

NURSING HOME BOARD OF DIRECTORS AGENDA

County of Champaign, Urbana, Illinois

Monday, February 8, 2016 – 6:00pm

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

CHAIR: Catherine Emanuel
DIRECTORS: Jack Anderson, Sam Banks, Lorraine Cowart, Mary Hodson, Robert Palinkas, Edmund Sutton

<u>ITEM</u>	<u>Page #</u>
I. <u>CALL TO ORDER</u>	
II. <u>ROLL CALL</u>	
III. <u>APPROVAL OF AGENDA</u>	
IV. <u>APPROVAL OF MINUTES</u> January 11, 2016 Open Session	1 – 4
V. <u>PUBLIC PARTICIPATION</u>	
VI. <u>COMMUNICATIONS</u>	
VII. <u>MANAGEMENT REPORT</u>	
a. Strategic Objective Metrics Updates	5 – 37
b. Monthly Financial/Management Report	38 - 66
c. Revenue Anticipation Notes	67
VIII. <u>OTHER BUSINESS</u>	
IX. <u>Closed Session pursuant to 5 ILCS 120/2 (c) 1 to consider the employment, compensation, discipline, performance, or dismissal of specific employees of Champaign County</u>	
X. <u>NEXT MEETING DATE & TIME</u> March 14, 2016	
X. <u>ADJOURNMENT</u>	

**Board of Directors
Champaign County Nursing Home (CCNH) –Minutes
Urbana, Illinois
January 11, 2016**

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

Directors Absent/Excused:

Also Present: Busey, Gima, Noffke, Brenner, Nolan

1. Call to Order

The meeting was called to order at 6:02 p.m. by Chair Emanuel.

2. Roll Call

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

3. Approval of Agenda

Agenda was approved as distributed (motion by Anderson, second by Palinkas, unanimous).

4. Approval of Minutes

The open session minutes of December 14, 2015 were approved as submitted (motion by Hodson, second by Palinkas, unanimous).

5. Public Participation

Mary Schultz asked the Board of Directors to discuss solutions to the nursing home's problems during meetings rather than discuss financial reports and strategic metric data. Additionally, Ms. Schultz asked if former employees have been surveyed to identify the reasons behind the increasing turnover rate and dependence on agency staffing. Ms. Schultz also asked when the dining rooms will be finished and painted, and if steam tables can be used to keep meals at warm temperatures instead of food carts.

David Laker addressed concerns in regards to dining services. Mr. Laker recommended the use of smaller serving carts to keep meals warmer and to remove extra tables that are not utilized during meal times. Mr. Laker noted that the use of agency staffing and the inefficient use of space and meal materials along with cold kitchen temperatures all contribute to poor dining services and improper food temperatures.

A concerned family member of a long time resident of the nursing home noted that the past use of cafeteria-style food services worked better for residents than the current system of using warming carts to keep meals at proper temperatures. Additionally, concerns were addressed in regards to communication problems between staff members and family members.

6. Communications

Ms. Hodson asked if minutes are available from the previous family council meeting. Mr. Gima noted that he did not have the minutes on hand. Ms. Noffke reported that two family members were present and discussions pertained to the dining services committee.

7. Approve Award of Contract for Fire Damper Project – Dana Brenner, Facilities Director

Mr. Brenner reported that 2 bids were received, and GHR determined that A&R Mechanical provided viable pricing. A&R Mechanical has previously completed fire damper work for Carle Hospital. Mr. Brenner noted that work can be completed in 45 working days.

Ms. Cowart entered the meeting at 6:20 p.m.

Mr. Palinkas asked for clarification in regards to A&R Mechanical's addendum. Mr. Brenner explained that an addendum was received; however, a box was not properly checked when the addendum was received.

Ms. Emanuel asked for a timeline for the project. Mr. Brenner reported that work will begin on February 1st and end on April 8th.

MOTION by Banks to approve Award of Contract for Fire Damper Project to A&R Mechanical as recommended by GHR and the Champaign County Facilities Director; second by Hodson. Upon vote, **MOTION CARRIED.**

8. Management Report

a. Strategic Objective Metrics Updates

Ms. Noffke presented the board with an updated table for current open positions. 37.6 positions are currently open. Mr. Anderson asked if the current open positions table can be updated to reflect the number of full time positions approved for each classification in the nursing home's budget along with the amount of time each position has been vacant. Ms. Noffke confirmed. Mr. Gima noted that the table will be updated. Mr. Anderson noted it may be difficult to track the amount of time each position has been vacant for job classifications that experience high turnover. Mr. Gima noted that non-bargaining, management positions will include the amount of time the position has been vacant.

Ms. Hodson asked for the census that the number of open positions is based upon. Mr. Gima noted that a census of 210 residents was utilized. Mr. Palinkas noted that an overall lower nursing home census will result in a lower number of positions being needed. Mr. Anderson noted that half of the positions for CNA Team Leaders are currently open and asked for an explanation. Ms. Noffke noted that the position has changed over the years as CNA's have moved to 12-hour shifts. Longer shifts during the day have resulted in team leaders being in the building longer and the total number of leaders needed to decline. Mr. Gima also noted that there is not enough incentive for CNAs to want to become team leaders.

Ms. Noffke reported that CNA separations in the month of November were the result of resignations without given reasons, resignations for medical issues, and terminations due to poor performance. Ms. Emanuel asked what management is doing to understand why employees leave the nursing home. Ms. Noffke noted that internal exit interviews are conducted at the department level; however, she noted that some employees do not give any reasons for leaving. Mr. Gima noted that a new Human Resources Director recently started at the nursing home and will begin to track reasons why employees leave their positions. Mr. Palinkas asked if the new Human Resources Director can make a presentation to the board in the near future on the reasons they believe employees are leaving. Mr. Gima confirmed.

Ms. Emanuel asked for a frame of time to be established for the new Human Resources Director to make a presentation to the Board of Directors. Ms. Noffke and Mr. Gima noted that it may take a few months to get adjusted to the position. Mr. Banks noted that a Human Resources professional should be able to articulate their observations about the nursing home on a quicker timeline and asked if a presentation can be made at the February meeting. Mr. Gima noted that the new Human Resources Director will make a presentation to the board as soon as possible. Ms. Emanuel noted that a presentation by the Human Resources Director should be made by the March meeting.

Ms. Noffke and Mr. Gima reported that the adjusted hours per resident per day is the highest number of hours per resident in the area. Ms. Noffke noted that agency costs increased in November due to nurse call-ins and extended leaves, FMLA usage and benefit time usage.

Ms. Noffke noted that the use of electronic records has recently been implemented in the building and staff members have been trained. Ms. Palinkas asked how the transition is going. Ms. Noffke noted that the transition is on-going and no major issues have been encountered.

Ms. Noffke reported that the Nursing Home Compare data was updated on December 17th and overall rating of the nursing home increased from 1 to 2 stars due to staffing increasing from 3 to 4 stars. Ms. Noffke noted that the Pinnacle surveyor is having difficulty completing 15 surveys each month due to the reluctance of residents and family members.

Mr. Palinkas noted that the Pinnacle score for dining services continues to serve as a problem for the nursing home and asked when the painting of the dining rooms will be completed. Ms. Noffke noted that the task is on the list of projects to be completed by the maintenance workers. Mr. Palinkas asked if steam tables can be utilized in the dining rooms to keep meals warm and delivered more efficiently. Ms. Noffke explained that delivery of meals continues to improve as dining services revise staff members shift times. Mr. Banks asked if the nursing home management can visit other homes in the area who receive 5 star ratings for dining services to observe how their staff members deliver meals to residents. Ms. Noffke noted that external site visits have been utilized; she explained that other area homes have permanent dining rooms that solely used for meals whereas the nursing home's dining areas are additionally used for activities and other purposes. Mr. Gima noted steam tables can only be utilized if they are permanently installed in the kitchenettes.

Ms. Noffke reported that 12 hours shifts have been implemented for food service workers to have consistent staffing across all meals. The dining committee meets weekly as changes are implemented. Nursing is working to reduce the number of residents that remain in their rooms during meal services. Additionally, a revised break schedule has been developed and implemented. Mr. Banks asked if volunteers can be used to deliver meals. Ms. Noffke noted that many students volunteer at the nursing home, but it is hit or miss with volunteers' availability.

Ms. Noffke noted that the Medicare unit census is up to 9 residents. Feedback from residents and families remains positive. New brochures have been developed and are included in the amendment reports for the Board of Directors.

b. Monthly Financial/Management Report

Mr. Gima reported that the resident census continues to decrease, but hospital referrals have increased and admissions are beginning to increase.

Mr. Gima noted that a net loss of \$68,590 and a cash loss of \$9,776 were experienced in November with an ending cash balance of \$373,836. Accounts receivable increased and accounts payable increased. Medicaid payments continue to be paid monthly.

c. Revenue Anticipation Notes

The Champaign County Board did not approve the revenue anticipation notes in December. The notes will be placed on the County Finance Committee of the Whole meeting on January 12th for reconsideration. A detailed cash flow analysis indicates that normal operations will be maintained if revenue anticipation notes are issued.

10. Other Business

Ms. Hodson asked if the required online training for the Board of Directors can be emailed to board members. Mr. Gima confirmed.

Ms. Emanuel provided the board with an updated timeline for completing the strategic process of determining whether or not a referendum should be placed on the next election ballot that asks voters if they would support a tax increase to support the nursing home or if the County should lease, sell or continue operations at the nursing home.

11. Next Meeting Date & Time

The next meeting date and time for the Nursing Home Board of Directors is Monday, February 8, 2016 at 6:00 p.m.

12. Adjournment

Chair Emanuel declared the meeting adjourned at 7:46 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 format has changed to include the actual number of open positions. The CNA openings is by FTEs.

Number of Open Positions		
	1/1/2016	2/1/2016
Reception/BO Assistant	1	-
Unit Manager for Dementia	1	1
Unit Manager for Rehabilitation (RN)	1	1
Unit 2 Manager	1	1
RN Shift Supervisor	1	1
Care Plan Coordinator (RN preferred)	1	1
CNA Team Leader - Long Term Care	6	6
CNA Team Leader - Rehabilitative	2	2
CNA Team Leader - Dementia	1	1
CNA (1 FT, 1 PT)	18.6	14.5
Activities Assistant	1	-
Cook/Assist Cook	1	-
Transporation Assistant	1	1
Laundry Worker	1	-
Maintenance Assistant	1	1
Maintenance Manager		1
Total	38.6	31.5

A key need is the unit manager positions. A social services job description model has been used to fill the Unit 1/3 manager position. The same job model will be an option for the dementia and unit 2 manager positions. The rehab unit manager position does require a clinical background and an RN is the preferred background. A memo by Amanda Bloomfield, Director of Human Resources is included in the management report and provides her initial thoughts based on her first few weeks. I plan to have her on the agenda for the March Board of Director's meeting.

Issue 1

HR Dashboard

Retention Rate	Jan 15	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Benchmark
All	68.9%	70.0%	67.0%	68.1%	66.4%	65.0%	65.9%	64.9%	65.6%	63.3%	66.3%	59.6%	73.1%
All Nursing	67.80%	70.9%	66.9%	69.2%	68.1%	66.9%	66.9%	62.9%	63.4%	59.3%	58.5%	53.8%	67.8%
CNAs	69.2%	71.6%	72.2%	70.7%	68.9%	64.0%	64.9%	59.5%	62.0%	57.1%	56.8%	51.9%	67.5%
Turnover Rate (12 month rolling average)	n 14 to Jan 15	b 14 to Feb 15	r 14 to Mar 15	r 14 to Apr 15	14 to May 15	n 14 to Jun 15	Jul 14 to Jul 15	g 14 to Aug 15	p 14 to Sep 15	t 14 to Oct 15	v 14 to Nov 15	c 14 to Dec 15	Benchmark
All	51.3%	55.3%	58.4%	60.6%	62.2%	62.7%	59.7%	64.0%	64.2%	68.8%	78.0%	74.3%	45.2%
All Nursing	52.9%	57.3%	54.8%	60.7%	62.9%	62.7%	62.7%	69.8%	69.6%	77.0%	87.7%	83.9%	51.4%
CNAs	64.1%	70.3%	75.0%	72.0%	74.3%	74.7%	72.7%	81.1%	78.9%	79.2%	86.5%	77.8%	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	All	115	52	13	65	24	8	4	14				
	CNAs	50	19	8	27	13	5	0	5				
	Dietary	28	21	4	25	1	1	0	1				
February 14 to February 15	All	120	56	15	71	21	9	4	15				
	CNAs	52	22	9	31	10	5	0	6				
	Dietary	27	19	4	23	2	1	0	1				
March 14 to March 15	All	129	62	14	76	23	9	5	16				
	CNAs	54	24	8	32	11	5	0	6				
	Dietary	31	23	4	27	2	1	0	1				
April 14 to April 15	All	131	64	13	77	24	9	6	15				
	CNAs	54	26	7	33	16	5	0	4				
	Dietary	31	23	4	27	2	1	0	1				
May 14 to May 15	All	130	60	19	79	22	10	6	13				
	CNAs	55	26	9	35	9	5	1	4				
	Dietary	30	22	4	26	2	1	0	1				
Jun 14 to Jun 15	All	136	64	20	80	23	10	6	13				
	CNAs	56	26	10	36	10	6	1	3				
	Dietary	31	21	5	26	3	1	0	1				
Jul 14 to Jul 15	All	135	20	24	44	24	9	5	13				
	CNAs	56	27	9	36	11	5	1	4				
	Dietary	31	23	5	28	2	0	0	0				
Aug 14 to Aug 15	All	142	65	24	89	25	10	5	13				
	CNAs	60	28	11	39	10	6	1	4				
	Dietary	29	19	5	24	3	2	0	0				
Sep 14 to Sep 15	All	138	61	24	85	22	10	5	16				
	CNAs	56	26	13	39	7	5	1	4				
	Dietary	26	18	4	22	3	1	0	0				
Oct 14 to Oct 15	All	148	68	24	92	22	9	5	20				
	CNAs	61	32	13	45	7	4	1	4				
	Dietary	25	18	4	22	3	0	0	0				
Nov 14 to Nov 15	All	160	71	26	97	25	10	5	23				
	CNAs	64	31	14	45	9	5	1	4				
	Dietary	29	21	4	25	4	0	0	0				
Dec 14 to Dec 15	All	162	73	28	101	24	10	5	22				
	CNAs	63	32	14	46	8	5	1	3				
	Dietary	29	20	5	25	4	0	0	0				

Issue 1

HR Dashboard (Continued)

Open Positions by Month	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan 16	Target FTEs
CNAs Hired (FTEs)	55.4	50.2	52.6	53.3	54.2	57.5	54.2	46.6	48.1	48.1	53.7	65.6	71.7	84.2
CNAs Open Positions (FTEs)	28.8	34.0	31.6	30.9	30	26.7	30	37.6	36.1	36.1	30.5	18.6	12.5	
Dietary Hired (FTES)	3	15.2	16.2	15.8	17.8	18.6	14.8	16.2	19.5	19.5	20	19.5	20.5	19.65
Dietary Open Positions (FTES)	1.72	4.45	3.5	3.85	1.85	1.05	4.85	3.45	0.15	0.15	0	0.15	0	
Applications/Hires/Separations	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec		
CNAs														
Applications	13	18.0	25	14	22	21	16	6	20	17	19	22		
Hires	3	4	8	2	4	9	6	3	1	10	3	12		
Separations	5	7	4	4	5	5	3	9	4	7	5	1		
Dietary														
Applications	22	35.0	26	20	30	18	13	14	18	19	25	31		
Hires	3	0	4	1	1	8	0	4	1	2	2	1		
Separations	0	4	4	1	0	3	2	0	1	2	4	1		

Issue 1

CNA Staffing

- Retention rates for CNAs fell in December due to the 12 December hires which has increased the number of CNAs.
- The increase in December hires has also contributed to the decrease in the turnover rate for the month, which is down from 86.5% to 77.8%. Another factor is one separation was seen for the month, which is down from 5 in November.
- January continues a strong hiring trend for CNAs with 11 new hires of which 9 are full time. Five of the full time hires are weekend only hires. Two CNAs left in January, one moved out of state and the other resigned due to medical reasons.

Dietary Staffing

- Dietary staffing is at 20.5.

December and January hiring and separations statistics indicate a significant positive shift with a double digit CNA hires in each month and low number of separations.

**Champaign County Nursing Home
 Strategic Objective Metrics – Issue 1
 Updated January 31, 2016**

<i>Annual Turnover Rate</i>	
Annual turnover rate – Data from American Healthcare Association Quality Report 2013 <ul style="list-style-type: none"> • 45.0% 2011 • 37.0% 2010 • 42.0% 2009 • 45.1% 2008 	FY2015 – 74.3% (Dec 14 to Dec 15) FY2014 – 52.0% FY2013 – 63% FY2012 – 52% FY2011 – 68% FY2010 – 53%

**Issue 2
Supervision Improvement**

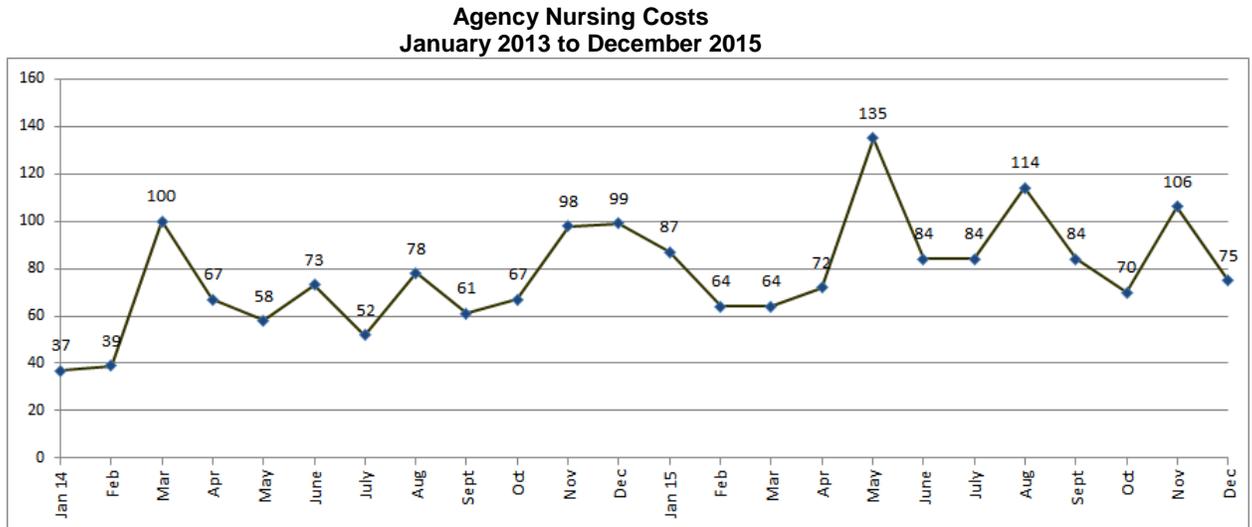
CMS Direct Care Staffing Levels (CMS data file update – January 28, 2015)

The January updates to the CMS database indicate no changes to the staffing numbers for any of the facilities in the table.

		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					Adjusted Hours Per Resident Per Day				
Provider Name	CITY	Aides	LPNs	RNs	Total License	Total Nursing	exp_aide	exp_LPN	exp_RN	exp_nurse	exp_all	adj_aide	adj_lpn	adj_rm	adj_nurse	adj_total
CHAMPAIGN COUNTY NURSING HOME	URBANA	2.40	0.64	0.75	1.39	3.80	2.40	0.57	0.87	1.44	3.85	2.45	0.93	0.65	1.58	3.98
CHAMPAIGN URBANA NRSG & REHAB	SAVOY	1.61	1.02	0.66	1.68	3.29	2.46	0.64	1.02	1.66	4.12	1.60	1.35	0.48	1.83	3.22
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	2.47	0.71	0.69	1.41	3.88	2.53	0.71	1.22	1.93	4.47	2.39	0.84	0.42	1.15	3.50
ILLINI HERITAGE REHAB & HC	CHAMPAIGN	1.87	0.70	0.46	1.15	3.02	2.31	0.59	0.84	1.43	3.73	2.00	0.98	0.41	1.28	3.27
COUNTRY HEALTH	GIFFORD	2.06	0.78	0.72	1.49	3.55	2.45	0.59	0.96	1.55	4.00	2.06	1.10	0.55	1.65	3.57
Area Average		2.00	0.75	0.66	1.41	3.41	2.41	0.63	1.00	1.63	4.04	2.03	1.00	0.50	1.43	3.40
Illinois State Average		2.24	0.60	0.93	1.53	3.77	2.40	0.64	1.04	1.68	4.07	2.27	0.80	0.64	1.43	3.69

Agency Usage Trends - Expenses

Agency expenses fell from \$106k to \$75k between December and January. February's estimated agency expense is \$78,000.



**Champaign County Nursing Home
Strategic Objective Metrics – Issue 2
Updated January 31, 2016**

Nursing Management	Status
<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.	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: 56% Next class to training TBD
Trach education. 90% of all nurses will be trained by the end of 2015.	April to current 53% PEL/VIP updating competencies with all licensed nurses to complete training requirements for licensed staff. The next class is scheduled for 2/10/2016.
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. Next training on Seizures – not scheduled. NP has been rescheduling due to conflicts. Carle has agreed to partner with us on training and utilization of their speakers bureau. Nursing management is following up.

Issue 3
Quality of Care

Champaign County Area Homes – CMS Nursing Home Compare Summary

The Nursing Home Compare data was updated on December 17, 2015. The chart on the next page summarizes the current CMS five-star ratings for the eight nursing homes in the Champaign County area. The following are the changes for CCNH, CUNR and Country Health:

CCNH

The quality measures rating increased from 4 to 5 stars

Heartland of Paxton

The quality measures rating increased from 1 to 2 stars

Illini Heritage

The quality measures rating decreased from 4 to 3 stars

Clark-Lindsey

The overall rating increased from 4 to 5 stars

The quality measures rating increased from 1 to 2 stars

Issue 3 - Champaign County Area Homes – CMS Nursing Home Compare Summary – CMS Data Updated December 17, 2015

NURSING HOME GENERAL INFORMATION	CHAMPAIGN COUNTY NURSING HOME	CHAMPAIGN URBANA NRSG & REHAB	HELIA HEALTHCARE OF CHAMPAIGN	HEARTLAND OF PAXTON	HEARTLAND OF CHAMPAIGN	COUNTRY HEALTH	ILLINI HERITAGE REHAB & HC	CLARK-LINDSEY VILLAGE
	500 SOUTH ART BARTELL DRIVE URBANA, IL 61802 (217) 384-3784 Distance : 1.0 miles	302 WEST BURWASH SAVOY, IL 61874 (217) 402-9700 Distance : 4.9 miles 10/22/15 Update	1915 SOUTH MATTIS STREET CHAMPAIGN, IL 61821 (217) 352-0516 Distance : 3.9 miles	1001 EAST PELLIS STREET PAXTON, IL 60957 (217) 379-4361 Distance : 31.9 miles	309 EAST SPRINGFIELD CHAMPAIGN, IL 61820 (217) 352-5135 Distance : 1.0 miles 10/22/15 Update	RURAL ROUTE 1 BOX 14 GIFFORD, IL 61847 (217) 568-7362 Distance : 21.8 miles 10/22/15 Update	1315B CURT DRIVE CHAMPAIGN, IL 61820 (217) 352-5707 Distance : 4.2 miles 10/22/15 Update	101 WEST WINDSOR ROAD URBANA, IL 61801 (217) 344-2144 Distance : 2.1 miles 10/22/15 Update
Overall Rating	Rating: 2 out of 5 Below Average	Rating: 1 out of 5 Much Below Average	Rating: 2 out of 5 Below Average	Rating: 1 out of 5 Much Below Average	Rating: 2 out of 5 Below Average	Rating: 4 out of 5 Above Average	Rating: 4 out of 5 Above Average	Rating: 4 out of 5 Above Average
Health Inspection	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: 4 out of 5 Above Average	Rating: 5 out of 5 Much Above Average
Staffing	Rating: 4 out of 5 Above Average	Rating: 2 out of 5 Below Average	Rating: 2 out of 5 Below Average	Rating: 2 out of 5 Below Average	Rating: 3 out of 5 Average	Rating: 3 out of 5 Average	Rating: 2 out of 5 Below Average	Not Available Not Enough Data to Calculate
Quality Measures	Rating: 5 out of 5 Much Above Average	Rating: 2 out of 5 Below Average	Rating: 5 out of 5 Much Above Average	Rating: 2 out of 5 Below Average	Rating: 5 out of 5 Much Above Average	Rating: 3 out of 5 Average	Rating: 3 out of 5 Average	Rating: 2 out of 5 Below Average
Number of Certified Beds	243	213	118	106	102	89	60	25
Participation: (Medicare/Medicaid)	Medicare and Medicaid	Medicare and Medicaid	Medicare and Medicaid	Medicare and Medicaid	Medicare and Medicaid	Medicare and Medicaid	Medicare and Medicaid	Medicare
Automatic Sprinkler Systems: in All Required Areas	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Retirement Community (CCRC)	No	No	No	No	No	No	No	Yes
Within a Hospital	No	No	No	No	No	No	No	No
With a Resident and Family Council	BOTH	RESIDENT	RESIDENT	NONE	RESIDENT	RESIDENT	RESIDENT	RESIDENT
Ownership	Government - County	For profit - Partnership	For profit - Corporation	For profit - Individual	For profit - Corporation	Non profit - Other	For profit - Corporation	Non profit - Corporation

Issue 3
Quality of Care (Continued)

Please see attached Pinnacle Satisfaction Survey for December 2015. Fifteen surveys were conducted in the month of December.

