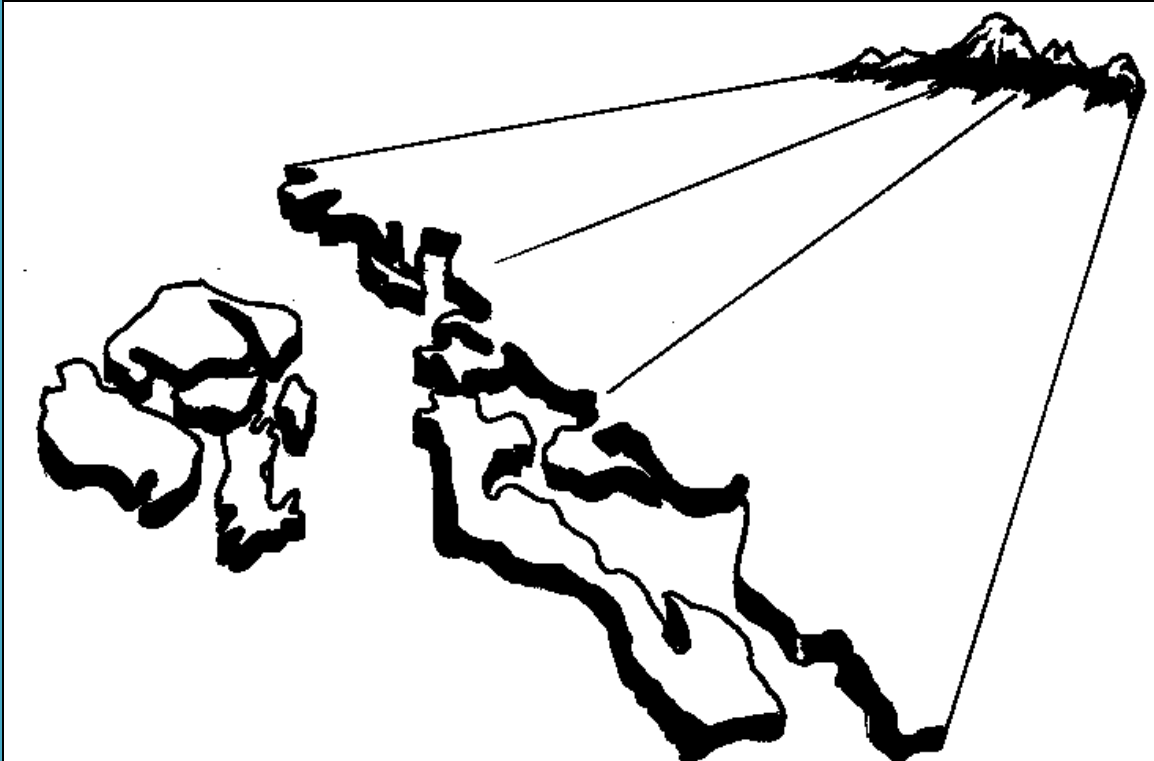


# North Sound Behavioral Health Organization



2017 Adopted  
Operating Budget  
December 8, 2016



# **North Sound Behavioral Health Organization, LLC**

301 Valley Mall Way, Suite 110, Mount Vernon, WA 98273  
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## **NORTH SOUND BEHAVIORAL HEALTH ORGANIZATION, LLC (NORTH SOUND BHO) 2017 ADOPTED OPERATING BUDGET**

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## I. 2017 ADOPTED OPERATING BUDGET NARRATIVE

### A. BUDGET HIGHLIGHTS

This budget proposal reflects the intent of North Sound Behavioral Health Organization (North Sound BHO) to continue to support the integration of Mental Health and Substance Use Disorder (SUD) Services as part of an effective continuum of behavioral health services. A series of significant new state requirements resulting from litigation and state policy initiatives have also required North Sound BHO to continue to support the expansion of services that began in 2015 and 2016. This has included: expanding mental health crisis services; funding nurses in the Triage Centers, expanding the WISE program, increasing training in Evidence Based Practices, implementing a bed tracking system, converting a boarding house to a Residential Treatment Facility and re-opening the 16 bed Evaluation and Treatment (E&T) Facility in Sedro Woolley.

Developing and implementing an integrated behavioral health system and expanding the availability of SUD services in response to the new Medicaid entitlement created by this integration, will take several years. The SUD treatment system has been underfunded for a long time. Investment of funding support from the new BHO has created a sustainable level of funding for core services. Beyond that however, achieving better outcomes from behavioral health treatment services will require the creation of a new “continuum of care” that expands the level of outreach and engagement, development of “co-occurring” services for persons with dual disorders and a system of recovery supports. In addition, North Sound BHO continues to work on combining disparate Medicaid and non-Medicaid funding sources to fund a continuum of behavioral health services. Some of these services can only be paid for out of its limited allocation of State General Funds and Substance Abuse and Prevention and Treatment (SAPT) federal block grant funds.

An additional planning challenge has been created by the State’s decision to terminate the leases in two (2) years for two (2) critical behavioral health facilities in Sedro Woolley: North Sound E&T and Pioneer Center North. North Sound BHO has worked with the counties to develop a “Behavioral Health Facilities and Recovery System of Care Plan” that identifies the needed residential facilities, stabilization programs and recovery services. Developing the necessary facilities will require state financial assistance for the needed capital dollars. North Sound BHO has already provided seed money to Snohomish, Skagit and Whatcom counties to begin procuring the essential land and/or buildings. In order to improve clinical integration for high need persons and persons with co-occurring disorders, North Sound BHO will be participating in a number of projects with North Sound Accountable Community of Health and Apple Health Managed Care plans. Finally, the new North Sound BHO will also be actively involved in working towards the state’s goal of a better integration of behavioral health and primary care services.



