



OFFICIAL NOTICE AND AMENDED AGENDA

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

Thursday, April 21, 2022 at 3:00 PM

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

Phone Number: 1-408-418-9388 **Access Code:** 2484 074 5199

AGENDA

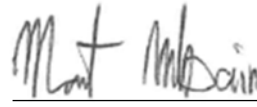
1. Call to Order
2. Public Comment (15 Minutes)
3. Approval of March 17, 2022, March 24, 2022, March 28, 2022, March 31, 2022, and April 1, 2022 Executive Committee Minutes
4. Operational Functions Required by Statute, Ordinance, or Resolution
5. Educational Presentations/Outcome Monitoring Reports
 - a. CEO Report
 - b. Organizational and Program Dashboards
 - c. March Financials
6. Update on Renovation Project
 - a. ACTION: Request for additional funds for renovation project
7. Motion to go into Closed Session Pursuant to Wis. Stat. ss. 19.85(1)(c) and (e), for the purpose of considering employment or compensation of any public employee over which the governmental body has jurisdiction or exercises responsibility, and for the purpose of conducting other specified public business, whenever competitive reasons require a closed session, to wit: Discussion of contract negotiations with contractor to provide executive financial services to the organization on an interim basis and other contracts
8. Motion to Return to Open Session
9. Announcements and Possible Action on Matters Discussed in Closed Session
10. Next Meeting Date & Time, Location, and Future Agenda Items
 - a. Next Meeting: Thursday, May 5, 2022 in the North Central Health Care Wausau Board Room
11. Announcements
12. Adjournment

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

NOTICE POSTED AT: North Central Health Care

COPY OF NOTICE DISTRIBUTED TO:

Wausau Daily Herald, Antigo Daily Journal, Tomahawk Leader,
Merrill Foto News, Langlade, Lincoln & Marathon County Clerks Offices

A handwritten signature in black ink, appearing to read "Matt Mabein". The signature is written in a cursive style with a horizontal line underneath it.

Presiding Officer or Designee

DATE: 04/18/2022 TIME: 4:00 PM BY: D. Osowski

NORTH CENTRAL COMMUNITY SERVICES PROGRAM EXECUTIVE COMMITTEE MEETING MINUTES

March 17, 2022

10:00 a.m.

Virtual Meeting

Present: X_(WebEx) Kurt Gibbs EXC Deb Hager X_(WebEx) Lance Leonhard
 X_(WebEx) Robin Stowe X_(WebEx) Cate Wylie

Others Present: Dejan Adzic, Deputy Corp. Counsel

Call to Order

- Meeting was called to order at 10:00 a.m. by Chair Gibbs.

Motion to go into Closed Session

- **Motion**/second, Leonhard/Stowe, to move into Closed Session pursuant to Wis. Stat. s. 19.85(1)(c), for the purpose of considering employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility, to wit: consideration of NCHC interim chief executive officer term and Wis. Stat. s. 19.85(1)(e) for the purpose of considering employment or compensation of any public employee over which the governmental body has jurisdiction or exercised responsibility, and for the purpose of conducting other specified public business, whenever competitive reasons require a closed session, to wit: negotiation of potential agreements with service providers
- Roll call vote taken; all indicated aye. Motion carried. Meeting convened in Closed Session at 10:02 a.m.

Motion to Return to Open Session

- **Motion**/second, Leonhard/Wylie, to return to open session at 12:44 p.m. Motion carried.

Announcements and Possible Action on Matters Discussed in Closed Session

- None

Adjournment

- **Motion**/second, Wylie/Stowe, to adjourn the meeting at 12:48 p.m. Motion carried.

NORTH CENTRAL COMMUNITY SERVICES PROGRAM EXECUTIVE COMMITTEE MEETING MINUTES

March 28, 2022

1:00 p.m.

NCHC Wausau Board Room

Present: X Kurt Gibbs X Deb Hager X Lance Leonhard
X(Phone) Robin Stowe X Cate Wylie

Others Present: Dejan Adzic, Deputy Corp. Counsel

Call to Order

- Meeting was called to order at 4:05 p.m. by Chair Gibbs.

Motion to go into Closed Session

- **Motion** by Wylie to go into Closed Session Pursuant to Wis. Stat. ss. 19.85(1)(c) and (e), for the purpose of considering employment or compensation of any public employee over which the governmental body has jurisdiction or exercises responsibility, and for the purpose of conducting other specified public business, whenever competitive reasons require a closed session, to wit: Discussion of contract negotiations with employee or contractor to provide executive services to the organization on an interim basis. Second by Leonhard. Roll Call taken; all ayes. Motion carried unanimously.
- **Motion**/second, Wylie/Leonhard, to return to open session at 4:42 p.m. Motion carried.

Announcements and Possible Action on Matters Discussed in Closed Session

- Next meeting of the Executive Committee will be Thurs, March 31, 2022 at 2:30 p.m.

Adjournment

- **Motion**/second, Leonhard/Wylie, to adjourn at 4:45 p.m. Motion carried.

NORTH CENTRAL COMMUNITY SERVICES PROGRAM EXECUTIVE COMMITTEE MEETING MINUTES

March 31, 2022

2:30 p.m.

NCHC Wausau Board Room

Present: X Kurt Gibbs X^(WebEx) Deb Hager X Lance Leonhard
X^(WebEx) Robin Stowe X Cate Wylie

Others Present: Dejan Adzic, Deputy Corp. Counsel

Call to Order

- Meeting was called to order at 2:40 p.m. by Chair Gibbs.

Motion to go into Closed Session

- **Motion** by Leonhard to go into Closed Session Pursuant to Wis. Stat. ss. 19.85(1)(c) and (e), for the purpose of considering employment or compensation of any public employee over which the governmental body has jurisdiction or exercises responsibility, and for the purpose of conducting other specified public business, whenever competitive reasons require a closed session, to wit: review of draft contract for interim executive services and discussions and negotiations with potential contractor. Second by Stowe. Roll Call taken; all ayes. Motion carried unanimously.
- **Motion**/second, Wylie/Leonhard, to return to open session at 2:58 p.m. Motion carried.

Announcements and Possible Action on Matters Discussed in Closed Session

- **Motion**/second, Leonhard/Stowe, to approve the contract for the Interim Executive Director for Mort McBain. Motion carried unanimously.

Adjournment

- **Motion**/second, Leonhard/Wylie, to adjourn at 3:01 p.m. Motion carried.



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

April 1, 2022

4:30 p.m.

WebEx Virtual Meeting

Present: X_(WebEx) Kurt Gibbs EXC Deb Hager X_(WebEx) Lance Leonhard
 X_(WebEx) Robin Stowe ABS Cate Wylie

Staff Present: Mort McBain, Interim Executive Director

Call to Order

- Meeting was called to order at 4:45 p.m. by Chair Gibbs.