Scores Up	Nov	Dec
Overall satisfaction	3.95	4.04
Nursing care	4.10	4.58
Quality of food	3.44	3.79
Cleanliness	3.89	4.43
Individual needs	4.05	4.21
Laundry service	3.57	4.00
Communication	3.85	4.11
Response to problems	4.20	4.31
Dignity and Respect	4.20	4.71
Recommend to others	4.10	4.29
Professional therapy	4.42	4.75
Admission process	4.00	4.82
Safety and security	4.22	4.43
Combined average	3.95	4.28

Scores Down	Nov	Dec
Dining	3.67	3.64
Activities	4.25	4.18

Issue 3
Quality of Care (Continued)

The accompanying charts summarize the Pinnacle scores using a rolling four-quarter history for the period January 2015 through December 2015.

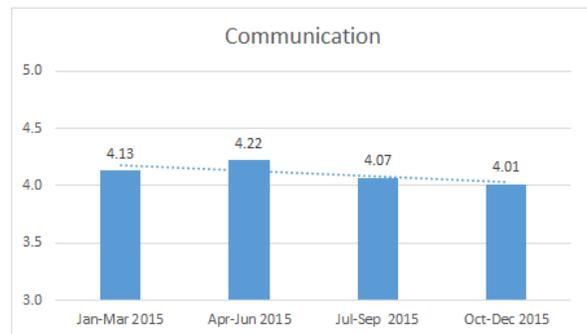
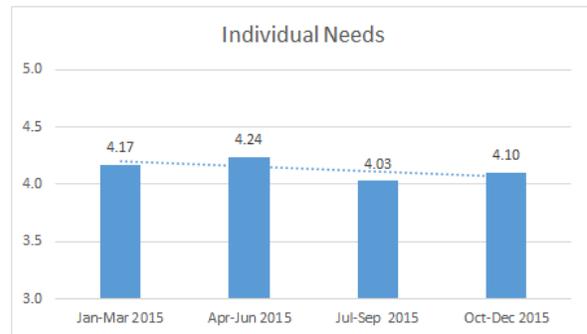
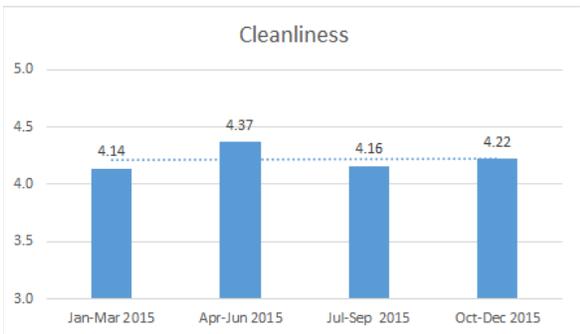
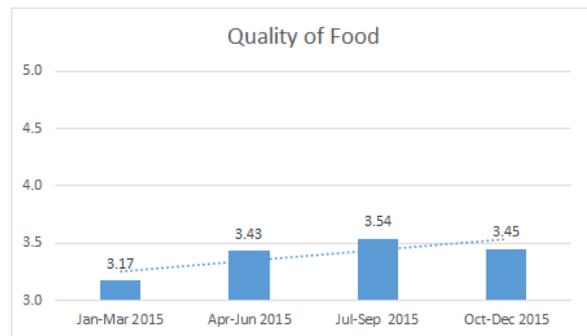
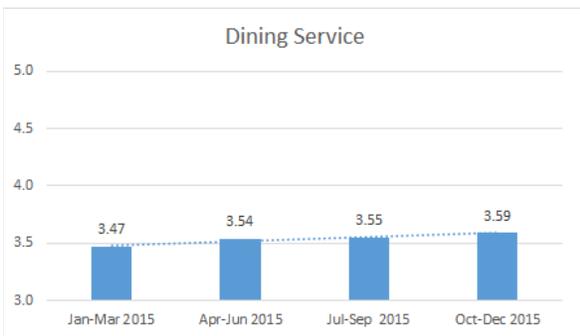
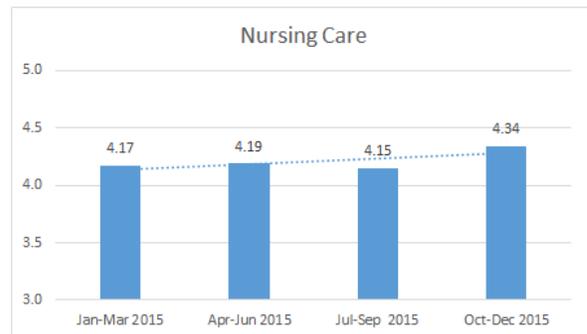
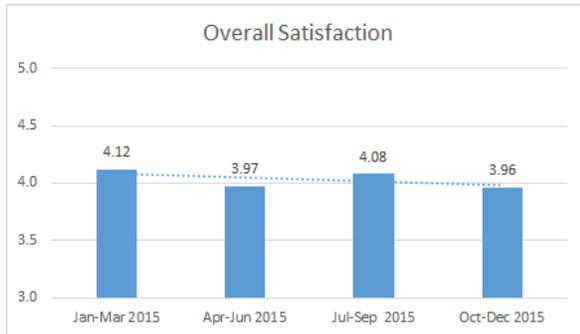
The following measures show a four quarter trend up:

1. Nursing care
2. Dining service
3. Quality of food
4. Cleanliness
5. Laundry
6. Professional therapy
7. Admission process

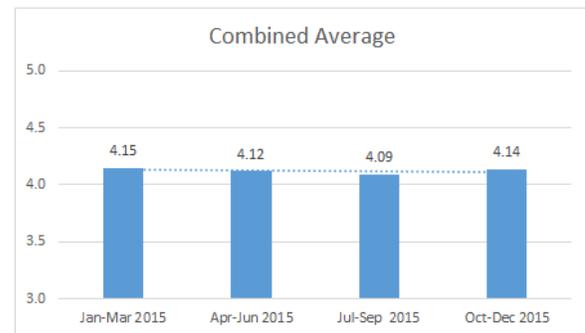
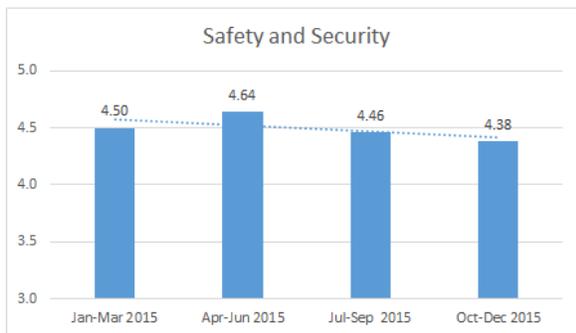
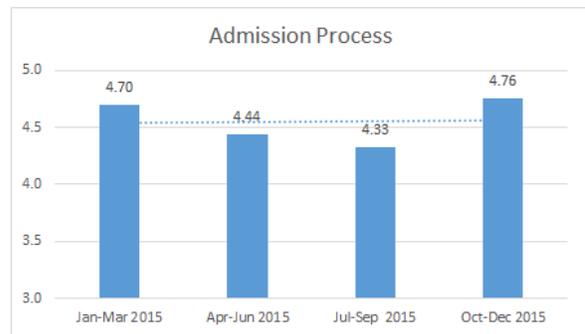
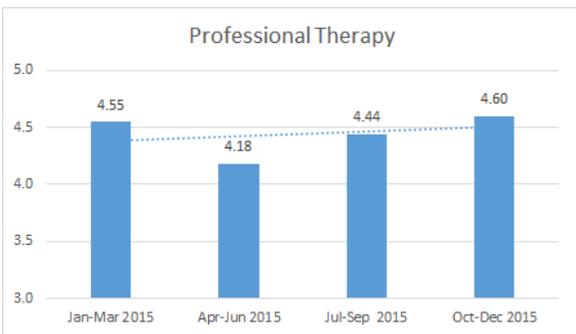
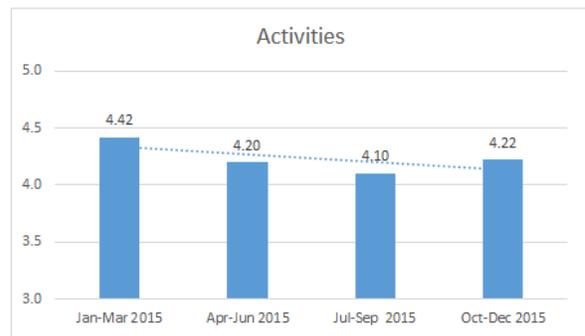
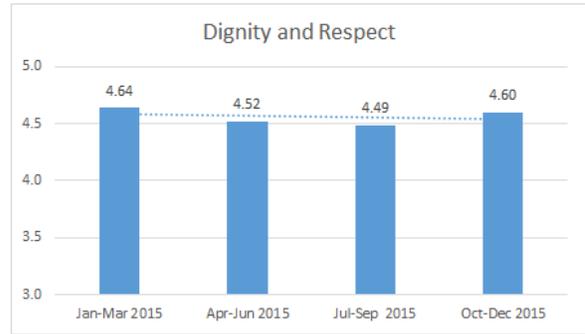
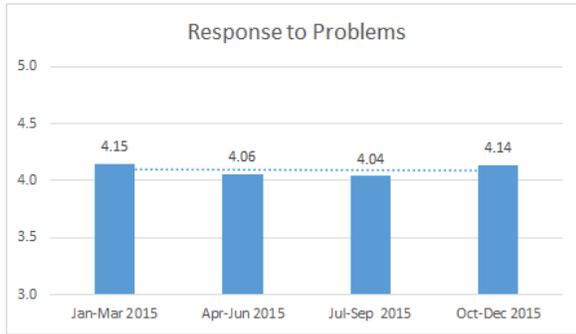
The following measures show a four-quarter trend down:

1. Overall satisfaction
2. Individual needs
3. Communication
4. Response to problems
5. Dignity and respect
6. Recommend to others
7. Activities
8. Safety and security
9. Combined average

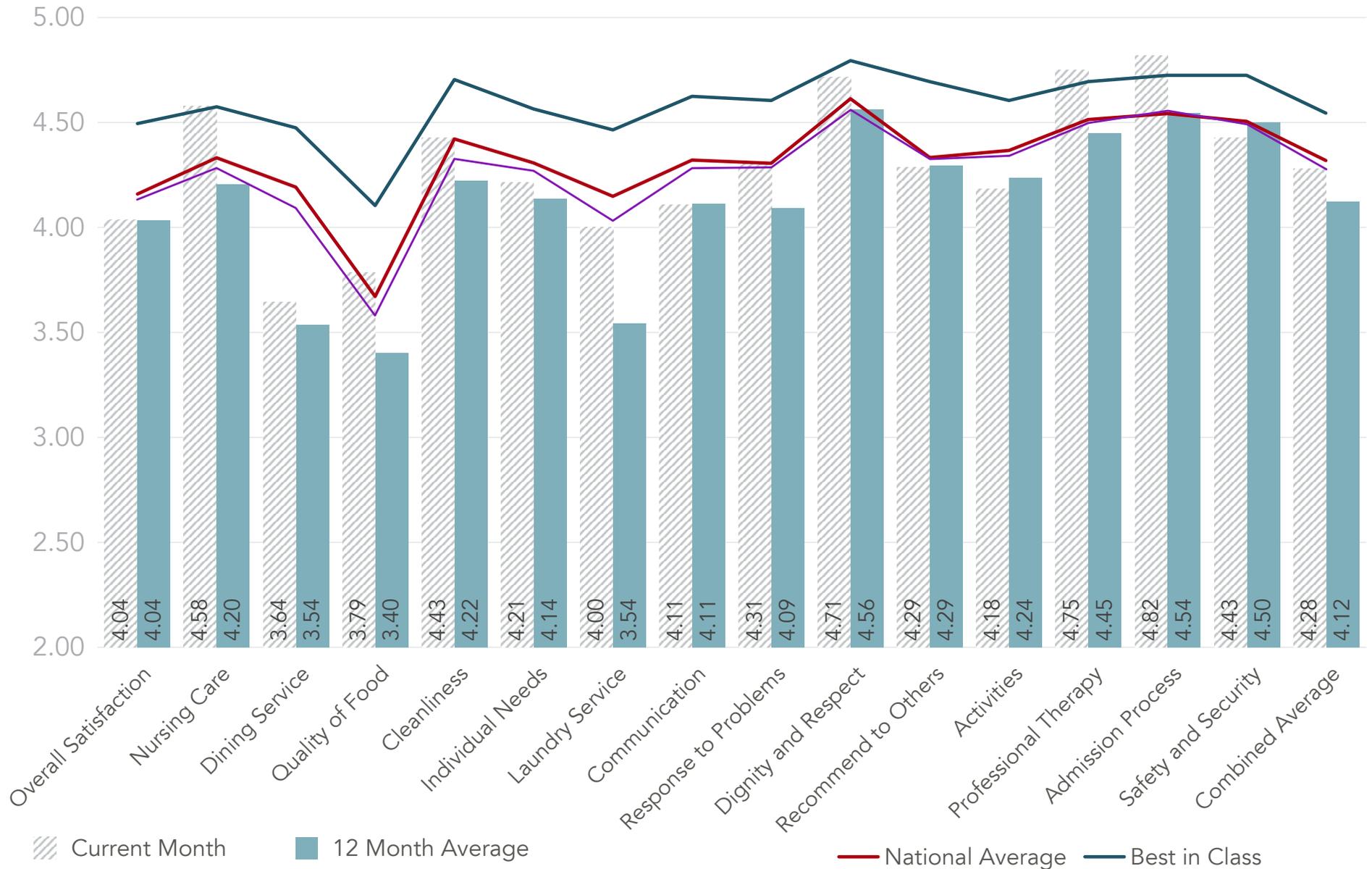
Pinnacle Survey – Quarterly Scores January 2015 through December 2015



Pinnacle Survey – Quarterly Scores January 2015 through December 2015



— 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					
	Dec 15	Last 3 Months	Last 12 Months AVG	Variance	National AVG	Best in Class	Corp. AVG	Oct-Dec	Jul-Sep	Apr-Jun	Jan-Mar	Top 2 Satisfied			Bottom 2 Dissatisfied		
												Month	QTR	Year	Month	QTR	Year
Overall Satisfaction	4.04	3.96	4.04	-0.12	4.16	4.50	-	↓ 3.96	4.08	3.97	4.12	86%	74%	80%	14%	9%	5%
Nursing Care	4.58	4.34	4.20	-0.13	4.33	4.58	-	↑ 4.34	4.15	4.19	4.17	100%	88%	83%	0%	3%	4%
Dining Service	3.64	3.59	3.54	-0.65	4.19	4.48	-	↑ 3.59	3.55	3.54	3.47	50%	50%	50%	21%	16%	17%
Quality of Food	3.79	3.45	3.40	-0.27	3.67	4.11	-	↑ 3.45	3.54	3.43	3.17	43%	38%	40%	14%	19%	18%
Cleanliness	4.43	4.22	4.22	-0.20	4.42	4.71	-	↓ 4.22	4.16	4.37	4.14	86%	79%	81%	0%	0%	2%
Individual Needs	4.21	4.10	4.14	-0.17	4.31	4.57	-	↓ 4.10	4.03	4.24	4.17	79%	71%	78%	0%	0%	5%
Laundry Service	4.00	3.74	3.54	-0.61	4.15	4.47	-	↑ 3.74	3.51	3.50	3.50	88%	74%	57%	13%	16%	18%
Communication	4.11	4.01	4.11	-0.21	4.32	4.63	-	↓ 4.01	4.07	4.22	4.13	71%	69%	77%	7%	9%	6%
Response to Problems	4.31	4.14	4.09	-0.21	4.31	4.61	-	↑ 4.14	4.04	4.06	4.15	85%	79%	78%	8%	9%	7%
Dignity and Respect	4.71	4.60	4.56	-0.05	4.61	4.80	-	↑ 4.60	4.49	4.52	4.64	93%	94%	90%	0%	0%	2%
Recommend to Others	4.29	4.24	4.29	-0.04	4.33	4.70	-	↓ 4.24	4.29	4.24	4.40	86%	76%	84%	14%	6%	4%
Activities	4.18	4.22	4.24	-0.13	4.37	4.61	-	↓ 4.22	4.10	4.20	4.42	82%	87%	83%	9%	9%	8%
Professional Therapy	4.75	4.60	4.45	-0.07	4.51	4.70	-	↑ 4.60	4.44	4.18	4.55	100%	100%	89%	0%	0%	3%
Admission Process	4.82	4.76	4.54	0.00	4.54	4.73	-	↑ 4.76	4.33	4.44	4.70	100%	100%	94%	0%	0%	3%
Safety and Security	4.43	4.38	4.50	-0.01	4.51	4.73	-	↓ 4.38	4.46	4.64	4.50	86%	91%	93%	7%	6%	2%
Combined Average	4.28	4.14	4.12	-0.20	4.32	4.55	-	↑ 4.14	4.09	4.12	4.15	81%	77%	77%	7%	7%	7%

Total Respondents: December: 15 Last 3 Months: 37 last 12 months: 173

KEY DRIVERS & IMPROVEMENT BENCHMARKS

The following Key Drivers are the areas that directly impact your Recommend to Others score. The drivers are listed in order of importance, 'Dignity and Respect' is the strongest driver.

Reaching or surpassing the Improvement Benchmarks in each of the five areas will give you the best chance of achieving the targeted recommendation rate. **All numbers showing are percentages of respondents who gave a 4 or 5.**

For a full explanation, please visit: pinnacleqi.com/reports/keydrivers

90% RECOMMENDATION RATE

This target is based off a nationwide goal to reach a 90% recommendation rating

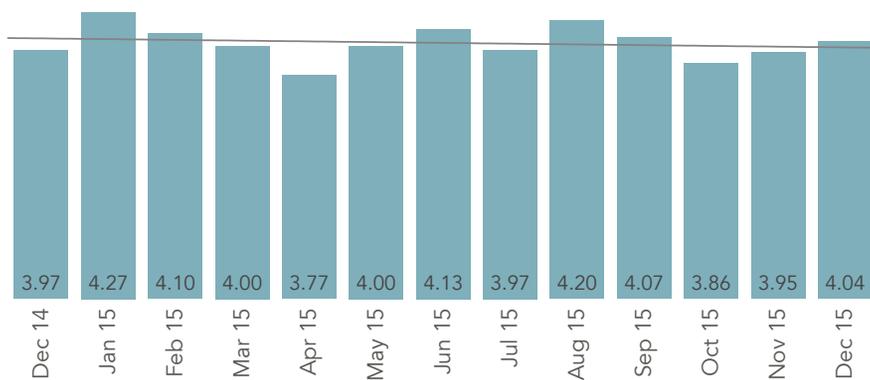
Key Driver	Actual	Benchmark
Dignity and Respect	89.9%	96.2%
Nursing Care	82.8%	90.1%
Individual Needs	77.6%	90.1%
Response to Problems	78.4%	89.9%
Communication	77.1%	87.9%
Recommend to Others	83.9%	90.0%

85% RECOMMENDATION RATE

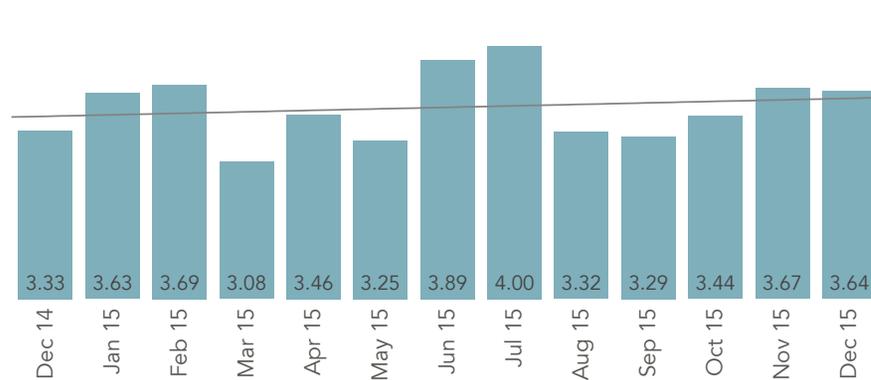
This additional target is based off your current 'Recommend to Others' score

Key Driver	Actual	Benchmark
Dignity and Respect	89.9%	94.3%
Nursing Care	82.8%	87.1%
Individual Needs	77.6%	86.0%
Response to Problems	78.4%	85.4%
Communication	77.1%	84.2%
Recommend to Others	83.9%	85.0%

