

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 and time as noted below:

Wednesday, June 24, 2026, 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=m82424b6a8896d20f289aefaf4bc43f91>

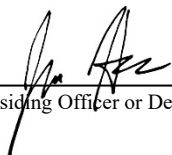
Meeting number: 1-408-418-9388 **Access Code:** 2499 322 6893 **Password:** 1234

AGENDA

1. Call to Order
2. Public Comment for Matters Appearing on the Agenda (Limited to 15 Minutes)
3. Approval of May 27, 2026 Executive Committee Meeting Minutes
4. Educational Presentations, Committee Discussion, and Organizational Updates
 - a. Financial Update – J. Hake
 - b. NCHC Lifeworks Employment Program Partnership – B. Thorne
 - c. Strategic Vision for an Integrated Behavioral Health System – J. Hake
5. Discussion and Possible Action
 - a. ACTION: Request for Position Approval – Adult Protective Services Representative – M. Schroeder
 - b. ACTION: Request for Position Approval – Chief Medical Officer – J. Hake
 - c. ACTION: Approval to Submit Letter of Intent for Rural Health Transformation Program – J. Hake
6. Next Meeting Date & Time, Location and Future Agenda Items
 - a. Wednesday, July 29, 2026, 1:00 PM, NCHC Eagle Board Room
7. 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
DATE: 06/19/2026 TIME: 12:15 PM BY: K. Barbier



Presiding Officer or Designee

NORTH CENTRAL COMMUNITY SERVICES PROGRAM EXECUTIVE COMMITTEE MEETING MINUTES

May 27, 2026

1:00 p.m.

North Central Health Care

Present: X Kurt Gibbs X Renee Krueger
X Lance Leonhard X Rachel Ramer

Staff Present: Jason Hake, Brandy Thorne, Kyle Theiler

Others Present: Brian Desmond, Marathon County 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.

April 29, 2026 Executive Committee Minutes

- **Motion**/second, Ramer/Leonhard, to approve the April 29, 2026 Executive Committee meeting minutes. Motion carried.

Financial Update

- Mr. Hake provided an overview of preliminary financial results for April, reporting a monthly net income of just over \$1.0 million. Health insurance reported net income of \$170,000 for the same period. Year-to-date net income is \$3.6 million. Health insurance has recognized net income of just under \$666,000 year-to-date. Cash remains stable, with approximately 162 days cash on hand.

Human Resources Strategy Update

- Ms. Thorne provided an overview of strategic focus areas and highlighted key accomplishments achieved since January as outlined in the presentation provided in the packet.

2027 Budget Revenue and Expense Guidelines

- **Motion**/second, Krueger/Leonhard, to approve the 2027 Budget Revenue and Expense Guidelines as presented. Motion carried.

Closed Session

- Mr. Desmond explained the rationale for the closed session is that the discussion revolves around an employee misconduct investigation and should be kept confidential to protect the person's reputation while the matter is still pending and to protect witness information.
- **Motion**/second, Leonhard/Ramer to go into Closed Session (Roll Call Vote Suggested) Pursuant to Wis. Stat. ss. 19.85(1) (c), (f), and (g) for the purposes of "[c]onsidering employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility," "[c]onsidering financial, medical, social or personal histories or disciplinary data of specific persons, preliminary consideration of specific personnel problems or the investigation of charges against specific persons," and

“[c]onfering 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: Review and Update Regarding Human Resources Investigative Matters Involving an NCHC Employee, Including Consideration of Employment-Related Actions. Roll call taken; all indicating aye. Mr. Desmond, Mr. Hake, and Ms. Thorne remained in closed session. Meeting convened in closed session at 2:24 p.m. Motion carried.

- **Motion**/second, Leonhard/Krueger, to return to open session at 3:55 p.m. Motion carried.
- Possible announcements and/or action regarding closed session items
 - None

Next Meeting Date & Time, Location and Future Agenda Items

- Wednesday, June 24, 2026, at 1:00 p.m. in the NCHC Eagle Board Room.

Adjournment

- **Motion**/second, Krueger/Ramer, to adjourn the meeting at 3:56 p.m. Motion carried.

