of NCHC for the previous eight months, and years of experience in county finance for Shawano and Langlade counties, as well as Village Administrator of Rothschild, Olsen noted he is appreciative of this opportunity and excited to help move the vision of the future of NCHC forward. Olsen met with Management team today laying out the vision and expectations, and noted the excellent staff at NCHC and how impressed he is with their dedication.

- Jason Hake has been hired as Finance Director to begin February 6, 2023.
- The Heather Street CBRF has been closed as of 1/25/2023. All clients were moved to new placements.
- Plans are being developed to educate the Board on one program each month as well as review the roles of the Board and Executive Committee.
- Financial Update – G. Olsen
 - The initial December financial report showed a profit of \$50,000 due to one-time money. Thanks was given to Marathon County for the \$1.1 million in ARPA funds which included debt payment to help with our financial situation.
 - Unfortunately, it was then learned that the State reduced the amount of the supplemental payment which basically took back the increase they had just given in Medicaid funding. Two counties received significant increases while 23 received cuts amounting to \$16 million. A memo was prepared and we will continue to reach out to our legislators and county organizations to help communicate the severe impact of these changes and request that funds be reallocated across all county nursing homes.
 - We also learned that the CPE (Certified Public Expenditures) payments that have been paid to county nursing homes for many years will not be paid this year.
 - The 2020 WIMCR report was resubmitted and the 2021 WIMCR report submitted which resulted in receiving almost \$2 million.
 - Marathon County graciously paid our debt service for 2022 and 2023. We will have a schedule for 2024 and work out a 30-year debt repayment schedule rather than the original 20-year plan. Also, we will be meeting with Lincoln County to discuss the deficit related to the nursing home loss.
- Introduction of V. Tylka, Managing Director of Community Programs
 - V. Tylka was welcomed as the Managing Director of Community Programs. She is a former employee of Marathon County of 35 years with 17 as the Director of Social Services. Tylka will be overseeing the Behavioral Health, Outpatient Services, and Community Treatment programs as well as Adult Protective Services. She is excited for this opportunity and very optimistic with the excellent staff to work with and achieving the vision.
 - The desired future state is to get back to and strengthen our core services for our three counties. North Central Health Care (NCHC) is unique in the services available, but our goal is to get people back into the community.
 - A Charter has been developed for the Human Services Leadership Team which includes all three county Social Services Directors and the representatives of NCHC V. Tylka and J. Hake, with a third to be determined. This Team will report directly to the Executive Committee. The Team will work together, strategize, and prioritize while looking at grants, process improvement, and possibly repurposing resources as there is no additional money to be spent. We are excited about the future state of our programs.

Compliance and Regulatory Update – J. Peaslee

- The Code of Conduct Policy is reviewed and revised annually. It is meant to help guide staff behavior, reduce risk, and be a resource for employees on how to raise concerns and seek guidance.
- NCHC is committed to fully complying to rules, laws, etc. and applies to everyone at NCHC. This year more emphasis will be on HIPAA and privacy.
- Peaslee was recognized for her outstanding knowledge and professionalism as well as being a key part of the NCHC senior leadership team. Her professionalism is second to none along with her commitment to the safety and care of residents. On behalf of the Executive Committee, Chair Gibbs thanked Peaslee for her hard work and dedication.
- **Motion**/second, Balk/Heidmann, to approve the Code of Conduct Policy as presented. Motion carried.

Board Calendar and Future Agenda Items

- Next meeting currently scheduled for February 23, 2023 at 3:00 p.m.
- Agenda items will include roles and responsibilities of the Board, and a program update.
- Contact K. Gibbs with any recommendations and requests for agenda items.

Adjourn

- **Motion**/second, Anderson/Oberbeck, to adjourn the meeting at 4:01 p.m. Motion carried.

Minutes prepared by Debbie Osowski, Executive Assistant

NORTH CENTRAL COMMUNITY SERVICES PROGRAM EXECUTIVE COMMITTEE MEETING MINUTES

January 19, 2023

3:00 p.m.

Wausau Board Room

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

Staff: Gary Olsen, Jennifer Peaslee, Jarret Nickel

Others: Dejan Adzic, Deputy Corporation Counsel

Call to Order

- Meeting was called to order by Chair Gibbs at 3:05 p.m.

Public Comments

- There were no public comments.

Approval of December 19, 22, 29, 2022 Executive Committee Meeting Minutes

- **Motion**/second, Leonhard/Stowe, to approve the minutes of the December 19, 22, and 29, 2022 Executive Committee meetings. Motion carried.

Executive Director Report – G. Olsen

- Next agenda will include a presentation of the 2023 Work Plan for the Executive Director as well as the 2023 Work Plan for V. Tylka, Managing Director of Community Programs.
- The Finance Director position has been filled with a start date of February 6.
- V. Tylka has started to work on establishing the Human Services Leadership Team.
- G. Olsen will be visiting each of the three County Boards in the next few months to begin to establish relationships with each of the counties.
- Have had inquiries from staff on the vision of NCHC with the position of Executive Director. To help build relationships and trust, Managers will be updated on the vision of NCHC at their next meeting, Olsen will participate in each new hire orientation again, and rounding by the Senior Leadership Team in each program and service area is being reestablished.
- An announcement will be sent out today on Dr. Gouthro's departure 3/27/2023. He will continue to oversee the MCW program and psychiatry residency program. We are meeting regularly to identify a transition plan.

Financial Update – G. Olsen

- November's financials were better than October. December financials, included in the packet, showed receipt of money from CCS which was more than anticipated, and the Medicaid adjustment for Pine Crest was also more than anticipated. We also had a plan to cover the \$1.1 million loss for Mount View. The CPE funds that were expected had not been received yet so we contacted the State yesterday and were informed that we would not be receiving these funds this year and next year. This amounts to \$730,000 less for Pine Crest and \$892,000 less for Mount View. With this news, we are looking at a \$2 million loss for Mount View and nearly \$1.2 million for Pine Crest. Updated December financials were distributed to reflect this additional information.

- We feel it is important for our legislators to be made aware of this recent information. We would like to meet with the State to relay how devastating this is on county nursing homes. We also learned that other county nursing homes in the State were not yet aware of the latest news about the CPE funds and what is more frustrating is that Rock and Dane Counties have each received millions of dollars more while the other counties have received much less or no funds.
- NCHC is currently looking at a \$1.2 million loss without including the debt payment. While cash on hand improved to 37 days and is trending in a good direction, we are asking for advances in funding from the State to help with our cash on hand.
- K. Gibbs has had conversations with Wisconsin Counties Associations (WCA), and it is understood that legislators were unaware of how the supplemental payments were done.
- The Committee agreed that contacts need to be made to our legislators, so they understand how critical the situation is for nursing homes and the future success of the nursing homes that have been hit hard these past few years. Being a unified voice of county homes with the assistance of WCA will be more impactful to make sure a clear voice is heard.
- We are working with our auditors and Marathon County on finalizing the Facilities Agreement. The Agreement will be brought back to the Executive Committee for approval.

Appointments to the NCCSP Board

- G. Olsen will contact R. Krueger regarding the two vacant Board positions from Lincoln County.
- There is one vacancy for Marathon County with Dr. Ticho's change from Medical Staff President and upcoming retirement in March. Marathon County residents can apply for the position by completing the online form on the Marathon County website.

Closed Session

- **Motion**/second, Stowe/Leonhard, to go into Closed Session (Roll Call Vote Suggested) Pursuant to Wis. Stat. ss. 19.85(1)(c)(f) and (h), 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”, “considering medical data of specific persons”, “preliminary consideration of specific personnel problems or investigation of charges against specific persons,” and “conferring with counsel” with respect to litigation NCHC is likely to become involved in to wit: Update on Investigative Matters Concerning NCHC Employees and Discuss Program Specific Personnel Issues and Concerns, Discuss Medical Data of Certain Personnel, and Update From Legal Counsel Regarding Likely Employment Law Related Litigation Involving NCHC. G. Olsen, J. Peaslee, J. Nickel, and D. Adzic were asked to remain in Closed Session. Roll call taken. All indicated aye. Motion carried. Meeting convened in closed session at 3:45 p.m.

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

- **Motion**/second, Leonhard/Stowe, to reconvene in Open Session at 4:29 p.m. Motion carried.
- No action taken from Closed Session.

Adjourn

- **Motion**/second, Leonhard/Stowe, to adjourn the meeting at 4:30 p.m. Motion carried.