Approve the Recommendations of the Medical Executive Committee for Reappointments for Laurence Gordon, DO, Patrick Helfenbein, MD, Gregory Varhely, MD

- **Motion**/second, Leonhard/Stowe, to approve the recommendations of the Medical Executive Committee for Reappointments for Laurence Gordon, DO, Patrick Helfenbein, MD, and Gregory Varhely, MD. Motion carried.

Adjournment

- **Motion**/second, Stowe/Leonhard, to adjourn at 4:46 p.m. Motion carried.

DEPARTMENT: NORTH CENTRAL HEALTH CARE								FISCAL YEAR: 2022								
PRIMARY OUTCOME GOAL	↑	TARGET	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	2022 YTD	2021
PEOPLE																
Vacancy Rate	↘	7-9%	9.7%	9.7%	9.7%										9.7%	7.3%
Turnover Rate	↘	20-23% (1.7%-1.95%)	2.5%	2.0%	3.3%										31.2%	31.8%
Organization Diversity Composite Index	↗	Monitoring	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.66
SERVICE																
Patient Experience (Net Promoter Score)	↗	55-61	71.4%	60.0%	71.7%										61.6%	64.4
QUALITY																
Hospital Readmission Rate	↘	10-12%	9.47%	10.39%	11.43%										10.4%	10.3%
Nursing Home Readmission Rate	↘	10-12%	7.1%	8.8%	5.6%										8.0%	12.7%
Nursing Home Star Rating	↗	★★★★	★★★★★	★★★★★	★★★★★										★★★★★	★★★
Zero Harm - Patients	↘	Monitoring	1.98	1.87	1.79										1.88	0.80
Zero Harm - Employees	↘	Monitoring	1.11	2.72	5.72										3.18	3.14
COMMUNITY																
Out of County Placements	↘	230-250	369	101	94										188	151
Client Diversity Composite Index	↗	Monitoring	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.45
FINANCE																
Direct Expense/Gross Patient Revenue	↘	64-67%	81.8%	75.8%	72.9%										76.1%	78.2%
Indirect Expense/Direct Expense	↘	44-47%	33.9%	41.8%	45.2%										42.6%	37.6%
Net Income	↗	-2.7%	-12.0%	-6.0%	-11.9%										-11.4%	-5.7%

↗ Higher rates are positive
 ↘ Lower rates are positive

2022 - Primary Dashboard Measure List

↗ Higher rates are positive

↘ Lower rates are positive

Department	Domain	Outcome Measure	↕	Target Level	Current Month	Current YTD	2021
North Central Health Care	People	Vacancy Rate	↘	7-9%	9.7%	9.7%	7.8%
		Turnover Rate	↘	20-23% (1.7%-1.9%)	3.3%	31.2%	N/A
		Organization Diversity Composite Index	↗	Monitoring	N/A	N/A	N/A
	Service	Patient Experience (Net Promoter Score)	↗	55-61	71.7%	61.6%	61.0
	Quality	Hospital Readmission Rate	↘	10-12%	11.4%	10.4%	11.8%
		Nursing Home Readmission Rate	↘	10-12%	5.6%	8.0%	13.5%
		Nursing Home Star Rating	↗	★★★★	★★★★★	★★★★★	★★★
		Zero Harm - Patients	↘	Monitoring	1.79	1.88	0.74
		Zero Harm - Employees	↘	Monitoring	5.72	3.18	2.84
	Community	Out of County Placements	↘	230-250	94	188	269
		Client Diversity Composite Index	↗	Monitoring	N/A	N/A	/
	Finance	Direct Expense/Gross Patient Revenue	↘	64-67%	72.9%	76.1%	72.4%
		Indirect Expense/Direct Expense	↘	44-47%	45.2%	43%	39.0%
Net Income		↗	2-3%	-11.9%	-11.4%	0.4%	

Department	Domain	Outcome Measure	↕	Target Level	Current Month	Current YTD
Adult Community Treatment	People	Vacancy Rate	↘	7-9%	4.4%	4.3%
		Turnover Rate	↘	20-23% (1.7%-1.9%)	2.3%	9.1%
	Service	Patient Experience (Net Promoter Score)	↗	55-61	50.0%	50.0%
	Quality	Zero Harm - Patients	↘	Monitoring	0.00	0.40
		% of Treatment Plans Completed within Required Timelines	↗	96-98%	68%46/68	67.3%
		Employment rate of Individual Placement and Support (IPS) Clients	↗	46-50%	47.70%	57.1%
	Community	% of Eligible CCS and CSP Clients Admitted within 60 Days of Referral	↗	60-70%	22.0%	11.0%
		Average Days from Referral to Initial Appointment	↘	55-60 days	142 days	128 days
		Hospitalization Rate of Active Patients	↘	Monitoring	3.45%	2.73%
	Finance	Direct Expense/Gross Patient Revenue	↘	86.7-90.2%	77.7%	77.6%
Net Income		↗	\$10,457-\$15,686 Per Month	(\$38,765)	(\$14,185)	

Department	Domain	Outcome Measure	↕	Target Level	Current Month	Current YTD
Adult Crisis Stabilization CBRF	People	Vacancy Rate	↘	5-7%	0.0%	0.0%
		Turnover Rate	↘	20-23% (1.7%-1.9%)	8.7%	34.8%
	Service	Patient Experience (Net Promoter Score)	↗	42-47	0.0%	0.0%
	Quality	Zero Harm - Patients	↘	Monitoring	0.00	0.00
		% of Patients who kept their Follow-up Appointment	↗	90-95%	66%2/3	89.0%
	Community	% of Patients Admitted within 24 hours of Referral	↗	90-95%	100%28/28	100%
	Finance	Direct Expense/Gross Patient Revenue	↘	30.9-32.2%	38.6%	40.1%
		Net Income	↗	\$1,747-\$2,620 Per Month	(\$35,798)	(\$11,945)

Department	Domain	Outcome Measure	↕	Target Level	Current Month	Current YTD
Adult Inpatient Psychiatric Hospital	People	Vacancy Rate	↘	7-9%	8.2%	5.5%
		Turnover Rate	↘	20-23% (1.7%-1.9%)	2.2%	8.8%
	Service	Patient Experience (Net Promoter Score)	↗	42-47	0.0	0.0%
	Quality	Zero Harm - Patients	↘	Monitoring	4.07	5.94
		Hospital Readmission Rate	↘	10-12%	11.3%	11.2%
		Average Days for Initial Counseling Appointment Post-Hospital Discharge	↘	8-10 days	16.7 days	15.6 days
		Average Days for Initial Psychiatry Appointment Post-Hospital Discharge	↘	8-10 days	9.4 days	9.3 days
		Average Days since previous Detox Admission	↗	330-360 days	712.5 days	616 days
	Community	Out of County Placements	↘	150-170	88	137
	Finance	Direct Expense/Gross Patient Revenue	↘	78.2-81.4%	105.9%	95.2%
Net Income		↗	\$13,382-\$20,073 Per Month	(\$385,518)	(\$231,301)	

