

## **OFFICIAL NOTICE AND AGENDA**

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

**Tuesday, December 9, 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=me5d83ebf43c1bcea0c6ce1acd6a4ced2>

**Meeting number:** 1-408-418-9388 **Access Code:** 2482 177 8542 **Password:** 1234

### **Our Mission**

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

### **AGENDA**

1. CALL TO ORDER
2. CHAIRMAN'S ANNOUNCEMENTS
3. PUBLIC COMMENT FOR MATTERS APPEARING ON THE AGENDA (Limited to 15 Minutes)
4. CONSENT AGENDA AND MONITORING REPORTS
  - A. Board Minutes and Committee Reports
    - i. ACTION: Approval of September 25, 2025 NCCSP Board Minutes
    - ii. FOR INFORMATION: Minutes of September 24, September 30, October 29 and November 20, 2025 Executive Committee Meetings
    - iii. 2026 Meeting Schedule
5. BOARD DISCUSSION AND/OR ACTION
  - A. Educational Presentations
    - i. Financial Update – J. Hake
    - ii. Strategic Planning Overview and Input Session – J. Hake/Elizabeth McCrank, UW Extension
  - B. Board Policy Review
    - iii. ACTION: Approval of Conflict-of-Interest Policy – J. Hake
6. BOARD CALENDAR AND FUTURE AGENDA ITEMS
  - A. Next Board Meeting: Thursday, January 29, 2026 at 3:00 p.m.
7. ADJOURN

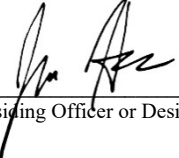
Any person planning to attend this meeting who needs some type of special accommodation in order to participate should call the Administrative Office at 715-848-4405. For TDD telephone service call 715-845-4928.

**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

DATE: 12/03/2025 TIME: 9:00 AM BY: D. Osowski



Presiding Officer or Designee

## NORTH CENTRAL COMMUNITY SERVICES PROGRAM

### BOARD MEETING MINUTES

September 25, 2025

3:00 p.m.

North Central Health Care

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

**Staff Present:** Gary Olsen, Jason Hake,

#### Call to Order

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

#### Chairman's Announcements

- At the September 24 meeting of the Executive Committee, Jason Hake was appointed Acting Executive Director effective September 28, 2025 and at the same time accepted the retirement notice from the current Executive Director, Gary Olsen.
- Mr. Gibbs expressed his sincere thank you to Mr. Olsen for all his efforts as he guided the organization through challenging times and for moving the organization forward. He will remain on board in a contractual role through January 2, 2026. Thank you.

#### Public Comment for Matters Appearing on the Agenda

- None

#### Consent Agenda and Monitoring Reports

- **Motion**/second, Billeb/Haavetd, to approve the July 31, 2025 NCCSP Board meeting minutes. Motion carried.

#### Financial Update

- Mr. Hake provided an overview of the August financials. A review of August financials was provided as this is the first month we operated without having Pine Crest Nursing Home. Pine Crest covered a portion of the indirect expenses and have now reallocated indirect expenses to other programs to absorb those expenses. Pine Crest showed a loss of \$104,000 yet we were able to show net income for NHCC for August of \$91,000.
- Financials have been consistent month over month. Our census increased and we have managed to maintain that census.
- Financial Dashboard was reviewed.
- Overall, August was very good and year to date we show a good financial performance.

### 2026 Budget Presentation

- Mr. Hake thanked staff for their involvement in preparing the 2026 budget.
- A review of the 2026 budget was provided including the status of the 2025 budget.
- Question was asked about the status of potential funding from the State for ‘medical clearance’. Unfortunately, the funding for this program has been tabled and is not expected to move forward for 2026, however, NCHC continues to evaluate a medical clearance program.
- Mr. Gibbs thanked staff for all the work that staff dedicated to developing the 2026 budget and budget document.
- Mr. Olsen thanked Mr. Hake for his work on the budget and those who assisted.

### Submit the Final Approved 2026 Budget to the Department of Health Services in Accordance with Wis. Stat. s. 46.031(1)

- **Motion**/second, Billeb/Heidmann, to submit the 2026 Budget to the Department of Health Services in accordance with Wis. Stat. s. 46.0-31(1). Motion carried.

### Board Calendar and Future Agenda Items

- The next meeting of the Board is scheduled for Tuesday, December 9, 2025 at 3:00 p.m.

### Adjournment

- **Motion**/second, Leonhard/Haatvedt, to adjourn the meeting at 3:54 p.m. Motion carried.

*Minutes prepared by Debbie Osowski, Senior Executive Assistant*

## NORTH CENTRAL COMMUNITY SERVICES PROGRAM EXECUTIVE COMMITTEE MEETING MINUTES

September 24, 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, Marnie Bredlau, Vicki Tylka, Ben Peterson, Kristin Woller

Others Present: Mike Puerner, 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 August 27, 2025 Executive Committee Meeting Minutes

- **Motion**/second, Stowe/Krueger, to approve August 27, 2025 Executive Committee meeting minutes. Motion carried.

### Financial Update

- Mr. Hake provided an overview of financials through the month of August noting that overall the organization is currently in a strong position.

### 2026 Budget Presentation

- A review of the 2026 budget was provided by Mr. Hake.

### Executive Director Work Plan Update

- The updated Executive Director Work Plan was included in the meeting packet for the committee's review.

### Approval of 2026 Budget

- **Motion**/second, Leonhard/Stowe, to approve the 2026 Budget as presented. Motion carried.

### Respiratory Therapist Grade Placement

- Ms. Bredlau reviewed the memo included in the packet requesting a change in the Respiratory Therapist grade placement.
- **Motion**/second, Leonhard/Krueger, to approve the request to increase the Respiratory Therapist position from Grade 11 to Grade 12 resulting in a projected annual financial impact of \$38,021. Motion carried.

#### New Position Request

- Mr. Hake provided an overview of the purpose in requesting a new position for Manager of Procurement.
- **Motion**/second, Krueger/Leonhard, to approve the new position of Manager of Procurement resulting in a budget impact of \$42,423 annually. Motion carried.

#### Compensation Administration Guide

- Approval of Compensation Administration Guide was tabled and will be placed on the October 2025 Executive Committee meeting agenda for action.