Executive Director Report – G. Olsen

- Mike Frankel, former Manager of Community Corner Clubhouse (CCC), is in the process of establishing Granite House, LLC, and has requested the release of donated funds that are currently being held at NCHC from funds received for CCC prior to its closure. A contract is being drafted should the Executive Committee approve the release of these donated funds. The Executive Committee asked that the contract include the following: funds need to be used for operational expenses, the program must be similar to the former CCC program, and that we verify the Granite House LLC has been approved by the IRS as a 501c3.
- Pine Crest Ad Hoc Committee is wrapping up their review. Staff are meeting with the Committee today to review a 14-page document that includes many options for the nursing home. G. Olsen is meeting regularly with the staff of Pine Crest to keep them updated. He has reassured staff that North Central Health Care remains interested in continuing to operate Pine Crest if costs will be covered.
- Welcome Jason Hake, Finance Director!

Budget Calendar 2024 – G. Olsen

- The budget calendar is in the meeting packet for the upcoming budget process. The calendar follows the timeline as indicated in the Joint County Agreement.

Financial Update – J. Hake

- Preliminary December financials show a net loss of just over \$900,000 which is favorable to budget - originally at a \$2.1 million loss. Significant one-time adjustments were received in December which helped reduce the operating loss for 2022 by \$1.2 million.
- January financials show a net income of \$311,000 which was favorable to budget by \$240,000 for the first month. Self-funded insurance will be broken out which had been previously included.
- Due to the complexity of the budget, starting next month, a more detailed memo will be prepared explaining variances to budget, etc. similar to a root cause analysis.
- Fund balance calculations for each county will be provided and a new policy for Committee review and approval. J. Hake is working with the three county finance directors to provide a breakdown of costs by county.
- K. Gibbs expressed thanks and confidence in the current leadership and in the future for NCHC.

Executive Director Work Plan – G. Olsen

- The Executive Director work plan was provided. It will continue to develop/change as some financial items will be delegated to the Finance Director. Senior Leadership Team will also be asked to prepare similar work plans.
- Have found that communication is extremely important at NCHC. A major focus will be to bring the organization back together after a tumultuous couple of years and focus on our vision and goals for a positive outlook. Good feedback has been received so far from the management team when laying out the vision for the organization. So far, the following steps toward improving communication include participating in new hire orientation, re-establishing rounding with senior leadership team, individual meetings with senior leadership team members, and every other week with the senior leadership team as a group. Visiting with each county on a regular basis is also being established.

Managing Director of Community Programs 2023 Work Plan – V. Tylka

- Community Programs has been added as it is a large part of NCHC and her role and responsibilities. From input, both internal and external, priorities have been identified for the remainder of 2023 and into 2024.
- With the upcoming departure of our current Chief Medical Officer, we are looking at re-establishing a medical director model and have a great opportunity to connect with our current physicians.
- The first meeting of the Human Services Team will occur next week. The team will help with prioritization in looking at community programs and services.
- We will also be working with our partners with a focus to improve our partnerships. Law enforcement is a very large and important partner. We are currently working with the Marathon County Sheriff and leadership and will reach out to law enforcement in Langlade and Lincoln Counties as well.
- We will be reaching out to other counties to increase utilization of our hospitals, crisis, and stabilization services.
- We will be looking at efficiencies and enhancements of all our programs and bring a list of priorities back to the Committee.
- Communicating the desired future state, working on employee engagement and work culture.
- Looking at finances, opportunities to enhance revenue, and serve more people as well as connecting with other programs in the state and how they provide services.
- MMT will be opening soon (Medically Monitor Treatment); working with staff on quality assurance and getting the best outcomes.
- The Human Services leadership Team will be reviewing Langlade County's interest in expanding AODA services also.

Medical Staff Appointments

- **Motion**/second, Leonhard/Stowe, to approve recommendations of Medical Staff Appointments for Daniel J. Smith, DO, and Mandy Sikorski, APNP. Motion carried.

Compensation and Timekeeping Policy

- N. Lotzer, Human Resources Director, provided a review of the proposed revisions to the Employee Compensation and Timekeeping Policy.
- **Motion**/second, Leonhard/Stowe, to approve the policy with the modifications to temporary appointment section as discussed. Motion carried.

Grievance Policy – G. Olsen

- With assistance from D. Adzic, J. Peaslee, and N. Lotzer, the proposed revisions to the Grievance Policy were reviewed.
- **Motion**/second, Stowe/Krueger, to approve the revised Grievance Policy as presented. Motion carried.

Debt Payment Schedule of New Construction – G. Olsen

- Together with the Marathon County Administrator and Corporation Counsel the debt payment schedule was developed. It was noted that Marathon County serviced the debt for NCHC for 2022 and 2023 which adjusted the payment schedule from 2042 to 2045. NCHC continues to look for efficiencies as it is important that the debt be serviced without negatively impacting the core programs and services. It is also important that counties understand they cannot continue to expect NCHC to provide more services without a commitment of additional resources. The counties recognize that tax levy has been level for a number of years. The debt payment schedule is incorporated into the Facility Lease Agreement.

Facility Lease Agreement – G. Olsen

- **Motion**/second, Leonhard/Stowe, to approve the execution of the Facility Lease Agreement which incorporates the debt payment schedule, under the condition it does not affect the core programs and the debt services will not be detrimental to the core services. Motion carried.

Update Regarding December Financial Statements and Obtain Direction from Executive Committee on Approaching the Member Counties Regarding Coverage of Certain Program Overages – G. Olsen

- 51.42 programs are provided in all three counties versus nursing homes services, not part of 51.42, provided in only Lincoln and Marathon Counties. With the deficit experienced in each of the nursing homes in 2022, Pine Crest at \$1.1 million and Mount View at \$828,000, direction from the Executive Committee is requested on approaching the two counties concerning the large negative operating deficits. Deficits are attributed to COVID, staffing shortages, rising operating expenses, and low reimbursement. NCHC cannot continue to sustain these losses.
- State representatives and organizations have been contacted and are engaged in assisting the nursing homes after the Dept. of Health Services raised Medicaid rates but then negatively impacted the amount of the supplemental payments and applying payments disproportionately across the state.
- Following discussion, the committee agreed that it is in the best interest of NCHC to approach Lincoln and Marathon County Boards, explain the losses that have occurred at each nursing home and in the nursing home industry in the state, and ask the counties for assistance in covering the 2022 losses. It was felt that explaining the importance of maintaining the fund balance would be appropriate timing also.

Role of NCCSP Board of Directors – G. Olsen

- There appears to be questions and confusion on the responsibility of the Board vs the Executive Committee.
- As a policy board and the voice of the community, members should clearly understand the programs and services NCHC provides, which services are required by State Statutes 51.42, and the responsibilities of the Board versus those of the Executive Committee. Understanding community needs, area providers, as well as what and how policies flow through the Board is important in an advisory relationship.
- Moving forward, a program review will be provided by program managers at each Board meeting. At the next meeting there will be a presentation on the nursing homes. Olsen will work with the Senior Leadership Team and Corporation Counsel to develop a plan of meaningful educational/training presentations for the Board.

Next Meeting Date & Time, Location, and Future Agenda Items

- Next meeting: March 2 at 1:00 P.M.
- Agenda Items: Compensation Plan

Adjourn

- **Motion**/second, Leonhard/Stowe, to adjourn the meeting at 12:45 p.m. Motion carried.

Minutes prepared by Debbie Osowski, Executive Assistant

NORTH CENTRAL COMMUNITY SERVICES PROGRAM EXECUTIVE COMMITTEE MEETING MINUTES

March 2, 2023

1:00 p.m.

Wausau Board Room

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

Staff: Gary Olsen, Jason Hake, Jarret Nickel, Jennifer Peaslee, Nic Lotzer
Others: Dejan Adzic, Deputy Corporation Counsel

Call to Order

- Meeting was called to order at 1:00 p.m. by Chair Gibbs.

Public Comments

- There were no public comments.

Executive Director Report – G. Olsen

- Management staff received excellent education and training today regarding open records by Dejan Adzic, Deputy Corporation Counsel. Being a governmental organization staff need to understand open records laws. Staff have had the option of using a NCHC provided cell phone or their personal phone to conduct NCHC business. Following today's training, we anticipate an increase in the number of NCHC cell phones for staff. CCITC is able to archive data on NCHC provided cell phones in the event it is needed for a records request.
- Request has been sent to Lincoln County asking to cover Pine Crest Nursing Home losses. A request will also be sent to L. Leonhard for Marathon County's consideration to cover losses of Mount View Care Center.

Information Regarding 4th Floor of Mount View Care Center Being a Dedicated Dementia Unit - J. Nickel

- The 4th floor of Mount View Care Center nursing tower (32 beds) is currently vacant. This floor had been designated originally for rehab beds. Since COVID, there has been a significant shift indicating rehab isn't as great a need as anticipated but the demand has increased for dementia care and that demand is anticipated to continue.
- Dementia care is a unique skill of NCHC in which NCHC has received awards for its dementia program. With recent Medicaid increases, it also makes dementia care a financial possibility to explore. Memory care has a higher private pay ratio versus long term care.
- We are exploring the possibility to reallocate the 4th floor for dementia population as we anticipate we will have a consistent and stable census and revenue with the ability to fill 16 beds with current staff. There would be need to add one life enrichment aide to provide additional programming. Staff are excited about the possibility as this is what they do best.
- We continue to explore different phases of how this would work. No action needed.
- Southern Reflections, the south end of the 2nd floor of 'old' Mount View is currently being renovated for a dementia care unit anticipating completion in a couple of months. With these changes, the number of dementia beds would increase from 57 to 92 and allowing us to maintain 18 rehab beds.

