



## **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, August 25, 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:** 2488 698 6149    **Password:** 1234

### **AGENDA**

1. Call to Order
2. Public Comments (15 Minutes)
3. Approval of August 11, 2022 Executive Committee Meeting Minutes
4. Educational Presentations/Outcome Monitoring Reports
  - a. Discussion about Appropriateness of Items not in the Packet
  - b. Executive Director Report – M. McBain
  - c. Frequency of Board Meetings – M. McBain
  - d. Presentation of July Financial Statements – G. Olsen
  - e. Reorganization Discussion – M. McBain
5. Discussion and Possible Action
  - a. Adult Protective Services Lead - Authority to Hire Over Midpoint – M. McBain
  - b. Compensation Manual Review – J. Nickel
  - c. Program Evaluation Direction – M. McBain
  - d. Establish Residential Care Assistant 2 – J. Nickel
  - e. Establish Director of Outpatient Services – j. Nickel
6. 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: Organizational Structure and Evaluation of Certain Positions/Incumbents within NCHC
7. Motion to Return to Open Session (Roll Call Vote Unnecessary) and Possible Announcements and/or Action Regarding Closed Session items

8. Next Meeting Date & Time, Location, and Future Agenda Items

- a. Next Meeting: Thursday, September 8, 2022 in the North Central Health Care Wausau Board Room

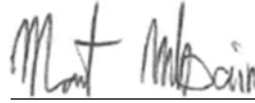
9. Adjournment

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: 08/23/2022 TIME: 4:00 PM BY: D. Osowski

## NORTH CENTRAL COMMUNITY SERVICES PROGRAM EXECUTIVE COMMITTEE MEETING MINUTES

August 11, 2022

3:00 p.m.

Wausau Board Room

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

Staff Present: Mort McBain, Gary Olsen, Jarret Nickel

Others Present: Dejan Adzic, Deputy Corporation Counsel

Guests: Sarah Westberg, Craig Lauber, William Lauber

### Call to Order

- Meeting was called to order at 3:01 p.m. by Chair Gibbs.

### Public Comments

- Chair Gibbs recognized the guests who wish to address the Committee and explained that the Committee is not able to discuss any issue that is brought up. Chair Gibbs also asked R. Stowe to chair the remainder of the meeting.
- S. Westberg, C. Lauber, and W. Lauber all provided comments on the importance of the Community Corner Clubhouse as a result of the recent announcement that the program will not be funded by North Central Health Care in 2023.

### Approval of July 12, 2022, July 15, 2022, July 18, 2022, July 27, 2022, and July 29, 2022 Executive Committee Meeting Minutes

- **Motion**/second, Gibbs/Leonhard to approve the July 12, 2022, July 15, 2022, July 18, 2022, July 27, 2022, and July 29, 2022 Executive Committee Meeting Minutes. Motion carried.

### Educational Presentations/Outcome Monitoring Reports

- Executive Director Report – M. McBain
  - Deferred to discussion later on the agenda
- Restructuring PLT Accruals (Management Only)
  - Consideration is being given to restructure paid leave time (PLT) accruals for management staff only. The draft policy has had the input and review of our human resources attorney.
  - The change would impact 59 management staff. Their PLT ‘bank’ would freeze at their current rate of pay, and they would have an opportunity to buy back up to 40 hours each year with full pay out if the individual would leave employment. The current amount of PLT hours totals 8282 at a cost of \$359,840. This change would decrease overall liability of the organization over time.

- Management will continue to review the policy and bring back to the Executive Committee for further discussion and action.
- Preliminary 2023 Budget
  - Managers are being asked to redo their 2023 budgets.
  - A change this year will not be budgeting for depreciation as it is a non-cash item. Depreciation will be applied at end of year and spread across budgets accordingly.
  - A priority is rebuilding the fund balance having had to deplete it mostly due to the Covid pandemic. We have been cutting costs already and freezing purchases of capital items in 2022.
  - In 2023 we a 5-year projection of capital items will be prepared.
  - It is unlikely NCHC will be able to service the debt this year as originally planned.
  - Committee members recognized that the levy requests from NCHC to the three counties has not increased for many years and that the county partners need to provide a realistic levy amount.

#### Discussion and Possible Action

- Pharmacy Position (authority to Hire Over Midpoint?)
  - According to the Compensation Manual the Executive Committee must approve any filling of positions over midpoint.
- Behavioral Health Technician Reclassification
  - According to the Compensation Manual the Executive Committee must approve any reclassifications. Following review of the Behavioral Health Technician it is recommended to reclassify the position downward to better align behavioral health services that can be shared between areas.
- **Motion**/second, Gibbs/Leonhard, to provide authority to hire the pharmacy position above midpoint and reclassify the Behavioral Health Technician position as presented. Motion carried.
- Day After Thanksgiving Holiday
  - Recommendation is to include the Day After Thanksgiving as a holiday for all staff. The cost is about \$56,000 across the organization.
  - **Motion**/second, Leonhard/Gibbs, to approve the Day After Thanksgiving as an additional holiday. Motion carried.
- Referral Policy
  - The current policy awards \$500 to an employee who refers someone to NCHC who is hired. Half of the award is paid at 90 days and the other half at 6 months provided the new hire remains in employment in good standing.
  - Approximately 25-30 referrals were made in the last year. Given the large number of vacancies the management team is recommending the referral bonus be doubled to encourage more recruitment and reduce vacancies.
  - **Motion**/second, Leonhard/Gibbs, to authorize an increase in referral bonus to \$1,000 for critical positions until such time as the Executive Director deems it to be reduced. Also, the Executive Director will provide a report to the Committee in six months on the impact of this increased referral bonus. Motion carried.

### Closed Session

- **Motion**/second, Leonhard/Gibbs, 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: Selection of the Executive Director and Compensation and Reclassification of Positions. Roll call vote taken. All indicated aye. Meeting convened in closed session at 4:30 p.m.

