North Central Health Care
Person centered. Outcome focused.

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 as noted below:

Wednesday, September 24, 2025 at 1:00 PM
North Central Health Care – **NCHC Eagle Board Room**
2400 Marshall Street, Suite A, 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 Link: ***https://ccitc.webex.com/ccitc/j.php?MTID=mb84ad455221bede7483dbff84dfeb734***
Meeting number: 1-408-418-9388 ***Access Code:*** 2493 481 3313 ***Password:*** 1234

AGENDA

1. Call to Order
2. Public Comment for Matters Appearing on the Agenda (Limited to 15 Minutes)
3. Approval of August 27, 2025 Executive Committee Meeting Minutes
4. Educational Presentations, Committee Discussion, and Organizational Updates
   a. Financial Update – J. Hake
   b. 2026 Budget Presentation – J. Hake
   c. Executive Director Work Plan Update – G. Olsen
5. Discussion and Possible Action
   a. ACTION: Approval of 2026 Budget – J. Hake
   b. ACTION: Respiratory Therapist Grade Placement – M. Bredlau
   c. ACTION: New Position Request – J. Hake
      a. Manager of Procurement
   d. ACTION: Approval of Compensation Administration Guide – M. Bredlau
   e. ACTION: Approval of Employee Grievance Policy – M. Bredlau
   f. ACTION: Nursing Home Operations Committee – G. Olsen
   g. ACTION: Formal Acceptance of the Executive Director Retirement Notice and Designation of an Acting Executive Director – K. Gibbs
6. Closed Session
   a. Motion to go into Closed Session (Roll Call Vote Suggested) Pursuant to Wis. Stat. ss. 19.85(1)(c),(f) and (g), 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", "considering medical data of specific persons", "preliminary consideration of specific personnel problems or investigation of charges against specific persons," and "conferring with counsel" with respect to litigation NCHC could become, or is likely to be, involved in to wit: Update on Investigative Matters Concerning NCHC Employees and Survey Results and Discuss Program Specific Personnel Issues and Concerns, Discuss Medical Data of Certain Individuals, and Update From Legal Counsel Regarding Potential Claims Associated with Employee Actions.
   b. Motion to Return to Open Session (Roll Call Vote Unnecessary) and Possible Announcements and/or Action Regarding Closed Session items

c. Motion to go into Closed Session (Roll Call Vote Suggested) Pursuant to Wis. Stat. ss. 19.85(1)(c) 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", and "preliminary consideration of specific personnel problems, to wit: discussion of data gathered from exit interview of departing partner agency employee and transition planning for Executive Director position.

d. Motion to Return to Open Session (Roll Call Vote Unnecessary) and Possible Announcements and/or Action Regarding Closed Session items

7. Next Meeting Date & Time, Location and Future Agenda Items
    a. Wednesday, October 29, 2025, 1:00 p.m., NCHC Eagle 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: 09/18/2025 TIME: 3:00 PM BY: D. Osowski

NORTH CENTRAL COMMUNITY SERVICES PROGRAM
EXECUTIVE COMMITTEE MEETING MINUTES

August 27, 2025	**1:00 p.m.**	**North Central Health Care**

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

Staff Present: Gary Olsen, Jason Hake, Marnie Bredlau, Ben Peterson,

Others Present: Mike Puerner, Corporation Counsel, Dejan Adzic, Deputy Corporation Counsel

Call to Order

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

Public Comment for Matters Appearing on the Agenda

- None

Approval of July 30, 2025 and August 11, 2025 Executive Committee Meeting Minutes

- **Motion**/second, Stowe/Leonhard, to approve July 30, 2025 and August 11, 2025 Executive Committee meeting minutes. Motion carried.

Financial Update

- Financial update will be provided at next month's Executive Committee meeting.

Executive Director Work Plan Update

- The Executive Director Work Plan was included in the meeting packet. Please contact Mr. Olsen with any questions.

Health Insurance and HSA Changes for 2026

- An overview of the following recommended changes in the 2026 health insurance rates and changes to HSA contributions was provided:
  - Removal of traditional PPO Plan
  - Approval of 10% health insurance premium increase
  - Approval of employee and employer health insurance contribution rates (see attached)
  - Approval of 0% dental insurance premium increase
  - Approval of employee and employer dental insurance contribution rates
  - Approval of HSA employee contributions
- **Motion**/second, Krueger/Stowe, to approve the recommended health insurance and HSA changes for 2026. Motion carried.

Set Employee and Employer Health and Dental Insurance Contribution Rates

- Contribution rates are based on the 10% increase in health insurance and no increase in dental insurance contribution rates for 2026 (see attached).
- **Motion**/second, Leonhard/Stowe, to approve the recommended 2026 employee and employer health and dental insurance contribution rates. Motion carried.

Lincoln County Human Services Building Lease

- Included in the sale of Pine Crest Nursing Home, Lincoln County also sold the human services building. We were notified the old lease was ending and a new lease, which closely mirrors the old lease, was received. There is no change in cost.
- Within the tri-county agreement, a facility use agreement is required, which this lease satisfies. However, facility use agreements across the three counties are not currently consistent. It was recommended that a standardized agreement should be developed. This will be worked on by staff for 2027.
- **Motion**/second, Stowe/Leonhard, to approve the new Lincoln County Human Services Building Lease. Motion carried.

Medical Staff Recommendation

- **Motion**/second, Leonhard/Stowe, to approve the recommendations of Medical Staff for Waqas Yasin, M.D. Motion carried.

Strategic Planning Policy

- **Motion**/second, Leonhard/Stowe, to approve the Strategic Planning Policy as recommended and approved by the NCCSP Board. Motion carried.

Compensation Administration Guide

- A review of the Compensation Administration Guide will be moved to the September meeting.

Establish the Structure, Frequency, and Content of Reports the Compliance Director will Provide to the Executive Committee to Ensure Effective Oversight and Accountability

- **Motion/**second, Krueger/Stowe, to support a minimum once a month meeting of the Compliance Director and Board Chair, twice a month if needed, with a quarterly report to the Committee. Motion carried.

New Position Request

- Recommend reclassifying a current Patient Access Specialist to a Patient Access Specialist Float as described in the memo in the packet.
- **Motion**/second, Leonhard/Krueger, to approve the reclassification of a specialist to a float position at an estimated cost impact of $11,800. Motion carried.

Identify Recruitment Process for Refilling Executive Director Position

- It was noted that the establishment of the Deputy Executive Director position, currently occupied by Jason Hake, was intended to fill the position of Executive Director when needed and, therefore, that recruitment outside the organization was not necessary to fill the vacancy of Gary Olsen, Executive Director, upon his retirement Jan. 2, 2026.

- It was suggested that the Committee establish an Interim Executive Director role and an evaluation timeline for Mr. Hake. Upon successful completion of this timeline and evaluation, the interim label would be removed.
- Mr. Leonhard will draft a plan and timeline for the Committee's review and consideration at its September meeting.

<u>Closed Session</u>

- Mr. Adzic explained that the closed session justification is the same as last time. We will be talking about the merits of the case as well as current discussions. If these were to be discussed in open session, they would be detrimental to our position in litigation. Moreover, no other litigant is compelled to waive their attorney-client privilege, and the government should not be put in the same position accordingly and makes sense to have these discussions in closed session.
- **Motion**/second, Stowe/Leonhard, to go into Closed Session (Roll Call Vote Suggested) pursuant to Wis. Stat. s. 19.85(1)(g), for the purpose of "[c]onferring with legal counsel for the governmental body who is rendering oral or written advice concerning strategy to be adopted by the body with respect to litigation in which it is or is likely to become involved", to wit: Conferring with counsel regarding case strategy and update regarding pending motions and status of settlement discussions in Case No. 24-cv-320-wmc, Chavez-DeRemer v. North Central Community Services Program. Roll call taken. All indicated aye. Staff were allowed to remain in closed session. Meeting convened in closed session at 1:44 p.m.
- **Motion/**second, Leonhard/Krueger, to Return to Open Session at 2:00 p.m. Motion carried.
- Possible Announcements and/or Action Regarding Closed Session items
    - Nothing to bring forward other than directions have been provided to counsel.
- Mr. Adzic provided an explanation for the next closed session. The closed session is for purposes of conferring with council. We're also going to be discussing certain investigations that involve personnel, as well as medical records. Both of those are exempt from being discussed in open session under Wisconsin Statutes and for that purpose these discussions are appropriate in closed session.
- **Motion**/second, Stowe/Leonhard, to go into Closed Session (Roll Call Vote Suggested) Pursuant to Wis. Stat. ss. 19.85(1)(c)(f) and (h), 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", "considering medical data of specific persons", "preliminary consideration of specific personnel problems or investigation of charges against specific persons," and "conferring with counsel" with respect to litigation NCHC could become, or is likely to be, involved in to wit: Update on Investigative Matters Concerning NCHC Employees and Survey Results and Discuss Program Specific Personnel Issues and Concerns, Discuss Medical Data of Certain Individuals, and Update From Legal Counsel Regarding Potential Claims Associated with Employee Actions. Roll Call taken. All indicated aye. Motion carried. Meeting convened in closed session at 2:02 p.m.
- **Motion**/second, Stowe/Leonhard, to return to open session at 3:10 p.m.
- Possible Announcements and/or Action Regarding Closed Session items
    - None.

Discuss November Meeting Date

- Due to the Thanksgiving holiday, the November meeting will move to the following week.

Next Meeting Date & Time, Location and Future Agenda Items

- Unless a meeting is required as follow-up to today's discussion, the next meeting is scheduled for Wednesday, September 24, 2025, 1:00 p.m. NCHC Eagle Board Room

Adjournment

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

Minutes prepared by Debbie Osowski, Senior Executive Assistant

North Central Health Care

Medical Contributions

1/1/2026 - 12/31/2026

	Monthly Premium Equivalent (Funding) Rates		
Coverage Tier	Traditional Plan / Anthem	HSA Mid Plan / Anthem	HSA High Plan / Anthem
Single	$0.00	$1,049.65	$965.02
Single+Sp.	$0.00	$2,404.83	$2,210.91
Single+Child(ren)	$0.00	$1,889.38	$1,737.02
Family	$0.00	$2,862.71	$2,631.84

	0.75 - 1.0 FTE - MONTHLY Contribution Rates											
Coverage Tier	Traditional Plan / Anthem				HSA Mid Plan / Anthem				HSA High Plan / Anthem			
	NCHC - $	NCHC - %	Employee - $	Employee - $	NCHC - $	NCHC - %	Employee - $	Employee - $	NCHC - $	NCHC - %	Employee - $	Employee - $
Single	$0.00	$0.00	$0.00	$0.00	$850.22	81%	$199.43	19.0%	$800.97	83%	$164.05	17.0%
Single+Sp.	$0.00	$0.00	$0.00	$0.00	$1,947.91	81%	$456.92	19.0%	$1,835.06	83%	$375.85	17.0%
Single+Child(ren)	$0.00	$0.00	$0.00	$0.00	$1,530.40	81%	$358.98	19.0%	$1,441.73	83%	$295.29	17.0%
Family	$0.00	$0.00	$0.00	$0.00	$2,318.80	81%	$543.91	19.0%	$2,184.43	83%	$447.41	17.0%

	0.75 - 1.0 FTE - PER PAYCHECK Contribution Rates					
Coverage Tier	Traditional Plan / Anthem		HSA Mid Plan / Anthem		HSA High Plan / Anthem	
	NCHC	Employee	NCHC	Employee	NCHC	Employee
Single	$0.00	$0.00	$425.11	$99.72	$400.48	$82.03
Single+Sp.	$0.00	$0.00	$973.96	$228.46	$917.53	$187.93
Single+Child(ren)	$0.00	$0.00	$765.20	$179.49	$720.86	$147.65
Family	$0.00	$0.00	$1,159.40	$271.96	$1,092.21	$223.71

	Monthly Premium Equivalent (Funding) Rates		
Coverage Tier	Traditional Plan / Anthem	HSA Mid Plan / Anthem	HSA High Plan / Anthem
Single	$0.00	$1,049.65	$965.02
Single+Sp.	$0.00	$2,404.83	$2,210.91
Single+Child(ren)	$0.00	$1,889.38	$1,737.02
Family	$0.00	$2,862.71	$2,631.84

	0.5 - 0.74 FTE - MONTHLY Contribution Rates											
Coverage Tier	Traditional Plan / Anthem				HSA Mid Plan / Anthem				HSA High Plan / Anthem			
	NCHC - $	NCHC - %	Employee - $	Employee - $	NCHC - $	NCHC - %	Employee - $	Employee - $	NCHC - $	NCHC - %	Employee - $	Employee - $
Single	$0.00	$0.00	$0.00	$0.00	$671.78	64%	$377.87	36.0%	$607.96	63%	$357.06	37.0%
Single+Sp.	$0.00	$0.00	$0.00	$0.00	$1,539.09	64%	$865.74	36.0%	$1,392.87	63%	$818.04	37.0%
Single+Child(ren)	$0.00	$0.00	$0.00	$0.00	$1,209.20	64%	$680.18	36.0%	$1,094.32	63%	$642.70	37.0%
Family	$0.00	$0.00	$0.00	$0.00	$1,832.13	64%	$1,030.58	36.0%	$1,658.06	63%	$973.78	37.0%

	0.5 - 0.74 FTE - PER PAYCHECK Contribution Rates					
Coverage Tier	Traditional Plan / Anthem		HSA Mid Plan / Anthem		HSA High Plan / Anthem	
	NCHC	Employee	NCHC	Employee	NCHC	Employee
Single	$0.00	$0.00	$335.89	$188.94	$303.98	$178.53
Single+Sp.	$0.00	$0.00	$769.55	$432.87	$696.44	$409.02
Single+Child(ren)	$0.00	$0.00	$604.60	$340.09	$547.16	$321.35
Family	$0.00	$0.00	$916.07	$515.29	$829.03	$486.89

North Central Health Care
Programs by Service Line - Current Month
August-25

	Revenue			Expense			Net Income/	Variance
	Actual	Budget	Variance	Actual	Budget	Variance	(Loss)	From Budget
BEHAVIORAL HEALTH SERVICES								
Adult Behavioral Health Hospital	801,336	667,513	133,823	616,469	492,385	(124,085)	184,866	9,738
Adult Crisis Stabilization Facility	275,606	203,299	72,307	187,859	164,136	(23,722)	87,748	48,585
Lakeside Recovery MMT	143,808	127,935	15,873	153,289	131,311	(21,978)	(9,482)	(6,105)
Youth Behavioral Health Hospital	387,906	273,930	113,976	406,914	314,065	(92,850)	(19,008)	21,127
Youth Crisis Stabilization Facility	337,624	126,847	210,777	177,584	109,340	(68,243)	160,040	142,534
Contracted Services (Out of County Placements)	-	-	-	120,926	153,778	32,852	(120,926)	32,852
Crisis Services	249,840	250,205	(365)	218,120	242,262	24,142	31,720	23,777
Psychiatry Residency	7,934	20,171	(12,236)	4,345	43,310	38,965	3,590	26,729
	2,204,054	1,669,899	534,155	1,885,506	1,650,587	(234,919)	318,548	299,236
COMMUNITY SERVICES								
Outpatient Services (Marathon)	498,771	493,727	5,044	551,629	532,739	(18,890)	(52,858)	(13,846)
Outpatient Services (Lincoln)	109,795	89,548	20,248	84,326	79,192	(5,134)	25,469	15,113
Outpatient Services (Langlade)	127,125	79,577	47,548	83,693	65,655	(18,038)	43,431	29,510
Community Treatment Adult (Marathon)	616,229	491,794	124,435	608,079	581,271	(26,809)	8,150	97,626
Community Treatment Adult (Lincoln)	61,702	74,794	(13,092)	73,025	82,177	9,152	(11,324)	(3,940)
Community Treatment Adult (Langlade)	34,761	28,560	6,201	61,435	40,522	(20,912)	(26,674)	(14,711)
Community Treatment Youth (Marathon)	752,636	549,475	203,160	731,267	593,617	(137,650)	21,369	65,511
Community Treatment Youth (Lincoln)	189,399	157,638	31,761	213,004	169,227	(43,777)	(23,605)	(12,016)
Community Treatment Youth (Langlade)	136,961	113,267	23,694	132,146	127,926	(4,220)	4,815	19,474
Hope House (Sober Living Marathon)	4,887	6,559	(1,672)	11,431	8,895	(2,537)	(6,544)	(4,208)
Sober Living (Langlade)	7,276	3,231	4,044	13,760	6,125	(7,635)	(6,484)	(3,591)
Adult Protective Services	64,728	69,680	(4,952)	113,351	73,408	(39,943)	(48,623)	(44,895)
Jail Meals (Marathon)	-	-	-	-	-	-	-	-
	2,604,269	2,157,850	446,419	2,677,148	2,360,754	(316,393)	(72,879)	130,026
COMMUNITY LIVING								
Day Services (Langlade)	26,013	25,254	759	22,283	25,034	2,751	3,731	3,511
Supportive Employment Program	322	22,926	(22,604)	11,088	26,417	15,330	(10,766)	(7,274)
	26,335	48,180	(21,845)	33,370	51,451	18,081	(7,035)	(3,764)
NURSING HOMES								
Mount View Care Center	2,333,169	2,080,135	253,034	2,302,202	1,876,327	(425,875)	30,967	(172,841)
Pine Crest Nursing Home	41,094	1,245,062	(1,203,968)	145,947	1,202,118	1,056,171	(104,853)	(147,797)
	2,374,263	3,325,197	(950,934)	2,448,149	3,078,445	630,296	(73,886)	(320,638)
Pharmacy	527,493	597,490	(69,997)	589,144	630,146	41,002	(61,652)	(28,995)
OTHER PROGRAMS								
Aquatic Services	91,025	98,301	(7,276)	93,301	111,584	18,284	(2,276)	11,007
Birth To Three	129,860	-	129,860	129,860	-	(129,860)	-	-
Demand Transportation	36,552	34,982	1,570	46,343	48,931	2,588	(9,790)	4,158
	257,437	133,284	124,154	269,503	160,515	(108,988)	(12,066)	15,166
Total NCHC Service Programs	7,993,851	7,931,899	55,991	7,902,821	7,931,898	625,771	91,030	681,762
SELF-FUNDED INSURANCE TRUST FUNDS								
Health Insurance Trust Fund	592,095	754,739	(162,644)	646,029	754,739	108,709	(53,934)	(53,934)
Dental Insurance Trust Fund	30,450	34,459	(4,009)	28,446	34,459	6,013	2,004	2,004
Total NCHC Self-Funded Insurance Trusts	622,545	789,198	(166,653)	674,475	789,198	114,723	(51,930)	(51,930)

North Central Health Care
Programs by Service Line - Year to Date
For the Period Ending August 31, 2025

	Revenue			Expense			Net Income/	Variance
	Actual	Budget	Variance	Actual	Budget	Variance	(Loss)	From Budget
BEHAVIORAL HEALTH SERVICES								
Adult Behavioral Health Hospital	6,446,052	5,340,104	1,105,948	4,347,525	3,939,078	(408,447)	2,098,527	697,501
Adult Crisis Stabilization Facility	2,728,545	1,626,395	1,102,150	1,376,514	1,313,090	(63,424)	1,352,031	1,038,727
Lakeside Recovery MMT	995,570	1,023,480	(27,910)	1,100,719	1,050,491	(50,228)	(105,149)	(78,138)
Youth Behavioral Health Hospital	2,673,033	2,191,441	481,591	2,345,477	2,512,519	167,042	327,556	648,633
Youth Crisis Stabilization Facility	1,130,760	1,014,774	115,986	1,012,744	874,722	(138,022)	118,016	(22,037)
Contracted Services (Out of County Placements)	-	-	-	1,222,508	1,230,224	7,716	(1,222,508)	7,716
Crisis Services	2,084,218	2,001,636	82,582	1,689,087	1,938,094	249,007	395,131	331,589
Psychiatry Residency	79,372	161,364	(81,992)	152,812	346,477	193,665	(73,440)	111,674
	16,137,550	13,359,194	2,778,356	13,247,386	13,204,695	(42,691)	2,890,164	2,735,665
COMMUNITY SERVICES								
Outpatient Services (Marathon)	3,634,976	3,949,816	(314,840)	3,878,440	4,261,916	383,476	(243,464)	68,636
Outpatient Services (Lincoln)	781,423	716,381	65,042	551,222	633,533	82,311	230,202	147,354
Outpatient Services (Langlade)	742,933	636,614	106,319	565,108	525,241	(39,868)	177,824	66,451
Community Treatment Adult (Marathon)	4,637,080	3,934,351	702,729	4,445,114	4,650,165	205,051	191,966	907,780
Community Treatment Adult (Lincoln)	604,851	598,352	6,499	708,357	657,418	(50,939)	(103,506)	(44,440)
Community Treatment Adult (Langlade)	271,106	228,480	42,626	334,341	324,179	(10,161)	(63,235)	32,465
Community Treatment Youth (Marathon)	5,272,278	4,395,802	876,475	4,993,194	4,748,935	(244,259)	279,083	632,216
Community Treatment Youth (Lincoln)	1,572,566	1,261,102	311,464	1,515,521	1,353,813	(161,708)	57,046	149,756
Community Treatment Youth (Langlade)	1,320,472	906,138	414,334	1,202,401	1,023,410	(178,991)	118,071	235,343
Hope House (Sober Living Marathon)	40,530	52,472	(11,942)	69,962	71,160	1,198	(29,432)	(10,745)
Sober Living (Langlade)	43,890	25,851	18,039	69,493	48,998	(20,495)	(25,604)	(2,456)
Adult Protective Services	559,059	557,439	1,620	921,106	587,266	(333,839)	(362,046)	(332,219)
Jail Meals (Marathon)	-	-	-	-	-	-	-	-
	19,481,163	17,262,799	2,218,364	19,254,259	18,886,034	(368,225)	226,905	1,850,139
COMMUNITY LIVING								
Day Services (Langlade)	182,741	202,032	(19,292)	174,284	200,272	25,988	8,457	6,697
Supportive Employment Program	88,651	183,406	(94,755)	138,297	211,340	73,043	(49,646)	(21,713)
	271,392	385,439	(114,047)	312,581	411,612	99,031	(41,189)	(15,016)
NURSING HOMES								
Mount View Care Center	19,558,010	16,641,081	2,916,929	16,131,756	15,010,617	(1,121,139)	3,426,254	1,795,790
Pine Crest Nursing Home	8,284,715	9,960,493	(1,675,778)	8,497,211	9,616,941	1,119,730	(212,497)	(556,049)
	27,842,724	26,601,574	1,241,151	24,628,968	24,627,558	(1,409)	3,213,757	1,239,741
Pharmacy	4,593,665	4,779,917	(186,252)	4,638,396	5,041,172	402,776	(44,731)	216,524
OTHER PROGRAMS								
Aquatic Services	743,238	786,411	(43,173)	672,179	892,674	220,494	71,059	177,322
Birth To Three	389,580	-	389,580	389,580	-	(389,580)	-	-
Demand Transportation	329,208	279,857	49,351	325,883	391,448	65,565	3,326	114,916
	1,462,026	1,066,268	395,758	1,387,642	1,284,121	(103,520)	74,385	292,238
Total NCHC Service Programs	69,788,521	63,455,190	6,326,370	63,469,231	63,455,193	582,656	6,319,290	6,909,025
SELF-FUNDED INSURANCE TRUST FUNDS								
Health Insurance Trust Fund	5,314,291	6,037,908	(723,617)	4,125,284	6,037,908	1,912,624	1,189,007	1,189,007
Dental Insurance Trust Fund	273,987	275,673	(1,687)	248,906	275,673	26,767	25,080	25,080
Total NCHC Self-Funded Insurance Trusts	5,588,277	6,313,581	(725,304)	4,374,190	6,313,581	1,939,391	1,214,087	1,214,087

North Central Health Care
Fund Balance Review
For the Period Ending August 31, 2025

	Marathon	Langlade	Lincoln	Total
YTD Appropriation (Tax Levy) Revenue	3,907,345	127,661	705,902	4,740,908
Total Revenue at Period End	50,653,226	4,630,120	14,505,174	69,788,521
County Percent of Total Net Position	72.6%	6.6%	20.8%	
Total Operating Expenses, Year-to-Date *	44,869,277	4,372,606	14,227,347	63,469,231
** Excluding Depreciation Expenses to be allocated at the end of the year*				
Share of Operating Cash	23,767,684	2,172,561	6,806,168	32,746,413
Days Cash on Hand	129	121	116	126
Minimum Target - 20%	13,460,783	1,311,782	4,268,204	19,040,769
Over/(Under) Target	31,408,494	3,060,825	9,959,143	44,428,461
Maximum Target - 35%	23,556,371	2,295,618	7,469,357	33,321,346
Over/(Under) Target	211,313	(123,057)	(663,189)	(574,933)
Share of Investments	-	-	-	-
Days Invested Cash	0	0	0	0
Days Invested Cash on Hand Target - 150 Days	27,659,144	2,695,442	8,770,282	39,124,868
Current Percentage of Operating Cash	53.0%	49.7%	47.8%	51.6%
Over/(Under) Minimum Target	31,408,494	3,060,825	9,959,143	44,428,461
Share of Investments	-	-	-	-
Amount Needed to Fulfill Fund Balance Policy	31,408,494	3,060,825	9,959,143	44,428,461

North Central Health Care
Review of Services in Marathon County
For the Period Ending August 31, 2025