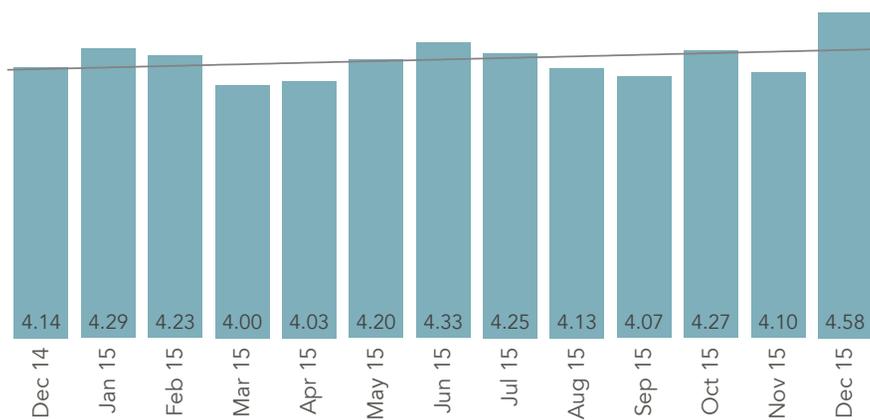
Overall Satisfaction



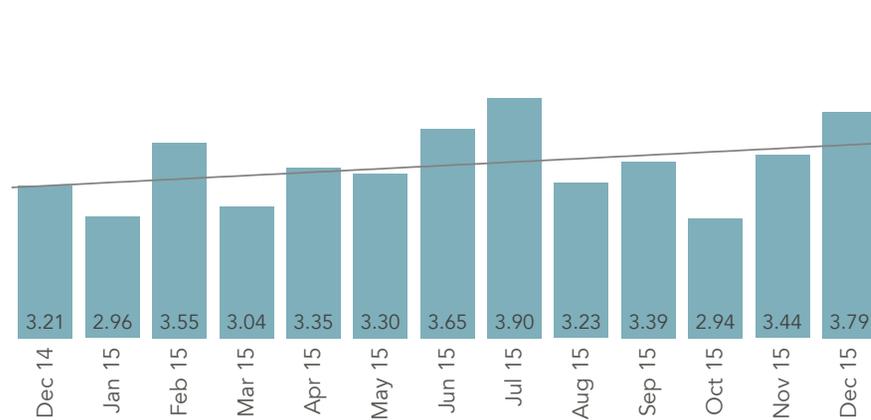
Dining Service



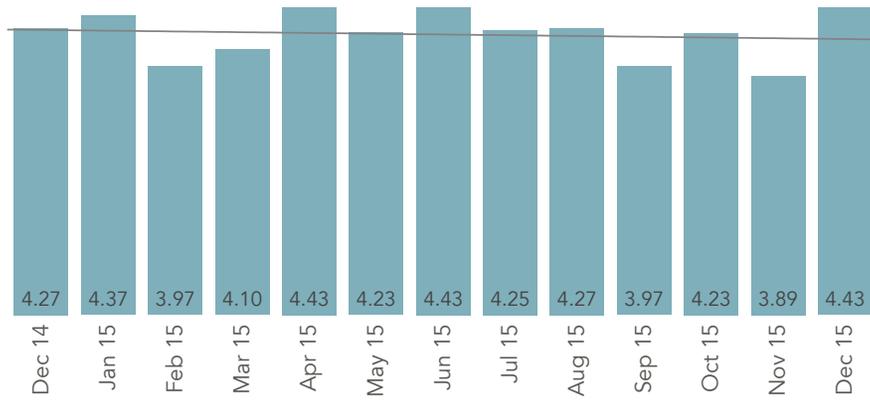
Nursing Care



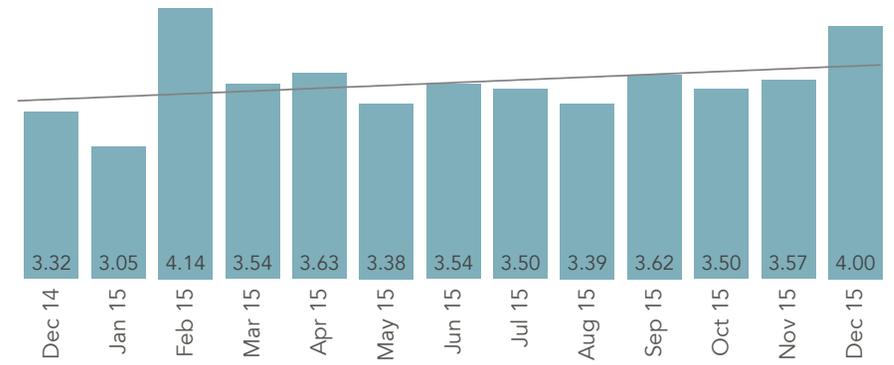
Quality of Food



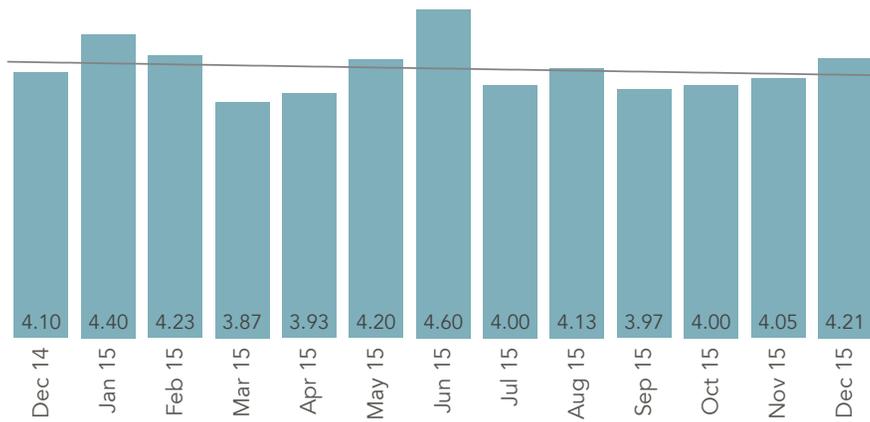
Cleanliness



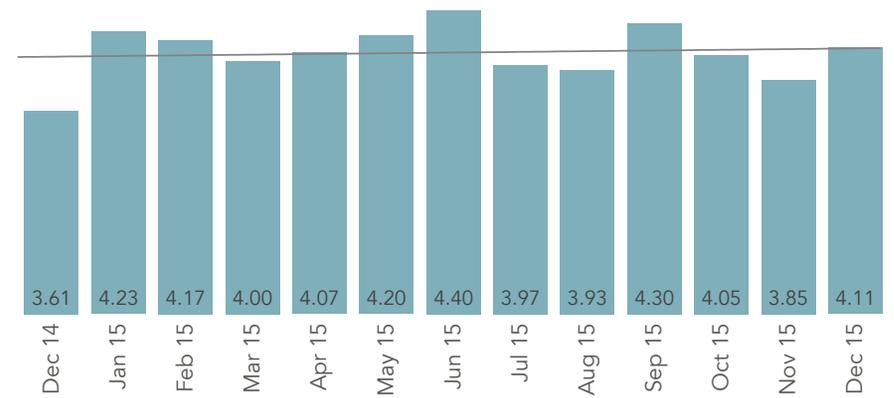
Laundry Service



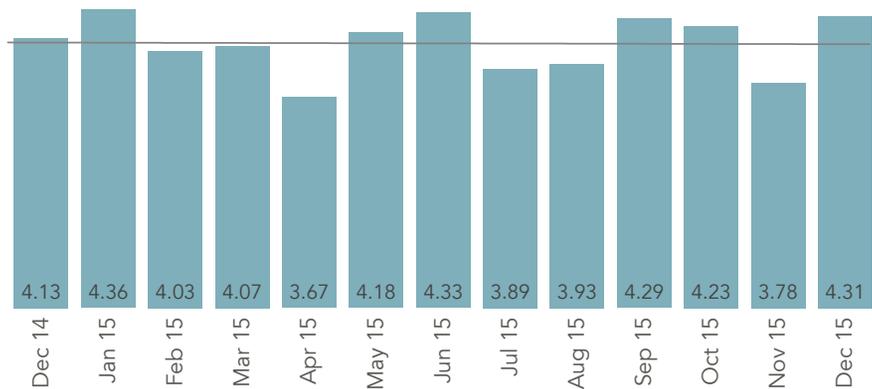
Individual Needs



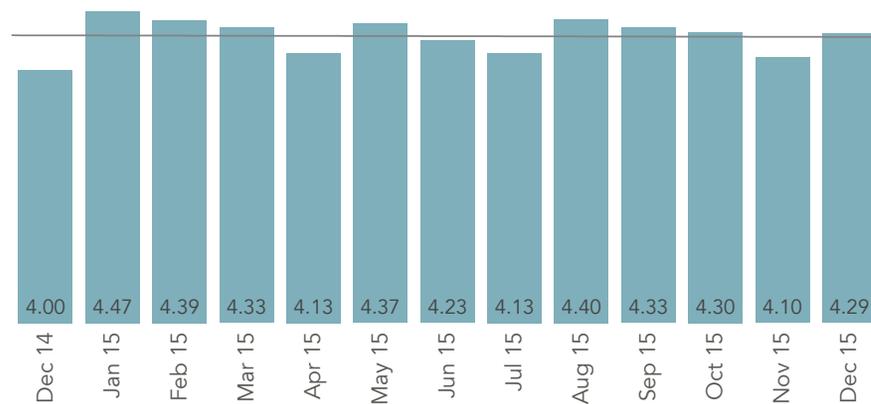
Communication



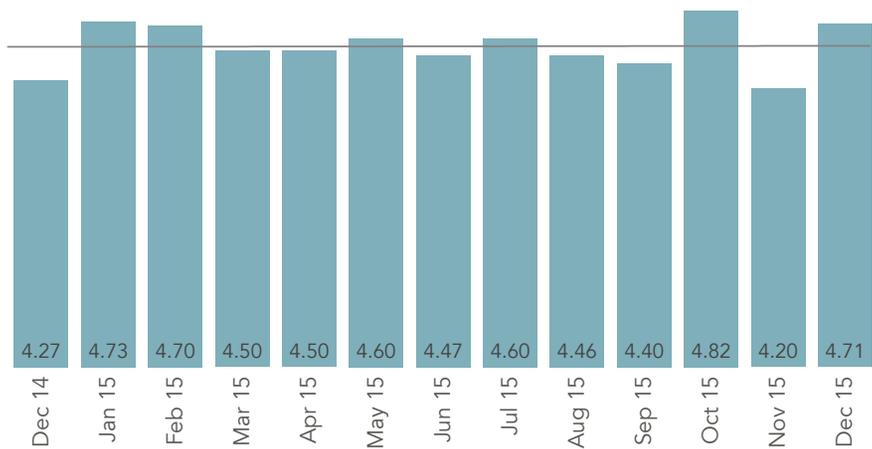
Response to Problems



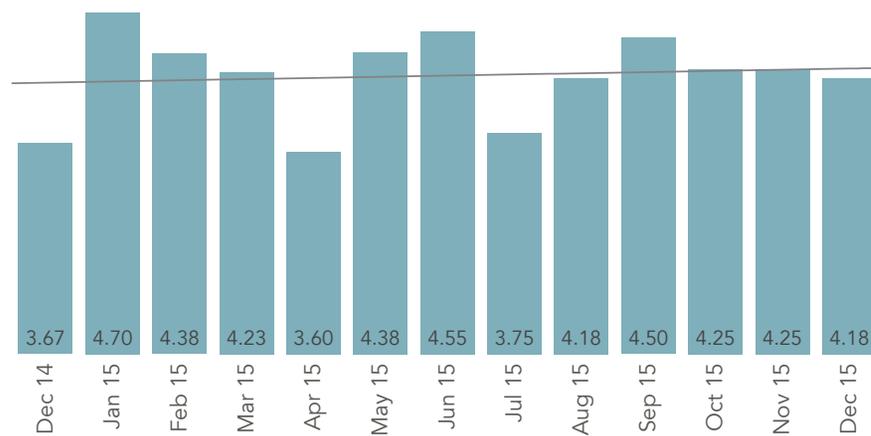
Recommend to Others



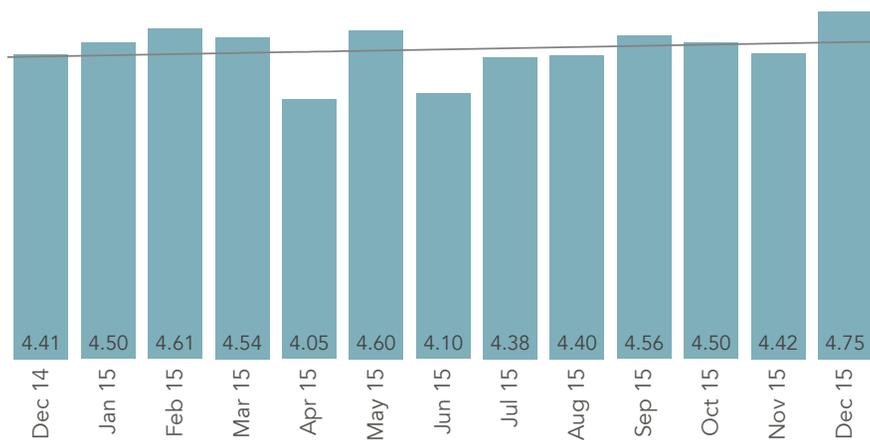
Dignity and Respect



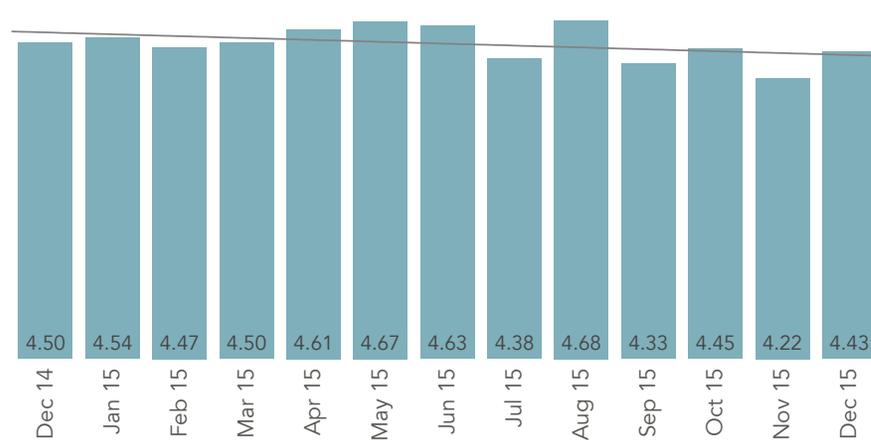
Activities



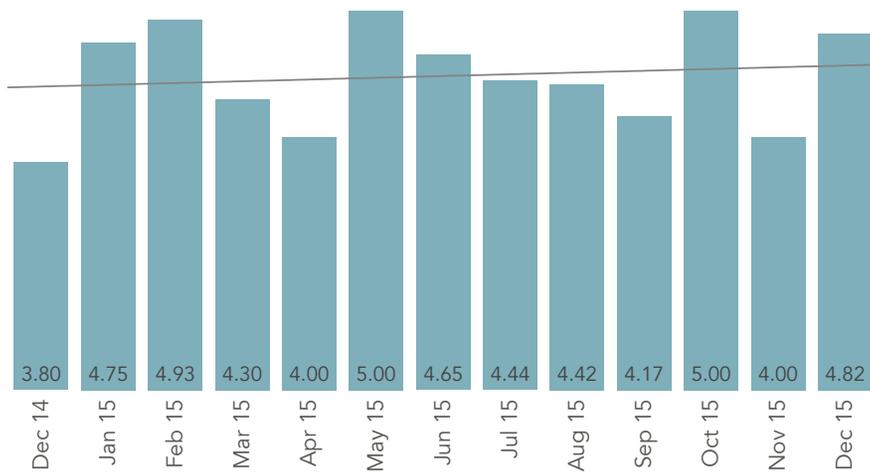
Professional Therapy



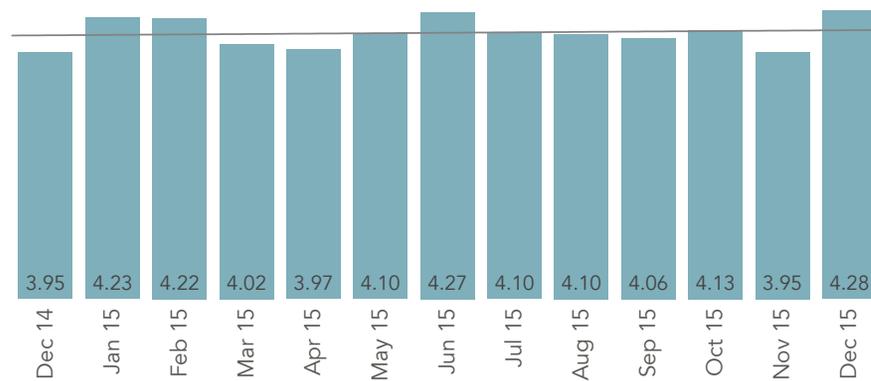
Safety and Security



Admission Process

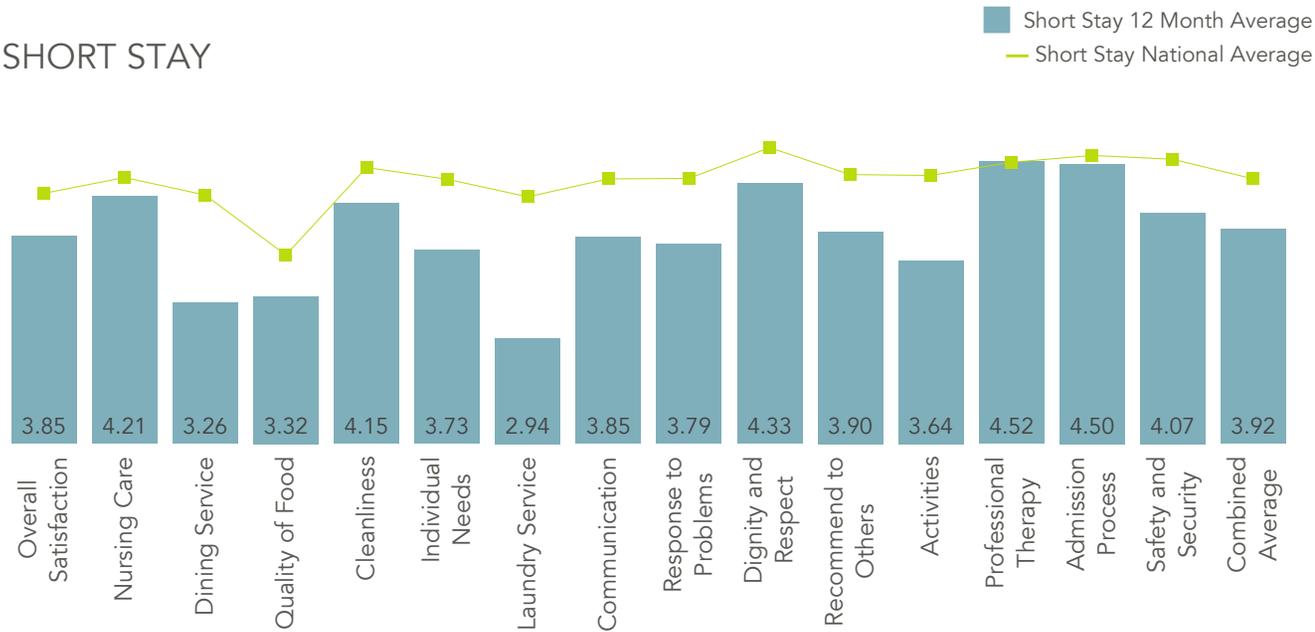


Combined Average



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

SHORT STAY



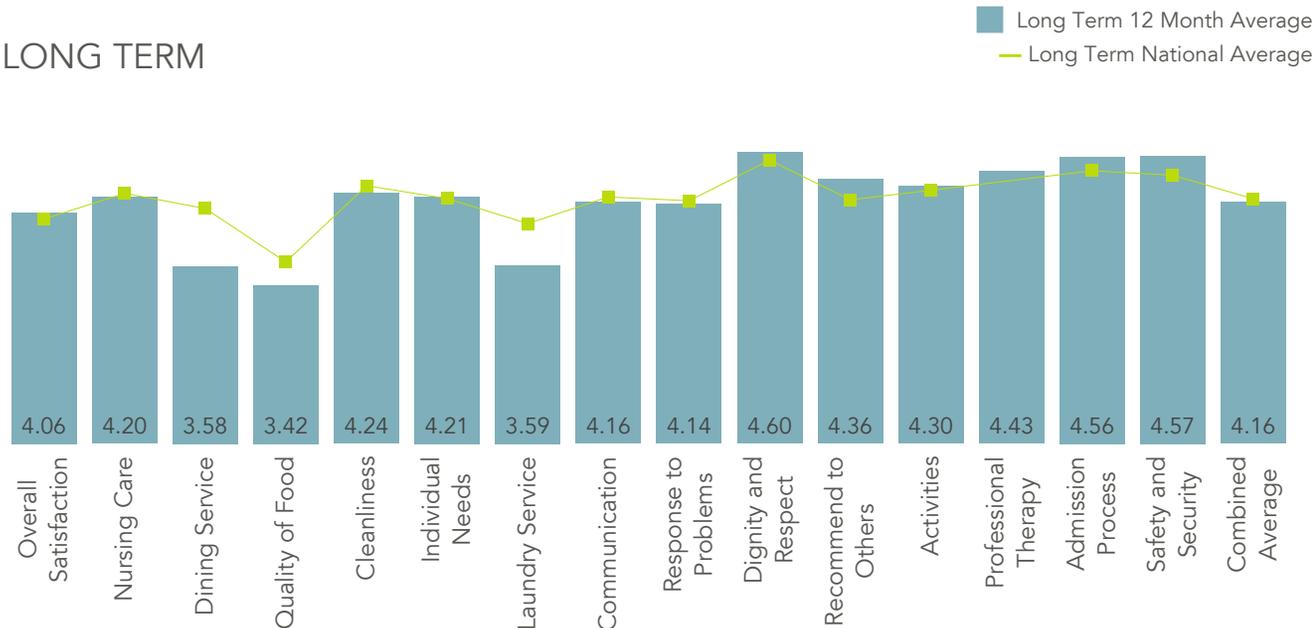
SHORT STAY SATISFACTION RATE

percentage that rated
Recommend to Others as a 4 or 5.

70.8%

86.3% National Average

LONG TERM



LONG TERM SATISFACTION RATE

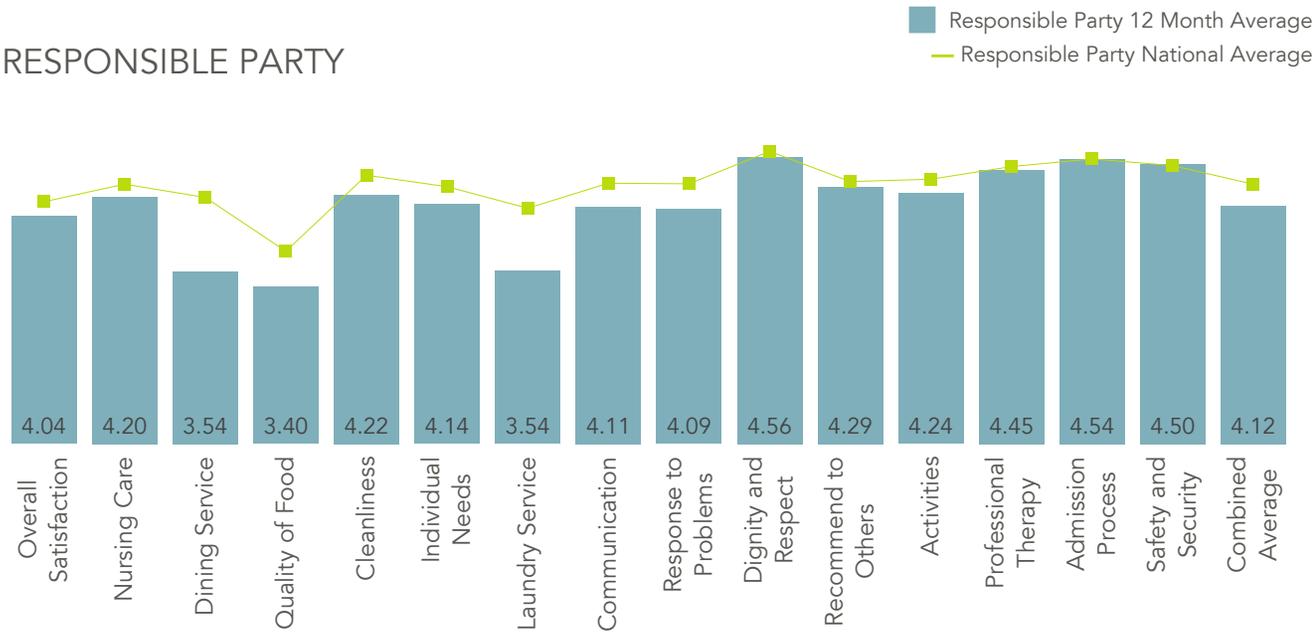
percentage that rated
Recommend to Others as a 4 or 5.

86.1%

79.7% National Average

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

RESPONSIBLE PARTY



RESPONSIBLE PARTY
SATISFACTION RATE
percentage that rated
Recommend to Others as a 4 or 5.

83.9%

84.5% National Average

**Champaign County Nursing Home
Strategic Objective Metrics – Issue 3
Updated January 31, 2016**

Medical Management Metric	Status
<i>Carle Clinic and Christie Clinic</i>	
Carle Clinic – maintain 3 physicians and 2 full-time nurse practitioners	Carle has recruited a FT NP. The date of hire is in the very near future. Carle is planning to increase NP staffing to 2 FT and 1 PT. Residents are being covered by a current full-time NP and another Carle Clinic NP on site on a part-time basis.
Christie Clinic – maintain current level of care (one physician and one nurse practitioner)	Maintained
Implement QA with NPs monthly	Meetings have been discontinued. Ongoing issues are now being addressed without the need for a monthly meeting.
<i>Expanded Specialized Services</i>	
Establish pulmonary clinic by July 1, 2015	Close to finalizing agreement for the Cardiopulmonary Rehab Coordinator
Current wound/pain caseload is 13 residents.	10 currently on caseload 7 wound/3 pain 57 residents have healed and have been taken of the caseload.
Establish outpatient rehab program by July 1, 2015.	Case load of one and one evaluation.

**Champaign County Nursing Home
Strategic Objective Metrics – Issue 3
Updated January 31, 2016**

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>Jan 2015 (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> <tr><td>April (3/11)</td><td>27%</td></tr> <tr><td>May (0)</td><td>0%</td></tr> <tr><td>June (1/12)</td><td>8%</td></tr> <tr><td>July (2/10)</td><td>20%</td></tr> <tr><td>Aug (5/19)</td><td>26%</td></tr> <tr><td>Sept (2/12)</td><td>17%</td></tr> <tr><td>Oct (3/11)</td><td>27%</td></tr> <tr><td>Nov (1/6)</td><td>17%</td></tr> <tr><td>Dec (0/2)</td><td>0%</td></tr> <tr><td>Jan 16 (2/6)</td><td>33%</td></tr> </table>	Jan 2015 (2/15)	36%	Feb (1/12)	8%	March (4/9) *	44%	April (3/11)	27%	May (0)	0%	June (1/12)	8%	July (2/10)	20%	Aug (5/19)	26%	Sept (2/12)	17%	Oct (3/11)	27%	Nov (1/6)	17%	Dec (0/2)	0%	Jan 16 (2/6)	33%
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Dec (0/2)	0%																										
Jan 16 (2/6)	33%																										
<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>Jan 2015</td><td>7 out of 16</td></tr> <tr><td>Feb</td><td>5 out of 16</td></tr> <tr><td>March</td><td>2 out of 16</td></tr> <tr><td>April</td><td>2 out of 16</td></tr> <tr><td>May</td><td>6 out of 16</td></tr> <tr><td>June</td><td>8 out of 16</td></tr> <tr><td>July</td><td>2 out of 16</td></tr> <tr><td>Aug</td><td>3 out of 16</td></tr> <tr><td>Sept</td><td>3 out of 16</td></tr> <tr><td>Oct</td><td>2 out of 16</td></tr> <tr><td>Nov</td><td>0 out of 16</td></tr> <tr><td>Dec</td><td>6 out of 16</td></tr> </table>	Jan 2015	7 out of 16	Feb	5 out of 16	March	2 out of 16	April	2 out of 16	May	6 out of 16	June	8 out of 16	July	2 out of 16	Aug	3 out of 16	Sept	3 out of 16	Oct	2 out of 16	Nov	0 out of 16	Dec	6 out of 16		
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Aug	3 out of 16																										
Sept	3 out of 16																										
Oct	2 out of 16																										
Nov	0 out of 16																										
Dec	6 out of 16																										

<i>CMS 5 Star Rating</i>	
<p>Increase overall rating from one star to two star by the end of 2014</p> <p>New nursing home compares V3.0 started with the Jan 31 2015 report</p>	<p>Two stars as of December 2015</p> <p>Quality measure rating increased from 4 to 5 stars with the 12/31/2015 update.</p>

Addressing Resident/Family Concerns

The following is a summary of the current procedures to facilitate resident/family communication.

