

OFFICIAL NOTICE AND AMENDED AGENDA

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

Wednesday, January 29, 2025 at 1:00 PM
North Central Health Care – NCHC Eagle Board Room
2400 Marshall Street, Suite A, Wausau WI 54403

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

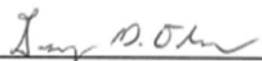
Meeting number: 1-408-418-9388 **Access Code:** 2486 369 0435 **Password:** 1234

AMENDED AGENDA

1. Call to Order
2. Public Comment for Matters Appearing on the Agenda (Limited to 15 Minutes)
3. Approval of December 12, 2024 Executive Committee Meeting Minutes
4. Educational Presentations, Committee Discussion, and Organizational Updates
 - a. Financial Update – J. Hake
 - b. Update on Director of Compliance and Quality Recruitment – G. Olsen
 - c. Presentation by Cottingham & Butler on North Central Health Care Compensation Project Overview
5. Discussion and Possible Action
 - a. ACTION: Approval of Proposed Step Scale
 - b. ACTION: Approval of Recommendations of the Medical Staff: Reappointments for Jean Vogel, M.D., Gbolahan Oyinloye, M.D., Sabrina Spets, APNP, and Hannah Wenzlick, PA-C
 - c. ACTION: Approval of Creation of Quality Manager Position
6. CLOSED SESSION
 - a. Motion to go into Closed Session (Roll Call Vote Suggested) Pursuant to wis. Stat. ss. 19.85(1)(c), for the purpose of “[c]onsidering employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercised responsibility: to wit: Review Executive Director’s performance appraisal data.
7. Motion to Return to Open Session (Roll Call Vote Unnecessary) and Possible Announcements and/or Action Regarding Closed Session items
8. Next Meeting Date & Time, Location and Future Agenda Items
 - a. Wednesday, February 26, 2025, 1:00 p.m., NCHC Eagle Board Room
9. Adjournment

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

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


Presiding Officer or Designee

DATE: 01/27/2025 TIME: 3:00 PM BY: D. Osowski

NORTH CENTRAL COMMUNITY SERVICES PROGRAM EXECUTIVE COMMITTEE MEETING MINUTES

December 12, 2024

1:00 p.m.

North Central Health Care

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

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

Others Present: Dejan Adzic, Deputy Corporation Counsel_(WebEx), Jessi Rumsey, John Zenkovich, Christa Jensen

Call to Order

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

Public Comment for Matters Appearing on the Agenda

- None

Approval of November 20, 2024 Executive Committee Meeting Minutes

- **Motion**/second, Stowe/Leonhard, to approve the November 20, 2024 Executive Committee Meeting minutes. Motion carried.

Consider Update to the Desired Future State

- Revisions to the current Desired Future State for Community Programs were reviewed.
- **Motion**/second, Leonhard/Stowe, to approve the edits to the Desired Future State as presented. Motion carried.

Update to Director of Compliance and Quality Job Description and Set New Wage Scale for Position

- Mr. Olsen provided an overview of the proposed changes to the current Compliance Officer position to Director of Compliance and Quality. The position will again oversee compliance and quality in all community and behavioral health programs. In addition, the position will oversee these programs in the nursing homes.
- **Motion**/second, Krueger/Stowe, to approve the Director of Compliance and Quality job description and wage scale as presented. Motion carried.

2025 Fee Schedule

- The 2025 Fee Schedule was presented, reviewed, and discussed.
- **Motion**/second, Leonhard/Stowe, to adopt the 2025 fee schedule as presented. Motion carried.

Human Services Leadership Committee

- Members of the Human Services Leadership Committee, Vicki Tylka, Jessi Rumsey, John Zenkovich, Christa Jensen shared the year's accomplishments which emphasized an improved level of communication and collaboration between all organizations and a better understanding of the roles, responsibilities, and limitations, of each organization. The Committee will meet regularly in 2025 and continue to strengthen these partnerships.

Behavioral Health Services Update

- Medical clearance is sometimes required for individuals prior to receiving services in Crisis and Behavioral Health. It is felt an evaluation of the process for medical clearance would be beneficial to us, the two major health systems in the area, as well as our law enforcement partners.
- The Committee supports the plan to evaluate internal medical clearance. Staff understand if implementation of an internal medical clearance process is recommended, it must be presented to the Committee for formal approval prior to the addition of a new program.

Financial Update

- Due to the Committee meeting held earlier in the month, the November financials are not yet available. Committee members will receive a copy of the financials when available.

2025 Meeting Schedule Update

- No changes were made to the 2025 meeting schedule.

Evaluation Form and Criteria for the Executive Director Evaluation Process

- Last year's evaluation form was distributed (see attached). Committee members were asked to review the form and forward any requested revisions to Mr. Gibbs.
- Mr. Gibbs will compile all comments and forward the revised form to the Committee and Mr. Olsen by 12/31/2024.

Next Meeting Date & Time, Location and Future Agenda Items

- Wednesday, January 29, 2025, 1:00 p.m., NCHC Eagle Board Room

Adjournment

- **Motion**/second, Krueger/Stowe, to adjourn the meeting at 2:07 p.m. Motion carried.

Attach.

Executive Director Performance Evaluation Form

Part 1A - Assessment of Essential Executive Director Accountabilities

Please evaluate the Executive Director’s performance for each accountability area using the scale outlined below. Consider all criteria together when forming an impression about the Executive Director’s performance. Add comments you believe provide context to your rating, or that would be helpful to the Executive Director in improving his or her performance.

In the event that you rate the Executive Director’s performance 2 or below, please provide specific suggestions for needed performance improvement.

5 – Exceeds Expectations: The Executive Director performs *above and beyond* these accountabilities as a part of his or her leadership. The Executive Director’s performance in this area is *outstanding and exceeds my expectations*.

4 – Meets All Expectations: The Executive Director *always* practices these accountabilities as a part of his or her leadership. The Executive Director’s performance in this area *meets all of my expectations*.

3 – Meets Most Expectations: The Executive Director *often* practices these accountabilities as a part of his or her leadership, but not always. The Executive Director’s performance in this area *generally meets my expectations*.

2 – Meets Some Expectations: The Executive Director *inconsistently* practices these accountabilities as a part of his or her leadership. The Executive Director’s performance in this area *only meets some of my expectations*.

1 – Does Not Meet Expectations: The Executive Director *rarely or never practices* these accountabilities as a part of his or her leadership. The Executive Director *does not perform well* in this area.

N/A – Not Applicable: Not applicable or has not been observed.

Organizational Leadership and Culture	Circle the Applicable Performance Rating and Include Your Comments					
	1	2	3	4	5	N/A
<ul style="list-style-type: none"> ➤ Provides focused and effective leadership that ensures commitment to the organization’s mission and vision. ➤ Sets an organizational tone that attracts, retains, motivates, and develops a highly qualified workforce. ➤ Encourages all to capitalize on opportunities to improve productivity, quality, and patient/client/resident satisfaction. ➤ Earns and maintains respect of employees, volunteers, the medical staff, Executive Committee and Board. ➤ Ensures the right people are in place to carry out the organization’s strategic direction. ➤ Ensures that ongoing and relevant educational programs and training opportunities are provided to ensure effective skill-building among employees and medical staff. ➤ Embeds the importance of the consumer experience throughout the organization. 	Comments:					
EXECUTIVE DIRECTOR Comments: [Insert Executive Director comments from self-evaluation here before giving to Executive Committee and Board.]						

Financial Leadership	Please Circle the Applicable Performance Rating and Include Your Comments					
	1	2	3	4	5	N/A
<ul style="list-style-type: none"> ➤ Financial results in the past year met or exceeded financial goals for the organization’s growth. ➤ Sets the tone for financial discipline and the importance of financial balance to achieve the mission and vision. ➤ Ensures adequate internal systems are in place to protect the organization’s financial health. ➤ Continuously explores opportunities to strengthen the organization’s financial position and organizational growth and development. ➤ Engages the Executive Committee and Board in robust dialogue about financial reports and plans, providing sufficient and clear information about progress and results achieved. ➤ Ensures an annual audit of financial operations, with careful and thorough review by the Executive Committee. 	Comments:					
EXECUTIVE DIRECTOR Comments: [Insert Executive Director comments from self-evaluation here before giving to Executive Committee and Board.]						

Strategic Development	Circle the Applicable Performance Rating and Include Your Comments					
	1	2	3	4	5	N/A
<ul style="list-style-type: none"> ➤ Collaborates with the Executive Committee and Board to set the strategic direction for the organization. ➤ Develops, communicates and leads the implementation of the strategic plan in a manner consistent with the organization’s mission, vision and values. ➤ Engages internal and external stakeholders to develop strategies and plans to move the organization in the desired direction. ➤ Ensures that short- and long-term goals and priorities are communicated and well-understood by the Executive Committee, Board, employees, medical staff, and community. ➤ Considers evolving internal and external trends and factors, and adjusts plans as necessary. 	Comments:					
EXECUTIVE DIRECTOR Comments: [Insert Executive Director comments from self-evaluation here before giving to Executive Committee and Board.]						