	Revenue			Expense			Net Income/	Variance
	Actual	Budget	Variance	Actual	Budget	Variance	(Loss)	From Budget
Direct Services								
Outpatient Services	3,634,976	3,949,816	(314,840)	3,878,440	4,261,916	383,476	(243,464)	68,636
Community Treatment-Adult	4,637,080	3,934,351	702,729	4,445,114	4,650,165	205,051	191,966	907,780
Community Treatment-Youth	5,272,278	4,395,802	876,475	4,993,194	4,748,935	(244,259)	279,083	632,216
Hope House Sober Living	40,530	52,472	(11,942)	69,962	71,160	1,198	(29,432)	(10,745)
Demand Transportation	329,208	279,857	49,351	325,883	391,448	65,565	3,326	114,916
Jail Meals	-	-	-	-	-	-	-	-
Aquatic Services	743,238	786,411	(43,173)	672,179	892,674	220,494	71,059	177,322
Mount View Care Center	19,558,010	16,641,081	2,916,929	16,131,756	15,010,617	(1,121,139)	3,426,254	1,795,790
	34,215,319	30,039,791	4,175,528	30,516,528	30,026,914	(489,614)	3,698,792	3,685,914
Shared Services								
Adult Behavioral Health Hospital	4,844,959	4,023,982	820,977	3,227,292	2,924,091	(303,202)	1,617,667	517,775
Youth Behavioral Health Hospital	1,985,650	1,628,151	357,499	1,741,115	1,865,115	124,000	244,535	481,499
Residency Program	58,920	119,785	(60,865)	113,437	257,200	143,763	(54,516)	82,899
Supportive Employment Program	65,809	136,148	(70,339)	102,662	156,884	54,222	(36,854)	(16,118)
Crisis Services	1,715,516	1,654,214	61,303	1,253,858	1,438,703	184,845	461,659	246,148
Adult Crisis Stabilization Facility	2,025,477	1,207,319	818,158	1,021,826	974,745	(47,081)	1,003,651	771,077
Youth Crisis Stabilization Facility	839,395	753,296	86,100	751,789	649,331	(102,458)	87,606	(16,358)
Pharmacy	3,410,009	3,548,269	(138,260)	3,443,214	3,742,206	298,992	(33,205)	160,732
Lakeside Recovery MMT	766,561	787,279	(20,718)	817,095	779,810	(37,286)	(50,534)	(58,004)
Adult Protective Services	436,414	412,941	23,472	683,763	435,945	(247,818)	(247,349)	(224,346)
Birth To Three	289,196	-	289,196	289,196	-	(289,196)	-	-
Contracted Services (Out of County Placements)	-	-	-	907,503	913,231	5,728	(907,503)	5,728
	16,437,907	14,271,385	2,166,523	14,352,750	14,137,258	(215,491)	2,085,157	1,951,031
Excess Revenue/(Expense)	50,653,226	44,311,175	6,342,051	44,869,277	44,164,172	(705,106)	5,783,949	5,636,945

North Central Health Care
Review of Services in Lincoln County
For the Period Ending August 31, 2025

	Revenue			Expense			Net Income/	Variance
	Actual	Budget	Variance	Actual	Budget	Variance	(Loss)	From Budget
Direct Services								
Outpatient Services	781,423	716,381	65,042	551,222	633,533	82,311	230,202	147,354
Community Treatment-Adult	604,851	598,352	6,499	708,357	657,418	(50,939)	(103,506)	(44,440)
Community Treatment-Youth	1,572,566	1,261,102	311,464	1,515,521	1,353,813	(161,708)	57,046	149,756
Pine Crest Nursing Home	8,284,715	9,960,493	(1,675,778)	8,497,211	9,616,941	1,119,730	(212,497)	(556,049)
	11,243,555	12,536,329	(1,292,774)	11,272,311	12,261,705	989,394	(28,756)	(303,379)
Shared Services								
Adult Behavioral Health Hospital	996,688	827,660	169,028	664,456	602,030	(62,425)	332,232	106,603
Youth Behavioral Health Hospital	407,570	333,966	73,604	358,472	384,002	25,530	49,098	99,134
Residency Program	12,131	24,662	(12,531)	23,355	52,954	29,599	(11,224)	17,068
Supportive Employment Program	13,549	28,031	(14,482)	21,137	32,300	11,163	(7,588)	(3,318)
Crisis Services	255,414	242,792	12,621	258,152	296,209	38,057	(2,739)	50,679
Adult Crisis Stabilization Facility	417,018	248,571	168,448	210,380	200,687	(9,693)	206,638	158,754
Youth Crisis Stabilization Facility	172,820	155,093	17,727	154,783	133,688	(21,095)	18,037	(3,368)
Pharmacy	702,074	730,540	(28,466)	708,911	770,469	61,558	(6,836)	33,093
Lakeside Recovery MMT	135,834	140,100	(4,266)	168,229	160,552	(7,677)	(32,394)	(11,942)
Adult Protective Services	88,979	84,146	4,833	140,778	89,755	(51,022)	(51,799)	(46,190)
Birth To Three	59,542	-	59,542	59,542	-	(59,542)	-	-
Contracted Services (Out of County Placements)	-	-	-	186,842	188,022	1,179	(186,842)	1,179
	3,261,619	2,815,561	446,058	2,955,036	2,910,669	(44,367)	306,583	401,691
Excess Revenue/(Expense)	14,505,174	15,351,890	(846,716)	14,227,347	15,172,375	945,028	277,827	98,312

North Central Health Care
Review of Services in Langlade County
For the Period Ending August 31, 2025

	Revenue Actual	Revenue Budget	Revenue Variance	Expense Actual	Expense Budget	Expense Variance	Net Income/ (Loss)	Variance From Budget
Direct Services								
Outpatient Services	742,933	636,614	106,319	565,108	525,241	(39,868)	177,824	66,451
Community Treatment-Adult	271,106	228,480	42,626	334,341	324,179	(10,161)	(63,235)	32,465
Community Treatment-Youth	1,320,472	906,138	414,334	1,202,401	1,023,410	(178,991)	118,071	235,343
Sober Living	43,890	25,851	18,039	69,493	48,998	(20,495)	(25,604)	(2,456)
Adult Day Services	182,741	202,032	(19,292)	174,284	200,272	25,988	8,457	6,697
	2,561,141	1,999,115	562,027	2,345,628	2,122,100	(223,528)	215,514	338,499
Shared Services								
Adult Behavioral Health Hospital	604,405	488,462	115,943	455,777	412,957	(42,820)	148,628	73,123
Youth Behavioral Health Hospital	279,813	229,325	50,488	245,890	263,402	17,512	33,922	68,000
Residency Program	8,321	16,917	(8,596)	16,020	36,323	20,303	(7,699)	11,707
Supportive Employment Program	9,294	19,228	(9,934)	14,499	22,156	7,657	(5,205)	(2,276)
Crisis Services	113,288	104,630	8,658	177,077	203,182	26,105	(63,789)	34,762
Adult Crisis Stabilization Facility	286,050	170,505	115,545	144,308	137,659	(6,649)	141,741	108,896
Youth Crisis Stabilization Facility	118,544	106,385	12,159	106,172	91,702	(14,470)	12,372	(2,310)
Pharmacy	481,581	501,107	(19,526)	486,271	528,496	42,225	(4,689)	22,700
Lakeside Recovery MMT	93,174	96,100	(2,926)	115,395	110,129	(5,266)	(22,221)	(8,192)
Adult Protective Services	33,667	60,352	(26,685)	96,565	61,567	(34,998)	(62,898)	(61,683)
Birth To Three	40,842	-	40,842	40,842	-	(40,842)	-	-
Contracted Services (Out of County Placements)	-	-	-	128,163	128,972	809	(128,163)	809
	2,068,979	1,793,010	275,969	2,026,979	1,996,546	(30,433)	42,000	245,536
Excess Revenue/(Expense)	4,630,120	3,792,125	837,995	4,372,606	4,118,646	(253,961)	257,514	584,035

North Central Health Care
Summary of Revenue Write-Offs
For the Period Ending August 31, 2025

	MTD	YTD
Behavioral Health Hospitals		
Charity Care	$ 20,950	$ 412,367
Administrative Write-Off	$ 42,684	$ 339,580
Bad Debt	$ -	$ 422,894
Outpatient & Community Treatment		
Charity Care	$ 9,226	$ 167,962
Administrative Write-Off	$ 5,982	$ 49,274
Bad Debt	$ -	$ 94,780
Nursing Home Services		
Charity Care	$ -	$ -
Administrative Write-Off	$ 930	$ 115,783
Bad Debt	$ -	$ 24,225
Aquatic Services		
Charity Care	$ -	$ -
Administrative Write-Off	$ -	$ -
Bad Debt	$ -	$ -
Pharmacy		
Charity Care	$ -	$ -
Administrative Write-Off	$ -	$ 164
Bad Debt	$ -	$ -
Other Services		
Charity Care	$ -	$ 7,735
Administrative Write-Off	$ 68	$ 1,440
Bad Debt	$ -	$ 372
Grand Total		
Charity Care	$ 30,176	$ 588,064
Administrative Write-Off	$ 49,665	$ 506,242
Bad Debt	$ -	$ 542,271

FINANCIAL DASHBOARD								FISCAL YEAR: 2025							
DEPARTMENT	Metric	TARGET	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	2025 YTD	2024
BEHAVIORAL HEALTH SERVICES																
Adult Hospital	Average Daily Census	9.00	11.19	10.73	10.38	10.30	7.78	11.43	13.35	11.55					10.84	8.8
Adult Crisis Stabilization Facility	Average Daily Census	9.00	14.35	13.96	13.48	12.53	9.68	9.17	14.03	15.74					12.87	9.0
Lakeside Recovery MMT	Average Daily Census	13.00	11.32	12.00	10.26	8.53	9.97	12.43	11.19	14.03					11.22	9.0
Youth Hospital	Average Daily Census	4.50	4.35	5.07	4.23	4.90	4.55	5.33	4.84	5.97					4.90	4.4
Youth Crisis Stabilization Facility	Billable Units	5,840	3,784	2,946	4,251	5,606	5,210	5,769	4,124	6,140					4,729	5514
Youth Out of County Placements (WMHI/MMHI)	Days	150 Annual 37 Monthly	4	6	1	10	15	27	4	59					126	129
Adult Out of County Placements (WMHI/MMHI)	Days	547 Annual 45 Monthly	95	49	67	70	75	98	111	6					571	817
Out of County Placements (Trempealeau)	Days	538 Annual 44 Monthly	93	84	93	97	113	75	62	124					741	837
Out of County Placements (Group Home)	Days	1919 Annual 160 Monthly	168	140	155	150	124	151	124	124					1,136	2100
COMMUNITY SERVICES																
Hope House - Marathon	Average Daily Census	**7.00**	5.20	4.90	4.00	6.10	5.50	5.00	4.2	5.0					4.99	6.8
Hope House - Langlade	Average Daily Census	**3.00**	2.70	1.90	1.20	2.50	2.48	4.20	7.0	4.8					3.35	5.1
NURSING HOMES																
Mount View Care Center	Average Daily Census	128.00	126.35	126.71	126.45	124.17	124.00	124.97	119.61	119.77					124.00	123
Pine Crest	Average Daily Census	82.00	78.00	75.80	77.2	76.2	74.2	77.2	76.2	0.0					66.85	81

To: Executive Committee
From: Gary D. Olsen, MPA, Executive Director
Date: September 18, 2025
RE: Information for September 24, 2025, Executive Committee Meeting

Executive Director Work Plan Update

A copy of my updated Work Plan is included in the Executive Committee packet for your reference. Marnie provided me with an updated version of the Compensation Policy. Due to the many edits that were needed for this policy, Marnie provided Jason and me with a proposed timeline for reviewing the policy with management, payroll, finance, human resources, and then bringing it to the Executive Committee for final approval by the end of the year.

A copy of the Employee Grievance Policy was completed by Senior Leadership with the assistance of Dejan. A copy of the policy is included in the package for action at the September meeting.

The Code of Conduct, when completed in 2024, was created in a way that allowed it to be used each year with minimal updates. The Code was then updated for 2025 in August.

Cash Management, Capital Assets Management, and Capitalization of Assets policies are in the process of being updated.

Ben Petersen, the Director of Compliance, was working on adding a Qualified Service Organization Agreement (QSOA) section to the Business Associate Contract Management Policy. The policy refers to some aspects of the Contract Review and Approval Policy. Because of this, Ben would like to wait on completing the Business Associate Contract Management Policy until the contract Review and Approval Policy is completed. We have begun working on the Contract Review and Approval Policy.

The Conflict of Interest Policy was updated, but Vicki Tylka is currently working on a Conflict of Interest Policy for the Behavioral Health Services programs. Because of this, Vicki will be looking to see if they can combine the two policies into one. Once this is completed, then this policy will be brought to the Board for approval before the end of the year.

Approval of Compensation Administration Guidelines

The Compensation Administration Guidelines is included in the meeting packet. This will be presented by Marnie Bredlau, Senior Director of Human Resources.

Employee Grievance Policy

The Employee Grievance Policy is included in the meeting packet. This will be presented by Marnie Bredlau, Senior Director of Human Resources.

Nursing Home Operations Committee

Now that the Pine Crest Nursing Home has been sold, I asked Dejan to research what is required for the Nursing Home Operations Committee. From Dejan's research, we would like to have a conversation with the Committee regarding how the Nursing Home Operations Committee should be structured to meet the Federal guidelines. We do have an internal quality committee that meets the Wisconsin guidelines. Below is the information Dejan shared with Jason and me:

Gary and Jason:
You asked me to do research on the Nursing Home Operations Committee, whether there are legal requirements to hold such a committee, and, if so, whether that responsibility can be delegated to the NCHC Board. Because Mount View receives Medicare/Medicaid funding, we must maintain compliance with both state law (DHS Chapter 132) and federal law (42 CFR 483) in our nursing home. This question is somewhat timely as research indicates that the current structure of the Nursing Home Operations Committee has not been compliant with the required structure of an oversight body as required under state and federal statutes. This is not to say that we are not compliant overall, as we may have different bodies carrying out these responsibilities, it's just to say that the Nursing Home Operations Committee in its current form is more a formality then an actual oversight body.

Wisconsin Requirements
Wisconsin DHS Chapter 132 outlines Nursing Home regulations for the State of Wisconsin. Under DHS 132.46, titled "Quality Assessment and Assurance", the statute outlines the following requirements for Nursing Home oversight:

(1) Committee maintenance and composition. A facility shall maintain a quality assessment and assurance committee for the purpose of identifying and addressing quality of care issues. The committee shall be comprised of at least all the following individuals:

(a) The director of nursing services.
(b) The medical director or a physician designated by the facility.
(c) At least 3 other members of the facility's staff.

(2) Committee responsibilities. The quality assessment and assurance committee shall do all of the following:

(a) Meet at least quarterly to identify quality of care issues with respect to which quality assessment and assurance activities are necessary.
(b) Identify, develop and implement appropriate plans of action to correct identified quality deficiencies.

(3) Confidentiality. The department may not require disclosure of the records of the quality assessment and assurance committee except to determine compliance with the requirements of this section. This paragraph does not apply to any record otherwise specified in this chapter or s. 50.04 (3), 50.07 (1) (c) or 146.82 (2) (a) 5., Stats.
The purpose of the oversight body/committee would be to identify and address quality of care issues and must be comprised of the director of nursing services, medical director, and at least 3 other members of the facility's staff. This committee must meet at least quarterly, and must identify, develop, and implement appropriate plans of action to correct identified quality deficiencies. As you can see, this focuses more on internal quality/clinical components and requires the committee to be staffed with internal quality and clinical staff. However, that is not to say that you cannot have additional members of the committee outside of the minimum prescribed by statute.

Federal Requirements

Because NCHC, and Mount View, receive federal Medicare/Medicaid funding, in addition to Wisconsin requirements, we must also be compliant with federal regulations and more specifically 42 CFR 483 titled "Requirements for State and Long-Term Care Facilities". Under Section 42 CFR 483.70(d), Subpart B – which focuses on requirements for long term care facilities, the oversight requirements are as follows:

(d) ***Governing body.***

(1) The facility must have a governing body, or designated persons functioning as a governing body, that is legally responsible for establishing and implementing policies regarding the management and operation of the facility; and

(2) The governing body appoints the administrator who is—

(i) Licensed by the State, where licensing is required;

(ii) Responsible for management of the facility; and

(iii) Reports to and is accountable to the governing body.

(2) The governing body is responsible and accountable for the QAPI program, in accordance with § 483.75(f).

Additionally, as outlined by Section 483.72, titled "Quality Assurance and Performance Improvement" the oversight requirement for quality is as follows:

(f) ***Governance and leadership.*** The governing body and/or executive leadership (or organized group or individual who assumes full legal authority and responsibility for operation of the facility) is responsible and accountable for ensuring that –

(1) An ongoing QAPI program is defined, implemented, and maintained and addresses identified priorities.
(2) The QAPI program is sustained during transitions in leadership and staffing;
(3) The QAPI program is adequately resourced, including ensuring staff time, equipment, and technical training as needed;

(4) The QAPI program identifies and prioritizes problems and opportunities that reflect organizational process, functions, and services provided to residents based on performance indicator data, and resident and staff input, and other information.
(5) Corrective actions address gaps in systems, and are evaluated for effectiveness; and
(6) Clear expectations are set around safety, quality, rights, choice, and respect.

(g) ***Quality assessment and assurance.***

(1) A facility must maintain a quality assessment and assurance committee consisting at a minimum of:

(i) The director of nursing services;
(ii) The Medical Director or his or her designee;

a. At least three other members of the facility's staff, at least one of who must be the administrator, owner, a board member or other individual in a leadership role; and
b. The infection preventionist.

(2) The quality assessment and assurance committee reports to the facility's governing body, or designated person(s) functioning as a governing body regarding its activities, including implementation of the QAPI program required under paragraphs (a) through (e) of this section. The committee must:

(i) Meet at least quarterly and as needed to coordinate and evaluate activities under the QAPI program, such as identifying issues with respect to which quality assessment and assurance activities, including performance improvement projects required under the QAPI program, are necessary; and
(ii) Develop and implement appropriate plans of action to correct identified quality deficiencies; and
(iii) Regularly review and analyze data, including data collected under the QAPI program and data resulting from drug regimen reviews, and act on available data to make improvements.

As you can see from the above, this section is structured a little differently than the Wisconsin requirement and requires a governing body in addition to the quality assessment and quality assurance committee.

<u>Other Requirements</u>

As I did research on the federal statutes, I also noticed the following which we may or may not have and want to bring to your attention to ensure compliance:

1. Section 483.71 titled "Facility Assessment" requires that the facility develop and update annually an assessment which requires the facility to "conduct and document a facility-wide assessment to determine what resources are necessary to care for its residents competently during both day-to-day operations (including nights and weekends) and emergencies."

Executive Director 2025 Work Plan – last updated 9/17/2025

Initiative	Due Date	Person(s) Responsible	Action	Progress
Update Budget Policy	10/1/25	Jason	▪ Add: ∗ **Sec. IV.C.5 -** Budget Amendment ∗ **Sec. VII.E.3 -** Capital Budgets ∗ **Sec. VII.E.a** - Operations budget ∗ Detailed listing of budget parameters the Executive Committee will complete each year ▪ Present at October Executive Committee meeting	
Pay Administration Guide/New Position Request/Reclassification Process	8/1/25	Marnie	▪ Present at August Executive Committee meeting	Marnie completed for August meeting; however, Committee moved agenda item to the September meeting.
Updated Compensation Policy	9/11/25	Marnie	▪ Present at September Executive Committee meeting	Marnie has provided a copy of the updated Compensation Policy to both Jason and me. Due to the many changes and complexity of the policy, Marnie also provided a recommended timeline for reviewing the changes with managers and then bringing this to the Executive Committee once it is reviewed by management, finance, HR, and payroll.
Pine Crest Transition to new buyer	8/1/25	Gary	▪ Work closely with Lincoln County regarding the sale of Pine Crest ▪ Set up transition team ▪ Transition operations to new buyer	See notes from July meeting for more detail. Due Diligence completed. Worked with Transition team to have everything completed and ready for August 1st Transition. Transition is complete.
Assure existing policies/plans/manuals approved by Executive Committee are compliant with Tri-County Agreement	12/31/25	Gary	▪ Policies for Executive Committee Approval: ∗ Business Associate Contract Management ∗ Capital Assets Management	▪ Complaints and Grievances policy presented to Committee at July meeting

Initiative	Due Date	Person(s) Responsible	Action	Progress
			* Capitalization of Assets * Cash Management * Code of Conduct 2024 (done) * Complaints and Grievances (done) * Contract Review and Approval * Corporate Compliance Program * Direct and Shared Program Cost Allocation * Employee Compensation & Timekeeping **Sec. IV.C.6-7** o Add compensation pay ranges, new positions, and reclassification of positions **Sec.IV.C.8** o Add approval of new programs * Employee Grievance (done) * Fund Balance * Indirect Cost Allocation * Investment * Occurrence Reporting * Physician Compensation * Policy Governance Manual * Purchasing & Procurement * Quality and Safety Plan * Risk Reserve Guidelines * Sick Leave Benefits for Employees of Pine Crest Nursing Home and Lincoln Industries (done) * Utilization Review Plan * Write-Off of Accounts Receivable ▪ Complete decision-making form for policy approval	▪ Sick Leave Benefits for Employees of Pine Crest Nursing Home and Lincoln Industries completed with sale of Pine Crest. Payments will happen in February 2026. ▪ Business Associate Contract Management policy has been reviewed by ED, Corporation Council, and Director of Compliance. The Director of Compliance is including a section for QSO's. This policy has ties to the Contract Review and Approval policy. Because of this, the Director of Compliance has requested that we complete that policy first and then finish this policy. ▪ Employee Grievance policy has been updated and will be presented at the September meeting. ▪ The Code of Conduct was updated in August. ▪ Cash Management, Capital Assets Management and Capitalization of Assets policies are currently being reviewed.

Initiative	Due Date	Person(s) Responsible	Action	Progress
Create lasting structure to protect the Tri-County Agreement			▪ Submit suggested changes to 2022-2027 Tri-County Agreement to help maintain the desired structure ▪ Update organizational structure	
NCCSP Board	11/30/25	Gary	▪ July o Strategic Planning Policy (Done) ▪ September o Approve Budget to be send to DHS ▪ November o Approve updated Contract Review and Approval Policy o Approve Conflict of Interest Policy	Updated Strategic Planning Policy was approved by the Board at the July meeting. Conflict of Interest Policy has been updated but Vicki is looking at the Conflict of Interest Policy for her programs and seeing if they can be combined, therefore, this was moved to the November meeting.
Behavioral Health Services	11/30/25	Vicki	▪ Meet with Law Enforcement o Continue to improve working relationships and collaboration	
Fall Employee Updates	10/31/25	Gary	▪ Schedule and hold Fall Employee Updates	5 sessions have been scheduled during the week of October 6 including one Lincoln and one in Langlade Counties
Gabbin' with Gary	11/30/25	Gary	▪ Continue scheduling monthly with a program director, manager, or supervisor and one of their employees	Ongoing
Medical Staff	12/31/25	Gary	▪ Continue meeting regularly (currently quarterly) with Medical College of Wisconsin to maintain a strong, positive partnership for the psychiatry residency program ▪ Continue to meet monthly with the Medical Director ▪ Continue to meet regularly with physicians ▪ Continue to negotiate with potential physicians	Ongoing
Meet weekly with Deputy Executive Director	12/31/25	Gary/Jason	▪	Ongoing

North Central Health Care

A Tri-County Organization

2026 BUDGET

The North Central Health Care 2026 budget document details the revenues and expenditures for each program offered in Marathon, Lincoln and Langlade Counties. Additionally, program information and staffing for NCHC's mental health, behavioral health, substance use, developmental disabilities, skilled nursing, and support services is provided for a three-year period.

2026 BUDGET
TABLE OF CONTENTS

FROM THE EXECUTIVE DIRECTOR

Gary Olsen, *Executive Director*

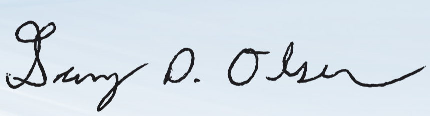
North Central Community Services Program Executive Committee and Board,

As we present the 2026 Budget for North Central Health Care, I want to begin by expressing my gratitude to Deputy Executive Director, Jason Hake, for his leadership and tireless work in guiding this process. I also want to extend my sincere thanks to our Accounting Team, as well as all of the Managers and Directors, for their efforts in developing and completing their department budgets. Preparing this budget is never an easy task, and I am especially appreciative of the dedication and collaboration it takes to complete it on time—particularly as we are required to finalize our budget much earlier than our three member counties. This challenge makes accurate cost estimates difficult, as we are working with less than a half year of data.

The 2026 Budget being presented to the Executive Committee and the NCCSP Board is a balanced budget. It reflects significant changes, including the removal of Pine Crest Nursing Home and an additional $500,000 increase in our annual debt payment to Marathon County. We know that future budgets will bring even greater challenges, as costs continue to rise and the demand for the services we provide grows stronger across our communities. Over the coming years, our debt obligations will also continue to increase by $500,000 annually until we reach the full $4.2 million annual payment.

As I approach retirement at the end of this year, I am deeply proud of the financial stability that North Central Health Care has achieved during my tenure. When I began in May of 2022, the organization faced serious financial challenges, much of which came from the extraordinary strains and struggles of COVID during 2020 and 2021. With guidance from the NCCSP Board and Executive Committee and their determination and support to strengthen NCHC by bringing us back to a focus of our core programs, we were able to begin the financial stability we are seeing now. With added emphasis on strengthening the relationship of NCHC with our three county government partners and careful stewardship, we have strengthened our finances each year, ensuring greater stability and resilience. Today, I can confidently say that NCHC is in the strongest financial position it has been in for many years.

I want to thank the Executive Committee and the NCCSP Board for their guidance and support throughout this journey. It has been an honor to serve this organization and our communities. I leave knowing that North Central Health Care is financially strong and well positioned for the future. I wish the organization, its leadership, and its dedicated employees the very best in the years to come.



Gary Olsen, *Executive Director*
North Central Health Care

FROM THE DEPUTY EXECUTIVE DIRECTOR

Jason Hake, *Deputy Executive Director*

I am pleased to present the 2026 Budget for North Central Health Care (NCHC). This budget reflects our continued commitment to providing high-quality, person-centered services to the communities of Marathon, Langlade, and Lincoln Counties, while also addressing the significant challenges that lie ahead. I would like to extend my gratitude to our Program Directors and Managers who assisted in the preparation of their individual budgets. I also want to extend my appreciation to the Accounting and Marketing teams who helped compile and prepare this budget document. Without the aid of all those involved in the budget process, it would be impossible to accomplish.

Over the past year, NCHC has seen steady growth across nearly all service lines. Our Acute Care, Community Treatment, Outpatient Services, and Nursing Home programs continue to demonstrate strong census performance, reinforcing that the need for our services is both real and growing. This growth is the result of the dedication of our staff, our commitment to innovation, and the partnerships we share with our county and community stakeholders. We are also seeing continued success in 2025 through the addition of two full-time child psychiatrists, in Outpatient Services and Inpatient Care, which has further strengthened our ability to meet the needs of the community.

To build on this momentum, we have also centralized key support functions including Revenue Cycle, Compliance, Quality, and Learning & Development. This centralization is already improving oversight, ensuring regulatory alignment while allowing us to adapt more effectively to a changing reimbursement landscape, particularly as federal legislation evolves and potential impacts to Medicaid funding emerge.

