

OFFICIAL NOTICE AND AMENDED AGENDA

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

Thursday, July 31, 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=mcd74a0d438e5c6fec5e8fc0a8d8154f9>

Meeting number: 1-408-418-9388 **Access Code:** 2496 448 9629 **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.

AMENDED AGENDA

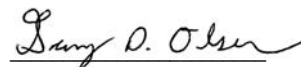
1. CALL TO ORDER
2. CHAIRMAN'S ANNOUNCEMENTS
3. INTRODUCTION OF NEW BOARD MEMBER CHET HAATVEDT
4. PUBLIC COMMENT FOR MATTERS APPEARING ON THE AGENDA (Limited to 15 Minutes)
5. CONSENT AGENDA AND MONITORING REPORTS
 - A. Board Minutes and Committee Reports
 - i. ACTION: *Motion to Approve the May 29, 2025 NCCSP Board Minutes*
 - ii. FOR INFORMATION: Minutes of the May 28, June 26, and June 30, 2025 Executive Committee Meetings
6. BOARD DISCUSSION AND/OR ACTION
 - A. Educational Presentations
 - i. Program Update
 - a. Lakeside Recovery and Sober Living – W. Peterson/K. Haupt
 - ii. Financial Update – J. Hake
 - iii. Pine Crest Nursing Home Update – G. Olsen
 - B. Board Policy Review
 - i. ACTION: Approval of Strategic Planning Policy – G. Olsen
7. BOARD CALENDAR AND FUTURE AGENDA ITEMS
 - A. Next Board Meeting: Thursday, September 25, 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: 07/30/2025 TIME: 9:00 AM BY: D. Osowski

NORTH CENTRAL COMMUNITY SERVICES PROGRAM

BOARD MEETING MINUTES

May 29, 2025

3:00 p.m.

North Central Health Care

Present:	EXC	Eric Anderson	X	Chad Billeb	X	Roy Dieck
	X	Chantelle Foote	ABS	Joshua Geoffrey	X	Kurt Gibbs
	X	Kody Hart	X(Virtual)	Liberty Heidmann	EXC	Jeremy Hunt
	X(Virtual)	Renee Krueger	X	Lance Leonhard	X(Virtual)	Jessi Rumsey
	EXC	Robin Stowe	X	Laurie Thiel		

Staff Present: Jason Hake, Ben Petersen, Kari Oliva

Others Present: Dejan Adzic, Deputy Corporation Counsel (Virtual)

Call to Order

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

Chairman's Announcements

- None

Public Comment for Matters Appearing on the Agenda

- None

Consent Agenda and Monitoring Reports

- **Motion**/second, Billeb/Foote, to approve the March 27, 2025 NCCSP Board meeting minutes. Motion carried.

Program Update – Revenue Cycle – K. Oliva/J. Hake

- Ms. Oliva, Director of Revenue Cycle, provided a review of the Revenue Cycle program which is essentially the financial heartbeat of any health care organization. Revenue cycle starts the moment someone enters our care and continues until every service is reimbursed. The review included strengths, current opportunities, barriers, and next steps.

Financial Update – J. Hake

- Financials were presented and reviewed. Highlights included a year-to-date review through April 2025. Total net income is currently at \$3.6 million which includes grant funds and tax levy. Through the 2026 budget process we will be looking closely at, and talking with the Executive Committee about, how grant funding and tax levy is applied. Health insurance is doing better this year compared to last year at this time.

- An addition to the fund balance report is a minimum and maximum target amounts which relates to about 127 days cash on hand. We may want to consider the fund balance policy and designating funds for upcoming expenses i.e. replacing the EHR system, and other capital expenditures. It was noted that our goal is to decrease monthly administrative write-offs by 25%.

Budget Policy Review

- The Contracting with Excluded Individuals and Entities Policy was reviewed by B. Petersen, Director of Compliance and Quality.
- **Motion**/second, Leonhard/Billeb, to adopt the revisions to the Contracting with Excluded Individuals and Entities Policy as noted. Motion carried.

Board Calendar and Future Agenda Items

- The next meeting of the Board is scheduled for Thursday, July 31, 2025 at 3:00 p.m.

Adjournment

- **Motion**/second, Thiel/Hart, to adjourn the meeting at 3:40 p.m. Motion carried.

Minutes prepared by Debbie Osowski, Senior Executive Assistant

NORTH CENTRAL COMMUNITY SERVICES PROGRAM EXECUTIVE COMMITTEE MEETING MINUTES

May 28, 2025

1:00 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, Ryan Hanson^(Virtual)

Others Present: Mike Puerner, Marathon County Corporation Counsel, Dejan Adzic, Marathon County Deputy Corporation Counsel

Call to Order

- The meeting was called to order by Chair Gibbs at 1:00 p.m.

Public Comment for Matters Appearing on the Agenda

- None

Approval of Executive Committee Meeting Minutes

- **Motion**/second, Stowe/Krueger, to approve the April 29, 2025 Executive Committee meeting minutes. Motion carried.

Financial Update

- Mr. Hake reviewed financials through April noting they continue to be very consistent with prior months. Overall, there is net income of \$873,000 for the month and \$3.6 million year-to-date. The self-funded health insurance is doing well compared to last year.
- Fund Balance report now includes minimum (20%) and maximum (35%) target amounts. The Committee will review the current practice for fund balance and investments and may consider possible revisions i.e. organizationally vs by county, strategic priorities, planning for capital expenditures i.e. EHR system, etc.

2026 Budget Calendar

- The 2026 proposed budget will be presented to the Committee August 27 for review and approval. Input from the Committee is requested regarding 2026 revenues and expenses i.e. cost of living increase, salaries, census, rates, health insurance, long range/strategic planning for capital purchases i.e. EHR and financial systems, etc.

Appoint Chet Strebe as Citizen Member of CCITC Board of Directors

- Each municipality must approve the recommendation of CCITC Board of Directors.
- **Motion**/second, Krueger/Leonhard, to approve Chet Strebe as citizen member of the CCITC Board of Directors. Motion carried.

Medical Staff Recommendations

- **Motion**/second, Leonhard/Stowe, to approve the recommendations of the Medical Staff for amendments to Shamim Anwar, M.D., Ridhwi Mukerji, M.D., and Bret Stysly, M.D. Motion carried.

New Position Requests

- J. Hake reviewed each of the following three requests for changes to current positions:
 - Billing Analyst, Patient Finance, net impact \$5,450
 - Manager of Pharmacy, Pharmacy, net impact \$13,158
 - Pharmacy Buyer, Pharmacy, net impact \$5,139
- **Motion**/second, Krueger/Leonhard, to approve all three position changes up to the net impact as referenced. Motion carried.

Senior Leadership Work Plans

- 2025-2026 Senior Leadership Work Plan was reviewed.
- **Motion**/second, Leonhard/Stowe, to approve the work plans with the incorporation of the comments by staff and committee:
 - Input from NCCSP Board in the organization-wide strategic plan
 - Management of Pine Crest and potential transfer of operations
 - Include Lincoln County law enforcement in meetings/discussions
 - 5-year capital plan (including IT expenditures)
- Motion carried.

