North Central Health Care
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OFFICIAL NOTICE AND AGENDA

Notice is hereby given that the **North Central Community Services Program Board**
will hold a meeting at the following date, time, and location shown below.
Thursday, September 24, 2026, at 3:00 p.m.
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=mf274d594556cafddd5946ffca5d49d3c*
Meeting number: 1-408-418-9388 ***Access Code:*** 2482 637 1078 ***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 July 30, 2026 NCCSP Board Minutes
      ii. FOR INFORMATION: Minutes of the July 29, 2026 and Draft Minutes of the August 26, 2026 Executive Committee Meetings
5. BOARD DISCUSSION AND/OR ACTION
   A. Educational Presentations
      i. Financial Update – J. Hake
      ii. Mount View Care Center Presentation Follow Up – K. Theiler
      iii. 2027 Budget Presentation – J. Hake
      iv. ACTION: Approval to Submit the Final Approved 2027 Budget to the Department of Health Services in Accordance with Wis. Stat. s. 46.031(1)
6. BOARD CALENDAR AND FUTURE AGENDA ITEMS
   A. Next Board Meeting: Thursday, November 19, 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: 09/18/2026 TIME: 12:30 PM BY: K. Barbier

Presiding Officer or Designee

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NORTH CENTRAL COMMUNITY SERVICES PROGRAM

BOARD MEETING MINUTES

July 30, 2026 **3:00 p.m.** **North Central Health Care**

Present:

X(Webex)	Eric Anderson	X	Chad Billeb	X	Don Dunphy
X	Chantelle Foote	X(Webex)	Joshua Geoffrey	X	Kurt Gibbs
X	Chet Haatvedt	X	Kody Hart	X	Liberty Heidmann
EXC	Lance Leonhard	X	Terry McHugh	EXC	Rachel Ramer
EXC	Jessi Rumsey	X	Laurie Thiel		

Staff Present: Jason Hake, Brandy Thorne, Kyle Theiler

Others Present: Brian Desmond, Deputy Corporation Counsel

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

Introduction of New Board Member Don Dunphy
- Attendees introduced themselves and welcomed Mr. Dunphy as a Board Member representing Lincoln County.

Public Comment for Matters Appearing on the Agenda
- None.

Consent Agenda and Monitoring Reports
- **Motion**/second, Billeb/Foote, to approve the May 28, 2026 NCCSP Board meeting minutes. Motion carried.

2027 Annual Human Services Budget Public Hearing
- In accordance with Wis. Stat. § 46.031(3), the Board of Directors provided an opportunity for public participation in the development of North Central Health Care's 2027 Annual Human Services Budget and Delivery of Services Plan. Interested persons were encouraged to submit data, comments, or views, either orally during the meeting or in writing prior to the meeting.
- **Motion**/second, Thiel/Foote, to acknowledge that no comments were received from the public regarding the 2027 Annual Human Services Budget and Delivery of Services Plan. Motion carried.

Financial Update

- Mr. Hake provided an overview of preliminary financial results for June, reporting a monthly net income loss of $170,000 driven by a decrease in census. Net income for health insurance was $154,000 for the same period. Year-to-date net income is $3.1 million. Health insurance has year-to-date net income of $1.0 million. Cash remains stable, with approximately 150 days cash on hand.

Mount View Care Center Update

- Mr. Theiler provided an update of the Mount View Care Center as outlined in the presentation provided in the packet.

Board Calendar and Future Agenda Items

- The next meeting of the Board is scheduled for 3:00 p.m. on Thursday, September 24, 2026.

Adjournment

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

Minutes prepared by Kristina Barbier, Executive Assistant

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NORTH CENTRAL COMMUNITY SERVICES PROGRAM
EXECUTIVE COMMITTEE MEETING MINUTES

July 29, 2026 **1:00 p.m.** **North Central Health Care**

Present:	X	Kurt Gibbs	X (Webex)	Renee Krueger
	X	Lance Leonhard	X	Rachel Ramer

Staff Present: Jason Hake, Brandy Thorne, Kyle Theiler, Patrice Lanning, Alli Dunne, Wendy Peterson, Marne Schroeder

Others Present: Brian Desmond, Marathon County Corporation Counsel; Don Dunphy, Lincoln County Board Supervisor; Kim Heller, Wipfli; Corey Palmer, M3 Insurance

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.

May 27, 2026 Executive Committee Minutes
- **Motion**/second, Leonhard/Ramer, to approve the May 27, 2026 Executive Committee meeting minutes. Motion carried.

2025 Audit Presentation
- The audit for the year ending December 31, 2025, was presented and reviewed by Kim Heller, Wipfli.

Financial Update
- Mr. Hake provided an overview of preliminary financial results for June, reporting a monthly net loss of $170,000 due to decrease in census. Health insurance reported net income of $154,000 for the same period. Year-to-date net income is $3.1 million. Health insurance has recognized net income of just over $1.0 million year-to-date.

NCHC Lifeworks Employment Program Partnership
- Ms. Thorne provided an overview of Lifeworks which is an employment assistance program that provides hard and soft skills training to barriered individuals. Employers participating in the program provide interviews and potential job placement. NCHC has partnered with the program to offer employment opportunities to adults with developmental disabilities.

Strategic Vision for an Integrated Behavioral Health System
- Mr. Hake provided an overview of the Strategic Vision for an Integrated Behavioral Health System as outlined in the memo provided in the packet.

Approval of 2025 Audit

- **Motion**/second, Leonhard/Krueger, to accept the 2025 audited financials by our audit partner, Wipfli, and place them on file. Motion carried.

Approval of 2027 Health Plan Renewal Strategy and Premium Increases

- Mr. Hake provided an overview of the 2027 Health Plan Renewal Strategy and Premium Increases as outlined in the memo provided in the packet.
- **Motion**/second, Ramer/Leonhard, to approve the 2027 Health Plan Renewal Strategy and Premium Increases as presented. Motion carried.

Outpatient Clinical Manager Position Request

- Ms. Dunne provided an overview of the request to create one (1.0 FTE) Outpatient Clinical Manager position as outlined in the memo provided in the packet.
- **Motion**/second, Krueger/Leonhard, to approve the request as presented. Motion carried.

Acute Care Services Coordinator Position Request

- Ms. Peterson provided an overview of the request to realign two existing positions into two Acute Care Services Coordinator roles as outlined in the memo provided in the packet.
- **Motion**/second, Leonhard/Ramer, to approve the realignment of two existing positions as presented. Motion carried.

Adult Protective Services Representative Position Request

- Ms. Schroeder provided an overview of the request to create one (1.0 FTE) Adult Protective Services Representative position as outlined in the memo provided in the packet.
- **Motion**/second, Ramer/Leonhard, to approve the position as presented. Motion carried.

Chief Medical Officer Position Request

- Mr. Hake provided an overview of the request to create a 0.75 FTE Chief Medical Officer as outlined in the memo provided in the packet.
- **Motion**/second, Leonhard/Ramer, to approve the position as presented. Motion carried.

Approval to Submit Phase 1 Planning Grant Application – Rural Health Transformation Program

- Mr. Hake provided an overview of the request to submit a Phase 1 Planning Grant Application to the Rural Health Transformation Program as outlined in the memo provided in the packet.
- **Motion**/second, Ramer/Leonhard, to approve the request as presented. Motion carried.

Closed Session

- Mr. Desmond explained the rationale for the closed session is to discuss ongoing litigation involving North Central Health Care.
- **Motion**/second, Leonhard/Ramer to go into Closed Session (Roll Call Vote Required) pursuant to Wis. stat. s. 19.85(1)(g) "Conferring 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: Marathon County Case No. 24 CV 495 - Emmerich & Associates, Inc. v. ProSelect Insurance Company, D/B/A/ Coverys, and North Central Community Services Program a.k.a. North Central Health Care. Roll call vote taken; all indicating aye. Mr. Desmond, Mr. Hake, and Ms. Barbier remained in closed session. Meeting convened in closed session at 2:40 p.m. Motion carried.
- **Motion**/second, Leonhard/Ramer, to return to open session at 2:45 p.m. Motion carried.

- Possible announcements and/or action regarding closed session items
  - Committee authorized the Executive Director to execute any necessary agreements or documents related to Marathon County Case No. 24 CV 495 - Emmerich & Associates, Inc. v. ProSelect Insurance Company, D/B/A/ Coverys, and North Central Community Services Program a.k.a. North Central Health Care.

Next Meeting Date & Time, Location and Future Agenda Items
- Wednesday, August 26, 2026, at 1:00 p.m. in the Eagle Board Room.

Adjournment
- **Motion**/second, Leonhard/Ramer, to adjourn the meeting at 2:47 p.m. Motion carried.

Minutes prepared by Kristina Barbier, Executive Assistant

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NORTH CENTRAL COMMUNITY SERVICES PROGRAM
EXECUTIVE COMMITTEE MEETING MINUTES

August 26, 2026 **1:00 p.m.** **North Central Health Care**

Present:	X	Kurt Gibbs	X (Webex)	Renee Krueger
	X	Lance Leonhard	X (Webex)	Rachel Ramer

Staff Present: Jason Hake, Brandy Thorne, Marne Schroeder, Patrice Lanning,

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.

July 29, 2026 Executive Committee Minutes
- **Motion**/second, Leonhard/Ramer, to approve the July 29, 2026 Executive Committee meeting minutes. Motion carried.

Financial Update
- Mr. Hake provided an overview of preliminary financial results for July, reporting a monthly net income of $60,000. Health insurance reported net income of $3,600 for the same period. Cash remained stable, with approximately 156 days cash on hand.

Approval to Implement Community Recovery Services
- Ms. Schroeder provided an overview of the implementation of Community Recovery Services within Community Treatment as outlined in the memo provided in the packet.
- **Motion**/second, Leonhard/Ramer, to approve implementation of Community Recovery Services as presented. Motion carried.

Approval to Implement Targeted Case Management within Community Treatment
- Ms. Schroeder provided an overview of the request to implement Targeted Case Management within Community Treatment as outlined in the memo provided in the packet.
- **Motion**/second, Leonhard/Ramer, to approve implementation of Targeted Case Management as presented. Motion carried.

2027 Staffing Totals
- Mr. Hake provided a reconciliation of FTEs and overview of 2027 Staffing Totals as outlined in the packet.
- **Motion**/second, Krueger/Ramer, to approve the request as presented. Motion carried.

Community Treatment Clinical Coordinator Position Request

- Ms. Schroeder provided an overview of the request to add one (1.0 FTE) Community Treatment Clinical Coordinator position as outlined in the memo provided in the packet.
- **Motion**/second, Leonhard/Krueger, to approve the position as presented. Motion carried.

Community Treatment Quality Assurance Specialist Position Request

- Ms. Schroeder provided an overview of the request to create one (1.0 FTE) Community Treatment Quality Assurance Specialist position as outlined in the memo provided in the packet.
- **Motion**/second, Ramer/Leonhard, to approve the position as presented. Motion carried.

Restorative Nurse Position Request

- Mr. Hake provided an overview of the request to create one 0.8 FTE Restorative Nurse position as outlined in the memo provided in the packet.
- **Motion**/second, Leonhard/Krueger, to approve the position as presented. Motion carried.

Nutrition Services Dietary Lead Position Request

- Mr. Hake provided an overview of the request to create two 0.8 FTE Nutrition Services Dietary Lead positions as outlined in the memo provided in the packet. One position will replace the existing 0.8 FTE Dietary Clerk position.
- **Motion**/second, Leonhard/Krueger, to approve the positions as presented. Motion carried.

Inpatient Psychiatrist Position Request

- Mr. Hake provided an overview of the request to create one (1.0 FTE) Inpatient Psychiatrist as outlined in the memo provided in the packet.
- **Motion**/second, Ramer/Leonhard, to approve the position as presented. Motion carried.

Preliminary 2027 Capital Budget

- Mr. Hake provided an overview of the Preliminary 2027 Capital Budget as outlined in the packet.
- **Motion**/second, Leonhard/Krueger, to approve the Preliminary 2027 Capital Budget as presented. Motion carried.

Closed Session

- Mr. Desmond explained the rationale for the closed session is to discuss litigation strategy related to a lawsuit involving North Central Health Care and not lose any tactical advantage based on discussion.
- **Motion**/second, Leonhard/Ramer to go into Closed Session (Roll Call Vote Required) pursuant to Wis. stat. s. 19.85(1)(g) "Conferring 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: Amador County, California Case: *Ison v. North Central Health Care*. Roll call vote taken; all indicating aye. Mr. Desmond, Mr. Hake, and Ms. Barbier remained in closed session. Meeting convened in closed session at 2:06 p.m. Motion carried.
- **Motion**/second, Leonhard/Ramer, to return to open session at 2:17 p.m. Motion carried.
- Possible announcements and/or action regarding closed session items
    - None.

Next Meeting Date & Time, Location and Future Agenda Items

- Wednesday, September 30, 2026, at 1:00 p.m. in the Eagle Board Room.

Adjournment

- **Motion**/second, Leonhard/Ramer, to adjourn the meeting at 2:18 p.m. Motion carried.

Minutes prepared by Kristina Barbier, Executive Assistant

MEMORANDUM
To: Executive Committee
From: Kyle Theiler, Director of Nursing Home Operations
Date: 09.24.2026
Subject: Mount View Care Center – July Board Presentation Follow Up

Purpose

The purpose of this memorandum is to provider clarification for questions asked during the July 30, 2026, Board presentation.

The two questions asked include further information on referral data for Mount View Care Center (MVCC) admissions and star rating in comparison to the other nursing homes with ventilators in Wisconsin.

Referral Information

MVCC received 664 referrals through the month of June, of which 85 residents were admitted. 72 of the admissions were non-vent residents and 13 were vent residents.

- The top five reasons for resident not admitting to the nursing home include
    1. No long-term beds available
    2. No rehab beds available
    3. Referral not being in network with insurance coverage
    4. Referral not from tri county location
    5. Referral went to a different home
- The top five referral sources through June
    1. Aspirus Wausau Hospital
    2. Marshfield Medical Center-Weston
    3. Marshfield Medical Center-Marshfield
    4. Aspirus – Other (Merrill, Langlade, etc.)
    5. Select Specialty – Madison

Nursing Homes in Wisconsin with Ventilator Units - Five Star Comparison

We learned recently that one of the ventilator units closed. Five vent units remain open in Wisconsin:

- MVCC – Wausau
- Dove Health Care – Chippewa Falls
- Northridge Health – Manitowoc
- Resolve – West Allis
- Maplewood Center – West Allis

With MVCC's most recent health inspection survey, we project jumping to an overall 3-star rating. This would tie us with Dove Health Care in Chippewa Falls as the highest rated nursing home with ventilators in the state. MVCC scores 4 stars in quality measures which is 2 stars higher compared to Dove.

REFERRAL SOURCES 2026	January	February	March	April	May	June	YTD
Adult Protective Services (APS)	0	0	0	0	0	0	0
Aging & Disability Resource Center (ADRC)	0	0	0	0	0	0	0
Ambulatory Surgery Center	0	0	0	0	0	0	0
Ascension	1	0	0	0	0	0	1
Aspirus Stevens Point Hospital	6	0	5	2	2	4	19
Aspirus Wausau Hospital	62	59	76	56	68	79	400
Aspirus-other	5	3	12	4	11	5	40
Aurora Hospitals	1	1	0	0	0	0	2
Behavioral Health Services (BHS)	0	0	0	0	0	0	0
Case Manager	0	0	0	0	0	0	0
CBRF/ALF	0	0	0	1	0	0	1
Family/Self	0	0	0	0	0	0	0
Froedert	0	0	0	1	0	0	1
Good Samaritan Merrill	0	0	0	0	0	0	0
Gundersen Health	0	0	0	0	1	2	3
Hospice	0	0	0	1	0	1	2
Hospital Sisters Health System (HSHS)	0	0	0	2	1	0	3
Howard Young	2	3	3	0	0	2	10
Inclusa/Lakeland	0	0	0	0	0	0	0
King	0	0	0	0	0	0	0
Langlade Memorial Antigo	0	0	0	0	0	0	0
Life Care Pewaukee	0	0	0	0	0	0	0
Marshfield Medical Center-Marshfield	27	9	10	5	5	6	62
Marshfield Medical Center-Other	1	0	1	0	0	0	2
Marshfield Medical Center-Weston	17	16	12	20	16	14	95
Mayo	1	1	6	2	1	1	12
MD Office	2	2	0	0	1	1	6
Mendota Mental Health	0	0	0	0	0	0	0
Mercy Hospital	0	0	0	0	0	0	0
Nursing Home	2	1	0	1	1	2	7
Other	3	3	5	3	5	2	21
Out of State - other	0	1	0	2	0	1	4
Out of State-IL	1	0	0	1	0	1	3
Out of State-MI	0	0	0	0	1	1	2
Out of State-MN	0	0	0	1	0	0	1
Regency Hospital	0	0	0	1	0	0	1
Sacred Heart Hospital	0	0	0	0	0	0	0
Select Spec - Milwaukee	0	1	0	1	0	3	5
Select Spec - Milwaukee St Lukes	0	0	0	0	0	0	0
Select Spec -Madison	10	4	1	6	5	2	28
St Mary's	0	0	0	0	0	0	0
St Michael's Stevens Point	0	0	0	0	0	0	0
St Vincent's	0	3	0	1	0	1	5
Theda Care Hospitals	0	0	1	1	0	0	2
Tomah Memorial	0	0	0	0	0	0	0
UW Health	1	4	2	0	2	0	9
VA Hospital Madison	0	0	0	0	0	1	1
VA Milwaukee	0	0	0	0	0	0	0
Veteran Affairs (VA)	0	0	1	0	0	0	1
Winnebago Mental Health Institute	0	0	0	0	0	0	0
Totals	142	111	135	112	120	129	749

Admissions 2026	January	February	March	April	May	June	YTD
VENT	5	2	1	1	0	4	**13**
Non-vented	15	6	9	13	14	15	**72**
Total	20	8	10	14	14	19	**85**

Percentage of Referrals Admitted						
Year	January	February	March	April	May	June
2026	14.1%	7.2%	7.4%	12.5%	11.7%	14.7%

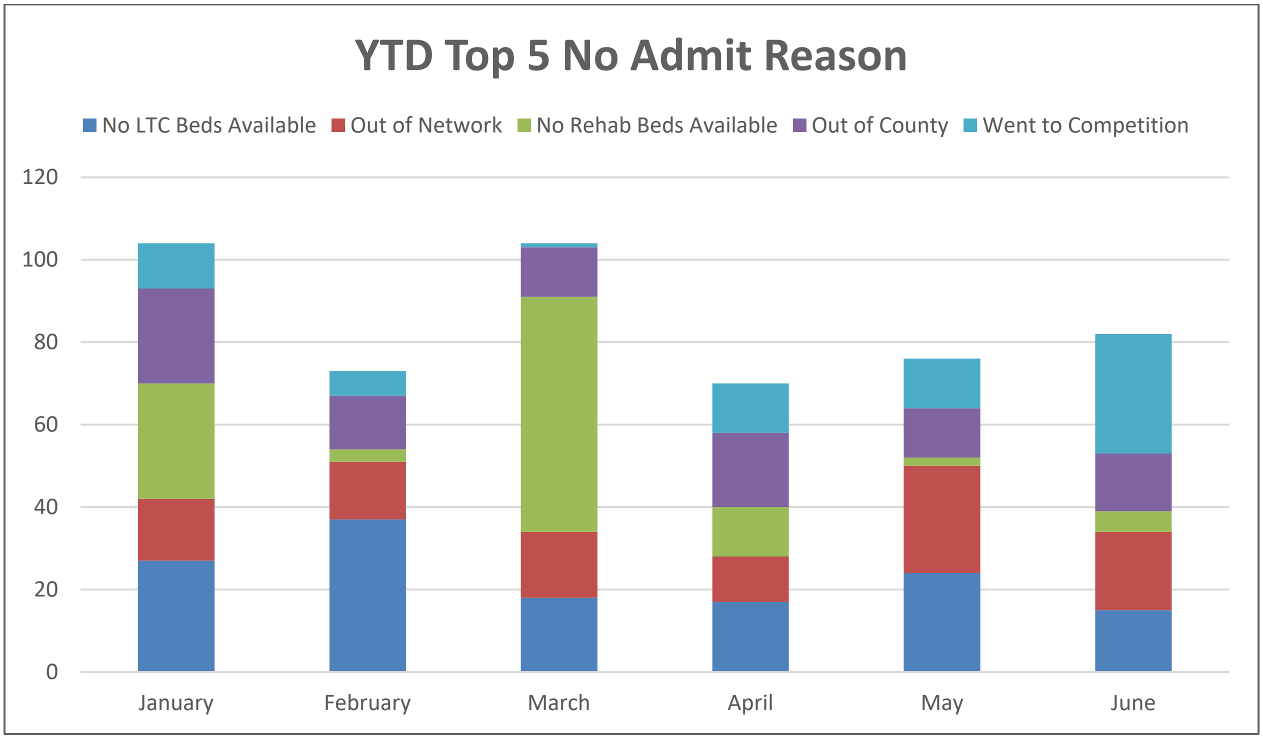
Referrals That Did NOT Admit							
2026	January	February	March	April	May	June	YTD
Acuity Too High	4	3	1	6	6	9	**29**
Expired	0	0	1	2	1	1	**5**
No LTC Beds Available	27	37	18	17	24	15	**138**
No Rehab Beds Available	28	3	57	12	2	5	**107**
No Vent Beds Available	2	6	3	9	3	1	**24**
No Dementia Beds Available	5	3	2	0	3	4	**17**
No/Poor Payor Source	3	8	1	5	2	5	**24**
No Skilled Needs	0	0	0	0	3	1	**4**
Out of County	23	13	12	18	12	14	**92**
Out of Network	15	14	16	11	26	19	**101**
Outstanding A/R	0	0	0	0	0	0	**0**
Patient Non Compliance	1	0	0	0	1	0	**2**
Staffing	0	0	0	0	0	0	**0**
Ventilator Dialysis	0	0	0	0	0	0	**0**
Ventilator Weaned	0	0	0	0	1	0	**1**
Went to Competition	11	6	1	12	12	29	**71**
Went Home	0	2	1	4	6	2	**15**
Went to Inpatient Rehab	1	0	0	0	1	1	**3**
Family/Resident Declined	0	10	12	1	3	5	**31**
MONTHLY TOTAL	**120**	**105**	**125**	**97**	**106**	**111**	**664**