- Medical providers should be positively impacted by this change as dementia patients are more difficult to place. Communication to staff and Marathon County Health & Human Services Committee will begin next week.

Releasing Specified Donated Funds to Granite House – G. Olsen

- As you will recall, Mike Frankel, former manager of Community Corner Clubhouse (CCC), is in the process of establishing a similar program called Granite House, LLC. Donated funds in the amount of \$20,000 for CCC were promised to be held for one year for the purpose of helping establish a similar program. It is our understanding that M. Frankel is in the process of establishing a 501c3 for the Granite House, LLC and has requested the use of the donated funds. A contract is being developed for the purpose of dispensing these funds.
- **Motion**/second, Leonhard/Krueger, to authorize the Executive Director to proceed with the development and execution of a contract for services with Granite House, LLC that provides for expenditure of disbursement of previously received donated funds. Motion carried.

2023 Wage Scale – G. Olsen/N. Lotzer

- The 2023 Wage Scale has been reviewed by the Compensation Committee and with management staff. Challenges of managing the current compensation structure includes hiring within the step scale based on experience, follow-up, and eligibility to move to next step. The goal was to have a system easier to manage for years to come and with room for growth for staff. A market analysis was completed which resulted in changes to some midpoint pay grades. Also, the methodology of going to 125 for the maximum rate gives us 4-5 years before needing to do another market study. Our hiring methodology between minimum and mid-point will not change. Management Staff will not see movement on this proposed scale. We are looking at a COLA for those who do not move with this scale, but not for management staff. With the 16% increase in cost of health insurance that staff experienced this year, we hope this will help soften that a bit.
- **Motion**/second, Leonhard/Krueger, to approve the pay scale implementation of pay grades 1-27 leaving the other paygrades at current maximums and to revisit the wage scale before the end of 2023. Motion carried.

Closed Session

- **Motion**/second, Krueger/Stowe, to go into Closed Session (Roll Call Vote Suggested) Pursuant to Wis. Stat. ss. 19.85(1)(c), 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”, to wit: Adjusting pay grades for specific management level employees. Motion includes allowing J. Hake, D. Adzic, and G. Olsen to remain in closed session. Roll call taken. All indicated aye. Motion carried. Meeting convened in closed session at 2:31 p.m.

Return to Open Session Immediately Following Closed Session and Take Action on Matters Discussed in Closed Session

- **Motion**/second, Leonhard/Stowe, to return to open session at 2:45 p.m. Motion carried.
- **Motion**/second, Leonhard/Stowe, to amend the Compensation Plan to place the Compliance Officer at pay grade 92 and afford the Executive Director the ability to place the individual where he feels appropriate in the wage scale. Motion carried.

Adjourn

- **Motion**/second, Krueger/Stowe, to adjourn the meeting at 2:20 p.m. Motion carried.

NORTH CENTRAL COMMUNITY SERVICES PROGRAM EXECUTIVE COMMITTEE MEETING MINUTES

March 17, 2023

3:00 p.m.

Wausau Board Room

Present: X Kurt Gibbs
X^(WebEx) Lance Leonhard

X^(WebEx) Renee Krueger
X^(WebEx) Robin Stowe

Staff: Gary Olsen

Call to Order

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

Recommendations of Medical Executive Committee

- **Motion**/second, Krueger/Leonhard, to approve the recommendations of the Medical Executive Committee for Reappointments for: Bababo Opaneye, M.D., Daniele Hoppe, M.D. and for Privilege Amendment/Staff Status Change for: James Billings, M.D., Jessica Dotson, D.O., Susan Brust, APNP, Heidi Heise, APNP. Motion carried.

Adjourn

- **Motion**/second, Stowe/Leonhard, to adjourn the meeting at 3:06 p.m. Motion carried.

Minutes prepared by Debbie Osowski, Executive Assistant

Resolution R-____-23

Resolution of Support for Utilization of State Surplus Funding to Offset Supplemental Payment Decreases in Fiscal Year 2022/23 and to Continue Future CPE Award Disbursements to County Owned Nursing Homes

WHEREAS, North Central Community Services Program d/b/a North Central Health Care (“NCHC”), established as a Multicounty Department of Community Programs for the purpose of administering a community mental health, alcoholism and drug abuse services program pursuant to Wis. Stat. §§ 51.42, 59.52(7) and 66.0301, administers and operates two nursing homes, Mount View Care Center (“MVCC”) and Pine Crest Nursing Home (“PCNH”), on behalf of Marathon and Lincoln Counties, respectively; and

WHEREAS, in fiscal year 2022/23, Wisconsin Department of Health Services (“DHS”) had approximately \$39.1 million dollars in funding at its disposal, which funding must be allocated for disbursement to county owned nursing homes in order for the State of Wisconsin to maintain eligibility for Medicaid funding; and

WHEREAS, in addition to Supplemental Payments to county owned nursing homes as described in the aforementioned paragraph, county run nursing homes traditionally received Certified Public Expenditure (“CPE”) Award funds from DHS; and

WHEREAS, NCHC budgeted revenue necessary for the administration and operation of MVCC and PCNH is based on DHS’ historical Supplemental Payment and Excess CPE Award disbursement amounts; and

WHEREAS, for fiscal year 2022/23, and without advance notice, DHS significantly decreased the amount of the Supplemental Payment and Excess CPE Award funding that was traditionally available to NCHC for the administration and operation of county owned nursing homes; and

WHEREAS, the total reduction in Supplemental Payment and Excess CPE Award funding is summarized as follows:

<u>Mount View Care Center</u>	<u>Pine Crest Nursing Home</u>	<u>Total</u>	<u>Explanation</u>
\$1,084,000	\$833,300	\$1,917,300	Supplemental Payment Decrease
<u>892,341</u>	<u>730,590</u>	<u>1,622,931</u>	Excess CPE Award Decrease
\$1,976,341	\$1,563,890	\$3,540,231	Total

WHEREAS, in addition to Marathon and Lincoln counties, twenty-one (21) other Wisconsin counties also experienced significant decreases in supplemental payment funding, leading to budget deficits in those counties, while Dane and Rock counties received a significant increase in supplemental payment funding resulting in budget surpluses; and

WHEREAS, although both MVCC and PCNH will receive a much needed increase in Medicaid rates for standard services provided, any benefit from this Medicaid rate increase is essentially nullified as a result of DHS reduction in Supplemental Payment and CPE funding; and

WHEREAS, despite the Medicaid rate increases, the reduction in Supplemental Payment and CPE funding once more jeopardizes the financial viability and the long-term operational feasibility of county owned nursing homes.

NOW THEREFORE BE IT RESOLVED, that in order to ensure financial viability and operational feasibility of county run nursing homes, the **[INSERT NAME OF GOVERNING BODY]** requests that the Wisconsin State Legislature to do the following:

1. Utilize State of Wisconsin surplus funding to fund additional disbursements of Supplemental Payments to county nursing homes to offset any previous supplemental payment decreases.
2. Utilize State of Wisconsin surplus funding to pay all county nursing homes CPE payments comparable to the CPE payment disbursements in fiscal year 2020/21.
3. Review and revise the Supplemental Payment formula to be more consistent in future years and to match historic disbursement amounts received by the counties in years prior.
4. Budget for the continuance of CPE funding for future years.

BE IT FURTHER RESOLVED that this resolution shall be forwarded by appropriate County officials to the Wisconsin Legislature.

Respectfully submitted this _____ day of _____, 2023

Fiscal Note: There is no fiscal impact associated with this resolution.

[INSERT NAME OF GOVERNING BODY]

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

To: NCCSP Board
From: Gary D. Olsen, MPA, Executive Director
Date: March 23, 2023
RE: Executive Director's Report for the March 30th Board Meeting

New Medical Director



Dr. Gouthro gave his notice that he will be ending his contract as the Chief Medical Officer with NCHC as of March 27, 2023. Vicki Tylka, Managing Director of Community Programs, and I have been working to fill this needed position and have decided to hire a Medical Director to provide these services. We are pleased to announce that Dr. James Billings has accepted the position to serve as the organization's Interim Medical Director. Dr. Billings' recommendation from the Medical Staff Executive Committee was approved by the North Central Community Services Program Executive Committee on March 17, 2023. Dr. Billings joined NCHC in July of 2022 as a Psychiatrist in the NCHC Youth Hospital located on the Wausau Campus. In the Interim Medical Director role, Dr. Billings will work in tangent with Vicki in her role as the Managing Director of Community Programs. Vicki will primarily hold the responsibility for administrative functions of Community Programs, while Dr. Billings will oversee clinical aspects.



