



North Central Health Care
Person centered. Outcome focused.

navigating
the
curve

2023

2022

2021

2020

2021 ADOPTED BUDGET

2021 BUDGET

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North Central Community Services Program

Board of Directors,

The Blueprint for our 2020 Budget was quickly scrapped as we entered the Covid-19 pandemic in March. Our best laid plans became a process to continuously reforecast and adjust on a month-to-month basis. In the third year of our 5 to 50 Vision we had intended to sharpen our focus to have 20/20 vision, but instead we confidently moved into incident command. Despite the challenges, we have yet to be deterred in our long-term march. We remain steadfast on our path to operationalizing all the necessary elements for sustained organizational viability, to get NCHC to our 50th Anniversary, and set ourselves up for the next 50 years. To create an organization that lives on long past our lives, delivering on our historical promise of *Lives Enriched and Fulfilled*. Our plan for 2021 is based on how our lives are forever changed in the wake of the past several months and our expectations for the future.

We are now a mere 18 months away from our 50th Anniversary in March of 2022. As we present the Budget for 2021, we are uncertain as to exactly when life will get back to normal, or even what normal may mean. We're striving to not only see through this pandemic, but life on the other side. If anything, the pandemic only accelerated trends already in motion. Expanding mental illness and addiction services, and declining long-term care operations are where the tides are headed. Most dominantly, progressive changes in long-term care are accelerating as we move into 2021 with census reductions in Mount View Care Center (28% lower) and Pine Crest (36% lower). Our expectations for our two nursing homes are truly being redefined by strong market forces we are contending with, impacting the entire organization with it. As we look towards the final leg on our 5 to 50 Vision, we are staring down the final turn. Knowing it is in the turns, not the straight stretches, where racers move their position. Curves can take even the best drivers off the road when taken with too much speed. We will be leaning into and seeing through the curve ahead.

Navigating the Curve

Each year, our budget begins with a re-commitment to our long-term financial strategy for *Viability and Choice*. We are a financially viable organization by providing increasing value in driving efficiency, growth and diversification, being highly adaptable to changing conditions, and futuristic in our perspective. Achieving *Viability* brings *Choice*, the choice to invest in our programs, people, and resources needed to redefine the work we do. *Viability and Choice* for NCHC are encompassed in the following long-term financial targets that we build each budget on:

1. 3-5% compound annual growth rate
2. Reducing the ratio of indirect to direct expenses
3. Reducing the ratio of direct expense to gross patient revenue
4. Annual contingency funding of 1.5% of the annual operations budget
5. Attaining 90 days cash on hand
6. Reducing the tax levy funding as a % of the budget
7. Capital expense (investment) of greater than 5% of budget
8. Ability to service campus renovation debt
9. Achieving a 2-3% annual net operating income


The projections for the first three financial goals were laid out in 2016 and our progress over the course of the last several years is outlined below:

	2017 Baseline	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Target
(1)	\$60M	\$66.7M	\$70.1M	\$90M	\$91.5M	\$70M
(2)	42.5%	38.3%	39.4%	41.3%	42.1%	37%
(3)	64%	66%	64.7%	62.3%	64.6%	60%

Our revenue growth for 2021 is approximately \$23.8M above the original target of \$67.7M which is obviously the most notable achievement to date. Unprecedented growth since the 2017 baseline has been to the tune of approximately \$31.5M or 52.5% over the four year period. We far exceeded our targets early on in the endeavor and continue to make progress. Even with a declining long-term service line, I expect this organization to eclipse \$100M in revenue in the near future.

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While growth remains important, operating margin improvements must become laser focused in the next 18-24 months. Our renovations will help to achieve these priorities. In this budget we moved in the wrong direction with our ratio of indirect to direct expenses of 41.3% to 42.1%. The same can be said for the ratio of direct expense to gross patient revenue moving from 62.5% to 64.6%. We have some work to do to get to our targets for 2022 at 37% and 60% respectively.

One of the biggest expenses for any organization are salaries and benefits. The 2021 Budget does not specifically provision for wage adjustments in the program budgets and benefits remain stable at 2020 levels. However, if we are able to get back to normal operations where we hit or exceed our targets, and there is not a whiplash effect on our health plan claims, we should be able to do something for our staff by the 2nd quarter of next year. This will likely not take on the form of a merit program, but market adjustments relative to addressing the priorities identified in our recent compensation program evaluation. The next year will be a great opportunity to overhaul our performance management system while still hoping to provide salary adjustments to keep up with the marketplace. There are a lot of unknowns yet, but will hopefully be in position to accomplish something by the 2nd quarter of 2021.

Contingency Funding

Contingency funding took a hit in the 2020 budget where we experienced a drop from 2.68% (\$1,882,000) in 2019 to 1.1% (\$1,000,000). For the 2021 Budget, our target of 1.5% of the annual operating budget would equate to a target of approximately \$1.375M. We are happy to report that our budget establishes a \$1.4M contingency made up of the \$1M in Board Designated Contingency as well as \$400,000 in operational contingency funding, thereby hitting our target.

Cash Position

Managing cash was never more important than it was in 2020. As volumes dropped in March and April due to COVID-19, we anticipated burning through approximately \$600,000 in cash per month in the “new normal”. With CARES Act funding and good management, we were able to mitigate these losses and generally maintain a solid cash position. We’re going into 2021 with the expectation that we can get back to building our overall cash position to our 90 days cash on hand target. The pandemic showed why it is absolutely critical in any business, especially a volume-based business, to be prepared to weather black swan events such as the pandemic we’ve experienced.

Tax Levy Funding

Starting in the coming year, government budgets will be expected to be pressured and will likely continue to be for a protracted period, as opposed to the general recovery of the broader economy. We expect the next several years to be challenging for our County partners. We will continue to do our part, but the pressures of being asked to absorb costs to continue through other revenue source growth while having unfunded demands for increased services is a clear risk to the organization. Our approach to improving our tax levy efficiency as a percentage of our overall operating budget continues into 2021, if only slightly. For the upcoming year, our total tax levy support is maintained at \$5,493,063 or 5.95% of the \$91.5M Budget. This is a slight efficiency improvement from 2020 of 0.15%. Of the total tax levy support, our skilled nursing operations make up nearly \$2M (approximately 36%) of the total funding from County tax levy.

Capital Funding

Our capital expense target is 5% of our annual operating budget. Capital expense includes both depreciation and new capital spending. For 2021, our total capital expense is slated at 3.8% of budget with \$3,115,989 in depreciation, and \$405,400 in new capital spending. With where we sit, we are reserving capacity for our new campus renovation assets to come online. Over the next couple years, our financials are going to be making big swings with new debt service, additional depreciation and impairment of assets, and as major capital investments slow down.

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We will be well on our way to servicing our debt related to the campus renovations in 2021, with new debt service of \$868,448 factored into the budget. We also are able to continue servicing the debt related to the Pine Crest renovations. Debt service relative to the campus renovations will continue to be built in over the next three budget years. We're confident in our ability to service the debt with the operational improvements and new revenue sources in the years ahead.

Key Priorities for 2021

A budget is a promise, and speaks to the values an organization has. We're growing, and preparing to be stronger for the long-haul. The long-term, as opposed to short-term thinking is what drives us. There's an uneasiness that naturally comes in long-term sustained change efforts that take time, but it's those deep moves that change the course. Our priorities in 2021 are to:

- Continue to strengthen the quality and reliability of our services
- Expand our mental health and recovery continuums of care
- Bring our new capital assets online successfully
- Manage our declining and evolving long-term care operations

Our biggest strategic endeavors are around physical space and technology that will be coming online in the next two years. Very soon, we will be thinking about a new strategic plan once we've accomplished our *5 to 50 Vision*. Truly, 2021 is the final corner for us to start to close the loop on a number of major long-term initiatives.

As I close this year's Budget Letter, I want to thank Jill Meschke, our Chief Financial Officer for all the work that went into developing her first budget here at NCHC. Jill, took a zero-based budget approach that allowed her and our Management Team to challenge long held assumptions about our revenue and cost structures. Essentially, we started from a zero base as opposed to an increase off the current spending levels. We also reexamined allocations and budgeting practices in general. It was a lift, and I appreciate the effort. Also, thank you to Jessica Meadows, our Communications and Marketing Director, for her work on the Budget document. Our approach this year is to present a condensed Executive Budget prior to working through the County budget process, and then circle back with the more comprehensive Adopted Budget document in December that our Board is accustomed to. The final document will provide a complete view into how we will achieve the End Statements of the NCCSP Board in the coming year. It will be a plan to be excited about as we work to achieve all we have in front of us.



With each day we're given, together we can make it a great day!

A handwritten signature in black ink that reads "Michael Loy". The signature is fluid and cursive, written over a white background.

Michael Loy, CEO
North Central Health Care



CHIEF FINANCIAL OFFICER EXECUTIVE SUMMARY

For the budget year ending December 31, 2021, North Central Health Care is projecting annual revenues of \$91,538,586, which is a \$2,042,194 or 2.3% increase over the 2020 budget year. Services of planned growth include Crisis Services, new Youth programming, Community Treatment, Aquatic Services, and Pharmacy with the addition of services to Pine Crest Nursing Home. Alternatively, there are plans for a few revenue decreases in the Day Services operations and Skilled Nursing Facilities.

During 2021 more of the ongoing renovations will be coming online, particularly in Mount View Care Center. With this mid-year transition, North Central Health Care will begin to depreciate the new assets. There are plans for fewer other additions to the annual capital expenditures budgets going forward. For 2021, the total approved capital expenditures budget is \$405,400. Debt service payments for the campus financing begin in 2021 with a first year obligation of \$868,448.

Budget Assumptions

There are a few salary budgeting methodology changes in 2021. Most significantly in 2021, all approved positions are budgeted for fully whereas in prior years a 5% salary vacancy was incorporated for all programs over 20 FTEs and over \$1,000,000 of annual salary expense. During the 2020 operating year, North Central Health Care did not continue with expected merit increases. Likewise in 2021 there is currently no budget for merit increases. The overall salaries budget in 2021 is \$38,850,626, which is \$4,285,754 or 9.0% reduced from the 2020 budget. 2021 staffing budget totals 813 FTEs, which is reduced 56 FTEs or 6.4% from the 2020 budget. These changes are primarily driven by census changes in the skilled nursing facilities.

Employee benefits expense in 2021 is \$13,322,800, which is \$1,249,200 or 8.6% less than the 2020 budget. Benefit expense as a percentage of wages in 2021 is 34.29%. Primary changes in employee benefits include a reduction in health and dental insurance expenses based on actuary forecasting for the remainder of 2020 and through 2021 and an increase in PLT leave time liability as employees are taking less time off than they have in the past. The Wisconsin Retirement System is keeping contribution rates consistent from 2020 at 6.75%.

In the 2021 budget, an accounting methodology was changed to account for capital depreciation within programs rather than at an organizational level. This enables the ability to evaluate program performance accounting for full costs.

Investments in technology continue into 2021 by bringing the electronic medical record (EMR) system, Cerner, online. With improvements in technology come increased costs for maintenance agreements. Other approved capital expenditures total \$405,400 in the 2021 budget. Approximately half of the planned expenses are IT-related for computer and network investments. Other 2021 planned capital purchases include equipment in the residential sites and replacements of items past their useful lives.

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Service Line Highlights

Program service lines include Behavioral Health Services, Community Behavioral Health Services, Community Living, Skilled Nursing Facilities, Pharmacy, and Other Services.

The Behavioral Health Services line includes the following programs: Adult Psychiatric Hospital, Other Institutions, Crisis Stabilization unit, Crisis Services, Lakeside Recovery Medically Monitored Treatment (MMT) Program, Youth Psychiatric Hospital, and the Youth Crisis Stabilization unit (new in 2021). In 2021, the Hospital is budgeting for a census of 14 versus the 2020 budget of 15. Lakeside Recovery is budgeting for an average daily census of eight. The Youth Hospital is targeting a daily census of six and the Youth Crisis Stabilization Facility is targeting a census of six. In 2021 with the opening of the Youth programming, the budget for diversions has been reduced to \$750,000.

Community Behavioral Health Services include Outpatient, Community Treatment, and Clubhouse. The 2021 budget projects growth in the Outpatient and Community Treatment areas and expects Clubhouse to remain consistent year over year.

Community Living Services include Day Services and Residential. Throughout 2020 Day Services has seen a decline due to Covid-19 and this trend is expected to continue. Residential Services in both Supported Apartment and Group Home settings are anticipated to remain consistent through 2021.

The Skilled Nursing Facilities Service Line includes Mount View Care Center and Pine Crest Nursing Home. The 2020 Mount View budgeted census was 183. During the summer of 2021, Mount View Care Center will begin its transition into the newly constructed nursing tower. In order to prepare for this transition and due to Covid-19, the 2021 Mount View daily census will be limited to 145 by January 1 and 132 by July 1. The acuity level of the residents is predicted to increase which will eventually increase the Medicaid reimbursement rate. Pine Crest Nursing Home census was budgeted for 155 in 2020. In the 2021 budget, the target census will be 100.

Pharmacy Services has added support to Pine Crest Nursing Home in 2020, which has increased the program budget into 2021.

Other Services include Demand Transportation and Aquatic Services. Aquatic Services relocated into their new facility in 2020 and are projecting an increase in revenue to the 2021 budget.

Summary

The plan for 2021 sees some new facilities coming online, new depreciation expenses related to those facilities, and the beginning of debt service payments. In addition, census adjustments are occurring in the Skilled Nursing Facilities, which is resulting in changes to budget assumptions in staffing and expense management.



A handwritten signature in black ink that reads "J Meschke".

Jill Meschke, CFO
North Central Health Care



MISSION, VISION, AND CORE VALUES

Our purpose and beliefs aren't simply words on a page or aspirations we are unwilling to achieve.

As the dawn of a new day began in 2017, it was time for a reboot on our Mission, Vision and Core Values. Our prior work in this regard was not fundamentally flawed as to require us to start over, but rather an externally focused perspective needed to be incorporated. As we listened to our community more closely in 2016, our Mission, Vision, and Core Values became simpler, they more 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 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.

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 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...*A Career of Opportunity*,
- ...continue to grow in our contributions to the communities we serve.

DIGNITY

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

INTEGRITY

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

ACCOUNTABILITY

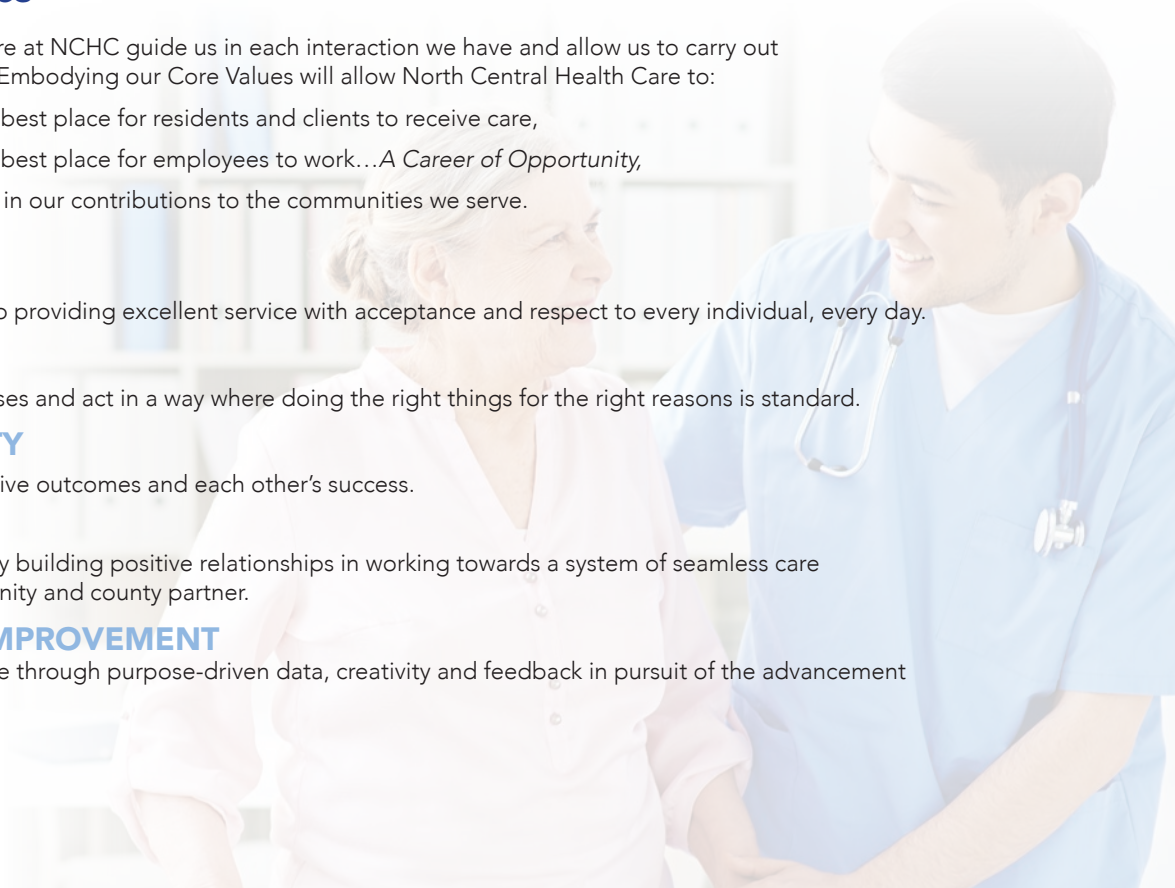
We commit to positive outcomes and each other's success.

PARTNERSHIP

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

CONTINUOUS IMPROVEMENT

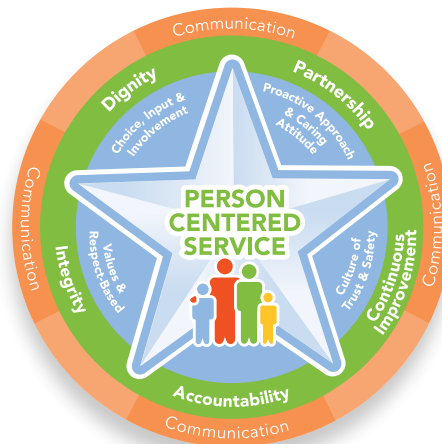
We embrace change through purpose-driven data, creativity and feedback in pursuit of the advancement of excellence.



There is a lot of talk about culture out there. Culture is about creating the right environment and structures for success. Culture at NCHC starts with the foundation of our Mission, Vision, and Core Values. Culture at North Central Health Care focuses one thing above all else:

Redefining Human Connection.

We experience the presence of our culture each day, good or bad. We want to create a culture to influence people in a positive way, a culture where if people are willing to deteriorate human connection, then they can't work here. In late 2016, a team from North Central Health Care was charged with developing our approach to building our culture around Person Centered Service. The development of the model allowed NCHC to create a customer service approach distinctly our own.



Person-Centered Service is about serving others through effective communication, listening to understand and building meaningful relationships. The Person-Centered Service model provides a framework and common language for everyone across NCHC, regardless of where they work. The model helps make NCHC a great place to work, an organization we are all proud of, that has a great reputation.

A few key points of emphasis in the Person-Centered Service model:

- ★ The model is surrounded by a ring of communication – a lack of communication is the first thing that breaks down between people and teams. We have to ensure we are excellent communicators.
- ★ The Service Excellence Star connects with our service excellence vision of quality and connects Person-Centered Service with our dashboard results.
- ★ The graphic of the four individuals represents that we are family and we are serving people as if they are *our* family.
- ★ Our Core Values hold together our Person-Centered Service approach and we serve others based on the following service-focused concepts:
 - Proactive Approach & Caring Attitude
 - Culture of Trust & Safety
 - Values & Respect Based
 - Choice, Input & Involvement

Our NCHC team has been using the Person-Centered Service model as the support structure to continue to develop our culture. So far there has been some amazing momentum created to carry us into the future.



NORTH CENTRAL COMMUNITY SERVICES PROGRAM BOARD OF DIRECTORS

The North Central Community Services Program is a governmental organization established by the counties of Langlade, Lincoln, and Marathon, and is governed by a Board of Directors 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.



Jeff Zriny, Board Chair

- Marathon County
- Joined April 2014
- Retired President/CEO, Wausau Region Chamber of Commerce
- Retired, Health Insurance Executive



Eric Anderson

- Marathon County
- Joined October 2019
- Senior VP, Service Lines, Patient Experience and Post-Acute Care



Randy Balk

- Marathon County
- Joined February 2016
- President/CEO Intercity State Bank



Ben Bliven

- Marathon County
- Joined February 2016
- Chief, Wausau Police Department



John Breske

- Langlade County
- Joined April 2018
- Construction
- Langlade County Board Supervisor



Kirt Gibbs

- Marathon County
- Joined May 2020
- Marathon County Board Supervisor



Jason Hake

- Lincoln County
- Joined May 2020
- Lincoln County Administrative Coordinator
- Referred County Official



Lance Leonard

- Marathon County
- Joined May 2020
- Marathon County Administrator
- Referred County Official



Robin Stowe

- Langlade County
- Joined May 2020
- Langlade County Corporation Counsel
- Referred County Official



Dr. Gabe Ticho

- Marathon County
- Joined May 2020
- Clinical and Consulting Psychiatrist



Pat Voermans

- Lincoln County
- Joined May 2020
- Lincoln County Board Supervisor



Robert Weaver

- Lincoln County
- Joined April 2012
- Retired Plumbing Contractor
- Lincoln County Board Supervisor