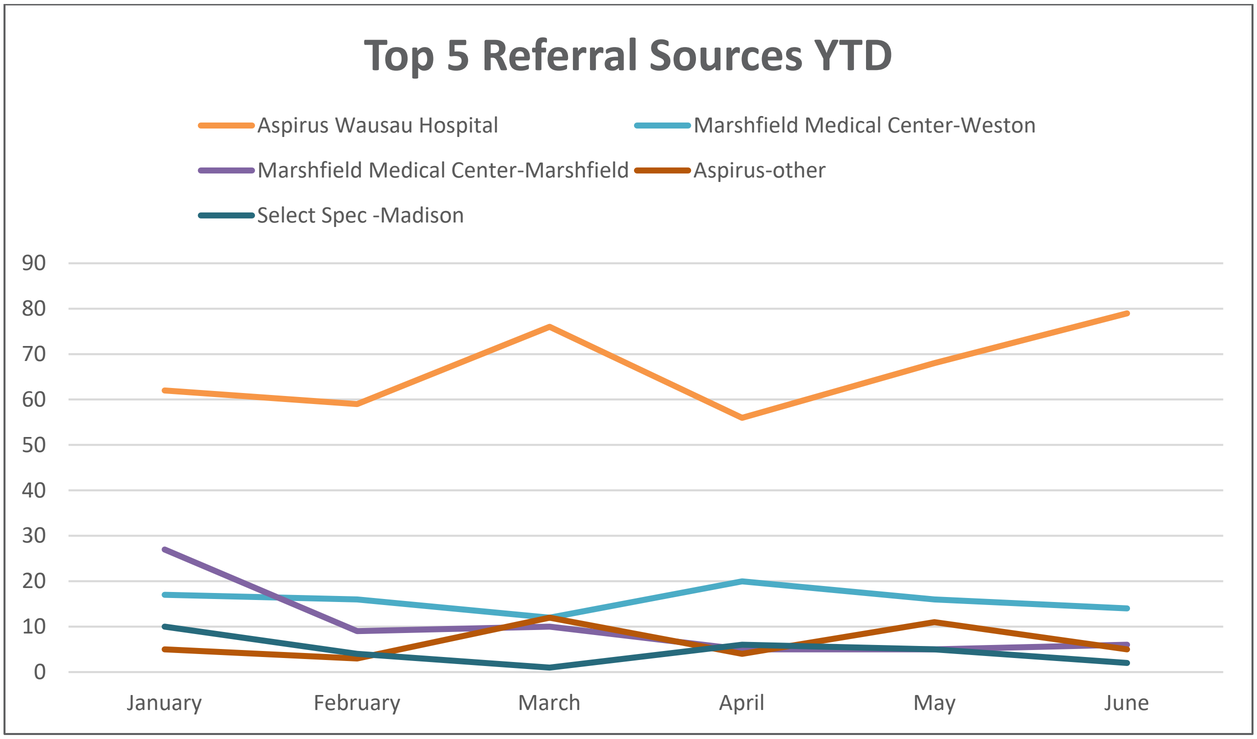
Wausau Campus
2400 Marshall Street, Suite A
Wausau, Wisconsin 54403
715.848.4600

Antigo Center
1225 Langlade Road
Antigo, Wisconsin 54409
715.627.6694

Merrill Center
607 N. Sales Street, Suite 309
Merrill, Wisconsin 54452
715.536.9482

Mount View Care Center
2400 Marshall Street, Suite B
Wausau, Wisconsin 54403
715.848.4300


YTD Top 5 No Admit Reason
No LTC Beds Available
Out of Network
No Rehab Beds Available
Out of County
Went to Competition
120
100
80
60
40
20
0
January
February
March
April
May
June


Top 5 Referral Sources YTD
Aspirus Wausau Hospital
Marshfield Medical Center-Weston
Marshfield Medical Center-Marshfield
Aspirus-other
Select Spec -Madison
90
80
70
60
50
40
30
20
10
0
January
February
March
April
May
June

Nursing Homes in Wisconsin with Ventilator Units - Five Star Comparison

North Central Health Care (Wausau) – Northwestern Region

Overall rating

★★☆☆☆
Below average

The overall rating is based on a nursing home's performance on 3 sources: health inspections, staffing, and quality measures.
Learn how Medicare calculates this rating

Health inspections	Staffing	Quality measures
★★☆☆☆ Below average	★★★☆☆ Average	★★★★☆ Above average

Dove Healthcare (Chippewa Falls) – Northwestern Region

Overall rating

★★★☆☆
Average

The overall rating is based on a nursing home's performance on 3 sources: health inspections, staffing, and quality measures.
Learn how Medicare calculates this rating

Health inspections	Staffing	Quality measures
★★★☆☆ Average	★★★★☆ Above average	★★☆☆☆ Below average

Northridge Health and Rehabilitation (Manitowoc) – Northeastern Region

Overall rating

★★☆☆☆
Below average

The overall rating is based on a nursing home's performance on 3 sources: health inspections, staffing, and quality measures.
Learn how Medicare calculates this rating

Health inspections	Staffing	Quality measures
★★☆☆☆ Below average	★★☆☆☆ Below average	★★☆☆☆ Below average

Resolve at West Allis Respiratory and Rehab (West Allis) – Milwaukee Region

Overall rating

★☆☆☆☆
Much below average

The overall rating is based on a nursing home's performance on 3 sources: health inspections, staffing, and quality measures.
Learn how Medicare calculates this rating

Health inspections	Staffing	Quality measures
★☆☆☆☆ Much below average	★★☆☆☆ Below average	★★☆☆☆ Below average

Maplewood Center (West Allis) – Milwaukee Region

Overall rating

★☆☆☆☆
Much below average

The overall rating is based on a nursing home's performance on 3 sources: health inspections, staffing, and quality measures.
Learn how Medicare calculates this rating

Health inspections	Staffing	Quality measures
★☆☆☆☆ Much below average	★★★★☆ Above average	★★☆☆☆ Below average

North Central Health Care

2027 BUDGET

The North Central Health Care 2027 Budget outlines revenues, expenditures, program information, and staffing across Marathon, Lincoln, and Langlade county programs, with three-year data for mental health, behavioral health, substance use, developmental disabilities, skilled nursing, and support services.

2027 BUDGET
TABLE OF CONTENTS

FROM THE EXECUTIVE DIRECTOR

Jason Hake, *Executive Director*

NCCSP Executive Committee and Board,

I am pleased to present North Central Health Care's 2027 Budget. This budget reflects our continued commitment to providing high-quality, person-centered services to the residents of Marathon, Lincoln, and Langlade Counties while maintaining the financial strength necessary to sustain those services over the long term. I want to thank our Program Directors, Managers, Accounting Team, and Marketing Team for the thoughtful planning, collaboration, time, and expertise they contributed throughout the budget process.

Over the past several years, NCHC has increased and stabilized census across many of our service lines. Throughout 2026, we largely sustained the higher census levels achieved in 2025, and the 2027 budget reflects our expectation that these levels will continue. This performance reflects the dedication of our employees, the continued need for our services, and the strength of our partnerships.

As we look ahead, however, we do not anticipate census growth continuing at the same rate. Our inpatient hospitals, crisis stabilization facilities, and residential treatment programs are operating closer to the practical capacity of their facilities. As a result, maintaining our current census levels will be essential to meeting the 2027 budget. Our greatest opportunity for additional growth is at Mount View Care Center, although realizing that opportunity will depend on adequate staffing and a sufficient number of appropriate referrals.

Having increased and stabilized census, our focus must now expand beyond the performance of individual programs. In 2027, we will identify gaps and opportunities across NCHC's full continuum of care and work toward a more integrated behavioral health model. This effort will strengthen connections among inpatient, crisis, outpatient, community treatment, recovery, and other supportive services so individuals can more effectively access and transition between the levels of care they need. Better integration will also allow us to use resources more strategically, improve care coordination, and strengthen outcomes for the people and communities we serve.

The implementation of NCHC's strategic plan will be central to this work. During 2027, the plan will guide organizational priorities, resource allocation, performance measurement, and future investments. It will provide a common framework for aligning our services with the needs of our member counties and ensuring our operational and financial decisions support NCHC's long-term direction.

Debt service remains a significant financial headwind. In 2027, NCHC's annual debt service payment to Marathon County will increase by another $500,000, bringing the total annual obligation to $3.5 million. This increase further limits our financial flexibility and requires continued discipline in managing operating expenses, census, and cash flow.

Capital needs will also require greater attention. NCHC's capital budget increases in 2027, while our five-year capital plan reflects significant anticipated investments in technology and other projects necessary to support our operations and provide safe, effective care. Funding these investments while meeting our operating and debt obligations will require careful prioritization and a long-term approach to capital planning.

Healthcare costs remain another significant pressure for both NCHC and our employees. Beginning in 2027, we will implement a new health insurance strategy intended to provide employees with lower-cost coverage options while identifying savings within NCHC's self-funded health plan. Our goal is to manage the long-term growth of healthcare expenses while preserving affordability for employees and offering a competitive benefits package.

NCHC enters 2027 from a position of greater operational and financial stability. Maintaining that stability, however, will require focus, discipline, and a willingness to adapt. We must sustain the census improvements already achieved, strengthen our workforce, carefully manage rising debt and capital obligations, and more fully connect our continuum of care.

I am confident that our employees, leadership team, governing body, and county partners are prepared to meet these challenges. By remaining focused on our strategic priorities and committed to responsible stewardship, NCHC will continue to be a trusted partner to the individuals, families, and communities who depend on us.

Jason Hake, *Executive Director*
North Central Health Care

CENSUS OVERVIEW

CENSUS OVERVIEW

ACUTE CARE SERVICES	METRIC	2025 ACTUAL	2026 PROJECTION	2027 BUDGET
Adult Behavioral Health Hospital	Average Daily Census	9.00	10.00	10.00
Adult Crisis Stabilization Facility	Average Daily Census	9.00	11.00	12.00
Lakeside Recovery MMT	Average Daily Census	13.00	10.25	12.00
Youth Behavioral Health Hospital	Average Daily Census	4.50	4.25	4.25
Youth Crisis Stabilization Facility	Billable Units	4.00	4.00	4.00

COMMUNITY SERVICES	METRIC	2025 ACTUAL	2026 PROJECTION	2027 BUDGET
Hope House (Sober Living Marathon)	Average Daily Census	7.00	6.00	6.00
Sober Living (Langlade)	Average Daily Census	3.00	3.00	5.00

NURSING HOME SERVICES	METRIC	2025 ACTUAL	2026 PROJECTION	2027 BUDGET
Mount View Care Center	Average Daily Census	128.00	125.00	125.00

-

2027 COUNTY APPROPRIATIONS (LEVY) REQUESTS

2027 COUNTY APPROPRIATIONS REQUESTS BY COUNTY

PROGRAM	LANGLADE	LINCOLN	MARATHON	TOTAL
General County Appropriations	$236,492	$618,039	$4,316,018	$5,170,549
Mount View Care Center	-	-	1,545,000	1,545,000
TOTAL	**$236,492**	**$618,039**	**$5,861,018**	**$6,715,549**

HISTORICAL COUNTY APPROPRIATIONS BY COUNTY

YEAR	LANGLADE	LINCOLN	MARATHON	TOTAL	CHANGE
2027	$236,492	$618,039	$5,861,018	$6,715,549	-
2026	$236,492	$618,039	$5,861,018	$6,715,549	-
2025	236,492	618,039	5,861,018	6,715,549	$31,977
2024	236,492	618,039	5,829,041	6,683,572	631,328
2023	230,186	1,040,853	4,781,205	6,052,244	-
2022	230,186	1,040,853	4,781,205	6,052,244	20,000
2021	210,186	1,040,853	4,781,205	6,032,244	(88,297)
2020	298,483	1,040,853	4,781,205	6,120,541	(185,290)
2019	298,483	712,416	5,294,932	6,305,831	(1,125,287)
2018	298,483	712,416	6,420,219	7,431,118	(240,000)
2017	298,483	719,416	6,653,219	7,671,118	(1,216,310)
2016	325,123	698,463	7,863,842	8,887,428	52,640
2015	298,483	672,463	7,863,842	8,834,788	-

Executive Committee & Board Members

Executive Committee

The North Central Community Services Program is a governmental organization established by the counties of Langlade, Lincoln, and Marathon, under Wisconsin State Statutes 51.42/.437 to provide services for individuals with mental illness, alcohol or drug dependency, and developmental disabilities. The Program operates North Central Health Care, with its main campus in Wausau and centers located in Merrill and Antigo.

As the chief governing body, the NCCSP Executive Committee is charged with providing policy oversight for NCHC and working to ensure that the efforts of NCHC and each of the county departments support each other as we work to address our community needs. Each of the partner counties is represented on the Executive Committee by their highest-ranking officer (or designee). These members work together under the leadership of the Executive Committee Chairperson to ensure efficient and effective operations of the NCHC organization.

Kurt Gibbs

Executive Committee Chair, Marathon County Board Supervisor and Board Chair

Lance Leonhard

Marathon County Administrator

Rachel Ramer

Langlade County Social Services Director

Renee Krueger

Lincoln County Administrative Coordinator

Board Members

The North Central Community Services Program Board is a group of individuals appointed by each partner county to serve as a governing and policy-making entity focusing on addressing the needs of the Tri-County regional community with respect to mental health and alcohol and drug dependent treatment programs.

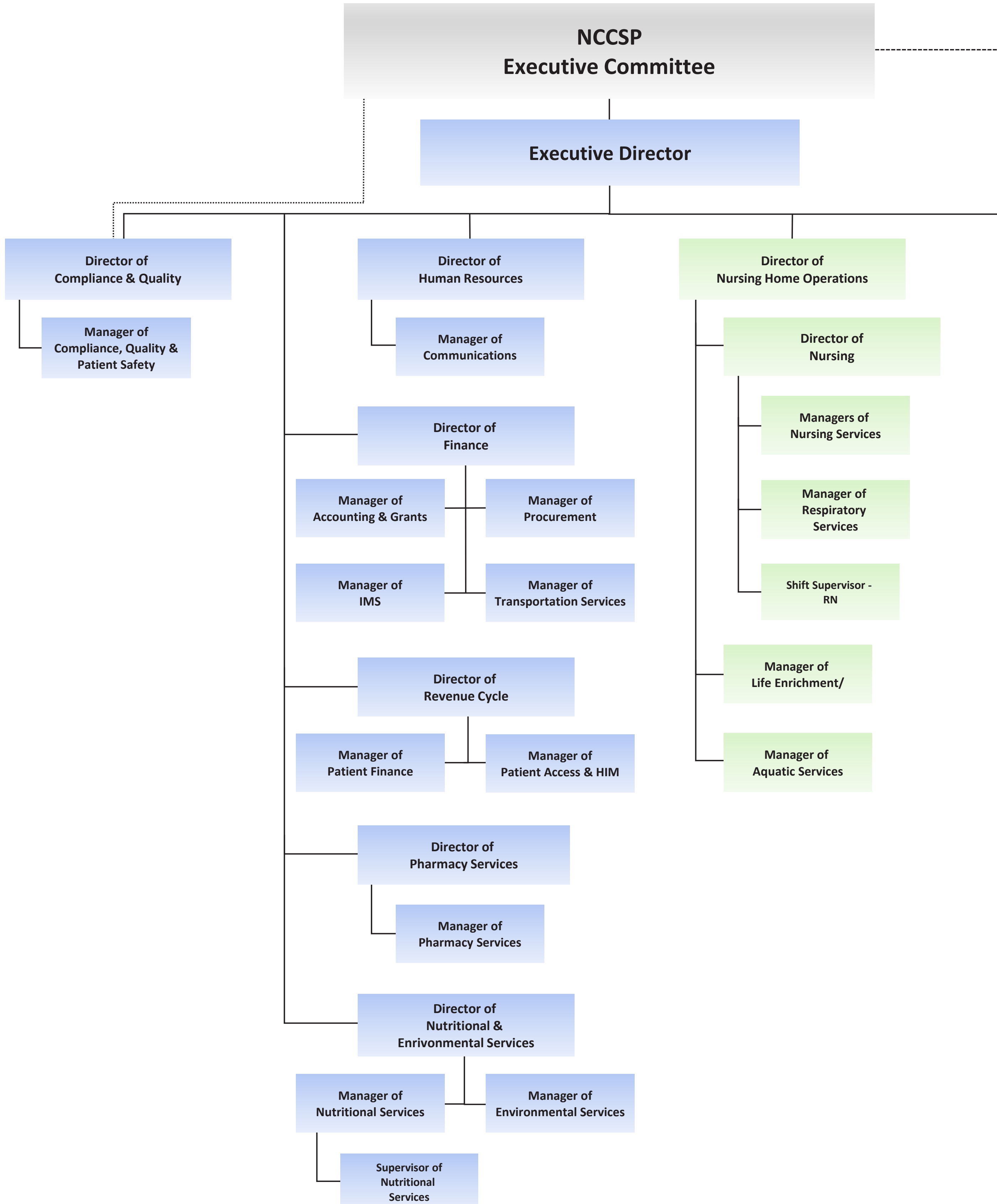
The Board is a policy-making body determining the broad outlines and principles governing the administration of programs under Wis. Stat. 51.42. The Board consists of fourteen Board members consistent with requirements for a multi-county department set in Wis. Stat. 51.42.

