

OFFICIAL NOTICE AND AGENDA

Notice is hereby given that the **North Central Community Services Program Board** will hold a meeting at the following date, time, and location shown below.

Thursday, September 28, 2023 at 3:00 pm

North Central Health Care, Wausau Board Room, 1100 Lake View Drive, Wausau WI 54403

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

Meeting number: 1-408-418-9388 **Access Code:** 2482 008 8020 **Password:** 1234

Our Mission

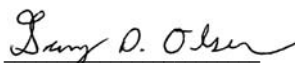
Langlade, Lincoln, and Marathon Counties partnering together to provide compassionate and high-quality care for individuals and families with mental health, recovery, and long-term care needs.

AGENDA

1. CALL TO ORDER
2. CHAIRMAN'S ANNOUNCEMENTS
3. PUBLIC COMMENT FOR MATTERS APPEARING ON THE AGENDA (Limited to 15 Minutes)
4. CONSENT AGENDA AND MONITORING REPORTS
 - A. Board Minutes and Committee Reports
 - i. ACTION: *Motion to Approve the July 27, 2023, NCCSP Board Minutes*
 - ii. FOR INFORMATION: Minutes of the July 27 and August 31, 2023 Executive Committee Meeting and July 26, 2023 Nursing Home Operations Committee Meeting
5. BOARD DISCUSSION AND/OR ACTION
 - A. Educational Presentations
 - i. Executive Director Report – G. Olsen
 - i. Financial Update – J. Hake
 - ii. Discussion Regarding Responsibilities of the NCCSP Board – G. Olsen
 - iii. 2024 Budget Presentation – G. Olsen/J. Hake
 - a. ACTION: Authorize Executive Director to Forward the Final Approved Budget to the Department of Health Services
6. BOARD CALENDAR AND FUTURE AGENDA ITEMS
 - A. Next Board Meeting Scheduled: Thursday, November 30, 2023 at 3:00 p.m.
7. ADJOURN

Any person planning to attend this meeting who needs some type of special accommodation in order to participate should call the Administrative Office at 715-848-4405. For TDD telephone service call 715-845-4928.

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


Presiding Officer or Designee

DATE: 09/22/2023 TIME: 2:00 PM BY: D. Osowski

NORTH CENTRAL COMMUNITY SERVICES PROGRAM

BOARD MEETING MINUTES

July 27, 2023

3:00 p.m.

North Central Health Care

Present: EXC Eric Anderson	X	Randy Balk	EXC Chad Billeb
EXC Angela Cummings	X	Kurt Gibbs	X Liberty Heidmann
X Jeremy Hunt	X _(WebEx)	Renee Krueger	X _(WebEx) Alyson Leahy
X Lance Leonhard	X _(WebEx)	Bruce McDougal	X Dave Oberbeck
X _(WebEx) Jessi Rumsey	X	Robin Stowe	

Staff Present: Gary Olsen, Jason Hake, Vicki Tylka

Call to order

- Meeting was called to order by Chair Gibbs at 3:03 p.m.

Chairman's Announcements

- There were no announcements.

Public Comment for Matters Appearing on the Agenda

- No public comment.

Consent Agenda

- **Motion**/second, Krueger/Stowe, to approve the May 25, 2023 NCCSP Board minutes. Motion carried.

Program Updates

- Marne Schroeder, Director of Community Treatment, provided an update on the services community treatment provides to youth and adults in Marathon, Lincoln and Langlade Counties. Services include Comprehensive Community Services (CCS), Community Support Program (CSP), Coordinated Services Teams (CST), and Children's Long-term Support (CLTS).

Executive Director Report – G. Olsen

- A-Unit will begin moving to the newly renovated areas of Mount View Care Center the week of August 14.
- We have been notified that DHS will make a site visit, which is necessary to receive their approval, to open the Medically Monitored Treatment (MMT) program.
- Of the eight residents of Bissell Street CBRF, who had been temporarily moved to the Heather Street CBRF, four have found alternative placements and will be relocating soon. We are working with the other residents on their relocation plans.
- We are evaluating the Adult Day Services (ADS) program following the recent resignation of the ADS Manager.

- We continue to work with Lincoln County as they determine the future of Pine Crest Nursing Home. They may consider a referendum at the August Board meeting.
- Wendy Peterson, former Manager of Outpatient Services, has accepted the position of Acute Care Services Director.

Financial Update – J. Hake

- J. Hake provided a financial update through the month of June. We continue to address the number of out of county placements and noted a significant number of these placements were due to staffing challenges. We are working to build up the number days of invested cash.
- Senator Felzkowski and Rep. Callahan submitted a budget amendment asking to reinstate the supplemental payment, however it did not make it to the floor of the Finance Committee.

Budget Update – J. Hake

- The headwinds facing us include the uncertainty of Pine Crest Nursing Home, no fund balance for health insurance, two days of invested cash, staffing, and the need to make a \$2 million debt payment.

Board Calendar and Future Agenda Items

- Next Meeting of the Board: September 28, 2023 at 3:00 p.m.
- The budget will be reviewed and there will be training on duties and roles of the Board.

Adjourn

- **Motion**/second, Balk/Leonhard, to adjourn the meeting at 4:09 p.m. Motion carried.

NORTH CENTRAL COMMUNITY SERVICES PROGRAM EXECUTIVE COMMITTEE MEETING MINUTES

July 27, 2023

2:00 p.m.

NCHC Wausau Board Room

Present: X Kurt Gibbs X^(WebEx) Renee Krueger
X Lance Leonhard X Robin Stowe

Staff: Gary Olsen, Vicki Tylka, Jason Hake

Others: Dejan Adzic, Marathon County Deputy Corporation Counsel

Call to Order

- Meeting was called to order by Chair Gibbs at 2:00 p.m.

Public Comments

- There were no public comments.

Approval of Executive Committee Meeting Minutes

- **Motion**/second, Stowe/Leonhard, to approve the June 21, 2023 Executive Committee meeting minutes. Motion carried.

Executive Director Update – G. Olsen

- G. Olsen updated the Committee on the progress of construction on campus. We received notification from the Department of Human Services that they will be setting up a site visit for the MMT program. An update was also provided on the Adult Day Services program and Pine Crest Nursing Home.
- Employee Updates were completed in July; consideration is being given to change from occurring quarterly to semi-annually.

Financial Update – J. Hake

- J. Hake provided a financial update on the June financial statements and the financial position of the organization through June.

Budget Update – J. Hake

- Several headwinds NCHC is facing in 2024 are the potential changes with Pine Crest Nursing Home, health insurance, fund balance, and investments, in addition to a \$2 million debt payment. The debt payment is the largest hurdle to overcome.
- G. Olsen asked the Committee for direction on presenting a 2024 budget. If all debt is included, to obtain a balanced budget could be difficult. The Committee members agreed that a realistic budget must be provided with additional conversations needed to address the headwinds.

Medical Staff Recommendation – G. Olsen

- **Motion**/second, Stowe/Leonhard, to approve the recommendations of the Medical Executive Committee for Initial Appointment for: Kimberly Hoenecke, D.O.; Reappointments for: James Billings, M.D. and Waqas Yasin, M.D.; and Privilege Amendment for: James Billings, M.D. Motion carried.

ARPA Capital Request for Workday Software – G. Olsen

- **Motion**/second, Leonhard/Stowe, to develop an ARPA request for each of the three counties aiming for a financial and human resources system. Motion carried.

Closed Session

- **Motion**/second, Stowe/Leonhard, to go into Closed Session (Roll Call Vote Suggested) Pursuant to Wis. Stat. s. 19.85(1)(e), for the purpose of conducting specified public business where competitive or bargaining reasons require closed session, to wit: Update relating to current and future state of certain NCHC programs and discussion relating to negotiations of potential sale and/or transfer of certain North Central Health Care property. Roll call taken; all indicated aye. Committee approved G. Olsen, J. Hake, and D. Osowski to remain in closed session. Meeting convened in closed session at 2:51 p.m.

Reconvene in Open Session and Possible Announcements and/or Action Regarding Closed Session Items

- **Motion**/second, Leonhard/Stowe, to reconvene in Open Session at 2:58 p.m. Motion carried.
- Staff will move forward based on discussion in closed session.

Next Meeting

- Thursday, August 31 at 1:00 p.m.

Adjourn

- **Motion**/second, Leonhard/Stowe, to adjourn the meeting at 2:59 p.m. Motion carried.

NORTH CENTRAL COMMUNITY SERVICES PROGRAM EXECUTIVE COMMITTEE MEETING MINUTES

August 31, 2023

1:00 p.m.

NCHC Wausau Board Room

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

Staff: Gary Olsen, Jason Hake, Jennifer Peaslee

Others: Dejan Adzic, Marathon County Deputy Corporation Counsel

Call to Order

- Meeting was called to order by Chair Gibbs at 1:03 p.m.

Public Comments

- There were no public comments.

Approval of Executive Committee Meeting Minutes

- **Motion**/second, Stowe/Krueger, to approve the July 27, 2023 Executive Committee meeting minutes. Motion carried.

Executive Director Update – G. Olsen

- G. Olsen provided an overview of his report and noted that the State provided an update recently and is nearing completion of the review of our MMT policies. They will then identify a date for the on-site visit.
- In anticipation of the potential sale of Pine Crest, recruitment of staff for Pine Crest continues to be difficult and employees have expressed concern about receiving their accrued sick leave in the event of the sale. A policy is being written on how the sick leave will be paid to the employees if Pine Crest sells and we anticipate it being brought to the Executive Committee for review next month.
- Dr. Billings has notified us that he is not interested in continuing as Interim Medical Director therefore, we are looking at other options to fill this role.

Financial Update – J. Hake

- J. Hake provided an overview of the July financial statements and the financial position of the organization through July. Concern was again expressed about the challenges in recruitment of staff during this time knowing the intent is to sell Pine Crest. Without applicants and the ability to hire staff the need for the use of contracted staff continues.

Discussion Regarding Responsibilities of the NCCSP Board – G. Olsen

- G. Olsen reviewed the responsibilities of the NCCSP Board as identified in the 2022 Amended and Restated Intergovernmental Agreement (Tri-County Agreement). A change of when the Board will review the budget will be moved to September, and a Board meeting added in January.

2024 Budget Presentation and Adoption – G. Olsen/J. Hake

- J. Hake distributed the proposed 2024 budget document and provided a review. Compliments and much appreciation was expressed to our Communications and Marketing Department for the excellent budget document again this year. K. Gibbs, on behalf of the Board, recognized and thanked the staff for their hard work and efforts preparing and presenting the 2024 proposed budget in light of the many anticipated challenges.
- **Motion**/second, Leonhard/Krueger, to adopt the proposed 2024 budget. Motion carried.

Next Meeting

- Wednesday, September 20, 2023 at 1:00 p.m. in the North Central Health Care Wausau Board Room.

Adjourn

- **Motion**/second, Krueger/Stowe, to adjourn at 2:27 p.m. Motion carried.

Minutes prepared by Debbie Osowski, Senior Executive Assistant

To: NCCSP Board
From: Gary D. Olsen, MPA, Executive Director
Date: September 22, 2023
RE: Executive Director's Report for the September 28th Board Meeting

EXECUTIVE DIRECTOR'S REPORT:

Construction Update:

The remaining office moves are scheduled for October 18th through the 20th. At that time, Outpatient and the remainder of Community Treatment will move into their new office space. Substantial completion is scheduled for these areas and Mount View 2 North on September 27th.

Lakeside Medically Monitored Treatment (MMT) and Adult Crisis Stabilization (ACSF):

The State has finally scheduled a site visit for MMT. They will be here on September 26th. We are hoping the licensing will happen shortly after that and we will be able to open the unit. The site visit for the ACSF happened on September 21st, so we are waiting to hear if they will approve the license for that facility.

Bissell Street CBRF Update:

We are working with the MCO's and guardians to find placement for the clients who reside at the Bissell Street CBRF. There are two remaining clients in the home. We are diligently working with the guardians and MCO's to find placement for these individuals.

Medical Director Update:

I am pleased to announce Dr. Waqas Yasin as our Interim Medical Director for Behavioral Health Services, effective September 16, 2023. Dr. Yasin will provide oversight to the Adult and Youth Behavioral Health Hospitals, Lakeside Recovery, and Intensive Outpatient programming through NCHC Outpatient Services. Dr. Yasin is a highly regarded psychiatrist, earning respect from our partner organizations and our staff alike. He is a natural-born teacher who is gifted in explaining mental health and psychiatric complexities to individuals and teams and is a fierce advocate for his patient's care. Dr. Yasin is unwavering in his dedication to upholding the utmost standards of patient care and delivering the highest levels of service excellence at North Central Health Care. We are extremely happy that he has accepted this leadership position and look forward to his collaboration with our Acute Care Services Director and Senior Leadership Team.

On behalf of our Senior Leadership Team, I also would like to thank Dr. Billings for his dedication throughout his interim role during the past 6 months.

Pine Crest Nursing Home Update:

The Lincoln County Board voted on a resolution to hold a referendum to increase property taxes for Pine Crest at their August meeting. The resolution failed, so it looks as though the nursing home will be sold. I have met with staff and am planning future meetings with staff, residents, and family members to keep them updated as we move forward.

Director of Human Resources Position Update:

Our Director of Human Resources, Nic Lotzer, has resigned his position with NCHC. We want to wish Nic well in his future endeavors. Are currently holding interviews for the position and hope to have the position filled soon.

INFORMATION FOR THE MEETING:

Financial Update:

Managing Director of Finance/Administration, Jason Hake, will provide a financial report for the Committee.

Discussion Regarding Responsibilities of the NCCSP Board:

Included in the Board packet is a copy of the responsibilities of the NCCSP Board. With the new Tri-County agreement that went into effect last year, the new role of the Board has not been clearly defined. I will review this document and discuss the role and responsibilities of the NCCSP Board at the meeting.

2024 Budget Presentation and Authorize Executive Director to Forward the Final Approved Budget to the Department of Health Services:

Managing Director of Finance/Administration, Jason Hake, will provide an overview of the budget. At this meeting, a motion will be required to approve the Executive Director to forward the submitted final approved budget to the Department of Health Services in accordance with s. 46.031 (1) for authorized services.



North Central Health Care

Person centered. Outcome focused.

To: Executive Committee & North Central Community Services Program Board
From: Jason Hake, MBA, Managing Director of Finance and Administration
Date: September 21, 2023
RE: August Financial Statements

Through August our net income from service programs was \$404,455. This is an increase of \$348,614 from the prior month.

Behavioral Health Services

Net loss of \$1,250,422 which was favorable to budget by \$1,013,408. Adult Behavioral Hospital and the Youth Behavioral Hospital were the main drivers.

Adult Behavioral Health Hospital

YTD net loss of \$746,351 which was favorable to budget by \$217,504. Out of county placements were unfavorable for the month \$216,999 and unfavorable \$583,405 YTD. A one-time reallocation of drug expenses was made from Pharmacy to the hospital in the amount of \$140,390. YTD average daily census is 6.40 compared to budget of 7.

Youth Behavioral Health Hospital

YTD net loss of \$486,639 which was favorable to budget by \$665,278. Revenue is the main driver and favorable by \$589,040 due to an increase in our Medicaid rates. Out of county placements were favorable for the month and unfavorable \$40,477 YTD. YTD average daily census was 3.28 compared to a budget of 4.

Community Services

Net income of \$535,154 which was favorable to budget by \$1,532,719. Revenue was the main driver and favorable \$2,119,997.

Community Living

Net loss of \$256,814 which was unfavorable to budget by \$261,465. Expenses were unfavorable \$185,166 driven by high overtime, call time and contracted staffing.

Nursing Homes

Net income of \$1,413,241 which was unfavorable to budget by \$1,802,980. Mount View Care Center and Pine Crest received an increase in their supplemental payment of \$307,900 and 206,000, respectively.

www.norcen.org

Wausau Campus
1100 Lake View Drive
Wausau, Wisconsin 54403
715.848.4600

Antigo Center
1225 Langlade Road
Antigo, Wisconsin 54409
715.627.6694

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

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

Pine Crest Nursing Home
2100 E. 6th Street
Merrill, WI 54452
715.536.0355



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Mount View Care Center

YTD net income of \$1,455,262 which was unfavorable to budget by \$1,008,490. This was driven by the loss in supplemental and CPE funding, along with census. YTD average daily census was 114.4 compared to budget of 128.

Pine Crest

Net loss of \$42,021 which was unfavorable to budget by \$794,490. This was driven by the loss in supplemental and CPE funding, along with census. YTD average daily census was 83.0 compared to budget of 89.

Pharmacy

Net loss of \$68,355 which was unfavorable \$34,515.

Self-Funded Health Insurance

Net income of \$674,243. Health insurance claims are down from prior year helping drive the favorable variance.