#### Employee Grievance Policy

- The updated Employee Grievance Policy was presented.
- **Motion**/second, Krueger/Stowe, to approve the revised policy as presented. Motion carried.

#### Nursing Home Operations Committee

- Mr. Olsen provided an overview of the memo in the packet on the purpose and structure of the Nursing Home Operations Committee. The memo included information provided by corporation counsel on both state and federal regulations.
- **Motion**/second, Leonhard/Stowe, to postpone the discussion on the Nursing Home Operations Committee until next month and have staff review the current Mount View Nursing Home agreement.

#### Formal Acceptance of the Executive Director Retirement Notice and Designation of an Acting Executive Director

- Mr. Leonhard drafted a memo consistent with the discussion from last month outlining what the transition would look like and will be discussed in the closed session. Therefore, action was postponed until the Committee comes out of closed session, agenda item 5g.

#### Closed Session

- Mr. Puerner explained the purpose for a closed session is due to the discussion of the data and information that had been gathered about specific personnel employed by or working with the North Central Health Care facility, so disclosure of that information would be contrary to the interests of those individuals as well as the organization. Additionally, the Committee will be conferring with council about the potential of claims and progress of claims related to incidents that occurred both at the ACSF and nursing home under the jurisdiction of North Central Health Care. Therefore, discussion of that legal advising both sessions is appropriate to ensure that attorney client privilege is protected.
- **Motion**/second, Stowe/Leonhard, to go into Closed Session (Roll Call Vote Suggested) pursuant to Wis. Stat. ss. 19.85(1)(c),(f) and (g), 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”, “considering medical data of specific persons”, “preliminary consideration of specific personnel problems or investigation of charges against specific persons,” and “conferring with counsel” with respect to litigation NCHC could become, or is likely to be, involved

in to wit: Update on Investigative Matters Concerning NCHC Employees and Survey Results and Discuss Program Specific Personnel Issues and Concerns, Discuss Medical Data of Certain Individuals, and Update From Legal Counsel Regarding Potential Claims Associated with Employee Actions. Roll call vote taken; all indicating aye. Staff remained in closed session. Motion carried. Meeting convened in closed session at 2:28 p.m.

- **Motion**/second, Stowe/Leonhard, to Return to Open Session at 4:02 p.m. Motion carried.
- Possible Announcements and/or Action Regarding Closed Session items
  - None
- Mr. Puerner explained that the next closed session is to discuss and consider information provided by a departing attorney in the corporation counsel office with one of the committee members that includes specific information and should be discussed in closed session because it relates to specific personnel issues for the organization. The other item is for discussion and transition planning for the Executive Director position that is one of the employees over which the Committee has direct oversight and, is the employee that the Committee has the ability to make those decisions about so those decisions are entitled to a closed session.
- **Motion**/second, Stowe/Leonhard , to go into Closed Session (Roll Call Vote Suggested) pursuant to Wis. Stat. ss. 19.85(1)(c) and (f), 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 “preliminary consideration of specific personnel problems, to wit: discussion of data gathered from exit interview of departing partner agency employee and transition planning for Executive Director position. Roll call vote taken; all indicated aye. All staff were excused. Motion carried. Meeting convened in closed session at 4:04 p.m.
- **Motion**/second, Krueger/Stowe, to return to open session at 5:02 p.m. Motion carried.
- Possible Announcements and/or Action Regarding Closed Session items
  - **Motion**/second, Leonhard/Stowe, that the Executive Committee formally accept the resignation and retirement and release of all claims to the current Executive Director, and concurrently appoint Jason Hake as Acting Executive Director effective September 28 of this year, consistent with the transition plan that the Committee discussed and the memo, and that the chair of this committee be formally empowered to execute all necessary documents consistent with the motion. To provide clarification, it is not part of the motion but as laid out in the memo, the idea is to have the current executive director transition to an advisory role through January 2. Motion carried.

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

- Wednesday, October 29, 2025 at 1:00 p.m. in the NCHC Eagle Board Room.

#### Adjournment

- **Motion**/second, Leonhard/Krueger, to adjourn the meeting at 5:10 p.m. Motion carried.

## **NORTH CENTRAL COMMUNITY SERVICES PROGRAM EXECUTIVE COMMITTEE MEETING MINUTES**

**September 30, 2025**

**9:45 a.m.**

**North Central Health Care**

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

Staff Present: Gary Olsen, Jason Hake

### Call to Order

- The meeting was called to order by Chair Gibbs at 9:45 a.m.

### Recommendation of Medical Staff

- **Motion**/second, Leonhard/Stowe, to approve the recommendations of Medical Staff for Bennett E. Harris, D.O. Motion carried.

### Adjournment

- **Motion**/second, Stowe/Leonhard, to adjourn the meeting at 9:45 a.m. Motion carried.

*Minutes prepared by Debbie Osowski, Senior Executive Assistant*

## NORTH CENTRAL COMMUNITY SERVICES PROGRAM EXECUTIVE COMMITTEE MEETING MINUTES

October 29, 2025

1:00 p.m.

North Central Health Care

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

Staff Present: Gary Olsen, Jason Hake, Vicki Tylka, Marnie Bredlau, Steven St. Louis

Others Present: Brian Desmond, Marathon County 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 September 24 and September 30, 2025 Executive Committee Meeting Minutes

- **Motion**/second, Leonhard/Stowe, to approve September 24, 2025 and September 30, 2025 Executive Committee meeting minutes. Motion carried.

### Introduction of Steven St. Louis

- Mr. Hake introduced Steven St. Louis as Interim Nursing Home Administrator and Mr. St. Louis provided an overview of his background.

### Financial Update

- Mr. Hake noted that September had net income of \$109,000. Pine Crest Nursing Home saw a loss as we continue to see invoices come in from months prior to transition. Mount View saw net income which was driven by a slight increase in census. We will see a substantial loss in revenue in the adult day services area due to Lakeland Care, one of the MCO's we contract with, discontinuing the majority of their clients. They determined these services should be supported within the residential setting. We anticipate Inklusia to be following in the same direction. We currently serve 29 clients in the ADS program in Langlade County. Health insurance continues to do well and cash on hand is strong, but we will see a slight dip in January after paying the sick leave balances for Pine Crest.
- Additionally, Vicki Tylka and her team are being recognized for an award after being nominated by the Children Come First Advisory Committee. NCHC will receive the Wisconsin Children's System of Care Champion award for dedication and hard work in supporting the health and well-being of children, young adults, and families.
- It was also noted that NCHC contracts with 32 other counties for our adult and youth acute care services.



