

**OFFICIAL NOTICE AND AGENDA**

**MEETING of the North Central Community Services Program Board to be held at  
1100 Lake View Drive, Wausau, WI 54403 at 12:00 pm on Thursday, August 30, 2018**

In addition to attendance in person at the location described above, Board members and the public are invited to attend by telephone conference. Persons wishing to attend the meeting by phone should contact Debbie Osowski at 715-848-4405 24 hours prior to the start time of the meeting for further instructions. Any person planning to attend this meeting who needs some type of special accommodation in order to participate should call the Administrative Office at 715-848-4405.  
For TDD telephone service call 715-845-4928.

A QUORUM OF THE RETAINED COUNTY AUTHORITY COMMITTEE, COMPRISED OF APPOINTEES FROM LANGLADE, LINCOLN, AND MARATHON COUNTIES, MAY BE PRESENT AT THE NORTH CENTRAL COMMUNITY SERVICES PROGRAM BOARD MEETING; HOWEVER, NO VOTE OR ACTION WILL BE TAKEN BY THE RETAINED COUNTY AUTHORITY COMMITTEE.

1. Call to Order
2. Public Comment for Matters Appearing on the Agenda – Limited to 15 Minutes
3. Chairman's Report and Announcements – J. Zriny
4. Board Committee Minutes and Reports
  - A. Overview of the August 28, 2018 Executive Committee Meeting
5. Consent Agenda
  - A. ACTION: Approval of 7/26/2018 NCCSP Board Meeting Minutes
  - B. ACTION: Budget Policy
  - C. Quality Outcomes Review – M. Loy
    - i. ACTION: Review and Accept the Quality Dashboard and Executive Summary
6. Board Education
  - A. Presentation of the 2019 Budget – M. Loy & B. Glodowski
    - i. ACTION: Recommend the 2019 Budget to the Retained County Authority Committee
  - B. Implementation of CMS's Patient-Driven Payment Model (PDPM) – Brian Schoeneck, Leading Age Wisconsin
7. Monitoring Reports
  - A. CEO Work Plan Review and Report – M. Loy
  - B. Chief Financial Officer's Report – B. Glodowski
    - i. ACTION: Review and Accept July Financial Statements
  - C. Human Services Operations Report – L. Scudiere
  - D. Nursing Home Operations Report – K. Gochanour
8. Board Discussion and Possible Action
  - A. ACTION: Board Designated Contingency Authorization – B. Glodowski
  - B. ACTION: Approve Medical Staff Appointments for: Craig Aders, M.D. (Courtesy), Dileep Borra, M.D. (Active), Kimberly K. Walker-Daniels, APNP (Active)
9. MOTION TO GO INTO CLOSED SESSION
  - A. Pursuant to Section 19.85(1) (c) and (f) Wis. Stats. for the purpose of considering employment and performance evaluation of any public employee over which the governmental body exercises responsibility, and preliminary consideration of specific personnel problems, which if discussed in public, would likely have a substantial adverse effect upon the reputation of any person referred to in such problems, including specific review of performance of employees and providers of service and review of procedures for providing services by Agency, to wit: Report of Investigations
    - i. Corporate Compliance and Ethics
    - ii. Significant Events
10. RECONVENE to Open Session and Report Out and Possible Action on Closed Session Item(s)
11. Review of Board Calendar and Discussion of Future Agenda Items for Board Consideration
12. Assessment of Board Effectiveness: Board Materials, Preparation and Discussion
13. Adjourn

NOTICE POSTED AT: North Central Health Care

COPY OF NOTICE DISTRIBUTED TO: Wausau Daily Herald, Antigo Daily Journal, Tomahawk Leader, Merrill Foto News, Langlade, Lincoln & Marathon County Clerks Offices

DATE: 08/24/2018 TIME: 4:00 PM BY: D. Osowski



Presiding Officer or Designee

## NORTH CENTRAL COMMUNITY SERVICES PROGRAM BOARD MEETING MINUTES

July 26, 2018

12:00 Noon

Wausau Board Room

**Present:**

|   |                   |     |              |     |                |
|---|-------------------|-----|--------------|-----|----------------|
| X | Norbert Ashbeck   | X   | Randy Balk   | EXC | Steve Benson   |
| X | Ben Bliven        | X   | John Breske  | EXC | Jan Gulsvig    |
| X | Meghan Mattek     | X   | Bill Metter  | EXC | Corrie Norrbom |
| X | Rick Seefeldt     | EXC | Romey Wagner | X   | Bob Weaver     |
| X | Theresa Wetzsteon | EXC | Jeff Zriny   |     |                |

Also Present: Michael Loy, Brenda Glodowski, Sue Matis, Kim Gochanour, Sheila Zblewski, Laura Scudiere, Lance Leonhard, Jennifer Peaslee

Call to Order

- B. Weaver called the meeting to order at 12:01 p.m.

Public Comment for Matters Appearing on the Agenda

- None

Chairman's Report and Announcements

- None

Board Committee Minutes and Reports – B. Weaver

- The Executive Committee met on July 18, 2018. Minutes were provided in the Board Packet. No discussion.

Consent Agenda

- **Motion**/second, Ashbeck/Metter, to approve the Consent Agenda. Motion carried.

Board Education

Employee Compensation and Benefit Plan Review – Review Current Practices and 2019 Budget Assumptions – Sue Matis

- Currently the demands for quality workforce is far greater than the pool to choose from. Our primary marketing circle is about 60 mile radius, however, some positions i.e. General Counsel, requires an extended search not only statewide but nationwide.
- Our main competitors, Aspirus and Ascension, offer starting salaries for nurses \$3-\$4 higher than NCHC (we are about 3-5% less than our competition). We offer an excellent benefit package, however benefits do not always attract the younger ages (under 35).
- We have a strong relationship with Northcentral Technical College and are able to offer job opportunities (with specific requirements) to students.

- We made some strides in improving the nursing compensation this year and will offer additional adjustments next year. We also offer to pay for the CNA class for first time students, and have tuition reimbursement for employees who have been here one year. We will be looking at improving the tuition reimbursement policy as a better tool for retaining staff.
- Our benefits average about 37% vs 30% in the market. We anticipate a 2.5% merit increase which is lower than others, but it balances out with the benefit package.
- Both age and job classification level make a difference in motivation for pay and benefits and many organizations are deviating from the one-size-fits-all approach.
- RFP for a Welfare Broker was released this year. A Broker helps manage costs of benefits and alerts us to trends, etc.
- Several years ago NCHC had explored participating in a consortium, with several schools, Marathon County, etc. to combine efforts for a better solution in providing insurance benefits however the consortium could not come to a consensus and did not move forward.
- **Motion**/second, Seefeldt/Ashbeck to approve the Employee Compensation Manual as amended. Motion carried.
- **Motion**/second, Metter/Breske, to approve the recommended Modifications to the Employee Compensation Pay Ranges as distributed. Motion carried.
- **Motion**/second, Breske/Seefeldt, to approve the Employee Compensation Policy as amended. Motion carried.

#### Monitoring Reports

##### CEO Work Plan Review and Report – M. Loy

- Master Facility Planning will conduct final selection interviews with three of the five firms who responded to the RFP for Architectural Design. Once the architect is selected, a design will be finalized and two bid packages prepared. The first bid package should be released early 2019 and the second later in the year. Projected cost of the architectural design phase was about \$5 million but it looks as if it will come in below that amount.
- Recruitment continues for the General Counsel position with a possible on-site visit soon.
- Anticipate occupying the newly remodeled Merrill Office in September. A Board meeting will be scheduled there in the fall.
- A full-time psychiatrist, Dr. Dileep Borra, joined out staff in July. We have also added an Advanced Practice Nurse Practitioner, Kimberly Walker-Daniels, who also has a psychiatric specialty. We have extended another offer to an APNP to join us next May. We are also actively recruiting additional psychiatrists with several on-site visits next month.

##### Chief Financial Officer's Report – B. Glodowski

- We showed a small gain for June but are still about \$8,000 behind target. However, we are exceeding overall target year to date by \$25,000. Both June revenues and expenses exceeded target. We experienced the same issues in June of high expenses in both health insurance and state institutes. Fortunately we should see the budget improving with the expansion of the CBRF and MMT programs now that we have received State approval. For several months we have had expenses but no revenue due to delay in the State approval process. Support areas are better than target in expenses which is helping to keep budget in line.
- 2019 Budget preparations are in progress. We met with all program areas this week to review each program's budget.
- Also received notice this week that the WRS rate for 2018 is decreasing.
- **Motion**/second, Breske/Bliven, to approve the June Financial Statements. Motion carried.

#### Human Services Operations Report – L. Scudiere

- The MMT program expansion has been State approved and now has 14 beds. To date we have 9 individuals in the program and more in the process. The CBRF has also been expanded to 12 beds with 11 beds already filled. The CBRF is a less restrictive option for individuals from the inpatient unit or being diverted to another facility and is for adults (not youth).
  - There is currently a wait list for the MMT program. However, with the expansion we feel as though we can reduce the wait list from one year to less than six months. Those with medical needs, in the criminal justice system, or pregnant are considered for the program first. During the waiting time for other individuals we offer alternative programs such as day treatment, intensive outpatient, AOD Treatment, Recovery Coaching, Community Treatment, etc. Some individuals accept the alternative options and others do not.
  - One of the first projects in the Master Facility Planning process is to establish a Youth Crisis program.
- The Linkage program is currently case monitoring over 140 clients.
- In response to the confidentiality concerns expressed at last month's Board meeting, the language that Press Ganey uses was noted in the Monthly HSO Report. We will also supply a cover letter with the survey explaining how the data is used.
- The current assessment tool used is a hybrid with components of the Columbia assessment. All patients in new programs or with changes in protective or risk factors have assessments rather than a screen (an assessment is a more in-depth tool completed with a social worker, case manager, or registration specialist). A work group meets weekly to improve the suicide risk procedures and suicide risk in general for our agency.
- We continue to determine a meaningful target for the No Show Rate dashboard metric.

#### Board Discussion and Possible Action

##### Recommendation to Replace the Current Nursing Home Electronic Medical Record (EMR) System – K. Gochanour

- The recommendation to replace our current EMR is based on the 2017 report from Clifton Larson Allen as a key investment in technology. Our current system, ECS (American Data), was purchased in 2005, and is now outdated and the company has not kept up with development to our satisfaction. It is also not a web-based system which makes utilization within our organization quite challenging in that we lose connectivity between rooms which causes staff to lose and re-enter information. Several proposals were received after releasing an RFP. After interviewing three companies the recommendation is to work with Matrix Care (one of the top leaders in the industry) whose tool is based on best practices for long term care and skilled nursing. They also have a good analytic system and anticipate a savings in overtime with a newer system. Implementation is 3-6 months, with Matrix on-site during start-up. We will have interfaces and family/patient portals available. There is an implementation fee and an increased annual fee from our current system.
- The current request is to amend the 2018 capital budget to implement the new system this year. The ongoing costs will be built into the 2019 budget. There is money available in the 2018 capital budget.
- **Motion/second, Metter/Breske**, to amend the 2018 capital budget to include a one-time implementation cost not to exceed \$45,000 for Matrix Care, and an annual cost of \$77,184. Motion carried.

MOTION TO GO INTO CLOSED SESSION:

- **Motion** by Metter to adjourn into closed session pursuant to Section 19.85(1)(c) and (f) Wis. Stats. for the purpose of considering employment and performance evaluation of any public employee over which the governmental body exercises responsibility, and preliminary consideration of specific personnel problems, which if discussed in public, would likely have a substantial adverse effect upon the reputation of any person referred to in such problems, including specific review of performance of employees and providers of service and review of procedures for providing services by Agency, to wit: Report of Investigations. Second by Ashbeck. Roll call. All ayes. Motion passed 9-0.
  - i. Corporate Compliance and Ethics
  - ii. Significant Events

RECONVENE to Open Session and Report Out and Possible Action on Closed Session Item(s)

- **Motion**/second, Bliven/Seefeldt, to reconvene into Open Session. All Ayes. Motion passed 9-0. No action or announcements on the Closed Session Item(s) were made.

Review of Board Calendar and Discussion of Future Agenda Items for Board Consideration

- No discussion.


Assessment of Board Effectiveness: Board materials, Preparation and Discussion

- None

Adjourn

- **Motion**/second, Ashbeck/Seefeldt, to adjourn the Board meeting at 1:04 p.m. Motion carried.

*Minutes by Debbie Osowski, Executive Assistant*

|   |   |
|---|---|
| <b>Name of Document:</b><br><br><b>Budget</b><br><br><b>Policy: X      Procedure:</b> | <br><b>North Central Health Care</b><br><small>Person centered. Outcome focused.</small> |
| Document #: 0105-1  | Department:   |
| Primary Approving Body: NCHC Board  | Secondary Approving Body: CFO   |

## Related Forms:

- None

### I. Document Statement

It is the policy of North Central Health Care (NCHC) to establish an annual budget that maintains control of the use of resources and provides direction of how the resources will be utilized based on the mission of the organization and the strategic plan. The annual budget includes an operating budget and a capital budget which are board approved. The budget is prepared in accordance with Generally Accepted Accounting Principles (GAAP).

### II. Purpose

The annual budget provides financial direction for program management to operate programs. The individual program budgets provide an accountability tool to review how resources are being utilized. A budget is designed to protect the resources of the organization, ensure maintenance of accurate records of the organization's financial activities, and provide a framework for decision-making.

### III. Definitions

**Budget** – An estimation of revenues and expenses over a specified period of time.

**Generally Accepted Accounting Principles (GAAP)** – The common set of accounting principles, standards and procedures used to compile financial statements. GAAP are a combination of authorization standards set by policy boards.

**Operating budget** – The annual budget stated in terms of classifications such as programs which contains estimates of resources required for the operations and is stated in categories by revenue and expense accounts.

**Capital budget** – The budget for long term investments such as building and equipment. Capital investments meet a dollar investment threshold and a useful life threshold.

#### **IV. General Procedure**

The Chief Financial Officer (CFO) works together with the Chief Executive Officer (CEO), NCHC Executive Team, and Program Management to develop an annual Budget that is an accurate reflection of the programmatic goals for the coming year based on accurate and reasonable estimates of available resources.

The Budget is developed using the organization's standard revenue recognition and cost allocation procedures. The cost allocation methods are approved by the Board annually.

A draft Budget will be presented to the NCHC Board in August for approval. The Budget is then forwarded to each of the partner counties for approval through the Retained County Authority Committee (RCA). The RCA will approve or modify the proposed Budget by September 30. Once approved the draft Budget will become the final approved Budget.

Programs will receive their budgets prior to the beginning of the effective year.

Throughout the fiscal year, the CFO will report monthly to the NCHC Board the status of the Budget compared to actual.

Program Directors are responsible throughout the year for managing budgets. Regular reviews are also done by the CFO and CEO.

#### **V. Program-Specific Requirements:**

None

#### **References:**

**Joint Commission:**

**CMS:**

#### **Related Documents:**

QUALITY OUTCOME DASHBOARD

DEPARTMENT: NORTH CENTRAL HEALTH CARE

FISCAL YEAR: 2018

| PRIMARY OUTCOME GOAL                                  | TARGET<br>(Rating 2) | ↑<br>↓ | JAN   | FEB   | MAR   | APR   | MAY   | JUN   | JUL   | AUG | SEP | OCT | NOV | DEC | 2018<br>YTD | 2017<br>YTD |
|---|----------------------|--------|-------|-------|-------|-------|-------|-------|-------|-----|-----|-----|-----|-----|-------------|-------------|
| PEOPLE  |                      |        |       |       |       |       |       |       |       |     |     |     |     |     |             |             |
| Vacancy Rate  | 5-7%                 | ↓      | 8.2%  | 8.8%  | 5.3%  | 8.5%  | 10.3% | 6.9%  | 8.1%  |     |     |     |     |     | 8.1%        | 9.8%        |
| Retention Rate  | 78-82%               | ↑      | 99.0% | 98.0% | 97.0% | 94.0% | 92.0% | 90.0% | 89.0% |     |     |     |     |     | 89.0%       | 75.8%       |
| SERVICE   |                      |        |       |       |       |       |       |       |       |     |     |     |     |     |             |             |
| Patient Experience: % Top Box Rate                    | 77-82%               | ↑      | 79.4% | 81.7% | 76.2% | 75.3% | 73.7% | 75.2% | N/A   |     |     |     |     |     | 76.9%       | 77.2%       |
| Referral Source Experience: % Top Box Rate            | TBD                  | ↑      | TBD   | TBD   | TBD   | TBD   | TBD   | TBD   | TBD   |     |     |     |     |     | TBD         | \           |
| CLINICAL  |                      |        |       |       |       |       |       |       |       |     |     |     |     |     |             |             |
| Nursing Home Readmission Rate                         | 10-12%               | ↓      | 5.3%  | 3.4%  | 12.9% | 12.9% | 8.7%  | 3.2%  | 3.4%  |     |     |     |     |     | 7.5%        | 10.2%       |
| Psychiatric Hospital Readmission Rate                 | 8-10%                | ↓      | 8.8%  | 13.6% | 12.3% | 15.5% | 17.5% | 8.4%  | 16.5% |     |     |     |     |     | 13.2%       | 12.6%       |
| COMMUNITY   |                      |        |       |       |       |       |       |       |       |     |     |     |     |     |             |             |
| Access to Behavioral Health Services                  | 90-95%               | ↑      | 87.0% | 88.0% | 87.0% | 84.0% | 86.0% | 87.0% | 91.0% |     |     |     |     |     | 87.1%       | 74.0%       |
| No-Show Rate for Community Behavioral Health Services | TBD                  | ↓      | TBD   | TBD   | TBD   | TBD   | 9.9%  | 9.5%  | 10.9% |     |     |     |     |     | 10.1%       | \           |
| FINANCE   |                      |        |       |       |       |       |       |       |       |     |     |     |     |     |             |             |
| Direct Expense/Gross Patient Revenue                  | 60-64%               | ↓      | 67.0% | 69.0% | 63.0% | 69.0% | 67.0% | 67.6% | 70.2% |     |     |     |     |     | 67.5%       | 62%         |
| Indirect Expense/Direct Expense                       | 36-38%               | ↓      | 32.0% | 37.0% | 35.0% | 33.0% | 35.0% | 33.7% | 45.0% |     |     |     |     |     | 36.0%       | 41.8%       |

KEY: ↑ Higher rates are positive

↓ Lower rates are positive

\* Monthly Rates are Annualized



## DASHBOARD MEASUREMENT OUTCOME DEFINITIONS AND DETAILS

|   |  |
|---|--|
| PEOPLE  |  |
| Vacancy Rate  | Total number of vacant positions as of month end divided by total number of authorized positions as of month end.  |
| Retention Rate  | Number of employees onboard on January 1st who remain employed divided the number of employees onboard on January 1st.   |
| SERVICE   |  |
| Patient Experience: % Top Box Rate                    | Percent of level 9 and 10 responses to the Overall satisfaction rating question on the survey. <i>Benchmark: HealthStream 2016 Top Box Data</i>  |
| Referral Source Experience: % Top Box Rate            | Percent of level 9 and 10 responses to the Overall satisfaction rating question on a referral source survey developed prior to 2018  |
| CLINICAL  |  |
| Nursing Home Readmission Rate                         | Number of residents re-hospitalized within 30 days of admission to nursing home / total admissions.<br><i>Benchmark: American Health Care Association/National Center for Assistive Living (AHCA/NCAL) Quality Initiative</i>  |
| Psychiatric Hospital Readmission Rate                 | Percent of patients who are readmitted within 30 days of discharge from the Inpatient Behavioral Health hospital for Mental Health primary diagnosis.<br><i>Benchmark: Medicare Psychiatric Patients &amp; Readmissions in Inpatient Psychiatric Facility Prospective Payment System, May, 2013, The Moran Company</i> |
| COMMUNITY   |  |
| NCHC Access   | Percent of clients obtaining services within the Best Practice timeframes in NCHC programs.  |
|   | • Adult Day Services - within 2 weeks of receiving required enrollment documents   |
|   | • Aquatic Services - within 2 weeks of referral or client phone requests   |
|   | • Birth to 3 - within 45 days of referral  |
|   | • Community Corner Clubhouse - within 2 weeks  |
|   | • Community Treatment - within 60 days of referral   |
|   | • Outpatient Services  |
|   | * within 4 days following screen by referral coordinator for counseling or non-hospitalized patients,  |
|   | * within 4 days following discharge for counseling/post-discharge check, and   |
|   | * 14 days from hospital discharge to psychiatry visit  |
|   | • Prevocational Services - within 2 weeks of receiving required enrollment documents   |
|   | • Residential Services - within 1 month of referral  |
| No-Show Rate for Community Behavioral Health Services | Percent of clients who no-show or have same day cancellation to Birth to Three, Community Treatment and Outpatient Services  |
| FINANCE   |  |
| Direct Expense/Gross Patient Revenue                  | Percentage of total direct expense compared to gross revenue.  |
| Indirect Expense/Direct Revenue                       | Percentage of total indirect expenses compared to direct expenses.   |

## Quality Executive Summary

### AUGUST 2018

#### Organizational Outcomes

##### People

###### ❖ Vacancy Rate

The 2018 target range for the Vacancy Rate is set at 5-7%. July's Vacancy Rate is at 8.1%. The Year-to-Date target is at 8.1%, which is above target.

###### ❖ Employee Retention Rate

The Employee Retention Rate target range for 2018 is 78-82%. Currently, the rate is 89.0%, which is exceeding the target. The enhanced and updated orientation and onboarding process has been working well including the additional day of clinical orientation.

##### Service

###### ❖ Patient Experience

NCHC Patient Experience 2018 target is 77-82%. For July, programs were asked to continue with HealthStream surveys that were then collected and compiled internally rather than mailed back to HealthStream given the acquisition of HealthStream by Press Ganey. As of June, the YTD patient experience score has been frozen at 76.9% until we have fully transitioned to implementing the Press Ganey survey and there is integrity in the data. We will be allowed to add the top box question on the 1-10 scale for the remainder of 2018 to provide a bridge between the two survey tools.

###### ❖ Referral Source Experience: % Top Box Rate

Using the Referral Source Survey option available through Press Ganey, we will be piloting the referral source survey in our Crisis Program in the near future with an eventual roll out to other programs. In order to do so, monitoring and reporting systems are being developed and modifications have been made in the records entry systems to collect the information needed to create a data file of our referral sources. Press Ganey recommends that this survey be mailed at a frequency of twice a year-once to gather feedback, use the feedback to improve experience and processes, and again to see if it made a difference.

##### Clinical

###### ❖ Nursing Home Readmissions

The 2018 Nursing Home 30-Day Hospital Readmission target rate is 10-12%. In July the rate was again below target at 3.4%. Overall year-to-date the readmission rate is favorably below target at 7.5%.

In July we had 9 readmissions to the hospital. One of those met the 30-day Medicare readmission. This was due to a resident out on appointment and developed shortness of breath and was diagnosed with a pulmonary edema which is definitely a hospital treatable condition.

❖ **Hospital Readmissions**

For 2018, the target range for Hospital Readmissions within 30 days is 8-10%. July's rate was 16.5%. Overall year to date is at 13.2%.

**Community**

❖ **Access Rate for Behavioral Health Services**

The target range for this measure for 2018 is 90-95%. In July, the Access Rate rose to a year high of 91%. Efforts in the Community Treatment Program to improve access rates attributed to this month's gains.

❖ **No-Show Rate for Community Behavioral Health Services**

This is a new measure for 2018 which tracks the percentage of clients who no-show or have a same day cancellation for the Outpatient, Community Treatment, and Birth-to-3 Programs. The report criterion for this new measure has been developed and the July rate was 10.9%.

**Finance**

❖ **Direct Expense/Gross Patient Revenue**

This measure looks at percentage of total direct expense to gross patient revenue. The 2018 target is 60-64%. July's rate was 70.2% and the year-to-date rate is at 67.5%.

❖ **Indirect Expense/Direct Expense**

Indirect Expense/Direct Expense is the percentage of total indirect expenses compared to direct expenses and the 2018 target is 36-38%. The rate for July is at 45% which is below target. Overall rate for 2018 is 36%.

**Safety Outcomes**

**Patient/Resident Adverse Events**

Overall Adverse Event rate in July is 3.3 events per 1,000 patient days/visits. Human Services Adverse Event rate was 2.2 events per 1,000 patient days/visits and Nursing Home Adverse Events rate was 10.6 events per 1,000 patient days. In Human Services, monthly falls increased by 65% from the prior month. We had reached a 6-month low of 14 falls in June, but this increased to 22 cases for July. Falls mostly occurred in the residential sites. The program director indicates that they have a few residents whose cognitive or physical abilities have been declining and leading to falls. Follow-up has ensued to include additional supports, and evaluation of whether they need a higher level of care. In addition, a PDCA will be initiated to tackle the increase in falls. Of note, falls tend to increase in the summer months due to an increase in outings and sporting events. Medication errors rose 31% in July. A likely factor contributing to this is an increased focus and awareness by Community Treatment nurses on the importance of reporting errors with clients who reside in the community.

**Employee Adverse Events**

For July, NCHC's Employee Adverse Event rate was 0.13 per 1,000 days worked. Altercations initiated by client/patient/residents toward staff had the highest incident, all with minor injuries. No employees required medical attention in July.

## **Program-Specific Outcomes-items not addressed in analysis above**

The following outcomes reported are highlights of focus areas at the program-specific level. They do not represent all data elements monitored by a given department/program.

### **Human Service Operations**

#### **❖ ADS Residential and Pre-Vocational Services**

Transition of Prevocational sheltered-based members into community-based Prevocational Services is a new measure this year with a target of 50- 60%. The measure for July was 40.0%.

#### **❖ Aquatic**

During 2018, Aquatic Therapy will be monitoring the percentage of clients meeting treatment goals with a target range of 89-95%. In July, the number of goals met fell within the target range at 93.2%.

#### **❖ Birth-3**

Birth to 3's Total Number of Early Intervention Visits per month has improved to be within target within the past 5 months. This brings the YTD average to 395.

#### **❖ Community Corner Clubhouse**

Clubhouse has a Clinical goal to increase member retention for 2018 with a target range of 51-55%. In July, the member retention rate rose to 75%.

#### **❖ Community Treatment**

Individuals in Community Treatment who are admitted within 60 days of referral went up by 23% since the previous month. This helped NCHC achieve its overall access measure for the first time this year. Treatment plans completed within 30 days of admission is an item of active improvement for the program.

#### **❖ Crisis CBRF**

In July 25 out of 25 of the eligible patients were admitted within 24 hours. The expansion of the program improved access and the CBRF is full as of the writing of this report.

#### **❖ Lakeside Recovery (MMT)**

This a baseline year for several measures for MMT. NCHC is successfully collecting the required measures.

#### **❖ Crisis**

Patient experience top box score dropped to 65% in July (5 out of 8 surveys). Kim Walker Daniels APNP has been introduced to the crisis center, and will be on hand to assist individuals with medication changes and adjustments from the crisis center. It is anticipated that this will improve patient satisfaction.

#### **❖ Inpatient Behavioral Health**

The percentage of individuals from the hospital who have a post discharge therapy appointment is not meeting target. The percentage of individuals from the hospital who have a post discharge psychiatric visit is meeting target. Outpatient and IP are meeting monthly on this to work on this item and have an active action plan.

❖ **Outpatient Services**

This is a shared measure with Inpatient. The percentage of individuals from the hospital who have a post discharge therapy appointment is not meeting target. The percentage of individuals from the hospital who have a post discharge psychiatric visit is meeting target. Outpatient and IP are meeting monthly on this to work on this item and have an active action plan.

❖ **APS**

APS are achieving all their programmatic goals except for the Taskforce financial goal.

**Nursing Home**

The financial indicator for the nursing home in 2018 is the Medicare Average Daily Census (ADC). The goal is for an average daily census of Medicare residents to be at or above 17. In July the ADC was 19.

**Support Departments**

❖ **Communication and Marketing**

Increase in social media followers to Facebook and Twitter. Through July there was a 50% increase in followers.

❖ **Health Information:**

In July, Health Information had a 97.9% scanning accuracy of paper medical records into Laser fiche. This reflects their diligence to accuracy on the front end of the process.

❖ **Nutritional Services:**

Nutritional Services has upgraded their menus and is now tracking resident satisfaction with food temperatures and quality. Resident satisfaction was 100% in July.

❖ **Pharmacy:**

Pharmacy will report the percentage of Pharmacy Consult Recommendations that are reviewed by a Physician with a response. The target range is 95-97% and for July the recommendations reviewed by physicians was 100%.

❖ **Volunteers:**

Volunteer Services will increase the number of volunteers between the ages of 50-65 by 5-10%. Current number of volunteers in that age group is 50. In July, there were no new volunteers. Year-to-date is at 8%.

❖ **Demand Transportation:**

Focus is to increase the number of trips provided for 2018 to between 12,400-13,000 trips per year. Through July, Demand Transportation had 6,517 trips.

❖ **Patient Accounts:**

Continue to improve Days in Accounts Receivable. The target is 30-35 days which is better than industry standards. At the end of July this is at 35 Days.

## 2018 - Primary Dashboard Measure List

| Department                              | Domain    | Outcome Measure                                       | RCA |   | Target Level | 2018  | 2017 YTD |
|---|-----------|---|-----|---|--------------|-------|----------|
| NORTH CENTRAL<br>HEALTH CARE<br>OVERALL | People    | Vacancy Rate  |     | ↓ | 5-7%         | 8.1%  | 9.8%     |
|   |           | Retention Rate  |     | ↑ | 78-82%       | 89.0% | 75.8%    |
|   | Service   | Patient Experience: % Top Box Rate                    |     | ↑ | 77-82%       | 76.9% | 77.2%    |
|   |           | Referral Source Experience: % Top Box Rate            |     | ↑ | TBD          | TBD   | \        |
|   | Clinical  | Nursing Home Readmission Rate                         |     | ↓ | 10-12%       | 7.5%  | 10.2%    |
|   |           | Psychiatric Hospital Readmission Rate                 |     | ↓ | 8-10%        | 13.2% | 12.6%    |
|   | Community | Access to Behavioral Health Services                  |     | ↑ | 90-95%       | 87%   | 75%      |
|   |           | No-Show Rate for Community Behavioral Health Services |     | ↓ | TBD          | \     | \        |
|   | Finance   | Direct Expense/Gross Patient Revenue                  |     | ↓ | 60-64%       | 67.5% | 62.0%    |
|   |           | Indirect Expense/Direct Expense                       |     | ↓ | 36-38%       | 36.0% | 41.8%    |

### HUMAN SERVICES OPERATIONS

| Department  | Domain    | Outcome Measure  | RCA |   | Target Level               | 2018      | 2017 YTD |
|---|-----------|--|-----|---|----------------------------|-----------|----------|
| ADULT DAY/<br>PREVOCATIONAL/<br>RESIDENTIAL<br>SERVICES | People    | Adult Day/Prevocational Services Improve Leadership Index in Employee Engagement Survey  |     | ↑ | 33.6 - 35.2%               | \         | 28.0%    |
|   |           | Residential Improve Leadership Index in Employee Engagement Survey   |     | ↑ | 20.9 -23.7%                | \         | \        |
|   | Service   | ADS/Prevocational/Residential Services Patient Experience % 9/10 Responses   |     | ↑ | 77-82%                     | 81.9%     | 88%      |
|   |           | Community Living Program Employee Vacancy Rate   |     | ↑ | 75-80%                     | 75.0%     | 74.0%    |
|   | Clinical  | Reduction in Medication Error Rate and Fall's combined all Community Living Programs   |     | ↓ | 17 or less monthly Average | 21        |          |
|   | Community | Transition of Prevocational Sheltered Based Members into Community Based Prevoc Services (Percentage of Community based Billable Hours vs Shelter Based by Dec 2018) |     | ↑ | 50%-60%                    | 39.0%     | \        |
|   | Finance   | ADS/Prevoc Financial Task Force 4 Positive Variance  |     | ↑ | \$248,835 - \$373,252      | \$24,049  | \        |
|   |           | Residential Financial Task Force 5 Positive Variance   |     | ↑ | \$247,354 - \$371,301      | \$169,174 | \        |

| Department       | Domain    | Outcome Measure  | RCA |   | Target Level         | 2018       | 2017 YTD |
|------------------|-----------|--|-----|---|----------------------|------------|----------|
| AQUATIC SERVICES | People    | Improve Leadership Index in Employee Engagement Survey     |     | ↑ | 52.5 -55%            | \          | 50%      |
|                  | Service   | Aquatic Services Patient Experience Percent 9/10 Responses |     | ↑ | 77-82%               | 96%        | 93%      |
|                  | Clinical  | % Of Clients Meeting Treatment Goals                       |     | ↑ | 89-95%               | 93.6%      | \        |
|                  | Community | Physical Therapy Access                                    |     | ↑ | 90-95%               | 96.0%      | 97.1%    |
|                  | Finance   | Financial Task Force 3 Positive Variance                   |     | ↑ | \$248,903- \$373,354 | -\$460,570 | \        |

| Department | Domain    | Outcome Measure  | RCA |   | Target Level          | 2018     | 2017 YTD |
|------------|-----------|--|-----|---|-----------------------|----------|----------|
| BIRTH TO 3 | People    | Improve Leadership Index in Employee Engagement Survey   |     | ↑ | 34.6 - 36.3%          | \        | 33%      |
|            | Service   | Birth to 3 Patient Experience Percent 9/10 Responses     |     | ↑ | 77-82%                | 91.5%    | 89%      |
|            | Clinical  | Total Number of Early Intervention Visits/Month          |     | ↑ | 375 - 400             | 396      | 241      |
|            | Community | Eligible clients are admitted within 45 days of referral | RCA | ↑ | 2018 Baseline Year    | 100.0%   | \        |
|            |           | Same day cancellation and no-show rate                   | RCA | ↓ | 2018 Baseline Year    | 9.4%     | \        |
|            |           | Average days from referral to initial appointment        | RCA | ↓ | 2018 Baseline Year    | 11       | \        |
|            | Finance   | Financial Task Force 4 Positive Variance                 |     | ↑ | \$248,835 - \$373,253 | \$24,049 | \        |

| Department                 | Domain    | Outcome Measure  | RCA |   | Target Level          | 2018       | 2017 YTD |
|----------------------------|-----------|--|-----|---|-----------------------|------------|----------|
| COMMUNITY CORNER CLUBHOUSE | People    | Improve Leadership Index in Employee Engagement Survey               |     | ↑ |                       | \          | 100%     |
|                            | Service   | Community Corner Clubhouse Patient Experience Percent 9/10 Responses |     | ↑ | 77-82%                | 62.7%      | 73.6%    |
|                            | Clinical  | Increase Member Retention  |     | ↑ | 51%-55%               | 82%        | \        |
|                            | Community | Increase Evening of Jazz Revenue by 10%                              |     | ↑ | \$ 15,758-\$17,000    | \$1,000    | \        |
|                            | Finance   | Finanical Task Force 1 Positive Variance                             |     | ↑ | \$251,912 - \$377,869 | -\$371,883 | \        |

| Department          | Domain    | Outcome Measure  | RCA |   | Target Level          | 2018       | 2017 YTD |
|---------------------|-----------|--|-----|---|-----------------------|------------|----------|
| COMMUNITY TREATMENT | People    | Improve Leadership Index in Employee Engagement Survey               |     | ↑ | 50-52.8%              | \          | 48%      |
|                     | Service   | Community Treatment Patient Experience Percent 9/10 Responses        |     | ↑ | 77-82%                | 74.3%      | 90.9%    |
|                     | Clinical  | % of Treatment Plans completed within 30 days of admission           | RCA | ↑ | 90-95%                | 82.0%      | 84.4%    |
|                     |           | % Treatment Plans reviewed every 6 months                            | RCA | ↑ | 2018 Baseline Year    | 92.6%      | \        |
|                     |           | Employment rate of Individual Placement and Support (IPS) clients    | RCA | ↑ | 2018 Baseline Year    | 0.0%       | \        |
|                     | Community | Eligible CCS and CSP clients are admitted within 60 days of referral | RCA | ↑ | 90-95%                | 27.7%      | 24.0%    |
|                     |           | Average days from referral to initial appointment                    | RCA | ↓ | 2018 Baseline Year    | 109        | \        |
|                     | Finance   | Community Tx -Youth Finanical Task Force 1 Positive Variance         |     | ↑ | \$251,912 - \$377,869 | -\$371,883 | \        |
|                     |           | Community Tx -Adult Finanical Task Force 4 Positive Variance         |     | ↑ | \$248,835 - \$373,253 | \$24,049   | \        |

| Department  | Domain    | Outcome Measure  | RCA |   | Target Level        | 2018     | 2017 YTD |
|-------------|-----------|--|-----|---|---------------------|----------|----------|
| CRISIS CBRF | People    | Improve Leadership Index in Employee Engagement Survey     |     | ↑ | 82.9 - 86.9%        | \        | 80%      |
|             | Service   | Crisis CBRF Patient Experience Percent 9/10 Responses      |     | ↑ | 77-82%              | 85.3%    | 76.6%    |
|             | Clinical  | Patient kept their outpatient appointment, if applicable   | RCA | ↑ | 2018 Baseline Year  | 90.5%    | \        |
|             |           | % of clients connected to a PCP within 7 days of admission |     | ↑ | 2018 Baseline Year  | 100.0%   | \        |
|             | Community | % of eligible patients are admitted within 24 hours        | RCA | ↑ | 2018 Baseline Year  | 100.00%  | \        |
|             | Finance   | Crisis CBRF Finanical Task Force 4 Positive Variance       |     | ↑ | \$247,354-\$371,301 | \$24,049 | \        |

| Department              | Domain    | Outcome Measure  | RCA |   | Target Level          | 2018      | 2017 YTD |
|-------------------------|-----------|--|-----|---|-----------------------|-----------|----------|
| MMT - LAKESIDE RECOVERY | People    | Improve Leadership Index in Employee Engagement Survey           |     | ↑ | 82.9 - 86.9%          | \         | 80%      |
|                         | Service   | MMT -Lakeside Recovery Patient Experience Percent 9/10 Responses |     | ↑ | 77-82%                | 86.1%     | 92.8%    |
|                         | Clinical  | MMT Successful completion rate                                   | RCA | ↑ | 2018 Baseline Year    | 68.0%     | \        |
|                         | Community | MMT- compliance rate with discharge plan 60 days post-discharge  | RCA | ↑ | 2018 Baseline Year    | 72.0%     | \        |
|                         | Finance   | Crisis CBRF/MMT Finanical Task Force 5 Positive Variance         |     | ↑ | \$247,354 - \$371,301 | \$169,174 | \        |

| Department      | Domain    | Outcome Measure   | RCA |   | Target Level          | 2018              | 2017 YTD |
|-----------------|-----------|---|-----|---|-----------------------|-------------------|----------|
| CRISIS SERVICES | People    | Improve Leadership Index in Employee Engagement Survey  |     | ↑ | 82.9 - 86.9%          | \                 | 79.0%    |
|                 | Service   | Crisis Services Patient Experience Percent 9/10 Responses   |     | ↑ | 77-82%                | 65.6%             | 70.9%    |
|                 | Clinical  | Youth Crisis: Reduction in the number of diversion and length of stay for out of county diversions of adolescents (13-17 years old)   | RCA | ↓ | 2018 Baseline Year    | 0.0%              | \        |
|                 |           | Youth Crisis: avoid diversions of less than 72 hours  | RCA | ↓ | 2018 Baseline Year    | 0.0%              | \        |
|                 |           | Court Liaison [Linkage & Follow-up] % of settlement agreements and commitments extended   | RCA | ↑ | 2018 Baseline Year    | (13-17 years old) | \        |
|                 | Community | Mobile Crisis: Ratio of voluntary to involuntary commitments  | RCA | ↑ | 2018 Baseline Year    | 332:193           | \        |
|                 |           | Mobile Crisis: % of crisis assessments with documented linkage and follow- up within 24 hours of service  | RCA | ↑ | 2018 Baseline Year    | 0.0%              | \        |
|                 |           | Mobile Crisis: % of referrals from law enforcement, schools and Department of Social Services who have a release of information   | RCA | ↑ | 2018 Baseline Year    | 0.0%              | \        |
|                 |           | Youth Crisis: % of crisis assessments with documented linkage and follow- up within 72 hours of service   | RCA | ↑ | 2018 Baseline Year    | 0.0%              | \        |
|                 |           | Youth Crisis: % of referrals from law enforcement, schools and Department of Social Services who have a release of information  | RCA | ↑ | 2018 Baseline Year    | 0.0%              | \        |
|                 |           | Court Liaison [Linkage & Follow-up] Compliance rate with court liaison policy [to be created]   | RCA | ↑ | 2018 Baseline Year    | 0.0%              | \        |
|                 |           | Court Liaison [Linkage & Follow-up] % of individuals with commitments and settlement agreements enrolled in CCS or CSP programs for eligible individuals within 60 days of referral |     | ↑ | 2018 Baseline Year    | 0.0%              | \        |
|                 | Finance   | Finanical Task Force 3 Positive Variance  |     | ↑ | \$248,903 - \$373,354 | -\$460,570        | \        |

| Department                  | Domain    | Outcome Measure   | RCA |   | Target Level          | 2018       | 2017 YTD |
|-----------------------------|-----------|---|-----|---|-----------------------|------------|----------|
| INPATIENT BEHAVIORAL HEALTH | People    | Improve Leadership Index in Employee Engagement Survey  |     | ↑ | 63.4 - 66.4%          | \          | 40%      |
|                             | Service   | Inpatient BH Patient Experience Percent 9/10 Responses  |     | ↑ | 77-82%                | 71.7%      | 54.7%    |
|                             | Clinical  | Percent of NCHC BHS Hospital patients that have a post discharge therapy scheduled within 4 business days                 | RCA | ↑ | 90-95%                | 89.0%      | 72.9%    |
|                             |           | Percent of NCHC BHS Hospital patients that have a post discharge psychiatry appointment scheduled within 14 business days | RCA | ↑ | 90-95%                | 93.8%      | \        |
|                             |           | Detox: Length since previous admission  | RCA | ↑ | 2018 Baseline Year    | TBD        | \        |
|                             |           | Detox: % of detox patients admitted to substance abuse programming within 4 days of discharge                             | RCA | ↑ | 2018 Baseline Year    | 27.3%      | \        |
|                             | Community | Ratio of patient days served at NCHC vs. Out of County placements   | RCA | ↑ | 2018 Baseline Year    | 445:107    | \        |
|                             | Finance   | Finanical Task Force 1 Positive Variance  |     | ↑ | \$251,912 - \$377,869 | -\$371,883 | \        |



| Department          | Domain    | Outcome Measure   | RCA |   | Target Level          | 2018          | 2017 YTD |
|---------------------|-----------|---|-----|---|-----------------------|---------------|----------|
| OUTPATIENT SERVICES | People    | Improve Leadership Index in Employee Engagement Survey  |     | ↑ | 67.3 - 70.5%          | \             | 65%      |
|                     | Service   | Outpatient Services Patient Experience Percent 9/10 Responses   |     | ↑ | 77-82%                | 74.5%         | 78.7%    |
|                     | Clinical  | % of NCHC BHS Hospital patients that have a post discharge therapy visit scheduled within 4 days of discharge | RCA | ↑ | 90-95%                | 89.0%         | 78.0%    |
|                     |           | % of patients who have a post-discharge psychiatry appointment within 14 days of discharge                    | RCA | ↑ | 90-95%                | 97.9%         | \        |
|                     |           | OWI Recidivism Rate   | RCA | ↓ | 27-32%                | 23.9%         | 23.6%    |
|                     |           | Day Treatment: Successful completion rate   | RCA | ↑ | 2018 Baseline Year    | 56.7% (17/30) | \        |
|                     | Community | Offered an appointment within 4 days of screening by a referral coordinator                                   | RCA | ↑ | 90-95%                | 97.7%         | \        |
|                     |           | Hospitalization rate of active patients   | RCA | ↓ | 2018 Baseline Year    | 2.3%          | \        |
|                     |           | Same day cancellation and no-show rate  | RCA | ↓ | 2018 Baseline Year    | 17.8%         | \        |
|                     |           | Criminal Justice Post-Jail Release Access Rate  | RCA | ↑ | 2018 Baseline Year    | 98.4%         | \        |
|                     |           | Day Treatment: % of eligible patients are admitted within 24 hours  | RCA | ↑ | 2018 Baseline Year    | 600.0%        | \        |
|                     | Finance   | Financial Task Force 2 Positive Variance  |     | ↑ | \$249,472 - \$374,207 | -\$47,207     | \        |

#### 2018 NURSING HOME OPERATIONS

| Department                     | Domain    | Outcome Measure   | RCA |   | Target Level          | 2018       | 2017 YTD |
|--------------------------------|-----------|---|-----|---|-----------------------|------------|----------|
| MOUNT VIEW CARE CENTER OVERALL | People    | Improve Leadership Index in Employee Engagement Survey                    |     | ↑ | 45.2 - 47.3%          | \          | 41%      |
|                                | Service   | MVCC Overall Patient Experience Percent 9/10 Responses                    |     | ↑ | 77-82%                | 74.6%      | 74.6%    |
|                                |           | Activities - Patient Experience % Top Box                                 |     | ↑ | 64 -67%               | 64.5%      | 60.9%    |
|                                | Clinical  | Post Acute Care 30-Day Rehospitalization Rate                             |     | ↑ | 11 - 13 %             | 8.5%       | 83.0%    |
|                                |           | Long Term Care Decreased Number of Falls by 10%                           |     | ↓ | 36 -38                | 60         | 42       |
|                                |           | Legacies by the Lake 10% Decreased Number of Falls                        |     | ↓ | 275 -280              | 160        | 308.0    |
|                                |           | Adverse Event Rate / 1000 pt days   |     | ↓ | 12-12.3               | 12.7       | 14.3     |
|                                | Community |   |     |   |                       |            |          |
|                                | Finance   | Medicare ADC  |     | ↑ | 17                    | 21         | \        |
|                                |           | Nursing Home Patient Accounts - % of gross changes                        |     | ↓ | 0.15% - 0.21%         | 0.33%      | \        |
|                                |           | Administration /Rehab/ Ancillary Financial Task Force 2 Positive Variance |     | ↑ | \$249,472 - \$374,207 | -\$47,207  | \        |
|                                |           | PAC / LTC Financial Task Force 3 Positive Variance                        |     | ↑ | \$248,903 - \$373,354 | -\$460,570 | \        |
|                                |           | Legacies by the Lake Financial Task Force 5 Positive Variance             |     | ↑ | \$247,354 - \$371,301 | \$169,174  | \        |

| Department         | Domain    | Outcome Measure   | RCA |   | Target Level          | 2018      | 2017 YTD |
|--------------------|-----------|---|-----|---|-----------------------|-----------|----------|
| ESS - HOUSEKEEPING | People    | Improve Leadership Index in Employee Engagement Survey      |     | ↑ | 54.07 - 57.3%         | \         | 46%      |
|                    | Service   | Housekeeping Patient Experience Percent Excellent Responses |     | ↑ | 67-70%                | 64.1%     | 65.2%    |
|                    | Clinical  | Weekly room checks pass/fail                                |     | ↑ | 90-95%                | 92.0%     | 86.0%    |
|                    | Community |   |     |   |                       |           |          |
|                    | Finance   | Financial Task Force 5 Positive Variance                    |     | ↑ | \$249,472 - \$374,207 | \$169,174 | \        |

| Department       | Domain    | Outcome Measure  | RCA |   | Target Level          | 2018      | 2017 YTD |
|------------------|-----------|--|-----|---|-----------------------|-----------|----------|
| ESS -<br>LAUNDRY | People    | Improve Leadership Index in Employee Engagement Survey |     | ↑ | 52.5 - 55%            | \         | 50%      |
|                  | Service   | Laundry Patient Experience Percent Excellent Responses |     | ↑ | 51-54%                | 50.9%     | 48.9%    |
|                  | Clinical  | Personal items missing per month                       |     | ↓ | 70-75 per month       | 207       | 97       |
|                  | Community |  |     |   |                       |           |          |
|                  | Finance   | Financial Task Force 2 Positive Variance               |     | ↑ | \$249,472 - \$374,207 | -\$47,207 | \        |

| Department              | Domain    | Outcome Measure   | RCA |   | Target Level          | 2018       | 2017 YTD |
|-------------------------|-----------|---|-----|---|-----------------------|------------|----------|
| NUTRITIONAL<br>SERVICES | People    | Improve Leadership Index in Employee Engagement Survey              |     | ↑ | 52.5 - 55%            | \          | 50%      |
|                         | Service   | Nutritional Services Patient Experience Percent Excellent Responses |     | ↑ | 67-70%                | 61.8%      | 53.2%    |
|                         | Clinical  | Resident Satisfaction with Food Temperature and Quality             |     | ↑ | 90-95%                | 96.0%      | \        |
|                         | Community |   |     |   |                       |            |          |
|                         | Finance   | Financial Task Force 3 Positive Variance                            |     | ↑ | \$248,903 - \$373,354 | -\$460,570 | \        |

| Department | Domain    | Outcome Measure  | RCA |   | Target Level          | 2018      | 2017 YTD |
|------------|-----------|--|-----|---|-----------------------|-----------|----------|
| PHARMACY   | People    | Improve Leadership Index in Employee Engagement Survey               |     | ↑ | 74.5 - 78.1%          | \         | 71%      |
|            | Service   | Patient Experience: % Top Box Rate                                   |     | ↑ | 77-82%                | 76.9%     | 77.2%    |
|            | Clinical  | Pharmacy Consult Recommendations % Complete (MD review and response) |     | ↑ | 95-97%                | 99.6%     | \        |
|            | Community |  |     |   |                       |           |          |
|            | Finance   | Financial Task Force 2 Positive Variance                             |     | ↑ | \$249,472 - \$374,207 | -\$47,207 | \        |