Cash on Hand/Days Invested Cash

Cash on hand was 62 days, down from 63 days in July. Days invested cash is at 0. This has significantly decreased over the last several years and an area we need to improve to reach our target of 90 days.

www.norcen.org

Wausau Campus
1100 Lake View Drive
Wausau, Wisconsin 54403
715.848.4600

Antigo Center
1225 Langlade Road
Antigo, Wisconsin 54409
715.627.6694

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

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

Pine Crest Nursing Home
2100 E. 6th Street
Merrill, WI 54452
715.536.0355

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

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
BEHAVIORAL HEALTH SERVICES								
Adult Behavioral Health Hospital	4,291,159	3,430,124	861,035	5,037,510	4,393,979	(643,531)	(746,351)	217,504
Adult Crisis Stabilization Facility	1,075,841	1,164,820	(88,979)	854,984	1,079,769	224,785	220,856	135,806
Lakeside Recovery MMT	69,434	793,872	(724,438)	250,884	678,912	428,028	(181,450)	(296,410)
Youth Behavioral Health Hospital	1,549,017	959,977	589,040	2,035,656	2,111,895	76,238	(486,639)	665,278
Youth Crisis Stabilization Facility	630,191	766,660	(136,468)	534,174	715,803	181,629	96,018	45,161
Crisis Services	1,576,077	1,637,654	(61,578)	1,764,268	1,934,826	170,558	(188,192)	108,980
Psychiatry Residency	702,115	588,187	113,928	666,779	689,939	23,161	35,336	137,089
	<u>9,893,834</u>	<u>9,341,294</u>	<u>552,540</u>	<u>11,144,256</u>	<u>11,605,124</u>	<u>460,868</u>	<u>(1,250,422)</u>	<u>1,013,408</u>
COMMUNITY SERVICES								
Outpatient Services (Marathon)	3,276,583	2,959,894	316,690	3,402,955	3,876,288	473,333	(126,371)	790,023
Outpatient Services (Lincoln)	767,558	638,492	129,066	520,216	525,435	5,220	247,343	134,286
Outpatient Services (Langlade)	596,998	527,071	69,927	439,886	537,146	97,260	157,112	167,187
Community Treatment Adult (Marathon)	3,455,574	3,186,148	269,426	3,452,617	3,509,820	57,203	2,957	326,629
Community Treatment Adult (Lincoln)	549,221	537,882	11,338	534,504	593,841	59,337	14,716	70,675
Community Treatment Adult (Langlade)	184,045	218,061	(34,015)	376,664	408,986	32,322	(192,619)	(1,694)
Community Treatment Youth (Marathon)	4,048,107	3,128,424	919,683	3,815,834	2,988,815	(827,019)	232,272	92,663
Community Treatment Youth (Lincoln)	1,155,622	1,111,782	43,840	1,121,194	1,039,518	(81,676)	34,427	(37,836)
Community Treatment Youth (Langlade)	805,999	950,487	(144,487)	815,675	775,955	(39,720)	(9,675)	(184,207)
Jail Meals (Marathon)	538,530	-	538,530	363,537	-	(363,537)	174,993	174,993
	<u>15,378,237</u>	<u>13,258,240</u>	<u>2,119,997</u>	<u>14,843,083</u>	<u>14,255,805</u>	<u>(587,278)</u>	<u>535,154</u>	<u>1,532,719</u>
COMMUNITY LIVING								
Adult Day Services (Marathon)	543,283	710,606	(167,324)	545,933	720,527	174,594	(2,650)	7,270
Day Services (Langlade)	231,626	259,340	(27,713)	205,348	185,015	(20,333)	26,278	(48,047)
Supportive Employment Program	182,657	107,759	74,898	194,352	170,846	(23,505)	(11,695)	51,392
Andrea St Group Home	415,154	-	415,154	425,313	-	(425,313)	(10,159)	(10,159)
Chadwick Group Home	463,552	355,364	108,188	518,976	377,326	(141,650)	(55,424)	(33,462)
Bissell Street Group Home	170,600	-	170,600	322,211	-	(322,211)	(151,611)	(151,611)
Heather Street Group Home	235,719	310,764	(75,045)	150,951	366,318	215,366	84,767	140,321
Marshall Street Residential	-	722,256	(722,256)	-	727,588	727,588	-	5,332
Jelinek Apartments	640,675	557,528	83,148	611,648	478,748	(132,899)	29,028	(49,752)
River View Apartments	374,824	472,226	(97,403)	486,353	441,823	(44,530)	(111,530)	(141,933)
Riverview Terrace	166,198	-	166,198	168,706	-	(168,706)	(2,508)	(2,508)
Hope House (Sober Living Marathon)	17,532	13,582	3,950	53,066	36,004	(17,062)	(35,534)	(13,112)
Sober Living (Langlade)	31,586	40,279	(8,693)	47,362	40,858	(6,504)	(15,776)	(15,197)
	<u>3,473,406</u>	<u>3,549,705</u>	<u>(76,299)</u>	<u>3,730,220</u>	<u>3,545,054</u>	<u>(185,166)</u>	<u>(256,814)</u>	<u>(261,465)</u>
NURSING HOMES								
Mount View Care Center	14,062,351	15,922,516	(1,860,165)	12,607,089	13,458,764	851,676	1,455,262	(1,008,490)
Pine Crest Nursing Home	8,449,347	9,012,542	(563,195)	8,491,368	8,260,073	(231,295)	(42,021)	(794,490)
	<u>22,511,698</u>	<u>24,935,058</u>	<u>(2,423,360)</u>	<u>21,098,456</u>	<u>21,718,837</u>	<u>620,380</u>	<u>1,413,241</u>	<u>(1,802,980)</u>
Pharmacy	5,345,999	5,290,515	55,484	5,414,354	5,324,355	(89,999)	(68,355)	(34,515)
OTHER PROGRAMS								
Aquatic Services	744,550	831,572	(87,022)	709,096	748,851	39,755	35,454	(47,267)
Birth To Three	269,730	-	269,730	269,730	-	(269,730)	-	-
Adult Protective Services	516,085	577,522	(61,436)	500,625	556,964	56,339	15,460	(5,097)
Demand Transportation	292,403	299,032	(6,630)	311,667	327,947	16,281	(19,264)	9,651
	<u>1,822,768</u>	<u>1,708,126</u>	<u>114,642</u>	<u>1,791,118</u>	<u>1,633,762</u>	<u>(157,356)</u>	<u>31,650</u>	<u>(42,714)</u>
Total NCHC Service Programs	<u>58,425,942</u>	<u>58,082,937</u>	<u>343,005</u>	<u>58,021,488</u>	<u>58,082,938</u>	<u>61,450</u>	<u>404,454</u>	<u>404,455</u>
SELF-FUNDED INSURANCE TRUST FUNDS								
Health Insurance Trust Fund	5,802,741	-	5,802,741	5,178,632	-	(5,178,632)	624,109	624,109
Dental Insurance Trust Fund	333,099	-	333,099	282,965	-	(282,965)	50,134	50,134
Total NCHC Self-Funded Insurance Trusts	<u>6,135,840</u>	<u>-</u>	<u>6,135,840</u>	<u>5,461,597</u>	<u>-</u>	<u>(5,461,597)</u>	<u>674,243</u>	<u>674,243</u>

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

	<u>Marathon</u>	<u>Langlade</u>	<u>Lincoln</u>	<u>Total</u>
YTD Appropriation (Tax Levy) Revenue	3,187,470	153,457	693,902	4,034,829
Total Revenue at Period End	41,635,093	3,405,719	13,385,130	58,425,941
County Percent of Total Net Position	71.3%	5.8%	22.9%	
Total Operating Expenses, Year-to-Date *	41,023,515	3,693,733	13,304,241	58,021,488
<i>* Excluding Depreciation Expenses to be allocated at the end of the year</i>				
Share of Operating Cash	10,571,292	864,724	3,398,530	14,834,546
Days Cash on Hand	63	57	62	62
Minimum Target - 20%	12,307,054	1,108,120	3,991,272	17,406,446
Over/(Under) Target	(1,735,762)	(243,396)	(592,742)	(2,571,900)
Share of Investments	-	-	-	-
Days Invested Cash	0	0	0	0
Days Invested Cash on Hand Target - 90 Days	15,173,081	1,366,175	4,920,747	21,460,002
Current Percentage of Operating Cash	25.8%	23.4%	25.5%	25.6%
Over/(Under) Target	(1,735,762)	(243,396)	(592,742)	(2,571,900)
Share of Investments	-	-	-	-
Amount Needed to Fulfill Fund Balance Policy	<u>(1,735,762)</u>	<u>(243,396)</u>	<u>(592,742)</u>	<u>(2,571,900)</u>

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

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
Direct Services								
Outpatient Services	596,998	527,071	69,927	439,886	537,146	97,260	157,112	167,187
Community Treatment-Adult	184,045	218,061	(34,015)	376,664	408,986	32,322	(192,619)	(1,694)
Community Treatment-Youth	805,999	950,487	(144,487)	815,675	775,955	(39,720)	(9,675)	(184,207)
Sober Living	31,586	40,279	(8,693)	47,362	40,858	(6,504)	(15,776)	(15,197)
Day Services	231,626	259,340	(27,713)	205,348	185,015	(20,333)	26,278	(48,047)
	<u>1,850,255</u>	<u>1,995,238</u>	<u>(144,983)</u>	<u>1,884,936</u>	<u>1,947,960</u>	<u>63,024</u>	<u>(34,681)</u>	<u>(81,958)</u>
Shared Services								
Adult Behavioral Health Hospital	394,908	304,640	90,267	528,112	460,647	(67,465)	(133,205)	22,802
Youth Behavioral Health Hospital	162,565	100,812	61,753	213,410	221,403	7,993	(50,845)	69,745
Residency Program	73,607	61,663	11,944	69,902	72,330	2,428	3,704	14,372
Supportive Employment Program	19,149	11,297	7,852	20,375	17,911	(2,464)	(1,226)	5,388
Crisis Services	102,689	109,145	(6,456)	184,959	202,839	17,881	(82,270)	11,425
Adult Crisis Stabilization Facility	112,787	122,115	(9,328)	89,633	113,199	23,566	23,154	14,237
Youth Crisis Stabilization Facility	66,067	80,374	(14,307)	56,001	75,042	19,041	10,066	4,734
Pharmacy	560,453	554,636	5,817	567,619	558,184	(9,435)	(7,166)	(3,618)
Lakeside Recovery MMT	7,279	83,226	(75,947)	26,302	71,174	44,873	(19,023)	(31,074)
Adult Protective Services	55,961	62,402	(6,441)	52,484	58,390	5,906	3,477	(534)
	<u>1,555,464</u>	<u>1,490,310</u>	<u>65,154</u>	<u>1,808,797</u>	<u>1,851,119</u>	<u>42,323</u>	<u>(253,333)</u>	<u>107,477</u>
Excess Revenue/(Expense)	3,405,719	3,485,548	(79,829)	3,693,733	3,799,080	105,347	(288,014)	25,518

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

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
Direct Services								
Outpatient Services	767,558	638,492	129,066	520,216	525,435	5,220	247,343	134,286
Community Treatment-Adult	549,221	537,882	11,338	534,504	593,841	59,337	14,716	70,675
Community Treatment-Youth	1,155,622	1,111,782	43,840	1,121,194	1,039,518	(81,676)	34,427	(37,836)
Pine Crest Nursing Home	8,449,347	9,012,542	(563,195)	8,491,368	8,260,073	(231,295)	(42,021)	(794,490)
	<u>10,921,747</u>	<u>11,300,698</u>	<u>(378,951)</u>	<u>10,667,282</u>	<u>10,418,868</u>	<u>(248,415)</u>	<u>254,465</u>	<u>(627,365)</u>
Shared Services								
Adult Behavioral Health Hospital	687,906	556,309	131,597	769,910	671,555	(98,354)	(82,004)	33,242
Youth Behavioral Health Hospital	236,650	146,624	90,026	311,120	322,772	11,652	(74,470)	101,678
Residency Program	107,308	89,896	17,412	101,907	105,447	3,540	5,401	20,952
Supportive Employment Program	27,916	16,469	11,447	29,704	26,111	(3,592)	(1,787)	7,855
Crisis Services	237,334	246,745	(9,411)	269,643	295,710	26,067	(32,309)	16,656
Adult Crisis Stabilization Facility	164,427	178,026	(13,599)	130,672	165,027	34,355	33,755	20,756
Youth Crisis Stabilization Facility	96,316	117,173	(20,857)	81,641	109,400	27,759	14,675	6,902
Pharmacy	817,058	808,578	8,480	827,505	813,750	(13,755)	(10,447)	(5,275)
Lakeside Recovery MMT	10,612	121,332	(110,720)	38,344	103,762	65,418	(27,732)	(45,302)
Adult Protective Services	77,857	87,246	(9,390)	76,513	85,124	8,611	1,343	(779)
	<u>2,463,382</u>	<u>2,368,397</u>	<u>94,985</u>	<u>2,636,958</u>	<u>2,698,659</u>	<u>61,700</u>	<u>(173,576)</u>	<u>156,685</u>
Excess Revenue/(Expense)	13,385,130	13,669,096	(283,966)	13,304,241	13,117,526	(186,715)	80,889	(470,680)

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

	Revenue			Expense			Net Income/ (Loss)	Variance From Budget
	Actual	Budget	Variance	Actual	Budget	Variance		
Direct Services								
Outpatient Services	3,276,583	2,959,894	316,690	3,402,955	3,876,288	473,333	(126,371)	790,023
Community Treatment-Adult	3,455,574	3,186,148	269,426	3,452,617	3,509,820	57,203	2,957	326,629
Community Treatment-Youth	4,048,107	3,128,424	919,683	3,815,834	2,988,815	(827,019)	232,272	92,663
Residential	2,300,524	2,418,138	(117,614)	2,515,453	2,391,803	(123,650)	(214,929)	(241,264)
Hope House Sober Living	17,532	13,582	3,950	53,066	36,004	(17,062)	(35,534)	(13,112)
Riverview Terrace	166,198	-	166,198	168,706	-	(168,706)	(2,508)	(2,508)
Demand Transportation	292,403	299,032	(6,630)	311,667	327,947	16,281	(19,264)	9,651
Jail Meals	538,530	-	538,530	363,537	-	(363,537)	174,993	174,993
Adult Day Services	543,283	710,606	(167,324)	545,933	720,527	174,594	(2,650)	7,270
Aquatic Services	744,550	831,572	(87,022)	709,096	748,851	39,755	35,454	(47,267)
Mount View Care Center	14,062,351	15,922,516	(1,860,165)	12,607,089	13,458,764	851,676	1,455,262	(1,008,490)
	29,445,634	29,469,912	(24,278)	27,945,952	28,058,819	112,867	1,499,681	88,589
Shared Services								
Adult Behavioral Health Hospital	3,208,346	2,569,175	639,171	3,739,488	3,261,777	(477,711)	(531,142)	161,459
Youth Behavioral Health Hospital	1,149,802	712,541	437,261	1,511,126	1,567,720	56,594	(361,324)	493,855
Residency Program	521,200	436,628	84,572	494,969	512,162	17,193	26,231	101,765
Supportive Employment Program	135,591	79,993	55,599	144,273	126,824	(17,449)	(8,681)	38,150
Crisis Services	1,236,054	1,281,765	(45,711)	1,309,667	1,436,277	126,610	(73,613)	80,899
Adult Crisis Stabilization Facility	798,627	864,679	(66,052)	634,679	801,544	166,864	163,948	100,813
Youth Crisis Stabilization Facility	467,809	569,114	(101,304)	396,533	531,361	134,829	71,277	33,524
Pharmacy	3,968,488	3,927,301	41,187	4,019,230	3,952,421	(66,809)	(50,742)	(25,621)
Lakeside Recovery MMT	51,543	589,314	(537,771)	186,239	503,976	317,737	(134,696)	(220,034)
Adult Protective Services	382,268	427,874	(45,606)	371,628	413,450	41,822	10,640	(3,784)
Birth To Three	269,730	-	269,730	269,730	-	(269,730)	-	-
	12,189,459	11,458,383	731,076	13,077,562	13,107,512	29,950	(888,103)	761,026
Excess Revenue/(Expense)	41,635,093	40,928,294	706,798	41,023,515	41,166,332	142,817	611,578	849,615

August 31, 2023

Explanation of NCCSP Board

The following is an explanation of how the NCCSP Board will fulfill their duties that are found in the 2022 Amended and Restated Intergovernmental Agreement Establishing a Multicounty Department of Community Programs hereto referred to as Agreement, Section V (North Central Community Services Program Board) I (Powers of NCCSP Board).

Budget and Program Priorities:

Agreement V(I)(2)(a) The Board shall recommend program priorities and identify services and needs that must be met.

Agreement V(I)(2)(b) The Board shall assist the Executive Director in the preparation of short-term and long-term plans, budgets, and strategies for identified services and organizational needs to be submitted to the Executive Committee for consideration and final approval.

Agreement V(I)(2)(f) The Board shall advise the Director on the coordination of local services and continuity of care.

Agreement V(I)(2)(C) Upon approval and authorization by the Executive Committee, the Board shall prepare for submission and submit the final approved budget to the department of health services in accordance with s. 46.031 (1) for authorized services:

- Each meeting, the Board will review a program with program managers to give the Board members a better understanding of the specific 51.42 programs.
- March of every year, the Board will discuss with the Executive Director if there are any 51.42 program changes, they would like to see considered in the next budget. These suggestions would then be taken to the NCCSP Executive Committee for final consideration and approval.
- If any Board member feels there is a need for better coordination of local services and continuity of care, as it relates to services found in s. 51.42, they can advise the Executive Director of these issues, which could be brought to the attention of the Board.
- Any strategic planning processes would happen at the Board level.
- The Board will assist in completing a SWOT analysis of services performed by NCCSP.
- The Board will recommend any changes to the Budget Policy to the Executive Committee for final approval.

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- September of every year, the approved budget will be presented to the Board. At this meeting, a motion will be required to approve the Executive Director to forward the submitted final approved budget to the Department of Health Services in accordance with s. 46.031 (1) for authorized services.
- The Board will recommend any changes to the Strategic Planning Policy to the Executive Committee for final approval.
- The Board is the “voice” of the community for 51.42 services.

Purchasing

Agreement V(I)(2)(d) The Board shall advise the Executive Director on purchasing and providing services, and the selection process of vendors for the services.

Agreement V(I)(2)(e) The Board shall provide the Executive Committee with recommendations for how the services and the selection of vendors should be changed:

- The Board will work with the Executive Director and Managing Director of Finance/Administration regarding the creation of a Purchasing Policy.
- Once established, the Board will recommend any changes to the Purchasing Policy to the Executive Committee for final approval.

Administrative Duties

Agreement V(I)(3)(a) The Board shall, as necessary, develop operating procedures for Board consideration with the Tri-County Agreement and any other governing authority and shall submit said procedures to the Executive Committee for final approval.

Agreement V(I)(3)(b) As requested by the Executive Director or Executive Committee, Board shall help create cooperative working agreements with those who provide health, education, vocational, or welfare services consistent with the services NCCSP provides:

- As needed or required by the Executive Director, the Board will assist in developing any operating procedures that are required by the Tri-County Agreement that would need to go before the Executive Committee for final approval.
- As needed or required by the Executive Director the Board will help create cooperative working agreements with those who provide health, education, vocational, or welfare services consistent with the services NCCSP provides.

Conflict of Interest

Agreement V(I)(5) The Board Shall adopt and enforce a policy to avoid conflicts of interest:

- The Board will approve the Conflict-of-Interest policy.

Policies Approved by the Board

- ***Budget Policy***, will recommend to the Executive Committee proposed changes.
- ***Contract Review and Approval Policy***, will recommend to the Executive Committee proposed changes.
- ***Strategic Planning Policy***, will recommend to the Executive Committee proposed changes.
- ***Purchasing Policy***, will recommend to the Executive Committee proposed changes.
- ***Contracting with Excluded Individuals and Entities Policy***, the Board will approve this policy.
- ***Conflict of Interest Policy***, the Board will approve this policy.

Meeting Schedule

It is anticipated that the meeting schedule for the Board will be as follows:

- January regular meeting
- March (will discuss program changes at this meeting)
- May regular meeting
- July regular meeting
- September budget meeting
- November regular meeting



North Central Health Care

A Tri-County Organization



2024 Budget

DESIRED FUTURE STATE

The North Central Health Care 2024 budget document details the revenues and expenditures for each program offered in Marathon, Lincoln and Langlade Counties. Additionally, program information and staffing for NCHC's mental health, substance use, developmental disabilities, skilled nursing and support services is provided for a three-year period.



2024 Budget

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From the Executive Director

Gary Olsen, *Executive Director*

North Central Community Services Program Executive Committee and Board,

Jason Hake, Managing Director of Finance/Administration, and I are pleased to present the 2024 Budget to the North Central Community Services Program (NCCSP) Executive Committee, NCCSP Board, and the three-member County Boards. Each budget year brings with it a new set of challenges and opportunities. This year the loss of supplemental payments to both nursing homes (Mount View Care Center and Pine Crest) along with the potential sale of Pine Crest Nursing Home have caused some negative impacts to the budget for the organization. For the first time in almost ten years, we have requested an increase of the tax levy amount from each of the member counties. This increase totaled 3% of the total levy amount for the counties which amounts to a total of \$167,743. This was a minor increase as the cost of doing business continues to increase at a faster pace than what each county can increase the levy by.