Executive Committee and Board Relations	Circle the Applicable Performance Rating and Include Your Comments					
	1	2	3	4	5	N/A
<ul style="list-style-type: none"> ➤ Keeps the Executive Committee and Board well- informed of important developments and issues. ➤ Ensures a positive working relationship with the Executive Committee and Board and founded on honesty, trust, and collaboration. ➤ Recommends appropriate actions and policies for Executive Committee and Board consideration, providing clear and timely information to inform deliberation and decision-making when appropriate. ➤ Directs the functions of the organization in accordance with the mission, vision, and direction established by the Executive Committee and Board. ➤ Ensures continuous education for the Executive Committee and Board and on issues/topics important to ensure effective, evidence-based governing leadership. 	Comments:					
EXECUTIVE DIRECTOR Comments: [Insert Executive Director comments from self-evaluation here before giving to Executive Committee and Board.]						

Senior Leadership Team Relations	Circle the Applicable Performance Rating and Include Your Comments					
	1	2	3	4	5	N/A
<ul style="list-style-type: none"> ➤ Recruits and develops a cohesive senior leadership team to implement organizational goals and strategies. ➤ Ensures meaningful and challenging goals for performance improvement. ➤ Holds leaders accountable for achieving performance goals. ➤ Maintains an open, honest, trusting, and collaborative relationship with executive management team. ➤ Develops future leaders within the organization. 	Comments:					
EXECUTIVE DIRECTOR Comments: [Insert Executive Director comments from self-evaluation here before giving to Executive Committee and Board.]						

Medical Staff Relations	Circle the Applicable Performance Rating and Include Your Comments					
	1	2	3	4	5	N/A
<ul style="list-style-type: none"> ➤ Develops and maintains effective relationships with medical staff employed by and associated with the organization. ➤ Encourages open communication and dialogue with medical staff ➤ Encourages medical staff collaboration across the system of care to foster commitment to a shared vision. ➤ Meaningfully involves the medical staff in efforts related to quality improvement; and, patient, client, and resident safety satisfaction. ➤ Develops and implements a medical staff development plan consistent with the organization’s strategic plan and goals. ➤ Inspires loyalty among the medical staff to further the mission and vision of the organization. ➤ Ensures an adequate supply of medical staff and related specialties exist to meet the health needs of the community. 	Comments:					
EXECUTIVE DIRECTOR Comments: [Insert Executive Director comments from self-evaluation here before giving to Executive Committee and Board.]						

Quality and Safety for Patients, Clients, and Residents	Please Circle the Applicable Performance Rating and Include Your Comments					
	1	2	3	4	5	N/A
<ul style="list-style-type: none"> ➤ Ensures that quality and safety for patients, clients, and residents are a top priority at every level in the organization. ➤ Establishes and nurtures a culture built on quality, service, and continuous improvement. ➤ Prioritizes delivering person-centered care that meets the highest patient, client, and resident satisfaction and customer service standards. ➤ Advances the organization’s culture to ensure the patient, client, and resident experience is exemplary in every aspect of care. ➤ Ensures appropriate resources are allocated throughout the organization to deliver high quality, people-centered care. ➤ Uses quality outcomes and data to drive actionable decision-making. ➤ Ensures that patients, clients, and residents receive the right care at the right place, and at the right time. 	Comments:					
EXECUTIVE DIRECTOR Comments: [Insert Executive Director comments from self-evaluation here before giving to Executive Committee and Board.]						

Goal: Executive Director Work Plan	Circle the Applicable Rating and Include Your Comments					
	1	2	3	4	5	N/A
Objective: ➤ To the degree the overall Executive Director work plan has been achieved.	Comments:					
EXECUTIVE DIRECTOR Comments: [Insert Executive Director comments from self-evaluation here before giving to Executive Committee and Board.]						

Part 1B - Assessment of Executive Director Leadership Qualities and Personal Attributes

Please evaluate the Executive Director’s performance for each personal attribute and leadership quality area using the scale outlined below. Consider all criteria together when forming an impression about the EXECUTIVE DIRECTOR’s performance. Add comments you believe provide context to your rating, or that would be helpful to the Executive Director in improving his or her performance. **In the event that you rate the Executive Director’s performance 2 or below, please provide specific suggestions for needed performance improvement.**

5 – Exceeds Expectations: The Executive Director’s personal attributes and leadership qualities extend *above and beyond* these attributes as a part of his or her leadership. The Executive Director’s performance in this area is *outstanding and exceeds my expectation*.

4 – Meets All Expectations: The Executive Director’s personal attributes and leadership qualities in this area are *always* exhibited as a part of his or her leadership. The Executive Director’s performance in this area meets *all of my expectations*.

3 – Meets Most Expectations: The Executive Director *often* practices the personal attributes and leadership qualities in this area as a part of his or her leadership, but not always. The Executive Director’s performance in this area *generally meets my expectations*.

2 – Meets Some Expectations: The Executive Director *inconsistently* practices the personal attributes and leadership qualities in this area as a part of his EXECUTIVE in this area as a part of his or her leadership. The EXECUTIVE DIRECTOR’s performance in this area only *meets some of my expectations*.

1 – Does Not Meet Expectations: The Executive Director *rarely or never* practices these personal attributes and leadership qualities as part of his or her leadership. The Executive Director *does not perform well* in this area.

N/A – Not Applicable: Not applicable or has not been observed.

Serves as a Change Agent	Circle the Applicable Performance Rating and Include Your Comments					
	1	2	3	4	5	N/A
<ul style="list-style-type: none"> ➤ Embraces best practices in Community Programs. ➤ Thinks innovatively. ➤ Exhibits a high level of emotional stability. ➤ Seeks and values the opinions of others. ➤ Continually seeks new information and perspectives. ➤ Values a diversity of opinions. 	Comments:					
EXECUTIVE DIRECTOR Comments: [Insert Executive Director comments from self-evaluation here before giving to Executive Committee and Board.]						

Communication	Circle the Applicable Performance Rating and Include Your Comments					
	1	2	3	4	5	N/A
<ul style="list-style-type: none"> ➤ Values transparency. ➤ Seeks new and better ways to communicate with employees, medical staff, patients, clients, residents, and other stakeholders. ➤ Maintains open lines of communication at all levels. ➤ Maintains a strong rapport and professional working relationships at all levels. 	Comments:					
EXECUTIVE DIRECTOR Comments: [Insert Executive Director comments from self-evaluation here before giving to Executive Committee and Board.]						

Commitment to Professional Development and Leadership Development	Circle the Applicable Performance Rating and Include Your Comments					
	1	2	3	4	5	N/A
<ul style="list-style-type: none"> ➤ Committed to continually improving personal leadership performance. ➤ Demonstrates self-discipline. ➤ Assumes responsibility for adverse outcomes. ➤ Demonstrates humility. ➤ Perseveres through challenges. 	Comments:					
EXECUTIVE DIRECTOR Comments: [Insert Executive Director comments from self-evaluation here before giving to Executive Committee and Board.]						

Systems Thinking (Desired Future State)	Circle the Applicable Performance Rating and Include Your Comments					
	1	2	3	4	5	N/A
<ul style="list-style-type: none"> ➤ Establishes a unifying vision and culture across the organization. ➤ Considers the big picture when making decisions. ➤ Builds interconnectedness in the system to achieve organizational success. ➤ Provides focused and effective leadership that ensures commitment to the Desired Future State. ➤ Shared the Desired Future State with employees and county partners. ➤ Ensure that the various programs within NCHC establish more warm handoffs between themselves and their county partners. ➤ Improve communication between NCHC and county partners. ➤ Participation in the Human Services Committee meetings. 	Comments:					
EXECUTIVE DIRECTOR Comments: [Insert Executive Director comments from self-evaluation here before giving to Executive Committee and Board.]						

Organizational Continuous Improvement & Problem Solving	Circle the Applicable Performance Rating and Include Your Comments					
	1	2	3	4	5	N/A
<ul style="list-style-type: none"> ➤ Keeps a constant pulse on shifts and trends in the health care, political, social and technological environment. ➤ Encourages staff to challenge the status quo. ➤ Takes calculated risks. ➤ Leads the organization to be agile and adaptable. ➤ Thinks quickly and assimilates ideas well in providing direction and leadership. ➤ Handles ambiguous situations well, always bringing focus to the organization’s pursuit of its mission and vision. ➤ Allows for failure as long as the risk does not cause personal harm or irreversible loss to the organization. 	Comments:					
EXECUTIVE DIRECTOR Self-Rating: [Insert EXECUTIVE DIRECTOR rating from self-evaluation here before giving to Board and RCA members]						

