

# NURSING HOME BOARD OF DIRECTORS AGENDA

County of Champaign, Urbana, Illinois

Monday, April 13, 2015 – 6:00pm

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

**CHAIR:** Catherine Emanuel  
**DIRECTORS:** Jack Anderson, Sam Banks, Lorraine Cowart, Don Lyn, Mary Hodson, Robert Palinkas

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<b>IX. <u>NEXT MEETING DATE &amp; TIME</u></b> May 11, 2015 – 6:00pm	
<b>X. <u>ADJOURNMENT</u></b>	

**Board of Directors  
Champaign County Nursing Home (CCNH) –Minutes  
Urbana, Illinois  
March 9, 2015**

Directors Present: Anderson, Banks, Cowart, Emanuel, Lyn, Hodson, Palinkas

Directors Absent/Excused: None

Also Present: Busey, Gima, Noffke, Nolan

**1. Call to Order**

The meeting was called to order at 6:00 p.m. by Chair Emanuel.

**2. Roll Call**

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

**3. Agenda & Addendum**

Agenda was approved as amended (motion by Banks, second by Palinkas, unanimous).

**4. Approval of Minutes**

The open and closed session minutes of February 9, 2015 were approved as submitted (motion by Anderson, second by Hodson, unanimous).

**5. Public Participation**

David Laker distributed a handout to the board detailing the Nursing Home's Family Council Meeting on February 17, 2015. Mr. Laker additionally noted his concerns with the nursing home's staffing levels as well as problems with food services.

**6. Progress Report from Healthcare Services Group**

Mr. Justin Schneider, Regional Manager of HCSG, introduced Mark Sweetmore, the District Manager for Healthcare Services Group. Mr. Sweetmore completes weekly sanitation audits at the nursing home while working with the food service management staff. In his audits, Mr. Sweetmore notes a need for improved organization and labeling of food storage areas as well as improved cleanliness in dish storage areas. Diane Spencer, HCSG Food Service Director, has been at the nursing home for 4 weeks and is working to improve sanitation while Mr. Sweetmore is not in the building. Resident satisfaction scores have continued to improve while the timeliness of meals is still an issue due to the loss of 4 staff members in the last month. Mr. Banks asked why 4 staff members were lost. Mr. Sweetmore explained that these 4 individuals were asked to leave due to attendance and performance issues.

Mr. Lyn asked if the meal menus have been changed due to resident complaints. HCSG's Food Dietician explained that menu items are switched at resident's requests. Chicken à la King was replaced with ham, beans and cornbread, and Turkey à la King was replaced with Chili. Additionally, Fried Chicken Sunday's were reintroduced due to resident request at the nursing home's resident council. Mr. Sweetmore added that an evening food committee will be held in order for residents and family members to review new menus and make changes before menus are implemented.

Mr. Banks noted that some residents will always be dissatisfied with menu items; however, if larger issues such as the timeliness and warmth of meals are corrected, residents' complaints with menu items might decrease. Mr. Lyn confirmed and added that the number of food service workers needs to be consistent in order to correct the larger issues.

Ms. Emanuel added that food service is seen as one of the nursing home's top two issues. Fluctuations in the quality of food service have been seen throughout the last year and improvements need to be seen as soon as possible. Ms. Cowart asked if meals are prepared on site. Mr. Schneider confirmed that meals are prepared on site.

Mr. Anderson asked HCSG what they plan to do in order to correct the large issues at hand, such as food quality, timeliness of meals and inconsistent staffing. Mr. Sweetmore explained that staff members and kitchen staff members in particular need improved training. Food production needs to be corrected and consistent in order for quality meals to be served to residents. Mr. Schneider added that HCSG's first goal is to be fully staffed at the nursing home. Throughout the month of March, HCSG had only 2 fully staffed shifts and food service managers were filling in for missing staff members. Four new staff members have been hired and will start orientation in the coming week. Additionally, new applications have been received from better qualified candidates as a result of increased recruiting efforts on behalf of HCSG. Mr. Schneider noted that HCSG's second goal is to improve staff retention. 6 new staff members were hired in the last month and only 1 staff member from that round of hiring remains at the nursing home.

Mr. Lyn asked about the 5 staff members that left. Mr. Sweetmore noted a portion of that group was asked to leave due to attendance and performance issues while others did not complete necessary training and certifications for the position. Mr. Anderson noted that better quality candidates are needed in order to improve staff retention and asked if HCSG is competitive in the marketplace. Mr. Schneider explained that food services workers are Champaign County employees, not HCSG employees, and wages are competitive as compared to many others homes in the state. Mr. Anderson asked who is hiring workers at the nursing home on the County's behalf. Ms. Busey noted that the nursing home conducts its own hiring while HCSG provides management. Mr. Palinkas noted that the problem may stem from the fact that the market in Champaign County does not have a workforce interested in food service jobs at the nursing home or the nursing home is selecting workers that have little likelihood of success. Additionally, the hiring process should be considered. Ms. Emanuel confirmed that recruitment and retention of staff members both need improvements.

Ms. Hodson noted that while she worked for the nursing home in the 1980's and 1990's, CNA and food service workers both had high turnover rates. Wages may be competitive throughout the state; however, the environment for food service workers may be more competitive in our area due to the large number of restaurants and assisted living facilities. Additionally, Ms. Hodson noted that a comparison of attendance policies in other nursing homes in the area could be considered during annual negotiations.

## **7. Nursing Home Facility Mechanical Study**

### **a. GHR Report on Nursing Home Mechanical Systems**

Dana Brenner, Champaign County Facilities Director, reported that in August 2014 the Physical Plant of Champaign County inspected the nursing home's maintenance and mechanical systems in order to determine a baseline status of each system. GHR provided a fair price to conduct a thorough assessment of all mechanicals within the nursing home, which included a physical inspection and interviews conducted with county maintenance workers who have worked at the nursing home. After the assessment was completed, GHR was asked to supply a priority basis

and price range for each project.

b. County Facilities Director Report on Priorities for Nursing Home Mechanical Systems

Two items in the GHR report need immediate assistance. First, the nursing home has 5 water heaters that supply hot water throughout the building. Of those 5 water heaters, 4 units contain corrosion that has produced holes in the air intake and cannot be repaired. Second, the nursing home has 4 boilers in the building. One boiler is condemned due to its air intake placed 3 feet away from the exhaust of the laundry room dryers, which has caused the boilers to ingest lint. The additional 3 boilers have lint problems as well and they are not units that can be opened and cleaned.

Mr. Palinkas noted that it seems early for corrosion and failures to be occurring in the water heaters and boilers. Mr. Brenner explained that water heaters will operate normally for 8 to 10 years, and the nursing home is 9 years old. The 5 heaters in the nursing home were manufactured in 2002 and they are beyond warranty. Mr. Palinkas noted the design flaw in the boiler intake by the laundry exhaust and asked if this will be corrected when new units are installed. Mr. Brenner explained a decision to reengineer the laundry exhaust or move the laundry room to a different location needs to be determined before new boilers are purchased and installed in the same location.

Ms. Cowart asked what the Physical Plant can do to correct some of the problems provided on Mr. Brenner's list. Mr. Brenner explained that some items have already been completed by the physical plant and additional items will be completed as more assistance becomes available.

c. County Facilities Director 5-10 year Mechanical and Building Envelope Expense Projections

Mr. Brenner noted that the total cost for all projects is about \$2.2 million, but costs will be distributed over a 10 year period based up the priority basis provided by GHR. Additional projects and recurring costs will be encountered, but each project will be able to be completed within a 10 year period.

Ms. Emanuel noted the price of the first project is \$853,000 with \$500,000 in the FY2015 budget. Mr. Brenner confirmed but noted that it is dependent on the laundry exhaust issue. If the laundry issue can be corrected, boilers can be purchased and replaced on a rolling basis in order to avoid a large one-time purchase of 4 boilers. Mr. Anderson asked how much it will cost to correct the laundry issue. Mr. Brenner noted that main costs will include plumbing and electric, but a new location needs to be determined before a price can be discussed. Ms. Hodson asked about the large amount of space in the basement for relocation. Mr. Brenner explained that the mechanical rooms and boilers are directly next to each other and vent together through the roof. Options have been discussed with GHR to vent the laundry out of the side wall instead of the roof in order to correct the air intake issue with the boilers.

Ms. Emanuel asked how the board should proceed with the amount of projects that need to be completed. Mr. Brenner explained that Ms. Noffke and Mr. Gima should work with their respective staffs as well as Ms. Busey and the Deputy County Administrator in order to determine possible solutions to present to the board. Mr. Gima explained that every option needs to be considered and the first priority is to solve the laundry lint issue. Mr. Brenner noted the boilers made it through winter. Currently, 2 boilers are taking in clear air from the mechanical room; however, 3 boilers are needed for continuing and efficient operations.

Ms. Busey noted that Item D is an action item for the board to approve GHR to be hired in order to prepare the bid documents for the water heater replacement project. Ms. Emanuel noted options and costs should be considered for each project before anything is approved by the board beyond the water heater replacement project. Mr. Brenner noted that a bid document can be prepared for the next meeting if GHR is hired and upon approval of the bid document, an RFP could be released. Ms. Emanuel asked if a bid document and a recommendation for the boilers could be prepared for the next meeting. Mr. Brenner confirmed that a bid document can be prepared but ideas still need to be considered for the boilers.

- d. Approval to Hire GHR for Water Heater Replacement Project in Amount Not to Exceed \$12,245

**Motion** by Palinkas to Hire GHR for Water Heater Replacement Project in Amount Not to Exceed \$12,245; , second by Anderson.

Ms. Emanuel asked why GHR was chosen. Mr. Brenner noted that GHR has worked with the nursing home for the past 2 – 3 years and they are very experienced and knowledgeable about the mechanical systems in the nursing home. Ms. Busey explained that GHR is already familiar with the building and assisted the County in litigation when the original architects of the building were sued after many issues were found in regards to the mechanical and electrical systems. Ms. Emanuel asked if competitors should be considered. Ms. Busey explained it is under the amount required for competitors to be considered and the nursing home has a previously established relationship with GHR, which allows the nursing home to forego the competitive process.

Upon vote, **Motion carried.**

## 8. Administrator's Report

- a. Quality – Kathy Vanderslice, Director of Nursing

Ms. Noffke reported on the use of antipsychotic medications in the nursing home, which is a new quality measure added to the 5 star CMS rating. Reducing the rate of antipsychotic medication use has been the focus of several CMS initiatives. The Food and Drug Administration has warned that antipsychotic medications can have significant side effects and are associated with an increased risk of death when used in elderly patients with dementia. Ms. Noffke provided quarterly data reported since June 2014 that details the use of antipsychotics in long stay and short stay patients. Ms. Emanuel noted from the data that the nursing home is below the national average of antipsychotic use in both short stay and long stay patients.

Ms. Noffke noted that since updates were made to the CMS State Operational Manual on November 26th, 2014, updates have been made to nursing home policies and procedures in order to ensure proper documentation is on hand and that risks and side effects of medications in resident care plans are assessed. Antipsychotics are not always used even if a resident has a condition that qualifies for antipsychotic use. Plans are in place to gradually reduce the amount of antipsychotics administered as use of the medication is prolonged. Non-pharmacological intervention is always utilized before antipsychotics are used, and family members must be fully informed before use is administered. Weekly psychotropic meetings are held throughout the building in order to get staff members involved in the monitoring of resident behaviors and potential side effects as well as the use non-pharmacological interventions and care plans. The pharmacist still conducts monthly drug regimens and provides recommendations for reductions to health care providers.

Ms. Vanderslice noted that weekly psychotropic meetings are very useful and ensures staff

members are doing a thorough and correct job. Ms. Noffke noted that antipsychotics are at a high level of scrutiny with the Illinois Department of Public Health and weekly psychotropic meetings ensure that staff members are providing the best care possible. Additionally, antipsychotic use reductions have been met, and new goals have been set to reduce the number even further. Documentation of care plans and reductions in antipsychotic use will be essential in continued reductions.

## 9. Management Report

### a. January 2015 Financial Management Report

The average daily census was 190.6 residents with 14.1 Medicare residents. There were 773 Medicaid conversion days, and Mr. Gima would like to see that number increase, which would result in the nursing home getting paid for more Medicaid applications. The February census was 193.8 residents and the current census is 191 residents.

January closed with a net loss of -\$18,747, and cash flow from operations for the month is \$40,992.

Admissions and referrals were down in February; however, it is a shorter month than others. March has seen 2 admissions so far with 3 tentative admissions and no planned discharges.

Agency costs have continued to decrease since December with February showing tentative agency costs at \$47,077.

The cash balance at the end of January was \$330,041. Receivables increased from \$5 million to \$5.2 million. Accounts payable increased from \$1.7 million to \$1.8 million. Open Medicaid applications were down to 40 at the beginning of the January but have since increased to 52 applications with the admission of 12 residents that have community Medicaid. These are individuals who have been previously approved for Medicaid but have never received long term care services. Individuals who have been approved for community Medicaid must apply for long term care Medicaid coverage, but the process requires the submission of a short form without the need for financial documentation. The risk of denial for long term care coverage is minimal. Under normal circumstances, these applications are approved quickly. Progress to expedite applications is still being made and February is expected to show 500 conversion days.

### b. Strategic Objectives Metrics Report

Mr. Gima noted that the Pinnacle Food Quality Score is down from December while the Dining Score has increased since December. The nursing home is still below the national average in both scores. 7 out of 16 Pinnacle Survey Scores were met or exceeded in January.

HealthPro will assist with developing plans for rehab space and assisting with licensure, and negotiations are still being made. An update will follow in May in regards to the outpatient rehab program.

Staff education is a continuing effort and is provided from Carle Clinic Nurse Practitioners. Dr. McNeal and Christie Clinic Nurse Practitioners have taken over the quarterly nurse training activities.

Mr. Lyn noted that training goals for nurses were not met in several categories. Ms. Noffke noted the numbers reflect year-to-date totals for 2015 and goals were met in 2014. Mr.

Anderson asked if the numbers reflect staff members who were trained but then left. Mr. Gima confirmed. Mr. Anderson noted that the training data should include the total number of staff members who were employed and trained in the fiscal year. Mr. Gima noted that the numbers reflect a specific day in the month and the numbers will fluctuate. Mr. Lyn asked why the number still isn't at 100% consistently. Ms. Noffke noted that training classes occur on a rolling basis and all staff members are trained as soon as possible after they are hired.

Medicare 30-day readmissions rates are down to 8% in February from 33% in December. Mr. Gima noted that the nursing home is working with Carle Clinic to further reduce readmission rates.

The CMS 5 Star Rating has changed the methodology it utilizes to rate nursing homes. Quality measures have been changed, which impact the new score the nursing home received. Before the rating system was changed, the nursing home's overall rating was 2 stars with a quality rating of 5 stars. Under the new methodology, the new rating is 1 star because the nursing home's quality rating fell from 5 stars to 4 stars.

The annual turnover rate for the year of 2014 was 52%.

c. Management Update

Ms. Emanuel referred board members to his management update and to ask if they had any additional questions.

d. Compliance Update

Ms. Emanuel reminded board members to complete their annual compliance training if they had not already done so. Mr. Gima asked board members to fill out and turn in the Compliance Program Acknowledgement and Conflict of Interest Questionnaire at their earliest convenience.

e. Approval of Compliance Program Commitment Reestablishment Resolution

**Motion** by Palinkas to approve the Compliance Program Commitment Reestablishment Resolution; second by Lyn. Upon vote, **Motion carried.**

f. Approval of Release of RRP for Dietary Services Management Services

Ms. Emanuel noted that Healthcare Services Group has not provided satisfactory services in the year they have been with the nursing home and the nursing home is seeking a new provider for dietary services. Healthcare Services Group has the opportunity to reapply during the RFP process but the board would like to see what other providers are in the area.

Ms. Cowart asked for specific qualities the board is looking for in a dietary service provider. Ms. Emanuel explained that board is looking for improved satisfaction in quality and timeliness and meals as well as improved food service scores. Ms. Cowart asked about on site preparation. Mr. Palinkas and Mr. Lyn noted that to a degree frozen food is delivered to the nursing home. Ms. Emanuel noted that on site preparation of food is a quality the board should look for when seeking a new dietary service provider. Mr. Anderson asked who makes the selection for the new dietary service provider. Ms. Emanuel explained that MPA will provide all research and recommendations to the board that will approve a new provider based upon MPA's recommendations.

Ms. Busey noted that once the RFP is written, board members should be provided with a copy in order to review and provide recommendations to MPA before it is released.

Mr. Lyn asked about the quality of vendors for dietary services in the area. Ms. Noffke noted that there are 4 potential vendors who are interested. Mr. Anderson asked if these vendors already provide services to nursing homes. Ms. Noffke confirmed and noted that she still has research to do. Mr. Gima noted that an RFP process was not utilized during the last hiring for dietary services and hopes that a formalized process will provide the board with better quality services.

**Motion** by Palinkas to approve the release of RFP for Dietary Services Management Services; second by Anderson. Upon vote, **Motion carried.**

**10. Other Business**

a. Expectations

Ms. Emanuel noted the concerns the board has in regards to survey scores and food service, and action plan was developed in order to address these issues. Staffing and retention reports for CNAs and Food Service Workers will be compiled and evaluated each month in regards to staffing issues.

The Pinnacle Scores are below the national average and the nursing home is striving to be above the national average in every category. Overall satisfaction scores are trending downward with nursing care scores remaining constant. The quality of food scores continues to trend downward. Cleanliness scores have been on the rise with laundry services on a downward trend. Individual attention scores, communications scores and response to problem scores have been on the rise since January. Overall, scores have remained consistent with slight downward trends, but January scores have shown improvements.

Ms. Noffke clarified that resident satisfaction scores are based upon whether or not residents were directly consulted during the survey with only 3 residents being contacted. Additionally, errors in reporting were experienced and correct data will be available in April.

**11. Next Meeting Date & Time**

The next meeting date and time for the Nursing Home Board of Directors is Monday, April 13, 2015 at 6:00 p.m.

**12. Adjournment**

Chair Emanuel declared the meeting adjourned at 7:45 p.m.

Respectfully submitted

Brian Nolan  
Recording Secretary



## Action Plan Update

### Issue 1

#### Current Open Positions

The table below summarizes the current open positions. The CNA openings reflect availability for both full-time and part-time positions. The total number of available positions equals 31.6 FTEs. Overtime and agency are used to fill the open shifts. Regarding nursing vacancies (RNs and LPNs), there are no immediate needs, however, recruitment will continue in efforts to obtain a higher mix of RNs and the need to find RNs and LPNs that are willing to work on a PRN basis.

	Number of Openings	
	10/21	4/7/2015
Director of Nursing	-	-
Assistant Director of Nursing (RN)	1	-
Unit Manager for Rehabilitation (RN)	1	-
RN Shift Supervisor	2	1
Nurse (1 FT, RN or LPN; 1 PT, RN or LPN)	2	4
Care Plan Coordinator (RN preferred)	1	1
Assistant Care Plan Coordinator (RN preferred, LPN minimum)	1	-
CNA Team Leader - Long Term Care	3	1
CNA Team Leader - Rehabilitative	2	1
CNA Team Leader - Dementia	1	1
CNA (1 FT, 1 PT)	2	2
Social Services Director (LCSW or MSW)	1	-
Activities Assistant	1	1
Cook/Assist Cook	1	1 Cook, 1 Asst Cook
Food Service Worker	2	2
Transportation Assistant	1	-
Volunteer Coordinator	1	-
Laundry Worker	-	1.5
Central Supply Clerk	1	0
	24	17.5
Note: CNA openings reflect the need for full time and part time positions but not the total number of FTEs needed.- currently 31.6.		

## Issue 1 HR Dashboard

We are still working on collecting the number of applications received each month to include in the Hiring Process summary table. I hope to have data collected in next month's report.

Retention Rate (12 month rolling average)	Jan 14 to Jan 15	Benchmark
All	68.9%	73.1%
All Nursing	67.80%	67.8%
CNAs	69.2%	67.5%

Turnover Rate (12 month rolling average)	Jan 14 to Jan 15	Benchmark
All	51.3%	45.2%
All Nursing	52.9%	51.4%
CNAs	64.1%	52.4%

Benchmark - American Healthcare Association Quality Report 2013

Separation Statistics (12 month rolling average)	Total	< 6 mos	6-11 mos	12 or less	1 year	2 years	3 years	4+ years
January 14 to January 15	115	52	13	65	24	8	4	14
All	50	19	8	27	13	5	5	(3+ years)
CNAs	28	21	4	25	1	1	0	1
Dietary								

Open Positions by Month	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Target FTEs
CNAs Hired (FTEs)	55.4	50.2	52.6										84.2
CNAs Open Positions (FTEs)	28.8	34.0	31.6										
Dietary Hired (FTEs)		15.2	16.2										19.65
Dietary Open Positions (FTEs)		4.45	3.5										

Hiring Process	Total Recd	Job History	PI	Offer	Drug Test	Physical	8-Ground	Hire
Year-To-Date								
C.N.A.								
Month								
C.N.A.								