Desired Future State

A major focus of the 2024 budget is to help NCHC obtain the *desired future state* that was created by the NCCSP Executive Committee:

"North Central Health Care and Marathon, Lincoln, and Langlade County Departments of Social Services work seamlessly together in delivering human services to vulnerable individuals in our communities. Inpatient services deliver treatment and stabilization to support individuals with an organizational priority focus on providing care and services in our communities."

- Target population: Behavioral health and AODA, child welfare, youth justice, adult protection and the criminal justice system.
- This positively impacts the work of our partners: Law enforcement, the courts, schools and medical.
- Community-focused services are the optimal models of successful outcomes for those we serve, are cost effective, and are also in the best interest of all residents of our counties."

Debt Service Payment

Another major aspect of the 2024 budget is related to the debt service payment to Marathon County. There were many issues in 2023 which made it very difficult to complete a realistic budget that would allow NCHC to pay the debt. The debt payments for the nursing home were included in the nursing home budget. It was more difficult to find the funds for the remainder of the debt that needed to be paid. The total amount owed for 2024 to Marathon County for debt payments totals \$2M. The detail of how the debt was funded can be found on page 69 of the this budget presentation. NCHC provides mandated services to the most vulnerable populations and must keep safety and quality of care in mind, despite significant staffing challenges present in behavioral health services across the state. As we balance our required response to mandated services, it is going to be an ongoing challenge to find the funds to cover the debt payments in the future as they will be over \$4M.

Leadership Commitment to Our Counties

The current Senior Leadership Team has a combined 78+ years of county government experience and understands the pressure that is placed on county government to control costs. With my 29 years in government (mainly county), Vicki Tylka's, Managing Director of Community Services, 39 years in county

...continued



government, and Jason Hake's, Managing Director of Finance/Administration, 10 years in county government, we truly understand the tight budget constraints on the counties. The knowledge of our Senior Leadership team, which also includes Jennifer Peaslee, Compliance Officer for NCHC, with a tenure of 11 years, makes us a very strong team that will be able to move the organization forward and work to meet the budget projections for 2024. This team knows and understands that NCHC is a county department for Marathon, Lincoln, and Langlade Counties. We manage and run the Community Programs' operations for the three counties, making NCHC a part of the three counties' Human Services.

I am grateful for the dedicated Management Team we have at NCHC. They have worked hard to help put this budget together. Their dedication to those we serve is outstanding and I want to thank them – they are the ones who make sure we stay within the budget adopted for the year. I also want to stress that management at NCHC understands we are an "arm" of each of the three counties making NCHC a department of county government.

I look forward to working closely with our three counties throughout 2024 and beyond.



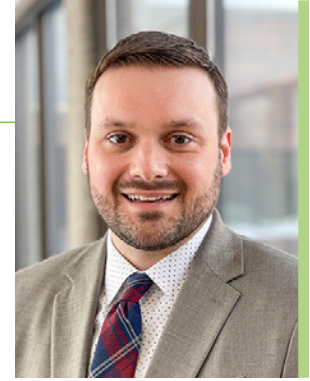
Gary D. Olsen

Gary Olsen, *Executive Director*
North Central Health Care



From the Finance Director

Jason Hake, *Managing Director of Finance/Administration*



As the Managing Director of Finance/Administration, I am pleased to present the 2024 budget for North Central Health Care (NCHC). I would like to thank the Senior Leadership Team, Program Directors, and Managers who assisted in the preparation of their individual budgets. I also want to extend my appreciation to the Accounting and Marketing team who helped compile and prepare this budget document. Without the aid of all those involved in the budget process, it would be impossible to accomplish.

The NCHC budget is more than just numbers on a spreadsheet, it's our organization's most powerful planning tool. Our budget not only reflects our financial roadmap but also embodies our strategic priorities, guiding us towards sustainability, and achievement of our mission of partnering together with Laclede, Lincoln, and Marathon Counties to provide compassionate and high-quality care for individuals and families with mental health, recovery, and long-term care needs.

The proposed 2024 budget for NCHC projects annual revenues and expenditures of \$89,085,855. With any budget, there are opportunities to capitalize upon and there are challenges to overcome. Below I will highlight our key opportunities and challenges within our 2024 budget.

OPPORTUNITIES

Mount View Care Center (MVCC)

MVCC is projecting an increase in Medicaid rates of 15%. This increase allowed revenues to increase by \$1,360,000 which will help pay for the increase in expenditures of \$1.1 million related to the repayment of debt to Marathon County for the nursing home remodel project.

Adult Behavioral Health Hospital

Census was increased from 7 in 2023 to 9.75 in 2024. This is a significant increase over 2023 but achievable based on current work being completed. Work is currently being done to decrease out-of-county placements while increasing patient days from other counties.

EHR Optimization

In 2021 a new electronic health records (EHR) was implemented. Since implementation, we have gained a better understanding of this software and have identified this as an area of opportunity to decrease our administrative write-offs while ensuring we are maximizing our revenues. We have started the process of ensuring we are optimizing this software while meeting the needs of our programs and services.

CHALLENGES

Health Insurance

Health insurance premiums saw an increase of 7% in the 2024 budget. The 7% is projected to cover plan deficits and help grow our health insurance fund balance. As it stands, the fund balance is zero, but we have set the goal to grow the balance to 40-60% of our annual expenditures. This will ensure we have a healthy and sustainable health insurance fund.

...continued



Debt Service

Per our debt repayment scheduled with Marathon County, we are required to pay \$2 million dollars in 2024. The additional expense was the largest challenge we had to overcome in balancing our budget. Mount View Care Center (MVCC) will be paying their portion of the debt of \$1.1 million. The remaining \$900,000 will be covered by an increase in Marathon County appropriations. \$300,000 is additional revenue NCHC provided to Marathon County Social Services through rate increases in Comprehensive Community Services, which created a tax levy savings to the County. The remaining \$600,000 is comprised of additional services provided by NCHC that were previously not funded.

Cash on Hand/Investments

Cash on hand and cash investments has been decreasing over the last several years which was largely impacted as a result of numerous leadership changes. Cash on hand has improved and has remained stable throughout 2023. Days of invested cash has decreased to 0 days and will be a challenge to build to our target of 90 days. The largest obstacle that stands in the way of increasing our cash on hand and building our cash investments is the debt service payment beginning in 2024.

Pine Crest

With the uncertainty of whether Lincoln County will continue to own a nursing home, we have elected to remove Pine Crest from the 2024 budget. This was the most fiscally conservative approach but created a challenge due to the need to reduce and reallocated indirect expenditures throughout all programs and services included in the 2024 budget.

Staffing

NCHC is a service-based organization that relies on staff to effectively run our programs and services. Staffing is critical to ensure we can adequately staff our inpatient units along with our skilled nursing beds. Recruitment and retention is one of our top priorities and will be imperative in our ability to meet our 2024 budget targets.

We recognize these challenges are large, and we will continue to look for opportunities to assist the organization for future years as we look towards 2024 and beyond. The 2024 budget gives NCHC the needed guidance to move forward in providing the much needed services to some of the most vulnerable individuals in our tri-county area.



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



Our Mission, Vision & Core Values

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

Our Mission

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

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

Our Vision

Lives Enriched and Fulfilled.

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

Our Core Values

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

- ...become the very best place for residents and clients to receive care,
- ...become the very best place for employees to work,
- ...continue to grow in our contributions to the communities we serve.

DIGNITY

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

INTEGRITY

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

ACCOUNTABILITY

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

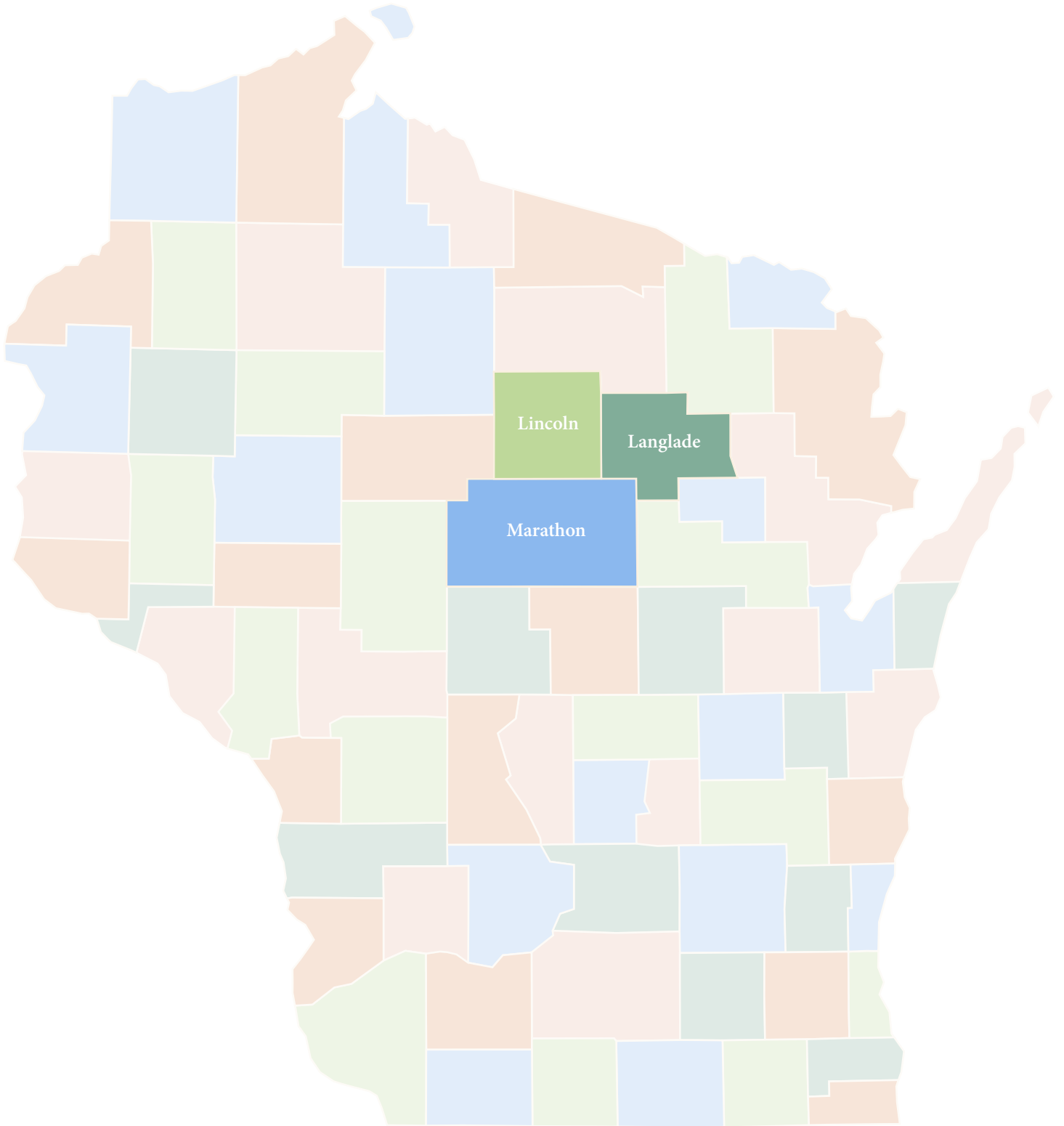
PARTNERSHIP

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

CONTINUOUS IMPROVEMENT

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





North Central Community Services Program

Executive Committee & Board Members

Executive Committee

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

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



Kurt Gibbs
Executive Committee
Chair, Marathon County
Board Supervisor and
Board Chair



Lance Leonhard
Marathon County
Administrator



Robin Stowe
Langlade County
Corporation Counsel



Renee Krueger
Lincoln County
Administrative
Coordinator

Board Members

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

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

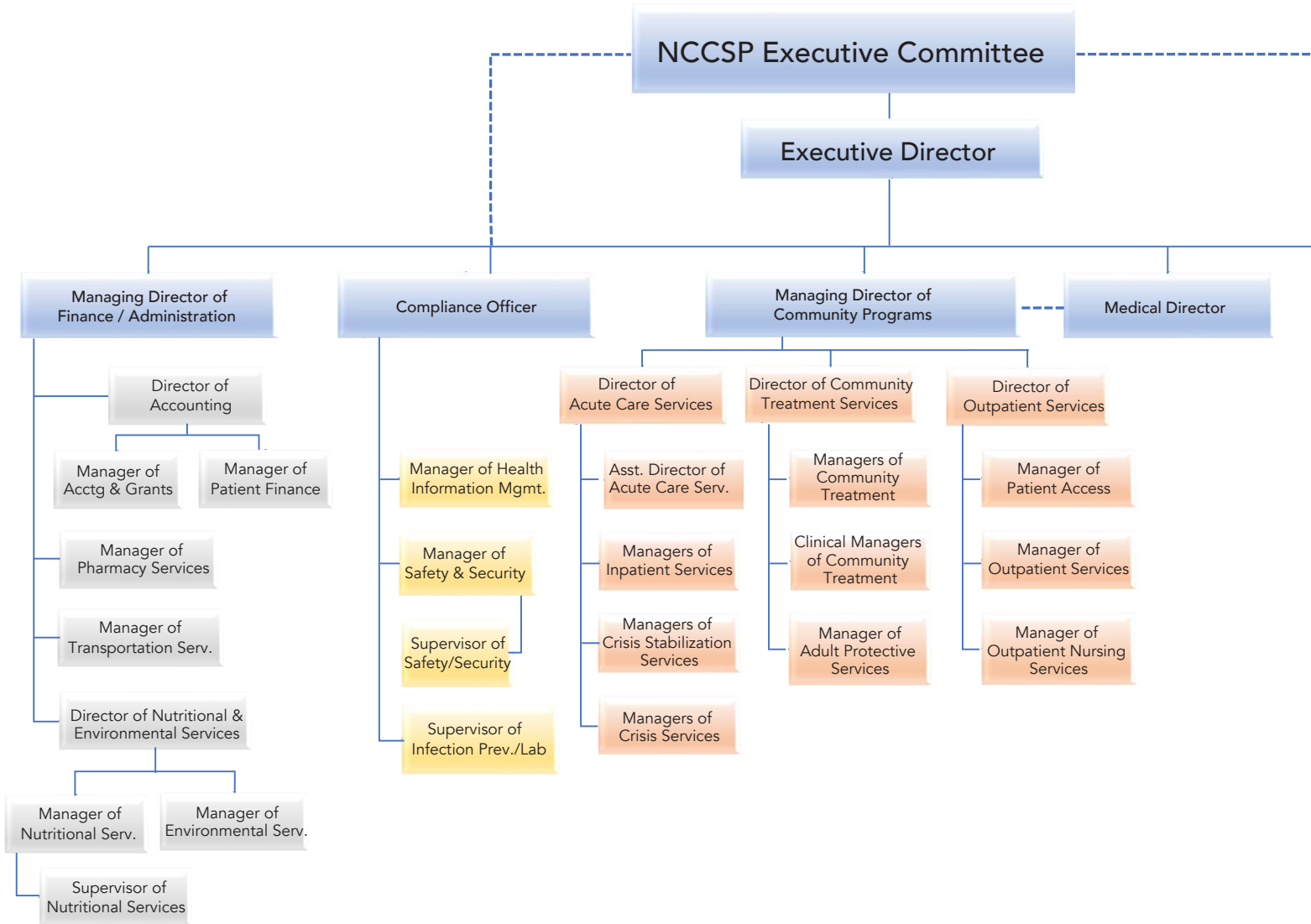
**Executive Committee Member*

- Eric Anderson
- Randy Balk
- Chad Billeb
- Angela Cummings
- Kurt Gibbs*
- Liberty Heidmann
- Jeremy Hunt
- Renee Krueger*
- Alyson Leahy
- Lance Leonhard*
- Bruce McDougal
- Dave Oberbeck
- Jessi Rumsey
- Robin Stowe*

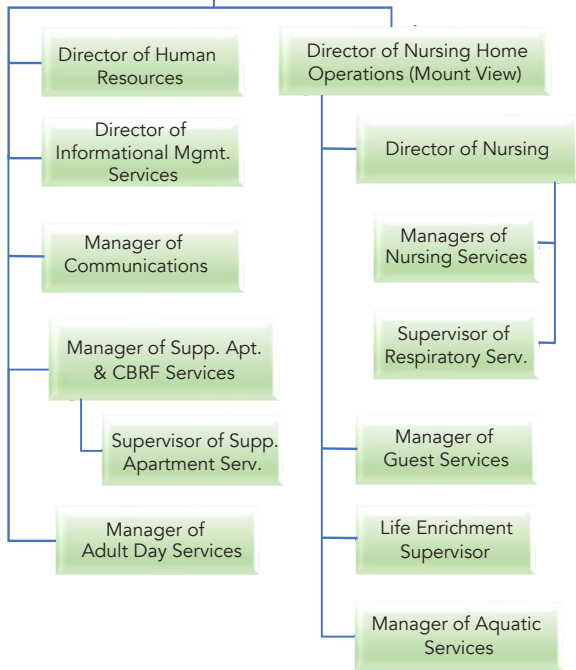


North Central Health Care Organizational Chart

Departments and Management



Human Services Leadership Team



LOOKING BACK | 2022 INDIVIDUALS SERVED BY COUNTY

SERVICES	MARATHON	LINCOLN	LANGLADE	Other*	2021 TOTAL*	2022 TOTAL*
Adult Day Services	102	46	33	6	105 people	187 people
Adult Protective Services	788	118	107	0	512 people	1013 people
<i>Adult At-Risk Investigations</i>	371	88	64	8	530 Adult/Elder At-Risk Investigations	523 Adult/Elder At-Risk Investigations
Aquatic Services	464	30	1	29	484 people	524 people
Children's Long Term Support	0	60	52	/	63 people	112 people
Clubhouse	152	/	/	/	103 people	152 people
Community Support Program	45	1	6	/	23 people	52 people
Comprehensive Comm Services Adult	328	60	40	/	521 people	428 people
Comprehensive Comm Services Youth	202	80	59	/	363 people	341 people
Crisis Care (Adult/Youth)	1,612	241	225	/*	2,371 people	2,078 people
<i>Adult</i>	1,215	158	171	/ *	1,822 adults	1,544 adults
<i>Youth</i>	397	83	54	/*	549 youth	534 youth
<i>Assessments</i>	2,735	359	371	/*	3,647 assessments	3,465 assessments
Crisis Stabilization	338	40	37	37	186 people	452 people
<i>Adult</i>	237	21	8	12	<i>(data not separated for previous year)</i>	278 adults
<i>Youth</i>	101	19	29	25		174 youth
Demand Transportation	424	8	2	27	564 people	461 people
Hospitals	987	/	/	/	903 people	987 people
<i>Adult</i>	693	/	/	/	<i>(data not separated by county)</i>	693 adults
<i>Youth</i>	294	/	/	/		294 youth
Lakeside Recovery - MMT (temp. closed)	/	/	/	/	189 people	/
Outpatient Services - Substance Abuse	954	238	200	19	2,312 people	1,411 people
<i>OWI Assessments</i>	644	113	92	/	853 assessments	784 assessments
Outpatient Services - Mental Health	618	208	169	23	2,163 people	1,018 people
Outpatient Psychiatric Care	1,783	363	274	0	1,760 people	2,420
Prevocational Services (closed 10/31/22)	70	/	9	/	121 people	70 people
Residential	96	/	/	/	140 people	96 people
Mount View Care Center	346	/	/	/	306 people	346 people
Pine Crest Nursing Home	/	197	/	/	243 people	197 people
TOTAL PEOPLE SERVED	9,353	1,693	1,218		13,593	12,245

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

2024 COUNTY APPROPRIATIONS (LEVY) REQUESTS

A key Budget Guideline is to itemize levy requests versus having one bundled levy request per County. The detailed itemization will also be reflected in each County budget to ensure transparency of levy support. The following is the levy request detail for each program by County for 2024.