## 2018 SUPPORT SERVICES

| Department                   | Domain    | Outcome Measure   | RCA |   | Target Level          | 2018       | 2017 YTD |
|------------------------------|-----------|---|-----|---|-----------------------|------------|----------|
| ADULT PROTECTIVE<br>SERVICES | People    | Improve Leadership Index in Employee Engagement Survey  |     | ↑ | 70 - 73.7%            | \          | 67%      |
|                              | Service   | Adult Protective Services Patient Experience Percent 9/10 Responses                                       |     | ↑ | 77-82%                | 90.3%      | 88.2%    |
|                              | Clinical  | % Of At Risk Investigations closed within 30 days   | RCA | ↑ | 70-80%                | 71.0%      | 64%      |
|                              |           | Comprehensive Eval information entered in TIER within 24 hours of date report sent out to initial parties | RCA | ↑ | 75-85%                | 89%        | 87.0%    |
|                              |           | % Of Risk Case Opened within 1 month of closure   | RCA | ↓ | 5% or below           | 4%         | 4%       |
|                              | Community |   |     |   |                       |            |          |
|                              | Finance   | Financial Task Force 3 Positive Variance  |     | ↑ | \$248,903 - \$373,354 | -\$460,570 | \        |

| Department                   | Domain    | Outcome Measure  | RCA |   | Target Level          | 2018       | 2017 YTD |
|------------------------------|-----------|--|-----|---|-----------------------|------------|----------|
| COMMUNICATION &<br>MARKETING | People    | Improve Leadership Index in Employee Engagement Survey     |     | ↑ | 90 - 100%             | \          | 100%     |
|                              | Service   | Patient Experience: % Top Box Rate                         |     | ↑ | 77-82%                | 76.9%      | 77.2%    |
|                              | Clinical  |  |     |   |                       |            |          |
|                              | Community | Increase in social media followers to Facebook and Twitter |     | ↑ | 50%                   | 50%        | \        |
|                              | Finance   | Financial Task Force 3 Positive Variance                   |     | ↑ | \$248,903 - \$373,354 | -\$460,570 | \        |

| Department         | Domain    | Outcome Measure  | RCA |   | Target Level          | 2018      | 2017 YTD |
|--------------------|-----------|--|-----|---|-----------------------|-----------|----------|
| HEALTH INFORMATION | People    | Improve Leadership Index in Employee Engagement Survey                               |     | ↑ | 66- 69.3%             | \         | 63%      |
|                    | Service   | Patient Experience: % Top Box Rate   |     | ↑ | 77-82%                | 76.9%     | 77.2%    |
|                    | Clinical  | Medical Record Retention (Charts per month destroyed)                                |     | ↑ | 50-55                 | 417       | \        |
|                    |           | Scanning Accuracy (25% audit, percent complete without error)                        |     | ↑ | 95-98%                | 97.8%     | \        |
|                    |           | Code final diagnosis for inpatients within 72 hours after discharge (number of days) |     | ↑ | 2-4                   | 3         | \        |
|                    | Community |  |     |   |                       |           |          |
|                    | Finance   | Finanical Task Force 5 Positive Variance   |     | ↑ | \$247,354 - \$371,301 | \$169,174 | \        |

| Department      | Domain    | Outcome Measure  | RCA |   | Target Level          | 2018      | 2017 YTD |
|-----------------|-----------|--|-----|---|-----------------------|-----------|----------|
| HUMAN RESOURCES | People    | Improve Leadership Index in Employee Engagement Survey |     | ↑ | 90 - 100%             | \         | 100%     |
|                 |           | Vacancy Rate for 2018                                  |     | ↓ | 5-7%                  | 8.1%      | 9.8%     |
|                 | Service   | Patient Experience: % Top Box Rate                     |     | ↑ | 77-82%                | 76.2%     | 77.2%    |
|                 | Clinical  |  |     |   |                       |           |          |
|                 | Community |  |     |   |                       |           |          |
|                 | Finance   | Finanical Task Force 5 Positive Variance               |     | ↑ | \$247,354 - \$371,301 | \$169,174 | \        |

| Department | Domain    | Outcome Measure  | RCA |   | Target Level          | 2018      | 2017 YTD |
|------------|-----------|--|-----|---|-----------------------|-----------|----------|
| QUALITY    | People    | Improve Leadership Index in Employee Engagement Survey |     | ↑ | 70 -73.7%             | \         | 67%      |
|            | Service   | Patient Experience: % Top Box Rate                     |     | ↑ | 77-82%                | 76.2%     | 77.2%    |
|            | Clinical  |  |     |   |                       |           |          |
|            | Community |  |     |   |                       |           |          |
|            | Finance   | Finanical Task Force 2 Positive Variance               |     | ↑ | \$249,472 - \$374,207 | -\$47,207 | \        |

| Department         | Domain    | Outcome Measure   | RCA |   | Target Level          | 2018       | 2017 YTD |
|--------------------|-----------|---|-----|---|-----------------------|------------|----------|
| VOLUNTEER SERVICES | People    | Improve Leadership Index in Employee Engagement Survey                  |     | ↑ | 90-100%               | \          | 100%     |
|                    | Service   | Patient Experience: % Top Box Rate                                      |     | ↑ | 77-82%                | 0.0%       | 77.2%    |
|                    | Clinical  |   |     |   |                       |            |          |
|                    | Community | Increase volunteers between the ages of 50-65 over current number of 50 |     | ↑ | 5-10%                 | 10%        | \        |
|                    | Finance   | Finanical Task Force 1 Positive Variance                                |     | ↑ | \$251,912 - \$377,869 | -\$371,883 | \        |

**2016 - FINANCIAL DIVISION**

| Department                 | Domain    | Outcome Measure  | RCA |   | Target Level          | 2018      | 2017 YTD |
|----------------------------|-----------|--|-----|---|-----------------------|-----------|----------|
| <b>BUSINESS OPERATIONS</b> | People    | Improve Leadership Index in Employee Engagement Survey |     | ↑ | 58.8-61.6%            | \         | 56%      |
|                            | Service   | Patient Experience: % Top Box Rate                     |     | ↑ | 77-82%                | 76.2%     | 77.2%    |
|                            | Clinical  |  |     |   |                       |           |          |
|                            | Community |  |     |   |                       |           |          |
|                            | Finance   | Financial Task Force 2 Positive Variance               |     | ↑ | \$249,472 - \$374,207 | -\$47,207 | \        |
|                            |           | Financial Statements Deadline (9 out of 11 months)     |     | ↑ | by 8th of month       | MET       | Met      |

| Department                   | Domain    | Outcome Measure  | RCA |   | Target Level          | 2018       | 2017 YTD |
|------------------------------|-----------|--|-----|---|-----------------------|------------|----------|
| <b>DEMAND TRANSPORTATION</b> | People    | Improve Leadership Index in Employee Engagement Survey |     | ↑ | 78.7-82.5%            | \          | 75%      |
|                              | Service   | Patient Experience: % Top Box Rate                     |     | ↑ | 77-82%                | 76.9%      | 77.2%    |
|                              | Clinical  | Performing at least 2 Special Request duties a day     |     | ↑ | 40- 44 per month      | 205        | \        |
|                              |           | Number of trips  |     | ↑ | 12,400 - 13,000       | 6517       | \        |
|                              | Community |  |     |   |                       |            |          |
|                              | Finance   | Financial Task Force 1 Positive Variance               |     | ↑ | \$251,912 - \$377.869 | -\$371,883 | \        |

| Department                  | Domain    | Outcome Measure  | RCA |   | Target Level          | 2018     | 2017 YTD |
|-----------------------------|-----------|--|-----|---|-----------------------|----------|----------|
| <b>INFORMATION SERVICES</b> | People    | Improve Leadership Index in Employee Engagement Survey |     | ↑ |                       | \        | 50%      |
|                             | Service   | Patient Experience: % Top Box Rate                     |     | ↑ | 77-82%                | 76.2%    | 77.2%    |
|                             | Clinical  | Provide 2,400 hours of IMS training                    |     | ↑ | 200 hours per month   | 559.00   | \        |
|                             | Community |  |     |   |                       |          |          |
|                             | Finance   | Financial Task Force 4 Positive Variance               |     | ↑ | \$248,835 - \$373,253 | \$24,049 | \        |

| Department                                      | Domain    | Outcome Measure  | RCA |   | Target Level          | 2018       | 2017 YTD |
|---|-----------|--|-----|---|-----------------------|------------|----------|
| <b>PATIENT ACCOUNTS and ENROLLMENT SERVICES</b> | People    | Improve Leadership Index in Employee Engagement Survey |     | ↑ | 21-22%                | \          | 20%      |
|   | Service   | Patient Experience: % Top Box Rate                     |     | ↑ | 77-82%                | 76.2%      | 77.2%    |
|   | Clinical  |  |     |   |                       |            |          |
|   | Community |  |     |   |                       |            |          |
|   | Finance   | Financial Task Force 1 Positive Variance               |     | ↑ | \$251,912 - \$377,869 | -\$371,883 | \        |
|   |           | Days in Accounts Receivable                            |     | ↓ | 30-35 days            | 35         | \        |

| Department        | Domain    | Outcome Measure  | RCA |   | Target Level                | 2018      | 2017 YTD |
|-------------------|-----------|--|-----|---|-----------------------------|-----------|----------|
| <b>PURCHASING</b> | People    | Improve Leadership Index in Employee Engagement Survey |     | ↑ | 58.8-61.6%                  | \         | 100%     |
|                   | Service   | Patient Experience: % Top Box Rate                     |     | ↑ | 77-82%                      | 76.2%     | 77.2%    |
|                   |           | Accurate paperwork from storekeepers                   |     | ↑ | 95-97%                      | 96%       | \        |
|                   | Clinical  |  |     |   |                             |           |          |
|                   | Community |  |     |   |                             |           |          |
|                   | Finance   | Financial Task Force 4 Positive Variance               |     | ↑ | \$248,835 - \$373,253       | \$24,049  | \        |
|                   |           | Reduction of Budgeted Supplies and Nursing Supplies    |     | ↑ | 8-15%: \$57,339 - \$107,510 | -\$83,296 | \        |



# Ready for PDPM?

New payment system means training, education and some paradigm shifts

By Meg LaPorte

It's been an open secret that the federal government has, for years, wanted to change long-term care's payment system from one rewarding volume of services to one that pays for quality outcomes instead.

The new Patient-Driven Payment Model (PDPM) may be just the ticket to reaching the goal. Providers and various analysts have been like a wriggling octopus, wrapping multiple arms around the Centers for Medicare & Medicaid Services' creation, latching onto whatever concepts they can.

Released under the SNF-PPS Proposed Rule for fiscal year 2019 in April, PDPM replaces the Resource Utilization Group-IV system with a new entity aimed at improving payment accuracy and incentives. In addition, treating the "whole" patient should mean less paperwork — due to less tracking for a lower volume of services — CMS claims.

Of course, it also could reduce the fraud the government says stems from upcoding RUGs.

## Timelines, ICD-10 concerns

There are definite pluses and minuses to the new proposed model.

The drawbacks range from implementation timeline concerns to significant staffing changes and training burdens. Implementing a paradigm shift in payment within 12 months is troubling, especially given that ICD-10 codes must be used in the Minimum Data Set, says Mark McDavid, OTR, RAC-CT, CEO of Seagrove Rehab Partners.

"Most MDS coordinators are not certified coders, and SNFs do



Photo: Steve Delaney/E+/Getty Images Plus

**PDPM requires skilled nursing providers to dig into their therapy contracts since payments will no longer be based on the number of minutes provided. Clinicians will need training and time to plan through new workflow processes.**

not generally employ coders," he notes. "Therefore, using ICD-10 may not be the most efficient way to implement the new model."

Although perhaps less of a burden and more of an opportunity, SNFs will need to take some time to figure out how they will reconfigure and renegotiate therapy provider contracts.

"Whether you have an in-house or contracted therapy provider, you should talk to them about the new model," says Josh Pickus, CEO of Optima Healthcare Solutions. "I'm impressed with the way [therapy providers] have been thinking about it and their perspective on the new model. Some innovative providers are saying this to SNFs: 'Pay us a flat rate, hold us accountable for outcomes and let us manage it per SNF resident, per day and let's

negotiate what outcomes need to be delivered.' Whatever the case, you need to have that conversation with therapy providers."

Mike Capstick, EVP of Select Rehabilitation, also points to the need for contract renegotiations.

"Since therapy payments will no longer be based on the number of minutes provided, SNF operators likely will have to consider a contract renegotiation with the facility's contract therapy provider," he notes.

## Start training now

Capstick also explains that SNFs will need to get staff up to speed on education and skills.

"Operators will need to train the clinical team on the regulatory and MDS updates and figure out how to consistently obtain hospital diagnosis related groups, or

DRGs, in a timely manner," he says, adding that facilities will need to learn how to quickly identify and code clinical attributes of the patient to ensure proper PDPM categorization.

Operators need to start planning now, asserts Cynthia Morton, senior vice president of the National Association for the Support of Long Term Care.

"PDPM will require the facility to rethink its workflow processes because the patient will need to be assessed much more accurately," she advises. "Once a patient is assessed at the beginning of the stay, it sets the payment in motion and it will be difficult to change the payment category, even if the patient has a change in condition."

Morton believes that although CMS is saying that fewer assessments is good, and that it reduces



provider burden, it also could mean that facilities will have to change personnel to change workflow in order to meet the requirements of the new model: "And that would cost more money, which won't end up being a savings for the provider."

Staving off additional costs means the facility will have to get it right at the beginning, Morton warns.

"If they get it wrong, payment could be too low and the SNF will not get its costs covered," she adds. "Perhaps this means that the interdisciplinary team should be strengthened, since they may have to redesign their processes to ensure they have the right people to reflect the new requirements."

Providers must be sure to employ evidence-based practice, when available, to help avoid overutilization or underutilization, says Centrex Rehab's Matthew Mesibov.



**SNFs must capture the most accurate clinical picture in the MDS' functional status sections, experts advise. Initial assessments are more critical than ever.**

"Over-utilization will not match the reimbursement level of the PDPM case-mix classification while the under-delivery will likely result in poor patient outcomes and potential reimbursement related penalties," he says

Similar to Pickus' observation, Mesibov believes that from

an overall PDPM reimbursement standpoint, SNFs will become more likely to seek out more complex patients, "as those are the higher categorized and are more likely to be higher reimbursed."

"What's more, utilization of Non Therapy Ancillaries (NTAs) will be better recognized under

PDPM. The hope, according to CMS, is that the NTA component more accurately accounts for drugs, lab services, respiratory therapy and medical supplies."

### Fresh strategies

The new categorizations mean new ways of thinking about the needs of the patient, according to Josh Fitzgerald, vice president, non-acute sales at Provista.

"Since the proposed PDPM breaks therapy out into three types for the purposes of setting payment rates — physical therapy, occupational therapy and speech-language pathology — SNFs will need to match therapies to each patient based on their individual rehabilitation needs," he says. "As a result, the mix of those services may be different from what they are now."

Like Capstick, Fitzgerald also foresees a big impact on documentation and staff training and

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education.

"As with any new payment system, SNFs will need to learn the reimbursement rules to decide what they need to document to determine their payment rate for each individual patient," he says.

### MDS is critical

Operators must prepare by looking at specific areas in the MDS, according to HealthPRO Heritage's Kristy Yoskey, MOT, OTR/L, specifically functional status in Section GG.

Administrators must understand how patient information is captured and coded, and to keep stressing the need for correct documentation, she advises.

"Overall reimbursement will indeed be impacted by whether SNFs are able to best capture the most accurate clinical picture via the processes put in place to gather MDS and coding specifics," Yoskey says.

## "The current system isn't refined enough to reimburse SNFs based on their individual performance. The proposed PDPM would change that."

Josh Fitzgerald, Provista

Looking longer term at the impact of PDPM, Pickus gives credit to Sabra Health Care REIT CEO Rick Matros. Sabra's leader has said "the era of standardized custodial care is threatened and that it's shifting into specialization," Pickus says. He agrees.

"SNF operators should be thinking about their patient mix, what they want it to be and what they are really good at. Since PDPM is designed to pay you more for more medically complex patients and pay you less for custodial type patients, operators need to ask themselves

this: 'What do I want my patient mix to be and where can I really excel?' I believe the answer is not in everything — it's in specialization — such as COPD, CHF, or knee replacements, for example."

In the long term, Provista's Fitzgerald believes that the real impact of the new model is about payment accuracy.

"The current system isn't refined enough to reimburse SNFs based on their individual performance," he says. "The proposed PDPM would change that by implementing a more granular payment formula, and SNFs that

truly do a better job of caring for their patients — and are adept at documenting their care — would be rewarded. SNFs that don't perform as well, or who fail at adequately documenting the good care they provide, would not."

Since minutes will no longer drive reimbursement, some rehab providers and clients may focus on optimizing the net margin associated with providing therapy, Yoskey says.

"While many providers may be inclined to decrease costs associated with rehab services, more forward-thinking SNFs will consider therapy an integral part of their care delivery system," she says. "As such, savvy rehab providers should focus on driving evidence-based clinical programs that produce high performance/functional outcomes and effectively prepare patients for a safe transition to their next level of care." ■

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## MEMORANDUM

DATE: August 22, 2018  
TO: North Central Community Services Program Board  
FROM: Michael Loy, Chief Executive Officer  
RE: CEO Report

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The following items are general updates and communications to support the Board on key activities and/or updates since our last meeting:

- 1) **Master Facility Planning:** Contract negotiation is ongoing with the preferred architectural and engineer firm. Once signed, input and design process will unfold. No delay has occurred in the timeline at this point.
- 2) **General Counsel Position:** Recruitment continues. The RCA will be reviewing the County's role in assigning legal counsel under state statutes for multi-county community services programs at their August 30, 2018 meeting.
- 3) **Merrill Office Remodel:** Construction is complete, punch list items are being finalized. Furniture will be delivered on August 30<sup>th</sup>. Staff can start moving back into the office the week of September 3<sup>rd</sup> and we plan to open to clients on Monday September 10<sup>th</sup>.
- 4) **Psychiatry Recruitment:** We signed a Psychiatric Nurse Practitioner to join NCHC in Outpatient Services next May. There are five active candidates to fill our open Inpatient position and two Outpatient positions. Interviews will be ongoing throughout August and September.
- 5) **Employee Celebration Week:** We held our annual employee celebration week during the week of August 13<sup>th</sup>. The pinnacle event was our 28<sup>th</sup> Annual Employee Celebration Recognition Dinner. Chairman Zriny spoke at the event on behalf of the NCCSP Board. We had over 200 in attendance at the dinner where we recognized employees with service milestones from 5 to 40 years of service.
- 6) **Health & Welfare/Property & Casualty Broker Requests for Proposals (RFP):** In July an RFP for both insurance service lines was released. We had several well qualified firms respond. Interviews and selection will occur before the end of August.



2018 Board - RCA - CEO Work Plan

| Objective                             | Accountability | Start Date  | Measure(s) of Success   | Interim Updates   | Status   | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
|---------------------------------------|----------------|-------------|---|---|----------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Appointment of RCA Members            | Counties       | Apr-18      | Appointment   | Langlade and Lincoln Counties have reappointed both Robin Stowe and Nancy Bergstrom respectively. Marathon County has reappointed Lance Leonard and Chad Billeb.  | Complete |     |     |     |     |     |     |     |     |     |     |     |     |
| Appointment of NCCSP Board Members    | Counties       | Ongoing     | Appointment(s)  | All NCCSP Board Appointments have been filled.  | Complete |     |     |     |     |     |     |     |     |     |     |     |     |
| CEO Appraisal                         | NCCSP          | Bi-annually | Completed Appraisal forwarded to the RCA semi-annually  | A rough draft of the new process will be presented to the Executive Committee in August with the targeted timeline for the completion of the engagement occurring in September. An update will be given to the Board at their August meeting.                                     | Pending  |     |     |     |     |     |     |     |     |     |     |     |     |
| Annual Audit                          | NCCSP          | Jan-18      | Acceptance of annual audit by NCCSP Board and RCA   | The audit was presented and accepted at the March NCCSP Board meeting.  | Complete |     |     |     |     |     |     |     |     |     |     |     |     |
| Policy Governance for the NCCSP Board | NCCSP          | Jan-18      | Policy Governance Manual Approved   | The Policy Governance Manual has been adopted and final copies have been provided to the NCCSP Board.   | Complete |     |     |     |     |     |     |     |     |     |     |     |     |
| Nursing Home Governance               | NCCSP          | Jan-17      | Decision by Marathon County on the future of MVCC and a decision by both Marathon County and NCCSP on a management agreement with NCCSP | The MVCC Committee made its final report and recommendations to the Health & Human Services Committee which formally adopted them at their April meeting. We will work now with Marathon County Administration to complete a new Management Agreement for Mount View Care Center. | Pending  |     |     |     |     |     |     |     |     |     |     |     |     |
| Pool Management Governance            | NCCSP          | Jan-17      | Decision by Marathon County on the future of the pool and on a future management agreement with NCCSP                                   | A Management Agreement for the pool will be fashioned and drafted after the Mount View Care Center Management Agreement has been agreed to. The Pool Management Agreement will be structured similarly to the final Nursing Home Management Agreement.                            | Pending  |     |     |     |     |     |     |     |     |     |     |     |     |
| Prepare Local Plan                    | NCCSP          | May-18      | Adopted 3 Year Local Plan   | The 2019 Budget Document presents a three year forecast for operations and corresponding strategic objectives.  | Complete |     |     |     |     |     |     |     |     |     |     |     |     |
| Develop Training Plan for Counties    | NCCSP          | Jan-18      | Adopted Annual Training Plan  | Prepare plan for RCA approval.  | Open     |     |     |     |     |     |     |     |     |     |     |     |     |
| County Fund Balance Reconciliation    | NCCSP          | Apr-18      | Fund Balance Presentation   | Presented at the March NCCSP Board meeting and accepted.  | Complete |     |     |     |     |     |     |     |     |     |     |     |     |
| Facility Use Agreements               | NCCSP          | Mar-17      | Signed agreements with each of the three Counties   | Drafting of a new agreement is under way.   | Open     |     |     |     |     |     |     |     |     |     |     |     |     |
| Develop Conflict Resolution Protocol  | NCCSP          | Apr-17      | Board adoption of Conflict Resolution Protocol  | Feedback was given at the November RCA meeting. Updating the final draft for NCCSP Board and RCA approval. We will seek RCA approval first.   | Open     |     |     |     |     |     |     |     |     |     |     |     |     |
| Reserve Policy Review                 | RCA            | Apr-18      | CFO will meet with County Finance Directors annually to review Audit and Financial performance relative to reserve policy and status    | Policy approved in March, meetings have been completed.   | Complete |     |     |     |     |     |     |     |     |     |     |     |     |
| Annual Report                         | NCCSP          | May-18      | Annual Report Released and Presentations made to County Boards  | Copies of the report have been printed and is available online on the North Central website. The report has been presented to Lincoln and Marathon Counties.  | Complete |     |     |     |     |     |     |     |     |     |     |     |     |
| Programs and Services Report          | NCCSP          | Bi-annually | RCA Accepts Report  | An initial report will be given to the RCA by the end of the 3rd quarter.   | Pending  |     |     |     |     |     |     |     |     |     |     |     |     |
| Financial Review                      | NCCSP          | Bi-annually | Meeting held between the County Finance Directors and CFO and follow-up items addressed   | Ongoing, as needed.   | Complete |     |     |     |     |     |     |     |     |     |     |     |     |
| Annual Budget                         | RCA            | May-18      | Adopted Budget within Budgetary Direction of the RCA and NCCSP Board  | A proposed budget has been developed and will be presented at the August NCCSP Board meeting.   | Complete |     |     |     |     |     |     |     |     |     |     |     |     |
| CEO Annual Work Plan                  | RCA            | Nov-18      | Adopted Work Plan for Upcoming Year   | This document serves as the work plan.  | Open     |     |     |     |     |     |     |     |     |     |     |     |     |

2018 Board - RCA - CEO Work Plan

| <u>Objective</u>                 | <u>Accountability</u> | <u>Start Date</u> | <u>Measure(s) of Success</u>                          | <u>Interim Updates</u>  | <u>Status</u> | <u>Jan</u> | <u>Feb</u> | <u>Mar</u> | <u>Apr</u> | <u>May</u> | <u>Jun</u> | <u>Jul</u> | <u>Aug</u> | <u>Sep</u> | <u>Oct</u> | <u>Nov</u> | <u>Dec</u> |
|----------------------------------|-----------------------|-------------------|---|---|---------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| CEO Appraisal & Compensation     | RCA                   | Feb-18            | Completed Appraisal                                   | See "CEO Appraisal" item above.   | Open          |            |            |            |            |            |            |            |            |            |            |            |            |
| Performance Standards            | RCA                   | May-18            | Adopted Annual Performance Standards                  | An update on the RCA measures and input for 2019 changes will be reviewed with the RCA at their August meeeting. A final narrative on Performance Standards will be included in the Final Adopted 2019 Budget document. | Open          |            |            |            |            |            |            |            |            |            |            |            |            |
| Tri-County Contral Annual Review | RCA                   | Nov-18            | Revision Recommendation to County Boards if necessary | The RCA considered any revisions, none were suggested at this time. May consider again later this year.   | Complete      |            |            |            |            |            |            |            |            |            |            |            |            |

DATE: August 22, 2018  
TO: North Central Community Services Program Board  
FROM: Brenda Glodowski, Chief Financial Officer  
RE: July CFO Report

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The following items are general updates and communication to support the Board on key activities and/or updates of financial activity since our last meeting:

- 1) **Financial Results:** The month of July shows an overall gain for the month of \$298,205 compared to the targeted loss of (\$43,195), resulting in a positive variance of \$341,400. Through July the organization shows an overall gain of \$520,823 which is \$366,745 ahead of the target of \$154,079.
- 2) **Revenue Key Points:** The nursing home census averaged just under 181 per day compared to the target of 185. This is an improvement over the prior month. The Medicare census also improved compared to the prior month. The hospital census averaged 13/day which is under the target of 14. Revenue in the CBRF and MMT is starting to improve as these programs received the approval for expansion and are now seeing the census increase. Revenue in other outpatient areas is lower compared to prior months. This is normal during the summer months. The nursing home received a significant Certified Public Expenditure (CPE) payment in the amount of \$1,248,210. The State received additional funds in excess of the Medicaid losses, so is required to return these funds to government operated facilities. This is the fourth time that CPE funds have been distributed back to governmental facilities since the bill was passed in 2008 requiring this. Overall revenue for the month exceeded target by \$1,064,967.
- 3) **Expense Key Points:** Overall expenses for July exceed budget targets. Health insurance was much better for July compared to prior months, but an additional payment of \$151,000 for workmen's comp premiums came through. This was due to the carrier recalculating the reserve balance and indicating additional reserves are being required. The state institutes were significantly high again in July, exceeding target by almost \$129,000. Provider contracts are running high with the continued use of Locums for providing Psychiatry services. There is an additional expense of \$498,521 being recorded in the nursing home. The nursing home has had a balance in Construction in Progress related to the prior nursing home project. Part of the balance was written off two years ago for parts of the project that were known at that time that could no longer be used. There was still thought that some of the remaining plans could still be utilized, depending on the direction of the current plan. There was a decision brought forward at the end of 2017 that if this balance still existed in 2018, that it would be written off before or by the end of the year. With the nursing home receiving the larger, unanticipated payment, it was determined this would be a good time to move forward with writing this balance off. Even with this large expense added in July, year to date expenses are not far off of target.

- 4) **2019 Budget:** The 2019 budget will be presented in this meeting.
- 5) **Other:** A request to add a Board Designated Contingency Fund for the nursing home will be presented. The intent is to have two separate contingency funds-one for the Nursing Home and one for the Human Service Programs.

**NORTH CENTRAL HEALTH CARE  
COMBINING STATEMENT OF NET POSITION  
JULY 2018**

|  | <u>Human Services</u>    | <u>Nursing Home</u>      | <u>Total</u>             | <u>Prior Year<br/>Combined</u> |
|--|--------------------------|--------------------------|--------------------------|--------------------------------|
| Current Assets:  |                          |                          |                          |                                |
| Cash and cash equivalents                              | 3,502,128                | 2,856,170                | 6,358,298                | 5,589,946                      |
| Accounts receivable:                                   |                          |                          |                          |                                |
| Patient - Net  | 2,818,977                | 1,738,417                | 4,557,394                | 4,994,712                      |
| Outpatient - WIMCR & CCS                               | 2,341,250                | 0                        | 2,341,250                | 732,500                        |
| Nursing home - Supplemental payment program            | 0                        | 1,430,210                | 1,430,210                | 60,400                         |
| Marathon County  | 635,053                  | 0                        | 635,053                  | 117,551                        |
| Appropriations receivable                              | 59,368                   | 0                        | 59,368                   | 59,951                         |
| Net state receivable                                   | 871,694                  | 0                        | 871,694                  | 2,464,786                      |
| Other  | 308,457                  | 0                        | 308,457                  | 565,445                        |
| Inventory  | 0                        | 342,220                  | 342,220                  | 305,373                        |
| Other  | <u>585,459</u>           | <u>432,908</u>           | <u>1,018,366</u>         | <u>996,325</u>                 |
| Total current assets                                   | <u>11,122,387</u>        | <u>6,799,925</u>         | <u>17,922,311</u>        | <u>15,886,989</u>              |
| Noncurrent Assets:                                     |                          |                          |                          |                                |
| Investments  | 12,200,000               | 0                        | 12,200,000               | 11,292,000                     |
| Assets limited as to use                               | 808,394                  | 250,310                  | 1,058,704                | 2,255,940                      |
| Contingency funds                                      | 500,000                  | 0                        | 500,000                  | 500,000                        |
| Restricted assets - Patient trust funds                | 14,580                   | 25,241                   | 39,821                   | 48,155                         |
| Net pension asset                                      | 0                        | 0                        | 0                        | 0                              |
| Nondepreciable capital assets                          | 1,079,123                | 15,302                   | 1,094,425                | 1,375,844                      |
| Depreciable capital assets - Net                       | <u>6,685,183</u>         | <u>3,601,222</u>         | <u>10,286,405</u>        | <u>9,792,600</u>               |
| Total noncurrent assets                                | <u>21,287,279</u>        | <u>3,892,075</u>         | <u>25,179,354</u>        | <u>25,264,539</u>              |
| Deferred outflows of resources - Related to pensions   | <u>6,939,524</u>         | <u>5,131,313</u>         | <u>12,070,837</u>        | <u>17,516,720</u>              |
| <b>TOTAL ASSETS AND DEFERRED OUTFLOWS OF RESOURCES</b> | <u><b>39,349,190</b></u> | <u><b>15,823,313</b></u> | <u><b>55,172,503</b></u> | <u><b>58,668,248</b></u>       |

**NORTH CENTRAL HEALTH CARE  
COMBINING STATEMENT OF NET POSITION  
JULY 2018**

|   | <u>Human Services</u>    | <u>Nursing Home</u>      | <u>Total</u>             | <u>Prior Year<br/>Combined</u> |
|---|--------------------------|--------------------------|--------------------------|--------------------------------|
| Current Liabilities:  |                          |                          |                          |                                |
| Accounts payable - Trade  | 1,320,868                | 976,693                  | 2,297,561                | 1,485,059                      |
| Appropriations advances   | 49,747                   | 0                        | 49,747                   | 1,158,616                      |
| Accrued liabilities:  |                          |                          |                          |                                |
| Salaries and retirement   | 1,053,275                | 778,826                  | 1,832,101                | 1,860,967                      |
| Compensated absences  | 858,665                  | 634,925                  | 1,493,590                | 1,413,897                      |
| Health and dental insurance   | 357,588                  | 264,412                  | 622,000                  | 798,000                        |
| Other Payables  | 137,401                  | 101,599                  | 239,000                  | 364,809                        |
| Amounts payable to third-party reimbursement programs                         | 313,112                  | 0                        | 313,112                  | 350,000                        |
| Unearned revenue  | <u>76,815</u>            | <u>0</u>                 | <u>76,815</u>            | <u>92,646</u>                  |
| Total current liabilities   | <u>4,167,471</u>         | <u>2,756,456</u>         | <u>6,923,927</u>         | <u>7,523,994</u>               |
| Noncurrent Liabilities:   |                          |                          |                          |                                |
| Net pension liability   | 909,542                  | 672,546                  | 1,582,088                | 3,127,379                      |
| Related-party note payable  | 0                        | 0                        | 0                        | 0                              |
| Patient trust funds   | <u>14,580</u>            | <u>25,241</u>            | <u>39,821</u>            | <u>48,155</u>                  |
| Total noncurrent liabilities  | <u>924,122</u>           | <u>697,787</u>           | <u>1,621,909</u>         | <u>3,175,534</u>               |
| Total liabilities   | <u>5,091,593</u>         | <u>3,454,243</u>         | <u>8,545,836</u>         | <u>10,699,528</u>              |
| Deferred inflows of resources - Related to pensions                           | <u>2,886,978</u>         | <u>2,134,726</u>         | <u>5,021,704</u>         | <u>6,647,040</u>               |
| Net Position:   |                          |                          |                          |                                |
| Net investment in capital assets  | 7,764,306                | 3,616,524                | 11,380,830               | 11,168,444                     |
| Unrestricted:   |                          |                          |                          |                                |
| Board designated for contingency  | 500,000                  | 0                        | 500,000                  | 500,000                        |
| Board designated for capital assets   | 808,394                  | 250,310                  | 1,058,704                | 2,255,940                      |
| Undesignated  | 22,119,609               | 6,024,998                | 28,144,607               | 26,059,518                     |
| Operating Income / (Loss)   | <u>178,312</u>           | <u>342,512</u>           | <u>520,824</u>           | <u>1,337,778</u>               |
| Total net position  | <u>31,370,620</u>        | <u>10,234,344</u>        | <u>41,604,964</u>        | <u>41,321,680</u>              |
| <b>TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES,<br/>AND NET POSITION</b> | <u><b>39,349,190</b></u> | <u><b>15,823,313</b></u> | <u><b>55,172,503</b></u> | <u><b>58,668,248</b></u>       |

**NORTH CENTRAL HEALTH CARE  
COMBINING STATEMENT OF REVENUES AND EXPENSES  
FOR PERIOD ENDING JULY 31, 2018**

| <b>TOTAL</b>                        | <b>CURRENT<br/>MONTH<br/><u>ACTUAL</u></b> | <b>CURRENT<br/>MONTH<br/><u>BUDGET</u></b> | <b>CURRENT<br/>MONTH<br/><u>VARIANCE</u></b> | <b><u>YTD<br/>ACTUAL</u></b> | <b><u>YTD<br/>BUDGET</u></b> | <b><u>YTD<br/>VARIANCE</u></b> |
|-------------------------------------|--|--|--|------------------------------|------------------------------|--------------------------------|
| Revenue:                            |  |  |  |                              |                              |                                |
| Net Patient Service Revenue         | <u>\$5,201,119</u>                         | <u>\$4,119,183</u>                         | <u>\$1,081,936</u>                           | <u>\$28,781,710</u>          | <u>\$28,547,224</u>          | <u>\$234,486</u>               |
| Other Revenue:                      |  |  |  |                              |                              |                                |
| State Match / Addendum              | 324,377                                    | 325,120                                    | (743)  | 2,270,636                    | 2,275,838                    | (5,202)                        |
| Grant Revenue                       | 216,975                                    | 193,933                                    | 23,042                                       | 1,461,957                    | 1,357,530                    | 104,427                        |
| County Appropriations - Net         | 619,260                                    | 635,927                                    | (16,667)                                     | 4,334,819                    | 4,451,486                    | (116,667)                      |
| Departmental and Other Revenue      | <u>289,102</u>                             | <u>311,702</u>                             | <u>(22,601)</u>                              | <u>2,299,005</u>             | <u>2,181,917</u>             | <u>117,089</u>                 |
| Total Other Revenue                 | <u>1,449,713</u>                           | <u>1,466,681</u>                           | <u>(16,968)</u>                              | <u>10,366,417</u>            | <u>10,266,770</u>            | <u>99,647</u>                  |
| Total Revenue                       | 6,650,832                                  | 5,585,864                                  | 1,064,967                                    | 39,148,127                   | 38,813,994                   | 334,133                        |
| Expenses:                           |  |  |  |                              |                              |                                |
| Direct Expenses                     | 5,062,350                                  | 4,270,867                                  | 791,483                                      | 30,113,229                   | 29,241,391                   | 871,838                        |
| Indirect Expenses                   | <u>1,324,515</u>                           | <u>1,370,693</u>                           | <u>(46,178)</u>                              | <u>8,691,355</u>             | <u>9,506,024</u>             | <u>(814,669)</u>               |
| Total Expenses                      | <u>6,386,865</u>                           | <u>5,641,560</u>                           | <u>745,306</u>                               | <u>38,804,585</u>            | <u>38,747,415</u>            | <u>57,170</u>                  |
| Operating Income (Loss)             | <u>263,967</u>                             | <u>(55,695)</u>                            | <u>319,662</u>                               | <u>343,542</u>               | <u>66,579</u>                | <u>276,963</u>                 |
| Nonoperating Gains (Losses):        |  |  |  |                              |                              |                                |
| Interest Income                     | 31,327                                     | 12,500                                     | 18,827                                       | 139,015                      | 87,500                       | 51,515                         |
| Donations and Gifts                 | 2,911                                      | 0  | 2,911  | 35,282                       | 0                            | 35,282                         |
| Gain / (Loss) on Disposal of Assets | <u>0</u>                                   | <u>0</u>                                   | <u>0</u>                                     | <u>2,984</u>                 | <u>0</u>                     | <u>2,984</u>                   |
| Total Nonoperating Gains / (Losses) | <u>34,238</u>                              | <u>12,500</u>                              | <u>21,738</u>                                | <u>177,281</u>               | <u>87,500</u>                | <u>89,781</u>                  |
| Income / (Loss)                     | <u>\$298,205</u>                           | <u>(\$43,195)</u>                          | <u>\$341,400</u>                             | <u>\$520,823</u>             | <u>\$154,079</u>             | <u>\$366,745</u>               |

**NORTH CENTRAL HEALTH CARE  
COMBINING STATEMENT OF REVENUES AND EXPENSES  
FOR PERIOD ENDING JULY 31, 2018**

| <b>51.42./437 PROGRAMS</b>          | <u>CURRENT<br/>MONTH<br/>ACTUAL</u> | <u>CURRENT<br/>MONTH<br/>BUDGET</u> | <u>CURRENT<br/>MONTH<br/>VARIANCE</u> | <u>YTD<br/>ACTUAL</u> | <u>YTD<br/>BUDGET</u> | <u>YTD<br/>VARIANCE</u> |
|-------------------------------------|-------------------------------------|-------------------------------------|---------------------------------------|-----------------------|-----------------------|-------------------------|
| Revenue:                            |                                     |                                     |                                       |                       |                       |                         |
| Net Patient Service Revenue         | <u>\$2,378,043</u>                  | <u>\$2,513,211</u>                  | <u>(\$135,168)</u>                    | <u>\$16,230,438</u>   | <u>\$17,511,613</u>   | <u>(\$1,281,174)</u>    |
| Other Revenue:                      |                                     |                                     |                                       |                       |                       |                         |
| State Match / Addendum              | 324,377                             | 325,120                             | (743)                                 | 2,270,636             | 2,275,838             | (5,202)                 |
| Grant Revenue                       | 216,975                             | 193,933                             | 23,042                                | 1,461,957             | 1,357,530             | 104,427                 |
| County Appropriations - Net         | 494,260                             | 494,260                             | 0                                     | 3,459,819             | 3,459,819             | 0                       |
| Departmental and Other Revenue      | <u>181,829</u>                      | <u>198,762</u>                      | <u>(16,933)</u>                       | <u>1,468,217</u>      | <u>1,391,337</u>      | <u>76,880</u>           |
| Total Other Revenue                 | <u>1,217,440</u>                    | <u>1,212,074</u>                    | <u>5,366</u>                          | <u>8,660,629</u>      | <u>8,484,523</u>      | <u>176,105</u>          |
| Total Revenue                       | 3,595,483                           | 3,725,285                           | (129,802)                             | 24,891,067            | 25,996,136            | (1,105,069)             |
| Expenses:                           |                                     |                                     |                                       |                       |                       |                         |
| Direct Expenses                     | 3,198,725                           | 3,000,302                           | 198,422                               | 20,381,593            | 20,569,023            | (187,430)               |
| Indirect Expenses                   | <u>708,883</u>                      | <u>826,111</u>                      | <u>(117,228)</u>                      | <u>4,501,386</u>      | <u>5,170,591</u>      | <u>(669,205)</u>        |
| Total Expenses                      | <u>3,907,608</u>                    | <u>3,826,413</u>                    | <u>81,195</u>                         | <u>24,882,979</u>     | <u>25,739,614</u>     | <u>(856,635)</u>        |
| Operating Income (Loss)             | <u>(312,125)</u>                    | <u>(101,128)</u>                    | <u>(210,997)</u>                      | <u>8,088</u>          | <u>256,522</u>        | <u>(248,435)</u>        |
| Nonoperating Gains (Losses):        |                                     |                                     |                                       |                       |                       |                         |
| Interest Income                     | 31,327                              | 12,500                              | 18,827                                | 139,015               | 87,500                | 51,515                  |
| Donations and Gifts                 | 290                                 | 0                                   | 290                                   | 28,224                | 0                     | 28,224                  |
| Gain / (Loss) on Disposal of Assets | <u>0</u>                            | <u>0</u>                            | <u>0</u>                              | <u>2,984</u>          | <u>0</u>              | <u>2,984</u>            |
| Total Nonoperating Gains / (Losses) | <u>31,617</u>                       | <u>12,500</u>                       | <u>19,117</u>                         | <u>170,224</u>        | <u>87,500</u>         | <u>82,724</u>           |
| Income / (Loss)                     | <u>(\$280,507)</u>                  | <u>(\$88,628)</u>                   | <u>(\$191,880)</u>                    | <u>\$178,312</u>      | <u>\$344,022</u>      | <u>(\$165,711)</u>      |



**NORTH CENTRAL HEALTH CARE  
COMBINING STATEMENT OF REVENUES AND EXPENSES  
FOR PERIOD ENDING JULY 31, 2018**

| <b>NURSING HOME</b>                 | <u>CURRENT<br/>MONTH<br/>ACTUAL</u> | <u>CURRENT<br/>MONTH<br/>BUDGET</u> | <u>CURRENT<br/>MONTH<br/>VARIANCE</u> | <u>YTD<br/>ACTUAL</u> | <u>YTD<br/>BUDGET</u> | <u>YTD<br/>VARIANCE</u> |
|-------------------------------------|-------------------------------------|-------------------------------------|---------------------------------------|-----------------------|-----------------------|-------------------------|
| Revenue:                            |                                     |                                     |                                       |                       |                       |                         |
| Net Patient Service Revenue         | <u>\$2,823,076</u>                  | <u>\$1,605,972</u>                  | <u>\$1,217,104</u>                    | <u>\$12,551,272</u>   | <u>\$11,035,611</u>   | <u>\$1,515,661</u>      |
| Other Revenue:                      |                                     |                                     |                                       |                       |                       |                         |
| County Appropriations - Net         | 125,000                             | 141,667                             | (16,667)                              | 875,000               | 991,667               | (116,667)               |
| Departmental and Other Revenue      | <u>107,273</u>                      | <u>112,940</u>                      | <u>(5,667)</u>                        | <u>830,788</u>        | <u>790,580</u>        | <u>40,208</u>           |
| Total Other Revenue                 | <u>232,273</u>                      | <u>254,607</u>                      | <u>(22,334)</u>                       | <u>1,705,788</u>      | <u>1,782,247</u>      | <u>(76,458)</u>         |
| Total Revenue                       | 3,055,349                           | 1,860,579                           | 1,194,770                             | 14,257,060            | 12,817,858            | 1,439,202               |
| Expenses:                           |                                     |                                     |                                       |                       |                       |                         |
| Direct Expenses                     | 1,863,625                           | 1,270,565                           | 593,061                               | 9,731,637             | 8,672,368             | 1,059,268               |
| Indirect Expenses                   | <u>615,632</u>                      | <u>544,582</u>                      | <u>71,050</u>                         | <u>4,189,969</u>      | <u>4,335,433</u>      | <u>(145,464)</u>        |
| Total Expenses                      | <u>2,479,257</u>                    | <u>1,815,147</u>                    | <u>664,111</u>                        | <u>13,921,605</u>     | <u>13,007,801</u>     | <u>913,804</u>          |
| Operating Income (Loss)             | <u>576,091</u>                      | <u>45,432</u>                       | <u>530,659</u>                        | <u>335,455</u>        | <u>(189,944)</u>      | <u>525,398</u>          |
| Nonoperating Gains (Losses):        |                                     |                                     |                                       |                       |                       |                         |
| Interest Income                     | 0                                   | 0                                   | 0                                     | 0                     | 0                     | 0                       |
| Donations and Gifts                 | 2,621                               | 0                                   | 2,621                                 | 7,057                 | 0                     | 7,057                   |
| Gain / (Loss) on Disposal of Assets | <u>0</u>                            | <u>0</u>                            | <u>0</u>                              | <u>0</u>              | <u>0</u>              | <u>0</u>                |
| Total Nonoperating Gains / (Losses) | <u>2,621</u>                        | <u>0</u>                            | <u>2,621</u>                          | <u>7,057</u>          | <u>0</u>              | <u>7,057</u>            |
| Income / (Loss)                     | <u>\$578,712</u>                    | <u>\$45,432</u>                     | <u>\$533,280</u>                      | <u>\$342,512</u>      | <u>(\$189,944)</u>    | <u>\$532,455</u>        |

