

OFFICIAL NOTICE AND AGENDA

Notice is hereby given that the **Executive Committee** of the **North Central Community Services Program Board** will hold a meeting at the following date, time as noted below:

Wednesday, September 25, 2024 at 1:00 PM
North Central Health Care – **NCHC Eagle Board Room**
2400 Marshall Street, Suite A, 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:

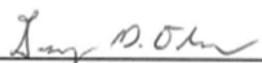
Meeting number: 1-408-418-9388 **Access Code:** 2491 599 9398 **Password:** 1234

AGENDA

1. Call to Order
2. Public Comment for Matters Appearing on the Agenda (Limited to 15 Minutes)
3. Approval of July 31, 2024 Executive Committee Meeting Minutes
4. Discussion and Possible Action
 - a. ACTION: 2025 Budget Presentation and Adoption – G. Olsen/J. Hake
 - b. ACTION: Approval of Direct and Shared Cost Allocation Policy – J. Hake
 - c. ACTION: Approval of Indirect Cost Allocation Policy – J. Hake
 - d. ACTION: Approval of Policy Governance Manual – G. Olsen
 - e. ACTION: Approval of Recommendations of the Medical Staff Initial Appointments: Krista Hafenbredel, APNP; Reappointments: Gabriel Ticho, M.D.
5. Educational Presentations and Committee Discussion
 - a. Financial and Budget Update – J. Hake
 - b. Discuss Process to Refill Compliance Officer Position – G. Olsen
 - c. Update Regarding Pine Crest Nursing Home – G. Olsen
6. Next Meeting Date & Time, Location and Future Agenda Items
 - a. Wednesday, October 30, 2024, 1:00 p.m., NCHC Eagle Board Room
7. Adjournment

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: 09/20/2024 TIME: 4:00 PM BY: D. Osowski

NORTH CENTRAL COMMUNITY SERVICES PROGRAM EXECUTIVE COMMITTEE MEETING MINUTES

July 31, 2024 1:00 p.m. North Central Health Care

Present: X Kurt Gibbs X^(Virtual) Renee Krueger
 X Lance Leonhard X^(Virtual) Robin Stowe

Staff Present: Gary Olsen, Jason Hake, Vicki Tylka, Tom Onan

Others Present: Dejan Adzic, Deputy Corporation Counsel, Kim Heller, Wipfli

Call to Order

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

Introduction of Tom Onan, Compliance Officer

- Mr. Olsen introduced Tom Onan, Compliance Officer. Mr. Onan provided an overview of his experience.

Public Comments for Matters Appearing on the Agenda

- None

Approval of Executive Committee Meeting Minutes

- **Motion**/second, Stowe/Leonhard, to approve the June 5, 2024 and July 9, 2024 Executive Committee meeting minutes. Motion carried.

Presentation of 2023 Audit – Kim Heller, Wipfli

- The 2023 audit was presented and reviewed by K. Heller. Ms. Heller expressed appreciation for the staff and how well the audit process went this year.

Approval of 2023 Audit

- **Motion**/second, Krueger/Stowe, to approve the 2023 Audit as presented. Motion carried.

Revised Purchasing Policy

- The Board reviewed and recommended the Purchasing & Procurement Policy be approved by the Executive Committee with the additional language in Section 9 as noted.
- **Motion**/second, Leonhard/Stowe, to adopt the revised Purchasing & Procurement Policy as recommended by the Board with the additional language added in Section 9. Motion carried.

Approve Medical Staff Recommendation

- **Motion**/second, Stowe/Leonhard, to approve the recommendations of the Medical Staff: Initial appointments or Julie Rayburn, PA-C, Luba Kats, D.O.; Reappointments of Daniel Smith, D.O.; Amendments for Susan Brust, APNP, and Heidi Heise, APNP. Motion carried.

Financial and Budget Update – J. Hake

- A review of the financial statements and budget was provided by J. Hake.

The Joint Commission Update – V. Tylka

- An overview of The Joint Commission accreditation and survey process was provided as well as the findings, lessons learned, and action plans initiated as a result of the survey.

Pine Crest Nursing Home Update – G. Olsen

- A combined meeting of Lincoln County's Administrative/Legislative and Finance Committees will be held August 9 to discuss the upcoming referendum. Mr. Olsen and Mr. Hake will attend to assist the committees if requested.

Next Meeting Date & Time, Location and Future Agenda Item

- Request to move August 28 meeting to the first week of September was approved.

Adjournment

- **Motion**/second, Leonhard/Krueger, to adjourn the meeting at 2:23 p.m. Motion carried.

Minutes prepared by Debbie Osowski, Senior Executive Assistant



North Central Health Care

A Tri-County Organization

2025

BUDGET




The North Central Health Care 2025 budget document details the revenues and expenditures for each program offered in Marathon, Lincoln and Langlade Counties. Additionally, program information and staffing for NCHC's mental health, behavioral health, substance use, developmental disabilities, skilled nursing, and support services is provided for a three-year period.





2025 BUDGET

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FROM THE EXECUTIVE DIRECTOR

Gary Olsen, *Executive Director*



North Central Community Services Program Executive Committee and Board,

Jason Hake, Managing Director of Finance/Administration, and I are pleased to present the 2025 Budget to the North Central Community Services Program (NCCSP) Executive Committee, NCCSP Board, and the three-member County Boards. We appreciate that each of our member counties understand how difficult the budget process is. We also understand that new construction rates are low for all three member counties, which severely limits the ability to fund increased program costs. Because of this fact, we will not be requesting an increase in the base tax levy amounts to the member counties this year.

The budget that is detailed in this booklet is a balanced budget that includes an additional \$500,000 towards the debt payment to Marathon County. Several key factors played a role in completing this budget. These key factors are related to the uncertainty of Pine Crest, increasing census, a compensation study, and staffing.

- The uncertainty of the future of Pine Crest has been an issue NCHC has been dealing with over the last two budget cycles. For the 2024 budget, Pine Crest was not included in the budget because it was looking like the facility would be sold. The sale of Pine Crest did not transpire as expected in 2024 and Lincoln County is considering options to support operations and capital needs of the facility. Because of this uncertainty, we have included Pine Crest in the budget for 2025.
- We have also witnessed an increase in some of the census numbers for many programs. These increases allow for additional revenue which aided in balancing the budget. The census estimates are included in the program pages of the booklet.
- We also budgeted for the potential increase in wages as we complete a compensation study for the entire organization. To stay competitive, and to help ease some of the staffing issues, we contracted with Carlson Dettman Consulting to perform a compensation study for the organization. That study will be completed by the end of the year and implemented in 2025. A strategic plan will be developed and utilized to implement the compensation study across the organization. This new study will help NCHC stay competitive in the market because many of our positions are in the health care field, which is very competitive.

As always, we are looking toward the future and working to keep NCHC a vital part of the tri-county government array of programs. We continue to show our dedication to the individuals we serve, our employees, and to our member counties.

I am grateful for the dedicated Management Team we have at NCHC. They have worked hard to help put this budget together. Their dedication to the clients we serve is outstanding and I want to thank them as they are the ones who make sure we stay within the budget that was adopted for the year. I look forward to continuing to work closely with the three counties throughout 2025 and in the years ahead.

A handwritten signature in black ink that reads "Gary D. Olsen". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Gary Olsen, *Executive Director*
North Central Health Care



FROM THE FINANCE DIRECTOR

Jason Hake, *Managing Director of Finance/Administration*

As the Managing Director of Finance/Administration, I am pleased to present the 2025 Budget for North Central Health Care (NCHC). I would like to thank the Senior Leadership Team, Program Directors, and Managers who assisted in the preparation of their individual budgets.

I also want to extend my appreciation to the Accounting and Marketing teams who helped compile and prepare this budget document. Without the aid of all those involved in the budget process, it would be impossible to accomplish.

The NCHC budget is more than just numbers on a spreadsheet, it's our organization's most powerful planning tool. Our budget not only reflects our financial roadmap but also embodies our strategic priorities, guiding us towards sustainability, and achievement of our mission of partnering together with Langlade, Lincoln, and Marathon Counties to provide compassionate and high-quality care for individuals and families with mental health, recovery, and long-term care needs.

While working with each department to draft the 2025 Budget, I found a common theme, "continued success." Over the last year and a half, a lot of time has been invested by staff to continue moving programs and services forward. Tremendous financial success has been recognized in almost every program as it relates to census and revenue generation. The Census Overview below is just one example of the positive growth our organization experiences as a result of the dedication of our staff.

CENSUS OVERVIEW

ACUTE CARE SERVICES	METRIC	2023 ACTUAL	2024 PROJECTION	2025 BUDGET
Adult Behavioral Health Hospital	Average Daily Census	6.86	8.43	9.00
Adult Crisis Stabilization Facility	Average Daily Census	6.38	8.88	9.00
Lakeside Recovery MMT	Average Daily Census	0.00	9.66	13.00
Youth Behavioral Health Hospital	Average Daily Census	3.65	5.25	4.50
Youth Crisis Stabilization Facility	Average Daily Census	1.98	2.63	4.00
Youth Out-of-County Placements (WMHI/MMHI)	Days	365	136	150
Adult Out-of-County Placements (WMHI/MMHI)	Days	771	684	547
Out-of-County Placements (Trempealeau)	Days	1,340	670	538
Out-of-County Placements (Group Homes)	Days	1,285	2,180	1,919

COMMUNITY SERVICES	METRIC	2023 ACTUAL	2024 PROJECTION	2025 BUDGET
Hope House (Sober Living Marathon)	Average Daily Census	5.80	7.04	7.00
Sober Living (Langlade)	Average Daily Census	3.50	5.36	3.00

NURSING HOME	METRIC	2023 ACTUAL	2024 PROJECTION	2025 BUDGET
Mount View Care Center	Average Daily Census	115.50	123.10	128.00
Pine Crest Nursing Home	Average Daily Census	83.00	83.90	82.00

With any budget, there are tailwinds that will continue the momentum of propelling our organization forward, and there are headwinds we must navigate to continue our progress forward. Throughout the year both will continue to evolve, making our ability to pivot and change course important to our continued success. On the following pages, I will highlight the tailwinds and headwinds we faced while developing the 2025 budget. Additionally, I highlight items on the horizon that need proactive planning.

TAILWINDS

Opening of Lakeside Recovery Medically-Monitored Treatment (MMT)

In early 2024 the 16-bed, 28-day MMT program began operations. The MMT program is a critical service to our community partners and will help complete the continuum care of services that North Central Health Care provides.

Increased Census

In the first 6 months of 2024, we saw an increase from the previous year in our average daily census for all behavioral health services, our Wausau and Antigo sober living houses, and both Mount View Care Center and Pine Crest Nursing Homes. This resulted in NCHC serving more individuals within the tri-county area while increasing our revenue to help create financially sustainable programs.

Out-of-County Placements

The number of clients sent to psychiatric hospitals outside of NCHC is projected to decrease by over 900 days in 2024. This is a vast improvement over the prior year and important because we are treating our patients locally, closer to their natural support network, while also providing a higher level of care. We project this will result in savings of over \$400k while increasing our billable revenue by over \$1 million.

Strategic Goals and Initiatives

In early 2024 Senior Leadership and Directors met to create a strategic goal with a budget/finance focus. This goal was to become financially sustainable and increase fund balance while reaching our *Desired Future State* in both Community Programs and Mount View Care Center. By setting this goal it will provide better transparency to our staff and stakeholders, improve our decision making, allow for improved resource management, and increase overall operational efficiencies.

HEADWINDS

Staffing

NCHC is a service-based organization that relies on staff to effectively run our programs and services. Without adequate staffing, budgeted census and our desired future state will not be achievable. Staffing challenges will continue for the foreseeable future as young people are outnumbered by future retirees by 10% in the state of Wisconsin.

Health Insurance

Health insurance premiums saw an increase of 12% in the 2025 budget. We are continuing to work to minimize health insurance increases passed along to employees to ensure our compensation and benefit packets remain competitive.

Debt Service

In accordance with the facilities lease agreement, NCHC is responsible for making a debt service payment to Marathon County. The first of those payments started in 2024 in the amount of \$2.0 million and increased to \$2.5 million in 2025. This payment will continue to increase by \$500k over the next 2 years until it reaches the maximum payment of roughly \$4.1 million.

–continue on page 6



–continued from page 5

Pine Crest

The unknown future of operating Pine Crest Nursing Home creates challenges when it comes to operational decision making and long-term planning. Reducing and reallocating indirect expenses will be the largest challenge should Pine Crest no longer be managed by NCHC.

On the Horizon

The headwinds we faced in this year’s budget are not isolated the 2025, but rather challenges we will need to navigate for many years to come. Keeping our finger on the pulse of these challenges will allow us to make more proactive long-term decisions versus reactive ones.

Health insurance is an area we need to explore for potential cost savings. Currently, our annual health insurance costs are roughly \$9 million with no long-term strategy to manage expenses. Each year our health care expenses are increasing at an unsustainable rate. Identifying alternative health care options must be a priority in order to keep costs at a more sustainable rate.

Financial sustainability is the only way we can continue to provide the programs and services we operate today. Two programs that are heavily grant funded through DHS are our Adult and Youth Crisis Stabilization Facilities. In 2025, we include DHS grant funds of \$914,442 in Adult Crisis Stabilization and \$498,000 in Youth Crisis Stabilization facilities. We are uncertain of the future of these grant opportunities beyond 2025. Advocacy for both grants will be critical to the ongoing long-term financial sustainability of these programs.

Our commitment to financial responsibility remains a cornerstone of our strategic approach. By adhering to a well-defined budget, we ensure that every resource is utilized efficiently to support our long-term goals and uphold our mission. This budget not only reflects our current priorities but also positions us for sustained success. Together, through careful planning and disciplined execution, we can continue to meet the needs of today while preparing for the opportunities of tomorrow.



Jason Hake, *Managing Director of Finance/Administration*
North Central Health Care

NORTH CENTRAL COMMUNITY SERVICES PROGRAM

Executive Committee & Board Members

Executive Committee

The North Central Community Services Program is a governmental organization established by the counties of Langlade, Lincoln, and Marathon, under Wisconsin State Statutes 51.42/.437 to provide services for individuals with mental illness, alcohol or drug dependency, and developmental disabilities. The Program operates North Central Health Care, with its main campus in Wausau and centers located in Merrill and Antigo.

As the chief governing body, the NCCSP Executive Committee is charged with providing policy oversight for NCHC and working to ensure that the efforts of NCHC and each of the county departments support each other as we work to address our community needs. Each of the partner counties is represented on the Executive Committee by their highest-ranking officer (or designee). These members work together under the leadership of the Executive Committee Chairperson to ensure efficient and effective operations of the NCHC organization.



Kurt Gibbs
Executive Committee
Chair, Marathon County
Board Supervisor and
Board Chair



Lance Leonhard
Marathon County
Administrator



Robin Stowe
Langlade County
Corporation Counsel



Renee Krueger
Lincoln County
Administrative
Coordinator

Board Members

The North Central Community Services Program Board is a group of individuals appointed by each partner county to serve as a governing and policy-making entity focusing on addressing the needs of the Tri-County regional community with respect to mental health and alcohol and drug dependent treatment programs.

The Board is a policy-making body determining the broad outlines and principles governing the administration of programs under Wis. Stat. 51.42. The Board consists of fourteen Board members consistent with requirements for a multi-county department set in Wis. Stat. 51.42.

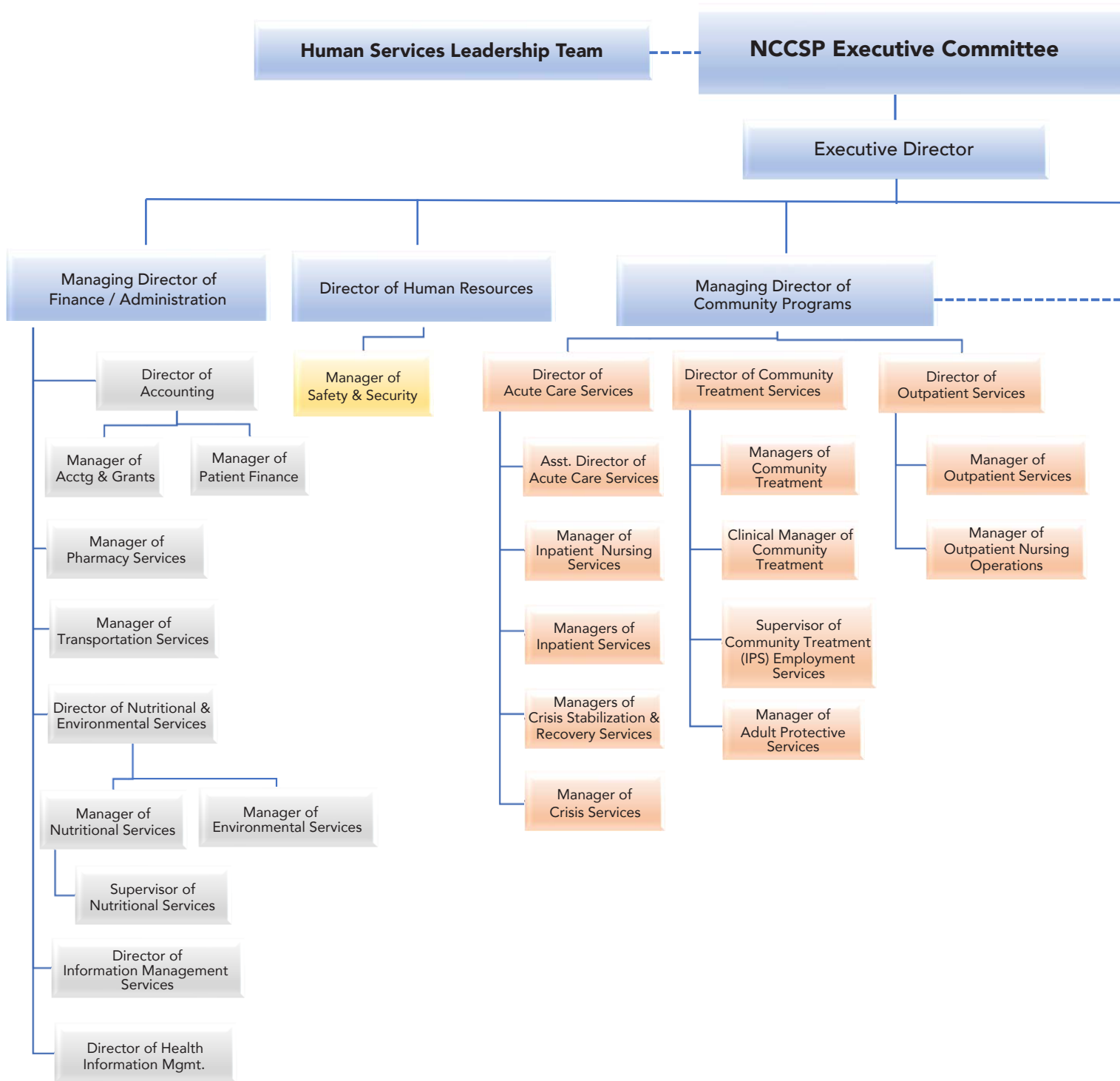
**Executive Committee Member*

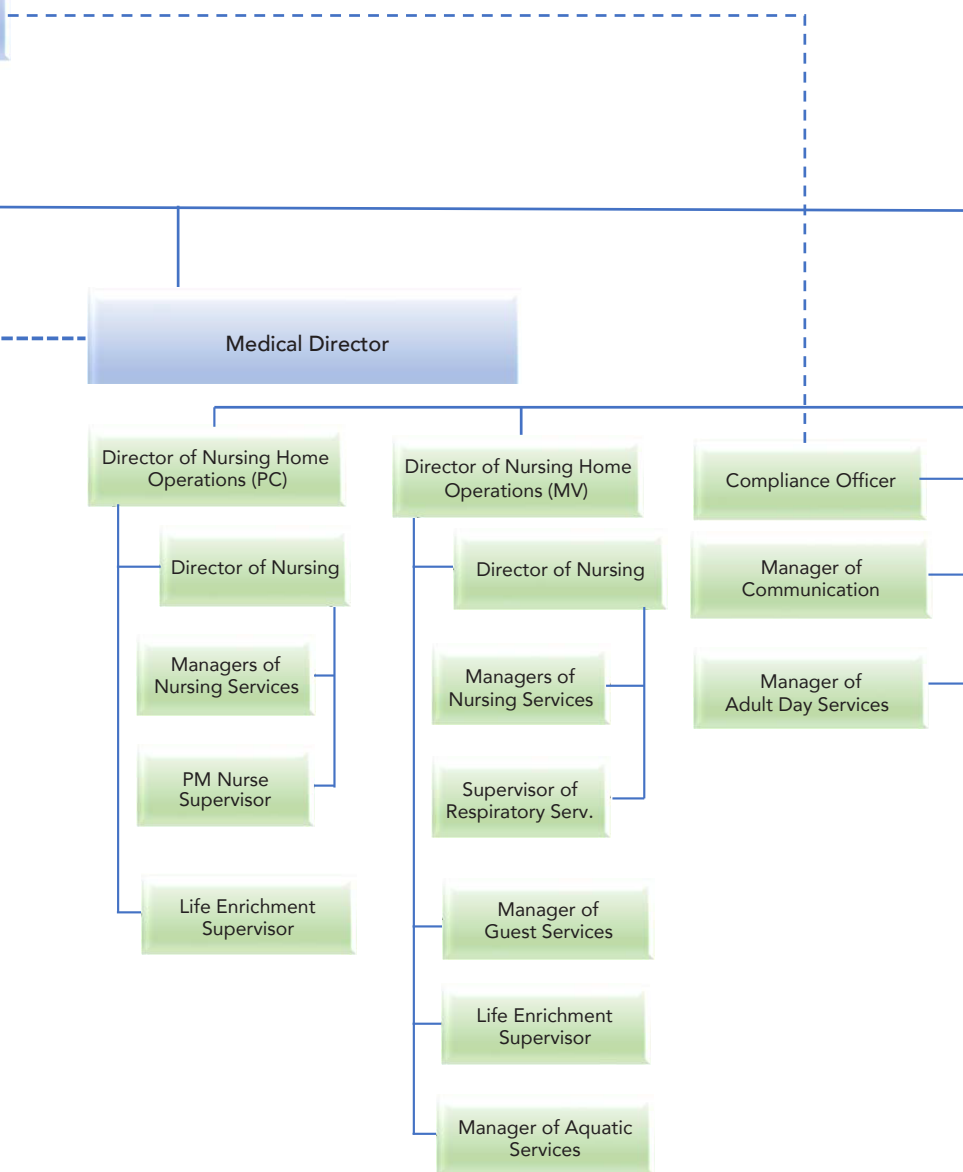
Eric Anderson
Randy Balk
Chad Billeb
Roy Dieck
Chantelle Foote
Kurt Gibbs*
Kody Hart
Liberty Heidmann
Jeremy Hunt
Renee Krueger*
Lance Leonhard*
Jessi Rumsey
Robin Stowe*
Laurie Thiel



NORTH CENTRAL HEALTH CARE ORGANIZATIONAL CHART

Departments and Management







North Central Health Care

Person centered. Outcome focused.

Our Mission, Vision and Core Values are simple, but they clearly define who we are, what we stand for, how we interact with people, and why every one of us works at North Central Health Care — because we can make a difference in the lives of individuals in our community.

OUR VISION

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.

Our purpose and beliefs aren’t just words on a page or aspirations we are unwilling to achieve – they shape our actions, decisions, and commitment to making a meaningful impact every day.



DIGNITY

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

1



INTEGRITY

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

2



OUR CORE VALUES

The Core Values we share at NCHC guide us in each interaction we have and allow us to carry out our Mission and Vision. Embodying our Core Values will allow North Central Health Care to:

- ...become the very best place for residents and clients to receive care,
- ...become the very best place for employees to work,
- ...continue to grow in our contributions to the communities we serve.

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.

North Central Health Care has a deep history and relationship with our Central Wisconsin community. We are committed to our partnership with our three counties as we continually seek to provide the highest levels of accessible and specialized care for those we serve. Our Person-Centered Service approach to the complex needs of those we serve and those we partner with are identical – we will meet you where you are at and walk with you on the journey together. Our programs and services provide compassionate and specialized care that is designed around each individual’s abilities and challenges – creating a path to move forward together.



ACCOUNTABILITY

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

3



PARTNERSHIP

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

4



CONTINUOUS IMPROVEMENT

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

5



PERSON-CENTERED SERVICE

Serving others through effective communication, listening to understand, and building meaningful relationships.

North Central Health Care is defined by every interaction we have with our patients, clients, residents, families, community partners and each other. Our employees provide Person-Centered Service every day with everyone we interact with.



LOOKING BACK | 2023 INDIVIDUALS SERVED BY COUNTY

SERVICES	MARATHON	LINCOLN	LANGLADE	Other	2022 TOTAL*	2023 TOTAL*
Adult Day Services <small>Services closed: Lincoln - 9/30/22 Marathon 10/31/23</small>	67	/	32	/	187 people	99 people
Adult Protective Services	793	145	146	14	1013 people	1,098 people
<i>Adult/Elder At-Risk Investigations</i>	437	103	78	10	523 Adult/Elder At-Risk Investigations	628 Adult/Elder At-Risk Investigations
Aquatic Services	448	33	2	28	524 people	511 people
Children's Long Term Support	/	0	104	/	112 people	104 people
Community Support Program	38	/	/	/	52 people	38 people
Comprehensive Comm Services Adult	358	68	39	/	428 people	465 people
Comprehensive Comm Services Youth	310	96	62	/	341 people	468 people
Crisis Care (Adult/Youth)	1,742	247	223	/	2,078 people	2,212 people
<i>Assessments</i>	2,871	324	307	/	3,465 assessments	3,502 assessments
Crisis Stabilization	292	28	40	57	452 people	407 people
<i>Adult</i>	198	14	18	27	278 adults	257 adults
<i>Youth</i>	94	14	12	30	174 youth	150 youth
Demand Transportation	376	/	/	/	461 people	376 people
Hospitals	987	/	/	/	987 people	783 people
<i>Adult</i>	382	55	51	43	693 adults	531 adults
<i>Youth</i>	100	17	15	120	294 youth	252 youth
Lakeside Recovery - MMT <small>Reopened 12/23</small>	8	2	/	/	/	10 people
Outpatient Services - Substance Abuse	784	221	144	/	1,411 people	1,149 people
<i>OWI Assessments</i>	589	145	92	/	784 assessments	826 assessments
Outpatient Services - Mental Health	717	250	207	/	1,018 people	1,174 people
Outpatient Psychiatric Care	2,144	403	307	/	2,420 people	2,854 people
Residential <small>(closed 10/31/23)</small>	92	/	/	/	96 people	92 people
Sober Living - Hope House	20 Men	/	21 Women	/	**	41 people
Mount View Care Center	281	/	/	/	346 people	281 people
Pine Crest Nursing Home	/	193	/	/	197 people	193 people
TOTAL PEOPLE SERVED*	8,932	1,758	1,362	262	12,245	12,355

*The Annual Total columns on far right reflect the total number of people served for the program including residents from other counties.

