



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, September 22, 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:** 2495 950 5431 **Password:** 1234

AGENDA

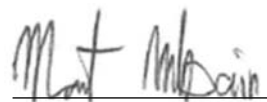
1. Call to Order
2. Public Comments (15 Minutes)
3. Approval of September 8, 2022 and September 14, 2022 Executive Committee Meeting Minutes
4. Educational Presentations/Outcome Monitoring Reports
 - a. Executive Director Report
5. Discussion and Possible Action
 - a. August Financials – G. Olsen
 - b. Budget Overview – G. Olsen
 - c. Approve Compensation Manual – J. Nickel
 - d. Opioid Settlement Update (if available) – M. McBain/G. Olsen
 - e. Pine Crest Nursing Home Funding Update – G. Olsen
 - f. Laundry Capital Equipment Request – J. Nickel
 - g. Extension of Interim Executive Director Limited Term Employment Agreement – M. McBain
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 and Recruitment Strategy for Executive Director
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, October 6, 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: 09/16/2022 TIME: 2:00 PM BY: D. Osowski

NORTH CENTRAL COMMUNITY SERVICES PROGRAM EXECUTIVE COMMITTEE MEETING MINUTES

September 8, 2022

3:00 p.m.

Wausau Board Room

Present: X Kurt Gibbs X(phone) Lance Leonhard X Robin Stowe
X Cate Wylie

Staff Present: Mort McBain, Jarret Nickel, Gary Olsen

Others Present: Dejan Adzic, Deputy Corporation Counsel, Andy Phillips, Atty, Attolles Law, S.C.

Call to Order

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

Closed Session

- **Motion**/second, Stowe/Wylie, to go into Closed Session Pursuant to Wis. Stat. ss. 19.85(1)(c) and (e), for the purpose of considering employment or compensation of any public employee over which the governmental body has jurisdiction or exercises responsibility, and for the purpose of conducting other specified public business, whenever competitive reasons require a closed session, to wit: Organizational Structure and Evaluation of Certain Positions/Incumbents within NCHC, Recruitment Strategy for Executive Director, and Lincoln Industries Proposed Agreement. D. Adzic and A. Phillips were asked to remain in closed session. J. Nickel was asked to remain in closed session for the Lincoln Industries discussion only. Roll call vote taken. All indicated aye. Motion carried. C. Wylie was excused at 3:22 p.m. with no involvement in the Executive Director discussion.

Return to Open Session and Possible Announcements and/or Action Regarding Closed Sessions Items

- **Motion**/second, Stowe/Leonhard, to Return to Open Session at 3:47 p.m. Motion carried.
- C. Wylie, G. Olsen, and J. Nickel were asked to rejoin the open meeting.
- Announcement from Closed Session is to convey to Lincoln County that we cannot sign the Lincoln Industries contract as currently written.

Public Comments

- None

Approval of August 19, 2022 and August 25, 2022 Executive Committee Meeting Minutes

- **Motion**/second, Stowe/Wylie, to approve the August 19, 2022 and August 25, 2022 Executive Committee Meeting Minutes. Motion carried.

Educational Presentation

- Executive Director Report – M. McBain
 - Community Corner Clubhouse Update – a listening session was held at Clubhouse, a presentation was provided to the Marathon County Health & Human Services Committee, and staff are working on options that will reserve funding for North Central Health Care and potentially continue a portion of the program. Additional updates will be provided as details are worked out. M. McBain and R. Gouthro, M.D. are also available to provide an update to the Marathon County Board in September.
 - At the last meeting, the Executive Committee members expressed a desire to improve communications to NCHC employees by writing an article for the weekly News You Can Use with the first article being submitted for the Sept. 12, 2022 newsletter.

Discussion and Possible Action

- Compensation Manual Review – J. Nickel
 - Modifications have been made to the Compensation Manual to accommodate the new Tri-County Agreement.
 - Following discussion additional modifications were requested:
 - Job Documentation (pg. 2) – better definition of ‘major changes in duties and responsibilities’
 - Page 4, #7 – correct the numbering
 - Highly Compensated Positions (pay grade 77 and above), must be approved by the Executive Director and confirmed with the Executive Committee Chair prior to making the offer, and upon acceptance of the offer, Executive Director must report to the Executive Committee at their next scheduled meeting
 - Remove ‘equity section’; will be addressed in pay adjustment section
 - Committee to forward any additional edits to M. McBain
 - Add Compensation Plan Approval to next Executive Committee Agenda
 - Goal was to revise NCHC Compensation Plan to more accurately reflect the county government model, and this plan gets closer to that goal.