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### 2016 Accomplishments Included:

- Developing and implementing the new BHO structure and network of services;
- Maintaining continuity of care with SUD treatment providers by ensuring services would continue to be paid for without interruption;
- Developing a SUD “contracting consortium” with King County that provided access to SUD services in King County and to most SUD residential providers across the state;
- Increasing rates for SUD providers to ensure long-term sustainability;
- Providing significant financial and technical assistance to SUD providers to assist them in upgrading their electronic record systems;
- Significantly increasing training support to the new SUD agency partners;
- Supporting the development of new SUD treatment facilities in Lynnwood, Mount Vernon, and Bellingham;
- Expanding the integrated Mental Health/SUD “Community Prevention and Intervention Team” model that was piloted in Skagit County to Snohomish and Whatcom Counties;
- Developing a comprehensive “Behavioral Health Facilities and Recovery System of Care” plan to identify our future need for behavioral health facilities and develop a vision for moving towards a recovery system of care;
- Procuring a contract with a tele-health provider to begin implementing a regional tele-psych system;
- Co-hosting with the 8 North Sound Tribes the 16<sup>th</sup> Annual North Sound Tribal Behavioral Health Conference that resulted in over 230 participants;
- Working with Whatcom Community College and Spokane Falls Community College to establish a 15 credit fast track for licensed mental health counselors/licensed social works to attain a Chemical Dependency Certificate;
- Working with the counties on the development of an Opioid Addiction plan that will include both regional strategies and support of county specific initiatives;
- Implementing a “Same Day Access” project to significantly reduce wait times for outpatient services appointments;
- Significantly expanding the size of North Sound BHO staff to be able to take on the new program responsibilities;
- On our own initiative, arranging for a detailed “Health Insurance Portability and Accountability Act (HIPAA) Risk Analysis” conducted by a professional HIPAA Risk Assessment consultant. This analysis resulted in recommendations which we are now implementing to strengthen both IT security and HIPAA compliance.
- Involving all staff and Advisory Board members in developing a new “Mission, Vision, and statement of Values” for the BHO with extensive involvement of staff and Advisory Board;
- Providing leadership support to the North Sound Accountable Community of Health and assisting it in preparing to take on the responsibility of health care transformation waiver projects.



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### Looming Challenges for 2017:

- Fiscal challenges may loom ahead if significant reductions are made to our Medicaid rates. If the legislature restricts our ability to invest reserves in building the capacity, we will need to provide medically necessary services to Medicaid and low-income enrollees.
- We will need to continue to provide extensive training and technical assistance to the new SUD agencies, as well as some up-front financial support. If the state continues to make changes to the data reporting requirements, our providers will face further challenges in programming their electronic record systems to meet the state's reporting requirements.
- North Sound BHO must continue to make significant upgrades to its existing Information System and clinical database in order to meet the requirements of managing new SUD programs.
- We will continue to work on Health Information Exchange protocols to support better coordination with the Apple Health Managed Care Organizations and primary care.
- One of the critical challenges the BHO will face related to its new program responsibilities is working with counties and tribes to address the growing Opioid epidemic.
- The demand of new legal and policy mandates will continue. This includes expansion of WISE services with a limited availability of the workforce to provide these services and the requirement to create a new family and youth partner advisory group with limited resources.
- The need to reduce the incidences of psychiatric boarding will continue to be an important priority. In particular, we will need to continue to work with the smaller community hospitals on strategies that can quickly transition persons brought to Emergency Departments to an appropriate psychiatric treatment facility.
- The lack of an adequate, qualified labor pool is as much of a challenge as the available funding levels to fully meet the goal of providing medically necessary services to all Medicaid enrollees.
- Even with the expansion of Medicaid eligibility, a segment of the low-income population in need of behavioral health services has been left with limited insurance coverage. The existing levels of state GF-S will create a dilemma for BHOs on how to manage their limited dollars to meet this need.
- In addition to continuing to integrate mental health and SUD treatment services into a true behavioral health system of care, we also need to be actively working with the Apple Health Plans and primary care providers to create local systems of behavioral health/health care coordination.

### **B. PERSONNEL CHANGES**

In 2016, North Sound BHO obtained the Executive Committees' approval for a staffing plan to augment its capacity to address both the existing increase in the need for mental health services as well as create and implement the new SUD treatment programs. The 2017 budget supports the additional positions we have identified as necessary as well as funding the new 2016 positions that have not yet been filled.



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## C. SUMMARY OF 2017 VERSUS 2016 REVENUES AND EXPENDITURES

	REVENUES	EXPENDITURES
2016 Budget	\$126,819,735	\$126,819,735
2016 Projected	\$131,798,100	\$137,000,000
2017 Budget	\$154,784,119	\$154,784,119

### 2017 Projected Revenues Include:

PIHP Medicaid Funding Mental Health	\$124,926,800
PIHP State Funding Mental Health & Substance Use Disorder	\$18,577,878
PATH Grant	\$138,820
Federal Block Grant Funding SAPT	\$4,207,529
Federal Block Grant Funding – Mental Health	\$1,100,750
WISe	\$4,719,600
PACT Team Funding	\$347,496
Jail Services	\$382,746
Other funds	\$382,500
Total	\$154,784,119

## D. 2017 NORTH SOUND BHO OPERATING BUDGET SPECIFICS

2017 BUDGET AREA	Compared to 2016 Budget	Comments
Salaries	\$723,165, 23.5% increase	Added six (6) FTE's this year includes unfreezing two (2) positions compared to 2016
Personnel Benefits and Taxes	\$601,730, 25.3% increase	Added six (6) FTE's, Medical Premera increased 3%, Group Health increased 13%
Office/Operating Supplies	\$41,500, 54.61% increase	Increase based on historical costs and adding more employees
Small Tools/Minor Equipment	\$85,500, 200% increase	Anticipate spending more for adding new staff and increase in IT replacement costs
Professional Services Contracts	\$18,400, 4.3% increase	Increase in estimated audit costs and FYSPT contracting.
Communications	\$13,213, 16.1% increase	Estimated increase adding more employees and send out more notices
Travel	\$7,523, 6.16% increase	Additional staff and anticipating additional BHO travel
Advertising	\$10,000, 47.6 % decrease	Adding less new employees than prior year
Space/Equipment Rentals	(\$29,192), 9.2% decrease	Rent overlapped during 2016 due to move
Insurance	\$19,000, 52.8% increase	Estimated increase adding more employees and new business
Utilities	\$4,000, 25% increase	Estimated increase for renting new space
Repairs/Maintenance	\$11,000, 22.5% increase	Estimated increase based on maintenance contract, added additional space
Miscellaneous	(\$8,110), 8.2% decrease	Decrease in North Sound BHO conferences and Board summit