### Motion to Return to Open Session (Roll Call Vote Unnecessary) and Possible Announcements and/or Action Regarding Closed Session Items

- **Motion**/second, Leonhard/Gibbs, to return to open session at 4:45 p.m. Motion carried.
- No announcements were made.

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

- Next meeting: Thursday, August 25 at 3:00 p.m. at North Central Health Care Wausau Board Room. Consideration being given to cancel the August 25 Board meeting.

### Adjournment

- **Motion**/second, Gibbs/Leonhard, to adjourn at 4:50 p.m. Motion carried.

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

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

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
BEHAVIORAL HEALTH SERVICES								
Adult Behavioral Health Hospital	3,702,557	3,832,772	(130,214)	3,882,063	4,074,630	192,567	(179,506)	62,352
Adult Crisis Stabilization Facility	830,415	833,366	(2,951)	857,530	872,237	14,707	(27,115)	11,756
Lakeside Recovery MMT	113,654	-	113,654	50,534	57,273	6,739	63,120	120,393
Youth Behavioral Health Hospital	873,471	1,015,238	(141,767)	1,861,864	1,757,776	(104,088)	(988,393)	(245,855)
Youth Crisis Stabilization Facility	475,499	624,922	(149,423)	477,389	576,571	99,183	(1,890)	(50,241)
Crisis Services	1,366,737	1,703,331	(336,594)	1,704,153	2,049,061	344,909	(337,416)	8,314
Psychiatry Residency	161,365	206,616	(45,251)	195,636	274,734	79,098	(34,271)	33,847
	7,523,698	8,216,245	(692,547)	9,029,168	9,662,282	633,114	(1,505,470)	(59,432)
COMMUNITY SERVICES								
Outpatient Services (Marathon)	2,607,848	3,192,664	(584,816)	3,438,045	3,755,665	317,621	(830,197)	(267,196)
Outpatient Services (Lincoln)	643,540	670,591	(27,051)	438,629	537,268	98,639	204,911	71,588
Outpatient Services (Langlade)	523,511	581,000	(57,488)	375,513	415,824	40,311	147,998	(17,177)
Community Treatment Adult (Marathon)	3,072,832	3,243,740	(170,908)	2,921,275	3,221,921	300,646	151,557	129,738
Community Treatment Adult (Lincoln)	474,904	612,121	(137,217)	499,536	554,780	55,244	(24,632)	(81,973)
Community Treatment Adult (Langlade)	252,572	408,284	(155,712)	246,853	372,445	125,592	5,718	(30,120)
Community Treatment Youth (Marathon)	2,794,074	3,361,437	(567,363)	2,963,699	3,345,240	381,541	(169,625)	(185,822)
Community Treatment Youth (Lincoln)	928,747	1,115,750	(187,003)	880,199	1,061,751	181,552	48,547	(5,452)
Community Treatment Youth (Langlade)	714,732	980,249	(265,517)	660,252	836,393	176,141	54,480	(89,376)
Community Corner Clubhouse	103,523	104,326	(803)	163,481	184,321	20,840	(59,958)	20,038
	12,116,284	14,270,162	(2,153,878)	12,587,483	14,285,608	1,698,126	(471,199)	(455,752)
COMMUNITY LIVING								
Adult Day Services (Marathon)	411,018	450,553	(39,535)	359,825	408,429	48,604	51,193	9,069
Prevocational Services (Marathon)	299,719	335,058	(35,338)	465,793	422,544	(43,249)	(166,073)	(78,587)
Lincoln Industries	843,975	352,177	491,798	983,737	611,936	(371,802)	(139,762)	119,996
Day Services (Langlade)	274,519	205,590	68,929	199,430	226,867	27,437	75,089	96,367
Andrea St Group Home	382,155	307,059	75,097	299,137	274,150	(24,987)	83,018	50,110
Chadwick Group Home	381,631	300,528	81,102	288,254	290,364	2,111	93,377	83,213
Bissell Street Group Home	362,470	378,504	(16,034)	243,979	294,831	50,851	118,491	34,818
Heather Street Group Home	348,674	289,176	59,498	278,322	250,502	(27,821)	70,352	31,677
Jelinek Apartments	563,489	509,338	54,150	471,457	474,281	2,823	92,031	56,974
River View Apartments	479,418	432,461	46,957	362,372	501,326	138,953	117,046	185,910
Forest Street Apartments	9	-	9	1,887	-	(1,887)	(1,878)	(1,878)
Fulton Street Apartments	172,657	161,694	10,962	228,325	189,766	(38,558)	(55,668)	(27,596)
Riverview Terrace	206,808	207,875	(1,067)	233,416	186,199	(47,217)	(26,608)	(48,284)
Hope House (Sober Living Marathon)	4,589	530	4,059	36,411	39,774	3,364	(31,822)	7,423
Homelessness Initiative	68	-	68	13,102	16,508	3,406	(13,034)	3,474
Sober Living (Langlade)	12,493	23,763	(11,270)	29,626	61,477	31,850	(17,133)	20,581
	4,743,692	3,954,306	789,386	4,495,074	4,248,953	(246,121)	248,618	543,265
NURSING HOMES								
Mount View Care Center	12,181,494	12,937,469	(755,975)	12,752,427	12,869,579	117,152	(570,933)	(638,823)
Pine Crest Nursing Home	7,371,056	6,967,467	403,589	7,843,687	7,643,277	(200,410)	(472,631)	203,178
	19,552,550	19,904,937	(352,386)	20,596,114	20,512,856	(83,259)	(1,043,564)	(435,645)
Pharmacy	4,511,299	4,696,732	(185,433)	4,781,952	4,312,131	(469,821)	(270,653)	(655,254)
OTHER PROGRAMS								
Aquatic Services	713,481	697,742	15,739	827,171	827,763	592	(113,689)	16,331
Birth To Three	130,146	233,333	(103,187)	130,146	233,333	103,187	-	-
Adult Protective Services	502,562	464,190	38,373	463,407	464,402	995	39,155	39,368
Demand Transportation	257,260	296,183	(38,924)	292,000	215,034	(76,966)	(34,740)	(115,889)
	1,603,449	1,691,449	(87,999)	1,712,724	1,740,533	27,808	(109,275)	(60,191)
Total NCHC Service Programs	50,050,974	52,722,162	(2,671,188)	53,201,390	54,205,098	1,003,708	(3,150,416)	(1,667,480)