We are also excited to announce that Jessica Dotson, DO has accepted the position of Youth Hospital Medical Director. Dr. Dotson joined NCHC in June of 2021 as a Psychiatrist in Outpatient Services and Hospitals serving both youth and adults. She specializes in child and adolescent psychiatry with a focus on preventative health care through osteopathic medicine.

Improving Communication within the Organization

- The Senior Leaders and I have started rounding with each of the program areas. During this time, we talk to the employees in the program and have them show us and tell us what they do and what happens within their program area. This gives us a chance to learn more about the daily activities of the programs as well as successes and barriers. We also will be holding quarterly Employee Update meetings. The first quarter of Employee Update meetings are currently taking place with others happening in June and September. These meetings give us an opportunity to inform the employees of what is happening within the organization. We hold multiple meetings across the organization including Merrill and Antigo. We have also put together a listing of employee recognition events for 2023 and have shared this with management and employees.
- Monthly “Gabbin’ with Gary” sessions have started. Each month I pick a program manager and ask them to choose an employee and the three of us go to lunch. This gives me a chance to meet more employees and get to know them. Towards the end of lunch, I ask them what they like and do not like about their jobs. I have found these meetings to be very informative and productive as I learn more about the organization and what we can do to better serve our clients and our employees.
- We have Manager Connect meetings that are taking place monthly. We utilize these meetings to keep managers informed and to provide training for the management staff. A calendar is set for the entire year for these meetings.

Audit

- The audit is currently being completed and everything is going very well as we close 2022. Accounting Director Bobby Splinter and his staff have done an excellent job this year with getting all the information together for the audit. I was told by the auditors that this year has been one of the best years so far for getting the audit completed. This year’s audit will be presented to the Executive Committee as the body responsible for the finances of NCHC. Of course, all Board members are encouraged to participate/listen to their presentation.

Renovation Updates

- We have received substantial completion and the needed state approvals for the Crisis Center. They will be moving in April.
- Adult and Youth Crisis Stabilization have received substantial completion. We are waiting for the final approvals from the State and for some furniture to arrive and then these areas will move. We will then be moving two of the CBRFs into the current Adult and Youth Crisis Stabilization building.
- Lakeside Recovery Medically Monitored Treatment (MMT) has received the final completion and we are waiting for the proper licensing from the State. The anticipated opening date is projected for the summer of 2023, and we are currently starting to hire for these positions.
- The new loading dock is open and accepting food deliveries.
- Demolition of the current Crisis Unit and Gardenside (dementia care) unit will begin soon to make room for parking.

- Accounting, Patient Finance, IMS, HR, Compliance and Safety, Marketing and Communication, and Administration will be moving to their new offices the first two weeks in June.
- The walking paths will remain closed for 2023 along the lake for safety reasons and the final landscaping of green space in the North Field will happen in the summer of 2024.

Memos to Executive Committee

- Included with my report are the two memos I sent to the Executive Committee regarding the loss of funding for the nursing home and an explanation of December's financial statements.



North Central Health Care

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To: Executive Committee
From: Gary D. Olsen, MPA, Executive Director
Date: January 26, 2023
RE: Reduction in Nursing Home Funding

This memo will explain the revenue that was budgeted for both nursing homes operated by North Central Health Care (NCHC) and what has subsequently been cut by the Department of Human Services (DHS).

Below is a listing of funds that have been cut by DHS:

<u>Mount View Care Center</u>	<u>Pine Crest Nursing Home</u>	<u>Total</u>	<u>Explanation</u>
\$1,084,000	\$833,300	\$1,917,300	Supplemental Payment Decrease
<u>892,341</u>	<u>730,590</u>	<u>1,622,931</u>	Excess CPE Award Decrease
\$1,976,341	\$1,563,890	\$3,540,231	Total

This year each county received a notice that Medicaid rates were going to be increased. This was very welcoming news to county run nursing homes because many of us are not able to break even in our operational budgets. It was our understanding that the legislature understood the issues nursing homes were facing and gave this increase to address those needs. We also believed the Supplemental Payments would continue as the State had \$39.1 million dollars that had to be given to county nursing homes to maintain the State’s Medicaid funding. NCHC budgeted for the increase in Medicaid rates and for the same amount of funding in Supplemental Payments that had been received in the past.

This year, due to the increases in the Medicaid funding, the formula DHS used to calculate direct care expenses for each facility resulted in a decrease for 23 of the 33 county run nursing homes. In previous years, the direct care losses based on Medicaid funding, were more than the funding levels, so each nursing home’s Supplemental Payment stayed about the same. Below is a table detailing the loss of Supplemental Payments to the 23 county run nursing homes:

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<u>County</u>	<u>Facility</u>	<u>Supplemental Payments Decrease</u>
Clark	Clark Co. H.C.C.	\$ 965,800
Clark	Clark Co. H.C.C. FDD	1,536,700
Columbia	Columbia H.C.C.	576,800
Dodge	Clearview	777,200
Dodge	Clearview FDD	488,300
Dunn	The Neighbors – Central	526,600
Fond Du Lac	Harbor Haven H. & Rehab	369,300
Grant	Orchard Manor	453,200
Grant	Orchard Manor FDD	296,900
Green	Pleasant View N.H.	726,100
La Crosse	Hillview H.C.C.	1,012,900
Lafayette	Lafayette Manor	297,800
Lincoln	Pine Crest N.H.	883,300
Marathon	North Central H.C. (Mount View)	1,084,000
Monroe	Rolling Hills Rehab. Ctr.	751,000
Outagamie	Brewster Village	990,900
Polk	Golden Age Manor	715,400
Richland	Pin Valley H.C. & Rehab.	220,200
Sauk	Sauk Co. H.C.C.	115,000
Sheboygan	Rocky Knoll H.C.F.	892,000
Trempealeau	Pigeon Falls H.C.C.	508,400
Trempealeau	Trempealeau Co. H.C.C.	53,800
Vernon	Vernon Manor	227,900
Washington	Samaritan Health Center	730,700
Wood	Edgewater Haven N.H.	278,000
Kewaunee	Algoma Medical Center	314,400
Trempealeau	Marinuka Manor	331,200
Vernon	Norseland N.H.	<u>289,700</u>
Totals		\$ 16,413,500

There was \$16,413,500 reduced from 23 counties. Two nursing homes, who had larger direct care losses, were given a huge increase in their payments. Dane County's nursing home received an additional \$7,281,600 and Rock County's nursing home received \$2,168,200. As 23 counties incurred a budget deficit, these two counties now have a budget surplus, which we do not believe was the intent of the legislature when they increased Medicaid rates.

County run nursing homes also experienced a loss in funding due to not receiving the excess Certified Public Expenditure (CPE) payments. CPE payments have been made for years to county nursing homes but this year, no excess CPE payments will be received by any of the county nursing homes. We have also been told by DHS that these funds will probably not occur in the future either.

Requested Action by the Legislature:

- Utilize some of State's surplus funds to pay the 23 counties the amount of Supplemental Payments that were decreased totaling \$16,413,500.
- Utilize some of the State's surplus funds to pay all county nursing homes the amount of CPE payments that were paid in 2021 totaling \$11,530,039.
- Change the Supplemental Payment formula to be more consistent in future years to match what was paid in 2021.
- Increase the needed budget to continue paying county nursing homes the amounts they have previously received in CPE funding.

These actions are needed to help save county run nursing homes. Levy limits and the loss of State funding make it very difficult to operate a county nursing home.

To: Executive Committee
From: Gary D. Olsen, MPA, Executive Director
Date: February 1, 2023
RE: December Financial Statements

We are currently in the process of closing out the year for 2022. Included in the meeting packet is a copy of the December Financial Statements. Currently, we are showing a loss of (\$1,229,058). This is much lower than the loss from November which was (\$3,244,109). The reason for this change is due to one-time funds that were recognized in December. Below is a listing of these funding sources:

<u>Description</u>	<u>Amount</u>
Amended 2020 WIMCR report	\$ 835,452
Amended 2020 CCS report	867,663
New nursing home Medicaid rates retro to July 2022 increased net patient revenue for MVCC	1,023,233
New nursing home Medicaid rates retro to July 2022 increased net patient revenue for PCNH	1,008,732
Marathon County ARPA award for 2022 losses	<u>1,850,000</u>
Total	\$5,585,080

We also had to show some lost revenue due to the State not paying us as much for the nursing homes. Below is a chart detailing this lost revenue:

<u>Mount View Care Center</u>	<u>Pine Crest Nursing Home</u>	<u>Total</u>	<u>Explanation</u>
\$1,084,000	\$833,300	\$1,917,300	Supplemental Payment Decrease
<u>892,341</u>	<u>730,590</u>	<u>1,622,931</u>	Excess CPE Award Decrease
\$1,976,341	\$1,563,890	\$3,540,231	Total



North Central Health Care

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To: Executive Committee & North Central Community Services Program Board
From: Jason Hake, MBA, Managing Director of Finance and Administration
Date: March 30, 2023
RE: February Financial Statements

Through February our net income from service programs was \$256,882. Revenue was unfavorable \$793,321 driven by the reduction in our supplemental and CPE funding. Expenses were favorable \$1,050,202.