** Data unavailable for 2022

2025 COUNTY APPROPRIATIONS (LEVY) REQUESTS

A key budget guideline is to itemize levy requests versus having one bundled levy request per County. The detailed itemization will also be reflected in each County budget to ensure transparency of levy support. The following is the levy request detail for each program by County for 2025.

2025 COUNTY APPROPRIATIONS REQUESTS BY COUNTY

PROGRAM	LANGLADE	LINCOLN	MARATHON	TOTAL
Adult Hospital	\$43,755	\$237,120	\$1,157,702	\$1,438,578
Crisis	105,982	289,891	2,120,455	2,516,329
Youth Hospital	5,665	7,725	46,616	60,006
Medically Monitored Treatment	-	-	160,210	160,210
Sober Living	20,000	-	35,482	55,482
Adult Protective Services	61,089	83,302	410,961	555,352
Aquatic Services	-	-	352,615	352,615
Demand Transportation	-	-	31,977	31,977
Mount View	-	-	1,545,000	1,545,000
Pine Crest	-	440,814	-	440,814
TOTAL	\$236,492	\$1,058,853	\$5,861,018	\$7,156,363

HISTORICAL COUNTY APPROPRIATIONS BY COUNTY

YEAR	LANGLADE	LINCOLN	MARATHON	TOTAL	CHANGE
2025	236,492	1,058,853	5,861,018	7,156,363	472,791
2024	236,492	618,039	5,829,041	6,683,572	631,328
2023	230,186	1,040,853	4,781,205	6,052,244	-
2022	230,186	1,040,853	4,781,205	6,052,244	20,000
2021	210,186	1,040,853	4,781,205	6,032,244	(88,297)
2020	298,483	1,040,853	4,781,205	6,120,541	(185,290)
2019	298,483	712,416	5,294,932	6,305,831	(1,125,287)
2018	298,483	712,416	6,420,219	7,431,118	(240,000)
2017	298,483	719,416	6,653,219	7,671,118	(1,216,310)
2016	325,123	698,463	7,863,842	8,887,428	52,640
2015	298,483	672,463	7,863,842	8,834,788	-
2014	298,483	672,463	7,863,842	8,834,788	





2025 BUDGET

BUDGET & FINANCIAL STATEMENTS

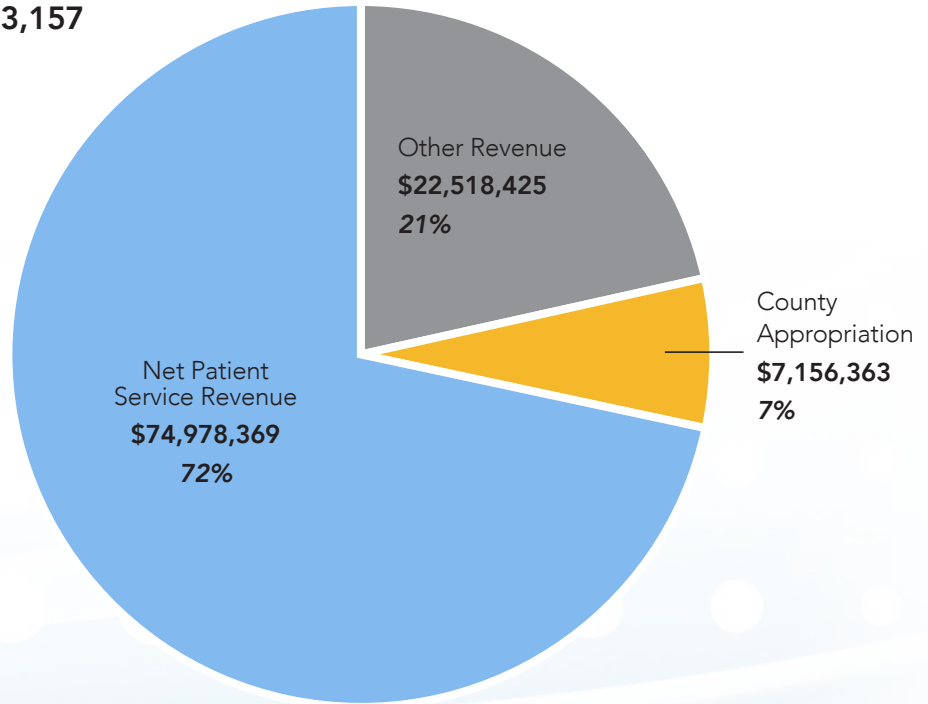
- Revenue & Expense Overview 15**
- Revenue & Expenses by Service Line 16**
- Revenue & Expenses by County 17**

- Revenues by Program Including Support (Indirect) Services 18**
- Expenses by Program Including Support (Indirect) Services 19**
- Profit/Loss by Program Including Support (Indirect) Services 20**

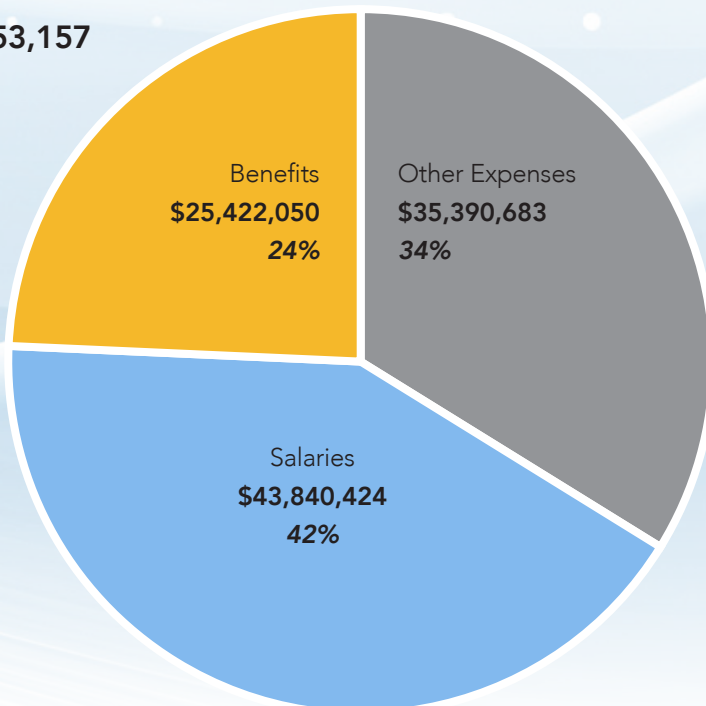
- Revenues for Direct Services Including Support (Indirect) Costs 22**
- Expenses for Direct Services Including Support (Indirect) Costs 23**
- Profit/Loss for Direct Services Including Support (Indirect) Costs 24**

REVENUE & EXPENSE OVERVIEW

2025 Total Revenue: **\$104,653,157**



2025 Total Expense: **\$104,653,157**



REVENUE & EXPENSE BY SERVICE LINE

	REVENUE BUDGET	EXPENSE BUDGET	NET INCOME/(LOSS)
ACUTE CARE SERVICES			
Adult Behavioral Health Hospital	\$8,010,156	\$5,908,617	\$2,101,539
Adult Crisis Stabilization Facility	2,439,592	1,969,635	469,957
Lakeside Recovery MMT	1,535,220	1,575,737	(40,517)
Youth Behavioral Health Hospital	3,287,162	3,768,778	(481,616)
Youth Crisis Stabilization Facility	1,522,160	1,312,082	210,078
Out of County Placements	-	1,845,336	(1,845,336)
Crisis Services	3,002,454	2,907,140	95,314
Psychiatry Residency	242,046	519,716	(277,670)
	\$20,038,790	\$19,807,042	\$231,748
COMMUNITY SERVICES			
Outpatient Services (Marathon)	\$5,924,725	\$6,392,874	\$(468,149)
Outpatient Services (Lincoln)	1,074,572	950,300	124,272
Outpatient Services (Langlade)	954,921	787,860	167,061
Community Treatment Adult (Marathon)	5,901,526	6,975,247	(1,073,721)
Community Treatment Adult (Lincoln)	897,528	986,127	(88,599)
Community Treatment Adult (Langlade)	342,720	486,269	(143,549)
Community Treatment Youth (Marathon)	6,593,704	7,123,402	(529,699)
Community Treatment Youth (Lincoln)	1,891,654	2,030,719	(139,065)
Community Treatment Youth (Langlade)	1,359,207	1,535,115	(175,908)
Hope House (Sober Living Marathon)	78,708	106,739	(28,032)
Sober Living (Langlade)	38,776	73,497	(34,721)
	\$25,058,040	\$27,448,150	\$(2,390,110)
COMMUNITY LIVING			
Day Services (Langlade)	\$303,048	\$300,408	\$2,640
Supportive Employment Program	275,110	317,010	(41,900)
	\$ 578,158	\$617,417	\$(39,260)
NURSING HOME			
Mount View Care Center	\$24,961,622	\$22,515,926	\$2,445,696
Pine Crest Nursing Home	14,940,739	14,425,411	515,328
	\$39,902,361	\$36,941,337	\$2,961,024
OTHER PROGRAMS			
Pharmacy	\$7,169,875	\$7,561,758	\$(391,883)
Aquatic Services	1,179,617	1,339,010	(159,393)
Birth To Three	-	-	-
Adult Protective Services	836,159	880,899	(44,740)
Demand Transportation	419,786	587,171	(167,386)
	\$9,605,437	\$10,368,839	\$(763,402)
EMPLOYEE BENEFIT TRUST FUNDS			
Health Insurance	\$9,056,862	\$9,056,862	-
Dental Insurance	413,510	413,510	-
	\$9,470,372	\$9,470,372	-
TOTAL NCHC SERVICE PROGRAMS	\$104,653,157	\$104,653,157	-

REVENUE & EXPENSE BY COUNTY

	MARATHON COUNTY			LINCOLN COUNTY			LANGLADE COUNTY			TOTAL
	Revenue Budget	Expense Budget	Net Income/ (Loss)	Revenue Budget	Expense Budget	Net Income/ (Loss)	Revenue Budget	Expense Budget	Net Income/ (Loss)	Net Income/ (Loss)
DIRECT SERVICES										
Outpatient Services	\$5,924,725	\$6,392,874	\$(468,149)	\$1,074,572	\$950,300	\$124,272	\$954,921	\$787,860	\$167,061	\$(176,817)
Community Treatment-Adult	5,901,526	6,975,247	(1,073,721)	897,528	986,127	(88,599)	342,720	486,269	(143,549)	(1,305,869)
Community Treatment-Youth	6,593,704	7,123,402	(529,699)	1,891,654	2,030,719	(139,065)	1,359,207	1,535,115	(175,908)	(844,672)
Day Services	-	-	-	-	-	-	303,048	300,408	2,640	2,640
Sober Living	78,708	106,739	(28,032)	-	-	-	38,776	73,497	(34,721)	(62,753)
Demand Transportation	419,786	587,171	(167,386)	-	-	-	-	-	-	(167,386)
Aquatic Services	1,179,617	1,339,010	(159,393)	-	-	-	-	-	-	(159,393)
Pine Crest Nursing Home	-	-	-	14,940,739	14,425,411	515,328	-	-	-	515,328
Mount View Care Center	24,961,622	22,515,926	2,445,696	-	-	-	-	-	-	2,445,696
	\$45,059,686	\$45,040,370	\$19,317	\$18,804,493	\$18,392,557	\$411,935	\$2,998,672	\$3,183,149	\$(184,477)	\$246,775
SHARED SERVICES										
Adult Behavioral Health Hosp.	\$6,035,973	\$4,386,136	\$1,649,837	\$1,241,490	\$903,046	\$338,444	\$732,693	\$619,436	\$113,258	\$2,101,539
Youth Behavioral Health Hosp.	2,442,226	2,797,672	(355,446)	500,949	576,003	(75,054)	343,987	395,104	(51,116)	(481,616)
Out of County Placements	-	1,369,846	(1,369,846)	-	282,033	(282,033)	-	193,458	(193,458)	(1,845,336)
Residency Program	179,678	385,800	(206,122)	36,993	79,431	(42,438)	25,375	54,485	(29,110)	(277,670)
Crisis Services	2,481,320	2,158,054	323,267	364,189	444,314	(80,125)	156,945	304,773	(147,828)	95,314
Adult Crisis Stabilization Facility	1,810,979	1,462,117	348,862	372,856	301,030	71,826	255,757	206,489	49,268	469,957
Youth Crisis Stabilization Facility	1,129,943	973,996	155,947	232,640	200,533	32,107	159,577	137,553	22,024	210,078
Lakeside Recovery MMT	1,139,638	1,169,714	(30,077)	234,636	240,828	(6,192)	160,946	165,194	(4,248)	(40,517)
Supportive Employment Program	228,139	262,885	(34,746)	46,971	54,124	(7,154)	-	-	-	(41,900)
Pharmacy	5,322,404	5,613,309	(290,906)	1,095,811	1,155,704	(59,894)	751,661	792,744	(41,083)	(391,883)
Adult Protective Services	619,412	653,917	(34,505)	126,219	134,633	(8,413)	90,528	92,350	(1,822)	\$(44,740)
	\$21,389,711	\$21,233,446	\$1,526,111	\$4,252,753	\$4,371,678	\$(118,925)	\$2,677,470	\$2,961,585	\$(284,115)	\$(246,775)
Excess Revenue/(Expense)	\$66,449,397	\$66,273,816	\$1,545,427	\$23,057,246	\$22,764,235	\$293,011	\$5,676,142	\$6,144,734	\$(468,592)	\$(0)



REVENUES BY PROGRAM INCLUDING SUPPORT SERVICES

	2023 ACTUAL	2024 BUDGET	2025 BUDGET
SUPPORT SERVICES			
10-100-0100 - General	\$2,167,935	\$0	\$0
10-100-0105 - Administration (including GASB 68 & 75)	245,675	9,096,912	25,935
10-100-0110 - Marketing & Communications	0	0	0
10-100-0115 - Safety & Security	0	0	0
10-100-0120 - Nursing Services Administration	0	0	0
10-100-0200 - Quality & Compliance	0	0	0
10-100-0205 - Human Resources	38,698	0	0
10-100-0210 - Learning & Development	500	0	0
10-100-0215 - Volunteer Services	11,962	10,284	9,435
10-100-0220 - Infection Prevention	0	0	0
10-100-0300 - Accounting	311,994	68,278	603,000
10-100-0400 - Purchasing	61,294	0	0
10-100-0500 - IMS	26,628	0	0
10-100-0510 - Health Information	54,286	9,000	10,000
10-100-0600 - Patient Financial Services	99,723	53,015	42,025
10-100-0605 - Patient Access Services	37,995	0	0
10-100-0700 - Environmental Support Services	2,523,308	1,769,903	1,685,622
10-100-0710 - In-House Transportation	8,479	0	0
10-100-0720 - Laundry	0	5,000	0
10-100-0740 - Housekeeping	0	0	0
10-100-0760 - Nutrition Services	200,355	157,985	151,000
10-100-0805 - DD Services Administration	0	0	0
10-100-0810 - Community Treatment Admin	0	0	0
10-100-0930 - Behavioral Health Administration	0	0	0
10-100-0940 - Medical Services Administration	0	0	0
25-100-0900 - MVCC Administration	1,710,223	6,000	4,860
35-200-0900 - Pine Crest Administration	1,056,433	0	36,000
35-200-0700 - Pine Crest Environmental Services	744,930	0	744,930
35-200-0760 - Pine Crest Food Services	2,282	0	2,400
50-100-0101 - Health Insurance Trust Fund	0	0	9,056,862
55-100-0101 - Dental Insurance Trust Fund	0	0	413,510
DIRECT SERVICES			
20-100-1000 - Adult Behavioral Health Hospital	\$9,440,732	\$7,353,835	\$7,880,922
20-100-1050 - Youth Behavioral Health Hospital	2,422,723	2,489,721	3,190,021
20-100-1125 - Lakeside Recovery MMT	1,097,274	1,527,097	1,450,107
20-100-1200 - Birth to Three Program	530,615	0	0
20-100-1300 - Adult Protective Services	761,168	821,987	828,469
20-105-1400 - Riverview Apartments	444,525	744,058	0
20-115-1400 - Jelinek Apartments	779,771	873,557	0
20-120-1400 - Forest Street	0	0	0
20-125-1400 - Fulton Street	0	0	0
20-130-1400 - Andrea Street	511,344	548,740	0
20-135-1400 - Chadwick Group Home	570,773	691,460	0
20-145-1400 - Bissell Street	175,909	0	0
20-150-1400 - Heather Group Home	276,710	0	0
20-160-1400 - Marshall Street Group Home	0	0	0
20-100-1600 - Out of County Placements	0	0	0
20-100-1700 - Hope House Sober Living	27,480	86,682	77,831
20-100-1750 - Homelessness Initiative	0	0	0
20-100-1800 - Vocational Services	265,123	273,000	272,541
20-100-2000 - Wausau Outpatient Services	4,874,143	5,291,744	5,822,148
20-100-2125 - Psychiatry Residency Program	149,900	877,280	242,046
20-100-2200 - Crisis Services	2,306,515	3,036,271	2,954,351
20-100-2225 - Adult Crisis Stabilization Facility	2,136,756	2,434,327	2,343,976
20-100-2250 - Youth Crisis Stabilization Facility	1,669,438	1,258,773	1,470,015
20-100-2325 - Wausau Community Treatment - Adult	5,343,614	5,560,127	5,816,185
20-100-2375 - Community Corner Clubhouse	0	0	0
20-100-2400 - Adult Day Services	646,903	783,528	0
20-100-2450 - Prevocational Services	0	0	0
20-100-2550 - Wausau Community Treatment - Youth	6,743,671	6,098,700	6,518,956
20-100-2600 - Aquatic Services	1,007,618	1,084,625	1,069,885
20-100-2750 - Demand Transportation	368,014	397,113	414,807
20-100-2800 - Riverview Terrace	166,998	0	0
20-100-3500 - Pharmacy	8,120,564	6,998,423	7,075,393
25-100-3000 - MVCC Nursing Direct Care	20,333,161	21,490,550	23,286,764
25-100-3300 - MVCC Ancillary Charges	56,093	45,566	77,362
25-100-3600 - MVCC Rehabilitation Services	310,879	351,924	197,721
30-200-2000 - Merrill Outpatient	1,076,506	1,147,849	1,063,890
30-200-2325 - Merrill Community Treatment - Adult	762,552	821,353	889,686
30-200-2400 - Lincoln Industries	0	0	0
30-200-2550 - Merrill Community Treatment - Youth	1,770,390	1,809,268	1,875,470
35-200-3000 - Pine Crest Post-Acute Care	12,747,415	0	13,787,810
35-200-3300 - Pine Crest Ancillary Charges	(13,138)	0	(10,000)
35-200-3600 - Pine Crest Rehabilitation Services	259,667	0	300,000
40-300-1700 - Antigo Sober Living	48,919	37,325	38,150
40-300-2000 - Antigo Outpatient	818,906	935,813	946,683
40-300-2325 - Antigo Community Treatment - Adult	251,674	334,574	338,810
40-300-2400 - Antigo Adult Day Services	355,654	373,883	300,521
40-300-2550 - Antigo Community Treatment - Youth	1,218,045	1,313,324	1,347,057
TOTAL ALL PROGRAMS	\$100,137,704	\$89,068,855	\$104,653,157

EXPENSES BY PROGRAM INCLUDING SUPPORT SERVICES

	2023 ACTUAL	2024 BUDGET	2025 BUDGET
SUPPORT SERVICES			
10-100-0100 - General	\$1,390,129	\$(852,120)	\$(1,204,199)
10-100-0105 - Administration (including GASB 68 & 75)	2,403,063	10,794,963	2,632,923
10-100-0110 - Marketing & Communications	415,600	378,117	385,392
10-100-0115 - Safety & Security	560,871	779,971	688,113
10-100-0120 - Nursing Services Administration	0	0	0
10-100-0200 - Quality & Compliance	319,714	312,731	129,059
10-100-0205 - Human Resources	1,232,320	1,393,067	1,298,241
10-100-0210 - Learning & Development	333,428	0	0
10-100-0215 - Volunteer Services	184,455	184,827	183,780
10-100-0220 - Infection Prevention	204,640	248,884	0
10-100-0300 - Accounting	1,061,819	1,274,061	1,248,615
10-100-0400 - Purchasing	169,422	0	0
10-100-0500 - IMS	2,256,224	2,282,474	2,549,166
10-100-0510 - Health Information	476,145	516,355	550,309
10-100-0600 - Patient Financial Services	724,610	761,507	769,680
10-100-0605 - Patient Access Services	1,365,919	902,083	968,183
10-100-0700 - Environmental Support Services	2,523,370	1,769,903	1,685,622
10-100-0710 - In-House Transportation	138,710	266,975	317,370
10-100-0720 - Laundry	303,023	243,640	296,714
10-100-0740 - Housekeeping	1,201,906	1,213,075	1,222,236
10-100-0760 - Nutrition Services	2,391,810	2,618,026	2,389,036
10-100-0810 - Community Treatment Admin	519,341	0	1,098,568
10-100-0930 - Behavioral Health Administration	0	0	410,031
10-100-0940 - Medical Services Administration	500	0	0
25-100-0900 - MVCC Administration	2,785,088	2,714,873	3,055,691
35-200-0900 - Pine Crest Administration	1,980,020	0	2,145,462
35-200-0700 - Pine Crest Environmental Services	1,529,469	0	1,307,291
35-200-0760 - Pine Crest Food Services	1,255,618	0	1,178,124
50-100-0101 - Health Insurance Trust Fund	0	0	9,056,862
55-100-0101 - Dental Insurance Trust Fund	0	0	413,510
DIRECT SERVICES			
20-100-1000 - Adult Behavioral Health Hospital	\$5,136,657	\$5,032,118	\$4,804,145
20-100-1050 - Youth Behavioral Health Hospital	2,514,932	2,815,955	3,082,427
20-100-1125 - Lakeside Recovery MMT	475,409	1,129,376	1,259,326
20-100-1200 - Birth to Three Program	532,326	0	0
20-100-1300 - Adult Protective Services	657,807	816,139	778,273
20-105-1400 - Riverview Apartments	589,044	744,058	0
20-115-1400 - Jelinek Apartments	719,154	873,557	0
20-130-1400 - Andrea Street	511,160	548,740	0
20-135-1400 - Chadwick Group Home	687,646	691,460	0
20-145-1400 - Bissell Street	303,838	0	0
20-150-1400 - Heather Group Home	224,753	0	0
20-100-1600 - Out of County Placements	1,560,751	0	1,709,215
20-100-1700 - Hope House Sober Living	76,852	77,034	94,277
20-100-1800 - Vocational Services	275,574	250,644	267,564
20-100-2000 - Wausau Outpatient Services	4,052,170	4,443,259	4,924,470
20-100-2125 - Psychiatry Residency Program	319,690	1,054,696	519,716
20-100-2200 - Crisis Services	1,957,650	2,006,498	2,047,420
20-100-2225 - Adult Crisis Stabilization Facility	1,191,702	1,499,314	1,482,076
20-100-2250 - Youth Crisis Stabilization Facility	644,080	824,569	1,039,373
20-100-2325 - Wausau Community Treatment - Adult	4,810,523	5,325,633	5,586,970
20-100-2400 - Adult Day Services	871,214	815,753	0
20-100-2550 - Wausau Community Treatment - Youth	5,716,875	5,154,815	5,850,733
20-100-2600 - Aquatic Services	946,501	1,067,410	1,057,782
20-100-2750 - Demand Transportation	420,825	397,113	414,807
20-100-2800 - Riverview Terrace	61,194	0	0
20-100-3500 - Pharmacy	7,486,618	6,782,487	6,797,547
25-100-3000 - MVCC Nursing Direct Care	12,064,013	12,554,450	13,391,477
25-100-3300 - MVCC Ancillary Charges	238,014	281,214	280,000
25-100-3600 - MVCC Rehabilitation Services	387,555	503,000	291,818
30-200-2000 - Merrill Outpatient	552,983	661,979	648,211
30-200-2325 - Merrill Community Treatment - Adult	694,446	795,986	780,575
30-200-2550 - Merrill Community Treatment - Youth	1,573,048	1,527,013	1,662,611
35-200-3000 - Pine Crest Post-Acute Care	7,704,289	0	8,008,084
35-200-3300 - Pine Crest Ancillary Charges	112,919	0	81,000
35-200-3600 - Pine Crest Rehabilitation Services	399,547	0	472,500
40-300-1700 - Antigo Sober Living	60,032	53,419	63,474
40-300-2000 - Antigo Outpatient	486,413	490,574	573,957
40-300-2325 - Antigo Community Treatment - Adult	389,941	569,967	380,762
40-300-2400 - Antigo Adult Day Services	276,847	323,554	260,363
40-300-2550 - Antigo Community Treatment - Youth	1,065,082	1,153,661	1,266,424
TOTAL ALL PROGRAMS	\$96,477,289	\$89,068,855	\$104,653,157



