

NURSING HOME BOARD OF DIRECTORS AGENDA

County of Champaign, Urbana, Illinois

Monday, March 11, 2013 – 6:00pm

In Service Classroom, Champaign County Nursing Home
500 S. Art Bartell Road, Urbana

CHAIR: Catherine Emanuel
DIRECTORS: Peter Czajkowski, Lashunda Hambrick, Josh Hartke, Mary Hodson, Gary Maxwell, Robert Palinkas

ITEM

- I. CALL TO ORDER**
- II. ROLL CALL**
- III. APPROVAL OF AGENDA**
- IV. APPROVAL OF MINUTES**
February 11, 2013 (open session)
- V. PUBLIC PARTICIPATION**
- VI. OLD BUSINESS**
- VII. NEW BUSINESS**
Management report
 Operations (Management Report)
 Cash Position
Management Update
Board of Director's By-Laws and Policy Book – action required
Managed Care
- VIII. OTHER BUSINESS**
- IX. NEXT MEETING DATE & TIME**
April 8, 2013 – 6:00pm
- X. ADJOURNMENT**

Attachments: Management Report, Management Update

**Board of Directors
Champaign County Nursing Home
Urbana, Illinois
February 11, 2013**

Directors Present: Czajkowski, Emanuel, Hartke, Hodson, Maxwell, Palinkas

Directors Absent/Excused: None

Also Present: Busey, Gima, Noffke

1. Call to Order

The meeting was called to order at 6:00 pm by Chair Emanuel

2. Roll Call

Busey called the roll of Directors. A quorum was established.

3. Agenda & Addendum

Agenda was approved (motion by Palinkas, second by Maxwell, unanimous).

4. Approval of Minutes

The open session minutes of January 14, 2013 and the closed session minutes for September 10, 2012, October 15, 2012 and November 19, 2012 were approved as submitted (motion by Palinkas, second by Hartke, unanimous).

5. Public Participation

None

6. Old Business

Gima updated the Board on the start of the respiratory therapy program on January 22, 2013. There are currently 8 to 10 Medicare residents that are in the program. Discussions are currently underway with a pulmonologist to implement a respiratory clinic at CCNH. The pulmonologist would evaluate, treat, and develop respiratory therapy treatment plans in conjunction with the respiratory therapist.

7. New Business

a. Operations (Management Report)

Gima reviewed the statistics and financials for December 2012. The average daily census was 204.8 in December. Medicare census was 21.1, a significant increase from 12.7 in November. Medicaid was 122.1 in November and fell to 116.2 in December. Private pay decreased from 70.4 in November to 67.5 in December. There were only 30 Medicaid pending conversion days in December.

In the month of December, CCNH showed a net profit of just under \$80k. Revenues increased from \$1.241 million in November to \$1.351 million in December. Medicare revenue increased from \$184k to \$301k during the same period.

Operating expenses fell from \$1.312 million in November to \$1.271 million in December. The average wage was \$97.45 per day in November and dropped to \$82.73 per day in December. Nursing professional services expense totaled \$26k in December, which was \$21k over budget due to the continued use of a interim Director of Nursing and MDS Coordinator. A discussion took place regarding the inability to recruit a Director of Nursing. Gima was asked by the BOD to review the position's existing salary structure and provide any salary recommendations that could potentially help recruitment efforts.

b. Cash Position

The cash balance increased from \$786k in November to \$1.361 million in December. Accounts receivable increased from \$3.709 million to \$3.841 million. Accounts payable decreased from \$2.014 million to \$1.883 million between November and December.

Gima reviewed the cash flow projection which was the same report that was discussed last month but had been updated to include the impact of a longer Medicaid payment delay and the impact of conserving cash by reducing the payout of vendor bills by \$200k per month. If Medicaid payments would stop in March, there is enough cash through June. Reducing monthly payables by \$200k per month provides enough cash through August.

c. Health & Life Safety Survey Update

CCNH has closed its' survey window. The State has accepted the plan of correction for the health and life safety surveys.

d. Quality Measures

Noffke discussed the Center for Medicare and Medicaid Services (CMS) 5 Star nursing home rating system.

e. County Board Study Session Recap

Maxwell and Hartke provided a summary of the County Board study session including highlights from the financial overview and review of the CCNH Board of Directors By-Laws and Policy Book. Busey and Gima will address any inconsistencies between the Board documents and the management agreement and provide a report to the Board of Directors for review.

8. Next Meeting Date

Monday, March 11, 2014, 6:00 p.m.

9. Adjournment

Chair Emanuel declared meeting adjourned at 7:35 pm.

Respectfully submitted

Scott T. Gima
Recording Secretary

To: Board of Directors
Champaign County Nursing Home

From: Scott Gima
Manager

Date: March 7, 2013

Re: Management Report

The census fell slightly from 204.8 in December to 195.1 in January. Medicare remained strong at 21.6, up slightly from 21.1 in December. Medicaid fell from 116.2 in December to 112 in January. Private pay fell from 67.5 to 61.4 during the same period. There were 179 Medicaid pending conversion days in January, which was up from 54 days in November and 30 days in December.

Since late December, the number of expirations per month has increased. Between January 2012 and November 2012, CCNH averaged 5.3 deaths per month. There were 15 deaths in December, 22 in January and 23 in February. Discharges are also up. The average between January 2012 and November 2012 was 15.6 per month. There were 19 discharges in December, 24 in January, and 18 in February. Admissions remain strong. Admissions averaged 22.3 per month between January and November 2012. There were 26 admission in December, 22 in January and 23 in February.

The discharges are primarily being sent home, including a large number of Medicare – which is not necessarily bad. The expirations are up but there are no patterns that would indicate a clinical or medical contributing component.

The preliminary statistics for February show an average ADC of 185 to 186. Medicare will be up in February – in the 23 range. The census as of March 5 was 183 with 17 Medicare.

The January revenue and expense highlights are summarized below. The :

January shows a net loss of -\$67k. Revenues are down, which is expected with a drop in census, but expenses increased.

Operating revenues fell from \$1.265 million in December to \$1.208 million in January, a decrease of \$56k. Medicare was relatively unchanged at \$301k in December and \$300k in January. Private pay revenue fell from \$391k to \$365k. Medicaid revenue dropped from \$537k to \$502k. The drop in private pay and Medicaid revenue reflect the census changes.

Operating expenses jumped from \$1.272 million to \$1.362 million between December and January, an increase of \$90k. Labor expenses (wages and benefits) were up by \$53k. Non labor expenses increased by \$37k.

The following are the labor expense highlights which increased from \$710,367 in December to \$763,038 in January, an increase of \$52,671:

Benefits increased by \$31,497. Unemployment insurance expense accounted for most of the benefit increase. Unemployment insurance expense increased from \$6,000 to \$34,500 between December and January, an increase of \$28,500. This reflects the start of the new calendar year that resets the payment of unemployment premiums. The employer pays a percentage of the first \$12,900 of wages per employee. The expense is always high at the start of the year gradually decreases as the \$12,900 ceiling is reached.

Salaries increased by \$21,173. Half of the increase was due to the increase in TOPs time taken over the holiday along with a TOPs payout for two employees (about \$5,740). The remainder was due to increases in wages, primarily due to holiday pay.

Agency costs fell from \$76,604 in December to \$68,537 in January, an \$8,000 decrease.

The following are the non-labor expense highlights:

Administrative professional services increased from \$28,733 to \$41,881, an increase of \$13,148. The \$41,881 expense is actually below budget. But the increase from December and January is due to two items. The January expenses include a \$3,000 buyout for the hiring of the accounts payable clerk from the temp agency. The administrator salary is now reflected in administrative professional services.

Operational supplies in environmental services, laundry, and food services increased by \$5,535 between December and January. We have begun a review of the purchasing practices which is absent an automated bar coding and par level system in place. We will work with one of our primary suppliers to automate the system, which should provide expense management and control. Nursing supplies are also handled the same way and will be included in the development of a new inventory and ordering system.

Nursing home maintenance/repairs totaled \$8,700, about \$1,200 over budget. Repairs to the parking lot lights and ballasts totaled \$4,500.

Nursing professional services - continued use of interim Director of Nursing and care plan nurse. Medicare pharmacy costs are high reflecting increase in Medicare census.

Social services professional services reflect the cost of the Interim Director. The new director started in December. The interim remains to provide training for the new Director.

Take a look at the figures in bold type-face as they represent significant changes from prior months. *(Figures will not add to 100 percent.)* The Medicare revenue percentage jumped from 15.8 percent in November to 23.9 percent in December. Medicaid fell from 46 percent in

November to 42.6 percent in December. Private pay fell from 33.8 percent to 31 percent during the same period.

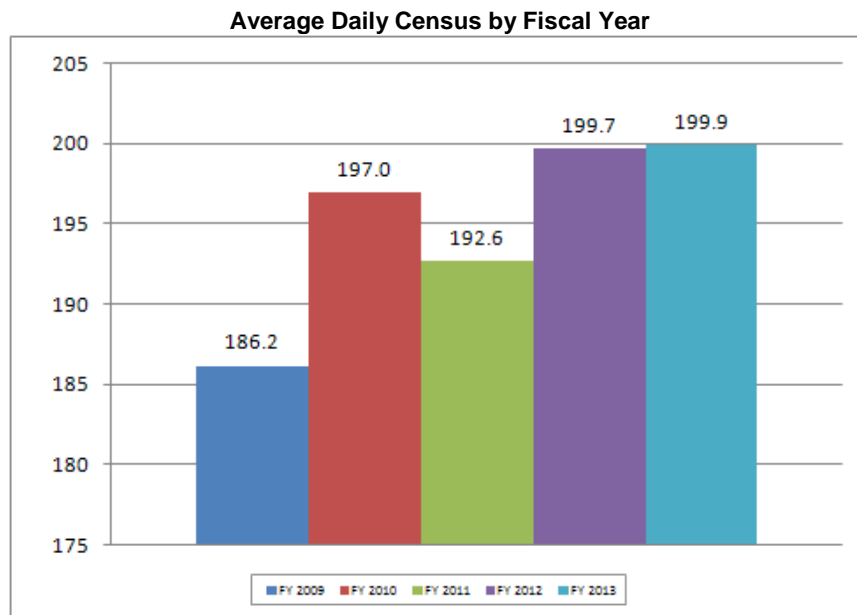
	Oct-12	As % of Pt. Revenue	Nov-12	As % of Pt. Revenue	Dec-12	As % of Pt. Revenue	Jan-13	As % of Pt. Revenue
Medicare A	\$243k	19.3%	\$184k	15.8%	\$301k	23.9%	\$296k	24.5%
Medicaid	\$640k	50.8%	\$534k	46.0%	\$537k	42.6%	\$502k	41.6%
Pvt Pay	\$295k	23.5%	\$392k	33.8%	\$391k	31.0%	\$365k	30.3%

Misc Revenue and Property Taxes excluded from calculation

In the chart below, census is compared to the prior year period. January 2013 falls below the January 2012 census.

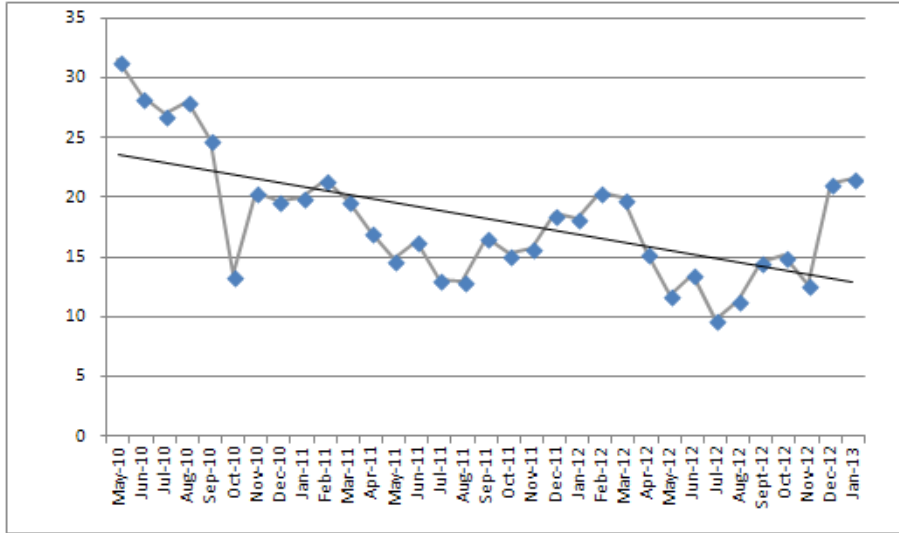
	May 12	June 12	July 12	Aug 12	Sept 12	Oct 12	Nov 12	Dec 12	Jan 13
ADC	192.3	199.7	199.5	203.6	210.5	211.9	205.2	204.8	195.1
	May 11	June 11	July 11	Aug 11	Sept 11	Oct 11	Nov 11	Dec 11	Jan 12
ADC	185.0	190.6	187.1	188.8	195.7	194.6	201.1	199.7	197.8

The following chart includes a new data bar for FY 2013.



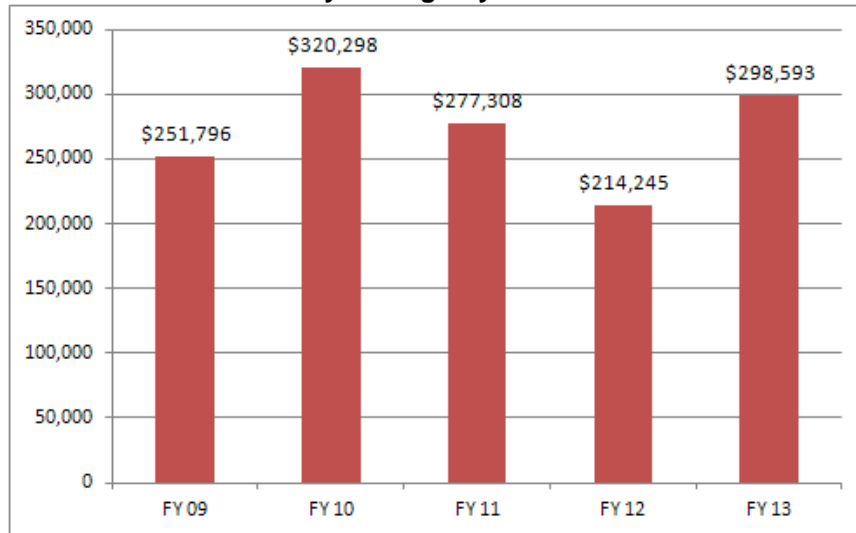
The chart below shows the Medicare census trend. It clearly shows the large jump in the month of December. Medicare remains strong through January.

**Medicare A Census (including Medicare Advantage)
May 2010 thru January 2013**

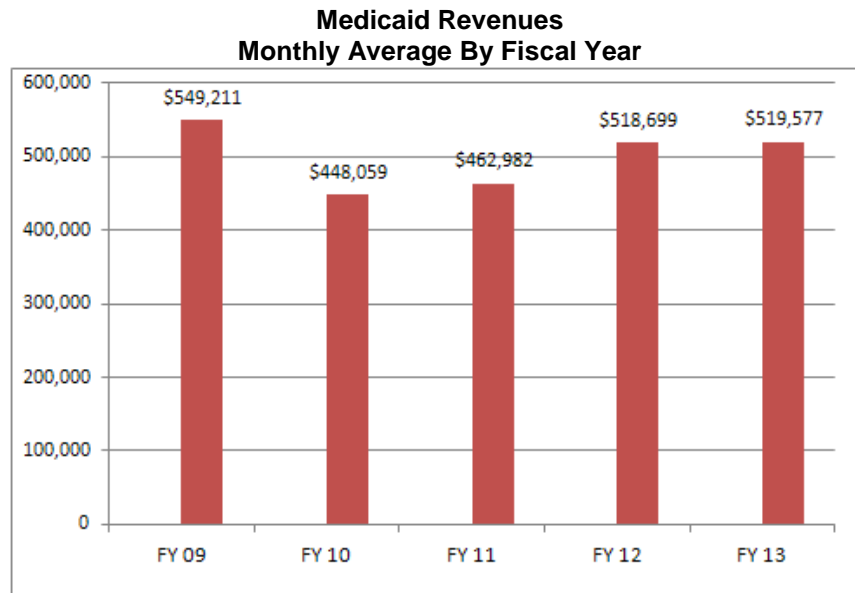


The next chart summarizes the average monthly Medicare revenue since FY2009 and a new data bar for FY2013 has been added. 2010 was the banner year, when the average was over \$320k per month with an average per diem of \$457. In 2011, the monthly revenue fell due to a drop in Medicare census despite a per diem of \$539 per day. 2012 numbers were down due to the combination of Medicare rate cuts (12 percent) that were implemented on October 1, 2011 and the severe census slow down in the spring and early summer of 2012. 2012 finished with the average monthly revenue of \$214k and a per diem is of \$458. FY2013 is starting well with \$298k for the month. The December per diem was \$460. The January average per diem was \$441 per day.

**Medicare A Revenues
Monthly Average By Fiscal Year**



In FY 2012, Medicaid revenues averaged \$519k per month. The implementation of the “fully funded” Medicaid rate in April 2012, pushed the monthly revenue above the \$500k mark. For the first two months of FY 2013, the Medicaid revenue averages \$520k per month.



Med B revenue was \$19k in December and is up to \$28.5k in January.

The comparative revenue payor mix summary shows a decline in the Medicaid mix between 2008 and 2010. With the higher Medicaid reimbursement rate, the Medicaid revenue mix is now over 47% in 2012 but remains well below 2008 levels. The high Medicaid revenue mix in 2008 corresponds to a high Medicaid census. The FY 2013 mix remains strong with Medicare at 25 percent, Medicaid at 43 percent and private pay averaging 32 percent.

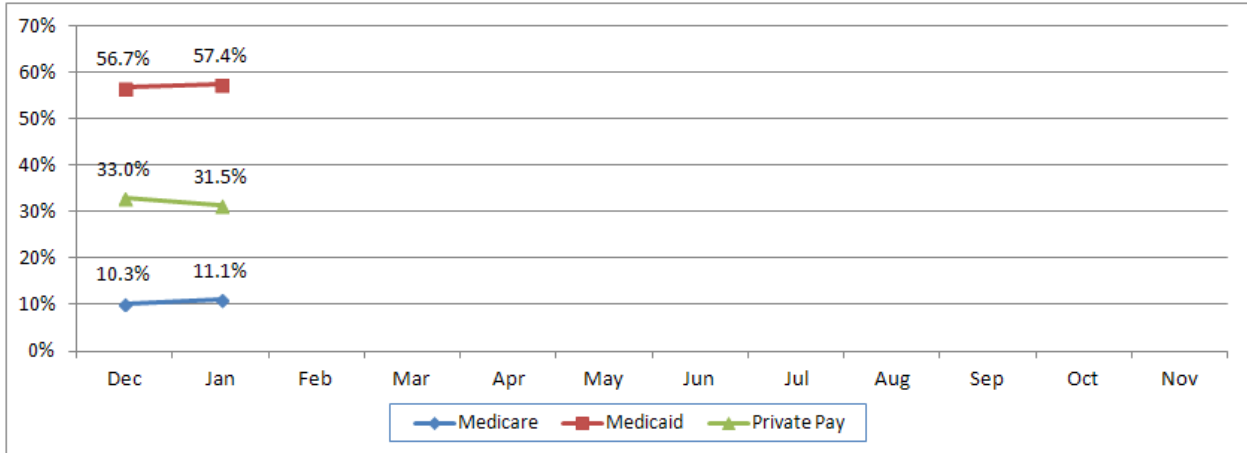
**Comparative Revenue Payor Mix
FY 2008, 2009, 2010, 2011, 2012 and 2013**

Payor Mix	2008	2009	2010	2011	2012	2013
Medicaid	57.6%	47.7%	40.0%	42.0%	47.4%	43.4%
Medicare	18.3%	21.9%	28.6%	25.2%	19.6%	25.0%
Private Pay	24.0%	30.4%	31.4%	32.8%	33.1%	31.6%

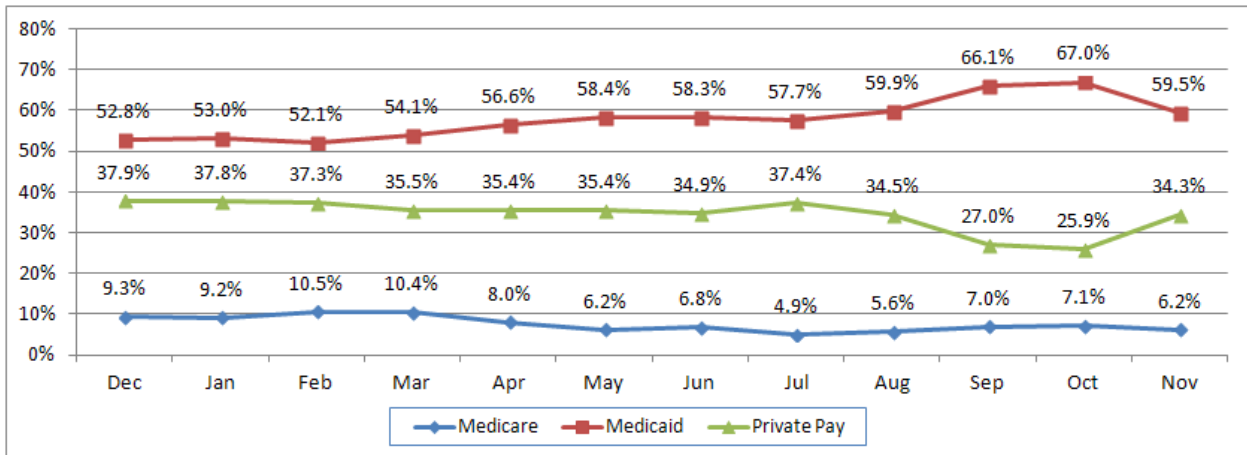
The increase in Medicaid between 2010 and 2011 is a positive trend because of the additional census but again, is also a reflection of a higher Medicaid rate. Coupled with an improved Medicare and Private pay mix compared to 2008 all adds up to an improved revenue scenario. 2012 does fall short of 2011 levels, but that is primarily due to the CMS error in significantly increasing Medicare rehab rates. The result was a significant increase in Medicare revenue that was unintentional in the eyes of the Feds. The Medicare rate cut basically put the rates back in line with 2010 levels.

The table below summarizes the monthly census payor mix for FY 2012 and FY 2013. In January, the mix of Medicaid and Medicare are up and Private pay is down.

**Payor Mix by Days
FY 2013**



**Payor Mix by Days
FY 2012**



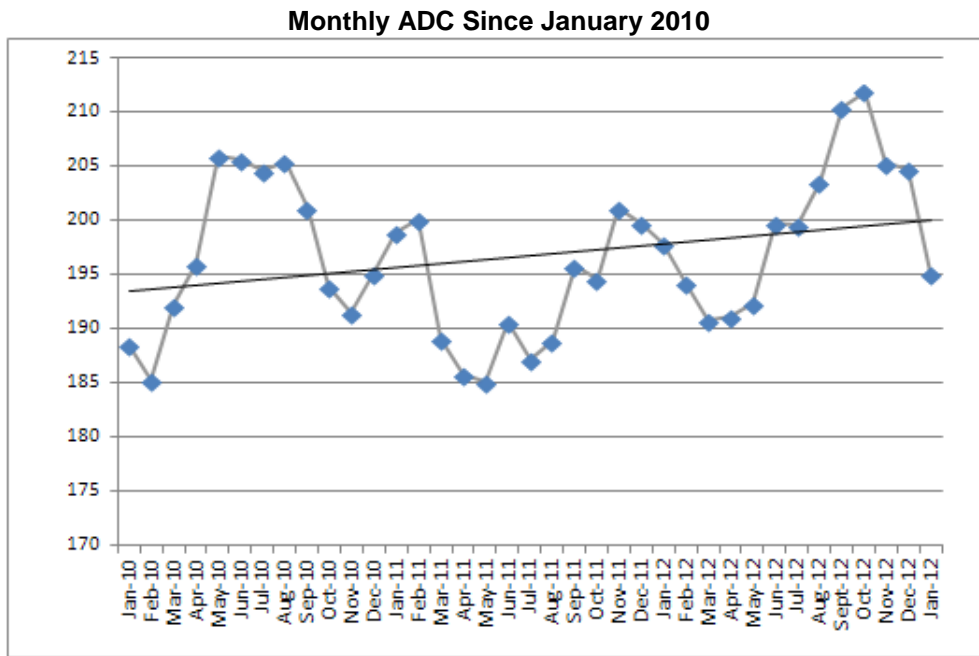
**Last Five Months w/Property Tax and County
Overhead Allocated Monthly**

	Sept-12	Oct-12	Nov-12	Dec-12	Jan-13
Medicare A	\$202,930	\$243,175	\$184,115	\$301,248	295937
Medicare B	\$54,140	\$56,408	\$35,605	\$18,755	28429
Medicaid	\$601,462	\$639,551	\$534,016	\$537,381	501772
Pvt Pay	\$320,686	\$295,318	\$392,469	\$391,185	364838
Adult Day-Private	\$6,501	\$8,797	\$5,948	\$3,704	4935
Adult Day-TXX	\$12,294	\$14,763	\$9,787	\$9,968	10128
Miscellaneous	\$2,538	\$170	\$3,178	\$2,880	2328
Property Tax	\$86,286	\$86,286	\$76,412	\$86,531	86531
All Revenues	\$1,286,671	\$1,344,301	\$1,241,531	\$1,351,652	1294898
All Expenses	\$1,250,950	\$1,308,107	\$1,312,045	\$1,271,877	1361847
Net Income/(Loss)	\$35,721	\$36,194	\$(70,514)	\$79,775	(66640)
Add Back Depr	\$60,638	\$60,638	\$60,639	\$60,639	60,640
Cash	\$96,359	\$96,832	\$(9,875)	\$140,414	(9,309)
Census	6,315	6,569	6,155	6,349	6,047
Change	0.0%	4.0%	-6.3%	3.2%	-4.8%
ADC	210.5	211.9	205.2	204.8	195.1
Change	3.4%	0.7%	-3.2%	-0.2%	-4.8%
FTE's Paid	194	195	200	187	189

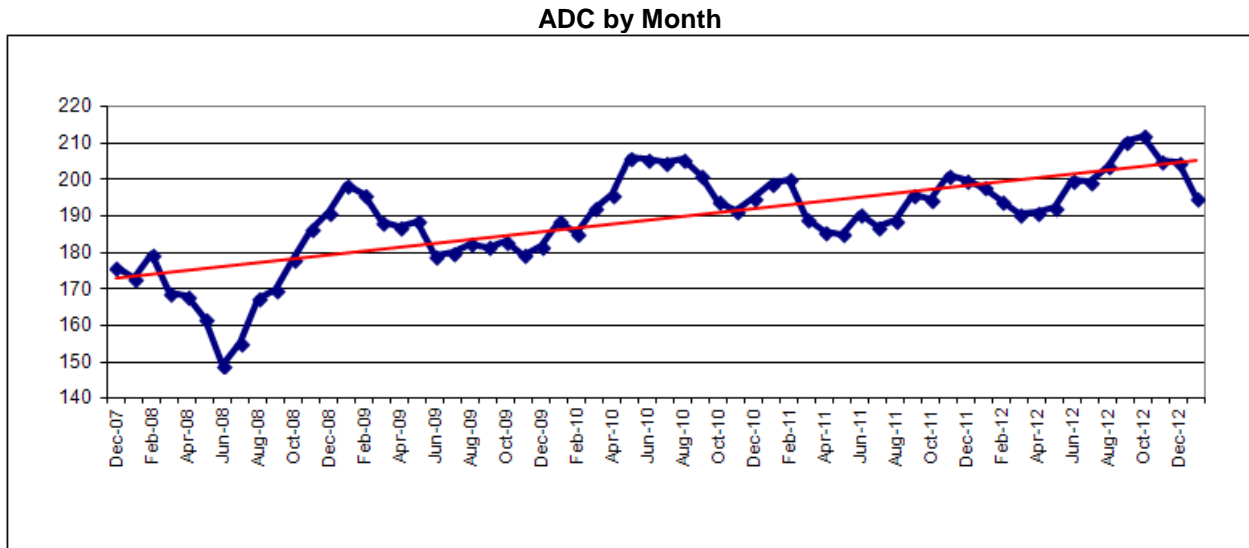
The following graphs provide a comparative statement of position for CCNH for FY 2012.

Census

Fiscal 2010 ended with an ADC of 196.5. The ADC in FY2011 was 193. The FY2012 ADC was 199.7. In the first month of FY 2013, the ADC was 204.8, but we have dropped to 195.1 in January.



CCNH shows solid census in the last few months of FY2012 and the first month of FY2013.



Revenues

In FY 2011, patient care revenue averaged \$1.176 million per month. For FY 2012, the monthly average was \$1.158 million, a 1.5 percent decrease from 2011. The critical factor was Medicare revenue. In FY 2011, Medicare averaged \$277k per month. In 2012, the monthly Medicare average revenue was \$214k, a 23 percent decline from 2011. So far into FY 2013, revenues are strong compared to 2012 averages, both overall and with Medicare.

Average Patient Service Revenue and Medicare Revenue By Month

Year	Patient Service Revenue	Annual % Change	Medicare Revenue	Annual % Change
FY 2008	\$1,064,788		\$180,184	
FY 2009	\$1,250,614	14.8%	\$251,796	39.7%
FY 2010	\$1,188,863	(4.9)%	\$320,298	27.2%
FY 2011	\$1,175,737	(1.1)%	\$277,308	(13.4)%
FY 2012	\$1,158,606	(1.5)%	\$214,245	(22.7)%
FY 2013	\$1,234,140	6.5%	\$298,593	39.4%

When one compares CCNH's current performance against historical performance, the Medicare drop has been significant and it has had a telling impact on revenues. In the first two months of FY2013, the monthly average revenue from patient services is up 6.5 percent compared to FY2012. The monthly average Medicare revenue is up by 39 percent compared to FY2012.

Medicare Average Census Days

Period	Days/month
FY 2008	479
FY 2009	595
FY 2010	701
FY 2011	515
FY 2012	460
FY 2013	663
Pct Change (2012 vs. 2013)	44.1 pct
Pct Change (2010 vs. 2013)	(5.4) pct

2013 is starting off strong with the days only 5.4 percent less than the 2010 average.

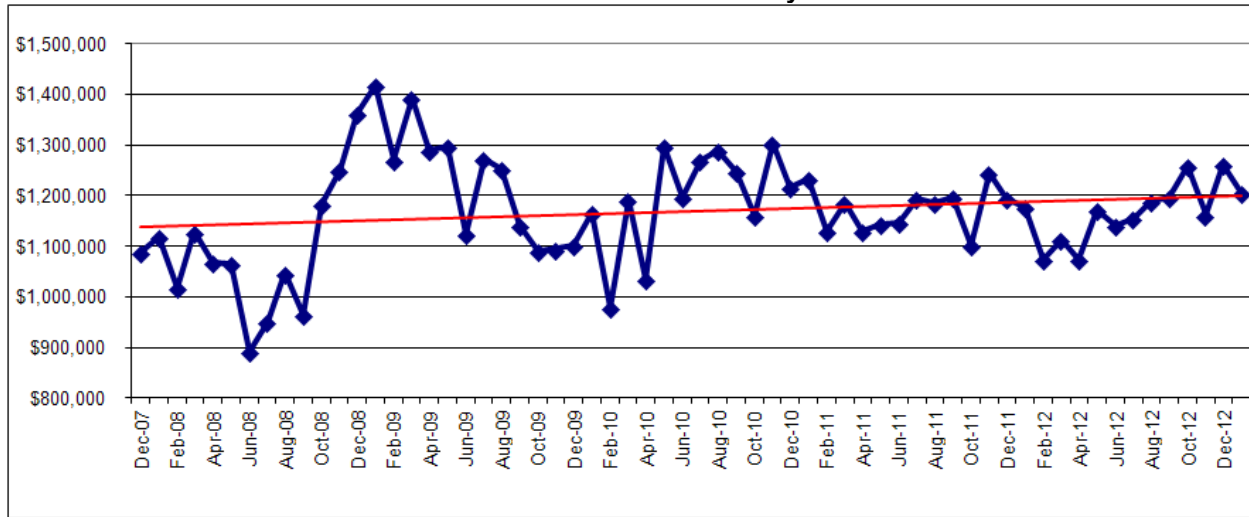
The table below summarizes the Medicare data by fiscal year. It clearly shows that 2010 was a good Medicare year. The national average Medicare rate cut was about 12 percent in October 2011. In 2012, CCNH's average revenue per day is 15 percent less compared to 2011. Let's hope the strong numbers in December continue into calendar year 2013.