Minutes prepared by Kristina Barbier, Executive Assistant

DRAFT

North Central Health Care
Programs by Service Line - Current Month
May-26

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
BEHAVIORAL HEALTH SERVICES								
Adult Behavioral Health Hospital	650,715	626,962	23,753	668,628	535,015	(133,613)	(17,913)	(109,860)
Adult Crisis Stabilization Facility	203,540	271,026	(67,486)	193,244	174,948	(18,296)	10,296	(85,782)
Lakeside Recovery MMT	104,373	112,583	(8,210)	174,461	180,635	6,174	(70,088)	(2,036)
Youth Behavioral Health Hospital	322,022	275,888	46,134	357,803	301,813	(55,990)	(35,780)	(9,856)
Youth Crisis Stabilization Facility	156,251	130,823	25,428	100,024	124,109	24,085	56,227	49,513
Contracted Services (Out of County Placements)	-	-	-	341,266	151,502	(189,764)	(341,266)	(189,764)
Crisis Services	59,217	48,728	10,488	284,982	252,655	(32,328)	(225,766)	(21,839)
Psychiatry Residency	22,351	25,531	(3,179)	35,606	61,079	25,473	(13,255)	22,294
	<u>1,518,468</u>	<u>1,491,541</u>	<u>26,928</u>	<u>2,156,014</u>	<u>1,781,756</u>	<u>(374,258)</u>	<u>(637,545)</u>	<u>(347,330)</u>
COMMUNITY SERVICES								
Outpatient Services (Marathon)	450,708	486,234	(35,527)	528,487	532,108	3,621	(77,779)	(31,905)
Outpatient Services (Lincoln)	91,848	93,579	(1,731)	53,843	84,518	30,675	38,005	28,944
Outpatient Services (Langlade)	72,071	84,619	(12,547)	74,115	81,883	7,767	(2,044)	(4,780)
Community Treatment Adult (Marathon)	627,987	570,959	57,028	623,983	605,514	(18,468)	4,004	38,559
Community Treatment Adult (Lincoln)	92,473	86,076	6,397	94,581	99,189	4,608	(2,108)	11,005
Community Treatment Adult (Langlade)	47,661	33,742	13,918	57,475	48,562	(8,912)	(9,814)	5,006
Community Treatment Youth (Marathon)	701,657	634,479	67,178	717,349	640,181	(77,167)	(15,691)	(9,989)
Community Treatment Youth (Lincoln)	175,629	178,095	(2,466)	191,657	190,995	(662)	(16,028)	(3,128)
Community Treatment Youth (Langlade)	113,266	133,381	(20,115)	117,698	150,235	32,538	(4,431)	12,422
Hope House (Sober Living Marathon)	3,102	5,868	(2,766)	6,775	9,393	2,618	(3,673)	(148)
Sober Living (Langlade)	4,721	5,925	(1,204)	8,226	6,417	(1,809)	(3,506)	(3,013)
Adult Protective Services	29,695	24,982	4,712	105,559	114,148	8,589	(75,865)	13,301
Jail Meals (Marathon)	-	-	-	-	-	-	-	-
	<u>2,410,818</u>	<u>2,337,941</u>	<u>72,878</u>	<u>2,579,748</u>	<u>2,563,145</u>	<u>(16,603)</u>	<u>(168,929)</u>	<u>56,275</u>
COMMUNITY LIVING								
Day Services (Langlade)	23,067	23,708	(641)	25,612	27,662	2,050	(2,546)	1,409
Supportive Employment Program	-	-	-	-	-	-	-	-
	<u>23,067</u>	<u>23,708</u>	<u>(641)</u>	<u>25,612</u>	<u>27,662</u>	<u>2,050</u>	<u>(2,546)</u>	<u>1,409</u>
NURSING HOMES								
Mount View Care Center	2,475,092	2,222,600	252,492	2,256,930	2,044,290	(212,640)	218,161	39,851
Pine Crest Nursing Home	-	-	-	-	-	-	-	-
	<u>2,475,092</u>	<u>2,222,600</u>	<u>252,492</u>	<u>2,256,930</u>	<u>2,044,290</u>	<u>(212,640)</u>	<u>218,161</u>	<u>39,851</u>
Pharmacy	534,439	569,707	(35,268)	621,392	595,091	(26,301)	(86,953)	(61,568)
OTHER PROGRAMS								
Aquatic Services	81,184	57,507	23,678	93,099	113,990	20,891	(11,915)	44,568
Birth To Three	-	-	-	-	-	-	-	-
Demand Transportation	(45,585)	32,355	(77,940)	38,315	40,302	1,987	(83,900)	(75,953)
	<u>35,599</u>	<u>89,862</u>	<u>(54,262)</u>	<u>131,414</u>	<u>154,292</u>	<u>22,878</u>	<u>(95,815)</u>	<u>(31,384)</u>
APPROPRIATIONS								
Marathon County	359,668	359,668	-	-	-	-	359,668	-
Lincoln County	51,503	51,503	-	-	-	-	51,503	-
Langlade County	19,708	19,708	-	-	-	-	19,708	-
	<u>430,879</u>	<u>430,879</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>430,879</u>	<u>-</u>
Total NCHC Service Programs	<u>7,428,362</u>	<u>7,166,237</u>	<u>262,126</u>	<u>7,771,110</u>	<u>7,166,237</u>	<u>(604,873)</u>	<u>(342,748)</u>	<u>(342,747)</u>
SELF-FUNDED INSURANCE TRUST FUNDS								
Health Insurance Trust Fund	611,134	665,376	(54,242)	426,360	700,331	273,972	184,775	219,730
Dental Insurance Trust Fund	28,278	34,955	(6,677)	23,054	-	(23,054)	5,224	(29,731)
Total NCHC Self-Funded Insurance Trusts	<u>639,412</u>	<u>700,331</u>	<u>(60,919)</u>	<u>449,413</u>	<u>700,331</u>	<u>250,918</u>	<u>189,999</u>	<u>189,999</u>

North Central Health Care
 Programs by Service Line - Year to Date
 For the Period Ending May 31, 2026