Theresa Wetzsteon

- Marathon County
- Joined February 2017
- Marathon County District Attorney

NORTH CENTRAL HEALTH CARE EXECUTIVE MANAGEMENT TEAM



Michael Loy
Chief Executive
Officer



Dr. Rob Gouthro
Chief Medical
Officer



Jaime Bracken
Chief Nursing
Officer



Jarret Nickel
Operations
Executive

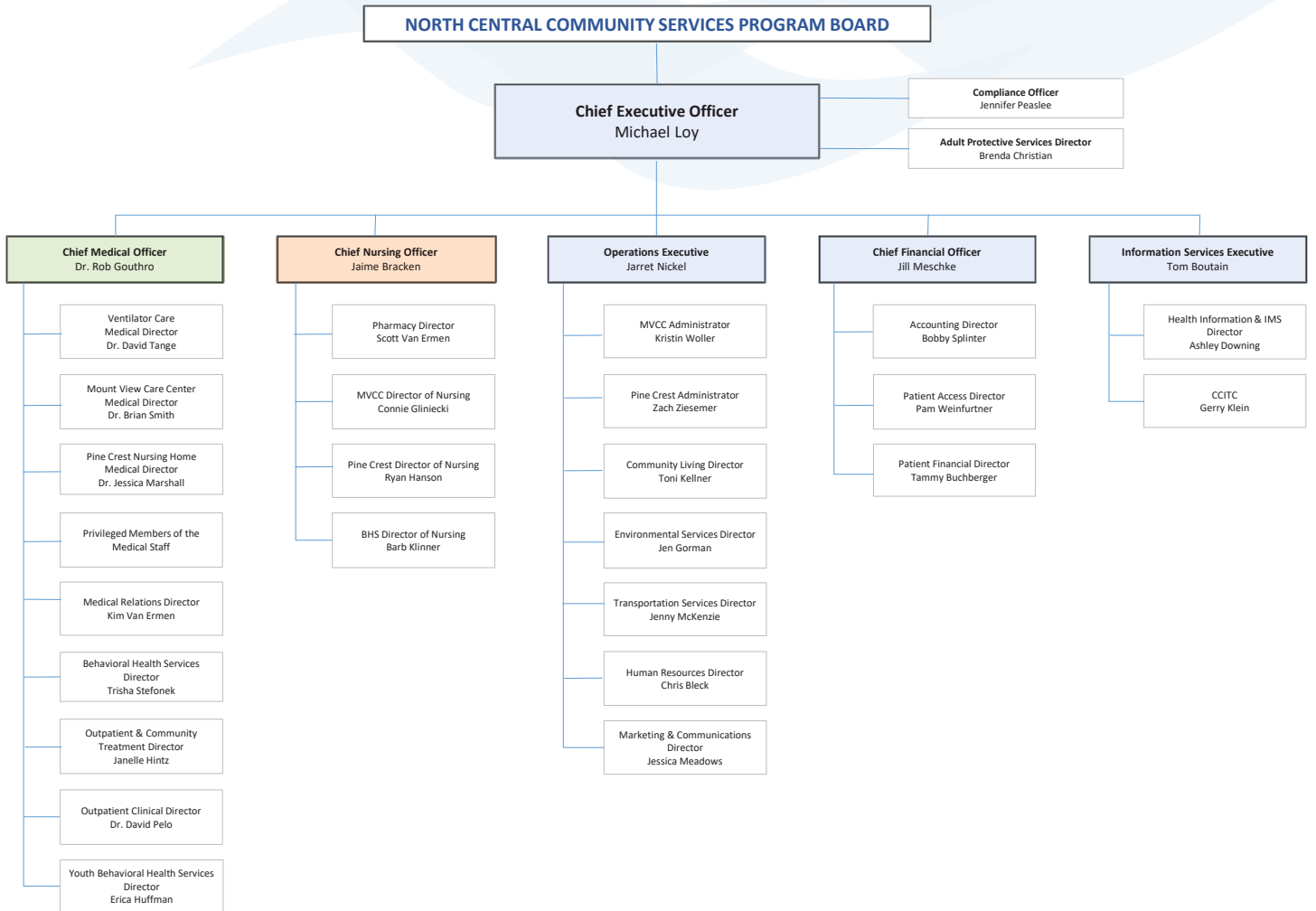


Jill Meschke
Chief Financial
Officer



Tom Boutain
Information Services
Executive

ORGANIZATIONAL CHART



LOOKING BACK – 2019 INDIVIDUALS SERVED BY COUNTY

SERVICES	MARATHON	LINCOLN	LANGLADE	2018 TOTAL*	2019 TOTAL*
Inpatient Psychiatric Care	459	76	47	903	633 people
Community Treatment	671	151	126	907	990 people
Community Corner Clubhouse	95	4	2	204	107 people
Outpatient Services Counseling	983	360	590	2,163	2,010 people
Outpatient Psychiatric Care	1,341	267	193	1,760	1,883 people
Outpatient Services Substance Abuse	1,357	339	302	2,312	2,045 people
Residential Supported Apartments and CBRF	121	2	/	140	130 people
Substance Abuse Day Treatment	63	4	15	91	82 people
Medically Monitored Treatment for Drug & Alcohol Addiction	152	28	31	189	218 people
OWI Assessments	709	118	79	853	922 assessments
Driving with Care	86	/	/	20	86 people
Inpatient Detoxification	72	10	7	70	92 people
Crisis Stabilization	111	9	6	186	136 people
Crisis Care (Adult/Youth)	1,665	188	235	3,647	2,326 assessments
Adult	1,315	232	201	1,827	1,944 adults
Youth	333	48	60	548	478 youth
Adult Day Services	60	1	31	105	96 people
Birth to Three	301	49	40	385	**
Children's Long Term Support	16	55	35	63	106 people
Prevocational Services	83	1	20	121	106 people
Demand Transportation	445	12	2	564	560 people
Adult Protective Services	350 406	47 78	60 4	512 530	457 people 565 Adult/Elder At-Risk Investigations
Aquatic Services	400	22	6	484	458 people
Mount View Post-Acute Care	184	/	/	202 people	184 people
Mount View Dementia Care	177	/	/	336 people	177 people
Mount View Long Term Care	46	/	/	65	46 people
Pine Crest Post-Acute Care	/	186	/	~	186 people
Pine Crest Dementia Care	/	21	/	~	21 people
Pine Crest Long Term Care	/	144	/	~	144 people
Pine Crest Hospice Care	/	18	/	~	18 people

*The Annual Total columns on far right reflect the total number of people served for the program including residents from other counties. ~Not operated by NCHC.
** Birth to Three programming was transferred to Marathon County Special Education in 2019.

BUDGET GUIDELINES & PRIORITIES

The Agreement for the Joint Sponsorship of Community Programs between Langlade, Lincoln, and Marathon Counties requires the Retained County Authority (RCA) Committee to provide budget guidelines and priorities to the NCCSP Board prior to the development of each year's budget by June 1st.

BUDGET GUIDELINES

Present a formal proposed budget document in a similar format to prior year's budget documents with the following key elements included:

- 1) Clearly distinguish the definition and application of shared versus direct budgeting decisions as they are applied to each program.
- 2) Separate county appropriations (levy) per program and make itemized levy requests for each program to the three counties versus one bundled levy request. Counties would incorporate this itemization within their own budgets to reflect this detail as well.
- 3) Develop a multi-year forecast for programs as part of the budget.
- 4) Include some explanation that relates to whether particular programs, or services, are mandated and the level of those mandates.

BUDGET PRIORITIES

The Budget Priorities for 2021 from the perspective of our three county partners are as follows:

- Continue the implementation of past priorities and initiatives laid out in previous Budgets that are multi-year efforts that continue into the new budget year.
- Identify opportunities to provide more expansive mental health and recovery services in the county jails.
- Develop a plan for increasing the ability for onsite Medical Clearance by transitioning Emergency and Crisis Services to a more comprehensive Psychiatric Emergency Department.
- Educate stakeholders on the Human Services Research Institute's strategic plan recommendations and prepare implementation activities.
- Ensure the Sober Living Facility in Langlade County becomes operational.



ORGANIZATION DASHBOARD

Excellence in quality can only be achieved when all levels of the organization share the same goals, effectively measure performance against those goals, and consistently perform their work in a way that contributes to those goals.

The Purpose of Measurement is to:

- ✓ Assess the stability of processes and outcomes to determine whether there is an undesirable degree of variation or a failure to perform at an expected level;
- ✓ Identify problems and opportunities to improve the performance of processes;
- ✓ Assess the outcome of the care provided; and/or
- ✓ Assess whether a new or improved process produces improved outcomes.

Setting clear quality outcome goals provides the focus and clear direction that is necessary for the efficient and effective achievement of those goals.

This is Achieved Through the Following:

- ✓ Clearly defined Organizational Goals in each of the Quality domains (People, Service, Quality, Community, Finance);
- ✓ A system for cascading the Organizational Goals to clearly defined and measurable goals pertaining to the individual functional responsibility at all levels of the organization;
- ✓ The incorporation of comparative data to effectively assess current performance; and
- ✓ A performance system that holds individuals accountable to the achievement of these goals.

2021 APPROVED ORGANIZATION DASHBOARD

Department	Domain	Outcome Measure	↑↓	2020 Target	2020 YTD	2021 Target
North Central Health Care	People	Vacancy Rate	↘	7-9%	7.8%	7-9%
		Turnover Rate	↘	N/A	26.3%	20-23%
		Diversity Composite Index	↘	N/A	N/A	Monitoring
	Service	Patient Experience (Net Promoter Score)	↗	N/A	61.0	55-61
	Quality	Hospital Readmission Rate	↘	10-12%	11.9%	10-12%
		Nursing Home Readmission Rate	↘	10-12%	13%	10-12%
		Nursing Home Quality Star Rating	↗	★★★★	★★★	★★★★
		Zero Harm - Patients	↘	Monitoring	0.74	Monitoring
		Zero Harm - Employees	↘	Monitoring	2.84	Monitoring
	Community	Out of County Placements Days	↘	220	269	230-250
		Diversity, Equity, and Inclusion Access Equity Gap	↘	N/A	N/A	Monitoring
	Finance	Direct Expense/Gross Patient Revenue	↘	60-62%	72.4%	64-67%
		Indirect Expense/Direct Expense	↘	39-41%	39%	44-47%
		Net Income	↗	2-3%	0.4%	2-3%

NEW MEASURE

2021 TARGET

DASHBOARD MEASUREMENT OUTCOME DEFINITIONS AND DETAILS

PEOPLE

Vacancy Rate

Monthly calculation: total number of vacant FTE at month end divided by the total authorized FTE as of month end. YTD calculation: Average of each monthly vacancy rate.

Turnover Rate

Monthly calculation: number of separations divided by the average number of employees x100. YTD calculation: sum of the monthly percentages.

Diversity Composite Index (Monitoring Outcome)

Monthly calculation: A weighted composite of the diversity of NCHC's workforce, management and Board, relative to the demographics of Marathon County. YTD calculation: Weighted average of each month's Diversity Composite Index rate.

SERVICE

Patient Experience (Net Promoter Score)

Monthly calculation: A weighted average of Net Promoter Score. YTD calculation: Weighted average of each month's Net Promoter Score.

QUALITY

Hospital Readmission Rate

Percent of patients who are readmitted within 30 days of discharge from the Inpatient Behavioral Health hospital for Mental Health primary diagnosis. *Benchmark: American Health Care Association/National Center for Assisted Living (AHCA/NCAL) Quality Initiative.*

Nursing Home Readmission Rate

Number of residents re-hospitalized within 30 days of admission to nursing home / total admissions. *Benchmark: American Health Care Association/Centers for Medicare & Medicaid Services (AHCA/CMS)*

Nursing Home Quality Star Rating

Star rating as determined by CMS Standards for both Pine Crest and Mount View Care Center.

Zero Harm Patients (Monitoring Outcome)

Patient Adverse Event Rate: # of actual harm events that reached patients/number of patient days x1000.

Zero Harm Employees (Monitoring Outcome)

Monthly calculation: # of OSHA reportables in the month x 200,000/payroll hours paid within the month. YTD calculations: # of OSHA reportables YTD x 200,000/payroll hours YTD.

COMMUNITY

Out of County Placements

Number of involuntary days that patients spend in out of county placements who have discharged in month of report.

Diversity, Equity and Inclusion (DEI) Access Equity Gap (Monitoring Outcome)

Identify number of consumers served and index their demographics against the demographics of service area. An access equity gap will be established based on the variability in matching the community to our service population.

FINANCE

Direct Expense/Gross Patient Revenue

Percentage of total direct expense compared to gross revenue.

Indirect Expense/Direct Expense

Percentage of total indirect expenses compared to direct expenses.

Net Income

Net earnings after all expenses have been deducted from revenue.



2021 COUNTY APPROPRIATIONS (LEVY) REQUESTS

A key Budget Guideline is to itemize levy requests versus having one bundled levy request per County. The detailed itemization will also be reflected in each County budget to ensure transparency of levy support. The following is the levy request detail for each program by County for 2021.

DIRECT SERVICES

Direct Service programs have specific locations in each County therefore the revenues and expenses can be directly reported to these programs. There is no tax levy support for Direct Services.

SHARED SERVICES

Shared Services programs requiring levy are detailed below. Shared Services programs are based in Marathon County but each County has equal access to their use. All revenues and expenses for these programs are proportionately allocated based on population. Allocations based on population are reviewed every five years per the Agreement between the counties. Most recently this was reviewed in 2015. Currently this equates to an allocation of 11% for Langlade County, 15% for Lincoln County and 74% for Marathon County. Levy numbers below may not represent these percentages precisely as the grants and base county allocations from the State vary by County.

SHARED SERVICES	LANGLADE	LINCOLN	MARATHON	TOTAL
Hospital Psychiatry	-	101,952	389,630	491,582
Crisis	68,376	304,710	1,503,237	1,876,323
Contract Services	82,500	112,500	555,000	750,000
TOTAL	\$150,876	\$519,162	\$2,447,867	\$3,117,905

MARATHON COUNTY ONLY PROGRAMS

North Central Health Care operates a number of programs directly for Marathon County that require tax levy support to operate. The largest of these programs is Mount View Care Center (MVCC).

Community Corner Clubhouse	92,000
Aquatic Therapy Pool	342,345
Mount View Care Center	1,500,000
TOTAL	\$1,934,345

LINCOLN COUNTY ONLY PROGRAMS

During 2020, North Central Health Care incorporated the management of Pine Crest Nursing Home (Pine Crest). This is a program that requires tax levy support to operate.

Pine Crest Nursing Home	440,815
TOTAL	\$440,815

TOTAL TAX LEVY REQUEST FOR 2021

	LANGLADE	LINCOLN	MARATHON	TOTAL
TOTAL 2021 LEVY	\$150,876	\$959,997	\$4,382,212	\$5,493,065

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BUDGET & FINANCIAL STATEMENTS

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DEFINITION OF TERMS

Self-Pay: Funding received from the patient.

Medicare: Medicare is a federal governmental program, providing funding for the elderly and qualified disabilities.

Medicaid: Medicaid is a state governmental program, providing funding for those with lower income. Medicaid may include care services and also managed care, such as Family Care.

Insurance: Funding from commercial insurance.

WI Medicaid Cost Reporting)/CCS Reconciliation (WIMCR): Additional Medicaid funding available for specific programs intended to offset some of the Medicaid deficits in governmental organizations. This funding is available for certified programs in governmental organizations.

Supplemental Payment: Additional funding available for nursing homes intended to offset some of the Medicaid deficit. This funding is only available to governmental nursing homes.

Alcohol and Other Drug Abuse (AODA) Block Grant: Funding used for alcohol and substance abusers, prevention and intervention programs, and programs and services for women and youth; 20% of funds must be used for prevention programming and at least 10% must be expended on programs and services designed for women. It is also known as SAPTG (Substance Abuse Prevention and Treatment Block Grant).

Mental Health (MH) Block Grant Block Grant: Funding used in mental health priority program areas, which may include Community Support Programs, Supported Housing, Jail Diversion, Crisis Intervention, Family and Consumer Peer Support and Self-Help, Programs for Persons with Mental Illness and Substance Abuse Problems, and Community Mental Health Data Set Development.

Intoxicated Driver Program (IDP) Funds: Funding used to cover costs resulting in unanticipated deficits in the county's IDP funding.

Coordinated Service Teams (CST) Expansion: Funding used to expand mental health services to youth and families.

Certified Mental Health Program: Funding used for the purpose of matching funds to federal financial participation for Medicaid-covered services provided by a program that is certified by the department under DHS 34, Subpart III (Crisis Intervention); DHS 36 (Comprehensive Community Services); or DHS 63 (Community Support Services).

85.21 Transportation Grant: Funding used to provide transportation to elderly and disabled residents of Marathon County.

CLTS (Children's Long Term Support): Funding used to provide a range of different services for children who are living at home or in the community and have substantial limitations in multiple daily activities as the result of developmental disabilities, severe emotional disturbances, and/or physical disabilities.

Family Support (Family Support for Families Who Have a Child with Severe Disabilities-FSP): Funding used for families of a child with severe disabilities to purchase goods or services not funded through other sources that will enable the child to reside with his/her parent(s), reduce stress in the family, and avoid out-of-home placement. This is limited to \$3,000 per family annually.

Operating While Intoxicated (OWI) Surcharges: Funding received for providing court-ordered assessments to OWI offenders.

Community Option Program (COP): Funding of last resort to conduct assessments, develop care plans, and to provide community-based services to individuals who otherwise would be at risk of institutional care.

Division of Vocational Rehabilitation (DVR): Funding used to coordinate supported employment services for individuals with mental illness.

Contracted Services: Funding provided through a contract. This could be a contract with an organization, another county, a provider, etc.

Other: Other sources of funding included in direct service programs related to their programs. This could include such items as donations, reimbursement for meals provided in programs such as Day Services, or other funding related to a specific program.

Allocated Revenue: Revenue received in overhead programs and allocated to revenue generating programs. This includes such items as medical record duplications, rebates, purchasing discounts, cafeteria sales, interest income, etc.

Base County Allocation: This is also referred to as Community Aids. This is funding from the State as additional funding for programs providing services to those funded by Medicaid. This may be used as required Medicaid Match and/or to help offset Medicaid deficits.

County Appropriations (Tax Levy): Funding received directly from the sponsoring counties.



COMBINING STATEMENT OF REVENUE & EXPENSES

	2021 BUDGET:			2020 BUDGET:		
	TOTAL	HUMAN SERVICES OPERATIONS	SKILLED NURSING FACILITIES	TOTAL	HUMAN SERVICES OPERATIONS	SKILLED NURSING FACILITIES
REVENUE						
Net Patient Service Revenue	69,429,762	41,372,737	28,057,024	71,073,700	36,812,700	34,261,000
Other Revenue						
State Match/Addendum	3,486,414	3,486,414	-	1,904,700	1,904,700	-
State Grant-in-Aid	5,133,169	5,133,169	-	5,017,805	5,017,805	-
Department and Other Revenue	7,626,179	6,045,365	1,580,814	5,637,122	3,707,534	1,929,588
Counties' Appropriations	5,493,062	3,552,247	1,940,815	5,493,065	3,552,250	1,940,815
Total Other Revenue	21,738,824	18,217,195	3,521,629	18,052,692	14,182,289	3,870,403
TOTAL REVENUE	\$91,168,586	\$59,589,932	\$31,578,653	\$89,126,392	\$50,994,989	\$38,131,403
EXPENSES						
Direct Expenses	63,672,563	45,512,882	18,159,680	63,651,681	39,828,090	23,823,591
Indirect Expenses	27,866,023	14,447,050	13,418,973	26,344,711	12,036,899	14,307,812
TOTAL EXPENSES	\$91,538,586	\$59,959,932	\$31,578,654	\$89,996,392	\$51,864,989	\$38,131,403
Operating Income (Loss)	(370,000)	(370,000)	-	(870,000)	(870,000)	-
Non-operating Gains /(Losses)						
Interest Income	370,000	370,000	-	370,000	370,000	-
Gain/(loss) Disposal of Assets	-	-	-	-	-	-
Total Nonoperating Gains (Loss)	370,000	370,000	-	370,000	370,000	-
Income (Loss)	\$0	\$0	\$0	(\$500,000)	(\$500,000)	\$0

BUDGET TO BUDGET COMPARISON

	2021 BUDGET REVENUE	2021 BUDGET EXPENSE	VARIANCE FUNDED BY STATE BCA/ APPROPRIATION	2020 BUDGET REVENUE	2020 BUDGET EXPENSE	VARIANCE FUNDED BY STATE BCA/ APPROPRIATION
BEHAVIORAL HEALTH SERVICES						
Adult Psychiatric Hospital	4,555,280	7,056,499	(2,501,219)	5,069,376	6,488,873	(1,419,497)
Contract Services (State Institutes)	-	898,901	(898,901)	-	937,995	(937,995)
Crisis Stabilization Unit	1,489,380	1,199,870	289,509	1,215,550	1,215,550	-
Crisis Services	1,009,513	3,165,620	(2,156,107)	595,498	2,438,905	(1,843,407)
Lakeside Recovery (MMT)	1,065,266	1,584,919	(519,653)	963,181	1,556,658	(593,477)
Youth Psychiatry Hospital	1,969,473	2,445,952	(476,479)	1,006,773	1,506,773	(500,000)
Youth Crisis Stabilization Unit	756,571	1,048,781	(292,209)	-	-	-
Subtotal	\$10,845,483	\$17,400,543	(\$6,555,060)	\$8,850,378	\$14,144,754	(\$5,294,376)
COMMUNITY BEHAVIORAL HEALTH SERVICES						
Outpatient Services	3,987,495	8,040,999	(4,053,503)	3,983,790	7,695,125	(3,711,335)
Community Treatment	17,046,030	15,761,361	1,284,668	13,081,374	13,081,374	-
Clubhouse	210,774	324,866	(114,093)	299,017	391,017	(92,000)
Subtotal	\$21,244,298	\$24,127,226	(\$2,882,928)	\$16,661,465	\$202,533,529	(\$3,572,064)
COMMUNITY LIVING						
Day Services	2,904,179	3,354,772	(450,593)	3,888,385	3,888,385	-
Residential Services – Group Homes	2,179,253	1,767,363	411,889	2,078,000	2,078,000	-
Residential Services – Apartments	2,043,422	2,015,060	28,363	2,307,000	2,307,000	-
Subtotal	\$7,126,854	\$7,137,195	(\$10,341)	\$8,273,385	\$8,273,385	-
OTHER SERVICES						
Birth-to-Three	770,624	860,917	(90,293)	-	-	-
Protective Services	9,967	99,401	(89,433)	-	-	-
Demand Transportation	474,675	396,127	78,547	431,904	431,904	-
Aquatic Services	1,173,112	1,332,720	(159,608)	1,022,691	1,365,036	(342,345)
Subtotal	\$2,428,378	\$2,689,166	(\$260,787)	\$1,454,595	\$1,796,940	(\$342,345)
SKILLED NURSING FACILITIES						
Daily Services	27,111,145	30,076,163	(2,965,019)	34,079,853	36,777,351	(2,697,498)
Rehab and Ancillary Services	3,150,390	1,502,490	1,647,900	2,110,735	1,354,052	756,683
Subtotal	\$30,261,535	\$31,578,654	(\$1,317,119)	\$36,190,588	\$38,131,403	(\$1,940,815)
Pharmacy	8,635,806	8,605,802	30,004	6,482,394	6,482,394	-
Total	\$80,542,354	\$91,538,586	(\$10,996,231)	\$78,615,521	\$89,996,392	(\$11,380,871)
Base County Allocation	5,133,169	-	5,133,169	5,017,805	-	5,017,805
County Appropriation	5,493,062	-	5,493,062	5,493,065	-	5,493,065
Non-Operating Revenue	370,000	-	370,000	370,000	-	370,000
TOTAL REVENUE/EXPENSE	\$91,538,586	\$91,538,586	\$0	\$89,496,391	\$89,996,392	(\$500,000)



BUDGET BY COUNTY

	LANGLADE	LINCOLN	MARATHON	TOTAL
HUMAN SERVICES OPERATIONS				
PROGRAM REVENUE				
Direct Services	3,354,505	5,385,697	14,507,712	23,247,915
Shared Services	1,636,413	1,950,611	13,636,963	17,223,987
Base County Allocation	623,077	874,466	3,635,626	5,133,169
TOTAL PROGRAM REVENUE	\$5,613,996	\$8,210,775	\$31,780,301	\$45,605,071
PROGRAM EXPENSES				
Direct Services	3,450,073	5,094,735	14,983,758	23,528,567
Shared Services	2,663,633	3,407,026	20,422,185	26,492,843
TOTAL COST OF SERVICES	\$6,113,706	\$8,501,761	\$35,405,943	\$50,021,410
Excess Revenue/(Expense)	(499,710)	(290,986)	(3,625,642)	(4,416,339)
Non-Operating Revenue	23,698	32,329	313,973	370,000
County Appropriation	150,876	519,162	2,539,865	3,209,903
Excess Revenue/(Expenses) After County Appropriation	(325,136)	260,505	(771,805)	(836,436)

SKILLED NURSING FACILITIES

PROGRAM REVENUE				
Nursing Home Revenue	-	10,830,263	16,280,882	27,111,145
Nursing Home Ancillary Revenue	-	707,672	2,442,718	3,150,390
TOTAL PROGRAM REVENUE	-	\$11,537,935	\$18,723,600	\$30,261,535
PROGRAM EXPENSES				
Nursing Home Expenses	-	11,849,732	18,226,431	30,076,163
Nursing Home Ancillary Expenses	-	8,420	1,494,070	1,502,490
TOTAL PROGRAM EXPENSES	\$0	\$11,858,152	\$19,720,501	\$31,578,654
Excess Revenue/(Expense)	-	(320,218)	(996,901)	(1,317,119)
County Appropriation	-	440,815	1,500,000	1,940,815
Excess Revenue/(Expense) After County Appropriations	-	120,597	503,099	623,696

AQUATIC SERVICES

Direct Services Revenue	-	-	1,173,112	1,173,112
Direct Services Expense	-	-	1,332,720	1,332,720
Excess Revenue/(Expense)	-	-	(159,608)	(159,608)
County Appropriation	-	-	342,345	342,345
Excess Revenue/(Expense) After County Appropriation	-	-	182,737	182,737

PHARMACY

PROGRAM REVENUE				
Direct Services Revenue	-	-	8,635,806	8,635,806
Direct Services Expense	-	-	8,605,802	8,605,802
Excess Revenue/(Expense)	-	-	30,004	30,004

BUDGET WITH COUNTY APPROPRIATION (TAX LEVY)