Medicare Revenue Per Month FY 2008, 2009, 2010, 2011, 2012 and YTD 2013

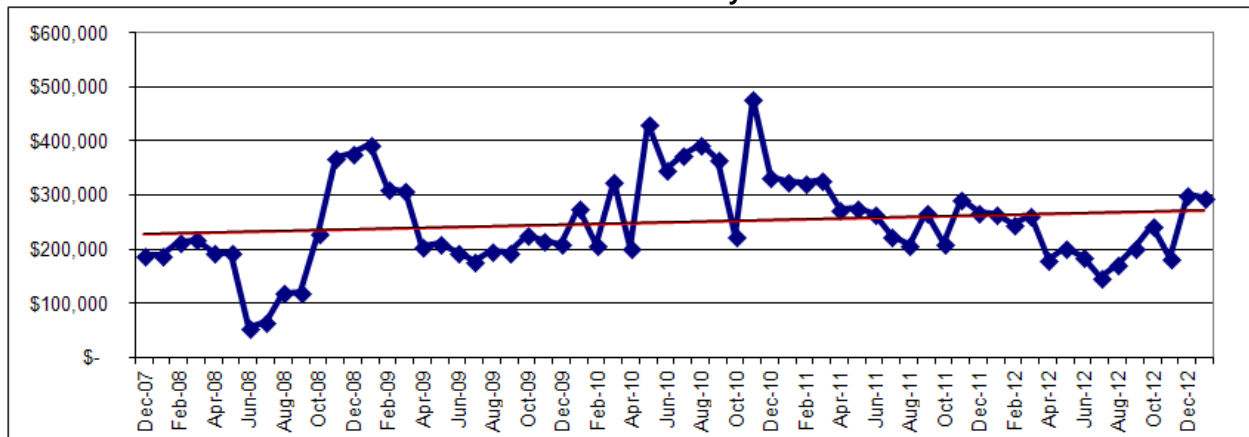
	2009	2010	2011	2012	YTD 2013
Revenue Per Month	\$251,796	\$320,298	\$277,308	\$214,245	\$298,593
Days Per Month	595	701	515	460	663
Revenue Per Day	\$434	\$457	\$539	\$458	\$450

The following charts summarize the long term revenue trends.

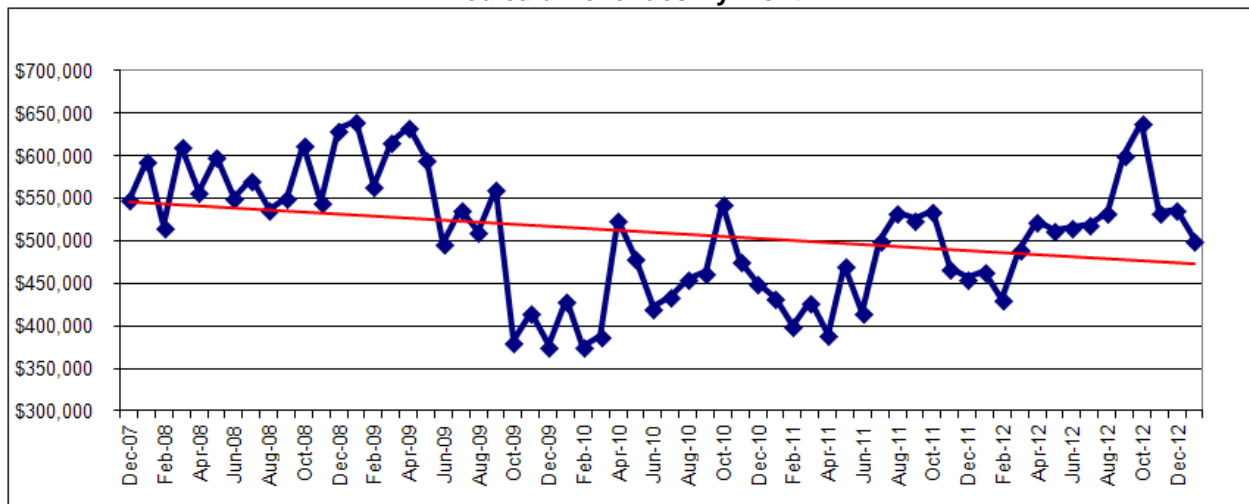
Revenue from Patient Services by Month



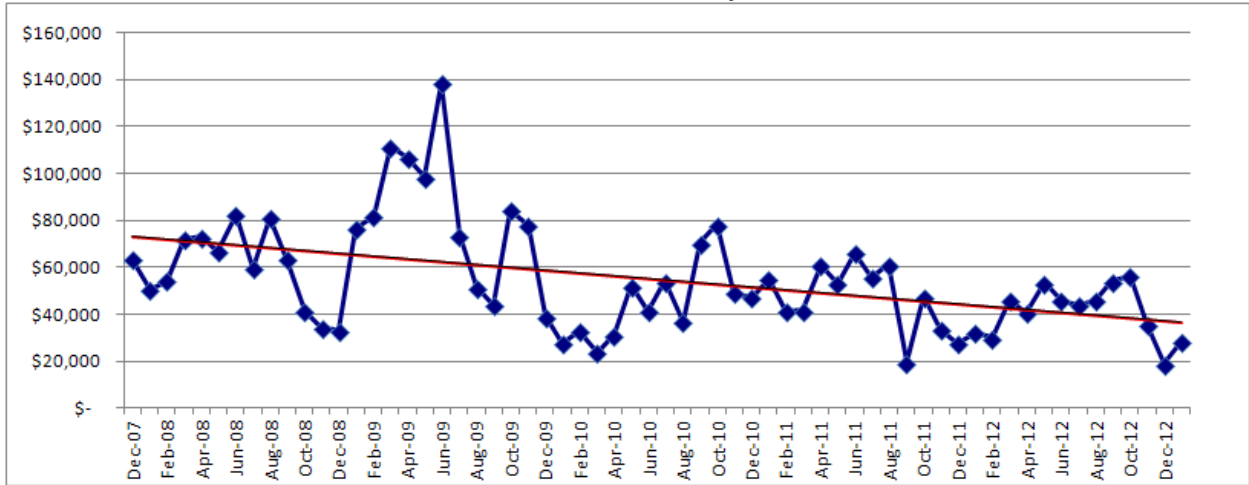
Medicare A Revenues by Month



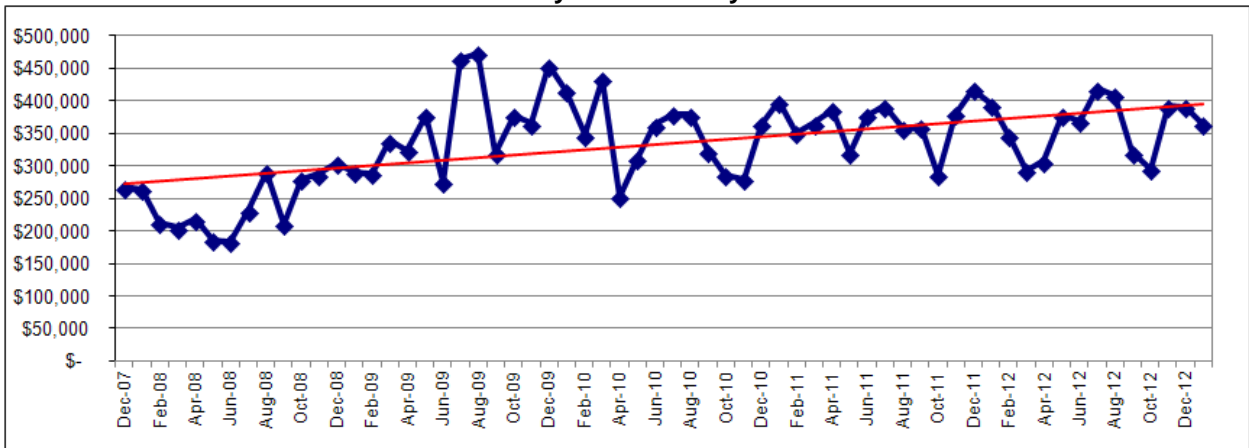
Medicaid Revenues By Month



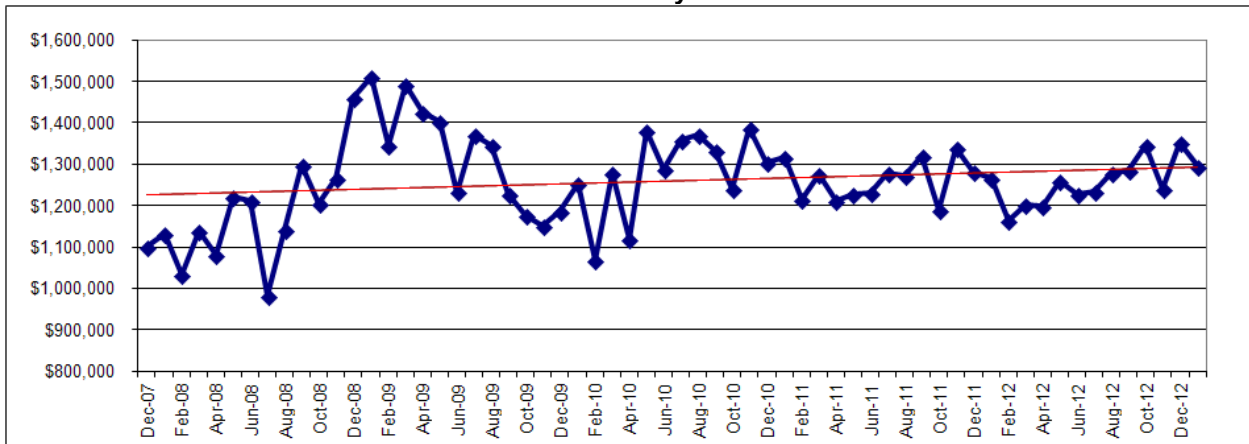
Medicare B Revenues By Month



Private Pay Revenues By Month

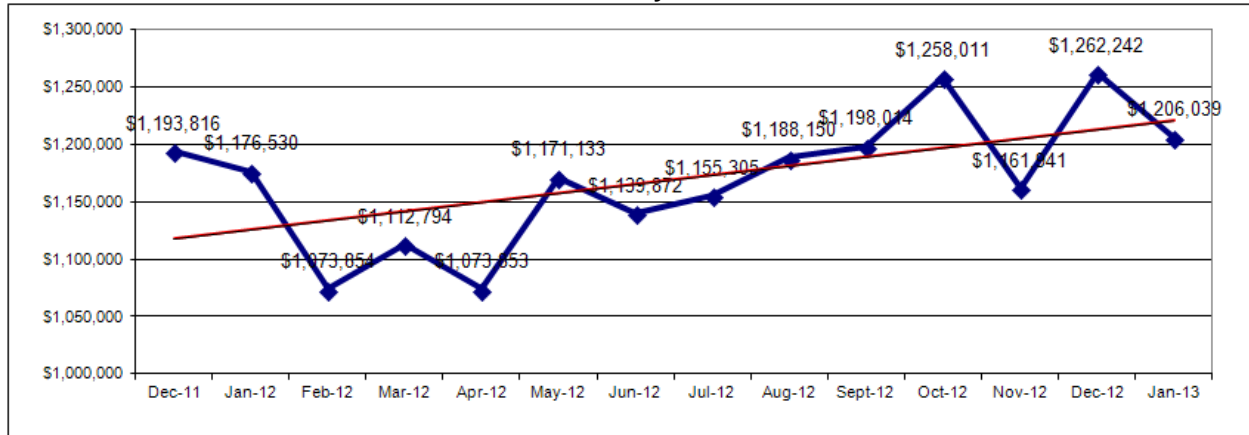


All Revenues By Month

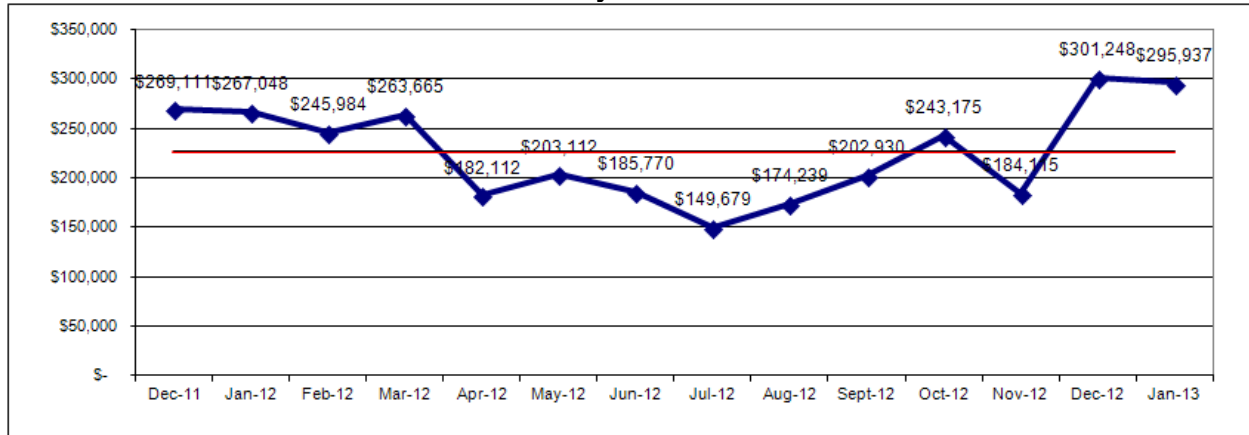


The following charts summarize the monthly revenues trends for FY 2012 and FY2013.

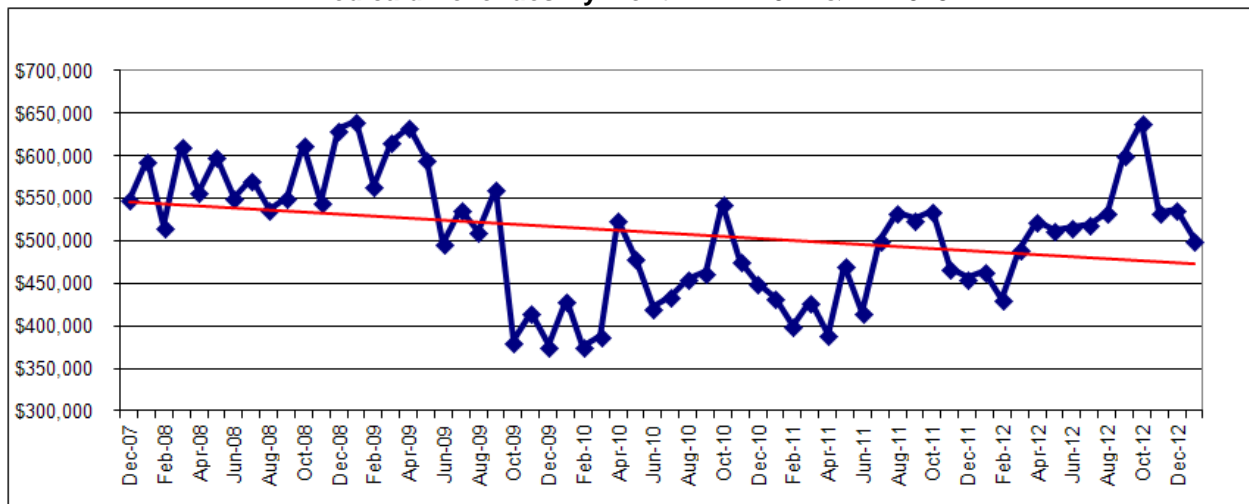
Revenue from Patient Services by Month – FY 2012 & FY 2013



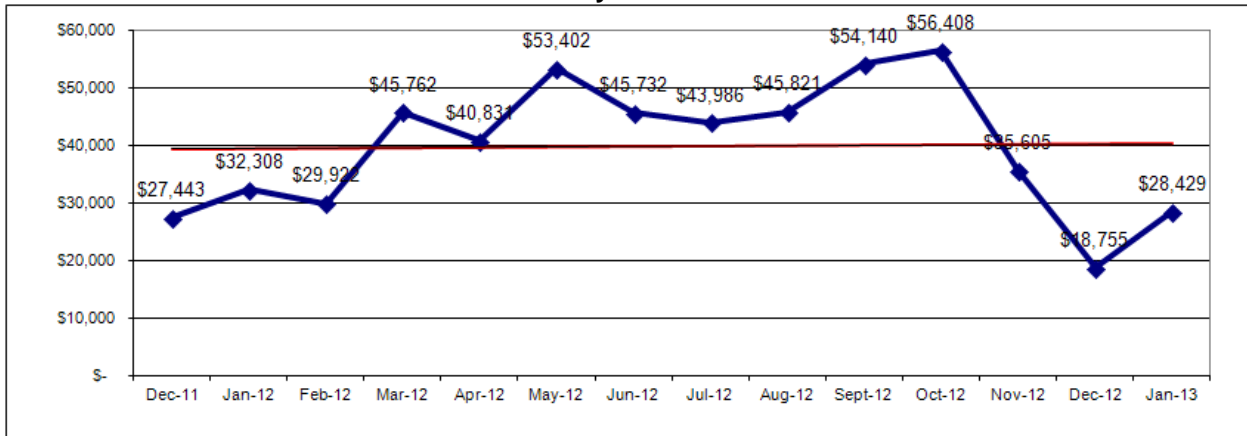
Medicare A Revenues by Month – FY 2012 & FY 2013



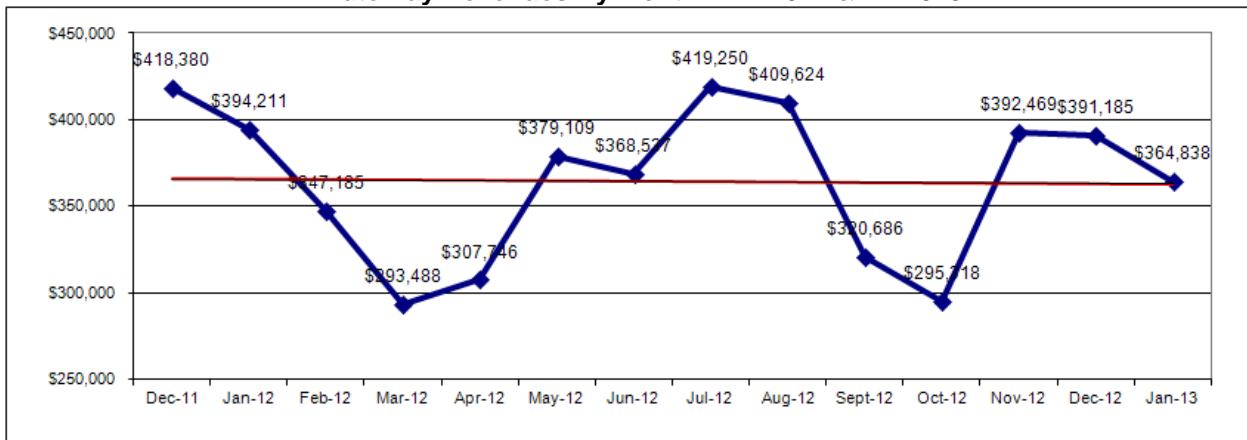
Medicaid Revenues By Month – FY 2012 & FY 2013



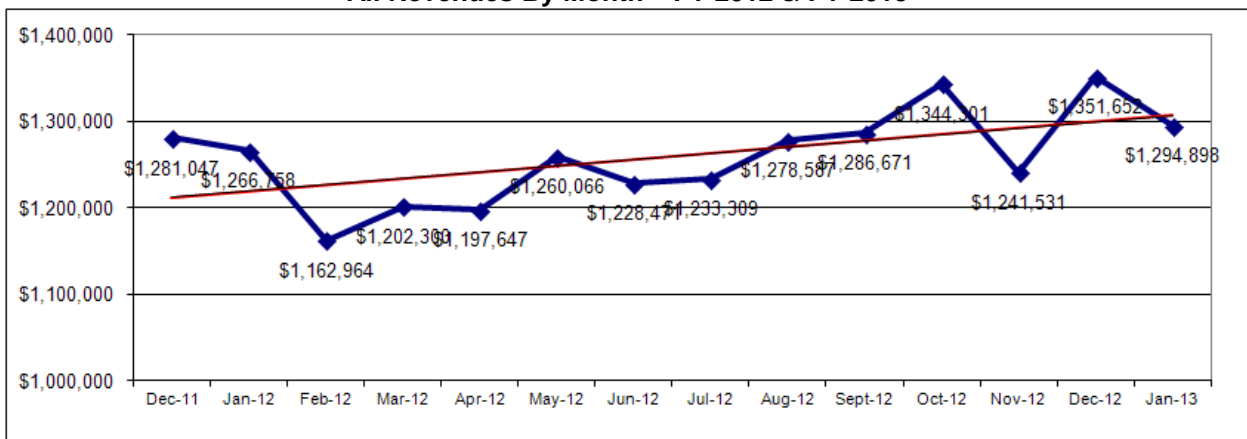
Medicare B Revenues By Month – FY 2012 & FY 2013



Private Pay Revenues By Month – FY 2012 & FY 2013

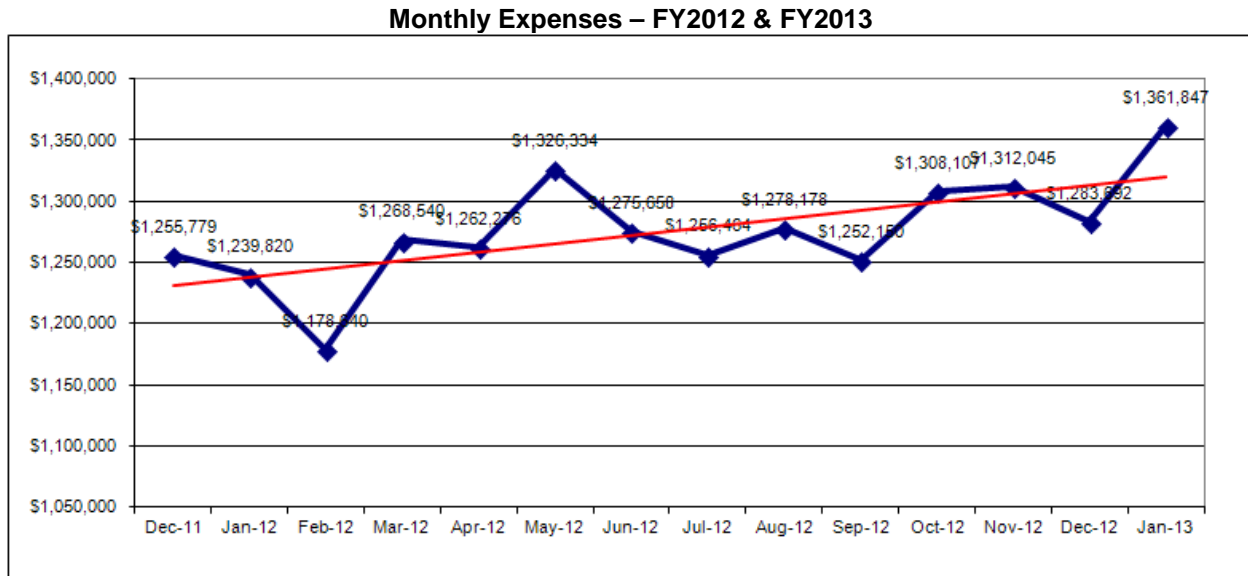


All Revenues By Month – FY 2012 & FY 2013

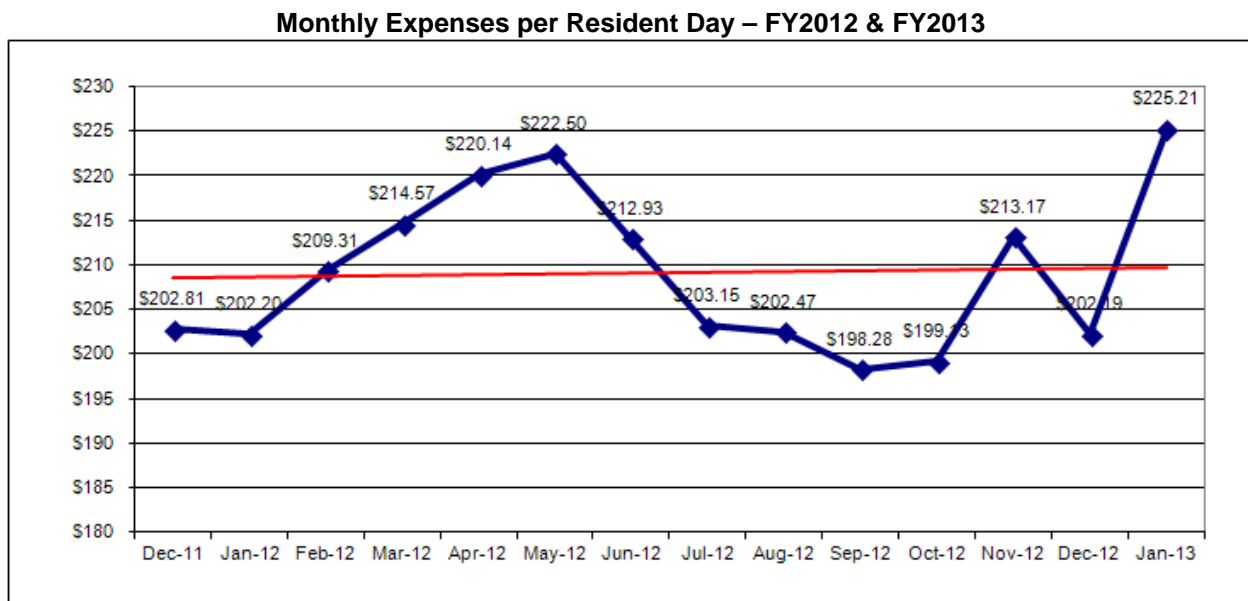


Expenses

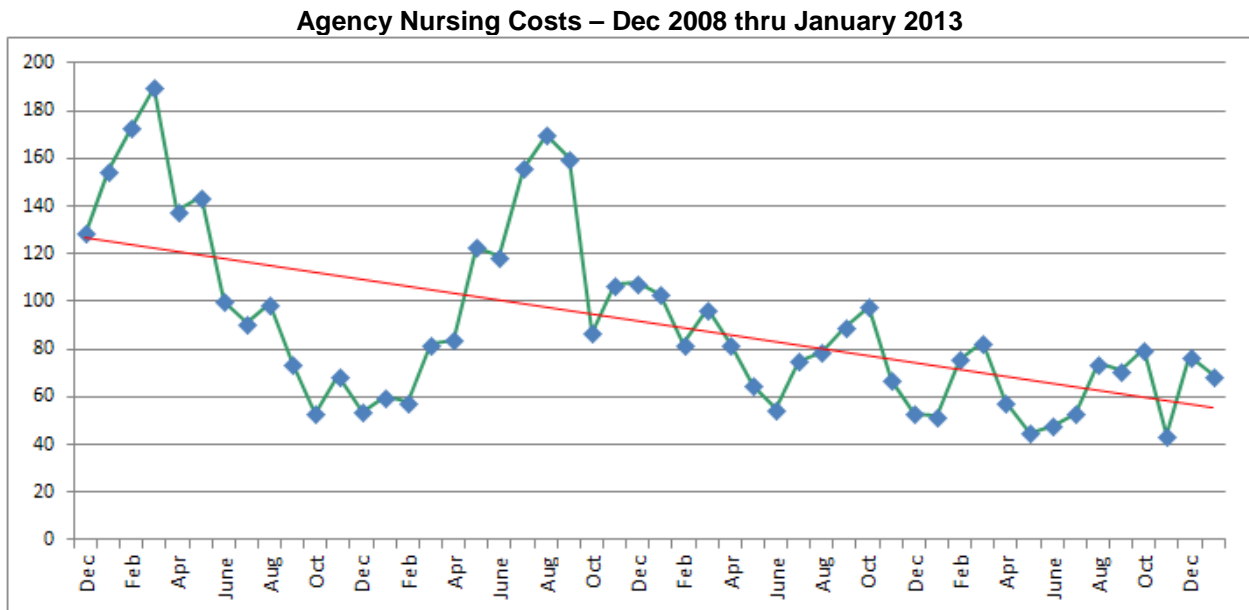
Expenses jumped from \$1.284 million in December to \$1.342 million in January 2013.



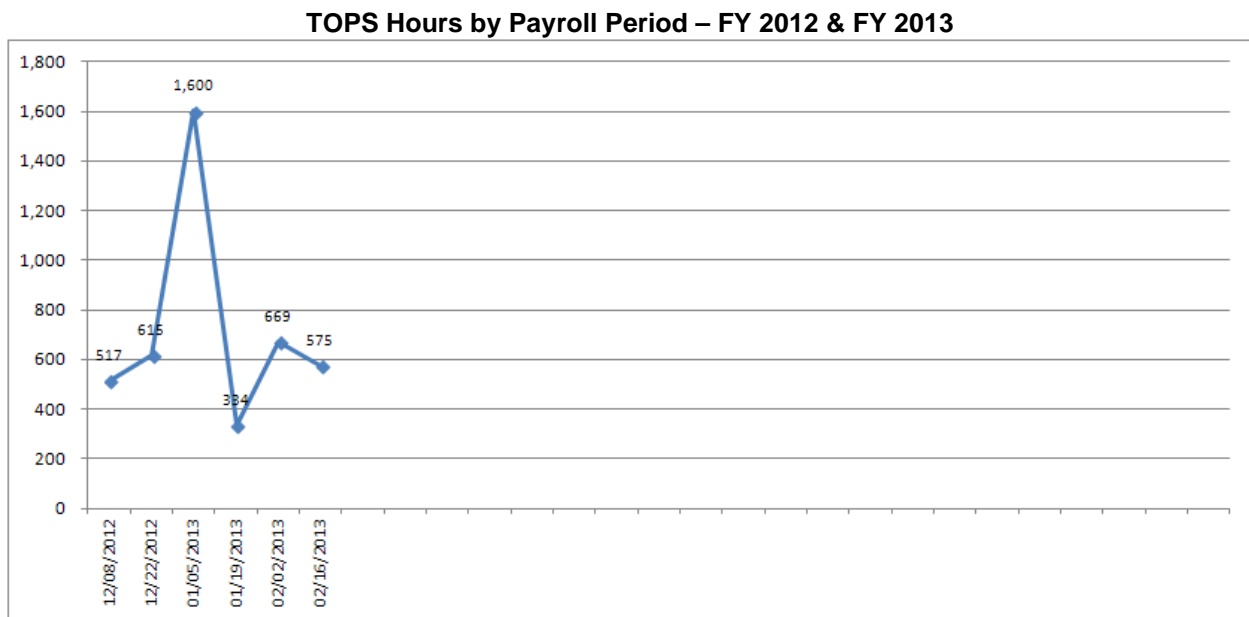
The chart below summarizes the monthly expenses per resident day. It clearly shows that as the census fell between March and May, the costs per day increased dramatically. Since then, as the census has increased, the average costs per day have steadily declined through October before showing a year-end increase in November. December 2012 showed a nice decline down to \$202 per day, but January jumped to \$225 per day.



The following graph illustrates agency expense through November 2012. Expenses showed a steady increase between May and October before falling to a year low of \$44k in November. In December, agency costs increased to \$77k.



Vacation or TOPS usage usually drives an increase in agency expense. I have added the TOPS hours for 2013 with the 2012 chart for comparison. A significant increase in TOPs hours was used in the payroll period ending January 5.