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

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
BEHAVIORAL HEALTH SERVICES								
Adult Behavioral Health Hospital	695,425	698,682	(3,257)	552,998	601,659	48,661	142,427	45,405
Adult Crisis Stabilization Facility	337,552	227,792	109,759	181,994	185,440	3,446	155,558	113,205
Lakeside Recovery MMT	132,529	142,715	(10,187)	144,758	133,418	(11,340)	(12,229)	(21,526)
Youth Behavioral Health Hospital	267,390	252,205	15,185	317,537	332,124	14,587	(50,147)	29,772
Youth Crisis Stabilization Facility	77,698	120,130	(42,431)	116,670	100,529	(16,141)	(38,971)	(58,572)
Contracted Services (Out of County Placements)	-	-	-	172,968	-	(172,968)	(172,968)	(172,968)
Crisis Services	259,444	282,193	(22,749)	247,511	267,143	19,633	11,933	(3,117)
Psychiatry Residency	15,883	73,107	(57,224)	23,986	87,891	63,906	(8,103)	6,682
	<u>1,785,920</u>	<u>1,796,824</u>	<u>(10,904)</u>	<u>1,758,421</u>	<u>1,708,204</u>	<u>(50,216)</u>	<u>27,500</u>	<u>(61,120)</u>
COMMUNITY SERVICES								
Outpatient Services (Marathon)	338,135	506,883	(168,748)	424,272	553,067	128,795	(86,137)	(39,953)
Outpatient Services (Lincoln)	64,125	105,073	(40,949)	77,889	87,837	9,948	(13,764)	(31,000)
Outpatient Services (Langlade)	63,852	84,916	(21,064)	66,193	63,596	(2,597)	(2,341)	(23,661)
Community Treatment Adult (Marathon)	452,045	536,381	(84,335)	594,604	594,606	2	(142,558)	(84,333)
Community Treatment Adult (Lincoln)	85,782	79,305	6,477	121,051	88,893	(32,158)	(35,269)	(25,681)
Community Treatment Adult (Langlade)	25,710	35,652	(9,942)	46,049	64,123	18,074	(20,339)	8,132
Community Treatment Youth (Marathon)	594,403	578,846	15,557	710,646	562,165	(148,482)	(116,244)	(132,925)
Community Treatment Youth (Lincoln)	186,875	171,582	15,294	228,445	167,122	(61,324)	(41,570)	(46,030)
Community Treatment Youth (Langlade)	159,664	125,150	34,514	186,664	125,372	(61,291)	(27,000)	(26,777)
Hope House (Sober Living Marathon)	11,339	8,270	3,069	7,733	8,264	532	3,606	3,601
Sober Living (Langlade)	10,970	3,841	7,128	4,873	6,072	1,199	6,097	8,327
Adult Protective Services	78,025	80,727	(2,702)	76,690	91,590	14,900	1,335	12,198
Jail Meals (Marathon)	-	-	-	42	-	(42)	(42)	(42)
	<u>2,070,925</u>	<u>2,316,626</u>	<u>(245,702)</u>	<u>2,545,152</u>	<u>2,412,708</u>	<u>(132,443)</u>	<u>(474,227)</u>	<u>(378,145)</u>
COMMUNITY LIVING								
Day Services (Langlade)	21,758	31,157	(9,399)	25,106	26,963	1,857	(3,348)	(7,542)
Supportive Employment Program	22,677	26,164	(3,487)	21,544	27,810	6,265	1,133	2,778
	<u>44,435</u>	<u>57,321</u>	<u>(12,886)</u>	<u>46,651</u>	<u>54,772</u>	<u>8,122</u>	<u>(2,215)</u>	<u>(4,764)</u>
NURSING HOMES								
Mount View Care Center	2,177,327	2,116,905	60,422	2,024,527	2,032,562	8,036	152,800	68,457
Pine Crest Nursing Home	1,120,053	-	1,120,053	1,326,942	-	(1,326,942)	(206,889)	(206,889)
	<u>3,297,380</u>	<u>2,116,905</u>	<u>1,180,475</u>	<u>3,351,469</u>	<u>2,032,562</u>	<u>(1,318,907)</u>	<u>(54,089)</u>	<u>(138,432)</u>
Pharmacy	565,641	676,612	(110,971)	577,975	722,244	144,269	(12,334)	33,298
OTHER PROGRAMS								
Aquatic Services	80,084	116,080	(35,997)	80,410	136,108	55,698	(326)	19,701
Birth To Three	-	-	-	-	-	-	-	-
Demand Transportation	31,675	38,589	(6,914)	50,009	49,672	(337)	(18,335)	(7,251)
	<u>111,758</u>	<u>154,669</u>	<u>(42,911)</u>	<u>130,419</u>	<u>185,780</u>	<u>55,361</u>	<u>(18,661)</u>	<u>12,450</u>
Total NCHC Service Programs	<u>7,876,060</u>	<u>7,422,405</u>	<u>453,655</u>	<u>8,410,087</u>	<u>7,422,402</u>	<u>(835,440)</u>	<u>(534,027)</u>	<u>(381,785)</u>
SELF-FUNDED INSURANCE TRUST FUNDS								
Health Insurance Trust Fund	641,961	-	641,961	1,370,140	-	(1,370,140)	(728,179)	(728,179)
Dental Insurance Trust Fund	35,430	-	35,430	32,173	-	(32,173)	3,257	3,257
Total NCHC Self-Funded Insurance Trusts	<u>677,390</u>	<u>-</u>	<u>677,390</u>	<u>1,402,313</u>	<u>-</u>	<u>(1,402,313)</u>	<u>(724,922)</u>	<u>(724,922)</u>

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

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
BEHAVIORAL HEALTH SERVICES								
Adult Behavioral Health Hospital	8,214,173	8,384,183	(170,010)	6,395,960	7,219,911	823,951	1,818,213	653,941
Adult Crisis Stabilization Facility	3,302,365	2,733,508	568,857	2,021,704	2,225,274	203,570	1,280,661	772,427
Lakeside Recovery MMT	1,335,064	1,712,584	(377,520)	1,548,444	1,601,013	52,569	(213,380)	(324,951)
Youth Behavioral Health Hospital	3,382,548	3,026,465	356,083	3,239,755	3,985,492	745,738	142,793	1,101,821
Youth Crisis Stabilization Facility	1,486,901	1,441,556	45,345	1,268,130	1,206,350	(61,780)	218,771	(16,436)
Contracted Services (Out of County Placements)	-	-	-	1,793,192	-	(1,793,192)	(1,793,192)	(1,793,192)
Crisis Services	3,060,069	3,386,316	(326,247)	2,479,548	3,205,716	726,168	580,521	399,921
Psychiatry Residency	190,596	877,280	(686,684)	281,199	1,054,696	773,497	(90,603)	86,813
	<u>20,971,715</u>	<u>21,561,891</u>	<u>(590,176)</u>	<u>19,027,932</u>	<u>20,498,453</u>	<u>1,470,521</u>	<u>1,943,783</u>	<u>880,344</u>
COMMUNITY SERVICES								
Outpatient Services (Marathon)	4,886,799	6,082,600	(1,195,801)	5,508,088	6,636,810	1,128,723	(621,289)	(67,078)
Outpatient Services (Lincoln)	1,174,561	1,260,881	(86,320)	971,690	1,054,041	82,351	202,872	(3,969)
Outpatient Services (Langlade)	882,641	1,018,993	(136,352)	778,763	763,161	(15,602)	103,878	(151,954)
Community Treatment Adult (Marathon)	5,704,082	6,436,567	(732,486)	6,591,446	7,135,269	543,824	(887,364)	(188,662)
Community Treatment Adult (Lincoln)	795,434	951,663	(156,229)	973,888	1,066,716	92,828	(178,454)	(63,401)
Community Treatment Adult (Langlade)	292,418	427,823	(135,404)	481,489	769,483	287,994	(189,071)	152,590
Community Treatment Youth (Marathon)	6,466,457	6,946,150	(479,693)	7,085,916	6,745,977	(339,940)	(619,459)	(819,633)
Community Treatment Youth (Lincoln)	1,962,853	2,058,981	(96,128)	2,065,339	2,005,464	(59,875)	(102,486)	(156,003)
Community Treatment Youth (Langlade)	1,618,992	1,501,799	117,192	1,604,888	1,504,469	(100,420)	14,103	16,773
Hope House (Sober Living Marathon)	94,274	99,242	(4,967)	94,200	99,172	4,972	74	5
Sober Living (Langlade)	89,407	46,097	43,310	57,852	72,867	15,014	31,555	58,324
Adult Protective Services	851,004	968,725	(117,722)	804,048	1,099,083	295,035	46,955	177,313
Jail Meals (Marathon)	74,265	-	74,265	38,183	-	(38,183)	36,082	36,082
	<u>24,893,187</u>	<u>27,799,522</u>	<u>(2,906,334)</u>	<u>27,055,790</u>	<u>28,952,512</u>	<u>1,896,721</u>	<u>(2,162,603)</u>	<u>(1,009,613)</u>
COMMUNITY LIVING								
Day Services (Langlade)	315,474	373,883	(58,409)	305,313	323,554	18,241	10,161	(40,168)
Supportive Employment Program	249,744	313,972	(64,229)	281,179	333,716	52,537	(31,435)	(11,692)
	<u>565,218</u>	<u>687,856</u>	<u>(122,638)</u>	<u>586,492</u>	<u>657,269</u>	<u>70,777</u>	<u>(21,274)</u>	<u>(51,860)</u>
NURSING HOMES								
Mount View Care Center	25,231,622	25,402,864	(171,242)	22,458,154	24,390,755	1,932,601	2,773,468	1,761,358
Pine Crest Nursing Home	14,124,504	-	14,124,504	13,561,922	-	(13,561,922)	562,582	562,582
	<u>39,356,126</u>	<u>25,402,864</u>	<u>13,953,262</u>	<u>36,020,076</u>	<u>24,390,755</u>	<u>(11,629,322)</u>	<u>3,336,050</u>	<u>2,323,940</u>
Pharmacy	7,196,003	8,119,347	(923,344)	7,123,778	8,666,933	1,543,155	72,225	619,811
OTHER PROGRAMS								
Aquatic Services	1,128,003	1,392,966	(264,963)	952,216	1,633,297	681,081	175,787	416,117
Birth To Three	519,440	-	519,440	519,440	-	(519,440)	-	-
Demand Transportation	410,588	463,067	(52,478)	502,573	596,069	93,496	(91,984)	41,018
	<u>2,058,031</u>	<u>1,856,033</u>	<u>201,998</u>	<u>1,974,229</u>	<u>2,229,366</u>	<u>255,137</u>	<u>83,802</u>	<u>457,135</u>
Total NCHC Service Programs	<u>95,040,280</u>	<u>89,068,855</u>	<u>5,971,424</u>	<u>91,788,298</u>	<u>89,068,855</u>	<u>(2,719,443)</u>	<u>3,251,983</u>	<u>3,251,981</u>
SELF-FUNDED INSURANCE TRUST FUNDS								
Health Insurance Trust Fund	8,054,214	-	8,054,214	9,628,819	-	(9,628,819)	(1,574,605)	(1,574,605)
Dental Insurance Trust Fund	441,052	-	441,052	391,125	-	(391,125)	49,927	49,927
Total NCHC Self-Funded Insurance Trusts	<u>8,495,265</u>	<u>-</u>	<u>8,495,265</u>	<u>10,019,944</u>	<u>-</u>	<u>(10,019,944)</u>	<u>(1,524,678)</u>	<u>(1,524,678)</u>