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## D. 2017 NORTH SOUND BHO OPERATING BUDGET SPECIFICS (Continued)

Machinery/Equipment	\$40,000, 100% increase	Increase due to replacing computer servers
Debt Service	(\$76,651), 100% decrease	No leasehold improvements payed off debt in 2016
North Sound BHO Total Operating Budget	\$1,441,078, 37% increase	Increases based on Medicaid expansion and full year of substance use funding
Tribal Conference	Same	Same
Advisory Board	Same	Same
Systems of Care Conference	\$23,000, 100% increase	No conference in 2016
Peer Network	Same	Same
Provider Training	Same	Same
Agency/County and Other Services	\$27,964,384, 22% increase	Increase based on full year of SUD funding
Inpatient Hospital Services	\$2,500,000, 20% increase	Increase based on Institution for Mental Diseases (IMD) rule change

## E. REVENUE AND EXPENDITURE APPROVAL PROCESS

1. Preliminary review & recommendation of Finance Committee 10/13/16
2. Introduction to the Executive Committee 10/13/16
3. Distribution to:
  - a. Advisory Board 10/14/16
  - b. Interested Public and Stakeholders 10/14/16
  - c. Available on North Sound BHO Website 10/14/16
4. Review and recommendation of the Advisory Board 11/01/16
5. Review at the Executive Committee meeting 11/10/16
6. Review and approval by Advisory Board 12/01/16
7. Review and recommendation of all stakeholders Up to 12/08/16
8. Recommended Budget presented for Executive Committee adoption 12/08/16

## F. CONCLUDING REMARKS

The proposed 2017 operating budget will ensure North Sound BHO will be able to meet its contractual obligations to operate an integrated behavioral health system as well as to continue to develop the foundation for a sustainable and coordinated behavioral health system in the future. It will also ensure we have the ability to respond to a number of new state program requirements and legal mandates, and begin planning for the new behavioral health facilities that will need to be operational in two (2) years. North Sound BHO plans on working with the state in 2017 to develop co-occurring rules and regulations that will truly integrate the behavioral health service delivery system.

## II. Revenue Forecast

**REVENUE DETAIL**  
**NORTH SOUND BEHAVIORAL HEALTH ORGANIZATION**  
**Estimated**  
**2017 ANNUAL BUDGET**

<b>SOURCE DESCRIPTION</b>	<b>Amount</b>	<b>2017 BHO Operating Budget</b>
<i>INTERGOVERNMENTAL REVENUE</i>		
33399 Federal Block Grant	\$ 1,100,750	
33399 Federal Block Grant SAPT	4,207,529	
33399 PATH Grant	138,820	
FYSBERT	75,000	
-----		
<b>TOTAL INTERGOVERNMENTAL SERVICE</b>	<b>\$ 5,522,099</b>	
<i>CHARGES FOR SERVICE</i>		
34640 Prepaid Health Care Funding Medicaid MH	124,926,800	124,926,800
34640 Medicaid WISE Kick payments 200 Slots	4,719,600	4,719,600
34640 State Funds Mental Health & Substance Use Diso	18,577,878	18,577,878
34640 PACT	347,496	347,496
34640 Jail Services	382,746	382,746
34640 Enhanced Community Service	187,500	187,500
-----		
<b>TOTAL CHARGES FOR SERVICE REVENUE</b>	<b>\$ 149,142,020</b>	149,142,020
		5.250%
		<b>\$ 7,829,956</b>
<i>MISCELLANEOUS REVENUES</i>		
36110 Investment Interest	100,000	FYSPRT
36990 Charges for Conference	20,000	75,000
-----		
<b>36000 * MISCELLANEOUS REVENUES</b>	<b>120,000</b>	<b>\$ 7,904,956</b>
<b>TOTAL REVENUE</b>	<b>\$ 154,784,119</b>	



### III. 2017 NORTH SOUND BHO OPERATING BUDGET

#### A. Summary Budget

<b><u>EXPENDITURES</u></b>	Total
Regular Salaries	\$ 3,804,595
Personnel Benefits	2,623,568
Office, Operating Supplies	117,500
Small Tools	127,500
Professional Services	449,400
Communications	95,113
Travel	122,175
Advertising	11,000
Operating Rentals & Leases	288,500
Insurance	55,000
Utilities	20,000
Repairs & Maintenance	60,000
Miscellaneous	90,605
Machinery & Equipment	40,000
Debt Service	
Subtotal - North Sound BHO Operations Budget	\$ 7,904,956
Tribal Conference	35,000
Advisory Board	42,000
Peer Support Network	7,000
Systems of Care Conference	23,000
Provider Training	350,000
Agency County and Other Services	131,422,163
Inpatient Hospital Costs	15,000,000
Total North Sound BHO Budget	\$ 154,784,119

