

OFFICIAL NOTICE AND AMENDED 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:

Thursday, February 22, 2024 at 10:00 AM
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:** 2498 070 2116 **Password:** 1234

AGENDA

1. Call to Order
2. Public Comments (15 Minutes)
3. Approval of January 31, 2024 Executive Committee Meeting Minutes
4. Educational Presentations and Committee Discussion
 - a. Financial Update – J. Hake
 - b. Update Regarding the Sale of Pine Crest – G. Olsen
5. Discussion and Possible Action
 - a. ACTION: Approval of 2024 Wage Scale
6. Closed Session:
 - a. Motion to go into Closed Session (Roll Call Vote Suggested), pursuant to Wis. Stat. s. 19.85(1)(c), for the purpose of considering employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility, to wit: Review and consider salary and pay range adjustments for specific senior leadership positions.
7. Motion to Return to Open Session (Roll Call Vote Unnecessary) and Possible Announcements and/or Action Regarding Closed Session items
8. Next Meeting Date & Time, Location and Future Agenda Items
 - a. Wednesday, March 27, 2024, 1:00 p.m., NCHC Eagle Board Room
9. 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: 02/20/2024 TIME: 1:00 PM BY: D. Osowski

NORTH CENTRAL COMMUNITY SERVICES PROGRAM EXECUTIVE COMMITTEE MEETING MINUTES

January 31, 2024

1:00 p.m.

North Central Health Care

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

Staff: Gary Olsen, Jason Hake, Vicki Tylka, Jennifer Peaslee

Others: Dejan Adzic, Marathon County Deputy Corporation Counsel

Others via WebEx: Judy Woller, Jacque Krause, Don Dunphy, Eileen Guthrie, Elizabeth McCrank, Julie Allen

Call to Order

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

Public Comments

- None

Approval of November 28 2023 and December 13, 2023 Executive Committee Meeting Minutes

- **Motion**/second, Stowe/Leonhard, to approve the November 28, 2023 and December 13, 2023 Executive Committee meeting minutes. Motion carried.

Financial Update – J. Hake

- The preliminary December and year-to-date financials were reviewed. Net income in December was \$776,000. For the second month in a row Behavioral Health Services ended with a positive net income. Overall, we had a good month.
- Year-to-date preliminary financials ended with a net income of \$1.9 million. Behavioral health had a significant improvement from 2022 of about \$1.5 million. Mount View had a very good year of \$2.6 million mostly due to Medicaid rate increases. Pine Crest also ended with \$450,000 in the black which is contributed mostly to the Medicaid rate increase. Staff were commended for the great work in turning the financials around to a more stable position.

Year End Review of Senior Leadership Accomplishments for 2023

- The 2023 Senior Leadership Accomplishments were reviewed by the Senior Leadership Team.

Approval of Pine Crest Contract Amendment

- The proposed Pine Crest Nursing Home Management Agreement amendment was reviewed. The amendment is being requested to allow Lincoln County the ability to negotiate the potential sale of the nursing home to:
 - allow for the flexibility to end the nursing home management agreement sooner than the currently required 180-day notice;
 - clarify that equipment and personal property on Pine Crest premises are the property of Lincoln County, and to transfer employees to a potential buyer.
- R. Krueger suggested an additional amendment (see attached) be included in the event Lincoln County or NCHC would like to end the Nursing Home Management Agreement:
 - upon mutual termination, even in absence of a sale, NCHC will transfer employees and equipment to Lincoln County.
- **Motion**/second, Krueger/Leonhard, to approve the amended version of the proposed 1st Amendment to the Nursing Home Management Agreement. Motion carried. The amended 1st Amendment will now be presented to Lincoln County for approval.

Sick Leave Benefits for Pine Crest and Lincoln Industries Employees Policy

- With the Nursing Home Management Agreement amendment approved by this Committee, the recommendation is being made to revise the Sick Leave Benefits for Employees of Pine Crest Nursing Home and Lincoln Industries contingent upon approval by the Lincoln County Board of the amended 1st Amendment to the Nursing Home Management Agreement.
- The revisions to the policies were reviewed.
- **Motion**/second, Leonhard/Stowe, to adopt the policies with the amendments as provided today contingent upon Lincoln County Board approving the amended 1st Amendment to the Nursing Home Management Agreement as adopted by this body. Motion carried.

Fund Balance Policy and Cash Management Policy

- Jason Hake reviewed the changes to the Fund Balance Policy. Handout of page 59 of our audit document was provided as added clarification to the revisions.
- Update to Cash Management Policy was reviewed.
- **Motion**/second, Stowe/Leonhard, moved to adopt the Fund Balance Policy and Cash Management Policy changes. Motion carried.

Recommendations of Medical Staff

- **Motion**/second, Leonhard/Stowe, to approve the following recommendations of the Medical Staff: Re-Appointments for Hannah Wenzlick, PA-C, Tiffany Pluger, APNP, Kimberly Hoenecke, M.D., and an amendment to appointment for Mandy Sikorski, APNP. Motion carried.

CLOSED SESSION

- **Motion**/second, Stowe/Leonhard, to go into Closed Session (Roll Call Vote Suggested), pursuant to Wis. Stat. s. 19.85(1)(c), for the purpose of considering employment, promotion, compensation, or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility, to wit: Conduct annual performance evaluation of NCHC Executive Director. Roll call vote taken. All indicated aye. Motion carried. Meeting convened in closed session at 2:19 p.m.
- **Motion**/second, Leonhard/Stowe, to reconvene in open session at 2:49 p.m. Motion carried. No action taken from items discuss in Closed Session.

Adjourn

- **Motion**/second, Leonhard/Stowe, to adjourn the meeting at 2:50 p.m. Motion carried.