Authorizing Staff to Develop a Proposal for Contracted Meal Services to Marathon County Jail – M. McBain

- Have been approached by the Sheriff’s Office to consider providing meal service to the jail.
- NCHC would be able to provide these services if the details can be worked out and an agreement is created to spell out the terms of services, however, the Tri-County Agreement, states that NCHC cannot add a service without the approval of this committee.
- **Motion**/second, Stowe/Leonhard, to authorize staff to move forward with developing a proposal, while keeping in mind our core services and programs. Motion carried.

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

- Meetings scheduled: September 14, 2022 with consultant regarding organizational structure; possible follow-up meeting September 16, 2022; next regular meeting scheduled for September 22, 2022 at 3:00 p.m. in the Wausau Board Room of NCHC

Adjournment

- **Motion**/second, Stowe/Wylie, to adjourn the meeting at 5:19 p.m. Motion carried.

NORTH CENTRAL COMMUNITY SERVICES PROGRAM EXECUTIVE COMMITTEE MEETING MINUTES

September 14, 2022

11:30 a.m.

Wausau Board Room

Present: X Kurt Gibbs X Lance Leonhard X Robin Stowe
X Cate Wylie

Staff Present: Mort McBain

Others Present: Todd Romenesko

Call to Order

- Meeting was called to order at 11:30 a.m. by Chair Gibbs.

Closed Session

- **Motion**/second, Wylie/Stowe, 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: Meeting with consultant to discuss potential NCHC leadership/structural changes, evaluation of certain positions/incumbents within NCHC as it pertains to the proposed leadership/structural changes, and discussion re incorporation of certain positions/incumbents into the proposed leadership structure. Roll call vote taken. All indicated aye. T. Romenesko and M. McBain were asked to remain in closed session. Motion carried.

Return to Open Session and Possible Announcements and/or Action Regarding Closed Session Items

- **Motion**/second, Wylie/Stowe, to return to open session at 2:10 p.m. Motion carried.

Adjournment

- **Motion**/second, Leonhard/Stowe, to adjourn at 2:11 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 August 31, 2022

