

## **OFFICIAL NOTICE AND AGENDA**

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

**Thursday, March 27, 2025 at 3:00 pm**

North Central Health Care, **Eagle Board Room, 2400 Marshall Street, Suite A,** Wausau WI 54403

Persons wishing to attend the meeting by phone may call into the telephone conference beginning five (5) minutes prior to the start time indicated above using the following number:

**Meeting Link:** <https://ccitc.webex.com/ccitc/j.php?MTID=mc2af2887e8ac547334cd8b01af0da970>

**Meeting number:** 1-408-418-9388 **Access Code:** 2481 833 0230 **Password:** 1234

### **Our Mission**

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

### **AGENDA**

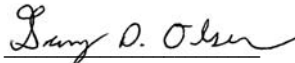
1. CALL TO ORDER
2. CHAIRMAN'S ANNOUNCEMENTS
3. PUBLIC COMMENT FOR MATTERS APPEARING ON THE AGENDA (Limited to 15 Minutes)
4. CONSENT AGENDA AND MONITORING REPORTS
  - A. Board Minutes and Committee Reports
    - i. ACTION: *Motion to Approve the January 30, 2025 NCCSP Board Minutes*
    - ii. FOR INFORMATION: Draft Minutes of the January 29, February 20, and March 21, 2025 Executive Committee Meetings
5. INTRODUCTION – G. Olsen
  - A. Ben Petersen, Director of Compliance & Quality
6. BOARD DISCUSSION AND/OR ACTION
  - A. Educational Presentations
    - i. Program Updates
      - a. Budget Process Discussion – G. Olsen/ J. Hake
    - ii. Financial Update – J. Hake
  - B. Board Policy Review
    - i. Budget Policy – G. Olsen/J. Hake
7. BOARD CALENDAR AND FUTURE AGENDA ITEMS
  - A. Next Board Meeting: Thursday, May 29, 2025 at 3:00 p.m.
8. ADJOURN

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

NOTICE POSTED AT: North Central Health Care

**COPY OF NOTICE DISTRIBUTED TO:**

Wausau Daily Herald, Antigo Daily Journal, Tomahawk Leader,  
Merrill Foto News, Langlade, Lincoln & Marathon County Clerks Offices

  
Presiding Officer or Designee

DATE: 03/21/2025 TIME: 3:00 PM BY: D. Osowski

**NORTH CENTRAL COMMUNITY SERVICES PROGRAM**  
**BOARD MEETING MINUTES**

**January 30, 2025**

**3:00 p.m.**

**North Central Health Care**

<b>Present:</b>	X	Eric Anderson	X	Chad Billeb	X	Roy Dieck
	X	Chantelle Foote	X	Joshua Geoffrey	X <sub>(WebEx)</sub>	Kurt Gibbs
	X	Kody Hart	X	Liberty Heidmann	X	Jeremy Hunt
	X <sub>(WebEx)</sub>	Renee Krueger	X	Lance Leonhard	X <sub>(WebEx)</sub>	Jessi Rumsey
	X <sub>(WebEx)</sub>	Robin Stowe	X <sub>(WebEx)</sub>	Laurie Thiel		

**Staff Present:** Gary Olsen <sub>(WebEx)</sub>, Jason Hake, Kristin Woller, Ryan Hanson

**Guest:** Randy Balk

Call to Order

- At the request of Chair Gibbs, Mr. Leonhard chaired the meeting and called the meeting to order at 3:01 p.m.

Recognition of Service for Randy Balk

- A resolution and plaque in recognition and appreciation of his nine years of service to the NCCSP Board, were presented to Randy Balk.

Chairman's Announcements

- Welcome of Joshua Geoffrey as a new board member and introductions.

Public Comment for Matters Appearing on the Agenda

- None

Consent Agenda and Monitoring Reports

- **Motion**/second, Foote/Heidemann, to approve the November 21, 2024 NCCSP Board meeting minutes. Motion carried.

Program Update – Nursing Home Services

- Ryan Hanson, Director of Nursing Home Operations at Pine Crest Nursing Home in Lincoln County, and Kristin Woller, Director of Nursing Home Operations at Mount View Care Center in Marathon County, provided an overview of nursing home operations in each facility along with noting several changes in the industry in Wisconsin over the last year.

## Financial Update

- A review of the December financials was provided by J. Hake. Financials are very strong for the year. Cash on hand is about 114 days, however this includes a lump sum payment from the State of Wisconsin of approximately \$8 million from the reconciliation process in Comprehensive Community Services. Adjustments will need to be made to the reconciliation which will result in a significant portion, approximately \$5 million, being returned to the State in February or March.
- The Summary of Revenue Write-Offs was reviewed and will be included with the financials moving forward. Differences for each category of write-offs are:
  - Charity Care –individual does not have the ability to pay (NCHC does not deny service to individuals with no ability to pay)
  - Administrative Write-Off – no longer have ability to collect as the time allowed to bill has been exceeded
  - Bad Debt – individuals with ability to pay are not paying; collection attempts have failed

Reducing Administrative Write-Offs will be a focus for 2025. To assist in reducing bad debts, we are looking into participating in the TRIP program (tax intercept program).

## Board Duties

- A review of Board duties was provided by G. Olsen. The document was introduced in 2023 as a result of the revised Tri-County agreement that changed the structure of the Board's authority and of the Executive Committee. The budget and program priorities are important key aspects as the Board is to be the voice of the community. We have heard there is a need for medical clearance and enhanced mobile crisis services and are working with our community partners and exploring these opportunities. In addition, Mr. Olsen and Marathon County Board Supervisor John Robinson recently met with area legislators who would be interested in sponsoring legislation to add funding in the budget for these services.

## Board Policy Review

- Purchasing Procurement Policy
  - The policy was reviewed by G. Olsen. The policy is to be reviewed annually by the Board; there are no revisions to the policy since last approved in July 2024. The policy closely mirrors Marathon County's policy as well as Lincoln and Langlade counties.
  - Several important aspects of the policy relate to the requirements of purchasing items i.e. items below \$10,000 can be purchased without quotes; items \$10,000-\$79,999 require three qualified quotes; anything \$80,000 and above requires an RFP. The exception to the above requirements is proof of a sole source item.