Department	Domain	Outcome Measure	↕	Target Level	Current Month	Current YTD
Aquatic	People	Vacancy Rate	↘	5-7%	10.0%	6.7%
		Turnover Rate	↘	20-23% (1.7%-1.9%)	0.0%	0.0%
	Service	Patient Experience (Net Promoter Score)	↗	83-87	91.7%	89.9%
	Quality	Zero Harm - Patients	↘	Monitoring	0.00	0.00
	Finance	Direct Expense/Gross Patient Revenue	↘	43.8-45.6%	57.7%	65.9%
		Net Income	↗	\$2,174-\$3,261 Per Month	\$14,123	(\$1,465)

Department	Domain	Outcome Measure	↕	Target Level	Current Month	Current YTD
Clubhouse	People	Vacancy Rate	↘	5-7%	0.0%	0.0%
		Turnover Rate	↘	20-23% (1.7%-1.9%)	0.0%	0.0%
	Service	Patient Experience (Net Promoter Score)	↗	55-61	82.6%	73.4%
	Quality	Average Attendance Per Work Day	↗	20-25	14.0%	14.0%
		% of Members Working 15 or More Hours Per Month	↗	80-85%	36% 27/75	34.3%
	Community	Active Members Per Month	↗	110-120	75	69
	Finance	Direct Expense/Gross Patient Revenue	↘	58.6-61.0%	273.4%	184.3%
		Net Income	↗	\$536-\$804 Per Month	(\$14,749)	(\$19,864)

Department	Domain	Outcome Measure	↕	Target Level	Current Month	Current YTD
Crisis and Emergency Services	People	Vacancy Rate	↘	7-9%	20.0%	13.0%
		Turnover Rate	↘	20-23% (1.7%-1.9%)	11.5%	46.2%
	Service	Patient Experience (Net Promoter Score)	↗	42-47	0.0%	99.0%
	Quality	Zero Harm - Patients	↘	Monitoring	0.00	4.71
		% of Crisis Assessments with Documented Linkage and Follow-up within 24 hours	↗	70-75%	69.6%	70.0%
		Avoid Hospitalizations (NCHC and Diversions) with a length of stay of less than 72 hours	↘	5-10%	0.0%	0.0%
	Community	Out of County Placements Days	↘	230-250	94	188
		Court Liasion: % of Eligible Individuals with Commitment and Settlement Agreements who are Enrolled in CCS or CSP withn 60 days	↗	80-85%	N/A	N/A
	Finance	Direct Expense/Gross Patient Revenue	↘	167.6-174.4%	378.8%	383.2%
		Net Income	↗	\$5,370-\$8,055 Per Month	\$13,287	(\$43,794)

Department	Domain	Outcome Measure	↕	Target Level	Current Month	Current YTD
Day Services	People	Vacancy Rate	↘	7-9%	8.3%	10.5%
		Turnover Rate	↘	20-23% (1.7%-1.9%)	9.3%	72.0%
	Service	Patient Experience (Net Promoter Score)	↗	55-61	100.0%	99.0%
	Quality	Zero Harm - Patients	↘	Monitoring	1.79	1.00
	Finance	Direct Expense/Gross Patient Revenue	↘	89.3-92.9%	165.1%	140.3%
		Net Income	↗	\$5,103-\$7,654 Per Month	(\$32,170)	(\$29,874)

Department	Domain	Outcome Measure	↕	Target Level	Current Month	Current YTD
Group Homes	People	Vacancy Rate	↘	7-9%	13.8%	12.9%
		Turnover Rate	↘	20-23% (1.7%-1.9%)	7.5%	45.0%
	Service	Patient Experience (Net Promoter Score)	↗	55-61	100.0%	85.7%
	Quality	Zero Harm - Patients	↘	Monitoring	2.22	1.08
	Finance	Direct Expense/Gross Patient Revenue	↘	66.3-69.0%	73.5%	76.7%
		Net Income	↗	\$2,939-\$4,408 Per Month	\$34,599	\$30,069

Department	Domain	Outcome Measure	↕	Target Level	Current Month	Current YTD
Mount View Care Center	People	Vacancy Rate	↘	7-9%	13.1%	13.5%
		Turnover Rate	↘	20-23% (1.7%-1.9%)	2.6%	33.1%
	Service	Patient Experience (Net Promoter Score)	↗	55-61	41.7%	52.4%
	Quality	Nursing Home Readmission Rate	↘	10-12%	4.0%	7.4%
		Zero Harm - Residents	↘	Monitoring	3.69	3.00
		Nursing Home Quality Star Rating	↗	★★★★	★★★★	★★★★
	Community	Referral Conversion Rate	↗	N/A	N/A	N/A
	Finance	Direct Expense/Gross Patient Revenue	↘	55.5-57.7%	68.5%	68.5%
Net Income		↗	\$30,636-\$45,954 Per Month	(\$198,115)	(\$218,593)	

Department	Domain	Outcome Measure	↕	Target Level	Current Month	Current YTD
Outpatient Services	People	Vacancy Rate	↘	7-9%	15.4%	14.2%
		Turnover Rate	↘	20-23% (1.7%-1.9%)	0.0%	22.7%
	Service	Patient Experience (Net Promoter Score)	↗	55-61	68.4%	38.6%
	Quality	Zero Harm - Patients	↘	Monitoring	0.00	1.40
		Average Days for Initial Counseling Appointment Post-Hospital Discharge	↘	8-10 days	17.5 days	14.9 days
		Average Days for Initial Psychiatry Appointment Post-Hospital Discharge	↘	8-10 days	13.1 days	11.2 days
		Day Treatment Program Completion Rate	↗	40-50%	N/A	N/A
		OWI - 5 Year Recidivism Rate	↘	13-15%	6.1%	6.6%
		Same Day Cancellation and No-Show Rate	↘	15-18%	12.0%	11.6%
	Community	% of Patients Offered an Appointment within 4 Days of Screening by a Referral Coordinator	↗	20-25%	16.9%	16.5%
		Post-Jail Release Access Rate (Within 4 Days of Release)	↗	20-25%	N/A	N/A
		Average Number of Days from Referral to Start of Day Treatment	↘	16-20 days	N/A	N/A
		Hospitalization Rate of Active Patients	↘	Monitoring	0.97%	0.73%
	Finance	Direct Expense/Gross Patient Revenue	↘	93.4-97.2%	100.3%	123.7%
		Net Income	↗	\$12,534-\$18,802 Per Month	(\$58,171)	(\$69,376)