### Compensation Administration Guide

- The Compensation Administration Guide was provided to the committee for review and feedback. The following changes were requested by the committee:
  - Compensation Upon Involuntary Demotion (pg. 9): remove this section
  - Compensation Upon Voluntary Demotion (pg. 9): remove ‘voluntary’
  - Complexity of Tasks/Scope of Responsibility (pg. 10): add language specifically identifying the complexity of the tasks/scope of responsibility i.e. the work that recognizes a higher level; and include anticipated duration of additional responsibility
  - Determining Pay for New Hires (pg. 4): Change last sentence to include reference to market adjustment section
- **Motion**/second, Stowe/Leonhard, to approve the Compensation Administration Guide with the changes mentioned during this discussion and for staff to provide a final document that includes these changes for review at the next meeting. Motion carried.

### Nursing Home Operations Committee

- The Committee agreed with Mr. Hake’s request to move the discussion about the continuation of the Nursing Home Operations Committee to the next meeting.

### Medical Staff Recommendations

- **Motion**/second, Stowe/Krueger, to approve the recommendations of the Medical Staff for Susan Brust, APNP, Tria Danz, MD, Richard Immler, MD, and Susan Tran, MD. Mr. Hake referred to the Medical Staff meeting minutes granting temporary privileges to Dr. Danz 10/27-28/2025 so she could begin working on 10/27. Mr. Stowe moved, and Ms. Krueger seconded, to include the additional context of temporary privileges for Dr. Danz to the approval of the Medical Staff recommendations in the motion. Motion carried.

### Closed Session

- Mr. Desmond explained the purpose of the closed session relates to an investigative matter that could have reputational interests of harm depending on the outcome of the matter, therefore it is important that the Board discuss the status of this matter in closed session, at least up until the point in time that the matter has been resolved.
- **Motion**/second, Leonhard/Stowe, to go into Closed Session (Roll Call Vote Suggested) pursuant to Wis. Stat. ss. 19.85(1)(c),(f) and (g), 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”, “considering medical data of specific persons”, “preliminary consideration of specific personnel problems or investigation of charges against specific persons,” and “conferring with counsel” with respect to litigation NCHC could become, or is likely to be, involved in to wit: Update on Investigative Matters Concerning NCHC Employees and Survey Results and Discuss Program Specific Personnel Issues and Concerns, Discuss Medical Data of Certain Individuals, and Update From Legal Counsel Regarding Potential Claims Associated with Employee Actions. Roll call vote taken; all indicating aye. Staff remained in closed session. Motion carried. Meeting convened in closed session at 1:55 p.m.

- **Motion**/second, Stowe/Leonhard, to return to open session at 2:56 p.m. Motion carried.
- Possible Announcements and/or Action Regarding Closed Session items
  - None

Next Meeting Date & Time, Location and Future Agenda Items

- Tuesday, December 2, 2025 at 1:00 p.m. in the NCHC Eagle Board Room.

Adjournment

- **Motion**/second, Leonhard/Stowe, to adjourn the meeting at 2:57 p.m. Motion carried.

*Minutes prepared by Debbie Osowski, Senior Executive Assistant*

## NORTH CENTRAL COMMUNITY SERVICES PROGRAM EXECUTIVE COMMITTEE MEETING MINUTES

November 20, 2025

3:00 p.m.

North Central Health Care

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

Staff Present: Jason Hake

Others Present: Brian Desmond, Marathon County Corporation Counsel

### Call to Order

- The meeting was called to order by Chair Gibbs at 3:02 p.m.

### Closed Session

- Mr. Desmond explained that the rationale for a closed session is because the committee will be discussing a personnel matter that could effect the reputation of the individuals being discussed and it is proper to discuss those matters in closed session as to not incur any liability at this point by making statements in a public meeting.
- **Motion**/second, Stowe/Leonhard, to go into Closed Session (Roll Call Vote Suggested) pursuant to Wis. Stat. ss. 19.85(1)(c),(f) and (g), 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”, “considering medical data of specific persons”, “preliminary consideration of specific personnel problems or investigation of charges against specific persons,” and “conferring with counsel” with respect to litigation NCHC could become, or is likely to be, involved in to wit: Update on Investigative Matters Concerning NCHC Employees and Survey Results and Discuss Program Specific Personnel Issues and Concerns, Discuss Medical Data of Certain Individuals, and Update From Legal Counsel Regarding Potential Claims Associated with Employee Actions. Roll call vote taken; all indicating aye. Staff remained in closed session. Motion carried. Meeting convened in closed session at 3:05 p.m.
- **Motion**/second, Leonhard/Stowe, to return to open session at 4:29 p.m. Motion carried.
- Possible announcements and/or action regarding closed session items
  - Staff will work on the items discussed in closed session

### Adjournment

- **Motion**/second, Stowe/Leonhard, to adjourn the meeting at 4:30 p.m. Motion carried.

*Minutes prepared by Debbie Osowski, Senior Executive Assistant*

# 2026 NCCSP Meeting Schedule

## Executive Committee

## NCCSP Board

### JANUARY

Wednesday, January 14  
1:00 p.m.

Thursday, January 29  
3:00 p.m.

### FEBRUARY

Wednesday, February 25  
1:00 p.m.

### MARCH

Wednesday, March 25  
1:00 p.m.

Thursday, March 26  
3:00 p.m.

### APRIL

Wednesday, April 29  
1:00 p.m.

### MAY

Wednesday, May 27  
1:00 p.m.

Thursday, May 28  
3:00 p.m.

### JUNE

Wednesday, June 24  
1:00 p.m.

### JULY

Wednesday, July 29  
1:00 p.m.

Thursday, July 30  
3:00 p.m.

### AUGUST

Wednesday, August 26  
1:00 p.m.

### SEPTEMBER

Wednesday, September 30  
1:00 p.m.

Thursday, September 24  
3:00 p.m.