- Various options are available to residents/families to communicate their concerns. These include:
 - Concern forms that are distributed on every nursing unit.
 - Suggestion boxes are on each unit
 - Newsletter
 - Email address added to the CCNH website
 - Family council meeting
 - Resident council meetings
 - Prior to scheduled care plan meetings, a survey is sent out to family members which are discussed at the care plan meetings
 - Admission packet includes contact information for management team
 - Monthly Pinnacle surveys
- After the initial report is created, the issues are distributed to the applicable department manager and is then forwarded to Karen
- All reports are followed with a call or conversation with the reporting resident or family member
- All reported concerns are tracked in the facility's quality assurance program.

Electronic Medical Records Impact on Quality of Care

The electronic medical records system has been live for about a month. It is expected that the EMR system will provide the opportunity to improve resident care. Some of the potential benefits that should be seen in coming months include:

- Improved quality and patient safety
- Increase efficiency and timeliness of care
- Reduction in adverse events
- Improved nursing documentation accuracy while reducing the time devoted to documentation
- Improved CNA documentation and documentation accuracy
- Quicker response time to changes in resident's condition
- Increase in employee satisfaction
- Increase in nursing management oversight of resident care
- Increase in Medicaid reimbursement

A big thanks should be given to Kathy Vanderslice and the entire nursing management team. A lot of hours have been spent over the past few months in preparation for "going live." Adoption of the new work processes by the nurses and CNAs has gone very well. Initial feedback from the staff has been positive.

Champaign County Nursing Home CMS Quality Measures - Issue 3

Quality measures updated on January 28, 2016. With this update, the quality measures rating increased from 4 to 5 stars.

MDS3.0 Quality Measures for Provider 145364						
	Part of QM Rating?	Provider 145364				National Average
		Q1 2015	Q2 2015	Q3 2015	3-quarter average	3-quarter average
Long-Stay Residents						
<i>Note: For the following measures, higher percentages are better.</i>						
% of residents assessed and appropriately given the seasonal influenza vaccine	No	98.3%	94.0%	94.0%	95.3%	94.9%
% of residents assessed and appropriately given the pneumococcal vaccine	No	98.9%	98.3%	97.8%	98.3%	93.6%
<i>Note: for the following measures, lower percentages are better.</i>						
% of residents experiencing one or more falls with major injury	Yes	5.0%	5.6%	7.0%	5.9%	3.3%
% of residents who have moderate to severe pain ¹	Yes	2.8%	5.2%	2.5%	3.5%	8.1%
% of high-risk residents who have pressure sores	Yes	1.5%	2.3%	2.2%	2.0%	5.9%
% of residents who had a urinary tract infection	Yes	0.6%	2.8%	2.7%	2.0%	5.1%
% of low-risk residents who lose control of their bowels or bladder	No	50.0%	47.1%	53.3%	50.2%	46.0%
% of residents who have/had a catheter inserted and left in their bladder ¹	Yes	5.0%	5.3%	2.8%	4.4%	3.1%
% of residents who were physically restrained	Yes	0.0%	0.0%	0.0%	0.0%	0.9%
% of residents whose need for help with daily activities has increased	Yes	28.4%	19.5%	27.7%	25.2%	15.6%
% of residents who lose too much weight	No	12.8%	16.8%	12.4%	14.0%	7.4%
% of residents who are more depressed or anxious	No	4.2%	4.2%	3.5%	4.0%	5.6%
% of residents who received an antipsychotic medication	Yes	14.9%	14.4%	12.1%	13.8%	18.0%
Short-Stay Residents						
<i>Note: For the following measures, higher percentages are better.</i>						
% of residents assessed and appropriately given the seasonal influenza vaccine	No	88.6%	88.6%	88.6%	88.6%	81.5%
% of residents assessed and appropriately given the pneumococcal vaccine	No	89.8%	89.0%	85.7%	88.3%	81.9%
<i>Note: for the following measures, lower percentages are better.</i>						
% of residents who had moderate to severe pain	Yes	6.1%	7.7%	7.3%	7.1%	17.2%
% of residents with pressure ulcers that are new or worsened ¹	Yes	0.0%	1.4%	0.0%	0.5%	1.2%
% of residents who newly received an antipsychotic medication	Yes	0.0%	2.0%	2.2%	1.3%	2.2%

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>

¹These 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 HCSG Dietician conducts an informal dining room satisfaction survey of 10 residents. This survey includes the following 10 questions:

- Are you served foods you like to eat?
- Is there adequate variety?
- Are hot foods served hot?
- Are cold foods served cold?
- Does your food taste good?
- Are you provided alternate choices?
- Are you provided between meal snacks?
- Are you provided between meal beverages?
- Are you offered bedtime meal snacks?
- Are your meals served timely?

The monthly scoring from this survey is summarized below.

January 2015	69.8%
February	80%
March	80%
April	74%
May	86%
June	90.6%
July	not available
Aug	98.0%
September	98.0%
October	93%
November	91%
December	72%

The December score was brought down by low marks regarding between meal and evening snacks.

Dining Room Steam Tables

The steam tables were removed from the dining rooms in the spring of 2013 in response to a survey issue that was brought to the attention of CCNH management by IPMG Risk Management. In early 2013, IDPH surveyors began to cite facilities for Immediate Jeopardy tags for a potential thermal hazard. Facilities were receiving tags specifically for steam tables located in a large common dining room. One facility had a steam table in place in its current condition for approximately 7 years without a single incident. The facility had also limited entrance to the common dining room during the early morning hours

when the steam table was turned on for the day by affixing a rope/chain across the entrance door.

The survey team's primary concern was the potential for a cognitively impaired resident's access to the heated water through a small space between the metal table and the 'sneeze' guard during periods when the steam table area is not under staff supervision as well as the potential for access to any metal with an elevated temperature. The facility received an Immediate Jeopardy tag based on the possible risk.

Bringing back the portable steam tables has been discussed on several occasions, but no options have been identified that would adequately protect residents. An alternative is to remodel the kitchenettes and place the steam tables inside of the kitchenettes. Remodeling would require cutting "windows" into the walls to facilitate serving. This option will be evaluated by management, food service, county maintenance and if necessary, outside consultants to assist in the redesign of the kitchenettes and estimation of costs.

**Champaign County Nursing Home
Strategic Objective Metrics – Issue 4
Updated January 31, 2016**

Dietary	Status																								
Meals will be delivered within 15 minutes of scheduled meal times.	Plating times summary table on the following 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 3.37 (Dec) <table data-bbox="836 619 1096 1029"> <tr><td>Jan 2015</td><td>2.96</td></tr> <tr><td>Feb</td><td>3.55</td></tr> <tr><td>Mar</td><td>3.04</td></tr> <tr><td>Apr</td><td>3.35</td></tr> <tr><td>May</td><td>3.30</td></tr> <tr><td>Jun</td><td>3.65</td></tr> <tr><td>July</td><td>3.90</td></tr> <tr><td>Aug</td><td>3.23</td></tr> <tr><td>Sept</td><td>3.39</td></tr> <tr><td>Oct</td><td>2.94</td></tr> <tr><td>Nov</td><td>3.44</td></tr> <tr><td>Dec</td><td>3.64</td></tr> </table>	Jan 2015	2.96	Feb	3.55	Mar	3.04	Apr	3.35	May	3.30	Jun	3.65	July	3.90	Aug	3.23	Sept	3.39	Oct	2.94	Nov	3.44	Dec	3.64
Jan 2015	2.96																								
Feb	3.55																								
Mar	3.04																								
Apr	3.35																								
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Jun	3.65																								
July	3.90																								
Aug	3.23																								
Sept	3.39																								
Oct	2.94																								
Nov	3.44																								
Dec	3.64																								
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 3.56 (Dec) <table data-bbox="836 1144 1096 1554"> <tr><td>Jan 2015</td><td>3.63</td></tr> <tr><td>Feb</td><td>3.69</td></tr> <tr><td>Mar</td><td>3.08</td></tr> <tr><td>Apr</td><td>3.46</td></tr> <tr><td>May</td><td>3.25</td></tr> <tr><td>June</td><td>3.33</td></tr> <tr><td>July</td><td>4.00</td></tr> <tr><td>Aug</td><td>3.32</td></tr> <tr><td>Sept</td><td>3.29</td></tr> <tr><td>Oct</td><td>3.44</td></tr> <tr><td>Nov</td><td>3.67</td></tr> <tr><td>Dec</td><td>3.64</td></tr> </table>	Jan 2015	3.63	Feb	3.69	Mar	3.08	Apr	3.46	May	3.25	June	3.33	July	4.00	Aug	3.32	Sept	3.29	Oct	3.44	Nov	3.67	Dec	3.64
Jan 2015	3.63																								
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Sept	3.29																								
Oct	3.44																								
Nov	3.67																								
Dec	3.64																								

Kitchen Plating Times

	Breakfast Start				Breakfast End			
	Avg	Min	Max	Range	Avg	Min	Max	Range
Jan 15	7:27	7:15	7:40	0:25	8:38	8:20	8:50	0:30
Feb	7:25	7:15	7:45	0:30	9:00	8:22	9:17	0:55
Mar	7:29	7:15	8:16	1:01	8:52	8:18	9:15	0:57
Apr	7:19	7:15	7:35	0:20	8:42	8:27	9:00	0:33
May	7:22	7:15	7:40	0:25	8:48	8:34	9:07	0:38
Jun	7:17	7:15	7:30	0:15	8:59	8:28	9:34	1:06
Jul	7:21	7:15	8:05	0:50	8:41	8:20	9:05	0:45
Aug	7:16	7:15	7:30	00:15	8:35	8:21	8:52	00:31
Sept	7:24	7:14	8:30	1:16	8:40	8:14	9:35	1:21
Oct	7:16	7:12	7:26	0:14	8:37	8:10	9:02	0:52
Nov	7:19	7:15	7:35	0:20	8:40	8:19	9:00	0:41
Dec	7:22	7:15	7:30	0:15	8:44	8:10	9:47	1:37

	Lunch Start				Lunch End			
	Avg	Min	Max	Range	Avg	Min	Max	Range
Jan 15	11:37	11:30	11:50	00:20	12:26	12:06	12:40	0:34
Feb	11:36	11:30	11:50	00:20	12:37	12:15	12:59	0:44
Mar	11:33	11:15	11:50	0:40	12:30	12:12	12:58	0:46
Apr	11:30	11:30	11:35	0:05	12:31	12:20	12:50	0:30
May	11:32	11:30	11:40	0:10	11:45	12:25	13:05	0:40
Jun	11:32	11:30	11:40	0:10	12:45	12:25	13:05	0:40
Jul	11:30	11:15	11:43	0:28	12:26	11:45	12:47	1:02
Aug	11:30	11:30	11:35	0:05	12:22	12:00	12:44	00:44
Sept	11:29	11:15	11:30	00:15	12:23	12:07	12:40	00:33
Oct	11:31	11:30	11:45	0:15	12:28	12:09	12:52	0:43
Nov	11:29	11:15	11:30	00:15	12:24	12:10	12:30	0:20
Dec	11:32	11:20	12:20	1:00	12:23	11:36	12:40	1:04

	Dinner Start				Dinner End			
	Avg	Min	Max	Range	Avg	Min	Max	Range
Jan 15	4:29	4:04	4:37	0:33	5:33	5:15	5:50	0:35
Feb	4:31	4:25	4:37	0:12	5:41	5:15	6:10	0:55
Mar	4:30	4:26	4:35	0:09	5:34	5:20	6:00	0:40
Apr	4:30	4:30	4:39	0:09	5:33	5:20	5:45	0:25
May	4:30	4:25	4:40	0:15	5:35	5:00	5:55	0:55
Jun	4:30	4:25	4:40	0:15	5:35	5:00	5:55	0:55
Jul	4:30	4:30	4:32	0:02	5:27	5:10	5:40	0:30
Aug	4:30	4:25	4:35	00:10	5:26	4:57	5:45	0:48
Sept	4:30	4:40	4:30	00:00	5:27	4:58	6:00	1:02
Oct	4:30	4:30	4:30	0:00	5:31	5:15	5:53	0:48
Nov	4:30	4:30	4:30	0:00	5:30	5:14	5:50	0:48
Dec	4:30	4:30	4:35	0:05	5:28	5:15	5:35	0:48

Issue 5

Resident Services Programming

Medicare unit

Medicare admissions are up as discussed below in the admissions/separations section. CCNH's Admission Director continues to hear positive feedback from discharge planners regarding hospital patient and/or family interest in CCNH's private rooms.

Visits to assisted living, supportive living and other senior care facilities will be instituted on a regular basis. Currently these visits occur as referrals are assessed. A calendar of site visits will ensure that all facilities are being contacted on a regular basis. Referrals from these facilities can potentially increase both Medicare and non-Medicare referrals.

Medical Management

Carle Clinic will be increasing the nurse practitioners at CCNH to 2.5 in the coming weeks. Approximately 3 years ago, Carle invested in a second full time NP. The increase in NP's will have a positive impact on resident care.

The contract for a Cardio Pulmonary Rehab Program Director is another medical management tool to address congestive heart failure and respiratory conditions that contribute to hospital readmission rates. Management will also be having discussions with the Christie Clinic for collaborative opportunities.

Issue 6

Contract Management

CCNH is awaiting final contract approval from the Christie Clinic.

To: Nursing Home Board of Directors
Champaign County Nursing Home

From: Scott Gima
Manager

Date: February 3, 2016

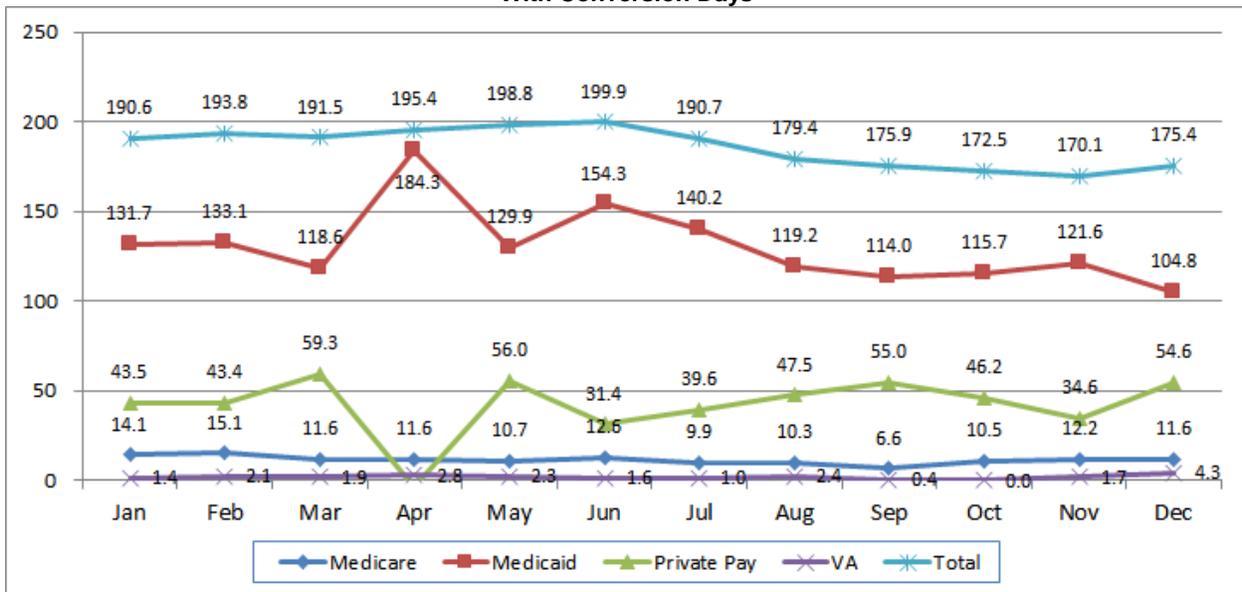
Re: December 2015 Financial Management Report

Statistics

The census increased from 170.1 and 12.2 Medicare in November to 175.4 and 11.6 Medicare in December with 173 conversion days. For the year, the census is 186.1 with the following payor breakdown: Medicaid – 130.5, Medicare – 11.4, Private pay – 42.5 and VA – 1.8. The year to date numbers are with conversion days.

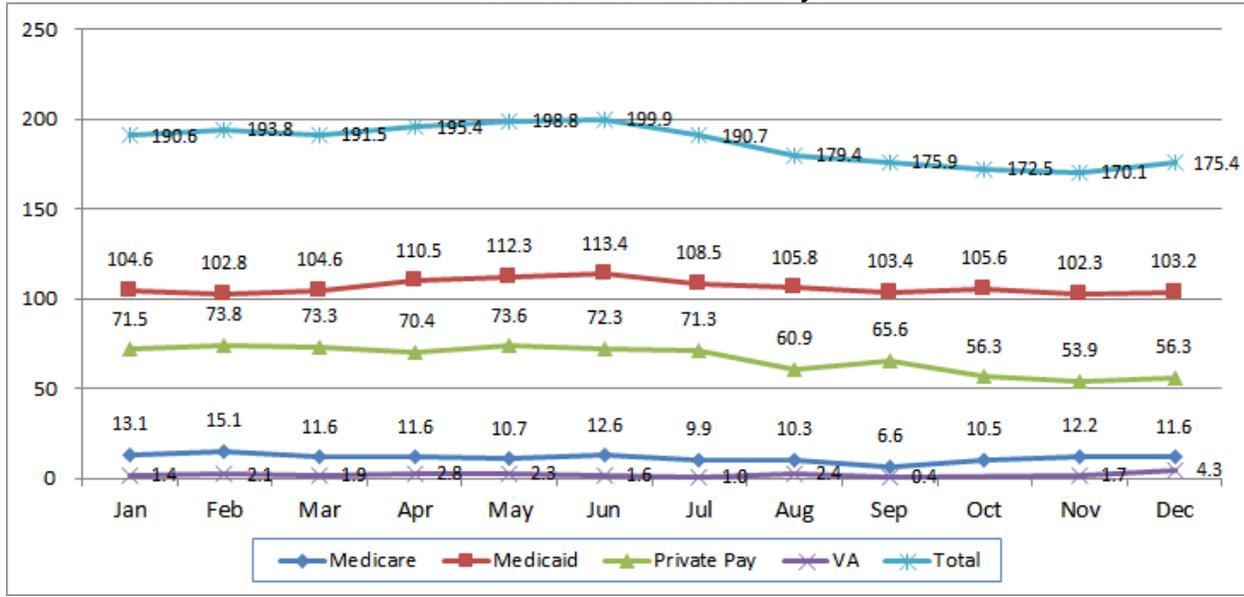
The December census is expected to average 173.4 with 11.8 Medicare and 4.4 VA. I mention VA due to the recent uptick in December which continues into January.

**Average Daily Census by Payor – FY2015
With Conversion Days**



The table below summarizes the census without Medicaid conversion days and provides a clearer picture of the payor mix of residents actually in the facility each month. Without the conversion days, the annual census is 186.1 with the following payor breakdown: Medicaid – 106.4, Medicare – 11.4, Private pay – 66.6 and VA – 1.8.

**Average Daily Census by Payor – FY2015
Without Medicaid Conversion Days**

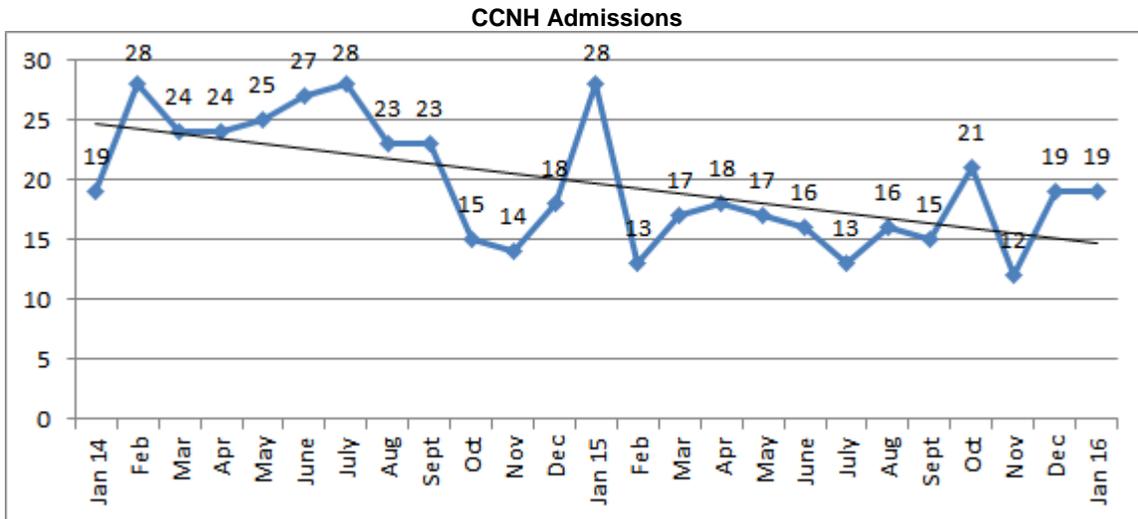


January showed 19 admissions, which is no change from December. Medicare admissions increased slightly from 11 to 12 between the two months. Overall admissions and Medicare admissions are showing improvement in December and January compared to the period between February and September which consistently showed monthly admissions at 10 or below. Non Medicare admissions totaled 7 in January.

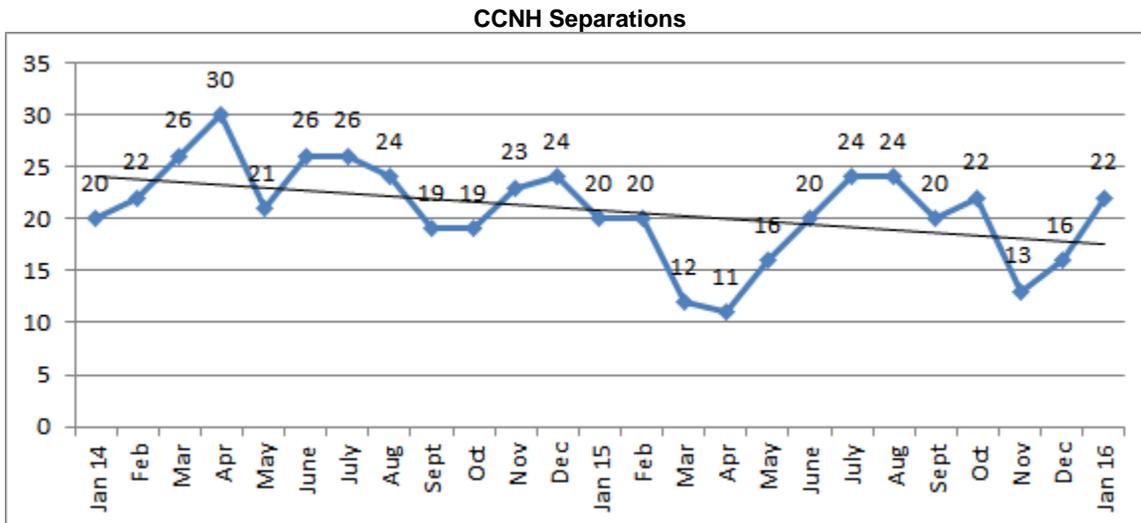
**Admissions and Discharges
December 2014 to January 2016**

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

The chart below summarizes the monthly admissions. In FY2012, monthly admissions averaged 22.2 per month. FY2013 admissions averaged 25.5. The monthly average for 2014 was 22.9. The 2015 YTD average is 16.4.

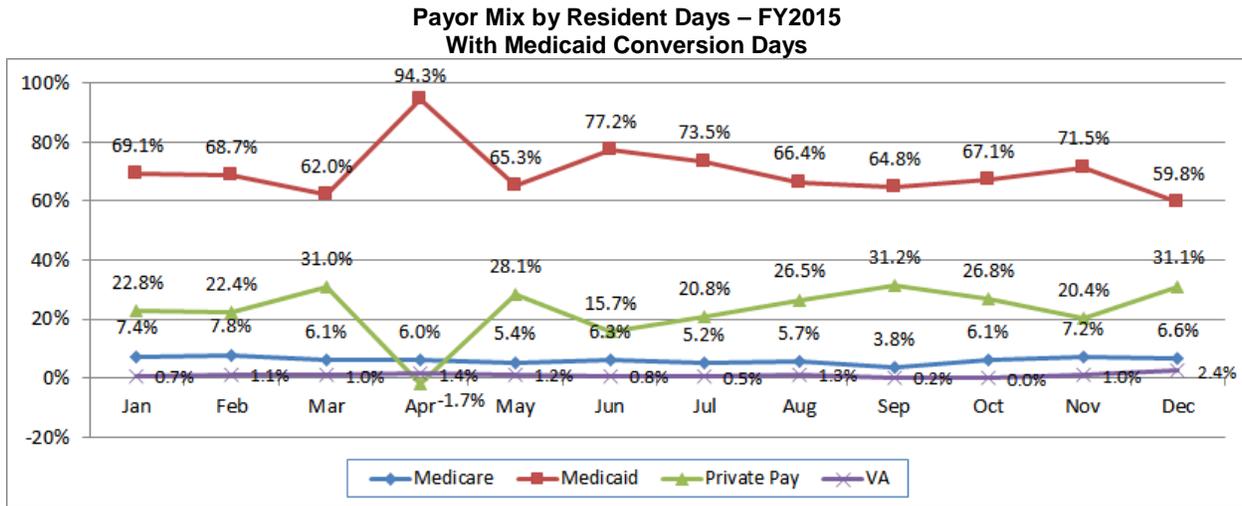


The following chart summarizes separations. In FY2012, the average separations per month was 23.5. The monthly average for FY2013 was 28.1. For 2014, the monthly average was 23.4. The 2015 YTD average is 17.6.

