

# **Committee of the Whole**

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**May 12, 2015**  
**Handouts**

1. Item VIII C1 - Nursing Home Financial Report
2. Item VIII I1-2 - FY2015 Budget Projection & Budget Change Reports
3. Item IX E1- Strategic Plan Worksheet

To: Board of Directors  
Champaign County Nursing Home

From: Scott Gima  
Manager

Date: May 6, 2015

Re: March 2015 Financial Management Report

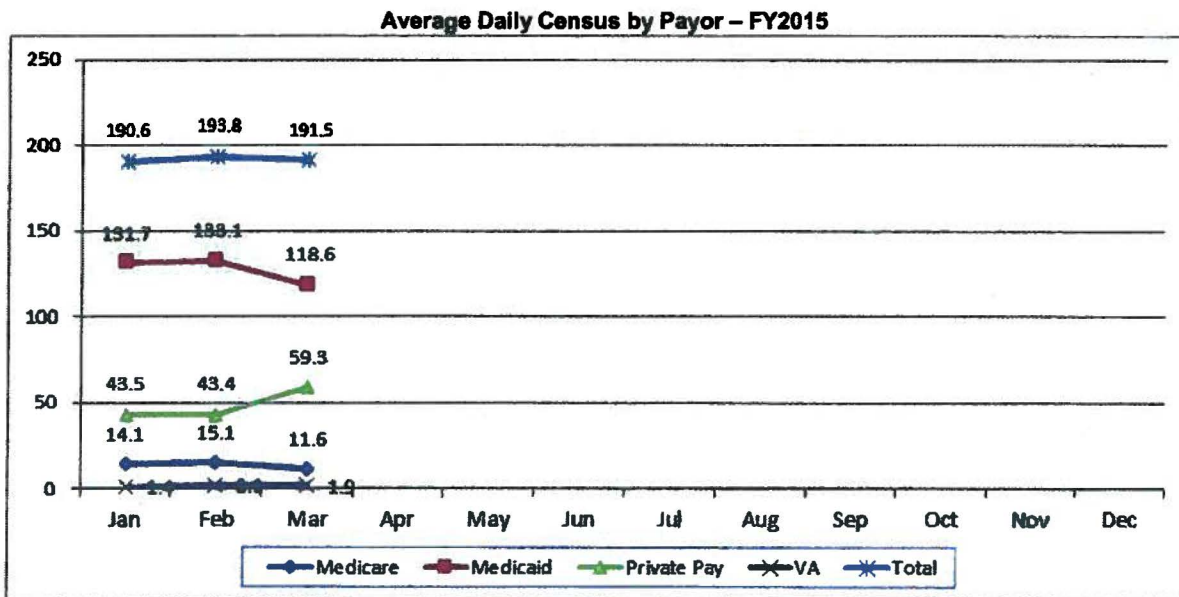
The March census was 191.5 with 11.6 Medicare. April's census shows a slight increase at 193.7 with Medicare steady at 11.6.

Net income in March was \$81,889. Cash flow from operations totaled \$140,959. Year-to-date net income is \$110,523 with cash from operations totaling \$288,689.

**Statistics**

Medicare fell to 11.6 in March and April's average will show no change at 11.6. Medicare does show some improvement in April. The Medicare census increased from 9 at the beginning of the month to 15 by month's end. The overall census also shows improvement from 192 at the beginning of the month to 197 by the end of the month.

The census increased from 190.6 in January to 193.8 in February. A positive trend, but a census in the 200's is the goal. Medicare was 15.1 in February, a slight increase from 14.1 in January.