2024 COUNTY APPROPRIATIONS REQUESTS BY COUNTY

PROGRAM	LANGLADE	LINCOLN	MARATHON	TOTAL
Adult Hospital	\$43,755	\$237,120	\$1,157,702	\$1,438,578
Crisis	105,982	289,891	2,120,455	2,516,329
Youth Hospital	5,665	7,725	46,616	60,006
Medically Monitored Treatment	-	-	160,210	160,210
Sober Living	20,000	-	35,482	55,482
Adult Protective Services	61,089	83,302	410,961	555,352
Aquatic Services	-	-	352,615	352,615
Mount View	-	-	1,545,000	1,545,000
Pine Crest	-	-	-	-
TOTAL	236,492	618,039	5,829,041	6,683,572

HISTORICAL COUNTY APPROPRIATIONS BY COUNTY

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

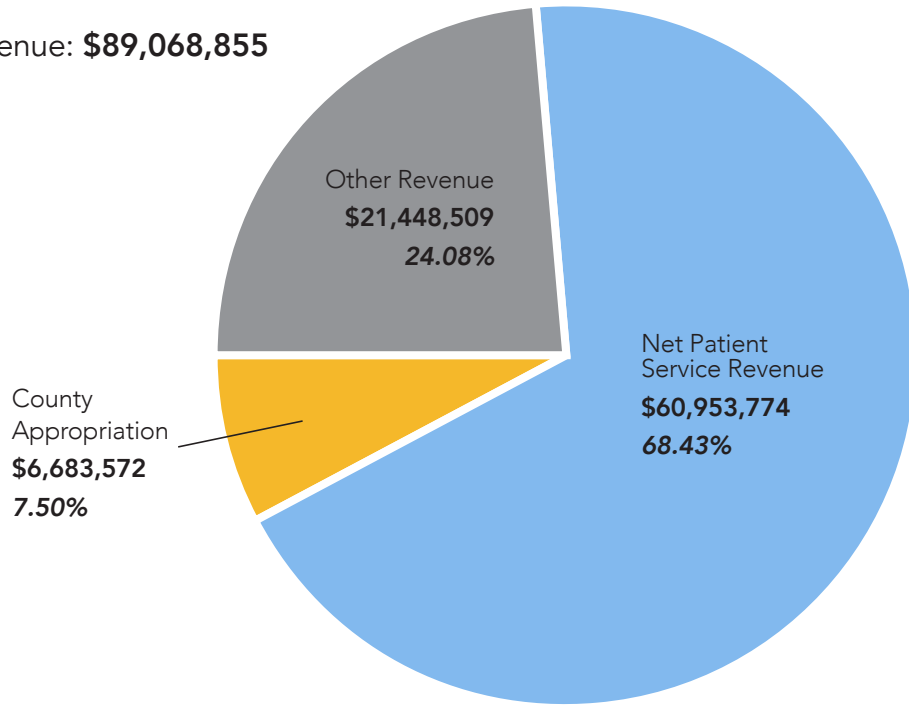


Budget & Financial Statements

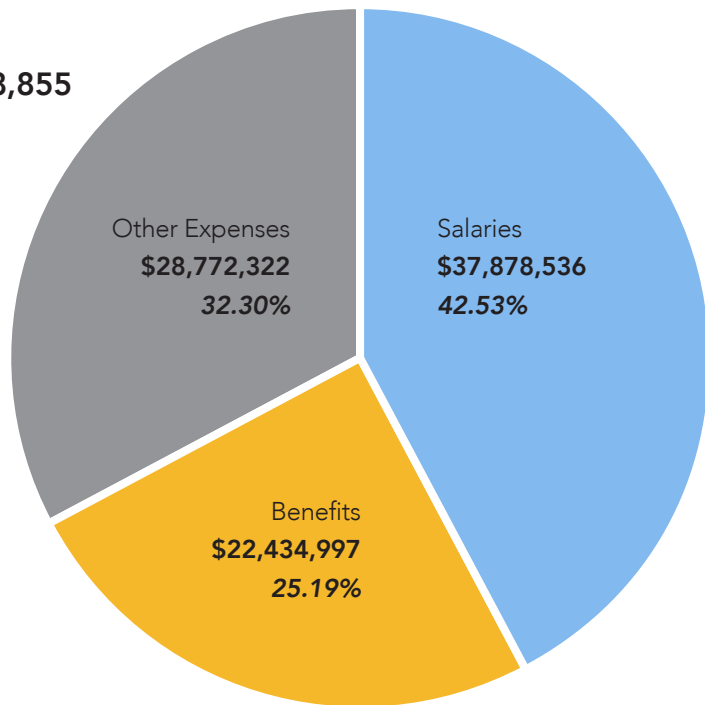
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REVENUE & EXPENSE OVERVIEW

2024 Total Revenue: **\$89,068,855**



2024 Total Expense: **\$89,068,855**



REVENUE & EXPENSE BY SERVICE LINE

	REVENUE BUDGET	EXPENSE BUDGET	NET INCOME/(LOSS)
ACUTE CARE SERVICES			
Adult Behavioral Health Hospital	\$8,384,183	\$7,219,911	\$1,164,272
Adult Crisis Stabilization Facility	2,733,508	2,225,274	508,233
Lakeside Recovery MMT	1,712,584	1,601,013	111,571
Youth Behavioral Health Hospital	3,026,465	3,985,493	(959,028)
Youth Crisis Stabilization Facility	1,441,556	1,206,350	235,206
Crisis Services	3,386,316	3,205,716	180,600
Psychiatry Residency	877,280	1,054,696	(177,416)
	\$21,561,891	\$20,498,453	\$1,063,438
COMMUNITY SERVICES			
Outpatient Services (Marathon)	\$6,082,600	\$6,636,811	(\$554,211)
Outpatient Services (Lincoln)	1,260,881	1,054,041	206,841
Outpatient Services (Langlade)	1,018,993	763,161	255,832
Community Treatment Adult (Marathon)	6,436,567	7,135,269	(698,702)
Community Treatment Adult (Lincoln)	951,663	1,066,716	(115,053)
Community Treatment Adult (Langlade)	427,823	769,483	(341,661)
Community Treatment Youth (Marathon)	6,946,150	6,745,977	200,173
Community Treatment Youth (Lincoln)	2,058,981	2,005,465	53,516
Community Treatment Youth (Langlade)	1,501,799	1,504,469	(2,670)
Hope House Wausau (Sober Living Marathon)	99,242	99,171	70
Hope House Antigo (Sober Living Langlade)	46,097	72,867	(26,769)
	\$26,830,797	\$27,853,429	(\$1,022,632)
COMMUNITY LIVING			
Adult Day Services (Marathon)	\$783,528	\$815,752	(\$32,225)
Day Services (Langlade)	373,883	323,554	50,329
Andrea St Group Home	548,740	548,740	-
Chadwick Group Home	691,460	691,460	-
River View Apartments	744,058	744,058	-
Vocational Services	313,972	333,716	(19,743)
	\$4,329,198	\$4,330,837	(\$1,638)
NURSING HOME			
Mount View Care Center	\$25,402,864	\$24,390,755	\$1,012,109
	\$8,119,347	\$8,666,933	(\$547,586)
OTHER PROGRAMS			
Aquatic Services	\$1,392,966	\$1,633,297	(\$240,331)
Birth To Three	-	-	-
Adult Protective Services	968,725	1,099,083	(130,358)
Demand Transportation	463,067	596,069	(133,002)
	\$2,824,758	\$3,328,449	(\$503,691)
TOTAL NCHC SERVICE PROGRAMS	\$89,068,855	\$89,068,855	-

REVENUE & EXPENSE BY COUNTY

	MARATHON COUNTY			LINCOLN COUNTY			LANGLADE COUNTY			TOTAL
	Revenue Budget	Expense Budget	Net Income/ (Loss)	Revenue Budget	Expense Budget	Net Income/ (Loss)	Revenue Budget	Expense Budget	Net Income/ (Loss)	Net Income/ (Loss)
DIRECT SERVICES										
Outpatient Services	\$6,082,600	\$6,636,811	\$(554,211)	\$1,260,881	\$1,054,041	\$206,841	\$1,018,993	\$763,161	\$255,832	\$(91,538)
Community Treatment-Adult	6,436,567	7,135,269	(698,702)	951,663	1,066,716	(115,053)	427,823	769,483	(341,661)	(1,155,415)
Community Treatment-Youth	6,946,150	6,745,977	200,173	2,058,981	2,005,465	53,516	1,501,799	1,504,469	(2,670)	251,020
Residential	2,857,815	2,857,815	0	-	-	-	-	-	-	0
Day & Prevocational Services	783,528	815,752	(32,225)	-	-	-	373,883	323,554	50,329	18,104
Sober Living	99,242	99,171	70	-	-	-	46,097	72,867	(26,769)	(26,699)
Demand Transportation	463,067	596,069	(133,002)	-	-	-	-	-	-	(133,002)
Aquatic Services	1,392,966	1,633,297	(240,331)	-	-	-	-	-	-	(240,331)
Mount View Care Center	25,402,864	24,390,755	1,012,109	-	-	-	-	-	-	1,012,109
	\$50,464,799	\$50,910,916	\$(446,117)	\$4,271,525	\$4,126,221	\$145,304	\$3,368,595	\$3,433,534	\$(64,938)	\$(365,751)
SHARED SERVICES										
Adult Behavioral Health Hosp.	6,313,623	5,359,547	954,077	1,298,655	1,103,458	195,197	771,905	756,906	14,998	1,164,272
Youth Behavioral Health Hosp.	2,248,703	2,958,545	(709,842)	461,105	609,124	(148,019)	316,657	417,823	(101,166)	(959,028)
Residency Program	651,230	782,931	(131,701)	134,079	161,195	(27,115)	91,970	110,570	(18,600)	(177,416)
Crisis Services	2,766,272	2,379,695	386,577	422,856	489,947	(67,091)	197,188	336,074	(138,887)	180,600
Adult Crisis Stabilization Facility	2,029,161	1,651,885	377,276	417,777	340,101	77,676	286,570	233,289	53,281	508,233
Youth Crisis Stabilization Facility	1,070,108	895,508	174,600	220,321	184,373	35,948	151,127	126,469	24,658	235,206
Lakeside Recovery MMT	1,271,300	1,188,478	82,823	261,743	244,691	17,052	179,540	167,844	11,697	111,571
Vocational Services	260,367	276,739	(16,372)	53,606	56,977	(3,371)	-	-	-	(19,743)
Pharmacy	6,027,224	6,433,713	(406,489)	1,240,923	1,324,614	(83,691)	851,200	908,606	(57,407)	(547,586)
Adult Protective Services	717,819	815,881	(98,061)	146,480	167,979	(21,498)	104,426	115,223	(10,798)	(130,358)
	\$23,355,808	\$22,742,921	\$612,887	\$4,657,546	\$4,682,458	\$(24,913)	\$2,950,582	\$3,172,805	\$(222,223)	\$365,751
Excess Revenue/(Expense)	\$73,820,607	\$73,653,837	\$166,770	\$8,929,071	\$8,808,679	\$120,392	\$6,319,178	\$6,606,339	\$(287,161)	\$0



REVENUES BY PROGRAM INCLUDING SUPPORT SERVICES

	2022 ACTUAL	2023 BUDGET	2024 BUDGET
SUPPORT SERVICES			
10-100-0100 - General	\$(40,214)	\$ -	\$ -
10-100-0105 - Administration (including GASB 68 & 75)	301,702	239,881	9,096,912
10-100-0110 - Marketing & Communications	0	0	0
10-100-0115 - Safety & Security	0	0	0
10-100-0120 - Nursing Services Administration	0	0	0
10-100-0200 - Quality & Compliance	0	0	0
10-100-0205 - Human Resources	537	0	0
10-100-0210 - Learning & Development	12,635	12,230	0
10-100-0215 - Volunteer Services	10,898	15,000	10,284
10-100-0220 - Infection Prevention	0	0	0
10-100-0300 - Accounting	349,972	25,000	68,278
10-100-0400 - Purchasing	216,537	160,000	0
10-100-0500 - IMS	50	0	0
10-100-0510 - Health Information	8,743	9,000	9,000
10-100-0600 - Patient Financial Services	54,987	50,000	53,015
10-100-0605 - Patient Access Services	0	0	0
10-100-0700 - Environmental Support Services	2,140,148	1,685,623	1,769,903
10-100-0710 - In-House Transportation	467	0	0
10-100-0720 - Laundry	0	90,000	5,000
10-100-0740 - Housekeeping	0	0	0
10-100-0760 - Nutrition Services	167,961	156,000	157,985
10-100-0805 - DD Services Administration	375	0	0
10-100-0810 - Community Treatment Admin	0	0	0
10-100-0930 - Behavioral Health Administration	0	0	0
10-100-0940 - Medical Services Administration	122	0	0
25-100-0900 - MVCC Administration	10,488	7,000	6,000
35-200-0900 - Pine Crest Administration	252,111	-37,900	0
35-200-0700 - Pine Crest Environmental Services	177,000	177,000	0
35-200-0760 - Pine Crest Food Services	1,513	2,000	0
DIRECT SERVICES			
20-100-1000 - Adult Behavioral Health Hospital	\$6,029,852	\$4,917,043	\$7,353,835
20-100-1050 - Youth Behavioral Health Hospital	1,728,900	1,350,603	2,489,721
20-100-1125 - Lakeside Recovery MMT	227,040	1,190,808	1,527,097
20-100-1200 - Birth to Three Program	523,728	0	0
20-100-1300 - Adult Protective Services	826,760	848,177	821,987
20-105-1400 - Riverview Apartments	769,222	703,565	744,058
20-115-1400 - Jelinek Apartments	958,011	832,440	873,557
20-120-1400 - Forest Street	203	0	0
20-125-1400 - Fulton Street	229,619	0	0
20-130-1400 - Andrea Street	618,605	0	548,740
20-135-1400 - Chadwick Group Home	643,050	528,350	691,460
20-145-1400 - Bissell Street	611,738	0	0
20-150-1400 - Heather Group Home	570,208	461,350	0
20-160-1400 - Marshall Street Group Home	0	1,077,000	0
20-100-1700 - Hope House Wausau - Sober Living	8,434	20,000	86,682
20-100-1750 - Homelessness Initiative	0	0	0
20-100-1800 - Vocational Services	0	159,000	273,000
20-100-2000 - Wausau Outpatient Services	5,225,966	4,356,392	5,291,744
20-100-2125 - Psychiatry Residency Program	302,493	882,280	877,280
20-100-2200 - Crisis Services	2,253,711	2,425,981	3,036,271
20-100-2225 - Adult Crisis Stabilization Facility	1,465,721	1,686,565	2,434,327
20-100-2250 - Youth Crisis Stabilization Facility	921,461	1,102,116	1,258,773
20-100-2325 - Wausau Community Treatment - Adult	6,391,583	4,748,082	5,560,127
20-100-2375 - Community Corner Clubhouse	156,108	0	0
20-100-2400 - Adult Day Services	679,433	964,000	783,528
20-100-2450 - Prevocational Services	391,773	0	0
20-100-2550 - Wausau Community Treatment - Youth	6,758,054	4,666,958	6,098,700
20-100-2600 - Aquatic Services	989,161	1,082,595	1,084,625
20-100-2750 - Demand Transportation	389,237	445,600	397,113
20-100-2800 - Riverview Terrace	342,000	0	0
20-100-3500 - Pharmacy	7,717,633	7,885,760	6,998,423
25-100-3000 - MVCC Nursing Direct Care	19,495,653	22,180,419	21,490,550
25-100-3300 - MVCC Ancillary Charges	73,198	102,326	45,566
25-100-3600 - MVCC Rehabilitation Services	229,644	225,821	351,924
30-200-2000 - Merrill Outpatient	1,111,469	951,691	1,147,849
30-200-2325 - Merrill Community Treatment - Adult	1,042,202	800,544	821,353
30-200-2400 - Lincoln Industries	1,032,415	0	0
30-200-2550 - Merrill Community Treatment - Youth	2,042,265	1,658,674	1,809,268
35-200-3000 - Pine Crest Post-Acute Care	11,645,850	13,062,822	0
35-200-3300 - Pine Crest Ancillary Charges	20,816	40,040	0
35-200-3600 - Pine Crest Rehabilitation Services	240,666	209,000	0
40-300-1700 - Hope House Antigo - Sober Living	41,623	60,000	37,325
40-300-2000 - Antigo Outpatient	895,999	783,474	935,813
40-300-2325 - Antigo Community Treatment - Adult	359,447	320,992	334,574
40-300-2400 - Antigo Adult Day Services	478,788	385,542	373,883
40-300-2550 - Antigo Community Treatment - Youth	1,459,229	1,417,562	1,313,324
TOTAL ALL PROGRAMS	\$91,565,001	\$87,124,406	\$89,068,855

