



North Central Health Care
 Person centered. Outcome focused.

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 via WebEx only as noted below:

Wednesday, April 19, 2023 at 2:00 PM
 North Central Health Care – Wausau Board Room
 1100 Lake View Drive, Wausau WI 54403

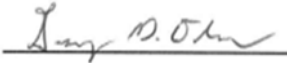
Persons wishing to attend the meeting by phone may call into the telephone conference beginning five (5) minutes prior to the start time indicated above using the following number:

Meeting number: 1-408-418-9388 **Access Code:** 2481 619 0810 **Password:** 1234

AGENDA

1. Call to Order
 2. Public Comments (15 Minutes)
 3. Approval of February 22, March 2, and March 17, 2023 Executive Committee Meeting Minutes
 4. Educational Presentations/Outcome Monitoring Reports
 - a. Executive Director Report – G. Olsen
 - b. July 19 Executive Committee Meeting – G. Olsen
 - c. Financial Update – J. Hake
 - d. 2024 Budget Update – J. Hake
 5. Discussion and Possible Action
 - a. ACTION: Discussion and Approval of 2023 Wage Scale for Salaried Employees – G. Olsen
 - b. ACTION: Update and Possible Action Regarding Pine Crest Ad Hoc Committee and Any Action Taken at the April 18, 2023 Lincoln County Board Meeting – G. Olsen
 6. Motion to go into Closed Session (Roll Call Vote Suggested) Pursuant to Wis. Stat. ss. 19.85(1)(c)(e) and (f), for the purpose of “[c]onsidering employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility”, “preliminary consideration of specific personnel problems or investigation of charges against specific persons,” and “deliberating or conducting other specified public business” where competitive and bargaining reasons require a closed session to wit: Update on Investigative Matters Concerning NCHC Employees and Discuss Program Specific Personnel Issues and Concerns, Discuss Demotion, Resignation, and/or Promotion of Certain Personnel, and Discuss Long Term Program Direction and Strategy Where Competitive and Bargaining Reasons Require Closed Session.
 7. Next Meeting Date & Time, Location, and Future Agenda Items
 - a. Next Meeting: Wednesday, May 17, 1:00 p.m. in the North Central Health Care Wausau Board Room
 8. 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: 04/17/2023 TIME: 4:45 PM BY: D. Osowski

NORTH CENTRAL COMMUNITY SERVICES PROGRAM EXECUTIVE COMMITTEE MEETING MINUTES

February 22, 2023

10:30 a.m.

Wausau Board Room

Present: X Kurt Gibbs X Renee Krueger
X Lance Leonhard X Robin Stowe

Staff: Gary Olsen, Jarret Nickel, Jason Hake, Vicki Tylka, Jennifer Peaslee, Nic Lotzer

Others: Dejan Adzic, Deputy Corporation Counsel

Call to Order

- Meeting was called to order by Chair Gibbs at 10:30 a.m.

Public Comments

- There were no public comments.

Approval of January 19, 2023 Executive Committee Meeting Minutes

- **Motion**/second, Stowe/Leonhard, to approve the January 19, 2023 Executive Committee meeting minutes. Motion carried.

Update on Training, Dietary, Policies & Procedures, and Heather Street Closing – G. Olsen/J. Nickel

- Heather Street CBRF officially closed for operations on 1/24/2023, but the license remains active.
- Go live for the medication system was successful with a smooth transition. Medication errors have significantly reduced with a full-time RN now in place.
- A recent survey at Bissell Street CBRF resulted in a deficiency-free survey. Bissell has a history of having good surveys with just one deficiency in the last two surveys. It is common for surveys to result in 1-2 deficiencies.
- SafetyZone reporting has improved immensely with follow-up being done in a timely manner resulting in a reduction of reoccurring issues.
- A manager for CBRF services has been hired and began orientation yesterday. We are actively recruiting for a manager of Supported Apartments.
- Personal care worker applications had increased initially but have slowed recently. We continue to utilize agency staff to assure quality of care. There are currently three full-time agency staff and one part-time mostly for PM and night shifts. Cost of utilizing agency staff vs employees is about \$10/hour more.
- Staff training was identified as a need for CBRF staff with training completed as of 2/15/2023. Only a few occasional staff must complete training which will be done prior to returning to the schedule. Overall feedback has been positive.
- A review of the Heather Street property (a Marathon County owned property) will continue to determine its future use. Staffing is one of the largest obstacles to reopening as a CBRF. Plans to move CBRF services on campus is delayed due to delays in the construction project and the State's approval for occupancy.

Executive Director Report – G. Olsen

- Mike Frankel, former Manager of Community Corner Clubhouse (CCC), is in the process of establishing Granite House, LLC, and has requested the release of donated funds that are currently being held at NCHC from funds received for CCC prior to its closure. A contract is being drafted should the Executive Committee approve the release of these donated funds. The Executive Committee asked that the contract include the following: funds need to be used for operational expenses, the program must be similar to the former CCC program, and that we verify the Granite House LLC has been approved by the IRS as a 501c3.
- Pine Crest Ad Hoc Committee is wrapping up their review. Staff are meeting with the Committee today to review a 14-page document that includes many options for the nursing home. G. Olsen is meeting regularly with the staff of Pine Crest to keep them updated. He has reassured staff that North Central Health Care remains interested in continuing to operate Pine Crest if costs will be covered.
- Welcome Jason Hake, Finance Director!

Budget Calendar 2024 – G. Olsen

- The budget calendar is in the meeting packet for the upcoming budget process. The calendar follows the timeline as indicated in the Joint County Agreement.

Financial Update – J. Hake

- Preliminary December financials show a net loss of just over \$900,000 which is favorable to budget - originally at a \$2.1 million loss. Significant one-time adjustments were received in December which helped reduce the operating loss for 2022 by \$1.2 million.
- January financials show a net income of \$311,000 which was favorable to budget by \$240,000 for the first month. Self-funded insurance will be broken out which had been previously included.
- Due to the complexity of the budget, starting next month, a more detailed memo will be prepared explaining variances to budget, etc. similar to a root cause analysis.
- Fund balance calculations for each county will be provided and a new policy for Committee review and approval. J. Hake is working with the three county finance directors to provide a breakdown of costs by county.
- K. Gibbs expressed thanks and confidence in the current leadership and in the future for NCHC.