**Champaign County Nursing Home**  
**Strategic Objective Metrics – Issue 1**  
**Updated March 31, 2015**

<i>Annual Turnover Rate</i>	
Annual turnover rate – Data from American Healthcare Association Quality Report 2013 <ul style="list-style-type: none"> <li>• 45.0%            2011</li> <li>• 37.0%            2010</li> <li>• 42.0%            2009</li> <li>• 45.1%            2008</li> </ul>	FY2015 – 51.3% (Jan 14 to Jan 15) FY2014 – 52.0% FY2013 – 63% FY2012 – 52% FY2011 – 68% FY2010 – 53%

**Issue 2  
Supervision Improvement**

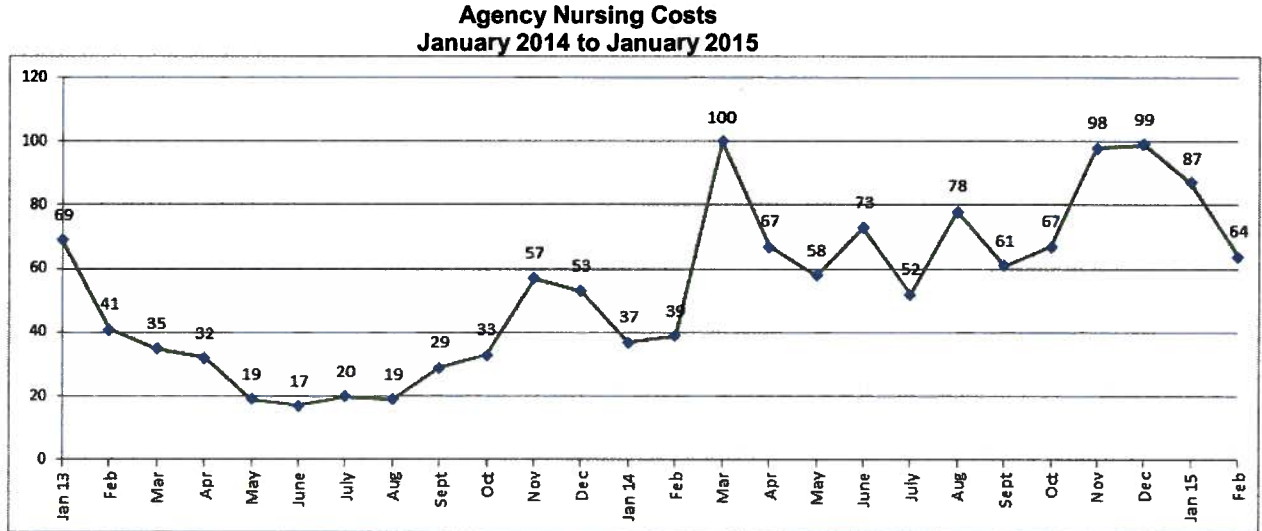
*CMS Direct Care Staffing Levels (as of March 2015)*

Provider Name	CITY	This first group of values include values derived from those reported by the nursing home on the CMS 671 and 672 reporting forms.					This second group of values presents CMS's calculation of expected staffing time based on the RUGS 53 staff time values for residents in the nursing home at the time of the survey.					This third group of values represents the adjusted time, which is calculated by this formula: Hours Adjusted = (Hours Reported/Hours Expected) * Hours National Average				
		Reported Hours Per Resident Per Day		Expected Hours Per Resident Per Day			Expected Hours Per Resident Per Day					Adjusted Hours Per Resident Per Day				
		Aides	LPNs	RNs	Total Licensed	Total Nursing	exp_aide	exp_LPN	exp_RN	exp_nurse	exp_all	adj_aide	adj_lpn	adj_nurse	adj_all	adj_total
CHAMPAIGN COUNTY NURSING HOME	URBANA	1.96	0.52	0.57	1.09	3.05	2.36	0.59	0.91	1.50	3.86	2.04	0.73	0.47	1.15	3.19
CHAMPAIGN URBANA NRSG & REHAB	SAVOY	2.17	0.92	0.62	1.54	3.71	2.41	0.69	1.15	1.84	4.25	2.21	1.10	0.41	1.32	3.52
HELIA HEALTHCARE OF CHAMPAIGN	CHAMPAIGN	1.60	0.51	0.48	0.99	2.59	2.22	0.59	0.90	1.49	3.72	1.77	0.71	0.40	1.04	2.81
HEARTLAND OF PAXTON	PAXTON	1.98	0.89	0.88	1.78	3.75	2.49	0.70	1.17	1.87	4.36	1.95	1.06	0.56	1.50	3.47
HEARTLAND OF CHAMPAIGN	CHAMPAIGN	1.99	1.00	0.81	1.81	3.80	2.34	0.68	1.28	1.96	4.29	2.09	1.22	0.47	1.46	3.57
ILLINI HERITAGE REHAB & HC	CHAMPAIGN	1.91	0.70	0.47	1.17	3.08	2.34	0.58	0.85	1.43	3.77	2.01	1.00	0.41	1.29	3.30
COUNTRY HEALTH	GIFFORD	1.86	0.65	0.76	1.41	3.27	2.46	0.60	0.98	1.58	4.04	1.86	0.90	0.58	1.41	3.27
Area Average		1.93	0.74	0.66	1.40	3.32	2.37	0.63	1.03	1.67	4.04	1.99	0.96	0.47	1.31	3.30
Illinois State Average		2.22	0.59	0.92	1.51	3.73	2.38	0.63	1.03	1.66	4.04	2.27	0.78	0.64	1.42	3.69

CCNH's reported staffing hours (the first group of values) is missing 470 direct care hours that was not included in the CMS reporting forms. The corrected data was submitted to CMS in early March. The revised staffing hours will be reflected in a future update.

*Agency Usage Trends - Expenses*

Agency expenses fell to \$64,179 in February, the third straight monthly decline. March agency expenses are projected to total \$64,349.



**Champaign County Nursing Home**  
**Strategic Objective Metrics – Issue 2**  
**Updated March 31, 2015**

<b>Nursing Management</b>	<b>Status</b>
<i>Fill Director of Nursing Position in 2015</i>	Filled 1/26/15.
<i>Nurse Education</i>	
Carle Clinic Emergency Department Collaborative Training for nurses and CNAs. The goal is to train 90% of nurses and CNAs.	Annual training requirement: 82% (42/51) nurses trained 93% (70/75) CNAs trained Added to orientation going forward *Plan to use this in orientation but replace with Skills proficiency days by Summer 15
IV training through pharmacy. The goal is 90% of nurses trained by end of 2015.	Annual training requirement: 86% 44/51 nurses trained  Next class to training remainder Summer 15
Trach education. 90% of all nurses will be trained by the end of 2015.	Annual training requirement: 76.5% (39/51) nurses trained  Next class once PEL/VIP on board to complete training requirements for licensed staff
Skills training opportunities – collaborative effort with Carle Clinic or teaching programs. 90% of all nurses will be trained by the end of 2014.	See above Carle Clinic ER collaborative training.
Staff education from Carle Clinic Nurse Practitioners. Quarterly training is ongoing will see about whether monthly is feasible. Education topics and schedule still to be determined.	Dr. McNeal and Christie Clinic Nurse Practitioner have taken over the Quarterly nurse training activities. Jan 2015      Delirum assessment/reporting April 2015     Customer Service

# Issue 3 Quality of Care

## Champaign County Area Homes – CMS Nursing Home Compare Summary

The chart below summarizes the current CMS five-star ratings for the eight nursing homes in the Champaign County area. Five homes including CCNH have an overall rating of one star. The other one-star facilities include Champaign Urbana Nursing and Rehabilitation, Heliia, Heartland of Paxton, and Heartland of Champaign. Illini Heritage is a three-star facility. Country Health is a four-star facility. Clark-Lindsey Village has a five-star facility.

Nursing Home General Information	CHAMPAIGN COUNTY NURSING HOME	CHAMPAIGN URBANA NRSNG. & REHAB	HELIIA HEALTHCARE OF CHAMPAIGN	HEARTLAND OF PAXTON	HEARTLAND OF CHAMPAIGN	COUNTRY HEALTH	ILLINI HERITAGE REHAB & HC	CLARK LINDSEY VILLAGE
509 SOUTH ART BARTLETT DRIVE URBANA, IL 61802 (217) 384-5784 Distance : 1.0 miles	302 WEST BURWASH SAVOY, IL 61874 (217) 402-6700 Distance : 4.9 miles	1915 SOUTH MATTS STREET CHAMPAIGN, IL 61821 (217) 352-0510 Distance : 3.9 miles	1001 EAST BELLS STREET PAXTON, IL 60957 (217) 378-4381 Distance : 31.9 miles	308 EAST SPRINGFIELD PAXTON, IL 61820 (217) 352-5135 Distance : 1.0 miles	RURAL ROUTE 1 BOX 14 URBANA, IL 61801 (217) 344-2144 Distance : 2.1 miles	13158 CURT DRIVE CHAMPAIGN, IL 61820 (217) 352-9707 Distance : 4.2 miles	ASL HEALTHCARE REHAB & HC 101 WEST WINDSOR ROAD URBANA, IL 61801 (217) 344-2144 Distance : 2.1 miles	ASL HEALTHCARE REHAB & HC 101 WEST WINDSOR ROAD URBANA, IL 61801 (217) 344-2144 Distance : 2.1 miles
ASL CHAMPAIGN COUNTY NURSING HOME TO MY FAVORITE... Opens in a new window	ADD CHAMPAIGN URBANA NRSNG. & REHAB TO MY FAVORITE... Opens in a new window	ADD HELIIA HEALTHCARE OF CHAMPAIGN TO MY FAVORITE... Opens in a new window	ADD HEARTLAND OF PAXTON TO MY FAVORITE... Opens in a new window	ADD HEARTLAND OF CHAMPAIGN TO MY FAVORITE... Opens in a new window	ADD COUNTRY HEALTH TO MY FAVORITE... Opens in a new window	ADD ILLINI HERITAGE REHAB & HC TO MY FAVORITE... Opens in a new window	ADD CLARK LINDSEY VILLAGE TO MY FAVORITE... Opens in a new window	ADD CLARK LINDSEY VILLAGE TO MY FAVORITE... Opens in a new window
Map and Directions for CHAMPAIGN COUNTY NURSING HOME... Opens in a new window	Map and Directions for CHAMPAIGN URBANA NRSNG. & REHAB... Opens in a new window	Map and Directions for HELIIA HEALTHCARE OF CHAMPAIGN... Opens in a new window	Map and Directions for HEARTLAND OF PAXTON... Opens in a new window	Map and Directions for HEARTLAND OF CHAMPAIGN... Opens in a new window	Map and Directions for COUNTRY HEALTH... Opens in a new window	Map and Directions for ILLINI HERITAGE REHAB & HC... Opens in a new window	Map and Directions for CLARK LINDSEY VILLAGE... Opens in a new window	Map and Directions for CLARK LINDSEY VILLAGE... Opens in a new window
Rating: 2 out of 5 Below Average	Rating: 1 out of 5 Much Below Average	Rating: 1 out of 5 Much Below Average	Rating: 1 out of 5 Much Below Average	Rating: 1 out of 5 Much Below Average	Rating: 4 out of 5 Above Average	Rating: 3 out of 5 Average	Rating: 5 out of 5 Highest Above Average	Rating: 5 out of 5 Highest Above Average
Rating: 1 out of 5 Much Below Average	Rating: 1 out of 5 Much Below Average	Rating: 1 out of 5 Much Below Average	Rating: 1 out of 5 Much Below Average	Rating: 1 out of 5 Much Below Average	Rating: 4 out of 5 Above Average	Rating: 3 out of 5 Average	Rating: 5 out of 5 Highest Above Average	Rating: 5 out of 5 Highest Above Average
Rating: 2 out of 5 Below Average	Rating: 3 out of 5 Average	Rating: 3 out of 5 Average	Rating: 3 out of 5 Average	Rating: 3 out of 5 Average	Rating: 2 out of 5 Below Average	Rating: 3 out of 5 Average	Rating: 5 out of 5 Highest Above Average	Rating: 5 out of 5 Highest Above Average
Rating: 5 out of 5 Highest Above Average	Health Inspections Summary for CHAMPAIGN COUNTY NURSING HOME	Health Inspections Summary for HELIIA HEALTHCARE OF CHAMPAIGN	Health Inspections Summary for HEARTLAND OF PAXTON	Health Inspections Summary for HEARTLAND OF CHAMPAIGN	Health Inspections Summary for COUNTRY HEALTH	Health Inspections Summary for ILLINI HERITAGE REHAB & HC	Health Inspections Summary for CLARK LINDSEY VILLAGE	Health Inspections Summary for CLARK LINDSEY VILLAGE
243	213	118	100	102	80	60	25	
Medicare and Medicaid	Medicare and Medicaid	Medicare and Medicaid	Medicare and Medicaid	Medicare and Medicaid	Medicare and Medicaid	Medicare and Medicaid	Medicare	
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
No	No	No	No	No	No	No	Yes	
No	No	No	No	No	No	No	No	
BOTH	RESIDENT - Partnership	RESIDENT - Corporation	NONE	RESIDENT	RESIDENT - Other	RESIDENT - Corporation	RESIDENT	
Government - County	For profit - Partnership	For profit - Corporation	For profit - Individual	For profit - Corporation	For profit - Corporation	For profit - Corporation	Non profit - Corporation	
Get More Ownership Information	Get More Ownership Information	Get More Ownership Information	Get More Ownership Information	Get More Ownership Information	Get More Ownership Information	Get More Ownership Information	Get More Ownership Information	

**Issue 3****Quality of Care (Continued)**

Please see attached Pinnacle Satisfaction Survey for February 2015 and the March 2015 CMS Quality Measure report for CCNH. Seven of the eleven quality measures that are used to determine the Nursing Home Compare quality measure rating (currently four-stars) are at or below the national averages.

IPMG risk management nurse consultants have been contacted to conduct a mock survey in preparation for this year's annual survey. The mock survey is conducted in a similar fashion to a normal survey as an unannounced dry run.



**Champaign County Nursing Home**  
**Strategic Objective Metrics – Issue 3**  
**Updated March 31, 2015**

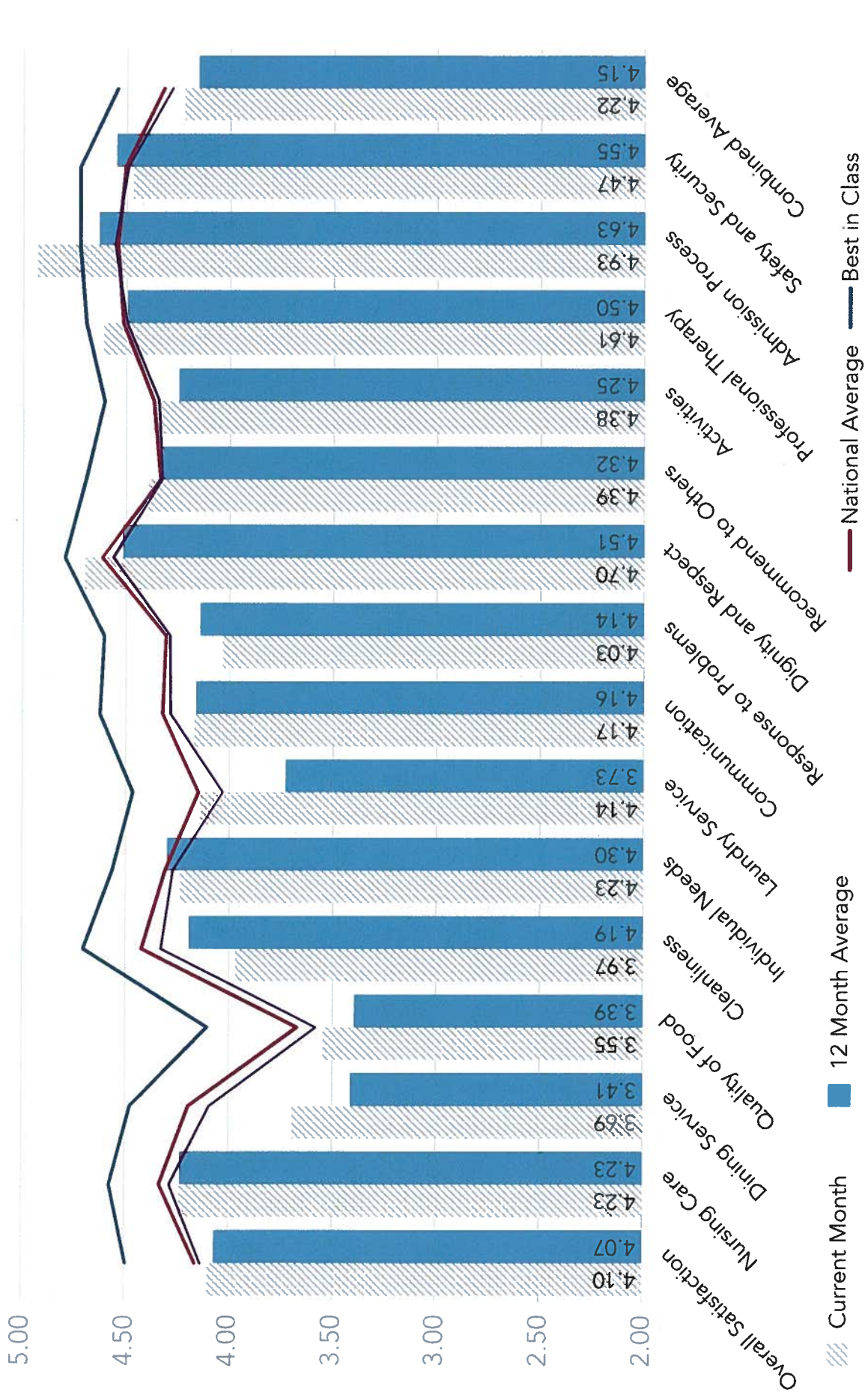
<b>Medical Management Metric</b>	<b>Status</b>
<i>Carle Clinic and Christie Clinic</i>	
Carle Clinic – maintain 3 physicians and 2 full-time nurse practitioners	Maintained
Christie Clinic – maintain current level of care (one physician and one nurse practitioner)	Maintained
Implement QA with NPs monthly Metric replaces “Implement daily rounds on the Medicare unit by 1/1/14.”	Schedule monthly meeting to enhance communication and problem solve and identify skills that could be enhanced.
<i>Expanded Specialized Services</i>	
Establish pulmonary clinic by July 1, 2015	No progress. Continuing to find a pulmonologist. Will discuss with new respiratory therapy provider, PEL-VIP
Current wound/pain caseload is 13 residents.	22 currently on caseload 11 wound/11 pain 1 healed and taken off caseload in March. 39 residents have healed and have been taken of the caseload.
Establish outpatient rehab program by July 1, 2015.	HealthPro will assist with developing plans for space and assisting with licensure. Planning with HealthPRO will begin in May 2015.

