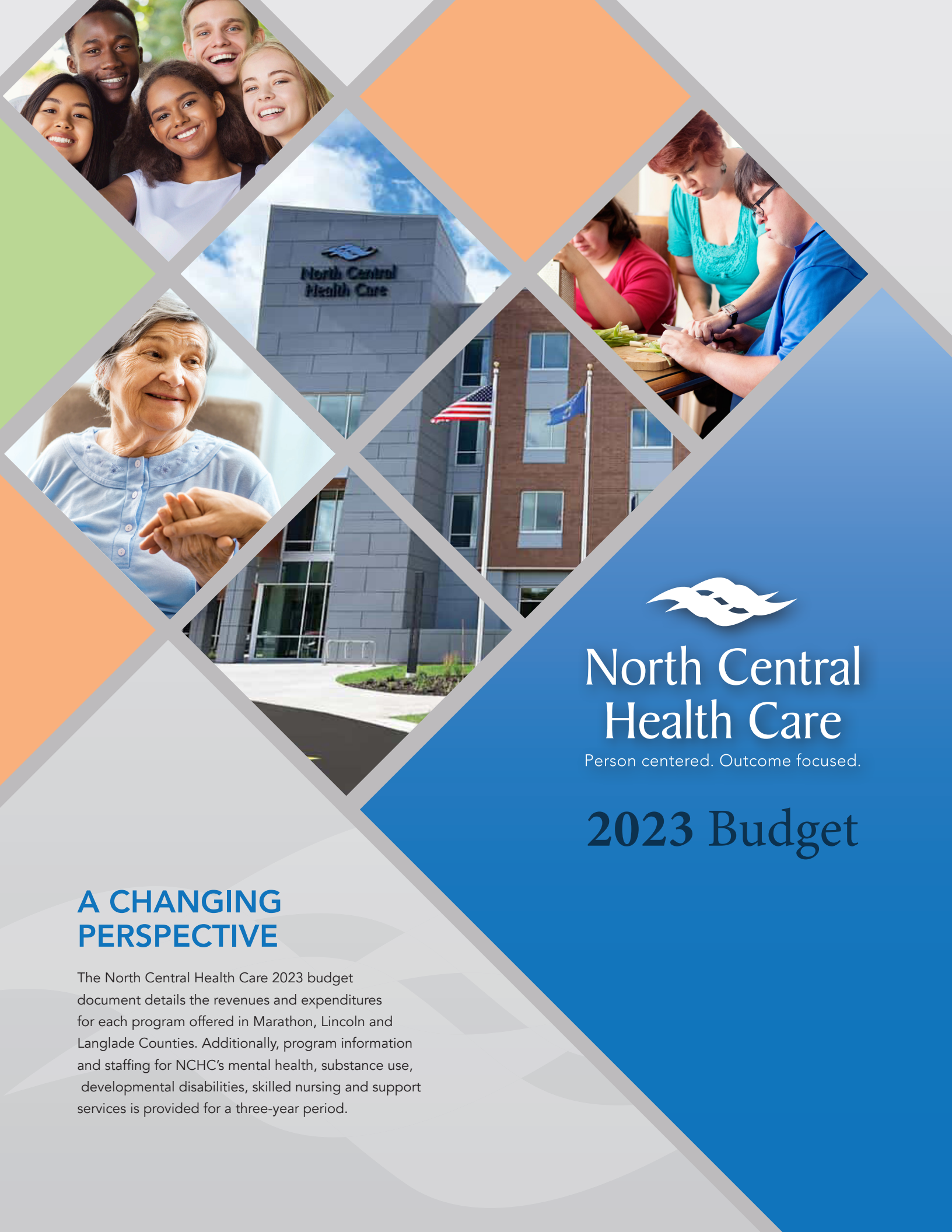




North Central Health Care

Person centered. Outcome focused.

2023 Budget

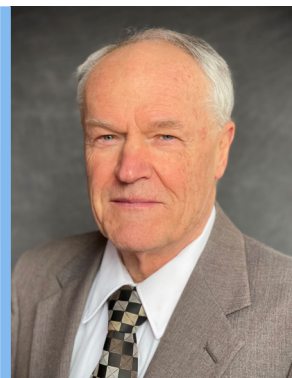
A CHANGING PERSPECTIVE

The North Central Health Care 2023 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, substance use, developmental disabilities, skilled nursing and support services is provided for a three-year period.

2023 Budget

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From the Executive Director

Mort McBain, *Interim Executive Director*

North Central Community Services Program Executive Committee and Board,

I am pleased to present this 2023 Annual Budget to the Executive Committee and the North Central Community Services Program Board as required by Chapter 51.42 of the Wisconsin Statutes and in accordance with the new Multi-county Intergovernmental Agreement. Before discussing the 2023 budget, it might be helpful to briefly discuss several significant changes that took place in 2022, since many of the changes taking place now will have a direct effect on the annual budget in 2023 and many years into the future.

The New Tri-County Agreement

One of the most significant changes that took place in 2022 was the final approval by the State of Wisconsin DHS Secretary of a new "Amended and Restated Intergovernmental Agreement Establishing a Multi-county Department of Community Programs" ... a rather long name for the new "Tri-County Agreement". This new agreement between the counties has significantly redefined the role of both the NCCSP Board and the Executive Committee. Created as a "commission" under the authority of Wis Stats 66.0301(3), the Executive Committee has taken on a much more pre-eminent role in the governance of NCCSP including a focus "on ensuring that the NCCSP organization remains responsive to the member Counties and works to establish and sustain a strong working relationship between the NCCSP and the member Counties" – as quoted in the new agreement.

From CEO to Interim Executive Director

With the resignation of the former Interim CEO and Chief Financial Officer in March of 2022, the Executive Committee retained my services as the retired Marathon County Administrator. I assumed the role of Interim Executive Director under a limited term contract until a new Executive Director could be hired. Priorities of the Interim Executive Director were as follows:

- Keep NCHC moving forward
- Recruit and hire a Finance Director
- Recruit and hire a permanent Executive Director
- Prepare a "balanced" budget for 2023 with the Finance Director
- Refocus, reconnect, and realign programs and services to better meet the needs of the three Counties served by NCHC
- Wherever possible, increase revenues, reduce costs, and increase efficiencies

Program Evaluation and Changes

In May, the Executive Committee asked the Senior Management Team to begin a study of all programs and services provided by NCHC, in an effort to identify which programs were less critical to the 51.42 core services provided to the three counties. Those services considered furthest away from the core mandated services were considered first, with the "program evaluations" conducted by Chief Operating Officer, Jarret Nickel and Chief Medical Officer, Dr. Robert Gouthro. As a result of this evaluation, several programs were deemed to be less critical to NCHC's core mission and have not been funded by NCHC in the 2023 budget.

...continued



Programs including the Community Corner Clubhouse, Marathon County Prevocational Services, and the Lincoln County Prevocational Services, known as Lincoln Industries, were either closed and/or transitioned to another provider. In addition, management of the Fulton Street residential property owned by the City of Wausau was contracted out to a private provider to carry out such services.

Each of these changes and transitions contributed to a financial savings and/or reduced management responsibilities for NCHC. Additional program evaluations have been paused until the 2023 budget has been adopted. The Program Evaluation process will be revisited in 2023 as necessary.

Executive Director Recruitment and NCHC Reorganization

The recruitment process for a new Executive Director resulted in a pool of 25 applicants, although it did not ultimately result in a successful hire. However, the process did trigger an intense examination of the organizational chart for NCHC and resulted in some significant changes to the Senior Management positions for the organization. Most significantly, all departments and programs were placed under one of three “Managing Director” positions and the Compliance Officer. The role of Compliance Officer was formally re-structured with a dual reporting role to both the Executive Committee and the Executive Director, to allow for a clear and unambiguous channel to the Executive Committee when necessary to facilitate accountability, transparency and compliance. The Chief Operating Officer position was eliminated, and the incumbent transitioned into the position of “Managing Director of Nursing Homes/Residential” The Chief Information Officer position was eliminated, and a “Managing Director of Community Programs” position was established. The Finance Director position became the “Managing Director of Finance/Administration” and several functions were placed under this newly titled position, including Human Resources, Communications, Pharmacy, Transportation, and Information Management Systems. Given the changes to the organizational chart, it was determined that the most critical position to be filled without delay is the new position of Managing Director of Community Programs, and once that position is filled recruitment for a permanent Executive Director can begin.

New Finance Director Hired and The Budget Process Commencement

Gary Olsen was welcomed to NCHC as Finance Director in June 2022. Gary's first assignment was to begin the arduous task of compiling the annual WIMCR report for 2021, which was done by contracting with a former NCHC Finance Executive who had retired from NCHC. In addition to completing the current WIMCR report, the previous 2020 report was re-filed with approval from the state. Doing so should hopefully lead to a revised and potentially increased rate of return to NCHC to help make up for current deficits. As Gary became familiar with the complex financial situation existing at NCHC, he was able to resolve various difficulties with the financial and accounting reporting structure, leading to greater financial transparency and accountability throughout the organization. He will have more details in his own budget message that follows in the next section of this budget presentation.

The 2023 Budget

The process for developing next year's budget has been unusual to say the least. Having started the year with a running deficit of \$2.1 million, and still suffering the effects of Covid-19 for both those we serve and the impact on our employees, we are just grateful to be moving slowly back towards a state of normalcy... or perhaps it's the “new normal” that we are experiencing.

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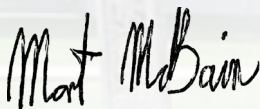
The Finance Director has spent much of his time this year analyzing reports generated by the previous administration, and then altering report formats to provide greater transparency and encourage accountability on the part of Directors and Managers, something that has been conspicuously absent in this organization for the last 18 to 24 months or so. The changes made to these reports will allow for more efficient budgeting and analysis moving forward.

Amidst all of 2022, the Wausau Campus continues with major renovation and construction of the facility. Those who have remodeled even just part of a house while still living in that space, know that this can be a huge challenge to maintain operations at the same time renovations are taking place. An additional challenge during this time, one that is shared by many employers in the state and across the United States, is the shortage of a trained and available labor force.

And yet through all of this our employees have performed amazingly well, serving with compassion and understanding those who are in need of our services. I have been truly humbled and impressed by our nursing staff and providers, our clinicians, therapists and support staff, and all those who show up on a daily basis to serve the needs of our communities without fanfare or without thanks for their service.

In addition, the 2023 balanced budget would not have been possible without the generous support of Marathon County, led by Chairman Kurt Gibbs and Administrator Lance Leonhard, who agreed to cover the debt payments for the reconstruction project in 2022 and 2023, and in addition, designated ARPA funds to help mitigate the losses and project cost overruns caused by Covid-19. Lastly, the State of Wisconsin provided the final important piece of the puzzle in creating a balanced budget by designating significant increases in the Medicaid reimbursement rates for facilities such as ours, something that we have been asking for over many years.

The balanced budget proposed for 2023 was achieved with the support of and efforts by our own NCHC team, the counties we serve, and the State of Wisconsin. We can certainly look forward to a less challenging budget in 2024 as we look forward to a "Changing Perspective" for our organization and the communities we serve.



Mort McBain, *Interim Executive Director*
North Central Health Care



From the Finance Director

Gary Olsen, *Managing Director of Finance/Administration*



As the Managing Director of Finance/Administration, I am pleased to present the 2023 budget for North Central Health Care (NCHC). I would like to thank all the Senior Leadership, Program Directors, and Managers who assisted in preparing their budgets. I also want to extend my thanks and appreciation to the numerous individuals who have assisted in the preparation of this budget and budget document. Without the aid of many people, this process would be more difficult, if not impossible to accomplish.

For NCHC to be successful and continue to be an asset to the three counties we serve and their residents, it is important to have a realistic balanced budget. This was accomplished by evaluating the programs that NCHC provides and by taking a closer look at revenue projections. The proposed 2023 budget for NCHC projects annual revenues and expenditures of \$87,124,406. We are presenting a balanced 2023 budget to the Executive Committee.

Budget Highlights

This budget document details the revenues and expenditures for each program with the shared services broken out and then included in each program. How each of the county allocations are utilized is shown, along with a detailed breakdown of the budget for each program by county.

The human services operations, nursing homes, and shared services are presented with an explanation of the program, the budget, and staffing information for a three-year period.

Rate Increases

We were able to present a balanced budget due to increases in the Medicaid rates for nursing homes and the adult and youth hospitals. The projected increases in Medicaid rates are estimated at a 41.2% increase for Pine Crest and 35.8% increase for Mount View Care Center (MVCC). These increases allowed revenues to increase \$1,392,892 for Mount View Care Center and \$763,913 for Pine Crest. The debt service amount Marathon County will be paying for 2023 is \$3,349,571. Marathon County also assisted NCHC in making the 2022 and 2023 debt payments. In 2023, we will work with Marathon County representatives to develop a restructured debt service schedule to aid in NCHC's ability to repay the County for debt payments for the remodeling project.

Revenue Projection

The revenues for 2023 break down as follows: Net Patient Revenue \$68,676,400 or 78.82%, County Appropriations \$6,052,244 or 6.95%, and Other Revenue 12,395,762 or 14.23%. The expenditures for 2023 break down as follows: Salaries \$44,195,169 or 50.73%, Fringe Benefits \$15,074,461 or 17.30%, and Other Expenses \$27,854,776 or 31.97%.

Programmatic Changes

NCHC evaluated some of the programs offered by the organization during 2022. Due to the losses being incurred during the year, it became necessary to change the mode of service for some programs. It was determined to close Clubhouse, Prevocational Services, and Lincoln Industries in Merrill. These programs

...continued

were discontinued in 2022, with an effort to find alternative options for the clients served in these programs. Riverview Terrace and the Fulton Street apartments were turned over to another agency to operate. To gain more efficiencies, the Andrea and Bissell Group Homes will be combined in 2023 and moved onto the campus of NCHC. NCHC will continue to evaluate programs and look for efficiencies in 2023 to aid in the budget process for 2024.

Capital Items

The budget for capital items includes privacy and safety panels for the front desk at MVCC for \$9,000, a replacement vehicle for the In-House Transportation department for \$25,000, the purchase of fifteen ventilator units for MVCC for \$112,500, and a replacement stackable washer and dryer for MVCC for \$3,800. The total capital budget for 2023 is \$150,300.

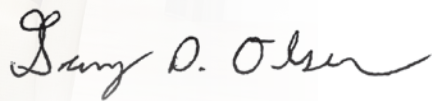
A 5-year Capital Improvement Plan (CIP) will be completed in early 2023.

Budget Oversight & Management

Program Directors and Managers have now been given the ability to better track their budgets on a monthly basis and more accountability to the budget process has begun. We are also working on a process to track productivity regarding revenue generation on a monthly basis.

The financial goal of NCHC is to continue to provide the needed core services to our clients and residents and to be able to pay NCHC's portion of the debt payments in the future.

We continue to enjoy our partnership with our three member counties, Marathon, Lincoln, and Langlade, and look forward to another year of delivering on our mission to provide compassionate and high-quality care for individuals and families with mental health, recovery, and long-term care needs.



Gary D. Olsen, *Managing Director of Finance/Administration*
North Central Health Care





Our Mission, Vision & Core Values

Our purpose and beliefs aren't simply words on a page or aspirations we are unwilling to achieve.

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.

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 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...*A Career of Opportunity*,
- ...continue to grow in our contributions to the communities we serve.

DIGNITY

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

INTEGRITY

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

ACCOUNTABILITY

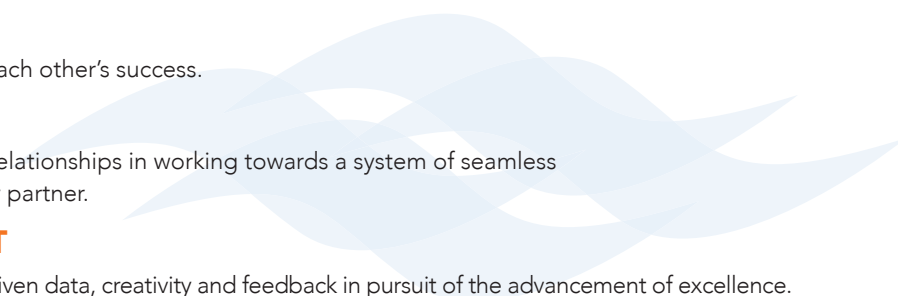
We commit to positive outcomes and each other's success.

PARTNERSHIP

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

CONTINUOUS IMPROVEMENT

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



North Central Community Services Program

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



Cate Wylie

Lincoln County
Administrative
Coordinator/HR Director

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.