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

	<u>Marathon</u>	<u>Langlade</u>	<u>Lincoln</u>	<u>Total</u>
YTD Appropriation (Tax Levy) Revenue	2,789,036	122,609	518,867	3,430,512
Total Net Position at Period End	35,975,260	2,618,025	11,457,687	50,050,973
County Percent of Total Net Position	71.9%	5.2%	22.9%	
Total Operating Expenses, Year-to-Date	38,503,787	2,582,546	12,116,182	53,202,515
Share of Operating Cash	3,342,640	243,254	1,064,591	4,650,485
Days Cash on Hand	18	20	19	19
Minimum Target - 20%	13,201,298	885,445	4,154,119	18,240,862
Over/(Under) Target	(9,858,658)	(642,191)	(3,089,529)	(13,590,378)

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

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
Direct Services								
Outpatient Services	2,607,848	3,192,664	(584,816)	3,438,045	3,755,665	317,621	(830,197)	(267,196)
Community Treatment-Adult	3,072,832	3,243,740	(170,908)	2,921,275	3,221,921	300,646	151,557	129,738
Community Treatment-Youth	2,794,074	3,361,437	(567,363)	2,963,699	3,345,240	381,541	(169,625)	(185,822)
Day & Prevocational Services	710,738	785,611	(74,873)	825,618	830,972	5,355	(114,880)	(69,518)
Clubhouse	103,523	104,326	(803)	163,481	184,321	20,840	(59,958)	20,038
Homelessness Initiative	68	-	68	13,102	16,508	3,406	(13,034)	3,474
Hope House Sober Living	4,589	530	4,059	36,411	39,774	3,364	(31,822)	7,423
Riverview Terrace	206,808	207,875	(1,067)	233,416	186,199	(47,217)	(26,608)	(48,284)
Demand Transportation	257,260	296,183	(38,924)	292,000	215,034	(76,966)	(34,740)	(115,889)
Aquatic Services	713,481	697,742	15,739	827,171	827,763	592	(113,689)	16,331
Pharmacy	4,511,299	4,696,732	(185,433)	4,781,952	4,312,131	(469,821)	(270,653)	(655,254)
Mount View Care Center	12,181,494	12,937,469	(755,975)	12,752,427	12,869,579	117,152	(570,933)	(638,823)
	27,164,013	29,524,309	(2,360,296)	29,248,596	29,805,108	556,512	(2,084,583)	(1,803,784)
Shared Services								
Adult Behavioral Health Hospital	2,768,548	2,865,209	(96,662)	2,881,767	3,024,714	142,948	(113,219)	46,286
Youth Behavioral Health Hospital	648,335	753,572	(105,238)	1,382,115	1,304,847	(77,267)	(733,780)	(182,505)
Residency Program	119,786	153,377	(33,591)	145,226	203,943	58,717	(25,440)	25,126
Crisis Services	1,137,940	1,284,023	(146,083)	1,265,041	1,521,077	256,036	(127,101)	109,952
Adult Crisis Stabilization Facility	616,441	618,631	(2,190)	636,569	647,487	10,917	(20,128)	8,727
Youth Crisis Stabilization Facility	352,976	463,897	(110,921)	354,379	428,005	73,626	(1,403)	(37,295)
Lakeside Recovery MMT	84,369	-	84,369	37,513	42,515	5,003	46,856	89,371
Residential	2,613,290	2,310,494	302,796	2,111,351	2,209,924	98,573	501,939	401,369
Adult Protective Services	372,334	343,849	28,485	344,000	344,739	739	28,334	29,224
Birth To Three	97,230	174,318	(77,089)	97,230	174,318	77,089	-	-
	8,811,247	8,967,372	(156,125)	9,255,191	9,901,570	646,380	(443,943)	490,255
Excess Revenue/(Expense)	35,975,260	38,491,681	(2,516,421)	38,503,787	39,706,678	1,202,892	(2,528,527)	(1,313,529)



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

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
Direct Services								
Outpatient Services	643,540	670,591	(27,051)	438,629	537,268	98,639	204,911	71,588
Community Treatment-Adult	474,904	612,121	(137,217)	499,536	554,780	55,244	(24,632)	(81,973)
Community Treatment-Youth	928,747	1,115,750	(187,003)	880,199	1,061,751	181,552	48,547	(5,452)
Lincoln Industries	843,975	352,177	491,798	983,737	611,936	(371,802)	(139,762)	119,996
Pine Crest Nursing Home	7,371,056	6,967,467	403,589	7,843,687	7,643,277	(200,410)	(472,631)	203,178
	10,262,222	9,718,107	544,115	10,645,789	10,409,011	(236,777)	(383,566)	307,338
Shared Services								
Adult Behavioral Health Hospital	593,939	613,840	(19,901)	593,317	622,748	29,431	622	9,530
Youth Behavioral Health Hospital	133,415	155,082	(21,667)	284,559	268,650	(15,908)	(151,144)	(37,575)
Residency Program	24,662	31,578	(6,916)	29,900	41,989	12,089	(5,238)	5,173
Crisis Services	130,980	249,354	(118,374)	260,455	313,169	52,714	(129,474)	(65,659)
Adult Crisis Stabilization Facility	126,917	127,368	(451)	131,061	133,309	2,248	(4,144)	1,797
Youth Crisis Stabilization Facility	72,673	95,510	(22,837)	72,962	88,121	15,159	(289)	(7,679)
Lakeside Recovery MMT	17,370	-	17,370	7,723	8,753	1,030	9,647	18,400
Residential	-	-	-	-	-	-	-	-
Adult Protective Services	75,917	70,052	5,865	70,825	70,977	152	5,092	6,017
Birth To Three	19,592	35,125	(15,534)	19,592	35,125	15,534	-	-
	1,195,465	1,377,909	(182,445)	1,470,393	1,582,841	112,448	(274,928)	(69,997)
Excess Revenue/(Expense)	11,457,687	11,096,017	361,670	12,116,182	11,991,852	(124,330)	(658,494)	237,341