**Champaign County Nursing Home**  
**Strategic Objective Metrics – Issue 3**  
**Updated March 31, 2015**

Non-Financial Metrics	Status																								
<i>Medicare 30-Day Readmission Rate</i>																									
<p>The national average rate is 19.8 percent.  The 25th percentile is 14.8 percent  The 75th percentile is 23.4 percent.</p> <p>Source: MedPac Report to Congress:  Medicare Payment Policy, March 2013.  (Data is from 2011).</p> <p>CCNH will have a current baseline  readmission rate by January 1, 2014.</p>	<p>Interact Data</p> <table border="0"> <tr><td>April</td><td>11%</td></tr> <tr><td>May</td><td>25%</td></tr> <tr><td>June (5/16)</td><td>31%</td></tr> <tr><td>July (4/11)</td><td>36%</td></tr> <tr><td>Aug (3/15)</td><td>20%</td></tr> <tr><td>Sept (1/12)</td><td>8%</td></tr> <tr><td>Oct (6/15)</td><td>40%</td></tr> <tr><td>Nov (5/16)</td><td>31%</td></tr> <tr><td>Dec (6/18)</td><td>33%</td></tr> <tr><td>Jan(2/15)</td><td>36%</td></tr> <tr><td>Feb (1/12)</td><td>8%</td></tr> <tr><td>March (4/9) *</td><td>44%</td></tr> </table> <p>*accurate today/30 days for full data</p>	April	11%	May	25%	June (5/16)	31%	July (4/11)	36%	Aug (3/15)	20%	Sept (1/12)	8%	Oct (6/15)	40%	Nov (5/16)	31%	Dec (6/18)	33%	Jan(2/15)	36%	Feb (1/12)	8%	March (4/9) *	44%
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Jan(2/15)	36%																								
Feb (1/12)	8%																								
March (4/9) *	44%																								
<i>Pinnacle Survey Scores</i>																									
<p>Meet or exceed national average scores, which are shown below. There are 16 separate survey scores. The summation of all surveys conducted in 2012 resulted in two out of 16 scores exceeded the national average. The metric goal is to have four score exceeding the national average for 2013 and six scores for 2014.</p>	<p># of measures that met or exceeded the national average.</p> <table border="0"> <tr><td>Feb 15</td><td>5 out of 16</td></tr> <tr><td>Jan 15</td><td>7 out of 16</td></tr> <tr><td>Dec 14</td><td>0 out of 16</td></tr> <tr><td>Nov</td><td>4 out of 16</td></tr> <tr><td>Oct</td><td>2 out of 16</td></tr> <tr><td>Sept</td><td>3 out of 16</td></tr> <tr><td>Aug</td><td>1 out of 16</td></tr> <tr><td>July</td><td>3 out of 16</td></tr> <tr><td>June</td><td>6 out of 16</td></tr> <tr><td>May</td><td>10 out of 16</td></tr> <tr><td>April</td><td>2 out of 16</td></tr> <tr><td>March</td><td>5 out of 16</td></tr> </table>	Feb 15	5 out of 16	Jan 15	7 out of 16	Dec 14	0 out of 16	Nov	4 out of 16	Oct	2 out of 16	Sept	3 out of 16	Aug	1 out of 16	July	3 out of 16	June	6 out of 16	May	10 out of 16	April	2 out of 16	March	5 out of 16
Feb 15	5 out of 16																								
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May	10 out of 16																								
April	2 out of 16																								
March	5 out of 16																								

<b>Non-Financial Metrics</b>	<b>Status</b>
<i>CMS 5 Star Rating</i>	
Increase overall rating from one star to two star by the end of 2014	One Star as of Jan 31, 2015 New nursing home compare V3.0 starting with the Jan 31 report.

— Illinois State Comparison





# DASHBOARD - CHAMPAIGN COUNTY NURSING HOME

The following report displays the average score for the last month, last 3 months, and last 12 months. The variance shows the difference from the National Average. The National Average, Best in Class Level and Company Average (if applicable) are listed for comparative purposes. Quarterly averages are rolling quarters. The arrows indicate if the recent quarter is above or below the average of the previous three quarters. The report also shows the percentages of positive responses (4s and 5s) and negative responses (1s and 2s).

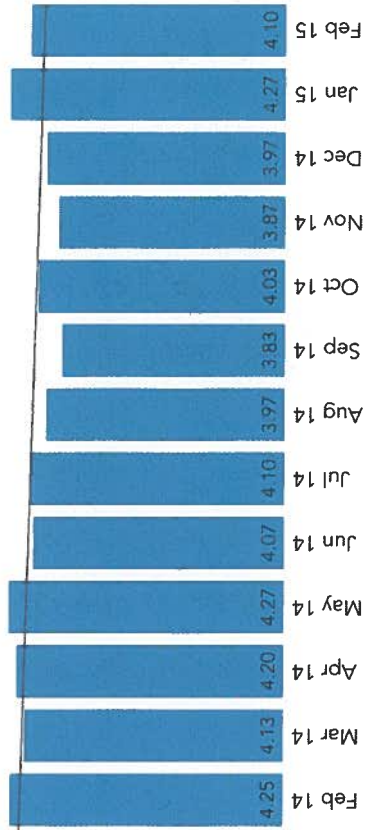
	AVERAGES			BENCHMARKS			QUARTERLY AVERAGES						RESPONSE PERCENTAGES				
	Feb 15	Last 3 Months	Last 12 Months	National AVG	Best in Class	Corp. AVG	Dec- Feb	Sep- Nov	Jun- Aug	Mar- May	Month	Top 2 Satisfied QTR	Year	Month	Bottom 2 Dissatisfied QTR	Year	
		AVG	Variance														
Overall Satisfaction	4.10	4.11	4.07	-0.09	4.16	4.50	-	↑ 4.11	3.91	4.04	4.20	80%	84%	77%	7%	2%	3%
Nursing Care	4.23	4.22	4.23	-0.10	4.33	4.58	-	↓ 4.22	4.24	4.28	4.18	87%	84%	84%	13%	5%	3%
Dining Service	3.69	3.55	3.41	-0.78	4.19	4.48	-	↑ 3.55	3.31	3.29	3.51	54%	46%	47%	23%	16%	25%
Quality of Food	3.55	3.23	3.39	-0.28	3.67	4.11	-	↓ 3.23	3.20	3.35	3.75	45%	40%	46%	18%	29%	21%
Cleanliness	3.97	4.20	4.19	-0.23	4.42	4.71	-	↑ 4.20	4.07	4.16	4.33	73%	84%	79%	7%	4%	3%
Individual Needs	4.23	4.24	4.30	-0.01	4.31	4.57	-	↓ 4.24	4.29	4.30	4.36	80%	87%	87%	7%	4%	3%
Laundry Service	4.14	3.41	3.73	-0.42	4.15	4.47	-	↓ 3.41	3.59	3.95	3.95	86%	55%	62%	0%	21%	10%
Communication	4.17	4.01	4.16	-0.16	4.32	4.63	-	↓ 4.01	4.08	4.23	4.32	87%	77%	79%	7%	7%	6%
Response to Problems	4.03	4.17	4.14	-0.17	4.31	4.61	-	↑ 4.17	4.14	4.00	4.25	80%	86%	77%	13%	9%	7%
Dignity and Respect	4.70	4.57	4.51	-0.10	4.61	4.80	-	↑ 4.57	4.54	4.48	4.47	93%	93%	91%	0%	0%	1%
Recommend to Others	4.39	4.28	4.32	-0.01	4.33	4.70	-	↓ 4.28	4.32	4.28	4.41	86%	82%	85%	0%	0%	4%
Activities	4.38	4.27	4.25	-0.12	4.37	4.61	-	↑ 4.27	4.35	4.06	4.30	83%	84%	81%	0%	3%	3%
Professional Therapy	4.61	4.50	4.50	-0.02	4.51	4.70	-	↑ 4.50	4.53	4.40	4.55	89%	90%	93%	0%	6%	2%
Admission Process	4.93	4.58	4.63	0.09	4.54	4.73	-	↓ 4.58	4.74	4.60	4.64	100%	95%	94%	0%	0%	1%
Safety and Security	4.47	4.50	4.55	0.04	4.51	4.73	-	↓ 4.50	4.53	4.54	4.62	87%	93%	93%	0%	0%	1%
Combined Average	4.22	4.13	4.15	-0.17	4.32	4.55	-	↓ 4.13	4.10	4.12	4.25	80%	79%	78%	7%	7%	6%