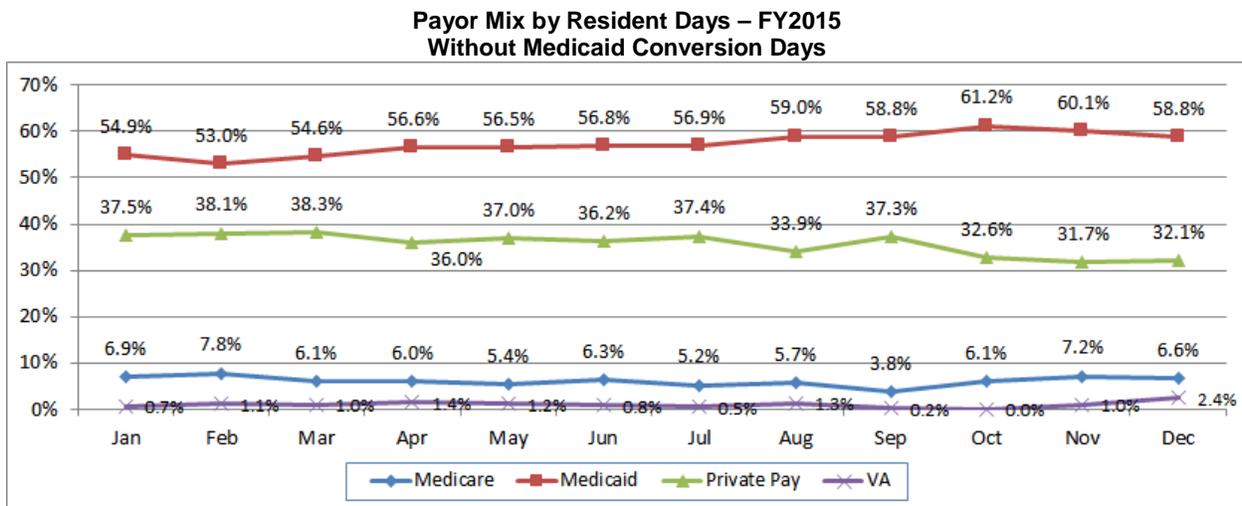


The FY2013 payor mix was Medicare – 8.7%, Medicaid – 56.3% and Private pay 35.0%. FY2014 conversion days totaled as follows: December – 87, January – 970, February, 112, March – 437, April – 70, May – 160, June – 2,139, July – 578 and August – 367. The 2014 payor mix for the year was Medicare – 7.5%,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

For 2015, the 12 month payor mix is Medicare – 6.1%, Medicaid – 70.1%, Private pay – 22.8%, and VA – 1.0%.



The annual payor mix without conversion days is Medicare – 6.1%, Medicaid – 57.2%, Private pay – 35.8% and VA – 1.0%.



Net Income/(Loss) & Cash from Operations

December showed a net profit of \$17,125 and cash gain of \$89,122. YTD net income is \$29,937 and YTD cash is \$751,584.

Revenues

- Operating revenues increased from \$1.0266 million in November to \$1.121 million in December. Medicare revenue jumped from \$128k to \$151k. The low number of conversion days (173) had a minimal revenue adjustment impact (about \$7,000).

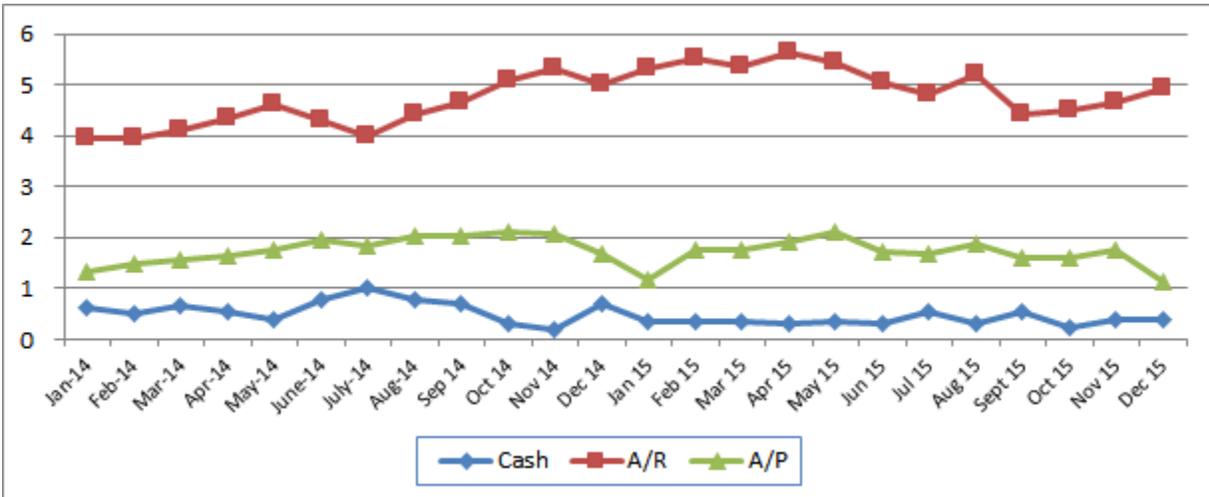
Expenses

- Expenses increased from \$1.188 million in November to \$1.223 million in December. Expenses per day decreased from \$232.83 to \$224.90. YTD cost per day is \$218.28.
- Wages increased from \$482,226 to \$527,551. Wages per day increased from \$94.50 to \$97.05. The average for 2014 was \$83.38 and the YTD average is currently \$87.49 per day. Holiday pay and TOPs usage are contributing to the higher wages and wages per day in December.
- Non-labor fell from \$579,217 to \$547,901. Non-labor expenses per day decreased from \$113.51 to \$100.79. The 2014 average was \$97.61. The 2015 YTD average is \$98.08 per day.

Cash Position

December's ending cash balance was \$367,650. Accounts receivable increased from \$4.649 million in November to \$4.912 in December. A/R is up due to delays from Health Alliance MMAI payments for November and December totaling more than \$400k. Health Alliance has made a \$200k payment within the past two weeks. Accounts payable fell from \$1.750 million in November to \$1.139 million in December.

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



Champaign County Nursing Home
Actual vs Budget Statement of Operations

12/31/15

1

Description	Actual	Budget	Variance	YTD Actual	YTD Budget	Variance
Operating Income						
Miscellaneous Revenue	298.39	2,277.00	(1,978.61)	23,744.28	27,500.00	(3,755.72)
Medicare A Revenue	150,775.32	240,430.00	(89,654.68)	1,963,522.93	2,885,391.00	(921,868.07)
Medicare B Revenue	26,495.25	35,000.00	(8,504.75)	270,386.69	420,000.00	(149,613.31)
Medicaid Revenue	529,776.37	496,428.00	33,348.37	7,732,287.21	5,957,356.00	1,774,931.21
Private Pay Revenue	394,058.82	494,089.00	(100,030.18)	3,503,581.31	5,929,387.00	(2,425,805.69)
Adult Day Care Revenue	19,287.92	17,315.00	1,972.92	230,242.61	208,000.00	22,242.61
Total Income	1,120,692.07	1,285,539.00	(164,846.93)	13,723,765.03	15,427,634.00	(1,703,868.97)
Operating Expenses						
Administration	243,412.76	261,353.00	17,940.24	3,039,135.79	3,134,025.00	94,889.21
Environmental Services	93,406.99	99,453.00	6,046.01	1,117,423.45	1,192,479.00	75,055.55
Laundry	14,821.45	18,123.00	3,301.55	196,103.57	216,717.00	20,613.44
Maintenance	22,135.11	25,105.00	2,969.89	315,351.34	299,896.00	(15,455.34)
Nursing Services	570,195.71	546,944.00	(23,251.71)	6,303,066.84	6,561,546.00	258,479.17
Activities	24,594.61	28,672.00	4,077.39	270,193.76	343,327.00	73,133.24
Social Services	19,130.25	22,577.00	3,446.75	209,582.45	270,352.00	60,769.56
Physical Therapy	29,117.27	38,562.00	9,444.73	369,075.70	462,183.00	93,107.30
Occupational Therapy	21,605.27	29,650.00	8,044.73	295,350.22	355,393.00	60,042.78
Speech Therapy	9,382.43	9,530.00	147.57	128,321.82	114,349.00	(13,972.82)
Respiratory Therapy	2,761.31	9,537.00	6,775.69	57,865.29	114,400.00	56,534.71
Total This Department	12,143.74	19,067.00	6,923.26	186,187.11	228,749.00	42,561.89
Food Services	123,822.95	141,535.00	17,712.05	1,405,716.51	1,697,815.00	292,098.49
Barber & Beauty	6,520.54	6,736.00	215.46	80,794.00	80,326.00	(468.00)
Adult Day Care	17,059.05	20,701.00	3,641.95	203,180.19	247,730.00	44,549.82
Alzheimers and Related Disorders	24,569.54	150,758.00	126,188.46	846,815.21	1,808,260.00	961,444.79
Total Expenses	1,222,535.24	1,409,236.00	186,700.76	14,837,976.12	16,898,798.00	2,060,821.88
Net Operating Income	(101,843.17)	(123,697.00)	21,853.83	(1,114,211.09)	(1,471,164.00)	356,952.91
NonOperating Income						
Local Taxes	118,002.74	95,206.00	22,796.74	1,135,588.87	1,142,494.00	(6,905.13)
Miscellaneous NI Revenue	965.53	313.00	652.53	8,559.10	3,800.00	4,759.10
Total NonOperating Income	118,968.27	95,519.00	23,449.27	1,144,147.97	1,146,294.00	(2,146.03)
Net Income (Loss)	17,125.10	(28,178.00)	45,303.10	29,936.88	(324,870.00)	354,806.88

12/31/15

Champaign County Nursing Home
Actual vs Budget Statement of Operations

1

Description	Actual	Budget	Variance	YTD Actual	YTD Budget	Variance
Operating Income						
Miscellaneous Revenue						
Lunch Reimbursement	246.00	326.00	(80.00)	2,102.00	4,000.00	(1,898.00)
Late Charge, NSF Check Charge		1,413.00	(1,413.00)	13,508.86	17,000.00	(3,491.14)
Other Miscellaneous Revenue	52.39	538.00	(485.61)	8,133.42	6,500.00	1,633.42
Total Miscellaneous Revenue	298.39	2,277.00	(1,978.61)	23,744.28	27,500.00	(3,755.72)
Medicare A Revenue						
Medicare A	70,937.22	152,812.00	(81,874.78)	939,436.85	1,833,777.00	(894,340.15)
ARD - Medicare A		24,802.00	(24,802.00)	13,992.42	297,646.00	(283,653.58)
NH Pt_Care - Medicare Advantage/ Hmo	79,838.10	55,618.00	24,220.10	997,128.32	667,482.00	329,646.32
ARD_Pt Care - Medicare Advantage/ HMO		7,198.00	(7,198.00)	12,965.34	86,486.00	(73,520.66)
Total Medicare A Revenue	150,775.32	240,430.00	(89,654.68)	1,963,522.93	2,885,391.00	(921,868.07)
Medicare B Revenue						
Medicare B	26,495.25	35,000.00	(8,504.75)	270,386.69	420,000.00	(149,613.31)
Total Medicare B Revenue	26,495.25	35,000.00	(8,504.75)	270,386.69	420,000.00	(149,613.31)
Medicaid Revenue						
Medicaid Title XIX (IDHFS)	453,568.31	336,346.00	117,222.31	5,789,862.83	4,036,218.00	1,753,644.83
ARD - Medicaid Title XIX (IDHFS)	71,106.84	124,572.00	(53,465.16)	1,385,949.06	1,494,897.00	(108,947.94)
Patient Care-Hospice	5,101.22	26,638.00	(21,536.78)	429,283.00	319,656.00	109,627.00
ARD Patient Care - Hospice		8,872.00	(8,872.00)	127,192.32	106,585.00	20,607.32
Total Medicaid Revenue	529,776.37	496,428.00	33,348.37	7,732,287.21	5,957,356.00	1,774,931.21
Private Pay Revenue						
VA-Veterans Nursing Home Care	33,464.20	25,739.00	7,725.20	169,804.98	308,901.00	(139,096.02)
ARD - VA - Veterans Care		2,065.00	(2,065.00)	660.00	24,813.00	(24,153.00)
Nursing Home Patient Care - Private Pay	297,196.50	322,856.00	(25,659.50)	2,447,468.78	3,874,294.00	(1,426,825.22)
Nursing Home Beauty Shop Revenue	2,793.10	3,272.00	(478.90)	36,610.00	39,297.00	(2,687.00)
Medical Supplies Revenue	5,526.38	7,314.00	(1,787.62)	51,966.03	87,812.00	(35,845.97)
Patient Transportation Charges	1,422.57	1,579.00	(156.43)	12,168.31	19,003.00	(6,834.69)
ARD Patient Care- Private Pay	53,656.07	131,264.00	(77,607.93)	784,903.21	1,575,267.00	(790,363.79)
Total Private Pay Revenue	394,058.82	494,089.00	(100,030.18)	3,503,581.31	5,929,387.00	(2,425,805.69)
Adult Day Care Revenue						
VA-Veterans Adult Daycare	9,572.00	5,076.00	4,496.00	97,934.95	61,000.00	36,934.95
IL Department Of Aging-Day Care Grant (Title XX)	6,902.92	9,413.00	(2,510.08)	109,220.65	113,000.00	(3,779.35)
Adult Day Care Charges-Private Pay	2,813.00	2,826.00	(13.00)	23,087.01	34,000.00	(10,912.99)
Total Adult Day Care Revenue	19,287.92	17,315.00	1,972.92	230,242.61	208,000.00	22,242.61
Total Income	1,120,692.07	1,285,539.00	(164,846.93)	13,723,765.03	15,427,634.00	(1,703,868.97)

Operating Expenses**Administration**

Reg. Full-Time Employees	29,155.14	29,057.00	(98.14)	352,917.05	348,684.00	(4,233.05)
Temp. Salaries & Wages	1,318.15	1,217.00	(101.15)	18,846.16	14,560.00	(4,286.16)
Per Diem	426.09	219.00	(207.09)	2,558.19	2,551.00	(7.19)
Overtime	788.17	415.00	(373.17)	5,285.49	4,958.00	(327.49)
TOPS - Balances	(405.82)	629.00	1,034.82	14,521.87	7,482.00	(7,039.87)
Part-Time Employees	887.14		(887.14)	18,637.50		(18,637.50)
TOPS - FICA	(28.84)	55.00	83.84	2,608.03	572.00	(2,036.03)
Social Security - Employer	2,411.52	2,239.00	(172.52)	27,500.06	26,868.00	(632.06)
IMRF - Employer Cost	2,703.80	2,468.00	(235.80)	29,644.53	29,583.00	(61.53)
Workers' Compensation Insurance	932.18	933.00	0.82	10,885.86	11,086.00	200.14

Tuesday, February 02, 2016

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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	776.29	1,139.00	362.71	9,629.30	13,602.00	3,972.70
Employee Health/Life Insurance	4,045.48	4,673.00	627.52	49,121.10	56,054.00	6,932.90
Employee Development/Recognition	137.59	35.00	(102.59)	3,643.53	354.00	(3,289.53)
Employee Physicals/Lab	2,011.20	2,633.00	621.80	27,471.45	31,508.00	4,036.55
Stationary & Printing	81.11	250.00	168.89	1,597.13	2,978.00	1,380.87
Books, Periodicals & Manuals		24.00	24.00	423.00	167.00	(256.00)
Copier Supplies	195.30	665.00	469.70	5,454.59	7,870.00	2,415.41
Postage, UPS, Federal Express		585.00	585.00	3,360.47	6,965.00	3,604.53
Equipment < \$2,500		33.00	33.00	2,479.96	297.00	(2,182.96)
Operational Supplies	1,157.70	809.00	(348.70)	6,673.90	9,642.00	2,968.10
Audit & Accounting Fees	4,054.83	4,674.00	619.17	48,657.96	56,000.00	7,342.04
Attorney Fees	9,329.02	5,000.00	(4,329.02)	69,147.61	60,000.00	(9,147.61)
Engineering Fees	1,247.50		(1,247.50)	3,516.01		(3,516.01)
Professional Services	17,496.35	36,757.00	19,260.65	455,969.36	441,084.00	(14,885.36)
Job Required Travel Expense	81.48	223.00	141.52	1,453.12	2,599.00	1,145.88
Insurance	22,457.59	24,329.00	1,871.41	276,513.33	291,904.00	15,390.67
Property Loss & Liability Claims		202.00	202.00	483.03	2,303.00	1,819.97
Computer Services	5,760.70	7,887.00	2,126.30	89,116.38	94,567.00	5,450.62
Telephone Services	1,586.27	1,500.00	(86.27)	18,850.53	18,000.00	(850.53)
Equipment Maintenance				2,391.99		(2,391.99)
Rental	119.75		(119.75)	119.75		(119.75)
Legal Notices, Advertising	4,611.58	3,752.00	(859.58)	36,441.03	44,969.00	8,527.97
Photocopy Services	999.68	1,311.00	311.32	11,814.29	15,732.00	3,917.71
Public Relations	1,387.50	57.00	(1,330.50)	2,247.60	607.00	(1,640.60)
Dues & Licenses	1,625.08	1,701.00	75.92	22,014.29	20,302.00	(1,712.29)
Conferences & Training		837.00	837.00	6,560.48	10,000.00	3,439.52
Finance Charges, Bank Fees	(6.97)	212.00	218.97	1,278.38	2,500.00	1,221.62
Cable/Satellite TV Expense	1,928.00	2,388.00	460.00	24,683.65	28,535.00	3,851.35
IPA Licensing Fee	42,772.15	45,575.00	2,802.85	528,940.14	546,790.00	17,849.86
Fines & Penalties		2,500.00	2,500.00		30,000.00	30,000.00
General Liability Claims		2,500.00	2,500.00		30,000.00	30,000.00
Building Construction				78.00		(78.00)
Furnishings, Office Equipment				8,488.30		(8,488.30)
Depreciation Expense	71,995.88	61,060.00	(10,935.88)	721,647.09	732,687.00	11,039.91
Interest-Tax Anticipation Notes Payable		587.00	587.00	2,974.25	7,000.00	4,025.75
Interest- Bonds Payable	9,374.17	10,223.00	848.83	112,490.04	122,665.00	10,174.96
Total Administration	243,412.76	261,353.00	17,940.24	3,039,135.78	3,134,025.00	94,889.22
Environmental Services						
Reg. Full-Time Employees	29,722.40	36,323.00	6,600.60	344,682.17	435,810.00	91,127.83
Reg. Part-Time Employees	708.78		(708.78)	9,305.35		(9,305.35)
Overtime	876.77	500.00	(376.77)	8,020.71	6,000.00	(2,020.71)
TOPS - Balances	(525.41)	500.00	1,025.41	(2,311.16)	6,000.00	8,311.16
TOPS- FICA	(37.34)	87.00	124.34	(342.60)	1,000.00	1,342.60
Social Security - Employer	2,328.67	2,695.00	366.33	24,804.53	32,252.00	7,447.47
IMRF - Employer Cost	2,773.75	3,346.00	572.25	29,559.29	40,053.00	10,493.71
Workers' Compensation Insurance	870.67	1,110.00	239.33	9,973.73	13,210.00	3,236.27
Unemployment Insurance	835.11	1,644.00	808.89	12,407.49	19,673.00	7,265.51
Employee Health/Life Insurance	5,979.41	8,397.00	2,417.59	87,997.20	100,654.00	12,656.80
Equipment < \$2,500				1,174.08		(1,174.08)
Operational Supplies	6,988.86	4,624.00	(2,364.86)	64,627.28	55,433.00	(9,194.28)
Gas Service	12,924.18	17,389.00	4,464.82	135,801.17	208,668.00	72,866.83
Electric Service	23,518.47	14,541.00	(8,977.47)	299,026.26	174,426.00	(124,600.26)
Water Service	2,348.80	2,393.00	44.20	31,810.86	28,683.00	(3,127.86)
Pest Control Service	511.35	496.00	(15.35)	6,156.97	5,842.00	(314.97)
Waste Disposal & Recycling	1,888.16	3,637.00	1,748.84	32,017.17	43,611.00	11,593.83

Champaign County Nursing Home
Actual vs Budget Statement of Operations

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Description	Actual	Budget	Variance	YTD Actual	YTD Budget	Variance
Equipment Rentals	258.00	244.00	(14.00)	3,363.40	2,884.00	(479.40)
Conferences & Training		12.00	12.00		100.00	100.00
Sewer Service & Tax	1,436.36	1,515.00	78.64	19,349.55	18,180.00	(1,169.55)
Total Environmental Services	93,406.99	99,453.00	6,046.01	1,117,423.45	1,192,479.00	75,055.55
Laundry						
Reg. Full-Time Employees	6,217.59	9,596.00	3,378.41	81,852.78	115,042.00	33,189.22
Reg. Part-Time Employees	109.94		(109.94)	4,077.59		(4,077.59)
Overtime	269.36	459.00	189.64	2,763.31	5,475.00	2,711.69
TOPS Balances	691.84	470.00	(221.84)	1,456.76	5,530.00	4,073.24
TOPS - FICA	49.17	38.00	(11.17)	38.39	423.00	384.61
Social Security - Employer	458.86	751.00	292.14	6,196.27	8,957.00	2,760.73
IMRF - Employer Cost	533.83	892.00	358.17	7,260.32	10,583.00	3,322.68
Workers' Compensation Insurance	165.91	303.00	137.09	2,456.73	3,603.00	1,146.27
Unemployment Insurance	200.34	445.00	244.66	3,313.54	5,340.00	2,026.46
Employee Health/Life Insurance	2,645.56	1,833.00	(812.56)	25,574.06	21,875.00	(3,699.06)
Laundry Supplies	2,275.90	1,589.00	(686.90)	16,119.08	19,024.00	2,904.92
Equipment < \$2,500				1,101.99		(1,101.99)
Linen & Bedding		1,247.00	1,247.00	36,692.61	14,865.00	(21,827.61)
Laundry & Cleaning Service	1,203.15	500.00	(703.15)	7,200.13	6,000.00	(1,200.13)
Total Laundry	14,821.45	18,123.00	3,301.55	196,103.56	216,717.00	20,613.44
Maintenance						
Reg. Full-Time Employees	3,763.90	6,853.00	3,089.10	59,323.89	82,170.00	22,846.11
Overtime		208.00	208.00	1,865.95	2,463.00	597.05
TOPS - Balances	5.83	250.00	244.17	(507.89)	3,000.00	3,507.89
TOPS - FICA	0.41	21.00	20.59	(49.75)	230.00	279.75
Social Security - Employer	290.96	506.00	215.04	3,877.80	6,050.00	2,172.20
IMRF - Employer Cost	340.72	600.00	259.28	4,567.79	7,145.00	2,577.21
Workers' Compensation Insurance	110.18	221.00	110.82	1,604.15	2,531.00	926.85
Unemployment Insurance	130.52	348.00	217.48	2,306.01	4,110.00	1,803.99
Employee Health/Life Insurance	673.64	1,827.00	1,153.36	17,068.48	21,825.00	4,756.52
Gasoline & Oil		289.00	289.00		3,347.00	3,347.00
Tools	292.40		(292.40)	866.50		(866.50)
Ground Supplies		70.00	70.00	902.29	730.00	(172.29)
Maintenance Supplies	2,037.32	2,225.00	187.68	26,723.30	26,623.00	(100.30)
Equipment < \$2,500	297.00	174.00	(123.00)	1,574.62	2,000.00	425.38
Operational Supplies	110.33	12.00	(98.33)	378.19	100.00	(278.19)
Professional Services		78.00	78.00	238.00	848.00	610.00
Automobile Maintenance	408.73	946.00	537.27	8,266.94	11,231.00	2,964.06
Equipment Maintenance	1,555.22	2,310.00	754.78	32,183.70	27,687.00	(4,496.70)
Equipment Rentals		62.00	62.00	5.00	711.00	706.00
Nursing Home Building Repair/Maintenance	12,117.95	6,496.00	(5,621.95)	140,992.58	77,853.00	(63,139.58)
Parking Lot/Sidewalk Maintenance		1,609.00	1,609.00	9,907.48	19,242.00	9,334.52
Nursing Home Building Construction/Improvements				3,256.31		(3,256.31)
Total Maintenance	22,135.11	25,105.00	2,969.89	315,351.34	299,896.00	(15,455.34)
Nursing Services						
Reg. Full-Time Employees	151,870.75	145,672.00	(6,198.75)	1,698,310.23	1,747,943.00	49,632.77
Reg. Part-Time Employees	6,028.19	5,519.00	(509.19)	84,622.78	66,151.00	(18,471.78)
Temp. Salaries & Wages	4,751.49	15,381.00	10,629.51	122,158.65	184,495.00	62,336.35
Overtime	45,287.92	45,837.00	549.08	402,755.82	550,000.00	147,244.18
TOPS - Balances	(9,561.33)	1,250.00	10,811.33	3,083.71	15,000.00	11,916.29
No Benefit Full-Time Employees	86,647.39	67,288.00	(19,359.39)	559,407.84	807,346.00	247,938.16
No Benefit Part-Time Employees	38,798.07	31,682.00	(7,116.07)	468,448.44	380,074.00	(88,374.44)
TOPS - FICA	(679.46)	233.00	912.46	(403.64)	2,774.00	3,177.64