	2021 BUDGET EXPENSES	NET BILLED REVENUE	GRANT FUNDING	SUPPL PAY/ CCS/ WIMCR	OTHER FUNDING	BASE CO ALLOCATION	COUNTY LEVY	2021 BUDGET REVENUE	% OF PROGRAM FUNDED BY LEVY
BEHAVIORAL HEALTH SERVICES									
Adult Psychiatric Hospital	4,206,123	4,037,922	-	-	136,670	33,686	-	4,208,278	0.00%
Adult Hospital Psychiatry	2,548,717	63,020	-	-	2,442	756,607	491,582	1,313,652	37.42%
Psychiatry Residency	1,085,243	-	-	-	315,226	-	-	315,226	0.00%
Contracted Services (State Institutes)	898,901	-	-	-	-	-	750,000	750,000	100.00%
Crisis Stabilization Unit	1,199,870	1,329,208	-	100,000	60,171	-	-	1,489,380	0.00%
Crisis Services	3,165,620	560,220	-	340,000	109,293	155,082	1,876,320	3,040,915	61.70%
Lakeside Recovery (MMT)	1,449,749	812,003	85,000	36,000	101,016	593,477	-	1,627,495	0.00%
Youth Psychiatric Hospital	1,360,709	1,754,321	-	-	-	-	-	1,754,321	0.00%
Youth Hospital Psychiatry	1,085,243	214,500	-	-	652	-	-	215,152	0.00%
Youth Crisis Stabilization Unit	1,048,781	339,150	417,360	-	61	-	-	756,571	0.00%
Subtotal	\$18,048,957	\$9,110,344	\$502,360	\$476,000	\$725,531	\$1,538,852	\$3,117,902	\$15,470,989	20.15%
COMMUNITY BEHAVIORAL HEALTH SERVICES									
Outpatient Services	3,556,269	1,668,313	602,785	25,000	339,996	789,220	-	3,425,313	0.00%
Outpatient Psychiatry	4,484,729	1,309,803	-	65,000	31,683	2,687,097	-	4,093,583	0.00%
Community Treatment – Adult	6,579,164	5,228,511	370,907	1,223,800	86,792	98,000	-	7,008,010	0.00%
Community Treatment – Youth	9,182,198	8,364,114	1,007,241	571,000	193,664	-	-	10,136,020	0.00%
Clubhouse	324,866	156,420	51,000	-	3,354	-	92,000	302,774	30.39%
Subtotal	\$24,127,226	\$16,727,160	\$2,031,934	\$1,884,800	\$655,489	\$3,574,317	\$92,000	\$24,965,700	0.37%
COMMUNITY LIVING									
Day Services	4,315,090	2,115,706	667,120	-	901,945	-	-	3,684,771	0.00%
Residential Services - Group Homes	1,767,363	2,177,296	-	-	1,956	-	-	2,179,253	0.00%
Residential Services - Apartments	2,015,060	2,039,098	-	-	4,324	-	-	2,043,422	0.00%
Subtotal	\$8,097,513	\$6,332,100	\$667,120	\$0	\$908,225	\$0	\$0	\$7,907,446	0.00%
OTHER SERVICES									
Demand Transportation	396,127	54,000	285,000	-	135,675	-	-	474,675	0.00%
Aquatic Services	1,173,112	936,755	-	-	236,356	-	342,345	1,515,457	22.59%
Subtotal	\$1,569,239	\$990,755	\$285,000	\$0	\$372,031	\$0	\$342,345	\$1,990,132	17.20%
SKILLED NURSING FACILITIES									
MVCC Long-Term Care	4,069,119	1,911,213	-	550,000	484,904	-	500,004	3,446,120	14.51%
MVCC Legacies Dementia Care	6,862,780	4,848,636	-	1,184,577	513,621	-	751,298	7,298,132	10.29%
MVCC Post-Acute Care	2,650,081	1,882,655	-	220,000	207,055	-	170,573	2,480,283	6.88%
MVCC Ventilator Care	4,644,452	3,807,507	-	456,000	214,715	-	78,125	4,556,347	1.71%
MVCC Rehab and Ancillary Services	1,494,070	2,036,000	-	-	406,718	-	-	2,442,718	0.00%
Pine Crest Post-Acute Care	2,593,580	1,676,080	-	-	44,434	-	-	1,720,514	0.00%
Pine Crest Long-Term Care	7,267,241	4,689,746	-	2,485,787	258,205	-	197,983	7,631,721	2.59%
Pine Crest Special Care	1,938,980	1,608,823	-	-	63,351	-	242,832	1,915,006	12.68%
Pine Crest Rehab & Ancillary Services	8,420	700,000	-	-	7,672	-	-	707,672	0.00%
Subtotal-Nursing Home	\$31,528,721	\$23,160,660	-	\$4,896,364	\$2,200,674	-	\$1,940,815	\$32,198,513	6.03%
Pharmacy	\$8,605,802	\$8,212,378	-	-	\$423,428	-	-	\$8,635,806	0.00%
TOTALS	\$91,977,459	\$64,533,398	\$3,486,414	\$7,257,164	\$5,285,379	\$5,113,169	\$5,493,062	\$91,168,586	6.03%



BUDGET BY FUNDING

	GROSS CHARGES	%	EXPENSES	FUNDING BY PAYER	%	FUNDED BY OTHER SOURCES	%
PAYER							
Self Pay	7,784,406	7.8%	7,323,087	5,043,901	7.0%	(2,279,185)	11.6%
Medicare	20,568,795	20.6%	21,053,875	13,327,538	18.5%	(7,726,336)	39.4%
Medicaid	67,694,390	67.8%	59,500,081	51,119,703	71.1%	(8,380,378)	42.7%
Insurance	3,752,483	3.8%	3,661,544	2,431,419	3.4%	(1,230,125)	6.3%
TOTAL	\$99,800,074	100.0%	\$91,538,586	\$71,922,562	100.0%	(\$19,616,024)	100.0%

FUNDING	AMOUNT	%	EXPENSES
Self Pay	5,043,901	5.5%	
Medicare	13,327,538	14.6%	
Medicaid	43,862,539	47.9%	
Insurance	2,431,419	2.7%	
Supplemental Pay	4,896,364	5.3%	
WIMCR	719,000	0.8%	
CCS Reconciliation	1,641,800	1.8%	72,695,512
State Addendums	3,486,414	3.8%	
Community Aids	5,133,169	5.6%	
County Appropriation	5,493,062	6.0%	
All Other	5,503,379	6.0%	18,843,074
	\$91,538,586	100.0%	\$91,538,586

REVENUE BUDGET COMPARISONS

DESCRIPTION	2017 BUDGET	2018 BUDGET	2019 BUDGET	2020 BUDGET	2021 BUDGET	2020-2021 % OF CHANGE
Skilled Nursing Facility Gross Revenue	25,808,000	24,342,000	25,859,000	43,791,000	28,588,024	
Skilled Nursing Facility Contractual Adjustments	(7,767,000)	(7,343,000)	(8,077,000)	(14,045,000)	(7,675,414)	
Net Skilled Nursing Facility Revenue	18,041,000	16,999,000	17,782,000	29,746,000	20,912,611	-42.24%
Outpatient Services Gross Revenue	26,722,000	31,642,000	32,405,800	34,538,000	41,758,644	
Outpatient Services Contractual Adjustments	(10,474,200)	(11,696,200)	(11,377,900)	(11,569,300)	(12,419,999)	
Net Outpatient Services Revenue	16,247,800	19,945,800	21,027,900	22,968,700	29,338,645	21.71%
Psychiatric Hospital Gross Revenue	7,653,000	8,050,000	8,600,000	10,512,000	11,205,501	
Psychiatric Hospital Contractual Adjustments	(3,753,000)	(3,675,000)	(4,348,000)	(5,073,000)	(5,135,738)	
Net Psychiatric Hospital Revenue	3,900,000	4,375,000	4,252,000	5,439,000	6,069,764	10.39%
Pharmacy Gross Revenue	8,996,000	8,847,000	10,860,000	13,400,000	18,247,904	
Pharmacy Contractual Adjustments	(4,948,000)	(4,747,000)	(6,160,000)	(7,320,000)	(10,035,526)	
Net Pharmacy Revenue	4,048,000	4,100,000	4,700,000	6,080,000	8,212,378	25.97%
Net Patient Revenue	42,236,800	45,419,800	47,761,900	64,233,700	64,533,398	0.46%
State Addendums	2,132,700	2,130,700	2,242,500	1,904,700	8,382,778	77.28%
State Grant-In-Aid	3,901,436	3,901,436	5,017,805	5,017,805	5,133,169	2.25%
County Appropriations	7,671,118	7,631,118	6,305,831	5,493,065	5,493,062	0.00%
Other Income	5,928,723	7,615,924	8,782,624	12,847,122	7,996,179	-60.67%
TOTAL REVENUE	\$61,870,777	\$66,698,978	\$70,110,660	\$89,496,392	\$91,538,586	2.23%

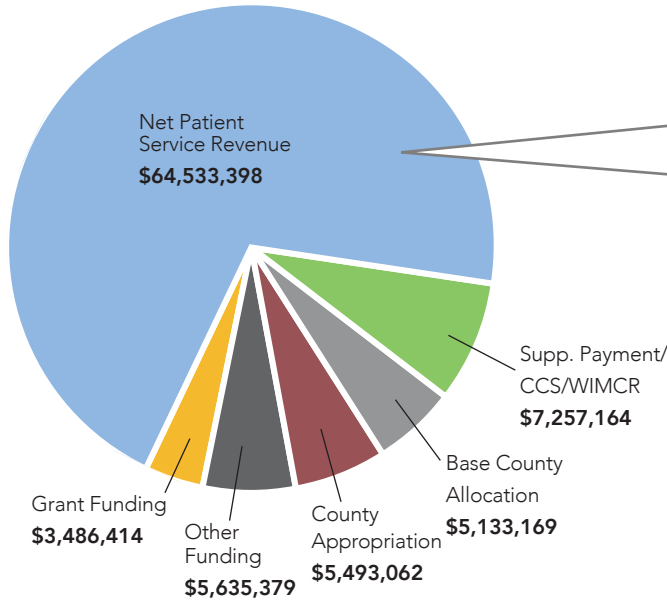
EXPENSE BUDGET COMPARISONS

DESCRIPTION	2017 BUDGET	2018 BUDGET	2019 BUDGET	2020 BUDGET	2021 BUDGET	2020-2021 % OF CHANGE
Salaries and Wages	30,474,824	32,738,156	34,459,665	43,136,380	39,825,626	-8.31%
Employee Benefits	11,626,000	11,938,000	12,800,000	17,975,000	13,322,800	-34.92%
Program Supplies and Expense	8,781,340	9,212,902	11,029,065	14,966,097	18,630,140	19.67%
Purchased and Contracted Services	6,907,349	8,795,473	7,744,683	9,317,668	13,952,605	33.22%
Utilities	611,447	611,447	611,447	853,447	851,661	-0.21%
Education and Travel	351,817	428,000	467,800	458,800	551,434	16.80%
Depreciation and Insurance	2,118,000	2,175,000	2,198,000	2,389,000	3,654,319	34.63%
State Institutes	1,000,000	800,000	800,000	900,000	750,000	-20.00%
TOTAL EXPENSES	\$61,870,777	\$66,698,978	\$70,110,660	\$89,996,392	\$91,538,586	1.68%

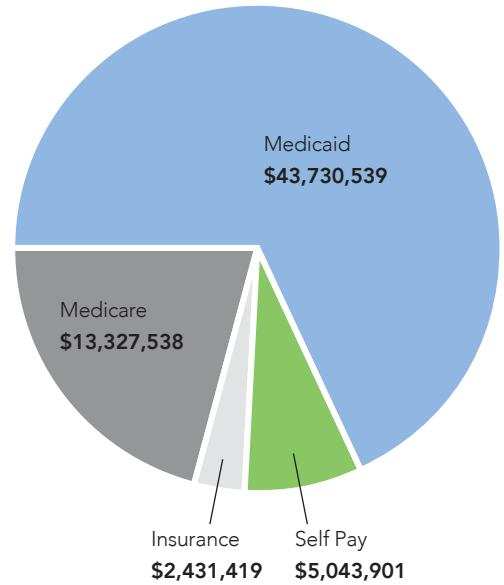


REVENUE & EXPENSE OVERVIEW

2021 Total Revenue: **\$91,538,586**



Net Patient Service Revenue by Payer Source
\$64,533,398



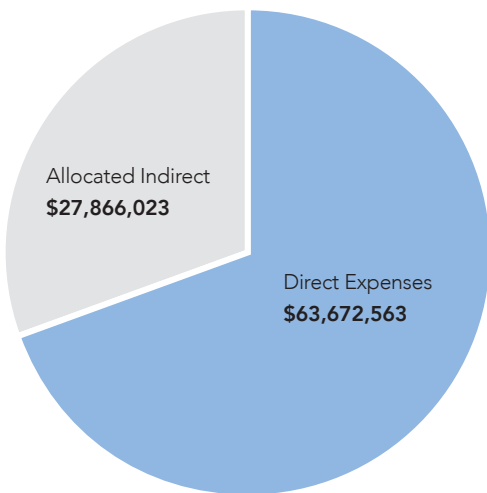
Medicaid: Medicaid is a state governmental program, providing funding for those with lower income. Medicaid may include care services and also managed care such as Family Care.

Medicare: Medicare is a federal governmental program providing funding for the elderly and qualified disabilities.

Self-Pay: Funding received from the patient.

Insurance: Funding received from commercial insurance.

2021 Total Expense: **\$91,538,586**



REVENUE & EXPENSE DETAIL

	REVENUE: NET PATIENT SERVICE REV	GRANT FUNDING	OTHER FUNDING	TOTAL REVENUE	EXPENSE: DIRECT EXPENSES	ALLOCATED INDIRECT EXP	TOTAL EXPENSES
MARATHON COUNTY DIRECT SERVICES							
Outpatient Services	1,042,115	402,175	993,735	2,438,025	1,325,922	1,055,065	2,380,986
Community Treatment - Adult	4,124,671	283,208	858,864	5,266,743	3,985,346	1,089,676	5,075,022
Community Treatment - Youth	5,208,573	219,492	245,583	5,673,648	4,283,436	1,128,348	5,411,784
Day Services	1,368,719	547,920	190,060	2,106,699	1,754,153	651,070	2,405,223
Clubhouse	156,420	51,000	95,354	302,774	240,454	84,412	324,866
Aquatic Services	936,755	-	578,701	1,515,457	839,417	493,303	1,332,720
Demand Transportation	54,000	285,000	135,675	474,675	328,877	67,250	396,127
Subtotal	\$12,891,253	\$1,788,795	\$3,097,971	\$17,778,020	\$12,757,605	\$4,569,125	\$17,326,729
LANGLADE COUNTY DIRECT SERVICES							
Outpatient Services	308,972	85,233	238,800	633,005	585,880	276,636	862,516
Community Treatment - Adult	346,685	32,051	332,102	710,838	423,918	200,162	624,080
Community Treatment - Youth	1,258,541	241,677	357,874	1,858,093	1,123,440	530,456	1,653,896
Day Services	222,414	70,000	18,378	310,792	210,288	99,292	309,580
Subtotal	\$2,136,612	\$428,962	\$947,154	\$3,512,728	\$2,343,527	\$1,106,546	\$3,450,073
LINCOLN COUNTY DIRECT SERVICES							
Outpatient Services	317,225	115,377	291,680	724,283	363,311	134,559	497,870
Community Treatment - Adult	757,155	55,648	217,627	1,030,429	642,208	237,853	880,061
Community Treatment - Youth	1,897,000	546,072	161,207	2,604,279	1,544,488	572,029	2,116,517
Lincoln Industries	524,573	49,200	693,507	1,267,280	1,167,779	432,508	1,600,287
Subtotal	\$3,495,953	\$766,297	\$1,364,021	\$5,626,271	\$3,717,787	\$1,376,949	\$5,094,735
SHARED SERVICES							
Adult Psychiatric Hospital	4,037,922	-	170,356	4,208,278	2,959,933	1,246,190	4,206,123
Adult Hospital Psychiatry	63,020	-	1,250,631	1,313,652	2,030,165	518,552	2,548,717
Youth Psychiatric Hospital	1,754,321	-	-	1,754,321	1,360,709	-	1,360,709
Youth Hospital Psychiatry	214,500	-	652	215,152	847,626	237,617	1,085,243
Psychiatry Residency	-	-	315,226	315,226	242,488	59,172	301,659
Contract Services (State Institutes)	-	-	750,000	750,000	750,000	148,901	898,901
Crisis Stabilization Unit	1,329,208	-	160,171	1,489,380	818,156	381,715	1,199,870
Crisis Services	560,220	-	2,480,695	3,040,915	2,015,046	1,150,574	3,165,620
Youth Crisis Stabilization Unit	339,150	417,360	61	756,571	843,176	205,605	1,048,781
Lakeside Recovery (MMT)	812,003	85,000	730,493	1,627,495	1,019,808	429,941	1,449,749
Outpatient Psychiatry	1,309,803	-	2,783,781	4,093,583	3,465,641	1,019,088	4,484,729
Residential - Group Homes	2,177,296	-	1,956	2,179,253	1,403,565	363,798	1,767,363
Residential - Apartments	2,039,098	-	4,324	2,043,422	1,585,850	429,210	2,015,060
Subtotal	\$14,636,541	\$502,360	\$8,648,346	\$23,787,247	\$19,342,162	\$6,190,363	\$25,532,525
SKILLED NURSING SERVICES							
MVCC Long-Term Care	1,911,213	-	1,534,908	3,446,120	2,083,209	1,985,910	4,069,119
MVCC Legacies Dementia Care	4,848,636	-	2,449,496	7,298,132	3,791,300	3,071,480	6,862,780
MVCC Post-Acute Care	1,882,655	-	597,628	2,480,283	1,526,137	1,123,944	2,650,081
MVCC Ventilator Care	3,807,507	-	748,840	4,556,347	2,967,518	1,676,934	4,644,452
MVCC Rehab/Ancillary Services	2,036,000	-	406,718	2,442,718	1,042,427	451,643	1,494,070
Pine Crest Post-Acute Care	1,676,080	-	44,434	1,720,514	1,542,957	1,050,622	2,593,580
Pine Crest Long-Term Care	4,689,746	-	2,941,975	7,631,721	4,084,066	3,183,175	7,267,241
Pine Crest Special Care	1,608,823	-	306,183	1,915,006	1,122,065	816,914	1,938,980
Pine Crest Rehab/Ancillary Services	700,000	-	7,672	707,672	-	8,420	8,420
Subtotal	\$23,160,660	\$0	\$9,037,853	\$32,198,513	\$18,159,680	\$13,369,041	\$31,528,721
Pharmacy	\$8,212,378	-	\$423,428	\$8,635,806	\$7,351,802	\$1,254,000	\$8,605,802
TOTAL NCHC	\$64,533,398	\$3,486,414	\$23,518,774	\$91,538,586	\$63,672,563	\$27,866,024	\$91,538,586



GRANT FUNDING

	AODA BLOCK GRANT	AODA TX SERVICES	AODA TX WOMEN	IDP FUNDS	SUPPL. AWARD	MH BLOCK GRANT	CST EXPAN.	MAT	MH COMM. AIDS	85.21 GRANT	CHILDREN'S CLTS/COP	BASE COUNTY ALLOC.	COUNTY APPROP.	TOTAL GRANT/ BCA/LEVY FUNDING
MARATHON COUNTY DIRECT														
Outpatient Services	50,200	119,800	23,000	122,100	94,900	-	-	-	-	-	-	428,423	-	838,423
Community Trt.-Adult	-	-	-	-	48,700	51,200	-	-	159,500	-	-	-	-	259,400
Community Trt.-Youth	-	-	-	-	-	-	60,000	-	159,500	-	-	-	-	219,500
Day Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Clubhouse	-	-	-	-	-	-	-	-	-	-	-	-	92,000	92,000
Aquatic Services	-	-	-	-	-	-	-	-	-	-	-	-	342,345	342,345
Demand Transportation	-	-	-	-	-	-	-	-	-	280,000	-	-	280,000	560,000
Subtotals	\$50,200	\$119,800	\$23,000	\$122,100	\$143,600	\$51,200	\$60,000	\$0	\$319,000	\$280,000	\$0	\$428,423	\$714,345	\$2,311,668
LANGLADE COUNTY DIRECT														
Outpatient Services	35,000	27,600	5,600	20,600	27,500	-	-	-	-	-	-	129,223	-	245,523
Community Trt.-Adult	-	-	-	-	-	8,600	-	-	13,600	-	8,200	-	-	30,400
Community Trt.-Youth	-	-	-	-	-	-	60,000	-	13,600	-	41,400	-	-	115,000
Day Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Subtotals	\$35,000	\$27,600	\$5,600	\$20,600	\$27,500	\$8,600	\$60,000	\$0	\$27,200	\$0	\$49,600	\$129,223	\$0	\$390,923
LINCOLN COUNTY DIRECT														
Outpatient Services	15,500	36,800	7,000	29,200	22,700	-	-	-	-	-	-	231,574	-	342,774
Community Trt.-Adult	-	-	11,600	11,900	-	-	22,000	-	-	-	-	45,500	-	91,000
Community Trt.-Youth	-	-	-	-	-	-	60,000	-	21,000	-	129,400	-	-	210,400
Lincoln Industries	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Subtotals	\$15,500	\$36,800	\$18,600	\$41,100	\$22,700	\$0	\$82,000	\$0	\$21,000	\$0	\$129,400	\$277,074	\$0	\$644,174
SHARED SERVICES														
Adult Psychiatric Hospital	-	-	-	-	-	-	-	-	-	-	-	33,686	-	33,686
Adult Hospital Psychiatry	-	-	-	-	-	-	-	-	-	-	-	756,606	491,585	1,248,191
Youth Psychiatric Hospital	-	-	-	-	-	-	-	-	-	-	-	137,619	-	137,619
Youth Hospital Psychiatry	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Psychiatry Residency	-	-	-	-	-	-	-	-	-	-	-	937,995	937,995	1,875,990
Contract Services (State Institutes)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Adult Crisis Stabilization Unit	-	-	-	-	-	-	-	-	-	-	-	155,082	1,688,325	1,843,407
Youth Crisis Stabilization Unit	-	-	-	-	-	-	-	-	-	-	-	593,477	-	593,477
Crisis Services	-	-	-	-	-	-	-	-	-	2,552,115	-	2,552,115	-	-
Lakeside Recovery (MMT)	-	-	-	-	-	-	107,000	-	-	-	-	-	107,000	-
Outpatient Psychiatry	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Residential - Group Homes	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Residential - Apartments	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Subtotals	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$107,000	\$0	\$0	\$5,166,580	\$3,117,905	\$8,391,485
NURSING HOME SERVICES														
Mount View Care Center	-	-	-	-	-	-	-	-	-	-	-	-	1,500,000	1,500,000
Pine Crest Nursing Home	-	-	-	-	-	-	-	-	-	-	-	-	440,815	440,815
Subtotals	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,940,815	\$1,940,815
Pharmacy	-	-	-	-	-	-	-	-	-	-	-	-	-	\$0
Total NCHC	\$100,700	\$184,200	\$47,200	\$183,800	\$193,800	\$59,800	\$202,000	\$107,000	\$367,200	\$280,000	\$179,000	\$6,001,300	\$5,773,065	\$13,679,065