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
BEHAVIORAL HEALTH SERVICES								
Adult Behavioral Health Hospital	3,664,903	3,134,809	530,094	2,847,379	2,675,076	(172,302)	817,524	357,792
Adult Crisis Stabilization Facility	1,411,324	1,355,130	56,194	899,716	874,741	(24,974)	511,608	31,220
Lakeside Recovery MMT	572,435	562,917	9,519	820,741	903,175	82,434	(248,306)	91,952
Youth Behavioral Health Hospital	1,851,763	1,379,440	472,323	1,656,369	1,509,064	(147,305)	195,394	325,018
Youth Crisis Stabilization Facility	700,691	654,116	46,575	525,438	620,546	95,108	175,253	141,683
Contracted Services (Out of County Placements)	-	-	-	505,261	757,510	252,249	(505,261)	252,249
Crisis Services	307,806	243,641	64,165	1,348,668	1,263,273	(85,395)	(1,040,862)	(21,230)
Psychiatry Residency	111,755	127,653	(15,897)	176,130	305,395	129,264	(64,375)	113,367
	<u>8,620,677</u>	<u>7,457,704</u>	<u>1,162,973</u>	<u>8,779,701</u>	<u>8,908,780</u>	<u>129,079</u>	<u>(159,024)</u>	<u>1,292,052</u>
COMMUNITY SERVICES								
Outpatient Services (Marathon)	2,503,287	2,431,171	72,117	2,692,405	2,660,539	(31,866)	(189,118)	40,251
Outpatient Services (Lincoln)	467,758	467,895	(136)	275,996	422,591	146,595	191,762	146,459
Outpatient Services (Langlade)	462,266	423,093	39,173	365,865	409,414	43,549	96,401	82,723
Community Treatment Adult (Marathon)	3,123,393	2,854,797	268,596	2,924,265	3,027,572	103,307	199,128	371,903
Community Treatment Adult (Lincoln)	488,217	430,380	57,838	436,520	495,943	59,423	51,698	117,261
Community Treatment Adult (Langlade)	239,541	168,711	70,830	279,700	242,812	(36,888)	(40,159)	33,942
Community Treatment Youth (Marathon)	3,421,855	3,172,396	249,459	3,340,378	3,200,907	(139,471)	81,477	109,988
Community Treatment Youth (Lincoln)	976,876	890,476	86,400	981,624	954,976	(26,648)	(4,748)	59,752
Community Treatment Youth (Langlade)	782,004	666,906	115,098	697,798	751,175	53,377	84,206	168,475
Hope House (Sober Living Marathon)	14,267	29,342	(15,075)	38,868	46,967	8,099	(24,601)	(6,976)
Sober Living (Langlade)	21,410	29,624	(8,214)	54,832	32,085	(22,747)	(33,422)	(30,961)
Adult Protective Services	113,093	124,912	(11,820)	457,575	570,742	113,167	(344,482)	101,348
Jail Meals (Marathon)	-	-	-	-	-	-	-	-
	<u>12,613,969</u>	<u>11,689,703</u>	<u>924,266</u>	<u>12,545,825</u>	<u>12,815,725</u>	<u>269,899</u>	<u>68,143</u>	<u>1,194,165</u>
COMMUNITY LIVING								
Day Services (Langlade)	71,135	118,538	(47,403)	101,423	138,310	36,887	(30,288)	(10,516)
Supportive Employment Program	4,719	-	4,719	-	-	-	4,719	4,719
	<u>75,854</u>	<u>118,538</u>	<u>(42,684)</u>	<u>101,423</u>	<u>138,310</u>	<u>36,887</u>	<u>(25,570)</u>	<u>(5,798)</u>
NURSING HOMES								
Mount View Care Center	12,625,999	11,113,001	1,512,999	10,534,595	10,221,452	(313,143)	2,091,405	1,199,856
Pine Crest Nursing Home	-	-	-	-	-	-	-	-
	<u>12,625,999</u>	<u>11,113,001</u>	<u>1,512,999</u>	<u>10,534,595</u>	<u>10,221,452</u>	<u>(313,143)</u>	<u>2,091,405</u>	<u>1,199,856</u>
Pharmacy	2,737,182	2,848,534	(111,352)	2,885,631	2,975,457	89,826	(148,449)	(21,526)
OTHER PROGRAMS								
Aquatic Services	288,401	287,534	867	452,711	569,949	117,238	(164,310)	118,105
Birth To Three	129,860	-	129,860	129,860	-	(129,860)	-	-
Demand Transportation	175,881	161,774	14,107	191,240	201,511	10,271	(15,359)	24,378
	<u>594,142</u>	<u>449,308</u>	<u>144,834</u>	<u>773,811</u>	<u>771,461</u>	<u>(2,351)</u>	<u>(179,669)</u>	<u>142,483</u>
APPROPRIATIONS								
Marathon County	1,798,341	1,798,341	-	-	-	-	1,798,341	-
Lincoln County	257,516	257,516	-	-	-	-	257,516	-
Langlade County	98,538	98,538	-	-	-	-	98,538	-
	<u>2,154,395</u>	<u>2,154,395</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>2,154,395</u>	<u>-</u>
Total NCHC Service Programs	<u>39,422,218</u>	<u>35,831,183</u>	<u>3,591,035</u>	<u>35,620,986</u>	<u>35,831,184</u>	<u>210,197</u>	<u>3,801,232</u>	<u>3,801,232</u>
SELF-FUNDED INSURANCE TRUST FUNDS								
Health Insurance Trust Fund	3,181,690	3,326,880	(145,190)	2,328,771	3,501,657	1,172,885	852,919	1,027,696
Dental Insurance Trust Fund	146,147	174,777	(28,630)	142,128	-	(142,128)	4,019	(170,758)
Total NCHC Self-Funded Insurance Trusts	<u>3,327,837</u>	<u>3,501,657</u>	<u>(173,819)</u>	<u>2,470,900</u>	<u>3,501,657</u>	<u>1,030,757</u>	<u>856,938</u>	<u>856,938</u>

North Central Health Care
Fund Balance Review
For the Period Ending May 31, 2026

	<u>Marathon</u>	<u>Langlade</u>	<u>Lincoln</u>	<u>Total</u>
YTD Appropriation (Tax Levy) Revenue	2,442,091	98,538	257,516	2,798,145
Total Revenue at Period End	32,566,543	2,891,572	3,964,104	39,422,218
County Percent of Total Net Position	82.6%	7.3%	10.1%	
Total Operating Expenses, Year-to-Date *	29,270,042	2,784,149	3,566,796	35,620,986
<i>* Excluding Depreciation Expenses to be allocated at the end of the year</i>				
Share of Operating Cash	30,911,990	2,744,664	3,762,706	37,419,361
Days Cash on Hand	161	150	160	160
Minimum Target - 20%	14,049,620	1,336,391	1,712,062	17,098,074
Over/(Under) Target	16,862,370	1,408,273	2,050,644	20,321,287
Maximum Target - 35%	24,586,835	2,338,685	2,996,108	29,921,629
Over/(Under) Target	6,325,154	405,980	766,598	7,497,732
Share of Investments	-	-	-	-
Days Invested Cash	0	0	0	0
Days Invested Cash on Hand Target - 150 Days	28,869,083	2,746,009	3,517,936	35,133,028
Current Percentage of Operating Cash	105.6%	98.6%	105.5%	105.0%
Over/(Under) Minimum Target	16,862,370	1,408,273	2,050,644	20,321,287
Share of Investments	-	-	-	-
Amount Needed to Fulfill Fund Balance Policy	<u>16,862,370</u>	<u>1,408,273</u>	<u>2,050,644</u>	<u>20,321,287</u>
Over/(Under) Maximum Target	6,325,154	405,980	766,598	7,497,732
Share of Investments	-	-	-	-
Amount Needed to Fulfill Fund Balance Policy	<u>6,325,154</u>	<u>405,980</u>	<u>766,598</u>	<u>7,497,732</u>