Minutes prepared by Debbie Osowski, Senior Executive Assistant

DRAFT

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

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
BEHAVIORAL HEALTH SERVICES								
Adult Behavioral Health Hospital	680,404	698,682	(18,278)	529,648	601,659	72,012	150,756	53,734
Adult Crisis Stabilization Facility	227,405	227,792	(388)	156,485	185,440	28,955	70,920	28,567
Lakeside Recovery MMT	167,873	142,715	25,158	84,531	133,418	48,887	83,343	74,045
Youth Behavioral Health Hospital	395,815	252,205	143,610	271,027	332,124	61,097	124,788	204,707
Youth Crisis Stabilization Facility	152,454	120,130	32,325	83,427	100,529	17,102	69,027	49,427
Contracted Services (Out of County Placements)	-	-	-	67,188	-	(67,188)	(67,188)	(67,188)
Crisis Services	255,162	282,193	(27,031)	217,032	267,143	50,111	38,129	23,079
Psychiatry Residency	15,883	73,107	(57,224)	3,865	87,891	84,026	12,018	26,803
	<u>1,894,996</u>	<u>1,796,824</u>	<u>98,172</u>	<u>1,413,203</u>	<u>1,708,204</u>	<u>295,002</u>	<u>481,793</u>	<u>393,173</u>
COMMUNITY SERVICES								
Outpatient Services (Marathon)	459,978	506,883	(46,905)	442,548	553,068	110,519	17,430	63,614
Outpatient Services (Lincoln)	95,928	105,073	(9,145)	70,336	87,837	17,501	25,593	8,356
Outpatient Services (Langlade)	73,387	84,916	(11,529)	59,271	63,597	4,326	14,116	(7,204)
Community Treatment Adult (Marathon)	525,067	536,381	(11,314)	516,218	594,606	78,388	8,849	67,074
Community Treatment Adult (Lincoln)	66,748	79,305	(12,558)	59,000	88,893	29,893	7,747	17,335
Community Treatment Adult (Langlade)	24,886	35,652	(10,766)	38,049	64,124	26,074	(13,164)	15,308
Community Treatment Youth (Marathon)	437,616	578,846	(141,230)	540,081	562,165	22,083	(102,465)	(119,146)
Community Treatment Youth (Lincoln)	120,885	171,582	(50,697)	130,040	167,122	37,082	(9,155)	(13,615)
Community Treatment Youth (Langlade)	74,701	125,150	(50,449)	109,092	125,372	16,281	(34,390)	(34,168)
Hope House (Sober Living Marathon)	5,146	8,270	(3,124)	7,697	8,264	567	(2,551)	(2,557)
Sober Living (Langlade)	4,448	3,841	606	5,412	6,072	660	(965)	1,266
Jail Meals (Marathon)	74,265	-	74,265	37,481	-	(37,481)	36,784	36,784
	<u>1,963,055</u>	<u>2,235,900</u>	<u>(272,845)</u>	<u>2,015,226</u>	<u>2,321,119</u>	<u>305,893</u>	<u>(52,171)</u>	<u>33,049</u>
COMMUNITY LIVING								
Adult Day Services (Marathon)	-	65,294	(65,294)	687	67,979	67,293	(687)	1,999
Day Services (Langlade)	31,573	31,157	417	28,742	26,963	(1,779)	2,831	(1,363)
Supportive Employment Program	24,289	26,164	(1,875)	26,634	27,810	1,176	(2,345)	(699)
Andrea St Group Home	-	45,728	(45,728)	-	45,728	45,728	-	-
Chadwick Group Home	-	57,622	(57,622)	-	57,622	57,622	-	-
Bissell Street Group Home	-	-	-	-	-	-	-	-
Heather Street Group Home	-	-	-	-	-	-	-	-
Marshall Street Residential	-	-	-	-	-	-	-	-
Jelinek Apartments	-	72,796	(72,796)	-	72,796	72,796	-	-
River View Apartments	-	62,005	(62,005)	-	62,005	62,005	-	-
Riverview Terrace	-	-	-	-	-	-	-	-
	<u>55,863</u>	<u>360,767</u>	<u>(304,904)</u>	<u>56,063</u>	<u>360,903</u>	<u>304,840</u>	<u>(200)</u>	<u>(63)</u>
NURSING HOMES								
Mount View Care Center	1,942,438	2,116,905	(174,468)	1,749,898	2,032,563	282,665	192,540	108,197
Pine Crest Nursing Home	1,203,687	-	1,203,687	1,092,614	-	(1,092,614)	111,072	111,072
	<u>3,146,124</u>	<u>2,116,905</u>	<u>1,029,219</u>	<u>2,842,512</u>	<u>2,032,563</u>	<u>(809,949)</u>	<u>303,612</u>	<u>219,270</u>
Pharmacy	577,120	676,612	(99,492)	519,715	722,244	202,529	57,405	103,037
OTHER PROGRAMS								
Aquatic Services	105,958	116,081	(10,123)	92,077	136,108	44,031	13,881	33,909
Birth To Three	-	-	-	-	-	-	-	-
Adult Protective Services	66,844	80,727	(13,884)	70,472	91,590	21,118	(3,629)	7,234
Demand Transportation	31,077	38,589	(7,512)	42,436	49,672	7,237	(11,358)	(275)
	<u>203,878</u>	<u>235,397</u>	<u>(31,518)</u>	<u>204,984</u>	<u>277,371</u>	<u>72,386</u>	<u>(1,106)</u>	<u>40,868</u>
Total NCHC Service Programs	<u>7,841,037</u>	<u>7,422,405</u>	<u>418,632</u>	<u>7,078,093</u>	<u>7,422,405</u>	<u>344,312</u>	<u>762,944</u>	<u>762,944</u>
SELF-FUNDED INSURANCE TRUST FUNDS								
Health Insurance Trust Fund	659,152	-	659,152	689,863	-	(689,863)	(30,711)	(30,711)
Dental Insurance Trust Fund	37,365	-	37,365	31,586	-	(31,586)	5,779	5,779
Total NCHC Self-Funded Insurance Trusts	<u>696,517</u>	<u>-</u>	<u>696,517</u>	<u>721,450</u>	<u>-</u>	<u>(721,450)</u>	<u>(24,932)</u>	<u>(24,932)</u>