PROFIT/LOSS BY PROGRAM INCLUDING SUPPORT SERVICES

	2024 BUDGET	2025 BUDGET	DIFFERENCE INCREASE/(DECREASE)	% INCREASE (DECREASE)
SUPPORT SERVICES				
10-100-0100 - General	\$852,120	\$1,204,199	\$352,079	41%
10-100-0105 - Administration (including GASB 68 & 75)	(1,698,051)	(2,606,988)	(908,937)	54%
10-100-0110 - Marketing & Communications	(378,117)	(385,392)	(7,275)	2%
10-100-0115 - Safety & Security	(779,971)	(688,113)	91,858	-12%
10-100-0200 - Quality & Compliance	(312,731)	(129,059)	183,672	-59%
10-100-0205 - Human Resources	(1,393,067)	(1,298,241)	94,826	-7%
10-100-0215 - Volunteer Services	(174,543)	(174,345)	198	0%
10-100-0220 - Infection Prevention	(248,884)	0	248,884	-100%
10-100-0300 - Accounting	(1,205,783)	(645,615)	560,168	-46%
10-100-0500 - IMS	(2,282,474)	(2,549,166)	(266,692)	12%
10-100-0510 - Health Information	(507,355)	(540,309)	(32,954)	6%
10-100-0600 - Patient Financial Services	(708,492)	(727,655)	(19,163)	3%
10-100-0605 - Patient Access Services	(902,083)	(968,183)	(66,100)	7%
10-100-0710 - In-House Transportation	(266,975)	(317,370)	(50,395)	19%
10-100-0720 - Laundry	(238,640)	(296,714)	(58,074)	24%
10-100-0740 - Housekeeping	(1,213,075)	(1,222,236)	(9,161)	1%
10-100-0760 - Nutrition Services	(2,460,041)	(2,238,036)	222,005	-9%
10-100-0810 - Community Treatment Admin	0	(1,098,568)	(1,098,568)	100%
10-100-0930 - Behavioral Health Administration	0	(410,031)	(410,031)	100%
10-100-0940 - Medical Services Administration	0	0	0	0%
25-100-0900 - MVCC Administration	(2,708,873)	(3,050,831)	(341,958)	13%
35-200-0900 - Pine Crest Administration	0	(2,109,462)	(2,109,462)	100%
35-200-0700 - Pine Crest Environmental Services	0	(562,361)	(562,361)	100%
35-200-0760 - Pine Crest Food Services	0	(1,175,724)	(1,175,724)	100%
50-100-0101 - Health Insurance Trust Fund	0	0	0	0%
55-100-0101 - Dental Insurance Trust Fund	0	0	0	0%
DIRECT SERVICES				
20-100-1000 - Adult Behavioral Health Hospital	\$2,321,717	\$3,076,777	\$755,061	33%
20-100-1050 - Youth Behavioral Health Hospital	(326,234)	107,594	433,828	-133%
20-100-1125 - Lakeside Recovery MMT	397,721	190,781	(206,939)	-52%
20-100-1200 - Birth to Three Program	0	0	0	0%
20-100-1300 - Adult Protective Services	5,849	50,196	44,347	758%
20-100-1600 - Out of County Placements	0	(1,709,215)	(1,709,215)	-100%
20-100-1700 - Hope House Sober Living	9,648	(16,446)	(26,094)	-270%
20-100-1800 - Vocational Services	22,356	4,977	(17,379)	-78%
20-100-2000 - Wausau Outpatient Services	848,485	897,678	49,193	6%
20-100-2125 - Psychiatry Residency Program	(177,416)	(277,670)	(100,254)	57%
20-100-2200 - Crisis Services	1,029,773	906,931	(122,842)	-12%
20-100-2225 - Adult Crisis Stabilization Facility	935,013	861,900	(73,113)	-8%
20-100-2250 - Youth Crisis Stabilization Facility	434,204	430,642	(3,562)	-1%
20-100-2325 - Wausau Community Treatment - Adult	234,494	229,215	(5,279)	-2%
20-100-2400 - Adult Day Services	(32,225)	0	32,225	-100%
20-100-2550 - Wausau Community Treatment - Youth	943,885	668,223	(275,662)	-29%
20-100-2600 - Aquatic Services	17,215	12,103	(5,112)	-30%
20-100-2750 - Demand Transportation	0	0	0	0%
20-100-3500 - Pharmacy	215,936	277,846	61,910	29%
25-100-3000 - MVCC Nursing Direct Care	8,936,100	9,895,287	959,187	11%
25-100-3300 - MVCC Ancillary Charges	(235,648)	(202,638)	33,010	-14%
25-100-3600 - MVCC Rehabilitation Services	(151,076)	(94,097)	56,979	-38%
30-200-2000 - Merrill Outpatient	485,870	415,679	(70,191)	-14%
30-200-2325 - Merrill Community Treatment - Adult	25,367	109,111	83,744	330%
30-200-2550 - Merrill Community Treatment - Youth	282,255	212,859	(69,396)	-25%
35-200-3000 - Pine Crest Post-Acute Care	0	5,779,726	5,779,726	100%
35-200-3300 - Pine Crest Ancillary Charges	0	(91,000)	(91,000)	100%
35-200-3600 - Pine Crest Rehabilitation Services	0	(172,500)	(172,500)	100%
40-300-1700 - Antigo Sober Living	(16,094)	(25,324)	(9,230)	57%
40-300-2000 - Antigo Outpatient	445,239	372,726	(72,513)	-16%
40-300-2325 - Antigo Community Treatment - Adult	(235,393)	(41,952)	193,442	-82%
40-300-2400 - Antigo Adult Day Services	50,329	40,158	(10,171)	-20%
40-300-2550 - Antigo Community Treatment - Youth	159,663	80,633	(79,031)	-49%
TOTAL ALL PROGRAMS	\$0	\$0		

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REVENUES FOR DIRECT SERVICES INCLUDING SUPPORT SERVICES

	2023 ACTUAL	2024 BUDGET	2025 BUDGET
PROGRAMS			
20-100-1000 - Adult Behavioral Health Hospital	\$9,764,057	\$8,384,183	\$8,010,156
20-100-1050 - Youth Behavioral Health Hospital	2,643,292	3,026,465	3,287,162
20-100-1125 - Lakeside Recovery MMT	1,120,043	1,712,584	1,535,220
20-100-1200 - Birth to Three Program	530,615	0	0
20-100-1300 - Adult Protective Services	803,185	968,725	836,159
20-105-1400 - Riverview Apartments	450,867	744,058	0
20-115-1400 - Jelinek Apartments	788,372	873,557	0
20-130-1400 - Andrea Street	517,316	548,740	0
20-135-1400 - Chadwick Group Home	578,462	691,460	0
20-145-1400 - Bissell Street	179,841	0	0
20-150-1400 - Heather Group Home	279,246	0	0
20-100-1600 - Out of County Placements	0	0	0
20-100-1700 - Hope House Sober Living	28,741	99,242	78,708
20-100-1800 - Vocational Services	268,215	313,972	275,110
20-100-2000 - Wausau Outpatient Services	5,114,912	6,082,600	5,924,725
20-100-2125 - Psychiatry Residency Program	149,900	877,280	242,046
20-100-2200 - Crisis Services	2,416,021	3,386,316	3,002,454
20-100-2225 - Adult Crisis Stabilization Facility	2,408,434	2,733,508	2,439,592
20-100-2250 - Youth Crisis Stabilization Facility	1,796,417	1,441,556	1,522,160
20-100-2325 - Wausau Community Treatment - Adult	5,441,365	6,436,567	5,901,526
20-100-2400 - Adult Day Services	658,599	783,528	0
20-100-2550 - Wausau Community Treatment - Youth	6,815,899	6,946,150	6,593,704
20-100-2600 - Aquatic Services	1,307,347	1,392,966	1,179,617
20-100-2750 - Demand Transportation	377,790	463,067	419,786
20-100-2800 - Riverview Terrace	180,292	0	0
20-100-3500 - Pharmacy	8,246,187	8,119,347	7,169,875
25-100-3000 - MVCC Nursing Direct Care	25,454,342	24,877,162	24,648,960
25-100-3300 - MVCC Ancillary Charges	90,268	91,542	80,063
25-100-3600 - MVCC Rehabilitation Services	459,953	434,160	232,599
30-200-2000 - Merrill Outpatient	1,098,367	1,260,881	1,074,572
30-200-2325 - Merrill Community Treatment - Adult	772,964	951,663	897,528
30-200-2550 - Merrill Community Treatment - Youth	1,788,680	2,058,981	1,891,654
35-200-3000 - Pine Crest Post-Acute Care	14,512,699	0	14,594,951
35-200-3300 - Pine Crest Ancillary Charges	12,644	0	(1,836)
35-200-3600 - Pine Crest Rehabilitation Services	350,890	0	347,624
40-300-1700 - Antigo Sober Living	50,009	46,097	38,776
40-300-2000 - Antigo Outpatient	834,094	1,018,993	954,921
40-300-2325 - Antigo Community Treatment - Adult	258,001	427,823	342,720
40-300-2400 - Antigo Adult Day Services	359,566	373,883	303,048
40-300-2550 - Antigo Community Treatment - Youth	1,229,815	1,501,799	1,359,207
50-100-0101 - Health Insurance Trust Fund	0	0	9,056,862
55-100-0101 - Dental Insurance Trust Fund	0	0	413,510
TOTAL ALL PROGRAMS	\$100,137,705	\$89,068,855	\$104,653,157

EXPENSES FOR DIRECT SERVICES INCLUDING SUPPORT SERVICES

	2023 ACTUAL	2024 BUDGET	2025 BUDGET
PROGRAMS			
20-100-1000 - Adult Behavioral Health Hospital	\$6,437,139	\$7,219,911	\$5,908,617
20-100-1050 - Youth Behavioral Health Hospital	3,245,143	3,985,492	3,768,778
20-100-1125 - Lakeside Recovery MMT	566,800	1,601,013	1,575,737
20-100-1200 - Birth to Three Program	532,326	0	0
20-100-1300 - Adult Protective Services	806,853	1,099,083	880,899
20-105-1400 - Riverview Apartments	673,505	744,058	0
20-115-1400 - Jelinek Apartments	831,745	873,557	0
20-130-1400 - Andrea Street	583,870	548,740	0
20-135-1400 - Chadwick Group Home	782,151	691,460	0
20-145-1400 - Bissell Street	348,992	0	0
20-150-1400 - Heather Group Home	256,231	0	0
20-100-1600 - Out of County Placements	1,657,207	0	1,845,336
20-100-1700 - Hope House Sober Living	87,463	99,172	106,739
20-100-1800 - Vocational Services	320,399	333,716	317,010
20-100-2000 - Wausau Outpatient Services	5,648,810	6,636,810	6,392,874
20-100-2125 - Psychiatry Residency Program	319,690	1,054,696	519,716
20-100-2200 - Crisis Services	2,955,128	3,205,716	2,907,140
20-100-2225 - Adult Crisis Stabilization Facility	1,829,019	2,225,274	1,969,635
20-100-2250 - Youth Crisis Stabilization Facility	946,627	1,206,350	1,312,082
20-100-2325 - Wausau Community Treatment - Adult	5,770,052	7,135,269	6,975,247
20-100-2400 - Adult Day Services	1,013,225	815,753	0
20-100-2550 - Wausau Community Treatment - Youth	6,656,447	6,745,977	7,123,402
20-100-2600 - Aquatic Services	1,432,120	1,633,297	1,339,010
20-100-2750 - Demand Transportation	517,180	596,069	587,171
20-100-2800 - Riverview Terrace	221,386	0	0
20-100-3500 - Pharmacy	8,306,233	8,666,933	7,561,758
25-100-3000 - MVCC Nursing Direct Care	22,264,591	23,237,967	21,730,607
25-100-3300 - MVCC Ancillary Charges	312,720	413,382	369,091
25-100-3600 - MVCC Rehabilitation Services	611,940	739,405	416,228
30-200-2000 - Merrill Outpatient	881,409	1,054,041	950,300
30-200-2325 - Merrill Community Treatment - Adult	836,990	1,066,716	986,127
30-200-2550 - Merrill Community Treatment - Youth	1,844,791	2,005,464	2,030,719
35-200-3000 - Pine Crest Post-Acute Care	13,301,238	0	13,517,542
35-200-3300 - Pine Crest Ancillary Charges	189,063	0	132,859
35-200-3600 - Pine Crest Rehabilitation Services	668,969	0	775,011
40-300-1700 - Antigo Sober Living	70,203	72,867	73,497
40-300-2000 - Antigo Outpatient	712,332	763,161	787,860
40-300-2325 - Antigo Community Treatment - Adult	473,201	769,483	486,269
40-300-2400 - Antigo Adult Day Services	321,380	323,554	300,408
40-300-2550 - Antigo Community Treatment - Youth	1,242,719	1,504,469	1,535,115
50-100-0101 - Health Insurance Trust Fund	0	0	9,056,862
55-100-0101 - Dental Insurance Trust Fund	0	0	413,510
TOTAL ALL PROGRAMS	\$96,477,289	\$89,068,855	\$104,653,157



PROFIT/LOSS FOR DIRECT SERVICES INCLUDING SUPPORT SERVICES

	2024 BUDGET	2025 BUDGET	DIFFERENCE INCREASE/(DECREASE)	% INCREASE (DECREASE)
PROGRAMS				
20-100-1000 - Adult Behavioral Health Hospital	\$1,164,272	\$2,101,539	\$937,267	81%
20-100-1050 - Youth Behavioral Health Hospital	(959,028)	(481,616)	477,412	-50%
20-100-1125 - Lakeside Recovery MMT	111,571	(40,517)	(152,088)	-136%
20-100-1200 - Birth to Three Program	0	0	0	0%
20-100-1300 - Adult Protective Services	(130,358)	(44,740)	85,617	-66%
20-100-1600 - Out of County Placements	0	(1,845,336)	(1,845,336)	-100%
20-100-1700 - Hope House Sober Living	69	(28,032)	(28,101)	-40497%
20-100-1800 - Vocational Services	(19,743)	(41,900)	(22,157)	112%
20-100-2000 - Wausau Outpatient Services	(554,210)	(468,149)	86,061	-16%
20-100-2125 - Psychiatry Residency Program	(177,416)	(277,670)	(100,254)	57%
20-100-2200 - Crisis Services	180,599	95,314	(85,286)	-47%
20-100-2225 - Adult Crisis Stabilization Facility	508,233	469,957	(38,276)	-8%
20-100-2250 - Youth Crisis Stabilization Facility	235,206	210,078	(25,128)	-11%
20-100-2325 - Wausau Community Treatment - Adult	(698,702)	(1,073,721)	(375,019)	54%
20-100-2400 - Adult Day Services	(32,225)	0	32,225	-100%
20-100-2550 - Wausau Community Treatment - Youth	200,173	(529,699)	(729,872)	-365%
20-100-2600 - Aquatic Services	(240,331)	(159,393)	80,937	-34%
20-100-2750 - Demand Transportation	(133,002)	(167,386)	(34,384)	26%
20-100-3500 - Pharmacy	(547,586)	(391,883)	155,703	-28%
25-100-3000 - MVCC Nursing Direct Care	1,639,195	2,918,353	1,279,159	78%
25-100-3300 - MVCC Ancillary Charges	(321,840)	(289,028)	32,812	-10%
25-100-3600 - MVCC Rehabilitation Services	(305,245)	(183,629)	121,616	-40%
30-200-2000 - Merrill Outpatient	206,840	124,272	(82,568)	-40%
30-200-2325 - Merrill Community Treatment - Adult	(115,053)	(88,599)	26,454	-23%
30-200-2550 - Merrill Community Treatment - Youth	53,517	(139,065)	(192,582)	-360%
35-200-3000 - Pine Crest Post-Acute Care	0	1,077,410	1,077,410	100%
35-200-3300 - Pine Crest Ancillary Charges	0	(134,695)	(134,695)	100%
35-200-3600 - Pine Crest Rehabilitation Services	0	(427,387)	(427,387)	100%
40-300-1700 - Antigo Sober Living	(26,769)	(34,721)	(7,952)	30%
40-300-2000 - Antigo Outpatient	255,832	167,061	(88,772)	-35%
40-300-2325 - Antigo Community Treatment - Adult	(341,660)	(143,549)	198,111	-58%
40-300-2400 - Antigo Adult Day Services	50,329	2,640	(47,689)	-95%
40-300-2550 - Antigo Community Treatment - Youth	(2,670)	(175,908)	(173,239)	6490%
50-100-0101 - Health Insurance Trust Fund	0	0	0	0%
55-100-0101 - Dental Insurance Trust Fund	0	0	0	0%
TOTAL ALL PROGRAMS	\$0	\$0		

COMMUNITY PROGRAMS



2025 Budget by Program

North Central Health Care's Community Programs, also known as Human Services Operations in past reports, include shared and direct community services programs. These services are the core services for which North Central Health Care was created. The State of Wisconsin offers direction on programming on varying levels in discharging each county's delegated primary responsibility to NCHC for the prevention or amelioration of mental disabilities, including but not limited to mental illness, developmental disabilities, alcoholism and substance use disorders. There are a number of programs contained within the Community Programs grouped into broad departments to deliver services.

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COMMUNITY PROGRAMS

■ Staffing for All Community Programs

The following staff comparison looks at total Full Time Equivalent (FTE's) by program for the Community Programs including all three counties of service.

STAFFING	FTE's	2023	2024	2025
20-100-2200 - Crisis Services		18.53	22.40	22.0
20-100-2225 - Adult Crisis Stabilization Facility		14.6	16.4	15.84
20-100-2250 - Youth Crisis Stabilization Facility		10.84	11.7	10.76
20-100-1000 - Adult Behavioral Health Hospital		36.60	35.50	35.59
20-100-1050 - Youth Behavioral Health Hospital		16.60	18.25	20.28
20-100-1125 - Lakeside Recovery MMT		13.30	13.60	15.73
20-100-2125 - Psychiatry Residency Program		0.10	0.10	0.08
20-100-1700 - Sober Living - Hope House Wausau		0.27	0.55	0.60
40-300-1700 - Sober Living - Hope House Antigo		0.52	0.55	0.60
2325 & 2550** Community Treatment		90.33	95.77	102.19
2000** - Outpatient Services		33.59	33.69	40.68
20-100-1300 - Adult Protective Services		7.80	7.95	7.80

** Contains multiple prefixes by county which are combined for total program budget and staffing.

COMMUNITY PROGRAMS

ACUTE CARE SERVICES

Acute Care Services includes Crisis Services, Behavioral Health Hospitals (Adult & Youth), Acute Care Stabilization (Adult & Youth), Lakeside Recovery Medically-Monitored Treatment Program (MMT), and Sober Living programs in Antigo and Wausau.

■ Crisis Services | 20-100-2200

DESCRIPTION

North Central Health Care Crisis Services are state certified under DHS Chapter 34, and serve Marathon, Langlade, and Lincoln Counties. The 24 hour in-person walk in and call center, along with our mobile response and CART teams, provide individuals with the least restrictive care needed utilizing both natural and professional supports. The purpose is to assess and evaluate risk to determine and coordinate needed care including stabilization, hospitalization, and outpatient referrals for therapy, psychiatry, and Community Treatment.

Crisis Center: The center provides 24-hour specialized assistance with urgent mental health, including emotional situations and suicide prevention, developmental disability, and substance abuse needs. Immediate support will be provided to callers and walk in clients to stabilize acute crisis situations. The crisis center acts as triage, working collaboratively with clients, natural supports, and community partners to reach the best outcomes. Staff works closely with outside agencies such as 988 Suicide and Crisis Lifeline to provide local help to those client based outcomes. The Crisis Center also coordinates out-of-county placements and works with other counties to provide options for care for those utilizing our services.

Mobile Crisis: The staff of Crisis Services are trained as a state certified Mobile Crisis unit that travels to avert and de-escalate crisis situations where they are occurring in the community.

Crisis Assessment Response Team (CART): This program teams North Central Health Care Crisis Professionals with law enforcement partners to respond to community mental health concerns. Two teams serve Marathon County through this innovative partnership model.

Linkage and Follow-up: Individuals who are on commitments or settlement agreements are case monitored by Linkage Coordinators to ensure clients are participating in and compliant with their court ordered treatment. This program also makes needed referrals to Community Treatment and provides linkage and follow-up services to ensure continuity of care.

POPULATION SERVED

Anyone and everyone who is having a crisis related to mental health, suicidal ideation, or substance abuse may be served. We don't define our clients' crisis situations, they do, and we work hard to help alleviate them by offering resources, referrals, and coordination of care for all ages and populations.

REGULATIONS

Crisis Services are certified by the Department of Health Services, Chapter DHS 34.

HOURS/DAYS OF SERVICE

Crisis Services are available for residents in: Lincoln, Langlade and Marathon Counties: 24 hours/day, 7 days/week, 365 days/year.

STAFFING

	FTE's	2023	2024	2025
20-100-2200 - Crisis Services		18.53	22.40	22.0

BUDGET SUMMARY

	2023 Budget	2024 Budget	2025 Proposed
Net Patient Services Revenue	\$355,726	\$326,008	\$244,088
County Appropriation	1,876,320	2,516,329	2,516,329
Other Revenue	193,935	193,935	193,935
TOTAL REVENUE	\$2,425,981	\$3,036,271	\$2,954,352
Salaries	\$1,512,643	\$1,479,248	\$1,388,272
Benefits	444,234	7,268	559,161
Other Direct Expenses	62,150	1,016,809	99,987
TOTAL DIRECT EXPENSE	\$2,019,027	\$2,006,498	\$2,047,420



ACUTE CARE SERVICES

■ Adult Crisis Stabilization | 20-100-2225

DESCRIPTION

The Crisis Stabilization Facility for Adults is a therapeutic mental health and substance use stabilization program operated 24-hours a day in a voluntary setting. The Adult program is a 16-bed program and provides observation, medication monitoring, basic case management and planned activities under the supervision of specially trained staff.

POPULATION SERVED

This program serves the needs of individuals with mental health or substance use disorders as an alternative for those who do not meet criteria for emergency inpatient admission or need short-term mental health stabilization. The program also serves as a step down from emergency inpatient services.

REGULATIONS

The Adult Crisis Stabilization Facility is licensed under Wisconsin Chapter 83 CBRF Regulations with a Class A non-ambulatory (ANA). A Class A non-ambulatory CBRF serves residents who are ambulatory, semi-ambulatory or non-ambulatory and who are mentally and physically capable of responding to a fire alarm by exiting the CBRF without any help or verbal or physical prompting.

HOURS OF SERVICE

24 hours/day, 7 days/week, 365 days/year

STAFFING	FTE's	2023	2024	2025
20-100-2225 - Adult Crisis Stabilization Facility		14.6	16.4	15.84

CENSUS	2023 Budget	2024 Budget	2025 Budget
Adult Crisis Stabilization	11	10	9

BUDGET SUMMARY

	2023 Budget	2024 Budget	2025 Proposed
Net Patient Services Revenue	\$1,686,565	\$1,849,872	\$1,429,534
County Appropriation	-	-	-
Other Revenue	-	584,455	914,442
TOTAL REVENUE	\$1,686,565	\$2,434,327	\$2,343,976
Salaries	\$ 770,901	\$871,523	\$884,122
Benefits	290,341	373,023	350,272
Other Direct Expenses	31,975	254,768	247,682
TOTAL DIRECT EXPENSE	\$1,093,217	\$1,499,314	\$1,482,076

ACUTE CARE SERVICES

■ Youth Crisis Stabilization | 20-100-2250

DESCRIPTION

The Crisis Stabilization Facility for Youth is a therapeutic mental health and substance use stabilization program operated 24-hours a day in a voluntary setting. The Youth program is a 8-bed program and provides observation, medication monitoring, basic case management and planned activities under the supervision of specially trained staff.

POPULATION SERVED

This program serves the needs of individuals with mental health or substance use disorders as an alternative for those who do not meet criteria for emergency inpatient admission or need short-term mental health stabilization. The program also serves as a step down from emergency inpatient services.

REGULATIONS

The Youth Crisis Stabilization Facility is licensed under Wisconsin Chapter DHS 50 as a short-term therapeutic service with a maximum of 8-beds that admits a minor to prevent or de-escalate the minor’s mental health crisis and avoid admission of the minor to a more restrictive setting. The YCSF can also be used as a step-down from an inpatient setting.

HOURS OF SERVICE

24 hours/day, 7 days/week, 365 days/year

STAFFING	FTE's	2023	2024	2025
20-100- 2250 - Youth Crisis Stabilization Facility		10.84	11.7	10.76

CENSUS	2023 Budget	2024 Budget	2025 Budget
Youth Crisis Stabilization	3	4	4

BUDGET SUMMARY

	2023 Budget	2024 Budget	2025 Proposed
Net Patient Services Revenue	\$684,866	\$841,523	\$972,015
County Appropriation	-	-	-
Other Revenue	417,250	417,250	498,000
TOTAL REVENUE	\$1,102,116	\$1,258,773	\$1,470,015
Salaries	\$583,905	\$599,666	\$598,254
Benefits	171,811	201,191	218,999
Other Direct Expenses	12,050	23,712	222,120
TOTAL DIRECT EXPENSE	\$767,766	\$824,569	\$1,039,373



ACUTE CARE SERVICES

■ Adult Behavioral Health Hospital | 20-100-1000

DESCRIPTION

North Central Health Care provides acute inpatient behavioral health services through our Adult Behavioral Health Hospital for individuals who have complex psychiatric and detoxification needs. The Inpatient Psychiatric Hospital is an adult unit that provides assessment, evaluation, and treatment of mental illness and psychiatric needs in addition to medication management to ensure stabilization of an acute mental health crisis. The Inpatient Psychiatric Hospital offers psychiatric and alcohol detoxification services on both a voluntary and involuntary basis in a 16-bed unit located on the Wausau Campus.

POPULATION SERVED

The Adult Behavioral Health Hospital serves individuals ages 18 and older with severe psychiatric and detoxification needs.

REGULATIONS

The hospital is licensed by the State of Wisconsin. Additionally, the hospital is certified by the Department of Health Services, Chapter DHS 124 & Chapter DHS 61. Compliance with the Center for Medicare/Medicaid Services Conditions of Participation is also required.

HOURS/DAYS OF SERVICE

24 hours/day, 7 days/week, 365 days/year

STAFFING	FTE's	2023	2024	2025
20-100-1000 - Adult Behavioral Health Hospital		36.60	35.50	35.59

CENSUS	2023 Budget	2024 Budget	2025 Budget
Adult Behavioral Health Hospital	7	9.75	9.0

BUDGET SUMMARY

	2023 Budget	2024 Budget	2025 Proposed
Net Patient Services Revenue	\$2,402,370	\$4,592,171	\$5,119,257
County Appropriation	1,191,587	1,438,578	1,438,578
Other Revenue	1,323,086	1,323,086	1,323,087
TOTAL REVENUE	\$4,917,043	\$7,353,835	\$7,880,922
Salaries	3,125,460	2,987,963	\$3,070,752
Benefits	822,583	946,654	944,010
Other Direct Expenses	969,000	1,097,501	789,383
TOTAL DIRECT EXPENSE	\$4,917,043	\$5,032,118	\$4,804,145

ACUTE CARE SERVICES

■ Youth Behavioral Health Hospital | 20-100-1050

DESCRIPTION

North Central Health Care provides acute inpatient behavioral health services for youth under age 18 who have complex psychiatric needs. The Youth Hospital Behavioral Health Hospital provides assessment, evaluation and treatment of mental health needs in addition to medication management to ensure stabilization of an acute mental health crisis. The Youth Behavioral Health Hospital offers psychiatric services on both a voluntary and involuntary basis in a 8-bed unit located on the Wausau Campus.

POPULATION SERVED

The Youth Behavioral Health Hospital serves individuals ages 13-17 with severe psychiatric and detoxification needs. For those under the age of 13, or other individuals we are unable to serve locally, appropriate placement and inpatient care services can be arranged through the Crisis Center as needed using Contracted Services.

REGULATIONS

The hospital is licensed by the State of Wisconsin. Additionally, the hospital is certified by the Department of Health Services, Chapter DHS 124 & Chapter DHS 61. Compliance with the Center for Medicare/Medicaid Services Conditions of Participation is also required.