North Central Health Care
Review of Services in Marathon County
For the Period Ending May 31, 2026

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
Direct Services								
Outpatient Services	2,503,287	2,431,171	72,117	2,692,405	2,660,539	(31,866)	(189,118)	40,251
Community Treatment-Adult	3,123,393	2,854,797	268,596	2,924,265	3,027,572	103,307	199,128	371,903
Community Treatment-Youth	3,421,855	3,172,396	249,459	3,340,378	3,200,907	(139,471)	81,477	109,988
Hope House Sober Living	14,267	29,342	(15,075)	38,868	46,967	8,099	(24,601)	(6,976)
Demand Transportation	175,881	161,774	14,107	191,240	201,511	10,271	(15,359)	24,378
Jail Meals	-	-	-	-	-	-	-	-
Aquatic Services	288,401	287,534	867	452,711	569,949	117,238	(164,310)	118,105
Mount View Care Center	12,625,999	11,113,001	1,512,999	10,534,595	10,221,452	(313,143)	2,091,405	1,199,856
	<u>22,153,084</u>	<u>20,050,016</u>	<u>2,103,069</u>	<u>20,174,462</u>	<u>19,928,898</u>	<u>(245,565)</u>	<u>1,978,622</u>	<u>1,857,504</u>
Shared Services								
Adult Behavioral Health Hospital	2,720,562	2,327,058	393,504	2,113,691	1,985,786	(127,905)	606,872	265,599
Youth Behavioral Health Hospital	1,374,617	1,023,998	350,619	1,229,570	1,120,221	(109,349)	145,046	241,270
Residency Program	82,959	94,760	(11,801)	130,746	226,703	95,957	(47,787)	84,156
Supportive Employment Program	3,503	-	3,503	-	-	-	3,503	3,503
Crisis Services	228,493	180,861	47,632	1,001,155	937,764	(63,391)	(772,662)	(15,759)
Adult Crisis Stabilization Facility	1,047,666	1,005,952	41,715	667,885	649,346	(18,539)	379,782	23,175
Youth Crisis Stabilization Facility	520,143	485,569	34,574	390,048	460,649	70,601	130,095	105,175
Pharmacy	2,031,889	2,114,548	(82,660)	2,142,087	2,208,767	66,681	(110,198)	(15,979)
Lakeside Recovery MMT	424,935	417,869	7,066	609,260	670,453	61,193	(184,324)	68,259
Adult Protective Services	83,952	92,726	(8,774)	339,671	423,678	84,007	(255,719)	75,233
Birth To Three	96,399	-	96,399	96,399	-	(96,399)	-	-
Contracted Services (Out of County Placements)	-	-	-	375,069	562,321	187,252	(375,069)	187,252
	<u>8,615,118</u>	<u>7,743,341</u>	<u>871,776</u>	<u>9,095,580</u>	<u>9,245,688</u>	<u>150,108</u>	<u>(480,462)</u>	<u>1,021,884</u>
Appropriations	1,798,341	1,798,341	-				1,798,341	-
Excess Revenue/(Expense)	32,566,543	29,591,698	2,974,845	29,270,042	29,174,586	(95,457)	3,296,501	2,879,389

North Central Health Care
Review of Services in Lincoln County
For the Period Ending May 31, 2026

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
Direct Services								
Outpatient Services	467,758	467,895	(136)	275,996	422,591	146,595	191,762	146,459
Community Treatment-Adult	488,217	430,380	57,838	436,520	495,943	59,423	51,698	117,261
Community Treatment-Youth	976,876	890,476	86,400	981,624	954,976	(26,648)	(4,748)	59,752
Pine Crest Nursing Home	-	-	-	-	-	-	-	-
	<u>1,932,852</u>	<u>1,788,750</u>	<u>144,102</u>	<u>1,694,140</u>	<u>1,873,510</u>	<u>179,371</u>	<u>238,712</u>	<u>323,472</u>
Shared Services								
Adult Behavioral Health Hospital	560,127	479,110	81,017	435,180	408,846	(26,334)	124,947	54,683
Youth Behavioral Health Hospital	283,015	210,827	72,188	253,152	230,638	(22,513)	29,863	49,674
Residency Program	17,080	19,510	(2,430)	26,919	46,675	19,756	(9,839)	17,327
Supportive Employment Program	721	-	721	-	-	-	721	721
Crisis Services	47,044	37,237	9,807	206,124	193,073	(13,051)	(159,081)	(3,245)
Adult Crisis Stabilization Facility	215,700	207,112	8,588	137,508	133,691	(3,817)	78,192	4,772
Youth Crisis Stabilization Facility	107,090	99,972	7,118	80,306	94,841	14,536	26,785	21,654
Pharmacy	418,338	435,357	(17,019)	441,026	454,755	13,729	(22,688)	(3,290)
Lakeside Recovery MMT	87,488	86,034	1,455	125,438	138,037	12,599	(37,950)	14,054
Adult Protective Services	17,285	19,091	(1,806)	69,934	87,230	17,296	(52,649)	15,490
Birth To Three	19,847	-	19,847	19,847	-	(19,847)	-	-
Contracted Services (Out of County Placements)	-	-	-	77,222	115,774	38,553	(77,222)	38,553
	<u>1,773,736</u>	<u>1,594,249</u>	<u>179,487</u>	<u>1,872,656</u>	<u>1,903,561</u>	<u>30,905</u>	<u>(98,921)</u>	<u>210,392</u>
Appropriations	257,516	257,516	-				257,516	-
Excess Revenue/(Expense)	3,964,104	3,640,515	323,589	3,566,796	3,777,072	210,276	397,308	533,865

North Central Health Care
Review of Services in Llanglade County
For the Period Ending May 31, 2026