Behavioral Health Services

Net loss of \$216,388 with Adult Behavioral Hospital and the Youth Behavioral Hospital as the main drivers.

Adult Behavioral Health Hospital

YTD net loss of \$54,160 which was favorable to budget by \$186,803. Revenue is the main driver and favorable \$278,970 due to an increase in our Medicaid rates along with unbudgeted Pharmacy revenue. Diversion expenses were high for the month and unfavorable \$150,734 YTD. YTD Average daily census is 6.89 compared to budget of 7.

Youth Behavioral Health Hospital

YTD net loss of \$48,688 which was favorable to budget by \$239,291. Revenue is the main driver and favorable by \$224,862 due to an increase in our Medicaid rates along with unbudgeted Pharmacy revenue. Average daily census was 3.85 compared to a budget of 4.

Community Services

Net income of \$300,829 which was favorable to budget by \$550,220. The main drivers were Outpatient Services (Marathon), Community Treatment Adult (Marathon) and Community Treatment Youth (Marathon).

Outpatient Services (Marathon)

YTD net loss of \$29,002 which was favorable to budget by \$200,097. Expenses were the main driver and favorable by \$158,642. Personnel expenses were favorable \$55,516 with indirect expenses favorable \$53,949. Productivity was well managed which accounted for increased revenue with decreased personnel expenses.

Community Treatment Adult (Marathon)

YTD net income of \$35,438 which was favorable to budget by \$116,356. Expenses were the main driver and favorable \$100,685. Personnel expenses were favorable \$57,680 with indirect expenses favorable \$20,541. Productivity was well managed which accounted for increased revenue with decreased personnel expenses.

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Community Treatment Youth (Marathon)

Net income of \$194,301 which was favorable to budget by \$159,399. Revenue was the main driver and favorable \$165,037.

Community Living

Net loss of \$36,793 which was unfavorable to budget by \$37,956. Decreased revenue with limited ability to flex staff due to contract labor drove the unfavorable variance.

Nursing Homes

Net income of \$268,938 which was unfavorable to budget by \$535,117.

Mount View Care Center

YTD net income of \$172,642 which was unfavorable to budget by \$443,296. This was driven by the loss in supplemental and CPE funding. YTD average daily census was 114.8 compared to budget of 128.

Pine Crest

Net income of \$96,296 which was unfavorable to budget by \$91,821. This was driven by the loss in supplemental and CPE funding. Average daily census was 84.9 compared to budget of 89.

Pharmacy

Net loss of \$81,534 which was unfavorable \$73,074. We are reviewing pharmacy revenue to ensure the revenue aligns with the expense. Some departments are receiving revenue with Pharmacy getting charged the expense.

Self-Funded Health Insurance

Net income of \$370,101. The beginning of the year is typically favorable until employees start meeting deductibles.

North Central Health Care
Programs by Service Line
For the Period Ending February 28, 2023

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
BEHAVIORAL HEALTH SERVICES								
Adult Behavioral Health Hospital	1,136,501	857,531	278,970	1,190,661	1,098,495	(92,167)	(54,160)	186,804
Adult Crisis Stabilization Facility	186,610	291,205	(104,595)	193,937	269,942	76,005	(7,327)	(28,590)
Lakeside Recovery MMT	10,141	198,468	(188,327)	39,452	169,728	130,276	(29,311)	(58,051)
Youth Behavioral Health Hospital	464,856	239,994	224,862	513,545	527,974	14,429	(48,688)	239,291
Youth Crisis Stabilization Facility	116,895	191,665	(74,770)	133,380	178,951	45,571	(16,486)	(29,200)
Crisis Services	398,348	409,414	(11,066)	423,504	483,707	60,203	(25,156)	49,137
Psychiatry Residency	158,813	147,047	11,766	194,073	172,485	(21,588)	(35,260)	(9,822)
	<u>2,472,164</u>	<u>2,335,324</u>	<u>136,840</u>	<u>2,688,552</u>	<u>2,901,281</u>	<u>212,729</u>	<u>(216,388)</u>	<u>349,569</u>
COMMUNITY SERVICES								
Outpatient Services (Marathon)	781,428	739,973	41,454	810,430	969,072	158,642	(29,002)	200,097
Outpatient Services (Lincoln)	179,409	159,623	19,787	120,735	131,359	10,624	58,675	30,411
Outpatient Services (Langlade)	133,976	131,768	2,208	108,932	134,287	25,354	25,044	27,562
Community Treatment Adult (Marathon)	812,208	796,537	15,671	776,770	877,455	100,685	35,438	116,356
Community Treatment Adult (Lincoln)	135,489	134,471	1,019	133,404	148,460	15,057	2,086	16,076
Community Treatment Adult (Langlade)	39,622	54,515	(14,893)	80,510	102,247	21,736	(40,889)	6,843
Community Treatment Youth (Marathon)	947,143	782,106	165,037	752,841	747,204	(5,638)	194,301	159,399
Community Treatment Youth (Lincoln)	277,457	277,946	(488)	278,291	259,880	(18,411)	(834)	(18,899)
Community Treatment Youth (Langlade)	211,299	237,622	(26,323)	196,033	193,989	(2,044)	15,266	(28,367)
Jail Meals (Marathon)	134,686	-	134,686	93,943	-	(93,943)	40,743	40,743
	<u>3,652,717</u>	<u>3,314,560</u>	<u>338,157</u>	<u>3,351,889</u>	<u>3,563,951</u>	<u>212,063</u>	<u>300,829</u>	<u>550,220</u>
COMMUNITY LIVING								
Adult Day Services (Marathon)	124,672	177,652	(52,980)	122,294	180,132	57,837	2,377	4,858
Day Services (Langlade)	56,156	64,835	(8,679)	45,121	46,254	1,132	11,035	(7,547)
Supportive Employment Program	23,620	26,940	(3,319)	43,611	42,712	(899)	(19,990)	(4,218)
Andrea St Group Home	84,710	-	84,710	91,622	-	(91,622)	(6,912)	(6,912)
Chadwick Group Home	111,437	88,841	22,596	115,904	94,332	(21,572)	(4,467)	1,024
Bissell Street Group Home	95,361	-	95,361	76,955	-	(76,955)	18,406	18,406
Heather Street Group Home	20,382	77,691	(57,309)	47,384	91,579	44,195	(27,003)	(13,114)
Marshall Street Residential	-	180,564	(180,564)	-	181,897	181,897	-	1,333
Jelinek Apartments	165,456	139,382	26,074	139,612	119,687	(19,925)	25,843	6,148
River View Apartments	96,919	118,057	(21,138)	95,411	110,456	15,045	1,507	(6,093)
Riverview Terrace	36,230	-	36,230	59,205	-	(59,205)	(22,974)	(22,974)
Hope House (Sober Living Marathon)	2,531	3,396	(864)	13,283	9,001	(4,282)	(10,752)	(5,146)
Sober Living (Langlade)	7,898	10,070	(2,172)	11,762	10,215	(1,548)	(3,864)	(3,720)
	<u>825,372</u>	<u>887,426</u>	<u>(62,054)</u>	<u>862,165</u>	<u>886,264</u>	<u>24,099</u>	<u>(36,793)</u>	<u>(37,956)</u>
NURSING HOMES								
Mount View Care Center	3,043,336	3,980,629	(937,293)	2,870,694	3,364,691	493,997	172,642	(443,296)
Pine Crest Nursing Home	2,034,535	2,253,136	(218,600)	1,938,239	2,065,018	126,779	96,296	(91,821)
	<u>5,077,871</u>	<u>6,233,765</u>	<u>(1,155,893)</u>	<u>4,808,933</u>	<u>5,429,709</u>	<u>620,776</u>	<u>268,938</u>	<u>(535,117)</u>
Pharmacy	1,240,340	1,322,629	(82,289)	1,321,874	1,331,089	9,215	(81,534)	(73,074)
OTHER PROGRAMS								
Aquatic Services	162,635	207,893	(45,258)	159,852	187,213	27,361	2,783	(17,897)
Birth To Three	88,310	-	88,310	88,310	-	(88,310)	-	-
Adult Protective Services	150,155	144,380	5,775	122,934	139,241	16,307	27,221	22,082
Demand Transportation	68,691	74,758	(6,067)	67,786	81,987	14,200	905	8,133
	<u>469,791</u>	<u>427,031</u>	<u>42,759</u>	<u>438,882</u>	<u>408,441</u>	<u>(30,442)</u>	<u>30,908</u>	<u>12,318</u>
Total NCHC Service Programs	13,727,414	14,520,735	(793,321)	13,470,532	14,520,734	1,050,202	256,882	256,881
SELF-FUNDED INSURANCE TRUST FUNDS								
Health Insurance Trust Fund	1,546,543	-	1,546,543	1,202,997	-	(1,202,997)	343,546	343,546
Dental Insurance Trust Fund	86,467	-	86,467	59,912	-	(59,912)	26,555	26,555
Total NCHC Self-Funded Insurance Trusts	1,633,010	-	1,633,010	1,262,909	-	(1,262,909)	370,101	370,101

