

## **OFFICIAL NOTICE AND AMENDED AGENDA**

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

**Thursday, December 16, 2021 at 3:00 pm**

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

*The meeting site identified above will be open to the public. However, due to the COVID-19 pandemic and associated public health directives, North Central Health Care encourages the public to attend this meeting remotely. To this end, instead of attendance in person, the public may attend this meeting by telephone conference. If Board members or members of the public cannot attend remotely, North Central Health Care requests that appropriate safety measures, including adequate social distancing, be utilized by all in-person attendees.*

*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: 2484 005 9036*

### **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.*

## **AMENDED AGENDA**

1. CALL TO ORDER
2. CHAIRMAN'S ANNOUNCEMENTS
3. PUBLIC COMMENT FOR MATTERS APPEARING ON THE AGENDA (Limited to 15 Minutes)
4. CONSENT AGENDA AND MONITORING REPORTS
  - A. Board Minutes and Committee Reports
    - i. ACTION: *Motion to Approve the October 28, 2021, NCCSP Board Minutes*
    - ii. FOR INFORMATION: Minutes of the December 7, 2021 Executive Committee and December 7, 2021 Nursing Home Operations Committee Meetings
  - B. Executive Operational Reports
  - C. ACTION: *Motion to Approve the Recommendations of the Medical Executive Committee for a Status Change for David Tange, MD, to Add Adolescent and Child (ages 11+) and for a Status Change for Heidi Heise, APNP, to Remove Provisional Status*
  - D. Policy Governance Monitoring Reports
    - i. Recent State, Federal, and Accreditation Reports
      1. None
5. BOARD EDUCATION
  - A. None

6. BOARD DISCUSSION AND ACTION

- A. CEO Report (5 Minutes) – J. Meschke
- B. ACTION: *Motion to Accept Dashboards* (5 Minutes) – J. Meschke
- C. ACTION: *Motion to Accept the October and November Financials* (5 Minutes) – J. Meschke
- D. ACTION: *Motion for Approval of 2022 Budget Proposal* (20 Minutes) – J. Meschke
- E. ACTION: *Motion for Approval of Board Policy:*
  - i. Physician Compensation Policy (5 Minutes) – Dr. Gouthro/J. Peaslee/D. Adzic
  - ii. Compensation Administration Manual and Pay Grades (5 Minutes) – J. Nickel
  - iii. Code of Conduct (5 Minutes) – J. Peaslee

7. MOTION TO MOVE INTO CLOSED SESSION

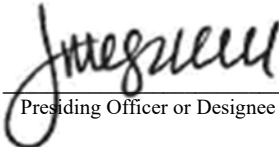
- A. Pursuant to Section 19.85(1) (c) and (f) Wis. Stats. for the purpose of considering employment and performance evaluation of any public employee over which the governmental body exercises responsibility, and preliminary consideration of specific personnel problems, which if discussed in public, would likely have a substantial adverse effect upon the reputation of any person referred to in such problems, including specific review of performance of employees and providers of service and review of procedures for providing services by Agency, to wit: *Report of Investigations related to Corporate Compliance Activities and Significant Events* (20 Minutes) – J. Peaslee

8. BOARD CALENDAR AND FUTURE AGENDA ITEMS

9. ADJOURN

Any person planning to attend this meeting who needs some type of special accommodation in order to participate should call the Administrative Office at 715-848-4405. For TDD telephone service call 715-845-4928.

**NOTICE POSTED AT:** North Central Health Care  
**COPY OF NOTICE DISTRIBUTED TO:**  
Wausau Daily Herald, Antigo Daily Journal, Tomahawk Leader,  
Merrill Foto News, Langlade, Lincoln & Marathon County Clerks Offices



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Presiding Officer or Designee

DATE: 12/14/2021 TIME: 2:00 PM BY: D. Osowski

## NORTH CENTRAL COMMUNITY SERVICES PROGRAM BOARD MEETING MINUTES

October 28, 2021

3:00 p.m.

North Central Health Care

X	Eric Anderson	X <sub>(WebEx)</sub>	Randy Balk	X <sub>(WebEx)</sub>	Chad Billeb
X	Kurt Gibbs	X <sub>(WebEx)</sub>	Deb Hager	X	Lance Leonhard
X	Dave Oberbeck	X	Robin Stowe	X	Gabe Ticho
X	Pat Voermans	X <sub>(WebEx)</sub>	Bob Weaver	X	Cate Wylie

Staff Present: Jill Meschke, Jarret Nickel, Dr. Rob Gouthro, Tom Boutain, Jaime Bracken, Jennifer Peaslee, Marne Schroeder

Others Present: Dejan Adzic, Deputy Corp. Counsel

### Call to Order

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

### Chairman's Announcements

- The Executive Committee met and will take the recommendation from counsel that the Board authorized in January, to review and recommend changes to the 3 county boards for consideration and clarification of the Tri-County Agreement. From an operational standpoint, the mission clearly won't change for North Central Health Care (NCHC).

### Public Comment for Matters Appearing on the Agenda

- None

### Consent Agenda and Monitoring Reports

- There were no questions or comments on the Consent Agenda and Monitoring Reports.
- **Motion**/second, Leonhard/Wylie, to approve the Consent Agenda and Monitoring Reports. Motion carried.

### Board Education

- Complaints and Grievances Policy
  - This policy comes to the Board for review and approval related to structure in place to handle complaints and grievances from patients, clients, and residents or on their behalf.
  - **Motion**/second, Leonhard/Stowe, to adopt the revised Complaints and Grievances Policy as presented. Dr. Ticho recommended removing the word 'generally' on page 2, #3 Policy, 2<sup>nd</sup> sentence. Motion carried.

- Employee Grievance Policy
  - **Motion**/second, Leonhard/Voermans, to approve the Employee Grievance Policy as presented. Motion carried.
- Occurrence Reporting Policy
  - Occurrences are reported on an ongoing basis. Request made to remove the word ‘generally’ on page 1, Purpose, in red-lined language.
  - **Motion**/second, Leonhard/Ticho, to approve the Occurrence Reporting Policy with the additional revision noted above. Motion carried.
- Utilization Review Plan
  - The Utilization Review Plan is in place to ensure quality of inpatient care. Last year the UR Plan that was approved had a significant number of revisions. There are no changes being recommended at this time.
  - **Motion**/second, Voermans/Wylie, to approve the Utilization Review Plan as presented. Motion carried.

#### Board Discussion and Action

- CEO Report and Board Work Plan – J. Meschke
  - Covid 19 vaccine booster shots are being offered to residents and will expand to all direct care staff when additional vaccine is received.
  - With the State approved Medicaid increases, we should experience a \$20+ daily rate increase in both nursing homes starting July 1, 2021. Some other smaller programs will receive 4.2% increase in rates also.
  - A Diversion Coordinator manages Out of County Placements and stays in regular contact with the facilities, participates in discharge planning which helps to remind the facility of our interest in effective efficient care; providers are also consulted regularly.
  - Significant challenges are with worker shortages in direct care positions. Workers have not returned to the workplace as anticipated. Concern is that a vaccine mandate would be a tremendous detriment to our workforce and care of our residents, but we won’t have a choice, it is either be vaccinated or bill CMS.
  - Our weakened cash position relates heavily to having difficulties with Cerner in billing. Accounts Receivable increased nearly \$2 million from August to September. Multiple factors are involved from staff entering information incorrectly to difficulties with Cerner’s development and training teams. Meetings occur regularly to resolve issues and fine tune workflows. Cerner is the #2 electronic medical record in the nation, yet we have recently learned that 2/3 of those who have implemented Cerner are unhappy with the product. Corporation Counsel is writing a letter to Cerner to address issues.
  - No additional comments or discussion on the Board Work Plan.
- Dashboards – J. Meschke
  - **Motion**/second, Wylie/Ticho, to accept the Dashboards as presented. Motion carried.

- September Financials – J. Meschke
  - Financial performance boils down to staffing issues and census variability in the acute care hospitals and crisis stabilization. Outpatient and psychiatry experienced a small loss in September driven by revenue not meeting target. October is looking better for outpatient. Productivity reports are now available in Cerner and will be a great tool for measuring performance standards. With a new provider in Antigo group therapy and individual appointments are being filled. Anticipate opening outpatient psychiatry to the community soon.
  - Community Living had some losses with the Forest/Jackson apartments. We have transitioned clients from those apartments and will be exiting that property.
  - Adult Day Services and PreVoc programs have experienced many consumers not rejoining the program after Covid. By end of year, we will be out of Lincoln Industries.
  - Year to date loss for Mount View Care Center is \$860,000. Supplemental payments have kept revenue meeting budget. Suite A (Tower) is now open, and residents successfully moved. Referrals are being received for rehab services. Personnel costs are the biggest issues with Covid exposures i.e., sending staff home and the need to fill those positions typically with staff picking up extra shifts that often results in overtime.
  - Pine Crest Nursing Home has a year-to-date loss of \$1.4 million which can be attributed to use of agency staffing. Staff at Pine Crest are less willing to pick up shifts, so utilization of agency is much higher. CNA training is provided to help alleviate agency use. Making progress on the ANI contract.
  - The Youth Hospital contract with counties outside of the tri-county area is available. One contract has been fully executed to date. We are ready to receive youth for the Youth Crisis Stabilization Facility once out of county contracts are executed.
  - **Motion**/second, Leonhard/Balk, to accept the September Financial Statements. Motion carried.
- Recommendation for Selection of 2021 Financial Audit Firm – J. Meschke
  - Executive Committee discussed and agreed with recommending our current audit firm, Wipfli, for the 2021 audit and conduct an RFP process for the 2022 audit.
  - **Motion**/second, Leonhard/Wylie, to recommend the selection of the current audit firm, Wipfli, for the 2021 audit and conduct an RFP process for the 2022 audit firm selection in Spring 2022. Motion carried.
- 2022 Budget Proposal – J. Meschke
  - The Executive Management Team reviewed every line item of the 2022 proposed budget and identified \$450,000 of revenue opportunities and expense savings measures decreasing the budget loss to \$2.1 million.
  - A request was made to the counties for a 10% increase in 2022 levy (approximately \$450,000) which would be applied to getting the Medically Monitored Treatment program (MMT) online and establish Targeted Case Management (a cost of \$200,000) which is a priority of the Board. The counties

did not approve the request for an increase in levy, therefore, the 2022 budget projection is at a \$2.75 million loss. The cost of getting new services up and running is costly. With additional details of the expenses, Marathon County may be able to use ARPA funds to help cover expenses.

- The Board requested additional explanation, detail/itemization, and specific strategies relative to how the significant gain from 2021's anticipated loss of \$5 million to 2022's \$2.75 anticipated loss will be accomplished. Detail should include anticipated increased revenue for youth hospital and youth crisis stabilization (capacity and need), expectation for overcoming staffing challenges, etc. A 3–5-year strategic plan on how we will achieve the goals would be helpful.
- The Board will need to determine the size and scope of programs like MMT and Targeted Case Management. We also received the \$5 million grant to provide behavioral health services to the additional 3 counties.
- We are working with legal counsel to increase our rates as they have not been adjusted in several years.
- NCHC provides services in the jail, CART, etc. which in turn helps law enforcement, social services, drug court, etc. NCHC holds the expense, but for many, not the revenue.
- **Motion**/second, Leonhard/Wylie, to delay approval of the 2022 budget until December and after additional details on the 2022 budget as discussed are received and reviewed. Motion carried.
- Board Policy
  - Physician Compensation Policy was presented last month for review.
  - D. Adzic, reviewed section 4.1, Fair Market Value Determination.
  - Additional information on pay ranges and compensation were requested.
  - **Motion**/second, Leonhard/Anderson, to postpone action on the Physician Compensation Policy and Compensation Administration Manual and Pay Grades to the December 2021 Board meeting. Motion carried.
- **Motion**/second, Wylie/Leonhard, to delay action on items G, H, and 7 i.e., Review Diversity, Equity, and Inclusion Plan, Discussion and Direction of the North Central Health Foundation, and Closed Session for a Report of Investigations related to Corporate Compliance Activities and Significant Events. Motion carried.

#### Board Calendar and Future Agenda Items

- Next Board meeting is scheduled for Thursday, December 16, 2021.

#### Adjourn

- **Motion**/second, Stowe/Voermans, to adjourn the meeting at 5:00 p.m. Motion carried.

## NORTH CENTRAL COMMUNITY SERVICES PROGRAM EXECUTIVE COMMITTEE MEETING MINUTES

December 7, 2021

2:00 p.m.

Wausau Board Room

Present: X<sup>(WebEx)</sup> Kurt Gibbs      EXC Deb Hager      X Lance Leonhard  
X Robin Stowe      X Cate Wylie

Staff Present: Jill Meschke, Dr. Rob Gouthro, Tom Boutain

Others Present: Dejan Adzic, Deputy Corporation Counsel; Stacey Morache<sup>(WebEx)</sup>

### Call to Order

- Meeting was called to order at 2:08 p.m. by L. Leonhard. Chair Gibbs was unable to attend in person and asked Leonhard to chair meeting. Motion carried.

### Public Comment

- None

### Approval of November 17, 2021 Executive Committee Meeting Minutes

- **Motion**/second, Stowe/Wylie, to approve the November 17, 2021 Executive Committee meeting minutes. Motion carried.

### Operational Functions Required by Statute, Ordinance, or Resolution

- None

### Educational Presentations/Outcome Monitoring Reports

- CEO Report – J. Meschke
  - Information was not available for this meeting due to meeting early this month but will be presented at the Board meeting Dec. 16.
  - With the hold on the vaccine mandate due to the pending lawsuits, two dozen employees did not have to be termed. Most of these employees are considered casual employees or students. Employees out with Covid or Covid-related symptoms has risen to 45 this week. Approximately half of these staff are vaccinated.
  - The Board will be asked for input for any additional dashboard measures for 2022.
  - Financial highlights include receipt of phase 4 Provider Relief Funds and July 1 through October Medicaid increase back payment for Pine Crest. We anticipate receipt of an ARPA Rural payment as well as the Medicaid back payment for Mount View in December.
- Organizational and Program Dashboards – J. Meschke
  - The Board will be asked for input for additional data/information they would like included with the 2022 Dashboards.

- Temporary Program Closures – J. Meschke
  - Clarification sought on the level of involvement of the Committee regarding temporary closure of programs i.e., staffing issues{
    - Committee should be notified if a program needs to be temporarily closed.
    - Committee needs to be involved in the decision to close a program permanently.
- November Financials – J. Meschke
  - With the current review of the Tri-County Agreement along with the sustained losses over the last couple of years at NCHC, a mechanism should be considered to include in the Agreement to set trigger points between the partners.
  - The Board should discuss utilization of the American Rescue Funds that Marathon County received and discuss what the operational plans are for the counties.
- Community Partners Campus – J. Meschke
  - Many conversations are occurring about NCHC's involvement with Community Partners Campus. This is a great opportunity for the community to provide services where a gap exists, however it is not a space where NCHC can provide care due to privacy and security reasons, and the expense to staff a psychiatrist and other appropriate individuals. NCHC can help engage clients with the campus, work to involve residents of the Medical College of Wisconsin, and possibly provide intermittent assistance.
  - Marathon County could partner with ADRC, NCHC, and City of Wausau to share space and rent once it is identified what service(s) will be provided. We can better determine support once we understand the clientele of the other groups involved.

#### Discussions of Potential Revisions to Tri-County Agreement

- a. **Motion** by Stowe to go into closed session, pursuant to Wis. Stat. Sections 19.85 (c), (e) and (f), for the purpose of considering performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility, for conducting other specified public business, whenever competitive or bargaining reasons require a closed session, and for preliminary consideration of specific personnel problems which, if discussed in public, would be likely to have a substantial adverse effect upon the reputation of any person involved in such problems, to wit: consideration of specific NCHC employees and personnel data in the context of potential revisions to the Tri-County Agreement. Second by Wylie. Roll call vote taken; all indicated aye. D. Adzic was asked to remain in closed session. Motion Carried. Meeting convened in closed session at 2:40 p.m.
- b. **Motion/second**, Wylie/Stowe, to return to open session. Motion Carried. Returned to open session at 4:40 p.m.
- c. Announcements from Closed Session
  - i. Leonhard indicated that discussions continue relative to the revisions to the Tri-County Agreement.

#### Announcements

- Members indicate that in light of their continued efforts to revise the Tri-County Agreement, they will hold a meeting on December 20, 2021 at 2:00 p.m.

#### Adjournment

- **Motion/second**, Wylie/Stowe, to adjourn the meeting. Motion carried. Meeting adjourned at 4:51 p.m.



## NORTH CENTRAL COMMUNITY SERVICES PROGRAM BOARD NURSING HOME OPERATIONS COMMITTEE

**December 7, 2021**

**10:00 AM**

**WebEx**

Present: X<sub>(WebEx)</sub> Kurt Gibbs X<sub>(WebEx)</sub> Paul Gilk X<sub>(WebEx)</sub> Cindy Rider  
X<sub>(WebEx)</sub> Pat Voermans X<sub>(WebEx)</sub> Bob Weaver X<sub>(WebEx)</sub> Cate Wylie

Staff: Jill Meschke, Tom Boutain, Ryan Hanson, Kristin Woller, Sara Barnett, Bobby Splinter

Others: Dejan Adzic, Deputy Corp. Counsel

### Call to Order

- Meeting was called to order at 10:01 a.m.

### Public Comment for Matters Appearing on the Agenda

- None

### Approval of August 24, 2021 Nursing Home Operations Committee Minutes

- **Motion**/second, Weaver/Gilk, to approve the August 24, 2021 Nursing Home Operations Committee Minutes. Motion carried.

### Financial Report – J. Meschke

- We received the back payment from increased Medicaid rates effective 7/1/2021 through October 2021 for Pine Crest. We expect the payment for Mount View to arrive in December. The rates are about 16% over what we had been receiving previously.
- Overall, for Mount View, through October, expenses are over budget by \$1 million year to date, and Pine Crest has a loss of \$1.3 million year to date.
- In December, we anticipate both facilities to receive the supplemental payment awards of approximately \$1 million for each facility.

### Committee Education

- None

### Nursing Home Operations Reports

- Mount View Care Center – K. Woller
  - The biggest challenge relates to employees being out due to Covid-related signs and symptoms, year-end vacations, planned surgeries, and FMLA. Human Resources is working on recruitment efforts with radio and social media ads, and an emergency CNA Class scheduled for January at Pine Crest.
  - At the request of the committee, an additional graph was added indicating the number of falls per 1000 patient days. A team meets regularly to review falls data and put creative interventions in place in efforts to reduce the number of falls.

- Seventy residents were moved into Mount View Care Center (MVCC) Suite B (the new tower). Moves went well with residents and staff adjusting to the new environment and ever-changing workflows. The Vocera badges are a new technology that employees love and are working very well.
- Staff vaccination is continually being encouraged and has increased to 77.3%. Voermans commended MVCC on the level of staff vaccinations.
- New CMS guidance allows families to visit at all times again with masks and social distancing. In November there have been four residents with Covid, all with minimal to no symptoms.
- The federal government vaccination mandate is currently on hold pending court process. North Central Health Care had been working through the exemption process and encouraging vaccinations for the December 5 deadline, but that process is on hold until the court proceedings play out.
- Pine Crest Nursing Home – R. Hanson
  - R. Hanson is the Interim Administrator of Pine Crest following the resignation of Z. Ziesemer effective 12/1/2021. Sara Barnett is filling the role of Interim Director of Nursing while R. Hanson assumes the Administrator role.
  - General trend in staffing positions has seen gains in CNA positions but losses in nurses. Most staff are contacted upon resignation submission to better understand work experience, culture, environment, and for possible retention.
  - Working on improving the response rate of surveys for more informative patient experience data.
  - Overall Star Rating increased from 3 to 4. Until the next annual survey is complete the Quality Star Rating will not change. Pine Crest has not had an annual survey since February 2020; and anticipate a survey could occur at any time. Multiple non-annual surveys relating to infection control and complaint surveys have occurred with all results being in compliance.
  - Falls data shows a downward trend. A slight uptick will occur with November data due to several anticipated factors of daylight savings change and less frequent comfort rounding with the MDS Coordinator vacancy.
  - Continue to encourage vaccinations and educate staff about the vaccine and mandate. Only 6-7 staff were out of compliance at the time the mandate was placed on hold.

#### MVCC and PC Construction Update – J. Meschke

- Mount View Care Center Suite B is open and operational. Dietary Department moved into their new area shortly after the residents were moved.
- Initial renovation plans are complete for MVCC Suite A. South Shore and Southern Reflections (1<sup>st</sup> and 2<sup>nd</sup> floor south wings) will be under construction simultaneously followed by the former vent unit and Northern Reflections (1<sup>st</sup> and 2<sup>nd</sup> floor north wings). The former vent unit will temporarily house the Adult Day Services Program during the renovations on the south wings. This phase should be complete by end of 2022. The 2<sup>nd</sup> phase will take about six months following. Timeframes will be dependent on any delays with supply chains.
- Work is occurring on the future of Pine Crest. Currently three units (400, 500, and 700 units) do not house residents. The 400 unit is currently being used as storage, the 500 unit is used for the CNA classes, training, and testing. The 700 wing is being converted to offices with no significant construction occurring.
- Lincoln County Committees and Board will be reviewing the use of the Pine Crest building to better understand its use now and plan for the future.

### Nursing Home Operations Committee Charter – J. Meschke

- Minor changes are noted on the Charter which was last updated in 2019.
- **Motion**/second, Voermans/Gilk, to approve the Charter as modified.
- Following discussion, the committee determined the Charter needed further clarification to its purpose, membership, and approval or appointment of committee members by the Board.
- **Motion**/second, Voermans/Gilk, to withdraw the motion.
- Wylie recommended the Charter be aligned with the direct service contract and will work with an internal group in Lincoln County to bring forth a version they are comfortable with. The Executive Committee will review the committee structure and the NCCSP Board would have final approval.
- Review of the Charter will be placed on the agenda for the next meeting.

### Board Discussion

- Expectations of North Central Health Care and Nursing Home Operations Committee
  - Lincoln County wants to right size Pine Crest and cannot sustain the losses; would like input into the future of what the facilities look like; staffing concerns has significant impact on care and financials

### Future Agenda Items and Meeting Schedule

- Nursing Home Operations Committee Charter
- Potential use of vacant wings of Pine Crest
- Next meeting: Tues, February 1, 2022 at 10:00 a.m.

### Adjourn

- **Motion**/second, Gilk/Gibbs, to adjourn the meeting at 11:10 a.m. Motion carried.

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

## MEMORANDUM

DATE: December 2021  
TO: North Central Community Services Program Board  
FROM: Dr. Robert Gouthro, Chief Medical Officer  
RE: CMO Report

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The following items are general updates and communications to support the Board on key activities and/or updates since our last meeting:

1) **Residency & Education:**

- 2022-23 academic year recruitment is ongoing. We expect to interview ~24-30 applicants and many that have accepted interviews have strong ties to the central Wisconsin region.
- The next academic year will be the first year we will have all 12 psychiatry residents rotating in the region as we will have no one leaving the program early to enter a child fellowship. Full time resident presence will be seen in NCHC OP, IP adult, and IP child programs. Presence in Crisis, and addiction treatment is also likely when remodels are complete.
- MCW-CW medical school has awarded two of our CW Psychiatry Program residents with excellence in teaching awards – PGY2 Boris Berman and PGY4 Tsarina Van Wieren. These awards have special meaning as winners are determined solely by the MCW-CW students.

2) **Patient Care and Provider Quality (Behavioral Health):**

- COVID:
  - The increase in COVID positivity ratings, vaccination requirements enacted at many facilities, and the increased stresses related with this time of year has led to a number of factors limiting mental health staffing of facilities across the state, including ours.
  - WMHI, one of the Mental health facilities we interact with most to assist with combative patients, long term placements, specialty treatments, and diversions is significantly understaffed secondary to the above. The national guard has been deployed there to maintain operations, waitlists are present, and they will no longer accept COVID positive patients without a specified mental health need specific to their services to be located in their facility.
  - NCHC is also dealing with staffing shortages which has required rapidly moving of staff from less acute care programs to assist in maintaining a safe and functional work force in our acute care services. Staffing limitations, combined with COVID positive patient statuses may lead to reduced census at times in the coming weeks.

- Monoclonal antibody treatment will now be available to eligible COVID positive patients on our MH Inpatient service. This is a specialty treatment that many mental health patients may not have easy access to in the community. This treatment has been provided to one patient on the IP MH unit to date. And 5 residents/patients/clients have been provided this treatment in the NCHC system overall.
- Increasing outpatient access has been a focus over the last few months. Interventions which have been implemented to increase access include the following:
  - Supervision requirements outlined by the state have decreased for many positions and schedules have been adjusted to allow for more direct patient care time.
  - The legacy policy of waiting indefinitely for outside provider paperwork prior to scheduling referrals has been removed.
  - Grid utilization monitoring has been streamlined using available tools. Front desk staff now have greater flexibility in changing encounter types to increase intake slots without seeking additional approval.
  - The no-show policy has been updated to now include intakes.
  - The total average of outpatient visits scheduled per week has increased ~35% from 514 per week in October to 693 per week in November (excluding the shortened holiday week).
- Legal interactions:
  - In collaboration with Corps Council a new reporting process has been designed to meet Chap 51 state monitoring requirements and improve clinical consult for recommitment hearings. The new process is aided by the transition to Cerner and allows for regular monitoring and contribution to the discussion from multiple care providers. This also allows the court liaison to have real-time, accurate information to help with the recommitment process. The new process will be implemented in the 1<sup>st</sup> quarter of next year.
  - Work on improving relationships and interactions with the Marathon County Jail appear to be making a difference in patient care. The below is a thank you sent by a Jail provider:
 

*“Due to everyone’s support and efforts in bringing him to NCHC-BHU \*\*\* and pursuing a court order I can share that I was actually asked by officers in the beginning of this week to re-assess his appropriateness for general population. I will knock on some wood later, BUT \*\*\* is in a block and appears stable!! He also appears to have gained some insight in regards to medications and recognizing that it is helping him.”*
- Youth Crisis Stabilization Facility & Youth Behavioral Health Hospital Contract Status:
  - Portage County has signed an agreement to allow for referral to the NCHC YCSF, which is in addition to the previously signed YBHH contract.
  - YCSF and YBHH contract discussions are ongoing with Rock, Wood, Vilas, Oneida, and Forrest counties. All have shared significant interest in utilizing these resources and are working with our legal team to customize the contracts to their specific situations.



# North Central Health Care

Person centered. Outcome focused.

## MEMORANDUM

DATE: December 9, 2021  
TO: North Central Community Services Program Board  
FROM: Thomas Boutain, Information Services Executive  
RE: Monthly IS Report

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The following items are general updates and communications to support the Board on key activities and/or updates of Information Services since our last meeting:

### **1. Information Management System (IMS) Update:**

- The IMS Team continues to balance both break/fix issues across Cerner Millennium's core functional areas (e.g., Clinical, Registration/Scheduling, and Billing), as well as whittling away at the list of complex issues compiled during pre- and post-go live implementation activities.
- The IMS Team continues to drive towards completing the validation and testing of Cerner's state reporting tools (e.g., PPS, WHA, and HBIPS), so our submissions are made before set deadlines. Submission deadlines start mid-December and flow into new year for the various reporting tools.
- A kick-off meeting was held to explore options for implementing a hybrid Cerner support model. Follow-up meetings are scheduled to further discuss details on how to best handle the need for quick break/fix solutions and continued commitment from the Cerner Implementation Team on resolving items on our standing issues list, prior to a full transition to their support team.
- After the IMS department experienced turnover in late August/early September, we began recruiting candidates for the open Informatics Analyst positions. By the end of November, we were fully staffed. The onboarding/mentoring process has begun and will continue into the foreseeable future as our new team members acclimate to the organization and IMS.
- In addition to user security (e.g., management and maintenance) across NCHC's various software applications, the IMS team continues to log tickets within and accept tickets from CCITC's TrackIt help desk software. In the future, we plan to move forward with determining our options for leveraging the TrackIt tool reporting and analysis.

## **2. Health Information Management (HIM) Update:**

- The HIM Department is working hard on creating a workflow that creates the greatest quality and quantity of work produced from our department. Scanning 117.5 inches of paper this month is tremendous! Very proud of the team. We are reviewing and updating how work used to be done and how we can modify, keep, or change it to benefit the organization/departments/clients, etc.
- Metrics from 11/8/2021 – 12/3/21
  - 192 charts destroyed
  - 142 charts analyzed on paper and in EHR
  - 172 requests completed
  - 235 digital scans/entries
  - 117.5 inches scanned
  - 103+ calls



# North Central Health Care

Person centered. Outcome focused.

## MEMORANDUM

DATE: December 16, 2021  
TO: North Central Community Services Program Board  
FROM: Jennifer Peaslee, Compliance Officer  
RE: Monthly Quality & Compliance Report

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The following items are general updates and communications to support the Board on key activities and/or updates since our last meeting.

### **Code of Conduct**

Included in your packet is the draft of the proposed 2022 Code of Conduct. I am requesting your feedback and approval. Approval means that you believe it is suitable in its tone and content, that it aligns with the culture and objectives of the organization and is capable of being implemented. Following is information on how the Code is designed, developed, and reviewed as well as the plan for distribution and training.

This Code of Conduct is a mechanism for:

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

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

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

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



The Code will be made available to all staff via our Compliance Page on our website. The one-page flier you also have in your packet will direct staff on how to connect with compliance and is a summary of the main points of the code. This flier is posted throughout all locations on communication boards.

- Do what is right: Comply with all laws, regulations, and NCHC policies & procedures
- Keep it Safe: Choose to honor the confidentiality and privacy of those we serve
- Speak Up: Report all suspected violations
- Lead by Example: Conduct ourselves ethically

In early 2022, our Senior Leadership & Management Teams will be introduced to the code and will be given an opportunity for questions and dialogue. Following, all staff will receive mandatory education about the Code through a short, interactive learning module (LMS) and completion serves as the employee's attestation to following and upholding this Code. This attestation and completion of training is kept in their training file and required for any merit increase. All new employees receive education on the code during new hire orientation and complete the LMS module as well.

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

### **Joint Commission Reaccreditation Award Letter Received**

We've received notice of acceptance of our plan of correction and therefore our award letter from The Joint Commission for programs that fall under the Behavioral Health and Human Services Accreditation Manual effective August 5, 2021. We continue to wait for our required Medicare Deficiency Survey which was expected to occur prior to September 19, 2021, which upon completion will reaccredit our hospitals. The reason for the delay for this survey is a result of barriers relative to the pandemic, preventing surveyors from performing timely returns. Until this return survey occurs, The Joint Commission has administratively extended reaccreditation to these programs. We fully expect a successful return survey and therefore reaccreditation. The primary focus for all programs remains on monitoring the plans of corrections to maintain ongoing compliance.



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 Person centered. Outcome focused.

**PRIVILEGE AND/OR APPOINTMENT AMENDMENT RECOMMENDATION**

Provider David B. Tange, M.D. Appointment Period 09-01-2020 to 08-31-2022  
 Time Period

Current Privileges  Medical (Includes Family Practice, Internal Medicine)  
 Psychiatry  Medical Director  
 Mid-Level Practitioner

Medical Staff Category  Courtesy  Active  
 Provisional  Consulting

Provider Type  Employee  Locum Locum Agency: \_\_\_\_\_  
 Contract Contract Name: Aspinus

**AMENDMENT TYPE(S) REQUESTED:**

Privilege Reason: Add children + adolescent privileges (agrees to see ages 11+)

Category Reason: \_\_\_\_\_

Type Reason: \_\_\_\_\_



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PRIVILEGE AND/OR APPOINTMENT AMENDMENT RECOMMENDATION

CMO 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 amendment(s) as indicated with any exceptions or conditions documented.

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

\_\_\_\_\_  
(Chief Medical Officer or Designee Signature)

11/23/21  
\_\_\_\_\_  
(Signature Date)

MEC ACTION

MEC recommends that:

- The amendment(s) be approved
- Action be deferred on the amendment(s)
- The amendment(s) be denied

\_\_\_\_\_  
(MEC Committee or Designee Signature)

12-2-21  
\_\_\_\_\_  
(Signature Date)

GOVERNING BOARD ACTION

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

Response:  Concur  
 Recommend further reconsideration

\_\_\_\_\_  
(Governing Board Signature)

\_\_\_\_\_  
(Signature Date)

\_\_\_\_\_  
(Chief Executive Officer Signature)

\_\_\_\_\_  
(Signature Date)



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**PRIVILEGE AND/OR APPOINTMENT AMENDMENT RECOMMENDATION**

Provider Heidi L. Heise, APRN Appointment Period 03-25-2021 to 12-31-2022  
Time Period

Current Privileges  Medical (Includes Family Practice, Internal Medicine)  
 Psychiatry  Medical Director  
 Mid-Level Practitioner

Medical Staff Category  Courtesy  Active  
 Provisional  Consulting

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

**AMENDMENT TYPE(S) REQUESTED:**

\_\_\_\_\_ Privilege Reason: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Category Reason: Change from provisional to active 01-25-2022  
 \_\_\_\_\_  
 \_\_\_\_\_

\_\_\_\_\_ Type Reason: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_



**PRIVILEGE AND/OR APPOINTMENT AMENDMENT RECOMMENDATION**

**CMO 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 amendment(s) as indicated with any exceptions or conditions documented.

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

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
(Chief Medical Officer or Designee Signature)

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
11/23/21  
(Signature Date)

**MEC ACTION**

MEC recommends that:

- The amendment(s) be approved
- Action be deferred on the amendment(s)
- The amendment(s) be denied

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
(MEC Committee or Designee Signature)

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
12-2-21  
(Signature Date)

**GOVERNING BOARD ACTION**

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

- Response:
- Concur
  - Recommend further reconsideration

\_\_\_\_\_  
(Governing Board Signature)

\_\_\_\_\_  
(Signature Date)

\_\_\_\_\_  
(Chief Executive Officer Signature)

\_\_\_\_\_  
(Signature Date)



# North Central Health Care

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## MEMORANDUM

DATE: December 8, 2021  
TO: North Central Community Services Program Board Executive Committee  
FROM: Jill S. Meschke, Interim Chief Executive Officer, Chief Financial Officer  
RE: CEO Report – December 2021

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Below are updates since our last meeting.

### Moment of Excellence

Construction progress continues. Dietary Services has recently moved their Marathon County operations into the new kitchen in the nursing tower. This was a tremendous effort involving new workflows and equipment.

### Since Our Last Meeting

NCHC has kicked off our annual Employee Partnership Survey. Deadline for participation was December 1. Programs with 100 percent participation receive a pizza party, which was a great motivator for several areas.

### Industry News

November 4 CMS issued an interim final rule requiring COVID-19 vaccinations for workers in most healthcare settings that participate in the Medicare and Medicaid programs. The COVID-19 Incident Command team established policy and processes to comply with the rule including a methodology to consider religious and medical exemptions. November 30 the mandate was temporarily placed on hold across the country by a federal district court in Louisiana through a preliminary injunction blocking enforcement. There is a possibility that the ruling will be overturned.

NCHC stopped potential employee terminations that may have affected as many as two dozen staff (most are occasional workers and students that are not actively on current schedules). We are prepared to resume enforcing the mandate as necessary. NCHC encourages vaccination for our employees and residents, provides vaccination clinics for those individuals, and continues requirements for PPE and testing to keep our residents, patients, employees, and visitors safe.

### Dashboards

Dashboard results for November are being compiled. Some early measure results include improvement in employee turnover rate by 0.5 percent from October. Patient experience continues to have strong performance with net promoter score of 71.1. Nursing home readmission rates increased to 16.7 percent in November, which is an unfavorable trend from the prior month by 6.3 percent. However, both Mount View and Pine Crest now have 4-star quality ratings turning the measure green.

Input from the Board of Directors is requested in desired changes to the existing dashboard measures.

### Financial Highlights

NCHC received \$1.2 million in phase 4 Provider Relief Funds, which will be included in November's financial results. We have also received notice that NCHC will receive an APRA Rural payment. The amount and timing of that payment is unknown.

Pine Crest received back payment for July 1 Medicaid rate increases in October, but accounting is working with DHS to reconcile items related to Mount View. The back payment for July 1 Medicaid increases is expected in December. Additionally, interim supplemental payments of \$1,240,800 for Mount View and \$1,076,250 for Pine Crest are scheduled for December.

NCHC has applied for a Badger Bounceback Healthcare Infrastructure grant to support construction of the outpatient and community treatment space. Award notifications are anticipated in January.

Processes to close the general ledger are underway. Please see the CFO financial memo for more information.

### Current Challenges

COVID-19-related staff absences are on the rise. For comparison, September 7 NCHC had 15 employees out due to COVID of which three were COVID-positive. That same day, county positivity ratings (number of positive individuals per total population) were as follows: 8.6% Marathon, 11.9% Lincoln, and 12.3% Llanglade. As of December 1, NCHC had 45 employees out due to COVID of which 30 were COVID-positive. County positivity ratings are: 16.0% Marathon, 14.6% Lincoln, and 17.1% Llanglade.

### Considerations and Decisions

During the December meeting of the NCCSP Board of Directors, I will be asking the members for their consideration of several items, namely (1) the compensation administration manual and pay grades, (2) the physician compensation policy, (3) the 2022 budget, and (4) the Code of Conduct. Additional details related to the budget will be made available to the Board to consider prior to the meeting.

### Conclusion

Progress continues for a variety of initiatives at NCHC. We appreciate the time and commitment of the Board of Directors. Have a happy holiday season. Thank you.

DEPARTMENT: NORTH CENTRAL HEALTH CARE

FISCAL YEAR: 2021

PRIMARY OUTCOME GOAL	↑	TARGET	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	2021 YTD	2020
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PEOPLE

Vacancy Rate	↘	7-9%	6.1%	6.1%	8.6%	10.1%	6.9%	5.8%	5.3%	6.1%	6.5%	7.0%	8.3%		7.0%	7.8%
Turnover Rate	↘	20-23% (1.7%-1.95%)	2.8%	2.4%	3.3%	2.9%	2.3%	3.0%	3.3%	1.4%	2.5%	2.6%	2.1%		31.3%	N/A
Organization Diversity Composite Index	↗	Monitoring	0.69	0.66	0.67	0.63	0.65	0.68	0.67						0.66	N/A

SERVICE

Patient Experience (Net Promoter Score)	↗	55-61	52.2	73.8	65.6	59.6	60.4	59.6	56.7	61.2	57.0	71.9	71.1		64.2	61.0
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QUALITY

Hospital Readmission Rate	↘	10-12%	10.8%	14.3%	14.4%	14.4%	9.1%	2.1%	4.8%	9.1%	5.0%	13.2%	17.7%		10.4%	11.8%
Nursing Home Readmission Rate	↘	10-12%	10.5%	17.8%	12.8%	10.3%	12.5%	10.0%	12.5%	12.0%	7.7%	10.4%	16.7%		12.2%	13.5%
Nursing Home Star Rating	↗	★★★★	★★★	★★★	★★★	★★★	★★★	★★★	★★★	★★★	★★★	★★★	★★★★		★★★	★★★
Zero Harm - Patients	↘	Monitoring	0.84	1.06	0.84	0.85	1.19			0.62	0.57	0.73	0.68		0.82	0.74
Zero Harm - Employees	↘	Monitoring	2.26	2.97	5.94	3.08	3.18	1.21	1.98	1.14	6.97	0.00	2.46		2.84	2.84

COMMUNITY

Out of County Placements	↘	230-250	236	140	169	96	143	192	109	126	127	256	42		149	269
Client Diversity Composite Index	↗	Monitoring	0.31	0.46	0.47	0.45	0.43	0.00							0.45	N/A

FINANCE

Direct Expense/Gross Patient Revenue	↘	64-67%	76.8%	70.2%	70.0%	72.0%	73.8%	80.5%	73.7%	82.1%	81.0%	83.5%	86.2%		77.2%	72.4%
Indirect Expense/Direct Expense	↘	44-47%	41.3%	34.7%	38.6%	36.9%	37.2%	40.5%	44.7%	31.0%	34.6%	36.4%	41.4%		37.7%	39.0%
Net Income	↗	2-3%	-15.7%	0.1%	-6.9%	-5.1%	-7.6%	1.1%	-15.5%	-4.0%	-11.0%	-5.4%	5.1%		-5.3%	0.4%

↗ Higher rates are positive  
 ↘ Lower rates are positive



## DASHBOARD MEASUREMENT OUTCOME DEFINITIONS AND DETAILS

### PEOPLE

Vacancy Rate

Monthly calculation: total number of vacant FTE at month end divided by the total authorized FTE as of month end.  
YTD calculation: Average of each monthly vacancy rate.

Turnover Rate

The monthly rate is determined by the number of separations divided by the average number of employees multiplied by 100. The YTD is the sum of the monthly percentages.

Diversity Composite Index

Monthly calculation: A weighted composite of the diversity of NCHC's workforce, management and Board, relative to the demographics of Marathon Count  
YTD calculation: Weighted average of each month's Diversity Composite Index rate.

### SERVICE

Patient Experience (Net Promoter Score)

Monthly calculation: A weighted average of Net Promoter Score. YTD calculation: Weighted average of each month's Net Promoter Score.

### QUALITY

Hospital Readmission Rate

Percent of patients who are readmitted within 30 days of discharge from the Inpatient Behavioral Health hospital for Mental Health primary diagnosis.  
*Benchmark: American Health Care Association/National Center for Assistive Living (AHCA/NCAL) Quality Initiative*

Nursing Home Readmission Rate

Number of residents re-hospitalized within 30 days of admission to nursing home / total admissions.  
*Benchmark: American Health Care Association/Centers for Medicare & Medicaid Services (AHCA/CMS)*

Nursing Home Star Rating

Star rating as determined by CMS Standards for both Pine Crest and MVCC.

Zero Harm Patients

Patient Adverse Event Rate: # of actual harm events that reached patients/number of patient days x1000

Zero Harm Employee

Monthly calculation: # of OSHA reportables in the month x 200,000/payroll hours paid within the month.  
YTD calculation: # of OSHA reportables YTD x 200,000/payroll hours paid YTD.

### COMMUNITY

Out of County Placement

Number of involuntary days that patients spend in out of county placements who have discharged in month of report.

Diversity, Equity, and Inclusion Access Equity Gap

Identify number of consumers served and index their demographics against the demographics of service area. An access equity gap will be established base on the variability in matching the community to our service population.

### FINANCE

Direct Expense/Gross Patient Revenue

Percentage of total direct expense compared to gross revenue.

Indirect Expense/Direct Revenue

Percentage of total indirect expenses compared to direct expenses.

Net Income

Net earnings after all expenses have been deducted from revenue.

