



## **OFFICIAL NOTICE AND 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, May 19, 2022 at 3:00 PM**  
North Central Health Care – Wausau Board Room  
1100 Lake View Drive, Wausau WI 54403

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


**Phone Number:** 1-408-418-9388    **Access Code:** 2496 730 0713

### **AGENDA**

1. Call to Order
2. Public Comments (15 Minutes)
3. Approval of March 24, 2022, April 21, 2022, April 28, 2022, and May 5, 2022 Executive Committee Minutes
4. Operational Functions Required by Statute, Ordinance, or Resolution
5. Educational Presentations/Outcome Monitoring Reports
  - a. Executive Director Report
  - b. Organizational and Program Dashboards
  - c. April Financials
6. NCCSP Bylaws Review
7. Program Evaluation
8. Executive Director Recruitment Update
9. Next Meeting Date & Time, Location, and Future Agenda Items
  - a. Next Meeting: Thursday, June 2, 2022 in the North Central Health Care Wausau Board Room
10. 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

  
\_\_\_\_\_  
Presiding Officer or Designee

DATE: 05/16/2022 TIME: 4:00 PM BY: D. Osowski

## NORTH CENTRAL COMMUNITY SERVICES PROGRAM EXECUTIVE COMMITTEE MEETING MINUTES

March 24, 2022

3:00 p.m.

NCHC Wausau Board Room

Present: X Kurt Gibbs X<sub>WebEx</sub> Deb Hager EXC Lance Leonhard  
X<sub>WebEx</sub> Robin Stowe X Cate Wylie

Staff Present: Jill Meschke, Janelle Hintz, Bobby Splinter, Tammy Buchberger

### Call to Order

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

### Public Comment

- None

### Approval of February 22, 2022 and March 14, 2022 Executive Committee Meeting Minutes

- **Motion**/second, Wylie/Stowe to approve the February 22, 2022 and March 14, 2022 Executive Committee Meeting Minutes. Motion carried.

### Operational Functions Required by Statute, Ordinance, or Resolution

- None

### Educational Presentations/Outcome Monitoring Reports

- CEO Report – J. Meschke
  - Several initiatives were kicked off over the last few months involving the Senior Management Team. Phase 1 is identifying \$1.5 million of planned budget expenses to be eliminated. All program leaders are working to find 1.5-2% savings to be completely removed from the 2022 budget. Results will be available soon. The Executive Management Team is in the process of analyzing all programs which will be discussed at an upcoming Executive Committee meeting when all members are present. Discussion will include a clear understanding as to the impact of the programs on each county. C. Wylie would like Lincoln County Health Services Director to be part of the conversation.
- Organizational and Program Dashboards – J. Meschke
  - Historical dashboards and a first draft of recommendations for updated Dashboards were reviewed. The committee felt it would be beneficial for the budget targets to be analyzed and the full Board be brought into the discussion for additional input.
  - Improvements can be seen with FTE shortfall from January. Results from Covid impact improved greatly in February.
  - Out of county placement days improved in February. Will continue to finetune this measure i.e., a diversion for a VA patient should not be included in this data

- Census improvements can be seen in both nursing homes which continues into March
  - Payer mix is also critical to success. Revenue includes volume, rate and payer mix components. Both nursing homes are very different with Pine Crest rates higher than anticipated and Mount View rates not as good as hoped but they are both moving in a good direction.
  - Staffing is what is critical to increasing Medicare residents as they are typically here for rehab needing higher level of care. It is important to note that Mount View must limit rehab residents because of our current staffing issue.
- Staff continue to work to make improvements in the hospitals including access to services, but challenges with staff vacancies persist.
- February Financials – J. Meschke
  - Behavioral Health Hospitals have opportunity with census not meeting target; they are favorable in expenses and diversion expenses are good year to date. Work is being done to find the right mix for staffing.
  - Youth Crisis Stabilization Facility has a grant through this year; there is an increase in interest to contract in this area.
  - Youth Hospital is an area for opportunity; census is very unpredictable; census has been low (2-3); continue to assess community need
  - Outpatient is largest area of opportunity for Marathon County to fill open spots and increase utilization. J. Hintz is doing an excellent job moving this in the right direction. Lincoln and Langlade Counties are strong in this area.
  - Community Treatment revenue targets are related to CCS contracts and are performing better than the prior year. Improving productivity is a current focus.
  - Sober Living houses in Marathon and Langlade Counties are set up to be a loss and are performing as expected. The Homelessness House currently has one resident who is looking to exit the program. The lease for that property ends 5/31/22.
  - Mount View Care Center is performing under budget due to revenue issue which include the transition to the new building and staffing shortage limiting the ability to meet rehab targets. Over time and utilizing agency staff are being managed well. Strategies to improve revenue are priority.
  - Pine Crest is doing well. R. Hanson is doing an excellent job and partnering well with J. Nickel to develop strategies.
  - 2021 Audit field work has been completed. B. Splinter has done an excellent job making this a smooth audit process. Wipfli is in the process of drafting the report.

Motion to go into Closed Session

- **Motion**/second, Wylie/Stowe, to go into Closed Session at 3:42 p.m. 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. Roll call taken. All ayes. Motion carried.

Motion to Return to Open Session

- **Motion**/second, Leonhard/Wylie, to return to open session at 5:29 p.m. Motion carried.

Announcements

- None

Adjournment

- **Motion**/second, Wylie/Leonhard, to adjourn the meeting at 5:30 p.m. Motion carried.