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

	<u>Marathon</u>	<u>Langlade</u>	<u>Lincoln</u>	<u>Total</u>
YTD Appropriation (Tax Levy) Revenue	485,753	19,708	88,238	593,699
Total Revenue at Period End	5,512,910	455,829	1,872,298	7,841,037
County Percent of Total Net Position	70.3%	5.8%	23.9%	
Total Operating Expenses, Year-to-Date *	4,936,067	453,386	1,662,250	7,051,703
<i>* Excluding Depreciation Expenses to be allocated at the end of the year</i>				
Share of Operating Cash	9,710,429	802,896	3,297,862	13,811,188
Days Cash on Hand	60	54	60	60
Minimum Target - 20%	11,846,561	1,088,127	3,989,400	16,924,088
Over/(Under) Target	(2,136,132)	(285,230)	(691,538)	(3,112,900)
Share of Investments	-	-	-	-
Days Invested Cash	0	0	0	0
Days Invested Cash on Hand Target - 90 Days	14,605,349	1,341,526	4,918,438	20,865,314
Current Percentage of Operating Cash	196.7%	177.1%	198.4%	195.9%
Over/(Under) Target	(2,136,132)	(285,230)	(691,538)	(3,112,900)
Share of Investments	-	-	-	-
Amount Needed to Fulfill Fund Balance Policy	<u>(2,136,132)</u>	<u>(285,230)</u>	<u>(691,538)</u>	<u>(3,112,900)</u>

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

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
Direct Services								
Outpatient Services	459,978	506,883	(46,905)	442,548	553,068	110,519	17,430	63,614
Community Treatment-Adult	525,067	536,381	(11,314)	516,218	594,606	78,388	8,849	67,074
Community Treatment-Youth	437,616	578,846	(141,230)	540,081	562,165	22,083	(102,465)	(119,146)
Residential	-	238,151	(238,151)	-	238,151	238,151	-	(0)
Hope House Sober Living	5,146	8,270	(3,124)	7,697	8,264	567	(2,551)	(2,557)
Riverview Terrace	-	-	-	-	-	-	-	-
Demand Transportation	31,077	38,589	(7,512)	42,436	49,672	7,237	(11,358)	(275)
Jail Meals	74,265	-	74,265	37,481	-	(37,481)	36,784	36,784
Adult Day Services	-	65,294	(65,294)	687	67,979	67,293	(687)	1,999
Aquatic Services	105,958	116,081	(10,123)	92,077	136,108	44,031	13,881	33,909
Birth To Three	-	-	-	-	-	-	-	-
Mount View Care Center	1,942,438	2,116,905	(174,468)	1,749,898	2,032,563	282,665	192,540	108,197
	<u>3,581,545</u>	<u>4,205,400</u>	<u>(623,855)</u>	<u>3,429,122</u>	<u>4,242,576</u>	<u>813,455</u>	<u>152,423</u>	<u>189,600</u>
Shared Services								
Adult Behavioral Health Hospital	512,567	526,135	(13,568)	393,173	446,629	53,456	119,395	39,888
Youth Behavioral Health Hospital	293,998	187,392	106,606	201,191	246,545	45,354	92,806	151,960
Residency Program	11,790	54,269	(42,479)	2,869	65,244	62,375	8,921	19,896
Supportive Employment Program	18,031	19,423	(1,392)	19,771	20,644	873	(1,740)	(519)
Crisis Services	210,456	230,523	(20,066)	161,109	198,308	37,199	49,347	17,133
Adult Crisis Stabilization Facility	168,809	169,097	(288)	116,163	137,657	21,494	52,646	21,206
Youth Crisis Stabilization Facility	113,171	89,176	23,996	61,930	74,626	12,695	51,241	36,691
Pharmacy	428,413	502,269	(73,856)	385,800	536,143	150,343	42,613	76,487
Lakeside Recovery MMT	124,617	105,942	18,675	62,750	99,040	36,290	61,868	54,966
Adult Protective Services	49,512	59,818	(10,306)	52,314	67,990	15,676	(2,801)	5,370
Contracted Services (Out of County Placements)	-	-	-	49,876	-	(49,876)	(49,876)	(49,876)
	<u>1,931,365</u>	<u>1,944,043</u>	<u>(12,678)</u>	<u>1,506,945</u>	<u>1,892,826</u>	<u>385,880</u>	<u>424,420</u>	<u>373,202</u>
Excess Revenue/(Expense)	5,512,910	6,149,443	(636,533)	4,936,067	6,135,402	1,199,335	576,843	562,802

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

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
Direct Services								
Outpatient Services	95,928	105,073	(9,145)	70,336	87,837	17,501	25,593	8,356
Community Treatment-Adult	66,748	79,305	(12,558)	59,000	88,893	29,893	7,747	17,335
Community Treatment-Youth	120,885	171,582	(50,697)	130,040	167,122	37,082	(9,155)	(13,615)
Pine Crest Nursing Home	1,203,687	-	1,203,687	1,092,614	-	(1,092,614)	111,072	111,072
	<u>1,487,248</u>	<u>355,960</u>	<u>1,131,287</u>	<u>1,351,991</u>	<u>343,852</u>	<u>(1,008,139)</u>	<u>135,257</u>	<u>123,149</u>
Shared Services								
Adult Behavioral Health Hospital	105,428	108,221	(2,793)	80,949	91,955	11,006	24,479	8,212
Youth Behavioral Health Hospital	60,374	38,425	21,949	41,423	50,760	9,338	18,951	31,286
Residency Program	2,427	11,173	(8,746)	591	13,433	12,842	1,837	4,096
Supportive Employment Program	3,712	3,999	(287)	4,071	4,250	180	(358)	(107)
Crisis Services	31,107	35,238	(4,131)	33,170	40,829	7,659	(2,064)	3,527
Adult Crisis Stabilization Facility	34,755	34,815	(59)	23,916	28,342	4,425	10,839	4,366
Youth Crisis Stabilization Facility	23,300	18,360	4,940	12,751	15,364	2,614	10,550	7,554
Pharmacy	88,204	103,410	(15,206)	79,431	110,384	30,954	8,773	15,748
Lakeside Recovery MMT	25,657	21,812	3,845	12,919	20,391	7,472	12,738	11,317
Adult Protective Services	10,085	12,207	(2,122)	10,771	13,998	3,228	(686)	1,106
Contracted Services (Out of County Placements)	-	-	-	10,269	-	(10,269)	(10,269)	(10,269)
	<u>385,050</u>	<u>387,660</u>	<u>(2,610)</u>	<u>310,260</u>	<u>389,707</u>	<u>79,448</u>	<u>74,791</u>	<u>76,837</u>
Excess Revenue/(Expense)	1,872,298	743,621	1,128,677	1,662,250	733,559	(928,691)	210,048	199,986