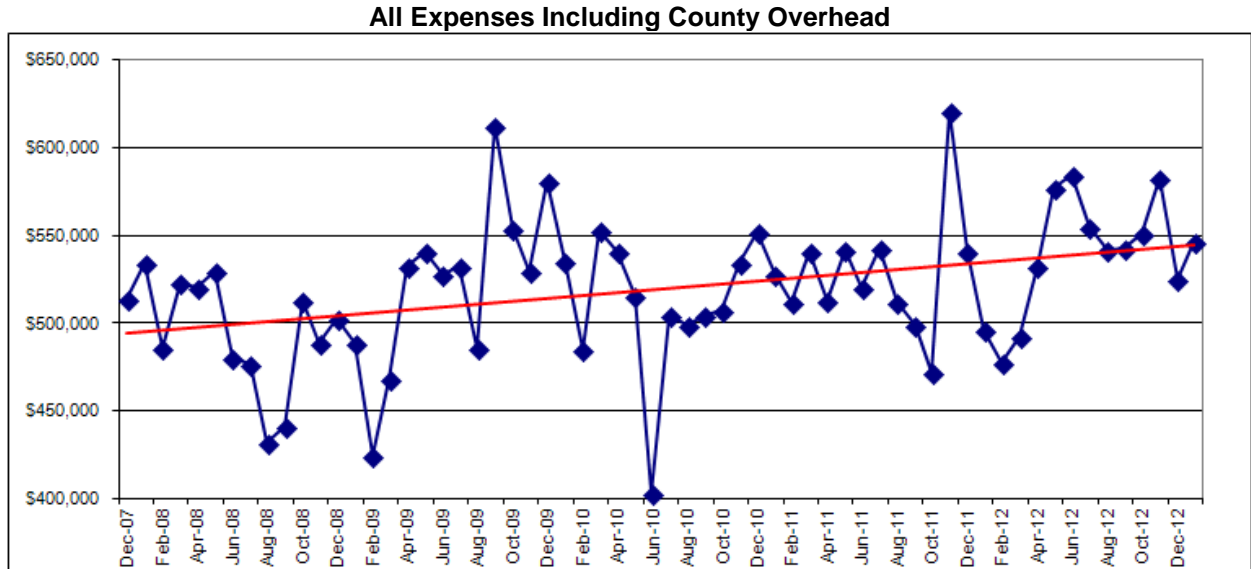
The table below summarizes the average monthly operating expenses since FY 2008. Except for the 9 percent increase between 2008 and 2009, there has been little growth in expenses.

Expenses have increased by less than one percent annually since 2011. In the first two months of FY 2013, expenses were up by 4.3 percent compared to the 2012 monthly average.

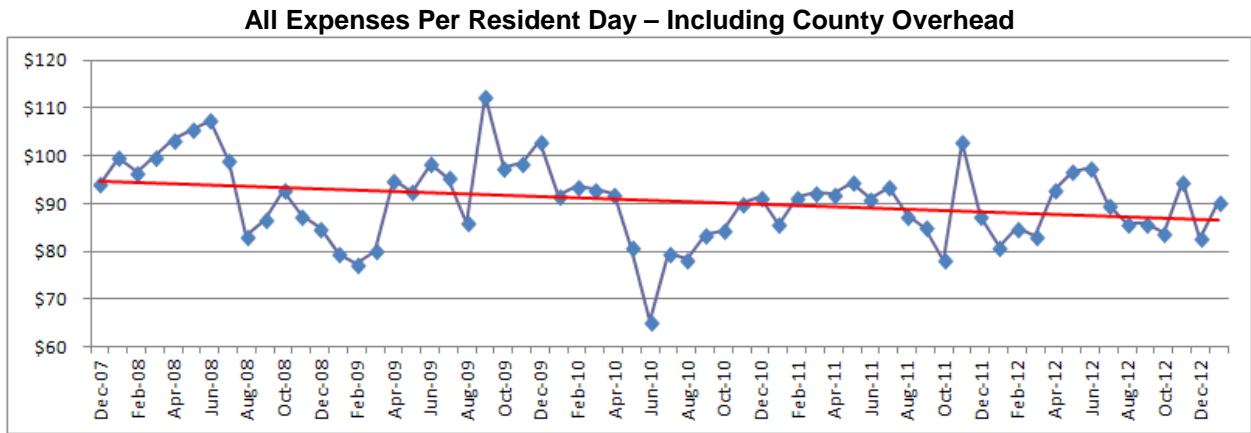
Monthly Average Operating Expenses

Year	Operating Expenses	Annual % Change
FY 2008	\$1,241,775	
FY 2009	\$1,357,833	9.3%
FY 2010	\$1,249,738	(8.0)%
FY 2011	\$1,259,420	0.8%
FY 2012	\$1,267,833	0.7%
FY 2013	\$1,322,770	4.3%

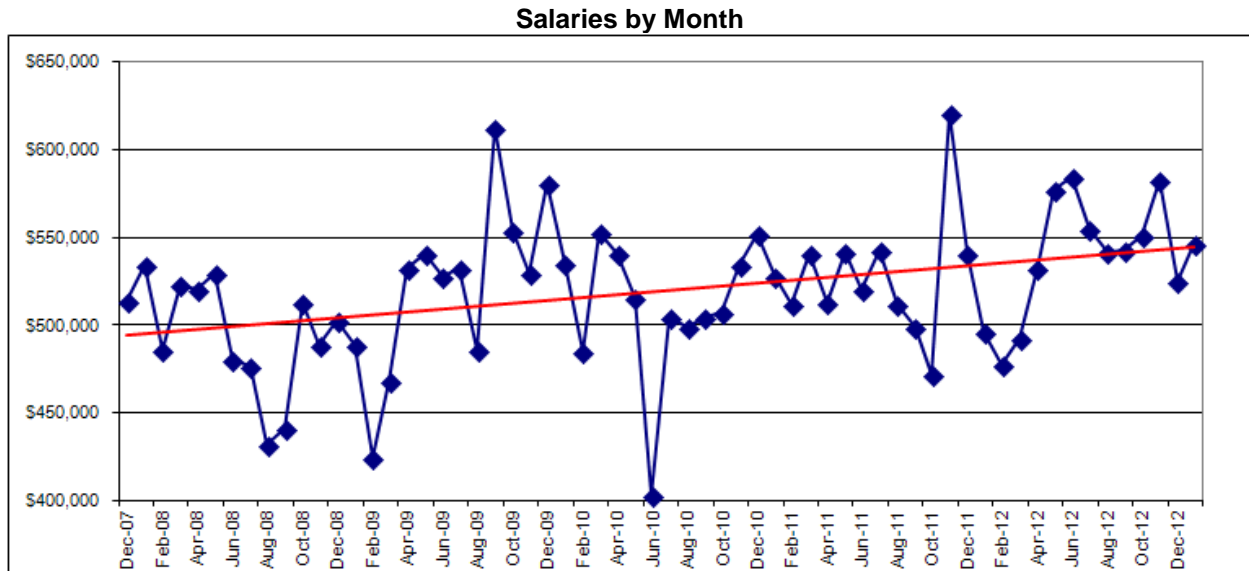
The following graph profiles the long term expense trend for CCNH. The figures since October 09 reflect the elimination of the transfer expense associated with IGT program.



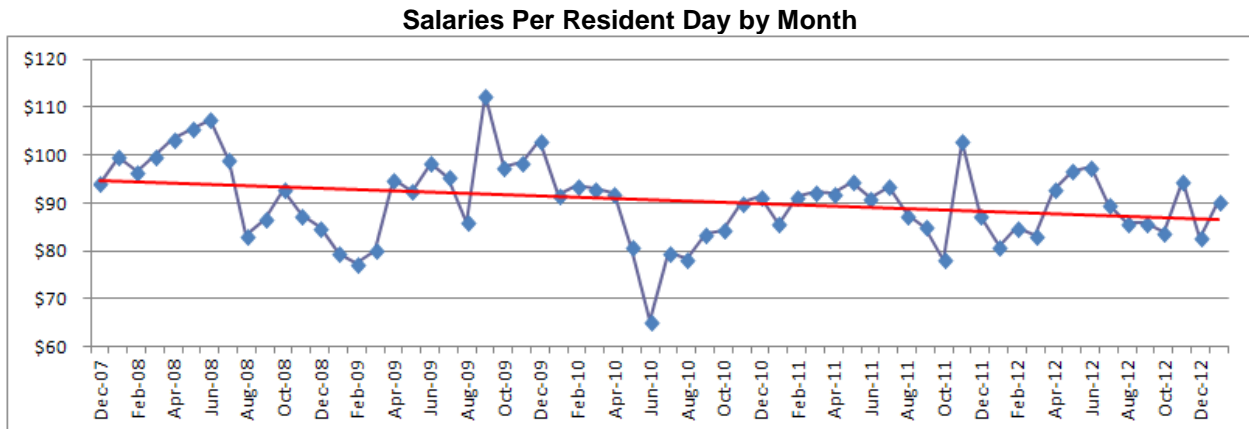
The chart below shows the long-term expenses per day trend. The IGT expense was eliminated in October of 2009. Costs per day have showed significant improvement.



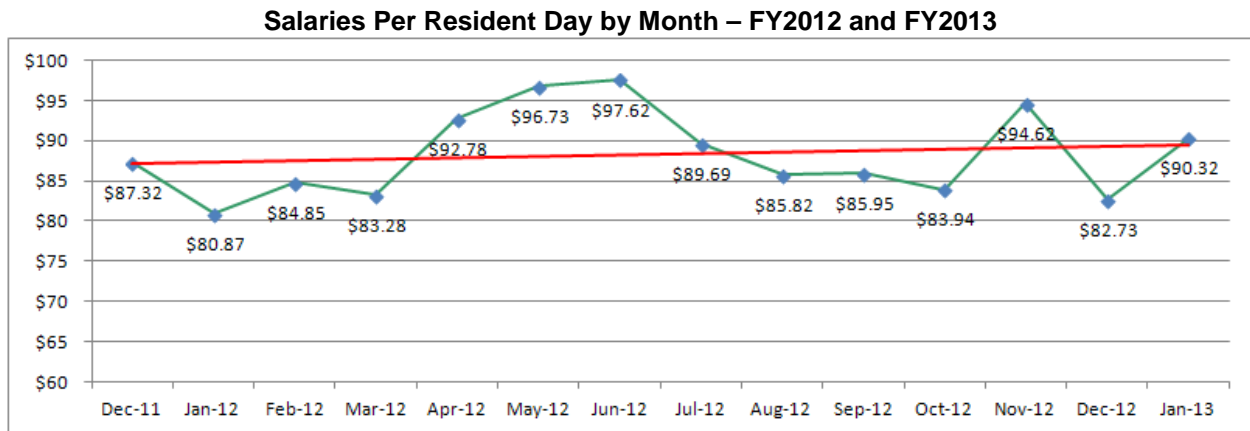
The trend in wages since December 2007 is graphically summarized below. It shows a gradual positive slope.



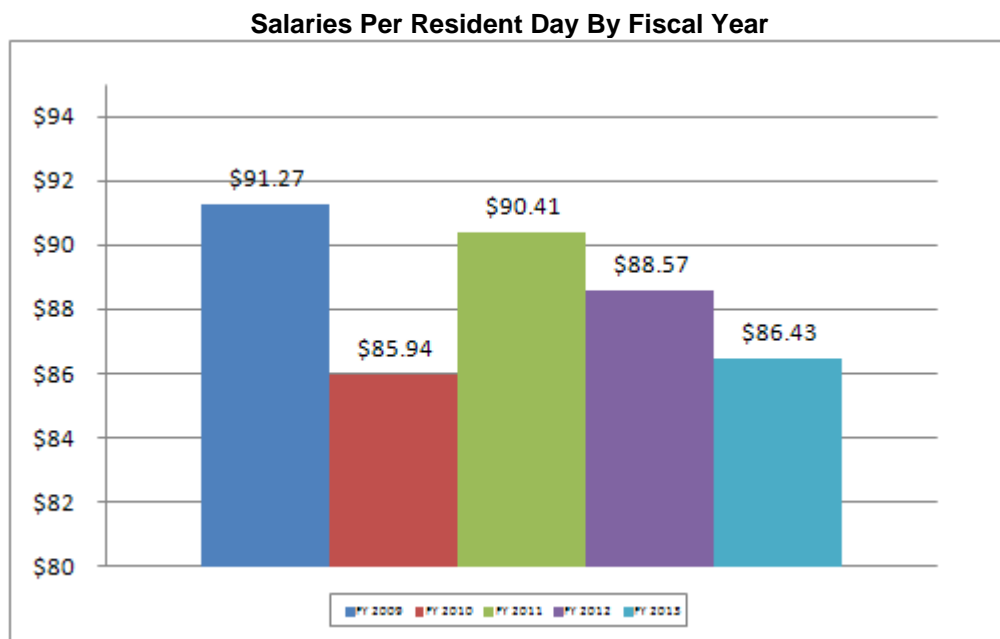
When salaries are calculated on a per day basis, a declining trend is seen over the past five years.



The chart below summarizes the salaries per day for FY 2012. In the low census months in April, May and June, salaries per day increased. Since then, coinciding with the census growth, the salaries per day has shown a declining trend – a positive sign. The increase in November 2012 is due to the payout of two holidays resulting in a sharp increase. December’s per diem fell to \$82.73 per day.

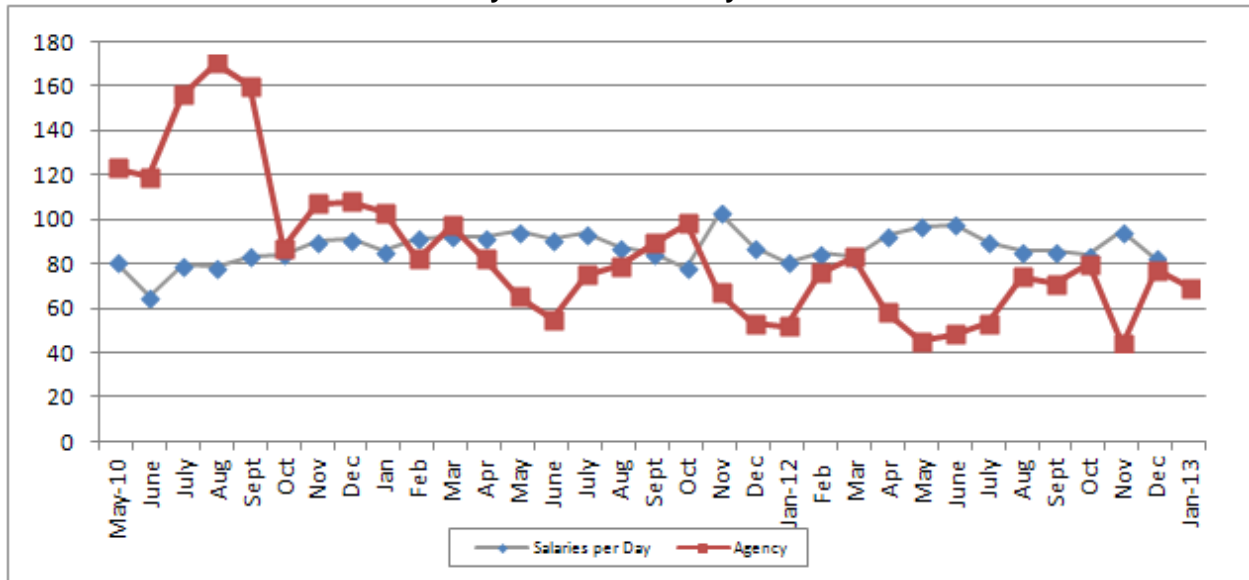


The table below shows that salary costs per day was lower in 2012 compared to 2011. The December 2012 salaries per day compares favorably to historical figures.



The last graph below compares CCNH salaries to agency expenses. Since May of 2010, agency costs have been drastically reduced while salary costs per day have remained in check.

**CCNH Salaries Per Resident Day vs Agency Expense
May 2010 thru January 2013**



Summary

December's census and income are proof that strong census coupled with strong Medicare numbers will result in excellent financial number. January reflects the continued strong Medicare census, but a drop off in total revenue with Medicaid and private pay census down for the month for an overall census drop by almost 10 residents. Expenses were up in January with the majority of the increases explainable. Inventory and purchasing procedures for all supplies will be reviewed and revamped to provide better control and possible savings.

To: Board of Directors
Champaign County Nursing Home

From: Scott T Gima
Manager

Date: March 7, 2013

Re: Cash Position
Sources & Uses of Anticipated Funds
Cash Flow Projection

Attached are the exhibits showing CCNH's cash position as of January 31, 2013.

The ending cash balance in January was \$1,141 million, down from \$1,362 million in December, a difference of \$221k. Operations provided a negative cash contribution of -\$5,644. Accounts receivable increased from \$3.841 million to just under \$4 million. Accounts payable fell from \$1.883 million to \$1.472 million. The cash balance is bolstered by the receipt of the tax anticipation note totaling \$914,000.

Also attached is an updated cash flow analysis/projection. No major changes based on the updated cash payments. With payments continuing as is, the cash balance at the end of December 2013 is still \$2 million.

Champaign County Nursing Home
Statement of Cash Flows (Indirect Method)
2 Months
November 30, 2012 through January 31, 2013

CASH FLOW FROM OPERATING ACTIVITIES:

Net Income (Loss) - YTD	\$ 12,826
Depreciation Expense	121,816
(Incr.)/Decr. in Accounts Receivable	(240,943)
(Incr.)/Decr. in Prepaid Expenses	(5,033)
(Incr.)/Decr. in Inventory	-
(Incr.)/Decr. in Patient Trust	465
Incr./(Decr.) in Accounts Payable	(546,169)
Incr./(Decr.) in Salaries and Wages Payable	63,399
Incr./(Decr.) in Interest Payable	21,682
Incr./(Decr.) in Accrued Com. Absences	3,530
Incr./(Decr.) in Other Liabilities	<u>(3,272)</u>
Net Cash Provided by Operating Activities:	(571,699)

CASH FLOW FROM INVESTING ACTIVITIES:

Purchase of Equipment	-
Improvements (CIP)	-
Net Cash Provided by Investing Activities	<u>-</u>

CASH FLOW FROM FINANCING ACTIVITIES:

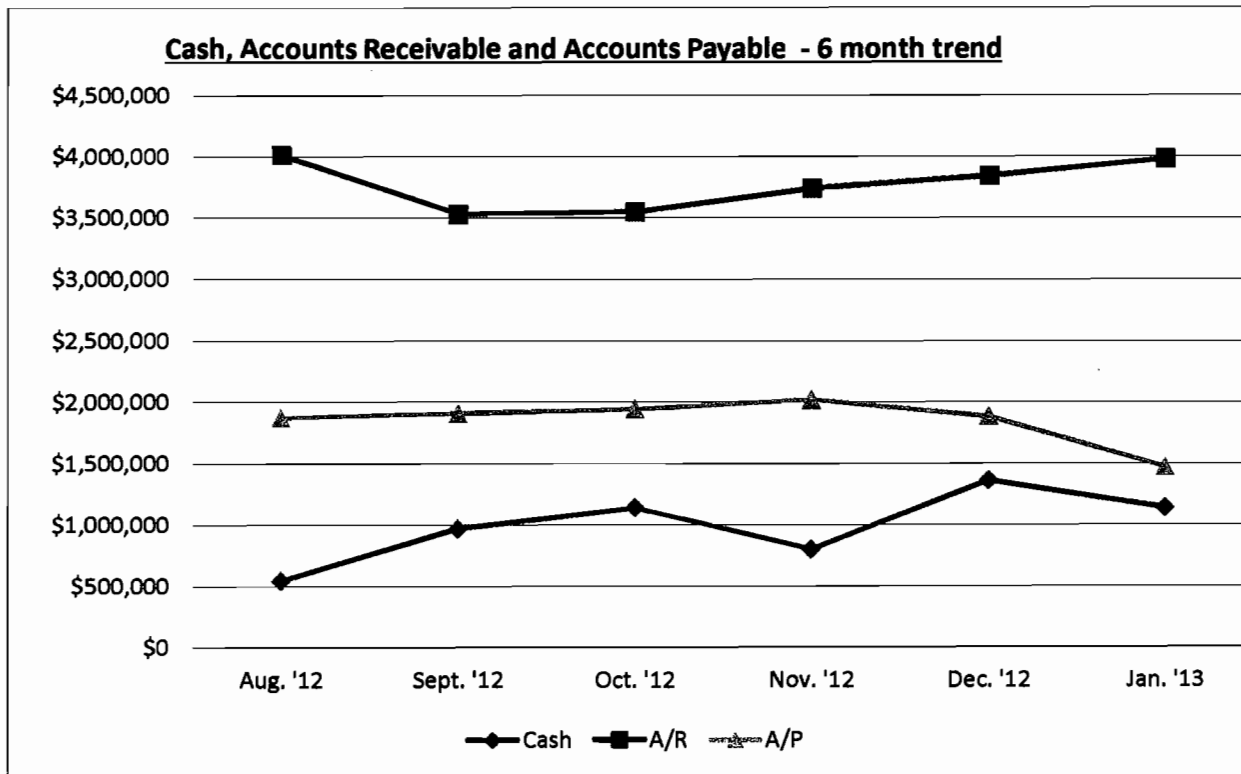
Increase in Tax Anticipation Note	914,000
(Decrease) in Bonds Payable	-
Increase in Equity Adjustment	<u>-</u>
Net Cash Provided by Financing Activities:	914,000

Total Cash Flow	342,301
Beginning Cash Flow - 11/30/2012	<u>798,749</u>
ENDING CASH - 1/31/2013	<u><u>\$ 1,141,050</u></u>

Champaign County Nursing Home August 31, 2012 through January 31, 2013

Key Balance Sheet Items Charted Below:

	<u>Aug. '12</u>	<u>Sept. '12</u>	<u>Oct. '12</u>	<u>Nov. '12</u>	<u>Dec. '12</u>	<u>Jan. '13</u>
Cash	542,591	968,505	1,138,748	798,749	1,361,624	1,141,050
A/R	4,007,123	3,526,354	3,546,162	3,736,112	3,840,535	3,977,053
A/P	1,871,319	1,907,778	1,943,402	2,018,480	1,882,932	1,472,311



Champaign County Nursing Home
Monthly Statements of Cash Flow (Indirect Method)
August 31, 2012 through January 31, 2013

	<u>Aug. '12</u>	<u>Sept. '12</u>	<u>Oct. '12</u>	<u>Nov. '12</u>	<u>Dec. '12</u>	<u>Jan. '13</u>
<u>CASH FLOW FROM OPERATING ACTIVITIES:</u>						
Net Income (Loss) - Monthly	\$ 408	\$ 34,521	\$ 36,194	\$ (111,852)	\$ 79,775	\$ (66,949)
Depreciation Expense	60,638	60,638	60,638	66,948	60,511	61,305
(Incr.)/Decr. in Accounts Receivable	(222,711)	480,770	(19,808)	(189,950)	(104,421)	(136,520)
(Incr.)/Decr. in Prepaid Expenses	12,356	12,356	12,356	67,850	(53,869)	48,836
(Incr.)/Decr. in Inventory	-	-	-	8,850	(8,850)	8,850
(Incr.)/Decr. in Patient Trust	(145)	(164)	(705)	1,329	(55)	521
Incr./(Decr.) in Accounts Payable	(157,664)	36,459	35,624	75,078	(135,548)	(410,621)
Incr./(Decr.) in Salaries and Wages Payable	58,501	33,364	52,039	15,424	(212,350)	275,749
Incr./(Decr.) in Interest Payable	11,425	11,425	11,426	(43,784)	(2,502)	24,184
Incr./(Decr.) in Accrued Com. Absences	799	(2,222)	(10,633)	(26,096)	(413)	3,943
Incr./(Decr.) in Other Liabilities	146	163	705	(1,654)	8,184	(3,652)
Net Cash Provided (Used) by Operating Activities	<u>(236,247)</u>	<u>667,310</u>	<u>177,836</u>	<u>(137,857)</u>	<u>(369,538)</u>	<u>(194,354)</u>
<u>CASH FLOW FROM INVESTING ACTIVITIES:</u>						
Purchase of Equipment	-	-	(7,540)	(6,051)	-	-
Improvements (CIP)	(13,527)	13,527	-	(13,527)	-	-
Net Cash Provided (Used) by Investing Activities	<u>(13,527)</u>	<u>13,527</u>	<u>(7,540)</u>	<u>(19,578)</u>	<u>-</u>	<u>-</u>
<u>CASH FLOW FROM FINANCING ACTIVITIES:</u>						
Incr./(Decr.) in Tax Anticipation Note	(76,268)	(254,923)	-	-	914,000	-
Incr./(Decr.) in Bonds Payable	-	-	-	(170,000)	-	-
Incr./(Decr.) in Equity Adjustment	-	-	(53)	(12,564)	26,220	(26,220)
Net Cash Provided (Used) by Financing Activities	<u>(76,268)</u>	<u>(254,923)</u>	<u>(53)</u>	<u>(182,564)</u>	<u>932,413</u>	<u>(26,220)</u>
Total Cash Flow	(326,042)	425,914	170,243	(339,999)	562,875	(220,574)
Beginning Cash Balance (Prior Month's)	868,633	542,591	968,505	1,138,748	798,749	1,361,624
MONTH ENDING CASH BALANCE	<u>\$ 542,591</u>	<u>\$ 968,505</u>	<u>\$ 1,138,748</u>	<u>\$ 798,749</u>	<u>\$ 1,361,624</u>	<u>\$ 1,141,050</u>

Champaign County Nursing Home
Cash Flow Analysis

	Deposits Pending Deposits <u>Estimated Deposits</u>	<u>Running Balance</u>	Work Comp and Unemploy = 45/qrtr add \$15k to a/p mo.		
<u>July 2012</u>					
Beginning Balance	905,922	905,922			
Estimated Medicare Deposit	291,000	1,196,922			
Estimated Private Pay Deposit	435,200	1,632,122			
Estimated Deposit Medicare B / Co-ins./ PP	-	1,632,122			
Estimated Deposit Resident Liability	125,000	1,757,122			
Est. Deposit Medicare (remain. F/M/A/M/J/J/A/S/O/N/D/J)	-	1,757,122			
Estimated Medicaid Deposit	330,000	2,087,122			
Estimated Payroll (\$250k per payroll)	(512,000)	1,575,122			
Estimated A/P (Vouchers) - Friday after 3rd Tuesday	(706,210)	868,912	In	Out	
			1,181,200	(1,218,210)	(37,010)
<u>Aug</u>					
Beginning Balance	868,912	868,912			
Estimated Medicare Deposit	149,500	1,018,412			
Estimated Private Pay Deposit	409,200	1,427,612			
Estimated Deposit Medicare B / Co-ins./ PP	-	1,427,612			
Estimated Deposit Resident Liability	125,000	1,552,612			
Est. Deposit Medicare (remain. F/M/A/M/J/J/A/S/O/N/D/J)	-	1,552,612			
Estimated Medicaid Deposit	286,200	1,838,812			
Estimated Payroll	(483,400)	1,355,412			
Estimated A/P (Vouchers) - Friday after 3rd Tuesday	(813,200)	542,212	In	Out	
			969,900	(1,296,600)	
<u>Sep</u>					
Beginning Balance	542,212	542,212			
Estimated Medicare Deposit	38,600	580,812			
Estimated Private Pay Deposit	496,000	1,076,812			
Estimated Deposit Medicare B / Co-ins./ PP	-	1,076,812			
Estimated Deposit Resident Liability	125,000	1,201,812			
Est. Deposit Medicare (remain. F/M/A/M/J/J/A/S/O/N/D/J)	-	1,201,812			
Estimated Medicaid Deposit	640,000	1,841,812			
Estimated Tax Distribution	100,000	1,941,812			
IGA Payment	121,900	2,063,712			
Estimated Payroll	(509,600)	1,554,112			
Estimated A/P (Vouchers) - Friday after 3rd Tuesday	(586,000)	968,112	In	Out	
			1,521,500	(1,095,600)	
<u>Oct</u>					
Beginning Balance	968,112	968,112			
Estimated Medicare Deposit	266,545	1,234,657			
Estimated Private Pay Deposit	590,700	1,825,357			
Estimated Deposit Medicare B / Co-ins./ PP	-	1,825,357			
Estimated Deposit Resident Liability	125,000	1,950,357			
Est. Deposit Medicare (remain. F/M/A/M/J/J/A/S/O/N/D/J)	-	1,950,357			
Estimated Medicaid Deposit	342,000	2,292,357			
Liab./Prop. Tax	-	2,292,357			
Estimated Payroll	(499,500)	1,792,857			
Estimated A/P (Vouchers) - Friday after 3rd Tuesday	(660,000)	1,132,857	In	Out	
			1,324,245	(1,159,500)	
<u>Nov</u>					
Beginning Balance	1,132,857	1,132,857			
Medicare Deposit	188,905	1,321,762			
Private Pay Deposit	619,784	1,941,546			
Estimated Deposit Medicare B / Co-ins./ PP	-	1,941,546			
Estimated Deposit Resident Liability	-	1,941,546			
Est. Deposit Medicare (remain. F/M/A/M/J/J/A/S/O/N/D/J)	-	1,941,546			
Medicaid Deposit	261,990	2,203,536			
Tax Distribution	35,128	2,238,664			
Payroll - 3 payrolls	(769,666)	1,468,998			
A/P (Vouchers) - Friday after 3rd Tuesday	(677,719)	791,279	In	Out	
			1,105,807	(1,447,385)	
<u>Dec</u>					
Beginning Balance	791,279	791,279			
12/3/2012 Medicare Deposit	2,118	793,397			
12/3/2012 Tax Distribution Payment	914,000	1,707,397			
12/5/2012 Private Pay Deposit	55,638	1,763,035			
12/6/2012 Medicare Deposit	31,970	1,795,005			
12/6/2012 Private Pay Deposit	4,617	1,799,622			
12/7/2012 Medicare Deposit	2,234	1,801,857			
12/7/2012 Private Pay Deposit	9,304	1,811,160			
12/7/2012 A/P (Vouchers) - Friday after 3rd Tuesday	(355,323)	1,455,838			
12/10/2012 Medicare Deposit	390	1,456,227			
12/11/2012 Medicare Deposit	15,203	1,471,430			
12/11/2012 Private Pay Deposit	4,627	1,476,057			
12/13/2012 Medicare Deposit	57	1,476,114			
12/13/2012 Private Pay Deposit	34,976	1,511,090			
12/14/2012 Private Pay Deposit	1,833	1,512,923			

12/14/2012 Payroll	(277,292)	1,235,631		
12/14/2012 A/P (Vouchers) - Friday after 3rd Tuesday	(120,964)	1,114,667		
12/17/2012 Medicare Deposit	1,242	1,115,909		
12/17/2012 Private Pay Deposit	28,688	1,144,597		
12/18/2012 Medicare Deposit	2,203	1,146,800		
12/18/2012 Private Pay Deposit	127,371	1,274,170		
12/19/2012 Medicare Deposit	2,976	1,277,146		
12/19/2012 Private Pay Deposit	55,058	1,332,204		
12/19/2012 VA Deposits	19,936	1,352,140		
12/19/2012 Medicaid Distribution	357,127	1,709,267		
12/20/2012 Medicare Deposit	57	1,709,324		
12/20/2012 Private Pay Deposit	57,873	1,767,197		
12/21/2012 Private Pay Deposit	58,756	1,825,953		
12/21/2012 Liab./Prop. Tax	(104,895)	1,721,058		
12/21/2012 Bond Principal Payment	(238,551)	1,482,507		
12/21/2012 A/P (Vouchers) - Friday after 3rd Tuesday	(126,911)	1,355,596		
12/27/2012 Medicare Deposit	3,699	1,359,295		
12/27/2012 Private Pay Deposit	68,346	1,427,641		
12/27/2012 IGA Payment	166,347	1,593,988		
12/28/2012 Medicare Deposit	10,722	1,604,710		
12/28/2012 Private Pay Deposit	29,302	1,634,011		
12/28/2012 Payroll	(239,339)	1,394,672		
12/28/2012 A/P (Vouchers) - Friday after 3rd Tuesday	(106,316)	1,288,356		
12/31/2012 Medicare Deposit	351	1,288,707	In	Out
12/31/2012 Medicare Deposit	68,721	1,357,428	2,148,188	(1,569,591)
12/31/2012 Private Pay Deposit	12,449	1,369,876		

Jan 2013

Beginning Balance	1,369,876	1,369,876		
Year-end Adjustments	7,170	1,377,046		
12/21/2012 County Collector	1,589	1,378,636		
1/2/2013 Medicare	19,774	1,398,410		
1/3/2013 Medicare	4,761	1,403,171		
1/3/2013 Facility/Bank Deposits	67,610	1,470,781		
1/4/2013 Medicare	19,368	1,490,149		
1/7/2013 Facility Deposit	40,235	1,530,384		
1/10/2013 Bank Deposit	14,796	1,545,180		
1/10/2013 A/P Check Run	(205,676)	1,339,504		
1/10/2013 Bed Tax (4/12)	(32,147)	1,307,357		
1/11/2013 Payroll	(246,924)	1,060,433		
1/11/2013 Medicare/ Facility Deposits	77,011	1,137,444		
1/14/2013 Medicaid Deposit	320,123	1,457,568		
1/14/2013 Facility Deposit	30,415	1,487,983		
1/15/2013 Facility/Bank Deposits	65,217	1,553,200		
1/16/2013 Bank/ Medicare Deposit	17,439	1,570,639		
1/17/2013 Facility/Bank Deposits	88,753	1,659,392		
1/17/2013 A/P Check Run	(293,423)	1,365,969		
1/18/2013 Bank Deposit	12,422	1,378,391		
1/22/2013 Facility Deposit	12,261	1,390,652		
1/23/2013 Bank/Facility Deposit	82,324	1,472,976		
1/24/2013 Bank/Facility Deposit	14,144	1,487,120		
1/25/2013 Bank Deposit	16,569	1,503,689		
1/25/2013 Estimated Bed Tax	(33,919)	1,469,770		
1/25/2013 A/P Check Run	(133,144)	1,336,626		
1/25/2013 Payroll	(244,762)	1,091,864	In	Out
1/28/2013 VA/Medicare/Facility/County Deposit	47,509	1,139,373		
1/29/2013 Bank/ Facility/ Medicare Deposit	194,439	1,333,812		
1/30/2013 Medicaid/ Medicare Deposit	16,877	1,350,690		
1/31/2013 Facility/ Medicare Deposit	21,281	1,371,971		
1/31/2013 A/P Check Run	(196,195)	1,175,775	\$ 161,445.11	Over Projection
1/31/2013 Settlement Check	(35,000)	1,140,775	In	Out
			1,183,330	(1,421,190)