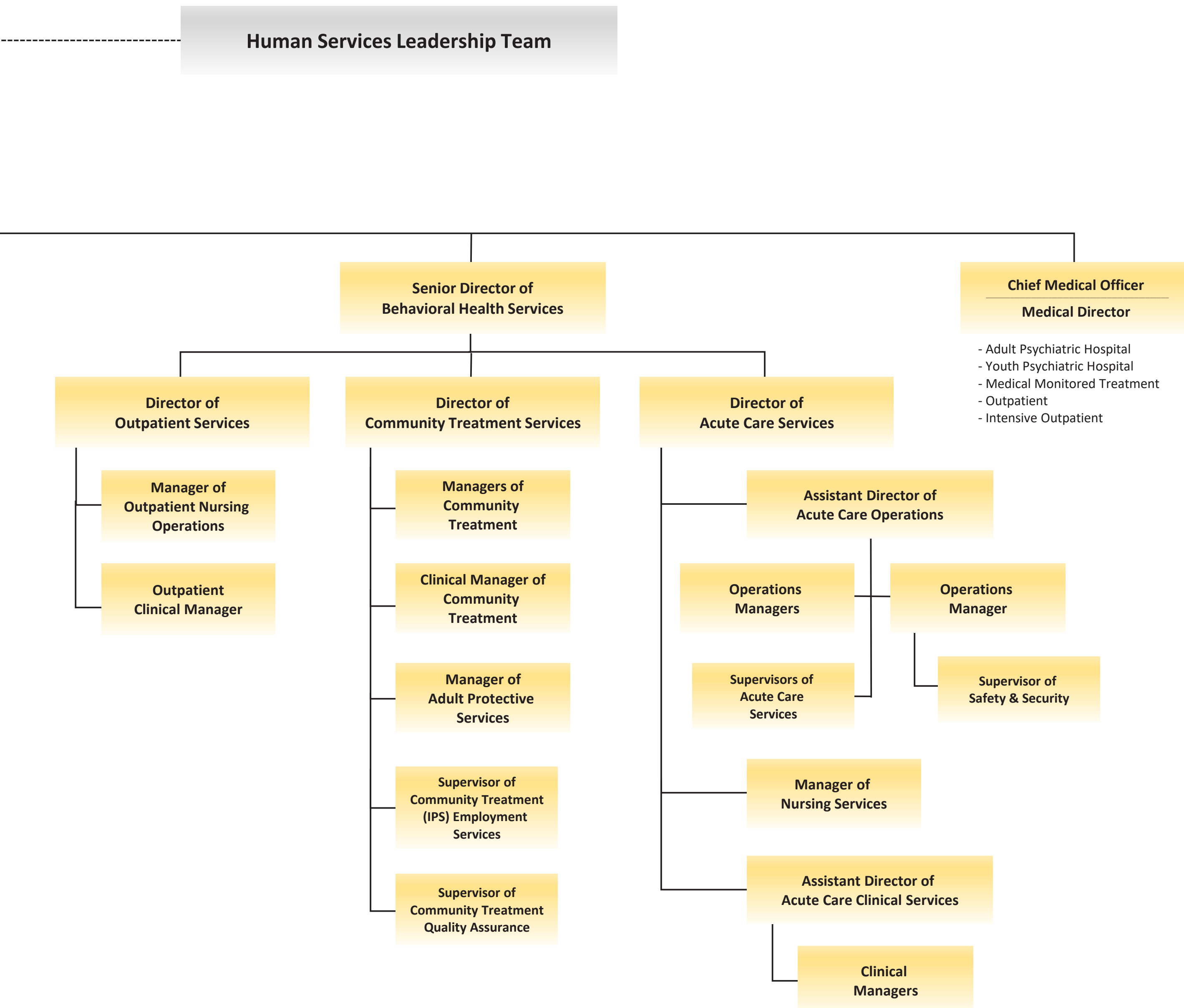
Eric Anderson
Chad Billeb
Chantelle Foote
Chet Haatvedt
Donald Dunphy
Jessi Rumsey
Joshua Geoffrey
Kody Hart
Kurt Gibbs*
Lance Leonhard*
Laurie Thiel
Liberty Heidmann
Rachel Ramer*
Terry McHugh

**Executive Committee Member*

NORTH CENTRAL HEALTH CARE ORGANIZATIONAL CHART

Departments and Management




Human Services Leadership Team
Senior Director of Behavioral Health Services
Chief Medical Officer
Medical Director
- Adult Psychiatric Hospital
- Youth Psychiatric Hospital
- Medical Monitored Treatment
- Outpatient
- Intensive Outpatient
Director of Outpatient Services
Manager of Outpatient Nursing Operations
Outpatient Clinical Manager
Director of Community Treatment Services
Managers of Community Treatment
Clinical Manager of Community Treatment
Manager of Adult Protective Services
Supervisor of Community Treatment (IPS) Employment Services
Supervisor of Community Treatment Quality Assurance
Director of Acute Care Services
Assistant Director of Acute Care Operations
Operations Managers
Operations Manager
Supervisors of Acute Care Services
Supervisor of Safety & Security
Manager of Nursing Services
Assistant Director of Acute Care Clinical Services
Clinical Managers

North Central Health Care

Person centered. Outcome focused.

Our Mission, Vision and Core Values are simple, but they clearly define who we are, what we stand for, how we interact with people, and why every one of us works at North Central Health Care — because we can make a difference in the lives of individuals in our community.

OUR VISION

Lives Enriched and Fulfilled.

Each interaction we have with those we serve, our community partners, and each other will lead to lives that are more enriched and fulfilled. We face the world with undeterred optimism and hope of possibility. Every day is a new chance to make people's lives better. The vast potential to make a difference in each individual's life is our greatest inspiration and measure of success.

Our purpose and beliefs aren't just words on a page or aspirations we are unwilling to achieve – they shape our actions, decisions, and commitment to making a meaningful impact every day.

DIGNITY

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

1

INTEGRITY

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

2

OUR CORE VALUES

The Core Values we share at NCHC guide us in each interaction we have and allow us to carry out our Mission and Vision. Embodying our Core Values will allow North Central Health Care to:

…become the very best place for residents and clients to receive care,
…become the very best place for employees to work,
…continue to grow in our contributions to the communities we serve.

OUR MISSION

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

North Central Health Care has a deep history and relationship with our Central Wisconsin community. We are committed to our partnership with our three counties as we continually seek to provide the highest levels of accessible and specialized care for those we serve. Our Person-Centered Service approach to the complex needs of those we serve and those we partner with are identical – we will meet you where you are at and walk with you on the journey together. Our programs and services provide compassionate and specialized care that is designed around each individual's abilities and challenges – creating a path to move forward together.

ACCOUNTABILITY

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

3

PARTNERSHIP

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

4

CONTINUOUS IMPROVEMENT

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

5

PERSON-CENTERED SERVICE

Serving others through effective communication, listening to understand, and building meaningful relationships.

North Central Health Care is defined by every interaction we have with our patients, clients, residents, families, community partners and each other. Our employees provide Person-Centered Service every day with everyone we interact with.

LOOKING BACK | 2025 INDIVIDUALS SERVED BY COUNTY

SERVICES	MARATHON	LINCOLN	LANGLADE	*Other*	2024 TOTAL*	2025 TOTAL*
Adult Day Services			34		39 people	34
Adult Protective Services	504	71	64	167	1,343 people	806 people
Adult/Elder At-Risk Investigations	515	134	78	161	516 Adult/Elders	888 Adult/Elders
Aquatic Services	333	19	2	37	494 people	391 people
Children's Long Term Support		107	70		152 people	177 people
Community Support Program	45	2	4		52 people	51 people
Comprehensive Comm Services Adult	468	72	61		591 people	601 people
Comprehensive Comm Services Youth	370	142	77		572 people	589 people
Vocational Services / IPS	11		16		26	27 people
Coordinated Services Teams	36	5	1		42	42 people
Crisis Care (Adult/Youth)	1,573	257	192		2,054 people	2,022 people
Assessments	2,380	357	266		3,436 assessments	3,021 assessments
Crisis Stabilization	356	62	46	88	533 people	552 people
Adult	268	32	26	43	359 adults	369 adults
Youth	88	30	20	45	174 youth	183 youth
Demand Transportation	402				420 people	402 people
Hospitals	435	90	64	263	890 people	852 people
Adult	346	68	50	118	620 adults	582 adults
Youth	89	22	14	145	270 youth	270 youth
Lakeside Recovery - MMT	136	15	27	4	170 people	182 people
Outpatient Services - Substance Abuse	757	183	164		1,181 people	1,104 people
OWI Assessments	542	125	69		815 assessments	736 assessments
Outpatient Services - Mental Health	585	160	233		1,011 people	978 people
Outpatient Psychiatric Care	2,161	331	306		2,898 people	2,798 people
Residential (closed 10/31/23)					0 people	0 people
Sober Living - Hope House	14 Men		12 Women		30 people	26 people
Mount View Care Center	226	6	2	25	298 people	259 people
TOTAL PEOPLE SERVED*	**8,929**	**1,796**	**1,453**	**745**	**12,950**	**12,923 People**

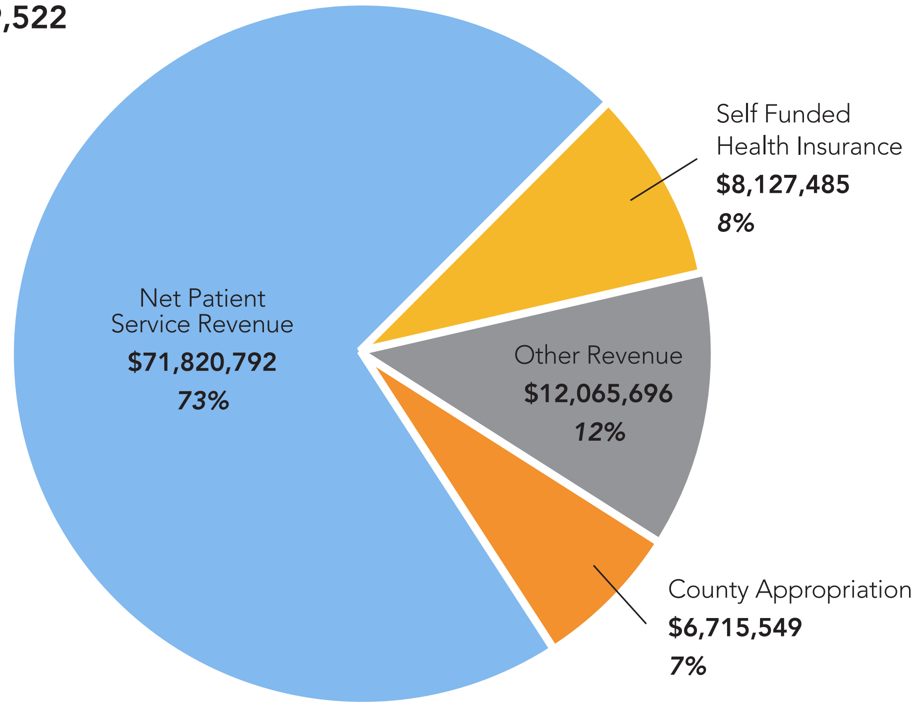
**The Annual Total columns on far right relect the total number of people served for the program including residents from other counties.*

2027 BUDGET

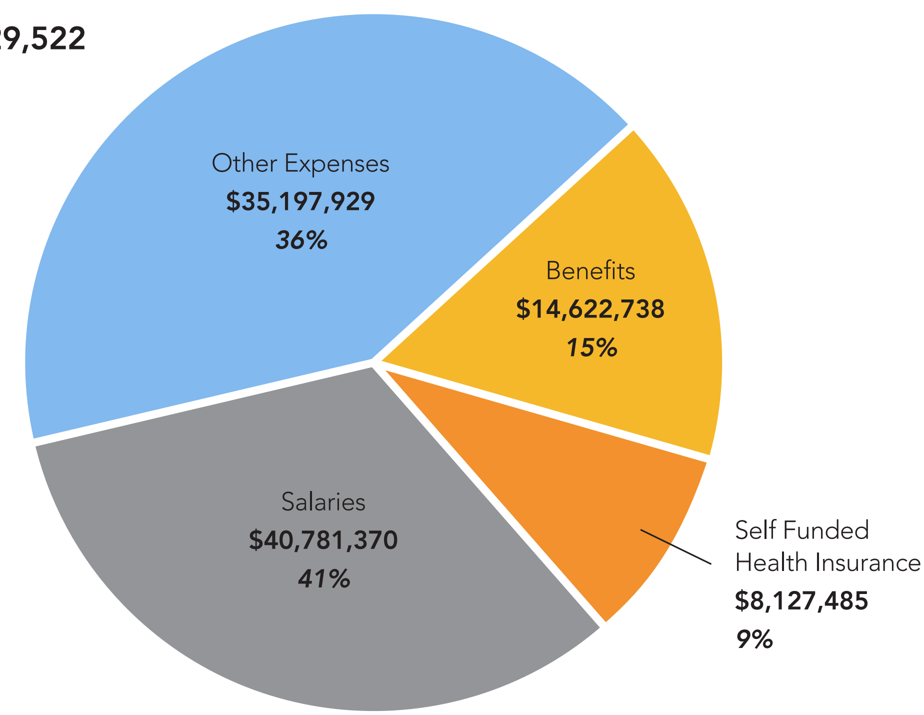
BUDGET & FINANCIAL STATEMENTS

REVENUE & EXPENSE OVERVIEW

2027 Total Revenue: **$98,729,522**



2027 Total Expense: **$98,729,522**



REVENUE & EXPENSE BY SERVICE LINE

	REVENUE BUDGET	EXPENSE BUDGET	NET INCOME/(LOSS)
ACUTE CARE SERVICES			
Adult Behavioral Health Hospital	8,399,270	6,932,866	1,466,405
Adult Crisis Stabilization Facility	2,029,945	2,157,731	(127,786)
Lakeside Recovery MMT	1,440,069	2,267,690	(827,620)
Youth Behavioral Health Hospital	3,865,398	4,209,956	(344,559)
Youth Crisis Stabilization Facility	1,665,184	1,645,132	20,052
Out of County Placements	-	1,814,262	(1,814,262)
Crisis Services	541,197	3,426,019	(2,884,822)
Psychiatry Residency	327,600	766,593	(438,993)
	18,268,664	**23,220,249**	**(4,951,585)**
COMMUNITY SERVICES			
Outpatient Services (Marathon)	6,023,279	6,697,606	(674,327)
Outpatient Services (Lincoln)	1,178,269	990,269	188,000
Outpatient Services (Langlade)	1,022,610	926,557	96,054
Community Treatment Adult (Marathon)	7,264,717	7,477,245	(212,528)
Community Treatment Adult (Lincoln)	1,200,712	1,195,715	4,997
Community Treatment Adult (Langlade)	542,907	713,631	(170,724)
Community Treatment Youth (Marathon)	8,312,566	8,500,427	(187,862)
Community Treatment Youth (Lincoln)	2,408,474	2,689,968	(281,494)
Community Treatment Youth (Langlade)	1,870,720	1,790,707	80,013
Hope House (Sober Living Marathon)	39,735	170,619	(130,884)
Sober Living (Langlade)	33,452	165,349	(131,897)
	29,897,442	**31,318,093**	**(1,420,651)**
NURSING HOME			
Mount View Care Center	28,736,427	25,215,404	3,521,024
	28,736,427	**25,215,404**	**3,521,024**
OTHER PROGRAMS			
Pharmacy	7,063,583	7,497,087	(433,504)
Aquatic Services	716,169	1,599,303	(883,134)
Adult Protective Services	268,878	1,246,827	(977,948)
Demand Transportation	480,325	505,075	(24,750)
	8,528,955	**10,848,291**	**(2,319,336)**
APPROPRIATIONS			
Marathon County	4,316,018	-	4,316,018
Lincoln County	618,039	-	618,039
Langalde County	236,492	-	236,492
	5,170,549	**-**	**5,170,549**
EMPLOYEE BENEFIT TRUST FUNDS			
Health Insurance	8,127,485	8,127,485	-
Dental Insurance	-	-	-
	8,127,485	**8,127,485**	**-**
TOTAL NCHC SERVICE PROGRAMS			
	$98,729,522	**$98,729,522**	**-**

REVENUE & EXPENSE BY COUNTY

	MARATHON COUNTY			LINCOLN COUNTY			LANGLADE COUNTY			TOTAL
	Revenue Budget	Expense Budget	Net Income/ (Loss)	Revenue Budget	Expense Budget	Net Income/ (Loss)	Revenue Budget	Expense Budget	Net Income/ (Loss)	Net Income/ (Loss)
DIRECT SERVICES										
Outpatient Services	6,023,279	6,697,606	(674,327)	1,178,269	990,269	188,000	1,022,610	926,557	96,054	(390,273)
Community Treatment-Adult	7,264,717	7,477,245	(212,528)	1,200,712	1,195,715	4,997	542,907	713,631	(170,724)	(378,255)
Community Treatment-Youth	8,312,566	8,500,427	(187,862)	2,408,474	2,689,968	(281,494)	1,870,720	1,790,707	80,013	(389,343)
Day Services	-	-	-	-	-	-	-	-	-	-
Sober Living	39,735	170,619	(130,884)	-	-	-	33,452	165,349	(131,897)	(262,781)
Demand Transportation	480,325	505,075	(24,750)	-	-	-	-	-	-	(24,750)
Aquatic Services	716,169	1,599,303	(883,134)	-	-	-	-	-	-	(883,134)
Pine Crest Nursing Home	-	-	-	-	-	-	-	-	-	-
Mount View Care Center	28,736,427	25,215,404	3,521,024	-	-	-	-	-	-	3,521,024
	51,573,218	**50,165,679**	**1,407,539**	**4,787,455**	**4,875,952**	**(88,497)**	**3,469,690**	**3,596,244**	**(126,554)**	**1,192,488**
SHARED SERVICES										
Adult Behavioral Health Hospital	6,235,019	5,146,465	1,088,554	1,283,706	1,059,587	224,119	880,546	726,814	153,732	1,466,405
Youth Behavioral Health Hospital	2,869,395	3,125,171	(255,776)	590,770	643,430	(52,661)	405,233	441,355	(36,122)	(344,559)
Out of County Placements	-	1,346,779	(1,346,779)	-	277,283	(277,283)	-	190,200	(190,200)	(1,814,262)
Residency Program	243,187	569,064	(325,877)	50,069	117,163	(67,094)	34,344	80,367	(46,022)	(438,993)
Crisis Services	401,746	2,543,232	(2,141,486)	82,714	523,617	(440,903)	56,737	359,170	(302,433)	(2,884,822)
Adult Crisis Stabilization Facility	1,506,887	1,601,746	(94,859)	310,247	329,778	(19,530)	212,811	226,208	(13,397)	(127,786)
Youth Crisis Stabilization Facility	1,236,114	1,221,228	14,885	254,499	251,434	3,065	174,571	172,469	2,102	20,052
Lakeside Recovery MMT	1,069,005	1,683,371	(614,366)	220,094	346,583	(126,490)	150,971	237,735	(86,764)	(827,620)
Supportive Employment Program	-	-	-	-	-	-	-	-	-	-
Pharmacy	5,243,500	5,565,302	(321,802)	1,079,565	1,145,820	(66,255)	740,518	785,964	(45,447)	(433,504)
Adult Protective Services	199,596	925,555	(725,959)	41,094	190,559	(149,465)	28,188	130,712	(102,524)	(977,948)
	19,004,449	**23,727,913**	**(4,723,465)**	**3,912,758**	**4,885,255**	**(972,497)**	**2,683,919**	**3,350,994**	**(667,075)**	**(6,363,037)**
COUNTY APPROPROATIONS										
County Appropriations	**4,316,018**	**-**	**4,316,018**	**618,039**	**-**	**618,039**	**236,492**	**-**	**236,492**	**5,170,549**
EXCESS REVENUE (EXPENSE)	**$74,893,685**	**$73,893,592**	**$1,000,092**	**$9,318,252**	**$9,761,206**	**($442,955)**	**$6,390,101**	**$6,947,238**	**($557,137)**	**$0**

REVENUES BY PROGRAM INCLUDING SUPPORT SERVICES

	2025 ACTUAL	2026 BUDGET	2027 PROPOSED BUDGET
SUPPORT SERVICES			
10-100-0100 - General	(40,294)	-	409,162
10-100-0105 - Administration (including GASB 68 & 75)	21,288	23,412	24,330
10-100-0110 - Marketing & Communications	-	-	-
10-100-0115 - Safety & Security	-	-	-
10-100-0120 - Nursing Services Administration	-	-	-
10-100-0200 - Quality & Compliance	-	-	-
10-100-0205 - Human Resources	370	-	-
10-100-0210 - Learning & Development	-	-	-
10-100-0215 - Volunteer Services	12,581	11,986	13,491
10-100-0220 - Infection Prevention	-	-	-
10-100-0300 - Accounting	688,037	647,000	818,107
10-100-0400 - Purchasing	-	-	-
10-100-0500 - IMS	-	-	-
10-100-0510 - Health Information	371	-	-
10-100-0600 - Patient Financial Services	33,821	34,155	13,611
10-100-0605 - Patient Access Services	-	-	-
10-100-0700 - Environmental Support Services	2,690,289	2,052,677	2,150,400
10-100-0710 - In-House Transportation	138,217	-	-
10-100-0720 - Laundry	2,918	-	-
10-100-0740 - Housekeeping	-	-	-
10-100-0760 - Nutrition Services	287,515	216,000	256,000
10-100-0810 - Community Treatment Administration	12	-	-
10-100-0930 - Behavioral Health Administration	5	-	-
10-100-0940 - Medical Services Administration	-	-	-
20-100-0100 - General (Marathon Appropriations)	-	4,316,018.00	4,316,018
25-100-0900 - MVCC Administration	2,681	4,000	3,000
30-200-0100 - General (Lincoln Appropriations)	-	618,039	618,039
35-200-0900 - Pine Crest Administration	24,290	-	-
35-200-0700 - Pine Crest Environmental Services	501,008	-	-
35-200-0760 - Pine Crest Food Services	1,918	-	-
40-300-0100 - General (Langlade Appropriations)	-	236,492	236,492
50-100-0101 - Health Insurance Trust Fund	-	8,403,976	8,127,485
55-100-0101 - Dental Insurance Trust Fund	-	-	-
HUMAN SERVICES OPERATIONS			
20-100-1000 - Adult Behavioral Health Hospital	9,275,087	7,364,932	8,202,796
20-100-1050 - Youth Behavioral Health Hospital	3,660,889	3,197,725	3,720,342
20-100-1125 - Lakeside Recovery MMT	1,375,427	1,231,657	1,290,647
20-100-1200 - Birth to Three Program	519,440	-	-
20-100-1300 - Adult Protective Services	812,585	284,693	254,693
20-100-1600 - Out of County Placements	-	-	-
20-100-1700 - Hope House Sober Living	54,620	69,342	37,950
20-100-1750 - Homelessness Initiative	-	-	-
20-100-1800 - Vocational Services	79,948	-	-
20-100-2000 - Wausau Outpatient Services	5,488,590	5,729,443	5,899,543
20-100-2125 - Psychiatry Residency Program	162,750	306,366	327,600
20-100-2200 - Crisis Services	2,987,708	531,401	478,785
20-100-2225 - Adult Crisis Stabilization Facility	3,188,814	3,132,767	1,880,448
20-100-2250 - Youth Crisis Stabilization Facility	1,668,439	1,505,525	1,585,241
20-100-2325 - Wausau Community Treatment - Adult	7,181,343	6,748,602	7,137,758
20-100-2550 - Wausau Community Treatment - Youth	8,431,486	7,520,044	8,190,526
20-100-2600 - Aquatic Services	979,573	557,508	550,175
20-100-2750 - Demand Transportation	409,251	383,000	473,842
20-100-3500 - Pharmacy	6,505,702	6,726,288	6,925,472
25-100-3000 - MVCC Nursing Direct Care	26,400,797	24,724,755	26,528,204
25-100-3300 - MVCC Ancillary Charges	94,957	94,586	74,611
25-100-3600 - MVCC Rehabiliation Services	144,798	132,509	16,347
30-200-2000 - Merrill Outpatient	1,158,867	1,113,983	1,169,285
30-200-2325 - Merrill Community Treatment - Adult	930,244	1,022,044	1,187,760
30-200-2550 - Merrill Community Treatment - Youth	2,608,353	2,115,968	2,379,023
35-200-3000 - Pine Crest Post-Acute Care	6,642,830	-	-
35-200-3300 - Pine Crest Ancillary Charges	3,058	-	-
35-200-3600 - Pine Crest Rehabiliation Services	150,263	-	-
40-300-1700 - Antigo Sober Living	55,060	70,367	31,625
40-300-2000 - Antigo Outpatient	1,103,593	1,006,700	1,014,367
40-300-2325 - Antigo Community Treatment - Adult	419,496	399,706	535,295
40-300-2400 - Antigo Adult Day Services	235,400	281,241	-
40-300-2550 - Antigo Community Treatment - Youth	2,048,922	1,583,908	1,851,052
TOTAL ALL PROGRAMS	**$99,143,317**	**$94,398,815**	**$98,729,522**