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
BEHAVIORAL HEALTH SERVICES								
Adult Behavioral Health Hospital	4,285,825	4,380,310	(94,485)	4,402,783	4,656,720	253,936	(116,958)	159,451
Adult Crisis Stabilization Facility	958,353	952,418	5,935	1,014,259	996,843	(17,416)	(55,906)	(11,481)
Lakeside Recovery MMT	130,388	-	130,388	54,618	114,546	59,928	75,770	190,316
Youth Behavioral Health Hospital	945,844	1,160,272	(214,428)	2,071,947	2,008,887	(63,060)	(1,126,102)	(277,488)
Youth Crisis Stabilization Facility	625,995	714,196	(88,201)	584,919	658,939	74,020	41,077	(14,181)
Crisis Services	1,504,677	1,946,664	(441,988)	1,930,623	2,341,784	411,161	(425,946)	(30,827)
Psychiatry Residency	169,243	236,133	(66,889)	219,092	313,982	94,890	(49,848)	28,001
	8,620,326	9,389,994	(769,668)	10,278,240	11,091,699	813,459	(1,657,914)	43,791
COMMUNITY SERVICES								
Outpatient Services (Marathon)	3,030,056	3,648,759	(618,703)	3,914,334	4,292,189	377,855	(884,278)	(240,848)
Outpatient Services (Lincoln)	740,415	766,390	(25,975)	524,962	614,020	89,058	215,453	63,083
Outpatient Services (Langlade)	595,639	664,000	(68,361)	439,773	475,228	35,455	155,866	(32,907)
Community Treatment Adult (Marathon)	3,534,594	3,707,132	(172,537)	3,348,364	3,682,195	333,831	186,230	161,293
Community Treatment Adult (Lincoln)	524,899	699,567	(174,668)	583,248	634,034	50,787	(58,349)	(123,881)
Community Treatment Adult (Langlade)	212,495	466,610	(254,116)	285,111	425,652	140,541	(72,616)	(113,575)
Community Treatment Youth (Marathon)	3,409,132	3,841,642	(432,510)	3,370,030	3,823,131	453,101	39,101	20,590
Community Treatment Youth (Lincoln)	1,100,092	1,275,143	(175,051)	1,030,024	1,213,430	183,406	70,068	8,355
Community Treatment Youth (Langlade)	791,542	1,120,284	(328,742)	772,759	955,878	183,119	18,783	(145,624)
Community Corner Clubhouse	119,910	119,230	680	186,074	210,653	24,579	(66,165)	25,259
	14,058,773	16,308,757	(2,249,984)	14,454,679	16,326,410	1,871,731	(395,906)	(378,253)
COMMUNITY LIVING								
Adult Day Services (Marathon)	477,199	514,918	(37,719)	413,959	466,776	52,816	63,240	15,097
Prevocational Services (Marathon)	343,513	382,923	(39,410)	528,261	482,907	(45,354)	(184,748)	(84,764)
Lincoln Industries	892,201	402,488	489,713	1,019,227	699,355	(319,872)	(127,026)	169,841
Day Services (Langlade)	321,063	234,960	86,103	235,570	259,277	23,708	85,493	109,811
Andrea St Group Home	433,199	350,924	82,275	347,161	313,315	(33,846)	86,038	48,428
Chadwick Group Home	433,752	343,461	90,291	335,669	331,845	(3,824)	98,083	86,467
Bissell Street Group Home	414,701	432,576	(17,875)	279,500	336,949	57,449	135,201	39,574
Heather Street Group Home	402,167	330,487	71,680	323,747	286,287	(37,460)	78,420	34,221
Jelinek Apartments	640,523	582,101	58,422	544,985	542,035	(2,950)	95,538	55,472
River View Apartments	546,781	494,241	52,540	416,663	572,943	156,280	130,118	208,820
Forest Street Apartments	290	-	290	2,171	-	(2,171)	(1,881)	(1,881)
Fulton Street Apartments	199,011	184,794	14,218	263,890	216,876	(47,014)	(64,879)	(32,797)
Riverview Terrace	237,710	237,571	138	269,528	212,798	(56,730)	(31,819)	(56,591)
Hope House (Sober Living Marathon)	5,394	605	4,789	41,434	45,456	4,023	(36,040)	8,811
Homelessness Initiative	154	-	154	13,090	18,867	5,777	(12,935)	5,931
Sober Living (Langlade)	27,571	27,158	413	28,953	70,259	41,306	(1,382)	41,719
	5,375,228	4,519,207	856,021	5,063,809	4,855,946	(207,862)	311,419	648,158
NURSING HOMES								
Mount View Care Center	13,997,136	14,785,679	(788,543)	14,533,585	14,708,090	174,505	(536,449)	(614,038)
Pine Crest Nursing Home	8,486,561	7,962,820	523,741	8,957,233	8,735,173	(222,060)	(470,673)	301,681
	22,483,697	22,748,499	(264,802)	23,490,819	23,443,264	(47,555)	(1,007,122)	(312,357)
Pharmacy	5,210,258	5,367,693	(157,435)	5,494,960	4,928,150	(566,809)	(284,701)	(724,244)
OTHER PROGRAMS								
Aquatic Services	829,024	797,420	31,604	946,960	946,014	(945)	(117,936)	30,659
Birth To Three	130,185	266,667	(136,482)	129,860	266,667	136,807	325	325
Adult Protective Services	581,199	530,502	50,697	529,787	530,745	959	51,412	51,655
Demand Transportation	292,805	338,495	(45,690)	331,102	245,754	(85,348)	(38,297)	(131,038)
	1,833,213	1,933,084	(99,871)	1,937,709	1,989,180	51,471	(104,496)	(48,400)
Total NCHC Service Programs	57,581,494	60,253,902	(2,672,408)	60,720,214	61,997,775	1,277,561	(3,138,720)	(1,394,847)

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

	Marathon	Langlade	Lincoln	Total
YTD Appropriation (Tax Levy) Revenue	3,187,470	153,457	605,605	3,946,532
Total Revenue at Period End	41,550,619	2,908,189	13,122,686	57,581,495
County Percent of Total Net Position	72.2%	5.1%	22.8%	
Total Operating Expenses, Year-to-Date	43,953,450	2,980,673	13,786,092	60,720,214
Share of Operating Cash	4,679,331	327,513	1,477,845	6,484,690
Days Cash on Hand	26	27	26	26
Minimum Target - 20%	13,186,035	894,202	4,135,828	18,216,064
Over/(Under) Target	(8,506,704)	(566,688)	(2,657,982)	(11,731,375)