Board Calendar and Future Agenda Items

- Next meeting is scheduled for Thursday, March 27, 2025 at 3:00 p.m.
- Future agenda items suggested: compliance, five-year financial projection

Adjournment

- **Motion**/second, Billeb/Anderson, to adjourn the meeting at 4:15 p.m. Motion carried.

*Minutes prepared by Debbie Osowski, Senior Executive Assistant*

DRAFT

## NORTH CENTRAL COMMUNITY SERVICES PROGRAM EXECUTIVE COMMITTEE MEETING MINUTES

January 29, 2025

1:00 p.m.

North Central Health Care

Present: X<sub>(WebEx)</sub> Kurt Gibbs X Renee Krueger  
X Lance Leonhard X Robin Stowe

Staff Present: Gary Olsen, Jason Hake, Vicki Tylka, Marnie Bredlau

Others Present: Dejan Adzic, Deputy Corporation Counsel, Jenna Bidwell, Cottingham & Butler

### Call to Order

- At the request of Chair Gibbs, Mr. Leonhard called the meeting to order at 1:00 p.m.

### Public Comment for Matters Appearing on the Agenda

- None

### Approval of December 12, 2024 Executive Committee Meeting Minutes

- **Motion**/second, Stowe/Krueger, to approve the December 12, 2024 Executive Committee Meeting minutes. Motion carried.

### Financial Update

- December 2024 financials were reviewed by J. Hake. Highlights included an explanation of the loss in Community Services, much of which will be covered through Comprehensive Community Services (CCS) reconciliation, and higher expenses for provider/staffing mostly due to coverage for the holidays. A one-time payment from the State was received, however, after the State completes their management reports, we expect a large portion of that payment will be returned; until then our cash will show higher than usual. Moving forward write-offs will be reviewed with the committee each month. One area of focus in 2025 will be to reduce administrative write-offs.

### Update on Director of Compliance and Quality Recruitment

- We have an accepted offer from an excellent candidate for the position of Director of Compliance and Quality and believe he will be a great addition to the team. He is expected to begin March 10.

### Presentation by Cottingham & Butler on North Central Health Care Compensation Project Overview

- Jenna Bidwell was introduced and reviewed the results and recommendations of the compensation project.
- Committee discussed the proposed step scale at length and requested additional information be provided before considering approval.

### Approval of Proposed Step Scale

- Postponed to February.

### Recommendations of the Medical Staff

- **Motion**/second, Krueger/Stowe to approve the following recommendations of the Medical Staff: reappointments for Jean Vogel, M.D., Gbolahan Oyinloye, M.D., Sabrina Spets, APNP, and Hannah Wenzlick, PA-C. Motion carried.

### Closed Session

- **Motion**/second, Krueger/Stowe, to go into Closed Session pursuant to Wis. Stat. ss. 19.85 (1)(c), for the purpose of “[c]onsidering employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercised responsibility: to wit: Review Executive Director’s performance appraisal data. Roll call vote taken. All indicating Aye. Motion carried. Meeting convened in closed session at 2:54 P.M.
- **Motion**/second, Store/Krueger, to return to open session. Motion carried unanimously. Meeting returned to open session at 3:55 p.m.

### Announcements and/or Action Regarding Closed Session Items

- No action was taken in closed session.

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

- Wednesday, February 26, 2025, 1:00 p.m., NCHC Eagle Board Room

### Adjournment

- **Motion**/second, Stowe/Krueger, to adjourn the meeting at 3:56 p.m. Motion carried unanimously.

*Minutes prepared by Debbie Osowski, Senior Executive Assistant*

## NORTH CENTRAL COMMUNITY SERVICES PROGRAM EXECUTIVE COMMITTEE MEETING MINUTES

February 20, 2025

1:30 p.m.

North Central Health Care

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

Staff Present: Gary Olsen, Jason Hake, Vicki Tylka, Marnie Bredlau

Others Present: Dejan Adzic, Deputy Corporation Counsel, Jenna Bidwell, Cottingham & Butler

### Call to Order

- The meeting was called to order by Chair Gibbs at 2:30 p.m.

### Public Comment for Matters Appearing on the Agenda

- None

### Continued Discussion with Cottingham & Butler on North Central Health Care Compensation Project Overview

- Gary Olsen, Executive Director, provided an overview of the purpose for the compensation review which includes keeping NCHC competitive within the market. At the request of the Committee during the January meeting, the meeting packet includes the pay ranges for 60<sup>th</sup>, 65<sup>th</sup>, and 70<sup>th</sup> market percentile rankings. The salmon-colored columns indicate the 50<sup>th</sup> percentile and the gray columns indicate market.
- Total cost to implement the 60<sup>th</sup> percentile this year, included giving credit for years of service in the position up to step 6, is approximately \$64,000 less than what is budgeted for salary increases in the 2025 budget. If the 65<sup>th</sup> percentile is approved, the 2025 budget would have a shortfall of about \$20,000.
- Two minor changes have been made to the position listing that was provided at the January meeting according to Jason Hake, Deputy Executive Director. Those changes are: adjusting the Mount View Care Center registered nurse pay grade from 13 to 14 to be consistent with the registered nurse positions in Behavioral Health Services, and moving the nurse manager of Acute Care Services from pay grade 15 to 16 for consistency purposes with other nurse manager positions.

### Proposed Step Scale

- **Motion**/second, Leonhard/Stowe, to adopt the step scale with the 60<sup>th</sup> percentile as contained in the packet as the guide, all the positions that were previously circulated in our January meeting would be put on that scale as set forth in our meeting packet with the exceptions referenced by the Deputy Executive Director, and with an effective implementation date of April 18, 2025. Motion carried.

### Closed Session

- **Motion**/second, Stowe/Krueger, to go into Closed Session pursuant to Wis. Stat. ss. 19.85 (1)(c), for the purpose of “[c]onsidering employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercised responsibility: to wit: Review Executive Director’s performance appraisal data. Roll call vote taken. All indicating Aye. Motion carried. Meeting convened in closed session at 2:50 P.M.
- **Motion**/second, Leonhard/Krueger, to return to open session. Motion carried unanimously. Meeting returned to open session at 3:54 p.m.