2014 BUDGET	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET	2017 BUDGET	<b>B. 2017 OPERATING BUDGET DETAILS</b>
1,698,035	1,684,261	2,100,750	2,030,878	3,168,788	3,839,295	<b>REGULAR SALARIES</b> this does not take into account any salary scale adjustments from salary survey COLA SALARY CONTINGENCY Cost of living adjustment budgeted 2%. (If the COLA not approved, this amount becomes zero)
22,075		48,317		32,519	76,786	Health savings converted to COLA. This increases the COLA 1.44% New Salary Grid starting April 1, 2016 Phase in reduction for 2017 staff
11,886		29,986		46,828 83,136 (249,841)	(80,770)	
<b>1,731,996</b>	<b>1,684,261</b>	<b>2,179,053</b>	<b>2,030,878</b>	<b>3,081,430</b>	<b>3,835,311</b>	<b>REGULAR SALARIES</b>
			1,175,914			<b>PERSONNEL BENEFITS</b>
737,082	958,545	932,333		1,571,079	1,858,388	<b>HEALTH LIFE DENTAL</b> Medical, Premera increased 3%, Group Health increased 13% Dental, Vision and Life are the same Savings from Wellness Plan 4 % of health care premiums
(25,571)		(35,036)		(55,646)		
156,049		193,059		354,271	429,233	<b>PERS RETIREMENT</b> Based on 2016 rate of 11.18% for Public Employee Retirement Systems.
129,899		160,707		242,412	293,706	<b>SOCIAL SECURITY</b> The rate remains at 7.65% of FTE salaries.
17,085		7,446		11,490	13,378	<b>UNEMPLOYMENT COMPENSATION</b> The 2016 rate is .54% of FTE salaries, capped at \$44,000 per employee.
17,695		20,656		33,680	37,536	<b>WORKERS COMPENSATION</b> The 2016 rate is \$.3175 multiplied by the FTE annual hours.
5,719		8,137		6,124	14,459	<b>COLA BENEFIT CONTINGENCY</b> Cost of living adjustment budgeted 2%. 1.44% use of Health Care Premium Savings (If the COLA not approved, this amount becomes zero) New Salary Grid starting April 1, 2016 Phase in reduction for 2017 staff
		5,050		8,818 16,170 (166,560)	(53,848)	
<b>1,037,958</b>	<b>958,545</b>	<b>1,292,352</b>	<b>1,175,914</b>	<b>2,021,838</b>	<b>2,592,852</b>	<b>PERSONNEL BENEFITS</b>
	35,609		72,173			<b>OFFICE, OPERATING SUPPLIES</b> For office supplies such as software, books, paper, pens, food.
23,000		30,000		45,000	55,000	Leadership
12,757		12,000		25,000	58,500	ISIT (software)
1,000						Support Services (exemplary service awards)
0		1,500		2,000	2,000	Support Services
2,000		2,000		4,000	2,000	System Operations
						Clinical Oversight
<b>38,757</b>	<b>35,609</b>	<b>45,500</b>	<b>72,173</b>	<b>76,000</b>	<b>117,500</b>	<b>OFFICE, OPERATING SUPPLIES</b>
	128,113		266,893			<b>SMALL TOOLS &amp; MINOR EQUIPMENT</b> For operating equipment including desks, chairs, file cabinets, computers.
7,633		9,000		11,000	25,000	Leadership
10,000		20,000		20,000	95,000	ISIT (hardware)
200		2,500		4,000	4,000	System Operations
584		1,000		7,000	3,500	Clinical Oversight
<b>18,417</b>	<b>128,113</b>	<b>32,500</b>	<b>266,893</b>	<b>42,000</b>	<b>127,500</b>	<b>SMALL TOOLS &amp; MINOR EQUIPMENT</b>
						<b>PROFESSIONAL SERVICES</b>
35,000	159,600	65,000	267,475	65,000	65,000	<b>LEGAL SERVICES</b> Translators - Support Services
2,000		2,000		4,000	4,000	Translators - Leadership
30,000		30,000		42,000	42,000	<b>TREASURER &amp; ACCOUNTING SERVICES</b> \$3,500 a month for charges of processing voucher and payroll, issuing warrants by Skagit County and investing, accounting and budget services.
25,000		29,000		75,000	75,000	<b>MEDICAL SERVICES</b> System Operations DR Brown and peer review, second opinions, etc.
20,625		20,625		60,000	60,000	Clinical Oversight
25,000		25,000		25,000	30,000	<b>AUDIT SERVICES</b> For annual NSBHO financial audit by WA State Examiner. Leadership
15,000		15,000		15,000	15,000	<b>HUMAN RESOURCES SERVICES</b> Leadership Contracts HR
5,000		15,000		17,000	20,400	<b>TEMPORARY HELP Admin. Services</b> Support Services System Operations