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

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
Direct Services								
Outpatient Services	3,030,056	3,648,759	(618,703)	3,914,334	4,292,189	377,855	(884,278)	(240,848)
Community Treatment-Adult	3,534,594	3,707,132	(172,537)	3,348,364	3,682,195	333,831	186,230	161,293
Community Treatment-Youth	3,409,132	3,841,642	(432,510)	3,370,030	3,823,131	453,101	39,101	20,590
Day & Prevocational Services	820,712	897,841	(77,129)	942,221	949,683	7,462	(121,509)	(69,667)
Clubhouse	119,910	119,230	680	186,074	210,653	24,579	(66,165)	25,259
Homelessness Initiative	154	-	154	13,090	18,867	5,777	(12,935)	5,931
Hope House Sober Living	5,394	605	4,789	41,434	45,456	4,023	(36,040)	8,811
Riverview Terrace	237,710	237,571	138	269,528	212,798	(56,730)	(31,819)	(56,591)
Demand Transportation	292,805	338,495	(45,690)	331,102	245,754	(85,348)	(38,297)	(131,038)
Aquatic Services	829,024	797,420	31,604	946,960	946,014	(945)	(117,936)	30,659
Pharmacy	5,210,258	5,367,693	(157,435)	5,494,960	4,928,150	(566,809)	(284,701)	(724,244)
Mount View Care Center	13,997,136	14,785,679	(788,543)	14,533,585	14,708,090	174,505	(536,449)	(614,038)
	31,486,885	33,742,067	(2,255,182)	33,391,681	34,062,981	671,299	(1,904,796)	(1,583,883)
Shared Services								
Adult Behavioral Health Hospital	3,204,386	3,274,525	(70,139)	3,268,312	3,456,816	188,504	(63,926)	118,365
Youth Behavioral Health Hospital	702,050	861,225	(159,176)	1,538,065	1,491,254	(46,811)	(836,016)	(205,987)
Residency Program	125,634	175,288	(49,654)	162,638	233,077	70,439	(37,004)	20,786
Crisis Services	1,248,597	1,467,455	(218,858)	1,433,157	1,738,374	305,216	(184,560)	86,359
Adult Crisis Stabilization Facility	711,413	707,007	4,406	752,913	739,985	(12,928)	(41,500)	(8,523)
Youth Crisis Stabilization Facility	464,694	530,168	(65,474)	434,202	489,149	54,947	30,492	(10,527)
Lakeside Recovery MMT	96,791	-	96,791	40,544	85,031	44,486	56,246	141,277
Residential	2,982,307	2,640,565	341,742	2,441,645	2,525,628	83,983	540,662	425,725
Adult Protective Services	430,604	392,970	37,633	393,276	393,987	712	37,328	38,345
Birth To Three	97,258	199,221	(101,963)	97,016	199,221	102,205	243	243
	10,063,734	10,248,425	(184,691)	10,561,769	11,352,522	790,754	(498,035)	606,062
Excess Revenue/(Expense)	41,550,619	43,990,492	(2,439,873)	43,953,450	45,415,503	1,462,053	(2,402,831)	(977,821)