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
Direct Services								
Outpatient Services	462,266	423,093	39,173	365,865	409,414	43,549	96,401	82,723
Community Treatment-Adult	239,541	168,711	70,830	279,700	242,812	(36,888)	(40,159)	33,942
Community Treatment-Youth	782,004	666,906	115,098	697,798	751,175	53,377	84,206	168,475
Sober Living	21,410	29,624	(8,214)	54,832	32,085	(22,747)	(33,422)	(30,961)
Adult Day Services	71,135	118,538	(47,403)	101,423	138,310	36,887	(30,288)	(10,516)
	<u>1,576,356</u>	<u>1,406,872</u>	<u>169,484</u>	<u>1,499,618</u>	<u>1,573,797</u>	<u>74,179</u>	<u>76,738</u>	<u>243,663</u>
Shared Services								
Adult Behavioral Health Hospital	384,214	328,641	55,573	298,508	280,444	(18,063)	85,706	37,509
Youth Behavioral Health Hospital	194,131	144,615	49,516	173,647	158,204	(15,443)	20,484	34,074
Residency Program	11,716	13,383	(1,667)	18,465	32,016	13,552	(6,749)	11,885
Supportive Employment Program	495	-	495	-	-	-	495	495
Crisis Services	32,269	25,542	6,727	141,389	132,436	(8,952)	(109,120)	(2,226)
Adult Crisis Stabilization Facility	147,958	142,066	5,891	94,323	91,704	(2,618)	53,635	3,273
Youth Crisis Stabilization Facility	73,458	68,575	4,883	55,085	65,056	9,971	18,373	14,853
Pharmacy	286,955	298,629	(11,674)	302,518	311,935	9,417	(15,563)	(2,257)
Lakeside Recovery MMT	60,012	59,014	998	86,043	94,685	8,642	(26,031)	9,640
Adult Protective Services	11,856	13,095	(1,239)	47,970	59,834	11,864	(36,114)	10,625
Birth To Three	13,614	-	13,614	13,614	-	(13,614)	-	-
Contracted Services (Out of County Placements)	-	-	-	52,969	79,414	26,445	(52,969)	26,445
	<u>1,216,677</u>	<u>1,093,560</u>	<u>123,117</u>	<u>1,284,531</u>	<u>1,305,730</u>	<u>21,199</u>	<u>(67,854)</u>	<u>144,316</u>
Appropriations	98,538	98,538	-				98,538	-
Excess Revenue/(Expense)	2,891,572	2,598,971	292,601	2,784,149	2,879,527	95,378	107,423	387,979

North Central Health Care
Summary of Revenue Write-Offs
For the Period Ending May 31, 2026

	<u>MTD</u>	<u>YTD</u>
Behavioral Health Hospitals		
Charity Care	\$ 91,343	\$ 187,147
Administrative Write-Off	\$ 603,060	\$ 617,057
Bad Debt	\$ 375,425	\$ 375,425
Outpatient & Community Treatment		
Charity Care	\$ 29,991	\$ 49,912
Administrative Write-Off	\$ 149,464	\$ 156,916
Bad Debt	\$ 157,692	\$ 157,692
Nursing Home Services		
Charity Care	\$ -	\$ -
Administrative Write-Off	\$ -	\$ -
Bad Debt	\$ -	\$ -
Aquatic Services		
Charity Care	\$ -	\$ -
Administrative Write-Off	\$ -	\$ 4,186
Bad Debt	\$ -	\$ 35,740
Pharmacy		
Charity Care	\$ -	\$ -
Administrative Write-Off	\$ 9	\$ 50
Bad Debt	\$ -	\$ -
Other Services		
Charity Care	\$ -	\$ 85
Administrative Write-Off	\$ 23,797	\$ 67,324
Bad Debt	\$ 1,304	\$ 1,304
Grand Total		
Charity Care	<u>\$ 121,334</u>	<u>\$ 237,144</u>
Administrative Write-Off	<u>\$ 776,330</u>	<u>\$ 845,534</u>
Bad Debt	<u>\$ 534,421</u>	<u>\$ 570,161</u>

FINANCIAL DASHBOARD

FISCAL YEAR: 2026

DEPARTMENT	Metric	TARGET	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	2026 YTD	2025
------------	--------	--------	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	----------	------

BEHAVIORAL HEALTH SERVICES

Adult Hospital	Average Daily Census	10.00	9.06	12.57	10.48	10.33	7.97								10.08	9.9
Adult Crisis Stabilization Facility	Average Daily Census	11.00	8.84	9.14	10.26	6.73	9.65								8.92	12.1
Lakeside Recovery MMT	Average Daily Census	10.25	13.16	11.93	13.74	14.07	13.16								13.21	11.6
Youth Hospital	Average Daily Census	4.25	4.81	5.39	4.77	4.77	4.84								4.92	4.6
Youth Crisis Stabilization Facility	Billable Units	5,840	3,145	13,616	5,281	7,299	4,826								6,833	4603
Youth Out of County Placements (WMHI/MMHI)	Days	37	0	0	25	38	35								20	220
Adult Out of County Placements (WMHI/MMHI)	Days	45	33	49	49	43	89								53	927
Out of County Placements (Trempealeau)	Days	44	124	100	79	30	18								70	1015
Out of County Placements (Group Home)	Days	160	186	144	155	90	155								146	1923

COMMUNITY SERVICES

Hope House - Marathon	Average Daily Census	6.00	7.60	6.40	6.70	6.10	7.10								6.78	4.9
Hope House - Langlade	Average Daily Census	3.00	4.00	4.90	5.50	6.90	6.16								5.49	3.0

NURSING HOMES

Mount View Care Center	Average Daily Census	125.00	127.84	128.71	129.03	125	125.45								127.21	123
------------------------	----------------------	--------	--------	--------	--------	-----	--------	--	--	--	--	--	--	--	--------	-----



North Central Health Care

Person centered. Outcome focused.

MEMORANDUM

To: Executive Committee

From: Jason Hake, Executive Director

Date: 06.24.2026

Subject: One Behavioral Health System: A Strategic Vision for North Central Health Care

Purpose

Since assuming the role of Executive Director, I have spent considerable time reflecting on where North Central Health Care is today and where we have the opportunity to go over the next decade.