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

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
Direct Services								
Outpatient Services	73,387	84,916	(11,529)	59,271	63,597	4,326	14,116	(7,204)
Community Treatment-Adult	24,886	35,652	(10,766)	38,049	64,124	26,074	(13,164)	15,308
Community Treatment-Youth	74,701	125,150	(50,449)	109,092	125,372	16,281	(34,390)	(34,168)
Sober Living	4,448	3,841	606	5,412	6,072	660	(965)	1,266
Adult Day Services	31,573	31,157	417	28,742	26,963	(1,779)	2,831	(1,363)
	<u>208,995</u>	<u>280,716</u>	<u>(71,722)</u>	<u>240,566</u>	<u>286,128</u>	<u>45,561</u>	<u>(31,572)</u>	<u>(26,160)</u>
Shared Services								
Adult Behavioral Health Hospital	62,409	64,325	(1,916)	55,526	63,076	7,549	6,883	5,633
Youth Behavioral Health Hospital	41,444	26,388	15,055	28,413	34,819	6,405	13,030	21,461
Residency Program	1,665	7,664	(5,999)	405	9,214	8,809	1,260	2,810
Supportive Employment Program	2,546	2,743	(197)	2,792	2,915	123	(246)	(73)
Crisis Services	13,598	16,432	(2,834)	22,753	28,006	5,253	(9,154)	2,420
Adult Crisis Stabilization Facility	23,840	23,881	(41)	16,405	19,441	3,035	7,435	2,995
Youth Crisis Stabilization Facility	15,983	12,594	3,389	8,746	10,539	1,793	7,237	5,182
Pharmacy	60,503	70,933	(10,430)	54,485	75,717	21,232	6,018	10,802
Lakeside Recovery MMT	17,599	14,962	2,637	8,862	13,987	5,125	8,737	7,763
Adult Protective Services	7,247	8,702	(1,455)	7,388	9,602	2,214	(141)	758
Contracted Services (Out of County Placements)	-	-	-	7,044	-	(7,044)	(7,044)	(7,044)
	<u>246,834</u>	<u>248,625</u>	<u>(1,790)</u>	<u>212,820</u>	<u>267,316</u>	<u>54,496</u>	<u>34,015</u>	<u>52,706</u>
Excess Revenue/(Expense)	455,829	529,341	(73,512)	453,386	553,444	100,058	2,443	26,546