FUNDING BY OTHER SOURCES

	OWI SURCHARGES	PRODUCTION REVENUE	DVR	CONTRACT SERVICES	WIMCR	CCS RECONCILE	SUPPL. PAYMENT	OTHER	ALLOCATED REVENUE	MARATHON CO. MATCH (MAINT.)	TOTAL OTHER FUNDING
MARATHON COUNTY DIRECT SERVICES											
Outpatient Services	110,000	-	-	2,100	5,000	-	-	-	74,376	62,819	254,295
Community Treatment - Adults	-	-	25,000	-	45,000	701,000	-	-	32,863	19,592	823,455
Community Treatment - Youth	-	-	-	-	-	169,000	-	-	76,583	19,582	265,165
Day Services	-	-	40,000	20,000	-	-	-	78,600	-	73,385	211,985
Clubhouse	-	-	35,000	-	-	-	-	51,000	3,354	-	89,354
Aquatic Services	-	-	-	-	-	-	-	87,840	148,516	135,691	372,047
Demand Transportation	-	-	-	132,000	-	-	-	-	-	1,204	133,204
Subtotals	\$110,000	\$0	\$100,000	\$154,100	\$50,000	\$870,000	\$0	\$217,440	\$335,692	\$312,273	\$2,149,505
LANGLADE COUNTY DIRECT SERVICES											
Outpatient Services	21,570	-	-	129,223	10,000	-	-	-	26,760	-	187,553
Community Treatment - Adult	-	-	10,200	-	15,000	257,000	-	-	41,502	-	323,702
Community Treatment - Youth	-	-	-	-	-	248,000	-	-	109,874	-	357,874
Day Services	-	-	55,000	-	-	-	-	29,400	20,226	-	104,626
Subtotals	\$21,570	\$0	\$65,200	\$129,223	\$25,000	\$505,000	\$0	\$29,400	\$198,361	\$0	\$973,754
LINCOLN COUNTY DIRECT SERVICES											
Outpatient Services	24,000	-	-	-	10,000	-	-	24,743	1,364	-	60,107
Community Treatment - Adult	-	-	11,900	-	15,000	190,800	-	-	2,827	-	220,527
Community Treatment - Youth	-	-	-	-	-	154,000	-	-	7,207	-	161,207
Lincoln Industries	-	690,000	-	-	-	-	-	49,200	3,507	-	742,707
Subtotals	\$24,000	\$690,000	\$11,900	\$0	\$25,000	\$344,800	\$0	\$73,943	\$14,904	\$0	\$1,184,547
SHARED SERVICES											
Adult Psychiatric Hospital	-	-	-	-	-	-	-	-	136,670	108,424	245,094
Adult Hospital Psychiatry	-	-	-	-	-	-	-	-	2,442	10,471	12,913
Youth Psychiatric Hospital	-	-	-	-	-	-	-	-	652	-	652
Youth Hospital Psychiatry	-	-	-	-	-	-	-	-	-	83,773	83,773
Psychiatry Residency	-	-	-	140,000	-	-	-	175,000	-	-	315,000
Contract Services (State Institutes)	-	-	-	-	-	-	-	-	-	7,550	7,550
Adult Crisis Stabilization Unit	-	-	-	-	100,000	-	-	-	60,171	21,498	181,669
Youth Crisis Stabilization Unit	-	-	-	-	50,000	-	-	-	61	8,681	58,742
Crisis Services	-	-	-	39,600	340,000	-	-	-	69,693	10,471	459,764
Lakeside Recovery (MMT)	-	-	-	-	-	36,000	-	40,500	60,516	-	137,016
Outpatient Psychiatry	-	-	-	-	25,000	40,000	-	-	31,683	-	96,683
Riverview Terrace	-	-	-	354,000	-	-	-	-	265	-	354,265
Residential - Group Homes	-	-	-	-	-	-	-	-	1,956	-	1,956
Residential - Apartments	-	-	-	-	-	-	-	-	4,324	-	4,324
Subtotals	\$0	\$0	\$0	\$533,600	\$515,000	\$76,000	\$0	\$215,500	\$368,435	\$250,868	\$1,959,403
SKILLED NURSING FACILITIES											
Mount View Care Center	-	-	-	-	-	-	2,410,577	6,000	1,472,747	1,103,088	4,992,412
Pine Crest Nursing Home	-	-	-	-	-	-	2,485,787	-	200,498	-	2,686,285
Subtotals	\$0	\$0	\$0	\$0	\$0	\$0	\$4,896,364	\$6,000	\$1,673,245	\$1,103,088	\$7,678,697
Pharmacy	-	-	-	\$398,563	-	-	-	-	-	-	\$398,563
Total NCHC	\$155,570	\$690,000	\$177,100	\$1,215,486	\$615,000	\$1,795,800	\$4,896,364	\$542,283	\$2,590,638	\$1,666,229	\$14,344,470



2022 – 2023 FORECAST

The 2022 and 2023 Budget Forecasts are continuations of the 2021 budget and in concert with our 10-year long-range financial plan. Some revenue growth can be projected within some programs due to rate increases. These forecasts also anticipate tax levy and base county allocation funding to remain level. To maintain service levels at the 2021 level, other revenue growth and expense management opportunities will need to continue to be explored in order to close the gaps.

2022 BUDGET FORECAST	TOTAL REVENUE	TOTAL EXPENSE	EXCESS REVENUE (EXPENSE)	BASE COUNTY ALLOCATION	COUNTY LEVY	EXCESS REVENUE (EXPENSE)
BEHAVIORAL HEALTH SERVICES						
Adult Psychiatric Hospital	4,300,840	4,332,307	(31,467)	33,686	-	2,220
Adult Hospital Psychiatry	304,872	2,325,179	(2,020,307)	756,607	491,582	(772,117)
Psychiatry Residency	524,682	1,117,800	(593,118)	-	-	(593,118)
Contracted Services (State Institutes)	22,500	925,868	(903,368)	-	750,000	(153,368)
Crisis Stabilization Unit	1,534,061	1,235,867	298,194	-	-	298,194
Crisis Services	1,100,740	3,260,589	(2,159,848)	155,082	1,876,320	(128,446)
Lakeside Recovery (MMT)	1,082,843	1,493,241	(410,398)	593,477	-	183,079
Youth Psychiatric Hospital	1,806,951	1,401,530	405,421	-	-	405,421
Youth Hospital Psychiatry	421,606	917,800	(496,194)	-	-	(496,194)
Youth Crisis Stabilization Unit	779,268	1,080,244	(300,976)	-	-	(300,976)
Subtotal	\$11,878,365	\$18,090,425	(\$6,212,061)	\$1,538,852	\$3,117,902	(\$1,555,307)
COMMUNITY BEHAVIORAL HEALTH SERVICES						
Outpatient Services	2,738,853	3,662,957	(924,105)	789,220	-	(134,885)
Outpatient Psychiatry	1,529,293	4,619,271	(3,089,978)	2,687,097	-	(402,880)
Community Treatment – Adult	7,120,250	6,976,539	143,712	98,000	-	241,712
Community Treatment – Youth	10,440,100	9,757,664	682,437	-	-	682,437
Clubhouse	219,857	334,612	(114,755)	-	92,000	(22,755)
Subtotal	\$22,048,353	\$25,351,043	(\$3,302,690)	\$3,574,317	\$92,000	(\$363,628)
COMMUNITY LIVING						
Day Services	4,176,414	4,444,543	(268,129)	-	-	(268,129)
Residential Services - Group Homes	1,844,630	1,368,345	476,285	-	-	476,285
Residential Services - Apartments	2,104,725	2,075,512	29,213	-	-	29,213
Subtotal	\$8,125,769	\$7,888,399	\$237,370	\$0	\$0	\$237,370
OTHER						
Demand Transportation	488,915	408,011	80,904	-	-	80,904
Aquatic Services	1,218,575	1,208,305	10,270	-	342,345	352,615
Subtotal	\$1,707,491	\$1,616,316	\$91,174	\$0	\$342,345	\$433,519
SKILLED NURSING FACILITIES						
MVCC Long-Term Care	3,049,500	4,191,192	(1,141,693)	-	500,004	(641,689)
MVCC Legacies Dementia Care	6,765,778	7,068,663	(302,885)	-	751,298	448,413
MVCC Post-Acute Care	2,384,119	2,729,583	(345,465)	-	170,573	(174,892)
MVCC Ventilator Care	4,614,912	4,783,785	(168,873)	-	78,125	(90,748)
MVCC Rehab/Ancillary Services	2,315,999	1,538,892	777,107	-	-	777,107
Pine Crest Post-Acute Care	1,772,129	2,671,387	(899,258)	-	-	(899,258)
Pine Crest Long-Term Care	7,662,689	7,485,258	177,431	-	197,983	375,414
Pine Crest Special Care	1,729,625	1,997,149	(267,524)	-	242,832	(24,693)
Pine Crest Rehab/Ancillary Services	728,902	8,673	720,229	-	-	720,229
Subtotal	\$31,023,654	\$32,474,583	(\$1,450,929)	\$0	\$1,940,815	\$489,886
Pharmacy	\$8,894,880	\$8,863,976	\$30,904	\$0	\$0	\$30,904
TOTALS	\$83,678,512	\$94,284,743	(\$10,606,231)	\$5,113,169	\$5,493,062	\$0

2023 BUDGET FORECAST

	TOTAL REVENUE	TOTAL EXPENSE	EXCESS REVENUE (EXPENSE)	BASE COUNTY ALLOCATION	COUNTY LEVY	EXCESS REVENUE (EXPENSE)
BEHAVIORAL HEALTH SERVICES						
Adult Psychiatric Hospital	4,429,866	4,462,276	(32,410)	33,686	-	1,276
Adult Hospital Psychiatry	632,205	2,394,934	(1,762,729)	756,607	491,582	(514,540)
Psychiatry Residency	740,423	1,151,334	(410,912)	-	-	(410,912)
Contracted Services (State Institutes)	23,175	953,644	(930,469)	-	750,000	(180,469)
Crisis Stabilization Unit	1,580,083	1,272,943	307,140	-	-	307,140
Crisis Services	1,133,763	3,358,406	(2,224,644)	155,082	1,876,320	(193,242)
Lakeside Recovery (MMT)	1,115,329	1,538,039	(422,710)	593,477	-	170,767
Youth Psychiatric Hospital	1,861,160	1,443,576	417,583	-	-	417,583
Youth Hospital Psychiatry	434,254	945,334	(511,080)	-	-	(511,080)
Youth Crisis Stabilization Unit	802,646	1,112,651	(310,005)	-	-	(310,005)
Subtotal	12,752,903	18,633,138	(5,880,235)	1,538,852	3,117,902	(1,223,481)
COMMUNITY BEHAVIORAL HEALTH SERVICES						
Outpatient Services	2,821,018	3,772,846	(951,828)	789,220	-	(162,608)
Outpatient Psychiatry	1,575,172	4,757,849	(3,182,677)	2,687,097	-	(495,580)
Community Treatment – Adult	7,333,858	7,185,835	148,023	98,000	-	246,023
Community Treatment – Youth	10,753,303	10,050,394	702,910	-	-	702,910
Clubhouse	226,452	344,651	(118,198)	-	92,000	(26,198)
Subtotal	\$22,709,804	\$26,111,574	(\$3,401,771)	\$3,574,317	\$92,000	\$264,547
COMMUNITY LIVING						
Day Services	4,301,706	4,577,879	(276,173)	-	-	(276,173)
Residential Services - Group Homes	1,699,969	1,409,395	290,574	-	-	290,574
Residential Services - Apartments	2,167,867	2,137,777	30,090	-	-	30,090
Subtotal	\$8,169,542	\$8,125,051	\$44,491	\$0	\$0	\$44,491
OTHER						
Demand Transportation	503,583	420,252	83,331	-	-	83,331
Aquatic Services	1,255,133	1,244,554	10,578	-	342,345	352,923
Subtotal	\$1,758,715	\$1,664,806	\$93,909	\$0	\$342,345	\$436,254
SKILLED NURSING FACILITIES						
MVCC Long-Term Care	3,140,985	4,316,928	(1,175,943)	-	500,004	(675,939)
MVCC Legacies Dementia Care	6,968,751	7,280,723	(311,972)	-	751,298	439,326
MVCC Post-Acute Care	2,455,642	2,811,471	(355,829)	-	170,573	(185,255)
MVCC Ventilator Care	4,753,360	4,927,299	(173,939)	-	78,125	(95,814)
MVCC Rehab/Ancillary Services	2,385,479	1,585,059	800,420	-	-	800,420
Pine Crest Post-Acute Care	1,825,293	2,751,529	(926,235)	-	-	(926,235)
Pine Crest Long-Term Care	7,892,570	7,709,816	182,754	-	197,983	380,737
Pine Crest Special Care	1,781,514	2,057,063	(275,550)	-	242,832	(32,718)
Pine Crest Rehab/Ancillary Services	750,769	8,933	741,836	-	-	741,836
Subtotal	\$31,954,364	\$33,448,821	(\$1,494,457)	\$0	\$1,940,815	\$446,358
Pharmacy	\$9,161,727	\$9,129,895	\$31,832	\$0	\$0	\$31,832
TOTALS	\$86,507,054	\$97,113,285	(\$10,606,231)	\$5,113,169	\$5,493,062	\$0



2021 UNIT COSTS

The following is additional information showing the total cost per unit for each program, which is direct cost and overhead. In the event that a program is not included, the total unit cost for all other programs would increase as overhead would be reallocated.

	TOTAL EXPENSES	BILLABLE UNIT	UNIT HOURS/DAYS	UNIT TOTAL EXP	COUNTY (LEVY) APPROPRIATION	APPROPRIATION (LEVY) PER UNIT
BEHAVIORAL HEALTH SERVICES						
Adult Psychiatric Hospital	\$4,206,123	5,110	Days	\$823.12	-	-
Adult Hospital Psychiatry	\$2,548,717	7,850	RVUs	\$324.68	\$491,582.00	\$62.62
Adult Crisis Stabilization Unit	\$1,199,870	40,250	Hours	\$29.81	-	-
Crisis Services	\$3,165,620	15,360	Hours	\$206.10	\$1,688,325.00	\$109.92
Medically Monitored Treatment (MMT)	\$1,449,749	34,500	Hours	\$42.02	-	-
Youth Psychiatric Hospital	\$1,360,709	2,190	Hours	\$621.33	-	-
Youth Hospital Psychiatry	\$1,085,243	5,500	RVUs	\$197.32	-	-
Youth Crisis Stabilization Unit	\$1,048,781	7,000	Hours	\$149.83	-	-
COMMUNITY SERVICES						
Wausau Outpatient	\$2,331,053	10,140	Hours	\$229.89	-	-
Merrill Outpatient	\$497,870	2,925	Hours	\$170.21	-	-
Antigo Outpatient	\$727,346	3,218	Hours	\$226.06	-	-
Outpatient Psychiatry Services	\$4,484,729	22,500	RVUs	\$199.32	-	-
Wausau Community Treatment Adult	\$5,075,022	37,680	Hours	\$134.69	-	-
Wausau Community Treatment Youth	\$5,411,784	24,160	Hours	\$224.00	-	-
Merrill Community Treatment Adult	\$880,061	5,730	Hours	\$153.59	-	-
Merrill Community Treatment Youth	\$2,116,517	10,445	Hours	\$202.63	-	-
Antigo Community Treatment Adult	\$624,080	3,585	Hours	\$174.08	-	-
Antigo Community Treatment Youth	\$1,653,896	6,040	Hours	\$273.82	-	-
Community Corner Clubhouse	\$324,866	2,192	Hours	\$148.23	\$92,000.00	\$41.98
COMMUNITY LIVING SERVICES						
Wausau Adult Day Services	\$598,631	62,400	Hours	\$9.59	-	-
Wausau Prevocational	\$846,274	63,338	Hours	\$13.36	-	-
Antigo Adult Day Services	\$309,580	25,788	Hours	\$12.00	-	-
Lincoln Industries	\$1,600,287	60,834	Hours	\$26.31	-	-
Riverview Terrace	\$353,473	2,920	Days	\$121.05	-	-
Residential - Andrea	\$419,160	2,920	Days	\$143.55	-	-
Residential - Chadwick	\$472,459	2,920	Days	\$161.80	-	-
Residential - Bissell	\$455,243	2,920	Days	\$155.91	-	-
Residential - Heather	\$420,501	2,555	Days	\$164.58	-	-
Residential - Riverview	\$518,769	11,680	Days	\$44.42	-	-
Residential - Jelinek	\$681,093	8,760	Days	\$77.75	-	-
Residential - Forest Street	\$484,446	5,840	Days	\$82.95	-	-
Residential - Fulton Street	\$330,752	2,920	Days	\$113.27	-	-
Pharmacy	\$8,605,802	220,000	Prescriptions	\$39.12	-	-
OTHER SERVICES						
Demand Transportation	\$396,127	12,500	Trips	\$31.69	-	-
Aquatic Services	\$1,332,720	7,270	Hours	\$183.32	\$342,345.00	\$47.09
SKILLED NURSING FACILITIES						
Mount View Care Center	\$19,367,028	44,713	Days	\$433.15	\$1,500,000.00	\$33.55
Pine Crest Nursing Home	\$11,858,152	36,500	Days	\$324.88	\$440,815.00	\$12.08



HUMAN SERVICES OPERATIONS

2021 BUDGET BY PROGRAM



North Central Health Care’s Human Services Operations 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 drug abuse. There are a number of programs contained within the Human Services Operations grouped into broad departments to deliver community services programs.

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HUMAN SERVICES OPERATIONS

MANAGEMENT TEAM



Janelle Hintz
Outpatient and
Community Treatment
Director



Erica Huffman
Youth Behavioral Health
Services Director



Toni Kellner
Director of
Community Living



Barbara Klinner
Behavioral Health Services
Director of Nursing



Dr. David Pelo
Outpatient
Clinical Director



Trisha Stefonek
Behavioral Health
Services Director



Kim Van Ermen
Medical Staff
Relations Director



Michelle Carr
Community
Treatment Manager -
Marathon County



Jamie Collins
Group Homes
Manager



Mike Frankel
Community Corner
Clubhouse Manager



Lyndsey Leach
Outpatient Nurse
Manager



Jennifer McKenzie
Transportation
Manager



Kim Moore
Crisis Clinical
Manager



MaiGer Moua
Crisis & Crisis Stabilization
Unit Business Manager



Karissa Nelson
Community
Treatment ACT
Manager



Terri Ryan
Inpatient Nurse
Manager



Marne Schroeder
Community
Treatment Assistant
Director



Holly Westberg
Community
Treatment Manager -
Lincoln/Langlade



**Giana Zubke
Brubacher**
Community
Treatment Manager -
Youth Services

■ MEDICAL SERVICES ADMINISTRATION

DESCRIPTION

Provide medical administrative oversight and support for the mental health programs.

STAFFING

Position	2019 FTE's	2020 FTE's	2021 FTE's
Chief Medical Officer	-	0.8	0.5
Chief Nursing Officer	-	1.0	-
Medical Staff			
Relations Director	-	1.0	1.0
TOTAL	0.0	2.8	1.5

2021 INITIATIVES & GOALS

- Onboarding new physicians.
- Increase resident learning opportunities.
- Provide faculty development.
- Coding education for providers.

BUDGET HIGHLIGHTS

The Chief Nursing Officer position is moved to a new program in 2021.

BUDGET SUMMARY

	2019 Budget	2020 Budget	2021 Budget
Salaries	-	407,980	424,894
Benefits	-	166,804	124,528
Other Direct Expenses	-	17,000	10,730
TOTAL DIRECT EXPENSES	-	\$591,784	\$560,152



HUMAN SERVICES OPERATIONS

BEHAVIORAL HEALTH SERVICES

Behavioral Health Services includes Emergency and Crisis Services, Behavioral Health Hospitals (Adult & Youth), Contract Services (Diversion), Psychiatry Residency Program, Crisis Stabilization Units (Adult & Youth) and Lakeside Recovery Medically Monitored Treatment (MMT). These programs are some of the most important and needed services in our community. Demand for these services has grown considerably and has created many financial and system pressures.

BEHAVIORAL HEALTH SERVICES

■ *Emergency and Crisis Services*

DESCRIPTION

North Central Health Care Emergency & Crisis Services is a state certified program offering services to residents of Marathon, Langlade and Lincoln Counties. Services include a 24-hour Crisis Center, a 24-hour Hotline, Mobile Crisis response team, and Youth Crisis Stabilization. Individualized services are provided in the least restrictive manner utilizing natural environments and peer supports whenever possible. The focus of the program is to prevent and de-escalate crisis situations, while also offering community-based treatment and support options. The program is equipped with resources to assess clients and determine their needs, which ranges from community supports and outpatient counseling to inpatient hospitalization.

Crisis Center: 24-hour specialized assistance with urgent mental health stabilization, developmental disability or substance abuse needs. Support will be provided to stabilize the conditions of acute mental health symptoms. Acting as a triage center, much of what the Crisis Center does is get the individual to the location or access to services that they need to alleviate their crisis.

Crisis & Suicide Prevention Hotline: The Crisis & Suicide Prevention Hotline is confidential and anonymous. Specially trained staff provide emergency and crisis counseling over the phone, including intervention. Assistance is provided 24 hours a day, 7 days a week for emotional, mental health, suicide prevention or substance abuse situations.

Mobile Crisis: The staff of Crisis Services are trained as a state certified Mobile Crisis Unit that travels to avert crises and de-escalate situations. Assessments and interventions by the Crisis Team are available on-site at the North Central Health Care offices in Wausau, Antigo and Merrill, or out in the community. The Crisis teams are made up of trained personnel in the area of crisis intervention and utilize physicians, nurses, law enforcement personnel, psychiatrists, mental health technicians, and other specially trained staff. The team offers an assessment and assists with

the disposition of the crisis situation. Disposition may include, but is not limited to, the following: home, inpatient psychiatric treatment, crisis bed placement, and other community placements. The team can also provide linkage and follow-up services with other community providers and agencies to ensure continuity of care.

Adult and Youth Crisis Stabilization Units: The Adult and Youth Crisis Stabilization Units provide crisis stabilization services. The Youth Crisis Stabilization Unit serves children and adolescents under the age of 18. The Adult Crisis Stabilization Unit serves adults 18 and older. Services aimed at stabilizing or preventing a mental health crisis are provided throughout a short-term stay in our program. These services include assessment, treatment planning, therapeutic and skill building groups, individual counseling, and service coordination.

Crisis Assessment Response Team (CART): This program teams North Central Health Care crisis workers with law enforcement partners to respond to community needs of mental health concern. 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 that they receive the best supportive care and are able to meet the terms of their legal agreements. This program also works closely with Comprehensive Community Services to assign case managers to eligible participants.

POPULATION SERVED

All ages and legal status are served by the Crisis Center Services. Anyone and everyone who is having a crisis related to mental illness, substance abuse, or suicidal ideation may be served in some capacity. Elderly, developmentally disabled individuals, families, children, and adults may all be served in the Crisis Center. The Crisis Center also provides referrals to other organizations when needs are related to situations such as job loss, spousal abuse, housing and other life issues.

BEHAVIORAL HEALTH SERVICES

■ Emergency and Crisis Services

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, Langle and Marathon Counties: 24 hours/day, 7 days/week, 365 days/year

2021 INITIATIVES & GOALS

- Increase inclusivity and diversity in program settings and care
- Expand CART to PM coverage
- Expand Crisis services to include psychiatric care and nursing
- Incorporate security presence into the daily operations of all BHS programs
- Expand Linkage & Follow-up to accommodate caseloads
- Open a more comprehensive stabilization service and write medical clearance

BUDGET HIGHLIGHTS

2.8 FTEs have been reclassified from professional level to Master's level and added in total in order to provide for the increasing needs of the patient population.

Security personnel have been moved to an administrative program.

STAFFING

Position	2019 FTEs	2020 FTEs	2021 FTEs
Manager	1.0	1.0	1.0
Court Liasion	1.0	1.0	1.0
Crisis Clinical Manager	1.0		1.0
Crisis Professional	20.0	22.0	22.1
Master Crisis Professional	-	-	4.4
Youth Crisis Workers	4.2	-	-
Law Enforcement Liasion	0.5	0.5	-
Transportation Staff	1.0	1.0	-
Administrative Assistant	-	0.8	-
Nursing Support & Education Team	-	-	0.6
TOTAL	28.7	26.3	30.1

BUDGET SUMMARY

	2019 Budget	2020 Budget	2021 Budget
Net Patient Services Revenue	156,000	196,000	200,000
County Appropriation	1,705,185	1,843,407	1,843,407
Other Revenue	797,757	371,498	927,815
TOTAL REVENUE	2,658,942	2,410,905	2,971,222
Salaries	1,303,787	1,234,432	1,504,933
Benefits	484,290	531,278	441,065
Other Direct Expenses	81,318	58,964	62,689
TOTAL DIRECT EXPENSE	\$1,869,395	\$1,824,674	\$2,008,687



BEHAVIORAL HEALTH SERVICES

■ *Adult Behavioral Health Hospital*

DESCRIPTION

North Central Health Care provides 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.