North Central Health Care
Fund Balance Review
For the Period Ending February 28, 2023

	<u>Marathon</u>	<u>Langlade</u>	<u>Lincoln</u>	<u>Total</u>
YTD Appropriation (Tax Levy) Revenue	796,868	38,364	173,476	1,008,707
Total Revenue at Period End	9,683,046	827,504	3,227,704	13,738,254
County Percent of Total Net Position	70.5%	6.0%	23.5%	
Total Operating Expenses, Year-to-Date *	9,482,981	880,256	3,109,057	13,472,295
<i>* Excluding Depreciation Expenses to be allocated at the end of the year</i>				
Share of Operating Cash	5,728,881	489,585	1,909,640	8,128,105
Days Cash on Hand	37	34	37	37
Minimum Target - 20%	11,379,578	1,056,308	3,730,869	16,166,754
Over/(Under) Target	(5,650,697)	(566,723)	(1,821,229)	(8,038,649)
Share of Investments	1,057,235	90,350	352,414	1,500,000
Days Invested Cash	7	6	7	7
Days Invested Cash on Hand Target - 90 Days	14,029,616	1,302,297	4,599,701	19,931,615
Current Percentage of Operating Cash	60.4%	55.6%	61.4%	60.3%
Over/(Under) Target	(5,650,697)	(566,723)	(1,821,229)	(8,038,649)
Share of Investments	1,057,235	90,350	352,414	1,500,000
Amount Needed to Fulfill Fund Balance Policy	<u>(4,593,461)</u>	<u>(476,373)</u>	<u>(1,468,815)</u>	<u>(6,538,649)</u>

North Central Health Care
Review of Services in Marathon County
For the Period Ending February 28, 2023

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
Direct Services								
Outpatient Services	781,428	739,973	41,454	810,430	969,072	158,642	(29,002)	200,097
Community Treatment-Adult	812,208	796,537	15,671	776,770	877,455	100,685	35,438	116,356
Community Treatment-Youth	947,143	782,106	165,037	752,841	747,204	(5,638)	194,301	159,399
Residential	574,264	604,535	(30,270)	566,888	597,951	31,063	7,376	792
Hope House Sober Living	2,531	3,396	(864)	13,283	9,001	(4,282)	(10,752)	(5,146)
Riverview Terrace	36,230	-	36,230	59,205	-	(59,205)	(22,974)	(22,974)
Demand Transportation	68,691	74,758	(6,067)	67,786	81,987	14,200	905	8,133
Jail Meals	134,686	-	134,686	93,943	-	(93,943)	40,743	40,743
Adult Day Services	124,672	177,652	(52,980)	122,294	180,132	57,837	2,377	4,858
Aquatic Services	162,635	207,893	(45,258)	159,852	187,213	27,361	2,783	(17,897)
Mount View Care Center	3,043,336	3,980,629	(937,293)	2,870,694	3,364,691	493,997	172,642	(443,296)
	6,687,823	7,367,478	(679,655)	6,293,986	7,014,705	720,719	393,837	41,064
Shared Services								
Adult Behavioral Health Hospital	849,381	642,294	207,088	883,862	815,444	(68,418)	(34,481)	138,670
Youth Behavioral Health Hospital	345,057	178,135	166,921	381,219	391,930	10,711	(36,162)	177,633
Residency Program	117,891	109,157	8,734	144,066	128,040	(16,026)	(26,175)	(7,291)
Supportive Employment Program	17,534	19,998	(2,464)	32,373	31,706	(667)	(14,839)	(3,131)
Crisis Services	312,227	320,441	(8,214)	314,379	359,069	44,690	(2,152)	36,476
Adult Crisis Stabilization Facility	138,526	216,170	(77,644)	143,965	200,386	56,421	(5,439)	(21,223)
Youth Crisis Stabilization Facility	86,774	142,278	(55,504)	99,012	132,840	33,828	(12,238)	(21,676)
Pharmacy	920,740	981,825	(61,085)	981,265	988,105	6,840	(60,525)	(54,245)
Lakeside Recovery MMT	7,528	147,328	(139,801)	29,286	125,994	96,708	(21,758)	(43,093)
Adult Protective Services	111,255	106,968	4,287	91,258	103,363	12,105	19,998	16,392
Birth To Three	88,310	-	88,310	88,310	-	(88,310)	-	-
	2,995,223	2,864,596	130,627	3,188,995	3,276,878	87,883	(193,772)	218,510
Excess Revenue/(Expense)	9,683,046	10,232,074	(549,027)	9,482,981	10,291,583	808,602	200,065	259,575

North Central Health Care
Review of Services in Lincoln County
For the Period Ending February 28, 2023

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
Direct Services								
Outpatient Services	179,409	159,623	19,787	120,735	131,359	10,624	58,675	30,411
Community Treatment-Adult	135,489	134,471	1,019	133,404	148,460	15,057	2,086	16,076
Community Treatment-Youth	277,457	277,946	(488)	278,291	259,880	(18,411)	(834)	(18,899)
Pine Crest Nursing Home	2,034,535	2,253,136	(218,600)	1,938,239	2,065,018	126,779	96,296	(91,821)
	<u>2,626,892</u>	<u>2,825,175</u>	<u>(198,283)</u>	<u>2,470,668</u>	<u>2,604,717</u>	<u>134,049</u>	<u>156,224</u>	<u>(64,234)</u>
Shared Services								
Adult Behavioral Health Hospital	181,714	139,077	42,637	181,975	167,889	(14,086)	(261)	28,550
Youth Behavioral Health Hospital	71,023	36,656	34,367	78,488	80,693	2,205	(7,465)	36,572
Residency Program	24,272	22,474	1,798	29,661	26,362	(3,299)	(5,389)	(1,501)
Supportive Employment Program	3,610	4,117	(507)	6,665	6,528	(137)	(3,055)	(645)
Crisis Services	59,995	61,686	(1,691)	64,726	73,927	9,201	(4,731)	7,510
Adult Crisis Stabilization Facility	28,521	44,506	(15,986)	29,640	41,257	11,616	(1,120)	(4,370)
Youth Crisis Stabilization Facility	17,866	29,293	(11,428)	20,385	27,350	6,965	(2,520)	(4,463)
Pharmacy	189,568	202,144	(12,577)	202,029	203,437	1,408	(12,461)	(11,168)
Lakeside Recovery MMT	1,550	30,333	(28,783)	6,030	25,940	19,911	(4,480)	(8,872)
Adult Protective Services	22,694	21,812	883	18,789	21,281	2,492	3,905	3,375
	<u>600,812</u>	<u>592,099</u>	<u>8,713</u>	<u>638,389</u>	<u>674,665</u>	<u>36,276</u>	<u>(37,577)</u>	<u>44,988</u>
Excess Revenue/(Expense)	3,227,704	3,417,274	(189,570)	3,109,057	3,279,382	170,324	118,647	(19,246)

North Central Health Care
Review of Services in Langlade County
For the Period Ending February 28, 2023

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
Direct Services								
Outpatient Services	133,976	131,768	2,208	108,932	134,287	25,354	25,044	27,562
Community Treatment-Adult	39,622	54,515	(14,893)	80,510	102,247	21,736	(40,889)	6,843
Community Treatment-Youth	211,299	237,622	(26,323)	196,033	193,989	(2,044)	15,266	(28,367)
Sober Living	7,898	10,070	(2,172)	11,762	10,215	(1,548)	(3,864)	(3,720)
Day Services	56,156	64,835	(8,679)	45,121	46,254	1,132	11,035	(7,547)
	<u>448,950</u>	<u>498,809</u>	<u>(49,859)</u>	<u>442,360</u>	<u>486,990</u>	<u>44,630</u>	<u>6,591</u>	<u>(5,229)</u>
Shared Services								
Adult Behavioral Health Hospital	105,406	76,160	29,246	124,824	115,162	(9,662)	(19,418)	19,584
Youth Behavioral Health Hospital	48,777	25,203	23,574	53,838	55,351	1,513	(5,061)	25,086
Residency Program	16,649	15,416	1,234	20,346	18,083	(2,263)	(3,697)	(1,030)
Supportive Employment Program	2,476	2,824	(348)	4,572	4,478	(94)	(2,096)	(442)
Crisis Services	26,126	27,286	(1,160)	44,398	50,710	6,311	(18,272)	5,151
Adult Crisis Stabilization Facility	19,563	30,529	(10,965)	20,332	28,300	7,968	(768)	(2,997)
Youth Crisis Stabilization Facility	12,255	20,093	(7,839)	13,983	18,760	4,777	(1,728)	(3,061)
Pharmacy	130,032	138,659	(8,627)	138,580	139,546	966	(8,548)	(7,661)
Lakeside Recovery MMT	1,063	20,807	(19,743)	4,136	17,794	13,658	(3,073)	(6,086)
Adult Protective Services	16,206	15,600	605	12,888	14,597	1,710	3,318	2,315
	<u>378,554</u>	<u>372,578</u>	<u>5,976</u>	<u>437,897</u>	<u>462,780</u>	<u>24,883</u>	<u>(59,343)</u>	<u>30,859</u>
Excess Revenue/(Expense)	827,504	871,387	(43,883)	880,256	949,770	69,513	(52,752)	25,631