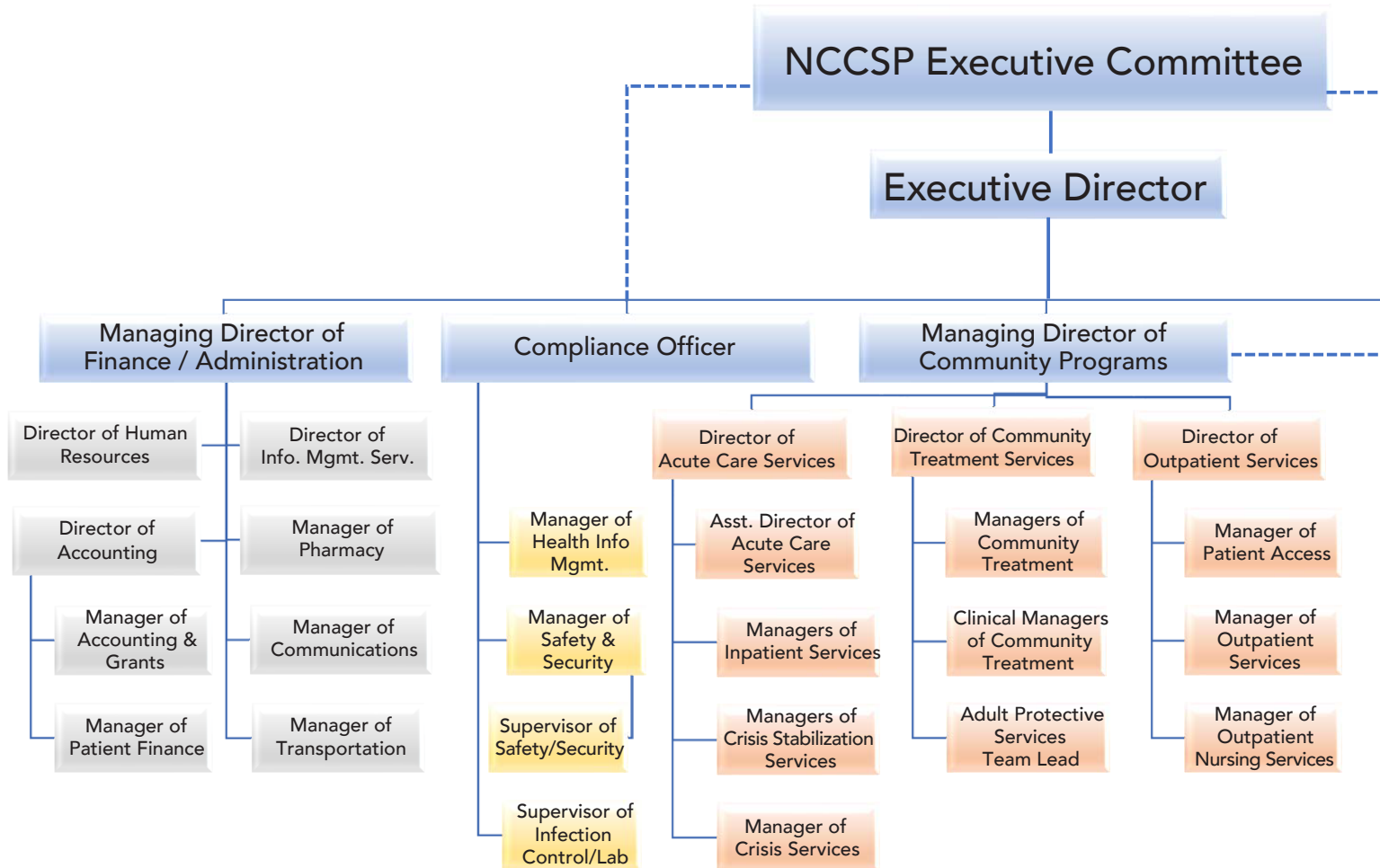
**Executive Committee Member*

Eric Anderson
Randy Balk
Chad Billeb
Angela Cummings
Kurt Gibbs*
Renee Krueger
Alyson Leahy
Lance Leonhard*
Bruce McDougal
Dave Oberbeck
Robin Stowe*
Gabe Ticho
Cate Wylie*
Community Representative
(vacant)

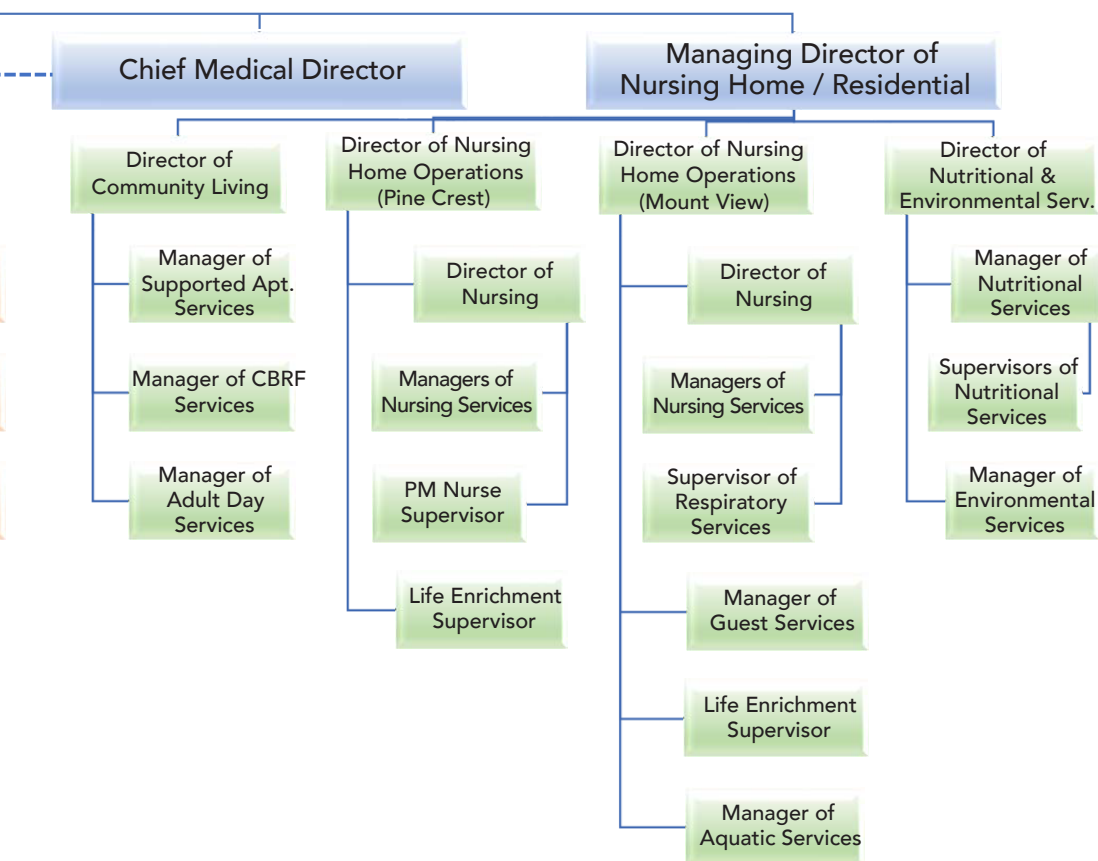


North Central Health Care Organizational Chart

Departments and Management



Human Services Leadership Team



LOOKING BACK | 2021 INDIVIDUALS SERVED BY COUNTY

SERVICES	MARATHON	LINCOLN	LANGLADE	Other*	2021 TOTAL*
Adult Day Services	65	0	35	5	105 people
Adult Protective Services	385	52	75	0	512 people
Adult At-Risk Investigations	366	87	69	8	530 Adult/Elder At-Risk Investigations
AODA Day Treatment	63	3	24	1	91 people
Aquatic Services	430	22	7	25	484 people
Children's Long Term Support	7	36	20	0	63 people
Clubhouse	91	4	1	7	103 people
Community Support Program	17	1	3	2	23 people
Comprehensive Comm Services Adult	362	71	72	16	521 people
Comprehensive Comm Services Youth	227	66	60	10	363 people
Crisis Care (Adult/Youth)	1,611	254	258	248	2,371 people
Adult	1,230	202	183	207	1,822 adults
Youth	381	52	75	41	549 youth
Assessments	2,478	370	418	381	3,647 assessments
Crisis Stabilization	135	18	11	22	186 people
Demand Transportation	412	8	5	139	564 people
Hospital	669	97	61	76	903 people
Inpatient Detoxification	49	10	6	5	70 people
Lakeside Recovery - MMT	134	16	27	12	189 people
Outpatient Services - Substance Abuse	1,539	390	331	52	2,312 people
OWI Assessments	644	114	77	18	853 assessments
Outpatient Services - Mental Health	1,049	389	641	84	2,163 people
Outpatient Psychiatric Care	1,242	244	200	74	1,760 people
Prevocational Services	94	1	24	2	121 people
Residential	134	1	0	5	140 people
Mount View Post-Acute Care	164	6	3	29	202 people
Mount View Dementia Care	286	10	8	32	336 people
Mount View Long Term Care	57	0	0	8	65 people
Pine Crest Post-Acute Care	/	125	/	~	125 people
Pine Crest Dementia Care	/	28	/	~	28 people
Pine Crest Long Term Care	/	90	/	~	90 people
TOTAL PEOPLE SERVED	9,222	1,942	1,872	854	13,890

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

2023 COUNTY APPROPRIATIONS (LEVY) REQUESTS

A key Budget Guideline is to itemize levy requests versus having one bundled levy request per County. The detailed itemization will also be reflected in each County budget to ensure transparency of levy support. The following is the levy request detail for each program by County for 2023.

2023 COUNTY APPROPRIATIONS REQUESTS BY COUNTY

PROGRAM	LANGLADE	LINCOLN	MARATHON	TOTAL
Adult Hospital	\$42,481	\$230,214	\$918,892	\$1,191,587
Crisis	102,895	281,448	1,491,977	1,876,320
Youth Hospital	5,500	7,500	37,000	50,000
Aquatic Services			342,345	342,345
Mount View			1,592,000	1,592,000
Pine Crest		440,815		440,815
Sober Living	20,000			20,000
Adult Protective Services	59,310	80,876	398,991	539,177
TOTAL	230,186	1,040,853	4,781,205	6,052,244

HISTORICAL COUNTY APPROPRIATIONS BY COUNTY

YEAR	LANGLADE	LINCOLN	MARATHON	TOTAL	CHANGE
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	

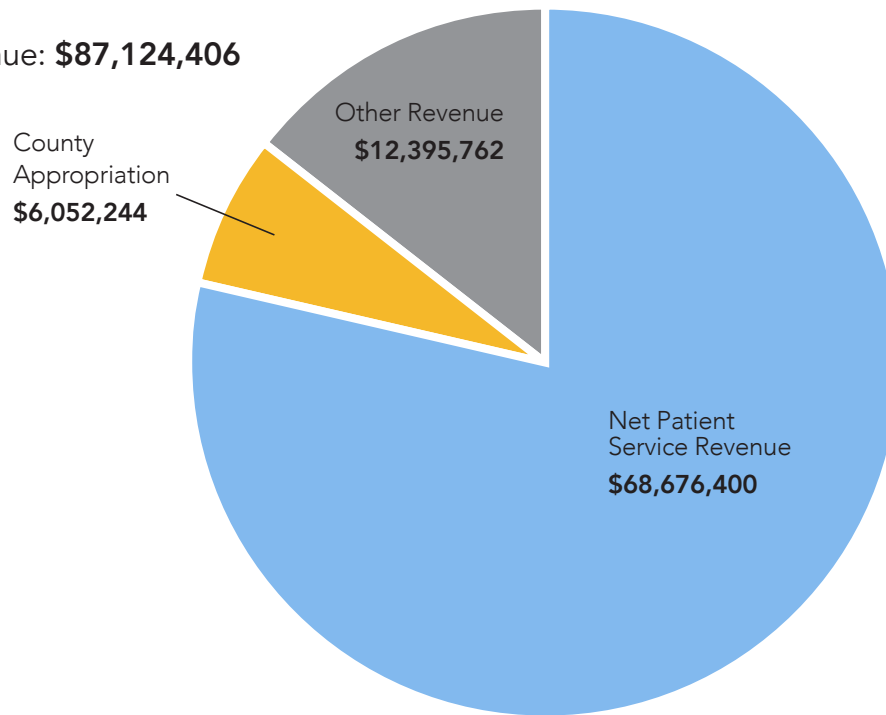


Budget & Financial Statements

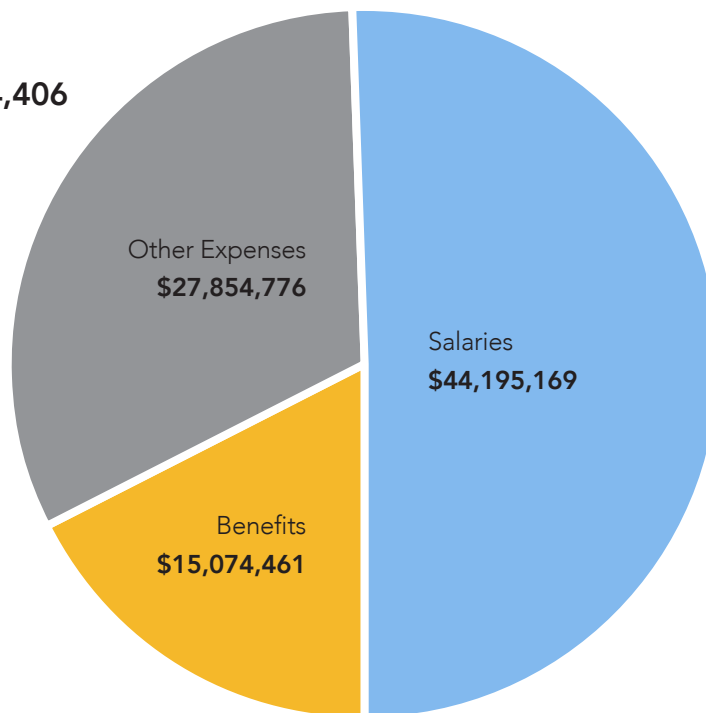
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REVENUE & EXPENSE OVERVIEW

2023 Total Revenue: **\$87,124,406**



2023 Total Expense: **\$87,124,406**



REVENUE & EXPENSE BY SERVICE LINE

	REVENUE BUDGET	EXPENSE BUDGET	NET INCOME/(LOSS)
ACUTE CARE SERVICES			
Adult Behavioral Health Hospital	\$5,145,186	\$6,590,969	\$(1,445,783)
Adult Crisis Stabilization Facility	1,747,230	1,619,654	127,576
Lakeside Recovery MMT	1,190,808	1,018,368	172,440
Youth Behavioral Health Hospital	1,439,966	3,167,842	(1,727,877)
Youth Crisis Stabilization Facility	1,149,990	1,073,705	76,285
Crisis Services	2,456,482	2,902,239	(445,757)
Psychiatry Residency	882,280	1,034,909	(152,629)
	\$14,011,941	\$17,407,686	\$(3,395,745)
COMMUNITY SERVICES			
Outpatient Services (Marathon)	\$4,439,841	\$5,814,432	\$(1,374,592)
Outpatient Services (Lincoln)	957,738	788,153	169,585
Outpatient Services (Langlade)	790,606	805,719	(15,113)
Community Treatment Adult (Marathon)	4,779,221	5,264,729	(485,508)
Community Treatment Adult (Lincoln)	806,823	890,762	(83,939)
Community Treatment Adult (Langlade)	327,091	613,479	(286,388)
Community Treatment Youth (Marathon)	4,692,636	4,483,222	209,414
Community Treatment Youth (Lincoln)	1,667,673	1,559,278	108,395
Community Treatment Youth (Langlade)	1,425,730	1,163,932	261,798
Community Corner Clubhouse	-	-	-
	\$19,887,359	\$21,383,706	\$(1,496,347)
COMMUNITY LIVING			
Adult Day Services (Marathon)	\$1,065,910	\$1,080,791	\$(14,881)
Prevocational Services (Marathon)	-	-	-
Lincoln Industries	-	-	-
Day Services (Langlade)	389,010	277,522	111,487
Andrea St Group Home	-	-	-
Chadwick Group Home	533,046	565,989	(32,944)
Bissell Street Group Home	-	-	-
Heather Street Group Home	466,145	549,476	(83,331)
Marshall Street Program	1,083,385	1,091,382	(7,998)
Jelinek Apartments	836,292	718,123	118,169
River View Apartments	708,340	662,736	45,604
Forest Street Apartments	-	-	-
Fulton Street Apartments	-	-	-
Vocational Services	161,639	256,269	(94,631)
Riverview Terrace	-	-	-
Hope House (Sober Living Marathon)	20,373	54,006	(33,633)
Homelessness Initiative	-	-	-
Sober Living (Langlade)	60,419	61,287	(868)
	\$5,324,557	\$5,317,582	\$6,975
NURSING HOMES			
Mount View Care Center	\$23,883,774	\$20,188,146	\$3,695,628
Pine Crest Nursing Home	13,518,813	12,390,109	1,128,704
	\$37,402,588	\$32,578,256	\$4,824,332
PHARMACY			
	\$7,935,772	\$7,986,533	\$(50,760)
OTHER PROGRAMS			
Aquatic Services	\$1,247,358	\$1,123,276	\$124,082
Birth To Three	-	-	-
Adult Protective Services	866,283	835,446	30,836
Demand Transportation	448,549	491,921	(43,372)
	\$2,562,189	\$2,450,643	\$111,546
TOTAL NCHC SERVICE PROGRAMS	\$87,124,406	\$87,124,406	-