EXPENSES BY PROGRAM INCLUDING SUPPORT SERVICES

	2025 ACTUAL	2026 BUDGET	2027 PROPOSED BUDGET
SUPPORT SERVICES			
10-100-0100 - General	2,624,793	160,614	883,333
10-100-0105 - Administration (including GASB 68 & 75)	2,350,137	1,964,550	2,260,435
10-100-0110 - Marketing & Communications	360,572	384,739	382,008
10-100-0115 - Safety & Security	535,049	791,162	598,082
10-100-0120 - Nursing Services Administration	-	-	-
10-100-0200 - Quality & Compliance	383,908	731,467	747,911
10-100-0205 - Human Resources	1,657,381	1,561,610	1,701,686
10-100-0210 - Learning & Development	-	-	-
10-100-0215 - Volunteer Services	196,187	188,930	201,453
10-100-0220 - Infection Prevention	-	-	-
10-100-0300 - Accounting	1,129,465	1,293,927	1,292,266
10-100-0400 - Purchasing	22,107	-	239,405
10-100-0500 - IMS	2,340,760	2,611,831	2,837,423
10-100-0510 - Health Information	505,184	545,332	445,191
10-100-0600 - Patient Financial Services	648,271	828,792	944,249
10-100-0605 - Patient Access Services	985,151	1,052,792	1,070,473
10-100-0700 - Environmental Support Services	2,690,289	2,052,677	2,150,400
10-100-0710 - In-House Transportation	205,629	251,835	283,495
10-100-0720 - Laundry	322,241	332,390	367,434
10-100-0740 - Housekeeping	1,313,817	1,373,024	1,386,905
10-100-0760 - Nutrition Services	2,489,553	2,410,059	2,559,177
10-100-0810 - Community Treatment Administration	12	1,590,888	1,831,503
10-100-0930 - Behavioral Health Administration	711,568	893,866	1,080,396
10-100-0940 - Medical Services Administration	215,004	657,466	594,900
20-100-0100 - General (Marathon Appropriations)	-	-	-
25-100-0900 - MVCC Administration	3,009,067	2,993,188	2,875,428
30-200-0100 - General (Lincoln Appropriations)	-	-	-
35-200-0900 - Pine Crest Administration	1,301,748	-	-
35-200-0700 - Pine Crest Environmental Services	969,828	-	-
35-200-0760 - Pine Crest Food Services	756,615	-	-
40-300-0100 - General (Langlade Appropriations)	-	-	-
50-100-0101 - Health Insurance Trust Fund	-	8,403,976	8,127,485
55-100-0101 - Dental Insurance Trust Fund	-	-	-
HUMAN SERVICES OPERATIONS			
20-100-1000 - Adult Behavioral Health Hospital	5,114,477	4,831,975	5,207,226
20-100-1050 - Youth Behavioral Health Hospital	2,915,258	2,708,052	3,133,630
20-100-1125 - Lakeside Recovery MMT	1,212,010	1,453,162	1,458,945
20-100-1200 - Birth to Three Program	519,440	-	-
20-100-1300 - Adult Protective Services	1,063,802	1,101,787	959,608
20-100-1600 - Out of County Placements	1,897,840	1,610,058	1,600,000
20-100-1700 - Hope House Sober Living	86,230	94,993	130,457
20-100-1750 - Homelessness Initiative	-	-	-
20-100-1800 - Vocational Services	120,358	-	-
20-100-2000 - Wausau Outpatient Services	4,171,235	4,107,107	4,220,520
20-100-2125 - Psychiatry Residency Program	341,090	659,844	698,194
20-100-2200 - Crisis Services	1,899,022	2,133,776	2,373,790
20-100-2225 - Adult Crisis Stabilization Facility	1,402,626	1,372,386	1,351,495
20-100-2250 - Youth Crisis Stabilization Facility	1,113,852	1,075,301	1,180,638
20-100-2325 - Wausau Community Treatment - Adult	5,579,491	5,645,458	5,763,892
20-100-2550 - Wausau Community Treatment - Youth	6,394,504	6,130,432	6,753,608
20-100-2600 - Aquatic Services	933,066	954,059	1,106,280
20-100-2750 - Demand Transportation	370,332	342,760	349,261
20-100-3500 - Pharmacy	6,299,098	6,350,683	6,622,085
25-100-3000 - MVCC Nursing Direct Care	13,063,009	13,982,291	13,808,467
25-100-3300 - MVCC Ancillary Charges	237,056	280,000	285,000
25-100-3600 - MVCC Rehabiliation Services	432,749	293,000	503,000
30-200-2000 - Merrill Outpatient	498,327	579,607	605,650
30-200-2325 - Merrill Community Treatment - Adult	801,116	949,437	943,543
30-200-2550 - Merrill Community Treatment - Youth	2,007,759	1,831,556	2,145,018
35-200-3000 - Pine Crest Post-Acute Care	5,000,501	-	-
35-200-3300 - Pine Crest Ancillary Charges	78,781	-	-
35-200-3600 - Pine Crest Rehabiliation Services	276,462	-	-
40-300-1700 - Antigo Sober Living	94,763	64,361	133,550
40-300-2400 - Antigo Adult Day Services	209,598	281,241	-
40-300-2550 - Antigo Community Treatment - Youth	1,477,949	1,449,782	1,432,316
40-300-2400 - Antigo Adult Day Services	235,400	-	
40-300-2550 - Antigo Community Treatment - Youth	2,048,922	1,851,052	
TOTAL ALL PROGRAMS	**$94,281,934**	**$94,398,815**	**$98,729,522**

PROFIT/LOSS BY PROGRAM INCLUDING SUPPORT SERVICES

	2026 BUDGET	2027 BUDGET	DIFFERENCE	% CHANGE
SUPPORT SERVICES				
10-100-0100 - General	(160,614)	(474,171)	(313,557)	195%
10-100-0105 - Administration (including GASB 68 & 75)	(1,941,138)	(2,236,105)	(294,967)	15%
10-100-0110 - Marketing & Communications	(384,739)	(382,008)	2,731	-1%
10-100-0115 - Safety & Security	(791,162)	(598,082)	193,080	-24%
10-100-0120 - Nursing Services Administration	-	-	-	0%
10-100-0200 - Quality & Compliance	(731,467)	(747,911)	(16,444)	2%
10-100-0205 - Human Resources	(1,561,610)	(1,701,686)	(140,076)	9%
10-100-0210 - Learning & Development	-	-	-	0%
10-100-0215 - Volunteer Services	(176,944)	(187,962)	(11,018)	6%
10-100-0220 - Infection Prevention	-	-	-	0%
10-100-0300 - Accounting	(646,927)	(474,159)	172,768	-27%
10-100-0400 - Purchasing	-	(239,405)	(239,405)	0%
10-100-0500 - IMS	(2,611,831)	(2,837,423)	(225,592)	9%
10-100-0510 - Health Information	(545,332)	(445,191)	100,141	-18%
10-100-0600 - Patient Financial Services	(794,637)	(930,638)	(136,001)	17%
10-100-0605 - Patient Access Services	(1,052,792)	(1,070,473)	(17,681)	2%
10-100-0700 - Environmental Support Services	-	-	-	0%
10-100-0710 - In-House Transportation	(251,835)	(283,495)	(31,660)	13%
10-100-0720 - Laundry	(332,390)	(367,434)	(35,044)	11%
10-100-0740 - Housekeeping	(1,373,024)	(1,386,905)	(13,881)	1%
10-100-0760 - Nutrition Services	(2,194,059)	(2,303,177)	(109,118)	5%
10-100-0810 - Community Treatment Administration	(1,590,888)	(1,831,503)	(240,615)	15%
10-100-0930 - Behavioral Health Administration	(893,866)	(1,080,396)	(186,530)	21%
10-100-0940 - Medical Services Administration	(657,466)	(594,900)	62,566	-10%
20-100-0100 - General (Marathon Appropriations)	4,316,018	4,316,018	-	0%
25-100-0900 - MVCC Administration	(2,989,188)	(2,872,428)	116,760	-4%
30-200-0100 - General (Lincoln Appropriations)	618,039	618,039	-	0%
35-200-0900 - Pine Crest Administration	-	-	-	0%
35-200-0700 - Pine Crest Environmental Services	-	-	-	0%
35-200-0760 - Pine Crest Food Services	-	-	-	0%
40-300-0100 - General (Langlade Appropriations)	236,492	236,492	-	0%
50-100-0101 - Health Insurance Trust Fund	-	-	-	0%
55-100-0101 - Dental Insurance Trust Fund	-	-	-	0%
HUMAN SERVICES OPERATIONS				
20-100-1000 - Adult Behavioral Health Hospital	2,532,957	2,995,570	462,613	18%
20-100-1050 - Youth Behavioral Health Hospital	489,673	586,712	97,039	20%
20-100-1125 - Lakeside Recovery MMT	(221,505)	(168,298)	53,207	-24%
20-100-1200 - Birth to Three Program	-	-	-	0%
20-100-1300 - Adult Protective Services	(817,094)	(704,915)	112,179	-14%
20-100-1600 - Out of County Placements	(1,610,058)	(1,600,000)	10,058	-1%
20-100-1700 - Hope House Sober Living	(25,651)	(92,507)	(66,856)	261%
20-100-1750 - Homelessness Initiative	-	-	-	0%
20-100-1800 - Vocational Services	-	-	-	0%
20-100-2000 - Wausau Outpatient Services	1,622,336	1,679,023	56,687	3%
20-100-2125 - Psychiatry Residency Program	(353,478)	(370,594)	(17,116)	5%
20-100-2200 - Crisis Services	(1,602,375)	(1,895,005)	(292,630)	18%
20-100-2225 - Adult Crisis Stabilization Facility	1,760,381	528,953	(1,231,428)	-70%
20-100-2250 - Youth Crisis Stabilization Facility	430,224	404,603	(25,621)	-6%
20-100-2325 - Wausau Community Treatment - Adult	1,103,144	1,373,866	270,722	25%
20-100-2550 - Wausau Community Treatment - Youth	1,389,612	1,436,918	47,306	3%
20-100-2600 - Aquatic Services	(396,551)	(556,105)	(159,554)	40%
20-100-2750 - Demand Transportation	40,240	124,581	84,341	210%
20-100-3500 - Pharmacy	375,605	303,387	(72,218)	-19%
25-100-3000 - MVCC Nursing Direct Care	10,742,464	12,719,737	1,977,273	18%
25-100-3300 - MVCC Ancillary Charges	(185,414)	(210,389)	(24,975)	13%
25-100-3600 - MVCC Rehabiliation Services	(160,491)	(486,653)	(326,162)	203%
30-200-2000 - Merrill Outpatient	534,376	563,635	29,259	5%
30-200-2325 - Merrill Community Treatment - Adult	72,607	244,217	171,610	236%
30-200-2550 - Merrill Community Treatment - Youth	284,412	234,005	(50,407)	-18%
35-200-3000 - Pine Crest Post-Acute Care	-	-	-	0%
35-200-3300 - Pine Crest Ancillary Charges	-	-	-	0%
35-200-3600 - Pine Crest Rehabiliation Services	-	-	-	0%
40-300-1700 - Antigo Sober Living	6,006	(101,925)	(107,931)	-1797%
40-300-2000 - Antigo Outpatient	418,841	466,217	47,376	11%
40-300-2325 - Antigo Community Treatment - Adult	(53,027)	(18,866)	34,161	-64%
40-300-2400 - Antigo Adult Day Services	-	-	-	0%
40-300-2550 - Antigo Community Treatment - Youth	134,126	418,736	284,610	212%
TOTAL ALL PROGRAMS	-	-		

REVENUES FOR DIRECT SERVICES INCLUDING SUPPORT SERVICES

	2025 ACTUAL	2026 BUDGET	2027 PROPOSED BUDGET
PROGRAMS			
20-100-1000 - Adult Behavioral Health Hospital	9,464,540	7,523,540	8,399,270
20-100-1050 - Youth Behavioral Health Hospital	3,798,557	3,310,655	3,865,398
20-100-1125 - Lakeside Recovery MMT	1,506,678	1,351,000	1,440,069
20-100-1200 - Birth to Three Program	519,440	-	-
20-100-1300 - Adult Protective Services	828,126	299,789	268,878
20-105-1400 - Riverview Apartments	-	-	-
20-115-1400 - Jelinek Apartments	-	-	-
20-130-1400 - Andrea Street	-	-	-
20-135-1400 - Chadwick Group Home	-	-	-
20-145-1400 - Bissell Street	-	-	-
20-150-1400 - Heather Group Home	-	-	-
20-100-1600 - Out of County Placements	-	-	-
20-100-1700 - Hope House Sober Living	55,600	70,420	39,735
20-100-1800 - Vocational Services	85,844	-	-
20-100-2000 - Wausau Outpatient Services	5,606,417	5,834,810	6,023,279
20-100-2125 - Psychiatry Residency Program	162,750	306,366	327,600
20-100-2200 - Crisis Services	3,050,679	584,737	541,197
20-100-2225 - Adult Crisis Stabilization Facility	3,339,005	3,252,312	2,029,945
20-100-2250 - Youth Crisis Stabilization Facility	1,748,455	1,569,877	1,665,184
20-100-2325 - Wausau Community Treatment - Adult	7,332,707	6,851,514	7,264,717
20-100-2400 - Adult Day Services	7,353	-	-
20-100-2550 - Wausau Community Treatment - Youth	8,538,212	7,613,751	8,312,566
20-100-2600 - Aquatic Services	1,146,462	690,083	716,169
20-100-2750 - Demand Transportation	461,918	388,258	480,325
20-100-2800 - Riverview Terrace	-	-	-
20-100-3500 - Pharmacy	6,628,208	6,836,481	7,063,583
25-100-3000 - MVCC Nursing Direct Care	28,524,227	26,398,399	28,585,838
25-100-3300 - MVCC Ancillary Charges	97,545	97,842	78,569
25-100-3600 - MVCC Rehabiliation Services	199,933	174,961	72,020
30-200-2000 - Merrill Outpatient	1,166,580	1,122,947	1,178,269
30-200-2325 - Merrill Community Treatment - Adult	940,509	1,032,911	1,200,712
30-200-2550 - Merrill Community Treatment - Youth	2,630,288	2,137,142	2,408,474
35-200-3000 - Pine Crest Post-Acute Care	7,225,008	-	-
35-200-3300 - Pine Crest Ancillary Charges	12,487	-	-
35-200-3600 - Pine Crest Rehabiliation Services	174,228	-	-
40-300-1700 - Antigo Sober Living	61,128	71,098	33,452
40-300-2000 - Antigo Outpatient	1,138,518	1,015,422	1,022,610
40-300-2325 - Antigo Community Treatment - Adult	449,260	404,907	542,907
40-300-2400 - Antigo Adult Day Services	251,601	284,492	-
40-300-2550 - Antigo Community Treatment - Youth	1,864,255	1,600,575	1,870,720
20-100-0100 - General (Marathon)	-	4,316,018	4,316,018
30-200-0100 - General (Lincoln)	-	618,039	618,039
40-300-0100 - General (Langlade)	-	236,492	236,492
50-100-0101 - Health Insurance Trust Fund	-	8,403,976	8,127,485
55-100-0101 - Dental Insurance Trust Fund	-	-	-
TOTAL ALL PROGRAMS	**$99,016,518**	**$94,398,815**	**$98,729,522**

EXPENSES FOR DIRECT SERVICES INCLUDING SUPPORT SERVICES

PROGRAMS	2025 ACTUAL	2026 BUDGET	2027 PROPOSED BUDGET
20-100-1000 - Adult Behavioral Health Hospital	6,666,794	6,420,184	6,932,866
20-100-1050 - Youth Behavioral Health Hospital	3,830,218	3,621,753	4,209,956
20-100-1125 - Lakeside Recovery MMT	1,800,880	2,167,620	2,267,690
20-100-1200 - Birth to Three Program	519,440	-	-
20-100-1300 - Adult Protective Services	1,276,652	1,369,782	1,246,827
20-105-1400 - Riverview Apartments	-	-	-
20-115-1400 - Jelinek Apartments	-	-	-
20-130-1400 - Andrea Street	-	-	-
20-135-1400 - Chadwick Group Home	-	-	-
20-145-1400 - Bissell Street	-	-	-
20-150-1400 - Heather Group Home	-	-	-
20-100-1600 - Out of County Placements	2,105,652	1,818,023	1,814,262
20-100-1700 - Hope House Sober Living	100,860	112,720	170,619
20-100-1800 - Vocational Services	142,604	-	-
20-100-2000 - Wausau Outpatient Services	6,004,378	6,385,294	6,697,606
20-100-2125 - Psychiatry Residency Program	354,364	732,947	766,593
20-100-2200 - Crisis Services	2,600,051	3,031,854	3,426,019
20-100-2225 - Adult Crisis Stabilization Facility	2,146,491	2,099,379	2,157,731
20-100-2250 - Youth Crisis Stabilization Facility	1,548,892	1,489,311	1,645,132
20-100-2325 - Wausau Community Treatment - Adult	7,020,752	7,266,173	7,477,245
20-100-2400 - Adult Day Services	-	-	-
20-100-2550 - Wausau Community Treatment - Youth	7,812,739	7,682,176	8,500,427
20-100-2600 - Aquatic Services	1,497,131	1,367,879	1,599,303
20-100-2750 - Demand Transportation	494,080	483,628	505,075
20-100-2800 - Riverview Terrace	-	-	-
20-100-3500 - Pharmacy	7,087,551	7,141,097	7,497,087
25-100-3000 - MVCC Nursing Direct Care	24,699,842	23,712,424	24,100,469
25-100-3300 - MVCC Ancillary Charges	311,856	366,828	372,074
25-100-3600 - MVCC Rehabiliation Services	695,787	452,232	742,861
30-200-2000 - Merrill Outpatient	825,611	1,014,219	990,269
30-200-2325 - Merrill Community Treatment - Adult	994,949	1,190,262	1,195,715
30-200-2550 - Merrill Community Treatment - Youth	2,451,340	2,291,942	2,689,968
35-200-3000 - Pine Crest Post-Acute Care	8,484,189	-	-
35-200-3300 - Pine Crest Ancillary Charges	132,021	-	-
35-200-3600 - Pine Crest Rehabiliation Services	411,774	-	-
40-300-1700 - Antigo Sober Living	118,831	77,004	165,349
40-300-2000 - Antigo Outpatient	838,183	982,594	926,557
40-300-2325 - Antigo Community Treatment - Adult	567,121	582,748	713,631
40-300-2400 - Antigo Adult Day Services	258,337	331,944	-
40-300-2550 - Antigo Community Treatment - Youth	1,864,255	1,802,821	1,790,707
20-100-0100 - General (Marathon)	-	-	-
30-200-0100 - General (Lincoln)	-	-	-
40-300-0100 - General (Langlade)	-	-	-
50-100-0101 - Health Insurance Trust Fund	-	8,403,976	8,127,485
55-100-0101 - Dental Insurance Trust Fund	-	-	-
TOTAL ALL PROGRAMS	**$95,663,626**	**$94,398,815**	**$98,729,522**