**NORTH CENTRAL HEALTH CARE**  
REPORT ON AVAILABILITY OF FUNDS  
July 31, 2018

| BANK                   | LENGTH      | MATURITY<br>DATE | INTEREST<br>RATE | AMOUNT       | Insured/<br>Collateralized |
|------------------------|-------------|------------------|------------------|--------------|----------------------------|
| People's State Bank    | 365 Days    | 8/21/2018        | 1.10%            | \$500,000    | X                          |
| BMO Harris             | 365 Days    | 8/26/2018        | 1.35%            | \$500,000    | X                          |
| Abby Bank              | 365 Days    | 8/29/2018        | 1.20%            | \$500,000    | X                          |
| Abby Bank              | 365 Days    | 9/1/2018         | 1.20%            | \$500,000    | X                          |
| CoVantage Credit Union | 457 Days    | 10/28/2018       | 1.55%            | \$300,000    | X                          |
| PFM Investments        | 365 Days    | 11/30/2018       | 1.63%            | \$490,000    | X                          |
| Abby Bank              | 730 Days    | 1/6/2019         | 1.30%            | \$500,000    | X                          |
| Abby Bank              | 365 Days    | 2/25/2019        | 1.56%            | \$500,000    | X                          |
| CoVantage Credit Union | 679 Days    | 3/7/2019         | 1.61%            | \$500,000    | X                          |
| People's State Bank    | 365 Days    | 3/28/2019        | 1.75%            | \$250,000    | X                          |
| PFM Investments        | 365 Days    | 4/4/2019         | 2.13%            | \$488,000    | x                          |
| BMO Harris             | 365 Days    | 5/28/2019        | 2.10%            | \$500,000    | X                          |
| People's State Bank    | 730 Days    | 5/29/2019        | 1.20%            | \$350,000    | X                          |
| People's State Bank    | 730 Days    | 5/30/2019        | 1.20%            | \$500,000    | X                          |
| PFM Investments        | 367 Days    | 6/3/2019         | 2.40%            | \$486,000    | X                          |
| PFM Investments        | 545 Days    | 7/10/2019        | 2.02%            | \$483,000    | X                          |
| Abby Bank              | 730 Days    | 7/19/2019        | 1.30%            | \$500,000    | X                          |
| CoVantage Credit Union | 605 Days    | 9/8/2019         | 2.00%            | \$500,000    | X                          |
| Abby Bank              | 730 Days    | 10/29/2019       | 1.61%            | \$500,000    | X                          |
| CoVantage Credit Union | 730 Days    | 11/18/2019       | 1.50%            | \$500,000    | X                          |
| CoVantage Credit Union | 608 Days    | 11/30/2019       | 2.00%            | \$500,000    | X                          |
| PFM Investments        | 545 Days    | 12/10/2019       | 2.58%            | \$480,000    | X                          |
| Abby Bank              | 730 Days    | 12/30/2019       | 1.61%            | \$500,000    | X                          |
| Abby Bank              | 730 Days    | 3/15/2020        | 1.71%            | \$400,000    | X                          |
| PFM Investments        | 730 Days    | 4/29/2020        | 2.57%            | \$473,000    | X                          |
| Abby Bank              | 730 Days    | 5/3/2020         | 2.00%            | \$500,000    | X                          |
| TOTAL FUNDS AVAILABLE  |             |                  |                  | \$12,200,000 |                            |
| WEIGHTED AVERAGE       | 555.52 Days |                  | 1.702% INTEREST  |              |                            |

# NCHC-DONATED FUNDS

## Balance Sheet

As of July 31, 2018

### ASSETS

#### Current Assets

##### Checking/Savings

##### CHECKING ACCOUNT

|                                 |           |
|---------------------------------|-----------|
| Adult Day Services              | 5,290.11  |
| Adventure Camp                  | 2,456.67  |
| Birth to 3 Program              | 2,035.00  |
| Clubhouse                       | 34,891.99 |
| Community Treatment - Adult     | 542.00    |
| Community Treatment - Youth     | 7,485.37  |
| Fishing Without Boundries       | 6,190.80  |
| General Donated Funds           | 60,604.41 |
| Hope House                      | 2,452.35  |
| Housing - DD Services           | 1,370.47  |
| Inpatient                       | 1,000.00  |
| Langlade HCC                    | 3,071.18  |
| Legacies by the Lake            |           |
| Music in Memory                 | 1,958.25  |
| Legacies by the Lake - Other    | 4,990.14  |
| Total Legacies by the Lake      | 6,948.39  |
| Marathon Cty Suicide Prev Task  | 14,637.44 |
| National Suicide Lifeline Stipe | 3,176.37  |
| Northern Valley West            | 6,377.82  |
| Nursing Home - General Fund     | 5,440.93  |
| Outpatient Services - Marathon  | 401.08    |
| Pool                            | 23,568.97 |
| Prevent Suicide Langlade Co.    | 2,444.55  |
| Resident Council                | 671.05    |
| United Way                      | 3,915.10  |
| Voyages for Growth              | 33,442.72 |

Total CHECKING ACCOUNT 228,414.77

Total Checking/Savings 228,414.77

Total Current Assets 228,414.77

**TOTAL ASSETS 228,414.77**

### LIABILITIES & EQUITY

#### Equity

|                    |            |
|--------------------|------------|
| Opening Bal Equity | 123,523.75 |
| Retained Earnings  | 100,429.88 |
| Net Income         | 4,461.14   |

Total Equity 228,414.77

**TOTAL LIABILITIES & EQUITY 228,414.77**

# North Central Health Care Budget Revenue/Expense Report

Month Ending July 31, 2018

| ACCOUNT DESCRIPTION               | CURRENT<br>MONTH<br>ACTUAL | CURRENT<br>MONTH<br>BUDGET | YTD ACTUAL            | YTD BUDGET            | DIFFERENCE            |
|-----------------------------------|----------------------------|----------------------------|-----------------------|-----------------------|-----------------------|
| <b><u>REVENUE:</u></b>            |                            |                            |                       |                       |                       |
| Total Operating Revenue           | <u>6,650,832</u>           | <u>5,585,864</u>           | <u>39,148,127</u>     | <u>38,813,994</u>     | <u>334,133</u>        |
| <b><u>EXPENSES:</u></b>           |                            |                            |                       |                       |                       |
| Salaries and Wages                | 2,574,698                  | 2,792,282                  | 16,802,836            | 18,965,984            | (2,163,148)           |
| Fringe Benefits                   | 1,060,341                  | 1,019,167                  | 7,305,911             | 6,922,659             | 383,252               |
| Departments Supplies              | 611,272                    | 630,921                    | 4,194,270             | 4,416,444             | (222,174)             |
| Purchased Services                | 746,835                    | 504,858                    | 4,572,801             | 3,582,008             | 990,793               |
| Utilitites/Maintenance Agreements | 366,055                    | 267,263                    | 2,319,593             | 1,870,840             | 448,753               |
| Personal Development/Travel       | 35,310                     | 40,221                     | 234,288               | 281,546               | (47,258)              |
| Other Operating Expenses          | 617,567                    | 137,931                    | 1,172,490             | 965,518               | 206,972               |
| Insurance                         | 34,784                     | 41,000                     | 240,705               | 287,000               | (46,295)              |
| Depreciation & Amortization       | 144,519                    | 141,250                    | 975,391               | 988,750               | (13,359)              |
| Client Purchased Services         | <u>195,484</u>             | <u>66,667</u>              | <u>986,300</u>        | <u>466,667</u>        | <u>519,633</u>        |
| <b>TOTAL EXPENSES</b>             | <b>6,386,865</b>           | <b>5,641,560</b>           | <b>38,804,585</b>     | <b>38,747,415</b>     | <b>57,170</b>         |
| Nonoperating Income               | <u>34,238</u>              | <u>12,500</u>              | <u>177,281</u>        | <u>87,500</u>         | <u>89,781</u>         |
| <b>EXCESS REVENUE (EXPENSE)</b>   | <b><u>298,205</u></b>      | <b><u>(43,195)</u></b>     | <b><u>520,823</u></b> | <b><u>154,079</u></b> | <b><u>366,745</u></b> |

**North Central Health Care  
Write-Off Summary  
July 2018**

|   | <u>Current<br/>Month</u> | <u>Current<br/>Year To Date</u> | <u>Prior<br/>Year To Date</u> |
|---|--------------------------|---------------------------------|-------------------------------|
| <b><i>Inpatient:</i></b>                |                          |                                 |                               |
| Administrative Write-Off                | \$24,309                 | \$78,932                        | \$67,391                      |
| Bad Debt                                | \$329                    | \$8,769                         | \$1,551                       |
| <b><i>Outpatient:</i></b>               |                          |                                 |                               |
| Administrative Write-Off                | \$12,003                 | \$78,519                        | \$107,941                     |
| Bad Debt                                | \$273                    | \$2,534                         | \$2,063                       |
| <b><i>Nursing Home:</i></b>             |                          |                                 |                               |
| Daily Services:                         |                          |                                 |                               |
| Administrative Write-Off                | \$341                    | \$30,921                        | \$724                         |
| Bad Debt                                | \$1,990                  | \$11,160                        | \$11,970                      |
| Ancillary Services:                     |                          |                                 |                               |
| Administrative Write-Off                | \$54                     | \$4,216                         | \$15,509                      |
| Bad Debt                                | \$574                    | \$574                           | \$321                         |
| <b><i>Pharmacy:</i></b>                 |                          |                                 |                               |
| Administrative Write-Off                | \$138                    | \$2,892                         | \$0                           |
| Bad Debt                                | \$0                      | \$0                             | \$0                           |
| <b>Total - Administrative Write-Off</b> | <b>\$36,846</b>          | <b>\$195,481</b>                | <b>\$191,565</b>              |
| <b>Total - Bad Debt</b>                 | <b>\$3,167</b>           | <b>\$23,036</b>                 | <b>\$15,904</b>               |

**North Central Health Care  
2018 Patient Days**

| <u>Month</u>     |              | <u>Budget</u> | <u>Actual</u> | <u>Variance</u> | <u>Budgeted<br/>Occupancy</u> | <u>Actual<br/>Occupancy</u> |
|------------------|--------------|---------------|---------------|-----------------|-------------------------------|-----------------------------|
| <b>January</b>   | Nursing Home | 5,735         | 5,549         | (186)           | 84.09%                        | 81.36%                      |
|                  | Hospital     | 434           | 441           | 7               | 87.50%                        | 88.91%                      |
| <b>February</b>  | Nursing Home | 5,180         | 5,124         | (56)            | 84.09%                        | 83.18%                      |
|                  | Hospital     | 392           | 373           | (19)            | 87.50%                        | 83.26%                      |
| <b>March</b>     | Nursing Home | 5,735         | 5,654         | (81)            | 84.09%                        | 82.90%                      |
|                  | Hospital     | 434           | 445           | 11              | 87.50%                        | 89.72%                      |
| <b>April</b>     | Nursing Home | 5,550         | 5,507         | (43)            | 84.09%                        | 83.44%                      |
|                  | Hospital     | 420           | 457           | 37              | 87.50%                        | 95.21%                      |
| <b>May</b>       | Nursing Home | 5,735         | 5,553         | (182)           | 84.09%                        | 81.42%                      |
|                  | Hospital     | 434           | 425           | (9)             | 87.50%                        | 85.69%                      |
| <b>June</b>      | Nursing Home | 5,550         | 5,362         | (188)           | 84.09%                        | 81.24%                      |
|                  | Hospital     | 420           | 443           | 23              | 87.50%                        | 92.29%                      |
| <b>July</b>      | Nursing Home | 5,735         | 5,598         | (137)           | 84.09%                        | 82.08%                      |
|                  | Hospital     | 434           | 412           | (22)            | 87.50%                        | 83.06%                      |
| <b>August</b>    | Nursing Home |               |               | 0               | 0.00%                         | 0.00%                       |
|                  | Hospital     |               |               | 0               | 0.00%                         | 0.00%                       |
| <b>September</b> | Nursing Home |               |               | 0               | 0.00%                         | 0.00%                       |
|                  | Hospital     |               |               | 0               | 0.00%                         | 0.00%                       |
| <b>October</b>   | Nursing Home |               |               | 0               | 0.00%                         | 0.00%                       |
|                  | Hospital     |               |               | 0               | 0.00%                         | 0.00%                       |
| <b>November</b>  | Nursing Home |               |               | 0               | 0.00%                         | 0.00%                       |
|                  | Hospital     |               |               | 0               | 0.00%                         | 0.00%                       |
| <b>December</b>  | Nursing Home |               |               | 0               | 0.00%                         | 0.00%                       |
|                  | Hospital     |               |               | 0               | 0.00%                         | 0.00%                       |
| <b>YTD</b>       | Nursing Home | 39,220        | 38,347        | (873)           | 84.09%                        | 82.22%                      |
|                  | Hospital     | 2,968         | 2,996         | 28              | 87.50%                        | 88.33%                      |

**North Central Health Care**  
Review of 2018 Services  
Langlade County

|                                 | <b>2018<br/>Jan-July<br/>Actual Rev</b> | <b>2018<br/>Jan-July<br/>Budg Rev</b> | <b>Variance</b>    | <b>2018<br/>Jan-July<br/>Actual Exp</b> | <b>2018<br/>Jan-July<br/>Budg Exp</b> | <b>Variance</b>  | <b>Variance by<br/>Program</b> |
|---------------------------------|---|---------------------------------------|--------------------|---|---------------------------------------|------------------|--------------------------------|
| <b>Direct Services:</b>         |   |                                       |                    |   |                                       |                  |                                |
| Outpatient Services             | \$237,346                               | \$315,066                             | (\$77,720)         | \$519,143                               | \$534,056                             | \$14,913         | (\$62,807)                     |
| Community Treatment-Adult       | \$306,945                               | \$458,606                             | (\$151,661)        | \$299,116                               | \$471,516                             | \$172,400        | \$20,739                       |
| Community Treatment-Youth       | \$758,152                               | \$489,234                             | \$268,919          | \$629,267                               | \$490,527                             | (\$138,740)      | \$130,179                      |
| Day Services                    | \$202,072                               | \$230,417                             | (\$28,345)         | \$185,963                               | \$230,417                             | \$44,454         | \$16,109                       |
|                                 | \$1,504,515                             | \$1,493,322                           | \$11,193           | \$1,633,489                             | \$1,726,516                           | \$93,027         | \$104,220                      |
| <b>Shared Services:</b>         |   |                                       |                    |   |                                       |                  |                                |
| Inpatient                       | \$287,167                               | \$298,621                             | (\$11,454)         | \$411,186                               | \$386,899                             | (\$24,287)       | (\$35,741)                     |
| CBRF                            | \$33,294                                | \$64,910                              | (\$31,616)         | \$39,633                                | \$64,910                              | \$25,277         | (\$6,339)                      |
| Crisis                          | \$19,951                                | \$22,397                              | (\$2,446)          | \$154,301                               | \$171,388                             | \$17,087         | \$14,641                       |
| MMT (Lakeside Recovery)         | \$6,373                                 | \$32,510                              | (\$26,137)         | \$32,168                                | \$64,083                              | \$31,915         | \$5,778                        |
| Day Treatment                   | \$4,028                                 | \$4,740                               | (\$712)            | \$4,308                                 | \$5,723                               | \$1,415          | \$702                          |
| Protective Services             | \$15,271                                | \$15,489                              | (\$218)            | \$40,096                                | \$52,652                              | \$12,556         | \$12,339                       |
| Birth To Three                  | \$53,002                                | \$52,778                              | \$224              | \$90,102                                | \$99,143                              | \$9,041          | \$9,265                        |
| Group Homes                     | \$110,946                               | \$67,706                              | \$43,240           | \$107,906                               | \$67,706                              | (\$40,200)       | \$3,040                        |
| Supported Apartments            | \$0                                     | \$85,807                              | (\$85,807)         | \$0                                     | \$85,807                              | \$85,807         | \$0                            |
| Contract Services               | \$0                                     | \$0                                   | \$0                | \$120,794                               | \$58,130                              | (\$62,664)       | (\$62,664)                     |
|                                 | \$530,032                               | \$644,958                             | (\$114,926)        | \$1,000,494                             | \$1,056,441                           | \$55,947         | (\$58,980)                     |
| <b>Totals</b>                   | <b>\$2,034,547</b>                      | <b>\$2,138,281</b>                    | <b>(\$103,734)</b> | <b>\$2,633,983</b>                      | <b>\$2,782,957</b>                    | <b>\$148,974</b> | <b>\$45,240</b>                |
| Base County Allocation          | \$465,810                               | \$465,810                             | \$0                |   |                                       |                  | \$0                            |
| Nonoperating Revenue            | \$8,580                                 | \$4,751                               | \$3,829            |   |                                       |                  | \$3,829                        |
| County Appropriation            | \$174,115                               | \$174,115                             | (\$0)              |   |                                       |                  | (\$0)                          |
| <b>Excess Revenue/(Expense)</b> | <b>\$2,683,052</b>                      | <b>\$2,782,957</b>                    | <b>(\$99,905)</b>  | <b>\$2,633,983</b>                      | <b>\$2,782,957</b>                    | <b>\$148,974</b> | <b>\$49,069</b>                |

**North Central Health Care**  
Review of 2018 Services  
Lincoln County

| <b>Direct Services:</b>   | <b>2018<br/>Jan-July<br/>Actual Rev</b> | <b>2018<br/>Jan-July<br/>Budget Rev</b> | <b>Variance</b> | <b>2018<br/>Jan-July<br/>Actual Exp</b> | <b>2018<br/>Jan-July<br/>Budg Exp</b> | <b>Variance</b> | <b>Variance By<br/>Program</b> |
|---------------------------|---|---|-----------------|---|---------------------------------------|-----------------|--------------------------------|
| Outpatient Services       | \$176,194                               | \$250,393                               | (\$74,199)      | \$526,733                               | \$567,733                             | \$41,000        | (\$33,199)                     |
| Community Treatment-Adult | \$398,561                               | \$480,132                               | (\$81,571)      | \$328,071                               | \$493,653                             | \$165,582       | \$84,011                       |
| Community Treatment-Youth | \$993,112                               | \$564,795                               | \$428,317       | \$829,441                               | \$567,789                             | (\$261,652)     | \$166,665                      |
|                           | \$1,567,867                             | \$1,295,320                             | \$272,547       | \$1,684,245                             | \$1,629,175                           | (\$55,070)      | \$217,478                      |
| <b>Shared Services:</b>   |   |   |                 |   |                                       |                 |                                |
| Inpatient                 | \$391,591                               | \$407,210                               | (\$15,619)      | \$560,709                               | \$527,591                             | (\$33,118)      | (\$48,737)                     |
| CBRF                      | \$45,401                                | \$88,513                                | (\$43,112)      | \$54,045                                | \$88,513                              | \$34,468        | (\$8,644)                      |
| Crisis                    | \$27,207                                | \$30,542                                | (\$3,335)       | \$210,414                               | \$233,711                             | \$23,297        | \$19,963                       |
| Day Treatment             | \$5,492                                 | \$6,464                                 | (\$972)         | \$5,875                                 | \$7,803                               | \$1,928         | \$956                          |
| MMT (Lakeside Recovery)   | \$8,691                                 | \$44,332                                | (\$35,641)      | \$43,865                                | \$87,385                              | \$43,520        | \$7,880                        |
| Protective Services       | \$20,825                                | \$21,121                                | (\$296)         | \$54,676                                | \$67,716                              | \$13,040        | \$12,744                       |
| Birth To Three            | \$77,930                                | \$88,927                                | (\$10,997)      | \$132,478                               | \$167,049                             | \$34,571        | \$23,574                       |
| Apartments                | \$0                                     | \$26,764                                | (\$26,764)      | \$0                                     | \$26,764                              | \$26,764        | \$0                            |
| Contract Services         | \$0                                     | \$0                                     | \$0             | \$164,719                               | \$79,268                              | (\$85,451)      | (\$85,451)                     |
|                           | \$577,137                               | \$713,872                               | (\$136,735)     | \$1,226,781                             | \$1,285,801                           | \$59,020        | (\$77,715)                     |
| Totals                    | \$2,145,004                             | \$2,009,192                             | \$135,812       | \$2,911,026                             | \$2,914,976                           | \$3,950         | \$139,762                      |
| Base County Allocation    | \$484,153                               | \$484,153                               | (\$0)           |   |                                       |                 | (\$0)                          |
| Nonoperating Revenue      | \$12,184                                | \$6,055                                 | \$6,129         |   |                                       |                 | \$6,129                        |
| County Appropriation      | \$415,576                               | \$415,576                               | \$0             |   |                                       |                 | \$0                            |
| Excess Revenue (Expense)  | \$3,056,917                             | \$2,914,976                             | \$141,941       | \$2,911,026                             | \$2,914,976                           | \$3,950         | \$145,891                      |



**North Central Health Care**  
Review of 2018 Services  
Marathon County

|                                 | 2018<br>Jan-July<br>Actual Rev | 2018<br>Jan-July<br>Budget Rev | Variance             | 2018<br>Jan-July<br>Actual Exp | 2018<br>Jan-July<br>Budget Exp | Variance           | Variance by<br>Program |
|---------------------------------|--------------------------------|--------------------------------|----------------------|--------------------------------|--------------------------------|--------------------|------------------------|
| <b>Direct Services:</b>         |                                |                                |                      |                                |                                |                    |                        |
| Outpatient Services             | \$723,358                      | \$993,821                      | (\$270,463)          | \$1,926,524                    | \$2,221,736                    | \$295,212          | \$24,749               |
| Community Treatment-Adult       | \$2,086,395                    | \$3,303,421                    | (\$1,217,026)        | \$2,085,599                    | \$3,366,114                    | \$1,280,515        | \$63,489               |
| Community Treatment-Youth       | \$2,044,939                    | \$1,484,842                    | \$560,097            | \$1,938,766                    | \$1,488,695                    | (\$450,071)        | \$110,026              |
| Day Services                    | \$959,642                      | \$983,065                      | (\$23,423)           | \$895,584                      | \$983,065                      | \$87,481           | \$64,058               |
| Clubhouse                       | \$229,906                      | \$232,896                      | (\$2,990)            | \$306,904                      | \$286,563                      | (\$20,341)         | (\$23,331)             |
| Demand Transportation           | \$257,609                      | \$251,554                      | \$6,055              | \$223,301                      | \$251,554                      | \$28,253           | \$34,308               |
| Aquatic Services                | \$373,112                      | \$462,058                      | (\$88,946)           | \$536,714                      | \$586,959                      | \$50,245           | (\$38,702)             |
| Pharmacy                        | \$2,975,236                    | \$2,704,712                    | \$270,524            | \$2,944,760                    | \$2,704,712                    | (\$240,048)        | \$30,476               |
|                                 | \$9,650,197                    | \$10,416,370                   | (\$766,173)          | \$10,858,152                   | \$11,889,397                   | \$1,031,245        | \$265,073              |
| <b>Shared Services:</b>         |                                |                                |                      |                                |                                |                    |                        |
| Inpatient                       | \$1,931,848                    | \$2,008,903                    | (\$77,055)           | \$2,766,168                    | \$2,602,783                    | (\$163,385)        | (\$240,440)            |
| CBRF                            | \$223,979                      | \$436,666                      | (\$212,687)          | \$266,623                      | \$436,666                      | \$170,043          | (\$42,644)             |
| Crisis Services                 | \$134,219                      | \$150,672                      | (\$16,453)           | \$1,038,025                    | \$1,152,975                    | \$114,950          | \$98,497               |
| MMT (Lakeside Recovery)         | \$42,875                       | \$218,702                      | (\$175,827)          | \$216,403                      | \$431,101                      | \$214,698          | \$38,871               |
| Day Treatment                   | \$27,095                       | \$31,889                       | (\$4,794)            | \$28,984                       | \$38,495                       | \$9,511            | \$4,717                |
| Protective Services             | \$102,735                      | \$104,195                      | (\$1,460)            | \$269,735                      | \$334,958                      | \$65,223           | \$63,763               |
| Birth To Three                  | \$386,745                      | \$412,826                      | (\$26,081)           | \$657,453                      | \$775,488                      | \$118,035          | \$91,954               |
| Group Homes                     | \$1,028,785                    | \$1,062,210                    | (\$33,425)           | \$1,000,589                    | \$1,062,210                    | \$61,621           | \$28,196               |
| Supported Apartments            | \$1,478,592                    | \$1,239,012                    | \$239,580            | \$1,423,226                    | \$1,239,012                    | (\$184,214)        | \$55,366               |
| Contracted Services             | \$0                            | \$0                            | \$0                  | \$812,615                      | \$391,055                      | (\$421,560)        | (\$421,560)            |
|                                 | \$5,356,873                    | \$5,665,075                    | (\$308,202)          | \$8,479,821                    | \$8,464,744                    | (\$15,077)         | (\$323,279)            |
| <b>Totals</b>                   | <b>\$15,007,070</b>            | <b>\$16,081,445</b>            | <b>(\$1,074,375)</b> | <b>\$19,337,973</b>            | <b>\$20,354,141</b>            | <b>\$1,016,168</b> | <b>(\$58,207)</b>      |
| Base County Allocation          | \$1,325,875                    | \$1,325,875                    | \$0                  |                                |                                |                    | \$0                    |
| Nonoperating Revenue            | \$118,251                      | \$76,694                       | \$41,557             |                                |                                |                    | \$41,557               |
| County Appropriation            | \$2,870,128                    | \$2,870,128                    | \$0                  |                                |                                |                    | \$0                    |
| <b>Excess Revenue/(Expense)</b> | <b>\$19,321,324</b>            | <b>\$20,354,141</b>            | <b>(\$1,032,817)</b> | <b>\$19,337,973</b>            | <b>\$20,354,141</b>            | <b>\$1,016,168</b> | <b>(\$16,649)</b>      |

## MEMORANDUM

DATE: August 20, 2018  
TO: North Central Community Services Program Board  
FROM: Laura Scudiere, Human Service Operations Executive  
RE: Monthly HSO Report

---

The following items are general updates and communications to support the Board on key activities and/or updates of the Human Service Operations (HSO) service line since our last meeting:

1. **MMT Expansion Wausau:** On 7/11/18 NCHC expanded services. Since more people are admitted to the program at a time, NCHC has begun offering gender-specific groups, which follows best practice. Feedback from patients on this change has been very positive. As of this writing, the MMT unit is full with 14 clients.
2. **CBRF Expansion Wausau:** CBRF expansion occurred as of 7/11/18 when the MMT unit opened and was able to move into its new space. Since expanding, the CBRF filled up quickly and is being used for three main purposes:
  - A step down from the Inpatient Unit;
  - A less-restrictive option for individuals in crisis; or
  - As an option for patients in crisis from other programs such as MMT or Community Treatment

NCHC staff is working to help the community understand the role of the CBRF. The new expanded CBRF is focused on assisting individuals in mental health crisis for stabilization and not, as is the misconception, for individuals solely struggling with homelessness or for individuals that are solely waiting for placement in other housing options. As of August 20, 2018, the CBRF is full with 12 clients.

3. **Linkage and Follow-up:** A new Linkage Coordinator has been hired and is transitioning into her role from our Community Treatment program.
4. **Langlade County Day Treatment and IOP Expansion:** The Intensive Outpatient Program has been operating successfully. Day Treatment began as of 8/13/18 and started its inaugural run with five active participants. Participants can join the group at any point in the cycle, and more are being assessed each week for participation. Weekly updates are being delivered via email to District Attorney Elizabeth Gebert.

5. **Langlade County TAD (Treatment Alternatives and Diversion) Meeting:** At the most recent treatment-specific meeting, it was determined that Langlade County's recovery coaches could join the Central Wisconsin Recovery Network that is currently being sponsored by the Marathon County Health Department. This would connect coaches to a variety of resources and trainings as well as coordination. This is a benefit that the area did not know they had access to previously and would be a benefit as they pursue their goal of starting a drug court in 2020.
6. **Jail AOD Assessments:** NCHC have been engaged with partners and exploring requests for additional AOD assessments in the jail. While it would be beneficial to provide a part-time Substance Abuse Counselor in the jail for the purposes of completing assessments, the jail does not currently have the space to accommodate additional staff. The Jail Administrator expressed interest in pursuing this if circumstances change.
7. **Langlade County Mental Health Needs Assessment:** NCHC staff met with a Medical College of Wisconsin student, Chris Grant, who is interested in doing a research project that would assist with determining future mental health programming needs for Langlade County. Chris will be working to determine what mental health needs exist within Langlade County's current systems and will make recommendations based on identified gaps.
8. **Rise Up:** NCHC representatives have been participating in the Rise Up initiative, which includes community members and individuals in varying stages of recovery participating in art-related therapeutic activity. Rise Up murals are popping up all over Wausau and MMT will soon have their own addition to decorate the wall in the dining area.
9. **Central Wisconsin Recovery Coach Network:** NCHC staff are participating in the development of the Central Wisconsin Recovery Coach Network. This network provides support for Lincoln, Langlade, and Marathon Counties and assists with providing connections between trained recovery coaches and individuals beginning their path of recovery from substance abuse. They are working to develop structure to address programmatic evaluation and clinical support.

## MEMORANDUM

DATE: August 23, 2018  
TO: North Central Health Care Board  
FROM: Kim Gochanour, Nursing Home Operations Executive & Administrator  
RE: July Nursing Home Operations Report

---

The following items are general updates and communication to support the Board on key activities and/or updates of the Nursing Home Operations since our last meeting.

- 1) **Cycling Without Aging:** Mount View Care Center recently applied for a Civil Money Penalty grant to assist in purchasing a trishaw for the facility. This will be used for our residents and others to take rides along our pathways and neighborhood areas. We are in the process of working with other skilled nursing facilities and assisted living facilities as well as forming an advisory group for Marathon County. Dr. Corrie Norrbom and Halle Veenstra have been instrumental in spearheading this new venture. Included is a brochure explaining the program.
- 2) **Strategic Workforce Planning:** During the month of July, a number of Mount View leaders have been working with HR Executive Sue Matis to review and plan for the future workforce needs. Different areas of this process included identifying the following:
  - Strategic Aim: “Elevating Compassion”
  - Strategic Outcome: “Helping people live their best.”
  - Business Strategy: “With a view of the mountain, the lake and the future, MVCC provides unparalleled compassionate care for individuals with ventilator, dementia, skilled nursing, and rehab needs. Understanding, learning, and enhancing each other’s strengths and abilities are the cornerstone for our person centered service.”

In our future sessions we will be identifying our critical, core, supporting, and misaligned roles and will be creating action plans for the critical and core roles of our business line. We anticipate that we will have 2-3 more sessions to finish this important work as we need to be leaders in recruitment and retention in this highly competitive labor market moving forward.

- 3) **Aspirus Post-Acute Clinical Council Partnership:** Mount View Care Center has been a member of the Aspirus Post-Acute Clinical Council Partnership since the fall of 2014. This group was organized to create strategic affiliations with top performing skilled nursing facilities within the area. We, along with three other area facilities, make up the initial group with 2 more being added in 2017. This group has worked with Aspirus to create better collaboration and work plans in the following areas: reduction in hospital readmission rates, sepsis readmission reductions, palliative care rounds, best practices for cardiac after care, and advance care planning to name a few areas. As we continue with our changing payer rules with value-based purchasing, it will be imperative to continue to be a participant in this partnership.



The Trio is distinguished by its large, rounded, couch-like passenger box, made from laminated marine wood. The footrest includes an insert that is easily removed when passengers are getting into and out of their seats. The trishaw has an electric motor with variable assist levels, and is available in two sizes: 250 watt and 500 watt.



**TRIOBIKE**

**nihola**

The Nihola trishaw: when you turn the Nihola the front wheels turn while the box stays in place. The front passenger box of the Nihola is two inches narrower than the Trio's. The design is a bit different in a few other ways, and as a result the Nihola is somewhat less expensive than the Trio. The trishaw has an electric motor with variable assist levels, and is available in two sizes: 250 watt and 500 watt. The Nihola is named after Niels Holme Larsen, who makes them in his workshop outside of Copenhagen.



CYCLING WITHOUT AGE

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## THE RIGHT TO WIND IN YOUR HAIR



Riding a trishaw means you're doing something active, and it brings you where you want to go: the lake, the city center, your former place of work or where you used to go to school. The trishaw brings you what riding a bicycle does: mobility and freedom. It also adds a sense of adventure, playfulness, and excitement, and the feeling that anything can happen at any moment. It makes us dream of all the things that are possible and that we have yet to experience.





The trishaw connects people of different ages and background, and surprisingly in spite of the obvious differences, we often find we have things in common. Realising you both do gardening, enjoy rock music, or have similar principles is a great way to develop a new friendship and learn something new. The trishaw ride sparks these kinds of conversations because pilot and passenger experience their surroundings from the same perspective which inspires talking about certain topics, and communication happens! Sometimes this communication is non verbal; a smile or a touch in silence is another way to communicate how you feel at that moment.

Being a passenger in a trishaw almost makes you feel like royalty sitting in a horse drawn carriage. Sometimes the pilot brings a special treat, or stops by one of the cafés that offer free coffee or ice cream to Cycling Without Age. The pampering invites a feeling of being an important person, someone who counts and who is of value.

Grethe, 96 "there is a difference between being alive and living".



Cycling Without Age collaborates with Copenhagen Cycles to keep bringing new and improved trishaw models to you. We are grateful for any feedback you may have on the trishaws so we can keep getting better.

CYCLING WITHOUT AGE  
608.373.1087  
[www.cyclingwithoutage.com](http://www.cyclingwithoutage.com)

You can order your trishaw here:  
[www.copenhagencycles.com](http://www.copenhagencycles.com), each order helps support the work of Cycling Without Age which means more rides to people with limited mobility in 41 countries now. Thank you for supporting u



Cycling Without Age is a movement started in Copenhagen in 2012 and we're now over 10,000 changemakers in 41 countries worldwide. Sign up as an affiliate on our website and get to know wonderful people from all over the world and locally, who help support your dreams. For more information, reach out to Pernille:  
[bussone@cyclingwithoutage.org](mailto:bussone@cyclingwithoutage.org)





# North Central Health Care

Person centered. Outcome focused.

## MEMORANDUM

DATE: August 22, 2018  
TO: North Central Community Services Program Board  
FROM: Brenda Glodowski, CFO  
RE: Establishing a Nursing Home Operations Contingency Fund

---

### **Purpose**

To expand the Net Position of the Balance Sheet by adding a second cash Board Designated Contingency Fund, one for Nursing Home and one for Human Service Operations.

### **Background**

On December 15, 2016, The Board approved having a subcategory under the Unrestricted Funds Balance for Board Designated for Contingency. This is a cash balance, with an amount of \$500,000. The purpose for this is to designate cash as contingency for unforeseen circumstances and require Board authorization prior to its use. The designation presented in this format meets standards for audited financial statements

### **Recommendation**

In August, the nursing home received an unanticipated Certified Public Expenditure (CPE) payment of just over \$1.2 million. This payment helps to move the nursing home into a positive gain as of the end of July. This payment also contributes to additional positive cash flow for the organization. The recommendation is to use this opportunity to establish a designated cash contingency for the nursing home in the amount of \$500,000. Also, staff recommends changing the designation of the current contingency from general to Contingency for Human Service Operations. The result of these recommendations will establish a designated contingency for both programs in the amount of \$500,000 each. The total contingency of \$1,000,000 is equal to 1.5% of the 2018 operating budget, which is the targeted annual contingency funding.

### **Financial Analysis**

There is no immediate financial impact, as the organization has the cash flow to have the two contingency funds. It does provide additional viability for the long term in the event of unforeseen circumstances.





**PRIVILEGE AND APPOINTMENT RECOMMENDATION**

Appointee Dileep Borra, M.D. Appoint/Reappoint 08-30-2018 to 10-31-2019  
Time Period

Requested Privileges    ☐ Medical (Includes Family Practice, Internal Medicine)  
                                  ☒ Psychiatry                                    ☐ Medical Director  
                                  ☐ Mid-Level Practitioner                    ☐ BHS Medical Director

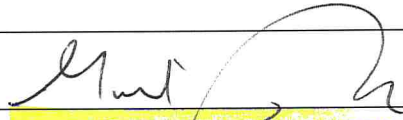
Medical Staff Status    ☐ Courtesy                                    ☒ Active

Provider Type            ☒ Employee                                    Locum Agency: \_\_\_\_\_  
                                  ☐ Locum    Contract Name: \_\_\_\_\_  
                                  ☐ Contract

**MEDICAL EXECUTIVE COMMITTEE**

The Credentials file of this staff member contains data and information demonstrating current competence in the clinical privileges requested. After review of this information, I recommend that the clinical privileges be granted as indicated with any exceptions or conditions documented.

Comments: \_\_\_\_\_

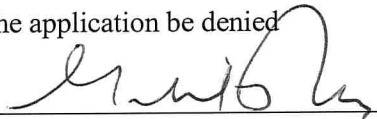
  
\_\_\_\_\_  
(Medical Executive Committee Signature)

7-23-18  
\_\_\_\_\_  
(Signature Date)

**MEDICAL STAFF**

Medical Staff recommends that:

☒ He/she be appointed/reappointed to the Medical Staff as requested  
☐ Action be deferred on the application  
☐ The application be denied

  
\_\_\_\_\_  
(Medical Staff President Signature)

8-16-18  
\_\_\_\_\_  
(Signature Date)

**GOVERNING BOARD**

Reviewed by Governing Board: \_\_\_\_\_  
(Date)

Response:            ☐ Concur  
                                  ☐ Recommend further reconsideration

\_\_\_\_\_  
(Governing Board Signature)

\_\_\_\_\_  
(Signature Date)

\_\_\_\_\_  
(Chief Executive Officer Signature)

\_\_\_\_\_  
(Signature Date)



## **2018 NCCSP BOARD CALENDAR – As of August 24, 2018**

### **Thursday September 27, 2018 12:00 PM – 2:00 PM - Merrill**

Educational Presentation: TBD

Board Action: CEO and Board Work Plan– Develop Board and CEO work plans for the upcoming year. CEO Performance Review – Review performance to date and report evaluation and progress to the Retained County Authority Committee.

Board Policy to Review: Policy Governance Manual

Board Policy Discussion Generative Topic: Focus on the board's performance and areas for improvement.

### **Thursday October 25, 2018 – 12:00 PM – 2:00 PM - Antigo**

Educational Presentation: Annual Quality Audit – Review the performance of the quality programs and metrics.

Board Action: Approve the Quality Plan for the upcoming year.

Board Policy to Review: Complaints and Grievances, Employee Grievance Policy

Board Policy Discussion Generative Topic: TBD

### **Thursday November 29, 2018 (Annual Meeting of the Board) – 12:00 PM – 2:00 PM**

Educational Presentation: TBD

Board Action: Elections – Hold elections of directors and officers consistent with applicable provisions in the bylaws. Operational Plans – Review year to date process and develop, as necessary, the organization's programmatic plans for the upcoming year.

Board Policy to Review: Board – CEO Succession Planning

Board Policy Discussion Generative Topic: TBD

**2018 NCCSP BOARD CALENDAR – As of August 24, 2018**

**Thursday December 20, 2018 (Third Tuesday of the Month) – 12:00 PM – 2:00 PM**

Educational Presentation: TBD

Board Action: TBD

Board Policy to Review: Purchasing Policy

Board Policy Discussion Generative Topic: TBD



# North Central Health Care

Person centered. Outcome focused.



## CONSTRUCTING A COMPELLING FUTURE

2019 PROPOSED BUDGET

# 2019 PROPOSED BUDGET

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North Central Community Services Program Board of Directors,

There is an evolutionary force upon this organization as we move into our 2<sup>nd</sup> year of our 5 to 50 Vision. The Marathon County Asylum for the Insane may have been our roots 125 years ago, but we are steadfastly focused on *Constructing a Compelling Future*. Our 5 to 50 Vision, to identify and operationalize all the necessary elements to organizational viability, to get NCHC to our 50th Anniversary (March 23, 2022) and to set ourselves up for the next 50 years **is firmly in motion**. The fundamental question of our strategic work is: What will our world look like when we change it? The future looks good from my current vantage point.

Our core operational strategy as an organization is to be a regional platform designed to take care of people others are unwilling or unable to care for and to do it better than anyone else with:

- 1) Unequaled competence and quality in delivering behavioral health and skilled nursing services;
- 2) Community presence through partnership and relationships;
- 3) Leadership and advocacy for behavioral health and skilled nursing advancement;
- 4) Convenient access to NCHC services throughout the region; and
- 5) Physician leadership and professional management.

Our 2019 budget achieves so much in pursuit of these strategic elements.

A budget is a plan to achieve some stated objective. *Viability and Choice* are our overarching financial objectives and a major aspect of the 5 to 50 Vision. To achieve both, we need growth. In 2017, the Executive Management team committed to the following financial objectives as part of our 5 to 50 Vision:

- 1) 3-5% Compound Annual Growth Rate
- 2) Reduce the Ratio of % Indirect to Direct Expenses
- 3) Reduce the Ratio of % Direct Expense to Gross Patient Revenue

The projection of these goals and our performance so far is as follows:

|     | 2017<br>Baseline | 2018<br>Target | 2018<br>Budget | 2019<br>Target | 2019<br>Budget | 2020<br>Target | 2021<br>Target | 2022<br>Target |
|-----|------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| (1) | \$60M            | \$62M          | \$66.7M        | \$63.7M        | \$70.1M        | \$65.5M        | \$67.7M        | \$70M          |
| (2) | 42.5%            | 41%            | 38.3%          | 40%            | 39.4%          | 39%            | 38%            | 37%            |
| (3) | 64%              | 63.5%          | 66%            | 63%            | 64.7%          | 62%            | 61%            | 60%            |

I am proud to report that the 2019 Budget has achieved our 2022 target for growth by crossing the \$70M threshold – three years ahead of schedule. Our other two financial ratios are at target or on track to hit our 2022 objectives. We have had unprecedented growth in our first two years of our 5 to 50 Vision, the dust will start to settle in 2019. Future growth will have to come outside of our main campus operations. Further, with our upcoming campus investments, we will have to realign our cost structure to achieve our core financial objectives. With all this forward progress, we are also making up ground on some other key financial targets:

### Contingency Funding

The 2019 Budget achieves our target of having contingency funding equal to or greater than 1.5% of the annual operating budget. With \$1,882,000 (2.68%) in contingency funding and Board designated reserves, we can anticipate unforeseen revenue or expense swings. This is an improvement over the 2018 budget which had 1.21% contingency funding after all contingency was depleted following 2016. With our cash position improving and a healthy contingency, we are well prepared heading into our major capital project on our main campus.

### Tax Levy Funding

Tax levy funding for 2019 is 8.99% of total funding, down from 11.44% in 2018. In 2019, we are eliminating \$1,125,287 in Marathon County tax levy funding from our budget. When the State of Wisconsin transitioned Counties to Family Care, all Counties were given an annual liability responsibility to pay for these services they were previously

...continued

responsible for. Prior to Family Care, NCHC provided these services on behalf of the County. The annual liability payment is \$1,125,287 for Marathon County and is intended to remain in perpetuity and not change.

Each year the County has given NCHC tax levy for the family care liability, for which the County then receives the bill for the liability, and NCHC uses the tax levy from the County to pay the bill.

We are giving Marathon County back the tax levy, dollar for dollar, to pay this liability directly. It does not make sense to move these funds back and forth. Langlade and Lincoln County both pay the liability directly and this would equalize the approach within the partnership. Plus, the current payment mechanism artificially inflates Marathon County tax levy support for programming when none of the tax levy is used for current programming but instead is used to pay the County's liability.

### **Capital Funding**

In 2019 we will begin our first phase of our \$73M main campus renovation. We are actively working to invest in future growth through our capital funding while also maintaining our important physical assets. Targeted annual capital expense (combination of new capital spending and depreciation) is currently set at 5% of the annual operating budget. The 2018 budget was finalized with a 4.28% rate. In 2019, we have the capital funding rate set at 3.82% (\$2,675,647 total; \$1,743,000 in depreciation expense and \$932,647 in new capital spending). While we are below our target, we are clearing room in our capital and operating budgets to absorb the annual debt service related to our upcoming main campus renovation. These expenses should take us well over our 5% target and will be phased in over the next 2-4 years.

### **Key Priorities for 2019**

Both the North Central Community Services Program Board and the Retained County Authority Committee have given us priorities for the 2019 budget, which we are prepared to deliver with the 2019 budget that we are submitting to you. Here are our priorities for 2019:

#### Develop NCHC into a Learning Organization

A learning organization has five core elements, cultivated by and within the organization. We have made a large investment in our Organizational Development program to operationalize this strategy in 2019. This includes converting our Learning Management Software and Competency systems, funding for new Instructional Designer and Director of Medical Staff Relations positions, and a complete overhaul to our budgeting for professional development. The Director of Medical Staff Relations position will be primarily engaged in the coordination of Graduate Medical Education here at NCHC, a very important investment for NCHC. We have also dedicated training resources towards enhanced suicide awareness and prevention, de-escalation, and a robust management training program in 2019.

#### Build Medical Staff and Physician Leadership Capacity

The 2019 Budget achieves our objective of funding 8.0 FTE's of employed Psychiatrists. We have 6.0 FTE's filled currently with employed Psychiatrists and are confident our positions will all be filled by this time next year. We will have achieved our objective of building our Medical Staff to 8 Psychiatrists, and we are two to three years ahead of schedule. Our 2019 budget also supports our scaling of the Central Wisconsin Psychiatry Residency program to support the 9 residents we will have next year and our build out of PGY3. In 2019, investments in Physician Leadership and support will continue as we become a Physician led organization.

#### Refresh our Information Services Platform

Moving into 2019 we will have our new nursing home electronic medical records system come online and will transition into implementing our new Human Resources Information System platform. We will complete these two projects in 2019 and start into our major refresh of our electronic medical records system for our behavioral health programs. By the end of 2021, we will have refreshed our five core systems and put them into an ongoing five year review cycle going forward. Major achievements await us.

...continued



#### Create a Comprehensive Community-Based Substance Abuse Strategy

The 2019 Budget includes \$25,000 in consulting services to start to develop a framework to have a broad-based community-based substance abuse strategy. Similar projects have been deployed across the United States. The NCCSP Board will have this project as a major initiative in 2019.

#### Develop a Comprehensive Youth Crisis Stabilization Service Continuum

We remain committed to building an 8-bed unit here on our main campus in 2019. The unit was approved in the Master Facility Plan and will be one of the first phases in construction. It remains our best strategy. The unit will be built to be easily convertible between a Community-Based Rehabilitation Facility (CBRF) and Hospital licensure. We continue to pursue building out our Child & Adolescent Psychiatry services for this purpose as well as with general Outpatient needs. Our main objective is to develop a comprehensive 24/7 Youth Crisis stabilization program that meets our partners' needs. We will continue to work with RCA on developing this strategy into 2019.