Department	Domain	Outcome Measure	↕	Target Level	Current Month	Current YTD
Pine Crest Nursing Home	People	Vacancy Rate	↘	7-9%	13.4%	13.0%
		Turnover Rate	↘	20-23% (1.7%-1.9%)	2.4%	25.4%
	Service	Patient Experience (Net Promoter Score)	↗	55-61	38.9%	42.1%
	Quality	Zero Harm - Residents	↘	Monitoring	3.36	2.34
		Nursing Home Readmission Rate	↘	10-12%	9.1%	6.1%
		Nursing Home Quality Star Rating	↗	★★★★	★★★★	★★★★
	Community	Referral Conversion Rate	↗	N/A	N/A	N/A
	Finance	Direct Expense/Gross Patient Revenue	↘	57.0-59.3%	71.7%	72.9%
Net Income		↗	\$20,559-\$30,839 Per Month	(\$58,199)	(\$42,995)	

Department	Domain	Outcome Measure	↕	Target Level	Current Month	Current YTD
Riverview Terrace (RCAC)	People	Vacancy Rate	↘	7-9%	0.0%	0.0%
		Turnover Rate	↘	20-23% (1.7%-1.9%)	0.0%	0.0%
	Quality	Zero Harm - Patients	↘	Monitoring	N/A	N/A
	Finance	Direct Expense/Gross Patient Revenue	↘	N/A	N/A	N/A
		Net Income	↗	\$582-\$873 Per Month	\$11,547	\$7,855

Department	Domain	Outcome Measure	↕	Target Level	Current Month	Current YTD
Supported Apartments	People	Vacancy Rate	↘	7-9%	20.7%	18.8%
		Turnover Rate	↘	20-23% (1.7%-1.9%)	12.0%	91.1%
	Service	Patient Experience (Net Promoter Score)	↗	55-61	100.0%	100.0%
	Quality	Zero Harm - Patients	↘	Monitoring	1.70	1.37
	Finance	Direct Expense/Gross Patient Revenue	↘	38.5-41.0%	47.6%	48.5%
		Net Income	↗	\$3,364-\$5,046 Per Month	\$5,282	\$183

Department	Domain	Outcome Measure	↕	Target Level	Current Month	Current YTD
Youth Community Treatment	People	Vacancy Rate	↘	7-9%	5.4%	6.2%
		Turnover Rate	↘	20-23% (1.7%-1.9%)	2.8%	11.3%
	Service	Patient Experience (Net Promoter Score)	↗	55-61	100.0%	100.0%
	Quality	Zero Harm - Patients	↘	Monitoring	0.00	1.40
		% of Treatment Plans Completed within Required Timelines	↗	96-98%	78%39/50	66.3%
		% of Eligible CCS and CSP Clients Admitted within 60 Days of Referral	↗	60-70%	25.0%	34.3%
	Community	Average Days from Referral to Initial Appointment	↘	55-60 days	104 days	121 days
		Hospitalization Rate of Active Patients	↘	Monitoring	1.51%	1.50%
	Finance	Direct Expense/Gross Patient Revenue	↘	77.2-80.4%	78.8%	80.4%
		Net Income	↗	\$14,139-\$21,208 Per Month	(\$45,134)	(\$9,529)

Department	Domain	Outcome Measure	↕	Target Level	Current Month	Current YTD
Youth Crisis Stabilization Facility	People	Vacancy Rate	↘	5-7%	0.0%	7.4%
		Turnover Rate	↘	20-23% (1.7%-1.9%)	0.0%	100.0%
	Service	Patient Experience (Net Promoter Score)	↗	42-47	0.0%	0.0%
	Quality	Zero Harm - Patients	↘	Monitoring	0.00	17.65
		% of Patients who kept their Follow-up Outpatient Appointment	↗	90-95%	N/A	91.0%
	Community	% of Patients Admitted within 24 hours of Referral	↗	90-95%	100%25/25	100.0%
	Finance	Direct Expense/Gross Patient Revenue	↘	127-130%	55.05%	60.0%
		Net Income	↗	\$1,692-\$2,538 Per Month	\$9,570	\$28,034

Department	Domain	Outcome Measure	↕	Target Level	Current Month	Current YTD
Youth Psychiatric Hospital	People	Vacancy Rate	↘	7-9%	10.5%	13.0%
		Turnover Rate	↘	20-23% (1.7%-1.9%)	0.0%	76.7%
	Service	Patient Experience (Net Promoter Score)	↗	42-47	0.0	0.0%
	Quality	Zero Harm - Patients	↘	Monitoring	0.00	11.50
		Hospital Readmission Rate	↘	10-12%	11.8%	8.7%
		Average Days for Initial Counseling Appointment Post-Hospital Discharge	↘	8-10 days	20.6 days	12.2 days
		Average Days for Initial Psychiatry Appointment Post-Hospital Discharge	↘	8-10 days	20.5 days	17.2 days
	Community	Out of County Placements	↘	50-60	6	51
	Finance	Direct Expense/Gross Patient Revenue	↘	61.8-64.4%	73.6%	109.5%
		Net Income	↗	\$4,973-\$7,459 Per Month	(\$162,313)	(\$156,653)