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

	<u>Marathon</u>	<u>Langlade</u>	<u>Lincoln</u>	<u>Total</u>
YTD Appropriation (Tax Levy) Revenue	5,829,041	236,491	1,058,853	7,124,385
Total Revenue at Period End	66,492,884	6,042,344	22,505,053	95,040,280
County Percent of Total Net Position	70.0%	6.4%	23.7%	
Total Operating Expenses, Year-to-Date *	63,835,129	6,138,173	21,814,995	91,788,298
<i>* Excluding Depreciation Expenses to be allocated at the end of the year</i>				
Share of Operating Cash	20,063,350	1,823,197	6,790,603	28,677,150
Days Cash on Hand	115	108	114	114
Minimum Target - 20%	12,767,026	1,227,635	4,362,999	18,357,660
Over/(Under) Target	7,296,324	595,563	2,427,604	10,319,491
Share of Investments	-	-	-	-
Days Invested Cash	0	0	0	0
Days Invested Cash on Hand Target - 90 Days	15,740,169	1,513,522	5,379,040	22,632,731
Current Percentage of Operating Cash	31.4%	29.7%	31.1%	31.2%
Over/(Under) Target	7,296,324	595,563	2,427,604	10,319,491
Share of Investments	-	-	-	-
Amount Needed to Fulfill Fund Balance Policy	<u>7,296,324</u>	<u>595,563</u>	<u>2,427,604</u>	<u>10,319,491</u>

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

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
Direct Services								
Outpatient Services	4,886,799	6,082,600	(1,195,801)	5,508,088	6,636,810	1,128,723	(621,289)	(67,078)
Community Treatment-Adult	5,704,082	6,436,567	(732,486)	6,591,446	7,135,269	543,824	(887,364)	(188,662)
Community Treatment-Youth	6,466,457	6,946,150	(479,693)	7,085,916	6,745,977	(339,940)	(619,459)	(819,633)
Hope House Sober Living	94,274	99,242	(4,967)	94,200	99,172	4,972	74	5
Demand Transportation	410,588	463,067	(52,478)	502,573	596,069	93,496	(91,984)	41,018
Jail Meals	74,265	-	74,265	38,183	-	(38,183)	36,082	36,082
Aquatic Services	1,128,003	1,392,966	(264,963)	952,216	1,633,297	681,081	175,787	416,117
Mount View Care Center	25,231,622	25,402,864	(171,242)	22,458,154	24,390,755	1,932,601	2,773,468	1,761,358
	<u>43,996,090</u>	<u>46,823,456</u>	<u>(2,827,366)</u>	<u>43,230,775</u>	<u>47,237,349</u>	<u>4,006,574</u>	<u>765,315</u>	<u>1,179,208</u>
Shared Services								
Adult Behavioral Health Hospital	6,187,421	6,313,624	(126,203)	4,747,904	5,359,547	611,642	1,439,517	485,439
Youth Behavioral Health Hospital	2,513,034	2,248,703	264,331	2,404,963	2,958,545	553,583	108,071	817,913
Residency Program	141,485	651,230	(509,745)	208,742	782,931	574,189	(67,257)	64,444
Supportive Employment Program	185,392	233,071	(47,679)	208,727	247,727	38,999	(23,335)	(8,679)
Crisis Services	2,524,089	2,766,272	(242,183)	1,840,640	2,379,695	539,056	683,450	296,873
Adult Crisis Stabilization Facility	2,451,440	2,029,161	422,279	1,500,769	1,651,885	151,116	950,671	573,395
Youth Crisis Stabilization Facility	1,103,769	1,070,108	33,661	941,369	895,508	(45,861)	162,400	(12,201)
Pharmacy	5,341,799	6,027,224	(685,425)	5,288,185	6,433,713	1,145,528	53,614	460,103
Lakeside Recovery MMT	1,032,338	1,312,582	(280,244)	1,149,454	1,188,478	39,024	(117,116)	(241,221)
Adult Protective Services	630,432	717,820	(87,388)	596,868	815,881	219,013	33,564	131,625
Birth To Three	385,595	-	385,595	385,595	-	(385,595)	-	-
Contracted Services (Out of County Placements)	-	-	-	1,331,138	-	(1,331,138)	(1,331,138)	(1,331,138)
	<u>22,496,794</u>	<u>23,369,795</u>	<u>(873,001)</u>	<u>20,604,354</u>	<u>22,713,909</u>	<u>2,109,554</u>	<u>1,892,439</u>	<u>1,236,553</u>
Excess Revenue/(Expense)	66,492,884	70,193,251	(3,700,367)	63,835,129	69,951,258	6,116,128	2,657,755	2,415,761

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

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
Direct Services								
Outpatient Services	1,174,561	1,260,881	(86,320)	971,690	1,054,041	82,351	202,872	(3,969)
Community Treatment-Adult	795,434	951,663	(156,229)	973,888	1,066,716	92,828	(178,454)	(63,401)
Community Treatment-Youth	1,962,853	2,058,981	(96,128)	2,065,339	2,005,464	(59,875)	(102,486)	(156,003)
Pine Crest Nursing Home	14,124,504	-	14,124,504	13,561,922	-	(13,561,922)	562,582	562,582
	<u>18,057,353</u>	<u>4,271,525</u>	<u>13,785,828</u>	<u>17,572,839</u>	<u>4,126,221</u>	<u>(13,446,618)</u>	<u>484,514</u>	<u>339,210</u>
Shared Services								
Adult Behavioral Health Hospital	1,272,671	1,298,654	(25,983)	977,529	1,103,458	125,929	295,142	99,945
Youth Behavioral Health Hospital	515,527	461,105	54,422	495,149	609,124	113,975	20,378	168,397
Residency Program	29,130	134,079	(104,950)	42,977	161,195	118,218	(13,847)	13,268
Supportive Employment Program	38,170	47,986	(9,816)	42,974	51,004	8,029	(4,804)	(1,787)
Crisis Services	372,994	422,856	(49,862)	378,963	489,947	110,984	(5,969)	61,122
Adult Crisis Stabilization Facility	504,718	417,777	86,942	308,988	340,101	31,113	195,730	118,054
Youth Crisis Stabilization Facility	227,251	220,321	6,930	193,815	184,373	(9,442)	33,436	(2,512)
Pharmacy	1,099,804	1,240,923	(141,120)	1,088,765	1,324,614	235,849	11,038	94,729
Lakeside Recovery MMT	179,559	237,258	(57,698)	236,657	244,691	8,034	(57,098)	(49,664)
Adult Protective Services	128,488	146,480	(17,992)	122,887	167,979	45,092	5,601	27,100
Birth To Three	79,389	-	79,389	79,389	-	(79,389)	-	-
Contracted Services (Out of County Placements)	-	-	-	274,063	-	(274,063)	(274,063)	(274,063)
	<u>4,447,700</u>	<u>4,627,439</u>	<u>(179,739)</u>	<u>4,242,156</u>	<u>4,676,485</u>	<u>434,329</u>	<u>205,544</u>	<u>254,589</u>
Excess Revenue/(Expense)	22,505,053	8,898,964	13,606,089	21,814,995	8,802,706	(13,012,290)	690,057	593,799