### Announcements and/or Action Regarding Closed Session Items

- None

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

- Wednesday, March 26, 2025, 1:00 p.m., NCHC Eagle Board Room

### Adjournment

- **Motion**/second, Leonhard/Stowe, to adjourn the meeting at 3:55 p.m. Motion carried unanimously.

*Minutes prepared by Debbie Osowski, Senior Executive Assistant*





## NORTH CENTRAL COMMUNITY SERVICES PROGRAM EXECUTIVE COMMITTEE MEETING MINUTES

March 21, 2025

8:30 a.m.

Virtual Meeting

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

Staff Present: Gary Olsen

### Call to Order

- The meeting was called to order by Chair Gibbs at 8:33 a.m.

### Medical Staff Recommendations

- **Motion**/second, Leonhard/Krueger, to approve the following Medical Staff recommendations: Initial Appointment of David McMahon, D.O., Reappointments of Daniel Hoppe, M.D. and Bababo Opaneye, M.D., Amendment for Kessa Erickson, APNP

### Adjournment

- **Motion**/second, Leonhard/Krueger, to adjourn the meeting at 8:36 a.m. Motion carried unanimously.

*Minutes prepared by Debbie Osowski, Senior Executive Assistant*



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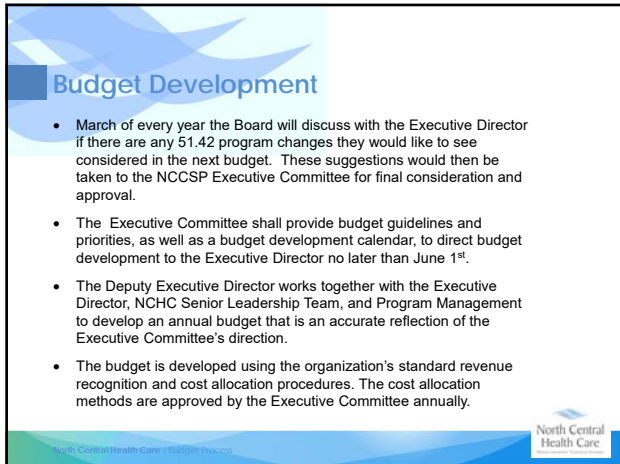
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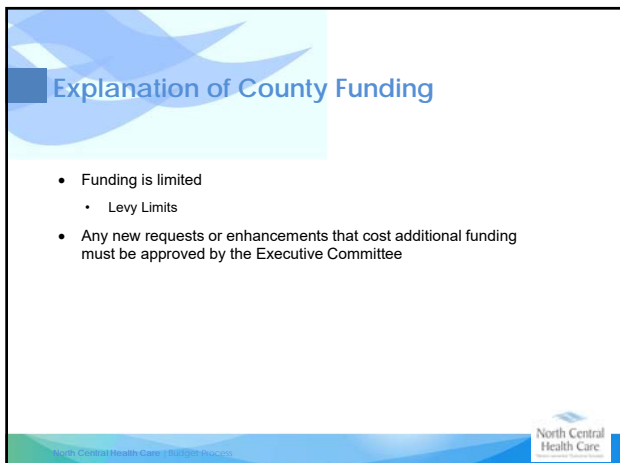
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**Budget and Program Priorities**

- Agreement V(1)(2)(a) The Board shall recommend program priorities and identify services and needs that must be met.
- Agreement V(1)(2)(b) The Board shall assist the Executive Director in the preparation of short-term and long-term plans, budgets, and strategies for identified services and organizational needs to be submitted to the Executive Committee for consideration and final approval.
- Agreement V(1)(2)(f) The Board shall advise the Director on the coordination of local services and continuity of care.

North Central Health Care | Budget Process



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**Programs**

- **Crisis Services**
  - Crisis Center
  - Youth and Adult Crisis Stabilization Facilities
- **Adult and Youth Inpatient Units**
- **Outpatient Services**
  - Mental Health Therapy and Substance Use Disorder Treatment
    - Individual and group
  - Psychiatric Evaluation and Medication Management
  - Nursing Support
  - Intoxicated Driver Program
  - Resident Psychiatry Program – Medical College of Wisconsin

North Central Health Care | Budget Process



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**Programs Cont.**

- **Community Treatment**
  - Services to support people and live as independently as possible
  - Mental health and substance use services
  - Community-based, voluntary
  - Youth and adults
  - Comprehensive Community Services (CCS), Community Support Program (CSP), Coordinated Services Teams (CST), Children's Long-Term Support (CLTS)
- **Adult Protective Services**
- **Lakeside Recovery**
- **Sober Living**

North Central Health Care | Budget Process



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**Programs Cont.**

- Mount View Nursing Home
- Pine Crest Nursing Home
- Aquatic Center
- Adult Day Services – Langlade County
- Transportation – Marathon County

North Central Health Care | Budget Process



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**Capital Improvement Projects (CIP)**

- NCHC cannot own property – land or buildings
- All buildings are owned by the municipalities, and they are responsible for the maintenance of the buildings
- CIP for equipment and software
  - 2025-2029

North Central Health Care | Budget Process



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**Questions?**

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North Central Health Care | Budget Process



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Budget Capital Request Form for Years 2025 to 2029

Program Name: \_\_\_\_\_



Use for Purchases/Projects >\$2,500

Include: Items to Purchase, Installation Costs, Information Technology Considerations, Ongoing Costs