2014 BUDGET	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET	2017 BUDGET	<b>B. 2017 OPERATING BUDGET DETAILS</b>
10,000		0		0	0	Crisis Redesign
17,000		7,000				Peer Support Network Development HR
5,000		5,000				Performance Improvement Project consultant - System Operations
15,000		100,000		83,000	63,000	BHO consulting - LT
		5,000		5,000	5,000	Health Care Alliance consulting
				40,000	60,000	Contracts HR training
		310,204			10,000	FYSPRT Contracting - CO
						Risk Assessment - SO
						Budget Reserve
<b>204,625</b>	<b>159,600</b>	<b>628,829</b>	<b>267,475</b>	<b>431,000</b>	<b>449,400</b>	<b>PROFESSIONAL SERVICE</b>
	69,963		48,372			<b>COMMUNICATIONS</b>
6,000		10,000		12,000	19,000	POSTAGE
						Leadership
						Support Services (newsletter, posters, OCA mailings)
13,000		15,000		15,000	20,000	TELEPHONE
						Monthly telephone and internet
13,000		13,000		15,000	25,000	Leadership
						T1 Connection SO
2,400		2,400		1,740	1,345	T1 & DSL Connection IT
2,400						CELLULAR PHONES
						Leadership
3,600		1,200		2,400	1,742	Support Services
12,000		4,800		6,000	4,355	Contracts HR
		15,600		29,220	23,197	System Operations
				540	474	Clinical Oversight
						IS/IT
<b>52,400</b>	<b>69,963</b>	<b>62,000</b>	<b>48,372</b>	<b>81,900</b>	<b>95,113</b>	<b>COMMUNICATIONS</b>
	63,187		66,781			<b>TRAVEL</b>
10,500		13,000		13,000	13,000	MILEAGE, FARES
4,000						Reimbursement for NSBHO employees to use personal vehicles to attend meetings or perform work on behalf of the NSRSN.
		2,000		5,000	5,000	Leadership
10,580		11,020		11,020	27,675	Support Services
31,000		52,000		74,132	65,000	Contracts HR
1,500		2,500		4,000	4,000	System Operations
2,500		4,000		7,500	7,500	Clinical Oversight
						Fiscal
						IS/IT
<b>60,080</b>	<b>63,187</b>	<b>84,520</b>	<b>66,781</b>	<b>114,652</b>	<b>122,175</b>	<b>TRAVEL</b>
	8,748		6,182			<b>ADVERTISING</b>
6,000		1,000		1,000	1,000	Advertising of vacant positions, RFQ's, RFP'S, Board meetings, ect.
		5,000		20,000	10,000	Leadership
						Contracts HR
<b>6,000</b>	<b>8,748</b>	<b>6,000</b>	<b>6,182</b>	<b>21,000</b>	<b>11,000</b>	<b>ADVERTISING</b>
	183,792		252,837			<b>OPERATING RENTALS</b>
133,350		205,000		284,192	250,000	For renting rooms, training, short term equipment rentals, etc.
						SPACE RENTAL OFFICE
						The 2017 estimated lease
20,200		23,000		25,000	30,000	Leadership
						COPY LEASE
2,400		2,800		8,500	8,500	Lease of two copy machines.
						Leadership
						POSTAGE METER LEASE
						Leadership
<b>155,950</b>	<b>183,792</b>	<b>230,800</b>	<b>252,837</b>	<b>317,692</b>	<b>288,500</b>	<b>OPERATING RENTALS</b>
	27,812		23,658			<b>INSURANCE</b>
33,000		32,000		36,000	55,000	Enduris formerly WGEP (Washington Gov't Entity Pool) membership fee.
						Leadership
<b>33,000</b>	<b>27,812</b>	<b>32,000</b>	<b>23,658</b>	<b>36,000</b>	<b>55,000</b>	<b>INSURANCE</b>
	7,123		8,335			<b>UTILITIES</b>
8,000		12,000		16,000	20,000	Leadership
<b>8,000</b>	<b>7,123</b>	<b>12,000</b>	<b>8,335</b>	<b>16,000</b>	<b>20,000</b>	<b>UTILITIES</b>
	26,758		31,141			<b>REPAIR &amp; MAINTENANCE</b>
2,000		3,000		3,000	3,000	For repair of office equipment and maintenance of phone system.
9,000		10,000		10,000	10,000	Leadership
20,000		30,000		36,000	47,000	Maintenance contracts and repairs IS/IT
						Janitorial Services - Leadership
<b>31,000</b>	<b>26,758</b>	<b>43,000</b>	<b>31,141</b>	<b>49,000</b>	<b>60,000</b>	<b>REPAIR &amp; MAINTENANCE</b>

2014 BUDGET	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET	2017 BUDGET	<b>B. 2017 OPERATING BUDGET DETAILS</b>
	46,677		27,637			<b>MISCELLANEOUS</b>
3,000		3,000		3,000	3,000	PRINTING & BINDING For printing of forms, reports, brochure, letterhead stationary, envelopes, business cards etc.