Total Respondents: February: 15 Last 3 Months: 45 last 12 months: 181

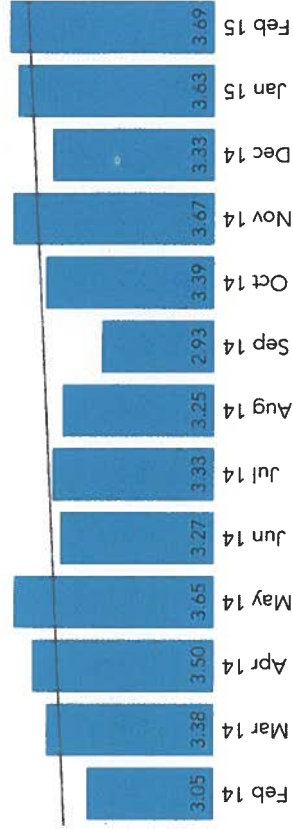


QUALITY INSIGHT

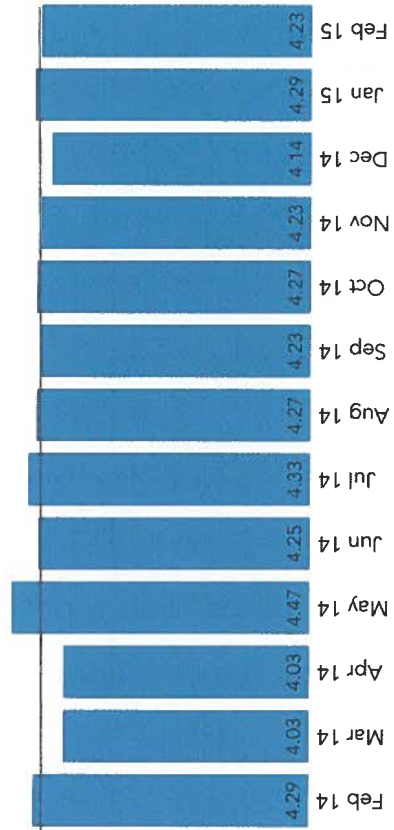
**Overall Satisfaction**



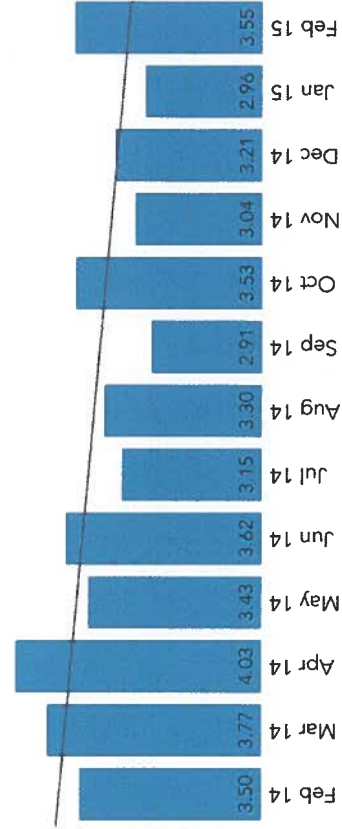
**Dining Service**



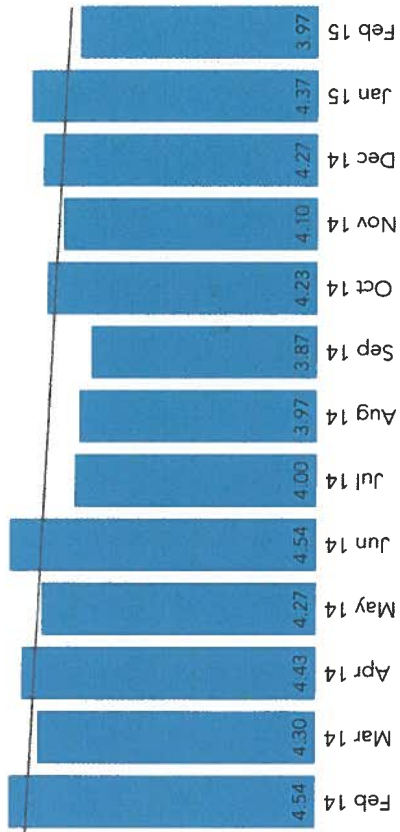
**Nursing Care**



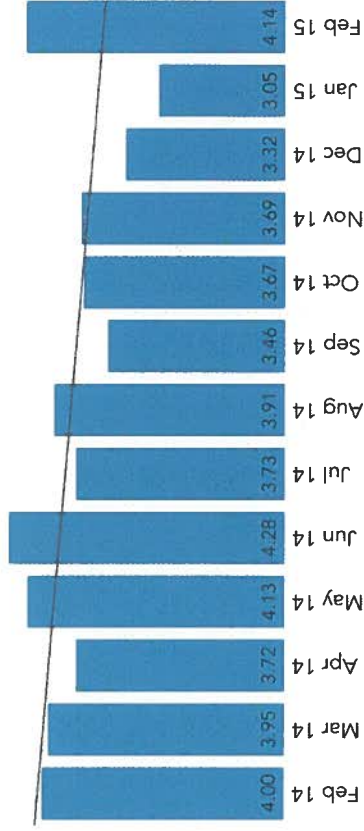
**Quality of Food**



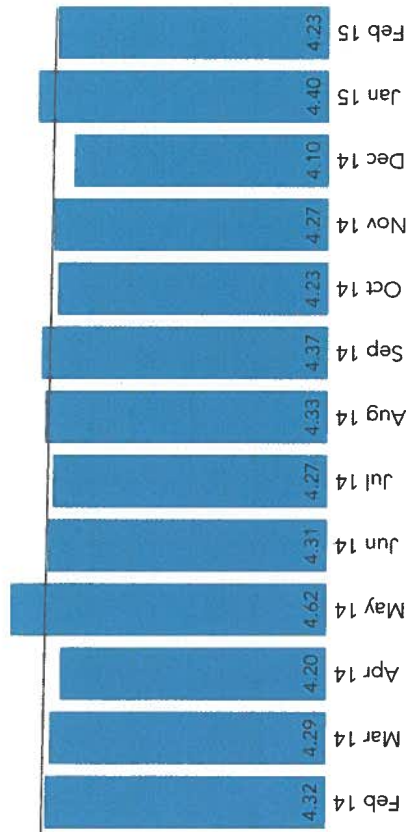
**Cleanliness**



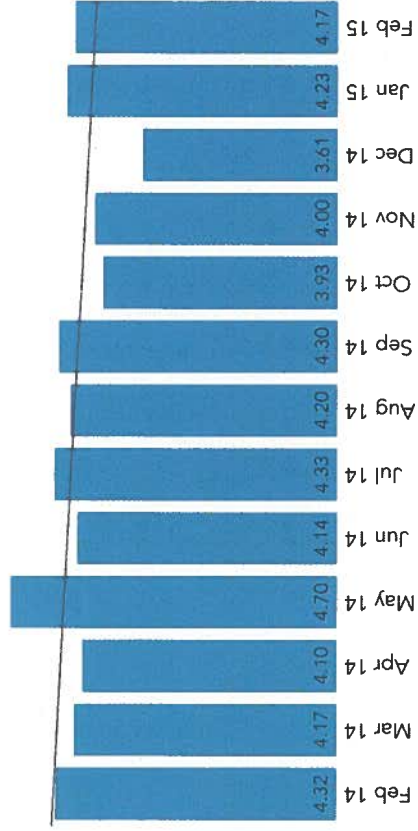
**Laundry Service**



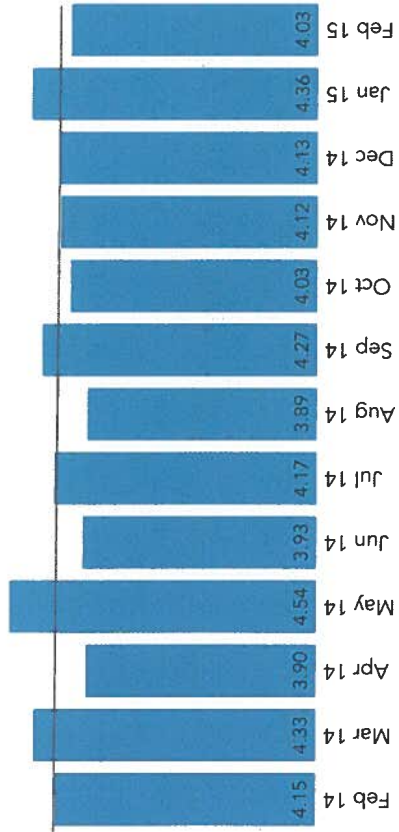
**Individual Needs**



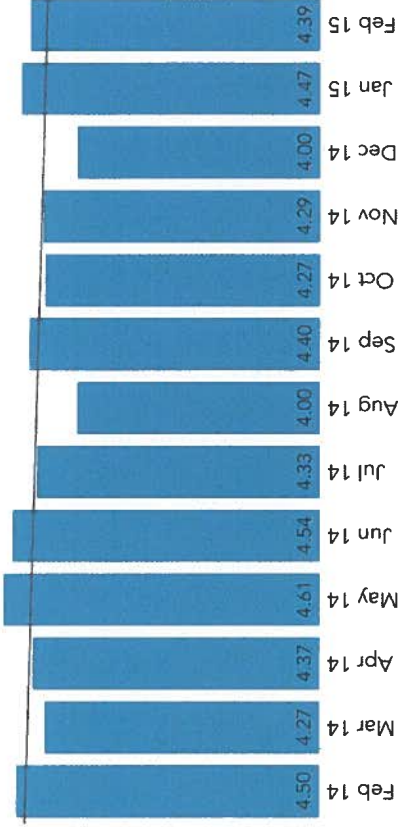
**Communication**



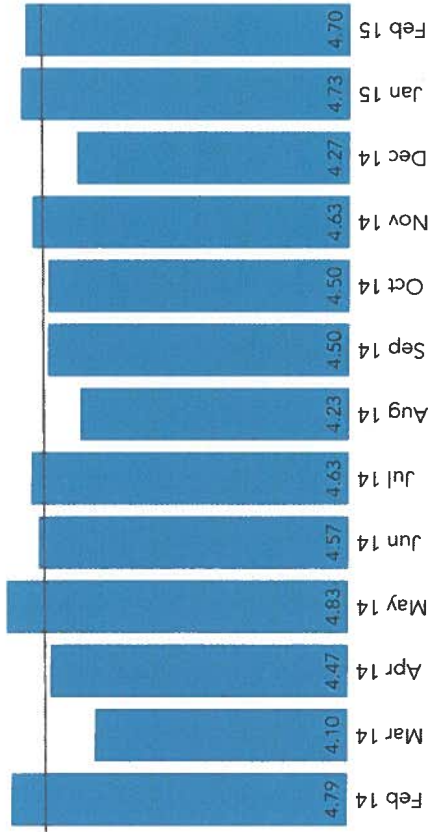
**Response to Problems**



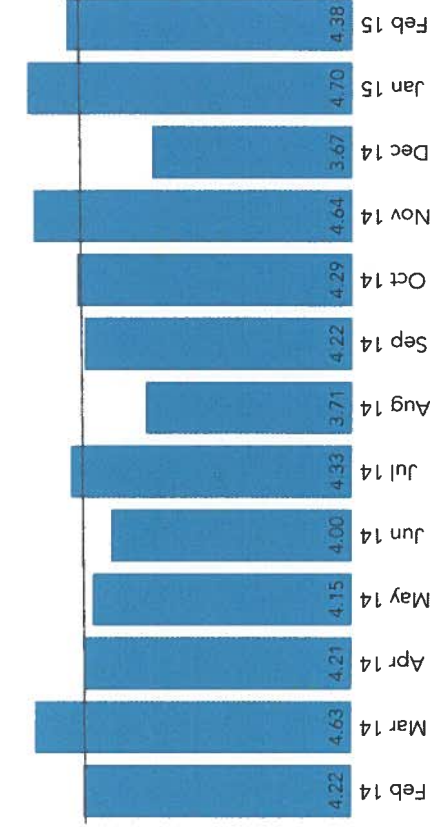
**Recommend to Others**



**Dignity and Respect**



**Activities**

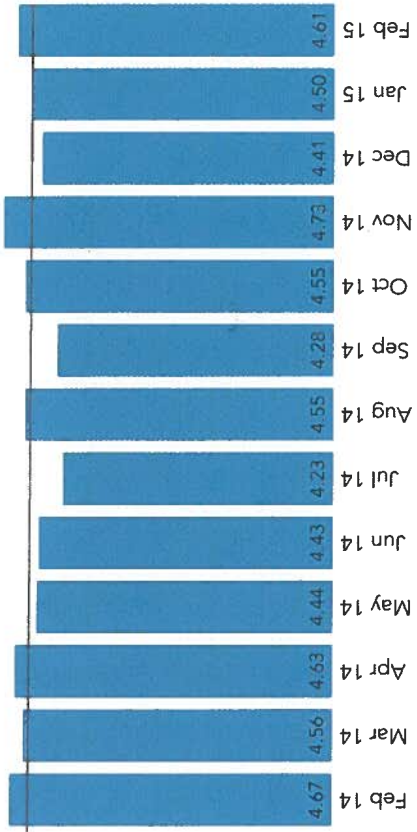




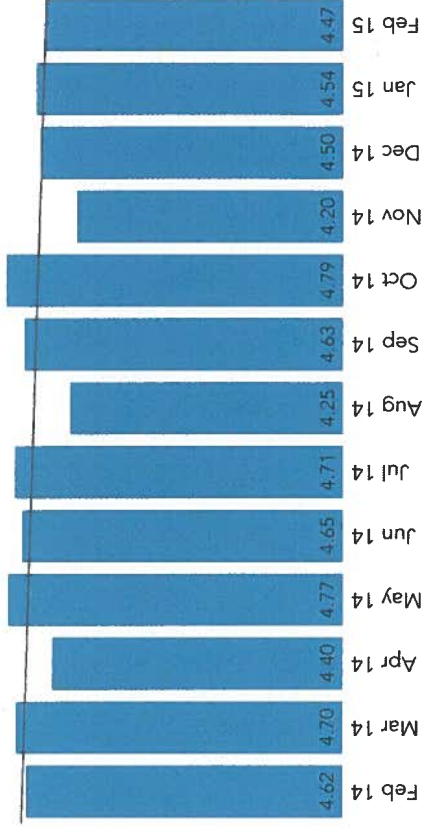


QUALITY INSIGHT

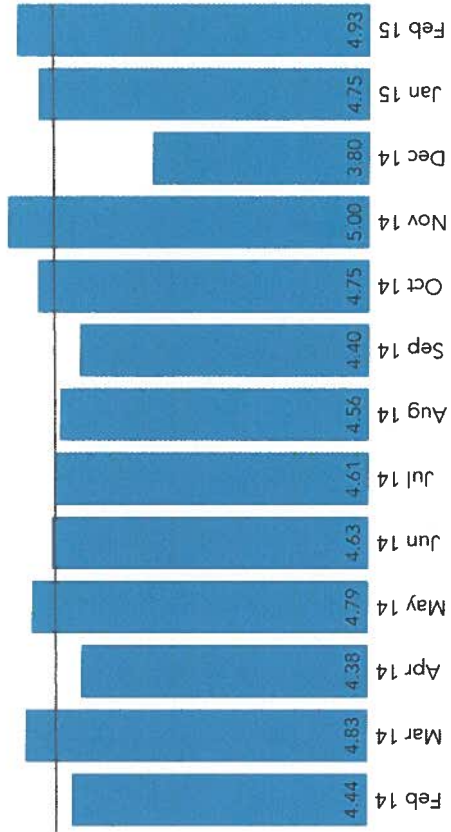
Professional Therapy



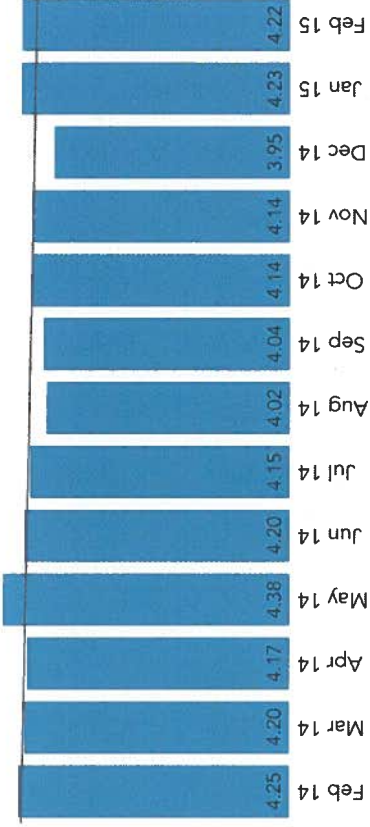
Safety and Security



Admission Process



Combined Average





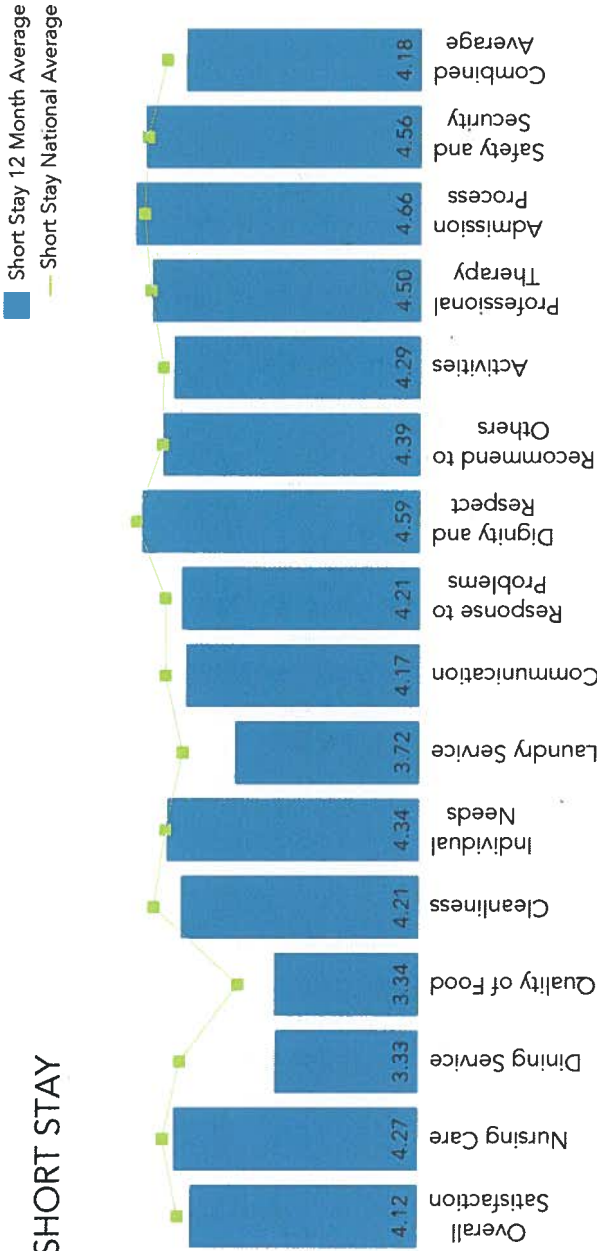
**CUSTOMER SATISFACTION**  
SHORT STAY vs. LONG TERM

**CHAMPAIGN COUNTY NURSING HOME**  
February 2015

QUALITY INSIGHT

<http://pinnacleqi.com/reports/shortstay>

**SHORT STAY**

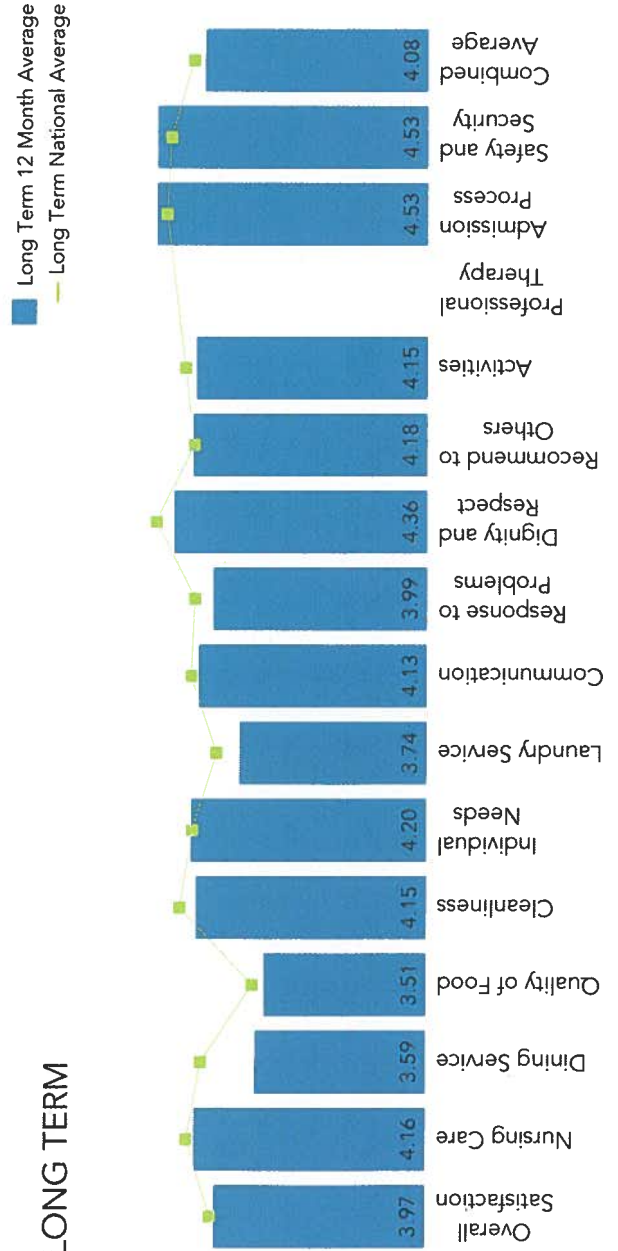


**SHORT STAY SATISFACTION RATE**  
percentage that rated  
Recommend to Others as a 4 or 5.

**85.7%**

86.3% National Average

**LONG TERM**



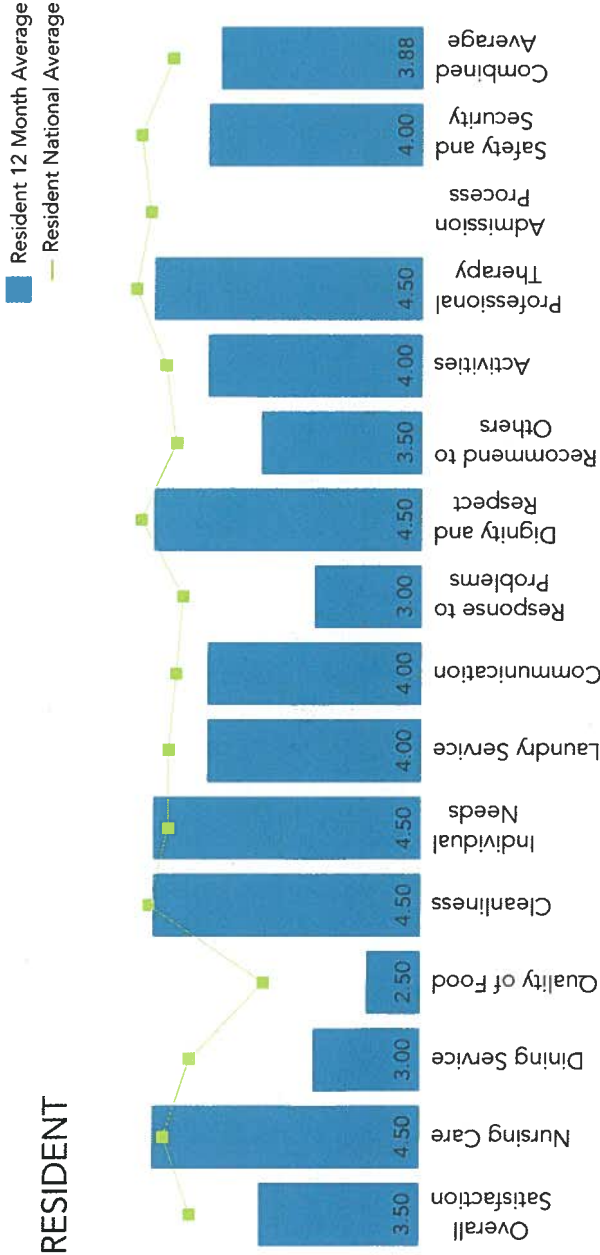
**LONG TERM SATISFACTION RATE**  
percentage that rated  
Recommend to Others as a 4 or 5.

**82.5%**

79.7% National Average

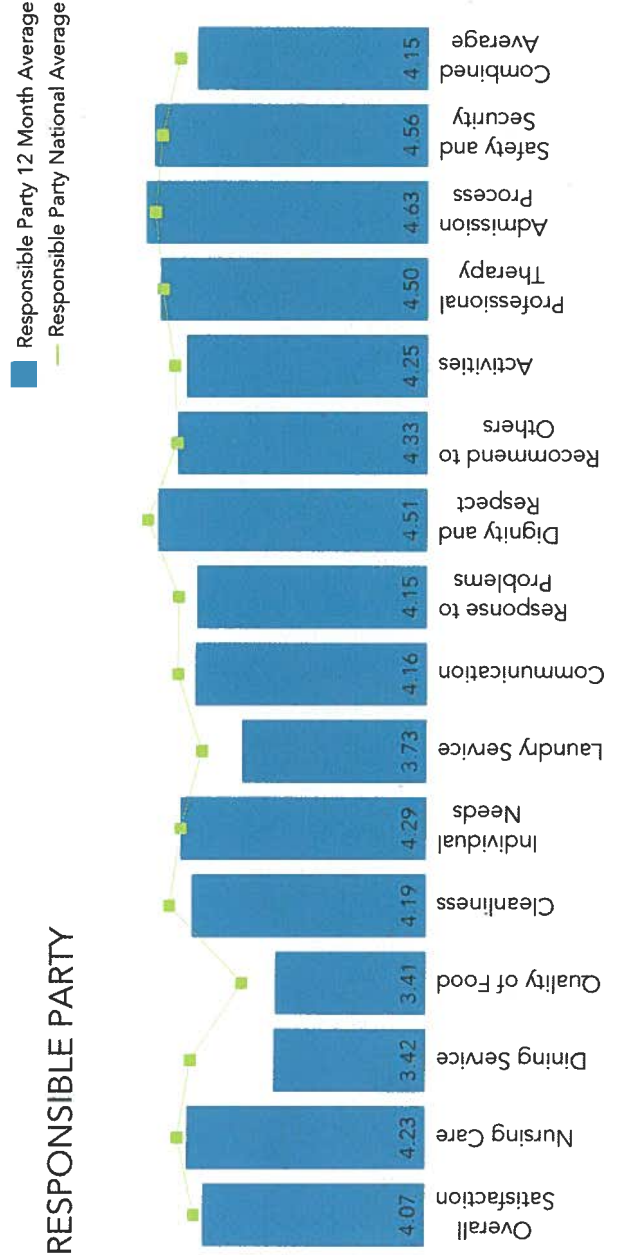


<http://pinnacleqi.com/reports/resident>



**50.0%**

82.7% National Average



**85.1%**

84.5% National Average

MDS3.0 Quality Measures for Provider 145364						
	Provider 145364					National Average
	Part of QM Rating?	Q1 2014	Q2 2014	Q3 2014	3-quarter average	3-quarter average
<b>Long-Stay Residents</b>						
<i>Note: For the following measures, higher percentages are better.</i>						
% of residents assessed and appropriately given the seasonal influenza vaccine	No	99.5%	97.4%	84.9%	93.9%	94.6%
% of residents assessed and appropriately given the pneumococcal vaccine	No	97.8%	95.8%	97.3%	97.0%	94.1%
<i>Note: for the following measures, lower percentages are better.</i>						
% of residents experiencing one or more falls with major injury	Yes	3.8%	4.7%	6.5%	5.0%	3.2%
% of residents who have moderate to severe pain <sup>1</sup>	Yes	1.2%	3.8%	3.4%	2.7%	7.6%
% of high-risk residents who have pressure sores	Yes	4.2%	2.3%	2.5%	3.0%	6.0%
% of residents who had a urinary tract infection	Yes	4.4%	2.6%	3.2%	3.4%	5.7%
% of low-risk residents who lose control of their bowels or bladder	No	43.4%	48.6%	43.8%	45.3%	44.6%
% of residents who have/had a catheter inserted and left in their bladder <sup>1</sup>	Yes	4.4%	3.2%	5.5%	4.3%	3.1%
% of residents who were physically restrained	Yes	0.0%	0.0%	0.0%	0.0%	1.1%
% of residents whose need for help with daily activities has increased	Yes	24.7%	21.2%	18.8%	21.5%	15.6%
% of residents who lose too much weight	No	6.6%	7.4%	5.4%	6.5%	7.1%
% of residents who are more depressed or anxious	No	6.8%	9.9%	6.1%	7.6%	6.1%
% of residents who received an antipsychotic medication	Yes	12.9%	15.5%	16.5%	15.0%	19.5%
<b>Short-Stay Residents</b>						
<i>Note: For the following measures, higher percentages are better.</i>						
% of residents assessed and appropriately given the seasonal influenza vaccine	No	83.8%	94.3%	86.2%	87.9%	84.1%
% of residents assessed and appropriately given the pneumococcal vaccine	No	80.0%	88.7%	85.5%	84.7%	82.6%
<i>Note: for the following measures, lower percentages are better.</i>						
% of residents who had moderate to severe pain	Yes	8.1%	10.0%	6.5%	8.2%	18.5%
% of residents with pressure ulcers that are new or worsened <sup>1</sup>	Yes	1.2%	0.8%	0.8%	1.0%	1.0%
% of residents who newly received an antipsychotic medication	Yes	1.4%	0.0%	1.6%	1.0%	2.4%

**Detailed descriptions and specifications for all the QMs can be found here:**

<https://www.cms.gov/Medicare/Quality-Initiatives-Patient-Assessment-Instruments/NursingHomeQuality/Inits/NHQIQualityMeasures.html>

<sup>1</sup>These measures are risk adjusted.

NA means no data are available for this measure. Values are not displayed for the long-stay measures if there are fewer than 30 eligible resident assessments and are not displayed for the short-stay measures if there are fewer than 20 eligible resident assessments. A 3-quarter average measure will be shown if there are at least this number of eligible resident assessments summed across all three quarters.

## Issue 4

### Food Service Improvement

The Pinnacle score for dining service increased slightly from 3.63 in January to 3.69 in February. The 12-month rolling average is 3.44, which falls below the national average of 4.19. The February score is the highest monthly score in the past 12 months. The dining scores has shown a positive trends since September 2014.

The Pinnacle score for food quality jumped from 2.96 in January to 3.55 in February. The 12-month rolling average is 3.40, which falls below the national average of 3.67. The February score is the highest monthly score since June 2014.

HCSG Dietician, Emily Siedel conducts an informal dining room satisfaction survey. This survey includes the following questions:

- Does your food taste good?
- Are you served foods you like to eat?
- Are your hot and cold food served the way you like?
- Do you get enough to eat?
- Do you get snacks and beverages when requested?
- Do you receive substitutes?
- Is a snack offered in the evening?

The monthly scoring from this survey is summarized below and shows a positive trend since the start of this survey in September 2014.

September 2014	58%
October 2014	62%
November 2014	76%
December 2014	77.5%
January 2015	69.8%
February	80%
March	80%

Over the past two to three weeks, there has been a noticeable improvement in the consistency in many of the problematic areas including: the timely delivery of meals to the dining rooms, plate temperatures, and accuracy of trays. The number of issues identified by staff and complaints/concerns by residents/families has decreased. The staffing statistics shows improved staffing numbers. However, a high turnover rate has been a significant factor in the ability to reach full staffing levels. A concern that has been previously communicated to HCSG is the lack of a consistent orientation program by HCSG that should occur after new hires go through the 2-day employee orientation program. In the months of February and March, seven new hires were lost. Exit interviews were conducted with two individuals. Feedback indicated that a lack of a formal orientation program was a major factor in their decision to leave. This concern has been communicated to HCSG and we await a plan to address this matter.

**Champaign County Nursing Home**  
**Strategic Objective Metrics – Issue 4**  
**Updated March 31, 2015**

<b>Dietary</b>	<b>Status</b>																										
Meals will be delivered within 15 minutes of scheduled meal times.	Plating times summary table at bottom of page																										
The Pinnacle food quality score will meet or exceed Pinnacle national average of 3.67.	2014 annual average was 3.43. The rolling 12 month average is 3.40 (Feb) <table data-bbox="841 674 1096 1108"> <tr><td>Feb 2014</td><td>3.50</td></tr> <tr><td>Mar</td><td>3.77</td></tr> <tr><td>Apr</td><td>4.03</td></tr> <tr><td>May</td><td>3.43</td></tr> <tr><td>June</td><td>3.62</td></tr> <tr><td>July</td><td>3.15</td></tr> <tr><td>Aug</td><td>3.30</td></tr> <tr><td>Sept</td><td>2.91</td></tr> <tr><td>Oct</td><td>3.53</td></tr> <tr><td>Nov</td><td>3.04</td></tr> <tr><td>Dec</td><td>3.21</td></tr> <tr><td>Jan</td><td>2.96</td></tr> <tr><td>Feb</td><td>3.55</td></tr> </table>	Feb 2014	3.50	Mar	3.77	Apr	4.03	May	3.43	June	3.62	July	3.15	Aug	3.30	Sept	2.91	Oct	3.53	Nov	3.04	Dec	3.21	Jan	2.96	Feb	3.55
Feb 2014	3.50																										
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Oct	3.53																										
Nov	3.04																										
Dec	3.21																										
Jan	2.96																										
Feb	3.55																										
The Pinnacle dining service score will meet or exceed national average of 4.19	The 2014 annual average was 3.41. The rolling 12 month average is 3.44 (Feb) <table data-bbox="841 1203 1096 1638"> <tr><td>Feb 2014</td><td>3.05</td></tr> <tr><td>Mar</td><td>3.38</td></tr> <tr><td>Apr</td><td>3.50</td></tr> <tr><td>May</td><td>3.65</td></tr> <tr><td>June</td><td>3.27</td></tr> <tr><td>July</td><td>3.33</td></tr> <tr><td>Aug</td><td>3.25</td></tr> <tr><td>Sept</td><td>2.93</td></tr> <tr><td>Oct</td><td>3.39</td></tr> <tr><td>Nov</td><td>3.67</td></tr> <tr><td>Dec</td><td>3.33</td></tr> <tr><td>Jan 2015</td><td>3.63</td></tr> <tr><td>Feb</td><td>3.69</td></tr> </table>	Feb 2014	3.05	Mar	3.38	Apr	3.50	May	3.65	June	3.27	July	3.33	Aug	3.25	Sept	2.93	Oct	3.39	Nov	3.67	Dec	3.33	Jan 2015	3.63	Feb	3.69
Feb 2014	3.05																										
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Oct	3.39																										
Nov	3.67																										
Dec	3.33																										
Jan 2015	3.63																										
Feb	3.69																										

### Plating Times

	Breakfast Start				Breakfast End			
	Avg	Min	Max	Range	Avg	Min	Max	Range
Sept	7:33	7:10	8:03	0:53	8:59	8:25	9:27	1:02
Oct	7:31	7:15	7:50	0:35	8:40	8:20	8:58	0:38
Nov	7:36	7:15	7:55	0:40	8:40	8:10	9:28	1:18
Dec	7:35	7:15	7:50	0:35	8:34	8:04	8:50	0:46
Jan 15	7:27	7:15	7:40	0:25	8:38	8:20	8:50	0:30
Feb 15	7:25	7:15	7:45	0:30	9:00	8:22	9:17	0:55

	Lunch Start				Lunch End			
	Avg	Min	Max	Range	Avg	Min	Max	Range
Sept	11:16	11:00	12:40	01:40	12:55	12:09	01:20	01:11
Oct	11:38	11:30	12:02	00:32	12:38	12:16	12:54	00:38
Nov	11:40	11:30	11:50	00:20	12:57	12:12	12:50	00:38
Dec	11:41	11:30	12:00	00:30	12:26	12:09	12:43	00:34
Jan 15	11:37	11:30	11:50	00:20	12:26	12:06	12:40	0:34
Feb 15	11:36	11:30	11:50	00:20	12:37	12:15	12:59	0:44

	Dinner Start				Dinner End			
	Avg	Min	Max	Range	Avg	Min	Max	Range
Sept	04:32	04:30	04:50	00:20	05:33	05:07	05:50	00:43
Oct	04:32	04:28	04:40	00:12	05:43	05:25	06:55	01:30
Nov	4:46	4:26	5:10	0:44	5:38	5:11	6:00	0:49
Dec	4:37	4:00	5:34	1:34	5:32	5:05	6:00	0:55
Jan 15	4:29	4:04	4:37	0:33	5:33	5:15	5:50	0:35
Feb 15	4:31	4:25	4:37	0:12	5:41	5:15	6:10	0:55

## Issue 5

### Resident Services Programming

#### *Transition of Therapy Services/Outpatient Therapy Services*

HealthPRO will take over therapy services on Monday, April 13<sup>th</sup>. The regional manager for HealthPRO will be at the facility that week to oversee the transition. HealthPRO has indicated that staffing has been secured but the program manager position has not yet been secured and it is possible that there will be a change in the program manager. In the event of a change in the program manager, HealthPRO will provide an interim manager during the recruitment process.