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	\$4,439,841	\$5,814,432	\$(1,374,592)	\$957,738	\$788,153	\$169,585	\$790,606	\$805,719	\$(15,113)	\$(1,220,119)
Comm. Treatment-Adult	4,779,221	5,264,729	(485,508)	806,823	890,762	(83,939)	327,091	613,479	(286,388)	(855,834)
Comm. Treatment-Youth	4,692,636	4,483,222	209,414	1,667,673	1,559,278	108,395	1,425,730	1,163,932	261,798	579,607
Residential	3,627,207	3,587,706	39,500	-	-	-	-	-	-	39,500
Day & Prevocational Serv.	1,065,910	1,080,791	(14,881)	-	-	-	389,010	277,522	111,487	96,606
Sober Living	20,373	54,006	33,633	-	-	-	60,419	61,287	(868)	(34,501)
Demand Transportation	448,549	491,921	(43,372)	-	-	-	-	-	-	(43,372)
Aquatic Services	1,247,358	1,123,276	24,082	-	-	-	-	-	-	24,082
Pine Crest Nursing Home	-	-	-	13,518,813	12,390,109	1,128,704	-	-	-	1,128,704
Mount View Care Center	23,883,774	20,188,146	3,695,628	-	-	-	-	-	-	3,695,628
	\$44,204,868	\$42,088,230	\$2,116,638	\$16,951,048	\$15,628,302	\$1,322,745	\$2,992,856	\$2,921,940	\$70,917	\$3,510,300
SHARED SERVICES										
Adult Behavioral Health Hosp.	\$3,853,762	\$4,892,665	\$(1,038,903)	\$834,464	\$1,007,333	\$(172,869)	\$456,960	\$690,971	\$(234,010)	\$(1,445,783)
Youth Behavioral Health Hosp.	1,068,811	2,351,580	(1,282,769)	219,936	484,158	(264,222)	151,218	332,104	(180,885)	(1,727,877)
Residency Program	654,942	768,243	(113,301)	134,844	158,171	(23,327)	92,495	108,496	(16,001)	(152,629)
Crisis Services	1,922,648	2,154,415	(231,767)	370,117	443,565	(73,448)	163,717	304,259	(140,542)	(445,757)
Adult Crisis Stabilization Facility	1,297,019	1,202,316	94,703	267,038	247,540	19,498	183,173	169,798	13,375	127,576
Youth Crisis Stabilization Facility	853,670	797,042	56,628	175,759	164,100	11,659	120,560	112,563	7,997	76,285
Lakeside Recovery MMT	883,971	755,964	128,007	181,998	155,643	26,355	124,840	106,762	18,078	172,440
Vocational Services	134,041	212,515	(78,474)	27,597	43,754	(16,157)	-	-	-	(94,631)
Pharmacy	5,890,951	5,928,632	(37,681)	1,212,867	1,220,625	(7,758)	831,954	837,276	(5,322)	(50,760)
Adult Protective Services	641,811	620,176	21,635	130,869	127,686	3,184	93,602	87,585	6,018	30,836
	\$17,201,626	\$19,683,547	\$(2,481,921)	\$3,555,489	\$4,052,575	\$(497,086)	\$2,218,520	\$2,749,813	\$(531,293)	\$(3,510,300)
Excess Revenue/(Expense)	\$61,406,494	\$61,771,777	\$(365,283)	\$20,506,537	\$19,680,877	\$825,660	\$5,211,376	\$5,671,752	\$(460,376)	\$0



REVENUES BY PROGRAM INCLUDING SUPPORT SERVICES

	2021 ACTUAL	2022 BUDGET AS AMENDED	2023 PROPOSED BUDGET
SUPPORT SERVICES			
10-100-0100 - General	\$(118,561)	\$ -	\$ -
10-100-0101 - Employee Benefits	48,256	-	-
10-100-0105 - Administration (including GASB 68 & 75)	279,883	249,881	239,881
10-100-0110 - Marketing & Communications	10	-	-
10-100-0115 - Safety & Security	-	-	-
10-100-0120 - Nursing Services Administration	-	-	-
10-100-0200 - Quality & Compliance	-	-	-
10-100-0205 - Human Resources	520	-	-
10-100-0210 - Learning & Development	6,000	-	12,230
10-100-0215 - Volunteer Services	2,934	40,000	15,000
10-100-0220 - Infection Prevention	-	-	-
10-100-0300 - Accounting	47,010	-	25,000
10-100-0400 - Purchasing	120,968	150,000	160,000
10-100-0500 - IMS	-	-	-
10-100-0510 - Health Information	12,182	15,000	9,000
10-100-0600 - Patient Financial Services	69,906	90,000	50,000
10-100-0605 - Patient Access Services	-	-	-
10-100-0700 - Environmental Support Services	1,685,623	1,685,623	1,685,623
10-100-0710 - In-House Transportation	63,885	-	-
10-100-0720 - Laundry	106,807	120,000	90,000
10-100-0740 - Housekeeping	-	-	-
10-100-0760 - Nutrition Services	64,005	240,000	156,000
10-100-0805 - DD Services Administration	-	-	-
10-100-0810 - Community Treatment Admin	-	-	-
10-100-0930 - Behavioral Health Administration	-	-	-
10-100-0940 - Medical Services Administration	-	-	-
25-100-0900 - MVCC Administration	40,877	-	7,000
35-200-0900 - Pine Crest Administration	2,448	-	(37,900)
35-200-0700 - Pine Crest Environmental Services	177,000	177,000	177,000
35-200-0760 - Pine Crest Food Services	2,614	-	2,000
DIRECT SERVICES			
20-100-1000 - Adult Behavioral Health Hospital	5,948,246	6,386,943	4,917,043
20-100-1050 - Youth Behavioral Health Hospital	1,365,692	1,636,246	1,350,603
20-100-1125 - Lakeside Recovery MMT	123,634	761,137	1,190,808
20-100-1200 - Birth to Three Program	538,271	400,000	-
20-100-1300 - Adult Protective Services	819,373	789,177	848,177
20-105-1400 - Riverview Apartments	767,787	736,527	703,565
20-115-1400 - Jelinek Apartments	810,442	869,499	832,440
20-120-1400 - Forest Street	136,238	-	-
20-125-1400 - Fulton Street	256,836	275,105	-
20-130-1400 - Andrea Street	548,769	524,194	-
20-135-1400 - Chadwick Group Home	630,851	512,911	528,350
20-145-1400 - Bissell Street	572,882	646,559	-
20-150-1400 - Heather Group Home	504,992	493,670	461,350
20-160-1400 - Marshall Street Group Home	-	-	1,077,000
20-100-1700 - Hope House Sober Living	5,397	-	20,000
20-100-1750 - Homelessness Initiative	10,000	-	-
20-100-1800 - Vocational Services	-	-	159,000
20-100-2000 - Wausau Outpatient Services	4,589,073	5,401,932	4,356,392
20-100-2125 - Psychiatry Residency Program	296,613	354,199	882,280
20-100-2200 - Crisis Services	2,279,977	2,871,116	2,425,981
20-100-2225 - Adult Crisis Stabilization Facility	610,125	1,374,840	1,686,565
20-100-2250 - Youth Crisis Stabilization Facility	729,078	1,067,678	1,102,116
20-100-2325 - Wausau Comm. Treatment - Adult	4,370,368	5,511,102	4,748,082
20-100-2375 - Community Corner Clubhouse	122,628	176,000	-
20-100-2400 - Adult Day Services	647,707	685,160	964,000
20-100-2450 - Prevocational Services	525,135	570,000	-
20-100-2550 - Wausau Comm. Treatment - Youth	5,027,122	5,674,070	4,666,958
20-100-2600 - Aquatic Services	941,033	1,049,028	1,082,595
20-100-2750 - Demand Transportation	371,248	502,566	445,600
20-100-2800 - Riverview Terrace	349,000	354,000	-
20-100-3500 - Pharmacy	8,498,615	8,004,896	7,885,760
25-100-3000 - MVCC Nursing Direct Care	16,325,785	20,645,974	22,180,419
25-100-3300 - MVCC Ancillary Charges	179,894	-	102,326
25-100-3600 - MVCC Rehabilitation Services	1,557,846	-	225,821
30-200-2000 - Merrill Outpatient	1,095,663	1,144,439	951,691
30-200-2325 - Merrill Community Treatment - Adult	880,847	1,044,112	800,544
30-200-2400 - Lincoln Industries	805,305	598,212	-
30-200-2550 - Merrill Community Treatment - Youth	1,501,402	1,904,600	1,658,674
35-200-3000 - Pine Crest Nursing Direct Care	11,092,883	11,726,790	13,062,822
35-200-3300 - Pine Crest Ancillary Charges	395,890	-	40,040
35-200-3600 - Pine Crest Rehabilitation Services	871,957	-	209,000
40-300-1700 - Antigo Sober Living	40,973	39,200	60,000
40-300-2000 - Antigo Outpatient	827,351	991,270	783,474
40-300-2325 - Antigo Community Treatment - Adult	389,978	695,422	320,992
40-300-2400 - Antigo Adult Day Services	342,271	348,774	385,542
40-300-2550 - Antigo Community Treatment - Youth	1,243,653	1,673,437	1,417,562
TOTAL ALL PROGRAMS	\$82,561,197	\$91,208,289	\$87,124,406

EXPENSES BY PROGRAM INCLUDING SUPPORT SERVICES

	2021 ACTUAL	2022 BUDGET AS AMENDED	2023 PROPOSED BUDGET
SUPPORT SERVICES			
10-100-0100 - General	\$748,785	\$792,640	\$150,300
10-100-0101 - Employee Benefits	48,256	-	-
10-100-0105 - Administration (including GASB 68 & 75)	(1,474,281)	2,998,892	1,758,748
10-100-0110 - Marketing & Communications	378,273	413,052	356,433
10-100-0115 - Safety & Security	236,239	246,608	348,951
10-100-0120 - Nursing Services Administration	462,605	540,840	139,148
10-100-0200 - Quality & Compliance	196,927	266,807	426,572
10-100-0205 - Human Resources	874,121	741,704	1,074,933
10-100-0210 - Learning & Development	330,021	564,433	376,717
10-100-0215 - Volunteer Services	133,435	205,375	197,992
10-100-0220 - Infection Prevention	190,109	285,652	241,389
10-100-0300 - Accounting	844,571	1,046,529	992,378
10-100-0400 - Purchasing	181,220	245,037	245,840
10-100-0500 - IMS	2,624,556	2,849,046	2,479,156
10-100-0510 - Health Information	382,639	626,665	411,508
10-100-0600 - Patient Financial Services	743,279	790,758	705,913
10-100-0605 - Patient Access Services	1,292,530	1,376,120	1,345,406
10-100-0700 - Environmental Support Services	1,691,993	1,692,573	1,685,623
10-100-0710 - In-House Transportation	194,136	176,906	43,940
10-100-0720 - Laundry	325,188	319,942	243,161
10-100-0740 - Housekeeping	1,033,842	1,016,074	1,156,016
10-100-0760 - Nutrition Services	1,940,720	2,273,988	2,354,020
10-100-0805 - DD Services Administration	341,866	356,256	-
10-100-0810 - Community Treatment Admin	616,866	737,613	-
10-100-0930 - Behavioral Health Administration	-	430,024	258,159
10-100-0940 - Medical Services Administration	358,013	366,622	400,480
25-100-0900 - MVCC Administration	1,729,224	2,816,200	1,706,020
35-200-0900 - Pine Crest Administration	2,229,663	2,028,868	1,428,390
35-200-0700 - Pine Crest Environmental Services	1,038,176	978,999	982,224
35-200-0760 - Pine Crest Food Services	1,092,826	1,112,058	1,145,154
DIRECT SERVICES			
20-100-1000 - Adult Behavioral Health Hospital	6,576,218	4,940,993	4,917,043
20-100-1050 - Youth Behavioral Health Hospital	2,187,653	2,272,844	2,399,581
20-100-1125 - Lakeside Recovery MMT	100,143	390,766	1,018,368
20-100-1200 - Birth to Three Program	538,271	400,000	-
20-100-1300 - Adult Protective Services	615,272	587,448	668,263
20-105-1400 - Riverview Apartments	532,685	664,116	582,274
20-115-1400 - Jelinek Apartments	614,841	653,954	633,305
20-120-1400 - Forest Street	329,098	-	-
20-125-1400 - Fulton Street	326,657	254,390	-
20-130-1400 - Andrea Street	413,266	374,502	-
20-135-1400 - Chadwick Group Home	413,623	396,914	498,304
20-145-1400 - Bissell Street	362,737	403,163	-
20-150-1400 - Heather Group Home	406,518	340,804	482,565
20-160-1400 - Marshall Street Group Home	-	-	967,401
20-100-1700 - Hope House Sober Living	50,182	46,903	48,304
20-100-1750 - Homelessness Initiative	29,135	28,300	-
20-100-1800 - Vocational Services	-	-	224,055
20-100-2000 - Wausau Outpatient Services	3,656,430	4,668,983	4,313,976
20-100-2125 - Psychiatry Residency Program	356,864	470,972	1,034,909
20-100-2200 - Crisis Services	2,154,610	2,094,596	2,019,027
20-100-2225 - Adult Crisis Stabilization Facility	946,585	1,136,496	1,093,217
20-100-2250 - Youth Crisis Stabilization Facility	500,885	829,511	767,766
20-100-2325 - Wausau Community Treatment - Adult	4,083,585	4,432,391	4,560,256
20-100-2375 - Community Corner Clubhouse	222,693	233,560	-
20-100-2400 - Adult Day Services	316,566	405,082	817,628
20-100-2450 - Prevocational Services	511,831	579,893	-
20-100-2550 - Wausau Community Treatment - Youth	4,627,573	4,649,293	3,912,083
20-100-2600 - Aquatic Services	848,957	948,555	592,348
20-100-2750 - Demand Transportation	270,816	314,621	427,766
20-100-2800 - Riverview Terrace	216,107	232,429	-
20-100-3500 - Pharmacy	6,715,454	6,484,437	7,224,554
25-100-3000 - MVCC Nursing Direct Care	11,692,483	11,796,411	11,605,644
25-100-3300 - MVCC Ancillary Charges	561,459	-	430,304
25-100-3600 - MVCC Rehabilitation Services	674,735	-	610,250
30-200-2000 - Merrill Outpatient	617,523	721,642	588,240
30-200-2325 - Merrill Community Treatment - Adult	685,879	745,144	685,755
30-200-2400 - Lincoln Industries	942,930	817,065	-
30-200-2550 - Merrill Community Treatment - Youth	1,245,484	1,478,592	1,274,954
35-200-3000 - Pine Crest Nursing Direct Care	7,629,932	7,758,333	7,239,984
35-200-3300 - Pine Crest Ancillary Charges	345,723	-	151,700
35-200-3600 - Pine Crest Rehabilitation Services	430,114	-	342,400
40-300-1700 - Antigo Sober Living	49,962	57,090	53,669
40-300-2000 - Antigo Outpatient	556,268	525,039	619,203
40-300-2325 - Antigo Community Treatment - Adult	318,480	464,708	462,732
40-300-2400 - Antigo Adult Day Services	262,697	253,638	242,801
40-300-2550 - Antigo Community Treatment - Youth	1,020,876	1,158,430	959,206
TOTAL ALL PROGRAMS	\$86,745,592	\$93,308,289	\$87,124,406