2,000		2,000		4,000	4,000	Leadership NSBHO Brochures - Leadership
1,000		3,000		3,000	3,000	<b>DUES AND SUBSCRIPTIONS</b> For cost of periodical and other professional journals, hosting web page.
1,300						Leadership
		1,000		1,165	1,805	IS/IT - code books
		500		500	500	System Operations
						Contracts HR
				20,000	20,000	<b>REGISTRATION AND FEES</b> To provide off site work related training
5,000		10,000		10,000		WSAC dues - Leadership
						Board Summit- Leadership
						Annual Recovery Conference - Support Services
8,000		12,000				Dignity and Respect Conference - leadership
						Exemplary Service Awards - Support Services
						Exemplary Service Awards - Leadership
0						System of care - System Operations - move to separate budget
800		800		800	800	Leadership
4,800						Support Service
		2,000		5,500	6,000	Contracts HR
4,000		11,500		15,150	14,300	System Operations
8,000		21,550		22,400	24,000	Clinical Oversight
2,400		2,400		3,200	3,200	Fiscal Training
2,400		4,000		10,000	10,000	IS/IT
<b>42,700</b>	<b>46,677</b>	<b>73,750</b>	<b>27,637</b>	<b>98,715</b>	<b>90,605</b>	<b>MISCELLANEOUS</b>
0			0	61,331	0	Redemption of Long-Term Debt
				15,320	0	Interest on Debt Service
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>76,651</b>	<b>0</b>	<b>REDEMPTION OF LONG TERM DEBT</b>
0	22,559	0	668,237	0	40,000	<b>MACHINERY &amp; EQUIPMENT IS/IT</b> To purchase new Computers, software & equipment over \$7,500.
<b>0</b>	<b>22,559</b>	<b>0</b>	<b>668,237</b>	<b>0</b>	<b>40,000</b>	<b>MACHINERY &amp; EQUIPMENT</b>
<b>3,420,883</b>	<b>3,422,747</b>	<b>4,722,304</b>	<b>4,946,513</b>	<b>6,463,878</b>	<b>7,904,956</b>	<b>NSBHO BUDGET</b>  Budget Limit Calculation: (see revenue detail for explanation ) \$7,904,956
<b>3,420,883</b>	<b>3,422,747</b>	<b>4,722,304</b>	<b>4,946,513</b>	<b>6,463,878</b>	<b>7,904,956</b>	<b>TOTAL NSBHO OPERATING BUDGET</b>
35,000	46,096	35,000	23,744	35,000	35,000	Tribal Conference Budget.
<b>35,000</b>	<b>46,096</b>	<b>35,000</b>	<b>23,744</b>	<b>35,000</b>	<b>35,000</b>	<b>Total Tribal Conference</b>
28,590	31,435	34,000	27,217	42,000	42,000	Advisory Board expenses; travel, training, conferences, supplies, etc.
<b>28,590</b>	<b>31,435</b>	<b>34,000</b>	<b>27,217</b>	<b>42,000</b>	<b>42,000</b>	<b>Total Advisory Board Expenditures</b>
			2,579	7,000	7,000	Peer Support Network
<b>0</b>	<b>0</b>	<b>0</b>	<b>2,579</b>	<b>7,000</b>	<b>7,000</b>	<b>Total Peer Support Network</b>
	5,500	12,000	15,632	0	23,000	Systems of Care conference.
<b>0</b>	<b>5,500</b>	<b>12,000</b>	<b>15,632</b>	<b>0</b>	<b>23,000</b>	<b>Total Systems of Care Conference</b>
		250,000	199,350	350,000	350,000	Provider Training - Relias learning system, WISE and CANS, WRAP motivational interviewing, mental health first aid, peer counselor development, CD/Mental Health cross training, Illness Management Recovery training
<b>0</b>	<b>0</b>	<b>250,000</b>	<b>199,350</b>	<b>350,000</b>	<b>350,000</b>	<b>Total Provider Training Budget</b>
<b>55,561,638</b>	<b>66,173,329</b>	<b>79,266,544</b>	<b>81,836,848</b>	<b>107,421,857</b>	<b>131,422,163</b>	<b>AGENCY/COUNTY AND OTHER SERVICES TOTAL</b>
<b>59,046,111</b>	<b>69,673,607</b>	<b>84,319,848</b>	<b>87,049,304</b>	<b>114,319,735</b>	<b>139,784,119</b>	<b>Total NSBHO Budget without Inpatient Expense</b>
<b>7,500,000</b>	<b>9,587,846</b>	<b>8,000,000</b>	<b>13,864,095</b>	<b>11,000,000</b>	<b>10,000,000</b>	Medicaid Inpatient Funding
<b>4,000,000</b>	<b>1,834,734</b>	<b>3,500,000</b>	<b>1,188,776</b>	<b>1,500,000</b>	<b>5,000,000</b>	State Only Inpatient Funding
<b>70,546,111</b>	<b>81,096,187</b>	<b>95,819,848</b>	<b>102,102,175</b>	<b>126,819,735</b>	<b>154,784,119</b>	<b>TOTAL NSBHO Budget</b>