#### Clarification and Communication of Services Provided and Access

Point of access improvements are in store for 2019. We are updating our switchboard operations away from the current automated call attendant experience. During key business and after-hour time slots, we will have a live person answer our main number. High level training will be provided to get people connected to services quicker and more accurately. Along with the switchboard investments, NCHC will have a completely overhauled website going into 2019. The website will improve access and experience by being mobile responsive and capable. Our Marketing and Communications team will focus on updating all of our program materials along with coordinating more targeted outreach in 2019.

#### Improved Data Sharing between NCHC and County Sheriff's Offices, Social Service Departments, and Schools

We are committed to improving data sharing between NCHC and our partners. This is a complicated issue but the intention is pure. We will overcome the hurdles to improve care coordination through data sharing initiatives in 2019. A main focus of our efforts here will be to coordinate data to improve care for individuals in crisis or who are high utilizers.

In summary and to put it simply, there is nothing at NCHC that is not moving or changing. We continue to mold our changing organization around a strong culture. There is a lot going on in order for us to become the best version of ourselves. We are becoming more and more encouraged by our progress despite knowing there is a lot ahead of us. Going into and throughout 2019, we will work with both the NCCSP Board and RCA Committee to bring these priorities to life. I have great faith in our ability to deliver, as we have delivered on all of 2018 Budget Priorities we committed to, and we intend to keep our promises.

Lastly, this year's budget is another impressive representation of our management team's ability and as always, Brenda Glodowski, our Chief Financial Officer's expertise. Brenda has continued to deliver on our enhanced budgeting process and document we introduced two years ago. Countless hours of planning and review go into delivering a budget with results I've only begun to highlight. As a Board, I can assure you that you represent a community who is receiving great services from the people who have the privilege and opportunity to work at North Central Health Care every day. We truly appreciate what we get to do on your behalf.

Here is to *Constructing a Compelling Future* together!



Michael Loy, CEO  
North Central Health Care

## EXECUTIVE SUMMARY

**Brenda Glodowski**  
*Chief Financial Officer*

The 2019 budget reflects another year of operational growth. The increase from 2018 budget to 2019 budget is \$3,411,682, which reflects a 5.1% increase. The 5 to 50 Vision targets a 3 to 5% annual growth for achieving financial viability and growth. This budget anticipates growth beyond the annual target and the level of this budget is comparable to the 2022 projection. This is a reflection of growth at a more rapid pace than what had been targeted. The growth is being achieved with no additional request of county levy. An overview of general budget assumptions and other service line highlights are provided in this summary.

### GENERAL BUDGET ASSUMPTIONS

The budget includes 2.5% again this year for employee merit increases, which equates to \$728,000. The second phase of the nursing wage adjustments is also included, which is equal to \$162,000. This was approved in 2018; with phase one being implemented in 2018. These adjustments were needed to bring the nursing wages back in line with the market. A 5% salary vacancy factor is in place for programs with over 20 FTE's and \$1,000,000 of salaries. There are 10 programs that fall into these criteria, with a combined dollar impact of \$882,000. The overall FTE's for the organization increases from 699 in 2018 to 714 for 2019, or an overall increase of 15 FTE's.

Employee benefits increase overall 7.22% compared to the 2018 budget. The majority of this increase is in health insurance, which increases \$600,000. With the addition of staff over the past two years, the enrollment in the insurance plan has increased in addition to health care costs continuing to increase. The WI Retirement System rate is decreasing again for 2019, going from 13.4% to 13.10%. The employer and employee both share in the decrease, with each seeing a .15% decrease. This has an impact of about \$70,000 to the organization. Unemployment claims have been decreasing over the past two years. A decrease of \$10,000 is included in unemployment for 2019. FICA and retirement are based on salaries, which also increase as salaries increase.

As the organization moves towards being a learning organization, organizational development is centralized for staff developments. Staff development funds are being moved from program budgets into organizational development to be centrally managed. Additional funding is going to organizational development with the addition of a position and educational software to enhance development opportunities for employees.

...continued





## EXECUTIVE SUMMARY

### SERVICE LINE HIGHLIGHTS

The setup of Program Service Lines was introduced with the 2018 budget. The service lines represented are Behavioral Health Services, Community Behavioral Health Services, Community Living Services, Other Services, Mount View Care Center, and Pharmacy.

Behavioral Health Services includes Inpatient and the State Institutes, Crisis CBRF, the Medically Monitored Treatment (MMT) Program, and Crisis Services. Additional nursing and an advanced practice registered nurse (APNP) are being added to the hospital due to the complexity of the patients coming into the hospital. In addition, more Crisis Professionals are being added to Crisis. There is revenue to offset some of the additional expenses. The revenue will come from billable services as well as an increase in WIMCR (WI Medicaid Cost Reporting). The stipend support and psychiatry supervision for the residency program increases in 2019. However, there is a Graduate Medical Education payment (GME) from Medicare included to offset these costs.

Community Behavioral Health Services includes Outpatient, Psychiatry Services, Community Treatment and Clubhouse. This service line sees significant growth again for 2019. Community Treatment and Clubhouse do see some additional growth again, mostly provided by contract providers. As Community Treatment grows, so does the funding. Changes in this area are usually offset by new revenue. The most significant increase in this budget is with Psychiatry Services. There is an increase of 3.0 Psychiatrists and a 1.0 Nurse Practitioner. Some of the expense is being offset by a reduction in contracted provider services and additional billable services.

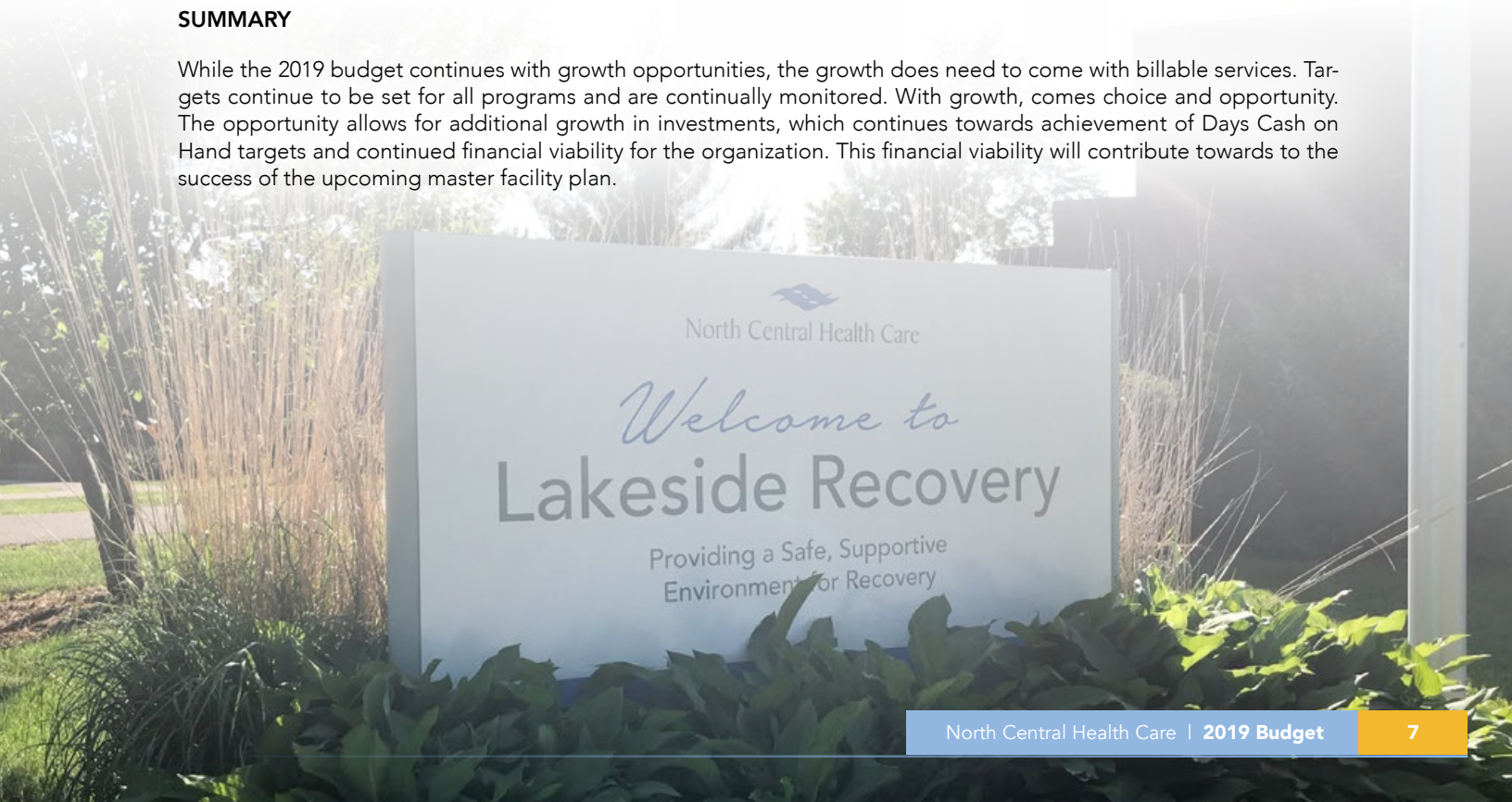
Community Living Services includes Day Services and Residential. Day Services is seeing some decrease in services as more clients are moving to community-based services. Residential Services is pretty consistent with the prior year. No tax levy is utilized in this service line.

Other Services includes Birth to Three, Adult Protective Services, Demand Transportation and Aquatic Services. Birth to Three reduced a Speech Therapist position, so there is some decrease in billable revenue. In addition, the required Maintenance of Effort (MOE) that is set by the State has decreased for this program. The MOE is a required amount the program is to contribute in order to utilize the grant funding. This contribution comes from tax levy. Aquatic Services is seeing an increase of reliance on tax levy. It is still anticipated that when the new pool is built, the reliance on tax levy will decrease.

Mount View Care Center and the Pharmacy are both seeing growth. The growth in these programs is offset with increased revenue. The nursing home rates are more favorable than they have been in many years. The Medicaid reimbursement formula is expected to add significant additional funding, which will improve the Medicaid rates. Pharmacy continues to see an increase in the number of prescriptions being filled.

### SUMMARY

While the 2019 budget continues with growth opportunities, the growth does need to come with billable services. Targets continue to be set for all programs and are continually monitored. With growth, comes choice and opportunity. The opportunity allows for additional growth in investments, which continues towards achievement of Days Cash on Hand targets and continued financial viability for the organization. This financial viability will contribute towards the success of the upcoming master facility plan.



## MISSION, VISION & CORE VALUES

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

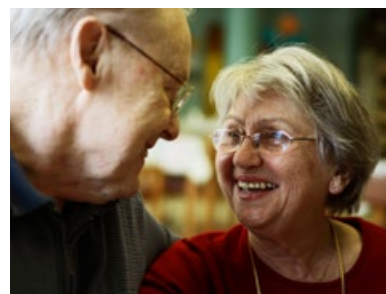
As the dawn of a new day began in 2017, it was time for a reboot on our Mission, Vision and Core Values. Our prior work in this regard was not fundamentally flawed as to require us to start over, but rather an externally focused perspective needed to be incorporated. As we listened to our community more closely in 2016, our Mission, Vision and Core Values became simpler, they more clearly define who we are, what we stand for, how we interact with people, and why every one of us works at North Central Health Care – because we can make a difference in the lives of individuals in our community.

*Our Mission:* **Langlade, Lincoln and Marathon Counties partnering together to provide compassionate and specialized care for people with complex behavioral and skilled nursing 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 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.

#### **PARTNERSHIP**

We are successful by building positive relationships by working across the organization and as a trusted County partner.

#### **CONTINUOUS IMPROVEMENT**

We embrace change, value feedback, creativity and the advancement of excellence



## CULTURE

There is a lot of talk about culture out there. Culture is about creating the right environment and structures for success. Culture at NCHC starts with the foundation of our Mission, Vision and Core Values. Culture at North Central Health Care focuses on three key elements for success:

***Do the right thing, work to the best of your ability and care about people.***

We experience the presence of our culture each day, good or bad. We want to create a culture to influence people in a positive way, a culture where if people are willing to violate the statement above they will feel very uncomfortable. In late 2016, a team from North Central Health Care was charged with developing our approach to building our culture around Person Centered Service. The development of the model allowed NCHC to create a customer service approach distinctly our own.



Person-Centered Service is about serving others through effective communication, listening to understand and building meaningful relationships. The Person-Centered Service model provides a framework and common language for everyone across NCHC, regardless of where they work. The model helps make NCHC a great place to work, an organization we are all proud of, that has a great reputation.

A few key points of emphasis in the Person-Centered Service model:

- ★ The model is surrounded by a ring of communication – a lack of communication is the first thing that breaks down between people and teams. We have to ensure we are excellent communicators.
- ★ The Service Excellence Star connects with our service excellence vision of quality and connects Person-Centered Service with our dashboard results.
- ★ The graphic of the four individuals represents that we are family and we are serving people as if they are *our* family.
- ★ Our Core Values hold together our Person-Centered Service approach and we serve others based on the following service-focused concepts:
  - Proactive Approach & Caring Attitude
  - Culture of Trust & Safety
  - Values & Respect Based
  - Choice, Input & Involvement

Our NCHC team has been using the Person-Centered Service model as the support structure to continue to develop our culture. So far there has been some amazing momentum created to carry us into 2018 and beyond.





## NORTH CENTRAL COMMUNITY SERVICES PROGRAM BOARD OF DIRECTORS

The North Central Community Services Program is a governmental organization established by the counties of Langlade, Lincoln, and Marathon, and is governed by a Board of Directors 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 and offices located in Merrill, Tomahawk, and Antigo.



**Jeff Zriny, Board Chair**

- Marathon County
- Joined April 2014
- Retired President/CEO, Wausau Region Chamber of Commerce
- Retired, Health Insurance Executive
- Marathon County Board Supervisor



**Norbert Ashbeck**

- Lincoln County
- Joined April 2018
- Retired Director of Radiology for Good Samaritan Hospital, Merrill
- Lincoln County Board Supervisor



**Ben Bliven**

- Marathon County
- Joined February 2016
- Chief, Wausau Police Department



**Randy Balk**

- Marathon County
- Joined February 2016
- President/CEO Intercity State Bank



**Dr. Steve Benson**

- Marathon County
- Joined May 2016
- Clinical and Consulting Psychologist



**John Breske**

- Langlade County
- Joined April 2018
- Construction
- Langlade County Board Supervisor



**Jan Gulsvig**

- Marathon County
- Joined April 2018
- Registered Nurse, Licensed Nursing Home Administrator
- Co-Founder & Chief Operating Officer, Align



**Meghan Mattek**

- Langlade County
- Joined January 2018
- Community Health Improvement Specialist/Executive Assistant to CEO
- Aspirus Langlade Hospital



**William Metter**

- Marathon County
- Joined October 2010
- Retired, Information Technology
- Retired, Clergy



**Dr. Corrie Norrbom**

- Marathon County
- Joined October 2016
- Primary Care Physician
- WIPPS Health Policy Fellow
- Medical College of WI Faculty Navigator



**Rick Seefeldt**

- Marathon County
- Joined March 2017
- Marathon County Board Supervisor
- Former Dairy Farmer (42 years) and current Cash Crop Farmer



**Romey Wagner**

- Marathon County
- Joined April 2018
- Manager, Entrepreneurial & Education Center
- Marathon County Board Supervisor



**Robert Weaver**

- Lincoln County
- Joined April 2012
- Retired Plumbing Contractor
- Lincoln County Board Supervisor



**Theresa Wetzsteon**

- Marathon County
- Joined February 2017
- Marathon County District Attorney



## NORTH CENTRAL HEALTH CARE EXECUTIVE MANAGEMENT TEAM



**Michael Loy**  
Chief Executive Officer



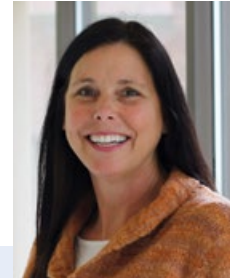
**Kim Gochanour**  
Nursing Home  
Operations



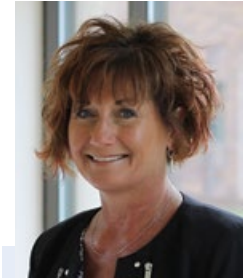
**Laura Scudiere**  
Human Services  
Operations



**Brenda Glodowski**  
Chief Financial Officer



**Sheila Zblewski**  
Information Technology

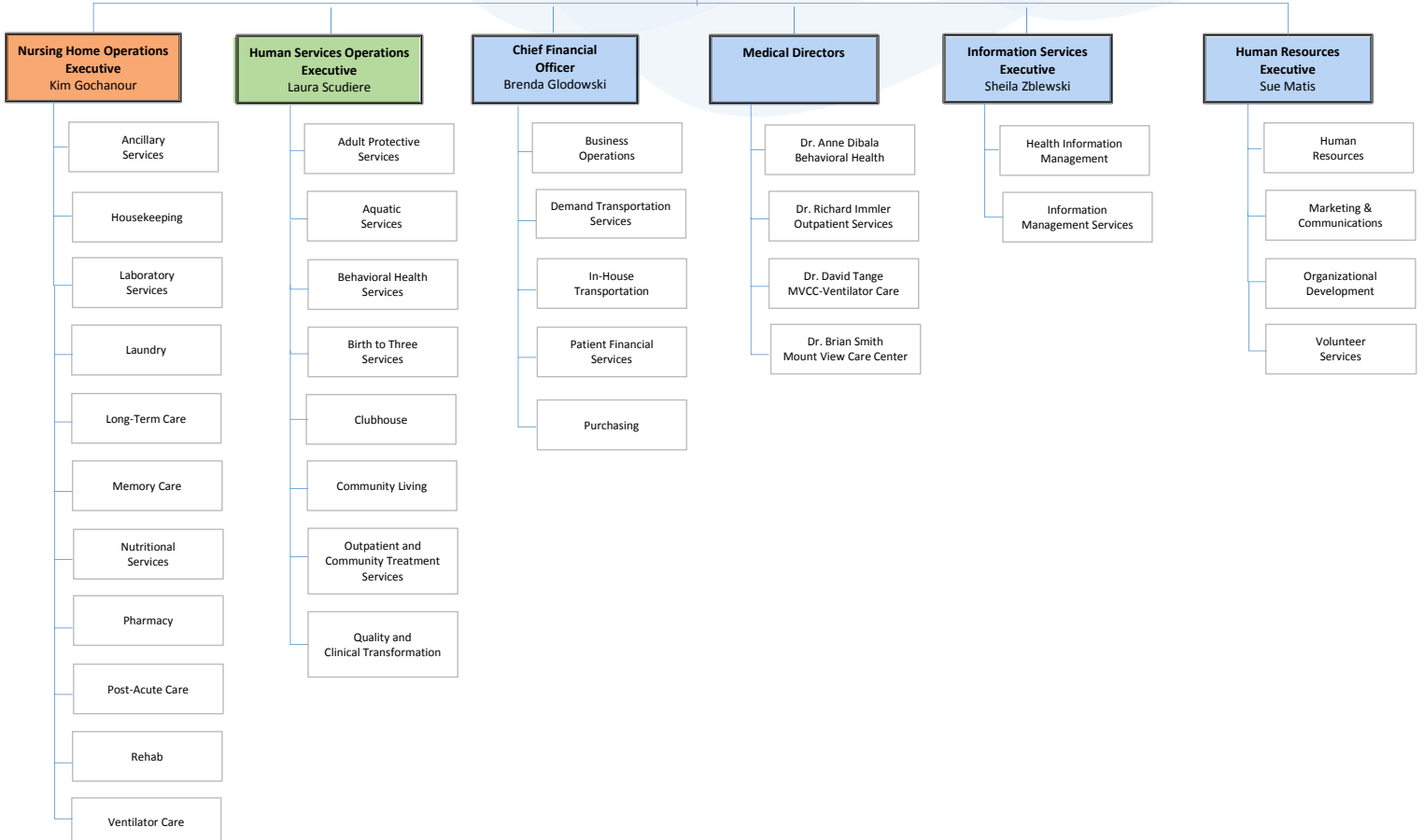


**Sue Matis**  
Human Resources

## ORGANIZATIONAL CHART

### NORTH CENTRAL COMMUNITY SERVICES PROGRAM BOARD

**Chief Executive Officer**  
Michael Loy



## LOOKING BACK – 2017 INDIVIDUALS SERVED BY COUNTY

| SERVICES   | MARATHON | LINCOLN | LANGLADE | 2016 TOTAL* | 2017 TOTAL*   |
|--|----------|---------|----------|-------------|---|
| Inpatient Psychiatric Care                                 | 521      | 85      | 73       | 787         | 739 people  |
| Community Treatment  | 524      | 138     | 102      | 680         | 764 people  |
| Community Corner Clubhouse                                 | 184      | 7       | 1        | 170         | 208 people  |
| Outpatient Services Counseling                             | 1,084    | 309     | 475      | 1,756       | 1,926 people  |
| Outpatient Psychiatric Care                                | 1,181    | 237     | 163      | 1,769       | 1,631 people  |
| Outpatient Services Substance Abuse                        | 1,515    | 336     | 406      | 1,845       | 2,291 people  |
| Residential Supported Apartments                           | 102      | /       | /        | 87          | 102 people  |
| Residential CBRF   | 50       | /       | /        | 34          | 50 people   |
| Substance Abuse Day Treatment                              | 63       | 9       | 11       | 64          | 85 people   |
| Medically Monitored Treatment for Drug & Alcohol Addiction | 96       | 11      | 14       | 120         | 123 people  |
| OWI Assessments  | 612      | 93      | 99       | 885         | 804 assessments   |
| Driving with Care  | 16       | /       | /        | 9           | 16 people   |
| Inpatient Detoxification                                   | 86       | 5       | 2        | 326         | 100 people  |
| Crisis Stabilization                                       | 101      | 5       | 7        | 176         | 123 people  |
| Mobile Crisis Care (Adult/Youth)                           | 1,872    | 358     | 321      | 1,902       | 2,765 assessments                                       |
| Adult  | 938      | 199     | 154      | 1,019       | 1,426 adults  |
| Youth  | 327      | 40      | 51       | 379         | 442 youth   |
| Adult Day Services   | 61       | /       | 41       | 107         | 107 people  |
| Birth to Three   | 300      | 56      | 40       | 446         | 400 people  |
| Children's Long Term Support                               | /        | 44      | 21       | 47          | 65 people   |
| Prevocational Services                                     | 108      | 3       | 32       | 165         | 147 people  |
| Demand Transportation                                      | 590      | 18      | 5        | 725         | 657 people  |
| Adult Protective Services                                  | 316      | 44      | 76       | 492<br>596  | 436 people<br>578 Adult/Elder<br>At-Risk Investigations |
| Aquatic Services   | 431      | 23      | 5        | 604         | 490 people  |
| Post-Acute Rehabilitation                                  | 187      | 4       | 5        | 239         | 229 people  |
| Dementia Care  | 142      | 4       | 3        | 162         | 155 people  |
| Long Term Care   | 46       | /       | /        | 92          | 54 people   |

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





## BUDGET PRIORITIES & GUIDELINES

The Agreement for the Joint Sponsorship of Community Programs between Langlade, Lincoln and Marathon Counties requires the Retained County Authority (RCA) Committee to provide budget guidelines and priorities to the NCCSP Board prior to the development of each year's budget by June 1st. The RCA approved the budget guidelines and priorities listed below at their May 31, 2018 meeting and presented these priorities to the NCCSP Board the same day. The budget guidelines were unchanged by the RCA. The 2019 Budget is being presented in a similar format as the 2018 budget which was inclusive of all prior budget guidelines.

### 2019 RETAINED COUNTY AUTHORITY COMMITTEE BUDGET PRIORITIES

The RCA did develop three new budget priorities for 2019. North Central Health Care is presenting a 2019 budget that includes the following priorities, in the order of importance, in addition to a maintenance of effort in all other programs.

#### 1) Develop a Comprehensive Youth Crisis Stabilization Service Continuum

Departments of Social Services, law enforcement, and other stakeholders within each of the three member counties continue to express significant need for a comprehensive continuum of care related to youth crisis, including improving the timeliness of youth crisis assessments; improving the staffing of youth crisis stabilization chairs, developing increased capacity for local crisis stabilization, and educating the member counties and local partners on these services and how to access them.

#### 2) Clarification and Communication of Services Provided and How They Can Be Accessed

As NCHC programs and services have expanded and have been modified to improve quality and access, member county stakeholders and community partners have expressed a lack of clarity on the nature of the services/programs, what populations the services/programs are intended to serve, and how the services/programs can be accessed. Member county departments and stakeholders would benefit from a clear, easy-to-use resource and an education plan.

#### 3) Improved Data Sharing Between NCHC and County Sheriff's Offices, Social Service Departments, and Schools

Ongoing efforts within Marathon County to identify and develop strategies to more effectively case manage "high utilizers" within its County Jail and the NCHC Psychiatric Hospital, have highlighted the need for more effective sharing of information between NCHC and member county departments. Improved data sharing processes and procedures between NCHC and the member counties can also be built upon to create similar processes and procedures for other community organizations, such as schools and medical providers.

The Proposed 2019 Budget includes support to operationalize all of the budget priorities identified by the Retained County Authority Committee.



## 2019 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 now be reflected in each County budget to ensure transparency of taxpayer support. The following is the levy request detail for each program by county for 2019.

### DIRECT SERVICES

Direct Services programs have specific locations in each County therefore the revenues and expenses can be directly reported to these programs. There is no tax levy support for Direct Services.

### SHARED SERVICES

Shared Services programs requiring levy are detailed below. Shared Services programs are based in Marathon County but each County has equal access to their use. All revenues and expenses for these programs are proportionately allocated based on population with the exception of Birth to Three. Birth to Three is based on the number of children enrolled in each County as they are served in the homes of County residents. Allocations based on population are reviewed every five years per the Agreement between the counties. Most recently this was reviewed in 2015. Currently this equates to an allocation of 11% for Langlade County, 15% for Lincoln and 74% for Marathon County. Levy numbers below may not represent these percentages precisely as the grants and base county allocations from the State vary by County.

| SHARED SERVICES         | LANGLADE         | LINCOLN          | MARATHON           | TOTAL              |
|-------------------------|------------------|------------------|--------------------|--------------------|
| Inpatient Hospital      | \$ -             | \$88,324         | \$208,852          | \$297,176          |
| Lakeside Recovery (MMT) | \$ -             | \$-              | \$218,116          | \$218,116          |
| Crisis                  | \$52,159         | \$296,224        | \$1,356,802        | \$1,705,185        |
| Protective Services     | \$59,310         | \$80,876         | \$398,991          | \$539,177          |
| Birth to Three          | \$88,297         | \$112,378        | \$513,729          | \$714,404          |
| Contract Services       | \$98,717         | \$134,614        | \$664,096          | \$897,427          |
| <b>TOTAL</b>            | <b>\$298,483</b> | <b>\$712,416</b> | <b>\$3,360,586</b> | <b>\$4,371,486</b> |

### MARATHON COUNTY ONLY PROGRAMS

North Central Health Care operates a number of programs directly for Marathon County that require tax levy support to operations. The largest program is Mount View Care Center (MVCC).

|                               |                    |
|-------------------------------|--------------------|
| Community Corner Clubhouse    | \$92,000           |
| Aquatic Therapy Pool          | \$342,345          |
| MVCC - Long Term Care         | \$428,000          |
| MVCC - Legacies Dementia Care | \$1,072,000        |
| <b>TOTAL</b>                  | <b>\$1,934,345</b> |

### TOTAL TAX LEVY REQUEST FOR 2019

|                        | LANGLADE         | LINCOLN          | MARATHON           | TOTAL              |
|------------------------|------------------|------------------|--------------------|--------------------|
| <b>TOTAL 2019 LEVY</b> | <b>\$298,483</b> | <b>\$712,416</b> | <b>\$5,294,932</b> | <b>\$6,305,831</b> |



## BUDGET & FINANCIAL STATEMENTS

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## DEFINITION OF TERMS

**Self-Pay:** Funding received from the patient.

**Medicare:** Medicare is a federal governmental program, providing funding for the elderly and qualified disabilities.

**Medicaid:** Medicaid is a state governmental program, providing funding for those with lower income. Medicaid may include care services and also managed care, such as Family Care.

**Insurance:** Funding from commercial insurance.

**WIMCR (WI Medicaid Cost Reporting)/CCS Reconciliations:** Additional Medicaid funding available for specific programs intended to offset some of the Medicaid deficits in governmental organizations. This funding is available for certified programs in governmental organizations.

**Supplemental Payment:** Additional funding available for nursing homes intended to offset some of the Medicaid deficit. This funding is only available to governmental nursing homes.

**AODA Block Grant (Alcohol and Other Drug Abuse):** Funding used for alcohol and substance abusers, prevention and intervention programs, and programs and services for women and youth; 20% of funds must be used for prevention programming and at least 10% must be expended on programs and services designed for women. It is also known as SAPTG (Substance Abuse Prevention and Treatment Block Grant).

**MH Block Grant (Mental Health Block Grant):** Funding used in mental health priority program areas, which may include Community Support Programs, Supported Housing, Jail Diversion, Crisis Intervention, Family and Consumer Peer Support and Self-Help, Programs for Persons with Mental Illness and Substance Abuse Problems, and Community Mental Health Data Set Development.

**IDP Funds (Intoxicated Driver Program):** Funding used to cover costs resulting in unanticipated deficits in the county's IDP funding.

**CST Expansion (Coordinated Service Teams):** Funding used to expand mental health services to youth and families.

**Certified MH Program (Certified Mental Health):**

Funding used for the purpose of matching funds to federal financial participation for Medicaid-covered services provided by a program that is certified by the department under DHS 34, Subpart III (Crisis Intervention); DHS 36 (Comprehensive Community Services); or DHS 63 (Community Support Services).

**85.21 Transportation Grant:** Funding used to provide transportation to elderly and disabled residents of Marathon County.

**Children's LTS (Children's Long Term Support):**

Funding used to provide a range of different services for children who are living at home or in the community and have substantial limitations in multiple daily activities as the result of developmental disabilities, severe emotional disturbances, and/or physical disabilities.

**Family Support (Family Support for Families Who Have a Child with Severe Disabilities-FSP):**

Funding used for families of a child with severe disabilities to purchase goods or services not funded through other sources that will enable the child to reside with his/her parent(s), reduce stress in the family, and avoid out-of-home placement. This is limited to \$3,000 per family annually.

**APS Grant (Adult Protective Services):** Funding used for Adults-At-Risk (AAR) programming and Adult Protective Services (APS), encompassing core services such as response and reporting of alleged abuse, neglect, or exploitation; short term protective interventions, court-required reviews, and longer term case management if required by certain circumstances. Also includes Elder Abuse/Neglect Funding (EAN) which provides funding for direct services to victims of elder abuse, neglect, self-neglect, and/or financial exploitation through the provision of early intervention services for individuals being identified as being at risk.

**Birth To Three Grant:** Funding used for development administration and provision of early intervention services to eligible infants and toddlers with disabilities and their families.

**OWI Surcharges (Operating While Intoxicated):**

Funding received for providing court-ordered assessments to OWI offenders.



**COP (Community Option Program):** Funding of last resort to conduct assessments, develop care plans, and to provide community-based services to individuals who otherwise would be at risk of institutional care.

**IMD-OBRA (Institute for Mental Disease/Special Relocation Funds):** Funding used to pay for the cost of community-based care and services to any person who has a mental illness and is 22 through 64 years of age at the time the person is relocated from an Institution for Mental Disease (IMD) or a Medicaid-certified nursing facility (NF) in accordance with the requirements of s. 46.268 Stats.

**DVR (Division of Vocational Rehabilitation):** Funding used to coordinate supported employment services for individuals with mental illness.

**Contracted Services:** Funding provided through a contract. This could be a contract with an organization, another county, a provider, etc.

**Other:** Other sources of funding included in direct service programs related to their programs. This could include such items as donations, reimbursement for meals provided in programs such as Day Services, or other funding related to a specific program.

**Allocated Revenue:** Revenue received in overhead programs and allocated to revenue generating programs. This includes such items as medical record sales, rebates, purchasing discounts, cafeteria sales, interest income, etc.

**Base County Allocation:** This is also referred to as Community Aids. This is funding from the State as additional funding for programs providing services to those funded by Medicaid. This may be used as required Medicaid Match and/or to help offset Medicaid deficits.

**County Appropriations (Tax Levy):** Funding received directly from the sponsoring counties.



## 2019 COMBINING STATEMENT OF REVENUE & EXPENSES

|  | 2019 BUDGET:        |                              |                     | 2018 BUDGET:        |                              |                     |
|--|---------------------|------------------------------|---------------------|---------------------|------------------------------|---------------------|
|  | TOTAL               | HUMAN SERVICES<br>OPERATIONS | NURSING<br>HOME     | TOTAL               | HUMAN SERVICES<br>OPERATIONS | NURSING<br>HOME     |
| <b>REVENUE</b>                         |                     |                              |                     |                     |                              |                     |
| Net Patient Service Revenue            | \$51,821,900        | \$31,939,900                 | \$19,882,000        | \$48,948,800        | \$29,965,800                 | \$18,983,000        |
| <b>Other Revenue</b>                   |                     |                              |                     |                     |                              |                     |
| State Match/Addendum                   | \$2,242,500         | \$2,242,500                  | \$0                 | \$2,130,700         | \$2,130,700                  | \$0                 |
| State Grant-in-Aid                     | \$5,017,805         | \$5,017,805                  | \$0                 | \$3,901,436         | \$3,901,436                  | \$0                 |
| Department and Other Revenue           | \$4,472,623         | \$3,141,324                  | \$1,331,299         | \$3,936,924         | \$2,581,644                  | \$1,355,280         |
| Counties' Appropriations               | \$6,305,832         | \$4,805,832                  | \$1,500,000         | \$7,631,118         | \$5,931,118                  | \$1,700,000         |
| <b>Total Other Revenue</b>             | <b>\$18,038,760</b> | <b>\$15,207,461</b>          | <b>\$2,831,299</b>  | <b>\$17,600,178</b> | <b>\$14,544,898</b>          | <b>\$3,055,280</b>  |
| <b>TOTAL REVENUE</b>                   | <b>\$69,860,660</b> | <b>\$47,147,361</b>          | <b>\$22,713,299</b> | <b>\$66,548,978</b> | <b>\$44,510,698</b>          | <b>\$22,038,280</b> |
| <b>EXPENSES</b>                        |                     |                              |                     |                     |                              |                     |
| Direct Expenses                        | \$50,287,727        | \$36,961,585                 | \$13,326,142        | \$48,249,430        | \$34,749,521                 | \$13,499,909        |
| Indirect Expenses                      | \$19,822,933        | \$10,435,776                 | \$9,387,157         | \$18,449,548        | \$9,911,177                  | \$8,538,371         |
| <b>TOTAL EXPENSES</b>                  | <b>\$70,110,660</b> | <b>\$47,397,361</b>          | <b>\$22,713,299</b> | <b>\$66,698,978</b> | <b>\$44,660,698</b>          | <b>\$22,038,280</b> |
| Operating Income (Loss)                | (\$250,000)         | (\$250,000)                  | \$0                 | (\$150,000)         | (\$150,000)                  | \$0                 |
| <b>Nonoperating Gains /(Losses)</b>    |                     |                              |                     |                     |                              |                     |
| Interest Income                        | \$250,000           | \$250,000                    | \$0                 | \$150,000           | \$150,000                    | \$0                 |
| Gain/(loss) Disposal of Assets         |                     |                              |                     |                     |                              |                     |
| <b>Total Nonoperating Gains (Loss)</b> | <b>\$250,000</b>    | <b>\$250,000</b>             | <b>\$0</b>          | <b>\$150,000</b>    | <b>\$150,000</b>             | <b>\$0</b>          |
| <b>Income (Loss)</b>                   | <b>\$0</b>          | <b>\$0</b>                   | <b>\$0</b>          | <b>\$0</b>          | <b>\$0</b>                   | <b>\$0</b>          |



## 2019 BUDGET TO BUDGET COMPARISON

|   | 2019<br>BUDGET<br>REVENUE | 2019<br>BUDGET<br>EXPENSE | VARIANCE<br>FUNDED BY<br>STATE BCA/<br>APPROPRIATION | 2018<br>BUDGET<br>REVENUE | 2018<br>BUDGET<br>EXPENSE | VARIANCE<br>FUNDED BY<br>STATE BCA/<br>APPROPRIATION |
|---|---------------------------|---------------------------|--|---------------------------|---------------------------|--|
| <b>BEHAVIORAL HEALTH SERVICES</b>           |                           |                           |  |                           |                           |  |
| Inpatient                                   | \$5,073,412               | \$6,665,985               | (\$1,592,573)  | \$4,653,828               | \$6,029,616               | (\$1,375,788)  |
| Contract Services (State Institutes)        | \$0                       | \$897,427                 | (\$897,427)  | \$0                       | \$905,919                 | (\$905,919)  |
| CBRF  | \$867,893                 | \$867,893                 | \$0  | \$1,011,583               | \$1,011,583               | \$0  |
| Crisis Services                             | \$565,559                 | \$2,686,454               | (\$2,120,895)  | \$349,047                 | \$2,670,983               | (\$2,321,936)  |
| Lakeside Recovery (MMT)                     | \$505,192                 | \$799,943                 | (\$294,751)  | \$506,645                 | \$998,688                 | (\$492,043)  |
| <b>Subtotal: Behavioral Health Services</b> | <b>\$7,012,056</b>        | <b>\$11,917,702</b>       | <b>(\$4,905,646)</b>                                 | <b>\$6,521,103</b>        | <b>\$11,616,789</b>       | <b>(\$5,095,686)</b>                                 |
| <b>COMMUNITY SERVICES</b>                   |                           |                           |  |                           |                           |  |
| Outpatient Services                         | \$4,263,717               | \$7,645,780               | (\$3,382,063)  | \$2,746,925               | \$5,786,650               | (\$3,039,725)  |
| Community Treatment                         | \$11,893,649              | \$11,991,650              | (\$98,001)   | \$11,624,623              | \$11,791,362              | (\$166,739)  |
| Clubhouse                                   | \$504,099                 | \$596,099                 | (\$92,000)   | \$399,251                 | \$491,251                 | (\$92,000)   |
| <b>Subtotal: Community Services</b>         | <b>\$16,661,465</b>       | <b>\$20,233,529</b>       | <b>(\$3,572,064)</b>                                 | <b>\$14,770,799</b>       | <b>\$18,069,263</b>       | <b>(\$3,298,464)</b>                                 |
| <b>COMMUNITY LIVING SERVICES</b>            |                           |                           |  |                           |                           |  |
| Day Services                                | \$1,816,254               | \$1,816,254               | \$0  | \$2,080,254               | \$2,080,254               | \$0  |
| Residential Services-Group Homes            | \$2,000,000               | \$2,000,000               | \$0  | \$1,937,000               | \$1,937,000               | \$0  |
| Residential Services-Apartments             | \$2,384,000               | \$2,384,000               | \$0  | \$2,317,000               | \$2,317,000               | \$0  |
| <b>Subtotal: Community Living</b>           | <b>\$6,200,254</b>        | <b>\$6,200,254</b>        | <b>\$0</b>   | <b>\$6,334,254</b>        | <b>\$6,334,254</b>        | <b>\$0</b>   |
| <b>OTHER SERVICES</b>                       |                           |                           |  |                           |                           |  |
| Birth To Three                              | \$847,654                 | \$1,562,058               | (\$714,404)  | \$950,625                 | \$1,785,737               | (\$835,112)  |
| Protective Services                         | \$234,710                 | \$773,887                 | (\$539,177)  | \$241,379                 | \$780,556                 | (\$539,177)  |
| Demand Transportation                       | \$438,235                 | \$438,235                 | \$0  | \$431,235                 | \$431,235                 | \$0  |
| Aquatic Services                            | \$801,463                 | \$1,143,809               | (\$342,346)  | \$792,100                 | \$1,006,215               | (\$214,115)  |
| <b>Subtotal: Other Services</b>             | <b>\$2,322,062</b>        | <b>\$3,917,989</b>        | <b>(\$1,595,927)</b>                                 | <b>\$2,415,339</b>        | <b>\$4,003,743</b>        | <b>(\$1,588,404)</b>                                 |
| <b>NURSING HOME</b>                         |                           |                           |  |                           |                           |  |
| Daily Services                              | \$18,793,781              | \$21,361,335              | (\$2,567,554)  | \$18,314,067              | \$20,942,719              | (\$2,628,652)  |
| Rehab and Ancillary Services                | \$2,419,518               | \$1,351,964               | \$1,067,554  | \$2,024,213               | \$1,095,561               | \$928,652  |
| <b>Subtotal: Nursing Home</b>               | <b>\$21,213,299</b>       | <b>\$22,713,299</b>       | <b>(\$1,500,000)</b>                                 | <b>\$20,338,280</b>       | <b>\$22,038,280</b>       | <b>(\$1,700,000)</b>                                 |
| Pharmacy                                    | \$5,127,887               | \$5,127,887               | \$0  | \$4,636,649               | \$4,636,649               | \$0  |
| <b>TOTALS</b>                               | <b>\$58,537,024</b>       | <b>\$70,110,660</b>       | <b>(\$11,573,637)</b>                                | <b>\$55,016,424</b>       | <b>\$66,698,978</b>       | <b>(\$11,682,554)</b>                                |
| Base County Allocation                      | \$5,017,805               |                           | \$5,017,805  | \$3,901,436               |                           | \$3,901,436  |
| County Appropriation                        | \$6,305,831               |                           | \$6,305,831  | \$7,631,118               |                           | \$7,631,118  |
| Nonoperating Revenue                        | \$250,000                 |                           | \$250,000  | \$150,000                 |                           | \$150,000  |
| <b>TOTAL REVENUE/EXPENSE</b>                | <b>\$70,110,660</b>       | <b>\$70,110,660</b>       | <b>\$0</b>   | <b>\$66,698,978</b>       | <b>\$66,698,978</b>       | <b>\$0</b>   |



## 2019 BUDGET BY COUNTY

### HUMAN SERVICES OPERATIONS

|   | LANGLADE           | LINCOLN            | MARATHON            | TOTAL               |
|---|--------------------|--------------------|---------------------|---------------------|
| <b>PROGRAM REVENUE</b>                                  |                    |                    |                     |                     |
| Direct Services   | \$2,878,785        | \$2,790,759        | \$12,791,663        | \$18,461,207        |
| Shared Services   | \$1,234,782        | \$1,408,785        | \$11,091,063        | \$13,734,630        |
| Base County Allocation                                  | \$798,531          | \$829,977          | \$3,389,298         | \$5,017,806         |
| <b>TOTAL PROGRAM REVENUE</b>                            | <b>\$4,912,098</b> | <b>\$5,029,521</b> | <b>\$27,272,024</b> | <b>\$37,213,643</b> |
| <b>PROGRAM EXPENSES</b>                                 |                    |                    |                     |                     |
| Direct Services   | \$3,008,008        | \$3,022,334        | \$13,654,431        | \$19,684,773        |
| Shared Services   | \$2,218,003        | \$2,741,513        | \$17,625,185        | \$22,584,701        |
| <b>TOTAL COST OF SERVICES</b>                           | <b>\$5,226,011</b> | <b>\$5,763,847</b> | <b>\$31,279,616</b> | <b>\$42,269,474</b> |
| Excess Revenue/(Expenses)                               | (\$313,913)        | (\$734,326)        | (\$4,007,592)       | (\$5,055,831)       |
| Non-Operating Revenue                                   | \$15,430           | \$21,910           | \$212,660           | \$250,000           |
| County Appropriations                                   | \$298,483          | \$712,416          | \$3,794,932         | \$4,805,831         |
| Excess Revenue/(Expenses)<br>After County Appropriation | \$0                | \$0                | \$0                 | \$0                 |

### NURSING HOME

|   |  |  |                     |                     |
|---|--|--|---------------------|---------------------|
| <b>PROGRAM REVENUE</b>                                  |  |  |                     |                     |
| Nursing Home Revenue                                    |  |  | \$18,793,781        | \$18,793,781        |
| Nursing Home Ancillary Revenue                          |  |  | \$2,419,518         | \$2,419,518         |
| <b>TOTAL PROGRAM REVENUE</b>                            |  |  | <b>\$21,213,299</b> | <b>\$21,213,299</b> |
| <b>PROGRAM EXPENSES</b>                                 |  |  |                     |                     |
| Nursing Home Expenses                                   |  |  | \$21,361,335        | \$21,361,335        |
| Nursing Home Ancillary Expense                          |  |  | \$1,351,964         | \$1,351,964         |
| <b>TOTAL PROGRAM EXPENSES</b>                           |  |  | <b>\$22,713,299</b> | <b>\$22,713,299</b> |
| Excess Revenue/(Expenses)                               |  |  | (\$1,500,000)       | (\$1,500,000)       |
| Non-Operating Revenue                                   |  |  |                     |                     |
| County Appropriation                                    |  |  | \$1,500,000         | \$1,500,000         |
| Excess Revenue/(Expenses)<br>After County Appropriation |  |  | \$0                 | \$0                 |

### PHARMACY

|                           |  |  |             |             |
|---------------------------|--|--|-------------|-------------|
| Direct Services Revenue   |  |  | \$5,127,887 | \$5,127,887 |
| Direct Services Expense   |  |  | \$5,127,887 | \$5,127,887 |
| Excess Revenue/(Expenses) |  |  | \$0         | \$0         |