Behavioral healthcare continues to evolve. Individuals are presenting with increasingly complex clinical and social needs, workforce shortages persist, reimbursement models are changing, and behavioral health organizations are being challenged to deliver better outcomes while demonstrating responsible stewardship of public resources.

While these challenges are significant, I believe they also present an opportunity.

The purpose of this memorandum is to share my long-term vision for North Central Health Care's behavioral health system. This memorandum is not intended to request action by the Executive Committee. Rather, it establishes the strategic direction I believe should guide future organizational priorities and investments.

Our Greatest Opportunity

North Central Health Care is uniquely positioned among behavioral health organizations in Wisconsin.

As the human services authority for Marathon, Lincoln, and Langlade Counties, we provide services that span nearly every stage of an individual's behavioral health journey, from prevention and outpatient treatment to crisis intervention, psychiatric hospitalization, substance use disorder treatment, community-based services, protective services, and long-term supports.

Few organizations have the opportunity to influence care across such a comprehensive continuum.

I believe our greatest opportunity is not simply continuing to operate outstanding individual programs, but intentionally connecting those programs into one coordinated behavioral health system.

Attachment A illustrates this vision.

www.norcen.org



North Central Health Care

Person centered. Outcome focused.

At its center is a simple concept: individuals and families—not programs—should remain the focus of everything we do. Every service throughout our continuum should work together to ensure individuals receive the right care, at the right time, in the right setting, with seamless transitions and shared accountability for outcomes.

Why This Matters

Individuals do not experience behavioral healthcare one program at a time.

A person may begin in outpatient treatment, require crisis intervention, receive inpatient psychiatric care, transition to community-based treatment, and ultimately rely on long-term supports. From their perspective, these are not separate services, they are one journey.

Our responsibility is to ensure that journey is coordinated, connected, and centered on the individual's needs.

This vision is not about restructuring departments or diminishing the expertise of our programs. Rather, it is about strengthening collaboration, improving communication, leveraging the expertise that already exists throughout the organization, and removing unnecessary barriers between service lines.

Position NCHC to Meet the Needs of Tomorrow

The needs of our communities continue to evolve. Individuals and families are experiencing greater behavioral health complexity, counties face increasing fiscal pressures, and expectations continue to grow for public organizations to deliver coordinated, efficient, and measurable services.

Fortunately, North Central Health Care is uniquely positioned to meet those challenges. As both a county human services organization and one of Wisconsin's most comprehensive behavioral health providers, we have the opportunity to demonstrate how an integrated public behavioral health system can improve outcomes while being a responsible steward of taxpayer resources.

The opportunity before us is not to fundamentally change who we are. It is to build upon our existing strengths by reinforcing the connections across our continuum of care, improving coordination, and continually seeking better ways to serve the individuals, families, and communities that rely on us.

Looking Ahead

Achieving this vision will require thoughtful planning, sustained commitment, and continuous improvement over many years. It will also require leadership at every level of the organization to look beyond individual programs and focus on what is best for the individuals, families, and communities we serve.

www.norcen.org

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

Antigo Center
1225 Langlade Road
Antigo, Wisconsin 54409
715.627.6694

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

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



North Central Health Care

Person centered. Outcome focused.

I believe North Central Health Care is exceptionally well positioned for this next chapter.

By strengthening the connections across our continuum of care while continuing to invest in our people, partnerships, and clinical excellence, we have the opportunity to become a model for how rural communities can deliver integrated behavioral health, improving outcomes for individuals, strengthening communities, and ensuring public resources are used as effectively as possible.

I look forward to discussing this vision with the Executive Committee as we continue shaping the future of North Central Health Care.

www.norcen.org

Wausau Campus

2400 Marshall Street, Suite A
Wausau, Wisconsin 54403
715.848.4600

Antigo Center

1225 Langlade Road
Antigo, Wisconsin 54409
715.627.6694

Merrill Center

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

Mount View Care Center

2400 Marshall Street, Suite B
Wausau, Wisconsin 54403
715.848.4300



North Central Health Care

Person centered. Outcome focused.

Attachment A



www.norcen.org

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

Antigo Center
1225 Langlade Road
Antigo, Wisconsin 54409
715.627.6694

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

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



North Central Health Care

Person centered. Outcome focused.

MEMORANDUM

To: Executive Committee

From: Marne Schroeder, Director of Community Treatment

Date: 06.24.2026

Subject: Request for Position Approval – Adult Protective Services Representative

Purpose

The purpose of this memo is to request approval from the Executive Committee to add one (1.0 FTE) Adult Protective Services (APS) Representative position. This position is needed to ensure APS can continue to effectively respond to and investigate reports of abuse, neglect, exploitation, and self-neglect among older adults and adults with disabilities across the tri-county service area.

Position Overview

- **Title:** Protective Services Representative
 - **Program:** Adult Protective Services
 - **Reports To:** Adult Protective Services Manager
 - **Employment Type:** Permanent- Full Time
 - **FTE:** 1.0
 - **New or Replacement:** New Position
-

Justification

Over the past several years, APS has experienced sustained increases in referrals and workload volume, along with growing case complexity. This includes guardianship petitions and changes, emergency protective placements, annual reviews, and at-risk investigations requiring statutory response timelines and court involvement.

Demographic trends indicate continued pressure on APS services. According to U.S. Census Bureau estimates, the population age 65 and older exceeds the state average (19.6%) in all three counties served: Marathon County (20.02%), Lincoln County (25.2%), and Langlade County (27%). These trends are expected to continue upward, increasing demand for protective services intervention.

In addition to an aging population, APS continues to see increased involvement with adults experiencing severe and persistent mental illness, often resulting in higher acuity cases requiring coordination with law enforcement, behavioral health providers, and the courts.

www.norcen.org



North Central Health Care

Person centered. Outcome focused.