*Minutes prepared by Debbie Osowski, Executive Assistant to CEO*

DRAFT

## NORTH CENTRAL COMMUNITY SERVICES PROGRAM EXECUTIVE COMMITTEE MEETING MINUTES

April 21, 2022

3:00 p.m.

Wausau Board Room

Present: X Kurt Gibbs X<sup>(Webex)</sup> Deb Hager X Lance Leonhard  
X Robin Stowe X Cate Wylie

Staff Present: Mort McBain, Interim Executive Director, Bobby Splinter

Others Present: Dejan Adzic, Marathon County Deputy Corp. Counsel

### Call to Order

- Meeting was called to order at 3:08 p.m. by Chair Gibbs.

### Public Comment

- None

### Approval of March 17, 2022, March 28, 2022, March 31, 2022, and April 1, 2022 Executive Committee Minutes

- **Motion**/second, Stowe/Leonhard, to approve the March 17, March 28, March 31, and April 1, 2022 Executive Committee Minutes. Motion carried.

### Operational Functions Required by Statute, Ordinance, or Resolution

- None

### Educational presentations/Outcome Monitoring Reports

- March Financials – B. Splinter
  - The trend from the past continues in March with revenue shortfall of \$500,000. We are reviewing the adult and youth hospital revenue and contractual adjustments and will provide updates on the findings.
  - WIMCR (Wisconsin Medicaid Cost Report) 2020 report is under review and auditors have indicated we may be able to submit a 2020 amended report. Revenues were higher in previous years. It is difficult to determine what we will receive each year but there were large differences in 2020 vs 2019 expenses that we need to understand better. This was just learned about 3 months ago. Suggestion was given to reach out to other counties for additional insight i.e., La Crosse County.
  - Community Living Programs continue to have revenue above budget and expenses below budget.
  - Health insurance expenses were higher than budget in March.
  - Diversion expenses had plagued the organization previously but have been doing an excellent job and are under budget by \$50,000 year to date.

- There is a new long term care facility and infrastructure matching grant available covering Mount View Care Center, Pine Crest, and all of the community living programs which utilizes expenses back to November of 2021. J Nickel is leading this initiative with the program directors and applying for matching funds which could be up to \$20,000 per facility.
- Of the \$1.7 million increase in operating cash, \$1.5 million came from redeeming investments.
- The 2021 audit is going very well. One area that is in discussion relates to the provider relief COVID money that was received. With Pine Crest Nursing Home sharing its tax identification number (TIN) with Lincoln County, there can only be one grant report per TIN. Lincoln County representatives and auditors are discussing who will be responsible for testing expenses.
- Organizational and Program Dashboards
  - Recent discussions and comments about the current dashboards not having value any longer have resulted in completing an intense evaluation of the items currently measured to determine what items are important to measure moving forward.
  - Multiple attempts have been made to gather information on measures that are of interest to the Executive Committee and Board.
  - The genesis of the current dashboards came from the 2015-2016 revised Tri-County Agreement to what mattered to the three counties and the organization at that time.
  - Discussion will continue on future dashboard measures.
- CEO Report – M. McBain
  - Magnitude and scope of NCHC is huge to effectively deliver on the expectations of this role. Anticipate some resistance to potential changes.
  - K. Gibbs provided an update on the status of the revised Tri-County Agreement. Atty. Phillips requested an update from Department of Health Services (DHS) and had a discussion with their attorney to understand the context of why a new Tri-County Agreement is being presented. Following that discussion DHS Attorney indicated he didn't see any challenges to the approval but provided no commitment to a final date of approval. The three counties would be willing to meet with Ms. Timberlake, Designated DHS Secretary, if it would be beneficial. No additional contact or information has been received since this conversation. Ms. Timberlake will be at NCHC April 28<sup>th</sup> to recognize the efforts and collaboration of health care facilities such as the ADRC, Health Departments and community organizations during the pandemic. There may be an opportunity to talk with her to see if there are any concerns before approving. It was felt that until the agreement is approved by DHS, we are on hold with recruitment efforts.
  - M. McBain distributed a map of the campus construction phases and an update on the initial budget costs versus current budget costs of the project.
    - We are currently entering phase 6 of the Mount View remodel. Phases 7-9 will include the demolition of C-Wing, parking lot, loading dock, followed by the recovery of the north field from construction. The entire project is scheduled to wrap up in August 2023.

- Miron summarized that the increases in the project were due to COVID which is occurring with every project. If these increases can be justified, they are due to COVID, then ARPA funds could be used. A report of anticipated cost overruns for entire project would be beneficial to take to the Health & Human Services Committee and the Human Resources, Finance, and Property Committee in May and June requesting use of ARPA funds.
- Will need to understand how the debt will be serviced. (Reference made CLA presentation at previous NCCSP Board Retreat.)
- Next meeting will have an update and planning presentation.

#### Motion to Move into Closed Session

- **Motion**/second, Stowe/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: Discussion of contract negotiations with contractor to provide executive financial services to the organization on an interim basis and other contracts. Roll call taken. All indicated aye. Motion carried. Meeting convened in closed session at 4:01 p.m.
- **Motion**/second, Stowe/Wylie, to Return to Open Session at 5:15 p.m. Motion carried.

#### Announcements and Possible Action on Matters Discussed in Closed Session

- None

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

- Next Meeting: Thursday, May 5, 2022, 3:00 p.m.  
North Central Health Care – Wausau Board Room

#### Adjournment

- **Motion**/second, Stowe/Wylie, to adjourn the meeting at 5:16 p.m. Motion carried.



## NORTH CENTRAL COMMUNITY SERVICES PROGRAM EXECUTIVE COMMITTEE MEETING MINUTES

April 28, 2022

2:30 p.m.