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

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
Direct Services								
Outpatient Services	740,415	766,390	(25,975)	524,962	614,020	89,058	215,453	63,083
Community Treatment-Adult	524,899	699,567	(174,668)	583,248	634,034	50,787	(58,349)	(123,881)
Community Treatment-Youth	1,100,092	1,275,143	(175,051)	1,030,024	1,213,430	183,406	70,068	8,355
Lincoln Industries	892,201	402,488	489,713	1,019,227	699,355	(319,872)	(127,026)	169,841
Pine Crest Nursing Home	8,486,561	7,962,820	523,741	8,957,233	8,735,173	(222,060)	(470,673)	301,681
	11,744,168	11,106,409	637,760	12,114,694	11,896,013	(218,681)	(370,526)	419,078
Shared Services								
Adult Behavioral Health Hospital	687,091	701,531	(14,441)	672,901	711,711	38,810	14,190	24,370
Youth Behavioral Health Hospital	144,464	177,236	(32,772)	316,667	307,029	(9,638)	(172,203)	(42,410)
Residency Program	25,866	36,089	(10,223)	33,485	47,987	14,503	(7,619)	4,279
Crisis Services	151,619	284,976	(133,357)	295,068	357,907	62,840	(143,448)	(70,517)
Adult Crisis Stabilization Facility	146,470	145,563	907	155,015	152,353	(2,662)	(8,544)	(1,755)
Youth Crisis Stabilization Facility	95,674	109,154	(13,480)	89,396	100,709	11,313	6,278	(2,167)
Lakeside Recovery MMT	19,928	-	19,928	8,348	17,507	9,159	11,580	29,087
Residential	-	-	-	-	-	-	-	-
Adult Protective Services	87,808	80,060	7,748	80,970	81,117	147	6,838	7,895
Birth To Three	19,598	40,143	(20,546)	19,549	40,143	20,595	49	49
	1,378,518	1,574,754	(196,235)	1,671,398	1,816,464	145,066	(292,879)	(51,169)
Excess Revenue/(Expense)	13,122,686	12,681,162	441,524	13,786,092	13,712,477	(73,615)	(663,405)	367,909

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

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
Direct Services								
Outpatient Services	595,639	664,000	(68,361)	439,773	475,228	35,455	155,866	(32,907)
Community Treatment-Adult	212,495	466,610	(254,116)	285,111	425,652	140,541	(72,616)	(113,575)
Community Treatment-Youth	791,542	1,120,284	(328,742)	772,759	955,878	183,119	18,783	(145,624)
Sober Living	27,571	27,158	413	28,953	70,259	41,306	(1,382)	41,719
Day Services	321,063	234,960	86,103	235,570	259,277	23,708	85,493	109,811
	1,948,309	2,513,012	(564,703)	1,762,165	2,186,293	424,128	186,143	(140,575)
Shared Services								
Adult Behavioral Health Hospital	394,349	404,254	(9,905)	461,570	488,192	26,622	(67,222)	16,716
Youth Behavioral Health Hospital	99,331	121,810	(22,480)	217,215	210,604	(6,611)	(117,884)	(29,091)
Residency Program	17,743	24,755	(7,012)	22,969	32,917	9,948	(5,226)	2,935
Crisis Services	104,460	194,233	(89,773)	202,399	245,503	43,104	(97,938)	(46,669)
Adult Crisis Stabilization Facility	100,470	99,848	622	106,331	104,505	(1,826)	(5,861)	(1,204)
Youth Crisis Stabilization Facility	65,627	74,873	(9,247)	61,321	69,080	7,760	4,306	(1,487)
Lakeside Recovery MMT	13,669	-	13,669	5,726	12,009	6,283	7,943	19,952
Residential	88,116	78,019	10,097	72,142	74,623	2,481	15,975	12,579
Adult Protective Services	62,787	57,472	5,315	55,541	55,641	100	7,246	5,415
Birth To Three	13,329	27,302	(13,974)	13,296	27,302	14,007	33	33
	959,881	1,082,568	(122,687)	1,218,507	1,320,376	101,868	(258,627)	(20,819)
Excess Revenue/(Expense)	2,908,189	3,595,580	(687,390)	2,980,673	3,506,669	525,997	(72,483)	(161,394)

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

	<u>MTD</u>	<u>YTD</u>
Behavioral Health Hospitals		
Administrative Write-Off	6,802	394,469
Bad Debt	-	3
Outpatient & Community Treatment		
Administrative Write-Off	10,302	170,551
Bad Debt	-	-
Nursing Home Services		
Administrative Write-Off	-	88,417
Bad Debt	3	39,291
Aquatic Services		
Administrative Write-Off	116	9,108
Bad Debt	29	59
Pharmacy		
Administrative Write-Off	60	439
Bad Debt	-	-
Other Services		
Administrative Write-Off	(193)	25,724
Bad Debt	-	108
Grand Total		
Administrative Write-Off	<u>17,088</u>	<u>688,709</u>
Bad Debt	32	39,461



North Central Health Care

Person centered. Outcome focused.