HOURS/DAYS OF SERVICE

24 hours/day, 7 days/week, 365 days/year

STAFFING	FTE's	2023	2024	2025
20-100-1050 - Youth Behavioral Health Hospital		16.60	18.25	20.28

CENSUS	2023 Budget	2024 Budget	2025 Budget
Youth Behavioral Health Hospital	4	4	4.5

BUDGET SUMMARY

	2023 Budget	2024 Budget	2025 Proposed
Net Patient Services Revenue	\$1,300,603	\$2,429,715	\$ 3,130,015
County Appropriation	-	60,006	60,006
Other Revenue	50,000	-	-
TOTAL REVENUE	\$1,350,604	\$2,489,721	\$3,190,021
Salaries	\$1,681,024	\$1,674,149	\$1,503,322
Benefits	410,847	499,638	509,293
Other Direct Expenses	307,710	642,168	1,069,812
TOTAL DIRECT EXPENSE	\$2,399,581	\$2,815,955	\$3,082,427



ACUTE CARE SERVICES

■ Lakeside Recovery Medically Monitored Treatment (MMT) | 20-100-1125

DESCRIPTION

Lakeside Recovery Medically Monitored Treatment is a 28-day substance use treatment program operated 24-hours a day in a residential setting. This 16-bed program provides observation, medication monitoring, and treatment by a multi-disciplinary team under the oversight of a Medical Director. Lakeside Recovery includes specific programming for clients with dual diagnoses of substance use and mental health disorders. This model is necessary to meet the change in the complexity of the clients served.

POPULATION SERVED

This program serves the needs of clients that meet a high level criteria for substance use and dependence based on ASAM placement criteria.

REGULATIONS

Lakeside Recovery is licensed under Wisconsin Chapter 75.54 regulations, medically monitored residential treatment services.

HOURS OF SERVICE

24 hours/day, 7 days/week, 365 days/year

STAFFING	FTE's	2023	2024	2025
20-100-1125 - Lakeside Recovery (MMT)		13.30	13.60	15.73

CENSUS	2023 Budget	2024 Budget	2025 Budget
Lakeside Medically Monitored Treatment	7	13	13

BUDGET SUMMARY

	2023 Budget	2024 Budget	2025 Proposed
Net Patient Services Revenue	\$890,808	\$975,772	\$975,772
County Appropriation	-	160,210	160,209
Other Revenue	300,000	391,114	314,126
TOTAL REVENUE	\$1,190,809	\$1,527,097	\$1,450,107
Salaries	\$703,330	\$761,289	\$823,799
Benefits	284,638	332,812	266,105
Other Direct Expenses	30,400	35,275	169,422
TOTAL DIRECT EXPENSE	\$1,018,368	\$1,129,376	1,259,326

ACUTE CARE SERVICES

■ Psychiatry Residency Program | 20-100-2125

DESCRIPTION

North Central Health Care continues its educational partnership with the Medical College of Wisconsin to provide inpatient, outpatient, and crisis service experiences for the psychiatric residency program. North Central Health Care is one partner out of various site rotations located in central Wisconsin, which is charged with providing experiences attached to certain programs or patient populations.

STAFFING	FTE's	2023	2024	2025
20-100-2125 - Psychiatry Residency Program		0.10	0.10	0.08

BUDGET SUMMARY

	2023 Budget	2024 Budget	2025 Proposed
Net Patient Services Revenue	-	-	-
County Appropriation	-	-	-
Other Revenue	\$882,280	\$ 877,280	\$242, 046
TOTAL REVENUE	\$882,280	\$877,280	\$242,046
Salaries	\$30,385	\$30,619	\$23,173
Benefits	6,244	7,268	5,800
Other Direct Expenses	998,280	1,016,809	490,471
TOTAL DIRECT EXPENSE	\$1,034,909	\$1,054,696	\$519,716



ACUTE CARE SERVICES

■ Antigo Sober Living - Hope House for Women | 40-300-1700

DESCRIPTION

Sober Living offers individuals post-treatment an opportunity to invest time building a stronger foundation for their recovery and supporting individuals following a recurrence.

Often a person leaves treatment without the safety and security of housing that honors his or her new recovery lifestyle. Sober Living homes provide a nurturing atmosphere where individuals are empowered to continue their recovery in a long-term, supportive environment with others who are in similar circumstances.

This environment promotes building community and prevents potential isolation. Solitude and lack of support, whether personal or environmental, are two of the most common reasons for recurrence. Spending time in a Sober Living house helps individuals in recovery gain strength and confidence from their housemates and peers.

POPULATION SERVED

Hope House Antigo provides support for women 18 and older in Langlade and surrounding counties.

REGULATIONS

Sober Living Environments are currently DQA-Registered Recovery Residences.

HOURS OF SERVICE

24 hours/day, 7 days/week, 365 days/year

STAFFING	FTE's	2023	2024	2025
40-300-1700 - Sober Living - Hope House Antigo		0.52	0.55	0.60

CENSUS	2023 Budget	2024 Budget	2025 Budget
Sober Living - Hope House Antigo	-	-	3.0

BUDGET SUMMARY

	2023 Budget	2024 Budget	2025 Proposed
Net Patient Services Revenue	-	-	-
County Appropriation	\$20,000	\$20,000	\$ 20,000
Other Revenue	40,000	17,325	18,150
TOTAL REVENUE	\$60,000	\$37,325	\$38,150
Salaries	\$32,600	\$31,698	\$37,553
Benefits	10,569	9,707	12,404
Other Direct Expenses	10,500	12,014	13,517
TOTAL DIRECT EXPENSE	\$53,669	\$53,419	\$63,474

ACUTE CARE SERVICES

■ Wausau Sober Living – Hope House for Men | 20-100-1700

DESCRIPTION

Sober Living offers individuals post-treatment an opportunity to invest time building a stronger foundation for their recovery and supporting individuals following a recurrence.

Often a person leaves treatment without the safety and security of housing that honors his or her new recovery lifestyle. Sober Living homes provide a nurturing atmosphere where individuals are empowered to continue their recovery in a long-term, supportive environment with others who are in similar circumstances.

This environment promotes building community and prevents potential isolation. Solitude and lack of support, whether personal or environmental, are two of the most common reasons for recurrence. Spending time in a Sober Living house helps individuals in recovery gain strength and confidence from their housemates and peers.

POPULATION SERVED

Hope House Wausau provides support for men 18 and older in Marathon and surrounding counties.

REGULATIONS

Sober Living Environments are currently DQA-Registered Recovery Residences.

HOURS OF SERVICE

24 hours/day, 7 days/week, 365 days/year

STAFFING	FTE's	2023	2024	2025
20-100-1700 - Sober Living - Hope House Wausau		0.27	0.55	0.60

CENSUS	2023 Budget	2024 Budget	2025 Budget
Sober Living - Hope House Wausau	-	-	7.0

BUDGET SUMMARY

	2023 Budget	2024 Budget	2025 Proposed
Net Patient Services Revenue	-	-	-
County Appropriation	-	\$35,482	\$35,481
Other Revenue	\$20,000	51,200	42,350
TOTAL REVENUE	\$20,000	\$86,682	\$77,831
Salaries	\$19,339	\$31,698	\$37,553
Benefits	4,965	9,707	12,898
Other Direct Expenses	24,000	35,629	43,826
TOTAL DIRECT EXPENSES	\$48,304	\$77,034	\$94,277



COMMUNITY PROGRAMS

COMMUNITY BEHAVIORAL HEALTH SERVICES

Community Behavioral Health Services includes multiple programs in both Community Treatment (Adult & Youth) and Outpatient Mental Health Services & Substance Use Treatment. Additionally, the management of and Adult Protective Services was transitioned to Community Programs in late 2022. Individual programs will be detailed separately on the following pages, with the overall corresponding budgets for Community Treatment, Outpatient Services and Adult Protective Services following each group.

■ *Community Treatment Adult & Youth | 2325 & 2550**...continued on next page*

COMPREHENSIVE COMMUNITY SERVICES (CCS) ADULT DESCRIPTION

Comprehensive Community Services (CCS) is a program that helps adults live their best life by providing supports that address their unique needs related to mental health and substance use. CCS is intended to assist individuals that need a level of care that is beyond traditional Outpatient Services, but who may have ongoing needs that, if left unaddressed, could result in hospitalizations during times of crisis.

POPULATION SERVED

Comprehensive Community Services (CCS) is a program available to adults with a mental illness, substance use disorder, or a dual diagnosis. CCS is for individuals who have needs for ongoing services resulting from mental health and/or substance use disorders, but who are not in need of Community Support Program (CSP) services.

REGULATIONS

Comprehensive Community Services is a certified program and operates under the Department of Health Services, DHS Chapter 36.

HOURS OF SERVICE

Monday – Friday, 8:00 am – 4:30 pm

COMMUNITY SUPPORT PROGRAM (CSP) DESCRIPTION

Community Support Services provides coordinated professional care and treatment in the community that includes a broad range of services to meet an individual's unique personal needs, reduce symptoms, and promote recovery. The goal is for individuals to remain in the community while enhancing the quality of their lives, reduce the need for repeated treatment and prolonged care in hospital settings.

POPULATION SERVED

Community Support Program is for adults living with a serious and persistent mental illness.

REGULATIONS

Community Support Program is a certified program and operates under the Department of Health Services, DHS Chapter 63.

HOURS OF SERVICE

Monday – Friday, 8:00 am – 4:30 pm

*** Contains multiple prefixes by county which are combined for total program budget information.*

COMMUNITY BEHAVIORAL HEALTH SERVICES

■ *Community Treatment Adult & Youth | 2325 & 2550**...continued from previous page*

COMPREHENSIVE COMMUNITY SERVICES YOUTH DESCRIPTION (CCS)

Comprehensive Community Services (CCS) is a program that help youth live their best life by providing supports that address their unique needs related to mental health and substance use. CCS is intended to assist individuals who are in need of care outside of inpatient settings, but who may have ongoing needs that, if left unaddressed, could result in hospitalizations during time of crisis.

POPULATION SERVED

Comprehensive Community Services (CCS) is a program available to youth living with a mental illness, substance use disorder or dual diagnosis. CCS is for individuals who have needs for ongoing services result from mental health and/or substance use disorders. Services are individualized and specifically designed for individuals who are under 18 years of age or are still attending school.

REGULATIONS

Comprehensive Community Services is a certified program and operates under the Department of Health Services, DHS Chapter 36

HOURS OF SERVICE

Monday – Friday, 8:00 am – 4:30 pm

CHILDREN’S LONG TERM SUPPORT (CLTS) AND CHILDREN’S COMMUNITY OPTIONS PROGRAM (CCOP) DESCRIPTION

Children’s Long-Term Support (CLTS) and Children’s Community Options Program (CCOP) provides funding for case management and community supports for children with substantial limitations in daily activities and need support to remain in their home or community. Funding can be used for a range of services based on the assessment of needs of the child and his or her family.

POPULATION SERVED

To be eligible for CLTS, individuals must be under 22 years of age and have a developmental disability, severe emotional disturbance, and/or physical disability that impacts their functioning. North Central Health Care provides services only in Lincoln and Langlade Counties.

REGULATIONS

Children’s Long-Term support is a Home and Community Based Waiver that is overseen by the Department of Health Services in Wisconsin.

HOURS OF SERVICE

Monday – Friday: 8:00 am – 4:30 pm



COMMUNITY BEHAVIORAL HEALTH SERVICES

■ Community Treatment Adult & Youth | 2325 & 2550**...continued from previous page

STAFFING	FTE's	2023	2024	2025
2325 & 2550** Community Treatment		90.33	95.77	102.19

** Contains multiple prefixes by county which are combined for total program budget and staffing.

BUDGET SUMMARY

	2023 Budget	2024 Budget	2025 Proposed
Net Patient Services Revenue	\$12,363,654	\$14,804,811	\$15,323,532
County Appropriation	-	-	-
Other Revenue	1,249,158	1,132,534	1,462,632
TOTAL REVENUE	\$13,612,812	\$15,937,345	\$16,786,164
Salaries	\$5,376,899	\$5,807,858	\$6,213,069
Benefits	1,831,982	2,152,698	2,367,103
Other Direct Expenses	4,646,105	6,566,518	8,046,471
TOTAL DIRECT EXPENSE	\$11,854,986	\$14,527,074	\$16,626,643

COMMUNITY BEHAVIORAL HEALTH SERVICES

■ *Outpatient Services | 2000*** ...continued on next page

DESCRIPTION

Outpatient Services provides non-residential treatment to address mental health, substance use disorder, or co-occurring disorders. Individual, family, and group treatment options are available to residents of all ages in Marathon, Lincoln, and Langlade Counties. Services are provided by a variety of professionals including counselors, therapists, nurse practitioners, and psychiatrists.

Services provided in Outpatient Services include evaluation, diagnosis, psychotherapy, and medication management. Psychiatric services provided include initial psychiatric evaluation, ongoing monitoring, and medication management. Clients in need of medication management will meet with a physician who is skilled in psychiatric care and provides treatment and medication management.

Individuals may seek services for a variety of needs including but not limited to:

- Anxiety
- Depression
- Abuse/Trauma
- Mood Disorders
- Schizophrenia
- Stress
- Addiction
- Major Life Changes
- Grief & Loss
- Relationship Challenges

Outpatient Services provide a continuum of care specific to mental health and substance use disorders based on assessment and determined level of care recommendations.

EMDR Services: Outpatient Services introduced a new therapy modality called EMDR (Eye Movement Desensitization and Reprocessing) to our range of services. EMDR is a cutting-edge treatment approach designed to help individuals process traumatic memories and experiences, ultimately fostering healing and resolution. Research has shown that EMDR can accelerate the healing process compared to traditional methods.

Intoxicated Driver Program: Wisconsin law requires any individual convicted of OWI to complete an alcohol or drug evaluation.

Intensive Outpatient (IOP): This is group treatment that is provided three times per week for individuals who need more than individual therapy, but do not meet criteria for a higher level of care.

Relapse Prevention: This is group treatment that focuses on assessing recurrence patterns, identifying strengths, resources, barriers, managing stressors, and identifying self-intervention strategies. The group runs 32 weeks on Monday and Thursdays from 3:00 pm - 4:40 pm.

POPULATION SERVED

Outpatient Services provides support and treatment to residents of all ages in Marathon, Lincoln, and Langlade Counties for a multitude of diverse situations.

REGULATIONS

Outpatient Services are regulated through Department of Health Services, Chapter 75.

HOURS OF SERVICE

Monday – Friday: 8:00 am – 4:30 pm.

*** Contains multiple prefixes by county which are combined for total program budget information.*



COMMUNITY BEHAVIORAL HEALTH SERVICES

■ Outpatient Services | 2000**...continued from previous page

STAFFING	FTE's	2023	2024	2025
2000** - Outpatient Services		33.59	33.69	40.68

** Contains multiple prefixes by county which are combined for total program budget and staffing.

BUDGET SUMMARY

	2023 Budget	2024 Budget	2025 Proposed
Net Patient Services Revenue	\$1,981,638	\$3,542,831	\$4,108,548
County Appropriation	-	-	-
Other Revenue	4,109,919	3,832,575	3,724,173
TOTAL REVENUE	\$6,091,557	\$7,375,406	\$7,832,721
Salaries	\$3,207,899	\$3,434,270	\$3,373,158
Benefits	871,258	970,558	1,004,393
Other Direct Expenses	1,442,262	1,190,984	1,769,087
TOTAL DIRECT EXPENSE	\$5,521,419	\$5,595,812	\$6,146,638

COMMUNITY BEHAVIORAL HEALTH SERVICES

■ Adult Protective Services | 20-100-1300

DESCRIPTION

North Central Health Care’s Adult Protective Services (APS) help protect individuals 18 years of age and older who, due to intellectual disability, mental illness, a degenerative brain disorder or other cognitive disability, are vulnerable and unable to make decisions or advocate for themselves. Screenings are conducted to determine the needs and vulnerabilities of adults. Based on professional observations, APS will make referrals for evaluations and services. Adult Protective Services can intervene and provide emergency protective services or placement orders, help petition for guardianship and protective placement for qualified individuals, and complete necessary court reports and evaluations for all protective placements. Adult Protective Services also provides ongoing reviews of protective placements and can assist with locating guardian resources.

Adult Protective Services receives and screens reports of possible elder abuse, neglect (self or by others) and exploitation and then conducts investigations and makes referrals to the appropriate agencies to ensure individuals receive the assistance they need. At times, this may involve honoring a competent adult’s right to make their own decision, despite potential risks. If necessary, APS can help protect the individual by assisting with protective placement and guardianship actions through the court.

POPULATION SERVED

Adult Protective Services serves all adults age 18 and older in Marathon, Lincoln and Langlade Counties. Population served may include individuals with intellectual disability, mental illness, a degenerative brain disorder, dementia, or a cognitive disability who are vulnerable and unable to make decisions or advocate for themselves.

REGULATIONS

Wisconsin Statute Chapters 54, 55 and 46.90. Each county is required to name a responsible agency to make reports for suspected abuse and neglect and to provide a response. As well, each county is required to name an adult protective services agency.

HOURS OF SERVICE

8:00 am – 4:30 pm with special accommodations to meet needs of families.

STAFFING	FTE's	2023	2024	2025
20-100-1300 - Adult Protective Services		7.80	7.95	7.80

BUDGET SUMMARY

	2023 Budget	2024 Budget	2025 Proposed
Net Patient Services Revenue	\$35,000	\$5,500	\$2,250
County Appropriation	539,177	555,352	555,351
Other Revenue	274,000	261,135	270,868
TOTAL REVENUE	\$848,177	\$821,987	\$828,469
Salaries	\$449,934	\$524,778	\$513,351
Benefits	161,029	194,974	205,545
Other Direct Expenses	57,300	96,387	59,377
TOTAL DIRECT EXPENSE	\$668,263	\$816,139	\$778,273



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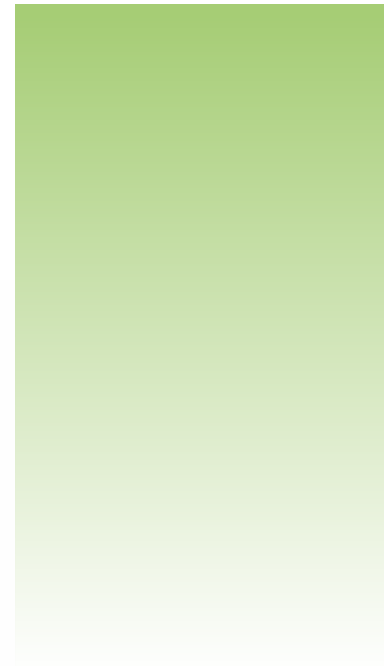
COMMUNITY LIVING



2025 Budget by Program

North Central Health Care's Community Living offers a range of services for adults with physical disabilities, mental health needs, and developmental disabilities. These services include Adult Day Services, Vocational Services, and Demand Transportation. Adult Day Services are offered Langlade County. Demand Transportation services are provided in Marathon County only. Vocational Services are provided in Marathon and Langlade Counties.

Community Living Staffing	44
Adult Day Services	45
Vocational Services	46
Demand Transportation	47



COMMUNITY LIVING

■ Staffing for All Community Living

The following staff comparison looks at total Full Time Equivalent (FTE's) by program for the Community Living including all three counties of service.

STAFFING	FTE's	2023	2024	2025
40-300-2400 - Adult Day Services		21.92	17.95	3.90
20-100-1800 - Supported Employment Program		2.60	2.90	3.10
20-100-2750 - Demand Transportation		4.80	4.80	4.50

COMMUNITY LIVING

■ Adult Day Services | 40-300-2400

DESCRIPTION

Adult Day Services are provided in Langlade County and serve individuals who are 18 and older with developmental and physical disabilities. Programming helps participants reach their greatest social, educational, cognitive, life, and community potential by offering them a variety of activities that match their interest and growth. Adult Day Services work with individuals through a discovery process to assist in defining their individual strengths and barriers and develop programming options that assist in overcoming barriers and move towards independence and social inclusion. Adult Day Services programs emphasize activities designed to promote good physical and mental health through focusing on life skill development, community integration, and social skill development.

POPULATION SERVED

Adult Day Services provides programming to individuals, 18 and older, with developmental and physical disabilities in Langlade County.

REGULATIONS

Adult Day Services does not have any specific regulatory requirements. It follows best practice for such services.

HOURS OF SERVICE

Adult Day Services - Antigo
8:00 am – 3:30 pm

STAFFING	FTE's	2023	2024	2025
40-300-2400 - Adult Day Services		21.92	17.95	3.90

BUDGET SUMMARY

	2023 Budget	2024 Budget	2025 Proposed
Net Patient Services Revenue	\$1,291,542	\$1,156,611	\$300,121
County Appropriation	-	-	-
Other Revenue	58,000	800	400
TOTAL REVENUE	\$1,349,542	\$1,157,411	\$300,521
Salaries	\$710,542	\$732,380	\$153,568
Benefits	301,637	315,556	76,531
Other Direct Expenses	48,250	91,370	30,264
TOTAL DIRECT EXPENSE	\$1,060,429	\$1,139,306	\$260,363



COMMUNITY LIVING

■ Vocational Services | 20-100-1800

DESCRIPTION

Vocational Services (Supportive Employment) works with individuals including both youth and adults with varying levels of disabilities or work displacement. This service is designed to enable participants to attain skills, resources, attitudes, and expectations needed to compete in the interview process, and to get and keep a job. Vocational Consultants work with members in developing a resume, scheduling and making contact with potential employers, developing interview skills, assisting with on the job learning, building work relationships with co-worker's supervisors and are a support for the employer's in training as well as developing customized employment as needed.

POPULATION SERVED

Vocational Services provide programming to individuals, 18 and older, with developmental and physical disabilities in Marathon and Langlade Counties.

REGULATIONS

Vocational Services works with the Department of Vocational Rehabilitation and must meet requirements set forth by the State of Wisconsin Department of Workforce Development.

HOURS OF SERVICE

Service Hours: Monday – Friday, 8:00 am – 4:30 pm

STAFFING	FTE's	2023	2024	2025
20-100-1800 - Supported Employment Program		2.60	2.90	3.10

BUDGET SUMMARY

	2023 Budget	2024 Budget	2025 Proposed
Net Patient Services Revenue	-	\$132,000	\$137,541
County Appropriation-	-	-	-
Other Revenue	\$159,000	141,000	135,000
TOTAL REVENUE	\$159,000	\$273,000	\$272,541
Salaries	\$135,980	\$150,556	\$160,359
Benefits	82,825	88,318	102,473
Other Direct Expenses	5,250	11,770	4,732
TOTAL DIRECT EXPENSE	\$224,055	\$250,644	\$267,564

COMMUNITY LIVING

■ Demand Transportation | 20-100-2750

DESCRIPTION

North Central Health Care Demand Transportation Program offers transportation for Marathon County residents who are age 60 or over, or individuals of any age who are non-ambulatory (unable to walk) who are not a member of a long-term support program. The trip types that are provided by the Marathon County Transportation Program are medical and nutritional (grocery shopping). Co-payments are charged depending on the length of the trip. A personal care attendant (encouraged) or service animal may accompany rider at no extra charge.

POPULATION SERVED

We serve the residents of Marathon County who are 60 or older or non-ambulatory people who are not members of a long term support program.

REGULATIONS

85.21 WI DOT requirements

HOURS OF SERVICE

Service Hours: Monday – Friday, 8:00 am – 4:30 pm

STAFFING

	FTE's	2023	2024	2025
20-100-2750 - Demand Transportation		4.80	4.80	4.50

RIDES PROVIDED

	2025
Demand Transportation	8,556

BUDGET SUMMARY

	2023 Budget	2024 Budget	2025 Proposed
Net Patient Services Revenue	\$40,000	\$37,833	\$64,526
County Appropriation	-	-	31,977
Other Revenue	405,600	359,280	318,304
TOTAL REVENUE	\$445,600	\$397,113	\$414,807
Salaries	\$200,043	\$206,205	\$191,729
Benefits	93,961	93,343	87,094
Other Direct Expenses	133,762	97,565	135,984
TOTAL DIRECT EXPENSE	\$427,766	\$397,113	\$414,807





NURSING HOME SERVICES

2025 Budget by Program

North Central Health Care’s Nursing Home Services include Mount View Care Center, a skilled nursing facility located on our main campus in Wausau, and Pine Crest Nursing Home in Merrill. With a licensed capacity of 160 residents, Mount View Care Center’s neighborhoods serve individuals in need of short-term rehabilitation, post-acute care with complex physical conditions, ventilator-dependent care, long-term skilled nursing care, and those in need of specialized nursing care for dementia, psychiatric and neurological diseases, or behavioral needs. Pine Crest has a licensed capacity of 120 residents and specializes in four distinct programs: a skilled rehabilitative program for short-term stays, a special care unit focusing on dementia, long-term care services and a hospice unit for end of life needs. The following programs are the consolidated service areas for NCHC’s Nursing Home Services.

Mount View Care Center

Staffing	49
Administration	49
Ancillary Services	50
Nursing Home Services	
Nursing Direct Care	51-53
Rehab	54

Aquatic Therapy	55
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Pine Crest Nursing Home

Staffing	56
Administration	56
Ancillary Services	57
Nursing Home Services	
Nursing Direct Care	58-60
Rehab	61
Environmental Services	62
Nutrition Services	63

NURSING HOME SERVICES

MOUNT VIEW CARE CENTER

■ Total Staffing for Mount View Care Center

The following staff comparison looks at total Full Time Equivalent (FTE's) by program for Mount View Care Center Administration and Nursing Direct Care Services.

STAFFING	FTE's	2023	2024	2025
25-100-0900 - MVCC Administration		6.75	7.75	8.4
25-100-3000 - MVCC Direct Nursing Care		121.53	111.85	130.71

CENSUS	2023 Budget	2024 Budget	2025 Budget
Mount View Care Center	137	128	128

MOUNT VIEW CARE CENTER

■ Administration | 25-100-0900

DESCRIPTION

The overall administrative oversight functions for Mount View Care Center operations are consolidated into a separate program and are allocated out to each program based on direct expenses.

STAFFING	FTE's	2023	2024	2025
25-100-0900 - MVCC Administration		6.75	7.75	8.4

BUDGET SUMMARY

	2023 Budget	2024 Budget	2025 Proposed
Net Patient Services Revenue	\$7,000	-	-
County Appropriation	-	\$6,000	-
Other Revenue	-	-	\$4,860
TOTAL REVENUE	\$7,000	\$6,000	\$4,860
Salaries	\$506,932	\$509,135	\$565,306
Benefits	174,235	224,687	247,224
Other Direct Expenses	1,024,853	1,981,051	2,243,161
TOTAL DIRECT EXPENSE	\$1,706,020	\$2,714,873	\$3,055,691



MOUNT VIEW CARE CENTER

■ Ancillary Services | 25-100-3300

DESCRIPTION

Ancillary services are services or items that are not included in our daily rates. Some examples of these items are transportation, durable medical equipment, oxygen, laboratory test and vaccinations that are required to be administered through our Federal and State Regulations.