**C. NSMHA SALARY & BENEFITS WORKSHEET**

**2017 ANNUAL BUDGET**

POSITION	TEAM	FTE	RANGE	STEP	MONTHLY		ANNUAL	BENEFITS		PERS	Social	Unemployment	Workers	TOTAL	TOTAL						
					SALARY	Amount		SALARY	Health, Life etc							Retirement	Security	Compensation	Compensation	BENEFITS	SALARY
					No. of Mths	Amount		Months x	Fixed							Amount	Salary x .111	Salary x .0765	\$44,000 x .0054	Hours x \$.3166	AND BENEFITS
Executive Director	LT	1.00	N/A	N/A	12	\$11,666.67	\$140,000.04	\$140,000.04	33,002.64	15,652.00	10,710.00	237.60	658.53	60,260.78	200,260.82						
Deputy Director	CL	1.00	40	E	12	\$9,445.63	\$113,347.56	\$113,347.56	33,002.64	12,672.26	8,671.09	237.60	658.53	55,242.11	168,589.67						
Quality Specialist # 1	CL	1.00	35	C	10	\$5,568.72	\$55,687.20	\$67,381.50	33,002.64	7,533.25	5,154.68	237.60	658.53	46,586.70	113,968.20						
				D	2	\$5,847.15	\$11,694.30														
Quality Specialist # 2	CL	1.00	35	D	6	\$5,847.15	\$35,082.90	\$71,919.96	33,002.64	8,040.65	5,501.88	237.60	658.53	47,441.30	119,361.26						
				E	6	\$6,139.51	\$36,837.06														
Quality Specialist # 3	CL	1.00	35	D	6	\$5,847.15	\$35,082.90	\$71,919.96	32,370.36	8,040.65	5,501.88	237.60	658.53	46,809.02	118,728.98						
				E	6	\$6,139.51	\$36,837.06														
Quality Specialist # 4	CL	1.00	35	1	6	\$5,047.99	\$30,287.94	\$61,333.08	32,370.36	6,857.04	4,691.98	237.60	658.53	44,815.51	106,148.59						
				A	6	\$5,174.19	\$31,045.14														
Quality Specialist # 5	CL	1.00	35	D	6	\$5,847.15	\$35,082.90	\$71,919.96	32,370.36	8,040.65	5,501.88	237.60	658.53	46,809.02	118,728.98						
				E	6	\$6,139.51	\$36,837.06														
Quality Specialist # 6	CL	1.00	35	D	6	\$5,847.15	\$35,082.90	\$71,919.96	32,370.36	8,040.65	5,501.88	237.60	658.53	46,809.02	118,728.98						
				E	6	\$6,139.51	\$36,837.06														
Quality Specialist # 7	CL	1.00	35	B	4	\$5,303.54	\$21,214.16	\$65,763.92	33,002.64	7,352.41	5,030.94	237.60	658.53	46,282.11	112,046.03						
				C	8	\$5,568.72	\$44,549.76														
Quality Specialist # 8	CL	1.00	35	B	12	\$5,303.54	\$63,642.48	\$63,642.48	32,370.36	7,115.23	4,868.65	237.60	658.53	45,250.37	108,892.85						
Quality Specialist # 9	CL	1.00	35	B	12	\$5,303.54	\$63,642.48	\$63,642.48	32,370.36	7,115.23	4,868.65	237.60	658.53	45,250.37	108,892.85						
Quality Specialist # 10	CL	1.00	35	A	5	\$5,174.19	\$25,870.95	\$62,995.73	32,370.36	7,042.92	4,819.17	237.60	658.53	45,128.58	108,124.31						
				B	7	\$5,303.54	\$37,124.78														
Quality Specialist # 11	CL	1.00	35	A	4	\$5,174.19	\$20,696.76	\$63,125.08	32,370.36	7,057.38	4,829.07	237.60	658.53	45,152.94	108,278.02						
				B	8	\$5,303.54	\$42,428.32														
Quality Specialist # 12	CL	1.00	35	A	6	\$5,174.19	\$31,045.14	\$62,866.38	32,370.36	7,028.46	4,809.28	237.60	658.53	45,104.23	107,970.61						
				B	6	\$5,303.54	\$31,821.24														
Quality Specialist # 13	CL	1.00	35	A	6	\$5,174.19	\$31,045.14	\$62,866.38	32,370.36	7,028.46	4,809.28	237.60	658.53	45,104.23	107,970.61						
				B	6	\$5,303.54	\$31,821.24														
Quality Specialist # 14	CL	1.00	35	1	6	\$5,047.99	\$30,287.94	\$61,333.08	32,370.36	6,857.04	4,691.98	237.60	658.53	44,815.51	106,148.59						
				A	6	\$5,174.19	\$31,045.14														
Quality Specialist # 15 Crisis	CL	1.00	35	A	4	\$5,174.19	\$20,696.76	\$63,125.08	32,370.36	7,057.38	4,829.07	237.60	658.53	45,152.94	108,278.02						
				B	8	\$5,303.54	\$42,428.32														
Quality Specialist # 16 Crisis	CL	1.00	35	1	6	\$5,047.99	\$30,287.94	\$61,333.08	32,370.36	6,857.04	4,691.98	237.60	658.53	44,815.51	106,148.59						
				A	6	\$5,174.19	\$31,045.14														
Quality Specialist # 17 Kids	CL	1.00	35	1	6	\$5,047.99	\$30,287.94	\$61,333.08	32,370.36	6,857.04	4,691.98	237.60	658.53	44,815.51	106,148.59						
				A	6	\$5,174.19	\$31,045.14														
QS Manager - Crisis	CL	1.00	37	C	6	\$6,555.55	\$39,333.30	\$80,633.28	33,002.64	9,014.80	6,168.45	237.60	658.53	49,082.01	129,715.29						
				D	6	\$6,883.33	\$41,299.98														
Quality Specialist Manager - Kids	CL	1.00	37	D	6	\$6,883.33	\$41,299.98	\$84,664.98	32,370.36	9,465.54	6,476.87	237.60	658.53	49,208.90	133,873.88						
				E	6	\$7,227.50	\$43,365.00														
Quality Specialist Manager - Adult	CL	1.00	37	A	8	\$6,091.11	\$48,728.88	\$73,702.44	32,370.36	8,239.93	5,638.24	237.60	658.53	47,144.66	120,847.10						
				B	4	\$6,243.39	\$24,973.56														
Quality Improvement Manager	CL	1.00	37	1	6	\$5,942.54	\$35,655.24	\$72,201.90	33,002.68	8,072.17	5,523.45	237.60	658.53	47,494.42	119,696.32						
				A	6	\$6,091.11	\$36,546.66														
Quality Specialist Coordinator - WS	CL	1.00	36	E	12	\$6,630.71	\$79,568.52	\$79,568.52	33,002.64	8,895.76	6,086.99	237.60	658.53	48,881.52	128,450.04						
Quality Specialist - WSH	CL	1.00	35	C	5	\$5,568.72	\$27,843.60	\$68,773.65	33,002.64	7,688.89	5,261.18	237.60	658.53	46,848.85	115,622.50						
				D	7	\$5,847.15	\$40,930.05														