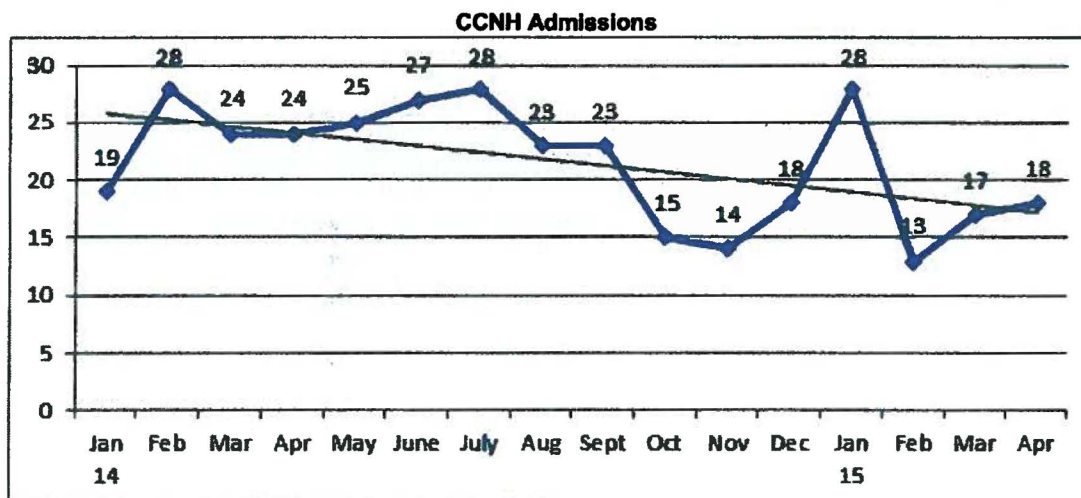


Referrals continue to run in the 40's. Admission in April totaled 18, slightly better than the preceding two months. Separations are down over the last two months.

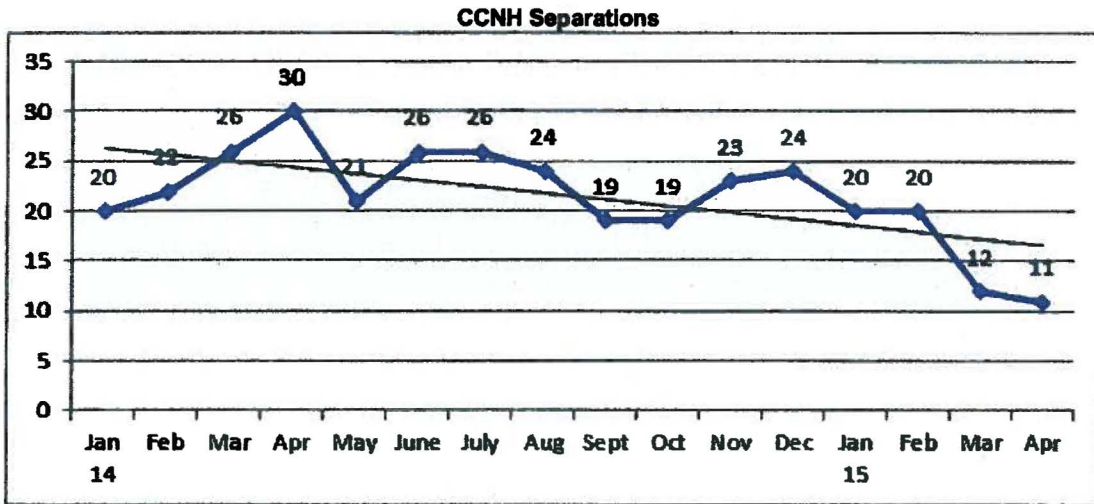
**Admissions and Discharges  
February 2014 to April 2015**

	Medicare Admits	Non-Medicare Admits	Total Admits	Discharges	Expirations	Total Discharges/Expirations
Feb	16	12	28	16	6	22
Mar	10	14	24	18	8	26
Apr	18	6	24	19	11	30
May	13	12	25	17	4	21
June	12	15	27	16	10	26
July	16	12	28	21	5	27
Aug	10	13	23	18	6	24
Sept	14	9	23	16	3	19
Oct	12	3	15	13	6	19
Nov	7	7	14	13	10	23
Dec	10	8	18	16	8	24
Jan	11	17	28	11	9	20
Feb	7	6	13	14	6	20
Mar	10	7	17	8	4	12
Apr	8	10	18	9	2	11