PROFIT/LOSS FOR DIRECT SERVICES INCLUDING SUPPORT SERVICES

PROGRAMS	2026 BUDGET	2027 BUDGET	DIFFERENCE	% CHANGE
20-100-1000 - Adult Behavioral Health Hospital	1,103,357	1,466,405	363,048	33%
20-100-1050 - Youth Behavioral Health Hospital	(311,097)	(344,559)	(33,461)	11%
20-100-1125 - Lakeside Recovery MMT	(816,619)	(827,620)	(11,001)	1%
20-100-1200 - Birth to Three Program	-	-	-	0%
20-100-1300 - Adult Protective Services	(1,069,993)	(977,948)	92,044	-9%
20-105-1400 - Riverview Apartments	-	-	-	0%
20-115-1400 - Jelinek Apartments	-	-	-	0%
20-130-1400 - Andrea Street	-	-	-	0%
20-135-1400 - Chadwick Group Home	-	-	-	0%
20-145-1400 - Bissell Street	-	-	-	0%
20-150-1400 - Heather Group Home	-	-	-	0%
20-100-1600 - Out of County Placements	(1,818,023)	(1,814,262)	3,761	0%
20-100-1700 - Hope House Sober Living	(42,300)	(130,884)	(88,584)	209%
20-100-1800 - Vocational Services	-	-	-	0%
20-100-2000 - Wausau Outpatient Services	(550,485)	(674,327)	(123,842)	22%
20-100-2125 - Psychiatry Residency Program	(426,581)	(438,993)	(12,412)	3%
20-100-2200 - Crisis Services	(2,447,117)	(2,884,822)	(437,705)	18%
20-100-2225 - Adult Crisis Stabilization Facility	1,152,933	(127,786)	(1,280,719)	-111%
20-100-2250 - Youth Crisis Stabilization Facility	80,566	20,052	(60,514)	-75%
20-100-2325 - Wausau Community Treatment - Adult	(414,660)	(212,528)	202,131	-49%
20-100-2400 - Adult Day Services	-	-	-	0%
20-100-2550 - Wausau Community Treatment - Youth	(68,425)	(187,862)	(119,437)	175%
20-100-2600 - Aquatic Services	(677,796)	(883,134)	(205,338)	30%
20-100-2750 - Demand Transportation	(95,370)	(24,750)	70,620	-74%
20-100-2800 - Riverview Terrace	-	-	-	0%
20-100-3500 - Pharmacy	(304,616)	(433,504)	(128,888)	42%
25-100-3000 - MVCC Nursing Direct Care	2,685,975	4,485,370	1,799,395	67%
25-100-3300 - MVCC Ancillary Charges	(268,986)	(293,505)	(24,519)	9%
25-100-3600 - MVCC Rehabiliation Services	(277,271)	(670,841)	(393,570)	142%
30-200-2000 - Merrill Outpatient	108,728	188,000	79,272	73%
30-200-2325 - Merrill Community Treatment - Adult	(157,351)	4,997	162,348	-103%
30-200-2550 - Merrill Community Treatment - Youth	(154,800)	(281,494)	(126,694)	82%
35-200-3000 - Pine Crest Post-Acute Care	-	-	-	0%
35-200-3300 - Pine Crest Ancillary Charges	-	-	-	0%
35-200-3600 - Pine Crest Rehabiliation Services	-	-	-	0%
40-300-1700 - Antigo Sober Living	(5,907)	(131,897)	(125,990)	2133%
40-300-2000 - Antigo Outpatient	32,829	96,054	63,225	193%
40-300-2325 - Antigo Community Treatment - Adult	(177,841)	(170,724)	7,117	-4%
40-300-2400 - Antigo Adult Day Services	(47,453)	-	47,453	-100%
40-300-2550 - Antigo Community Treatment - Youth	(202,247)	80,013	282,259	-140%
20-100-0100 - General (Marathon)	4,316,018	4,316,018	-	0%
30-200-0100 - General (Lincoln)	618,039	618,039	-	0%
40-300-0100 - General (Langlade)	236,492	236,492	-	0%
50-100-0101 - Health Insurance Trust Fund	-	-	-	0%
55-100-0101 - Dental Insurance Trust Fund	-	-	-	0%
TOTAL ALL PROGRAMS	-	-		

COMMUNITY PROGRAMS

2027 Budget by Program

North Central Health Care's Community Programs, also known as Human Services Operations in past reports, include shared and direct community services programs. These services are the core services for which North Central Health Care was created. The State of Wisconsin offers direction on programming on varying levels in discharging each county's delegated primary responsibility to NCHC for the prevention or amelioration of mental disabilities, including but not limited to mental illness, developmental disabilities, alcoholism and substance use disorders. There are a number of programs contained within the Community Programs grouped into broad departments to deliver services.

Staffing for All Community Programs

The following staff comparison looks at total Full Time Equivalent (FTE's) by program for the Community Programs including all three counties of service.

STAFFING	FTE's	2025	2026	2027
10-100-930 - ACS Adminisration		3.00	5.00	7.25
20-100-2200 - Crisis Services		22.40	24.13	22.20
20-100-2225 - Adult Crisis Stabilization Facility		15.84	14.27	14.55
20-100-2250 - Youth Crisis Stabilization Facility		10.76	12.54	11.50
20-100-1000 - Adult Behavioral Health Hospital		35.59	35.66	34.91
20-100-1050 - Youth Behavioral Health Hospital		20.28	20.54	21.09
20-100-1125 - Lakeside Recovery MMT		15.73	15.91	16.49
20-100-2125 - Psychiatry Residency Program		0.08	1.10	1.20
20-100-1700 - Sober Living - Hope House Wausau		0.60	0.60	1.50
40-300-1700 - Sober Living - Hope House Antigo		0.60	0.60	1.50
10-100-810 - Community Treatment Admin		-	13.65	16.60
2325 & 2550** Community Treatment		102.19	88.30	91.00
10-100-940 - Outpatient Admin		-	4.05	3.40
2000** - Outpatient Services		40.68	33.30	32.63
20-100-1300 - Adult Protective Services		7.80	8.10	9.10

*** Contains multiple prefixes by county which are combined for total program budget and staffing.*

ACUTE CARE SERVICES

Acute Care Services includes Crisis Services, Behavioral Health Hospitals (Adult & Youth), Acute Care Stabilization (Adult & Youth), Lakeside Recovery Medically-Monitored Treatment Program (MMT), and Sober Living programs in Antigo and Wausau.

Crisis Services | 20-100-2200

DESCRIPTION

North Central Health Care Crisis Services are state certified under DHS Chapter 34, and serve Marathon, Langlade, and Lincoln Counties. The 24 hour in-person walk in and call center, along with our mobile response and CART teams, provide individuals with the least restrictive care needed utilizing both natural and professional supports. The purpose is to assess and evaluate risk to determine and coordinate needed care including stabilization, hospitalization, and outpatient referrals for therapy, psychiatry, and Community Treatment.

Crisis Center: The center provides 24-hour specialized assistance with urgent mental health, including emotional situations and suicide prevention, developmental disability, and substance abuse needs. Immediate support will be provided to callers and walk in clients to stabilize acute crisis situations. The crisis center acts as triage, working collaboratively with clients, natural supports, and community partners to reach the best outcomes. Staff works closely with outside agencies such as 988 Suicide and Crisis Lifeline to provide local help to those client based outcomes. The Crisis Center also coordinates out-of-county placements and works with other counties to provide options for care for those utilizing our services.

Mobile Crisis: The staff of Crisis Services are trained as a state certified Mobile Crisis unit that travels to avert and de-escalate crisis situations where they are occurring in the community.

Crisis Assessment Response Team (CART): This program teams North Central Health Care Crisis Professionals with law enforcement partners to respond to community mental health concerns. Two teams serve Marathon County through this innovative partnership model.

Linkage and Follow-up: Individuals who are on commitments or settlement agreements are case monitored by Linkage Coordinators to ensure clients are participating in and compliant with their court ordered treatment. This program also makes needed referrals to Community Treatment and provides linkage and follow-up services to ensure continuity of care.

POPULATION SERVED

Anyone and everyone who is having a crisis related to mental health, suicidal ideation, or substance abuse may be served. We don't define our clients' crisis situations, they do, and we work hard to help alleviate them by offering resources, referrals, and coordination of care for all ages and populations.

REGULATIONS

Crisis Services are certified by the Department of Health Services, Chapter DHS 34.

HOURS/DAYS OF SERVICE

Crisis Services are available for residents in: Lincoln, Langlade and Marathon Counties: 24 hours/day, 7 days/week, 365 days/year.

STAFFING	FTE's	2025	2026	2027
20-100-2200 - Crisis Services		22.00	24.13	22.20

BUDGET SUMMARY

	2025 Budget	2026 Budget	2027 Proposed
Net Patient Services Revenue	244,088	190,271	121.161
County Appropriation	2,516,329	-	-
Other Revenue	193,935	341,130	352,624
TOTAL REVENUE	**$2,954,352**	**$531,401**	**$478,785**
Salaries	1,388,272	1,498,937	1,699,181
Benefits	559,161	541,573	581,575
Other Direct Expenses	99,987	93,266	93,034
TOTAL DIRECT EXPENSE	**$2,047,420**	**$2,133,776**	**$2,373,790**

ACUTE CARE SERVICES

Adult Crisis Stabilization | 20-100-2225

DESCRIPTION

The Crisis Stabilization Facility for Adults is a therapeutic mental health and substance use stabilization program operated 24-hours a day in a voluntary setting. The Adult program is a 16-bed program and provides observation, medication monitoring, basic case management and planned activities under the supervision of specially trained staff.

POPULATION SERVED

This program serves the needs of individuals with mental health or substance use disorders as an alternative for those who do not meet criteria for emergency inpatient admission or need short-term mental health stabilization. The program also serves as a step down from emergency inpatient services.

REGULATIONS

The Adult Crisis Stabilization Facility is licensed under Wisconsin Chapter 83 CBRF Regulations with a Class A non-ambulatory (ANA). A Class A non-ambulatory CBRF serves residents who are ambulatory, semi-ambulatory or non-ambulatory and who are mentally and physically capable of responding to a fire alarm by exiting the CBRF without any help or verbal or physical prompting.

HOURS OF SERVICE

24 hours/day, 7 days/week, 365 days/year

STAFFING	FTE's	2025	2026	2027
20-100-2225 - Adult Crisis Stabilization Facility		15.84	14.27	14.55

CENSUS	2025 Budget	2026 Budget	2027 Budget
Adult Crisis Stabilization	9.00	11.00	12.00

BUDGET SUMMARY

	2025 Budget	2026 Budget	2027 Proposed
Net Patient Services Revenue	1,429,534	2,265,995	1,563,061
County Appropriation	-	-	-
Other Revenue	914,442	866,772	317,387
TOTAL REVENUE	**$2,343,976**	**$3,132,767**	**$1,880,448**
Salaries	884,122	846,598	870,538
Benefits	350,272	343,125	292,915
Other Direct Expenses	247,682	182,663	188,042
TOTAL DIRECT EXPENSE	**$1,482,076**	**$1,372,386**	**$1,351,495**

ACUTE CARE SERVICES

Youth Crisis Stabilization | 20-100-2250

DESCRIPTION

The Crisis Stabilization Facility for Youth is a therapeutic mental health and substance use stabilization program operated 24-hours a day in a voluntary setting. The Youth program is a 8-bed program and provides observation, medication monitoring, basic case management and planned activities under the supervision of specially trained staff.

POPULATION SERVED

This program serves the needs of individuals with mental health or substance use disorders as an alternative for those who do not meet criteria for emergency inpatient admission or need short-term mental health stabilization. The program also serves as a step down from emergency inpatient services.

REGULATIONS

The Youth Crisis Stabilization Facility is licensed under Wisconsin Chapter DHS 50 as a short-term therapeutic service with a maximum of 8-beds that admits a minor to prevent or de-escalate the minor's mental health crisis and avoid admission of the minor to a more restrictive setting. The YCSF can also be used as a step-down from an inpatient setting.

HOURS OF SERVICE

24 hours/day, 7 days/week, 365 days/year

STAFFING	FTE's	2025	2026	2027
20-100- 2250 - Youth Crisis Stabilization Facility		10.76	12.54	11.50

CENSUS	2025 Budget	2026 Budget	2027 Budget
Youth Crisis Stabilization	4.00	4.00	4.00

BUDGET SUMMARY

	2025 Budget	2026 Budget	2027 Proposed
Net Patient Services Revenue	972,015	896,958	1,007,702
County Appropriation	-	-	-
Other Revenue	498,000	608,567	577,539
TOTAL REVENUE	**$1,470,015**	**$1,505,525**	**$1,585,241**
Salaries	598,254	638,993	710,906
Benefits	218,999	244,453	276,696
Other Direct Expenses	222,120	191,855	193,036
TOTAL DIRECT EXPENSE	**$1,039,373**	**$1,075,301**	**$1,180,638**

ACUTE CARE SERVICES

Adult Behavioral Health Hospital | 20-100-1000

DESCRIPTION

North Central Health Care provides acute inpatient behavioral health services through our Adult Behavioral Health Hospital for individuals who have complex psychiatric and detoxification needs. The Inpatient Psychiatric Hospital is an adult unit that provides assessment, evaluation, and treatment of mental illness and psychiatric needs in addition to medication management to ensure stabilization of an acute mental health crisis. The Inpatient Psychiatric Hospital offers psychiatric and alcohol detoxification services on both a voluntary and involuntary basis in a 16-bed unit located on the Wausau Campus.

POPULATION SERVED

The Adult Behavioral Health Hospital serves individuals ages 18 and older with severe psychiatric and detoxification needs.

REGULATIONS

The hospital is licensed by the State of Wisconsin. Additionally, the hospital is certified by the Department of Health Services, Chapter DHS 124 & Chapter DHS 61. Compliance with the Center for Medicare/Medicaid Services Conditions of Participation is also required.

HOURS/DAYS OF SERVICE

24 hours/day, 7 days/week, 365 days/year

STAFFING	FTE's 2025	2026	2027
20-100-1000 - Adult Behavioral Health Hospital	35.59	35.66	24.91

CENSUS	2025 Budget	2026 Budget	2027 Budget
Adult Behavioral Health Hospital	9.00	10.00	10.00

BUDGET SUMMARY

	2025 Budget	2026 Budget	2027 Proposed
Net Patient Services Revenue	5,119,257	6,041,845	6,849,328
County Appropriation	1,438,578	-	-
Other Revenue	1,323,087	1,323,087	1,353,468
TOTAL REVENUE	**$7,880,922**	**$7,364,932**	**$8,202,796**
Salaries	3,070,752	3,016,804	3,192,383
Benefits	944,010	982,155	1,079,515
Other Direct Expenses	789,383	833,016	935,328
TOTAL DIRECT EXPENSE	**$4,804,145**	**$4,831,975**	**$5,207,226**

ACUTE CARE SERVICES

Youth Behavioral Health Hospital | 20-100-1050

DESCRIPTION

North Central Health Care provides acute inpatient behavioral health services for youth under age 18 who have complex psychiatric needs. The Youth Hospital Behavioral Health Hospital provides assessment, evaluation and treatment of mental health needs in addition to medication management to ensure stabilization of an acute mental health crisis. The Youth Behavioral Health Hospital offers psychiatric services on both a voluntary and involuntary basis in a 8-bed unit located on the Wausau Campus.

POPULATION SERVED

The Youth Behavioral Health Hospital serves individuals ages 13-17 with severe psychiatric and detoxification needs. For those under the age of 13, or other individuals we are unable to serve locally, appropriate placement and inpatient care services can be arranged through the Crisis Center as needed using Contracted Services.

REGULATIONS

The hospital is licensed by the State of Wisconsin. Additionally, the hospital is certified by the Department of Health Services, Chapter DHS 124 & Chapter DHS 61. Compliance with the Center for Medicare/Medicaid Services Conditions of Participation is also required.

HOURS/DAYS OF SERVICE

24 hours/day, 7 days/week, 365 days/year

STAFFING	FTE's	2025	2026	2027
20-100-1050 - Youth Behavioral Health Hospital		20.28	20.54	21.09

CENSUS	2025 Budget	2026 Budget	2027 Budget
Youth Behavioral Health Hospital	4.50	4.25	4.25

BUDGET SUMMARY

	2025 Budget	2026 Budget	2027 Proposed
Net Patient Services Revenue	3,130,015	3,197,725	3,720,342
County Appropriation	60,006	-	-
Other Revenue	-	-	-
TOTAL REVENUE	**$3,190,021**	**$3,197,725**	**$3,720,342**
Salaries	1,503,322	1,637,898	1,885,543
Benefits	509,293	497,790	597,273
Other Direct Expenses	1,069,812	572,364	650,814
TOTAL DIRECT EXPENSE	**$3,082,427**	**$2,708,052**	**$3,133,630**

ACUTE CARE SERVICES

Lakeside Recovery Medically Monitored Treatment (MMT) | 20-100-1125

DESCRIPTION

Lakeside Recovery Medically Monitored Treatment is a 28-day substance use treatment program operated 24-hours a day in a residential setting. This 16-bed program provides observation, medication monitoring, and treatment by a multi-disciplinary team under the oversight of a Medical Director. Lakeside Recovery includes specific programming for clients with dual diagnoses of substance use and mental health disorders. This model is necessary to meet the change in the complexity of the clients served.

POPULATION SERVED

The program is designed to meet the needs of clients who qualify for Level 3.5 care under the ASAM Criteria. This level, known as Clinically Managed High-Intensity Residential Services, is intended for individuals with substance use disorders (SUD) and/or co-occurring mental health conditions who require 24-hour supervision to ensure safety and support sustained abstinence.

REGULATIONS

Lakeside Recovery is licensed under Wisconsin Chapter 75.54 regulations, medically monitored residential treatment services.

HOURS OF SERVICE

24 hours/day, 7 days/week, 365 days/year

STAFFING	FTE's	2025	2026	2027
20-100-1125 - Lakeside Recovery (MMT)		15.73	15.91	16.49

CENSUS	2025 Budget	2026 Budget	2027 Budget
Lakeside Medically Monitored Treatment	13.00	10.25	12.00

BUDGET SUMMARY

	2025 Budget	2026 Budget	2027 Proposed
Net Patient Services Revenue	975,772	1,157,366	1,215,647
County Appropriation	160,209	-	-
Other Revenue	314,126	74,291	75,00
TOTAL REVENUE	**$1,450,107**	**$1,231,657**	**$1,290,647**
Salaries	823,799	923,610	925,643
Benefits	266,105	361,227	347,312
Other Direct Expenses	169,422	168,325	185,990
TOTAL DIRECT EXPENSE	**$1,259,326**	**$1,453,162**	**$1,458,945**

ACUTE CARE SERVICES

Psychiatry Residency Program | 20-100-2125

DESCRIPTION

North Central Health Care continues its educational partnership with the Medical College of Wisconsin to provide inpatient, outpatient, and crisis service experiences for the psychiatric residency program. North Central Health Care is one partner out of various site rotations located in central Wisconsin, which is charged with providing experiences attached to certain programs or patient populations.

STAFFING	FTE's 2025	2026	2027
20-100-2125 - Psychiatry Residency Program	0.08	1.10	1.20

BUDGET SUMMARY

	2025 Budget	2026 Budget	2027 Proposed
Net Patient Services Revenue	-	-	-
County Appropriation	-	-	-
Other Revenue	242, 046	306,366	327,600
TOTAL REVENUE	**$242,046**	**$306,366**	**$327,600**
Salaries	23,173	235,696	248,807
Benefits	5,800	57,958	66,619
Other Direct Expenses	490,471	366,190	382,768
TOTAL DIRECT EXPENSE	**$519,716**	**$659,844**	**$698,194**

ACUTE CARE SERVICES

ACS Administration | 10-100-930

DESCRIPTION

The Acute Care Services Administration Department provides overall leadership, coordination, and oversight for NCHC's continuum of acute behavioral health and stabilization programs. This includes management support for the Adult and Youth Behavioral Health Hospitals, Adult and Youth Crisis Stabilization Facilities, Crisis Services, Lakeside Recovery Medically Monitored Treatment (MMT), Sober Living Programs, and educational partnerships such as the Psychiatry Residency Program.

The department ensures consistency and quality across all acute care operations by aligning clinical, operational, and financial practices with NCHC's mission and regulatory requirements. Through its oversight role, the department helps integrate inpatient, stabilization, and recovery services into a seamless continuum of care, reduces reliance on out-of-county placements, and advances NCHC's vision of enriching lives and strengthening community mental health and recovery systems.

STAFFING	FTE's 2025	2026	2027
10-100-930 - ACS Administration	3.90	5.00	7.25

BUDGET SUMMARY

	2025 Budget	2026 Budget	2027 Proposed
Salaries	311,178	542,263	692,284
Benefits	80,853	144,654	244,467
Other Direct Expenses	18,000	206,949	143,645
TOTAL DIRECT EXPENSE	**$410,031**	**$893,866**	**$1,080,396**

ACUTE CARE SERVICES

Antigo Sober Living - Hope House for Women | 40-300-1700

DESCRIPTION

Sober Living offers individuals post-treatment an opportunity to invest time building a stronger foundation for their recovery and supporting individuals following a recurrence.

Often a person leaves treatment without the safety and security of housing that honors his or her new recovery lifestyle. Sober Living homes provide a nurturing atmosphere where individuals are empowered to continue their recovery in a long-term, supportive environment with others who are in similar circumstances.

This environment promotes building community and prevents potential isolation. Solitude and lack of support, whether personal or environmental, are two of the most common reasons for recurrence. Spending time in a Sober Living house helps individuals in recovery gain strength and confidence from their housemates and peers.