Executive Director Work Plan – G. Olsen

- The Executive Director work plan was provided. It will continue to develop/change as some financial items will be delegated to the Finance Director. Senior Leadership Team will also be asked to prepare similar work plans.
- Have found that communication is extremely important at NCHC. A major focus will be to bring the organization back together after a tumultuous couple of years and focus on our vision and goals for a positive outlook. Good feedback has been received so far from the management team when laying out the vision for the organization. So far, the following steps toward improving communication include participating in new hire orientation, re-establishing rounding with senior leadership team, individual meetings with senior leadership team members, and every other week with the senior leadership team as a group. Visiting with each county on a regular basis is also being established.

Managing Director of Community Programs 2023 Work Plan – V. Tylka

- Community Programs has been added as it is a large part of NCHC and her role and responsibilities. From input, both internal and external, priorities have been identified for the remainder of 2023 and into 2024.
- With the upcoming departure of our current Chief Medical Officer, we are looking at re-establishing a medical director model and have a great opportunity to connect with our current physicians.
- The first meeting of the Human Services Team will occur next week. The team will help with prioritization in looking at community programs and services.
- We will also be working with our partners with a focus to improve our partnerships. Law enforcement is a very large and important partner. We are currently working with the Marathon County Sheriff and leadership and will reach out to law enforcement in Langlade and Lincoln Counties as well.
- We will be reaching out to other counties to increase utilization of our hospitals, crisis, and stabilization services.
- We will be looking at efficiencies and enhancements of all our programs and bring a list of priorities back to the Committee.
- Communicating the desired future state, working on employee engagement and work culture.
- Looking at finances, opportunities to enhance revenue, and serve more people as well as connecting with other programs in the state and how they provide services.
- MMT will be opening soon (Medically Monitor Treatment); working with staff on quality assurance and getting the best outcomes.
- The Human Services leadership Team will be reviewing Langlade County's interest in expanding AODA services also.

Medical Staff Appointments

- **Motion**/second, Leonhard/Stowe, to approve recommendations of Medical Staff Appointments for Daniel J. Smith, DO, and Mandy Sikorski, APNP. Motion carried.

Compensation and Timekeeping Policy

- N. Lotzer, Human Resources Director, provided a review of the proposed revisions to the Employee Compensation and Timekeeping Policy.
- **Motion**/second, Leonhard/Stowe, to approve the policy with the modifications to temporary appointment section as discussed. Motion carried.

Grievance Policy – G. Olsen

- With assistance from D. Adzic, J. Peaslee, and N. Lotzer, the proposed revisions to the Grievance Policy were reviewed.
- **Motion**/second, Stowe/Krueger, to approve the revised Grievance Policy as presented. Motion carried.

Debt Payment Schedule of New Construction – G. Olsen

- Together with the Marathon County Administrator and Corporation Counsel the debt payment schedule was developed. It was noted that Marathon County serviced the debt for NCHC for 2022 and 2023 which adjusted the payment schedule from 2042 to 2045. NCHC continues to look for efficiencies as it is important that the debt be serviced without negatively impacting the core programs and services. It is also important that counties understand they cannot continue to expect NCHC to provide more services without a commitment of additional resources. The counties recognize that tax levy has been level for a number of years. The debt payment schedule is incorporated into the Facility Lease Agreement.

Facility Lease Agreement – G. Olsen

- **Motion**/second, Leonhard/Stowe, to approve the execution of the Facility Lease Agreement which incorporates the debt payment schedule, under the condition it does not affect the core programs and the debt services will not be detrimental to the core services. Motion carried.

Update Regarding December Financial Statements and Obtain Direction from Executive Committee on Approaching the Member Counties Regarding Coverage of Certain Program Overages – G. Olsen

- 51.42 programs are provided in all three counties versus nursing homes services, not part of 51.42, provided in only Lincoln and Marathon Counties. With the deficit experienced in each of the nursing homes in 2022, Pine Crest at \$1.1 million and Mount View at \$828,000, direction from the Executive Committee is requested on approaching the two counties concerning the large negative operating deficits. Deficits are attributed to COVID, staffing shortages, rising operating expenses, and low reimbursement. NCHC cannot continue to sustain these losses.
- State representatives and organizations have been contacted and are engaged in assisting the nursing homes after the Dept. of Health Services raised Medicaid rates but then negatively impacted the amount of the supplemental payments and applying payments disproportionately across the state.
- Following discussion, the committee agreed that it is in the best interest of NCHC to approach Lincoln and Marathon County Boards, explain the losses that have occurred at each nursing home and in the nursing home industry in the state, and ask the counties for assistance in covering the 2022 losses. It was felt that explaining the importance of maintaining the fund balance would be appropriate timing also.

Role of NCCSP Board of Directors – G. Olsen

- There appears to be questions and confusion on the responsibility of the Board vs the Executive Committee.
- As a policy board and the voice of the community, members should clearly understand the programs and services NCHC provides, which services are required by State Statutes 51.42, and the responsibilities of the Board versus those of the Executive Committee. Understanding community needs, area providers, as well as what and how policies flow through the Board is important in an advisory relationship.
- Moving forward, a program review will be provided by program managers at each Board meeting. At the next meeting there will be a presentation on the nursing homes. Olsen will work with the Senior Leadership Team and Corporation Counsel to develop a plan of meaningful educational/training presentations for the Board.

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

- Next meeting: March 2 at 1:00 P.M.
- Agenda Items: Compensation Plan

Adjourn

- **Motion**/second, Leonhard/Stowe, to adjourn the meeting at 12:45 p.m. Motion carried.

NORTH CENTRAL COMMUNITY SERVICES PROGRAM EXECUTIVE COMMITTEE MEETING MINUTES

March 2, 2023

1:00 p.m.