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

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
Direct Services								
Outpatient Services	882,641	1,018,993	(136,352)	778,763	763,161	(15,602)	103,878	(151,954)
Community Treatment-Adult	292,418	427,823	(135,404)	481,489	769,483	287,994	(189,071)	152,590
Community Treatment-Youth	1,618,992	1,501,799	117,192	1,604,888	1,504,469	(100,420)	14,103	16,773
Sober Living	89,407	46,097	43,310	57,852	72,867	15,014	31,555	58,324
Adult Day Services	315,474	373,883	(58,409)	305,313	323,554	18,241	10,161	(40,168)
	<u>3,198,932</u>	<u>3,368,595</u>	<u>(169,663)</u>	<u>3,228,306</u>	<u>3,433,533</u>	<u>205,227</u>	<u>(29,374)</u>	<u>35,564</u>
Shared Services								
Adult Behavioral Health Hospital	754,081	771,904	(17,823)	670,527	756,906	86,380	83,555	68,557
Youth Behavioral Health Hospital	353,987	316,657	37,330	339,643	417,823	78,180	14,344	115,510
Residency Program	19,981	91,971	(71,989)	29,480	110,570	81,090	(9,498)	9,101
Supportive Employment Program	26,182	32,916	(6,733)	29,478	34,985	5,508	(3,296)	(1,226)
Crisis Services	162,986	197,188	(34,202)	259,946	336,074	76,129	(96,960)	41,926
Adult Crisis Stabilization Facility	346,207	286,570	59,637	211,947	233,289	21,341	134,259	80,978
Youth Crisis Stabilization Facility	155,881	151,127	4,754	132,946	126,469	(6,477)	22,935	(1,723)
Pharmacy	754,400	851,200	(96,800)	746,828	908,606	161,778	7,572	64,978
Lakeside Recovery MMT	123,167	162,745	(39,578)	162,333	167,844	5,511	(39,166)	(34,067)
Adult Protective Services	92,084	104,425	(12,341)	84,293	115,223	30,930	7,791	18,589
Birth To Three	54,456	-	54,456	54,456	-	(54,456)	-	-
Contracted Services (Out of County Placements)	-	-	-	187,991	-	(187,991)	(187,991)	(187,991)
	<u>2,843,411</u>	<u>2,966,702</u>	<u>(123,290)</u>	<u>2,909,867</u>	<u>3,207,791</u>	<u>297,924</u>	<u>(66,456)</u>	<u>174,633</u>
Excess Revenue/(Expense)	6,042,344	6,335,297	(292,953)	6,138,173	6,641,324	503,151	(95,829)	210,197

North Central Health Care
 Summary of Revenue Write-Offs
 For the Period Ending December 31, 2024

	<u>MTD</u>	<u>YTD</u>
Behavioral Health Hospitals		
Charity Care	\$ 22,083	\$ 844,092
Administrative Write-Off	\$ (8,256)	\$ 549,902
Bad Debt	\$ 74,498	\$ 704,535
Outpatient & Community Treatment		
Charity Care	\$ 15,249	\$ 340,909
Administrative Write-Off	\$ 8,582	\$ 141,769
Bad Debt	\$ 11,816	\$ 148,396
Nursing Home Services		
Charity Care	\$ -	\$ -
Administrative Write-Off	\$ 46,393	\$ 114,866
Bad Debt	\$ 2,945	\$ 9,748
Aquatic Services		
Charity Care	\$ -	\$ -
Administrative Write-Off	\$ -	\$ 10,221
Bad Debt	\$ 2,103	\$ 15,604
Pharmacy		
Charity Care	\$ -	\$ -
Administrative Write-Off	\$ 50	\$ 379
Bad Debt	\$ -	\$ -
Other Services		
Charity Care	\$ (0)	\$ 127
Administrative Write-Off	\$ 85	\$ 15,057
Bad Debt	\$ 24	\$ 51
Grand Total		
Charity Care	<u>\$ 37,332</u>	<u>\$ 1,185,128</u>
Administrative Write-Off	<u>\$ 46,854</u>	<u>\$ 832,194</u>
Bad Debt	<u>\$ 91,386</u>	<u>\$ 878,333</u>

North Central Health Care
Compensation Project Overview
January 29, 2025

Presented By | Jenna Bidwell, Senior Compensation Consultant
Alyssa Woltring, Compensation Analyst

Cottingham & Butler Total Rewards Consulting


Cottingham & Butler

1

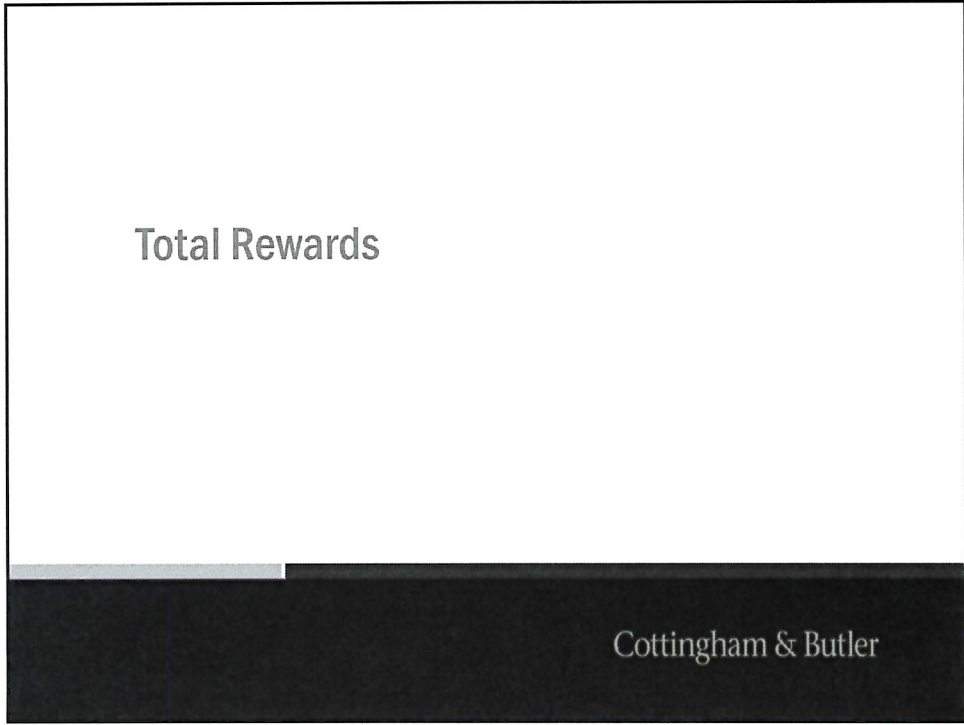
AGENDA

- TRC Approach – Total Rewards
- Process Overview
- Internal Consistency Review
- Target Market & Market Comparison
- Pay Structure and Administration Discussion
- Highlights/Recommendations