North Central Health Care
Income Statement
For the Period Ending March 31, 2022

	MTD Actual	MTD Budget	\$ Variance	% Variance	YTD Actual	YTD Budget	\$ Variance	% Variance
Direct Revenues								
Patient Gross Revenues	7,416,132	7,606,233	(190,102)	-2.5%	20,679,309	22,818,700	(2,139,391)	-9.4%
Patient Contractual Adjustments	(2,452,501)	(2,254,141)	(198,360)	8.8%	(6,890,017)	(6,762,422)	(127,595)	1.9%
Net Patient Revenue	4,963,631	5,352,093	(388,462)	-7.3%	13,789,292	16,056,278	(2,266,986)	-14.1%
County Revenue	418,500	425,885	(7,385)	-1.7%	1,255,501	1,277,656	(22,155)	-1.7%
Contracted Service Revenue	88,284	99,769	(11,485)	-11.5%	234,746	299,307	(64,561)	-21.6%
Grant Revenues and Contractuals	249,335	276,784	(27,449)	-9.9%	939,880	830,353	109,526	13.2%
Appropriations	510,045	510,045	-	0.0%	1,530,135	1,530,135	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%	-	-	-	0.0%
Other Revenue	580,098	642,061	(61,963)	-9.7%	1,641,764	1,926,183	(284,419)	-14.8%
Total Direct Revenue	6,809,894	7,306,637	(496,743)	-6.8%	19,391,318	21,919,912	(2,528,594)	-11.5%
Indirect Revenues								
County Revenue	169,609	170,209	(600)	-0.4%	508,826	510,626	(1,800)	-0.4%
Contracted Service Revenue	2,408	2,500	(93)	-3.7%	6,908	7,500	(593)	-7.9%
Grant Revenues and Contractuals	-	-	-	0.0%	423	-	423	0.0%
Appropriations	-	-	-	0.0%	-	-	-	0.0%
Other Revenue	43,789	52,083	(8,294)	-15.9%	165,325	156,250	9,075	5.8%
Allocated Revenue	-	(3,858)	3,858	-100.0%	-	(11,575)	11,575	-100.0%
Total Indirect Revenue	190,228	220,934	(30,707)	-13.9%	653,138	662,801	(9,663)	-1.5%
Total Operating Revenue	7,000,122	7,527,571	(527,449)	-7.0%	20,044,456	22,582,713	(2,538,257)	-11.2%
Direct Expenses								
Personnel Expenses	3,718,677	3,706,216	(12,461)	-0.3%	10,905,757	11,118,648	212,892	1.9%
Contracted Services Expenses	597,853	706,168	108,315	15.3%	1,778,118	2,118,503	340,385	16.1%
Supplies Expenses	60,729	71,697	10,968	15.3%	168,804	215,090	46,286	21.5%
Drugs Expenses	535,489	492,826	(42,663)	-8.7%	1,539,890	1,478,478	(61,412)	-4.2%
Program Expenses	148,393	65,515	(82,878)	-126.5%	331,285	196,544	(134,740)	-68.6%
Land & Facility Expenses	84,680	93,118	8,438	9.1%	248,965	279,353	30,388	10.9%
Equipment & Vehicle Expenses	54,490	50,762	(3,729)	-7.3%	140,761	152,285	11,525	7.6%
Diversions Expenses	(4,144)	62,500	66,644	106.6%	139,261	187,500	48,239	25.7%
Other Operating Expenses	206,948	136,303	(70,645)	-51.8%	475,109	408,909	(66,200)	-16.2%
Total Direct Expenses	5,403,114	5,385,104	(18,010)	-0.3%	15,727,951	16,155,311	427,360	2.6%
Indirect Expenses								
Personnel Expenses	1,299,480	1,252,637	(46,843)	-3.7%	3,520,212	3,757,910	237,698	6.3%
Contracted Services Expenses	61,214	58,579	(2,635)	-4.5%	154,685	175,737	21,052	12.0%
Supplies Expenses	54,443	25,387	(29,056)	-114.5%	118,173	76,160	(42,013)	-55.2%
Drugs Expenses	1,795	2,500	705	28.2%	2,891	7,500	4,609	61.5%
Program Expenses	16,739	23,654	6,915	29.2%	47,130	70,962	23,832	33.6%
Land & Facility Expenses	430,592	415,691	(14,902)	-3.6%	1,262,335	1,247,072	(15,263)	-1.2%
Equipment & Vehicle Expenses	140,747	125,950	(14,798)	-11.7%	382,176	377,850	(4,327)	-1.1%
Diversions Expenses	-	-	-	0.0%	-	-	-	0.0%
Other Operating Expenses	437,722	453,626	15,905	3.5%	1,214,836	1,360,879	146,043	10.7%
Allocated Expense	-	(6,057)	(6,057)	100.0%	-	(18,171)	(18,171)	100.0%
Total Indirect Expenses	2,442,732	2,351,966	(90,766)	-3.9%	6,702,439	7,055,899	353,460	5.0%
Total Operating Expenses	7,845,846	7,737,070	(108,776)	-1.4%	22,430,390	23,211,210	780,820	3.4%
Metrics								
Direct Expense/Gross Patient Revenue	72.9%	70.8%			76.1%	70.8%		
Write-Offs/Gross Patient Revenue	3.0%	0.0%			1.7%	0.0%		
Indirect Expenses/Direct Expenses	45.2%	43.7%			42.6%	43.7%		
Overtime/Total Wages	4.3%	3.3%			4.7%	3.3%		
Agency Staffing/Total Wages	1.4%	0.2%			1.5%	0.2%		
Non-Operating Income/Expense								
Interest Income	2,699	5,833	(3,135)	-53.7%	8,834	17,500	(8,666)	-49.5%
Donations Income	6,128	-	6,128	0.0%	87,838	-	87,838	0.0%
Other Non-Operating	7,215	-	7,215	0.0%	7,215	-	7,215	0.0%
Total Non-Operating	16,041	5,833	10,208	175.0%	103,887	17,500	86,387	493.6%
Net Income (Loss)	(829,683)	(203,666)	(626,017)	100.0%	(2,282,047)	(610,997)	(1,671,050)	100.0%
Net Income	-11.9%	-2.7%			-11.4%	-2.7%		

North Central Health Care
Balance Sheet
For the Period Ending March 31, 2022

	<u>Current YTD</u>	<u>Prior YTD</u>
ASSETS		
Current Assets		
Cash and Cash Equivalents	3,501,067	1,294,873
Contingency Funds	1,000,000	1,000,000
Accounts Receivable		
Net Patient Receivable	8,296,351	5,333,914
Outpatient WIMCR & CCS	291,731	2,690,099
Nursing Home Supplemental Payment	1,075,000	750,767
County Appropriations Receivable	1	99,748
Net State Receivable	340,457	387,964
Other Accounts Receivable	599,207	170,915
Inventory	517,027	429,330
Prepaid Expenses	673,027	1,101,080
Total Current Assets	<u>15,293,867</u>	<u>12,258,689</u>
Noncurrent Assets		
Investments	3,805,453	10,625,550
Patient Trust Funds	53,604	76,182
Pool Project Receivable	-	1,727,376
Net Pension Assets	14,388,349	7,280,177
Nondepreciable Capital Assets	5,951,746	21,278,088
Net Depreciable Capital Assets	64,681,127	30,221,170
Total Noncurrent Assets	<u>89,880,278</u>	<u>72,208,543</u>
Deferred Outflows of Resources (Pensions)	<u>25,608,896</u>	<u>18,262,408</u>
TOTAL ASSETS	<u><u>130,783,042</u></u>	<u><u>102,729,640</u></u>