Wausau Board Room

Present:	X	Kurt Gibbs	X	Renee Krueger
	X	Lance Leonhard	X	Robin Stowe

Staff: Gary Olsen, Jason Hake, Jarret Nickel, Jennifer Peaslee, Nic Lotzer

Others: Dejan Adzic, Deputy Corporation Counsel

Call to Order

- Meeting was called to order at 1:00 p.m. by Chair Gibbs.

Public Comments

- There were no public comments.

Executive Director Report – G. Olsen

- Management staff received excellent education and training today regarding open records by Dejan Adzic, Deputy Corporation Counsel. Being a governmental organization staff need to understand open records laws. Staff have had the option of using a NCHC provided cell phone or their personal phone to conduct NCHC business. Following today's training, we anticipate an increase in the number of NCHC cell phones for staff. CCITC is able to archive data on NCHC provided cell phones in the event it is needed for a records request.
- Request has been sent to Lincoln County asking to cover Pine Crest Nursing Home losses. A request will also be sent to L. Leonhard for Marathon County's consideration to cover losses of Mount View Care Center.

Information Regarding 4th Floor of Mount View Care Center Being a Dedicated Dementia Unit - J. Nickel

- The 4th floor of Mount View Care Center nursing tower (32 beds) is currently vacant. This floor had been designated originally for rehab beds. Since COVID, there has been a significant shift indicating rehab isn't as great a need as anticipated but the demand has increased for dementia care and that demand is anticipated to continue.
- Dementia care is a unique skill of NCHC in which NCHC has received awards for its dementia program. With recent Medicaid increases, it also makes dementia care a financial possibility to explore. Memory care has a higher private pay ratio versus long term care.
- We are exploring the possibility to reallocate the 4th floor for dementia population as we anticipate we will have a consistent and stable census and revenue with the ability to fill 16 beds with current staff. There would be need to add one life enrichment aide to provide additional programming. Staff are excited about the possibility as this is what they do best.
- We continue to explore different phases of how this would work. No action needed.
- Southern Reflections, the south end of the 2nd floor of 'old' Mount View is currently being renovated for a dementia care unit anticipating completion in a couple of months. With these changes, the number of dementia beds would increase from 57 to 92 and allowing us to maintain 18 rehab beds.

- Medical providers should be positively impacted by this change as dementia patients are more difficult to place. Communication to staff and Marathon County Health & Human Services Committee will begin next week.

Releasing Specified Donated Funds to Granite House – G. Olsen

- As you will recall, Mike Frankel, former manager of Community Corner Clubhouse (CCC), is in the process of establishing a similar program called Granite House, LLC. Donated funds in the amount of \$20,000 for CCC were promised to be held for one year for the purpose of helping establish a similar program. It is our understanding that M. Frankel is in the process of establishing a 501c3 for the Granite House, LLC and has requested the use of the donated funds. A contract is being developed for the purpose of dispensing these funds.
- **Motion**/second, Leonhard/Krueger, to authorize the Executive Director to proceed with the development and execution of a contract for services with Granite House, LLC that provides for expenditure of disbursement of previously received donated funds. Motion carried.

2023 Wage Scale – G. Olsen/N. Lotzer

- The 2023 Wage Scale has been reviewed by the Compensation Committee and with management staff. Challenges of managing the current compensation structure includes hiring within the step scale based on experience, follow-up, and eligibility to move to next step. The goal was to have a system easier to manage for years to come and with room for growth for staff. A market analysis was completed which resulted in changes to some midpoint pay grades. Also, the methodology of going to 125 for the maximum rate gives us 4-5 years before needing to do another market study. Our hiring methodology between minimum and mid-point will not change. Management Staff will not see movement on this proposed scale. We are looking at a COLA for those who do not move with this scale, but not for management staff. With the 16% increase in cost of health insurance that staff experienced this year, we hope this will help soften that a bit.
- **Motion**/second, Leonhard/Krueger, to approve the pay scale implementation of pay grades 1-27 leaving the other paygrades at current maximums and to revisit the wage scale before the end of 2023. Motion carried.

Closed Session

- **Motion**/second, Krueger/Stowe, to go into Closed Session (Roll Call Vote Suggested) Pursuant to Wis. Stat. ss. 19.85(1)(c), for the purpose of “[c]onsidering employment, promotion, compensation, or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility”, to wit: Adjusting pay grades for specific management level employees. Motion includes allowing J. Hake, D. Adzic, and G. Olsen to remain in closed session. Roll call taken. All indicated aye. Motion carried. Meeting convened in closed session at 2:31 p.m.

Return to Open Session Immediately Following Closed Session and Take Action on Matters Discussed in Closed Session

- **Motion**/second, Leonhard/Stowe, to return to open session at 2:45 p.m. Motion carried.
- **Motion**/second, Leonhard/Stowe, to amend the Compensation Plan to place the Compliance Officer at pay grade 92 and afford the Executive Director the ability to place the individual where he feels appropriate in the wage scale. Motion carried.

Adjourn

- **Motion**/second, Krueger/Stowe, to adjourn the meeting at 2:20 p.m. Motion carried.

NORTH CENTRAL COMMUNITY SERVICES PROGRAM EXECUTIVE COMMITTEE MEETING MINUTES

March 17, 2023

3:00 p.m.

Wausau Board Room

Present: X Kurt Gibbs
X^(WebEx) Lance Leonhard

X^(WebEx) Renee Krueger
X^(WebEx) Robin Stowe

Staff: Gary Olsen

Call to Order

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

Recommendations of Medical Executive Committee

- **Motion**/second, Krueger/Leonhard, to approve the recommendations of the Medical Executive Committee for Reappointments for: Bababo Opaneye, M.D., Daniele Hoppe, M.D. and for Privilege Amendment/Staff Status Change for: James Billings, M.D., Jessica Dotson, D.O., Susan Brust, APNP, Heidi Heise, APNP. Motion carried.

Adjourn

- **Motion**/second, Stowe/Leonhard, to adjourn the meeting at 3:06 p.m. Motion carried.