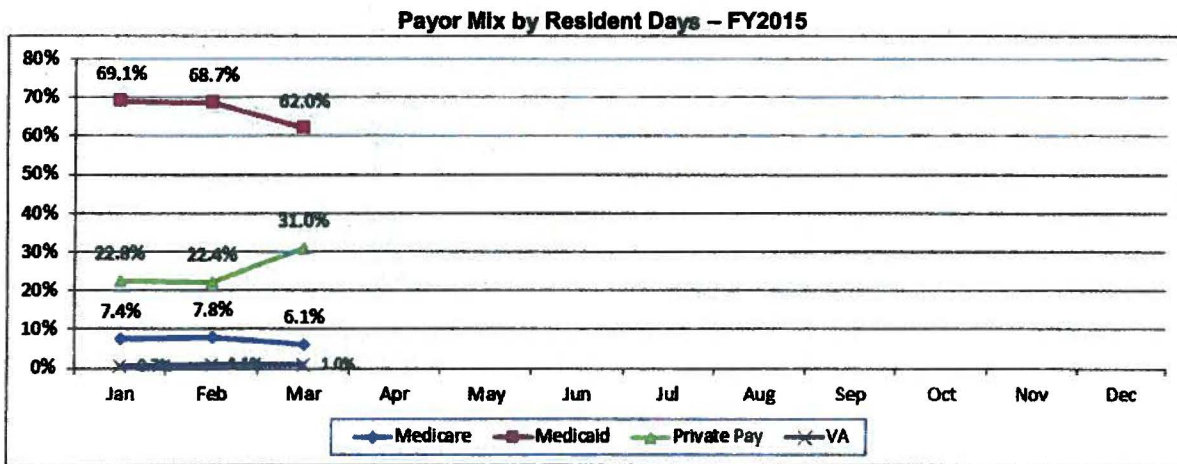
The chart below summarizes the monthly admissions. In FY2012, monthly admissions averaged 22.2 per month. FY2013 admissions averaged 25.5. The monthly average for 2014 was 22.9. The 2015 YTD average is 19.0.



The chart below summarizes separations. In FY2012, the average separations per month was 23.5. The monthly average for FY2013 was 28.1. For 2014, the monthly average was 23.4. The 2015 YTD average is 15.8.



The FY2013 payor mix was Medicare – 8.7%, Medicaid – 56.3% and Private pay 35.0%. FY2014 conversion days totaled as follows: December – 87, January – 970, February, 112, March – 437, April – 70, May – 160, June – 2,139, July – 578 and August – 367. The 2014 payor mix for the year was Medicare – 7.5%, Medicaid – 58.3%, Private pay – 32.8%, and VA – 1.3%. The March payor mix shows a jump in private pay due to a drop in Medicaid conversion days totaling 170, which is down from 773 in January and 591 in February.



**Net Income/(Loss)/Cash from Operations**

March's net income was \$81,889. Cash flow from operations was \$140,955. Year-to-date net income totals \$110,523 with YTD cash from operations totaling \$288,689.

**Revenues**

- Operating revenue increased from \$1.180 million in February to \$1.227 million in March. Revenue per day fell from \$217.48 to \$208.63. The YTD revenue per day is \$211.61.

**Expenses**

- Expenses increased slightly from \$1.226 million in February to \$1.238 million in March. Expenses per day fell from \$225.91 to \$208.63. The average cost per day in FY2014 was \$210.15 per day. YTD cost per day is \$221.35.
- Wages increased from \$466,010 to \$508,019 but wages per day dropped slightly from \$86.21 to \$85.60. The average for 2014 was \$83.38.
- Non-labor expenses fell from \$576,296 to \$558,687. Expenses per day decreased from \$106.19 to \$94.13. The 2014 average was \$97.61.



**Cash Position**

The cash balance remains unchanged. The month ending cash balances have been running at \$330,041 in January, \$328,874 in February and \$331,882 in March.