North Central Health Care's Contractual Relationship with Pine Crest Nursing Home in light of the potential stale and threat of litigation which could impact the sale

- Ms. Krueger informed the committee that Lincoln County is considering an asset purchase agreement of Pine Crest Nursing Home which also impacts the Nursing Home Management Agreement.
- The Committee discussed the impact of the potential sale on employees, residents, NCHC, as well as how it affects the current management agreement.
- **Motion**/second, Leonhard/Stowe, to postpone action until the next scheduled NCHC Executive Committee meeting. Motion carried with Ms. Krueger in abstention.

Request to authorize the Executive Director to work directly with Pine Crest Nursing Home Administration and Lincoln County to assess operational needs of Pine Crest and determine whether or not certain functions should operate independently from North Central Health Care standard processes to allow for a seamless transition in light of a potential sale

- Ms. Krueger informed the committee that this sale, should it be finalized, will occur much more quickly than last time, therefore, the request is that the Executive Director and the Pine Crest Nursing Home Operations Director be given the authority to begin working together to assess what needs to occur for a quick and seamless transition.

- **Motion**/second, Stowe/Leonhard to authorize the Executive Director to work directly with the Pine Crest Nursing Home Administration and Lincoln County to assess operational needs of Pine Crest and determine whether or not certain functions should operate independently and request the Executive Director to provide the Executive Committee with an update on time spent on this transition process. Motion carried with Ms. Krueger in abstention.

Closed Session

- Discussion regarding settlement authority for upcoming mediation in Case No. 24-cv-320-wmc. Attorney Oyvind Wistrom joined the Committee meeting.
- Mr. Adzic provided information on necessity of a closed session. As previously involved in these settlement discussions there is attorney client privilege type of information as well as attorney work product information that gets shared. If these types of discussions were to occur in open session this would be at a disadvantage to North Central Health Care as it pertains to its position within the litigation. These privileges are generally protected because they benefit the parties or litigants involved and it would not be in our advantage to waive those privileges that are provided to us and in order to preserve them that's why it would be beneficial to go into closed session at these types of discussions both for purposes of our position in the mediation as well as our general approach and strategy to this entire litigation.
 - **Motion**/second, Leonhard/Stowe, pursuant to Wis. Stat. s. 19.85(1)(g), for the purpose of "[c]onferring with legal counsel for the governmental body who is rendering oral or written advice concerning strategy to be adopted by the body with respect to litigation in which it is or is likely to become involved", to wit: Conferring with counsel regarding case strategy and discussion regarding settlement authority for upcoming mediation in Case No. 24-cv-320-wmc, Chavez-DeRemer v. North Central Community Services Program. Roll call taken. All indicated aye. Meeting convened in closed session about 3:00 p.m. Staff and legal counsel were permitted to remain in closed session.
- Motion to Return to Open Session and Possible Announcements and/or Action Regarding Closed Session item
 - **Motion**/second, Stowe/Leonhard, to return to open session at 3:29 p.m. Motion carried.
 - Committee provided direction that the attorneys will take into consideration.
- Discussion and strategy as to employee complaint and employment matter over which the committee has jurisdiction.

- Mr. Puerner provided information on the necessity of a closed session. The committee previously considered in closed session an item related to a specific complaint regarding an employee over which the committee has direct oversight responsibility. The committee gave direction at that time to Mr. Puerner and subsequently did follow that direction. Mr. Puerner has results to report from outside counsel relative to the conclusion of that complaint investigation. Therefore, for the purposes outlined in the potential motion it would be important to go into closed session to protect the confidentiality of the investigation as well as the information about the employees over whom the investigation was conducted and discussing the litigation strategy or other legal advice related to potential litigation would also be important.
 - **Motion**/second, Stowe/Krueger, to go into Closed Session (Roll Call Vote Suggested) Pursuant to Wis. Stat. s. 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 exercises responsibility” and pursuant to Wis. Stat. s. 19.85(1)(g), for the purpose of “[c]onfering with legal counsel for the governmental body who is rendering oral or written advice concerning strategy to be adopted by the body with respect to litigation in which it is or is likely to become involved”, to wit: discussion with counsel relative to direction and strategy as to an employment matter and employee over which the committee exercises responsibility. Roll call vote taken. All indicated aye. Attorney Puerner remained in closed session. Motion carried. Meeting convened in closed session about 3:32 p.m.
- Motion to Return to Open Session (Roll Call Vote Unnecessary) and Possible Announcements and/or Action Regarding Closed Session item
 - **Motion**/second, Stowe/Leonhard to return to open session about 5:05 p.m. Motion carried.
 - **Motion**/second, Krueger/Stowe, to accept the investigation summary and place report in appropriate file. Motion carried.

Next Meeting Date, Time, Location and Future Agenda Items

- Next meeting moved to Thursday, June 26, 2025 at 1:00 p.m.

Adjournment

- **Motion**/second, Krueger/Stowe, to adjourn the meeting at 5:06 p.m. Motion carried.

NORTH CENTRAL COMMUNITY SERVICES PROGRAM EXECUTIVE COMMITTEE MEETING MINUTES

June 26, 2025

1:00 p.m.

North Central Health Care

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

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

Others Present: Dejan Adzic, Marathon County Deputy Corporation Counsel, Sarah Schlosser, Elizabeth McCrank, Eileen Guthrie, Paul Gilk, Don Dunphy

Call to Order

- The meeting was called to order by Chair Gibbs at 1:03 p.m.

Public Comment for Matters Appearing on the Agenda

- Eileen Guthrie, Don Dunphy, and Paul Gilk addressed the committee regarding the contractual relationship between North Central Health Care and Lincoln County regarding Pine Crest Nursing Home.

Approval of Executive Committee Meeting Minutes

- **Motion**/second, Stowe/Leonhard, to approve the May 28, 2025 Executive Committee meeting minutes. Motion carried.

Financial Update

- Mr. Hake provided a financial update for the months January through May. Highlights included a \$1.7 million net income with \$1.6 million attributed to MVCC due to a rate increase retroactive to July 1, 2024. A recent change to the supplemental payment is that it is now added onto the daily rate. NCHC has experienced a challenge with commercial insurance companies covering the Lakeside Recovery MMT program, a 28-day program, in that they do not like to pay for a fixed length of stay. We are actively working with the Aspirus Network and insurance companies to cover the full 28 days. Net income is \$5.3 million and to date health insurance continues to do well compared to 2024.

Pine Crest Nursing Home Update

- The Lincoln County Board approved the sale of Pine Crest Nursing Home effective August 1, 2025. North Central Health Care is working closely with Lincoln County and the purchasing company for a smooth transition.

Overview and Update on NCHC's Compliance Program, including current initiatives, process improvements, and emerging compliance matters as they relate to organizational risk, with the intent of informing and providing context for the Executive Committee's subsequent closed session discussion

- Mr. Petersen provided a general update including regulatory oversight, and challenges of the programs within the Compliance Program. The full scope of how those areas and challenges impact us as an organization with regard to risk will be discussed in more detail during the closed session.