Project Name	Description of Project Need/Use	Purchase Amount					Ongoing Annual Costs	Department	Submitted by
		2025	2026	2027	2028	2029			
New two-way radios for busses	Safety	6,000.00						IN HOUSE	Jenny McKenzie
New paratransit bus	Fleet rotation	150,000.00						IN HOUSE	Jenny McKenzie
Cerner - Mobile Nursing Device IMS has the info	Handheld device for Cerner Documentation- ABHH/YBHH	15,000.00						BHS - Acute	
Crisis Van Replacement	Current Van is high mileage - Crisis/Transport							BHS - Crisis	
<b>Annual Technology Equipment Replacement Rotation</b>	Proactive, annual replacement of laptops, desktops, monitors, docking stations, etc., to keep technology equipment current and operational for providers/staff (4 year rotation goal for most PCs and 10 years for monitors). Also plan to keep in CCITC inventory/on hand, a limited amount of equipment for break/fix scenarios.	195,000.00	225,000.00	175,000.00				IMS - 500	Todd Shnowske
<b>CCITC Telephone System Upgrade and other Data Center/Infrastructure Projects</b>	A large portion of this category is requested for the significant telephone system upgrade planned for the City, County, and NCHC. Also considered are funds for CCITC Data Center needs, Wireless Access Points, UPSs, Network Switches/Network Gear, Azure Cybersecurity, Video Equipment, Genetec Equipment, etc.)	0.00	250,000.00	250,000.00				IMS - 500	Todd Shnowske
<b>Video Conferencing Equipment/Technology</b>	Implement new and upgrade/replace out of support video conferencing technology/equipment (TVs, TV mounting hardware, cabling, Cisco room kits, mobile carts, etc.) in Wausau, Antigo, and Merrill locations to support internal, external, and client/consumer meeting needs. Leverage CCITC and Maintenance for associated labor.	30,000.00	30,000.00	30,000.00				IMS - 500	Todd Shnowske
<b>Netsmart View Only Hosted TIER Solution</b>	Transition to a view only, limited user access version of TIER, hosted by Netsmart, in the Cloud to address historical data retention. If implementation begins in 2024 and continues into 2025, we'll need a portion of the Professional Services fees available in 2025.	80,000.00	20,000.00	20,000.00			\$ 40,000.00	IMS - 500	Todd Shnowske
<b>CCITC Solution for Hosting TIER Database and Developing a User Interface</b>	Netsmart's addendum for hosting TIER Database and providing access to the data through their user interface expires in 3 years. Either party can give 180 days notice of termination. Well before the 3 year addendum expiration, we will need CCITC (or CCITC outsourced vendor) to implement a solution for hosting the TIER Database and developing a user interface to allow access to the information stored in the TIER Database.		60,000.00	60,000.00			\$ 20,000.00	IMS - 500	Todd Shnowske
<b>Ironer Maintenance</b>	General maintance and parts for ironer		\$2,500	\$2,500	\$2,500	\$2,500	\$ 2,500.00	Laundry 0720	
<b>Chariot Floor Scrubber</b>	Scrub floors larger machine can't. quiet mode for day time		\$ 16,000.00					Housekeeping 0740	
<b>Employee Health vitals machine</b>	Current vitals machine end of life	3,200.00					\$ -	Employee Health	Sarah Rothmeyer
<b>Electric bike</b>	Electric bike for security rounding and emergency response to YBHH		3,000.00				-	Security	Sarah Rothmeyer
<b>TCG-Parata Canisters</b>	Add 80 new canisters and replace old		2,000.00	2,000.00	2,000.00		\$ -	Pharmacy	Jacie Cihlar
<b>**TCG-Parata Replacement parts</b>	Trays, spools, spooler		1,200.00	5,000.00			\$ -	Pharmacy	
<b>**Refrig/Freezer Medication grade</b>	Need for replacement is not certain					8,000.00	\$ -	Pharmacy	
<b>Move Cashier Location</b>	Centralize Cashier location outside of Admin Wing		25,000.00				\$ -	Accounting	Bob/Patrice
<b>Broda Wheelchair</b>	1 per year	3,000.00	3,000.00	3,000.00				MVCC	
<b>Wheelchair Scale</b>	1 per year	\$ 2,500.00	2,500.00					MVCC	
<b>Vital Machine Integration</b>	\$800.00 x 6	\$ 4,800.00						MVCC	
<b>50 inch televisions</b>	\$400 each for 2 south (15 each year)	\$ 6,000.00	6,000.00					MVCC	
<b>Vocera badges</b>	\$280 per badge (15 each year for replacement)4200	5,000.00	5,000.00	45,000.00	5,000.00	5,000.00		MVCC	
<b>Regular Air Mattress</b>	Skin guard float plus pump (1 each year)	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00		MVCC	
<b>Bariatric air mattress</b>	Jones Arise 1000 (1 each year)	8,500.00	8,500.00	8,500.00	8,500.00	8,500.00		MVCC	
<b>Resident Beds</b>	Needs update (32/year)	90,000.00	90,000.00	90,000.00	90,000.00	90,000.00		MVCC	
<b>Point of Sale</b>	Implement cashiering software				1,500.00		\$ 25,000.00	Accounting	
<b>Replace ERP System</b>	Replace Abilia with Workday				250,000		\$ 400,000.00	Accounting	

Totals	\$604,000	\$ 754,700.00	\$ 696,000.00	\$ 364,500.00	\$ 119,000.00	\$ 487,500.00			
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North Central Health Care  
 Programs by Service Line - Current Month  
 February-25