### OCTOBER

Wednesday, October 28  
1:00 p.m.

### NOVEMBER

Wednesday, November 18  
1:00 p.m.

Thursday, November 19  
3:00 p.m.

### DECEMBER

Wednesday, December 16  
1:00 p.m.

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

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
<b>BEHAVIORAL HEALTH SERVICES</b>								
Adult Behavioral Health Hospital	671,133	667,513	3,620	499,981	492,385	(7,597)	171,152	(3,977)
Adult Crisis Stabilization Facility	257,482	203,299	54,183	194,061	164,136	(29,924)	63,421	24,258
Lakeside Recovery MMT	119,399	127,935	(8,536)	171,037	131,311	(39,726)	(51,638)	(48,261)
Youth Behavioral Health Hospital	338,237	273,930	64,307	251,027	314,065	63,038	87,210	127,345
Youth Crisis Stabilization Facility	155,309	126,847	28,462	146,136	109,340	(36,796)	9,172	(8,334)
Contracted Services (Out of County Placements)	-	-	-	82,897	153,778	70,881	(82,897)	70,881
Crisis Services	247,271	250,205	(2,933)	225,569	242,262	16,692	21,702	13,759
Psychiatry Residency	7,934	20,171	(12,236)	34,779	43,310	8,531	(26,844)	(3,705)
	<u>1,796,765</u>	<u>1,669,899</u>	<u>126,866</u>	<u>1,605,488</u>	<u>1,650,587</u>	<u>45,099</u>	<u>191,278</u>	<u>171,965</u>
<b>COMMUNITY SERVICES</b>								
Outpatient Services (Marathon)	478,174	493,727	(15,553)	473,683	532,739	59,056	4,491	43,504
Outpatient Services (Lincoln)	97,214	89,548	7,666	69,855	79,192	9,337	27,359	17,003
Outpatient Services (Langlade)	95,503	79,577	15,926	63,290	65,655	2,365	32,213	18,291
Community Treatment Adult (Marathon)	652,555	491,794	160,761	700,533	581,271	(119,263)	(47,978)	41,499
Community Treatment Adult (Lincoln)	75,104	74,794	310	83,344	82,177	(1,167)	(8,240)	(857)
Community Treatment Adult (Langlade)	49,066	28,560	20,506	61,284	40,522	(20,761)	(12,218)	(256)
Community Treatment Youth (Marathon)	780,034	549,475	230,559	786,882	593,617	(193,265)	(6,848)	37,294
Community Treatment Youth (Lincoln)	248,353	157,638	90,715	267,554	169,227	(98,328)	(19,201)	(7,612)
Community Treatment Youth (Langlade)	166,454	113,267	53,187	176,005	127,926	(48,079)	(9,551)	5,108
Hope House (Sober Living Marathon)	3,653	6,559	(2,906)	8,276	8,895	619	(4,623)	(2,287)
Sober Living (Langlade)	4,326	3,231	1,095	13,473	6,125	(7,348)	(9,147)	(6,254)
Adult Protective Services	66,018	69,680	(3,662)	97,614	73,408	(24,205)	(31,596)	(27,867)
Jail Meals (Marathon)	-	-	-	-	-	-	-	-
	<u>2,716,454</u>	<u>2,157,850</u>	<u>558,605</u>	<u>2,801,793</u>	<u>2,360,754</u>	<u>(441,039)</u>	<u>(85,339)</u>	<u>117,566</u>
<b>COMMUNITY LIVING</b>								
Day Services (Langlade)	20,536	25,254	(4,718)	17,174	25,034	7,860	3,361	3,141
Supportive Employment Program	-	22,926	(22,926)	(2,307)	26,417	28,725	2,307	5,799
	<u>20,536</u>	<u>48,180</u>	<u>(27,644)</u>	<u>14,867</u>	<u>51,451</u>	<u>36,584</u>	<u>5,668</u>	<u>8,940</u>
<b>NURSING HOMES</b>								
Mount View Care Center	2,362,423	2,080,135	282,288	2,158,170	1,876,327	(281,843)	204,253	445
Pine Crest Nursing Home	36,735	1,245,062	(1,208,327)	61,302	1,202,118	1,140,815	(24,568)	(67,512)
	<u>2,399,158</u>	<u>3,325,197</u>	<u>(926,039)</u>	<u>2,219,472</u>	<u>3,078,445</u>	<u>858,972</u>	<u>179,686</u>	<u>(67,066)</u>
Pharmacy	584,936	597,490	(12,554)	661,695	630,146	(31,549)	(76,760)	(44,103)
<b>OTHER PROGRAMS</b>								
Aquatic Services	91,480	98,301	(6,821)	88,790	111,584	22,795	2,690	15,973
Birth To Three	129,860	-	129,860	129,860	-	(129,860)	-	-
Demand Transportation	35,352	34,982	370	45,143	48,931	3,788	(9,791)	4,158
	<u>256,692</u>	<u>133,284</u>	<u>123,409</u>	<u>263,793</u>	<u>160,515</u>	<u>(103,278)</u>	<u>(7,101)</u>	<u>20,131</u>
<b>Total NCHC Service Programs</b>	<u>7,774,541</u>	<u>7,931,899</u>	<u>(163,254)</u>	<u>7,567,108</u>	<u>7,931,898</u>	<u>387,035</u>	<u>207,433</u>	<u>223,782</u>
<b>SELF-FUNDED INSURANCE TRUST FUNDS</b>								
Health Insurance Trust Fund	721,768	754,739	(32,971)	797,326	754,739	(42,587)	(75,558)	(75,558)
Dental Insurance Trust Fund	30,517	34,459	(3,942)	35,770	34,459	(1,311)	(5,253)	(5,253)
<b>Total NCHC Self-Funded Insurance Trusts</b>	<u>752,284</u>	<u>789,198</u>	<u>(36,913)</u>	<u>833,096</u>	<u>789,198</u>	<u>(43,898)</u>	<u>(80,811)</u>	<u>(80,811)</u>

North Central Health Care  
Programs by Service Line - Year to Date  
For the Period Ending October 31, 2025