Present: X Kurt Gibbs X<sup>(WebEx)</sup> Deb Hager X Lance Leonhard  
EXC Robin Stowe X Cate Wylie

Staff Present: Mort McBain, Interim Executive Director

Others Present: Dejan Adzic, Deputy Corp. Counsel

### Call to Order

- Meeting was called to order at 2:30 p.m. by Chair Gibbs.

### Motion to Move into Closed Session

- **Motion**/second, Wylie/Leonhard, to move 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 employment agreement for Finance Director. Motion carried.
- **Motion**/second, Wylie/Leonhard, to Return to Open Session at 3:30 p.m. Motion carried.

### Announcements and Possible Action on Matters Discussed in Closed Session

- None

### Adjournment

- **Motion**/second, Wylie/Leonhard, to adjourn at 3:11 p.m. Motion carried.



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

**May 5, 2022**

**3:00 p.m.**

**Wausau Board Room**

Present: X<sub>(WebEx)</sub> Kurt Gibbs                      EXC Deb Hager                      EXC Lance Leonhard  
                  X<sub>(WebEx)</sub> Robin Stowe                      X<sub>(WebEx)</sub> Cate Wylie

Staff Present: Mort McBain and Dr. Rob Gouthro <sub>(WebEx)</sub>, Jarret Nickel

Others Present: Dejan Adzic, Marathon County Deputy Corp. Counsel <sub>(WebEx)</sub>, Kevin Stevenson

### Call to Order

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

### Public Comment

- None

### Appointments to NCCSP Board

- Marathon County has appointed Alyson Leahy.
- Lincoln County will appoint members to fill their two vacancies May 17.

### Strategic Planning Template from the Executive Management Team – Executive Management Team

- The Executive Committee instructed the Executive Management Team (EMT) to develop a process to analyze programs, make recommendations of potential changes, to bring NCHC back to a position of financial stability.
- An evaluation tool was developed to evaluate programs and reviewed. The following suggestions were made to add:
  - A 5-year financial view, if possible
  - Possible impact to counties in other areas if program would be transitioned; or value to retain program so other departments would not be impacted
- Committee asked EMT to move forward to evaluate all programs. Wylie asked that a review of Lincoln Industries be at the forefront to provide information to the Lincoln County Board as they prepare their budget.

### Recruitment Planning and Pay Range for Executive Director – M. McBain

- Anticipate challenging discussion in the job market in search of a top-level Executive Director. Will give best effort to be successful without a recruiter. McBain has reached out to several surrounding counties and association leaders to gather information and bring back to the Committee.
- Suggestion made to have listening sessions with directors and EMT in what they would look for, skill set and requirements, in the next Executive Director.
- By next meeting of the Executive Committee McBain will provide general parameters for the next Executive Director for review.

### NCCSP Bylaws Review

- DHS legal informed Atty. Phillips that Secretary Timberlake has the draft Tri-County Agreement and is expected to approve and sign the agreement soon. When that has been completed it will be forwarded to Chair Gibbs.
- The current Bylaws will need to be reviewed and updated according to the new Agreement with committees of the Board to be identified as specifically spelled out in the Agreement. County Boards will need to reappoint members at that time.
- **Motion**/second, Stowe/Wylie, to put on hold the compliance with Bylaws as currently spelled out until the new signed Tri-County Agreement is received. Motion carried.
- Will review at next meeting including requirements of State Statutes i.e., nursing home committee and possible options
- D. Adzic was asked to review governance manual, Bylaws, and new Tri-County Agreement to make sure all are in sync.

### Presentation Schedule to Marathon County Board and Committees

- Marathon County Health & Human Services – June 1, 2022
- Marathon County Finance – June 7, 2022
- Marathon County Board – June 21, 2022

### Future agenda Items

- Program Evaluations
- NCCSP Bylaws
- Recruitment of Executive Director

### Adjournment

- **Motion**/second, Wylie/Stowe, to adjourn the meeting at 4:13 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
<b>PEOPLE</b>																
Vacancy Rate	↘	7-9%	9.7%	9.7%	9.7%	8.7%									9.4%	7.3%
Turnover Rate	↘	20-23% (1.7%-1.95%)	2.5%	2.0%	3.3%	2.2%									29.9%	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
<b>SERVICE</b>																
Patient Experience (Net Promoter Score)	↗	55-61	71.4	60.0	72.5	64.4									61.1	64.4
<b>QUALITY</b>																
Hospital Readmission Rate	↘	10-12%	9.47%	10.39%	11.43%	10.20%									10.4%	10.3%
Nursing Home Readmission Rate	↘	10-12%	7.1%	8.8%	5.6%	10.3%									8.0%	12.7%
Nursing Home Star Rating	↗	★★★★	★★★★★	★★★★★	★★★★★	★★★★★									★★★★★	★★★
Zero Harm - Patients	↘	Monitoring	1.98	1.87	1.79	1.73									1.84	0.80
Zero Harm - Employees	↘	Monitoring	1.11	2.72	5.72	2.93									3.12	3.14
<b>COMMUNITY</b>																
Out of County Placements	↘	230-250	303	73	110	55									135.25	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
<b>FINANCE</b>																
Direct Expense/Gross Patient Revenue	↘	64-67%	81.8%	75.8%	72.9%	75.3%									75.9%	78.2%
Indirect Expense/Direct Expense	↘	44-47%	33.9%	41.8%	45.2%	41.8%									42.4%	37.6%
Net Income	↗	-2.7%	-12.0%	-6.0%	-11.9%	-3.5%									-9.3%	-5.7%