Minutes prepared by Debbie Osowski, Executive Assistant

North Central Health Care
Programs by Service Line
For the Period Ending March 31, 2023

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
BEHAVIORAL HEALTH SERVICES								
Adult Behavioral Health Hospital	1,812,263	1,286,297	525,966	1,860,346	1,647,742	(212,604)	(48,083)	313,362
Adult Crisis Stabilization Facility	266,630	436,807	(170,177)	288,127	404,913	116,786	(21,497)	(53,391)
Lakeside Recovery MMT	17,581	297,702	(280,121)	57,503	254,592	197,089	(39,922)	(83,032)
Youth Behavioral Health Hospital	785,452	359,991	425,460	801,032	791,961	(9,072)	(15,580)	416,389
Youth Crisis Stabilization Facility	184,669	287,497	(102,829)	212,974	268,426	55,452	(28,306)	(47,377)
Crisis Services	576,596	614,120	(37,524)	635,167	725,560	90,393	(58,571)	52,869
Psychiatry Residency	238,219	220,570	17,649	262,112	258,727	(3,385)	(23,893)	14,264
	<u>3,881,410</u>	<u>3,502,985</u>	<u>378,424</u>	<u>4,117,262</u>	<u>4,351,922</u>	<u>234,660</u>	<u>(235,852)</u>	<u>613,084</u>
COMMUNITY SERVICES								
Outpatient Services (Marathon)	1,273,782	1,109,960	163,822	1,314,193	1,453,608	139,415	(40,411)	303,237
Outpatient Services (Lincoln)	280,428	239,434	40,994	184,788	197,038	12,250	95,640	53,244
Outpatient Services (Langlade)	205,358	197,652	7,706	167,071	201,430	34,359	38,287	42,065
Community Treatment Adult (Marathon)	1,226,092	1,194,805	31,286	1,219,349	1,316,182	96,834	6,743	128,120
Community Treatment Adult (Lincoln)	219,088	201,706	17,383	197,561	222,691	25,129	21,527	42,512
Community Treatment Adult (Langlade)	59,161	81,773	(22,612)	125,495	153,370	27,874	(66,335)	5,263
Community Treatment Youth (Marathon)	1,436,623	1,173,159	263,464	1,265,166	1,120,806	(144,360)	171,457	119,104
Community Treatment Youth (Lincoln)	448,639	416,918	31,721	426,861	389,819	(37,041)	21,779	(5,320)
Community Treatment Youth (Langlade)	320,084	356,433	(36,349)	293,230	290,983	(2,247)	26,854	(38,595)
Jail Meals (Marathon)	205,853	-	205,853	140,463	-	(140,463)	65,390	65,390
	<u>5,675,108</u>	<u>4,971,840</u>	<u>703,268</u>	<u>5,334,177</u>	<u>5,345,927</u>	<u>11,750</u>	<u>340,931</u>	<u>715,018</u>
COMMUNITY LIVING								
Adult Day Services (Marathon)	182,606	266,477	(83,871)	193,236	270,198	76,961	(10,630)	(6,910)
Day Services (Langlade)	81,568	97,252	(15,685)	69,463	69,381	(82)	12,105	(15,767)
Supportive Employment Program	58,174	40,410	17,764	67,937	64,067	(3,870)	(9,763)	13,894
Andrea St Group Home	140,396	-	140,396	145,102	-	(145,102)	(4,707)	(4,707)
Chadwick Group Home	169,911	133,261	36,650	186,603	141,497	(45,105)	(16,691)	(8,455)
Bissell Street Group Home	149,891	-	149,891	132,461	-	(132,461)	17,430	17,430
Heather Street Group Home	21,837	116,536	(94,700)	59,971	137,369	77,398	(38,134)	(17,302)
Marshall Street Residential	-	270,846	(270,846)	-	272,846	272,846	-	2,000
Jelinek Apartments	251,061	209,073	41,988	216,127	179,531	(36,596)	34,934	5,392
River View Apartments	147,692	177,085	(29,393)	148,856	165,684	16,828	(1,164)	(12,565)
Riverview Terrace	54,818	-	54,818	87,775	-	(87,775)	(32,957)	(32,957)
Hope House (Sober Living Marathon)	3,958	5,093	(1,135)	19,567	13,501	(6,066)	(15,609)	(7,201)
Sober Living (Langlade)	11,953	15,105	(3,152)	18,440	15,322	(3,118)	(6,487)	(6,270)
	<u>1,273,863</u>	<u>1,331,139</u>	<u>(57,276)</u>	<u>1,345,538</u>	<u>1,329,396</u>	<u>(16,143)</u>	<u>(71,675)</u>	<u>(73,419)</u>
NURSING HOMES								
Mount View Care Center	4,884,545	5,970,943	(1,086,399)	4,432,518	5,047,037	614,518	452,027	(471,880)
Pine Crest Nursing Home	3,162,599	3,379,703	(217,105)	2,965,296	3,097,527	132,232	197,303	(84,873)
	<u>8,047,143</u>	<u>9,350,647</u>	<u>(1,303,503)</u>	<u>7,397,814</u>	<u>8,144,564</u>	<u>746,750</u>	<u>649,330</u>	<u>(556,753)</u>
Pharmacy	1,944,894	1,983,943	(39,050)	2,082,431	1,996,633	(85,798)	(137,537)	(124,847)
OTHER PROGRAMS								
Aquatic Services	255,393	311,839	(56,446)	243,560	280,819	37,259	11,833	(19,188)
Birth To Three	131,596	-	131,596	131,596	-	(131,596)	-	-
Adult Protective Services	190,118	216,571	(26,453)	161,541	208,862	47,321	28,577	20,868
Demand Transportation	99,324	112,137	(12,813)	102,923	122,980	20,057	(3,600)	7,244
	<u>676,431</u>	<u>640,547</u>	<u>35,883</u>	<u>639,621</u>	<u>612,661</u>	<u>(26,960)</u>	<u>36,810</u>	<u>8,923</u>
Total NCHC Service Programs	<u>21,498,848</u>	<u>21,781,101</u>	<u>(282,253)</u>	<u>20,916,842</u>	<u>21,781,103</u>	<u>864,261</u>	<u>582,006</u>	<u>582,008</u>
SELF-FUNDED INSURANCE TRUST FUNDS								
Health Insurance Trust Fund	2,330,583	-	2,330,583	1,760,940	-	(1,760,940)	569,643	569,643
Dental Insurance Trust Fund	132,212	-	132,212	89,257	-	(89,257)	42,954	42,954
Total NCHC Self-Funded Insurance Trusts	<u>2,462,794</u>	<u>-</u>	<u>2,462,794</u>	<u>1,850,197</u>	<u>-</u>	<u>(1,850,197)</u>	<u>612,597</u>	<u>612,597</u>