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
<b>BEHAVIORAL HEALTH SERVICES</b>								
Adult Behavioral Health Hospital	7,949,788	6,675,130	1,274,657	5,409,019	4,923,848	(485,172)	2,540,768	789,485
Adult Crisis Stabilization Facility	3,361,671	2,032,993	1,328,678	1,740,091	1,641,363	(98,728)	1,621,580	1,229,950
Lakeside Recovery MMT	1,247,150	1,279,350	(32,199)	1,432,951	1,313,114	(119,837)	(185,801)	(152,037)
Youth Behavioral Health Hospital	3,299,888	2,739,302	560,587	2,923,159	3,140,649	217,490	376,729	778,076
Youth Crisis Stabilization Facility	1,580,963	1,268,467	312,496	1,397,791	1,093,402	(304,389)	183,172	8,107
Contracted Services (Out of County Placements)	-	-	-	1,629,663	1,537,780	(91,882)	(1,629,663)	(91,882)
Crisis Services	2,586,037	2,502,045	83,992	2,130,187	2,422,617	292,431	455,851	376,423
Psychiatry Residency	95,241	201,705	(106,464)	285,580	433,097	147,517	(190,339)	41,053
	20,120,739	16,698,992	3,421,747	16,948,440	16,505,869	(442,571)	3,172,298	2,979,175
<b>COMMUNITY SERVICES</b>								
Outpatient Services (Marathon)	4,551,192	4,937,271	(386,079)	4,906,148	5,327,395	421,247	(354,957)	35,167
Outpatient Services (Lincoln)	970,195	895,477	74,719	694,572	791,917	97,345	275,624	172,064
Outpatient Services (Langlade)	919,707	795,768	123,940	696,532	656,551	(39,982)	223,175	83,958
Community Treatment Adult (Marathon)	5,944,347	4,917,939	1,026,408	5,766,094	5,812,706	46,612	178,253	1,073,020
Community Treatment Adult (Lincoln)	758,121	747,940	10,180	859,203	821,773	(37,431)	(101,083)	(27,251)
Community Treatment Adult (Langlade)	360,874	285,600	75,274	451,682	405,224	(46,458)	(90,808)	28,816
Community Treatment Youth (Marathon)	6,773,895	5,494,753	1,279,142	6,515,310	5,936,169	(579,141)	258,585	700,001
Community Treatment Youth (Lincoln)	2,076,304	1,576,378	499,925	2,008,019	1,692,266	(315,753)	68,284	184,172
Community Treatment Youth (Langlade)	1,708,635	1,132,672	575,963	1,571,653	1,279,263	(292,390)	136,982	283,572
Hope House (Sober Living Marathon)	49,227	65,590	(16,362)	87,191	88,950	1,758	(37,964)	(14,604)
Sober Living (Langlade)	54,558	32,313	22,245	95,913	61,248	(34,666)	(41,356)	(12,421)
Adult Protective Services	682,473	696,799	(14,326)	1,104,709	734,083	(370,626)	(422,236)	(384,952)
Jail Meals (Marathon)	-	-	-	-	-	-	-	-
	24,849,528	21,578,499	3,271,028	24,757,028	23,607,542	(1,149,486)	92,500	2,121,543
<b>COMMUNITY LIVING</b>								
Day Services (Langlade)	223,179	252,540	(29,361)	215,548	250,340	34,792	7,631	5,431
Supportive Employment Program	96,310	229,258	(132,948)	142,556	264,175	121,619	(46,245)	(11,329)
	319,490	481,798	(162,309)	358,104	514,515	156,411	(38,614)	(5,897)
<b>NURSING HOMES</b>								
Mount View Care Center	24,118,146	20,801,351	3,316,794	20,346,131	18,763,272	(1,582,860)	3,772,014	1,733,934
Pine Crest Nursing Home	8,358,184	12,450,616	(4,092,432)	8,718,294	12,021,176	3,302,882	(360,111)	(789,550)
	32,476,329	33,251,967	(775,638)	29,064,425	30,784,448	1,720,022	3,411,904	944,384
Pharmacy	5,743,778	5,974,896	(231,117)	5,851,823	6,301,465	449,641	(108,045)	218,524
<b>OTHER PROGRAMS</b>								
Aquatic Services	938,329	983,014	(44,685)	848,824	1,115,842	267,018	89,505	222,333
Birth To Three	519,440	-	519,440	519,440	-	(519,440)	-	-
Demand Transportation	424,349	349,821	74,527	416,130	489,310	73,180	8,219	147,707
	1,882,118	1,332,835	549,282	1,784,394	1,605,152	(179,242)	97,724	370,040
<b>Total NCHC Service Programs</b>	<b>85,391,981</b>	<b>79,318,988</b>	<b>5,978,740</b>	<b>78,764,214</b>	<b>79,318,991</b>	<b>1,263,562</b>	<b>6,627,767</b>	<b>7,242,303</b>
<b>SELF-FUNDED INSURANCE TRUST FUNDS</b>								
Health Insurance Trust Fund	6,630,958	7,547,385	(916,427)	5,448,393	7,547,385	2,098,992	1,182,565	1,182,565
Dental Insurance Trust Fund	334,993	344,592	(9,598)	309,204	344,592	35,388	25,789	25,789
<b>Total NCHC Self-Funded Insurance Trusts</b>	<b>6,965,951</b>	<b>7,891,977</b>	<b>(926,025)</b>	<b>5,757,597</b>	<b>7,891,977</b>	<b>2,134,380</b>	<b>1,208,354</b>	<b>1,208,354</b>

North Central Health Care  
Fund Balance Review  
For the Period Ending October 31, 2025