North Central Health Care
Programs by Service Line
For the Period Ending January 31, 2023

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
BEHAVIORAL HEALTH SERVICES								
Adult Behavioral Health Hospital	609,002	428,766	180,237	527,160	549,247	22,087	81,842	202,324
Adult Crisis Stabilization Facility	96,012	145,602	(49,590)	99,832	134,971	35,139	(3,820)	(14,452)
Lakeside Recovery MMT	7,486	99,234	(91,748)	15,161	84,864	69,703	(7,675)	(22,045)
Youth Behavioral Health Hospital	243,871	119,997	123,874	272,654	263,987	(8,667)	(28,783)	115,207
Youth Crisis Stabilization Facility	59,045	95,832	(36,787)	66,731	89,475	22,744	(7,686)	(14,043)
Crisis Services	201,992	204,707	(2,715)	221,291	241,853	20,562	(19,299)	17,848
Psychiatry Residency	79,406	73,523	5,883	64,842	86,242	21,400	14,564	27,283
	<u>1,296,815</u>	<u>1,167,662</u>	<u>129,154</u>	<u>1,267,672</u>	<u>1,450,641</u>	<u>182,968</u>	<u>29,143</u>	<u>312,122</u>
COMMUNITY SERVICES								
Outpatient Services (Marathon)	397,549	369,987	27,562	387,425	484,536	97,111	10,124	124,674
Outpatient Services (Lincoln)	91,557	79,811	11,745	60,356	65,679	5,323	31,201	17,068
Outpatient Services (Langlade)	68,893	65,884	3,009	53,975	67,143	13,168	14,918	16,178
Community Treatment Adult (Marathon)	402,687	398,268	4,418	376,271	438,727	62,456	26,415	66,874
Community Treatment Adult (Lincoln)	67,001	67,235	(235)	64,741	74,230	9,490	2,260	9,255
Community Treatment Adult (Langlade)	20,975	27,258	(6,282)	36,351	51,123	14,772	(15,376)	8,490
Community Treatment Youth (Marathon)	421,380	391,053	30,327	328,249	373,602	45,353	93,131	75,680
Community Treatment Youth (Lincoln)	129,002	138,973	(9,971)	127,836	129,940	2,104	1,166	(7,867)
Community Treatment Youth (Langlade)	102,662	118,811	(16,149)	92,194	96,994	4,801	10,468	(11,348)
Jail Meals (Marathon)	71,738	-	71,738	50,289	-	(50,289)	21,449	21,449
	<u>1,773,443</u>	<u>1,657,280</u>	<u>116,164</u>	<u>1,577,687</u>	<u>1,781,976</u>	<u>204,289</u>	<u>195,757</u>	<u>320,453</u>
COMMUNITY LIVING								
Adult Day Services (Marathon)	62,380	88,826	(26,446)	67,002	90,066	23,064	(4,623)	(3,383)
Day Services (Langlade)	24,969	32,417	(7,448)	21,805	23,127	1,322	3,164	(6,126)
Supportive Employment Program	12,728	13,470	(742)	23,277	21,356	(1,921)	(10,549)	(2,663)
Andrea St Group Home	40,765	-	40,765	55,642	-	(55,642)	(14,877)	(14,877)
Chadwick Group Home	58,585	44,420	14,164	57,030	47,166	(9,865)	1,554	4,300
Bissell Street Group Home	47,737	-	47,737	39,848	-	(39,848)	7,889	7,889
Heather Street Group Home	14,411	38,845	(24,434)	33,192	45,790	12,598	(18,781)	(11,836)
Marshall Street Residential	-	90,282	(90,282)	-	90,949	90,949	-	667
Jelinek Apartments	91,715	69,691	22,024	72,188	59,844	(12,344)	19,527	9,679
River View Apartments	57,014	59,028	(2,015)	50,613	55,228	4,615	6,400	2,600
Riverview Terrace	18,034	-	18,034	31,856	-	(31,856)	(13,823)	(13,823)
Hope House (Sober Living Marathon)	1,269	1,698	(429)	7,129	4,500	(2,629)	(5,860)	(3,057)
Sober Living (Langlade)	4,064	5,035	(971)	5,181	5,107	(74)	(1,117)	(1,044)
	<u>433,670</u>	<u>443,713</u>	<u>(10,044)</u>	<u>464,764</u>	<u>443,132</u>	<u>(21,632)</u>	<u>(31,094)</u>	<u>(31,675)</u>
NURSING HOMES								
Mount View Care Center	1,622,672	1,990,314	(367,642)	1,529,139	1,682,346	153,207	93,533	(214,436)
Pine Crest Nursing Home	1,017,340	1,126,568	(109,228)	955,793	1,032,509	76,716	61,547	(32,511)
	<u>2,640,012</u>	<u>3,116,882</u>	<u>(476,870)</u>	<u>2,484,931</u>	<u>2,714,855</u>	<u>229,923</u>	<u>155,081</u>	<u>(246,947)</u>
Pharmacy	619,534	661,314	(41,780)	671,743	665,544	(6,199)	(52,209)	(47,979)
OTHER PROGRAMS								
Aquatic Services	90,429	103,946	(13,517)	77,280	93,606	16,326	13,149	2,809
Birth To Three	44,131	-	44,131	44,131	-	(44,131)	-	-
Adult Protective Services	65,026	72,190	(7,164)	48,471	69,621	21,150	16,555	13,986
Demand Transportation	30,250	37,379	(7,129)	34,094	40,993	6,900	(3,843)	(229)
	<u>229,837</u>	<u>213,516</u>	<u>16,321</u>	<u>203,976</u>	<u>204,220</u>	<u>244</u>	<u>25,861</u>	<u>16,565</u>
Total NCHC Service Programs	<u>6,989,264</u>	<u>7,260,367</u>	<u>(271,103)</u>	<u>6,677,670</u>	<u>7,260,367</u>	<u>582,697</u>	<u>311,594</u>	<u>311,594</u>
SELF-FUNDED INSURANCE TRUST FUNDS								
Health Insurance Trust Fund	789,829	-	789,829	566,373	-	(566,373)	223,456	223,456
Dental Insurance Trust Fund	45,206	-	45,206	28,365	-	(28,365)	16,841	16,841
Total NCHC Self-Funded Insurance Trusts	<u>835,034</u>	<u>-</u>	<u>835,034</u>	<u>594,738</u>	<u>-</u>	<u>(594,738)</u>	<u>240,297</u>	<u>240,297</u>

North Central Health Care
Fund Balance Review
For the Period Ending January 31, 2023

	<u>Marathon</u>	<u>Langlade</u>	<u>Lincoln</u>	<u>Total</u>
YTD Appropriation (Tax Levy) Revenue	398,434	19,182	86,738	504,354
Total Revenue at Period End	4,964,034	416,184	1,613,094	6,993,312
County Percent of Total Net Position	71.0%	6.0%	23.1%	
Total Operating Expenses, Year-to-Date *	4,734,324	420,348	1,516,102	6,670,773
<i>* Excluding Depreciation Expenses to be allocated at the end of the year</i>				
Share of Operating Cash	6,114,269	512,619	1,986,870	8,613,758
Days Cash on Hand	39	37	40	39
Minimum Target - 20%	11,362,377	1,008,835	3,638,644	16,009,856
Over/(Under) Target	(5,248,107)	(496,216)	(1,651,774)	(7,396,098)
Share of Investments	1,064,739	89,267	345,994	1,500,000
Days Invested Cash	7	6	7	7
Days Invested Cash on Hand Target - 90 Days	14,008,409	1,243,769	4,486,000	19,738,179
Current Percentage of Operating Cash	129.1%	122.0%	131.1%	129.1%
Over/(Under) Target	(5,248,107)	(496,216)	(1,651,774)	(7,396,098)
Share of Investments	1,064,739	89,267	345,994	1,500,000
Amount Needed to Fulfill Fund Balance Policy	<u>(4,183,368)</u>	<u>(406,949)</u>	<u>(1,305,781)</u>	<u>(5,896,098)</u>