North Central Health Care
Fund Balance Review
For the Period Ending March 31, 2023

	<u>Marathon</u>	<u>Langlade</u>	<u>Lincoln</u>	<u>Total</u>
YTD Appropriation (Tax Levy) Revenue	1,195,301	57,547	260,213	1,513,061
Total Revenue at Period End	15,177,748	1,271,657	5,049,444	21,498,848
County Percent of Total Net Position	70.6%	5.9%	23.5%	
Total Operating Expenses, Year-to-Date *	14,812,025	1,347,707	4,757,110	20,916,842
<i>* Excluding Depreciation Expenses to be allocated at the end of the year</i>				
Share of Operating Cash	8,012,026	671,282	2,665,499	11,348,808
Days Cash on Hand	49	45	51	50
Minimum Target - 20%	11,849,620	1,078,166	3,805,688	16,733,474
Over/(Under) Target	(3,837,593)	(406,884)	(1,140,189)	(5,384,666)
Share of Investments	352,990	29,575	117,435	500,000
Days Invested Cash	2	2	2	2
Days Invested Cash on Hand Target - 90 Days	14,609,120	1,329,246	4,691,945	20,630,310
Current Percentage of Operating Cash	54.1%	49.8%	56.0%	54.3%
Over/(Under) Target	(3,837,593)	(406,884)	(1,140,189)	(5,384,666)
Share of Investments	352,990	29,575	117,435	500,000
Amount Needed to Fulfill Fund Balance Policy	<u>(3,484,604)</u>	<u>(377,309)</u>	<u>(1,022,754)</u>	<u>(4,884,666)</u>

North Central Health Care
Review of Services in Marathon County
For the Period Ending March 31, 2023

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
Direct Services								
Outpatient Services	1,273,782	1,109,960	163,822	1,314,193	1,453,608	139,415	(40,411)	303,237
Community Treatment-Adult	1,226,092	1,194,805	31,286	1,219,349	1,316,182	96,834	6,743	128,120
Community Treatment-Youth	1,436,623	1,173,159	263,464	1,265,166	1,120,806	(144,360)	171,457	119,104
Residential	880,787	906,802	(26,015)	889,120	896,927	7,807	(8,333)	(18,208)
Hope House Sober Living	3,958	5,093	(1,135)	19,567	13,501	(6,066)	(15,609)	(7,201)
Riverview Terrace	54,818	-	54,818	87,775	-	(87,775)	(32,957)	(32,957)
Demand Transportation	99,324	112,137	(12,813)	102,923	122,980	20,057	(3,600)	7,244
Jail Meals	205,853	-	205,853	140,463	-	(140,463)	65,390	65,390
Adult Day Services	182,606	266,477	(83,871)	193,236	270,198	76,961	(10,630)	(6,910)
Aquatic Services	255,393	311,839	(56,446)	243,560	280,819	37,259	11,833	(19,188)
Mount View Care Center	4,884,545	5,970,943	(1,086,399)	4,432,518	5,047,037	614,518	452,027	(471,880)
	10,503,780	11,051,217	(547,437)	9,907,871	10,522,058	614,187	595,910	66,750
Shared Services								
Adult Behavioral Health Hospital	1,353,880	963,441	390,440	1,380,988	1,223,166	(157,822)	(27,108)	232,618
Youth Behavioral Health Hospital	583,034	267,203	315,832	594,629	587,895	(6,734)	(11,595)	309,097
Residency Program	176,837	163,735	13,101	194,573	192,061	(2,513)	(17,736)	10,589
Supportive Employment Program	43,184	29,997	13,187	50,432	47,559	(2,873)	(7,248)	10,314
Crisis Services	452,807	480,662	(27,855)	471,503	538,604	67,101	(18,696)	39,246
Adult Crisis Stabilization Facility	197,927	324,255	(126,327)	213,885	300,579	86,694	(15,958)	(39,634)
Youth Crisis Stabilization Facility	137,085	213,418	(76,333)	158,097	199,260	41,164	(21,012)	(35,169)
Pharmacy	1,443,750	1,472,738	(28,988)	1,545,848	1,482,158	(63,690)	(102,098)	(92,678)
Lakeside Recovery MMT	13,051	220,993	(207,942)	42,686	188,991	146,305	(29,635)	(61,637)
Adult Protective Services	140,816	160,453	(19,637)	119,916	155,044	35,128	20,899	15,491
Birth To Three	131,596	-	131,596	131,596	-	(131,596)	-	-
	4,673,967	4,296,893	377,074	4,904,154	4,915,317	11,163	(230,187)	388,237
Excess Revenue/(Expense)	15,177,748	15,348,110	(170,363)	14,812,025	15,437,375	625,350	365,723	454,987

North Central Health Care
Review of Services in Lincoln County
For the Period Ending March 31, 2023