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

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
Direct Services								
Outpatient Services	523,511	581,000	(57,488)	375,513	415,824	40,311	147,998	(17,177)
Community Treatment-Adult	252,572	408,284	(155,712)	246,853	372,445	125,592	5,718	(30,120)
Community Treatment-Youth	714,732	980,249	(265,517)	660,252	836,393	176,141	54,480	(89,376)
Sober Living	12,493	23,763	(11,270)	29,626	61,477	31,850	(17,133)	20,581
Day Services	274,519	205,590	68,929	199,430	226,867	27,437	75,089	96,367
	1,777,828	2,198,885	(421,058)	1,511,676	1,913,007	401,331	266,152	(19,726)
Shared Services								
Adult Behavioral Health Hospital	340,071	353,722	(13,651)	406,980	427,168	20,188	(66,909)	6,537
Youth Behavioral Health Hospital	91,722	106,584	(14,862)	195,190	184,278	(10,912)	(103,469)	(25,774)
Residency Program	16,917	21,661	(4,744)	20,510	28,802	8,292	(3,593)	3,548
Crisis Services	97,817	169,954	(72,137)	178,656	214,815	36,159	(80,840)	(35,979)
Adult Crisis Stabilization Facility	87,057	87,367	(309)	89,900	91,442	1,542	(2,843)	1,232
Youth Crisis Stabilization Facility	49,849	65,514	(15,665)	50,048	60,445	10,398	(198)	(5,267)
Lakeside Recovery MMT	11,915	-	11,915	5,298	6,004	707	6,617	12,622
Residential	77,213	68,267	8,947	62,383	65,295	2,912	14,830	11,859
Adult Protective Services	54,311	50,288	4,023	48,582	48,686	104	5,729	4,127
Birth To Three	13,325	23,890	(10,565)	13,325	23,890	10,565	-	-
	840,198	947,247	(107,049)	1,070,871	1,150,826	79,955	(230,673)	(27,095)
Excess Revenue/(Expense)	2,618,025	3,146,132	(528,107)	2,582,546	3,063,832	481,286	35,479	(46,821)

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

	<u>MTD</u>	<u>YTD</u>
Behavioral Health Hospitals		
Administrative Write-Off	37,162	387,667
Bad Debt	-	3
Outpatient & Community Treatment		
Administrative Write-Off	7,505	160,249
Bad Debt	-	-
Nursing Home Services		
Administrative Write-Off	12,822	88,417
Bad Debt	1,388	39,288
Aquatic Services		
Administrative Write-Off	1,241	8,992
Bad Debt	-	30
Pharmacy		
Administrative Write-Off	36	379
Bad Debt	-	-
Other Services		
Administrative Write-Off	15,836	25,917
Bad Debt	24	108
Grand Total		
Administrative Write-Off	<u>74,602</u>	<u>671,621</u>
Bad Debt	1,412	39,429



North Central Health Care

Person centered. Outcome focused.

# **COMPENSATION ADMINISTRATION MANUAL**

**Effective  
October 1<sup>st</sup>, 2022**

# NORTH CENTRAL HEALTH CARE

## Compensation Administration Manual

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## **PHILOSOPHY**

The purpose of the North Central Health Care (NCHC) Compensation Program is to ensure that pay is established and administered according to competitive, equitable, and effective principles. Established policies and procedures provide guidelines for the day-to-day administration of compensation for North Central Health Care employees.

The core principles of our compensation philosophy are as follows:

- Our pay programs will be competitive with the external labor markets in which we compete for employees, while maintaining internal equity across jobs and for our employees within those jobs.
- We strive to offer a strong 'total rewards' package made up of competitive base pay relative to market, insurance benefits, and a retirement savings plan.
- We establish and maintain equitable compensation administration guidelines and set financially responsible compensation budgets annually and expect our managers to manage these accordingly.
- North Central Health Care will not make compensation decisions based upon race, color, gender, religion, creed, age, disability, national origin, lifestyle, or any other basis prohibited by state or federal law.

The effective administration of compensation at NCHC is a shared responsibility. Employees have the responsibility to understand our compensation policies and generally how the administrative guidelines work. It is the responsibility of the managers of NCHC to ensure the consistent application of the compensation philosophy in all their compensation decisions, while responsibly observing the annual salary budget, which is established by senior management and approved by the Executive Committee of the Board. Our managers are responsible for accurately evaluating performance and recognizing performance differentiations with appropriate pay decisions. It is the Executive Committee's responsibility to administer the Organization's compensation policies and procedures consistently and impartially, and to ensure that equal employment opportunity principles are followed for each employee at NCHC, or candidate for employment, regarding compensation.

The compensation philosophy and related administration guidelines outlined in this manual are regularly reviewed, evaluated, and approved by the Executive Committee.. Modifications will be made as necessary and communicated appropriately to all employees of NCHC.

Questions concerning the policies and procedures contained in this program should be referred to NCHC Human Resources.

# **JOB DOCUMENTATION**

## ***Definition***

Job documentation refers to the collection and maintenance of job content information. Formal job descriptions are used to describe duties and responsibilities required for each job at NCHC.

The description focuses on the job, not the person assigned to the job. Evaluation of the individual's performance is a separate matter covered under our Performance Evaluation process.

Job descriptions reflect the organization level, as well as the type and scope of the work required.

## ***Purpose***

A job description is used to describe every job. It is intended to document the minimum requirements to be fully functional in the job, as it exists at the present time.

Written job descriptions are used as the basis for assigning jobs to a pay grade and pay range. Accurate and complete job descriptions must be prepared and maintained.