## 2019 BUDGET WITH COUNTY APPROPRIATION (TAX LEVY)

|   | 2019<br>BUDGET<br>EXPENSES | NET BILLED<br>REVENUE | GRANT<br>FUNDING   | SUPPL. PAY/<br>CCS/<br>WIMCR | OTHER<br>FUNDING   | MARATHON<br>CO MATCH | BASE CO<br>ALLOCATION | COUNTY<br>LEVY     | 2019<br>BUDGET<br>REVENUE | % OF<br>PROGRAM<br>FUNDED<br>BY LEVY |
|---|----------------------------|-----------------------|--------------------|------------------------------|--------------------|----------------------|-----------------------|--------------------|---------------------------|--------------------------------------|
| <b>BEHAVIORAL HEALTH SERVICES</b>           |                            |                       |                    |                              |                    |                      |                       |                    |                           |                                      |
| Inpatient                                   | \$4,950,409                | \$3,752,000           |                    |                              | \$366,384          | \$111,186            | \$423,664             | \$297,175          | \$4,950,409               | 6.00%                                |
| Hospital Psychiatry                         | \$1,715,576                | \$500,000             |                    |                              | \$333,104          | \$10,738             | \$871,734             | \$0                | \$1,715,576               | 0.00%                                |
| Contract Services (State Institutes)        | \$897,427                  | \$0                   |                    |                              | \$0                |                      | \$0                   | \$897,427          | \$897,427                 | 100.00%                              |
| CBRF  | \$867,893                  | \$653,000             |                    | \$200,000                    | \$7,151            | \$7,742              | \$0                   | \$0                | \$867,893                 | 0.00%                                |
| Crisis Services                             | \$2,686,454                | \$156,000             |                    | \$320,000                    | \$317,513          | \$22,046             | \$165,710             | \$1,705,185        | \$2,686,454               | 63.47%                               |
| Lakeside Recovery (MMT)                     | \$799,943                  | \$395,000             |                    | \$100,000                    | \$1,290            | \$8,902              | \$76,635              | \$218,116          | \$799,943                 | 27.27%                               |
| <b>Subtotal: Behavioral Health Services</b> | <b>\$11,917,702</b>        | <b>\$5,456,000</b>    | <b>\$0</b>         | <b>\$620,000</b>             | <b>\$1,025,442</b> | <b>\$160,614</b>     | <b>\$1,537,743</b>    | <b>\$3,117,903</b> | <b>\$11,917,702</b>       | <b>26.16%</b>                        |
| <b>COMMUNITY SERVICES</b>                   |                            |                       |                    |                              |                    |                      |                       |                    |                           |                                      |
| Outpatient Services                         | \$3,698,727                | \$1,980,000           | \$515,000          | \$25,000                     | \$423,087          | \$64,420             | \$691,220             | \$0                | \$3,698,727               | 0.00%                                |
| Outpatient Psychiatry                       | \$3,947,053                | \$884,000             | \$0                | \$125,000                    | \$236,472          | \$10,738             | \$2,690,843           | \$0                | \$3,947,053               | 0.00%                                |
| Community Treatment-Adult                   | \$5,305,629                | \$3,946,000           | \$266,000          | \$948,000                    | \$27,538           | \$20,091             | \$98,000              | \$0                | \$5,305,629               | 0.00%                                |
| Community Treatment-Youth                   | \$6,686,021                | \$5,933,000           | \$480,000          | \$192,000                    | \$60,939           | \$20,081             |                       | \$0                | \$6,686,020               | 0.00%                                |
| Clubhouse                                   | \$596,099                  | \$381,000             |                    |                              | \$123,099          |                      |                       | \$92,000           | \$596,099                 | 15.43%                               |
| <b>Subtotal: Community Services</b>         | <b>\$20,233,529</b>        | <b>\$13,124,000</b>   | <b>\$1,261,000</b> | <b>\$1,290,000</b>           | <b>\$871,135</b>   | <b>\$115,330</b>     | <b>\$3,480,063</b>    | <b>\$92,000</b>    | <b>\$20,233,528</b>       | <b>0.45%</b>                         |
| <b>COMMUNITY LIVING SERVICES</b>            |                            |                       |                    |                              |                    |                      |                       |                    |                           |                                      |
| Day Services                                | \$1,816,254                | \$1,526,000           |                    |                              | \$215,000          | \$75,254             |                       |                    | \$1,816,254               | 0.00%                                |
| Residential Services-Group Homes            | \$2,000,000                | \$2,000,000           |                    |                              |                    |                      |                       |                    | \$2,000,000               | 0.00%                                |
| Residential Services-Apartments             | \$2,384,000                | \$2,384,000           |                    |                              |                    |                      |                       |                    | \$2,384,000               | 0.00%                                |
| <b>Subtotal: Community Living</b>           | <b>\$6,200,254</b>         | <b>\$5,910,000</b>    | <b>\$0</b>         | <b>\$0</b>                   | <b>\$215,000</b>   | <b>\$75,254</b>      | <b>\$0</b>            | <b>\$0</b>         | <b>\$6,200,254</b>        | <b>0.00%</b>                         |
| <b>OTHER SERVICES</b>                       |                            |                       |                    |                              |                    |                      |                       |                    |                           |                                      |
| Birth To Three                              | \$1,562,058                | \$233,000             | \$519,000          | \$50,000                     | \$12,000           | \$33,654             |                       | \$714,404          | \$1,562,058               | 45.73%                               |
| Protective Services                         | \$773,887                  | \$400                 | \$225,000          |                              | \$0                | \$9,310              |                       | \$539,177          | \$773,887                 | 69.67%                               |
| Demand Transportation                       | \$438,235                  | \$29,500              | \$237,500          |                              | \$170,000          | \$1,235              |                       |                    | \$438,235                 | 0.00%                                |
| Aquatic Services                            | \$1,143,809                | \$527,000             |                    |                              | \$135,315          | \$139,148            |                       | \$342,345          | \$1,143,808               | 29.93%                               |
| <b>Subtotal: Other Services</b>             | <b>\$3,917,989</b>         | <b>\$789,900</b>      | <b>\$981,500</b>   | <b>\$50,000</b>              | <b>\$317,315</b>   | <b>\$183,347</b>     | <b>\$0</b>            | <b>\$1,595,926</b> | <b>\$3,917,988</b>        | <b>40.73%</b>                        |
| <b>MOUNT VIEW CARE CENTER</b>               |                            |                       |                    |                              |                    |                      |                       |                    |                           |                                      |
| Long Term Care                              | \$4,213,343                | \$2,662,000           |                    | \$503,000                    | \$43,705           | \$412,750            |                       | \$428,000          | \$4,049,455               | 10.16%                               |
| Legacies Dementia Care                      | \$9,482,458                | \$6,918,000           |                    | \$1,039,000                  | \$42,318           | \$411,140            |                       | \$1,072,000        | \$9,482,458               | 11.31%                               |
| Post Acute Care                             | \$3,047,189                | \$1,935,000           |                    | \$141,000                    | \$27,153           | \$137,891            |                       |                    | \$2,241,044               | 0.00%                                |
| Ventilator Care                             | \$4,618,345                | \$3,879,000           |                    | \$417,000                    | \$86,932           | \$137,892            |                       |                    | \$4,520,824               | 0.00%                                |
| Rehab and Ancillary Services                | \$1,351,964                | \$2,388,000           |                    |                              | \$0                | \$31,518             |                       |                    | \$2,419,518               | 0.00%                                |
| <b>Subtotal: Mount View Care Center</b>     | <b>\$22,713,299</b>        | <b>\$17,782,000</b>   | <b>\$0</b>         | <b>\$2,100,000</b>           | <b>\$200,108</b>   | <b>\$1,131,191</b>   | <b>\$0</b>            | <b>\$1,500,000</b> | <b>\$22,713,299</b>       | <b>6.60%</b>                         |
| Pharmacy                                    | \$5,127,887                | \$4,700,000           | \$0                | \$0                          | \$408,000          | \$19,887             | \$0                   | \$0                | \$5,127,887               | 0.00%                                |
| <b>TOTALS</b>                               | <b>\$70,110,660</b>        | <b>\$47,761,900</b>   | <b>\$2,242,500</b> | <b>\$4,060,000</b>           | <b>\$3,037,000</b> | <b>\$1,685,623</b>   | <b>\$5,017,806</b>    | <b>\$6,305,831</b> | <b>\$70,110,660</b>       | <b>8.99%</b>                         |
| <b>PERCENT OF TOTAL FUNDING</b>             |                            | <b>68.12%</b>         | <b>3.20%</b>       | <b>5.79%</b>                 | <b>4.33%</b>       | <b>2.40%</b>         | <b>7.16%</b>          | <b>8.99%</b>       | <b>100.00%</b>            |                                      |



## 2019 BUDGET BY FUNDING

|              | GROSS CHARGES       | %           | EXPENSES            | FUNDING BY PAYER    | %          | FUNDED BY OTHER SOURCES | %          |
|--------------|---------------------|-------------|---------------------|---------------------|------------|-------------------------|------------|
| <b>PAYER</b> |                     |             |                     |                     |            |                         |            |
| Self Pay     | \$6,853,800         | 9%          | \$6,309,959         | \$2,673,900         | 42%        | (\$3,636,059)           | 58%        |
| Medicare     | \$18,699,000        | 24%         | \$16,826,558        | \$9,898,000         | 59%        | (\$6,928,558)           | 41%        |
| Medicaid     | \$48,108,000        | 62%         | \$43,468,610        | \$36,684,000        | 84% **     | (\$6,784,610)           | 16%        |
| Insurance    | \$4,064,000         | 5%          | \$3,505,533         | \$2,566,000         | 73%        | (\$939,533)             | 27%        |
| <b>TOTAL</b> | <b>\$77,724,800</b> | <b>100%</b> | <b>\$70,110,660</b> | <b>\$51,821,900</b> | <b>74%</b> | <b>(\$18,288,760)</b>   | <b>26%</b> |

| FUNDING              | AMOUNT              | %             |                     |
|----------------------|---------------------|---------------|---------------------|
| Self Pay             | \$2,673,900         | 3.8%          |                     |
| Medicare             | \$9,898,000         | 14.1%         |                     |
| Medicaid             | \$32,624,000        | 46.5%         | **                  |
| Insurance            | \$2,566,000         | 3.7%          |                     |
| Supplemental Pay.    | \$2,100,000         | 3.0%          | **                  |
| WIMCR                | \$660,000           | 0.9%          | **                  |
| CCS Reconciliation   | \$1,300,000         | 1.9%          | \$51,821,900        |
| State Addendums      | \$2,242,500         | 3.2%          |                     |
| Community Aids       | \$5,017,805         | 7.2%          |                     |
| County Appropriation | \$6,305,831         | 9.0%          |                     |
| All Other            | \$4,722,624         | 6.7%          | \$18,288,760        |
|                      | <b>\$70,110,660</b> | <b>100.0%</b> | <b>\$70,110,660</b> |



## 2019 REVENUE BUDGET COMPARISONS

| DESCRIPTION                    | 2016<br>BUDGET      | 2017<br>BUDGET      | 2018<br>BUDGET      | 2019<br>BUDGET      | 2018-2019<br>% OF CHANGE |
|--------------------------------|---------------------|---------------------|---------------------|---------------------|--------------------------|
| Nursing Home Gross Revenue     | \$28,256,000        | \$25,808,000        | \$24,342,000        | \$25,859,000        |                          |
| Nursing Home Contractual Adj's | (\$7,541,000)       | (\$7,767,000)       | (\$7,343,000)       | (\$8,077,000)       |                          |
| Net Nursing Home Revenue       | \$20,715,000        | \$18,041,000        | \$16,999,000        | \$17,782,000        | 4.61%                    |
| Outpatient Gross Revenue       | \$23,343,100        | \$26,722,000        | \$31,642,000        | \$32,405,800        |                          |
| Outpatient Contractual Adj's   | (\$8,548,100)       | (\$10,474,200)      | (\$11,696,200)      | (\$11,377,900)      |                          |
| Net Outpatient Revenue         | \$14,795,000        | \$16,247,800        | \$19,945,800        | \$21,027,900        | 5.43%                    |
| Inpatient Gross Revenue        | \$7,205,000         | \$7,653,000         | \$8,050,000         | \$8,600,000         |                          |
| Inpatient Contractual Adj's    | (\$3,365,000)       | (\$3,753,000)       | (\$3,675,000)       | (\$4,348,000)       |                          |
| Net Inpatient Revenue          | \$3,840,000         | \$3,900,000         | \$4,375,000         | \$4,252,000         | -2.81%                   |
| Pharmacy Gross Revenue         | \$9,652,000         | \$8,996,000         | \$8,847,000         | \$10,860,000        |                          |
| Pharmacy Contractual Adj's     | (\$5,455,000)       | (\$4,948,000)       | (\$4,747,000)       | (\$6,160,000)       |                          |
| Net Pharmacy Revenue           | \$4,197,000         | \$4,048,000         | \$4,100,000         | \$4,700,000         | 14.63%                   |
| Net Patient Revenue            | \$43,547,000        | \$42,236,800        | \$45,419,800        | \$47,761,900        | 5.16%                    |
| State Addendums                | \$2,512,000         | \$2,132,700         | \$2,130,700         | \$2,242,500         | 5.25%                    |
| State Grant-In-Aid             | \$3,901,436         | \$3,901,436         | \$3,901,436         | \$5,017,805         | 28.61%                   |
| County Appropriations          | \$8,924,688         | \$7,671,118         | \$7,631,118         | \$6,305,831         | -17.37%                  |
| Other Income                   | \$1,851,000         | \$5,928,723         | \$7,615,924         | \$8,782,624         | 15.32%                   |
| <b>TOTAL REVENUE</b>           | <b>\$60,736,124</b> | <b>\$61,870,777</b> | <b>\$66,698,978</b> | <b>\$70,110,660</b> | <b>5.12%</b>             |

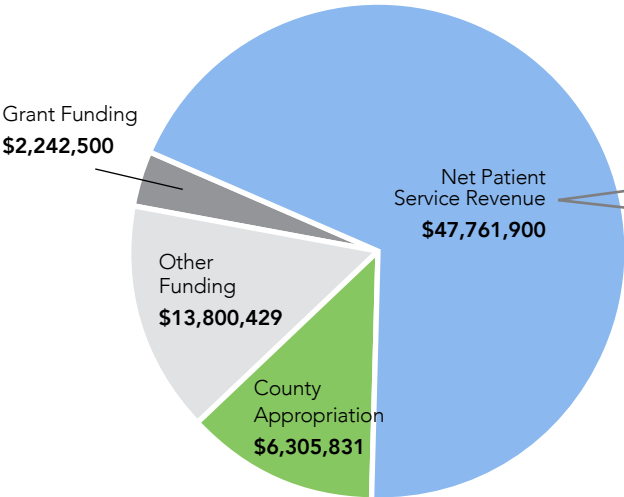
## 2019 EXPENSE BUDGET COMPARISONS

| DESCRIPTION                     | 2016<br>BUDGET      | 2017<br>BUDGET      | 2018<br>BUDGET      | 2019<br>BUDGET      | 2018-2019<br>% OF CHANGE |
|---------------------------------|---------------------|---------------------|---------------------|---------------------|--------------------------|
| Salaries and Wages              | \$30,972,254        | \$30,474,824        | \$32,738,156        | \$34,459,665        | 5.26%                    |
| Employee Benefits               | \$11,480,000        | \$11,626,000        | \$11,938,000        | \$12,800,000        | 7.22%                    |
| Program Supplies and Expense    | \$8,329,670         | \$8,781,340         | \$9,212,902         | \$11,029,065        | 19.71%                   |
| Purchased & Contracted Services | \$5,643,600         | \$6,907,349         | \$8,795,473         | \$7,744,683         | -11.95%                  |
| Utilities                       | \$874,850           | \$611,447           | \$611,447           | \$611,447           | 0.00%                    |
| Education and Travel            | \$419,750           | \$351,817           | \$428,000           | \$467,800           | 9.30%                    |
| Depreciation and Insurance      | \$2,216,000         | \$2,118,000         | \$2,175,000         | \$2,198,000         | 1.06%                    |
| State Institutes                | \$800,000           | \$1,000,000         | \$800,000           | \$800,000           | 0.00%                    |
| <b>TOTAL EXPENSES</b>           | <b>\$60,736,124</b> | <b>\$61,870,777</b> | <b>\$66,698,978</b> | <b>\$70,110,660</b> | <b>5.12%</b>             |

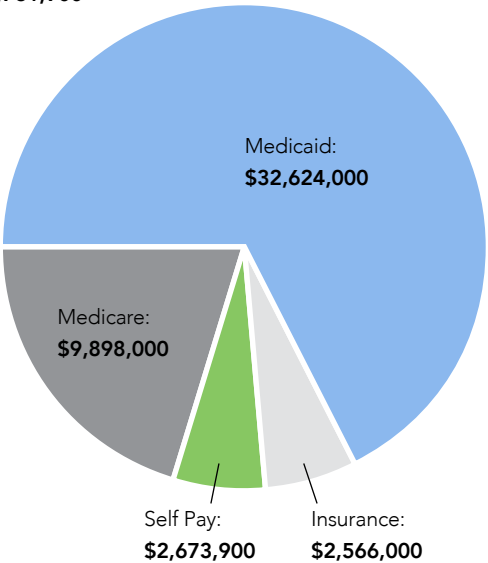


# 2019 REVENUE & EXPENSE OVERVIEW

2019 Total Revenue: **\$70,110,660**



2019 Net Patient Service Revenue by Payer Source  
**\$47,761,900**



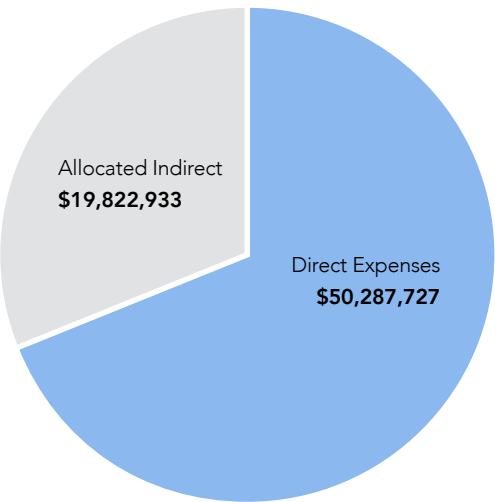
**Medicaid:** Medicaid is a state governmental program, providing funding for those with lower income. Medicaid may include care services and also managed care such as Family Care.

**Medicare:** Medicare is a federal governmental program providing funding for the elderly and qualified disabilities.

**Self-Pay:** Funding received from the patient.

**Insurance:** Funding received from commercial insurance.

2019 Total Expense: **\$70,110,660**



## 2019 REVENUE & EXPENSE DETAIL

|  | REVENUE:<br>NET PATIENT<br>SERVICE REV | GRANT<br>FUNDING   | OTHER<br>FUNDING    | TOTAL<br>REVENUE    | EXPENSE:<br>DIRECT<br>EXPENSES | ALLOCATED<br>INDIRECT EXP | TOTAL<br>EXPENSES   |
|--|--|--------------------|---------------------|---------------------|--------------------------------|---------------------------|---------------------|
| <b>MARATHON COUNTY-DIRECT SERVICES</b> |  |                    |                     |                     |                                |                           |                     |
| Outpatient Services                    | \$1,276,000                            | \$355,000          | \$618,284           | \$2,249,284         | \$1,626,433                    | \$622,851                 | \$2,249,284         |
| Community Treatment-Adult              | \$3,187,000                            | \$211,000          | \$593,057           | \$3,991,057         | \$3,158,324                    | \$832,733                 | \$3,991,057         |
| Community Treatment-Youth              | \$3,457,000                            | \$220,000          | \$68,694            | \$3,745,694         | \$2,940,494                    | \$805,200                 | \$3,745,694         |
| Day Services                           | \$1,257,000                            | \$0                | \$233,254           | \$1,490,254         | \$1,042,826                    | \$447,428                 | \$1,490,254         |
| Clubhouse                              | \$381,000                              | \$0                | \$215,099           | \$596,099           | \$492,666                      | \$103,433                 | \$596,099           |
| Aquatic Services                       | \$527,000                              | \$0                | \$616,808           | \$1,143,808         | \$623,952                      | \$519,856                 | \$1,143,808         |
| Demand Transportation                  | \$29,500                               | \$237,500          | \$171,235           | \$438,235           | \$379,256                      | \$58,979                  | \$438,235           |
| <b>Subtotals</b>                       | <b>\$10,114,500</b>                    | <b>\$1,023,500</b> | <b>\$2,516,431</b>  | <b>\$13,654,431</b> | <b>\$10,263,951</b>            | <b>\$3,390,480</b>        | <b>\$13,654,431</b> |
| <b>LANGLADE COUNTY-DIRECT SERVICES</b> |  |                    |                     |                     |                                |                           |                     |
| Outpatient Services                    | \$424,000                              | \$67,000           | \$307,212           | \$798,212           | \$603,845                      | \$194,367                 | \$798,212           |
| Community Treatment-Adult              | \$356,000                              | \$22,000           | \$228,293           | \$606,293           | \$454,617                      | \$151,676                 | \$606,293           |
| Community Treatment-Youth              | \$1,043,000                            | \$99,000           | \$135,503           | \$1,277,503         | \$923,981                      | \$353,522                 | \$1,277,503         |
| Day Services                           | \$269,000                              | \$0                | \$57,000            | \$326,000           | \$285,417                      | \$40,583                  | \$326,000           |
| <b>Subtotals</b>                       | <b>\$2,092,000</b>                     | <b>\$188,000</b>   | <b>\$728,008</b>    | <b>\$3,008,008</b>  | <b>\$2,267,860</b>             | <b>\$740,148</b>          | <b>\$3,008,008</b>  |
| <b>LINCOLN COUNTY-DIRECT SERVICES</b>  |  |                    |                     |                     |                                |                           |                     |
| Outpatient Services                    | \$280,000                              | \$93,000           | \$278,231           | \$651,231           | \$518,738                      | \$132,493                 | \$651,231           |
| Community Treatment-Adult              | \$403,000                              | \$33,000           | \$272,279           | \$708,279           | \$559,402                      | \$148,877                 | \$708,279           |
| Community Treatment-Youth              | \$1,433,000                            | \$161,000          | \$68,823            | \$1,662,823         | \$1,296,179                    | \$366,644                 | \$1,662,823         |
| <b>Subtotals</b>                       | <b>\$2,116,000</b>                     | <b>\$287,000</b>   | <b>\$619,333</b>    | <b>\$3,022,333</b>  | <b>\$2,374,319</b>             | <b>\$648,014</b>          | <b>\$3,022,333</b>  |
| <b>SHARED SERVICES</b>                 |  |                    |                     |                     |                                |                           |                     |
| Inpatient                              | \$3,752,000                            | \$0                | \$1,198,409         | \$4,950,409         | \$3,789,141                    | \$1,161,268               | \$4,950,409         |
| Hospital Psychiatry                    | \$500,000                              | \$0                | \$1,215,576         | \$1,715,576         | \$1,439,517                    | \$276,059                 | \$1,715,576         |
| Contract Services (State Institute)    | \$0                                    | \$0                | \$897,427           | \$897,427           | \$800,000                      | \$97,427                  | \$897,427           |
| CBRF                                   | \$653,000                              | \$0                | \$214,893           | \$867,893           | \$606,854                      | \$261,039                 | \$867,893           |
| Crisis Services                        | \$156,000                              | \$0                | \$2,530,454         | \$2,686,454         | \$1,869,395                    | \$817,059                 | \$2,686,454         |
| Lakeside Recovery (MMT)                | \$395,000                              | \$0                | \$404,943           | \$799,943           | \$524,062                      | \$275,881                 | \$799,943           |
| Outpatient Psychiatry                  | \$884,000                              | \$0                | \$3,063,053         | \$3,947,053         | \$3,259,159                    | \$687,894                 | \$3,947,053         |
| Birth To Three                         | \$233,000                              | \$519,000          | \$810,058           | \$1,562,058         | \$1,256,715                    | \$305,343                 | \$1,562,058         |
| Protective Services                    | \$400                                  | \$225,000          | \$548,487           | \$773,887           | \$573,177                      | \$200,710                 | \$773,887           |
| Residential-Group Homes                | \$2,000,000                            | \$0                | \$0                 | \$2,000,000         | \$1,526,187                    | \$473,813                 | \$2,000,000         |
| Residential-Apartments                 | \$2,384,000                            | \$0                | \$0                 | \$2,384,000         | \$1,910,508                    | \$473,492                 | \$2,384,000         |
| <b>Subtotals</b>                       | <b>\$10,957,400</b>                    | <b>\$744,000</b>   | <b>\$10,883,300</b> | <b>\$22,584,700</b> | <b>\$17,554,715</b>            | <b>\$5,029,985</b>        | <b>\$22,584,700</b> |
| <b>NURSING HOME SERVICES</b>           |  |                    |                     |                     |                                |                           |                     |
| Long Term Care                         | \$2,662,000                            | \$0                | \$1,387,455         | \$4,049,455         | \$1,939,168                    | \$2,274,175               | \$4,213,343         |
| Legacies Dementia Care                 | \$6,918,000                            | \$0                | \$2,564,458         | \$9,482,458         | \$5,354,638                    | \$4,127,820               | \$9,482,458         |
| Post Acute Care                        | \$1,935,000                            | \$0                | \$306,044           | \$2,241,044         | \$1,850,412                    | \$1,196,777               | \$3,047,189         |
| Ventilator Care                        | \$3,879,000                            | \$0                | \$641,824           | \$4,520,824         | \$3,149,924                    | \$1,468,421               | \$4,618,345         |
| Rehab and Ancillary Services           | \$2,388,000                            | \$0                | \$31,518            | \$2,419,518         | \$1,032,000                    | \$319,964                 | \$1,351,964         |
| <b>Subtotals</b>                       | <b>\$17,782,000</b>                    | <b>\$0</b>         | <b>\$4,931,299</b>  | <b>\$22,713,299</b> | <b>\$13,326,142</b>            | <b>\$9,387,157</b>        | <b>\$22,713,299</b> |
| Pharmacy                               | \$4,700,000                            | \$0                | \$427,887           | \$5,127,887         | \$4,500,738                    | \$627,149                 | \$5,127,887         |
| <b>Total NCHC</b>                      | <b>\$47,761,900</b>                    | <b>\$2,242,500</b> | <b>\$20,106,258</b> | <b>\$70,110,660</b> | <b>\$50,287,725</b>            | <b>\$19,822,933</b>       | <b>\$70,110,660</b> |



## 2019 GRANT FUNDING

|  | AODA<br>BLOCK<br>GRANT | MH<br>BLOCK<br>GRANT | IDP<br>FUNDS     | COORD.<br>SERV. TEAM | CERTIFIED<br>MH PROGRAM | 85.21<br>GRANT   | CHILDREN'S<br>LTS | APS<br>GRANT     | BIRTH TO<br>THREE<br>FUNDING | TOTAL<br>GRANT     |
|--|------------------------|----------------------|------------------|----------------------|-------------------------|------------------|-------------------|------------------|------------------------------|--------------------|
| <b>MARATHON COUNTY-DIRECT SERVICES</b> |                        |                      |                  |                      |                         |                  |                   |                  |                              |                    |
| Outpatient Services                    | \$212,000              |                      | \$143,000        |                      |                         |                  |                   |                  |                              | \$355,000          |
| Community Treatment-Adult              |                        | \$51,000             |                  |                      | \$160,000               |                  |                   |                  |                              | \$211,000          |
| Community Treatment-Youth              |                        |                      |                  | \$60,000             | \$160,000               |                  |                   |                  |                              | \$220,000          |
| Day Services                           |                        |                      |                  |                      |                         |                  |                   |                  |                              | \$0                |
| Clubhouse                              |                        |                      |                  |                      |                         |                  |                   |                  |                              | \$0                |
| Aquatic Services                       |                        |                      |                  |                      |                         |                  |                   |                  |                              | \$0                |
| Demand Transportation                  |                        |                      |                  |                      |                         | \$237,500        |                   |                  |                              | \$237,500          |
| <b>Subtotals</b>                       | <b>\$212,000</b>       | <b>\$51,000</b>      | <b>\$143,000</b> | <b>\$60,000</b>      | <b>\$320,000</b>        | <b>\$237,500</b> | <b>\$0</b>        | <b>\$0</b>       | <b>\$0</b>                   | <b>\$1,023,500</b> |
| <b>LANGLADE COUNTY-DIRECT SERVICES</b> |                        |                      |                  |                      |                         |                  |                   |                  |                              |                    |
| Outpatient Services                    | \$35,000               |                      | \$32,000         |                      |                         |                  |                   |                  |                              | \$67,000           |
| Community Treatment-Adult              |                        | \$8,000              |                  |                      | \$14,000                |                  |                   |                  |                              | \$22,000           |
| Community Treatment-Youth              |                        |                      |                  | \$60,000             | \$14,000                |                  | \$25,000          |                  |                              | \$99,000           |
| Day Services                           |                        |                      |                  |                      |                         |                  |                   |                  |                              | \$0                |
| <b>Subtotals</b>                       | <b>\$35,000</b>        | <b>\$8,000</b>       | <b>\$32,000</b>  | <b>\$60,000</b>      | <b>\$28,000</b>         | <b>\$0</b>       | <b>\$25,000</b>   | <b>\$0</b>       | <b>\$0</b>                   | <b>\$188,000</b>   |
| <b>LINCOLN COUNTY-DIRECT SERVICES</b>  |                        |                      |                  |                      |                         |                  |                   |                  |                              |                    |
| Outpatient Services                    | \$50,000               |                      | \$43,000         |                      |                         |                  |                   |                  |                              | \$93,000           |
| Community Treatment-Adult              |                        | \$12,000             |                  |                      | \$21,000                |                  |                   |                  |                              | \$33,000           |
| Community Treatment-Youth              |                        |                      |                  | \$60,000             | \$21,000                |                  | \$80,000          |                  |                              | \$161,000          |
| <b>Subtotals</b>                       | <b>\$50,000</b>        | <b>\$12,000</b>      | <b>\$43,000</b>  | <b>\$60,000</b>      | <b>\$42,000</b>         | <b>\$0</b>       | <b>\$80,000</b>   | <b>\$0</b>       | <b>\$0</b>                   | <b>\$287,000</b>   |
| <b>SHARED SERVICES</b>                 |                        |                      |                  |                      |                         |                  |                   |                  |                              |                    |
| Inpatient                              |                        |                      |                  |                      |                         |                  |                   |                  |                              | \$0                |
| Contract Services (State Institute)    |                        |                      |                  |                      |                         |                  |                   |                  |                              | \$0                |
| CBRF                                   |                        |                      |                  |                      |                         |                  |                   |                  |                              | \$0                |
| Crisis Services                        |                        |                      |                  |                      |                         |                  |                   |                  |                              | \$0                |
| Lakeside Recovery (MMT)                |                        |                      |                  |                      |                         |                  |                   |                  |                              | \$0                |
| Birth To Three                         |                        |                      |                  |                      |                         |                  |                   |                  | \$519,000                    | \$519,000          |
| Protective Services                    |                        |                      |                  |                      |                         |                  |                   | \$225,000        |                              | \$225,000          |
| Residential-Group Homes                |                        |                      |                  |                      |                         |                  |                   |                  |                              | \$0                |
| Residential-Apartments                 |                        |                      |                  |                      |                         |                  |                   |                  |                              | \$0                |
| <b>Subtotals</b>                       | <b>\$0</b>             | <b>\$0</b>           | <b>\$0</b>       | <b>\$0</b>           | <b>\$0</b>              | <b>\$0</b>       | <b>\$0</b>        | <b>\$225,000</b> | <b>\$519,000</b>             | <b>\$744,000</b>   |
| <b>NURSING HOME SERVICES</b>           |                        |                      |                  |                      |                         |                  |                   |                  |                              |                    |
| Long Term Care                         |                        |                      |                  |                      |                         |                  |                   |                  |                              | \$0                |
| Legacies Dementia Care                 |                        |                      |                  |                      |                         |                  |                   |                  |                              | \$0                |
| Post Acute Care                        |                        |                      |                  |                      |                         |                  |                   |                  |                              | \$0                |
| Ventilator Care                        |                        |                      |                  |                      |                         |                  |                   |                  |                              | \$0                |
| Rehab and Ancillary Services           |                        |                      |                  |                      |                         |                  |                   |                  | \$0                          | \$0                |
| <b>Subtotals</b>                       | <b>\$0</b>             | <b>\$0</b>           | <b>\$0</b>       | <b>\$0</b>           | <b>\$0</b>              | <b>\$0</b>       | <b>\$0</b>        | <b>\$0</b>       | <b>\$0</b>                   | <b>\$0</b>         |
| Pharmacy                               |                        |                      |                  |                      |                         |                  |                   |                  |                              | \$0                |
| <b>Total NCHC</b>                      | <b>\$297,000</b>       | <b>\$71,000</b>      | <b>\$218,000</b> | <b>\$180,000</b>     | <b>\$390,000</b>        | <b>\$237,500</b> | <b>\$105,000</b>  | <b>\$225,000</b> | <b>\$519,000</b>             | <b>\$2,242,500</b> |



## 2019 FUNDING BY OTHER SOURCES

|  | OWI<br>SURCHARGES | COP             | DVR              | CONTRACT<br>SERVICES | WIMCR            | CCS<br>RECONCILE   | SUPPL.<br>PAYMENT  | OTHER            | ALLOCATED<br>REVENUE | MARATHON<br>CO. MATCH<br>(MAINT.) | BASE<br>COUNTY<br>ALLOCATION | COUNTY<br>APPRO-<br>PRIATION | TOTAL<br>OTHER<br>FUNDING |
|--|-------------------|-----------------|------------------|----------------------|------------------|--------------------|--------------------|------------------|----------------------|-----------------------------------|------------------------------|------------------------------|---------------------------|
| <b>MARATHON COUNTY-DIRECT SERVICES</b> |                   |                 |                  |                      |                  |                    |                    |                  |                      |                                   |                              |                              |                           |
| Outpatient Services                    | \$110,000         |                 |                  |                      | \$5,000          |                    |                    | \$10,000         | \$80,441             | \$64,420                          | \$348,423                    |                              | \$618,284                 |
| Community Treatment-Adult              |                   |                 |                  | \$10,000             |                  | \$30,000           | \$448,000          |                  |                      | \$4,966                           | \$20,091                     | \$80,000                     | \$593,057                 |
| Community Treatment-Youth              |                   |                 |                  | \$5,000              |                  |                    | \$40,000           |                  |                      | \$3,613                           | \$20,081                     |                              | \$68,694                  |
| Day Services/Prevocational             |                   |                 |                  | \$50,000             |                  |                    |                    |                  | \$108,000            |                                   | \$75,254                     |                              | \$233,254                 |
| Clubhouse                              |                   |                 | \$37,000         |                      |                  |                    |                    | \$85,000         | \$1,099              |                                   |                              | \$92,000                     | \$215,099                 |
| Aquatic Services                       |                   |                 |                  | \$10,000             |                  |                    |                    | \$100,000        | \$25,315             | \$139,148                         |                              | \$342,345                    | \$616,808                 |
| Demand Transportation                  |                   |                 |                  |                      | \$170,000        |                    |                    |                  |                      |                                   | \$1,235                      |                              | \$171,235                 |
| <b>Subtotals:</b>                      | <b>\$110,000</b>  | <b>\$0</b>      | <b>\$102,000</b> | <b>\$180,000</b>     | <b>\$35,000</b>  | <b>\$488,000</b>   | <b>\$0</b>         | <b>\$303,000</b> | <b>\$115,434</b>     | <b>\$320,229</b>                  | <b>\$428,423</b>             | <b>\$434,345</b>             | <b>\$2,516,431</b>        |
| <b>LANGLADE COUNTY-DIRECT SERVICES</b> |                   |                 |                  |                      |                  |                    |                    |                  |                      |                                   |                              |                              |                           |
| Outpatient Services                    | \$20,000          |                 |                  |                      | \$10,000         |                    |                    |                  | \$156,989            |                                   | \$120,223                    |                              | \$307,212                 |
| Community Treatment-Adult              |                   |                 | \$3,000          |                      | \$5,000          | \$210,000          |                    |                  | \$1,293              |                                   | \$9,000                      |                              | \$228,293                 |
| Community Treatment-Youth              | \$20,000          |                 |                  |                      |                  | \$112,000          |                    |                  | \$3,503              |                                   |                              |                              | \$135,503                 |
| Day Services                           |                   |                 | \$42,000         |                      |                  |                    |                    | \$15,000         |                      |                                   |                              |                              | \$57,000                  |
| <b>Subtotals:</b>                      | <b>\$20,000</b>   | <b>\$20,000</b> | <b>\$45,000</b>  | <b>\$0</b>           | <b>\$15,000</b>  | <b>\$322,000</b>   | <b>\$0</b>         | <b>\$15,000</b>  | <b>\$161,785</b>     | <b>\$0</b>                        | <b>\$129,223</b>             | <b>\$0</b>                   | <b>\$728,008</b>          |
| <b>LINCOLN COUNTY-DIRECT SERVICES</b>  |                   |                 |                  |                      |                  |                    |                    |                  |                      |                                   |                              |                              |                           |
| Outpatient Services                    | \$22,000          |                 |                  |                      | \$10,000         |                    |                    | \$20,000         | \$3,657              |                                   | \$222,574                    | \$0                          | \$278,231                 |
| Community Treatment-Adult              |                   |                 | \$5,000          |                      | \$5,000          | \$250,000          |                    |                  | \$3,279              |                                   | \$9,000                      | \$0                          | \$272,279                 |
| Community Treatment-Youth              | \$25,000          |                 |                  |                      |                  | \$40,000           |                    |                  | \$3,823              |                                   |                              | \$0                          | \$68,823                  |
| <b>Subtotals:</b>                      | <b>\$22,000</b>   | <b>\$25,000</b> | <b>\$5,000</b>   | <b>\$0</b>           | <b>\$15,000</b>  | <b>\$290,000</b>   | <b>\$0</b>         | <b>\$20,000</b>  | <b>\$10,759</b>      | <b>\$0</b>                        | <b>\$231,574</b>             | <b>\$0</b>                   | <b>\$619,333</b>          |
| <b>SHARED SERVICES</b>                 |                   |                 |                  |                      |                  |                    |                    |                  |                      |                                   |                              |                              |                           |
| Inpatient                              |                   |                 |                  |                      |                  |                    |                    | \$300,000        | \$66,384             | \$111,186                         | \$423,664                    | \$297,175                    | \$1,198,409               |
| Hospital Psychiatry                    |                   |                 |                  | \$270,000            |                  |                    |                    | \$50,000         | \$13,104             | \$10,738                          | \$871,734                    |                              | \$1,215,576               |
| Contract Services (State Institute)    |                   |                 |                  |                      |                  |                    |                    |                  |                      |                                   | \$0                          | \$897,427                    | \$897,427                 |
| CBRF                                   |                   |                 |                  |                      | \$200,000        |                    |                    |                  | \$7,151              | \$7,742                           |                              |                              | \$214,893                 |
| Crisis Services                        |                   |                 |                  | \$40,000             | \$320,000        |                    |                    | \$250,000        | \$27,513             | \$22,046                          | \$165,710                    | \$1,705,185                  | \$2,530,454               |
| Lakeside Recovery (MMT)                |                   |                 |                  |                      |                  | \$100,000          |                    |                  | \$1,290              | \$8,902                           | \$76,635                     | \$218,116                    | \$404,943                 |
| Outpatient Psychiatry                  |                   |                 |                  | \$180,000            | \$25,000         | \$100,000          |                    |                  | \$56,472             | \$10,738                          | \$2,690,843                  |                              | \$3,063,053               |
| Birth To Three                         |                   |                 |                  | \$12,000             | \$50,000         |                    |                    |                  |                      | \$33,654                          |                              | \$714,404                    | \$810,058                 |
| Protective Services                    |                   |                 |                  |                      |                  |                    |                    |                  | \$9,310              |                                   |                              | \$539,177                    | \$548,487                 |
| AODA Day Treatment                     |                   |                 |                  |                      |                  |                    |                    |                  | \$0                  |                                   |                              | \$0                          | \$0                       |
| Residential-Group Homes                |                   |                 |                  |                      |                  |                    |                    |                  |                      |                                   |                              |                              | \$0                       |
| Residential-Apartments                 |                   |                 |                  |                      |                  |                    |                    |                  |                      |                                   |                              |                              | \$0                       |
| <b>Subtotals:</b>                      | <b>\$0</b>        | <b>\$0</b>      | <b>\$0</b>       | <b>\$502,000</b>     | <b>\$595,000</b> | <b>\$200,000</b>   | <b>\$0</b>         | <b>\$600,000</b> | <b>\$171,914</b>     | <b>\$214,316</b>                  | <b>\$4,228,586</b>           | <b>\$4,371,484</b>           | <b>\$10,883,300</b>       |
| <b>NURSING HOME SERVICES</b>           |                   |                 |                  |                      |                  |                    |                    |                  |                      |                                   |                              |                              |                           |
| Long Term Care                         |                   |                 |                  |                      |                  |                    | \$503,000          |                  | \$43,705             | \$412,750                         |                              | \$428,000                    | \$1,387,455               |
| Legacies Dementia Care                 |                   |                 |                  |                      |                  |                    | \$1,039,000        |                  | \$42,318             | \$411,140                         |                              | \$1,072,000                  | \$2,564,458               |
| Post Acute Care                        |                   |                 |                  |                      |                  |                    | \$141,000          |                  | \$27,153             | \$137,891                         |                              |                              | \$306,044                 |
| Ventilator Care                        |                   |                 |                  |                      |                  |                    | \$417,000          |                  | \$86,932             | \$137,892                         |                              |                              | \$641,824                 |
| Rehab and Ancillary Services           |                   |                 |                  |                      |                  |                    |                    |                  |                      | \$0                               | \$31,518                     |                              | \$31,518                  |
| <b>Subtotals</b>                       | <b>\$0</b>        | <b>\$0</b>      | <b>\$0</b>       | <b>\$0</b>           | <b>\$0</b>       | <b>\$0</b>         | <b>\$2,100,000</b> | <b>\$0</b>       | <b>\$200,108</b>     | <b>\$1,131,191</b>                | <b>\$0</b>                   | <b>\$1,500,000</b>           | <b>\$4,931,299</b>        |
| Pharmacy                               |                   |                 |                  | \$400,000            |                  | \$0                |                    |                  | \$8,000              | \$19,887                          | \$0                          | \$0                          | \$427,887                 |
| <b>TOTAL NCHC</b>                      | <b>\$152,000</b>  | <b>\$45,000</b> | <b>\$152,000</b> | <b>\$1,082,000</b>   | <b>\$660,000</b> | <b>\$1,300,000</b> | <b>\$2,100,000</b> | <b>\$938,000</b> | <b>\$668,000</b>     | <b>\$1,685,623</b>                | <b>\$5,017,805</b>           | <b>\$6,305,831</b>           | <b>\$20,106,258</b>       |





## 2020 – 2021 FORECAST

The 2020 and 2021 Budget Forecasts are continuations of the 2019 budget. Some revenue growth can be projected within some programs due to rate increases. These forecasts also anticipate tax levy and base county allocation funding to remain level. To maintain service levels at the 2019 level, other revenue growth and expense management opportunities will need to continue to be explored in order to close the gaps.

| 2020 BUDGET FORECAST                 | TOTAL REVENUE       | TOTAL EXPENSE       | EXCESS REVENUE (EXPENSE) | BASE COUNTY ALLOCATION | COUNTY LEVY        | EXCESS REVENUE (EXPENSE) |
|--------------------------------------|---------------------|---------------------|--------------------------|------------------------|--------------------|--------------------------|
| <b>BEHAVIORAL HEALTH SERVICES</b>    |                     |                     |                          |                        |                    |                          |
| Hospital                             | \$4,259,570         | \$5,209,735         | \$(950,165)              | \$423,664              | \$297,175          | \$(229,326)              |
| Hospital Psychiatry                  | \$853,842           | \$1,744,690         | \$(890,848)              | \$871,734              | \$-                | \$(19,114)               |
| Contract Services (State Institutes) | \$-                 | \$899,531           | \$(899,531)              | \$-                    | \$897,427          | \$(2,104)                |
| MMT                                  | \$535,192           | \$829,943           | \$(294,751)              | \$76,635               | \$218,116          | \$(0)                    |
| Crisis                               | \$565,559           | \$2,717,283         | \$(2,151,724)            | \$165,710              | \$1,705,185        | \$(280,829)              |
| CBRF                                 | \$897,893           | \$897,893           | \$(0)                    | \$-                    | \$-                | \$(0)                    |
| <b>Subtotal</b>                      | <b>\$7,112,056</b>  | <b>\$12,299,076</b> | <b>\$(5,187,020)</b>     | <b>\$1,537,743</b>     | <b>\$3,117,903</b> | <b>\$(531,374)</b>       |
| <b>COMMUNITY SERVICES</b>            |                     |                     |                          |                        |                    |                          |
| Outpatient                           | \$3,007,507         | \$3,926,338         | \$(918,831)              | \$691,220              | \$-                | \$(227,611)              |
| Day Treatment                        | \$-                 | \$-                 | \$-                      | \$-                    | \$-                | \$-                      |
| Psychiatry                           | \$1,256,210         | \$4,055,087         | \$(2,798,877)            | \$2,690,843            | \$-                | \$(108,034)              |
| Community Treatment-Adult            | \$5,207,629         | \$5,305,629         | \$(98,000)               | \$98,000               | \$-                | \$0                      |
| Community Treatment-Youth            | \$6,686,020         | \$6,686,020         | \$0                      | \$-                    | \$-                | \$0                      |
| Clubhouse                            | \$521,099           | \$613,099           | \$(92,000)               | \$-                    | \$92,000           | \$(0)                    |
| <b>Subtotal</b>                      | <b>\$16,678,465</b> | <b>\$20,586,173</b> | <b>\$(3,907,708)</b>     | <b>\$3,480,063</b>     | <b>\$92,000</b>    | <b>\$(335,645)</b>       |
| <b>COMMUNITY LIVING</b>              |                     |                     |                          |                        |                    |                          |
| Day Services                         | \$1,834,254         | \$1,932,601         | \$(98,347)               | \$-                    | \$-                | \$(98,347)               |
| Residential Services-Apartment       | \$2,384,000         | \$2,384,000         | \$0                      | \$-                    | \$-                | \$0                      |
| Residential Services-Group Homes     | \$2,000,000         | \$2,000,000         | \$(0)                    | \$-                    | \$-                | \$(0)                    |
| <b>Subtotal</b>                      | <b>\$6,218,254</b>  | <b>\$6,316,601</b>  | <b>\$(98,347)</b>        | <b>\$-</b>             | <b>\$-</b>         | <b>\$(98,347)</b>        |
| <b>MOUNT VIEW CARE CENTER:</b>       |                     |                     |                          |                        |                    |                          |
| Daily Services                       | \$18,975,781        | \$21,771,925        | \$(2,796,144)            | \$-                    | \$1,500,000        | \$(1,296,144)            |
| Rehab and Ancillary Services         | \$2,534,518         | \$1,238,374         | \$1,296,144              | \$-                    | \$-                | \$1,296,144              |
| <b>Subtotal</b>                      | <b>\$21,510,299</b> | <b>\$23,010,299</b> | <b>\$(1,500,000)</b>     | <b>\$-</b>             | <b>\$1,500,000</b> | <b>\$0</b>               |
| Pharmacy                             | \$5,183,887         | \$5,183,887         | \$-                      | \$-                    | \$-                | \$-                      |
| <b>OTHER SERVICES</b>                |                     |                     |                          |                        |                    |                          |
| Birth To Three                       | \$847,654           | \$1,606,639         | \$(758,985)              | \$-                    | \$714,404          | \$(44,581)               |
| Protective Services                  | \$234,710           | \$781,372           | \$(546,662)              | \$-                    | \$539,177          | \$(7,485)                |
| Demand Transportation                | \$445,235           | \$445,235           | \$(0)                    | \$-                    | \$-                | \$(0)                    |
| Aquatic                              | \$801,463           | \$1,164,291         | \$(362,828)              | \$-                    | \$342,345          | \$(20,483)               |
| <b>Subtotal</b>                      | <b>\$2,329,062</b>  | <b>\$3,997,537</b>  | <b>\$(1,668,475)</b>     | <b>\$-</b>             | <b>\$1,595,926</b> | <b>\$(72,548)</b>        |
| <b>TOTALS</b>                        | <b>\$59,032,023</b> | <b>\$71,393,572</b> | <b>\$(12,361,549)</b>    | <b>\$5,017,806</b>     | <b>\$6,305,829</b> | <b>\$(1,037,913)</b>     |
| Interest Income                      |                     |                     |                          |                        |                    | <b>\$275,000</b>         |
| <b>Excess Revenue (Expense)</b>      |                     |                     |                          |                        |                    | <b>\$(762,913)</b>       |