Feb

Beginning Balance	1,140,775	1,140,775
2/1/2013 Medicare Deposit	22,840	1,163,615
2/4/2013 Facility/ Bank/ Medicare Deposit	55,811	1,219,427
2/6/2013 Facility Deposit	19,501	1,238,928
2/7/2013 Facility/ Medicare Deposits	6,493	1,245,421
2/8/2013 Bank Deposit	5,933	1,251,354
2/8/2013 A/P Check Run	(251,005)	1,000,349
2/8/2013 Payroll	(240,835)	759,514
2/11/2013 Medicare Deposit	24,024	783,538
2/12/2013 Facility/ Medicare Deposits	38,878	822,416
2/13/2013 Bank/Facility/ Medicare Deposits	61,152	883,568
2/14/2013 Bank/ VA Deposits	32,617	916,185
2/14/2013 A/P Check Run	(104,406)	811,779
Estimated Medicare Deposit	170,000	981,779
Estimated Private Pay Deposit	387,703	1,369,482
Estimated VA Deposits	13,746	1,383,229
Estimated Insurance Deposits	91,411	1,474,639

Estimated Title XX Deposits	4,360	1,478,999		
Estimated Medicaid Deposit	321,000	1,799,999		
Estimated Bed Tax	(34,083)	1,765,916		
Estimated Payroll	(259,165)	1,506,751	In	Out
EstimatedA/P (Vouchers) - Thursdays & Friday after 3rd Monday	(256,589)	1,250,162	988,220	(549,837)
Mar				
Beginning Balance	1,250,162	1,250,162		
Estimated Medicare Deposit	170,000	1,420,162		
Est. Deposit Medicare (remain. F/M/A/M/J/J/A/S/O/N/D/J)	30,000	1,450,162		
Estimated Private Pay Deposit	512,000	1,962,162		
Estimated VA Deposits	17,000	1,979,162		
Estimated Insurance Deposits	75,000	2,054,162		
Estimated Hospice Deposits	20,000	2,074,162		
Estimated Title XX Deposits	15,000	2,089,162		
Estimated Medicaid Deposit	321,000	2,410,162		
Estimated IGT/FFP Payment	175,000	2,585,162		
Estimated Bed Tax	(36,056)	2,549,106		
Estimated Payroll	(500,000)	2,049,106	In	Out
EstimatedA/P (Vouchers) - Thursdays & Friday after 3rd Monday	(607,000)	1,442,106	1,335,000	(1,143,056)
Apr				
Beginning Balance	1,442,106	1,442,106		
Estimated Medicare Deposit	170,000	1,612,106		
Est. Deposit Medicare (remain. F/M/A/M/J/J/A/S/O/N/D/J)	30,000	1,642,106		
Estimated Private Pay Deposit	512,000	2,154,106		
Estimated VA Deposits	17,000	2,171,106		
Estimated Insurance Deposits	75,000	2,246,106		
Estimated Hospice Deposits	20,000	2,266,106		
Estimated Title XX Deposits	15,000	2,281,106		
Estimated Medicaid Deposit	321,000	2,602,106		
Estimated Bed Tax	(36,426)	2,565,680		
Estimated Payroll	(500,000)	2,065,680	In	Out
EstimatedA/P (Vouchers) - Thursdays & Friday after 3rd Monday	(727,000)	1,338,680	1,160,000	(1,263,426)
May				
Beginning Balance	1,338,680	1,338,680		
Estimated Medicare Deposit	170,000	1,508,680		
Est. Deposit Medicare (remain. F/M/A/M/J/J/A/S/O/N/D/J)	30,000	1,538,680		
Estimated Private Pay Deposit	512,000	2,050,680		
Estimated VA Deposits	17,000	2,067,680		
Estimated Insurance Deposits	75,000	2,142,680		
Estimated Hospice Deposits	20,000	2,162,680		
Estimated Title XX Deposits	15,000	2,177,680		
Estimated Medicaid Deposit	321,000	2,498,680		
Estimated Bed Tax	(36,038)	2,462,642		
Estimated Payroll	(750,000)	1,712,642	In	Out
EstimatedA/P (Vouchers) - Thursdays & Friday after 3rd Monday	(647,000)	1,065,642	1,160,000	(1,433,038)
June				
Beginning Balance	1,065,642	1,065,642		
Estimated Medicare Deposit	170,000	1,235,642		
Est. Deposit Medicare (remain. F/M/A/M/J/J/A/S/O/N/D/J)	30,000	1,265,642		
Estimated Private Pay Deposit	512,000	1,777,642		
Estimated VA Deposits	17,000	1,794,642		
Estimated Insurance Deposits	75,000	1,869,642		
Estimated Hospice Deposits	20,000	1,889,642		
Estimated Title XX Deposits	15,000	1,904,642		
Estimated Medicaid Deposit	321,000	2,225,642		
Estimated IGT/FFP Payment	175,000	2,400,642		
Estimated Bed Tax	(37,749)	2,362,893		
Estimated Payroll	(530,000)	1,832,893	Attendance Bonus	
EstimatedA/P (Vouchers) - Thursdays & Friday after 3rd Monday	(597,000)	1,235,893	In	Out
Estimated Bond Payment	(65,045)	1,170,848	1,335,000	(1,229,794)
July				
Beginning Balance	1,170,848	1,170,848		
Estimated Medicare Deposit	170,000	1,340,848		
Est. Deposit Medicare (remain. F/M/A/M/J/J/A/S/O/N/D/J)	30,000	1,370,848		
Estimated Private Pay Deposit	512,000	1,882,848		
Estimated VA Deposits	17,000	1,899,848		
Estimated Insurance Deposits	75,000	1,974,848		
Estimated Hospice Deposits	20,000	1,994,848		
Estimated Title XX Deposits	15,000	2,009,848		
Estimated Medicaid Deposit	321,000	2,330,848		
Estimated Bed Tax	(35,376)	2,295,472		
Estimated Payroll	(500,000)	1,795,472	In	Out
EstimatedA/P (Vouchers) - Thursdays & Friday after 3rd Monday	(677,000)	1,118,472	1,160,000	(1,212,376)
Aug				
Beginning Balance	1,118,472	1,118,472		
Estimated Medicare Deposit	170,000	1,288,472		

Est. Deposit Medicare (remain. F/M/A/M/J/J/A/S/O/N/D/J)	30,000	1,318,472		
Estimated Private Pay Deposit	512,000	1,830,472		
Estimated VA Deposits	17,000	1,847,472		
Estimated Insurance Deposits	75,000	1,922,472		
Estimated Hospice Deposits	20,000	1,942,472		
Estimated Title XX Deposits	15,000	1,957,472		
Estimated Medicaid Deposit	321,000	2,278,472		
Estimated Bed Tax	(36,000)	2,242,472		
Estimated Payroll	(500,000)	1,742,472	In	Out
Estimated A/P (Vouchers) - Thursdays & Friday after 3rd Monday	(597,000)	1,145,472	1,160,000	(1,133,000)
<u>Sept</u>				
Beginning Balance	1,145,472	1,145,472		
Estimated Medicare Deposit	170,000	1,315,472		
Est. Deposit Medicare (remain. F/M/A/M/J/J/A/S/O/N/D/J)	30,000	1,345,472		
Estimated Private Pay Deposit	512,000	1,857,472		
Estimated VA Deposits	17,000	1,874,472		
Estimated Insurance Deposits	75,000	1,949,472		
Estimated Hospice Deposits	20,000	1,969,472		
Estimated Title XX Deposits	15,000	1,984,472		
Estimated Medicaid Deposit	321,000	2,305,472		
Estimated IGT/FFP Payment	175,000	2,480,472		
Estimated Property Tax Monies	125,000	2,605,472		
Estimated Bed Tax	(36,000)	2,569,472		
Estimated Payroll	(500,000)	2,069,472	In	Out
Estimated A/P (Vouchers) - Thursdays & Friday after 3rd Monday	(597,000)	1,472,472	1,460,000	(1,133,000)
<u>Oct</u>				
Beginning Balance	1,472,472	1,472,472		
Estimated Medicare Deposit	170,000	1,642,472		
Est. Deposit Medicare (remain. F/M/A/M/J/J/A/S/O/N/D/J)	30,000	1,672,472		
Estimated Private Pay Deposit	512,000	2,184,472		
Estimated VA Deposits	17,000	2,201,472		
Estimated Insurance Deposits	75,000	2,276,472		
Estimated Hospice Deposits	20,000	2,296,472		
Estimated Title XX Deposits	15,000	2,311,472		
Estimated Medicaid Deposit	321,000	2,632,472		
Estimated Bed Tax	(36,000)	2,596,472		
Estimated Payroll	(500,000)	2,096,472	In	Out
Estimated A/P (Vouchers) - Thursdays & Friday after 3rd Monday	(627,000)	1,469,472	1,160,000	(1,163,000)
<u>Nov</u>				
Beginning Balance	1,469,472	1,469,472		
Estimated Medicare Deposit	170,000	1,639,472		
Est. Deposit Medicare (remain. F/M/A/M/J/J/A/S/O/N/D/J)	30,000	1,669,472		
Estimated Private Pay Deposit	512,000	2,181,472		
Estimated VA Deposits	17,000	2,198,472		
Estimated Insurance Deposits	75,000	2,273,472		
Estimated Hospice Deposits	20,000	2,293,472		
Estimated Title XX Deposits	15,000	2,308,472		
Estimated Medicaid Deposit	321,000	2,629,472		
Estimated Property Tax Monies	15,000	2,644,472		
Estimated Bed Tax	(36,000)	2,608,472		
Estimated Payroll	(750,000)	1,858,472	3 Payrolls	
Estimated A/P (Vouchers) - Thursdays & Friday after 3rd Monday	(592,000)	1,266,472		
Estimated IMRF Early Obligation Payment	(36,000)	1,230,472	In	Out
Estimated Property/Liability Insurance	(110,000)	1,120,472	1,175,000	(1,524,000)
			15,586,183	(14,775,307)
<u>Dec</u>				
Beginning Balance	1,120,472	1,120,472		
Estimated Medicare Deposit	170,000	1,290,472		
Est. Deposit Medicare (remain. F/M/A/M/J/J/A/S/O/N/D/J)	30,000	1,320,472		
Estimated Private Pay Deposit	512,000	1,832,472		
Estimated VA Deposits	17,000	1,849,472		
Estimated Insurance Deposits	75,000	1,924,472		
Estimated Hospice Deposits	20,000	1,944,472		
Estimated Title XX Deposits	15,000	1,959,472		
Estimated Medicaid Deposit	321,000	2,280,472		
Estimated IGT/FFP Payment	175,000	2,455,472		
Estimated Tax Warrants	900,000	3,355,472		
Estimated Bed Tax	(36,000)	3,319,472		
Estimated Payroll	(500,000)	2,819,472	Attendance Bonus	
Estimated A/P (Vouchers) - Thursdays & Friday after 3rd Monday	(578,000)	2,241,472		
Estimated Bond Payment	(245,045)	1,996,427	In	Out
Estimated FY13 County Billings	(40,000)	1,956,427	2,235,000	(1,399,045)

To: Board of Directors
Champaign County Nursing Home

From: Scott T Gima
Manager

Date: March 7, 2013

Re: Management Update

This is the fifty-fifth in a series of updates designed to keep you current on developments at CCNH.

Respiratory Therapy

Recruitment on a replacement therapist continues. No developments on any potential candidates have been forwarded to CCNH and/or MPA.

Open Manager Positions

We now have a new Maintenance Director and Social Services Director.

The new Maintenance Director is Craig Terven. He has approximately 20 years of general construction and HVAC experience.

Jeff Smith is the new Social Services Director. His background includes: a Champaign County Court appointed Special Advocate for Children; Social worker with the VA Homeless Veterans program; mental health and addictions counselor, and: a youth addictions counselor and drug court case manager. We are addressing his lack of long term care experience with training and assistance from our social services consultant and we will be keeping our interim Social Services Director around for a few weeks until training is complete.

The Director of Nursing and Adult Day Care Director positions remain open. The analysis/recommendation on the Director of Nursing salary has not been completed.

Edits/Changes to Nursing Home Board of Director's By-Laws and Policy Book

Deb and I have reviewed and made changes to the By-Laws and Policy Book. The majority of the changes were done so the two documents were consistent with each other and with the management contract language including the role of the Manager (MPA) and the CCNH Administrator. Review and adoption of the documents will be done at the March 12th County Board meeting. Action by the Board of Director's is to recommend adoption of the revised documents by the County Board.

Illinois Medicare Medicaid Alignment Initiative - Managed Care

I am enclosing a copy the power point slides from a managed care webinar that MPA conducted for members of Life Services Network. I have previously mentioned that the Dual Eligible managed care program is going to be rolled out in Illinois in 2013 in two areas of Illinois, the Greater Chicago area and Central Illinois, which includes Champaign County. I will discuss some of the slides to start getting everyone up to speed on what this program is and what it means for CCNH. The topic is too complex to discuss in one session, but this will be the start of that process.

Dual eligibles are any resident that is eligible for both Medicare Part A and Medicaid long term care services. Almost 100% of our Medicaid residents would fall into this category. This initiative that I will call MMAI is a federal demonstration program that was included in the Affordable Care Act, where managed care health plans like Health Alliance will be responsible for both the Medicare and Medicaid care of seniors. Illinois wants 50% of the dual eligibles in a managed care program by January of 2015. They are hoping for 100% enrollment. The motivation is cost savings as well as improving the coordination of care within the health care continuum. The care continuum includes physicians, hospitals, long term care providers and home and community based services. The goal is to provide the appropriate level of care. I would paraphrase that to pushing care down the continuum to lower costs care. Move patients out of the hospital into nursing homes but preferably to home based services. The other goal is to move residents out of nursing homes into assisted living or community based services.

In communities like Champaign County, the lack of supportive living facilities (assisted living facilities that can take Medicaid) and home and community based services will make it difficult to “empty out” nursing home beds. Successful nursing homes that do keep their beds filled must be able to show that they provide high quality care in a cost effective manner. This is new territory for nursing homes. I look forward to this discussion – it is a very important strategic issue.

As always, give me a call (314-434-4227, x12) or contact me via e-mail if you have questions.

Champaign County Nursing Home
Actual vs Budget Statement of Operations

01/31/13

1

Description	Actual	Budget	Variance	YTD Actual	YTD Budget	Variance
Operating Income						
Miscellaneous Revenue	1,917.51	2,576.00	(658.49)	4,373.23	5,152.00	(778.77)
Medicare A Revenue	295,936.67	259,235.00	36,701.67	597,185.03	518,470.00	78,715.03
Medicare B Revenue	28,428.93	39,052.00	(10,623.07)	47,184.42	78,104.00	(30,919.58)
Medicaid Revenue	501,772.39	510,368.00	(8,595.61)	1,039,153.36	1,020,736.00	18,417.36
Private Pay Revenue	364,838.11	383,372.00	(18,533.89)	756,022.65	766,744.00	(10,721.35)
Adult Day Care Revenue	15,062.78	20,084.00	(5,021.22)	28,735.23	40,168.00	(11,432.77)
Total Income	1,207,956.39	1,214,687.00	(6,730.61)	2,472,653.92	2,429,374.00	43,279.92
Operating Expenses						
Administration	251,349.28	278,982.00	27,632.72	482,406.93	557,964.00	75,557.07
Environmental Services	93,798.24	95,640.00	1,841.76	181,430.09	191,280.00	9,849.91
Laundry	17,831.05	16,978.00	(853.05)	32,804.48	33,956.00	1,151.52
Maintenance	24,767.88	22,035.00	(2,732.88)	43,034.47	44,070.00	1,035.53
Nursing Services	579,190.44	514,356.00	(64,834.44)	1,131,195.74	1,028,712.00	(102,483.74)
Activities	19,303.33	24,589.00	5,285.67	38,084.00	49,178.00	11,094.00
Social Services	23,734.39	18,599.00	(5,135.39)	41,476.23	37,198.00	(4,278.23)
Physical Therapy	40,048.97	50,951.00	10,902.03	75,255.78	101,902.00	26,646.22
Occupational Therapy	34,748.91	43,501.00	8,752.09	66,256.83	87,002.00	20,745.17
Speech Therapy	9,167.90	13,724.00	4,556.10	18,832.75	27,448.00	8,615.25
Respiratory Therapy	3,657.50		(3,657.50)	3,657.50		(3,657.50)
Total This Department	12,825.40	13,724.00	898.60	22,490.25	27,448.00	4,957.75
Food Services	116,160.88	108,349.00	(7,811.88)	230,607.10	216,698.00	(13,909.10)
Barber & Beauty	7,413.65	6,928.00	(485.65)	13,439.62	13,856.00	416.38
Adult Day Care	16,658.62	20,577.00	3,918.38	31,088.19	41,154.00	10,065.81
Alzheimers and Related Disorders	124,015.92	94,632.00	(29,383.92)	244,154.65	189,264.00	(54,890.65)
Total Expenses	1,361,846.96	1,309,841.00	(52,005.96)	2,633,724.36	2,619,682.00	(14,042.36)
Net Operating Income	(153,890.57)	(95,154.00)	(58,736.57)	(161,070.44)	(190,308.00)	29,237.56
NonOperating Income						
Local Taxes	86,807.06	86,531.00	276.06	173,337.73	173,062.00	275.73
Miscellaneous NI Revenue	134.42	501.00	(366.58)	558.70	1,002.00	(443.30)
Total NonOperating Income	86,941.48	87,032.00	(90.52)	173,896.43	174,064.00	(167.57)
Net Income (Loss)	(66,949.09)	(8,122.00)	(58,827.09)	12,825.99	(16,244.00)	29,069.99

01/31/13

Champaign County Nursing Home
Actual vs Budget Statement of Operations

1

Description	Actual	Budget	Variance	YTD Actual	YTD Budget	Variance
Operating Income						
Miscellaneous Revenue						
Lunch Reimbursement	363.00	525.00	(162.00)	903.00	1,050.00	(147.00)
Late Charge, NSF Check Charge	1,468.82	1,334.00	134.82	3,364.54	2,668.00	696.54
Other Miscellaneous Revenue	85.69	717.00	(631.31)	105.69	1,434.00	(1,328.31)
Total Miscellaneous Revenue	1,917.51	2,576.00	(658.49)	4,373.23	5,152.00	(778.77)
Medicare A Revenue						
Medicare A	238,703.06	201,154.00	37,549.06	470,188.45	402,308.00	67,880.45
ARD - Medicare A	8,559.09	14,568.00	(6,008.91)	25,348.31	29,136.00	(3,787.69)
NH Pt_Care - Medicare Advantage/ Hmo	48,674.52	42,629.00	6,045.52	101,648.27	85,258.00	16,390.27
ARD_Pt Care - Medicare Advantage/ HMO		884.00	(884.00)		1,768.00	(1,768.00)
Total Medicare A Revenue	295,936.67	259,235.00	36,701.67	597,185.03	518,470.00	78,715.03
Medicare B Revenue						
Medicare B	28,428.93	39,052.00	(10,623.07)	47,184.42	78,104.00	(30,919.58)
Total Medicare B Revenue	28,428.93	39,052.00	(10,623.07)	47,184.42	78,104.00	(30,919.58)
Medicaid Revenue						
Medicaid Title XIX (IDHFS)	329,805.79	341,342.00	(11,536.21)	665,294.16	682,684.00	(17,389.84)
ARD - Medicaid Title XIX (IDHFS)	118,927.79	155,113.00	(36,185.21)	242,773.16	310,226.00	(67,452.84)
Patient Care-Hospice	30,754.35	8,071.00	22,683.35	71,001.90	16,142.00	54,859.90
ARD Patient Care - Hospice	22,284.46	5,842.00	16,442.46	60,084.14	11,684.00	48,400.14
Total Medicaid Revenue	501,772.39	510,368.00	(8,595.61)	1,039,153.36	1,020,736.00	18,417.36
Private Pay Revenue						
VA-Veterans Nursing Home Care	15,819.83	11,507.00	4,312.83	35,973.86	23,014.00	12,959.86
ARD - VA - Veterans Care		2,923.00	(2,923.00)		5,846.00	(5,846.00)
Nursing Home Patient Care - Private Pay	247,267.87	273,516.00	(26,248.13)	521,329.28	547,032.00	(25,702.72)
Nursing Home Beauty Shop Revenue	3,580.30	3,731.00	(150.70)	6,951.80	7,462.00	(510.20)
Medical Supplies Revenue	6,091.37	5,594.00	497.37	11,500.72	11,188.00	312.72
Patient Transportation Charges	1,702.34	1,626.00	76.34	2,789.09	3,252.00	(462.91)
ARD Patient Care- Private Pay	90,376.40	84,475.00	5,901.40	177,477.90	168,950.00	8,527.90
Total Private Pay Revenue	364,838.11	383,372.00	(18,533.89)	756,022.65	766,744.00	(10,721.35)
Adult Day Care Revenue						
VA-Veterans Adult Daycare	4,240.95	2,500.00	1,740.95	7,584.15	5,000.00	2,584.15
IL Department Of Aging-Day Care Grant (Title XX)	10,128.01	12,917.00	(2,788.99)	20,096.11	25,834.00	(5,737.89)
Adult Day Care Charges-Private Pay	693.82	4,667.00	(3,973.18)	1,054.97	9,334.00	(8,279.03)
Total Adult Day Care Revenue	15,062.78	20,084.00	(5,021.22)	28,735.23	40,168.00	(11,432.77)
Total Income	1,207,956.39	1,214,687.00	(6,730.61)	2,472,653.92	2,429,374.00	43,279.92

Operating Expenses**Administration**

Reg. Full-Time Employees	26,711.12	29,665.00	2,953.88	49,928.52	59,330.00	9,401.48
Temp. Salaries & Wages	1,991.66	903.00	(1,088.66)	3,630.52	1,806.00	(1,824.52)
Per Diem	231.78	209.00	(22.78)	231.78	418.00	186.22
Overtime	128.52	103.00	(25.52)	393.78	206.00	(187.78)
TOPS - Balances	481.82	1,185.00	703.18	(838.67)	2,370.00	3,208.67
TOPS - FICA	36.86	90.00	53.14	(64.16)	180.00	244.16
Social Security - Employer	2,039.60	2,210.00	170.40	3,793.93	4,420.00	626.07
IMRF - Employer Cost	2,509.02	2,866.00	356.98	4,680.08	5,732.00	1,051.92
Workers' Compensation Insurance	1,695.87	1,707.00	11.13	3,619.19	3,414.00	(205.19)
Unemployment Insurance	1,781.67	500.00	(1,281.67)	1,859.69	1,000.00	(859.69)

Tuesday, March 05, 2013

36 8:36 AM

01/31/13

Champaign County Nursing Home
Actual vs Budget Statement of Operations

2

Description	Actual	Budget	Variance	YTD Actual	YTD Budget	Variance
Employee Health/Life Insurance	3,859.20	4,840.00	980.80	7,718.40	9,680.00	1,961.60
IMRF - Early Retirement Obligation	3,465.44	3,510.00	44.56	6,930.88	7,020.00	89.12
Employee Development/Recognition	28.97	154.00	125.03	62.94	308.00	245.06
Employee Physicals/Lab	1,492.80	1,922.00	429.20	2,992.80	3,844.00	851.20
Stationary & Printing	498.95	322.00	(176.95)	498.95	644.00	145.05
Books, Periodicals & Manuals	97.00	11.00	(86.00)	166.00	22.00	(144.00)
Copier Supplies	731.04	749.00	17.96	1,501.69	1,498.00	(3.69)
Postage, UPS, Federal Express	360.00	619.00	259.00	690.27	1,238.00	547.73
Operational Supplies	1,566.63	2,133.00	566.37	2,873.14	4,266.00	1,392.86
Audit & Accounting Fees	4,023.50	3,661.00	(362.50)	8,047.00	7,322.00	(725.00)
Attorney Fees	2,502.50	7,249.00	4,746.50	2,502.50	14,498.00	11,995.50
Professional Services	41,881.41	50,250.00	8,368.59	70,614.26	100,500.00	29,885.74
Job Required Travel Expense	151.08	165.00	13.92	219.92	330.00	110.08
Insurance	22,508.37	20,620.00	(1,888.37)	44,950.04	41,240.00	(3,710.04)
Property Loss & Liability Claims		481.00	481.00		962.00	962.00
Computer Services	3,373.01	4,203.00	829.99	11,834.68	8,406.00	(3,428.68)
Telephone Services	1,632.52	1,475.00	(157.52)	3,143.14	2,950.00	(193.14)
Automobile Maintenance		48.00	48.00		96.00	96.00
Legal Notices, Advertising	4,046.60	3,924.00	(122.60)	4,264.60	7,848.00	3,583.40
Photocopy Services	800.00	870.00	70.00	1,900.00	1,740.00	(160.00)
Public Relations	14.24	3.00	(11.24)	306.34	6.00	(300.34)
Dues & Licenses	1,833.15	1,115.00	(718.15)	3,458.23	2,230.00	(1,228.23)
Conferences & Training	42.00	389.00	347.00	42.00	778.00	736.00
Finance Charges, Bank Fees	1,615.85	218.00	(1,397.85)	2,899.54	436.00	(2,463.54)
Cable/Satellite TV Expense	909.25	2,465.00	1,555.75	3,383.57	4,930.00	1,546.43
IPA Licensing Fee	44,162.50	53,444.00	9,281.50	90,674.00	106,888.00	16,214.00
Fines & Penalties		1,225.00	1,225.00		2,450.00	2,450.00
Depreciation Expense	61,304.52	61,763.00	458.48	121,815.72	123,526.00	1,710.28
Interest-Tax Anticipation Notes Payable		583.00	583.00		1,166.00	1,166.00
Interest- Bonds Payable	10,840.83	11,133.00	292.17	21,681.66	22,266.00	584.34
Total Administration	251,349.28	278,982.00	27,632.72	482,406.93	557,964.00	75,557.07
Environmental Services						
Reg. Full-Time Employees	26,386.34	30,627.00	4,240.66	52,117.90	61,254.00	9,136.10
Overtime	2,189.64	751.00	(1,438.64)	4,595.88	1,502.00	(3,093.88)
TOPS - Balances	1,670.05	1,274.00	(396.05)	(196.19)	2,548.00	2,744.19
TOPS- FICA	127.76	97.00	(30.76)	2,336.09	194.00	(2,142.09)
Social Security - Employer	2,148.32	2,328.00	179.68	4,269.37	4,656.00	386.63
IMRF - Employer Cost	2,886.44	3,138.00	251.56	5,678.50	6,276.00	597.50
Workers' Compensation Insurance	1,558.30	1,735.00	176.70	3,521.34	3,470.00	(51.34)
Unemployment Insurance	1,868.67	833.00	(1,035.67)	2,056.96	1,666.00	(390.96)
Employee Health/Life Insurance	6,283.49	7,236.00	952.51	12,566.98	14,472.00	1,905.02
Books, Periodicals & Manuals	98.45		(98.45)	98.45		(98.45)
Operational Supplies	7,323.81	4,744.00	(2,579.81)	12,501.94	9,488.00	(3,013.94)
Professional Services	1,554.05		(1,554.05)	1,554.05		(1,554.05)
Gas Service	13,428.94	12,106.00	(1,322.94)	25,428.94	24,212.00	(1,216.94)
Electric Service	18,894.74	21,891.00	2,996.26	37,949.07	43,782.00	5,832.93
Water Service	2,832.45	2,307.00	(525.45)	5,418.75	4,614.00	(804.75)
Pest Control Service	482.00	554.00	72.00	964.00	1,108.00	144.00
Waste Disposal & Recycling	2,441.48	4,125.00	1,683.52	7,186.75	8,250.00	1,063.25
Equipment Rentals	258.00	260.00	2.00	516.00	520.00	4.00
Sewer Service & Tax	1,365.31	1,634.00	268.69	2,865.31	3,268.00	402.69
Total Environmental Services	93,798.24	95,640.00	1,841.76	181,430.09	191,280.00	9,849.91
Laundry						
Reg. Full-Time Employees	7,909.12	9,083.00	1,173.88	15,654.00	18,166.00	2,512.00

Tuesday, March 05, 2013

37

8:36 AM

01/31/13

Champaign County Nursing Home
Actual vs Budget Statement of Operations

3

Description	Actual	Budget	Variance	YTD Actual	YTD Budget	Variance
Overtime	500.28	229.00	(271.28)	918.36	458.00	(460.36)
TOPS Balances	703.53	507.00	(196.53)	919.44	1,014.00	94.56
TOPS - FICA	53.82	38.00	(15.82)	70.34	76.00	5.66
Social Security - Employer	630.20	688.00	57.80	1,242.64	1,376.00	133.36
IMRF - Employer Cost	846.56	928.00	81.44	1,652.78	1,856.00	203.22
Workers' Compensation Insurance	467.76	515.00	47.24	1,055.02	1,030.00	(25.02)
Unemployment Insurance	560.90	233.00	(327.90)	560.90	466.00	(94.90)
Employee Health/Life Insurance	2,258.00	1,782.00	(476.00)	4,516.00	3,564.00	(952.00)
Laundry Supplies	2,342.95	1,601.00	(741.95)	3,097.95	3,202.00	104.05
Linen & Bedding	1,557.93	1,374.00	(183.93)	3,117.05	2,748.00	(369.05)
Total Laundry	17,831.05	16,978.00	(853.05)	32,804.48	33,956.00	1,151.52
Maintenance						
Reg. Full-Time Employees	3,667.12	4,105.00	437.88	6,918.36	8,210.00	1,291.64
Overtime		26.00	26.00		52.00	52.00
TOPS - Balances	(19.99)	223.00	242.99	(144.73)	446.00	590.73
TOPS - FICA	(1.53)	17.00	18.53	(11.08)	34.00	45.08
Social Security - Employer	279.14	312.00	32.86	526.68	624.00	97.32
IMRF - Employer Cost	374.73	421.00	46.27	700.54	842.00	141.46
Workers' Compensation Insurance	216.82	228.00	11.18	460.12	456.00	(4.12)
Unemployment Insurance	239.17	145.00	(94.17)	239.17	290.00	50.83
Employee Health/Life Insurance	573.20	4.00	(569.20)	1,146.40	8.00	(1,138.40)
Gasoline & Oil		12.00	12.00	2,614.34	24.00	(2,590.34)
Ground Supplies		23.00	23.00		46.00	46.00
Maintenance Supplies	3,251.31	4,682.00	1,430.69	5,951.90	9,364.00	3,412.10
Professional Services		20.00	20.00		40.00	40.00
Automobile Maintenance	340.33	573.00	232.67	717.41	1,146.00	428.59
Equipment Maintenance	2,541.46	1,758.00	(783.46)	4,712.34	3,516.00	(1,196.34)
Equipment Rentals	17.60		(17.60)	293.20		(293.20)
Nursing Home Building Repair/Maintenance	8,705.52	7,500.00	(1,205.52)	14,001.82	15,000.00	998.18
Conferences & Training		243.00	243.00		486.00	486.00
Landscaping Services		4.00	4.00		8.00	8.00
Parking Lot/Sidewalk Maintenance	4,583.00	961.00	(3,622.00)	4,908.00	1,922.00	(2,986.00)
Nursing Home Building Construction/Improvements		778.00	778.00		1,556.00	1,556.00
Total Maintenance	24,767.88	22,035.00	(2,732.88)	43,034.47	44,070.00	1,035.53
Nursing Services						
Reg. Full-Time Employees	123,305.59	111,176.00	(12,129.59)	233,843.54	222,352.00	(11,491.54)
Reg. Part-Time Employees		2,911.00	2,911.00		5,822.00	5,822.00
Temp. Salaries & Wages	13,564.88	27,780.00	14,215.12	29,184.45	55,560.00	26,375.55
Overtime	51,046.50	40,254.00	(10,792.50)	111,697.02	80,508.00	(31,189.02)
TOPS - Balances	3,204.42	3,706.00	501.58	5,572.43	7,412.00	1,839.57
No Benefit Full-Time Employees	85,292.17	86,145.00	852.83	161,493.35	172,290.00	10,796.65
No Benefit Part-Time Employees	34,925.74	30,710.00	(4,215.74)	75,999.33	61,420.00	(14,579.33)
TOPS - FICA	245.13	283.00	37.87	426.29	566.00	139.71
Social Security - Employer	23,074.62	22,525.00	(549.62)	45,963.76	45,050.00	(913.76)
IMRF - Employer Cost	29,461.31	27,043.00	(2,418.31)	57,780.07	54,086.00	(3,694.07)
Workers' Compensation Insurance	15,173.19	16,533.00	1,359.81	33,489.31	33,066.00	(423.31)
Unemployment Insurance	19,704.02	5,833.00	(13,871.02)	23,041.76	11,666.00	(11,375.76)
Employee Health/Life Insurance	18,812.50	17,316.00	(1,496.50)	37,625.00	34,632.00	(2,993.00)
Books, Periodicals & Manuals		64.00	64.00	139.95	128.00	(11.95)
Stocked Drugs	1,580.90	3,333.00	1,752.10	3,434.08	6,666.00	3,231.92
Pharmacy Charges-Public Aid	1,038.69	992.00	(46.69)	3,077.68	1,984.00	(1,093.68)
Oxygen	5,104.13	3,333.00	(1,771.13)	5,164.63	6,666.00	1,501.37
Incontinence Supplies	11,211.86	9,000.00	(2,211.86)	21,235.41	18,000.00	(3,235.41)
Pharmacy Charges - Insurance	1,770.98	6,666.00	4,895.02	6,002.57	13,332.00	7,329.43