At the same time, this year's budget required difficult decisions. Rising health care costs are a major pressure point both for the organization and for our employees. In 2026, NCHC's health insurance premiums will increase by 10%. While we continue to evaluate changes to plan design and are pursuing long-term solutions such as the launch of an on-site clinic, these increases place real strain on our financial picture.

Debt service also represents a significant headwind. In 2026, NCHC's required payment increases by an additional $500,000, bringing the annual obligation to $3.0 million. These payments will continue to grow until they reach a maximum of approximately $4.1 million, further tightening the organization's fiscal flexibility.

Compounding these pressures, the sale of Pine Crest Nursing Home has created near-term challenges. Indirect costs that were previously absorbed by Pine Crest must now be redistributed to other programs, leading to higher expense allocations. Although some of these costs will eventually be recouped through reconciliations and rate-setting, this process lags by 12–18 months, which means we expect temporary dips in cash flow in both 2026 and 2027. To help balance the 2026 budget, we also budgeted $600,000 in attrition savings. This strategy provides short-term relief but will need to be reassessed as we gain clarity on the long-term impact of the sale of Pine Crest.

Looking ahead, 2026 will mark the beginning of a new chapter for NCHC's strategic vision. We began formal strategic planning in late 2025, with full development and implementation beginning in 2026. This plan will serve as a roadmap to align services with county and community needs, prioritize future initiatives, and ensure that data-driven strategies guide our decision-making. Just as importantly, it will focus on engaging and empowering our employees, recognizing that their commitment and expertise are the foundation of our success.

In the future, budgets will continue to get tighter as we are limited in census growth due to the physical size of our behavioral health facilities and ongoing labor challenges in the nursing home. Additionally, we anticipate impacts that will negatively affect NCHC from the "Big Beautiful Bill." While we do not anticipate these impacts in 2026, we expect them in 2027. At this time, the scale of those impacts is unknown, creating additional uncertainty for long-term financial planning.

Finally, we must also focus on the long-term capital needs of the organization. Future investments in core infrastructure including the potential implementation of new Enterprise Resource Planning (ERP) and Electronic Health Record (EHR) systems will be critical to driving efficiencies, enhancing quality of care, and maintaining financial sustainability.

While the challenges are significant, the foundation we have built remains strong. Through disciplined financial management, workforce investment, and a renewed focus on long-term strategy, NCHC is well-positioned to continue being a trusted partner in caring for the communities we serve.

Jason Hake, *Managing Director of Finance/Administration*
North Central Health Care

CENSUS OVERVIEW

ACUTE CARE SERVICES	METRIC	2024 ACTUAL	2025 PROJECTION	2026 BUDGET
Adult Behavioral Health Hospital	Average Daily Census	8.94	10.30	10.00
Adult Crisis Stabilization Facility	Average Daily Census	9.80	12.19	11.00
Lakeside Recovery MMT	Average Daily Census	9.00	10.75	10.25
Youth Behavioral Health Hospital	Average Daily Census	4.40	4.74	4.25
Youth Crisis Stabilization Facility	Billable Units	66,495	55,132	70,080
Youth Out-of-County Placements (WMHI/MMHI)	Days	129	126	130
Adult Out-of-County Placements (WMHI/MMHI)	Days	817	908	850
Out-of-County Placements (Trempealeau)	Days	847	1104	1100
Out-of-County Placements (Group Homes)	Days	2,100	1,776	2000

COMMUNITY SERVICES	METRIC	2024 ACTUAL	2025 PROJECTION	2026 BUDGET
Hope House (Sober Living Marathon)	Average Daily Census	6.70	5.12	6.00
Sober Living (Langlade)	Average Daily Census	5.00	2.50	3.00

NURSING HOME SERVICES	METRIC	2024 ACTUAL	2025 PROJECTION	2026 BUDGET
Mount View Care Center	Average Daily Census	123.70	125.44	125.00

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Executive Committee & Board Members

Executive Committee

The North Central Community Services Program is a governmental organization established by the counties of Langlade, Lincoln, and Marathon, under Wisconsin State Statutes 51.42/.437 to provide services for individuals with mental illness, alcohol or drug dependency, and developmental disabilities. The Program operates North Central Health Care, with its main campus in Wausau and centers located in Merrill and Antigo.

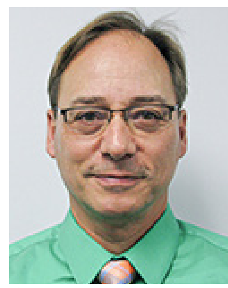
As the chief governing body, the NCCSP Executive Committee is charged with providing policy oversight for NCHC and working to ensure that the efforts of NCHC and each of the county departments support each other as we work to address our community needs. Each of the partner counties is represented on the Executive Committee by their highest-ranking officer (or designee). These members work together under the leadership of the Executive Committee Chairperson to ensure efficient and effective operations of the NCHC organization.

Kurt Gibbs

Executive Committee Chair, Marathon County Board Supervisor and Board Chair

Lance Leonhard

Marathon County Administrator



Robin Stowe

Langlade County Corporation Counsel

Renee Krueger

Lincoln County Administrative Coordinator

Board Members

The North Central Community Services Program Board is a group of individuals appointed by each partner county to serve as a governing and policy-making entity focusing on addressing the needs of the Tri-County regional community with respect to mental health and alcohol and drug dependent treatment programs.

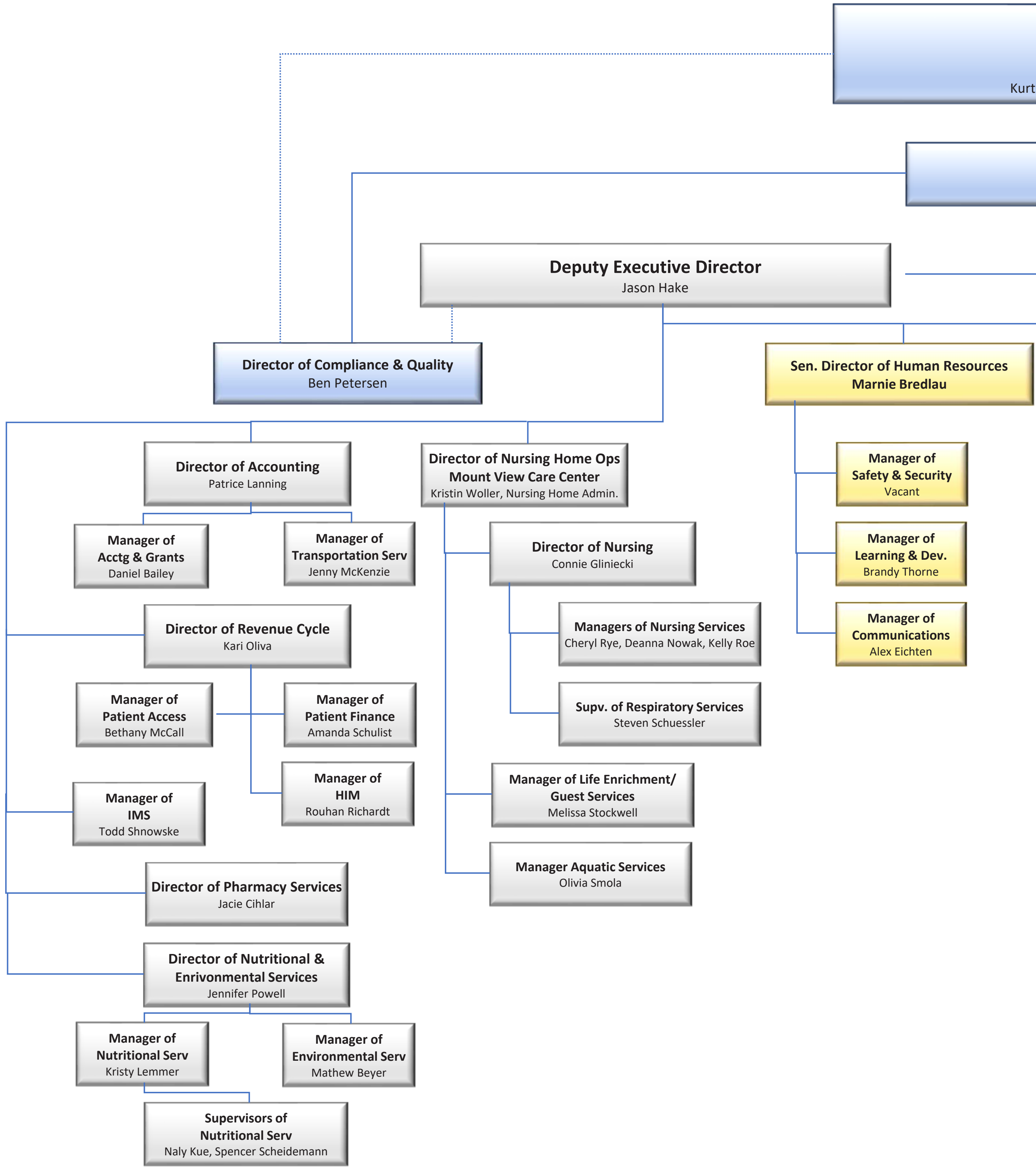
The Board is a policy-making body determining the broad outlines and principles governing the administration of programs under Wis. Stat. 51.42. The Board consists of fourteen Board members consistent with requirements for a multi-county department set in Wis. Stat. 51.42.

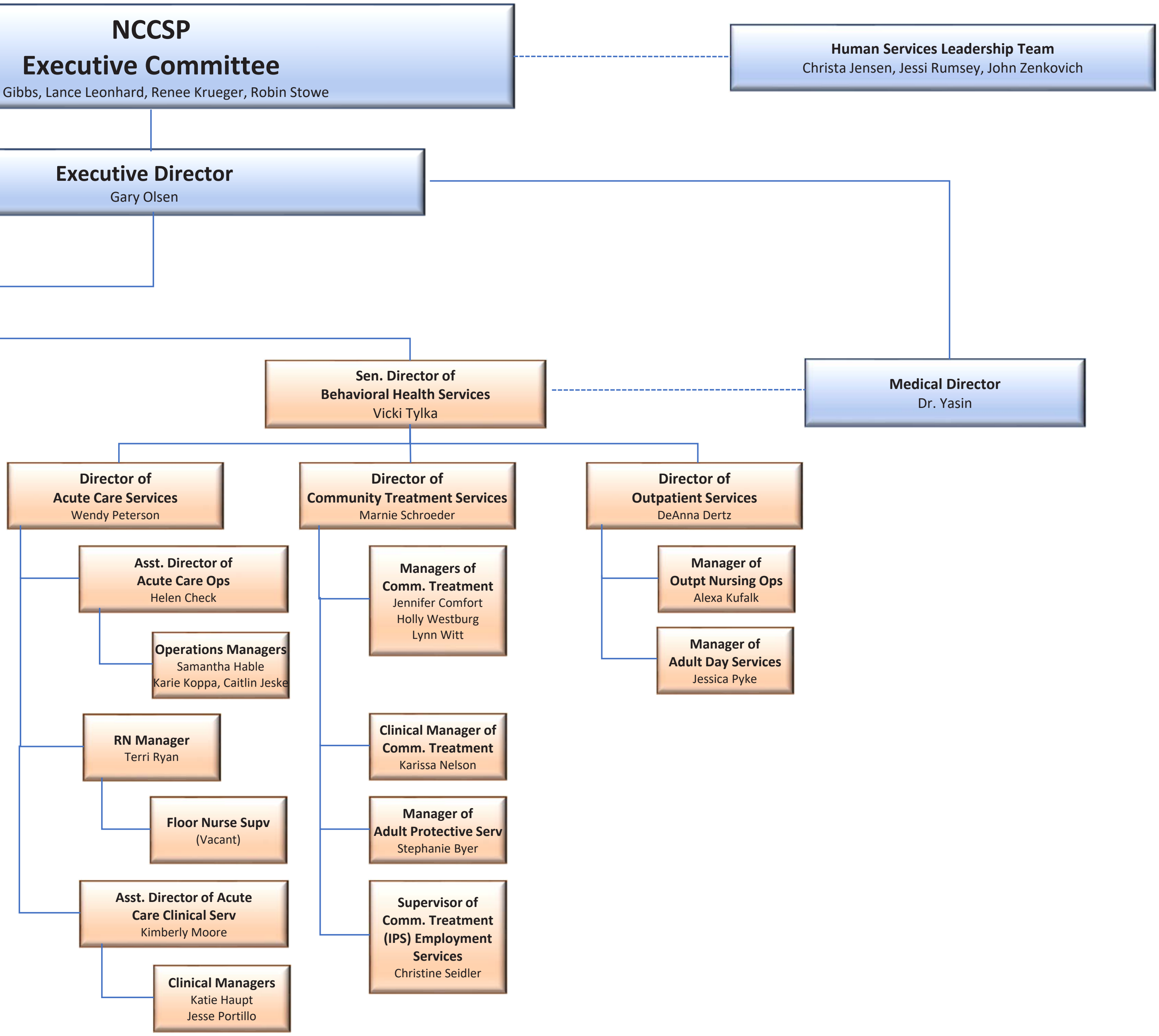
**Executive Committee Member*

Eric Anderson
Chad Billeb
Chantelle Foote
Joshua Geoffrey
Kurt Gibbs
Chet Haatvedt
Kody Hart
Liberty Heidmann
Jeremy Hunt
Renee Krueger
Lance Leonhard
Jessi Rumsey
Robin Stowe
Laurie Thiel

NORTH CENTRAL HEALTH CARE ORGANIZATIONAL CHART

Departments and Management




NCCSP
Executive Committee
Gibbs, Lance Leonhard, Renee Krueger, Robin Stowe
Human Services Leadership Team
Christa Jensen, Jessi Rumsey, John Zenkovich
Executive Director
Gary Olsen
Sen. Director of Behavioral Health Services
Vicki Tylka
Medical Director
Dr. Yasin
Director of Acute Care Services
Wendy Peterson
Director of Community Treatment Services
Marnie Schroeder
Director of Outpatient Services
DeAnna Dertz
Asst. Director of Acute Care Ops
Helen Check
Operations Managers
Samantha Hable
Karie Koppa, Caitlin Jeske
RN Manager
Terri Ryan
Floor Nurse Supv
(Vacant)
Asst. Director of Acute Care Clinical Serv
Kimberly Moore
Clinical Managers
Katie Haupt
Jesse Portillo
Managers of Comm. Treatment
Jennifer Comfort
Holly Westburg
Lynn Witt
Clinical Manager of Comm. Treatment
Karissa Nelson
Manager of Adult Protective Serv
Stephanie Byer
Supervisor of Comm. Treatment (IPS) Employment Services
Christine Seidler
Manager of Outpt Nursing Ops
Alexa Kufalk
Manager of Adult Day Services
Jessica Pyke

North Central Health Care

Person centered. Outcome focused.

Our Mission, Vision and Core Values are simple, but they clearly define who we are, what we stand for, how we interact with people, and why every one of us works at North Central Health Care — because we can make a difference in the lives of individuals in our community.

OUR VISION

Lives Enriched and Fulfilled.

Each interaction we have with those we serve, our community partners, and each other will lead to lives that are more enriched and fulfilled. We face the world with undeterred optimism and hope of possibility. Every day is a new chance to make people's lives better. The vast potential to make a difference in each individual's life is our greatest inspiration and measure of success.

Our purpose and beliefs aren't just words on a page or aspirations we are unwilling to achieve – they shape our actions, decisions, and commitment to making a meaningful impact every day.

DIGNITY

We are dedicated to providing excellent service with acceptance and respect to every individual, every day.

1

INTEGRITY

We keep our promises and act in a way where doing the right things for the right reasons is standard.

2

OUR CORE VALUES

The Core Values we share at NCHC guide us in each interaction we have and allow us to carry out our Mission and Vision. Embodying our Core Values will allow North Central Health Care to:

…become the very best place for residents and clients to receive care,

…become the very best place for employees to work,

…continue to grow in our contributions to the communities we serve.

OUR MISSION

Langlade, Lincoln and Marathon Counties partnering together to provide compassionate and high-quality care for individuals and families with mental health, recovery, and long-term care needs.

North Central Health Care has a deep history and relationship with our Central Wisconsin community. We are committed to our partnership with our three counties as we continually seek to provide the highest levels of accessible and specialized care for those we serve. Our Person-Centered Service approach to the complex needs of those we serve and those we partner with are identical – we will meet you where you are at and walk with you on the journey together. Our programs and services provide compassionate and specialized care that is designed around each individual's abilities and challenges – creating a path to move forward together.

ACCOUNTABILITY

We commit to positive outcomes and each other's success.

3

PARTNERSHIP

We are successful by building positive relationships in working towards a system of seamless care as a trusted community and county partner.

4

CONTINUOUS IMPROVEMENT

We embrace change through purpose-driven data, creativity and feedback in pursuit of the advancement of excellence.

5

PERSON-CENTERED SERVICE

Serving others through effective communication, listening to understand, and building meaningful relationships.

North Central Health Care is defined by every interaction we have with our patients, clients, residents, families, community partners and each other. Our employees provide Person-Centered Service every day with everyone we interact with.

LOOKING BACK | 2025 INDIVIDUALS SERVED BY COUNTY

SERVICES	MARATHON	LINCOLN	LANGLADE	Other	2023 TOTAL*	2024 TOTAL*
Adult Day Services Services provided in Langlade County only.	/	/	39	/	32 people	39 people
Adult Protective Services	832	152	111	248	1,098 people	1,343 people
Adult/Elder At-Risk Investigations	351	98	53	14	628 Adult/Elder At-Risk Investigations	516 Adult/Elder At-Risk Investigations
Aquatic Services	494	/	/	28	511 people	494 people
Children's Long Term Support	/	85	67	/	104 people	152 people
Community Support Program	46	1	5	/	38 people	52 people
Comprehensive Comm Services Adult	464	83	47	/	465 people	591 people
Comprehensive Comm Services Youth	345	142	85	/	468 people	572 people
Vocational Services / IPS	12	0	14	/	**	26 people
Coordinated Services Teams	34	6	2	/	**	42 people
Crisis Care (Adult/Youth)	1,644	240	170	/	2,212 people	2,205 people
Assessments	2,796	366	274	/	3,502 assessments	3,436 assessments
Crisis Stabilization	356	70	36	71	407 people	533 people
Adult	268	35	25	31	257 adults	359 adults
Youth	88	35	11	40	150 youth	174 youth
Demand Transportation	420	/	/	/	376 people	420 people
Hospitals	492	95	65	238	783 people	890 people
Adult	398	65	51	106	531 adults	620 adults
Youth	94	30	14	132	252 youth	270 youth
Lakeside Recovery - MMT	143	15	12	/	10	170 people
Outpatient Services - Substance Abuse	802	216	163	/	1,149 people	1,181 people
OWI Assessments	582	143	90	/	826 assessments	815 assessments
Outpatient Services - Mental Health	587	214	210	/	1,174 people	1,011 people
Outpatient Psychiatric Care	2,186	404	308	/	2,854 people	2,898 people
Residential (closed 10/31/23)	/	/	/	/	92 people	0 people
Sober Living - Hope House	17 Men	/	13 Women	/	41	30 people
Mount View Care Center	298	/	/	/	281 people	298 people
TOTAL PEOPLE SERVED*	**9,169**	**1,894**	**1,347**	**557**	**12,355**	**12,950**

**The Annual Total columns on far right reflect the total number of people served for the program including residents from other counties.*
*** Data unavailable for 2023*

2026 COUNTY APPROPRIATIONS (LEVY) REQUESTS

For the 2025 budget, we are not itemizing tax levy by program. This approach allows us to better determine the true cost of operating programs and services across our organization. However, Mount View Care Center (MVCC) will continue to be reported separately to align with our audited financial statements and maintain consistency in financial reporting.

2026 COUNTY APPROPRIATIONS REQUESTS BY COUNTY

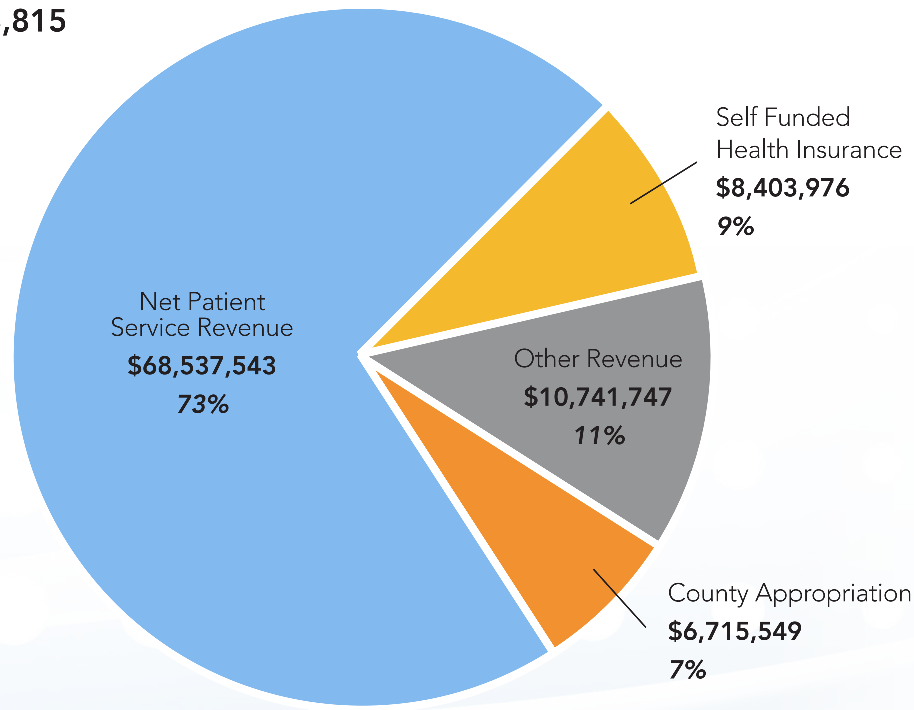
PROGRAM	LANGLADE	LINCOLN	MARATHON	TOTAL
General County Appropriations	$236,492	$618,039	$4,316,018	$5,170,549
Mount View Care Center	-	-	1,545,000	1,545,000
TOTAL	**$236,492**	**$618,039**	**$5,861,018**	**$6,715,549**

HISTORICAL COUNTY APPROPRIATIONS BY COUNTY

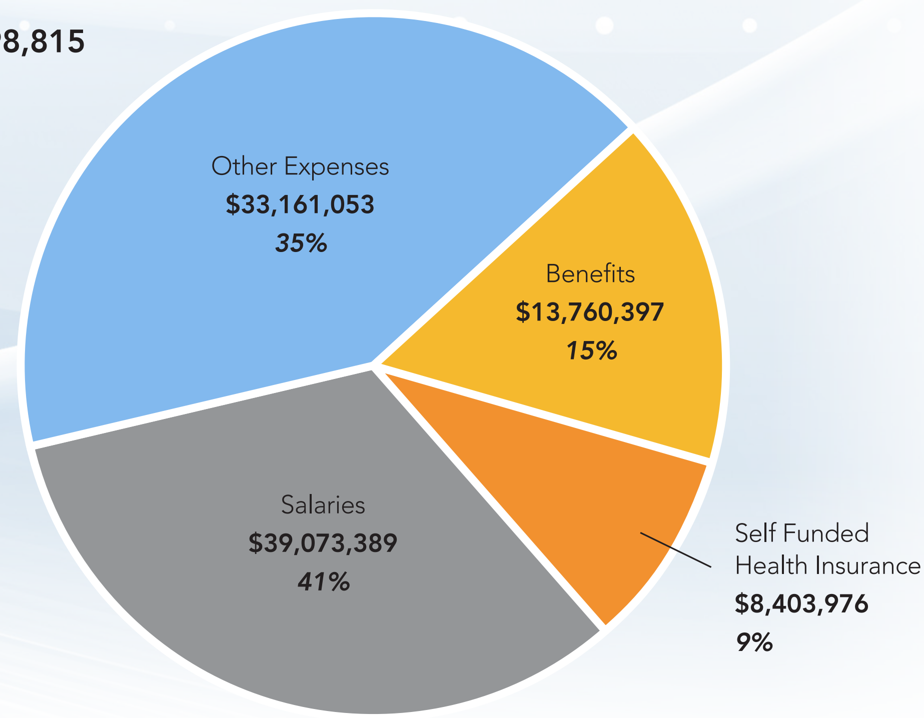
YEAR	LANGLADE	LINCOLN	MARATHON	TOTAL	CHANGE
2026	$236,492	$618,039	$5,861,018	$6,715,549	-
2025	236,492	618,039	5,861,018	6,715,549	$31,977
2024	236,492	618,039	5,829,041	6,683,572	631,328
2023	230,186	1,040,853	4,781,205	6,052,244	-
2022	230,186	1,040,853	4,781,205	6,052,244	20,000
2021	210,186	1,040,853	4,781,205	6,032,244	(88,297)
2020	298,483	1,040,853	4,781,205	6,120,541	(185,290)
2019	298,483	712,416	5,294,932	6,305,831	(1,125,287)
2018	298,483	712,416	6,420,219	7,431,118	(240,000)
2017	298,483	719,416	6,653,219	7,671,118	(1,216,310)
2016	325,123	698,463	7,863,842	8,887,428	52,640
2015	298,483	672,463	7,863,842	8,834,788	-
2014	298,483	672,463	7,863,842	8,834,788	