POPULATION SERVED

Hope House Antigo provides support for women 18 and older in Langlade and surrounding counties.

REGULATIONS

Sober Living Environments are currently DQA-Registered Recovery Residences.

HOURS OF SERVICE

24 hours/day, 7 days/week, 365 days/year

STAFFING	FTE's 2025	2026	2027
40-300-1700 - Sober Living - Hope House Antigo	0.60	0.60	1.50

CENSUS	2025 Budget	2026 Budget	2027 Budget
Sober Living - Hope House Antigo	3.00	3.00	5.00

BUDGET SUMMARY

	2025 Budget	2026 Budget	2027 Proposed
Net Patient Services Revenue	-	-	-
County Appropriation	20,000	-	-
Other Revenue	18,150	70,367	31,625
TOTAL REVENUE	**$37,325**	**$38,150**	**$31,625**
Salaries	37,553	39,167	72,306
Benefits	12,404	13,298	40,814
Other Direct Expenses	13,517	11,896	20,430
TOTAL DIRECT EXPENSE	**$63,474**	**$64,361**	**$133,550**

ACUTE CARE SERVICES

Wausau Sober Living – Hope House for Men | 20-100-1700

DESCRIPTION

Sober Living offers individuals post-treatment an opportunity to invest time building a stronger foundation for their recovery and supporting individuals following a recurrence.

Often a person leaves treatment without the safety and security of housing that honors his or her new recovery lifestyle. Sober Living homes provide a nurturing atmosphere where individuals are empowered to continue their recovery in a long-term, supportive environment with others who are in similar circumstances.

This environment promotes building community and prevents potential isolation. Solitude and lack of support, whether personal or environmental, are two of the most common reasons for recurrence. Spending time in a Sober Living house helps individuals in recovery gain strength and confidence from their housemates and peers.

POPULATION SERVED

Hope House Wausau provides support for men 18 and older in Marathon and surrounding counties.

REGULATIONS

Sober Living Environments are currently DQA-Registered Recovery Residences.

HOURS OF SERVICE

24 hours/day, 7 days/week, 365 days/year

STAFFING	FTE's 2025	2026	2027
20-100-1700 - Sober Living - Hope House Wausau	0.60	0.60	1.50

CENSUS	2025 Budget	2026 Budget	2027 Budget
Sober Living - Hope House Wausau	7.00	6.00	6.00

BUDGET SUMMARY

	2025 Budget	2026 Budget	2027 Proposed
Net Patient Services Revenue	-	-	-
County Appropriation	35,481	-	-
Other Revenue	42,350	69,342	37,950
TOTAL REVENUE	**$77,831**	**$69,342**	**$37,950**
Salaries	37,553	39,167	72,306
Benefits	12,898	13,209	40,531
Other Direct Expenses	43,826	42,617	17,620
TOTAL DIRECT EXPENSES	**$94,277**	**$94,993**	**$130,457**

COMMUNITY BEHAVIORAL HEALTH SERVICES

Community Behavioral Health Services includes multiple programs in both Community Treatment (Adult & Youth) and Outpatient Mental Health Services & Substance Use Treatment. Additionally, the management of and Adult Protective Services was transitioned to Community Programs in late 2022. Individual programs will be detailed separately on the following pages, with the overall corresponding budgets for Community Treatment, Outpatient Services and Adult Protective Services following each group.

*Community Treatment Adult & Youth | 2325 & 2550*** *...continued on next page*

COMPREHENSIVE COMMUNITY SERVICES (CCS) ADULT DESCRIPTION

Comprehensive Community Services (CCS) is a voluntary, recovery-focused Medicaid program providing individualized, community-based treatment and rehabilitation for adults with mental health, substance use, or co-occurring disorders. CCS serves individuals who need more support than traditional outpatient care but do not require the intensity of Community Support Program (CSP) services. Individualized services promote recovery, independence, stability, and successful community living.

POPULATION SERVED

CCS serves Medicaid-eligible adults with mental health, substance use, or co-occurring disorders who require ongoing psychosocial rehabilitation and coordinated behavioral health services. Participants receive community-based support to build skills, maintain stability, strengthen natural supports, and achieve personal recovery goals.

REGULATIONS

Comprehensive Community Services is a certified program and operates under the Department of Health Services, DHS Chapter 36.

HOURS OF SERVICE

Monday – Friday, 8:00 am – 4:30 pm

COMMUNITY SUPPORT PROGRAM (CSP) DESCRIPTION

The Community Support Program (CSP) provides intensive, community-based treatment, rehabilitation, and support for adults living with serious and persistent mental illness. A multidisciplinary team provides individualized services in participants' homes and communities to promote recovery, stability, independent living, and community involvement while reducing psychiatric crises and hospitalization.

POPULATION SERVED

CSP serves adults with serious and persistent mental illness who require intensive, ongoing treatment and support beyond traditional outpatient or CCS services. Participants often have complex behavioral health needs affecting housing, employment, daily living, or stability and benefit from long-term, coordinated multidisciplinary care.Regulations

Community Support Program is a certified program and operates under the Department of Health Services, DHS Chapter 63.

HOURS OF SERVICE

Monday – Friday, 8:00 am – 4:30 pm

*** Contains multiple prefixes by county which are combined for total program budget information.*

COMPREHENSIVE COMMUNITY SERVICES YOUTH DESCRIPTION (CCS)

Comprehensive Community Services (CCS) provides voluntary, individualized, community-based behavioral health treatment and rehabilitation for children and adolescents with mental health, substance use, or co-occurring disorders. Services are tailored to each youth's strengths and needs, with an emphasis on early intervention, family engagement, resilience, and success at home, school, and in the community.

POPULATION SERVED

CCS serves Medicaid-eligible youth with behavioral health needs requiring more intensive and coordinated support than traditional outpatient services. The program works with youth, families, schools, healthcare providers, and community partners to improve functioning, strengthen family supports, and help youth achieve treatment and recovery goals.

REGULATIONS

Comprehensive Community Services is a certified program and operates under the Department of Health Services, DHS Chapter 36

HOURS OF SERVICE

Monday – Friday, 8:00 am – 4:30 pm

CHILDREN'S LONG TERM SUPPORT (CLTS) AND CHILDREN'S COMMUNITY OPTIONS PROGRAM (CCOP) DESCRIPTION

The Children's Long-Term Support (CLTS) and Children's Community Options (CCOP) programs help children and youth with significant disabilities remain safely and successfully in their homes and communities. Through family-centered planning and case management, families are connected with individualized services and resources that promote independence, inclusion, safety, and quality of life.

POPULATION SERVED

CLTS serves Medicaid-eligible children and youth under age 22 with developmental, physical, and/or significant emotional disabilities requiring substantial support. CCOP provides additional state-funded support for eligible children whose needs cannot be fully met through other resources. NCHC provides CLTS and CCOP case management in Lincoln and Langlade Counties.

REGULATIONS

Children's Long-Term support is a Home and Community Based Waiver that is overseen by the Department of Health Services in Wisconsin.

HOURS OF SERVICE

Monday – Friday, 8:00 am – 4:30 pm

COMMUNITY BEHAVIORAL HEALTH SERVICES

Community Treatment Adult & Youth | 2325 & 2550** ...continued from previous page

STAFFING	FTE's 2025	2026	2027
2325 & 2550** Community Treatment	102.19	88.30	91.00

*** Contains multiple prefixes by county which are combined for total program budget and staffing.*

BUDGET SUMMARY

	2025 Budget	2026 Budget	2027 Proposed
Net Patient Services Revenue	15,323,532	18,744,890	20,767,407
County Appropriation	-	-	-
Other Revenue	1,462,632	645,382	514,007
TOTAL REVENUE	**$16,786,164**	**$19,390,272**	**$21,281,414**
Salaries	6,213,069	5,880,339	6,119,573
Benefits	2,367,103	2,212,979	2,463,692
Other Direct Expenses	8,046,471	8,366,080	9,009,273
TOTAL DIRECT EXPENSE	**$16,626,643**	**$16,459,398**	**$17,592,538**

COMMUNITY BEHAVIORAL HEALTH SERVICES

Community Treatment Admin | 10-100-810

The Community Treatment Administration Department provides leadership and oversight for NCHC's comprehensive community-based treatment programs serving adults and youth across Marathon, Lincoln, and Langlade Counties. This includes administrative support for programs such as Comprehensive Community Services (CCS), Community Support Program (CSP), Children's Long-Term Support (CLTS), and related evidence-based practices that help individuals live successfully in the community.

The department ensures consistency in operations by managing budgets, staffing, quality, and compliance with state and federal regulations. Community Treatment Administration also facilitates coordination with county partners, schools, health systems, and community agencies to strengthen service integration and ensure continuity of care.

Through its role, the department supports individualized, recovery-oriented, and person-centered services that reduce reliance on institutional care, promote independence, and enhance quality of life for individuals and families throughout the tri-county region.

STAFFING	FTE's 2025	2026	2027
10-100-810 - Community Treatment Admin	-	13.65	16.60

BUDGET SUMMARY

	2025 Budget	2026 Budget	2027 Proposed
Salaries	-	965,485	1,206,272
Benefits	-	353,941	460,209
Other Direct Expenses	-	271,462	165,022
TOTAL DIRECT EXPENSE	**-**	**$1,590,888**	**$1,831,503**

COMMUNITY BEHAVIORAL HEALTH SERVICES

Outpatient Services | 2000** ...continued on next page

DESCRIPTION

Outpatient Services at North Central Health Care provides comprehensive, community-based behavioral health treatment for children, adolescents, and adults experiencing a wide range of mental health needs. The program offers outpatient psychotherapy, psychiatric evaluation and medication management, traditional therapy, nursing support, and care coordination through an interdisciplinary team of licensed therapists, psychiatrists, psychiatric nurse practitioners, nurses, and in-training clinicians. Services are designed to support individuals with a range of mental health conditions through evidence-based, person-centered care that promotes recovery, symptom stabilization, and improved functioning. Outpatient Services works collaboratively to ensure clients receive the appropriate level of care and experience seamless transitions throughout the behavioral health continuum.

Individuals may seek services for a variety of needs including but not limited to:

- Anxiety
- Depression
- Abuse/Trauma
- Mood Disorders
- Psychotic Disorders
- Personality Disorders
- Stress
- Addiction
- Major Life Changes
- Grief & Loss
- Relationship Challenges

Outpatient Services provide a continuum of care specific to mental health and substance use disorders based on assessment and determined level of care recommendations.

Brainspotting: Brainspotting is a neuroscience-based treatment modality that uses eye positions to access the brain's natural healing process, helping reduce trauma, anxiety, and stress while improving emotional well-being.

EMDR Services: EMDR is a cutting-edge treatment approach designed to help individuals process traumatic memories and experiences, ultimately fostering healing and resolution. Research has shown that EMDR can accelerate the healing process compared to traditional methods.

Intoxicated Driver Program: Wisconsin law requires any individual convicted of OWI to complete an alcohol or drug evaluation. When an individual is convicted of an OWI offense, they are required to contact an approved IDP assessment facility for their county of residence within 72 hours after the conviction. An individual will obtain an OWI assessment with the authorized facility based upon their county of residence.

Dialectical Behavior Therapy Groups: Structured, skills-based treatment to help individuals better manage emotions, cope with stress, improve relationships, and navigate challenging situations. Participants develop practical skills in mindfulness, emotional regulation, distress tolerance, and interpersonal effectiveness.

Relapse Prevention Groups: This is group treatment that focuses on assessing recurrence patterns, identifying strengths, resources, barriers, managing stressors, and identifying self-intervention strategies. The group runs 32 weeks on Monday and Thursdays from 3:00 pm - 4:40 pm.

POPULATION SERVED

structured, skills-based treatment to help individuals better manage emotions, cope with stress, improve relationships, and navigate challenging situations. Participants develop practical skills in mindfulness, emotional regulation, distress tolerance, and interpersonal effectiveness.

REGULATIONS

Outpatient Services operates in compliance with applicable federal and state regulations, including Wisconsin Administrative Code DHS 35 and DHS 51, as well as accreditation standards and payer requirements. These regulations establish standards for the delivery of community mental health services, clinical documentation, quality improvement, client rights, and program oversight, ensuring safe, effective, and high-quality care for the individuals we serve.

HOURS OF SERVICE

Scheduled Therapy and Psychiatry appointments are available Monday – Friday, 7:30 am to 4:30 pm. Walk in Psychiatry services are also available through Open Access Clinic from 8:00 am to 3:30 pm on Monday and Tuesday.

*** Contains multiple prefixes by county which are combined for total program budget information.*

COMMUNITY BEHAVIORAL HEALTH SERVICES

Outpatient Services | 2000**...continued from previous page

STAFFING FTE's	2025	2026	2027
2000** - Outpatient Services	40.68	33.30	32.63

*** Contains multiple prefixes by county which are combined for total program budget and staffing.*

BUDGET SUMMARY

	2025 Budget	2026 Budget	2027 Proposed
Net Patient Services Revenue	4,108,548	3,436,747	4,295,370
County Appropriation	-	-	-
Other Revenue	3,724,173	4,413,379	3,787,825
TOTAL REVENUE	**$7,832,721**	**$7,850,126**	**$8,083,195**
Salaries	3,373,158	3,394,354	3,584,859
Benefits	1,004,393	993,813	1,118,060
Other Direct Expenses	1,769,087	886,406	671,401
TOTAL DIRECT EXPENSE	**$6,146,638**	**$5,274,573**	**$5,374,310**

COMMUNITY BEHAVIORAL HEALTH SERVICES

Outpatient Admin | 10-100-940

The Outpatient Services Administration Department provides leadership, coordination, and oversight for NCHC's outpatient and community-based behavioral health programs across Marathon, Lincoln, and Langlade Counties. This includes administrative support for outpatient mental health and substance use services, psychiatric care, and related nursing operations.

The department ensures consistency and quality in outpatient programming by managing budgets, staffing, and compliance with state and federal regulations. Outpatient Administration also promotes integration of psychiatric, therapy, and substance use treatment services, helping to reduce barriers to care and strengthen coordination across the continuum.

As the central hub for outpatient oversight, the department serves as a liaison between providers, community, and county partners, ensuring programs remain accessible, sustainable, and person-centered while meeting the diverse needs of individuals and families in our service region.

STAFFING FTE's	2025	2026	2027
10-100-810 - Community Treatment Admin	-	4.05	3.40

BUDGET SUMMARY

	2025 Budget	2026 Budget	2027 Proposed
Salaries	-	491,742	381,733
Benefits	-	112,503	113,871
Other Direct Expenses	-	53,221	99,296
TOTAL DIRECT EXPENSE	**-**	**$657,466**	**$594,900**

COMMUNITY BEHAVIORAL HEALTH SERVICES

Adult Protective Services | 20-100-1300

DESCRIPTION

North Central Health Care's Adult Protective Services (APS) safeguards the health, safety, and well-being of vulnerable adults. APS works with individuals, families, healthcare providers, law enforcement, and community partners to assess risk and ensure individuals have access to appropriate protections, services, and supports.

APS conducts screenings and assessments and investigates reports of abuse, neglect, self-neglect, and financial exploitation. Staff coordinate medical, behavioral health, social, and community resources to reduce risk and help individuals remain as safe and independent as possible while respecting their rights and choices.

When individuals lack the capacity to make informed decisions and are at significant risk of harm, APS may coordinate emergency protective services, guardianship or protective placement, court-ordered evaluations and reports, and required placement reviews. Staff also assist in identifying appropriate guardians and community resources to support an individual's ongoing safety and well-being.

POPULATION SERVED

APS serves adults age 18 and older in Marathon, Lincoln, and Langlade Counties who may be unable to adequately protect their interests or meet basic needs due to disability, mental illness, dementia, brain injury, or other cognitive impairment. Services also support older adults experiencing abuse, neglect, self-neglect, or financial exploitation.

REGULATIONS

Wisconsin Statute Chapters 54, 55 and 46.90. Each county is required to name a responsible agency to make reports for suspected abuse and neglect and to provide a response. As well, each county is required to name an adult protective services agency.

HOURS OF SERVICE

8:00 am – 4:30 pm with special accommodations to meet needs of families.

STAFFING	FTE's 2025	2026	2027
20-100-1300 - Adult Protective Services	7.80	8.10	9.10

BUDGET SUMMARY

	2025 Budget	2026 Budget	2027 Proposed
Net Patient Services Revenue	2,250	$30,000	
County Appropriation	555,351	-	
Other Revenue	270,868	254,693	254,693
TOTAL REVENUE	**$828,469**	**$284,693**	**$254,693**
Salaries	513,351	552,776	618,817
Benefits	205,545	210,503	213,695
Other Direct Expenses	59,377	338,508	127,096
TOTAL DIRECT EXPENSE	**$778,273**	**$1,101,787**	**$959,608**

COMMUNITY BEHAVIORAL HEALTH SERVICES

Contracted Services | 20-100-1600

The Contracted Services department accounts for costs associated with placing adults and youth in state-operated or specialized psychiatric facilities when care cannot be provided locally.

These placements are often necessary for individuals requiring a higher level of psychiatric care, specialized programming, or when local bed capacity is unavailable. While NCHC's priority remains treating individuals close to home to maintain family and community connections, contracted placements provide a vital safety net to ensure that residents receive timely, clinically appropriate, and secure treatment when local resources are not sufficient.

BUDGET SUMMARY

	2025 Budget	2026 Budget	2027 Proposed
Salaries	-	-	-
Benefits	-	-	-
Other Direct Expenses	1,845,336	1,610,058	1,600,000
TOTAL DIRECT EXPENSE	**$1,845,336**	**$1,610,058**	**$1,600,000**

TRANSPORTATION

2027 Budget by Program

Demand Transportation | 20-100-2750

DESCRIPTION

North Central Health Care Demand Transportation Program offers transportation for Marathon County residents who are age 60 or over, or individuals of any age who are non-ambulatory (unable to walk) who are not a member of a long-term support program. The trip types that are provided by the Marathon County Transportation Program are medical and nutritional (grocery shopping). Co-payments are charged depending on the length of the trip. A personal care attendant (encouraged) or service animal may accompany rider at no extra charge.

POPULATION SERVED

We serve the residents of Marathon County who are 60 or older or non-ambulatory people who are not members of a long term support program.

REGULATIONS

85.21 WI DOT requirements

HOURS OF SERVICE

Monday – Friday, 8:00 am – 4:30 pm

STAFFING	FTE's	2025	2026	2027
20-100-2750 - Demand Transportation		4.50	4.30	4.30

RIDES PROVIDED	2025	2026	2027
Demand Transportation	8,556	8,400	8,550

BUDGET SUMMARY

	2025 Budget	2026 Budget	2027 Proposed
Net Patient Services Revenue	64,526	65,000	57,951
County Appropriation	31,977	-	-
Other Revenue	318,304	318,000	415,891
TOTAL REVENUE	**$414,807**	**$383,000**	**$473,842**
Salaries	191,729	195,009	200,802
Benefits	87,094	69,690	77,159
Other Direct Expenses	135,984	78,061	71,300
TOTAL DIRECT EXPENSE	**$414,807**	**$342,760**	**$349,261**

NURSING HOME SERVICES

2027 Budget by Program

Mount View Care Center is a skilled nursing facility located on our main campus in Wausau. With a licensed capacity of 159 residents, Mount View Care Center's neighborhoods serve individuals in need of short-term rehabilitation, post-acute care with complex physical conditions, ventilator-dependent care, long-term skilled nursing care, and those in need of specialized nursing care for dementia, psychiatric and neurological diseases, or behavioral needs. The following programs are the consolidated service areas for NCHC's Nursing Home Services.

Mount View Care Center

MOUNT VIEW CARE CENTER

Total Staffing for Mount View Care Center

The following staff comparison looks at total Full Time Equivalent (FTE's) by program for Mount View Care Center Administration and Nursing Direct Care Services.

STAFFING	FTE's	2025	2026	2027
25-100-0900 - MVCC Administration		8.40	8.70	9.45
25-100-3000 - MVCC Direct Nursing Care		130.71	130.00	131.11

CENSUS	2025 Budget	2026 Budget	2027 Budget
Mount View Care Center	128.00	125.00	125.00

MOUNT VIEW CARE CENTER

Administration | 25-100-0900

DESCRIPTION

The overall administrative oversight functions for Mount View Care Center operations are consolidated into a separate program and are allocated out to each program based on direct expenses.

STAFFING	FTE's	2025	2026	2027
25-100-0900 - MVCC Administration		8.40	8.70	9.45

BUDGET SUMMARY

	2025 Budget	2026 Budget	2027 Proposed
Net Patient Services Revenue	-	-	-
County Appropriation	-	-	-
Other Revenue	4,860	4,000	3,000
TOTAL REVENUE	**$4,860**	**$4,000**	**$3,000**
Salaries	565,306	614,052	623,968
Benefits	247,224	241,603	189,153
Other Direct Expenses	2,243,161	2,137,533	2,062,307
TOTAL DIRECT EXPENSE	**$3,055,691**	**$2,993,188**	**$2,875,428**

MOUNT VIEW CARE CENTER

Ancillary Services | 25-100-3300

DESCRIPTION

Ancillary services are services or items that are not included in our daily rates. Some examples of these items are transportation, durable medical equipment, oxygen, laboratory test and vaccinations that are required to be administered through our Federal and State Regulations.