01/31/13

Champaign County Nursing Home
Actual vs Budget Statement of Operations

4

Description	Actual	Budget	Variance	YTD Actual	YTD Budget	Variance
Equipment < \$2,500	2,539.84		(2,539.84)	7,786.38		(7,786.38)
Operational Supplies	23,180.51	15,240.00	(7,940.51)	45,342.87	30,480.00	(14,862.87)
Pharmacy Charges-Medicare	16,519.42	13,449.00	(3,070.42)	31,188.98	26,898.00	(4,290.98)
Medical/Dental/Mental Health	3,400.00	1,616.00	(1,784.00)	6,800.00	3,232.00	(3,568.00)
Professional Services	37,256.10	5,000.00	(32,256.10)	63,136.67	10,000.00	(53,136.67)
Job Require Travel		81.00	81.00		162.00	162.00
Laboratory Fees		2,013.00	2,013.00	2,894.83	4,026.00	1,131.17
Equipment Rentals	5,397.00	4,084.00	(1,313.00)	12,830.13	8,168.00	(4,662.13)
Dues & Licenses		45.00	45.00		90.00	90.00
Conferences & Training		526.00	526.00		1,052.00	1,052.00
Contract Nursing Services	51,578.88	50,000.00	(1,578.88)	105,110.16	100,000.00	(5,110.16)
Medicare Medical Services	802.06	6,250.00	5,447.94	935.09	12,500.00	11,564.91
Medical/ Health Equipment		449.00	449.00		898.00	898.00
Total Nursing Services	579,190.44	514,356.00	(64,834.44)	1,131,195.74	1,028,712.00	(102,483.74)
Activities						
Reg. Full-Time Employees	14,253.54	16,666.00	2,412.46	26,522.62	33,332.00	6,809.38
Overtime	113.66	38.00	(75.66)	233.59	76.00	(157.59)
TOPS - Balances	(1,873.40)	250.00	2,123.40	(1,866.45)	500.00	2,366.45
TOPS - FICA	(143.31)	19.00	162.31	(142.78)	38.00	180.78
Social Security - Employer	1,023.06	1,245.00	221.94	1,928.24	2,490.00	561.76
IMRF - Employer Cost	1,374.59	1,677.00	302.41	2,566.09	3,354.00	787.91
Workers' Compensation Insurance	844.90	923.00	78.10	1,775.85	1,846.00	70.15
Unemployment Insurance	815.87	308.00	(507.87)	1,045.90	616.00	(429.90)
Employee Health/Life Insurance	2,230.09	3,012.00	781.91	5,030.78	6,024.00	993.22
Operational Supplies	664.33	245.00	(419.33)	990.16	490.00	(500.16)
Professional Services		125.00	125.00		250.00	250.00
Conferences & Training		81.00	81.00		162.00	162.00
Total Activities	19,303.33	24,589.00	5,285.67	38,084.00	49,178.00	11,094.00
Social Services						
Reg. Full-Time Employees	7,372.81	11,489.00	4,116.19	14,207.69	22,978.00	8,770.31
Temp. Salaries & Wages		601.00	601.00		1,202.00	1,202.00
Overtime	28.62	387.00	358.38	95.09	774.00	678.91
TOPS - Balances	525.08	533.00	7.92	334.53	1,066.00	731.47
TOPS - FICA	40.17	40.00	(0.17)	25.59	80.00	54.41
Social Security - Employer	563.89	918.00	354.11	1,083.90	1,836.00	752.10
IMRF - Employer Cost	756.86	1,176.00	419.14	1,441.38	2,352.00	910.62
Workers' Compensation Insurance	436.02	690.00	253.98	947.61	1,380.00	432.39
Unemployment Insurance	484.54	275.00	(209.54)	484.54	550.00	65.46
Employee Health/Life Insurance	1,694.80	2,076.00	381.20	3,389.60	4,152.00	762.40
Books, Periodicals & Manuals		58.00	58.00		116.00	116.00
Professional Services	11,831.60	235.00	(11,596.60)	19,466.30	470.00	(18,996.30)
Conferences & Training		121.00	121.00		242.00	242.00
Total Social Services	23,734.39	18,599.00	(5,135.39)	41,476.23	37,198.00	(4,278.23)
Physical Therapy						
Reg. Full-Time Employees	4,548.48	4,377.00	(171.48)	8,701.44	8,754.00	52.56
Overtime		3.00	3.00	8.31	6.00	(2.31)
TOPS - Balances	(341.66)	324.00	665.66	(534.15)	648.00	1,182.15
TOPS - FICA	(26.13)	24.00	50.13	(40.86)	48.00	88.86
Social Security - Employer	335.20	339.00	3.80	643.66	678.00	34.34
IMRF - Employer Cost	450.00	431.00	(19.00)	856.04	862.00	5.96
Workers' Compensation Ins.	268.91	242.00	(26.91)	578.46	484.00	(94.46)
Unemployment Insurance	291.29	91.00	(200.29)	291.29	182.00	(109.29)
Employee Health/Life Insurance	1,141.20	1,204.00	62.80	2,282.40	2,408.00	125.60

01/31/13

Champaign County Nursing Home
Actual vs Budget Statement of Operations

5

Description	Actual	Budget	Variance	YTD Actual	YTD Budget	Variance
Professional Services	33,381.68	43,916.00	10,534.32	62,469.19	87,832.00	25,362.81
Total Physical Therapy	40,048.97	50,951.00	10,902.03	75,255.78	101,902.00	26,646.22
Occupational Therapy						
Reg. Full-Time Employees	2,263.21	2,102.00	(161.21)	4,329.63	4,204.00	(125.63)
Overtime				(11.31)		11.31
TOPS - Balances	128.54	36.00	(92.54)	(2.46)	72.00	74.46
TOPS - FICA	9.83	2.00	(7.83)	(0.19)	4.00	4.19
Social Security - Employer	171.73	149.00	(22.73)	328.60	298.00	(30.60)
IMRF - Employer Cost	230.54	217.00	(13.54)	437.05	434.00	(3.05)
Workers' Compensation Ins.	133.81	116.00	(17.81)	287.60	232.00	(55.60)
Unemployment Insurance	147.60	46.00	(101.60)	147.60	92.00	(55.60)
Employee Health/Life Insurance	570.60	602.00	31.40	1,141.20	1,204.00	62.80
Professional Services	31,093.05	40,231.00	9,137.95	59,599.11	80,462.00	20,862.89
Total Occupational Therapy	34,748.91	43,501.00	8,752.09	66,256.83	87,002.00	20,745.17
Speech Therapy						
Professional Services	9,167.90	13,724.00	4,556.10	18,832.75	27,448.00	8,615.25
Total Speech Therapy	9,167.90	13,724.00	4,556.10	18,832.75	27,448.00	8,615.25
Respiratory Therapy						
Professional Services	3,657.50		(3,657.50)	3,657.50		(3,657.50)
Total Respiratory Therapy	3,657.50		(3,657.50)	3,657.50		(3,657.50)
Total This Department	12,825.40	13,724.00	898.60	22,490.25	27,448.00	4,957.75
Food Services						
Reg. Full-Time Employees	40,318.39	39,617.00	(701.39)	77,744.81	79,234.00	1,489.19
Reg. Part-Time Employees	1,968.12	2,422.00	453.88	3,781.72	4,844.00	1,062.28
Overtime	3,677.64	1,471.00	(2,206.64)	8,508.33	2,942.00	(5,566.33)
TOPS - Balances	(2,472.74)	498.00	2,970.74	(3,205.58)	996.00	4,201.58
TOPS - FICA	(189.16)	38.00	227.16	(245.22)	76.00	321.22
Social Security - Employer	3,462.09	3,222.00	(240.09)	6,783.61	6,444.00	(339.61)
IMRF - Employer Cost	4,652.16	4,344.00	(308.16)	9,024.42	8,688.00	(336.42)
Workers' Compensation Insurance	2,500.06	2,406.00	(94.06)	5,421.10	4,812.00	(609.10)
Unemployment Insurance	2,817.50	1,083.00	(1,734.50)	3,569.28	2,166.00	(1,403.28)
Employee Health/Life Insurance	7,371.60	7,803.00	431.40	14,740.60	15,606.00	865.40
Food	38,436.37	36,083.00	(2,353.37)	79,668.98	72,166.00	(7,502.98)
Nutritional Supplements	2,844.78	2,500.00	(344.78)	6,230.37	5,000.00	(1,230.37)
Operational Supplies	5,966.85	3,756.00	(2,210.85)	10,771.92	7,512.00	(3,259.92)
Professional Services	4,402.27	2,616.00	(1,786.27)	7,002.86	5,232.00	(1,770.86)
Equipment Rentals	404.95	394.00	(10.95)	809.90	788.00	(21.90)
Dues & Licenses		13.00	13.00		26.00	26.00
Conferences & Training		83.00	83.00		166.00	166.00
Total Food Services	116,160.88	108,349.00	(7,811.88)	230,607.10	216,698.00	(13,909.10)
Barber & Beauty						
Reg. Full-Time Employees	4,568.72	4,446.00	(122.72)	8,740.17	8,892.00	151.83
Overtime	4.56	4.00	(0.56)	(14.12)	8.00	22.12
TOPS - Balances	241.26	155.00	(86.26)	29.18	310.00	280.82
TOPS - FICA	18.45	11.00	(7.45)	2.23	22.00	19.77
Social Security - Employer	304.52	242.00	(62.52)	585.05	484.00	(101.05)
IMRF - Employer Cost	408.81	336.00	(72.81)	778.09	672.00	(106.09)
Workers' Compensation Insurance	270.15	246.00	(24.15)	580.64	492.00	(88.64)
Unemployment Insurance	294.04	166.00	(128.04)	294.04	332.00	37.96
Employee Health/Life Insurance	1,141.20	1,204.00	62.80	2,282.40	2,408.00	125.60
Operational Supplies	161.94	118.00	(43.94)	161.94	236.00	74.06

Champaign County Nursing Home
Actual vs Budget Statement of Operations

01/31/13

6

Description	Actual	Budget	Variance	YTD Actual	YTD Budget	Variance
Total Barber & Beauty	7,413.65	6,928.00	(485.65)	13,439.62	13,856.00	416.38
Adult Day Care						
Reg. Full-Time Employees	10,150.39	12,908.00	2,757.61	19,434.87	25,816.00	6,381.13
Temp. Salaries & Wages		32.00	32.00		64.00	64.00
Overtime		50.00	50.00	28.10	100.00	71.90
TOPS - Balances	1,090.08	340.00	(750.08)	553.34	680.00	126.66
TOPS - FICA	83.39	26.00	(57.39)	42.33	52.00	9.67
Social Security - Employer	758.32	958.00	199.68	1,455.37	1,916.00	460.63
IMRF - Employer Cost	1,018.09	1,288.00	269.91	1,935.63	2,576.00	640.37
Workers' Compensation Insurance	600.14	718.00	117.86	1,291.43	1,436.00	144.57
Unemployment Insurance	654.00	250.00	(404.00)	654.00	500.00	(154.00)
Employee Health/Life Insurance	2,282.40	2,598.00	315.60	4,564.80	5,196.00	631.20
Books, Periodicals & Manuals		30.00	30.00		60.00	60.00
Gasoline & Oil		1,319.00	1,319.00	1,069.41	2,638.00	1,568.59
Operational Supplies	21.81	35.00	13.19	58.91	70.00	11.09
Conferences & Training		25.00	25.00		50.00	50.00
Total Adult Day Care	16,658.62	20,577.00	3,918.38	31,088.19	41,154.00	10,065.81
Alzheimers and Related Disord						
Reg. Full-Time Employees	25,448.59	22,433.00	(3,015.59)	49,442.43	44,866.00	(4,576.43)
Overtime	9,950.71	11,837.00	1,886.29	23,438.80	23,674.00	235.20
TOPS - Balances	326.21	389.00	62.79	474.42	778.00	303.58
No Benefit Full-Time Employees	23,823.12	21,746.00	(2,077.12)	45,536.34	43,492.00	(2,044.34)
No Benefit Part-Time Employees	20,076.20	12,785.00	(7,291.20)	34,325.95	25,570.00	(8,755.95)
TOPS - FICA	24.95	29.00	4.05	36.29	58.00	21.71
Social Security - Employer	5,981.05	5,145.00	(836.05)	11,527.11	10,290.00	(1,237.11)
IMRF - Employer Cost	8,032.37	6,942.00	(1,090.37)	15,332.86	13,884.00	(1,448.86)
Workers' Compensation Insurance	4,086.14	1,895.00	(2,191.14)	8,666.28	3,790.00	(4,876.28)
Unemployment Insurance	4,786.40	1,500.00	(3,286.40)	6,298.76	3,000.00	(3,298.76)
Employee Health/Life Insurance	4,522.40	3,783.00	(739.40)	9,044.80	7,566.00	(1,478.80)
Operational Supplies		77.00	77.00		154.00	154.00
Conferences & Training		238.00	238.00		476.00	476.00
ARD - Contract Nursing	16,957.78	5,833.00	(11,124.78)	40,030.61	11,666.00	(28,364.61)
Total Alzheimers and Related Disorders	124,015.92	94,632.00	(29,383.92)	244,154.65	189,264.00	(54,890.65)
Total Expenses	1,361,846.96	1,309,841.00	(52,005.96)	2,633,724.36	2,619,682.00	(14,042.36)
Net Operating Income	(153,890.57)	(95,154.00)	(58,736.57)	(161,070.44)	(190,308.00)	29,237.56
NonOperating Income						
Local Taxes						
Current-Nursing Home Operating	86,530.67	86,531.00	(0.33)	173,061.34	173,062.00	(0.66)
Payment in Lieu of Taxes	276.39		276.39	276.39		276.39
Total Local Taxes	86,807.06	86,531.00	276.06	173,337.73	173,062.00	275.73
Miscellaneous NI Revenue						
Investment Interest	134.42	84.00	50.42	134.42	168.00	(33.58)
Restricted Donations		417.00	(417.00)	424.28	834.00	(409.72)
Total Miscellaneous NI Revenue	134.42	501.00	(366.58)	558.70	1,002.00	(443.30)
Total NonOperating Income	86,941.48	87,032.00	(90.52)	173,896.43	174,064.00	(167.57)
Net Income (Loss)	(66,949.09)	(8,122.00)	(58,827.09)	12,825.99	(16,244.00)	29,069.99

01/31/13

Champaign County Nursing Home
Historical Statement of Operations

1

Description	02/12	03/12	04/12	05/12	06/12	07/12	08/12	09/12	10/12	11/12	12/12	01/13	Total
Operating Income													
Miscellaneous Revenue	2,321	1,666	4,919	2,438	2,282	3,880	3,804	1,897	85	2,281	2,456	1,918	29,946
Medicare A Revenue	245,984	263,665	182,112	203,112	185,770	149,679	174,239	202,930	243,175	184,115	301,248	295,937	2,631,965
Medicare B Revenue	29,922	45,762	40,831	53,402	45,732	43,986	45,821	54,140	56,408	74,417	18,755	28,429	537,605
Medicaid Revenue	432,112	490,350	523,162	512,337	516,762	519,792	533,762	601,462	639,551	959,841	537,381	501,772	6,768,285
Private Pay Revenue	347,185	293,488	307,746	379,109	368,537	419,250	409,624	320,686	295,318	392,469	391,185	364,838	4,289,435
Adult Day Care Revenue	18,650	19,528	20,001	23,172	23,072	22,599	24,703	18,795	23,559	15,735	13,672	15,063	238,550
Total Income	1,076,174	1,114,458	1,078,772	1,173,571	1,142,154	1,159,185	1,191,953	1,199,911	1,258,096	1,628,858	1,264,698	1,207,956	14,495,786
Operating Expenses													
Administration	218,922	215,254	253,989	255,685	257,753	255,780	254,154	253,634	270,961	758,492	231,058	251,349	3,477,032
Environmental Services	93,148	96,940	98,505	101,913	95,839	91,388	95,753	87,990	95,310	103,097	87,632	93,798	1,141,314
Laundry	17,046	15,521	16,042	15,967	17,576	15,372	15,089	14,479	18,410	15,352	14,973	17,831	193,658
Maintenance	26,929	20,012	25,539	29,874	11,212	18,647	18,085	14,238	23,495	23,308	18,267	24,768	254,374
Nursing Services	483,658	544,242	526,834	554,103	514,985	525,843	513,437	512,473	509,558	542,289	552,005	579,190	6,358,618
Activities	20,369	22,600	20,833	20,486	17,021	14,597	16,700	17,759	20,257	21,416	18,781	19,303	230,122
Social Services	18,075	19,364	16,609	20,376	19,816	19,456	17,622	15,496	16,878	19,477	17,742	23,734	224,645
Physical Therapy	37,057	39,067	39,759	47,638	42,134	42,243	42,064	41,649	40,879	33,993	35,207	40,049	481,738
Occupational Therapy	34,238	36,064	33,311	35,218	36,792	32,507	34,664	37,370	35,748	27,964	31,508	34,749	410,132
Speech Therapy	8,467	11,501	9,617	9,350	10,424	11,493	10,491	12,496	13,241	8,867	9,665	9,168	124,778
Respiratory Therapy													
Respiratory Therapy												3,658	3,658
Total This Department	8,467	11,501	9,617	9,350	10,424	11,493	10,491	12,496	13,241	8,867	9,665	12,825	128,436
Food Services	104,281	118,169	107,616	112,445	117,465	104,217	116,358	107,468	109,188	110,601	114,446	116,161	1,338,414
Barber & Beauty	6,642	7,236	6,049	6,900	7,121	6,581	5,798	5,955	6,557	6,277	6,026	7,414	78,556
Adult Day Care	18,994	20,327	20,992	23,910	21,818	17,683	23,226	19,643	20,750	18,439	14,430	16,659	236,868
Alzheimers and Related Disorders	90,814	102,244	86,580	92,469	105,701	100,656	114,737	111,502	126,878	109,517	120,139	124,016	1,285,252
Total Expenses	1,178,640	1,268,540	1,262,276	1,326,334	1,275,658	1,256,464	1,278,178	1,252,150	1,308,107	1,799,089	1,271,877	1,361,847	15,839,160
Net Operating Income	(102,466)	(154,082)	(183,504)	(152,763)	(133,504)	(97,279)	(86,225)	(52,239)	(50,011)	(170,230)	(7,180)	(153,891)	(1,343,374)
NonOperating Income													
Local Taxes	86,119	86,187	86,147	86,023	86,119	86,119	86,286	86,119	86,119	77,772	86,531	86,807	1,026,347
Miscellaneous NI Revenue	670	1,654	32,728	472	198	(11,995)	347	641	86	(19,394)	424	134	5,967
Total NonOperating Income	86,789	87,840	118,875	86,496	86,317	74,124	86,633	86,760	86,205	58,379	86,955	86,941	1,032,314
Net Income (Loss)	(15,677)	(66,242)	(64,629)	(66,267)	(47,187)	(23,154)	408	34,521	36,194	(111,852)	79,775	(66,949)	(311,060)

**Champaign County Nursing Home
Historical Statement of Operations**

01/31/13 1

Description	02/12	03/12	04/12	05/12	06/12	07/12	08/12	09/12	10/12	11/12	12/12	01/13	Total
Operating Income													
Miscellaneous Revenue													
Lunch Reimbursement	946	594	477	591	500	206	240	200	511	1,818	540	363	6,986
Late Charge, NSF Check Charge	(386)	541	3,010	1,637	1,753	3,294	3,405	1,564	(436)	1,330	1,896	1,469	19,077
Other Miscellaneous Revenue	1,761	531	1,432	210	29	381	159	133	10	(868)	20	86	3,883
Total Miscellaneous Revenue	2,321	1,666	4,919	2,438	2,282	3,880	3,804	1,897	85	2,281	2,456	1,918	29,946
Medicare A Revenue													
Medicare A	208,444	182,809	144,263	150,371	156,996	102,518	140,572	158,293	159,041	139,773	231,485	238,703	2,013,269
ARD - Medicare A	11,075	26,113	21,571	4,564	3,077	5,623			3,804	1,131	16,789	8,559	102,307
NH Pt_Care - Medicare Advantage/ H	26,465	54,742	11,402	48,176	25,697	41,537	33,667	44,637	80,330	43,211	52,974	48,675	511,513
ARD_Pt Care - Medicare Advantage/			4,875										4,875
Total Medicare A Revenue	245,984	263,665	182,112	203,112	185,770	149,679	174,239	202,930	243,175	184,115	301,248	295,937	2,631,965
Medicare B Revenue													
Medicare B	29,922	45,762	40,831	53,402	45,732	43,986	45,821	54,140	56,408	74,417	18,755	28,429	537,605
Total Medicare B Revenue	29,922	45,762	40,831	53,402	45,732	43,986	45,821	54,140	56,408	74,417	18,755	28,429	537,605
Medicaid Revenue													
Medicaid Title XIX (IDHFS)	288,543	318,981	360,936	348,187	351,217	343,239	389,706	422,984	419,644	779,276	335,488	329,806	4,688,007
ARD - Medicaid Title XIX (IDHFS)	133,641	160,121	143,567	141,715	129,674	136,422	109,763	140,913	172,491	128,795	123,845	118,928	1,639,873
Patient Care-Hospice	6,609	7,700	12,592	9,959	26,431	29,335	18,695	19,460	25,510	28,301	40,248	30,754	255,593
ARD Patient Care - Hospice	3,320	3,549	6,067	12,477	9,441	10,796	15,598	18,105	21,906	23,470	37,800	22,284	184,813
Total Medicaid Revenue	432,112	490,350	523,162	512,337	516,762	519,792	533,762	601,462	639,551	959,841	537,381	501,772	6,768,285
Private Pay Revenue													
VA-Veterans Nursing Home Care	12,569	14,520	13,653	13,436	13,003	15,386	14,303	13,003	15,820	16,253	20,154	15,820	177,919
Nursing Home Patient Care - Private	245,293	232,772	205,854	263,659	261,982	312,215	255,603	204,987	230,313	264,945	274,061	247,268	2,998,955
Nursing Home Patient Care - Private									(9,122)				(9,122)
Nursing Home Beauty Shop Revenue	3,617	3,656	3,484	3,836	3,666	3,855	3,603	3,576	3,831	3,598	3,372	3,580	43,672
Medical Supplies Revenue	3,441	5,093	5,007	4,823	1,742	5,837	8,334	1,868	7,371	4,945	5,409	6,091	59,961
Patient Transportation Charges	2,703	2,003	886	1,391	27	1,211	1,162	250	502	1,048	1,087	1,702	13,972
ARD Patient Care- Private Pay	79,562	35,444	78,862	91,963	88,117	80,745	126,620	97,003	46,603	101,680	87,102	90,376	1,004,077
Total Private Pay Revenue	347,185	293,488	307,746	379,109	368,537	419,250	409,624	320,686	295,318	392,469	391,185	364,838	4,289,435
Adult Day Care Revenue													
VA-Veterans Adult Daycare	2,559	3,269	3,198	3,212	2,982	3,056	2,840	3,053	4,116	3,226	3,343	4,241	39,095
IL Department Of Aging-Day Care Gra	9,721	12,617	13,721	16,612	16,173	15,293	17,313	12,294	14,763	9,787	9,968	10,128	158,390
Adult Day Care Charges-Private Pay	6,371	3,643	3,082	3,348	3,916	4,250	4,551	3,448	4,681	2,722	361	694	41,065

**Champaign County Nursing Home
Historical Statement of Operations**

01/31/13

2

Description	02/12	03/12	04/12	05/12	06/12	07/12	08/12	09/12	10/12	11/12	12/12	01/13	Total
Total Adult Day Care Revenue	18,650	19,528	20,001	23,172	23,072	22,599	24,703	18,795	23,559	15,735	13,672	15,063	238,550
Total Income	1,076,174	1,114,458	1,078,772	1,173,571	1,142,154	1,159,185	1,191,953	1,199,911	1,258,096	1,628,858	1,264,698	1,207,956	14,495,786

Operating Expenses

Administration

Reg. Full-Time Employees	28,688	29,177	28,724	29,943	29,873	36,458	38,225	32,864	32,134	39,986	23,217	26,711	376,000
Temp. Salaries & Wages	621	971	562	955	1,196	840	774	1,229	1,190	1,145	1,639	1,992	13,114
Per Diem	180	315	159	274	207	225	180	180	135	35		232	2,122
Overtime	11	16	8	329	171	96	77	292	171	170	265	129	1,734
TOPS - Balances	1,755	1,698	(98)	1,327	5,715	(2,316)	(2,001)	(2,287)	2,794	(11,269)	(1,320)	482	(5,519)
TOPS - FICA	134	130	(8)	102	437	(177)	(153)	(175)	214	(862)	(101)	37	(422)
Social Security - Employer	2,064	2,197	2,122	2,265	2,334	2,735	2,854	2,453	2,394	3,259	1,754	2,040	28,472
IMRF - Employer Cost	2,637	2,763	2,723	2,862	2,934	3,493	3,661	3,062	3,017	4,223	2,171	2,509	36,056
Workers' Compensation Insurance	1,570	1,669	1,620	1,710	1,719	2,064	2,158	1,886	1,049	3,305	1,923	1,696	22,368
Unemployment Insurance	395	1,281	711	600	465	279	108	68	73	(131)	78	1,782	5,708
Employee Health/Life Insurance	4,195	4,871	4,739	4,739	4,882	4,739	4,739	4,739	4,393	3,776	3,859	3,859	53,533
IMRF - Early Retirement Obligation	3,475	3,475	3,475	3,475	3,475	3,475	3,475	3,475	3,475	3,356	3,465	3,465	41,565
Employee Development/Recognition	34	49	26	525	147	59	49	86	(53)	53	34	29	1,039
Employee Physicals/Lab	2,006	1,744	1,745	1,615	1,905	2,478	3,715	3,794	4,432	898	1,500	1,493	27,325
Stationary & Printing	1,701		99		202	111		173		357		499	3,143
Books, Periodicals & Manuals											69	97	166
Copier Supplies	893	636	602	674	609	432	548	548	914	731	771	731	8,089
Postage, UPS, Federal Express	808	804	386	421	736	501		1,072	953	335	330	360	6,706
Operational Supplies	2,125	3,518	1,058	1,128	1,156	3,251	1,889	588	958	729	1,307	1,567	19,274
Audit & Accounting Fees	3,625	3,625	3,625	3,625	6,225	3,625	3,625	3,625	3,625	8,408	4,024	4,024	51,679
Architect Fees	3,082												3,082
Attorney Fees	13,878	7,998	4,450	5,287	864	6,409	1,073	3,986	7,765	6,932		2,503	61,143
Engineering Fees										5,550			5,550
Professional Services	34,936	33,237	38,582	32,856	29,151	23,882	24,579	30,518	40,813	46,452	28,733	41,881	405,619
Job Required Travel Expense	(45)	249	123	129	119	144	155	136	141	204	69	151	1,574
Insurance	14,508	10,241	20,731	24,731	24,981	24,731	24,731	24,731	24,808	48,776	22,442	22,508	287,919
Property Loss & Liability Claims	(76)	38		227	42								231
Computer Services	3,222	4,008	2,939	3,309	4,220	3,318	3,309	4,284	3,309	3,942	8,462	3,373	47,697
Telephone Services	1,487	664	2,011	1,585	1,382	1,613	1,617	1,404	1,420	1,671	1,511	1,633	17,997
Automobile Maintenance													
Legal Notices, Advertising	2,194	6,278	3,467	3,428	4,213	6,520	3,578	2,764	2,145	1,914	218	4,047	40,764
Photocopy Services	1,041	1,041	1,041	1,041	2,082	1,041		1,224	1,047	1,499	1,100	800	12,957
Public Relations			23		217	153	739	(133)	188	33	292	14	1,527
Dues & Licenses	(175)	1,925	1,625	1,625	1,625	1,625	1,625	3,615	1,700	4,575	1,625	1,833	23,224
Conferences & Training		1,267		1,047	327		342	72	548	435		42	4,079
Finance Charges, Bank Fees	2,711	1,981	3,128	1,803	1,953	1,835	1,878	1,626	1,624	22,497	1,284	1,616	43,934

Tuesday, March 05, 2013

8:37 AM

01/31/13

**Champaign County Nursing Home
Historical Statement of Operations**

3

Description	02/12	03/12	04/12	05/12	06/12	07/12	08/12	09/12	10/12	11/12	12/12	01/13	Total
Cable/Satellite TV Expense	2,472	2,472	2,472	2,472	2,474	2,474	2,474	2,474	2,474	2,474	2,474	909	28,116
IPA Licensing Fee	10,571	11,300	43,082	45,219	45,019	47,356	47,726	46,973	49,049	439,588	46,512	44,163	876,554
Fines & Penalties		1,430	5,850							90			7,370
General Liability Claims										35,000			35,000
Furnishings, Office Equipment													
Depreciation Expense	60,774	60,762	60,762	60,762	60,638	60,638	60,638	60,638	60,638	66,948	60,511	61,305	735,015
Transfers to General Corporate Fund							3,960						3,960
Interest-Tax Anticipation Notes Payable				2,173	2,633	246	381	222		(18)			5,637
Interest- Bonds Payable	11,425	11,425	11,425	11,425	11,425	11,425	11,425	11,425	11,425	11,425	10,841	10,841	135,934
Total Administration	218,922	215,254	253,989	255,685	257,753	255,780	254,154	253,634	270,961	758,492	231,058	251,349	3,477,032
Environmental Services													
Reg. Full-Time Employees	30,130	31,531	30,744	31,471	35,104	30,874	31,216	29,073	32,364	32,612	25,732	26,386	367,237
Overtime	38			1,207	4	1,193		1,196		1,672	2,406	2,190	9,905
TOPS - Balances	929	2,329	1,174	1,673	(143)	(1,909)	67	564	819	(3,512)	(1,866)	1,670	1,796
TOPS- FICA	71	178	90	128	(11)	(146)	5	43	63	(269)	2,208	128	2,488
Social Security - Employer	2,278	2,380	2,292	2,416	2,640	2,368	2,304	2,243	2,394	2,766	2,121	2,148	28,351
IMRF - Employer Cost	2,999	3,133	3,016	3,180	3,476	3,117	3,033	2,953	3,151	3,708	2,792	2,886	37,446
Workers' Compensation Insurance	1,666	1,744	1,700	1,740	1,941	1,707	1,726	1,608	979	2,818	1,963	1,558	21,152
Unemployment Insurance	640	1,672	1,454	1,415	1,471	1,221	484	233	249	123	188	1,869	11,020
Employee Health/Life Insurance	6,543	6,725	7,087	7,604	7,274	7,060	6,515	5,970	6,256	5,574	6,283	6,283	79,176
Books, Periodicals & Manuals												98	98
Operational Supplies	5,502	4,141	5,177	4,326	4,112	3,680	4,962	2,118	7,071	6,309	5,178	7,324	59,900
Professional Services													1,554
Gas Service	13,385	8,570	11,429	11,624	6,457	4,324	4,745	4,332	10,742	18,942	12,000	13,429	119,977
Electric Service	18,949	23,096	23,953	25,634	26,580	29,833	29,796	30,000	20,769	22,429	19,054	18,895	288,988
Water Service	2,273	2,233	2,165	2,250	2,172	2,644	2,290	2,172	2,697	2,474	2,586	2,832	28,789
Pest Control Service	468	468	954	468	482	942	932	482	482	482	482	482	7,123
Waste Disposal & Recycling	5,448	5,745	5,735	5,119	2,737	2,462	6,004	3,245	6,955	4,164	4,745	2,441	54,799
Equipment Rentals	258	258	258	258	258	258	258	258	258	18	258	258	2,856
Conferences & Training										221			221
Sewer Service & Tax	1,573	2,738	1,278	1,400	1,286	1,760	1,413	1,500	(161)	2,787	1,500	1,365	18,440
Total Environmental Services	93,148	96,940	98,505	101,913	95,839	91,388	95,753	87,990	95,310	103,097	87,632	93,798	1,141,314
Laundry													
Reg. Full-Time Employees	8,728	8,410	9,035	8,711	10,496	9,465	9,983	8,997	9,973	8,976	7,745	7,909	108,427
Overtime			5	361		368		243		554	418	500	2,450
TOPS Balances	313	1,025	196	183	(569)	(824)	(480)	(301)	83	(878)	216	704	(332)
TOPS - FICA	24	78	15	14	(44)	(63)	(37)	(23)	6	(67)	17	54	(25)
Social Security - Employer	652	627	675	677	795	735	746	691	746	775	612	630	8,361
IMRF - Employer Cost	858	825	889	891	1,046	968	983	909	982	1,044	806	847	11,047
Workers' Compensation Insurance	483	465	500	482	580	523	552	498	308	804	587	468	6,250