Approval to submit letter of intent for Crisis Urgent Care and Observation Facility (CUCOF)

- A CUCOF is an observation facility that provides 24/7 mental health substance use care. The services provided are more intensive than crisis stabilization but less intensive than hospitalization. Step 1, in a two-step process, is submitting a letter of intent. After reviewing the program in depth, if it is determined that NCHC is a good fit for this program, a request to submit an application would be brought to the Committee for approval (step 2).
- **Motion**/second, Leonhard/Stowe, to approve staff submitting a letter of intent for Crisis Urgent Care and Observation Facility. Motion carried.

Discussion with possible action on North Central Health Care's contractual relationship with Pine Crest Nursing Home in light of the potential sale and threat of litigation which could impact the sale

- Mr. Olsen explained the challenges NCHC has experienced over the past year with the uncertainty of the future of Pine Crest Nursing Home. Since the last meeting of this Committee, Lincoln County Board approved the sale of Pine Crest effective 8/1/2025. NCHC is working closely with Lincoln County and the buyer on a successful transition to meet this date.
- Due to these challenges, and with the desire to continue to support Lincoln County, a partner for over 50 years, consideration is requested to end the current management agreement of Pine Crest effective 12/31/2025. However, should the current sale not go through and Lincoln County would determine to continue to operate Pine Crest, NCHC would enter into discussions with Lincoln County to continue the management of Pine Crest under a new long-term agreement effective 1/1/2026.
- **Motion**/second, Leonhard/Stowe, to provide notice relative to termination of the operating agreement, as called for within the current agreement, with the understanding that should the currently envisioned sale not be effectuated, NCHC stands ready to reengage representatives from Lincoln County regarding a new management agreement to protect the interests of both Lincoln County and NCHC. Motion carried.

Discussion with Possible Action 2026 Budget Schedule Timeline and Schedule

- Due to many demands on Directors, Managers, and staff, plus the additional efforts needed to assist with the sale of Pine Crest Nursing Home in a short amount of time, it is requested to push the approval of the 2026 budget from the August meeting to the September 24 meeting of the Executive Committee.

- It is NCHC's intent to keep tax levy for all three counties flat for 2026.
- The 2026 Budget Revenue & Expenses Guidelines will be brought to the July meeting of the Executive Committee for approval.
- **Motion**/second, Leonhard/Stowe, that the Committee understands that NCHC staff will deliver to the Executive Committee, no later than August 1, 2025, the formal tax levy request relative to the 2026 budget and that that will satisfy the requirements under the Tri-County Agreement. Motion carried.

Presentation by UW Extension, Sarah Schlosser and Elizabeth McCrank and Approval of Strategic Planning Process

- As NCHC looks to the future, we're looking to ensure setting NCHC up for long term sustainability while continuing to deliver high quality person-centered care, all while trying to align our mission, vision and core values for the constantly evolving needs of human services and healthcare. In order to accomplish this, we feel we need to have a well-developed strategic plan that will help guide us, our services, our priorities, and help shape how we allocate our resources and measure our progress. We've asked UW Extension to help with this process.
- Ms. Schlosser and Ms. McCrank provided an overview of their proposal.
- **Motion**/second, Leonhard/Stowe, to authorize staff to move forward with finalizing and executing the agreement with UW Extension not to exceed \$5,000 for the contract for strategic planning. Motion carried.

Update and Possible Action Regarding Vocational Supportive Employment Program

- The vocational supportive employment program is for the developmentally and disabled. NCHC has historically operated this program in each of our counties. Last year the program in Lincoln County transitioned to another provider when our employee resigned. Our employee in Langlade County recently gave notice and the transition of that program, along with Marathon County's program, to Aligned Employment is being recommended at this time. This is consistent with the desire of this governing body to return to and focus on our core programs.
- Mr. Leonhard requested he receive a brief transition memo to include a timeline, who services will be provided by, and any budget impact.
- **Motion**/second, Leonhard/Stowe, that staff make all necessary transitions as provided in the memo and as discussed. Motion carried.

Approval of Executive Director Work Plan

- Mr. Olsen will provide an update on his work plan at each meeting of the Committee. Any comments or changes to the work plan are welcomed.
- **Motion**/second, Stowe/Leonhard, to approve the updated Executive Director Work Plan. Motion carried.

Closed Session

Dejan Adzic, Marathon County Deputy Corporation Counsel, provided an explanation of the purposes of the two closed sessions slated. The first closed session is to discuss pending litigation with counsel, and the second is to discuss with counsel and the Compliance Officer certain compliance-related matters including regulatory issues that may arise out of those and any lawsuits, as well as any investigations and specific individuals that will be discussed. The Compliance Officer has already disposed in open session as much information as he could without addressing specifics. Also, we did not settle with the DOL, therefore counsel will be discussing next steps, where litigation will be going, case strategy, counsel opinions, etc. All these things, if discussed in open session, would have negative consequences on the entity because it would give a window into our internal strategies and pending litigation, as well as our strategy related to compliance, and what kind of actions that may be taken to ameliorate certain risks that the organization may be facing. Accordingly, counsel believes both of these items would be appropriate for closed session discussions based on the statutes identified.

- **Motion**/second, Leonhard/Stowe, pursuant to Wis. Stat 19.85(1)(g) for purpose of “[c]onfering with legal counsel for the governmental body who is rendering oral or written advice concerning strategy to be adopted by the body with respect to litigation which it is or is likely to become involved”, to wit:
 1. Update from legal counsel on outcome of DOL mediation and future case strategy as it pertains to *Chavez-DeRemer v. North Central Health Care*, 24-cv-320-wmc
 2. Update from legal counsel on pending litigation, current legal issues and analysis, and future case strategy as it pertains to *Emmerich v. North Central Health Care Facility*, Marathon County Circuit Court Case No. 2024CV000495.
 3. Update from legal counsel on pending litigation and future case strategy as it pertains to Lisa A. Peterson vs North Central Health Care et al, Marathon County Case No. 25CV345
 4. Provide case updates on other pending employment law cases currently before DWD or EEOC.
- Roll call vote taken. All indicated aye. Staff were allowed to remain in the closed session. Meeting convened in closed session at 2:50 p.m.
- **Motion**/second Stowe/Leonhard, to return to open session (roll call vote unnecessary) and Possible Announcements and/or Action Regarding Closed Session item
 - Meeting returned to open session at 3:37 p.m.
 - No action taken.
 - Counsel will continue to provide updates.
- **Motion**/second, Leonhard/Stowe, pursuant to Wis. Stat. 19.85(1)(g), for purpose of “[c]onfering with legal counsel for the governmental body who is rendering oral or written advice concerning strategy to be adopted by the body with respect to litigation which it is or is likely to become involved”, and pursuant to Wis. Stat. 19.85(1)(f) for the purpose of “[C]onsidering financial, medical, social or personal histories or disciplinary data of specific persons, preliminary investigation of specific personnel problems or the investigation of charges against specific persons except where par. (b) applies which, if discussed in public, would likely to have substantial adverse effect upon the reputation of any person referred to in such histories or data, or involved in such problems or investigations”, to wit: Presentation of a quarterly report on compliance and quality to the

Executive Committee the contents of which will involve discussion of events or occurrences which may have future legal implications on the organization and the legal evaluation of those implications and which contents also involve discussions regarding specific individuals and their role in certain compliance related matters, issues and or investigations.