EXPENSES BY PROGRAM INCLUDING SUPPORT SERVICES

	2022 ACTUAL	2023 BUDGET	2024 BUDGET
SUPPORT SERVICES			
10-100-0100 - General	\$1,283,588	\$150,300	\$(852,120)
10-100-0105 - Administration (including GASB 68 & 75)	1,985,779	1,758,748	10,794,963
10-100-0110 - Marketing & Communications	364,641	356,433	378,117
10-100-0115 - Safety & Security	286,920	348,951	779,971
10-100-0120 - Nursing Services Administration	261,275	139,148	0
10-100-0200 - Quality & Compliance	207,208	426,572	312,731
10-100-0205 - Human Resources	1,027,764	1,074,933	1,393,067
10-100-0210 - Learning & Development	396,055	376,717	0
10-100-0215 - Volunteer Services	185,829	197,992	184,827
10-100-0220 - Infection Prevention	248,024	241,389	248,884
10-100-0300 - Accounting	922,109	992,378	1,274,061
10-100-0400 - Purchasing	239,086	245,840	0
10-100-0500 - IMS	2,384,448	2,479,156	2,282,474
10-100-0510 - Health Information	343,229	411,508	516,355
10-100-0600 - Patient Financial Services	619,038	705,913	761,507
10-100-0605 - Patient Access Services	1,207,927	1,345,406	902,083
10-100-0700 - Environmental Support Services	2,140,148	1,685,623	1,769,903
10-100-0710 - In-House Transportation	160,566	43,940	266,975
10-100-0720 - Laundry	255,380	243,161	243,640
10-100-0740 - Housekeeping	951,503	1,156,016	1,213,075
10-100-0760 - Nutrition Services	2,061,118	2,354,020	2,618,026
10-100-0805 - DD Services Administration	238,757	0	0
10-100-0810 - Community Treatment Admin	-112	0	0
10-100-0930 - Behavioral Health Administration	341,590	258,159	0
10-100-0940 - Medical Services Administration	319,963	400,480	0
25-100-0900 - MVCC Administration	2,678,783	1,706,020	2,714,873
35-200-0900 - Pine Crest Administration	2,094,130	1,428,390	0
35-200-0700 - Pine Crest Environmental Services	875,480	982,224	0
35-200-0760 - Pine Crest Food Services	1,092,007	1,145,154	0
DIRECT SERVICES			
20-100-1000 - Adult Behavioral Health Hospital	\$4,792,531	\$4,917,043	\$5,032,118
20-100-1050 - Youth Behavioral Health Hospital	2,293,020	2,399,581	2,815,955
20-100-1125 - Lakeside Recovery MMT	216,273	1,018,368	1,129,376
20-100-1200 - Birth to Three Program	523,600	0	0
20-100-1300 - Adult Protective Services	638,759	668,263	816,139
20-105-1400 - Riverview Apartments	504,457	582,274	744,058
20-115-1400 - Jelinek Apartments	661,640	633,305	873,557
20-120-1400 - Forest Street	3,390	0	0
20-125-1400 - Fulton Street	241,689	0	0
20-130-1400 - Andrea Street	443,781	0	548,740
20-135-1400 - Chadwick Group Home	429,829	498,304	691,460
20-145-1400 - Bissell Street	346,924	0	0
20-150-1400 - Heather Group Home	409,353	482,565	0
20-160-1400 - Marshall Street Group Home	0	967,401	0
20-100-1700 - Hope House Wausau - Sober Living	64,870	48,304	77,034
20-100-1750 - Homelessness Initiative	11,906	0	0
20-100-1800 - Vocational Services	0	224,055	250,644
20-100-2000 - Wausau Outpatient Services	4,036,835	4,313,976	4,443,259
20-100-2125 - Psychiatry Residency Program	399,968	1,034,909	1,054,696
20-100-2200 - Crisis Services	1,786,095	2,019,027	2,006,498
20-100-2225 - Adult Crisis Stabilization Facility	973,536	1,093,217	1,499,314
20-100-2250 - Youth Crisis Stabilization Facility	531,909	767,766	824,569
20-100-2325 - Wausau Community Treatment - Adult	4,182,537	4,560,256	5,325,633
20-100-2375 - Community Corner Clubhouse	177,697	0	0
20-100-2400 - Adult Day Services	408,447	817,628	815,753
20-100-2450 - Prevocational Services	480,247	0	0
20-100-2550 - Wausau Community Treatment - Youth	4,445,064	3,912,083	5,154,815
20-100-2600 - Aquatic Services	827,003	592,348	1,067,410
20-100-2750 - Demand Transportation	360,862	427,766	397,113
20-100-2800 - Riverview Terrace	208,890	0	0
20-100-3500 - Pharmacy	7,588,923	7,224,554	6,782,487
25-100-3000 - MVCC Nursing Direct Care	10,578,653	11,605,644	12,554,450
25-100-3300 - MVCC Ancillary Charges	410,169	430,304	281,214
25-100-3600 - MVCC Rehabilitation Services	625,186	610,250	503,000
30-200-2000 - Merrill Outpatient	572,686	588,240	661,979
30-200-2325 - Merrill Community Treatment - Adult	679,889	685,755	795,986
30-200-2400 - Lincoln Industries	953,433	0	0
30-200-2550 - Merrill Community Treatment - Youth	1,337,807	1,274,954	1,527,013
35-200-3000 - Pine Crest Post-Acute Care	7,105,575	7,239,984	0
35-200-3300 - Pine Crest Ancillary Charges	167,999	151,700	0
35-200-3600 - Pine Crest Rehabilitation Services	347,223	342,400	0
40-300-1700 - Hope House Antigo - Sober Living	49,329	53,669	53,419
40-300-2000 - Antigo Outpatient	482,105	619,203	490,574
40-300-2325 - Antigo Community Treatment - Adult	301,839	462,732	569,967
40-300-2400 - Antigo Adult Day Services	286,721	242,801	323,554
40-300-2550 - Antigo Community Treatment - Youth	989,363	959,206	1,153,661
TOTAL ALL PROGRAMS	\$88,050,245	\$87,124,406	\$89,068,855



PROFIT/LOSS BY PROGRAM INCLUDING SUPPORT SERVICES

	2023 BUDGET	2024 BUDGET	DIFFERENCE INCREASE/(DECREASE)	% INCREASE (DECREASE)
SUPPORT SERVICES				
10-100-0100 - General	\$150,300	\$852,120	\$1,002,420	-667%
10-100-0105 - Administration (including GASB 68 & 75)	(1,518,867)	(1,698,051)	(179,184)	12%
10-100-0110 - Marketing & Communications	(356,433)	(378,117)	(21,684)	6%
10-100-0115 - Safety & Security	(348,951)	(779,971)	(431,020)	124%
10-100-0120 - Nursing Services Administration	(139,148)	0	139,148	-100%
10-100-0200 - Quality & Compliance	(426,572)	(312,731)	113,841	-27%
10-100-0205 - Human Resources	(1,074,933)	(1,393,067)	(318,134)	30%
10-100-0210 - Learning & Development	(364,487)	0	364,487	-100%
10-100-0215 - Volunteer Services	(182,992)	(174,543)	8,449	-5%
10-100-0220 - Infection Prevention	(241,389)	(248,884)	(7,495)	3%
10-100-0300 - Accounting	(967,378)	(1,205,783)	(238,405)	25%
10-100-0400 - Purchasing	(85,840)	0	85,840	-100%
10-100-0500 - IMS	(2,479,156)	(2,282,474)	196,682	-8%
10-100-0510 - Health Information	(402,508)	(507,355)	(104,847)	26%
10-100-0600 - Patient Financial Services	(655,913)	(708,492)	(52,579)	8%
10-100-0605 - Patient Access Services	(1,345,406)	(902,083)	443,323	-33%
10-100-0700 - Environmental Support Services	0	0	0	0%
10-100-0710 - In-House Transportation	(43,940)	(266,975)	(223,035)	508%
10-100-0720 - Laundry	(153,161)	(238,640)	(85,479)	56%
10-100-0740 - Housekeeping	(1,156,016)	(1,213,075)	(57,059)	5%
10-100-0760 - Nutrition Services	(2,198,020)	(2,460,041)	(262,021)	12%
10-100-0805 - DD Services Administration	0	0	0	0%
10-100-0810 - Community Treatment Admin	0	0	0	0%
10-100-0930 - Behavioral Health Administration	(258,159)	0	258,159	-100%
10-100-0940 - Medical Services Administration	(400,480)	0	400,480	-100%
25-100-0900 - MVCC Administration	(1,699,020)	(2,708,873)	(1,009,853)	59%
35-200-0900 - Pine Crest Administration	(1,466,290)	0	1,466,290	-100%
35-200-0700 - Pine Crest Environmental Services	(805,224)	0	805,224	-100%
35-200-0760 - Pine Crest Food Services	(1,143,154)	0	1,143,154	-100%
DIRECT SERVICES				
20-100-1000 - Adult Behavioral Health Hospital	\$-	\$2,321,717	\$2,321,717	100%
20-100-1050 - Youth Behavioral Health Hospital	(1,048,978)	(326,234)	722,744	-69%
20-100-1125 - Lakeside Recovery MMT	172,440	397,721	225,281	131%
20-100-1200 - Birth to Three Program	0	0	0	0%
20-100-1300 - Adult Protective Services	179,914	5,849	(174,065)	-97%
20-105-1400 - Riverview Apartments	121,291	0	(121,291)	-100%
20-115-1400 - Jelinek Apartments	199,135	0	(199,135)	-100%
20-120-1400 - Forest Street	0	0	0	0%
20-125-1400 - Fulton Street	0	0	0	0%
20-130-1400 - Andrea Street	0	0	0	0%
20-135-1400 - Chadwick Group Home	30,046	0	(30,046)	-100%
20-145-1400 - Bissell Street	0	0	0	0%
20-150-1400 - Heather Group Home	(21,215)	0	21,215	-100%
20-160-1400 - Marshall Street Group Home	109,599	0	(109,599)	-100%
20-100-1700 - Hope House Wausau - Sober Living	(28,304)	9,648	37,952	-134%
20-100-1750 - Homelessness Initiative	0	0	0	0%
20-100-1800 - Vocational Services	(65,055)	22,356	87,411	-134%
20-100-2000 - Wausau Outpatient Services	42,416	848,485	806,069	1900%
20-100-2125 - Psychiatry Residency Program	(152,629)	(177,416)	(24,787)	16%
20-100-2200 - Crisis Services	406,954	1,029,773	622,819	153%
20-100-2225 - Adult Crisis Stabilization Facility	593,348	935,013	341,665	58%
20-100-2250 - Youth Crisis Stabilization Facility	334,350	434,204	99,854	30%
20-100-2325 - Wausau Community Treatment - Adult	187,826	234,494	46,668	25%
20-100-2375 - Community Corner Clubhouse	0	0	0	0%
20-100-2400 - Adult Day Services	146,372	(32,225)	(178,597)	-122%
20-100-2450 - Prevocational Services	0	0	0	0%
20-100-2550 - Wausau Community Treatment - Youth	754,875	943,885	189,010	25%
20-100-2600 - Aquatic Services	490,247	17,215	(473,032)	-96%
20-100-2750 - Demand Transportation	17,834	0	(17,834)	-100%
20-100-2800 - Riverview Terrace	0	0	0	0%
20-100-3500 - Pharmacy	661,206	215,936	(445,270)	-67%
25-100-3000 - MVCC Nursing Direct Care	10,574,775	8,936,100	(1,638,675)	-15%
25-100-3300 - MVCC Ancillary Charges	(327,978)	(235,648)	92,330	-28%
25-100-3600 - MVCC Rehabilitation Services	(384,429)	(151,076)	233,353	-61%
30-200-2000 - Merrill Outpatient	363,451	485,870	122,419	34%
30-200-2325 - Merrill Community Treatment - Adult	114,789	25,367	(89,422)	-78%
30-200-2400 - Lincoln Industries	0	0	0	0%
30-200-2550 - Merrill Community Treatment - Youth	383,720	282,255	(101,465)	-26%
35-200-3000 - Pine Crest Post-Acute Care	5,822,838	0	(5,822,838)	-100%
35-200-3300 - Pine Crest Ancillary Charges	(111,660)	0	111,660	-100%
35-200-3600 - Pine Crest Rehabilitation Services	(133,400)	0	133,400	-100%
40-300-1700 - Hope House Antigo - Sober Living	6,331	(16,094)	(22,425)	-354%
40-300-2000 - Antigo Outpatient	164,271	445,239	280,968	171%
40-300-2325 - Antigo Community Treatment - Adult	(141,740)	(235,393)	(93,653)	66%
40-300-2400 - Antigo Adult Day Services	142,741	50,329	(92,412)	-65%
40-300-2550 - Antigo Community Treatment - Youth	458,356	159,663	(298,693)	-65%
TOTAL ALL PROGRAMS	\$0	\$0		

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REVENUES FOR DIRECT SERVICES INCLUDING SUPPORT SERVICES

	2022 ACTUAL	2023 BUDGET	2024 BUDGET
PROGRAMS			
20-100-1000 - Adult Behavioral Health Hospital	\$6,339,507	\$5,145,186	\$8,384,183
20-100-1050 - Youth Behavioral Health Hospital	1,851,950	1,439,966	3,026,465
20-100-1125 - Lakeside Recovery MMT	227,040	1,190,808	1,712,584
20-100-1200 - Birth to Three Program	523,728	0	0
20-100-1300 - Adult Protective Services	852,112	866,283	968,725
20-105-1400 - Riverview Apartments	777,266	708,340	744,058
20-115-1400 - Jelinek Apartments	966,763	836,292	873,557
20-120-1400 - Forest Street	203	0	0
20-125-1400 - Fulton Street	233,315	0	0
20-130-1400 - Andrea Street	627,135	0	548,740
20-135-1400 - Chadwick Group Home	650,846	533,046	691,460
20-145-1400 - Bissell Street	617,594	0	0
20-150-1400 - Heather Group Home	577,625	466,145	0
20-160-1400 - Marshall Street Group Home	0	1,083,385	0
20-100-1700 - Hope House Wausau - Sober Living	9,277	20,373	99,242
20-100-1750 - Homelessness Initiative	126	0	0
20-100-1800 - Vocational Services	0	161,639	313,972
20-100-2000 - Wausau Outpatient Services	5,344,752	4,439,841	6,082,600
20-100-2125 - Psychiatry Residency Program	302,493	882,280	877,280
20-100-2200 - Crisis Services	2,303,140	2,456,482	3,386,316
20-100-2225 - Adult Crisis Stabilization Facility	1,544,018	1,747,230	2,733,508
20-100-2250 - Youth Crisis Stabilization Facility	983,170	1,149,990	1,441,556
20-100-2325 - Wausau Community Treatment - Adult	6,450,896	4,779,221	6,436,567
20-100-2375 - Community Corner Clubhouse	160,679	0	0
20-100-2400 - Adult Day Services	788,761	1,065,910	783,528
20-100-2450 - Prevocational Services	398,796	0	0
20-100-2550 - Wausau Community Treatment - Youth	6,815,780	4,692,636	6,946,150
20-100-2600 - Aquatic Services	1,154,715	1,247,358	1,392,966
20-100-2750 - Demand Transportation	394,607	448,549	463,067
20-100-2800 - Riverview Terrace	356,958	0	0
20-100-3500 - Pharmacy	7,824,541	7,935,772	8,119,347
25-100-3000 - MVCC Nursing Direct Care	21,193,854	23,515,643	24,877,162
25-100-3300 - MVCC Ancillary Charges	77,899	104,390	91,542
25-100-3600 - MVCC Rehabilitation Services	238,862	263,741	434,160
30-200-2000 - Merrill Outpatient	1,122,737	957,738	1,260,881
30-200-2325 - Merrill Community Treatment - Adult	1,051,971	806,823	951,663
30-200-2400 - Lincoln Industries	1,043,146	0	0
30-200-2550 - Merrill Community Treatment - Youth	2,057,794	1,667,673	2,058,981
35-200-3000 - Pine Crest Post-Acute Care	12,129,755	13,258,662	0
35-200-3300 - Pine Crest Ancillary Charges	32,083	43,451	0
35-200-3600 - Pine Crest Rehabilitation Services	263,952	216,700	0
40-300-1700 - Hope House Antigo - Sober Living	42,351	60,419	46,097
40-300-2000 - Antigo Outpatient	905,822	790,606	1,018,993
40-300-2325 - Antigo Community Treatment - Adult	365,807	327,091	427,823
40-300-2400 - Antigo Adult Day Services	490,143	389,010	373,883
40-300-2550 - Antigo Community Treatment - Youth	1,471,032	1,425,730	1,501,799
TOTAL ALL PROGRAMS	\$91,565,001	\$87,124,406	\$89,068,855

EXPENSES FOR DIRECT SERVICES INCLUDING SUPPORT SERVICES

	2022 ACTUAL	2023 BUDGET	2024 BUDGET
PROGRAMS			
20-100-1000 - Adult Behavioral Health Hospital	\$6,606,090	\$6,590,969	\$7,219,911
20-100-1050 - Youth Behavioral Health Hospital	3,084,345	3,167,842	3,985,492
20-100-1125 - Lakeside Recovery MMT	216,273	1,018,368	1,601,013
20-100-1200 - Birth to Three Program	523,600	0	0
20-100-1300 - Adult Protective Services	797,424	835,446	1,099,083
20-105-1400 - Riverview Apartments	600,630	662,736	744,058
20-115-1400 - Jelinek Apartments	792,618	718,123	873,557
20-120-1400 - Forest Street	3,390	0	0
20-125-1400 - Fulton Street	287,650	0	0
20-130-1400 - Andrea Street	527,561	0	548,740
20-135-1400 - Chadwick Group Home	511,439	565,989	691,460
20-145-1400 - Bissell Street	410,449	0	0
20-150-1400 - Heather Group Home	485,688	549,476	0
20-160-1400 - Marshall Street Group Home	0	1,091,382	0
20-100-1700 - Hope House Wausau - Sober Living	72,789	54,006	99,172
20-100-1750 - Homelessness Initiative	13,095	0	0
20-100-1800 - Vocational Services	0	256,269	333,716
20-100-2000 - Wausau Outpatient Services	5,267,171	5,814,432	6,636,810
20-100-2125 - Psychiatry Residency Program	399,968	1,034,909	1,054,696
20-100-2200 - Crisis Services	2,719,341	2,902,239	3,205,716
20-100-2225 - Adult Crisis Stabilization Facility	1,474,546	1,619,654	2,225,274
20-100-2250 - Youth Crisis Stabilization Facility	815,600	1,073,705	1,206,350
20-100-2325 - Wausau Community Treatment - Adult	4,874,028	5,264,729	7,135,269
20-100-2375 - Community Corner Clubhouse	216,759	0	0
20-100-2400 - Adult Day Services	748,271	1,080,791	815,753
20-100-2450 - Prevocational Services	572,800	0	0
20-100-2550 - Wausau Community Treatment - Youth	5,047,216	4,483,222	6,745,977
20-100-2600 - Aquatic Services	1,395,804	1,123,276	1,633,297
20-100-2750 - Demand Transportation	447,804	491,921	596,069
20-100-2800 - Riverview Terrace	390,328	0	0
20-100-3500 - Pharmacy	8,435,896	7,986,533	8,666,933
25-100-3000 - MVCC Nursing Direct Care	19,245,392	18,844,187	23,237,967
25-100-3300 - MVCC Ancillary Charges	545,743	529,492	413,382
25-100-3600 - MVCC Rehabilitation Services	834,266	814,467	739,405
30-200-2000 - Merrill Outpatient	808,133	788,153	1,054,041
30-200-2325 - Merrill Community Treatment - Adult	797,429	890,762	1,066,716
30-200-2400 - Lincoln Industries	1,122,897	0	0
30-200-2550 - Merrill Community Treatment - Youth	1,550,677	1,559,278	2,005,464
35-200-3000 - Pine Crest Post-Acute Care	11,967,856	11,621,608	0
35-200-3300 - Pine Crest Ancillary Charges	274,317	235,948	0
35-200-3600 - Pine Crest Rehabilitation Services	566,962	532,554	0
40-300-1700 - Hope House Antigo - Sober Living	57,632	61,287	72,867
40-300-2000 - Antigo Outpatient	674,894	805,719	763,161
40-300-2325 - Antigo Community Treatment - Adult	364,949	613,479	769,483
40-300-2400 - Antigo Adult Day Services	353,429	277,522	323,554
40-300-2550 - Antigo Community Treatment - Youth	1,147,094	1,163,932	1,504,469
TOTAL ALL PROGRAMS	\$88,050,245	\$87,124,406	\$89,068,855