## 2021 - Primary Dashboard Measure List

↗ Higher rates are positive

↘ Lower rates are positive

Department	Domain	Outcome Measure	↕	Target Level	Current Month	Current YTD	2020
North Central Health Care	People	Vacancy Rate	↘	7-9%	8.3%	7.0%	7.8%
		Turnover Rate	↘	20-23% (1.7%-1.9%)	2.1%	31.3%	N/A
		Organization Diversity Composite Index	↗	Monitoring		0.66	N/A
	Service	Patient Experience (Net Promoter Score)	↗	55-61	71.1	64.2	61.0
	Quality	Hospital Readmission Rate	↘	10-12%	17.7%	10.4%	11.8%
		Nursing Home Readmission Rate	↘	10-12%	16.7%	12.2%	13.5%
		Nursing Home Star Rating	↗	★★★★	★★★★	★★★	★★★
		Zero Harm - Patients	↘	Monitoring	0.68	0.82	0.74
		Zero Harm - Employees	↘	Monitoring	2.46	2.84	2.84
	Community	Out of County Placements	↘	230-250	42	149	269
		Client Diversity Composite Index	↗	Monitoring		0.45	/
	Finance	Direct Expense/Gross Patient Revenue	↘	64-67%	86.2%	77.2%	72.4%
		Indirect Expense/Direct Expense	↘	44-47%	41.4%	38%	39.0%
Net Income		↗	2-3%	5.1%	-5.3%	0.4%	

Department	Domain	Outcome Measure	↕	Target Level	Current Month	Current YTD
Adult Community Treatment	People	Vacancy Rate	↘	7-9%	4.3%	3.8%
		Turnover Rate	↘	20-23% (1.7%-1.9%)	4.4%	20.1%
	Service	Patient Experience (Net Promoter Score)	↗	55-61	40.0*	71.9%
	Quality	Zero Harm - Patients	↘	Monitoring	0.36	0.19
		% of Treatment Plans Completed within Required Timelines	↗	96-98%	47.0%	85.1%
		Employment rate of Individual Placement and Support (IPS) Clients	↗	46-50%	61.7%(50/81)	57.0%
	Community	% of Eligible CCS and CSP Clients Admitted within 60 Days of Referral	↗	60-70%	16.0%	32.5%
		Average Days from Referral to Initial Appointment	↘	55-60 days	100.7 days	80.1 days
		Hospitalization Rate of Active Patients	↘	Monitoring	2.77%	2.92%
	Finance	Direct Expense/Gross Patient Revenue	↘	86.7-90.2%	90.6%	80.0%
Net Income		↗	\$10,457-\$15,686 Per Month	\$23,905	\$57,071	

Department	Domain	Outcome Measure	↕	Target Level	Current Month	Current YTD
Adult Crisis Stabilization CBRF	People	Vacancy Rate	↘	5-7%	0.0%	0.6%
		Turnover Rate	↘	20-23% (1.7%-1.9%)	0.0%	18.1%
	Service	Patient Experience (Net Promoter Score)	↗	42-47	50.0*	46.5%
	Quality	Zero Harm - Patients	↘	Monitoring	10.81	9.21
		% of Patients who kept their Follow-up Appointment	↗	90-95%		92.7%
	Community	% of Patients Admitted within 24 hours of Referral	↗	90-95%	100% (34/34)	100.00%
	Finance	Direct Expense/Gross Patient Revenue	↘	30.9-32.2%	54.1%	59.5%
		Net Income	↗	\$1,747-\$2,620 Per Month	(\$18,953)	(\$15,310)

Department	Domain	Outcome Measure	↕	Target Level	Current Month	Current YTD
Adult Inpatient Psychiatric Hospital	People	Vacancy Rate	↘	7-9%	14.6%	7.0%
		Turnover Rate	↘	20-23% (1.7%-1.9%)	2.4%	37.2%
	Service	Patient Experience (Net Promoter Score)	↗	42-47	100.0*	40.7%
	Quality	Zero Harm - Patients	↘	Monitoring	7.75	4.28
		Hospital Readmission Rate	↘	10-12%	20.3%	10.7%
		Average Days for Initial Counseling Appointment Post-Hospital Discharge	↘	8-10 days	19.8 days	23.2 days
		Average Days for Initial Psychiatry Appointment Post-Hospital Discharge	↘	8-10 days	21.1 days	17.1 days
		Average Days since previous Detox Admission	↗	330-360 days	1140 days	472.3 days
	Community	Out of County Placements	↘	150-170	12	111
	Finance	Direct Expense/Gross Patient Revenue	↘	78.2-81.4%	139.6%	105.1%
Net Income		↗	\$13,382-\$20,073 Per Month	\$36,724	(\$146,019)	

Department	Domain	Outcome Measure	↕	Target Level	Current Month	Current YTD
Aquatic	People	Vacancy Rate	↘	5-7%	10.0%	6.6%
		Turnover Rate	↘	20-23% (1.7%-1.9%)	0.0%	43.3%
	Service	Patient Experience (Net Promoter Score)	↗	83-87	100.0*	87.0%
	Quality	Zero Harm - Patients	↘	Monitoring	0.00	4.83
	Finance	Direct Expense/Gross Patient Revenue	↘	43.8-45.6%	67.3%	66.3%
		Net Income	↗	\$2,174-\$3,261 Per Month	(\$1,223)	(\$13,080)

Department	Domain	Outcome Measure	↕	Target Level	Current Month	Current YTD
Clubhouse	People	Vacancy Rate	↘	5-7%	0.0%	0.0%
		Turnover Rate	↘	20-23% (1.7%-1.9%)	0.0%	0.0%
	Service	Patient Experience (Net Promoter Score)	↗	55-61	81.8*	79.5%
	Quality	Average Attendance Per Work Day	↗	20-25	18	19
		% of Members Working 15 or More Hours Per Month	↗	80-85%	34%(28/82)	27.4%
	Community	Active Members Per Month	↗	110-120	82	86
	Finance	Direct Expense/Gross Patient Revenue	↘	58.6-61.0%	130.6%	91.0%
		Net Income	↗	\$536-\$804 Per Month	(\$31,870)	(\$12,480)

Department	Domain	Outcome Measure	↕	Target Level	Current Month	Current YTD
Crisis and Emergency Services	People	Vacancy Rate	↘	7-9%	6.5%	5.6%
		Turnover Rate	↘	20-23% (1.7%-1.9%)	3.4%	33.5%
	Service	Patient Experience (Net Promoter Score)	↗	42-47	100.0*	25.0%
	Quality	Zero Harm - Patients	↘	Monitoring	0.00	7.35
		% of Crisis Assessments with Documented Linkage and Follow-up within 24 hours	↗	70-75%		59.4%
		Avoid Hospitalizations (NCHC and Diversions) with a length of stay of less than 72 hours	↘	5-10%	0.0%	4.8%
	Community	Out of County Placements Days	↘	230-250	42	149
		Court Liasion: % of Eligible Individuals with Commitment and Settlement Agreements who are Enrolled in CCS or CSP withn 60 days	↗	80-85%		47.3%
	Finance	Direct Expense/Gross Patient Revenue	↘	167.6-174.4%	381.5%	277.3%
		Net Income	↗	\$5,370-\$8,055 Per Month	(\$82,056)	(\$26,908)

Department	Domain	Outcome Measure	↕	Target Level	Current Month	Current YTD
Day Services	People	Vacancy Rate	↘	7-9%	4.0%	2.3%
		Turnover Rate	↘	20-23% (1.7%-1.9%)	0.0%	16.5%
	Service	Patient Experience (Net Promoter Score)	↗	55-61	81.8*	92.0%
	Quality	Zero Harm - Patients	↘	Monitoring	1.00	0.68
	Finance	Direct Expense/Gross Patient Revenue	↘	89.3-92.9%	103.1%	98.8%
		Net Income	↗	\$5,103-\$7,654 Per Month	\$32,006	(\$23,576)

Department	Domain	Outcome Measure	↕	Target Level	Current Month	Current YTD
Group Homes	People	Vacancy Rate	↘	7-9%	12.5%	6.2%
		Turnover Rate	↘	20-23% (1.7%-1.9%)	7.3%	46.3%
	Service	Patient Experience (Net Promoter Score)	↗	55-61	0.0*	83.3%
	Quality	Zero Harm - Patients	↘	Monitoring	1.09	1.59
	Finance	Direct Expense/Gross Patient Revenue	↘	66.3-69.0%	79.2%	77.2%
		Net Income	↗	\$2,939-\$4,408 Per Month	\$6,680	\$23,637

Department	Domain	Outcome Measure	↕	Target Level	Current Month	Current YTD
Mount View Care Center	People	Vacancy Rate	↘	7-9%	8.2%	10.0%
		Turnover Rate	↘	20-23% (1.7%-1.9%)	2.4%	31.6%
	Service	Patient Experience (Net Promoter Score)	↗	55-61	50.0*	50.0%
	Quality	Nursing Home Readmission Rate	↘	10-12%	21.4%	11.3%
		Zero Harm - Residents	↘	Monitoring	2.75	3.25
		Nursing Home Quality Star Rating	↗	★★★★	★★★★	★★★★
	Community	Referral Conversion Rate	↗	N/A	N/A	N/A
	Finance	Direct Expense/Gross Patient Revenue	↘	55.5-57.7%	137.7%	74.4%
Net Income		↗	\$30,636-\$45,954 Per Month	\$283,370	(\$71,963)	

Department	Domain	Outcome Measure	↕	Target Level	Current Month	Current YTD
Outpatient Services	People	Vacancy Rate	↘	7-9%	5.4%	3.8%
		Turnover Rate	↘	20-23% (1.7%-1.9%)	0.0%	12.0%
	Service	Patient Experience (Net Promoter Score)	↗	55-61	70.0*	60.7%
	Quality	Zero Harm - Patients	↘	Monitoring	1.02	1.02
		Average Days for Initial Counseling Appointment Post-Hospital Discharge	↘	8-10 days	17.4 days	21.3 days
		Average Days for Initial Psychiatry Appointment Post-Hospital Discharge	↘	8-10 days	13.3 days	15.22 days
		Day Treatment Program Completion Rate	↗	40-50%	N/A	N/A
		OWI - 5 Year Recidivism Rate	↘	13-15%	11.8%	13.7%
		Same Day Cancellation and No-Show Rate	↘	15-18%	13.1%	16.9%
	Community	% of Patients Offered an Appointment within 4 Days of Screening by a Referral Coordinator	↗	20-25%	17.1%	21.4%
		Post-Jail Release Access Rate (Within 4 Days of Release)	↗	20-25%		19.7%
		Average Number of Days from Referral to Start of Day Treatment	↘	16-20 days	N/A	N/A
		Hospitalization Rate of Active Patients	↘	Monitoring	0.90%	1.05%
	Finance	Direct Expense/Gross Patient Revenue	↘	93.4-97.2%	133.7%	124.1%
		Net Income	↗	\$12,534-\$18,802 Per Month	(\$109,916)	(\$26,607)

Department	Domain	Outcome Measure	↕	Target Level	Current Month	Current YTD
Pine Crest Nursing Home	People	Vacancy Rate	↘	7-9%	12.3%	10.6%
		Turnover Rate	↘	20-23% (1.7%-1.9%)	2.3%	36.3%
	Service	Patient Experience (Net Promoter Score)	↗	55-61	40.0*	44.4%
	Quality	Zero Harm - Residents	↘	Monitoring	2.54	3.15
		Nursing Home Readmission Rate	↘	10-12%	7.1%	13.9%
		Nursing Home Quality Star Rating	↗	★★★★	★★★★	★★★
	Community	Referral Conversion Rate	↗	N/A	N/A	N/A
	Finance	Direct Expense/Gross Patient Revenue	↘	57.0-59.3%	72.9%	71.2%
Net Income		↗	\$20,559-\$30,839 Per Month	(\$90,114)	(\$130,395)	

Department	Domain	Outcome Measure	↕	Target Level	Current Month	Current YTD
Riverview Terrace (RCAC)	People	Vacancy Rate	↘	7-9%	0.0%	4.3%
		Turnover Rate	↘	20-23% (1.7%-1.9%)	0.0%	74.7%
	Quality	Zero Harm - Patients	↘	Monitoring	0.00	0.00
	Finance	Direct Expense/Gross Patient Revenue	↘	N/A	0.0%	0.0%
		Net Income	↗	\$582-\$873 Per Month	\$5,252	\$5,685

Department	Domain	Outcome Measure	↕	Target Level	Current Month	Current YTD
Supported Apartments	People	Vacancy Rate	↘	7-9%	9.1%	8.2%
		Turnover Rate	↘	20-23% (1.7%-1.9%)	6.3%	27.9%
	Service	Patient Experience (Net Promoter Score)	↗	55-61	0.0*	80.0%
	Quality	Zero Harm - Patients	↘	Monitoring	1.09	0.90
	Finance	Direct Expense/Gross Patient Revenue	↘	38.5-41.0%	51.4%	46.7%
		Net Income	↗	\$3,364-\$5,046 Per Month	\$15,061	(\$26,112)

Department	Domain	Outcome Measure	↕	Target Level	Current Month	Current YTD
Youth Community Treatment	People	Vacancy Rate	↘	7-9%	8.3%	5.2%
		Turnover Rate	↘	20-23% (1.7%-1.9%)	0.0%	35.7%
	Service	Patient Experience (Net Promoter Score)	↗	55-61	100.0*	91.7%
	Quality	Zero Harm - Patients	↘	Monitoring	0.00	0.04
		% of Treatment Plans Completed within Required Timelines	↗	96-98%	66.6%	91.3%
		% of Eligible CCS and CSP Clients Admitted within 60 Days of Referral	↗	60-70%	9.0%	29.3%
	Community	Average Days from Referral to Initial Appointment	↘	55-60 days	182.8 days	107.38 days
		Hospitalization Rate of Active Patients	↘	Monitoring	0.85%	0.77%
	Finance	Direct Expense/Gross Patient Revenue	↘	77.2-80.4%	81.8%	75.7%
		Net Income	↗	\$14,139-\$21,208 Per Month	\$6,768	\$37,849

Department	Domain	Outcome Measure	↕	Target Level	Current Month	Current YTD
Youth Crisis Stabilization Facility	People	Vacancy Rate	↘	5-7%	0.0%	4.2%
		Turnover Rate	↘	20-23% (1.7%-1.9%)	10.5%	24.5%
	Service	Patient Experience (Net Promoter Score)	↗	42-47	N/A	N/A
	Quality	Zero Harm - Patients	↘	Monitoring	0.00	6.80
		% of Patients who kept their Follow-up Outpatient Appointment	↗	90-95%		
	Community	% of Patients Admitted within 24 hours of Referral	↗	90-95%	100% (22/22)	100.0%
	Finance	Direct Expense/Gross Patient Revenue	↘	127-130%	86.53%	288.3%
		Net Income	↗	\$1,692-\$2,538 Per Month	\$281,981	\$85,445

Department	Domain	Outcome Measure	↕	Target Level	Current Month	Current YTD
Youth Psychiatric Hospital	People	Vacancy Rate	↘	7-9%	23.8%	8.6%
		Turnover Rate	↘	20-23% (1.7%-1.9%)	0.0%	30.9%
	Service	Patient Experience (Net Promoter Score)	↗	42-47	0.0*	80.0%
	Quality	Zero Harm - Patients	↘	Monitoring	0.00	7.16
		Hospital Readmission Rate	↘	10-12%	11.5%	9.4%
		Average Days for Initial Counseling Appointment Post-Hospital Discharge	↘	8-10 days	4.17 days	11.67 days
		Average Days for Initial Psychiatry Appointment Post-Hospital Discharge	↘	8-10 days	21.11 days	22.08 days
	Community	Out of County Placements	↘	50-60	30	37
	Finance	Direct Expense/Gross Patient Revenue	↘	61.8-64.4%	164.3%	98.8%
		Net Income	↗	\$4,973-\$7,459 Per Month	(\$78,398)	(\$89,561)



# North Central Health Care

Person centered. Outcome focused.

## MEMORANDUM

DATE: December 13, 2021  
TO: North Central Community Services Program Board Executive Committee  
FROM: Jill S. Meschke, Interim Chief Executive Officer, Chief Financial Officer  
RE: Financial Performance for November 2021

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North Central Health Care experienced income of \$383,034 November and a loss of (\$4,070,516) year-to-date. Net patient revenue shortfalls and staffing challenges are the two largest contributors to losses. Net patient revenue is 14.8 percent behind plan through November while total revenue is 6.4 percent behind plan. Overall, personnel expenses are favorable to plan. Total operating expenses are 2.0 percent favorable to plan year-to-date.

Provider Relief Fund receipts of \$1,170,123 contributed to positive performance while recognition of interest expense on debt service of \$417,508 offset gains.

Cash position has improved from prior month with NCHC regaining \$1 million liquid cash. Continued losses contribute to declining overall cash balances.

### Programmatic Analyses

#### - Acute Care Psychiatric Hospitals

The adult and youth acute care psychiatric hospitals experienced a loss of (\$41,672) November and (\$2,591,733) year-to-date. Daily census at the adult hospital averaged 8.0 in November. At the youth hospital, census averaged 2.9 in November. \$278,337 of Provider Relief Covid-19 Funds were allocated to the hospitals. Staffing challenges continue to limit to the number of patients that can safely be in the hospitals.

Personnel costs meet plan in November and contracted provider costs are favorable to budget with the addition of employed psychiatrists dedicated to the hospitals. Diversions continue to exceed plan.

#### - Crisis, Emergency, and Stabilization Services

Crisis services and the adult and youth stabilization facilities experienced a gain of \$180,972 November and a loss of (\$303,277) year-to-date. Net patient revenue is behind plan 50.9 percent for November, however recognition of the Youth Crisis Stabilization \$305,246 grant and \$82,557 of Provider Relief Covid-19 Funds improved performance. Expenses for the programs approximated budget.

#### - Outpatient Services

Outpatient experienced a loss of (\$109,916) November and a loss of (\$292,673) year-to-date. Losses are driven by revenue not meeting target; however, progress is being made to increase productivity. Increased scrutiny on productivity and the availability of additional tools in Cerner have contributed to improvements.

- Community Treatment  
Adult and youth community treatment have a gain of \$30,673 November and \$1,013,041 year-to-date, which is behind plan. Losses are driven by revenue not meeting target. Personnel expenses are favorable to plan.
- Community Living and Residential Services  
Community living experienced income of \$18,871 November and a loss of (\$66,459) year-to-date. \$39,500 of Provider Relief Covid-19 Funds were received by the programs. Expenses, including personnel expenses, are favorable to budget November and year-to-date.
- Adult Day and Prevocational Services  
ADS and prevocational services experienced income of \$32,007 November and a loss of (\$259,340) year-to-date. Referrals and service availability are increasing. \$18,364 of Provider Relief Covid-19 Funds were received by the programs.

Losses are driven by Lincoln Industries at (\$40,463) for November and (\$343,739) year-to-date. Due to Covid-19, many clients did not return to programming and housing shortages and relocations have moved clients out of the service area. Services for remaining clients are being consolidated in Wausau and Antigo and NCHC will no longer occupy the facility as of January 1.

- Mount View Care Center Skilled Nursing  
Mount View experienced a gain of \$283,369 November and a loss of (\$791,596) year-to-date. November net patient revenue is 4.2 percent short of plan versus being short 12.9 percent year-to-date. \$635,606 of Provider Relief Covid-19 Funds were received by Mount View in November. Additionally, supplemental payments continue to keep revenue over plan.

Personnel expenses were high in November (although improved from year-to-date) due to staff being out with Covid-related absences, vacations, and FMLA. Drug costs are over plan.

- Pine Crest Nursing Home  
Pine Crest has a loss of (\$90,114) November and (\$1,434,343) year-to-date. Pine Crest was ineligible for Provider Relief Covid-19 Funds, however supplemental payments continue over plan. Net patient revenue is over plan by 6.4 percent November and approximating plan year-to-date. In total, revenue is over plan 13.1 percent November and 7.4 percent year-to-date.

Overages in personnel, contracted services, and drugs expenses contribute to losses. Personnel expenses were over plan in November, but agency usage reduced demonstrating expenses transitioning to staff picking up open shifts rather than hiring contract labor. Year-to-date, Pine Crest has incurred \$694,375 for agency staff expense.

- Support Programs  
Support programs have a loss of (\$1,652,120) November and (\$14,737,771) year-to-date. These costs are allocated into the program results above. Costs are favorable to plan \$864,794 year-to-date and include \$417,596 interest expense in November.



North Central Health Care  
Income Statement  
For the Period Ending November 30, 2021

	MTD Actual	MTD Budget	\$ Variance	% Variance	YTD Actual	YTD Budget	\$ Variance	% Variance
<b>Direct Revenues</b>								
Patient Gross Revenues	6,509,576	8,119,525	(1,609,949)	-19.8%	76,596,830	90,731,012	(14,134,182)	-15.6%
Patient Contractual Adjustments	(1,857,573)	(2,847,556)	989,983	-34.8%	(26,436,167)	(31,825,969)	5,389,802	-16.9%
Net Patient Revenue	4,652,003	5,271,969	(619,966)	-11.8%	50,160,663	58,905,042	(8,744,380)	-14.8%
County Revenue	409,215	427,764	(18,549)	-4.3%	4,649,759	4,705,405	(55,647)	-1.2%
Contracted Service Revenue	91,961	114,457	(22,496)	-19.7%	1,002,960	1,154,877	(151,917)	-13.2%
Grant Revenues and Contractuals	502,384	333,635	168,749	50.6%	3,484,694	3,672,922	(188,228)	-5.1%
Appropriations	510,045	502,687	7,358	1.5%	5,610,496	5,529,557	80,939	1.5%
COVID-19 Relief Funding	1,170,123	-	1,170,123	0.0%	1,196,873	-	1,196,873	0.0%
Other Revenue	783,693	552,481	231,212	41.8%	8,768,124	6,078,796	2,689,329	44.2%
Total Direct Revenue	8,119,425	7,202,994	916,431	12.7%	74,873,568	80,046,599	(5,173,031)	-6.5%
<b>Indirect Revenues</b>								
County Revenue	170,209	171,802	(1,593)	-0.9%	1,872,295	1,889,821	(17,526)	-0.9%
Contracted Service Revenue	2,250	3,000	(750)	-25.0%	24,790	33,000	(8,210)	-24.9%
Grant Revenues and Contractuals	-	-	-	0.0%	31,900	-	31,900	0.0%
Appropriations	-	-	-	0.0%	-	-	-	0.0%
Other Revenue	47,664	52,967	(5,303)	-10.0%	385,454	488,473	(103,019)	-21.1%
Allocated Revenue	-	-	-	0.0%	-	(1)	1	-100.0%
Total Indirect Revenue	221,263	227,769	(6,506)	-2.9%	2,306,743	2,411,293	(104,550)	-4.3%
Total Operating Revenue	8,340,687	7,430,762	909,925	12.2%	77,180,311	82,457,892	(5,277,581)	-6.4%
<b>Direct Expenses</b>								
Personnel Expenses	3,493,130	3,599,490	106,360	3.0%	37,789,671	38,349,623	559,952	1.5%
Contracted Services Expenses	743,746	796,252	52,507	6.6%	9,047,090	9,540,106	493,016	5.2%
Supplies Expenses	56,239	52,286	(3,954)	-7.6%	866,232	618,454	(247,778)	-40.1%
Drugs Expenses	654,452	555,222	(99,229)	-17.9%	5,807,340	5,689,022	(118,318)	-2.1%
Program Expenses	119,182	72,147	(47,035)	-65.2%	886,675	796,932	(89,743)	-11.3%
Land & Facility Expenses	67,163	66,441	(722)	-1.1%	733,729	769,156	35,427	4.6%
Equipment & Vehicle Expenses	51,102	62,023	10,921	17.6%	534,093	725,915	191,822	26.4%
Diversions Expenses	246,789	79,500	(167,289)	-210.4%	1,565,388	874,500	(690,888)	-79.0%
Other Operating Expenses	178,608	169,682	(8,926)	-5.3%	1,875,017	1,890,871	15,854	0.8%
Total Direct Expenses	5,610,410	5,453,044	(157,367)	-2.9%	59,105,235	59,254,579	149,345	0.3%
<b>Indirect Expenses</b>								
Personnel Expenses	1,107,928	1,179,156	71,228	6.0%	12,170,249	12,677,082	506,833	4.0%
Contracted Services Expenses	7,767	3,500	(4,267)	-121.9%	90,811	38,500	(52,311)	-135.9%
Supplies Expenses	65,853	113,140	47,287	41.8%	846,275	911,018	64,743	7.1%
Drugs Expenses	13,919	15,000	1,081	7.2%	36,643	35,000	(1,643)	-4.7%
Program Expenses	20,394	15,371	(5,024)	-32.7%	233,333	212,252	(21,081)	-9.9%
Land & Facility Expenses	283,287	351,097	67,810	19.3%	3,442,400	3,378,724	(63,676)	-1.9%
Equipment & Vehicle Expenses	95,294	84,849	(10,445)	-12.3%	1,150,456	975,952	(174,504)	-17.9%
Diversions Expenses	-	-	-	0.0%	-	-	-	0.0%
Other Operating Expenses	726,337	468,442	(257,896)	-55.1%	4,320,089	5,561,894	1,241,805	22.3%
Allocated Expense	-	-	-	0.0%	-	-	-	0.0%
Total Indirect Expenses	2,320,780	2,230,555	(90,225)	-4.0%	22,290,256	23,790,422	1,500,166	6.3%
Total Operating Expenses	7,931,190	7,683,598	(247,592)	-3.2%	81,395,491	83,045,002	1,649,510	2.0%
<b>Metrics</b>								
Indirect Expenses/Direct Expenses	41.4%	40.9%			37.7%	40.1%		
Direct Expense/Gross Patient Revenue	86.2%	67.2%			77.2%	65.3%		
<b>Non-Operating Income/Expense</b>								
Interest Income	3,190	30,833	(27,643)	-89.7%	60,091	339,167	(279,076)	-82.3%
Donations Income	1,444	-	1,444	0.0%	72,343	-	72,343	0.0%
Other Non-Operating	8,135	-	8,135	0.0%	12,230	-	12,230	0.0%
Total Non-Operating	12,768	30,833	(18,065)	-58.6%	144,663	339,167	(194,503)	-57.3%
Net Income (Loss)	422,266	(222,003)	644,268	-290.2%	(4,070,516)	(247,943)	(3,822,574)	1541.7%
Net Income	5.1%	-3.0%			-5.3%	-0.3%		

North Central Health Care  
Balance Sheet  
For the Period Ending November 30, 2021

	<u>Current YTD</u>	<u>Prior YTD</u>
<b>ASSETS</b>		
Current Assets		
Cash and Cash Equivalents	1,981,880	107,625
Accounts Receivable		
Net Patient Receivable	7,514,149	4,252,617
Outpatient WIMCR & CCS	4,213,299	4,851,250
Nursing Home Supplemental Payment	1,693,672	908,900
County Appropriations Receivable	(260,227)	537,753
Net State Receivable	261,003	566,724
Other Accounts Receivable	377,661	998,112
Inventory	429,333	446,283
Prepaid Expenses	241,030	405,616
Total Current Assets	<u>16,451,799</u>	<u>13,074,881</u>
Noncurrent Assets		
Investments	7,044,192	12,093,552
Contingency Funds	1,000,000	1,000,000
Patient Trust Funds	107,690	89,367
Pool Project Receivable	-	1,732,590
Net Pension Assets	7,280,177	-
Nondepreciable Capital Assets	39,898,528	27,116,177
Net Depreciable Capital Assets	<u>27,914,157</u>	<u>19,813,639</u>
Total Noncurrent Assets	<u>83,244,745</u>	<u>61,845,326</u>
Deferred Outflows of Resources (Pensions)	<u>18,262,408</u>	<u>22,152,585</u>
<b>TOTAL ASSETS</b>	<u><u>117,958,952</u></u>	<u><u>97,072,791</u></u>

	<u>Current YTD</u>	<u>Prior YTD</u>
<b>LIABILITIES</b>		
<b>Current Liabilities</b>		
Current Portion of Capital Lease Liability	27,987	29,249
Trade Accounts Payable	1,613,024	1,078,431
<b>Accrued Liabilities</b>		
Salaries and Retirement	2,697,678	2,362,313
Compensated Absences	2,275,229	2,815,457
Health and Dental Insurance	503,000	670,000
Bonds	-	-
Interest Payable	(1,164)	-
Other Payables and Accruals	497,265	1,227,522
Payable to Reimbursement Programs	100,000	220,000
Unearned Revenue	(2,117,296)	13,835
<b>Total Current Liabilities</b>	<u>5,595,722</u>	<u>8,416,807</u>
<b>Noncurrent Liabilities</b>		
Net Pension Liability	2,506,809	9,445,451
Long-Term Portion of Capital Lease Liability	22,808	48,950
Long-Term Projects in Progress	43,980,057	22,747,454
Long-Term Debt and Bond Premiums	8,740,637	9,143,060
Patient Trust Funds	44,733	59,649
<b>Total Noncurrent Liabilities</b>	<u>55,295,044</u>	<u>41,444,563</u>
<b>Deferred Inflows of Resources (Pensions)</b>	<u>22,225,906</u>	<u>11,508,078</u>
<b>TOTAL LIABILITIES</b>	<b>83,116,672</b>	<b>61,369,448</b>
<b>NET POSITION</b>		
Net Investment in Capital Assets	67,812,685	46,929,816
Pool Project Restricted Capital Assets	-	1,732,590
<b>Unrestricted</b>		
Board Designated for Contingency	1,000,000	1,000,000
Board Designated for Capital Assets	-	1,053,832
Undesignated	(29,899,889)	(13,771,136)
Net Income / (Loss)	(4,070,516)	(1,241,760)
<b>TOTAL NET POSITION</b>	<b>34,842,280</b>	<b>35,703,343</b>
<b>TOTAL LIABILITIES AND NET POSITION</b>	<u><u>117,958,952</u></u>	<u><u>97,072,791</u></u>

North Central Health Care  
Statement of Cash Flows  
For Month Ending November 30, 2021

Cash, Beginning of Period (October 31)		811,918
Operating Activities		
Net Income (Loss)	422,266	
Adjustments to Reconcile Net Income		
Depreciation	236,972	
Interest Expense	436,374	
(Increase) or Decrease in Current Assets		
Inventories	-	
Accounts Receivable	(468,738)	
Prepaid Expenses	157,646	
Increase or (Decrease) in Current Liabilities		
Accounts Payable	928,630	
Accrued Current Liabilities	(50,992)	
Net Change in Patient Trust Funds	8,489	
Unearned Revenue	<u>(410,603)</u>	
Net Cash from Operating Activities		1,260,044
Investing Activities		
Net Change in Contingency Funds	-	
Purchases of Property and Equipment	2,079,586	
Disposal of Assets	-	
Net Change in Undesignated Equity	<u>(1,187,422)</u>	
Net Cash from Investing Activities		892,164
Financing Activities		
Bonds and Interest	(482,247)	
Net Change in Purchase/Sale of Investments	<u>(500,000)</u>	
Net Cash from Financing Activities		<u>(982,247)</u>
Net Increase (Decrease) in Cash During Period		<u>1,169,961</u>
Cash, End of Period (November 30)		1,981,880

North Central Health Care  
Programs by Service Line  
For the Period Ending November 30, 2021

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
<b>BEHAVIORAL HEALTH SERVICES</b>								
Adult Behavioral Health Hospital	5,769,488	6,305,608	(536,120)	7,375,692	7,443,573	67,881	(1,606,205)	(468,239)
Adult Crisis Stabilization Facility	906,643	1,359,252	(452,608)	1,075,056	964,453	(110,603)	(168,412)	(563,211)
Lakeside Recovery MMT	140,401	933,466	(793,065)	150,906	980,693	829,787	(10,505)	36,722
Youth Behavioral Health Hospital	1,476,672	1,987,501	(510,828)	2,462,200	2,769,159	306,959	(985,528)	(203,870)
Youth Crisis Stabilization Facility	683,866	700,157	(16,291)	522,745	934,827	412,081	161,121	395,790
Crisis Services	2,711,006	2,794,983	(83,977)	3,006,991	2,971,526	(35,464)	(295,985)	(119,442)
Psychiatry Residency	273,561	416,079	(142,518)	324,947	256,492	(68,455)	(51,386)	(210,972)
	<u>11,961,637</u>	<u>14,497,045</u>	<u>(2,535,408)</u>	<u>14,918,537</u>	<u>16,320,724</u>	<u>1,402,187</u>	<u>(2,956,900)</u>	<u>(1,133,222)</u>
<b>COMMUNITY SERVICES</b>								
Outpatient Services (Marathon)	3,954,040	3,899,448	54,591	4,585,131	4,362,932	(222,198)	(631,091)	(167,607)
Outpatient Services (Lincoln)	951,726	1,209,440	(257,714)	703,244	1,222,071	518,827	248,482	261,113
Outpatient Services (Langlade)	748,220	1,697,084	(948,864)	658,285	1,415,216	756,931	89,935	(191,932)
Community Treatment Adult (Marathon)	4,639,769	4,848,569	(208,800)	4,355,217	4,497,392	142,176	284,552	(66,624)
Community Treatment Adult (Lincoln)	938,749	949,381	(10,631)	764,000	749,885	(14,115)	174,750	(24,746)
Community Treatment Adult (Langlade)	569,734	620,099	(50,365)	401,256	522,565	121,309	168,478	70,944
Community Treatment Youth (Marathon)	4,811,179	5,202,604	(391,425)	4,848,413	4,798,371	(50,043)	(37,235)	(441,468)
Community Treatment Youth (Lincoln)	1,516,002	2,395,186	(879,184)	1,348,790	1,726,938	378,148	167,212	(501,036)
Community Treatment Youth (Langlade)	1,372,608	1,614,319	(241,712)	1,117,324	1,269,596	152,273	255,284	(89,439)
Community Corner Clubhouse	128,608	274,134	(145,525)	265,886	296,048	30,162	(137,278)	(115,364)
	<u>19,630,635</u>	<u>22,710,263</u>	<u>(3,079,629)</u>	<u>19,047,544</u>	<u>20,861,014</u>	<u>1,813,470</u>	<u>583,090</u>	<u>(1,266,159)</u>
<b>COMMUNITY LIVING</b>								
Adult Day Services (Marathon)	664,055	734,961	(70,906)	457,998	549,347	91,349	206,058	20,444
Prevocational Services (Marathon)	483,265	489,834	(6,569)	564,281	743,893	179,611	(81,017)	173,042
Lincoln Industries	695,526	1,169,436	(473,910)	1,039,265	1,230,130	190,864	(343,739)	(283,046)
Day Services (Langlade)	304,724	272,890	31,834	345,365	290,691	(54,673)	(40,641)	(22,839)
Prevocational Services (Langlade)	-	-	-	-	-	-	-	-
Andrea St Group Home	496,821	479,759	17,062	443,616	377,600	(66,016)	53,205	(48,955)
Chadwick Group Home	539,217	588,697	(49,481)	448,150	443,077	(5,073)	91,067	(54,553)
Bissell Street Group Home	524,616	519,248	5,367	401,598	419,420	17,822	123,018	23,189
Heather Street Group Home	439,780	419,908	19,872	447,067	380,278	(66,789)	(7,287)	(46,917)
Jelinek Apartments	699,707	720,730	(21,023)	667,387	655,549	(11,837)	32,320	(32,860)
River View Apartments	676,721	609,393	67,329	608,012	502,278	(105,734)	68,709	(38,405)
Forest Street Apartments	147,531	323,286	(175,755)	387,768	435,432	47,664	(240,237)	(128,091)
Fulton Street Apartments	215,490	231,731	(16,241)	363,512	262,821	(100,691)	(148,023)	(116,932)
Riverview Terrace	322,624	328,672	(6,047)	260,077	320,942	60,865	62,548	54,818
Hope House (Sober Living Marathon)	5,779	5,689	90	61,627	41,449	(20,178)	(55,848)	(20,088)
Homelessness Initiative	10,095	493	9,601	22,968	6,123	(16,846)	(12,874)	(7,244)
Sober Living (Langlade)	42,789	47,372	(4,582)	83,133	118,748	35,615	(40,344)	31,032
	<u>6,268,740</u>	<u>6,942,099</u>	<u>(673,359)</u>	<u>6,601,825</u>	<u>6,777,778</u>	<u>175,954</u>	<u>(333,084)</u>	<u>(497,405)</u>
<b>NURSING HOMES</b>								
Mount View Care Center	17,988,783	17,091,318	897,465	18,780,380	16,894,031	(1,886,349)	(791,597)	(988,885)
Pine Crest Nursing Home	11,040,547	10,275,976	764,570	12,474,889	11,335,598	(1,139,291)	(1,434,343)	(374,721)
	<u>29,029,329</u>	<u>27,367,294</u>	<u>1,662,035</u>	<u>31,255,269</u>	<u>28,229,629</u>	<u>3,025,641</u>	<u>(2,225,940)</u>	<u>4,687,676</u>
Pharmacy	7,762,751	8,008,132	(245,380)	6,875,680	7,670,070	794,390	887,071	549,009
<b>OTHER PROGRAMS</b>								
Aquatic Services	1,003,880	1,390,120	(386,240)	1,147,760	1,195,397	47,638	(143,880)	(338,602)
Birth To Three	538,195	705,952	(167,757)	538,195	705,952	167,757	-	-
Adult Protective Services	770,345	739,135	31,210	720,602	930,856	210,254	49,743	241,464
Demand Transportation	368,324	437,019	(68,694)	298,939	353,582	54,642	69,385	(14,052)
	<u>2,680,744</u>	<u>3,272,225</u>	<u>(591,481)</u>	<u>2,705,497</u>	<u>3,185,787</u>	<u>480,290</u>	<u>(24,753)</u>	<u>(111,191)</u>
<b>Total NCHC Service Programs</b>	<b>77,324,975</b>	<b>82,797,059</b>	<b>(5,472,084)</b>	<b>81,407,721</b>	<b>83,045,002</b>	<b>1,637,281</b>	<b>(4,082,746)</b>	<b>(3,834,803)</b>

North Central Health Care  
Fund Balance Review  
For the Period Ending November 30, 2021

	<u>Marathon</u>	<u>Langlade</u>	<u>Lincoln</u>	<u>Total</u>
Total Operating Expenses, Year-to-Date	58,194,812	4,408,120	18,801,421	81,404,352
General Fund Balance Targets				
Minimum (20% Operating Expenses)	11,638,962	881,624	3,760,284	16,280,870
Maximum (35% Operating Expenses)	20,368,184	1,542,842	6,580,497	28,491,523
Risk Reserve Fund	250,000	250,000	250,000	
Total Fund Balance				
Minimum Target	11,888,962	1,131,624	4,010,284	17,030,870
Maximum Target	20,618,184	1,792,842	6,830,497	29,241,523
Total Net Position at Period End	55,771,043	4,368,017	17,194,776	77,333,836
Fund Balance Above/(Below)				
Minimum Target	43,882,081	3,236,393	13,184,492	60,302,966
Maximum Target	35,152,859	2,575,175	10,364,279	48,092,313
<i>County Percent of Total Net Position</i>	<i>72.1%</i>	<i>5.6%</i>	<i>22.2%</i>	
Share of Cash Reserves and Investments	7,230,528	566,299	2,229,245	10,026,072
<i>Days Cash on Hand</i>	<i>42</i>	<i>43</i>	<i>40</i>	<i>41</i>
<i>Targeted Days Cash on Hand</i>	<i>90</i>	<i>90</i>	<i>90</i>	<i>90</i>
Required Invested Cash to Meet Target	15,653,897	1,185,746	5,057,418	21,897,061
Invested Cash Reserves Above/(Below) Target	(8,423,369)	(619,447)	(2,828,173)	(11,870,989)

North Central Health Care  
Review of Services in Marathon County  
For the Period Ending November 30, 2021

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
Direct Services								
Outpatient Services	1,764,771	1,683,980	80,792	4,585,131	4,362,932	(222,198)	(2,820,359)	(141,406)
Community Treatment-Adult	4,567,303	4,775,236	(207,933)	4,355,217	4,497,392	142,176	212,086	(65,757)
Community Treatment-Youth	4,811,179	5,202,604	(391,425)	4,848,413	4,798,371	(50,043)	(37,235)	(441,468)
Day Services	1,147,320	1,224,795	(77,475)	1,022,279	1,293,240	270,961	125,041	193,486
Clubhouse	44,275	189,800	(145,525)	265,886	296,048	30,162	(221,611)	(115,364)
Homelessness Initiative	10,095	493	9,601	22,968	6,123	(16,846)	(12,874)	(7,244)
Hope House Sober Living	5,779	5,689	90	61,627	41,449	(20,178)	(55,848)	(20,088)
Riverview Terrace	322,624	328,672	(6,047)	260,077	320,942	60,865	62,548	54,818
Demand Transportation	368,324	437,019	(68,694)	298,939	353,582	54,642	69,385	(14,052)
Aquatic Services	690,063	1,076,303	(386,240)	1,147,760	1,195,397	47,638	(457,696)	(338,602)
Pharmacy	7,762,751	8,008,132	(245,380)	6,875,680	7,670,070	794,390	887,071	549,009
	<u>21,494,485</u>	<u>22,932,722</u>	<u>(1,438,237)</u>	<u>23,743,976</u>	<u>24,835,545</u>	<u>1,091,568</u>	<u>(2,249,492)</u>	<u>(346,669)</u>
Shared Services								
Adult Behavioral Health Hospital	2,541,544	2,928,386	(386,842)	5,475,188	5,525,578	50,390	(2,933,644)	(336,452)
Youth Behavioral Health Hospital	1,062,153	1,441,355	(379,202)	1,827,762	2,055,626	227,864	(765,609)	(151,338)
Residency Program	637,748	308,867	328,881	241,218	190,402	(50,816)	396,530	278,065
Crisis Services	571,318	692,492	(121,174)	2,232,175	2,205,849	(26,326)	(1,660,857)	(147,500)
Adult Crisis Stabilization Facility	673,027	1,009,011	(335,984)	798,045	715,941	(82,104)	(125,017)	(418,088)
Youth Crisis Stabilization Facility	72,978	519,747	(446,769)	388,049	693,949	305,900	(315,071)	(140,869)
Lakeside Recovery MMT	104,224	692,938	(588,715)	112,022	727,997	615,975	(7,798)	27,260
Residential	3,632,554	3,781,036	(148,482)	3,659,000	3,376,687	(282,313)	(26,447)	(430,796)
Adult Protective Services	204,956	181,788	23,168	534,924	691,001	156,077	(329,967)	179,245
Birth To Three	402,074	527,402	(125,328)	402,074	527,402	125,328	-	0
	<u>9,902,575</u>	<u>12,083,023</u>	<u>(2,180,448)</u>	<u>15,670,455</u>	<u>16,710,430</u>	<u>1,039,975</u>	<u>(5,767,881)</u>	<u>(1,140,473)</u>
Total NCHC Programming	31,397,059	35,015,745	(3,618,685)	39,414,432	41,545,975	2,131,543	(8,017,372)	(1,487,142)
Base County Allocation	3,296,491	3,335,942	(39,451)				3,296,491	(39,451)
County Appropriation	<u>3,088,710</u>	<u>3,007,771</u>	<u>80,939</u>				<u>3,088,710</u>	<u>80,939</u>
Excess Revenue/(Expense)	<u>37,782,260</u>	<u>41,359,458</u>	<u>(3,577,197)</u>	<u>39,414,432</u>	<u>41,545,975</u>	<u>2,131,543</u>	<u>(1,632,171)</u>	<u>(1,445,654)</u>

North Central Health Care  
Review of Services in Lincoln County  
For the Period Ending November 30, 2021

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
Direct Services								
Outpatient Services	376,854	627,688	(250,834)	703,244	1,222,071	518,827	(326,390)	267,993
Community Treatment-Adult	930,597	941,131	(10,534)	764,000	749,885	(14,115)	166,597	(24,649)
Community Treatment-Youth	1,516,002	2,395,186	(879,184)	1,348,790	1,726,938	378,148	167,212	(501,036)
Lincoln Industries	695,526	1,169,436	(473,910)	1,039,265	1,230,130	190,864	(343,739)	(283,046)
	<u>3,518,979</u>	<u>5,133,441</u>	<u>(1,614,462)</u>	<u>3,855,299</u>	<u>4,929,024</u>	<u>1,073,725</u>	<u>(336,321)</u>	<u>(540,737)</u>
Shared Services								
Adult Behavioral Health Hospital	523,269	602,915	(79,645)	1,127,267	1,137,641	10,375	(603,997)	(69,271)
Youth Behavioral Health Hospital	218,683	296,755	(78,073)	376,311	423,225	46,914	(157,628)	(31,158)
Residency Program	131,304	63,592	67,712	49,663	39,201	(10,462)	81,640	57,250
Crisis Services	117,627	142,575	(24,948)	459,575	454,154	(5,420)	(341,948)	(30,368)
Adult Crisis Stabilization Facility	138,567	207,742	(69,175)	164,307	147,403	(16,904)	(25,739)	(86,079)
Youth Crisis Stabilization Facility	15,025	107,009	(91,984)	79,894	142,875	62,981	(64,869)	(29,003)
Lakeside Recovery MMT	21,458	142,667	(121,208)	23,064	149,885	126,821	(1,606)	5,612
Residential	-	-	-	-	-	-	-	-
Adult Protective Services	42,198	37,428	4,770	110,134	142,268	32,134	(67,936)	36,904
Birth To Three	81,019	106,272	(25,254)	81,019	106,272	25,254	-	-
	<u>1,289,149</u>	<u>1,706,954</u>	<u>(417,805)</u>	<u>2,471,232</u>	<u>2,742,924</u>	<u>271,692</u>	<u>(1,182,083)</u>	<u>(146,113)</u>
Total NCHC Programming	4,808,128	6,840,394	(2,032,267)	6,326,531	7,671,948	1,345,416	(1,518,404)	(686,850)
Base County Allocation	796,067	805,594	(9,527)			-	796,067	(9,527)
County Appropriation	<u>550,035</u>	<u>550,035</u>	<u>-</u>			-	<u>550,035</u>	<u>-</u>
Excess Revenue/(Expense)	<u>6,154,229</u>	<u>8,196,023</u>	<u>(2,041,794)</u>	<u>6,326,531</u>	<u>7,671,948</u>	<u>1,345,416</u>	<u>(172,302)</u>	<u>(696,377)</u>



North Central Health Care  
Review of Services in Llanglade County  
For the Period Ending November 30, 2021

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
<b>Direct Services</b>								
Outpatient Services	363,422	1,307,680	(944,258)	658,285	1,415,216	756,931	(294,863)	(1,239,121)
Community Treatment-Adult	561,582	611,849	(50,267)	401,256	522,565	121,309	160,326	110,058
Community Treatment-Youth	1,372,608	1,614,319	(241,712)	1,117,324	1,269,596	152,273	255,284	13,573
Sober Living	24,673	29,038	(4,365)	83,133	118,748	35,615	(58,461)	(62,826)
Day Services	304,724	272,890	31,834	345,365	290,691	(54,673)	(40,641)	(8,807)
	<u>2,627,008</u>	<u>3,835,777</u>	<u>(1,208,769)</u>	<u>2,605,363</u>	<u>3,616,817</u>	<u>1,011,454</u>	<u>21,646</u>	<u>(1,187,123)</u>
<b>Shared Services</b>								
Adult Behavioral Health Hospital	358,932	413,564	(54,632)	773,238	780,354	7,116	(414,306)	(468,938)
Youth Behavioral Health Hospital	150,003	203,557	(53,553)	258,127	290,307	32,180	(108,124)	(161,677)
Residency Program	90,066	43,620	46,446	34,066	26,890	(7,177)	56,000	102,447
Crisis Services	80,685	97,798	(17,113)	315,241	311,523	(3,718)	(234,556)	(251,669)
Adult Crisis Stabilization Facility	95,049	142,498	(47,450)	112,705	101,109	(11,595)	(17,656)	(65,105)
Youth Crisis Stabilization Facility	10,306	73,402	(63,095)	54,803	98,003	43,201	(44,496)	(107,592)
Lakeside Recovery MMT	14,719	97,861	(83,142)	15,820	102,812	86,992	(1,101)	(84,243)
Residential	107,329	111,716	(4,387)	108,110	99,769	(8,341)	(781)	(5,169)
Adult Protective Services	28,945	25,673	3,272	75,545	97,587	22,042	(46,600)	(43,328)
Birth To Three	55,103	72,278	(17,176)	55,103	72,278	17,176	-	(17,176)
	<u>991,137</u>	<u>1,281,966</u>	<u>(290,829)</u>	<u>1,802,757</u>	<u>1,980,633</u>	<u>177,876</u>	<u>(811,620)</u>	<u>(1,102,449)</u>
Total NCHC Programming	3,618,145	5,117,744	(1,499,598)	4,408,120	5,597,450	1,189,331	(789,975)	(2,289,573)
Base County Allocation	557,201	563,870	(6,668)				557,201	550,533
County Appropriation	<u>192,671</u>	<u>192,671</u>	<u>-</u>				<u>192,671</u>	<u>192,671</u>
Excess Revenue/(Expense)	<u>4,368,017</u>	<u>5,874,284</u>	<u>(1,506,267)</u>	<u>4,408,120</u>	<u>5,597,450</u>	<u>1,189,331</u>	<u>(40,103)</u>	<u>(1,546,369)</u>

North Central Health Care  
Review of Services in Mount View Care Center  
For the Period Ending November 30, 2021

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
Direct Services								
Operational Results	16,613,783	15,716,318	897,465	18,780,380	16,894,031	(1,886,349)	(2,166,597)	(988,885)
County Appropriation	1,375,000	1,375,000	-				1,375,000	-
Excess Revenue/(Expense)	<u>17,988,783</u>	<u>17,091,318</u>	<u>897,465</u>	<u>18,780,380</u>	<u>16,894,031</u>	<u>(1,886,349)</u>	<u>(791,597)</u>	<u>(988,885)</u>

North Central Health Care  
 Review of Services in Pine Crest Nursing Home  
 For the Period Ending November 30, 2021

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
Direct Services								
Operational Results	10,636,466	9,871,896	764,570	12,474,889	11,335,598	(1,139,291)	(1,838,423)	(374,721)
County Appropriation	404,080	404,080	-				404,080	-
Excess Revenue/(Expense)	<u>11,040,547</u>	<u>10,275,976</u>	<u>764,570</u>	<u>12,474,889</u>	<u>11,335,598</u>	<u>(1,139,291)</u>	<u>(1,434,343)</u>	<u>(374,721)</u>

North Central Health Care  
 Report on the Availability of Invested Funds  
 For the Period Ending November 30, 2021

Bank	Length	Maturity Date	Interest Rate	Amount
PFM Investments	367 Days	12/6/2021	0.20%	248,000
CoVantage Credit Union	365 Days	12/9/2021	0.80%	500,000
PFM Investments	365 Days	12/30/2021	0.20%	248,000
PFM Investments	365 Days	12/30/2021	0.30%	248,000
Abby Bank	365 Days	1/6/2022	0.30%	500,000
CoVantage Credit Union	365 Days	1/29/2022	0.50%	308,192
PFM Investments	365 Days	2/18/2022	0.25%	248,000
PFM Investments	365 Days	2/18/2022	0.18%	248,000
CoVantage Credit Union	365 Days	2/19/2022	0.50%	500,000
Abby Bank	546 Days	3/1/2022	0.65%	500,000
CoVantage Credit Union	365 Days	3/3/2022	0.50%	500,000
PFM Investments	365 Days	4/5/2022	0.20%	248,000
PFM Investments	365 Days	7/13/2022	0.25%	248,000
People's State Bank	365 Days	8/21/2022	0.40%	500,000
Abby Bank	365 Days	8/29/2022	0.30%	500,000
Abby Bank	730 Days	2/25/2023	0.40%	500,000
CoVantage Credit Union	730 Days	3/8/2023	0.60%	500,000
Abby Bank	730 Days	7/19/2023	0.40%	500,000
Invested Funds				7,044,192
Weighted Average	397 Days		0.53%	

North Central Health Care  
 Summary of Revenue Write-Offs  
 For the Period Ending November 30, 2021

	<u>MTD</u>	<u>YTD</u>
Behavioral Health Hospitals		
Administrative Write-Off	80,384	212,232
Bad Debt	-	1,197
Outpatient & Community Treatment		
Administrative Write-Off	1,907	41,300
Bad Debt	15	1,504
Nursing Home Services		
Administrative Write-Off	-	44,462
Bad Debt	-	33,127
Aquatic Services		
Administrative Write-Off	(1,212)	15,999
Bad Debt	-	149
Pharmacy		
Administrative Write-Off	27	1,775
Bad Debt	-	-
Other Services		
Administrative Write-Off	(2,057)	10,337
Bad Debt	-	57
Grand Total		
Administrative Write-Off	79,047	326,104
Bad Debt	15	36,034



## 2022 Budget Presentation

**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.

**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 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 providing a Career of Opportunity, and
- ...continue to grow in our contributions to the communities we serve.

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

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

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

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

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

## 2022 Budget Projection Financial Overview

For the budget year ending December 31, 2022, North Central Health Care is projecting annual revenues of \$91,138,288, which approximates the 2020 budget year, but is an 8.6 percent increase from the 2021 forecasted revenue. Rates were increased across the organization on average by 7.5 percent.