- Roll call vote taken. All indicated aye. Mr. Petersen and Mr. Adzic remained in closed session. Meeting convened in closed session at 3:40 p.m.
- **Motion**/second, Stowe/Leonhard, to Return to Open Session (Roll Call Vote Unnecessary) and Possible Announcements and/or Action Regarding Closed Session item. Motion carried.
 - Meeting returned to Open Session at 5:31 p.m.
 - No action taken.
 - No announcements.

Next Meeting Date, Time, Location and Future Agenda Items

- Next meeting Wednesday, July 30, 2025 at 1:00 p.m. in the NCHC Eagle Board Room

Adjournment

- **Motion**/second, Stowe/Leonhard, to adjourn the meeting at 5:35 p.m. Motion carried.

Minutes prepared by Debbie Osowski, Senior Executive Assistant

NORTH CENTRAL COMMUNITY SERVICES PROGRAM EXECUTIVE COMMITTEE MEETING MINUTES

June 30, 2025

12:00 p.m.

Virtual Only

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

Staff Present: Gary Olsen

Others Present: Michael Puerner, Marathon County Corporation Counsel, Dejan Adzic, Marathon County Deputy Corporation Counsel, Karry Johnson, Lincoln County Corporation Counsel

Call to Order

- The meeting was called to order by Chair Gibbs at 12:00 p.m.

Closed Session

- **Motion**/second, Leonhard/Stowe, to go into closed session (roll call vote suggested): Pursuant to Wis. Stat 19.85(1)(g) for purpose of “[c]onfering with legal counsel for the governmental body who is rendering oral or written advice concerning strategy to be adopted by the body with respect to litigation which it is or is likely to become involved”, to wit: discuss certain contractual obligations as they pertain to NCHC, render legal advice with respect to NCHC’s obligations under those contractual provisions, and adopt a strategy on how NCHC is to proceed with respect to meeting its legal obligations with respect to certain contractual provisions. Roll call vote taken. All in attendance asked to remain in closed session. All indicate aye. Motion carried.
- Motion to Return to Open Session (Roll Call Vote Unnecessary) and Possible Announcements and/or Action Regarding Closed Session item
 - **Motion**/second, Leonhard/Stowe, to return to open session at 12:49 p.m.
 - Direction has been provided to administrator and counsel on next steps.

Next Meeting Date & Time, Location and Future Agenda Items

- Wednesday, July 30, 2025, 1:00 p.m., NCHC Eagle Board Room

Adjournment

- **Motion**/second, Stowe/Leonhard, to adjourn the meeting at 12:50 p.m. Motion carried.

Minutes prepared by Debbie Osowski, Senior Executive Assistant



NCHC SUBSTANCE USE DISORDER TREATMENT PROGRAMS

July 2025

Today's Objectives

- Overview of NCHC's substance use disorder treatment service continuum
- Focus on:
 - Lakeside Recovery Residential Program
 - Hope House Sober Living programs
 - Outreach

- Substance Use Disorder (SUD) Treatment Programs – Continuum
 - Outpatient Services
 - Community Treatment
 - Acute Care Services
 - Crisis Center – 24/7 response
 - Crisis Stabilization Facilities
 - Behavioral Health Hospitals
 - Residential treatment for SUD
 - Sober Living

Outpatient Services

- Array of Services
 - AODA Assessments
 - Intoxicated Driver Program
 - Mental Health Therapy and Substance Use Disorder Treatment
 - Individual and group
 - Psychiatric Evaluation and Medication Management
 - Resident Psychiatry Program – Medical College of Wisconsin

Community Treatment

- Comprehensive Community Services (CCS)
- Community Support Program (CSP)
 - Case management services to support people and live as independently as possible
 - Mental health and substance use services
 - Community-based, voluntary
 - Youth and adults

Crisis Services

- Crisis Center- DHS 34 and 51 (emergency detention)
- 24-hour assessment and support services for mental health or substance use crisis
- Walk in, mobile and phone assessments to determine least restrictive level of care needed to assure safety

Lakeside Recovery



- Medically Monitored Treatment (MMT)
- 28-day program
 - 16 beds, male and female
- Voluntary program for adults with substance use disorder
- Unlocked residential unit

Operational Overview

- Primarily serve individuals involved in the justice system
- Treatment plans include:
 - Individual therapy
 - Group therapy
 - Pro social recreation opportunities
 - Life skills
 - Discharge planning

Lakeside Recovery



- Program enhancements:
 - Visitation schedule
 - Visitation process
 - New position – Care Coordinator
 - Increase ability to collaborate with partners from referral to discharge

Discharge planning

- Strengthening supports for success
- Person centered plan
- Typically includes:
 - Next level of treatment
 - Safe living environment
 - Natural supports
 - Connections to basic needs, employment support

Numbers Served

- 2024 Admissions and Graduates
 - Langlade County 11 Admissions
 - Lincoln County 15 Admissions
 - Marathon County 132 AdmissionsGraduates
 - 109 Graduates 63% Completion Rate
 - Average Daily Census 10.91

- 2025 Admissions and Graduates (through June)
 - Langlade County 13 Admissions
 - Lincoln County 12 Admissions
 - Marathon County 61 AdmissionsGraduates
 - 62 Graduates 66% Completion Rate
 - Average Daily Census 11.17

Financial Overview

- Medicaid and private insurance fund treatment, but not room and board.
 - Room and Board on Lakeside can be offset through an opioid grant.
 - Other grants are applied to SUD services as needed.

Hope House – Wausau



Hope House – Antigo

Sober Living Programs

- Hope House Antigo(female adults)and Wausau (male adults)
- Sobriety is required.
- Treatment plan is required for each resident.
- Residents must have an active community involvement or employment plan for success.
- Apricity Model is supported by a lived experience house manager and a NCHC case manager.