Title	Grade	Current			Proposed - 3% COLA Increase		
		Min	Market (Mid)	Max	Min	Market (Mid)	Max
Lifeguard	1	\$12.50	\$14.00	\$17.50	\$12.88	\$14.42	\$18.03
Guest Services Rep	1	\$12.50	\$14.00	\$17.50	\$12.88	\$14.42	\$18.03
Mailroom Clerk	1	\$12.50	\$14.00	\$17.50	\$12.88	\$14.42	\$18.03
Office Clerk - Temporary	1	\$12.50	\$14.00	\$17.50	\$12.88	\$14.42	\$18.03
Hospitality Assistant	1	\$12.50	\$14.00	\$17.50	\$12.88	\$14.42	\$18.03
Community Living Hospitality Assistant	1	\$12.50	\$14.00	\$17.50	\$12.88	\$14.42	\$18.03
Program Aide	3	\$14.50	\$16.00	\$20.00	\$14.94	\$16.48	\$20.60
Life Enrichment Aide	4	\$15.50	\$17.00	\$21.25	\$15.97	\$17.51	\$21.89
Registration Specialist	5	\$16.25	\$18.00	\$22.50	\$16.74	\$18.54	\$23.18
Crisis Tech	5	\$16.25	\$18.00	\$22.50	\$16.74	\$18.54	\$23.18
Peer Specialist	5	\$16.25	\$18.00	\$22.50	\$16.74	\$18.54	\$23.18
Community Treatment Technician	5	\$16.25	\$18.00	\$22.50	\$16.74	\$18.54	\$23.18
Phlebotomist	5	\$16.25	\$18.00	\$22.50	\$16.74	\$18.54	\$23.18
Health Unit Coordinator	5	\$16.25	\$18.00	\$22.50	\$16.74	\$18.54	\$23.18
Central Suppy Clerk	5	\$16.25	\$18.00	\$22.50	\$16.74	\$18.54	\$23.18
Housekeeping Coordinator	5	\$16.25	\$18.00	\$22.50	\$16.74	\$18.54	\$23.18
Laundry Team Coordinator	5	\$16.25	\$18.00	\$22.50	\$16.74	\$18.54	\$23.18
Pharmacy Tech	6	\$17.00	\$19.00	\$23.75	\$17.51	\$19.57	\$24.46
Central Supply Coordinator	6	\$17.00	\$19.00	\$23.75	\$17.51	\$19.57	\$24.46
Discharge Planning Coordinator	6	\$17.00	\$19.00	\$23.75	\$17.51	\$19.57	\$24.46
Transportation Coordinator	7	\$18.00	\$20.00	\$25.00	\$18.54	\$20.60	\$25.75
Environmental Services (EVS) Coordinator	7	\$18.00	\$20.00	\$25.00	\$18.54	\$20.60	\$25.75
Referral Coordinator	7	\$18.00	\$20.00	\$25.00	\$18.54	\$20.60	\$25.75
Physical Therapy Aide	7	\$18.00	\$20.00	\$25.00	\$18.54	\$20.60	\$25.75
Care Coordinator I	7	\$18.00	\$20.00	\$25.00	\$18.54	\$20.60	\$25.75
Restorative Assistant	7	\$18.00	\$20.00	\$25.00	\$18.54	\$20.60	\$25.75
Administrative Assistant	7	\$18.00	\$20.00	\$25.00	\$18.54	\$20.60	\$25.75
Health Info Specialist II	7	\$18.00	\$20.00	\$25.00	\$18.54	\$20.60	\$25.75
Retail Services Associate	7	\$18.00	\$20.00	\$25.00	\$18.54	\$20.60	\$25.75
OWI Intake Coordinator	7	\$18.00	\$20.00	\$25.00	\$18.54	\$20.60	\$25.75
Central Scheduler	7	\$18.00	\$20.00	\$25.00	\$18.54	\$20.60	\$25.75
Dietary Lead	8	\$19.00	\$21.00	\$26.25	\$19.57	\$21.63	\$27.04
Administrative Assistant II	8	\$19.00	\$21.00	\$26.25	\$19.57	\$21.63	\$27.04
Pharmacy Buyer Specialist	8	\$19.00	\$21.00	\$26.25	\$19.57	\$21.63	\$27.04
Recovery Technician	8	\$19.00	\$21.00	\$26.25	\$19.57	\$21.63	\$27.04
Production Lead	8	\$19.00	\$21.00	\$26.25	\$19.57	\$21.63	\$27.04
Care Coordinator II	8	\$19.00	\$21.00	\$26.25	\$19.57	\$21.63	\$27.04
Medication Technician	8	\$19.00	\$21.00	\$26.25	\$19.57	\$21.63	\$27.04
Accounting Assistant	8	\$19.00	\$21.00	\$26.25	\$19.57	\$21.63	\$27.04
Accounts Payable Representative	8	\$19.00	\$21.00	\$26.25	\$19.57	\$21.63	\$27.04
Billing Account Specialist	8	\$19.00	\$21.00	\$26.25	\$19.57	\$21.63	\$27.04
Patient Accounts Representative	8	\$19.00	\$21.00	\$26.25	\$19.57	\$21.63	\$27.04
Prior Authorization Representative	8	\$19.00	\$21.00	\$26.25	\$19.57	\$21.63	\$27.04
Volunteer Coordinator	9	\$20.00	\$22.00	\$27.50	\$20.60	\$22.66	\$28.33
Employment Specialist	9	\$20.00	\$22.00	\$27.50	\$20.60	\$22.66	\$28.33
Crisis Professional I	9	\$20.00	\$22.00	\$27.50	\$20.60	\$22.66	\$28.33
Behavioral Health Professional III	9	\$20.00	\$22.00	\$27.50	\$20.60	\$22.66	\$28.33
Vocational Consultant	9	\$20.00	\$22.00	\$27.50	\$20.60	\$22.66	\$28.33
HR Admin Assistant	9	\$20.00	\$22.00	\$27.50	\$20.60	\$22.66	\$28.33
Enrollment Benefits Specialist	9	\$20.00	\$22.00	\$27.50	\$20.60	\$22.66	\$28.33
Benefit Counselor	9	\$20.00	\$22.00	\$27.50	\$20.60	\$22.66	\$28.33
MDS Assistant	9	\$20.00	\$22.00	\$27.50	\$20.60	\$22.66	\$28.33
Safety & Security Officer	9	\$20.00	\$22.00	\$27.50	\$20.60	\$22.66	\$28.33
Pharmacy Billing Specialist	10	\$20.75	\$23.00	\$28.75	\$21.37	\$23.69	\$29.61
Court Liaison	10	\$20.75	\$23.00	\$28.75	\$21.37	\$23.69	\$29.61
Billing Analyst	10	\$20.75	\$23.00	\$28.75	\$21.37	\$23.69	\$29.61
Linkage Coordinator	10	\$20.75	\$23.00	\$28.75	\$21.37	\$23.69	\$29.61
HIM Team Lead	10	\$20.75	\$23.00	\$28.75	\$21.37	\$23.69	\$29.61
Purchasing Agent	10	\$20.75	\$23.00	\$28.75	\$21.37	\$23.69	\$29.61
Coding Specialist	10	\$20.75	\$23.00	\$28.75	\$21.37	\$23.69	\$29.61
Credentialing Specialist	10	\$20.75	\$23.00	\$28.75	\$21.37	\$23.69	\$29.61
Vocational Services Coordinator	10	\$20.75	\$23.00	\$28.75	\$21.37	\$23.69	\$29.61
Health Unit Purchasing Agent	10	\$20.75	\$23.00	\$28.75	\$21.37	\$23.69	\$29.61
Enrollment Specialist Lead	10	\$20.75	\$23.00	\$28.75	\$21.37	\$23.69	\$29.61
Lead Coordinator of Patient Access Services	10	\$20.75	\$23.00	\$28.75	\$21.37	\$23.69	\$29.61
Program Case Worker	11	\$21.50	\$24.00	\$30.00	\$22.15	\$24.72	\$30.90
Graduate Nurse	11	\$21.50	\$24.00	\$30.00	\$22.15	\$24.72	\$30.90
Recovery Case Manager	11	\$21.50	\$24.00	\$30.00	\$22.15	\$24.72	\$30.90
Quality Assurance Specialist	11	\$21.50	\$24.00	\$30.00	\$22.15	\$24.72	\$30.90
Administrative Coord - APS	12	\$22.50	\$25.00	\$31.25	\$23.18	\$25.75	\$32.19
Payroll Specialist	12	\$22.50	\$25.00	\$31.25	\$23.18	\$25.75	\$32.19
Sober Living Coordinator	12	\$22.50	\$25.00	\$31.25	\$23.18	\$25.75	10 \$32.19