Champaign County Nursing Home
Actual vs Budget Statement of Operations

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Description	Actual	Budget	Variance	YTD Actual	YTD Budget	Variance
Social Security - Employer	25,067.70	23,328.00	(1,739.70)	246,021.70	279,892.00	33,870.30
IMRF - Employer Cost	29,415.22	26,802.00	(2,613.22)	273,135.51	321,558.00	48,422.49
Workers' Compensation Insurance	8,238.69	9,319.00	1,080.31	84,800.51	111,707.00	26,906.49
Unemployment Insurance	9,939.27	12,042.00	2,102.73	91,327.00	144,449.00	53,122.00
Employee Health/Life Insurance	19,444.25	25,807.00	6,362.75	271,140.80	309,673.00	38,532.20
Books, Periodicals & Manuals		87.00	87.00	1,249.22	1,000.00	(249.22)
Stocked Drugs	1,667.79	1,967.00	299.21	22,879.28	23,571.00	691.72
Pharmacy Charges-Public Aid	2,351.10	1,768.00	(583.10)	25,999.77	21,117.00	(4,882.77)
Oxygen	1,768.42	3,639.00	1,870.58	25,415.02	43,624.00	18,208.98
Incontinence Supplies	9,358.07	9,703.00	344.93	122,361.39	116,436.00	(5,925.39)
Pharmacy Charges - Insurance	11,773.12	8,351.00	(3,422.12)	93,166.20	100,113.00	6,946.80
Equipment < \$2,500	1,226.33	1,706.00	479.67	15,074.35	20,450.00	5,375.65
Operational Supplies	18,105.81	15,431.00	(2,674.81)	220,497.20	185,161.00	(35,336.20)
Pharmacy Charges-Medicare	4,269.77	10,006.00	5,736.23	62,293.29	119,984.00	57,690.71
Medical/Dental/Mental Health	3,800.00	3,434.00	(366.00)	51,600.00	41,208.00	(10,392.00)
Professional Services	20,622.27	31,674.00	11,051.73	219,626.47	380,000.00	160,373.53
Job Require Travel		43.00	43.00		472.00	472.00
Laboratory Fees	1,201.44	2,780.00	1,578.56	16,987.09	33,316.00	16,328.91
Equipment Rentals	2,504.92	1,000.00	(1,504.92)	50,816.36	12,000.00	(38,816.36)
Dues & Licenses		34.00	34.00	50.00	364.00	314.00
Conferences & Training		264.00	264.00	8,285.95	3,091.00	(5,194.95)
Contract Nursing Services	75,068.52	41,674.00	(33,394.52)	1,048,844.24	500,000.00	(548,844.24)
Medicare Medical Services	1,230.00	3,223.00	1,993.00	13,111.67	38,577.00	25,465.33
Total Nursing Services	570,195.71	546,944.00	(23,251.71)	6,303,066.85	6,561,546.00	258,479.15
Activities						
Reg. Full-Time Employees	15,669.05	20,274.00	4,604.95	172,707.69	243,200.00	70,492.31
Reg. Part-Time Employees	1,081.83		(1,081.83)	2,075.10		(2,075.10)
Temp. Salaries & Wages	(191.71)		191.71	714.30		(714.30)
Overtime	9.05	78.00	68.95	2,752.99	870.00	(1,882.99)
TOPS - Balances	(517.52)		517.52	(1,231.39)		1,231.39
Part Time Non Benefit				2,116.71		(2,116.71)
TOPS - FICA	(36.77)		36.77	(121.72)		121.72
Social Security - Employer	1,385.45	1,470.00	84.55	12,978.87	17,541.00	4,562.13
IMRF - Employer Cost	1,644.68	1,735.00	90.32	14,860.19	20,710.00	5,849.81
Workers' Compensation Insurance	547.56	610.00	62.44	5,073.29	7,298.00	2,224.71
Unemployment Insurance	694.09	935.00	240.91	6,773.57	11,121.00	4,347.43
Employee Health/Life Insurance	1,999.02	2,831.00	831.98	41,161.98	33,917.00	(7,244.98)
Books, Periodicals & Manuals				60.00		(60.00)
Operational Supplies	2,120.18	545.00	(1,575.18)	8,550.48	6,529.00	(2,021.48)
Professional Services	129.70	142.00	12.30	1,426.70	1,616.00	189.30
Dues & Licenses				35.00		(35.00)
Conferences & Training	60.00	52.00	(8.00)	260.00	525.00	265.00
Total Activities	24,594.61	28,672.00	4,077.39	270,193.76	343,327.00	73,133.24
Social Services						
Reg. Full-Time Employees	14,026.61	15,369.00	1,342.39	142,724.30	184,428.00	41,703.70
Overtime	187.28	297.00	109.72	2,480.09	3,531.00	1,050.91
TOPS - Balances	(204.53)	153.00	357.53	2,571.97	1,803.00	(768.97)
TOPS - FICA	(14.54)	17.00	31.54	39.23	138.00	98.77
Social Security - Employer	1,093.26	1,517.00	423.74	10,496.22	18,083.00	7,586.78
IMRF - Employer Cost	1,292.86	1,394.00	101.14	12,531.60	16,618.00	4,086.40
Workers' Compensation Insurance	422.49	472.00	49.51	4,138.01	5,620.00	1,481.99
Unemployment Insurance	419.36	666.00	246.64	3,487.09	7,937.00	4,449.91
Employee Health/Life Insurance	1,968.31	2,355.00	386.69	29,580.06	28,194.00	(1,386.06)
Operational Supplies	69.45		(69.45)	107.18		(107.18)

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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
Professional Services	129.70	337.00	207.30	1,426.70	4,000.00	2,573.30
Conferences & Training	(260.00)		260.00			
Total Social Services	19,130.25	22,577.00	3,446.75	209,582.45	270,352.00	60,769.55
Physical Therapy						
Reg. Full-Time Employees	5,359.57	4,513.00	(846.57)	55,192.04	54,079.00	(1,113.04)
Overtime	0.05	138.00	137.95	41.09	1,623.00	1,581.91
TOPS - Balances	(367.12)	82.00	449.12	1,617.43	973.00	(644.43)
No Benefit Full-Time Employees				9.64		(9.64)
TOPS - FICA	(26.08)	8.00	34.08	79.81	74.00	(5.81)
Social Security - Employer	409.48	350.00	(59.48)	3,859.57	4,112.00	252.43
IMRF - Employer Cost	486.69	414.00	(72.69)	4,600.25	4,858.00	257.75
Workers' Compensation Ins.	165.49	148.00	(17.49)	1,573.93	1,666.00	92.07
Unemployment Insurance	91.38	212.00	120.62	1,515.16	2,478.00	962.84
Employee Health/Life Insurance	1,317.88	1,235.00	(82.88)	15,698.56	14,787.00	(911.56)
Operational Supplies				9.92		(9.92)
Professional Services	21,679.93	31,462.00	9,782.07	284,642.84	377,533.00	92,890.16
Furnishings, Office Equipment				235.46		(235.46)
Total Physical Therapy	29,117.27	38,562.00	9,444.73	369,075.70	462,183.00	93,107.30
Occupational Therapy						
Reg. Full-Time Employees	2,719.21	2,470.00	(249.21)	27,584.30	29,629.00	2,044.70
TOPS - Balances	(391.81)	(35.00)	356.81	375.38	(431.00)	(806.38)
TOPS - FICA	(27.84)		27.84	15.12	(33.00)	(48.12)
Social Security - Employer	212.50	191.00	(21.50)	1,975.83	2,248.00	272.17
IMRF - Employer Cost	252.52	225.00	(27.52)	2,354.68	2,656.00	301.32
Workers' Compensation Ins.	83.87	83.00	(0.87)	786.70	886.00	99.30
Unemployment Insurance	46.17	116.00	69.83	758.08	1,337.00	578.92
Employee Health/Life Insurance	658.94	617.00	(41.94)	7,849.28	7,393.00	(456.28)
Professional Services	18,051.71	25,983.00	7,931.29	253,650.85	311,708.00	58,057.15
Total Occupational Therapy	21,605.27	29,650.00	8,044.73	295,350.22	355,393.00	60,042.78
Speech Therapy						
Professional Services	9,382.43	9,530.00	147.57	128,321.82	114,349.00	(13,972.82)
Total Speech Therapy	9,382.43	9,530.00	147.57	128,321.82	114,349.00	(13,972.82)
Respiratory Therapy						
Professional Services	2,761.31	9,537.00	6,775.69	57,865.29	114,400.00	56,534.71
Total Respiratory Therapy	2,761.31	9,537.00	6,775.69	57,865.29	114,400.00	56,534.71
Total This Department	12,143.74	19,067.00	6,923.26	186,187.11	228,749.00	42,561.89
Food Services						
Reg. Full-Time Employees	28,988.97	52,951.00	23,962.03	322,171.90	635,401.00	313,229.10
Reg. Part-Time Employees	6,797.42	1,521.00	(5,276.42)	49,144.60	18,153.00	(30,991.60)
Overtime	5,676.35	1,665.00	(4,011.35)	43,546.41	19,870.00	(23,676.41)
TOPS - Balances	(220.69)		220.69	1,911.87		(1,911.87)
TOPS - FICA	(15.68)		15.68	0.36		(0.36)
Social Security - Employer	3,118.78	4,240.00	1,121.22	28,915.19	50,814.00	21,898.81
IMRF - Employer Cost	3,725.62	4,996.00	1,270.38	34,495.76	59,930.00	25,434.24
Workers' Compensation Insurance	1,024.95	1,688.00	663.05	10,237.62	20,135.00	9,897.38
Unemployment Insurance	1,464.88	2,713.00	1,248.12	15,301.78	32,468.00	17,166.22
Employee Health/Life Insurance	6,604.40	7,587.00	982.60	88,394.86	90,956.00	2,561.14
Food				(67.59)		67.59
Non-Food Supply				442.93		(442.93)
Nutritional Supplements	7,577.97	3,219.00	(4,358.97)	72,719.00	38,628.00	(34,091.00)
Equipment < \$2,500				291.65		(291.65)

12/31/15

Champaign County Nursing Home
Actual vs Budget Statement of Operations

6

Description	Actual	Budget	Variance	YTD Actual	YTD Budget	Variance
Operational Supplies	5.96		(5.96)	1,312.34		(1,312.34)
Professional Services		60,955.00	60,955.00	24,890.55	731,460.00	706,569.45
Equipment Rentals	404.95		(404.95)	4,859.40		(4,859.40)
Dues & Licenses				85.00		(85.00)
Conferences & Training				685.68		(685.68)
Food Service	58,669.07		(58,669.07)	706,377.20		(706,377.20)
Total Food Services	123,822.95	141,535.00	17,712.05	1,405,716.51	1,697,815.00	292,098.49
Barber & Beauty						
Reg. Full-Time Employees	4,864.81	4,489.00	(375.81)	53,669.67	53,747.00	77.33
Overtime				58.86		(58.86)
TOPS - Balances	(537.72)		537.72	205.72		(205.72)
TOPS - FICA	(38.21)		38.21	1.70		(1.70)
Social Security - Employer	314.13	308.00	(6.13)	3,336.47	3,674.00	337.53
IMRF - Employer Cost	365.67	368.00	2.33	3,971.37	4,339.00	367.63
Workers' Compensation Insurance	142.10	144.00	1.90	1,567.75	1,607.00	39.25
Unemployment Insurance	91.88	203.00	111.12	1,515.70	2,392.00	876.30
Employee Health/Life Insurance	1,317.88	1,125.00	(192.88)	15,698.56	13,456.00	(2,242.56)
Operational Supplies		99.00	99.00	768.20	1,111.00	342.80
Total Barber & Beauty	6,520.54	6,736.00	215.46	80,794.00	80,326.00	(468.00)
Adult Day Care						
Reg. Full-Time Employees	11,015.82	12,807.00	1,791.18	127,492.48	153,673.00	26,180.52
Temp. Salaries & Wages				2,321.98		(2,321.98)
Overtime	135.20	115.00	(20.20)	2,826.04	1,325.00	(1,501.04)
TOPS - Balances	(585.18)		585.18	(169.79)		169.79
TOPS - FICA	(41.59)		41.59	(78.92)		78.92
Social Security - Employer	838.84	979.00	140.16	9,075.05	11,649.00	2,573.95
IMRF - Employer Cost	990.83	1,107.00	116.17	10,611.17	13,251.00	2,639.83
Workers' Compensation Insurance	321.00	388.00	67.00	3,662.35	4,634.00	971.65
Unemployment Insurance	220.01	593.00	372.99	3,593.99	7,061.00	3,467.01
Employee Health/Life Insurance	2,655.62	3,471.00	815.38	28,334.84	41,630.00	13,295.16
Books, Periodicals & Manuals		15.00	15.00		180.00	180.00
Gasoline & Oil	1,397.52	953.00	(444.52)	10,301.28	11,392.00	1,090.72
Equipment < \$2,500				420.02		(420.02)
Operational Supplies	110.98	174.00	63.02	1,453.57	2,066.00	612.43
Field Trips/Activities		39.00	39.00	38.48	369.00	330.52
Dues & Licenses		30.00	30.00	619.00	250.00	(369.00)
Conferences & Training		30.00	30.00	2,633.29	250.00	(2,383.29)
Furnishings, Office Equipment				45.36		(45.36)
Total Adult Day Care	17,059.05	20,701.00	3,641.95	203,180.19	247,730.00	44,549.81
Alzheimers and Related Disord						
Reg. Full-Time Employees	10,198.49	30,213.00	20,014.51	262,652.40	362,446.00	99,793.60
Reg. Part-Time Employees				5,710.02		(5,710.02)
Temp. Salaries & Wages				2,318.44		(2,318.44)
Overtime	2,599.66	15,953.00	13,353.34	79,344.39	191,436.00	112,091.61
TOPS - Balances	(6,547.70)	337.00	6,884.70	(33,776.27)	4,000.00	37,776.27
No Benefit Full-Time Employees	4,718.70	35,164.00	30,445.30	167,701.66	421,924.00	254,222.34
No Benefit Part-Time Employees	6,957.11	25,607.00	18,649.89	173,147.39	307,273.00	134,125.61
TOPS - FICA	(465.30)	31.00	496.30	(2,610.09)	306.00	2,916.09
Social Security - Employer	1,797.18	8,099.00	6,301.82	49,932.18	97,067.00	47,134.82
IMRF - Employer Cost	2,105.90	11,588.00	9,482.10	58,764.42	138,968.00	80,203.58
Workers' Compensation Insurance	618.78	3,197.00	2,578.22	17,525.97	38,364.00	20,838.03
Unemployment Insurance	490.64	2,886.00	2,395.36	20,914.28	34,522.00	13,607.72
Employee Health/Life Insurance	2,008.82	5,130.00	3,121.18	36,095.14	61,439.00	25,343.86

12/31/15

Champaign County Nursing Home
Actual vs Budget Statement of Operations

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Description	Actual	Budget	Variance	YTD Actual	YTD Budget	Variance
Operational Supplies		31.00	31.00		273.00	273.00
Professional Services	87.26		(87.26)	1,047.12		(1,047.12)
Conferences & Training		22.00	22.00	1,943.50	242.00	(1,701.50)
ARD - Contract Nursing		12,500.00	12,500.00	6,104.66	150,000.00	143,895.34
Total Alzheimers and Related Disorders	24,569.54	150,758.00	126,188.46	846,815.21	1,808,260.00	961,444.79
Total Expenses	1,222,535.24	1,409,236.00	186,700.76	14,837,976.13	16,898,798.00	2,060,821.87
Net Operating Income	(101,843.17)	(123,697.00)	21,853.83	(1,114,211.10)	(1,471,164.00)	356,952.90

NonOperating Income**Local Taxes**

Current-Nursing Home Operating	118,002.74	95,206.00	22,796.74	1,135,588.87	1,142,494.00	(6,905.13)
Total Local Taxes	118,002.74	95,206.00	22,796.74	1,135,588.87	1,142,494.00	(6,905.13)

Miscellaneous NI Revenue

Investment Interest		25.00	(25.00)	226.83	300.00	(73.17)
Restricted Donations	965.53	288.00	677.53	5,339.90	3,500.00	1,839.90
Vending Machine Revenue				2,992.37		2,992.37
Total Miscellaneous NI Revenue	965.53	313.00	652.53	8,559.10	3,800.00	4,759.10
Total NonOperating Income	118,968.27	95,519.00	23,449.27	1,144,147.97	1,146,294.00	(2,146.03)
Net Income (Loss)	17,125.10	(28,178.00)	45,303.10	29,936.87	(324,870.00)	354,806.87

12/31/15

Champaign County Nursing Home
Historical Statement of Operations

1

Description	01/15	02/15	03/15	04/15	05/15	06/15	07/15	08/15	09/15	10/15	11/15	12/15	Total
Operating Income													
Miscellaneous Revenue	3,251	3,389	4,577	(132)	4,775	4,241	4,895	(196)	(1,096)	183	(442)	298	23,744
Medicare A Revenue	230,673	238,292	181,283	181,985	142,716	186,789	166,908	129,525	85,910	140,748	127,920	150,775	1,963,523
Medicare B Revenue	11,202	17,150	22,318	20,145	30,493	2,096	22,122	14,138	28,797	34,570	40,861	26,495	270,387
Medicaid Revenue	656,718	575,389	561,765	885,242	685,939	756,283	731,974	563,577	525,401	610,649	649,574	529,776	7,732,287
Private Pay Revenue	323,706	325,907	435,933	20,876	371,154	267,504	274,394	347,838	294,570	257,409	190,231	394,059	3,503,581
Adult Day Care Revenue	22,440	20,137	20,818	24,794	20,133	23,102	18,417	18,397	15,748	9,442	17,528	19,288	230,243
Total Income	1,247,990	1,180,263	1,226,693	1,132,910	1,255,209	1,240,016	1,218,709	1,073,277	949,331	1,053,001	1,025,673	1,120,692	13,723,765
Operating Expenses													
Administration	246,777	257,814	245,222	253,799	256,683	258,230	254,960	268,330	261,266	246,072	246,569	243,413	3,039,136
Environmental Services	88,688	84,424	92,131	96,523	94,640	100,650	98,982	92,191	95,475	91,333	88,981	93,407	1,117,423
Laundry	20,198	21,497	13,122	11,341	13,955	15,903	17,014	16,362	20,304	16,104	15,483	14,821	196,104
Maintenance	28,382	29,751	23,352	34,998	34,757	22,093	36,326	18,853	14,992	20,095	29,617	22,135	315,351
Nursing Services	567,488	480,625	481,315	497,884	564,981	560,493	547,444	519,908	483,557	475,267	553,908	570,196	6,303,067
Activities	24,534	24,578	25,463	22,724	22,070	22,113	23,226	20,770	17,502	23,806	18,813	24,595	270,194
Social Services	19,936	17,785	17,826	17,485	15,098	18,032	18,352	16,528	13,997	16,973	18,441	19,130	209,582
Physical Therapy	42,697	43,769	38,427	42,679	28,458	27,830	28,345	22,921	21,887	17,855	25,090	29,117	369,076
Occupational Therapy	30,944	28,793	27,695	26,285	26,552	24,724	23,573	19,228	18,249	29,013	18,689	21,605	295,350
Speech Therapy	12,090	8,622	9,712	10,627	9,820	10,013	12,179	8,035	9,813	19,844	8,185	9,382	128,322
Respiratory Therapy													
Respiratory Therapy	9,089	7,631	7,288	5,775	3,894	4,869	4,181	2,860	2,666	2,878	3,974	2,761	57,865
Total This Department	21,178	16,253	17,000	16,402	13,714	14,882	16,360	10,895	12,479	22,722	12,159	12,144	186,187
Food Services	124,717	105,004	123,689	115,513	124,210	117,696	122,190	108,731	106,740	121,470	111,953	123,823	1,405,717
Barber & Beauty	7,398	6,674	7,383	7,170	6,280	7,281	6,718	5,630	5,892	6,964	6,884	6,521	80,794
Adult Day Care	20,349	17,191	13,694	14,644	17,422	17,316	19,418	14,697	15,809	19,541	16,041	17,059	203,180
Alzheimers and Related Disorders	116,107	91,846	111,896	105,342	83,414	84,337	79,390	45,304	33,003	46,122	25,485	24,570	846,815
Total Expenses	1,359,394	1,226,005	1,238,195	1,262,790	1,302,233	1,291,579	1,292,299	1,180,345	1,121,153	1,153,336	1,188,113	1,222,535	14,837,976
Net Operating Income	(111,404)	(45,741)	(11,501)	(129,880)	(47,023)	(51,563)	(73,589)	(107,068)	(171,822)	(100,335)	(162,440)	(101,843)	(1,114,211)
NonOperating Income													
Local Taxes	92,508	92,508	92,508	92,508	92,508	92,508	92,508	92,508	92,508	92,508	92,508	118,003	1,135,589
Miscellaneous NI Revenue	150	614	883	1,400	217	917	100	612	491	868	1,342	966	8,559
Total NonOperating Income	92,658	93,122	93,390	93,908	92,725	93,425	92,608	93,119	92,998	93,376	93,850	118,968	1,144,148
Net Income (Loss)	(18,747)	47,380	81,889	(35,972)	45,702	41,862	19,019	(13,948)	(78,824)	(6,959)	(68,590)	17,125	29,937

12/31/15

Champaign County Nursing Home
Historical Statement of Operations

1

Description	01/15	02/15	03/15	04/15	05/15	06/15	07/15	08/15	09/15	10/15	11/15	12/15	Total
Operating Income													
Miscellaneous Revenue													
Lunch Reimbursement	138	171	171	186	162	168	198	170	171	189	132	246	2,102
Late Charge, NSF Check Charge	3,081	3,218	(35)	(328)	4,551	4,023	1,282	(406)	(1,287)	(16)	(574)		13,509
Other Miscellaneous Revenue	32		4,441	10	62	50	3,416	40	20	10		52	8,133
Total Miscellaneous Revenue	3,251	3,389	4,577	(132)	4,775	4,241	4,895	(196)	(1,096)	183	(442)	298	23,744
Medicare A Revenue													
Medicare A	103,287	114,169	48,763	74,148	75,194	81,479	76,752	85,901	47,327	70,446	91,032	70,937	939,437
ARD - Medicare A		911	13,082										13,992
NH Pt_Care - Medicare Advantage/ H	123,326	122,665	111,079	107,837	67,521	105,310	90,155	43,623	38,582	70,302	36,889	79,838	997,128
ARD_Pt Care - Medicare Advantage/	4,060	546	8,359										12,965
Total Medicare A Revenue	230,673	238,292	181,283	181,985	142,716	186,789	166,908	129,525	85,910	140,748	127,920	150,775	1,963,523
Medicare B Revenue													
Medicare B	11,202	17,150	22,318	20,145	30,493	2,096	22,122	14,138	28,797	34,570	40,861	26,495	270,387
Total Medicare B Revenue	11,202	17,150	22,318	20,145	30,493	2,096	22,122	14,138	28,797	34,570	40,861	26,495	270,387
Medicaid Revenue													
Medicaid Title XIX (IDHFS)	480,894	401,461	378,206	676,699	474,553	535,044	572,905	439,191	413,521	480,930	482,890	453,568	5,789,863
ARD - Medicaid Title XIX (IDHFS)	128,240	127,443	147,911	140,001	160,039	155,076	124,941	83,314	78,092	90,648	79,138	71,107	1,385,949
Patient Care-Hospice	25,542	30,176	13,575	51,706	24,390	47,103	30,212	41,071	33,789	39,071	87,546	5,101	429,283
ARD Patient Care - Hospice	22,041	16,309	22,073	16,835	26,957	19,060	3,916						127,192
Total Medicaid Revenue	656,718	575,389	561,765	885,242	685,939	756,283	731,974	563,577	525,401	610,649	649,574	529,776	7,732,287
Private Pay Revenue													
VA-Veterans Nursing Home Care	10,545	13,960	13,780	23,280	20,420	14,320	8,420	17,430	2,805		11,381	33,464	169,805
ARD - VA - Veterans Care				660									660
Nursing Home Patient Care - Private	199,919	217,523	348,707	(114,348)	277,005	135,671	212,720	300,711	236,125	208,417	127,823	297,197	2,447,469
Nursing Home Beauty Shop Revenue	3,288	3,302	3,242	3,478	3,071	3,402	2,840	2,865	2,763	2,777	2,790	2,793	36,610
Medical Supplies Revenue	6,135	3,131	5,155	3,398	5,156	1,394	10,782	908	1,443	6,394	2,544	5,526	51,966
Patient Transportation Charges	1,361	992	(151)	1,186	(565)	693	2,483	839	1,072	1,714	1,121	1,423	12,168
ARD Patient Care- Private Pay	102,458	86,999	65,200	103,223	66,067	112,024	37,150	25,084	50,363	38,107	44,572	53,656	784,903
Total Private Pay Revenue	323,706	325,907	435,933	20,876	371,154	287,504	274,394	347,838	294,570	257,409	190,231	394,059	3,503,581
Adult Day Care Revenue													
VA-Veterans Adult Daycare	9,317	9,071	11,203	14,235	8,134	7,916	7,096	7,891	6,211	(889)	8,177	9,572	97,935
IL Department Of Aging-Day Care Gra	10,879	8,324	8,024	9,351	10,983	13,699	10,257	8,378	7,959	7,674	6,791	6,903	109,221
Adult Day Care Charges-Private Pay	2,244	2,742	1,590	1,207	1,016	1,487	1,064	2,128	1,579	2,657	2,560	2,813	23,087