	Marathon	Langlade	Lincoln	Total
YTD Appropriation (Tax Levy) Revenue	4,884,182	188,743	882,378	5,955,302
Total Revenue at Period End	63,289,666	5,874,265	16,228,050	85,391,981
County Percent of Total Net Position	74.1%	6.9%	19.0%	
Total Operating Expenses, Year-to-Date *	57,122,593	5,606,831	16,034,791	78,764,214
<i>* Excluding Depreciation Expenses to be allocated at the end of the year</i>				
Share of Operating Cash	24,163,050	2,242,707	6,195,627	32,601,384
Days Cash on Hand	129	122	118	126
Minimum Target - 20%	13,709,422	1,345,639	3,848,350	18,903,411
Over/(Under) Target	10,453,628	897,067	2,347,277	13,697,973
Maximum Target - 35%	23,991,489	2,354,869	6,734,612	33,080,970
Over/(Under) Target	171,561	(112,162)	(538,985)	(479,586)
Share of Investments	-	-	-	-
Days Invested Cash	0	0	0	0
Days Invested Cash on Hand Target - 150 Days	28,170,046	2,765,012	7,907,568	38,842,626
Current Percentage of Operating Cash	42.3%	40.0%	38.6%	41.4%
Over/(Under) Minimum Target	10,453,628	897,067	2,347,277	13,697,973
Share of Investments	-	-	-	-
Amount Needed to Fulfill Fund Balance Policy	10,453,628	897,067	2,347,277	13,697,973
Over/(Under) Maximum Target	171,561	(112,162)	(538,985)	(479,586)
Share of Investments	-	-	-	-
Amount Needed to Fulfill Fund Balance Policy	171,561	(112,162)	(538,985)	(479,586)

North Central Health Care  
Review of Services in Marathon County  
For the Period Ending October 31, 2025

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
Direct Services								
Outpatient Services	4,551,192	4,937,271	(386,079)	4,906,148	5,327,395	421,247	(354,957)	35,167
Community Treatment-Adult	5,944,347	4,917,939	1,026,408	5,766,094	5,812,706	46,612	178,253	1,073,020
Community Treatment-Youth	6,773,895	5,494,753	1,279,142	6,515,310	5,936,169	(579,141)	258,585	700,001
Hope House Sober Living	49,227	65,590	(16,362)	87,191	88,950	1,758	(37,964)	(14,604)
Demand Transportation	424,349	349,821	74,527	416,130	489,310	73,180	8,219	147,707
Jail Meals	-	-	-	-	-	-	-	-
Aquatic Services	938,329	983,014	(44,685)	848,824	1,115,842	267,018	89,505	222,333
Mount View Care Center	24,118,146	20,801,351	3,316,794	20,346,131	18,763,272	(1,582,860)	3,772,014	1,733,934
	42,799,484	37,549,739	5,249,746	38,885,828	37,533,642	(1,352,186)	3,913,656	3,897,559
Shared Services								
Adult Behavioral Health Hospital	5,976,193	5,029,978	946,215	4,015,270	3,655,113	(360,157)	1,960,923	586,058
Youth Behavioral Health Hospital	2,451,328	2,035,189	416,139	2,169,945	2,331,393	161,449	281,383	577,588
Residency Program	70,700	149,731	(79,031)	211,994	321,500	109,506	(141,294)	30,475
Supportive Employment Program	71,494	170,185	(98,691)	105,823	196,105	90,281	(34,329)	(8,410)
Crisis Services	2,130,117	2,067,767	62,350	1,581,299	1,798,378	217,080	548,818	279,430
Adult Crisis Stabilization Facility	2,495,465	1,509,149	986,316	1,291,719	1,218,431	(73,289)	1,203,745	913,027
Youth Crisis Stabilization Facility	1,173,594	941,619	231,975	1,037,620	811,664	(225,957)	135,974	6,018
Pharmacy	4,263,771	4,435,336	(171,565)	4,343,976	4,677,758	333,782	(80,205)	162,217
Lakeside Recovery MMT	960,197	984,099	(23,903)	1,063,721	974,762	(88,958)	(103,524)	(112,861)
Adult Protective Services	511,728	522,363	(10,634)	820,057	544,931	(275,126)	(308,329)	(285,761)
Birth To Three	385,595	-	385,595	385,595	-	(385,595)	-	-
Contracted Services (Out of County Placements)	-	-	-	1,209,745	1,141,538	(68,207)	(1,209,745)	(68,207)
	20,490,182	17,845,417	2,644,765	18,236,765	17,671,573	(565,192)	2,253,417	2,079,573
Excess Revenue/(Expense)	63,289,666	55,395,155	7,894,511	57,122,593	55,205,215	(1,917,378)	6,167,073	5,977,133



North Central Health Care  
Review of Services in Lincoln County  
For the Period Ending October 31, 2025

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
Direct Services								
Outpatient Services	970,195	895,477	74,719	694,572	791,917	97,345	275,624	172,064
Community Treatment-Adult	758,121	747,940	10,180	859,203	821,773	(37,431)	(101,083)	(27,251)
Community Treatment-Youth	2,076,304	1,576,378	499,925	2,008,019	1,692,266	(315,753)	68,284	184,172
Pine Crest Nursing Home	8,358,184	12,450,616	(4,092,432)	8,718,294	12,021,176	3,302,882	(360,111)	(789,550)
	12,162,803	15,670,411	(3,507,608)	12,280,089	15,327,132	3,047,043	(117,286)	(460,565)
Shared Services								
Adult Behavioral Health Hospital	1,229,388	1,034,575	194,813	826,690	752,538	(74,151)	402,698	120,661
Youth Behavioral Health Hospital	503,135	417,457	85,677	446,762	480,002	33,240	56,373	118,918
Residency Program	14,556	30,828	(16,271)	43,647	66,192	22,546	(29,090)	6,274
Supportive Employment Program	14,720	35,039	(20,319)	21,788	40,375	18,588	(7,068)	(1,731)
Crisis Services	316,327	303,490	12,837	325,568	370,262	44,694	(9,241)	57,531
Adult Crisis Stabilization Facility	513,782	310,713	203,069	265,947	250,858	(15,089)	247,835	187,980
Youth Crisis Stabilization Facility	241,627	193,867	47,760	213,632	167,110	(46,521)	27,995	1,239
Pharmacy	877,853	913,175	(35,323)	894,366	963,087	68,721	(16,513)	33,398
Lakeside Recovery MMT	170,204	175,125	(4,921)	219,006	200,690	(18,315)	(48,802)	(23,237)
Adult Protective Services	104,267	106,456	(2,189)	168,839	112,194	(56,645)	(64,572)	(58,834)
Birth To Three	79,389	-	79,389	79,389	-	(79,389)	-	-
Contracted Services (Out of County Placements)	-	-	-	249,070	235,027	(14,043)	(249,070)	(14,043)
	4,065,247	3,520,725	544,521	3,754,702	3,638,337	(116,365)	310,545	428,156
Excess Revenue/(Expense)	16,228,050	19,191,136	(2,963,087)	16,034,791	18,965,468	2,930,678	193,259	(32,409)