BUDGET SUMMARY

	2023 Budget	2024 Budget	2025 Proposed
Net Patient Services Revenue	\$102,326	\$45,566	\$77,362
County Appropriation	-	-	-
Other Revenue	-	-	-
TOTAL REVENUE	\$102,326	\$45,566	\$77,362
Salaries	-	-	-
Benefits	-	-	-
Other Direct Expenses	\$430,304	\$281,214	\$280,000
TOTAL DIRECT EXPENSE	\$430,304	\$281,214	\$280,000

NURSING HOME SERVICES

MOUNT VIEW CARE CENTER

Mount View Care Center has a licensed capacity of 160 residents serving serve individuals in need of short-term rehabilitation, post-acute care with complex physical needs, ventilator-dependent care, long term skilled nursing care, and those in need of specialized nursing care for dementia, psychiatric and neurological diseases, or behavioral needs. The facility is located in Wausau and primarily serves residents of Marathon County, although admissions for ventilator-dependent care come from across region.

■ Nursing Direct Care Services | 25-100-3000...continued on next page

LONG-TERM CARE DESCRIPTION

Mount View Care Center's Long-Term Care provides 24-hour skilled nursing services that are adapted to helping residents, assisting with the tasks of daily living, physical therapy, transitioning to dementia care, comfort/hospice care, or the management of chronic illness. Each individual care plan is structured around the resident's life pattern.

POPULATION SERVED

Long-Term Care provides services to adults of all ages in need of skilled nursing care for assistance with daily living, physical therapy, transitioning to dementia care, comfort/hospice care or for management of a chronic illness.

REGULATIONS

State of Wisconsin Dept. of Health Services - DHS 132; Center for Medicare/Medicaid Services - Conditions of Participation; and Federal Regulations for Skilled Nursing Facilities.

HOURS/DAYS OF SERVICE

24 hours/day, 7 days/week, 365 days/year. To access our admissions phone is available 24 hours/7 days a week. The number to get more information is 715.581.3422.

MEMORY CARE DESCRIPTION

Mount View Care Center's innovative dementia care program specializes in caring for people in varying stages of dementia, neurological, psychiatric and behavior disabilities. Teams focus on providing frequent, individualized opportunities that maintain the highest levels of ability for those living with dementia. The team takes a comprehensive view of the residents past and uses that knowledge to promote quality experiences.

POPULATION SERVED

Memory Care specializes in caring for adults of all ages in varying stages of dementia, neurological, psychiatric and behavior disabilities.

REGULATIONS

State of Wisconsin Dept. of Health Services - DHS 132; Center for Medicare/Medicaid Services - Conditions of Participation; and Federal Regulations for Skilled Nursing Facilities.

HOURS/DAYS OF SERVICE

24 hours/day, 7 days/week, 365 days/year. To access our admissions phone is available 24 hours/7 days a week. The number to get more information is 715.581.3422.



MOUNT VIEW CARE CENTER

■ *Nursing Direct Care Services | 25-100-3000...continued from previous page*

SHORT-TERM REHABILITATION DESCRIPTION

Short-Term Rehabilitation offers post-acute care for short term rehabilitation and specializes in complex physical conditions associated with aging and operates as a transitional unit for short-term rehabilitation and convalescent stays.

The most extensive rehabilitative care opportunities available in Central Wisconsin are provided, even for the most medically complex situations – all delivered on-site. Numerous rehabilitation techniques, from warm water physical therapy to complex respiratory care only found at Mount View Care Center, give our teams the ability to uniquely approach each resident's recovery.

POPULATION SERVED

Short-Term Rehabilitation serves adults of all ages with complex physical conditions associated with aging and operates as a transitional unit for short-term rehabilitation and convalescent stays.

REGULATIONS

State of Wisconsin Dept. of Health Services - DHS 132; Center for Medicare/Medicaid Services - Conditions of Participation; and Federal Regulations for Skilled Nursing Facilities.

HOURS/DAYS OF SERVICE

24 hours/day, 7 days/week, 365 days/year. To access our admissions phone is available 24 hours/7 days a week. The number to get more information is 715.581.3422.

VENTILATOR-DEPENDENT CARE DESCRIPTION

Mount View Care Center Ventilator Dependent Care specializes in care for adults with a ventilator dependency. Our team provides 24/7 on-site respiratory therapy and nursing services with reliable, personal care for each individual. Ventilator Dependent Care focuses on ventilator dependent rehabilitation, recovery, and liberation and is 1 of only 8 care facilities in Wisconsin with approved units dedicated for the care of ventilator-dependent residents. Our highly trained team help residents adjust to ventilator-dependent lifestyles.

POPULATION SERVED

Ventilator-Dependent Care serves adults of all ages with ventilator dependency needs.

REGULATIONS

State of Wisconsin Dept. of Health Services - DHS 132; Center for Medicare/Medicaid Services - Conditions of Participation; and Federal Regulations for Skilled Nursing Facilities.

HOURS/DAYS OF SERVICE

24 hours/day, 7 days/week, 365 days/year. To access our admissions phone is available 24 hours/7 days a week. The number to get more information is 715.581.3422.

MOUNT VIEW CARE CENTER

■ Nursing Direct Care Services | 25-100-3000...continued from previous page

STAFFING	FTE's	2023	2024	2025
25-100-3000 - MVCC Direct Nursing Care		121.53	111.85	130.71

CENSUS	2023 Budget	2024 Budget	2025 Budget
Mount View Care Center	137	128	128

BUDGET SUMMARY

	2023 Budget	2024 Budget	2025 Proposed
Net Patient Services Revenue	\$20,588,419	\$19,920,550	\$21,741,764
County Appropriation	1,592,000	1,545,000	1,545,000
Other Revenue	-	25,000	-
TOTAL REVENUE	\$22,180,419	\$21,490,550	\$23,286,764
Salaries	\$7,658,616	\$7,460,007	\$8,628,439
Benefits	2,807,348	2,820,715	3,604,663
Other Direct Expenses	1,139,680	2,273,728	1,158,375
TOTAL DIRECT EXPENSE	\$11,605,644	\$12,554,450	\$13,391,477



MOUNT VIEW CARE CENTER

■ Rehab Services | 25-100-3600

DESCRIPTION

Rehab services are a contract provider of physical, occupational, and speech therapy for residents and patients of Mount View Care Center to enhance them to their highest possible activities of daily living.

POPULATION SERVED

Residents and patients of Mount View Care Center. Some outpatient services provided for the Inpatient Hospital and Outpatient therapy for recently discharged residents.

REGULATIONS

Programs are subject to the State of Wisconsin Dept. of Health Services - DHS 132; Center for Medicare/Medicaid Services - Conditions of Participation; and Federal Regulations for Skilled Nursing Facilities.

HOURS/DAYS OF SERVICE

Monday – Friday: 8:00 – 4:30, with 7-day coverage as needed. To access our admissions phone is available 24 hours/7 days a week. The number to get more information is 715.581.3422.

BUDGET SUMMARY

	2023 Budget	2024 Budget	2025 Proposed
Net Patient Services Revenue	\$225,821	\$351,924	\$197,721
County Appropriation	-	-	-
Other Revenue	-	-	-
TOTAL REVENUE	\$225,821	\$351,924	\$197,721
Salaries	-	-	-
Benefits	-	-	-
Other Direct Expenses	\$610,250	\$503,000	\$291,818
TOTAL DIRECT EXPENSE	\$610,250	\$503,000	\$291,818

MOUNT VIEW CARE CENTER

■ Aquatic Therapy Services | 20-100-2600

DESCRIPTION

North Central Health Care Aquatic Therapy Center offers warm water aquatic physical therapy, water exercise programs and community programs that help individuals manage pain and maintain or reclaim their independence. The therapy pool is maintained at a 92-degree temperature. Under the direction of a physician, North Central Health Care’s licensed physical therapist devises a treatment plan using water as both a supporting, gravity-reducing environment, and a conditioning medium. Upon discharge, the therapist provides each patient with a self-directed exercise program for both pool and home use. Warm water therapy can bring relief from pain, spur recovery and improve range of motion, balance, strength, and coordination.

POPULATION SERVED

The Aquatic Therapy Center serves people of all ages those who have physical disabilities, are recovering from surgeries, or have musculoskeletal conditions such as fibromyalgia, arthritis, and lower back pain. All those served are under the referral of a physician.

REGULATIONS

The operation of the pool is regulated by the State of WI Dept. of Health Services, Chapter DHS 172: Safety, Maintenance and Operation of Public Pools and Water Attractions.

HOURS OF SERVICE

Monday, Wednesday: 7:30am – 4:30pm
 Tuesday & Thursday: 7:30am – 5:30pm
 Friday: 7:30am-1:30pm
 The number to get more information is 715.848.4551

STAFFING	FTE's	2023	2024	2025
20-100-2600 - Aquatic Services		6.31	8.35	8.15

BUDGET SUMMARY

	2023 Budget	2024 Budget	2025 Proposed
Net Patient Services Revenue	\$674,250	\$662,010	\$667,271
County Appropriation	342,345	352,615	352,614
Other Revenue	66,000	70,000	50,000
TOTAL REVENUE	\$1,082,595	\$1,084,625	\$1,069,885
Salaries	\$438,649	\$534,720	\$543,485
Benefits	137,732	200,872	189,871
Other Direct Expenses	15,967	331,818	324,426
TOTAL DIRECT EXPENSE	\$592,348	\$1,067,410	\$1,057,782



NURSING HOME SERVICES

PINE CREST NURSING HOME

■ Total Staffing for Pine Crest Nursing Home

The following staff comparison looks at total Full Time Equivalent (FTE's) by program for Pine Crest Administration, Nursing Direct Care Services, Food Services and Environmental Services.

STAFFING	FTE's	2023	2024*	2025
35-200-0700 - Pine Crest Environmental Services		8.20	-	9.00
35-200-0760 - Pine Crest Food Services		14.95	-	14.15
35-200-0900 - Pine Crest Administration		12.15	-	13.25
35-200-3000 - Pine Crest Direct Nursing Care		87.31	-	84.55

* Was not included in NCHC 2024 Budget.

■ Administration | 35-200-0900

DESCRIPTION

The overall administrative oversight functions for Pine Crest operations are consolidated into a separate program and are allocated out to each program based on direct expenses.

STAFFING	FTE's	2023	2024*	2025
35-200-0900 - Pine Crest Administration		13.50	-	13.25

BUDGET SUMMARY

	2023 Budget	2024 Budget*	2025 Proposed
Net Patient Services Revenue	\$(49,500)	-	\$22,000
County Appropriation	-	-	14,000
Other Revenue	11,600	-	-
TOTAL REVENUE	\$(37,900)	-	\$36,000
Salaries	\$728,493	-	\$816,978
Benefits	204,097	-	263,238
Other Direct Expenses	495,800	-	1,065,246
TOTAL DIRECT EXPENSES	\$1,428,390	-	\$2,145,462

* Was not included in NCHC 2024 Budget.

PINE CREST NURSING HOME

Ancillary Services | 35-200-3300

DESCRIPTION

Ancillary services are services or items that are not included in our daily rates. Some examples of these items are transportation, durable medical equipment, oxygen, laboratory test and vaccinations that are required to be administered through our Federal and State Regulations.

BUDGET SUMMARY

	2023 Budget	2024 Budget*	2025 Proposed
Net Patient Services Revenue	\$40,040	-	\$(10,000)
County Appropriation	-	-	-
Other Revenue	-	-	-
TOTAL REVENUE	\$40,040	-	\$(10,000)
Salaries		-	-
Benefits		-	-
Other Direct Expenses	\$151,700	-	\$81,000
TOTAL DIRECT EXPENSES	\$151,700	-	\$81,000

* Was not included in NCHC 2024 Budget.



NURSING HOME SERVICES

PINE CREST NURSING HOME

Pine Crest is a 120-bed skilled nursing facility located in Lincoln County. Pine Crest specializes in skilled rehabilitative services for short-term stays, dementia/memory care services, and long-term care services. Pine Crest is located in Merrill and is dedicated to enriching life experiences through building trusting relationships with residents, families, and our community.

■ *Nursing Direct Care Services / 35-200-3000...continued on next page*

LONG-TERM CARE DESCRIPTION

Multiple program areas exist that offer long-term services within Pine Crest. Services offered in each of the areas varies based on the resident's condition. Offered services range from assistance with activities of daily living, to hospice, to respite care, to early to mid-stage dementia.

POPULATION SERVED

Long-Term Care provides services to adults of all ages in need of skilled nursing care for assistance with daily living, physical therapy, transitioning to dementia care, comfort/hospice care or for management of a chronic illness.

REGULATIONS

State of Wisconsin Dept. of Health Services - DHS 132; Center for Medicare/Medicaid Services - Conditions of Participation; and Federal Regulations for Skilled Nursing Facilities.

HOURS/DAYS OF SERVICE

24 hours/day, 7 days/week, 365 days/year. To access our admissions phone is available 24 hours/7 days a week. The number to get more information is 715.218.4385.

MEMORY CARE DESCRIPTION

Pine Crest offers two dedicated dementia/memory care units that offer private rooms, dedicated dining space, as well as a dedicated common area. The Memory Care program is tailored to serve those that have mid to late-stage dementia, and the two units are further specialized based on resident level of dementia and overall function. Additionally, the units are secured with keypad alarms to address the concern of residents that propel/ambulate on their own. Programming offered to residents within the program is intended to assist with improved quality of life and aimed to mitigate adverse actions that could otherwise result due to their diagnosis.

POPULATION SERVED

Memory Care specializes in caring for adults of all ages in varying stages of dementia, neurological, psychiatric and behavior disabilities.

REGULATIONS

State of Wisconsin Dept. of Health Services - DHS 132; Center for Medicare/Medicaid Services - Conditions of Participation; and Federal Regulations for Skilled Nursing Facilities.

HOURS/DAYS OF SERVICE

24 hours/day, 7 days/week, 365 days/year. To access our admissions phone is available 24 hours/7 days a week. The number to get more information is 715.218.4385.

PINE CREST NURSING HOME

■ *Nursing Direct Care Services | 35-200-3000...continued on next page*

SHORT-TERM REHABILITATION DESCRIPTION

Pine Crest offers post-acute rehab services on all units throughout the facility. The program services seniors that are requiring post-acute care following progression of general co-morbidities. This includes meeting the demand of difficult to place referrals from hospital providers that include but not limited to total parenteral nutrition (TPN) medication, lymphedema therapy, cardiac rehabilitation, and wound care management.

POPULATION SERVED

Short-Term Rehabilitation serves adults of all ages with complex physical conditions associated with aging and operates as a transitional unit for short-term rehabilitation and convalescent stays.

REGULATIONS

State of Wisconsin Dept. of Health Services - DHS 132; Center for Medicare/Medicaid Services - Conditions of Participation; and Federal Regulations for Skilled Nursing Facilities.

HOURS/DAYS OF SERVICE

24 hours/day, 7 days/week, 365 days/year. To access our admissions phone is available 24 hours/7 days a week. The number to get more information is 715.218.4385.



PINE CREST NURSING HOME

■ Nursing Direct Care Services / 35-200-3000...continued from previous page

STAFFING	FTE's	2023	2024*	2025
35-200-3000 - Pine Crest Direct Nursing Care		87.31	-	84.55

BUDGET SUMMARY

	2023 Budget	2024 Budget*	2025 Proposed
Net Patient Services Revenue	\$12,622,007	-	13,346,996
County Appropriation	440,815	-	440,814
Other Revenue	-	-	-
TOTAL REVENUE	\$13,062,822	-	\$13,787,810
Salaries	\$4,858,914	-	\$4,653,804
Benefits	1,586,820	-	1,547,651
Other Direct Expenses	794,250	-	1,806,629
TOTAL DIRECT EXPENSE	\$7,239,984	-	\$8,008,084

* Was not included in NCHC 2024 Budget.

PINE CREST NURSING HOME

■ Rehab Services | 35-200-3600

DESCRIPTION

Rehab services are a contract provider of physical, occupational, and speech therapy for residents and patients of Pine Crest to enhance them to their highest possible activities of daily living.

POPULATION SERVED

Residents and patients of Pine Crest.

REGULATIONS

Program are subject to the State of Wisconsin Dept. of Health Services - DHS 132; Center for Medicare/Medicaid Services - Conditions of Participation; and Federal Regulations for Skilled Nursing Facilities.

HOURS/DAYS OF SERVICE

Monday – Friday: 8:00 am – 4:30 pm, with 7-day coverage as needed. To access our admissions phone is available 24 hours/7 days a week. The number to get more information is 715.218.4385.

BUDGET SUMMARY

	2023 Budget	2024 Budget*	2025 Proposed
Net Patient Services Revenue	\$209,000	-	\$300,000
County Appropriation	-	-	-
Other Revenue	-	-	-
TOTAL REVENUE	\$209,000	-	\$300,000
Salaries	-	-	-
Benefits	-	-	-
Other Direct Expenses	342,400	-	\$472,500
TOTAL DIRECT EXPENSE	\$342,400	-	\$472,500

* Was not included in NCHC 2024 Budget.



PINE CREST NURSING HOME

■ Environmental Services | 35-200-0700

DESCRIPTION

Environmental Services includes the support services area of housekeeping for Pine Crest.

STAFFING	FTE's	2023	2024*	2025
35-200-0700 - Pine Crest Direct Nursing Care		-	-	9.00

BUDGET SUMMARY

	2023 Budget	2024 Budget*	2025 Proposed
Net Patient Services Revenue	-	-	-
County Appropriation	-	-	-
Other Revenue	\$177,000	-	\$744,930
TOTAL REVENUE	\$177,000	-	\$744,930
Salaries	\$314,230	-	\$349,460
Benefits	130,994	-	144,287
Other Direct Expenses	537,000	-	813,544
TOTAL DIRECT EXPENSE	\$982,224	-	\$1,307,291

* Was not included in NCHC 2024 Budget.

PINE CREST NURSING HOME

■ Nutrition Services | 35-200-0760

DESCRIPTION

Nutrition Services provides meal service for the Nursing Home. Required Dietitian consulting is also provided to these locations based on regulatory requirements.

STAFFING	FTE's	2023	2024*	2025
35-200-0760 - Pine Crest Nutrition Services		14.95	-	14.15

BUDGET SUMMARY

	2023 Budget	2024 Budget*	2025 Proposed
Net Patient Services Revenue		-	-
County Appropriation		-	-
Other Revenue	\$2,000	-	\$2,400
TOTAL REVENUE	\$2,000	-	\$2,400
Salaries	\$599,123	-	\$584,948
Benefits	212,631	-	230,930
Other Direct Expenses	333,400	-	362,246
TOTAL DIRECT EXPENSES	\$1,145,154	-	\$1,178,124

* Was not included in NCHC 2024 Budget.





SUPPORT SERVICES

2025 Budget by Program

Support Services include the many different operations that support the people, financial, clinical and service success of North Central Health Care operations. Operational efficiencies and changing the way Support Services operates adds value to NCHC programs and is always top of mind. Departments include a variety of programs in Finance and Administration for both general operations and direct care services.

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SUPPORT SERVICES

FINANCE & ADMINISTRATION

■ Total Staffing for Support Services

The following staff comparison looks at total Full Time Equivalent (FTE's) by program for North Central Health Care Support Services.

STAFFING	FTE's	2023	2024	2025
10-100-0105 - Corporate Administration		4.25	5.00	6.00
10-100-0110 - Marketing & Communications		2.50	2.50	2.50
10-100-0115 - Safety & Security		3.80	9.00	8.00
10-100-0200 - Quality & Compliance		3.00	2.00	1.00
10-100-0205 - Human Resources		7.00	9.00	7.50
10-100-0215 - Volunteer & Guest Services		3.45	3.25	3.45
10-100-0300 - Accounting		8.70	11.70	11.40
10-100-0500 - IMS		9.00	7.00	7.00
10-100-0510 - Health Information		6.00	7.40	7.40
10-100-0600 - Patient Financial Services		9.00	9.15	9.15
10-100-0605 - Patient Access Services		20.20	13.40	14.60
10-100-0710 - In-House Transportation		3.05	1.95	2.05
10-100-0720 - Laundry		4.00	3.00	3.80
10-100-0740 - Housekeeping		18.60	18.60	18.80
10-100-0760 - Nutrition Services		29.21	33.10	27.75
20-100-3500 - Pharmacy		10.67	10.60	10.64



SUPPORT SERVICES

■ Accounting | 10-100-0300

DESCRIPTION

Accounting is responsible for providing financial information, reporting, and analysis to assist NCHC leaders, board members, community partners, and regulatory agencies in making operational and strategic decisions. Accounting is committed to providing accurate, timely, and useful financial information. Additionally in 2024, Purchasing has moved into Accounting. Purchasing serves as the central purchasing service for all of NCHC. This area orders and delivers purchases to all programs. This area is also responsible for monitoring proper purchasing based on the contract with the buying group that NCHC belongs to. This program is allocated based on the percentage of overall expenditures per program.

STAFFING	FTE's	2023	2024	2025
10-100-0300 - Accounting		8.70	11.70	11.40

BUDGET SUMMARY

	2023 Budget	2024 Budget	2025 Proposed
Net Patient Services Revenue	-	-	-
County Appropriation	-	-	-
Other Revenue	\$25,000	\$68,278	\$603,000
TOTAL REVENUE	\$25,000	\$68,278	\$603,000
Salaries	\$559,754	\$704,982	\$703,993
Benefits	224,265	282,458	303,452
Other Direct Expenses	208,359	286,621	241,170
TOTAL DIRECT EXPENSE	\$992,378	\$1,274,061	\$1,248,615

■ Corporate Administration | 10-100-0105

DESCRIPTION

Corporate Administration provides overall administrative leadership for the organization and includes Executive support.

STAFFING	FTE's	2023	2024	2025
10-100-0105 - Corporate Administration		4.25	5.0	6.0

BUDGET SUMMARY

	2023 Budget	2024 Budget	2025 Proposed
Net Patient Services Revenue	-	-	-
County Appropriation	-	-	-
Other Revenue	\$239,881	\$ 239,881	\$25,935
TOTAL REVENUE	\$239,881	\$239,881	\$25,935
Salaries	\$629,300	\$669,555	\$1,302,784
Benefits	172,680	183,557	312,281
Other Direct Expenses	956,768	1,084,820	1,017,858
TOTAL DIRECT EXPENSE	\$1,758,748	\$1,937,932	\$2,632,923

SUPPORT SERVICES

■ Environmental Support Services | 10-100-0700

DESCRIPTION

Environmental Services includes Maintenance, Systems Maintenance, and Grounds. In 2017, Maintenance, Systems Maintenance and Grounds employees were transferred to Marathon County.

BUDGET SUMMARY

	2023 Budget	2024 Budget	2025 Proposed
Net Patient Services Revenue	-	-	-
County Appropriation	-	-	-
Other Revenue	\$1,685,623	\$1,769,903	\$1,685,622
TOTAL REVENUE	\$1,685,623	\$1,769,903	\$1,685,622
Salaries	-	-	-
Benefits	-	-	-
Other Direct Expenses	\$1,685,623	\$1,769,903	\$1,685,622
TOTAL DIRECT EXPENSE	\$1,685,623	\$1,769,903	\$1,685,622

■ Health Information | 10-100-0510

DESCRIPTION

The Health Information Management (HIM) department is dedicated to ensuring the accuracy, security, and accessibility of patient medical records, facilitating efficient data management and compliance with healthcare regulations. HIM is committed to supporting quality patient care and organizational operations.

STAFFING	FTE's	2023	2024	2025
10-100-0510 - Health Information		6.00	7.40	7.40

BUDGET SUMMARY

	2023 Budget	2024 Budget	2025 Proposed
Net Patient Services Revenue	-	-	-
County Appropriation	-	-	-
Other Revenue	\$9,000	\$9,000	\$10,000
TOTAL REVENUE	\$9,000	\$9,000	\$10,000
Salaries	\$244,320	\$338,738	\$359,215
Benefits	104,213	166,625	156,561
Other Direct Expenses	62,975	10,992	34,533
TOTAL DIRECT EXPENSE	\$411,508	\$516,355	\$550,309



SUPPORT SERVICES

■ Housekeeping | 10-100-0740

DESCRIPTION

The Housekeeping program provides infection control/cleaning services for all Mount View Care Center and Inpatient Behavioral Health Programs including Crisis Center, Nutritional Services, Aquatics and all non-patient areas at the NCHC Wausau Campus. This program is allocated based on square footage.

STAFFING	FTE's	2023	2024	2025
10-100-0740 - Housekeeping		18.60	18.60	18.80

BUDGET SUMMARY

	2023 Budget	2024 Budget	2025 Proposed
Salaries	\$711,700	\$740,075	\$728,313
Benefits	318,199	340,419	320,341
Other Direct Expenses	126,117	132,581	173,582
TOTAL DIRECT EXPENSE	\$1,156,016	\$1,213,075	\$1,222,236

■ Human Resources | 10-100-0105

DESCRIPTION

Human Resources works efficiently and effectively across the organization by providing knowledge, support, guidance, and oversight of all human resources functions. Human Resources staff partner with employees beginning at recruitment all the way to retirement in the following areas: recruitment, employee relations, orientation & onboarding, training, learning and development, performance management, employee health, employee engagement, and benefits & compensation.

STAFFING	FTE's	2023	2024	2025
10-100-0205 - Human Resources		7.00	9.00	7.50

BUDGET SUMMARY

	2023 Budget	2024 Budget	2025 Proposed
Salaries	\$489,620	\$640,818	\$574,038
Benefits	131,494	195,343	155,364
Other Direct Expenses	453,819	556,906	568,839
TOTAL DIRECT EXPENSE	\$1,074,933	\$1,393,067	\$1,298,241

SUPPORT SERVICES

■ Information Management Services | 10-100-0500

DESCRIPTION

Information Management Services (IMS) is responsible for NCHC's application portfolio array. IMS focuses on implementing new software solutions, understanding user workflows, sustaining vendor relations, maintaining systems, helping with analytical insights, and end user support such as facilitating training.

STAFFING	FTE's	2023	2024	2025
10-100-0500 - IMS		9.00	7.00	7.00

BUDGET SUMMARY

	2023 Budget	2024 Budget	2025 Proposed
Salaries	\$675,927	\$543,970	\$558,715
Benefits	180,579	178,125	190,165
Other Direct Expenses	1,622,650	1,560,379	1,800,286
TOTAL DIRECT EXPENSE	\$2,479,156	\$2,282,474	\$2,549,166

■ In-House Transportation | 10-100-0710

DESCRIPTION

In-house transportation maintains the vehicle fleet which includes cars, passenger vans, paratransit vans, and buses used for client transportation. This program is the provider of courier services for the tri-county organization, as well as Pharmacy and Laundry delivery.