Within the umbrella of inpatient service offerings, NCHC also has **Contracted Services**. Contracted Services includes the expenses related to inpatient hospitalization in other institutes for several reasons including but not limited to: unit capacity limits, age, and stability of patients.

Psychiatric Residency Program: North Central Health Care continues its educational partnership with the Medical College of Wisconsin to provide an inpatient and crisis experience 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.

POPULATION SERVED

All individuals in Marathon, Lincoln, and Langlade Counties with severe psychiatric and detoxification needs are served. The Inpatient Psychiatric Hospital provides care for those 18 and older. For those under the age of 18, 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 75 (medical detoxification). 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

2021 INITIATIVES & GOALS

- Transition from locum/contract psychiatry to two staff psychiatrists in July 2021
- Reduce readmissions of high utilizer clients
- Train and reinforce Crisis Prevention Institute (CPI) training concepts of least restrictive interventions
- Maintain reduced billing denials for medical necessity
- Transition to primarily in-house medical clearances
- Implement improved hospital discharge planning for improved post-discharge outcomes
- Implement improved therapeutic programming
- Train direct care staff on core psychiatric disorder concepts and associated therapeutic interventions

RESIDENCY PROGRAM

2021 INITIATIVES & GOALS

- Implement Post Graduate Year 4
- Develop a residency recruitment plan
- Optimize scheduling
- Develop and implement Psychotherapy education for residents at NCHC

BEHAVIORAL HEALTH SERVICES

■ Youth Behavioral Health Hospital

DESCRIPTION

North Central Health Care provides inpatient behavioral health services for youth under age 18 who have complex psychiatric needs. In the third quarter of 2020 the Youth Hospital operated. The Inpatient Youth 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

All individuals in Marathon, Lincoln and Langlade Counties ages 13-17 with severe psychiatric and detoxification needs are served. 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

2021 INITIATIVES & GOALS

- Develop annual staff competency validation program.
- Enhance daily patient schedule to maximize participation and benefit.
- Develop shared staffing and orientation plan with adult hospital to increase pool of nurses able to work with both youth and adult patients.
- Reinforce Crisis Prevention Institute training concepts including de-escalation, use of least restrictive interventions and physical holds.
- Identify opportunities for collaboration with new Youth Crisis Stabilization Program.



BEHAVIORAL HEALTH SERVICES

■ Adult & Youth Behavioral Health Hospital

BUDGET HIGHLIGHTS (ADULT & YOUTH BEHAVIORAL HEALTH HOSPITALS COMBINED)

The Youth Behavioral Health Hospital successfully opened in 2020 and is budgeted for a full year of operation in 2021. The budget summary is combined for Adult and Youth Behavioral Health Hospitals.

STAFFING

Position	2019 FTEs	2020 FTEs	2021 FTEs
Director	1.0	2.0	1.2
Master Social Worker	1.0	2.4	2.5
Bachelor Social Worker	1.0	1.0	1.5
Advanced Practice Provider	2.4	1.4	1.2
Psychiatrist	2.0	2.5	3.4
Occupational Therapist			
Assistant	1.0	1.5	1.3
Nurse Manager	1.0	1.0	1.0
Registered Nurse			
& Licensed Practical Nurse	14.4	21.4	19.0
Behavioral Health Technician	6.3	12.6	12.3
Medical Scribe	1.0	1.4	1.4
Substance Abuse Counselor	1.0	0.4	
Psychologist	0.8	1.0	0.8
Administrative Support	1.0	1.0	-
Medical Staff Relations			
Director	0.5	-	-
Therapist	-	1.0	2.0
Nursing Support			
& Education Team	-	-	2.0
TOTAL	34.4	50.6	49.6

BUDGET SUMMARY (ADULT & YOUTH BEHAVIORAL HEALTH HOSPITALS COMBINED)

	2019 Budget	2020 Budget	2021 Budget
Net Patient Services Revenue	4,252,000	5,439,000	5,766,949
County Appropriation	297,175	336,500	336,500
Other Revenue	2,037,322	1,605,662	911,689
TOTAL REVENUE	\$6,586,497	\$7,381,162	\$7,015,138
Salaries	2,784,384	3,574,588	3,701,332
Benefits	1,034,256	1,505,640	1,084,784
Other Direct Expenses	1,410,018	1,108,845	2,399,412
TOTAL DIRECT EXPENSE	\$5,228,658	\$6,189,073	\$7,185,528

BEHAVIORAL HEALTH SERVICES

■ Contracted Services

DESCRIPTION

For all individuals in Marathon, Lincoln and Langlade Counties under the age of 18, or other individuals NCHC is unable to serve locally for inpatient care, appropriate placement and inpatient care services can be arranged through the Crisis Center as needed using Contracted Services.

HOURS/DAYS OF SERVICE

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

BUDGET HIGHLIGHTS

The budget is decreasing with the opening of the youth behavioral health facilities.

BUDGET SUMMARY

	2019 Budget	2020 Budget	2021 Budget
County Appropriation	897,427	937,995	750,000
TOTAL REVENUE	\$897,427	\$937,995	\$750,000
Other Direct Expenses	800,000	800,000	750,000
TOTAL DIRECT EXPENSE	\$800,000	\$800,000	\$750,000



BEHAVIORAL HEALTH SERVICES

■ Crisis Stabilization Facilities (Adult & Youth)

DESCRIPTION

Crisis Stabilization Facilities for Adult and Youth are therapeutic mental health and substance abuse stabilization programs operated 24-hours a day in a voluntary setting. The Adult program is expanded to a 16-bed program and provides observation, medication monitoring, basic case management and planned activities under the supervision of specially trained staff. Similarly, the Youth Crisis Stabilization is anticipated to open in early 2021 and will be an 8-bed facility.

POPULATION SERVED

This program serves the needs of individuals with mental health or substance abuse disorders as an alternative for those who do not meet criteria for emergency inpatient admission or 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 C Semi-ambulatory Status. A Class C Semi-ambulatory CBRF may serve only residents who are ambulatory or semi-ambulatory, but one or more of whom are not physically or mentally capable of responding to an electronic fire alarm and exiting the facility without help or verbal or physical prompting.

The Youth Crisis Stabilization Facility is licensed under Wisconsin Chapter DHS 50 as a treatment 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.

HOURS OF SERVICE

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

2021 INITIATIVES & GOALS

- Implement education and support to direct care staff to meet the needs of patient population.

STAFFING

Position	2019 FTEs	2020 FTEs	2021 FTEs
Director	-	-	0.9
Manager	1.0	1.0	1.0
Behavioral Health Technician	6.6	6.6	19.7
Master Social Worker	1.0	1.0	1.5
Bachelor Social Worker	-	-	1.0
Registered Nurse	0.8	0.5	-
TOTAL	9.4	9.1	24.1

BUDGET HIGHLIGHTS

Staffing is increasing in the adult facility to provide for a higher patient acuity and safety. The youth facility is budgeted to be operational throughout 2021.

BUDGET SUMMARY

	2019 Budget	2020 Budget	2021 Budget
Net Patient Services Revenue	653,000	1,100,000	1,668,358
County Appropriation			
Other Revenue	214,893	115,550	517,360
TOTAL REVENUE	\$867,893	\$1,215,550	\$2,185,718
Salaries	408,406	372,297	1,142,977
Benefits	151,702	152,215	334,983
Other Direct Expenses	46,746	29,537	177,677
TOTAL DIRECT EXPENSE	\$606,854	\$554,049	\$1,655,637

BEHAVIORAL HEALTH SERVICES

■ Lakeside Recovery Medically Monitored Treatment (MMT)

DESCRIPTION

Lakeside Recovery Medically Monitored Treatment is a 28-day substance abuse recovery program operated 24-hours a day in a community-based setting. This program will provide observation, medication monitoring, and treatment by a multi-disciplinary team under the supervision of a physician. Lakeside Recovery utilizes a care model to include specific programming for clients with dual diagnoses of substance abuse and mental health disorders. The change was necessary to meet the change in the complexity of the clients served.

POPULATION SERVED

This program serves the needs of clients that meet a high level criteria for substance abuse and dependence under Wisconsin Chapter 75.11 regulations for Medially Monitored Treatment.

REGULATIONS

The MMT program is licensed under Wisconsin Chapter 83 CBRF Regulations with a Class C Semi-ambulatory Status. A Class C Semi-ambulatory CBRF may serve only residents who are ambulatory or semi-ambulatory, but one or more of whom are not physically or mentally capable of responding to an electronic fire alarm and exiting the facility without help or verbal or physical prompting.

HOURS OF SERVICE

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

2021 INITIATIVES & GOALS

- Expand MAT (Medication-Assisted Treatment) in the Marathon County Jail
- Move into a newly renovated
- Re-open Detox services upon BHS renovations
- Implement post-discharge support services to prevent relapse



BEHAVIORAL HEALTH SERVICES

■ Lakeside Recovery Medically Monitored Treatment (MMT)

STAFFING

Position	2019 FTEs	2020 FTEs	2021 FTEs
Manager	1.00	1.00	1.0
Counselor	1.0	3.6	-
Registered Nurse	0.2	0.5	-
Behavioral Health Technician	5.6	-	6.3
Coordinator	1.0	2.0	1.0
Therapist	-	1.4	3.0
Advanced Practice Provider	-	1.0	-
Master Social Worker	-	0.8	1.0
Nursing Assistant	-	1.4	1.0
Psychologist	-	1.0	1.0
TOTAL	8.8	12.7	14.3

BUDGET HIGHLIGHTS

Medicaid funding for the medically monitored treatment program is anticipated to restart February 2021.

BUDGET SUMMARY

	2019 Budget	2020 Budget	2021 Budget
Net Patient Services Revenue	395,000	765,000	812,003
County Appropriation	218,116		
Other Revenue	185,537	791,658	754,976
TOTAL REVENUE	\$798,653	\$1,556,658	\$1,566,979
Salaries	356,004	749,601	693,959
Benefits	132,237	306,477	203,385
Other Direct Expenses	35,821	104,614	118,384
TOTAL DIRECT EXPENSE	\$524,062	\$1,160,692	\$1,015,728

HUMAN SERVICES OPERATIONS

COMMUNITY BEHAVIORAL HEALTH SERVICES

Community Behavioral Health Services includes Community Treatment (Adult & Youth), Day Treatment, and Outpatient Mental Health & Substance Abuse Services and Community Corner Clubhouse.

COMMUNITY BEHAVIORAL HEALTH PROGRAMS

■ *Community Treatment Adult (CCS, CSP)*

The descriptions on page 45 include information for Community Treatment Adult Services. Community Treatment Youth Services are described separately on page 46. The Budget Highlights, Staffing and Budget Summary information shown on page 47 contains data that is combined back into one overall Community Treatment program. In future years, the budget information will be separated to reflect the separate programs.

COMPREHENSIVE COMMUNITY SERVICES ADULT DESCRIPTION

Comprehensive Community Services (CCS) is a program that helps adults live their best life by providing supports that address their unique needs related to mental health and substance use. CCS is intended to assist individuals who are in need of care outside of inpatient settings, but who may have ongoing needs that, if left unaddressed, could result in hospitalizations during times of crisis.

POPULATION SERVED

Comprehensive Community Services (CCS) is a program available to adults with a mental illness, substance use disorder, or a dual diagnosis. CCS is for individuals who have needs for ongoing services resulting from mental health and/or substance use disorders, but who are not in need of Community Support Program (CSP) services.

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 DESCRIPTION

Community Support Services provides coordinated professional care and treatment in the community that includes a broad range of services to meet an individual's unique personal needs, reduce symptoms, and promote recovery. The goal is for individuals to remain in the community while enhancing the quality of their lives, reduce the need for repeated treatment and prolonged care in hospital settings.

POPULATION SERVED

Community Support Program is for adults living with a serious and persistent mental illness.

REGULATIONS

Community Support Program 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 BEHAVIORAL HEALTH PROGRAMS

■ Community Treatment Youth (CCS, CLTS, CCOP)

COMPREHENSIVE COMMUNITY SERVICES YOUTH DESCRIPTION

Comprehensive Community Services (CCS) is a program that help youth live their best life by providing supports that address their unique needs related to mental health and substance use. CCS is intended to assist individuals who are in need of care outside of inpatient settings, but who may have ongoing needs that, if left unaddressed, could result in hospitalizations during time of crisis.

POPULATION SERVED

Comprehensive Community Services (CCS) is a program available to youth living with a mental illness, substance use disorder or dual diagnosis. CCS is for individuals who have needs for ongoing services result from mental health and/or substance use disorders. Services are individualized and specifically designed for individuals who are under 18 years of age or are still attending school.

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

Children’s Long-Term Support (CLTS) and Children’s Community Options Program (CCOP) provides funding for case management and community supports for children with substantial limitations in daily activities and need support to remain in their home or community. Funding can be used for a range of services based on the assessment of needs of the child and his or her family.

POPULATION SERVED

To be eligible for CLTS, individuals must be under 22 years of age and have a developmental disability, severe emotional disturbance, and/or physical disability that impacts their functioning. North Central Health Care provides services only 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

2021 INITIATIVES & GOALS

- Train clinicians in Dialectical Behavioral Therapy (DBT) and enhance service delivery by incorporating DBT techniques.
- Optimize provider efficiency with the implementation of a new EMR.
- Eliminate CLTS waitlist in Lincoln and Langlade Counties.
- Maintain exemplary status for Individual Placement & Support (IPS) fidelity.
- Update CCS contracts to improve quality and monitoring.
- Continue Motivational Interviewing implementation to support person-centered service and employee engagement.

BUDGET HIGHLIGHTS

The Community Treatment programs continue to experience measured revenue growth. Some positions have been changed to meet the needs of the program. An Assistant Director was added in 2020 mid-year.

COMMUNITY TREATMENT STAFFING (ADULT & YOUTH PROGRAMS)

Position	2019 FTEs	2020 FTEs	2021 FTEs
Director	0.5	0.5	0.5
Assistant Director		0.5	1.0
Coordinator	7.0	7.0	5.0
Manager	4.0	4.0	1.8
Case Manager	51.8	57.0	61.4
Administrative Assistant	1.0		
Registered Nurse Manager	0.8	0.8	0.5
Registered Nurse	4.5	3.5	3.5
Occupational Therapy Assistant	3.0	1.0	-
Community Treatment Technician	6.8	8.0	8.0
Employment Supervisor	1.0	1.0	1.0
Employment Specialist	6.0	7.8	8.5
Peer Specialist	1.0	2.0	0.6
Lead	4.0	4.0	1.0
QA Specialist	1.0	1.0	1.0
Compliance Auditor		1.0	1.0
Nursing Support & Education Team	-	-	1.3
TOTAL	92.4	99.1	96.1

BUDGET SUMMARY (COMMUNITY TREATMENT ADULT & YOUTH PROGRAMS)

	2019 Budget	2020 Budget	2021 Budget
Net Patient Services Revenue	9,879,000	10,295,000	13,592,624
County Appropriation			
Other Revenue	2,092,172	2,765,374	3,920,549
TOTAL REVENUE	\$11,971,172	\$13,060,374	\$17,513,173
Salaries	4,526,437	4,910,275	4,839,096
Benefits	1,681,339	2,073,819	1,418,239
Other Direct Expenses	3,195,249	3,416,173	6,131,302
TOTAL DIRECT EXPENSE	\$9,403,025	\$10,400,267	\$12,388,637



COMMUNITY BEHAVIORAL HEALTH SERVICES

■ *Outpatient Services*

DESCRIPTION

Outpatient Services provides non-residential treatment to address mental health, substance abuse, or co-occurring disorders. Individual, family, and group treatment options are available to residents of all ages in Marathon, Lincoln, and Langlade Counties. Services provided in Outpatient Services include evaluation, diagnosis, psychotherapy, and medication management. For medication management, patients meet with a physician who is skilled in psychiatric care who provides treatment and medication management. Individuals may seek services for a variety of needs including but not limited to:

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

Outpatient Services provides a continuum of care specific to substance abuse disorders based on assessment and determined level of care recommendations.

OWI Assessment: Wisconsin law requires any individual convicted of OWI to complete an alcohol or drug evaluation.

Intensive Outpatient (IOP): This is group treatment that is provided three times per week for individuals who need more than individual therapy, but do not meet criteria for a higher level of care.

Substance Abuse Day Treatment: Clients participate in group treatment for 24 group sessions and 6 individual sessions. The group learns and practices new skills and tools to utilize in their recovery. Regular attendance is required.

Driving With Care: This group is designed for individuals with four or more OWI's. Referrals are only accepted from Probation and Parole for Marathon County Residents.

POPULATION SERVED

Outpatient Services provides support and treatment to residents of all ages in Marathon, Lincoln and Langlade Counties for a multitude of diverse situations.

REGULATIONS

Outpatient Services are regulated through Department of Health Services, Chapter 75 and 35.

HOURS OF SERVICE

Monday – Friday: 8:00 am – 4:30 pm.

COMMUNITY BEHAVIORAL HEALTH SERVICES

■ Outpatient Services

2021 INITIATIVES & GOALS

- Train clinicians in Dialectical Behavioral Therapy (DBT) and enhance service delivery by incorporating DBT techniques.
- Optimize provider efficiency with the implementation of a new EMR.

BUDGET HIGHLIGHTS

The staffing includes moving some of the Psychiatry FTE to Contract Expenses. There is a change in therapy time to mirror actual. The Medical Staff Relations Director is moved to an Administrative program.

STAFFING

Position	2019 FTEs	2020 FTEs	2021 FTEs
Director	0.5	0.5	0.5
Coordinator	1.0	2.0	1.0
Operations Manager	2.0	1.0	-
Registered Nurse Manager	0.3	0.3	-
Psychiatrist	5.0	4.2	3.8
Registered Nurse	4.5	6.5	6.0
Medical Assistant	3.8	3.8	3.8
Psychologist	2.0	2.0	2.0
Therapist	17.1	15.6	13.3
AODA Counselor	2.0	2.0	3.0
OWI Assessor	1.0	1.0	1.0
Advanced Practice Provider	1.0	1.0	1.0
Medical Staff Relations Director	0.5	0.5	-
Nursing Support & Education Team	-	-	1.6
TOTAL	40.7	40.4	37.0

BUDGET SUMMARY

	2019 Budget	2020 Budget	2021 Budget
Net Patient Services Revenue	2,864,000	2,592,000	2,978,115
County Appropriation			
Other Revenue	4,781,180	4,733,125	2,456,119
TOTAL REVENUE	\$7,645,180	\$7,325,125	\$5,434,234
Salaries	3,998,390	3,479,161	3,489,849
Benefits	1,485,197	1,422,468	1,022,803
Other Direct Expenses	968,857	939,422	1,115,767
TOTAL DIRECT EXPENSE	\$6,452,444	\$5,841,051	\$5,628,419



COMMUNITY BEHAVIORAL HEALTH SERVICES

■ Community Corner Clubhouse

DESCRIPTION

Community Corner Clubhouse assists adults with persistent mental illness and substance abuse challenges to realize their potential by providing them with an environment where they can meet friends, build self-confidence, learn valuable life skills, and discover untapped talents. Community Corner Clubhouse is an internationally certified, psychosocial rehabilitation community that provides accessible, low cost services in a supportive environment. Clubhouse membership is voluntary and without time limits — offering members to choose the services they need when they need them.

The Clubhouse helps empower members by offering:

- Vocational support helping members' return to competitive employment by offering a variety of opportunities.
- Transitional Employment: Competitive, part-time employment that lasts 6-9 months.
- Supported Employment: Job development, job coaching, and long term support for members.
- Independent Employment: Assistance in sustaining long term employment.
- Educational opportunities: We partner with community adult educators to offer a variety of classes for members.
- Housing assistance: Clubhouse is committed to serving a range of choices of safe, decent, and affordable housing including independent living opportunities for all members.

POPULATION SERVED

Marathon, Lincoln and Langlade County Adults 18 and older with severe or persistent mental illness or a history of substance abuse.

REGULATIONS

The Clubhouse is accredited by Clubhouse International. Accredited Clubhouses are recognized as operating with a high level of compliance with the International Standards for Clubhouse Programs.

HOURS OF SERVICE

Monday, Wednesday, Thursday, Friday:
9:00 am – 5:00 pm

Tuesday: 6:00 am - 4:00 pm

Tuesday Social Night: 4:00 pm – 6:00 pm

Holidays 10:00 am – 2:00 pm

Closed on weekends.

2021 INITIATIVES & GOALS

- Design and implement a new family-friendly fund-raising opportunity
- Incorporate new services and groups for members
- Increase membership with continued collaboration with community partners
- Implement a new Advisory Board or Fund-Raising Board to help with financial needs and community awareness
- Complete Clubhouse Accreditation with clubhouse International

COMMUNITY BEHAVIORAL HEALTH SERVICES

■ Community Corner Clubhouse

STAFFING

Position	2019 FTEs	2020 FTEs	2021 FTEs
Manager	1.0	1.0	1.0
Employment Specialist	1.0		1.0
Clubhouse Generalist	3.0	3.0	1.0
Recovery Coach	1.0	-	-
Case Manager	1.0	-	-
TOTAL	7.0	4.0	3.0

BUDGET HIGHLIGHTS

Further decrease in revenue is expected for 2021.

BUDGET SUMMARY

	2019 Budget	2020 Budget	2021 Budget
Net Patient Services Revenue	381,000	196,000	156,420
County Appropriation	92,000	92,000	92,000
Other Revenue	122,000	99,500	51,000
TOTAL REVENUE	\$595,000	\$387,500	\$299,420
Salaries	309,892	174,250	141,962
Benefits	115,109	71,243	41,606
Other Direct Expenses	67,665	53,280	56,051
TOTAL DIRECT EXPENSE	\$492,666	\$298,773	\$239,619



HUMAN SERVICES OPERATIONS

COMMUNITY LIVING

Community Living represents traditional adult physical, mental, and developmental disability services including Adult Day Services, Prevocational Services, and Residential Services. The program name reflects the transition that Adult Day and Prevocational Services are undertaking in moving to be more community based and inclusive. Adult Day and Prevocational Services are both offered in all three counties, and Residential Services is a shared service among the three counties.

COMMUNITY LIVING

■ Community Living Administration

DESCRIPTION

The administrative leadership and management of Residential, Prevocational Services and Adult Day Services is consolidated into a separate program and allocated out to each program based on direct expenses. The manager positions for residential are allocated only to the 9 residential sites.

2021 INITIATIVES & GOALS

- Start up and implementation of Sober Living in Marathon and Langlade County.
- Enhancement of Community Based Residential Facilities Based Activities Program.

STAFFING

Position	2019 FTEs	2020 FTEs	2021 FTEs
Director	1.0	1.0	1.0
Manager	1.0	1.0	1.0
Registered Nurse	0.8	0.8	0.8
Counselor	1.0	1.0	1.0
TOTAL	3.8	3.8	3.8

BUDGET HIGHLIGHTS

The 2021 budget has remained consistent from the prior year.

BUDGET SUMMARY

	2019 Budget	2020 Budget	2021 Budget
Salaries	224,337	232,287	238,077
Benefits	83,330	94,971	69,776
Other Direct Expenses	17,814	17,950	5,104
TOTAL DIRECT EXPENSE	\$325,481	\$345,208	\$312,957

COMMUNITY LIVING

■ Day Services

DESCRIPTION

Community Living Day Services includes both the Adult Day Services and Prevocational Services programs in Langlade, Lincoln, and Marathon Counties.

Adult Day Services (ADS) helps individuals with developmental and physical disabilities, who are 18 and older; reach their greatest social, educational, cognitive, life and community potential by offering them a variety of activities that their interest and growth. Adult Day Service works with individuals through a discovery process to assist in defining their individual strengths and barriers and develop programming options that assist in overcoming barriers and move towards independence and social inclusion. Adult Day Services programs emphasize activities designed to promote good physical and mental health through focusing on life skill development, community integration, and social skill development.

Prevocational Services at North Central Health Care offers adults 18 and older with cognitive disabilities, a wide array of service options that focus on overall health and skill development that is employment focused.