## 2020 – 2021 FORECAST

| 2021 BUDGET<br>FORECAST              | TOTAL<br>REVENUE    | TOTAL<br>EXPENSE    | EXCESS<br>REVENUE<br>(EXPENSE) | BASE<br>COUNTY<br>ALLOCATION | COUNTY<br>LEVY     | EXCESS<br>REVENUE<br>(EXPENSE) |
|--------------------------------------|---------------------|---------------------|--------------------------------|------------------------------|--------------------|--------------------------------|
| <b>BEHAVIORAL HEALTH SERVICES</b>    |                     |                     |                                |                              |                    |                                |
| Hospital                             | \$4,274,570         | \$5,310,178         | \$(1,035,608)                  | \$423,664                    | \$297,175          | \$(314,769)                    |
| Hospital Psychiatry                  | \$858,842           | \$1,776,557         | \$(917,715)                    | \$871,734                    | \$-                | \$(45,981)                     |
| Contract Services (State Institutes) | \$-                 | \$901,416           | \$(901,416)                    | \$-                          | \$897,427          | \$(3,989)                      |
| MMT                                  | \$535,192           | \$835,097           | \$(299,905)                    | \$76,635                     | \$218,116          | \$(5,154)                      |
| Crisis                               | \$565,559           | \$2,804,254         | \$(2,238,695)                  | \$165,710                    | \$1,705,185        | \$(367,800)                    |
| CBRF                                 | \$897,893           | \$905,639           | \$(7,746)                      | \$-                          | \$-                | \$(7,746)                      |
| <b>Subtotal</b>                      | <b>\$7,132,056</b>  | <b>\$12,533,141</b> | <b>\$(5,401,085)</b>           | <b>\$1,537,743</b>           | <b>\$3,117,903</b> | <b>\$(745,439)</b>             |
| <b>COMMUNITY SERVICES</b>            |                     |                     |                                |                              |                    |                                |
| Outpatient                           | \$3,007,507         | \$4,107,891         | \$(1,100,384)                  | \$691,220                    | \$-                | \$(409,164)                    |
| Day Treatment                        | \$-                 | \$-                 | \$-                            | \$-                          | \$-                | \$-                            |
| Psychiatry                           | \$1,266,210         | \$4,135,780         | \$(2,869,570)                  | \$2,690,843                  | \$-                | \$(178,727)                    |
| Community Treatment-Adult            | \$5,317,629         | \$5,415,629         | \$(98,000)                     | \$98,000                     | \$-                | \$0                            |
| Community Treatment-Youth            | \$6,686,020         | \$6,686,020         | \$(0)                          | \$-                          | \$-                | \$(0)                          |
| Clubhouse                            | \$533,099           | \$625,099           | \$(92,000)                     | \$-                          | \$92,000           | \$(0)                          |
| <b>Subtotal</b>                      | <b>\$16,810,465</b> | <b>\$20,970,420</b> | <b>\$(4,159,955)</b>           | <b>\$3,480,063</b>           | <b>\$92,000</b>    | <b>\$(587,892)</b>             |
| <b>COMMUNITY LIVING</b>              |                     |                     |                                |                              |                    |                                |
| Day Services                         | \$1,849,254         | \$1,997,914         | \$(148,660)                    | \$-                          | \$-                | \$(148,660)                    |
| Residential Services-Apartment       | \$2,384,000         | \$2,449,120         | \$(65,120)                     | \$-                          | \$-                | \$(65,120)                     |
| Residential Services-Group Homes     | \$2,000,000         | \$2,000,000         | \$(0)                          | \$-                          | \$-                | \$(0)                          |
| <b>Subtotal</b>                      | <b>\$6,233,254</b>  | <b>\$6,447,034</b>  | <b>\$(213,780)</b>             | <b>\$-</b>                   | <b>\$-</b>         | <b>\$(213,780)</b>             |
| <b>MOUNT VIEW CARE CENTER:</b>       |                     |                     |                                |                              |                    |                                |
| Daily Services                       | \$19,116,781        | \$22,240,472        | \$(3,123,691)                  | \$-                          | \$1,500,000        | \$(1,623,691)                  |
| Rehab and Ancillary Services         | \$2,634,518         | \$1,242,546         | \$1,391,972                    | \$-                          | \$-                | \$1,391,972                    |
| <b>Subtotal</b>                      | <b>\$21,751,299</b> | <b>\$23,483,018</b> | <b>\$(1,731,719)</b>           | <b>\$-</b>                   | <b>\$1,500,000</b> | <b>\$(231,719)</b>             |
| Pharmacy                             | \$5,288,887         | \$5,288,887         | \$(0)                          | \$-                          | \$-                | \$(0)                          |
| <b>OTHER SERVICES</b>                |                     |                     |                                |                              |                    |                                |
| Birth To Three                       | \$847,654           | \$1,642,491         | \$(794,837)                    | \$-                          | \$714,404          | \$(80,433)                     |
| Protective Services                  | \$234,710           | \$792,936           | \$(558,226)                    | \$-                          | \$539,177          | \$(19,049)                     |
| Demand Transportation                | \$450,235           | \$450,235           | \$(0)                          | \$-                          | \$-                | \$(0)                          |
| Aquatic                              | \$801,463           | \$1,189,794         | \$(388,331)                    | \$-                          | \$342,345          | \$(45,986)                     |
| <b>Subtotal</b>                      | <b>\$2,334,062</b>  | <b>\$4,075,456</b>  | <b>\$(1,741,394)</b>           | <b>\$-</b>                   | <b>\$1,595,926</b> | <b>\$(145,467)</b>             |
| <b>TOTALS</b>                        | <b>\$59,550,023</b> | <b>\$72,797,956</b> | <b>\$(13,247,933)</b>          | <b>\$5,017,806</b>           | <b>\$6,305,829</b> | <b>\$(1,924,297)</b>           |
| Interest Income                      |                     |                     |                                |                              |                    | <b>\$300,000</b>               |
| <b>Excess Revenue (Expense)</b>      |                     |                     |                                |                              |                    | <b>\$(1,624,297)</b>           |



## 2019 UNIT COSTS

The following is additional information showing the total cost per unit for each program, which is direct cost and overhead. In the event that a program is not included, the total unit cost for all other programs would increase as overhead would be reallocated.

|                                     | TOTAL<br>EXPENSES | BILLABLE<br>UNIT | UNIT<br>HOURS/DAYS | UNIT<br>TOTAL EXP | COUNTY (LEVY)<br>APPROPRIATION | APPROPRIATION<br>(LEVY) PER UNIT |
|-------------------------------------|-------------------|------------------|--------------------|-------------------|--------------------------------|----------------------------------|
| <b>BEHAVIORAL HEALTH SERVICES</b>   |                   |                  |                    |                   |                                |                                  |
| Hospital (without Residency Costs)  | \$5,992,985       | 5,110            | Days               | \$1,172.80        | \$297,175                      | \$58.16                          |
| CBRF                                | \$867,893         | 32,850           | Hours              | \$26.42           | \$0                            | \$0.00                           |
| Crisis Services                     | \$2,686,454       | 6,600            | Hours              | \$407.04          | \$1,705,185                    | \$258.36                         |
| Medically Monitored Treatment (MMT) | \$799,943         | 33,215           | Hours              | \$24.08           | \$218,116                      | \$6.57                           |
| <b>COMMUNITY SERVICES</b>           |                   |                  |                    |                   |                                |                                  |
| Wausau Outpatient                   | \$2,249,284       | 19,620           | Hours              | \$114.64          | \$0                            | \$0.00                           |
| Merrill Outpatient                  | \$651,231         | 4,800            | Hours              | \$135.67          | \$0                            | \$0.00                           |
| Antigo Outpatient                   | \$798,212         | 9,300            | Hours              | \$85.83           | \$0                            | \$0.00                           |
| Psychiatry Services                 | \$3,947,053       | 6,600            | Hours              | \$598.04          | \$0                            | \$0.00                           |
| Wausau Community Treatment          | \$7,736,751       | 80,593           | Hours              | \$96.00           | \$0                            | \$0.00                           |
| Merrill Community Treatment         | \$2,371,102       | 20,400           | Hours              | \$116.23          | \$0                            | \$0.00                           |
| Antigo Community Treatment          | \$1,883,796       | 15,406           | Hours              | \$122.28          | \$0                            | \$0.00                           |
| Clubhouse                           | \$596,099         | 8,290            | Hours              | \$71.91           | \$92,000                       | \$11.10                          |
| <b>COMMUNITY LIVING SERVICES</b>    |                   |                  |                    |                   |                                |                                  |
| Wausau ADS                          | \$608,120         | 58,800           | Hours              | \$10.34           | \$0                            | \$0.00                           |
| Wausau PreVoc                       | \$882,133         | 69,000           | Hours              | \$12.78           | \$0                            | \$0.00                           |
| Antigo ADS                          | \$326,000         | 29,000           | Hours              | \$11.24           | \$0                            | \$0.00                           |
| Residential-Andrea                  | \$494,694         | 2,890            | Days               | \$171.17          | \$0                            | \$0.00                           |
| Residential-Chadwick                | \$498,518         | 2,529            | Days               | \$197.12          | \$0                            | \$0.00                           |
| Residential-Bissell                 | \$504,758         | 2,890            | Days               | \$174.66          | \$0                            | \$0.00                           |
| Residential-Heather                 | \$502,030         | 2,529            | Days               | \$198.51          | \$0                            | \$0.00                           |
| Residential-Riverview               | \$623,189         | 9,394            | Days               | \$66.34           | \$0                            | \$0.00                           |
| Residential-Jelinek                 | \$774,982         | 7,226            | Days               | \$107.25          | \$0                            | \$0.00                           |
| Residential-Forest St               | \$608,090         | 3,252            | Days               | \$186.99          | \$0                            | \$0.00                           |
| Residential-Fulton                  | \$377,739         | 2,888            | Days               | \$130.80          | \$0                            | \$0.00                           |
| <b>OTHER SERVICES</b>               |                   |                  |                    |                   |                                |                                  |
| Birth To Three                      | \$1,562,058       | 10,420           | Hours              | \$149.91          | \$714,404                      | \$68.56                          |
| Demand Transportation               | \$438,235         | 13,700           | Trips              | \$31.99           | \$0                            | \$0.00                           |
| Aquatic Services                    | \$1,143,808       | 4,400            | Hours              | \$259.96          | \$342,345                      | \$77.81                          |
| <b>NURSING HOME SERVICES</b>        |                   |                  |                    |                   |                                |                                  |
| Long Term Care                      | \$4,213,343       | 14,600           | Days               | \$288.59          | \$428,000                      | \$29.32                          |
| Legacies                            | \$9,482,458       | 35,405           | Days               | \$267.83          | \$1,072,000                    | \$30.28                          |
| Post Acute Care                     | \$3,047,189       | 8,395            | Days               | \$362.98          | \$0                            | \$0.00                           |
| Ventilator Services                 | \$4,618,345       | 9,125            | Days               | \$506.12          | \$0                            | \$0.00                           |





# HUMAN SERVICES OPERATIONS

## 2019 BUDGET BY PROGRAM

North Central Health Care's Human Services Operations 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 the counties' delegated primary responsibility for the prevention or amelioration of mental disabilities, including but not limited to mental illness, developmental disabilities, alcoholism and drug abuse. There are a number of programs contained within the Human Services Operations grouped into broad departments to deliver community services programs.

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## HUMAN SERVICES OPERATIONS

### ■ MANAGEMENT TEAM



**Laura Scudiere**  
Human Services  
Operations Executive



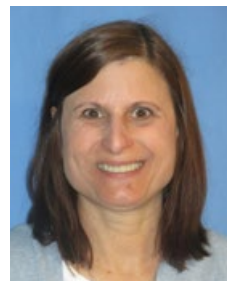
**Liz Parizo**  
Behavioral Health  
Services Director



**Kim Moore**  
Behavioral Health  
Services and Crisis  
Clinical Manager



**Trina Sorce**  
Inpatient  
Nurse Manager



**Kathleen Buckli**  
Crisis CBRF Manager



**Daniel Shine**  
Lakeside Recovery  
Manager



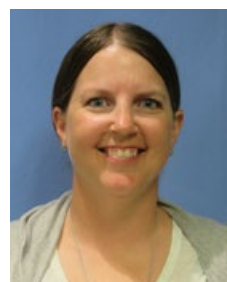
**Michelle Hazuka**  
Community Corner  
Clubhouse Director



**Janelle Hintz**  
Outpatient and  
Community Treatment  
Director



**Michelle Carr**  
Community  
Treatment Manager -  
Marathon County



**Haley Ellenbecker**  
Community  
Treatment Manager -  
Langlade/Lincoln County



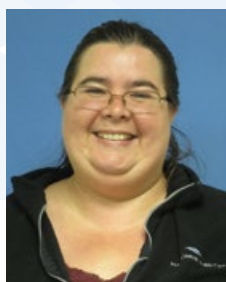
**Gina Lenz**  
Community  
Treatment Manager -  
Youth Services



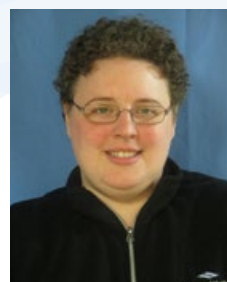
**Kim Van Ermen**  
Outpatient Clinical  
Operations Manager



**Toni Kellner**  
Director of  
Community Living



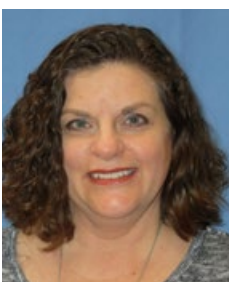
**Jessica Pyke**  
Adult Day Services/  
Prevocational Services  
Coordinator -  
Langlade County



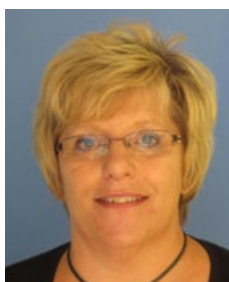
**Jennifer Rothmeyer**  
Adult Day Services/  
Prevocational Services  
Coordinator -  
Marathon County



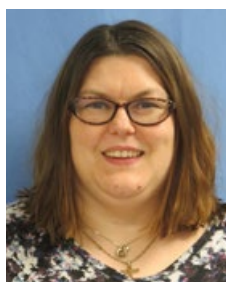
**Cheryl Zeinert**  
Group Homes  
Manager



**Brenda Christian**  
Adult Protective  
Services Director



**Brenda Budnik**  
Aquatic Services  
Director



**Jennifer Stransky**  
Birth to Three  
Manager



**Jennifer McKenzie**  
Transportation  
Manager



## HUMAN SERVICES OPERATIONS

### ■ HUMAN SERVICES OPERATIONS ADMINISTRATION

#### DESCRIPTION

The overall administrative oversight for all Human Services Operations is consolidated into a separate program and is allocated out to each program based on direct expenses. Human Service Operations oversight includes all developmental disability, mental health, and aquatic programming.

#### KEY ACCOMPLISHMENTS

- Structured operations for 2018 programmatic growth in Community Treatment, Crisis Assessment Response Team, Linkage and Follow up, MMT, CBRF, and Outpatient services.

#### STAFFING

| Position                  | 2017 FTE's | 2018 FTE's | 2019 FTE's |
|---------------------------|------------|------------|------------|
| Human Services Operations |            |            |            |
| Executive                 | 1.0        | 1.0        | 1.0        |
| Quality Director          | 0.0        | 1.0        | 0.0        |
| <b>TOTAL</b>              | <b>1.0</b> | <b>2.0</b> | <b>1.0</b> |

#### BUDGET HIGHLIGHTS

The Human Services Operations Administration budget reflects the Human Services Operations Executive position. The Quality Director position has been reclassified and moved back to Quality. The program also reflects a decreases in contract services and a Medical Staff Relations Director is being added to the Psychiatry budget.

#### BUDGET SUMMARY

|                              | 2017 Budget    | 2018 Budget    | 2019 Budget    |
|------------------------------|----------------|----------------|----------------|
| Other Revenue                | -              | -              | -              |
| State Addendum Grants        | -              | -              | -              |
| <b>TOTAL REVENUE</b>         | <b>-</b>       | <b>-</b>       | <b>-</b>       |
| Salaries                     | 144,999        | 253,540        | 153,957        |
| Benefits                     | 55,316         | 92,454         | 57,187         |
| Other Direct Expenses        | 37,641         | 371,800        | 258,323        |
| <b>TOTAL DIRECT EXPENSES</b> | <b>237,956</b> | <b>717,794</b> | <b>469,467</b> |





### BEHAVIORAL HEALTH SERVICES

Behavioral Health Services includes Emergency and Crisis Services, Inpatient Psychiatric Hospital, Contract Services (Diversion), Psychiatry Residency Program, Community Based Rehabilitation Facility (CBRF) 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.

### BEHAVIORAL HEALTH SERVICES

#### ■ *Emergency and Crisis Services*

##### 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 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 counselor to inpatient hospitalization.

**Crisis Center:** 24-hour specialized assistance with urgent mental health, developmental disability or substance abuse needs and may also act as an in-house, short-term Crisis Stabilization Unit. 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: inpatient psychiatric treatment, crisis bed placement, youth crisis bed, 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.

**Youth Crisis Stabilization:** The Youth Crisis Services serves children and adolescents under the age of 18. Support is provided to stabilize the conditions of acute mental health symptoms, as well as short-term respite and one-on-one counseling. Monitoring and support is provided in a separate area designated for youth on the Wausau Campus.

**Crisis Assessment Response Team (CART):** This new 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 suicide 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.





## BEHAVIORAL HEALTH SERVICES

### ■ Emergency and Crisis Services

#### REGULATIONS

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

#### HOURS/DAYS OF SERVICE

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

#### KEY ACCOMPLISHMENTS

- Established Crisis Assessment Response Team and as of June 2018 the teams have responded to 304 crisis calls
- Established Linkage and Follow up Program providing services to over 100 clients on commitment and settlement agreements
- Addition of psychiatric nurse practitioner to crisis services
- Year to date June 2018 crisis has seen an increase of 200 clients over the same time in 2017.

#### BUDGET HIGHLIGHTS

The 2018 budget for Emergency and Crisis Services includes an additional 2.4 FTEs for Crisis Professionals due to the continued increase in demand. The Security Officer position is taken out as this service and is provided through a contract.

#### STAFFING

| Position                     | 2017 FTE's   | 2018 FTE's   | 2019 FTE's  |
|------------------------------|--------------|--------------|-------------|
| Manager                      | 1.0          | 1.0          | 1.0         |
| Court Liaison                | 1.0          | 1.0          | 1.0         |
| Crisis Service Professionals | 13.6         | 17.6         | 20.0        |
| RN Case Manager              | 1.0          | 1.0          | 1.0         |
| Law Enforcement Liaison      | 0.5          | 0.5          | 0.5         |
| Transportation Staff         | 4.60         | 1.0          | 1.0         |
| Youth Crisis Workers         | 4.20         | 4.2          | 4.2         |
| Security Officer             | -            | 0.8          | -           |
| <b>TOTAL</b>                 | <b>25.90</b> | <b>27.10</b> | <b>28.7</b> |



## BEHAVIORAL HEALTH SERVICES

### ■ Emergency and Crisis Services

#### BUDGET SUMMARY

|                                     | 2017 Budget        | 2018 Budget        | 2019 Budget        |
|-------------------------------------|--------------------|--------------------|--------------------|
| Net Patient Services Revenue        | 100,000            | 128,000            | 156,000            |
| WIMCR                               | 100,000            | 120,000            | 320,000            |
| Base County Allocation              | 896,071            | 946,476            | 165,710            |
| County Appropriation                | 1,154,066          | 1,225,461          | 1,705,185          |
| Allocated Revenue                   | 15,652             | 28,000             | 27,512             |
| Contract Services                   | 51,000             | 51,000             | 40,000             |
| Other Revenue                       | -                  | 150,000            | 250,000            |
| Marathon County Match (Maintenance) | 10,145             | 22,046             | 22,046             |
| <b>TOTAL REVENUE</b>                | <b>\$2,326,934</b> | <b>\$2,670,983</b> | <b>\$2,686,454</b> |
| Salaries                            | 1,116,572          | 1,262,254          | 1,303,787          |
| Benefits                            | 425,967            | 460,282            | 484,290            |
| Other Direct Expenses               | 37,580             | 85,130             | 81,318             |
| <b>TOTAL DIRECT EXPENSES</b>        | <b>\$1,580,119</b> | <b>\$1,807,666</b> | <b>\$1,869,395</b> |



## HUMAN SERVICES OPERATIONS

### BEHAVIORAL HEALTH SERVICES

#### ■ *Inpatient Psychiatric Hospital*

##### DESCRIPTION

North Central Health Care provides inpatient behavioral health services through our **Inpatient Psychiatric Hospital** for individuals who have severe psychiatric and detoxification needs. The Inpatient Psychiatric Hospital is an adult unit that provides assessment, evaluation and treatment of mental health 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.

Within the umbrella of inpatient service offerings, NCHC also has **Contracted Services** and the Ambulatory Detoxification Program. Contracted Services includes the expenses related to inpatient hospitalization in other institutes for several reasons including but not limited to: unit capacity limits, age and stability of patients.

The North Central Health Care **Ambulatory Detoxification Program** is an outpatient model for individuals requiring detoxification from drugs and alcohol. The program is unique in that it provides many of the benefits of inpatient detoxification but in a setting that is more cost effective and less restrictive. While the program is technically an Outpatient Program, it is housed within the Inpatient Psychiatric Hospital because of the cross utilization of staff between both programs to achieve maximum efficiency.

The Ambulatory Detoxification Program consists of a medically managed, monitored and structured detoxification services provided on an outpatient, voluntary basis and delivered by a physician or other service personnel acting under the supervision of a physician. Management and monitoring of intoxication withdrawal will be performed by nursing staff, including assessment and dispensing of medications to assist with withdrawal and referrals for ongoing addiction and substance abuse treatment. The service will generally be limited to 48 hours or less but may extend in duration for specific cases.

**Psychiatric Residency Program:** 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. In 2018, three new residents began their residency with Inpatient and Emergency rotations within the Behavioral Health Services Department. Rotations are four months long and give each participating resident the ability to experience the service under the supervision of an attending physician. Residents are chosen from hundreds of applicants during a challenging interview process with Medical College of Wisconsin Faculty and supervising physicians. After the interview, residents are "matched" with the sites that will provide them the best educational opportunity.

##### 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.

NCHC's Ambulatory Detoxification Program provides care for individuals age 18 and older from Marathon, Lincoln and Langlade Counties in need of detoxification for alcohol and opiate withdrawal in an ambulatory outpatient setting, and who do not require general hospital services for alcohol poisoning or who are not severely medically compromised.

##### 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.

Ambulatory Detoxification services are certified by the Department of Health Services under Chapter DHS 75.

##### HOURS/DAYS OF SERVICE

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



## BEHAVIORAL HEALTH SERVICES

### ■ Inpatient Psychiatric Hospital

#### KEY ACCOMPLISHMENTS

- One full year of the residency program was completed, with three residents successfully completing rotations in Emergency and Inpatient Psychiatry
- Addition of full time psychologist in 2018 to assist with additional therapy and programing development on the Inpatient unit.

#### BUDGET HIGHLIGHTS

The Psychiatry Residency Program continues to grow as the program moves into another year. Additional stipend support is being added as well as additional Psychiatry Supervision. A 1.0 FTE APNP is being added to provide additional services to the Hospital. In addition, 3.6 FTE's for RN's are being added to provide more nursing in the Hospital. An Administrative Support position is also being added to assist the Hospital staff.

#### STAFFING

| Position                           | 2017 FTE's   | 2018 FTE's   | 2019 FTE's   |
|------------------------------------|--------------|--------------|--------------|
| Director                           | 1.0          | 1.0          | 1.0          |
| Master Social Worker               | 1.0          | 1.0          | 1.0          |
| Bachelor Social Worker             | 1.0          | 1.0          | 1.0          |
| Nurse Practitioner/APNP            | 1.4          | 1.4          | 2.4          |
| Psychiatrist                       | 1.0          | 2.0          | 2.0          |
| Occupational Therapist             |              |              |              |
| Assistant                          | 1.0          | 1.4          | 1.0          |
| Nurse Manager                      | 1.0          | 1.0          | 1.0          |
| RN                                 | 9.77         | 9.77         | 13.37        |
| LPN                                | 1.0          | 1.0          | 1.0          |
| Behavioral Health Tech             | 6.3          | 6.3          | 6.3          |
| Medical Scribe                     | 0.5          | 1.0          | 1.0          |
| Substance Abuse Counselor          | -            | 1.0          | 1.0          |
| Psychologist                       | -            | .80          | .80          |
| Administrative Support             | -            | -            | 1.0          |
| Medical Staff Relations Director - | -            | -            | 0.5          |
| <b>TOTAL</b>                       | <b>25.97</b> | <b>28.67</b> | <b>34.37</b> |

#### BUDGET SUMMARY

|                                     | 2017 Budget        | 2018 Budget        | 2019 Budget        |
|-------------------------------------|--------------------|--------------------|--------------------|
| Net Patient Services Revenue        | 4,000,000          | 4,375,000          | 4,252,000          |
| Base County Allocation              | 400,000            | 1,097,236          | 1,295,398          |
| County Appropriation                | 367,684            | 278,552            | 297,175            |
| Allocated Revenue                   | 28,094             | 31,904             | 79,488             |
| Other Revenue                       | -                  | 125,000            | 620,000            |
| Marathon County Match (Maintenance) | 100,589            | 121,924            | 121,924            |
| <b>TOTAL REVENUE</b>                | <b>\$4,896,367</b> | <b>\$6,029,616</b> | <b>\$6,665,985</b> |
| Salaries                            | 2,044,163          | 2,494,360          | 2,784,384          |
| Benefits                            | 779,838            | 909,571            | 1,034,256          |
| Other Direct Expenses               | 860,219            | 1,064,645          | 1,410,018          |
| <b>TOTAL DIRECT EXPENSES</b>        | <b>\$3,684,220</b> | <b>\$4,468,576</b> | <b>\$5,228,658</b> |



## HUMAN SERVICES OPERATIONS

### BEHAVIORAL HEALTH SERVICES

#### ■ *Contracted Services*

##### DESCRIPTION

For all individuals in Marathon, Lincoln and Langlade Counties under the age of 18, or other individuals NCHC is unable to serve locally for inpatient care, appropriate placement and inpatient care services can be arranged through the Crisis Center as needed using Contracted Services.

##### BUDGET HIGHLIGHTS

The budget remains consistent with 2018.

##### HOURS/DAYS OF SERVICE

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

##### KEY ACCOMPLISHMENTS

- Continued to provide a transportation program serving individuals in a trauma-informed setting for transport between facilities.
- Creation of a diversion task force consisting of a multi-disciplinary team to look at current diversion processes and aid in decreasing the number of individuals placed out of county.

##### BUDGET SUMMARY

|                              | 2017 Budget        | 2018 Budget      | 2019 Budget      |
|------------------------------|--------------------|------------------|------------------|
| Net Patient Services Revenue | -                  | -                |                  |
| Base County Allocation       | -                  | 99,651           | -                |
| County Appropriation         | 1,118,839          | 806,268          | 897,427          |
| <b>TOTAL REVENUE</b>         | <b>\$1,118,839</b> | <b>\$905,919</b> | <b>\$897,427</b> |
| Other Direct Expenses        | 1,065,000          | 800,000          | 800,000          |
| <b>TOTAL DIRECT EXPENSES</b> | <b>\$1,065,000</b> | <b>\$800,000</b> | <b>\$800,000</b> |



## HUMAN SERVICES OPERATIONS

### BEHAVIORAL HEALTH SERVICES

#### ■ Crisis Community Based Residential Facility (CBRF)

##### DESCRIPTION

Crisis CBRF is a therapeutic mental health and substance abuse stabilization program operated 24-hours a day in a voluntary setting. This 12 bed program provides observation, medication monitoring, basic case management and planned activities under the supervision of specially trained CBRF staff.

##### 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 Crisis CBRF 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

##### KEY ACCOMPLISHMENTS

- Expanded in 2018 from 6 beds to 12.
- Successful separation of MMT and Crisis CBRF units to allow for an additional 6 CBRF beds.
- Addition of CBRF Nurse to assist in discharge planning as well as skill development and programming for clients staying on the Crisis CBRF.

##### STAFFING

| Position               | 2017 FTE's  | 2018 FTE's | 2019 FTE's  |
|------------------------|-------------|------------|-------------|
| Manager                | 0.5         | 1.0        | 1.0         |
| Crisis Tech            | 1.86        | 4.0        | 5.75        |
| Behavioral Health Tech | 1.86        | .80        | .80         |
| Master Social Worker   | 0.0         | 2.0        | 1.0         |
| RN                     | 0.0         | .80        | .80         |
| <b>TOTAL</b>           | <b>4.22</b> | <b>8.6</b> | <b>9.35</b> |

##### BUDGET HIGHLIGHTS

The 2019 budget reflects the conversion of a social worker to 1.75 additional Crisis Techs. The program has expanded to 12 beds.

##### BUDGET SUMMARY

|                                     | 2017 Budget      | 2018 Budget        | 2019 Budget      |
|-------------------------------------|------------------|--------------------|------------------|
| Net Patient Services Revenue        | 638,000          | 860,000            | 653,000          |
| WIMCR                               | 100,000          | 140,000            | 200,000          |
| County Appropriation                | -                | -                  | -                |
| Allocated Revenue                   | 4,636            | 3,841              | 7,151            |
| Marathon County Match (Maintenance) | 46,600           | 7,742              | 7,742            |
| <b>TOTAL REVENUE</b>                | <b>\$789,236</b> | <b>\$1,011,583</b> | <b>\$867,893</b> |
| Salaries                            | 153,753          | 399,659            | 408,406          |
| Benefits                            | 58,656           | 145,736            | 151,702          |
| Other Direct Expenses               | 17,829           | 40,875             | 46,746           |
| <b>TOTAL DIRECT EXPENSES</b>        | <b>\$230,238</b> | <b>\$586,270</b>   | <b>\$606,854</b> |



## HUMAN SERVICES OPERATIONS

### BEHAVIORAL HEALTH SERVICES

#### ■ Lakeside Recovery Medically Monitored Treatment (MMT)

##### DESCRIPTION

Lakeside Recovery Medically Monitored Treatment is a 21-day substance abuse recovery program operated 24-hours a day in a community-based setting. This 14 bed program provides observation, medication monitoring, and treatment by a multi-disciplinary team under the supervision of a physician.

##### 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

##### KEY ACCOMPLISHMENTS

- Expanded from a 6-bed unit to a 14-bed capacity in 2018
- Enhanced programming and medication oversight with the addition of a psychiatric nurse practitioner to BHS services

##### STAFFING

| Position               | 2017 FTE's  | 2018 FTE's | 2019 FTE's |
|------------------------|-------------|------------|------------|
| Manager                | 0.5         | 1.0        | 1.0        |
| Counselor              | 1.0         | 1.0        | 1.0        |
| Registered Nurse       | 0.2         | 0.2        | 0.2        |
| Behavioral Health Tech | 1.86        | .80        | .80        |
| Crisis Tech            | 1.86        | 4.8        | 4.8        |
| Referral Coordinator   | 0.0         | 1.0        | 1.0        |
| <b>TOTAL</b>           | <b>5.42</b> | <b>8.8</b> | <b>8.8</b> |

##### BUDGET HIGHLIGHTS

The 2019 budget includes the program being at 14 beds. This expansion occurred during 2018. The staffing was expanded during 2018 to meet the program expansion. Contract services has decreased as the services needed from advanced providers can be done internally.

##### BUDGET SUMMARY

|                                     | 2017 Budget      | 2018 Budget      | 2019 Budget      |
|-------------------------------------|------------------|------------------|------------------|
| Base County Allocation              |                  | 54,124           | 76,635           |
| Net Patient Services Revenue        | 165,000          | 486,000          | 395,000          |
| County Appropriation                | 277,688          | 437,919          | 218,116          |
| Allocated Revenue                   | 2,325            | 1,743            | 1,290            |
| Other Revenue                       | -                | -                | -                |
| Marathon County Match (Maintenance) | 46,600           | 8,902            | 8,902            |
| CCS Reconciliation                  |                  | 10,000           | 10,000           |
| <b>TOTAL REVENUE</b>                | <b>\$491,613</b> | <b>\$998,688</b> | <b>\$799,943</b> |
| Salaries                            | 217,164          | 428,007          | 356,004          |
| Benefits                            | 82,847           | 156,073          | 132,237          |
| Other Direct Expenses               | 10,572           | 132,125          | 35,821           |
| <b>TOTAL DIRECT EXPENSES</b>        | <b>\$310,583</b> | <b>\$716,205</b> | <b>\$524,062</b> |





COMMUNITY BEHAVIORAL HEALTH SERVICES

Community Behavioral Health Services includes Community Corner Clubhouse, Community Treatment-Adult (CCS, CSP, IPS), Community Treatment Youth (CCS, CLTS), Day Treatment and Outpatient Mental Health & Substance Abuse Services.

COMMUNITY BEHAVIORAL HEALTH SERVICES

■ Community Corner Clubhouse

DESCRIPTION

Community Corner Clubhouse assists adults with persistent mental illness and substance abuse challenges to realize their potential by providing them with a Clubhouse where they can meet friends, build self-confidence, learn valuable life skills and discover untapped talents. Community Corner Clubhouse is an internationally certified, psychosocial rehabilitation community that provides accessible, low cost services in a supportive environment. Clubhouse membership is voluntary and without time limits — offering members to choose the services they need when they need them.

The Clubhouse helps empower members by offering:

- Vocational support helping members’ return to competitive employment by offering a variety of opportunities.
- Transitional Employment: Competitive, part-time employment that lasts 6-9 months.
- Supported Employment: Job development, job coaching, and long term support for members.
- Independent Employment: Assistance in sustaining long term employment.
- Educational opportunities: We partner with community adult educators to offer a variety of classes for members.
- Housing assistance: We help members find safe, affordable housing.
- Hope House is a local recovery residence that is a social, not medical, model for recovery living. This is different from a traditional transitional or halfway house. Hope House is a voluntary, time limited-term, residential program for Community Corner Clubhouse members experiencing psychiatric illness and/or psychological distress not requiring hospitalization who also have recovery needs. The end goal is to help develop life-long strategies to support recovery that will lead to independent living.

POPULATION SERVED

Marathon County Adults 18 and older with severe or persistent mental illness or a history of substance abuse.

REGULATIONS

The Clubhouse is accredited by Clubhouse International. Accredited Clubhouses are recognized as operating with a high level of compliance with the International Standards for Clubhouse Programs.

HOURS OF SERVICE

Monday: – Thursday: 8:00 am – 4:00 pm  
Tuesday: 8:00 – 6:00 pm  
Friday: 8:00 am – 3:00 pm  
Holidays: 10:00 am – 2:00 pm  
Monthly Evening Hours

KEY ACCOMPLISHMENTS

- Celebrated its 2nd year anniversary of Hope House, and had two successful graduates.
- Clubhouse served a total of 201 members last year.
- Community Corner Clubhouse completed 5 health screens per month, which amounts to over 60 per year. Health screens assess level of need and support additional service coordination.
- Clubhouse provided 565 hours per month (6,780 hours per year) in service coordination which includes mental health, employment, or recovery coordination.
- Clubhouse provided supported employment for 40 members (2017).
- 87% of Clubhouse members worked an average of 15 hours / week.



## COMMUNITY BEHAVIORAL HEALTH SERVICES

### ■ Community Corner Clubhouse

#### STAFFING

| Position              | 2017 FTE's | 2018 FTE's | 2019 FTE's |
|-----------------------|------------|------------|------------|
| Manager               | 1.0        | 1.0        | 1.0        |
| Employment Specialist | 1.0        | 1.0        | 1.0        |
| Clubhouse Generalist  | 3.0        | 3.0        | 3.0        |
| Recovery Coach        | 0.0        | .5         | 1.0        |
| Case Manager          | -          | -          | 1.0        |
| <b>TOTAL</b>          | <b>5.0</b> | <b>5.5</b> | <b>7.0</b> |

#### BUDGET HIGHLIGHTS

The 2019 budget includes the addition of a 1.0 FTE Case manager and a 0.5 Clubhouse Generalist. Additional revenue supports the addition of those positions.

#### BUDGET SUMMARY

|                                     | 2017 Budget      | 2018 Budget      | 2019 Budget      |
|-------------------------------------|------------------|------------------|------------------|
| Net Patient Services Revenue        | 208,000          | 284,000          | 381,000          |
| DVR                                 | 20,000           | 20,000           | 37,000           |
| County Appropriation                | 95,000           | 92,000           | 92,000           |
| Allocated Revenue                   | 2,597            | 751              | 1,099            |
| Other Revenue                       | 121,500          | 94,500           | 85,000           |
| Marathon County Match (Maintenance) | -                | -                | -                |
| <b>TOTAL REVENUE</b>                | <b>\$447,097</b> | <b>\$491,251</b> | <b>\$596,099</b> |
| Salaries                            | 220,397          | 246,203          | 309,892          |
| Benefits                            | 84,080           | 89,778           | 115,109          |
| Other Direct Expenses               | 59,918           | 62,543           | 67,665           |
| <b>TOTAL DIRECT EXPENSES</b>        | <b>\$364,395</b> | <b>\$398,524</b> | <b>\$492,666</b> |



COMMUNITY BEHAVIORAL HEALTH PROGRAMS

■ Community Treatment Adult (CCS, CSP, IPS)

The descriptions on pages 44-45 include information for Community Treatment Adult Services. Community Treatment Youth Services are described separately on page 46. The Budget Highlights, Staffing and Budget Summary information shown on page 47 contains data that is combined back into one overall Community Treatment program. In future years, the budget information will be separated to reflect the separate programs.

COMPREHENSIVE COMMUNITY SERVICES  
ADULT DESCRIPTION

Comprehensive Community Services (CCS) helps individuals with substance abuse, mental health issues or co-occurring disorders achieve their potential and establish a meaningful life within the community by providing individualized services that fit a person’s lifestyle, are recovery-oriented, flexible and empowering.

POPULATION SERVED

Comprehensive Community Services Adult serves adults, who are coping with substance abuse, mental health issues or co-occurring disorders. Treatment, rehabilitation and support services have been specifically designed for adults and individuals with high-intensity needs or co-occurring disorders.

REGULATIONS

Comprehensive Community Services is a certified program and operates under the Department of Health Services, DHS Chapter 36, Comprehensive Community Services for Persons with Mental Disorders and Substance-Use Disorders.

HOURS OF SERVICE

Monday – Friday, 8:00 am – 4:30 pm

COMMUNITY SUPPORT PROGRAM (CSP)  
DESCRIPTION

Community Support Program (CSP) helps individuals with mental health issues build a path to recovery that is accessible, unique to the individual and flexible – one that provides support, treatment and rehabilitation in settings that best suit the individual – be it a community, home or work setting. We also provide a Supported Apartment Program that offers individuals the opportunity to reside in their own apartment while receiving 24/7 access to our Community Support services.

POPULATION SERVED

The Community Support Program serves individuals 18 years and older, who are coping with substance abuse, mental health issues or co-occurring disorders. Treatment, rehabilitation and support services have been specifically designed for adults and individuals with high-intensity needs or co-occurring disorders.

REGULATIONS

CSP is a certified program and operates under the Wisconsin Department of Health Services, Chapter

DHS 63, Community Support Programs for Chronically Mentally Ill Persons.

HOURS OF SERVICE

Monday – Friday, 8:00 am – 4:30 pm



## COMMUNITY BEHAVIORAL HEALTH SERVICES

### ■ Community Treatment Adult (CCS, CSP, IPS)

#### INDIVIDUAL PLACEMENT & SUPPORT (IPS) DESCRIPTION

Individual Placement & Support (IPS) or Supported Employment was developed to help promote the recovery of people who have a mental illness by helping them find and keep jobs that allow them to utilize their skills. Employment is a primary goal of most people with serious mental illness. It has been proven that finding suitable work can help people with mental illness feel empowered, value themselves more, and drastically reduce mental health symptoms. IPS employment specialists offer long-term, ongoing support to employers and their new employee, either on- or off-site. On-site job coaching for orientation, training, or job tasks can be utilized until the employee and employer are both comfortable.

#### POPULATION SERVED

Individual Placement & Support serves adults 18 and older in Marathon, Lincoln and Langlade Counties with mental illness.

#### REGULATIONS

Individual Placement & Support does not have any specific regulatory requirements. It follows best practice for such services and any contractual requirements.

#### HOURS OF SERVICE

Monday – Friday, 8:00 am – 4:30 pm

#### KEY ACCOMPLISHMENTS OF COMMUNITY TREATMENT ADULT (CCS, CSP, IPS)

- Improved and added case management staff, enhancing the management structure to meet increasing client volumes.
- Restructured by adding two managers and four team leads to support the increase of 24 FTE in case management.
- In 2017 the average number of admissions each quarter was 38 individuals. In 2018, there have been 36 admissions in the first quarter and 57 admissions in the second quarter.

#### STAFFING, BUDGET HIGHLIGHTS & SUMMARY

See page 47.



### COMMUNITY BEHAVIORAL HEALTH PROGRAMS

#### ■ Community Treatment Youth (CCS, CLTS)

##### COMPREHENSIVE COMMUNITY SERVICES YOUTH DESCRIPTION

Comprehensive Community Services (CCS) helps individuals with substance abuse, mental health issues or co-occurring disorders achieve their potential and establish a meaningful life within the community by providing individualized services that fit a person's lifestyle, are recovery-oriented, flexible and empowering.

##### POPULATION SERVED

Comprehensive Community Services Youth serves individuals under 18 years of age who are coping with substance abuse, mental health issues or co-occurring disorders. Treatment, rehabilitation and support services have been specifically designed for youth and individuals with high-intensity needs or co-occurring disorders.

##### REGULATIONS

Comprehensive Community Services is a certified program and operates under the Department of Health Services, DHS Chapter 36, Comprehensive Community Services for Persons with Mental Disorders and Substance-Use Disorders.

##### HOURS OF SERVICE

Monday – Friday, 8:00 am – 4:30 pm

##### CHILDREN'S LONG TERM SUPPORT (CLTS) DESCRIPTION

North Central Health Care Children's Long Term Support (CLTS) provides case management and funding for children who have severe developmental, physical or emotional disabilities. Funding through CLTS provides skilled professionals who work with families to provide adaptive aids, day services, teach daily living skills and offer in-home treatment therapies that help each child realize their greatest potential. CLTS provides support in identifying services and maximizing resources, assistance in securing supplies, and help in building natural supports by connecting with other families with similar life experiences. These services are only provided in Langlade and Lincoln Counties.

##### POPULATION SERVED

To participate in Children's Long Term Support and Family Support Programs children must be under 22 years of age and MA eligible along with various other additional requirements to qualify for certain types of funding. Eligibility is established on an annual basis. These services are only provided in Langlade and Lincoln Counties.

##### REGULATIONS

The Children's Long Support Waiver is overseen through Administrative Rule making by the Department of Health Services in Wisconsin.

##### HOURS OF SERVICE

Monday – Friday: 8:00 am – 4:30 pm

##### KEY ACCOMPLISHMENTS

- CLTS is working on a state-wide initiative to eliminate the CLTS waitlist. So far in 2018, 19 youth have been opened to CLTS programming.
- The Youth Team continues to grow based on demand. In 2017, there were 255 youth referrals for Marathon, Lincoln and Langlade County. There have been 199 youth referrals in 2018.

##### STAFFING, BUDGET HIGHLIGHTS & SUMMARY

See page 47.



## COMMUNITY BEHAVIORAL HEALTH SERVICES

### ■ Community Treatment Adult (CCS,CSP, IPS) & Youth (CCS, CLTS)

#### BUDGET HIGHLIGHTS

The 2019 Budget reflects some decreases in staffing. The Psychiatrist and Medical Assistant positions have transferred to Outpatient Psychiatry. The program is now being reported separately between Adult and Youth. These programs have stabilized and the wait list has been reduced.

#### COMMUNITY TREATMENT STAFFING (ADULT & YOUTH PROGRAMS)

| Position                       | 2017 FTE's   | 2018 FTE's  | 2019 FTE's   |
|--------------------------------|--------------|-------------|--------------|
| Director                       | 1.0          | 1.0         | .5           |
| Clinical Coordinator           | 1.0          | 3.0         | 4.0          |
| Manager                        | 2.0          | 3.8         | 4.0          |
| Referral Coordinator           | 2.0          | 3.0         | 3.0          |
| Case Manager                   | 33.55        | 54.2        | 51.8         |
| Clerical                       | 2.0          | 2.0         | 1.0          |
| RN Manager                     | 1.0          | 1.0         | .75          |
| Register Nurse                 | 3.0          | 4.0         | 4.5          |
| Occupational Therapy Assistant | 3.0          | 2.8         | 3.0          |
| Community Treatment Tech       | 4.2          | 6.8         | 6.8          |
| Employment Supervisor          | 1.0          | 1.0         | 1.0          |
| Employment Specialist          | 3.6          | 3.6         | 6.0          |
| Peer Specialist                | 1.0          | 1.0         | 1.0          |
| Psychiatrist                   | 1.0          | .80         | -            |
| Medical Assistant              | 0.0          | .80         | -            |
| AODA Counselor                 | 0.0          | 1.0         | -            |
| Lead                           | 0.0          | 5.5         | 4.0          |
| QA Spec                        | 0.0          | 1.0         | 1.0          |
| <b>TOTAL</b>                   | <b>59.35</b> | <b>96.3</b> | <b>92.35</b> |

#### BUDGET SUMMARY (COMMUNITY TREATMENT ADULT & YOUTH PROGRAMS)

|                                     | 2017 Budget        | 2018 Budget         | 2019 Budget         |
|-------------------------------------|--------------------|---------------------|---------------------|
| Net Patient Services Revenue        | 5,375,000          | 9,352,000           | 9,879,000           |
| Grant Funding                       | 749,000            | 747,000             | 746,000             |
| COP                                 | 65,000             | 45,000              | 45,000              |
| DVR                                 | 64,000             | 34,000              | 23,000              |
| WIMCR                               | 175,000            | 100,000             | 40,000              |
| Allocated Revenue                   | 116,212            | 206,451             | 20,477              |
| Base County Allocation              | 805,365            | 102,000             | 98,000              |
| County Appropriation                | 254,198            | 64,739              | -                   |
| Other Revenue                       | -                  | -                   | -                   |
| Marathon County Match (Maintenance) | 14,417             | 40,172              | 40,172              |
| CCS Reconciliation                  | -                  | 1,100,000           | 1,100,000           |
| <b>TOTAL REVENUE</b>                | <b>\$7,618,197</b> | <b>\$11,791,362</b> | <b>\$11,991,649</b> |
| Salaries                            | 3,242,624          | 4,806,063           | 4,526,437           |
| Benefits                            | 1,237,046          | 1,752,535           | 1,681,339           |
| Other Direct Expenses               | 1,354,711          | 3,192,267           | 3,195,249           |
| <b>TOTAL DIRECT EXPENSES</b>        | <b>\$5,834,381</b> | <b>\$9,750,865</b>  | <b>\$9,403,025</b>  |



### COMMUNITY BEHAVIORAL HEALTH SERVICES

#### ■ Outpatient Services

##### DESCRIPTION

**Outpatient Mental Health Services** offers outpatient treatment, counseling and assessment for mental, emotional and substance abuse challenges to residents in Marathon, Lincoln and Langlade Counties. Individual, family and group treatment and counseling options are available for people of all ages.

Outpatient Services are non-residential treatment services totaling less than 12 hours of counseling per individual per week, which provides a variety of evaluation, diagnostic, crisis and treatment services.

Services include individual counseling and intervention and may include group therapy and referral to substance abuse services that may occur over an extended period.

Treatment options are available for individuals, couples, families, and groups and provided in varying locations including the Wausau Campus, Antigo Center, Merrill Center, Tomahawk Office and in participating school districts through a Counseling in the Schools Program.

**Intensive Outpatient (IOP)** provides a group setting for clients who need more intensive substance abuse treatment than typical outpatient services, but do not meet the level of care for Day Treatment. The Matrix Model curriculum focuses on skills needed to be successful in recovery, whether the individual is new to recovery or has a knowledge base but experienced a relapse. IOP can be part of a step-down program involving Lakeside Recovery, Day Treatment, and Relapse Prevention groups.