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
<b>BEHAVIORAL HEALTH SERVICES</b>								
Adult Behavioral Health Hospital	831,136	667,513	163,623	477,471	492,385	14,914	353,666	178,537
Adult Crisis Stabilization Facility	591,115	203,299	387,816	178,862	164,136	(14,725)	412,253	373,090
Lakeside Recovery MMT	142,547	127,935	14,612	119,307	131,311	12,004	23,239	26,616
Youth Behavioral Health Hospital	315,916	273,930	41,986	301,903	314,065	12,162	14,013	54,148
Youth Crisis Stabilization Facility	95,076	126,847	(31,771)	98,720	109,340	10,620	(3,644)	(21,150)
Contracted Services (Out of County Placements)	-	-	-	204,425	153,778	(50,647)	(204,425)	(50,647)
Crisis Services	262,114	250,205	11,909	181,068	242,262	61,194	81,045	73,103
Psychiatry Residency	15,883	20,171	(4,288)	2,720	43,310	40,590	13,163	36,302
	<u>2,253,787</u>	<u>1,669,899</u>	<u>583,888</u>	<u>1,564,476</u>	<u>1,650,587</u>	<u>86,111</u>	<u>689,311</u>	<u>669,999</u>
<b>COMMUNITY SERVICES</b>								
Outpatient Services (Marathon)	459,826	493,727	(33,901)	501,354	532,739	31,386	(41,528)	(2,516)
Outpatient Services (Lincoln)	104,864	89,548	15,316	58,175	79,192	21,016	46,689	36,333
Outpatient Services (Langlade)	87,992	79,577	8,415	62,708	65,655	2,947	25,283	11,362
Community Treatment Adult (Marathon)	584,357	491,794	92,563	541,795	581,271	39,476	42,562	132,039
Community Treatment Adult (Lincoln)	76,393	74,794	1,599	82,365	82,177	(187)	(5,972)	1,411
Community Treatment Adult (Langlade)	33,257	28,560	4,697	38,506	40,522	2,017	(5,249)	6,713
Community Treatment Youth (Marathon)	632,363	549,475	82,888	604,678	593,617	(11,061)	27,686	71,827
Community Treatment Youth (Lincoln)	191,802	157,638	34,164	183,903	169,227	(14,677)	7,899	19,487
Community Treatment Youth (Langlade)	156,325	113,267	43,058	153,723	127,926	(25,797)	2,602	17,261
Hope House (Sober Living Marathon)	2,805	6,559	(3,754)	7,381	8,895	1,514	(4,576)	(2,240)
Sober Living (Langlade)	2,300	3,231	(931)	4,685	6,125	1,439	(2,385)	509
Adult Protective Services	72,771	69,680	3,091	82,165	73,408	(8,757)	(9,394)	(5,666)
Jail Meals (Marathon)	-	-	-	-	-	-	-	-
	<u>2,405,055</u>	<u>2,157,850</u>	<u>247,205</u>	<u>2,321,438</u>	<u>2,360,754</u>	<u>39,316</u>	<u>83,617</u>	<u>286,521</u>
<b>COMMUNITY LIVING</b>								
Day Services (Langlade)	20,030	25,254	(5,224)	19,081	25,034	5,953	950	730
Supportive Employment Program	15,318	22,926	(7,608)	18,693	26,417	7,725	(3,374)	117
	<u>35,349</u>	<u>48,180</u>	<u>(12,831)</u>	<u>37,773</u>	<u>51,451</u>	<u>13,678</u>	<u>(2,425)</u>	<u>847</u>
<b>NURSING HOMES</b>								
Mount View Care Center	2,111,676	2,080,135	31,541	1,898,225	1,876,327	(21,897)	213,451	9,643
Pine Crest Nursing Home	1,105,849	1,245,062	(139,213)	1,087,068	1,202,118	115,050	18,781	(24,163)
	<u>3,217,525</u>	<u>3,325,197</u>	<u>(107,672)</u>	<u>2,985,292</u>	<u>3,078,445</u>	<u>93,153</u>	<u>232,233</u>	<u>(14,519)</u>
Pharmacy	513,959	597,490	(83,530)	526,440	630,146	103,706	(12,481)	20,176
<b>OTHER PROGRAMS</b>								
Aquatic Services	74,060	98,301	(24,242)	75,549	111,584	36,035	(1,489)	11,793
Birth To Three	129,860	-	129,860	129,860	-	(129,860)	-	-
Demand Transportation	35,447	34,982	465	33,105	48,931	15,826	2,343	16,292
	<u>239,367</u>	<u>133,284</u>	<u>106,084</u>	<u>238,514</u>	<u>160,515</u>	<u>(77,999)</u>	<u>853</u>	<u>28,085</u>
Total NCHC Service Programs	<u>8,665,041</u>	<u>7,931,899</u>	<u>722,643</u>	<u>7,673,933</u>	<u>7,931,898</u>	<u>275,067</u>	<u>991,108</u>	<u>997,710</u>
<b>SELF-FUNDED INSURANCE TRUST FUNDS</b>								
Health Insurance Trust Fund	681,632	754,739	(73,107)	541,209	754,739	213,529	140,422	140,422
Dental Insurance Trust Fund	35,590	34,459	1,131	36,420	34,459	(1,960)	(829)	(829)
Total NCHC Self-Funded Insurance Trusts	<u>717,222</u>	<u>789,198</u>	<u>(71,975)</u>	<u>577,629</u>	<u>789,198</u>	<u>211,569</u>	<u>139,593</u>	<u>139,593</u>

North Central Health Care  
 Programs by Service Line - Year to Date  
 For the Period Ending February 28, 2025