Numbers served

Hope House – Wausau

- 2025 (Through June)
 - 819 Client Days 89% Marathon County
 - 109 Client Days 11% Langlade County
 - Average Daily Census 5.0
- 2024
 - 1831 Client Days 74% Marathon County
 - 110 Client Days 4% Langlade County
 - Average Daily Census 6.7

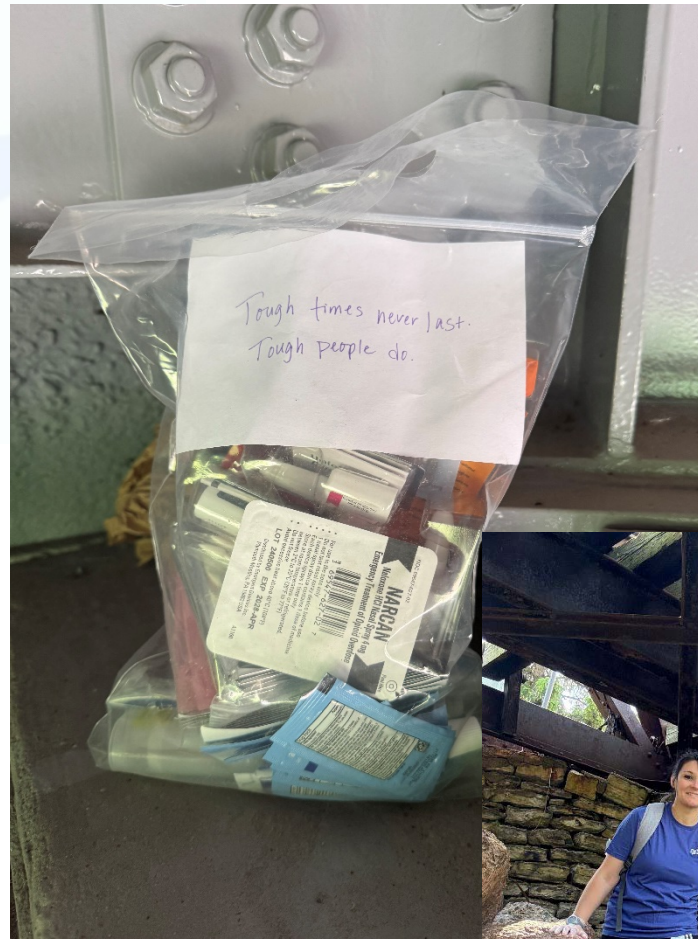
Hope House – Antigo

- 2025 (Through June)
 - 245 Client Days 58% Langlade County
 - 211 Client Days 42% Marathon county
 - Average Daily Census 3.0
- 2024
 - 921 Client Days 50% Langlade County
 - 926 Client Days 50% Marathon County
 - Average Daily Census 5.0

Outreach

Outreach Coordinator and Peer Specialist

- Provide Community Trainings
 - Narcan Administration
 - SUD Topics
- Delivery of Harm Reduction Items
 - Schools, Police and Health Departments, Jails, Non-profits
- Bi-Weekly Sweeps of Areas
 - Leave behind items for harm reduction and clean up areas
- Presentations in the Jail
 - Women's and Men's groups



Thank you!

- Questions?

North Central Health Care
Programs by Service Line - Current Month
June-25

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
BEHAVIORAL HEALTH SERVICES								
Adult Behavioral Health Hospital	802,264	667,513	134,751	548,574	492,385	(56,190)	253,690	78,561
Adult Crisis Stabilization Facility	294,089	203,299	90,790	155,707	164,136	8,429	138,382	99,219
Lakeside Recovery MMT	134,300	127,935	6,365	148,944	131,311	(17,633)	(14,644)	(11,268)
Youth Behavioral Health Hospital	308,928	273,930	34,998	284,713	314,065	29,352	24,215	64,350
Youth Crisis Stabilization Facility	139,127	126,847	12,280	121,304	109,340	(11,963)	17,823	317
Contracted Services (Out of County Placements)	-	-	-	185,591	153,778	(31,813)	(185,591)	(31,813)
Crisis Services	278,372	250,205	28,168	206,039	242,262	36,223	72,334	64,391
Psychiatry Residency	7,934	20,171	(12,236)	24,500	43,310	18,810	(16,566)	6,574
	1,965,015	1,669,899	295,116	1,675,373	1,650,587	(24,786)	289,642	270,330
COMMUNITY SERVICES								
Outpatient Services (Marathon)	438,939	493,727	(54,788)	461,100	532,739	71,640	(22,160)	16,852
Outpatient Services (Lincoln)	89,851	89,548	303	65,215	79,192	13,977	24,635	14,279
Outpatient Services (Langlade)	89,901	79,577	10,324	70,923	65,655	(5,268)	18,978	5,056
Community Treatment Adult (Marathon)	561,861	491,794	70,067	533,747	581,271	47,523	28,114	117,590
Community Treatment Adult (Lincoln)	77,057	74,794	2,263	107,606	82,177	(25,429)	(30,549)	(23,166)
Community Treatment Adult (Langlade)	36,293	28,560	7,733	37,427	40,522	3,095	(1,134)	10,828
Community Treatment Youth (Marathon)	641,852	549,475	92,377	598,038	593,617	(4,421)	43,814	87,956
Community Treatment Youth (Lincoln)	201,437	157,638	43,800	192,330	169,227	(23,103)	9,108	20,696
Community Treatment Youth (Langlade)	171,465	113,267	58,198	157,024	127,926	(29,098)	14,441	29,100
Hope House (Sober Living Marathon)	4,528	6,559	(2,031)	10,917	8,895	(2,022)	(6,388)	(4,052)
Sober Living (Langlade)	4,960	3,231	1,729	13,233	6,125	(7,108)	(8,273)	(5,379)
Adult Protective Services	64,016	69,680	(5,664)	141,390	73,408	(67,982)	(77,374)	(73,646)
Jail Meals (Marathon)	-	-	-	-	-	-	-	-
	2,382,161	2,157,850	224,311	2,388,951	2,360,754	(28,197)	(6,789)	196,115
COMMUNITY LIVING								
Day Services (Langlade)	20,942	25,254	(4,312)	19,208	25,034	5,826	1,734	1,514
Supportive Employment Program	3,033	22,926	(19,893)	16,141	26,417	10,276	(13,108)	(9,616)
	23,975	48,180	(24,205)	35,349	51,451	16,103	(11,374)	(8,102)
NURSING HOMES								
Mount View Care Center	2,167,230	2,080,135	87,094	1,990,935	1,876,327	(114,608)	176,295	(27,513)
Pine Crest Nursing Home	1,148,278	1,245,062	(96,783)	1,117,043	1,202,118	85,074	31,235	(11,709)
	3,315,508	3,325,197	(9,689)	3,107,978	3,078,445	(29,533)	207,530	(39,222)
Pharmacy	596,206	597,490	(1,284)	539,424	630,146	90,722	56,781	89,438
OTHER PROGRAMS								
Aquatic Services	100,389	98,301	2,088	84,450	111,584	27,135	15,939	29,222
Birth To Three	129,860	-	129,860	129,860	-	(129,860)	-	-
Demand Transportation	34,440	34,982	(542)	40,266	48,931	8,665	(5,825)	8,123
	264,689	133,284	131,406	254,575	160,515	(94,060)	10,114	37,346
Total NCHC Service Programs	8,547,554	7,931,899	615,655	8,001,650	7,931,898	(65,801)	545,904	549,854
SELF-FUNDED INSURANCE TRUST FUNDS								
Health Insurance Trust Fund	676,218	754,739	(78,521)	427,303	754,739	327,436	248,915	248,915
Dental Insurance Trust Fund	34,247	34,459	(212)	29,192	34,459	5,267	5,055	5,055
Total NCHC Self-Funded Insurance Trusts	710,465	789,198	(78,733)	456,495	789,198	332,703	253,970	253,970