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
Direct Services								
Outpatient Services	280,428	239,434	40,994	184,788	197,038	12,250	95,640	53,244
Community Treatment-Adult	219,088	201,706	17,383	197,561	222,691	25,129	21,527	42,512
Community Treatment-Youth	448,639	416,918	31,721	426,861	389,819	(37,041)	21,779	(5,320)
Pine Crest Nursing Home	3,162,599	3,379,703	(217,105)	2,965,296	3,097,527	132,232	197,303	(84,873)
	<u>4,110,755</u>	<u>4,237,762</u>	<u>(127,007)</u>	<u>3,774,506</u>	<u>3,907,075</u>	<u>132,570</u>	<u>336,249</u>	<u>5,562</u>
Shared Services								
Adult Behavioral Health Hospital	289,002	208,616	80,386	284,327	251,833	(32,493)	4,675	47,893
Youth Behavioral Health Hospital	120,009	54,984	65,025	122,426	121,040	(1,387)	(2,417)	63,639
Residency Program	36,408	33,711	2,697	40,060	39,543	(517)	(3,652)	2,180
Supportive Employment Program	8,891	6,176	2,715	10,383	9,792	(591)	(1,492)	2,124
Crisis Services	86,794	92,529	(5,735)	97,076	110,891	13,815	(10,282)	8,080
Adult Crisis Stabilization Facility	40,751	66,760	(26,009)	44,036	61,885	17,849	(3,285)	(8,160)
Youth Crisis Stabilization Facility	28,224	43,940	(15,716)	32,550	41,025	8,475	(4,326)	(7,241)
Pharmacy	297,249	303,217	(5,968)	318,269	305,156	(13,113)	(21,021)	(19,081)
Lakeside Recovery MMT	2,687	45,499	(42,812)	8,788	38,911	30,122	(6,102)	(12,690)
Adult Protective Services	28,674	32,717	(4,043)	24,689	31,921	7,232	3,985	3,189
	<u>938,689</u>	<u>888,149</u>	<u>50,540</u>	<u>982,605</u>	<u>1,011,997</u>	<u>29,392</u>	<u>(43,915)</u>	<u>79,933</u>
Excess Revenue/(Expense)	5,049,444	5,125,911	(76,467)	4,757,110	4,919,072	161,962	292,334	85,495

North Central Health Care
Review of Services in Langlade County
For the Period Ending March 31, 2023

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
Direct Services								
Outpatient Services	205,358	197,652	7,706	167,071	201,430	34,359	38,287	42,065
Community Treatment-Adult	59,161	81,773	(22,612)	125,495	153,370	27,874	(66,335)	5,263
Community Treatment-Youth	320,084	356,433	(36,349)	293,230	290,983	(2,247)	26,854	(38,595)
Sober Living	11,953	15,105	(3,152)	18,440	15,322	(3,118)	(6,487)	(6,270)
Day Services	81,568	97,252	(15,685)	69,463	69,381	(82)	12,105	(15,767)
	<u>678,123</u>	<u>748,214</u>	<u>(70,091)</u>	<u>673,699</u>	<u>730,485</u>	<u>56,786</u>	<u>4,424</u>	<u>(13,305)</u>
Shared Services								
Adult Behavioral Health Hospital	169,380	114,240	55,140	195,031	172,743	(22,289)	(25,651)	32,852
Youth Behavioral Health Hospital	82,408	37,805	44,604	83,977	83,026	(951)	(1,569)	43,653
Residency Program	24,974	23,124	1,850	27,479	27,124	(355)	(2,505)	1,495
Supportive Employment Program	6,099	4,236	1,862	7,122	6,717	(406)	(1,024)	1,457
Crisis Services	36,995	40,929	(3,934)	66,588	76,065	9,476	(29,593)	5,543
Adult Crisis Stabilization Facility	27,952	45,793	(17,841)	30,206	42,450	12,243	(2,254)	(5,597)
Youth Crisis Stabilization Facility	19,360	30,140	(10,780)	22,327	28,141	5,813	(2,967)	(4,967)
Pharmacy	203,895	207,989	(4,094)	218,314	209,319	(8,995)	(14,419)	(13,088)
Lakeside Recovery MMT	1,843	31,210	(29,367)	6,028	26,690	20,662	(4,185)	(8,705)
Adult Protective Services	20,627	23,401	(2,773)	16,935	21,896	4,961	3,692	2,188
	<u>593,534</u>	<u>558,866</u>	<u>34,668</u>	<u>674,008</u>	<u>694,170</u>	<u>20,161</u>	<u>(80,474)</u>	<u>54,829</u>
Excess Revenue/(Expense)	1,271,657	1,307,080	(35,424)	1,347,707	1,424,655	76,948	(76,051)	41,524