Prevocational Services include:

- **Sheltered Based:** Provides learning opportunities and work experiences where a member can develop general strengths and skills that contribute to a member's employability in an integrated community setting. The focus is on work activities that enforce and develop soft skills, vocational orientation, and introduction to the concept of transitional employment.
- **Curriculum Based Learning Session:** Basic Life Training Sessions offer individuals opportunities to learn and develop skills, knowledge, and motivation within a group or classroom setting. This provides participants with the knowledge to improve overall work skills required to progress to competitive employment.
- **Community Based Prevocational Service (Work Explorations):** Participation in the work exploration program option allows individuals the experience of working in a community setting. Members gain an understanding of what true community employment looks like. They learn safety awareness, confidentiality, social appropriateness, and workplace ethics.

- **Supportive Employment/Vocational Services:**

Program works with individuals including both youth and adults with varying levels of disabilities or work displacement. This service is designed to enable participants to attain skills, resources, attitudes, and expectations needed to compete in the interview process, and to get and keep a job. Vocational Consultants work with members in developing a resume, scheduling and making contact with potential employers, developing interview skills, assisting with on the job learning, building work relationships with co-worker's supervisors and are a support for the employer's in training as well as developing customized employment as needed.

POPULATION SERVED

Adult Day and Prevocational Services provide services to individuals, 18 and older, with developmental and physical disabilities in Marathon and Langlade Counties.

REGULATIONS

Adult Day Services does not have any specific regulatory requirements. It follows best practice for such services. The supported employment program works with the Department of Vocational Rehabilitation and must meet requirements set forth by the State of Wisconsin Department of Workforce Development.

HOURS OF SERVICE

Wausau Campus Adult Day Services
7:45 am – 3:15 pm plus accommodation

Antigo Center Adult Day and Prevocational Services
8:00 am – 4:00 pm

Wausau Prevocational
8:00 am – 3:00 pm

Merrill Adult Day and Prevocational
8:00 am – 4:00 pm



COMMUNITY LIVING

■ Day Services

2021 INITIATIVES & GOALS

- Expansion of community-based Prevocational Services options in Lincoln County.
- Continue to decrease sheltered-based hours and move to community-based model to increase hours provided in community settings from 46% to 56% in Marathon County. This was a 2020 outcome goal impacted due to the effects of Covid 19.
- Rebuild long term employment support services affected by employment loss of membership due to Covid 19.

BUDGET HIGHLIGHTS

The 2021 budget has remained consistent from the prior year.

STAFFING

Position	2019 FTEs	2020 FTEs	2021 FTEs
Manager	-	-	4.0
Lead	-	-	1.9
Coordinator	2.0	3.0	3.0
Vocational Consultant	2.7	3.9	3.0
Technician	7.0	10.0	-
Aide	12.7	20.7	21.4
TOTAL	24.3	37.5	33.3

BUDGET SUMMARY

Budget Summary	2019 Budget	2020 Budget	2021 Budget
Net Patient Services Revenue	1,526,000	2,622,000	1,848,030
County Appropriation			
Other Revenue	290,254	1,266,385	952,800
TOTAL REVENUE	\$1,816,254	\$3,888,385	\$2,800,830
Salaries	776,732	1,194,051	1,207,131
Benefits	288,515	488,192	353,785
Other Direct Expenses	262,995	1,106,935	693,610
TOTAL DIRECT EXPENSE	\$1,328,242	\$2,789,178	\$2,254,526

COMMUNITY LIVING

■ Residential – Community-Based Residential Facilities (CBRFs)

DESCRIPTION

Residential Services operates four Community-Based Residential Facilities (CBRFs) that are congregate living settings, licensed by the State of Wisconsin. Two serve both mental illness and developmental disabilities and two focus on serving developmentally disabled individuals who are ambulatory, semi-ambulatory or non-ambulatory but may not be capable of exiting the property without assistance.

Each home is a natural home setting and residents participate in activities that promote development of life skills within their individual ability to assist them in reaching maximum independence and growth. Residents assist in preparing meals, helping complete their own laundry and other areas of daily living in which they show interest or ability to grow.

In addition to skill building within the home environment, the residential program has an activities program that assist residents in developing social skills, relationships and connections in the community. The program runs Monday through Friday from 4PM to 8PM and Saturday and Sundays from 11AM to 7PM and is 100% community-based activities and provides transportation and staff supervision, however the program was suspended in March of 2020 due to covid 19 and will resume when recommendations from CDC identify return to social activities is deemed safe.

These four homes are:

- Bissell Street serves eight residents.
- Chadwick Street has seven residents.
- Andrea Street can serve eight residents.
- Heather Street can serve seven residents.

POPULATION SERVED

Community-Based Residential Facilities provide support and care to individuals, 18 and older, with developmental disabilities, mental illness, addiction issues or physical disabilities in Marathon County.

REGULATIONS

All group homes are certified by the Wisconsin Department of Health Services, Chapter DHS 83-Community-Based Residential Facilities.

HOURS OF SERVICE

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

2021 INITIATIVES & GOALS

- Development and implementation of an enhanced CBRF Activities program that focuses on social and sensory stimulation for membership with severe or profound physical and/or cognitive delays.

STAFFING

Position	2019 FTEs	2020 FTEs	2021 FTEs
Care Coordinator	4.0	4.0	4.0
Care Assistant	23.6	23.6	22.5
Nursing Support & Education Team	-	-	0.1
	27.6	27.6	26.6

BUDGET HIGHLIGHTS

The 2021 budget remains consistent with the prior year. Management of Riverview Terrace and Hope House in Wausau will be included in the 2021 budget for the Residential CBRFs.

BUDGET SUMMARY

	2019 Budget	2020 Budget	2021 Budget
Net Patient Services Revenue	2,000,000	2,078,000	2,177,296
County Appropriation	-	-	-
Other Revenue	-	-	-
TOTAL REVENUE	\$2,000,000	\$2,078,000	\$2,177,296
Salaries	903,819	914,607	849,075
Benefits	335,722	373,940	245,329
Other Direct Expenses	386,646	301,960	304,240
TOTAL DIRECT EXPENSE	\$1,626,187	\$1,590,507	\$1,398,644



COMMUNITY LIVING

■ Sober Living – Hope House

DESCRIPTION

Sober Living offers individuals post-treatment an opportunity to invest time building a stronger foundation for their recovery and stop the revolving door of sobriety followed by relapse.

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 relapse. Spending time in a Sober Living house helps individuals in recovery gain strength and confidence from their housemates and peers.

Hope house Wausau re-opened under the Apricity model November 30, 2020. Hope House Antigo is projected to open between February and March 2021.

POPULATION SERVED

Supported Apartments provide support and care to individuals, 18 and older, with developmental disabilities, mental illness, addiction issues or physical disabilities in Marathon County.

REGULATIONS

Sober Living Environments are currently non-regulated programs.

HOURS OF SERVICE

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

2021 INITIATIVES & GOALS

- Develop and Implement Sober Living Environment structured programming and activity options that support fun in recovery and engage and support members in developing positive social outlets and activity to support sustain sobriety.

BUDGET HIGHLIGHTS

There is not a separate budget for Hope House and management will be included in the 2021 budget for Residential CBRFs on the previous page.

COMMUNITY LIVING

■ Riverview Terrace

DESCRIPTION

Riverview Terrace is a RCAC that NCHC currently is contracted with the housing authority to provide care and supervision. The complex currently has 35 individual single occupancy apartments that North Central Health Care provides services to. The program currently offers a lunch program that is delivered to membership through NCHC cafeteria services with morning breakfast service to members on site within their individual apartments.

RCAC provide, to persons who reside at Riverview Terrace, not more than 28 hours per week of the following services:

- **Supportive Services:** Activities related to general housekeeping, and recreational activities.
- **Personal Assistance:** Services related to activities of daily living such as dressing, eating, bathing and grooming.
- **Nursing Services:** Health monitoring, medication assistance. Health monitoring means the assessment of physical, functional and cognitive status to detect changes that may indicate health problems and to facilitate appropriate intervention.
- **Emergency Assistance:** The RCAC ensure that tenant health and safety are protected in the event of an emergency and shall be able to provide emergency assistance 12.5 hours a day from 7:30 am to 8:00 pm Monday through Sunday with supervision and assistance being provided by the housing authority between the hours of 8:00 pm to 7:30 am.

POPULATION SERVED

Residents of Riverview Terrace in Wausau.

REGULATIONS

Independent apartment living options are classified as an RCAC and must adhere to Wisconsin Admin. Cod Chapter DHS 89.

HOURS OF SERVICE

Current contracted services provided are from 7:30 am to 8:00 pm Monday through Sunday with supervision and assistance being provided by the Housing Authority between the hours of 8:00 pm to 7:30 am Monday through Sunday.

2021 INITIATIVES & GOALS

- Enhance training program and knowledge of staff transitioned to NCHC through transition of the contract developed in 2020 to ensure quality service and regulatory compliance.

BUDGET HIGHLIGHTS

There is not a separate budget for Riverview Terrace and management will be included in the 2021 budget for Residential CBRFs on page 55.



COMMUNITY LIVING

■ Residential – Supportive Apartments

DESCRIPTION

Residential Services Supportive Apartments provides services to individuals with developmental disabilities, mental illness, physical limitations, and frail elders. Currently North Central Health Care offers 4 supportive apartment settings within 5 complexes, and in-home care services. Each individual Supportive Apartment setting offers an array of service options that tailors member individual supports to meet their personal needs and preference to ensure the ability to live in the least restrictive setting successfully while meeting their individual health and safety needs, and also expands the residential activity program to apartment settings.

Current supportive apartment locations are:

Jelinek Apartments offer individual apartments for adults with developmental disabilities. Jelinek offers 12 double occupancy apartments. Six in each of the two buildings located side by side. Apartments may be rented as a single unit, or shared by two residents. Primary population served within the Jelinek is developmental disabilities or individuals with a dual diagnosis or learning disabilities with mental illness. Jelinek offers both handicap and non-handicapped accessible apartments. Support staff is on-site 24 hours a day. In addition to the supervised 24 hours on site services options Jelinek also offers and in home care services within 3 miles of the main site.

Forest Street Apartments has 12 units with a mix of single and double occupancies and serves both individuals with developmental disabilities and chronic mental illness and/or addiction in separate apartments. Forest Street is a non-handicap accessible complex. Support staff is on-site 24 hours a day.

Fulton Street Apartments offer individual apartments for men and women with developmental disabilities. Apartments are through the City of Wausau and low income based. The building is a secure building and on the main city bus route allowing easy access to community resources independently for able members.

Riverview Towers offers multiple units based on need and serves both individuals with developmental disabilities, chronic mental illness, elderly frail and physically disabled in separate apartments. Support staff is on-site 24 hours. In addition to the supervised 24 hours on site services options Riverview also offers in-home care services within 3 miles of the main site.

Community Supportive Living is a program option that operates out of the supportive apartment settings at both Jelinek Apartments and Riverview Towers. This service offers in-home based services in a non-supervised setting. Services are structured to the individual member's preferences and needs and include emergency response. The service focuses on assisting members to live in the home or location of their choice safely while remaining as independent as possible.

POPULATION SERVED

Supportive apartments provide support and care to individuals, 18 and older, with developmental disabilities, mental illness, addiction issues or physical disabilities in Marathon County.

REGULATIONS

Supportive apartments do not have any specific regulatory requirements. It follows best practice for such services and any contractual requirements.

HOURS OF SERVICE

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

COMMUNITY LIVING

■ Residential – Supported Apartments

2021 INITIATIVES & GOALS

- Expand Community Living Support in home services options .

STAFFING

Position	2019 FTEs	2020 FTEs	2021 FTEs
Care Coordinator	6.8	6.8	6.0
Care Assistant	34.5	34.5	28.8
Nursing Support & Education Team	-	-	0.1
TOTAL	41.3	41.3	35.0

BUDGET HIGHLIGHTS

The 2021 budget remains consistent with the prior year.

BUDGET SUMMARY

	2019 Budget	2020 Budget	2021 Budget
Net Patient Services Revenue	2,384,000	2,307,000	2,039,098
County Appropriation			
Other Revenue			
TOTAL REVENUE	\$2,384,000	\$2,307,000	\$2,039,098
Salaries	1,279,912	1,296,254	1,105,955
Benefits	475,422	529,978	324,133
Other Direct Expenses	155,174	159,561	149,259
TOTAL DIRECT EXPENSE	\$1,910,508	\$1,985,793	\$1,579,347



■ DEMAND TRANSPORTATION

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, nutritional and employment. 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

Service Hours: Monday – Friday, 8:00 am – 4:30 pm

2021 INITIATIVES & GOALS

- Provide 1,200 rides a month.

BUDGET SUMMARY

	2019 Budget	2020 Budget	2021 Budget
Net Patient Services Revenue	29,500	50,700	54,000
County Appropriation			
Other Revenue	408,735	381,204	417,000
TOTAL REVENUE	\$438,235	\$431,904	\$471,000
Salaries	139,961	146,869	162,572
Benefits	51,988	60,048	47,647
Other Direct Expenses	187,307	164,362	117,703
TOTAL DIRECT EXPENSE	\$379,256	\$371,279	\$327,922

STAFFING

Position	2019 FTEs	2020 FTEs	2021 FTEs
Manager	0.8	0.8	0.8
Logistics Worker	2.3	2.3	2.1
Administrative Assistant	1.0	1.0	1.0
TOTAL	4.1	4.1	3.8

BUDGET HIGHLIGHTS

The 2021 budget remains comparable to the 2020 budget.



NURSING HOME OPERATIONS

2021 BUDGET BY PROGRAM

North Central Health Care’s Nursing Home Operations include Mount View Care Center, a skilled nursing facility located on our main campus in Wausau, and Pine Crest nursing Home in Merrill. With a licensed capacity of 188 residents, Mount View Care Center’s neighborhoods 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. Pine Crest has a licensed capacity of 160 residents and specializes in four distinct programs: a skilled rehabilitative program for short-term stays, a special care unit focusing on dementia, long-term care services and a hospice unit for end of life needs. The following programs are the consolidated service areas for NCHC’s Nursing Home Operations.

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NURSING HOME OPERATIONS

■ MOUNT VIEW CARE CENTER MANAGEMENT TEAM



Kristin Woller
Nursing Home
Administrator



Connie Gliniecki
Director of Nursing



Deanne Johnson
Long Term Care
Nurse Manager



Cheryl Rye
Post Acute
Nurse Manager



Natasha Sayles
Legacies by the Lake
Nurse Manager

■ AQUATIC THERAPY



Steven Schuessler
Respiratory Therapy
Manager



Julie Lucko
Social Work Supervisor



Melissa Stockwell
Life Enrichment
Supervisor



Olivia Smola
Aquatic Services
Manager (Interim)

■ PINE CREST MANAGEMENT TEAM



Zach Zieseemer
Nursing Home
Administrator



Ryan Hanson
Director of Nursing



Sara Carlson
Nurse Manager



Samantha Jaeger
Restorative Nurse
Manager



Jill Moore
Nurse Manager



**Brianna
Vandeneuvel**
Life Enrichment
Coordinator



Sara Sedo
Social Services
Supervisor



Ginger Osness
Admissions/
Transition Nurse

NURSING HOME OPERATIONS

■ MOUNT VIEW CARE CENTER ADMINISTRATION

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

Position	2019 FTEs	2020 FTEs	2021 FTEs
Nursing Home			
Operations Executive	1.0	1.0	-
Director of Nursing	1.0	1.0	1.0
Assistant Administrator	1.0	1.0	1.0
Central Scheduler	1.5	1.5	1.6
Administrative Assistant	1.5	1.5	1.0
Supervisor	1.0	1.0	-
Registered Nurse	0.8	0.8	0.8
Logistics Worker	1.0	1.0	1.8
Staff Education Specialist	1.0	1.0	-
Specialist	3.0	1.0	1.0
Nursing Support & Education Team	-	-	0.2
TOTAL	12.8	10.8	8.4

2021 INITIATIVES & GOALS

- Empower employees to stay connected and engaged.
- Develop and execute effective infection prevention strategies and implement best practices.
- Be fiscally responsible by reducing unnecessary overtime and missed punches.
- Successfully transition to new nursing home.

BUDGET HIGHLIGHTS

The census budget for 2021 has decreased from 183 per day to 145 per day as of January 1 and 132 per day as of July 1.

BUDGET SUMMARY

	2019 Budget	2020 Budget	2021 Budget
Net Patient Services Revenue	14,000	10,000	6,000
County Appropriation			
Other Revenue			
TOTAL REVENUE	\$14,000	\$10,000	\$6,000
Salaries	812,969	756,806	695,185
Benefits	301,976	309,423	203,745
Other Direct Expenses	423,293	386,855	833,708
TOTAL DIRECT EXPENSE	\$1,538,238	\$1,453,084	\$1,732,638



NURSING HOME OPERATIONS

■ MOUNT VIEW CARE CENTER ANCILLARY SERVICES

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 HIGHLIGHTS

With declining census comes an associated decline in ancillary revenues and expenses.

BUDGET SUMMARY

	2019 Budget	2020 Budget	2021 Budget
Net Patient Services Revenue	88,000	100,000	56,000
County Appropriation			
Other Revenue			
TOTAL REVENUE	\$88,000	\$100,000	\$56,000
Salaries			
Benefits			
Other Direct Expenses	78,000	78,000	27,600
TOTAL DIRECT EXPENSE	\$78,000	\$78,000	\$27,600

NURSING HOME OPERATIONS

■ MOUNT VIEW CARE CENTER REFLECTIONS LONG-TERM CARE

DESCRIPTION

Mount View Care Center's Long Term Care units were consolidated in early 2017 into one unit, Northern Reflections totaling 40 licensed beds. Northern Reflections provides 24-hour skilled nursing services that are adapted to helping residents, assisting with the tasks of daily living, physical therapy, transitioning to dementia care, comfort/hospice care, or the management of chronic illness. Each individual care plan is structured around the resident's life pattern.

POPULATION SERVED

Reflections Long-Term Care provides services to adults of all ages in need of skilled nursing care for assistance with daily living, physical therapy, transitioning to dementia care, comfort/hospice care or for management of a chronic illness.

REGULATIONS

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

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

	2019 Budget	2020 Budget	2021 Budget
Net Patient Services Revenue	2,662,000	2,559,000	1,911,213
County Appropriation	428,000	428,000	428,000
Other Revenue	959,445	1,030,497	622,004
TOTAL REVENUE	\$4,049,445	\$4,017,497	\$2,961,217
Salaries	1,276,442	1,325,195	1,438,447
Benefits	474,133	570,431	421,579
Other Direct Expenses	188,593	177,476	192,190
TOTAL DIRECT EXPENSE	\$1,939,168	\$2,073,102	\$2,052,216

2021 INITIATIVES & GOALS

- Successfully relocate long term residents that don't meet a skilled nursing level of care back into the community.
- Establish resident code of conduct for MVCC.

STAFFING

Position	2019 FTEs	2020 FTEs	2021 FTEs
Director	-	-	0.5
Nurse Manager	0.3	0.3	-
Coordinator	2.5	2.5	1.5
Registered Nurse	7.3	7.5	6.4
Licensed Practical Nurse	-	-	3.3
Certified Nursing Assistant	14.0	14.0	16.3
Unit Clerk	0.5	0.5	-
Social Worker	0.5	0.5	0.8
Hospitality Aide	-	1.4	-
TOTAL	25.1	26.7	28.8

BUDGET HIGHLIGHTS

Overall nursing home census adjustments are planned in two phases in 2021 with overall reduction to 145 by January 1 and to 132 by July 1, 2021. Budgeted census reduction to 36 beginning January and 16 beginning July, 2021. Associated adjustments in staffing and other variable costs are planned. Depreciation for the new facility begins July.



NURSING HOME OPERATIONS

■ MOUNT VIEW CARE CENTER LEGACIES BY THE LAKE MEMORY CARE

DESCRIPTION

Mount View Care Center's innovative dementia care program, Legacies by the Lake, consists of three units with 107 licensed beds. Units include Gardenside Crossing, Lakeview Heights and Southern Reflections.

These units specialize in caring for people in varying stages of dementia, neurological, psychiatric and behavior disabilities. Gardenside Crossing, Lakeview Heights and Southern Reflections focus on providing frequent, individualized opportunities that maintain the highest levels of ability for those living with dementia. The team takes a comprehensive view of the residents past and uses that knowledge to promote quality experiences.

POPULATION SERVED

Legacies by the Lake Dementia Care specializes in caring for adults of all ages in varying stages of dementia, neurological, psychiatric and behavior disabilities.

REGULATIONS

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

24 hours/day, 7 days/week, 365 days/year. To access our admissions phone is available 24 hours/7 days a week. The number to get more information is 715.581.3422.

2021 INITIATIVES & GOALS

- To create a safe transition plan through the master facility remodel.
- To educate employees on trauma informed care and mental health.

■ MOUNT VIEW CARE CENTER LEGACIES BY THE LAKE MEMORY CARE

STAFFING

Position	2019 FTEs	2020 FTEs	2021 FTEs
Director	-	-	1.0
Nurse Manager	1.0	1.0	-
Coordinator	2.5	2.5	2.5
Registered Nurse	13.8	13.8	9.7
Licensed Practical Nurse	-	-	5.0
Certified Nursing Assistant	56.3	52.7	36.0
Unit Clerk	1.0	1.0	-
Social Worker	1.5	1.5	0.8
Medical Technician	-	3.6	-
Hospitality Aide	3.4	3.4	6.0
TOTAL	79.5	79.5	60.9

BUDGET HIGHLIGHTS

Overall nursing home census adjustments are planned in two phases in 2021 with overall reduction to 145 by January 1 and to 132 by July 1, 2021. Budgeted census reduction to 61 beginning January and increase to 68 beginning July, 2021. Associated adjustments in staffing and other variable costs are planned.

BUDGET SUMMARY

	2019 Budget	2020 Budget	2021 Budget
Net Patient Services Revenue	6,918,000	7,406,000	4,848,636
County Appropriation	1,072,000	1,072,000	1,072,000
Other Revenue	1,492,458	1,004,458	863,875
TOTAL REVENUE	\$9,482,458	\$9,482,458	\$6,784,511
Salaries	3,594,584	3,623,490	2,613,832
Benefits	1,335,204	1,559,568	766,060
Other Direct Expenses	424,850	420,934	331,660
TOTAL DIRECT EXPENSE	\$5,354,638	\$5,603,992	\$3,711,552



NURSING HOME OPERATIONS

■ MOUNT VIEW CARE CENTER SOUTHSHORE POST-ACUTE CARE & NORTHWINDS VENTILATOR CARE

DESCRIPTION

Southshore Short-Term Rehabilitation offers post-acute care for short term rehabilitation in Southshore, a 25-bed skilled nursing community. Southshore specializes in complex physical problems associated with aging and operates as a transitional unit for short-term rehabilitation and convalescent stays.

The most extensive rehabilitative care opportunities available in Central Wisconsin are provided, even for the most medically complex situations – all delivered on-site. Numerous rehabilitation techniques, from warm water physical therapy to complex respiratory care only found at Mount View Care Center, give our teams the ability to uniquely approach each resident's recovery.

Northwinds Vent Community is a 27-bed unit within the Post-Acute Care area that specializes in care for adults with a ventilator dependency. Our team provides 24/7 on-site respiratory therapy and nursing services with reliable, personal care for each individual. Northwinds focuses on ventilator dependent rehabilitation, recovery, and liberation. Northwinds is 1 of only 6 care facilities in Wisconsin with approved units dedicated for the care of ventilator-dependent residents. Our highly trained team help residents adjust to ventilator-dependent lifestyles.

POPULATION SERVED

Southshore Short-Term Rehabilitation serves adults of all ages with complex physical problems associated with aging and operates as a transitional unit for short-term rehabilitation and convalescent stays.

Northwinds Vent serves adults of all ages with ventilator dependency needs.

REGULATIONS

Both 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

Both programs operate 24 hours/day, 7 days/week, 365 days/year.

2021 INITIATIVES & GOALS

- Strengthen relationship with Heart and Lung Institute by improving communication, collaborating with Physicians and providing ongoing nurse education.
- Safely reduce rehospitalizations by identifying high risk residents with thorough screening process, enhancing clinical rounding and completing comprehensive assessments for first 30 days of admission.
- Liberate residents from the ventilator and discharge them back to their home setting.
- Increase collaboration with Aspirus for ongoing respiratory therapy education.
- Explore opportunity to be a clinical preceptor site for respiratory therapy students.