North Central Health Care
Programs by Service Line - Year to Date
For the Period Ending June 30, 2025

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
BEHAVIORAL HEALTH SERVICES								
Adult Behavioral Health Hospital	4,737,977	4,005,078	732,899	3,172,230	2,954,309	(217,922)	1,565,747	514,978
Adult Crisis Stabilization Facility	2,080,601	1,219,796	860,805	1,031,456	984,818	(46,638)	1,049,145	814,166
Lakeside Recovery MMT	724,909	767,610	(42,701)	810,449	787,868	(22,581)	(85,540)	(65,282)
Youth Behavioral Health Hospital	1,994,137	1,643,581	350,556	1,693,004	1,884,389	191,385	301,133	541,941
Youth Crisis Stabilization Facility	673,553	761,080	(87,527)	675,753	656,041	(19,712)	(2,200)	(107,239)
Contracted Services (Out of County Placements)	-	-	-	882,526	922,668	40,142	(882,526)	40,142
Crisis Services	1,571,811	1,501,227	70,584	1,250,480	1,453,570	203,090	321,331	273,674
Psychiatry Residency	63,504	121,023	(57,519)	144,266	259,858	115,592	(80,763)	58,073
	11,846,492	10,019,395	1,827,096	9,660,165	9,903,522	243,357	2,186,327	2,070,453
COMMUNITY SERVICES								
Outpatient Services (Marathon)	2,674,644	2,962,362	(287,719)	2,830,476	3,196,437	365,961	(155,832)	78,242
Outpatient Services (Lincoln)	572,244	537,286	34,958	395,714	475,150	79,436	176,530	114,394
Outpatient Services (Langlade)	525,516	477,461	48,055	409,269	393,930	(15,339)	116,246	32,716
Community Treatment Adult (Marathon)	3,390,891	2,950,763	440,128	3,207,070	3,487,624	280,554	183,821	720,681
Community Treatment Adult (Lincoln)	464,987	448,764	16,223	552,553	493,064	(59,489)	(87,565)	(43,266)
Community Treatment Adult (Langlade)	202,268	171,360	30,908	233,535	243,135	9,600	(31,266)	40,508
Community Treatment Youth (Marathon)	3,847,539	3,296,852	550,687	3,543,668	3,561,701	18,033	303,870	568,720
Community Treatment Youth (Lincoln)	1,175,732	945,827	229,905	1,094,763	1,015,360	(79,403)	80,968	150,501
Community Treatment Youth (Langlade)	984,460	679,603	304,857	887,879	767,558	(120,322)	96,581	184,535
Hope House (Sober Living Marathon)	30,924	39,354	(8,429)	47,528	53,370	5,842	(16,603)	(2,588)
Sober Living (Langlade)	29,841	19,388	10,453	41,794	36,749	(5,045)	(11,953)	5,408
Adult Protective Services	430,403	418,080	12,324	680,237	440,450	(239,788)	(249,834)	(227,464)
Jail Meals (Marathon)	-	-	-	-	-	-	-	-
	14,329,449	12,947,100	1,382,349	13,924,486	14,164,525	240,039	404,963	1,622,388
COMMUNITY LIVING								
Day Services (Langlade)	139,700	151,524	(11,824)	128,492	150,204	21,712	11,208	9,888
Supportive Employment Program	87,303	137,555	(50,252)	114,543	158,505	43,962	(27,240)	(6,290)
	227,003	289,079	(62,076)	243,035	308,709	65,674	(16,032)	3,598
NURSING HOMES								
Mount View Care Center	14,860,588	12,480,811	2,379,777	11,840,500	11,257,963	(582,537)	3,020,088	1,797,240
Pine Crest Nursing Home	7,084,466	7,470,370	(385,903)	6,940,936	7,212,706	271,770	143,530	(114,134)
	21,945,054	19,951,180	1,993,874	18,781,436	18,470,669	(310,767)	3,163,618	1,683,107
Pharmacy	3,459,141	3,584,937	(125,797)	3,348,996	3,780,879	431,883	110,144	306,086
OTHER PROGRAMS								
Aquatic Services	556,711	589,808	(33,098)	494,920	669,505	174,585	61,790	141,487
Birth To Three	259,720	-	259,720	259,720	-	(259,720)	-	-
Demand Transportation	256,020	209,893	46,128	238,471	293,586	55,115	17,549	101,242
	1,072,451	799,701	272,750	993,111	963,091	(30,020)	79,340	242,729
Total NCHC Service Programs	52,879,589	47,591,392	5,288,196	46,951,229	47,591,394	640,164	5,928,360	5,928,360
SELF-FUNDED INSURANCE TRUST FUNDS								
Health Insurance Trust Fund	4,046,358	4,528,431	(482,073)	3,218,577	4,528,431	1,309,854	827,781	827,781
Dental Insurance Trust Fund	208,721	206,755	1,966	180,842	206,755	25,913	27,879	27,879
Total NCHC Self-Funded Insurance Trusts	4,255,079	4,735,186	(480,107)	3,399,419	4,735,186	1,335,767	855,660	855,660

North Central Health Care
Fund Balance Review
For the Period Ending June 30, 2025

	Marathon	Langlade	Lincoln	Total
YTD Appropriation (Tax Levy) Revenue	2,930,509	88,246	529,427	3,548,181
Total Revenue at Period End	37,770,690	3,401,297	11,707,602	52,879,589
County Percent of Total Net Position	71.4%	6.4%	22.1%	
Total Operating Expenses, Year-to-Date *	32,642,492	3,175,347	11,133,391	46,951,229
<i>* Excluding Depreciation Expenses to be allocated at the end of the year</i>				
Share of Operating Cash	23,100,146	2,080,196	7,160,243	32,340,584
Days Cash on Hand	129	120	117	126
Minimum Target - 20%	13,056,997	1,270,139	4,453,356	18,780,492
Over/(Under) Target	19,585,495	1,905,208	6,680,034	28,170,737
Maximum Target - 35%	22,849,744	2,222,743	7,793,374	32,865,860
Over/(Under) Target	250,402	(142,546)	(633,131)	(525,276)
Share of Investments	-	-	-	-
Days Invested Cash	0	0	0	0
Days Invested Cash on Hand Target - 150 Days	26,829,445	2,609,874	9,150,732	38,590,051
Current Percentage of Operating Cash	70.8%	65.5%	64.3%	68.9%
Over/(Under) Minimum Target	19,585,495	1,905,208	6,680,034	28,170,737
Share of Investments	-	-	-	-
Amount Needed to Fulfill Fund Balance Policy	<u>19,585,495</u>	<u>1,905,208</u>	<u>6,680,034</u>	<u>28,170,737</u>

North Central Health Care
Review of Services in Marathon County
For the Period Ending June 30, 2025