**Outpatient Substance Abuse & Addiction Services** offers outpatient treatment, counseling and assessment for substance abuse and addictions to residents in Marathon, Lincoln and Langlade Counties. Individual, family and group treatment and counseling options are available for people of all ages.

Outpatient services are non-residential treatment services totaling less than 12 hours of counseling per individual per week, which provides a variety of evaluation, diagnostic, crisis and treatment services.

Treatment may incorporate counseling, training and educational services with a variety of treatment approaches and techniques. The length of each person's treatment is flexible and based on their need and rate of progress. North Central Health Care has developed several levels of programming to best meet the individual needs of persons in treatment.

**Driving with Care Program** offers an educational and therapeutic Driving with Care Program for people who have had four or more OWI convictions or OWI convictions involving serious accident or injury. Our objectives are to reduce the frequency of drinking and driving, and to assist individuals to break their chemical dependence.

Driving with Care consists of 33 group sessions held twice a week over four months. Each two-hour group meeting is facilitated by two substance abuse counselors who teach clients to examine and confront their own patterns of thinking and drinking. Once an individual has completed Driving with Care, it is expected they will continue individual counseling for an additional five to eight months to ensure what they have learned is applied to daily living.

**Outpatient Psychiatry** serves patients from all of our Outpatient locations including Wausau, Antigo, Merrill, and Tomahawk. Patients meet with physicians who are skilled in psychiatric care, and the physicians provide treatment and medication management.

**Substance Abuse Day Treatment** provides a more structured and intensive recovery program and requires a significant amount of support while individuals are obtaining treatment. Substance Abuse Day Treatment utilizes a multi-disciplinary approach in treating chemically dependent individuals. Techniques and interventions aiding recovery include group and individual therapies as well as education directed by a team of skilled individuals trained in multiple disciplines.

This team works together to review and assess the individual's progress and to adjust the individual care plan as needed. Each client is set up with appropriate aftercare treatment with a substance abuse counselor as well as an introduction to the recovery community.

##### POPULATION SERVED

**Outpatient Mental Health Services** provides support and treatment to residents of all ages in Marathon, Lincoln and Langlade Counties for a multitude of diverse situations including, but not limited to:

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





## HUMAN SERVICES OPERATIONS

### COMMUNITY BEHAVIORAL HEALTH SERVICES

#### ■ Outpatient Services

- Behavioral Disorders
- Conflict Resolution

**Outpatient Substance Abuse & Addiction Services** are available for individuals, couples, families, and groups and is provided in several locations including the Wausau Campus, Antigo Center, Merrill Center and Tomahawk Office for a multitude of diverse situations including, but not limited to:

- Alcohol Abuse
- Drug Abuse
- Gambling
- Smoking
- Behavioral Addictions

**Intensive Outpatient** is available on the Wausau Campus and Antigo Center to residents of Marathon, Lincoln and Langlade Counties.

**Driving with Care** only accepts referrals from Probation and Parole for Marathon County residents.

**Substance Abuse Day Treatment** is available on the Wausau Campus to residents of Marathon, Lincoln and Langlade Counties.

**Outpatient Psychiatry** serves patients experiencing a need for psychiatric evaluation, medication management, or acute assistance.

#### REGULATIONS

**Outpatient Mental Health Services:** clinics are all certified by the Department of Health Services under the following regulations: Chapter DHS 35 (mental health counseling).

**Intensive Outpatient** is certified by the Department of Health Services, Chapter DHS 75.

**Outpatient Substance Abuse & Addiction Services:** The substance abuse and addiction services at all NCHC locations are certified by the Department of Health Services, Chapter DHS 75.

**Driving with Care Program:** NCHC works with the State of Wisconsin Department of Transportation and the Wisconsin Department of Health Services to deliver the Intoxicated Driver Program.

**Substance Abuse Day Treatment** is certified by the Department of Health Services, Chapter DHS 75.

**Outpatient Psychiatry** services are regulated by the Department of Health Services under Chapter DHS 35 and Chapter DHS 75.

#### HOURS OF SERVICE

**Outpatient Services** Monday – Friday: 8:00 am – 4:30 pm.

**Intensive Outpatient** Monday, Wednesday, and Friday: 10:00 am – 12:00 pm at Wausau Campus and Antigo Center.

**Substance Abuse Day Treatment** is a six-week structured program offered on Monday, Tuesday, Thursday and Friday from 9:00 a.m. until 12:15 p.m. Individual therapy appointments are scheduled weekly.

#### KEY ACCOMPLISHMENTS

- Established new Day Treatment offering in Antigo, accessible by residents of Lincoln, Langlade, and Marathon Counties
- Intensive Outpatient offered in Langlade and Marathon Counties.
- Outpatient combined programming with Community Treatment in 2018 to provide patients with a more comprehensive and seamless experience. This integration also created consistency between medical and administrative staff.
- Outpatient Psychiatry had four new physicians joined the NCHC team in 2018.
- Residents participating in the psychiatric residency program began their second year by providing outpatient services.

#### STAFFING

| Position                | 2017 FTE's  | 2018 FTE's  | 2019 FTE's   |
|-------------------------|-------------|-------------|--------------|
| Director                | 1.0         | 1.0         | .5           |
| Clinical Coordinator    | 1.0         | .5          | 1.0          |
| Operations Manager      | 2.0         | 2.0         | 2.0          |
| RN Manger               | -           | -           | .25          |
| Referral Coordinator    | 1.8         | 1.8         | 1.8          |
| OWI Scheduler           | 1.0         | 1.0         | 1.0          |
| Registration Specialist | 7.4         | 7.4         | 9.6          |
| Psychiatrist            | 1.0         | 1.2         | 5.0          |
| RN                      | 2.4         | 2.8         | 4.5          |
| Medical Assistant       | 3.2         | 3.0         | 3.8          |
| Psychologist            | 1.0         | 1.2         | 2.0          |
| Therapist               | 17.8        | 16.8        | 17.1         |
| AODA Counselor          | 3.0         | 3.0         | 2.0          |
| OWI Assessor            | 1.0         | 1.0         | 1.0          |
| Nurse Practitioner      | -           | -           | 1.0          |
| Medical Staff Relations |             |             |              |
| Director                | -           | -           | 0.5          |
| <b>TOTAL</b>            | <b>43.6</b> | <b>42.7</b> | <b>53.05</b> |



## HUMAN SERVICES OPERATIONS

### COMMUNITY BEHAVIORAL HEALTH SERVICES

#### ■ Outpatient Services

##### BUDGET HIGHLIGHTS

Outpatient Services is seeing a significant increase in 2019 with the addition of 3.0 FTE Psychiatrists and 1.0 FTE Nurse Practitioner. More Psychiatry time is provided with staff and less with Locums. There is additional revenue to offset some of the additional expenses.

##### BUDGET SUMMARY

|                                     | 2017 Budget        | 2018 Budget        | 2019 Budget        |
|-------------------------------------|--------------------|--------------------|--------------------|
| Net Patient Services Revenue        | 1,922,000          | 1,835,000          | 2,864,000          |
| Grant                               | 402,000            | 402,000            | 515,000            |
| OWI Surcharges                      | 170,000            | 147,000            | 152,000            |
| Contract Services                   | 14,000             | -                  | 180,000            |
| WIMCR                               | 25,000             | 24,000             | 50,000             |
| CCS Reconciliation                  | -                  | -                  | 100,000            |
| Base County Allocation              | 1,800,000          | 1,601,949          | 3,382,063          |
| County Appropriation                | 1,167,536          | 1,422,472          | -                  |
| Allocated Revenue                   | 120,220            | 188,416            | 122,559            |
| Other Revenue                       | -                  | 5,000              | 30,000             |
| Marathon County Match (Maintenance) | -65,129            | 71,635             | 75,158             |
| County Match                        | 175,000            | 175,000            | 175,000            |
| <b>TOTAL REVENUE</b>                | <b>\$5,860,885</b> | <b>\$5,872,472</b> | <b>\$7,645,180</b> |
| Salaries                            | 2,598,568          | 2,524,013          | 3,998,390          |
| Benefits                            | 991,342            | 920,384            | 1,485,197          |
| Other Direct Expenses               | 1,155,322          | 1,158,555          | 968,857            |
| <b>TOTAL DIRECT EXPENSES</b>        | <b>\$4,754,232</b> | <b>\$4,602,952</b> | <b>\$6,452,444</b> |



## HUMAN SERVICES OPERATIONS

### COMMUNITY LIVING

Community Living represents traditional adult physical, mental and developmental disability services including Adult Day Services, Prevocational Services and Residential Services. The program name reflects the transition that Adult Day and Prevocational Services are undertaking in moving to be more community based and inclusive. Adult Day and Prevocational Services are both offered in Langlade and Marathon Counties (Lincoln County administers their programs separately), and Residential Services is a shared service among the three counties.

### COMMUNITY LIVING

#### ■ Community Living Administration

##### DESCRIPTION

The administrative leadership and management of Residential, Prevocational Services and Adult Day Services is consolidated into a separate program and allocated out to each program based on direct expenses. The manager positions for residential are allocated only to the 9 residential sites.

##### KEY ACCOMPLISHMENTS

- Reduced employee vacancy rates from a high of 20% in 2017 to the current rate of 7%.
- Expanded cross training of a pool of staff into all community living program departments to provide more fluent coverage options, decrease overtime, and ensure employee work force work life balance.

##### STAFFING

| Position            | 2017 FTE's | 2018 FTE's | 2019 FTE's |
|---------------------|------------|------------|------------|
| Director            | 1.0        | 1.0        | 1.0        |
| Residential Manager | 2.0        | 1.0        | 1.0        |
| Registered Nurse    | .80        | .8         | .8         |
| Scheduler           | 0.0        | 1.0        | 1.0        |
| <b>TOTAL</b>        | <b>3.8</b> | <b>3.8</b> | <b>3.8</b> |

##### BUDGET HIGHLIGHTS

The 2019 budget is consistent with 2018.

##### BUDGET SUMMARY

|                              | 2017 Budget      | 2018 Budget      | 2019 Budget      |
|------------------------------|------------------|------------------|------------------|
| Salaries                     | 232,016          | 210,055          | 224,337          |
| Benefits                     | 88,513           | 76,597           | 83,330           |
| Other Direct Expenses        | 10,890           | 12,590           | 17,814           |
| <b>TOTAL DIRECT EXPENSES</b> | <b>\$331,419</b> | <b>\$299,242</b> | <b>\$325,481</b> |



### COMMUNITY LIVING

#### ■ Day Services

##### DESCRIPTION

Day Services includes both the **Adult Day Services** and **Prevocational Services** programs in Langlade and Marathon Counties. North Central Health Care Adult Day Services (ADS) 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 stimulate their interest and growth. ADS works with individuals to assess their strengths and needs, helps them choose programs that will help them progress, and tracks their regression or progress in the program. ADS programs emphasize activities designed for low levels of functional ability and for clients who have retired from prevocational services.

Prevocational Services at North Central Health Care offers adults 18 and older with developmental disabilities, the opportunity to learn good work skills while promoting self-worth through paid work, as well as advancement in wage, work habits, productivity and skill level. Individuals participate in paid work tasks that could lead to a referral to the Supported Employment Program and employment in the community. Individualized programs focus on work activities, vocational orientation and training and transitional employment. Each participant receives an entry assessment, and upon being qualified, is assigned a prevocational case worker for on-going assessment and goal identification for skill development. Basic Life Training Sessions offer individuals opportunities to learn and develop skills, knowledge and motivation within a group or classroom setting. This provides participants with the knowledge to improve overall work skills required to progress to competitive employment.

##### POPULATION SERVED

Adult Day and Prevocational Services provides services 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. The supported employment program 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

Adult Day Services: Wausau Campus:  
8:15 am – 3:45 pm  
Antigo Center:  
8:00 am – 4:00 pm

Prevocational Services: Wausau Northern Valley  
West and Antigo Center:  
8:00 am – 3:00pm

##### KEY ACCOMPLISHMENTS

- Expanded Prevocational Services options with Community-Based. The first club which is a fitness option to promote physical activity was rolled out in January for individuals to enroll. Club currently serves 6 members daily 4 days a week.
- Prevocational Services successfully transitioned and discharged 8 Prevocational members from Prevocational Services to community-based employment.
- Prevocational Services successfully transitioned 39% of the consumers served in Prevocational Services to community-based prevocational options over the past few years.
- Adult Day Services sustained 100% satisfaction rates for all of 2017 and 2018 year to date.



## COMMUNITY LIVING

### ■ Day Services

#### STAFFING

| Position              | 2017 FTE's   | 2018 FTE's   | 2019 FTE's  |
|-----------------------|--------------|--------------|-------------|
| Coordinator           | 3.0          | 3.0          | 2.0         |
| Vocational Consultant | 2.46         | 2.46         | 2.65        |
| D.D. Workers          | 10.56        | 9.31         | 7.0         |
| D.D. Aides            | 12.59        | 12.59        | 12.65       |
| <b>TOTAL</b>          | <b>28.61</b> | <b>27.36</b> | <b>24.3</b> |

#### BUDGET HIGHLIGHTS

The 2019 budget reflects additional decreases in FTE's due to the decreased demand in services as more consumers continue to move to community-based programs.

#### BUDGET SUMMARY

|                                     | 2017 Budget        | 2018 Budget        | 2019 Budget        |
|-------------------------------------|--------------------|--------------------|--------------------|
| Net Patient Services Revenue        | 1,940,000          | 1,785,000          | 1,526,000          |
| DVR                                 | 80,000             | 88,000             | 92,000             |
| Contract Services                   | 20,000             | 20,000             | 15,000             |
| Base County Allocation              | -                  | -                  | -                  |
| Allocated Revenue                   | 49,658             | -                  | -                  |
| Other Revenue                       | 122,000            | 112,000            | 108,000            |
| Marathon County Match (Maintenance) | 71,481             | 75,254             | 75,254             |
| <b>TOTAL REVENUE</b>                | <b>\$2,283,139</b> | <b>\$2,080,254</b> | <b>\$1,816,254</b> |
| Salaries                            | 896,392            | 871,909            | 776,732            |
| Benefits                            | 341,970            | 317,942            | 288,515            |
| Other Direct Expenses               | 326,461            | 312,854            | 262,995            |
| <b>TOTAL DIRECT EXPENSES</b>        | <b>\$1,564,823</b> | <b>\$1,502,705</b> | <b>\$1,328,242</b> |



## HUMAN SERVICES OPERATIONS

### COMMUNITY LIVING

#### ■ Residential – Community-Based Residential Facilities (CBRFs)

##### DESCRIPTION

Residential Services operates five Community-Based Residential Facilities (CBRFs) that are congregate living settings, licensed by the State of Wisconsin. Four homes are licensed as a CBRF, serving developmentally disabled individuals who are ambulatory, semi-ambulatory or non-ambulatory, but may not be capable of exiting the property without assistance. These four homes are:

- Bissell Street serves eight residents.
- Chadwick Street has seven residents.
- Andrea Street can serve eight residents.
- Heather Street can serve seven residents.

##### 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

##### BUDGET SUMMARY

|                              | 2017 Budget        | 2018 Budget        | 2019 Budget        |
|------------------------------|--------------------|--------------------|--------------------|
| Net Patient Services Revenue | 2,424,000          | 1,937,000          | 2,000,000          |
| Allocated Revenue            | 24,300             | -                  | -                  |
| <b>TOTAL REVENUE</b>         | <b>\$2,448,300</b> | <b>\$1,937,000</b> | <b>\$2,000,000</b> |
| Salaries                     | 1,017,506          | 876,749            | 903,819            |
| Benefits                     | 388,174            | 319,708            | 335,722            |
| Other Direct Expenses        | 363,462            | 277,907            | 286,646            |
| <b>TOTAL DIRECT EXPENSES</b> | <b>\$1,769,142</b> | <b>\$1,474,364</b> | <b>\$1,526,187</b> |

##### KEY ACCOMPLISHMENTS

- Reduced employee vacancy rates from a high of 20% in 2017 to the current rate of 7%.
- Expanded cross training of a pool of staff into all community living program departments to provide more fluent coverage options, decrease overtime, and ensure employee work force work life balance.

##### STAFFING

| Position                    | 2017 FTE's   | 2018 FTE's   | 2019 FTE's   |
|-----------------------------|--------------|--------------|--------------|
| Care Coordinator            | 5.0          | 4.0          | 4.0          |
| Residential Care Assistants | 27.95        | 23.62        | 23.62        |
| <b>TOTAL</b>                | <b>32.95</b> | <b>27.62</b> | <b>27.62</b> |

##### BUDGET HIGHLIGHTS

The 2019 budget remains consistent with 2018 activity.



## HUMAN SERVICES OPERATIONS

### COMMUNITY LIVING

#### ■ Residential – Supported Apartments

##### DESCRIPTION

Residential Services operates five supported apartment settings:

Jelinek Supported Apartments offer individual apartments for adults with developmental disabilities in two separate building locations. Apartments may be rented as a single unit, or shared by two residents.

Forest Street Supported Apartments has 12 units and serves both individuals with developmental disabilities and chronic mental illness in separate apartments. Support staff is on-site 24 hours.

Fulton Street Apartments offer individual apartments for men and women with developmental disabilities.

Riverview Towers offers multiple units based on need and serves both individuals with developmental disabilities and chronic mental illness in separate apartments. Support staff is on-site 24 hours.

##### 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

Supported 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

##### KEY ACCOMPLISHMENTS

- Re-categorized all CBRFs from category 4 homes to category 5 homes. The primary funder stems a higher reimbursement rate per member, per new admission, will increase revenue.

##### STAFFING

| Position               | 2017 FTE's   | 2018 FTE's   | 2019 FTE's   |
|------------------------|--------------|--------------|--------------|
| Care Coordinator       | 6.0          | 6.8          | 6.8          |
| Residential Care Asst. | 36.89        | 34.48        | 34.48        |
| <b>TOTAL</b>           | <b>42.86</b> | <b>41.28</b> | <b>41.28</b> |

##### BUDGET HIGHLIGHTS

The 2019 budget remains consistent with 2018 activity. There is some increase in revenue due to some CCS Services being provided.

##### BUDGET SUMMARY

|                              | 2017 Budget        | 2018 Budget        | 2019 Budget        |
|------------------------------|--------------------|--------------------|--------------------|
| Net Patient Services Revenue | 2,337,000          | 2,317,000          | 2,384,000          |
| Allocated Revenue            | 23,896             | -                  | -                  |
| Other Revenue                | -                  | -                  | -                  |
| <b>TOTAL REVENUE</b>         | <b>\$2,360,896</b> | <b>\$2,317,000</b> | <b>\$2,384,000</b> |
| Salaries                     | 1,267,272          | 1,253,241          | 1,279,912          |
| Benefits                     | 483,458            | 456,995            | 475,422            |
| Other Direct Expenses        | 242,737            | 147,453            | 155,174            |
| <b>TOTAL DIRECT EXPENSES</b> | <b>\$1,993,467</b> | <b>\$1,857,689</b> | <b>\$1,910,508</b> |





### ■ ADULT PROTECTIVE SERVICES

#### 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.

#### KEY ACCOMPLISHMENTS

- Managed caseload of client cases that continue to have increased complexity.
- Continued focus to identify emergency placement options for community at risk individuals – especially for those with dementia care needs.
- Led a campaign to increase community awareness of elder abuse through Elder Abuse Awareness Day.
- APS staff participation on state workgroup on financial abuse led by the Department of Justice.
- Focus on awareness and understanding of self-determination and Supported Decision Making – (State of WI passed new legislation regarding this in April).



## ■ ADULT PROTECTIVE SERVICES

### STAFFING

| Position                 | 2017 FTE's | 2018 FTE's | 2019 FTE's |
|--------------------------|------------|------------|------------|
| Manager                  | 1.0        | 1.0        | 1.0        |
| Protective Services Rep. | 4.0        | 5.0        | 5.0        |
| Administrative Assistant | 1.0        | 1.0        | 0.8        |
| <b>TOTAL</b>             | <b>6.0</b> | <b>7.0</b> | <b>6.8</b> |

### BUDGET HIGHLIGHTS

The 2019 budget reflects a .2 FTE reduction in administrative support. The position was filled with a 0.8 FTE and this is working.

### BUDGET SUMMARY

|                                     | 2017 Budget      | 2018 Budget      | 2019 Budget      |
|-------------------------------------|------------------|------------------|------------------|
| Net Patient Services Revenue        | 500              | 500              | 400              |
| Grant                               | 225,000          | 225,000          | 225,000          |
| County Appropriation                | 435,223          | 539,177          | 539,177          |
| Allocated Revenue                   | 8,339            | 6,569            | -                |
| Marathon County Match (Maintenance) | 4,731            | 9,310            | 9,310            |
| <b>TOTAL REVENUE</b>                | <b>\$673,793</b> | <b>\$780,556</b> | <b>\$773,887</b> |
| Salaries                            | 301,122          | 357,575          | 367,707          |
| Benefits                            | 114,877          | 130,390          | 136,584          |
| Other Direct Expenses               | 72,964           | 76,414           | 68,886           |
| <b>TOTAL DIRECT EXPENSES</b>        | <b>\$488,963</b> | <b>\$564,379</b> | <b>\$573,177</b> |



## HUMAN SERVICES OPERATIONS

### ■ AQUATIC SERVICES

#### DESCRIPTION

North Central Health Care Aquatic Services 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

Aquatic Services 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: 6:30 am – 6:00 pm  
 Tuesday: 7:30 am – 7:00 pm  
 Wednesday: 6:30 am – 6:00 pm  
 Thursday: 7:30 am – 6:00 pm  
 Friday: 6:30 am – 4:00 pm  
 Saturday: 9:00 am – 12:00 pm

#### KEY ACCOMPLISHMENTS

- The community raised over \$3.25 million dollars for a new aquatic therapy pool

#### STAFFING

| Position                   | 2017 FTE's | 2018 FTE's | 2019 FTE's |
|----------------------------|------------|------------|------------|
| Manager                    | 1.0        | 1.0        | 1.0        |
| Physical Therapy Assistant | 1.4        | 1.4        | 1.0        |
| Physical Therapist         | 1.2        | 1.2        | 2.2        |
| Lifeguard / PT Aide        | 2.0        | 2.6        | 2.6        |
| <b>TOTAL</b>               | <b>5.6</b> | <b>6.2</b> | <b>6.8</b> |

#### BUDGET HIGHLIGHTS

The 2019 budget reflects the addition of therapy time due to increased demand for services. The recruitment process for additional staff continues to be a struggle, but efforts continue.

#### BUDGET SUMMARY

|                                     | 2017 Budget      | 2018 Budget        | 2019 Budget        |
|-------------------------------------|------------------|--------------------|--------------------|
| Net Patient Services Revenue        | 551,000          | 550,000            | 527,000            |
| Contract Services                   | -                | -                  | 10,000             |
| Other Revenue                       |                  | 100,000            | 100,000            |
| Allocated Revenue                   | 3,904            | 2,952              | 25,315             |
| Marathon County Match (Maintenance) | 137,725          | 139,148            | 139,148            |
| County Appropriation                | 150,327          | 214,115            | 342,345            |
| <b>TOTAL REVENUE</b>                | <b>\$941,956</b> | <b>\$1,006,215</b> | <b>\$1,143,808</b> |
| Salaries                            | 319,022          | 342,338            | 438,874            |
| Benefits                            | 121,705          | 124,834            | 163,019            |
| Other Direct Expenses               | 36,524           | 37,824             | 22,059             |
| <b>TOTAL DIRECT EXPENSES</b>        | <b>\$477,251</b> | <b>\$504,996</b>   | <b>\$623,952</b>   |



### ■ BIRTH TO THREE

#### DESCRIPTION

North Central Health Care's Birth to Three is part of Wisconsin's statewide program providing support and services to infants and toddlers, ages birth to three with developmental disabilities, and their families. As an early intervention program, Birth to Three staff is trained in assessing the developmental strengths and needs of very young children to determine eligibility for the program. Once a child is determined to be eligible, services to support the family's ability to nurture and enhance their child's development are provided.

Birth to Three core services include screening and evaluation, family education, developmental education services, service coordination, speech therapy, physical therapy, special instruction, occupational therapy, and assistive technology. Birth to Three can also help access psychological services, counseling services, nutrition services, medical services (for diagnostic or evaluative purposes only), health services if needed (to help the child benefit from other early intervention services, including hearing and vision services), transportation and assistive technology.

Parents play a primary role in the Birth to Three Program, guiding the Birth to Three staff toward the understanding of their child, identifying daily routines and activities in which their child learns best, and helping determine the setting in which services will be provided. Referral for services may come from parents, family members, physicians, social workers, therapists, daycare providers or others concerned with a child's development.

#### POPULATION SERVED

Infants and toddlers, ages birth to three, with developmental disabilities and their families who reside in Marathon, Lincoln, and Langlade Counties.

#### REGULATIONS

The Birth to Three program is regulated federally by the Individuals with Disabilities Education Act (IDEA). The IDEA act ensures services to children with disabilities and governs how states and public agencies provide early intervention, special education and related services. The Department of Health Services oversees the Birth to Three program in Wisconsin.

#### HOURS OF SERVICE

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

#### KEY ACCOMPLISHMENTS

- Birth to Three has incorporated knowledge of Adverse Childhood Events (ACEs) and how these events affect the ability of children and their parents to receive information and to respond to parent coaching.
- Birth to Three has partnered with the Antigo Unified School District to educate schools and families about the importance of early intervention and parental coaching. Out of this partnership a county-wide community alliance for early intervention is developing and will begin in the fall of 2018.
- Birth to Three is an active supporter of the Lena Project which serves as a program to educate parents about the importance of verbal interaction with their children. The program uses technology to measure the length and amount of verbal interactions a child has, along with 13 weeks of parent classes aimed at analyzing the data gathered and increasing these interactions as well as speech and brain development.
- Birth to Three has begun using a standardized tool that is universal in administration to evaluate all children to determine eligibility to the program. This tool further provides an accurate flow of information to families, other care providers, and schools when needed.



## ■ BIRTH TO THREE

### STAFFING

| Position                 | 2017 FTE's   | 2018 FTE's   | 2019 FTE's  |
|--------------------------|--------------|--------------|-------------|
| Manager                  | 1.0          | 1.0          | 1.0         |
| Service Coordinator      | 5.0          | 5.0          | 5.0         |
| Teacher                  | 1.0          | 1.0          | 1.0         |
| Physical Therapist       | 0.8          | 1.0          | 1.0         |
| Occupational Therapist   | 1.5          | 1.6          | 1.6         |
| Speech Therapist         | 4.0          | 3.6          | 3.0         |
| Administrative Assistant | 1.0          | 1.0          | 1.0         |
| <b>TOTAL</b>             | <b>14.30</b> | <b>14.20</b> | <b>13.6</b> |

### BUDGET HIGHLIGHTS

The 2019 budget reflects a decrease of a 0.6 FTE Speech Therapist. The Maintenance of Effort (MOE) has decreased. The MOE requirement is funded by levy, so the result is a decrease of levy for the program.

### BUDGET SUMMARY

|                                     | 2017 Budget        | 2018 Budget        | 2019 Budget        |
|-------------------------------------|--------------------|--------------------|--------------------|
| Net Patient Services Revenue        | 379,000            | 318,000            | 233,000            |
| Grant                               | 519,000            | 519,000            | 519,000            |
| WIMCR                               | 50,000             | 50,000             | 50,000             |
| County Appropriation                | 835,112            | 835,112            | 714,404            |
| Allocated Revenue                   | 9,219              | 6,971              | -                  |
| Marathon County Match (Maintenance) | 23,895             | 33,654             | 33,654             |
| Contract                            | -                  | 23,000             | 12,000             |
| <b>TOTAL REVENUE</b>                | <b>\$1,816,226</b> | <b>\$1,785,737</b> | <b>\$1,562,058</b> |
| Salaries                            | 928,489            | 922,623            | 864,642            |
| Benefits                            | 354,214            | 336,435            | 321,170            |
| Other Direct Expenses               | 101,430            | 138,620            | 70,903             |
| <b>TOTAL DIRECT EXPENSES</b>        | <b>\$1,384,133</b> | <b>\$1,397,678</b> | <b>\$1,256,715</b> |



## HUMAN SERVICES OPERATIONS

### ■ DEMAND TRANSPORTATION

#### DESCRIPTION

The North Central Health Care Demand Transportation Program offers transportation for Marathon County residents who are 60 years of age and older, or individuals of any age who are non-ambulatory (unable to walk). Transportation is for medical, employment, or nutritional needs (including grocery shopping) only. Co-payments vary depending on distance. A personal care attendant or service animal may accompany a rider at no additional charge.

The North Central Health Care Demand Transportation Program also coordinates volunteer drivers for the Disabled American Veterans (DAV) van, to transport veterans to Tomah or Madison on an on-call basis. Rides are at no charge and veterans using this service are ineligible for VA travel reimbursement.

#### POPULATION SERVED

The North Central Health Care Demand transportation Program serves Marathon County residents of any age who are non-ambulatory, or any individual ages 60 and over.

#### REGULATIONS

85.21 WI DOT requirements

#### HOURS OF SERVICE

Service Hours: Monday – Friday, 8:00 am – 4:30 pm  
Office Hours: Monday through Friday, 7:00 am – 5:00 pm

#### BUDGET SUMMARY

|                                     | 2017 Budget      | 2018 Budget      | 2019 Budget      |
|-------------------------------------|------------------|------------------|------------------|
| Net Patient Services Revenue        | 57,300           | 24,300           | 29,500           |
| Grant                               | 237,700          | 237,700          | 237,500          |
| DVR                                 | -                | -                | -                |
| Contracted Services                 | 110,000          | 168,000          | 170,000          |
| Allocated Revenue                   | 4,178            | -                | -                |
| Other Revenue                       | -                | -                | -                |
| Marathon County Match (Maintenance) | 466              | 1,235            | 1,235            |
| <b>TOTAL REVENUE</b>                | <b>\$409,644</b> | <b>\$431,235</b> | <b>\$438,235</b> |
| Salaries                            | 134,906          | 137,760          | 139,961          |
| Benefits                            | 51,466           | 50,234           | 51,988           |
| Other Direct Expenses               | 164,147          | 187,747          | 187,307          |
| <b>TOTAL DIRECT EXPENSES</b>        | <b>\$350,519</b> | <b>\$375,741</b> | <b>\$379,256</b> |

#### KEY ACCOMPLISHMENTS

- Produced and collaborated a facility-wide ROADeo to assess and manage vehicular risk.
- Leveraged labor to increase efficiencies and collaboration between In-house and Demand services
- All Transportation employees are engaged in monthly Safety and Patient Experience training.

#### STAFFING

| Position                 | 2017 FTE's  | 2018 FTE's  | 2019 FTE's  |
|--------------------------|-------------|-------------|-------------|
| Manager                  | 0.75        | .75         | .75         |
| Logistics Worker         | 2.3         | 2.3         | 2.3         |
| Administrative Assistant | 1.0         | 1.0         | 1.0         |
| <b>TOTAL</b>             | <b>4.05</b> | <b>4.05</b> | <b>4.05</b> |

#### BUDGET HIGHLIGHTS

The 2019 budget remains comparable to the 2018 budget.





# NURSING HOME OPERATIONS

## 2019 BUDGET BY PROGRAM

North Central Health Care’s Nursing Home Operations include Mount View Care Center, a skilled nursing facility located on the main campus in Wausau. With a licensed capacity of 200 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. The following programs are the consolidated service areas for NCHC’s Nursing Home Operations.

|   |       |
|---|-------|
| <b>Nursing Home Management</b>          | 63    |
| <b>Nursing Home Administration</b>      | 64    |
| <b>Ancillary</b>                        | 65    |
| <b>Reflections Long-Term Care</b>       | 66    |
| <b>Legacies by the Lake Memory Care</b> | 67-68 |
| <b>Southshore Post-Acute Care</b>       | 69    |
| <b>Northwinds Ventilator Care</b>       | 70    |
| <b>Rehab</b>                            | 71    |





# NURSING HOME OPERATIONS

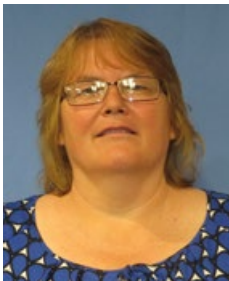
## ■ MANAGEMENT TEAM



**Kim Gochanour**  
Nursing Home  
Operations



**Kristin Woller**  
Nursing Home  
Assistant Administrator



**Connie Gliniecki**  
Director of Nursing



**Cheryl Rye**  
Post Acute and  
Long Term Care  
Nurse Manager



**Natasha Sayles**  
Legacies by the Lake  
Nurse Manager



## NURSING HOME OPERATIONS

### NURSING HOME OPERATIONS ADMINISTRATION

#### DESCRIPTION

The overall administrative oversight functions for all Nursing Home Operations are consolidated into a separate program and are allocated out to each program based on direct expenses.

#### KEY ACCOMPLISHMENTS

- In the past year we have continued to focus on reducing turnover of our certified nursing assistants and have improved the turnover rate from 74.26% in 2016 to 32.2% in 2017. This is significantly below the state and national levels. By implementing a more robust onboarding program and creating a more interactive competency day with input from the staff, we have continued to improve overall Mount View staff retention numbers.
- Another highlight for 2018 was our increased focus on our bed management and increasing our short term rehab residents from 17 average daily census in 2017 to 20 in 2018. In late 2018 we will be implementing a new electronic medical record that is web based and will further enhance our ability to effectively document and share data with our referral sources.
- A final accomplishment, but not the least important change that occurred in the past year, is the implementation of the facility-wide resource assessment and roll out of our updated nursing home regulations and new survey process with a successful survey result.

#### STAFFING

| Position                    | 2017 FTE's  | 2018 FTE's  | 2019 FTE's  |
|-----------------------------|-------------|-------------|-------------|
| Nursing Home Operations     |             |             |             |
| Executive                   | 1.0         | 1.0         | 1.0         |
| Director of Nursing         | 1.0         | 1.0         | 1.0         |
| Assistant Administrator     | 1.0         | 1.0         | 1.0         |
| Central Scheduler           | 0.9         | 1.0         | 1.5         |
| Executive Assistant         | 1.0         | 1.0         | 1.0         |
| Social Services Supervisor  | 1.0         | 1.0         | 1.0         |
| Restorative RN              | 0.0         | 0.0         | 0.8         |
| Logistics Worker            | 1.0         | 1.0         | 1.0         |
| Staff Education Specialist  | 1.0         | 1.0         | 1.0         |
| Asst. Administrative Coord. | 0.0         | 0.5         | 0.5         |
| Performance Imp. Specialist | 0.0         | 1.0         | 1.0         |
| Enrollment Specialist       | 0.0         | 1.0         | 1.0         |
| Billing Specialist          | 0.0         | 1.0         | 1.0         |
| <b>TOTAL</b>                | <b>10.2</b> | <b>11.5</b> | <b>12.8</b> |

#### BUDGET HIGHLIGHTS

The overall census for Mount View Care Center will remain at 185 for 2019. The Nursing Home Operations Administration budget reflects an increase in FTE time for scheduling.

#### BUDGET SUMMARY

|                              | 2017 Budget        | 2018 Budget        | 2019 Budget        |
|------------------------------|--------------------|--------------------|--------------------|
| Other Revenue                | 10,000             | 10,000             | 14,000             |
| Donations                    | -                  | -                  | -                  |
| <b>TOTAL REVENUE</b>         | <b>\$10,000</b>    | <b>\$10,000</b>    | <b>\$14,000</b>    |
| Salaries                     | 678,806            | 799,534            | 812,969            |
| Benefits                     | 258,961            | 291,551            | 301,976            |
| Other Direct Expenses        | 288,599            | 367,749            | 423,293            |
| <b>TOTAL DIRECT EXPENSES</b> | <b>\$1,226,366</b> | <b>\$1,458,834</b> | <b>\$1,538,238</b> |



## NURSING HOME OPERATIONS

### ■ ANCILLARY

#### 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 HIGHLIGHTS

We continue to explore options for better pricing on ancillary services. Revenue for 2019 will remain consistent. There is some decrease in expense, comparable to actual activity.

#### BUDGET SUMMARY

|                                     | 2017 Budget      | 2018 Budget      | 2019 Budget     |
|-------------------------------------|------------------|------------------|-----------------|
| Net Patient Services Revenue        | 140,000          | 86,000           | 88,000          |
| Allocated Revenue                   | 123              | 82               | -               |
| Marathon County Match (Maintenance) | -                | -                | -               |
| <b>TOTAL REVENUE</b>                | <b>\$140,123</b> | <b>\$86,082</b>  | <b>\$88,000</b> |
| Other Direct Expenses               | 114,000          | 153,000          | 78,000          |
| <b>TOTAL DIRECT EXPENSES</b>        | <b>\$114,000</b> | <b>\$153,000</b> | <b>\$78,000</b> |



## NURSING HOME OPERATIONS

### REFLECTIONS LONG-TERM CARE

#### DESCRIPTION

Mount View Care Center's Long Term Care units were consolidated in early 2017 into one unit, Northern Reflections totaling 40 licensed beds. Northern Reflections 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

Reflections 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.

#### KEY ACCOMPLISHMENTS

Reflections Long Term Care continues to provide quality long term services for our residents. We currently have a 3.7% overall hospital readmission rate which is below the state and federal rates of 17%. Reflections continues to focus on individualized medical care and promotes independence in a resident directed environment.

#### STAFFING

| Position                    | 2017 FTE's   | 2018 FTE's   | 2019 FTE's   |
|-----------------------------|--------------|--------------|--------------|
| Nurse Manager               | 1.0          | 0.3          | 0.3          |
| MDS Coordinator             | 1.0          | 1.0          | 0.5          |
| Registered Nurse            | 7.5          | 5.0          | 7.3          |
| Certified Nursing Assistant | 26.2         | 14.0         | 14.0         |
| Unit Clerk                  | 1.0          | 0.5          | 0.5          |
| Social Worker               | 1.0          | 0.5          | 0.5          |
| Life Enrichment Coordinator | 2.0          | 2.0          | 2.0          |
| Medical Technician          | 0.0          | 2.15         | -            |
| <b>TOTAL</b>                | <b>42.05</b> | <b>25.45</b> | <b>25.10</b> |

#### BUDGET HIGHLIGHTS

The census for 2019 has been increased from 37 to 40 beds. Expenses are not really impacted, but revenue will increase. Additional rooms that had been taken off will remain open.

#### BUDGET SUMMARY

|                                     | 2017 Budget        | 2018 Budget        | 2019 Budget        |
|-------------------------------------|--------------------|--------------------|--------------------|
| Net Patient Services Revenue        | 3,978,000          | 2,344,000          | 2,662,000          |
| Supplemental Payment                | 647,000            | 713,000            | 503,000            |
| Other Revenue                       | -                  | -                  | -                  |
| County Appropriation                | 291,000            | 483,000            | 428,000            |
| Allocated Revenue                   | 49,951             | 54,472             | 43,705             |
| Marathon County Match (Maintenance) | 396,543            | 412,750            | 412,750            |
| <b>TOTAL REVENUE</b>                | <b>\$5,362,494</b> | <b>\$4,007,222</b> | <b>\$4,049,455</b> |
| Salaries                            | 1,937,880          | 1,276,774          | 1,276,442          |
| Benefits                            | 739,292            | 465,577            | 474,133            |
| Other Direct Expenses               | 365,710            | 192,980            | 188,593            |
| <b>TOTAL DIRECT EXPENSES</b>        | <b>\$3,042,882</b> | <b>\$1,935,331</b> | <b>\$1,939,168</b> |



## NURSING HOME OPERATIONS

### ■ LEGACIES BY THE LAKE MEMORY CARE

#### DESCRIPTION

Mount View Care Center's innovative dementia care program, Legacies by the Lake, consists of three units with 107 licensed beds. Units include Gardenside Crossing, Evergreen Place, and Lakeview Heights.

These units specialize in caring for people in varying stages of dementia, neurological, psychiatric and behavior disabilities. Gardenside Crossing accommodates residents with moderate memory loss who need assistance with their daily routines. Lakeview Heights is designed specifically for residents with mild memory loss who still function somewhat independently. Evergreen Place cares for residents with severe memory loss and a high level of dependency.

#### POPULATION SERVED

Legacies by the Lake Dementia 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.

#### KEY ACCOMPLISHMENTS

- Legacies by the Lake is recognized regionally and in the State of Wisconsin for its innovative dementia care and specialized training. In 2017 and 2018, we have been presenting *Stop, Starting It!* Training to nursing homes throughout Wisconsin. We were also selected as a speaker at the 2018 Focus Conference.
- Legacies continues to participate in the music and memory program and have over 50 residents enjoying individualized music through iPods. From a clinical area of excellence, we have a very low re-hospitalization rate.
- Legacies by the Lake and all of NCHC is a contributing partner in the Walk to End Alzheimer's, an initiative of the Alzheimer's Association.
- Legacies by the Lake has been recognized as a contributor in education on dementia through our Family Forums, collaboration with local law enforcement and support of the Memory Café.
- In 2018, we have focused on our quality outcomes and have reduced falls by 10%.



## ■ LEGACIES BY THE LAKE MEMORY CARE

### STAFFING

| Position                    | 2017 FTE's  | 2018 FTE's  | 2019 FTE's  |
|-----------------------------|-------------|-------------|-------------|
| Nurse Manager               | 1.0         | 1.0         | 1.0         |
| MDS Coordinator             | 1.0         | 1.0         | 1.5         |
| Registered Nurse            | 13.65       | 10.9        | 13.8        |
| Certified Nursing Assistant | 59.0        | 55.0        | 56.3        |
| Unit Clerk                  | 1.0         | 1.0         | 1.0         |
| Social Worker               | 1.6         | 1.5         | 1.5         |
| Life Enrichment Coordinator | 1.9         | 2.0         | 1.0         |
| Medical Technician          | 0.0         | 8.4         | 0.0         |
| Hospitality Aide            | -           | -           | 3.4         |
| <b>TOTAL</b>                | <b>82.3</b> | <b>80.8</b> | <b>79.5</b> |

### BUDGET HIGHLIGHTS

The census for 2019 will move to 97, which is comparable to actual. There has been some restructuring in staffing to better meet the needs of the program.

### BUDGET SUMMARY

|                                     | 2017 Budget        | 2018 Budget        | 2019 Budget        |
|-------------------------------------|--------------------|--------------------|--------------------|
| Net Patient Services Revenue        | 6,418,000          | 6,616,000          | 6,918,000          |
| Supplemental Payment                | 734,000            | 809,000            | 1,039,000          |
| Contract Services                   | 100,000            | -                  | -                  |
| Other Revenue                       | -                  | -                  | -                  |
| County Appropriation                | 803,000            | 1,217,000          | 1,072,000          |
| Allocated Revenue                   | 80,812             | 89,652             | 42,318             |
| Marathon County Match (Maintenance) | 374,012            | 411,140            | 411,140            |
| <b>TOTAL REVENUE</b>                | <b>\$8,509,824</b> | <b>\$9,142,792</b> | <b>\$9,482,458</b> |
| Salaries                            | 3,698,275          | 3,808,487          | 3,594,584          |
| Benefits                            | 1,410,874          | 1,388,769          | 1,335,204          |
| Other Direct Expenses               | 441,352            | 447,846            | 424,850            |
| <b>TOTAL DIRECT EXPENSES</b>        | <b>\$5,550,501</b> | <b>\$5,645,102</b> | <b>\$5,354,638</b> |



# NURSING HOME OPERATIONS

## ■ SOUTHSORE POST ACUTE CARE & NORTHWINDS VENTILATOR CARE

### DESCRIPTION

**Southshore Short-Term Rehabilitation** offers post-acute care for short term rehabilitation in Southshore, a 25-bed skilled nursing community. Southshore 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.

**Northwinds Vent Community** is a 27-bed unit within the Post-Acute Care area that 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. Northwinds focuses on ventilator dependent rehabilitation, recovery and liberation. Northwinds is 1 of only 5 care facilities in Wisconsin with approved dedicated units for the care of ventilator-dependent residents. Our highly trained team help residents adjust to ventilator-dependent lifestyles.

### POPULATION SERVED

Southshore 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.

Northwinds Vent serves adults of all ages with ventilator dependency needs.

### REGULATIONS

Both 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

Both programs operate 24 hours/day, 7 days/week, 365 days/year.

### KEY ACCOMPLISHMENTS

- Southshore and Northwinds pride themselves on high quality care for the residents we serve. In 2017 we had no pneumonia acquired ventilator dependent resident infections and have continued to lead the surrounding area for the second year in a row with one of the lowest rehospitalization rates that are lower than the national and state average. We continue to focus on strong quality outcomes for those we serve.





## ■ SOUTHSHORE POST ACUTE CARE & NORTHWINDS VENTILATOR CARE

### STAFFING

| Position                    | 2017 FTE's   | 2018 FTE's  | 2019 FTE's   |
|-----------------------------|--------------|-------------|--------------|
| Nurse Manager               | 1.0          | 0.7         | 0.7          |
| MDS Coordinator             | 1.0          | 1.0         | 1.0          |
| Registered Nurse            | 12.90        | 14.5        | 16.4         |
| Respiratory Therapist       | 9.25         | 8.8         | 9.4          |
| Certified Nursing Assistant | 30.30        | 30.3        | 25.65        |
| Unit Clerk                  | 1.9          | 1.5         | 2.0          |
| Social Worker               | 1.2          | 1.5         | 1.5          |
| Music Therapist             | 1.0          | 1.0         | 1.0          |
| Activity Therapist          | 1.0          | 0.9         | 1.0          |
| Hospitality Aide            | -            | -           | 1.4          |
| <b>TOTAL</b>                | <b>59.55</b> | <b>60.2</b> | <b>60.05</b> |

### BUDGET HIGHLIGHTS

The census for Southshore Post Acute Care is targeted for 23 and the census for Northwinds Vent Community is targeted for 25. These are comparable to 2018 targets. There have been some restructuring in staffing to better meet the needs of the programs.

### BUDGET SUMMARY

|                                     | 2017 Budget        | 2018 Budget        | 2019 Budget        |
|-------------------------------------|--------------------|--------------------|--------------------|
| Net Patient Services Revenue        | 5,528,000          | 6,053,000          | 5,814,000          |
| Supplemental Payment                | 419,000            | 462,000            | 558,000            |
| Other Revenue                       | -                  | -                  | -                  |
| County Appropriation                | 606,000            | -                  | -                  |
| Allocated Revenue                   | 46,017             | 73,270             | 114,085            |
| Marathon County Match (Maintenance) | 328,449            | 275,783            | 275,783            |
| <b>TOTAL REVENUE</b>                | <b>\$6,927,466</b> | <b>\$6,864,053</b> | <b>\$6,761,868</b> |
| Salaries                            | 3,117,959          | 3,284,812          | 3,272,279          |
| Benefits                            | 1,189,486          | 1,197,810          | 1,215,484          |
| Other Direct Expenses               | 603,273            | 538,554            | 512,573            |
| <b>TOTAL DIRECT EXPENSES</b>        | <b>\$4,910,718</b> | <b>\$5,021,176</b> | <b>\$5,000,336</b> |



## NURSING HOME OPERATIONS

### ■ REHAB

#### 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

Both 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 HIGHLIGHTS

Revenues and expenses are increasing as the demand increases.

