

## CHAMPAIGN COUNTY NURSING HOME BOARD OF DIRECTORS AGENDA

County of Champaign, Urbana, Illinois  
Monday, May 8, 2017 - 6:00 p.m.

In-Service Training Room

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

### Committee Members:

Jack Anderson – Chair  
Sam Banks  
Deb Busey  
Catherine Emanuel

Josh Hartke  
Mary Hodson  
Edmund Sutton

- I. Call to Order
- II. Roll Call
- III. Approval of Agenda/Addenda
- IV. Approval of Minutes
  - A. April 10, 2017 1 - 3
- V. Public Participation
- VI. Communications
- VII. Management Update
  - A. Medicaid application 4
  - B. MPA Report (staffing, quality, food service) 5 - 48
  - C. MPA Financial Report 49 - 71
- VIII. For Information Only
  - A. Update on the interest of a non-profit consortium operating the nursing home
  - B. Update on RFI 2017-004 for Property Brokerage and consulting Services for the Sale or Transfer of the Champaign County Nursing Home 72 - 79
- IX. New Business
  - A. Discussion of temporary job descriptions
    - i. Nursing Home Administrator 80 - 82
    - ii. Operations Manager 83 - 85
  - B. RFP 2017-005 for Management and Consulting Services for Champaign County Nursing Home (to be distributed)
  - C. Crisis Management
    - i. Retention compensation for key staff
    - ii. Morale concerns
- X. CLOSED SESSION
  - A. Pursuant to 5 ILCS 120/2 (c) 1 to consider the employment, compensation, discipline, performance, or dismissal of specific employees of Champaign County
- XI. Other Business
  - A. Approval of CLOSED session minutes of April 10, 2017

- XII. Next Meeting Date & Time
  - A. Monday, June 12, 2017 at 6:00 p.m.
  
- XIII. Adjournment

**Champaign County strives to provide an environment welcoming to all persons regardless of disabilities, race, gender, or religion. Please call 217-384-3776 to request special accommodations at least 2 business days in advance.**

**Board of Directors**  
**Champaign County Nursing Home (CCNH) –Minutes**  
**Lyle Shields Room at Brookens Center in Urbana, Illinois**  
**April 10, 2017**

Directors Present: Anderson, Banks, Busey, Emanuel, Hartke, Hodson, Sutton

Directors Absent/Excused: None

Also Present: Asplund, Gima, Noffke, Snider

**1. Call to Order**

Chair Anderson called the meeting to order at 6:00 p.m.

**2. Roll Call**

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

**3. Approval of Agenda**

The board approved the agenda as distributed (motion by Sutton, second by Banks, unanimous).

**4. Approval of Minutes**

The board approved the open session minutes of March 13, 2017 as distributed (motion by Hartke, second by Busey, unanimous).

**5. Public Participation**

None

**6. Communications**

Catherine Emanuel provided a brochure for the Above and Beyond program.

**7. Management Update**

Scott Gima stated there are now 45 open Medicaid applications, with 19 approved and awaiting payment. According to Mr. Gima, the 19 applications amount to \$180,000 owed. Mr. Gima referred to the chart on page four of the agenda packet. He noted the reduction in applications is misleading because the state is not providing the dollar amount associated with the remaining open applications that have not been approved.

Karen Noffke reviewed the staffing numbers. She commented the Nursing Home is fully hired, based on the current census. Ms. Noffke noted the CNAs are in transition; moving from 12 to 8-hour shifts. Ms. Noffke stated the administration identified an error during the annual survey. The Illinois Public Department of Health did not enter staffing numbers correctly in the database. Mr. Gima anticipates the next quarterly update will reflect corrected numbers. He stated it is possible that the corrected numbers will result in a one-star increase in staffing; which could also increase the overall rating by one star.

Ms. Noffke addressed food service. She relayed the following items that are currently being worked on: food consistency, napkins, food temperatures, and stay-backs. She commented that cleanliness continues to be a focus.

**8. Items for Board Approval**

Mr. Snider stated there was a miscommunication regarding this item. He believes this is in reference to the wing consolidation, which is already under way. He asked Mr. Gima to provide the board with a progress report.