During 2022 more of the ongoing renovations will be coming online, particularly the adult behavioral health hospital and Lakeside Recovery MMT. With this mid-year transition, North Central Health Care will begin to depreciate the new assets. There are plans for fewer other additions to the annual capital expenditures budgets going forward. For 2022, the total approved capital expenditures budget is \$617,000. Debt service payments for the campus financing increase in 2022 with an obligation of \$1,769,951.

### Budget Assumptions

Merit increases are budgeted at 3 percent in 2022. The overall personnel expense budget in 2022 is \$59,730,359, which is \$5,920,053 or 10.8 percent increase from the 2021 forecast. 2022 staffing budget totals 773 FTEs, which is reduced 40 FTEs from the 2021 budget.

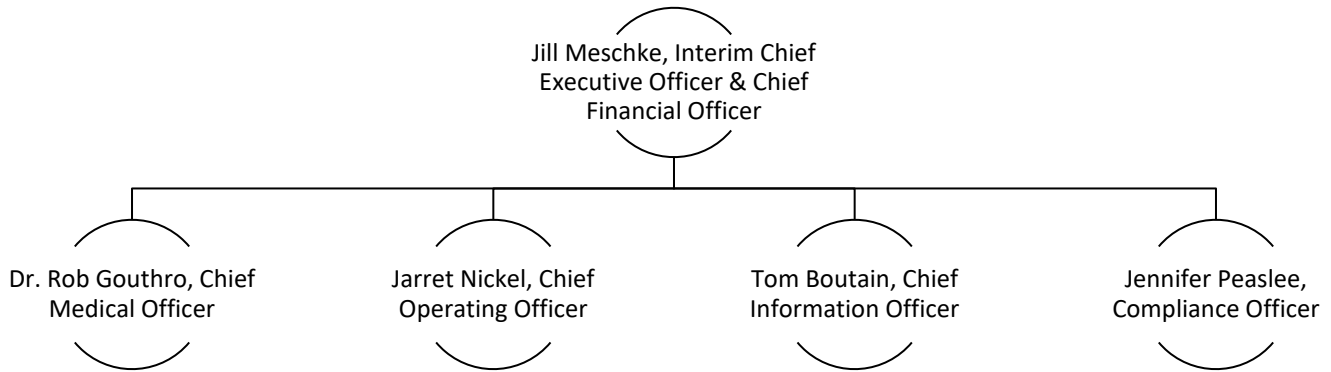
Employee benefits expense in 2022 is \$13,633,778, which is \$13,661,163 or 2.3 percent more than the 2021 budget and 6.8 percent less than the 2021 forecast. North Central Health Care continues to see good performance from our employee health plan. Benefit expense as a percentage of wages in 2021 is 32 percent. NCHC has split the increase to the health care plan costs with employees. The Wisconsin Retirement System has reduced contribution rates from 2021 at 6.50 percent.

Investments in technology continue into 2022 with the addition of Microsoft 365, scheduled computer replacements previously delayed due to Covid-19, and data center upgrades planned By CCITC. With improvements in technology come increased costs for maintenance agreements planned at 5 percent. Other approved capital expenditures total \$242,000 in the 2022 budget. Other 2022 planned capital purchases include one-third of the new resident beds needed at Mount View Care Center, six replacement lifts for Mount View Care Center, and a small bus necessary for Adult Day Services and Prevocational programs transportation as several vehicles were sold at auction in 2021.

### Summary

The plan for 2022 sees additional new facilities coming online, new depreciation expenses related to those facilities, and an increase of debt service payments. Focus for 2022 is the related programs, census stabilization in all programs, and managing consistent financial performance.

## 2022 Leadership Organizational Chart



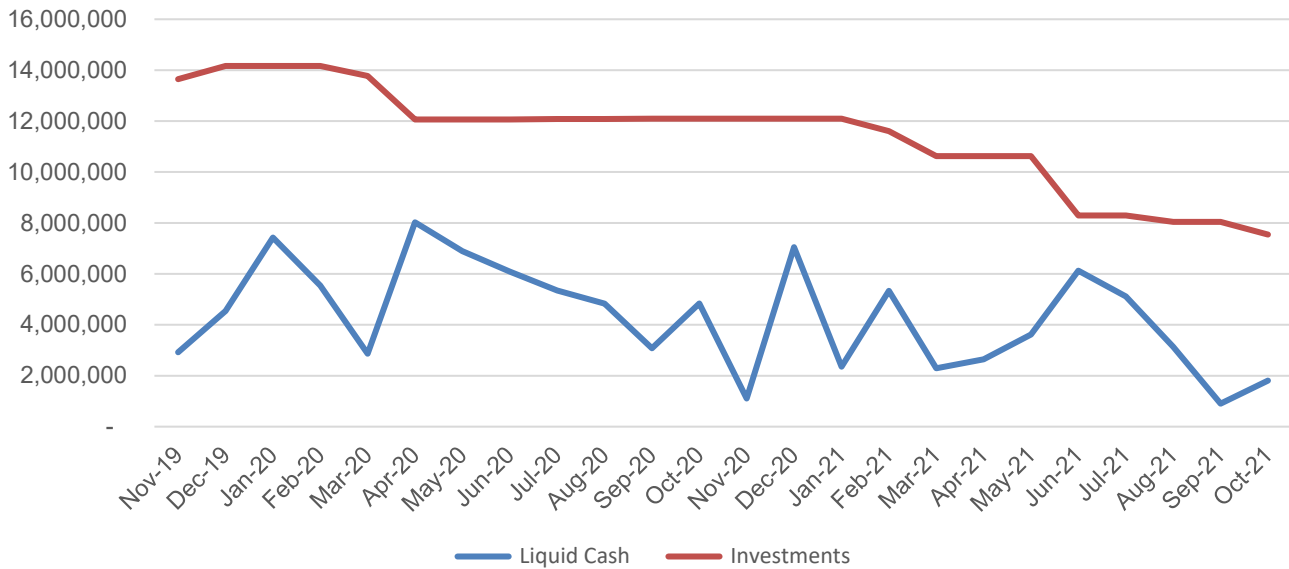
### Review of Historical Financial Performance

Between 2011 through 2020, county funded appropriations revenue to North Central Health Care programs has decreased by 41 percent. During that same time, revenue has increased by 51 percent. Prior to the beginning of the Covid-19 pandemic, NCHC has lost an average of (\$7,600,000) annual before levy support. In 2020 and period forecasted through 2022, the losses from operations are expected to increase to (\$9,400,000).

Fiscal Year	Net Income/ (Loss)	Annual Levy	Income/(Loss) from Operations	Annual Revenue	% Loss Before Levy	YOY Revenue Growth
2011	2,780,355	(10,387,306)	(7,606,951)	56,362,740	-13%	
2012	2,588,357	(9,037,920)	(6,449,563)	58,286,934	-11%	3%
2013	1,967,180	(8,812,753)	(6,845,573)	57,506,833	-12%	-1%
2014	638,468	(8,762,305)	(8,123,837)	57,074,146	-14%	-1%
2015	651,384	(8,834,788)	(8,183,404)	60,134,411	-14%	5%
2016	(786,636)	(8,924,688)	(9,711,324)	63,488,270	-15%	6%
2017	3,130,538	(7,671,118)	(4,540,580)	64,307,875	-7%	1%
2018	375,020	(7,631,118)	(7,256,098)	69,496,044	-10%	8%
2019	(3,272,616)	(6,305,832)	(9,578,448)	72,792,825	-13%	5%
2020	(3,873,071)	(6,120,541)	(9,993,612)	85,054,233	-12%	17%
2021 Forecast	(3,820,085)	(6,120,541)	(9,940,626)	84,063,754	-12%	-1%
2022 Budget	(2,100,000)	(6,120,541)	(8,220,541)	91,208,288	-9%	8%



## Historical Cash Performance



## 2022 Appropriations (Levy) Budget by County

	Langlade	Lincoln	Marathon	Total
Adult Behavioral Hospital	42,481	230,214	918,892	1,191,587
Emergency & Crisis Services	191,192	281,448	1,491,977	1,964,617
Youth Behavioral Hospital	5,500	7,500	37,000	50,000
Community Clubhouse			92,000	92,000
Aquatic Services Center			342,345	342,345
Mount View Care Center			1,500,000	1,500,000
Pine Crest Nursing Home		440,815		440,815
Adult Protective Services	59,310	80,876	398,991	539,177
	298,483	1,040,853	4,781,205	6,120,541

## Capital Budgeting

North Central Health Care 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 evaluation of capital expenditure proposals, and the selection of proposals that meet certain criteria. North Central Health Care’s threshold to capitalize an asset and depreciate its use requires the purchase to be \$2,500 or more and have a useful life of two or more years. Straight-line depreciation methods are used and funding for capital assets is available for the approved year. Equipment

with a value of less than \$2,500 are budgeted separately and expensed within a program's budget. Movable 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:

- Replacement: needed to continue current operations
- Replacement: cost reduction
- Expansion of current services
- Expansion into new services
- Safety and/or environmental projects
- Other projects

#### Process for Capital Budgeting

All anticipated building renovation projects, regardless of price, must be submitted to each County Facilities Department by May 1<sup>st</sup> of each year so the projects can be designed, scoped, and priced for the following year. Any building alteration of more than \$30,000 must be submitted by June of each year to be considered for funding by any County for the following year.

#### NCHC Capital Budget

If a project is approved by a County but does not get funded, NCHC can budget for and pay for these projects using NCHC's available capital funding, even if the project exceeds \$30,000. Building projects under \$30,000 are considered operational projects and are exclusively funded by NCHC through the NCHC capital budgeting process. These projects still must be approved by each County in advance. All asset acquisition which can be capitalized must be submitted and approved as part of NCHC's capital budget regardless of funding source.

#### Rolling Stock

Rolling stock includes vehicles, buses, and small equipment intended for NCHC programs. Rolling stock purchase for use in programs serving Marathon County fall under Marathon County's policy and procedures on rolling stock in determining need and replacement schedule. Rolling stock in-tended for Marathon County programs that are more than \$5,000 must be approved by Marathon County. Purchases under \$5,000 are considered operational expenses and are funded by NCHC. Any rolling stock request that is requested for funding but does not receive funding approval by Marathon County may be funded by NCHC if it receives approval by the NCHC Board. All rolling stock purchases for use in Langlade and Lincoln County, regardless of price, are included in NCHC's budget.

2022 Capital Budget

Program	Project Name	Capital Cost
Accounting	Drill Point Reporting Tool	7,300
Accounting	Microix Requisitions Tool	7,500
IMS	OnShift Scheduling	16,500
IMS	Computer Replacements	175,000
IMS	Data Center Upgrades	200,000
Nutrition Services	Soft Serve Ice Machine for Bistro	12,600
Aquatic Services	Becsys7 Controller	8,100
Aquatic Services	Wave200XI	9,200
Mount View Care Center	32 Resident Beds	85,000
Mount View Care Center	2 Vital Sign Machines	5,000
Mount View Care Center	600# Full Body Lift with Scale	4,300
Mount View Care Center	400# Sit to Stand Lift with Scale	4,300
Mount View Care Center	2 Hoyer Lifts	8,600
Mount View Care Center	2 Sit to Stand Lifts	8,600
In-House Transportation	Small Bus	65,000
		<u>617,000</u>

Accounting: Two add-on applications are proposed to improve financial reporting and to streamline the purchasing function.

IMS: To improve management of employee scheduling, the OnShift application used in the skilled nursing facilities will be expanded to the behavioral health and community living programs. Computer replacements are high due to inability to procure devices during the pandemic.

Nutrition Services: A soft serve ice cream machine is planned as an addition to the Mount View Care Center bistro.

Aquatic Services: Equipment for monitoring and control of pH and chemical levels.

Mount View Care Center: Replacement for one-third of the resident beds, two replacement vital sign machines, and six replacement lifts.

In-House Transportation: Replacement small bus to primarily be used by the Adult Day Services and Prevocational Services programs due to vehicles being sold at auction in 2021.

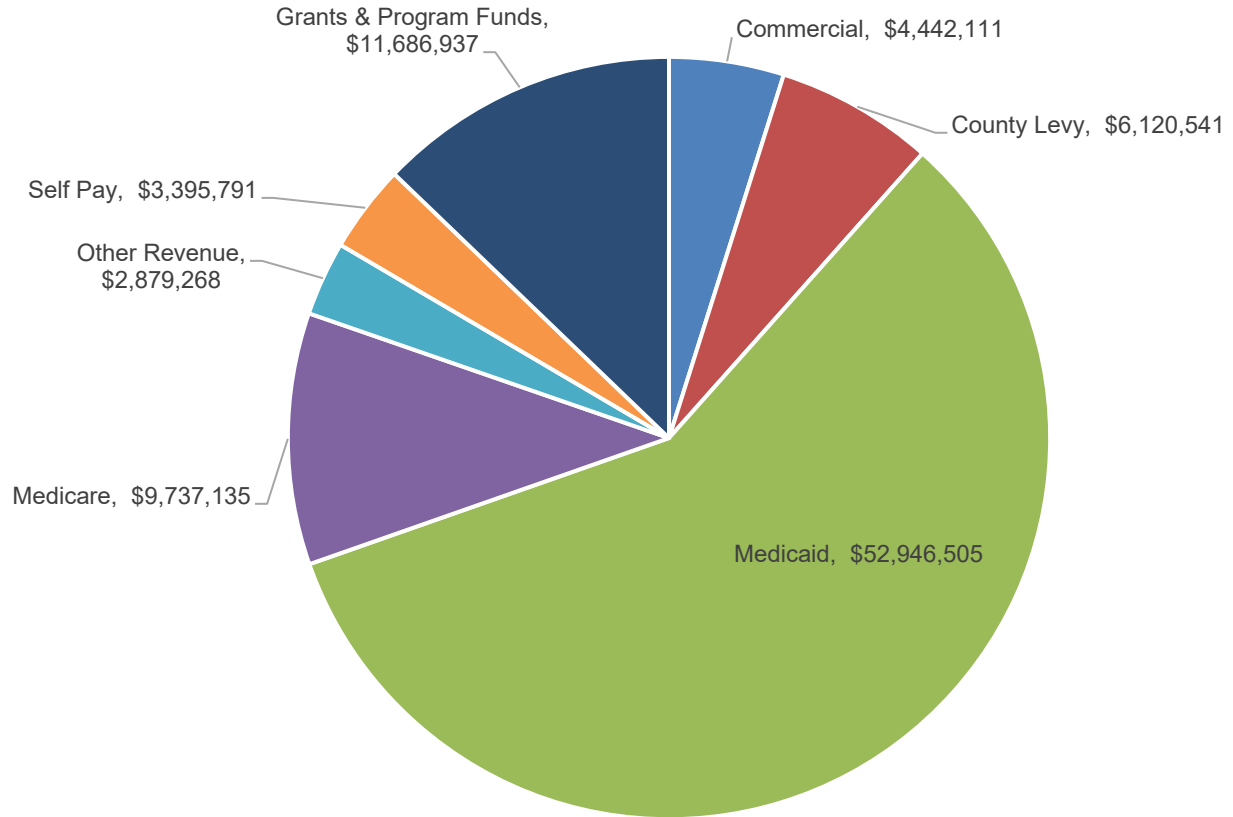
## Overhead Allocation

Support program overhead costs are allocated to direct care programs, which provides operational leaders an accurate picture of the overall income or loss their program generates. This information is also required for annual audits and cost reports. The method by which support costs are allocated are as follows:

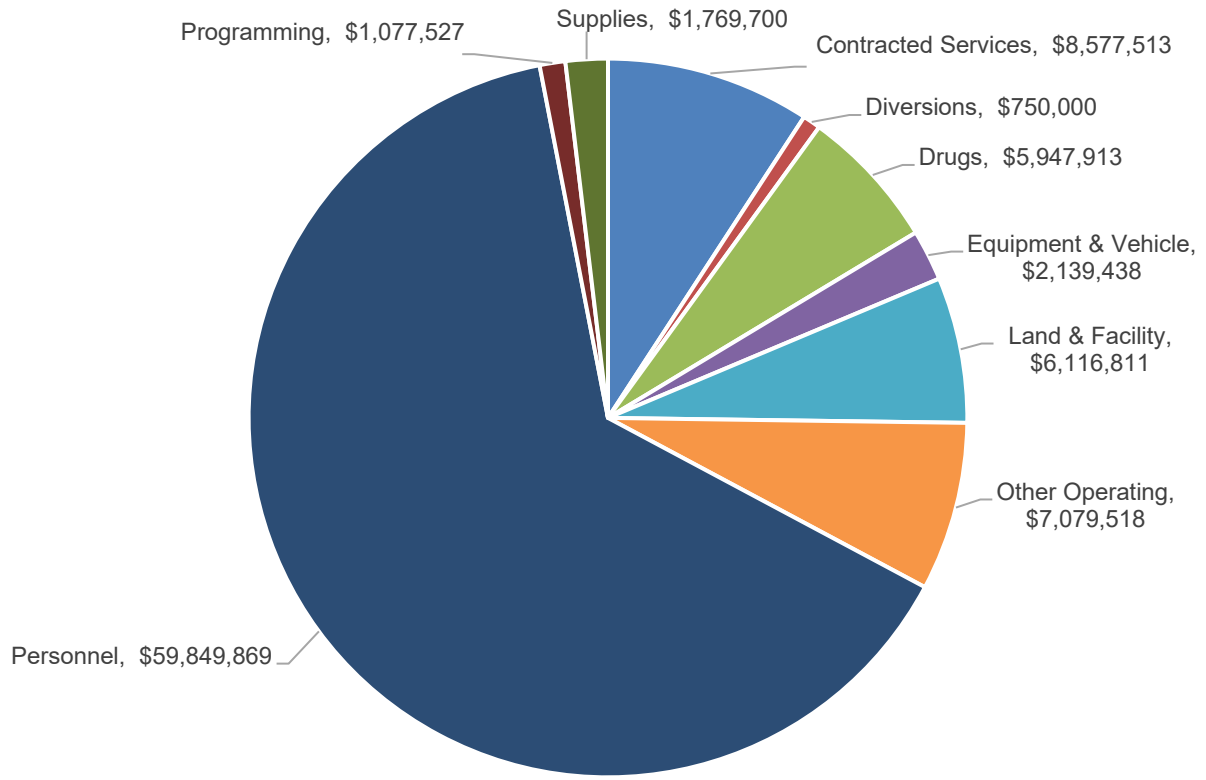
- Depreciation is recorded to the program associated with the asset being depreciated.
- Employee benefits are allocated based on personnel costs by program, including support programs.
- Administration is allocated based on direct care program costs.
- Marketing & Communication is allocated based on direct care program costs.
- Safety & Security is allocated based on direct care program costs to the acute care and crisis stabilization programs.
- Nursing Services Administration is allocated based on direct care program costs.
- Quality & Compliance is allocated based on number of open clients.
- Human Resources is allocated based on personnel costs in direct care programs.
- Learning & Development is allocated based on personnel costs in direct care programs.
- Volunteer Services is allocated fully to Mount View Care Center.
- Infection Prevention & Control is allocated based on direct care program costs.
- Accounting is allocated based on direct care program costs.
- Purchasing is allocated based on the number of requisitions by direct care programs.
- Information Management Services (IMS) is allocated based on direct care program costs.
- Health Information Management (HIM) is allocated based on a time study of direct care programs.
- Patient Financial Services is allocated based on the number of open clients.
- Patient Access Services is allocated based on the number of open clients.
- Environmental Support for the Wausau campus is allocated by square feet.
- In-House Transportation is allocated based on the number of miles used by direct care programs.
- Laundry for Marathon County is allocated based on the number of pounds of laundry by direct care program.
- Housekeeping for the Wausau campus is allocated by square feet of direct care programs.
- Nutrition Services for the Wausau campus is allocated by number of meals for direct care programs.
- DD Services Administration is allocated by direct costs of applicable community living direct care programs.
- Community Treatment Administration is allocated by direct costs of applicable community treatment and outpatient programs.
- Behavioral Health Administration is allocated by direct costs of acute care and crisis stabilization programs.
- Medical Services Administration is allocated by direct costs of all behavioral health direct care programs.
- Mount View Care Center Administration is allocated to Mount View Care Center.
- Pine Crest Environmental Services is allocated to Pine Crest Nursing Home.
- Pine Crest Food Services is allocated to Pine Crest Nursing Home.
- Pine Crest Administration is allocated to Pine Crest Nursing Home.

# Revenue and Expense Budgets by Category

2022 Revenue Budget, \$91,208,288



2022 Expense Budget, \$93,308,288



2022 Budget Programs with Allocated Overhead

	Gross Revenue	Contractual Adjustments	Addendums / IGT	Other Program Revenue	Total Direct Revenue	Allocated Revenue	Total Net Revenue	Salaries	EE Benefits	Other Direct Expenses	Total Direct Expense	Allocated Indirect Expense	Net Expense	Excess Revenue (Expense)	State Allocation	County (Levy) Appropriation	Net Income (Expense)	2021 9+3 Forecast Income/(Loss)	
<b>Mount View Care Center</b>																			
Mount View Care Center Operations	18,941,125	(1,295,151)	1,500,000	-	19,145,974	1,486,380	20,632,355	6,845,779	2,190,649	2,759,982	11,796,411	9,226,965	21,023,376	(391,021)	-	1,500,000	1,108,979	(230,684)	
MVCC Rehab Services	-	-	-	-	-	46,164	46,164	-	-	-	-	103,446	103,446	(57,282)	-	-	(57,282)	(55,405)	
MVCC Ancillary	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	18,941,125	(1,295,151)	1,500,000	-	19,145,974	1,532,544	20,678,519	6,845,779	2,190,649	2,759,982	11,796,411	9,330,411	21,126,822	(448,303)	-	1,500,000	1,051,697	(286,090)	
<b>Pine Crest Nursing Home</b>																			
Pine Crest Nursing Home Operations	11,382,525	(2,896,550)	2,800,000	-	11,285,975	217,440	11,503,415	4,671,433	1,494,859	1,592,041	7,758,333	5,344,426	13,102,760	(1,599,345)	-	440,815	(1,158,530)	(1,052,552)	
Pine Crest Rehab Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Pine Crest Special Care	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	11,382,525	(2,896,550)	2,800,000	-	11,285,975	217,440	11,503,415	4,671,433	1,494,859	1,592,041	7,758,333	5,344,426	13,102,760	(1,599,345)	-	440,815	(1,158,530)	(1,052,552)	
<b>Lincoln County Specific Programs</b>																			
Merrill Outpatient Services	689,440	(336,959)	115,377	45,000	512,858	5,146	518,004	338,503	108,321	274,818	721,642	199,388	921,030	(403,026)	631,581	-	228,555	269,206	
Merrill Community Treatment - Adult	913,704	(140,000)	55,608	205,800	1,035,112	5,238	1,040,350	394,564	126,260	224,321	745,144	205,907	951,051	89,299	9,000	-	98,299	212,506	
Lincoln Industries	420,326	(147,114)	50,000	275,000	598,212	5,520	603,732	416,399	133,248	267,419	817,065	231,967	1,049,032	(445,300)	-	-	(445,300)	(371,350)	
Merrill Community Treatment - Youth	1,775,000	(320,000)	294,600	155,000	1,904,600	8,115	1,912,715	502,407	160,770	815,414	1,478,592	341,552	1,820,144	92,570	-	-	92,570	217,994	
	3,798,470	(944,073)	515,585	680,800	4,050,782	24,020	4,074,802	1,651,873	528,599	1,581,971	3,762,444	978,815	4,741,258	(666,457)	640,581	-	(25,876)	328,355	
<b>Langlade County Specific Programs</b>																			
Antigo Sober Living	-	-	-	19,200	19,200	1,536	20,736	27,225	8,712	21,153	57,090	48,299	105,389	(84,652)	20,000	-	(64,652)	(41,992)	
Antigo Outpatient	836,612	(405,399)	85,233	50,020	566,466	4,730	571,196	362,822	116,103	46,114	525,039	187,802	712,841	(141,646)	424,804	-	283,158	105,884	
Antigo Community Treatment - Adult	434,604	(50,000)	29,861	272,000	686,465	4,493	690,959	284,348	90,991	89,369	464,708	173,770	638,478	52,481	8,957	-	61,438	155,189	
Antigo Adult Day Services	319,762	(15,988)	45,000	-	348,774	3,666	352,439	174,085	55,707	23,846	253,638	135,278	388,916	(36,476)	-	-	(36,476)	(34,044)	
Antigo Community Treatment - Youth	1,435,760	(250,000)	239,677	248,000	1,673,437	6,989	1,680,426	347,438	111,180	699,812	1,158,430	275,386	1,433,817	246,610	-	-	246,610	255,377	
	3,026,738	(721,387)	399,772	589,220	3,294,342	21,414	3,315,756	1,195,919	382,694	880,293	2,458,906	820,534	3,279,440	36,316	453,761	-	490,077	440,413	
<b>Marathon County Specific Programs</b>																			
Psychiatry Residency Program	-	-	-	354,199	354,199	-	354,199	166,876	53,400	250,696	470,972	-	470,972	(116,773)	-	-	(116,773)	(55,736)	
Outpatient Services	4,728,284	(2,251,507)	402,175	117,750	2,996,701	71,207	3,067,908	2,651,732	848,554	1,168,696	4,668,983	1,769,300	6,438,283	(3,370,375)	2,405,231	-	(965,145)	(696,765)	
Lakeside Recovery MMT	269,942	-	161,486	-	431,427	46,302	477,730	246,070	78,743	65,953	390,766	-	72,685	14,278	329,709	-	343,987	59,757	
Wausau Community Treatment - Adult	5,458,083	(1,028,120)	255,524	746,000	5,431,487	49,596	5,481,083	2,177,102	696,673	1,558,616	4,432,391	1,090,902	5,523,293	(42,210)	79,615	-	37,404	415,180	
Wausau Community Treatment - Youth	6,425,578	(1,200,000)	279,492	169,000	5,674,070	88,393	5,762,463	1,264,752	404,721	2,979,821	4,649,293	1,085,403	5,734,696	27,767	-	-	27,767	45,059	
Community Corner Clubhouse	250,000	(200,000)	34,000	-	84,000	2,845	86,845	135,497	43,359	54,705	233,560	82,419	315,979	(229,134)	-	92,000	(137,134)	(123,610)	
Prevocational Services	575,000	(230,000)	75,000	150,000	570,000	4,384	574,384	286,397	91,647	201,848	579,893	144,468	724,361	(149,976)	-	-	(149,976)	(87,311)	
Adult Day Services	652,800	(32,640)	-	65,000	685,160	87,217	772,377	278,150	89,008	37,923	405,082	295,082	700,163	72,213	-	-	72,213	134,438	
Demand Transportation	40,000	-	312,566	150,000	502,566	5,177	507,743	158,868	50,838	104,915	314,621	54,010	368,631	139,112	-	-	139,112	46,195	
Aquatic Services	1,305,885	(674,202)	-	75,000	706,683	147,102	853,785	457,199	146,304	345,053	948,555	470,466	1,419,021	(565,237)	-	342,345	(222,892)	(186,029)	
Pharmacy	16,598,112	(9,073,216)	-	480,000	8,004,896	46,644	8,051,540	843,206	269,826	5,371,405	6,484,437	907,788	7,392,225	659,315	-	-	659,315	808,053	
Hope House Sober Living	-	-	-	-	908	908	908	26,053	8,337	12,513	46,903	21,281	68,184	(67,277)	-	-	(67,277)	(62,098)	
Homelessness Initiative	-	-	-	-	-	-	-	-	-	28,300	28,300	-	28,300	(28,300)	-	-	(28,300)	(6,264)	
	36,303,683	(14,689,685)	1,520,242	2,306,949	25,441,189	549,774	25,990,963	8,691,903	2,781,409	12,180,445	23,653,757	5,993,804	29,647,561	(3,656,597)	2,814,555	434,345	(407,698)	290,869	
<b>Shared Services</b>																			
Adult Behavioral Health Hospital	6,825,500	(3,007,247)	-	-	3,818,253	183,523	4,001,776	2,588,162	828,212	1,524,619	4,940,993	2,044,086	6,985,079	(2,983,304)	1,377,103	1,191,587	(414,614)	(1,971,795)	
Youth Behavioral Health Hospital	2,482,000	(895,754)	-	-	1,586,246	104,162	1,690,408	1,298,351	415,472	559,021	2,272,844	740,486	3,013,330	(1,322,922)	-	50,000	(1,272,922)	(1,012,831)	
Adult Crisis Stabilization Facility	2,138,097	(863,257)	-	100,000	1,374,840	53,787	1,428,627	596,621	190,919	348,957	1,136,496	358,768	1,495,264	(66,637)	-	-	(66,637)	(199,815)	
Youth Crisis Stabilization Facility	1,168,694	(518,316)	417,300	-	1,067,678	3,617	1,071,295	587,280	187,930	54,301	829,511	158,898	988,408	82,887	-	-	82,887	(137,478)	
Adult Protective Services	-	-	230,000	20,000	250,000	6,577	256,577	377,625	120,840	88,983	587,448	208,669	796,118	(539,541)	-	539,177	(364)	36,102	
Birth-to-Three	-	-	400,000	-	400,000	-	400,000	-	400,000	-	400,000	-	400,000	-	-	-	-	-	
Andrea Group Home	448,029	76,165	-	-	524,194	2,192	526,386	208,961	66,867	98,674	374,502	95,470	469,972	56,414	-	-	56,414	64,615	
Chadwick Group Home	457,461	41,171	-	14,279	512,911	2,280	515,191	234,076	87,935	396,914	100,853	497,768	17,424	-	-	-	17,424	97,992	
Bissell Group Home	448,029	184,252	-	14,279	646,559	2,305	648,864	238,829	76,425	87,909	403,163	102,261	505,424	143,440	-	-	143,440	162,689	
Heather Group Home	448,029	31,362	-	14,279	493,670	2,060	495,730	201,488	64,476	74,840	340,804	88,627	429,431	66,299	-	-	66,299	(17,402)	
Riverview Apartments	1,311,572	(632,181)	-	57,137	746,527	4,835	741,362	457,113	146,276	60,726	664,116	195,299	859,415	(118,053)	-	-	(118,053)	73,725	
Jelinek Apartments	1,383,450	(571,088)	-	57,137	869,499	3,652	873,151	423,097	135,391	95,466	653,954	159,098	813,053	60,099	-	-	60,099	33,349	
Forest/Jackson Apartments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(221,101)	
Fulton St. Apartments	413,191	(152,364)	-	14,279	275,105	2,085	277,190	164,189	52,540	37,661	254,390	70,923	325,313	(48,123)	-	-	(48,123)	(162,421)	
Riverview Terrace	-	-	-	354,000	354,000	2,357	356,357	163,365	52,277	16,787	232,429	86,769	319,198	37,160	-	-	37,160	65,958	
Crisis Services	568,150	(195,586)	-	379,600	752,164	48,881	801,045	1,443,486	461,915	189,194	2,094,596	1,418,081	3,512,676	(2,711,631)	154,335	1,964,617	(592,680)	(317,880)	
	18,092,200	(6,502,842)	1,047,300	1,024,989	13,661,647	422,312	14,083,959	8,982,642	2,874,445	3,725,073	15,582,160	5,828,288	21,410,448	(7,326,489)	1,531,438	3,745,381	(2,049,671)	(3,506,293)	
	91,544,741	(27,049,688)	7,782,899	4,601,958	76,879,910	2,767,504	79,647,414	32,039,549	10,252,656	22,719,805	65,012,010	28,296,279	93,308,289	(13,660,875)	5,440,334	6,120,541	(2,100,000)	(3,785,297)	

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	91,544,741	84,605,282	6,939,459	8.2%
Patient Contractual Adjustments	(27,049,688)	(30,358,778)	3,309,090	-10.9%
Net Patient Revenue	<u>64,495,053</u>	<u>54,246,503</u>	<u>10,248,549</u>	<u>18.9%</u>
County Revenue	5,440,334	5,108,438	331,896	6.5%
Contracted Service Revenue	1,197,226	1,074,399	122,827	11.4%
Grant Revenues and Contractuals	3,482,899	3,502,680	(19,781)	-0.6%
Appropriations	6,120,541	6,120,541	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	<u>7,704,732</u>	<u>11,355,041</u>	<u>(3,650,309)</u>	<u>-32.1%</u>
Total Direct Revenue	<u>88,440,785</u>	<u>81,407,602</u>	<u>7,033,183</u>	<u>8.6%</u>
<b>Indirect Revenues</b>				
County Revenue	2,042,504	2,042,504	-	0.0%
Contracted Service Revenue	30,000	27,053	2,947	10.9%
Grant Revenues and Contractuals	-	43,573	(43,573)	-100.0%
Appropriations	-	-	-	0.0%
Other Revenue	625,000	412,113	212,887	51.7%
Allocated Revenue	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0%</u>
Total Indirect Revenue	<u>2,697,504</u>	<u>2,512,688</u>	<u>184,816</u>	<u>7.4%</u>
Total Operating Revenue	91,138,289	83,920,290	7,217,999	8.6%
<b>Direct Expenses</b>				
Personnel Expenses	44,818,231	40,736,515	(4,081,716)	-10.0%
Contracted Services Expenses	8,475,513	10,015,483	1,539,970	15.4%
Supplies Expenses	864,110	962,769	98,659	10.2%
Drugs Expenses	5,917,913	6,239,141	321,228	5.1%
Program Expenses	793,678	910,366	116,689	12.8%
Land & Facility Expenses	1,128,524	800,283	(328,241)	-41.0%
Equipment & Vehicle Expenses	628,040	600,180	(27,860)	-4.6%
Diversions Expenses	750,000	1,613,964	863,964	53.5%
Other Operating Expenses	<u>1,636,001</u>	<u>2,041,779</u>	<u>405,777</u>	<u>19.9%</u>
Total Direct Expenses	<u>65,012,010</u>	<u>63,920,480</u>	<u>(1,091,530)</u>	<u>-1.7%</u>
<b>Indirect Expenses</b>				
Personnel Expenses	15,031,638	13,193,301	(1,838,337)	-13.9%
Contracted Services Expenses	102,000	98,667	(3,333)	-3.4%
Supplies Expenses	905,590	931,520	25,930	2.8%
Drugs Expenses	30,000	27,227	(2,773)	-10.2%
Program Expenses	283,850	259,142	(24,708)	-9.5%
Land & Facility Expenses	4,988,287	3,829,239	(1,159,048)	-30.3%
Equipment & Vehicle Expenses	1,511,398	1,286,972	(224,426)	-17.4%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	5,443,516	4,337,292	(1,106,225)	-25.5%
Allocated Expense	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0%</u>
Total Indirect Expenses	<u>28,296,279</u>	<u>23,963,359</u>	<u>(4,332,920)</u>	<u>-18.1%</u>
Total Operating Expenses	93,308,289	87,883,839	(5,424,450)	-6.2%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	43.5%	37.5%		
Direct Expense/Gross Patient Revenue	71.0%	75.6%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	70,000	69,775	225	0.3%
Donations Income	-	73,690	(73,690)	-100.0%
Other Non-Operating	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0%</u>
Total Non-Operating	<u>70,000</u>	<u>143,464</u>	<u>(73,464)</u>	<u>-51.2%</u>
Net Income (Loss)	(2,100,000)	(3,820,085)	1,720,085	-45.0%
Net Income	-2.3%	-4.6%		



North Central Health Care  
 Programs by Service Line  
 2022 Budget vs. 2021 9+3 Forecast Comparison

	Revenue			Expense			2022 Budget Income/(Loss)	Variance From Forecast
	2022 Budget	2021 Forecast	Variance	2022 Budget	2021 Forecast	Variance		
<b>BEHAVIORAL HEALTH SERVICES</b>								
Adult Behavioral Health Hospital	6,570,466	6,266,718	303,748	6,985,079	8,238,513	1,253,433	(414,614)	1,557,181
Adult Crisis Stabilization Facility	1,428,627	966,393	462,234	1,495,264	1,166,208	(329,056)	(66,637)	133,178
Lakeside Recovery MMT	807,439	176,912	630,527	463,452	117,154	(346,297)	343,987	284,230
Youth Behavioral Health Hospital	1,740,408	1,525,014	215,394	3,013,330	2,537,845	(475,484)	(1,272,922)	(260,091)
Youth Crisis Stabilization Facility	1,071,295	416,097	655,198	988,408	553,574	(434,834)	82,887	220,364
Crisis Services	2,919,997	2,888,079	31,918	3,512,676	3,212,626	(300,051)	(592,680)	(268,133)
Psychiatry Residency	354,199	303,275	50,924	470,972	359,011	(111,961)	(116,773)	(61,037)
	<u>14,892,430</u>	<u>12,542,487</u>	<u>2,349,942</u>	<u>16,929,181</u>	<u>16,184,931</u>	<u>(744,250)</u>	<u>(2,036,751)</u>	<u>1,605,693</u>
<b>COMMUNITY SERVICES</b>								
Outpatient Services (Marathon)	5,473,139	4,284,098	1,189,040	6,438,283	4,980,864	(1,457,420)	(965,145)	(268,379)
Outpatient Services (Lincoln)	1,149,585	1,044,517	105,068	921,030	775,311	(145,719)	228,555	(40,651)
Outpatient Services (Langlade)	996,000	812,931	183,069	712,841	707,047	(5,794)	283,158	177,275
Community Treatment Adult (Marathon)	5,560,697	5,020,400	540,297	5,523,293	4,605,221	(918,072)	37,404	(377,775)
Community Treatment Adult (Lincoln)	1,049,350	1,019,570	29,780	951,051	807,065	(143,987)	98,299	(114,207)
Community Treatment Adult (Langlade)	699,915	598,071	101,844	638,478	442,882	(195,595)	61,438	(93,751)
Community Treatment Youth (Marathon)	5,762,463	5,451,612	310,851	5,734,696	5,406,553	(328,144)	27,767	(17,292)
Community Treatment Youth (Lincoln)	1,912,715	1,745,147	167,568	1,820,144	1,527,153	(292,991)	92,570	(125,424)
Community Treatment Youth (Langlade)	1,680,426	1,498,473	181,953	1,433,817	1,243,097	(190,720)	246,610	(8,767)
Community Corner Clubhouse	178,845	165,117	13,728	315,979	288,727	(27,252)	(137,134)	(13,524)
	<u>24,463,135</u>	<u>21,639,937</u>	<u>2,823,199</u>	<u>24,489,613</u>	<u>20,783,919</u>	<u>(3,705,694)</u>	<u>(26,478)</u>	<u>(882,496)</u>
<b>COMMUNITY LIVING</b>								
Adult Day Services (Marathon)	772,377	689,908	82,469	700,163	555,470	(144,694)	72,213	(62,225)
Prevocational Services (Marathon)	574,384	523,400	50,984	724,361	610,711	(113,649)	(149,976)	(62,665)
Lincoln Industries	603,732	710,660	(106,927)	1,049,032	1,083,343	34,311	(445,300)	(72,616)
Day Services (Langlade)	352,439	346,693	5,746	388,916	380,737	(8,179)	(36,476)	(2,432)
Prevocational Services (Langlade)	-	-	-	-	-	-	-	-
Andrea St Group Home	526,386	538,873	(12,487)	469,972	474,258	4,286	56,414	(8,201)
Chadwick Group Home	515,191	585,044	(69,852)	497,768	487,052	(10,716)	17,424	(80,568)
Bissell Street Group Home	648,864	590,299	58,565	505,424	427,610	(77,814)	143,440	(19,249)
Heather Street Group Home	495,730	464,742	30,987	429,431	482,144	52,714	66,299	83,701
Jelinek Apartments	873,151	750,536	122,615	813,053	717,187	(95,866)	60,099	26,749
River View Apartments	741,362	727,716	13,646	859,415	653,990	(205,425)	(118,053)	(191,779)
Forest Street Apartments	-	153,482	(153,482)	-	374,583	374,583	-	221,101
Fulton Street Apartments	277,190	232,955	44,235	325,313	395,377	70,063	(48,123)	114,298
Riverview Terrace	356,357	353,648	2,710	319,198	287,690	(31,508)	37,160	(28,798)
Hope House (Sober Living Marathon)	908	4,731	(3,824)	68,184	66,829	(1,355)	(67,277)	(5,179)
Homelessness Initiative	-	13,333	(13,333)	28,300	19,597	(8,703)	(28,300)	(22,036)
Sober Living (Langlade)	40,736	47,942	(7,205)	105,389	89,934	(15,455)	(64,652)	(22,661)
	<u>6,778,809</u>	<u>6,733,962</u>	<u>44,847</u>	<u>7,283,918</u>	<u>7,106,512</u>	<u>(177,406)</u>	<u>(505,109)</u>	<u>(132,559)</u>
<b>NURSING HOMES</b>								
Mount View Care Center	22,178,519	19,852,858	2,325,661	21,126,822	20,138,948	(987,874)	1,051,697	1,337,786
Pine Crest Nursing Home	11,944,230	12,406,518	(462,288)	13,102,760	13,459,070	356,311	(1,158,530)	(105,977)
	<u>34,122,748</u>	<u>32,259,376</u>	<u>1,863,372</u>	<u>34,229,582</u>	<u>33,598,018</u>	<u>631,564</u>	<u>(106,833)</u>	<u>2,494,936</u>
Pharmacy	8,051,540	8,178,666	(127,126)	7,392,225	7,370,613	(21,612)	659,315	(148,738)
<b>OTHER PROGRAMS</b>								
Aquatic Services	1,196,130	1,060,603	135,527	1,419,021	1,246,632	(172,390)	(222,892)	(36,863)
Birth To Three	400,000	500,000	(100,000)	400,000	500,000	100,000	-	-
Adult Protective Services	795,754	795,092	662	796,118	758,990	(37,127)	(364)	(36,466)
Demand Transportation	507,743	353,630	154,113	368,631	334,223	(34,408)	139,112	119,705
	<u>2,899,626</u>	<u>2,709,325</u>	<u>190,301</u>	<u>2,983,770</u>	<u>2,839,845</u>	<u>(143,925)</u>	<u>(84,144)</u>	<u>46,376</u>
<b>Total NCHC Service Programs</b>	<b>91,208,289</b>	<b>84,063,754</b>	<b>7,144,535</b>	<b>93,308,289</b>	<b>87,883,839</b>	<b>(5,424,450)</b>	<b>(2,100,000)</b>	<b>1,720,085</b>

North Central Health Care  
Fund Balance Review  
2022 Budget vs. 2021 9+3 Forecast Comparison

	<u>Marathon</u>	<u>Langlade</u>	<u>Lincoln</u>	<u>Total</u>
Total Operating Expenses	67,404,426	5,290,577	20,613,286	93,308,289
General Fund Balance Targets				
Minimum (20% Operating Expenses)	13,480,885	1,058,115	4,122,657	18,661,658
Maximum (35% Operating Expenses)	23,591,549	1,851,702	7,214,650	32,657,901
Risk Reserve Fund	250,000	250,000	250,000	
Total Fund Balance				
Minimum Target	13,730,885	1,308,115	4,372,657	19,411,658
Maximum Target	23,841,549	2,101,702	7,464,650	33,407,901
Total Net Position at Period End	66,585,122	5,478,018	19,145,148	91,208,289
Fund Balance Above/(Below)				
Minimum Target	52,854,237	4,169,902	14,772,491	71,796,631
Maximum Target	42,743,573	3,376,316	11,680,498	57,800,387
<i>County Percent of Total Net Position</i>	<i>73.0%</i>	<i>6.0%</i>	<i>21.0%</i>	
Share of Cash Reserves and Investments	6,205,286	510,514	1,784,199	8,500,000
<i>Days Invested Cash on Hand</i>	<i>34</i>	<i>35</i>	<i>32</i>	<i>33</i>
<i>Targeted Days Invested Cash on Hand</i>	<i>90</i>	<i>90</i>	<i>90</i>	<i>90</i>
Required Invested Cash to Meet Target	16,620,269	1,304,526	5,082,728	23,007,523
Invested Cash Reserves Above/(Below) Target	(10,414,983)	(794,011)	(3,298,529)	(14,507,523)

North Central Health Care  
Review of Services in Marathon County  
2022 Budget vs. 2021 9+3 Forecast Comparison

	Revenue			Expense			2022 Budget Income/(Loss)	Variance From Forecast
	2022 Budget	2021 Forecast	Variance	2022 Budget	2021 Forecast	Variance		
<b>Direct Services</b>								
Outpatient Services	3,067,908	1,878,868	1,189,040	6,438,283	4,980,864	(1,457,420)	(3,370,375)	(268,379)
Community Treatment-Adult	5,481,083	4,940,786	540,297	5,523,293	4,605,221	(918,072)	(42,210)	(377,775)
Community Treatment-Youth	5,762,463	5,451,612	310,851	5,734,696	5,406,553	(328,144)	27,767	(17,292)
Day Services	1,346,761	1,213,308	133,453	1,424,524	1,166,181	(258,343)	(77,763)	(124,890)
Clubhouse	86,845	73,117	13,728	315,979	288,727	(27,252)	(229,134)	(13,524)
Homelessness Initiative	-	13,333	(13,333)	28,300	19,597	(8,703)	(28,300)	(22,036)
Hope House Sober Living	908	4,731	(3,824)	68,184	66,829	(1,355)	(67,277)	(5,179)
Riverview Terrace	356,357	353,648	2,710	319,198	287,690	(31,508)	37,160	(28,798)
Demand Transportation	507,743	353,630	154,113	368,631	334,223	(34,408)	139,112	119,705
Aquatic Services	853,785	718,258	135,527	1,419,021	1,246,632	(172,390)	(565,237)	(36,863)
Pharmacy	8,051,540	8,178,666	(127,126)	7,392,225	7,370,613	(21,612)	659,315	(148,738)
	<u>25,515,392</u>	<u>23,179,956</u>	<u>2,335,435</u>	<u>29,032,334</u>	<u>25,773,129</u>	<u>(3,259,205)</u>	<u>(3,516,943)</u>	<u>(923,770)</u>
<b>Shared Services</b>								
Adult Behavioral Health Hospital	2,970,633	2,745,152	225,481	5,185,224	6,115,684	930,460	(2,214,592)	1,155,940
Youth Behavioral Health Hospital	1,254,838	1,094,945	159,893	2,236,881	1,883,915	(352,966)	(982,043)	(193,073)
Residency Program	572,706	225,130	347,576	349,616	266,504	(83,112)	223,090	264,464
Crisis Services	594,639	570,945	23,694	2,607,560	2,384,824	(222,736)	(2,012,922)	(199,043)
Adult Crisis Stabilization Facility	1,060,511	717,381	343,130	1,109,977	865,710	(244,268)	(49,467)	98,862
Youth Crisis Stabilization Facility	485,479	308,880	176,599	733,724	410,934	(322,790)	(248,245)	(146,191)
Lakeside Recovery MMT	354,632	131,327	223,306	344,033	86,967	(257,066)	10,599	(33,761)
Residential	3,960,846	3,927,602	33,245	3,788,441	3,897,058	108,617	172,405	141,862
Adult Protective Services	190,464	189,973	491	590,981	563,420	(27,561)	(400,517)	(27,070)
Birth To Three	298,831	373,539	(74,708)	298,831	373,539	74,708	-	-
	<u>11,743,579</u>	<u>10,284,874</u>	<u>1,458,705</u>	<u>17,245,269</u>	<u>16,848,555</u>	<u>(396,714)</u>	<u>(5,501,690)</u>	<u>1,061,991</u>
Total NCHC Programming	37,258,971	33,464,831	3,794,140	46,277,604	42,621,685	(3,655,919)	(9,018,633)	138,221
Base County Allocation	3,866,428	3,621,675	244,753				3,866,428	244,753
County Appropriation	3,281,205	3,281,205	-				3,281,205	-
Excess Revenue/(Expense)	<u>44,406,604</u>	<u>40,367,711</u>	<u>4,038,893</u>	<u>46,277,604</u>	<u>42,621,685</u>	<u>(3,655,919)</u>	<u>(1,871,000)</u>	<u>382,974</u>