PROFIT/LOSS BY PROGRAM INCLUDING SUPPORT SERVICES

	2022 BUDGET	2023 BUDGET	DIFFERENCE INCREASE/(DECREASE)	% INCREASE (DECREASE)
SUPPORT SERVICES				
10-100-0100 - General	\$(792,640)	\$(150,300)	\$642,340	81%
10-100-0101 - Employee Benefits	-	-	-	0%
10-100-0105 - Administration (including GASB 68 & 75)	(2,749,011)	(1,518,867)	1,230,144	45%
10-100-0110 - Marketing & Communications	(413,052)	(356,433)	56,619	14%
10-100-0115 - Safety & Security	(246,608)	(348,951)	(102,343)	-42%
10-100-0120 - Nursing Services Administration	(540,840)	(139,148)	401,692	74%
10-100-0200 - Quality & Compliance	(266,807)	(426,572)	(159,765)	-60%
10-100-0205 - Human Resources	(741,704)	(1,074,933)	(333,229)	-45%
10-100-0210 - Learning & Development	(564,433)	(364,487)	199,946	35%
10-100-0215 - Volunteer Services	(165,375)	(182,992)	(17,617)	11%
10-100-0220 - Infection Prevention	(285,652)	(241,389)	44,263	15%
10-100-0300 - Accounting	(1,046,529)	(967,378)	79,151	8%
10-100-0400 - Purchasing	(95,037)	(85,840)	9,197	10%
10-100-0500 - IMS	(2,849,046)	(2,479,156)	369,890	13%
10-100-0510 - Health Information	(611,665)	(402,508)	209,157	34%
10-100-0600 - Patient Financial Services	(700,758)	(655,913)	44,845	6%
10-100-0605 - Patient Access Services	(1,376,120)	(1,345,406)	30,714	2%
10-100-0700 - Environmental Support Services	(6,950)	-	6,950	100%
10-100-0710 - In-House Transportation	(176,906)	(43,940)	132,966	75%
10-100-0720 - Laundry	(199,942)	(153,161)	46,781	23%
10-100-0740 - Housekeeping	(1,016,074)	(1,156,016)	(139,942)	14%
10-100-0760 - Nutrition Services	(2,033,988)	(2,198,020)	(164,032)	-8%
10-100-0805 - DD Services Administration	(356,256)	-	356,256	100%
10-100-0810 - Community Treatment Admin	(737,613)	-	737,613	100%
10-100-0930 - Behavioral Health Administration	(430,024)	(258,159)	171,865	40%
10-100-0940 - Medical Services Administration	(366,622)	(400,480)	(33,858)	-9%
25-100-0900 - MVCC Administration	(2,816,200)	(1,699,020)	1,117,180	40%
35-200-0900 - Pine Crest Administration	(2,028,868)	(1,466,290)	562,578	28%
35-200-0700 - Pine Crest Environmental Services	(801,999)	(805,224)	(3,225)	0%
35-200-0760 - Pine Crest Food Services	(1,112,058)	(1,143,154)	(31,096)	-3%
DIRECT SERVICES				
20-100-1000 - Adult Behavioral Health Hospital	1,445,950	-	(1,445,950)	-100%
20-100-1050 - Youth Behavioral Health Hospital	(636,597)	(1,048,978)	(412,381)	-65%
20-100-1125 - Lakeside Recovery MMT	370,370	172,440	(197,930)	-53%
20-100-1200 - Birth to Three Program	-	-	-	0%
20-100-1300 - Adult Protective Services	201,729	179,914	(21,815)	-11%
20-105-1400 - Riverview Apartments	72,411	121,291	48,880	68%
20-115-1400 - Jelinek Apartments	215,545	199,135	(16,410)	-8%
20-120-1400 - Forest Street	-	-	-	0%
20-125-1400 - Fulton Street	20,715	-	(20,715)	-100%
20-130-1400 - Andrea Street	149,691	-	(149,691)	-100%
20-135-1400 - Chadwick Group Home	115,997	30,046	(85,951)	-74%
20-145-1400 - Bissell Street	243,396	-	(243,396)	100%
20-150-1400 - Heather Group Home	152,865	(21,215)	(174,080)	-114%
20-160-1400 - Marshall Street Group Home	-	109,599	109,599	100%
20-100-1700 - Hope House Sober Living	(46,903)	(28,304)	18,599	40%
20-100-1750 - Homelessness Initiative	(28,300)	-	28,300	100%
20-100-1800 - Vocational Services	-	(65,055)	(65,055)	-100%
20-100-2000 - Wausau Outpatient Services	732,949	42,416	(690,533)	-94%
20-100-2125 - Psychiatry Residency Program	(116,773)	(152,629)	(35,856)	-31%
20-100-2200 - Crisis Services	776,521	406,954	(369,567)	-48%
20-100-2225 - Adult Crisis Stabilization Facility	238,344	593,348	355,004	149%
20-100-2250 - Youth Crisis Stabilization Facility	238,167	334,350	96,183	40%
20-100-2325 - Wausau Community Treatment - Adult	1,078,711	187,826	(890,885)	-83%
20-100-2375 - Community Corner Clubhouse	(57,560)	-	57,560	100%
20-100-2400 - Adult Day Services	280,078	146,372	(133,706)	-48%
20-100-2450 - Prevocational Services	(9,893)	-	9,893	100%
20-100-2550 - Wausau Community Treatment - Youth	1,024,777	754,875	(269,902)	-26%
20-100-2600 - Aquatic Services	100,472	490,247	389,775	388%
20-100-2750 - Demand Transportation	187,945	17,834	(170,111)	-91%
20-100-2800 - Riverview Terrace	121,571	-	(121,571)	-100%
20-100-3500 - Pharmacy	1,520,459	661,206	(859,253)	-57%
25-100-3000 - MVCC Nursing Direct Care	8,849,564	10,574,775	1,725,211	19%
25-100-3300 - MVCC Ancillary Charges	-	(327,978)	(327,978)	-100%
25-100-3600 - MVCC Rehabilitation Services	-	(384,429)	(384,429)	-100%
30-200-2000 - Merrill Outpatient	422,796	363,451	(59,345)	-14%
30-200-2325 - Merrill Community Treatment - Adult	298,968	114,789	(184,179)	-62%
30-200-2400 - Lincoln Industries	(218,853)	-	218,853	100%
30-200-2550 - Merrill Community Treatment - Youth	426,008	383,720	(42,288)	-10%
35-200-3000 - Pine Crest Nursing Direct Care	3,968,457	5,822,838	1,854,381	47%
35-200-3300 - Pine Crest Ancillary Charges	-	(111,660)	(111,660)	-100%
35-200-3600 - Pine Crest Rehabilitation Services	-	(133,400)	(133,400)	-100%
40-300-1700 - Antigo Sober Living	(17,890)	6,331	24,221	135%
40-300-2000 - Antigo Outpatient	466,230	164,271	(301,959)	-65%
40-300-2325 - Antigo Community Treatment - Adult	230,714	(141,740)	(372,454)	-161%
40-300-2400 - Antigo Adult Day Services	95,136	142,741	47,605	50%
40-300-2550 - Antigo Community Treatment - Youth	515,007	458,356	(56,651)	-11%
TOTAL ALL PROGRAMS	\$(2,100,000)	\$ -		

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REVENUES FOR DIRECT SERVICES INCLUDING SUPPORT SERVICES

	2021 ACTUAL	2022 BUDGET AS AMENDED	2023 PROPOSED BUDGET
PROGRAMS			
20-100-1000 - Adult Behavioral Health Hospital	\$6,194,092	\$6,570,466	\$5,145,186
20-100-1050 - Youth Behavioral Health Hospital	1,451,530	1,740,408	1,439,966
20-100-1125 - Lakeside Recovery MMT	123,634	807,439	1,190,808
20-100-1200 - Birth to Three Program	538,271	400,000	-
20-100-1300 - Adult Protective Services	825,871	795,754	866,283
20-105-1400 - Riverview Apartments	773,792	741,362	708,340
20-115-1400 - Jelinek Apartments	821,016	873,151	836,292
20-120-1400 - Forest Street	139,933	-	-
20-125-1400 - Fulton Street	259,998	277,190	-
20-130-1400 - Andrea Street	554,992	526,386	-
20-135-1400 - Chadwick Group Home	635,909	515,191	533,046
20-145-1400 - Bissell Street	577,691	648,864	-
20-150-1400 - Heather Group Home	510,486	495,730	466,145
20-160-1400 - Marshall Street Group Home	-	-	1,083,385
20-100-1700 - Hope House Sober Living	5,698	908	20,373
20-100-1750 - Homelessness Initiative	10,159	-	-
20-100-1800 - Vocational Services	-	-	161,639
20-100-2000 - Wausau Outpatient Services	4,674,992	5,473,139	4,439,841
20-100-2125 - Psychiatry Residency Program	296,613	354,199	882,280
20-100-2200 - Crisis Services	2,320,280	2,919,997	2,456,482
20-100-2225 - Adult Crisis Stabilization Facility	666,950	1,428,627	1,747,230
20-100-2250 - Youth Crisis Stabilization Facility	774,885	1,071,295	1,149,990
20-100-2325 - Wausau Community Treatment - Adult	4,421,632	5,560,697	4,779,221
20-100-2375 - Community Corner Clubhouse	125,338	178,845	-
20-100-2400 - Adult Day Services	749,060	772,377	1,065,910
20-100-2450 - Prevocational Services	532,654	574,384	-
20-100-2550 - Wausau Community Treatment - Youth	5,064,975	5,762,463	4,692,636
20-100-2600 - Aquatic Services	1,105,711	1,196,130	1,247,358
20-100-2750 - Demand Transportation	386,093	507,743	448,549
20-100-2800 - Riverview Terrace	350,900	356,357	-
20-100-3500 - Pharmacy	8,552,815	8,051,540	7,935,772
25-100-3000 - MVCC Nursing Direct Care	17,506,820	22,132,355	23,515,643
25-100-3300 - MVCC Ancillary Charges	184,495	-	104,390
25-100-3600 - MVCC Rehabilitation Services	1,600,788	46,164	263,741
30-200-2000 - Merrill Outpatient	1,106,091	1,149,585	957,738
30-200-2325 - Merrill Community Treatment - Adult	888,507	1,049,350	806,823
30-200-2400 - Lincoln Industries	815,671	603,732	-
30-200-2550 - Merrill Community Treatment - Youth	1,511,837	1,912,715	1,667,673
35-200-3000 - Pine Crest Nursing Direct Care	11,341,590	11,944,230	13,258,662
35-200-3300 - Pine Crest Ancillary Charges	405,118	-	43,451
35-200-3600 - Pine Crest Rehabilitation Services	883,437	-	216,700
40-300-1700 - Antigo Sober Living	41,621	40,736	60,419
40-300-2000 - Antigo Outpatient	836,007	996,000	790,606
40-300-2325 - Antigo Community Treatment - Adult	395,966	699,915	327,091
40-300-2400 - Antigo Adult Day Services	345,743	352,439	389,010
40-300-2550 - Antigo Community Treatment - Youth	1,251,537	1,680,426	1,425,730
TOTAL ALL PROGRAMS	\$82,561,197	\$91,208,289	\$87,124,406

EXPENSES FOR DIRECT SERVICES INCLUDING SUPPORT SERVICES

	2021 ACTUAL	2022 BUDGET AS AMENDED	2023 PROPOSED BUDGET
PROGRAMS			
20-100-1000 - Adult Behavioral Health Hospital	\$8,118,037	\$6,985,079	\$6,590,969
20-100-1050 - Youth Behavioral Health Hospital	2,708,805	3,013,330	3,167,842
20-100-1125 - Lakeside Recovery MMT	100,143	463,452	1,018,368
20-100-1200 - Birth to Three Program	538,271	400,000	-
20-100-1300 - Adult Protective Services	674,388	796,118	835,446
20-105-1400 - Riverview Apartments	611,652	859,415	662,736
20-115-1400 - Jelinek Apartments	714,373	813,053	718,123
20-120-1400 - Forest Street	376,702	-	-
20-125-1400 - Fulton Street	372,911	325,313	-
20-130-1400 - Andrea Street	475,166	469,972	-
20-135-1400 - Chadwick Group Home	473,094	497,768	565,989
20-145-1400 - Bissell Street	415,220	505,424	-
20-150-1400 - Heather Group Home	466,651	429,431	549,476
20-160-1400 - Marshall Street Group Home	-	-	1,091,382
20-100-1700 - Hope House Sober Living	53,419	68,184	54,006
20-100-1750 - Homelessness Initiative	30,778	28,300	-
20-100-1800 - Vocational Services	-	-	256,269
20-100-2000 - Wausau Outpatient Services	4,733,764	6,438,283	5,814,432
20-100-2125 - Psychiatry Residency Program	356,864	470,972	1,034,909
20-100-2200 - Crisis Services	2,820,712	3,512,676	2,902,239
20-100-2225 - Adult Crisis Stabilization Facility	1,371,594	1,495,264	1,619,654
20-100-2250 - Youth Crisis Stabilization Facility	679,429	988,408	1,073,705
20-100-2325 - Wausau Community Treatment - Adult	4,796,831	5,523,293	5,264,729
20-100-2375 - Community Corner Clubhouse	243,133	315,979	-
20-100-2400 - Adult Day Services	556,217	700,163	1,080,791
20-100-2450 - Prevocational Services	587,834	724,361	-
20-100-2550 - Wausau Community Treatment - Youth	5,319,279	5,734,696	4,483,222
20-100-2600 - Aquatic Services	1,277,354	1,419,021	1,123,276
20-100-2750 - Demand Transportation	328,085	368,631	491,921
20-100-2800 - Riverview Terrace	245,981	319,198	-
20-100-3500 - Pharmacy	7,102,448	7,392,225	7,986,533
25-100-3000 - MVCC Nursing Direct Care	18,194,969	21,023,376	18,844,187
25-100-3300 - MVCC Ancillary Charges	662,706	-	529,492
25-100-3600 - MVCC Rehabilitation Services	879,456	103,446	814,467
30-200-2000 - Merrill Outpatient	897,558	921,030	788,153
30-200-2325 - Merrill Community Treatment - Adult	853,050	951,051	890,762
30-200-2400 - Lincoln Industries	1,079,138	1,049,032	-
30-200-2550 - Merrill Community Treatment - Youth	1,466,711	1,820,144	1,559,278
35-200-3000 - Pine Crest Nursing Direct Care	12,258,991	13,102,760	11,621,608
35-200-3300 - Pine Crest Ancillary Charges	541,176	-	235,948
35-200-3600 - Pine Crest Rehabilitation Services	673,278	-	532,554
40-300-1700 - Antigo Sober Living	58,956	105,389	61,287
40-300-2000 - Antigo Outpatient	765,996	712,841	805,719
40-300-2325 - Antigo Community Treatment - Adult	396,850	638,478	613,479
40-300-2400 - Antigo Adult Day Services	307,271	388,916	277,522
40-300-2550 - Antigo Community Treatment - Youth	1,160,352	1,433,817	1,163,932
TOTAL ALL PROGRAMS	\$86,745,592	\$93,308,289	\$87,124,406



PROFIT/LOSS FOR DIRECT SERVICES INCLUDING SUPPORT SERVICES

	2022 BUDGET	2023 BUDGET	DIFFERENCE INCREASE/(DECREASE)	% INCREASE (DECREASE)
PROGRAMS				
20-100-1000 - Adult Behavioral Health Hospital	\$(414,614)	\$(1,445,783)	\$(1,031,169)	-249%
20-100-1050 - Youth Behavioral Health Hospital	(1,272,922)	(1,727,877)	(454,955)	-36%
20-100-1125 - Lakeside Recovery MMT	343,987	172,440	(171,547)	-50%
20-100-1200 - Birth to Three Program	-	-	-	0%
20-100-1300 - Adult Protective Services	(364)	30,836	31,200	8,569%
20-105-1400 - Riverview Apartments	(118,053)	45,604	163,657	139%
20-115-1400 - Jelinek Apartments	60,099	118,169	58,070	97%
20-120-1400 - Forest Street	-	-	-	0%
20-125-1400 - Fulton Street	(48,123)	-	48,123	100%
20-130-1400 - Andrea Street	56,414	-	(56,414)	100%
20-135-1400 - Chadwick Group Home	17,424	(32,944)	(50,367)	-289%
20-145-1400 - Bissell Street	143,440	-	(143,440)	-100%
20-150-1400 - Heather Group Home	66,299	(83,331)	(149,630)	-226%
20-160-1400 - Marshall Street Group Home	-	(7,998)	(7,998)	-100%
20-100-1700 - Hope House Sober Living	(67,277)	(33,633)	33,644	50%
20-100-1750 - Homelessness Initiative	(28,300)	-	28,300	100%
20-100-1800 - Vocational Services	-	(94,631)	(94,631)	-100%
20-100-2000 - Wausau Outpatient Services	(965,145)	(1,374,592)	(409,447)	-42%
20-100-2125 - Psychiatry Residency Program	(116,773)	(152,629)	(35,856)	-31%
20-100-2200 - Crisis Services	(592,680)	(445,757)	146,922	25%
20-100-2225 - Adult Crisis Stabilization Facility	(66,637)	127,576	194,213	291%
20-100-2250 - Youth Crisis Stabilization Facility	82,887	76,285	(6,602)	-8%
20-100-2325 - Wausau Community Treatment - Adult	37,404	(485,508)	(522,912)	-1,398%
20-100-2375 - Community Corner Clubhouse	(137,134)	-	137,134	100%
20-100-2400 - Adult Day Services	72,213	(14,881)	(87,094)	-121%
20-100-2450 - Prevocational Services	(149,976)	-	149,976	100%
20-100-2550 - Wausau Community Treatment - Youth	27,767	209,414	181,647	654%
20-100-2600 - Aquatic Services	(222,892)	124,082	346,974	156%
20-100-2750 - Demand Transportation	139,112	(43,372)	(182,485)	-131%
20-100-2800 - Riverview Terrace	37,160	-	(37,160)	-100%
20-100-3500 - Pharmacy	659,315	(50,760)	(710,075)	-108%
25-100-3000 - MVCC Nursing Direct Care	1,108,979	4,671,455	3,562,477	321%
25-100-3300 - MVCC Ancillary Charges	-	(425,102)	(425,102)	-100%
25-100-3600 - MVCC Rehabilitation Services	(57,282)	(550,726)	(493,444)	-861%
30-200-2000 - Merrill Outpatient	228,555	169,585	(58,970)	-26%
30-200-2325 - Merrill Community Treatment - Adult	98,299	(83,939)	(182,238)	-185%
30-200-2400 - Lincoln Industries	(445,300)	-	445,300	100%
30-200-2550 - Merrill Community Treatment - Youth	92,570	108,395	15,825	17%
35-200-3000 - Pine Crest Nursing Direct Care	(1,158,530)	1,637,055	2,795,584	241%
35-200-3300 - Pine Crest Ancillary Charges	-	(192,496)	(192,496)	-100%
35-200-3600 - Pine Crest Rehabilitation Services	-	(315,854)	(315,854)	-100%
40-300-1700 - Antigo Sober Living	(64,652)	(868)	63,784	99%
40-300-2000 - Antigo Outpatient	283,158	(15,113)	(298,271)	-105%
40-300-2325 - Antigo Community Treatment - Adult	61,438	(286,388)	(347,825)	-566%
40-300-2400 - Antigo Adult Day Services	(36,476)	111,487	147,964	406%
40-300-2550 - Antigo Community Treatment - Youth	246,610	261,798	15,188	6%
TOTAL ALL PROGRAMS	\$(2,100,000)	\$0		



Community Programs

2023 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.