The backlog in Medicaid applications continues with little progress as noted by 170 Medicaid conversion days in March. Receivables total around \$1.5 million. This is the highest priority issue that CCNH is facing. Applications currently total in the mid-50s, which is up from 40 at the beginning of the year. The increase is due to admits who have been approved for Medicaid home or supportive living services – community Medicaid coverage. These applications total 22 since January 1, 2015.

These Medicaid recipients have approved Medicaid coverage but require additional review of assets and income in order to receive long-term care Medicaid benefits. A shorter income and asset form plus copies of banks statements are typically required. The review process is usually shorter compared to a new Medicaid application. But over the last 24 months, community case processing has been taking at least 6 months or more to process.

There are some indications of progress. In the last couple of weeks, eight applications (including 3 community applications) have been approved. The monthly Medicaid payment has been averaging around \$200k and is expected to be more than \$350k in May. In March, a community Medicaid application was recently approved within 34 days from submission. Yet, we still have community Medicaid applications from January that are still under review.

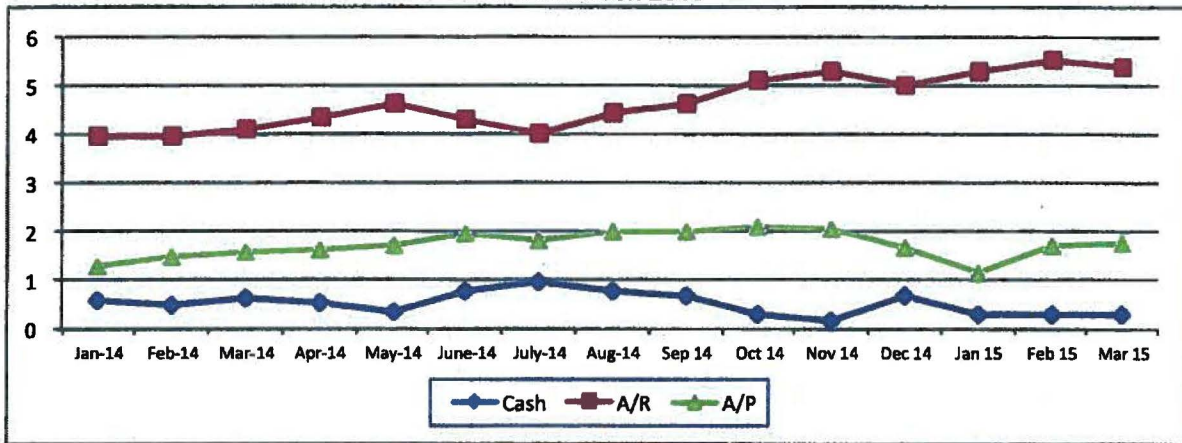
In March, I met with the Administrator of the Decatur Hub and a Regional DHS Manager. Both have been helpful and at that time, the list of open applications was provided and a caseworker provided status updates on the majority of the applications. However, additional follow-up requires resubmitting the list which may take 4 weeks or more for a response. The delay is simply due to the fact that there are many lists that are being submitted for review from other individual facilities and multi-facility corporations.

Dave Stricklin, the lobbyist that works on behalf of MPAs county homes to make inquiries at DHS. Dave and I had a conference call with the Legislative Deputy Director for DHS and I have been asked to provide an initial list of 10 cases, which have been submitted.

As mentioned last month, I have temporarily increased the business office from 3.5 to 4.0 FTEs but we have a setback with a vacancy in the biller position.

MMAI managed care payments is high priority issue number two. CCNH has received payment for a few claims since July of 2014, but the majority of claims have not been paid and the receivables for Health Alliance total almost \$600k and more than \$200k for Molina claims. Health Alliance has stated the lack of resident income information from HFS. I have been involving HFS to assist in resolving these issues with Health Alliance. The Molina payment delay issues may have been resolved but we are awaiting confirmation that the matter has been properly addressed and if so, requesting expedited payment.

**Cash, Accounts Receivable & Accounts Payable  
As of March 2015**



Receivables fell from \$5.525 million in February to \$5.372 million in March but receivables are at an all time high. Accounts payable was up slightly from \$1.740 million to \$1.760 million between February and March.