POPULATION SERVED

Employees and clients of NCHC.

HOURS OF SERVICE

Monday – Friday, 7:00 am – 5:00 pm

STAFFING	FTE's	2023	2024	2025
10-100-0710 - In-House Transportation		3.05	1.95	2.05

BUDGET SUMMARY

	2023 Budget	2024 Budget	2025 Proposed
Salaries	\$125,023	\$89,210	\$90,328
Benefits	56,379	38,216	49,908
Other Direct Expenses	(137,462)	139,549	177,134
TOTAL DIRECT EXPENSE	\$43,940	\$266,975	\$317,370



SUPPORT SERVICES

■ Laundry | 10-100-0720

DESCRIPTION

Laundry provides laundry services for all Mount View Care Center and all Inpatient Behavioral Health Programs. The service includes picking up soiled laundry, doing inventory and stocking clean linens on campus. Laundry also provides services for housekeeping, Nutritional Services, and the Aquatic Therapy Center. This program is allocated based on pounds of laundry processed.

STAFFING	FTE's	2023	2024	2025
10-100-0720 - Laundry		4.00	3.00	3.80

BUDGET SUMMARY

	2023 Budget	2024 Budget	2025 Proposed
Net Patient Services Revenue	-	\$5,000	-
County Appropriation	-	-	-
Other Revenue	\$90,000	-	-
TOTAL REVENUE	\$90,000	\$5,000	-
Salaries	\$149,026	\$117,011	\$147,397
Benefits	59,751	66,984	60,730
Other Direct Expenses	34,384	59,645	88,587
TOTAL DIRECT EXPENSE	\$243,161	\$243,640	\$296,714

■ Marketing & Communications | 10-100-0110

DESCRIPTION

Marketing and Communications manages centralized communication for NCHC, both internally and externally. This includes creating and distributing messages to staff, as well as engaging with media and partners. The department also handles marketing and advertising for services and recruitment across various platforms. Costs for this program are allocated based on direct expenses. Additionally, the department budgets for employee recognition, retention initiatives, recruitment advertising, and mail room staff and expenditures.

STAFFING	FTE's	2023	2024	2025
10-100-0110 - Marketing & Communications		2.50	2.50	2.50

BUDGET SUMMARY

	2023 Budget	2024 Budget	2025 Proposed
Salaries	\$169,837	\$176,058	\$176,058
Benefits	41,146	46,028	48,672
Other Direct Expenses	145,450	156,031	160,662
Total Direct Expense	\$356,433	\$378,117	\$385,392

SUPPORT SERVICES

■ Nutritional Services | 10-100-0760

DESCRIPTION

Nutritional Services provides three meal services a day for all Mount View Care Center and Inpatient Behavioral Health Programs, including Crisis Center. Our Dietitians provide regulatory consults to all Behavioral Health Services as needed. These programs are allocated based on number of meals served. Nutritional Services is a revenue generating program, our Employee Cafeteria and Bistro provide meals to employees, guests and staff campus-wide. We are open 7 days a week including holidays and weekends. We also provide on-site catering to North Central Health Care and Marathon County entities.

STAFFING	FTE's	2023	2024	2025
10-100-0760 - Nutrition Services		29.21	33.10	27.75

BUDGET SUMMARY

	2023 Budget	2024 Budget	2025 Proposed
Net Patient Services Revenue	-	-	-
County Appropriation	-	-	-
Other Revenue	\$156,000	\$157,985	\$151,000
Total Revenue	\$156,000	\$157,985	\$151,000
Salaries	\$1,170,905	\$1,326,474	\$1,140,748
Benefits	483,006	543,084	427,186
Other Direct Expenses	700,109	748,468	821,102
Total Direct Expense	\$2,354,020	\$2,618,026	\$2,389,036

■ Patient Access Services | 10-100-0605

DESCRIPTION

Patient Access processes outpatient referrals and the clerical portion of the community treatment referrals, scheduling, and enrollment of all new and follow up clients that come to NCHC at all locations as well as hospital discharges from diversions and NCHC clients within the Marathon, Lincoln and Langlade counties.

STAFFING	FTE's	2023	2024	2025
10-100-0605 - Patient Access Services		20.20	13.40	14.60

BUDGET SUMMARY

	2023 Budget	2024 Budget	2025 Proposed
Salaries	\$926,141	\$619,187	\$646,361
Benefits	384,348	262,241	292,603
Other Direct Expenses	34,917	20,655	29,219
Total Direct Expense	\$1,345,406	\$902,083	\$968,183



SUPPORT SERVICES

■ Patient Financial Services | 10-100-0600

DESCRIPTION

Patient Financial Services processes billing of services for Mount View Care Center and all programs within NCHC's lines of service which equates to approximately 10,000 bills per month. This program is allocated based on the number of clients in NCHC programs and residents in MVCC.

STAFFING	FTE's	2023	2024	2025
10-100-0600 - Patient Financial Services		9.00	9.15	9.15

BUDGET SUMMARY

	2023 Budget	2024 Budget	2025 Proposed
Net Patient Services Revenue	\$55,000	\$55,000	\$40,000
County Appropriation	-	-	-
Other Revenue	15,000	15,015	12,025
TOTAL REVENUE	\$70,000	\$70,015	\$52,025
Salaries	\$454,373	\$487,101	\$480,923
Benefits	192,768	209,880	193,030
Other Direct Expenses	78,772	81,526	105,727
TOTAL DIRECT EXPENSE	\$725,913	\$778,507	\$779,680

■ Pharmacy | 20-100-3500

DESCRIPTION

Pharmacy provides medication management services to our Adult and Youth Hospitals, Skilled Nursing Facilities, Adult and Youth Crisis Stabilization Facilities, Community Treatment, and NCHC employees.

STAFFING	FTE's	2023	2024	2025
20-100-3500 - Pharmacy		10.67	10.60	10.64

BUDGET SUMMARY

	2023 Budget	2024 Budget	2025 Proposed
Net Patient Services Revenue	\$7,593,560	\$6,634,723	\$6,788,055
County Appropriation	-	-	-
Other Revenue	292,200	363,700	287,338
TOTAL REVENUE	\$7,885,760	\$6,998,423	\$7,075,393
Salaries	\$829,597	\$834,528	\$839,719
Benefits	229,874	232,092	258,728
Other Direct Expenses	6,165,083	5,715,867	5,699,100
TOTAL DIRECT EXPENSE	\$7,224,554	\$6,782,487	\$6,797,547

SUPPORT SERVICES

■ Quality & Compliance | 10-100-0200

DESCRIPTION

Quality & Compliance supports the organization making sure the organization is abiding by legal, ethical, and regulatory standards applicable to our organization.

STAFFING	FTE's	2023	2024	2025
10-100-0200 - Quality & Compliance		3.00	2.0	1.0

BUDGET SUMMARY

	2023 Budget	2024 Budget	2025 Proposed
Salaries	\$270,726	\$224,216	\$95,222
Benefits	96,344	82,876	24,851
Other Direct Expenses	59,502	5,639	8,986
TOTAL DIRECT EXPENSE	\$426,572	\$312,731	\$129,059

■ Safety & Security | 10-100-0115

DESCRIPTION

Safety & Security focuses on safety, security, emergency management, and compliance. The department is committed to fostering an environment of collaboration, information-sharing, utilizing an integrated approach to safety and security, optimal efficacy and consistency in incident response, protocols and procedures, and to establishing and strengthening partnerships across the organization that both support and enhance safety and security.

STAFFING	FTE's	2023	2024	2025
10-100-0115 - Safety & Security		3.80	9.00	8.0

BUDGET SUMMARY

	2023 Budget	2024 Budget	2025 Proposed
Salaries	\$203,685	\$457,101	\$403,506
Benefits	80,528	202,832	127,896
Other Direct Expenses	64,738	120,038	156,711
TOTAL DIRECT EXPENSE	\$348,951	\$779,971	\$688,113



SUPPORT SERVICES

■ Volunteer & Guest Services | 10-100-0215

DESCRIPTION

Volunteers play a very important role at North Central Health Care as part of our team. They offer clients, patients, residents, families and staff members their compassion, skills, talent and time. In so doing, North Central's professionals are able to devote more time to direct patient care and recovery. Volunteer Services manages volunteer opportunities including Heartfelt Gift Shop operations.

As part of the Volunteer Services program, Guest Services also operates the switchboard phone system for the main call in center for North Central Health Care Wausau Campus and Mount View Care Center, as well as provide in-person check-in and guest services at Mount View Care Center.

STAFFING	FTE's	2023	2024	2025
10-100-0215 - Volunteer & Guest Services		3.45	3.25	3.45

BUDGET SUMMARY

	2023 Budget	2024 Budget	2025 Proposed
Net Patient Services Revenue	-	-	-
County Appropriation	-	-	-
Other Revenue	\$15,000	\$10,284	\$9,435
Total Revenue	\$15,000	\$10,284	\$9,435
Salaries	\$137,642	\$120,392	\$128,746
Benefits	48,200	49,596	37,835
Other Direct Expenses	12,150	14,839	17,199
TOTAL DIRECT EXPENSE	\$197,992	\$184,827	\$183,780

HEALTH & DENTAL INSURANCE

■ 10-100-0101

DESCRIPTION

The Health & Dental Insurance fund is established to provide for an effectively manage the self-funded health and dental insurance benefits for individuals participating in NCHC's health plan. This fund is utilized to account for the claims and costs related to the self-funded health and dental plans, along with the premiums by the employer and employee for the plans.

BUDGET SUMMARY

	2023 Budget	2024 Budget	2025 Proposed
Net Patient Services Revenue			-
County Appropriation			-
Other Revenue		\$8,857,031	\$9,470,372
Total Revenue		\$8,857,031	\$9,470,372
Salaries		\$37,885	-
Benefits		8,819,146	-
Other Direct Expenses		-	\$9,470,372
TOTAL DIRECT EXPENSE		\$8,857,031	\$9,470,372

DEBT SERVICE PAYMENT

In accordance with the facilities lease agreement, NCHC is responsible for making a debt service payment to Marathon County. The first of those payments started in 2024 in the amount of \$2.0 million and increased to \$2.5 million in 2025. This payment will continue to increase by \$500k over the next 2 years until it reaches the maximum payment of roughly \$4.1 million.

PAYMENT SOURCE	AMOUNT
Mount View Care Center	\$1,369,500
Human Services Programs	1,130,500
TOTAL	\$2,500,000



■ Staffing Totals for All North Central Health Care Programs

The following staff comparison looks at total Full Time Equivalent (FTE's) by program for all North Central Health Care departments including all three counties of service.

STAFFING	FTE's	2023	2024	2025
10-100-0105 - Corporate Administration		4.25	5.00	6.00
10-100-0110 - Marketing & Communications		2.50	2.50	2.50
10-100-0115 - Safety & Security		3.80	9.00	8.00
10-100-0200 - Quality & Compliance		3.00	2.00	1.00
10-100-0205 - Human Resources		7.00	9.00	7.50
10-100-0215 - Volunteer & Guest Services		3.45	3.25	3.45
10-100-0300 - Accounting		8.70	11.70	11.40
10-100-0500 - IMS		9.00	7.00	7.00
10-100-0510 - Health Information		6.00	7.40	7.40
10-100-0600 - Patient Financial Services		9.00	9.15	9.15
10-100-0605 - Patient Access Services		20.20	13.40	14.60
10-100-0710 - In-House Transportation		3.05	1.95	2.05
10-100-0720 - Laundry		4.00	3.00	3.80
10-100-0740 - Housekeeping		18.60	18.60	18.80
10-100-0760 - Nutrition Services		29.21	33.10	27.75
20-100-1000 - Adult Behavioral Health Hospital		36.60	35.50	35.59
20-100-1050 - Youth Behavioral Health Hospital		16.60	18.25	20.28
20-100-1125 - Lakeside Recovery MMT		13.30	13.60	15.73
20-100-1300 - Adult Protective Services		7.80	7.95	7.80
20-100-1700 - Sober Living - Hope House Wausau		0.27	0.55	0.60
20-100-1800 - Supported Employment Program		2.60	2.90	3.10
2000** - Outpatient Services		33.59	33.69	40.68
20-100-2125 - Psychiatry Residency Program		0.10	0.10	0.08
20-100-2200 - Crisis Services		18.53	22.40	22.0
20-100-2225 - Adult Crisis Stabilization Facility		14.6	16.4	15.84
20-100-2250 - Youth Crisis Stabilization Facility		10.84	11.7	10.76
2325 & 2550** Community Treatment		90.33	95.77	102.19
40-300-2400 - Adult Day Services		21.92	17.95	3.90
20-100-2600 - Aquatic Services		6.31	8.35	8.15
20-100-2750 - Demand Transportation		4.80	4.80	4.50
20-100-3500 - Pharmacy		10.67	10.60	10.64
25-100-0900 - MVCC Administration		6.75	7.75	8.4
25-100-3000 - MVCC Direct Nursing Care		121.53	111.85	130.71
35-200-0700 - Pine Crest Environmental Services		8.20	-	9.00
35-200-0760 - Pine Crest Food Services		14.95	-	14.15
35-200-0900 - Pine Crest Administration		12.15	-	13.25
35-200-3000 - Pine Crest Direct Nursing Care		87.31	-	84.55
40-300-1700 - Sober Living - Hope House Antigo		0.52	0.55	0.60
TOTAL FTE'S		735.42	612.00	696.80

* Was not included in NCHC 2024 Budget.

** Contains multiple prefixes by county which are combined for total program budget and staffing.

CAPITAL BUDGET

2025 Requests

North Central Health Care (NCHC) has a multi-faceted process for capital budgeting and funding with each of our county partners. Capital budgeting is a process that involves the identification of potentially desirable projects for capital expenditures, the subsequent evaluations of capital expenditure proposals, and the selection of proposals that meet certain criteria. NCHC's threshold to capitalize an asset requires the purchase to be \$2,500 or more and have a useful life of two or more years. Equipment with a value of less than \$2,500 are budgeted separately and expensed within a program's budget. Moveable equipment of any cost is considered an operational expense and is budgeted for and approved as either an expense or when eligible a capitalized asset. Generally, the use of capital can be summarized in the following categories:

1. Replacement: needed to continue current operations
2. Replacement: cost reduction
3. Expansion of current services
4. Expansion into new services
5. Safety and/or environmental projects
6. Other projects

The following is a listing of capital budgeted items that are included in the 2025 budget:

PROGRAM	PROJECT NAME	DESCRIPTION OF PROJECT	AMOUNT
Transportation	Two-way radios	Replacement of two-way radios	\$6,000
Transportation	Paratransit Bus	Fleet rotation	150,000
Adult & Youth Hospitals	Mobile Nursing Device	Handheld device for documentation	15,000
IMS	Annual upgrades	Proactive annual technology upgrades	195,000
IMS	Video Conference Equipment	New and upgrade video conference technology	30,000
IMS	Netsmart view only solution	Historic TIER data retention	80,000
Employee Health	Vitals Machine	Replace machine that is at end of life	3,200
MVCC	Broda Wheelchair	Broda Wheelchair	3,000
MVCC	Wheelchair scale	Wheelchair scale	2,500
MVCC	Vital machines	Vital machines	4,800
MVCC	TVs	Resident room TVs	6,000
MVCC	Vocera badges	Replacement of Vocera badges	5,000
MVCC	Air mattress	Regular air mattress with pump	5,000
MVCC	Air mattress	Bariatric air mattress with pump	8,500
MVCC	Resident Beds	Resident Bed replacement	90,000
TOTAL			\$604,000





North Central Health Care

A Tri-County Organization

Wausau Campus

2400 Marshall Street, Suite A
Wausau, Wisconsin 54403
715.848.4600

Mount View Care Center

2400 Marshall Street, Suite B
Wausau, Wisconsin 54403
715.848.4300

Merrill Center

607 N. Sales Street, Suite 309
Merrill, Wisconsin 54452
715.536.9482

Antigo Center

1225 Langlade Road
Antigo, Wisconsin 54409
715.627.6694




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.

www.norcen.org



Additional printed copies or the digital version of this report are available by emailing info@norcen.org or by calling North Central Health Care Administration Office at 715.848.4405.

Finalized electronic copy is available on www.norcen.org/Budget

Policy Title: Direct and Shared Program Allocations to Member Counties	 North Central Health Care <small>Person centered. Outcome focused.</small>
Policy #:	Program: Accounting 0300
Date Issued: 09/2024	Policy Contact: Director of Accounting

Related Forms

Indirect Cost Allocation Policy

1. Purpose

The purpose of the policy is to define the method for allocating direct, and shared, program expenses and revenues equitably to each of the member Counties that benefit from operations.

2. Definitions

Programs that generate revenues from services provided to clients within NCHC, for the purposes of this policy, are divided into two types:

- 1) "Shared Programs" which have a centralized operation and benefit each County.
- 2) "Direct Programs" which have decentralized operations and are fully allocated to one county.

3. Policy

It is the policy of North Central Health Care to allocate the expenses and revenues of each program equitably to each member County.

Appropriations (tax levy) and contributed capital received from each county is directly allocated to fund balance of the county it was received from, regardless of if the program is shared or direct.

All other revenues and expenses of Shared Programs are allocated to each County based on its latest population census for any given year. For example, the 2020 Census results showed the following population for each member County:

- Marathon: 138,013
- Lincoln: 28,415
- Langlade: 19,491

Therefore, the member Counties received an allocation of net income/loss of each Shared Program as follows:

- Marathon: 74.2329%
- Lincoln: 15.2835%
- Langlade: 10.4836%

Direct Programs are fully allocated (100%) to the County they operate in and population they serve.

4. Program Specific Procedures:

- Current Shared Programs include:
 - o Adult Hospital
 - o Youth Hospital
 - o Supportive Employment
 - o Adult Crisis Stabilization
 - o Youth Crisis Stabilization
 - o Crisis
 - o Pharmacy
 - o Lakeside Recovery MMT
 - o Psychiatry Residency Program
 - o Adult Protective Services


- Current Direct Programs for each county include:
 - o Marathon County:
 - Outpatient Services
 - Community Treatment Adult
 - Community Treatment Youth
 - Hope House Sober Living
 - Demand Transportation
 - Aquatic Center
 - Mount View Care Center
 - Birth To Three Program
 - o Lincoln County
 - Outpatient Services
 - Community Treatment Adult
 - Community Treatment Youth
 - Pine Crest Nursing Home
 - o Langlade County
 - Outpatient Services
 - Community Treatment Adult
 - Community Treatment Youth
 - Sober Living
 - Adult Day Services

5. References

5.1. CMS:

5.2. Joint Commission:

5.3. Other:

Policy Title: Indirect Program Cost Allocations	 <p data-bbox="899 180 1463 260">North Central Health Care Person centered. Outcome focused.</p>
Policy #:	Program: Accounting 0300
Date Issued: 09/2024	Policy Contact: Director of Accounting

Related Forms

Direct and Shared Program Cost Allocation Policy

1. Purpose

The purpose of the policy is to define the method for allocating indirect expenses and revenues to the direct service programs to provide the full costs of providing services.

Programs within NCHC, for the purposes of this policy, are divided into two types:

- 1) “Direct Programs”, which produce revenues from providing patient care (e.g. nursing homes, behavioral health hospitals, etc.), and
- 2) “Indirect Programs”, which do not directly generate patient care revenue but are utilized as a service by other departments (e.g. Laundry, Dietary, Accounting, IMS, etc.)

Although nonrevenue-producing programs do not directly produce patient care revenue, they contribute indirectly to patient care revenue generated by “serving” the revenue-producing programs. Therefore, for the purpose of proper matching of revenue and expenses, the cost of the revenue producing programs should include both its direct expenses and its proportionate share of the costs of each nonrevenue-producing program based on the amount of services received. This allocation process applies actual auditable statistics that measure the benefit received by each program and is consistently applied within NCHC’s financial statements and cost reports.

2. Definitions

Indirect Costs: Expenses associated with programs that do not generate revenues from providing services to patients. These are supportive activities that do not directly benefit patients but are required to support operations. Examples include programs like IMS, Accounting, and Safety and Security among various others.

Direct Costs: Expenses directly associated with the programs that generate revenues by providing services to patients.

Statistics: Defined auditable data used to allocate indirect costs to direct service programs such as square footage, number of meals, or census.

3. Policy

It is the policy of North Central Health Care to allocate the expenses from the indirect service programs (nonrevenue-generating programs) to the direct service programs (revenue-generating programs) equitably and transparently, so each program understands it’s full cost to operate.

Each indirect program is assigned to the direct programs they support, and has its costs allocated to those direct programs by utilizing a statistic that represents a reasonable and equitable distribution of costs to each. Indirect costs are allocated monthly to the direct programs and included in their program financial statements to show each programs' cost to operate. Indirect allocations are reviewed frequently by management within monthly financial statements.

Regarding potential changes to these allocations: Per CMS, "if a provider desires to change the cost finding method to another method, the request to change must be made to the intermediary in writing and must be submitted 90 days prior to the end of the cost reporting period to which the request for change applies. The intermediary's determination of a provider's request to change methods will be furnished to the provider in writing within 60 days and will be considered binding as of the date of the intermediary's written notice."

4. Program Specific Procedures:

The specific statistics utilized by each indirect program to allocate costs to direct programs are as follows:

- Square Footage
 - o General (used for building depreciation and other misc expenses)
 - o Environmental Support (EVS)
 - o Housekeeping
- Total Salary Expenses
 - o Employee Benefits
 - o Human Resources
 - o Learning and Development
- Total Direct Costs
 - o Administration
 - o Marketing and Communications
 - o Infection Prevention
 - o Information Management Services (IMS)
 - o Accounting
 - o Quality and Safety
 - o MVCC Administration – only allocated to MVCC direct programs
 - o Medical Services Administration
 - o Pine Crest EVS, Dietary, and Administration – only allocated to PCNH direct programs
 - o Developmentally Disabled Administration
 - o Community Treatment Administration
 - o Behavioral Health Administration
- Number of Client Registrations
 - o Quality and Compliance
 - o Patient Financial Services
 - o Patient Access
- Number of Requisitions
 - o Purchasing
- Number of Miles put on Company Vehicles

Policy Title: Indirect Cost Allocation

Owner: Managing Director of Finance and Administration

- In-House Transportation
- Time Studies
 - Health Information Management
- Pounds of Laundry
 - Laundry
- Meals Served
 - Dietary
- Patient Days
 - Volunteer Services

5. References

5.1. CMS: Chapter 23 – Adequate Cost Data and Cost Finding

5.2. Joint Commission:

5.3. Other:

Policy Governance Manual



North Central Health Care

Person centered. Outcome focused.

ADOPTED: FEBRUARY 28, 2018

MOST RECENT AMENDMENT: ~~OCTOBER 29, 2020~~ SEPTEMBER 25, 2024

~~100-2400 Lake View Drive~~ Marshall Street | Wausau, WI 54403 | 715.848.4650

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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.

Vision

Lives Enriched and Fulfilled.

~~Board-Executive Committee~~ End Statements

People

Individuals served by North Central Health Care will have excellent outcomes as a result of a stable, highly qualified and competent staff who take pride in their work and the organization.

As an employer of choice, we will provide a career of opportunity through active learning and a commitment to continuous improvement.

Service

We exceed our stakeholder's expectations and satisfaction as a result of our readiness, clarity of communication, and superb ability to follow through.

Quality

We are a regionally unequalled mental health, recovery, and long-term care provider, as demonstrated by functional improvements and the positive perception that care is considered safe, effective, person-centered, reliable, and equitable.

Community

Our Community will be able to access our services through a highly responsive and seamless integration of services. We have strong affiliations with both public and private partners, proactively collaborating, and developing a continuum of care prior to and following service delivery.

Financial

We are a financially viable organization providing increasing value by driving efficiency, growth and diversification, being highly adaptable to changing conditions, and futuristic in our perspective.

Section 1 - Executive Limitations

CORE POLICY STATEMENT

Executive Limitations are constraints on executive authority which establish the prudential and ethical boundaries for which all executive activity and decisions must take place.

Policy 1.1 – General Executive Constraint

The ~~Chief Executive Officer~~ Executive Director (ED) shall not cause or allow any activity, decision, organizational circumstance or practice (imprudent or in violation of commonly accepted business and professional ethics or regulations of funding or regulatory bodies) to jeopardize the public image of North Central Health Care (“NCHC”) or to result in a failure to be duly licensed or accredited by the proper agencies necessary to deliver services as authorized by the Board.

Policy 1.2 – Treatment of Consumers, Community Partners & the Public

With respect to interactions with consumers, community partners and the public, the ~~CEO~~ ED shall not:

- 1) Cause or allow conditions, procedures, or decisions that are unprofessional, unsafe, untimely, undignified or unnecessarily intrusive and/or which fail to provide the appropriate confidentiality or privacy.
- 2) Fail to communicate a clear understanding of what may/may not be expected from services offered and failing to ensure consumers, community partners and the public are informed of their rights and responsibilities and are supported in exercising those rights and responsibilities.
- 3) Fail to inform or provide a grievance process to those who believe they have not been given a reasonable interpretation of their rights.

Policy 1.3 – Treatment of Employees & Volunteers

With respect to interactions with employees and volunteers, the ~~CEO~~ ED shall not:

- 1) Cause or allow conditions that are unsafe, unfair, unprofessional, or undignified.
- 2) Operate without written personnel policies which clarify rules, provide for effective handling of grievances and/or protect against wrongful conditions.
- 3) Violate federal and state employment laws.
- 4) Fail to acquaint employees with their rights under this policy.
- 5) Allow staff to be unprepared to deal with emergency situations.

Policy 1.4 – Financial Planning & Budgeting

The CEOED shall not cause or allow financial planning for any fiscal year or the remaining part of any fiscal year to deviate materially from the Board’s End Statements. Further, the CEOED shall not:

- 1) Fail to have a sound financial plan that accurately budgets, forecasts, monitors, and reports spending. The CEOED shall not fail to report to the Board material differences between budgeted, actual and forecasted spending.
- 2) Permit Financial Planning & Budgeting activities to contain insufficient information, omit credible projection of revenues and expenses, or provide clear detail in the separation of capital and operational items, cash flow, and disclosure of planning assumptions.
- 3) Endanger the fiscal soundness or the building of organizational capability sufficient to achieve the End Statements in future years.