Current 2023 Salaried Grades						Proposed 2023 Salaried Grades			
Job Code	Title	Grade	Min	Market (Mid)	Max	Grade	Proposed Min	Proposed Market	Proposed Max
0267	Manager of Guest Services	52	\$45,000.00	\$50,000.00	\$55,000.00	52	\$45,000.00	\$50,000.00	\$62,500.00
0300	Supervisor of Community Employment Services	52	\$45,000.00	\$50,000.00	\$55,000.00	52	\$45,000.00	\$50,000.00	\$62,500.00
0322	Supervisor of Nutritional Services	52	\$45,000.00	\$50,000.00	\$55,000.00	52	\$45,000.00	\$50,000.00	\$62,500.00
0394	Supervisor of CBRF Services	52	\$45,000.00	\$50,000.00	\$55,000.00	52	\$45,000.00	\$50,000.00	\$62,500.00
0395	Supervisor of Supported Apartments	52	\$45,000.00	\$50,000.00	\$55,000.00	52	\$45,000.00	\$50,000.00	\$62,500.00
0390	Manager of Adult Day Services & Sober Living	53	\$47,250.00	\$52,500.00	\$57,750.00	53	\$47,250.00	\$52,500.00	\$65,625.00
0620	Staff Development Specialist - CNA	53	\$47,250.00	\$52,500.00	\$57,750.00	53	\$47,250.00	\$52,500.00	\$65,625.00
0667	Staff Development Specialist - Mental/Behavioral Health	53	\$47,250.00	\$52,500.00	\$57,750.00	53	\$47,250.00	\$52,500.00	\$65,625.00
0311	Manager of Residential Services	54	\$49,500.00	\$55,000.00	\$60,500.00	54	\$49,500.00	\$55,000.00	\$68,750.00
0316	Supervisor of Life Enrichment	54	\$49,500.00	\$55,000.00	\$60,500.00	54	\$49,500.00	\$55,000.00	\$68,750.00
0324	Supervisor of Safety & Security Services	54	\$49,500.00	\$55,000.00	\$60,500.00	54	\$49,500.00	\$55,000.00	\$68,750.00
0619	Performance Improvement Specialist	54	\$49,500.00	\$55,000.00	\$60,500.00	54	\$49,500.00	\$55,000.00	\$68,750.00
0664	HR Generalist	54	\$49,500.00	\$55,000.00	\$60,500.00	54	\$49,500.00	\$55,000.00	\$68,750.00
0668	Quality Improvement Specialist	54	\$49,500.00	\$55,000.00	\$60,500.00	54	\$49,500.00	\$55,000.00	\$68,750.00
0274	Manager of Health Information	55	\$51,750.00	\$57,500.00	\$63,250.00	55	\$51,750.00	\$57,500.00	\$71,875.00
0370	Manager of Transportation Services	55	\$51,750.00	\$57,500.00	\$63,250.00	55	\$51,750.00	\$57,500.00	\$71,875.00
0515	In-Training Therapist	55	\$51,750.00	\$57,500.00	\$63,250.00	55	\$51,750.00	\$57,500.00	\$71,875.00
0650	Communications Coordinator	55	\$51,750.00	\$57,500.00	\$63,250.00	55	\$51,750.00	\$57,500.00	\$71,875.00
0653	L&D Instructional Designer	55	\$51,750.00	\$57,500.00	\$63,250.00	55	\$51,750.00	\$57,500.00	\$71,875.00
1000	Executive Assistant	55	\$51,750.00	\$57,500.00	\$63,250.00	55	\$51,750.00	\$57,500.00	\$71,875.00
0323	Manager of Nutritional Services	56	\$54,000.00	\$60,000.00	\$66,000.00	56	\$54,000.00	\$60,000.00	\$75,000.00
0351	Manager of Environmental Services	56	\$54,000.00	\$60,000.00	\$66,000.00	56	\$54,000.00	\$60,000.00	\$75,000.00
1022	Accountant	56	\$54,000.00	\$60,000.00	\$66,000.00	56	\$54,000.00	\$60,000.00	\$75,000.00
0200	Manager of Aquatic Services	57	\$56,250.00	\$62,500.00	\$68,750.00	57	\$56,250.00	\$62,500.00	\$78,125.00
0392	Supervisor of Crisis Services	57	\$56,250.00	\$62,500.00	\$68,750.00	57	\$56,250.00	\$62,500.00	\$78,125.00
0634	Solutions Analyst I	57	\$56,250.00	\$62,500.00	\$68,750.00	57	\$56,250.00	\$62,500.00	\$78,125.00
0231	Manager of Community Treatment	58	\$58,500.00	\$65,000.00	\$71,500.00	58	\$58,500.00	\$65,000.00	\$81,250.00
0353	Manager of CBRF	58	\$58,500.00	\$65,000.00	\$71,500.00	58	\$58,500.00	\$65,000.00	\$81,250.00
0354	Manager of Supported Apartments	58	\$58,500.00	\$65,000.00	\$71,500.00	58	\$58,500.00	\$65,000.00	\$81,250.00
1023	Senior Accountant	58	\$58,500.00	\$65,000.00	\$71,500.00	58	\$58,500.00	\$65,000.00	\$81,250.00
0509	MH/Subs Abuse Therapist	59	\$60,750.00	\$67,500.00	\$74,250.00	59	\$60,750.00	\$67,500.00	\$84,375.00
0512	MH Therapist	59	\$60,750.00	\$67,500.00	\$74,250.00	59	\$60,750.00	\$67,500.00	\$84,375.00
0610	Social Services Supervisor	59	\$60,750.00	\$67,500.00	\$74,250.00	59	\$60,750.00	\$67,500.00	\$84,375.00