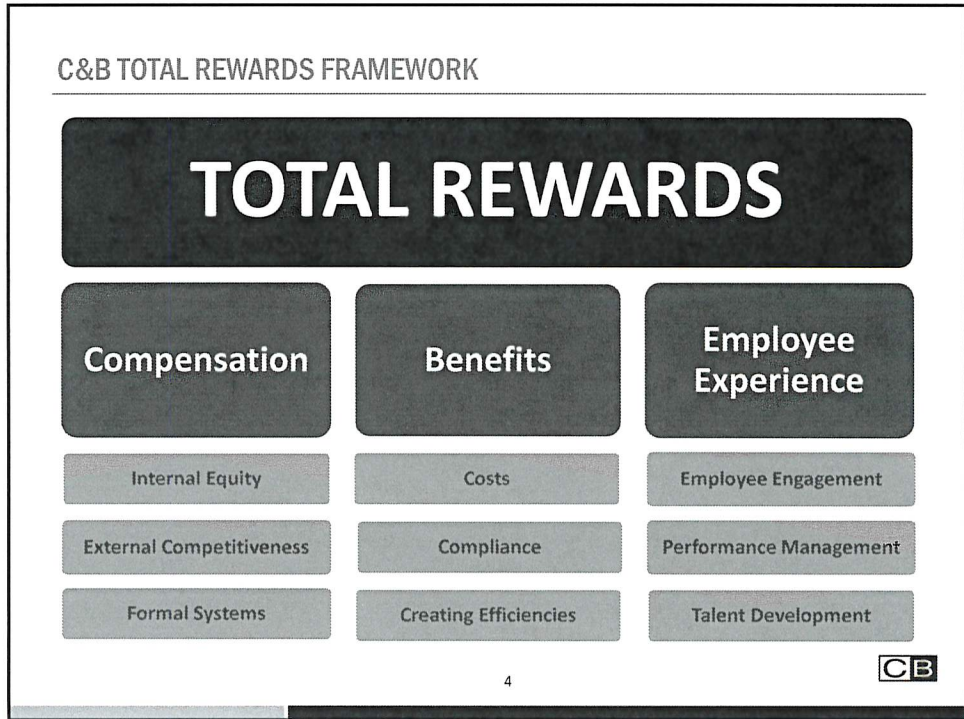
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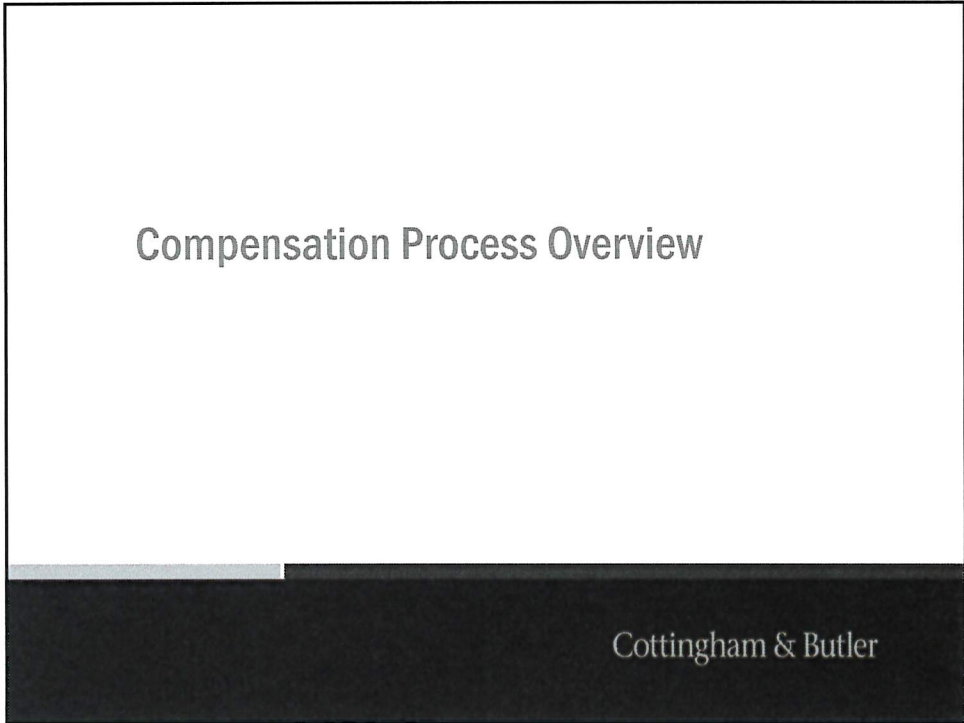
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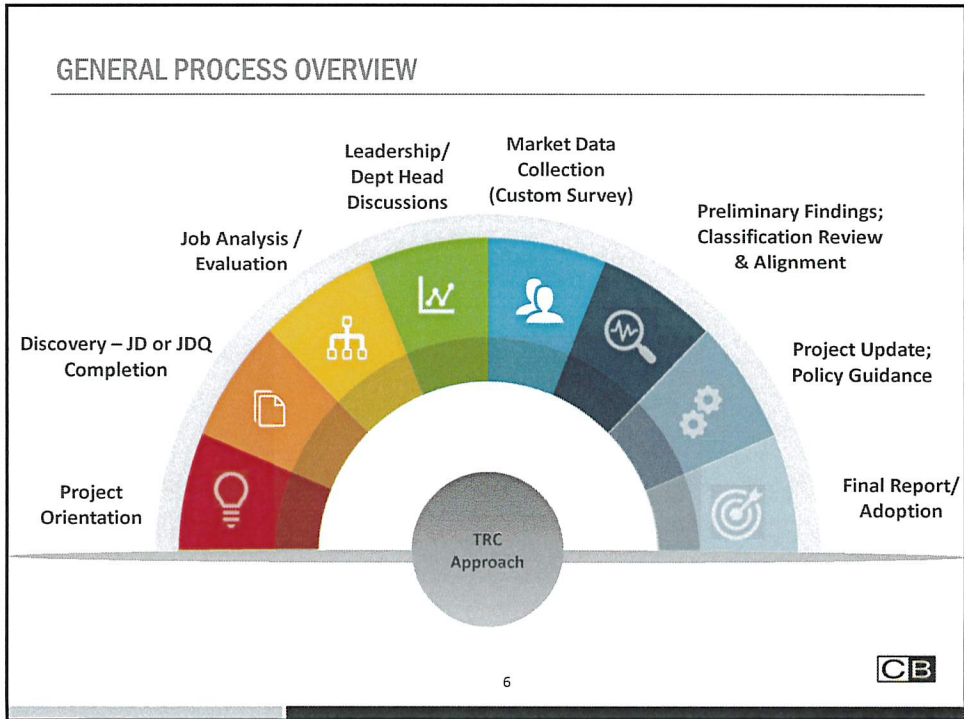
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4



5



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4 ESSENTIAL POLICY QUESTIONS

- Define Target Market
- Determine Market Placement
- Design Structure (i.e. Plan Type)
- Develop Implementation Plan

7



7

Internal Consistency

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8

JOB DESCRIPTION QUESTIONNAIRE (JDQ) PROCESS

Key Source of Information: provides critical information on job responsibilities, duties, functions, major activities, requirements, and expectations.



9



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JOB EVALUATION → INTERNAL CONSISTENCY

Definition: formal, systematic process for ordering a set of an organization's jobs, **independent of individual performance**, into a hierarchy based on the value or worth of jobs in the organization. Said procedure is designed to aid in establishing pay differentials among the organization's jobs.

Goal: provide equity across the organization (similar and dissimilar positions) and within similar functional groups.

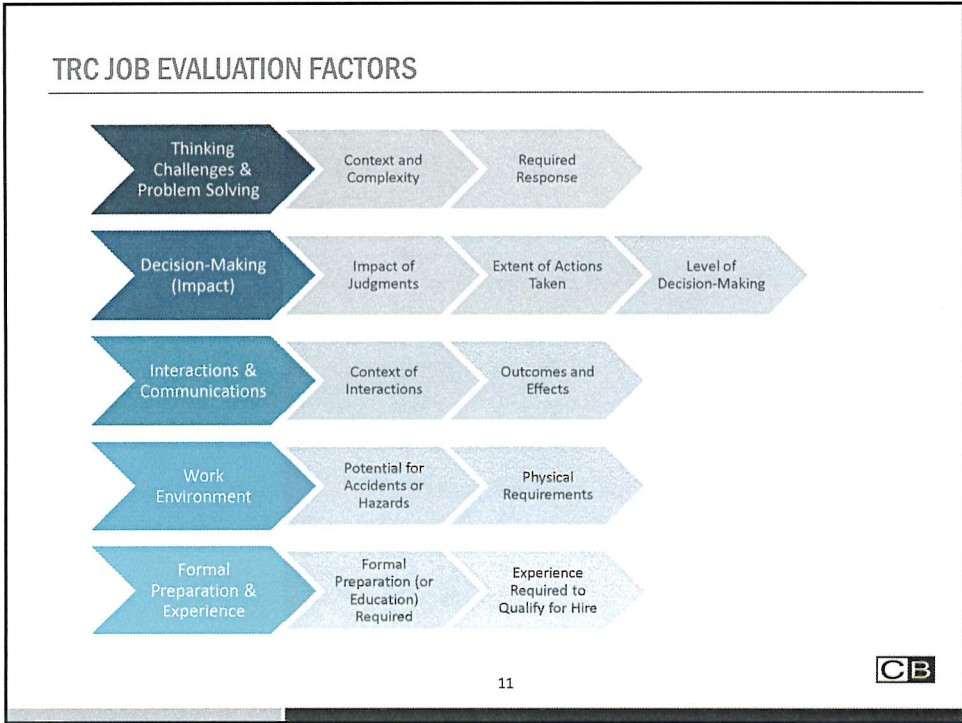
Why use Job Evaluation?

- Determine Relative Worth of Jobs
- Establish Internal Hierarchy
- Determine Pay Grades
- Assess Job Descriptions
- Facilitate Communication

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Policy Question 1: Target Market

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TARGET MARKET: ANATOMY OF A BENCHMARK

- Reflective of “Marketplace”
 - Review Data/Statistics
 - Aligns with recruiting strategy/challenges
 - Local, Regional, Statewide, etc.
- Sufficient Set of Benchmark Jobs
 - Jobs having likely matches in the market
 - Fairly stable in job content
 - Representative of different pay and responsibility levels
- Data From Relevant Sources
 - Mix of data sources to provide reliable and stable data



MARKET DATA SOURCES

- Bureau of Labor Statistics – Cross Industry
 - Wausau, WI; Wisconsin
- CompData Benchmark Pro – Healthcare Industry and Cross Industry
 - Wisconsin; Midwest
- Custom Data Sources
 - Counties: Brown, Clark, Fond du Lac, Kenosha, La Crosse, Marathon, Outagamie, Portage, St. Croix, Washington, Waukesha, Winnebago, Wood
- Economic Research Institute – Skilled Nursing & Residential Care Facilities
 - Wausau, WI
- Iowa Behavioral Health Association
 - Iowa; state
- MGMA Management & Staff Compensation Survey
 - Midwest
- Nursing Home Salary Report - Hospital & Healthcare Compensation Service
 - East North Region; 100 Beds & Over
- Payfactors – Health Care Providers & Services
 - Wausau, WI
- Peer – Cross Industry
 - Wisconsin; Midwest
- Total Comp Solution – Not for Profit
 - North Central Region
- Willis Towers Watson – Cross Industry
 - Wisconsin; Great Lakes; North Central