North Central Health Care  
Review of Services in Llanglade County  
For the Period Ending October 31, 2025

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
Direct Services								
Outpatient Services	919,707	795,768	123,940	696,532	656,551	(39,982)	223,175	83,958
Community Treatment-Adult	360,874	285,600	75,274	451,682	405,224	(46,458)	(90,808)	28,816
Community Treatment-Youth	1,708,635	1,132,672	575,963	1,571,653	1,279,263	(292,390)	136,982	283,572
Sober Living	54,558	32,313	22,245	95,913	61,248	(34,666)	(41,356)	(12,421)
Adult Day Services	223,179	252,540	(29,361)	215,548	250,340	34,792	7,631	5,431
	<u>3,266,953</u>	<u>2,498,893</u>	<u>768,060</u>	<u>3,031,329</u>	<u>2,652,625</u>	<u>(378,704)</u>	<u>235,624</u>	<u>389,356</u>
Shared Services								
Adult Behavioral Health Hospital	744,207	610,577	133,630	567,060	516,196	(50,863)	177,148	82,766
Youth Behavioral Health Hospital	345,426	286,656	58,770	306,452	329,253	22,801	38,973	81,570
Residency Program	9,985	21,146	(11,161)	29,939	45,404	15,465	(19,954)	4,304
Supportive Employment Program	10,097	24,034	(13,938)	14,945	27,695	12,750	(4,848)	(1,188)
Crisis Services	139,593	130,788	8,805	223,320	253,977	30,657	(83,727)	39,463
Adult Crisis Stabilization Facility	352,424	213,131	139,293	182,424	172,074	(10,350)	170,000	128,943
Youth Crisis Stabilization Facility	165,742	132,981	32,761	146,539	114,628	(31,911)	19,203	850
Pharmacy	602,155	626,384	(24,229)	613,482	660,620	47,139	(11,327)	22,909
Lakeside Recovery MMT	116,750	120,125	(3,376)	150,225	137,662	(12,563)	(33,475)	(15,939)
Adult Protective Services	66,478	67,980	(1,502)	115,813	76,958	(38,855)	(49,335)	(40,357)
Birth To Three	54,456	-	54,456	54,456	-	(54,456)	-	-
Contracted Services (Out of County Placements)	-	-	-	170,847	161,215	(9,633)	(170,847)	(9,633)
	<u>2,607,312</u>	<u>2,233,803</u>	<u>373,509</u>	<u>2,575,502</u>	<u>2,495,682</u>	<u>(79,820)</u>	<u>31,810</u>	<u>293,689</u>
Excess Revenue/(Expense)	5,874,265	4,732,696	1,141,569	5,606,831	5,148,307	(458,523)	267,434	683,045

North Central Health Care  
Summary of Revenue Write-Offs  
For the Period Ending October 31, 2025

	<u>MTD</u>	<u>YTD</u>
Behavioral Health Hospitals		
Charity Care	\$ 25,499	\$ 474,597
Administrative Write-Off	\$ 47,701	\$ 397,521
Bad Debt	\$ -	\$ 422,894
Outpatient & Community Treatment		
Charity Care	\$ 13,386	\$ 189,287
Administrative Write-Off	\$ 4,359	\$ 56,929
Bad Debt	\$ -	\$ 94,780
Nursing Home Services		
Charity Care	\$ -	\$ -
Administrative Write-Off	\$ -	\$ 115,783
Bad Debt	\$ -	\$ 24,225
Aquatic Services		
Charity Care	\$ -	\$ -
Administrative Write-Off	\$ -	\$ -
Bad Debt	\$ -	\$ -
Pharmacy		
Charity Care	\$ -	\$ -
Administrative Write-Off	\$ -	\$ 164
Bad Debt	\$ -	\$ -
Other Services		
Charity Care	\$ 0	\$ 7,735
Administrative Write-Off	\$ 75	\$ 1,447
Bad Debt	\$ -	\$ 372
Grand Total		
Charity Care	\$ 38,885	\$ 671,619
Administrative Write-Off	\$ 52,135	\$ 571,844
Bad Debt	\$ -	\$ 542,271

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	10.21	10.39	10.30	7.87	9.43	11.51	9.55	11.37	7.71			9.95	8.8
Adult Crisis Stabilization Facility	Average Daily Census	9.00	14.35	13.96	13.48	12.53	9.68	9.17	12.87	14.32	13.07	10.90			12.43	9.0
Lakeside Recovery MMT	Average Daily Census	13.00	11.32	12.00	10.26	8.53	9.98	12.43	10.58	13.48	13.67	11.74			11.40	9.0
Youth Hospital	Average Daily Census	4.50	4.35	4.85	4.23	6.47	4.55	4.33	3.90	5.13	4.00	4.84			4.67	4.4
Youth Crisis Stabilization Facility	Billable Units	5,840	3,784	2,946	4,251	5,606	5,210	5,769	4,124	6,140	4037	5634			4,750	5514
Youth Out of County Placements (WMHI/MMHI)	Days	150 Annual 37 Monthly	4	6	1	10	15	27	4	28	75	38			208	129
Adult Out of County Placements (WMHI/MMHI)	Days	547 Annual 45 Monthly	95	49	67	70	75	98	111	37	63	69			734	817
Out of County Placements (Trempealeau)	Days	538 Annual 44 Monthly	93	84	93	97	113	75	62	124	62	62			865	837
Out of County Placements (Group Home)	Days	1919 Annual 160 Monthly	168	140	155	150	124	151	124	217	155	155			1,539	2100
COMMUNITY SERVICES																
Hope House - Marathon	Average Daily Census	7.00	5.20	4.90	4.00	6.10	5.50	5.00	4.2	5.0	3.7	2.87			4.65	6.8
Hope House - Langlade	Average Daily Census	3.00	2.70	1.90	1.20	2.50	2.48	4.20	7.0	4.8	2.3	2.1			3.12	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	119.61	119.77	123.37	124.42			123.98	123
Pine Crest	Average Daily Census	82.00	78.00	75.80	77.2	76.2	74.2	77.2	76.2	0.0	0.0	0.0			53.48	81