2026 BUDGET
BUDGET & FINANCIAL STATEMENTS

2026 Total Revenue: **$94,398,815**



2026 Total Expense: **$94,398,815**



REVENUE & EXPENSE BY SERVICE LINE

	REVENUE BUDGET	EXPENSE BUDGET	NET INCOME/(LOSS)
ACUTE CARE SERVICES			
Adult Behavioral Health Hospital	$7,523,540	$6,420,184	$1,103,357
Adult Crisis Stabilization Facility	3,252,312	2,099,379	1,152,933
Lakeside Recovery MMT	1,351,000	2,167,620	(816,619)
Youth Behavioral Health Hospital	3,310,655	3,621,753	(311,097)
Youth Crisis Stabilization Facility	1,569,877	1,489,311	80,566
Out of County Placements	-	1,818,023	(1,818,023)
Crisis Services	584,737	3,031,854	(2,447,117)
Psychiatry Residency	306,366	732,947	(426,581)
	$17,898,489	**$21,381,071**	**$(3,482,582)**
COMMUNITY SERVICES			
Outpatient Services (Marathon)	$5,834,810	$6,385,294	$(550,485)
Outpatient Services (Lincoln)	1,122,947	1,014,219	108,728
Outpatient Services (Langlade)	1,015,422	982,594	32,829
Community Treatment Adult (Marathon)	6,851,514	7,266,173	(414,660)
Community Treatment Adult (Lincoln)	1,032,911	1,190,262	(157,351)
Community Treatment Adult (Langlade)	404,907	582,748	(177,841)
Community Treatment Youth (Marathon)	7,613,751	7,682,176	(68,425)
Community Treatment Youth (Lincoln)	2,137,142	2,291,942	(154,800)
Community Treatment Youth (Langlade)	1,600,575	1,802,821	(202,247)
Hope House (Sober Living Marathon)	70,420	112,720	(42,300)
Sober Living (Langlade)	71,098	77,004	(5,907)
	$27,755,498	**$29,387,956**	**$(1,632,458)**
COMMUNITY LIVING			
Day Services (Langlade)	$284,492	$331,944	$(47,453)
Supportive Employment Program	-	-	-
	$284,492	**$331,944**	**$(47,453)**
NURSING HOME			
Mount View Care Center	$26,671,202	$24,531,483	$2,139,718
Pine Crest Nursing Home	-	-	-
	$26,671,202	**$24,531,483**	**$2,139,718**
OTHER PROGRAMS			
Pharmacy	$6,836,481	$7,141,097	$(304,616)
Aquatic Services	690,083	1,367,879	(677,796)
Birth To Three	-	-	-
Adult Protective Services	299,789	1,369,782	(1,069,993)
Demand Transportation	388,258	483,328	(95,370)
	$8,214,610	**$10,362,385**	**$(2,147,775)**
APPROPRIATIONS			
Marathon County	$4,316,018	-	$4,316,018
Lincoln County	618,039	-	618,039
Langlade County	236,492	-	236,492 -
	$5,170,549	**-**	**$5,170,549**
EMPLOYEE BENEFIT TRUST FUNDS			
Health Insurance	$8,403,976	$8,403,976	-
Dental Insurance	-	-	-
	$8,403,976	**$8,403,976**	**-**
TOTAL NCHC SERVICE PROGRAMS	**$94,398,815**	**$94,398,815**	**-**

REVENUE & EXPENSE BY COUNTY

	MARATHON COUNTY			LINCOLN COUNTY			LANGLADE COUNTY			TOTAL
	Revenue Budget	Expense Budget	Net Income/ (Loss)	Revenue Budget	Expense Budget	Net Income/ (Loss)	Revenue Budget	Expense Budget	Net Income/ (Loss)	Net Income/ (Loss)
DIRECT SERVICES										
Outpatient Services	$5,834,810	$6,385,294	$(550,485)	$1,122,947	$1,014,219	$108,728	$1,015,422	$982,594	$32,829	$(408,928)
Community Treatment-Adult	6,851,514	7,266,173	(414,660)	1,032,911	1,190,262	(157,351)	404,907	582,748	(177,841)	(749,852)
Community Treatment-Youth	7,613,751	7,682,176	(68,425)	2,137,142	2,291,942	(154,800)	1,600,575	1,802,821	(202,247)	(425,472)
Day Services	-	-	-	-	-	-	284,492	331,944	(47,453)	(47,453)
Sober Living	70,420	112,720	(42,300)	-	-	-	71,098	77,004	(5,907)	(48,206)
Demand Transportation	388,258	483,628	(95,370)	-	-	-	-	-	-	(95,370)
Aquatic Services	690,083	1,367,879	(677,796)	-	-	-	-	-	-	(677,796)
Pine Crest Nursing Home	-	-	-	-	-	-	-	-	-	-
Mount View Care Center	26,671,202	24,531,483	2,139,718	-	-	-	-	-	-	2,139,718
	$48,120,037	**$47,829,354**	**$290,683**	**$4,293,000**	**$4,496,424**	**$(203,424)**	**$3,376,494**	**$3,777,112**	**$(400,618)**	**$(313,359)**
SHARED SERVICES										
Adult Behavioral Health Hosp.	$5,584,940	$4,765,886	$819,053	$1,149,863	$981,231	$168,632	$788,738	$673,066	$115,671	$1,103,357
Youth Behavioral Health Hosp.	2,457,594	2,688,531	(230,937)	505,985	553,532	(47,547)	347,076	379,690	(32,614)	(311,097)
Out of County Placements	-	1,349,571	(1,349,571)	-	277,858	(277,858)	-	190,594	(190,594)	(1,818,023)
Residency Program	227,424	544,088	(316,663)	46,824	112,020	(65,197)	32,118	76,839	(44,721)	(426,581)
Crisis Services	434,067	2,250,632	(1,816,565)	89,369	463,375	(374,006)	61,302	317,847	(256,546)	2,447,117
Adult Crisis Stabilization Facility	2,414,284	1,558,429	855,855	497,068	320,859	176,209	340,959	220,090	120,869	1,152,933
Youth Crisis Stabilization Facility	1,165,365	1,105,558	59,807	239,933	227,619	12,313	164,580	156,133	8,446	80,566
Lakeside Recovery MMT	1,002,886	1,609,086	(606,200)	206,481	331,289	(124,808)	141,633	227,245	(85,611)	(816,619)
Supportive Employment Program	-	-	-	-	-	-	-	-	-	-
Pharmacy	5,074,916	5,301,041	(226,125)	1,044,856	1,091,412	(46,556)	716,709	728,644	(31,935)	(304,616)
Adult Protective Services	222,542	1,016,828	(794,286)	45,818	209,351	(163,533)	31,429	143,602	(112,174)	$(1,069,993)
	$18,584,019	**$22,189,650**	**$(3,605,632)**	**$3,826,197**	**$4,568,547**	**$(742,351)**	**$2,624,543**	**$3,133,752**	**$(509,208)**	**$(4,857,190)**
COUNTY APPROPROATIONS										
	$4,316,018	**-**	**$4,316,018**	**$618,039**	**-**	**$618,039**	**$236,492**	**-**	**$236,492**	**$5,170,549**
EXCESS REVENUE (EXPENSE)	**$71,020,074**	**$70,019,004**	**$1,001,070**	**$8,737,236**	**$9,064,971**	**$(327,735)**	**$6,237,529**	**$6,910,864**	**$(673,335)**	**$(0)**

REVENUES BY PROGRAM INCLUDING SUPPORT SERVICES

	2024 ACTUAL	2025 BUDGET	2026 PROPOSED BUDGET
SUPPORT SERVICES			
10-100-0100 - General	$687,661	$0	$0
10-100-0105 - Administration (including GASB 68 & 75)	84,113	25,935	23,412
10-100-0110 - Marketing & Communications	0	0	0
10-100-0115 - Safety & Security	0	0	0
10-100-0120 - Nursing Services Administration	0	0	0
10-100-0200 - Quality & Compliance	0	0	0
10-100-0205 - Human Resources	897	0	0
10-100-0210 - Learning & Development	0	0	0
10-100-0215 - Volunteer Services	10,608	9,435	11,986
10-100-0220 - Infection Prevention	0	0	0
10-100-0300 - Accounting	802,274	603,000	647,000
10-100-0400 - Purchasing	0	0	0
10-100-0500 - IMS	244	0	0
10-100-0510 - Health Information	4,275	10,000	0
10-100-0600 - Patient Financial Services	(36,362)	42,025	34,155
10-100-0605 - Patient Access Services	0	0	0
10-100-0700 - Environmental Support Services	2,092,812	1,685,622	2,052,677
10-100-0710 - In-House Transportation	0	0	0
10-100-0720 - Laundry	0	0	0
10-100-0740 - Housekeeping	0	0	0
10-100-0760 - Nutrition Services	272,888	151,000	216,000
10-100-0810 - Community Treatment Admin	0	0	0
10-100-0930 - Behavioral Health Administration	0	0	0
10-100-0940 - Medical Services Administration	0	0	0
20-100-0100 - General (Marathon Appropriations)	0	0	4,316,018
25-100-0900 - MVCC Administration	12,567	4,860	4,000
30-200-0100 - General (Lincoln Appropriations)	0	0	618,039
35-200-0900 - Pine Crest Administration	55,789	36,000	0
35-200-0700 - Pine Crest Environmental Services	863,051	744,930	0
35-200-0760 - Pine Crest Food Services	3,704	2,400	0
40-300-0100 - General (Langlade County Appropriations	0	0	236,492
50-100-0101 - Health Insurance Trust Fund	0	9,056,862	8,403,976
55-100-0101 - Dental Insurance Trust Fund	0	413,510	0
DIRECT SERVICES			
20-100-1000 - Adult Behavioral Health Hospital	$7,726,354	$7,880,922	7,364,932
20-100-1050 - Youth Behavioral Health Hospital	3,185,764	3,190,021	3,197,725
20-100-1125 - Lakeside Recovery MMT	1,120,275	1,450,107	1,231,657
20-100-1200 - Birth to Three Program	519,440	0	0
20-100-1300 - Adult Protective Services	853,260	828,469	284,693
20-100-1600 - Out of County Placements	0	0	0
20-100-1700 - Hope House Sober Living	86,848	77,831	69,342
20-100-1750 - Homelessness Initiative	0	0	0
20-100-1800 - Vocational Services	223,694	272,541	0
20-100-2000 - Wausau Outpatient Services	5,515,084	5,822,148	5,729,443
20-100-2125 - Psychiatry Residency Program	136,359	242,046	306,366
20-100-2200 - Crisis Services	3,213,874	2,954,351	531,401
20-100-2225 - Adult Crisis Stabilization Facility	4,722,824	2,343,976	3,132,767
20-100-2250 - Youth Crisis Stabilization Facility	1,840,640	1,470,015	1,505,525
20-100-2325 - Wausau Community Treatment - Adult	7,750,372	5,816,185	6,748,602
20-100-2550 - Wausau Community Treatment - Youth	8,303,517	6,518,956	7,520,044
20-100-2600 - Aquatic Services	1,060,043	1,069,885	557,508
20-100-2750 - Demand Transportation	375,846	414,807	383,000
20-100-2800 - Riverview Terrace	166,998	0	0
20-100-3500 - Pharmacy	7,069,067	7,075,393	6,726,288
25-100-3000 - MVCC Nursing Direct Care	23,422,014	23,286,764	24,724,755
25-100-3300 - MVCC Ancillary Charges	90,228	77,362	94,586
25-100-3600 - MVCC Rehabilitation Services	209,208	197,721	132,509
30-200-2000 - Merrill Outpatient	1,306,567	1,063,890	1,113,983
30-200-2325 - Merrill Community Treatment - Adult	1,108,717	889,686	1,022,044
30-200-2550 - Merrill Community Treatment - Youth	2,541,940	1,875,470	2,115,968
35-200-3000 - Pine Crest Post-Acute Care	13,295,360	13,787,810	0
35-200-3300 - Pine Crest Ancillary Charges	(8,781)	(10,000)	0
35-200-3600 - Pine Crest Rehabilitation Services	341,160	300,000	0
40-300-1700 - Antigo Sober Living	84,802	38,150	70,367
40-300-2000 - Antigo Outpatient	1,013,162	946,683	1,006,700
40-300-2325 - Antigo Community Treatment - Adult	416,118	338,810	399,706
40-300-2400 - Antigo Adult Day Services	300,172	300,521	281,241
40-300-2550 - Antigo Community Treatment - Youth	1,897,461	1,347,057	1,583,908
TOTAL ALL PROGRAMS	**$104,575,912**	**$104,653,157**	**$94,398,815**

EXPENSES BY PROGRAM INCLUDING SUPPORT SERVICES

	2024 ACTUAL	2025 BUDGET	2026 PROPOSED BUDGET
SUPPORT SERVICES			
10-100-0100 - General	$1,433,140	$(1,204,199)	160,614
10-100-0105 - Administration (including GASB 68 & 75)	1,994,428	2,632,923	1,964,550
10-100-0110 - Marketing & Communications	364,703	385,392	384,739
10-100-0115 - Safety & Security	727,049	688,113	791,162
10-100-0120 - Nursing Services Administration	0	0	0
10-100-0200 - Quality & Compliance	263,524	129,059	731,567
10-100-0205 - Human Resources	1,440,718	1,298,241	1,561,610
10-100-0210 - Learning & Development	0	0	0
10-100-0215 - Volunteer Services	184,845	183,780	188,930
10-100-0220 - Infection Prevention	0	0	0
10-100-0300 - Accounting	1,166,827	1,248,615	1,293,927
10-100-0400 - Purchasing	0	0	0
10-100-0500 - IMS	2,231,173	2,549,166	2,611,831
10-100-0510 - Health Information	465,974	550,309	545,332
10-100-0600 - Patient Financial Services	783,193	769,680	828,792
10-100-0605 - Patient Access Services	1,105,127	968,183	1,052,792
10-100-0700 - Environmental Support Services	2,092,812	1,685,622	2,052,677
10-100-0710 - In-House Transportation	178,309	317,370	251,835
10-100-0720 - Laundry	366,769	296,714	332,390
10-100-0740 - Housekeeping	1,240,964	1,222,236	1,373,024
10-100-0760 - Nutrition Services	2,420,546	2,389,036	2,410,059
10-100-0810 - Community Treatment Admin	0	1,098,568	1.590,888
10-100-0930 - Behavioral Health Administration	554,219	410,031	893,866
10-100-0940 - Medical Services Administration	196,458	0	657,466
20-100-0100 - General (Marathon Appropriations)	0	0	0
25-100-0900 - MVCC Administration	2,973,177	3,055,691	2,993,188
30-200-0100 - General (Lincoln Appropriations)	0	0	0
35-200-0900 - Pine Crest Administration	1,932,559	2,145,462	0
35-200-0700 - Pine Crest Environmental Services	1,666,722	1,307,291	0
35-200-0760 - Pine Crest Food Services	1,256,190	1,178,124	0
40-300-0100 - General (Langlade Appropriations)	0	0	0
50-100-0101 - Health Insurance Trust Fund	0	9,056,862	8,403,976
55-100-0101 - Dental Insurance Trust Fund	0	413,510	0
DIRECT SERVICES			
20-100-1000 - Adult Behavioral Health Hospital	5,092,434	$4,804,145	4,831,975
20-100-1050 - Youth Behavioral Health Hospital	2,681,775	3,082,427	2,708,052
20-100-1125 - Lakeside Recovery MMT	1,158,446	1,259,326	1,453,162
20-100-1200 - Birth to Three Program	519,440	0	0
20-100-1300 - Adult Protective Services	756,875	778,273	1,101,787
20-100-1600 - Out of County Placements	1,639,638	1,709,215	1,610,058
20-100-1700 - Hope House Sober Living	81,608	94,277	94,993
20-100-1750 - Homelessness Initiative	0	0	0
20-100-1800 - Vocational Services	239,667	267,564	0
20-100-2000 - Wausau Outpatient Services	3,689,397	4,924,470	4,107,107
20-100-2125 - Psychiatry Residency Program	271,013	519,716	659,844
20-100-2200 - Crisis Services	1,812,654	2,047,420	2,133,776
20-100-2225 - Adult Crisis Stabilization Facility	1,409,347	1,482,076	1,372,386
20-100-2250 - Youth Crisis Stabilization Facility	868,296	1,039,373	1,075,301
20-100-2325 - Wausau Community Treatment - Adult	5,240,186	5,586,970	5,645,458
20-100-2550 - Wausau Community Treatment - Youth	5,778,026	5,850,733	6,130,432
20-100-2600 - Aquatic Services	987,298	1,057,782	954,059
20-100-2750 - Demand Transportation	389,983	414,807	342,760
20-100-3500 - Pharmacy	6,492,320	6,797,547	6,350,683
25-100-3000 - MVCC Nursing Direct Care	12,285,659	13,391,477	13,982,291
25-100-3300 - MVCC Ancillary Charges	278,165	280,000	280,000
25-100-3600 - MVCC Rehabilitation Services	374,441	291,818	293,000
30-200-2000 - Merrill Outpatient	562,063	648,211	579,607
30-200-2325 - Merrill Community Treatment - Adult	808,973	780,575	949,437
30-200-2550 - Merrill Community Treatment - Youth	1,736,821	1,662,611	1,831,556
35-200-3000 - Pine Crest Post-Acute Care	7,769,898	8,008,084	0
35-200-3300 - Pine Crest Ancillary Charges	94,179	81,000	0
35-200-3600 - Pine Crest Rehabilitation Services	445,623	472,500	0
40-300-1700 - Antigo Sober Living	48,765	63,474	64,361
40-300-2000 - Antigo Outpatient	499,949	573,957	587,895
40-300-2325 - Antigo Community Treatment - Adult	390,949	380,762	452,733
40-300-2400 - Antigo Adult Day Services	265,336	260,363	281,241
40-300-2550 - Antigo Community Treatment - Youth	1,327,204	1,266,424	1,449,782
TOTAL ALL PROGRAMS	**$93,035,852**	**$104,653,157**	**$94,398,815**

PROFIT/LOSS BY PROGRAM INCLUDING SUPPORT SERVICES

	2025 BUDGET	2026 BUDGET	DIFFERENCE INCREASE/(DECREASE	% INCREASE (DECREASE)
SUPPORT SERVICES				
10-100-0100 - General	$1,204,199	$(160,614)	$(1,364,813)	-113%
10-100-0105 - Administration (including GASB 68 & 75)	(2,606,988)	(1.941,138)	665,850	-26%
10-100-0110 - Marketing & Communications	(385,392)	(384,739)	653	0%
10-100-0115 - Safety & Security	(688,113)	(791,162)	(103,049)	15%
10-100-0120 - Nursing Services Administraion	-	-	-	0%
10-100-0200 - Quality & Compliance	(129,059)	(731,467)	(602,408)	467%
10-100-0205 - Human Resources	(1,298,241)	(1,561,610)	(263,369)	20%
10-100-0210 - Learning & Development	-	-	-	0%
10-100-0215 - Volunteer Services	(174,345)	(176,944)	(2,599)	1%
10-100-0220 - Infection Prevention	-	-	-	0%
10-100-0300 - Accounting	(645,615)	(646,927)	(1,312)	0%
10-100-0400 - Purchasing	-	-	-	0%
10-100-0500 - IMS	(2,549,166)	(2,611,831)	(62,665)	2%
10-100-0510 - Health Information	(540,309)	(545,332)	(5,023)	1%
10-100-0600 - Patient Financial Services	(727,655)	(794,637)	(66,982)	9%
10-100-0605 - Patient Access Services	(968,183)	(1,052,792)	(84,609)	9%
10-100-0700 - Environmental Support Services	-	-	-	0%
10-100-0710 - In-House Transportation	(317,370)	(251,835)	65.535	-21%
10-100-0720 - Laundry	(296,714)	(332,390)	(35,676)	12%
10-100-0740 - Housekeeping	(1,222,236)	(1,373,024)	(150,788)	12%
10-100-0760 - Nutrition Services	(2,238,036)	(2,194,059)	43,977	-2%
10-100-0810 - Community Treatment Admin	(1,098,568)	(1,590,888)	(492,320)	45%
10-100-0930 - Behavioral Health Administration	(410,031)	(893,866)	(483,835)	118%
10-100-0940 - Medical Services Administration	0	(657,466)	(657,466)	0%
20-100-0100 - General (Marathon County Appropriations)	-	4,316,018	4,316,018	0%
25-100-0900 - MVCC Administration	(3,050,831)	(2,989,188)	61,643	-2%
30-200-0100 - General (Lincoln County Appropriations	-	618,039	618,039	0%
35-200-0900 - Pine Crest Administration	(2,109,462)	0	2,109,462	-100%
35-200-0700 - Pine Crest Environmental Services	(562,361)	0	562,361	-100%
35-200-0760 - Pine Crest Food Services	(1,175,724)	0	1,175,724	-100%
40-300-0100 - General (Langlade County Approproations)	-	236,492	236,492	0%
DIRECT SERVICES				
20-100-1000 - Adult Behavioral Health Hospital	$3,075,777	$2,532,957	$(543,820)	-18%
20-100-1050 - Youth Behavioral Health Hospital	107,594	489,673	382,079	355%
20-100-1125 - Lakeside Recovery MMT	190,781	(221,505)	412,286	-216%
20-100-1200 - Birth to Three Program	0	0	0	0%
20-100-1300 - Adult Protective Services	50,196	(817,094)	(867,290)	-1728%
20-100-1600 - Out of County Placements	(1,709,215)	(1,610,058)	99,157	-6%
20-100-1700 - Hope House Sober Living	(16,446)	(25,651)	(9,205)	56%
20-100-1750 - Homelessness Initiative	0	0	0	0%
20-100-1800 - Vocational Services	(4,977)	0	4,977	-100%
20-100-2000 - Wausau Outpatient Services	(897,678)	1,622,336	724,658	81%
20-100-2125 - Psychiatry Residency Program	(227,670)	(353,478)	(75,808)	27%
20-100-2200 - Crisis Services	906,931	(1,602,375)	(2,509,306)	-277%
20-100-2225 - Adult Crisis Stabilization Facility	861,900	1,760,381	898,481	104%
20-100-2250 - Youth Crisis Stabilization Facility	430,642	430,244	(418)	0%
20-100-2325 - Wausau Community Treatment - Adult	229,215	1,103,144	873,929	381%
20-100-2550 - Wausau Community Treatment - Youth	668,223	1,389,612	721,389	108%
20-100-2600 - Aquatic Services	12,103	(396,551)	(408,654)	-3376%
20-100-2750 - Demand Transportation	0	40,240	40,240	0%
20-100-3500 - Pharmacy	277,846	375,605	97,759	35%
25-100-3000 - MVCC Nursing Direct Care	9,895,287	10,742,464	847,177	9%
25-100-3300 - MVCC Ancillary Charges	(202,638)	(185,414)	17,224	-8%
25-100-3600 - MVCC Rehabilitation Services	(94,097)	(160,491)	(66,394)	71%
30-200-2000 - Merrill Outpatient	415,679	534,376	118,697	29%
30-200-2325 - Merrill Community Treatment - Adult	109,111	72,607	(35,504)	-33%
30-200-2550 - Merrill Community Treatment - Youth	(212,859)	284,412	71,553	34%
35-200-3000 - Pine Crest Post-Acute Care	5,779,726	0	(5,779,726)	-100%
35-200-3300 - Pine Crest Ancillary Charges	(91,000)	0	91,000	-100%
35-200-3600 - Pine Crest Rehabilitation Services	(172,500)	0	172,500	-100%
40-300-1700 - Antigo Sober Living	(25,324)	6,006	31,330	-124%
40-300-2000 - Antigo Outpatient	372,726	418,841	46,115	12%
40-300-2325 - Antigo Community Treatment - Adult	(41,952)	(53,027)	(11,075)	26%
40-300-2400 - Antigo Adult Day Services	40,158	0	(40,158)	-100%
40-300-2550 - Antigo Community Treatment - Youth	80,633	134,126	53,493	66%
TOTAL ALL PROGRAMS	**$0**	**$0**		

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REVENUES FOR DIRECT SERVICES INCLUDING SUPPORT SERVICES

	2024 ACTUAL	2025 BUDGET	2026 PROPOSED BUDGET
PROGRAMS			
20-100-1000 - Adult Behavioral Health Hospital	$7,935,547	$8,010,156	$7,523,540
20-100-1050 - Youth Behavioral Health Hospital	3,334,406	3,287,162	3,310,655
20-100-1125 - Lakeside Recovery MMT	1,258,412	1,535,220	1,351,000
20-100-1200 - Birth to Three Program	519,440	0	0
20-100-1300 - Adult Protective Services	866,832	836,159	299,789
20-100-1600 - Out of County Placements	0	0	0
20-100-1700 - Hope House Sober Living	87,987	78,708	70,420
20-100-1800 - Vocational Services	227,042	275,110	0
20-100-2000 - Wausau Outpatient Services	5,645,047	5,924,725	5,834,810
20-100-2125 - Psychiatry Residency Program	136,359	242,046	306,366
20-100-2200 - Crisis Services	3,277,203	3,002,454	584,737
20-100-2225 - Adult Crisis Stabilization Facility	4,877,848	2,439,592	3,252,312
20-100-2250 - Youth Crisis Stabilization Facility	1,922,688	1,522,160	1,569,877
20-100-2325 - Wausau Community Treatment - Adult	7,876,496	5,901,526	6,851,514
20-100-2400 - Adult Day Services	0	0	0
20-100-2550 - Wausau Community Treatment - Youth	8,416,993	6,593,704	7,613,751
20-100-2600 - Aquatic Services	1,238,601	1,179,617	690,083
20-100-2750 - Demand Transportation	383,143	419,786	388,258
20-100-3500 - Pharmacy	7,211,251	7,169,875	6,836,481
25-100-3000 - MVCC Nursing Direct Care	25,653,443	24,648,960	26,398,399
25-100-3300 - MVCC Ancillary Charges	94,378	80,063	97,842
25-100-3600 - MVCC Rehabilitation Services	267,684	232,599	174,961
30-200-2000 - Merrill Outpatient	1,317,356	1,074,572	1,122,947
30-200-2325 - Merrill Community Treatment - Adult	1,120,339	897,528	1,032,911
30-200-2550 - Merrill Community Treatment - Youth	2,566,851	1,891,654	2,137,142
35-200-3000 - Pine Crest Post-Acute Care	14,266,484	14,594,951	0
35-200-3300 - Pine Crest Ancillary Charges	2,989	(1,836)	0
35-200-3600 - Pine Crest Rehabilitation Services	396,849	347,624	0
40-300-1700 - Antigo Sober Living	87,932	38,776	71,098
40-300-2000 - Antigo Outpatient	1,047,606	954,921	1,015,422
40-300-2325 - Antigo Community Treatment - Adult	441,298	342,720	404,907
40-300-2400 - Antigo Adult Day Services	317,186	303,048	284,492
40-300-2550 - Antigo Community Treatment - Youth	1,658,287	1,359,207	1,600,575
50-100-0101 - Health Insurance Trust Fund	0	9,056,862	8,403,976
55-100-0101 - Dental Insurance Trust Fund	0	413,510	0
TOTAL ALL PROGRAMS	**$104,453,978**	**$104,653,157**	**$94,398,815**