Salary adjustments for current employees or hiring rates for new employees are authorized only with a current job description.

As a job changes, the job description will be updated to reflect such changes.

## ***Responsibilities***

Current job documentation for all jobs reporting to a manager/supervisor (direct and indirect) is the responsibility of that manager. Usually in conjunction with the performance evaluation process (or other annual time determined by the manager), individual job descriptions are reviewed with the employees in the job and updated. Revisions are forwarded promptly to Human Resources. Human Resources is responsible for ensuring the consistency and accuracy of the information, and to keep formal copies and background information on file for all jobs.

A copy of each approved job description is available to employees through NCHC's HRIS database or Human Resources.

**New jobs** –To hire for a new (non-existing) job, a job description and position review form will need to be developed in partnership with Human Resources. The job description and position review form will be submitted to the Executive Committee for review. All necessary approvals are specified on the position review form. The Executive Committee will complete the assignment of a pay grade and submit back all approvals to Human Resources who will then in turn inform the manager/supervisor.

- **Revised jobs** – As a job changes, a revised job description may be needed. Job descriptions are subject to be reviewed on an annual basis, usually in conjunction with the performance evaluation process. If changes are minor, the manager notes the changes on the current job description and forwards it to Human Resources who will make the changes to the controlled job description.

If there are major changes in the duties and responsibilities of a job, a new position review form must be completed. The position review form must be forwarded to the Human Resources Department, who will assist in developing a new job description. The Executive Committee will determine the appropriate pay grade. The manager will be notified regarding the new job description and pay grade change, if any, and will in turn inform the affected person/employees.

- **Vacant jobs** – If a job becomes vacant, a review of the current job description shall be completed by the hiring manager and Human Resources to determine if there should be any changes prior to an individual being hired to fill the position. Revisions should be made before any action is taken to fill the position.



# **JOB PRICING AND SALARY RANGE STRUCTURE**

## ***Purpose***

North Central Health Care is committed to providing a salary range structure that is responsive to the external market and is internally equitable. Data will be collected from a variety of reputable sources and analyzed on a regular basis to determine market movement of jobs and current salary trends.

## ***Responsibilities***

Human Resources is responsible for gathering, analyzing, and recommending changes to the salary range structure based on market data and salary trend information. This information will then be presented to the Executive Committee for their input and incorporation into the annual operating budget.

## ***Process***

On an annual basis, Human Resources gathers information regarding trends in general pay movement with an emphasis on high turnover or vacancy positions (i.e., estimates of salary adjustments in our recruiting areas, anticipated annual adjustments, local market conditions, etc.). Human Resources discusses results with the Executive Director or designee(s), who then makes a recommendation to the Executive Committee for changes to the salary range structure consistent with the overall operating budget for the year.

For non-step scale positions, Human Resources conducts a salary range analysis on an annual basis. A salary range analysis identifies where each person falls relative to his or her current salary range. For step scale positions, a review of the scale is completed on an annual basis to identify if market rates have changed. Any outstanding issues are reported to the Executive Committee for recommendations and action planning. Human Resources communicates these decisions to the appropriate manager for consideration when conducting annual salary planning.

A full review of market data for NCHC's jobs will be conducted at least once every three years. The Executive Director or designee(s) and Human Resources reviews market data and develops a comparison to current market and actual salaries. If warranted, changes in salary range structure will be recommended to the Executive Committee.

### ***Salary Range Structure Step Scale***

The Salary Range Structure for step scale positions consists of a series of steps based on years of experience or licensure. Positions have a set number of steps depending on position complexity and each employee is reviewed at least annually for appropriate position within step scale.

- **Step 1** - First step in all step scale positions, this is the lowest wage an employee would be hired at if all qualifications are met for the position.
- **Steps 2-10 (Max may be less than 10)** - A progressive scale that an employee moves through or is hired into based on years' experience at date of hire or time of review. An example would be an employee at 1 year 11 months experience the first pay period in January would not be eligible to move to the next step until the next review period.
- **Top of Range** – Individual base compensation will not exceed this amount; this is reserved for employees with tenure at NCHC and is earned through an approved annual merit increase.

### ***Salary Range Structure Non-Step Scale***

The salary range structure for non-step scale positions consists of a series of pay grades either on an hourly basis (non-exempt) or annual basis (exempt). The salary range structure has a minimum, mid, and maximum for each position.

- **Minimum** – This is the lowest wage a qualified candidate or employee would be hired at or move to for the position.
- **Mid** – This is the mid-point for wage and in most cases the market rate point for the pay grade and position. The mid-point is usually reserved for candidates or employees that meet preferred/required experience or qualifications.
- **Maximum** - This is the maximum amount an individual can make in the defined position and pay grade. The maximum is usually reserved for candidates meeting/exceeding preferred experience or with longevity at NCHC.
- **All positions pay grade 77 or higher with an offer above 100% or mid-point must be approved by the Executive Committee of the Board.**

# PAY ADJUSTMENTS

## ***Definition***

Pay adjustment refers to policies and procedures that support the administration of compensation within an assigned salary range and result in the delivery of actual compensation dollars to employees of NCHC. Pay adjustments change the actual compensation dollars paid to a person within an assigned salary range. The various types of adjustments are included in this section.

## ***Purpose***

To ensure credibility and achievement of NCHC compensation objectives, an effective pay adjustment system must be developed and maintained with guidelines and procedures communicated to manager and employees of NCHC on a timely basis. The guidelines and procedures of the compensation system are intended to ensure that our **annual budget, market value for each job, step scale, and demonstrated individual performance** are the primary (though not exclusive) considerations when recommending wage adjustments.

## ***Responsibilities***

Each manager is responsible in partnership with Human Resources for initiating pay adjustments for the employees reporting to them. Pay adjustment recommendations are forwarded to the Executive Director, who reviews and edits them with the assistance of Human Resources. These are then forwarded to Executive Committee for approval.