Planning and development of the outpatient therapy program will begin in May. This will allow HealthPRO to get settled in over the next few weeks.

#### *Transition of Respiratory Therapy Services*

A change in respiratory therapy provider is also underway. HealthPRO does not provide respiratory therapy services but their RFP proposal included the services of PEL-VIP, an Illinois-based respiratory therapy services company. PEL-VIP will be providing a re-hospitalization intervention program and a pulmonary rehab program. The respiratory therapist will not be a full-time position but will vary based on the volume and need. PEL-VIP's programs are designed to reduce Medicare readmissions and proactively address pulmonary related issues to reduce the need for hospital based services for our long term residents. Their programs are designed to work with and support our nursing staff in the pulmonary evaluations and treatment modalities.. PEL-VIP has started education of staff that involves a simple patient evaluation tool that identifies high-risk residents. A respiratory therapist will be on-site as needed but will not be at the facility on a full time basis to provide direct patient care as well as support to our staff. Their model is different from that of Symbria, who provided an on-site full time respiratory therapist. But there was a significant lack of program benefits related to the costs incurred.



**Champaign County Nursing Home**  
**Strategic Objective Metrics – Issue 5**  
**Updated March 31, 2015**

<i>Expanded Specialized Services</i>	
Establish pulmonary clinic by July 1, 2015	No progress. Continuing to find a pulmonologist. Will discuss with new respiratory therapy provider, PEL-VIP
Current wound/pain caseload is 13 residents.	22 currently on caseload 11 wound/11 pain 1 healed and taken off caseload in March. 39 residents have healed and have been taken of the caseload.
Establish outpatient rehab program by July 1, 2015.	HealthPro will assist with developing plans for space and assisting with licensure. Planning with HealthPRO will begin in May 2015.

## **Issue 6**

### **Contract Management**

The food services management RFP was opened to bidders on March 30<sup>th</sup>. The deadline for submission is April 13<sup>th</sup>. Notifications were sent out to seven companies including HCSG.

The pharmacy RFP evaluation that was completed in March selected Uvanta Pharmacy. Contract negotiations were completed two weeks ago and the agreement has been executed. The therapy contract with HealthPRO and the respiratory contract with PEL-VIP have also concluded and have been executed.

To: Board of Directors  
Champaign County Nursing Home

From: Scott T Gima  
Manager

Date: April 8, 2015

Re: Management Update

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### **HFS Loan Repayment**

Back in June of 2014, Senate Bill 741 included \$50 million to provide temporary payments for Medicaid applications that have been open for an extended period of time. HFS “loaned” CCNH a lump sum temporary payment of \$438,000. The terms of the loan required repayment in three installments starting in April 2015.

A contact at HFS and LeadingAge have both indicated that the repayment deadline will be delayed until January 2016 due to the continued delays in processing Medicaid applications. Official notification from HFS is still pending.

### **2015 State Budget – Medicaid Payments**

A couple of weeks ago, the General Assembly passed HB217 and HB218 to address a \$1.6 billion state budget deficit for the remainder of the 2015 fiscal year which ends on June 30<sup>th</sup>. HB218 includes Medicaid payment cuts to nursing homes. Based on preliminary information from LeadingAge, the cuts were expected to be very steep – on the order of \$150k in cuts through June 30<sup>th</sup>. The good news is the cuts are significantly less and is estimated at \$31,175. However, this only gets us through June 30<sup>th</sup>. Negotiations will be starting or perhaps have already started regarding possible cuts for the 2016 fiscal year. Right now, the only information available is Governor Rauner’s proposed budget that includes a 12% Medicaid provider rate cut. Stay tuned.

### **Medicare Payment Changes to a Quality and Value Based Payment System**

As mentioned last month, on January 26<sup>th</sup>, Health and Human Services Secretary Sylvia Burwell announced specific goals to move Medicare provider payments away from traditional fee-for service payments to bundled payments, ACOs and managed care arrangements like the MMAI. Future fee-for-service payments will be tied to quality and value measures. By 2019, CMS is planning to reduce fee-for-service payments by a two percent holdback. Providers that meet CMS defined quality and value measure targets will receive a portion of the holdback. Providers that do not meet the targets will see an effective two percent rate reduction.

Past and current efforts to improve partnerships with hospitals and health plans must continue as they work to improve their quality and value measures which will require

linking with like-minded long term care providers. Efforts at CCNH that have been in the works and continue are in the following areas:

- Partner with a therapy provider that understands managed care. The recent change to HealthPRO provides CCNH with a therapy partner that will improve our managed care strategic positioning.
- Develop therapy outcomes measures
- Develop therapy clinical protocols to manage Medicare length of stay
- Partner with a respiratory therapy provider that understands managed care. CCNH has also contracted with PEL-VIP to provide respiratory therapy services.
- Control hospital readmission rates
- Satisfaction survey scores
- Improve CMS 5 Star rating and at the same time communicate with “customers” our current efforts to improve 5-star rating
- Working with medical providers, including Carle Clinic and Christie Clinic physicians and nurse practitioners to improve medical management of residents

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As always, give me a call (314-434-4227, x21) or contact me via e-mail at [stg@healthcareperformance.com](mailto:stg@healthcareperformance.com).

To: Board of Directors  
Champaign County Nursing Home

From: Scott Gima  
Manager

Date: April 8, 2015

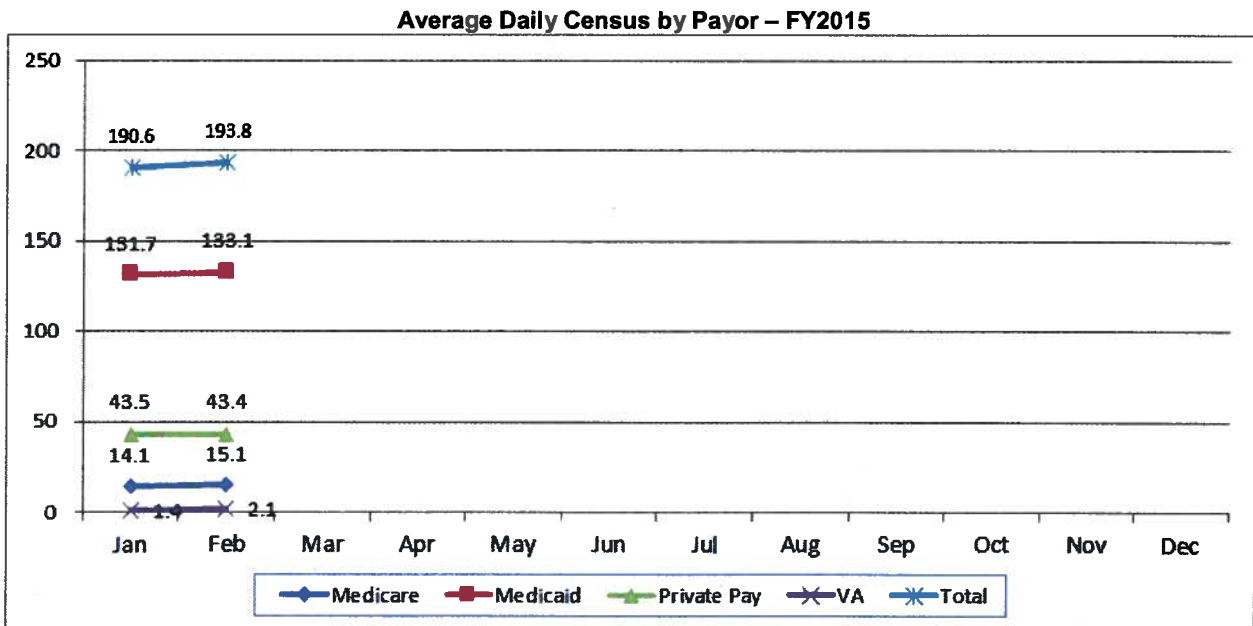
Re: February 2015 Financial Management Report

Census showed a little improvement between January and February, increasing from 190.6 to 193.8. Medicare increased from 14.1 to 15.1. There were 591 Medicaid conversion days in for the month of February. The March census is 191.5 with 11.6 Medicare.

Net income for February was \$47,381. Cash flow from operations totaled \$106,739. Year-to-date net income for the first two months of the year is \$28,634 with cash from operations totaling \$147,730.

### Statistics

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

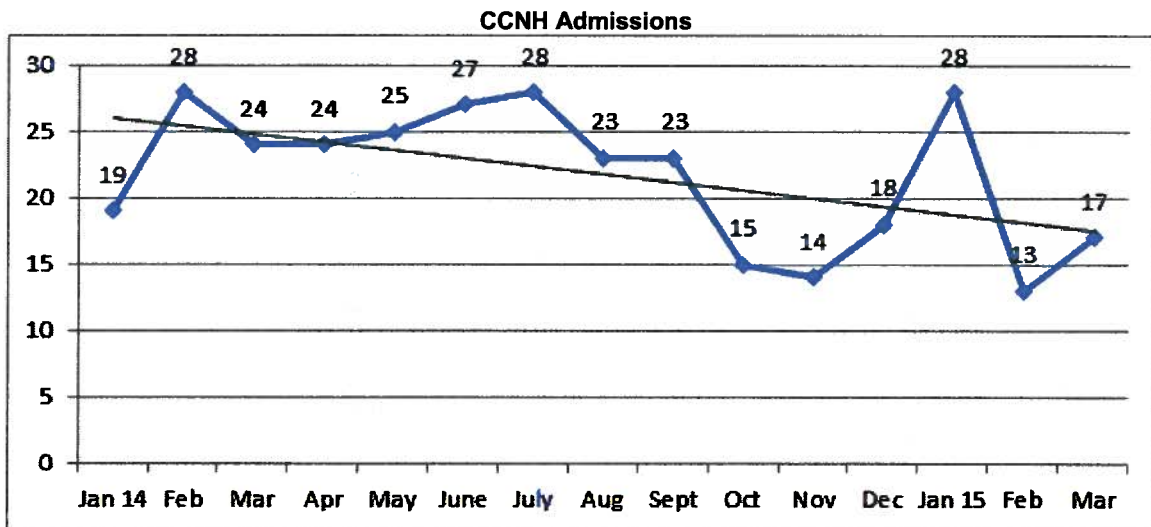


The table below shows a slight rebound in March. Referrals continue to run in the 40's.

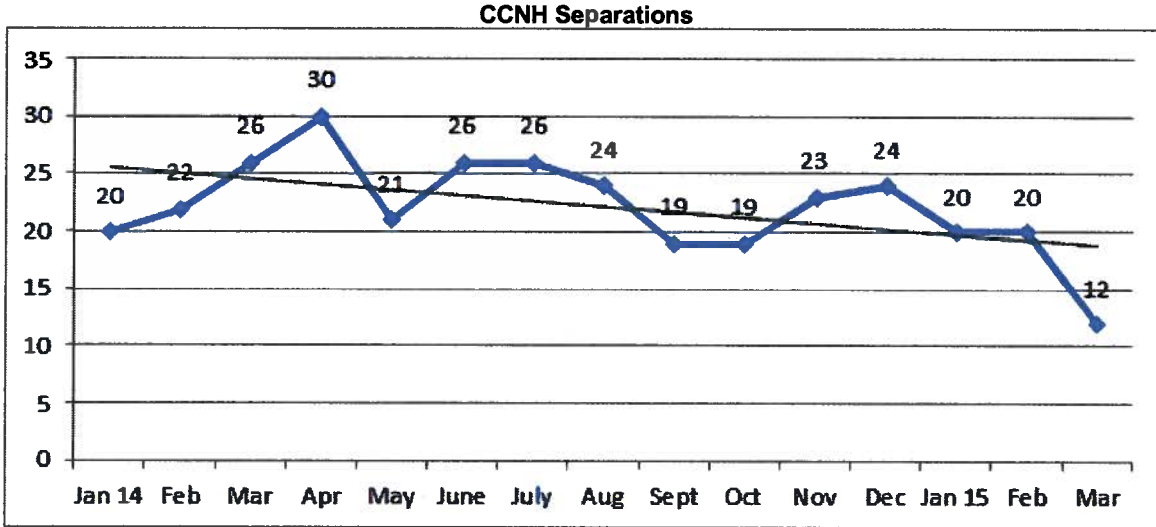
**Admissions and Discharges  
January 2014 to March 2015**

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

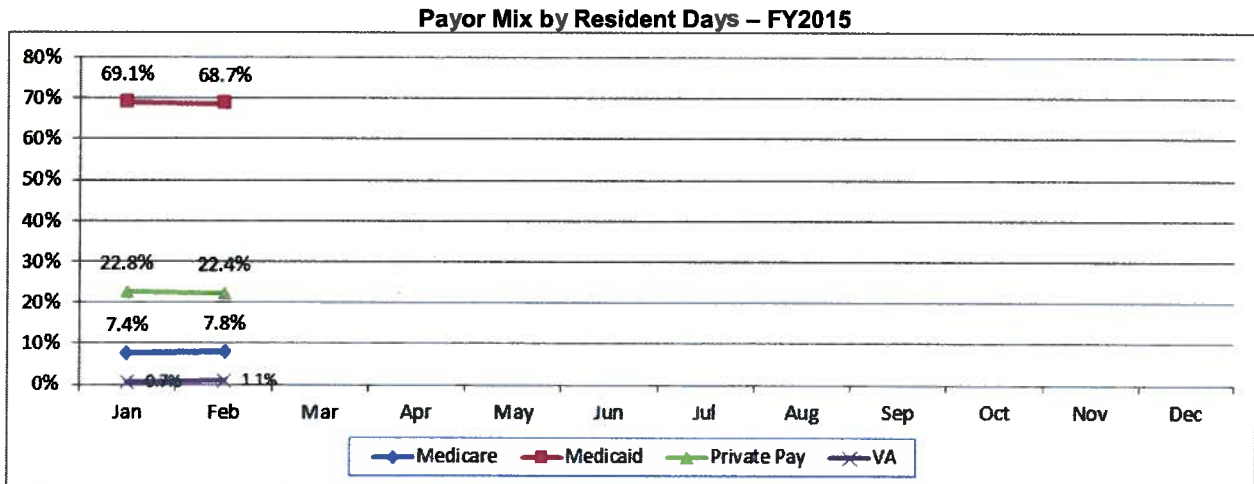
The chart below summarizes the monthly admissions. In FY2012, monthly admissions averaged 22.2 per month. FY2013 admissions averaged 25.5 per month, a 15 percent increase. November admission were down again in November. The monthly average number of admissions for 2014 was 22.9. The 2015 YTD average is 19.3.



The chart below summarizes separations. Separations include discharges and deaths. In FY2012, the average separations per month was 23.5, ranging between 12 and 32 in a month. The monthly average for FY2013 was 28.1, a 20 percent increase from 2012. For 2014, the monthly average was 23.4. The 2015 YTD average is 17.3.



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



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

Net income for February was \$47,381. Cash flow from operations totaled \$106,739. Year-to-date net income for the first two months of the year is \$28,634 with cash from operations totaling \$147,730.

*Revenues*

- February's operating revenue totaled \$1.180 million. Conversion days reduced revenue by about \$23,640. Revenue per day increased from \$211.17 to \$217.48 between January and February.

*Expenses*

- Expenses fell from \$1.359 million in January to \$1.226 million in February. Expenses per day fell from \$230.02 to \$225.91. The average cost per day in FY2014 was \$210.15 per day. YTD cost per day is \$227.95.
- Wages fell from \$562,927 to \$466,010 between January and February. Wages per day dropped from \$95.25 to \$85.87. The average for 2014 was \$83.38.
- Non-labor expenses fell from \$597,789 to \$576,296. Expenses per day increased from \$101.15 in January to \$106.19 in February. The 2014 average was \$97.61.



### Cash Position

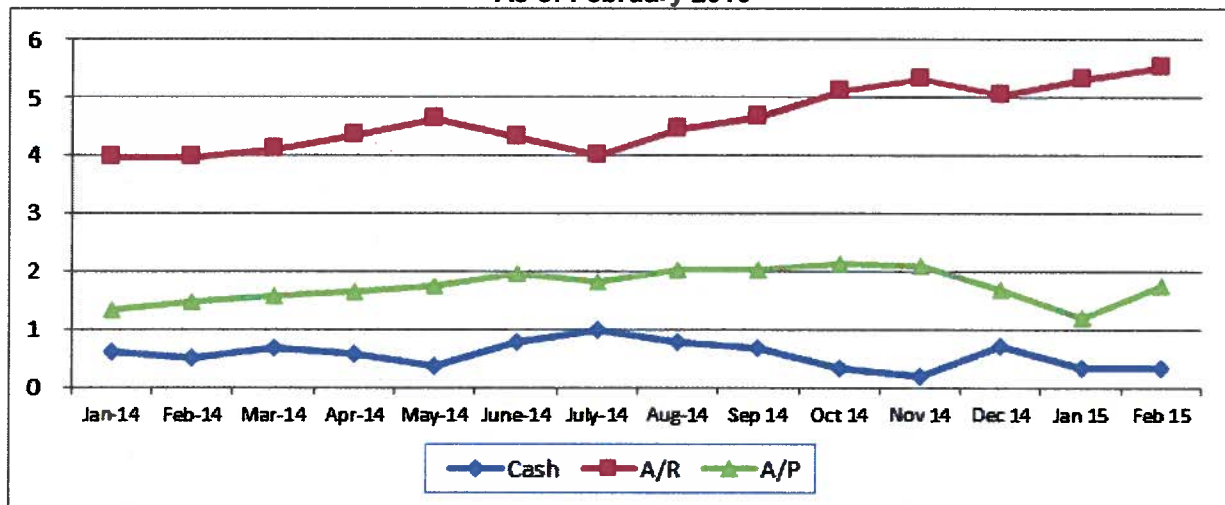
The cash balance remains low and unchanged in the months of January and February. January's cash balance was \$330,041 and February's month ending cash balance was \$328,874.

The backup in Medicaid applications continue to be the primary reason for the low cash position. I have personally met with a couple of the DHS managers. We have been able to get a status update on most of the open applications. But additional follow-up will remain slow. What is very apparent is that there is a large backload of applications and an active process by DHS to hire caseworkers. When the processing of the long term care applications were consolidated at Decatur hub, the initial two dozen or so caseworkers hired had no experience. The number of caseworkers has increased to just under 100 by the beginning of 2015, but the learning curve remains steep for all new hires. The message is clear – be patient and it will eventually get better. In the meantime, the strategy is to continue to work with our families in communicating with the Decatur hub.