Tuesday, March 05, 2013

8:37 AM

**Champaign County Nursing Home
Historical Statement of Operations**

01/31/13 4

Description	02/12	03/12	04/12	05/12	06/12	07/12	08/12	09/12	10/12	11/12	12/12	01/13	Total
Unemployment Insurance	218	451	477	428	432	371	208	80		(41)		561	3,186
Employee Health/Life Insurance	1,612	1,662	1,612	1,612	1,662	1,612	1,609	1,609	1,675	1,642	2,258	2,258	20,824
Laundry Supplies	2,315	1,170	1,323	1,545	1,442	2,218	1,062	1,137	1,691	1,771	755	2,343	18,770
Linen & Bedding	1,843	809	1,314	1,065	1,735		462	638	2,946	771	1,559	1,558	14,700
Total Laundry	17,046	15,521	16,042	15,967	17,576	15,372	15,089	14,479	18,410	15,352	14,973	17,831	193,658
Maintenance													
Reg. Full-Time Employees	3,315	4,242	4,904	5,237	5,155	5,089	5,400	4,696	4,667	3,747	3,251	3,667	53,370
Overtime	4		4	148		11							166
TOPS - Balances	50	796	415	456	243	(527)	259	(29)	(407)	(328)	(125)	(20)	783
TOPS - FICA	4	61	32	35	19	(40)	20	(2)	(31)	(25)	(10)	(2)	60
Social Security - Employer	254	323	372	408	392	386	409	356	355	300	248	279	4,083
IMRF - Employer Cost	334	426	490	537	516	508	539	468	468	401	326	375	5,388
Workers' Compensation Insurance	183	235	271	290	285	281	299	260	176	308	243	217	3,048
Unemployment Insurance	14	228	264	272	273	268	194	96		(19)		239	1,830
Employee Health/Life Insurance	3	3	5	5	550	550	550	550	572	1,105	573	573	5,038
Gasoline & Oil	7		65		1,227					(1,227)	2,614		2,687
Maintenance Supplies	4,530	3,674	6,017	7,346	2,022	3,179	2,448	1,613	3,526	4,033	2,701	3,251	44,341
Professional Services	123												123
Automobile Maintenance	520	931	482	560	2,228	209	398	1,217	447	109	377	340	7,817
Equipment Maintenance	385	676	4,439	2,804	919	1,730	1,903	4,005	992	5,098	2,171	2,541	27,663
Equipment Rentals						19	19	18	18	241	276	18	607
Nursing Home Building Repair/Mainte	14,903	9,295	7,512	10,795	(2,616)	6,984	5,648	991	12,711	13,942	5,296	8,706	94,166
Conferences & Training		486		959						35			1,480
Landscaping Services				24									24
Parking Lot/Sidewalk Maintenance	2,300	1,134	267							213	325	4,583	8,822
Nursing Home Building Construction/I		(2,496)								(4,625)			(7,121)
Total Maintenance	26,929	20,012	25,539	29,874	11,212	18,647	18,085	14,238	23,495	23,308	18,267	24,768	254,374
Nursing Services													
Reg. Full-Time Employees	108,259	110,704	110,697	113,272	116,140	99,965	99,994	107,151	104,893	94,265	110,538	123,306	1,299,182
Reg. Part-Time Employees	2,632	2,625	2,678	2,106	3,034	2,632	1,050	1,237	105	(478)			17,621
Temp. Salaries & Wages	22,415	19,317	21,600	31,655	35,961	31,389	17,871	17,269	17,502	15,801	15,620	13,565	259,965
Overtime	20,766	28,825	36,344	50,153	44,808	43,276	38,133	45,250	36,169	62,571	60,651	51,047	517,993
TOPS - Balances	2,209	7,981	3,671	(331)	(16,671)	(5,659)	2,322	(1,708)	(11,270)	5,624	2,368	3,204	(8,260)
No Benefit Full-Time Employees	74,213	84,010	103,593	93,197	93,527	92,422	91,783	95,048	98,213	87,366	76,201	85,292	1,074,866
No Benefit Part-Time Employees	25,143	30,485	35,354	37,934	40,988	40,037	36,736	38,293	46,659	44,261	41,074	34,926	451,889
TOPS - FICA	169	611	281	(25)	(1,275)	(433)	178	(131)	(862)	430	181	245	(632)
Social Security - Employer	18,897	20,790	23,398	24,950	25,415	23,365	21,533	23,001	22,909	23,683	22,889	23,075	273,908
IMRF - Employer Cost	22,575	25,309	27,718	28,814	29,406	27,387	26,421	26,789	28,329	30,254	28,319	29,461	330,781
Workers' Compensation Insurance	12,716	13,667	15,148	15,404	15,997	14,734	13,683	14,323	8,169	20,972	18,316	15,173	178,302
Unemployment Insurance	(4,671)	11,991	9,789	8,709	7,535	6,409	4,425	3,245	2,655	2,859	3,338	19,704	75,988

01/31/13

Champaign County Nursing Home
Historical Statement of Operations

5

Description	02/12	03/12	04/12	05/12	06/12	07/12	08/12	09/12	10/12	11/12	12/12	01/13	Total
Employee Health/Life Insurance	16,135	16,947	17,068	16,532	16,498	14,937	13,853	14,395	15,055	15,796	18,813	18,813	194,840
Books, Periodicals & Manuals				381	89	120	591			113	140		1,434
Stocked Drugs	3,448	2,778	4,497	5,146	2,263	1,179	2,577	13,315	4,312	2,133	1,853	1,581	45,083
Pharmacy Charges-Public Aid	517	1,275	855	979	2,164	1,886	2,879	1,144	1,181	2,698	2,039	1,039	18,657
Oxygen	3,402	4,223	3,155	3,116	3,560	3,788	3,005	2,102	3,061	(355)	61	5,104	34,220
Incontinence Supplies	16,294	8,209	6,727	10,797	8,248	9,235	10,660	5,435	8,185	13,024	10,024	11,212	118,050
Pharmacy Charges - Insurance	18,232	8,344	2,913	2,883	2,550	2,995	2,425	3,275	4,425	2,850	4,232	1,771	56,894
Equipment < \$2,500							2,100	110	686	3,079	5,247	2,540	13,762
Operational Supplies	14,520	21,618	13,678	12,365	12,138	16,727	16,700	11,771	24,791	16,926	22,162	23,181	206,577
Pharmacy Charges-Medicare	15,307	15,276	12,150	8,050	8,725	7,018	7,275	9,175	8,875	8,800	14,670	16,519	131,840
Medical/Dental/Mental Health		6,400	1,600	1,600	1,600	16,000	3,400	3,400	3,400	16,000	3,400	3,400	60,200
Professional Services	10,501	18,117	19,996	22,133	21,807	19,465	25,636	18,693	21,366	35,195	25,881	37,256	276,045
Job Require Travel			182	305		766			208	239			1,700
Laboratory Fees	2,425	1,918	2,397	1,547	1,713	990		1,697		1,638	2,895		17,220
Equipment Rentals	6,491	5,707	712	2,016	2,319	4,490	4,536	3,734	4,749	6,271	7,433	5,397	53,856
Dues & Licenses		150						160					310
Conferences & Training		959	519	1,080	129	1,218	352	168		607			5,032
Contract Nursing Services	68,000	74,099	47,435	37,695	35,478	44,561	61,900	52,788	50,462	28,609	53,531	51,579	606,138
Medicare Medical Services	1,568	1,904	2,679	21,643	840	4,943	1,419	1,344	5,329	3,729	133	802	46,332
Medical/ Health Equipment	1,496									(2,671)			(1,175)
Total Nursing Services	483,658	544,242	526,834	554,103	514,985	525,843	513,437	512,473	509,558	542,289	552,005	579,190	6,358,618
Activities													
Reg. Full-Time Employees	14,036	14,345	13,719	20,084	11,674	9,844	10,943	11,616	14,472	14,187	12,269	14,254	161,442
Overtime				231	347	192	102				120	114	1,106
TOPS - Balances	244	414	107	(7,446)	(717)	(544)	251	377	(561)	(303)	7	(1,873)	(10,042)
TOPS - FICA	19	32	8	(570)	(55)	(42)	19	29	(43)	(23)	1	(143)	(768)
Social Security - Employer	1,022	1,075	1,022	1,529	909	747	823	869	1,083	1,122	905	1,023	12,129
IMRF - Employer Cost	1,345	1,415	1,345	2,012	1,196	983	1,084	1,144	1,426	1,510	1,192	1,375	16,026
Workers' Compensation Insurance	754	793	759	1,111	646	544	605	642	438	1,217	931	845	9,284
Unemployment Insurance	(222)	759	662	554	492	374	313	327	293	222	230	816	4,820
Employee Health/Life Insurance	2,726	2,807	2,725	2,725	2,263	2,180	2,180	2,180	2,290	2,758	2,801	2,230	29,864
Books, Periodicals & Manuals						60		61					121
Equipment < \$2,500													
Operational Supplies	322	349	362	132	142	133	254	387	609	848	326	664	4,529
Professional Services	125	125	125	125	125	125	125	125	249				1,247
Conferences & Training		486								(122)			365
Total Activities	20,369	22,600	20,833	20,486	17,021	14,597	16,700	17,759	20,257	21,416	18,781	19,303	230,122
Social Services													
Reg. Full-Time Employees	11,470	11,337	10,971	11,743	11,611	11,582	11,505	10,682	11,544	16,108	6,835	7,373	132,761
Temp. Salaries & Wages	722	536	419	1,435	2,111	1,917	727						7,867

Tuesday, March 05, 2013

8:37 AM

01/31/13

Champaign County Nursing Home
Historical Statement of Operations

6

Description	02/12	03/12	04/12	05/12	06/12	07/12	08/12	09/12	10/12	11/12	12/12	01/13	Total
Overtime	156	367	17	62	18	19	37			56	66	29	825
TOPS - Balances	154	899	6	949	413	642	307	108	709	(7,488)	(191)	525	(2,968)
TOPS - FICA	12	69		73	32	49	23	8	54	(573)	(15)	40	(227)
Social Security - Employer	882	908	845	983	1,037	1,005	910	790	854	1,289	520	564	10,587
IMRF - Employer Cost	1,088	1,141	1,071	1,150	1,152	1,127	1,124	1,040	1,124	1,722	685	757	13,181
Workers' Compensation Insurance	641	662	630	729	759	746	676	591	353	1,247	512	436	7,982
Unemployment Insurance	569	634	374	391	306	134	37	1		(27)		485	2,903
Employee Health/Life Insurance	1,607	2,201	2,151	2,151	2,212	2,151	2,151	2,151	2,239	2,195	1,695	1,695	24,601
Books, Periodicals & Manuals				349									349
Operational Supplies					41	(41)				153			153
Professional Services	776	125	125	125	125	125	125	125		4,915	7,635	11,832	26,031
Conferences & Training		486		238						(122)			603
Total Social Services	18,075	19,364	16,609	20,376	19,816	19,456	17,622	15,496	16,878	19,477	17,742	23,734	224,645
Physical Therapy													
Reg. Full-Time Employees	4,111	4,300	4,097	4,503	4,561	4,307	4,503	3,912	4,502	4,574	4,153	4,548	52,071
Overtime		22						4		4	8		39
TOPS - Balances	193	583	501	186	(225)	276	(789)	24	563	(38)	(192)	(342)	739
No Benefit Full-Time Employees				390	(390)								
TOPS - FICA	15	45	38	14	(17)	21	(60)	2	43	(3)	(15)	(26)	57
Social Security - Employer	304	320	303	407	344	319	333	290	333	260	308	335	3,857
IMRF - Employer Cost	401	421	399	439	452	420	439	382	439	508	406	450	5,155
Workers' Compensation Ins.	227	238	227	249	252	238	249	216	141	399	310	269	3,015
Unemployment Insurance	209	227	216	222	172	84	6			(16)		291	1,412
Employee Health/Life Insurance	1,089	1,122	1,089	1,089	1,122	1,089	1,089	1,089	1,133	1,111	1,141	1,141	13,306
Professional Services	30,508	31,789	32,888	40,139	35,862	35,489	36,294	35,729	33,724	27,194	29,088	33,382	402,087
Total Physical Therapy	37,057	39,067	39,759	47,638	42,134	42,243	42,064	41,649	40,879	33,993	35,207	40,049	481,738
Occupational Therapy													
Reg. Full-Time Employees	1,851	2,144	2,046	1,851	2,786	2,144	2,241	1,949	2,241	2,211	2,066	2,263	25,794
Overtime											(11)		(11)
TOPS - Balances	173	194	(32)	(75)	(7)	208	(23)	(105)	232	(150)	(131)	129	412
TOPS - FICA	13	15	(2)	(6)	(1)	16	(2)	(8)	18	(11)	(10)	10	32
Social Security - Employer	140	163	155	96	183	163	170	148	170	260	157	172	1,976
IMRF - Employer Cost	185	214	204	224	240	214	224	195	224	250	207	231	2,611
Workers' Compensation Ins.	102	119	113	124	132	119	124	108	70	195	154	134	1,494
Unemployment Insurance	99	114	111	113	114	12				(8)		148	703
Employee Health/Life Insurance	545	561	545	545	561	545	545	545	567	556	571	571	6,653
Professional Services	31,130	32,541	30,171	32,346	32,783	29,087	31,385	34,539	32,227	24,661	28,506	31,093	370,469
Total Occupational Therapy	34,238	36,064	33,311	35,218	36,792	32,507	34,664	37,370	35,748	27,964	31,508	34,749	410,132
Speech Therapy													

Tuesday, March 05, 2013

8:37 AM

Champaign County Nursing Home													7
Historical Statement of Operations													
01/31/13													
Description	02/12	03/12	04/12	05/12	06/12	07/12	08/12	09/12	10/12	11/12	12/12	01/13	Total
Professional Services	8,467	11,501	9,617	9,350	10,424	11,493	10,491	12,496	13,241	8,867	9,665	9,168	124,778
Total Speech Therapy	8,467	11,501	9,617	9,350	10,424	11,493	10,491	12,496	13,241	8,867	9,665	9,168	124,778
Respiratory Therapy													
Professional Services												3,658	3,658
Total Respiratory Therapy												3,658	3,658
Total This Department	8,467	11,501	9,617	9,350	10,424	11,493	10,491	12,496	13,241	8,867	9,665	12,825	128,436
Food Services													
Reg. Full-Time Employees	36,822	39,904	38,844	40,683	40,438	37,592	38,950	38,453	41,655	37,058	37,426	40,318	468,145
Reg. Part-Time Employees	2,773	3,078	2,383	2,634	2,150	2,566	2,284	1,664	1,599	2,109	1,814	1,968	27,023
Overtime	176	173	375	1,404	1,999	2,531	609	1,445	171	3,993	4,831	3,678	21,385
TOPS - Balances	665	2,521	(798)	124	(456)	(3,591)	1,427	(266)	(2,770)	(882)	(733)	(2,473)	(7,230)
TOPS - FICA	51	193	(61)	10	(35)	(275)	109	(20)	(212)	(67)	(56)	(189)	(553)
Social Security - Employer	2,918	3,227	3,111	3,344	3,374	3,192	3,127	3,114	3,248	3,487	3,322	3,462	38,925
IMRF - Employer Cost	3,841	4,247	4,095	4,402	4,441	4,202	4,117	4,074	4,275	4,683	4,372	4,652	51,400
Workers' Compensation Insurance	2,146	2,381	2,280	2,356	2,395	2,221	2,280	2,219	1,343	3,477	2,921	2,500	28,518
Unemployment Insurance	(786)	2,297	1,953	1,884	1,844	1,385	773	691	761	955	752	2,818	15,326
Employee Health/Life Insurance	7,058	7,275	7,061	7,061	7,275	7,058	5,969	5,969	6,255	6,120	7,369	7,372	81,840
Food	38,692	39,649	38,746	38,221	40,658	37,477	38,406	35,976	40,160	38,654	41,233	38,436	466,308
Nutritional Supplements	2,913	4,238	3,295	3,444	3,985	3,155	3,779	2,944	2,600	2,706	3,386	2,845	39,288
Equipment < \$2,500									1,262				1,262
Operational Supplies	3,702	5,404	3,374	3,288	6,450	2,822	4,338	4,829	3,300	4,728	4,805	5,967	53,008
Professional Services	2,905	2,609	2,553	2,253	2,542	3,476	9,785	5,971	5,138	3,297	2,601	4,402	47,533
Equipment Rentals	405	405	405	405	405	405	405	405	405	405	405	405	4,859
Dues & Licenses		80											80
Conferences & Training		486		933						(122)			1,297
Total Food Services	104,281	118,169	107,616	112,445	117,465	104,217	116,358	107,468	109,188	110,601	114,446	116,161	1,338,414
Barber & Beauty													
Reg. Full-Time Employees	4,129	4,326	4,129	4,514	4,829	4,326	4,523	3,933	4,523	4,387	4,171	4,569	52,359
Overtime				28							(19)	5	14
TOPS - Balances	418	516	(138)	47	(272)	129	(601)	(13)	67	(375)	(212)	241	(192)
TOPS - FICA	32	39	(11)	4	(21)	10	(46)	(1)	5	(29)	(16)	18	(15)
Social Security - Employer	230	241	230	253	324	241	252	219	252	382	281	305	3,207
IMRF - Employer Cost	302	317	303	333	427	317	331	239	331	452	369	409	4,130
Workers' Compensation Insurance	228	239	228	250	267	239	250	217	141	394	310	270	3,035
Unemployment Insurance	212	227	218	223	228	23				(16)		294	1,409
Employee Health/Life Insurance	1,089	1,122	1,089	1,089	1,122	1,089	1,089	1,089	1,133	1,111	1,141	1,141	13,306
Operational Supplies		209		159	216	207		272	104	(29)		162	1,301
Total Barber & Beauty	6,642	7,236	6,049	6,900	7,121	6,581	5,798	5,955	6,557	6,277	6,026	7,414	78,556

01/31/13

**Champaign County Nursing Home
Historical Statement of Operations**

8

Description	02/12	03/12	04/12	05/12	06/12	07/12	08/12	09/12	10/12	11/12	12/12	01/13	Total
Adult Day Care													
Reg. Full-Time Employees	12,796	13,374	12,771	13,760	14,459	13,375	13,234	12,145	13,971	14,086	9,284	10,150	153,407
Temp. Salaries & Wages	29	86			363	104		456					1,037
Overtime	10	20	9	234	77	62	132	45	59	75	28		752
TOPS - Balances	(610)	(571)	295	2,017	295	40	(246)	162	6	(3,883)	(537)	1,090	(1,944)
TOPS - FICA	(47)	(44)	23	154	23	(1,699)	1,683	12		(297)	(41)	83	(149)
Social Security - Employer	962	1,009	953	1,043	1,126	1,009	995	943	1,045	1,154	697	758	11,694
IMRF - Employer Cost	1,263	1,319	1,255	1,372	1,446	1,318	1,309	1,196	1,376	1,543	918	1,018	15,333
Workers' Compensation Insurance	709	745	706	761	820	745	732	697	438	1,203	691	600	8,847
Unemployment Insurance	614	712	637	499	229	16		24		(48)		654	3,337
Employee Health/Life Insurance	2,178	2,244	2,696	2,696	2,773	2,696	2,696	2,696	2,806	2,751	2,282	2,282	30,798
Books, Periodicals & Manuals				90									90
Gasoline & Oil	1,040	1,398	1,450	1,246	94		2,495	1,200	1,042	1,770	1,069		12,803
Operational Supplies	66	35	48	38	34		31	43	4	43	37	22	400
Field Trips/Activities						16					27		43
Conferences & Training			150		78		165	25					418
Automobiles, Vehicles	(16)									16			
Total Adult Day Care	18,994	20,327	20,992	23,910	21,818	17,683	23,226	19,643	20,750	18,439	14,430	16,659	236,868
Alzheimers and Related Disord													
Reg. Full-Time Employees	23,096	22,548	20,274	21,959	24,826	24,433	29,105	25,109	27,042	24,774	23,994	25,449	292,608
Overtime	7,387	14,047	6,642	8,451	8,192	10,772	10,471	9,745	5,645	12,247	13,488	9,951	117,039
TOPS - Balances	587	3,214	(216)	(2,241)	291	206	248	1,412	(144)	(759)	148	326	3,072
No Benefit Full-Time Employees	23,784	16,930	17,716	21,246	23,651	20,641	24,355	19,967	19,583	20,383	21,713	23,823	253,793
No Benefit Part-Time Employees	9,486	13,828	13,168	14,441	14,701	14,217	16,805	18,801	20,428	15,063	14,250	20,076	185,264
TOPS - FICA	45	246	(16)	(171)	22	1,718	(1,683)	108	(11)	(58)	11	25	235
Social Security - Employer	4,775	5,089	4,360	4,992	5,427	5,299	6,113	5,577	5,503	5,875	5,546	5,981	64,538
IMRF - Employer Cost	6,286	6,699	5,740	6,571	7,143	6,945	8,047	7,341	7,244	7,874	7,300	8,032	85,224
Workers' Compensation Insurance	2,966	3,069	2,829	3,188	3,494	3,279	3,886	142	5,440	5,398	4,580	4,086	42,356
Unemployment Insurance	276	3,367	2,139	2,069	1,848	1,364	1,442	1,215	1,282	1,111	1,512	4,786	22,412
Employee Health/Life Insurance	3,243	3,342	3,782	3,782	3,347	3,237	3,778	3,778	3,943	3,866	4,522	4,522	45,145
Operational Supplies		403	43					42		42			531
Conferences & Training		486		928				21	1,581	(1,655)			1,361
ARD - Contract Nursing	8,883	8,975	10,120	7,255	12,758	8,545	12,170	18,242	29,340	15,355	23,073	16,958	171,674
Total Alzheimers and Related Disorde	90,814	102,244	86,580	92,469	105,701	100,656	114,737	111,502	126,878	109,517	120,139	124,016	1,285,252
Total Expenses	1,178,640	1,268,540	1,262,276	1,326,334	1,275,658	1,256,464	1,278,178	1,252,150	1,308,107	1,799,089	1,271,877	1,361,847	15,839,160
Net Operating Income	(102,466)	(154,082)	(183,504)	(152,763)	(133,504)	(97,279)	(86,225)	(52,239)	(50,011)	(170,230)	(7,180)	(153,891)	(1,343,374)

NonOperating Income**Local Taxes**

Tuesday, March 05, 2013

8:37 AM

01/31/13

**Champaign County Nursing Home
Historical Statement of Operations**

9

Description	02/12	03/12	04/12	05/12	06/12	07/12	08/12	09/12	10/12	11/12	12/12	01/13	Total
Current-Nursing Home Operating	86,119	86,187	86,147	86,023	86,119	86,119	86,119	86,119	86,119	75,056	86,531	86,531	1,023,189
Back Tax-Nursing Home Operating										1,589			1,589
Mobile Home Tax										1,127			1,127
Payment in Lieu of Taxes							167					276	443
Total Local Taxes	86,119	86,187	86,147	86,023	86,119	86,119	86,286	86,119	86,119	77,772	86,531	86,807	1,026,347
Miscellaneous NI Revenue													
Prior Period Adjustment			32,549			(12,600)				(19,949)			
Investment Interest	170	111	119	89	98	107	77	67	86	208		134	1,267
Restricted Donations	500	1,543	60	384	100	498	270	574		347	424		4,700
Total Miscellaneous NI Revenue	670	1,654	32,728	472	198	(11,995)	347	641	86	(19,394)	424	134	5,967
Total NonOperating Income	86,789	87,840	118,875	86,496	86,317	74,124	86,633	86,760	86,205	58,379	86,955	86,941	1,032,314
Net Income (Loss)	(15,677)	(66,242)	(64,629)	(66,267)	(47,187)	(23,154)	408	34,521	36,194	(111,852)	79,775	(66,949)	(311,060)

ASSETS**Current Assets****Cash**

Cash	\$1,140,749.95
Petty Cash	\$300.00
Total Cash	<u>\$1,141,049.95</u>

Rec., Net of Uncollectible Amounts

Accts Rec-Nursing Home Private Pay	\$782,373.03
Accts Rec-Nursing Home Med Adv/ HMO/ Ins	\$898,231.44
Total Rec., Net of Uncollectible Amounts	<u>\$1,680,604.47</u>

Rec., Net of Uncollectible Amounts

Accts Rec-Nursing Home Hospice	\$210,680.22
Allowance for Uncollectible Accts-Private Pay	(\$12,932.00)
Allowance for Uncollectible Accts-Patient Care P	(\$2,323.00)
Allowance for Uncollectible Accts-Patient Care H	(\$309.00)
Total Rec., Net of Uncollectible Amounts	<u>\$195,116.22</u>

Accrued Interest

Property Tax Revenue Receivable	\$173,754.59
Total Accrued Interest	<u>\$173,754.59</u>

Intergvt. Rec., Net of Uncollectibl

Due from Collector Funds	\$76.01
Due From Other Funds	(\$18.01)
Due from Other Governmental Units	\$497,959.14
Due from IL Public Aid	\$643,576.88
Due from IL Department of Aging-Title XX	\$90,850.65
Due from US Treasury-Medicare	\$639,328.10
Due From VA-Adult Daycare	\$14,364.41
Due From VA-Nursing Home Care	\$70,326.49
Allowance for Uncollectible Accts-IPA	(\$17,564.00)
Allow For Uncollectible Accts-IL Dept Of Aging	(\$545.00)
Allowance for Uncollectible Accts-Medicare	(\$10,258.00)
Allowance For Uncollectible Accts-VA Adult Day C	(\$76.00)
Allowance for Uncollectible Accts-VA Veterans Nu	(\$443.00)
Total Intergvt. Rec., Net of Uncollectibl	<u>\$1,927,577.67</u>

Prepaid Expenses

Prepaid Expenses	\$13,627.22
Stores Inventory	\$11,622.68
Total Prepaid Expenses	<u>\$25,249.90</u>

Long-Term Investments

Patient Trust Cash, Invested	\$7,338.77
Total Long-Term Investments	<u>\$7,338.77</u>
Total Current Assets	<u>\$5,150,691.57</u>

Champaign County Nursing Home
Balance Sheet

01/31/13

2

Fixed Assets

Nursing Home Buildings	\$23,223,630.04
Improvements not Buildings	\$469,743.52
Equipment, Furniture & Autos	\$1,313,192.18
Accumulated Depreciation-Land Improvements	(\$221,125.71)
Accumulated Depreciation-Equipment, Furniture, &	(\$787,321.46)
Accumulated Depreciation-Buildings	(\$3,474,739.59)
Total Fixed Assets	<u>\$20,523,378.98</u>
Total ASSETS	<u><u>\$25,674,070.55</u></u>

LIABILITIES & EQUITY**Current Liabilities**

A/R Refunds	(\$3,275.48)
Accounts Payable	\$1,472,310.61
Salaries & Wages Payable	\$209,410.78
Interest Payable - Bonds	\$21,681.66
Due To Accounts Payable Fund	\$0.00
Due to General Corporate Fund	\$333,141.98
Due to Others (Non-Government)	\$0.00
Tax Anticipation Notes Payable	\$914,000.00
Total Current Liabilities	\$2,947,269.55

Non-Current Liabilities

Nursing Home Patient Trust Fund	\$7,338.77
Bonds Payable	\$3,065,000.00
Accrued Compensated Absences	\$343,039.37
Total Non-Current Liabilities	\$3,415,378.14
Total Current Liabilities	\$6,362,647.69

Equity

Revenues	\$0.00
Retained Earnings-Unreserved	\$19,283,755.29
Year To Date Earnings	\$14,841.58
Contributed Capital	\$0.00
Total Equity	\$19,311,422.86
Total LIABILITIES & EQUITY	\$25,674,070.55

BYLAWS

OF THE

BOARD OF DIRECTORS

CHAMPAIGN COUNTY NURSING HOME

CHAMPAIGN COUNTY, ILLINOIS

TABLE OF CONTENTS

Introduction..... 1

ARTICLE I Name and Purposes 1

ARTICLE II Governing Authority..... 1

ARTICLE III Operating Authority..... 1

ARTICLE IV Meetings of the Board of Directors..... 3

ARTICLE V Officers 4

ARTICLE VI Committees 5

ARTICLE VII Quality of Nursing & Related Services 6

ARTICLE VIII Adjunct Organizations 7

ARTICLE IX Indemnification 7

ARTICLE X General Provisions 8

ARTICLE XI Powers of the Champaign County Board..... 9

ARTICLE XII Action Requiring Approval by the Champaign County Board 9

ARTICLE XIII Amendments and Review..... 9

**BYLAWS
OF THE
BOARD OF DIRECTORS
CHAMPAIGN COUNTY NURSING HOME
CHAMPAIGN COUNTY, ILLINOIS**

INTRODUCTION

The County of Champaign operates a nursing and rehabilitation facility known as Champaign County Nursing Home, hereinafter referred to as “The Home”, located at 500 South Bartell Road, Urbana, Illinois. The County operates and maintains The Home in accordance with Illinois law as it pertains to county nursing homes (see the Illinois Counties Code, 55 ILCS 5/1 - 1001 *et seq.*, and the Nursing Home Care Act, 210 ILCS 45/1-101 *et seq.*). The County of Champaign has elected to carry out its responsibilities for The Home through an Board of Directors. With these Bylaws, the County of Champaign establishes a formal governance process that the Board of Directors is to follow.

**ARTICLE I
NAME AND PURPOSES**

The name of the nursing and rehabilitation facility is the Champaign County Nursing Home. The principal purpose of The Home is to offer skilled nursing, rehabilitation, long-term dementia care, and adult day care.

**ARTICLE II
GOVERNING AUTHORITY**

Except as set forth in these Bylaws, the authority and ultimate responsibility for the operation of The Home shall rest with the Champaign County Board. Nothing in these Bylaws shall be interpreted to the contrary.

**ARTICLE III
OPERATING AUTHORITY**

Section I. POWERS

Except as otherwise provided by the Champaign County Board, these Bylaws, or applicable law, the activities and affairs of The Home shall be conducted and all powers shall be exercised by or under the direction of the Board of Directors and its members. It shall be the goal of the Board of Directors to govern The Home according to all applicable laws and regulations and in such a manner that the Home will retain its mission to provide compassionate long-term, rehabilitative and memory services, and operate as an economically viable and competitive entity.

Section 2. NUMBER AND QUALIFICATION

The Board of Directors shall consist of seven (7) persons. Board members shall be Champaign County residents or individuals who maintain full-time employment in Champaign County who possess the ability to participate effectively in the discharge of the Board of Directors' responsibilities. The Board of Directors shall have at least one (1) member who has expertise in each of the following areas: health care, finance/banking, accounting, social services, personnel, and marketing/sales. At least two (2) Board Members shall be members of the Champaign County Board.