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
Direct Services								
Outpatient Services	2,674,644	2,962,362	(287,719)	2,830,476	3,196,437	365,961	(155,832)	78,242
Community Treatment-Adult	3,390,891	2,950,763	440,128	3,207,070	3,487,624	280,554	183,821	720,681
Community Treatment-Youth	3,847,539	3,296,852	550,687	3,543,668	3,561,701	18,033	303,870	568,720
Hope House Sober Living	30,924	39,354	(8,429)	47,528	53,370	5,842	(16,603)	(2,588)
Demand Transportation	256,020	209,893	46,128	238,471	293,586	55,115	17,549	101,242
Jail Meals	-	-	-	-	-	-	-	-
Aquatic Services	556,711	589,808	(33,098)	494,920	669,505	174,585	61,790	141,487
Mount View Care Center	14,860,588	12,480,811	2,379,777	11,840,500	11,257,963	(582,537)	3,020,088	1,797,240
	25,617,316	22,529,843	3,087,473	22,202,633	22,520,185	317,552	3,414,684	3,405,026
Shared Services								
Adult Behavioral Health Hospital	3,562,039	3,017,987	544,052	2,354,837	2,193,068	(161,769)	1,207,202	382,283
Youth Behavioral Health Hospital	1,481,341	1,221,113	260,228	1,256,765	1,398,836	142,071	224,575	402,298
Residency Program	47,141	89,839	(42,698)	107,093	192,900	85,807	(59,952)	43,109
Supportive Employment Program	64,808	102,111	(37,303)	85,029	117,663	32,634	(20,221)	(4,669)
Crisis Services	1,293,057	1,240,660	52,397	928,267	1,079,027	150,760	364,790	203,156
Adult Crisis Stabilization Facility	1,544,489	905,490	639,000	765,679	731,058	(34,621)	778,810	604,379
Youth Crisis Stabilization Facility	499,998	564,972	(64,974)	501,631	486,998	(14,633)	(1,633)	(79,607)
Pharmacy	2,567,819	2,661,202	(93,383)	2,486,056	2,806,655	320,599	81,763	227,216
Lakeside Recovery MMT	558,762	590,460	(31,698)	601,620	584,857	(16,762)	(42,858)	(48,460)
Adult Protective Services	341,124	309,706	31,418	504,960	326,959	(178,001)	(163,836)	(146,583)
Birth To Three	192,798	-	192,798	192,798	-	(192,798)	-	-
Contracted Services (Out of County Placements)	-	-	-	655,124	684,923	29,799	(655,124)	29,799
	12,153,374	10,703,538	1,449,836	10,439,859	10,602,944	163,085	1,713,515	1,612,920
Excess Revenue/(Expense)	37,770,690	33,233,382	4,537,309	32,642,492	33,123,129	480,637	5,128,199	5,017,946

North Central Health Care
Review of Services in Lincoln County
For the Period Ending June 30, 2025

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
Direct Services								
Outpatient Services	572,244	537,286	34,958	395,714	475,150	79,436	176,530	114,394
Community Treatment-Adult	464,987	448,764	16,223	552,553	493,064	(59,489)	(87,565)	(43,266)
Community Treatment-Youth	1,175,732	945,827	229,905	1,094,763	1,015,360	(79,403)	80,968	150,501
Pine Crest Nursing Home	7,084,466	7,470,370	(385,903)	6,940,936	7,212,706	271,770	143,530	(114,134)
	9,297,429	9,402,247	(104,817)	8,983,966	9,196,279	212,313	313,463	107,496
Shared Services								
Adult Behavioral Health Hospital	732,758	620,745	112,013	484,829	451,523	(33,306)	247,929	78,707
Youth Behavioral Health Hospital	304,052	250,474	53,577	258,751	288,001	29,250	45,301	82,828
Residency Program	9,706	18,497	(8,791)	22,049	39,715	17,667	(12,343)	8,876
Supportive Employment Program	13,343	21,023	(7,680)	17,506	24,225	6,719	(4,163)	(961)
Crisis Services	192,882	182,094	10,788	191,118	222,157	31,039	1,764	41,827
Adult Crisis Stabilization Facility	317,989	186,428	131,561	157,643	150,515	(7,128)	160,346	124,433
Youth Crisis Stabilization Facility	102,943	116,320	(13,377)	103,279	100,266	(3,013)	(336)	(16,390)
Pharmacy	528,679	547,905	(19,226)	511,845	577,852	66,007	16,834	46,781
Lakeside Recovery MMT	98,549	105,075	(6,526)	123,865	120,414	(3,451)	(25,316)	(9,977)
Adult Protective Services	69,578	63,110	6,469	103,964	67,316	(36,648)	(34,386)	(30,179)
Birth To Three	39,694	-	39,694	39,694	-	(39,694)	-	-
Contracted Services (Out of County Placements)	-	-	-	134,881	141,016	6,135	(134,881)	6,135
	2,410,173	2,111,671	298,501	2,149,425	2,183,002	33,577	260,748	332,078
Excess Revenue/(Expense)	11,707,602	11,513,918	193,684	11,133,391	11,379,281	245,890	574,211	439,574


North Central Health Care
Review of Services in Langlade County
For the Period Ending June 30, 2025

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
Direct Services								
Outpatient Services	525,516	477,461	48,055	409,269	393,930	(15,339)	116,246	32,716
Community Treatment-Adult	202,268	171,360	30,908	233,535	243,135	9,600	(31,266)	40,508
Community Treatment-Youth	984,460	679,603	304,857	887,879	767,558	(120,322)	96,581	184,535
Sober Living	29,841	19,388	10,453	41,794	36,749	(5,045)	(11,953)	5,408
Adult Day Services	139,700	151,524	(11,824)	128,492	150,204	21,712	11,208	9,888
	1,881,785	1,499,336	382,449	1,700,969	1,591,575	(109,394)	180,816	273,055
Shared Services								
Adult Behavioral Health Hospital	443,181	366,346	76,834	332,564	309,718	(22,846)	110,617	53,988
Youth Behavioral Health Hospital	208,744	171,994	36,751	177,488	197,552	20,064	31,257	56,815
Residency Program	6,657	12,688	(6,030)	15,124	27,242	12,118	(8,467)	6,088
Supportive Employment Program	9,152	14,421	(5,268)	12,008	16,617	4,609	(2,856)	(659)
Crisis Services	85,872	78,473	7,400	131,095	152,386	21,291	(45,223)	28,691
Adult Crisis Stabilization Facility	218,122	127,879	90,243	108,134	103,244	(4,889)	109,988	85,354
Youth Crisis Stabilization Facility	70,613	79,789	(9,176)	70,843	68,777	(2,067)	(231)	(11,243)
Pharmacy	362,642	375,830	(13,188)	351,095	396,372	45,277	11,547	32,089
Lakeside Recovery MMT	67,599	72,075	(4,477)	84,964	82,597	(2,367)	(17,366)	(6,844)
Adult Protective Services	19,701	45,264	(25,563)	71,313	46,175	(25,138)	(51,612)	(50,701)
Birth To Three	27,228	-	27,228	27,228	-	(27,228)	-	-
Contracted Services (Out of County Placements)	-	-	-	92,520	96,729	4,208	(92,520)	4,208
	1,519,512	1,344,758	174,754	1,474,378	1,497,409	23,032	45,134	197,786
Excess Revenue/(Expense)	3,401,297	2,844,094	557,203	3,175,347	3,088,984	(86,362)	225,950	470,841