Data weighting:
 50% Public Sector
 County Gov;
 50% Health Care/Cross
 Industry



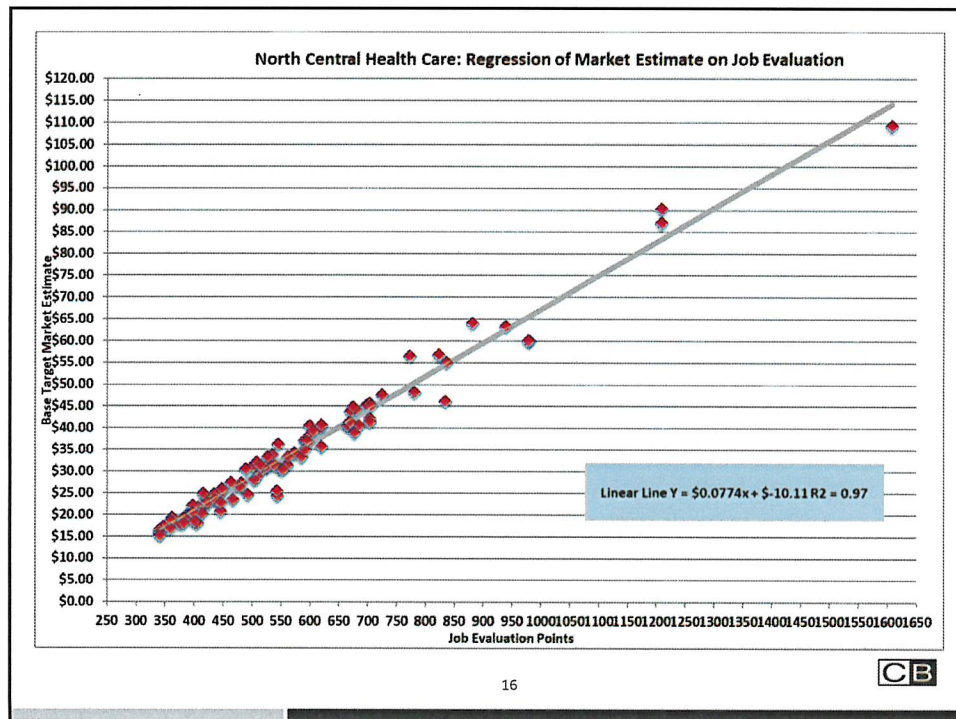
OVERALL MARKET COMPARISON

Benchmark positions matched

- 58% of positions
- 77% of employees included in the study

Overall Market Index (structure): 97% of Median Market

Overall Market Index (actual pay): 102% of Median Market



Policy Question 2: Market Placement

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MARKET PLACEMENT – QUESTIONS TO CONSIDER

Where does the Employer want to position itself in its labor markets?

- What are the organizational priorities?
 - High? Low? Average (or 50th Percentile)?
 - Will average/50th percentile place the employer in the competitive position it desires to be in?

How does the uniqueness of organization and provided services impact this decision?

- What layers of complexity exist within the organization?
- What impact does this have on recruiting and retention?

How does the Total Rewards Framework impact this decision? (Benefit Analysis)

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HEALTH INSURANCE BENCHMARKING

NCHC's health plan is below benchmark in both Plan Design Value and Employee Contributions, relative to the National Healthcare and Wisconsin Public Sector Benchmark.

- The lower value offering results in roughly **\$600k lower health insurance costs** for NCHC, compared to Healthcare.
- The lower value offering results in roughly **\$3.4M lower health insurance costs** compared to WI Public Sector Peers (**\$1.5M in cost share, \$1.9M in lower plan participation**)

Plan Design: Actuarial Value

The value of a plan is based on the *Actuarial Value (AV)*. The AV is the percentage of healthcare costs that an insurance plan covers. The higher the AV, the less an employee pays out-of-pocket in healthcare costs.

- NCHC: 79.4%
- Healthcare: 83.9%
- WI Public Sector: 86%

NCHC Employee Premiums

Employee premiums are higher than the Healthcare and WI Public Sector benchmarks. This means they are having more money taken out of their paycheck to enroll in the health plan.

	NCHC Premiums*	WI Public Sector Avg.	% Variance	Healthcare Avg.	% Variance
Single	\$205.32	\$90.88	-126%	\$144.50	-42%
E + S	\$466.43	\$270.04	-73%	\$429.37	-9%
E + C	\$365.89	\$220.94	-66%	\$351.30	-4%
Family	\$518.47	\$368.24	-41%	\$585.50	11%

*Weighted premium of the three plans (based on current enrollment)

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Policy Question 3: Pay Structure & Administration

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FACTORS TO CONSIDER IN DESIGN


From the employee's perspective:

- "How do I get a raise?"

Financial pressures/limitations

Policy Direction


- Organizational assessment
- Readiness and commitment



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SAMPLE PAY STRUCTURES

80.0%	82.5%	85.0%	87.5%	90.0%	92.5%	95.0%	97.5%	100.0%	102.5%	105.0%	107.5%	110.0%	112.5%	115.0%	117.5%	120.0%
Step-Based Model																
Min								C/P								Max
Performance-Based Model																
Min								C/P	Max							
Combination (i.e. Hybrid) Model																
Min								C/P	Max							



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CURRENT STEP MODEL

Job Code	Title	2024 Step Positions					Top of Range	Pay Grade		
		(0-0.49)	(0.5-0.99)	(1-1.49)	(1.50+)/Market					
1203	Dietary Aide	\$14.50	\$15.00	\$15.50	\$16.00	\$20.00	S01			
1251	Housekeeping Aide	\$15.50	\$16.00	\$16.50	\$17.00	\$21.25	S02			
1262	Laundry Worker	\$15.50	\$16.00	\$16.50	\$17.00	\$21.25	S02			
0752	Logistics Worker	\$15.50	\$16.00	\$16.50	\$17.00	\$21.25	S02			
1010	Health Info Specialist I	\$16.25	\$17.00	\$17.50	\$18.00	\$22.50	S03			
1202	Cook	\$17.00	\$17.75	\$18.25	\$19.00	\$23.75	S04			
0672	Behavioral Health Professional I	\$17.00	\$17.75	\$18.25	\$19.00	\$23.75	S04			
0905	CNA	\$19.00	\$19.50	\$20.00	\$21.00	\$25.00	S05			
0912	Restorative Aide (CNA)	\$19.00	\$19.50	\$20.00	\$21.00	\$25.00	S05			
0908	Life Enrichment Aide-CNA	\$19.00	\$19.50	\$20.00	\$21.00	\$25.00	S05			
0913	CNA Coordinator	\$19.00	\$19.50	\$20.00	\$21.00	\$25.00	S05			
0673	Behavioral Health Professional II	\$18.00	\$18.50	\$19.00	\$20.00	\$25.00	S05			
0766	Certified Medical Assistant	\$18.00	\$18.50	\$19.00	\$20.00	\$25.00	S05			
0821	Licensed Practical Nurse (LPN)	\$25.25	\$26.00	\$26.75	\$27.75	\$34.75	S06			
0627	Protective Services Rep	\$24.50	\$25.75	\$27.00	\$28.00	\$33.75	S07			
Job Code	Title	(0-0.49)	(0.5-0.99)	(1-1.49)	(1.50-1.99)	(2-2.49)	(2.5-2.99)	(3+)/Market	Top of Range	Pay Grade
0843	Outpatient RN	\$29.00	\$30.25	\$31.50	\$32.75	\$34.00	\$35.00	\$36.00	\$41.88	S08
0844	Community Treatment RN	\$30.00	\$31.25	\$32.50	\$33.75	\$35.00	\$36.00	\$37.00	\$43.13	S09
0842	Hospital RN	\$31.00	\$32.25	\$33.50	\$34.75	\$36.00	\$37.00	\$38.00	\$44.38	S10
0831	Nursing Home RN/Hospital RN	\$31.00	\$32.25	\$33.50	\$34.75	\$36.00	\$37.00	\$38.00	\$44.38	S10

changed as of 4.10.24
added as of 7.12.2024

changed as of 4.10.24

Step Scale Hiring Methodology:

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



CURRENT OPEN RANGE MODEL

- 48 Grades and Ranges
 - Minimum set at approximately 90% of the midpoint
 - Psychiatrist is the only range with minimum of 80% of midpoint
 - Maximum set at approximately 125% of the midpoint for majority
 - Some variance on max – ranges from 110%-125%

Recommended GOL reduces grade count to 19



Recommendations

Cottingham & Butler

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RECOMMENDATIONS

- Grade Order List and Structure Handout
 - Recommendation based upon position – not incumbent
- Target Market Placement: Approximation of the 70th Percentile
- 16 Step Structure (90% - 115%)
 - 2% Steps from Minimum to Control Point
 - 1.5% Steps from Control Point to Maximum
- Realign classifications with new 19 grade structure based on a balanced approach of job evaluation scores and market data

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North Central Health Care - effective 1/1/2025