Section 3. SELECTION AND APPOINTMENT

The members of the Board of Directors shall be appointed by the Champaign County Board Chair, with the advise and consent of the Champaign County Board in February 2008 and thereafter in November of each year for terms ending in November of that year, except for the filling of vacancies as provided in Section 5 and 6 below.

Section 4. TERM

Each Board member shall hold office for a term of two (2) years. Each Board member, including a Board member appointed to fill a vacancy, shall hold office until expiration of the term for which appointed and until a successor has been appointed and qualified. Board members may be re-appointed to successive terms, provided no Board member may serve for more than three (3) consecutive two (2) year terms without being off the Board of Directors at least one (1) year.

Section 5. RESIGNATION

Any Board Member may resign at any time, either by oral tender of resignation at any meeting of the Board of Directors or by giving written notice thereof to the Chair of the Champaign County Board. Such resignation shall take effect at the time specified therefore and, unless otherwise specified with respect thereto, the acceptance of such resignation shall not be necessary to make it effective.

Section 6. REMOVAL

A Board Member may be removed, with or without cause, by action of at least ~~fourteen~~ **twelve** members of the Champaign County Board at the meeting at which such action is being considered.

Section 7. VACANCIES

Any vacancy occurring on the Board of Directors shall be filled by the Champaign County Board Chair, with the advice and consent of the Champaign County Board. A Board member appointed to fill a vacancy occurring on the Board of Directors shall serve for the unexpired term of his or her predecessor in the office.

ARTICLE IV
MEETINGS OF THE BOARD OF DIRECTORS

Section 1. PLACE OF MEETING

All meetings of the Board of Directors shall be held at The Home or at such other place as may be designated for that purpose from time to time by the Chair of the Board of Directors.

Section 2. ORGANIZATIONAL MEETINGS

As soon as reasonably practicable, and within thirty (30) days after the initial appointment of Board of Director members in February 2008, the Board shall meet for the purpose of organizing the Board of Directors, for the election of officers, and for the transaction of such other business as may come before the Board of Directors. Thereafter, the Board of Directors shall meet in December of every **even-numbered** year, commencing in 2008, for the purpose of organizing the Board of Directors, for the election of officers, and for the transaction of such other business as may come before the Board of Directors.

Section 3. REGULAR MEETINGS

Regular meetings of the Board of Directors shall be held monthly at the Home at such time and place as the Board of Directors may fix by resolution from time to time.

Section 4. SPECIAL MEETINGS

Special meetings of the Board of Directors for any purpose or purposes may be called at any time by the Chair or by any three (3) Board members with written notice as specified by the requirements of the Illinois Open Meetings Act, 5 ILCS 120/1 *et seq.*

Section 5. NOTICE OF MEETINGS

Notice of all meetings of the Board of Directors shall comply with the requirements set forth in the Illinois Open Meetings Act, 5 ILCS 120/1 *et seq.* Notice of the time and place of all meetings shall be sent to the Board of Directors members by **e-mail notification** ~~first-class mail, addressed to each Board of Directors member at the address maintained by the Champaign County Board Office,~~ at least **seven (7) five (5)** days in advance of all regular meetings, and at least two (2) days in advance of all special meetings. The notice shall contain an agenda which complies with the requirements of the Illinois Open Meetings Act.

Section 6. QUORUM

A majority of the Board of Directors shall constitute a quorum for the transaction of business at any meeting of the Board of Directors.

Section 7. MINUTES

Minutes of all meetings of the Board of Directors shall be kept and approved by the Board of Directors in compliance with the requirements of the Illinois Open Meetings Act. All minutes shall be **copied to the Champaign County Board Chair within seven (7) days of their approval by the Board of**

Directors, posted on the Champaign County Web Site, Nursing Home Board of Directors Page, within seven (7) days of their approval by the Board of Directors.

ARTICLE V **OFFICERS**

Section 1. OFFICERS

The officers of the Board of Directors shall be a Chair, a Vice-Chair, and a Secretary.

Section 2. ELECTION OF OFFICERS

The officers of the Board of Directors shall be elected bi-annually, in December of each even-numbered year, by the Board of Directors at its organizational meeting for a term of two years or until he or she shall resign or shall be removed, or otherwise disqualified to serve, or his or her successor shall be appointed and qualified. Officers shall be limited to two (2) consecutive two (2) year terms in the same office.

Section 3. REMOVAL OF OFFICERS

Any officer may be removed either with or without cause by a majority of the Board of Directors members then in office at any regular or special meeting of the Board of Directors. Should a vacancy occur in any office as a result of death, resignation, removal, disqualification or any other cause, the Board of Directors will elect a Director to the vacant office at its next meeting or as soon as practicable thereafter.

Section 4. CHAIR

The Chair shall preside at all meetings of the Board, serve as an *ex-officio* member of all standing committees, and report annually to the Board of Directors and to the Champaign County Board on the current state of The Home and plans for the future. The Chair shall be empowered to call special meetings of the Board of Directors as set forth herein, and shall discharge all other duties as may be required by these Bylaws and from time to time as may be assigned by the Board of Directors and the Champaign County Board.

Section 5. VICE CHAIR

In the absence or disability of the Chair, the Vice Chair shall perform all the duties of the Chair and when so acting shall have all the powers of and be subject to all the restrictions upon the Chair. The Vice Chair shall also perform any other duties as may be assigned by the Board of Directors and the Champaign County Board.

Section 6. SECRETARY

The Secretary shall be responsible for keeping minutes at all meetings of the Board in accordance with the requirements of the Illinois Open Meetings Act, 5 ILCS 120/1 *et seq.* The Secretary shall also perform any other duties as may be assigned by the Board of Directors and the Champaign County Board.

Section 7. ADMINISTRATOR MANAGER

The ~~Administrator~~ Manager, in accordance with Champaign County Personnel policy terms of the management services agreement- Management Contract which provides for the employment of the Administrator shall ~~have the general overall supervision of The~~ provide managerial services for The Home ~~affairs~~ and shall act as the duly authorized representative of the Champaign County Board in all matters in which the Champaign County Board has not formally designated some other person to act. The ~~Administrator~~ Manager shall have the right to appoint such subordinate administrative individuals as he/she deems necessary or desirable to ensure the efficient conduct of the business and operations of The Home.

Section 8. OPERATING OFFICER ADMINSTRATOR

The ~~Operating Officer~~ Administrator shall be ~~designated pre-approved~~ by the Board of Directors upon the recommendation of the ~~Administrator~~ Manager. The ~~Operating Officer~~ Administrator shall report to and be responsible to the ~~Administrator~~ Manager and shall perform the duties associated with the day-to-day administration of the facility ~~ies, and shall serve as the Assistant Administrator of the Home. In the absence of the Administrator, the Operating Officer shall perform the duties of the Administrator. If no Operating Officer has been designated, the Administrator shall act as the Operating Officer as hereinafter defined.~~

ARTICLE VI
COMMITTEES

Section 1. COMMITTEES GENERALLY

Except as otherwise provided by these Bylaws, the Board of Directors may, by resolution or resolutions passed by a majority of the Board of Directors members, appoint standing or special Committees for any purpose and, if such Committees are comprised solely of Board of Directors members, delegate to such Committees any of the powers and authority of the Board of Directors, except the power and authority to adopt, amend, or repeal these Bylaws, or such other powers as may be prohibited by law or by these Bylaws. Such Committees shall have power to act only in intervals between meetings of the Board of Directors and shall at all times be subject to the control of the Board of Directors. The Board of Directors, or if the Board of Directors does not act, the Committees, shall establish rules and regulations for meetings and shall meet at such times as are deemed necessary, provided the provisions of Section 5, 6, and 7 of Article IV (*Meetings of the Board of Directors*) shall apply to Committee meetings. Committees shall keep regular minutes of their meetings in conformance with the requirements of the Illinois Open Meetings Act, 5 ILCS 120/1 *et seq.* Committees shall also provide notice of their meetings and agendas pursuant to the requirements of the Illinois Open Meetings Act, 5 ILCS 120/1 *et seq.* Any Committee not appointed pursuant to the provisions of the first sentence of this Section or composed of persons, one or more of whom are not Board of Directors members, may act solely in an advisory capacity to the Board of Directors. Except as otherwise provided in these Bylaws, the Chair shall appoint Committee Members and designate the chair of the Committee.

Section 2. NOMINATING COMMITTEE

The Nominating Committee shall consist of no more than three (3) persons appointed by the Chair of the Board of Directors. This Committee shall have the responsibility of maintaining a roster of qualified persons for recommendation to the Champaign County Board to serve as Board members. In the absence of a Nominating Committee, the Board of Directors shall have the responsibility of maintaining a roster of qualified persons for recommendation to the Champaign County Board to serve as Board members. This roster and these recommendations do not supersede the authority of the Champaign County Board chair to solicit nominations for the Board, nor the authority of the Champaign County Board to advise and consent to any final appointments to the Board of Directors.

Section 3. TERM OF OFFICE

The Chair, and each member of any Board of Directors committee, shall serve until the next ~~annual~~ **biennial** election of the Board of Directors, and until his or her successor is appointed, or until such committee is sooner terminated, or until he or she is removed, resigns, ceases to be a member of the Board of Directors, or otherwise ceases to qualify as a Chair or member of the Board of Directors, as the case may be, of the Board of Directors.

Section 4. VACANCIES

Vacancies on any Committee may be filled for the unexpired portion of the term in the same manner as provided in the case of original appointment.

Section 5. EXPENDITURES

Any expenditure of The Home funds by a Committee shall require prior approval of the Board of Directors.

ARTICLE VII QUALITY OF NURSING & RELATED SERVICES

Section 1. BOARD OF DIRECTORS' RESPONSIBILITIES

The Board of Directors shall require: (a) that the ~~Nursing Staff Home~~ prepare and maintain adequate and accurate medical records for all residents, and (b) that the person responsible for each basic and supplemental medical service shall cause written policies and procedures to be developed and maintained and that such policies be approved by the Board of Directors. The Board of Directors shall further require, after considering the recommendations of the Nursing Staff, the conduct of specific review and evaluation activities to assess, preserve, insure, and improve the overall quality and efficiency of resident care at The Home and to assure the provision of a single standard of care for residents with the same diagnosis, which assurance is provided by holding The Home staff accountable for its delegated responsibilities in areas of utilization review, and quality assurance. The Board of Directors shall provide whatever administrative assistance is reasonably necessary to support and facilitate the implementation and the ongoing operation of these review and evaluation activities.

Section 2. ACCOUNTABILITY TO THE BOARD OF DIRECTORS

The Home staff shall conduct and be accountable to the Board of Directors for conducting activities that contribute to the preservation and improvement of the quality and efficiency of resident

care provided in The Home and operating The Home on a break-even or sustainable basis. Without limiting the generality of the foregoing, these activities shall include:

- a) The conduct of periodic meetings at regular intervals to review and evaluate the quality of resident care and the correction of identified problems;
- b) Ongoing monitoring of resident care practices through the defined functions of the Nursing Staff, other professional services and The Home administration;
- c) Review of utilization of The Home's medical resources to provide for their allocation to meet the needs of the residents;
- d) Such other measures as the Board of Directors may, after considering the advice of the Nursing Staff, other professional services and The Home administration, deem necessary for the preservation and improvement of the quality and efficiency of resident care; and
- e) Periodic review of the capital and operating budgets versus actual revenue and expenditures, and review of the economic viability of all of the above activities.

Section 3. DOCUMENTATION

The Board of Directors shall require, receive, consider and act upon the findings and recommendations emanating from the activities required by Section 2 of this Article. All such findings and recommendations shall be in writing, assigned by the persons responsible for conducting the review activities and supported and accompanied by appropriate documentation upon which the Board of Directors can take informed action.

ARTICLE VIII ADJUNCT ORGANIZATIONS

From time to time The Home may establish adjunct organizations, including advisory bodies, foundations, and auxiliaries. Each such group shall establish its own Bylaws and rules and regulations and present them to the Board of Directors for approval, and all amendments thereto shall also be subject to the approval of the Board of Directors. The Bylaws of the Board of Directors shall prevail and govern over the documents and actions of such adjunct and subordinate groups.

ARTICLE IX INDEMNIFICATION

The County of Champaign shall indemnify its Board of Directors members, officers, agents, employees, and appointees who are or were parties or who are threatened to be made parties to any proceeding against expenses, judgments, fines, settlements and other amounts actually and reasonably incurred in connection with such proceeding in accordance with and subject to the limitations prescribed by the Constitution of the State of Illinois of 1970, applicable State law, and the current Champaign County Indemnity Policy, as modified from time to time.

The County of Champaign shall also have the power to maintain/provide insurance on behalf of its Board of Directors members, officers, agents, employees, and appointees against any liability asserted against or incurred by them in their capacity as such Board of Directors member, officer, agent, employee, or appointee arising out of their status as such whether or not the County would have the power to indemnify against such liability.

ARTICLE X
GENERAL PROVISIONS

Section 1. EXECUTION OF CONTRACTS

The Board of Directors, except as in these Bylaws or otherwise provided, may authorize an officer or officers, agent or agents, to enter into any contract or execute any instrument in the name of and on behalf of The Home, if the expenditure necessitated by such a contract has been approved by the County Board in the Nursing Home budget for the fiscal year in question, or specifically authorized by the County Board during the course of the fiscal year in question. Unless so authorized by the Board of Directors, no officer, agent or employee shall have any power or authority to bind The Home by any contract or engagement or to pledge its credit or to render it liable for any purpose or in any amount. The execution of any contract is subject to, and bound by, current Champaign County Purchasing Policy. However, the Board of Directors does not have the power to negotiate or enter into collective bargaining agreements, which said power is reserved exclusively to the Champaign County Board.

Section 2. COMPENSATION OF OFFICERS AND BOARD MEMBERS

The members of the Board of Directors and the officers shall receive compensation consistent with the compensation received by County Board members in 2008. Thereafter, the compensation for the Board of Directors and officers shall be periodically reviewed and adjusted by the County Board as the County Board deems appropriate. The Administrator and Operating Officer shall be entitled to receive such compensation for services rendered as determined by the Board of Directors from time to time. In addition, Board of Directors members may be compensated for reasonable expenses incurred in the fulfillment of their responsibilities to The Home. Reasonable expenses shall be defined to include travel and expenses related to educational conferences for Board members, and long distance telephone calls and faxes made to obtain information related to the responsibilities of the Board. Reimbursement of such expenses shall be consistent with applicable County Board policies, including the County's Travel Policy.

Section 3. INSPECTION OF RECORDS

The records of The Home are subject to the requirements of the Illinois Freedom of Information Act, 5 ILCS 140/1 *et seq.* Consistent with the requirements of the Illinois Freedom of Information Act, 5 ILCS 140/1 *et seq.*, and Champaign County Board Resolution 5570, the books of account of The Home and minutes of the Board of Directors and its committees shall be maintained at the Home and available to the public.

Section 4. QUARTERLY REPORTS

The Board of Directors shall cause a quarterly report to be sent to the Champaign County Board no later than 90 days after the close of each fiscal quarter.

ARTICLE XI
POWERS OF THE CHAMPAIGN COUNTY BOARD

The following powers are reserved exclusively to the Champaign County Board, and any attempted exercise of any such powers by any entity other than the Champaign County Board shall not be valid or of any force or effect whatsoever:

1. To change the mission and purposes of The Home for which it was and is formed and exists,
2. To elect the members of the Board of Directors and to remove the same without cause,
3. To amend, alter, modify or repeal these Bylaws,
4. To merge, consolidate, or affiliate The Home with another corporation, organization or program,
5. To dissolve or terminate the existence of The Home and to determine the distribution of assets upon such termination or dissolution,
6. To require a certified audit of The Home at any time and to appoint the fiscal auditor.
7. These Bylaws, or any part thereof, may be amended, modified or repealed, or new Bylaws may be adopted by the vote or written assent of a majority of the Champaign County Board,

ARTICLE XII
ACTION REQUIRING APPROVAL BY THE CHAMPAIGN COUNTY BOARD

Actions initiated by the Board of Directors on the following matters can be authorized by and shall be effective only upon the prior written assent of a statutory majority of the Champaign County Board:

1. The acquisition, purchase, sale, lease, transfer or encumbrance of any real estate or of any substantial part of other assets of The Home,
2. Any increment or additions to the capital debt or the renegotiation, modification or other change the existing capital debt obligations of The Home,
3. Any borrowing not indicated in the capital or operating budgets of The Home, and
4. The adoption of the annual operating and capital budgets of The Home or any changes thereto.
5. The negotiation and adoption collective bargaining agreements.

ARTICLE XIII
AMENDMENTS AND REVIEW

These Bylaws, or any part thereof, may be amended, modified or repealed, or new Bylaws may be adopted by the vote or written assent of a majority of the Champaign County Board.

CHAMPAIGN COUNTY NURSING HOME
BOARD OF DIRECTORS
POLICY BOOK

| Revised March XX, 2013

TABLE OF CONTENTS

I. Mission Statement: Champaign County Nursing Home (CCNH)..... 3

II. Policy Statements..... 3

 A. Role of the Board of Directors and the Board’s Primary Functions..... 3

 B. Governing Body Size, Composition, and Tenure 6

 C. Conflicts of Interest 7

 D. Agenda Preparation and Schedule of Meetings..... 10

 E. Contracting Authority..... 10

 F. Human Resources 11

 G. Continuous Quality Improvement 11

 H. Administrative Policies..... 12

 I. Conduct of Meetings 12

 J. Business Opportunities 13

 K. Director Orientation and Education..... 14

III. Ordinances of the County Board That Pertain to CCNH 17

IV. Organizational Chart..... 18

I. Mission Statement: Champaign County Nursing Home (CCNH)

The Champaign County Nursing Home provides compassionate long-term, rehabilitative, and memory care services reflective of the community we serve, and in a manner reflective of our 100-year history. Our Adult Day Care provides exceptional daily respite services for local caregivers and members of our community who prefer the safety and comfort of a day care center to staying at home. We give residents and clients something to look forward to each morning, and something to dream about each night.

II. Policy Statements

A. Role of the Board of Directors and the Board’s Primary Functions

The Board of Directors, hereinafter referred to as the Governing Body, is responsible to the Champaign County Board for the overall governance and direction of Champaign County Nursing Home, hereinafter referred to as CCNH. The Governing Body is appointed by the County Board and serves in an advisory capacity to it. A full description of the responsibilities of the Governing Body is found in the Board of Directors Bylaws. Henceforward, Board of Directors members are referred to as Directors. ~~Management The Manager,~~ ***which includes consultants or professionals engaged by the County Board through a management services agreement Management Contract,*** is hereinafter defined as the ~~Manager Nursing Home Administrator and any Department Leader of the Champaign County Nursing Home.~~

Except as otherwise provided by the Champaign County Board, the Board of Directors Bylaws, or applicable law, the activities and affairs of CCNH shall be conducted and all powers shall be exercised by or under the direction of the Governing Body (see Bylaws, Articles II and III). The Governing Body shall engage in the process of governance by overseeing the activities of the Administrator; and by seeking to fulfill its obligations to the County Board, residents, physicians and other healthcare professionals, employees, and the communities in which it operates for the exercise of responsible, reasonable diligence in the provision of health care services at CCNH. The Governing Body further seeks to be the primary force pressing CCNH to discover, examine, and realize opportunities that are compatible with the strategic direction of CCNH and with the mission statement.

The Governing Body recognizes four (4) primary functions and responsibilities needed for effective governance:

1. Provision of High-Quality Services
2. Planning
3. Managing
4. Maintaining Financial Viability

These primary responsibilities are specified further in Exhibit 1 which follows immediately.

CHAMPAIGN COUNTY NURSING HOME

RESPONSIBILITIES OF THE GOVERNING BODY

<u>PROVISION OF HIGH-QUALITY SERVICES</u>	Action by <u>Governing Body</u>	Action by <u>Management Manager</u>
To comply with all accreditation standards, standards of licensure, regulatory requirements, and the like to restore or maintain resident function in accordance with accepted care-planning criteria	Yes	Yes
<u>PLANNING</u>		
A. To implement and direct an institutional planning process to meet the health needs of the community and to provide for the future viability of CCNH	Yes	Yes (via staff support who organize the process, committee and task force work, and feasibility analyses)
B. To establish goals and objectives for CCNH	Yes	As above in A
<u>MANAGING</u>		
A. To recommend to the County Board, through the Nominating Committee, candidates to serve on the Governing Body and to act as representatives of the County in directing the affairs of CCNH.	Yes - Recommend	No
B. To engage in succession planning at the Governing Body level so that CCNH will have qualified individuals to evaluate the impact of its activities.	Yes - Recommend	Yes
C. To establish policy for CCNH to assure the most effective and productive use of its resources.	Yes	Yes - Recommend

CHAMPAIGN COUNTY NURSING HOME

EXHIBIT 1
(continued)

RESPONSIBILITIES OF THE GOVERNING BODY

- | | | | |
|----|---|-----|---|
| D. | To maintain a well-qualified management team. | Yes | Yes |
| E. | To comply with applicable regulatory standards.
To maintain applicable licensure and accreditation standing. | Yes | Yes – Recommend Implementation |
| F. | To promote CCNH in the community. | Yes | Yes, Staff support, Community relations |

FINANCIAL VIABILITY

- | | | | |
|----|---|-----------------|-----------------|
| A. | To cause procedures to be instituted for the proper handling of CCNH funds and to require the preparation of routine reports and an annual audit of CCNH. | Yes | Yes - Implement |
| B. | To recommend the operating and capital budgets of CCNH to the Champaign County Board. | Yes | Yes - Recommend |
| C. | To review and recommend courses of action to the County Board regarding those capital projects requiring County Board approval. | Yes - Recommend | Yes - Recommend |
| D. | To review revenues and expenditures for balance and monitor any shortfall of revenues and excesses of expenditures. | Yes - Recommend | Yes |

B. Governing Body Size, Composition, and Tenure

Consistent with the Governing Body Bylaws (Article III, Section 2), the number of Directors shall be seven (7).

CCNH seeks a balance of skills among its Directors and does not wish to create a reliance upon any particular segment of the population, upon any particular individual, or upon any occupational pursuit for advice or leadership to CCNH. Consequently, ad hoc and committee assignments are made with the express understanding that potential conflicts of interest must be avoided both for the benefit of the individual Director and for CCNH, that independent scrutiny is the greatest benefit any Director can bring to an assignment, and that CCNH ultimately suffers from compromising the independence of a Director or from allowing itself to become dependent upon a particular individual Director or group of Directors. In addition, and as an assist to the Governing Body in obtaining independent deliberation and broader community representation, qualified individuals of the CCNH service area who are not Directors may be asked to serve on Governing Body committees or as advisors to the Governing Body.

The Governing Body believes that regular, controlled turnover of Directors is one manner in which a balanced, independent perspective can be maintained. Directors are limited to a maximum tenure of three (3) two (2) year terms; Directors may return to the Governing Body after an absence of one (1) year.

With the current Directors being appointed to the Governing Body at the same time during 2008, all Directors may rotate off the Governing Body in the same year. The Governing Body recognizes that complete replacement of its Directors may cause difficulties in management succession and directs that staggered rotation off the Governing Body begin in 2008 with terms established as follows:

Date of Appointment – November 2008: Two (2) County Board Member Directors (subsequent appointment would be from December 2008 – November 2010 in concert with the next session of the County Board)

Date of Appointment – November 2009: Three (3) Directors (subsequent appointment would be from December 2009 – November 2011)

Date of Appointment – November 2010: Two (2) Directors (subsequent appointment would be from December 2010 – November 2012)

To assist the Nominating Committee in its efforts to maintain a roster of qualified persons to recommend to the County Board for service on the CCNH Governing Body, the roster shall be compiled and kept in the records of the Governing Body in the Administrator's office.

C. Conflicts of Interest

Disclosure of Self-Dealing Transactions

CCNH is operated under the auspices of the Champaign County Board and the laws of the State of Illinois for charitable purposes and, as such, is subject to all laws, rules, and regulations regarding such operations.

The specific purpose of CCNH is to establish, maintain, and operate a nursing and rehabilitation institution, and other facilities for the care of ill, injured, or disabled persons and to enhance the health of those in the community served by CCNH.

The Board of Directors is responsible for the prudent and proper handling of the activities and affairs of CCNH. Each Director owes to CCNH the duty to perform honestly, promptly, and economically and to use reasonable care, skill, and judgment in such performance.

Keeping in mind the aforesaid laws, rules, regulations, and specific purposes of the CCNH, each Director shall disclose to the other Directors any of the following:

1. A transaction to which CCNH is or may be a party and in which such Director and/or a member of his or her immediate family has a direct or indirect material financial interest;
2. A transaction that may compete in a direct or indirect manner with the activities of CCNH in the purchase, lease, and/or sale of property, goods, and services;
3. A transaction in which advice or consultation is given by such Director to a third party that competes with CCNH in the health care field;
4. A transaction in which gifts or other favors in excess of \$75 are offered to a Director by a third party to influence such Director in the performance of his or her duties;
5. A transaction in which information relating to the business of CCNH is used or communicated to others for the personal profit or advantage of such Director or his or her immediate family.

All such disclosures shall be made at the first opportunity, and before any discussion and/or action by the Governing Body relative to such a transaction.

Once disclosure has been made regarding such a transaction, no vote of such Director shall be counted in determining the existence of a quorum to vote on such a transaction and such Director shall not directly or indirectly discuss or attempt to influence any action on such transaction and such Director shall not vote thereon. The term "immediate family" shall mean spouse, child, parent, brother, or sister of the Director.

All such disclosures shall be recorded in the minutes of the Governing Body, as well as abstentions from voting and abstentions from the determination of quorums.

~~The foregoing shall not prevent such Director from briefly stating his or her position in the matter, nor from answering pertinent questions from other Directors.~~

This Conflict of Interest policy and questionnaire shall be circulated among all Directors and administrative personnel (the Administrator and Operating Officer/DON) during September and March of each year. The results of the questionnaire shall be maintained in CCNH offices and at the office of the County Administrator. Further, this Conflict of Interest policy and questionnaire shall be circulated among all Directors and administrative personnel whenever a project involving a potential for conflict of interest through investment of any kind shall arise.

List of Definitions

1. Outside Interests
 - a. A position or a material financial interest, held directly or indirectly, in any outside concern from which the individual Director has reason to believe that CCNH secures goods or services, or provides services competitive with CCNH or any of its related entities.
 - b. Competition, direct or indirect, with CCNH in the purchase or sale of property rights, interests, or services.
2. Outside Activities

Directive, managerial, or consultative services rendered to any outside concern that does business with or competes with the services of CCNH, or renders other services in competition with CCNH or any of its related entities.
3. Gifts, Gratuities, and Entertainment

Gifts or other favors valued in excess of \$75 that are accepted from any outside concern that does business with, is seeking to do business with, or is a competitor of CCNH under circumstances from which it might be inferred that such action is intended to influence or possibly would influence the individual in the performance of his or her duties as a Director. This does not include the acceptance of items of nominal or minor value that are clearly tokens of respect or friendship and are not related to any particular transaction or activity of CCNH or any of its related entities.
4. Inside Information

Information relating to the business of CCNH, or any of its related entities that is used for the personal profit or advantage of the individual Director or his or her immediate family, which information shall be disclosed to the other Directors.
5. Material Financial Interest

A person, his or her spouse, or his or her immediately family member living with that person is ineligible to serve on the CCNH Board of Directors if that person (a) is entitled to receive more than 7½% of the total distributable income under a contract

with CCNH or (b) if that person, together with his or her spouse and immediate family members living with that person, are entitled to receive more than 15% in the aggregate of the total distributable income under a contract with CCNH.

Conflict of Interest Questionnaire

Pursuant to the purposes and intent of the conflict of interest policy adopted by the Governing Body of Champaign County Nursing Home requiring disclosure of certain interests, a copy of which has been furnished to me, I hereby state that I or members of my immediate family have the following affiliations or interests and have taken part in the following transactions that, when considered in conjunction with my position with or relation to Champaign County Nursing Home, might possibly constitute a conflict of interest.

(Check "None" where applicable.)

1. Outside Interests

Identify any interests, other than investments, held by you or a member of your immediate family, as described in the list of definitions accompanying this questionnaire.

() None

2. Investments

List and describe all investments held by you or a member of your immediate family that might fall within the category of "material financial interest," as described in the list of definitions accompanying this questionnaire.

() None

3. Outside Activities

Identify any outside activities, engaged in by you or a member of your immediate family, as described in the list of definitions accompanying this questionnaire.

() None

4. Material Financial Interest

Identify whether you, your spouse, or any immediately family member living with you (a) is entitled to receive more than 7½% of the total distributable income under a contract with CCNH or (b) if you, together with your spouse and immediate family members living with you are entitled to receive more than 15% in the aggregate of the total distributable income under a contract with CCNH.

() None

D. Agenda Preparation and Schedule of Meetings

The ~~Administrator~~ Manager is responsible for preparing meeting agendas for the Governing Body and for preparing all business items for information, action, follow-up, or final disposition/reporting. The ~~Administrator~~ Manager shall review the agenda with the Chair of the Governing Body and is responsible for any adjustments the Chair may direct.

Agenda materials shall be mailed in advance of meetings so that Directors will customarily receive items and supporting documents ~~approximately one week~~ five days preceding each meeting. Agenda items usually cover such topics as:

- > Public participation
- > Strategic planning activities
- > Reports of operations
- > Quality improvement reports
- > Committee reports
- > Annual audit and management letter
- > Major policy issues
- > Operating and capital budget versus actual budget
- > CCNH objectives
- > Legal report/status of litigation and other significant matters.
- > Human resources

Any Director may place an item placed on the agenda by contacting the ~~Administrator~~ Manager in advance of the monthly mailing. If staff work is required to support an item's discussion, the ~~Administrator~~ Manager may request that the matter be deferred. Items not submitted for inclusion on the agenda in time for the advance mailing generally should not be brought up at a regularly scheduled meeting. However, special situations may arise in which advance discussion with the Chair may permit inclusion of an unscheduled item as an addendum to the agenda.

Meetings shall be set by the Board of Directors.

E. Contracting Authority

The Governing Body, except as in the Bylaws or otherwise provided, may authorize the ~~Administrator~~ Manager, an officer(s), or agent(s) to enter into any contract or execute any instrument in the name of and on behalf of CCNH, if the expenditure necessitated by such a contract has been approved by the County Board in the CCNH budget for the fiscal year in question, or has been specifically authorized by the County Board for the fiscal year in question. Unless so authorized by the Governing Body, no ~~Administrator~~ Manager, officer, agent, or employee shall have any power or authority to bind CCNH by any contract or engagement, to pledge its credit, or to render it liable for any purpose or in any amount. The execution of any contract is subject to and bound by the current Champaign County Purchasing Policy. However, the Governing Body does not have the power to negotiate or enter into collective bargaining agreements, which power is reserved exclusively to the Champaign County Board.

The ~~Administrator-Manager~~ may execute contracts, including renewals or extensions, for matters covered in the operating and capital budgets as approved by the Governing Body and by the County Board. Examples of items upon which the ~~Administrator-Manager~~ may act directly or may delegate to the ~~Operating Officer-Administrator~~ are equipment leases, service contracts (e.g., equipment service agreements), and transfer agreements. Professional service agreements consistent with the approved budget and/or program for CCNH may be executed by the ~~Administrator-Manager~~, or by the ~~Operating Officer-Administrator~~, as delegated by the ~~Administrator~~.

All contracts, whether or not covered by the operating or capital budgets, that exceed operant statutory limits must be bid competitively and must be approved by the Governing Body and by the Champaign County Board.

The ~~Administrator-Manager~~ has the authority to negotiate and to bind CCNH regarding Medicaid reimbursements from the State of Illinois and Medicare reimbursements from the federal government.

Programs under development, as reflected from time to time in the Program Development Budget, are the responsibility of the ~~Administrator-Manager~~ once the Program Development Budget has been approved. The Governing Body may elect to commission an ad hoc committee to work with the ~~Administrator-Manager~~ in developing a specific project and to enter into contracts necessary and proper to bring a program to fruition, subject to the limitations imposed by Article XII of the Bylaws.

F. Human Resources

The Governing Body recognizes the paramount significance of human resources in providing healthcare services and seeks to maintain harmonious, fair, and impartial personnel policies and practices at all times. The Governing Body further recognizes that human resources are the means through which the values of CCNH are implemented and realized.

The Governing Body shall encourage the maintenance of open channels of communication (e.g., employee meetings, newsletters) and the development and practice of sound supervisory practices for all employees.