PROFIT/LOSS FOR DIRECT SERVICES INCLUDING SUPPORT SERVICES

	2023 BUDGET	2024 BUDGET	DIFFERENCE INCREASE/(DECREASE)	% INCREASE (DECREASE)
PROGRAMS				
20-100-1000 - Adult Behavioral Health Hospital	\$(1,445,783)	\$1,164,272	\$2,610,054	-181%
20-100-1050 - Youth Behavioral Health Hospital	(1,727,877)	(959,028)	768,849	-44%
20-100-1125 - Lakeside Recovery MMT	172,440	111,571	(60,869)	-35%
20-100-1200 - Birth to Three Program	0	0	0	0%
20-100-1300 - Adult Protective Services	30,836	(130,358)	(161,194)	-523%
20-105-1400 - Riverview Apartments	45,604	0	(45,604)	-100%
20-115-1400 - Jelinek Apartments	118,169	0	(118,169)	-100%
20-120-1400 - Forest Street	0	0	0	0%
20-125-1400 - Fulton Street	0	0	0	0%
20-130-1400 - Andrea Street	0	0	0	0%
20-135-1400 - Chadwick Group Home	(32,944)	0	32,944	-100%
20-145-1400 - Bissell Street	0	0	0	0%
20-150-1400 - Heather Group Home	(83,331)	0	83,331	-100%
20-160-1400 - Marshall Street Group Home	(7,998)	0	7,998	-100%
20-100-1700 - Hope House Sober Living	(33,633)	69	33,702	-100%
20-100-1750 - Homelessness Initiative	0	0	0	0%
20-100-1800 - Vocational Services	(94,631)	(19,743)	74,888	-79%
20-100-2000 - Wausau Outpatient Services	(1,374,592)	(554,210)	820,381	-60%
20-100-2125 - Psychiatry Residency Program	(152,629)	(177,416)	(24,787)	16%
20-100-2200 - Crisis Services	(445,575)	180,599	626,357	-141%
20-100-2225 - Adult Crisis Stabilization Facility	127,576	508,233	380,657	298%
20-100-2250 - Youth Crisis Stabilization Facility	76,285	235,206	158,922	208%
20-100-2325 - Wausau Community Treatment - Adult	(485,508)	(698,702)	(213,194)	44%
20-100-2375 - Community Corner Clubhouse	0	0	0	0%
20-100-2400 - Adult Day Services	(14,881)	(32,225)	(17,344)	117%
20-100-2450 - Prevocational Services	0	0	0	0%
20-100-2550 - Wausau Community Treatment - Youth	209,414	200,173	(9,240)	-4%
20-100-2600 - Aquatic Services	124,082	(240,331)	(364,413)	-294%
20-100-2750 - Demand Transportation	(43,372)	(133,002)	(89,630)	207%
20-100-2800 - Riverview Terrace	0	0	0	0%
20-100-3500 - Pharmacy	(50,760)	(547,586)	(496,826)	979%
25-100-3000 - MVCC Nursing Direct Care	4,671,455	1,639,195	(3,032,261)	-65%
25-100-3300 - MVCC Ancillary Charges	(425,102)	(321,840)	103,262	-24%
25-100-3600 - MVCC Rehabilitation Services	(550,726)	(305,245)	245,481	-45%
30-200-2000 - Merrill Outpatient	169,585	206,840	37,255	22%
30-200-2325 - Merrill Community Treatment - Adult	(83,939)	(115,053)	(31,114)	37%
30-200-2400 - Lincoln Industries	0	0	0	0%
30-200-2550 - Merrill Community Treatment - Youth	108,395	53,517	(54,879)	-51%
35-200-3000 - Pine Crest Post-Acute Care	1,637,055	0	(1,637,055)	-100%
35-200-3300 - Pine Crest Ancillary Charges	(192,496)	0	192,496	-100%
35-200-3600 - Pine Crest Rehabilitation Services	(315,854)	0	315,854	-100%
40-300-1700 - Antigo Sober Living	(868)	(26,769)	(25,901)	2983%
40-300-2000 - Antigo Outpatient	(15,113)	255,832	270,945	-1793%
40-300-2325 - Antigo Community Treatment - Adult	(286,388)	(341,660)	(55,273)	19%
40-300-2400 - Antigo Adult Day Services	111,487	50,329	(61,158)	-55%
40-300-2550 - Antigo Community Treatment - Youth	261,798	(2,670)	(264,467)	-101%
TOTAL ALL PROGRAMS	\$0	\$0		



Community Programs

2024 Budget by Program



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

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COMMUNITY PROGRAMS

■ Staffing for All Community Programs

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

STAFFING	FTE's	2019	2020	2021	2022	2023	2024	
10-100-0940 - Medical Services Administration	-	2.80	1.50	1.50	1.00	-	-	* Allocated to Departments
20-100-2200 - Crisis Services	28.70	26.30	30.10	23.00	18.53	22.40		
20-100-2225 - Adult Crisis Stabilization Facility				13.48	14.6	16.4		* Adult & Youth Combined in 2019-21
20-100-2250 - Youth Crisis Stabilization Facility				10.02	10.84	11.7		
20-100-1000 - Adult Behavioral Health Hospital	34.40	50.60	49.60	32.30	36.60	35.50		
20-100-1050 - Youth Behavioral Health Hospital				13.50	16.60	18.25		
20-100-1125 - Lakeside Recovery MMT	8.80	12.70	14.30	1.00	13.30	13.60		* Will start up in 4th Quarter 2023
20-100-2125 - Psychiatry Residency Program				0.30	0.10	0.10		
2325 & 2550** Community Treatment	96.20	102.90	99.90	87.51	90.33	95.77		
2000** - Outpatient Services	40.70	40.40	37.00	30.19	33.59	33.69		
20-100-1300 - Adult Protective Services				7.00	7.80	7.95		
40-300-1700 - Sober Living - Hope House Antigo				0.50	0.52	0.55		
20-100-1700 - Sober Living - Hope House Wausau				0.27	0.27	0.55		

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

COMMUNITY PROGRAMS

ACUTE CARE SERVICES

Acute Care Services includes Crisis Services, Behavioral Health Hospitals (Adult & Youth), Acute Care Stabilization (Adult & Youth) and Lakeside Recovery, NCHC’s Medically Monitored Treatment Program (MMT).

■ Crisis Services | 20-100-2200

DESCRIPTION

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

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

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

Crisis Assessment Response Team (CART): This program teams North Central Health Care Crisis Profes-

sionals with law enforcement partners to respond to community mental health concerns. Two teams serve Marathon County through this innovative partnership model.

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

POPULATION SERVED

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

REGULATIONS

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

HOURS/DAYS OF SERVICE

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

STAFFING	FTE’s	2019	2020	2021	2022	2023	2024
20-100-2200 - Crisis Services		28.70	26.30	30.10	23.00	18.53	22.40

BUDGET SUMMARY

	2022 Budget	2023 Budget	2024 Proposed
Net Patient Services Revenue	\$712,564	\$355,726	326,008
County Appropriation	1,964,617	1,876,320	193,934
Other Revenue	193,935	193,935	251,329
TOTAL REVENUE	\$2,871,116	\$2,425,981	\$3,036,271
Salaries	\$1,443,486	\$1,512,643	\$1,479,248
Benefits	572,342	444,234	7,268
Other Direct Expenses	78,768	62,150	1,016,809
TOTAL DIRECT EXPENSE	\$2,094,596	\$2,019,027	\$2,006,498



ACUTE CARE SERVICES

■ Adult Crisis Stabilization | 20-100-2225

DESCRIPTION

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

POPULATION SERVED

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

REGULATIONS

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

HOURS OF SERVICE

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

STAFFING	FTE's	2019	2020	2021	2022	2023	2024
20-100-2225 - Adult Crisis Stabilization Facility		9.40	9.10	24.10	13.48	14.6	16.4

* Staffing was combined with YCSF in 2019-2021

CENSUS	2022 Budget	2023 Budget	2024 Budget
Adult Crisis Stabilization	6	11	10

BUDGET SUMMARY

	2022 Budget	2023 Budget	2024 Proposed
Net Patient Services Revenue	\$1,374,840	\$1,686,565	\$1,849,872
County Appropriation	-	-	-
Other Revenue	-	-	584,455
TOTAL REVENUE	\$1,374,840	\$1,686,565	\$2,434,327
Salaries	\$596,621	\$ 770,901	\$871,523
Benefits	236,560	290,341	373,023
Other Direct Expenses	303,315	31,975	254,768
TOTAL DIRECT EXPENSE	\$1,136,496	\$ 1,093,217	\$1,499,314

ACUTE CARE SERVICES

■ Youth Crisis Stabilization | 20-100-2250

DESCRIPTION

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

POPULATION SERVED

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

REGULATIONS

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

HOURS OF SERVICE

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

STAFFING	FTE's	2019	2020	2021	2022	2023	2024
20-100- 2250 - Youth Crisis Stabilization Facility		9.40	9.10	24.10	10.02	10.84	11.7

* Staffing was combined ACSF in 2019-2021

CENSUS	2022 Budget	2023 Budget	2024 Budget
Youth Crisis Stabilization	3	3	4

BUDGET SUMMARY

	2022 Budget	2023 Budget	2024 Proposed
Net Patient Services Revenue	\$650,378	\$684,866	\$841,523
County Appropriation	-	-	-
Other Revenue	417,300	417,250	417,250
TOTAL REVENUE	\$1,067,678	\$1,102,116	\$1,258,773
Salaries	\$587,280	\$583,905	\$599,666
Benefits	232,857	171,811	201,191
Other Direct Expenses	9,374	12,050	23,712
TOTAL DIRECT EXPENSE	\$829,511	\$767,766	\$824,569



ACUTE CARE SERVICES

■ Adult Behavioral Health Hospital | 20-100-1000

DESCRIPTION

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

POPULATION SERVED

All individuals in Marathon, Lincoln, and Langlade Counties with severe psychiatric and detoxification needs are served. The Inpatient Psychiatric Hospital provides care for those 18 and older.

REGULATIONS

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

HOURS/DAYS OF SERVICE

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

STAFFING	FTE's	2019	2020	2021	2022	2023	2024
20-100-1000 - Adult Behavioral Health Hospital		34.40	50.60	49.60	32.30	36.60	35.50

CENSUS	2022 Budget	2023 Budget	2024 Budget
Adult Behavioral Health Hospital	11	7	9.75

BUDGET SUMMARY

	2022 Budget	2023 Budget	2024 Proposed
Net Patient Services Revenue	\$3,818,253	\$2,402,370	\$4,592,171
County Appropriation	1,191,587	1,191,587	1,438,578
Other Revenue	1,377,103	1,323,086	1,323,086
TOTAL REVENUE	\$6,386,943	\$4,917,043	\$7,353,835
Salaries	2,588,162	3,125,460	2,987,963
Benefits	1,026,206	822,583	946,654
Other Direct Expenses	1,326,624	969,000	1,097,501
TOTAL DIRECT EXPENSE	\$4,940,992	\$4,917,043	\$5,032,118

* Adult & Youth Budget Combined in 2019-21

ACUTE CARE SERVICES

■ Youth Behavioral Health Hospital | 20-100-1050

DESCRIPTION

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

POPULATION SERVED

All individuals in Marathon, Lincoln and Langlade Counties ages 13-17 with severe psychiatric and detoxification needs are served. For those under the age of 13, or other individuals we are unable to serve locally, appropriate placement and inpatient care services can be arranged through the Crisis Center as needed using Contracted Services.

REGULATIONS

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

HOURS/DAYS OF SERVICE

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

STAFFING	FTE's	2019	2020	2021	2022	2023	2024
20-100-1050 - Youth Behavioral Health Hospital					13.50	16.60	18.25

CENSUS	2022 Budget	2023 Budget	2024 Budget
Youth Behavioral Health Hospital	4	4	4

BUDGET SUMMARY

	2022 Budget	2023 Budget	2024 Proposed
Net Patient Services Revenue	\$1,586,246	\$1,300,603	\$2,429,715
County Appropriation	-	-	60,006
Other Revenue	50,000	50,000	-
TOTAL REVENUE	\$1,636,246	\$1,350,604	\$2,489,721
Salaries	\$1,298,351	\$1,681,024	\$1,674,149
Benefits	514,796	410,847	499,638
Other Direct Expenses	459,697	307,710	642,168
TOTAL DIRECT EXPENSE	\$2,272,844	\$2,399,581	\$2,815,955



ACUTE CARE SERVICES

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

DESCRIPTION

Lakeside Recovery Medically Monitored Treatment is a 28-day substance use treatment program operated 24-hours a day in a residential setting. This program will provide observation, medication monitoring, and treatment by a multi-disciplinary team under the oversight of a Medical Director. Lakeside Recovery utilizes a care model to include specific programming for clients with dual diagnoses of substance use and mental health disorders. This model is necessary to meet the change in the complexity of the clients served. The program will be 16 beds and reopen in late 2023, pending renovation project completion and State approval of the facility.

POPULATION SERVED

This program serves the needs of clients that meet a high level criteria for substance use and dependence based on ASAM placement criteria.

REGULATIONS

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

HOURS OF SERVICE

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

STAFFING	FTE's	2019	2020	2021	2022	2023	2024
20-100-1125 - Lakeside Recovery (MMT)		8.80	12.70	14.30	1.00	13.30	13.60

CENSUS	2022 Budget	2023 Budget	2024 Budget
Lakeside Medically Monitored Treatment	0	7	13

BUDGET SUMMARY

	2022 Budget	2023 Budget	2024 Proposed
Net Patient Services Revenue	\$269,942	\$890,808	\$975,772
County Appropriation	-	-	160,210
Other Revenue	491,195	300,000	391,114
TOTAL REVENUE	\$761,137	\$1,190,809	\$1,527,097
Salaries	\$246,070	\$703,330	\$761,289
Benefits	97,567	284,638	332,812
Other Direct Expenses	47,129	30,400	35,275
TOTAL DIRECT EXPENSE	390,766	\$1,018,368	\$1,129,376

ACUTE CARE SERVICES

■ Psychiatry Residency Program | 20-100-2125

DESCRIPTION

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

STAFFING	FTE's	2019	2020	2021	2022	2023	2024
20-100-2125 - Psychiatry Residency Program					0.30	0.10	0.10

BUDGET SUMMARY

	2022 Budget	2023 Budget	2024 Proposed
Net Patient Services Revenue	-	-	-
County Appropriation	-	-	-
Other Revenue	\$354,199	\$882,280	\$ 877,280
TOTAL REVENUE	\$354,199	\$882,280	\$877,280
Salaries	\$166,876	\$30,385	\$30,619
Benefits	66,166	6,244	7,268
Other Direct Expenses	237,930	998,280	1,016,809
TOTAL DIRECT EXPENSE	\$470,972	\$1,034,909	\$1,054,696



COMMUNITY PROGRAMS

COMMUNITY BEHAVIORAL HEALTH SERVICES

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

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

COMPREHENSIVE COMMUNITY SERVICES (CCS) ADULT DESCRIPTION

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

POPULATION SERVED

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

REGULATIONS

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

HOURS OF SERVICE

Monday – Friday, 8:00 am – 4:30 pm

COMMUNITY SUPPORT PROGRAM (CSP) DESCRIPTION

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

POPULATION SERVED

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

REGULATIONS

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

HOURS OF SERVICE

Monday – Friday, 8:00 am – 4:30 pm

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

COMMUNITY BEHAVIORAL HEALTH SERVICES

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

COMPREHENSIVE COMMUNITY SERVICES YOUTH DESCRIPTION (CCS)

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

POPULATION SERVED

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

REGULATIONS

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

HOURS OF SERVICE

Monday – Friday, 8:00 am – 4:30 pm

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

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

POPULATION SERVED

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

REGULATIONS

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

HOURS OF SERVICE

Monday – Friday: 8:00 am – 4:30 pm



COMMUNITY BEHAVIORAL HEALTH SERVICES

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

STAFFING	FTE's	2019	2020	2021	2022	2023	2024
2325 & 2550** Community Treatment		96.20	102.90	99.90	87.51	90.33	95.77

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

BUDGET SUMMARY

	2022 Budget	2023 Budget	2024 Proposed
Net Patient Services Revenue	\$15,250,409	\$12,363,654	\$14,804,811
County Appropriation	-	-	-
Other Revenue	1,252,334	1,249,158	1,132,534
TOTAL REVENUE	\$16,502,743	\$13,612,812	\$15,937,345
Salaries	\$4,970,611	\$5,376,899	\$5,807,858
Benefits	1,970,847	1,831,982	2,152,698
Other Direct Expenses	5,987,100	4,646,105	6,566,518
TOTAL DIRECT EXPENSE	\$12,928,558	\$11,854,986	\$14,527,074

COMMUNITY BEHAVIORAL HEALTH SERVICES

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

DESCRIPTION

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

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

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

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

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

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

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

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

POPULATION SERVED

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

REGULATIONS

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

HOURS OF SERVICE

Monday – Friday: 8:00 am – 4:30 pm.

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



COMMUNITY BEHAVIORAL HEALTH SERVICES

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

STAFFING	FTE's	2019	2020	2021	2022	2023	2024
2000** - Outpatient Services		40.70	40.40	37.00	30.19	33.59	33.69

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

BUDGET SUMMARY

	2022 Budget	2023 Budget	2024 Proposed
Net Patient Services Revenue	\$3,317,671	\$1,981,638	\$3,542,831
County Appropriation	-	-	-
Other Revenue	4,219,971	4,109,919	3,832,575
TOTAL REVENUE	\$7,537,642	\$6,091,557	\$7,375,406
Salaries	\$3,353,057	\$3,207,899	\$3,434,270
Benefits	1,329,488	871,258	970,558
Other Direct Expenses	1,233,119	1,442,262	1,190,984
TOTAL DIRECT EXPENSE	\$5,915,664	\$5,521,419	\$5,595,812

COMMUNITY BEHAVIORAL HEALTH SERVICES

■ Adult Protective Services | 20-100-1300

DESCRIPTION

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

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

POPULATION SERVED

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

REGULATIONS

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

HOURS OF SERVICE

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

STAFFING	FTE's	2019	2020	2021	2022	2023	2024
20-100-1300 - Adult Protective Services					7.00	7.80	7.95

BUDGET SUMMARY

	2022 Budget	2023 Budget	2024 Proposed
Net Patient Services Revenue	-	\$35,000	\$5,500
County Appropriation	\$539,177	539,177	555,352
Other Revenue	250,000	274,000	261,135
TOTAL REVENUE	\$789,177	\$848,177	\$821,987
Salaries	\$377,625	\$449,934	\$524,778
Benefits	149,728	161,029	194,974
Other Direct Expenses	60,095	57,300	96,387
TOTAL DIRECT EXPENSE	\$587,448	\$668,263	\$816,139



COMMUNITY BEHAVIORAL HEALTH SERVICES

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

DESCRIPTION

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

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

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

POPULATION SERVED

Hope House Antigo provides support for women, 18 and older, post-treatment in Langlade and surrounding counties.

REGULATIONS

Sober Living Environments are currently non-regulated programs.