Title	Grade	Min	Market (Mid)	Max	Min	Market (Mid)	Max
Life Enrichment Coordinator	12	\$22.50	\$25.00	\$31.25	\$23.18	\$25.75	\$32.19
Executive Assistant	12	\$22.50	\$25.00	\$31.25	\$23.18	\$25.75	\$32.19
Crisis Professional II-Bachelors	13	\$23.50	\$26.00	\$32.50	\$24.21	\$26.78	\$33.48
Physical Therapy Assistant	13	\$23.50	\$26.00	\$32.50	\$24.21	\$26.78	\$33.48
Quality Specialist	13	\$23.50	\$26.00	\$32.50	\$24.21	\$26.78	\$33.48
Compliance Auditor	14	\$24.50	\$27.00	\$33.75	\$25.24	\$27.81	\$34.76
Admissions Coordinator	14	\$24.50	\$27.00	\$33.75	\$25.24	\$27.81	\$34.76
Pharmacy Operations Specialist	14	\$24.50	\$27.00	\$33.75	\$25.24	\$27.81	\$34.76
Case Manager I (Bachelors)	15	\$25.25	\$28.00	\$35.00	\$26.01	\$28.84	\$36.05
Care Coordinator	15	\$25.25	\$28.00	\$35.00	\$26.01	\$28.84	\$36.05
Social Worker (BSW) Licensed	15	\$25.25	\$28.00	\$35.00	\$26.01	\$28.84	\$36.05
Community Treatment Lead	16	\$26.25	\$29.00	\$36.25	\$27.04	\$29.87	\$37.34
Senior Administrative & Program Specialist	15	\$25.25	\$28.00	\$35.00	\$26.01	\$28.84	\$36.05
Substance Abuse Counselor	16	\$26.25	\$29.00	\$36.25	\$27.04	\$29.87	\$37.34
AODA Counselor	16	\$26.25	\$29.00	\$36.25	\$27.04	\$29.87	\$37.34
Quality Assurance Specialist Lead	16	\$26.25	\$29.00	\$36.25	\$27.04	\$29.87	\$37.34
Dietitian	16	\$26.25	\$29.00	\$36.25	\$27.04	\$29.87	\$37.34
Intoxicated Driver Assessor	16	\$26.25	\$29.00	\$36.25	\$27.04	\$29.87	\$37.34
Crisis Professional III-Masters	16	\$26.25	\$29.00	\$36.25	\$27.04	\$29.87	\$37.34
Adult Protective Services Lead	16	\$26.25	\$29.00	\$36.25	\$27.04	\$29.87	\$37.34
Respiratory Therapist	17	\$27.00	\$30.00	\$37.50	\$27.81	\$30.90	\$38.63
Social Worker (MSW)	17	\$27.00	\$30.00	\$37.50	\$27.81	\$30.90	\$38.63
Case Manager II (Masters)	17	\$27.00	\$30.00	\$37.50	\$27.81	\$30.90	\$38.63
Admissions Coordinator - RN	18	\$28.00	\$32.50	\$40.63	\$28.84	\$33.48	\$41.85
Utilization Review Case Manager	19	\$29.00	\$33.50	\$41.88	\$29.87	\$34.51	\$43.14
Lead Clinical Therapist	19	\$29.00	\$33.50	\$41.88	\$29.87	\$34.51	\$43.14
Infection Preventionist	23	\$34.20	\$38.00	\$47.50	\$35.23	\$39.14	\$48.93
Physical Therapist	27	\$40.50	\$45.00	\$54.00	\$41.72	\$46.35	\$55.62
Supervisor of Community Employment Services	52	\$45,000.00	\$50,000.00	\$62,500.00	\$46,350.00	\$51,500.00	\$64,375.00
Supervisor of Nutritional Services	52	\$45,000.00	\$50,000.00	\$62,500.00	\$46,350.00	\$51,500.00	\$64,375.00
Supervisor of CBRF Services	52	\$45,000.00	\$50,000.00	\$62,500.00	\$46,350.00	\$51,500.00	\$64,375.00
Supervisor of Supported Apartments	52	\$45,000.00	\$50,000.00	\$62,500.00	\$46,350.00	\$51,500.00	\$64,375.00
Manager of Adult Day Services	53	\$47,250.00	\$52,500.00	\$65,625.00	\$48,667.50	\$54,075.00	\$67,593.75
Staff Development Specialist - CNA	53	\$47,250.00	\$52,500.00	\$65,625.00	\$48,667.50	\$54,075.00	\$67,593.75
Staff Development Specialist - Mental/Behavioral Health	53	\$47,250.00	\$52,500.00	\$65,625.00	\$48,667.50	\$54,075.00	\$67,593.75
Manager of Residential Services	54	\$49,500.00	\$55,000.00	\$68,750.00	\$50,985.00	\$56,650.00	\$70,812.50
Supervisor of Life Enrichment	54	\$49,500.00	\$55,000.00	\$68,750.00	\$50,985.00	\$56,650.00	\$70,812.50
Supervisor of Safety & Security Services	54	\$49,500.00	\$55,000.00	\$68,750.00	\$50,985.00	\$56,650.00	\$70,812.50
Performance Improvement Specialist	54	\$49,500.00	\$55,000.00	\$68,750.00	\$50,985.00	\$56,650.00	\$70,812.50
HR Generalist	54	\$49,500.00	\$55,000.00	\$68,750.00	\$50,985.00	\$56,650.00	\$70,812.50
Manager of Health Information	55	\$51,750.00	\$57,500.00	\$71,875.00	\$53,302.50	\$59,225.00	\$74,031.25
Manager of Transportation Services	55	\$51,750.00	\$57,500.00	\$71,875.00	\$53,302.50	\$59,225.00	\$74,031.25
In-Training Therapist	55	\$51,750.00	\$57,500.00	\$71,875.00	\$53,302.50	\$59,225.00	\$74,031.25
Communications Coordinator	55	\$51,750.00	\$57,500.00	\$71,875.00	\$53,302.50	\$59,225.00	\$74,031.25
L&D Instructional Designer	55	\$51,750.00	\$57,500.00	\$71,875.00	\$53,302.50	\$59,225.00	\$74,031.25
Manager of Life Enrichment and Guest Services	56	\$54,000.00	\$60,000.00	\$75,000.00	\$55,620.00	\$61,800.00	\$77,250.00
Manager of Nutritional Services	56	\$54,000.00	\$60,000.00	\$75,000.00	\$55,620.00	\$61,800.00	\$77,250.00
Manager of Environmental Services	56	\$54,000.00	\$60,000.00	\$75,000.00	\$55,620.00	\$61,800.00	\$77,250.00
Accountant	56	\$54,000.00	\$60,000.00	\$75,000.00	\$55,620.00	\$61,800.00	\$77,250.00
Manager of Aquatic Services	57	\$56,250.00	\$62,500.00	\$78,125.00	\$57,937.50	\$64,375.00	\$80,468.75
Supervisor of Crisis Services	57	\$56,250.00	\$62,500.00	\$78,125.00	\$57,937.50	\$64,375.00	\$80,468.75
Solutions Analyst I	57	\$56,250.00	\$62,500.00	\$78,125.00	\$57,937.50	\$64,375.00	\$80,468.75
Manager of CBRF	58	\$58,500.00	\$65,000.00	\$81,250.00	\$60,255.00	\$66,950.00	\$83,687.50
Manager of Supported Apartments	58	\$58,500.00	\$65,000.00	\$81,250.00	\$60,255.00	\$66,950.00	\$83,687.50
Senior Accountant	58	\$58,500.00	\$65,000.00	\$81,250.00	\$60,255.00	\$66,950.00	\$83,687.50
Medical Staff Relations Coordinator	58	\$58,500.00	\$65,000.00	\$81,250.00	\$60,255.00	\$66,950.00	\$83,687.50
MH/Subs Abuse Therapist	59	\$60,750.00	\$67,500.00	\$84,375.00	\$62,572.50	\$69,525.00	\$86,906.25
MH Therapist	59	\$60,750.00	\$67,500.00	\$84,375.00	\$62,572.50	\$69,525.00	\$86,906.25
Social Services Supervisor	59	\$60,750.00	\$67,500.00	\$84,375.00	\$62,572.50	\$69,525.00	\$86,906.25
Recruiter	59	\$60,750.00	\$67,500.00	\$84,375.00	\$62,572.50	\$69,525.00	\$86,906.25
HR Business Partner	59	\$60,750.00	\$67,500.00	\$84,375.00	\$62,572.50	\$69,525.00	\$86,906.25
Compensation and Benefits Analyst	59	\$60,750.00	\$67,500.00	\$84,375.00	\$62,572.50	\$69,525.00	\$86,906.25
Senior Executive Assistant	59	\$60,750.00	\$67,500.00	\$84,375.00	\$62,572.50	\$69,525.00	\$86,906.25
Manager of Adult Protective Services	60	\$63,000.00	\$70,000.00	\$87,500.00	\$64,890.00	\$72,100.00	\$90,125.00
Manager of Community Treatment	60	\$63,000.00	\$70,000.00	\$87,500.00	\$64,890.00	\$72,100.00	\$90,125.00
Manager of Crisis Stabilization and Recovery Services	60	\$63,000.00	\$70,000.00	\$87,500.00	\$64,890.00	\$72,100.00	\$90,125.00
Manager of Outpatient Operations	60	\$63,000.00	\$70,000.00	\$87,500.00	\$64,890.00	\$72,100.00	\$90,125.00
Clinical Coordinator	60	\$63,000.00	\$70,000.00	\$87,500.00	\$64,890.00	\$72,100.00	\$90,125.00
Manager of Inpatient Services	60	\$63,000.00	\$70,000.00	\$87,500.00	\$64,890.00	\$72,100.00	\$90,125.00
Manager of Crisis Services	60	\$63,000.00	\$70,000.00	\$87,500.00	\$64,890.00	\$72,100.00	\$90,125.00
Supervisor of Respiratory Services	61	\$65,250.00	\$72,500.00	\$90,625.00	\$67,207.50	\$74,675.00	\$93,343.75
Manager of AODA Residential Treatment Services	62	\$67,500.00	\$75,000.00	\$93,750.00	\$69,525.00	\$77,250.00	\$96,562.50
MDS Coordinator	62	\$67,500.00	\$75,000.00	\$93,750.00	\$69,525.00	\$77,250.00	\$96,562.50