APS workload and operational indicators reflect this sustained increase:

APS Data	2024	2025	2026 YTD	2026 Annualized
Overtime	\$16,183.92	\$22,912.32	\$9,712.81	\$23,310.74
Emergency Protective Placements	7	19	19	46
Annual Reviews	389	388	389	389
At-Risk Investigations	567	710	456	1,094
Ellison Cases	Not Tracked	6	14	34
Guardianship Petitions	62	46	57	137
Guardianship Changes	42	41	42	101

This sustained demand contributes to increased overtime costs and limits the ability of current staff to complete preventative, investigative, and court-related responsibilities within optimal timelines.

Approval of an additional APS Representative will improve service capacity, reduce reliance on overtime, and strengthen the team’s ability to meet statutory and court-imposed deadlines while maintaining quality and timeliness of investigations and protective interventions.

Budget Impact

- **Net Impact:** \$83,000 (\$98,000 salary/benefits – \$15,000 overtime)
- **Grade Placement:** Proposed Grade 11
- **Funding Source:** Tax Levy. NCHC is not requesting additional tax levy from the counties in 2026 or 2027. We will reevaluate the need in 2028.

Organizational Impact

The addition of one APS Representative will improve workload distribution and align staffing levels with current and projected service demand. At present, the APS Manager is required to supplement frontline casework responsibilities due to increased volume and complexity. This reduces available management capacity for core supervisory functions.

Restoring appropriate supervisory bandwidth will support:

- Improved oversight of case decisions and compliance with statutory requirements
- Enhanced service quality and consistency across staff
- Strengthened collaboration with community partners and system stakeholders
- Increased focus on staff supervision, development, and retention strategies

www.norcen.org



North Central Health Care

Person centered. Outcome focused.

Overall, this position supports both operational stability and risk management within APS by ensuring cases are handled within appropriate timelines and staffing resources are appropriately aligned with demand.

Recommendation

It is recommended that the Executive Committee approve the addition of one (1.0 FTE) Adult Protective Services Representative position.

www.norcen.org

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

Antigo Center
1225 Langlade Road
Antigo, Wisconsin 54409
715.627.6694

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

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



North Central Health Care

Person centered. Outcome focused.

MEMORANDUM

To: Executive Committee

From: Jason Hake, Executive Director

Date: 06.24.2026

Subject: Request for Position Approval – Chief Medical Officer

Purpose

The purpose of this memo is to request approval from the Executive Committee to establish a 0.50 FTE Chief Medical Officer (CMO) position for North Central Health Care.

As North Central Health Care continues to evolve into one of Wisconsin's most comprehensive public behavioral health systems, physician leadership has become increasingly important to support medical staff governance, clinical quality, regulatory compliance, physician engagement, and integration across our behavioral health continuum.

The Chief Medical Officer will provide executive physician leadership while serving as a member of the Leadership Team and primary liaison between the Medical Staff and Administration. This position will also serve as Medical Director for designated behavioral health service lines

Position Overview

- **Title:** Chief Medical Officer
 - **Program:** Administration
 - **Reports To:** Executive Director
 - **Employment Type:** Permanent
 - **FTE:** 0.50
 - **New or Replacement:** New Position
-

Justification

North Central Health Care has experienced organizational growth, increasing clinical complexity, and expanded regional partnerships over the past several years.

Today, NCHC serves individuals with increasingly complex behavioral health needs, including higher-acuity psychiatric presentations, co-occurring mental health and substance use disorders, medically complex patients, and individuals requiring coordination across multiple levels of care. These patients frequently transition between inpatient psychiatry, crisis stabilization, outpatient services, community treatment, county human services programs, and other healthcare providers, requiring greater clinical coordination and physician leadership than ever before.

www.norcen.org



North Central Health Care

Person centered. Outcome focused.

At the same time, North Central Health Care has experienced continued growth in serving counties beyond our three-member counties. This regional growth has increased patient volumes, expanded referral relationships, and elevated expectations for clinical quality, consistency, and physician engagement.

Although Medical Directors currently provide oversight within their individual programs, there is no physician executive responsible for coordinating medical staff governance, establishing consistent clinical standards across programs, leading physician quality initiatives, or providing executive-level physician leadership for the organization as a whole.

Establishing a Chief Medical Officer will create a unified physician leadership structure that strengthens collaboration across service lines, improves clinical integration, enhances physician accountability, and ensures consistent medical oversight throughout North Central Health Care's behavioral health continuum.

Strategic Organizational Benefits

The Chief Medical Officer will provide executive physician leadership in several critical areas.

Medical Staff Governance

The CMO will strengthen Medical Staff governance by:

- Providing executive oversight of the Medical Executive Committee
- Leading physician peer review activities
- Overseeing OPPE and FPPE processes
- Supporting credentialing and privileging recommendations
- Ensuring compliance with Medical Staff Bylaws
- Increasing physician engagement and accountability

Clinical Quality

The CMO will partner with leadership to improve clinical quality by:

- Developing physician quality metrics
- Reviewing behavioral health outcomes
- Leading physician participation in quality improvement initiatives
- Participating in sentinel event reviews and root cause analyses

www.norcen.org

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

Antigo Center
1225 Langlade Road
Antigo, Wisconsin 54409
715.627.6694

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

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



North Central Health Care

Person centered. Outcome focused.

- Developing evidence-based clinical practice standards
 - Improving patient safety throughout the organization
-

System Integration

One of the greatest opportunities for improvement is strengthening integration across NCHC's behavioral health continuum.

The CMO will lead initiatives to improve collaboration among:

- Inpatient Psychiatry
- Crisis Services
- Outpatient Psychiatry
- Community Treatment
- Substance Use Disorder Services

This work will improve care transitions, discharge planning, continuity of care, and multidisciplinary collaboration throughout the organization.