Mr. Gima noted the consolidation is driven by the reduction in census. The Nursing Home is moving all residents out of Unit 2 and into Units 1 and 3 (predominantly). Each week 4 residents are moved. There are only eight left to move to complete the project. Mr. Gima reported there have been no issues relating to the move. He stated this process will assist with staffing levels and control costs.

In response to a question by Ms. Busey, Mr. Gima responded that one benefit of the consolidation is one of the dining rooms can now be repurposed for activities.

**9. New Business**

Mr. Anderson read aloud the portion of Mr. Aldrich's report regarding a joint venture between the local health care entities and Champaign County creating a non-profit corporation for operating the Nursing Home. He suggested the formation of a small exploratory group to investigate this option.

Ms. Busey suggested the State's Attorney review Mr. Aldrich's recommendation to confirm whether this is a viable option. Mr. Snider agreed to review it with the State's Attorney.

Mr. Anderson, Ms. Emanuel, and Ms. Busey volunteered to work on this project, with support from Mr. Snider.

**10. Other Business**

a. Approval of closed session minutes of March 13, 2017

The board approved the closed session minutes of March 13, 2017 as distributed (motion by Hartke, second by Banks, unanimous).

**11. Next Meeting Time & Date**

The next meeting is scheduled for Monday, May 8, 2017 at 6:00 pm.

**12. CLOSED Session**

Motion by Mr. Hartke to enter into 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, and pursuant to 5 ILCS 120/2(c)(17) the recruitment, credentialing, discipline or formal peer review of physicians or other health care professionals, or for the discussion of matters protected under the federal Patient Safety and Quality Improvement Act of 2005, and the regulations promulgated thereunder, including 42 C.F.R. Part 3 (73 FR 70732), or the federal Health Insurance Portability and Accountability Act of 1996, and the regulations promulgated thereunder, including 45 C.F.R. Parts 160, 162, and 164, by a hospital, or other institution providing medical care, that is operated by the public body and that the following parties remain present: County Administrator, MPA VP, Director, HR Director, Compliance Director and recording secretary; seconded by Ms. Busey.

Roll call vote:

Aye: 7 – Hartke, Hodson, Sutton, Banks, Busey, Emanuel, Anderson  
Nay: 0  
Motion carried with unanimous support.

The Nursing Home Board of Directors entered into Closed Session at 7:01 p.m.

The Nursing Home Board of Directors resumed Open Session at 7:47 p.m.

**13. Adjournment**

**MOTION** by Hodson to adjourn the meeting; seconded by Emanuel. Upon vote, **MOTION CARRIED**.  
Meeting adjourned at 7:48 p.m.

Respectfully submitted:  
Tammy Asplund  
Recording Secretary



**Management Performance Associates**  
 Woods Mill Towers • Suite 501 South  
 14323 South Outer Forty Road  
 Chesterfield, Missouri 63017  
 314 • 434-4227 FAX 314 • 434-4337  
 www.healthcareperformance.com