Title	Grade	Min	Market (Mid)	Max	Min	Market (Mid)	Max
Employee Health Registered Nurse	63	\$69,750.00	\$77,500.00	\$95,170.00	\$71,842.50	\$79,825.00	\$98,025.10
Solutions Analyst II	63	\$69,750.00	\$77,500.00	\$95,170.00	\$71,842.50	\$79,825.00	\$98,025.10
Manager of Crisis Clinical Services	64	\$72,000.00	\$80,000.00	\$97,600.00	\$74,160.00	\$82,400.00	\$100,528.00
Manager of Crisis Stabilization Clinical Services	64	\$72,000.00	\$80,000.00	\$97,600.00	\$74,160.00	\$82,400.00	\$100,528.00
Manager of Inpatient Clinical Services	64	\$72,000.00	\$80,000.00	\$97,600.00	\$74,160.00	\$82,400.00	\$100,528.00
Supervisor of Nursing Services - RN	64	\$72,000.00	\$80,000.00	\$97,600.00	\$74,160.00	\$82,400.00	\$100,528.00
Clinical Manager	64	\$72,000.00	\$80,000.00	\$97,600.00	\$74,160.00	\$82,400.00	\$100,528.00
Manager of Quality & Safety	64	\$72,000.00	\$80,000.00	\$97,600.00	\$74,160.00	\$82,400.00	\$100,528.00
Manager of Accounting	65	\$74,250.00	\$82,500.00	\$99,000.00	\$76,477.50	\$84,975.00	\$101,970.00
Supervisor of Infection Control & Laboratory Services	65	\$74,250.00	\$82,500.00	\$99,000.00	\$76,477.50	\$84,975.00	\$101,970.00
Manager of Nursing Services	66	\$76,500.00	\$85,000.00	\$102,000.00	\$78,795.00	\$87,550.00	\$105,060.00
Manager of Outpatient Nursing Operations	66	\$76,500.00	\$85,000.00	\$102,000.00	\$78,795.00	\$87,550.00	\$105,060.00
Director of Nutritional & Environmental Services	67	\$78,750.00	\$87,500.00	\$105,000.00	\$81,112.50	\$90,125.00	\$108,150.00
Director of Outpatient	67	\$78,750.00	\$87,500.00	\$105,000.00	\$81,112.50	\$90,125.00	\$108,150.00
Manager of Patient Finance	67	\$78,750.00	\$87,500.00	\$105,000.00	\$81,112.50	\$90,125.00	\$108,150.00
Manager of Communications	67	\$78,750.00	\$87,500.00	\$105,000.00	\$81,112.50	\$90,125.00	\$108,150.00
Manager of Patient Access	67	\$78,750.00	\$87,500.00	\$105,000.00	\$81,112.50	\$90,125.00	\$108,150.00
Solutions Analyst III	67	\$78,750.00	\$87,500.00	\$105,000.00	\$81,112.50	\$90,125.00	\$108,150.00
Assistant Director of Acute Care Services	69	\$83,250.00	\$92,500.00	\$111,000.00	\$85,747.50	\$95,275.00	\$114,330.00
Director of Community Treatment	73	\$92,250.00	\$102,500.00	\$123,000.00	\$95,017.50	\$105,575.00	\$126,690.00
Director of Nursing	73	\$92,250.00	\$102,500.00	\$123,000.00	\$95,017.50	\$105,575.00	\$126,690.00
Director of Community Living	73	\$92,250.00	\$102,500.00	\$123,000.00	\$95,017.50	\$105,575.00	\$126,690.00
Director of Information Services	73	\$92,250.00	\$102,500.00	\$123,000.00	\$95,017.50	\$105,575.00	\$126,690.00
Director of Acute Care Services	74	\$94,500.00	\$105,000.00	\$126,000.00	\$97,335.00	\$108,150.00	\$129,780.00
Director of Human Resources	75	\$96,750.00	\$107,500.00	\$129,000.00	\$99,652.50	\$110,725.00	\$132,870.00
Director of Nursing Home Operations	77	\$101,250.00	\$112,500.00	\$135,000.00	\$104,287.50	\$115,875.00	\$139,050.00
Director of Accounting	80	\$108,000.00	\$120,000.00	\$144,000.00	\$111,240.00	\$123,600.00	\$148,320.00
Physician Assistant	80	\$108,000.00	\$120,000.00	\$144,000.00	\$111,240.00	\$123,600.00	\$148,320.00
Pharmacist	82	\$112,500.00	\$125,000.00	\$150,000.00	\$115,875.00	\$128,750.00	\$154,500.00
Manager of Pharmacy Services	88	\$126,000.00	\$140,000.00	\$168,000.00	\$129,780.00	\$144,200.00	\$173,040.00
Psychologist	90	\$130,500.00	\$145,000.00	\$174,000.00	\$134,415.00	\$149,350.00	\$179,220.00
Nurse Practitioner	90	\$130,500.00	\$145,000.00	\$174,000.00	\$134,415.00	\$149,350.00	\$179,220.00
Managing Director of Nursing Home/Residential	92	\$135,000.00	\$150,000.00	\$167,500.00	\$139,050.00	\$154,500.00	\$172,525.00
Compliance Officer	92	\$135,000.00	\$150,000.00	\$167,500.00	\$139,050.00	\$154,500.00	\$172,525.00
Managing Director of Finance/Administration	92	\$135,000.00	\$150,000.00	\$167,500.00	\$139,050.00	\$154,500.00	\$172,525.00
Managing Director of Community Programs	99	\$150,750.00	\$167,500.00	\$184,250.00	\$155,272.50	\$172,525.00	\$189,777.50
Executive Director	111	\$177,750.00	\$197,500.00	\$217,250.00	\$183,082.50	\$203,425.00	\$223,767.50