■ MOUNT VIEW CARE CENTER SOUTHSORE POST ACUTE CARE & NORTHWINDS VENTILATOR CARE

STAFFING

Position	2019 FTEs	2020 FTEs	2021 FTEs
Director	-	-	1.5
Nurse Manager	0.7	0.7	-
Coordinator	2.0	1.8	3.2
Registered Nurse	16.4	16.3	11.1
Licensed Practical Nurse	-	-	0.8
Certified Nursing Assistant	25.7	25.7	24.0
Unit Clerk	2.0	1.5	
Social Worker	1.5	1.5	1.6
Supervisor	-	-	1.0
Respiratory Therapy Manager	-	-	1.0
Respiratory Therapist	10.4	10.4	8.0
Hospitality Aide	1.4	1.0	
TOTAL	60.1	58.9	52.1

BUDGET HIGHLIGHTS

Overall nursing home census adjustments are planned in two phases in 2021 with overall reduction to 145 by January 1 and to 132 by July 1, 2021. Post Acute Care will have budgeted census reduction to 23 beginning January and 16 beginning July, 2021. Northwinds Vent will have budgeted census reduction to 25 beginning January and increase to 32 beginning July 2021. Associated adjustments in staffing and other variable costs are planned.

BUDGET SUMMARY

	2019 Budget	2020 Budget	2021 Budget
Net Patient Services Revenue	5,814,000	5,831,000	5,690,163
County Appropriation			
Other Revenue	947,868	1,175,930	924,698
TOTAL REVENUE	\$6,761,868	\$7,006,930	\$6,614,861
Salaries	3,272,279	3,233,533	2,773,545
Benefits	1,215,484	1,391,548	812,869
Other Direct Expenses	512,573	604,980	824,929
TOTAL DIRECT EXPENSE	\$5,000,336	\$5,230,061	\$4,411,343



NURSING HOME OPERATIONS

■ MOUNT VIEW CARE CENTER REHAB

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

Both 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 – 4:30, 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 HIGHLIGHTS

Revenue and expenses are based on the nursing home census and the program payer mix.

BUDGET SUMMARY

	2019 Budget	2020 Budget	2021 Budget
Net Patient Services Revenue	23,000,000	1,980,000	1,980,000
County Appropriation			
Other Revenue	31,518	30,735	
TOTAL REVENUE	\$23,031,518	\$2,010,735	\$1,980,000
Salaries			
Benefits			
Other Direct Expenses	954,000	968,000	755,196
TOTAL DIRECT EXPENSE	\$954,000	\$968,000	\$755,196

NURSING HOME OPERATIONS

■ AQUATIC THERAPY SERVICES

DESCRIPTION

North Central Health Care Aquatic Therapy Center offers warm water aquatic physical therapy, water exercise programs and community and family swim programs that help individuals manage pain and maintain or reclaim their independence. The therapy pool is maintained at a 90 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 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 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 Department of Health Services, Chapter DHS 172: Safety, Maintenance and Operation of Public Pools and Water Attractions.

HOURS OF SERVICE

Monday: 6:30 am – 6:00 pm
 Tuesday: 7:30 am – 7:00 pm
 Wednesday: 6:30 am – 6:00 pm
 Thursday: 7:30 am – 6:00 pm
 Friday: 6:30 am – 4:00 pm
 Saturday: 9:00 am – 12:00 pm

BUDGET SUMMARY

	2019 Budget	2020 Budget	2021 Budget
Net Patient Services Revenue	527,000	767,000	936,755
County Appropriation	342,345	342,345	342,345
Other Revenue	274,463	255,691	87,840
TOTAL REVENUE	\$1,143,808	\$1,365,036	\$1,366,940
Salaries	438,874	508,547	523,747
Benefits	163,019	207,921	153,499
Other Direct Expenses	22,059	15,607	158,017
TOTAL DIRECT EXPENSE	\$623,952	\$732,075	\$835,263

2021 INITIATIVES & GOALS

- Continue to implement new processes to support new pool facility
- Work on implementation to reopen pool to the public when COVID numbers decrease in our area
- Onboard new Aquatic Physical Therapist mid-June-July
- Increase physician outreach to educate benefit of Aquatic Therapy that will increase referrals to program
- Reconnect with Warm Water Works Advisory Board to gain input as well as promote services (TBD due to COVID)
- Warm Water Works and Aquatic Services will work together on fundraising for memberships for individuals that can't afford fees

STAFFING

Position	2019 FTE's	2020 FTE's	2021 FTE's
Manager	1.0	1.0	1.0
Physical Therapist	1.0	1.5	3.1
Physical Therapy Assistant	2.2	2.6	1.5
Lifeguard / PT Aide	2.6	2.6	2.8
TOTAL	6.8	7.7	8.4

BUDGET HIGHLIGHTS

Full year of operation results in budgeted revenue growth. Addition of depreciation for a full year of the new facility is a new expense from 2020.



NURSING HOME OPERATIONS

■ PINE CREST NURSING HOME

DESCRIPTION

Pine Crest is a 180-bed skilled nursing facility located in Lincoln County. Pine Crest specializes in four distinct programs: a skilled rehabilitative program for short-term stays, a special care unit focusing on dementia, and long-term care services. Pine Crest is located in Merrill Wisconsin and is dedicated to enriching life experiences through building trusting relationships with residents, families, and our community.

Rehab Services: Pine Crest offers post-acute rehab services on a dedicated 20-bed program that was built in 2017. The program is a definite strength as compared to other offerings provided by skilled nursing facilities in the immediate area. This assessment is based on the functional use of the unit in having all private rooms, dedicated dining, and close proximity to therapy services. Physical, occupational, and speech therapies are provided on-site and provided to the patients as needed. The program services seniors that are requiring post-acute care following progression of general comorbidities. This includes meeting the demand of difficult to place referrals from hospital providers that include but not limited to total parenteral nutrition (TPN) medication, lymphedema therapy, cardiac rehabilitation, and wound care management.

Long-Term-Care: Multiple program areas exist that offer long-term services within Pine Crest. Services offered in each of the areas varies based on the resident's condition. Offered services range from assistance with activities of daily living, to hospice, to respite care, to early to mid-stage dementia.

Specialty Care: A dedicated 20-bed memory care unit was an addition that occurred at the same point in time as rehab in 2017. The program offers private rooms, dedicated dining, a sensory room, and a whirlpool room. The program is tailored to serve those that have mid to late stage dementia. The unit utilizes delayed egress to address the concern of residents that propel/ambulate on their own. The programs offered to the residents within the program are intended to assist with improved quality of life and aimed to mitigate adverse actions that could otherwise result due to their diagnosis.

POPULATION SERVED

Pine Crest serves older adults needing skilled nursing care who reside in Lincoln County. Services are provided for those needing short-term rehabilitation,

memory care and hospice for end of life care.

REGULATIONS

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

24 hours/day, 7 days/week, 365 days/year. To access our admissions phone is available 24 hours/7 days a week. The number to get more information is 715.218.4385.

2021 INITIATIVES & GOALS

- Complete market assessment to determine ancillary service opportunities for the area and take action on recommendations.
- Eliminate reliance on agency by the end of the year.
- Strengthen regional collaboration of both nursing homes.
- Maneuver the expected operational and regulatory adjustments resulting from COVID.
- Formalize an approach for market development that incorporates both health system and community providers.
- Introduce in-house staff development support to assist with improved staff competencies.
- Rehab Services: Maintain an occupancy that exceeds 75 percent of available rooms. Improve collaboration with area health systems on short-term service offerings.
- Long-Term Care: Consolidate one additional unit to assist with improved staffing levels.
- Specialty Care: Enhance staff dementia care competencies that will assist with improved care delivery. Continue to maintain waiting list for the program, which will ensure 100 percent occupancy at all times.

■ PINE CREST NURSING HOME

STAFFING

Position	2019 FTEs	2020 FTEs	2021 FTEs
Administrator	-	1.0	1.0
Central Scheduler	-	1.0	1.5
Administrative Assistant	-	3.0	2.0
Human Resources Specialist	-	1.0	-
Medical Records Technician	-	1.0	-
Director of Nursing	-	1.0	1.0
Nurse Manager	-	-	2.0
Assistant Director of Nursing-	-	2.0	-
PM Supervisor	-	0.9	1.0
Coordinator	-	2.0	3.5
Registered Nurse	-	21.3	18.3
Licensed Practical Nurse	-	3.0	6.6
Certified Nursing Assistant	-	69.0	52.6
Medical Technician	-	5.6	3.2
Hospitality Aide	-	3.4	4.6
Unit Clerk	-	2.5	2.0
Central Supply Technician	-	1.3	1.8
Quality Specialist	-	1.0	0.5
Social Services Director	-	1.0	-
Social Worker	-	1.6	1.0
Activities Director	-	1.0	-
Activities Professional	-	1.0	1.0
Activity Assistant	-	3.4	3.1
Aide	-	2.0	-
Nursing Support & Education Team	-	-	0.3
TOTAL	-	130.0	107.0

BUDGET HIGHLIGHTS

Pine Crest Administration will decrease in social services FTE relating to lower census and there will be an introduction of dedicated FTE for staff development. The census budget for 2021 has decreased from 155 per day to 100 per day.

Rehab Services: The unforeseen operating environment for 2020 has resulted in the program having an occupancy that is less than anticipated. A lift in visitation restrictions in 2021 will assist with expanding the scope of the Admissions Coordinator role in making it more a physical presence in the community and in the health systems.

Long-Term Care: Overall decline in nursing FTE is projected year over year given the decline in budgeted census from 155 to 100.

Specialty Care: Stable adjustments to the program year over year given the consistencies anticipated within its operations.

BUDGET SUMMARY

	2019 Budget	2020 Budget	2021 Budget
Net Patient Services Revenue	-	11,870,000	8,674,649
County Appropriation	-	440,815	440,815
Other Revenue	-	2,590,500	2,662,787
TOTAL REVENUE	-	\$14,901,315	\$11,778,251
Salaries	-	6,144,443	5,159,168
Benefits	-	2,512,178	1,512,046
Other Direct Expenses	-	2,960,150	2,157,149
TOTAL DIRECT EXPENSE	-	\$11,616,771	\$8,828,363





SUPPORT SERVICES

2021 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.

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Quality & Compliance	96
Safety & Security	97
Volunteer Services	98

SUPPORT SERVICES

MANAGEMENT TEAM



Chris Bleck
Human Resources
Director



Tammy Buchberger
Patient Financial
Services Director



Ashley Downing
Information Services/
Health Information
Management Director



Jen Gorman
Dietary Services
Director



Jessica Meadows
Communications &
Marketing Director



Jennifer Peaslee
Quality & Clinical
Transformation
Director



Bobby Splinter
Director of
Accounting



Scott Van Ermen
Pharmacy Director



Pam Weinfurtner
Patient Access Director



Mathew Beyer
Environmental
Services Manager



Melissa Diers-Sarasin
Safety & Environmental
Manager



Kelly Henke-Kaiser
Purchasing Manager



Judy Rannow
Organizational
Development
Manager



Linda Dotter
Dietary Supervisor



Kristy Lemmer
Dietary Supervisor



Laural Harder
Volunteer Services
Coordinator



Timothy Holzem
Infection Preventionist



SUPPORT SERVICES

ACCOUNTING

DESCRIPTION

Accounting is responsible for providing financial information, reporting, and analysis to assist NCHC leaders, board members, community partners, and regulatory agencies in making operational and strategic decisions. Accounting is committed to providing accurate, timely, and useful information.

2021 INITIATIVES & GOALS

- Streamlining workflows and using available tools effectively and thoroughly
- Improving grant performance monitoring and reporting
- Strengthening the financial acumen of NCHC program leaders

STAFFING

Position	2019 FTE's	2020 FTE's	2021 FTE's
Director	1.0	1.0	1.0
Accountant	1.0	2.0	2.0
Payroll Specialist	1.0	1.0	1.0
Accounts Payable Representative	0.8	0.8	1.8
Accounting Assistant	0.9	0.9	0.9
Administrative Assistant	2.0	2.0	2.0
TOTAL	6.7	7.7	8.7

BUDGET HIGHLIGHTS

In the 2021 budget, an additional employee is transferred from Pine Crest to Accounting.

BUDGET SUMMARY

	2019 Budget	2020 Budget	2021 Budget
Net Patient Services Revenue			
County Appropriation			
Other Revenue	12,000	10,000	4,240
TOTAL REVENUE	\$12,000	\$10,000	\$4,240
Salaries	332,977	396,538	493,710
Benefits	123,684	162,126	144,696
Other Direct Expenses	264,118	195,591	171,192
TOTAL DIRECT EXPENSE	\$720,779	\$754,255	\$809,598

SUPPORT SERVICES

CORPORATE ADMINISTRATION

DESCRIPTION

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

STAFFING

Position	2019 FTEs	2020 FTEs	2021 FTEs
Chief Executive Officer	1.0	1.0	1.0
Chief Financial Officer	1.0	1.0	1.0
Contracting Specialist	1.0	1.0	1.0
Executive Assistant	2.0	2.0	2.0
Corporation Counsel	1.0	-	-
IT Executive	-	1.0	1.0
Operations Executive	-	1.0	1.0
Development Officer	-	1.0	-
Safety & Environmental Coordinator	-	1.0	-
TOTAL	6.0	9.0	7.0

BUDGET HIGHLIGHTS

Corporation Counsel is budgeted in 2021 as a contracted service. The Safety & Environmental Coordinator has moved to a separate budget.

BUDGET SUMMARY

	2019 Budget	2020 Budget	2021 Budget
Salaries	654,664	922,338	875,741
Benefits	243,174	377,101	264,631
Other Direct Expenses	184,321	119,867	380,928
TOTAL DIRECT EXPENSE	\$1,082,159	\$1,419,306	\$1,521,300



SUPPORT SERVICES

■ EMPLOYEE BENEFITS

DESCRIPTION

The Employee Benefits program consolidates all of the employee benefit programs and costs to be allocated out to programs based on FTEs. Included in the Employee Benefits consolidation are employee health, disability, life, dental, and vision insurance along with FICA, unemployment, workers compensation, and retirement expenses. These expenses are allocated in the program budgets and are reported again solely for informational purposes.

BUDGET HIGHLIGHTS

Benefits expense decreases from 2019 driven primary by favorable health plan performance.

BUDGET SUMMARY

	2019 Budget	2020 Budget	2021 Budget
Salaries			
Benefits	12,800,000	17,975,000	12,500,000
Other Direct Expenses			
TOTAL DIRECT EXPENSE	\$12,800,000	\$17,975,000	\$12,500,000

SUPPORT SERVICES

■ ENVIRONMENTAL SERVICES

DESCRIPTION

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

BUDGET HIGHLIGHTS

NCHC contracts for environmental services from Marathon County. There is no change to this line item in 2021. The cost of these support services is listed in each program as an in-kind, non-cash based revenue under Marathon County Match and is included in indirect allocation expenses. These costs are allocated based on square footage.

BUDGET SUMMARY

	2019 Budget	2020 Budget	2021 Budget
Salaries			
Benefits			
Other Direct Expenses	1,685,623	1,685,623	1,685,623
TOTAL DIRECT EXPENSE	\$1,685,623	\$1,685,623	\$1,685,623



SUPPORT SERVICES

HEALTH INFORMATION

DESCRIPTION

Health Information Management (HIM) is responsible for acquiring, analyzing, coding, scanning, and releasing information within the medical record. We are committed to ensuring that the record is complete, accurate, and protected.

2021 INITIATIVES & GOALS

- Utilize the new electronic health record to automate our processes in chart completion cycle.
- Have staff competent and trained in multiple areas of the department.
- Continue work on our scanning and retention efforts to make charts readily accessible throughout the system.
- Implement additional resources for mental health and substance use privacy practices.

STAFFING

Position	2019 FTEs	2020 FTEs	2021 FTEs
Director	-	0.5	0.5
Manager	1.0	-	-
Coding & Documentation Specialist	1.0	2.0	2.0
Lead	-	-	1.0
Specialists	5.6	4.6	5.0
TOTAL	7.6	7.1	8.5

BUDGET HIGHLIGHTS

In 2021 an employee was transferred from the Pine Crest budget and a lead opportunity was created.

BUDGET SUMMARY

	2019 Budget	2020 Budget	2021 Budget
Net Patient Services Revenue			
County Appropriation			
Other Revenue	20,000	18,000	20,000
TOTAL REVENUE	\$20,000	\$18,000	\$20,000
Salaries	308,936	326,661	370,033
Benefits	114,750	133,557	108,449
Other Direct Expenses	16,933	49,712	59,491
TOTAL DIRECT EXPENSE	\$440,619	\$509,930	\$537,973

SUPPORT SERVICES

HOUSEKEEPING

DESCRIPTION

Housekeeping has two programs in Support Services. The Housekeeping program provides services to all non-nursing home areas while the Nursing Home Housekeeping program provides housekeeping services to Mount View Care Center. These two programs are separated for cost reporting purposes but are under the same management structure. This program is allocated based on square footage.

2021 INITIATIVES & GOALS

- Operate a seamless transition into the new tower on Wausau Campus while providing the resident centered service to our residents.

STAFFING

Position	2019 FTEs	2020 FTEs	2021 FTEs
Supervisor	0.5	0.5	-
Lead	0.5	0.5	-
Aide	7.1	7.1	7.1
TOTAL	8.1	8.1	7.1

BUDGET HIGHLIGHTS

The 2021 budget removes \$90,000 of contract revenue and an FTE related to services provided to organizations leasing space on the NCHC campus as part of their rental costs. Supervisory positions transfer to other budgets.

BUDGET SUMMARY

	2019 Budget	2020 Budget	2021 Budget
Net Patient Services Revenue			
County Appropriation			
Other Revenue	90,000	90,000	-
TOTAL REVENUE	\$90,000	\$90,000	-
Salaries	257,465	268,373	205,910
Benefits	95,635	109,725	60,348
Other Direct Expenses	78,954	88,982	69,729
TOTAL DIRECT EXPENSE	\$432,054	\$467,080	\$335,987



SUPPORT SERVICES

HUMAN RESOURCES AND TRAINING & DEVELOPMENT

DESCRIPTION

Human Resources and Training & Development increases collaboration, efficiently and effectiveness across the organization by providing knowledge, support, advice, and talent management oversight. Human Resources and Training & Development staff partner with and support employees from recruitment to retirement in the following areas:

- Recruitment
- Employee Relations
- Orientation & Onboarding
- Competency & Skill Development
- Performance Management
- Change Management
- Employee Engagement
- Process Improvement
- Benefits & Compensation Administration
- Employee Health
- Professional Development
- Management and Leadership Development

2021 INITIATIVES & GOALS

- Integration of the Human Resources and Training & Development teams to move to solutions center model of Human Resource service delivery
- Inaugural launch of Wellness Program, including debut of Wellness Committee
- Maximize learning management system, technologies and content libraries
- Lead and support organization wide training initiatives including Just Culture, Zero Suicide, Trauma-Informed Care, CPI, DBT, Person Centered Service and leadership development
- Support clinical training team initiatives
- Create a framework to support sustainable career and talent development

BUDGET SUMMARY

	2019 Budget	2020 Budget	2021 Budget
Salaries	655,136	535,061	545,716
Benefits	243,350	218,762	159,938
Other Direct Expenses	600,102	693,600	264,842
TOTAL DIRECT EXPENSE	\$1,498,588	\$1,447,423	\$970,496

STAFFING

Position	2019 FTEs	2020 FTEs	2021 FTEs
Human Resources Executive	1.0	-	-
Human Resources Director	-	-	1.0
Organizational Development Director	-	1.0	-
Human Resources Manager	1.0	1.0	-
Human Resources Generalist	1.0	1.0	1.0
Human Resources Business Partner	-	-	2.0
Administrative Assistant	1.0	1.0	-
Employee Health Specialist	1.0	1.0	1.0
Recruiter	1.0	1.0	1.0
Compensation & Benefit Analyst	1.0	1.0	1.0
Organizational Development Manager	1.0	-	1.0
Development Specialist	1.0	1.0	-
Instructional Designer	1.0	1.0	1.0
Human Resources Coordinator	-	-	1.0
TOTAL	10.0	9.0	10.0

BUDGET HIGHLIGHTS

One employee was moved to the Human Resources budget from the Pine Crest budget. A couple of positions have been realigned to meet the needs of the changing organization.

■ INFECTION PREVENTION

DESCRIPTION

The Infection Control and Prevention Program (ICP) is managed as part of Nursing Services and will work in collaboration with program leaders to provide support to all clinical areas of the organization. Our mission is to provide an organization wide surveillance system to promote a healthy and safe environment by preventing transmission of infectious agents among our patients, residents, clients, and staff. This will be accomplished by continual assessment and modification of our services based on regulations, standards, internal audits, and organization specific guidelines.

2021 INITIATIVES & GOALS

- See infection rates decrease overall or maintain annual infection rates below 2.00 per thousand days for all programs.
- Quality initiatives: Hand Hygiene Program, Antibiotic Stewardship Program, POC audits, IPC rounds and audits, infection prevention education for frontline staff

STAFFING

Position	2019 FTEs	2020 FTEs	2021 FTEs
Infection Preventionist	1.0	1.0	2.0
Phlebotomist	0.5	0.5	2.0
TOTAL	1.5	1.5	4.0

BUDGET HIGHLIGHTS

The two Infection Preventionist roles have been incorporated into operational budgets under Nursing Support & Educational Team. The one additional is a transfer from Pine Crest. The phlebotomist positions remain in the infection prevention budget.

BUDGET SUMMARY

	2019 Budget	2020 Budget	2021 Budget
Salaries		80,378	68,186
Benefits		32,863	19,984
Other Direct Expenses		5,550	14,223
TOTAL DIRECT EXPENSE	-	\$118,791	\$102,393



SUPPORT SERVICES

■ INFORMATION MANAGEMENT SERVICES

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.

2021 INITIATIVES & GOALS

- Implement a new electronic health record for our Behavioral Services service line
- Create an application portfolio and catalogue
- Revitalize our issue resolution, change management, and information governance practices
- Improve the technology hardware and software budgeting and purchasing workflows

STAFFING

Position	2019 FTEs	2020 FTEs	2021 FTEs
Executive	1.0	-	-
Director	-	0.5	0.5
Project Manager	1.0	1.0	1.0
Business Analyst Lead	1.0	-	-
Information Services Lead	-	-	1.0
Programming Systems Assistants	2.0	-	-
Clinical System Analyst	1.0	-	-
Business Analyst	1.0	-	-
Quality Data Specialist	1.0	-	-
Informatics Analyst	-	6.0	5.0
TOTAL	8.0	7.5	7.5

BUDGET HIGHLIGHTS

One analyst position was promoted to a lead role.

BUDGET SUMMARY

	2019 Budget	2020 Budget	2021 Budget
Salaries	491,807	566,969	555,067
Benefits	179,338	210,600	162,679
Other Direct Expenses	1,548,783	1,637,439	2,185,095
TOTAL DIRECT EXPENSE	\$2,219,928	\$2,415,008	\$2,902,841

■ IN-HOUSE TRANSPORTATION

DESCRIPTION

In-house transportation maintains a 64 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 3-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

2021 INITIATIVES & GOALS

- Reduction of vehicle claims by 20%

STAFFING

Position	2019 FTEs	2020 FTEs	2021 FTEs
Manager	0.3	0.3	0.3
Coordinator	1.0	1.0	1.0
Logistics Worker	1.5	2.5	1.1
TOTAL	2.8	3.8	2.4

BUDGET HIGHLIGHTS

1.4 FTEs moved to demand transportation and additional vehicle depreciation.

BUDGET SUMMARY

	2019 Budget	2020 Budget	2021 Budget
Salaries	107,185	143,806	78,368
Benefits	39,814	58,796	22,968
Other Direct Expenses	(122,266)	(109,844)	(83,623)
TOTAL DIRECT EXPENSE	\$24,733	\$92,758	\$17,713



SUPPORT SERVICES

■ LAUNDRY

DESCRIPTION

Laundry provides laundry services for the Mount View and Pine Crest nursing homes, Adult and Youth Behavioral Health Hospitals, and Lakeside Recovery. The service includes linen as well as personal laundry. Laundry is also done for housekeeping and food service. This program is allocated based on pounds of laundry processed.