	<u>Current YTD</u>	<u>Prior YTD</u>
LIABILITIES		
Current Liabilities		
Current Portion of Capital Lease Liability	27,987	27,987
Trade Accounts Payable	204,728	241,336
Accrued Liabilities		
Salaries and Retirement	2,068,832	1,960,152
Compensated Absences	2,376,445	2,441,085
Health and Dental Insurance	780,312	503,000
Bonds	395,000	-
Interest Payable	390,116	87,350
Other Payables and Accruals	2,144,698	686,978
Payable to Reimbursement Programs	100,000	100,000
Unearned Revenue	(1,350,588)	(3,092,166)
Total Current Liabilities	<u>7,137,531</u>	<u>2,955,721</u>
Noncurrent Liabilities		
Net Pension Liability	3,028,071	2,506,809
Long-Term Portion of Capital Lease Liability	12,834	40,961
Long-Term Projects in Progress	48,155,015	28,137,786
Long-Term Debt and Bond Premiums	8,398,245	9,130,340
Patient Trust Funds	(6,818)	48,311
Total Noncurrent Liabilities	<u>59,587,347</u>	<u>39,864,207</u>
Deferred Inflows of Resources (Pensions)	<u>32,104,400</u>	<u>22,225,906</u>
TOTAL LIABILITIES	98,829,278	65,045,834
NET POSITION		
Net Investment in Capital Assets	70,632,873	51,499,258
Pool Project Restricted Capital Assets	-	1,727,376
Unrestricted		
Board Designated for Contingency	1,000,000	1,000,000
Board Designated for Capital Assets	-	-
Undesignated	(37,397,062)	(15,246,236)
Net Income / (Loss)	(2,282,047)	(1,296,592)
TOTAL NET POSITION	31,953,764	37,683,806
TOTAL LIABILITIES AND NET POSITION	<u><u>130,783,042</u></u>	<u><u>102,729,640</u></u>

North Central Health Care
Statement of Cash Flows
For Month Ending March 31, 2022

Cash, Beginning of Period (February 28)		1,815,248
Operating Activities		
Net Income (Loss)	(829,683)	
Adjustments to Reconcile Net Income		
Depreciation	435,183	
Interest Expense	95,475	
(Increase) or Decrease in Current Assets		
Inventories	(198)	
Accounts Receivable	86,017	
Prepaid Expenses	60,992	
Increase or (Decrease) in Current Liabilities		
Accounts Payable	(359,939)	
Accrued Current Liabilities	612,455	
Net Change in Patient Trust Funds	10,260	
Unearned Revenue	<u>321,164</u>	
Net Cash from Operating Activities		431,725
Investing Activities		
Net Change in Contingency Funds	-	
Purchases of Property and Equipment	27,092	
Disposal of Assets	-	
Net Change in Undesignated Equity	<u>(367,140)</u>	
Net Cash from Investing Activities		(340,049)
Financing Activities		
Bonds and Interest	95,403	
Net Change in Purchase/Sale of Investments	<u>1,498,739</u>	
Net Cash from Financing Activities		<u>1,594,142</u>
Net Increase (Decrease) in Cash During Period		<u>1,685,819</u>
Cash, End of Period (March 31)		3,501,068

North Central Health Care
 Programs by Service Line
 For the Period Ending March 31, 2022

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
BEHAVIORAL HEALTH SERVICES								
Adult Behavioral Health Hospital	1,039,356	1,642,616	(603,261)	1,733,258	1,746,270	13,011	(693,903)	(590,249)
Adult Crisis Stabilization Facility	328,147	357,157	(29,010)	363,981	373,816	9,835	(35,834)	(19,175)
Lakeside Recovery MMT	36,093	-	36,093	19,761	-	(19,761)	16,332	16,332
Youth Behavioral Health Hospital	267,377	435,102	(167,725)	737,337	753,332	15,996	(469,960)	(151,730)
Youth Crisis Stabilization Facility	261,650	267,824	(6,173)	177,549	247,102	69,553	84,102	63,380
Crisis Services	631,615	729,999	(98,384)	762,997	878,169	115,173	(131,382)	16,788
Psychiatry Residency	69,157	88,550	(19,393)	90,563	117,743	27,180	(21,407)	7,787
	<u>2,633,394</u>	<u>3,521,248</u>	<u>(887,854)</u>	<u>3,885,446</u>	<u>4,116,433</u>	<u>230,986</u>	<u>(1,252,052)</u>	<u>(656,867)</u>
COMMUNITY SERVICES								
Outpatient Services (Marathon)	1,151,210	1,368,285	(217,075)	1,487,210	1,609,571	122,361	(336,001)	(94,714)
Outpatient Services (Lincoln)	301,149	287,396	13,753	215,047	230,258	15,211	86,102	28,964
Outpatient Services (Langlade)	240,129	249,000	(8,871)	198,360	178,210	(20,149)	41,770	(29,020)
Community Treatment Adult (Marathon)	1,173,656	1,390,174	(216,519)	1,226,943	1,380,823	153,880	(53,287)	(62,639)
Community Treatment Adult (Lincoln)	201,043	262,338	(61,294)	202,388	237,763	35,375	(1,344)	(25,919)
Community Treatment Adult (Langlade)	111,534	174,979	(63,444)	99,457	159,619	60,162	12,077	(3,282)
Community Treatment Youth (Marathon)	1,093,818	1,440,616	(346,798)	1,173,090	1,433,674	260,584	(79,272)	(86,214)
Community Treatment Youth (Lincoln)	348,710	478,179	(129,469)	338,422	455,036	116,614	10,288	(12,854)
Community Treatment Youth (Langlade)	298,236	420,107	(121,870)	257,840	358,454	100,615	40,397	(21,256)
Community Corner Clubhouse	6,099	44,711	(38,612)	65,690	78,995	13,305	(59,591)	(25,307)
	<u>4,925,584</u>	<u>6,115,784</u>	<u>(1,190,200)</u>	<u>5,264,445</u>	<u>6,122,404</u>	<u>857,958</u>	<u>(338,861)</u>	<u>(332,241)</u>
COMMUNITY LIVING								
Adult Day Services (Marathon)	141,014	193,094	(52,081)	113,265	175,041	61,776	27,749	9,695
Prevocational Services (Marathon)	119,416	143,596	(24,180)	199,119	181,090	(18,029)	(79,703)	(42,209)
Lincoln Industries	308,574	150,933	157,641	382,995	262,258	(120,736)	(74,420)	36,905
Day Services (Langlade)	117,628	88,110	29,518	80,874	97,229	16,355	36,753	45,872
Andrea St Group Home	143,988	131,597	12,392	121,626	117,493	(4,133)	22,362	8,259
Chadwick Group Home	147,818	128,798	19,021	123,613	124,442	829	24,206	19,850
Bissell Street Group Home	138,319	162,216	(23,897)	108,307	126,356	18,049	30,012	(5,848)
Heather Street Group Home	136,173	123,932	12,240	122,544	107,358	(15,186)	13,628	(2,946)
Jelinek Apartments	209,473	218,288	(8,815)	198,757	203,263	4,506	10,715	(4,310)
River View Apartments	182,673	185,341	(2,667)	154,256	214,854	60,598	28,417	57,931
Forest Street Apartments	-	-	-	1,199	-	(1,199)	(1,199)	(1,199)
Fulton Street Apartments	62,775	69,298	(6,523)	100,159	81,328	(18,830)	(37,384)	(25,353)
Riverview Terrace	86,361	89,089	(2,728)	62,795	79,799	17,005	23,566	14,277
Hope House (Sober Living Marathon)	2,868	227	2,641	19,497	17,046	(2,451)	(16,629)	190
Homelessness Initiative	50	-	50	6,684	7,075	391	(6,635)	440
Sober Living (Langlade)	5,681	10,184	(4,503)	15,875	26,347	10,473	(10,194)	5,969
	<u>1,802,810</u>	<u>1,694,703</u>	<u>108,107</u>	<u>1,811,564</u>	<u>1,820,980</u>	<u>9,416</u>	<u>(8,754)</u>	<u>117,523</u>
NURSING HOMES								
Mount View Care Center	4,708,930	5,544,630	(835,699)	5,530,930	5,515,534	(15,396)	(822,000)	(851,096)
Pine Crest Nursing Home	3,034,299	2,986,057	48,241	3,163,283	3,275,690	112,407	(128,984)	160,648
	<u>7,743,229</u>	<u>8,530,687</u>	<u>(787,458)</u>	<u>8,694,213</u>	<u>8,791,224</u>	<u>97,011</u>	<u>(950,984)</u>	<u>(690,447)</u>
Pharmacy	2,300,567	2,012,885	287,682	1,982,523	1,848,056	(134,466)	318,044	153,215
OTHER PROGRAMS								
Aquatic Services	278,731	299,032	(20,301)	283,126	354,755	71,630	(4,394)	51,329
Birth To Three	129,982	100,000	29,982	129,982	100,000	(29,982)	-	-
Adult Protective Services	212,157	198,938	13,218	166,023	199,029	33,006	46,133	46,225
Demand Transportation	114,673	126,936	(12,262)	117,361	92,158	(25,203)	(2,688)	(37,466)
	<u>735,544</u>	<u>724,907</u>	<u>10,637</u>	<u>696,492</u>	<u>745,943</u>	<u>49,450</u>	<u>39,052</u>	<u>60,088</u>
Total NCHC Service Programs	20,148,343	22,600,213	(2,451,870)	22,437,605	23,211,210	773,605	(2,289,262)	(1,678,265)