Human Resources is responsible for:

- Administering appropriate pay adjustments as budgeted and within established salary ranges.
- Resolving and coordinating pay adjustment recommendations not consistent with Organization guidelines (may involve Executive Committee if necessary).
- Preparing timely recommendations for annual pay adjustment guidelines.
- Ensuring that usually a formal performance evaluation precedes all annual pay adjustments.
- Monitoring the day-to-day administration of salaries and compensation decisions for consistency with the compensation program's objectives.
- Maintaining this Compensation Administration Manual and communicating all compensation program changes as authorized by the Executive Committee.

## ***Highly Compensated Positions (Pay Grade 77+)***

- All positions pay grade 77 or higher with an offer at 100% or midpoint and above must be approved by the Executive Committee of Board

## ***General Guidelines***

The specific process for each type of pay adjustment is detailed in the next section; however, the following are general guidelines for all types of adjustments:

- All non-step scale position pay adjustment recommendations outside of NCHC annual pay increase must be submitted on a wage review form and submitted to Human Resources.
- Pay adjustment recommendations shall not be written on performance evaluation forms.
- Pay adjustment recommendations shall consider the internal equity of the proposed salary compared to that of other employees assigned to that same job and in the same salary range. Pay adjustments should conform to the guidelines outlined in this guidebook and ranges established each year by the Executive Committee.
- Performance evaluations must be completed for all annual pay adjustments prior to the actual delivery of an increase on a person's paycheck. If a manager does not complete this process timely, their own eligibility for a pay adjustment will be prospectively deferred until the first full pay period after they are completed (no retroactive pay increases).
- Employees not at work at the time of a pay adjustment (i.e., due to leave of absence, etc.), but not due to normal vacation or paid time off, will receive their pay adjustment effective the date the employee would have received if they had been working.
- Pay adjustments should be submitted at least one week prior to the pay period effective date.
- Pay adjustments of any kind shall not be communicated to a person prior to the manager receiving approval of that action from Human Resources.

## **Annual Pay Adjustments**

Annual pay increases are intended to ensure that job performance which meets or exceeds expectations is recognized and rewarded, within the salary range established for each job. Generally, these adjustments are made in Q1 of fiscal year. Adjustments to this date may be warranted based on date of hire, transfer, promotion, demotion, or other employment action that may affect timing.

### **Steps:**

1. Annual pay increase guidelines are recommended by the Executive Director and approved by the Executive Committee. These plans are communicated to Human Resources, and then to manager with compensation adjustment responsibility.
2. Annual pay adjustments are generally based on a matrix which considers the annual operating budget approved each year, an employee's position within the pay range, and individual performance evaluation results.
3. Although pay adjustments are based primarily on the items listed above, there are other factors that may influence the timing and amount of a pay increase such as the value of the position in the marketplace, economic conditions, leaves of absence, etc. There may be times where pay increases are suspended for some individuals, jobs, departments, or the entire organization.
4. An annual pay increase shall not move a person past the maximum or top of the pay range.
5. Managers with compensation responsibility prepare recommendations for off-cycle pay increases according to the established guidelines within the compensation policy. These are then completed and forwarded to the Executive Director for review and approval, and then to Human Resources. Adjustments that exceed the annual guidelines, or are otherwise exceptions to policy or procedure, will be discussed and resolved with the Executive Committee if needed. Finalized annual pay adjustments are then forwarded to Human Resources.
6. Following approval, Human Resources distributes approved increases to each manager for them to discuss with their employees individually on a timely basis.
7. For those employees who are either at or above the top of range/max of scale, a lump sum payment will be made based on the approved annual increase. For lump sum totals that fall at or below \$500, those payments will be paid out in one installment on the pay date following the effective increase date. For lump sum totals that fall above \$500, those payments will be paid out in installments for the remainder of that calendar year at each scheduled pay date. If an employee moves to occasional status during the lump sum payment period, all future payments would be forfeited by the employee.
8. **Cost of Living Adjustments (COLA):** In lieu of annual pay adjustments, a cost-of-living adjustment could be established with approval from the Executive Committee. If a COLA is made, the compensation scales will be reviewed for adjustment accordingly.

## **Promotion**

A promotion is the reassignment of a person from one job to another job that is at least one grade higher than the former job. A promotion is generally accompanied by an increase in pay.

Promotional increases are provided to recognize an increase in the scope and responsibility of an individual person's job and are usually given at the time the new responsibilities are assumed. Promotional increases generally are not given at the same time as an annual pay increase. The amount of the increase should:

- Be consistent with the objectives of the Compensation Program and be within the organization's operating budget for the year,
- Result in a pay level that is at or above the minimum of the new pay range for the job, and not to exceed 100% of the new market midpoint,
- Take into consideration the degree of increase in scope and responsibility of the new job,
- Take into consideration the person's pay level prior to the promotion,
- Meet the hiring rate that would be paid to a new hire of equivalent qualifications, and experience.
- Consider internal equity issues.

### **Steps:**

1. The hiring manager recommends an individual for promotion and a pay adjustment rate to Human Resources, who ensures that salary budget guidelines and Compensation Program objectives are met.
2. Human Resources reviews the pay adjustment recommendation to ensure that no internal inequities will result. However unlikely, it is possible that no increase would be given in a promotion situation, depending on internal equity considerations with other employees currently performing the same job.
3. Following appropriate approval, the hiring manager will notify the employee of the promotion and promotional pay increase on a timely basis.

## **Equity and Administrative Adjustments**

An equity adjustment is made to correct inequities due to internal or external conditions and may also be used to bring compensation to the minimum of the range or up to the level of other employees with the same experience, job, and work performance.

An administrative adjustment is used to correct unique situations which require a change in pay that is outside the normal guidelines, such as a significant increase in market pay rates.

Equity and administrative adjustments are considered exceptions and should be discussed with the Executive Director prior to the preparation of any recommendation.

### **Steps:**

1. The manager proposes an increase and forwards the recommendation to Human Resources.
2. Human Resources reviews the request for internal equity and market value issues, as well as salary budget issues. The Executive Committee may be involved if necessary.
3. Human Resources communicates any pay adjustments to the appropriate manager who will discuss it with the affected employee(s) on a timely basis.