North Central Health Care  
Review of Services in Lincoln County  
2022 Budget vs. 2021 9+3 Forecast Comparison

	Revenue			Expense			2022 Budget Income/(Loss)	Variance From Forecast
	2022 Budget	2021 Forecast	Variance	2022 Budget	2021 Forecast	Variance		
<b>Direct Services</b>								
Outpatient Services	518,004	412,936	105,068	921,030	775,311	(145,719)	(403,026)	(40,651)
Community Treatment-Adult	1,040,350	1,010,614	29,737	951,051	807,065	(143,987)	89,299	(114,250)
Community Treatment-Youth	1,912,715	1,745,147	167,568	1,820,144	1,527,153	(292,991)	92,570	(125,424)
Lincoln Industries	603,732	710,660	(106,927)	1,049,032	1,083,343	34,311	(445,300)	(72,616)
	<u>4,074,802</u>	<u>3,879,356</u>	<u>195,445</u>	<u>4,741,258</u>	<u>4,192,872</u>	<u>(548,386)</u>	<u>(666,457)</u>	<u>(352,941)</u>
<b>Shared Services</b>								
Adult Behavioral Health Hospital	611,613	565,189	46,423	1,067,567	1,259,136	191,569	(455,954)	237,992
Youth Behavioral Health Hospital	258,354	225,434	32,920	460,543	387,873	(72,671)	(202,189)	(39,751)
Residency Program	117,912	46,351	71,561	71,981	54,870	(17,112)	45,931	54,450
Crisis Services	122,428	117,550	4,878	536,861	491,003	(45,858)	(414,433)	(40,980)
Adult Crisis Stabilization Facility	218,345	147,699	70,646	228,529	178,238	(50,291)	(10,184)	20,354
Youth Crisis Stabilization Facility	99,954	63,594	36,359	151,064	84,606	(66,458)	(51,110)	(30,099)
Lakeside Recovery MMT	73,014	27,038	45,976	70,832	17,905	(52,926)	2,182	(6,951)
Residential	-	-	-	-	-	-	-	-
Adult Protective Services	39,214	39,113	101	121,675	116,001	(5,674)	(82,461)	(5,573)
Birth To Three	60,215	75,269	(15,054)	60,215	75,269	15,054	-	-
	<u>1,601,049</u>	<u>1,307,238</u>	<u>293,810</u>	<u>2,769,268</u>	<u>2,664,899</u>	<u>(104,368)</u>	<u>(1,168,219)</u>	<u>189,442</u>
Total NCHC Programming	5,675,850	5,186,595	489,256	7,510,526	6,857,771	(652,755)	(1,834,676)	(163,499)
Base County Allocation	925,030	874,595	50,435			-	925,030	50,435
County Appropriation	600,038	600,038	-			-	600,038	-
Excess Revenue/(Expense)	<u>7,200,918</u>	<u>6,661,228</u>	<u>539,690</u>	<u>7,510,526</u>	<u>6,857,771</u>	<u>(652,755)</u>	<u>(309,608)</u>	<u>(113,064)</u>

North Central Health Care  
Review of Services in Lantlde County  
2022 Budget vs. 2021 9+3 Forecast Comparison

	Revenue			Expense			2022 Budget Income/(Loss)	Variance From Forecast
	2022 Budget	2021 Forecast	Variance	2022 Budget	2021 Forecast	Variance		
<b>Direct Services</b>								
Outpatient Services	571,196	390,174	181,022	712,841	707,047	(5,794)	(141,646)	39,376
Community Treatment-Adult	690,959	589,115	101,844	638,478	442,882	(195,595)	52,481	154,325
Community Treatment-Youth	1,680,426	1,498,473	181,953	1,433,817	1,243,097	(190,720)	246,610	428,563
Sober Living	20,736	28,038	(7,302)	105,389	89,934	(15,455)	(84,652)	(91,954)
Day Services	352,439	346,693	5,746	388,916	380,737	(8,179)	(36,476)	(30,730)
	<u>3,315,756</u>	<u>2,852,493</u>	<u>463,264</u>	<u>3,279,440</u>	<u>2,863,696</u>	<u>(415,744)</u>	<u>36,316</u>	<u>499,580</u>
<b>Shared Services</b>								
Adult Behavioral Health Hospital	419,530	387,686	31,844	732,288	863,693	131,405	(312,758)	(280,914)
Youth Behavioral Health Hospital	177,216	154,635	22,581	315,905	266,058	(49,848)	(138,690)	(116,109)
Residency Program	80,881	31,794	49,087	49,375	37,637	(11,738)	31,506	80,593
Crisis Services	83,978	80,632	3,346	368,255	336,799	(31,456)	(284,277)	(280,930)
Adult Crisis Stabilization Facility	149,772	101,313	48,459	156,757	122,261	(34,497)	(6,986)	41,473
Youth Crisis Stabilization Facility	68,562	43,622	24,940	103,621	58,034	(45,586)	(35,059)	(10,118)
Lakeside Recovery MMT	50,083	18,547	31,537	48,586	12,282	(36,304)	1,497	33,033
Residential	117,028	116,046	982	111,934	115,144	3,209	5,094	6,076
Adult Protective Services	26,898	26,829	69	83,462	79,569	(3,892)	(56,563)	(56,494)
Birth To Three	40,954	51,192	(10,238)	40,954	51,192	10,238	-	(10,238)
	<u>1,214,902</u>	<u>1,012,296</u>	<u>202,606</u>	<u>2,011,137</u>	<u>1,942,668</u>	<u>(68,469)</u>	<u>(796,235)</u>	<u>(593,629)</u>
Total NCHC Programming	4,530,659	3,864,789	665,870	5,290,577	4,806,365	(484,213)	(759,919)	(94,048)
Base County Allocation	648,876	612,167	36,709				648,876	685,585
County Appropriation	<u>298,483</u>	<u>298,483</u>	<u>-</u>				<u>298,483</u>	<u>298,483</u>
Excess Revenue/(Expense)	<u>5,478,018</u>	<u>4,775,439</u>	<u>702,579</u>	<u>5,290,577</u>	<u>4,806,365</u>	<u>(484,213)</u>	<u>187,440</u>	<u>890,019</u>

North Central Health Care  
 Review of Services in Mount View Care Center  
 2022 Budget vs. 2021 9+3 Forecast Comparison

	Revenue			Expense			2022 Budget Income/(Loss)	Variance From Forecast
	2022 Budget	2021 Forecast	Variance	2022 Budget	2021 Forecast	Variance		
Direct Services								
Operational Results	20,678,519	18,352,858	2,325,661	21,126,822	20,138,948	(987,874)	(448,303)	1,337,786
County Appropriation	1,500,000	1,500,000	-				1,500,000	-
Excess Revenue/(Expense)	<u>22,178,519</u>	<u>19,852,858</u>	<u>2,325,661</u>	<u>21,126,822</u>	<u>20,138,948</u>	<u>(987,874)</u>	<u>1,051,697</u>	<u>1,337,786</u>

North Central Health Care  
 Review of Services in Pine Crest Nursing Home  
 2022 Budget vs. 2021 9+3 Forecast Comparison

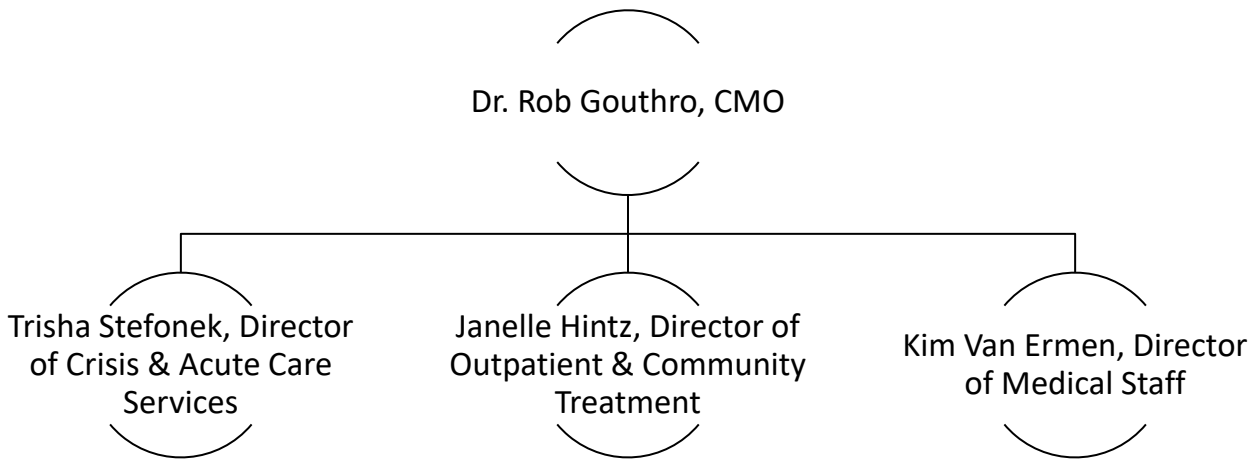
	Revenue			Expense			2022 Budget Income/(Loss)	Variance From Forecast
	2022 Budget	2021 Forecast	Variance	2022 Budget	2021 Forecast	Variance		
Direct Services								
Operational Results	11,503,415	11,965,703	(462,288)	13,102,760	13,459,070	356,311	(1,599,345)	(105,977)
County Appropriation	440,815	440,815	-				440,815	-
Excess Revenue/(Expense)	<u>11,944,230</u>	<u>12,406,518</u>	<u>(462,288)</u>	<u>13,102,760</u>	<u>13,459,070</u>	<u>356,311</u>	<u>(1,158,530)</u>	<u>(105,977)</u>



2022 Budget Presentation  
Behavioral Health Services

Behavioral Health Services includes Emergency and Crisis Services, Acute Care Behavioral Health Hospitals (Adult & Youth), Crisis Stabilization Units (Adult & Youth), Lakeside Recovery Medically Monitored Treatment (MMT), Outpatient, Day Treatment, Community Treatment, Community Corner Clubhouse, and the Psychiatry Residency Program. These programs are some of the most important and needed services in our community.

2022 Behavioral Health Services Organizational Chart



Medical Services Administration

The administrative leadership and management of all behavioral health programs is consolidated into a separate program and allocated out to each program based on direct expenses. The Behavioral Health programs are led by Dr. Rob Gouthro, MD, CMO and Kim Van Ermen, Director of Medical Staff Relations.

Psychiatry Residency

Central Health Care continues its educational partnership with the Medical College of Wisconsin to provide an inpatient and crisis experience 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.



## Acute Care Behavioral Health Services

### Behavioral Health Administration

The administrative leadership and management of adult and youth acute care behavioral health hospitals, emergency and crisis services, Lakeside Recovery MMT, and adult and youth crisis stabilization programs are consolidated into a separate program and allocated out to each program based on direct expenses. The Acute Care Behavioral Health programs are led by Dr. Rob Gouthro, MD, CMO and Trisha Stefonek, Director of Crisis & Acute Care Services.

### Emergency & Crisis Services

North Central Health Care Emergency & Crisis Services is a state-certified program offering services to residents of Marathon, Langlade, and Lincoln Counties. Services include a 24-hour Crisis Center, a 24-hour Hotline, and Mobile Crisis response team. Individualized services are provided in the least restrictive manner utilizing natural environments and peer supports whenever possible. The focus of the program is to prevent and de-escalate crisis situations, while also offering community-based treatment and support options. The program is equipped with resources to assess clients and determine their needs, which ranges from community supports and outpatient counseling to inpatient hospitalization.

**Crisis Center:** 24-hour specialized assistance with urgent mental health stabilization, developmental disability, or substance abuse needs. Support will be provided to stabilize the conditions of acute mental health symptoms. Acting as a triage center, much of what the Crisis Center does is get the individual to the location or access to services that they need to alleviate their crisis.

**Crisis & Suicide Prevention Hotline:** The Crisis & Suicide Prevention Hotline is confidential and anonymous. Specially trained staff provide emergency and crisis counseling over the phone, including intervention services. Assistance is provided 24 hours a day, 7 days a week for emotional, mental health, suicide prevention or substance abuse situations.

**Mobile Crisis:** The staff of Crisis Services are trained as a state-certified Mobile Crisis Unit that travels to avert crises and de-escalate situations. Assessments and interventions by the Crisis Team are available on-site at the North Central Health Care offices in Wausau, Antigo, and Merrill, or out in the community. The Crisis teams are made up of trained personnel in crisis intervention and utilize physicians, nurses, law enforcement personnel, psychiatrists, mental health technicians, and other specially trained staff. The team offers an assessment and assists with the disposition of the crisis. Disposition may include, but is not limited to, the following: home, inpatient psychiatric treatment, crisis bed placement, and other community placements. The team can also provide linkage and follow-up services with other community providers and agencies to ensure continuity of care.

**Adult and Youth Crisis Stabilization Units:** The Adult and Youth Crisis Stabilization Units provide crisis stabilization services. The Youth Crisis Stabilization Unit serves children and adolescents under the age of 18. The Adult Crisis Stabilization Unit serves adults 18 and older. Services aimed at stabilizing or preventing a mental health crisis are provided through a short-term stay in our program. These services include assessment, treatment planning, therapeutic and skill building groups, individual counseling, and service coordination. This program serves the needs of individuals with mental health or substance abuse disorders as an alternative for those who do not meet criteria for emergency inpatient admission or as a step down from emergency inpatient services. Services are provided in a voluntary setting providing for observation, medication monitoring, case management, and planned activities under

supervision of specially trained staff. Both adult and youth facilities are currently operating as 8-bed programs.

The Adult Crisis Stabilization Facility is licensed under Wisconsin Chapter 83 CBRF Regulations with a Class C Semi-Ambulatory Status. A Class C Semi-Ambulatory CBRF may serve only residents who are ambulatory or semi-ambulatory, but one or more of whom are not physically or mentally capable of responding to an electronic fire alarm and exiting the facility without help or verbal or physical prompting. The Youth Crisis Stabilization Facility is licensed under Wisconsin Chapter DHS 50 as a treatment 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.

Crisis Assessment Response Team (CART): This program teams North Central Health Care crisis workers with law enforcement partners to respond to community needs of mental health concern. 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 that they receive the best supportive care and can meet the terms of their legal agreements. This program also works closely with Comprehensive Community Services to assign case managers to eligible participants.

All ages and legal status are served by the Crisis Center Services. Anyone and everyone who is having a crisis related to mental illness, substance abuse, or suicidal ideation may be served in some capacity. Elderly, developmentally disabled individuals, families, children, and adults may all be served in the Crisis Center. The Crisis Center also provides referrals to other organizations when needs are related to situations such as job loss, spousal abuse, housing, and other life issues.

Crisis Services are certified by the Department of Health Services, Chapter DHS 34. Crisis Services are available for residents in: Lincoln, Langlade, and Marathon Counties 24 hours/day, 7 days/week, 365 days/year.

#### 2022 Crisis & Stabilization Teams

<u>Emergency &amp; Crisis Services Positions</u>	<u># FTEs</u>
Operations Manager	1.0
Mental Health and Substance Abuse Therapist	1.0
Clinical Coordinator	1.0
Court Liaison	1.0
Linkage Coordinator	2.0
Crisis Professional - Masters	1.9
Crisis Professional - Bachelors	<u>17.3</u>
	25.2

Adult & Youth Crisis Stabilization Positions	# FTEs
Operations Manager	1.0
Social Worker (MSW)	1.5
Social Worker (BSW)	0.5
Certified Medical Assistant	1.0
Clinical Coordinator	1.0
Recovery Technician	1.0
Behavioral Health Technician	8.2
Youth Care Professional	10.8
	<u>24.9</u>

#### Acute Care Behavioral Health Hospitals

North Central Health Care provides inpatient behavioral health services through our Adult Behavioral Health Hospital for individuals who have complex psychiatric, and detoxification needs. The hospitals provide 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 hospitals offer psychiatric and alcohol detoxification services on both a voluntary and involuntary basis for adults in a 16-bed unit and youth in an 8-bed unit.

Within the umbrella of inpatient service offerings, NCHC also manages the expenses related to inpatient hospitalization in other institutes for several reasons including but not limited to unit capacity limits, age, and stability of patients.

All individuals in Marathon, Lincoln, and Langlade Counties with severe psychiatric and detoxification needs are served. For individuals we are unable to serve locally, appropriate placement and inpatient care services can be arranged through the Crisis Center as needed.

The hospitals are licensed by the State of Wisconsin. Additionally, they are certified by the Department of Health Services, Chapter DHS 124 & Chapter DHS 75 (medical detoxification). Compliance with the Center for Medicare/Medicaid Services Conditions of Participation is also required. The hospitals operate 24 hours/day, 7 days/week, 365 days/year.

#### Lakeside Recovery Medically Monitored Treatment (MMT)

Lakeside Recovery Medically Monitored Treatment is a 28-day substance abuse recovery program operated 24-hours a day in a community-based setting. This program provides observation, medication monitoring, and treatment by a multi-disciplinary team under the supervision of a physician. Lakeside Recovery utilizes a care model to include specific programming for clients with dual diagnoses of substance abuse and mental health disorders to meet the complexity of the clients served.

This program serves the needs of clients that meet a high-level criterion for substance abuse and dependence under Wisconsin Chapter 75.11 regulations for Medically Monitored Treatment. The MMT program is licensed under Wisconsin Chapter 83 CBRF Regulations with a Class C Semi-Ambulatory Status. A Class C Semi-Ambulatory CBRF may serve only residents who are ambulatory or semi-Ambulatory, but one or more of whom are not physically or mentally capable of responding to an electronic fire alarm and exiting the facility without help or verbal or physical prompting. MMT operates 24 hours/day, 7 days/week, 365 days/year.

Lakeside Recovery MMT will reopen in 2022 with managers to be hired in April to assist with the program start-up and staff to be hired in September.

## 2022 Acute Care Services Team

<u>Adult Behavioral Hospital Positions</u>	<u># FTEs</u>
Psychiatrist	2.00
Physicians Assistant	0.70
Nurse Practitioner	0.10
In-Training Therapist	1.00
Substance Abuse Counselor	1.00
Nurse Manager	0.75
Social Worker (MSW)	1.50
Social Worker (BSW)	1.00
Registered Nurse	10.65
Licensed Practical Nurse	0.90
Utilization Review Case Manager	1.00
Discharge Planning Coordinator	1.00
Behavioral Health Technician	11.60
	33.20

<u>Youth Behavioral Hospital Positions</u>	<u># FTEs</u>	<u>Lakeside Recovery Positions</u>	<u># FTEs</u>
Psychiatrist	1.00	Operations Manager	1.00
Mental Health Therapist	1.00	Clinical Manager	1.00
Social Worker (MSW)	1.50	Social Worker	1.00
Registered Nurse	7.30	Substance Abuse Counselor	2.00
Behavioral Health Technician	3.90	Behavioral Health Technician	4.20
Patient Care Professional	1.40		
	16.10		9.20

## Community Behavioral Health Services

### Community Treatment Administration

The administrative leadership and management of community treatment and outpatient programs are consolidated into a separate program and allocated out to each program based on direct expenses. The Community Behavioral Health programs are led by Dr. Rob Gouthro, MD, CMO and Janelle Hintz, Director of Outpatient & Community Treatment Services.

Comprehensive Community Services (CCS) is a program that helps adults and 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 need care outside of inpatient settings, but who may have ongoing needs that, if left unaddressed, could result in hospitalizations during times of crisis. Comprehensive Community Services is a program available to adults and youth 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. Comprehensive Community Services is a certified program and operates under the Department of Health Services, DHS Chapter 36. Services are provided Monday through Friday, 8:00 am – 4:30 pm.

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. Community Support Program is for adults living with a serious and persistent mental illness. Community Support Program is a certified program and operates under the Department of Health Services, DHS Chapter 36. Services are provided Monday through Friday, 8:00 am – 4:30 pm.

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. 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. Children’s Long-Term support is a Home and Community Based Waiver that is overseen by the Department of Health Services in Wisconsin. Services are provided Monday through Friday: 8:00 am – 4:30 pm.

#### 2022 Community Treatment Team

<u>Adult Community Treatment Positions</u>	<u>Marathon Co.</u>	<u>Lincoln Co.</u>	<u>Langlade Co.</u>
Clinical Manager	1.0		
Registered Nurse	2.8		0.3
Behavioral Health Technician			0.5
Community Treatment Manager	1.0	0.3	0.3
Community Treatment Lead	1.0		
Case Manager - Masters	4.0	2.0	
Case Manager - Bachelors	21.0	2.0	3.0
Registered Nurse Manager	0.2	0.4	0.2
Clinical Coordinator	1.5	0.3	0.3
Community Treatment Technician	1.9	1.0	
Employment Specialist	4.0	1.0	0.3
Employment Supervisor	0.7	0.2	0.2
	<u>39.0</u>	<u>7.2</u>	<u>4.9</u>

<u>Youth Community Treatment Positions</u>	<u>Marathon Co.</u>	<u>Lincoln Co.</u>	<u>Langlade Co.</u>
Community Treatment Manager	1.00	0.25	0.25
Case Manager - Masters	2.00		1.00
Case Manager - Bachelors	16.00	7.00	4.00
Clinical Coordinator	1.50	0.50	0.33
Community Treatment Technician	2.00	1.00	0.50
Employment Specialist	0.50	0.50	0.25
Referral Coordinator		0.25	
	<u>23.00</u>	<u>9.50</u>	<u>6.33</u>

## Outpatient Services

Outpatient Services provides non-residential treatment to address mental health, substance abuse, or co-occurring disorders. Individual, family, and group treatment options are available to residents of all ages in Marathon, Lincoln, and Langlade Counties. Services provided in Outpatient Services include evaluation, diagnosis, psychotherapy, and medication management. For medication management, patients meet with a physician who is skilled in psychiatric care who 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 Challenge

**OWI Assessment:** Wisconsin law requires any individual convicted of OWI to complete and 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.

**Substance Abuse Day Treatment:** Clients participate in group treatment for 24 group sessions and 6 individual sessions. The group learns and practices new skills and tools to utilize in their recovery. Regular attendance is required.

**Driving With Care:** This group is designed for individuals with four or more OWIs. Referrals are only accepted from Probation and Parole for Marathon County Residents.

Outpatient Services provides a continuum of care specific to substance abuse disorders based on assessment and determined level of care recommendations. Outpatient Services provides support and treatment to residents of all ages in Marathon, Lincoln, and Langlade Counties for a multitude of diverse situations. Outpatient Services are regulated through Department of Health Services, Chapter 75 and 35. Services are provided Monday through Friday: 8:00 am – 4:30 pm.

## 2022 Outpatient Team

Outpatient Positions	Marathon Co.	Lincoln Co.	Langlade Co.
Psychiatrist	3.0		
Psychologist	1.0		
Clinical Director	0.5	0.3	0.3
Nurse Practitioner	1.8	0.5	0.5
Mental Health and Substance Abuse Therapist	3.0	1.2	1.0
In-Training Therapist	1.0		1.0
Substance Abuse Counselor	2.1		0.4
Mental Health Therapist	3.3	1.0	1.0
Nurse Manager	0.2	0.4	
Registered Nurse	5.0		0.3
Certified Medical Assistant	2.0	0.8	
Clinical Coordinator	1.5		
Intoxicated Driver Assessor	0.8	0.1	0.1
Outpatient Coordinator	1.0		
	26.2	4.3	4.5

### Community Corner Clubhouse

Community Corner Clubhouse assists adults with persistent mental illness and substance abuse challenges to realize their potential by providing them with an environment where they can meet friends, build self-confidence, learn valuable life skills, and discover untapped talents.

Community Corner Clubhouse is an internationally certified, psychosocial re-habilitation community that provides accessible, low-cost services in a supportive environment. Clubhouse membership is voluntary and without time limits — offering members to choose the services they need when they need them. The Clubhouse helps empower members by offering:

- Vocational support helping members' return to competitive employment by offering a variety of opportunities.
- Transitional Employment: Competitive, part-time employment that lasts 6-9 months.
- Supported Employment: Job development, job coaching, and long-term support for members.
- Independent Employment: Assistance in sustaining long term employment.
- Educational opportunities: We partner with community adult educators to offer a variety of classes for members.
- Housing assistance: Clubhouse is committed to serving a range of choices of safe, decent, and affordable housing including independent living opportunities for all members.

Marathon, Lincoln, and Langlade County adults 18 and older with severe or persistent mental illness or a history of substance abuse. The Clubhouse is accredited by Clubhouse International. Accredited Clubhouses are recognized as operating with a high level of compliance with the International Standards for Clubhouse Programs.

### Hours of Operation

Monday, Wednesday, Thursday, Friday:

9:00 am – 5:00 pm

Tuesday: 6:00 am - 6:00 pm

Holidays 10:00 am – 2:00 pm

### 2022 Clubhouse Team

Clubhouse Positions	# FTEs
Clubhouse Manager	1.0
Clubhouse Generalist	1.0
Employment Specialist	1.0
	3.0

## 2021 Payer Mix and Discount by Payer Analysis

### Adult Behavioral Hospital

Payer Mix	% Patients by Payer	Discount by Payer
Self-Pay	5%	81%
Medicare	22%	56%
Medicaid	50%	36%
Commercial	23%	42%

### Emergency & Crisis Services

Payer Mix	% Patients by Payer	Discount by Payer
Self-Pay	25%	65%
Medicare	0%	20%
Medicaid	61%	20%
Commercial	14%	10%

### Youth Behavioral Hospital

Payer Mix	% Patients by Payer	Discount by Payer
Self-Pay	2%	65%
Medicare	0%	0%
Medicaid	50%	48%
Commercial	48%	23%

### Adult Crisis Stabilization

Payer Mix	% Patients by Payer	Discount by Payer
Self-Pay	5%	75%
Medicare	0%	20%
Medicaid	85%	43%
Commercial	10%	5%

### Outpatient Services

Payer Mix	% Patients by Payer	Discount by Payer
Self-Pay	16%	61%
Medicare	22%	42%
Medicaid	45%	51%
Commercial	17%	43%

### Youth Crisis Stabilization

Payer Mix	% Patients by Payer	Discount by Payer
Self-Pay	2%	75%
Medicare	0%	20%
Medicaid	50%	43%
Commercial	48%	45%

Youth Crisis Stabilization Facility: Payer mix reflective of youth behavioral hospital; discounts reflective of adult crisis stabilization with exception of commercial.

In 2022

Reflected in the 2022 Budget is continued progress in the development and stabilization of behavioral health services offered by NCHC. Efforts underway to improve operational and financial performance including productivity standards for employees, changes to grid utilization and no show policies, opening contracts to additional counties for services, and decreasing reliance on locum providers.



Program	Increase/(Decrease) Budget vs. Forecast			Analysis of Changes from Forecast
	Revenue	Expense	Income/(Loss)	
Medical Services Administration	-	(25,538)	(25,538)	Exp ↑ Merit/Benefits
Psychiatry Residency Program	50,924	(111,961)	(61,037)	Exp ↑ Mid-2021 Position Transfer vs. 2022 Full Year
Behavioral Health Administration	-	(430,024)	(430,024)	Exp ↑ 2 FTEs, Software Mx Costs Moved from ABHH
Emergency & Crisis Services	30,651	(53,253)	(22,602)	Rev ↑ Revenue Analysis
Adult Crisis Stabilization Facility	461,540	(209,620)	251,920	Rev ↑ Census 6 with 13 Hrs/Day; Exp ↑ Facility/FFE Depreciation
Youth Crisis Stabilization Facility	654,124	(354,322)	299,802	Rev ↑ Census 3 with 13 Hrs/Day, Full Year Operations; Exp ↑ Staffing Full Year Operations
Adult Behavioral Health Hospital	277,432	1,572,408	1,849,840	Rev ↑ Census 11, Rate Increase; Exp ↓ Locum Reduction, Diversion Management, Software Mx Costs; Exp ↑ Facility & FFE Depreciation
Youth Behavioral Health Hospital	204,880	(322,718)	(117,838)	Rev ↑ Census 4, Rate Increase; Exp ↑ Full Year Employed Psychiatrists, Diversions
Lakeside Recovery MMT	630,346	(345,449)	284,897	Rev ↑ Census 10 with High-Acuity begin October; Exp ↑ Hire Managers April, Staff September, Start-Up Costs, Depreciation

Program	Increase/(Decrease) Budget vs. Forecast			Analysis of Changes from Forecast
	Revenue	Expense	Income/(Loss)	
Community Treatment Administration	-	(179,261)	(179,261)	Exp ↑ 1 FTE Transfer, Merit/Benefits Increases
Wausau Community Treatment Adult	536,916	(655,785)	(118,868)	Rev ↑ Productivity Budget by Employee; Exp ↑ 4 FTE TCM, 2.5 FTE Other Positions
Merrill Community Treatment Adult	29,617	(98,322)	(68,705)	Exp ↑ Merit/Benefits, Transfer Services from Contracted Providers
Antigo Community Treatment Adult	101,223	(149,085)	(47,862)	Rev ↑ Productivity Budget by Employee; Exp ↑ Merit/Benefits
Wausau Community Treatment Youth	304,229	(129,468)	174,761	Rev ↑ Productivity Budget by Employee; Exp ↑ 3.5 FTEs Hired EOY 2021, Transfer Services from Contracted Providers
Merrill Community Treatment Youth	167,343	(209,478)	(42,135)	Rev ↑ Productivity Budget by Employee; Exp ↑ 1.5 FTEs Hired EOY 2021
Antigo Community Treatment Youth	181,875	(134,137)	47,737	Rev ↑ Productivity Budget by Employee; Exp ↑ Merit/Benefits, Contracted Providers
Community Corner Clubhouse	13,639	(16,093)	(2,455)	Exp ↑ Merit/Benefits
Outpatient Services	1,185,155	(1,011,156)	173,999	Rev ↑ Revenue Analysis, Changes to Policies; Exp ↑ 2 FTE Therapists, 3 FTE Psychiatrists, Locum Psychiatrists, Liability Insurance
Merrill Outpatient Services	104,879	(103,753)	1,126	Rev ↑ Revenue Analysis, Changes to Policies; Exp ↑ 2 Locums, Depreciation
Antigo Outpatient Services	183,268	12,961	196,229	Rev ↑ Revenue Analysis, Changes to Policies

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
10-100-0940 : Medical Services Administration

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	-	-	-	0.0%
Patient Contractual Adjustments	-	-	-	0.0%
Net Patient Revenue	-	-	-	0.0%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Total Direct Revenue	-	-	-	0.0%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	-	-	-	0.0%
Total Indirect Revenue	-	-	-	0.0%
Total Operating Revenue	-	-	-	0.0%
<b>Direct Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Total Direct Expenses	-	-	-	0.0%
<b>Indirect Expenses</b>				
Personnel Expenses	352,932	331,427	(21,505)	-6.5%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	500	45	(455)	-1004.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	13,190	9,611	(3,579)	-37.2%
Allocated Expense	(366,622)	(341,084)	25,538	-7.5%
Total Indirect Expenses	-	-	-	0.0%
Total Operating Expenses	-	-	-	0.0%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	0.0%	0.0%		
Direct Expense/Gross Patient Revenue	0.0%	0.0%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	-	-	-	0.0%
Net Income (Loss)	-	-	-	0.0%
Net Income	0.0%	0.0%		

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
20-100-2125 : Psychiatry Residency Program

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	-	-	-	0.0%
Patient Contractual Adjustments	-	-	-	0.0%
Net Patient Revenue	-	-	-	0.0%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	138,626	138,626	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	215,573	164,649	50,924	30.9%
Total Direct Revenue	354,199	303,275	50,924	16.8%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	-	-	-	0.0%
Total Indirect Revenue	-	-	-	0.0%
Total Operating Revenue	354,199	303,275	50,924	16.8%
<b>Direct Expenses</b>				
Personnel Expenses	233,043	125,272	(107,770)	-86.0%
Contracted Services Expenses	-	50,782	50,782	100.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	300	-	(300)	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	683	607	(76)	-12.5%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	236,947	182,351	(54,596)	-29.9%
Total Direct Expenses	470,972	359,011	(111,961)	-31.2%
<b>Indirect Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Allocated Expense	-	-	-	0.0%
Total Indirect Expenses	-	-	-	0.0%
Total Operating Expenses	470,972	359,011	(111,961)	-31.2%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	0.0%	0.0%		
Direct Expense/Gross Patient Revenue	0.0%	0.0%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	-	-	-	0.0%
Net Income (Loss)	(116,773)	(55,736)	(61,037)	109.5%
Net Income	-33.0%	-18.4%		

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
10-100-0930 : Behavioral Health Administration

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	-	-	-	0.0%
Patient Contractual Adjustments	-	-	-	0.0%
Net Patient Revenue	-	-	-	0.0%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Total Direct Revenue	-	-	-	0.0%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	-	-	-	0.0%
Total Indirect Revenue	-	-	-	0.0%
Total Operating Revenue	-	-	-	0.0%
<b>Direct Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Total Direct Expenses	-	-	-	0.0%
<b>Indirect Expenses</b>				
Personnel Expenses	220,766	-	(220,766)	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	1,000	-	(1,000)	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	208,258	-	(208,258)	0.0%
Allocated Expense	(430,024)	-	430,024	0.0%
Total Indirect Expenses	-	-	-	0.0%
Total Operating Expenses	-	-	-	0.0%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	0.0%	0.0%		
Direct Expense/Gross Patient Revenue	0.0%	0.0%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	-	-	-	0.0%
Net Income (Loss)	-	-	-	0.0%
Net Income	0.0%	0.0%		

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
20-100-2200 : Crisis Services

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	568,150	808,130	(239,980)	-29.7%
Patient Contractual Adjustments	<u>(195,586)</u>	<u>(466,217)</u>	<u>270,632</u>	<u>-58.0%</u>
Net Patient Revenue	372,564	341,913	30,651	9.0%
County Revenue	154,335	154,335	-	0.0%
Contracted Service Revenue	39,600	39,600	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	1,964,617	1,964,617	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	<u>340,000</u>	<u>340,000</u>	<u>-</u>	<u>0.0%</u>
Total Direct Revenue	2,871,116	2,840,465	30,651	1.1%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	<u>48,881</u>	<u>47,614</u>	<u>1,267</u>	<u>2.7%</u>
Total Indirect Revenue	48,881	47,614	1,267	2.7%
Total Operating Revenue	2,919,997	2,888,079	31,918	1.1%
<b>Direct Expenses</b>				
Personnel Expenses	2,015,828	1,976,602	(39,226)	-2.0%
Contracted Services Expenses	-	542	542	100.1%
Supplies Expenses	2,000	3,477	1,477	42.5%
Drugs Expenses	5,000	8,673	3,673	42.3%
Program Expenses	33,800	9,680	(24,120)	-249.2%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	14,376	13,656	(720)	-5.3%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	<u>23,592</u>	<u>28,714</u>	<u>5,122</u>	<u>17.8%</u>
Total Direct Expenses	2,094,596	2,041,343	(53,253)	-2.6%
<b>Indirect Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Allocated Expense	<u>1,418,081</u>	<u>1,171,282</u>	<u>(246,799)</u>	<u>-21.1%</u>
Total Indirect Expenses	1,418,081	1,171,282	(246,799)	-21.1%
Total Operating Expenses	3,512,677	3,212,625	(300,052)	-9.3%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	67.7%	57.4%		
Direct Expense/Gross Patient Revenue	368.7%	252.6%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0%</u>
Total Non-Operating	-	-	-	0.0%
Net Income (Loss)	(592,680)	(324,546)	(268,134)	82.6%
Net Income	-20.3%	-11.2%		

20-100-2200 : Crisis Services

Revenue Analysis

Payer Mix	% Patients by Payer	Discount by Payer
Self-Pay	25%	65%
Medicare	0%	20%
Medicaid	61%	28%
Commercial	14%	10%

Discipline	Service	Annual Hours	Gross Rate		Annual Gross Rev	Annual Contractual
Technician	Crisis - Jail Services	55.00	\$ 65.00	Self-Pay	\$ 142,037.50	\$ (92,324.38)
Bachelor	Crisis - Jail Services	221.00	\$ 84.00	Medicare	\$ -	\$ -
Master	Crisis - Jail Services	90.00	\$ 129.00	Medicaid	\$ 346,571.50	\$ (95,307.16)
Technician	Crisis Assessment	852.00	\$ 65.00	Commercial	\$ 79,541.00	\$ (7,954.10)
Bachelor	Crisis Assessment	3,469.00	\$ 84.00			
Master	Crisis Assessment	281.00	\$ 129.00			
RN	Crisis Assessment	421.25	\$ 84.00			
MD	Crisis Assessment	-	\$ 310.00			
Technician	Crisis Linkage/Follow-up	285.00	\$ 65.00			
Bachelor	Crisis Linkage/Follow-up	814.00	\$ 84.00			
Master	Crisis Linkage/Follow-up	-	\$ 129.00			
Technician	Crisis- Aspirus Contract	52.00	\$ 65.00			
Bachelor	Crisis- Aspirus Contract	260.00	\$ 84.00			
Master	Crisis- Aspirus Contract	30.00	\$ 129.00			

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
20-100-2225 : Adult Crisis Stabilization Facility

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	2,138,097	1,521,325	616,772	40.5%
Patient Contractual Adjustments	<u>(863,257)</u>	<u>(708,026)</u>	<u>(155,231)</u>	<u>21.9%</u>
Net Patient Revenue	1,274,840	813,300	461,540	56.7%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	<u>100,000</u>	<u>100,000</u>	<u>-</u>	<u>0.0%</u>
Total Direct Revenue	1,374,840	913,300	461,540	50.5%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	<u>53,787</u>	<u>53,094</u>	<u>693</u>	<u>1.3%</u>
Total Indirect Revenue	53,787	53,094	693	1.3%
Total Operating Revenue	1,428,627	966,394	462,233	47.8%
<b>Direct Expenses</b>				
Personnel Expenses	833,181	827,222	(5,959)	-0.7%
Contracted Services Expenses	1,500	2,690	1,190	44.2%
Supplies Expenses	5,000	57,849	52,849	91.4%
Drugs Expenses	6,000	1,943	(4,057)	-208.8%
Program Expenses	11,500	10,545	(955)	-9.1%
Land & Facility Expenses	224,038	15,993	(208,045)	-1300.8%
Equipment & Vehicle Expenses	48,122	5,481	(42,640)	-777.9%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	<u>7,156</u>	<u>5,153</u>	<u>(2,003)</u>	<u>-38.9%</u>
Total Direct Expenses	1,136,496	926,876	(209,620)	-22.6%
<b>Indirect Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Allocated Expense	<u>358,768</u>	<u>239,332</u>	<u>(119,436)</u>	<u>-49.9%</u>
Total Indirect Expenses	358,768	239,332	(119,436)	-49.9%
Total Operating Expenses	1,495,264	1,166,208	(329,056)	-28.2%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	31.6%	25.8%		
Direct Expense/Gross Patient Revenue	53.2%	60.9%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0%</u>
Total Non-Operating	-	-	-	0.0%
Net Income (Loss)	(66,637)	(199,814)	133,177	-66.7%
Net Income	-4.7%	-20.7%		



North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
20-100-2250 : Youth Crisis Stabilization Facility

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	1,168,694	66,879	1,101,814	1647.5%
Patient Contractual Adjustments	<u>(518,316)</u>	<u>(27,073)</u>	<u>(491,242)</u>	<u>1814.5%</u>
Net Patient Revenue	650,378	39,806	610,572	1533.9%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	417,300	373,748	43,552	11.7%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Total Direct Revenue	<u>1,067,678</u>	<u>413,554</u>	<u>654,124</u>	<u>158.2%</u>
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	<u>3,617</u>	<u>2,542</u>	<u>1,075</u>	<u>42.3%</u>
Total Indirect Revenue	3,617	2,542	1,075	42.3%
Total Operating Revenue	1,071,295	416,096	655,199	157.5%
<b>Direct Expenses</b>				
Personnel Expenses	820,137	423,786	(396,351)	-93.5%
Contracted Services Expenses	-	17,287	17,287	100.0%
Supplies Expenses	3,600	6,765	3,165	46.8%
Drugs Expenses	-	46	46	101.0%
Program Expenses	1,000	427	(573)	-134.1%
Land & Facility Expenses	-	2,219	2,219	100.0%
Equipment & Vehicle Expenses	-	4,504	4,504	100.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	<u>4,774</u>	<u>20,156</u>	<u>15,382</u>	<u>76.3%</u>
Total Direct Expenses	829,511	475,189	(354,322)	-74.6%
<b>Indirect Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Allocated Expense	<u>158,898</u>	<u>78,385</u>	<u>(80,513)</u>	<u>-102.7%</u>
Total Indirect Expenses	158,898	78,385	(80,513)	-102.7%
Total Operating Expenses	988,409	553,574	(434,835)	-78.6%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	19.2%	16.5%		
Direct Expense/Gross Patient Revenue	71.0%	710.5%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	-	-	-	0.0%
Net Income (Loss)	82,886	(137,478)	220,364	-160.3%
Net Income	7.7%	-33.0%		

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
20-100-1000 : Adult Behavioral Health Hospital

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	6,825,500	6,382,208	443,292	6.9%
Patient Contractual Adjustments	<u>(3,007,247)</u>	<u>(2,847,750)</u>	<u>(159,498)</u>	<u>5.6%</u>
Net Patient Revenue	3,818,253	3,534,459	283,794	8.0%
County Revenue	1,377,103	1,377,103	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	1,191,587	1,191,587	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	-	6,362	<u>(6,362)</u>	<u>-100.0%</u>
Total Direct Revenue	<u>6,386,943</u>	<u>6,109,511</u>	<u>277,432</u>	<u>4.5%</u>
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	<u>183,523</u>	<u>155,911</u>	<u>27,612</u>	<u>17.7%</u>
Total Indirect Revenue	<u>183,523</u>	<u>155,911</u>	<u>27,612</u>	<u>17.7%</u>
Total Operating Revenue	6,570,466	6,265,422	305,044	4.9%
<b>Direct Expenses</b>				
Personnel Expenses	3,614,369	3,601,339	(13,029)	-0.4%
Contracted Services Expenses	315,000	831,786	516,786	62.1%
Supplies Expenses	29,000	26,128	(2,872)	-11.0%
Drugs Expenses	7,500	6,910	(590)	-8.5%
Program Expenses	67,000	64,173	(2,827)	-4.4%
Land & Facility Expenses	118,088	28,873	(89,215)	-309.0%
Equipment & Vehicle Expenses	39,889	10,421	(29,468)	-282.8%
Diversions Expenses	700,000	1,603,825	903,825	56.4%
Other Operating Expenses	<u>50,148</u>	<u>339,945</u>	<u>289,797</u>	<u>85.2%</u>
Total Direct Expenses	<u>4,940,993</u>	<u>6,513,401</u>	<u>1,572,408</u>	<u>24.1%</u>
<b>Indirect Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Allocated Expense	<u>2,044,086</u>	<u>1,725,112</u>	<u>(318,974)</u>	<u>-18.5%</u>
Total Indirect Expenses	<u>2,044,086</u>	<u>1,725,112</u>	<u>(318,974)</u>	<u>-18.5%</u>
Total Operating Expenses	6,985,079	8,238,513	1,253,434	15.2%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	41.4%	26.5%		
Direct Expense/Gross Patient Revenue	72.4%	102.1%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	1,296	(1,296)	-100.0%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	<u>-</u>	<u>1,296</u>	<u>(1,296)</u>	<u>-100.0%</u>
Net Income (Loss)	(414,613)	(1,971,795)	1,557,182	-79.0%
Net Income	-6.3%	-31.5%		

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
20-100-1050 : Youth Behavioral Health Hospital

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	2,482,000	2,128,746	353,254	16.6%
Patient Contractual Adjustments	<u>(895,754)</u>	<u>(747,419)</u>	<u>(148,335)</u>	<u>19.8%</u>
Net Patient Revenue	1,586,246	1,381,327	204,919	14.8%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	50,000	50,000	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	-	40	(40)	-101.1%
Total Direct Revenue	<u>1,636,246</u>	<u>1,431,366</u>	<u>204,880</u>	<u>14.3%</u>
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	<u>104,162</u>	<u>93,648</u>	<u>10,514</u>	<u>11.2%</u>
Total Indirect Revenue	<u>104,162</u>	<u>93,648</u>	<u>10,514</u>	<u>11.2%</u>
Total Operating Revenue	1,740,408	1,525,014	215,394	14.1%
<b>Direct Expenses</b>				
Personnel Expenses	1,813,147	1,541,689	(271,457)	-17.6%
Contracted Services Expenses	202,200	194,060	(8,140)	-4.2%
Supplies Expenses	10,400	14,187	3,787	26.7%
Drugs Expenses	1,000	263	(737)	-280.8%
Program Expenses	21,600	29,461	7,861	26.7%
Land & Facility Expenses	147,558	147,558	-	0.0%
Equipment & Vehicle Expenses	14,695	17,084	2,389	14.0%
Diversions Expenses	50,000	(6,615)	(56,615)	855.9%
Other Operating Expenses	<u>12,244</u>	<u>12,438</u>	<u>194</u>	<u>1.6%</u>
Total Direct Expenses	<u>2,272,844</u>	<u>1,950,126</u>	<u>(322,718)</u>	<u>-16.5%</u>
<b>Indirect Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Allocated Expense	<u>740,486</u>	<u>587,720</u>	<u>(152,766)</u>	<u>-26.0%</u>
Total Indirect Expenses	<u>740,486</u>	<u>587,720</u>	<u>(152,766)</u>	<u>-26.0%</u>
Total Operating Expenses	3,013,330	2,537,846	(475,484)	-18.7%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	32.6%	30.1%		
Direct Expense/Gross Patient Revenue	91.6%	91.6%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0%</u>
Net Income (Loss)	(1,272,922)	(1,012,832)	(260,090)	25.7%
Net Income	-73.1%	-66.4%		

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
20-100-1125 : Lakeside Recovery MMT

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	269,942	(411)	270,353	-65726.0%
Patient Contractual Adjustments	-	1,020	(1,020)	-100.0%
Net Patient Revenue	<u>269,942</u>	<u>609</u>	<u>269,333</u>	<u>44225.5%</u>
County Revenue	329,709	-	329,709	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	161,486	129,648	31,837	24.6%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Total Direct Revenue	<u>761,137</u>	<u>130,257</u>	<u>630,880</u>	<u>484.3%</u>
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	<u>46,302</u>	<u>46,121</u>	<u>181</u>	<u>0.4%</u>
Total Indirect Revenue	<u>46,302</u>	<u>46,121</u>	<u>181</u>	<u>0.4%</u>
Total Operating Revenue	807,439	176,378	631,061	357.8%
<b>Direct Expenses</b>				
Personnel Expenses	343,637	3,864	(339,774)	-8794.2%
Contracted Services Expenses	1,500	593	(907)	-152.9%
Supplies Expenses	3,750	-	(3,750)	0.0%
Drugs Expenses	4,000	4,423	423	9.6%
Program Expenses	7,500	26,573	19,073	71.8%
Land & Facility Expenses	11,111	-	(11,111)	0.0%
Equipment & Vehicle Expenses	18,900	2,142	(16,758)	-782.5%
Diversions Expenses	-	3,065	3,065	100.0%
Other Operating Expenses	<u>368</u>	<u>4,657</u>	<u>4,289</u>	<u>92.1%</u>
Total Direct Expenses	<u>390,766</u>	<u>45,317</u>	<u>(345,449)</u>	<u>-762.3%</u>
<b>Indirect Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Allocated Expense	<u>72,685</u>	<u>71,837</u>	<u>(848)</u>	<u>-1.2%</u>
Total Indirect Expenses	<u>72,685</u>	<u>71,837</u>	<u>(848)</u>	<u>-1.2%</u>
Total Operating Expenses	463,451	117,154	(346,297)	-295.6%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	18.6%	158.5%		
Direct Expense/Gross Patient Revenue	144.8%	-11017.1%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	533	(533)	-99.9%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	<u>-</u>	<u>533</u>	<u>(533)</u>	<u>-100.0%</u>
Net Income (Loss)	343,988	59,757	284,231	475.6%
Net Income	42.6%	33.9%		

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
10-100-0810 : Community Treatment Administration