North Central Health Care
Fund Balance Review
For the Period Ending March 31, 2022

	<u>Marathon</u>	<u>Langlade</u>	<u>Lincoln</u>	<u>Total</u>
Total Net Position at Period End	14,395,383	1,090,598	4,655,146	20,141,127
County Percent of Total Net Position	71.5%	5.4%	23.1%	
Total Operating Expenses, Year-to-Date	16,276,619	1,117,156	4,940,908	22,334,684
Share of Operating Cash	3,217,029	243,723	1,040,315	4,501,067
Days Cash on Hand	18	20	19	18
Minimum Target - 20%	13,021,295	893,725	3,952,727	17,867,747
Over/(Under) Target	(9,804,266)	(650,002)	(2,912,411)	(13,366,679)

North Central Health Care
Review of Services in Marathon County
For the Period Ending March 31, 2022

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
Direct Services								
Outpatient Services	1,151,210	1,368,285	(217,075)	1,487,210	1,609,571	122,361	(336,001)	(94,714)
Community Treatment-Adult	1,173,656	1,390,174	(216,519)	1,226,943	1,380,823	153,880	(53,287)	(62,639)
Community Treatment-Youth	1,093,818	1,440,616	(346,798)	1,173,090	1,433,674	260,584	(79,272)	(86,214)
Day Services	260,430	336,690	(76,261)	312,384	356,131	43,747	(51,954)	(32,514)
Clubhouse	(16,901)	21,711	(38,612)	65,690	78,995	13,305	(82,591)	(25,307)
Homelessness Initiative	50	-	50	6,684	7,075	391	(6,635)	440
Hope House Sober Living	2,868	227	2,641	19,497	17,046	(2,451)	(16,629)	190
Riverview Terrace	86,361	89,089	(2,728)	62,795	79,799	17,005	23,566	14,277
Demand Transportation	114,673	126,936	(12,262)	117,361	92,158	(25,203)	(2,688)	(37,466)
Aquatic Services	193,145	213,446	(20,301)	283,126	354,755	71,630	(89,981)	51,329
Pharmacy	2,300,567	2,012,885	287,682	1,982,523	1,848,056	(134,466)	318,044	153,215
Mount View Care Center	4,333,930	5,169,630	(835,699)	5,530,930	5,515,534	(15,396)	(1,197,000)	(851,096)
	10,693,806	12,169,689	(1,475,883)	12,268,232	12,773,618	505,386	(1,574,427)	(970,498)
Shared Services								
Adult Behavioral Health Hospital	550,406	998,224	(447,818)	1,286,647	1,296,306	9,659	(736,241)	(438,159)
Youth Behavioral Health Hospital	189,202	313,710	(124,507)	547,346	559,220	11,874	(358,144)	(112,633)
Residency Program	51,337	65,733	(14,396)	67,228	87,404	20,176	(15,891)	5,780
Crisis Services	104,268	188,226	(83,958)	566,394	651,890	85,496	(462,126)	1,538
Adult Crisis Stabilization Facility	243,593	265,128	(21,535)	270,194	277,494	7,301	(26,601)	(14,234)
Youth Crisis Stabilization Facility	194,231	198,813	(4,583)	131,800	183,431	51,631	62,431	47,049
Lakeside Recovery MMT	26,793	-	26,793	14,669	-	(14,669)	12,124	12,124
Residential	991,911	990,212	1,700	903,758	947,110	43,352	88,153	45,052
Adult Protective Services	57,428	47,616	9,812	123,244	147,745	24,502	(65,815)	34,314
Birth To Three	97,107	74,708	22,399	97,107	74,708	(22,399)	-	-
	2,506,276	3,142,369	(636,092)	4,008,387	4,225,309	216,923	(1,502,110)	(419,170)
County Appropriations	1,195,301	1,195,301	-				1,195,301	-
Excess Revenue/(Expense)	14,395,383	16,507,359	(2,111,976)	16,276,619	16,998,927	(722,308)	(1,881,236)	(2,834,284)

North Central Health Care
Review of Services in Lincoln County
For the Period Ending March 31, 2022