## **Job Reclassification**

As jobs change, there may be a need to classify them in a different job group, and therefore salary range. In most circumstances, no change in the compensation of the incumbent(s) will occur.

### **Steps:**

1. The manager completes a position review form indicating the new duties and responsibilities of the job and discusses it with their immediate supervisor and Human Resources, taking into consideration their department's operating budget. The recommendation for a new job is forwarded to Human Resources to review and to approve the new job description.
2. Human Resources assigns the job to a pay grade and pay range which is sent to Executive Committee for approval.
3. If the job is placed in a different pay range, the following pay adjustments may occur:
  - If the job is classified into a higher pay range and the incumbent(s) current pay is less than the minimum of the new pay range, a pay adjustment to bring the incumbent(s) to the minimum of the new pay range may be made but not to exceed 100% or mid-point.
  - If the job is within the new range, no adjustment will occur until the person's next scheduled performance evaluation. Exceptions to this may occur if equity becomes an issue.
  - If the job is classified into a lower pay range, the employee's pay may be adjusted accordingly not to be less than 100% of midpoint but not to exceed 110%.

## **Lateral Transfer**

A lateral transfer is the reassignment of an employee from one job to another job in the same pay range, and normally does not involve a change in pay.

Lateral transfers provide employees with the opportunity to acquire new work experience and generally be exposed to a different work environment.

## **Demotion**

Demotion is the reassignment of an employee from one job to another job in a lower pay range with a resulting decrease in the scope and responsibility of an individual's job.

Demotions may occur for the following reasons:

- Unsatisfactory job performance,
- Individually initiated (e.g., an individual that wishes to move from a supervisory position to a nonsupervisory position),
- Organization initiated (e.g., reorganization, reassignments, etc.).

These demotions may or may not be accompanied by a decrease in pay. We are most concerned when a demoted person's pay creates inequities with peers. Requests for demotions should be submitted to Human Resources, who will, discuss it with the Executive Director for a determination. If it is determined a decrease in pay is necessary, the new wage should not fall below 100% or midpoint of the new pay range.

## **Exceptions**

Although unlikely, there may be circumstances where exceptions to the compensation guidelines are warranted. Exceptions to policy should be discussed with your immediate supervisor first, then the Executive Director. The Executive Committee will be the final approval for any exceptions to this policy.

Examples of exceptions are:

- Increases or decreases over 10%,
- Promotions granted before experience requirements are met or which exceed the guidelines,
- Demotions for performance which do not result in a decrease in pay,
- Annual pay adjustments outside the annual pay adjustment guidelines for the year.



## JOB DESCRIPTION Residential Care Assistant 2

Job Code:		Program:	Community Living
Reports To:	Care Coordinator	FLSA Status:	
EEO Code:		Last Revision:	August 22, 2022

*The following statements are intended to describe, in broad terms, the general functions and responsibility levels characteristic of positions assigned to this classification. They should not be viewed as an exhaustive list of all the specific duties and prerequisites applicable to the position*

### **Purpose of the Position**

Under the supervision of Care coordinator the RCA 2 provides quality CAN care to residents; reports pertinent information to care coordinator; responds to inquiries and requests for information; assists with tasks to support department operations; and maintains a safe and clean environment.

### **Education and Experience Requirements**

**Required:**

- Current Certified Nursing Assistant certificate from the Wisconsin Nurse Aides Registry
- No experience needed
- Strong interpersonal skills including: attention to detail, compassion, listening, empathy, patience, cooperation, and dependability
- Effective oral and written communication skills
- Computer literate with the ability to use electronic medical records
- Strong organizational skills with ability to prioritize tasks while being safety oriented
- Ability to lift, transport, and support residents
- Driving Requirements: small bus training

**Preferred:**

- Care giving experience in a CBRF, Supported apartments or nursing home setting

*Any combination of education and experience that provides equivalent knowledge, skills and abilities may be considered.*

### **Essential Duties and Responsibilities:**

- Provides direct patient care under the direction and supervision of a care Coordinator while maintaining a clean and safe patient care unit.
- Provides quality care to residents in their CBRF home or Supported Apartment.
- Provide quality CNA care to residents in an environment that promotes their rights, dignity, freedom of choice, and individuality.
- Is knowledgeable of the individualized care plan for residents, and provides support to the residents according to their care plan.
- Attends to the individual needs of residents, which may include assistance with grooming, bathing, oral hygiene, feeding, incontinent care, toileting, colostomy care, prosthetic appliances, transfer, ambulation, range of motion, communicating or other needs in keeping with the individuals' care requirements.

- Protect the personal belongings of each resident, including eyeglasses, dentures, hearing aids, furnishings, jewelry, clothing and memorabilia. Promptly report missing items and participate in efforts to locate missing items.
- Fully understand all aspects of residents' rights, including the right to be free of restraints and free of abuse. Is responsible for promptly reporting to the charge nurse or administrative staff incidents or evidence of resident abuse or violation of residents' rights.
- Interacts with residents in a manner that displays warmth and promotes a caring environment.
- Promote a safe, homelike environment for residents.
- Maintains regular and predictable on-site attendance.

#### **Other Responsibilities:**

- Perform other work related tasks as required as assigned

#### **Competencies**

- Demonstrate organizational leadership, understand state compliance, common position and job specific competencies as required by North Central Health Care and/or various regulatory agencies based on job title.
- Qualifications and provision of care are in accordance with national acceptable standards of practices pertinent to role based on job title.

#### **Core Value Standards of Behavior**

It is expected that all employees will demonstrate behaviors that support excellence as defined by North Central Health Care's Core Value Standards of Behavior.