**To:** Board of Directors  
 Champaign County Nursing Home

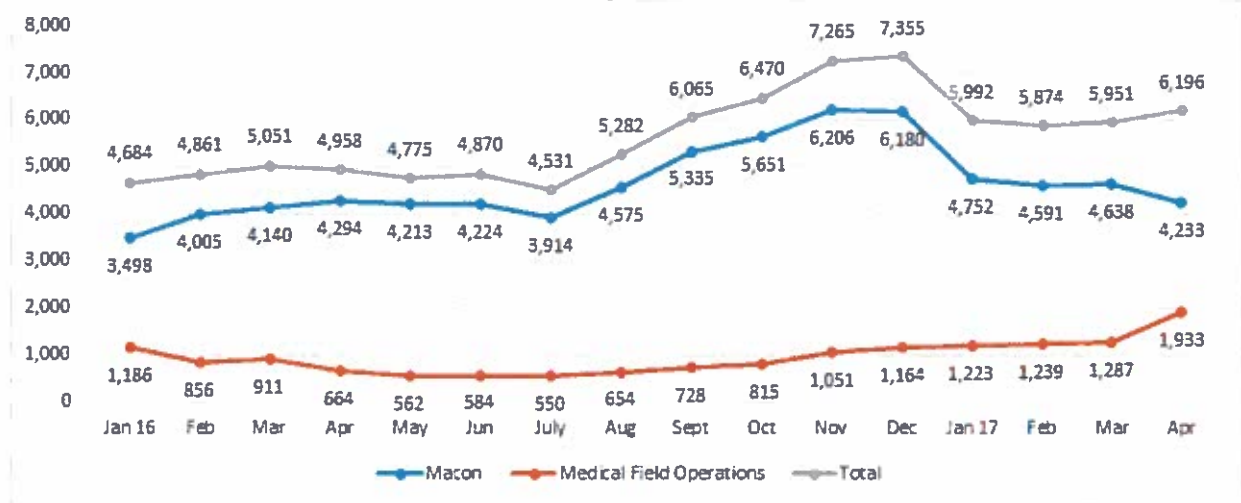
**From:** Scott Gima

**Date:** May 3, 2017

**Re:** **Medicaid Applications**

As of May 3<sup>rd</sup>, no update on open applications was provided by HFS. The information below is a repeat of last month's update.

**Nursing Home Applications  
 By Hub**



Last month, there were 45 open applications, including 19 approved applications that have not been paid. Currently there are 47 open applications with 14 approved applications for which payment is pending.

## Action Plan Update

### Issue 1

#### Current Open Positions

The table below summarizes the current open positions.

Number of Open Positions		
	4/1/2017	5/1/2017
Accounts Receivable Clerk	1.0	1.0
Director of Nursing	1.0	1.0
Assistant Director of Nursing	1.0	1.0
Unit Manager for Rehabilitation (RN)	1.0	1.0
RN Shift Supervisor	3.0	3.0
Care Plan Coordinator (RN preferred)	1.0	1.0
CNA Team Leader - Long Term Care	5.0	5.0
Restorative CNA	1.0	1.0
CNA	0.0	0.6
Activities Assistant	2.5	2.5
Cook/Assist Cook	0.0	0.0
Food Service Worker PRN	0.0	1.0
Transporation Assistant	0.5	0.5
<b>Total</b>	<b>17.0</b>	<b>18.6</b>

The CNA staffing is at 61.4 FTEs, just under the target of 62.0. There is one new CNA in the early May orientation class that will get CNAs to the target of 62.0 FTEs. In the month of April there were 13 separations and 4 hires. As a result, the number of CNA FTEs has fallen from 69.3 at the beginning of April to 61.4.

Issue 1  
HR Dashboard 2017

Retention Rate	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	(2013) New Benchmark
All	57.6%	58.7%	56.3%	59.9%									73.1%
All Nursing	56.3%	57.3%	55.5%	58.7%									70.0%
CNAS	55.6%	56.3%	53.8%	56.0%									69.6%

Turnover Rate (12 month rolling average)	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	(2013) New Benchmark
All	71.5%	77.6%	75.8%	81.1%									40.6%
All Nursing	67.4%	77.1%	71.5%	85.7%									44.4%
CNAS	78.9%	88.9%	83.5%	101.7%									45.8%

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
Jan 16 to Jan 17	163	92	20	112	19	11	6	15
All								
CNAS	71	45	10	55	4	6	3	3
Dietary	29	18	5	23	1	2	1	2
Feb 16 to Feb 17	173	94	23	117	23	11	6	16
All								
CNAS	80	47	13	60	7	6	3	4
Dietary	29	18	5	23	1	2	1	2
Mar 16 to Mar 17	175	91	22	113	24	12	6	20
All								
CNAS	76	43	12	55	7	6	3	5
Dietary	29	17	4	21	2	3	1	2
Apr 16 to Apr 17	189	93	31	124	27	12	6	20
All								
CNAS	85	46	15	61	10	6	3	5
Dietary	33	19	5	24	3	3	1	2
May 16 to May 17								
All								
CNAS								
Dietary								
Jun 16 to Jun 17								
All								
CNAS								
Dietary								
Jul 16 to Jul 17								
All								
CNAS								
Dietary								
Aug 16 to Aug 17								
All								
CNAS								
Dietary								
Sep 16 to Sep 17								
All								
CNAS								
Dietary								
Oct 16 to Oct 17								
All								
CNAS								
Dietary								
Nov 16 to Nov 17								
All								
CNAS								
Dietary								
Dec 16 to Dec 17								
All								
CNAS								
Dietary								