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COMMUNITY PROGRAMS

■ 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	2019	2020	2021	2022	2023
10-100-0940 - Medical Services Administration	-	2.80	1.50	1.50	1.00	
20-100-1000 - Adult Behavioral Health Hospital	34.40	50.60	49.60	32.30	36.60	* Adult & Youth Combined in 2019-21
20-100-1050 - Youth Behavioral Health Hospital				13.50	16.60	* Adult & Youth Combined in 2019-21
20-100-1125 - Lakeside Recovery MMT	8.80	12.70	14.30	1.00	13.30	* Will start up in 4th Quarter 2022
20-100-1300 - Adult Protective Services				7.00	7.80	
-2000** - Outpatient Services	40.70	40.40	37.00	30.19	33.59	
20-100-2125 - Psychiatry Residency Program				0.30	0.10	
20-100-2200 - Crisis Services	28.70	26.30	30.10	23.00	18.53	
20-100-2225 & 2250 - Adult & Youth Crisis Stabilization Facility	9.40	9.10	24.10	23.50	25.44	
20-100-2375 - Community Corner Clubhouse	7.00	4.00	3.00	3.00	-	* Program closure in 2022
-2325 & 2250** - Community Treatment	96.20	102.90	99.90	87.51	90.33	

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

■ Medical Services Administration | 10-100-0940

DESCRIPTION

Provide medical administrative oversight and support for the mental health programs.

STAFFING

FTE's	2019	2020	2021	2022	2023
-	2.80	1.50	1.50	1.00	

BUDGET SUMMARY

	2021 Budget	Current Year	2023 Proposed
Salaries	\$424,894	\$252,726	\$157,595
Benefits	124,528	100,206	36,167
Other Direct Expenses	10,730	13,690	206,718
TOTAL DIRECT EXPENSES	\$560,152	\$366,622	\$400,480

COMMUNITY PROGRAMS

ACUTE CARE SERVICES

Acute Care Services, also known in the past as Behavioral Health Services, includes Emergency and Crisis Services, Behavioral Health Hospitals (Adult & Youth), Psychiatry Residency Program, Crisis Stabilization Units (Adult & Youth) and Lakeside Recovery Medically Monitored Treatment (MMT). These programs are some of the most important and needed services in our community. Demand for these services has grown considerably and has created many financial and system pressures.

■ *Emergency and Crisis Services | 20-100-2200*

DESCRIPTION

North Central Health Care Emergency & Crisis Services is a state certified program offering services to residents of Marathon, Langlade and Lincoln Counties. Services include a 24-hour Crisis Center, a 24-hour Hotline, Mobile Crisis response team, and Youth Crisis Stabilization. Individualized services are provided in the least restrictive manner utilizing natural environments and peer supports whenever possible. The focus of the program is to prevent and de-escalate crisis situations, while also offering community-based treatment and support options. The program is equipped with resources to assess clients and determine their needs, which ranges from community supports and outpatient counseling to inpatient hospitalization.

Crisis Center: 24-hour specialized assistance with urgent mental health stabilization, developmental disability or substance abuse needs. Support will be provided to stabilize the conditions of acute mental health symptoms. Acting as a triage center, much of what the Crisis Center does is get the individual to the location or access to services that they need to alleviate their crisis.

Crisis & Suicide Prevention Hotline: The Crisis & Suicide Prevention Hotline is confidential and anonymous. Specially trained staff provide emergency and crisis counseling over the phone, including intervention. Assistance is provided 24 hours a day, 7 days a week for emotional, mental health, suicide prevention or substance abuse situations.

Mobile Crisis: The staff of Crisis Services are trained as a state certified Mobile Crisis Unit that travels to avert crises and de-escalate situations. Assessments and interventions by the Crisis Team are available on-site at the North Central Health Care offices in Wausau, Antigo and Merrill, or out in the community. The Crisis teams are made up of trained personnel in the area of crisis intervention and utilize physicians, nurses, law enforcement personnel, psychiatrists,

mental health technicians, and other specially trained staff. The team offers an assessment and assists with the disposition of the crisis situation. Disposition may include, but is not limited to, the following: home, inpatient psychiatric treatment, crisis bed placement, and other community placements. The team can also provide linkage and follow-up services with other community providers and agencies to ensure continuity of care.

Crisis Assessment Response Team (CART): This program teams North Central Health Care crisis workers with law enforcement partners to respond to community needs of mental health concern. 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 that they receive the best supportive care and are able to meet the terms of their legal agreements. This program also works closely with Comprehensive Community Services to assign case managers to eligible participants.

POPULATION SERVED

All ages and legal status are served by the Crisis Center Services. Anyone and everyone who is having a crisis related to mental illness, substance abuse, or suicidal ideation may be served in some capacity. Elderly, developmentally disabled individuals, families, children, and adults may all be served in the Crisis Center. The Crisis Center also provides referrals to other organizations when needs are related to situations such as job loss, spousal abuse, housing and other life issues.



ACUTE CARE SERVICES

■ Emergency and Crisis Services | 20-100-2200....continued

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	2019	2020	2021	2022	2023
20-100-2200 - Crisis Services		28.70	26.30	30.10	23.00	18.53

BUDGET SUMMARY

	2021 Budget	Current Year	2023 Proposed
Net Patient Services Revenue	\$ 200,000	\$712,564	\$355,726
County Appropriation	1,843,407	1,964,617	1,876,320
Other Revenue	927,815	193,935	193,935
TOTAL REVENUE	\$2,971,222	\$2,871,116	\$2,425,981
Salaries	\$1,504,933	\$1,443,486	\$1,512,643
Benefits	441,065	572,342	444,234
Other Direct Expenses	62,689	78,768	62,150
TOTAL DIRECT EXPENSE	\$2,008,687	\$2,094,596	\$2,019,027

ACUTE CARE SERVICES

■ Youth and Adult Crisis Stabilization | 20-100-2225 & 20-100-2250

DESCRIPTION

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

POPULATION SERVED

This program serves the needs of individuals with mental health or substance abuse disorders as an alternative for those who do not meet criteria for emergency inpatient admission or 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 C Semi-ambulatory Status. A Class C Semi-ambulatory CBRF may serve only residents who are ambulatory or semi-ambulatory, but one or more of whom are not physically or mentally capable of responding to an electronic fire alarm and exiting the facility without help or verbal or physical prompting.

The Youth Crisis Stabilization Facility is licensed under Wisconsin Chapter DHS 50 as a treatment 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.

HOURS OF SERVICE

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

STAFFING	FTE's	2019	2020	2021	2022	2023
20-100-2225 & 2250 - Adult/Youth Crisis Stabilization Facility	9.40	9.10	24.10	23.50	25.44	

BUDGET SUMMARY

	2021 Budget	Current Year	2023 Proposed
Net Patient Services Revenue	\$1,668,358	\$2,025,218	\$2,371,431
County Appropriation			
Other Revenue	517,360	417,300	417,250
TOTAL REVENUE	\$2,185,718	\$2,442,518	\$2,788,681
Salaries	\$1,142,977	\$1,183,901	\$1,354,806
Benefits	334,983	469,417	462,152
Other Direct Expenses	177,677	312,689	44,025
TOTAL DIRECT EXPENSE	\$1,655,637	\$1,966,007	\$1,860,983



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

All individuals in Marathon, Lincoln, and Langlade Counties with severe psychiatric and detoxification needs are served. The Inpatient Psychiatric Hospital provides care for those 18 and older. For those under the age of 18, 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 75 (medical detoxification). 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	2019	2020	2021	2022	2023
20-100-1000 - Adult Behavioral Health Hospital		34.40	50.60	49.60	32.30	36.60

BUDGET SUMMARY

	2021 Budget*	Current Year	2023 Proposed
Net Patient Services Revenue		\$3,818,253	\$2,402,370
County Appropriation		1,191,587	1,191,587
Other Revenue		1,377,103	1,323,086
TOTAL REVENUE		6,386,943	4,917,043
Salaries		2,588,162	3,125,460
Benefits		1,026,206	822,583
Other Direct Expenses		1,326,624	969,000
TOTAL DIRECT EXPENSE		\$4,940,992	\$4,917,043

* Adult & Youth Budget Combined in 2019-21

ACUTE CARE SERVICES

■ Youth Behavioral Health Hospital | 20-100-1050

DESCRIPTION

North Central Health Care provides inpatient behavioral health services for youth under age 18 who have complex psychiatric needs. In the third quarter of 2020 the Youth Hospital operated. The Inpatient Youth 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

All individuals in Marathon, Lincoln and Langlade Counties ages 12-17 with severe psychiatric and detoxification needs are served. For those under the age of 12, 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	2019	2020	2021	2022	2023
20-100-1050 - Youth Behavioral Health Hospital					13.50	16.60

BUDGET SUMMARY

	2021 Budget*	Current Year	2023 Proposed
Net Patient Services Revenue		\$1,586,246	\$1,300,603
County Appropriation		-	-
Other Revenue		50,000	50,000
TOTAL REVENUE		\$1,636,246	\$1,350,604
Salaries		\$1,298,351	\$1,681,024
Benefits		514,796	410,847
Other Direct Expenses		459,697	307,710
TOTAL DIRECT EXPENSE		\$2,272,844	\$2,399,581

* Adult & Youth Budget Combined in 2019-21



ACUTE CARE SERVICES

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

DESCRIPTION

Lakeside Recovery Medically Monitored Treatment is a 28-day substance abuse recovery program operated 24-hours a day in a community-based setting. This program will provide observation, medication monitoring, and treatment by a multi-disciplinary team under the supervision of a physician. Lakeside Recovery utilizes a care model to include specific programming for clients with dual diagnoses of substance abuse and mental health disorders. This model is necessary to meet the change in the complexity of the clients served. The program will be 16 beds and reopen in late 2022, pending renovation project completion and State approval of the facility.

POPULATION SERVED

This program serves the needs of clients that meet a high level criteria for substance abuse and dependence under Wisconsin Chapter 75.11 regulations for Medically Monitored Treatment.

REGULATIONS

The MMT program is licensed under Wisconsin Chapter 83 CBRF Regulations with a Class C Semi-ambulatory Status. A Class C Semi-ambulatory CBRF may serve only residents who are ambulatory or semi-ambulatory, but one or more of whom are not physically or mentally capable of responding to an electronic fire alarm and exiting the facility without help or verbal or physical prompting.

HOURS OF SERVICE

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

STAFFING	FTE's	2019	2020	2021	2022	2023
20-100-1125 - Lakeside Recovery (MMT)		8.80	12.70	14.30	1.00	13.30

BUDGET SUMMARY

	2021 Budget	Current Year	2023 Proposed
Net Patient Services Revenue	\$812,003	\$269,942	\$890,808
County Appropriation	-	-	-
Other Revenue	754,976	491,195	300,000
TOTAL REVENUE	\$1,566,979	\$761,137	\$1,190,809
Salaries	\$693,959	\$246,070	\$703,330
Benefits	203,385	97,567	284,638
Other Direct Expenses	118,384	47,129	30,400
TOTAL DIRECT EXPENSE	\$1,015,728	\$390,766	\$1,018,368

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 an inpatient and crisis experience 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	2019	2020	2021	2022	2023
20-100-2125 - Psychiatry Residency Program					0.30	0.10

BUDGET SUMMARY

	2021 Budget*	Current Year	2023 Proposed
Net Patient Services Revenue	-	-	-
County Appropriation	-	-	-
Other Revenue		\$354,199	\$882,280
TOTAL REVENUE	-	\$354,199	\$882,280
Salaries		\$166,876	\$30,385
Benefits		66,166	6,244
Other Direct Expenses		237,930	998,280
TOTAL DIRECT EXPENSE		\$470,972	\$1,034,909

* Combined with Another Program in 2021



COMMUNITY PROGRAMS

COMMUNITY BEHAVIORAL HEALTH SERVICES

Community Behavioral Health Services includes multiple programs in both Community Treatment (Adult & Youth) and Outpatient Mental Health & Substance Abuse Services. 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 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 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.

COMMUNITY BEHAVIORAL HEALTH SERVICES

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

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 I 2325 & 2550**...continued from previous page

STAFFING	FTE's	2019	2020	2021	2022	2023
-2325 & 2250** - Community Treatment		96.20	102.90	99.90	87.51	90.33

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

BUDGET SUMMARY

	2021 Budget	Current Year	2023 Proposed
Net Patient Services Revenue	\$13,592,624	\$15,250,409	\$12,363,654
County Appropriation	-	-	-
Other Revenue	3,920,549	1,252,334	1,249,158
TOTAL REVENUE	\$17,513,173	\$16,502,743	\$13,612,812
Salaries	\$4,839,096	\$4,970,611	\$5,376,899
Benefits	1,418,239	1,970,847	1,831,982
Other Direct Expenses	6,131,302	5,987,100	4,646,105
TOTAL DIRECT EXPENSE	\$12,388,637	\$12,928,558	\$11,854,986

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 provided in Outpatient Services include evaluation, diagnosis, psychotherapy, and medication management. For medication management, patients meet with a physician who is skilled in psychiatric care who 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
- Schizophrenia
- Stress
- Addiction
- Major Life Changes
- Grief & Loss
- Relationship Challenges

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

OWI Assessment: Wisconsin law requires any individual convicted of OWI to complete an alcohol or drug evaluation.

Intensive Outpatient (IOP): This is group treatment that is provided three times per week for individuals who need more than individual therapy, but do not meet criteria for a higher level of care.

Substance Abuse Day Treatment: Clients participate in group treatment for 24 group sessions and 6 individual sessions. The group learns and practices new skills and tools to utilize in their recovery. Regular attendance is required.

Driving With Care: This group is designed for individuals with four or more OWI's. Referrals are only accepted from Probation and Parole for Marathon County Residents.

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: 8:00 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	2019	2020	2021	2022	2023
-2000** - Outpatient Services		40.70	40.40	37.00	30.19	33.59

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

BUDGET SUMMARY

	2021 Budget	Current Year	2023 Proposed
Net Patient Services Revenue	\$2,978,115	\$3,317,671	\$1,981,638
County Appropriation	-	-	-
Other Revenue	2,456,119	4,219,971	4,109,919
TOTAL REVENUE	\$5,434,234	\$7,537,642	\$6,091,557
Salaries	\$3,489,849	\$3,353,057	\$3,207,899
Benefits	1,022,803	1,329,488	871,258
Other Direct Expenses	1,115,767	1,233,119	1,442,262
TOTAL DIRECT EXPENSE	\$5,628,419	\$5,915,664	\$5,521,419

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 mental retardation, 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 a poor decision. 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 mental retardation, 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	2019	2020	2021	2022	2023
20-100-1300 - Adult Protective Services					7.00	7.80

BUDGET SUMMARY

	2021 Budget*	Current Year	2023 Proposed
Net Patient Services Revenue	-	-	\$35,000
County Appropriation	-	\$539,177	539,177
Other Revenue	-	250,000	274,000
TOTAL REVENUE		\$789,177	\$848,177
Salaries	-	\$377,625	\$449,934
Benefits	-	149,728	161,029
Other Direct Expenses	-	60,095	57,300
TOTAL DIRECT EXPENSE		\$587,448	\$668,263

* Was not a budgeted program in 2021



Community Living

2023 Budget by Program



North Central Health Care's Community Living represents traditional adult physical, mental, and developmental disability services including Adult Day Services, Supportive Apartments, Community Based Residential Facilities (CBRF's), Sober Living and Vocational Services. Residential Supportive Apartments and CBRF's are shared services among the three counties with locations located in the greater Wausau area. Sober Living facilities are located in Wausau and Antigo with Vocational Services offering services in all three counties. Adult Day Services are offered in Marathon and Langlade Counties.