I have temporarily increased the business office from 3.5 to 4.0 FTEs. The 0.5 position that will be increased to a temporary full-time position will be focused on the Medicaid applications.

We continue to work with Health Alliance to get caught up on the MMAI receivables. Last month, receivables totaled \$276k is outstanding from Health Alliance for services between June and November. That number is down to approximately \$200k. We also continue to work with payment delays from Molina Healthcare. Receivables remain at \$80k.

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



Receivables increased from \$5.297 million in January to \$5.525 million in February. Accounts payable fell slightly from \$1.818 million in January to \$1.740 million in February.

**Champaign County Nursing Home  
Strategic Objective Metrics  
Updated March 31, 2015**

<b>Financial Metrics</b>	<b>Status</b>																
<i>Average Daily Census</i>																	
FY2014 budget projects a 195 average census	FY2013 ADC – 188.8 FY2014 ADC – 202.1 FY2015 ADC – 192.2 (as of Feb 2015)																
<i>Medicare Census</i>																	
FY2014 budget projects a 17.0 Medicare census	FY2013 ADC – 16.4 FY2014 ADC – 15.2 FY2015 ADC – 14.6 (as of Feb 2015)																
<i>Payor Mix</i>																	
<table> <tr> <td></td> <td></td> <td>FY2014</td> <td>FY2015</td> </tr> <tr> <td>Medicare</td> <td>8.7%</td> <td>Medicare 7.5%</td> <td>7.6%</td> </tr> <tr> <td>Medicaid</td> <td>55.2%</td> <td>Medicaid 58.3%</td> <td>68.9%</td> </tr> <tr> <td>Private pay</td> <td>36.1%</td> <td>Private pay 34.1%</td> <td>23.5% (with VA)</td> </tr> </table>			FY2014	FY2015	Medicare	8.7%	Medicare 7.5%	7.6%	Medicaid	55.2%	Medicaid 58.3%	68.9%	Private pay	36.1%	Private pay 34.1%	23.5% (with VA)	
		FY2014	FY2015														
Medicare	8.7%	Medicare 7.5%	7.6%														
Medicaid	55.2%	Medicaid 58.3%	68.9%														
Private pay	36.1%	Private pay 34.1%	23.5% (with VA)														
<i>Cash from Operations</i>																	
Positive cash flow from operations in FY2014 – 12 month budget projects a \$34k cash contribution from operations	\$147,730 as of February 2015																

Note: All Medicare and Medicaid admissions and treatment shall be consistent with medical necessity standards.

**Champaign County Nursing Home**  
**Actual vs Budget Statement of Operations**

02/28/15

1

Description	Actual	Budget	Variance	YTD Actual	YTD Budget	Variance
<b>Operating Income</b>						
Miscellaneous Revenue	3,388.84	2,293.00	1,095.84	6,640.08	4,586.00	2,054.06
Medicare A Revenue	238,292.02	240,451.00	(2,158.98)	468,964.91	480,902.00	(11,937.09)
Medicare B Revenue	17,150.01	35,000.00	(17,849.99)	28,352.13	70,000.00	(41,647.87)
Medicaid Revenue	575,388.72	496,448.00	78,940.72	1,232,106.80	992,896.00	239,210.80
Private Pay Revenue	325,907.12	494,118.00	(168,210.88)	649,612.65	988,236.00	(338,623.35)
Adult Day Care Revenue	20,136.76	17,335.00	2,801.76	42,576.85	34,670.00	7,906.85
<b>Total Income</b>	<b>1,180,263.47</b>	<b>1,285,645.00</b>	<b>(105,381.53)</b>	<b>2,428,253.40</b>	<b>2,571,290.00</b>	<b>(143,036.60)</b>
<b>Operating Expenses</b>						
Administration	257,814.15	261,152.00	3,337.85	504,591.54	522,304.00	17,712.46
Environmental Services	84,424.49	99,366.00	14,941.51	173,112.61	198,732.00	25,619.39
Laundry	21,497.43	18,054.00	(3,443.43)	41,695.27	36,108.00	(5,587.27)
Maintenance	29,751.28	24,981.00	(4,770.28)	58,132.97	49,962.00	(8,170.97)
Nursing Services	480,625.03	548,782.00	68,156.97	1,048,113.47	1,093,564.00	45,450.53
Activities	24,577.93	28,605.00	4,027.07	49,112.27	57,210.00	8,097.73
Social Services	17,784.78	22,525.00	4,740.22	37,720.97	45,050.00	7,329.03
Physical Therapy	43,768.61	38,511.00	(5,257.61)	86,465.81	77,022.00	(9,443.81)
Occupational Therapy	28,793.30	29,613.00	819.70	59,736.97	59,226.00	(510.97)
Speech Therapy	8,621.83	9,529.00	907.17	20,711.55	19,058.00	(1,653.55)
Respiratory Therapy	7,631.25	9,533.00	1,901.75	16,720.00	19,066.00	2,346.00
<b>Total This Department</b>	<b>16,253.08</b>	<b>19,062.00</b>	<b>2,808.92</b>	<b>37,431.55</b>	<b>38,124.00</b>	<b>692.45</b>
Food Services	105,003.95	141,480.00	36,476.05	229,720.52	282,960.00	53,239.48
Barber & Beauty	6,673.94	6,690.00	16.06	14,072.09	13,380.00	(692.09)
Adult Day Care	17,191.00	20,639.00	3,448.00	37,540.02	41,278.00	3,737.98
Alzheimers and Related Disorders	91,845.98	150,682.00	58,836.02	207,953.20	301,364.00	93,410.80
<b>Total Expenses</b>	<b>1,226,004.93</b>	<b>1,408,142.00</b>	<b>182,137.07</b>	<b>2,585,399.26</b>	<b>2,816,284.00</b>	<b>230,884.74</b>
<b>Net Operating Income</b>	<b>(45,741.46)</b>	<b>(122,497.00)</b>	<b>76,755.54</b>	<b>(157,145.86)</b>	<b>(244,994.00)</b>	<b>87,848.14</b>
<b>NonOperating Income</b>						
Local Taxes	92,507.83	95,208.00	(2,700.17)	185,015.66	190,416.00	(5,400.34)
Miscellaneous NI Revenue	613.95	317.00	296.95	763.95	634.00	129.95
<b>Total NonOperating Income</b>	<b>93,121.78</b>	<b>95,525.00</b>	<b>(2,403.22)</b>	<b>185,779.61</b>	<b>191,050.00</b>	<b>(5,270.39)</b>
<b>Net Income (Loss)</b>	<b>47,380.32</b>	<b>(26,972.00)</b>	<b>74,352.32</b>	<b>28,633.75</b>	<b>(53,944.00)</b>	<b>82,577.75</b>

**Champaign County Nursing Home  
Actual vs Budget Statement of Operations**

02/28/15

1

Description	Actual	Budget	Variance	YTD Actual	YTD Budget	Variance
<b>Operating Income</b>						
<b>Miscellaneous Revenue</b>						
Lunch Reimbursement	171.00	334.00	(163.00)	309.00	668.00	(359.00)
Late Charge, NSF Check Charge	3,217.84	1,417.00	1,800.84	6,298.61	2,834.00	3,464.61
Other Miscellaneous Revenue		542.00	(542.00)	32.45	1,084.00	(1,051.55)
<b>Total Miscellaneous Revenue</b>	<b>3,388.84</b>	<b>2,293.00</b>	<b>1,095.84</b>	<b>6,640.06</b>	<b>4,586.00</b>	<b>2,054.06</b>
<b>Medicare A Revenue</b>						
Medicare A	114,169.34	152,815.00	(38,645.66)	217,456.47	305,630.00	(88,173.53)
ARD - Medicare A	910.75	24,804.00	(23,893.25)	910.75	49,608.00	(48,697.25)
NH Pt Care - Medicare Advantage/ Hmo	122,665.48	55,624.00	67,041.48	245,991.30	111,248.00	134,743.30
ARD_PtCare - Medicare Advantage/ HMO	546.45	7,208.00	(6,661.55)	4,606.39	14,416.00	(9,809.61)
<b>Total Medicare A Revenue</b>	<b>238,292.02</b>	<b>240,451.00</b>	<b>(2,158.98)</b>	<b>468,964.91</b>	<b>480,902.00</b>	<b>(11,937.09)</b>
<b>Medicare B Revenue</b>						
Medicare B	17,150.01	35,000.00	(17,849.99)	28,352.13	70,000.00	(41,647.87)
<b>Total Medicare B Revenue</b>	<b>17,150.01</b>	<b>35,000.00</b>	<b>(17,849.99)</b>	<b>28,352.13</b>	<b>70,000.00</b>	<b>(41,647.87)</b>
<b>Medicaid Revenue</b>						
Medicaid Title XIX (IDHFS)	401,460.55	336,352.00	65,108.55	882,354.98	672,704.00	209,650.98
ARD - Medicaid Title XIX (IDHFS)	127,443.05	124,575.00	2,868.05	255,683.17	249,150.00	6,533.17
Patient Care-Hospice	30,175.70	26,638.00	3,537.70	55,717.98	53,276.00	2,441.98
ARD Patient Care- Hospice	16,309.42	8,883.00	7,426.42	38,350.67	17,766.00	20,584.67
<b>Total Medicaid Revenue</b>	<b>575,388.72</b>	<b>496,448.00</b>	<b>78,940.72</b>	<b>1,232,106.80</b>	<b>992,896.00</b>	<b>239,210.80</b>
<b>Private Pay Revenue</b>						
VA-Veterans Nursing Home Care	13,960.00	25,742.00	(11,782.00)	24,505.00	51,484.00	(26,979.00)
ARD - VA - Veterans Care		2,068.00	(2,068.00)		4,136.00	(4,136.00)
Nursing Home Patient Care - Private Pay	217,523.16	322,858.00	(105,334.84)	417,441.87	645,716.00	(228,274.13)
Nursing Home Beauty Shop Revenue	3,302.00	3,275.00	27.00	6,590.20	6,550.00	40.20
Medical Supplies Revenue	3,130.69	7,318.00	(4,187.31)	9,265.58	14,636.00	(5,370.42)
Patient Transportation Charges	992.29	1,584.00	(591.71)	2,353.28	3,168.00	(814.72)
ARD Patient Care- Private Pay	86,998.98	131,273.00	(44,274.02)	189,456.72	262,546.00	(73,089.28)
<b>Total Private Pay Revenue</b>	<b>325,907.12</b>	<b>494,118.00</b>	<b>(168,210.88)</b>	<b>649,612.65</b>	<b>988,236.00</b>	<b>(338,623.35)</b>
<b>Adult Day Care Revenue</b>						
VA-Veterans Adult Daycare	9,071.26	5,084.00	3,987.26	18,388.20	10,168.00	8,220.20
IL Department Of Aging-Day Care Grant(Title XX)	8,323.50	9,417.00	(1,093.50)	19,202.64	18,834.00	368.64
Adult Day Care Charges-Private Pay	2,742.00	2,834.00	(92.00)	4,986.01	5,668.00	(681.99)
<b>Total Adult Day Care Revenue</b>	<b>20,136.76</b>	<b>17,335.00</b>	<b>2,801.76</b>	<b>42,576.85</b>	<b>34,670.00</b>	<b>7,906.85</b>
<b>Total Income</b>	<b>1,180,263.47</b>	<b>1,285,645.00</b>	<b>(105,381.53)</b>	<b>2,428,253.40</b>	<b>2,571,290.00</b>	<b>(143,036.60)</b>

**Operating Expenses**

**Administration**

Reg. Full-Time Employees	24,637.41	29,057.00	4,419.59	56,633.18	58,114.00	1,480.82
Temp. Salaries & Wages	1,068.59	1,213.00	144.41	2,285.42	2,426.00	140.58
PerDiem	315.00	212.00	(103.00)	540.00	424.00	(116.00)
Overtime	232.71	413.00	180.29	1,215.29	826.00	(389.29)
TOPS - Balances	2,705.01	623.00	(2,082.01)	2,305.43	1,246.00	(1,059.43)
Part Time Employees	1,095.00		(1,095.00)	1,095.00		(1,095.00)
TOPS - FICA	206.93	47.00	(159.93)	176.36	94.00	(82.36)
Social Security - Employer	1,966.36	2,239.00	272.64	4,467.27	4,478.00	10.73
IMRF - Employer Cost	2,181.54	2,465.00	283.46	4,984.64	4,930.00	(54.64)
Workers' Compensation Insurance	802.92	923.00	120.08	1,490.15	1,846.00	355.85

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**Champaign County Nursing Home  
Actual vs Budget Statement of Operations**

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Description	Actual	Budget	Variance	YTD Actual	YTD Budget	Variance
Unemployment Insurance	1,342.82	1,133.00	(209.82)	3,515.34	2,266.00	(1,249.34)
Employee Health/Life Insurance	4,579.22	4,671.00	91.78	8,481.76	9,342.00	860.24
Employee Development/Recognition	27.58	29.00	1.42	54.16	58.00	3.84
Employee Physicals/Lab	1,963.00	2,625.00	662.00	3,191.00	5,250.00	2,059.00
Stationary & Printing	55.68	248.00	192.32	319.15	496.00	176.85
Books, Periodicals & Manuals		13.00	13.00	69.00	26.00	(43.00)
Copier Supplies	390.60	655.00	264.40	390.60	1,310.00	919.40
Postage, UPS, Federal Express	388.01	580.00	191.99	941.77	1,160.00	218.23
Equipment <\$2,500	48.73	24.00	(24.73)	73.71	48.00	(25.71)
Operational Supplies	631.06	803.00	171.94	1,493.12	1,606.00	112.88
Audit & Accounting Fees	4,054.83	4,666.00	611.17	8,109.66	9,332.00	1,222.34
Attorney Fees	13,884.50	5,000.00	(8,884.50)	13,989.50	10,000.00	(3,989.50)
Professional Services	39,306.45	36,757.00	(2,549.45)	75,089.77	73,514.00	(1,575.77)
Job Required Travel Expense	126.08	216.00	89.92	225.09	432.00	206.91
Insurance	22,457.59	24,325.00	1,867.41	44,915.18	48,650.00	3,734.82
Property Loss & Liability Claims	79.09	191.00	111.91	79.09	382.00	302.91
Computer Services	5,925.35	7,880.00	1,954.65	16,399.92	15,760.00	(639.92)
Telephone Services	1,230.54	1,500.00	269.46	2,714.64	3,000.00	285.36
Legal Notices, Advertising	4,083.24	3,747.00	(336.24)	7,049.97	7,494.00	444.03
Photocopy Services	1,000.00	1,311.00	311.00	2,499.36	2,622.00	122.64
Public Relations		50.00	50.00	100.54	100.00	(0.54)
Dues & Licenses	1,725.08	1,691.00	(34.08)	3,463.49	3,382.00	(81.49)
Conferences & Training	1,800.00	833.00	(967.00)	1,800.00	1,666.00	(134.00)
Finance Charges, Bank Fees	1,238.73	208.00	(1,030.73)	1,238.73	416.00	(822.73)
Cable/Satellite TV Expense	4,521.60	2,377.00	(2,144.60)	6,756.44	4,754.00	(2,002.44)
IPA Licensing Fee	43,011.00	45,565.00	2,554.00	88,593.50	91,130.00	2,536.50
Fines & Penalties		2,500.00	2,500.00		5,000.00	5,000.00
General Liability Claims		2,500.00	2,500.00		5,000.00	5,000.00
Depreciation Expense	59,357.73	61,057.00	1,699.27	119,095.97	122,114.00	3,018.03
Interest Tax Anticipation Notes Payable		583.00	583.00		1,166.00	1,166.00
Interest Bonds Payable	9,374.17	10,222.00	847.83	18,748.34	20,444.00	1,695.66
<b>Total Administration</b>	<b>257,814.15</b>	<b>261,152.00</b>	<b>3,337.85</b>	<b>504,591.54</b>	<b>522,304.00</b>	<b>17,712.46</b>
<b>Environmental Services</b>						
Reg. Full-Time Employees	25,966.99	36,317.00	10,350.01	52,454.27	72,634.00	20,179.73
Reg. Part-Time Employees	784.80		(784.80)	1,567.15		(1,567.15)
Overtime		500.00	500.00	2,622.67	1,000.00	(1,622.67)
TOPS - Balances	466.21	500.00	33.79	1,620.14	1,000.00	(620.14)
TOPS- FICA	35.67	83.00	47.33	123.94	166.00	42.06
Social Security - Employer	1,994.79	2,687.00	692.21	4,229.78	5,374.00	1,144.22
IMRF - Employer Cost	2,339.00	3,337.00	998.00	4,959.70	6,674.00	1,714.30
Workers' Compensation Insurance	799.91	1,100.00	300.09	1,344.31	2,200.00	855.69
Unemployment Insurance	1,391.50	1,639.00	247.50	3,553.99	3,278.00	(275.99)
Employee Health/Life Insurance	7,821.24	8,387.00	565.76	15,639.88	16,774.00	1,134.12
Operational Supplies	3,474.79	4,619.00	1,144.21	9,404.84	9,238.00	(166.84)
Gas Service	15,145.90	17,389.00	2,243.10	26,948.35	34,778.00	7,829.65
Electric Service	16,927.66	14,535.00	(2,392.66)	32,312.86	29,070.00	(3,242.86)
Water Service	2,766.64	2,390.00	(376.64)	4,824.85	4,780.00	(44.85)
Pest Control Service	496.46	486.00	(10.46)	1,117.92	972.00	(145.92)
Waste Disposal & Recycling	2,249.93	3,634.00	1,384.07	6,607.09	7,268.00	660.91
Equipment Rentals	263.00	240.00	(23.00)	783.40	480.00	(303.40)
Conferences & Training		8.00	8.00		16.00	16.00
Sewer Service & Tax	1,500.00	1,515.00	15.00	2,997.47	3,030.00	32.53
<b>Total Environmental Services</b>	<b>84,424.49</b>	<b>99,366.00</b>	<b>14,941.51</b>	<b>173,112.61</b>	<b>198,732.00</b>	<b>25,619.39</b>

Laundry

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**Champaign County Nursing Home**  
**Actual vs Budget Statement of Operations**