Issue 1  
 HR Dashboard 2017  
 (Continued)

Open Positions by Month	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Target FTEs 165 census
CNAs Hired (FTEs)	73.8	73.0	64.2	69.3	61.4								62
CNAs Open Positions (FTEs)	-11.8	-11.0	-2.2	-7.3	0.6								
Dietary Hired (FTEs)	20.5	20	21.0	19.8	15.8								19.65
Dietary Open Positions (FTEs)	-0.9	-0.4	-1.4	-0.2	3.9								
<b>Applications/Hires/Separations</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>Aug</b>	<b>Sept</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	
CNAs													
Applications	17	17	10	7									
Hires	7	9	7	4									
Separations	2	5	3	13									
Dietary													
Applications	26	18	15	16									
Hires	2	1	2	2									
Separations	0	1	3	5									

**Issue 1**

*CNA Staffing*

The retention rate increased as the number of CNAs decreased from 91 in March to 84 in April. The number of employed CNAs for a year or more decreased by two, from 49 to 47.

The CNA turnover rate increased due to the combination of a lower number of employed CNAs and a sharp increase in separations in April.

**Monthly CNA Retention**

	<b>Nov</b>	<b>Dec</b>	<b>Jan 17</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>
Employed <1 Year	45	42	40	38	42	37
Employed for 1 Year or More	44	44	50	49	49	47
Total # of CNAs	89	86	90	87	91	84
Retention Rate	49.4%	51.2%	55.6%	56.3%	53.8%	56.0%

**Monthly CNA Turnover**

	<b>Nov</b>	<b>Dec</b>	<b>Jan 17</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>
Rolling 12 month separations	74	70	71	80	76	85
Total # of CNAs	89	86	90	87	91	84
Turnover Rate	83.1%	81.4%	78.9%	92.0%	83.5%	101.2%

*Dietary Staffing*

Dietary staffing is 15.8 FTEs. There are two newly hired food service workers that are starting in May and are not counted in the 15.8.

**Champaign County Nursing Home  
Strategic Objective Metrics – Issue 1  
Updated April 30, 2017**

1. <i>Annual Turnover Rate</i>	
2. Annual turnover rate – Data from American Healthcare Association Quality Report 2014 3. 40.6%            2013 4. 45.2%            2012 5. 45.0%            2011 6. 37.0%            2010 7. 42.0%            2009 8. 45.1%            2008	FY 2017 – 87.1% (April 2017) FY2016 – 71.1% FY2015 – 68.2% FY2014 – 52.0% FY2013 – 63% FY2012 – 52% FY2011 – 68% FY2010 – 53%