As the Governing Body encourages CCNH to pursue higher levels of customer service, it shall have significant concern that the CCNH human resource policy be committed to ongoing training. CCNH is fully committed to training supervisory personnel in techniques of effective supervision, communication, performance appraisal, human resource motivation, and such other management practices that may be effective in implementing the mission of CCNH.

G. Continuous Quality Improvement

The Governing Body shall commit to an active Continuous Quality Improvement function (see Bylaws, Article VII). The Governing Body shall receive written quarterly reports from the ~~Administrator-Manager~~, providing sufficient detail of problems discovered, action taken, and

follow-up activity.

Quarterly reports are scheduled to be issued as follows:

March	Includes December, January, and February
June	Includes March, April, and May
September	Includes June, July, and August
December	Includes September, October, and November

The objectives of the Quality Improvement function are:

- > To provide planned, systematic, and ongoing monitoring and evaluation of the quality and appropriateness of care provided to residents.
- > To identify and resolve problems.
- > To provide an effective method of communication and of coordination when problems or opportunities to improve resident care are identified.
- > To provide a process of continued monitoring for evaluation of the effectiveness of the action taken.
- > To provide an objective reporting of quality improvement monitoring activities to the Governing Body.

The Governing Body understands that the above objectives require active support of management efforts in Quality Improvement. Integral to the realization of the objectives is the linking of quality assurance data with actual resident care practices, and with the documentation of corrective action and organizational change as a result of Quality Improvement activities.

H. Administrative Policies

The Governing Body shall approve the CCNH policies, which shall be published and maintained in an Administrative Policy Manual. The ~~Administrator~~ Manager is responsible for carrying out all policies, for reviewing the work of the CCNH Policy Committee, and for keeping the manual up-to-date.

The administrative policies reflect position statements applicable to all departments, employees, and other parties. Policies are developed by a multidisciplinary Policy Committee, appointed by the ~~Administrator~~ Manager or Manager may delegate the responsibility to the Administrator, which is responsible for the periodic review and assessment of policies and compliance levels.

I. Conduct of Meetings

All meetings of the Governing Body will be conducted according to “Roberts' Rules of Order” and shall comply with the Illinois Open Meetings Act. However, technical failures to follow such rules shall not invalidate action taken at such a meeting.

J. Business Opportunities

The Governing Body recognizes that CCNH may find it necessary to capitalize upon nontraditional business opportunities in order to achieve its objectives or to respond to competitive challenges in the marketplace.

The policy of the Governing Body in regard to each business opportunity shall be governed by its concerns for compatibility with the mission of CCNH and with the business opportunity's fit with CCNH. Therefore, the CCNH must, at all times, remain in a position to control or to direct these concerns and shall not participate in a venture in which it is a minority shareholder or is a limited partner, absent satisfactory evaluation of these concerns and consent of the Champaign County Board.

The minimum criteria to be used for addressing any business opportunity are:

1. Nature of the Business
The business opportunity should be health-related and fit with the Strategic Plan or should represent an interest vital to CCNH. The objectives of the business venture must be clearly delineated before further analysis.
2. Ethical Principles
The business opportunity must not compromise the values of CCNH or its mission.
3. Conflicts of Interest
The business opportunity should not present undisclosed conflicts of interest to Directors, physicians and other healthcare professionals, employees, or community leaders.
4. Service Area
The business opportunity should be geographically located within the immediate CCNH service area or should demonstrate sufficient management capability to function effectively in another location.
5. Business Risks
The business opportunity must receive a full management work-up following management's standards for Data Requirements for Internal Proposals and Projects.
6. Physician/Hospital Impact
Impact on physicians, allied healthcare professionals, and hospitals must be fully evaluated. Broad-based support is highly desirable for any venture.
7. Competition
The business or market plan for the opportunity should identify the competitors and the effect(s) that marketplace competition is likely to have on CCNH.
8. Organization and Management
The legal and management structure must be fully detailed and must include an assessment of the management capabilities required for success.

K. Director Orientation and Education

All new Directors shall receive an orientation to CCNH that shall be conducted by the Administrator and that shall include, at a minimum, the following elements of CCNH's operations:

1. Legal Organization
County Board
Champaign County Nursing Home (CCNH)
Foundation/Auxiliary Organization
2. Bylaws
Justice & Social Services Committee
3. Governing Body Policies
4. Organization & Plans
5. Annual Financial Statements
6. Administrative and Personnel Policies
7. Community Standing
Customer Surveys
Community Surveys Service
Needs
8. Major Management Practices
Planning Budgeting Finance
Controls
Reimbursement Issues
Government Regulation
9. Quality Assurance Activities
10. Accreditation Status and Issues
11. Facility Tour

All Directors shall receive the Board/Director Orientation Manual containing specific documents relating to the operation of CCNH. The manual is updated periodically and is given to all Directors so that they may possess current information regarding CCNH.

Director Orientation Worksheet

NAME:

DATE:

ORIENTED BY:

REVIEWED:

1. Legal Organization
County Board
Champaign County Nursing Home
CCNH Foundation/Auxiliary
2. Bylaws
~~Justice & Social Services Committee~~
3. Governing Body Policies
4. Organization & Plans
5. Annual Financial Statements
6. Administrative and Personnel Policies
7. Community Standing
Customer Surveys
Community Surveys
Service Needs
8. Major Management Practices
Planning
Budgeting
Finance
Controls
Reimbursement Issues
Government Regulation
9. Quality Assurance Activities
10. Accreditation Status and Issues
11. Facility Tour

III. ORDINANCES OF THE COUNTY BOARD

(That pertain to CCNH)

Ordinance No. ~~323~~ **779** Establishing Champaign County Purchasing Policy

Ordinance No. ~~529~~ **877** Establishing Nursing Home Personnel Policy

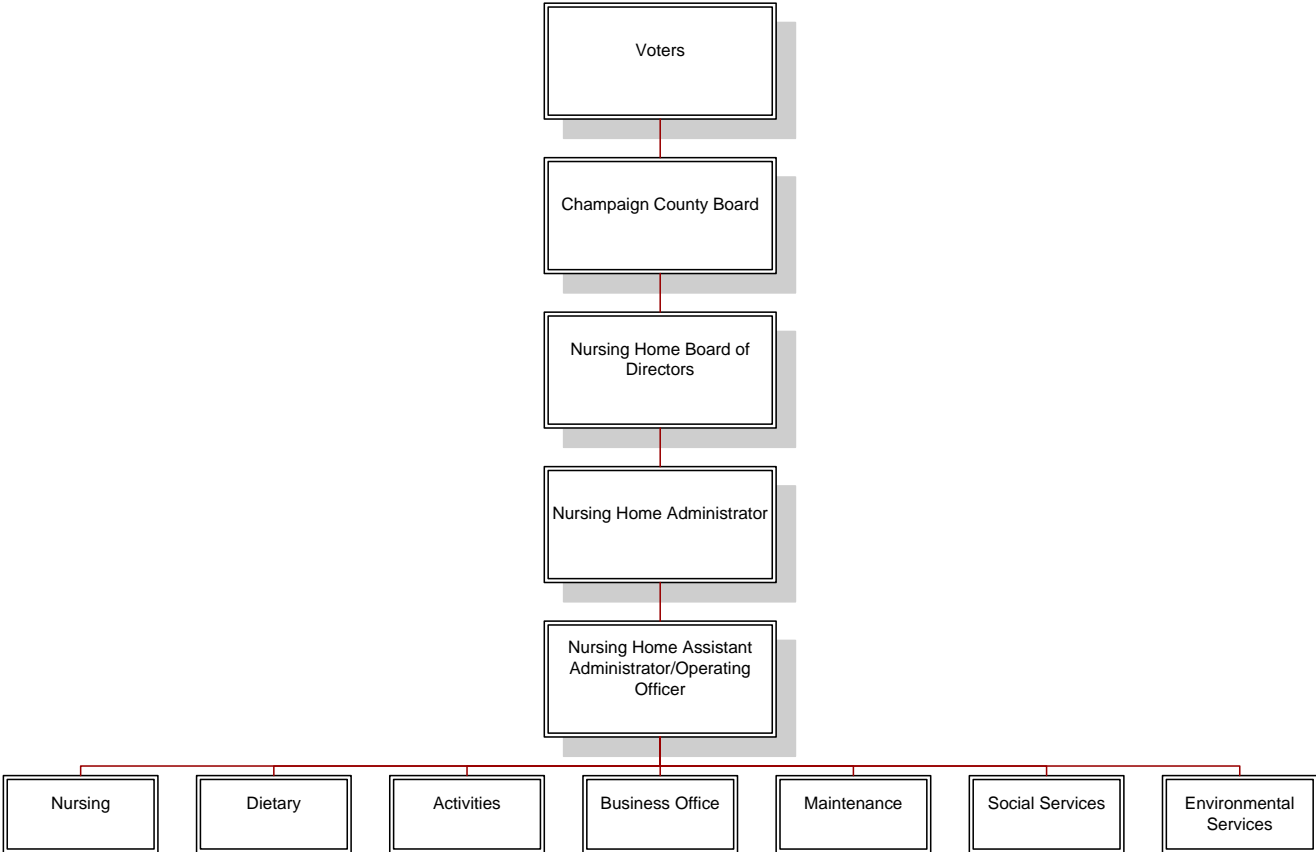
Ordinance No. 805 – Equal Employment Ordinance

Ordinance No.652 – Ordinance Establishing Information Technology Resources Policy and Procedures

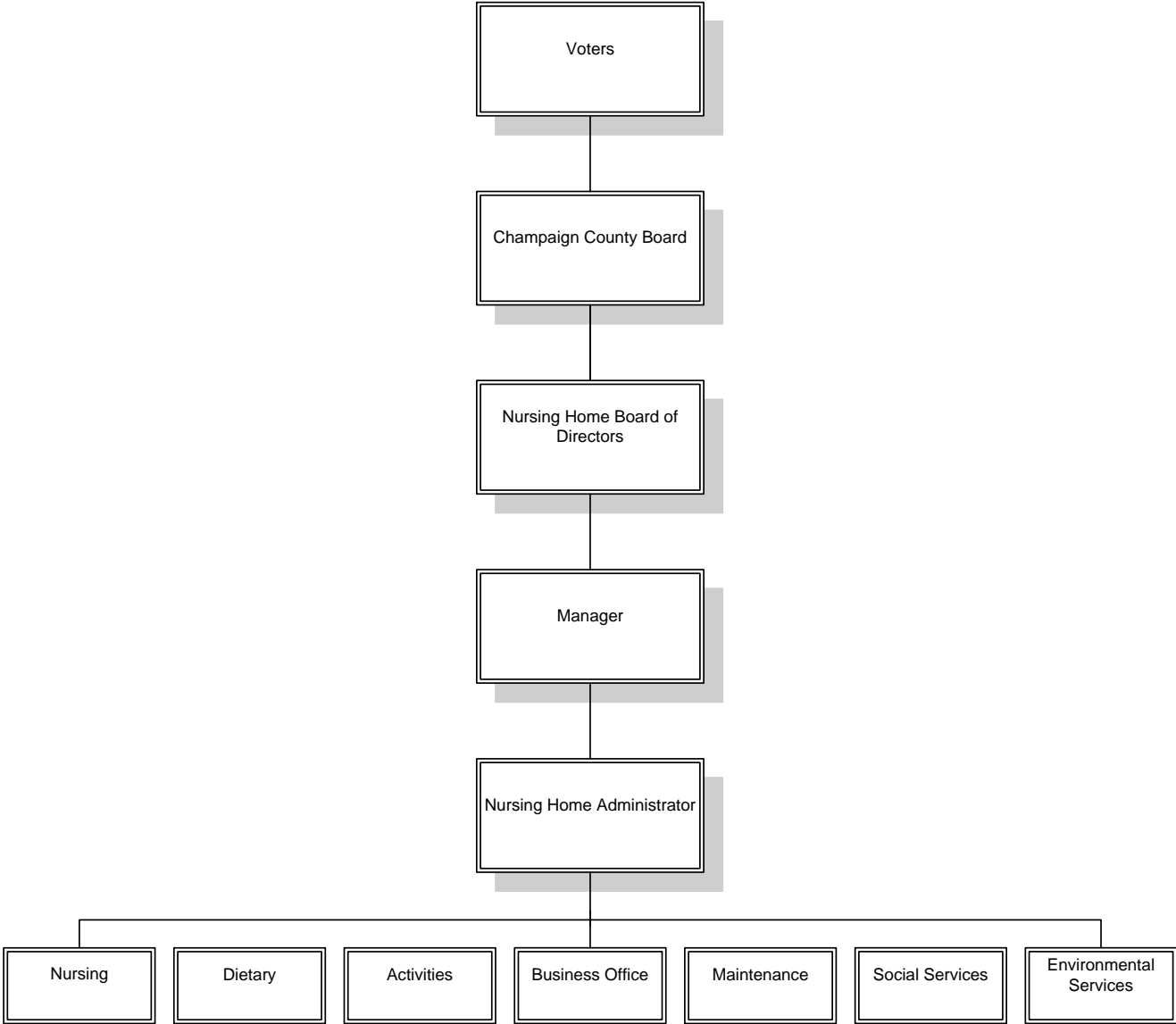
Ordinance No. 780 Establishing Champaign County Travel Regulations

CHAMPAIGN COUNTY NURSING HOME ORGANIZATIONAL CHART

January 2008



CHAMPAIGN COUNTY NURSING HOME ORGANIZATIONAL CHART





Illinois' Move to Managed Care

Life Services Network of Illinois

February 27 2013

Management Performance Associates

1

Speakers

- Michael Scavotto, FACHE
 - President, Management Performance Associates
- Scott Gima, RN
 - Vice President, Management Performance Associates

Management Performance Associates, Inc.

2

Points We Will Cover Today

- Managed Care Basics
 - Understanding fundamentals
 - Roles of key players in managed delivery
- Managed care programs that will roll out in Illinois under the ACA, including the Illinois Medicare-Medicaid Alignment Initiative (MMAI)
- What we currently know about the MMAI delivery model – updated with information from the February 22nd CMS/Illinois Memorandum of Understanding

Management Performance Associates, Inc. 3

Basic Concepts: How the health system is organized and how it functions

The health care system has two fundamental elements:

<p><u>Finance</u></p> <p>Payers including-----</p> <ul style="list-style-type: none"> Medicare Medicaid Commercial Insurers Health Plans HMOs MCOs Regulatory Agencies 	<p><u>Delivery</u></p> <p>Providers including ----</p> <ul style="list-style-type: none"> Physicians Hospitals APNs Home Health Outpatient Ambulatory Surgery Center SNF (absent in earlier years of MCD)
---	--

Management Performance Associates, Inc. 4

Cost Formula

- Cost = Price x Utilization
- Deceptively Simple
- A root cause in the escalation of health care costs

Management Performance Associates, Inc.

5

Overview of Healthcare Reform

- Current system
 - Fee for service
 - More services, more revenue
 - No incentives for efficiency
 - No incentives for quality
 - Fragmented delivery system

Management Performance Associates, Inc.

6

Overview of Healthcare Reform

- New Healthcare System
 - Align quality with payment incentives
 - Provide financial incentives to improve cost efficiencies – save \$\$
 - Improve coordination of care between providers

Management Performance Associates, Inc.

7

Managed Care Defined Several Working Definitions

- A variety of techniques intended to reduce the cost of providing health benefits and improve the quality of care
- Systems of financing and delivering services to enrollees organized around managed care techniques and concepts ("managed care delivery systems")
- An administrative system that controls cost, quality, and access
- Change clinical behavior by integrating payment with service delivery and outcome

Management Performance Associates, Inc.

8

What Is Different in Today's Version of Managed Care?

- Management of chronic disease is included in ACA and is a central theme in any ACO's strategy
- Risk models include chronic disease
- Quality receives heightened emphasis; reimbursement depends upon achieving measurable quality goals. Prior iterations of MCD had few, if any, quality measurement tools. Quality measures got better over time. If providers cannot prove quality, the plan controls the debate and can hammer price.
- Significant aspect of health reform: Value Based Payment, where payment is tied to performance

Management Performance Associates, Inc.

9

Objectives of Managed Care Cost and Utilization

- Control/reduce cost
- Reduced utilization of high cost services
 - controlled access
 - alternate settings
 - alternate services
 - alternate providers
- Improved clinical outcomes and patient satisfaction

Management Performance Associates, Inc.

10

Roles of Key Players

State of Illinois, acting through HFS and CMS/Medicare:

- creates the system for managed delivery by defining the benefit package;
- determining the actuarial models and financing package needed to support the benefit package;
- contracting with managed care organizations (health plans) to administer the program – network build-out and provider contracting, case management, payment of provider claims, reporting to HFS.

HFS retains responsibility for eligibility determination.

Management Performance Associates, Inc.

11

Roles of Key Players

MCOs:

- Perform functions as delegated by State HFS
- Develop provider contracting network and claims payment systems
- Provide case management to administer benefits that enrollees are authorized to receive
- Maintain quality monitoring systems and measures to satisfy objectives of State
- Administer appeals and inquiries from enrollees

Management Performance Associates, Inc.

12

Roles of Key Players

Providers:

- Provide health care services and accept compensation in the manner stipulated in the provider agreement;
- Options for providers are several. Providers can contract individually or as a group, the group being subject to anti-trust restrictions;
- As a general rule, individual providers have little leverage with MCOs.

Management Performance Associates, Inc. 13

Shift in Provider Financial Risk

Fee for service	Pay for Performance	Value-based purchasing	Bundled payments	Shared Savings	Capitation
Services are unbundled & paid for separately	Incentive payments for high quality measures	% of reimbursement at risk Distribution based on outcomes	Single payment for episodes of treatment	% of cost savings shared with providers	A fixed per capita payment paid to an integrated delivery system
Current	Near Future				Future In Illinois, the future is 2013

Management Performance Associates, Inc. 14

Affordable Care Act Reform Initiatives

Traditional Medicare with savings incentives or payment penalties

- Hospital <30 day readmission rate, Medicare payment penalties
- Hospital Value-Based Purchasing program – 1% withhold
- ACO Medicare Shared Savings
- ACO Medicare Shared Savings Advanced Payment Models

Management Performance Associates, Inc.

15

Affordable Care Act Reform Initiatives

Risk Based Reimbursement Systems

- Pioneer ACO model – Medicare risk model - \$77 million, 860,000 Medicare enrollees
- Medical Homes - \$283 million. 332,000 Medicare enrollees
- Medicare-Medicaid Alignment Initiative (MMAI) Demonstrations – 2 million enrollees nationwide

Management Performance Associates, Inc.

16

MMAI - State of Illinois Goals

- Increase beneficiaries receiving care coordination
- Increase health risk and behavioral health screenings
- Increase beneficiaries with care plans
- Improve access to Home and Community Based Services (HCBS)
- Reduce hospital readmissions, inappropriate ER utilization and non-emergency transport costs, especially for SNF residents

Management Performance Associates, Inc.

17

Illinois – Medicare-Medicaid Alignment Initiative

- Dual Eligibles
250,000 eligible individuals statewide
 - 137,000 in demonstration population
 - 119,000 – Chicago region
 - 18,000 – Central region
- <http://www2.illinois.gov/hfs/PublicInvolvement/cc/Pages/default.aspx>

Management Performance Associates, Inc.

18

Illinois Service Areas

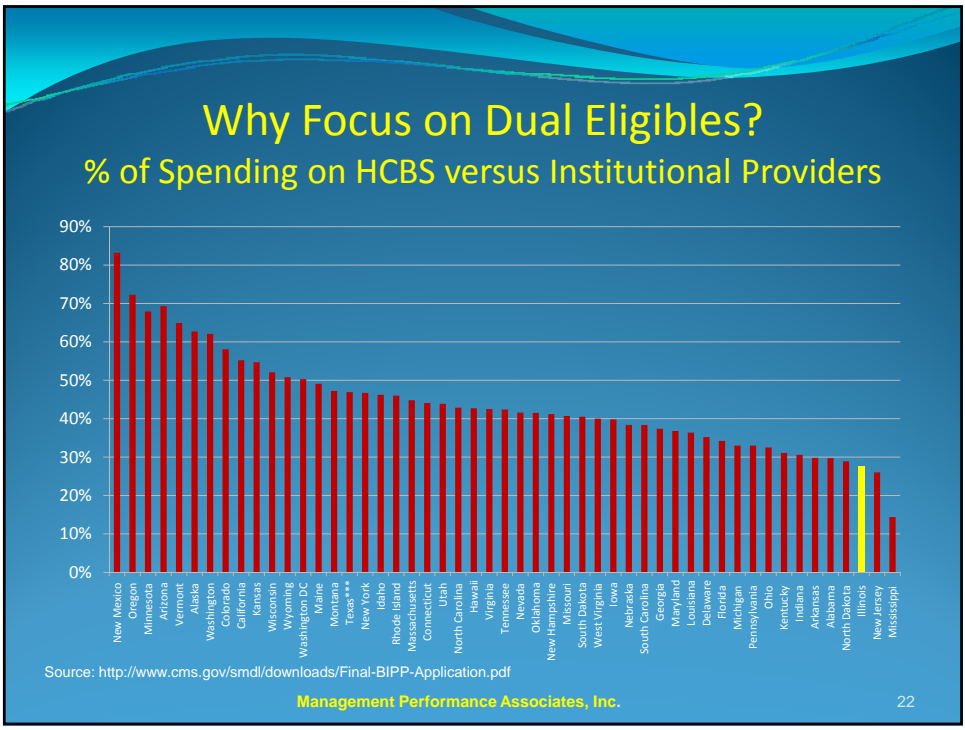
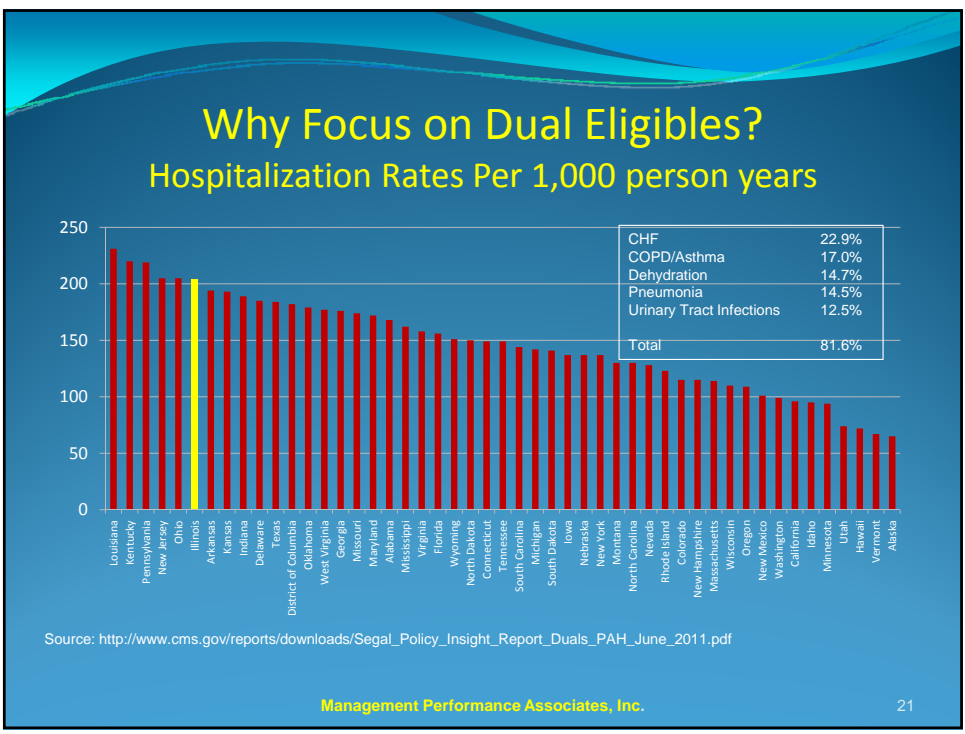
- Greater Chicago Counties
 - Cook, DuPage, Kane, Lake, Kankakee, Will
- Central Illinois Counties
 - Champaign, Christian, DeWitt, Ford, Knox, Logan, Macon, McLean, Menard, Peoria, Piatt, Sangamon, Stark, Tazewell, Vermilion

Source: <http://www2.illinois.gov/hfs/PublicInvolvement/cc/Pages/default.aspx>

Why Focus on Dual Eligibles?

- Nationally - 20% of Medicare beneficiaries but 32% of Medicare costs
- Illinois – 18% of Medicare beneficiaries but 30% of Medicare costs
- Nationally - 15% of Medicaid beneficiaries but 35% of Medicaid costs
- Illinois – 14% of Medicaid beneficiaries but 32% of Medicaid costs

Source: <http://www.cms.gov/Medicare-Medicaid-Coordination/Medicare-and-Medicaid-Coordination/Medicare-Medicaid-Coordination-Office/StateProfiles.html>



Other Plan Details

- Chicago Counties Health Plans (6)
 - Aetna Better Health, IlliniCare Health Plan (Centene), Meridian Health Plan, HealthSpring, Humana, Blue Cross/Blue Shield
- Central Illinois Service Area Health Plans
 - Molina Healthcare
 - Health Alliance
- Start Date – October 1, 2013
- Memorandum of Understanding approved on February 22, 2013

Management Performance Associates, Inc.

23

Medicare-Medicaid Alignment Initiative Proposed Delivery System

- Enrollment
- Covered services
- Care coordination/case management and risk assessments
- Transitions of Care
- Network Adequacy
- Financial incentives (for MCOs)
- Outcomes

Source: State of Illinois Solicitation Document (RFP) & Memorandum of Understanding (MOU) between CMS and the State of Illinois (February 22, 2013)

Management Performance Associates, Inc.

24

Medicare-Medicaid Alignment Initiative Proposed Delivery System

- Enrollment
 - Enrollees may opt in effective October 1, 2013
 - If no choice is made, passive enrollment begins January 1, 2014
 - The Greater Chicago area, passive enrollment phase-in process will not exceed 5,000 enrollees a month
 - The Central Illinois area passive enrollment phase-in will not exceed 3,000 enrollees a month
 - Medicare Advantage members who do not opt out will be passively enrolled starting January 1, 2014

Management Performance Associates, Inc.

25

Medicare-Medicaid Alignment Initiative Proposed Delivery System

- Care Coordination of Covered Services
 - Acute , ambulatory surgery, physician services
 - Home health care, hospice, HCBS
 - Skilled nursing facility, supportive living
 - Lab and radiology
 - Optical supplies, optometrist, audiology, dentistry
 - Pharmacy
 - Therapies
 - Podiatry, chiropractic services
 - Respiratory equipment and supplies
 - Transportation to covered services

Management Performance Associates, Inc.

26

Medicare-Medicaid Alignment Initiative Proposed Delivery System

- Health & Behavioral Risk Assessments
 - Initial health risk and behavioral health risk assessment within 60 days for all new enrollees – individual care plan developed
 - Enrollees stratified into three levels – low, moderate (no less than 20% including high risk) and high risk (no less than 5%)
 - Within 90 days, moderate and high risk enrollees will receive an additional comprehensive health and if needed, behavioral health risk assessment
 - High risk enrollees reassessed every 30 days
 - Moderate risk enrollees reassessed every 90 days
 - Minimum reassessment annually

Management Performance Associates, Inc.

27

Medicare-Medicaid Alignment Initiative Proposed Delivery System

- Care Management (Coordination of Care)
 - Care coordinator that is responsible for coordination of all benefits and services
 - Multi-disciplinary team or a caseworker
 - Health plan employed or sub-contracted service
- Case load
 - High risk – 1 to 75
 - Moderate Risk – 1 to 150
 - Low risk – 1 to 600
- Care plan developed within 90 days and updated at least annually
- SNFist program a requirement. Directly mentioned in MOU.

Management Performance Associates, Inc.

28

Medicare-Medicaid Alignment Initiative Proposed Delivery System

- Transitions of Care
 - Plans must have plans and policies to address transitions of care
 - Process must be coordinated with enrollees, providers and case coordinators

Management Performance Associates, Inc.

29

Medicare-Medicaid Alignment Initiative Proposed Delivery System

- Network Adequacy
 - For the first year of the demonstration (10/1/13 to 12/31/14) Demonstration Plans will be required to offer contracts to all nursing facilities and SLFs
 - After the first year , Plans may establish quality standards and may contract with only those providers that meet such standards, as long as providers are informed no later than 90 days after the start of the first year of the Demonstration

Management Performance Associates, Inc.

30

Medicare-Medicaid Alignment Initiative Proposed Delivery System

- Financial – Health Plans
 - Health plans will be paid a capitated rate – per member per month
 - Based on baseline spending in both Medicare and Medicaid programs and anticipated savings that will result from the integration and improved care management
 - Savings percentage
 - Year 1 1 percent
 - Year 2 3 percent
 - Year 3 5 percent

Management Performance Associates, Inc.

31

Medicare-Medicaid Alignment Initiative Proposed Delivery System

- Financial – Health Plans
 - Incentive pool proposed – 1% holdback in year 1, 2% in year 2, 3% in year 3.
 - Plans will receive a percentage of the holdback based on achieving pay for performance metrics
 - CMS metrics required for all demonstration programs nationwide
 - State specified withhold measures

Management Performance Associates, Inc.

32

Medicare-Medicaid Alignment Initiative Proposed Delivery System

- Financial – Year One Quality Measures
 - Encounter data submitted accurately and completely
 - Medium and high risk assessments completed within 90 days
 - Establishment of beneficiary advisory board
 - Customer service
 - Timeliness of members getting appointments and care in a timely fashion
 - Documentation of care goals
 - Ensuring ADA physical access to buildings, services & equipment

Management Performance Associates, Inc.

33

Medicare-Medicaid Alignment Initiative Proposed Delivery System

- Financial – Year Two & Three Quality Measures
 - 30 day readmission rate
 - % of flu vaccinations
 - Follow-up after hospitalization for mental illness
 - Screening for clinical depression and follow-up care
 - Reducing the risk of falling
 - Controlling blood pressure
 - Adherence to oral diabetes medications

Management Performance Associates, Inc.

34

Medicare-Medicaid Alignment Initiative Proposed Delivery System

- Financial – Year Two & Three Quality Measures
 - Transitions of members from LTC to waiver services
 - Report the number of members moving from institutional care to waiver services
 - Long Term Care residents of prevalence of pressure ulcers
 - % of all long-stay residents in a nursing facility with an annual, quarterly, significant change or significant correction MDS assessment who were identified as high risk and who have one or more Stage II or greater pressure ulcer

Management Performance Associates, Inc.

35

Medicare-Medicaid Alignment Initiative Proposed Delivery System

- Financial – SNF Providers
 - Providers will be paid current Medicare and Medicaid rates
 - Impact of Medicaid MDS rate methodology?
 - Impact of Medicare RUG changes?

Management Performance Associates, Inc.

36

**Medicare-Medicaid Alignment Initiative
Proposed Delivery System**

- Financial – Health Plans
 - Will holdbacks be taken out of provider rates?
 - Will providers receive a holdback distribution?

Management Performance Associates, Inc. 37

**Medicare-Medicaid Alignment Initiative
Proposed Delivery System**

- Outcomes
 - Hospital admissions from long term care due to UTIs
 - Hospital admissions from long term care due to bacterial pneumonia
 - Long term care residents with a stage II or greater pressure ulcer – implement in year 2 and 3

Management Performance Associates, Inc. 38

Role of SNFs in Managed Care – Health Plan Concerns

- Who can take medically complex patients?
- We Don't Want Readmissions
- How to select “quality” SNFs?

Management Performance Associates, Inc.

39

Managed Care is Changing the Incentives for SNFs

- Current Incentives with Per Diems
 - More Medicare volume – referrals based on first come, first served
 - Maximize Medicare length of stay
 - Maximize the amount of rehab services = higher per diems
 - Quality not an issue
- Managed Care Incentives
 - Minimize Medicare length of stay (cost savings per resident)
 - Reduce rehab utilization (per diem cost savings)
 - Measurable outcome improvement (improve quality of care)
 - More Medicare referrals

Management Performance Associates, Inc.

40

Examples of SNF Selection Criteria

- CMS 5-Star Ratings
- Quality Measures
 - Facility acquired pressure ulcers
 - Unanticipated weight loss
 - Restraint usage
 - Dehydration
- Direct care staffing levels – nurses/CNAs
- Tenure of Administrator/Director of Nursing
- Medical Director qualifications
- Readmission rates

Management Performance Associates, Inc.

41

Examples of SNF Selection Criteria

- Resident/Family Satisfaction Surveys
 - “Would you recommend this facility to others?”
- Employee satisfaction surveys?
 - “Would you recommend the facility you work at to others?”
- Employee turnover rate
- Rehab outcomes
 - % increase in FIM scores

Management Performance Associates, Inc.

42

Questions

Management Performance Associates, Inc. 43