COMPENSATION ADMINISTRATION MANUAL

**Effective
October 1st, 2022**

NORTH CENTRAL HEALTH CARE

Compensation Administration Manual

Table of Contents

<u>Topic</u>	<u>Page</u>
PHILOSOPHY	1
JOB DOCUMENTATION	
Definition	2
Purpose	2
Responsibilities	2
Process	2
JOB PRICING AND SALARY RANGE STRUCTURE	
Purpose	3
Responsibilities	3
Process	3
Procedure	3
Salary Range Structure	4
PAY ADJUSTMENTS	
Definition	5
Purpose	5
Responsibilities	5
General Guidelines	6
Types of Pay Adjustments	7
Annual Pay Adjustments	7
Promotion	7
Job Reclassification	8
Lateral Transfer	8
Demotion	9
Exceptions	9

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 program 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.
- 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 approve the Organization's compensation policies and procedures. It is Human Resources' 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 administrative 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 department.

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 and Responsibilities

A job description is used to describe every job at NCHC. 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.

Current job documentation for all jobs at NCHC is the responsibility of the hiring manager and Human Resources. 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 Human Resources Information System (HRIS) or from Human Resources.

New, Revised and Vacant Positions

To hire for a new (non-existing) position, a job description and position review form will need to be developed in partnership with Human Resources.

As a job changes, a revised job description may be needed. Should there be either an addition to or removal of duties and responsibilities to a job description, a new position review form must be completed and submitted to Human Resources.

If a job becomes vacant, a review of the current job description shall be completed by the program director where the vacancy is located.

Approval Process

A position review form must be completed and forwarded to the Human Resources Department, who will assist in developing a new or revised job description. The Compliance Officer, Finance Director, and Human Resources shall review the job description to determine if there should be any changes prior to an individual being hired to fill a new, revised or vacant position. The Executive Committee or Executive Director will approve the recommended pay grade as appropriate. The hiring manager will be notified regarding the new or revised job description and pay grade change, if any, and will in turn inform the affected employee(s).

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. Human Resources is also responsible for following the job pricing procedure as noted below. 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 vacant positions (i.e., estimates of salary adjustments in our recruiting areas, anticipated annual adjustments, local market conditions, etc.). Human Resources will discuss 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 Finance Director and Human Resources shall review market data and develop recommendations. Where warranted, changes in salary range structure will be recommended to the Executive Director and ultimately the Executive Committee.

Job Pricing Procedure:

- 1) Review most up to date job description with hiring manager
 - a. Ensure position requirements meet job/work duty needs of NCHC
 - b. Ensure preferred requirements are greater than required and meet needs of NCHC
- 2) Access PayScale to run analysis on the job. Criteria includes:
 - a. Minimum education
 - b. Minimum work experience
 - c. License or certification (if required for position)
 - d. Essential job duties & responsibilities
 - e. Appropriate labor market (i.e., Government, Nursing Home, etc.)
- 3) Search PayScale for a job that matches as closely as possible to NCHC position.
- 4) Review report and take the average hourly wage for the 50th percentile of the report and compare it against the mid-point of the pay grade range.
- 5) Other internal similar positions that fall into the pay range are compared to the position being compared to make sure it makes sense to place the job in the pay grade. If a management position is

being analyzed, positions that report to that management position are also reviewed to determine if there are any pay equity issues.

- 6) Validate benchmarking data with most recent wage study. If position does not exist within study this step may be skipped.
- 7) Once all data has been reviewed and a recommendation for pay grade has been given, review compensation of incumbent and if no incumbent exists steps 8 and 9 may be skipped.
- 8) If incumbent is at a greater wage than the new pay grade, place the incumbent at the top of the new pay grade.
- 9) If incumbent is at a lesser wage than the pay grade, review qualifications compared to job description and place employee between 90% and 100%.
- 10) The Finance Director and Human Resources shall review the market data and develop recommendations. Where warranted, changes in the salary range structure will be recommended to the Executive Director and ultimately the Executive Committee.
- 11) Adjust wage scale document to reflect new pay grade and assignment

Salary Range Structure - Step Scale Positions

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 step 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.
- **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 Positions

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.

Highly Compensated Positions (pay grade 77 and above), must be approved by the Executive Director and confirmed with the Executive Committee Chair prior to making the offer, and upon acceptance of the offer, Executive Director must report to the Executive Committee at their next scheduled meeting.

All positions pay grade 76 and below with an offer at 100% or midpoint and above must be approved by the Executive Director.