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■ 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	2019	2020	2021	2022	2023
1400** - Residential CBRF's	27.60	27.60	26.60	28.00	32.22	
1400** - Residential Supportive Apartments	41.30	41.30	35.00	31.00	21.07	
440-300-1700 - Sober Living - Hope House Antigo				0.50	0.52	
20-100-1700 - Sober Living - Hope House Wausau				0.27	0.27	
20-100-1800 - Vocational Services				-	2.60	
2400** - Adult Day Services	24.30	37.50	33.30	41.00	21.92	
20-100-2750 - Demand Transportation	4.10	4.10	3.80	5.00	4.80	

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



COMMUNITY LIVING

■ Community Based Residential Facilities (CBRFs) | 1400**

DESCRIPTION

Community Living operates four Community-Based Residential Facilities (CBRFs) that are congregate living settings, licensed by the State of Wisconsin. These locations serve both mental illness and developmental disabilities while also serving developmentally disabled individuals who are ambulatory, semi-ambulatory or non-ambulatory but may not be capable of exiting the property without assistance.

Each home is a natural home setting and residents participate in activities that promote development of life skills within their individual ability to assist them in reaching maximum independence and growth. Residents assist in preparing meals, helping complete their own laundry and other areas of daily living in which they show interest or ability to grow.

In addition to skill building within the home environment, the residential program has an activities program that assist residents in developing social skills, relationships and connections in the community. The program runs Monday through Friday from 4PM to 8PM and Saturday and Sundays from 11AM to 7PM and is 100% community-based activities and provides transportation and staff supervision.

The three homes are:

- Marshall Street Group Home serves sixteen residents in two 8-bed units.
- Chadwick Street has seven residents.
- Heather Street can serve seven residents.

Bissell and Andrea Street homes are planned to be closed in first quarter 2023 with residents relocating into other locations and consolidating operations to the Marshall Street Group Home.

POPULATION SERVED

Community-Based Residential Facilities provide support and care to individuals, 18 and older, with developmental disabilities, mental illness, addiction issues or physical disabilities in Marathon County.

REGULATIONS

All group homes are certified by the Wisconsin Department of Health Services, Chapter DHS 83-Community-Based Residential Facilities.

HOURS OF SERVICE

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

STAFFING	FTE's	2019	2020	2021	2022	2023
2400** - Adult Day Services	24.30	37.50	33.30	41.00	21.92	

BUDGET SUMMARY

	2021 Budget	Current Year	2023 Proposed
Net Patient Services Revenue	\$2,177,296	\$2,134,498	\$2,066,700
County Appropriation	-	-	-
Other Revenue	-	42,837	-
TOTAL REVENUE	\$2,177,296	\$2,177,335	\$2,066,700
Salaries	\$849,075	\$883,354	\$1,171,214
Benefits	245,329	350,249	614,056
Other Direct Expenses	304,240	281,780	163,000
TOTAL DIRECT EXPENSE	\$1,398,644	\$1,515,383	\$1,948,270

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

COMMUNITY LIVING

■ Supportive Apartments / 1400**...continued on next page

DESCRIPTION

Residential Services Supportive Apartments provides services to individuals with developmental disabilities, mental illness, physical limitations, and frail elders. Currently North Central Health Care offers 2 supportive apartment settings within 3 complexes, and in-home care services. Each individual Supportive Apartment setting offers an array of service options that tailors member individual supports to meet their personal needs and preference to ensure the ability to live in the least restrictive setting successfully while meeting their individual health and safety needs, and also expands the residential activity program to apartment settings.

Current supportive apartment locations are:

Jelinek Apartments offer individual apartments for adults with developmental disabilities. Jelinek offers 12 double occupancy apartments. Six in each of the two buildings located side by side. Apartments may be rented as a single unit, or shared by two residents. Primary population served within the Jelinek is developmental disabilities or individuals with a dual diagnosis or learning disabilities with mental illness. Jelinek offers both handicap and non-handicapped accessible apartments. Support staff is on-site 24 hours a day. In addition to the supervised 24 hours on site services options Jelinek also offers and in home care services within 3 miles of the main site.

Riverview Towers offers multiple units based on need and serves both individuals with developmental disabilities, chronic mental illness, elderly frail and physically disabled in separate apartments. Support staff is on-site 24 hours. In addition to the supervised 24 hours on site services options Riverview also offers in-home care services within 3 miles of the main site.

Community Supportive Living is a program option that operates out of the supportive apartment settings at both Jelinek Apartments and Riverview Towers. This service offers in-home based services in a non-supervised setting. Services are structured to the individual member's preferences and needs and include emergency response. The service focuses on assisting members to live in the home or location of their choice safely while remaining as independent as possible.

POPULATION SERVED

Supportive apartments provide support and care to individuals, 18 and older, with developmental disabilities, mental illness, addiction issues or physical disabilities in Marathon County.

REGULATIONS

Supportive apartments do not have any specific regulatory requirements. It follows best practice for such services and any contractual requirements.

HOURS OF SERVICE

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

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



COMMUNITY LIVING

■ Supportive Apartments / 1400**...continued from previous page

STAFFING	FTE's	2019	2020	2021	2022	2023
1400** - Supportive Apartments		41.30	41.30	35.00	31.00	21.07

BUDGET SUMMARY

	2021 Budget	Current Year	2023 Proposed
Net Patient Services Revenue	\$2,039,098	\$1,491,753	\$1,536,005
County Appropriation	-	-	-
Other Revenue	-	114,274	-
TOTAL REVENUE	\$2,039,098	\$1,606,027	\$1,536,005
Salaries	\$1,105,955	\$880,210	\$798,468
Benefits	324,133	349,003	332,831
Other Direct Expenses	149,259	88,857	84,280 0
TOTAL DIRECT EXPENSE	\$1,579,347	\$1,318,070	\$1,215,579

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

COMMUNITY LIVING

■ Antigo Sober Living - Hope House | 40-300-1700

DESCRIPTION

Sober Living offers individuals post-treatment an opportunity to invest time building a stronger foundation for their recovery and stop the revolving door of sobriety followed by relapse.

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 relapse. Spending time in a Sober Living house helps individuals in recovery gain strength and confidence from their housemates and peers.

POPULATION SERVED

Supported Apartments provide support and care to individuals, 18 and older, with developmental disabilities, mental illness, addiction issues or physical disabilities in Langlade County.

REGULATIONS

Sober Living Environments are currently non-regulated programs.

HOURS OF SERVICE

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

STAFFING	FTE's	2019	2020	2021	2022	2023
40-300-1700 - Sober Living - Hope House Antigo					0.50	0.52

BUDGET SUMMARY

	2021 Budget*	Current Year	2023 Proposed
Net Patient Services Revenue	-	-	-
County Appropriation	-	-	\$20,000
Other Revenue	-	\$39,200	40,000
TOTAL REVENUE	-	\$39,200	\$60,000
Salaries		\$27,225	\$32,600
Benefits		10,795	10,569
Other Direct Expenses		19,070	10,500
TOTAL DIRECT EXPENSE		\$57,090	\$53,669

* Was not a budgeted program in 2021

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



COMMUNITY LIVING

■ Wausau Sober Living – Hope House | 20-100-1700

DESCRIPTION

Sober Living offers individuals post-treatment an opportunity to invest time building a stronger foundation for their recovery and stop the revolving door of sobriety followed by relapse.

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 relapse. Spending time in a Sober Living house helps individuals in recovery gain strength and confidence from their housemates and peers.

POPULATION SERVED

Supported Apartments provide support and care to individuals, 18 and older, with developmental disabilities, mental illness, addiction issues or physical disabilities in Marathon County.

REGULATIONS

Sober Living Environments are currently non-regulated programs.

HOURS OF SERVICE

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

STAFFING	FTE's	2019	2020	2021	2022	2023
20-100-1700 - Sober Living - Hope House Wausau					0.27	0.27

BUDGET SUMMARY

	2021 Budget*	Current Year	2023 Proposed
Net Patient Services Revenue	-	-	-
County Appropriation	-	-	-
Other Revenue	-	-	\$20,000
TOTAL REVENUE	-	-	\$20,000
Salaries		\$26,053	\$19,339
Benefits		10,330	4,965
Other Direct Expenses		10,520	24,000
TOTAL DIRECT EXPENSES		\$46,903	\$48,304

* Was budgeted within Community Corner Clubhouse in 2021

COMMUNITY LIVING

■ Adult Day Services / 2400*

DESCRIPTION

Adult Day Services is provided in Langlade and Marathon Counties and helps individuals with developmental and physical disabilities, who are 18 and older; reach their greatest social, educational, cognitive, life and community potential by offering them a variety of activities that their interest and growth. Adult Day Service works 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.

Adult Day Services no longer operates the Prevocational Services programing as part of Day Services and reflected in the 2021 budget. Prevocational programs were transitioned out of NCHC management to various providers in the community.

POPULATION SERVED

Adult Day Services provide programming to individuals, 18 and older, with developmental and physical disabilities in Marathon and Langlade Counties.

REGULATIONS

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

HOURS OF SERVICE

Adult Day Services - Wausau
7:45 am – 3:15 pm plus accommodation

Adult Day Services - Antigo
8:00 am – 4:00 pm

STAFFING	FTE's	2019	2020	2021	2022	2023
2400** - Adult Day Services		24.30	37.50	33.30	41.00	21.92

BUDGET SUMMARY

	2021 Budget	Current Year	2023 Proposed
Net Patient Services Revenue	\$1,848,030	\$923,934	\$1,291,542
County Appropriation			
Other Revenue	952,800	110,000	58,000
TOTAL REVENUE	\$2,800,830	\$1,033,934	\$1,349,542
Salaries	\$1,207,131	\$452,235	\$710,542
Benefits	353,785	179,312	301,637
Other Direct Expenses	693,610	27,172	48,250
TOTAL DIRECT EXPENSE	\$2,254,526	\$658,719	\$1,060,429

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



COMMUNITY LIVING

■ Vocational Services / 20-100-1800

DESCRIPTION

Vocational Services (Supportive Employment) works with individuals including both youth and adults with varying levels of disabilities or work displacement. This service is designed to enable participants to attain skills, resources, attitudes, and expectations needed to compete in the interview process, and to get and keep a job. Vocational Consultants work with members in developing a resume, scheduling and making contact with potential employers, developing interview skills, assisting with on the job learning, building work relationships with co-worker's supervisors and are a support for the employer's in training as well as developing customized employment as needed. This service was formerly a portion of Prevocational Services programming, which has now been transitioned to various providers in the community and no longer offered.

POPULATION SERVED

Vocational Services provide programming to individuals, 18 and older, with developmental and physical disabilities in Marathon, Lincoln and Langlade Counties.

REGULATIONS

Vocational Services works with the Department of Vocational Rehabilitation and must meet requirements set forth by the State of Wisconsin Department of Workforce Development.

HOURS OF SERVICE

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

STAFFING	FTE's	2019	2020	2021	2022	2023
20-100-1800 - Vocational Services					-	2.60

BUDGET SUMMARY

	2021 Budget*	Current Year*	2023 Proposed
Net Patient Services Revenue		-	-
County Appropriation		-	-
Other Revenue		-	\$159,000
TOTAL REVENUE	-	-	\$159,000
Salaries	-	-	\$135,980
Benefits	-	-	82,825
Other Direct Expenses	-	-	5,250
TOTAL DIRECT EXPENSE	-	-	\$224,055

* Was not a budgeted program

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, nutritional and employment. 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	2019	2020	2021	2022	2023
20-100-2750 - Demand Transportation		4.10	4.10	3.80	5.00	4.80

BUDGET SUMMARY

	2021 Budget	Current Year	2023 Proposed
Net Patient Services Revenue	\$54,000	\$40,000	\$40,000
County Appropriation	-	-	-
Other Revenue	417,000	462,566	405,600
TOTAL REVENUE	\$471,000	\$502,566	\$445,600
Salaries	\$162,572	\$158,868	\$200,043
Benefits	47,647	62,991	93,961
Other Direct Expenses	117,703	92,762	133,762
TOTAL DIRECT EXPENSE	\$327,922	\$314,621	\$427,766

Nursing Home Services

2023 Budget by Program



North Central Health Care's Nursing Home Operations include Mount View Care Center, a skilled nursing facility located on our main campus in Wausau, and Pine Crest nursing Home in Merrill. With a licensed capacity of 160 residents, Mount View Care Center's neighborhoods 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. Pine Crest has a licensed capacity of 120 residents and specializes in four distinct programs: a skilled rehabilitative program for short-term stays, a special care unit focusing on dementia, long-term care services and a hospice unit for end of life needs. The following programs are the consolidated service areas for NCHC's Nursing Home Operations.

Mount View Care Center

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Pine Crest Nursing Home

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Nursing Home Services	
Nursing Direct Care	60-62
Rehab	63
Environmental Services	64
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NURSING HOME SERVICES

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	2019	2020	2021	2022	2023
25-100-0900 - MVCC Administration		12.80	10.80	8.40	8.60	6.75
25-100-3000 - MVCC Nursing Direct Care		180.90	181.30	156.60	122.00	121.53

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	2019	2020	2021	2022	2023
25-100-0900 - MVCC Administration		12.80	10.80	8.40	8.60	6.75

BUDGET SUMMARY

	2021 Budget	Current Year	2023 Proposed
Net Patient Services Revenue	\$6,000	-	\$7,000
County Appropriation	-	-	-
Other Revenue	-	-	-
TOTAL REVENUE	\$6,000	-	\$7,000
Salaries	\$695,185	\$415,187	\$506,932
Benefits	203,745	164,622	174,235
Other Direct Expenses	833,708	3,171,705	1,024,853
TOTAL DIRECT EXPENSE	\$ 1,732,638	\$3,751,514	\$1,706,020



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

	2021 Budget	Current Year	2023 Proposed
Net Patient Services Revenue	\$56,000	-	\$102,326
County Appropriation	-	-	-
Other Revenue	-	-	-
TOTAL REVENUE	\$56,000	-	\$102,326
Salaries	-	-	-
Benefits	-	-	-
Other Direct Expenses	\$27,600	-	\$430,304
TOTAL DIRECT EXPENSE	\$27,600	-	\$430,304

* Was not budgeted separately in 2022

NURSING HOME SERVICES

MOUNT VIEW CARE CENTER

Mount View Care Center has a licensed capacity of 160 residents serving 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, WI 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. To access our admissions phone is available 24 hours/7 days a week. The number to get more information is 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. To access our admissions phone is available 24 hours/7 days a week. The number to get more information is 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 problems 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 problems 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. To access our admissions phone is available 24 hours/7 days a week. The number to get more information is 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. To access our admissions phone is available 24 hours/7 days a week. The number to get more information is 715.581.3422.

MOUNT VIEW CARE CENTER

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

STAFFING	FTE's	2019	2020	2021	2022	2023
25-100-3000 - MVCC Direct Nursing Care		180.90	181.30	156.60	122.00	121.53

BUDGET SUMMARY

	2021 Budget*	Current Year	2023 Proposed
Net Patient Services Revenue		\$19,145,974	\$20,588,419
County Appropriation		1,500,000	1,592,000
Other Revenue		-	-
TOTAL REVENUE		\$20,645,974	\$22,180,419
Salaries		6,845,779	7,658,616
Benefits		2,714,351	2,807,348
Other Direct Expenses		2,236,280	1,139,680
TOTAL DIRECT EXPENSE		\$11,796,410	\$11,605,644

* Was not a combined budgeted program in 2021



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

	2021 Budget	Current Year	2023 Proposed
Net Patient Services Revenue	\$1,980,000	-	\$225,821
County Appropriation	-	-	-
Other Revenue	-	-	-
TOTAL REVENUE	\$1,980,000	-	\$225,821
Salaries	-	-	-
Benefits	-	-	-
Other Direct Expenses	\$755,196	-	\$610,250
TOTAL DIRECT EXPENSE	\$755,196	-	\$610,250

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 and family swim programs that help individuals manage pain and maintain or reclaim their independence. The therapy pool is maintained at a 90 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 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 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 Department of Health Services, Chapter DHS 172: Safety, Maintenance and Operation of Public Pools and Water Attractions.