Policy 1.5. – Financial Conditions & Activities

With respect to ongoing financial conditions and activities, the CEOED shall not cause or allow the development of financial jeopardy or material deviation of actual expenditures from Board priorities established in End Statements. Further, the CEOED shall not:

- 1) Allow or cause NCHC to spend beyond the financial resources provided or to jeopardize NCHC’s long-term financial viability or stability.
- 2) Fail to maintain accurate internal accounting records, controls and reports meeting Generally Accepted Accounting Principles (GAAP).
- 3) Fail to assure that NCHC meets working capital, restricted reserves and fund balance requirements unless approved by the Board.
- 4) Fail to invest and protect operational capital and excess funds consistent with Board’s cash management and investment policies.
- 5) Indebt NCHC using any formal debt instrument other than incidental use of credit cards for authorized purchases.
- 6) Allow government ordered payments, filings or reporting to be overdue or inaccurately filed.
- 7) Pledge assets as security within any contracts ~~without Board approval.~~
- 8) Sell property for less than Fair Market Value (“FMV”) or if the FMV is greater than \$30,000.
- 9) Acquire, encumber, or dispose of real estate.

Policy 1.6 – Benefits & Compensation

With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers, the CEOED shall not cause or allow jeopardy to quality of care, financial integrity or to public image. Further the CEOED shall not:

- 1) Cause or allow compensation and benefits that deviate materially from that approved by the Board of DirectorsExecutive Committee.
- 2) Fail to establish benefits or compensation which materially deviate from the geographic or professional market for the skills employed or that may harm NCHC's competitive position.
- 3) Promise or imply permanent or guaranteed employment.

Policy 1.7 – Asset Protection

With respect to asset protection, the CEOED shall not cause or allow organizational assets to be unprotected, inadequately maintained, or unnecessarily risked. Further, the CEOED shall not:

- 1) Fail to insure against theft and casualty losses to an appropriate level and against liability losses to directors, employees, volunteers and NCHC itself in an amount greater than an amount to be specified by separate Board policy.
- 2) Fail to develop and maintain a corporate compliance plan along with appropriate financial risk management practices consistent with the risk tolerance of the BoardExecutive Committee. The plan must adequately address fraud and abuse risks. The CEOED shall not substitute his/her own risk tolerance for that of the BoardsExecutive Committees.
- 3) Fail to manage the physical assets of the organization so as to: maintain an inventory system which accounts for all equipment and furniture; provide a quality work area for employees; preclude any and all liability exposure for the organization; dispose of unneeded equipment and furniture consistent with accepted safety and recycling recommendations and all requirements which may apply based upon the origin and funding for such equipment and furniture.
- 4) Compromise the independence of the Board'sExecutive Committee's audit or other external monitoring or advice.

Policy 1.8 – Emergency Executive Succession

The CEOED shall not permit there to be fewer than two other ExecutivesSenior Leaders sufficiently familiar with BoardExecutive Committee and CEOED issues and processes to enable either to take over with reasonable proficiency as an interim successor.

Policy 1.9 – Communication & Counsel to the Board Executive Committee

The CEOED shall not fail to inform or support the Board Executive Committee in carrying out its responsibilities. Further, the CEOED shall not:

- 1) Neglect to submit monitoring data required by the Board Executive Committee in a timely, accurate and understandable fashion, directly addressing provisions of the Board Executive Committee policies and Ends Statements being monitored.
- 2) Allow the Board Executive Committee to be unaware of any actual or anticipated noncompliance with any Ends or Executive Limitations policy of the Board Executive Committee regardless of the Board's Executive Committee's monitoring schedule.
- 3) Let the Board Executive Committee be unaware of any significant incidental information it requires including relevant trends, anticipated adverse media coverage, threatened or pending lawsuits, material internal and external changes, and/or changes in the assumptions upon which any Board Executive Committee policy has previously been established.
- 4) Fail to report an actual or anticipated issue of non-compliance with any Board Executive Committee policy in a timely manner.
- 5) Fail to deal with the Board Executive Committee as a whole except when: (a) fulfilling individual requests for information; (b) responding to Officers or Board Committees duly charged by the Board Executive Committee; and/or (c) discussing confidential or sensitive matters.

Policy 1.10 – Regulatory Compliance

The CEOED shall not allow nor cause NCHC to fail in meeting all regulatory and statutory requirements related to the delivery of services approved by the Board Executive Committee, or cause NCHC to fail to meet contractual requirements with third-party payers. Further, the CEOED shall not:

- 1) Fail to process claims within industry guidelines and regulatory standards for processing efficiency, claims accuracy, and payment timelines.
- 2) Fail to assure that the responsible third-party payers are billed for services on a timely basis and consistent with generally acceptable accounting practices.
- 3) Fail to have a formal quality management function that systematically identifies compliance and performance problems and take corrective actions to resolve the problems and prevent future problems.
- 4) Cause or allow providers without required credentials to serve consumers or fail to assure that provider performance meets or exceeds basic standards for cost, quality, and delivery.

- 5) Fail to prohibit particular methods and activities to preclude grant funds from being used in imprudent, unlawful, or unethical ways.

Policy 1.11 – Other ~~Board-Executive Committee~~ Policies

The ~~CEOED~~ shall not fail to implement or adhere to any other adopted ~~Board-Executive Committee~~ Policy.

Section 2 - Board Governance Process

CORE POLICY STATEMENT

The North Central Community Services Program ~~Board-Executive Committee~~ is accountable to the Langlade, Lincoln and Marathon County Boards, providing governance leadership consistent with Carver Policy Governance concepts, by assuring that North Central Health Care:

- a) Achieves appropriate results for appropriate persons for appropriate costs as specified in Board Ends Policies, and
- b) Avoids unacceptable actions and situations as prohibited in Board Executive Limitations policies.

Policy 2.1 – Governing Style

The ~~Board-Executive Committee~~ will govern lawfully, observing the principles of the Policy Governance model, with an emphasis on:

1. Outward vision rather than an internal preoccupation;
2. Encouragement of diversity in viewpoints;
3. Strategic leadership more than administrative detail;
4. Clear distinction of Board and Chief Executive roles;
5. Collective rather than individual decisions;
6. Future orientation, rather than past or present; and
7. Proactivity rather than reactivity.

Further, the ~~Board-Executive Committee~~ will:

8. Cultivate a sense of group responsibility. The ~~Board-Executive Committee~~ will be responsible for excelling in governing. The ~~Board-Executive Committee~~ will be an initiator of policy, not merely a reactor to Management initiatives. The ~~Board-Executive Committee~~ may use the expertise of individual members to enhance the ability of the ~~Board-Executive Committee~~ as a body, rather than to substitute the individual judgments for the ~~Board's Executive Committee's~~ values.
9. Direct, control and inspire the organization through the careful establishment of broad written policies reflecting the ~~Board's Executive Committee's~~ values and perspectives. The

~~Board's-Executive Committee's~~ major policy focus will be on outcomes value and the limitation of risk, not on Management methods of attaining those effects.

10. Enforce upon itself whatever education and potential corrective action is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policymaking principles, respect of roles, and ensuring the continuity of governance capability. Although the ~~Board-Executive Committee~~ can change its governance process policies at any time, it will observe them in full effect while in force.
11. Continual ~~Board-Executive Committee~~ development will include orientation of new members in the ~~Board's-Executive Committee's~~ governance process and periodic ~~Board Executive Committee~~ discussion of process improvement.
12. The ~~Board-Executive Committee~~ will monitor and discuss the ~~Board's-Executive Committee's~~ process and performance at regular intervals and formally on an annual basis no later than the October meeting of each calendar year. Self-monitoring will include comparison of ~~Board-Executive Committee~~ activity and discipline to policies in the Governance Process and ~~Board-Executive Committee~~-Management Delegation categories.
13. The ~~Board-Executive Committee~~ will not allow the Chair, any Director, or any Committee ~~of the Board~~ to hinder the fulfillment of its commitments or be an excuse for not fulfilling those commitments.

Policy 2.2 – ~~Board-Executive Committee~~ Job Description

The ~~Board's-Executive Committee's~~ specific job outputs, as an informed agent of the ownership and corresponding contractual obligations, are those that ensure an unbroken chain of accountability from stakeholders to the appropriate organizational performance. These include the responsibility to:

1. Cultivate a credible link between ownership, stakeholders and NCHC.
2. Establish written governing policies that address the broadest levels of all NCHC decisions and situations including:
 - a. End Statements: Expected performance in terms of the organizational impacts, benefits, outcomes and recipients of benefits desired by owners, stakeholders and beneficiaries.
 - b. Executive Limitations: Constraints on executive authority that establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
 - c. Governance Processes: Specification of how the ~~Board-Executive Committee~~ conceives, carries out and monitors, and ensures long-term competence in its own tasks.

- d. Board-Executive Committee-Management Delegation: Describes how power is delegated and its proper use monitored; the CEOED's role, authority and accountability.
3. Assurance of successful management performance stated in Ends Statements and Executive Limitations.

Policy 2.3 – Board-Executive Committee Agenda Planning

To accomplish its job with a governance style consistent with Board-Executive Committee policies, the Board-Executive Committee will follow an annual agenda which (a) completes a re-exploration of Ends Statement policies, (b) reexamines Executive Limitations policies and their sufficiency of their protection from risk, and (c) continually improves Board-Executive Committee performance through Board-Executive Committee education, enriched input and deliberation.

1. The cycle will conclude each year on the last day of December, so that administrative planning and budgeting can be based on accomplishing a one year segment of the Board's Executive Committee's stated Ends Statements.
2. The cycle will start with the Board's-Executive Committee's development of its agenda for the next year.
 - a. Consultations with selected groups in the ownership or other methods of gaining ownership input will be determined and arranged in the fourth quarter.
 - b. Governance education and education related to Ends determination will be arranged in the first quarter, to be held during the balance of the year.
3. When incorporated as part of an agenda, the Board-Executive Committee will attend to the consent agenda items as expeditiously as possible.
4. CEOED monitoring will be included on the agenda if monitoring reports show policy violations, or if policy criteria are to be debated.
5. CEOED compensation will be recommended for adoption after a review of the elements of the CEOED's employment agreement and review of monitoring reports received in the last year, as soon as practical during the first quarter.
6. The Board-Executive Committee Chair's finalization of each meeting agenda will provide the flexibility to include emerging issues, the recommendation of additional items by individual directors, and a public comment period. Any individual Board-Executive Committee member has the ability to request the Board-Executive Committee Chair include an item on a future Board-Executive Committee meeting agenda. The Board Executive Committee Chair will comply with all requests on a timely basis. All agendas will be created, posted, and conducted consistent with Wisconsin Open Meeting law requirements.

7. In order to assist the Board-Executive Committee Chair with assuring Board-Executive Committee meetings and process are conducted consistent with the adopted Policy Governance model, the Chair-Elect of the Board-Executive Committee is assigned the duty of observing and monitoring Board-Executive Committee meeting activity and is charged with identifying and bringing to the Board's-Executive Committee's attention opportunities for proceeding improvements.

Policy 2.4 – Board-Executive Committee Chair Role

The Chair of the Board-Executive Committee is a specially empowered member of the Board-Executive Committee, the Chief Governance Officer, whose role is to assure the integrity of the Board's-Executive Committee's process and, secondarily, represent the Board-Executive Committee as needed to outside parties, including, but not limited to, owners/stakeholders.

1. The successful discharge of duties of the Chair's job is that the Board-Executive Committee behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.
 - a. Meeting discussion content will be on those policy issues that, according to Board-Executive Committee policy, belong to the Board-Executive Committee to decide or monitor, not to the CEOED.
 - b. Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.
2. The authority of the Chair consists in making decisions that fall within topics covered by Board-Executive Committee policies on Governance Process and Board-CEOED Relationship policies, with the exception of employment or termination of a CEOED and any portions of this authority that the Board-Executive Committee specifically delegates to others. The Board-Executive Committee Chair is authorized to use any reasonable interpretation of the provisions in Governance Process and Board-Executive Committee-CEOED Relationship policies.
 - a. The Board-Executive Committee Chair is empowered to chair Board-Executive Committee meetings with all the commonly accepted power of that position, such as ruling and recognizing.
 - b. The Chair has no authority to make decisions about policies created by the Board-Executive Committee within Ends and Executive Limitations policy areas. As requested by the CEOED, the Board-Executive Committee Chair may assist the CEOED with interpretation of the Board's-Executive Committee's policy statements.
 - c. The Board-Executive Committee Chair may represent the Board-Executive Committee to outside parties in announcing Board-Executive Committee-stated positions and in stating Chair decisions and interpretations within the area delegated to the Chair.

- d. The Chair may delegate this authority to another Director but remains accountable for its use.

Policy 2.5 – Director’s Conduct

The Board-Executive Committee commits itself and its members to ethical, businesslike and lawful conduct, including proper use of authority and appropriate decorum when acting as directors.

1. Members must have loyalty to the ownership that is not conflicted by loyalties to management, other organizations and any self-interest.
2. Shall not attempt to exercise individual authority over NCHC.
3. Will properly prepare themselves for Board-Executive Committee meetings and deliberations.
4. Will respect to the confidentiality appropriate to issues of a sensitive nature, and respectful of applicable public body open meeting requirements including those set forth in 19.81(2), Wis. Stats. and the specific exceptions permitted under 19.85(1), Wis. Stats:
 - a. Information disclosed or discussed in a permitted closed session of the Board Executive Committee or authorized subsidiary body shall be kept in confidence by closed session participants and not disclosed to non-participants in any manner.
 - b. While Board-Executive Committee actions based on such information will necessarily become public information when taken or reported when the body reconvenes in public session, the closed session proceedings and disclosures remain confidential unless and until such time as the Board-Executive Committee acts to make some or all of them public.

Policy 2.6 – Conflict of Interest

Members of the Board of DirectorsExecutive Committee must avoid conflict of interest with respect to their fiduciary duties.

1. Members will annually disclose their involvements with other organizations or with vendors and any associations that might be reasonably seen as representing a conflict of interest. The Wisconsin code of ethics for public employees and criminal justice penalties sections of State Statutes pertaining to public officials and conflicts of interest apply to all NCHC Board of DirectorsExecutive Committee members.
2. Disclosing Conflicts of Interests. Consistent with and as a means of implementing State Statutes and public employee code of ethics, at the beginning of each Board-Executive Committee meeting, or as soon thereafter when it is determined by the individual Board Executive Committee member that they have a conflict of interest, they will announce their conflict of interest regarding topic(s) to be discussed by the Board Executive Committee. Upon disclosing a conflict of interest, that individual Board member will recuse themselves from the discussion and/or voting on that/those particular issue(s).

Each individual ~~Board-Executive Committee~~ member is personally responsible for identifying and announcing their own conflicts of interest. In the interest of the ~~Board-Executive Committee~~ identifying all real and/or perceived conflicts of interests, it is an acceptable practice for a ~~Board-Executive Committee~~ member to inquire of another ~~Board-Executive Committee~~ member to determine if that ~~Board-Executive Committee~~ member may have overlooked or not recognized a real or perceived conflict of interest.

Policy 2.7 – Board Committee Principles

Board Committees, when used, will be assigned so as to reinforce the wholeness of the ~~Board's Executive Committee's~~ job and so as never to interfere with delegation from the ~~Board-Executive Committee~~ to the ~~CEOED~~.

1. Board Committees are to help the ~~Board-Executive Committee~~ do its job, not to help, advise or exercise authority over Management. Committees will assist the ~~Board-Executive Committee~~ ordinarily by preparing policy alternatives and implications for ~~Board-Executive Committee~~ deliberation or by performing specific audit functions.
2. Committees will be used sparingly and ordinarily in an ad-hoc capacity.
3. Board Committees may not speak or act for the ~~Board-Executive Committee~~ except when formally given such authority for specific and time-limited purposes.
4. Expectations, composition, and authority of each committee will be carefully stated by policy in order to establish performance timelines and the monitoring schedule of committee work, as well as to avoid conflicting with authority delegated to the ~~CEOED~~.
5. Board committees cannot exercise authority over staff. The ~~CEOED~~ works for the full ~~Board-Executive, and Committee and~~ will therefore not be required to obtain the approval of a Board committee before an executive action.
6. A committee is a Board committee only when its existence and charge come from the ~~Board-Executive Committee~~, whether or not Directors sit on the committee. This policy does not apply to committees formed under the authority of the ~~CEOED~~.

Policy 2.8 – ~~Board-Executive Committee~~ per Diem and Travel Expense Reimbursement

Because poor governance costs more than learning to govern well, the Board will invest in its governance capacity.

1. To provide fair and equitable per diem and expense reimbursement for attendance of Directors at authorized ~~Board-Executive Committee, Board,~~ or Committee meetings and ~~Board-Executive Committee~~ Related events, the following policy shall be applied:
 - a. Per Diem stipends for community members serving on the Board will be \$100 per each meeting attended for all official meetings of the Board or any ~~Board-Executive Committee~~ authorized Committee. Per Diem stipends for a County Board Supervisor or County Employee serving on the Board will be determined according

to each County's policy, but shall be paid/reimbursed by NCHC as requested by each County if applicable.

- b. Automobile travel mileage will be reimbursed by NCHC at the allowable rates established by the Internal Revenue Service (IRS).
- c. Actual meal expenses supported by receipts will be reimbursed consistent with the organization's employee meal reimbursement rates and policies.
- d. Authorized lodging accommodation (overnight) expenses supported by receipts will be reimbursed at the lodging institution's government rate if available, or at the next lowest rate available.
- e. Per Diem stipends and travel expense reimbursement for other authorized ~~Board~~ Executive Committee NCHC related/represented activities (e.g., meetings with state officials, consultants, etc.) will be reimbursed under this policy with additional provisions specified as needed to take into account special circumstances.
- f. A ~~Board-Executive Committee~~ expense invoice form shall be created by the ~~CEOED~~ and used to claim reimbursement under this policy. All expense reimbursements, except Per Diems and mileage reimbursement related to monthly ~~Board-Executive Committee~~ meeting attendance, will be approved by the ~~Board~~Executive Committee.

Policy 2.9 – Charge to the Medical Staff

The ~~Board's-Executive Committee's~~ accountability for the quality of medical practice will be discharged in part by depending on the medical judgment of an organized Medical Staff. While the formal Medical Staff organization, consisting of all Physicians privileged to practice in the organization, shall be responsible directly to the ~~Board~~Executive Committee, this does not relieve or otherwise affect the responsibility of individual Physicians to meet requirements duly imposed by the ~~CEOED~~.

1. The Medical Staff will provide to the ~~Board-Executive Committee~~ its judgment as to the capability of relevant practices, personnel, and premises to support or provide quality care.
2. The Medical Staff will provide to the ~~Board-Executive Committee~~ its judgment as to the qualification of medical practitioners to render services and standards incumbent upon the organization or upon the Medical Staff.
3. The Medical Staff will provide the ~~Board-Executive Committee~~ with a representative summary of Physician opinion by September 1 each year with respect to Ends deliberations of the ~~Board~~Executive Committee.

4. The Medical Staff will be held accountable by the Board-Executive Committee for its compliance with all laws, regulations and standards that may be binding on the formal Medical Staff organization itself.
5. The Medical Staff will be accountable for an assessment of medical performance on the criteria in 1 and 2 above;
 - a. Annually by an internal examination by a mechanism established by the Medical Staff; and
 - b. Not less than every three years by an external, disinterested third party of the Board's-Executive Committee's choice, with whom the Medical Staff must fully cooperate; or
 - c. At any time that the Board-Executive Committee deems it necessary by either internal or external audit.

Section 3 - Board-Executive Committee – Chief Executive OfficerExecutive Director Relationship

CORE POLICY STATEMENT

The Board's-Executive Committee's sole official connection to the operational organization, its actions and achievements, and conduct shall be through the Chief Executive OfficerExecutive Director (CEOED). All authority and accountability of employees, as far as the Board-Executive Committee is concerned, is considered the authority and accountability of the CEOED. While the Board-Executive Committee may be required to respond to and operate under a traditional public governmental form of governance, the relationship between the NCHC-NCCSP Board-Executive Committee and its CEOED will function consistent with the Policy Governance Model.

Policy 3.1 – Delegation of Executive Authority

The CEOED is accountable only to the Board-Executive Committee acting as a body of the whole. Only officially passed motions of the Board-Executive Committee are binding on the CEOED. The Board-Executive Committee will instruct the CEOED through the End Statements, Executive Limitations, CEOED Position Description, CEOED Annual Plan of Work, and other written Board-Executive Committee policies, delegating to the CEOED, reasonable interpretation and implementation of those policies and expectations.

- 1) Decisions or instructions of individual Board-DirectorsExecutive Committee, Officers, or Committees are not binding on the CEOED except in rare instances when the Board-Executive Committee has specially authorized such exercise of authority.
- 2) The Board-Executive Committee will not give instructions to staff who report directly or indirectly to the CEOED. Further, the Board-Executive Committee shall not conduct an

evaluation either formally or informally of any staff other than the CEOED. Should the CEOED become aware of incidents regarding this policy, the CEOED shall report the issue to the Executive Committee for resolution.

Policy 3.2 – Monitoring CEOED Performance

The systematic and rigorous monitoring of CEOED performance shall be solely against the Board's Executive Committee's outcomes and management limitations policies as revealed by any formal monitoring system. The CEOED's performance assessment will be completed no less than annually through a process designed and implemented by the Board-Executive Committee with the following processes:

- 1) Monitoring to determine the degree to which Board-Executive Committee policies are being met. Information that does not do this will not be considered to be monitoring information. The Board-Executive Committee will acquire monitoring data by one or more of three methods:
 - A. By internal report, in which the CEOED discloses compliance information, along with justification for the reasonableness of their policy interpretation;
 - B. By external report, in which an external, disinterested third party selected by the Board-Executive Committee, or any certifying or accrediting body, assesses compliance with Board-Executive Committee policies, augmented with the CEOED's justification for the reasonableness of their policy interpretation; and/or
 - C. By direct Board-Executive Committee inspection, in which a designated member or members of the Board-Executive Committee assess compliance with policy, with access to the CEOED's justification for the reasonableness of their policy interpretation.
- 2) In every case, the standard for compliance shall be any reasonable interpretation by the CEOED of the Board-Executive Committee policy being monitored. The Board-Executive Committee remains the final arbiter of reasonableness.
- 3) All policies that instruct the CEOED will be monitored at a frequency and by a method chosen by the Board-Executive Committee. The Board-Executive Committee can monitor any policy at any time by any ~~method, but~~ method but will ordinarily depend on a routine schedule.
- 4) The Board-Executive Committee may change its policies from time to time, thereby shifting the boundary between Board-Executive Committee and CEOED domains. By doing so, the Board-Executive Committee changes the discretion given the CEOED. However as long as any particular delegation is in place, the Board-Executive Committee will respect and support the CEOED's interpretation and choices.

Policy 3.3 – Noncompliance Remediation and Grievance Process against the CEOED Board-Executive Committee members who allege the CEOED has violated Board-Executive Committee policy shall contact the Chair about such grievances. The Chair shall present the alleged violations to the Board-Executive Committee as a whole.

Policy 3.4 – CEOED Compensation

Compensation will cover all types of compensation including, but not limited to, salary, benefits, and incentive compensation.

- 1) Performance considered for compensation purposes by the Board-Executive Committee will only be against stated Board-Executive Committee policies as revealed through the formal monitoring system.
- 2) The Board-Executive Committee may form a Committee or as a whole, gather compensation information and to provide CEOED compensation options and analysis for full Board-Executive Committee consideration.
- 3) The Board-Executive Committee shall not fail to have a written employment agreement with the CEOED, addressing, but not limited to, compensation, performance, and termination.

Policy 3.5 – CEOED Termination

- 1) The CEOED serves at the pleasure of the Board-Executive Committee and may be terminated for or without cause consistent with the CEOED's Employment Agreement.
- 2) Any decision by the Board-Executive Committee to terminate the CEOED for cause must consider the CEOED's performance against stated Board-Executive Committee policies as revealed by any formal monitoring system and the CEOED Employment Agreement.
- 3) A decision to terminate employment of the CEOED must be conducted consistent with the CEOED's Employment Agreement and requires a majority vote of a Quorum of Board-Executive Committee members at a regularly scheduled Board-Executive Committee meeting.