DRAFT

			Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16
Pay Grade	North Central Health Care Job Title	Department	90%	92%	94%	96%	98%	100%	101.5%	103.0%	104.5%	106.0%	107.5%	109.0%	110.5%	112.0%	113.5%	115.0%
23	Executive Director	Corporate Administration	\$91.76	\$93.80	\$95.84	\$97.88	\$99.92	\$101.96	\$103.49	\$105.02	\$106.55	\$108.08	\$109.61	\$111.14	\$112.67	\$114.20	\$115.72	\$117.25
22	Deputy Executive Director	Corporate Administration	\$84.45	\$86.32	\$88.20	\$90.08	\$91.95	\$93.83	\$95.24	\$96.64	\$98.05	\$99.46	\$100.87	\$102.27	\$103.68	\$105.09	\$106.50	\$107.90
21	Manager of Pharmacy Services Senior Director of Behavioral Health Services	Pharmacy Corporate Administration	\$77.63	\$79.35	\$81.08	\$82.80	\$84.53	\$86.25	\$87.54	\$88.84	\$90.13	\$91.43	\$92.72	\$94.01	\$95.31	\$96.60	\$97.89	\$99.19
20	Director-Acute Care Svcs	Crisis	\$71.30	\$72.88	\$74.47	\$76.05	\$77.64	\$79.22	\$80.41	\$81.60	\$82.78	\$83.97	\$85.16	\$86.35	\$87.54	\$88.73	\$89.91	\$91.10
19	Dir of Nursing Home Ops Director of Accounting Pharmacist Senior Director of Human Resources	Nursing Home Admin Accounting Pharmacy Corporate Administration	\$65.42	\$66.87	\$68.33	\$69.78	\$71.24	\$72.69	\$73.78	\$74.87	\$75.96	\$77.05	\$78.14	\$79.23	\$80.32	\$81.41	\$82.50	\$83.59
18	Asst Dir Acute Care Svcs Director of Comm Treat Nurse Practitioner Physician Assistant	Crisis Community Tx Admin Outpatient Adult Behavior Hlth Hosp	\$59.96	\$61.29	\$62.62	\$63.96	\$65.29	\$66.62	\$67.62	\$68.62	\$69.62	\$70.62	\$71.62	\$72.62	\$73.62	\$74.61	\$75.61	\$76.61
17	Compliance Offcr/Risk Mgr Director of Nursing Director of Nursing Director of Outpatient Director of Revenue Cycle	Compliance Nursing Home Admin Post-Acute Care Outpatient Corporate Administration	\$54.86	\$56.08	\$57.30	\$58.52	\$59.74	\$60.96	\$61.87	\$62.79	\$63.70	\$64.62	\$65.53	\$66.45	\$67.36	\$68.28	\$69.19	\$70.10
16	Clinical Manager Dir of Information Svcs Manager of Crisis Clinical Services Manager of Nursing Svcs Mgr Inpat/Youth Clin Svcs Mgr-Stabil/Recov Clin Sv	Community Tx Admin IMS Crisis Post-Acute Care Adult Behavior Hlth Hosp Crisis	\$50.09	\$51.21	\$52.32	\$53.43	\$54.55	\$55.66	\$56.49	\$57.33	\$58.16	\$59.00	\$59.83	\$60.67	\$61.50	\$62.34	\$63.17	\$64.01
15	Dir-Nutritnl & Envir Svcs Manager of Accounting Manager of Communications Manager of Nursing Svcs Manager-Safety & Security Mgr Outpat Nursing Ops Physical Therapist	Food Services Accounting Marketing & Communication Adult Behavior Hlth Hosp Safety & Security Outpatient Aquatic Services	\$45.66	\$46.67	\$47.69	\$48.70	\$49.72	\$50.73	\$51.49	\$52.25	\$53.01	\$53.77	\$54.53	\$55.30	\$56.06	\$56.82	\$57.58	\$58.34



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Person centered. Outcome focused.

PRIVILEGE AND APPOINTMENT RECOMMENDATION

Appointee Jean E. Vogel, M.D. Appoint/Reappoint 02/01/2025 to 01/31/2027
Time Period

Requested Privileges Medical Mid-Level Practitioner
 Psychiatry Medical Director

Medical Staff Category Courtesy Active Moonlighting
 Provisional Consulting In-Training

Staff Type Employee Locum Agency: _____
 Contract Contract Name: _____

PRIVILEGE RECOMMENDATION

The Credentials file of this staff member contains data and information demonstrating current competence in the clinical privileges requested. After review of this information, I recommend that the clinical privileges be granted as indicated with any exceptions or conditions documented.

Comments: _____

Wagas Gasin, M.D. 01/16/2025
 (Med Staff President or Designee Signature) (Signature Date)

MEC ACTION

MEC recommends that:
 He/she be appointed/reappointed to the Medical Staff as requested
 Action be deferred on the application
 The application be denied

Wagas Gasin, M.D. 01/16/2025
 (MEC Committee or Designee Signature) (Signature Date)

GOVERNING BOARD ACTION

Reviewed by Governing Board: _____
 (Date)

Response: Concur
 Recommend further reconsideration

 (Governing Board Signature) (Signature Date)

 (Executive Director Signature) (Signature Date)



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PRIVILEGE AND APPOINTMENT RECOMMENDATION

Appointee Gbolahan D. Oyinloye, M.D. Appoint/Reappoint 03/01/2025 to 02/28/2027
Time Period

Requested Privileges Medical Mid-Level Practitioner
 Psychiatry Medical Director

Medical Staff Category Courtesy Active Moonlighting
 Provisional Consulting In-Training

Staff Type Employee
 Locum Locum Agency: Daily Care, LLC
 Contract Contract Name: _____

PRIVILEGE RECOMMENDATION

The Credentials file of this staff member contains data and information demonstrating current competence in the clinical privileges requested. After review of this information, I recommend that the clinical privileges be granted as indicated with any exceptions or conditions documented.

Comments: _____

Wagas Gasin, M.D. 01/16/2025
(Med Staff President or Designee Signature) (Signature Date)

MEC ACTION

MEC recommends that:
 He/she be appointed/reappointed to the Medical Staff as requested
 Action be deferred on the application
 The application be denied

Wagas Gasin, M.D. 01/16/2025
(MEC Committee or Designee Signature) (Signature Date)

GOVERNING BOARD ACTION

Reviewed by Governing Board: _____
(Date)

Response: Concur
 Recommend further reconsideration

(Governing Board Signature) (Signature Date)

(Executive Director Signature) (Signature Date)



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PRIVILEGE AND APPOINTMENT RECOMMENDATION

Appointee Sabrina R. Spets, APNP Appoint/Reappoint 03/01/2025 to 02/28/2027
Time Period

Requested Privileges Medical Mid-Level Practitioner
 Psychiatry Medical Director

Medical Staff Category Courtesy Active Moonlighting
 Provisional Consulting In-Training

Staff Type Employee
 Locum Locum Agency: _____
 Contract Contract Name: _____

PRIVILEGE RECOMMENDATION

The Credentials file of this staff member contains data and information demonstrating current competence in the clinical privileges requested. After review of this information, I recommend that the clinical privileges be granted as indicated with any exceptions or conditions documented.

Comments: _____

Wagas Gasin, M.D. _____ 01/16/2025 _____
(Med Staff President or Designee Signature) (Signature Date)

MEC ACTION

MEC recommends that:

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

Wagas Gasin, M.D. _____ 01/16/2025 _____
(MEC Committee or Designee Signature) (Signature Date)

GOVERNING BOARD ACTION

Reviewed by Governing Board: _____
(Date)

Response: Concur
 Recommend further reconsideration

(Governing Board Signature) (Signature Date)

(Executive Director Signature) (Signature Date)



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PRIVILEGE AND APPOINTMENT RECOMMENDATION

Appointee Hannah E. Wenzlick, PA-C Appoint/Reappoint 03/01/2025 to 02/28/2027
Time Period

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

PRIVILEGE RECOMMENDATION

The Credentials file of this staff member contains data and information demonstrating current competence in the clinical privileges requested. After review of this information, I recommend that the clinical privileges be granted as indicated with any exceptions or conditions documented.

Comments:

Wagas Gasin, M.D. (Med Staff President or Designee Signature) 01/16/2025 (Signature Date)

MEC ACTION

MEC recommends that:
[X] He/she be appointed/reappointed to the Medical Staff as requested
Action be deferred on the application
The application be denied

Wagas Gasin, M.D. (MEC Committee or Designee Signature) 01/16/2025 (Signature Date)

GOVERNING BOARD ACTION

Reviewed by Governing Board: (Date)

Response: Concur
Recommend further reconsideration

(Governing Board Signature) (Signature Date)
(Executive Director Signature) (Signature Date)



North Central Health Care

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Centralizing Compliance and Quality at North Central Health Care

North Central Health Care is centralizing our Compliance and Quality Department to create a more streamlined, cohesive approach to quality improvement across all areas of our organization. By aligning our compliance and quality efforts under one department, we can enhance consistency, improve communication, and drive meaningful improvements in patient and resident care.

As part of this initiative, we will establish two dedicated Quality Committees: one focused on **Behavioral Health** and the other on our **Skilled Nursing Facility (SNF)**. These committees will play a crucial role in guiding our quality efforts by identifying, reviewing, and prioritizing key quality initiatives. Each committee will be sponsored by the respective program lead, facilitated by the Quality Specialist, and reporting to the Senior Leadership team. This structured approach ensures that we collaboratively address the most critical areas for improvement while aligning with regulatory requirements and best practices.

In addition to our quality initiatives, we are **maintaining our centralized approach to compliance** through an **organizational-wide Compliance Committee**. This committee will continue to focus on proactively identifying and mitigating risks through **comprehensive risk assessments**, ensuring regulatory adherence, and fostering a culture of ethical and responsible decision-making. By upholding our existing centralized compliance model, we can more effectively monitor and address potential concerns while reinforcing accountability and transparency throughout North Central Health Care.

A key component of this transformation is **Learning and Development**, which will play a critical role in providing education and training on quality initiatives. While Learning and Development will closely collaborate with the Compliance and Quality Department to support training needs, it will not be part of this department. Instead, Learning and Development will remain under **Human Resources**, ensuring a broad, organization-wide approach to professional development. By equipping staff with the knowledge and skills needed to implement best practices, comply with regulatory standards, and improve care delivery, Learning and Development will help ensure that quality and compliance remain at the forefront of our operations. Through targeted training, ongoing professional development, and competency-based education, we will empower employees at all levels to contribute to a culture of continuous improvement and excellence.

Through this centralized model, we will foster collaboration, enhance data-driven decision-making, and create a stronger culture of quality and compliance across North Central Health Care. Our ultimate goal is to ensure the highest standards of care and service for those we serve.

www.norcen.org

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Mount View Care Center
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