↗ Higher rates are positive  
 ↘ Lower rates are positive

North Central Health Care  
Income Statement  
For the Period Ending April 30, 2022

	MTD Actual	MTD Budget	\$ Variance	% Variance	YTD Actual	YTD Budget	\$ Variance	% Variance
<b>Direct Revenues</b>								
Patient Gross Revenues	7,107,828	7,606,233	(498,405)	-6.6%	27,787,137	30,424,933	(2,637,796)	-8.7%
Patient Contractual Adjustments	(1,825,663)	(2,254,141)	428,478	-19.0%	(8,715,680)	(9,016,563)	300,883	-3.3%
Net Patient Revenue	5,282,165	5,352,093	(69,928)	-1.3%	19,071,457	21,408,370	(2,336,913)	-10.9%
County Revenue	418,500	425,885	(7,385)	-1.7%	1,674,002	1,703,541	(29,540)	-1.7%
Contracted Service Revenue	83,743	99,769	(16,026)	-16.1%	318,489	399,075	(80,587)	-20.2%
Grant Revenues and Contractuals	260,891	276,784	(15,894)	-5.7%	1,200,770	1,107,138	93,633	8.5%
Appropriations	510,045	510,045	-	0.0%	2,040,180	2,040,180	-	0.0%
COVID-19 Relief Funding	-	-	-	0.0%	-	-	-	0.0%
Other Revenue	555,582	642,061	(86,479)	-13.5%	2,197,346	2,568,244	(370,898)	-14.4%
Total Direct Revenue	7,110,927	7,306,637	(195,710)	-2.7%	26,502,244	29,226,549	(2,724,305)	-9.3%
<b>Indirect Revenues</b>								
County Revenue	169,609	170,209	(600)	-0.4%	678,434	680,835	(2,400)	-0.4%
Contracted Service Revenue	2,250	2,500	(250)	-10.0%	9,158	10,000	(843)	-8.4%
Grant Revenues and Contractuals	-	-	-	0.0%	423	-	423	0.0%
Appropriations	-	-	-	0.0%	-	-	-	0.0%
Other Revenue	36,513	50,417	(13,904)	-27.6%	197,013	201,667	(4,654)	-2.3%
Allocated Revenue	-	(3,858)	3,858	-100.0%	-	(15,434)	15,434	-100.0%
Total Indirect Revenue	208,229	219,267	(11,038)	-5.0%	856,542	877,067	(20,525)	-2.3%
Total Operating Revenue	7,319,156	7,525,904	(206,748)	-2.7%	27,358,786	30,103,616	(2,744,830)	-9.1%
<b>Direct Expenses</b>								
Personnel Expenses	3,556,396	3,706,216	149,821	4.0%	14,462,152	14,824,865	362,712	2.4%
Contracted Services Expenses	664,497	706,168	41,671	5.9%	2,442,615	2,824,671	382,056	13.5%
Supplies Expenses	105,981	71,697	(34,284)	-47.8%	274,786	286,787	12,001	4.2%
Drugs Expenses	564,500	492,826	(71,674)	-14.5%	2,104,391	1,971,304	(133,086)	-6.8%
Program Expenses	120,795	65,515	(55,280)	-84.4%	452,080	262,059	(190,021)	-72.5%
Land & Facility Expenses	117,969	93,118	(24,851)	-26.7%	366,935	372,471	5,536	1.5%
Equipment & Vehicle Expenses	44,458	50,762	6,304	12.4%	185,218	203,047	17,829	8.8%
Diversions Expenses	60,929	62,500	1,571	2.5%	200,190	250,000	49,810	19.9%
Other Operating Expenses	114,952	136,303	21,350	15.7%	590,061	545,211	(44,850)	-8.2%
Total Direct Expenses	5,350,477	5,385,104	34,627	0.6%	21,078,428	21,540,415	461,987	2.1%
<b>Indirect Expenses</b>								
Personnel Expenses	1,090,563	1,252,637	162,074	12.9%	4,610,775	5,010,546	399,771	8.0%
Contracted Services Expenses	71,382	58,579	(12,803)	-21.9%	226,068	234,317	8,249	3.5%
Supplies Expenses	(15,792)	25,387	41,178	162.2%	102,382	101,547	(835)	-0.8%
Drugs Expenses	-	2,500	2,500	100.0%	2,891	10,000	7,109	71.1%
Program Expenses	15,122	23,654	8,532	36.1%	62,252	94,617	32,364	34.2%
Land & Facility Expenses	435,974	415,691	(20,283)	-4.9%	1,698,308	1,662,762	(35,546)	-2.1%
Equipment & Vehicle Expenses	116,495	125,950	9,455	7.5%	498,688	503,799	5,111	1.0%
Diversions Expenses	-	-	-	0.0%	-	-	-	0.0%
Other Operating Expenses	520,828	451,960	(68,868)	-15.2%	1,730,839	1,807,839	77,000	4.3%
Allocated Expense	-	(6,057)	(6,057)	100.0%	-	(24,228)	(24,228)	100.0%
Total Indirect Expenses	2,234,573	2,350,300	115,727	4.9%	8,932,204	9,401,199	468,995	5.0%
Total Operating Expenses	7,585,050	7,735,404	150,354	1.9%	30,010,632	30,941,614	930,982	3.0%
<b>Metrics</b>								
Direct Expense/Gross Patient Revenue	75.3%	70.8%			75.9%	70.8%		
Write-Offs/Gross Patient Revenue	1.8%	0.0%			1.7%	0.0%		
Indirect Expenses/Direct Expenses	41.8%	43.6%			42.4%	43.6%		
Overtime/Total Wages	4.5%	3.3%			4.7%	3.3%		
Agency Staffing/Total Wages	1.5%	0.2%			1.5%	0.2%		
<b>Non-Operating Income/Expense</b>								
Interest Income	4,877	5,833	(957)	-16.4%	13,711	23,333	(9,622)	-41.2%
Donations Income	7,483	-	7,483	100.0%	95,321	-	95,321	100.0%
Other Non-Operating	745	-	745	100.0%	7,960	-	7,960	100.0%
Total Non-Operating	13,104	5,833	7,271	124.7%	116,992	23,333	93,659	401.4%
Net Income (Loss)	(252,790)	(203,667)	(49,123)	-24.1%	(2,534,854)	(814,665)	(1,720,189)	-211.2%
Net Income	-3.5%	-2.7%			-9.3%	-2.7%		