BUDGET SUMMARY

	2025 Budget	2026 Budget	2027 Proposed
Net Patient Services Revenue	77,362	94,586	74,611
County Appropriation	-	-	-
Other Revenue	-	-	-
TOTAL REVENUE	**$77,362**	**$94,596**	**$74,611**
Salaries	-	-	-
Benefits	-	-	-
Other Direct Expenses	280,000	280,000	285,000
TOTAL DIRECT EXPENSE	**$280,000**	**$280,000**	**$285,000**

MOUNT VIEW CARE CENTER

Mount View Care Center has a licensed capacity of 159 residents serving serve individuals in need of short-term rehabilitation, post-acute care with complex physical needs, ventilator-dependent care, long term skilled nursing care, and those in need of specialized nursing care for dementia, psychiatric and neurological diseases, or behavioral needs. The facility is located in Wausau and primarily serves residents of Marathon County, although admissions for ventilator-dependent care come from across region.

Nursing Direct Care Services | 25-100-3000...continued on next page

LONG-TERM CARE DESCRIPTION

Mount View Care Center's Long-Term Care provides 24-hour skilled nursing services in a supportive, resident-centered environment. Care is designed to assist residents with daily living needs, chronic illness management, rehabilitation support, memory care needs, and comfort or hospice care.

Each resident's care plan is individualized and structured around their personal routines, preferences, abilities, and life patterns to promote dignity, comfort, and quality of life.

POPULATION SERVED

Long-Term Care serves adults of all ages who require ongoing skilled nursing care, assistance with activities of daily living, chronic disease management, rehabilitation support, memory care support, or comfort/hospice services.

REGULATIONS

Long-Term Care operates in accordance with applicable State of Wisconsin Department of Health Services regulations, including DHS 132, Centers for Medicare & Medicaid Services requirements, and federal regulations for skilled nursing facilities.

HOURS/DAYS OF SERVICE

Services are provided 24 hours a day, 7 days a week, 365 days a year. For more information regarding admissions, please contact 715.581.3422.

MEMORY CARE DESCRIPTION

Mount View Care Center's Memory Care program specializes in supporting individuals living with dementia, neurological conditions, psychiatric needs, and dementia-related behavioral expressions. Care teams focus on providing frequent, individualized opportunities that help residents maintain their highest possible level of ability, independence, comfort, and quality of life.

The team takes a comprehensive, person-centered approach by learning each resident's history, routines, preferences, strengths, and life experiences. This knowledge is used to create meaningful interactions, promote dignity, and support positive daily experiences.

POPULATION SERVED

Memory Care serves adults of all ages who are living with varying stages of dementia, neurological conditions, psychiatric needs, or dementia-related behavioral expressions that require skilled nursing care and individualized support.

REGULATIONS

Memory Care operates in accordance with applicable State of Wisconsin Department of Health Services regulations, including DHS 132, Centers for Medicare & Medicaid Services requirements, and federal regulations for skilled nursing facilities.

HOURS/DAYS OF SERVICE

Services are provided 24 hours a day, 7 days a week, 365 days a year. For more information regarding admissions, please contact 715.581.3422.

MOUNT VIEW CARE CENTER

Nursing Direct Care Services | 25-100-3000...continued from previous page

SHORT-TERM REHABILITATION DESCRIPTION

Short-Term Rehabilitation provides post-acute care for individuals recovering from illness, injury, surgery, or hospitalization. The unit specializes in short-term rehabilitation, complex medical needs, and convalescent stays, serving as a transitional setting to support each resident's recovery and return to their highest level of independence.

Mount View Care Center offers a wide range of on-site rehabilitation and clinical services to support residents with complex physical and medical needs. Services may include individualized therapy, warm-water physical therapy, respiratory care, nursing support, and other specialized interventions designed to promote recovery in a safe and supportive environment.

POPULATION SERVED

Short-Term Rehabilitation serves adults of all ages who require post-acute care, short-term rehabilitation, or recovery support following illness, injury, surgery, or hospitalization. This includes individuals with complex physical conditions, medical needs, or age-related changes that require skilled care and rehabilitation services.

REGULATIONS

Short-Term Rehabilitation operates in accordance with applicable State of Wisconsin Department of Health Services regulations, including DHS 132, Centers for Medicare & Medicaid Services requirements, and federal regulations for skilled nursing facilities.

HOURS/DAYS OF SERVICE

Services are provided 24 hours a day, 7 days a week, 365 days a year. For more information regarding admissions, please contact 715.581.3422.

VENTILATOR-DEPENDENT CARE DESCRIPTION

Mount View Care Center's Ventilator-Dependent Care program specializes in providing skilled care for adults who require ventilator support. Our team provides 24/7 on-site respiratory therapy and nursing services, with individualized care designed to support each resident's medical needs, comfort, and quality of life.

Ventilator-Dependent Care focuses on rehabilitation, recovery, ventilator management, and, when appropriate, ventilator liberation. Mount View Care Center is 1 of only 6 approved ventilator care units in Wisconsin dedicated to caring for ventilator-dependent residents.

Our trained respiratory therapy and nursing teams work closely with residents, families, and providers to help residents adjust to ventilator-dependent care while supporting their highest possible level of function and independence.

POPULATION SERVED

Ventilator-Dependent Care serves adults of all ages who require ventilator support, respiratory therapy, skilled nursing care, and individualized clinical support.

REGULATIONS

Ventilator-Dependent Care operates in accordance with applicable State of Wisconsin Department of Health Services regulations, including DHS 132, Centers for Medicare & Medicaid Services requirements, and federal regulations for skilled nursing facilities.

HOURS/DAYS OF SERVICE

Services are provided 24 hours a day, 7 days a week, 365 days a year. For more information regarding admissions, please contact 715.581.3422.

MOUNT VIEW CARE CENTER

Nursing Direct Care Services | 25-100-3000...continued from previous page

STAFFING	FTE's	2025	2026	2027
25-100-3000 - MVCC Direct Nursing Care		130.71	130.11	131.11

CENSUS	2025 Budget	2026 Budget	2027 Budget
Mount View Care Center	128.00	125.00	125.00

BUDGET SUMMARY

	2025 Budget	2026 Budget	2027 Proposed
Net Patient Services Revenue	21,741,764	23,179,755	24,983,204
County Appropriation	1,545,000	1,545,000	1,545,000
Other Revenue	-	-	-
TOTAL REVENUE	**$23,286,764**	**$24,724,755**	**$26,528,204**
Salaries	8,628,439	8,113,337	8,013,784
Benefits	3,604,663	2,927,921	2,926,500
Other Direct Expenses	1,158,375	2,896,033	2,858,183
TOTAL DIRECT EXPENSE	**$13,391,477**	**$13,982,291**	**$13,808,467**

MOUNT VIEW CARE CENTER

Rehab Services | 25-100-3600

DESCRIPTION

Rehab services are a contract provider of physical, occupational, and speech therapy for residents and patients of Mount View Care Center to enhance them to their highest possible activities of daily living.

POPULATION SERVED

Residents and patients of Mount View Care Center. Some outpatient services provided for the Inpatient Hospital and Outpatient therapy for recently discharged residents.

REGULATIONS

Programs are subject to the State of Wisconsin Dept. of Health Services - DHS 132; Center for Medicare/Medicaid Services - Conditions of Participation; and Federal Regulations for Skilled Nursing Facilities.

HOURS/DAYS OF SERVICE

Monday – Friday, 8:00 am – 4:30 pm, with 7-day coverage as needed. To access our admissions phone is available 24 hours/7 days a week. The number to get more information is 715.581.3422.

BUDGET SUMMARY

	2025 Budget	2026 Budget	2027 Proposed
Net Patient Services Revenue	197,721	132,509	16,347
County Appropriation	-	-	-
Other Revenue	-	-	-
TOTAL REVENUE	**$197,721**	**$132,509**	**$16,347**
Salaries	-	-	-
Benefits	-	-	-
Other Direct Expenses	291,818	293,000	503,000
TOTAL DIRECT EXPENSE	**$291,818**	**$293,000**	**$503,000**

MOUNT VIEW CARE CENTER

Aquatic Therapy Services | 20-100-2600

DESCRIPTION

North Central Health Care Aquatic Therapy Center offers warm water aquatic physical therapy, water exercise programs and community programs that help individuals manage pain and maintain or reclaim their independence. The therapy pool is maintained at a 92-degree temperature. Under the direction of a physician, North Central Health Care's licensed physical therapist devises a treatment plan using water as both a supporting, gravity-reducing environment, and a conditioning medium. Upon discharge, the therapist provides each patient with a self-directed exercise program for both pool and home use. Warm water therapy can bring relief from pain, spur recovery and improve range of motion, balance, strength, and coordination.

POPULATION SERVED

The Aquatic Therapy Center serves people of all ages those who have physical disabilities, are recovering from surgeries, or have musculoskeletal conditions such as fibromyalgia, arthritis, and lower back pain. All those served are under the referral of a physician.

REGULATIONS

The operation of the pool is regulated by the State of WI Dept. of Health Services, Chapter DHS 172: Safety, Maintenance and Operation of Public Pools and Water Attractions.

HOURS OF SERVICE

Monday & Wednesday: 7:30 am – 4:30 pm
Tuesday & Thursday: 7:30 am – 5:30 pm
Friday: 7:30 am – 1:30 pm
The number to get more information is 715.848.4551

STAFFING	FTE's	2025	2026	2027
20-100-2600 - Aquatic Services		8.15	8.15	8.15

BUDGET SUMMARY

	2025 Budget	2026 Budget	2027 Proposed
Net Patient Services Revenue	667,271	507,508	468,311
County Appropriation	352,614	-	-
Other Revenue	50,000	50,000	81,864
TOTAL REVENUE	**$1,069,885**	**$557,508**	**$550,175**
Salaries	543,485	460,539	526,275
Benefits	189,871	173,871	186,585
Other Direct Expenses	324,426	319,649	393,420
TOTAL DIRECT EXPENSE	**$1,057,782**	**$954,059**	**$1,106,280**

SUPPORT SERVICES

2027 Budget by Program

Support Services include the many different operations that support the people, financial, clinical and service success of North Central Health Care operations. Operational efficiencies and changing the way Support Services operates adds value to NCHC programs and is always top of mind. Departments include a variety of programs in Finance and Administration for both general operations and direct care services.

FINANCE & ADMINISTRATION

Total Staffing for Support Services

The following staff comparison looks at total Full Time Equivalent (FTE's) by program for North Central Health Care Support Services.

STAFFING	FTE's 2025	2026	2027
10-100-0105 - Corporate Administration	6.00	6.00	4.75
10-100-0110 - Marketing & Communications	2.50	2.50	2.50
10-100-0115 - Safety & Security	8.00	10.00	9.24
10-100-0200 - Quality & Compliance	1.00	5.00	5.00
10-100-0205 - Human Resources	7.50	9.50	9.50
10-100-0215 - Volunteer & Guest Services	3.45	3.25	3.25
10-100-0300 - Accounting	11.40	11.40	9.90
10-100-0500 - IMS	7.00	7.00	7.00
10-100-0510 - Health Information	7.40	7.00	6.25
10-100-0600 - Patient Financial Services	9.15	9.15	10.85
10-100-0605 - Patient Access Services	14.60	14.60	14.35
10-100-0710 - In-House Transportation	2.05	2.05	2.05
10-100-0720 - Laundry	3.80	3.80	3.80
10-100-0740 - Housekeeping	18.80	20.00	20.00
20.010-100-0760 - Nutrition Services	27.75	27.75	28.80
20-100-3500 - Pharmacy	10.64	10.64	10.70

SUPPORT SERVICES

Accounting | 10-100-0300

DESCRIPTION

Accounting provides financial stewardship, reporting, and analysis to support sound decision-making by organizational leadership, the board, community partners, and regulatory agencies. The department ensures the accuracy, completeness, and integrity of the organization's financial information through oversight of financial transactions, payroll, cash management, financial reporting, audits, and regulatory compliance requirements. Through responsible stewardship of diverse funding sources, Accounting supports the organization's financial sustainability and continued delivery of quality healthcare services to the communities it serves. This program is allocated based on the percentage of overall expenditures per program.

STAFFING	FTE's 2025	2026	2027
10-100-0300 - Accounting	11.40	11.40	9.90

BUDGET SUMMARY

	2025 Budget	2026 Budget	2027 Proposed
Net Patient Services Revenue	-	-	-
County Appropriation	-	-	-
Other Revenue	603,000	647,000	818,107
TOTAL REVENUE	**$603,000**	**$647,000**	**$818,107**
Salaries	703,993	749,437	726,901
Benefits	303,452	298,608	318,251
Other Direct Expenses	241,170	245,882	247,114
TOTAL DIRECT EXPENSE	**$1,248,615**	**$1,293,927**	**$1,292,266**

SUPPORT SERVICES

Corporate Administration | 10-100-0105

DESCRIPTION

Corporate Administration provides overall administrative leadership for the organization and includes Executive support.

STAFFING	FTE's	2025	2026	2027
10-100-0105 - Corporate Administration		6.00	6.00	4.75

BUDGET SUMMARY

	2025 Budget	2026 Budget	2027 Proposed
Net Patient Services Revenue	-	-	-
County Appropriation	-	-	-
Other Revenue	25,935	23,412	24,330
TOTAL REVENUE	**$25,935**	**$23,412**	**$24,330**
Salaries	1,302,784	634,493	708,213
Benefits	312,281	177,394	154,497
Other Direct Expenses	1,017,858	1,152,663	1,397,725
TOTAL DIRECT EXPENSE	**$2,632,923**	**$1,964,550**	**$2,260,435**

Environmental Support Services | 10-100-0700

DESCRIPTION

Environmental Services includes Maintenance, Systems Maintenance, and Grounds. In 2017, Maintenance, Systems Maintenance and Grounds employees were transferred to Marathon County.

BUDGET SUMMARY

	2025 Budget	2026 Budget	2027 Proposed
Net Patient Services Revenue	-	-	-
County Appropriation	-	-	-
Other Revenue	1,685,622	2,052,677	2,150,400
TOTAL REVENUE	**$1,685,622**	**$2,052,677**	**$2,150,400**
Salaries	-	-	-
Benefits	-	-	-
Other Direct Expenses	1,685,622	2,052,677	2,150,400
TOTAL DIRECT EXPENSE	**$1,685,622**	**$2,052,677**	**$2,150,400**

SUPPORT SERVICES

Health Information | 10-100-0510

DESCRIPTION

The Health Information Management (HIM) department is dedicated to ensuring the accuracy, security, and accessibility of patient medical records, facilitating efficient data management and compliance with healthcare regulations. HIM is committed to supporting quality patient care and organizational operations.

STAFFING	FTE's	2025	2026	2027
10-100-0510 - Health Information		7.40	7.00	6.25

BUDGET SUMMARY

	2025 Budget	2026 Budget	2027 Proposed
Net Patient Services Revenue	-	-	-
County Appropriation	-	-	-
Other Revenue	10,000	-	-
TOTAL REVENUE	**$10,000**	**-**	**-**
Salaries	359,215	362,280	315,865
Benefits	156,561	149,742	94,806
Other Direct Expenses	34,533	33,310	34,520
TOTAL DIRECT EXPENSE	**$550,309**	**$545,332**	**$445,191**

Housekeeping | 10-100-0740

DESCRIPTION

The Housekeeping program provides essential cleaning, sanitation, and infection prevention services throughout the NCHC Wausau Campus. Services support Mount View Care Center, Inpatient Behavioral Health Programs, the Crisis Center, Nutritional Services, Aquatics, and all non-patient areas across the campus. Housekeeping staff work seven days a week, including weekends and holidays, to maintain clean, safe, and welcoming environments for patients, residents, clients, visitors, and employees. The program plays an important role in supporting infection control standards, regulatory compliance, and the overall health and safety of NCHC facilities. Housekeeping costs are allocated across programs based on square footage.

STAFFING	FTE's	2025	2026	2027
10-100-0740 - Housekeeping		18.80	20.00	20.00

BUDGET SUMMARY

	2025 Budget	2026 Budget	2027 Proposed
Salaries	728,313	836,008	812,170
Benefits	320,341	354,223	384,589
Other Direct Expenses	173,582	182,793	190,146
TOTAL DIRECT EXPENSE	**$1,222,236**	**$1,373,024**	**$1,386,905**

SUPPORT SERVICES

Human Resources | 10-100-0105

DESCRIPTION

Human Resources works efficiently and effectively across the organization by providing knowledge, support, guidance, and oversight of all human resources functions. Human Resources staff partner with employees beginning at recruitment all the way to retirement in the following areas: recruitment, employee relations, orientation & onboarding, training, learning and development, performance management, employee health, employee engagement, and benefits & compensation.

STAFFING	FTE's	2025	2026	2027
10-100-0205 - Human Resources		7.50	9.50	9.50

BUDGET SUMMARY

	2025 Budget	2026 Budget	2027 Proposed
Salaries	574,038	719,525	760,391
Benefits	155,364	228,958	248,113
Other Direct Expenses	568,839	613,127	693,182
TOTAL DIRECT EXPENSE	**$1,298,241**	**$1,561,610**	**$1,701,686**

Information Management Services | 10-100-0500

DESCRIPTION

Information Management Services (IMS) is responsible for NCHC's application portfolio array. IMS focuses on implementing new software solutions, understanding user workflows, sustaining vendor relations, maintaining systems, helping with analytical insights, and end user support such as facilitating training.

STAFFING	FTE's	2025	2026	2027
10-100-0500 - IMS		7.00	7.00	7.00

BUDGET SUMMARY

	2025 Budget	2026 Budget	2027 Proposed
Salaries	558,715	587,125	604,800
Benefits	190,165	214,743	195,949
Other Direct Expenses	1,800,286	1,809,963	2,036,674
TOTAL DIRECT EXPENSE	**$2,549,166**	**$2,611,831**	**$2,837,423**

SUPPORT SERVICES

In-House Transportation | 10-100-0710

DESCRIPTION

In-house transportation maintains the vehicle fleet which includes cars, passenger vans, paratransit vans, and buses used for client transportation. This program is the provider of courier services for the tri-county organization, as well as Pharmacy and Laundry delivery.

POPULATION SERVED

Employees and clients of NCHC.

HOURS OF SERVICE

Monday – Friday, 7:00 am – 5:00 pm

STAFFING	FTE's	2025	2026	2027
10-100-0710 - In-House Transportation		2.05	2.05	2.06

BUDGET SUMMARY

	2025 Budget	2026 Budget	2027 Proposed
Salaries	90,328	95,680	98,678
Benefits	49,908	54,472	70,959
Other Direct Expenses	177,134	101,503	113,858
TOTAL DIRECT EXPENSE	**$317,370**	**$251,835**	**$283,495**

Laundry | 10-100-0720

DESCRIPTION

Laundry provides laundry services for all Mount View Care Center and all Inpatient Behavioral Health Programs. The service includes picking up soiled laundry, doing inventory and stocking clean linens on campus. Laundry also provides services for housekeeping, Nutritional Services, and the Aquatic Therapy Center. This program is allocated based on pounds of laundry processed.

STAFFING	FTE's	2025	2026	2027
10-100-0720 - Laundry		3.80	3.80	3.80

BUDGET SUMMARY

	2025 Budget	2026 Budget	2027 Proposed
Salaries	147,397	151,378	160,449
Benefits	60,730	79,478	96,049
Other Direct Expenses	88,587	101,534	110,936
TOTAL DIRECT EXPENSE	**$296,714**	**$332,390**	**$367,434**

SUPPORT SERVICES

Marketing & Communications | 10-100-0110

DESCRIPTION

Marketing and Communications manages centralized internal and external communications for NCHC, supporting consistent, timely, and effective communication across the organization and throughout the communities we serve. The department develops and distributes employee communications, manages media relations and community messaging, and supports communication with external partners and stakeholders.

The department also oversees marketing, advertising, digital communications, social media, website content, and brand management to promote NCHC services, programs, and employment opportunities. Marketing and Communications provides organization-wide support for recruitment marketing, employee engagement, recognition, retention initiatives, and other strategic communication needs.

Marketing and Communications also oversees NCHC's centralized mail services, including the receipt, sorting, processing, and distribution of incoming and outgoing mail and packages across the organization, as well as coordination of postage, mailing supplies, equipment, and related mail room operations.

Costs for the program are allocated based on direct expenses. The department budget includes expenses associated with organizational marketing and communications, recruitment advertising, employee recognition and retention initiatives, and centralized mail services.

STAFFING	FTE's	2025	2026	2027
10-100-0110 - Marketing & Communications		2.50	2.50	2.50

BUDGET SUMMARY

	2025 Budget	2026 Budget	2027 Proposed
Salaries	176,058	194,262	180,990
Benefits	48,672	52,574	37,937
Other Direct Expenses	160,662	137,903	163,081
Total Direct Expense	**$385,392**	**$384,739**	**$382,008**

Nutritional Services | 10-100-0760

DESCRIPTION

Nutritional Services provides three meal services a day for all Mount View Care Center and Inpatient Behavioral Health Programs, including Crisis Center. Our Dietitians provide regulatory consults to all Behavioral Health Services as needed. These programs are allocated based on number of meals served. Nutritional Services is a revenue generating program, our Employee Cafeteria and Bistro provide meals to employees, guests and staff campus-wide. . We also provide on-site catering to North Central Health Care and Marathon County entities.