HOURS OF SERVICE

Monday, Wednesday & Friday: 7:30am – 4:30pm

Tuesday & Thursday: 7:30am – 5:30pm

By appointment only. Appointments and reserve exercise time at 715.848.4551

STAFFING

	FTE's	2019	2020	2021	2022	2023
20-100-2600 - Aquatic Services		6.80	7.70	8.40	8.00	6.31

BUDGET SUMMARY

	2021 Budget	Current Year	2023 Proposed
Net Patient Services Revenue	\$936,755	\$631,683	\$674,250
County Appropriation	342,345	342,345	342,345
Other Revenue	87,840	75,000	66,000
TOTAL REVENUE	\$1,366,940	\$1,049,028	\$1,082,595
Salaries	\$523,747	\$457,199	\$438,649
Benefits	153,499	181,280	137,732
Other Direct Expenses	158,017	310,078	15,967
TOTAL DIRECT EXPENSE	\$835,263	\$948,557	\$592,348



NURSING HOME SERVICES

PINE CREST NURSING HOME

■ Total Staffing for Pine Crest Nursing Home

The following staff comparison looks at total Full Time Equivalent (FTE's) by program for Pine Crest Administration, Nursing Direct Care Services, Food Services and Environmental Services.

STAFFING	FTE's	2019	2020	2021	2022	2023
35-200-0700 - Pine Crest Environmental Services	-	33.80	29.50	8.20	8.20	
35-200-0760 - Pine Crest Food Services				14.20	14.95	
35-200-0900 - Pine Crest Administration				12.50	12.15	
35-200-3000 - Pine Crest Direct Nursing Care	-	130.00	107.00	88.00	87.31	

■ Administration / 35-200-0900

DESCRIPTION

The overall administrative oversight functions for Pine Crest operations are consolidated into a separate program and are allocated out to each program based on direct expenses. This was not separated out in 2021 or 2022.

STAFFING	FTE's	2019	2020	2021	2022	2023
35-200-0900 - Pine Crest Administration					9.50	13.50

BUDGET SUMMARY

	2021 Budget*	Current Year	2023 Proposed
Net Patient Services Revenue	-	-	\$(49,500)
County Appropriation	-	-	-
Other Revenue	-	-	11,600
TOTAL REVENUE	-	-	\$(37,900)
Salaries	-	\$530,580	\$728,493
Benefits	-	210,374	204,097
Other Direct Expenses	-	1,287,913	495,800
TOTAL DIRECT EXPENSES	-	\$2,028,867	\$1,428,390

* Was not budgeted separately in 2021

PINE CREST NURSING HOME

■ Ancillary Services / 35-200-3300

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

	2021 Budget*	Current Year*	2023 Proposed
Net Patient Services Revenue	-	-	\$40,040
County Appropriation	-	-	-
Other Revenue	-	-	-
TOTAL REVENUE	-	-	\$40,040
Salaries		-	-
Benefits		-	-
Other Direct Expenses		-	\$151,700
TOTAL DIRECT EXPENSES	-	-	\$151,700

* Was not budgeted separately in 2021 or 2022



NURSING HOME SERVICES

PINE CREST NURSING HOME

Pine Crest is a 120-bed skilled nursing facility located in Lincoln County. Pine Crest specializes in four distinct programs: a skilled rehabilitative program for short-term stays, a special care unit focusing on dementia, and long-term care services. Pine Crest is located in Merrill Wisconsin and is dedicated to enriching life experiences through building trusting relationships with residents, families, and our community.

■ *Nursing Direct Care Services / 35-200-3000...continued on next page*

LONG-TERM CARE DESCRIPTION

Multiple program areas exist that offer long-term services within Pine Crest. Services offered in each of the areas varies based on the resident's condition. Offered services range from assistance with activities of daily living, to hospice, to respite care, to early to mid-stage dementia.

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. To access our admissions phone is available 24 hours/7 days a week. The number to get more information is 715.218.4385.

MEMORY CARE DESCRIPTION

Pine Crest offers a dedicated 20-bed memory care unit that was an addition that occurred at the same point in time as rehab in 2017. The program, also referred to as Special Care, offers private rooms, dedicated dining, a sensory room, and a whirlpool room. The program is tailored to serve those that have mid to late stage dementia. The unit utilizes delayed egress to address the concern of residents that propel/ambulate on their own. The programs offered to the residents within the program are intended to assist with improved quality of life and aimed to mitigate adverse actions that could otherwise result due to their diagnosis.

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. To access our admissions phone is available 24 hours/7 days a week. The number to get more information is 715.218.4385.

PINE CREST NURSING HOME

■ *Nursing Direct Care Services | 35-200-3000...continued on next page*

SHORT-TERM REHABILITATION DESCRIPTION

Pine Crest offers post-acute rehab services on a dedicated 20-bed program that was built in 2017. The program is a definite strength as compared to other offerings provided by skilled nursing facilities in the immediate area. This assessment is based on the functional use of the unit in having all private rooms, dedicated dining, and close proximity to therapy services. Physical, occupational, and speech therapies are provided on-site and provided to the patients as needed.

The program services seniors that are requiring post-acute care following progression of general co-morbidities. This includes meeting the demand of difficult to place referrals from hospital providers that include but not limited to total parenteral nutrition (TPN) medication, lymphedema therapy, cardiac rehabilitation, and wound care management

POPULATION SERVED

Short-Term Rehabilitation serves adults of all ages with complex physical problems 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. To access our admissions phone is available 24 hours/7 days a week. The number to get more information is 715.218.4385.



PINE CREST NURSING HOME

■ Nursing Direct Care Services / 35-200-3000...continued from previous page

STAFFING	FTE's	2019	2020	2021	2022	2023
35-200-3000 - Pine Crest Nursing Direct Care			130.00	107.00	88.00	87.31

BUDGET SUMMARY

	2021 Budget	Current Year	2023 Proposed
Net Patient Services Revenue	\$8,674,649	\$11,285,975	\$12,622,007
County Appropriation	440,815	440,815	440,815
Other Revenue	2,662,787	-	-
TOTAL REVENUE	\$11,778,251	\$11,726,790	\$13,062,822
Salaries	\$5,159,168	\$4,671,433	\$4,858,914
Benefits	1,512,046	1,852,224	1,586,820
Other Direct Expenses	2,157,149	1,234,676	794,250
TOTAL DIRECT EXPENSE	\$8,828,363	\$7,758,333	\$7,239,984

PINE CREST NURSING HOME

■ Rehab Services / 35-200-3600

DESCRIPTION

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

POPULATION SERVED

Residents and patients of Pine Crest.

REGULATIONS

Program 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 715.218.4385.

BUDGET SUMMARY

	2021 Budget*	Current Year*	2023 Proposed
Net Patient Services Revenue	-	-	\$209,000
County Appropriation	-	-	
Other Revenue	-	-	
TOTAL REVENUE	-	-	\$209,000
Salaries	-	-	-
Benefits	-	-	-
Other Direct Expenses	-	-	342,400
TOTAL DIRECT EXPENSE	-	-	\$342,400

* Was not budgeted separately in 2021 or 2022



PINE CREST NURSING HOME

■ Environmental Services / 35-200-0700

DESCRIPTION

Environmental Support Services includes the support services area of housekeeping for Pine Crest.

BUDGET SUMMARY

	2021 Budget*	Current Year	2023 Proposed
Net Patient Services Revenue	-	-	-
County Appropriation	-	-	-
Other Revenue	-	\$177,000	\$177,000
TOTAL REVENUE	-	\$177,000	\$177,000
Salaries		\$288,292	\$314,230
Benefits		114,307	130,994
Other Direct Expenses		576,400	537,000
TOTAL DIRECT EXPENSE	-	\$978,999	\$982,224

* Was not budgeted separately in 2021

PINE CREST NURSING HOME

■ Nutrition Services / 35-200-0760

DESCRIPTION

Nutrition Services provides meal service for the Nursing Home. Required Dietitian consulting is also provided to these locations based on regulatory requirements.

STAFFING	FTE's	2019	2020	2021	2022	2023
35-200-0760 - Pine Crest Nutrition Services					14.20	14.95

BUDGET SUMMARY

	2021 Budget*	Current Year	2023 Proposed
Net Patient Services Revenue		-	-
County Appropriation		-	-
Other Revenue		-	\$2,000
TOTAL REVENUE		-	\$2,000
Salaries		\$549,763	\$599,123
Benefits		217,981	212,631
Other Direct Expenses		344,314	333,400
TOTAL DIRECT EXPENSES		\$1,112,058	\$1,145,154

* Was not budgeted separately in 2021



Support Services

2023 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.

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SUPPORT 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	2019	2020	2021	2022	2023
10-100-0105 - Corporate Administration	6.00	9.00	7.00	5.00	4.25	
10-100-0110 - Marketing & Communications	4.00	4.00	4.30	2.00	2.50	
10-100-0115 - Safety & Security	-	-	4.30	5.00	3.80	
10-100-0120 - Nursing Services Administration	-	-	2.00	2.00	1.00	
10-100-0200 - Quality & Compliance	3.50	1.00	1.00	1.00	3.00	
10-100-0205 - Human Resources	10.00	9.00	10.00	6.00	7.00	
10-100-0210 - Learning & Development				3.00	3.00	
10-100-0215 - Volunteer Services	1.60	1.60	1.60	6.00	3.45	
10-100-0220 - Infection Prevention	1.50	1.50	4.00	3.00	2.00	
10-100-0300 - Accounting	6.70	7.70	8.70	9.80	8.70	
10-100-0400 - Purchasing	3.30	3.20	2.30	3.20	3.10	
10-100-0500 - IMS	8.00	7.50	7.50	9.00	9.00	
10-100-0510 - Health Information	7.60	7.10	8.50	6.00	6.00	
10-100-0600 - Patient Financial Services	13.20	13.20	12.30	9.30	9.00	
10-100-0605 - Patient Access Services	18.40	18.40	19.10	22.00	20.20	
10-100-0710 - In-House Transportation	2.80	3.80	2.40	2.40	3.05	
10-100-0720 - Laundry	6.00	7.00	7.00	3.00	4.00	
10-100-0740 - Housekeeping	8.10	8.10	7.10	19.00	18.60	
10-100-0760 - Nutrition Services	33.60	33.60	28.00	30.00	29.21	
20-100-3500 - Pharmacy	9.40	11.00	11.00	12.00	10.67	



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 information.

STAFFING	FTE's	2019	2020	2021	2022	2023
10-100-0300 - Accounting		6.70	7.70	8.70	9.80	8.70

BUDGET SUMMARY

	2021 Budget*	Current Year	2023 Proposed
Net Patient Services Revenue			
County Appropriation			
Other Revenue	\$4,240	-	\$25,000
TOTAL REVENUE	\$4,240	-	\$25,000
Salaries	\$493,710	\$599,800	\$559,754
Benefits	144,696	237,821	224,265
Other Direct Expenses	171,192	208,909	208,359
TOTAL DIRECT EXPENSE	\$809,598	\$1,046,530	\$992,378

■ Corporate Administration | 10-100-0105

DESCRIPTION

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

STAFFING	FTE's	2019	2020	2021	2022	2023
10-100-0105 - Administration		6.00	9.00	7.00	5.00	4.25

BUDGET SUMMARY

	2021 Budget	Current Year	2023 Proposed
Net Patient Services Revenue			
County Appropriation			
Other Revenue	-	\$249,881	\$239,881
TOTAL REVENUE	-	\$249,881	\$239,881
Salaries	\$875,741	\$651,980	\$629,300
Benefits	264,631	258,510	172,680
Other Direct Expenses	380,928	1,153,088	956,768
TOTAL DIRECT EXPENSE	\$1,521,300	\$2,063,578	\$1,758,748

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

	2021 Budget*	Current Year	2023 Proposed
Net Patient Services Revenue	-	-	-
County Appropriation	-	-	-
Other Revenue	-	\$1,685,623	\$1,685,623
TOTAL REVENUE	-	\$1,685,623	\$1,685,623
Salaries	-	-	-
Benefits	-	-	-
Other Direct Expenses	\$1,685,623	\$1,692,573	\$1,685,623
TOTAL DIRECT EXPENSE	\$1,692,573	\$1,692,573	\$1,685,623

■ Health Information / 10-100-0105

DESCRIPTION

Health Information Management (HIM) is responsible for acquiring, analyzing, coding, scanning, and releasing information within the medical record. We are committed to ensuring that the record is complete, accurate, and protected.

STAFFING	FTE's	2019	2020	2021	2022	2023
10-100-0510 - Health Information		7.60	7.10	8.50	6.00	6.00

BUDGET SUMMARY

	2021 Budget	Current Year	2023 Proposed
Net Patient Services Revenue			
County Appropriation			
Other Revenue	\$20,000	\$15,000	\$9,000
TOTAL REVENUE	\$20,000	\$15,000	\$9,000
Salaries	\$370,033	\$399,629	\$244,320
Benefits	108,449	158,453	104,213
Other Direct Expenses	59,491	68,583	62,975
TOTAL DIRECT EXPENSE	\$537,973	\$626,665	\$411,508



SUPPORT SERVICES

■ Housekeeping / 10-100-0740

DESCRIPTION

Housekeeping has two programs in Support Services. The Housekeeping program provides services to all non-nursing home areas while the Nursing Home Housekeeping program provides housekeeping services to Mount View Care Center. These two programs are separated for cost reporting purposes but are under the same management structure. This program is allocated based on square footage.

STAFFING	FTE's	2019	2020	2021	2022	2023
10-100-0740 - Housekeeping		8.10	8.10	7.10	19.00	18.60

BUDGET SUMMARY

	2021 Budget*	Current Year	2023 Proposed
Salaries	\$205,910	\$ 644,330	\$711,700
Benefits	960,348	255,477	318,199
Other Direct Expenses	69,729	116,267	126,117
TOTAL DIRECT EXPENSE	\$335,987	\$1,016,074	\$1,156,016

■ Human Resources / 10-100-0105

DESCRIPTION

Human Resources works efficiently and effectively across the organization by providing knowledge, support, advice, and talent management oversight. Human Resources staff partner with and support employees from recruitment to retirement in the following areas: recruitment, employee relations, orientation & onboarding, competency & skill development, performance management, change management, employee engagement, process improvement, and benefits & compensation administration. The Human Resources budget is separated out from Learning & Development for 2023.

STAFFING	FTE's	2019	2020	2021	2022	2023
10-100-0205 - Human Resources		10.00	9.00	10.00	6.00	7.00

BUDGET SUMMARY

	2021 Budget	Current Year	2023 Proposed
Salaries	\$545,716	\$445,620	\$489,620
Benefits	159,938	176,688	131,494
Other Direct Expenses	264,842	119,396	453,819
TOTAL DIRECT EXPENSE	\$970,496	\$741,704	\$1,074,933

SUPPORT SERVICES

■ Learning & Development / 10-100-0210

DESCRIPTION

Learning & Development increases collaboration, efficiently and effectiveness across the organization by providing training, support and employee regulatory training requirement oversight. Learning & Development supports the organization in the following areas: onboarding, competency and skill development, professional development, management and leadership development.

STAFFING	FTE's	2019	2020	2021	2022	2023
10-100-0210 - Learning & Development					3.00	3.00

BUDGET SUMMARY

	2021 Budget*	Current Year	2023 Proposed
Net Patient Services Revenue			
County Appropriation			
Other Revenue	-	-	\$12,230
TOTAL REVENUE	-	-	\$12,230
Salaries	-	\$295,004	\$174,034
Benefits	-	116,969	68,977
Other Direct Expenses	-	152,460	133,706
TOTAL DIRECT EXPENSE	-	\$564,433	\$376,717

* Not budgeted individually in 2021

■ Infection Prevention / 10-100-0220

DESCRIPTION

The Infection Control and Prevention Program (ICP) is managed as part of Nursing Services and will work in collaboration with program leaders to provide support to all clinical areas of the organization. Our mission is to provide an organization wide surveillance system to promote a healthy and safe environment by preventing transmission of infectious agents among our patients, residents, clients, and staff. This will be accomplished by continual assessment and modification of our services based on regulations, standards, internal audits, and organization specific guidelines.

STAFFING	FTE's	2019	2020	2021	2022	2023
10-100-0220 - Infection Prevention		1.50	1.50	4.00	3.00	2.00

BUDGET SUMMARY

	2021 Budget	Current Year	2023 Proposed
Salaries	\$68,186	\$196,729	\$169,744
Benefits	19,984	78,003	54,485
Other Direct Expenses	14,223	10,920	17,160
TOTAL DIRECT EXPENSE	\$102,393	\$285,652	\$241,389



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.