North Central Health Care  
Balance Sheet  
For the Period Ending April 30, 2022

	Current YTD	Prior YTD
<b>ASSETS</b>		
Current Assets		
Cash and Cash Equivalents	5,007,331	1,641,818
Contingency Funds	1,000,000	1,000,000
Accounts Receivable		
Net Patient Receivable	8,508,629	5,277,048
Outpatient WIMCR & CCS	375,064	2,880,499
Nursing Home Supplemental Payment	1,433,333	1,001,022
County Appropriations Receivable	(759,875)	539,889
Net State Receivable	359,497	282,566
Other Accounts Receivable	620,269	161,612
Inventory	517,027	429,330
Prepaid Expenses	655,614	986,590
Total Current Assets	16,716,890	13,200,375
Noncurrent Assets		
Investments	3,557,453	10,625,550
Patient Trust Funds	47,708	92,084
Pool Project Receivable	-	-
Net Pension Assets	14,388,349	7,280,177
Nondepreciable Capital Assets	7,065,367	23,558,293
Net Depreciable Capital Assets	64,735,371	29,972,138
Total Noncurrent Assets	90,794,248	72,528,242
Deferred Outflows of Resources (Pensions)	25,608,896	18,262,408
<b>TOTAL ASSETS</b>	<b>133,120,034</b>	<b>103,991,025</b>

	<u>Current YTD</u>	<u>Prior YTD</u>
LIABILITIES		
Current Liabilities		
Current Portion of Capital Lease Liability	27,987	27,987
Trade Accounts Payable	367,618	1,041,767
Accrued Liabilities		
Salaries and Retirement	2,381,283	2,008,895
Compensated Absences	2,416,186	2,466,775
Health and Dental Insurance	1,396,295	503,000
Bonds	395,000	-
Interest Payable	487,414	109,188
Other Payables and Accruals	2,551,794	729,000
Payable to Reimbursement Programs	100,000	100,000
Unearned Revenue	(1,281,790)	(2,367,903)
Total Current Liabilities	<u>8,841,786</u>	<u>4,618,708</u>
Noncurrent Liabilities		
Net Pension Liability	3,028,071	2,506,809
Long-Term Portion of Capital Lease Liability	10,465	38,643
Long-Term Projects in Progress	49,268,636	28,137,786
Long-Term Debt and Bond Premiums	8,396,350	9,127,796
Patient Trust Funds	(17,692)	57,701
Total Noncurrent Liabilities	<u>60,685,829</u>	<u>39,868,734</u>
Deferred Inflows of Resources (Pensions)	<u>32,104,400</u>	<u>22,225,906</u>
TOTAL LIABILITIES	101,632,015	66,713,348
NET POSITION		
Net Investment in Capital Assets	71,800,738	53,530,431
Pool Project Restricted Capital Assets	-	-
Unrestricted		
Board Designated for Contingency	1,000,000	1,000,000
Board Designated for Capital Assets	-	-
Undesignated	(38,777,865)	(15,607,789)
Net Income / (Loss)	(2,534,854)	(1,644,965)
TOTAL NET POSITION	31,488,019	37,277,677
TOTAL LIABILITIES AND NET POSITION	<u><u>133,120,034</u></u>	<u><u>103,991,025</u></u>

North Central Health Care  
Statement of Cash Flows  
For Month Ending April 30, 2022

Cash, Beginning of Period (March 31)		3,501,067
Operating Activities		
Net Income (Loss)	(252,790)	
Adjustments to Reconcile Net Income		
Depreciation	(611,726)	
Interest Expense	95,471	
(Increase) or Decrease in Current Assets		
Inventories	-	
Accounts Receivable	65,828	
Prepaid Expenses	17,413	
Increase or (Decrease) in Current Liabilities		
Accounts Payable	162,890	
Accrued Current Liabilities	1,375,270	
Net Change in Patient Trust Funds	4,978	
Unearned Revenue	<u>68,797</u>	
Net Cash from Operating Activities		926,131
Investing Activities		
Net Change in Contingency Funds	-	
Purchases of Property and Equipment	(557,482)	
Disposal of Assets	-	
Net Change in Undesignated Equity	<u>794,212</u>	
Net Cash from Investing Activities		236,730
Financing Activities		
Bonds and Interest	95,403	
Net Change in Purchase/Sale of Investments	<u>248,000</u>	
Net Cash from Financing Activities		<u>343,403</u>
Net Increase (Decrease) in Cash During Period		<u>1,506,264</u>
Cash, End of Period (April 30)		5,007,332

North Central Health Care  
Programs by Service Line  
For the Period Ending April 30, 2022