**General Corporate Fund FY2015 Revenue Projection Report**

March	FY2014 - YTD 04-30-14	FY2014 Total (13 month budget)	FY2015 - YTD 04-30-15	FY2015 Budget	Projected % to be Received	Projected \$\$ to be Received	\$ Difference to Original Budget
Property Taxes	\$0	\$8,969,425	\$0	\$9,641,093	100.00%	\$9,641,093	\$0
Back Taxes	\$0	\$3,628	\$0	\$8,000	100.00%	\$8,000	\$0
Mobile Home Tax	\$0	\$8,697	\$0	\$9,000	100.00%	\$9,000	\$0
Payment in Lieu of Tax	\$0	\$6,415	\$0	\$5,000	100.00%	\$5,000	\$0
Hotel Motel Tax	\$9,298	\$33,742	\$5,533	\$28,500	77.66%	\$22,132.24	-\$6,368
Auto Rental Tax	\$6,725	\$34,849	\$5,306	\$32,000	66.32%	\$21,222.92	-\$10,777
Penalties on Taxes	\$10,833	\$572,623	\$20,905	\$671,000	85.10%	\$571,000	-\$100,000
Business Licenses & Permits	\$2,990	\$41,699	\$75	\$36,500	100.00%	\$36,500	\$0
Non-Business Licenses & Permits	\$343,958	\$1,434,482	\$289,525	\$1,250,960	105.85%	\$1,324,137	\$73,177
Federal Grants	\$76,466	\$373,965	\$35,305	\$369,570	100.00%	\$369,570	\$0
State Grants	\$56,496	\$187,777	\$41,991	\$186,211	100.00%	\$186,211	\$0
Corporate Personal Property Replacement Tax	\$311,252	\$860,306	\$312,438	\$1,019,530	96.61%	\$985,000	-\$34,530
1% Sales Tax	\$328,640	\$1,445,354	\$174,686	\$1,519,211	77.02%	\$1,170,043	-\$349,168
1/4% Sales Tax	\$1,324,138	\$5,914,534	\$904,739	\$5,522,911	96.64%	\$5,337,192	-\$185,719
Use Tax	\$157,331	\$665,573	\$112,893	\$594,618	103.32%	\$614,375	\$19,757
State Reimbursement	\$244,035	\$1,592,133	\$550,338	\$1,967,998	100.00%	\$1,967,998	\$0
ILETSB Police Training Reimbursement	\$0	\$6,091	\$0	\$0	0.00%	\$0	\$0
State Salary Reimbursement	\$92,111	\$336,790	\$80,221	\$315,139	100.00%	\$315,139	\$0
State Revenue Salary Stipends	\$13,000	\$45,500	\$14,358	\$42,000	100.00%	\$42,000	\$0
Income Tax	\$610,859	\$3,088,217	\$654,777	\$3,271,228	98.66%	\$3,227,291	-\$43,937
Charitable Games License/Tax	\$15,962	\$55,277	\$15,761	\$45,000	113.39%	\$51,025	\$6,025
Off-Track Betting	\$13,044	\$36,814	\$7,836	\$44,500	83.15%	\$37,000	-\$7,500
Local Government Revenue	\$128,280	\$629,452	\$105,450	\$602,061	100.00%	\$602,061	\$0
Local Government Reimbursement	\$138,782	\$617,996	\$96,569	\$620,561	100.00%	\$620,561	\$0
General Government - Fees	\$1,192,853	\$4,281,394	\$1,056,574	\$4,358,156	91.60%	\$3,992,261	-\$365,895
Fines	\$379,511	\$1,079,320	\$266,509	\$1,019,075	104.61%	\$1,066,036.24	\$46,961
Forfeitures	\$4,330	\$23,140	\$0	\$18,000	100.00%	\$18,000	\$0
Interest Earnings	\$2,005	\$8,140	\$737	\$9,150	87.43%	\$8,000	-\$1,150
Rents & Royalties	\$143,757	\$1,234,197	\$179,895	\$1,020,078	100.00%	\$1,020,078	\$0
Gifts & Donations	\$24,514	\$34,164	\$90,679	\$92,356	98.18%	\$90,679	-\$1,677
Sale of Fixed Assets	\$0	\$8,535	\$0	\$0	0.00%	\$8,500	\$8,500
Miscellaneous Revenue	\$39,361	\$323,569	\$53,858	\$121,052	101.44%	\$122,797	\$1,745
Interfund Transfers	\$254,855	\$871,906	\$6,248	\$801,669	100.00%	\$801,669	\$0
Interfund Reimbursements	\$3,129	\$374,511	\$2,365	\$424,823	100.00%	\$424,823	\$0
<b>TOTAL</b>	<b>\$5,928,513</b>	<b>\$35,200,215</b>	<b>\$5,085,571</b>	<b>\$35,666,950</b>	<b>98.63%</b>	<b>\$34,716,395</b>	<b>-\$950,555</b>