Current 2023 Salaried Grades						Proposed 2023 Salaried Grades			
Job Code	Title	Grade	Min	Market (Mid)	Max	Grade	Proposed Min	Proposed Market	Proposed Max
0633	Recruiter	59	\$60,750.00	\$67,500.00	\$74,250.00	59	\$60,750.00	\$67,500.00	\$84,375.00
0636	HR Business Partner	59	\$60,750.00	\$67,500.00	\$74,250.00	59	\$60,750.00	\$67,500.00	\$84,375.00
0644	Compensation and Benefits Analyst	59	\$60,750.00	\$67,500.00	\$74,250.00	59	\$60,750.00	\$67,500.00	\$84,375.00
1006	Senior Executive Assistant	59	\$60,750.00	\$67,500.00	\$74,250.00	59	\$60,750.00	\$67,500.00	\$84,375.00
0220	Manager of Adult Protective Services	60	\$63,000.00	\$70,000.00	\$77,000.00	60	\$63,000.00	\$70,000.00	\$87,500.00
0265	Clinical Manager	60	\$63,000.00	\$70,000.00	\$77,000.00	60	\$63,000.00	\$70,000.00	\$87,500.00
0276	Manager of Crisis Stabilization and Recovery Services	60	\$63,000.00	\$70,000.00	\$77,000.00	60	\$63,000.00	\$70,000.00	\$87,500.00
0281	Manager of Outpatient Operations	60	\$63,000.00	\$70,000.00	\$77,000.00	60	\$63,000.00	\$70,000.00	\$87,500.00
0393	Supervisor of Respiratory Services	61	\$65,250.00	\$72,500.00	\$79,750.00	61	\$65,250.00	\$72,500.00	\$90,625.00
0211	Manager of Crisis Clinical Services	62	\$67,500.00	\$75,000.00	\$82,500.00	62	\$67,500.00	\$75,000.00	\$93,750.00
0260	Manager of Youth Behavioral Health Services	62	\$67,500.00	\$75,000.00	\$82,500.00	62	\$67,500.00	\$75,000.00	\$93,750.00
0268	Manager of Inpatient Services	62	\$67,500.00	\$75,000.00	\$82,500.00	62	\$67,500.00	\$75,000.00	\$93,750.00
0270	Manager of Crisis Stabilization Clinical Services	62	\$67,500.00	\$75,000.00	\$82,500.00	62	\$67,500.00	\$75,000.00	\$93,750.00
0271	Manager of Inpatient Clinical Services	62	\$67,500.00	\$75,000.00	\$82,500.00	62	\$67,500.00	\$75,000.00	\$93,750.00
0278	Manager of Crisis Services	62	\$67,500.00	\$75,000.00	\$82,500.00	62	\$67,500.00	\$75,000.00	\$93,750.00
0285	Manager of AODA Residential Treatment Services	62	\$67,500.00	\$75,000.00	\$82,500.00	62	\$67,500.00	\$75,000.00	\$93,750.00
0810	MDS Coordinator	62	\$67,500.00	\$75,000.00	\$82,500.00	62	\$67,500.00	\$75,000.00	\$93,750.00
0314	Employee Health Specialist	63	\$69,750.00	\$77,500.00	\$85,250.00	63	\$69,750.00	\$77,500.00	\$95,170.00
0641	Solutions Analyst II	63	\$69,750.00	\$77,500.00	\$85,250.00	63	\$69,750.00	\$77,500.00	\$95,170.00
0238	Supervisor of Nursing Services - RN	64	\$72,000.00	\$80,000.00	\$88,000.00	64	\$72,000.00	\$80,000.00	\$97,600.00
0266	Manager of Quality & Safety	64	\$72,000.00	\$80,000.00	\$88,000.00	64	\$72,000.00	\$80,000.00	\$97,600.00
0269	Manager of Accounting	65	\$74,250.00	\$82,500.00	\$90,750.00	65	\$74,250.00	\$82,500.00	\$99,000.00
0391	Supervisor of Infection Control & Laboratory Services	65	\$74,250.00	\$82,500.00	\$90,750.00	65	\$74,250.00	\$82,500.00	\$99,000.00
0242	Manager of Nursing Services	66	\$76,500.00	\$85,000.00	\$93,500.00	66	\$76,500.00	\$85,000.00	\$102,000.00
0235	Director of Nutritional & Environmental Services	67	\$78,750.00	\$87,500.00	\$96,250.00	67	\$78,750.00	\$87,500.00	\$105,000.00
0279	Director of Outpatient	67	\$78,750.00	\$87,500.00	\$96,250.00	67	\$78,750.00	\$87,500.00	\$105,000.00
0282	Manager of Patient Finance	67	\$78,750.00	\$87,500.00	\$96,250.00	67	\$78,750.00	\$87,500.00	\$105,000.00
0283	Manager of Communications	67	\$78,750.00	\$87,500.00	\$96,250.00	67	\$78,750.00	\$87,500.00	\$105,000.00
0284	Manager of Patient Access	67	\$78,750.00	\$87,500.00	\$96,250.00	67	\$78,750.00	\$87,500.00	\$105,000.00
0635	Solutions Analyst III	67	\$78,750.00	\$87,500.00	\$96,250.00	67	\$78,750.00	\$87,500.00	\$105,000.00
0204	Director of Community Treatment	69	\$83,250.00	\$92,500.00	\$101,750.00	69	\$83,250.00	\$92,500.00	\$111,000.00
0209	Director of Nursing	73	\$92,250.00	\$102,500.00	\$112,750.00	73	\$92,250.00	\$102,500.00	\$123,000.00
0234	Director of Community Living	73	\$92,250.00	\$102,500.00	\$112,750.00	73	\$92,250.00	\$102,500.00	\$123,000.00

Current 2023 Salaried Grades						Proposed 2023 Salaried Grades			
Job Code	Title	Grade	Min	Market (Mid)	Max	Grade	Proposed Min	Proposed Market	Proposed Max
0272	Director of Information Services	73	\$92,250.00	\$102,500.00	\$112,750.00	73	\$92,250.00	\$102,500.00	\$123,000.00
0247	Director of Human Resources	74	\$94,500.00	\$105,000.00	\$115,500.00	74	\$94,500.00	\$105,000.00	\$126,000.00
0111	Director of Nursing Home Operations	77	\$101,250.00	\$112,500.00	\$123,750.00	77	\$101,250.00	\$112,500.00	\$135,000.00
0202	Director of Acute Care Services	77	\$101,250.00	\$112,500.00	\$123,750.00	77	\$101,250.00	\$112,500.00	\$135,000.00
0233	Director of Accounting	77	\$101,250.00	\$112,500.00	\$123,750.00	77	\$101,250.00	\$112,500.00	\$135,000.00
0401	Physician Assistant	80	\$108,000.00	\$120,000.00	\$132,000.00	80	\$108,000.00	\$120,000.00	\$144,000.00
0501	Pharmacist	82	\$112,500.00	\$125,000.00	\$137,500.00	82	\$112,500.00	\$125,000.00	\$150,000.00
0280	Manager of Pharmacy Services	88	\$126,000.00	\$140,000.00	\$154,000.00	88	\$126,000.00	\$140,000.00	\$168,000.00
0402	Psychologist	90	\$130,500.00	\$145,000.00	\$159,500.00	90	\$130,500.00	\$145,000.00	\$174,000.00
0406	Nurse Practitioner	90	\$130,500.00	\$145,000.00	\$159,500.00	90	\$130,500.00	\$145,000.00	\$174,000.00
0108	Managing Director of Nursing Home/Residential	92	\$135,000.00	\$150,000.00	\$165,000.00	92	\$135,000.00	\$150,000.00	\$180,000.00
0112	Compliance Officer	92	\$135,000.00	\$150,000.00	\$165,000.00	92	\$135,000.00	\$150,000.00	\$180,000.00
0114	Managing Director of Finance/Administration	92	\$135,000.00	\$150,000.00	\$165,000.00	92	\$135,000.00	\$150,000.00	\$180,000.00
0115	Managing Director of Community Programs	99	\$150,750.00	\$167,500.00	\$184,250.00	99	\$150,750.00	\$167,500.00	\$201,000.00
0113	Executive Director	111	\$177,750.00	\$197,500.00	\$217,250.00	111	\$177,750.00	\$197,500.00	\$237,000.00
0110	Chief Medical Director	200	\$224,000.00	\$280,000.00	\$336,000.00	200	\$224,000.00	\$280,000.00	\$336,000.00
0403	Psychiatrist	200	\$224,000.00	\$280,000.00	\$336,000.00	200	\$224,000.00	\$280,000.00	\$336,000.00