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
<b>BEHAVIORAL HEALTH SERVICES</b>								
Adult Behavioral Health Hospital	2,040,860	2,190,155	(149,296)	2,301,111	2,328,360	27,249	(260,251)	(122,047)
Adult Crisis Stabilization Facility	471,333	476,209	(4,877)	519,186	498,421	(20,765)	(47,854)	(25,641)
Lakeside Recovery MMT	58,168	-	58,168	28,352	-	(28,352)	29,816	29,816
Youth Behavioral Health Hospital	544,694	580,136	(35,442)	1,005,887	1,004,443	(1,444)	(461,194)	(36,886)
Youth Crisis Stabilization Facility	308,596	357,098	(48,502)	265,531	329,469	63,938	43,065	15,436
Crisis Services	867,053	973,332	(106,279)	942,361	1,170,892	228,532	(75,307)	122,252
Psychiatry Residency	92,209	118,066	(25,858)	123,770	156,991	33,220	(31,562)	7,363
	<u>4,382,912</u>	<u>4,694,997</u>	<u>(312,085)</u>	<u>5,186,199</u>	<u>5,488,577</u>	<u>302,378</u>	<u>(803,287)</u>	<u>(9,708)</u>
<b>COMMUNITY SERVICES</b>								
Outpatient Services (Marathon)	1,620,440	1,824,380	(203,940)	2,007,965	2,146,094	138,129	(387,525)	(65,810)
Outpatient Services (Lincoln)	410,139	383,195	26,944	258,695	307,010	48,315	151,444	75,259
Outpatient Services (Langlade)	337,975	332,000	5,975	242,279	237,614	(4,665)	95,696	1,310
Community Treatment Adult (Marathon)	1,686,234	1,853,566	(167,332)	1,625,966	1,841,098	215,132	60,268	47,800
Community Treatment Adult (Lincoln)	272,171	349,783	(77,613)	283,371	317,017	33,646	(11,201)	(43,967)
Community Treatment Adult (Langlade)	147,776	233,305	(85,529)	150,845	212,826	61,981	(3,069)	(23,548)
Community Treatment Youth (Marathon)	1,502,432	1,920,821	(418,389)	1,580,100	1,911,565	331,465	(77,668)	(86,924)
Community Treatment Youth (Lincoln)	492,871	637,572	(144,701)	474,368	606,715	132,347	18,503	(12,354)
Community Treatment Youth (Langlade)	404,069	560,142	(156,073)	361,648	477,939	116,291	42,420	(39,783)
Community Corner Clubhouse	53,619	59,615	(5,996)	93,727	105,326	11,599	(40,108)	5,603
	<u>6,927,725</u>	<u>8,154,378</u>	<u>(1,226,654)</u>	<u>7,078,965</u>	<u>8,163,205</u>	<u>1,084,240</u>	<u>(151,240)</u>	<u>(142,414)</u>
<b>COMMUNITY LIVING</b>								
Adult Day Services (Marathon)	216,111	257,459	(41,348)	178,407	233,388	54,981	37,704	13,633
Prevocational Services (Marathon)	166,733	191,461	(24,728)	270,785	241,453	(29,332)	(104,052)	(54,060)
Lincoln Industries	421,392	201,244	220,148	516,924	349,678	(167,246)	(95,532)	52,901
Day Services (Langlade)	160,335	117,480	42,855	109,346	129,639	20,293	50,989	63,147
Andrea St Group Home	191,387	175,462	15,925	162,009	156,657	(5,352)	29,377	10,573
Chadwick Group Home	191,401	171,731	19,670	153,804	165,923	12,118	37,596	31,788
Bissell Street Group Home	180,529	216,288	(35,759)	142,271	168,475	26,204	38,258	(9,555)
Heather Street Group Home	178,259	165,243	13,016	173,125	143,144	(29,981)	5,135	(16,965)
Jelinek Apartments	278,453	291,050	(12,597)	259,168	271,018	11,849	19,285	(748)
River View Apartments	241,040	247,121	(6,081)	204,137	286,472	82,335	36,903	76,254
Forest Street Apartments	11	-	11	1,678	-	(1,678)	(1,667)	(1,667)
Fulton Street Apartments	83,519	92,397	(8,878)	133,234	108,438	(24,796)	(49,714)	(33,673)
Riverview Terrace	114,798	118,786	(3,988)	82,586	106,399	23,813	32,212	19,825
Hope House (Sober Living Marathon)	3,297	303	2,994	23,341	22,728	(613)	(20,044)	2,382
Homelessness Initiative	60	-	60	8,727	9,433	706	(8,668)	765
Sober Living (Langlade)	7,284	13,579	(6,295)	18,741	35,130	16,389	(11,457)	10,094
	<u>2,434,609</u>	<u>2,259,603</u>	<u>175,005</u>	<u>2,438,283</u>	<u>2,427,973</u>	<u>(10,310)</u>	<u>(3,674)</u>	<u>164,695</u>
<b>NURSING HOMES</b>								
Mount View Care Center	6,229,333	7,392,840	(1,163,507)	7,256,844	7,354,045	97,202	(1,027,511)	(1,066,305)
Pine Crest Nursing Home	3,936,328	3,981,410	(45,082)	4,321,400	4,367,587	46,186	(385,072)	1,104
	<u>10,165,661</u>	<u>11,374,250</u>	<u>(1,208,589)</u>	<u>11,578,244</u>	<u>11,721,632</u>	<u>143,388</u>	<u>(1,412,583)</u>	<u>(1,065,201)</u>
Pharmacy	2,567,334	2,683,847	(116,512)	2,692,450	2,464,075	(228,375)	(125,116)	(344,887)
<b>OTHER PROGRAMS</b>								
Aquatic Services	405,459	398,710	6,749	469,652	473,007	3,355	(64,194)	10,104
Birth To Three	130,026	133,333	(3,307)	130,026	133,333	3,307	-	-
Adult Protective Services	298,329	265,251	33,078	263,135	265,373	2,238	35,194	35,315
Demand Transportation	155,765	169,248	(13,483)	165,718	122,877	(42,841)	(9,953)	(56,324)
	<u>989,578</u>	<u>966,542</u>	<u>23,036</u>	<u>1,028,531</u>	<u>994,590</u>	<u>(33,941)</u>	<u>(38,953)</u>	<u>(10,905)</u>
<b>Total NCHC Service Programs</b>	<b>27,475,778</b>	<b>30,126,949</b>	<b>(2,651,171)</b>	<b>30,018,592</b>	<b>30,941,614</b>	<b>923,022</b>	<b>(2,542,814)</b>	<b>(1,728,149)</b>