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 managers 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 and/or director is responsible for recommending pay adjustments for the employee(s) reporting to them. Pay adjustment recommendations are reviewed by Human Resources and the Finance Director. Recommendations are then forwarded to the Executive Director.

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.
- 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+)

- Highly Compensated Positions (pay grade 77 and above), must be approved by the Executive Director and confirmed with the Executive Committee Chair prior to making the offer, and upon acceptance of the offer, Executive Director must report to the Executive Committee at their next scheduled meeting.
- All positions pay grade 76 and below with an offer at 100% or midpoint and above must be approved by the Executive Director.

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 manual and ranges established each year by the Executive Committee.
- Performance evaluations must be completed for all annual pay adjustments (excluding COLA) 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.
- 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 the calendar year. Adjustments to this date may be warranted based on date of hire, transfer, promotion, demotion, or other employment action that may affect timing. The following are a set of guidelines and procedures that are followed when annual pay adjustments are considered.

- Annual pay increase guidelines are recommended by the Executive Director and Finance Director and then forwarded for final approval to the Executive Committee. These plans are communicated to Human Resources, and then to the manager with compensation adjustment responsibility.
- 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.
- 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.
- An annual pay increase shall not move a person past the maximum or top of the pay range.
- Following approval, Human Resources distributes approved increases to each manager for them to discuss with their employees individually on a timely basis.
- 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.
- Cost of Living Adjustments (COLA): In lieu of annual pay adjustments, a cost-of-living adjustment may be approved by the Executive Committee. If a COLA is authorized, the compensation scales may be adjusted as deemed appropriate by the Executive Committee.

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/or responsibility of an individual person's job and are usually given at the time the new responsibilities are assumed.

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.

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, Human Resources and the Finance Director, taking into consideration their department's operating budget.
2. The Compliance Officer, Finance Director, Human Resources, and Executive Director and/or designee assigns a pay grade to the position which is then 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 or Executive Committee as appropriate 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 must approve any exceptions to this policy.



North Central Health Care

Person centered. Outcome focused.

MEMORANDUM

DATE: September 16th, 2022
TO: Executive Committee
FROM: Jarret Nickel, Operations Executive
RE: CIP Request - Laundry Services

North Central Health Care currently operates all of its laundry equipment on steam boilers and with the new campus improvements steam will not be a universal option. In order to not replace all of the equipment in the laundry department a proposal to install its own steam boiler was brought forward. The project was bid by Marathon County Facilities with the lowest bid at \$493,099.00 which includes a 10% contingency budget. Due to this high cost NCHC did engage with three different providers to estimate costs to outsource laundry. After receiving the quotes, it would cost NCHC an additional \$359,000 annually to outsource laundry, this is large part due to the high poundage and piece count.

We are requesting approval to move forward with the Laundry Services capital improvement to install steam boilers at a cost of \$493,099.00. Marathon County Facilities will be the project manager and will work collaboratively with NCHC to complete the project timely and on budget pending an unforeseen circumstance.

Thank you,

Jarret Nickel, Operations Executive

North Central Health Care

AMENDMENT # 1: INTERIM EXECUTIVE DIRECTOR LIMITED TERM EMPLOYMENT AGREEMENT

WHEREAS; this Amendment is a term extension of the existing Interim Executive Director Limited Term Employment Agreement (“Agreement”) previously adopted by and between the North Central Community Services Program Executive Committee (hereinafter “Executive Committee”) and Mort McBain (hereinafter “Interim Executive Director”) originally extending from April 1, 2022 through September 30, 2022. Executive Committee and Interim Executive Director shall be mutually referred to as the “parties.”

WHEREAS; the parties mutually wish to extend the term of the Agreement until October 31, 2022.

NOW, THEREFORE in consideration of the mutual covenants and agreements set forth herein, and for other good and valuable consideration the receipt of which is hereby acknowledged, the parties agree as follows:

1. The term of the Agreement shall be extended from September 30, 2022, until October 31, 2022.
2. All other terms and conditions of the Agreement are incorporated herein by reference and shall remain binding on the parties.

INTERIM EXECUTIVE DIRECTOR

BY: _____

Mort McBain

DATE: _____

NORTH CENTRAL COMMUNITY SERVICES PROGRAM EXECUTIVE COMMITTEE

BY: _____

Kurt Gibbs, Chair

DATE_____