EXPENSES FOR DIRECT SERVICES INCLUDING SUPPORT SERVICES

	2024 ACTUAL	2025 BUDGET	2026 BUDGET
PROGRAMS			
20-100-1000 - Adult Behavioral Health Hospital	$6,468,624	$5,908,617	$6,420,184
20-100-1050 - Youth Behavioral Health Hospital	3,426,092	3,768,778	3,621,753
20-100-1125 - Lakeside Recovery MMT	1,642,637	1,575,737	2,167,620
20-100-1200 - Birth to Three Program	519,440	0	0
20-100-1300 - Adult Protective Services	927,249	880,899	1,369,782
20-100-1600 - Out of County Placements	1,804,093	1,845,336	1,818,023
20-100-1700 - Hope House Sober Living	93,529	106,739	112,720
20-100-1800 - Vocational Services	275,832	317,010	0
20-100-2000 - Wausau Outpatient Services	5,420,531	6,392,874	6,385,294
20-100-2125 - Psychiatry Residency Program	281,614	519,716	732,947
20-100-2200 - Crisis Services	2,445,449	2,907,140	3,031,854
20-100-2225 - Adult Crisis Stabilization Facility	2,041,917	1,969,635	2,099,379
20-100-2250 - Youth Crisis Stabilization Facility	1,201,715	1,312,082	1,489,311
20-100-2325 - Wausau Community Treatment - Adult	6,510,264	6,975,247	7,266,173
20-100-2400 - Adult Day Services	0	0	0
20-100-2550 - Wausau Community Treatment - Youth	7,002,037	7,123,402	7,682,176
20-100-2600 - Aquatic Services	1,440,550	1,339,010	1,367,879
20-100-2750 - Demand Transportation	498,607	587,171	483,628
20-100-3500 - Pharmacy	7,206,681	7,561,758	7,141,907
25-100-3000 - MVCC Nursing Direct Care	22,411,951	21,730,607	23,712,424
25-100-3300 - MVCC Ancillary Charges	366,932	369,091	366,828
25-100-3600 - MVCC Rehabilitation Services	584,837	416,228	452,232
30-200-2000 - Merrill Outpatient	908,418	950,300	1,014,219
30-200-2325 - Merrill Community Treatment - Adult	991,427	986,127	1,190,262
30-200-2550 - Merrill Community Treatment - Youth	2,110,625	2,030,719	2,291,942
35-200-3000 - Pine Crest Post-Acute Care	13,431,834	13,517,542	0
35-200-3300 - Pine Crest Ancillary Charges	157,622	132,859	0
35-200-3600 - Pine Crest Rehabilitation Services	745,809	775,011	0
40-300-1700 - Antigo Sober Living	60,429	73,497	77,004
40-300-2000 - Antigo Outpatient	827,351	787,860	982,594
40-300-2325 - Antigo Community Treatment - Adult	508,979	486,269	582,748
40-300-2400 - Antigo Adult Day Services	319,143	300,408	331,944
40-300-2550 - Antigo Community Treatment - Youth	1,658,287	1,535,115	1,802,821
20-100-0100 - General (Marathon)	0	0	0
30-200-0100 - General (Lincoln)	0	0	0
40-300-0100 - General (Langlade)	0	0	0
50-100-0101 - Health Insurance Trust Fund	0	9,056,862	8,403,815
55-100-0101 - Dental Insurance Trust Fund	0	413,510	0
TOTAL ALL PROGRAMS	**$94,290,505**	**$104,653,157**	**$94,398,815**

PROFIT/LOSS FOR DIRECT SERVICES INCLUDING SUPPORT SERVICES

	2025 BUDGET	2026 BUDGET	DIFFERENCE INCREASE/(DECREASE	% INCREASE (DECREASE)
DIRECT SERVICES				
20-100-1000 - Adult Behavioral Health Hospital	$2,101,539	$1,103,375	$(998,182	-47%
20-100-1050 - Youth Behavioral Health Hospital	(481,616)	(311,097)	170,519	-35%
20-100-1125 - Lakeside Recovery MMT	40,517	816,619	(776,102)	1916%
20-100-1200 - Birth to Three Program	0	0	0	0%
20-100-1300 - Adult Protective Services	44,740	1,069,993	1,025,252	2292%
20-100-1600 - Out of County Placements	(1,845,336)	(1,818,023)	27,313	-1%
20-100-1700 - Hope House Sober Living	(28,032)	(42,300)	(14,268)	51%
20-100-1800 - Vocational Services	(41,900)	0	41,900	-100%
20-100-2000 - Wausau Outpatient Services	(468,149)	(550,485)	(82,336)	18%
20-100-2125 - Psychiatry Residency Program	(227,670)	(426,581)	(148,911)	54%
20-100-2200 - Crisis Services	95,314	(2,447,117)	(2,542,431)	-2667%
20-100-2225 - Adult Crisis Stabilization Facility	469,957	1,152,933	682,976	145%
20-100-2250 - Youth Crisis Stabilization Facility	210,078	80.566	(129,512)	-62%
20-100-2325 - Wausau Community Treatment - Adult	(1,073,721)	(414,660)	659,061	-61%
20-100-2400 - Adult Day Services	0	0	0	0%
20-100-2550 - Wausau Community Treatment - Youth	(529,699)	(68,425)	461,274	-87%
20-100-2600 - Aquatic Services	(159,393)	(677,796)	(518,403)	-325%
20-100-2750 - Demand Transportation	(167,386)	(95,370)	72,016	-43%
20-100-3500 - Pharmacy	(391,883)	(304,616)	87,267	-22%
25-100-3000 - MVCC Nursing Direct Care	2,918,353	2,685,975	(232,378)	-8%
25-100-3300 - MVCC Ancillary Charges	(289,028)	(268,986)	20,042	-7%
25-100-3600 - MVCC Rehabilitation Services	(183,629)	(277,271)	(93,642)	51%
30-200-2000 - Merrill Outpatient	124,272	108,728	(15,544)	-13%
30-200-2325 - Merrill Community Treatment - Adult	(88,599)	(157,351)	(68,752)	78%
30-200-2550 - Merrill Community Treatment - Youth	(139,065)	(154,800)	(15,735)	11%
35-200-3000 - Pine Crest Post-Acute Care	1,077,410	0	(1,077,410)	-100%
35-200-3300 - Pine Crest Ancillary Charges	(134,695)	0	134,695	-100%
35-200-3600 - Pine Crest Rehabilitation Services	(427,387)	0	427,387	-100%
40-300-1700 - Antigo Sober Living	(34,721)	(5,907)	(28,814)	-83%
40-300-2000 - Antigo Outpatient	167,061	32,829	(34,292)	80%
40-300-2325 - Antigo Community Treatment - Adult	(143,549)	(177,841)	(34,292)	24%
40-300-2400 - Antigo Adult Day Services	2,640	(47,453)	(50,093)	-1897%
40-300-2550 - Antigo Community Treatment - Youth	(175,908)	(202,247)	(26,338)	15%
20-100-0100 - General (Marathon)	0	4,316,018	4,316,018	0%
30-200-0100 - General (Lincoln)	0	618,039	618,039	0%
40-300-0100 - General (Langlade)	0	236,492	236,492	0%
50-100-0101 - Health Insurance Trust Fund	0	0	0	0%
55-100-0101 - Dental Insurance Trust Fund	0	0	0	0%
TOTAL ALL PROGRAMS	**$0**	**$0**		

COMMUNITY PROGRAMS

2026 Budget by Program

North Central Health Care's Community Programs, also known as Human Services Operations in past reports, include shared and direct community services programs. These services are the core services for which North Central Health Care was created. The State of Wisconsin offers direction on programming on varying levels in discharging each county's delegated primary responsibility to NCHC for the prevention or amelioration of mental disabilities, including but not limited to mental illness, developmental disabilities, alcoholism and substance use disorders. There are a number of programs contained within the Community Programs grouped into broad departments to deliver services.

Staffing for All Community Programs

The following staff comparison looks at total Full Time Equivalent (FTE's) by program for the Community Programs including all three counties of service.

STAFFING	FTE's	2024	2025	2026
10-100-930 - ACS Adminisration		-	-	5.00
10-100-940 - Outpatient Admin		-	-	4.05
20-100-2200 - Crisis Services		22.40	22.00	24.13
20-100-2225 - Adult Crisis Stabilization Facility		16.40	15.84	14.27
20-100-2250 - Youth Crisis Stabilization Facility		11.70	10.76	12.54
20-100-1000 - Adult Behavioral Health Hospital		35.50	35.59	35.66
20-100-1050 - Youth Behavioral Health Hospital		18.25	20.28	20.54
20-100-1125 - Lakeside Recovery MMT		13.60	15.73	15.91
20-100-2125 - Psychiatry Residency Program		0.10	0.08	1.10
20-100-1700 - Sober Living - Hope House Wausau		0.55	0.60	0.60
40-300-1700 - Sober Living - Hope House Antigo		0.55	0.60	0.60
2325 & 2550** Community Treatment		95.77	102.19	101.95
2000** - Outpatient Services		33.69	40.68	37.35
20-100-1300 - Adult Protective Services		7.95	7.80	8.00

*** Contains multiple prefixes by county which are combined for total program budget and staffing.*

ACUTE CARE SERVICES

Acute Care Services includes Crisis Services, Behavioral Health Hospitals (Adult & Youth), Acute Care Stabilization (Adult & Youth), Lakeside Recovery Medically-Monitored Treatment Program (MMT), and Sober Living programs in Antigo and Wausau.

Crisis Services | 20-100-2200

DESCRIPTION

North Central Health Care Crisis Services are state certified under DHS Chapter 34, and serve Marathon, Langlade, and Lincoln Counties. The 24 hour in-person walk in and call center, along with our mobile response and CART teams, provide individuals with the least restrictive care needed utilizing both natural and professional supports. The purpose is to assess and evaluate risk to determine and coordinate needed care including stabilization, hospitalization, and outpatient referrals for therapy, psychiatry, and Community Treatment.

Crisis Center: The center provides 24-hour specialized assistance with urgent mental health, including emotional situations and suicide prevention, developmental disability, and substance abuse needs. Immediate support will be provided to callers and walk in clients to stabilize acute crisis situations. The crisis center acts as triage, working collaboratively with clients, natural supports, and community partners to reach the best outcomes. Staff works closely with outside agencies such as 988 Suicide and Crisis Lifeline to provide local help to those client based outcomes. The Crisis Center also coordinates out-of-county placements and works with other counties to provide options for care for those utilizing our services.

Mobile Crisis: The staff of Crisis Services are trained as a state certified Mobile Crisis unit that travels to avert and de-escalate crisis situations where they are occurring in the community.

Crisis Assessment Response Team (CART): This program teams North Central Health Care Crisis Professionals with law enforcement partners to respond to community mental health concerns. Two teams serve Marathon County through this innovative partnership model.

Linkage and Follow-up: Individuals who are on commitments or settlement agreements are case monitored by Linkage Coordinators to ensure clients are participating in and compliant with their court ordered treatment. This program also makes needed referrals to Community Treatment and provides linkage and follow-up services to ensure continuity of care.

POPULATION SERVED

Anyone and everyone who is having a crisis related to mental health, suicidal ideation, or substance abuse may be served. We don't define our clients' crisis situations, they do, and we work hard to help alleviate them by offering resources, referrals, and coordination of care for all ages and populations.

REGULATIONS

Crisis Services are certified by the Department of Health Services, Chapter DHS 34.

HOURS/DAYS OF SERVICE

Crisis Services are available for residents in: Lincoln, Langlade and Marathon Counties: 24 hours/day, 7 days/week, 365 days/year.

STAFFING	FTE's 2024	2025	2026
20-100-2200 - Crisis Services	22.40	22.00	24.13

BUDGET SUMMARY

	2024 Budget	2025 Budget	2026 Proposed
Net Patient Services Revenue	$326,008	$244,088	$190,271
County Appropriation	2,516,329	2,516,329	-
Other Revenue	193,935	193,935	341,130
TOTAL REVENUE	**$3,036,271**	**$2,954,352**	**$531,401**
Salaries	$1,479,248	$ 1,388,272	$1,498,937
Benefits	7,268	559,161	541,573
Other Direct Expenses	1,016,809	99,987	93,266
TOTAL DIRECT EXPENSE	**$2,006,498**	**$2,047,420**	**$2,133,776**

ACUTE CARE SERVICES

Adult Crisis Stabilization | 20-100-2225

DESCRIPTION

The Crisis Stabilization Facility for Adults is a therapeutic mental health and substance use stabilization program operated 24-hours a day in a voluntary setting. The Adult program is a 16-bed program and provides observation, medication monitoring, basic case management and planned activities under the supervision of specially trained staff.

POPULATION SERVED

This program serves the needs of individuals with mental health or substance use disorders as an alternative for those who do not meet criteria for emergency inpatient admission or need short-term mental health stabilization. The program also serves as a step down from emergency inpatient services.

REGULATIONS

The Adult Crisis Stabilization Facility is licensed under Wisconsin Chapter 83 CBRF Regulations with a Class A non-ambulatory (ANA). A Class A non-ambulatory CBRF serves residents who are ambulatory, semi-ambulatory or non-ambulatory and who are mentally and physically capable of responding to a fire alarm by exiting the CBRF without any help or verbal or physical prompting.

HOURS OF SERVICE

24 hours/day, 7 days/week, 365 days/year

STAFFING	FTE's	2024	2025	2026
20-100-2225 - Adult Crisis Stabilization Facility		16.40	15.84	14.27

CENSUS	2024 Budget	2025 Budget	2026 Budget
Adult Crisis Stabilization	10.00	9.00	11.00

BUDGET SUMMARY

	2024 Budget	2025 Budget	2026 Proposed
Net Patient Services Revenue	$1,849,872	$1,429,534	$2,265,995
County Appropriation	-	-	-
Other Revenue	584,455	914,442	866,772
TOTAL REVENUE	**$2,434,327**	**$2,343,976**	**$3,132,767**
Salaries	$871,523	$884,122	$846,598
Benefits	373,023	350,272	343,125
Other Direct Expenses	254,768	247,682	182,663
TOTAL DIRECT EXPENSE	**$1,499,314**	**$1,482,076**	**$1,372,386**

ACUTE CARE SERVICES

Youth Crisis Stabilization | 20-100-2250

DESCRIPTION

The Crisis Stabilization Facility for Youth is a therapeutic mental health and substance use stabilization program operated 24-hours a day in a voluntary setting. The Youth program is a 8-bed program and provides observation, medication monitoring, basic case management and planned activities under the supervision of specially trained staff.

POPULATION SERVED

This program serves the needs of individuals with mental health or substance use disorders as an alternative for those who do not meet criteria for emergency inpatient admission or need short-term mental health stabilization. The program also serves as a step down from emergency inpatient services.

REGULATIONS

The Youth Crisis Stabilization Facility is licensed under Wisconsin Chapter DHS 50 as a short-term therapeutic service with a maximum of 8-beds that admits a minor to prevent or de-escalate the minor's mental health crisis and avoid admission of the minor to a more restrictive setting. The YCSF can also be used as a step-down from an inpatient setting.

HOURS OF SERVICE

24 hours/day, 7 days/week, 365 days/year

STAFFING	FTE's	2024	2025	2026
20-100- 2250 - Youth Crisis Stabilization Facility		11.70	10.76	12.54

CENSUS	2024 Budget	2025 Budget	2026 Budget
Youth Crisis Stabilization	4.00	4.00	4.00

BUDGET SUMMARY

	2024 Budget	2025 Budget	2026 Proposed
Net Patient Services Revenue	$841,523	$972,015	$896,958
County Appropriation	-	-	-
Other Revenue	417,250	498,000	608,567
TOTAL REVENUE	**$1,258,773**	**$1,470,015**	**$1,505,525**
Salaries	$599,666	$598,254	$638,993
Benefits	201,191	218,999	244,453
Other Direct Expenses	23,712	222,120	191,855
TOTAL DIRECT EXPENSE	**$824,569**	**$1,039,373**	**$1,075,301**

ACUTE CARE SERVICES

Adult Behavioral Health Hospital | 20-100-1000

DESCRIPTION

North Central Health Care provides acute inpatient behavioral health services through our Adult Behavioral Health Hospital for individuals who have complex psychiatric and detoxification needs. The Inpatient Psychiatric Hospital is an adult unit that provides assessment, evaluation, and treatment of mental illness and psychiatric needs in addition to medication management to ensure stabilization of an acute mental health crisis. The Inpatient Psychiatric Hospital offers psychiatric and alcohol detoxification services on both a voluntary and involuntary basis in a 16-bed unit located on the Wausau Campus.

POPULATION SERVED

The Adult Behavioral Health Hospital serves individuals ages 18 and older with severe psychiatric and detoxification needs.

REGULATIONS

The hospital is licensed by the State of Wisconsin. Additionally, the hospital is certified by the Department of Health Services, Chapter DHS 124 & Chapter DHS 61. Compliance with the Center for Medicare/Medicaid Services Conditions of Participation is also required.

HOURS/DAYS OF SERVICE

24 hours/day, 7 days/week, 365 days/year

STAFFING	FTE's 2024	2025	2026
20-100-1000 - Adult Behavioral Health Hospital	35.50	35.59	35.66

CENSUS	2024 Budget	2025 Budget	2026 Budget
Adult Behavioral Health Hospital	9.75	9.00	10.00

BUDGET SUMMARY

	2024 Budget	2025 Budget	2026 Proposed
Net Patient Services Revenue	$4,592,171	$5,119,257	$6,041,845
County Appropriation	1,438,578	1,438,578	-
Other Revenue	1,323,086	1,323,087	1,323,087
TOTAL REVENUE	**$7,353,835**	**$7,880,922**	**$7,364,932**
Salaries	2,987,963	$3,070,752	$3,016,804
Benefits	946,654	944,010	982,155
Other Direct Expenses	1,097,501	789,383	833,016
TOTAL DIRECT EXPENSE	**$5,032,118**	**$4,804,145**	**$4,831,975**

ACUTE CARE SERVICES

Youth Behavioral Health Hospital | 20-100-1050

DESCRIPTION

North Central Health Care provides acute inpatient behavioral health services for youth under age 18 who have complex psychiatric needs. The Youth Hospital Behavioral Health Hospital provides assessment, evaluation and treatment of mental health needs in addition to medication management to ensure stabilization of an acute mental health crisis. The Youth Behavioral Health Hospital offers psychiatric services on both a voluntary and involuntary basis in a 8-bed unit located on the Wausau Campus.

POPULATION SERVED

The Youth Behavioral Health Hospital serves individuals ages 13-17 with severe psychiatric and detoxification needs. For those under the age of 13, or other individuals we are unable to serve locally, appropriate placement and inpatient care services can be arranged through the Crisis Center as needed using Contracted Services.

REGULATIONS

The hospital is licensed by the State of Wisconsin. Additionally, the hospital is certified by the Department of Health Services, Chapter DHS 124 & Chapter DHS 61. Compliance with the Center for Medicare/Medicaid Services Conditions of Participation is also required.

HOURS/DAYS OF SERVICE

24 hours/day, 7 days/week, 365 days/year

STAFFING	FTE's	2024	2025	2026
20-100-1050 - Youth Behavioral Health Hospital		18.25	20.28	20.54

CENSUS	2024 Budget	2025 Budget	2026 Budget
Youth Behavioral Health Hospital	4.00	4.50	4.25

BUDGET SUMMARY

	2024 Budget	2025 Budget	2026 Proposed
Net Patient Services Revenue	$2,429,715	$ 3,130,015	$3,197,725
County Appropriation	60,006	60,006	-
Other Revenue	-	-	-
TOTAL REVENUE	**$2,489,721**	**$3,190,021**	**$3,197,725**
Salaries	$1,674,149	$1,503,322	$1,637,898
Benefits	499,638	509,293	497,790
Other Direct Expenses	642,168	1,069,812	572,364
TOTAL DIRECT EXPENSE	**$2,815,955**	**$3,082,427**	**$2,708,052**

ACUTE CARE SERVICES

Lakeside Recovery Medically Monitored Treatment (MMT) | 20-100-1125

DESCRIPTION

Lakeside Recovery Medically Monitored Treatment is a 28-day substance use treatment program operated 24-hours a day in a residential setting. This 16-bed program provides observation, medication monitoring, and treatment by a multi-disciplinary team under the oversight of a Medical Director. Lakeside Recovery includes specific programming for clients with dual diagnoses of substance use and mental health disorders. This model is necessary to meet the change in the complexity of the clients served.

POPULATION SERVED

The program is designed to meet the needs of clients who qualify for Level 3.5 care under the ASAM Criteria. This level, known as Clinically Managed High-Intensity Residential Services, is intended for individuals with substance use disorders (SUD) and/or co-occurring mental health conditions who require 24-hour supervision to ensure safety and support sustained abstinence.

REGULATIONS

Lakeside Recovery is licensed under Wisconsin Chapter 75.54 regulations, medically monitored residential treatment services.

HOURS OF SERVICE

24 hours/day, 7 days/week, 365 days/year

STAFFING	FTE's	2024	2025	2026
20-100-1125 - Lakeside Recovery (MMT)		13.60	15.73	15.91

CENSUS	2024 Budget	2025 Budget	2026 Budget
Lakeside Medically Monitored Treatment	13.00	13.00	10.25

BUDGET SUMMARY

	2024 Budget	2025 Budget	2026 Proposed
Net Patient Services Revenue	$975,772	$975,772	$1,157,366
County Appropriation	160,210	160,209	-
Other Revenue	391,114	314,126	74,291
TOTAL REVENUE	**$1,527,097**	**$1,450,107**	**$1,231,657**
Salaries	$761,289	$823,799	$923,610
Benefits	332,812	266,105	361,227
Other Direct Expenses	35,275	169,422	168,325
TOTAL DIRECT EXPENSE	**$1,129,376**	**$1,259,326**	**$1,453,162**

ACUTE CARE SERVICES

Psychiatry Residency Program | 20-100-2125

DESCRIPTION

North Central Health Care continues its educational partnership with the Medical College of Wisconsin to provide inpatient, outpatient, and crisis service experiences for the psychiatric residency program. North Central Health Care is one partner out of various site rotations located in central Wisconsin, which is charged with providing experiences attached to certain programs or patient populations.

STAFFING	FTE's	2024	2025	2026
20-100-2125 - Psychiatry Residency Program		0.10	0.08	1.10

BUDGET SUMMARY

	2024 Budget	2025 Budget	2026 Proposed
Net Patient Services Revenue	-	-	-
County Appropriation	-	-	-
Other Revenue	$ 877,280	$242, 046	$306,366
TOTAL REVENUE	**$877,280**	**$242,046**	**$306,366**
Salaries	$30,619	$23,173	$235,696
Benefits	7,268	5,800	57,958
Other Direct Expenses	1,016,809	490,471	366,190
TOTAL DIRECT EXPENSE	**$1,054,696**	**$519,716**	**$659,844**

ACUTE CARE SERVICES

ACS Administration | 10-100-930

DESCRIPTION

The Acute Care Services Administration Department provides overall leadership, coordination, and oversight for NCHC's continuum of acute behavioral health and stabilization programs. This includes management support for the Adult and Youth Behavioral Health Hospitals, Adult and Youth Crisis Stabilization Facilities, Crisis Services, Lakeside Recovery Medically Monitored Treatment (MMT), Sober Living Programs, and educational partnerships such as the Psychiatry Residency Program.

The department ensures consistency and quality across all acute care operations by aligning clinical, operational, and financial practices with NCHC's mission and regulatory requirements. Through its oversight role, the department helps integrate inpatient, stabilization, and recovery services into a seamless continuum of care, reduces reliance on out-of-county placements, and advances NCHC's vision of enriching lives and strengthening community mental health and recovery systems.

STAFFING	FTE's	2024	2025	2026
10-100-930 - ACS Administration		-	3.90	5.00

BUDGET SUMMARY

	2024 Budget	2025 Budget	2026 Proposed
Salaries	-	$311,178	$542,263
Benefits	-	80,853	144,654
Other Direct Expenses	-	18,000	206,949
TOTAL DIRECT EXPENSE	**-**	**$410,031**	**$893,866**

ACUTE CARE SERVICES

Antigo Sober Living - Hope House for Women | 40-300-1700

DESCRIPTION

Sober Living offers individuals post-treatment an opportunity to invest time building a stronger foundation for their recovery and supporting individuals following a recurrence.

Often a person leaves treatment without the safety and security of housing that honors his or her new recovery lifestyle. Sober Living homes provide a nurturing atmosphere where individuals are empowered to continue their recovery in a long-term, supportive environment with others who are in similar circumstances.

This environment promotes building community and prevents potential isolation. Solitude and lack of support, whether personal or environmental, are two of the most common reasons for recurrence. Spending time in a Sober Living house helps individuals in recovery gain strength and confidence from their housemates and peers.

POPULATION SERVED

Hope House Antigo provides support for women 18 and older in Langlade and surrounding counties.

REGULATIONS

Sober Living Environments are currently DQA-Registered Recovery Residences.

HOURS OF SERVICE

24 hours/day, 7 days/week, 365 days/year

STAFFING	FTE's	2024	2025	2026
40-300-1700 - Sober Living - Hope House Antigo		0.55	0.60	0.60

CENSUS	2024 Budget	2025 Budget	2026 Budget
Sober Living - Hope House Antigo	5.36	3.00	3.00

BUDGET SUMMARY

	2024 Budget	2025 Budget	2026 Proposed
Net Patient Services Revenue	-	-	-
County Appropriation	$20,000	$ 20,000	-
Other Revenue	17,325	18,150	70,367
TOTAL REVENUE	**$37,325**	**$38,150**	
Salaries	$31,698	$37,553	$39,167
Benefits	9,707	12,404	13,298
Other Direct Expenses	12,014	13,517	11,896
TOTAL DIRECT EXPENSE	**$53,419**	**$63,474**	**$64,361**

ACUTE CARE SERVICES

Wausau Sober Living – Hope House for Men | 20-100-1700

DESCRIPTION

Sober Living offers individuals post-treatment an opportunity to invest time building a stronger foundation for their recovery and supporting individuals following a recurrence.

Often a person leaves treatment without the safety and security of housing that honors his or her new recovery lifestyle. Sober Living homes provide a nurturing atmosphere where individuals are empowered to continue their recovery in a long-term, supportive environment with others who are in similar circumstances.

This environment promotes building community and prevents potential isolation. Solitude and lack of support, whether personal or environmental, are two of the most common reasons for recurrence. Spending time in a Sober Living house helps individuals in recovery gain strength and confidence from their housemates and peers.

POPULATION SERVED

Hope House Wausau provides support for men 18 and older in Marathon and surrounding counties.

REGULATIONS

Sober Living Environments are currently DQA-Registered Recovery Residences.