**C. NSMHA SALARY & BENEFITS WORKSHEET**

**2017 ANNUAL BUDGET**

POSITION	TEAM	FTE	RANGE	STEP	MONTHLY SALARY		ANNUAL SALARY	BENEFITS		PERS Retirement Salary x .1116	Social Security Salary x .0765	Unemployment Compensation \$44,000 x .0054	Workers Compensation Hours x \$.3166	TOTAL BENEFITS	TOTAL SALARY AND BENEFITS	
					No. of Mths	Amount		Months x Amount	Health, Life etc Fixed							Amount
Quality Specialist - CD Manager	CL	1.00	37	E	12	\$7,227.50	\$86,730.00	\$86,730.00	33,002.64	9,696.41	6,634.85	237.60	658.53	50,230.03	136,960.03	
Contracts Manager	HR/C	1.00	38	C	6	\$7,145.55	\$42,873.30	\$87,890.22	33,002.64	9,826.13	6,723.60	237.60	658.53	50,448.50	138,338.72	
				D	6	\$7,502.82	\$45,016.92									
Contracts Specialist	HR/C	1.00	33	E	12	\$5,263.64	\$63,163.68	\$63,163.68	32,370.36	7,061.70	4,832.02	237.60	658.53	45,160.21	108,323.89	
HR Specialist	HR/C	1.00	33	B	9	\$4,546.93	\$40,922.37	\$55,245.21	33,002.64	6,176.41	4,226.26	237.60	658.53	44,301.44	99,546.65	
				C	3	\$4,774.28	\$14,322.84									
Operations Manager	SO	1.00	38	C	6	\$7,145.55	\$42,873.30	\$87,890.22	33,002.64	9,826.13	6,723.60	237.60	658.53	50,448.50	138,338.72	
				D	6	\$7,502.82	\$45,016.92									
Administrative Receptionist	SO	1.00	28	C	6	\$3,310.36	\$19,862.16	\$40,717.44	33,002.64	4,552.21	3,114.88	219.87	658.53	41,548.14	82,265.58	
				D	6	\$3,475.88	\$20,855.28									
Office Assistant	SO	1.00	27	A	5	\$2,874.58	\$14,372.90	\$34,997.98	32,370.36	3,912.77	2,677.35	188.99	658.53	39,808.00	74,805.98	
				B	7	\$2,946.44	\$20,625.08									
Administrative Supervisor	SO	1.00	34	B	12	\$4,910.71	\$58,928.52	\$58,928.52	32,370.36	6,588.21	4,508.03	237.60	658.53	44,362.73	103,291.25	
Administrative Assistant 3	SO	1.00	32	1	6	\$4,007.28	\$24,043.68	\$48,688.44	32,370.36	5,443.37	3,724.67	237.60	658.53	42,434.52	91,122.96	
				A	6	\$4,107.46	\$24,644.76									
Executive Assistant	SO	1.00	34	D	6	\$5,414.05	\$32,484.30	\$66,592.86	32,370.36	7,445.08	5,094.35	237.60	658.53	45,805.92	112,398.78	
				E	6	\$5,684.76	\$34,108.56									
Administrative Assistant 2	SO	1.00	31	1	12	\$3,710.38	\$44,524.56	\$44,524.56	32,370.36	4,977.85	3,406.13	237.60	658.53	41,650.46	86,175.02	
Administrative Assistant 2	SO	1.00	31	1	12	\$3,710.38	\$44,524.56	\$44,524.56	32,370.36	4,977.85	3,406.13	237.60	658.53	41,650.46	86,175.02	
Administrative Assistant 1	SO	1.00	29	E	12	\$3,905.08	\$46,860.96	\$46,860.96	32,370.36	5,239.06	3,584.86	237.60	658.53	42,090.41	88,951.37	
Administrative Assistant 1	SO	1.00	29	B	11	\$3,373.36	\$37,106.96	\$40,648.99	32,370.36	4,544.56	3,109.65	219.50	658.53	40,902.60	81,551.59	
				C	1	\$3,542.03	\$3,542.03									
Administrative Assistant 1	SO	1.00	29	1	6	\$3,210.81	\$19,264.86	\$39,011.34	32,370.36	4,361.47	2,984.37	210.66	658.53	40,585.38	79,596.72	
				A	6	\$3,291.08	\$19,746.48									
Administrative Assistant 1	SO	1.00	29	1	6	\$3,210.81	\$19,264.86	\$39,011.34	32,370.36	4,361.47	2,984.37	210.66	658.53	40,585.38	79,596.72	
				A	6	\$3,291.08	\$19,746.48									
Administrative Assistant 1	SO	1.00	29	1	6	\$3,210.81	\$19,264.86	\$39,011.34	32,370.36	4,361.47	2,984.37	210.66	658.53	40,585.38	79,596.72	
				A	6	\$3,291.08	\$19,746.48									
Data Support Analyst	SO	1.00	35	E	12	\$6,139.51	\$73,674.12	\$73,674.12	32,370.36	8,236.77	5,636.07	237.60	658.53	47,139.32	120,813.44	
Q.I. Coordinator	SO	1.00	35	B	6	\$5,303.54	\$31,821.24	\$65,233.56	32,370.36	7,293.11	4,990.37	237.60	658.53	45,549.97	110,783.53	
				C	6	\$5,568.72	\$33,412.32									
Planning Specialist	SO	1.00	35	1	6	\$5,047.99	\$30,287.94	\$61,333.08	32,370.36	6,857.04	4,691.98	237.60	658.53	44,815.51	106,148.59	
				A	6	\$5,174.19	\$31,045.14									
IS/IT Administrator	IS/IT	1.00	39	C	4	\$7,788.56	\$31,154.24	\$96,578.16	33,002.64	10,797.44	7,388.23	237.60	658.53	52,084.44	148,662.60	
				D	8	\$8,177.99	\$65,423.92									
IS Support Technician	IS/IT	1.00	35	B	3	\$5,303.54	\$15,910.62	\$66,029.10	33,002.64	7,382.05	5,051.23	237.60	658.53	46,332.05	112,361.15	
				C	9	\$5,568.72	\$50,118.48									
IS Support Technician	IS/IT	1.00	35	A	6	\$5,174.19	\$31,045.14	\$62,866.38	32,370.36	7,028.46	4,809.28	237.60	658.53	45,104.23	107,970.61	
				B	6	\$5,303.54	\$31,821.24									
Programmer/Developer Analyst	IS/IT	1.00	37	B	3	\$6,243.39	\$18,730.17	\$77,730.12	33,002.64	8,690.23	5,946.35	237.60	658.53	48,535.35	126,265.47	
				C	9	\$6,555.55	\$58,999.95									
Data Integrity Analyst	IS/IT	1.00	35	C	6	\$5,568.72	\$33,412.32	\$68,495.22	33,002.64	7,657.77	5,239.88	237.60	658.53	46,796.42	115,291.64	
				D	6	\$5,847.15	\$35,082.90									
Database Administrator	IS/IT	1.00	37	B	6	\$6,243.39	\$37,460.34	\$76,793.64	33,002.64	8,585.53	5,874.71	237.60	658.53	48,359.01	125,152.65	
				C	6	\$6,555.55	\$39,333.30									
Provider Support IT	IS/IT	1.00	37	E	12	\$7,227.50	\$86,730.00	\$86,730.00	32,370.36	9,696.41	6,634.85	237.60	658.53	49,597.75	136,327.75	

**C. NSMHA SALARY & BENEFITS WORKSHEET**

**2017 ANNUAL BUDGET**

POSITION	TEAM	FTE	RANGE	STEP	MONTHLY SALARY		ANNUAL SALARY	BENEFITS		PERS Retirement	Social Security	Unemployment Compensation	Workers Compensation	TOTAL BENEFITS	TOTAL SALARY AND BENEFITS
					No. of Mths	Amount		Months x Amount	Health, Life etc Fixed						
Network Security	IS/IT	1.00	37	1	6	\$5,942.54	\$35,655.24	\$72,201.90	32,370.36	8,072.17	5,523.45	237.60	658.53	46,862.11	119,064.01
				A	6	\$6,091.11	\$36,546.66								
Fiscal Officer	F	1.00	39	D	6	\$8,177.99	\$49,067.94	\$100,589.28	33,002.64	11,245.88	7,695.08	237.60	658.53	52,839.73	153,429.01
				E	6	\$8,586.89	\$51,521.34								
Accounting Specialist	F	1.00	33	E	12	\$5,263.64	\$63,163.68	\$63,163.68	33,002.64	7,061.70	4,832.02	237.60	658.53	45,792.49	108,956.17
Accounting Specialist	F	1.00	33	E	12	\$5,263.64	\$63,163.68								
Accounting Specialist	F	1.00	33	C	5	\$4,774.28	\$23,871.40	\$58,962.33	32,370.36	6,591.99	4,510.62	237.60	658.53	44,369.09	103,331.42
				D	7	\$5,012.99	\$35,090.93								
COLA 2%							\$76,785.91			8,584.66	5,874.12			14,458.79	91,244.70
<b>TOTAL</b>		57					\$ 3,839,295	\$ 3,916,081	\$ 1,858,388	\$ 437,818	\$ 299,580	\$ 13,378	\$ 37,536	\$ 2,646,701	\$ 6,562,782