HOURS OF SERVICE

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

STAFFING	FTE's	2019	2020	2021	2022	2023	2024
40-300-1700 - Sober Living - Hope House Antigo					0.50	0.52	0.55

BUDGET SUMMARY

	2022 Budget	2023 Budget	2024 Proposed
Net Patient Services Revenue	-	-	-
County Appropriation	-	\$20,000	\$20,000
Other Revenue	\$39,200	40,000	17,325
TOTAL REVENUE	\$39,200	\$60,000	\$37,325
Salaries	\$27,225	\$32,600	\$31,698
Benefits	10,795	10,569	9,707
Other Direct Expenses	19,070	10,500	12,014
TOTAL DIRECT EXPENSE	\$57,090	\$53,669	\$53,419

COMMUNITY BEHAVIORAL HEALTH SERVICES

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

DESCRIPTION

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

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

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

POPULATION SERVED

Hope House Wausau provides support for men 18 and older, post-treatment in Marathon County.

REGULATIONS

Sober Living Environments are currently non-regulated programs.

HOURS OF SERVICE

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

STAFFING	FTE's	2019	2020	2021	2022	2023	2024
20-100-1700 - Sober Living - Hope House Wausau					0.27	0.27	0.55

BUDGET SUMMARY

	2022 Budget	2023 Budget	2024 Proposed
Net Patient Services Revenue	-	-	-
County Appropriation	-	-	\$35,482
Other Revenue	-	\$20,000	51,200
TOTAL REVENUE	-	\$20,000	\$86,682
Salaries	\$26,053	\$19,339	\$31,698
Benefits	10,330	4,965	9,707
Other Direct Expenses	10,520	24,000	35,629
TOTAL DIRECT EXPENSES	\$46,903	\$48,304	\$77,034

* Was budgeted within Community Corner Clubhouse in 2021



Community Living

2024 Budget by Program



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

Community Living Staffing	43
Residential Programs	
Community Based Residential Facilities	44
Supportive Apartments	45-46
Adult Day Services	47
Vocational Services	48
Demand Transportation	49

■ *Staffing for All Community Living*

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

STAFFING	FTE's	2019	2020	2021	2022	2023	2024
1400** - Residential CBRF's	27.60	27.60	26.60	28.00	32.22	32.22	
1400** - Residential Supportive Apartments	41.30	41.30	35.00	31.00	21.07	21.07	
2400** - Adult Day Services	24.30	37.50	33.30	41.00	21.92	17.95	
20-100-1800 - Supported Employment Program				-	2.60	2.90	
20-100-2750 - Demand Transportation	4.10	4.10	3.80	5.00	4.80	4.80	

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



COMMUNITY LIVING

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

DESCRIPTION

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

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

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

The two homes are:

- Chadwick Street serving seven residents.
- Andrea Street serving eight 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

STAFFING	FTE's	2019	2020	2021	2022	2023	2024
1400** - Residential CBRF's		27.60	27.60	26.60	28.00	32.22	32.22

BUDGET SUMMARY

	2022 Budget	2023 Budget	2024 Proposed
Net Patient Services Revenue	\$2,134,498	\$2,066,700	\$1,107,939
County Appropriation	-	-	-
Other Revenue	42,837	-	132,261
TOTAL REVENUE	\$2,177,335	\$2,066,700	\$1,240,200
Salaries	\$883,354	\$1,171,214	\$665,960
Benefits	350,249	614,056	206,748
Other Direct Expenses	281,780	163,000	367,492
TOTAL DIRECT EXPENSE	\$1,515,383	\$1,948,270	\$1,240,200

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

COMMUNITY LIVING

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

DESCRIPTION

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

Current supportive apartment locations are:

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

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

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

POPULATION SERVED

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

REGULATIONS

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

HOURS OF SERVICE

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

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



COMMUNITY LIVING

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

STAFFING	FTE's	2019	2020	2021	2022	2023	2024
1400** - Residential Supportive Apartments		41.30	41.30	35.00	31.00	21.07	21.07

BUDGET SUMMARY

	2022 Budget	2023 Budget	2024 Proposed
Net Patient Services Revenue	\$1,491,753	\$1,536,005	\$1,481,414
County Appropriation	-	-	-
Other Revenue	114,274	-	136,202
TOTAL REVENUE	\$1,606,027	\$1,536,005	\$1,617,615
Salaries	\$880,210	\$798,468	\$1,083,906
Benefits	349,003	332,831	351,384
Other Direct Expenses	88,857	84,280	182,325
TOTAL DIRECT EXPENSE	\$1,318,070	\$1,215,579	\$1,617,615

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

COMMUNITY LIVING

■ Adult Day Services | 2400*

DESCRIPTION

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

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

POPULATION SERVED

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

REGULATIONS

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

HOURS OF SERVICE

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

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

STAFFING	FTE's	2019	2020	2021	2022	2023	2024
2400** - Adult Day Services		24.30	37.50	33.30	41.00	21.92	17.95

BUDGET SUMMARY

	2022 Budget	2023 Budget	2024 Proposed
Net Patient Services Revenue	\$923,934	\$1,291,542	\$1,156,611
County Appropriation	-	-	-
Other Revenue	110,000	58,000	\$800
TOTAL REVENUE	\$1,033,934	\$1,349,542	\$1,157,411
Salaries	\$452,235	\$710,542	\$732,380
Benefits	179,312	301,637	315,556
Other Direct Expenses	27,172	48,250	91,370
TOTAL DIRECT EXPENSE	\$658,719	\$1,060,429	\$1,139,306

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



COMMUNITY LIVING

■ Vocational Services | 20-100-1800

DESCRIPTION

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

POPULATION SERVED

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

REGULATIONS

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

HOURS OF SERVICE

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

STAFFING	FTE's	2019	2020	2021	2022	2023	2024
20-100-1800 - Supported Employment Program					-	2.60	2.90 <i>* New program in 2023</i>

BUDGET SUMMARY

	2022 Budget*	2023 Budget	2024 Proposed
Net Patient Services Revenue	-	-	\$132,000
County Appropriation	-	-	-
Other Revenue	-	\$159,000	141,000
TOTAL REVENUE	-	\$159,000	\$273,000
Salaries	-	\$135,980	\$150,556
Benefits	-	82,825	88,318
Other Direct Expenses	-	5,250	11,770
TOTAL DIRECT EXPENSE	-	\$224,055	\$250,644

* Was not a budgeted program

COMMUNITY LIVING

■ Demand Transportation | 20-100-2750

DESCRIPTION

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

POPULATION SERVED

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

REGULATIONS

85.21 WI DOT requirements

HOURS OF SERVICE

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

STAFFING	FTE's	2019	2020	2021	2022	2023	2024
20-100-2750 - Demand Transportation		4.10	4.10	3.80	5.00	4.80	4.80

BUDGET SUMMARY

	2022 Budget*	2023 Budget	2024 Proposed
Net Patient Services Revenue	\$40,000	\$40,000	\$37,833
County Appropriation	-	-	-
Other Revenue	462,566	405,600	359,280
TOTAL REVENUE	\$502,566	\$445,600	\$397,113
Salaries	\$158,868	\$200,043	206,205
Benefits	62,991	93,961	93,343
Other Direct Expenses	92,762	133,762	97,565
TOTAL DIRECT EXPENSE	\$314,621	\$427,766	\$397,113



Nursing Home Services

2024 Budget by Program



North Central Health Care's Nursing Home Operations include Mount View Care Center, a skilled nursing facility located on our main campus in Wausau. With a licensed capacity of 160 residents, Mount View Care Center's neighborhoods serve individuals in need of short-term rehabilitation, post-acute care with complex physical needs, ventilator dependent care, long term skilled nursing care, and those in need of specialized nursing care for dementia, psychiatric and neurological diseases, or behavioral needs. The following programs are the consolidated service areas for NCHC's Nursing Home Operations.

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NURSING HOME SERVICES

MOUNT VIEW CARE CENTER

■ Total Staffing for Mount View Care Center

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

STAFFING	FTE's	2019	2020	2021	2022	2023	2024
25-100-0900 - MVCC Administration		12.80	10.80	8.40	8.60	6.75	7.75
25-100-3000 - MVCC Direct Nursing Care		180.90	181.30	156.60	122.00	121.53	111.85

CENSUS	2022 Budget	2023 Budget	2024 Budget
Mount View Care Center	137	128	128

MOUNT VIEW CARE CENTER

■ Administration | 25-100-0900

DESCRIPTION

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

STAFFING	FTE's	2019	2020	2021	2022	2023	2024
25-100-0900 - MVCC Administration		12.80	10.80	8.40	8.60	6.75	7.75

BUDGET SUMMARY

	2022 Budget	2023 Budget	2024 Proposed
Net Patient Services Revenue	-	\$7,000	-
County Appropriation	-	-	\$6,000
Other Revenue	-	-	-
TOTAL REVENUE	-	\$7,000	\$6,000
Salaries	\$415,187	\$506,932	\$509,135
Benefits	164,622	174,235	224,687
Other Direct Expenses	3,171,705	1,024,853	1,981,051
TOTAL DIRECT EXPENSE	\$3,751,514	\$1,706,020	\$2,714,873



MOUNT VIEW CARE CENTER

Ancillary Services | 25-100-3300

DESCRIPTION

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

BUDGET SUMMARY

	2022 Budget*	2023 Budget	2024 Proposed
Net Patient Services Revenue	-	\$102,326	\$45,566
County Appropriation	-	-	-
Other Revenue	-	-	-
TOTAL REVENUE	-	\$102,326	\$45,566
Salaries	-	-	-
Benefits	-	-	-
Other Direct Expenses	-	\$430,304	\$281,214
TOTAL DIRECT EXPENSE	-	\$430,304	\$281,214

* Was not budgeted separately in 2022

NURSING HOME SERVICES

MOUNT VIEW CARE CENTER

Mount View Care Center has a licensed capacity of 160 residents serving serve individuals in need of short-term rehabilitation, post-acute care with complex physical needs, ventilator-dependent care, long term skilled nursing care, and those in need of specialized nursing care for dementia, psychiatric and neurological diseases, or behavioral needs. The facility is located in Wausau, WI and primarily serves residents of Marathon County, although admissions for ventilator-dependent care come from across region.

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

LONG-TERM CARE DESCRIPTION

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

POPULATION SERVED

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

REGULATIONS

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

HOURS/DAYS OF SERVICE

24 hours/day, 7 days/week, 365 days/year. To access our admissions phone is available 24 hours/7 days a week. The number to get more information is 715.581.3422.

MEMORY CARE DESCRIPTION

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

POPULATION SERVED

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

REGULATIONS

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

HOURS/DAYS OF SERVICE

24 hours/day, 7 days/week, 365 days/year. To access our admissions phone is available 24 hours/7 days a week. The number to get more information is 715.581.3422.



MOUNT VIEW CARE CENTER

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

SHORT-TERM REHABILITATION DESCRIPTION

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

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

POPULATION SERVED

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

REGULATIONS

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

HOURS/DAYS OF SERVICE

24 hours/day, 7 days/week, 365 days/year. To access our admissions phone is available 24 hours/7 days a week. The number to get more information is 715.581.3422.

VENTILATOR-DEPENDENT CARE DESCRIPTION

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

POPULATION SERVED

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

REGULATIONS

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

HOURS/DAYS OF SERVICE

24 hours/day, 7 days/week, 365 days/year. To access our admissions phone is available 24 hours/7 days a week. The number to get more information is 715.581.3422.

MOUNT VIEW CARE CENTER

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

STAFFING	FTE's	2019	2020	2021	2022	2023	2024
25-100-3000 - MVCC Direct Nursing Care		180.90	181.30	156.60	122.00	121.53	111.85

BUDGET SUMMARY

	2022 Budget	2023 Budget	2024 Proposed
Net Patient Services Revenue	\$19,145,974	\$20,588,419	\$19,920,550
County Appropriation	1,500,000	1,592,000	1,545,000
Other Revenue	-	-	25,000
TOTAL REVENUE	\$20,645,974	\$22,180,419	\$21,490,550
Salaries	\$6,845,779	\$7,658,616	\$7,460,007
Benefits	2,714,351	2,807,348	2,820,715
Other Direct Expenses	2,236,280	1,139,680	2,273,728
TOTAL DIRECT EXPENSE	\$11,796,410	\$11,605,644	\$12,554,450



MOUNT VIEW CARE CENTER

■ Rehab Services | 25-100-3600

DESCRIPTION

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

POPULATION SERVED

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

REGULATIONS

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

HOURS/DAYS OF SERVICE

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

BUDGET SUMMARY

	2022 Budget	2023 Budget	2024 Proposed
Net Patient Services Revenue	-	\$225,821	\$351,924
County Appropriation	-	-	-
Other Revenue	-	-	-
TOTAL REVENUE	-	\$225,821	\$351,924
Salaries	-	-	-
Benefits	-	-	-
Other Direct Expenses	-	\$610,250	\$503,000
TOTAL DIRECT EXPENSE	-	\$610,250	\$503,000

* Was not budgeted separately in 2022

MOUNT VIEW CARE CENTER

■ Aquatic Therapy Services | 20-100-2600

DESCRIPTION

North Central Health Care Aquatic Therapy Center offers warm water aquatic physical therapy, water exercise programs and community and family swim programs that help individuals manage pain and maintain or reclaim their independence. The therapy pool is maintained at a 90 degree temperature. Under the direction of a physician, North Central Health Care’s licensed physical therapist devises a treatment plan using water as both a supporting, gravity-reducing environment and a conditioning medium. Upon discharge, the therapist provides each patient with a self-directed exercise program for pool and home use. Warm water therapy can bring relief from pain, spur recovery and improve range of motion, balance, strength and coordination.

POPULATION SERVED

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

REGULATIONS

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

HOURS OF SERVICE

Monday, Wednesday & Friday: 7:30am – 4:30pm
 Tuesday & Thursday: 7:30am – 5:30pm
 By appointment only. Appointments and reserve exercise time at 715.848.4551

STAFFING	FTE's	2019	2020	2021	2022	2023	2024
20-100-2600 - Aquatic Services		6.80	7.70	8.40	8.00	6.31	8.35

BUDGET SUMMARY

	2022 Budget	2023 Budget	2024 Proposed
Net Patient Services Revenue	\$631,683	\$674,250	\$662,010
County Appropriation	342,345	342,345	352,615
Other Revenue	75,000	66,000	70,000
TOTAL REVENUE	\$1,049,028	\$1,082,595	\$1,084,625
Salaries	\$457,199	\$438,649	\$534,720
Benefits	181,280	137,732	200,872
Other Direct Expenses	310,078	15,967	331,818
TOTAL DIRECT EXPENSE	\$948,557	\$592,348	\$1,067,410



Support Services

2024 Budget by Program



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

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SUPPORT SERVICES

FINANCE & ADMINISTRATION

■ Total Staffing for Support Services

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

STAFFING	FTE's	2019	2020	2021	2022	2023	2024
10-100-0105 - Corporate Administration		6.00	9.00	7.00	5.00	4.25	5.0
10-100-0110 - Marketing & Communications		4.00	4.00	4.30	2.00	2.50	2.5
10-100-0115 - Safety & Security		-	-	4.30	5.00	3.80	9.00
10-100-0120 - Nursing Services Administration		-	-	2.00	2.00	1.00	- * Moved to Human Resources
10-100-0200 - Quality & Compliance		3.50	1.00	1.00	1.00	3.00	2.0
10-100-0205 - Human Resources		10.00	9.00	10.00	6.00	7.00	9.00
10-100-0210 - Learning & Development					3.00	3.00	- * Allocated to Departments
10-100-0215 - Volunteer & Guest Services		1.60	1.60	1.60	6.00	3.45	3.25
10-100-0220 - Infection Prevention		1.50	1.50	4.00	3.00	2.00	2.00
10-100-0300 - Accounting		6.70	7.70	8.70	9.80	8.70	11.70
10-100-0400 - Purchasing		3.30	3.20	2.30	3.20	3.10	- * Moved with Accounting
10-100-0500 - IMS		8.00	7.50	7.50	9.00	9.00	7.00
10-100-0510 - Health Information		7.60	7.10	8.50	6.00	6.00	7.40
10-100-0600 - Patient Financial Services		13.20	13.20	12.30	9.30	9.00	9.15
10-100-0605 - Patient Access Services		18.40	18.40	19.10	22.00	20.20	13.40
10-100-0710 - In-House Transportation		2.80	3.80	2.40	2.40	3.05	1.95
10-100-0720 - Laundry		6.00	7.00	7.00	3.00	4.00	3.00
10-100-0740 - Housekeeping		8.10	8.10	7.10	19.00	18.60	18.60
10-100-0760 - Nutrition Services		33.60	33.60	28.00	30.00	29.21	33.10
20-100-3500 - Pharmacy		9.40	11.00	11.00	12.00	10.67	10.60



SUPPORT SERVICES

■ Accounting | 10-100-0300

DESCRIPTION

Accounting is responsible for providing financial information, reporting, and analysis to assist NCHC leaders, board members, community partners, and regulatory agencies in making operational and strategic decisions. Accounting is committed to providing accurate, timely, and useful information. Additionally in 2024, Purchasing has moved into Accounting. Purchasing serves as the central purchasing service for all of NCHC. This area orders and delivers purchases to all programs. This area is also responsible for monitoring proper purchasing based on the contract with the buying group that NCHC belongs to. This program is allocated based on number of requisitions.