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
<b>BEHAVIORAL HEALTH SERVICES</b>								
Adult Behavioral Health Hospital	1,642,038	1,335,026	307,012	1,027,454	984,770	(42,685)	614,584	264,327
Adult Crisis Stabilization Facility	825,755	406,599	419,156	363,228	328,273	(34,955)	462,527	384,201
Lakeside Recovery MMT	232,135	255,870	(23,734)	255,882	262,623	6,741	(23,746)	(16,993)
Youth Behavioral Health Hospital	618,560	547,860	70,700	543,278	628,130	84,851	75,281	155,551
Youth Crisis Stabilization Facility	197,143	253,693	(56,550)	214,753	218,680	3,928	(17,610)	(52,623)
Contracted Services (Out of County Placements)	-	-	-	295,896	307,556	11,660	(295,896)	11,660
Crisis Services	520,714	500,409	20,305	375,761	484,523	108,762	144,953	129,067
Psychiatry Residency	31,766	40,341	(8,575)	5,621	86,619	80,998	26,145	72,423
	<u>4,068,111</u>	<u>3,339,798</u>	<u>728,313</u>	<u>3,081,874</u>	<u>3,301,174</u>	<u>219,300</u>	<u>986,238</u>	<u>947,613</u>
<b>COMMUNITY SERVICES</b>								
Outpatient Services (Marathon)	882,862	987,454	(104,592)	926,088	1,065,479	139,391	(43,225)	34,799
Outpatient Services (Lincoln)	194,566	179,095	15,470	127,306	158,383	31,078	67,260	46,548
Outpatient Services (Langlade)	174,513	159,154	15,360	126,083	131,310	5,228	48,430	20,587
Community Treatment Adult (Marathon)	1,027,079	983,588	43,492	1,021,650	1,162,541	140,891	5,429	184,383
Community Treatment Adult (Lincoln)	141,109	149,588	(8,479)	170,217	164,355	(5,863)	(29,108)	(14,342)
Community Treatment Adult (Langlade)	65,371	57,120	8,251	81,144	81,045	(99)	(15,773)	8,151
Community Treatment Youth (Marathon)	1,059,042	1,098,951	(39,908)	1,074,595	1,187,234	112,639	(15,553)	72,730
Community Treatment Youth (Lincoln)	345,926	315,276	30,651	343,161	338,453	(4,708)	2,765	25,943
Community Treatment Youth (Langlade)	278,785	226,534	52,251	286,922	255,853	(31,070)	(8,137)	21,181
Hope House (Sober Living Marathon)	9,811	13,118	(3,307)	13,879	17,790	3,911	(4,068)	604
Sober Living (Langlade)	9,403	6,463	2,940	9,877	12,250	2,373	(474)	5,313
Adult Protective Services	151,646	139,360	12,286	168,016	146,817	(21,199)	(16,369)	(8,912)
Jail Meals (Marathon)	-	-	-	-	-	-	-	-
	<u>4,340,114</u>	<u>4,315,700</u>	<u>24,414</u>	<u>4,348,937</u>	<u>4,721,508</u>	<u>372,571</u>	<u>(8,823)</u>	<u>396,985</u>
<b>COMMUNITY LIVING</b>								
Day Services (Langlade)	46,127	50,508	(4,381)	41,889	50,068	8,179	4,239	3,798
Supportive Employment Program	28,118	45,852	(17,733)	38,045	52,835	14,790	(9,927)	(2,943)
	<u>74,245</u>	<u>96,360</u>	<u>(22,114)</u>	<u>79,933</u>	<u>102,903</u>	<u>22,970</u>	<u>(5,688)</u>	<u>855</u>
<b>NURSING HOMES</b>								
Mount View Care Center	4,273,320	4,160,270	113,050	3,792,152	3,752,654	(39,498)	481,168	73,552
Pine Crest Nursing Home	2,333,815	2,490,123	(156,308)	2,298,010	2,404,235	106,225	35,805	(50,083)
	<u>6,607,136</u>	<u>6,650,393</u>	<u>(43,258)</u>	<u>6,090,162</u>	<u>6,156,890</u>	<u>66,727</u>	<u>516,973</u>	<u>23,469</u>
Pharmacy	1,115,992	1,194,979	(78,987)	1,047,797	1,260,293	212,496	68,195	133,509
<b>OTHER PROGRAMS</b>								
Aquatic Services	174,959	196,603	(21,644)	157,886	223,168	65,283	17,073	43,639
Birth To Three	129,860	-	129,860	129,860	-	(129,860)	-	-
Demand Transportation	70,039	69,964	74	73,028	97,862	24,834	(2,989)	24,908
	<u>374,858</u>	<u>266,567</u>	<u>108,290</u>	<u>360,774</u>	<u>321,030</u>	<u>(39,743)</u>	<u>14,084</u>	<u>68,547</u>
Total NCHC Service Programs	<u>16,580,456</u>	<u>15,863,798</u>	<u>716,657</u>	<u>15,009,477</u>	<u>15,863,797</u>	<u>854,320</u>	<u>1,570,979</u>	<u>1,570,978</u>
<b>SELF-FUNDED INSURANCE TRUST FUNDS</b>								
Health Insurance Trust Fund	1,438,498	1,509,477	(70,979)	1,352,801	1,509,477	156,676	85,697	85,697
Dental Insurance Trust Fund	71,333	68,918	2,415	65,684	68,918	3,235	5,649	5,649
Total NCHC Self-Funded Insurance Trusts	<u>1,509,831</u>	<u>1,578,395</u>	<u>(68,564)</u>	<u>1,418,484</u>	<u>1,578,395</u>	<u>159,911</u>	<u>91,346</u>	<u>91,346</u>

North Central Health Care  
Fund Balance Review  
For the Period Ending February 28, 2025

	<u>Marathon</u>	<u>Langlade</u>	<u>Lincoln</u>	<u>Total</u>
YTD Appropriation (Tax Levy) Revenue	976,836	39,415	176,476	1,192,727
Total Revenue at Period End	11,639,327	1,103,567	3,837,562	16,580,456
County Percent of Total Net Position	70.2%	6.7%	23.1%	
Total Operating Expenses, Year-to-Date *	10,374,213	1,014,069	3,621,195	15,009,477
<i>* Excluding Depreciation Expenses to be allocated at the end of the year</i>				
Share of Operating Cash	19,638,846	1,862,030	6,475,055	27,975,932
Days Cash on Hand	115	112	109	113
Minimum Target - 20%	12,449,056	1,216,883	4,345,434	18,011,372
Over/(Under) Target	7,189,790	645,148	2,129,622	9,964,560
Share of Investments	-	-	-	-
Days Invested Cash	0	0	0	0
Days Invested Cash on Hand Target - 90 Days	15,348,151	1,500,266	5,357,384	22,205,801
Current Percentage of Operating Cash	189.3%	183.6%	178.8%	186.4%
Over/(Under) Target	7,189,790	645,148	2,129,622	9,964,560
Share of Investments	-	-	-	-
Amount Needed to Fulfill Fund Balance Policy	<u>7,189,790</u>	<u>645,148</u>	<u>2,129,622</u>	<u>9,964,560</u>



North Central Health Care  
Review of Services in Marathon County  
For the Period Ending February 28, 2025