STAFFING	FTE's	2025	2026	2027
10-100-0760 - Nutrition Services		27.75	27.75	28.80

BUDGET SUMMARY

	2025 Budget	2026 Budget	2027 Proposed
Net Patient Services Revenue	-	-	-
County Appropriation	-	-	-
Other Revenue	151,000	216,000	256,000
Total Revenue	**$151,000**	**$216,000**	**$250,000**
Salaries	1,140,748	1,210,434	1,287,882
Benefits	427,186	365,544	397,289
Other Direct Expenses	821,102	834,081	874,006
Total Direct Expense	**$2,389,036**	**$2,410,059**	**$2,559,177**

SUPPORT SERVICES

Patient Access Services | 10-100-0605

DESCRIPTION

Patient Access helps community members begin and continue their care at North Central Health Care by processing outpatient referrals and the clerical portion of Community Treatment referrals, scheduling appointments, and enrolling new and returning clients across all NCHC locations. The team also supports hospital discharges and service coordination for clients throughout Marathon, Lincoln, and Langlade counties. Available Monday through Friday from 7:30 AM–4:30 PM, Patient Access helps ensure individuals are efficiently connected with the care and services they need.

STAFFING	FTE's	2025	2026	2027
10-100-0605 - Patient Access Services		14.60	14.60	14.35

BUDGET SUMMARY

	2025 Budget	2026 Budget	2027 Proposed
Salaries	646,361	729,980	716,194
Benefits	292,603	285,748	323,245
Other Direct Expenses	29,219	37,064	31,034
Total Direct Expense	**$968,183**	**$1,052,792**	**$1,070,473**

Patient Financial Services | 10-100-0600

DESCRIPTION

Patient Financial Services manages billing, insurance claims, and payment processing for Marathon, Langlade, and Lincoln counties. PFS handles billing for the following service lines: skilled nursing facility, aquatic therapy, mental health, behavioral health, substance use, developmental disabilities, and crisis services, generating approximately 10,000 bills each month.

This program is allocated based on the number of clients served in NCHC programs and the residents at Mount View Care Center. The team supports patients by helping them understand their bills and address any financial concerns. They post payments, manage payment plans, correct discrepancies, and collaborate with providers and payors to resolve issues, ensuring financial matters are managed accurately and efficiently. Through this work, they contribute to improving overall patient satisfaction.

Patient Financial Services maintains strict compliance with all relevant billing and privacy regulations. This includes adhering to HIPAA privacy and security requirements, following Medicare and Medicaid billing guidelines, and ensuring claims are submitted accurately and ethically in alignment with federal and state standards. By upholding these regulatory obligations, PFS supports the integrity of the revenue cycle and protects both the organization and the patients we serve.

STAFFING	FTE's	2025	2026	2027
10-100-0600 - Patient Financial Services		9.15	9.15	10.85

BUDGET SUMMARY

	2025 Budget	2026 Budget	2027 Proposed
Net Patient Services Revenue	40,000	45,000	17,892
County Appropriation	-	-	-
Other Revenue	12,025	5,000	888
TOTAL REVENUE	**$52,025**	**$50,000**	**$18,780**
Salaries	480,923	525,619	589,317
Benefits	193,030	224,636	236,199
Other Direct Expenses	105,727	94,382	123,902
TOTAL DIRECT EXPENSE	**$779,680**	**$844,637**	**$949,418**

SUPPORT SERVICES

Pharmacy | 20-100-3500

DESCRIPTION

Pharmacy provides comprehensive medication management and serves as a clinical resource to our Adult and Youth Hospitals, Skilled Nursing Facility, Adult and Youth Crisis Stabilization Facilities, Community Treatment, the Marathon County Jail, and NCHC employees.

STAFFING	FTE's	2025	2026	2027
20-100-3500 - Pharmacy		10.64	10.64	10.70

BUDGET SUMMARY	2025 Budget	2026 Budget	2027 Proposed
Net Patient Services Revenue	6,788,055	6,531,720	6,657,458
County Appropriation	-	-	-
Other Revenue	287,338	194,568	268,014
TOTAL REVENUE	**$7,075,393**	**$6,726,288**	**$6,925,472**
Salaries	839,719	902,150	965,674
Benefits	258,728	247,888	291,060
Other Direct Expenses	5,699,100	5,200,645	5,365,351
TOTAL DIRECT EXPENSE	**$6,797,547**	**$6,350,683**	**$6,622,085**

Purchasing | 10-100-0400

DESCRIPTION

Purchasing serves as NCHC's centralized resource for coordinating the purchase and delivery of supplies, equipment, and other goods across all programs. The department supports consistent and cost-effective purchasing practices, promotes compliance with NCHC procurement requirements, and monitors adherence to applicable contracts and agreements with NCHC's group purchasing organization.

STAFFING	FTE's	2025	2026	2027
10-100-0600 - Patient Financial Services		-	-	3.00

BUDGET SUMMARY	2025 Budget	2026 Budget	2027 Proposed
Salaries	-	-	180,412
Benefits	-	-	50,593
Other Direct Expenses	-	-	8,400
TOTAL DIRECT EXPENSE	**-**	**-**	**$239,405**

Quality & Compliance | 10-100-0200

DESCRIPTION

Quality & Compliance supports the organization making sure the organization is abiding by legal, ethical, and regulatory standards applicable to our organization.

STAFFING	FTE's	2025	2026	2027
10-100-0200 - Quality & Compliance		1.00	5.00	5.00

BUDGET SUMMARY	2025 Budget	2026 Budget	2027 Proposed
Salaries	95,222	418,626	402,964
Benefits	24,851	174,610	208,175
Other Direct Expenses	8,986	138,231	136,772
TOTAL DIRECT EXPENSE	**$129,059**	**$731,467**	**$747,911**

SUPPORT SERVICES

Safety & Security | 10-100-0115

DESCRIPTION

Safety & Security supports a safe and secure environment across North Central Health Care through oversight of organizational safety, security, emergency management, and related compliance activities. The department works collaboratively across NCHC to identify and mitigate risks, strengthen preparedness, and promote consistent safety practices for employees, clients, patients, residents, and visitors.

Through an integrated approach to safety and security, the department develops and maintains protocols and procedures, supports emergency preparedness and response, coordinates incident response, and promotes timely information-sharing across the organization. Safety & Security also builds and strengthens internal and external partnerships to enhance prevention, preparedness, response, and the overall culture of safety throughout NCHC..

STAFFING	FTE's	2025	2026	2027
10-100-0115 - Safety & Security		8.00	10.00	9.24

BUDGET SUMMARY	2025 Budget	2026 Budget	2027 Proposed
Salaries	403,506	526,324	449,814
Benefits	127,896	172,703	140,139
Other Direct Expenses	156,711	92,135	8,129
TOTAL DIRECT EXPENSE	**$688,113**	**$791,162**	**$598,082**

Volunteer & Guest Services | 10-100-0215

DESCRIPTION

Volunteer Services plays an important role in supporting the mission of North Central Health Care by connecting volunteers with meaningful opportunities to serve our clients, patients, residents, families, and staff. Volunteers contribute their compassion, skills, talents, and time throughout the organization, enhancing the experience of those we serve while allowing NCHC professionals to focus more of their time on direct care and recovery. Volunteer Services coordinates volunteer recruitment, placement, and engagement, as well as operations of the Heartfelt Gift Shop.

As part of the Volunteer Services program, Guest Services serves as a welcoming and informative first point of contact for NCHC. The team operates the main switchboard for the Wausau Campus and Mount View Care Center, helping connect callers with programs, services, and staff. Guest Services also provides in-person check-in, visitor assistance, and wayfinding at Mount View Care Center, helping create a welcoming and supportive experience for residents, families, visitors, and community members.

STAFFING	FTE's	2025	2026	2027
10-100-0215 - Volunteer & Guest Services		3.45	3.25	3.25

BUDGET SUMMARY	2025 Budget	2026 Budget	2027 Proposed
Net Patient Services Revenue	-	-	-
County Appropriation	-	-	-
Other Revenue	9,435	11,986	13,491
Total Revenue	**$9,435**	**$11,986**	**$13,491**
Salaries	128,746	129,130	133,638
Benefits	37,835	39,593	41,322
Other Direct Expenses	17,199	20,207	26,493
TOTAL DIRECT EXPENSE	**$183,780**	**$188,930**	**$201,453**

HEALTH & DENTAL INSURANCE

10-100-0101

DESCRIPTION

The Health & Dental Insurance fund is established to provide for an effectively manage the self-funded health and dental insurance benefits for individuals participating in NCHC's health plan. This fund is utilized to account for the claims and costs related to the self-funded health and dental plans, along with the premiums by the employer and employee for the plans.

BUDGET SUMMARY

	2025 Budget	2026 Budget	2027 Proposed
Net Patient Services Revenue			-
County Appropriation			-
Other Revenue	9,470,372	8,403,976	8,127,485
Total Revenue	**$9,470,372**	**$8,403,976**	**$8,127,485**
Salaries	-	39,956	41,038
Benefits	-	6,349	6,925
Other Direct Expenses	9,470,372	8,357,671	8,079,522
TOTAL DIRECT EXPENSE	**$9,470,372**	**$8,403,976**	**$8,127,485**

DEBT SERVICE PAYMENT

In accordance with the facilities lease agreement, NCHC is responsible for making annual debt service payments to Marathon County. The first payment of $2.0 million began in 2024, with the amount scheduled to increase to $3.5 million in 2027. Payments will continue to rise by $500,000 annually, reaching a maximum of approximately $4.1 million.

PAYMENT SOURCE	AMOUNT
Mount View Care Center	$1,917,300
Human Services Programs	1,582,700
TOTAL	**$3,500,000**

Staffing Totals for All North Central Health Care Programs

The following staff comparison looks at total Full Time Equivalent (FTE's) by program for all North Central Health Care departments including all three counties of service.

STAFFING	FTE's	2025	2026	2027
10-100-0105 - Corporate Administration		6.00	6.00	4.75
10-100-0110 - Marketing & Communications		2.50	2.50	2.50
10-100-0115 - Safety & Security		8.00	10.00	9.24
10-100-0200 - Quality & Compliance		1.00	5.00	5.00
10-100-0205 - Human Resources		7.50	9.50	9.50
10-100-0215 - Volunteer & Guest Services		3.45	3.25	3.25
10-100-0300 - Accounting		11.40	11.40	9.90
10-100-0400 - Purchasing		-	-	3.00
10-100-0500 - IMS		7.00	7.00	7.00
10-100-0510 - Health Information		7.40	7.00	6.25
10-100-0600 - Patient Financial Services		9.15	9.15	10.85
10-100-0605 - Patient Access Services		14.60	14.60	14.35
10-100-0710 - In-House Transportation		2.05	2.05	2.05
10-100-0720 - Laundry		3.80	3.80	3.80
10-100-0740 - Housekeeping		18.80	20.00	20.00
10-100-0760 - Nutrition Services		27.75	27.75	28.80
10-100-0810 - Community Treatment Admin		-	13.65	16.60
10-100-0930 - Acute Care Services Admin		3.90	5.00	7.25
10-100-0810 - Outpatient Admin		-	4.05	3.40
20-100-1000 - Adult Behavioral Health Hospital		35.59	25.66	34.91
20-100-1050 - Youth Behavioral Health Hospital		20.28	20.54	21.09
20-100-1125 - Lakeside Recovery MMT		15.73	15.91	16.49
20-100-1300 - Adult Protective Services		7.80	8.10	9.10
20-100-1700 - Sober Living - Hope House Wausau		0.60	0.60	1.50
2000** - Outpatient Services		40.68	33.30	32.63
20-100-2125 - Psychiatry Residency Program		0.08	1.10	1.20
20-100-2200 - Crisis Services		22.0	24.13	22.20
20-100-2225 - Adult Crisis Stabilization Facility		15.84	14.27	14.55
20-100-2250 - Youth Crisis Stabilization Facility		10.76	12.54	11.50
2325 & 2550** Community Treatment		102.19	88.30	91.00
20-100-2600 - Aquatic Services		8.15	8.15	8.15
20-100-2750 - Demand Transportation		4.50	4.30	4.30
20-100-3500 - Pharmacy		10.64	10.64	10.70
25-100-0900 - MVCC Administration		8.40	8.70	9.45
25-100-3000 - MVCC Direct Nursing Care		130.71	130.11	131.11
40-300-1700 - Sober Living - Hope House Antigo		0.60	0.60	1.50
TOTAL FTE'S		**696.80**	**578.65**	**588.87**

*** Contains multiple prefixes by county which are combined for total program budget and staffing.*

CAPITAL BUDGET

2027 Requests

North Central Health Care (NCHC) has a multi-faceted process for capital budgeting and funding with each of our county partners. Capital budgeting is a process that involves the identification of potentially desirable projects for capital expenditures, the subsequent evaluations of capital expenditure proposals, and the selection of proposals that meet certain criteria. NCHC's threshold to capitalize an asset requires the purchase to be $2,500 or more and have a useful life of two or more years. Equipment with a value of less than $2,500 are budgeted separately and expensed within a program's budget. Moveable equipment of any cost is considered an operational expense and is budgeted for and approved as either an expense or when eligible a capitalized asset.

The following is a listing of capital budgeted items that are included in the 2027 budget and beyond:

PROGRAM	ITEM	DESCRIPTION OF PROJECT	2027	2028	2029	2030	2031
Finance	Point of Sale	Implement Cashiering Software. None currently utilized.			250,000		
Finance	Replace ERP System	Replace Abila with Workday/ERP or financial management software.					1,500,000
Finance	Replace EHR System	Replace Cerner with new EHR system.			4,000,000		
Rev Cycle/ Finance	EHR Assessment	Conduct assessment of current EHR to evaluate ability to meet current and future clinical, operational, regulatory and organizational needs. May include workflow analysis, organizational readiness, vendor market eval., cost analysis, development of implementation roadmap.	200,000				
In-House Transport	Replace Small Bus	Aging fleet >100k mileage	130,000	140,000	150,000	160,000	
In-House Transport	Passenger Vehicle	Purchase Enterprise vehicles	80,000				
In-House Transport	Cargo Van				70,000		
ACS	Electronic Rounding system for ACSF & MMT where one does not exist.	The ACSF and MMT units within the Acute Care Services department do not have an electronic rounding system comparable to all of the other units. We would like to investigate getting one. An estimate for the RTLS system was approx. 500k.		500,000			
MVCC	Broda Wheelchair	Replace 2 per year.	7,000	7,000	7,000	7,000	7,000
MVCC	Mattress Replacement	Replace 2-4 air mattresses annually as we standardize. Replace standard mattresses as needed (large project just completed 5 year life)	10,000	10,000	10,000	10,000	10,000
MVCC	Resident bed frames	2nd of 3 year plan to replace. Increased slightly for inflation	95,000	95,000	-	-	
MVCC	Full body lifts	Replace 2 that are past useful life.	10,000	10,000	10,000	10,000	10,000
MVCC	Sit to stand lifts	Replace 2 that are past useful life.	8,000	8,000	8,000	8,000	8,000
MVCC	Wheelchair cushions	Replacement that are past useful life.	2,500	2,500	2,500	2,500	2,500
MVCC	Dining Room Table Replacement	Replace tables on long term care unit that are past life and infection control risk.	20,000		-	-	-
MVCC	2N/2S Room Floors	Replace resident room floors that weren't done during renovation	200,000	-			
MVCC	Vitals Machine	Replace 1 per year	2,500	2,500	2,500	2,500	2,500
MVCC	Furniture Replacement 2N and 2S	Replace night stands and over the bed tables on long term care.	35,000				
Pharmacy	TCG-Parata parts	Replace as needed due to aging - tentative	4,000	4,000	4,000		
Pharmacy	Med Fridge/Freezer	Replace unit as needed -tentative (had minor service call in 2025)		8,000			
Aquatics	Pool Pump	Backup pool pump and labor. Current pump is getting outdated	6,500				

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PROGRAM	ITEM	DESCRIPTION OF PROJECT	2027	2028	2029	2030	2031
Aquatics	Aquatic Supergym	Equipment needed to provide treatment	5,545	5,545			
Aquatics	Filter replacement	Equipment update	4,100	4,100	4,100		
Aquatics	Pool Plaster	Replaster			85,000		
IMS	Annual Technology Equipment Replacement Rotation	Proactive, annual replacement of laptops, desktops, monitors, docking stations, etc., to keep technology equipment current and operational for providers/staff (4 year rotation goal for most PCs and 10 year rotation goal for most monitors).	300,000	75,000	275,000		
IMS	CCITC Microsoft Server 2025 Licensing and Intrastructure Projects	North Central Health Care's portion of the cross-entity projects for funding Microsoft Server 2025 licensing to support a foundation of long-term reliabilty and security $40,000 and an additional $16,800 for 2027 Archive Manager replacement costs. Also considered are funds for CCITC Data Center needs, Wireless Access Points, UPSs, Network Switches/Network Gear, Azure Cybersecurity, WebEx Phone maintenance, etc., which may be individual charges to NCHC or split between the three entities.	85,000	100,000	100,000		
IMS	CCITC Security System (Genetec) Maintenance	NCHC's portion of the cross-entity project for funding security camera intrastructure improvements and lifecycle maintenance within the shared Genetec video surveillance environment.	15,000				
IMS	QuickCharge (Point-of-Sale) Upgrades/ Cloud Migration	Upgrade and transition QuickCharge equipment and software to web based/hosted solution. Our current on-premise model is over a decade old and will be sunsetted as a product offering/ no longer supported in the near future. QuickCharge is the point-of-sale system for the Bistro, Pharmacy, Gift Shop, and Cafeteria. Some work was completed in late 2025 reducing the prior proposal for the cloud migration.	35,000				
IMS	"Annual Video Conferencing Equipment/Technology Maintenance"	Implement new and upgrade/replace out-of-support video conferencing and telehealth technology/equipment (TVs, TV mounting hardware, cabling, Cisco room kits, mobile carts, etc.) in Wausau, Antigo, and Merrill locations to support internal, external, and meet client/consumer/provider needs.	15,000	30,000	30,000		
IMS/HR	UKG Pro Time Clock Replacement	Upgrade to UKG InTouch DxG2 Time Clocks as existing UKG Touchbase Time Clocks are no longer supported. Existing clocks will reach end-of-life and not function/integrate with the latest UKG timekeeping module (UKG Pro Workforce Management), which we will need to transition to in the near term. Pro and next generation UKG Time Clocks that support Pro Work Force Managmement. There is a rental option versus purchase option for the Time Clocks. We could also look at phasing them in too and incorporate the time keeping upgrade to Pro Workforce Management (timekeeping, acruals, and basic scheduling).		75,000			
IMS/HR	UKG Workforce Management Upgrade	Related to the UKG Pro Time Clock replacement request. Supported time clocks will need to be in place to work with UKG Pro Workforce Management. Our current UTM timekeeping module/ solution is actively being phased out and upgrade plan laid out. The upgrade to UKG Pro Workforce Management is a one-time fee for timekeeping, acruals, and basic scheduling (advanced scheulding will need to be explored).		65,000			
IMS	"Oracle Health (Cerner) Org. Priority Module (e.g., Patient Portal, AI Ambient Listening, Call Reminders) Implementation"	Upgrade to Oracle Health UCC (Unified Consumer Communications) as the currently integrated TeleVox solution is no longer offered as a product solution and will be sunsetted as a product offering/no longer supported in the near future or if we are unable to continue working with Housecalls Pro/Televox as is. Potential need pursue Patient Portal, AI Ambient Listening for Clinical Notes, and/or other modules based on organizational need/priority.		25,000			
Housekeeping	New Small Floor Scrubbers	Small scrubbers are 12 years old so they are due to be replaced (replace 1 per year)		5,000	5,000	5,000	5,000
Dietary	New Coffee machine	Our coffee machines in Bistro are out of warranty and no one local services them, 1 will be replaced in 2026 this is the 2nd one	12,000				
Dietary	Food Processors (2) 8 qt.	Equipment used to puree food for mechanical altered diets, small batch processing	16,000				
Dietary	Refrigerators on units and kithcen	We currently have residental refrigerators on units, these are commercials (6)		39,000			
Dietary	Food Processor 33 qt.	Used for large amounts food processing, one we have is 20+ years old		20,000			
TOTAL			**$1,298,145**	**$1,430,645**	**$5,013,100**	**$205,000**	**$1,545,000**

North Central Health Care

A Tri-County Organization

Wausau Campus
2400 Marshall Street, Suite A
Wausau, Wisconsin 54403
715.848.4600

Mount View Care Center
2400 Marshall Street, Suite B
Wausau, Wisconsin 54403
715.848.4300

Merrill Center
607 N. Sales Street, Suite 309
Merrill, Wisconsin 54452
715.536.9482

Antigo Center
1225 Langlade Road
Antigo, Wisconsin 54409
715.627.6694

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.

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