STAFFING	FTE's	2019	2020	2021	2022	2023	2024
10-100-0300 - Accounting		6.70	7.70	8.70	9.80	8.70	11.70
10-100-0400 - Purchasing		3.30	3.20	2.30	3.20	3.10	- * Moved with Accounting

BUDGET SUMMARY

	2022 Budget	2023 Budget	2024 Proposed
Net Patient Services Revenue	-	-	-
County Appropriation	-	-	-
Other Revenue	-	\$25,000	\$68,278
TOTAL REVENUE	-	\$25,000	\$68,278
Salaries	\$599,800	\$559,754	\$704,982
Benefits	237,821	224,265	282,458
Other Direct Expenses	208,909	208,359	286,621
TOTAL DIRECT EXPENSE	\$1,046,530	\$992,378	\$1,274,061

■ Corporate Administration | 10-100-0105

DESCRIPTION

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

STAFFING	FTE's	2019	2020	2021	2022	2023	2024
10-100-0105 - Corporate Administration		6.00	9.00	7.00	5.00	4.25	5.0

BUDGET SUMMARY

	2022 Budget	2023 Budget	2024 Proposed
Net Patient Services Revenue	-	-	-
County Appropriation	-	-	-
Other Revenue	\$249,881	\$239,881	\$ 239,881
TOTAL REVENUE	\$249,881	\$239,881	\$239,881
Salaries	\$651,980	\$629,300	\$669,555
Benefits	258,510	172,680	183,557
Other Direct Expenses	1,153,088	956,768	1,084,820
TOTAL DIRECT EXPENSE	\$2,063,578	\$1,758,748	\$1,937,932

SUPPORT SERVICES

■ Environmental Support Services | 10-100-0700

DESCRIPTION

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

BUDGET SUMMARY

	2022 Budget	2023 Budget	2024 Proposed
Net Patient Services Revenue	-	-	-
County Appropriation	-	-	-
Other Revenue	\$1,685,623	\$1,685,623	\$1,769,903
TOTAL REVENUE	\$1,685,623	\$1,685,623	\$1,769,903
Salaries	-	-	-
Benefits	-	-	-
Other Direct Expenses	\$1,692,573	\$1,685,623	\$1,769,903
TOTAL DIRECT EXPENSE	\$1,692,573	\$1,685,623	\$1,769,903

■ Health Information | 10-100-0105

DESCRIPTION

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

STAFFING	FTE's	2019	2020	2021	2022	2023	2024
10-100-0510 - Health Information		7.60	7.10	8.50	6.00	6.00	7.40

BUDGET SUMMARY

	2022 Budget	2023 Budget	2024 Proposed
Net Patient Services Revenue	-	-	-
County Appropriation	-	-	-
Other Revenue	\$15,000	\$9,000	\$9,000
TOTAL REVENUE	\$15,000	\$9,000	\$9,000
Salaries	\$399,629	\$244,320	\$338,738
Benefits	158,453	104,213	166,625
Other Direct Expenses	8,583	62,975	10,992
TOTAL DIRECT EXPENSE	\$626,665	\$411,508	\$516,355



SUPPORT SERVICES

■ Housekeeping | 10-100-0740

DESCRIPTION

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

STAFFING	FTE's	2019	2020	2021	2022	2023	2024
10-100-0740 - Housekeeping		8.10	8.10	7.10	19.00	18.60	18.60

BUDGET SUMMARY

	2022 Budget	2023 Budget	2024 Proposed
Salaries	\$644,330	\$711,700	\$740,075
Benefits	255,477	318,199	340,419
Other Direct Expenses	116,267	126,117	132,581
TOTAL DIRECT EXPENSE	\$1,016,074	\$1,156,016	\$1,213,075

■ Human Resources | 10-100-0105

DESCRIPTION

Human Resources works efficiently and effectively across the organization by providing knowledge, support, advice, and talent management oversight. Human Resources staff partner with and support employees from recruitment to retirement in the following areas: recruitment, employee relations, orientation & onboarding, competency & skill development, performance management, change management, employee engagement, process improvement, and benefits & compensation administration. Nursing Services Administration moved into HR for 2024 and provides oversight and direction for nursing leaders throughout North Central Health Care. The program will provide a variety of services from direct patient care in our clinical areas to ancillary clinical support to the nursing programs which is vital to our overall success. The Nursing Education Program will work in collaboration with and provide clinical education support all areas of the organization. The staff will work in collaboration with department leaders in addition to the Learning & Development staff to ensure successful new hire orientation in addition to on-going clinical competencies. Learning & Development is allocated to departments in 2024.

STAFFING	FTE's	2019	2020	2021	2022	2023	2024
10-100-0205 - Human Resources		10.00	9.00	10.00	6.00	7.00	9.00
10-100-0120 - Nursing Services Administration		-	-	2.00	2.00	1.00	- * Moved to Human Resources

BUDGET SUMMARY

	2022 Budget	2023 Budget	2024 Proposed
Salaries	\$445,620	\$489,620	\$640,818
Benefits	176,688	131,494	195,343
Other Direct Expenses	119,396	453,819	556,906
TOTAL DIRECT EXPENSE	\$741,704	\$1,074,933	\$1,393,067

SUPPORT SERVICES

■ Infection Prevention | 10-100-0220

DESCRIPTION

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

STAFFING	FTE's	2019	2020	2021	2022	2023	2024
10-100-0220 - Infection Prevention		1.50	1.50	4.00	3.00	2.00	2.00

BUDGET SUMMARY

	2022 Budget	2023 Budget	2024 Proposed
Salaries	\$196,729	\$169,744	\$173,607
Benefits	78,003	54,485	58,779
Other Direct Expenses	10,920	17,160	16,498
TOTAL DIRECT EXPENSE	\$285,652	\$241,389	\$248,884

■ Information Management Services | 10-100-0500

DESCRIPTION

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

STAFFING	FTE's	2019	2020	2021	2022	2023	2024
10-100-0500 - IMS		8.00	7.50	7.50	9.00	9.00	7.00

BUDGET SUMMARY

	2022 Budget	2023 Budget	2024 Proposed
Salaries	\$591,030	\$675,927	\$543,970
Benefits	234,343	180,579	178,125
Other Direct Expenses	2,023,672	1,622,650	1,560,379
TOTAL DIRECT EXPENSE	\$2,849,045	\$2,479,156	\$2,282,474



SUPPORT SERVICES

■ In-House Transportation | 10-100-0710

DESCRIPTION

In-house transportation maintains the vehicle fleet which includes cars, passenger vans, paratransit vans, and buses used for client transportation. This program is the provider of courier services for the 3-county organization as well as pharmacy and laundry delivery.

POPULATION SERVED

Employees and clients of NCHC.

HOURS OF SERVICE

Monday – Friday, 7:00 am – 5:00 pm

STAFFING	FTE's	2019	2020	2021	2022	2023	2024
10-100-0710 - In-House Transportation		2.80	3.80	2.40	2.40	3.05	1.95

BUDGET SUMMARY

	2022 Budget	2023 Budget	2024 Proposed
Salaries	\$129,925	\$125,023	\$89,210
Benefits	51,515	56,379	38,216
Other Direct Expenses	(4,535)	(137,462)	139,549
TOTAL DIRECT EXPENSE	\$176,905	\$43,940	\$266,975

■ Laundry | 10-100-0720

DESCRIPTION

Laundry provides laundry services for the Mount View Care Center, Adult and Youth Behavioral Health Hospitals, and Lakeside Recovery. The service includes linen as well as personal laundry. Laundry is also done for house-keeping and food service. This program is allocated based on pounds of laundry processed.

STAFFING	FTE's	2019	2020	2021	2022	2023	2024
10-100-0720 - Laundry		6.00	7.00	7.00	3.00	4.00	3.00

BUDGET SUMMARY

	2022 Budget	2023 Budget	2024 Proposed
Net Patient Services Revenue	-	-	\$5,000
County Appropriation	-	-	-
Other Revenue	\$120,000	\$90,000	-
TOTAL REVENUE	\$120,000	\$90,000	\$5,000
Salaries	\$168,443	\$149,026	\$117,011
Benefits	66,788	59,751	66,984
Other Direct Expenses	84,713	34,384	59,645
TOTAL DIRECT EXPENSE	\$319,944	\$243,161	\$243,640

SUPPORT SERVICES

■ Marketing & Communications | 10-100-0110

DESCRIPTION

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

STAFFING	FTE's	2019	2020	2021	2022	2023	2024
10-100-0110 - Marketing & Communications		4.00	4.00	4.30	2.00	2.50	2.50

BUDGET SUMMARY

	2022 Budget	2023 Budget	2024 Proposed
Salaries	\$151,228	\$169,837	\$176,058
Benefits	59,962	41,146	46,028
Other Direct Expenses	201,862	145,450	156,031
Total Direct Expense	\$413,052	\$356,433	\$378,117

■ Nutrition Services | 10-100-0760

DESCRIPTION

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

STAFFING	FTE's	2019	2020	2021	2022	2023	2024
10-100-0760 - Nutrition Services		33.60	33.60	28.00	30.00	29.21	33.10

BUDGET SUMMARY

	2022 Budget	2023 Budget	2024 Proposed
Net Patient Services Revenue	-	-	-
County Appropriation	-	-	-
Other Revenue	240,000	\$156,000	\$157,985
Total Revenue	240,000	\$156,000	
Salaries	\$1,128,905	\$1,170,905	\$1,326,474
Benefits	447,611	483,006	543,084
Other Direct Expenses	697,471	700,109	748,468
Total Direct Expense	\$2,273,987	\$2,354,020	\$2,618,026



SUPPORT SERVICES

■ Patient Access Services | 10-100-0605

DESCRIPTION

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

STAFFING	FTE's	2019	2020	2021	2022	2023	2024
10-100-0605 - Patient Access Services		18.40	18.40	19.10	22.00	20.20	13.40

BUDGET SUMMARY

	2022 Budget	2023 Budget	2024 Proposed
Salaries	\$827,748	\$926,141	\$619,187
Benefits	328,202	384,348	262,241
Other Direct Expenses	219,870	34,917	20,655
Total Direct Expense	\$1,375,820	\$1,345,406	\$902,083

■ Patient Financial Services | 10-100-0600

DESCRIPTION

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

STAFFING	FTE's	2019	2020	2021	2022	2023	2024
10-100-0600 - Patient Financial Services		13.20	13.20	12.30	9.30	9.00	9.15

BUDGET SUMMARY

	2022 Budget	2023 Budget	2024 Proposed
Net Patient Services Revenue	\$70,000	\$55,000	\$55,000
County Appropriation	-	-	-
Other Revenue	20,000	15,000	15,015
TOTAL REVENUE	\$90,000	\$70,000	\$70,015
Salaries	\$529,042	\$454,373	\$487,101
Benefits	209,765	192,768	209,880
Other Direct Expenses	51,951	78,772	81,526
TOTAL DIRECT EXPENSE	\$790,758	\$725,913	\$778,507

SUPPORT SERVICES

■ Pharmacy | 20-100-3500

DESCRIPTION

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

STAFFING	FTE's	2019	2020	2021	2022	2023	2024
20-100-3500 - Pharmacy		9.40	11.00	11.00	12.00	10.67	10.60

BUDGET SUMMARY

	2022 Budget	2023 Budget	2024 Proposed
Net Patient Services Revenue	\$7,524,896	\$7,593,560	\$6,634,723
County Appropriation	-	-	-
Other Revenue	480,000	292,200	363,700
TOTAL REVENUE	\$8,004,896	\$7,885,760	\$6,998,423
Salaries	\$843,206	\$829,597	\$834,528
Benefits	334,331	229,874	232,092
Other Direct Expenses	5,306,899	6,165,083	5,715,867
TOTAL DIRECT EXPENSE	\$6,484,436	\$7,224,554	\$6,782,487

■ Quality & Compliance | 10-100-0200

DESCRIPTION

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

STAFFING	FTE's	2019	2020	2021	2022	2023	2024
10-100-0200 - Quality & Compliance		3.50	1.00	1.00	1.00	3.00	2.0

BUDGET SUMMARY

	2022 Budget	2023 Budget	2024 Proposed
Salaries	\$127,813	\$270,726	\$224,216
Benefits	50,678	96,344	82,876
Other Direct Expenses	88,317	59,502	5,639
TOTAL DIRECT EXPENSE	\$266,808	\$426,572	\$312,731



SUPPORT SERVICES

■ Safety & Security | 10-100-0115

DESCRIPTION

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

STAFFING	FTE's	2019	2020	2021	2022	2023	2024
10-100-0115 - Safety & Security		-	-	4.30	5.00	3.80	9.00

BUDGET SUMMARY

	2022 Budget	2023 Budget	2024 Proposed
Salaries	\$173,180	\$203,685	\$457,101
Benefits	68,666	80,528	202,832
Other Direct Expenses	4,762	64,738	120,038
TOTAL DIRECT EXPENSE	\$246,608	\$348,951	\$779,971

■ Volunteer & Guest Services | 10-100-0215

DESCRIPTION

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

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

STAFFING	FTE's	2019	2020	2021	2022	2023	2024
10-100-0215 - Volunteer & Guest Services		1.60	1.60	1.60	6.00	3.45	3.25

BUDGET SUMMARY

	2022 Budget	2023 Budget	2024 Proposed
Net Patient Services Revenue	-	-	-
County Appropriation	-	-	-
Other Revenue	\$40,000	\$15,000	\$10,284
Total Revenue	\$40,000	\$15,000	\$10,284
Salaries	\$128,346	\$137,642	\$120,392
Benefits	50,889	48,200	49,596
Other Direct Expenses	26,140	12,150	14,839
TOTAL DIRECT EXPENSE	\$205,375	\$197,992	\$184,827

HEALTH INSURANCE

■ 10-100-0101

DESCRIPTION

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

BUDGET SUMMARY

	2022 Budget	2023 Budget	2024 Proposed
Net Patient Services Revenue			-
County Appropriation			-
Other Revenue			\$8,857,031
Total Revenue			\$8,857,031
Salaries			\$37,885
Benefits			8,819,146
Other Direct Expenses			-
TOTAL DIRECT EXPENSE			\$8,857,031

DEBT SERVICE PAYMENT

In accordance with the facilities lease agreement, NCHC is responsible for making a debt service payment to Marathon County of \$2 million in 2024. MVCC has included the portion of debt related to the nursing home operations of \$1.1 million within their 2024 operational budget. The remaining \$900,000 will be covered by an increase in Marathon County appropriations. \$300,000 is additional revenue NCHC provided to Marathon County Social Services which resulted in a tax levy savings to the County. The remaining \$600,000 is compromised of additional services provided by NCHC that were previously not funded.

PAYMENT SOURCE	AMOUNT
Mount View Care Center	\$1,095,600
Increase in CCS Revenue	300,108
Crisis Professional (CART) - 2.0 FTE	240,730
Mental Health Therapist - Jail 1.0 FTE	167,210
MMT - Offset cost for Justice system users	160,210
Hope House	35,482
TOTAL	\$2,000,000



■ Staffing Totals for All North Central Health Care Programs

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

STAFFING	FTE's 2019	2020	2021	2022	2023	2024
10-100-0105 - Corporate Administration	6.00	9.00	7.00	5.00	4.25	5.0
10-100-0110 - Marketing & Communications	4.00	4.00	4.30	2.00	2.50	2.5
10-100-0115 - Safety & Security	-	-	4.30	5.00	3.80	9.00
10-100-0120 - Nursing Services Administration	-	-	2.00	2.00	1.00	- * Moved to Human Resources
10-100-0200 - Quality & Compliance	3.50	1.00	1.00	1.00	3.00	2.0
10-100-0205 - Human Resources	10.00	9.00	10.00	6.00	7.00	9.00
10-100-0210 - Learning & Development				3.00	3.00	- * Allocated to Departments
10-100-0215 - Volunteer & Guest Services	1.60	1.60	1.60	6.00	3.45	3.25
10-100-0220 - Infection Prevention	1.50	1.50	4.00	3.00	2.00	2.00
10-100-0300 - Accounting	6.70	7.70	8.70	9.80	8.70	11.70
10-100-0400 - Purchasing	3.30	3.20	2.30	3.20	3.10	- * Moved with Accounting
10-100-0500 - IMS	8.00	7.50	7.50	9.00	9.00	7.00
10-100-0510 - Health Information	7.60	7.10	8.50	6.00	6.00	7.40
10-100-0600 - Patient Financial Services	13.20	13.20	12.30	9.30	9.00	9.15
10-100-0605 - Patient Access Services	18.40	18.40	19.10	22.00	20.20	13.40
10-100-0710 - In-House Transportation	2.80	3.80	2.40	2.40	3.05	1.95
10-100-0720 - Laundry	6.00	7.00	7.00	3.00	4.00	3.00
10-100-0740 - Housekeeping	8.10	8.10	7.10	19.00	18.60	18.60
10-100-0760 - Nutrition Services	33.60	33.60	28.00	30.00	29.21	33.10
10-100-0940 - Medical Services Administration	-	2.80	1.50	1.50	1.00	- * Allocated to Departments
20-100-1000 - Adult Behavioral Health Hospital	34.40	50.60	49.60	32.30	36.60	35.50 * Adult & Youth combined for 2019-2021
20-100-1050 - Youth Behavioral Health Hospital				13.50	16.60	18.25 * Adult & Youth combined for 2019-2021
20-100-1125 - Lakeside Recovery MMT	8.80	12.70	14.30	1.00	13.30	13.60 * Will open 4th Quarter 2023
20-100-1300 - Adult Protective Services				7.00	7.80	7.95
1400** - Residential CBRF's	27.60	27.60	26.60	28.00	32.22	32.22
1400** - Residential Supportive Apartments	41.30	41.30	35.00	31.00	21.07	21.07
40-300-1700 - Sober Living - Hope House Antigo				0.50	0.52	0.55
20-100-1700 - Sober Living - Hope House Wausau				0.27	0.27	0.55
20-100-1800 - Supported Employment Program				-	2.60	2.90 * New program in 2023
2000** - Outpatient Services	40.70	40.40	37.00	30.19	33.59	33.69
20-100-2125 - Psychiatry Residency Program				0.30	0.10	0.10
20-100-2200 - Crisis Services	28.70	26.30	30.10	23.00	18.53	22.40
20-100-2225 & 2250 - Adult Crisis Stabilization Facility	9.40	9.10	24.10	23.50	25.44	28.10
20-100-2375 - Community Corner Clubhouse	7.00	4.00	3.00	3.00	-	- * Program Closure in 2022
2325 & 2550** Community Treatment	96.20	102.90	99.90	87.51	90.33	95.77
2400** - Adult Day Services	24.30	37.50	33.30	41.00	21.92	17.95
20-100-2600 - Aquatic Services	6.80	7.70	8.40	8.00	6.31	8.35
20-100-2750 - Demand Transportation	4.10	4.10	3.80	5.00	4.80	4.80
20-100-3500 - Pharmacy	9.40	11.00	11.00	12.00	10.67	10.60
25-100-0900 - MVCC Administration	12.80	10.80	8.40	8.60	6.75	7.75
25-100-3000 - MVCC Direct Nursing Care	180.90	181.30	156.60	122.00	121.53	111.85
35-200-0700 - Pine Crest Environmental Services	-	33.80	29.50	8.20	8.20	- * Did not budget in 2024
35-200-0760 - Pine Crest Nutrition Services				14.20	14.95	- * Did not budget in 2024
35-200-0900 - Pine Crest Administration				12.50	12.15	- * Did not budget in 2024
35-200-3000 - Pine Crest Direct Nursing Care	-	130.00	107.00	88.00	87.31	- * Did not budget in 2024
Total FTE's	666.70	869.60	816.20	748.08	735.42	612.00

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

Capital Budget

2024 Requests

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

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

The following is a listing of capital budgeted items that are included in the 2024 budget:

PROGRAM	PROJECT NAME	DESCRIPTION OF PROJECT	AMOUNT
MVCC	Resident Beds	Bed replacement	\$90,000.00
MVCC	50 inch televisions	TV replacement	7,500.00
MVCC	Vocera badges	Bad replacement	10,000.00
MVCC	Regular Air Mattress	Addition of 1 new mattress	5,000.00
MVCC	Bariatric Air Mattress	Addition of 1 new mattress	8,500.00
Quality & Safety	Additional Campus Speakers	Overhead speakers in Aquatics & locker room	26,000.00
Marketing	Signage	Campus remodel signage	75,000.00
TOTAL			\$222,000.00





North Central Health Care

A Tri-County Organization

Wausau Campus

2400 Marshall Street, Suite A
Wausau, Wisconsin 54403
715.848.4600

Mount View Care Center

2400 Marshall Street, Suite B
Wausau, Wisconsin 54403
715.848.4300

Merrill Center

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

Antigo Center

1225 Langlade Road
Antigo, Wisconsin 54409
715.627.6694



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

www.norcen.org



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