North Central Health Care
Review of Services in Marathon County
For the Period Ending January 31, 2023

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
Direct Services								
Outpatient Services	397,549	369,987	27,562	387,425	484,536	97,111	10,124	124,674
Community Treatment-Adult	402,687	398,268	4,418	376,271	438,727	62,456	26,415	66,874
Community Treatment-Youth	421,380	391,053	30,327	328,249	373,602	45,353	93,131	75,680
Residential	310,226	302,267	7,959	308,514	298,976	(9,538)	1,712	(1,579)
Hope House Sober Living	1,269	1,698	(429)	7,129	4,500	(2,629)	(5,860)	(3,057)
Riverview Terrace	18,034	-	18,034	31,856	-	(31,856)	(13,823)	(13,823)
Demand Transportation	30,250	37,379	(7,129)	34,094	40,993	6,900	(3,843)	(229)
Jail Meals	71,738	-	71,738	50,289	-	(50,289)	21,449	21,449
Adult Day Services	62,380	88,826	(26,446)	67,002	90,066	23,064	(4,623)	(3,383)
Aquatic Services	90,429	103,946	(13,517)	77,280	93,606	16,326	13,149	2,809
Mount View Care Center	1,622,672	1,990,314	(367,642)	1,529,139	1,682,346	153,207	93,533	(214,436)
	3,428,614	3,683,739	(255,125)	3,197,248	3,507,353	310,104	231,366	54,980
Shared Services								
Adult Behavioral Health Hospital	454,942	321,147	133,795	391,326	407,722	16,396	63,616	150,191
Youth Behavioral Health Hospital	181,023	89,068	91,955	202,399	195,965	(6,434)	(21,376)	85,522
Residency Program	58,946	54,578	4,367	48,134	64,020	15,886	10,811	20,253
Supportive Employment Program	9,448	9,999	(551)	17,279	15,853	(1,426)	(7,831)	(1,977)
Crisis Services	158,205	160,221	(2,015)	164,271	179,535	15,264	(6,065)	13,249
Adult Crisis Stabilization Facility	71,272	108,085	(36,812)	74,108	100,193	26,085	(2,836)	(10,728)
Youth Crisis Stabilization Facility	43,831	71,139	(27,308)	49,537	66,420	16,884	(5,706)	(10,425)
Pharmacy	459,898	490,913	(31,014)	498,654	494,053	(4,601)	(38,756)	(35,616)
Lakeside Recovery MMT	5,557	73,664	(68,107)	11,255	62,997	51,742	(5,697)	(16,365)
Adult Protective Services	48,166	53,484	(5,318)	35,981	51,681	15,700	12,185	10,382
Birth To Three	44,131	-	44,131	44,131	-	(44,131)	-	-
	1,535,420	1,432,298	103,122	1,537,075	1,638,439	101,364	(1,655)	204,486
Excess Revenue/(Expense)	4,964,034	5,116,037	(152,002)	4,734,324	5,145,792	411,468	229,711	259,466

North Central Health Care
Review of Services in Lincoln County
For the Period Ending January 31, 2023

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
Direct Services								
Outpatient Services	91,557	79,811	11,745	60,356	65,679	5,323	31,201	17,068
Community Treatment-Adult	67,001	67,235	(235)	64,741	74,230	9,490	2,260	9,255
Community Treatment-Youth	129,002	138,973	(9,971)	127,836	129,940	2,104	1,166	(7,867)
Pine Crest Nursing Home	1,017,340	1,126,568	(109,228)	955,793	1,032,509	76,716	61,547	(32,511)
	<u>1,304,899</u>	<u>1,412,587</u>	<u>(107,688)</u>	<u>1,208,725</u>	<u>1,302,358</u>	<u>93,633</u>	<u>96,174</u>	<u>(14,055)</u>
Shared Services								
Adult Behavioral Health Hospital	97,085	69,539	27,547	80,569	83,944	3,376	16,516	30,922
Youth Behavioral Health Hospital	37,260	18,328	18,932	41,671	40,347	(1,325)	(4,411)	17,608
Residency Program	12,136	11,237	899	9,910	13,181	3,271	2,226	4,170
Supportive Employment Program	1,945	2,059	(113)	3,558	3,264	(294)	(1,612)	(407)
Crisis Services	30,428	30,843	(415)	33,821	36,964	3,143	(3,393)	2,728
Adult Crisis Stabilization Facility	14,674	22,253	(7,579)	15,258	20,628	5,370	(584)	(2,209)
Youth Crisis Stabilization Facility	9,024	14,647	(5,622)	10,199	13,675	3,476	(1,175)	(2,146)
Pharmacy	94,687	101,072	(6,385)	102,666	101,719	(947)	(7,979)	(7,333)
Lakeside Recovery MMT	1,144	15,166	(14,022)	2,317	12,970	10,653	(1,173)	(3,369)
Adult Protective Services	9,811	10,906	(1,095)	7,408	10,640	3,232	2,403	2,137
	<u>308,195</u>	<u>296,050</u>	<u>12,145</u>	<u>307,377</u>	<u>337,332</u>	<u>29,955</u>	<u>818</u>	<u>42,101</u>
Excess Revenue/(Expense)	1,613,094	1,708,637	(95,543)	1,516,102	1,639,691	123,589	96,992	28,046

North Central Health Care
Review of Services in Langlede County
For the Period Ending January 31, 2023

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
Direct Services								
Outpatient Services	68,893	65,884	3,009	53,975	67,143	13,168	14,918	16,178
Community Treatment-Adult	20,975	27,258	(6,282)	36,351	51,123	14,772	(15,376)	8,490
Community Treatment-Youth	102,662	118,811	(16,149)	92,194	96,994	4,801	10,468	(11,348)
Sober Living	4,064	5,035	(971)	5,181	5,107	(74)	(1,117)	(1,044)
Day Services	24,969	32,417	(7,448)	21,805	23,127	1,322	3,164	(6,126)
	<u>221,564</u>	<u>249,405</u>	<u>(27,841)</u>	<u>209,506</u>	<u>243,495</u>	<u>33,989</u>	<u>12,058</u>	<u>6,148</u>
Shared Services								
Adult Behavioral Health Hospital	56,975	38,080	18,895	55,265	57,581	2,316	1,710	21,211
Youth Behavioral Health Hospital	25,588	12,602	12,986	28,584	27,675	(909)	(2,996)	12,078
Residency Program	8,325	7,708	617	6,798	9,041	2,244	1,527	2,860
Supportive Employment Program	1,334	1,412	(78)	2,440	2,239	(201)	(1,106)	(279)
Crisis Services	13,358	13,643	(285)	23,199	25,355	2,156	(9,841)	1,871
Adult Crisis Stabilization Facility	10,066	15,264	(5,199)	10,466	14,150	3,684	(401)	(1,515)
Youth Crisis Stabilization Facility	6,190	10,047	(3,857)	6,996	9,380	2,384	(806)	(1,472)
Pharmacy	64,949	69,330	(4,380)	70,423	69,773	(650)	(5,473)	(5,030)
Lakeside Recovery MMT	785	10,403	(9,618)	1,589	8,897	7,307	(805)	(2,311)
Adult Protective Services	7,049	7,800	(751)	5,081	7,299	2,217	1,968	1,466
	<u>194,620</u>	<u>186,289</u>	<u>8,331</u>	<u>210,842</u>	<u>231,390</u>	<u>20,548</u>	<u>(16,222)</u>	<u>28,879</u>
Excess Revenue/(Expense)	416,184	435,693	(19,510)	420,348	474,885	54,537	(4,164)	35,027

2023 NCCSP Meeting Schedule

Executive Committee

NCCSP Board

April

Wednesday, April 19
1:00 p.m.

Thursday, April 27
3:00 p.m.

MAY

Wednesday, May 17
1:00 p.m.

Thursday, May 25 – Annual Meeting
3:00 p.m.

JUNE

Wednesday, June 21
1:00 p.m.

Thursday, June 29
3:00 p.m.

JULY

Wednesday, July 19
1:00 p.m.

Thursday, July 27
3:00 p.m.

AUGUST

Wednesday, August 23
1:00 p.m.

Thursday, August 31
3:00 p.m.

SEPTEMBER

Wednesday, September 20
1:00 p.m.

Thursday, September 28
3:00 p.m.

OCTOBER

Wednesday, October 18
1:00 p.m.

Thursday, October 26
3:00 p.m.

NOVEMBER

Wednesday, November 15
1:00 p.m.

No Board Meeting

DECEMBER

Wednesday, December 13
1:00 pm.

Thursday, December 14
3:00 p.m.