#### BUDGET SUMMARY

|                                     | 2017 Budget        | 2018 Budget        | 2019 Budget        |
|-------------------------------------|--------------------|--------------------|--------------------|
| Net Patient Services Revenue        | 1,977,000          | 1,900,000          | 2,300,000          |
| Allocated Revenue                   | 8,217              | 6,613              | -                  |
| Marathon County Match (Maintenance) | 46,330             | 31,518             | 31,518             |
| <b>TOTAL REVENUE</b>                | <b>\$2,031,547</b> | <b>\$1,938,131</b> | <b>\$2,331,518</b> |
| Salaries                            | -                  | -                  | -                  |
| Benefits                            | -                  | -                  | -                  |
| Other Direct Expenses               | 1,069,450          | 823,000            | 954,000            |
| <b>TOTAL DIRECT EXPENSES</b>        | <b>\$1,069,450</b> | <b>\$823,000</b>   | <b>\$954,000</b>   |





## SUPPORT SERVICES

### 2019 BUDGET BY PROGRAM

Support Services has many different operations to support the people, financial, clinical and service success of North Central Health Care operations. Total Indirect Expenses, including the Support Services decreased by over \$650,000 from 2016 to 2017. Operational efficiencies and changing the way Support Services operates adds value to NCHC programs and is always top of mind.

|  |       |
|--|-------|
| <b>Support Services Management</b>     | 73    |
| <b>Business Operations</b>             | 74    |
| <b>Corporate Administration</b>        | 75    |
| <b>Employee Benefits</b>               | 76    |
| <b>Environmental Services</b>          | 77    |
| <b>Health Information</b>              | 78    |
| <b>Housekeeping</b>                    | 79    |
| <b>Information Management Services</b> | 80    |
| <b>In-House Transportation</b>         | 81    |
| <b>Laundry</b>                         | 82    |
| <b>Marketing &amp; Communications</b>  | 83    |
| <b>Nursing Home Housekeeping</b>       | 84    |
| <b>Nutrition Services</b>              | 85    |
| <b>Patient Financial Services</b>      | 86    |
| <b>Pharmacy</b>                        | 87    |
| <b>Purchasing</b>                      | 88    |
| <b>Quality &amp; Infection Control</b> | 89    |
| <b>Talent Development</b>              | 90-91 |
| <b>Volunteer Services</b>              | 92    |



## SUPPORT SERVICES

### ■ MANAGEMENT TEAM



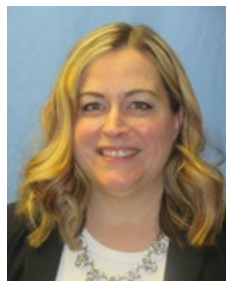
**Brenda Glodowski**  
Chief Financial Officer



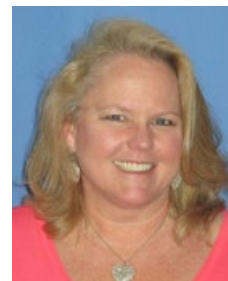
**Sue Matis**  
Human Resources  
Executive



**Sheila Zblewski**  
Information  
Services Director



**Kim Wieloch**  
Business Operations  
Director



**Carol Rich**  
Health Information  
Manager



**Cherie Mattson**  
Environmental Services  
Leader - Housekeeping



**Jenny McKenzie**  
Transportation  
Manager



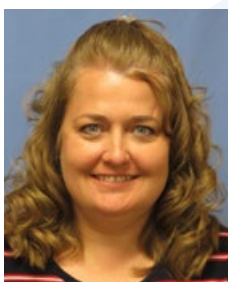
**Chad Adams**  
Environmental Services  
Leader - Laundry



**Jessica Meadows**  
Communications &  
Marketing Manager



**Jen Gorman**  
Dietary Services  
Director



**Tammy Buchberger**  
Patient Financial  
Services Director



**Scott Van Ermen**  
Pharmacy Director



**Kelly Henke-Kaiser**  
Purchasing Manager



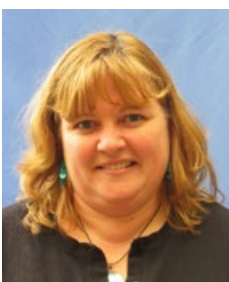
**Jennifer Peaslee**  
Quality & Clinical  
Transformation  
Director



**Chris Bleck**  
Human Resources  
Manager



**Judy Rannow**  
Organizational  
Development  
Manager



**Laural Harder**  
Volunteer Services  
Coordinator



## ■ BUSINESS OPERATIONS

**DESCRIPTION**

Business Operations includes accounting, payroll, accounts payable, cashiers/cash receiving and mailroom functions.

**KEY ACCOMPLISHMENTS**

- Annual financial and compliance audit FYE 12/31/17 resulted in no findings and no adjustments.
- Completing of monthly financial statements earlier.
- Additional financial tools are being provided to programs for better budget management.

**STAFFING**

| Position                 | 2017 FTE's  | 2018 FTE's  | 2019 FTE's  |
|--------------------------|-------------|-------------|-------------|
| Business Operations      |             |             |             |
| Director                 | 1.0         | 1.0         | 1.0         |
| Accounting Assistant     | 1.0         | 1.0         | 0.9         |
| Accountant               | 1.0         | 1.0         | 1.0         |
| Accounts Payable Rep.    | 1.0         | 0.8         | 0.8         |
| Administrative Assistant | 4.35        | 3.35        | 1.95        |
| Payroll Specialist       | 1.0         | 1.0         | 1.0         |
| <b>TOTAL</b>             | <b>9.15</b> | <b>8.15</b> | <b>6.65</b> |

**BUDGET HIGHLIGHTS**

Business Operations has a 1.5 FTE decrease from 2018 as the Switchboard oversight is being transferred to Marketing & Communications.

**BUDGET SUMMARY**

|                              | 2017 Budget      | 2018 Budget      | 2019 Budget      |
|------------------------------|------------------|------------------|------------------|
| Contracted Services Revenue  | -                | -                | -                |
| Other Revenue                | 17,000           | 10,000           | 12,000           |
| <b>TOTAL REVENUE</b>         | <b>\$17,000</b>  | <b>\$10,000</b>  | <b>\$12,000</b>  |
| Salaries                     | 400,299          | 376,794          | 332,977          |
| Benefits                     | 152,712          | 137,398          | 123,684          |
| Other Direct Expenses        | 256,159          | 263,098          | 264,118          |
| <b>TOTAL DIRECT EXPENSES</b> | <b>\$809,170</b> | <b>\$777,290</b> | <b>\$720,779</b> |



## SUPPORT SERVICES

### CORPORATE ADMINISTRATION

#### DESCRIPTION

Corporate Administration provides overall administrative leadership for the organization and is home to both Executive support and contracting functions. This program is allocated based on program direct expense.

#### STAFFING

| Position                                 | 2017 FTE's | 2018 FTE's | 2019 FTE's |
|--|------------|------------|------------|
| Chief Executive Officer                  | 1.0        | 1.0        | 1.0        |
| Chief Financial Officer                  | 1.0        | 1.0        | 1.0        |
| Contract and<br>Credentialing Specialist | 1.0        | 1.0        | 1.0        |
| Executive Assistant                      | 2.0        | 2.0        | 2.0        |
| Corporate Counsel                        | -          | -          | 1.0        |
| <b>TOTAL</b>                             | <b>5.0</b> | <b>5.0</b> | <b>6.0</b> |

#### BUDGET HIGHLIGHTS

A position for Corporation Counsel has been added. The expense has been transferred from contracted legal expense to staff.

#### BUDGET SUMMARY

|                              | 2017 Budget      | 2018 Budget      | 2019 Budget        |
|------------------------------|------------------|------------------|--------------------|
| Salaries                     | 498,635          | 513,793          | 654,664            |
| Benefits                     | 190,227          | 187,355          | 243,174            |
| Other Direct Expenses        | 153,647          | 244,469          | 184,321            |
| <b>TOTAL DIRECT EXPENSES</b> | <b>\$842,509</b> | <b>\$945,617</b> | <b>\$1,082,159</b> |



### ■ EMPLOYEE BENEFITS

#### DESCRIPTION

The Employee Benefits program consolidates all of the employee benefit programs and costs to be allocated out to programs based on FTEs. Included in the Employee Benefits consolidation are employee health, disability, life, dental and vision insurance along with FICA, unemployment, workers compensation and retirement expenses. These expenses are allocated in the program budgets and are reported again solely for informational purposes.

#### BUDGET HIGHLIGHTS

Overall benefits have increased over 7% from 2018 to 2019 budget. Health insurance makes up the majority of the increase, with an increase of \$600,000. This represents 70% of the total increase. The WI Retirement System rate decreased for 2019, which is approximately a \$70,000 savings for the organization.

#### BUDGET SUMMARY

|                              | 2017 Budget         | 2018 Budget         | 2019 Budget         |
|------------------------------|---------------------|---------------------|---------------------|
| Salaries-                    | -                   | -                   | -                   |
| Benefits                     | 11,626,000          | 11,938,000          | 12,800,000          |
| Other Direct Expenses-       | -                   | -                   | -                   |
| <b>TOTAL DIRECT EXPENSES</b> | <b>\$11,626,000</b> | <b>\$11,938,000</b> | <b>\$12,800,000</b> |





### ■ ENVIRONMENTAL SERVICES

#### DESCRIPTION

Environmental Services has traditionally included Maintenance, Systems Maintenance, Housekeeping, Nursing Home Housekeeping, Laundry and Grounds. In 2017, Maintenance, Systems Maintenance and Grounds employees have been transferred to Marathon County. Housekeeping, Nursing Home Housekeeping and Laundry remain stand-alone programs with NCHC staff but now report to the Assistant Nursing Home Administrator.

#### BUDGET HIGHLIGHTS

North Central Health Care contracts for Environmental Services from Marathon County. There is no change in this line item for 2019. The cost of these support services is listed in each program as an in-kind, non-cash based revenue under "Marathon County Match (Maintenance)" and is included in their indirect allocation expense. Within each program these costs are allocated based on square footage occupied by the program. The reporting mechanism allows reimbursement of these costs to occur.

#### BUDGET SUMMARY

|                              | 2017 Budget        | 2018 Budget        | 2019 Budget        |
|------------------------------|--------------------|--------------------|--------------------|
| Other Revenue                | -                  | -                  | -                  |
| <b>TOTAL REVENUE</b>         |                    |                    |                    |
| Salaries                     | -                  | -                  | -                  |
| Benefits                     | -                  | -                  | -                  |
| Other Direct Expenses        | 1,685,623          | 1,685,623          | 1,685,623          |
| <b>TOTAL DIRECT EXPENSES</b> | <b>\$1,685,623</b> | <b>\$1,685,623</b> | <b>\$1,685,623</b> |



## ■ HEALTH INFORMATION

## DESCRIPTION

Health Information Management (HIM) is responsible for maintaining NCHC's medical record. The record is the "bridge" between patients, regulators, consumers, payors and clinicians. NCHC has both paper and electronic records. The department helps our clinicians provide quality care to our patients.

## KEY ACCOMPLISHMENTS

- Implemented offline solution for completing documentation for non-traditional BHS programs
- Optimized chart deficiency reporting by working with our Data Quality Specialist
- Implemented the capability to fax medical records to outside providers and insurance companies
- Developed a process to electronically sweep hundreds of outside provider records directly into our document imaging system thereby saving staff and paper costs

## STAFFING

| Position                 | 2017 FTE's | 2018 FTE's | 2019 FTE's |
|--------------------------|------------|------------|------------|
| Supervisor               | 1.0        | 1.0        | 1.0        |
| RHIT                     | 0.0        | 0.0        | 1.0        |
| Administrative Assistant | 5.2        | 5.6        | 5.6        |
| <b>TOTAL</b>             | <b>6.2</b> | <b>6.6</b> | <b>7.6</b> |

## BUDGET HIGHLIGHTS

The 2018 budget includes an additional 1.0 FTE for Registration Health Informational Technician (RHIT).

## BUDGET SUMMARY

|                              | 2017 Budget      | 2018 Budget      | 2019 Budget      |
|------------------------------|------------------|------------------|------------------|
| Other Revenue                | 20,000           | 20,000           | 20,000           |
| <b>TOTAL REVENUE</b>         | <b>\$20,000</b>  | <b>\$20,000</b>  | <b>\$20,000</b>  |
| Salaries                     | 233,376          | 260,234          | 308,936          |
| Benefits                     | 89,032           | 94,895           | 114,754          |
| Other Direct Expenses        | 19,789           | 15,489           | 16,933           |
| <b>TOTAL DIRECT EXPENSES</b> | <b>\$342,197</b> | <b>\$370,618</b> | <b>\$440,623</b> |



## SUPPORT SERVICES

### ■ HOUSEKEEPING

#### 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.

#### KEY ACCOMPLISHMENTS

- Housekeeping did not receive any improvement recommendations in our 2018 Joint Commission Accreditation Survey.

#### STAFFING

| Position           | 2017 FTE's | 2018 FTE's | 2019 FTE's |
|--------------------|------------|------------|------------|
| Supervisor         | 0.5        | 0.5        | 0.5        |
| Lead Housekeeper   | 0.5        | 0.5        | 0.5        |
| Housekeeping Aides | 6.6        | 6.6        | 7.10       |
| <b>TOTAL</b>       | <b>7.6</b> | <b>7.6</b> | <b>8.1</b> |

#### BUDGET HIGHLIGHTS

The 2019 Housekeeping budget again includes \$90,000 of contract revenue from payments related to services provided to the organizations leasing space on the NCHC campus as part of their rental costs. Marathon County receives the full rent payment for these spaces and reimburses NCHC on an actual cost basis for these services. An additional 0.5 FTE position is being added to provide services to the new Employee Health & Wellness Center (clinic). Some of the cost is offset by a reduction in contract services.

#### BUDGET SUMMARY

|                              | 2017 Budget      | 2018 Budget      | 2019 Budget      |
|------------------------------|------------------|------------------|------------------|
| Contracted Services          | -                | 90,000           | 90,000           |
| <b>TOTAL REVENUE</b>         |                  | <b>\$90,000</b>  | <b>\$90,000</b>  |
| Salaries                     | 233,565          | 238,506          | 257,465          |
| Benefits                     | 89,104           | 86,971           | 95,635           |
| Other Direct Expenses        | 101,124          | 105,055          | 78,954           |
| <b>TOTAL DIRECT EXPENSES</b> | <b>\$423,793</b> | <b>\$430,532</b> | <b>\$432,054</b> |



## ■ INFORMATION MANAGEMENT SERVICES

## DESCRIPTION

Information Management Services (IMS) is responsible for the oversight of the organization's overall information systems application portfolio. They support 27 different solutions with help from the City County Information Technology Commission. Some key tasks that IMS routinely provides to over 700 employees are training, production support, system enhancements and break-fix.

## KEY ACCOMPLISHMENTS

- Automation of the final save function within our electronic health record (EHR). This will save hundreds of hours for our employees and psychiatrists. This will ultimately benefit our clients because clinicians will spend less time documenting.
- Developed new training opportunities for new employee orientation and onboarding.
- Developed forms and/or workflows in our EHR to satisfy new Joint Commission requirements. In addition, developed audit capabilities to verify ongoing compliance.
- Established 38 new measurable quality metrics.

## STAFFING

| Position                      | 2017 FTE's | 2018 FTE's | 2019 FTE's |
|-------------------------------|------------|------------|------------|
| Senior Executive              | 1.0        | 1.0        | 1.0        |
| Project Manager               | -          | 0.0        | 1.0        |
| Information Services Manager  | 1.0        | 0.0        | -          |
| Business Analyst Lead         | 1.0        | 1.0        | 1.0        |
| Programming Systems Assistant | 2.0        | 3.0        | 2.0        |
| Clinical System Analyst       | 1.0        | 1.0        | 1.0        |
| Business Analyst              | 2.0        | 0.0        | 1.0        |
| Quality Data Specialist       | 0.0        | 1.0        | 1.0        |
| <b>TOTAL</b>                  | <b>8.0</b> | <b>7.0</b> | <b>8.0</b> |

## BUDGET HIGHLIGHTS

The 2019 budget reflects the addition of a 1.0 FTE Project Manager. IT service agreements also increase due to anticipated price increases and the addition of other softwares.

## BUDGET SUMMARY

|                              | 2017 Budget        | 2018 Budget        | 2019 Budget        |
|------------------------------|--------------------|--------------------|--------------------|
| Other Revenue                | -                  | -                  | -                  |
| <b>TOTAL REVENUE</b>         | <b>-</b>           | <b>-</b>           | <b>-</b>           |
| Salaries                     | 498,846            | 491,807            | 566,969            |
| Benefits                     | 190,307            | 179,338            | 210,600            |
| Other Direct Expenses        | 1,654,474          | 1,548,783          | 1,637,439          |
| <b>TOTAL DIRECT EXPENSES</b> | <b>\$2,343,627</b> | <b>\$2,219,928</b> | <b>\$2,415,008</b> |



## SUPPORT SERVICES

### ■ IN-HOUSE TRANSPORTATION

#### DESCRIPTION

In-House Transportation maintains the NCHC fleet, which includes cars, buses and vans used for client transportation. This program also provides courier services, which may include trips to the Antigo and Merrill Centers, bank, lab and hospitals.

#### POPULATION SERVED

Employees and clients of NCHC.

#### HOURS OF SERVICE

Monday – Friday, 7:00 am – 5:00 pm

#### KEY ACCOMPLISHMENTS

- Produced and collaborated on a facility-wide ROAD-eo to assess and manage vehicular risk.
- Leveraged labor to increase efficiencies and collaboration between In-house and Demand services.
- All Transportation employees are engaged in monthly safety and patient experience training.

#### BUDGET SUMMARY

|                              | 2017 Budget     | 2018 Budget     | 2019 Budget     |
|------------------------------|-----------------|-----------------|-----------------|
| Salaries                     | 103,420         | 105,608         | 107,185         |
| Benefits                     | 39,454          | 38,510          | 39,814          |
| Other Direct Expenses        | (109,063)       | (108,450)       | (122,266)       |
| <b>TOTAL DIRECT EXPENSES</b> | <b>\$33,811</b> | <b>\$35,668</b> | <b>\$24,733</b> |

#### STAFFING

| Position         | 2017 FTE's  | 2018 FTE's  | 2019 FTE's  |
|------------------|-------------|-------------|-------------|
| Manager          | 0.25        | .25         | .25         |
| Coordinator      | 1.0         | 1.0         | 1.0         |
| Logistics Worker | 1.5         | 1.5         | 1.5         |
| <b>TOTAL</b>     | <b>2.75</b> | <b>2.75</b> | <b>2.75</b> |

#### BUDGET HIGHLIGHTS

The 2019 budget is comparable to the 2018 budget.



## SUPPORT SERVICES

### ■ LAUNDRY

#### DESCRIPTION

Laundry provides laundry services for the nursing home, hospital, CBRF and MMT programs. 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.

#### KEY ACCOMPLISHMENTS

- Laundry continues to work on patient satisfaction and timely return of personal laundry.
- Laundry continues to assist the local warming center with their linen during the winter months of operation.

#### STAFFING

| Position         | 2017 FTE's | 2018 FTE's | 2019 FTE's |
|------------------|------------|------------|------------|
| Team Coordinator | 1.0        | 1.0        | 1.0        |
| Laundry Worker   | 6.0        | 5.0        | 5.0        |
| <b>TOTAL</b>     | <b>7.0</b> | <b>6.0</b> | <b>6.0</b> |

#### BUDGET HIGHLIGHTS

The 2019 budget reflects a consistency with staffing. Savings are being generated from a decrease in supplies and linen.

#### BUDGET SUMMARY

|                              | 2017 Budget      | 2018 Budget      | 2019 Budget      |
|------------------------------|------------------|------------------|------------------|
| Other Revenue                | -                | -                | -                |
| <b>TOTAL REVENUE</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         |
| Salaries                     | 218,942          | 193,361          | 190,179          |
| Benefits                     | 83,525           | 70,509           | 70,642           |
| Other Direct Expenses        | 74,019           | 83,600           | 68,930           |
| <b>TOTAL DIRECT EXPENSES</b> | <b>\$376,486</b> | <b>\$347,470</b> | <b>\$329,751</b> |



## ■ MARKETING & COMMUNICATIONS

### 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 of services is also provided through this program. This program is allocated based on direct expense.

### KEY ACCOMPLISHMENTS

- Produced and launched a brand new responsive design website on a modern platform.
- Increased engagement and feedback on social media from those who utilize services to use in marketing efforts as well as use for internal communication to engage and retain staff.
- Hired a specialist to add to the Communications team to be able to quickly respond to communication needs and meet the increasing need for communication pieces and advanced technology.

### STAFFING

| Position             | 2017 FTE's | 2018 FTE's | 2019 FTE's  |
|----------------------|------------|------------|-------------|
| Coordinator          | 1.0        | 1.0        | 1.0         |
| Specialist           | 0.0        | 1.0        | 1.0         |
| Switchboard Operator | -          | -          | 1.95        |
| <b>TOTAL</b>         | <b>1.0</b> | <b>2.0</b> | <b>3.95</b> |

### BUDGET HIGHLIGHTS

The 2019 budget reflects a 1.95 FTE increase due to the transfer of switchboard operator functions transferred to this program. The oversight and budget of the organizational general advertisement is also being transferred here.

### BUDGET SUMMARY

|                              | 2017 Budget      | 2018 Budget      | 2019 Budget      |
|------------------------------|------------------|------------------|------------------|
| Salaries                     | 73,382           | 117,839          | 186,976          |
| Benefits                     | 27,995           | 42,970           | 69,452           |
| Other Direct Expenses        | 75,361           | 111,312          | 133,307          |
| <b>TOTAL DIRECT EXPENSES</b> | <b>\$176,738</b> | <b>\$272,121</b> | <b>\$389,735</b> |





## SUPPORT SERVICES

### ■ NURSING HOME HOUSEKEEPING

#### 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.

#### KEY ACCOMPLISHMENTS

- In the past 4 years during our annual inspection we have had no environmental citations. The Housekeeping staff practice patient directed care by consistent assignment and do the added extra touches to make our residents feel welcome.
- In the last year, we have implemented a new cleaning system for our deep cleaning of rooms that has reduced our labor time in room cleaning.

#### STAFFING

| Position           | 2017 FTE's   | 2018 FTE's   | 2019 FTE's   |
|--------------------|--------------|--------------|--------------|
| Supervisor         | 1.0          | 1.0          | 0.5          |
| Housekeeping Aides | 11.0         | 10.5         | 14.65        |
| Lead Housekeeper   | 0.0          | 0.0          | 0.5          |
| Homemaker          | 3.85         | 3.85         | 0            |
| <b>TOTAL</b>       | <b>15.85</b> | <b>15.35</b> | <b>15.65</b> |

#### BUDGET HIGHLIGHTS

A 0.3 FTE is being added back due to the reopening rooms in Long Term Care. The cost is offset by other reductions in the supply and contract services budget lines.

#### BUDGET SUMMARY

|                              | 2017 Budget      | 2018 Budget      | 2019 Budget      |
|------------------------------|------------------|------------------|------------------|
| Salaries                     | 472,471          | 471,492          | 477,901          |
| Benefits                     | 180,245          | 171,930          | 177,516          |
| Other Direct Expenses        | 108,355          | 102,177          | 73,663           |
| <b>TOTAL DIRECT EXPENSES</b> | <b>\$761,071</b> | <b>\$745,599</b> | <b>\$729,080</b> |



### ■ NUTRITION SERVICES

#### DESCRIPTION

Nutrition Services provides meal service for the Nursing Home, Inpatient Hospital, CBRF, MMT and Adult Day Programs. 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.

#### KEY ACCOMPLISHMENTS

- Continued to enhance the dining experience by establishing consistent assignment to our neighborhoods. This aids in patient satisfaction.
- Rolled out a new meal delivery system to our Inpatient, MMT and CBRF programs.

#### STAFFING

| Position                 | 2017 FTE's  | 2018 FTE's  | 2019 FTE's   |
|--------------------------|-------------|-------------|--------------|
| Director                 | 1.0         | 1.0         | 1.0          |
| Dieticians               | 1.6         | 1.6         | 1.6          |
| Supervisor               | 1.0         | 1.0         | 1.0          |
| Administrative Assistant | 1.0         | 1.0         | 1.0          |
| Cooks                    | 8.8         | 8.8         | 8.0          |
| Dietary Aides            | 21.0        | 20.0        | 20.95        |
| <b>TOTAL</b>             | <b>34.4</b> | <b>33.4</b> | <b>33.55</b> |

#### BUDGET HIGHLIGHTS

A 0.8 FTE for a Cook is being transferred to a 0.95 Dietary Aide. A 5% increase in food is anticipated.

#### BUDGET SUMMARY

|                              | 2017 Budget        | 2018 Budget        | 2019 Budget        |
|------------------------------|--------------------|--------------------|--------------------|
| Other Revenue                | 120,000            | 150,000            | 180,000            |
| <b>TOTAL REVENUE</b>         | <b>\$120,000</b>   | <b>\$150,000</b>   | <b>\$180,000</b>   |
| Salaries                     | 1,181,731          | 1,182,845          | 1,151,341          |
| Benefits                     | 450,825            | 431,326            | 427,664            |
| Other Direct Expenses        | 933,129            | 725,303            | 741,745            |
| <b>TOTAL DIRECT EXPENSES</b> | <b>\$2,565,685</b> | <b>\$2,339,474</b> | <b>\$2,320,750</b> |



## PATIENT FINANCIAL SERVICES

### DESCRIPTION

Patient Financial Services enrolls and verifies all clients admitted into NCHC programs. This includes demographic and benefit verification including prior authorization. Patient Financial Services provides all billing of services for all revenue programs of NCHC, which equates to approximately 10,000 bills per month. This program is allocated based on the number of clients in NCHC programs.

### KEY ACCOMPLISHMENTS

- NCHC is an approved CAC (Certified Application Counselor) organization to help patients understand, apply and enroll for health insurance coverage through the Marketplace to assist our patients in obtaining health insurance coverage.
- A Revenue Cycle Committee has been formed to improve the process which will increase collections.
- Days in Accounts Receivable continued to improve and is at 35-38 days. This is the best the organization has had.

### STAFFING

| Position                    | 2017 FTE's  | 2018 FTE's  | 2019 FTE's  |
|-----------------------------|-------------|-------------|-------------|
| Director                    | 1.0         | 1.0         | 1.0         |
| Billing Analyst             | 1.0         | 1.0         | 1.0         |
| Patient Account Rep.        | 5.0         | 4.0         | 4.0         |
| Administrative Assistant    | 1.3         | 1.3         | 1.3         |
| Provider Credentialing      | 1.0         | 1.0         | -           |
| Information Systems Analyst | 0.0         | 1.0         | 2.0         |
| Benefits Specialist         | 0.0         | 1.0         | 1.0         |
| Enrollment Specialist       | 4.0         | 4.0         | 4.0         |
| Prior Authorization Rep.    | 1.9         | 1.9         | 0.9         |
| <b>TOTAL</b>                | <b>15.2</b> | <b>16.2</b> | <b>15.2</b> |

### BUDGET HIGHLIGHTS

A 1.0 FTE is being reduced. Changes in collection expenses are anticipated with changing to a different collection agency during 2018.

### BUDGET SUMMARY

|                              | 2017 Budget      | 2018 Budget      | 2019 Budget      |
|------------------------------|------------------|------------------|------------------|
| Other Revenue                | 90,000           | 90,000           | 70,000           |
| <b>TOTAL REVENUE</b>         | <b>\$90,000</b>  | <b>\$90,000</b>  | <b>\$70,000</b>  |
| Salaries                     | 584,228          | 645,290          | 611,737          |
| Benefits                     | 222,881          | 235,305          | 227,229          |
| Other Direct Expenses        | 88,020           | 119,120          | 86,087           |
| <b>TOTAL DIRECT EXPENSES</b> | <b>\$895,129</b> | <b>\$999,715</b> | <b>\$925,053</b> |



## SUPPORT SERVICES

### ■ PHARMACY

#### DESCRIPTION

Pharmacy fills prescriptions for the nursing home, hospital, some of the residential locations, Community Treatment and employees who are enrolled in NCHC's employee health insurance plan.

#### KEY ACCOMPLISHMENTS

- Continued focus on streamlining of the packaging system as well as an increased focus on medication reconciliation on our Inpatient Hospital.

#### STAFFING

| Position           | 2017 FTE's  | 2018 FTE's  | 2019 FTE's |
|--------------------|-------------|-------------|------------|
| Director           | 1.0         | 1.0         | 1.0        |
| Pharmacist         | 2.25        | 2.25        | 2.4        |
| Pharmacy Tech.     | 5.0         | 5.0         | 5.0        |
| Billing Specialist | 1.0         | 0.0         | 1.0        |
| <b>TOTAL</b>       | <b>9.25</b> | <b>9.25</b> | <b>9.4</b> |

#### BUDGET HIGHLIGHTS

Pharmacist time is increasing by .15 FTE due to increasing prescriptions. Pharmacy revenue continues to increase also due to volume increases.

#### BUDGET SUMMARY

|                                     | 2017 Budget        | 2018 Budget        | 2019 Budget        |
|-------------------------------------|--------------------|--------------------|--------------------|
| Net Patient Revenue                 | 4,048,000          | 4,100,000          | 4,700,000          |
| Contracted Services Revenue         | 279,800            | 500,000            | 400,000            |
| Allocated Revenue                   | 16,390             | 16,762             | 8,000              |
| Cash Discounts and Rebates          | -                  | -                  | -                  |
| County Appropriation                | 115,445            | -                  | -                  |
| Marathon County Match (Maintenance) | 17,571             | 19,887             | 19,887             |
| <b>TOTAL REVENUE</b>                | <b>\$4,491,206</b> | <b>\$4,636,649</b> | <b>\$5,127,887</b> |
| Salaries                            | 649,319            | 668,662            | 694,994            |
| Benefits                            | 247,712            | 243,828            | 258,155            |
| Drugs                               | 2,975,000          | 2,975,000          | 3,547,589          |
| Other Direct Expenses               | 160,263            | 213,347            | -                  |
| <b>TOTAL DIRECT EXPENSES</b>        | <b>\$4,032,294</b> | <b>\$4,100,837</b> | <b>\$4,500,738</b> |



## SUPPORT SERVICES

### ■ PURCHASING

#### 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.

#### KEY ACCOMPLISHMENTS

- Focus on continued efficiencies of deliverables.
- Improved internal customer satisfaction scores.
- Implement a standardized product list.

#### STAFFING

| Position                 | 2017 FTE's  | 2018 FTE's | 2019 FTE's |
|--------------------------|-------------|------------|------------|
| Manager                  | 1.0         | 1.0        | 1.0        |
| Administrative Assistant | 0.2         | 0.2        | 0.2        |
| Storekeeper              | 2.0         | 2.0        | 2.0        |
| <b>TOTAL</b>             | <b>3.35</b> | <b>3.2</b> | <b>3.2</b> |

#### BUDGET HIGHLIGHTS

The 2019 Purchasing budget reflects a status quo in operations.

#### BUDGET SUMMARY

|                              | 2017 Budget      | 2018 Budget      | 2019 Budget      |
|------------------------------|------------------|------------------|------------------|
| Other Revenue                | 60,000           | 50,000           | 55,000           |
| <b>TOTAL REVENUE</b>         | <b>\$60,000</b>  | <b>\$50,000</b>  | <b>\$55,000</b>  |
| Salaries                     | 131,402          | 134,937          | 137,746          |
| Benefits                     | 50,129           | 49,205           | 51,166           |
| Other Direct Expenses        | 45,837           | 48,437           | 45,989           |
| <b>TOTAL DIRECT EXPENSES</b> | <b>\$227,368</b> | <b>\$232,579</b> | <b>\$234,901</b> |



## ■ QUALITY & INFECTION CONTROL

### DESCRIPTION

Quality at North Central Health Care is responsible for providing care and services that are: safe, effective, person-centered, timely, efficient, equitable and ethical. Passion to do the best for those we serve is combined with the deliberate and effective integration of evidence-based strategies to drive outcomes in all dimensions of quality: People Engagement, Service Excellence, Clinical Effectiveness, Community Impact, and Financial Efficiency.

### KEY ACCOMPLISHMENTS

- Onboarding of the new Clinical Quality and Transformation Director.
- Achieved Joint Commission Re-accreditation through successful leadership across the organization.
- Patient Experience Monitoring and Improvement: focus on effective survey processes with transition to new survey vendor, Press Ganey.
- Implementation of Retained County Authority (RCA) Performance Standards and Outcomes
- Recruitment and Onboarding of new Safety & Environmental Coordinator.
- Suicide Prevention Initiatives to improve our practice and care of high risk individuals.
- Restructuring of Quality Committees to take a more integrated approach to improving safety, quality, experience and engagement to influence performance.

### STAFFING

| Position                | 2017 FTE's | 2018 FTE's | 2019 FTE's |
|-------------------------|------------|------------|------------|
| Quality & Clinical      |            |            |            |
| Transformation Director | 1.0        | 1.0        | 1.0        |
| Quality Data Analyst    | 2.0        | 0.0        | 0.0        |
| Safety & Environmental  |            |            |            |
| Coordinator             | 1.0        | 1.0        | 1.0        |
| Infection & Prevention  |            |            |            |
| Specialist              | 1.0        | 0.0        | 1.0        |
| Phlebotomist            | 0.5        | 1.0        | 0.5        |
| <b>TOTAL</b>            | <b>5.5</b> | <b>2.0</b> | <b>3.5</b> |

### BUDGET HIGHLIGHTS

Safety and Lab Services are being restructured to Quality and Infection Control. The prior Quality Director position is being transferred back and is reclassified to Quality and Clinical Transformation Director. An Infection Preventionist is being added and the 1.0 FTE Phlebotomist is being reduced to 0.5 FTE.

### BUDGET SUMMARY

|                              | 2017 Budget      | 2018 Budget      | 2019 Budget      |
|------------------------------|------------------|------------------|------------------|
| Salaries                     | 437,570          | 117,819          | 264,194          |
| Benefits                     | 166,931          | 42,963           | 98,134           |
| Other Direct Expenses        | 168,435          | 127,115          | 54,178           |
| <b>TOTAL DIRECT EXPENSES</b> | <b>\$772,936</b> | <b>\$287,897</b> | <b>\$416,506</b> |



### ■ TALENT DEVELOPMENT

The Talent Development Team consists of professionals in Human Resources and Organizational Development. Both programs are allocated based on FTE's in each program.

#### HUMAN RESOURCES DESCRIPTION

The Human Resource department provides knowledge, administrative support, advice and talent management oversight to ensure organizational success. Human Resource staff partner with and support employees from recruitment to retirement in the following areas:

- Recruitment
- Hiring
- Employee Relations
- Performance Management
- Benefits and Insurance Administration
- Compensation
- Retirement Contributions
- Paid Leave Time (PLT)
- Employee Health

#### KEY ACCOMPLISHMENTS

- 12-month average retention was 87.4% with target rate of 78 - 82%
- 12-month average vacancy rate of 8.4% even with program expansion, which is down over 10% from a year ago.
- Implementation of Income Continuation Insurance reducing projected benefit budget.

#### ORGANIZATIONAL DEVELOPMENT DESCRIPTION

Organizational Development increases collaboration, efficiency and effectiveness across the organization by providing support, standards, processes, expectations, and professional development in the following areas:

- Orientation & Onboarding
- Competency & Skill Development
- Education & Training
- Management & Leadership Development
- Interpersonal Skill Development
- Team Building
- Process Improvement
- Change Management
- Employee Engagement

#### KEY ACCOMPLISHMENTS

- Expanded organizational orientation to include diversity, understanding the populations we serve, dementia, trauma-informed care and clinical orientation.
- Established Learning Council at NCHC.
- Developed updated nurse competencies with Nurse Practice Council.
- Worked with areas to be prepared for and provided support during surveys.
- Worked with managers to update job descriptions.
- Audited and finalized competencies for all job titles and began assigning job specific checklists to validate competencies.
- Increased consistency and quality of professional development tracking.
- Implemented organization wide clinical supervision checklists.
- Added new professional development sessions for managers and began offering sessions to staff.



## ■ TALENT DEVELOPMENT

### STAFFING

| Position               | 2017 FTE's | 2018 FTE's | 2019 FTE's  |
|------------------------|------------|------------|-------------|
| Human Resources        |            |            |             |
| Executive              | 1.0        | 1.0        | 1.0         |
| HR Manager             | 1.0        | 1.0        | 1.0         |
| HR Generalist          | 2.0        | 2.0        | 1.0         |
| HRIS Analyst           | 1.0        | 1.0        | 0.0         |
| Human Resources        |            |            |             |
| Assistant              | 1.0        | 1.0        | 1.0         |
| Employee Health        |            |            |             |
| Specialist             | 0.0        | 1.0        | 1.0         |
| Recruiter              | -          | -          | 1.0         |
| Compensation &         |            |            |             |
| Benefit Analyst        | -          | -          | 1.0         |
| Organizational         |            |            |             |
| Development Manager    | 1.0        | 1.0        | 1.0         |
| Development Specialist | 1.0        | 1.0        | 1.0         |
| Instructional Designer | -          | -          | 1.0         |
| <b>TOTAL</b>           | <b>8.0</b> | <b>9.0</b> | <b>10.0</b> |

### BUDGET HIGHLIGHTS

The 2019 budget includes the addition of a 1.0 FTE Instructional Designer. For 2019, Human Resources and Organizational Development will be split into two separate programs. Staff development oversight for the organizational development funding will move to Organizational Development.

### BUDGET SUMMARY

|                              | 2017 Budget      | 2018 Budget        | 2019 Budget        |
|------------------------------|------------------|--------------------|--------------------|
| Other Revenue                | -                | -                  | -                  |
| <b>TOTAL REVENUE</b>         |                  |                    |                    |
| Salaries                     | 476,798          | 596,885            | 655,136            |
| Benefits                     | 181,896          | 217,655            | 243,350            |
| Other Direct Expenses        | 259,840          | 322,050            | 600,102            |
| <b>TOTAL DIRECT EXPENSES</b> | <b>\$918,534</b> | <b>\$1,136,589</b> | <b>\$1,498,588</b> |





## VOLUNTEER SERVICES

### 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.

### KEY ACCOMPLISHMENTS

- In 2017, 211 volunteers donated 11,323 hours of service.
- Recruited 38 new volunteers in 2017.
- Installation of a new Point of Sale (POS) system in the Gift Shop allows for credit card payments and for staff to use their badge as a form of payment, thus increasing sales.
- Established NCHC as a community-based prevocational work site for a partnering agency.
- Continued operation of the Canteen after the departure of the community senior programs.
- Coordinate the annual Holiday "gift" program. Work with local organizations and donors to provide over 400 gifts to the residents of Mount View and clients being served by our programs that would not otherwise receive a gift during the Holidays.

### STAFFING

| Position                 | 2017 FTE's  | 2018 FTE's  | 2019 FTE's  |
|--------------------------|-------------|-------------|-------------|
| Manager                  | 1.0         | 1.0         | 1.0         |
| Administrative Assistant | 0.55        | 0.55        | .55         |
| <b>TOTAL</b>             | <b>1.55</b> | <b>1.55</b> | <b>1.55</b> |

### BUDGET HIGHLIGHTS

Additional revenue is added for increased operations of the canteen in the former ADRC space.

### BUDGET SUMMARY

|                              | 2017 Budget      | 2018 Budget      | 2019 Budget      |
|------------------------------|------------------|------------------|------------------|
| Gift Shop                    | -                | 22,000           | 25,000           |
| <b>TOTAL REVENUE</b>         | <b>-</b>         | <b>\$22,000</b>  | <b>\$25,000</b>  |
| Salaries                     | 64,955           | 66,329           | 67,750           |
| Benefits                     | 24,780           | 24,187           | 25,166           |
| Other Direct Expenses        | 18,186           | 27,966           | 26,193           |
| <b>TOTAL DIRECT EXPENSES</b> | <b>\$107,921</b> | <b>\$118,482</b> | <b>\$119,109</b> |



# CAPITAL BUDGET

North Central Health Care 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 evaluation of capital expenditure proposals, and the selection of certain proposals that meet certain criteria. North Central Health Care's threshold to capitalize an asset and depreciate its use requires the purchase to be \$2,500 or more and have a useful life of two or more years. Straight-line depreciation methods are used and funding for capital assets are available for the approved year and two consecutive years. Equipment with a value of less than \$2,500 are budgeted separately and expensed within a program's budget. Movable 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

## CAPITAL BUDGETING PROCESSES

### Marathon County CIP

All anticipated building renovation projects, regardless of price, must be submitted to Marathon County Facilities & Capital Maintenance by May 1st of each year so the projects can be designed, scoped and priced for the following year. Any building alteration of more than \$30,000 must be submitted by June of each year to be considered for funding by the Marathon County for the following year. There is a detailed ranking and funding process for all projects submitted.

### NCHC Capital Budget

If a project is ranked (approved) but does not get funded, NCHC can budget for and pay for these projects using NCHC's available capital funding, even if the project exceeds \$30,000. Building projects under \$30,000 are considered operational projects and are exclusively funded by NCHC through the NCHC capital budgeting process. These projects still must be approved by the County in advance.

All asset acquisition which can be capitalized must be submitted and approved as part of NCHC's capital budget regardless of funding source.

### Rolling Stock

Rolling stock includes vehicles, buses, and small equipment intended for NCHC programs. Rolling stock purchase for use in programs serving Marathon County fall under Marathon County's policy and procedures on rolling stock in determining need and replacement schedule. Rolling stock intended for Marathon County programs that are more than \$5,000 must be approved by Marathon County. Purchases under \$5,000 are considered operational expenses and are funded by NCHC.

Any rolling stock request that is requested for funding but does not receive funding approval by Marathon County may be funded by NCHC if it receives approval by the NCHC Board. All rolling stock purchases for use in Langlade and Lincoln County, regardless of price, are included in NCHC's budget.



## CAPITAL IMPROVEMENT REQUESTS SUBMITTED TO MARATHON COUNTY

For the 2019 Budget, NCHC only submitted eligible Rolling Stock replacement requests to Marathon County in anticipation of the \$73 Million NCHC Main Campus renovation approved under the Master Facility Plan adopted by the Marathon County Board in June 2018.

| CAPITAL REQUEST             | DESCRIPTION OF REQUEST                              | ESTIMATED COST |
|-----------------------------|---|----------------|
| Rolling Stock - Replacement | 1 – Mini Van (\$27,000)                             | \$197,000      |
|                             | 2 – Passenger Sedans (\$25,000 each)                |                |
|                             | 2 – Small Buses w/Wheel Chair Lifts (\$60,000 each) |                |



## CAPITAL FUNDED IN NCHC 2019 BUDGET

| PROGRAM NUMBER   | PROGRAM                         | DESCRIPTION OF REQUEST  | COST OF REQUEST  | REASON FOR REQUEST |
|------------------|---------------------------------|---|------------------|--------------------|
| 10-100-0205      | Human Resources                 | Office Chairs (4)   | \$1,460          | Replacement Item*  |
| 10-100-0205      | Human Resources                 | HRIS Replacement  | \$136,000        | Replacement Item   |
| 10-100-0210      | Organizational Development      | Office Chairs (4)   | \$1,460          | Replacement Item*  |
| 10-100-0300      | Business Operations             | Sit to stand workstations (7)                                       | \$3,850          | Additional Item    |
| 10-100-0300      | Business Operations             | Office Chairs (2)   | \$730            | Replacement Item*  |
| 10-100-0500      | Information Technology Services | Replace DVR in BHS  | \$11,200         | Replacement Item   |
| 10-100-0500      | Information Technology Services | Safety Buttons  | \$112,000        | New                |
| 10-100-0500      | Information Technology Services | NCHC data center upgrades   | \$70,000         | Replacement Item   |
| 10-100-0500      | Information Technology Services | Laptop replacement devices  | \$100,000        | Replacement Item   |
| 10-100-0600      | Patient Financial Services      | Sit to stand workstations (10)                                      | \$5,550          | Additional Item    |
| 10-100-0600      | Patient Financial Services      | Office chairs (10)  | \$3,650          | Replacement Item*  |
| 10-100-0720      | Laundry                         | Small piece folder-return to feed,<br>G.A. Braun Precision Series   | \$13,000         | Replacement Item   |
| 10-100-0740/0745 | Housekeeping/NH Housekeeping    | Burnisher (2)   | \$4,000          | Replacement Item   |
| 10-100-0740/0745 | Housekeeping/NH Housekeeping    | Tornado roam battery backpack<br>vacuum with extra battery pack (3) | \$6,000          | Additional Item    |
| 10-100-0740      | Housekeeping                    | Windsor Armanda BRC 40/22 carpet extractor                          | \$4,200          | Additional Item    |
| 10-100-0745      | NH Housekeeping                 | 2710 Rider burnisher w/420H wet batteries<br>on board charger       | \$20,500         | Replacement Item   |
| 20-100-0805      | Residential Admin               | Washers (4) (Andrea, Chadwick, Bissell, Heather)                    | \$3,800          | Replacement Item   |
| 20-100-0805      | Residential Admin               | Dryers (4) (Andrea, Chadwick, Bissell, Heather)                     | \$3,000          | Replacement Item   |
| 20-100-2000      | Outpatient-Marathon             | Badge reader for three double doors to increase safety              | \$22,372         | Additional Item    |
| 20-100-2375      | Clubhouse                       | Office Chairs (6)   | \$2,190          | Replacement Item*  |
| 20-100-2375      | Clubhouse                       | Purchase Clubhouse Building   | \$319,000        | Purchase building  |
| 20-115-1400      | Jelinek                         | Office Chairs (2)   | \$730            | Replacement Item*  |
| 20-120-1400      | Forest Street                   | Office Chairs (2)   | \$730            | Replacement Item*  |
| 25-100-0900      | NH Administration               | Office chairs for all nursing stations (15)                         | \$5,475          | Replacement Item*  |
| 25-100-3000      | Post Acute Care                 | Hover mat pumps (5)   | \$4,750          | Reduce staff time  |
| 25-100-3000      | Post Acute Care                 | Regular air mattresses (2)  | \$6,000          | Replacement Item   |
| 25-100-3100      | Long Term Care                  | Regular air mattresses (2)  | \$6,000          | Replacement Item   |
| 25-100-3100      | Long Term Care                  | Power wheel chair assist device                                     | \$10,000         | Reduce staff time  |
| 25-100-3200      | Legacies                        | Regular air mattresses (2)  | \$6,000          | Replacement Item   |
| 25-100-3200      | Legacies                        | Recliners for common areas (12)                                     | \$18,000         | Replacement Item   |
| 25-100-3800      | Vent Services                   | Ice machine   | \$3,000          | Additional Item    |
| 25-100-3800      | Vent Services                   | IV pumps (3)  | \$15,000         | Replacement Item   |
| 30-250-0105      | Tomahawk Administration         | Workstations (4)  | \$13,000         | Replacement Item   |
| <b>TOTALS</b>    |                                 |   | <b>\$932,647</b> |                    |

\* Purchase Together





# North Central Health Care

Person centered. Outcome focused.

**Wausau Campus**

1100 Lake View Drive  
Wausau, Wisconsin 54403  
715.848.4600

**Mount View Care Center**

2400 Marshall Street  
Wausau, Wisconsin 54403  
715.848.4300

**Merrill Center**

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

**Antigo Center**

1225 Langlade Road  
Antigo, Wisconsin 54409  
715.627.6694

*Langlade, Lincoln and Marathon Counties partnering together  
to provide compassionate and specialized care for people with  
complex behavioral and skilled nursing needs.*

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