Tuesday, February 02, 2016

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

12/31/15	Champaign County Nursing Home												
Description	01/15	02/15	03/15	04/15	05/15	06/15	07/15	08/15	09/15	10/15	11/15	12/15	Total
Total Adult Day Care Revenue	22,440	20,137	20,818	24,794	20,133	23,102	18,417	18,397	15,748	9,442	17,528	19,288	230,243
Total Income	1,247,990	1,180,263	1,226,693	1,132,910	1,255,209	1,240,016	1,218,709	1,073,277	949,331	1,053,001	1,025,673	1,120,692	13,723,765

Operating Expenses

Administration

Reg. Full-Time Employees	31,996	24,637	27,112	25,267	23,610	30,821	28,151	31,129	40,319	32,898	27,820	29,155	352,917
Reg. Part-Time Employees													
Temp. Salaries & Wages	1,217	1,069	1,158	1,111	1,233	780	2,673	3,059	2,865	1,177	1,186	1,318	18,846
Per Diem	225	315	225	225	225	180	135	135	287		180	426	2,558
Overtime	983	233	180	229	109	337	461	376	838	77	675	788	5,285
TOPS - Balances	(400)	2,705	(402)	1,246	(973)	6,398	(245)	562	4,543	1,783	(288)	(406)	14,522
Part-Time Employees		1,095	2,186	2,284	1,605	2,325	2,186	2,164	1,099	1,569	1,237	887	18,638
TOPS - FICA	(31)	207	(31)	95	(74)	489	(19)	319	75	1,627	(20)	(29)	2,608
Social Security - Employer	2,501	1,966	2,233	2,109	1,989	2,590	2,435	1,640	2,371	2,361	2,894	2,412	27,500
IMRF - Employer Cost	2,803	2,182	2,521	2,378	2,214	2,973	2,671	1,538	2,715	2,994	1,953	2,704	29,645
Workers' Compensation Insurance	687	803	912	858	785	987	984	1,088	994	931	924	932	10,886
Unemployment Insurance	2,173	1,343	1,142	670	606	404	632	801	475	300	307	776	9,629
Employee Health/Life Insurance	3,903	4,579	4,694	3,927	3,927	4,040	3,308	3,977	4,646	4,099	3,977	4,045	49,121
Employee Development/Recognition	27	28	380	761	762	276	664	292	70	142	105	138	3,644
Employee Physicals/Lab	1,228	1,963	2,500	3,884	2,132	2,654	3,169	2,200	1,792	1,133	2,805	2,011	27,471
Stationary & Printing	263	56	191	322		244		265	(98)	244	28	81	1,597
Books, Periodicals & Manuals	69				155					199			423
Copier Supplies		391	195	1,172	391	442	391	911	977		391	195	5,455
Postage, UPS, Federal Express	554	388			990	419	31	296	375	60	246		3,360
Equipment < \$2,500	25	49	(4)	45	566	1,655					144		2,480
Operational Supplies	862	631	860	513	108	555	588	518	310	349	221	1,158	6,674
Audit & Accounting Fees	4,055	4,055	4,055	4,055	4,055	4,055	4,055	4,055	4,055	4,055	4,055	4,055	48,658
Attorney Fees	105	13,885	2,905	7,446	7,959	1,930	9,569	1,600	682	3,674	10,065	9,329	69,148
Engineering Fees						761		823		684		1,248	3,516
Professional Services	35,783	39,306	38,711	40,975	45,628	39,937	39,078	38,731	41,558	41,121	37,644	17,496	455,969
Job Required Travel Expense	99	126	321	107	107	144	73	71	60	87	178	81	1,453
Insurance	22,458	22,458	22,458	22,458	22,458	22,458	23,058	28,594	22,458	22,744	22,458	22,458	276,513
Property Loss & Liability Claims		79		1	44	293	65						483
Computer Services	10,475	5,925	6,898	6,642	6,664	6,597	8,899	14,719	5,805	3,173	7,557	5,761	89,116
Telephone Services	1,484	1,231	1,689	1,518	1,506	1,309	1,564	1,932	1,598	1,361	2,073	1,586	18,851
Equipment Maintenance								2,190	202				2,392
Rental												120	120
Legal Notices, Advertising	2,967	4,083	2,725	4,940	2,318	1,727	3,714	1,727	3,741	1,447	2,442	4,612	36,441
Photocopy Services	1,499	1,000	1,000	250	1,000	750	1,000	1,000	250	1,749	1,318	1,000	11,814
Public Relations	101		20	162	68	509						1,388	2,248
Dues & Licenses	1,738	1,725	1,625	1,625	1,625	1,625	1,625	1,625	3,800	1,700	1,675	1,625	22,014

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

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Description	01/15	02/15	03/15	04/15	05/15	06/15	07/15	08/15	09/15	10/15	11/15	12/15	Total
Conferences & Training		1,800	122	207	2,520	349	168	485	273	206	431		6,560
Finance Charges, Bank Fees		1,239									47	(7)	1,278
Cable/Satellite TV Expense	2,235	4,522	2,335	2,335	2,335	2,335	(1,056)	1,929	1,929	1,929	1,929	1,928	24,684
IPA Licensing Fee	45,583	43,011	45,863	45,608	47,410	45,989	45,941	42,862	41,484	41,922	40,496	42,772	528,940
Building Construction								78					78
Furnishings, Office Equipment						340	664	5,947	281		1,257		8,488
Depreciation Expense	59,738	59,358	59,070	59,001	58,953	58,953	58,953	58,953	58,954	58,903	58,814	71,996	721,647
Bad Debt Expense									27		(27)		
Transfers to General Corporate Fund													
Interest-Tax Anticipation Notes Payabl					2,300	225		367	83				2,974
Interest- Bonds Payable	9,374	9,374	9,374	9,374	9,374	9,374	9,374	9,374	9,374	9,374	9,374	9,374	112,490
Total Administration	246,777	257,814	245,222	253,799	256,683	258,230	254,960	268,330	261,266	246,072	246,569	243,413	3,039,136

Environmental Services

Reg. Full-Time Employees	26,487	25,967	32,476	28,903	29,754	29,370	30,008	27,780	28,165	29,989	26,061	29,722	344,682
Reg. Part-Time Employees	782	785	814	893	755	897	760	785	628	804	692	709	9,305
Overtime	2,623			174	48	1,063	756	89	1,207		1,184	877	8,021
TOPS - Balances	1,154	466	(3,290)	329	(2,291)	(1,069)	(180)	68	1,995	1,456	(425)	(525)	(2,311)
TOPS- FICA	88	36	(252)	25	(175)	(82)	(14)	5	(10)	104	(30)	(37)	(343)
Social Security - Employer	2,235	1,995	2,489	2,237	2,303	2,323	2,333	1,216	1,200	2,051	2,094	2,329	24,805
IMRF - Employer Cost	2,621	2,339	2,948	2,649	2,730	2,733	2,784	1,289	1,440	2,700	2,554	2,774	29,559
Workers' Compensation Insurance	544	800	995	891	881	936	920	854	499	815	967	871	9,974
Unemployment Insurance	2,162	1,392	1,720	1,317	1,444	1,362	1,102	439	200	120	314	835	12,407
Employee Health/Life Insurance	7,819	7,821	7,982	7,170	7,170	7,988	7,816	7,820	7,819	6,741	5,872	5,979	87,997
Equipment < \$2,500				1,174									1,174
Operational Supplies	5,930	3,475	2,657	6,515	5,429	5,402	5,872	7,441	4,486	5,476	4,956	6,989	64,627
Gas Service	11,802	15,146	15,560	12,821	12,184	10,056	7,818	7,551	8,014	9,194	12,730	12,924	135,801
Electric Service	15,385	16,928	20,232	23,817	26,741	32,378	30,683	29,119	29,781	25,190	25,253	23,518	299,026
Water Service	2,058	2,767	2,523	2,826	2,659	2,752	3,051	2,870	3,017	2,537	2,402	2,349	31,811
Pest Control Service	621	496	496	496	496	496	496	511	511	511	511	511	6,157
Waste Disposal & Recycling	4,357	2,250	3,043	2,701	2,754	2,371	2,762	2,495	2,960	2,063	2,373	1,888	32,017
Equipment Rentals	520	263	258	258	258	258	258	258	258	258	258	258	3,363
Sewer Service & Tax	1,497	1,500	1,478	1,327	1,500	1,412	1,755	1,600	3,305	1,323	1,215	1,436	19,350
Total Environmental Services	88,688	84,424	92,131	96,523	94,640	100,650	98,982	92,191	95,475	91,333	88,981	93,407	1,117,423

Laundry

Reg. Full-Time Employees	7,039	6,762	7,204	6,163	7,129	7,363	7,493	6,991	6,476	7,234	5,781	6,218	81,853
Reg. Part-Time Employees					971	943	135		194	835	891	110	4,078
Overtime	694		32	218		368	174	32	549		426	269	2,763
TOPS Balances	486	(131)	(466)	282	542	(419)	(355)	269	1,037	(221)	(259)	692	1,457
TOPS - FICA	37	(10)	(36)	22	41	(32)	(27)	21	7	(16)	(18)	49	38
Social Security - Employer	571	488	519	461	617	652	573	296	312	587	662	459	6,196

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**Champaign County Nursing Home
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Description	01/15	02/15	03/15	04/15	05/15	06/15	07/15	08/15	09/15	10/15	11/15	12/15	Total
IMRF - Employer Cost	669	572	615	546	736	770	676	311	379	773	680	534	7,260
Workers' Compensation Insurance	154	202	215	184	231	261	226	209	128	233	246	166	2,457
Unemployment Insurance	508	349	375	320	430	444	328	116	68	38	137	200	3,314
Employee Health/Life Insurance	1,949	2,598	2,001	1,947	1,298	1,357	1,947	1,947	2,597	2,690	2,597	2,646	25,574
Laundry Supplies	1,485	2,782	638	106	255	1,909	789	508	914	2,064	2,393	2,276	16,119
Equipment < \$2,500					1,102								1,102
Linen & Bedding	6,012	7,886	1,526	573		1,702	4,412	5,105	6,906	1,248	1,323		36,693
Professional Services	594		497	517	(1,608)								
Laundry & Cleaning Service					2,211	585	644	557	737	639	625	1,203	7,200
Total Laundry	20,198	21,497	13,122	11,341	13,955	15,903	17,014	16,362	20,304	16,104	15,483	14,821	196,104

Maintenance

Reg. Full-Time Employees	5,265	5,491	5,841	5,944	5,489	6,509	5,111	4,632	3,542	3,849	3,888	3,764	59,324
Overtime	103	222	126			220	108	605	168	168	145		1,866
TOPS - Balances	212	300	469	53	(244)	(447)	(295)	320	(966)	224	(139)	6	(508)
TOPS - FICA	16	23	36	4	(19)	(34)	(23)	24	(84)	16	(10)		(50)
Social Security - Employer	390	410	416	411	401	469	365	186	160	267	112	291	3,878
IMRF - Employer Cost	458	480	493	488	472	557	428	202	189	351	109	341	4,568
Workers' Compensation Insurance	114	164	175	178	164	195	153	138	69	107	37	110	1,604
Unemployment Insurance	354	297	310	297	326	298	180	5			108	131	2,306
Employee Health/Life Insurance	677	1,299	1,982	1,947	1,947	1,992	1,947	1,298	1,298	1,357	649	674	17,068
Tools	174		400									292	867
Ground Supplies		535	353				14						902
Maintenance Supplies	3,484	4,792	533	856	3,077	1,945	4,459	812	32	2,779	1,916	2,037	26,723
Equipment < \$2,500					903			129	60		186	297	1,575
Operational Supplies							160		108			110	378
Professional Services		431			862	603	238	(1,895)					238
Automobile Maintenance	419	311	1,576	884	1,505	1,563	(647)	150	180	1,280	638	409	8,267
Equipment Maintenance	1,922	5,154	2,630	5,113	2,866	1,243	1,770	2,029	213	369	7,318	1,555	32,184
Equipment Rentals			5										5
Nursing Home Building Repair/Mainte	10,419	8,326	8,007	15,551	17,573	6,883	19,410	10,007	10,011	8,207	14,482	12,118	140,993
Parking Lot/Sidewalk Maintenance	3,808	1,516		3,272					11	1,121	180		9,907
Nursing Home Building Construction/I						97	2,948	211					3,256
Furnishings, Office Equipment	566				(566)								
Total Maintenance	28,382	29,751	23,352	34,998	34,757	22,093	36,326	18,853	14,992	20,095	29,617	22,135	315,351

Nursing Services

Reg. Full-Time Employees	133,932	137,304	142,595	147,995	151,229	139,544	144,099	145,182	137,404	109,111	158,044	151,871	1,698,310
Reg. Part-Time Employees	5,410	4,570	4,467	4,822	6,936	4,918	12,165	10,288	8,113	6,606	10,300	6,028	84,623
Temp. Salaries & Wages	6,962	11,967	14,649	12,463	11,438	11,783	12,185	9,997	8,873	9,041	8,050	4,751	122,159
Overtime	53,207	22,289	18,254	21,072	22,639	34,779	43,141	30,769	38,194	31,282	41,842	45,288	402,756
TOPS - Balances	(11,385)	1,372	4,937	831	(1,519)	(5,419)	(3,338)	12,256	9,779	16,659	(11,529)	(9,561)	3,084

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Champaign County Nursing Home
Historical Statement of Operations

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Description	01/15	02/15	03/15	04/15	05/15	06/15	07/15	08/15	09/15	10/15	11/15	12/15	Total
No Benefit Full-Time Employees	64,485	39,368	37,174	44,195	45,562	45,481	46,402	42,880	39,620	26,908	40,684	86,647	559,408
No Benefit Part-Time Employees	45,007	38,036	31,683	41,987	45,777	40,110	46,839	37,065	33,998	29,279	39,872	38,798	468,448
TOPS - FICA	(871)	105	378	64	(116)	(415)	(255)	938	84	1,184	(819)	(679)	(404)
Social Security - Employer	23,269	19,056	18,728	20,445	21,502	20,771	22,989	11,863	11,692	26,842	23,799	25,068	246,022
IMRF - Employer Cost	26,659	21,267	20,904	23,063	24,473	23,394	26,166	12,021	13,577	27,478	24,717	29,415	273,136
Workers' Compensation Insurance	5,280	6,914	6,894	7,519	7,497	7,529	7,806	7,364	4,436	7,787	7,534	8,239	84,801
Unemployment Insurance	20,120	12,270	12,296	7,858	6,857	5,507	4,486	3,581	2,158	2,692	3,562	9,939	91,327
Employee Health/Life Insurance	24,192	22,943	24,113	24,269	23,625	23,507	22,329	22,327	22,271	21,733	20,387	19,444	271,141
Books, Periodicals & Manuals	199	550		251	160		89						1,249
Stocked Drugs	(838)	3,856	1,600	1,485	1,621	2,407	1,109	1,428	1,094	6,372	1,078	1,668	22,879
Pharmacy Charges-Public Aid	2,260	1,805	1,914	2,145	2,952	2,083	2,686	2,107	2,031	1,843	1,824	2,351	26,000
Oxygen	3,282	2,255	5,858	1,804	1,673	1,659	1,348	1,210	1,586	1,312	1,661	1,768	25,415
Incontinence Supplies	10,798	8,652	6,976	7,756	5,457	19,103	17,713	10,445	8,760	8,803	8,540	9,358	122,361
Pharmacy Charges - Insurance	10,192	10,078	8,786	9,617	8,141	5,649	3,962	6,853	1,317	11,021	5,777	11,773	93,166
Equipment < \$2,500	6,015		443	399	723	2,139	1,934	(255)	390	474	1,585	1,226	15,074
Operational Supplies	16,249	16,769	13,250	13,914	10,715	35,328	29,140	12,078	13,839	17,275	23,832	18,106	220,497
Pharmacy Charges-Medicare	10,003	6,350	4,443	3,690	3,117	2,314	3,375	7,240	6,064	6,355	5,072	4,270	62,293
Medical/Dental/Mental Health	3,400	3,400	4,600	3,800	3,800	5,800	5,800	3,800	5,800	3,800	3,800	3,800	51,600
Professional Services	18,956	19,281	23,511	18,103	18,429	24,107	4,384	7,268	19,874	22,979	22,114	20,622	219,626
Laboratory Fees	2,555	2,474	2,303	1,512	1,519	400		996	964	2,275	787	1,201	16,987
Equipment Rentals	1,540	1,635	3,421	4,588	4,995	7,880	5,289	4,629	4,841	5,863	3,630	2,505	50,816
Dues & Licenses	50												50
Conferences & Training	600	1,375	2,213		590	298	1,050	1,198	560	402			8,286
Contract Nursing Services	85,719	63,822	62,063	71,905	134,790	98,218	83,699	113,532	84,188	69,560	106,280	75,069	1,048,844
Medicare Medical Services	240	860	2,862	335	400	1,619	852	849	2,049	330	1,486	1,230	13,112
Total Nursing Services	567,488	480,625	481,315	497,884	564,981	560,493	547,444	519,908	483,557	475,267	553,908	570,196	6,303,067
Activities													
Reg. Full-Time Employees	14,828	13,416	14,791	13,942	15,991	14,701	15,243	13,004	11,319	14,254	15,552	15,669	172,708
Reg. Part-Time Employees											993	1,082	2,075
Temp. Salaries & Wages										1,071	(165)	(192)	714
Overtime	4	321	644	463	185	180	365	346	154	66	18	9	2,753
TOPS - Balances	307	1,169	130	318	(1,495)	(166)	254	1,367	940	901	(4,438)	(518)	(1,231)
Part Time Non Benefit	628	736	753										2,117
TOPS - FICA	23	89	10	24	(114)	(13)	19	105	22	64	(315)	(37)	(122)
Social Security - Employer	1,130	1,067	1,195	1,070	1,219	1,104	1,156	522	495	1,266	1,370	1,385	12,979
IMRF - Employer Cost	1,325	1,251	1,415	1,269	1,429	1,309	1,377	562	579	1,319	1,380	1,645	14,860
Workers' Compensation Insurance	309	423	465	417	478	440	456	389	213	394	542	548	5,073
Unemployment Insurance	969	774	878	722	684	436	451	283	111	219	554	694	6,774
Employee Health/Life Insurance	4,537	4,537	4,637	3,885	2,589	3,344	3,241	3,241	3,235	3,351	2,569	1,999	41,162
Books, Periodicals & Manuals											60		60
Operational Supplies	346	666	547	486	975	649	665	457	304	772	562	2,120	8,550
Professional Services	130	130		130	130	130		259	130	130	130	130	1,427

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

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Description	01/15	02/15	03/15	04/15	05/15	06/15	07/15	08/15	09/15	10/15	11/15	12/15	Total
Dues & Licenses								35					35
Conferences & Training								200				60	260
Total Activities	24,534	24,578	25,463	22,724	22,070	22,113	23,226	20,770	17,502	23,806	18,813	24,595	270,194
Social Services													
Reg. Full-Time Employees	12,751	11,096	11,313	11,374	10,852	12,084	12,639	12,270	12,111	10,524	11,685	14,027	142,724
Overtime	279	286	53	51	201	108	115		47	571	582	187	2,480
TOPS - Balances	891	917	995	700	(1,009)	532	274	259	(1,951)	389	780	(205)	2,572
TOPS - FICA	68	70	76	54	(77)	41	21	20	(302)	28	55	(15)	39
Social Security - Employer	979	853	850	855	837	913	956	517	537	1,003	1,104	1,093	10,496
IMRF - Employer Cost	1,148	1,000	1,008	1,014	987	1,080	1,146	547	643	1,321	1,345	1,293	12,532
Workers' Compensation Insurance	245	332	338	340	325	361	378	367	233	381	416	422	4,138
Unemployment Insurance	896	551	585	420	305	178	16				118	419	3,487
Employee Health/Life Insurance	2,550	2,550	2,608	2,548	2,548	2,607	2,548	2,549	2,548	2,627	1,929	1,968	29,580
Operational Supplies											38	69	107
Professional Services	130	130		130	130	130	259		130	130	130	130	1,427
Conferences & Training											260	(260)	
Total Social Services	19,936	17,785	17,826	17,485	15,098	18,032	18,352	16,528	13,997	16,973	18,441	19,130	209,582
Physical Therapy													
Reg. Full-Time Employees	4,524	4,112	4,527	4,527	4,321	5,327	4,721	4,115	4,109	5,141	4,409	5,360	55,192
Overtime	4	10					17		10				41
TOPS - Balances	322	567	157	245	87	32	26	(141)	622	250	(183)	(367)	1,617
No Benefit Full-Time Employees										10			10
TOPS - FICA	25	43	12	19	7	2	2	(11)	2	18	(13)	(26)	80
Social Security - Employer	334	303	333	333	325	393	349	166	182	339	394	409	3,860
IMRF - Employer Cost	392	356	395	395	383	465	415	177	215	446	474	487	4,600
Workers' Compensation Ins.	87	123	135	135	129	159	141	123	80	135	160	165	1,574
Unemployment Insurance	318	213	236	228	254	140	36					91	1,515
Employee Health/Life Insurance	1,299	1,299	1,328	1,298	1,298	1,328	1,298	1,298	1,298	1,337	1,298	1,318	15,699
Operational Supplies			10										10
Professional Services	35,392	36,743	31,295	35,500	21,654	19,982	21,340	16,958	15,369	10,178	18,551	21,680	284,643
Furnishings, Office Equipment								235					235
Total Physical Therapy	42,697	43,769	38,427	42,679	28,458	27,830	28,345	22,921	21,887	17,855	25,090	29,117	369,076
Occupational Therapy													
Reg. Full-Time Employees	2,253	2,048	2,253	2,253	2,150	2,703	2,355	2,048	2,048	2,560	2,194	2,719	27,584
TOPS - Balances	134	201	201	134	(481)	134	31	92	310	89	(76)	(392)	375
TOPS - FICA	10	15	15	10	(37)	10	2	7	8	6	(5)	(28)	15
Social Security - Employer	171	155	170	170	164	205	178	85	93	171	201	213	1,976
IMRF - Employer Cost	200	182	202	202	193	242	212	91	110	225	243	253	2,355
Workers' Compensation Ins.	43	61	67	67	64	81	70	61	40	67	80	84	787

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Description	01/15	02/15	03/15	04/15	05/15	06/15	07/15	08/15	09/15	10/15	11/15	12/15	Total
Unemployment Insurance	160	108	119	115	133	77						46	758
Employee Health/Life Insurance	650	650	664	649	649	664	649	649	649	669	649	659	7,849
Professional Services	27,323	25,374	24,003	22,684	23,717	20,609	20,074	16,194	14,991	25,225	15,404	18,052	253,651
Total Occupational Therapy	30,944	28,793	27,695	26,285	26,552	24,724	23,573	19,228	18,249	29,013	18,689	21,605	295,350
Speech Therapy													
Professional Services	12,090	8,622	9,712	10,627	9,820	10,013	12,179	8,035	9,813	19,844	8,185	9,382	128,322
Total Speech Therapy	12,090	8,622	9,712	10,627	9,820	10,013	12,179	8,035	9,813	19,844	8,185	9,382	128,322
Respiratory Therapy													
Professional Services	9,089	7,631	7,288	5,775	3,894	4,869	4,181	2,860	2,666	2,878	3,974	2,761	57,865
Total Respiratory Therapy	9,089	7,631	7,288	5,775	3,894	4,869	4,181	2,860	2,666	2,878	3,974	2,761	57,865
Total This Department	21,178	16,253	17,000	16,402	13,714	14,882	16,360	10,895	12,479	22,722	12,159	12,144	186,187
Food Services													
Reg. Full-Time Employees	26,795	24,749	26,748	25,185	26,247	23,531	27,086	25,338	25,719	32,272	29,514	28,989	322,172
Reg. Part-Time Employees	4,994	2,535	2,263	1,615	2,835	7,367	4,775	3,111	2,751	5,055	5,045	6,797	49,145
Overtime	5,718	3,041	2,902	3,376	3,933	3,121	3,612	3,099	3,474	1,836	3,760	5,676	43,546
TOPS - Balances	1,632	(1,189)	2,409	1,257	814	(2,621)	204	(1,578)	2,389	(637)	(546)	(221)	1,912
TOPS - FICA	125	(91)	184	96	62	(200)	16	(121)	29	(45)	(39)	(16)	
Social Security - Employer	2,830	2,283	2,397	2,273	2,499	2,566	2,676	1,385	1,429	2,609	2,849	3,119	28,915
IMRF - Employer Cost	3,308	2,677	2,841	2,686	2,982	3,016	3,168	1,474	1,724	3,434	3,460	3,726	34,496
Workers' Compensation Insurance	671	816	867	801	819	975	953	851	553	949	959	1,025	10,238
Unemployment Insurance	2,343	1,474	1,627	1,557	1,711	1,743	993	593	398	603	795	1,465	15,302
Employee Health/Life Insurance	8,414	8,444	7,983	7,795	7,795	6,037	6,497	7,146	7,148	7,381	7,151	6,604	88,395
Food	(68)												(68)
Non-Food Supply				237	134	72							443
Nutritional Supplements	5,860	4,643	9,206	5,967	6,513	7,004	8,471	6,671	1,294	6,958	2,557	7,578	72,719
Equipment < \$2,500	134			(55)	213								292
Operational Supplies	(12)		953	(866)	437	132	355	308				6	1,312
Professional Services			2,633	3,595	4,110	4,917	3,075	2,590	2,691	1,280			24,891
Equipment Rentals	405	405	405	405	405	405	405	405	405	405	405	405	4,859
Dues & Licenses			85										85
Conferences & Training	30	15	45	15	75	60	15	15	45	296	75		686
Food Service	61,538	55,203	60,121	59,576	62,626	59,573	59,891	57,444	56,691	59,076	55,968	58,669	706,377
Total Food Services	124,717	105,004	123,669	115,513	124,210	117,696	122,190	108,731	106,740	121,470	111,953	123,823	1,405,717
Barber & Beauty													
Reg. Full-Time Employees	4,546	4,133	4,546	4,546	4,339	4,896	4,753	4,133	4,133	4,133	4,647	4,865	53,670
Overtime									59				59
TOPS - Balances	296	293	276	286	(381)	32	(326)	(217)	(18)	362	140	(538)	206
TOPS - FICA	23	22	21	22	(29)	2	(25)	(17)	(16)	26	10	(38)	2