Title	2023 Step Positions				Top of Range	Pay Grade				
	(0-0.49)	(0.5-0.99)	(1-1.49)	(1.50+)/Market						
Dietary Aide	\$14.50	\$15.00	\$15.50	\$16.00	\$20.00	S01				
Personal Care Worker I	\$14.50	\$15.00	\$15.50	\$16.00	\$20.00	S01				
Housekeeping Aide	\$15.50	\$16.00	\$16.50	\$17.00	\$21.25	S02				
Laundry Worker	\$15.50	\$16.00	\$16.50	\$17.00	\$21.25	S02				
Logistics Worker	\$15.50	\$16.00	\$16.50	\$17.00	\$21.25	S02				
Health Info Specialist I	\$16.25	\$17.00	\$17.50	\$18.00	\$22.50	S03				
Cook	\$17.00	\$17.75	\$18.25	\$19.00	\$23.75	S04				
Personal Care Worker II	\$18.00	\$18.50	\$19.00	\$20.00	\$25.00	S05				
Behavioral Health Professional I	\$17.00	\$17.75	\$18.25	\$19.00	\$23.75	S04				
CNA	\$18.00	\$18.50	\$19.00	\$20.00	\$25.00	S05				
Behavioral Health Professional II	\$18.00	\$18.50	\$19.00	\$20.00	\$25.00	S05				
Certified Medical Assistant	\$18.00	\$18.50	\$19.00	\$20.00	\$25.00	S05				
Licensed Practical Nurse (LPN)	\$21.50	\$22.75	\$24.00	\$25.00	\$30.00	S06				
Protective Services Rep	\$24.50	\$25.75	\$27.00	\$28.00	\$33.75	S07				
Title	(0-0.49)	(0.5-0.99)	(1-1.49)	(1.50-1.99)	(2-2.49)	(2.5-2.99)	(3+)/Market	Top of Range	Pay Grade	
Outpatient RN	\$29.00	\$30.25	\$31.50	\$32.75	\$34.00	\$35.00	\$36.00	\$41.88	S08	
RN & Educator - Community Living	\$30.00	\$31.25	\$32.50	\$33.75	\$35.00	\$36.00	\$37.00	\$43.13	S09	
Community Treatment/Community Living RN	\$30.00	\$31.25	\$32.50	\$33.75	\$35.00	\$36.00	\$37.00	\$43.13	S09	
Nursing Home RN/Hospital RN	\$31.00	\$32.25	\$33.50	\$34.75	\$36.00	\$37.00	\$38.00	\$44.38	S10	

Step Scale Hiring Methodology:

For those hired in a step scale position, the initial offer will be based on their relevant experience in the role. If hired on within steps 1-3 and 1-7 RN steps, automatic pay adjustments will occur every 6 months until market rate is achieved. After market rate is achieved, they will only be eligible for regular adjustments in accordance with NCHC's performance/compensation review schedule. 6-month review schedule will be determined by NCHC as well as pro-ratio allowances.

~~Step scale employees would not be eligible for Cost-of-Living Adjustments (COLA) or performance-based increases if they are within steps 1-7. When reaching the top step, they would then be eligible for future COLA/performance-based increases.~~