<b>Policy Title:</b> Conflict of Interest Policy	 <b>North Central Health Care</b> Person centered. Outcome focused.
<b>Policy #:</b> 200-2149	<b>Program:</b> Quality and Compliance 200
<b>Date Issued:</b> 01/11/2021 – Update 9/18/2025	<b>Policy Contact:</b> Corporate Compliance Officer

## Related Forms

Conflict of Interest Form-Board 2019  
 Conflict of Interest Letter-Board 2019  
 Conflict of Interest Form-Staff 2019  
 Manager Reporting Form for Potential Conflict of Interest – Dual Relationship 2025

## 1. Purpose

NCHC requires that employees and agents adhere to rules surrounding conflicts of interest that may occur while conducting business, in two focus areas: general conflict of interest for personal gain; and conflict of interest relative to dual relationships between NCHC clients/ patients and NCHC staff. All employees have an obligation to conduct business within guidelines that prohibit actual or potential conflicts of interest. The policy is established to ensure that patient care and business activities are conducted in an objective manner, are not motivated by desire for personal or financial gain, and with assurance that dual relationships do not occur. Patients/clients have a right to expect staff to behave in an ethical, objective, and professional manner practicing therapeutic care over personal involvement. The possibility of a charge of conflict of interest or violation of safety or security measures makes it imperative that staff avoid any actions that may be perceived as giving or receiving special favors from patient/clients.

This policy is applicable to all staff working at NCHC, including students, interns, and contracted staff. This excludes Medical Staff that are regulated under bylaws. The standards of this policy are to be complied with by staff while they are employed by NCHC.

Staff who are licensed or certified in professions with specific Boundaries and Ethics or Code of Conduct are additionally required to adhere to those parameters during the course of their duties.

## 2. Definitions

**Conflict of Interest:** Any situation in which financial or other personal considerations may compromise or appear to compromise, an employee's business judgement, delivery of patient care, or ability for an employee to do his or her job.

**Relative:** Any person who is related by blood or by marriage, or whose relationship with the employee is like that of persons who are related by blood or marriage.

**Unusual Gain:** Refers to bribes, product bonuses, special fringe benefits, unusual price breaks and other windfalls designed to ultimately benefit the employer, the employee, or both.

**Dual Relationship:** When staff relate to patients/clients in more than one relationship, whether personal, social, or business. This often includes friendship and other close associations, including relatives.

**Client/Patients:** This policy references clients/patients but is intended to apply to all people who are served by NCHC even if referred to by other terms such as consumers.

### **3. Policy - Conflict of Interest for Personal Gain**

- 3.1 An actual or potential conflict of interest occurs when an employee is able to influence a decision that may result in a personal gain for that employee or for a relative as a result of business dealings.
- 3.2 Employees are required to disclose any actual or potential conflict of interest and seek guidance on how to handle the situation.
- 3.3 Business dealings with outside entities should not result in unusual gain for those entities, this organization, or an employee.
- 3.4 The materials, products, designs, plans, ideas, and data are the property of the organization and should never be given to an outside firm or individual except as allowed by applicable policies. Any improper transfer of material or disclosure of information, even though it is not apparent that an employee has personally gained by such an action, is prohibited.
- 3.5 Actual or potential conflicts of interest must be disclosed to appropriate management, human resources, and the Compliance Officer.
- 3.6 Employees must seek guidance and approval from appropriate management personnel prior to pursuing any business or personal activity that may constitute a conflict of interest.

### **4. Policy - Conflict of Interest related to dual relationships**

NOTE: This section applies to all employees who serve in a therapeutic or care giver role at NCHC including Behavioral Health Services, Mount View Care Center, and other therapeutic services.

- 4.1 Staff are not to engage in dual relationships that includes having a friendship or familiarity with a patient/client that an objective person may identify as a relationship or connection that could lead to influence on care provision.
- 4.2 In the event that the patient/client has a potential dual relationship with a staff, that staff must notify their supervisor immediately of the situation. Managers will notify the Director of Compliance and HR Department.
- 4.3 In the event that a patient/client is admitted to a program and staff discover a pre-existing dual relationship, arrangements will be made to transfer the care to other staff or limit that staff's involvement in care if feasible. Staff need to refrain from being involved with those they have a dual relationship with while on work hours and must refrain from influencing care provided by others.

- 4.4 Planned contact between employees and their patients/clients they provide services for other than during duty is to be avoided.
- 4.5 Staff are not permitted to have planned social contacts with patients/clients they serve while on duty or during off duty hours. Social contacts are those defined as not specifically intended to implement a treatment plan and further the treatment goals.
- 4.6 Chance social contacts with a patient/client in the community should be kept brief.
- 4.7 Staff will not give their personal contact information to patients/clients or parties associated (family, guardian) with those correctly served by NCHC and will not communicate with them outside of work hours, including through social media.
- 4.8 Exchange of personal items between staff and patients/clients they provide services for include but are not limited to, gifts, letters, photos, snacks, and money, is prohibited. Distribution of gifts or donations coordinated through charitable organizations is acceptable.
- 4.9 Employees are encouraged to consult with their supervisor for direction on any similar situations they have awareness of for themselves or others.
- 4.10 Violation of this policy shall be considered cause for disciplinary action.

## **5. General Procedure**

- 5.1 In the event that the patient/client has a potential dual relationship with a staff, that staff must notify their supervisor immediately of the situation. This may occur verbally or in writing and include details of the relationship and possible impacts at work.
- 5.2 Managers will notify the Director of Compliance and HR Department in writing with the Manager Reporting Form for Potential Conflict of Interest – Dual Relationship as soon as possible, but no later than one business day after staff notification. In addition, managers have the discretion to make decisions to immediately mitigate a potential conflict of interest if needed, such as changing schedules of employee.
- 5.3 Director of Compliance, HR Director and Senior Leader (or program director) of the program will evaluate the extent of the potential conflict and determine if safeguards need to be in place and for what duration of time to address the conflict. This may include a monitoring plan. All reports and resolutions will be maintained by the Director of Compliance.

## **6. References**

- CMS: N/A
- Joint Commission: N/A
- Other: N/A

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