12/31/15

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

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Description	01/15	02/15	03/15	04/15	05/15	06/15	07/15	08/15	09/15	10/15	11/15	12/15	Total
Social Security - Employer	303	271	298	298	309	324	312	149	163	321	274	314	3,336
IMRF - Employer Cost	355	318	354	354	364	383	372	159	193	422	331	366	3,971
Workers' Compensation Insurance	87	124	136	136	130	146	142	124	80	136	185	142	1,568
Unemployment Insurance	319	214	237	229	249	169	6					92	1,516
Employee Health/Life Insurance	1,299	1,299	1,328	1,298	1,298	1,328	1,298	1,298	1,298	1,337	1,298	1,318	15,699
Operational Supplies	169		187				185			227			768
Total Barber & Beauty	7,398	6,674	7,383	7,170	6,280	7,281	6,718	5,630	5,892	6,964	6,884	6,521	80,794
Adult Day Care													
Reg. Full-Time Employees	11,949	10,091	9,834	9,117	9,843	10,142	12,628	10,426	10,166	11,832	10,447	11,016	127,492
Temp. Salaries & Wages					560	1,535	227						2,322
Overtime	473	111	104	123	395	(275)	228	441	63	303	725	135	2,826
TOPS - Balances	974	250	(852)	199	(1,046)	665	(428)	365	1,213	(103)	(821)	(585)	(170)
TOPS - FICA	75	19	(65)	15	(80)	51	(33)	28	19	(7)	(58)	(42)	(79)
Social Security - Employer	934	753	737	694	784	866	978	422	428	801	839	839	9,075
IMRF - Employer Cost	1,095	882	873	829	865	894	1,151	445	506	1,055	1,024	991	10,611
Workers' Compensation Insurance	233	302	294	273	311	349	384	312	185	312	386	321	3,662
Unemployment Insurance	853	507	521	470	516	178	207	123				220	3,594
Employee Health/Life Insurance	2,568	2,568	2,076	1,967	2,616	2,675	1,967	1,967	1,967	2,690	2,616	2,656	28,335
Gasoline & Oil	1,056	912		737	1,777		1,677		950	1,795		1,398	10,301
Equipment < \$2,500		420											420
Operational Supplies	139	17	171	202	175	89	158	152	17	137	86	111	1,454
Professional Services													
Field Trips/Activities				17	17		5						38
Dues & Licenses		359			5		255						619
Conferences & Training					684	101	15	15	294	727	797		2,633
Furnishings, Office Equipment						45							45
Total Adult Day Care	20,349	17,191	13,694	14,644	17,422	17,316	19,418	14,697	15,809	19,541	16,041	17,059	203,180
Alzheimers and Related Disord													
Reg. Full-Time Employees	29,274	28,334	36,710	40,506	23,244	21,858	19,504	15,643	13,270	13,361	10,749	10,198	262,652
Reg. Part-Time Employees			1,453	1,287	1,274	1,084	613						5,710
Temp. Salaries & Wages			2,318										2,318
Overtime	17,748	8,294	9,083	5,529	6,326	10,282	7,145	5,129	2,101	2,750	2,359	2,600	79,344
TOPS - Balances	2,043	(698)	(16,384)	(280)	(5,377)	(1,224)	214	(6,728)	1,157	6,789	(6,741)	(6,548)	(33,776)
No Benefit Full-Time Employees	21,693	17,658	21,096	18,659	19,683	19,241	20,129	12,258	3,591	5,151	3,826	4,719	167,702
No Benefit Part-Time Employees	18,679	16,762	30,450	17,209	17,964	14,588	14,970	11,999	7,190	8,623	7,758	6,957	173,147
TOPS - FICA	156	(53)	(1,253)	(21)	(411)	(94)	16	(515)	27	482	(479)	(465)	(2,610)
Social Security - Employer	6,611	5,364	7,613	6,341	5,242	5,061	4,729	1,508	1,113	2,255	2,298	1,797	49,932
IMRF - Employer Cost	7,752	6,289	8,769	7,479	6,212	5,971	5,590	1,532	1,314	2,969	2,782	2,106	58,764
Workers' Compensation Insurance	1,506	1,876	2,752	2,322	1,775	1,781	1,651	1,193	462	782	808	619	17,526
Unemployment Insurance	5,737	3,528	3,201	2,359	2,270	1,573	944	499	92	132	89	491	20,914

12/31/15

Champaign County Nursing Home
Historical Statement of Operations

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Description	01/15	02/15	03/15	04/15	05/15	06/15	07/15	08/15	09/15	10/15	11/15	12/15	Total
Employee Health/Life Insurance	3,867	3,867	4,012	3,865	3,246	2,741	2,599	2,599	2,599	2,741	1,950	2,009	36,095
Professional Services	87	87	87	87	87	87	87	87	87	87	87	87	1,047
Conferences & Training		180				466	1,199	99					1,944
ARD - Contract Nursing	955	358	1,990		1,881	922							6,105
Total Alzheimers and Related Disorde	116,107	91,846	111,896	105,342	83,414	84,337	79,390	45,304	33,003	46,122	25,485	24,570	846,815
Total Expenses	1,359,394	1,226,005	1,238,195	1,262,790	1,302,233	1,291,579	1,292,299	1,180,345	1,121,153	1,153,336	1,188,113	1,222,535	14,837,976
Net Operating Income	(111,404)	(45,741)	(11,501)	(129,880)	(47,023)	(51,563)	(73,589)	(107,068)	(171,822)	(100,335)	(162,440)	(101,843)	(1,114,211)

NonOperating Income**Local Taxes**

Current-Nursing Home Operating	92,508	92,508	92,508	92,508	92,508	92,508	92,508	92,508	92,508	92,508	92,508	118,003	1,135,589
Total Local Taxes	92,508	92,508	92,508	92,508	92,508	92,508	92,508	92,508	92,508	92,508	92,508	118,003	1,135,589

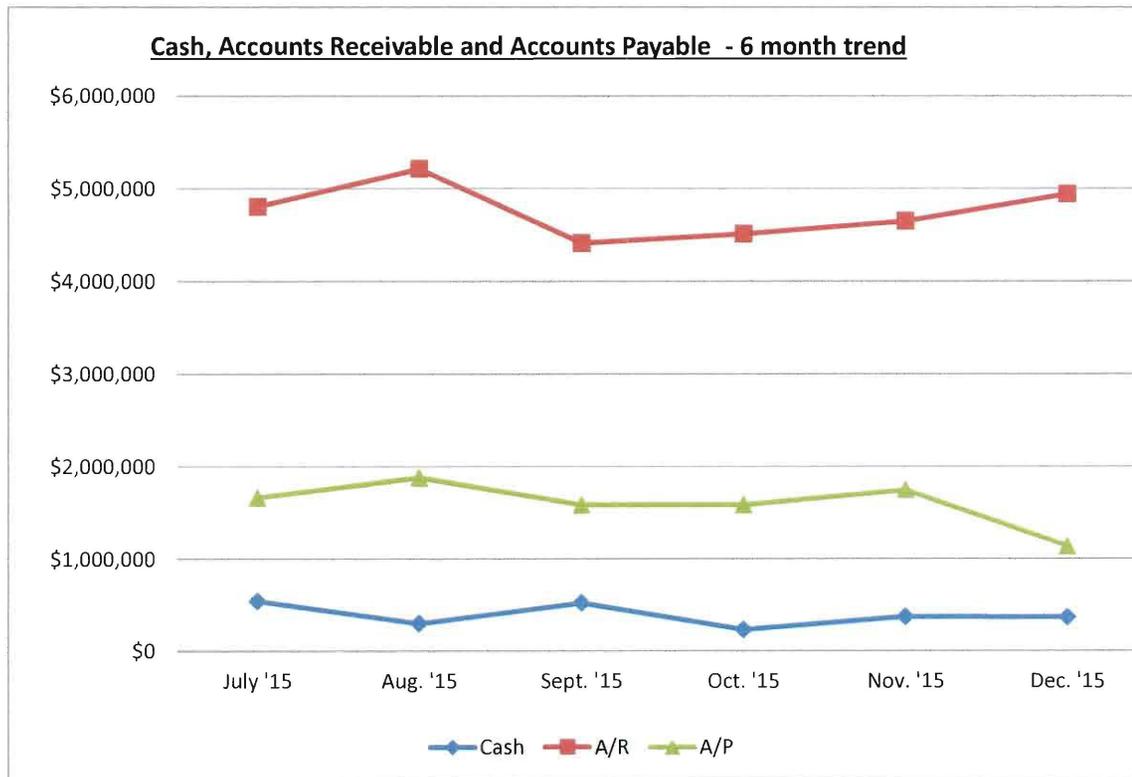
Miscellaneous NI Revenue

Investment Interest		50	22	35	22	27					71		227
Restricted Donations	150	564	860	250	195	891	100	612	491		263	966	5,340
Vending Machine Revenue				1,116						868	1,009		2,992
Total Miscellaneous NI Revenue	150	614	883	1,400	217	917	100	612	491	868	1,342	966	8,559
Total NonOperating Income	92,658	93,122	93,390	93,908	92,725	93,425	92,608	93,119	92,998	93,376	93,850	118,968	1,144,148
Net Income (Loss)	(18,747)	47,380	81,889	(35,972)	45,702	41,862	19,019	(13,948)	(78,824)	(6,959)	(68,590)	17,125	29,937

**Champaign County Nursing Home
July 31, 2015 through December 31, 2015 - Preliminary**

Key Balance Sheet Items Charted Below:

	<u>July '15</u>	<u>Aug. '15</u>	<u>Sept. '15</u>	<u>Oct. '15</u>	<u>Nov. '15</u>	<u>Dec. '15</u>
Cash	542,412	300,038	524,588	232,387	373,836	367,650
A/R	4,806,216	5,216,350	4,410,959	4,510,443	4,649,431	4,941,872
A/P	1,666,441	1,883,393	1,585,826	1,588,846	1,750,243	1,138,873



**Champaign County Nursing Home
Statement of Cash Flows (Indirect Method)
12 Months - Preliminary
December 31, 2014 through December 31, 2015**

CASH FLOW FROM OPERATING ACTIVITIES:

Net Income (Loss) - YTD	\$ 29,937
Depreciation Expense	721,647
(Incr.)/Decr. in Accounts Receivable	72,412
(Incr.)/Decr. in Prepaid Expenses	7,478
(Incr.)/Decr. in Inventory	5,974
(Incr.)/Decr. in Patient Trust	(5,424)
Incr./(Decr.) in Accounts Payable	(602,505)
Incr./(Decr.) in Salaries and Wages Payable	250,253
Incr./(Decr.) in Interest Payable	-
Incr./(Decr.) in Accrued Com. Absences	(55,816)
Incr./(Decr.) in Other Liabilities	16,913
	<hr/>
Net Cash Provided by Operating Activities	440,869

CASH FLOW FROM INVESTING ACTIVITIES:

Purchase of Equipment	(124,385)
Improvements / (CIP)	(190,427)
	<hr/>
Net Cash Provided by Investing Activities	(314,812)

CASH FLOW FROM FINANCING ACTIVITIES:

Increase in Tax Anticipation Note	26,709
Notes Payable - Medicaid	-
(Decrease) Due to General Corp. Fund	-
(Decrease) in Bonds Payable	(195,000)
Increase in Equity Adjustment	(294,426)
	<hr/>
Net Cash Provided by Financing Activities	(462,717)

Total Cash Flow	(336,660)
Beginning Cash Flow - 12/31/2014	704,310
	<hr/>
ENDING CASH - 12/31/2015	\$ 367,650
	<hr/> <hr/>

Champaign County Nursing Home
Monthly Statements of Cash Flow (Indirect Method)
July 31, 2015 through December 31, 2015 - Preliminary

	<u>July '15</u>	<u>Aug. '15</u>	<u>Sept. '15</u>	<u>Oct. '15</u>	<u>Nov. '15</u>	<u>Dec. '15</u>
<u>CASH FLOW FROM OPERATING ACTIVITIES:</u>						
Net Income (Loss) - Monthly	\$ 19,019	\$ (13,948)	\$ (78,824)	\$ (6,959)	\$ (68,590)	\$ 17,125
Depreciation Expense	58,953	58,953	58,954	58,903	58,814	71,996
(Incr.)/Decr. in Accounts Receivable	250,517	(410,135)	805,392	(99,484)	(138,988)	(292,441)
(Incr.)/Decr. in Prepaid Expenses	15,575	15,577	15,573	15,572	15,574	15,574
(Incr.)/Decr. in Inventory	-	-	-	-	-	-
(Incr.)/Decr. in Patient Trust	(676)	2,161	-	-	-	-
Incr./(Decr.) in Accounts Payable	(53,283)	216,952	(297,567)	3,020	161,397	(611,370)
Incr./(Decr.) in Salaries and Wages Payable	66,976	6,913	(11,768)	(234,986)	168,460	57,402
Incr./(Decr.) in Interest Payable	9,374	9,374	9,375	9,374	9,374	(46,871)
Incr./(Decr.) in Accrued Com. Absences	(4,483)	7,696	3,413	13,925	(26,270)	(20,529)
Incr./(Decr.) in Other Liabilities	676	(2,161)	-	11,305	-	99
Net Cash Provided (Used) by Operating Activities	362,648	(108,618)	504,548	(229,330)	179,771	(809,015)
<u>CASH FLOW FROM INVESTING ACTIVITIES:</u>						
Purchase of Equipment	(22,841)	(5,798)	-	-	-	(74,548)
Improvements / (CIP)	(97,730)	(11,923)	(34,093)	(62,871)	(38,322)	74,548
Net Cash Provided (Used) by Investing Activities	(120,571)	(17,721)	(34,093)	(62,871)	(38,322)	-
<u>CASH FLOW FROM FINANCING ACTIVITIES:</u>						
Incr./(Decr.) in Tax Anticipation Note	0	(116,035)	(245,905)	-	-	997,829
Incr./(Decr.) Notes Payable - Medicaid	-	-	-	-	-	-
Incr./(Decr.) in Due to General Corp. Fund	-	-	-	-	-	-
Incr./(Decr.) in Bonds Payable	-	-	-	-	-	(195,000)
Incr./(Decr.) in Equity Adjustment	-	-	-	-	-	-
Net Cash Provided (Used) by Financing Activities	0	(116,035)	(245,905)	-	-	802,829
Total Cash Flow	242,077	(242,374)	224,550	(292,201)	141,449	(6,186)
Beginning Cash Balance (Prior Month's)	300,335	542,412	300,038	524,588	232,387	373,836
MONTH ENDING CASH BALANCE	\$ 542,412	\$ 300,038	\$ 524,588	\$ 232,387	\$ 373,836	\$ 367,650

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

Cash	\$367,350.18
Petty Cash	\$300.00
Total Cash	\$367,650.18

Rec., Net of Uncollectible Amounts

Accts Rec-Nursing Home Private Pay	\$1,425,175.99
Accts Rec-Nursing Home Med Adv/ HMO/ Ins	\$872,083.21
Total Rec., Net of Uncollectible Amounts	\$2,297,259.20

Rec., Net of Uncollectible Amounts

Accts Rec-Nursing Home Hospice	\$214,224.12
Allowance for Uncollectible Accts-Private Pay	(\$67,613.97)
Allowance for Uncollectible Accts-Patient Care P	(\$135,318.86)
Allowance for Uncollectible Accts-Patient Care H	\$0.00
Total Rec., Net of Uncollectible Amounts	\$11,291.29

Accrued Interest

Property Tax Revenue Receivable	\$0.00
Total Accrued Interest	\$0.00

Intergvt. Rec., Net of Uncollectibl

Due From Collector Funds	\$589.16
Due From Other Funds	\$0.00
Due from Other Governmental Units	\$1,282,723.22
Due from IL Public Aid	\$801,120.86
Due from IL Department of Aging-Title XX	\$81,275.66
Due from US Treasury-Medicare	\$399,002.62
Due From VA-Adult Daycare	\$21,409.12
Due From VA-Nursing Home Care	\$73,640.31
Allowance for Uncollectible Accts-IPA	(\$1,477.00)
Allow For Uncollectible Accts-IL Dept Of Aging	\$0.00
Allowance for Uncollectible Accts-Medicare	(\$24,961.61)
Allowance For Uncollectible Accts-VA Adult Day C	\$0.00
Allowance for Uncollectible Accts-VA Veterans Nu	\$0.00
Total Intergvt. Rec., Net of Uncollectibl	\$2,633,322.34

Prepaid Expenses

Prepaid Expenses	\$2,789.35
Stores Inventory	\$5,764.53
Total Prepaid Expenses	\$8,553.88

Long-Term Investments

Patient Trust Cash, Invested	\$26,173.97
Total Long-Term Investments	\$26,173.97
Total Current Assets	\$5,344,250.86

LIABILITIES & EQUITY**Current Liabilities**

A/R Refunds	(\$445.13)
A/R Refunds	\$11,849.82
Accounts Payable	\$1,138,872.96
Salaries & Wages Payable	\$446,473.67
Interest Payable - Bonds	\$0.02
Due To Accounts Payable Fund	(\$216.40)
Tax Anticipation Notes Payable	\$997,829.00
Notes Payable	\$438,053.10
Total Current Liabilities	<u>\$3,032,417.04</u>

Non-Current Liabilities

Nursing Home Patient Trust Fund	\$26,173.97
Bonds Payable	\$2,505,000.00
Accrued Compensated Absences	\$303,865.11
Total Non-Current Liabilities	<u>\$2,835,039.08</u>
Total Current Liabilities	<u>\$5,867,456.12</u>

Equity

Revenues	\$0.00
Retained Earnings-Unreserved	\$18,344,389.21
Year To Date Earnings	\$0.00
Contributed Capital	\$0.00
Year To Date Earnings	\$29,936.95
Total Equity	<u>\$18,374,326.16</u>
Total LIABILITIES & EQUITY	<u>\$24,241,782.28</u>

To: Board of Directors
Champaign County Nursing Home

From: Scott T Gima
Manager

Date: February 3, 2016

Re: Management Update

Revenue Anticipation Notes

The revenue anticipation notes were approved by the county board in January. Gary Winschel from MPA will be meeting with Dan Welch, Champaign County Treasurer later this month to begin the process of contacting banks and lending institutions.

Human Resources Director – Initial Evaluation

Please see the attached memorandum from Amanda Bloomfield that provides her initial assessment and feedback from her first few weeks.

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

To: Board of Directors
Champaign County Nursing Home

From: Amanda Bloomfield
Director of Human Resources

Date: February 3, 2016

Re: Initial Impressions

In my first few weeks here at CCNH I have focused on getting to know the staff and the market. I've met one on one with all managers and department heads as well as our union representatives and our union president. I have also met with many members of general staff. I see our two biggest hurdles at the moment as recruiting and retention and the two issues are rather cyclical in nature.

The immediate need is to fill the nursing supervisory positions, so that we can keep the nurses and CNAs that we do have, and so that we can continue to fill open nursing and C NA positions with employees that will then have a support system of management and coaching that will help them to be successful. Karen has successfully recruited the unit 1/3 supervisor who has a non-nursing background. We are also exploring non-nursing candidates for some of the other unit manager positions, and this has expanded the applicant pool. We have interviews scheduled for a non-nursing candidate for unit 5 this week.

The plan to achieve these goals is to first, expand our current recruiting efforts. I have reached out to Parkland, DACC, Richland, Eastern, Milikin, and Lake Land colleges to begin a dialog with nursing departments and advisors to begin creating a brand for us in those areas. The Parkland job fair for medical careers is coming up next month and we will have a presence there. I will be bringing an employee who is currently in the RN program at Parkland with me to that job fair to help communicate our flexibility with school schedules and obligations, as well as to speak from experience about our environment and culture. I have also become involved with several groups of area nurses and CNAs to find out more about what they are looking for in employment. We have a long way to go to change the perception of CCNH as a place to work, but getting involved in community groups like these is a start.

We also need to change the way we advertise our positions. The competition in the field is bright, flashy, and exciting, and to put it mildly, our job ads are boring. I feel we need to advertise ourselves as a place to work with advertisements of our facility, and our rich benefit and paid leave package. Initiating a tuition reimbursement would also be a great way to retain employees we have and to attract new employees as well.

Outside of the nursing department, some of the same strategies apply: changing job ads, advertising our benefits and facility, but I will also be reaching out to guidance counselors at

area high schools, participating in some job fairs geared toward high school/GED equivalent qualifications.

To raise our retention rates, I feel it is important to foster buy in at the employee level. The facility has been utilizing peer interviews but its' use has been inconsistent within the departments. Making sure that every department is bringing all levels of staff in for peer interviews so that current staff has input on new hires is very important.

Retention and turnover is also directly affected by the open unit manager positions. CNA's don't have the daily access to managers and the guidance they need to be successful. At the same time, the nursing administration cannot effectively manage and supervise. This in turn can lead to lower job satisfaction at both the staff and management levels.

My focus in HR is one of inclusivity and positivity. Creating more avenues for recognition and positive reinforcement will go a long way to building that buy in and job satisfaction at every level. We already have recognition programs in place, but with the open management positions that we currently have, it makes it difficult to build a consistent program. While recruiting efforts continue, moving the responsibility of employee events, recognition, and award programs under my office will help to ensure it stays a prominent focus. Our staff has great ideas for unit contests and employee events that I plan to implement as well.

Communication is another area to address. I see opportunities to improve communication between management and staff as well as opportunities to improve lateral communication of staff between departments. Due to the large size of the facility, posted signs and memos are used to convey schedule changes and process changes, and that doesn't give the employees or union representatives a good avenue for questions or feedback. Providing a more personal approach is needed for the initial dissemination of the announcements. I have started participating in the weekly unit meetings with the staff and nurse management. This allows me to first, have face time and an opportunity to meet more general staff faster, and second, to immediately identify and address issues that arise. It gives the opportunity to announce any procedure, policy or scheduling changes in person, so concerns can be addressed right away, and it also allows the staff to voice any concerns directly. Due to the nature of our 24 hour environment, some of our employees never have access to HR or administration when they are working, so attending these meetings for each shift has been helpful.

Having a defined person to go to with any personnel issues, questions, and concerns is already providing opportunities to identify and address cross-departmental communication issues. A future goal is to provide more in service training that crosses departments. I am researching different modules of leadership training as well as avenues for approach training.

In the short term short term, I am working to be up to speed on payroll; point tracking and notification; the job descriptions for each position in the facility (creating those job descriptions that are missing); and the intricacies of the nurse scheduling system in regards to seniority, pulling, required numbers, past practices, and school scheduling. I have been working very

closely with our union stewards to learn all of the policies and procedures of our bargaining unit employees, but I still have more work to do to be fluent in the policy. I am very impressed with the willingness to help and teach that everyone has shown.

In the process of learning the scheduling process and union regulations therein, I have changed the procedure for employee concerns. Our nurse scheduler is feeling overwhelmed with the number of interruptions and policy questions from employees and managers throughout the month, so I have scheduled a monthly meeting between nurse management, the union representation, myself and the nurse scheduler to address any issues with the process. Having all of these people meeting face to face will stream line her scheduling process by addressing any problems with the schedule or the policy used to create it before it is posted instead of after. It is allowing us to be proactive in fixing any scheduling problems instead of reactive. I have also started to get employees to come to me with concerns so that I can then check with union regulations and work with our scheduler to address anything that comes up in the form of employee schedule conflicts.