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
Direct Services								
Outpatient Services	301,149	287,396	13,753	215,047	230,258	15,211	86,102	28,964
Community Treatment-Adult	201,043	262,338	(61,294)	202,388	237,763	35,375	(1,344)	(25,919)
Community Treatment-Youth	348,710	478,179	(129,469)	338,422	455,036	116,614	10,288	(12,854)
Lincoln Industries	308,574	150,933	157,641	382,995	262,258	(120,736)	(74,420)	36,905
Pine Crest Nursing Home	2,924,095	2,875,854	48,241	3,163,283	3,275,690	112,407	(239,188)	160,648
	<u>4,083,571</u>	<u>4,054,699</u>	<u>28,872</u>	<u>4,302,133</u>	<u>4,461,005</u>	<u>158,871</u>	<u>(218,562)</u>	<u>187,743</u>
Shared Services								
Adult Behavioral Health Hospital	113,321	205,521	(92,200)	264,903	266,892	1,989	(151,582)	(90,211)
Youth Behavioral Health Hospital	38,954	64,589	(25,634)	112,691	115,136	2,445	(73,737)	(23,190)
Residency Program	10,570	13,534	(2,964)	13,841	17,995	4,154	(3,272)	1,190
Crisis Services	21,467	38,753	(17,286)	116,613	134,215	17,602	(95,146)	317
Adult Crisis Stabilization Facility	50,152	54,586	(4,434)	55,629	57,132	1,503	(5,477)	(2,931)
Youth Crisis Stabilization Facility	39,989	40,933	(944)	27,136	37,766	10,630	12,854	9,687
Lakeside Recovery MMT Residential	5,516	-	5,516	3,020	-	(3,020)	2,496	2,496
Adult Protective Services	11,824	9,803	2,020	25,374	30,419	5,045	(13,551)	7,065
Birth To Three	19,567	15,054	4,513	19,567	15,054	(4,513)	-	-
	<u>311,361</u>	<u>442,772</u>	<u>(131,411)</u>	<u>638,775</u>	<u>674,609</u>	<u>35,834</u>	<u>(327,414)</u>	<u>(95,577)</u>
County Appropriations	<u>260,213</u>	<u>260,213</u>	<u>-</u>				<u>260,213</u>	<u>-</u>
Excess Revenue/(Expense)	4,655,146	4,757,685	(102,539)	4,940,908	5,135,614	194,705	(285,763)	92,166

North Central Health Care
Review of Services in Langlade County
For the Period Ending March 31, 2022

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
Direct Services								
Outpatient Services	240,129	249,000	(8,871)	198,360	178,210	(20,149)	41,770	32,899
Community Treatment-Adult	111,534	174,979	(63,444)	99,457	159,619	60,162	12,077	(51,367)
Community Treatment-Youth	298,236	420,107	(121,870)	257,840	358,454	100,615	40,397	(81,474)
Sober Living	5,681	10,184	(4,503)	15,875	26,347	10,473	(10,194)	(14,697)
Day Services	117,628	88,110	29,518	80,874	97,229	16,355	36,753	66,271
	<u>773,209</u>	<u>942,379</u>	<u>(169,171)</u>	<u>652,406</u>	<u>819,860</u>	<u>167,454</u>	<u>120,803</u>	<u>(48,368)</u>
Shared Services								
Adult Behavioral Health Hospital	77,732	140,975	(63,243)	181,708	183,072	1,364	(103,976)	(167,220)
Youth Behavioral Health Hospital	26,720	44,304	(17,584)	77,299	78,976	1,677	(50,579)	(68,163)
Residency Program	7,250	9,283	(2,033)	9,494	12,344	2,849	(2,244)	(4,277)
Crisis Services	14,725	26,582	(11,857)	79,989	92,064	12,074	(65,264)	(77,121)
Adult Crisis Stabilization Facility	34,402	37,443	(3,041)	38,158	39,189	1,031	(3,757)	(6,798)
Youth Crisis Stabilization Facility	27,430	28,078	(647)	18,614	25,905	7,292	8,817	8,170
Lakeside Recovery MMT	3,784	-	3,784	2,072	-	(2,072)	1,712	5,496
Residential	29,307	29,257	50	26,703	27,984	1,281	2,605	2,655
Adult Protective Services	8,110	6,725	1,386	17,405	20,865	3,460	(9,295)	(7,909)
Birth To Three	13,308	10,238	3,070	13,308	10,238	(3,070)	-	3,070
	<u>242,769</u>	<u>332,885</u>	<u>(90,116)</u>	<u>464,751</u>	<u>490,638</u>	<u>25,887</u>	<u>(221,982)</u>	<u>(312,098)</u>
County Appropriations	<u>74,621</u>	<u>59,905</u>	<u>14,716</u>				<u>74,621</u>	<u>14,716</u>
Excess Revenue/(Expense)	1,090,598	1,335,169	(244,571)	1,117,156	1,310,498	193,342	(26,558)	(271,128)

North Central Health Care
 Report on the Availability of Invested Funds
 For the Period Ending March 31, 2022

Bank	Length	Maturity Date	Interest Rate	Amount
PFM Investments	365 Days	4/5/2022	0.20%	248,000
PFM Investments	365 Days	7/13/2022	0.25%	248,000
People's State Bank	365 Days	8/21/2022	0.40%	500,000
Abby Bank	365 Days	8/29/2022	0.30%	500,000
CoVantage Credit Union	365 Days	12/9/2022	0.70%	500,000
CoVantage Credit Union	365 Days	1/29/2023	0.70%	309,453
Abby Bank	730 Days	2/25/2023	0.40%	500,000
CoVantage Credit Union	730 Days	3/8/2023	0.60%	500,000
Abby Bank	730 Days	7/19/2023	0.40%	500,000
Invested Funds				3,805,453
Weighted Average	397 Days		0.53%	

North Central Health Care
 Summary of Revenue Write-Offs
 For the Period Ending March 31, 2022

	<u>MTD</u>	<u>YTD</u>
Behavioral Health Hospitals		
Administrative Write-Off	144,251	226,813
Bad Debt	-	-
Outpatient & Community Treatment		
Administrative Write-Off	48,600	86,627
Bad Debt	-	-
Nursing Home Services		
Administrative Write-Off	-	4,165
Bad Debt	28,543	35,915
Aquatic Services		
Administrative Write-Off	(617)	2,160
Bad Debt	-	-
Pharmacy		
Administrative Write-Off	86	168
Bad Debt	-	-
Other Services		
Administrative Write-Off	750	(64)
Bad Debt	-	-
Grand Total		
Administrative Write-Off	<u>193,070</u>	<u>319,871</u>
Bad Debt	28,543	35,915