2021 INITIATIVES & GOALS

- Laundry will implement a new labeling process to manage the resident's personals. This will increase resident satisfaction and the turnaround time for returns.

STAFFING

Position	2019 FTEs	2020 FTEs	2021 FTEs
Coordinator	1.0	1.0	1.0
Laundry Worker	5.0	6.0	6.0
TOTAL	6.0	7.0	7.0

BUDGET HIGHLIGHTS

A small amount of repair to the laundry area is budgeted for in 2021.

BUDGET SUMMARY

	2019 Budget	2020 Budget	2021 Budget
Salaries	193,361	190,179	203,103
Benefits	70,509	70,642	59,525
Other Direct Expenses	83,600	68,930	73,133
TOTAL DIRECT EXPENSE	\$347,470	\$329,751	\$335,761

MARKETING & COMMUNICATIONS

DESCRIPTION

Marketing and Communications is the central communication area for NCHC's internal and external communications. This includes working with staff communications internally, and media communications externally. The marketing and advertising of services is also provided through this program through multi-channel platforms. This program is allocated based on direct expense.

2021 INITIATIVES & GOALS

- Manage communication efforts with key stakeholders regarding renovations on Wausau Campus
- Establish and implement revitalized branding efforts to match service lines and new renovations
- Assist with planning Wausau Campus parking and wayfinding
- Increase and implement video production efforts to increase engagement and communication
- Increase referrals in key revenue generating programs
- Assume operations of mailroom on Wausau Campus.

BUDGET SUMMARY

	2019 Budget	2020 Budget	2021 Budget
Salaries	186,976	179,506	226,170
Benefits	69,452	73,392	66,286
Other Direct Expenses	133,307	137,316	126,589
Total Direct Expense	\$389,735	\$390,214	\$419,045

STAFFING

Position	2019 FTEs	2020 FTEs	2021 FTEs
Director	-	-	1.00
Coordinator	1.0	1.0	-
Specialist	1.0	1.0	1.0
Switchboard Operator	2.0	2.0	1.9
Mailroom Aide	-	-	0.4
TOTAL	4.0	4.0	4.3

BUDGET HIGHLIGHTS

In 2021, the mailroom aide position was moved to the Marketing & Communications budget.



SUPPORT SERVICES

■ NURSING HOME HOUSEKEEPING

DESCRIPTION

Housekeeping has two programs in Support Services. The Housekeeping program provides services to all non-nursing home areas while the Nursing Home Housekeeping program provides housekeeping services to Mount View Care Center. These two programs are separated for cost reporting purposes but are under the same management structure. This program is allocated based on square footage.

2021 INITIATIVES & GOALS

- Practice patient direct care and improve training.
- Maintain a safe and infection-free environment without environmental citations.

STAFFING

Position	2019 FTEs	2020 FTEs	2021 FTEs
Manager	0.5	0.5	1.0
Supervisor	0.5	0.5	-
Lead	0.5	0.5	1.0
Aide	14.7	14.7	12.8
TOTAL	16.2	16.2	14.8

BUDGET HIGHLIGHTS

The manager position was increased to also oversee Pine Crest's housekeeping services.

BUDGET SUMMARY

	2019 Budget	2020 Budget	2021 Budget
Salaries	477,901	497,724	494,331
Benefits	177,516	203,496	144,878
Other Direct Expenses	73,663	70,286	72,739
TOTAL DIRECT EXPENSE	\$729,080	\$771,506	\$711,948

NURSING SERVICES ADMINISTRATION

DESCRIPTION

Nursing Services is the overarching leadership structure that provides oversight and direction for nursing leaders throughout North Central Health Care. The programs within Nursing Services provide a variety of services from direct patient care in our clinical areas to ancillary clinical support to the nursing programs which is vital to our overall success.

Nursing Education Program- This program is new to NCHC and is governed under Nursing Services however will work in collaboration with and provide clinical education support all areas of the organization. Our mission is to provide an organization wide education program to promote a culture of clinical excellence and high reliability. This team will work in collaboration with department leaders in addition to the organizational development team to ensure successful new hire orientation in addition to on-going clinical competencies.

2021 INITIATIVES & GOALS

- Focus on staff development: Create leaders at all levels of nursing
- Foster a culture of zero harm that encourage, support, and spread teamwork and clinical excellence in all areas of nursing.
- Establish a high-quality learning and education program to allow nurses and clinical staff at all levels throughout NCHC have access to innovative care delivery.

BUDGET SUMMARY

	2019 Budget	2020 Budget	2021 Budget
Salaries			277,567
Benefits			81,349
Other Direct Expenses			11,400
TOTAL DIRECT EXPENSE	-	-	\$370,316

STAFFING

Position	2019 FTEs	2020 FTEs	2021 FTEs
Chief Nursing Officer	-	-	1.0
Manager	-	-	1.0
TOTAL	-	-	2.0

BUDGET HIGHLIGHTS

New budget in 2021. The majority of the nursing and education structure is allocated throughout the organization under Nursing Support & Educational Team.



SUPPORT SERVICES

NUTRITION SERVICES

DESCRIPTION

Nutrition Services provides meal service for the Nursing Homes, Adult and Youth Behavioral Health Hospitals, MMT and Adult Day Programs. Required Dietitian consulting is also provided to these locations based on regulatory requirements. This area provides service for the cafeteria, which is also a revenue generating function. This program is allocated based on number of meals served.

2021 INITIATIVES & GOALS

- Successfully transition into the new facility and provide resident centered services with our new made-to-order dining process
- Collaborate with Pine Crest Nutritional Services to achieve better outcomes, including cross training key role staff

STAFFING

Position	2019 FTEs	2020 FTEs	2021 FTEs
Director	1.0	1.0	1.0
Dieticians	1.6	1.6	1.8
Supervisor	1.0	1.0	1.0
Administrative Assistant	1.0	1.0	1.8
Cook	8.0	8.0	6.7
Aide	21.0	21.0	15.7
TOTAL	33.6	33.6	28.0

BUDGET HIGHLIGHTS

Position reductions are due to planned census reduction in Mount View Care Center.

BUDGET SUMMARY

	2019 Budget	2020 Budget	2021 Budget
Net Patient Services Revenue			
County Appropriation			
Other Revenue	180,000	204,000	204,000
Total Revenue	\$180,000	\$204,000	\$204,000
Salaries	1,151,341	1,178,956	956,081
Benefits	427,664	507,369	280,208
Other Direct Expenses	741,745	753,900	729,644
Total Direct Expense	\$2,320,750	\$2,440,225	\$1,965,933

■ PATIENT ACCESS

DESCRIPTION

Patient Access processes outpatient referrals and the clerical portion of the community treatment referrals, scheduling, and enrollment of all new and follow up clients that come to NCHC at all locations as well as hospital discharges from diversions and NCHC clients within the Marathon, Lincoln and Langlade counties.

2021 INITIATIVES & GOALS

- Patient Access will be working toward implementing an automated reminder system for patient appointments which will be a part of the new electronic medical record.
- Having a fully implemented call center at the Wausau location to answer all calls from the locations of Wausau, Merrill and Antigo offices by later in 2019 and create benchmarks for productivity for staff for 2020.
- Creating a reference guide that provides the processes and tools for each Patient Access position for cross coverage.

BUDGET SUMMARY

	2019 Budget	2020 Budget	2021 Budget
Salaries	651,620	680,360	769,106
Benefits	242,049	278,167	225,409
Other Direct Expenses	311,942	308,318	296,379
Total Direct Expense	\$1,205,611	\$1,266,845	\$1,290,894

STAFFING

Position	2019 FTEs	2020 FTEs	2021 FTEs
Director	1.0	1.0	1.0
Lead	1.0	1.0	1.0
Enrollment Specialist	3.0	3.0	3.0
Registration Specialist	9.6	9.6	8.4
Referral Coordinator	1.8	1.8	2.8
Administrative Assistant	1.0	1.0	1.0
Prior Authorization Specialist	-	-	0.9
OWI Scheduler	1.0	1.0	1.0
TOTAL	18.4	18.4	19.1

BUDGET HIGHLIGHTS

Two position transfer from Patient Financial Services.



SUPPORT SERVICES

PATIENT FINANCIAL SERVICES

DESCRIPTION

Patient Financial Services processes billing of services for Pine Crest, Mount View Care Center and all programs within NCHC's lines of service which equates to approximately 10,000 bills per month. This program is allocated based on the number of clients in NCHC programs and residents in Pine Crest and MVCC.

2021 INITIATIVES & GOALS

- With in implementation of a new EHR (Cerner), we will continue to monitor the facilities write-offs and claim denials.
- Patient Accounts Receivable will be working toward keeping our days in accounts receivable between 29-34 days.

STAFFING

Position	2019 FTEs	2020 FTEs	2021 FTEs
Director	1.0	1.0	1.0
Billing Analyst	1.0	1.0	1.0
Patient Accounts Representative	4.0	4.0	4.0
Administrative Assistant	1.3	1.3	1.3
Provider Credentialing	1.0	1.0	1.0
Information Systems Analyst	1.0	1.0	1.0
Benefits Specialist	1.0	1.0	1.0
Enrollment Specialist	1.0	1.0	
Prior Authorization Representative	0.9	0.9	-
Billing Specialist	1.0	1.0	2.0
TOTAL	13.2	13.2	12.3

BUDGET HIGHLIGHTS

Two positions transferred to Patient Access and one transferred in from Pine Crest.

BUDGET SUMMARY

	2019 Budget	2020 Budget	2021 Budget
Net Patient Services Revenue			
County Appropriation			
Other Revenue	70,000	120,000	162,000
TOTAL REVENUE	\$70,000	\$120,000	\$162,000
Salaries	548,229	559,898	561,226
Benefits	203,639	228,916	164,484
Other Direct Expenses	80,845	102,725	81,641
TOTAL DIRECT EXPENSE	\$832,713	\$891,539	\$807,351

■ PHARMACY

DESCRIPTION

Pharmacy provides medication management services to our Adult and Youth inpatient hospital, Skilled Nursing Facilities, Crisis Community Based Residential Facility, Community based residential clients, Community Treatment and employees enrolled in NCHC's employee health insurance plan.

2021 INITIATIVES & GOALS

- Continue improvement and expansion of clinical services related to medication management
- Continuous refinement, expansion and improvement in the quality and efficiency by which we provide clinical medication management for programs supported
- Ongoing progression, communication, and quality factors of our antimicrobial stewardship program
- Growth in our clinical consultative services related to skilled nursing residents
- Continuous improvement, support, and progression towards a culture of zero medication errors across the organization.
- Continuous partnership and collaboration with programs to support audit services related to medication management to ensure quality regulatory compliance.

STAFFING

Position	2019 FTEs	2020 FTEs	2021 FTEs
Director	1.0	1.0	1.0
Pharmacist	2.4	3.0	3.0
Pharmacy Technician	5.0	6.0	6.0
Billing Specialist	1.0	1.0	1.0
TOTAL	9.4	11.0	11.0

BUDGET HIGHLIGHTS

Service scope continues to increase throughout the behavioral health services.

BUDGET SUMMARY

	2019 Budget	2020 Budget	2021 Budget
Net Patient Services Revenue	4,700,000	6,080,000	8,212,378
County Appropriation			
Other Revenue	427,887	402,394	398,563
TOTAL REVENUE	\$5,127,887	\$6,482,394	\$8,610,941
Salaries	694,994	820,959	878,483
Benefits	258,155	335,632	257,465
Other Direct Expenses	3,547,589	4,559,599	6,210,689
TOTAL DIRECT EXPENSE	\$4,500,738	\$5,716,190	\$7,346,637



SUPPORT SERVICES

■ PINE CREST ENVIRONMENTAL SUPPORT SERVICES

DESCRIPTION

Pine Crest Environmental Support Services includes the support services area of housekeeping, dietary, laundry and transportation for Pine Crest.

2021 INITIATIVES & GOALS

- Food service is developing an orientation process to successfully onboard and retain staff.
- Food Service and Nursing will partner together to implement a resident centered dining process so all residents can gather in 1 of 3 dining rooms at Pine Crest.
- Pine Crest Housekeeping will transition to doing all personal in the facility

STAFFING

Position	2019 FTEs	2020 FTEs	2021 FTEs
Director	-	2.0	-
Supervisor	-	1.0	-
Lead	-	-	1.0
Dietician	-	1.0	1.0
Cook	-	4.8	4.8
Dietary Aide	-	11.7	11.2
Housekeeping Aide	-	11.3	9.9
Laundry Aide	-	1.5	1.6
Transportation Driver	-	0.5	-
TOTAL	-	33.8	29.5

BUDGET HIGHLIGHTS

Position reductions are due to planned reduction in Pine Crest's census.

BUDGET SUMMARY

	2019 Budget	2020 Budget	2021 Budget
Salaries		1,068,454	1,033,638
Benefits		436,841	302,939
Other Direct Expenses		1,319,000	908,030
TOTAL DIRECT EXPENSE	-	\$2,824,295	\$2,244,607

SUPPORT SERVICES

■ PURCHASING

DESCRIPTION

Purchasing is the central purchasing service for all of NCHC. This area orders and delivers purchases to all programs. This area is also responsible for monitoring proper purchasing based on the contract with the buying group that NCHC belongs to. This program is allocated based on number of requisitions.

2021 INITIATIVES & GOALS

- Continue to monitor prices and quality of supplies to be assured we are purchasing quality items at the best price available.
- Remain steadfast on delivering all packages as soon as possible to ensure all programs have what they need when they need it.
- Work with nursing home to achieve clean and dirty storage areas for supplies to minimize possible contamination on delivery packaging from outside NCHC.
- We will be available to assist programs/departments throughout the new building and renovation project.

BUDGET SUMMARY

	2019 Budget	2020 Budget	2021 Budget
Net Patient Services Revenue			
County Appropriation			
Other Revenue	55,000	60,000	62,000
TOTAL REVENUE	\$55,000	\$60,000	\$62,000
Salaries	137,746	139,989	101,711
Benefits	51,166	57,235	29,809
Other Direct Expenses	45,989	44,553	45,679
TOTAL DIRECT EXPENSE	\$234,901	\$241,777	\$177,199

STAFFING

Position	2019 FTEs	2020 FTEs	2021 FTEs
Manager	1.0	1.0	1.0
Administrative Assistant	0.3	0.2	0.3
Storekeeper	2.0	2.0	1.0
TOTAL	3.3	3.2	2.3

BUDGET HIGHLIGHTS

The 2021 Purchasing budget reflects a reduction in FTE for the Storekeeper position.



SUPPORT SERVICES

■ QUALITY & COMPLIANCE

DESCRIPTION

Quality and Compliance supports the organization in making sure that the services we provide are of the highest quality and are safe. In addition to this, Compliance is responsible for making sure the organization is abiding by legal, ethical and professional standards applicable to our organization.

2021 INITIATIVES & GOALS

- Completion of the Compliance Work Plan & Audit & Monitoring Plan
- Journey to Zero Harm: Reduction in Adverse Event
- Achievement of Joint Commission Accreditation

STAFFING

Position	2019 FTEs	2020 FTEs	2021 FTEs
Director	1.0	1.0	1.0
Safety & Environmental Coordinator		1.0	-
Infection & Prevention Specialist		1.0	-
Phlebotomist	0.5		-
TOTAL	3.5	1.0	1.0

BUDGET HIGHLIGHTS

Safety and Environmental Coordinator is moving to Administration and will work with the Operations Executive. The Infection Prevention Specialist and Phlebotomist moved to their own program.

BUDGET SUMMARY

	2019 Budget	2020 Budget	2021 Budget
Salaries	264,194	91,884	111,461
Benefits	98,134	37,565	32,667
Other Direct Expenses	54,178	106,127	79,232
TOTAL DIRECT EXPENSE	\$416,506	\$235,576	\$223,360

SAFETY & SECURITY

DESCRIPTION

Safety & Security focuses on safety, security, emergency management, and compliance. The department is committed to fostering an environment of collaboration, information-sharing, utilizing an integrated approach to safety and security, optimal efficacy and consistency in incident response, protocols and procedures, and to establishing and strengthening partnerships across the organization that both support and enhance safety and security.

2021 INITIATIVES & GOALS

- Provide a visible uniformed security presence to increase safety and security for residents, patients, clients, visitors, and staff.
- Train staff to recognize and report potential or actual safety and security incidents to ensure a timely response.
- Assess risks by analyzing data and the environment to ensure regulatory compliance and reduce injuries, incidents and unsafe work environments.

BUDGET SUMMARY

	2019 Budget	2020 Budget	2021 Budget
Salaries			207,001
Benefits			60,668
Other Direct Expenses			3,440
TOTAL DIRECT EXPENSE	-	-	\$271,109

STAFFING

Position	2019 FTEs	2020 FTEs	2021 FTEs
Manager			1.0
Law Enforcement Liaison			0.5
Security Officer			2.8
TOTAL	-	-	4.3

BUDGET HIGHLIGHTS

A new Safety & Security Department has been implemented. The Safety and Environment Coordinator position was changed to Safety and Environmental Manager. Safety and Security Officer positions were created to replace contracted security.



SUPPORT SERVICES

VOLUNTEER SERVICES

DESCRIPTION

Volunteers play a very important role at North Central Health Care as part of our team. They offer clients, patients, residents, families and staff members their compassion, skills, talent and time. In so doing, North Central's professionals are able to devote more time to direct patient care and recovery.

Due to COVID-19 the Volunteer Services program has been suspended for much of 2021. We eagerly look forward to having volunteers return to service. With the new nursing home tower opening in 2021, we are excited about new ways volunteers will be able to serve at NCHC.

2021 INITIATIVES & GOALS

- Return to service to assist the Life Enrichment team to provide excellent programing for our residents
- Re-open the Gift Shop
- Re-open the Canteen
- Re-open the Beauty Shops for residents
- Expand Cycling Without Age program to the Residential Living programs
- Continue to work with community partners to support and expand our Holiday gift program
- Begin a system wide onboarding process for all volunteers throughout NCHC

STAFFING

Position	2019 FTEs	2020 FTEs	2021 FTEs
Manager	1.0	1.0	-
Coordinator	-	-	1.0
Administrative Assistant	0.6	0.6	0.6
TOTAL	1.6	1.6	1.6

BUDGET HIGHLIGHTS

2021 budget remains consistent with 2020.

BUDGET SUMMARY

	2019 Budget	2020 Budget	2021 Budget
Net Patient Services Revenue			
County Appropriation			
Other Revenue	25,000	24,000	26,000
Total Revenue	\$25,000	\$24,000	\$26,000
Salaries	67,750	69,277	76,264
Benefits	25,166	28,324	22,351
Other Direct Expenses	26,193	25,685	32,686
TOTAL DIRECT EXPENSE	\$119,109	\$123,286	\$131,301

North Central Health Care 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 evaluation of capital expenditure proposals, and the selection of proposals that meet certain criteria. North Central Health Care's threshold to capitalize an asset and depreciate its use requires the purchase to be \$2,500 or more and have a useful life of two or more years. Straight-line depreciation methods are used and funding for capital assets is available for the approved year and two consecutive years. Equipment with a value of less than \$2,500 are budgeted separately and expensed within a program's budget. Movable 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. Generally, the use of capital can be summarized in the following categories:

- 1) Replacement: needed to continue current operations
- 2) Replacement: cost reduction
- 3) Expansion of current services
- 4) Expansion into new services
- 5) Safety and/or environmental projects
- 6) Other projects

CAPITAL BUDGETING PROCESSES

All anticipated building renovation projects, regardless of price, must be submitted to each County Facilities Department by May 1st of each year so the projects can be designed, scoped and priced for the following year. Any building alteration of more than \$30,000 must be submitted by June of each year to be considered for funding by any County for the following year.

NCHC Capital Budget

If a project is approved by a County but does not get funded, NCHC can budget for and pay for these projects using NCHC's available capital funding, even if the project exceeds \$30,000. Building projects under \$30,000 are considered operational projects and are exclusively funded by NCHC through the NCHC capital budgeting process. These projects still must be approved by each County in advance.

All asset acquisition which can be capitalized must be submitted and approved as part of NCHC's capital budget regardless of funding source.

Rolling Stock

Rolling stock includes vehicles, buses, and small equipment intended for NCHC programs. Rolling stock purchase for use in programs serving Marathon County fall under Marathon County's policy and procedures on rolling stock in determining need and replacement schedule. Rolling stock intended for Marathon County programs that are more than \$5,000 must be approved by Marathon County. Purchases under \$5,000 are considered operational expenses and are funded by NCHC.

Any rolling stock request that is requested for funding but does not receive funding approval by Marathon County may be funded by NCHC if it receives approval by the NCHC Board. All rolling stock purchases for use in Langlade and Lincoln County, regardless of price, are included in NCHC's budget.



CAPITAL IMPROVEMENT REQUESTS

PROGRAM DESCRIPTION	CAPITAL REQUEST	REQUEST	REASON
Antigo Day Services	Bathroom Remodel	\$15,000	Remodel
Antigo Day Services	Hoyer Lift	\$5,600	Replacement
In-House Transportation	Mini Van to Replace #74	\$28,000	Replacement
Lakeside Recovery MMT	Washer/Dryer	\$5,000	Replacement
Laundry	Hottronix Heat Press	\$7,300	Replacement
Lincoln Industries	Hoyer Lift	\$5,000	Replacement
Lincoln Industries	Sit to Stand Lift	\$5,000	Replacement
Lincoln Industries	Wheelchair Swing	\$6,500	New
Pine Crest Nursing Home	Washers/Dryers (4 each)	\$15,700	Replacement
Pine Crest Nursing Home	Stackable Washers/Dryers (2)	\$6,900	Replacement
Pine Crest Nursing Home	Blixer Processor w/ Bowl	\$4,300	Replacement
Pine Crest Nursing Home	Food Cart & Tray Accessories	\$5,100	Replacement
Pine Crest Nursing Home	Wheelchair Washer	\$15,000	New
Chadwick Street	High-Temp Dishwasher	\$11,500	Replacement
Heather Street	High-Temp Dishwasher	\$11,500	Replacement
Bissell Street	High-Temp Dishwasher	\$11,500	Replacement
Andrea Street	Hoyer Lift	\$5,000	Replacement
Andrea Street	High-Temp Dishwasher	\$11,500	Replacement
Prevocational Services	St to Stand Lift	\$5,000	Replacement
TECHNOLOGY REQUESTS			
Information Management Services	Laptop Computers	\$100,000	Replacement
Information Management Services	Networking Equipment	\$125,000	Replacement
Totals		\$405,400	

CAPITAL IMPROVEMENT FORECAST 2022–2025

YEAR	CAPITAL REQUEST	DESCRIPTION OF REQUEST	ESTIMATED COST
2022	Rolling Stock – Replacement	Small Bus to Replace #76	\$62,000
2022	Rolling Stock – Replacement	Passenger Car to Replace #77	28,000
2022	Rolling Stock – Replacement	Passenger Car to Replace #78	28,000
2022	Rolling Stock – Replacement	Small Bus to Replace #95	62,000
2023	Rolling Stock – Replacement	Large Bus to Replace #64	90,000
2023	Rolling Stock – Replacement	Passenger Car to Replace #79	29,000
2024	Rolling Stock – Replacement	Large Bus to Replace #65	90,000
2024	Rolling Stock – Replacement	Large Bus to Replace #66	90,000
2024	Rolling Stock – Replacement	Large Bus to Replace #67	90,000
2025	Rolling Stock – Replacement	Small Bus to Replace #1	64,000
2025	Rolling Stock – Replacement	Large Bus to Replace #60	90,000

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North Central Health Care

Person centered. Outcome focused.

Wausau Campus

1100 Lake View Drive
Wausau, Wisconsin 54403
715.848.4600

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

Mount View Care Center

2400 Marshall Street
Wausau, Wisconsin 54403
715.848.4300

Pine Crest Nursing Home

2100 E 6th Street
Merrill, WI 54452
715.536.0355

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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