**General Corporate Fund FY2015 Expenditure Projection Report**

<b>March</b>	<b>FY2014 YTD 04-30-14</b>	<b>FY2014 Total - 13 Month Budget</b>	<b>FY2015 - YTD 04-30-14</b>	<b>FY2015 Budget</b>	<b>Projected % to be Received</b>	<b>Projected \$\$ to be Spent</b>	<b>\$ Difference to Original Budget</b>
<b>PERSONNEL</b>							
Regular Salaries & Wages	\$4,236,902	\$15,167,038	\$4,090,580	\$14,725,944	100.70%	\$14,828,351	\$102,407
SLEP Salaries	\$1,976,383	\$7,145,960	\$1,777,820	\$6,731,059	95.74%	\$6,444,597	-\$286,462
SLEP Overtime	\$166,671	\$571,914	\$115,886	\$463,134	90.71%	\$420,088	-\$43,046
Fringe Benefits	\$1,160,922	\$3,042,708	\$940,747	\$2,961,504	95.30%	\$2,822,240	-\$139,264
<b>COMMODITIES</b>							
Postage	\$73,392	\$241,637	\$44,755	\$246,675	91.38%	\$225,423	-\$21,252
Purchase Document Stamps	\$160,000	\$920,000	\$160,000	\$765,000	120.26%	\$920,000	\$155,000
Gasoline & Oil	\$75,204	\$246,266	\$35,492	\$199,750	71.07%	\$141,969	-\$57,781
All Other Commodities	\$192,982	\$785,924.89	\$206,001	\$872,046	83.19%	\$725,469	-\$146,577
<b>SERVICES</b>							
Gas Service	\$256,828	\$469,933.48	\$128,213	\$386,011	81.03%	\$312,798.85	-\$73,212
Electric Service	\$183,899	\$814,835	\$140,554	\$830,000	92.35%	\$766,496.01	-\$63,504
Medical Services	\$247,719	\$850,078.72	\$234,663	\$832,762	98.00%	\$816,075.57	-\$16,686
All Other Services	\$1,137,492	\$4,514,182	\$1,383,479	\$4,936,201	99.00%	\$4,886,839	-\$49,362
<b>CAPITAL</b>							
Vehicles	\$0	\$248,960	\$0	\$282,325	100.00%	\$282,325	\$0
All Other Capital	\$9,502	\$24,903	\$9,000	\$27,785	100.00%	\$27,785	\$0
<b>TRANSFERS</b>							
To Capital Improvement Fund	\$0	\$778,662	\$0	\$765,305	100.00%	\$765,305	\$0
To All Other Funds	\$0	\$191,356	\$0	\$197,144	100.00%	\$197,144	\$0
<b>DEBT REPAYMENT</b>							
	\$423,460	\$961,245	\$17,975	\$552,330	100.00%	\$552,330	\$0
<b>TOTAL</b>	<b>\$10,301,356</b>	<b>\$36,975,602</b>	<b>\$9,285,165</b>	<b>\$35,774,975</b>	<b>98.21%</b>	<b>\$35,135,235</b>	<b>-\$639,740</b>