North Central Health Care
 Programs by Service Line - Current Month
 August-24

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
BEHAVIORAL HEALTH SERVICES								
Adult Behavioral Health Hospital	617,168	698,682	(81,514)	519,475	601,659	82,185	97,694	671
Adult Crisis Stabilization Facility	249,769	227,792	21,976	166,715	185,440	18,725	83,054	40,701
Lakeside Recovery MMT	120,024	142,715	(22,691)	108,044	133,418	25,374	11,981	2,683
Youth Behavioral Health Hospital	192,775	252,205	(59,430)	233,164	332,124	98,960	(40,389)	39,530
Youth Crisis Stabilization Facility	113,796	120,130	(6,334)	113,836	100,529	(13,307)	(40)	(19,641)
Contracted Services (Out of County Placements)	-	-	-	132,281	-	(132,281)	(132,281)	(132,281)
Crisis Services	253,604	282,193	(28,589)	237,494	267,143	29,649	16,110	1,060
Psychiatry Residency	15,883	73,107	(57,224)	2,682	87,891	85,210	13,202	27,986
	<u>1,563,019</u>	<u>1,796,824</u>	<u>(233,805)</u>	<u>1,513,688</u>	<u>1,708,204</u>	<u>194,516</u>	<u>49,330</u>	<u>(39,289)</u>
COMMUNITY SERVICES								
Outpatient Services (Marathon)	388,685	506,883	(118,199)	453,480	553,068	99,587	(64,796)	(18,611)
Outpatient Services (Lincoln)	98,589	105,073	(6,485)	69,309	87,837	18,527	29,279	12,043
Outpatient Services (Langlade)	71,408	84,916	(13,508)	64,424	63,597	(827)	6,984	(14,335)
Community Treatment Adult (Marathon)	533,324	536,381	(3,057)	602,871	594,606	(8,265)	(69,548)	(11,322)
Community Treatment Adult (Lincoln)	58,041	79,305	(21,264)	92,168	88,893	(3,275)	(34,127)	(24,539)
Community Treatment Adult (Langlade)	25,827	35,652	(9,825)	40,213	64,124	23,911	(14,386)	14,086
Community Treatment Youth (Marathon)	496,604	578,846	(82,242)	547,938	562,165	14,226	(51,335)	(68,016)
Community Treatment Youth (Lincoln)	179,132	171,582	7,550	159,439	167,122	7,683	19,692	15,233
Community Treatment Youth (Langlade)	133,657	125,150	8,508	112,047	125,372	13,325	21,611	21,833
Hope House (Sober Living Marathon)	8,809	8,270	539	8,395	8,264	(131)	414	408
Sober Living (Langlade)	8,089	3,841	4,248	5,707	6,072	365	2,382	4,613
Adult Protective Services	72,195	80,727	(8,532)	49,049	91,590	42,541	23,146	34,009
Jail Meals (Marathon)	-	-	-	(1,065)	-	1,065	1,065	1,065
	<u>2,074,360</u>	<u>2,316,627</u>	<u>(242,267)</u>	<u>2,203,977</u>	<u>2,412,709</u>	<u>208,732</u>	<u>(129,617)</u>	<u>(33,534)</u>
COMMUNITY LIVING								
Day Services (Langlade)	24,828	31,157	(6,329)	22,296	26,963	4,666	2,531	(1,663)
Supportive Employment Program	17,919	26,164	(8,245)	19,984	27,810	7,826	(2,064)	(419)
	<u>42,747</u>	<u>57,321</u>	<u>(14,574)</u>	<u>42,280</u>	<u>54,772</u>	<u>12,492</u>	<u>467</u>	<u>(2,082)</u>
NURSING HOMES								
Mount View Care Center	1,918,370	2,116,905	(198,535)	1,910,057	2,032,563	122,506	8,313	(76,029)
Pine Crest Nursing Home	1,278,046	-	1,278,046	1,134,779	-	(1,134,779)	143,267	143,267
	<u>3,196,417</u>	<u>2,116,905</u>	<u>1,079,511</u>	<u>3,044,836</u>	<u>2,032,563</u>	<u>(1,012,273)</u>	<u>151,581</u>	<u>67,238</u>
Pharmacy	617,747	676,612	(58,865)	685,431	722,244	36,813	(67,684)	(22,052)
OTHER PROGRAMS								
Aquatic Services	91,588	116,081	(24,492)	66,156	136,108	69,952	25,432	45,460
Birth To Three	-	-	-	-	-	-	-	-
Demand Transportation	32,378	38,589	(6,211)	44,760	49,672	4,913	(12,382)	(1,298)
	<u>123,966</u>	<u>154,669</u>	<u>(30,703)</u>	<u>110,916</u>	<u>185,780</u>	<u>74,865</u>	<u>13,050</u>	<u>44,161</u>
Total NCHC Service Programs	<u>7,618,256</u>	<u>7,422,405</u>	<u>195,850</u>	<u>7,601,129</u>	<u>7,422,405</u>	<u>(181,821)</u>	<u>17,127</u>	<u>14,029</u>
SELF-FUNDED INSURANCE TRUST FUNDS								
Health Insurance Trust Fund	675,519	-	675,519	447,566	-	(447,566)	227,953	227,953
Dental Insurance Trust Fund	36,684	-	36,684	33,584	-	(33,584)	3,100	3,100
Total NCHC Self-Funded Insurance Trusts	<u>712,203</u>	<u>-</u>	<u>712,203</u>	<u>481,150</u>	<u>-</u>	<u>(481,150)</u>	<u>231,053</u>	<u>231,053</u>

North Central Health Care
 Programs by Service Line - Year to Date
 For the Period Ending August 31, 2024

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
BEHAVIORAL HEALTH SERVICES								
Adult Behavioral Health Hospital	5,318,877	5,589,455	(270,578)	4,257,186	4,813,274	556,088	1,061,691	285,510
Adult Crisis Stabilization Facility	2,158,853	1,822,338	336,515	1,346,765	1,483,516	136,751	812,088	473,266
Lakeside Recovery MMT	821,158	1,141,723	(320,565)	945,313	1,067,342	122,029	(124,155)	(198,536)
Youth Behavioral Health Hospital	2,317,186	2,017,643	299,543	1,993,591	2,656,995	663,404	323,595	962,947
Youth Crisis Stabilization Facility	984,692	961,037	23,654	828,679	804,233	(24,446)	156,013	(791)
Contracted Services (Out of County Placements)	-	-	-	1,225,564	-	(1,225,564)	(1,225,564)	(1,225,564)
Crisis Services	2,029,787	2,257,544	(227,757)	1,898,338	2,137,144	238,807	131,450	11,050
Psychiatry Residency	127,064	584,853	(457,789)	140,313	703,131	562,817	(13,249)	105,028
	<u>13,757,618</u>	<u>14,374,594</u>	<u>(616,976)</u>	<u>12,635,750</u>	<u>13,665,635</u>	<u>1,029,885</u>	<u>1,121,869</u>	<u>412,910</u>
COMMUNITY SERVICES								
Outpatient Services (Marathon)	3,331,068	4,055,067	(723,999)	3,616,747	4,424,540	807,793	(285,679)	83,795
Outpatient Services (Lincoln)	782,021	840,587	(58,567)	599,177	702,694	103,517	182,844	44,950
Outpatient Services (Langlade)	563,928	679,329	(115,400)	489,064	508,774	19,710	74,864	(95,690)
Community Treatment Adult (Marathon)	3,868,576	4,291,045	(422,469)	4,345,510	4,756,846	411,336	(476,934)	(11,133)
Community Treatment Adult (Lincoln)	508,315	634,442	(126,127)	585,153	711,144	125,991	(76,838)	(136)
Community Treatment Adult (Langlade)	192,980	285,215	(92,235)	312,249	512,989	200,740	(119,269)	108,504
Community Treatment Youth (Marathon)	4,179,276	4,630,767	(451,490)	4,547,454	4,497,318	(50,136)	(368,178)	(501,627)
Community Treatment Youth (Lincoln)	1,231,636	1,372,654	(141,018)	1,256,557	1,336,976	80,420	(24,920)	(60,598)
Community Treatment Youth (Langlade)	1,032,129	1,001,199	30,929	995,646	1,002,979	7,333	36,482	38,262
Hope House (Sober Living Marathon)	56,064	66,161	(10,097)	66,561	66,115	(446)	(10,497)	(10,543)
Sober Living (Langlade)	54,406	30,732	23,675	43,096	48,578	5,482	11,310	29,157
Adult Protective Services	547,811	645,817	(98,006)	529,138	732,722	203,584	18,673	105,578
Jail Meals (Marathon)	74,265	-	74,265	38,123	-	(38,123)	36,142	36,142
	<u>16,422,477</u>	<u>18,533,015</u>	<u>(2,110,538)</u>	<u>17,424,476</u>	<u>19,301,675</u>	<u>1,877,200</u>	<u>(1,001,999)</u>	<u>(233,338)</u>
COMMUNITY LIVING								
Day Services (Langlade)	215,853	249,255	(33,403)	204,425	215,702	11,277	11,428	(22,125)
Supportive Employment Program	188,066	209,315	(21,249)	202,473	222,477	20,004	(14,407)	(1,245)
	<u>403,919</u>	<u>458,570</u>	<u>(54,652)</u>	<u>406,898</u>	<u>438,180</u>	<u>31,281</u>	<u>(2,980)</u>	<u>(23,370)</u>
NURSING HOMES								
Mount View Care Center	17,715,424	16,935,243	780,181	14,700,019	16,260,503	1,560,485	3,015,405	2,340,666
Pine Crest Nursing Home	9,736,974	-	9,736,974	8,919,153	-	(8,919,153)	817,821	817,821
	<u>27,452,398</u>	<u>16,935,243</u>	<u>10,517,155</u>	<u>23,619,172</u>	<u>16,260,503</u>	<u>(7,358,668)</u>	<u>3,833,226</u>	<u>3,158,486</u>
Pharmacy	4,820,864	5,412,898	(592,034)	4,811,730	5,777,955	966,226	9,134	374,192
OTHER PROGRAMS								
Aquatic Services	771,643	928,644	(157,002)	617,103	1,088,865	471,762	154,540	314,760
Birth To Three	259,720	-	259,720	259,720	-	(259,720)	-	-
Demand Transportation	256,094	308,711	(52,617)	330,269	397,379	67,110	(74,175)	14,493
	<u>1,287,457</u>	<u>1,237,355</u>	<u>50,101</u>	<u>1,207,092</u>	<u>1,486,244</u>	<u>279,152</u>	<u>80,365</u>	<u>329,253</u>
Total NCHC Service Programs	<u>64,144,732</u>	<u>59,379,236</u>	<u>4,765,495</u>	<u>60,105,117</u>	<u>59,379,237</u>	<u>(725,880)</u>	<u>4,039,615</u>	<u>4,039,615</u>
SELF-FUNDED INSURANCE TRUST FUNDS								
Health Insurance Trust Fund	5,395,612	-	5,395,612	5,259,046	-	(5,259,046)	136,566	136,566
Dental Insurance Trust Fund	297,135	-	297,135	256,329	-	(256,329)	40,806	40,806
Total NCHC Self-Funded Insurance Trusts	<u>5,692,747</u>	<u>-</u>	<u>5,692,747</u>	<u>5,515,375</u>	<u>-</u>	<u>(5,515,375)</u>	<u>177,372</u>	<u>177,372</u>

North Central Health Care
Fund Balance Review
For the Period Ending August 31, 2024

	<u>Marathon</u>	<u>Langlade</u>	<u>Lincoln</u>	<u>Total</u>
YTD Appropriation (Tax Levy) Revenue	3,886,027	157,661	705,902	4,749,590
Total Revenue at Period End	45,105,985	3,897,847	15,140,900	64,144,732
County Percent of Total Net Position	70.3%	6.1%	23.6%	
Total Operating Expenses, Year-to-Date *	42,016,366	3,950,304	14,138,447	60,105,117
<i>* Excluding Depreciation Expenses to be allocated at the end of the year</i>				
Share of Operating Cash	14,578,330	1,259,791	4,893,564	20,731,684
Days Cash on Hand	84	78	84	84
Minimum Target - 20%	12,604,910	1,185,091	4,241,534	18,031,535
Over/(Under) Target	1,973,420	74,700	652,030	2,700,149
Share of Investments	-	-	-	-
Days Invested Cash	0	0	0	0
Days Invested Cash on Hand Target - 90 Days	15,540,300	1,461,071	5,229,289	22,230,660
Current Percentage of Operating Cash	34.7%	31.9%	34.6%	34.5%
Over/(Under) Target	1,973,420	74,700	652,030	2,700,149
Share of Investments	-	-	-	-
Amount Needed to Fulfill Fund Balance Policy	<u>1,973,420</u>	<u>74,700</u>	<u>652,030</u>	<u>2,700,149</u>

North Central Health Care
Review of Services in Marathon County
For the Period Ending August 31, 2024

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
Direct Services								
Outpatient Services	3,331,068	4,055,067	(723,999)	3,616,747	4,424,540	807,793	(285,679)	83,795
Community Treatment-Adult	3,868,576	4,291,045	(422,469)	4,345,510	4,756,846	411,336	(476,934)	(11,133)
Community Treatment-Youth	4,179,276	4,630,767	(451,490)	4,547,454	4,497,318	(50,136)	(368,178)	(501,627)
Hope House Sober Living	56,064	66,161	(10,097)	66,561	66,115	(446)	(10,497)	(10,543)
Demand Transportation	256,094	308,711	(52,617)	330,269	397,379	67,110	(74,175)	14,493
Jail Meals	74,265	-	74,265	38,123	-	(38,123)	36,142	36,142
Aquatic Services	771,643	928,644	(157,002)	617,103	1,088,865	471,762	154,540	314,760
Birth To Three	259,720	-	259,720	259,720	-	(259,720)	-	-
Mount View Care Center	17,715,424	16,935,243	780,181	14,700,019	16,260,503	1,560,485	3,015,405	2,340,666
	<u>30,512,130</u>	<u>31,215,638</u>	<u>(703,508)</u>	<u>28,521,506</u>	<u>31,491,567</u>	<u>2,970,061</u>	<u>1,990,624</u>	<u>2,266,553</u>
Shared Services								
Adult Behavioral Health Hospital	4,008,225	4,209,083	(200,858)	3,160,231	3,573,031	412,800	847,994	211,942
Youth Behavioral Health Hospital	1,721,495	1,499,136	222,359	1,479,900	1,972,364	492,464	241,595	714,823
Residency Program	94,323	434,153	(339,830)	104,159	521,954	417,795	(9,835)	77,965
Supportive Employment Program	139,607	155,380	(15,774)	150,302	165,151	14,849	(10,695)	(924)
Crisis Services	1,675,111	1,844,181	(169,070)	1,409,190	1,586,463	177,273	265,921	8,203
Adult Crisis Stabilization Facility	1,602,579	1,352,774	249,805	999,742	1,101,257	101,514	602,836	351,319
Youth Crisis Stabilization Facility	730,965	713,406	17,559	615,152	597,005	(18,147)	115,813	(588)
Pharmacy	3,578,665	4,018,149	(439,484)	3,571,885	4,289,142	717,257	6,781	277,773
Lakeside Recovery MMT	637,090	875,055	(237,964)	701,733	792,318	90,585	(64,643)	(147,379)
Adult Protective Services	405,794	478,547	(72,752)	392,795	543,921	151,126	13,000	78,374
Contracted Services (Out of County Placements)	-	-	-	909,771	-	(909,771)	(909,771)	(909,771)
	<u>14,593,855</u>	<u>15,579,863</u>	<u>(986,008)</u>	<u>13,494,860</u>	<u>15,142,606</u>	<u>1,647,746</u>	<u>1,098,995</u>	<u>661,737</u>
Excess Revenue/(Expense)	45,105,985	46,795,501	(1,689,516)	42,016,366	46,634,173	4,617,807	3,089,619	2,928,290

North Central Health Care
Review of Services in Lincoln County
For the Period Ending August 31, 2024

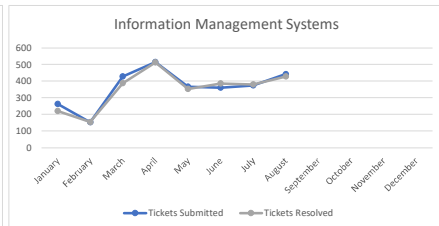
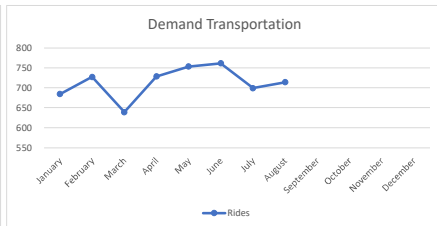
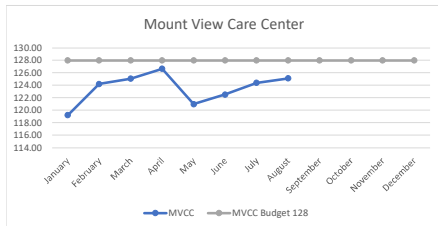
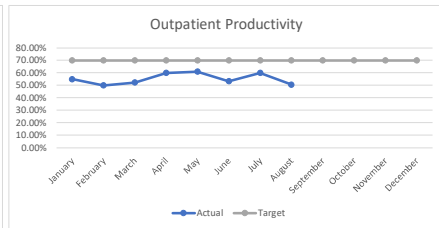
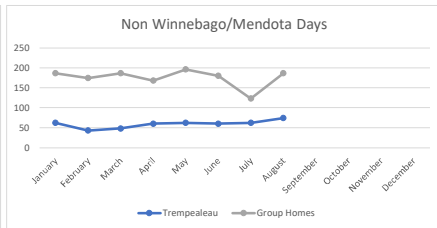
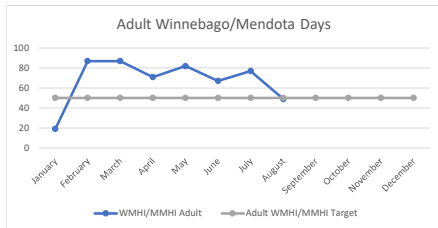
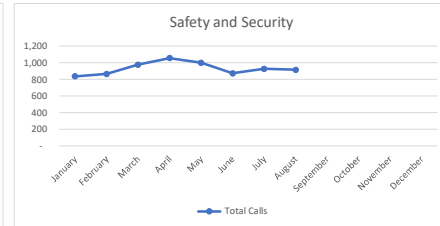
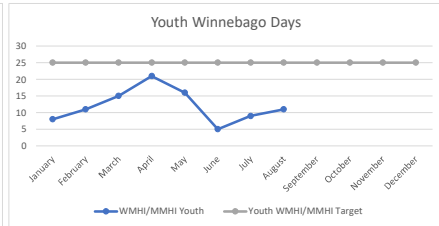
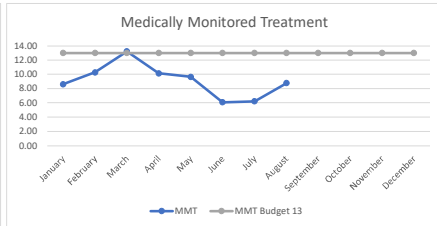
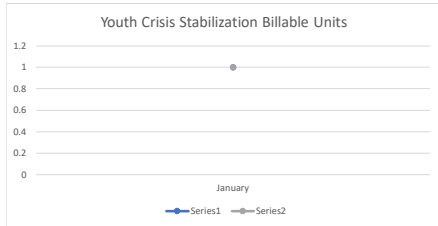
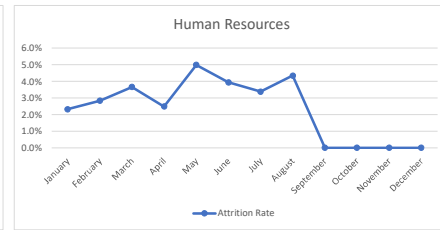
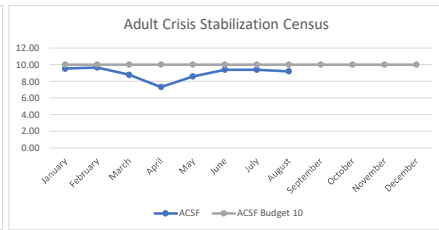
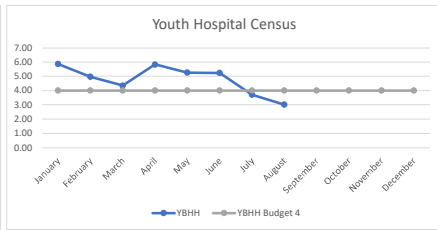
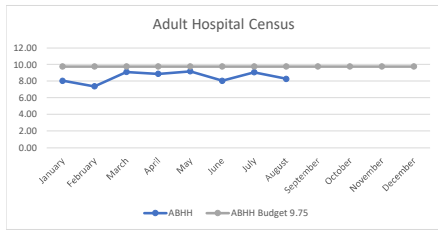
	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
Direct Services								
Outpatient Services	782,021	840,587	(58,567)	599,177	702,694	103,517	182,844	44,950
Community Treatment-Adult	508,315	634,442	(126,127)	585,153	711,144	125,991	(76,838)	(136)
Community Treatment-Youth	1,231,636	1,372,654	(141,018)	1,256,557	1,336,976	80,420	(24,920)	(60,598)
Pine Crest Nursing Home	9,736,974	-	9,736,974	8,919,153	-	(8,919,153)	817,821	817,821
	<u>12,258,946</u>	<u>2,847,683</u>	<u>9,411,263</u>	<u>11,360,039</u>	<u>2,750,814</u>	<u>(8,609,225)</u>	<u>898,907</u>	<u>802,037</u>
Shared Services								
Adult Behavioral Health Hospital	824,416	865,769	(41,354)	650,649	735,639	84,990	173,767	43,636
Youth Behavioral Health Hospital	353,184	307,403	45,781	304,691	406,083	101,392	48,493	147,172
Residency Program	19,420	89,386	(69,966)	21,445	107,463	86,018	(2,025)	16,052
Supportive Employment Program	28,743	31,991	(3,248)	30,945	34,002	3,057	(2,202)	(190)
Crisis Services	247,095	281,904	(34,809)	290,133	326,631	36,498	(43,038)	1,689
Adult Crisis Stabilization Facility	329,949	278,518	51,431	205,833	226,734	20,900	124,116	72,332
Youth Crisis Stabilization Facility	150,496	146,881	3,615	126,651	122,915	(3,736)	23,844	(121)
Pharmacy	736,799	827,282	(90,484)	735,403	883,076	147,673	1,396	57,190
Lakeside Recovery MMT	109,178	158,172	(48,994)	144,477	163,128	18,650	(35,299)	(30,343)
Adult Protective Services	82,675	97,653	(14,979)	80,871	111,986	31,115	1,804	16,136
Contracted Services (Out of County Placements)	-	-	-	187,310	-	(187,310)	(187,310)	(187,310)
	<u>2,881,954</u>	<u>3,084,959</u>	<u>(203,006)</u>	<u>2,778,408</u>	<u>3,117,657</u>	<u>339,248</u>	<u>103,545</u>	<u>136,243</u>
Excess Revenue/(Expense)	15,140,900	5,932,643	9,208,257	14,138,447	5,868,471	(8,269,977)	1,002,452	938,280

North Central Health Care
Review of Services in Langlade County
For the Period Ending August 31, 2024

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
Direct Services								
Outpatient Services	563,928	679,329	(115,400)	489,064	508,774	19,710	74,864	(95,690)
Community Treatment-Adult	192,980	285,215	(92,235)	312,249	512,989	200,740	(119,269)	108,504
Community Treatment-Youth	1,032,129	1,001,199	30,929	995,646	1,002,979	7,333	36,482	38,262
Sober Living	54,406	30,732	23,675	43,096	48,578	5,482	11,310	29,157
Adult Day Services	215,853	249,255	(33,403)	204,425	215,702	11,277	11,428	(22,125)
	<u>2,059,296</u>	<u>2,245,730</u>	<u>(186,434)</u>	<u>2,044,481</u>	<u>2,289,022</u>	<u>244,542</u>	<u>14,815</u>	<u>58,107</u>
Shared Services								
Adult Behavioral Health Hospital	486,237	514,603	(28,366)	446,306	504,604	58,298	39,930	29,932
Youth Behavioral Health Hospital	242,507	211,104	31,403	209,000	278,549	69,549	33,507	100,952
Residency Program	13,321	61,314	(47,993)	14,710	73,713	59,004	(1,389)	11,011
Supportive Employment Program	19,716	21,944	(2,228)	21,226	23,324	2,097	(1,510)	(131)
Crisis Services	107,582	131,459	(23,877)	199,014	224,050	25,036	(91,432)	1,158
Adult Crisis Stabilization Facility	226,325	191,047	35,279	141,189	155,526	14,336	85,136	49,615
Youth Crisis Stabilization Facility	103,231	100,751	2,480	86,875	84,313	(2,563)	16,356	(83)
Pharmacy	505,400	567,466	(62,066)	504,442	605,738	101,295	958	39,229
Lakeside Recovery MMT	74,890	108,496	(33,607)	99,103	111,896	12,793	(24,213)	(20,814)
Adult Protective Services	59,342	69,617	(10,275)	55,473	76,816	21,343	3,870	11,068
Contracted Services (Out of County Placements)	-	-	-	128,483	-	(128,483)	(128,483)	(128,483)
	<u>1,838,551</u>	<u>1,977,801</u>	<u>(139,250)</u>	<u>1,905,823</u>	<u>2,138,527</u>	<u>232,704</u>	<u>(67,272)</u>	<u>93,454</u>
Excess Revenue/(Expense)	3,897,847	4,223,531	(325,684)	3,950,304	4,427,549	477,246	(52,456)	151,562

Month		August		Monthly				Year to Date			
KPI Dashboard				Actual	Budget/Target	Variance	Variance %	Actual	Budget/Target	Variance	Variance %
Department	Metric										
Behavioral Health Services											
Adult Behavioral Health Hospital	Average Daily Census			8.26	9.75	(1.49)	-15.30%	8.49	9.75	(1.26)	-12.97%
Adult Crisis Stabilization Facility	Average Daily Census			9.19	10.00	(0.81)	-8.10%	8.98	10.00	(1.02)	-10.15%
Lakeside Recovery MMT	Average Daily Census			8.77	13.00	(4.23)	-32.51%	9.12	13.00	(3.88)	-29.83%
Youth Behavioral Health Hospital	Average Daily Census			3.03	4.00	(0.97)	-24.25%	4.78	4.00	0.78	19.53%
Youth Crisis Stabilization Facility	Average Daily Census			2.55	4.00	(1.45)	-36.30%	2.63	4.00	(1.37)	-34.17%
Youth Crisis Stabilization Facility	Billable Units			1394	1209	185	15.30%	11645	9672	1,973	20.39%
Youth Out of County Placements (WMHI/MMHI)	Days			11	25	(14.00)	-56.00%	96			
Adult Out of County Placements (WMHI/MMHI)	Days			49	50	(1.00)	-2.00%	539			
Out of County Placements (Trempealeau)	Days			74				471			
Out of County Placements (Group Homes)	Days			186				1399			
Community Services				Actual	Budget/Target	Variance	Variance %	Actual	Budget/Target	Variance	Variance %
Outpatient Services	Productivity %			50.43%	70.00%	-19.57%	-28%	55.12%	70.00%	-14.88%	-21%
Hope House - Marathon	Average Daily Census			8	8	0	0%	7.04	8	-0.96	-12%
Sober Living - Landlade	Average Daily Census			6.8	3	3.8	127%	5.62	3	2.62	87%
Nursing Home				Actual	Budget/Target	Variance	Variance %	Actual	Budget/Target	Variance	Variance %
Mount View Care Center	Average Daily Census			125.10	128.0	(2.90)	-2%	123.51	128.0	(4.49)	-4%
Pine Crest Nursing Home	Average Daily Census			86.7	0.0	86.70	#DIV/0!	84.2	0.0	84.23	#DIV/0!
Other Programs				Rides	Budget/Target	Variance	Variance %	Rides	Budget/Target	Variance	Variance %
Transportation	Rides			714				5705			
Support Services				Resolved	Submitted	Variance	Variance %	Resolved	Submitted	Variance	Variance %
Information Management Services	Tickets			428	442	(14.00)	-3%	2820	2899	(79.00)	-3%
Support Services				New Hires	Average Headcount	Terminations	Attrition Rate	New Hires	Average Headcount	Terminations	Attrition Rate
Human Resources	Attrition Rate			25	760	33	4.3%	214	776	214	27.6%
Support Services				General Tasks	Calls for Service	Total Calls		General Tasks	Calls for Service	Total Calls	
Safety & Security	Calls			650	264	914		4836	2608	7444	

Financial KPIs





North Central Health Care
Person centered. Outcome focused.

PRIVILEGE AND APPOINTMENT RECOMMENDATION

Appointee Gabriel C. Ticho, M.D. Appoint/Reappoint 11-01-2024 to 10-31-2026 Time Period

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

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:

Wagas Gasin, M.D.

(Med Staff President or Designee Signature)

09/18/2024

(Signature Date)

MEC ACTION

MEC recommends that:

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

Wagas Gasin, M.D.

(MEC Committee or Designee Signature)

09/19/2024

(Signature Date)

GOVERNING BOARD ACTION

Reviewed by Governing Board: (Date)

Response: Concur (checked)
Recommend further reconsideration

(Governing Board Signature)

(Signature Date)

(Executive Director Signature)

(Signature Date)