North Central Health Care  
Fund Balance Review  
For the Period Ending April 30, 2022

	<u>Marathon</u>	<u>Langlade</u>	<u>Lincoln</u>	<u>Total</u>
Total Net Position at Period End	19,621,970	1,568,712	6,277,137	27,467,818
County Percent of Total Net Position	71.4%	5.7%	22.9%	
Total Operating Expenses, Year-to-Date	21,792,749	1,502,740	6,707,183	30,002,672
Share of Operating Cash	4,291,410	343,084	1,372,837	6,007,331
Days Cash on Hand	24	28	25	24
Minimum Target - 20%	13,075,649	901,644	4,024,310	18,001,603
Over/(Under) Target	(8,784,239)	(558,560)	(2,651,473)	(11,994,272)

North Central Health Care  
Review of Services in Marathon County  
For the Period Ending April 30, 2022

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
Direct Services								
Outpatient Services	1,620,440	1,824,380	(203,940)	2,007,965	2,146,094	138,129	(387,525)	(65,810)
Community Treatment-Adult	1,686,234	1,853,566	(167,332)	1,625,966	1,841,098	215,132	60,268	47,800
Community Treatment-Youth	1,502,432	1,920,821	(418,389)	1,580,100	1,911,565	331,465	(77,668)	(86,924)
Day Services	382,845	448,920	(66,076)	449,192	474,841	25,650	(66,347)	(40,426)
Clubhouse	22,952	28,948	(5,996)	93,727	105,326	11,599	(70,775)	5,603
Homelessness Initiative	60	-	60	8,727	9,433	706	(8,668)	765
Hope House Sober Living	3,297	303	2,994	23,341	22,728	(613)	(20,044)	2,382
Riverview Terrace	114,798	118,786	(3,988)	82,586	106,399	23,813	32,212	19,825
Demand Transportation	155,765	169,248	(13,483)	165,718	122,877	(42,841)	(9,953)	(56,324)
Aquatic Services	291,344	284,595	6,749	469,652	473,007	3,355	(178,309)	10,104
Pharmacy	2,567,334	2,683,847	(116,512)	2,692,450	2,464,075	(228,375)	(125,116)	(344,887)
Mount View Care Center	5,729,333	6,892,840	(1,163,507)	7,256,844	7,354,045	97,202	(1,527,511)	(1,066,305)
	14,076,832	16,226,252	(2,149,420)	16,456,269	17,031,490	575,222	(2,379,436)	(1,574,198)
Shared Services								
Adult Behavioral Health Hospital	1,220,139	1,330,965	(110,826)	1,708,181	1,728,408	20,228	(488,042)	(90,599)
Youth Behavioral Health Hospital	391,970	418,279	(26,310)	746,699	745,627	(1,072)	(354,729)	(27,382)
Residency Program	68,449	87,644	(19,195)	91,878	116,539	24,660	(23,429)	5,465
Crisis Services	157,508	252,788	(95,280)	699,541	869,187	169,646	(542,033)	74,365
Adult Crisis Stabilization Facility	349,884	353,504	(3,620)	385,407	369,992	(15,414)	(35,523)	(19,034)
Youth Crisis Stabilization Facility	229,080	265,084	(36,004)	197,111	244,575	47,463	31,968	11,459
Lakeside Recovery MMT	43,180	-	43,180	21,047	-	(21,047)	22,133	22,133
Residential	1,306,012	1,320,282	(14,271)	1,194,144	1,262,814	68,670	111,868	54,400
Adult Protective Services	88,042	63,488	24,554	195,333	196,994	1,661	(107,290)	26,216
Birth To Three	97,140	99,610	(2,471)	97,140	99,610	2,471	-	-
	3,951,402	4,191,646	(240,243)	5,336,480	5,633,746	297,266	(1,385,078)	57,022
County Appropriations	1,593,735	1,593,735	-				1,593,735	-
Excess Revenue/(Expense)	19,621,970	22,011,633	(2,389,663)	21,792,749	22,665,236	(872,487)	(2,170,779)	(3,262,150)

North Central Health Care  
Review of Services in Lincoln County  
For the Period Ending April 30, 2022