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Description	Actual	Budget	Variance	YTD Actual	YTD Budget	Variance
Reg. Full-Time Employees	6,761.60	9,586.00	2,824.40	13,800.74	19,172.00	5,371.26
Overtime		456.00	456.00	694.05	912.00	217.95
TOPS Balances	(131.02)	460.00	591.02	354.49	920.00	565.51
TOPS - FICA	(10.03)	35.00	45.03	27.11	70.00	42.89
Social Security - Employer	487.64	746.00	258.36	1,058.60	1,492.00	433.40
IMRF - Employer Cost	571.79	881.00	309.21	1,241.25	1,762.00	520.75
Workers' Compensation Insurance	202.16	300.00	97.84	356.42	600.00	243.58
Unemployment Insurance	348.98	445.00	96.02	857.30	890.00	32.70
Employee Health/Life Insurance	2,598.16	1,822.00	(776.16)	4,546.78	3,644.00	(902.78)
Laundry Supplies	2,781.92	1,585.00	(1,196.92)	4,266.43	3,170.00	(1,096.43)
Linen & Bedding	7,886.23	1,238.00	(6,648.23)	13,897.74	2,476.00	(11,421.74)
Professional Services				594.36		(594.36)
Laundry & Cleaning Service		500.00	500.00		1,000.00	1,000.00
<b>Total Laundry</b>	<b>21,497.43</b>	<b>18,054.00</b>	<b>(3,443.43)</b>	<b>41,695.27</b>	<b>36,108.00</b>	<b>(5,587.27)</b>
<b>Maintenance</b>						
Reg. Full-Time Employees	5,491.32	6,847.00	1,355.68	10,756.44	13,684.00	2,937.56
Overtime	221.58	205.00	(16.58)	324.54	410.00	85.46
TOPS - Balances	299.69	250.00	(49.69)	511.93	500.00	(11.93)
TOPS - FICA	22.93	19.00	(3.93)	39.17	38.00	(1.17)
Social Security - Employer	409.56	504.00	94.44	799.90	1,008.00	208.10
IMRF - Employer Cost	480.22	595.00	114.78	937.91	1,190.00	252.09
Workers' Compensation Insurance	164.22	210.00	45.78	278.29	420.00	141.71
Unemployment Insurance	297.45	342.00	44.55	651.66	684.00	32.34
Employee Health/Life Insurance	1,299.08	1,818.00	518.92	1,976.56	3,636.00	1,659.44
Gasoline & Oil		278.00	278.00		556.00	556.00
Tools				174.15		(174.15)
Ground Supplies	535.00	60.00	(475.00)	535.00	120.00	(415.00)
Maintenance Supplies	4,792.39	2,218.00	(2,574.39)	8,276.42	4,436.00	(3,840.42)
Equipment <\$2,500		166.00	166.00		332.00	332.00
Operational Supplies		8.00	8.00		16.00	16.00
Professional Services	430.75	70.00	(360.75)	430.75	140.00	(290.75)
Automobile Maintenance	311.05	935.00	623.95	729.62	1,870.00	1,140.38
Equipment Maintenance	5,154.44	2,307.00	(2,847.44)	7,076.11	4,614.00	(2,462.11)
Equipment Rentals		59.00	59.00		118.00	118.00
Nursing Home Building Repair/Maintenance	8,325.58	6,487.00	(1,838.58)	18,744.32	12,974.00	(5,770.32)
Parking Lot/Sidewalk Maintenance	1,516.00	1,603.00	87.00	5,324.00	3,206.00	(2,118.00)
Furnishings, Office Equipment				566.20		(566.20)
<b>Total Maintenance</b>	<b>29,751.26</b>	<b>24,981.00</b>	<b>(4,770.26)</b>	<b>58,132.97</b>	<b>49,962.00</b>	<b>(8,170.97)</b>
<b>Nursing Services</b>						
Reg. Full-Time Employees	137,304.08	145,661.00	8,356.92	271,236.06	291,322.00	20,085.94
Reg. Part-Time Employees	4,569.60	5,512.00	942.40	9,979.71	11,024.00	1,044.29
Temp. Salaries & Wages	11,966.70	15,374.00	3,407.30	18,928.41	30,748.00	11,819.59
Overtime	22,288.83	45,833.00	23,544.17	75,496.19	91,666.00	16,169.81
TOPS - Balances	1,372.43	1,250.00	(122.43)	(10,012.30)	2,500.00	12,512.30
No Benefit Full-Time Employees	39,368.38	67,278.00	27,909.62	103,853.22	134,556.00	30,702.78
No Benefit Part-Time Employees	38,035.67	31,672.00	(6,363.67)	83,042.43	63,344.00	(19,698.43)
TOPS - FICA	104.99	231.00	126.01	(765.94)	462.00	1,227.94
Social Security - Employer	19,055.51	23,324.00	4,268.49	42,324.22	46,648.00	4,323.78
IMRF - Employer Cost	21,267.26	26,796.00	5,528.74	47,928.60	53,592.00	5,663.40
Workers' Compensation Insurance	6,914.44	9,308.00	2,393.56	12,194.86	18,616.00	6,421.14
Unemployment Insurance	12,270.14	12,037.00	(233.14)	32,390.27	24,074.00	(8,316.27)
Employee Health/Life Insurance	22,943.25	25,806.00	2,862.75	47,135.58	51,612.00	4,476.42
Books, Periodicals & Manuals	550.35	83.00	(467.35)	749.35	166.00	(583.35)
Stocked Drugs	3,855.87	1,964.00	(1,891.87)	3,017.63	3,928.00	910.37

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**Champaign County Nursing Home**  
**Actual vs Budget Statement of Operations**

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Description	Actual	Budget	Variance	YTD Actual	YTD Budget	Variance
Pharmacy Charges - Public Aid	1,804.79	1,759.00	(45.79)	4,065.05	3,518.00	(547.05)
Oxygen	2,255.40	3,635.00	1,379.60	5,537.35	7,270.00	1,732.65
Incontinence Supplies	8,652.45	9,703.00	1,050.55	19,450.28	19,406.00	(44.28)
Pharmacy Charges - Insurance	10,077.86	8,342.00	(1,735.86)	20,269.70	16,684.00	(3,585.70)
Equipment - <\$2,500		1,704.00	1,704.00	6,015.36	3,408.00	(2,607.36)
Operational Supplies	16,768.72	15,430.00	(1,338.72)	33,018.17	30,860.00	(2,158.17)
Pharmacy Charges - Medicare	6,350.32	9,998.00	3,647.68	16,353.56	19,996.00	3,642.44
Medical/Dental/Mental Health	3,400.00	3,434.00	34.00	6,800.00	6,868.00	68.00
Professional Services	19,281.25	31,666.00	12,384.75	38,236.83	63,332.00	25,095.17
Job Require Travel		39.00	39.00		78.00	78.00
Laboratory Fees	2,474.36	2,776.00	301.64	5,029.33	5,552.00	522.67
Equipment Rentals	1,635.24	1,000.00	(635.24)	3,175.24	2,000.00	(1,175.24)
Dues & Licenses		30.00	30.00	50.00	60.00	10.00
Conferences & Training	1,375.00	257.00	(1,118.00)	1,975.00	514.00	(1,461.00)
Contract Nursing Services	63,822.14	41,666.00	(22,156.14)	149,541.31	83,332.00	(66,209.31)
Medicare Medical Services	860.00	3,214.00	2,354.00	1,100.00	6,428.00	5,328.00
<b>Total Nursing Services</b>	<b>480,625.03</b>	<b>546,782.00</b>	<b>66,156.97</b>	<b>1,048,113.47</b>	<b>1,093,564.00</b>	<b>45,450.53</b>
<b>Activities</b>						
Reg. Full-Time Employees	13,415.92	20,266.00	6,850.08	28,243.44	40,532.00	12,288.56
Overtime	320.52	72.00	(248.52)	324.20	144.00	(180.20)
TOPS - Balances	1,169.24		(1,169.24)	1,475.93		(1,475.93)
Part Time Non Benefit	735.76		(735.76)	1,363.60		(1,363.60)
TOPS - FICA	89.45		(89.45)	112.91		(112.91)
Social Security - Employer	1,066.92	1,461.00	394.08	2,196.66	2,922.00	725.34
IMRF - Employer Cost	1,250.99	1,725.00	474.01	2,575.65	3,450.00	874.35
Workers' Compensation Insurance	423.09	608.00	184.91	732.33	1,216.00	483.67
Unemployment Insurance	773.57	926.00	152.43	1,742.52	1,852.00	109.48
Employee Health/Life Insurance	4,536.50	2,826.00	(1,710.50)	9,073.00	5,652.00	(3,421.00)
Operational Supplies	666.27	544.00	(122.27)	1,012.63	1,088.00	75.37
Professional Services	129.70	134.00	4.30	259.40	268.00	8.60
Conferences & Training		43.00	43.00		86.00	86.00
<b>Total Activities</b>	<b>24,577.93</b>	<b>28,605.00</b>	<b>4,027.07</b>	<b>49,112.27</b>	<b>57,210.00</b>	<b>8,097.73</b>
<b>Social Services</b>						
Reg. Full-Time Employees	11,095.85	15,369.00	4,273.15	23,846.71	30,738.00	6,891.29
Overtime	286.15	294.00	7.85	565.03	588.00	22.97
TOPS - Balances	916.72	150.00	(766.72)	1,808.08	300.00	(1,508.08)
TOPS - FICA	70.13	11.00	(59.13)	138.32	22.00	(116.32)
Social Security - Employer	853.06	1,506.00	652.94	1,832.16	3,012.00	1,179.84
IMRF - Employer Cost	1,000.26	1,384.00	383.74	2,148.32	2,768.00	619.68
Workers' Compensation Insurance	331.74	468.00	136.26	576.24	936.00	359.76
Unemployment Insurance	551.20	661.00	109.80	1,446.77	1,322.00	(124.77)
Employee Health/Life Insurance	2,549.97	2,349.00	(200.97)	5,099.94	4,698.00	(401.94)
Professional Services	129.70	333.00	203.30	259.40	666.00	406.60
<b>Total Social Services</b>	<b>17,784.78</b>	<b>22,525.00</b>	<b>4,740.22</b>	<b>37,720.97</b>	<b>45,050.00</b>	<b>7,329.03</b>
<b>Physical Therapy</b>						
Reg. Full-Time Employees	4,112.32	4,506.00	393.68	8,636.16	9,012.00	375.84
Overtime	9.64	135.00	125.36	13.96	270.00	256.04
TOPS - Balances	566.75	81.00	(485.75)	888.82	162.00	(726.82)
TOPS - FICA	43.36	6.00	(37.36)	67.99	12.00	(55.99)
Social Security - Employer	303.22	342.00	38.78	637.51	684.00	46.49
IMRF - Employer Cost	355.53	404.00	48.47	747.49	808.00	60.51
Workers' Compensation Ins.	122.93	138.00	15.07	209.96	276.00	66.04
Unemployment Insurance	213.14	206.00	(7.14)	530.68	412.00	(118.68)

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**Champaign County Nursing Home**  
**Actual vs Budget Statement of Operations**

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Description	Actual	Budget	Variance	YTD Actual	YTD Budget	Variance
Employee Health/Life Insurance	1,299.08	1,232.00	(67.08)	2,598.16	2,464.00	(134.16)
Professional Services	36,742.64	31,461.00	(5,281.64)	72,135.08	62,922.00	(9,213.08)
<b>Total Physical Therapy</b>	<b>43,768.61</b>	<b>38,511.00</b>	<b>(5,257.61)</b>	<b>86,465.81</b>	<b>77,022.00</b>	<b>(9,443.81)</b>
<b>Occupational Therapy</b>						
Reg. Full-Time Employees	2,048.00	2,469.00	421.00	4,300.80	4,938.00	637.20
TOPS - Balances	200.70	(36.00)	(236.70)	334.46	(72.00)	(406.46)
TOPS - FICA	15.35	(3.00)	(18.35)	25.59	(6.00)	(31.59)
Social Security - Employer	154.88	187.00	32.12	325.43	374.00	48.57
IMRF - Employer Cost	181.60	221.00	39.40	381.57	442.00	60.43
Workers' Compensation Ins.	61.22	73.00	11.78	104.58	146.00	41.42
Unemployment Insurance	107.52	111.00	3.48	267.96	222.00	(45.96)
Employee Health/Life Insurance	649.54	616.00	(33.54)	1,299.08	1,232.00	(67.08)
Professional Services	25,374.49	25,975.00	600.51	52,697.50	51,950.00	(747.50)
<b>Total Occupational Therapy</b>	<b>28,793.30</b>	<b>29,613.00</b>	<b>819.70</b>	<b>59,736.97</b>	<b>59,226.00</b>	<b>(510.97)</b>
<b>Speech Therapy</b>						
Professional Services	8,621.83	9,529.00	907.17	20,711.55	19,058.00	(1,653.55)
<b>Total Speech Therapy</b>	<b>8,621.83</b>	<b>9,529.00</b>	<b>907.17</b>	<b>20,711.55</b>	<b>19,058.00</b>	<b>(1,653.55)</b>
<b>Respiratory Therapy</b>						
Professional Services	7,631.25	9,533.00	1,901.75	16,720.00	19,066.00	2,346.00
<b>Total Respiratory Therapy</b>	<b>7,631.25</b>	<b>9,533.00</b>	<b>1,901.75</b>	<b>16,720.00</b>	<b>19,066.00</b>	<b>2,346.00</b>
<b>Total This Department</b>	<b>16,253.08</b>	<b>19,062.00</b>	<b>2,808.92</b>	<b>37,431.55</b>	<b>38,124.00</b>	<b>692.45</b>
<b>Food Services</b>						
Reg. Full-Time Employees	24,749.13	52,950.00	28,200.87	51,543.63	105,900.00	54,356.37
Reg. Part-Time Employees	2,534.70	1,512.00	(1,022.70)	7,529.13	3,024.00	(4,505.13)
Overtime	3,041.11	1,655.00	(1,386.11)	8,759.04	3,310.00	(5,449.04)
TOPS - Balances	(1,189.37)		1,189.37	442.22		(442.22)
TOPS - FICA	(90.98)		90.98	33.83		(33.83)
Social Security - Employer	2,282.83	4,234.00	1,951.17	5,112.95	8,468.00	3,355.05
IMRF - Employer Cost	2,676.75	4,994.00	2,317.25	5,984.37	9,988.00	4,003.63
Workers' Compensation Insurance	815.82	1,677.00	861.18	1,486.99	3,354.00	1,867.01
Unemployment Insurance	1,474.24	2,705.00	1,230.76	3,817.70	5,410.00	1,592.30
Employee Health/Life Insurance	8,444.02	7,579.00	(865.02)	16,857.90	15,158.00	(1,699.90)
Food				(67.59)		67.59
Nutritional Supplements	4,642.52	3,219.00	(1,423.52)	10,502.20	6,438.00	(4,064.20)
Equipment <\$2,500				133.73		(133.73)
Operational Supplies				(12.17)		12.17
Professional Services		60,955.00	60,955.00		121,910.00	121,910.00
Equipment Rentals	404.95		(404.95)	809.90		(809.90)
Conferences & Training	15.00		(15.00)	45.00		(45.00)
Food Service	55,203.23		(55,203.23)	116,741.69		(116,741.69)
<b>Total Food Services</b>	<b>105,003.95</b>	<b>141,480.00</b>	<b>36,476.05</b>	<b>229,720.52</b>	<b>282,960.00</b>	<b>53,239.48</b>
<b>Barber &amp; Beauty</b>						
Reg. Full-Time Employees	4,132.81	4,478.00	345.19	8,678.89	8,956.00	277.11
TOPS - Balances	292.62		(292.62)	588.94		(588.94)
TOPS - FICA	22.39		(22.39)	45.05		(45.05)
Social Security - Employer	271.35	306.00	34.65	574.30	612.00	37.70
IMRF - Employer Cost	318.14	361.00	42.86	673.35	722.00	48.65
Workers' Compensation Insurance	123.59	133.00	9.41	211.05	266.00	54.95
Unemployment Insurance	213.96	199.00	(14.96)	533.18	398.00	(135.18)
Employee Health/Life Insurance	1,299.08	1,121.00	(178.08)	2,598.16	2,242.00	(356.16)
Operational Supplies		92.00	92.00	169.17	184.00	14.83

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

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Description	03/14	04/14	05/14	06/14	07/14	08/14	09/14	10/14	11/14	12/14	01/15	02/15	Total
<b>Operating Income</b>													
Miscellaneous Revenue											3,251	3,389	6,640
Medicare A Revenue											230,673	238,292	468,965
Medicare B Revenue											11,202	17,150	28,352
Medical Revenue											656,718	575,389	1,232,107
Private Pay Revenue											323,706	325,907	649,613
Adult Day Care Revenue											22,440	20,137	42,577
<b>Total Income</b>											1,247,990	1,180,263	2,428,253
<b>Operating Expenses</b>													
Administration											246,777	257,814	504,592
Environmental Services											88,688	84,424	173,113
Laundry											20,198	21,497	41,695
Maintenance											28,382	29,751	58,133
Nursing Services											567,488	480,625	1,048,113
Activities											24,534	24,578	49,112
Social Services											19,936	17,785	37,721
Physical Therapy											42,697	43,769	86,466
Occupational Therapy											30,944	28,793	59,737
Speech Therapy											12,080	8,622	20,712
Respiratory Therapy											9,089	7,631	16,720
Respiratory Therapy											21,178	16,253	37,432
<b>Total This Department</b>											124,717	105,004	229,721
Food Services											7,398	6,674	14,072
Barber & Beauty											20,349	17,191	37,540
Adult Day Care											116,107	91,846	207,953
Alzheimers and Related Disorders											1,359,394	1,226,005	2,585,399
<b>Total Expenses</b>											(111,404)	(45,741)	(157,146)
<b>Net Operating Income</b>											92,508	92,508	185,016
<b>Non-Operating Income</b>											150	614	764
Local Taxes											92,658	93,122	185,780
Miscellaneous NI Revenue											(18,747)	47,390	28,644
<b>Total Non-Operating Income</b>											(18,747)	47,390	28,644
<b>Net Income (Loss)</b>													

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

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02/28/15

Description	03/14	04/14	05/14	06/14	07/14	08/14	09/14	10/14	11/14	12/14	01/15	02/15	Total
<b>Operating Income</b>													
<b>Miscellaneous Revenue</b>													
Lunch Reimbursement											138	171	309
Late Charge, NSF Check Charge											3,081	3,218	6,299
Other Miscellaneous Revenue											32		32
<b>Total Miscellaneous Revenue</b>											3,251	3,389	6,640
<b>Medicare A Revenue</b>													
Medicare A											103,287	114,169	217,456
ARD - Medicare A												911	911
NH Pt Care - Medicare Advantage/H											123,326	122,665	245,991
ARD Pt Care - Medicare Advantage/											4,060	546	4,606
<b>Total Medicare A Revenue</b>											230,673	238,292	468,965
<b>Medicare B Revenue</b>													
Medicare B											11,202	17,150	28,352
<b>Total Medicare B Revenue</b>											11,202	17,150	28,352
<b>Medicaid Revenue</b>													
Medicaid Title XIX (IDHFS)											480,894	401,461	882,355
ARD - Medicaid Title XIX (IDHFS)											128,240	127,443	255,683
Patient Care - Hospice											25,542	30,176	55,718
ARD Patient Care - Hospice											22,041	16,309	38,351
<b>Total Medicaid Revenue</b>											656,718	575,389	1,232,107
<b>Private Pay Revenue</b>													
VA-Veterans Nursing Home Care											10,545	13,960	24,505
Nursing Home Patient Care - Private											199,919	217,523	417,442
Nursing Home Beauty Shop Revenue											3,288	3,302	6,590
Medical Supplies Revenue											6,135	3,131	9,266
Patient Transportation Charges											1,361	992	2,353
ARD Patient Care - Private Pay											102,458	86,989	189,457
<b>Total Private Pay Revenue</b>											323,706	325,907	649,613
<b>Adult Day Care Revenue</b>													
VA-Veterans Adult Daycare											9,317	9,071	18,388
IL Department of Aging Day Care Gra											10,879	8,324	19,203
Adult Day Care Charges - Private Pay											2,244	2,742	4,986

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

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Description	03/14	04/14	05/14	06/14	07/14	08/14	08/14	10/14	11/14	12/14	01/15	02/15	Total
Total Adult Day Care Revenue											22,440	20,137	42,577
Total Income								1,247,980			1,180,263		2,428,253

**Operating Expenses**

<b>Administration</b>											31,986	24,637	56,633
Reg. Full-Time Employees											1,217	1,069	2,285
Reg. Part-Time Employees											225	315	540
Temp. Salaries & Wages											988	233	1,215
Per Diem											(400)	2,705	2,305
Overtime												1,095	1,095
TOPS - Balances											(31)	207	176
Part-Time Employees											2,501	1,966	4,467
TOPS - FICA											2,803	2,182	4,985
Social Security - Employer											687	803	1,490
IMRF - Employer Cost											2,173	1,343	3,515
Workers' Compensation Insurance											3,903	4,579	8,482
Unemployment Insurance											1,228	1,963	3,191
Employee Health/Life Insurance											263	56	319
Employee Development/Recognition											69	391	69
Employee Physicals/Lab											554	388	942
Stationary & Printing											25	49	74
Books, Periodicals & Manuals											862	631	1,493
Copier Supplies											4,055	4,055	8,110
Postage, UPS, Federal Express											106	13,885	13,990
Equipment <\$2,500											35,783	39,306	75,090
Operational Supplies											99	126	225
Audit & Accounting Fees											22,458	22,458	44,915
Attorney Fees												79	79
Professional Services											10,475	5,925	16,400
Job Required Travel Expense											1,484	1,231	2,715
Insurance											2,967	4,083	7,050
Property Loss & Liability Claims											1,489	1,000	2,489
Computer Services											101		101
Telephone Services											1,738	1,725	3,463
Legal Notices, Advertising												1,800	1,800
Photocopy Services												1,239	1,239
Public Relations												4,522	6,756
Dues & Licenses													
Conferences & Training													
Finance Charges, Bank Fees													
Cable/Satellite TV Expense											2,235		

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

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02/28/15

Description	03/14	04/14	05/14	06/14	07/14	08/14	09/14	10/14	11/14	12/14	01/15	02/15	Total
IPA Licensing Fee											45,583	45,011	88,594
Furnishings, Office Equipment											59,738	59,358	119,086
Depreciation Expense											9,574	9,574	18,748
Interest Bonds Payable											246,777	257,814	504,592
Total Administration													
<b>Environmental Services</b>													
Reg. Full-Time Employees						26,487					782	25,967	52,454
Reg. Part-Time Employees												785	1,567
Overtime						2,623							2,623
TOPS - Balances						1,154						466	1,620
TOPS - FICA						88						36	124
Social Security - Employer						2,235						1,995	4,230
IMRF - Employer Cost						2,621						2,339	4,960
Workers' Compensation Insurance						544						800	1,344
Unemployment Insurance						2,162						1,392	3,554
Employee Health/Life Insurance						7,819						7,821	15,640
Operational Supplies						5,930						3,475	9,405
Gas Service						11,802						15,146	26,948
Electric Service						15,385						16,928	32,313
Water Service						2,058						2,767	4,825
Pest Control Service						621						486	1,118
Waste Disposal & Recycling						4,357						2,250	6,607
Equipment Rentals						520						263	783
Sewer Service & Tax						1,497						1,500	2,997
Total Environmental Services						88,688					88,688	84,424	173,113
<b>Laundry</b>													
Reg. Full-Time Employees						7,039						6,762	13,801
Overtime						694							694
TOPS Balances						486						(131)	354
TOPS - FICA						37						(10)	27
Social Security - Employer						571						488	1,059
IMRF - Employer Cost						669						572	1,241
Workers' Compensation Insurance						154						202	356
Unemployment Insurance						508						349	857
Employee Health/Life Insurance						1,949						2,598	4,547
Laundry Supplies						1,485						2,782	4,266
Linen & Bedding						6,012						7,886	13,898
Professional Services						594							594
Total Laundry						20,198					20,198	21,497	41,695