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	-	-	-	0.0%
Patient Contractual Adjustments	-	-	-	0.0%
Net Patient Revenue	-	-	-	0.0%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Total Direct Revenue	-	-	-	0.0%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	-	-	-	0.0%
Total Indirect Revenue	-	-	-	0.0%
Total Operating Revenue	-	-	-	0.0%
<b>Direct Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Total Direct Expenses	-	-	-	0.0%
<b>Indirect Expenses</b>				
Personnel Expenses	730,543	553,237	(177,306)	-32.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	213	213	99.9%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	45	45	100.4%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	7,070	4,856	(2,214)	-45.6%
Allocated Expense	(737,613)	(558,352)	179,261	-32.1%
Total Indirect Expenses	-	(1)	(1)	100.0%
Total Operating Expenses	-	(1)	(1)	100.0%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	0.0%	0.0%		
Direct Expense/Gross Patient Revenue	0.0%	0.0%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	-	-	-	0.0%
Net Income (Loss)	-	1	(1)	-100.0%
Net Income	0.0%	0.0%		

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
20-100-2325 : Wausau Community Treatment - Adult

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	4,458,083	4,830,162	627,921	13.0%
Patient Contractual Adjustments	<u>(1,028,120)</u>	<u>(937,282)</u>	<u>(90,837)</u>	<u>9.7%</u>
Net Patient Revenue	4,429,963	3,892,879	537,084	13.8%
County Revenue	79,615	79,615	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	255,524	255,524	-	0.0%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	<u>746,000</u>	<u>746,000</u>	<u>-</u>	<u>0.0%</u>
Total Direct Revenue	5,511,102	4,974,018	537,084	10.8%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	<u>49,596</u>	<u>46,215</u>	<u>3,381</u>	<u>7.3%</u>
Total Indirect Revenue	49,596	46,215	3,381	7.3%
Total Operating Revenue	5,560,698	5,020,233	540,465	10.8%
<b>Direct Expenses</b>				
Personnel Expenses	3,040,323	2,403,193	(637,130)	-26.5%
Contracted Services Expenses	1,010,000	1,030,866	20,866	2.0%
Supplies Expenses	2,000	2,262	262	11.6%
Drugs Expenses	10,000	11,004	1,004	9.1%
Program Expenses	230,000	196,521	(33,479)	-17.0%
Land & Facility Expenses	1,247	1,237	(11)	-0.9%
Equipment & Vehicle Expenses	38,820	36,654	(2,166)	-5.9%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	<u>100,001</u>	<u>94,870</u>	<u>(5,131)</u>	<u>-5.4%</u>
Total Direct Expenses	4,432,391	3,776,606	(655,785)	-17.4%
<b>Indirect Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Allocated Expense	<u>1,090,902</u>	<u>828,615</u>	<u>(262,287)</u>	<u>-31.7%</u>
Total Indirect Expenses	1,090,902	828,615	(262,287)	-31.7%
Total Operating Expenses	5,523,293	4,605,221	(918,072)	-19.9%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	24.6%	21.9%		
Direct Expense/Gross Patient Revenue	81.2%	78.2%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	167	(167)	-99.8%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	-	167	(167)	-100.0%
Net Income (Loss)	37,405	415,179	(377,774)	-91.0%
Net Income	0.7%	8.3%		

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
30-200-2325 : Merrill Community Treatment - Adult

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	913,704	886,002	27,702	3.1%
Patient Contractual Adjustments	<u>(140,000)</u>	<u>(133,272)</u>	<u>(6,728)</u>	<u>5.0%</u>
Net Patient Revenue	773,704	752,731	20,973	2.8%
County Revenue	9,000	8,957	43	0.5%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	55,608	47,008	8,600	18.3%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	<u>205,800</u>	<u>205,800</u>	<u>-</u>	<u>0.0%</u>
Total Direct Revenue	1,044,112	1,014,496	29,616	2.9%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	<u>5,238</u>	<u>5,075</u>	<u>163</u>	<u>3.2%</u>
Total Indirect Revenue	5,238	5,075	163	3.2%
Total Operating Revenue	1,049,350	1,019,571	29,779	2.9%
<b>Direct Expenses</b>				
Personnel Expenses	551,008	420,321	(130,687)	-31.1%
Contracted Services Expenses	161,000	199,980	38,980	19.5%
Supplies Expenses	650	681	31	4.6%
Drugs Expenses	-	-	-	0.0%
Program Expenses	750	2,517	1,767	70.2%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	3,000	2,685	(315)	-11.7%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	<u>28,736</u>	<u>20,638</u>	<u>(8,098)</u>	<u>-39.2%</u>
Total Direct Expenses	745,144	646,823	(98,321)	-15.2%
<b>Indirect Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Allocated Expense	<u>205,907</u>	<u>160,242</u>	<u>(45,665)</u>	<u>-28.5%</u>
Total Indirect Expenses	205,907	160,242	(45,665)	-28.5%
Total Operating Expenses	951,051	807,065	(143,986)	-17.8%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	27.6%	24.8%		
Direct Expense/Gross Patient Revenue	81.6%	73.0%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0%</u>
Total Non-Operating	-	-	-	0.0%
Net Income (Loss)	98,299	212,506	(114,207)	-53.7%
Net Income	9.4%	20.8%		

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
40-300-2325 : Antigo Community Treatment - Adult

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	434,604	340,460	94,144	27.7%
Patient Contractual Adjustments	<u>(50,000)</u>	<u>(57,046)</u>	7,046	-12.4%
Net Patient Revenue	384,604	283,414	101,190	35.7%
County Revenue	8,957	8,957	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	29,861	29,828	33	0.1%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	<u>272,000</u>	<u>272,000</u>	-	0.0%
Total Direct Revenue	695,422	594,199	101,223	17.0%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	<u>4,493</u>	<u>3,873</u>	620	16.0%
Total Indirect Revenue	4,493	3,873	620	16.0%
Total Operating Revenue	699,915	598,072	101,843	17.0%
<b>Direct Expenses</b>				
Personnel Expenses	397,092	252,317	(144,776)	-57.4%
Contracted Services Expenses	47,200	45,141	(2,059)	-4.6%
Supplies Expenses	300	253	(47)	-18.6%
Drugs Expenses	-	-	-	0.0%
Program Expenses	4,020	3,331	(689)	-20.7%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	4,000	4,005	5	0.1%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	<u>12,096</u>	<u>10,577</u>	(1,519)	-14.4%
Total Direct Expenses	464,708	315,623	(149,085)	-47.2%
<b>Indirect Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Allocated Expense	<u>173,770</u>	<u>127,259</u>	(46,511)	-36.5%
Total Indirect Expenses	173,770	127,259	(46,511)	-36.5%
Total Operating Expenses	638,478	442,882	(195,596)	-44.2%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	37.4%	40.3%		
Direct Expense/Gross Patient Revenue	106.9%	92.7%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	-	-	-	0.0%
Net Income (Loss)	61,437	155,190	(93,753)	-60.4%
Net Income	8.8%	25.9%		



North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
20-100-2550 : Wausau Community Treatment - Youth

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	6,425,578	6,097,212	328,366	5.4%
Patient Contractual Adjustments	<u>(1,200,000)</u>	<u>(1,165,098)</u>	<u>(34,902)</u>	<u>3.0%</u>
Net Patient Revenue	5,225,578	4,932,113	293,465	6.0%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	279,492	268,728	10,764	4.0%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	<u>169,000</u>	<u>169,000</u>	<u>-</u>	<u>0.0%</u>
Total Direct Revenue	5,674,070	5,369,841	304,229	5.7%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	<u>88,393</u>	<u>81,771</u>	<u>6,622</u>	<u>8.1%</u>
Total Indirect Revenue	88,393	81,771	6,622	8.1%
Total Operating Revenue	5,762,463	5,451,612	310,851	5.7%
<b>Direct Expenses</b>				
Personnel Expenses	1,766,226	1,437,237	(328,989)	-22.9%
Contracted Services Expenses	2,800,000	2,939,514	139,514	4.7%
Supplies Expenses	10,000	39,353	29,353	74.6%
Drugs Expenses	-	37,979	37,979	100.0%
Program Expenses	1,000	799	(201)	-25.2%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	1,707	1,557	(150)	-9.6%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	<u>70,360</u>	<u>63,385</u>	<u>(6,975)</u>	<u>-11.0%</u>
Total Direct Expenses	4,649,293	4,519,825	(129,468)	-2.9%
<b>Indirect Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Allocated Expense	<u>1,085,403</u>	<u>886,728</u>	<u>(198,675)</u>	<u>-22.4%</u>
Total Indirect Expenses	1,085,403	886,728	(198,675)	-22.4%
Total Operating Expenses	5,734,696	5,406,553	(328,143)	-6.1%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	23.3%	19.6%		
Direct Expense/Gross Patient Revenue	72.4%	74.1%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0%</u>
Total Non-Operating	-	-	-	0.0%
Net Income (Loss)	27,767	45,059	(17,292)	-38.4%
Net Income	0.5%	0.8%		

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
30-200-2550 : Merrill Community Treatment - Youth

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	1,775,000	1,593,524	181,476	11.4%
Patient Contractual Adjustments	<u>(320,000)</u>	<u>(301,815)</u>	<u>(18,185)</u>	<u>6.0%</u>
Net Patient Revenue	1,455,000	1,291,709	163,291	12.6%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	294,600	291,548	3,052	1.0%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	<u>155,000</u>	<u>154,000</u>	<u>1,000</u>	<u>0.6%</u>
Total Direct Revenue	1,904,600	1,737,257	167,343	9.6%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	<u>8,115</u>	<u>7,890</u>	<u>225</u>	<u>2.9%</u>
Total Indirect Revenue	8,115	7,890	225	2.9%
Total Operating Revenue	1,912,715	1,745,147	167,568	9.6%
<b>Direct Expenses</b>				
Personnel Expenses	701,612	478,351	(223,261)	-46.7%
Contracted Services Expenses	651,800	649,320	(2,480)	-0.4%
Supplies Expenses	101,000	106,686	5,686	5.3%
Drugs Expenses	-	439	439	99.9%
Program Expenses	2,600	14,897	12,297	82.5%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	1,514	1,514	100.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	<u>21,580</u>	<u>17,906</u>	<u>(3,674)</u>	<u>-20.5%</u>
Total Direct Expenses	1,478,592	1,269,114	(209,478)	-16.5%
<b>Indirect Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Allocated Expense	<u>341,552</u>	<u>258,039</u>	<u>(83,513)</u>	<u>-32.4%</u>
Total Indirect Expenses	341,552	258,039	(83,513)	-32.4%
Total Operating Expenses	1,820,144	1,527,153	(292,991)	-19.2%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	23.1%	20.3%		
Direct Expense/Gross Patient Revenue	83.3%	79.6%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0%</u>
Total Non-Operating	-	-	-	0.0%
Net Income (Loss)	92,571	217,994	(125,423)	-57.5%
Net Income	4.8%	12.5%		

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
40-300-2550 : Antigo Community Treatment - Youth

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	1,435,760	1,237,041	198,719	16.1%
Patient Contractual Adjustments	<u>(250,000)</u>	<u>(225,529)</u>	<u>(24,471)</u>	<u>10.9%</u>
Net Patient Revenue	1,185,760	1,011,512	174,248	17.2%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	239,677	232,051	7,627	3.3%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	<u>248,000</u>	<u>248,000</u>	<u>-</u>	<u>0.0%</u>
Total Direct Revenue	1,673,437	1,491,563	181,874	12.2%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	<u>6,989</u>	<u>6,910</u>	<u>79</u>	<u>1.1%</u>
Total Indirect Revenue	6,989	6,910	79	1.1%
Total Operating Revenue	1,680,426	1,498,473	181,953	12.1%
<b>Direct Expenses</b>				
Personnel Expenses	485,197	427,918	(57,279)	-13.4%
Contracted Services Expenses	600,000	525,881	(74,119)	-14.1%
Supplies Expenses	50,780	49,343	(1,437)	-2.9%
Drugs Expenses	-	-	-	0.0%
Program Expenses	6,000	6,225	225	3.6%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	2,200	2,153	(47)	-2.2%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	<u>14,253</u>	<u>12,774</u>	<u>(1,480)</u>	<u>-11.6%</u>
Total Direct Expenses	1,158,430	1,024,293	(134,137)	-13.1%
<b>Indirect Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Allocated Expense	<u>275,386</u>	<u>218,804</u>	<u>(56,582)</u>	<u>-25.9%</u>
Total Indirect Expenses	275,386	218,804	(56,582)	-25.9%
Total Operating Expenses	1,433,816	1,243,097	(190,719)	-15.3%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	23.8%	21.4%		
Direct Expense/Gross Patient Revenue	80.7%	82.8%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0%</u>
Total Non-Operating	-	-	-	0.0%
Net Income (Loss)	246,610	255,376	(8,766)	-3.4%
Net Income	14.7%	17.0%		

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
20-100-2375 : Community Corner Clubhouse

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	250,000	246,926	3,074	1.2%
Patient Contractual Adjustments	<u>(200,000)</u>	<u>(208,835)</u>	<u>8,835</u>	<u>-4.2%</u>
Net Patient Revenue	50,000	38,091	11,909	31.3%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	34,000	32,270	1,730	5.4%
Appropriations	92,000	92,000	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Total Direct Revenue	<u>176,000</u>	<u>162,361</u>	<u>13,639</u>	<u>8.4%</u>
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	<u>2,845</u>	<u>2,756</u>	<u>89</u>	<u>3.2%</u>
Total Indirect Revenue	2,845	2,756	89	3.2%
Total Operating Revenue	178,845	165,117	13,728	8.3%
<b>Direct Expenses</b>				
Personnel Expenses	189,221	173,355	(15,866)	-9.2%
Contracted Services Expenses	3,500	3,486	(14)	-0.4%
Supplies Expenses	3,000	2,296	(704)	-30.7%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	22,604	21,852	(753)	-3.4%
Equipment & Vehicle Expenses	2,710	3,663	953	26.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	<u>12,525</u>	<u>12,815</u>	<u>290</u>	<u>2.3%</u>
Total Direct Expenses	<u>233,560</u>	<u>217,467</u>	<u>(16,093)</u>	<u>-7.4%</u>
<b>Indirect Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Allocated Expense	<u>82,419</u>	<u>71,260</u>	<u>(11,159)</u>	<u>-15.7%</u>
Total Indirect Expenses	82,419	71,260	(11,159)	-15.7%
Total Operating Expenses	315,979	288,727	(27,252)	-9.4%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	35.3%	32.8%		
Direct Expense/Gross Patient Revenue	93.4%	88.1%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	-	-	-	0.0%
Net Income (Loss)	(137,134)	(123,610)	(13,524)	10.9%
Net Income	-76.7%	-74.9%		

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
20-100-2000 : Outpatient Services

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	4,728,284	2,837,435	1,890,849	66.6%
Patient Contractual Adjustments	<u>(2,251,507)</u>	<u>(1,560,061)</u>	<u>(691,446)</u>	<u>44.3%</u>
Net Patient Revenue	2,476,776	1,277,374	1,199,402	93.9%
County Revenue	2,405,231	2,405,231	-	0.0%
Contracted Service Revenue	-	4,167	(4,167)	-100.0%
Grant Revenues and Contractuals	402,175	402,175	-	0.0%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	<u>117,750</u>	<u>127,831</u>	<u>(10,081)</u>	<u>-7.9%</u>
Total Direct Revenue	5,401,931	4,216,777	1,185,154	28.1%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	<u>71,207</u>	<u>67,322</u>	<u>3,885</u>	<u>5.8%</u>
Total Indirect Revenue	71,207	67,322	3,885	5.8%
Total Operating Revenue	5,473,138	4,284,099	1,189,039	27.8%
<b>Direct Expenses</b>				
Personnel Expenses	3,778,144	2,918,089	(860,055)	-29.5%
Contracted Services Expenses	718,880	618,903	(99,977)	-16.2%
Supplies Expenses	9,000	8,283	(717)	-8.7%
Drugs Expenses	60,000	59,469	(531)	-0.9%
Program Expenses	10,000	221	(9,779)	-4418.2%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	20,912	17,560	(3,351)	-19.1%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	<u>72,047</u>	<u>35,301</u>	<u>(36,746)</u>	<u>-104.1%</u>
Total Direct Expenses	4,668,983	3,657,826	(1,011,157)	-27.6%
<b>Indirect Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Allocated Expense	<u>1,769,301</u>	<u>1,323,037</u>	<u>(446,264)</u>	<u>-33.7%</u>
Total Indirect Expenses	1,769,301	1,323,037	(446,264)	-33.7%
Total Operating Expenses	6,438,284	4,980,863	(1,457,421)	-29.3%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	37.9%	36.2%		
Direct Expense/Gross Patient Revenue	98.7%	128.9%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	-	-	-	0.0%
Net Income (Loss)	(965,146)	(696,764)	(268,382)	38.5%
Net Income	-17.6%	-16.3%		

20-100-2000 : Outpatient Services  
 Revenue Analysis

Payer Mix	% Patients by Payer	Discount by Payer
Self-Pay	16%	61%
Medicare	22%	42%
Medicaid	45%	51%
Commercial	17%	43%

Discipline	Service	# Clinical FTE	# of 45 Min Encounters	Annual Encounters	Gross Rate		Annual Gross Rev	Annual Contractual
Circuit Court	OWI Assessment			-	\$ 177.38	Self-Pay	\$ 102,168.00	\$ -
Lincoln/Langlade	OWI Assessment			-	\$ 225.75			
Marathon	OWI Assessment	0.80	720.00	576.00	\$ 177.38			
Therapist In-Training	Individual Counseling	1.50	1,271.00	1,906.50	\$ 166.63	Self-Pay	\$ 396,416.12	\$ (241,813.83)
Master-Level	Individual Counseling	7.80	1,314.00	10,249.20	\$ 166.63	Medicare	\$ 545,072.17	\$ (228,930.31)
Psychologist/PhD	Individual Counseling	0.50	1,314.00	657.00	\$ 220.38	Medicaid	\$ 1,114,920.35	\$ (563,034.77)
Substance Abuse Counselor	Individual Counseling	1.60	1,314.00	2,102.40	\$ 146.20	Commercial	\$ 421,192.13	\$ (181,112.62)
Therapist In-Training	Group Counseling	1.50		-	\$ 61.28			
Master-Level	Group Counseling	7.80		-	\$ 61.28	Medicaid	\$ (10,452.00)	
Psychologist/PhD	Group Counseling	0.50		-	\$ 70.95	Adjustment for Intake Appointments		
Substance Abuse Counselor	Group Counseling	1.60		-	\$ 61.28			
PhD	Psychological Testing			-	\$ 219.30			
Therapist In-Training	Initial Assessment	1.50		-	\$ 193.50			
Master-Level	Initial Assessment	7.80		-	\$ 193.50			
Psychologist/PhD	Initial Assessment	0.50		-	\$ 219.30			
Substance Abuse Counselor	Initial Assessment	1.60		-	\$ 162.33	Medicaid	+ \$75,000 for Injections by Nurses	
Psychiatrist	Psychiatry Initial	4.70		-	\$ 333.25	Self-Pay	\$ 338,532.33	\$ (206,504.72)
Psychiatrist	Psychiatry Follow-Up	4.70	1,104.00	5,188.80	\$ 333.25	Medicare	\$ 465,481.95	\$ (195,502.42)
APNP	Prescriber Initial	1.80		-	\$ 194.58	Medicaid	\$ 952,122.17	\$ (480,821.69)
APNP	Medication Management	1.80	1,104.00	1,987.20	\$ 194.58	Commercial	\$ 359,690.60	\$ (154,666.96)
Physician Assistant	Prescriber Initial			-	\$ 194.58			
Physician Assistant	Medication Management	-	1,104.00	-	\$ 194.58	Medicaid	\$ (31,860.00)	
						Adjustment for Intake Appointments		

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
30-200-2000 : Merrill Outpatient

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	689,440	564,096	125,344	22.2%
Patient Contractual Adjustments	<u>(336,959)</u>	<u>(310,277)</u>	<u>(26,681)</u>	<u>8.6%</u>
Net Patient Revenue	352,481	253,819	98,662	38.9%
County Revenue	631,581	631,581	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	115,377	115,377	-	0.0%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	<u>45,000</u>	<u>38,783</u>	<u>6,217</u>	<u>16.0%</u>
Total Direct Revenue	1,144,439	1,039,560	104,879	10.1%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	<u>5,146</u>	<u>4,957</u>	<u>189</u>	<u>3.8%</u>
Total Indirect Revenue	5,146	4,957	189	3.8%
Total Operating Revenue	1,149,585	1,044,517	105,068	10.1%
<b>Direct Expenses</b>				
Personnel Expenses	472,720	475,526	2,806	0.6%
Contracted Services Expenses	188,208	83,887	(104,321)	-124.4%
Supplies Expenses	1,500	675	(825)	-122.1%
Drugs Expenses	-	7,295	7,295	100.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	48,607	37,806	(10,802)	-28.6%
Equipment & Vehicle Expenses	2,425	1,858	(568)	-30.6%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	<u>8,182</u>	<u>10,842</u>	<u>2,660</u>	<u>24.5%</u>
Total Direct Expenses	721,642	617,889	(103,753)	-16.8%
<b>Indirect Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Allocated Expense	<u>199,388</u>	<u>157,422</u>	<u>(41,966)</u>	<u>-26.7%</u>
Total Indirect Expenses	199,388	157,422	(41,966)	-26.7%
Total Operating Expenses	921,030	775,311	(145,719)	-18.8%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	27.6%	25.5%		
Direct Expense/Gross Patient Revenue	104.7%	109.5%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0%</u>
Total Non-Operating	-	-	-	0.0%
Net Income (Loss)	228,555	269,206	(40,651)	-15.1%
Net Income	19.9%	25.8%		

30-200-2000 : Merrill Outpatient  
Revenue Analysis

Payer Mix	% Patients by Payer	Discount by Payer
Self-Pay	16%	61%
Medicare	22%	42%
Medicaid	45%	51%
Commercial	17%	43%

		# Clinical FTE	# of 45 Min Encounters	Annual Encounters	Gross Rate		Annual Gross Rev	Annual Contractual
Circuit Court	OWI Assessment			-	\$ 177.38	Self-Pay	\$ 15,963.75	\$ -
Lincoln/Langlade	OWI Assessment	0.10	900.00	90.00	\$ 177.38			
Marathon	OWI Assessment			-	\$ 177.38			
Therapist In-Training	Individual Counseling		1,271.00	-	\$ 166.63	Self-Pay	\$ 77,068.73	\$ (47,011.92)
Master-Level	Individual Counseling	2.20	1,314.00	2,890.80	\$ 166.63	Medicare	\$ 105,969.50	\$ (44,507.19)
Psychologist/PhD	Individual Counseling		1,314.00	-	\$ 220.38	Medicaid	\$ 216,755.80	\$ (109,461.68)
Substance Abuse Counselor	Individual Counseling		1,314.00	-	\$ 146.20	Commercial	\$ 81,885.52	\$ (35,210.78)
Therapist In-Training	Group Counseling	-		-	\$ 61.28			
Master-Level	Group Counseling	2.20		-	\$ 61.28	Medicaid	\$ (4,524.00)	
Psychologist/PhD	Group Counseling	-		-	\$ 70.95	Adjustment for Intake Appointments		
Substance Abuse Counselor	Group Counseling	-		-	\$ 61.28			
PhD	Psychological Testing			-	\$ 219.30			
Therapist In-Training	Initial Assessment	-		-	\$ 193.50			
Master-Level	Initial Assessment	2.20		-	\$ 193.50			
Psychologist/PhD	Initial Assessment	-		-	\$ 219.30			
Substance Abuse Counselor	Initial Assessment	-		-	\$ 162.33			
Psychiatrist	Psychiatry Initial	0.35		-	\$ 309.60	Self-Pay	\$ 32,880.06	\$ (20,056.83)
Psychiatrist	Psychiatry Follow-Up	0.35	1,104.00	386.40	\$ 272.30	Medicare	\$ 45,210.08	\$ (18,988.23)
		0.50		-	\$ 180.60	Medicaid	\$ 92,475.16	\$ (46,699.96)
		0.50	1,104.00	552.00	\$ 181.68	Commercial	\$ 34,935.06	\$ (15,022.08)
				-	\$ 180.60			
		-	1,104.00	-	\$ 90.84	Medicaid	\$ (9,180.00)	
						Adjustment for Intake Appointments		



North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
40-300-2000 : Antigo Outpatient

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	836,612	544,111	292,501	53.8%
Patient Contractual Adjustments	<u>(405,399)</u>	<u>(294,927)</u>	<u>(110,472)</u>	<u>37.5%</u>
Net Patient Revenue	431,213	249,184	182,029	73.1%
County Revenue	424,804	422,757	2,047	0.5%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	85,233	85,233	-	0.0%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	<u>50,020</u>	<u>50,827</u>	<u>(808)</u>	<u>-1.6%</u>
Total Direct Revenue	991,269	808,001	183,268	22.7%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	<u>4,730</u>	<u>4,929</u>	<u>(199)</u>	<u>-4.0%</u>
Total Indirect Revenue	4,730	4,929	(199)	-4.0%
Total Operating Revenue	995,999	812,930	183,069	22.5%
<b>Direct Expenses</b>				
Personnel Expenses	506,681	508,097	1,416	0.3%
Contracted Services Expenses	3,000	12,088	9,088	75.2%
Supplies Expenses	1,500	583	(917)	-157.3%
Drugs Expenses	-	5,349	5,349	100.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	1,396	1,086	(310)	-28.6%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	<u>12,462</u>	<u>10,797</u>	<u>(1,666)</u>	<u>-15.4%</u>
Total Direct Expenses	525,039	538,000	12,961	2.4%
<b>Indirect Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Allocated Expense	<u>187,802</u>	<u>169,047</u>	<u>(18,755)</u>	<u>-11.1%</u>
Total Indirect Expenses	187,802	169,047	(18,755)	-11.1%
Total Operating Expenses	712,841	707,047	(5,794)	-0.8%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	35.8%	31.4%		
Direct Expense/Gross Patient Revenue	62.8%	98.9%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0%</u>
Total Non-Operating	-	-	-	0.0%
Net Income (Loss)	283,158	105,883	177,275	167.4%
Net Income	28.4%	13.0%		

40-300-2000 : Antigo Outpatient  
 Revenue Analysis

Payer Mix	% Patients by Payer	Discount by Payer
Self-Pay	16%	61%
Medicare	22%	42%
Medicaid	45%	51%
Commercial	17%	43%

		# Clinical FTE	# Hours per FTE	Annual Hours	Gross Rate		Annual Gross Rev	Annual Contractual
Circuit Court	OWI Assessment			-	\$ 177.38	Self-Pay	\$ 16,254.00	\$ -
Lincoln/Langlade	OWI Assessment	0.10	720.00	72.00	\$ 225.75			
Marathon	OWI Assessment			-	\$ 177.38			
Therapist In-Training	Individual Counseling	2.00	1,271.00	2,542.00	\$ 166.63	Self-Pay	\$ 115,095.80	\$ (70,208.44)
Master-Level	Individual Counseling	1.00	1,314.00	1,314.00	\$ 166.63	Medicare	\$ 158,256.72	\$ (66,467.82)
Psychologist/PhD	Individual Counseling		1,314.00	-	\$ 220.38	Medicaid	\$ 323,706.92	\$ (163,472.00)
Substance Abuse Counselor	Individual Counseling	0.40	1,314.00	525.60	\$ 146.20	Commercial	\$ 122,289.28	\$ (52,584.39)
Therapist In-Training	Group Counseling	2.00		-	\$ 61.28			
Master-Level	Group Counseling	1.00		-	\$ 61.28	Medicaid	\$ (6,396.00)	
Psychologist/PhD	Group Counseling			-	\$ 70.95	Adjustment for Intake Appointments		
Substance Abuse Counselor	Group Counseling	0.40		-	\$ 61.28			
PhD	Psychological Testing			-	\$ 219.30			
Therapist In-Training	Initial Assessment	2.00		-	\$ 193.50			
Master-Level	Initial Assessment	1.00		-	\$ 193.50			
Psychologist/PhD	Initial Assessment			-	\$ 219.30			
Substance Abuse Counselor	Initial Assessment	0.40		-	\$ 162.33			



2022 Budget Presentation  
Community Living Services

Community Living represents traditional adult physical, mental, and developmental disability services including Adult Day Services, Prevocational Services, and Residential Services. The program name reflects the transition that Adult Day and Prevocational Services are undertaking in moving to be more community-based and inclusive. Adult Day and Prevocational Services are both offered in all three counties, and Residential Services is a shared service among the three counties.

Community Living Administration

The administrative leadership and management of Residential, Prevocational Services, and Adult Day Services is consolidated into a separate program and allocated out to each program based on direct expenses. The Community Living Programs are led by Jarret Nickel, COO and Toni Kellner, Director of Community Living Programs.

2022 Community Living Administration

Community Living Administration Positions	# FTEs
Director of Community Living	1.00
Residential Manager	1.00
Registered Nurse	0.80
Central Scheduler	1.00
	<u>3.80</u>

Community Living Day Services

Community Living Day Services includes both the Adult Day Services and Prevocational Services programs in Langlade, Lincoln, and Marathon Counties.

Adult Day Services (ADS) helps individuals with developmental and physical disabilities, who are 18 and older; reach their greatest social, educational, cognitive, life, and community potential by offering them a variety of activities that suit their interests and growth. Adult Day Service works 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.

Prevocational Services at North Central Health Care offers adults 18 and older with cognitive disabilities, a wide array of service options that focus on overall health and skill development that is employment focused.

Sheltered Based: Provides learning opportunities and work experiences where a member can develop general strengths and skills that contribute to a member’s employability in an integrated community setting. The focus is on work activities that enforce and develop soft skills, vocational orientation, and introduction to the concept of transitional employment.

Curriculum Based Learning Session: Basic Life Training Sessions offer individuals opportunities to learn and develop skills, knowledge, and motivation within a group or classroom setting. This provides participants with the knowledge to improve overall work skills required to progress to competitive employment.

Community Based Prevocational Service (Work Explorations): Participation in the work exploration program option allows individuals the experience of working in a community setting. Members gain an understanding of what true community employment looks like. They learn safety awareness, confidentiality, social appropriateness, and work-place ethics.

Supportive Employment/Vocational Services: Program 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 and supervisors, and are a support for the employers in training as well as developing customized employment as needed.

Adult Day and Prevocational Services provide services to individuals, 18 and older, with developmental and physical disabilities in Marathon, Lincoln, and Langlade Counties. Adult Day Services does not have any specific regulatory requirements. It follows best practice for such services. The supported employment program works with the Department of Vocational Rehabilitation and must meet requirements set forth by the State of Wisconsin Department of Workforce Development.

Wausau Campus Adult Day Services: 7:45 am – 3:15 pm plus accommodation

Antigo Center Adult Day and Prevocational Services: 8:00 am – 4:00 pm

Wausau Prevocational: 8:00 am – 3:00 pm

Merrill Adult Day and Prevocational: 8:00 am – 4:00 pm

#### 2022 Adult Day & Prevocational Services

ADC/Prevocational Positions	Marathon Co.	Lincoln Co.	Langlade Co.
Manager of ADS/Prevoc Services	2.00	1.00	1.00
Program Case Worker	2.00	2.00	-
Vocational Consultant	1.00	1.00	-
Vocational Services Coordinator	-	-	0.90
Production Lead	0.94	-	-
Program Aide	9.36	7.10	2.80
	<u>15.29</u>	<u>11.10</u>	<u>4.70</u>

## Residential – Community-Based Residential Facilities (CBRFs)

Residential Services operates four Community-Based Residential Facilities (CBRFs) that are congregate living settings, licensed by the State of Wisconsin. Two serve both mental illness and developmental disabilities and two focus on serving developmentally disabled individuals who are ambulatory, semi-ambulatory, or non-ambulatory but may not be capable of exiting the property without assistance. Each home is a natural home setting and residents participate in activities that promote development of life skills within their individual ability to assist them in reaching maximum independence and growth. Residents assist in preparing meals, helping complete their own laundry, and other areas of daily living in which they show interest or ability to grow. In addition to skill building within the home environment, the residential program has an activities program that assist residents in developing social skills, relationships, and connections in the community. The program runs Monday through Friday from 4PM to 8PM and Saturday and Sundays from 11AM to 7PM and is 100% community-based activities and provides transportation and staff supervision, however the program was suspended in March of 2020 due to covid 19 and will resume when recommendations from CDC identify return to social activities is deemed safe. Each home serves eight residents. These four homes are: Bissell Street, Chadwick Street, Andrea Street, and Heather Street.

Community-Based Residential Facilities provide support and care to individuals, 18 and older, with developmental disabilities, mental illness, addiction issues, or physical disabilities in Marathon County. All group homes are certified by the Wisconsin Department of Health Services, Chapter DHS 83 for Community-Based Residential Facilities. Service hours are 24 hours/day, 7 days/week, 365 days/year.

### 2022 CBRF/Group Homes

<u>Group Homes Positions</u>	<u># FTEs</u>
Care Coordinator	4.00
Residential Care Assistant	21.80
	<u>25.80</u>

## Sober Living

Sober Living offers individuals post-treatment an opportunity to invest time building a stronger foundation for their recovery and stop the revolving door of sobriety followed by relapse. 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 relapse. Spending time in a Sober Living house helps individuals in recovery gain strength and confidence from their housemates and peers. Hope house Wausau reopened under the Apricity model November 30, 2020. Sober Living Antigo opened March 2021. Sober Living Environments are currently non-regulated programs. One employee manages both Marathon County and Langlade Counties on behalf of NCHC.

## Riverview Terrace

Riverview Terrace is a residential care apartment complex (RCAC) that NCHC currently is contracted with the City of Wausau Housing Authority to provide care and supervision. The complex currently has 35 individual single occupancy apartments that North Central Health

Care provides services to. The program offers lunch delivered to members through NCHC cafeteria services with morning breakfast service to members on-site within their individual apartments. Independent apartment living options are classified as an RCAC and must adhere to Wisconsin Administrative Code Chapter DHS 89. NCHC provides, to persons who reside at Riverview Terrace, not more than 28 hours per week of the following services:

- Supportive Services: Activities related to general housekeeping, and recreational activities.
- Personal Assistance: Services related to activities of daily living such as dressing, eating, bathing, and grooming.
- Nursing Services: Health monitoring, medication assistance. Health monitoring means the assessment of physical, functional, and cognitive status to detect changes that may indicate health problems and to facilitate appropriate intervention.
- Emergency Assistance: The RCAC ensure that tenant health and safety are protected in the event of an emergency and shall be able to provide emergency assistance 12.5 hours a day from 7:30 am to 8:00 pm Monday through Sunday with supervision and assistance being provided by the housing authority between the hours of 8:00 pm to 7:30 am.

#### 2022 Riverview Terrace

Riverview Terrace Positions	# FTEs
Care Coordinator	1.00
Residential Care Assistant	1.00
Personal Care Worker	2.80
	4.80

#### Supported Apartments

Residential Services Supportive Apartments provides services to individuals with developmental disabilities, mental illness, physical limitations, and frail elders. Currently North Central Health Care offers three supportive apartment settings within four complexes, and in-home care services. Each individual Supportive Apartment setting offers an array of service options that tailors member individual supports to meet their personal needs and preference to ensure the ability to live in the least restrictive setting successfully while meeting their individual health and safety needs and expands the residential activity program to apartment settings.

Current supportive apartment locations are:

Jelinek Apartments offer individual apartments for adults with developmental disabilities. Jelinek offers 12 double occupancy apartments – six in each of the two buildings located side by side. Apartments may be rented as a single unit or shared by two residents. Primary population served within the Jelinek is developmental disabilities or individuals with a dual diagnosis or learning disabilities with mental illness. Jelinek offers both handicap and non-handicapped accessible apartments. Support staff is on-site 24 hours a day. In addition to the supervised 24 hours on site services options Jelinek also offers and in home care services within three miles of the main site.

Fulton Street Apartments offer individual apartments for men and women with developmental disabilities. Apartments are through the City of Wausau and low-income based. The building is a secure building and on the main city bus route allowing easy access to community resources independently for able members.

Riverview Towers offers multiple units based on need and serves both individuals with developmental disabilities, chronic mental illness, elderly, frail, and physically disabled in separate apartments. Support staff is on-site 24 hours. In addition to the supervised 24 hours on site services options Riverview also offers in-home care services within three miles of the main site.

Community Supportive Living is a program option that operates out of the supportive apartment settings at both Jelinek Apartments and Riverview Towers. This service offers in-home based services in a non-supervised setting. Services are structured to the individual member's preferences and needs and include emergency response. The service focuses on assisting members to live in the home or location of their choice safely while remaining as independent as possible.

Supportive apartments provide support and care to individuals, 18 and older, with developmental disabilities, mental illness, addiction issues, or physical disabilities in Marathon County. Supportive apartments do not have any specific regulatory requirements. They follow best practice for such services and any contractual requirements. Services provided 24 hours/day, 7 days/week, 365 days/year.

#### 2022 Supported Apartments

<u>Supported Apartments Positions</u>	<u># FTEs</u>
Care Coordinator	4.00
Residential Care Assistant	26.00
	<u>30.00</u>

In 2022

North Central Health Care plans to continue careful management of expenses, identifying best-fit clients, maintaining adequate staffing resources, and evaluation of individual program performance for continuous improvement.

Program	Increase/(Decrease) Budget vs. Forecast			Analysis of Changes from Forecast
	Revenue	Expense	Income/(Loss)	
DD Services Administration	-	25,520	(25,520)	Exp ↑ Merit/Benefits
Adult Day Services	72,864	93,361	(20,498)	Rev ↑ Clients Returning; Exp ↑ Merit/Benefits
Lincoln Industries	(106,353)	(50,941)	(55,412)	Rev ↓ Reduced Clients; Exp ↑ Merit/Benefits; Exp ↓ Production Costs
Antigo Adult Day Services	5,689	(4,538)	10,227	Rev ↑ Clients Returning
Prevocational Services	50,757	82,493	(31,736)	Rev ↑ Program Sites Reopening; Exp ↑ Fill Vacant FTEs
Andrea Group Home	(12,227)	(11,196)	(1,031)	8 Residents at 95% Occupancy
Chadwick Group Home	(69,629)	860	(70,489)	8 Residents at 95% Occupancy
Bissell Group Home	58,531	56,516	2,015	8 Residents at 95% Occupancy
Heather Group Home	31,413	(50,882)	82,295	8 Residents at 95% Occupancy
Riverview Terrace	2,667	18,754	(16,087)	Exp ↑ Merit/Benefits
Hope House Sober Living	(3,860)	(1,179)	(2,681)	Manager from 0.33 to 0.5 FTE
Antigo Sober Living	(7,370)	8,863	(16,233)	Manager from 0.33 to 0.5 FTE
Homelessness Initiative	(13,333)	8,703	(22,036)	Grant Expended in 2021; Operations through May
Riverview Apartments	13,216	155,096	(141,880)	24 Residents at 97% Occupancy; Exp ↑ 2 FTEs Filled/Merit/Benefits
Jelinek Apartments	122,679	66,735	55,944	25 Residents at 97% Occupancy; Exp ↑ 1 FTE Filled/Merit/Benefits
Fulton St. Apartments	44,607	(64,362)	108,969	8 Residents at 97% Occupancy; Exp ↓ Reduction to OT with Hired Staff
Forest/Jackson Apartments	(153,482)	(374,583)	221,101	Location Closed 2021; Staff Redeployed



North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
10-100-0805 : DD Services Administration

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	-	-	-	0.0%
Patient Contractual Adjustments	-	-	-	0.0%
Net Patient Revenue	-	-	-	0.0%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Total Direct Revenue	-	-	-	0.0%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	-	-	-	0.0%
Total Indirect Revenue	-	-	-	0.0%
Total Operating Revenue	-	-	-	0.0%
<b>Direct Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Total Direct Expenses	-	-	-	0.0%
<b>Indirect Expenses</b>				
Personnel Expenses	353,604	329,154	(24,450)	-7.4%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	193	193	100.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	2,652	1,389	(1,263)	-90.9%
Allocated Expense	(356,256)	(330,736)	25,520	-7.7%
Total Indirect Expenses	-	-	-	0.0%
Total Operating Expenses	-	-	-	0.0%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	0.0%	0.0%		
Direct Expense/Gross Patient Revenue	0.0%	0.0%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	-	-	-	0.0%
Net Income (Loss)	-	-	-	0.0%
Net Income	0.0%	0.0%		

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
20-100-2400 : Adult Day Services

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	652,800	554,982	97,818	17.6%
Patient Contractual Adjustments	<u>(32,640)</u>	<u>(6,842)</u>	<u>(25,798)</u>	<u>377.1%</u>
Net Patient Revenue	620,160	548,140	72,020	13.1%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	35,000	33,527	1,473	4.4%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	<u>30,000</u>	<u>30,563</u>	<u>(563)</u>	<u>-1.8%</u>
Total Direct Revenue	685,160	612,229	72,931	11.9%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	<u>87,217</u>	<u>77,612</u>	<u>9,605</u>	<u>12.4%</u>
Total Indirect Revenue	87,217	77,612	9,605	12.4%
Total Operating Revenue	772,377	689,841	82,536	12.0%
<b>Direct Expenses</b>				
Personnel Expenses	388,437	297,105	(91,332)	-30.7%
Contracted Services Expenses	-	48	48	100.0%
Supplies Expenses	1,500	1,284	(216)	-16.8%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	260	260	100.0%
Land & Facility Expenses	2,000	1,155	(845)	-73.1%
Equipment & Vehicle Expenses	7,845	7,028	(816)	-11.6%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	<u>5,300</u>	<u>4,839</u>	<u>(461)</u>	<u>-9.5%</u>
Total Direct Expenses	405,082	311,720	(93,362)	-30.0%
<b>Indirect Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Allocated Expense	<u>295,082</u>	<u>243,749</u>	<u>(51,333)</u>	<u>-21.1%</u>
Total Indirect Expenses	295,082	243,749	(51,333)	-21.1%
Total Operating Expenses	700,164	555,469	(144,695)	-26.0%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	72.8%	78.2%		
Direct Expense/Gross Patient Revenue	62.1%	56.2%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	67	(67)	-99.9%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	-	67	(67)	-100.0%
Net Income (Loss)	72,213	134,439	(62,226)	-46.3%
Net Income	9.3%	19.5%		

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
30-200-2400 : Lincoln Industries

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	420,326	520,897	(100,571)	-19.3%
Patient Contractual Adjustments	<u>(147,114)</u>	<u>(199,240)</u>	<u>52,126</u>	<u>-26.2%</u>
Net Patient Revenue	273,212	321,656	(48,444)	-15.1%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	50,000	39,625	10,375	26.2%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	<u>275,000</u>	<u>343,245</u>	<u>(68,245)</u>	<u>-19.9%</u>
Total Direct Revenue	598,212	704,526	(106,314)	-15.1%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	<u>5,521</u>	<u>6,095</u>	<u>(574)</u>	<u>-9.4%</u>
Total Indirect Revenue	5,521	6,095	(574)	-9.4%
Total Operating Revenue	603,733	710,621	(106,888)	-15.0%
<b>Direct Expenses</b>				
Personnel Expenses	581,501	528,113	(53,388)	-10.1%
Contracted Services Expenses	3,400	3,579	179	5.0%
Supplies Expenses	3,000	3,149	149	4.7%
Drugs Expenses	-	-	-	0.0%
Program Expenses	169,578	274,292	104,715	38.2%
Land & Facility Expenses	3,600	10,735	7,135	66.5%
Equipment & Vehicle Expenses	46,503	41,209	(5,293)	-12.8%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	<u>9,484</u>	<u>8,262</u>	<u>(1,222)</u>	<u>-14.8%</u>
Total Direct Expenses	817,065	869,339	52,274	6.0%
<b>Indirect Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Allocated Expense	<u>231,967</u>	<u>214,004</u>	<u>(17,963)</u>	<u>-8.4%</u>
Total Indirect Expenses	231,967	214,004	(17,963)	-8.4%
Total Operating Expenses	1,049,032	1,083,343	34,311	3.2%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	28.4%	24.6%		
Direct Expense/Gross Patient Revenue	194.4%	166.9%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	39	(39)	-101.2%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	-	39	(39)	-100.0%
Net Income (Loss)	(445,299)	(372,683)	(72,616)	19.5%
Net Income	-73.8%	-52.4%		

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
40-300-2400 : Antigo Adult Day Services

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	319,762	333,636	(13,874)	-4.2%
Patient Contractual Adjustments	<u>(15,988)</u>	<u>(126,782)</u>	<u>110,793</u>	<u>-87.4%</u>
Net Patient Revenue	303,774	206,854	96,920	46.9%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	45,000	52,543	(7,543)	-14.4%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	-	<u>58,032</u>	<u>(58,032)</u>	<u>-100.0%</u>
Total Direct Revenue	<u>348,774</u>	<u>317,429</u>	<u>31,345</u>	<u>9.9%</u>
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	<u>3,666</u>	<u>3,608</u>	<u>58</u>	<u>1.6%</u>
Total Indirect Revenue	<u>3,666</u>	<u>3,608</u>	<u>58</u>	<u>1.6%</u>
Total Operating Revenue	352,440	321,037	31,403	9.8%
<b>Direct Expenses</b>				
Personnel Expenses	243,110	224,034	(19,076)	-8.5%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	1,600	1,483	(117)	-7.9%
Drugs Expenses	-	-	-	0.0%
Program Expenses	600	659	59	9.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	2,800	2,809	9	0.3%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	<u>5,528</u>	<u>29,191</u>	<u>23,663</u>	<u>81.1%</u>
Total Direct Expenses	<u>253,638</u>	<u>258,175</u>	<u>4,537</u>	<u>1.8%</u>
<b>Indirect Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Allocated Expense	<u>135,278</u>	<u>122,562</u>	<u>(12,716)</u>	<u>-10.4%</u>
Total Indirect Expenses	<u>135,278</u>	<u>122,562</u>	<u>(12,716)</u>	<u>-10.4%</u>
Total Operating Expenses	388,916	380,737	(8,179)	-2.1%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	53.3%	47.5%		
Direct Expense/Gross Patient Revenue	79.3%	77.4%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	25,655	(25,655)	-100.0%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	<u>-</u>	<u>25,655</u>	<u>(25,655)</u>	<u>-100.0%</u>
Net Income (Loss)	(36,476)	(34,045)	(2,431)	7.1%
Net Income	-10.3%	-10.6%		

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
20-100-2450 : Prevocational Services

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	575,000	546,413	28,587	5.2%
Patient Contractual Adjustments	<u>(230,000)</u>	<u>(210,066)</u>	<u>(19,934)</u>	<u>9.5%</u>
Net Patient Revenue	345,000	336,347	8,653	2.6%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	75,000	68,845	6,155	8.9%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	<u>150,000</u>	<u>114,051</u>	<u>35,949</u>	<u>31.5%</u>
Total Direct Revenue	570,000	519,243	50,757	9.8%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	<u>4,384</u>	<u>4,157</u>	<u>227</u>	<u>5.5%</u>
Total Indirect Revenue	4,384	4,157	227	5.5%
Total Operating Revenue	574,384	523,400	50,984	9.7%
<b>Direct Expenses</b>				
Personnel Expenses	399,954	323,492	(76,461)	-23.6%
Contracted Services Expenses	4,000	3,637	(363)	-10.0%
Supplies Expenses	3,000	2,596	(404)	-15.6%
Drugs Expenses	-	-	-	0.0%
Program Expenses	86,120	83,393	(2,727)	-3.3%
Land & Facility Expenses	66,200	64,499	(1,701)	-2.6%
Equipment & Vehicle Expenses	9,107	8,643	(464)	-5.4%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	<u>11,512</u>	<u>11,140</u>	<u>(371)</u>	<u>-3.3%</u>
Total Direct Expenses	579,893	497,400	(82,493)	-16.6%
<b>Indirect Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Allocated Expense	<u>144,468</u>	<u>113,311</u>	<u>(31,157)</u>	<u>-27.5%</u>
Total Indirect Expenses	144,468	113,311	(31,157)	-27.5%
Total Operating Expenses	724,361	610,711	(113,650)	-18.6%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	24.9%	22.8%		
Direct Expense/Gross Patient Revenue	100.9%	91.0%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0%</u>
Total Non-Operating	-	-	-	0.0%
Net Income (Loss)	(149,977)	(87,311)	(62,666)	71.8%
Net Income	-26.1%	-16.7%		