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
<b>Direct Services</b>								
Outpatient Services	882,862	987,454	(104,592)	926,088	1,065,479	139,391	(43,225)	34,799
Community Treatment-Adult	1,027,079	983,588	43,492	1,021,650	1,162,541	140,891	5,429	184,383
Community Treatment-Youth	1,059,042	1,098,951	(39,908)	1,074,595	1,187,234	112,639	(15,553)	72,730
Hope House Sober Living	9,811	13,118	(3,307)	13,879	17,790	3,911	(4,068)	604
Demand Transportation	70,039	69,964	74	73,028	97,862	24,834	(2,989)	24,908
Jail Meals	-	-	-	-	-	-	-	-
Aquatic Services	174,959	196,603	(21,644)	157,886	223,168	65,283	17,073	43,639
Mount View Care Center	4,273,320	4,160,270	113,050	3,792,152	3,752,654	(39,498)	481,168	73,552
	<u>7,497,112</u>	<u>7,509,948</u>	<u>(12,835)</u>	<u>7,059,278</u>	<u>7,506,728</u>	<u>447,451</u>	<u>437,835</u>	<u>434,615</u>
<b>Shared Services</b>								
Adult Behavioral Health Hospital	1,233,900	1,005,996	227,904	762,709	731,023	(31,686)	471,191	196,218
Youth Behavioral Health Hospital	459,520	407,038	52,482	403,291	466,279	62,988	56,229	115,470
Residency Program	23,581	29,946	(6,365)	4,173	64,300	60,127	19,408	53,762
Supportive Employment Program	20,873	34,037	(13,164)	28,242	39,221	10,979	(7,369)	(2,185)
Crisis Services	428,626	413,553	15,073	278,938	359,676	80,737	149,688	95,810
Adult Crisis Stabilization Facility	612,981	301,830	311,152	269,634	243,686	(25,948)	343,347	285,203
Youth Crisis Stabilization Facility	146,345	188,324	(41,979)	159,417	162,333	2,916	(13,072)	(39,063)
Pharmacy	828,433	887,067	(58,635)	777,809	935,552	157,742	50,623	99,108
Lakeside Recovery MMT	179,201	196,820	(17,619)	189,948	194,952	5,004	(10,747)	(12,615)
Adult Protective Services	112,356	103,235	9,121	124,723	108,986	(15,737)	(12,367)	(6,616)
Birth To Three	96,399	-	96,399	96,399	-	(96,399)	-	-
Contracted Services (Out of County Placements)	-	-	-	219,652	228,308	8,655	(219,652)	8,655
	<u>4,142,215</u>	<u>3,567,846</u>	<u>574,368</u>	<u>3,314,936</u>	<u>3,534,315</u>	<u>219,379</u>	<u>827,279</u>	<u>793,747</u>
Excess Revenue/(Expense)	11,639,327	11,077,794	561,533	10,374,213	11,041,043	666,829	1,265,114	1,228,363

North Central Health Care  
Review of Services in Lincoln County  
For the Period Ending February 28, 2025


	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
<b>Direct Services</b>								
Outpatient Services	194,566	179,095	15,470	127,306	158,383	31,078	67,260	46,548
Community Treatment-Adult	141,109	149,588	(8,479)	170,217	164,355	(5,863)	(29,108)	(14,342)
Community Treatment-Youth	345,926	315,276	30,651	343,161	338,453	(4,708)	2,765	25,943
Pine Crest Nursing Home	2,333,815	2,490,123	(156,308)	2,298,010	2,404,235	106,225	35,805	(50,083)
	<u>3,015,417</u>	<u>3,134,082</u>	<u>(118,666)</u>	<u>2,938,694</u>	<u>3,065,426</u>	<u>126,732</u>	<u>76,722</u>	<u>8,066</u>
<b>Shared Services</b>								
Adult Behavioral Health Hospital	253,837	206,915	46,922	157,031	150,508	(6,524)	96,806	40,399
Youth Behavioral Health Hospital	94,297	83,491	10,805	83,032	96,000	12,968	11,265	23,774
Residency Program	4,855	6,166	(1,311)	859	13,238	12,379	3,996	11,069
Supportive Employment Program	4,297	7,008	(2,710)	5,815	8,075	2,260	(1,517)	(450)
Crisis Services	63,801	60,698	3,103	57,430	74,052	16,623	6,372	19,726
Adult Crisis Stabilization Facility	126,205	62,143	64,062	55,514	50,172	(5,342)	70,690	58,719
Youth Crisis Stabilization Facility	30,130	38,773	(8,643)	32,822	33,422	600	(2,691)	(8,043)
Pharmacy	170,563	182,635	(12,072)	160,140	192,617	32,477	10,423	20,405
Lakeside Recovery MMT	31,398	35,025	(3,627)	39,108	40,138	1,030	(7,710)	(2,597)
Adult Protective Services	22,914	21,037	1,878	25,679	22,439	(3,240)	(2,764)	(1,362)
Birth To Three	19,847	-	19,847	19,847	-	(19,847)	-	-
Contracted Services (Out of County Placements)	-	-	-	45,223	47,005	1,782	(45,223)	1,782
	<u>822,145</u>	<u>703,890</u>	<u>118,255</u>	<u>682,500</u>	<u>727,667</u>	<u>45,167</u>	<u>139,645</u>	<u>163,422</u>
Excess Revenue/(Expense)	3,837,562	3,837,973	(411)	3,621,195	3,793,094	171,899	216,367	171,488

North Central Health Care  
Review of Services in Langlade County  
For the Period Ending February 28, 2025

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
<b>Direct Services</b>								
Outpatient Services	174,513	159,154	15,360	126,083	131,310	5,228	48,430	20,587
Community Treatment-Adult	65,371	57,120	8,251	81,144	81,045	(99)	(15,773)	8,151
Community Treatment-Youth	278,785	226,534	52,251	286,922	255,853	(31,070)	(8,137)	21,181
Sober Living	9,403	6,463	2,940	9,877	12,250	2,373	(474)	5,313
Adult Day Services	46,127	50,508	(4,381)	41,889	50,068	8,179	4,239	3,798
	<u>574,199</u>	<u>499,779</u>	<u>74,420</u>	<u>545,914</u>	<u>530,525</u>	<u>(15,389)</u>	<u>28,285</u>	<u>59,031</u>
<b>Shared Services</b>								
Adult Behavioral Health Hospital	154,301	122,115	32,186	107,714	103,239	(4,475)	46,587	27,711
Youth Behavioral Health Hospital	64,743	57,331	7,412	56,955	65,851	8,895	7,788	16,307
Residency Program	3,330	4,229	(899)	589	9,081	8,492	2,741	7,593
Supportive Employment Program	2,948	4,807	(1,859)	3,988	5,539	1,551	(1,041)	(309)
Crisis Services	28,286	26,158	2,129	39,393	50,795	11,402	(11,107)	13,531
Adult Crisis Stabilization Facility	86,569	42,626	43,943	38,079	34,415	(3,665)	48,489	40,278
Youth Crisis Stabilization Facility	20,668	26,596	(5,928)	22,514	22,926	412	(1,846)	(5,517)
Pharmacy	116,996	125,277	(8,281)	109,847	132,124	22,277	7,149	13,997
Lakeside Recovery MMT	21,537	24,025	(2,488)	26,826	27,532	707	(5,289)	(1,781)
Adult Protective Services	16,376	15,088	1,288	17,614	15,392	(2,222)	(1,238)	(934)
Birth To Three	13,614	-	13,614	13,614	-	(13,614)	-	-
Contracted Services (Out of County Placements)	-	-	-	31,021	32,243	1,222	(31,021)	1,222
	<u>529,368</u>	<u>448,253</u>	<u>81,116</u>	<u>468,155</u>	<u>499,136</u>	<u>30,982</u>	<u>61,214</u>	<u>112,098</u>
Excess Revenue/(Expense)	1,103,567	948,031	155,536	1,014,069	1,029,661	15,593	89,498	171,128