Utilization Review and Resource Stewardship

The CMO will provide physician leadership for utilization review activities by:

- Establishing a multidisciplinary Utilization Review Committee
 - Reviewing readmissions and length of stay
 - Monitoring denials and appeals
 - Evaluating out-of-county psychiatric placements
 - Reviewing prolonged crisis stabilization stays
 - Identifying opportunities to improve clinical efficiency while maintaining high-quality patient care
-

Physician Recruitment and Workforce Development

North Central Health Care's continued partnership with the Medical College of Wisconsin creates an opportunity to strengthen physician recruitment and workforce development.

www.norcen.org

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

Antigo Center
1225 Langlade Road
Antigo, Wisconsin 54409
715.627.6694

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

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



North Central Health Care

Person centered. Outcome focused.

The CMO will:

- Support psychiatric residency education
- Assist with physician recruitment
- Improve physician engagement
- Strengthen long-term recruitment and retention efforts
- Provide mentorship to new psychiatrists and advanced practice providers

Alignment with Organizational Strategic Priorities

Establishing a Chief Medical Officer directly supports several organizational priorities including:

- Strengthening clinical leadership
- Improving quality and patient safety
- Enhancing physician accountability
- Supporting regulatory readiness
- Improving system integration
- Increasing collaboration across behavioral health services
- Developing a sustainable physician workforce
- Advancing strategic initiatives identified by Executive Leadership and the Board

The attached Chief Medical Officer Objectives establish measurable performance expectations for the first two years of the position, including implementation of physician quality metrics, utilization review processes, improved medical staff governance, enhanced integration across behavioral health services, and physician workforce development.

Budget Impact

- **Net Impact:** \$0.00. Estimated cost of the position is \$200,000 including benefits
- **Grade Placement:** Based on FMV Analysis completed by vendor
- **Funding Source:** \$85,000 from Medical Director reorganization with remaining \$115,000 funding coming from current vacant position.

www.norcen.org



North Central Health Care

Person centered. Outcome focused.

Organizational Impact

The establishment of a Chief Medical Officer will create a unified physician leadership structure that aligns Medical Director responsibilities for the Youth Behavioral Health Hospital, Outpatient Psychiatry, and Medically Monitored Treatment Services under a single physician executive while providing organization-wide clinical leadership.

This position will improve coordination between Medical Staff and Administration, strengthen physician engagement, and increase accountability for clinical quality, utilization management, patient safety, and regulatory compliance.

The Chief Medical Officer will also lead initiatives to improve collaboration across inpatient psychiatry, crisis stabilization, outpatient psychiatry, community treatment, and substance use disorder services, creating greater continuity of care for increasingly complex patients receiving services throughout the behavioral health continuum.

As North Central Health Care continues to expand partnerships and provide behavioral health services to counties across Wisconsin, the Chief Medical Officer will help ensure consistent clinical standards, physician leadership, and high-quality care regardless of where patients enter the system.

Unlike traditional Medical Director positions that focus on individual programs, the Chief Medical Officer will provide executive physician leadership that supports strategic planning, physician workforce development, quality improvement, medical staff governance, and system-wide clinical integration.

Recommendation

It is recommended that the Executive Committee approve the establishment of one 0.50 FTE Chief Medical Officer position.

www.norcen.org

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

Antigo Center
1225 Langlade Road
Antigo, Wisconsin 54409
715.627.6694

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

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



North Central Health Care

Person centered. Outcome focused.

MEMORANDUM

To: Executive Committee

From: Jason Hake, Executive Director

Date: 06.24.2026

Subject: Authorization to Submit Letter of Intent – Rural Health Transformation Program

Purpose

The purpose of this memorandum is to request authorization from the Executive Committee for the Executive Director to submit a Letter of Intent (LOI) to the Wisconsin Department of Health Services by July 1, 2026, expressing North Central Health Care's interest in pursuing funding through the Rural Health Transformation Program (RHTP).

Submission of the LOI is non-binding and does not commit North Central Health Care (NCHC) to submitting a full application or accepting grant funding. Rather, it preserves our eligibility to compete for this funding opportunity while allowing additional time to refine the project, develop partnerships, and prepare a comprehensive proposal for future Executive Committee consideration.

Background

The Rural Health Transformation Program is a multi-year initiative administered by the Wisconsin Department of Health Services to strengthen healthcare delivery across rural Wisconsin through transformational investments in access, workforce, care integration, infrastructure, and long-term sustainability.

Unlike traditional grant programs that primarily fund expansion of existing services, the RHTP is intended to support transformational models that create sustainable system change and can be replicated across Wisconsin.

North Central Health Care is uniquely positioned to compete for this funding. As both the behavioral health authority and the county human services provider for Marathon, Lincoln, and Langlade Counties, NCHC operates one of Wisconsin's most comprehensive rural behavioral health continuums. This integrated structure provides a unique opportunity to develop and demonstrate a model of rural behavioral healthcare that aligns clinical services, county programs, physician leadership, and community partnerships into a coordinated system of care.

www.norcen.org

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

Antigo Center
1225 Langlade Road
Antigo, Wisconsin 54409
715.627.6694

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

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



North Central Health Care

Person centered. Outcome focused.

Proposed Letter of Intent

The proposed Letter of Intent would outline NCHC's interest in developing an Integrated Rural Behavioral Health Model that builds upon our existing continuum of services while strengthening coordination across the organization and throughout the communities we serve.

While the project remains under development, the anticipated focus includes:

- Strengthening integration across inpatient, crisis, outpatient, substance use disorder, and community-based behavioral health services.
- Improving care coordination and transitions for individuals with complex behavioral health needs.
- Enhancing collaboration among physicians, advanced practice providers, therapists, nursing, county human services, and community partners.
- Standardizing clinical pathways and quality improvement processes across the behavioral health continuum.
- Developing a sustainable rural behavioral health model that can be evaluated, refined, and replicated throughout Wisconsin.

Fiscal Impact

There is no direct financial obligation associated with submission of the Letter of Intent. Preparation of the LOI will be completed using existing staff resources.

Recommendation

Authorize the Executive Director to submit a Letter of Intent to the Wisconsin Department of Health Services by July 1, 2026, expressing North Central Health Care's interest in pursuing funding through the Rural Health Transformation Program.