STAFFING	FTE's	2019	2020	2021	2022	2023
10-100-0500 - IMS		8.00	7.50	7.50	9.00	9.00

BUDGET SUMMARY

	2021 Budget	Current Year	2023 Proposed
Salaries	\$555,067	\$591,030	\$675,927
Benefits	162,679	234,343	180,579
Other Direct Expenses	12,185,095	2,023,672	1,622,650
TOTAL DIRECT EXPENSE	\$2,902,841	\$2,849,045	\$2,479,156

■ 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 3-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	2019	2020	2021	2022	2023
10-100-0710 - In-House Transportation		2.80	3.80	2.40	2.40	3.05

BUDGET SUMMARY

	2021 Budget	Current Year	2023 Proposed
Salaries	\$78,368	\$129,925	\$125,023
Benefits	22,968	51,515	56,379
Other Direct Expenses	(83,623)	(4,535)	(137,462)
TOTAL DIRECT EXPENSE	\$17,713	\$176,905	\$43,940

SUPPORT SERVICES

■ Laundry / 10-100-0720

DESCRIPTION

Laundry provides laundry services for the Mount View and Pine Crest nursing homes, Adult and Youth Behavioral Health Hospitals, and Lakeside Recovery. The service includes linen as well as personal laundry. Laundry is also done for housekeeping and food service. This program is allocated based on pounds of laundry processed.

STAFFING	FTE's	2019	2020	2021	2022	2023
10-100-0720 - Laundry		6.00	7.00	7.00	3.00	4.00

BUDGET SUMMARY

	2021 Budget	Current Year	2023 Proposed
Net Patient Services Revenue	-	-	-
County Appropriation	-	-	-
Other Revenue	-	\$120,000	\$90,000
TOTAL REVENUE	-	\$120,000	\$90,000
Salaries	\$203,103	\$168,443	\$149,026
Benefits	59,525	66,788	59,751
Other Direct Expenses	73,133	84,713	34,384
TOTAL DIRECT EXPENSE	\$335,761	\$319,944	\$243,161

■ Marketing & Communications / 10-100-0110

DESCRIPTION

Marketing and Communications is the central communication area for NCHC's internal and external communications. This includes working with staff communications internally, and media communications externally. The marketing and advertising of services is also provided through this program through multi-channel platforms. This program is allocated based on direct expense.

STAFFING	FTE's	2019	2020	2021	2022	2023
10-100-0110 - Marketing & Communications		4.00	4.00	4.30	2.00	2.50

BUDGET SUMMARY

	2021 Budget	Current Year	2023 Proposed
Salaries	\$226,170	\$151,228	\$169,837
Benefits	66,286	59,962	41,146
Other Direct Expenses	126,589	201,862	145,450
Total Direct Expense	\$419,045	\$413,052	\$356,433



SUPPORT SERVICES

■ Nursing Services Administration / 10-100-0120

DESCRIPTION

Nursing Services Administration provides oversight and direction for nursing leaders throughout North Central Health Care. The program will provide a variety of services from direct patient care in our clinical areas to ancillary clinical support to the nursing programs which is vital to our overall success. The Nursing Education Program will work in collaboration with and provide clinical education support all areas of the organization. The staff will work in collaboration with department leaders in addition to the Learning & Development team to ensure successful new hire orientation in addition to on-going clinical competencies.

STAFFING	FTE's	2019	2020	2021	2022	2023
10-100-0120 - Nursing Services Administration	-	-	2.00	2.00	1.00	

BUDGET SUMMARY

	2021 Budget	Current Year	2023 Proposed
Salaries	\$277,567	\$362,320	\$77,769
Benefits	81,349	143,659	29,779
Other Direct Expenses	11,400	34,860	31,600
TOTAL DIRECT EXPENSE	\$370,316	\$540,839	\$139,148

■ Nutrition Services / 10-100-0760

DESCRIPTION

Nutrition Services provides meal service for the Mount View Care Center, Nursing Homes, Adult and Youth Behavioral Health Hospitals, Lakeside Recovery and Crisis Stabilization Facilities. Required Dietitian consulting is also provided to these locations based on regulatory requirements. This area provides service for the cafeteria, which is also a revenue generating function. This program is allocated based on number of meals served.

STAFFING	FTE's	2019	2020	2021	2022	2023
10-100-0760 - Nutrition Services	33.60	33.60	28.00	30.00	29.21	

BUDGET SUMMARY

	2021 Budget	Current Year	2023 Proposed
Net Patient Services Revenue	-	-	-
County Appropriation	-	-	-
Other Revenue	\$204,000	240,000	\$156,000
Total Revenue	\$204,000	240,000	\$156,000
Salaries	\$956,081	\$1,128,905	\$1,170,905
Benefits	280,208	447,611	483,006
Other Direct Expenses	729,644	697,471	700,109
Total Direct Expense	\$1,965,933	\$2,273,987	\$2,354,020

SUPPORT SERVICES

■ 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	2019	2020	2021	2022	2023
10-100-0605 - Patient Access Services		18.40	18.40	19.10	22.00	20.20

BUDGET SUMMARY

	2021 Budget	Current Year	2023 Proposed
Salaries	\$769,106	\$827,748	\$926,141
Benefits	225,409	328,202	384,348
Other Direct Expenses	96,379	219,870	34,917
Total Direct Expense	\$1,290,894	\$1,375,820	\$1,345,406

■ Patient Financial Services / 10-100-0600

DESCRIPTION

Patient Financial Services processes billing of services for Pine Crest, Mount View Care Center and all programs within NCHC's lines of service which equates to approximately 10,000 bills per month. This program is allocated based on the number of clients in NCHC programs and residents in Pine Crest and MVCC.

STAFFING	FTE's	2019	2020	2021	2022	2023
10-100-0600 - Patient Financial Services		13.20	13.20	12.30	9.30	9.00

BUDGET SUMMARY

	2021 Budget	Current Year	2023 Proposed
Net Patient Services Revenue	-	\$70,000	\$55,000
County Appropriation	-	-	-
Other Revenue	\$162,000	20,000	15,000
TOTAL REVENUE	\$162,000	\$90,000	\$70,000
Salaries	\$561,226	\$529,042	\$454,373
Benefits	164,484	209,765	192,768
Other Direct Expenses	81,641	51,951	78,772
TOTAL DIRECT EXPENSE	\$807,351	\$790,758	\$725,913



SUPPORT SERVICES

■ Pharmacy | 20-100-3500

DESCRIPTION

Pharmacy provides medication management services to our Adult and Youth inpatient hospital, Skilled Nursing Facilities, Crisis Community Based Residential Facility, Community based residential clients, Community Treatment and employees enrolled in NCHC's employee health insurance plan.

STAFFING	FTE's	2019	2020	2021	2022	2023
20-100-3500 - Pharmacy		9.40	11.00	11.00	12.00	10.67

BUDGET SUMMARY

	2021 Budget	Current Year	2023 Proposed
Net Patient Services Revenue	\$8,212,378	\$7,524,896	\$7,593,560
County Appropriation			
Other Revenue	398,563	480,000	292,200
TOTAL REVENUE	\$8,610,941	\$8,004,896	\$7,885,760
Salaries	\$878,483	\$843,206	\$829,597
Benefits	257,465	334,331	229,874
Other Direct Expenses	6,210,689	5,306,899	6,165,083
TOTAL DIRECT EXPENSE	\$7,346,637	\$6,484,436	\$7,224,554

■ Purchasing | 10-100-0400

DESCRIPTION

Purchasing is 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 number of requisitions.

STAFFING	FTE's	2019	2020	2021	2022	2023
10-100-0400 - Purchasing		3.30	3.20	2.30	3.20	3.10

BUDGET SUMMARY

	2021 Budget	Current Year	2023 Proposed
Net Patient Services Revenue	-	-	-
County Appropriation	-	-	-
Other Revenue	\$62,000	\$150,000	\$160,000
TOTAL REVENUE	\$62,000	\$150,000	\$160,000
Salaries	\$101,711	\$129,553	\$133,577
Benefits	29,809	51,368	65,603
Other Direct Expenses	45,679	64,116	46,660
TOTAL DIRECT EXPENSE	\$77,199	\$245,037	\$245,840

SUPPORT SERVICES

■ Quality & Compliance | 10-100-0200

DESCRIPTION

Quality and Compliance supports the organization in making sure that the services we provide are of the highest quality and are safe. In addition to this, Compliance is responsible for making sure the organization is abiding by legal, ethical and professional standards applicable to our organization.

STAFFING	FTE's	2019	2020	2021	2022	2023
10-100-0200 - Quality & Compliance		3.50	1.00	1.00	1.00	3.00

BUDGET SUMMARY

	2021 Budget	Current Year	2023 Proposed
Salaries	\$111,461	\$127,813	\$270,726
Benefits	32,667	50,678	96,344
Other Direct Expenses	79,232	88,317	59,502
TOTAL DIRECT EXPENSE	\$223,360	\$266,808	\$426,572

■ 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	2019	2020	2021	2022	2023
10-100-0115 - Safety & Security		-	-	4.30	5.00	3.80

BUDGET SUMMARY

	2021 Budget	Current Year	2023 Proposed
Salaries	\$207,001	\$173,180	\$203,685
Benefits	60,668	68,666	80,528
Other Direct Expenses	3,440	4,762	64,738
TOTAL DIRECT EXPENSE	\$271,109	\$246,608	\$348,951



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	2019	2020	2021	2022	2023
10-100-0215 - Volunteer & Guest Services		1.60	1.60	1.60	6.00	3.45

BUDGET SUMMARY

	2021 Budget	Current Year	2023 Proposed
Net Patient Services Revenue	-	-	-
County Appropriation	-	-	-
Other Revenue	\$26,000	\$40,000	\$15,000
Total Revenue	\$26,000	\$40,000	\$15,000
Salaries	\$76,264	\$128,346	\$137,642
Benefits	22,351	50,889	48,200
Other Direct Expenses	232,686	26,140	12,150
TOTAL DIRECT EXPENSE	\$131,301	\$205,375	\$197,992

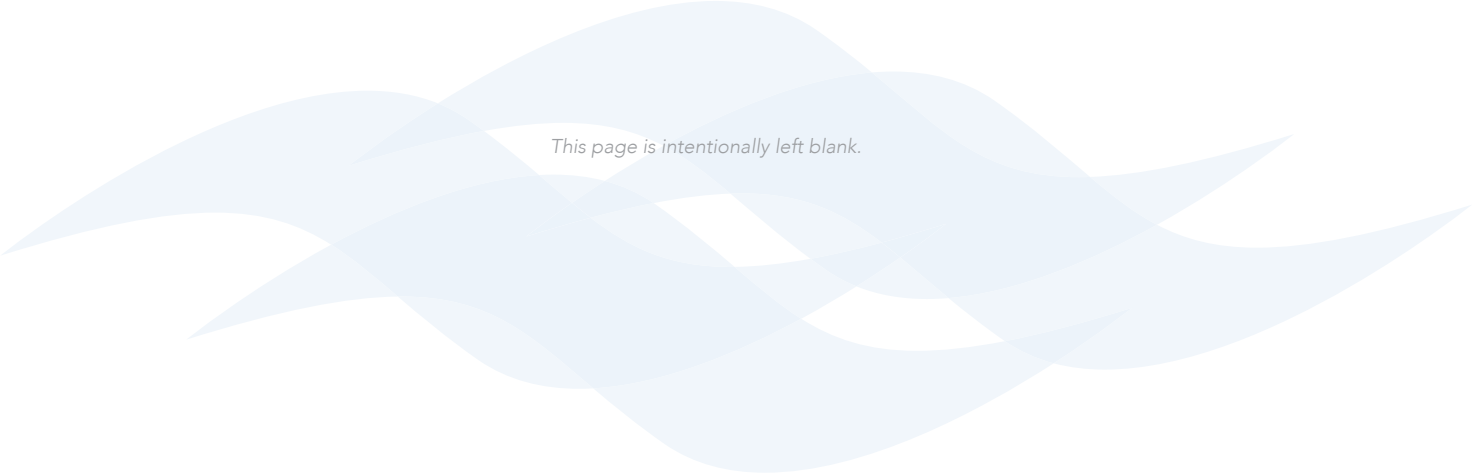
■ Staffing Totals for All North Central Health Care Programs

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	2019	2020	2021	2022	2023	
10-100-0105 - Corporate Administration	6.00	9.00	7.00	5.00	4.25		
10-100-0110 - Marketing & Communications	4.00	4.00	4.30	2.00	2.50		
10-100-0115 - Safety & Security	-	-	4.30	5.00	3.80		
10-100-0120 - Nursing Services Administration	-	-	2.00	2.00	1.00		
10-100-0200 - Quality & Compliance	3.50	1.00	1.00	1.00	3.00		
10-100-0205 - Human Resources	10.00	9.00	10.00	6.00	7.00		
10-100-0210 - Learning & Development				3.00	3.00		
10-100-0215 - Volunteer & Guest Services	1.60	1.60	1.60	6.00	3.45		
10-100-0220 - Infection Prevention	1.50	1.50	4.00	3.00	2.00		
10-100-0300 - Accounting	6.70	7.70	8.70	9.80	8.70		
10-100-0400 - Purchasing	3.30	3.20	2.30	3.20	3.10		
10-100-0500 - IMS	8.00	7.50	7.50	9.00	9.00		
10-100-0510 - Health Information	7.60	7.10	8.50	6.00	6.00		
10-100-0600 - Patient Financial Services	13.20	13.20	12.30	9.30	9.00		
10-100-0605 - Patient Access Services	18.40	18.40	19.10	22.00	20.20		
10-100-0710 - In-House Transportation	2.80	3.80	2.40	2.40	3.05		
10-100-0720 - Laundry	6.00	7.00	7.00	3.00	4.00		
10-100-0740 - Housekeeping	8.10	8.10	7.10	19.00	18.60		
10-100-0760 - Nutrition Services	33.60	33.60	28.00	30.00	29.21		
10-100-0940 - Medical Services Administration	-	2.80	1.50	1.50	1.00		
20-100-1000 - Adult Behavioral Health Hospital	34.40	50.60	49.60	32.30	36.60		* Adult & Youth Combined in 2019-21
20-100-1050 - Youth Behavioral Health Hospital				13.50	16.60		* Adult & Youth Combined in 2019-21
20-100-1125 - Lakeside Recovery MMT	8.80	12.70	14.30	1.00	13.30		* Will start up in 4Q22
20-100-1300 - Adult Protective Services				7.00	7.80		
1400** - Residential CBRF's	27.60	27.60	26.60	28.00	32.22		
1400** - Residential Supportive Apartments	41.30	41.30	35.00	31.00	21.07		
40-300-1700 - Sober Living - Hope House Antigo				0.50	0.52		
20-100-1700 - Sober Living - Hope House Wausau				0.27	0.27		
20-100-1800 - Vocational Services				-	2.60		* New program in 2023
2000** - Outpatient Services	40.70	40.40	37.00	30.19	33.59		
20-100-2125 - Psychiatry Residency Program				0.30	0.10		
20-100-2200 - Crisis Services	28.70	26.30	30.10	23.00	18.53		
20-100-2225 & 2250 - Adult Crisis Stabilization Facility	9.40	9.10	24.10	23.50	25.44		
20-100-2375 - Community Corner Clubhouse	7.00	4.00	3.00	3.00	-		* Program closure in 2022
2325 & 2550 Community Treatment	96.20	102.90	99.90	87.51	90.33		
2400** - Adult Day Services	24.30	37.50	33.30	41.00	21.92		
20-100-2600 - Aquatic Services	6.80	7.70	8.40	8.00	6.31		
20-100-2750 - Demand Transportation	4.10	4.10	3.80	5.00	4.80		
20-100-3500 - Pharmacy	9.40	11.00	11.00	12.00	10.67		
25-100-0900 - MVCC Administration	12.80	10.80	8.40	8.60	6.75		
25-100-3000 - MVCC Direct Nursing Care	180.90	181.30	156.60	122.00	121.53		
35-200-0700 - Pine Crest Environmental Services	-	33.80	29.50	8.20	8.20		
35-200-0760 - Pine Crest Nutrition Services				14.20	14.95		
35-200-0900 - Pine Crest Administration				12.50	12.15		
35-200-3000 - Pine Crest Direct Nursing Care	-	130.00	107.00	88.00	87.31		
Total FTE's	666.70	869.60	816.20	836.00	835.90		

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





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Capital Budget

2023 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. Generally, the use of capital can be summarized in the following categories:

1. Replacement: needed to continue current operations
2. Replacement: cost reduction
3. Expansion of current services
4. Expansion into new services
5. Safety and/or environmental projects
6. Other projects

The following is a listing of capital budgeted items that are included in the 2023 budget:

PROGRAM	PROJECT NAME	DESCRIPTION OF PROJECT	AMOUNT
Volunteer Services	MVCC Front Desk	Privacy safety panel for backside of front desk	\$9,000
In-House Transportation	CT-Passenger Car	Replacement vehicle	25,000
MVCC	EVO Vents	Purchase of vent units instead of renting	112,500
MVCC	Washer & Dryer	Replacement stackable washer and dryer	3,800
TOTAL			\$150,300





North Central Health Care

Person centered. Outcome focused.

Wausau Campus

2400 Marshall Street, Suite A
Wausau, Wisconsin 54403
715.848.4600

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

Mount View Care Center

2400 Marshall Street
Wausau, Wisconsin 54403
715.848.4300

Pine Crest Nursing Home

2100 E 6th Street
Merrill, WI 54452
715.536.0355

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.

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