**General Corporate Fund FY2015 Summary Projection Report**

FUND BALANCE 12/31/14 ( <i>unaudited</i> )	\$4,265,182	
BEGINNING FUND BALANCE % OF BUDGET -	11.92%	
	<b><i>Budgeted</i></b>	<b><i>Projected</i></b>
ADD FY2015 REVENUE	\$35,666,950	\$34,716,395
LESS FY2015 EXPENDITURE	\$35,774,975	\$35,135,235
<b>Revenue to Expenditure Difference</b>	<b>-\$108,025</b>	<b>-\$418,841</b>
<b>FUND BALANCE PROJECTION - End FY2014</b>	<b>\$4,157,157</b>	<b>\$3,846,341</b>
<b>% OF 2014 Expenditure Budget</b>	<b>11.62%</b>	<b>10.95%</b>

**GENERAL CORPORATE FUND - FY2014 BUDGET CHANGE REPORT**

<b>General Corporate Fund Original Budget As Of:</b>		<b>1/1/2015</b>
<b>Expenditure</b>		<b>\$35,588,094</b>
<b>Revenue</b>		<b>\$35,588,094</b>
<b>Revenue/Expenditure Difference</b>		<b>\$0</b>

<b>General Corporate Fund Budget As Of:</b>		<b>5/12/2015</b>		
<b>Expenditure</b>	<b>\$35,774,975</b>	<b>% Inc/Dec</b>	<b>0.53%</b>	<b>Revenue/Exp. (\$108,025)</b>
<b>Revenue</b>	<b>\$35,666,950</b>	<b>% Inc/Dec</b>	<b>0.22%</b>	

**EXPENDITURE CHANGES**

<b>Department</b>	<b>Description</b>	<b>Expenditure Change</b>	<b>Revenue Change</b>	<b>Difference</b>
Coroner	Creation of new position - Deputy County Coroner	\$31,545	\$0	(\$31,545)
Circuit Court	Increase in Contract Attorney Compensation	\$12,000	\$0	(\$12,000)
County Clerk	Re-Encumber funds for computer purchase ordered but not received in FY2014	\$6,780	\$0	(\$6,780)
Administrative Services	Budget Error in Personnel Staffing Budget for FY2015	\$6,596	\$0	(\$6,596)
Planning & Zoning	Increase to cover engineering & appraisal services for property demolition project	\$2,950	\$0	(\$2,950)
Physical Plant	Re-encumber funds for projects initiated but not completed in FY2014 at Satellite Jail	\$19,808	\$0	(\$19,808)
Physical Plant	Re-encumber funds for equipment ordered in 2014 but not received until 2015	\$1,318	\$0	(\$1,318)
Plannint & Zoning	Reappropriate funds unspent in 2014 on Planning contracts to cover completion of Contracts in 2015	\$1,428	\$0	(\$1,428)
County Board	Appropriate funds required for Amendment to IGA regarding Clinton Landfill Permit Application	\$25,600	\$0	(\$25,600)
Sheriff	Howard Buffet Foundation Grant for K-9 Program	\$78,856	\$78,856	\$0
		\$0	\$0	\$0
<b>TOTAL</b>		<b>\$186,881</b>	<b>\$78,856</b>	<b>(\$108,025)</b>

**Changes Attributable to Recurring Costs** align="right">**\$53,091** align="right">**\$0** align="right">**(\$53,091)**

**Changes Attributable to 1-Time Expenses** align="right">**\$133,790** align="right">**\$78,856** align="right">**(\$54,934)**



County Board Strategic Plan Worksheet  
Committee of the Whole 5/12/15

To continue the progress on the Strategic Plan for the County Board the Strategic Planning Committee needs two things. We need feedback on the items that were identified as missing from our goals and we need prioritization on the initiatives that resulted from our study session.

The following three items were listed as missing from the four goals which you review in the 2<sup>nd</sup> portion of this worksheet. Please review each item and indicate (1) if you think it should be added to our goals and (2) if it should be integrated into one of the existing goals (1-4) or if it should be a new goal.