HOURS OF SERVICE

24 hours/day, 7 days/week, 365 days/year

STAFFING	FTE's	2024	2025	2026
20-100-1700 - Sober Living - Hope House Wausau		0.55	0.60	0.60

CENSUS	2023 Budget	2024 Budget	2025 Budget
Sober Living - Hope House Wausau	7.03	7.00	6.00

BUDGET SUMMARY

	2024 Budget	2025 Budget	2026 Proposed
Net Patient Services Revenue	-	-	-
County Appropriation	$35,482	$35,481	-
Other Revenue	51,200	42,350	69,342
TOTAL REVENUE	**$86,682**	**$77,831**	**$69,342**
Salaries	$31,698	$37,553	$39,167
Benefits	9,707	12,898	13,209
Other Direct Expenses	35,629	43,826	42,617
TOTAL DIRECT EXPENSES	**$77,034**	**$94,277**	**$94,993**

COMMUNITY BEHAVIORAL HEALTH SERVICES

Community Behavioral Health Services includes multiple programs in both Community Treatment (Adult & Youth) and Outpatient Mental Health Services & Substance Use Treatment. Additionally, the management of and Adult Protective Services was transitioned to Community Programs in late 2022. Individual programs will be detailed separately on the following pages, with the overall corresponding budgets for Community Treatment, Outpatient Services and Adult Protective Services following each group.

*Community Treatment Adult & Youth | 2325 & 2550*** *...continued on next page*

COMPREHENSIVE COMMUNITY SERVICES (CCS) ADULT DESCRIPTION

Comprehensive Community Services (CCS) is a program that helps adults live their best life by providing supports that address their unique needs related to mental health and substance use. CCS is intended to assist individuals that need a level of care that is beyond traditional Outpatient Services, but who may have ongoing needs that, if left unaddressed, could result in hospitalizations during times of crisis.

POPULATION SERVED

Comprehensive Community Services (CCS) is a program available to adults with a mental illness, substance use disorder, or a dual diagnosis. CCS is for individuals who have needs for ongoing services resulting from mental health and/or substance use disorders, but who are not in need of Community Support Program (CSP) services.

REGULATIONS

Comprehensive Community Services is a certified program and operates under the Department of Health Services, DHS Chapter 36.

HOURS OF SERVICE

Monday – Friday, 8:00 am – 4:30 pm

COMMUNITY SUPPORT PROGRAM (CSP) DESCRIPTION

Community Support Services provides coordinated professional care and treatment in the community that includes a broad range of services to meet an individual's unique personal needs, reduce symptoms, and promote recovery. The goal is for individuals to remain in the community while enhancing the quality of their lives, reduce the need for repeated treatment and prolonged care in hospital settings.

POPULATION SERVED

Community Support Program is for adults living with a serious and persistent mental illness.

REGULATIONS

Community Support Program is a certified program and operates under the Department of Health Services, DHS Chapter 63.

HOURS OF SERVICE

Monday – Friday, 8:00 am – 4:30 pm

*** Contains multiple prefixes by county which are combined for total program budget information.*

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COMPREHENSIVE COMMUNITY SERVICES YOUTH DESCRIPTION (CCS)

Comprehensive Community Services (CCS) is a program that help youth live their best life by providing supports that address their unique needs related to mental health and substance use. CCS is intended to assist individuals who are in need of care outside of inpatient settings, but who may have ongoing needs that, if left unaddressed, could result in hospitalizations during time of crisis.

POPULATION SERVED

Comprehensive Community Services (CCS) is a program available to youth living with a mental illness, substance use disorder or dual diagnosis. CCS is for individuals who have needs for ongoing services result from mental health and/or substance use disorders. Services are individualized and specifically designed for individuals who are under 18 years of age or are still attending school.

REGULATIONS

Comprehensive Community Services is a certified program and operates under the Department of Health Services, DHS Chapter 36

HOURS OF SERVICE

Monday – Friday, 8:00 am – 4:30 pm

CHILDREN'S LONG TERM SUPPORT (CLTS) AND CHILDREN'S COMMUNITY OPTIONS PROGRAM (CCOP) DESCRIPTION

Children's Long-Term Support (CLTS) and Children's Community Options Program (CCOP) provides funding for case management and community supports for children with substantial limitations in daily activities and need support to remain in their home or community. Funding can be used for a range of services based on the assessment of needs of the child and his or her family.

POPULATION SERVED

To be eligible for CLTS, individuals must be under 22 years of age and have a developmental disability, severe emotional disturbance, and/or physical disability that impacts their functioning. North Central Health Care provides services only in Lincoln and Langlade Counties.

REGULATIONS

Children's Long-Term support is a Home and Community Based Waiver that is overseen by the Department of Health Services in Wisconsin.

HOURS OF SERVICE

Monday – Friday: 8:00 am – 4:30 pm

COMMUNITY BEHAVIORAL HEALTH SERVICES

Community Treatment Adult & Youth | 2325 & 2550**...continued from previous page

STAFFING	FTE's	2024	2025	2026
2325 & 2550** Community Treatment		95.77	102.19	101.95

*** Contains multiple prefixes by county which are combined for total program budget and staffing.*

BUDGET SUMMARY

	2024 Budget	2025 Budget	2026 Proposed
Net Patient Services Revenue	$14,804,811	$15,323,532	$18,744,890
County Appropriation	-	-	-
Other Revenue	1,132,534	1,462,632	645,382
TOTAL REVENUE	**$15,937,345**	**$16,786,164**	**$19,390,272**
Salaries	$5,807,858	$6,213,069	5,880,339
Benefits	2,152,698	2,367,103	2,212,979
Other Direct Expenses	6,566,518	8,046,471	8,366,080
TOTAL DIRECT EXPENSE	**$14,527,074**	**$16,626,643**	**$16,459,398**

COMMUNITY BEHAVIORAL HEALTH SERVICES

Community Treatment Admin | 10-100-810

The Community Treatment Administration Department provides leadership and oversight for NCHC's comprehensive community-based treatment programs serving adults and youth across Marathon, Lincoln, and Langlade Counties. This includes administrative support for programs such as Comprehensive Community Services (CCS), Community Support Program (CSP), Children's Long-Term Support (CLTS), and related evidence-based practices that help individuals live successfully in the community.

The department ensures consistency in operations by managing budgets, staffing, quality, and compliance with state and federal regulations. Community Treatment Administration also facilitates coordination with county partners, schools, health systems, and community agencies to strengthen service integration and ensure continuity of care.

Through its role, the department supports individualized, recovery-oriented, and person-centered services that reduce reliance on institutional care, promote independence, and enhance quality of life for individuals and families throughout the tri-county region.

STAFFING	FTE's	2024	2025	2026
10-100-810 - Community Treatment Admin		-	-	13.65

BUDGET SUMMARY

	2024 Budget	2025 Budget	2026 Proposed
Salaries	-	-	$965,485
Benefits	-	-	353,941
Other Direct Expenses	-	-	271,462
TOTAL DIRECT EXPENSE	**-**	**-**	**$1,590,888**

COMMUNITY BEHAVIORAL HEALTH SERVICES

Outpatient Services | 2000** ...continued on next page

DESCRIPTION

Outpatient Services provides non-residential treatment to address mental health, substance use disorder, or co-occurring disorders. Individual, family, and group treatment options are available to residents of all ages in Marathon, Lincoln, and Langlade Counties. Services are provided by a variety of professionals including counselors, therapists, nurse practitioners, and psychiatrists.

Services provided in Outpatient Services include evaluation, diagnosis, psychotherapy, and medication management. Psychiatric services provided include initial psychiatric evaluation, ongoing monitoring, and medication management. Clients in need of medication management will meet with a psychiatric provider who is skilled in psychiatric care and provides treatment and medication management.

Individuals may seek services for a variety of needs including but not limited to:

- Anxiety
- Depression
- Abuse/Trauma
- Mood Disorders
- Psychotic Disorders
- Personality Disorders
- Stress
- Addiction
- Major Life Changes
- Grief & Loss
- Relationship Challenges

Outpatient Services provide a continuum of care specific to mental health and substance use disorders based on assessment and determined level of care recommendations.

Brainspotting: Brainspotting is a neuroscience-based treatment modality that uses eye positions to access the brain's natural healing process, helping reduce trauma, anxiety, and stress while improving emotional well-being.

EMDR Services: EMDR is a cutting-edge treatment approach designed to help individuals process traumatic memories and experiences, ultimately fostering healing and resolution. Research has shown that EMDR can accelerate the healing process compared to traditional methods.

Intoxicated Driver Program: Wisconsin law requires any individual convicted of OWI to complete an alcohol or drug evaluation. When an individual is convicted of an OWI offense, they are required to contact an approved IDP assessment facility for their county of residence within 72 hours after the conviction. An individual will obtain an OWI assessment with the authorized facility based upon their county of residence.

Intensive Outpatient (IOP): A group treatment provided three times per week for individuals who need more than individual therapy, but do not meet criteria for a higher level of care. The group focuses on early recovery from substance use and runs 16 weeks.

Relapse Prevention: This is group treatment that focuses on assessing recurrence patterns, identifying strengths, resources, barriers, managing stressors, and identifying self-intervention strategies. The group runs 32 weeks on Monday and Thursdays from 3:00 pm - 4:40 pm.

POPULATION SERVED

Outpatient Services provides support and treatment to residents of all ages in Marathon, Lincoln, and Langlade Counties for a multitude of diverse situations.

REGULATIONS

Outpatient Services are regulated through Department of Health Services, Chapter 75.

HOURS OF SERVICE

Monday – Friday: 7:30 am – 4:30 pm.

*** Contains multiple prefixes by county which are combined for total program budget information.*

COMMUNITY BEHAVIORAL HEALTH SERVICES

Outpatient Services | 2000**...continued from previous page

STAFFING	FTE's	2024	2025	2026
2000** - Outpatient Services		33.69	40.68	37.35

*** Contains multiple prefixes by county which are combined for total program budget and staffing.*

BUDGET SUMMARY

	2024 Budget	2025 Budget	2026 Proposed
Net Patient Services Revenue	$3,542,831	$4,108,548	$3,436,747
County Appropriation	-	-	-
Other Revenue	3,832,575	3,724,173	4,413,379
TOTAL REVENUE	**$7,375,406**	**$7,832,721**	**$7,850,126**
Salaries	$3,434,270	$3,373,158	3,394,354
Benefits	970,558	1,004,393	993,813
Other Direct Expenses	1,190,984	1,769,087	886,406
TOTAL DIRECT EXPENSE	**$5,595,812**	**$6,146,638**	**$5,274,573**

COMMUNITY BEHAVIORAL HEALTH SERVICES

Outpatient Admin | 10-100-940

The Outpatient Services Administration Department provides leadership, coordination, and oversight for NCHC's outpatient and community-based behavioral health programs across Marathon, Lincoln, and Langlade Counties. This includes administrative support for outpatient mental health and substance use services, psychiatric care, and related nursing operations.

The department ensures consistency and quality in outpatient programming by managing budgets, staffing, and compliance with state and federal regulations. Outpatient Administration also promotes integration of psychiatric, therapy, and substance use treatment services, helping to reduce barriers to care and strengthen coordination across the continuum.

As the central hub for outpatient oversight, the department serves as a liaison between providers, community, and county partners, ensuring programs remain accessible, sustainable, and person-centered while meeting the diverse needs of individuals and families in our service region.

STAFFING	FTE's	2024	2025	2026
10-100-810 - Community Treatment Admin		-	-	4.05

BUDGET SUMMARY

	2024 Budget	2025 Budget	2026 Proposed
Salaries	-	-	$491,742
Benefits	-	-	112,503
Other Direct Expenses	-	-	53,221
TOTAL DIRECT EXPENSE	**-**	**-**	**$657,466**

COMMUNITY BEHAVIORAL HEALTH SERVICES

Adult Protective Services | 20-100-1300

DESCRIPTION

North Central Health Care's Adult Protective Services (APS) help protect individuals 18 years of age and older who, due to intellectual disability, mental illness, a degenerative brain disorder or other cognitive disability, are vulnerable and unable to make decisions or advocate for themselves. Screenings are conducted to determine the needs and vulnerabilities of adults. Based on professional observations, APS will make referrals for evaluations and services. Adult Protective Services can intervene and provide emergency protective services or placement orders, help petition for guardianship and protective placement for qualified individuals, and complete necessary court reports and evaluations for all protective placements. Adult Protective Services also provides ongoing reviews of protective placements and can assist with locating guardian resources.

Adult Protective Services receives and screens reports of possible elder abuse, neglect (self or by others) and exploitation and then conducts investigations and makes referrals to the appropriate agencies to ensure individuals receive the assistance they need. At times, this may involve honoring a competent adult's right to make their own decision, despite potential risks. If necessary, APS can help protect the individual by assisting with protective placement and guardianship actions through the court.

POPULATION SERVED

Adult Protective Services serves all adults age 18 and older in Marathon, Lincoln and Langlade Counties. Population served may include individuals with intellectual disability, mental illness, a degenerative brain disorder, dementia, or a cognitive disability who are vulnerable and unable to make decisions or advocate for themselves.

REGULATIONS

Wisconsin Statute Chapters 54, 55 and 46.90. Each county is required to name a responsible agency to make reports for suspected abuse and neglect and to provide a response. As well, each county is required to name an adult protective services agency.

HOURS OF SERVICE

8:00 am – 4:30 pm with special accommodations to meet needs of families.

STAFFING	FTE's	2024	2025	2026
20-100-1300 - Adult Protective Services		7.95	7.80	8.10

BUDGET SUMMARY

	2024 Budget	2025 Budget	2026 Proposed
Net Patient Services Revenue	$5,500	$2,250	$30,000
County Appropriation	555,352	555,351	-
Other Revenue	261,135	270,868	254,693
TOTAL REVENUE	**$821,987**	**$828,469**	**$284,693**
Salaries	$524,778	$513,351	$552,776
Benefits	194,974	205,545	210,503
Other Direct Expenses	96,387	59,377	338,508
TOTAL DIRECT EXPENSE	**$816,139**	**$778,273**	**$1,101,787**

COMMUNITY BEHAVIORAL HEALTH SERVICES

Contracted Services | 20-100-1600

The Contracted Services department accounts for costs associated with placing adults and youth in state-operated or specialized psychiatric facilities when care cannot be provided locally.

These placements are often necessary for individuals requiring a higher level of psychiatric care, specialized programming, or when local bed capacity is unavailable. While NCHC's priority remains treating individuals close to home to maintain family and community connections, contracted placements provide a vital safety net to ensure that residents receive timely, clinically appropriate, and secure treatment when local resources are not sufficient.

BUDGET SUMMARY

	2024 Budget	2025 Budget	2026 Proposed
Salaries	-	-	-
Benefits	-	-	-
Other Direct Expenses	-	$1,845,336	$1,610,058
TOTAL DIRECT EXPENSE	**-**	**$1,845,336**	**$1,610,058**

COMMUNITY LIVING

2026 Budget by Program

North Central Health Care's Community Living offers a range of services for adults with physical disabilities, mental health needs, and developmental disabilities. These services include Adult Day Services, Vocational Services, and Demand Transportation. Adult Day Services are offered Langlade County. Demand Transportation services are provided in Marathon County only. Vocational Services are provided in Marathon and Langlade Counties.

COMMUNITY LIVING

Staffing for All Community Living

The following staff comparison looks at total Full Time Equivalent (FTE's) by program for the Community Living including all three counties of service.

STAFFING	FTE's	2024	2025	2026
40-300-2400 - Adult Day Services		17.95	3.90	4.00
20-100-2750 - Demand Transportation		4.80	4.50	4.30

COMMUNITY LIVING

Adult Day Services | 40-300-2400

DESCRIPTION

Adult Day Services are provided in Langlade County and serve individuals who are 18 and older with developmental and physical disabilities. Programming helps participants reach their greatest social, educational, cognitive, life, and community potential by offering them a variety of activities that match their interest and growth. Adult Day Services work with individuals through a discovery process to assist in defining their individual strengths and barriers and develop programming options that assist in overcoming barriers and move towards independence and social inclusion. Adult Day Services programs emphasize activities designed to promote good physical and mental health through focusing on life skill development, community integration, and social skill development.

POPULATION SERVED

Adult Day Services provides programming to individuals, 18 and older, with developmental and physical disabilities in Langlade County.

REGULATIONS

Adult Day Services does not have any specific regulatory requirements. It follows best practice for such services.

HOURS OF SERVICE

Adult Day Services - Antigo
8:00 am – 3:30 pm

STAFFING	FTE's	2024	2025	2026
40-300-2400 - Adult Day Services		17.95	3.90	4.00

BUDGET SUMMARY

	2024 Budget	2025 Budget	2026 Proposed
Net Patient Services Revenue	$1,156,611	$300,121	$281,241
County Appropriation	-	-	-
Other Revenue	800	400	-
TOTAL REVENUE	**$1,157,411**	**$300,521**	**$281,241**
Salaries	$732,380	$153,568	$174, 036
Benefits	315,556	76,531	91,561
Other Direct Expenses	91,370	30,264	15,644
TOTAL DIRECT EXPENSE	**$1,139,306**	**$260,363**	**$281,241**

COMMUNITY LIVING

Demand Transportation | 20-100-2750

DESCRIPTION

North Central Health Care Demand Transportation Program offers transportation for Marathon County residents who are age 60 or over, or individuals of any age who are non-ambulatory (unable to walk) who are not a member of a long-term support program. The trip types that are provided by the Marathon County Transportation Program are medical and nutritional (grocery shopping). Co-payments are charged depending on the length of the trip. A personal care attendant (encouraged) or service animal may accompany rider at no extra charge.

POPULATION SERVED

We serve the residents of Marathon County who are 60 or older or non-ambulatory people who are not members of a long term support program.

REGULATIONS

85.21 WI DOT requirements

HOURS OF SERVICE

Service Hours: Monday – Friday, 8:00 am – 4:30 pm

STAFFING	FTE's 2024	2025	2026
20-100-2750 - Demand Transportation	4.80	4.50	4.30

RIDES PROVIDED	2024	2025	2026
Demand Transportation	4,292.00	8,556.00	8,400.00

BUDGET SUMMARY

	2024 Budget	2025 Budget	2026 Proposed
Net Patient Services Revenue	$37,833	$64,526	$65,000
County Appropriation	-	31,977	-
Other Revenue	359,280	318,304	318,000
TOTAL REVENUE	**$397,113**	**$414,807**	**$383,000**
Salaries	$206,205	$191,729	$195,009
Benefits	93,343	87,094	69,690
Other Direct Expenses	97,565	135,984	78,061
TOTAL DIRECT EXPENSE	**$397,113**	**$414,807**	**$342,760**

NURSING HOME SERVICES

2026 Budget by Program

Mount View Care Center is a skilled nursing facility located on our main campus in Wausau. With a licensed capacity of 159 residents, Mount View Care Center's neighborhoods serve individuals in need of short-term rehabilitation, post-acute care with complex physical conditions, ventilator-dependent care, long-term skilled nursing care, and those in need of specialized nursing care for dementia, psychiatric and neurological diseases, or behavioral needs. The following programs are the consolidated service areas for NCHC's Nursing Home Services.

Mount View Care Center

MOUNT VIEW CARE CENTER

Total Staffing for Mount View Care Center

The following staff comparison looks at total Full Time Equivalent (FTE's) by program for Mount View Care Center Administration and Nursing Direct Care Services.

STAFFING	FTE's 2024	2025	2026
25-100-0900 - MVCC Administration	7.75	8.40	8.70
25-100-3000 - MVCC Direct Nursing Care	111.85	130.71	130.00

CENSUS	2024 Budget	2025 Budget	2026 Budget
Mount View Care Center	128.00	128.00	125.00

MOUNT VIEW CARE CENTER

Administration | 25-100-0900

DESCRIPTION

The overall administrative oversight functions for Mount View Care Center operations are consolidated into a separate program and are allocated out to each program based on direct expenses.

STAFFING	FTE's 2024	2025	2026
25-100-0900 - MVCC Administration	7.75	8.40	8.70

BUDGET SUMMARY

	2024 Budget	2025 Budget	2026 Proposed
Net Patient Services Revenue	-	-	-
County Appropriation	$6,000	-	-
Other Revenue	-	$4,860	$4,000
TOTAL REVENUE	**$6,000**	**$4,860**	**$4,000**
Salaries	$509,135	$565,306	$614,052
Benefits	224,687	247,224	241,603
Other Direct Expenses	1,981,051	2,243,161	2,137,533
TOTAL DIRECT EXPENSE	**$2,714,873**	**$3,055,691**	**$2,993,188**

MOUNT VIEW CARE CENTER

Ancillary Services | 25-100-3300

DESCRIPTION

Ancillary services are services or items that are not included in our daily rates. Some examples of these items are transportation, durable medical equipment, oxygen, laboratory test and vaccinations that are required to be administered through our Federal and State Regulations.

BUDGET SUMMARY

	2024 Budget	2025 Budget	2026 Proposed
Net Patient Services Revenue	$45,566	$77,362	$94,586
County Appropriation	-	-	-
Other Revenue	-	-	-
TOTAL REVENUE	**$45,566**	**$77,362**	**$94,596**
Salaries	-	-	-
Benefits	-	-	-
Other Direct Expenses	$281,214	$280,000	$280,000
TOTAL DIRECT EXPENSE	**$281,214**	**$280,000**	**$280,000**

MOUNT VIEW CARE CENTER

Mount View Care Center has a licensed capacity of 159 residents serving serve individuals in need of short-term rehabilitation, post-acute care with complex physical needs, ventilator-dependent care, long term skilled nursing care, and those in need of specialized nursing care for dementia, psychiatric and neurological diseases, or behavioral needs. The facility is located in Wausau and primarily serves residents of Marathon County, although admissions for ventilator-dependent care come from across region.

*Nursing Direct Care Services | 25-100-3000**...continued on next page*

LONG-TERM CARE DESCRIPTION

Mount View Care Center's Long-Term Care provides 24-hour skilled nursing services that are adapted to helping residents, assisting with the tasks of daily living, physical therapy, transitioning to dementia care, comfort/hospice care, or the management of chronic illness. Each individual care plan is structured around the resident's life pattern.

POPULATION SERVED

Long-Term Care provides services to adults of all ages in need of skilled nursing care for assistance with daily living, physical therapy, transitioning to dementia care, comfort/hospice care or for management of a chronic illness.

REGULATIONS

State of Wisconsin Dept. of Health Services - DHS 132; Center for Medicare/Medicaid Services - Conditions of Participation; and Federal Regulations for Skilled Nursing Facilities.

HOURS/DAYS OF SERVICE

24 hours/day, 7 days/week, 365 days/year. For more information on admissions, contact 715.581.3422.

MEMORY CARE DESCRIPTION

Mount View Care Center's innovative dementia care program specializes in caring for people in varying stages of dementia, neurological, psychiatric and behavior disabilities. Teams focus on providing frequent, individualized opportunities that maintain the highest levels of ability for those living with dementia. The team takes a comprehensive view of the residents past and uses that knowledge to promote quality experiences.

POPULATION SERVED

Memory Care specializes in caring for adults of all ages in varying stages of dementia, neurological, psychiatric and behavior disabilities.

REGULATIONS

State of Wisconsin Dept. of Health Services - DHS 132; Center for Medicare/Medicaid Services - Conditions of Participation; and Federal Regulations for Skilled Nursing Facilities.

HOURS/DAYS OF SERVICE

24 hours/day, 7 days/week, 365 days/year. For more information on admissions, contact 715.581.3422.

MOUNT VIEW CARE CENTER

Nursing Direct Care Services | 25-100-3000...continued from previous page

SHORT-TERM REHABILITATION DESCRIPTION

Short-Term Rehabilitation offers post-acute care for short term rehabilitation and specializes in complex physical conditions associated with aging and operates as a transitional unit for short-term rehabilitation and convalescent stays.

The most extensive rehabilitative care opportunities available in Central Wisconsin are provided, even for the most medically complex situations – all delivered on-site. Numerous rehabilitation techniques, from warm water physical therapy to complex respiratory care only found at Mount View Care Center, give our teams the ability to uniquely approach each resident's recovery..

POPULATION SERVED

Short-Term Rehabilitation serves adults of all ages with complex physical conditions associated with aging and operates as a transitional unit for short-term rehabilitation and convalescent stays.

REGULATIONS

State of Wisconsin Dept. of Health Services - DHS 132; Center for Medicare/Medicaid Services - Conditions of Participation; and Federal Regulations for Skilled Nursing Facilities.

HOURS/DAYS OF SERVICE

24 hours/day, 7 days/week, 365 days/year. For more information on admissions, contact 715.581.3422.

VENTILATOR-DEPENDENT CARE DESCRIPTION

Mount View Care Center Ventilator Dependent Care specializes in care for adults with a ventilator dependency. Our team provides 24/7 on-site respiratory therapy and nursing services with reliable, personal care for each individual. Ventilator Dependent Care focuses on ventilator dependent rehabilitation, recovery, and liberation and is 1 of only 6 care facilities in Wisconsin with approved units dedicated for the care of ventilator-dependent residents. Our highly trained team help residents adjust to ventilator-dependent lifestyles.

POPULATION SERVED

Ventilator-Dependent Care serves adults of all ages with ventilator dependency needs.

REGULATIONS

State of Wisconsin Dept. of Health Services - DHS 132; Center for Medicare/Medicaid Services - Conditions of Participation; and Federal Regulations for Skilled Nursing Facilities.

HOURS/DAYS OF SERVICE

24 hours/day, 7 days/week, 365 days/year. For more information on admissions, contact 715.581.3422.

MOUNT VIEW CARE CENTER

Nursing Direct Care Services | 25-100-3000...continued from previous page

STAFFING	FTE's	2024	2025	2026
25-100-3000 - MVCC Direct Nursing Care		111.85	130.71	130.11

CENSUS	2024 Budget	2025 Budget	2026 Budget
Mount View Care Center	128.00	128.00	125.00

BUDGET SUMMARY

	2024 Budget	2025 Budget	2026 Proposed
Net Patient Services Revenue	$19,920,550	$21,741,764	$23,179,755
County Appropriation	1,545,000	1,545,000	1,545,000
Other Revenue	25,000	-	-
TOTAL REVENUE	**$21,490,550**	**$23,286,764**	**$24,724,755**
Salaries	$7,460,007	$8,628,439	$8,113,337
Benefits	2,820,715	3,604,663	2,927,921
Other Direct Expenses	2,273,728	1,158,375	2,896,033
TOTAL DIRECT EXPENSE	**$12,554,450**	**$13,391,477**	**$13,982,291**

MOUNT VIEW CARE CENTER

Rehab Services | 25-100-3600

DESCRIPTION

Rehab services are a contract provider of physical, occupational, and speech therapy for residents and patients of Mount View Care Center to enhance them to their highest possible activities of daily living.