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
20-130-1400 : Andrea Group Home

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	448,029	502,180	(54,151)	-10.8%
Patient Contractual Adjustments	<u>76,165</u>	<u>19,119</u>	<u>57,045</u>	<u>298.4%</u>
Net Patient Revenue	524,194	521,299	2,895	0.6%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	-	<u>15,121</u>	<u>(15,121)</u>	<u>-100.0%</u>
Total Direct Revenue	<u>524,194</u>	<u>536,420</u>	<u>(12,226)</u>	<u>-2.3%</u>
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	<u>2,192</u>	<u>2,452</u>	<u>(260)</u>	<u>-10.6%</u>
Total Indirect Revenue	<u>2,192</u>	<u>2,452</u>	<u>(260)</u>	<u>-10.6%</u>
Total Operating Revenue	526,386	538,872	(12,486)	-2.3%
<b>Direct Expenses</b>				
Personnel Expenses	291,814	309,622	17,808	5.8%
Contracted Services Expenses	4,800	4,513	(287)	-6.4%
Supplies Expenses	8,500	5,910	(2,590)	-43.8%
Drugs Expenses	-	-	-	0.0%
Program Expenses	3,500	2,083	(1,417)	-68.0%
Land & Facility Expenses	36,000	35,879	(121)	-0.3%
Equipment & Vehicle Expenses	7,906	6,062	(1,845)	-30.4%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	<u>21,982</u>	<u>21,629</u>	<u>(353)</u>	<u>-1.6%</u>
Total Direct Expenses	<u>374,502</u>	<u>385,698</u>	<u>11,196</u>	<u>2.9%</u>
<b>Indirect Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Allocated Expense	<u>95,470</u>	<u>88,560</u>	<u>(6,910)</u>	<u>-7.8%</u>
Total Indirect Expenses	<u>95,470</u>	<u>88,560</u>	<u>(6,910)</u>	<u>-7.8%</u>
Total Operating Expenses	469,972	474,258	4,286	0.9%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	25.5%	23.0%		
Direct Expense/Gross Patient Revenue	83.6%	76.8%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0%</u>
Net Income (Loss)	56,414	64,614	(8,200)	-12.7%
Net Income	10.7%	12.0%		

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
20-135-1400 : Chadwick Group Home

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	457,461	509,949	(52,488)	-10.3%
Patient Contractual Adjustments	41,171	45,369	(4,198)	-9.3%
Net Patient Revenue	498,632	555,318	(56,686)	-10.2%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	14,279	27,222	(12,943)	-47.5%
Total Direct Revenue	512,911	582,540	(69,629)	-12.0%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	2,280	2,504	(224)	-8.9%
Total Indirect Revenue	2,280	2,504	(224)	-8.9%
Total Operating Revenue	515,191	585,044	(69,853)	-11.9%
<b>Direct Expenses</b>				
Personnel Expenses	326,887	332,358	5,471	1.6%
Contracted Services Expenses	3,400	3,176	(224)	-7.1%
Supplies Expenses	7,500	5,981	(1,519)	-25.4%
Drugs Expenses	-	94	94	99.9%
Program Expenses	-	612	612	100.0%
Land & Facility Expenses	30,045	28,475	(1,570)	-5.5%
Equipment & Vehicle Expenses	8,873	7,264	(1,609)	-22.2%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	20,210	18,094	(2,116)	-11.7%
Total Direct Expenses	396,914	396,055	(859)	-0.2%
<b>Indirect Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Allocated Expense	100,853	90,997	(9,856)	-10.8%
Total Indirect Expenses	100,853	90,997	(9,856)	-10.8%
Total Operating Expenses	497,767	487,052	(10,715)	-2.2%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	25.4%	23.0%		
Direct Expense/Gross Patient Revenue	86.8%	77.7%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	-	-	-	0.0%
Net Income (Loss)	17,424	97,992	(80,568)	-82.2%
Net Income	3.4%	16.7%		

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
20-145-1400 : Bissell Group Home

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	448,029	530,164	(82,135)	-15.5%
Patient Contractual Adjustments	<u>184,252</u>	<u>41,793</u>	<u>142,459</u>	<u>340.9%</u>
Net Patient Revenue	632,281	571,957	60,324	10.5%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	<u>14,279</u>	<u>16,071</u>	<u>(1,793)</u>	<u>-11.2%</u>
Total Direct Revenue	646,560	588,028	58,532	10.0%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	<u>2,305</u>	<u>2,270</u>	<u>35</u>	<u>1.5%</u>
Total Indirect Revenue	2,305	2,270	35	1.5%
Total Operating Revenue	648,865	590,298	58,567	9.9%
<b>Direct Expenses</b>				
Personnel Expenses	333,525	281,587	(51,938)	-18.4%
Contracted Services Expenses	6,000	6,123	123	2.0%
Supplies Expenses	6,500	4,302	(2,198)	-51.1%
Drugs Expenses	-	354	354	100.1%
Program Expenses	12,000	13,742	1,742	12.7%
Land & Facility Expenses	17,600	17,209	(391)	-2.3%
Equipment & Vehicle Expenses	6,161	3,795	(2,367)	-62.4%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	<u>21,377</u>	<u>19,535</u>	<u>(1,842)</u>	<u>-9.4%</u>
Total Direct Expenses	403,163	346,647	(56,516)	-16.3%
<b>Indirect Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Allocated Expense	<u>102,261</u>	<u>80,963</u>	<u>(21,298)</u>	<u>-26.3%</u>
Total Indirect Expenses	102,261	80,963	(21,298)	-26.3%
Total Operating Expenses	505,424	427,610	(77,814)	-18.2%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	25.4%	23.4%		
Direct Expense/Gross Patient Revenue	90.0%	65.4%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	-	-	-	0.0%
Net Income (Loss)	143,441	162,688	(19,247)	-11.8%
Net Income	22.1%	27.6%		



North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
20-150-1400 : Heather Group Home

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	448,029	442,264	5,765	1.3%
Patient Contractual Adjustments	<u>31,362</u>	<u>(10,214)</u>	<u>41,576</u>	<u>-407.1%</u>
Net Patient Revenue	479,391	432,050	47,341	11.0%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	<u>14,279</u>	<u>30,206</u>	<u>(15,927)</u>	<u>-52.7%</u>
Total Direct Revenue	493,670	462,256	31,414	6.8%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	<u>2,060</u>	<u>2,486</u>	<u>(426)</u>	<u>-17.1%</u>
Total Indirect Revenue	2,060	2,486	(426)	-17.1%
Total Operating Revenue	495,730	464,742	30,988	6.7%
<b>Direct Expenses</b>				
Personnel Expenses	281,378	338,938	57,560	17.0%
Contracted Services Expenses	4,325	3,455	(870)	-25.2%
Supplies Expenses	6,900	5,237	(1,663)	-31.8%
Drugs Expenses	-	115	115	100.4%
Program Expenses	-	612	612	100.0%
Land & Facility Expenses	18,672	18,325	(346)	-1.9%
Equipment & Vehicle Expenses	8,088	5,831	(2,257)	-38.7%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	<u>21,442</u>	<u>19,174</u>	<u>(2,268)</u>	<u>-11.8%</u>
Total Direct Expenses	340,804	391,686	50,882	13.0%
<b>Indirect Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Allocated Expense	<u>88,627</u>	<u>90,459</u>	<u>1,832</u>	<u>2.0%</u>
Total Indirect Expenses	88,627	90,459	1,832	2.0%
Total Operating Expenses	429,431	482,145	52,714	10.9%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	26.0%	23.1%		
Direct Expense/Gross Patient Revenue	76.1%	88.6%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0%</u>
Total Non-Operating	-	-	-	0.0%
Net Income (Loss)	66,299	(17,403)	83,702	-481.0%
Net Income	13.4%	-3.7%		

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
20-100-2800 : Riverview Terrace

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	-	-	-	0.0%
Patient Contractual Adjustments	-	-	-	0.0%
Net Patient Revenue	-	-	-	0.0%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	354,000	351,333	2,667	0.8%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Total Direct Revenue	<u>354,000</u>	<u>351,333</u>	<u>2,667</u>	<u>0.8%</u>
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	2,357	2,314	43	1.9%
Total Indirect Revenue	<u>2,357</u>	<u>2,314</u>	<u>43</u>	<u>1.9%</u>
Total Operating Revenue	356,357	353,647	2,710	0.8%
<b>Direct Expenses</b>				
Personnel Expenses	228,139	191,856	(36,283)	-18.9%
Contracted Services Expenses	-	17,671	17,671	100.0%
Supplies Expenses	1,000	783	(217)	-27.7%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	339	339	100.1%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	3,290	3,027	(263)	-8.7%
Total Direct Expenses	<u>232,429</u>	<u>213,675</u>	<u>(18,754)</u>	<u>-8.8%</u>
<b>Indirect Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Allocated Expense	86,769	74,015	(12,754)	-17.2%
Total Indirect Expenses	<u>86,769</u>	<u>74,015</u>	<u>(12,754)</u>	<u>-17.2%</u>
Total Operating Expenses	319,198	287,690	(31,508)	-11.0%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	37.3%	34.6%		
Direct Expense/Gross Patient Revenue	0.0%	0.0%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	-	-	-	0.0%
Net Income (Loss)	37,159	65,957	(28,798)	-43.7%
Net Income	10.4%	18.7%		

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
20-100-1700 : Hope House Sober Living

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	-	-	-	0.0%
Patient Contractual Adjustments	-	-	-	0.0%
Net Patient Revenue	-	-	-	0.0%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	3,860	(3,860)	-100.0%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Total Direct Revenue	-	3,860	(3,860)	-100.0%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	908	871	37	4.2%
Total Indirect Revenue	908	871	37	4.2%
Total Operating Revenue	908	4,731	(3,823)	-80.8%
<b>Direct Expenses</b>				
Personnel Expenses	36,383	27,681	(8,702)	-31.4%
Contracted Services Expenses	2,000	1,467	(533)	-36.3%
Supplies Expenses	1,500	1,501	1	0.1%
Drugs Expenses	-	-	-	0.0%
Program Expenses	(18,200)	(8,646)	9,554	-110.5%
Land & Facility Expenses	23,500	23,500	-	0.0%
Equipment & Vehicle Expenses	-	38	38	99.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	1,720	2,542	822	32.3%
Total Direct Expenses	46,903	48,083	1,180	2.5%
<b>Indirect Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Allocated Expense	21,281	18,746	(2,535)	-13.5%
Total Indirect Expenses	21,281	18,746	(2,535)	-13.5%
Total Operating Expenses	68,184	66,829	(1,355)	-2.0%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	45.4%	39.0%		
Direct Expense/Gross Patient Revenue	0.0%	0.0%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	-	-	-	0.0%
Net Income (Loss)	(67,276)	(62,098)	(5,178)	8.3%
Net Income	-7409.3%	-1312.6%		

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
40-300-1700 : Antigo Sober Living

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	-	-	-	0.0%
Patient Contractual Adjustments	-	-	-	0.0%
Net Patient Revenue	-	-	-	0.0%
County Revenue	20,000	19,904	96	0.5%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	26,667	(26,667)	-100.0%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	19,200	-	19,200	0.0%
Total Direct Revenue	<u>39,200</u>	<u>46,571</u>	<u>(7,371)</u>	<u>-15.8%</u>
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	1,536	1,372	164	12.0%
Total Indirect Revenue	<u>1,536</u>	<u>1,372</u>	<u>164</u>	<u>12.0%</u>
Total Operating Revenue	40,736	47,943	(7,207)	-15.0%
<b>Direct Expenses</b>				
Personnel Expenses	38,020	12,159	(25,860)	-212.7%
Contracted Services Expenses	3,000	1,278	(1,722)	-134.8%
Supplies Expenses	4,000	3,236	(764)	-23.6%
Drugs Expenses	-	-	-	0.0%
Program Expenses	1,500	25,701	24,201	94.2%
Land & Facility Expenses	4,800	1,569	(3,231)	-205.9%
Equipment & Vehicle Expenses	-	744	744	100.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	5,770	3,539	(2,231)	-63.0%
Total Direct Expenses	<u>57,090</u>	<u>48,227</u>	<u>(8,863)</u>	<u>-18.4%</u>
<b>Indirect Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Allocated Expense	48,299	41,706	(6,593)	-15.8%
Total Indirect Expenses	<u>48,299</u>	<u>41,706</u>	<u>(6,593)</u>	<u>-15.8%</u>
Total Operating Expenses	105,389	89,933	(15,456)	-17.2%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	84.6%	86.5%		
Direct Expense/Gross Patient Revenue	0.0%	0.0%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0%</u>
Net Income (Loss)	(64,653)	(41,990)	(22,663)	54.0%
Net Income	-158.7%	-87.6%		

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
20-100-1750 : Homelessness Initiative

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	-	-	-	0.0%
Patient Contractual Adjustments	-	-	-	0.0%
Net Patient Revenue	-	-	-	0.0%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Total Direct Revenue	-	-	-	0.0%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	-	-	-	0.0%
Total Indirect Revenue	-	-	-	0.0%
Total Operating Revenue	-	-	-	0.0%
<b>Direct Expenses</b>				
Personnel Expenses	-	9,058	9,058	100.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	2,500	-	(2,500)	0.0%
Land & Facility Expenses	25,800	10,539	(15,261)	-144.8%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Total Direct Expenses	28,300	19,597	(8,703)	-44.4%
<b>Indirect Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Allocated Expense	-	-	-	0.0%
Total Indirect Expenses	-	-	-	0.0%
Total Operating Expenses	28,300	19,597	(8,703)	-44.4%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	0.0%	0.0%		
Direct Expense/Gross Patient Revenue	0.0%	0.0%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	13,333	(13,333)	-100.0%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	-	13,333	(13,333)	-100.0%
Net Income (Loss)	(28,300)	(6,264)	(22,036)	351.8%
Net Income	0.0%	0.0%		

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
20-105-1400 : Riverview Apartments

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	1,311,572	1,529,226	(217,654)	-14.2%
Patient Contractual Adjustments	<u>(632,181)</u>	<u>(852,514)</u>	<u>220,333</u>	<u>-25.8%</u>
Net Patient Revenue	679,390	676,712	2,678	0.4%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	<u>57,137</u>	<u>46,599</u>	<u>10,538</u>	<u>22.6%</u>
Total Direct Revenue	<u>736,527</u>	<u>723,311</u>	<u>13,216</u>	<u>1.8%</u>
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	<u>4,835</u>	<u>4,405</u>	<u>430</u>	<u>9.8%</u>
Total Indirect Revenue	<u>4,835</u>	<u>4,405</u>	<u>430</u>	<u>9.8%</u>
Total Operating Revenue	741,362	727,716	13,646	1.9%
<b>Direct Expenses</b>				
Personnel Expenses	638,358	484,756	(153,602)	-31.7%
Contracted Services Expenses	-	57	57	99.5%
Supplies Expenses	1,450	961	(489)	-50.9%
Drugs Expenses	-	94	94	100.0%
Program Expenses	800	843	43	5.1%
Land & Facility Expenses	5,472	5,472	-	0.0%
Equipment & Vehicle Expenses	9,107	5,190	(3,917)	-75.5%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	<u>8,928</u>	<u>11,646</u>	<u>2,718</u>	<u>23.3%</u>
Total Direct Expenses	<u>664,116</u>	<u>509,020</u>	<u>(155,096)</u>	<u>-30.5%</u>
<b>Indirect Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Allocated Expense	<u>195,299</u>	<u>144,971</u>	<u>(50,328)</u>	<u>-34.7%</u>
Total Indirect Expenses	<u>195,299</u>	<u>144,971</u>	<u>(50,328)</u>	<u>-34.7%</u>
Total Operating Expenses	859,415	653,991	(205,424)	-31.4%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	29.4%	28.5%		
Direct Expense/Gross Patient Revenue	50.6%	33.3%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	-	-	-	0.0%
Net Income (Loss)	(118,053)	73,725	(191,778)	-260.1%
Net Income	-15.9%	10.1%		

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
20-115-1400 : Jelinek Apartments

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	1,383,450	1,133,208	250,242	22.1%
Patient Contractual Adjustments	<u>(571,088)</u>	<u>(424,857)</u>	<u>(146,231)</u>	<u>34.4%</u>
Net Patient Revenue	812,362	708,351	104,011	14.7%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	<u>57,137</u>	<u>38,469</u>	<u>18,668</u>	<u>48.5%</u>
Total Direct Revenue	869,499	746,820	122,679	16.4%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	<u>3,652</u>	<u>3,716</u>	<u>(64)</u>	<u>-1.7%</u>
Total Indirect Revenue	3,652	3,716	(64)	-1.7%
Total Operating Revenue	873,151	750,536	122,615	16.3%
<b>Direct Expenses</b>				
Personnel Expenses	590,855	520,313	(70,542)	-13.6%
Contracted Services Expenses	-	57	57	99.5%
Supplies Expenses	4,600	4,006	(594)	-14.8%
Drugs Expenses	-	170	170	100.3%
Program Expenses	12,000	11,160	(840)	-7.5%
Land & Facility Expenses	16,800	16,800	-	0.0%
Equipment & Vehicle Expenses	14,215	11,746	(2,469)	-21.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	<u>15,485</u>	<u>22,969</u>	<u>7,484</u>	<u>32.6%</u>
Total Direct Expenses	653,954	587,220	(66,734)	-11.4%
<b>Indirect Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Allocated Expense	<u>159,098</u>	<u>129,967</u>	<u>(29,131)</u>	<u>-22.4%</u>
Total Indirect Expenses	159,098	129,967	(29,131)	-22.4%
Total Operating Expenses	813,052	717,187	(95,865)	-13.4%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	24.3%	22.1%		
Direct Expense/Gross Patient Revenue	47.3%	51.8%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0%</u>
Total Non-Operating	-	-	-	0.0%
Net Income (Loss)	60,099	33,349	26,750	80.2%
Net Income	6.9%	4.4%		

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
20-125-1400 : Fulton St. Apartments

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	413,191	389,823	23,368	6.0%
Patient Contractual Adjustments	<u>(152,364)</u>	<u>(170,192)</u>	<u>17,828</u>	<u>-10.5%</u>
Net Patient Revenue	260,827	219,631	41,196	18.8%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	<u>14,279</u>	<u>10,868</u>	<u>3,411</u>	<u>31.4%</u>
Total Direct Revenue	275,106	230,499	44,607	19.4%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	<u>2,085</u>	<u>2,457</u>	<u>(372)</u>	<u>-15.1%</u>
Total Indirect Revenue	2,085	2,457	(372)	-15.1%
Total Operating Revenue	277,191	232,956	44,235	19.0%
<b>Direct Expenses</b>				
Personnel Expenses	229,290	284,631	55,341	19.4%
Contracted Services Expenses	-	57	57	99.5%
Supplies Expenses	1,200	1,274	74	5.8%
Drugs Expenses	-	110	110	99.9%
Program Expenses	12,400	12,065	(335)	-2.8%
Land & Facility Expenses	4,500	4,342	(158)	-3.6%
Equipment & Vehicle Expenses	1,807	1,692	(115)	-6.8%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	<u>5,193</u>	<u>14,581</u>	<u>9,388</u>	<u>64.4%</u>
Total Direct Expenses	254,390	318,753	64,363	20.2%
<b>Indirect Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Allocated Expense	<u>70,923</u>	<u>76,624</u>	<u>5,701</u>	<u>7.4%</u>
Total Indirect Expenses	70,923	76,624	5,701	7.4%
Total Operating Expenses	325,313	395,377	70,064	17.7%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	27.9%	24.0%		
Direct Expense/Gross Patient Revenue	61.6%	81.8%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0%</u>
Total Non-Operating	-	-	-	0.0%
Net Income (Loss)	(48,122)	(162,421)	114,299	-70.4%
Net Income	-17.4%	-69.7%		



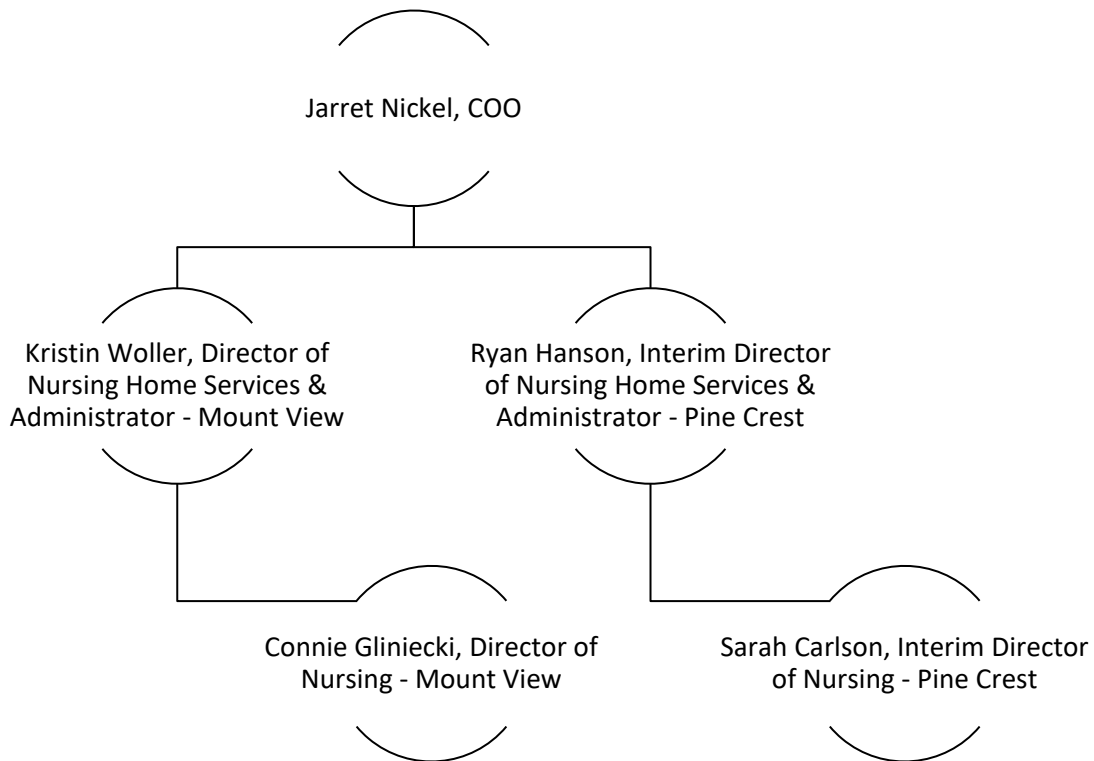
North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
20-120-1400 : Forest/Jackson Apartments

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	-	887,542	(887,542)	-100.0%
Patient Contractual Adjustments	-	(762,428)	762,428	-100.0%
Net Patient Revenue	-	125,114	(125,114)	-100.0%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	-	28,368	(28,368)	-100.0%
Total Direct Revenue	-	153,482	(153,482)	-100.0%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	-	-	-	0.0%
Total Indirect Revenue	-	-	-	0.0%
Total Operating Revenue	-	153,482	(153,482)	-100.0%
<b>Direct Expenses</b>				
Personnel Expenses	-	334,141	334,141	100.0%
Contracted Services Expenses	-	17,450	17,450	100.0%
Supplies Expenses	-	2,900	2,900	100.0%
Drugs Expenses	-	653	653	100.0%
Program Expenses	-	679	679	100.0%
Land & Facility Expenses	-	6,840	6,840	100.0%
Equipment & Vehicle Expenses	-	2,684	2,684	100.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	9,236	9,236	100.0%
Total Direct Expenses	-	374,583	374,583	100.0%
<b>Indirect Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Allocated Expense	-	-	-	0.0%
Total Indirect Expenses	-	-	-	0.0%
Total Operating Expenses	-	374,583	374,583	100.0%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	0.0%	0.0%		
Direct Expense/Gross Patient Revenue	0.0%	42.2%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	-	-	-	0.0%
Net Income (Loss)	-	(221,101)	221,101	-100.0%
Net Income	0.0%	-144.1%		



2022 Budget Presentation  
Skilled Nursing Facilities

2022 Skilled Nursing Organizational Chart



**Nursing Home Administration**

The administrative leadership and management for each of the skilled nursing facilities is consolidated into a separate program and allocated to each facility. The Skilled Nursing Facilities are led by Jarret Nickel, COO and an Administrator and a Director of Nursing for each facility. Mount View Care Center is led by Kristin Woller, Director of Nursing Home Services & Administrator and Connie Gliniecki, Director of Nursing. Pine Crest Nursing Home is led by Ryan Hanson, Interim Director of Nursing Home Services & Administrator and Sarah Carlson, Director of Nursing.

North Central Health Care’s Nursing Home Operations 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 154 residents, Mount View Care Center’s neighborhoods 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. Pine Crest has a licensed capacity of 120 residents and specializes in skilled rehabilitative program for short-term stays, a special care unit focusing on dementia, and long-term care services.

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 tests, and vaccinations that are required to be administered through our Federal and State Regulations.

The long-term care units at both Mount View Care Center and Pine Crest Nursing Home provide 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. 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.

Short-term rehabilitation offers post-acute care for short-term rehabilitation in a skilled nursing community. Rehabilitation units in both Mount View Care Center and Pine Crest Nursing Home specialize in complex physical problems associated with aging and operate 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. Other rehabilitation services include physical, occupational, and speech therapy to enhance residents to their highest possible activities of daily living.

NCHC's innovative dementia and memory care programs specialize in caring for people in varying stages of dementia, neurological, psychiatric, and behavior disabilities. Units 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. Dementia care specializes in caring for adults of all ages in varying stages of dementia, neurological, psychiatric, and behavioral disabilities.

Mount View Care Center's ventilator community is a 16-bed unit that 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 everyone. NCHC focuses on ventilator dependent rehabilitation, recovery, and liberation. Mount View Care Center is 1 of only 6 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.

Both Mount View Care Center and Pine Crest Nursing Home are subject to the State of Wisconsin Department of Health Services DHS 132; Center for Medicare and Medicaid Services Conditions of Participation; and Federal Regulations for Skilled Nursing Facilities. Programs operate 24 hours/day, 7 days/week, 365 days/year.

## 2022 Mount View Care Center Teams

Mount View Administration Positions	# FTEs
Nursing Home Administrator	1.0
Director of Nursing	1.0
Admissions Coordinator	1.0
Administrative Assistant	1.0
Central Scheduler	1.6
	5.6

Mount View Resident Care Positions	# FTEs
Quality Specialist	0.5
Nurse Manager	3.0
Respiratory Therapy Manager	1.0
Life Enrichment Supervisor	1.0
Respiratory Therapist	4.2
Social Worker (BSW)	2.9
Life Enrichment Coordinator	2.9
MDS/Care Plan Coordinator	1.8
Licensed Practical Nurse	6.8
Registered Nurse	25.3
Certified Nursing Assistant	62.9
Life Enrichment Aide	2.6
Health Unit Coordinator	2.0
MDS Assistant	0.8
Hospitality Assistant	2.2
	119.9

## Mount View Care Center In 2022

In 2022, Mount View is raising the daily rate to \$325 for in-house services and \$750 for ventilator dependent services. Additionally, passing of the State of Wisconsin budget increased skilled nursing home facility Medicaid reimbursement. Mount View has a rate increase of nearly 16% from April 2021. An additional 12% is estimated July 2022.

Mount View is budgeting an average daily census of 137 for 2022. Changes in NCHC's ability to accept residents during Covid and completion of the skilled nursing tower will contribute to the census. A decrease in supplemental payment is anticipated due to the increase in Medicaid rates.

Full year depreciation on new construction will be the largest new expense in 2022. Start-up costs for small supplies for new buildings will decrease. Assessments will decrease also through holding beds in reserve during construction. Staffing shortfalls will continue as the largest challenge in 2022. A conservative overtime reduction is budgeted.

## 2022 Pine Crest Nursing Home Teams

Pine Crest Administration Positions	# FTEs
Nursing Home Administrator	1.0
Director of Nursing	1.0
Admissions Coordinator	1.0
Logistics Worker	0.6
Central Supply Coordinator	1.0
Administrative Assistant	1.0
Central Scheduler	2.0
Wound/Restorative Nurse	1.0
	8.6

Pine Crest Resident Care Positions	# FTEs
Nursing Supervisor	1.0
Nurse Manager	2.0
Life Enrichment Supervisor	1.0
Supervisor of Life Enrichment	1.0
Social Worker (BSW)	1.0
Life Enrichment Coordinator	1.0
Life Enrichment Aide	1.4
MDS/Care Plan Coordinator	3.0
Licensed Practical Nurse	6.4
Registered Nurse	16.0
Certified Nursing Assistant	46.2
Life Enrichment Aide	1.0
Restorative Assistant	1.0
Health Unit Coordinator	2.0
Hospitality Assistant	2.0
	85.9

### Pine Crest Nursing Home In 2022

In 2022, Pine Crest is raising the daily rate to \$325 for in-house services. Additionally, passing of the State of Wisconsin budget increased skilled nursing home facility Medicaid reimbursement. Mount View has a rate increase of nearly 30% from April 2021. In addition to the state budget, this increase is largely due to accepting high acuity residents. An additional 12% is estimated July 2022.

Pine Crest is budgeting an average daily census of 99 for 2022. Changes in NCHC's ability to accept residents during will contribute to the census. A decrease in supplemental payment is anticipated due to the increase in Medicaid rates. An overall revenue increase of 3% is budgeted.

Assessments will decrease due to a reduction of bed licenses. Staffing shortfalls will continue as the largest challenge in 2022. A conservative overtime and agency staff reduction is budgeted.

### Mount View Care Center Revenue Analysis

	Discount by Payer	Residents per Day	Gross Rate \$ 325.00	Contract Adjs	Medicaid Rate January 2022	Medicaid Rate July 2022
<b>Post-Acute Care</b>						
Self-Pay	5%	1	\$ 118,625.00	\$ (5,931.25)		
Medicare	-75%	28	\$ 3,321,500.00	\$ 2,491,125.00		
Commercial	15%	1	\$ 118,625.00	\$ (17,793.75)		
Medicaid		9	\$ 1,067,625.00	\$ (297,015.38)	\$ 221.31	\$ 247.86
<b>Long-Term Care</b>						
Self-Pay	5%		\$ -	\$ -		
Medicare	-75%		\$ -	\$ -		
Commercial	15%		\$ -	\$ -		
Medicaid		34	\$ 4,033,250.00	\$ (1,122,058.09)	\$ 221.31	\$ 247.86
<b>Memory Care</b>						
Self-Pay	5%	8	\$ 949,000.00	\$ (47,450.00)		
Medicare	-75%		\$ -	\$ -		
Commercial	15%	1	\$ 118,625.00	\$ (17,793.75)		
Medicaid		43	\$ 5,100,875.00	\$ (1,419,073.47)	\$ 221.31	\$ 247.86
<b>Vent Services</b>						
			<b>Gross Rate</b> \$ 750.00			
Self-Pay	5%		\$ -	\$ -		
Medicare	-75%	1	\$ 273,750.00	\$ 205,312.50		
Commercial	15%	1	\$ 273,750.00	\$ (41,062.50)		
Medicaid		10	\$ 2,737,500.00	\$ (377,410.00)	\$ 610.00	\$ 683.20
<b>Ancillary Revenue</b>						
Medicaid			\$ 828,000.00	\$ (646,000.00)		

Pine Crest Nursing Home Revenue Analysis

	Discount by Payer	Residents per Day	Gross Rate \$ 325.00	Contract Adjs	Medicaid Rate January 2022	Medicaid Rate July 2022
<b>Post-Acute Care</b>						
Self-Pay	65%		\$ -	\$ -		
Medicare	10%	14.5	\$ 1,667,137.50	\$ (333,427.50)		
Commercial	10%	0.5	\$ 57,487.50	\$ (5,748.75)		
Medicaid			\$ -	\$ -	\$ 230.53	\$ 258.19
<b>Long-Term Care</b>						
Self-Pay	65%	4	\$ 459,900.00	\$ (298,935.00)		
Medicare	10%		\$ -	\$ -		
Commercial	10%		\$ -	\$ -		
Medicaid		60	\$ 6,898,500.00	\$ (1,546,976.58)	\$ 230.53	\$ 258.19
<b>Memory Care</b>						
Self-Pay	65%	4	\$ 459,900.00	\$ (298,935.00)		
Medicare	10%		\$ -	\$ -		
Commercial	10%		\$ -	\$ -		
Medicaid		16	\$ 1,839,600.00	\$ (412,527.09)	\$ 230.53	\$ 258.19

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
25-100-0900 : MVCC Administration

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	-	-	-	0.0%
Patient Contractual Adjustments	-	-	-	0.0%
Net Patient Revenue	-	-	-	0.0%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Total Direct Revenue	-	-	-	0.0%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	43,573	(43,573)	-100.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	6,320	(6,320)	-100.0%
Allocated Revenue	-	(51,257)	51,257	-100.0%
Total Indirect Revenue	-	(1,364)	1,364	-100.0%
Total Operating Revenue	-	(1,364)	1,364	-100.0%
<b>Direct Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Total Direct Expenses	-	-	-	0.0%
<b>Indirect Expenses</b>				
Personnel Expenses	579,808	697,356	117,548	16.9%
Contracted Services Expenses	60,000	60,000	-	0.0%
Supplies Expenses	3,000	21,116	18,116	85.8%
Drugs Expenses	-	-	-	0.0%
Program Expenses	112,000	118,199	6,199	5.2%
Land & Facility Expenses	1,520,000	499,338	(1,020,662)	-204.4%
Equipment & Vehicle Expenses	396,168	134,032	(262,135)	-195.6%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	145,224	157,067	11,843	7.5%
Allocated Expense	(2,816,200)	(1,687,108)	1,129,092	-66.9%
Total Indirect Expenses	-	-	-	0.0%
Total Operating Expenses	-	-	-	0.0%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	0.0%	0.0%		
Direct Expense/Gross Patient Revenue	0.0%	0.0%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	1,364	(1,364)	-100.0%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	-	1,364	(1,364)	-100.0%
Net Income (Loss)	-	-	-	0.0%
Net Income	0.0%	0.0%		



North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
25-100-3000 : Mount View Care Center

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	18,941,125	17,841,846	1,099,279	6.2%
Patient Contractual Adjustments	<u>(1,295,151)</u>	<u>(5,323,297)</u>	<u>4,028,146</u>	<u>-75.7%</u>
Net Patient Revenue	17,645,974	12,518,549	5,127,425	41.0%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	1,500,000	1,500,000	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	<u>1,500,000</u>	<u>4,409,827</u>	<u>(2,909,827)</u>	<u>-66.0%</u>
Total Direct Revenue	20,645,974	18,428,376	2,217,598	12.0%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	<u>1,532,544</u>	<u>1,423,815</u>	<u>108,729</u>	<u>7.6%</u>
Total Indirect Revenue	1,532,544	1,423,815	108,729	7.6%
Total Operating Revenue	22,178,518	19,852,191	2,326,327	11.7%
<b>Direct Expenses</b>				
Personnel Expenses	9,560,131	10,121,504	561,373	5.5%
Contracted Services Expenses	800,000	874,026	74,026	8.5%
Supplies Expenses	345,000	365,101	20,101	5.5%
Drugs Expenses	600,000	614,110	14,110	2.3%
Program Expenses	6,000	8,242	2,242	27.2%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	116,486	167,180	50,694	30.3%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	<u>368,794</u>	<u>384,474</u>	<u>15,680</u>	<u>4.1%</u>
Total Direct Expenses	11,796,411	12,534,636	738,225	5.9%
<b>Indirect Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Allocated Expense	<u>9,330,411</u>	<u>7,604,311</u>	<u>(1,726,100)</u>	<u>-22.7%</u>
Total Indirect Expenses	9,330,411	7,604,311	(1,726,100)	-22.7%
Total Operating Expenses	21,126,822	20,138,947	(987,875)	-4.9%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	79.1%	60.7%		
Direct Expense/Gross Patient Revenue	62.3%	70.3%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	667	(667)	-100.1%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	-	667	(667)	-100.0%
Net Income (Loss)	1,051,696	(286,089)	1,337,785	-467.6%
Net Income	4.7%	-1.4%		

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
35-200-0900 : Pine Crest Administration

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	-	-	-	0.0%
Patient Contractual Adjustments	-	-	-	0.0%
Net Patient Revenue	-	-	-	0.0%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Total Direct Revenue	-	-	-	0.0%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	11,753	(11,753)	-100.0%
Allocated Revenue	-	(10,025)	10,025	-100.0%
Total Indirect Revenue	-	(11,099)	11,099	-100.0%
Total Operating Revenue	-	(11,099)	11,099	-100.0%
<b>Direct Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Total Direct Expenses	-	-	-	0.0%
<b>Indirect Expenses</b>				
Personnel Expenses	740,954	891,604	150,650	16.9%
Contracted Services Expenses	36,000	4,492	(31,508)	-701.4%
Supplies Expenses	74,500	88,981	14,481	16.3%
Drugs Expenses	-	-	-	0.0%
Program Expenses	32,600	34,493	1,893	5.5%
Land & Facility Expenses	474,930	474,916	(14)	0.0%
Equipment & Vehicle Expenses	268,528	261,277	(7,251)	-2.8%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	401,356	402,668	1,312	0.3%
Allocated Expense	(2,028,868)	(2,158,430)	(129,562)	6.0%
Total Indirect Expenses	-	-	-	0.0%
Total Operating Expenses	-	-	-	0.0%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	0.0%	0.0%		
Direct Expense/Gross Patient Revenue	0.0%	0.0%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	168	(168)	-100.1%
Donations Income	-	10,932	(10,932)	-100.0%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	-	11,099	(11,099)	-100.0%
Net Income (Loss)	-	-	-	0.0%
Net Income	0.0%	0.0%		

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
35-200-3000 : Pine Crest Nursing Home

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	11,382,525	11,613,482	(230,957)	-2.0%
Patient Contractual Adjustments	<u>(2,896,550)</u>	<u>(3,436,008)</u>	<u>539,458</u>	<u>-15.7%</u>
Net Patient Revenue	8,485,975	8,177,474	308,501	3.8%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	35,667	(35,667)	-100.0%
Appropriations	440,815	440,815	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	<u>2,800,000</u>	<u>3,519,390</u>	<u>(719,390)</u>	<u>-20.4%</u>
Total Direct Revenue	11,726,790	12,173,346	(446,556)	-3.7%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	<u>217,440</u>	<u>232,983</u>	<u>(15,543)</u>	<u>-6.7%</u>
Total Indirect Revenue	217,440	232,983	(15,543)	-6.7%
Total Operating Revenue	11,944,230	12,406,329	(462,099)	-3.7%
<b>Direct Expenses</b>				
Personnel Expenses	6,523,657	5,923,041	(600,616)	-10.1%
Contracted Services Expenses	450,000	1,258,296	808,296	64.2%
Supplies Expenses	182,880	189,106	6,226	3.3%
Drugs Expenses	297,750	376,672	78,922	21.0%
Program Expenses	29,210	11,790	(17,420)	-147.8%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	25,800	39,117	13,317	34.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	<u>249,036</u>	<u>325,549</u>	<u>76,513</u>	<u>23.5%</u>
Total Direct Expenses	7,758,333	8,123,570	365,237	4.5%
<b>Indirect Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Allocated Expense	<u>5,344,426</u>	<u>5,335,501</u>	<u>(8,925)</u>	<u>-0.2%</u>
Total Indirect Expenses	5,344,426	5,335,501	(8,925)	-0.2%
Total Operating Expenses	13,102,759	13,459,071	356,312	2.6%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	68.9%	65.7%		
Direct Expense/Gross Patient Revenue	68.2%	69.9%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	190	(190)	-100.2%
Donations Income	-	-	-	0.0%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	-	190	(190)	-100.0%
Net Income (Loss)	(1,158,529)	(1,052,552)	(105,977)	10.1%
Net Income	-9.7%	-8.5%		



2022 Budget Presentation  
Other Services

**Aquatic Therapy Center**

North Central Health Care Aquatic Therapy Center offers warm water aquatic physical therapy, water exercise programs, and community and family swim programs that help individuals manage pain and maintain or reclaim their independence. The therapy pool is maintained at a 90-degree temperature.

Under the direction of a physician, North Central Health Care’s licensed physical therapists devise 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 pool and home use. Warm water therapy can bring relief from pain, spur recovery, and improve range of motion, balance, strength, and coordination. The Aquatic Therapy Center serves 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.

The operation of the pool is regulated by the Department of Health Services, Chapter DHS 172: Safety, Maintenance and Operation of Public Pools and Water Attractions. The Aquatic Therapy Center is managed by Jarret Nickel, COO.

**Hours of Operation**

Monday: 6:30 am – 6:00 pm  
 Tuesday: 7:30 am – 7:00 pm  
 Wednesday: 6:30 am – 6:00 pm  
 Thursday: 7:30 am – 6:00 pm  
 Friday: 6:30 am – 4:00 pm  
 Saturday: 9:00 am – 12:00 pm

**2022 Aquatic Services Team**

<u>Aquatic Services Positions</u>	<u># FTEs</u>
Aquatic Services Manager	1.0
Physical Therapist	2.1
Physical Therapy Assistant	1.5
Physical Therapy Aide	1.6
Lifeguard	1.0
	<u>7.2</u>

**Pharmacy**

Pharmacy provides medication management services to our adult and youth inpatient hospitals, skilled nursing facilities, crisis stabilization facilities, community-based residential clients, community treatment, and employees enrolled in NCHC’s employee health insurance plan. Pharmacy is led by Dr. Rob Gouthro, MD, CMO and Scott Van Ermen, Director of Pharmacy Services.

## 2022 Pharmacy Team

<u>Pharmacy Positions</u>	<u># FTEs</u>
Director of Pharmacy	1.0
Clinical Pharmacist	2.6
Pharmacy Billing Specialist	1.0
Pharmacy Buyer Specialist	1.0
Pharmacy Technician	<u>6.0</u>
	11.6

### Demand Transportation

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) and 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, nutritional, and employment. 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. 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. Demand Transportation programs adhere to 85.21 WI DOT requirements. Services are provided Monday through Friday, 8:00 am – 4:30 pm. The program is led by Tom Boutain, CIO for Marathon County.

## 2022 Demand Transportation Team

<u>Demand Transportation Positions</u>	<u># FTEs</u>
Transportation Manager	1.0
Logistics Worker	2.1
Administrative Assistant	<u>1.0</u>
	4.1

### Adult Protective Services

North Central Health Care helps protect individuals 18 or older who, due to mental retardation, mental illness, a degenerative brain disorder, or other cognitive disability, are vulnerable and unable to make decisions or advocate for themselves. We conduct screenings to determine the needs and vulnerabilities of adults. Based on our professional observations, we make referrals for evaluations and services.

Elders in the community can be at risk because of physical challenges, changes in mental capacity or a decrease in their ability to live independently. We screen reports of possible elder abuse, neglect, and exploitation and conduct investigations, notifying appropriate agencies to ensure people receive the assistance they need. If necessary, we can help protect the individual by assisting with protective placement and guardianship actions through the court. Adult Protective Services is led by Jarret Nickel, COO.

## 2022 Adult Protective Services Team

Protective Services Positions	# FTEs
Protective Services Manager	1.0
Protective Services Representative	5.0
Administrative Assistant	0.8
	6.8

### Birth-to-Three

The Wisconsin Birth to 3 Program is committed to serving children under the age of 3 with developmental delays and disabilities and their families. The program works to enhance the child's development and support the family's knowledge, skills, and abilities as they interact with and raise their child.

North Central Health Care acts as the grant administrator for this program which has transitioned to Marathon County Special Education.