Missing From Goals	Add? (Yes/No)	Add to 1-4 or New?
Champaign County has valued natural resources and has a commitment to balancing economic development and protecting the environment		
Safe rural transportation system		
Justice		

To assess the level of support on the Board for each of the initiatives from our planning session in March, please complete the following prioritization exercise. Below are the four defined goals for the County with the initiatives that were associated with them plus a fifth section of initiatives that did not immediately get aligned with an existing goal.

For each section please indicate the top items you believe should be part of our strategic plan. Do this by ranking them according to their importance in your view. You can rank up to 5 initiatives using the number 1 to indicate your top priority, 2 for your 2<sup>nd</sup>, and so on. In addition to your top priorities, you may mark one item with an X which you don't believe is a priority or is not a strategic item. Room is provided for additional notes if needed.

**GOAL 1 – Champaign County is a High Performing Local Government Organization Committed to Open, Transparent Governance**

Rank	Initiative
	Replace the County accounting system - * <i>Upgrade and Maintain Technology Systems (Accounting, Real Estate Tax Cycle, Justice system)</i>
	Develop strategies for declining state support
	More commodity IT systems to the cloud to allow IT staff to focus on County systems and buy services when appropriate
	Discussion about moving to Home Rule County
	Increase use of local expertise/UIUC
	County Board day of service
	Develop strategies for retention of County Administrator - * <i>Succession planning for County Administration</i>
	Review and redesign the County website
	Revise County budget adoption process by voting on components separately
	Revise County budget adoption process by requiring entities submitting budgets to certify that they are adhering to the County personnel policy
	Encourage professional development opportunities for staff
	Encourage de-siloing of funding/proposals
	* <i>Make intergovernmental cooperation a goal in projects (e.g. - Mahomet Aquifer)</i>
	* <i>County Board contracts - allow for timely review by Board members; ensure that contracts are enforceable and written to protect and benefit the County</i>

Notes:



**GOAL 2 – Champaign County Maintains High Quality Public Facilities and Highways**

<b>Rank</b>	<b>Initiative</b>
	Complete a long range Facilities Plan
	Review all facilities current needs as well as ADA
	Discuss and talk about the divestiture of the Nursing Home
	Take action on the studies for the County Jail
	Reuse part of the County campus to produce local crops
	Renovation of Downton Jail and Reuse JDC for adults
	Jail and Adult Assessment Center need to be together

Notes:

**GOAL 3 – Champaign County Promotes a Safe and Healthy Community**

<b>Rank</b>	<b>Initiative</b>
	Top to bottom review of Policies in Champaign County Health Department
	Develop sustainable strategy for ensuring continuing availability of services by Champaign County Nursing Home
	More intergovernmental cooperation for program planning and development
	Review of Disaster Plans
	Review all County Ordinances
	Review of effectiveness and efficiency of Animal Control Department
	<i>* Delinquency prevention through funding of programming and appropriate services</i>

Notes:

**GOAL 4 – Champaign County is a County that Supports Balanced Growth**

<b>Rank</b>	<b>Initiative</b>
	Explore alternative sources of revenue for Facilities maintenance and new
	No new startup programs that cannot be sustained
	More intergovernmental cooperation in planning of undeveloped land
	More intergovernmental cooperation for areas outside of municipal boundaries for maintenance
	<i>* Ongoing monitoring and review of County Economic Development Policy</i>

Notes:



**Initiatives Not Assigned to a Goal**

<b>Rank</b>	<b>Initiative</b>
	Review MPA contract more closely
	Develop statement of core mandated services
	Develop energy reduction plans for both conservation and savings
	Adult Assessment Center
	Consider alternative-based bail system
	Explore consolidation of county offices to generate savings
	More collaboration with Non-profits in general
	Renovation of Downtown Jail for youth
	Think more regionally
	Update Land Resource Management Plan
	Make Adult Assessment Center first action item before taking additional steps for jail
	Equitable provisions across the board for all board members and appointees (benefits/per diem)

**Notes:**