#### **Physical and Working Environment**

- **Heavy Work: Must be able to lift a minimum of 50 pounds unassisted.**

#### **Physical Activities: List the minimum % of time required for each Physical/Mental Requirement.**

Physical/Mental Requirements	<10%	10-30%	31-50%	51-70%	71-90%	>90%
Climbing	X					
Stooping			X			
Kneeling			X			
Crouching			X			
Crawling	X					
Turning or Twisting			X			
Bending			X			
Standing				X		
Walking				X		
Sitting	X					
Carrying	X					
Pushing				X		
Pulling				X		
Reaching			X			
Grasping		X				
Feeling		X				
Verbal Communication					X	
Verbal Comprehension					X	
Written Communication					X	
Written Comprehension					X	

General Office Duties	X					
Data Interpretation	X					
Decision Making	X					
Problem Recognition					X	
Problem Solving					X	
Hearing					X	
Near Visual Acuity				X		
Far Visual Acuity				X		
Depth Perception		X				
Color Vision		X				
Smelling		X				
Repetitive Motions		X				

#### **Exposure to Hazards:**

- Moderate exposure to workplace hazards.

#### **Working Conditions:**

- Indoors
- Background Noise
- Tight Spaces and/or Close Quarters
- Exposed to infectious diseases or other possible infectious materials including: blood, fecal matter, OPIM...
- Required to function around unruly or physically disruptive individuals

#### **Travel Requirements**

- Frequency: minimal based on scheduling needs

#### **Organizational Expectations and Competencies**

Completes annual leadership, job specific and core competencies as required by North Central Health Care and/or various regulatory agencies based on entity and/or job title.

- Provides Person-Centered Service
  - with a proactive approach and caring attitude
  - by fostering a culture of trust and safety
  - that is values and respect based
  - that offers choice, input, and involvement
- Adheres to professional boundaries, ethics, confidentiality and privacy practices, policies, procedures and regulations
- Knowledge of all regulatory and accreditation standards along with state compliance
- Contributes to the organization by understanding and aligning actions with the organization's goals, core functions, and values.
- Considers, prioritizes, and takes action on the needs of both internal and external customers.
- Organizes and executes work to meet organizational goals and objectives while meeting quality standards, following organizational processes, and demonstrating continuous commitment.
- Works well with others on the team and across the organization to achieve personal goals, team goals, and organizational goals.
- Takes responsibility for individual actions in order to achieve consistent results.

- Identifies problems and uses logical analysis to find information, understand causes, and evaluate and select best possible courses of action.
- Thinks beyond the confines of traditional models to recognize opportunities and find new and better ways of doing things.
- Adjusts thinking and behavior in order to adapt to changes in the job and work environment.
- Effectively and appropriately interacts and communicates with others to build positive, constructive, professional relationships.
- Tailors communication style based on the audience.
- Develops and maintains internal and external trusting, professional relationships.
- Asks questions and listens to better understand and build rapport.
- Seeks to obtain knowledge and improve performance while supporting others in doing the same.
- Partners in a manner that results in positive business outcomes, while maintaining strong relations with others.

### **Clinical Competencies**

Qualifications and provision of care are in accordance with national acceptable standards of practices.

Department/Program Specific Competencies: Needed

### **Common Position Competencies**

All RCA/CAN's

Demonstrates understanding and accountability in providing dignity

Identifies methods to reduce stress causing situations including non-pharmacological interventions Identifies situations that cause stress to residents such as falls, altercations, pain

Maintains current Certified Nursing Assistant certification from the Wisconsin Nurse Aides Registry

### **Job Specific Competencies**

Understands role in and the importance of quality care giving

Uses and understands documents related to resident care information

Responds to the clients and anticipates their needs using circle of care rounds outline

Properly codes ADLs

Understands scheduling and required overtime

Accurately documents tasks completed

Demonstrates the following care items:

- Peri care (female/male)
- Can identify and follow NCHC toileting plans
- Bowel function
- Bed pan, urinal
- PPE, Donning / Doffing
- Hand Hygiene

- Standard Precautions & Transmission Precautions

- Catheter care

- Ambulation, transfers, mechanical lifts

Has knowledge of staff/shift cleaning schedules Identifies location of:

- Eye wash station

- Unit set up, clean and dirty linen rooms

- Supply room

- DME room

- Bathrooms

- Assignment schedule

- Staff mailboxes

- Activity calendar

- Residents/staff refrigerators

- Emergency manual and emergency kit

Serves food/beverages in a manner that provides nutrition, dignity and social interaction including:

- Preparation of dining room

- Assists with per-meal grooming

- Assisting to dining area

- Demonstrates proper Hand hygiene

- Service of food

- Assisting with eating

- Documents intake properly

Locates and reads care plan

- Reports changes to Care Coordinator

Properly completes ADLs and documents correctly

Properly provides personal cares specific to resident including:

- Bathing

- Partial and full

- Storing and using special shampoo

- Hair care

- Nail care
- Oral care
- Brushing real teeth
- Dentures: applying, cleaning, and storing
- Shaving
- Catheter care
- Urinary drainage bag

Properly provides peri-care (female/male),

- Right sizes incontinence garments Properly ambulates residents with gait belt

Properly transfers residents

- Uses a Slide sheet

Properly uses mechanical lifts follow manufactures instruction specific to equipment Demonstrates range of motion (ROM)

Identifies residents with Functional Range of Motion (FROM) programs, perform exercises and document properly

Takes and reports vitals to nurse

Locates oxygen room and fills tank correctly Demonstrates emergency procedures per unit

Demonstrates proper care of:

- Glasses (cleaning and storage)
- Hearing aides (cleaning and storage)
- Razors (cleaning and storage)
- Teds (cleaning)
- Slings (cleaning)
- Laundry (labeler)

Reviews post-mortem care

### **Acknowledgement and Compliance**

All requirements of the described position are subject to change over time where I may be required to perform other duties as requested by NCHC. Further, I acknowledge that this job description is neither an employment contract.

*In compliance with the American with Disabilities Act, NCHC will provide reasonable accommodations to qualified individuals and encourages both prospective and current employees to discuss potential accommodations with the employer. North Central Health Care is an Equal Opportunity Employer.*