Program	Increase/(Decrease) Budget vs. Forecast			Analysis of Changes from Forecast
	Revenue	Expense	Income/(Loss)	
Aquatic Therapy Services	135,087	117,238	17,848	Rev ↑ Clients Return, Rate Increase; Exp ↑ Filled Position, Merit/Benefits
Pharmacy	(123,288)	(100,459)	(22,829)	Rev ↓ Volume; Exp ↑ 1 FTE, Merit/Benefits; Exp ↓ Drug Cost to SNFs
Demand Transportation	153,748	47,319	106,429	Rev ↑ Contracts, Rate Increase; Exp ↑ Merit/Benefits
Adult Protective Services	675	6,084	(5,409)	Exp ↑ Merit/Benefits
Birth-to-Three	(100,000)	(100,000)	-	Pass Through Only

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
20-100-2600 : Aquatic Services

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	1,305,885	1,235,169	70,716	5.7%
Patient Contractual Adjustments	<u>(674,202)</u>	<u>(683,803)</u>	9,600	-1.4%
Net Patient Revenue	631,683	551,366	80,317	14.6%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	48	(48)	-100.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	342,345	342,345	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	<u>75,000</u>	<u>18,269</u>	56,731	310.5%
Total Direct Revenue	1,049,028	912,028	137,000	15.0%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	<u>147,102</u>	<u>146,662</u>	440	0.3%
Total Indirect Revenue	147,102	146,662	440	0.3%
Total Operating Revenue	1,196,130	1,058,690	137,440	13.0%
<b>Direct Expenses</b>				
Personnel Expenses	638,478	520,761	(117,717)	-22.6%
Contracted Services Expenses	-	513	513	99.9%
Supplies Expenses	9,000	8,586	(414)	-4.8%
Drugs Expenses	-	-	-	0.0%
Program Expenses	5,000	4,869	(131)	-2.7%
Land & Facility Expenses	281,042	281,043	-	0.0%
Equipment & Vehicle Expenses	9,349	8,387	(962)	-11.5%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	<u>5,686</u>	<u>7,159</u>	1,473	20.6%
Total Direct Expenses	948,555	831,317	(117,238)	-14.1%
<b>Indirect Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Allocated Expense	<u>470,466</u>	<u>415,314</u>	(55,152)	-13.3%
Total Indirect Expenses	470,466	415,314	(55,152)	-13.3%
Total Operating Expenses	1,419,021	1,246,631	(172,390)	-13.8%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	49.6%	50.0%		
Direct Expense/Gross Patient Revenue	72.6%	67.3%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	1,913	(1,913)	-100.0%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	-	1,913	(1,913)	-100.0%
Net Income (Loss)	(222,891)	(186,028)	(36,863)	19.8%
Net Income	-18.6%	-17.6%		

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
20-100-3500 : Pharmacy

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	16,598,112	15,912,028	686,084	4.3%
Patient Contractual Adjustments	<u>(9,073,216)</u>	<u>(8,267,524)</u>	<u>(805,692)</u>	<u>9.7%</u>
Net Patient Revenue	7,524,896	7,644,504	(119,608)	-1.6%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	480,000	478,452	1,548	0.3%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	-	5,228	(5,228)	-100.0%
Total Direct Revenue	<u>8,004,896</u>	<u>8,128,184</u>	<u>(123,288)</u>	<u>-1.5%</u>
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	46,644	50,482	(3,838)	-7.6%
Total Indirect Revenue	<u>46,644</u>	<u>50,482</u>	<u>(3,838)</u>	<u>-7.6%</u>
Total Operating Revenue	8,051,540	8,178,666	(127,126)	-1.6%
<b>Direct Expenses</b>				
Personnel Expenses	1,177,538	1,022,062	(155,476)	-15.2%
Contracted Services Expenses	85,700	93,203	7,503	8.1%
Supplies Expenses	40,000	35,313	(4,687)	-13.3%
Drugs Expenses	4,926,663	5,102,976	176,313	3.5%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	190	148	(42)	-28.4%
Equipment & Vehicle Expenses	105,065	107,308	2,243	2.1%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	149,281	223,886	74,605	33.3%
Total Direct Expenses	<u>6,484,437</u>	<u>6,584,896</u>	<u>100,459</u>	<u>1.5%</u>
<b>Indirect Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Allocated Expense	907,788	785,718	(122,070)	-15.5%
Total Indirect Expenses	<u>907,788</u>	<u>785,718</u>	<u>(122,070)</u>	<u>-15.5%</u>
Total Operating Expenses	7,392,225	7,370,614	(21,611)	-0.3%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	14.0%	11.9%		
Direct Expense/Gross Patient Revenue	39.1%	41.4%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0%</u>
Net Income (Loss)	659,315	808,052	(148,737)	-18.4%
Net Income	8.2%	9.9%		



North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
20-100-2750 : Demand Transportation

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	40,000	36,163	3,837	10.6%
Patient Contractual Adjustments	-	(1,441)	1,441	-100.0%
Net Patient Revenue	<u>40,000</u>	<u>34,722</u>	<u>5,278</u>	<u>15.2%</u>
County Revenue	-	-	-	0.0%
Contracted Service Revenue	150,000	28,646	121,354	423.6%
Grant Revenues and Contractuals	312,566	285,000	27,566	9.7%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	-	449	(449)	-99.9%
Total Direct Revenue	<u>502,566</u>	<u>348,818</u>	<u>153,748</u>	<u>44.1%</u>
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	5,177	4,813	364	7.6%
Total Indirect Revenue	<u>5,177</u>	<u>4,813</u>	<u>364</u>	<u>7.6%</u>
Total Operating Revenue	507,743	353,631	154,112	43.6%
<b>Direct Expenses</b>				
Personnel Expenses	221,859	180,111	(41,748)	-23.2%
Contracted Services Expenses	-	2,120	2,120	100.0%
Supplies Expenses	500	308	(192)	-62.4%
Drugs Expenses	-	-	-	0.0%
Program Expenses	60,000	67,934	7,934	11.7%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	30,000	41,274	11,274	27.3%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	2,262	2,343	81	3.5%
Total Direct Expenses	<u>314,621</u>	<u>294,089</u>	<u>(20,532)</u>	<u>-7.0%</u>
<b>Indirect Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Allocated Expense	54,010	40,134	(13,876)	-34.6%
Total Indirect Expenses	<u>54,010</u>	<u>40,134</u>	<u>(13,876)</u>	<u>-34.6%</u>
Total Operating Expenses	368,631	334,223	(34,408)	-10.3%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	17.2%	13.6%		
Direct Expense/Gross Patient Revenue	786.6%	813.2%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0%</u>
Net Income (Loss)	139,112	19,408	119,704	616.8%
Net Income	27.4%	5.5%		

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
20-100-1300 : Adult Protective Services

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	-	2,466	(2,466)	-100.0%
Patient Contractual Adjustments	-	(247)	247	-100.2%
Net Patient Revenue	-	2,219	(2,219)	-100.0%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	230,000	227,336	2,664	1.2%
Appropriations	539,177	539,177	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	20,000	19,770	230	1.2%
Total Direct Revenue	<u>789,177</u>	<u>788,502</u>	<u>675</u>	<u>0.1%</u>
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	6,577	6,590	(13)	-0.2%
Total Indirect Revenue	<u>6,577</u>	<u>6,590</u>	<u>(13)</u>	<u>-0.2%</u>
Total Operating Revenue	795,754	795,092	662	0.1%
<b>Direct Expenses</b>				
Personnel Expenses	527,353	475,012	(52,342)	-11.0%
Contracted Services Expenses	5,100	17,951	12,851	71.6%
Supplies Expenses	1,000	931	(69)	-7.4%
Drugs Expenses	-	-	-	0.0%
Program Expenses	13,600	34,369	20,769	60.4%
Land & Facility Expenses	19,050	18,217	(833)	-4.6%
Equipment & Vehicle Expenses	5,095	5,552	457	8.2%
Diversions Expenses	-	13,688	13,688	100.0%
Other Operating Expenses	16,250	15,646	(604)	-3.9%
Total Direct Expenses	<u>587,448</u>	<u>581,365</u>	<u>(6,083)</u>	<u>-1.0%</u>
<b>Indirect Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Allocated Expense	208,669	177,626	(31,043)	-17.5%
Total Indirect Expenses	<u>208,669</u>	<u>177,626</u>	<u>(31,043)</u>	<u>-17.5%</u>
Total Operating Expenses	796,117	758,991	(37,126)	-4.9%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	35.5%	30.6%		
Direct Expense/Gross Patient Revenue	0.0%	23575.2%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0%</u>
Net Income (Loss)	(363)	36,101	(36,464)	-101.0%
Net Income	0.0%	4.5%		

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
20-100-1200 : Birth-to-Three

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	-	-	-	0.0%
Patient Contractual Adjustments	-	-	-	0.0%
Net Patient Revenue	-	-	-	0.0%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	400,000	500,000	(100,000)	-20.0%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Total Direct Revenue	400,000	500,000	(100,000)	-20.0%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	-	-	-	0.0%
Total Indirect Revenue	-	-	-	0.0%
Total Operating Revenue	400,000	500,000	(100,000)	-20.0%
<b>Direct Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	400,000	500,000	100,000	20.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Total Direct Expenses	400,000	500,000	100,000	20.0%
<b>Indirect Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Allocated Expense	-	-	-	0.0%
Total Indirect Expenses	-	-	-	0.0%
Total Operating Expenses	400,000	500,000	100,000	20.0%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	0.0%	0.0%		
Direct Expense/Gross Patient Revenue	0.0%	0.0%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	-	-	-	0.0%
Net Income (Loss)	-	-	-	0.0%
Net Income	0.0%	0.0%		



## 2022 Budget Presentation Support Services

### Accounting

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 information. This program is allocated based on direct expense.

### Administration

Corporate administration provides overall administrative leadership for the organization and includes Executive support. This program is allocated based on direct expense.

### Employee Benefits

The Employee Benefits program consolidates all the employee benefit programs and costs to be allocated out to programs based on salaries. Included in the Employee Benefits consolidation are employee health, disability, life, dental, and vision insurance along with FICA, unemployment, workers compensation, and retirement expenses. These expenses are allocated in the program budgets and are reported again solely for informational purposes.

### Environmental Services

Environmental Services includes Maintenance, Systems Maintenance, and Grounds. In 2017, Maintenance, Systems Maintenance, and Grounds employees were transferred to Marathon County. NCHC contracts for environmental services from Marathon County. There is no change to this line item in 2021. The cost of these support services is listed in each program as an in-kind, non-cash-based revenue under Marathon County Match and is included in in-direct allocation expenses. These costs are allocated based on square footage.

### Health Information Management

Health Information Management (HIM) is responsible for acquiring, analyzing, coding, scanning, and releasing information within the medical record. We are committed to ensuring that the record is complete, accurate, and protected. This program is allocated based on time study by direct care program.

### Housekeeping

The Housekeeping program provides services to all areas of the Wausau campus. This program is allocated based on square footage.

### Human Resources

Human Resources staff partner with and support employees from recruitment to retirement in a variety of areas including recruitment, employee relations, orientation and onboarding, performance management, employee engagement, and benefits and compensation administration. The program is allocated based on personnel expenses.

### Infection Prevention

The Infection Control and Prevention Program is managed as part of Nursing Services and will work in collaboration with program leaders to provide support to all clinical areas of the organization. Our mission is to provide an organization-wide surveillance system to promote a healthy and safe environment by preventing transmission of infectious agents among our patients, residents, clients, and staff. This is accomplished by continual assessment and modification of our services based on regulations, standards, internal audits, and organization-specific guidelines. This program is allocated based on direct expense.

### Information Management Services

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. This program is allocated based on direct expense.

### In-House Transportation

In-house transportation maintains a 60+ vehicle fleet which includes cars, passenger vans, para-transit vans, and buses used for client transportation. This program is the provider of courier services for the three-county organization as well as pharmacy and laundry delivery. This program is allocated based on miles.

### Laundry

Laundry provides laundry services for the Mount View and Pine Crest nursing homes, Adult and Youth Behavioral Health Hospitals, and Lakeside Recovery. The service includes linen as well as personal laundry. Laundry is also done for housekeeping and food services. This program is allocated based on pounds of laundry processed.

### Learning & Development

The Learning and Development increases collaboration, efficiency, and effectiveness across the organization by providing professional development, management and leadership development, and competency and skill development to all NCHC staff. The program is allocated based on personnel expenses.

### Marketing & Communications

Marketing and Communications is the central communication area for NCHC's internal and external communications. This includes working with staff communications internally, and media communications externally. The marketing and advertising of services is also provided through this program through multi-channel platforms. This program is allocated based on direct expense.

### Nursing Services Administration

Nursing Services is the overarching leadership structure that provides oversight and direction for nursing leaders throughout North Central Health Care. The programs within Nursing Services provide a variety of services from direct patient care in our clinical areas to ancillary clinical support to the nursing programs which is vital to our overall success. This program is allocated based on direct expense.

### Nutrition Services

Nutrition Services provides meal service for the Nursing Homes, Adult and Youth Behavioral Health Hospitals, MMT, and Adult Day Programs. Required Dietitian consulting is also provided

to these locations based on regulatory requirements. This area provides service for the cafeteria, which is also a revenue generating function. This program is allocated based on number of meals served.

#### Patient Access

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. This program is allocated based on the number of clients in NCHC programs and residents in Pine Crest and MVCC.

#### Patient Financial Services

Patient Financial Services processes billing of services for Pine Crest, 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 Pine Crest and MVCC.

#### Pine Crest Environmental Support & Food Services

Pine Crest Environmental Support Services includes the support services area of housekeeping, dietary, laundry, and transportation for Pine Crest.

#### Purchasing

Purchasing is the central purchasing service for all 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 number of requisitions.

#### Quality & Compliance

Quality and Compliance supports the organization in making sure that the services we provide are of the highest quality and are safe. In addition, compliance is responsible for making sure the organization is abiding by legal, ethical, and professional standards applicable to our organization. This program is allocated based on number of open clients.

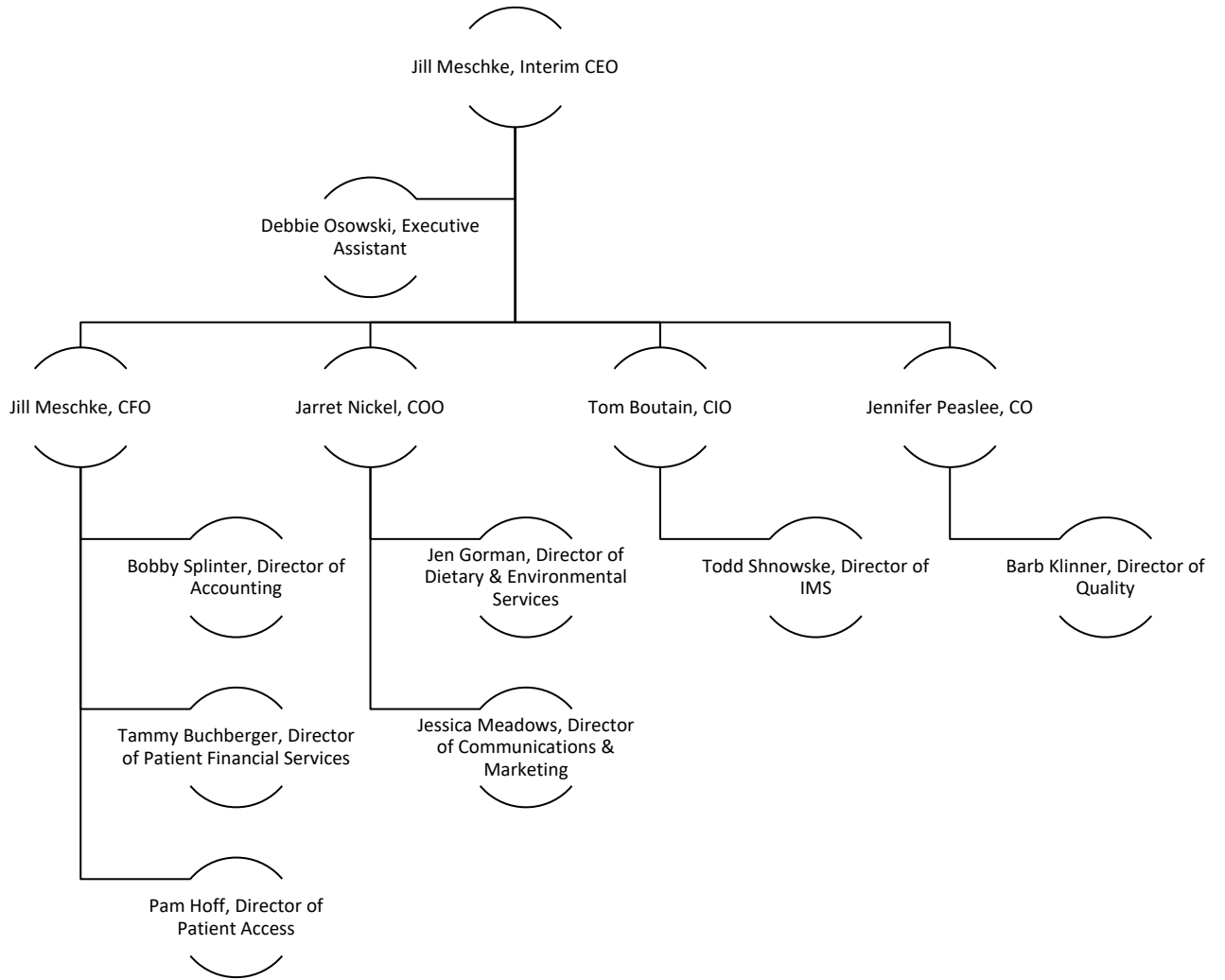
#### Safety & Security

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. The program is allocated based on direct expense to applicable programs.

#### Volunteer Services

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 can devote more time to direct patient care and recovery. Due to COVID-19 the Volunteer Services program has been suspended for much of 2021. We eagerly look forward to having volunteers return to service. With the new nursing home tower opening in 2021, we are excited about new ways volunteers will be able to serve at NCHC. The switchboard operators are housed in the Volunteer Services program beginning in 2022.

# 2022 Support Programs Organizational Chart



2022 Support Services Teams

<b>Administration</b>	<b># FTEs</b>	<b>Marketing &amp; Communications</b>	<b># FTEs</b>
Chief Executive Officer	1.0	Director of Communications	1.0
Chief Financial Officer	1.0	Communication Specialist	1.0
Chief Information Officer	1.0		<u>2.0</u>
Chief Operations Officer	1.0		
Executive Assistant	1.0	<b>Nursing Services Administration</b>	<b># FTEs</b>
	<u>5.0</u>	Chief Nursing Officer	1.0
		Director of Quality	1.0
<b>Safety &amp; Security</b>	<b># FTEs</b>	Employee Health Specialist	1.0
Safety and Security Manager	1.0	Quality Specialist	1.0
Safety and Security Officer	3.3		<u>4.0</u>
	<u>4.3</u>		
		<b>Human Resources</b>	<b># FTEs</b>
<b>Quality &amp; Compliance</b>	<b># FTEs</b>	HR Manager	1.0
Compliance Officer	1.0	HR Business Partner	2.0
	<u>1.0</u>	Compensation and Benefits Analyst	1.0
		Recruiter	2.0
<b>Learning &amp; Development</b>	<b># FTEs</b>	HR Coordinator	1.0
Learning and Development Manager	1.0		<u>7.0</u>
Learning and Development Designer	1.0		
Registered Nurse Educator	1.0	<b>Volunteer Services</b>	<b># FTEs</b>
Staff Development Specialist	1.0	Volunteer Services Manager	1.0
	<u>4.0</u>	Switchboard Operator	1.9
		Administrative Assistant	0.6
			<u>3.5</u>
<b>Infection Prevention</b>	<b># FTEs</b>		
Infection Prevention Manager	1.0	<b>Accounting</b>	<b># FTEs</b>
Infection Preventionist	1.0	Director of Accounting	1.0
Phlebotomist	1.0	Accounting and Grant Manager	1.0
	<u>3.0</u>	Accountant	2.0
		Accounting Assistant	1.9
<b>Purchasing</b>	<b># FTEs</b>	Accounts Payable Representative	2.0
Materials Manager	1.0	Payroll Specialist	1.0
Central Supply Coordinator	2.0	Administrative Assistant	1.0
	<u>3.0</u>		<u>9.9</u>



Information Management Services	# FTEs
Director of IMS	1.0
Informatics Analyst	8.0
	<u>9.0</u>

Patient Financial Services	# FTEs
Director of Patient Financial Services	1.0
Billing Analyst	1.0
Credentialing Specialist	1.0
Billing Account Specialist	2.0
Patient Accounts Representative	5.8
Administrative Assistant	0.5
	<u>11.3</u>

In-House Transportation	# FTEs
Transportation Coordinator	1.0
Logistics Worker	2.9
	<u>3.9</u>

Nutrition Services	# FTEs
Director of Dietary and EVS	1.0
Dietary Manager	1.0
Dietary Supervisor	1.0
Dietitian	1.7
Dietary Aide	16.6
Cook	8.0
Administrative Assistant	0.8
	<u>30.1</u>

Pine Crest Environmental Services	# FTEs
EVS Coordinator	1.0
Houskeeping Aide	7.0
Laundry Worker	1.4
	<u>9.4</u>

Health Information Management	# FTEs
Manager of Health Information	1.0
Coding & Documentation Specialist	1.0
Health Information Specialist I	3.0
Health Information Specialist II	4.0
	<u>9.0</u>

Patient Access Services	# FTEs
Director of Patient Access	1.0
Enrollment Benefit Specialist	4.0
Enrollment Lead	1.0
OWI Intake Coordinator	1.0
Prior Authorization Representative	0.8
Referral Coordinator	4.8
Registration Specialist	7.6
	<u>20.2</u>

Laundry	# FTEs
Environmental Services Coordinator	1.0
Laundry Worker	4.0
	<u>5.0</u>

Housekeeping	# FTEs
EVS Manager	1.0
Environmental Services Coordinator	1.0
Housekeeping Aide	18.0
	<u>20.0</u>

Pine Crest Food Services	# FTEs
Dietary Supervisor	1.0
Dietary Lead	1.0
Dietitian	1.0
Dietary Aide	10.4
Cook	2.0
	<u>15.4</u>

Program	Increase/(Decrease) Budget vs. Forecast			Analysis of Changes from Forecast
	Revenue	Expense	Income/(Loss)	
General	5,478	25,017	(19,540)	Exp ↑ Wausau Campus Depreciation Acceleration
Administration	(23,314)	781,561	(804,875)	Exp ↓ 1 FTE, CEO July; Exp ↑ Debt Service Interest
Marketing & Communications	-	30,410	(30,410)	Exp ↓ Switchboard to Volunteer Services; Exp ↑ Advertising, EE Relations from HR
Safety & Security	-	31,598	(31,598)	Exp ↑ Merit/Benefits
Nursing Services	-	61,649	(61,649)	Exp ↑ 1 FTE from HR, Flu Shots from HR
Quality & Compliance	-	83,160	(83,160)	Exp ↑ HIPAA Audit
Human Resources	(601)	(131,514)	130,913	Exp ↓ Transfers to Other Support Program
Learning & Development	(8,000)	281,925	(289,925)	Exp ↑ 2 FTEs from Mount View, Org-Wide Training
Volunteer Services	39,827	91,545	(51,718)	Rev ↑ Reopen Gift Shop; Exp ↑ Switchboard Staff, Gift Shop Supplies
Infection Prevention	-	132,701	(132,701)	Exp ↑ 1 FTE from Pine Crest, Merit/Benefits
Accounting	(8,733)	196,498	(205,231)	Exp ↑ Grant Manager, Merit/Benefits; Exp ↓ Auditing Support
Purchasing	21,653	74,233	(52,581)	Rev ↑ Rebates; Exp ↑ 1 FTE from Mount View, Distribution Fees
Information Management Services	-	146,698	(146,698)	Exp ↑ 1 FTE from PFS, Director Change, Cerner Depreciation
Health Information Management	2,226	263,056	(260,831)	Exp ↑ Fill Open Positions, Document Destruction
Patient Financial Services	7,474	57,470	(49,996)	Exp ↑ Fill Open Position
Patient Access Services	-	102,207	(102,207)	Exp ↑ 1 FTE from BHS, Merit/Benefits
Environmental Support	-	772	(772)	Pass Through for Marathon County Only
In-House Transportation	-	(20,864)	20,864	Exp ↑ Merit/Benefits, Depreciation; Exp ↓ Client Transportation
Laundry	6,133	6,598	(465)	Exp ↑ Merit/Benefits
Housekeeping	-	39,970	(39,970)	Exp ↑ Merit/Benefits
Nutrition Services	177,513	427,036	(249,524)	Rev ↑ Bistro; Exp ↑ Bistro FTEs, Merit/Benefits, Food Costs
Pine Crest Environmental	-	(49,159)	49,159	Exp ↓ Transfer Employees
Pine Crest Food Services	(3,160)	40,478	(43,639)	Exp ↑ Merit/Benefits

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
10-100-0100 : General

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	-	-	-	0.0%
Patient Contractual Adjustments	-	-	-	0.0%
Net Patient Revenue	-	-	-	0.0%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Total Direct Revenue	-	-	-	0.0%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	404	(404)	-100.0%
Allocated Revenue	-	5,478	(5,478)	-100.0%
Total Indirect Revenue	-	5,882	(5,882)	-100.0%
Total Operating Revenue	-	5,882	(5,882)	-100.0%
<b>Direct Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Total Direct Expenses	-	-	-	0.0%
<b>Indirect Expenses</b>				
Personnel Expenses	-	(25,562)	(25,562)	100.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	243	243	100.1%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	640,978	534,297	(106,681)	-20.0%
Equipment & Vehicle Expenses	151,662	258,129	106,467	41.2%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	515	515	99.9%
Allocated Expense	(792,640)	(767,623)	25,017	-3.3%
Total Indirect Expenses	-	(1)	(1)	100.0%
Total Operating Expenses	-	(1)	(1)	100.0%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	0.0%	0.0%		
Direct Expense/Gross Patient Revenue	0.0%	0.0%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	(5,882)	5,882	-100.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	-	(5,882)	5,882	-100.0%
Net Income (Loss)	-	1	(1)	-100.0%
Net Income	0.0%	0.0%		

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
10-100-0105 : Administration

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	-	-	-	0.0%
Patient Contractual Adjustments	-	-	-	0.0%
Net Patient Revenue	-	-	-	0.0%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Total Direct Revenue	-	-	-	0.0%
<b>Indirect Revenues</b>				
County Revenue	179,881	179,881	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	20	(20)	-100.0%
Allocated Revenue	(249,881)	(273,195)	23,314	-8.5%
Total Indirect Revenue	(70,000)	(93,023)	23,023	-24.7%
Total Operating Revenue	(70,000)	(93,023)	23,023	-24.7%
<b>Direct Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Total Direct Expenses	-	-	-	0.0%
<b>Indirect Expenses</b>				
Personnel Expenses	1,010,490	1,128,998	118,508	10.5%
Contracted Services Expenses	6,000	4,533	(1,467)	-32.4%
Supplies Expenses	55,000	94,957	39,957	42.1%
Drugs Expenses	-	-	-	0.0%
Program Expenses	116,324	69,466	(46,858)	-67.5%
Land & Facility Expenses	105,000	79,603	(25,397)	-31.9%
Equipment & Vehicle Expenses	140,865	139,824	(1,042)	-0.7%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	1,565,213	699,951	(865,263)	-123.6%
Allocated Expense	(2,998,892)	(2,217,331)	781,561	-35.2%
Total Indirect Expenses	-	-	-	0.0%
Total Operating Expenses	-	-	-	0.0%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	0.0%	0.0%		
Direct Expense/Gross Patient Revenue	0.0%	0.0%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	70,000	75,299	(5,299)	-7.0%
Donations Income	-	17,724	(17,724)	-100.0%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	70,000	93,023	(23,023)	-24.7%
Net Income (Loss)	-	-	-	0.0%
Net Income	0.0%	0.0%		

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
10-100-0110 : Marketing & Communications

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	-	-	-	0.0%
Patient Contractual Adjustments	-	-	-	0.0%
Net Patient Revenue	-	-	-	0.0%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Total Direct Revenue	-	-	-	0.0%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	-	-	-	0.0%
Total Indirect Revenue	-	-	-	0.0%
Total Operating Revenue	-	-	-	0.0%
<b>Direct Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Total Direct Expenses	-	-	-	0.0%
<b>Indirect Expenses</b>				
Personnel Expenses	240,890	259,043	18,153	7.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	8,340	3,329	(5,011)	-150.5%
Drugs Expenses	-	-	-	0.0%
Program Expenses	21,700	2,976	(18,724)	-629.3%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	1,262	22,711	21,449	94.4%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	140,860	94,584	(46,276)	-48.9%
Allocated Expense	(413,052)	(382,642)	30,410	-7.9%
Total Indirect Expenses	-	-	-	0.0%
Total Operating Expenses	-	-	-	0.0%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	0.0%	0.0%		
Direct Expense/Gross Patient Revenue	0.0%	0.0%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	-	-	-	0.0%
Net Income (Loss)	-	-	-	0.0%
Net Income	0.0%	0.0%		

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
10-100-0115 : Safety & Security

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	-	-	-	0.0%
Patient Contractual Adjustments	-	-	-	0.0%
Net Patient Revenue	-	-	-	0.0%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Total Direct Revenue	-	-	-	0.0%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	-	-	-	0.0%
Total Indirect Revenue	-	-	-	0.0%
Total Operating Revenue	-	-	-	0.0%
<b>Direct Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Total Direct Expenses	-	-	-	0.0%
<b>Indirect Expenses</b>				
Personnel Expenses	241,846	188,114	(53,732)	-28.6%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	1,717	1,717	100.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	2,000	24,305	22,305	91.8%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	2,000	-	(2,000)	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	762	873	111	12.7%
Allocated Expense	(246,608)	(215,009)	31,599	-14.7%
Total Indirect Expenses	-	-	-	0.0%
Total Operating Expenses	-	-	-	0.0%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	0.0%	0.0%		
Direct Expense/Gross Patient Revenue	0.0%	0.0%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	-	-	-	0.0%
Net Income (Loss)	-	-	-	0.0%
Net Income	0.0%	0.0%		

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
10-100-0120 : Nursing Services Administration

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	-	-	-	0.0%
Patient Contractual Adjustments	-	-	-	0.0%
Net Patient Revenue	-	-	-	0.0%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Total Direct Revenue	-	-	-	0.0%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	-	-	-	0.0%
Total Indirect Revenue	-	-	-	0.0%
Total Operating Revenue	-	-	-	0.0%
<b>Direct Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Total Direct Expenses	-	-	-	0.0%
<b>Indirect Expenses</b>				
Personnel Expenses	505,980	476,982	(28,998)	-6.1%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	700	-	(700)	0.0%
Drugs Expenses	30,000	-	(30,000)	0.0%
Program Expenses	-	13	13	100.9%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	4,160	2,196	(1,964)	-89.4%
Allocated Expense	(540,840)	(479,191)	61,649	-12.9%
Total Indirect Expenses	-	-	-	0.0%
Total Operating Expenses	-	-	-	0.0%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	0.0%	0.0%		
Direct Expense/Gross Patient Revenue	0.0%	0.0%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	-	-	-	0.0%
Net Income (Loss)	-	-	-	0.0%
Net Income	0.0%	0.0%		

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
10-100-0200 : Quality & Compliance

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	-	-	-	0.0%
Patient Contractual Adjustments	-	-	-	0.0%
Net Patient Revenue	-	-	-	0.0%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Total Direct Revenue	-	-	-	0.0%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	-	-	-	0.0%
Total Indirect Revenue	-	-	-	0.0%
Total Operating Revenue	-	-	-	0.0%
<b>Direct Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Total Direct Expenses	-	-	-	0.0%
<b>Indirect Expenses</b>				
Personnel Expenses	178,490	132,075	(46,415)	-35.1%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	75,600	45,950	(29,650)	-64.5%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	12,717	5,622	(7,095)	-126.2%
Allocated Expense	(266,807)	(183,647)	83,160	-45.3%
Total Indirect Expenses	-	-	-	0.0%
Total Operating Expenses	-	-	-	0.0%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	0.0%	0.0%		
Direct Expense/Gross Patient Revenue	0.0%	0.0%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	-	-	-	0.0%
Net Income (Loss)	-	-	-	0.0%
Net Income	0.0%	0.0%		



North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
10-100-0205 : Human Resources

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	-	-	-	0.0%
Patient Contractual Adjustments	-	-	-	0.0%
Net Patient Revenue	-	-	-	0.0%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Total Direct Revenue	-	-	-	0.0%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	601	(601)	-100.1%
Allocated Revenue	-	(601)	601	-100.0%
Total Indirect Revenue	-	-	-	0.0%
Total Operating Revenue	-	-	-	0.0%
<b>Direct Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Total Direct Expenses	-	-	-	0.0%
<b>Indirect Expenses</b>				
Personnel Expenses	648,808	693,652	44,844	6.5%
Contracted Services Expenses	-	14,041	14,041	100.0%
Supplies Expenses	76,500	95,800	19,300	20.1%
Drugs Expenses	-	27,227	27,227	100.0%
Program Expenses	1,000	1,369	369	26.9%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	2,716	2,356	(360)	-15.3%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	12,680	38,772	26,092	67.3%
Allocated Expense	(741,704)	(873,218)	(131,514)	15.1%
Total Indirect Expenses	-	(1)	(1)	100.0%
Total Operating Expenses	-	(1)	(1)	100.0%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	0.0%	0.0%		
Direct Expense/Gross Patient Revenue	0.0%	0.0%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	-	-	-	0.0%
Net Income (Loss)	-	1	(1)	-100.0%
Net Income	0.0%	0.0%		

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
10-100-0210 : Learning & Development

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	-	-	-	0.0%
Patient Contractual Adjustments	-	-	-	0.0%
Net Patient Revenue	-	-	-	0.0%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Total Direct Revenue	-	-	-	0.0%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	8,000	(8,000)	-100.0%
Allocated Revenue	-	(8,000)	8,000	-100.0%
Total Indirect Revenue	-	-	-	0.0%
Total Operating Revenue	-	-	-	0.0%
<b>Direct Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Total Direct Expenses	-	-	-	0.0%
<b>Indirect Expenses</b>				
Personnel Expenses	411,973	180,837	(231,136)	-127.8%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	40,000	8,422	(31,578)	-374.9%
Drugs Expenses	-	-	-	0.0%
Program Expenses	20,000	20,473	473	2.3%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	92,460	72,775	(19,685)	-27.0%
Allocated Expense	(564,433)	(282,508)	281,925	-99.8%
Total Indirect Expenses	-	-	-	0.0%
Total Operating Expenses	-	-	-	0.0%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	0.0%	0.0%		
Direct Expense/Gross Patient Revenue	0.0%	0.0%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	-	-	-	0.0%
Net Income (Loss)	-	-	-	0.0%
Net Income	0.0%	0.0%		

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
10-100-0215 : Volunteer Services

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	-	-	-	0.0%
Patient Contractual Adjustments	-	-	-	0.0%
Net Patient Revenue	-	-	-	0.0%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Total Direct Revenue	-	-	-	0.0%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	40,000	173	39,827	23035.6%
Allocated Revenue	(40,000)	(173)	(39,827)	23021.4%
Total Indirect Revenue	-	-	-	0.0%
Total Operating Revenue	-	-	-	0.0%
<b>Direct Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Total Direct Expenses	-	-	-	0.0%
<b>Indirect Expenses</b>				
Personnel Expenses	179,735	108,224	(71,511)	-66.1%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	627	627	100.1%
Drugs Expenses	-	-	-	0.0%
Program Expenses	23,500	3,320	(20,180)	-607.8%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	17	17	101.2%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	2,140	1,642	(498)	-30.3%
Allocated Expense	(205,375)	(113,830)	91,545	-80.4%
Total Indirect Expenses	-	(1)	(1)	100.0%
Total Operating Expenses	-	(1)	(1)	100.0%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	0.0%	0.0%		
Direct Expense/Gross Patient Revenue	0.0%	0.0%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	-	-	-	0.0%
Net Income (Loss)	-	1	(1)	-100.0%
Net Income	0.0%	0.0%		

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
10-100-0220 : Infection Prevention

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	-	-	-	0.0%
Patient Contractual Adjustments	-	-	-	0.0%
Net Patient Revenue	-	-	-	0.0%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Total Direct Revenue	-	-	-	0.0%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	-	-	-	0.0%
Total Indirect Revenue	-	-	-	0.0%
Total Operating Revenue	-	-	-	0.0%
<b>Direct Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Total Direct Expenses	-	-	-	0.0%
<b>Indirect Expenses</b>				
Personnel Expenses	274,732	143,029	(131,703)	-92.1%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	5,000	5,235	235	4.5%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	440	440	100.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	2,000	-	(2,000)	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	3,920	4,248	328	7.7%
Allocated Expense	(285,652)	(152,951)	132,701	-86.8%
Total Indirect Expenses	-	1	1	100.0%
Total Operating Expenses	-	1	1	100.0%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	0.0%	0.0%		
Direct Expense/Gross Patient Revenue	0.0%	0.0%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	-	-	-	0.0%
Net Income (Loss)	-	(1)	1	-100.0%
Net Income	0.0%	0.0%		

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
10-100-0300 : Accounting

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	-	-	-	0.0%
Patient Contractual Adjustments	-	-	-	0.0%
Net Patient Revenue	-	-	-	0.0%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Total Direct Revenue	-	-	-	0.0%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	8,733	(8,733)	-100.0%
Allocated Revenue	-	(8,733)	8,733	-100.0%
Total Indirect Revenue	-	-	-	0.0%
Total Operating Revenue	-	-	-	0.0%
<b>Direct Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Total Direct Expenses	-	-	-	0.0%
<b>Indirect Expenses</b>				
Personnel Expenses	837,620	594,797	(242,823)	-40.8%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	49,250	39,039	(10,211)	-26.2%
Drugs Expenses	-	-	-	0.0%
Program Expenses	2,000	1,151	(849)	-73.7%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	17,512	18,024	511	2.8%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	140,146	197,020	56,874	28.9%
Allocated Expense	(1,046,529)	(850,031)	196,498	-23.1%
Total Indirect Expenses	-	(1)	(1)	100.0%
Total Operating Expenses	-	(1)	(1)	100.0%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	0.0%	0.0%		
Direct Expense/Gross Patient Revenue	0.0%	0.0%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	-	-	-	0.0%
Net Income (Loss)	-	1	(1)	-100.0%
Net Income	0.0%	0.0%		

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
10-100-0400 : Purchasing

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	-	-	-	0.0%
Patient Contractual Adjustments	-	-	-	0.0%
Net Patient Revenue	-	-	-	0.0%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Total Direct Revenue	-	-	-	0.0%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	150,000	128,347	21,653	16.9%
Allocated Revenue	(150,000)	(128,347)	(21,653)	16.9%
Total Indirect Revenue	-	-	-	0.0%
Total Operating Revenue	-	-	-	0.0%
<b>Direct Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Total Direct Expenses	-	-	-	0.0%
<b>Indirect Expenses</b>				
Personnel Expenses	180,920	118,901	(62,019)	-52.2%
Contracted Services Expenses	-	15,601	15,601	100.0%
Supplies Expenses	20,000	4,189	(15,811)	-377.4%
Drugs Expenses	-	-	-	0.0%
Program Expenses	10,000	7,307	(2,693)	-36.9%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	607	472	(135)	-28.6%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	33,509	24,333	(9,176)	-37.7%
Allocated Expense	(245,037)	(170,803)	74,234	-43.5%
Total Indirect Expenses	-	1	1	100.0%
Total Operating Expenses	-	1	1	100.0%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	0.0%	0.0%		
Direct Expense/Gross Patient Revenue	0.0%	0.0%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	-	-	-	0.0%
Net Income (Loss)	-	(1)	1	-100.0%
Net Income	0.0%	0.0%		

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
10-100-0500 : IMS

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	-	-	-	0.0%
Patient Contractual Adjustments	-	-	-	0.0%
Net Patient Revenue	-	-	-	0.0%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Total Direct Revenue	-	-	-	0.0%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	-	-	-	0.0%
Total Indirect Revenue	-	-	-	0.0%
Total Operating Revenue	-	-	-	0.0%
<b>Direct Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Total Direct Expenses	-	-	-	0.0%
<b>Indirect Expenses</b>				
Personnel Expenses	825,373	719,765	(105,608)	-14.7%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	2,400	3,691	1,291	35.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	3,600	6,739	3,139	46.6%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	373,620	283,407	(90,213)	-31.8%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	1,644,052	1,688,746	44,694	2.6%
Allocated Expense	(2,849,046)	(2,702,347)	146,699	-5.4%
Total Indirect Expenses	-	1	1	100.0%
Total Operating Expenses	-	1	1	100.0%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	0.0%	0.0%		
Direct Expense/Gross Patient Revenue	0.0%	0.0%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	-	-	-	0.0%
Net Income (Loss)	-	(1)	1	-100.0%
Net Income	0.0%	0.0%		

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
10-100-0510 : Health Information

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	-	-	-	0.0%
Patient Contractual Adjustments	-	-	-	0.0%
Net Patient Revenue	-	-	-	0.0%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Total Direct Revenue	-	-	-	0.0%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	15,000	12,774	2,226	17.4%
Allocated Revenue	(15,000)	(12,774)	(2,226)	17.4%
Total Indirect Revenue	-	-	-	0.0%
Total Operating Revenue	-	-	-	0.0%
<b>Direct Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Total Direct Expenses	-	-	-	0.0%
<b>Indirect Expenses</b>				
Personnel Expenses	558,081	347,485	(210,596)	-60.6%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	50,600	2,435	(48,165)	-1978.2%
Drugs Expenses	-	-	-	0.0%
Program Expenses	6,000	369	(5,631)	-1526.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	1,232	1,304	72	5.5%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	10,752	12,017	1,265	10.5%
Allocated Expense	(626,665)	(363,609)	263,056	-72.3%
Total Indirect Expenses	-	-	-	0.0%
Total Operating Expenses	-	-	-	0.0%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	0.0%	0.0%		
Direct Expense/Gross Patient Revenue	0.0%	0.0%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	-	-	-	0.0%
Net Income (Loss)	-	-	-	0.0%
Net Income	0.0%	0.0%		



North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
10-100-0600 : Patient Financial Services

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	-	-	-	0.0%
Patient Contractual Adjustments	-	-	-	0.0%
Net Patient Revenue	-	-	-	0.0%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Total Direct Revenue	-	-	-	0.0%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	90,000	82,526	7,474	9.1%
Allocated Revenue	(90,000)	(82,526)	(7,474)	9.1%
Total Indirect Revenue	-	-	-	0.0%
Total Operating Revenue	-	-	-	0.0%
<b>Direct Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Total Direct Expenses	-	-	-	0.0%
<b>Indirect Expenses</b>				
Personnel Expenses	738,806	677,578	(61,228)	-9.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	25,000	31,293	6,293	20.1%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	607	472	(135)	-28.6%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	26,344	23,944	(2,400)	-10.0%
Allocated Expense	(790,758)	(733,288)	57,470	-7.8%
Total Indirect Expenses	-	(1)	(1)	100.0%
Total Operating Expenses	-	(1)	(1)	100.0%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	0.0%	0.0%		
Direct Expense/Gross Patient Revenue	0.0%	0.0%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	-	-	-	0.0%
Net Income (Loss)	-	1	(1)	-100.0%
Net Income	0.0%	0.0%		

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
10-100-0605 : Patient Access Services

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	-	-	-	0.0%
Patient Contractual Adjustments	-	-	-	0.0%
Net Patient Revenue	-	-	-	0.0%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Total Direct Revenue	-	-	-	0.0%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	-	-	-	0.0%
Total Indirect Revenue	-	-	-	0.0%
Total Operating Revenue	-	-	-	0.0%
<b>Direct Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Total Direct Expenses	-	-	-	0.0%
<b>Indirect Expenses</b>				
Personnel Expenses	1,155,950	1,057,583	(98,367)	-9.3%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	49,000	48,879	(121)	-0.2%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	134,116	134,206	90	0.1%
Equipment & Vehicle Expenses	1,200	1,060	(140)	-13.2%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	35,854	32,185	(3,669)	-11.4%
Allocated Expense	(1,376,120)	(1,273,913)	102,207	-8.0%
Total Indirect Expenses	-	-	-	0.0%
Total Operating Expenses	-	-	-	0.0%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	0.0%	0.0%		
Direct Expense/Gross Patient Revenue	0.0%	0.0%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	-	-	-	0.0%
Net Income (Loss)	-	-	-	0.0%
Net Income	0.0%	0.0%		

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
10-100-0700 : Environmental Support

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	-	-	-	0.0%
Patient Contractual Adjustments	-	-	-	0.0%
Net Patient Revenue	-	-	-	0.0%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Total Direct Revenue	-	-	-	0.0%
<b>Indirect Revenues</b>				
County Revenue	1,685,623	1,685,623	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	(1,685,623)	(1,685,623)	-	0.0%
Total Indirect Revenue	-	-	-	0.0%
Total Operating Revenue	-	-	-	0.0%
<b>Direct Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Total Direct Expenses	-	-	-	0.0%
<b>Indirect Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	1,692,573	1,691,801	(772)	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Allocated Expense	(1,692,573)	(1,691,801)	772	0.0%
Total Indirect Expenses	-	-	-	0.0%
Total Operating Expenses	-	-	-	0.0%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	0.0%	0.0%		
Direct Expense/Gross Patient Revenue	0.0%	0.0%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	-	-	-	0.0%
Net Income (Loss)	-	-	-	0.0%
Net Income	0.0%	0.0%		

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
10-100-0710 : In-House Transportation

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	-	-	-	0.0%
Patient Contractual Adjustments	-	-	-	0.0%
Net Patient Revenue	-	-	-	0.0%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Total Direct Revenue	-	-	-	0.0%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	-	-	-	0.0%
Total Indirect Revenue	-	-	-	0.0%
Total Operating Revenue	-	-	-	0.0%
<b>Direct Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Total Direct Expenses	-	-	-	0.0%
<b>Indirect Expenses</b>				
Personnel Expenses	181,441	142,899	(38,542)	-27.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	1,500	1,460	(40)	-2.7%
Drugs Expenses	-	-	-	0.0%
Program Expenses	(83,500)	(35,000)	48,500	-138.6%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	73,659	84,757	11,098	13.1%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	3,806	3,654	(152)	-4.2%
Allocated Expense	(176,906)	(197,770)	(20,864)	10.5%
Total Indirect Expenses	-	-	-	0.0%
Total Operating Expenses	-	-	-	0.0%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	0.0%	0.0%		
Direct Expense/Gross Patient Revenue	0.0%	0.0%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	-	-	-	0.0%
Net Income (Loss)	-	-	-	0.0%
Net Income	0.0%	0.0%		

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
10-100-0720 : Laundry

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	-	-	-	0.0%
Patient Contractual Adjustments	-	-	-	0.0%
Net Patient Revenue	-	-	-	0.0%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Total Direct Revenue	-	-	-	0.0%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	120,000	113,867	6,133	5.4%
Allocated Revenue	(120,000)	(113,867)	(6,133)	5.4%
Total Indirect Revenue	-	-	-	0.0%
Total Operating Revenue	-	-	-	0.0%
<b>Direct Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Total Direct Expenses	-	-	-	0.0%
<b>Indirect Expenses</b>				
Personnel Expenses	235,230	244,008	8,778	3.6%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	31,500	39,085	7,585	19.4%
Drugs Expenses	-	-	-	0.0%
Program Expenses	400	-	(400)	0.0%
Land & Facility Expenses	3,249	1,554	(1,694)	-109.0%
Equipment & Vehicle Expenses	48,379	27,712	(20,667)	-74.6%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	1,184	984	(200)	-20.3%
Allocated Expense	(319,942)	(313,344)	6,598	-2.1%
Total Indirect Expenses	-	-	-	0.0%
Total Operating Expenses	-	-	-	0.0%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	0.0%	0.0%		
Direct Expense/Gross Patient Revenue	0.0%	0.0%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	-	-	-	0.0%
Net Income (Loss)	-	-	-	0.0%
Net Income	0.0%	0.0%		

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
10-100-0740 : Housekeeping

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	-	-	-	0.0%
Patient Contractual Adjustments	-	-	-	0.0%
Net Patient Revenue	-	-	-	0.0%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Total Direct Revenue	-	-	-	0.0%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	-	-	-	0.0%
Total Indirect Revenue	-	-	-	0.0%
Total Operating Revenue	-	-	-	0.0%
<b>Direct Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Total Direct Expenses	-	-	-	0.0%
<b>Indirect Expenses</b>				
Personnel Expenses	899,807	843,536	(56,271)	-6.7%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	105,000	120,713	15,713	13.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	73	73	99.5%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	2,250	3,373	1,123	33.3%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	9,017	8,409	(608)	-7.2%
Allocated Expense	(1,016,074)	(976,105)	39,969	-4.1%
Total Indirect Expenses	-	(1)	(1)	100.0%
Total Operating Expenses	-	(1)	(1)	100.0%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	0.0%	0.0%		
Direct Expense/Gross Patient Revenue	0.0%	0.0%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	-	-	-	0.0%
Net Income (Loss)	-	1	(1)	-100.0%
Net Income	0.0%	0.0%		

North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
10-100-0760 : Nutrition Services

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	-	-	-	0.0%
Patient Contractual Adjustments	-	-	-	0.0%
Net Patient Revenue	-	-	-	0.0%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Total Direct Revenue	-	-	-	0.0%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	30,000	27,053	2,947	10.9%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	210,000	35,434	174,566	492.7%
Allocated Revenue	(240,000)	(62,487)	(177,513)	284.1%
Total Indirect Revenue	-	-	-	0.0%
Total Operating Revenue	-	-	-	0.0%
<b>Direct Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Total Direct Expenses	-	-	-	0.0%
<b>Indirect Expenses</b>				
Personnel Expenses	1,576,516	1,204,446	(372,070)	-30.9%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	51,200	60,288	9,088	15.1%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	371	371	100.1%
Land & Facility Expenses	441	392	(49)	-12.5%
Equipment & Vehicle Expenses	24,629	40,471	15,842	39.1%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	621,202	540,984	(80,218)	-14.8%
Allocated Expense	(2,273,988)	(1,846,952)	427,036	-23.1%
Total Indirect Expenses	-	-	-	0.0%
Total Operating Expenses	-	-	-	0.0%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	0.0%	0.0%		
Direct Expense/Gross Patient Revenue	0.0%	0.0%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	-	-	-	0.0%
Net Income (Loss)	-	-	-	0.0%
Net Income	0.0%	0.0%		


North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
35-200-0700 : Pine Crest Environmental Services

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	-	-	-	0.0%
Patient Contractual Adjustments	-	-	-	0.0%
Net Patient Revenue	-	-	-	0.0%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Total Direct Revenue	-	-	-	0.0%
<b>Indirect Revenues</b>				
County Revenue	177,000	177,000	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Allocated Revenue	(177,000)	(177,000)	-	0.0%
Total Indirect Revenue	-	-	-	0.0%
Total Operating Revenue	-	-	-	0.0%
<b>Direct Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Total Direct Expenses	-	-	-	0.0%
<b>Indirect Expenses</b>				
Personnel Expenses	402,599	437,802	35,203	8.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	145,000	170,860	25,860	15.1%
Drugs Expenses	-	-	-	0.0%
Program Expenses	12,026	-	(12,026)	0.0%
Land & Facility Expenses	417,000	413,132	(3,868)	-0.9%
Equipment & Vehicle Expenses	-	3,762	3,762	100.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	2,374	2,602	228	8.8%
Allocated Expense	(978,999)	(1,028,158)	(49,159)	4.8%
Total Indirect Expenses	-	-	-	0.0%
Total Operating Expenses	-	-	-	0.0%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	0.0%	0.0%		
Direct Expense/Gross Patient Revenue	0.0%	0.0%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	-	-	-	0.0%
Net Income (Loss)	-	-	-	0.0%
Net Income	0.0%	0.0%		



North Central Health Care  
Income Statement  
2022 Budget vs. 2021 9+3 Forecast Comparison  
35-200-0760 : Pine Crest Food Services

	<u>2022 Budget</u>	<u>2021 Forecast</u>	<u>\$ Variance</u>	<u>% Variance</u>
<b>Direct Revenues</b>				
Patient Gross Revenues	-	-	-	0.0%
Patient Contractual Adjustments	-	-	-	0.0%
Net Patient Revenue	-	-	-	0.0%
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%
Other Revenue	-	-	-	0.0%
Total Direct Revenue	-	-	-	0.0%
<b>Indirect Revenues</b>				
County Revenue	-	-	-	0.0%
Contracted Service Revenue	-	-	-	0.0%
Grant Revenues and Contractuals	-	-	-	0.0%
Appropriations	-	-	-	0.0%
Other Revenue	-	3,160	(3,160)	-100.0%
Allocated Revenue	-	(3,160)	3,160	-100.0%
Total Indirect Revenue	-	-	-	0.0%
Total Operating Revenue	-	-	-	0.0%
<b>Direct Expenses</b>				
Personnel Expenses	-	-	-	0.0%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	-	-	-	0.0%
Drugs Expenses	-	-	-	0.0%
Program Expenses	-	-	-	0.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	-	-	-	0.0%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	-	-	-	0.0%
Total Direct Expenses	-	-	-	0.0%
<b>Indirect Expenses</b>				
Personnel Expenses	767,744	716,328	(51,416)	-7.2%
Contracted Services Expenses	-	-	-	0.0%
Supplies Expenses	36,000	42,762	6,762	15.8%
Drugs Expenses	-	-	-	0.0%
Program Expenses	3,200	3,077	(123)	-4.0%
Land & Facility Expenses	-	-	-	0.0%
Equipment & Vehicle Expenses	2,500	3,767	1,267	33.6%
Diversions Expenses	-	-	-	0.0%
Other Operating Expenses	302,614	305,646	3,032	1.0%
Allocated Expense	(1,112,058)	(1,071,580)	40,478	-3.8%
Total Indirect Expenses	-	-	-	0.0%
Total Operating Expenses	-	-	-	0.0%
<b>Metrics</b>				
Indirect Expenses/Direct Expenses	0.0%	0.0%		
Direct Expense/Gross Patient Revenue	0.0%	0.0%		
<b>Non-Operating Income/Expense</b>				
Interest Income/Expense	-	-	-	0.0%
Donations Income	-	-	-	0.0%
Other Non-Operating	-	-	-	0.0%
Total Non-Operating	-	-	-	0.0%
Net Income (Loss)	-	-	-	0.0%
Net Income	0.0%	0.0%		

<b>Policy Title:</b> Physician Compensation	 <b>North Central Health Care</b> Person centered. Outcome focused.
<b>Policy #:</b> 105-0025	<b>Program:</b> 105 Administration
<b>Revision Date:</b> <del>09/30/2021</del> <u>12/16/21</u>	<b>Policy Contact:</b> CEO

**Related Forms:**

**1. Purpose**

This policy is applicable to all physicians working at NCHC, including contract, locums and employed staff. This policy’s goal is to avoid regulatory violations, ensure that every arrangement meets Fair Market Value (FMV) standards, reasonably control costs, monitor risky arrangements and includes regular auditing to ensure adherence to guidelines. In addition, this policy seeks to establish a mechanism to ensure sufficient compensation at fair market value levels for the retention and retainment of the highly qualified physicians necessary to maintain high quality service to patients, support clinical needs, meet operational priorities, and remain competitive within the local market.