North Central Health Care  
Summary of Revenue Write-Offs  
For the Period Ending February 28, 2025

	<u>MTD</u>	<u>YTD</u>
Behavioral Health Hospitals		
Charity Care	\$ 41,436	\$ 184,507
Administrative Write-Off	\$ 52,781	\$ 105,291
Bad Debt	\$ 56,507	\$ 100,151
Outpatient & Community Treatment		
Charity Care	\$ 60,338	\$ 63,751
Administrative Write-Off	\$ 3,352	\$ 6,935
Bad Debt	\$ 18,833	\$ 28,687
Nursing Home Services		
Charity Care	\$ -	\$ -
Administrative Write-Off	\$ 1,459	\$ 10,166
Bad Debt	\$ -	\$ 1,200
Aquatic Services		
Charity Care	\$ -	\$ -
Administrative Write-Off	\$ -	\$ -
Bad Debt	\$ -	\$ -
Pharmacy		
Charity Care	\$ -	\$ -
Administrative Write-Off	\$ -	\$ -
Bad Debt	\$ -	\$ -
Other Services		
Charity Care	\$ 0	\$ -
Administrative Write-Off	\$ 211	\$ 794
Bad Debt	\$ (0)	\$ 276
Grand Total		
Charity Care	<u>\$ 101,774</u>	<u>\$ 248,259</u>
Administrative Write-Off	<u>\$ 57,802</u>	<u>\$ 123,185</u>
Bad Debt	<u>\$ 75,341</u>	<u>\$ 130,313</u>

<b>Policy Title:</b> Budget	 <b>North Central Health Care</b> Person centered. Outcome focused.
<b>Policy #:</b> 105-300	<b>Program:</b> Administration 105
<b>Date Issued:</b> 04/29/2021	<b>Policy Contact:</b> <del>Chief Financial Officer</del> <u>Deputy Executive Director</u>

## Related Forms

None

### 1. Purpose

The annual budget provides financial direction and operational priorities for program management. ~~The individual program budgets provide an~~ serve as accountability tools to ensure responsible resource utilization ~~review how resources are being utilized.~~ ~~A~~The budget is designed to protect the resources of the ~~safeguard~~ organizational al resources, ensure maintenance of accurate financial records ~~records and guide operational decision-making in alignment with North Central Health Care's (NCHC) mission and strategic plan.~~ ~~of the organization's financial activities, and provide a frame-work for operational decision-making.~~

### 2. Definitions

**Budget:** an estimation of revenues and expenditures over a specified period of time.

**Generally Accepted Accounting Principles (GAAP):** the common set of accounting principles, standards, and procedures issued by the Financial Accounting Standards Board (FASB).

**Operating Budget:** the annual budget stated in terms of classifications such as programs which contains estimates of resources required for the operations and is stated in categories by revenue and expense accounts.

**Capital Budget:** the budget for long term investments such as building and equipment. Capital investments meet a dollar and a useful life threshold as set by policy.

### 3. Policy

It is the policy of North Central Health Care (NCHC) to establish an annual budget that maintains control of the use of resources and provides direction of how the resources will be utilized based on the mission of the organization and the strategic plan. The annual budget includes an operating budget and a capital budget which are approved by the ~~Board of Directors~~ Executive Committee. The budget is prepared in accordance with Generally Accepted Accounting Principles (GAAP). Throughout the fiscal year, ~~the CFO leadership~~ will report to the Executive

**Policy Title:** Budget

**Approver:** NCCSP Board of Directors

Committee and the NCHCSP Board of Directors the status of the budget compared to actual results. Program directors are responsible throughout the year to manage their budgets effectively.

#### 4. General Procedure

##### 4.1. Budget Development

~~Prior to the May NCCSP Board Meeting, the Executive Committee meets to discuss and direct staff on budget guidelines, priorities, and objectives. March of every year, the Board will discuss with the Executive Director if there are any 51.42 program changes they would like to see considered in the next budget. These suggestions would then be taken to the NCCSP Executive Committee for final consideration and approval.~~

The Executive Committee shall provide budget guidelines and priorities, as well as a budget development calendar, to direct development to the Executive Director no later than June 1<sup>st</sup>.

~~4.2. The Chief Financial Officer (CFO) Deputy Executive Director works together with the Chief Executive Officer (CEO) Executive Director, NCHC Executive Senior Leadership Team, and Program Management to develop an annual Budget that is an accurate reflection of the Executive Committee's direction.~~

~~4.3. The Budget is developed using the organization's standard revenue recognition and cost allocation procedures. The cost allocation methods are approved by the Board Executive Committee annually.~~

##### 4.2. Budget Approval

~~A proposed Budget will be presented to the NCHC Board Executive Committee no later than August 1 of each year in September for approval. The Executive Committee shall take action on the Director's proposed budget.~~

~~Once adopted by the Executive Committee, the Executive Committee shall transmit the budget to the county boards of supervisors of Langlede, Lincoln, and Marathon counties.~~

~~The Budget is then forwarded to each of the partner counties for approval through each Retained County Official. Once approved by each of the partner County Boards, the proposed Budget will become the final approved Budget and will be distributed to Management for implementation.~~

~~Once approved by the Executive Committee, the proposed budget becomes the final approved budget and is distributed to Management for implementation.~~

~~September of every year, the approved budget will be presented to the board. At this meeting, a motion will be required to approve the Executive Director to forward the submitted final approved budget to the Department of Health~~

Services in accordance with s. 46.031(1) for authorized services.

**4.4.4.3. Budget Amendment**

Budget amendments may be proposed by program directors if operational needs change. Amendments must not create a budget deficit or require an increase in tax levy.

The Deputy Executive Director must review and approve all proposed amendments.

**5. References**

5.1. **CMS:**

5.2. **Joint Commission:**

5.3. **Other:**

Related Policies, Procedures, and Documents