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
Direct Services								
Outpatient Services	410,139	383,195	26,944	258,695	307,010	48,315	151,444	75,259
Community Treatment-Adult	272,171	349,783	(77,613)	283,371	317,017	33,646	(11,201)	(43,967)
Community Treatment-Youth	492,871	637,572	(144,701)	474,368	606,715	132,347	18,503	(12,354)
Lincoln Industries	421,392	201,244	220,148	516,924	349,678	(167,246)	(95,532)	52,901
Pine Crest Nursing Home	3,789,390	3,834,472	(45,082)	4,321,400	4,367,587	46,186	(532,011)	1,104
	<u>5,385,962</u>	<u>5,406,266</u>	<u>(20,304)</u>	<u>5,854,758</u>	<u>5,948,006</u>	<u>93,248</u>	<u>(468,797)</u>	<u>72,944</u>
Shared Services								
Adult Behavioral Health Hospital	251,210	274,028	(22,818)	351,691	355,856	4,165	(100,481)	(18,653)
Youth Behavioral Health Hospital	80,701	86,118	(5,417)	153,735	153,514	(221)	(73,034)	(5,638)
Residency Program	14,093	18,045	(3,952)	18,917	23,994	5,077	(4,824)	1,125
Crisis Services	32,429	52,046	(19,617)	144,026	178,954	34,928	(111,597)	15,311
Adult Crisis Stabilization Facility	72,036	72,782	(745)	79,350	76,176	(3,174)	(7,314)	(3,919)
Youth Crisis Stabilization Facility	47,164	54,577	(7,413)	40,583	50,355	9,772	6,582	2,359
Lakeside Recovery MMT Residential	8,890	-	8,890	4,333	-	(4,333)	4,557	4,557
Adult Protective Services	18,127	13,071	5,055	40,216	40,558	342	(22,090)	5,397
Birth To Three	19,574	20,072	(498)	19,574	20,072	498	-	-
	<u>544,224</u>	<u>590,738</u>	<u>(46,514)</u>	<u>852,425</u>	<u>899,479</u>	<u>47,054</u>	<u>(308,201)</u>	<u>540</u>
County Appropriations	<u>346,951</u>	<u>346,951</u>	<u>-</u>				<u>346,951</u>	<u>-</u>
Excess Revenue/(Expense)	6,277,137	6,343,955	(66,818)	6,707,183	6,847,485	140,302	(430,046)	73,484

North Central Health Care  
Review of Services in Llanglade County  
For the Period Ending April 30, 2022

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
Direct Services								
Outpatient Services	337,975	332,000	5,975	242,279	237,614	(4,665)	95,696	101,671
Community Treatment-Adult	147,776	233,305	(85,529)	150,845	212,826	61,981	(3,069)	(88,598)
Community Treatment-Youth	404,069	560,142	(156,073)	361,648	477,939	116,291	42,420	(113,653)
Sober Living	7,284	13,579	(6,295)	18,741	35,130	16,389	(11,457)	(17,751)
Day Services	160,335	117,480	42,855	109,346	129,639	20,293	50,989	93,843
	<u>1,057,438</u>	<u>1,256,506</u>	<u>(199,068)</u>	<u>882,859</u>	<u>1,093,147</u>	<u>210,288</u>	<u>174,580</u>	<u>(24,488)</u>
Shared Services								
Adult Behavioral Health Hospital	172,315	187,967	(15,652)	241,239	244,096	2,857	(68,924)	(84,576)
Youth Behavioral Health Hospital	55,356	59,072	(3,716)	105,453	105,302	(151)	(50,097)	(53,813)
Residency Program	9,667	12,378	(2,711)	12,976	16,458	3,483	(3,309)	(6,020)
Crisis Services	22,244	35,700	(13,456)	98,793	122,752	23,958	(76,549)	(90,005)
Adult Crisis Stabilization Facility	49,413	49,924	(511)	54,429	52,252	(2,177)	(5,017)	(5,528)
Youth Crisis Stabilization Facility	32,352	37,437	(5,085)	27,837	34,540	6,703	4,515	(570)
Lakeside Recovery MMT	6,098	-	6,098	2,972	-	(2,972)	3,126	9,224
Residential	38,588	39,009	(422)	35,283	37,312	2,029	3,305	2,884
Adult Protective Services	12,434	8,966	3,468	27,586	27,821	235	(15,152)	(11,684)
Birth To Three	13,313	13,651	(339)	13,313	13,651	339	-	(339)
	<u>411,779</u>	<u>444,104</u>	<u>(32,324)</u>	<u>619,881</u>	<u>654,184</u>	<u>34,302</u>	<u>(208,102)</u>	<u>(240,427)</u>
County Appropriations	<u>99,494</u>	<u>77,420</u>	<u>22,074</u>				<u>99,494</u>	<u>22,074</u>
Excess Revenue/(Expense)	1,568,712	1,778,030	(209,318)	1,502,740	1,747,330	244,590	65,972	(143,346)

North Central Health Care  
 Report on the Availability of Invested Funds  
 For the Period Ending April 30, 2022

Bank	Length	Maturity Date	Interest Rate	Amount
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				3,557,453
Weighted Average	397 Days		0.53%	

North Central Health Care  
 Summary of Revenue Write-Offs  
 For the Period Ending April 30, 2022

	<u>MTD</u>	<u>YTD</u>
Behavioral Health Hospitals		
Administrative Write-Off	56,634	283,447
Bad Debt	-	-
Outpatient & Community Treatment		
Administrative Write-Off	19,534	106,161
Bad Debt	-	-
Nursing Home Services		
Administrative Write-Off	41,239	45,404
Bad Debt	1,350	37,265
Aquatic Services		
Administrative Write-Off	2,381	4,541
Bad Debt	-	-
Pharmacy		
Administrative Write-Off	63	231
Bad Debt	-	-
Other Services		
Administrative Write-Off	6,060	5,997
Bad Debt	-	-
Grand Total		
Administrative Write-Off	<u>125,911</u>	<u>445,782</u>
Bad Debt	1,350	37,265