**2. Definitions**

**Benefits:** Physician benefits normally funded by NCHC include health, dental, disability and life insurance plans and the employer’s portion of a retirement contribution under the WRS retirement plan, as amended from time-to-time. Additional benefits which may be provided to physicians in addition to gross salary and normally funded employee benefits listed include professional liability insurance, which also provides tail coverage, a contractually specified allowance for professional licensure, professional society dues, and continuing education.

**Commercial Reasonableness (CR):** Arrangement must be reasonable and necessary for legitimate business purposes. Even when arrangements have a legitimate business purpose, they may not meet CR. Arrangement must be a sensible, prudent business arrangement for both parties even in the absence of any potential referrals. An arrangement may be commercially reasonable even if it does not result in profit for one or more of the parties.

**Fair Market Value (FMV):** “The value in arms-length transaction, consistent with the general market value (GMV) of the transaction.” GMV means “with respect to compensation for services, the compensation that would be paid at the time the parties enter into the service arrangement as the result of bona fide bargaining between well-informed parties that are not otherwise in a position to generate business for each other.”

- Salary surveys by themselves do not constitute FMV
- Compensation set at or below a stated percentile is not always FMV

**Total Compensation:** shall consider the salary, bonuses, benefits, pension, deferred compensation, insurance, recruitment incentives, and other benefits offered to the Physician. NCHC shall ensure that the total compensation offered to the Physician correlates to services performed and that the compensation is consistent and competitive with compensation structures offered by NCHC’s regional partners and competitors.

**Volume or Value Standard:** “Remuneration under the employment cannot be determined in a manner that takes into account (directly or indirectly) the volume or value of referrals by the referring physician.” Two-part test to determine volume or value of referrals.

### 3. Policy

- 3.1. Written Agreements:** All physician agreements must be in writing and must comply with this policy.
- 3.2. Compliance with State & Federal Fraud & Abuse Laws:** North Central Health Care intends to follow all applicable laws including but without limitation, Stark Law, and the Anti-Kickback statute with respect to all physician employment agreements.
- 3.3. Compliance with Fair Market Value (FMV) & Commercial Reasonableness:** Amounts paid to physicians under a written agreement shall not be greater than FMV for the services provided, shall not be based upon value or volume of referrals or any referral relationship between parties and shall be commercially reasonable even if no referrals were made to the employer by the physician. Determination of FMV is outlined below in the general procedure.
- 3.4. Benefits & Expenses:** Except as otherwise noted in the written agreement, employed physicians will be entitled to the same benefits as other NCHC employees. The employer shall pay all expenses of the employee generated while performing their duties as outlined in the employment agreement in accordance with policies and procedures.
- 3.5. Compensation Philosophy:** Physician agreements that include additional benefits not otherwise standard to employees will outline how & under what parameters the following (including but not limited to) will be paid in the contract: incentive pay, conversion factors, compensation caps, relocation bonuses, signing bonuses, educational loan repayment, medical directorships, CMEs, licensure, dues, vacation time, on-call pay, advanced practitioner oversight. All are subject to the terms of this policy.
- 3.6. Approval Process:** Physician agreements shall be considered approved if in accordance with this policy and determined ranges as approved by the NCCSP Board of Directors. Additional review and approval may be required for any physician contract/arrangement that deviates from the standard set forth in this policy and should be reviewed by legal and the NCCSP Board of Directors Compensation Committee prior to execution.
- 3.7. Monitoring:** A routine schedule shall be identified for reviewing all agreements and shall be included as part of the annual Compensation Committee Compliance -workCommittee work plan objectives to ensure compliance with this policy and to make sure they are compliant with the latest laws, regulations, best practices, and organizational needs.

### 4. General Procedure:

- 4.1. Fair Market Value Determination:** To establish that total compensation paid under the agreement is consistent with fair market value, NCHC will require an independent, third-party evaluation of FMV. This evaluation must include comparisons to one or more recognized independent standards.
- This evaluation will occur every three years or less with a regular review of the market indices as a guide to any notable fluctuation.
  - Given NCHC’s rural locations, unique market region, and knowledge that third party FMV figures generally includes data sources with distinctly different market forces, we will combine the following to determine our compensation pay parameters:
    - the independent evaluation of fair market value with a minimum sample of three local and similar like organizations and like positions including non-profit and for-profit posted salary ranges

- Locums and Contracted Physician Contracts will be reviewed individually and in accordance with this policy.

#### **4.2 Compensation Committee Determination**

- Most arrangements will fall within these parameters and set criteria for such. ~~If Total compensation at or above 90th percentile of the pre-determined pay range requires the approval of the we are outside the pre-determined range as outlined above the arrangement must be reviewed and approved through the Compensation Committee~~ NCCSP Board of Directors and clear documentation as to why the arrangement is outside the parameters must be included. This documentation must include, at minimum, empirical evidence, and documentation of FMV determination and sampling of local market. The following reasons may influence whether an arrangement is outside the pre-defined parameters such as:
  - No success in hiring process at a stated compensation range. Position advertised by no responses or rejections of offers based on the limited compensation provided.
  - Evidence that the competition is paying more, or offering additional benefits, outside the parameters as set forth in the policy.
  - Physician has a unique specialty or experience that set them apart from other candidates.
  - Compensation incentives based on productivity.
  - Local and regional shortage of the position.

## **5. References**

### **5.1. CMS: N/A**

### **5.2. Joint Commission: N/A**

**5.3. Other:** Stark Law (41 U.S.C 1395nn), Anti-Kickback Statute (42 U.S.C. 1320a-7b(b)), The False Claims Act (31 U.S.C. 3729-3733, IRS Regulations, Guidance (42 Code of Federal Regulations § 411.351), Guidance (42 Code of Federal Regulations § 411.354)

**5.4. Other:** U.S. Department of Justice, Criminal Division, Evaluation of Corporate Compliance Programs (Updated June 2020)

## **6. Related Policies, Procedures and Documents**

Compensation Policy Administration Manual  
 Anti-Kick Back Statute  
 Stark Law  
 Contract Review & Approval  
 Fraud and Abuse Policy



North Central Health Care

Person centered. Outcome focused.

**COMPENSATION  
ADMINISTRATION  
MANUAL**

**Effective  
October 1, 2021**

**NORTH CENTRAL HEALTH CARE**  
**Compensation Administration Manual**

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## PHILOSOPHY

The purpose of the North Central Health Care (NCHC) Compensation Program is to ensure that pay is established and administered according to competitive, equitable, and effective principles. Established policies and procedures provide manager/supervisors with guidelines for the day-to-day administration of compensation for North Central Health Care employees.

The principles of our compensation philosophy are as follows:

- Our pay programs will be competitive with the external labor markets in which we compete for employees, while maintaining internal equity across jobs and for our employees within those jobs.
- We strive to offer a strong 'total rewards' package made up of competitive base pay relative to market, insurance benefits (health, dental, life, disability), a very good retirement savings plan, and a respectful, modern, and open work environment.
- We target the market percentile which is being utilized by competitors for base pay in the markets in which we need to attract and retain employees.
- For non-step scale positions, individual performance has an impact on individual pay in relation to the market midpoint; however, is not the only factor.
- Management strives to make fiscally responsible decisions in the long-term best interests of NCHC and recognizes that employees may differ in their opinions on exactly how this is accomplished.
- We establish and maintain equitable compensation administration guidelines and set financially responsible compensation budgets annually and expect our manager/supervisors to manage these accordingly.
- North Central Health Care will not make compensation decisions based upon race, color, gender, religion, creed, age, disability, national origin, lifestyle, or any other basis prohibited by state or federal law.

The effective administration of compensation at NCHC is a shared responsibility. Employees have the responsibility to understand our compensation policies and generally how the administrative guidelines work. It is the responsibility of the manager/supervisors of NCHC to believe in and ensure the consistent application of the compensation philosophy in all of their compensation decisions, while responsibly observing their annual salary budget, which is established by senior management and approved by the Board of Directors. Our manager/supervisors are responsible for accurately evaluating performance and recognizing performance differentiations with appropriate pay decisions. It is the Compensation Committee's responsibility to administer the Organization's compensation policies and procedures consistently and impartially, and to ensure that equal employment opportunity principles are followed for each employee at NCHC, or candidate for employment, regarding compensation.

The compensation philosophy and related administration guidelines outlined in this manual are regularly reviewed and evaluated by the Compensation Committee. Modifications will be made as necessary and communicated appropriately to all employees of NCHC.

Questions concerning the policies and procedures contained in this program should be referred to the Human Resources Department.

# JOB DOCUMENTATION

## ***Definition***

Job documentation refers to the collection and maintenance of job content information. Formal job descriptions are used to describe duties and responsibilities required for each job at the Organization.

The description focuses on the job, not the person assigned to the job. Evaluation of the individual's performance is a separate issue covered under our Performance Evaluation process.

Job descriptions reflect the organization level, as well as the type and scope of the work required.

## ***Purpose***

A job description is used to describe every job. It is intended to document the minimum requirements to be fully functional in the job, as it exists at the present time.

Written job descriptions are used as the basis for assigning jobs to a job grade and pay range. Accurate and complete job descriptions must be prepared and maintained. The importance of job descriptions is stressed to all manager/supervisors and employees at NCHC.

Salary adjustments for current employees or hiring rates for new employees are authorized only with a current job description.

As a job changes, the job description will be updated to reflect such changes.

## ***Responsibilities***

Current job documentation for all jobs reporting to a manager/supervisor (direct and indirect) is the responsibility of that manager/supervisor. Usually in conjunction with the performance evaluation process (or other annual time determined by the manager/supervisor), individual job descriptions are reviewed with the person/employees in the job and updated. Revisions are forwarded promptly to the Human Resource Department. The Human Resources Department is responsible for ensuring the consistency and accuracy of the information, and to keep formal copies and background information on file for all jobs.

A copy of each job's description is available to employees through their manager/supervisor or the Human Resource Department.

Job descriptions are kept current and up-to-date through periodic reviews by manager/supervisor and employees in the job.

- **New jobs** – To hire for a new job, a job description will need to be developed in partnership with Human Resources along with an assignment of job and salary grade. Once the job description is complete it will need to be submitted with a position review form which is the responsibility of the requesting manager/supervisor. If necessary, the Compensation Committee may be involved.
- **Revised jobs** – As a job changes, a revised job description may be needed. Job descriptions will be reviewed on at least an annual basis, usually in conjunction with the performance evaluation process. If changes are minor, the manager/supervisor notes the changes on the current job description and forwards it to the Human Resources Department who will make the changes to the controlled job description.

If there are major changes in the duties and responsibilities of a job, a new position review form must be completed. The position review form must be forwarded to the Human Resources Department,



who will assist in developing a new job description and determine the appropriate job group and pay range. If there is a question on how the new position will be evaluated internally, the Human Resources Director will recommend and confer with the Compensation Committee to determine if the new job should be placed in a different job group and salary range. The manager/supervisor will be notified regarding the new job description and salary range change, if any, and will in turn inform the affected person/employees.

- **Vacant jobs** – If a job becomes vacant, a review of the current job description shall be completed by the manager/supervisor and the Human Resources Department to determine if there should be any changes prior to an individual being hired to fill the position. Revisions should be made before any action is taken to fill the position.

# **JOB PRICING AND SALARY RANGE STRUCTURE**

## ***Definition***

Job pricing is the process of comparing compensation for our jobs at NCHC to that of the external market. Job groups are determined through a process of evaluating jobs based upon internal and external conditions and grouping similarly valued jobs together. The market value/demand for jobs within a job group is a primary (though not exclusive) factor when determining the pay ranges in the salary structure.

The salary range structure consists of two major classifications, step scale and non-step scale. For positions within NCHC's step scale an employee will be hired at the appropriate step based on years of experience when beginning employment. Employees in step scale positions will be reviewed the first pay period in January and July for eligibility to move to the next step. For employees in non-step scale positions hourly/salary ranges have been identified based on the market rate with a minimum on 90% and a maximum of 110%.. All ranges step scale and non-step scale are normally adjusted annually.

## ***Purpose***

North Central Health Care is committed to providing a salary range structure that is responsive to the external market and is internally equitable. Data will be collected from a variety of reputable sources and analyzed on a regular basis to determine market movement of jobs and current salary trends.

## ***Responsibilities***

The Human Resources Director is responsible for gathering, analyzing, and recommending changes to the salary range structure based on market data and salary trend information. This information will then be presented to the Compensation Committee for their input, then to the CEO for incorporation into the annual operating budget as approved by the Board of Directors.

## ***Process***

On an annual basis, the Human Resources Director gathers information regarding trends in general pay movement (i.e., estimates of salary adjustments in our recruiting areas, anticipated annual adjustments, local market conditions, etc.). The Human Resources Director discusses the results with the Compensation Committee, who then makes a recommendation to the CEO for changes to the salary range structure consistent with the overall operating budget for the year.

For non-step scale positions the Human Resources Director conducts a salary range analysis on an annual basis. A salary range analysis identifies where each person falls relative to his or her current salary range. For step scale positions a review of the scale is completed on an annual basis to identify if market rates have changed. Any outstanding issues are reported to the Compensation Committee for recommendations and action planning. The Human Resources Director communicates these decisions to the appropriate manager/supervisor for consideration when conducting annual salary planning.

A full review of market data for NCHC's jobs will be conducted at least once every three years. The Compensation Committee reviews market data and develops a comparison to current market and actual salaries. If warranted, changes in salary range structure will be recommended to the CEO.

### **Salary Range Structure Step Scale**

The Salary Range Structure for step scale positions consists of a series of steps based on years of experience or licensure. Positions have a set number of steps depending on position complexity and each employee is reviewed at least annually for appropriate position within step scale.

- **Step 1- First step in all step scale positions, this is the lowest wage an employee would be hired at if all qualifications are met for the position.**
  
- **Steps 2-10 (Max could be less)** - A progressive scale that an employee moves through or is hired into based on years' experience at date of hire or time of review. An example would be an employee at 1 year 11 months experience the first pay period in January would not be eligible to move to the next step until the next review in July.
  
- 
  
- **Top of Range** – Individual base compensation will not exceed this amount, this is reserved for employees with tenure at NCHC and is earned through annual merit increases past max of scale.

### ***Salary Range Structure Non-Step Scale***

The salary range structure for non-step scale positions consists of a series of pay grades either on an hourly basis (non-exempt) or annual basis (exempt). The salary range structure has a minimum, mid, and max for each position.

- **Minimum** – This is the lowest wage a qualified candidate or employee would be hired at or move to for the position. The minimum is 90% of the mid-rate.
- **Mid** – This is the mid-point for wage and in most cases the market rate point for the pay grade and position. The mid-point is usually reserved for candidates or employees that meet preferred experience or qualifications.
- **Max** - This is the maximum amount an individual can make in the defined position and pay grade. The maximum is usually reserved for candidates exceeding preferred experience or with longevity at NCHC.

# PAY ADJUSTMENTS

## *Definition*

Pay adjustment refers to policies and procedures that support the administration of compensation within an assigned salary range and result in the delivery of actual compensation dollars to employees of NCHC. Pay adjustments change the actual compensation dollars paid to a person within an assigned salary range. The various types of adjustments are included in this section.

## *Purpose*

To ensure credibility and achievement of NCHC compensation objectives, an effective pay adjustment system must be developed and maintained with guidelines and procedures communicated to manager/supervisor and employees of NCHC on a timely basis. The guidelines and procedures of the compensation system are intended to ensure that our **annual budget, market value for each job, step scale, and demonstrated individual performance** are the primary (though not exclusive) considerations when recommending wage adjustments.

## *Responsibilities*

Each manager/supervisor is responsible in partnership with the Human Resources Department for initiating pay adjustments for the employees reporting to them. Pay adjustment recommendations are forwarded to their Executive, who reviews/edit/approves them. These are then forwarded to the Human Resources Department for payroll processing.

The Human Resources Department is responsible for:

- Administering appropriate pay adjustments as budgeted and within established salary ranges.
- Resolving and coordinating pay adjustment recommendations not consistent with Organization guidelines (may involve Compensation Committee if necessary).
- Preparing timely recommendations for annual pay adjustment guidelines.
- Ensuring that a formal performance evaluation precedes all annual pay adjustments.
- Monitoring the day-to-day administration of salaries and compensation decisions for consistency with the compensation program's objectives.
- Maintaining this Compensation Administration Manual and communicating all compensation program changes as authorized by the Compensation Committee.

## **General Guidelines**

The specific process for each type of pay adjustment is detailed in the next section; however, the following are general guidelines for all types of adjustments:

- All non-step scale position pay adjustment recommendations outside of NCHC annual pay increase must be submitted on a wage review form and submitted to the Human Resources Director.
- Pay adjustment recommendations shall not be written on performance evaluation forms.
- Pay adjustment recommendations shall take into account the internal equity of the proposed salary compared to that of other employees assigned to that same job and in the same salary range. Pay adjustments should conform to the guidelines outlined in this guidebook and ranges established each year by the Compensation Committee.
- Performance evaluations must be completed for all annual pay adjustments prior to the actual delivery of an increase on a person's paycheck. If a manager/supervisor does not complete this process timely, their own eligibility for a pay adjustment will be prospectively deferred until the first full pay period after they are completed (no retroactive pay increases).
- Employees not at work at the time of a pay adjustment (i.e. due to leave of absence, etc.), but not due to normal vacation or paid time off, will receive their pay adjustment effective the date the employee would have received if they had been working.
- Pay adjustments should be submitted at least one week prior to the pay period effective date.
- Pay adjustments of any kind shall not be communicated to a person prior to the manager/supervisor receiving approval of that action from the Human Resources Director.

## **New Hires**

The hiring rate is identified through the annual NCHC pay scale with employees hired based on appropriate level of experience noted in the above sections in this manual. The proposed rate should not create inequities within NCHC. It is extremely important to maintain a careful balance between the needs of the Organization, market competitiveness, and the desires and expectations of the job applicant. New hires are approved by the hiring manager/supervisor's Executive. Additions to staff that are not included in the department's annual budget for employees need to be approved by submitting a reclassification request form by the hiring manager.

## **Steps in Hiring Process:**

1. The hiring manager/supervisor completes a Hiring Requisition form and seeks appropriate approvals as needed. The job description is reviewed and updated as needed by the hiring manager/supervisor. The Hiring Requisition and updated job description are then forwarded to the Human Resources Department for processing.
2. If the job is not in a salary range, the hiring manager/supervisor will confer with the Human Resources Director to place it in a job grade and pay range. The Compensation Committee will provide final approval for the new pay range.
3. Individuals are interviewed and a candidate is selected by the hiring manager/supervisor and a Human Resources Department representative.
4. Proposed rates must be within the wage scale and follow the step scale if appropriate. If the position is a non-step scale position the offer will need compensation committee approval if above 100%. Due to circumstances requiring a quick response if the compensation committee is unable to meet in one week from proposed offer date, the Operations Executive & CFO will approve the offer.

5. After approval of the hiring rate, Human Resources extends an offer to the candidate and proceeds with the hiring process.

### **Annual Pay Adjustments**

Annual pay increases are intended to ensure that job performance which meets or exceeds expectations is recognized and rewarded, within the salary range established for each job. Generally, these adjustments are usually made in Q1 of fiscal year. Some adjustments to this date may be warranted based on date of hire, transfer, promotion, demotion, or other employment action that may affect timing.

#### **Steps:**

1. Annual pay increase guidelines are approved by the Compensation Committee with final approval coming from the CEO. These plans are communicated to the Human Resources Director, and then to manager/supervisors with compensation adjustment responsibility.
2. Annual pay adjustments are generally based on a matrix which takes into account the annual operating budget approved each year, an employee's position within the pay range, and individual performance evaluation results. Step scale positions are handled outside of annual pay adjustments unless the individual is at or past the last step in which case an annual adjustment will take place.
3. Although pay adjustments are based primarily on the items listed above, there are other factors that may influence the timing and amount of a pay increase such as the value of the position in the marketplace, economic conditions, leaves of absence, etc. There may be times where pay increases are suspended for some individuals, jobs, departments, or the entire organization.
4. An annual pay increase shall not move a person past the maximum or top of the pay range.
5. Manager/supervisors with compensation responsibility prepare recommendations on annual pay increases according to the established guidelines for the year utilizing the procedures developed by the Human Resources Department. These are then completed and forwarded to the manager/supervisor's Executive for review and approval, and then to the Human Resources Director, who compiles the data organization-wide to ensure that internal equity and consistency have been appropriately considered. The results are then forwarded to the Compensation Committee for oversight review and approval. Adjustments that exceed the annual guidelines, or are otherwise exceptions to policy or procedure, will be discussed and resolved with the Compensation Committee if needed. Finalized annual pay adjustments are then forwarded to the Human Resources Director.
6. Following approval, the Human Resources Department distributes approved increases to each manager/supervisor for them to discuss with their employees individually on a timely basis.

## **Promotion**

A promotion is the reassignment of a person from one job to another job that is at least one grade higher than the former job. A promotion is generally accompanied by an increase in pay.

Promotional increases are provided to recognize an increase in the scope and responsibility of an individual person's job and are usually given at the time the new responsibilities are assumed. Promotional increases generally are not given at the same time as an annual pay increase. The amount of the increase should:

- Be consistent with the objectives of the Compensation Program and be within the organization's operating budget for the year,
- Result in a pay level that is at or above the minimum of the new pay range for the job, and not to exceed 100% of the new market midpoint,
- Take into consideration the degree of increase in scope and responsibility of the new job,
- Take into consideration the person's pay level prior to the promotion,
- Meet the hiring rate that would be paid to a new hire of equivalent qualifications, and experience.
- Consider internal equity issues.

### **Steps:**

The hiring manager/supervisor recommends an individual for promotion and a pay adjustment rate to their immediate supervisor, who ensures that salary budget guidelines and Compensation Program objectives are met.

1. The Human Resources Department reviews the pay adjustment recommendation to ensure that no internal inequities will result. However unlikely, it is possible that no increase would be given in a promotion situation, depending on internal equity considerations with other employees currently performing the same job.
2. If there are issues with the promotional adjustment, the Operations Executive will be involved. Issues not resolved at this level will be referred to the Compensation Committee.
3. Following appropriate approval, the hiring manager/supervisor will notify the employee of the promotion and promotional pay increase on a timely basis.

## **Equity and Administrative Adjustments**

An equity adjustment is made to correct inequities due to internal or external conditions and may also be used to bring compensation to the minimum of the range or up to the level of other employees with the same experience, job, and work performance.

An administrative adjustment is used to correct unique situations which require a change in pay that is outside the normal guidelines, such as a significant increase in market pay rates.

Equity and administrative adjustments are considered exceptions and should be discussed with the Executive prior to the preparation of any recommendation.

### **Steps:**

1. The manager/supervisor proposes an increase and forwards the recommendation to the Human Resources Director.



2. The Operations Executive reviews the request for internal equity and market value issues, as well as salary budget issues. The Compensation Committee may be involved if necessary.
3. The Human Resources Director communicates any pay adjustments to the appropriate manager/supervisor who will discuss it with the affected employee(s) on a timely basis.

### **Job Reclassification**

As jobs change, there may be a need to classify them in a different job group, and therefore salary range. In most circumstances, no change in the compensation of the incumbent(s) will occur.

#### **Steps:**

1. The manager/supervisor completes a position review form indicating the new duties and responsibilities of the job and discusses it with their immediate supervisor and the Human Resources Department, taking into consideration their department's operating budget. The recommendation for a new job is forwarded to Human Resources Director to review and to approve the new job description.
2. The Human Resources Director assigns the job to a job group and salary range. If there are any questions about the job's placement, it may be referred to the Compensation Committee for a decision.
3. If the job is placed in a different salary range, the following pay adjustments may occur:
  - If the job is classified into a higher salary range and the incumbent(s) current pay is less than the minimum of the new salary range, a pay adjustment to bring the incumbent(s) to the minimum of the new salary range may be made but not to exceed 100% or midpoint.
  - If the job is within the new range, no adjustment will occur until the person's next scheduled performance evaluation. Exceptions to this may occur if equity becomes an issue.
  - If the job is classified into a lower salary range, the employee's pay may be adjusted accordingly not to be less than 100% of midpoint but not to exceed 110%.

### **Lateral Transfer**

A lateral transfer is the reassignment of an employee from one job to another job in the same salary range, and normally does not involve a change in pay.

Lateral transfers provide employees with the opportunity to acquire new work experience and generally be exposed to a different work environment.

### **Demotion**

Demotion is the reassignment of an employee from one job to another job in a lower salary range with a resulting decrease in the scope and responsibility of an individual's job.

Demotions may occur for the following reasons:

- Unsatisfactory job performance,
- Individually initiated (e.g., an individual that wishes to move from a supervisory position to a nonsupervisory position),
- Organization initiated (e.g., reorganization, reassignments, etc.).

These demotions may or may not be accompanied by a decrease in pay. We are most concerned when a demoted person's pay creates inequities with peers. Requests for demotions should be submitted to the Human Resources Director, who will, if necessary, discuss it with the Compensation Committee for a determination. If it is determined a decrease in pay is necessary, the new wage should not fall below 100% or midpoint of the new salary range.

### **Exceptions**

Although unlikely, there may be circumstances where exceptions to the compensation guidelines are warranted. Exceptions to policy should be discussed with your immediate supervisor first, then your Executive, then the Operations Executive and/or Compensation Committee prior to the preparation of any recommendation.

Examples of exceptions are:

- Increases or decreases over 10%,
- Promotions granted before experience requirements are met or which exceed the guidelines,
- Demotions for performance which do not result in a decrease in pay,
- Annual pay adjustments outside the annual pay adjustment guidelines for the year,



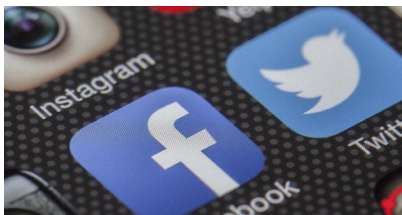
Person Centered. Outcome Focused.



# CODE of 2022 CONDUCT



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## ACKNOWLEDGMENT

As stated in our Code of Conduct, obeying the law and meeting the highest ethical standards is the foundation of everything we do. Meeting this standard and following all applicable laws and regulations does not just happen; it requires a commitment from each of us.

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

- Abide by the standards of conduct contained in the Code and in company policies.
- Complete all required training courses on ethics and compliance topics including training on the Code.
- Speak up, using the resources listed in the Code, if I am in doubt as to the proper course of conduct or I become aware of possible violations of our standards or the law.

The electronic acknowledgment file will be saved in the employee's personnel file at North Central Health Care.

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## A MESSAGE FROM YOUR CEO



**Jill Meschke**  
Interim Chief Executive Officer  
North Central Health Care

Integrity matters. It matters to our clients, partners, colleagues, and communities, which is why it's one of North Central Health Care's core values. We are an organization passionate about our work and communities, which is one reason we succeed in an industry defined by change and challenge. But another reason is because we are equally passionate about how we do our work. We act with integrity and in accordance with the letter and spirit of the law. We strive to make sound and ethical choices that serve our clients, improve our communities, and inspire our team members. Our Code of Conduct guides us in our commitment to upholding the highest standards of professional conduct. Our leaders have a special responsibility to lead with integrity and in ways that protect and enhance the reputation of our team and our organization. At North Central Health Care, integrity is not optional. It is who we are. Thank you for following our Code, living our values, and contributing to lives enriched and fulfilled.

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## A MESSAGE FROM YOUR COMPLIANCE OFFICER



**Jennifer Peaslee**  
Compliance Officer  
715.848.4507  
NCHCcompliance@norcen.org

At North Central Health Care, we are committed to high-quality health care and dedicated to the health and well-being of the people we serve. We are also committed to fully complying with all federal, state, and local laws and regulations. This includes state and federal insurance regulations, employment laws, and the federal healthcare rules and regulations.

My goal as your Compliance Officer is to provide support to YOU. I'm here to help you with the situations created by today's confusing and complex health care environment. This Code of Conduct will provide guidance to you for appropriate conduct that is expected of everyone at North Central Health Care and also offer the way to get the answers within the organization with more challenging situations that you may face.

### FOUR SIMPLE THINGS TO REMEMBER:

1. Uphold our Core Values in all that you do
2. Understand and follow our Code of Conduct, policies and procedures
3. Obey applicable laws, rules and regulations
4. Report all suspected violations without fear of retaliation

Everyone at North Central Health Care is responsible for maintaining an ethical environment. Your actions in the workplace must demonstrate your commitment to integrity and accountability every day. Thankfully, you don't have to do this alone – my door is always open and I'm here to help

# NORTH CENTRAL HEALTH CARE'S CODE OF CONDUCT

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

## WHO FOLLOWS THE CODE OF CONDUCT?

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

---

## NCHC CORE VALUES

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

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

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

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

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

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## OUR MISSION

Langlade, Lincoln and Marathon Counties partnering together to provide compassionate and high quality care for individuals and families with mental health, recovery and skilled nursing needs.

## OUR VISION

**LIVES ENRICHED AND FULFILLED.**

# UNDERSTANDING YOUR RESPONSIBILITY

## MANAGEMENT RESPONSIBILITIES

### EDUCATE

Training and educating staff on how to spot and report misconduct

Learn the policies and procedures, rules and regulations that are relevant to your specific daily responsibilities

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

### LEAD

Not revealing the identity of staff members who wish to report misconduct anonymously

Protecting staff members from retaliation for reporting misconduct

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

Promote honesty and integrity and model it for others

### COMMUNICATE

Responding properly to employee reports of misconduct

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

### MONITOR

Develop methods to monitor adherence to rules, regulations, and policies



## STAFF RESPONSIBILITIES

### LEARN

Be familiar with and understand and uphold our Code of Conduct

Learn the policies and procedures, rules, and regulations that are relevant to your specific daily responsibilities

Know how to spot and report misconduct

### BE AWARE

Report any suspected violations of our Code of Conduct, policies or the law

Cooperate in any NCHC investigations related to these

### COMMIT

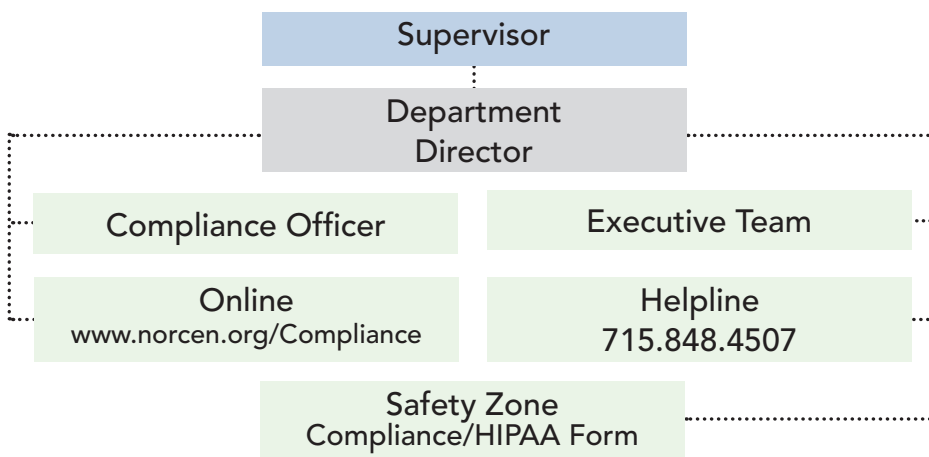
Complete required trainings

Speak up if you are in doubt as to the proper course of conduct or you become aware of possible violations

Abide by the standards outlined in this code of conduct and in company policies and with the law

# SEEKING GUIDANCE & VOICING CONCERNS

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



## WHAT HAPPENS WHEN I REPORT A CONCERN?

A prompt investigation by the appropriate individuals into the concern reported will occur. **Investigators will:**

- Act objectively in determining facts through interviews or review of documents
- Contact employees who may have knowledge or were involved in the incident
- Recommend corrective action and/or disciplinary measures where appropriate.
- If asked, you must cooperate fully with any inquiry or investigation.

### NCHC COMPLIANCE OFFICER: JENNIFER PEASLEE

email: [NCHCcompliance@norcen.org](mailto:NCHCcompliance@norcen.org) | phone: **715.848.4507**

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

To make a report by telephone outside of regular business hours, please contact the Administrator On-call by phone at **715.848.4488**.

**Q:** I know someone who has violated our Code of Conduct, should I report this? And what will happen to the employee?

**A:** Yes, you should report any violation of the Code. Employees are responsible and are held accountable for reporting suspected or known violations of our Code of Conduct, policies and procedures, laws and regulations. Any employee found to be in violation of our Code of Conduct, policies and procedures, or laws and regulations, may be subject to discipline or corrective action, up to and including termination of their employment with North Central Health Care.



## NON-RETALIATION

NCHC is committed to ensuring that you do not face retaliation for reporting concerns about actions that may violate or be inconsistent with our Code of Conduct or the law.

Prohibited acts of retaliation include discharge, demotion, suspension, harassment, threats, or any other action that discriminates against an individual who submits a report.

If you suspect retaliation for making a report, contact the Compliance Officer immediately.



# ETHICAL DECISION MAKING

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



## ETHICAL CONSULT SERVICES

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

**BE EMPOWERED:** NCHC supports employees doing the right things and conducting themselves with integrity and delivering services that are of high quality

**TAKE RESPONSIBILITY:** Your choices play a critical role in contributing to a positive work environment and protecting those we serve, our reputation, and each other

**YOU HAVE HELP:** If you are unsure what to do in a situation, you have resources available to you including Human Resources, your direct manager, Administrator On Call, and Connecting with Compliance

**SPEAK UP:** When you believe something isn't right, you can speak up and share your concerns, ask questions knowing that NCHC wants to hear them and does not tolerate retaliation for good faith and reports

If you **SUSPECT** a violation of our Code of Conduct, you must **REPORT IT**.

# COMMITMENT TO THE PEOPLE WE SERVE

## Privacy, Ethics & Patient Rights

### Safeguarding Patient Information/Records

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

Employees must never use or disclose confidential patient information in a manner that violates the privacy rights of our patients.

### Patient Rights and Choice

All patient care at North Central Health Care is administered in accordance with the Patient's Bill of Rights. Every patient is provided with a statement of these rights and with a Notice of Privacy Practices. We are responsible for informing patients about their proposed plan of care, including the risks, benefits and alternatives available to them. We respect their rights to make informed decisions about treatment, as well as to establish and have followed advance directives.

### How We Use Patient Information

We collect information, including a patient's medical condition, history, medication, and family illnesses in order to provide the best possible care. Although there may be emergent or other situations where it is necessary to disclose a patient's information (such as instances where the disclosure is required by law), we take care to maintain the confidentiality of our patients' information by sharing patient information only with those individuals who have a need to know for the purposes of treatment, payment or other healthcare operations.

We discuss or share protected patient information only with those who have a right or need to know, only if necessary authorizations have been received, and only in a manner consistent with legal requirements. We will avoid discussing protected patient information in public areas. We pro-actively safeguard patient information by keeping in line with the HIPAA regulations and our privacy and security policies and procedures.

Violation of this policy may result in disciplinary action up to and including termination.

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



# HIPAA PRIVACY – Basic Dos & Don'ts

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

## Please Do

Avoid discussions about patients in elevators, cafeteria lines, waiting rooms, or public areas
Keep your voice low when in a public setting
Return medical records to their appropriate location
Close the door or curtains when discussing patient care
Shred notes with protected health information (PHI) on them
Lock your workstation when you need to leave your area for a moment or more
Turn computer screens away from the view of the public (or use privacy screens)
Keep papers on desks face down
Ask patients to step back when waiting in line where there might be PHI discussed
E-mail PHI to only secured email addresses
Properly manage your password
Log off your computer when not using it
Call the help-desk if you receive an unfamiliar or suspicious e-mail
Create a password that would be difficult for someone to guess/replicate

**Q:** My cousin has been admitted into our inpatient hospital. I am genuinely concerned about her well-being and am not sure she is being honest with me about how she is doing. I have access to medical records, is it okay to take a look at my cousin's chart?

**A:** No. All employees, physicians and others who have been granted access to medical records, may only access this confidential information for authorized purposes, including treatment, payment, and/or health care operations.

## Please Don't \*

Don't take medical records off premise unless instructed to do so
Don't discuss patients with anyone that doesn't need to know
Don't leave medical records unattended in non-locked areas
Don't throw notes with PHI on them in the trash or recycle bin
Don't access information of your family, friends, acquaintances, or anyone you are not caring for
Don't e-mail PHI to anyone with a unsecured e-mail address
Don't give out your password to anyone, at any time, for any reason
Don't write your password down and place it where someone could easily find it
Don't open up e-mails and click on links if they look suspicious or you don't recognize the sender contact the HelpDesk by emailing IT_HELPDESK@co.marathon.wi.us) or 715.261.6710
Don't forward work e-mails to your personal accounts (Examples: @yahoo.com, @hotmail.com, @charter.net)
Don't access personal e-mail accounts while you are at work

\*If you see anything happening in the "don't" category, please fill out an occurrence report so it can be properly investigated.

# PATIENT'S RIGHT to Protective Care

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

## ABUSE:

- Physical – hitting, slapping, pinching, kicking, or intentionally causing harm
- Verbal – threats of harm, saying things intentionally to frighten the client
- Sexual – harassment, inappropriate touching, assault
- Mental – humiliation, harassment, intimidation with threats of punishment or depriving care or possessions

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

**MISAPPROPRIATION OF PROPERTY:** theft of money, identity, credit cards, jewelry, property misuse, such as using a client's phone without consent

**EXPLOITATION:** Defined as taking advantage of a resident for personal gain through the use of manipulation, intimidation, threats, or coercion

**RESIDENT TO RESIDENT ALTERCATION:** Incidents that occur between residents in the nursing home must also be reported

**INJURY OF UNKNOWN ORIGIN:** An injury should be classified as an injury of unknown origin when both of the following conditions are met:

1. The source of the injury was not observed by any person or the source of the injury could not be explained by the resident

**AND**

2. The injury is suspicious because of the extent of the injury or the location of the injury (e.g., the injury is located in an area not generally vulnerable to trauma) or the number of injuries observed at one particular point in time or the incidence of injuries over time.

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

## Witness Responsibility

- ✓ Immediately protect the person
- ✓ Notify your manager
- ✓ Fill out an occurrence report in SafetyZone
- ✓ Contact Administrator on Call

## Manager Responsibility

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

## Manager or Witness Responsibility

- ✓ For any situation that could include a potential criminal offense, contact law enforcement
- ✓ Adult Protective Services aids elder adults and adults-at-risk who have been or are currently being abused, neglected or exploited. **APS: 715.841.5160.**



## You can learn of an incident from:

- Receiving a verbal or written statement from a patient/client/resident
- Receiving a verbal or written statement of someone in a position to have knowledge of the incident
- Discovering an incident after it occurred
- Hearing about an incident from others
- Observing injuries to a patient/client/resident (physical, emotional or mental)
- Observing misappropriation of a patient/client/resident's property
- Otherwise becoming aware of an incident

# PATIENT'S RIGHT TO FILE A GRIEVANCE

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

- |                   |                     |
|-------------------|---------------------|
| • Waiting time    | • Conduct of staff  |
| • Operating hours | • Adequacy of staff |

## Non-Retaliation

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



## Handling a Grievance

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

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

## Q: Can I take a photograph of a resident I work with?

**A:** Staff is prohibited from taking or using photographs or recordings. This would include using any type of equipment (e.g. cameras, smart phones, and other electronic devices) to take, keep, or distribute photographs and recordings on social media. Snapping pictures could be considered caregiver misconduct.

## Commitment to Our Colleagues

# GIFTS, CONFLICTS OF INTEREST, HEALTH & SAFETY

It is the expectation that employees, board members, medical staff and agents remain free of conflicts of interest in the performance of their responsibilities and services at North Central Health Care. Further, we are committed to a diverse workforce and a safe work environment.

- **Health and Safety** We will comply with state and federal laws as it pertains to maintaining a safe working and service environment. We immediately report any unsafe acts or circumstances which may create an unsafe condition. NCHC staff are expected to cooperate and follow all safety rules and practices, take necessary steps to protect themselves and others, attend required safety training and report immediately all accidents, injuries and unsafe practices and conditions. You should be familiar with and follow any work safety information and training provided to you and always speak up and raise a concern when:
  - A job you think you are not properly trained to perform and that may harm you or others is assigned to you
  - A piece of equipment is not operating properly and may be unsafe
  - An unsafe condition or a potential danger to yourself, others or the environment comes to your attention
- **Harassment/Discrimination** NCHC prohibits harassment or discrimination of any kind in the workplace or any other offensive or disrespectful conduct. NCHC also complies with all laws prohibiting harassment. You must never engage in workplace harassment, which includes unwelcome verbal, visual, physical, or other conduct of any kind that causes others to feel uncomfortable or creates an intimidating, offensive or hostile work environment. Discrimination sometimes takes the form of harassment and bullying. These can include threats, jokes, gestures, aggressive physical behavior, as well as repeated behavior a person has previously objected to and under no circumstances will be tolerated.



- **Conflict of Interest** We do not tolerate any business or financial opportunity which might conflict, or appear to conflict, with the interests of North Central Health Care or those we serve. A conflict exists whenever a trustee, officer, physician or employee (or a related party such as a business or family member) may receive a financial benefit from any decision or action that he/she takes.
- **Gifts and Gratuities** We do not solicit, accept or give gifts, payments, fees, services, valued privileges or other favors where these would, or might appear to, improperly influence the performance of our official duties.

**Q:** “One of my coworkers emailed an inappropriate joke to me and some teammates. I find it offensive, but I don’t know if I should approach my co-worker with my concern. What should I do?”

**A:** We each have an obligation to ensure that NCHC is a great place to work for all and offensive behavior such as this is unacceptable. If you feel uncomfortable speaking directly with your co-worker, contact your manager, human resources, or Compliance.

## Commitment to Government Regulators

# BILLING, FRAUD, ANTI-KICKBACK, STARK LAWS

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

- **Coding & Billing** We bill only for those services that are actually provided, medically necessary, appropriately authorized and properly documented, using billing codes that most accurately describe the services and care provided. Up-coding or improperly bundling charges to increase reimbursement is strictly prohibited.
- **Zero Tolerance for Fraud, Abuse & Waste** We will not tolerate the submission of any claim for payment or reimbursement that is false, fraudulent, fictitious, or is grossly misleading or inaccurate.
- **Anti-Kickback** We prohibit asking for or receiving anything of value to induce or reward referrals of Federal Healthcare program business (Medicare and Medicaid) to include bribes, rebates, cash, in-kind donations-referred to as "kickbacks."
- **Stark Laws (Physician Self-Referral)** The purpose is to prohibit improper referral relationships that can harm Federal Health Care Programs (Medicaid and Medicare) and program beneficiaries. It limits physician referrals where there is a financial relationship (either their own or an immediate family member) with the business entity. For example: referring a patient to a medical equipment company that they own.

**Q:** Government agencies are diligently monitoring for Medicare and Medicaid fraud, waste and abuse. What does the government consider to be fraud and abuse in healthcare?

**A:** Examples of occurrences of fraud, waste and abuse in the healthcare industry that government agencies are investigating include the following:

Billing for items and services not medically necessary

Billing for items or services not actually provided

Duplicate billing

Upcoding for higher reimbursement than what actually are entitled to receive

Falsifying information/documentation to maximize reimbursement

Knowingly failing to report and return overpayment made by Federal Healthcare Programs (Medicare and Medicaid)

Employing person excluded from participation in Federal Healthcare Programs (Medicare/Medicaid)

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

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

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

## OUR MISSION

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

## OUR VISION

Lives Enriched and Fulfilled.



North Central Health Care

Person centered. Outcome focused.



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



# CONNECT WITH COMPLIANCE

715.848.4507 | [NCHCCOMPLIANCE@NORCEN.ORG](mailto:NCHCCOMPLIANCE@NORCEN.ORG) | [WWW.NORCEN.ORG/COMPLIANCE](http://WWW.NORCEN.ORG/COMPLIANCE)

If the compliance officer is unavailable please contact the admin on call at 715.848.4488



## DO WHAT IS RIGHT

Comply with all laws, regulations, and NCHC policies & procedures



## KEEP IT SAFE

Choose to honor the confidentiality and privacy of those we serve



## SPEAK UP

Report all suspected violations



## LEAD BY EXAMPLE

Conduct ourselves ethically

# COMMITMENT TO COMPLIANCE

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

*Jennifer Peaslee*



**Jennifer Peaslee**  
Corporate Compliance  
Officer

**HAVE HIPAA/PRIVACY QUESTIONS? CONTACT JENNIFER PEASLEE | 715.848.4507 | [JPEASLEE@NORCEN.ORG](mailto:JPEASLEE@NORCEN.ORG)**



**North Central Health Care**  
Person centered. Outcome focused.