POPULATION SERVED

Residents and patients of Mount View Care Center. Some outpatient services provided for the Inpatient Hospital and Outpatient therapy for recently discharged residents.

REGULATIONS

Programs are subject to the State of Wisconsin Dept. of Health Services - DHS 132; Center for Medicare/Medicaid Services - Conditions of Participation; and Federal Regulations for Skilled Nursing Facilities.

HOURS/DAYS OF SERVICE

Monday – Friday: 8:00 – 4:30, with 7-day coverage as needed. To access our admissions phone is available 24 hours/7 days a week. The number to get more information is 715.581.3422.

BUDGET SUMMARY

	2024 Budget	2025 Budget	2026 Proposed
Net Patient Services Revenue	$351,924	$197,721	$132,509
County Appropriation	-	-	-
Other Revenue	-	-	-
TOTAL REVENUE	**$351,924**	**$197,721**	**$132,509**
Salaries	-	-	-
Benefits	-	-	-
Other Direct Expenses	$503,000	$291,818	$293,000
TOTAL DIRECT EXPENSE	**$503,000**	**$291,818**	**$293,000**

MOUNT VIEW CARE CENTER

Aquatic Therapy Services | 20-100-2600

DESCRIPTION

North Central Health Care Aquatic Therapy Center offers warm water aquatic physical therapy, water exercise programs and community programs that help individuals manage pain and maintain or reclaim their independence. The therapy pool is maintained at a 92-degree temperature. Under the direction of a physician, North Central Health Care's licensed physical therapist devises a treatment plan using water as both a supporting, gravity-reducing environment, and a conditioning medium. Upon discharge, the therapist provides each patient with a self-directed exercise program for both pool and home use. Warm water therapy can bring relief from pain, spur recovery and improve range of motion, balance, strength, and coordination.

POPULATION SERVED

The Aquatic Therapy Center serves people of all ages those who have physical disabilities, are recovering from surgeries, or have musculoskeletal conditions such as fibromyalgia, arthritis, and lower back pain. All those served are under the referral of a physician.

REGULATIONS

The operation of the pool is regulated by the State of WI Dept. of Health Services, Chapter DHS 172: Safety, Maintenance and Operation of Public Pools and Water Attractions.

HOURS OF SERVICE

Monday, Wednesday: 7:30am – 4:30pm
Tuesday & Thursday: 7:30am – 5:30pm
Friday: 7:30am-1:30pm
The number to get more information is 715.848.4551

STAFFING	FTE's	2024	2025	2026
20-100-2600 - Aquatic Services		8.35	8.15	8.15

BUDGET SUMMARY

	2024 Budget	2025 Budget	2026 Proposed
Net Patient Services Revenue	$662,010	$667,271	$507,508
County Appropriation	352,615	352,614	-
Other Revenue	70,000	50,000	50,000
TOTAL REVENUE	**$1,084,625**	**$1,069,885**	**$557,508**
Salaries	$534,720	$543,485	$460,539
Benefits	200,872	189,871	173,871
Other Direct Expenses	331,818	324,426	319,649
TOTAL DIRECT EXPENSE	**$1,067,410**	**$1,057,782**	**$954,059**

SUPPORT SERVICES

2026 Budget by Program

Support Services include the many different operations that support the people, financial, clinical and service success of North Central Health Care operations. Operational efficiencies and changing the way Support Services operates adds value to NCHC programs and is always top of mind. Departments include a variety of programs in Finance and Administration for both general operations and direct care services.

FINANCE & ADMINISTRATION

Total Staffing for Support Services

The following staff comparison looks at total Full Time Equivalent (FTE's) by program for North Central Health Care Support Services.

STAFFING	FTE's	2024	2025	2026
10-100-0105 - Corporate Administration		5.00	6.00	6.00
10-100-0110 - Marketing & Communications		2.50	2.50	2.50
10-100-0115 - Safety & Security		9.00	8.00	10.00
10-100-0200 - Quality & Compliance		2.00	1.00	5.00
10-100-0205 - Human Resources		9.00	7.50	9.50
10-100-0215 - Volunteer & Guest Services		3.25	3.45	3.25
10-100-0300 - Accounting		11.70	11.40	11.40
10-100-0500 - IMS		7.00	7.00	7.00
10-100-0510 - Health Information		7.40	7.40	7.00
10-100-0600 - Patient Financial Services		9.15	9.15	9.15
10-100-0605 - Patient Access Services		13.40	14.60	14.60
10-100-0710 - In-House Transportation		1.95	2.05	2.05
10-100-0720 - Laundry		3.00	3.80	3.80
10-100-0740 - Housekeeping		18.60	18.80	20.00
20.010-100-0760 - Nutrition Services		33.10	27.75	27.75
20-100-3500 - Pharmacy		10.60	10.64	10.64

SUPPORT SERVICES

Accounting | 10-100-0300

DESCRIPTION

Accounting is responsible for providing financial information, reporting, and analysis to assist NCHC leaders, board members, community partners, and regulatory agencies in making operational and strategic decisions. Accounting is committed to providing accurate, timely, and useful financial information. The purchasing function is included as part of the Accounting unit within the Support Services program, reflecting our integrated approach to financial operations. Purchasing serves as the central purchasing service for all of NCHC. This area orders and delivers purchases to all programs. This area is also responsible for monitoring proper purchasing based on the contract with the buying group that NCHC belongs to. This program is allocated based on the percentage of overall expenditures per program.

STAFFING	FTE's	2024	2025	2026
10-100-0300 - Accounting		11.70	11.40	11.40

BUDGET SUMMARY

	2024 Budget	2025 Budget	2026 Proposed
Net Patient Services Revenue	-	-	-
County Appropriation	-	-	-
Other Revenue	$68,278	$603,000	$647,000
TOTAL REVENUE	**$68,278**	**$603,000**	**$647,000**
Salaries	$704,982	$703,993	$749,437
Benefits	282,458	303,452	298,608
Other Direct Expenses	286,621	241,170	245,882
TOTAL DIRECT EXPENSE	**$1,274,061**	**$1,248,615**	**$1,293,927**

Corporate Administration | 10-100-0105

DESCRIPTION

Corporate Administration provides overall administrative leadership for the organization and includes Executive support.

STAFFING	FTE's	2024	2025	2026
10-100-0105 - Corporate Administration		5.00	6.00	6.00

BUDGET SUMMARY

	2024 Budget	2025 Budget	2026 Proposed
Net Patient Services Revenue	-	-	-
County Appropriation	-	-	-
Other Revenue	$ 239,881	$25,935	$23,412
TOTAL REVENUE	**$239,881**	**$25,935**	**$23,412**
Salaries	$669,555	$1,302,784	$634,493
Benefits	183,557	312,281	177,394
Other Direct Expenses	1,084,820	1,017,858	1,152,663
TOTAL DIRECT EXPENSE	**$1,937,932**	**$2,632,923**	**$1,964,550**

SUPPORT SERVICES

Environmental Support Services | 10-100-0700

DESCRIPTION

Environmental Services includes Maintenance, Systems Maintenance, and Grounds. In 2017, Maintenance, Systems Maintenance and Grounds employees were transferred to Marathon County.

BUDGET SUMMARY

	2024 Budget	2025 Budget	2025 Proposed
Net Patient Services Revenue	-	-	-
County Appropriation	-	-	-
Other Revenue	$1,769,903	$1,685,622	$2,052,677
TOTAL REVENUE	**$1,769,903**	**$1,685,622**	**$2,052,677**
Salaries	-	-	-
Benefits	-	-	-
Other Direct Expenses	$1,769,903	$1,685,622	$2,052,677
TOTAL DIRECT EXPENSE	**$1,769,903**	**$1,685,622**	**$2,052,677**

Health Information | 10-100-0510

DESCRIPTION

The Health Information Management (HIM) department is dedicated to ensuring the accuracy, security, and accessibility of patient medical records, facilitating efficient data management and compliance with healthcare regulations. HIM is committed to supporting quality patient care and organizational operations.

STAFFING	FTE's	2024	2025	2026
10-100-0510 - Health Information		7.40	7.40	7.00

BUDGET SUMMARY

	2024 Budget	2025 Budget	2026 Proposed
Net Patient Services Revenue	-	-	-
County Appropriation	-	-	-
Other Revenue	$9,000	$10,000	-
TOTAL REVENUE	**$9,000**	**$10,000**	**-**
Salaries	$338,738	$359,215	$362,280
Benefits	166,625	156,561	149,742
Other Direct Expenses	10,992	34,533	33,310
TOTAL DIRECT EXPENSE	**$516,355**	**$550,309**	**545,332**

SUPPORT SERVICES

Housekeeping | 10-100-0740

DESCRIPTION

The Housekeeping program provides infection control/cleaning services for all Mount View Care Center and Inpatient Behavioral Health Programs including Crisis Center, Nutritional Services, Aquatics and all non-patient areas at the NCHC Wausau Campus. This program is allocated based on square footage.

STAFFING	FTE's	2024	2025	2026
10-100-0740 - Housekeeping		18.60	18.80	20.00

BUDGET SUMMARY

	2024 Budget	2025 Budget	2026 Proposed
Salaries	$740,075	$728,313	$836,008
Benefits	340,419	320,341	354,223
Other Direct Expenses	132,581	173,582	182,793
TOTAL DIRECT EXPENSE	**$1,213,075**	**$1,222,236**	**$1,373,024**

Human Resources | 10-100-0105

DESCRIPTION

Human Resources works efficiently and effectively across the organization by providing knowledge, support, guidance, and oversight of all human resources functions. Human Resources staff partner with employees beginning at recruitment all the way to retirement in the following areas: recruitment, employee relations, orientation & onboarding, training, learning and development, performance management, employee health, employee engagement, and benefits & compensation.

STAFFING	FTE's	2024	2025	2026
10-100-0205 - Human Resources		9.00	7.50	9.50

BUDGET SUMMARY

	2024 Budget	2025 Budget	2026 Proposed
Salaries	$640,818	$574,038	$719,525
Benefits	195,343	155,364	228,958
Other Direct Expenses	556,906	568,839	613,127
TOTAL DIRECT EXPENSE	**$1,393,067**	**$1,298,241**	**$1,561,610**

SUPPORT SERVICES

Information Management Services | 10-100-0500

DESCRIPTION

Information Management Services (IMS) is responsible for NCHC's application portfolio array. IMS focuses on implementing new software solutions, understanding user workflows, sustaining vendor relations, maintaining systems, helping with analytical insights, and end user support such as facilitating training.

STAFFING	FTE's	2024	2025	2026
10-100-0500 - IMS		7.00	7.00	7.00

BUDGET SUMMARY

	2024 Budget	2025 Budget	2026 Proposed
Salaries	$543,970	$558,715	$587,125
Benefits	178,125	190,165	214,743
Other Direct Expenses	1,560,379	1,800,286	1,809,963
TOTAL DIRECT EXPENSE	**$2,282,474**	**$2,549,166**	**$2,611,831**

In-House Transportation | 10-100-0710

DESCRIPTION

In-house transportation maintains the vehicle fleet which includes cars, passenger vans, paratransit vans, and buses used for client transportation. This program is the provider of courier services for the tri-county organization, as well as Pharmacy and Laundry delivery.

POPULATION SERVED

Employees and clients of NCHC.

HOURS OF SERVICE

Monday – Friday, 7:00 am – 5:00 pm

STAFFING	FTE's	2024	2025	2026
10-100-0710 - In-House Transportation		1.95	2.05	2.05

BUDGET SUMMARY

	2024 Budget	2025 Budget	2026 Proposed
Salaries	$89,210	$90,328	$95,680
Benefits	38,216	49,908	54,472
Other Direct Expenses	139,549	177,134	101,503
TOTAL DIRECT EXPENSE	**$266,975**	**$317,370**	**$251,835**

SUPPORT SERVICES

Laundry | 10-100-0720

DESCRIPTION

Laundry provides laundry services for all Mount View Care Center and all Inpatient Behavioral Health Programs. The service includes picking up soiled laundry, doing inventory and stocking clean linens on campus. Laundry also provides services for housekeeping, Nutritional Services, and the Aquatic Therapy Center. This program is allocated based on pounds of laundry processed.

STAFFING	FTE's 2024	2025	2026
10-100-0720 - Laundry	3.00	3.80	3.80

BUDGET SUMMARY

	2024 Budget	2025 Budget	2026 Proposed
Net Patient Services Revenue	$5,000	-	-
County Appropriation	-	-	-
Other Revenue	-	-	-
TOTAL REVENUE	**$5,000**	**-**	**-**
Salaries	$117,011	$147,397	$151,378
Benefits	66,984	60,730	79,478
Other Direct Expenses	59,645	88,587	101,534
TOTAL DIRECT EXPENSE	**$243,640**	**$296,714**	**$332,390**

Marketing & Communications | 10-100-0110

DESCRIPTION

Marketing and Communications manages centralized communication for NCHC, both internally and externally. This includes creating and distributing messages to staff, as well as engaging with media and partners. The department also handles marketing and advertising for services and recruitment across various platforms. Costs for this program are allocated based on direct expenses. Additionally, the department budgets for employee recognition, retention initiatives, recruitment advertising, and mail room staff and expenditures.

STAFFING	FTE's 2024	2025	2026
10-100-0110 - Marketing & Communications	2.50	2.50	2.50

BUDGET SUMMARY

	2024 Budget	2025 Budget	2026 Proposed
Salaries	$176,058	$176,058	$194,262
Benefits	46,028	48,672	52,574
Other Direct Expenses	156,031	160,662	137,903
Total Direct Expense	**$378,117**	**$385,392**	**$384,739**

SUPPORT SERVICES

Nutritional Services | 10-100-0760

DESCRIPTION

Nutritional Services provides three meal services a day for all Mount View Care Center and Inpatient Behavioral Health Programs, including Crisis Center. Our Dietitians provide regulatory consults to all Behavioral Health Services as needed. These programs are allocated based on number of meals served. Nutritional Services is a revenue generating program, our Employee Cafeteria and Bistro provide meals to employees, guests and staff campus-wide. We are open 7 days a week including holidays and weekends. We also provide on-site catering to North Central Health Care and Marathon County entities.

STAFFING	FTE's	2024	2025	2026
10-100-0760 - Nutrition Services		33.10	27.75	27.75

BUDGET SUMMARY

	2024 Budget	2025 Budget	2026 Proposed
Net Patient Services Revenue	-	-	-
County Appropriation	-	-	-
Other Revenue	$157,985	$151,000	$216,000
Total Revenue	**$157,985**	**$151,000**	**$216,000**
Salaries	$1,326,474	$1,140,748	$1,210,434
Benefits	543,084	427,186	365,544
Other Direct Expenses	748,468	821,102	834,081
Total Direct Expense	**$2,618,026**	**$2,389,036**	**$2,410,059**

Patient Access Services | 10-100-0605

DESCRIPTION

Patient Access processes outpatient referrals and the clerical portion of the community treatment referrals, scheduling, and enrollment of all new and follow up clients that come to NCHC at all locations as well as hospital discharges from diversions and NCHC clients within the Marathon, Lincoln and Langlade counties.

STAFFING	FTE's	2024	2025	2026
10-100-0605 - Patient Access Services		13.40	14.60	14.60

BUDGET SUMMARY

	2024 Budget	2025 Budget	2026 Proposed
Salaries	$619,187	$646,361	$729,980
Benefits	262,241	292,603	285,748
Other Direct Expenses	20,655	29,219	37,064
Total Direct Expense	**$902,083**	**$968,183**	**$1,052,792**

SUPPORT SERVICES

Patient Financial Services | 10-100-0600

DESCRIPTION

Patient Financial Services processes billing of services for Mount View Care Center and all programs within NCHC's lines of service which equates to approximately10,000 bills per month. This program is allocated based on the number of clients in NCHC programs and residents in MVCC.

STAFFING	FTE's	2024	2025	2026
10-100-0600 - Patient Financial Services		9.15	9.15	9.15

BUDGET SUMMARY

	2024 Budget	2025 Budget	2026 Proposed
Net Patient Services Revenue	$55,000	$40,000	$45,00
County Appropriation	-	-	-
Other Revenue	15,015	12,025	5,000
TOTAL REVENUE	**$70,015**	**$52,025**	**$50,000**
Salaries	$487,101	$480,923	$525,619
Benefits	209,880	193,030	224,636
Other Direct Expenses	81,526	105,727	94,382
TOTAL DIRECT EXPENSE	**$778,507**	**$779,680**	**$844,637**

Pharmacy | 20-100-3500

DESCRIPTION

Pharmacy provides comprehensive medication management and serves as a clinical resource for our Adult and Youth Hospitals, Skilled Nursing Facilities, Adult and Youth Crisis Stabilization Facilities, Community Treatment, and NCHC employees.

STAFFING	FTE's	2024	2025	2026
20-100-3500 - Pharmacy		10.60	10.64	10.64

BUDGET SUMMARY

	2024 Budget	2025 Budget	2026 Proposed
Net Patient Services Revenue	$6,634,723	$6,788,055	$6,531,720
County Appropriation	-	-	-
Other Revenue	363,700	287,338	194,568
TOTAL REVENUE	**$6,998,423**	**$7,075,393**	**$6,726,288**
Salaries	$834,528	$839,719	$902,150
Benefits	232,092	258,728	247,888
Other Direct Expenses	5,715,867	5,699,100	5,200,645
TOTAL DIRECT EXPENSE	**$6,782,487**	**$6,797,547**	**$6,350,683**

SUPPORT SERVICES

Quality & Compliance | 10-100-0200

DESCRIPTION

Quality & Compliance supports the organization making sure the organization is abiding by legal, ethical, and regulatory standards applicable to our organization.

STAFFING	FTE's	2024	2025	2026
10-100-0200 - Quality & Compliance		2.00	1.00	5.00

BUDGET SUMMARY

	2024 Budget	2025 Budget	2026 Proposed
Salaries	$224,216	$95,222	$418,626
Benefits	82,876	24,851	174,610
Other Direct Expenses	5,639	8,986	138,231
TOTAL DIRECT EXPENSE	**$312,731**	**$129,059**	**$731,467**

Safety & Security | 10-100-0115

DESCRIPTION

Safety & Security focuses on safety, security, emergency management, and compliance. The department is committed to fostering an environment of collaboration, information-sharing, utilizing an integrated approach to safety and security, optimal efficacy and consistency in incident response, protocols and procedures, and to establishing and strengthening partnerships across the organization that both support and enhance safety and security.

STAFFING	FTE's	2024	2025	2026
10-100-0115 - Safety & Security		9.00	8.00	10.00

BUDGET SUMMARY

	2024 Budget	2025 Budget	2026 Proposed
Salaries	$457,101	$403,506	$526,324
Benefits	202,832	127,896	172,703
Other Direct Expenses	120,038	156,711	92,135
TOTAL DIRECT EXPENSE	**$779,971**	**$688,113**	**$791,162**

SUPPORT SERVICES

Volunteer & Guest Services | 10-100-0215

DESCRIPTION

Volunteers play a very important role at North Central Health Care as part of our team. They offer clients, patients, residents, families and staff members their compassion, skills, talent and time. In so doing, North Central's professionals are able to devote more time to direct patient care and recovery. Volunteer Services manages volunteer opportunities including Heartfelt Gift Shop operations.

As part of the Volunteer Services program, Guest Services also operates the switchboard phone system for the main call in center for North Central Health Care Wausau Campus and Mount View Care Center, as well as provide in-person check-in and guest services at Mount View Care Center.

STAFFING	FTE's	2024	2025	2026
10-100-0215 - Volunteer & Guest Services		3.25	3.45	3.25

BUDGET SUMMARY

	2024 Budget	2025 Budget	2026 Proposed
Net Patient Services Revenue	-	-	-
County Appropriation	-	-	-
Other Revenue	$10,284	$9,435	$11,986
Total Revenue	**$10,284**	**$9,435**	**$11,986**
Salaries	$120,392	$128,746	$129,130
Benefits	49,596	37,835	39,593
Other Direct Expenses	14,839	17,199	20,207
TOTAL DIRECT EXPENSE	**$184,827**	**$183,780**	**$188,930**

HEALTH & DENTAL INSURANCE

10-100-0101

DESCRIPTION

The Health & Dental Insurance fund is established to provide for an effectively manage the self-funded health and dental insurance benefits for individuals participating in NCHC's health plan. This fund is utilized to account for the claims and costs related to the self-funded health and dental plans, along with the premiums by the employer and employee for the plans.

BUDGET SUMMARY

	2024 Budget	2025 Budget	2026 Proposed
Net Patient Services Revenue			-
County Appropriation			-
Other Revenue	$8,857,031	$9,470,372	$8,403,976
Total Revenue	**$8,857,031**	**$9,470,372**	**$8,403,976**
Salaries	$37,885	-	$39,956
Benefits	8,819,146	-	6,349
Other Direct Expenses	-	$9,470,372	8,357,671
TOTAL DIRECT EXPENSE	**$8,857,031**	**$9,470,372**	**$8,403,976**

DEBT SERVICE PAYMENT

In accordance with the facilities lease agreement, NCHC is responsible for making annual debt service payments to Marathon County. The first payment of $2.0 million began in 2024, with the amount scheduled to increase to $3.0 million in 2026. Payments will continue to rise by $500,000 annually over the following two years, reaching a maximum of approximately $4.1 million.

PAYMENT SOURCE	AMOUNT
Mount View Care Center	$1,643,400
Human Services Programs	1,356,600
TOTAL	**$3,000,000**

Staffing Totals for All North Central Health Care Programs

The following staff comparison looks at total Full Time Equivalent (FTE's) by program for all North Central Health Care departments including all three counties of service.

STAFFING FTE's	2024	2025	2026
10-100-0105 - Corporate Administration	5.00	6.00	6.00
10-100-0110 - Marketing & Communications	2.50	2.50	2.50
10-100-0115 - Safety & Security	9.00	8.00	10.00
10-100-0200 - Quality & Compliance	2.00	1.00	5.00
10-100-0205 - Human Resources	9.00	7.50	9.50
10-100-0215 - Volunteer & Guest Services	3.25	3.45	3.25
10-100-0300 - Accounting	11.70	11.40	11.40
10-100-0500 - IMS	7.00	7.00	7.00
10-100-0510 - Health Information	7.40	7.40	7.00
10-100-0600 - Patient Financial Services	9.15	9.15	9.15
10-100-0605 - Patient Access Services	13.40	14.60	14.60
10-100-0710 - In-House Transportation	1.95	2.05	2.05
10-100-0720 - Laundry	3.00	3.80	3.80
10-100-0740 - Housekeeping	18.60	18.80	20.00
10-100-0760 - Nutrition Services	33.10	27.75	27.75
10-100-0810 - Community Treatment Admin	-	-	13.65
10-100-0930 - Community Treatment Admin	-	3.90	5.00
10-100-0810 - Outpatient Admin	-	-	4.05
20-100-1000 - Adult Behavioral Health Hospital	35.50	35.59	25.66
20-100-1050 - Youth Behavioral Health Hospital	18.25	20.28	20.54
20-100-1125 - Lakeside Recovery MMT	13.60	15.73	15.91
20-100-1300 - Adult Protective Services	7.95	7.80	8.10
20-100-1700 - Sober Living - Hope House Wausau	0.55	0.60	0.60
2000** - Outpatient Services	33.69	40.68	33.30
20-100-2125 - Psychiatry Residency Program	0.10	0.08	1.10
20-100-2200 - Crisis Services	22.40	22.0	24.13
20-100-2225 - Adult Crisis Stabilization Facility	16.40	15.84	14.27
20-100-2250 - Youth Crisis Stabilization Facility	11.70	10.76	12.54
2325 & 2550** Community Treatment	95.77	102.19	88.30
40-300-2400 - Adult Day Services	17.95	3.90	4.00
20-100-2600 - Aquatic Services	8.35	8.15	8.15
20-100-2750 - Demand Transportation	4.80	4.50	4.30
20-100-3500 - Pharmacy	10.60	10.64	10.64
25-100-0900 - MVCC Administration	7.75	8.40	8.70
25-100-3000 - MVCC Direct Nursing Care	111.85	130.71	130.11
40-300-1700 - Sober Living - Hope House Antigo	0.55	0.60	0.60
TOTAL FTE'S	**612.00**	**696.80**	**582.65**

** Was not included in NCHC 2024 Budget.*

*** Contains multiple prefixes by county which are combined for total program budget and staffing.*

CAPITAL BUDGET

2026 Requests

North Central Health Care (NCHC) has a multi-faceted process for capital budgeting and funding with each of our county partners. Capital budgeting is a process that involves the identification of potentially desirable projects for capital expenditures, the subsequent evaluations of capital expenditure proposals, and the selection of proposals that meet certain criteria. NCHC's threshold to capitalize an asset requires the purchase to be $2,500 or more and have a useful life of two or more years. Equipment with a value of less than $2,500 are budgeted separately and expensed within a program's budget. Moveable equipment of any cost is considered an operational expense and is budgeted for and approved as either an expense or when eligible a capitalized asset.