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

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02/28/15

Description	03/14	04/14	05/14	06/14	07/14	08/14	09/14	10/14	11/14	12/14	01/15	02/15	Total
<b>Maintenance</b>													
Reg. Full-Time Employees											5,265	5,481	10,756
Overtime											103	222	325
TOPS - Balances											212	300	512
TOPS - FICA											16	23	39
Social Security - Employer											390	410	800
IMRF - Employer Cost											458	480	938
Workers' Compensation Insurance											114	164	278
Unemployment Insurance											354	297	652
Employee Health/Life Insurance											677	1,298	1,977
Tools											174		174
Grounds supplies												535	535
Maintenance Supplies											3,484	4,792	8,276
Professional Services												431	431
Automobile Maintenance											419	311	730
Equipment Maintenance											1,922	5,154	7,076
Nursing Home Building Repair/Mainte											10,419	8,326	18,744
Parking Lots/Sidewalk Maintenance											3,808	1,516	5,324
Furnishings, Office Equipment											566		566
<b>Total Maintenance</b>											28,382	29,751	58,133

**Nursing Services**

Reg. Full-Time Employees											133,932	137,304	271,236
Reg. Part-Time Employees											5,410	4,570	9,980
Temp. Salaries & Wages											6,962	11,967	18,928
Overtime											55,207	22,289	75,486
TOPS - Balances											(11,385)	1,372	(10,012)
No Benefit Full-Time Employees											64,485	39,368	103,853
No Benefit Part-Time Employees											45,007	39,086	83,042
TOPS - FICA											(871)	105	(766)
Social Security - Employer											23,269	19,056	42,324
IMRF - Employer Cost											26,659	21,267	47,927
Workers' Compensation Insurance											5,280	6,914	12,195
Unemployment Insurance											20,120	12,270	32,390
Employee Health/Life Insurance											24,192	22,943	47,136
Books, Periodicals & Manuals											199	550	749
Stocked Drugs											(839)	3,856	3,018
Pharmacy Charges-Public Aid											2,260	1,805	4,065
Oxygen											3,282	2,255	5,537
Incontinence Supplies											10,798	8,652	19,450
Pharmacy Charges - Insurance											10,192	10,078	20,270

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Champlain County Nursing Home  
Historical Statement of Operations

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02/28/15

Description	03/14	04/14	05/14	06/14	07/14	08/14	09/14	10/14	11/14	12/14	01/15	02/15	Total
Equipment - \$2,500											6,015		6,015
Operational Supplies											16,249	16,769	33,018
Pharmacy Charges-Medicare											10,003	6,350	16,354
Medical/Dental/Mental Health											3,400	3,400	6,800
Professional Services											18,956	19,281	38,237
Laboratory Fees											2,555	2,474	5,029
Equipment Rentals											1,540	1,635	3,175
Dues & Licenses											50		50
Conferences & Training											600	1,375	1,975
Contract Nursing Services											85,719	63,822	149,541
Medicare Medical Services											240	860	1,100
<b>Total Nursing Services</b>											<b>567,488</b>	<b>480,625</b>	<b>1,048,113</b>
<b>Activities</b>													
Reg. Full-Time Employees											14,828	13,416	28,243
Overtime											4	321	324
TOPS - Balances											307	1,169	1,476
Part Time Non Benefit											628	736	1,364
TOPS - FICA											23	89	113
Social Security - Employer											1,130	1,067	2,197
IMRF - Employer Cost											1,325	1,251	2,576
Workers' Compensation Insurance											309	423	732
Unemployment Insurance											969	774	1,743
Employee Health/Life Insurance											4,537	4,537	9,073
Operational Supplies											346	666	1,013
Professional Services											130	130	259
<b>Total Activities</b>											<b>24,534</b>	<b>24,578</b>	<b>49,112</b>
<b>Social Services</b>													
Reg. Full-Time Employees											12,751	11,096	23,847
Overtime											279	286	565
TOPS - Balances											891	917	1,808
TOPS - FICA											68	70	138
Social Security - Employer											979	853	1,832
IMRF - Employer Cost											1,148	1,000	2,148
Workers' Compensation Insurance											245	332	576
Unemployment Insurance											896	551	1,447
Employee Health/Life Insurance											2,550	2,550	5,100
Professional Services											130	130	259
<b>Total Social Services</b>											<b>19,936</b>	<b>17,785</b>	<b>37,721</b>
<b>Physical Therapy</b>													

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

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02/28/15

Description	03/14	04/14	05/14	06/14	07/14	08/14	09/14	10/14	11/14	12/14	01/15	02/15	Total
Reg. Full-Time Employees											4,524	4,112	8,636
Overtime											4	10	14
TOPS - Balances											322	567	889
TOPS - FICA											25	43	68
Social Security - Employer											334	308	638
IMRF - Employer Cost											392	356	747
Workers' Compensation Ins.											87	123	210
Unemployment Insurance											318	213	531
Employee Health/Life Insurance											1,299	1,299	2,598
Professional Services											35,392	36,743	72,135
<b>Total Physical Therapy</b>											<b>42,697</b>	<b>43,769</b>	<b>86,466</b>

**Occupational Therapy**

Reg. Full-Time Employees											2,253	2,048	4,301
TOPS - Balances											134	201	334
TOPS - FICA											10	15	26
Social Security - Employer											171	155	325
IMRF - Employer Cost											200	182	382
Workers' Compensation Ins.											43	61	105
Unemployment Insurance											160	108	268
Employee Health/Life Insurance											650	650	1,299
Professional Services											27,523	25,374	52,698
<b>Total Occupational Therapy</b>											<b>30,944</b>	<b>28,793</b>	<b>59,737</b>

**Speech Therapy**

Professional Services											12,090	8,622	20,712
<b>Total Speech Therapy</b>											<b>12,090</b>	<b>8,622</b>	<b>20,712</b>

**Respiratory Therapy**

Professional Services											9,089	7,631	16,720
<b>Total Respiratory Therapy</b>											<b>9,089</b>	<b>7,631</b>	<b>16,720</b>
<b>Total This Department</b>											<b>21,178</b>	<b>16,253</b>	<b>37,432</b>

**Food Services**

Reg. Full-Time Employees											26,795	24,749	51,544
Reg. Part-Time Employees											4,994	2,535	7,529
Overtime											5,718	3,041	8,759
TOPS - Balances											1,632	(1,189)	442
TOPS - FICA											125	(91)	34
Social Security - Employer											2,830	2,283	5,113
IMRF - Employer Cost											3,308	2,677	5,984
Workers' Compensation Insurance											671	816	1,487

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

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02/28/15

Description	03/14	04/14	05/14	06/14	07/14	08/14	08/14	10/14	11/14	12/14	01/15	02/15	Total
<b>Unemployment Insurance</b>											2,343	1,474	3,818
Employee Health/Life Insurance											8,414	8,444	16,858
Food											(68)		(68)
Nutritional Supplements											5,860	4,643	10,502
Equipment <\$2,500											134		134
Operational Supplies											(12)		(12)
Equipment Rentals											405	405	810
Conferences & Training											30	15	45
Food Service											61,538	55,203	116,742
<b>Total Food Services</b>											124,717	105,004	229,721
<b>Barber &amp; Beauty</b>											4,546	4,133	8,679
Reg. Full-Time Employees											296	283	589
TOPS - Balances											23	22	45
TOPS - FICA											303	271	574
Social Security - Employer											355	318	673
IMRF - Employer Cost											87	124	211
Workers' Compensation Insurance											319	214	533
Unemployment Insurance											1,299	1,299	2,598
Employee Health/Life Insurance											169		169
Operational Supplies											7,398	6,674	14,072
<b>Total Barber &amp; Beauty</b>											11,949	10,081	22,041
<b>Adult Day Care</b>											473	111	584
Reg. Full-Time Employees											974	250	1,224
Overtime											75	19	94
TOPS - Balances											934	753	1,687
TOPS - FICA											1,095	882	1,978
Social Security - Employer											233	302	535
IMRF - Employer Cost											853	507	1,360
Workers' Compensation Insurance											2,568	2,568	5,136
Unemployment Insurance											1,056	912	1,968
Employee Health/Life Insurance												420	420
Gasoline & Oil											139	17	156
Equipment <\$2,500												359	359
Operational Supplies													
Dues & Licenses													
<b>Total Adult Day Care</b>											20,349	17,191	37,540
<b>Alzheimers and Related Disord</b>											28,274	28,334	57,608
Reg. Full-Time Employees											17,748	8,294	26,042
Overtime													

Friday, April 03, 2015

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

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02/28/15

Description	03/14	04/14	05/14	06/14	07/14	08/14	09/14	10/14	11/14	12/14	01/15	02/15	Total
TOPS - Balances											2,043	(688)	1,345
No Benefit Full-Time Employees											21,693	17,658	39,350
No Benefit Part-Time Employees											18,679	16,762	35,441
TOPS - FICA											156	(53)	103
Social Security - Employer											6,611	5,364	11,975
IMRF - Employer Cost											7,752	6,289	14,041
Workers' Compensation Insurance											1,506	1,876	3,382
Unemployment Insurance											5,737	3,528	9,265
Employee Health/Life Insurance											3,867	3,867	7,734
Professional Services											87	87	175
Conferences & Training												180	180
ARD - Contract Nursing											955	358	1,312
Total Alzheimers and Related Disorde											116,107	91,846	207,953
Total Expenses											1,359,394	1,226,005	2,585,399
Net Operating Income											(111,404)	(45,741)	(157,146)
Non-Operating Income													
Local Taxes													
Current Nursing Home Operating											92,508	92,508	185,016
Total Local Taxes											92,508	92,508	185,016
Miscellaneous NI Revenue													
Investment Interest												50	50
Restricted Donations											150	564	714
Total Miscellaneous NI Revenue											150	614	764
Total Non-Operating Income											92,658	93,122	185,780
Net Income (Loss)											(18,747)	47,390	28,634

02/28/15

**Champaign County Nursing Home**  
Balance Sheet

1

**ASSETS**

**Current Assets**

**Cash**

Cash	\$328,573.90
Petty Cash	\$300.00
Total Cash	<u>\$328,873.90</u>

**Rec., Net of Uncollectible Amounts**

Accts Rec-Nursing Home Private Pay	\$1,745,264.18
Accts Rec-Nursing Home Med Adm/ HMO/ Ins	\$896,082.72
Total Rec., Net of Uncollectible Amounts	<u>\$2,641,346.90</u>

**Rec., Net of Uncollectible Amounts**

Accts Rec-Nursing Home Hospice	\$176,509.91
Allowance for Uncollectible Accts-Private Pay	(\$42,513.75)
Allowance for Uncollectible Accts-Patient Care P	(\$27,101.11)
Allowance for Uncollectible Accts-Patient Care H	(\$3,258.00)
Total Rec., Net of Uncollectible Amounts	<u>\$103,637.05</u>

**Accrued Interest**

Property Tax Revenue Receivable	\$185,568.76
Total Accrued Interest	<u>\$185,568.76</u>

**Intergvt. Rec., Net of Uncollectible**

Due From Collector Funds	\$985.42
Due from Other Governmental Units	\$1,136,044.54
Due from IL Public Aid	\$1,153,389.62
Due from IL Department of Aging-Title XX	\$67,344.51
Due from US Treasury-Medicare	\$228,557.99
Due From VA-Adult Daycare	\$34,269.25
Due From VA-Nursing Home Care	\$66,754.10
Allowance for Uncollectible Accts-IPA	(\$63,244.00)
Allow For Uncollectible Accts-IL Dept Of Aging	(\$1,630.00)
Allowance for Uncollectible Accts-Medicare	(\$26,080.61)
Allowance For Uncollectible Accts-VA Adult Day C	(\$362.00)
Allowance for Uncollectible Accts-VA Veterans Nu	(\$1,734.00)
Total Intergvt. Rec., Net of Uncollectible	<u>\$2,594,294.82</u>

**Prepaid Expenses**

Prepaid Expenses	\$108,450.21
Stores Inventory	\$11,739.41
Total Prepaid Expenses	<u>\$120,189.62</u>

**Long-Term Investments**

Patient Trust Cash, Invested	\$23,245.29
Total Long-Term Investments	<u>\$23,245.29</u>
Total Current Assets	<u>\$5,997,156.34</u>

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Champaign County Nursing Home  
Balance Sheet

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02/28/15

2

**Fixed Assets**

Nursing Home Buildings	\$23,291,270.61
Improvements not Buildings	\$477,681.52
Equipment, Furniture & Autos	\$1,462,632.48
Accumulated Depreciation-Land Improvements	(\$298,961.86)
Accumulated Depreciation-Equipment, Furniture, &	(\$1,028,316.72)
Accumulated Depreciation-Buildings	(\$4,705,068.92)
Total Fixed Assets	<u>\$19,199,237.11</u>
Total ASSETS	<u><u>\$25,196,393.45</u></u>

**LIABILITIES & EQUITY****Current Liabilities**

A/R Refunds	\$0.60
Accounts Payable	\$1,740,073.62
Salaries & Wages Payable	\$227,770.77
Interest Payable - Bonds	\$18,748.28
Due To Accounts Payable Fund	(\$347.67)
Tax Anticipation Notes Payable	\$971,120.00
Notes Payable	\$438,053.10
Total Current Liabilities	<u>\$3,395,418.70</u>

**Non-Current Liabilities**

Nursing Home Patient Trust Fund	\$23,245.29
Bonds Payable	\$2,700,000.00
Accrued Compensated Absences	\$355,048.98
Total Non-Current Liabilities	<u>\$3,078,294.27</u>
Total Current Liabilities	<u>\$6,473,712.97</u>

**Equity**

Revenues	\$0.00
Retained Earnings-Unreserved	\$18,694,046.73
Year To Date Earnings	\$0.00
Contributed Capital	\$0.00
Year To Date Earnings	\$28,633.75
Total Equity	<u>\$18,722,680.48</u>
Total LIABILITIES & EQUITY	<u><u>\$25,196,393.45</u></u>

**Champaign County Nursing Home**  
**Statement of Cash Flows (Indirect Method)**  
**2 Months**  
**December 31, 2014 through February 28, 2015**

**CASH FLOW FROM OPERATING ACTIVITIES:**

<b>Net Income (Loss) - YTD</b>	<b>\$ 28,634</b>
Depreciation Expense	119,096
(Incr.)/Decr. in Accounts Receivable	(510,564)
(Incr.)/Decr. in Prepaid Expenses	(98,183)
(Incr.)/Decr. in Inventory	-
(Incr.)/Decr. in Patient Trust	(2,495)
Incr./(Decr.) in Accounts Payable	(1,304)
Incr./(Decr.) in Salaries and Wages Payable	31,550
Incr./(Decr.) in Interest Payable	18,748
Incr./(Decr.) in Accrued Com. Absences	(4,632)
Incr./(Decr.) in Other Liabilities	<u>2,712</u>
<b>Net Cash Provided by Operating Activities</b>	<b>(416,438)</b>

**CASH FLOW FROM INVESTING ACTIVITIES:**

Purchase of Equipment	(13,966)
Improvements / (CIP)	-
<b>Net Cash Provided by Investing Activities</b>	<u>(13,966)</u>

**CASH FLOW FROM FINANCING ACTIVITIES:**

Increase in Tax Anticipation Note	-
Notes Payable - Medicaid	-
(Decrease) Due to General Corp. Fund	-
(Decrease) in Bonds Payable	-
Increase in Equity Adjustment	<u>54,968</u>
<b>Net Cash Provided by Financing Activities</b>	<b>54,968</b>

<b>Total Cash Flow</b>	<b>(375,436)</b>
<b>Beginning Cash Flow - 12/31/2014</b>	<u><b>704,310</b></u>
<b>ENDING CASH - 1/31/2015</b>	<u><u><b>\$ 328,874</b></u></u>

**Champaign County Nursing Home**  
**Monthly Statements of Cash Flow (Indirect Method)**  
**September 30, 2014 through February 28, 2015**

	<u>Sept. '14</u>	<u>Oct. '14</u>	<u>Nov. '14</u>	<u>Dec. '14</u>	<u>Jan. '15</u>	<u>Feb. '15</u>
<b>CASH FLOW FROM OPERATING ACTIVITIES:</b>						
Net Income (Loss) - Monthly	\$ 152,264	\$ 83,697	\$ (15,421)	\$ (241,314)	\$ (18,747)	\$ 47,380
Depreciation Expense	60,597	60,597	59,738	59,738	59,738	59,358
(Incr.)/Decr. in Accounts Receivable	(210,848)	(455,104)	(215,113)	296,994	(282,323)	(228,240)
(Incr.)/Decr. in Prepaid Expenses	16,283	16,283	16,284	(12,170)	(90,787)	(7,396)
(Incr.)/Decr. in Inventory	-	-	-	-	-	-
(Incr.)/Decr. in Patient Trust	499	963	(310)	(556)	(1,657)	(838)
Incr./(Decr.) in Accounts Payable	5,535	92,244	(37,412)	(346,889)	76,876	(78,180)
Incr./(Decr.) in Salaries and Wages Payable	44,929	(178,180)	39,938	55,588	69,358	(37,808)
Incr./(Decr.) in Interest Payable	10,222	10,222	10,222	(61,331)	9,373	9,374
Incr./(Decr.) in Accrued Com. Absences	4,924	(448)	8,259	(2,463)	(3,589)	(1,043)
Incr./(Decr.) in Other Liabilities	(499)	(963)	310	556	1,657	1,055
<b>Net Cash Provided (Used) by Operating Activities</b>	<b>83,906</b>	<b>(370,689)</b>	<b>(133,505)</b>	<b>(251,847)</b>	<b>(180,101)</b>	<b>(236,338)</b>

<b>CASH FLOW FROM INVESTING ACTIVITIES:</b>						
Purchase of Equipment	(2,600)	(3,829)	(4,648)	(8,915)	-	(13,966)
Improvements / (CIP)	(7,938)	-	-	-	-	-
<b>Net Cash Provided (Used) by Investing Activities</b>	<b>(10,538)</b>	<b>(3,829)</b>	<b>(4,648)</b>	<b>(8,915)</b>	<b>-</b>	<b>(13,966)</b>

<b>CASH FLOW FROM FINANCING ACTIVITIES:</b>						
Incr./(Decr.) in Tax Anticipation Note	(163,162)	-	-	971,120	-	-
Incr./(Decr.) Notes Payable - Medicaid	-	-	-	-	-	-
Incr./(Decr.) in Due to General Corp. Fund	-	-	-	-	-	-
Incr./(Decr.) in Bonds Payable	-	-	-	(185,000)	-	-
Incr./(Decr.) in Equity Adjustment	-	-	-	-	(194,168)	249,136
<b>Net Cash Provided (Used) by Financing Activities</b>	<b>(163,162)</b>	<b>-</b>	<b>-</b>	<b>786,120</b>	<b>(194,168)</b>	<b>249,136</b>

<b>Total Cash Flow</b>	<b>(89,794)</b>	<b>(374,518)</b>	<b>(138,153)</b>	<b>525,358</b>	<b>(374,269)</b>	<b>(1,168)</b>
Beginning Cash Balance (Prior Month's)	781,417	691,623	317,105	178,952	704,310	330,041

<b>MONTH ENDING CASH BALANCE</b>	<b>\$ 691,623</b>	<b>\$ 317,105</b>	<b>\$ 178,952</b>	<b>\$ 704,310</b>	<b>\$ 330,041</b>	<b>\$ 328,873</b>
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**Champaign County Nursing Home  
September 30, 2014 through February 28, 2015**

**Key Balance Sheet Items Charted Below:**

	<u>Sept. '14</u>	<u>Oct. '14</u>	<u>Nov. '14</u>	<u>Dec. '14</u>	<u>Jan. '15</u>	<u>Feb. '15</u>
Cash	691,623	317,105	178,952	704,310	330,041	328,874
A/R	4,641,063	5,096,167	5,311,280	5,014,284	5,296,609	5,524,848
A/P	2,033,435	2,125,679	2,088,267	1,741,378	1,818,254	1,740,074