North Central Health Care
Summary of Revenue Write-Offs
For the Period Ending June 30, 2025

	<u>MTD</u>	<u>YTD</u>
Behavioral Health Hospitals		
Charity Care	\$ 19,406	\$ 346,866
Administrative Write-Off	\$ 41,214	\$ 275,995
Bad Debt	\$ -	\$ 344,173
Outpatient & Community Treatment		
Charity Care	\$ 9,834	\$ 134,341
Administrative Write-Off	\$ 12,274	\$ 32,346
Bad Debt	\$ -	\$ 73,353
Nursing Home Services		
Charity Care	\$ -	\$ -
Administrative Write-Off	\$ 61,600	\$ 107,349
Bad Debt	\$ 61	\$ 24,163
Aquatic Services		
Charity Care	\$ -	\$ -
Administrative Write-Off	\$ -	\$ -
Bad Debt	\$ -	\$ -
Pharmacy		
Charity Care	\$ -	\$ -
Administrative Write-Off	\$ 8	\$ 158
Bad Debt	\$ -	\$ -
Other Services		
Charity Care	\$ -	\$ 383
Administrative Write-Off	\$ 108	\$ 1,347
Bad Debt	\$ -	\$ 324
Grand Total		
Charity Care	\$ 29,239	\$ 481,589
Administrative Write-Off	\$ 115,204	\$ 417,196
Bad Debt	\$ 61	\$ 442,014

Financial Dashboard								Fiscal Year: 2025								
Department	Metric	Target	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2025 YTD	2024
Behavioral Health Services																
Adult Hospital	Average Daily Census	9.00	11.19	10.73	10.38	10.30	7.78	11.43							10.30	8.8
Adult Crisis Stabilization Facility	Average Daily Census	9.00	14.35	13.96	13.48	12.53	9.68	9.17							12.19	9.0
Lakeside Recovery MMT	Average Daily Census	13.00	11.32	12.00	10.26	8.53	9.97	12.43							10.75	9.0
Youth Hospital	Average Daily Census	4.50	4.35	5.07	4.23	4.90	4.55	5.33							4.74	4.4
Youth Crisis Stabilization Facility	Billable Units	5,840	3,784	2,946	4,251	5,606	5,210	5,769							4594	5514
Youth Out of County Placements (WMHI/MMHI)	Days	150 Annual 37 Monthly	4	6	1	10	15	27							11	129
Adult Out of County Placements (WMHI/MMHI)	Days	547 Annual 45 Monthly	95	49	67	70	75	98							76	817
Out of County Placements (Trempealeau)	Days	538 Annual 44 Monthly	93	84	93	97	113	75							93	837
Out of County Placements (Group Home)	Days	1919 Annual 160 Monthly	168	140	155	150	124	151							148	2100
Community Services																
Hope House - Marathon	Average Daily Census	7.00	5.20	4.90	4.00	6.10	5.50	5.00							5.12	6.8
Hope House - Langlade	Average Daily Census	3.00	2.70	1.90	1.20	2.50	2.48	4.20							2.50	5.1
Nursing Homes																
Mount View Care Center	Average Daily Census	128.00	126.35	126.71	126.45	124.17	124.00	124.97							125.44	123
Pine Crest	Average Daily Census	82.00	78.00	75.80	77.2	76.2	74.2	77.2							76.43	81

Policy Title: Strategic Planning	 North Central Health Care Person centered. Outcome focused.
Policy #: 105-0006	Program: Administration 105
Date Issued: 04/25/2019	Policy Contact: Chief Executive Officer Executive Director

Related Forms

None

1. Purpose

To provide guidance for the North Central ~~Health Care (NCHC)~~ [Community Services Program \(NCCSP\)](#) Board ~~and the Executive Committee~~, in carrying out its responsibility to set direction for the organization through strategic planning. The Strategic Plan will be the main reference point for any work undertaken by NCHC by outlining the key goals and objectives of NCHC, as well as broad strategies to meet those objectives.

2. Definitions

None

3. Policy

It is the policy of the [NCCSP](#) Board ~~and Executive Committee, of Directors~~ to plan effectively for both NCHC's short and long-term future to ensure that the organization is continuously positioned to effectively meet its mission, the needs of our partner counties, and to serve the North Central Wisconsin region. Accordingly, NCHC will establish an ongoing strategic planning process translating community need and mission into measurable strategies, initiatives, and objectives. The [NCCSP](#) Board ~~and Executive Committee of Directors~~ will always have, in place, a defined strategic plan. This plan will be updated regularly, but not less than every three years.

4. General Procedure

4.1 Strategic Planning Process Framework:

- [How does NCHC excel at providing services to the community?](#)
- [How can NCHC ensure their goals align with the goals of the counties, and address the counties' pain points?](#)
- [How can NCHC ensure they are addressing community needs?](#)
- [How does NCHC avoid duplicating services?](#)
- [How does NCHC better collaborate with human services, social services, law enforcement, the justice system, health departments, and other community and county partners?](#)

Policy Title: Strategic Planning

Author(s): ~~Michael Loy~~ [Gary Olsen](#)

Owner: ~~Chief Executive Officer~~ [Executive Director](#)

Next Review Date: ~~April 2022~~ [July 2026](#)

Approver: NCCSP Board

- How can NCHC create a shared set of goals for the organization that are relevant to each program and support organizational culture?
 - ~~Review of current Mission, Vision, Values, and End Statements.~~
 - ~~A review of available community health assessments, environmental factors, and critical assumptions about the future.~~
 - ~~Engagement of outside resources to ensure that objective insight is incorporated into the planning process.~~
 - ~~Expert insight and opinion from the Board, organizational stakeholders, community, and industry leaders.~~
 - ~~Review of the process for cascading and monitoring overall strategic plans, initiatives, and objectives into aligned plans for NCHC programs and services.~~

4.2 Annual Strategic Plan ~~Development Timeline~~Evaluation:

Each year, the NCCSP Board and Executive Committee shall evaluate the organization's progress in implementing the Strategic Plan. This evaluation will include a review of strategic priorities, performance toward established goals, and identification of areas needing adjustment. Based on this review, the NCCSP Board and Executive Committee may revise or re-establish strategic goals to ensure alignment with organizational needs, environmental factors, and service demands.

- ~~Environmental Scan and Needs Assessment: February—May~~
- ~~Board Strategy Retreat: May~~
- ~~Annual Budgeting Process: April—August~~
- ~~Board Approval of Strategic Plan and Annual Budget: September~~

4.3 Continuous Monitoring: The Strategic Plan will identify clear objectives and indicators of success that will be tracked and reported to the NCCSP Board and Executive Committee by the ~~Chief Executive Officer~~Executive Director on a regular basis. Further, management will continuously monitor changes in critical assumption underpinning the strategic plan as well as the organization's actual performance in achieving its strategic goals.

5 References

5.1 CMS: None

5.2 Joint Commission: None

5.3 Other: None

Related Policies, Procedures and Documents