The following is a listing of capital budgeted items that are included in the 2026 budget and beyond:

PROGRAM	DESCRIPTION OF PROJECT	2026	2027	2028	2029	2030
IMS	Proactive Tech Upgrades (4YR Rotation)	$225,000	$195,000	$195,000	$195,000	$195,000
IMS	CCITC Phone System Upgrade	250,000	150,000	-	-	-
IMS	Video Conferencing Equipment	30,000	30,000	30,000	-	-
IMS	Oracle Health to Replace Televox	22,000	-	-	-	-
IMS	QuickCharge Upgrades	-	65,000	-	-	-
Finance	Cashiering Software Implementation	-	-	250,000	-	-
Finance	ERP System Replacement	-	-	1,500,000	-	-
Rev. Cycle	ERP System Replacement	-	-	-	-	4,000,000
Dietary	Kitchenette Dishwasher Replacement	34,056	-	-	-	-
Dietary	Steam Table Replacements	44,784	-	-	-	-
Dietary	Coffee Machine Replacement (Bistro)	16,000	-	-	-	-
Housekeeping	Riding Floor Scrubber Replacement	-	25,000	-	-	-
Aquatics	Emergency Alert System (Changing Room)	3,000	-	-	-	-
Aquatics	Pool Pump Replacement	6,500	-	-	-	-
Aquatics	Supergym - Therapy Equipment	-	5,545	-	5,545	-
Aquatics	Pool Re-plaster	-	-	75,000	-	-
MVCC	Broda Wheelchair - Annual Replacement	3,200	3,200	3,200	3,200	3,200
MVCC	Vocera Badges (15/YR)	4,800	45,000	4,800	4,800	4,800
MVCC	Airmatress Replacement (2/YR)	3,000	3,000	3,000	3,000	3,000
MVCC	Bariatric Air Matress Replacement (2/YR)	3,600	3,600	3,600	3,600	3,600
MVCC	Standard Matress Replacment (12/YR)	5,000	5,000	5,000	5,000	5,000
MVCC	Full Resident Bed Replacement Effort	90,000	90,000	90,000	-	-
MVCC	Full Body Lifts (2/YR)	9,600	9,600	9,600	9,600	9,600
MVCC	Sit to Stand Lifts (2/YR)	7,200	7,200	7,200	7,200	7,200
MVCC	Wheelchair Cusion Replacements	2,500	2,500	2,500	2,500	2,500
MVCC	3 Striker Heating/Cooling Machines	3,000	-	-	-	-
TOTAL		**$763,240**	**$639,645**	**$2,178,900**	**$239,445**	**$4,233,900**

North Central Health Care
A Tri-County Organization

Wausau Campus
2400 Marshall Street, Suite A
Wausau, Wisconsin 54403
715.848.4600

Mount View Care Center
2400 Marshall Street, Suite B
Wausau, Wisconsin 54403
715.848.4300

Merrill Center
607 N. Sales Street, Suite 309
Merrill, Wisconsin 54452
715.536.9482

Antigo Center
1225 Langlade Road
Antigo, Wisconsin 54409
715.627.6694

Langlade, Lincoln and Marathon Counties partnering together to provide compassionate and high quality care for individuals and families with mental health, recovery and long-term care needs.

www.norcen.org

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Finalized electronic copy is available on www.norcen.org/Budget

To: Executive Committee

From: Marnie Bredlau, Senior Director of Human Resources

Date: September 18, 2025

RE: Respiratory Therapist Grade Adjustment

Purpose

This proposal seeks Executive Committee approval to increase the Respiratory Therapist (RT) position from Grade 11 to Grade 12**.** This adjustment is based on the recent market review conducted by Total Rewards Consulting and reflects current labor market realities.

Background

Respiratory Therapists continue to be one of the most difficult positions to recruit and retain across healthcare organizations. The national shortage of licensed RTs, coupled with rising demand for respiratory care, has placed significant pressure on compensation. Our current grade placement (Grade 11) no longer reflects competitive market levels. Total Rewards Consulting's review confirmed that the role's external market value aligns more appropriately with Grade 12, given market expectations and peer comparators.

Financial Impact

The projected annual financial impact of increasing the Respiratory Therapist position from Grade 11 to Grade 12 is $38,021.

MEMORANDUM

To: Executive Committee
From: Jason Hake, Deputy Executive Director
Date: 9.18.25
Subject: Request for Position Approval – Manager of Procurement

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Purpose

To seek Executive Committee approval to establish a centralized, efficient, and accountable procurement function by adding a Manager of Procurement position. This role will provide strategic leadership, ensure compliance with purchasing policies, improve operational workflows, and support the successful transition to future technologies, ultimately enabling the organization to operate more sustainably, efficiently, and cost-effectively.

Position Overview

- **Title:** Manager of Procurement
- **Program:** Accounting
- **Reports To:** Director of Finance
- **Employment Type:** Permanent- Full Time
- **FTE:** 1.0
- **New or Replacement:** New

Justification

Currently the procurement process is decentralized and highly transactional, leading to inconsistencies, inefficiencies, and delays across departments. There is no central point of coordination for purchasing, vendor management, or contract tracking, which creates confusion, missed opportunities, and increased risk for the organization.

We are recommending the creation of a Manager of Procurement position to centralize this function and bring structure, accountability, and efficiency to our procurement operations.

Centralizing procurement under a dedicated manager will allow us to:

- Standardize purchasing processes and policies across the organization
- Improve compliance and reduce audit risk

- Streamline vendor management and contract oversight
- Provide consistent, responsive support to departments
- Prepare for future system upgrades like an ERP implementation
- Identify and act on opportunities for cost savings and operational improvements

This role is a key step in moving procurement from a reactive, fragmented process into a coordinated, strategic function that supports and adds value to the organization.

Budget Impact

- **Net Impact:** $41,423 annually
- **Grade Placement:** Anticipated placement at a grade 14

Funding Source: This is a repurpose of an FTE that was an Executive Assistant for Administration at a grade 9

Organizational Impact

Adding a Procurement Manager will have a broad and lasting impact on organizational performance:

- **Efficiency:** Centralized oversight will streamline workflows, reduce delays, and eliminate redundant efforts.
- **Compliance & Risk Reduction:** Standardized processes will ensure policy adherence and reduce audit and financial risk.
- **Technology Readiness:** This role will lead procurement-related work during ERP implementation, ensuring clean data and minimal disruption.
- **Operational Resilience:** Defined roles and cross-coverage will improve flexibility and reduce dependency on other departments.
- **Cost Savings:** Centralized procurement enables better coordination across departments, reducing duplicate orders and leveraging existing contracts or cooperative purchasing agreements. This also strengthens vendor relationships and helps secure more favorable pricing and terms over time.

Recommendation

It is recommended that the Executive Committee approve the creation of a Procurement Manager position to centralize and strengthen the organization's procurement operations.

This role will:

- Provide strategic leadership and oversight of all purchasing activities
- Standardize processes, ensure compliance, and improve internal customer service
- Support upcoming technology transitions, including potential ERP implementation
- Coordinate procurement planning across departments for better efficiency and cost control
- Create a sustainable, resilient structure with clear roles and backup coverage

This investment will address longstanding operational inefficiencies, reduce risk, and enable smarter, more coordinated purchasing practices that support the mission and operational effectiveness.

Positions For Executive Committee Approval

Position Title	Program	Senior Leader	Location	FTE	Budgeted	Funding Source	Total Cost of Position	Type of Position	Job Grade	Additional Information
Manager of Procurement	Accounting	Jason Hake	Wausau	1.0	Yes	This is a repurpose of an FTE that was an Executive Assistant for Administration at a grade 9	$41,423	Permanent	Proposed Grade - 14	Adding a Procurement Manager will have a broad and lasting impact on organizational performance. Efficiency: Centralized oversight will streamline workflows, reduce delays, and eliminate redundant efforts. Compliance & Risk Reduction: Standardized processes will ensure policy adherence and reduce audit and financial risk. Technology Readiness: This role will lead procurement-related work during ERP implementation, ensuring clean data and minimal disruption. Operational Resilience: Defined roles and cross-coverage will improve flexibility and reduce dependency on other departments. Cost Savings: Centralized procurement enables better coordination across departments, reducing duplicate orders and leveraging existing contracts or cooperative purchasing agreements. This also strengthens vendor relationships and helps secure more favorable pricing and terms over time.

North Central
Health Care

Compensation Administration Guide

CONTENTS

OVERVIEW

The purpose of this guide is to provide rationale and direction in the establishment and administration of the Classification & Compensation Program at North Central Health Care.

As an overview, North Central Health Care has implemented a new 16-step pay structure to remain competitive in both the private and public health care sectors. Following a thorough analysis of the total rewards package, including compensation, benefits, and cross-industry competition, the step structure was designed to be competitive at the 60th percentile of the market. The pay system has the minimum set at 90% of the control point and the maximum set to 115% of the control point. These pay ranges and structures were developed through an objective process by a professional compensation consulting firm and subsequently adopted by North Central Health Care.

Compensation system design determines pay ranges based on combining principles of objective job evaluation and accurate market measurement.

Job Evaluation

The objective job evaluation process involved the application of a Point Factor Job Evaluation System using current job documentation and leadership input. Job Evaluation is a systematic method of determining the internal relationships of positions within an organization. This process involves detailed analysis of a position to determine its requirements, assigned responsibilities and influence on the organization's operations. Evaluation factors are:

- Formal Preparation and Experience
- Decision Making (Impact)
- Thinking Challenges/Problem Solving
- Interactions and Communications
- Work Environment

Market Analysis

Market analysis was inclusive of compensation practices for similar positions at comparable organizations, as well as organizations in the competitive geographic market. This market analysis was completed using published compensation surveys and sources where the market data is provided by employers matching their information. In addition, a custom survey was utilized through the consultant's survey. The survey sources utilized through the consultant's survey library provide data that is administered on a recurring basis which ensures we can repeat the study using consistent methodology in the future.

PROGRAM OBJECTIVES

1) Develop and maintain a pay structure that will enable North Central Health Care to **attract and retain qualified personnel**.

2) Have a flexible Compensation Program that continually **reflects changing economic and competitive conditions.**

3) Maintain pay relationships among positions that are **internally consistent** and by recognizing important relative differences in position responsibilities and requirements.

4) Establish and maintain pay levels that will **compare favorably with salaries paid by other employers in North Central Health Care's employment area**, for positions of similar responsibility.

5) **Follow the principles of equal employment opportunity (EEO)**, basing differentials in pay solely on qualifications, position responsibilities and meeting performance expectations without regard to non-position related attributes such as race, color, religion, sex, age, national origin, marital status or any disability which does not preclude the effective performance of position accountabilities.

The Guide is not a contract and is subject to periodic revision and update as organizational circumstances dictate.

PAY STRUCTURE: Design & Maintenance

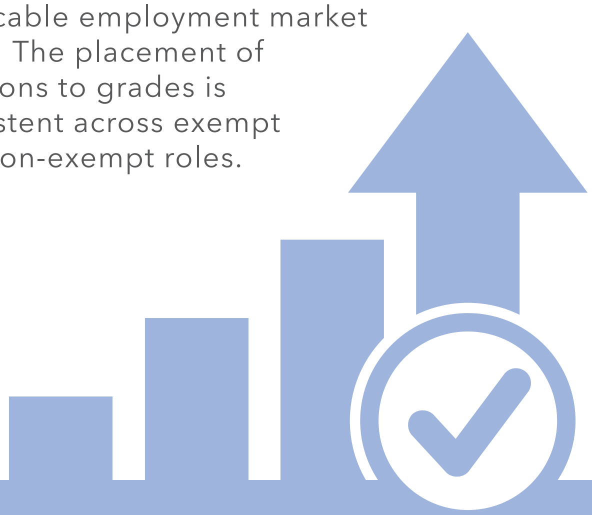
Pay Structure

To facilitate effective administration of the Program, a pay structure has been established for all employees including the Executive Director.

Grade Levels

The pay structure consists of a set of levels of responsibility, or grades. A sufficient number of grades have been established to recognize important relative differences in position responsibilities and requirements, from the lowest to the highest-level position in the structure.

Assignment of positions to grades is accomplished through the evaluation of each position and the matching of certain positions to applicable employment market rates. The placement of positions to grades is consistent across exempt and non-exempt roles.



Step Structure Ranges

Each pay grade is assigned an appropriate Step Range, based upon market pay data for the positions in that grade. The control points for these step ranges are derived from the 60th percentile market measurement.

In the step structure, the percentage spread within the step range reflects the increasing complexity and autonomy of the roles assigned to each structure. Additionally, the range width is designed to represent a reasonable progression, with steps calculated at 2% of the control point up to the control point, and a 1.5% step progression thereafter. The pay grades have a minimum of 90% and a maximum of 115% of the control point. All pay ranges consist of 16 step increments, with step 6 representing the control point.

Structure Maintenance

The salary structures should be measured against market data approximately every three years and adjusted as necessary to ensure that competitive salary ranges are maintained. This process will also allow North Central Health Care to respond to individual benchmark positions that may be moving in the market at a faster pace than other roles. North Central Health Care may contract this review out to a professionally qualified external compensation consultant.

PAY ADMINISTRATION:
Step Structure System

In terms of pay delivery for all staff, North Central Health Care has adopted a 16-step pay structure design. The steps are intended to provide a consistent pathway for employees to progress through the structure. This system ensures transparency and fairness in compensation, aligning with market standards and rewarding employees for their experience and performance. Each step increment is designed to reflect the increasing complexity and autonomy of roles, with a structured progression from the minimum to the control point and beyond.

> *"North Central Health Care aims to offer competitive and equitable pay to new hires while maintaining internal consistency."*

Determining Pay for New Hires

North Central Health Care (NCHC) aims to offer competitive and equitable pay to new hires while maintaining internal consistency.

The following guidelines outline how step placement should be determined at time of hire:

General Step Placement Philosophy

For individuals who demonstrate full qualifications but have little or no on-the-job experience in the role, near the minimum is an appropriate hiring target (typically Step 1 to Step 3). Those with demonstrated experience in a "substantially comparable" role, either externally or internally, may be offered a higher step, potentially at or beyond the Control Point of Step 6 or Control Point for a tiered position, if justified and approved by Human Resources and Executive Director. Note a tiered position (I, II or III) is position within the same job grade that reflects education or certification differences.

All offers must consider internal equity. New hires with education and experience similar to existing staff should not be brought in at a higher step than those similarly situated. If a higher wage is required to secure a candidate, equity adjustments for current staff should be considered through the annual employee evaluation process.

Pay Structure and Employee Annual Pay Increases

On an annual basis, Human Resources will share with the leadership team and Executive Committee evidence of how comparable employers are adjusting their pay structures for the same period to maintain their competitive postion. Human Resources will also annually present the Executive Committee with a recommendation for a total annual increase to be applied to employees' base compensation. This increase will be in the form of a step adjustment. The combined increase of structural adjustment and step increase will be the number that is measured and assessed each year by Human Resources through this process.

The amount of the annual pay structure increases and base compensation adjustments will be determined by a review of what comparable institutions and other competitive employers are granting as total annual increases for the same period. North Central Health Care may contract out this review to a professional qualified external compensation consultant.

Some sources of information to be utilized in making this determination may include:

- Annual published surveys (e.g., "World-at-Work"; formerly American Compensation Association, Total Rewards Consulting, Mercer, Willis Towers Watson)
- Established economic indicators, such as the Consumer Price Index (CPI)
- The financial condition of North Central Health Care and the organization's ability to fund increases in pay for the coming year.

The Executive Committee shall consider this information in determining what, if any, pay increase adjustment is necessary so North Central Health Care may maintain its competitive market position and progress employees through their pay ranges. The pay structure will be adjusted each year if the market dictates a need to adjust the pay structure. The annual increase amount for the salary structure shall be applied to the range control points. Adjustments to steps will be calculated from the new range control points. This process is to keep pace with the external target market. The structure adjustments and the employee increase typically occur simultaneously. When approved, staff on steps will move to the next step, provided they meet performance expectations.

Employees are not to progress beyond the maximum rate of pay for their pay range. An employee at the maximum is typically eligible for any structural adjustment, maintaining their position at the range maximum. Employees paid above the maximum range may be eligible for a one-time lump sum payment at the beginning of the fiscal year equivalent to the rate of the structure adjustment as approved by the Executive Committee.

Annually, per Section IV.C.6 of the Amended and Restated Intergovernmental Agreement Establishing a Multicounty Department of Community Programs (Tri-County Agreement) "The Executive Committee shall approve all pay ranges within the organization on an annual basis" during the process described above.

Procedure for Recommending Pay Adjustments

Pay Adjustments beyond the annual step increases, but not to exceed step increases 2 steps above employees' current step, must be recommended by the Employee's Supervisor and approved through a consensus review with the Senior Leadership Team and Human Resources. HR is responsible for ensuring that all adjustments are in compliance with this policy. Employees should be promptly informed of their pay increases. Retroactive pay adjustment recommendations will not be considered except under highly extenuating circumstances and with the approval of HR and Senior Leadership.

Market Adjustments

North Central Health Care's Compensation Program has provided a methodology for determining pay rates that recognize not only the worth of positions in the market, but also the worth of positions within the organization. **Market adjustments should generally be considered in the future under only one or more of the following circumstances:**

- North Central Health Care has documented problems recruiting and/or selecting employees within the assigned pay range (for example, a position is advertised several times resulting in few or no qualified applicants) and the hiring manager/HR has exhausted all proactive avenues for recruitment.
- North Central Health Care has an unacceptable rate of turnover in a position and exit interview information indicates pay is a significant issue.
- An ad-hoc market measurement conducted by a third-party compensation consultant shows the control point of the pay range is more than 10% lower than the market target rate of pay shown for the position in the market analysis.

In situations where the market demands higher pay rates, at North Central Health Care's discretion, one of two actions will be available:

- Adjust the employee's pay upward in the existing pay range (move to a higher step)
- Move the position into a higher pay range (grade adjustment), temporarily, and only while market conditions are still causing the problem. Consider an individual adjustment to current incumbents in the new pay range.

North Central Health Care will utilize the first option whenever possible. However, when North Central Health Care utilizes the second option, the appropriate pay range will be determined by Human Resources (with consultation from a compensation expert, if possible), and the position will be placed in a higher range. Further, all documents and communications are retained to reflect the temporary assignment of these positions to a higher pay range. Human Resources will check market conditions annually, and if conditions change, these positions will move back into their initially assigned pay range.

North Central Health Care recognizes that the allowance of market adjustments does disrupt some of the internal equity in its Compensation Program because there are positions that are of higher internal value that may be paid less than a position of lower internal value. This is why North Central Health Care intends to utilize market adjustments sparingly.

All market adjustments must receive approval from the Executive Committee. If a position under a market adjustment is reclassified to a lower pay range, the procedure for Compensation upon Involuntary Demotion (see later section) will apply in regard to pay for the affected employee.

COMPENSATION
Policies & Procedures

Responsibility for Administration

The North Central Health Care Classification & Compensation Program will be coordinated under the direction of Human Resources with the approval of the Executive Director.

Requests for Compensation Review of Current Positions

Requests for a compensation and pay grade assignment review of a current position whose main responsibilities and functionality have gradually evolved with time may be made once per year with approval from the appropriate leadership team member. A current job description with redline updates and written input from the manager will be needed to conduct the review. The updated documentation must be submitted through the annual budget process. HR, in collaboration with an external compensation consultant, will review the changes in job documentation to determine if a grade change is warranted. If a change in grade is necessary, HR and external consultants will recommend an individual adjustment for the current incumbent to be applied with the annual increases at the start of the following fiscal year.

Off-cycle requests may be made by a leadership team member with approval from Human Resources and the Executive Director, based on business demand but should be limited. Proactive, planned reviews will prevent frequent off-cycle requests.

Pay Grade Assignment for New Positions or Positions Impacted by Significant Organizational Change

When new positions are created or existing positions undergo substantial change which can be due to addition or reduction of job duties due to employee attrition, or significant process/job change, North Central Health Care has established a process to review and assign the new/changed position to the pay structures. In these situations, with the input and analysis of the compensation consultant, the organization will utilize the Job Evaluation and/or Market Analysis process to add the new/changed position to the Compensation Plan and assign it to a pay range contained in the Plan. Considerations for range placement will include internal consistency and market considerations.

The Executive Committee shall approve the addition of all new or additional positions within the organization and shall approve any reclassification of an existing position only if the reclassification results in the allocation of FTEs to other departments and involves a substantial change in job duties or places the position in a higher pay grade per Section IV.C.7 of the Tri-County Agreement.

Compensation Upon Promotion

A promotion is defined as a movement to a position that has a higher pay grade than the present grade assigned to an employee. A pay adjustment may be made in connection with promotion, even though the promoted employee may already be at or above the minimum rate of the new pay range. Such an adjustment would normally be made at the time of promotion or, under very rare circumstances, within a reasonable period (six months, for example) if there is a question as to the new incumbent's qualification for the position. **The amount of the adjustment should consider:**

- The pay range for the new position.
- The time elapsed since the employees' last increase.
- The employee's qualifications and experience relative to those required for the new position.
- The employee's current pay relative to the salaries of other incumbents in the new position.
- Salaries of employees to be supervised, if any.

Wage adjustments will be determined on a case-by-case basis upon a thorough review of the specific circumstances. In no case will a promotional increase allow the employee to earn a pay rate above the established maximum of the new pay range. Promotional increases are separate from the annual pay increase cycle.

Consideration must be given to the current compensation of other employees in the same classification (if this is applicable) to maintain internal pay equity.

Promotional increases that exceed these guidelines will need the approval of Human Resources and the Executive Director.

Compensation upon Lateral Transfer

Employees who transfer to a new position with the same pay grade as their old position will typically not receive a base pay adjustment.

Compensation upon Involuntary Demotion

An employee who is demoted for involuntary reasons unrelated to performance will retain his/her present base compensation even if his/her base compensation exceeds the new range maximum. If an employee's base compensation exceeds the new range maximum, the employee will not be eligible for further base-accumulating pay increases until his/her base compensation is again within the pay range for the new position. During the annual increase process, the employee will not be eligible for a lump-sum payment.

Compensation Upon Voluntary Demotion

An employee who requests and is granted a voluntary demotion will receive a decrease in pay, the amount of which is to be determined given the facts and individual circumstances. In no case shall the employee compensation ratio in their new pay range assignment exceed that of the old pay range. Compensation ratio is defined as the percentage figure determined by dividing the employee’s current base pay by the pay range control point.

Temporary Pay

Due to extenuating circumstances, staff will occasionally be asked to cover for others who are on leave or while filling vacancies. Managers should work with HR to determine when temporary pay is appropriate.

There are two situations that have been identified as warranting temporary pay. The first situation is related to the workload of the individual employee. The workload temporary pay is meant to provide employees with recognition for the additional hours required to complete their normal tasks. This increase in worktime demand should be significant and ongoing. This increase in workload must be directly related to vacancies on the team.

Workload:

Non-Exempt: Non-Exempt staff covering for others in a similar role to their own should be compensated for the additional workload through the allowance of overtime.

Exempt: Exempt staff that are experiencing a significant and ongoing increase in required work hours will receive a bi-weekly stipend. The amount of the stipend will be determined by HR and Senior Leadership. This bi-weekly stipend will be paid while the required increased hours are transpiring. The stipend will be reviewed quarterly by the manager and HR. When the increase in hours is no longer required, the employee's pay stipend will end.

Complexity of Tasks/ Scope of Responsibility:

Non-Exempt: If a non-exempt employee is asked to take on higher-level (more complex) tasks than what is normally expected from their role, a temporary pay differential should be applied to the employee. The differential amount will be determined by HR & Senior Leadership. This differential would be paid for all the hours worked while the employee is asked to take on these additional tasks. When those tasks are removed from the employee's scope of responsibility, the employee's pay differential will end. The differential will be reviewed quarterly by the manager and HR.

Exempt: An exempt employee asked to take on higher-level (more complex) tasks than what is normally expected from their role will be compensated with a bi-weekly stipend. The amount of the stipend will be determined by HR and Senior Leadership. When these higher-level tasks are removed from the employee's scope of responsibility, the monthly stipend will end. The stipend will be reviewed quarterly by the manager and HR.

If it is decided that the higher-level tasks will not be removed from the employee's scope of responsibility, the position description should be updated, and the role should be re-evaluated for appropriate grade placement. The temporary pay will end, and any compensation adjustment will follow the existing process for reclassifications.

Questions regarding this guide or the Classification & Compensation Program?

Contact Human Resources.

North Central
Health Care

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Policy Title: Employee Grievance Policy	North Central Health Care Person centered. Outcome focused.
Policy #: 205-1109	**Program:** Human Resources 205
Date Revised: ~~02/03/2023~~9/23/2025	**Policy Contact:** Director of Human Resources

Related Forms and Policies

Employee Grievance Form

Performance Management Policy and Procedures

1. Purpose

To provide a mechanism where employees can file a grievance related to issues or concerns of employee discipline, termination, ~~harassment, discrimination~~ or workplace safety.

This policy is applicable to all staff working at NCHC. This excludes Medical Staff that are regulated under by laws. The standards of this policy are to be complied with by staff while they are employed by NCHC.

~~This policy is applicable to all direct care providers and staff working at NCHC, including students, interns and contracted staff. The standards of this policy are to be complied with by staff while they are employed in any NCHC facility during regularly scheduled work times~~.

2. Definitions

Grievance: A formal complaint outlining any dispute or misunderstanding regarding the actions of NCHC ~~officials~~ which relate to employee discipline, termination, ~~harassment, discrimination~~ or workplace safety.

~~**Employee Discipline:** May result when an employee's actions do not conform with generally accepted standards of good behavior, an employee violates a policy or rule, an employee's performance is not acceptable, or the employee's conduct is detrimental to the interests of NCHC. Disciplinary action may call for any of the following steps:~~

- ~~Documented warning (verbal or written)~~
- ~~Suspension (with or without pay)~~
- ~~Termination of employment~~

~~There may be circumstances when one or more steps are bypassed. Certain types of employee problems are serious enough to justify either a suspension or termination of employment without going through progressive discipline steps. North Central Health Care reserves the right, in its sole discretion, to impose disciplinary action as may be appropriate to the circumstances.~~

~~**Termination of Employment:**~~

~~**Voluntary Termination**~~

~~**Resignation**: Employee quits their job by providing either verbal or written notice of resignation.~~

~~**Job abandonment:** When an employee stops showing up for work and does not notify the employer of his or her intention to quit.~~

~~**Involuntary Termination**~~

~~**For Cause:**~~

~~**Policy and/or conduct violations:** Violations of company policy or personal behaviors that constitute gross misconduct.~~

~~**Unsatisfactory performance:** When clear performance standards are conveyed yet substandard job performance is not corrected. Certain egregious performance errors may also warrant immediate dismissal.~~

~~**Without Cause:**~~

~~**Medical reasons:** When an employee is unable to return to work after an extended medical absence.~~

~~**Layoff or Reduction in Force:** A reduction of employee headcount due to economic or restructuring reasons.~~

~~**Not a Good Fit:** The employer decides that an employee is simply not a good fit for the job and terminates employment at-will.~~

~~**Workplace Safety:** Conditions of employment affecting an employee's physical health or safety, the safe operation of workplace equipment and tools, safety of the physical work environment, personal protective equipment, workplace violence, and training related to the same.~~

3. Policy

North Central Health Care will provide a detailed procedure for employees to file a grievance related to any concerns with discipline, termination, and/or workplace safety. This procedure is in compliance with Wisconsin State Statutes and fulfills the requirements of State law, ensuring that employees have a fair and transparent process. It allows grievances to be appealed at multiple levels, providing employees with opportunities for resolution and review. ~~that is in compliance with Wisconsin State statutes and allows grievances to be appealed at multiple levels.~~

4. General Procedure: Employee Grievance Procedure

5. References

5.1. CMS: None

5.2. Joint Commission: None

5.3. Other: Section 66.0509(1m), Wis. Stats

Related Policies, Procedures and Documents

None