**Issue 2  
Supervision Improvement**

*CMS Direct Care Staffing Levels (CMS data file update – April 26, 2017)*

Provider Name	CITY	This first group of values include values derived from those reported by the nursing home on the CMS 671 and 672 reporting forms.					This second group of values presents CMS's calculation of expected staffing time based on the RUGS 53 staff time values for residents in the nursing home at the time of the survey.					This third group of values represents the adjusted time, which is calculated by this formula: Hours Adjusted = (Hours Reported/Hours Expected)* Hours National Average				
		Reported Hours Per Resident Per Day					Expected Hours Per Resident Per Day					Adjusted Hours Per Resident Per Day				
		Aides	LPNs	RNs	License	Total Nursing	exp_aide	exp_LPN	exp_RN	exp_nurse	exp_all	adj_aide	adj_LPN	adj_RN	adj_nurse	adj_total
CHAMPAIGN COUNTY NURSING HOME	URBANA	1.72	0.90	0.56	1.46	3.18	2.44	0.60	0.85	1.45	3.90	1.24	0.49	1.73	3.29	
CHAMPAIGN URBANA NRSG & REHAB	SAVOY	1.66	0.39	0.80	1.20	2.85	2.50	0.70	1.14	1.84	4.34	1.62	0.47	1.00	2.85	
HELIA HEALTHCARE OF CHAMPAIGN	CHAMPAIGN	1.53	0.50	0.58	1.08	2.61	2.16	0.59	0.98	1.57	3.74	1.74	0.69	0.44	2.81	
HEARTLAND OF PAXTON	PAXTON	1.85	0.67	0.91	1.58	3.43	2.53	0.69	1.16	1.85	4.37	1.80	0.81	0.59	3.17	
HEARTLAND OF CHAMPAIGN	CHAMPAIGN	2.53	0.79	0.82	1.60	4.13	2.39	0.68	1.22	1.90	4.29	2.60	0.95	0.50	3.88	
ILLINI HERITAGE REHAB & HC	CHAMPAIGN	2.21	0.61	0.82	1.23	3.44	2.41	0.64	1.06	1.70	4.11	2.25	0.79	0.44	3.37	
COUNTRY HEALTH	GIFFORD	2.12	0.66	0.71	1.37	3.48	2.32	0.56	0.96	1.52	3.84	2.24	0.97	0.55	3.66	
Ave Average		1.95	0.65	0.71	1.36	3.30	2.39	0.64	1.05	1.69	4.08	2.00	0.85	0.51	3.26	
Illinois State Average		2.26	0.62	0.94	1.56	3.62	2.44	0.64	1.06	1.70	4.14	2.27	0.81	0.65	3.71	

**Previous Data**

HELIA HEALTHCARE OF CHAMPAIGN	CHAMPAIGN	1.61	0.52	0.77	1.29	2.90	2.25	0.58	0.88	1.46	3.71	1.76	0.75	0.65	1.40	3.15
HEARTLAND OF PAXTON	PAXTON	1.98	0.93	1.12	2.05	4.03	2.67	0.74	1.16	1.90	4.57	1.82	1.05	0.72	1.77	3.55

**Minor Changes - No change in reported hours**

CHAMPAIGN URBANA NRSG & REHAB	SAVOY	1.66	0.39	0.80	1.20	2.85	2.53	0.70	1.14	1.84	4.36	1.61	0.47	0.53	1.00	2.84
HEARTLAND OF CHAMPAIGN	CHAMPAIGN	2.53	0.79	0.82	1.60	4.13	2.38	0.69	1.23	1.92	4.30	2.61	0.94	0.50	1.44	3.87

Reported staffing hours were updated for Helia and Heartland of Paxton. Helia's reported CNA hours fell by 5%. Their adjusted CNA hours fell by 8%. Their reported RN hours fell by 25%. Adjusted RN hours fell by 32%. Total reported hours fell by 10%. Adjusted hours fell by 11%.

The updated numbers for Heartland of Paxton show their reported CNA hours fell by 7%. Their expected CNA hours dropped by 1%. Reported LPN hours fell by 28% and expected hours fell by 23%. Reported RN hours fell by 19% and expected RN hours fell by 18%. Total reported nursing hours fell by 15%. Expected total nursing hours fell by 11%.

Minor changes were seen with the expected hours and/or the adjusted hours for CUNR and Heartland of Champaign. There were no changes in the reported hours for both of the facilities. The reason for the small changes is unknown.

As reported last month, the current reported hours for CCNH was not accurate due to a data entry error. The IDPH representative that is responsible for the data entry has corrected the data. The above April report does not reflect the new numbers because the correction was made after the early April deadline for data submissions. IDPH has informed CCNH that the May data should reflect the corrected hours. The five star rating may also reflect the changes, but CCNH was not told that the corrected hours will result in an increase in the staffing star rating.

*Agency Usage Trends - Expenses*

No agency expenses since May of 1016

**Champaign County Nursing Home  
Strategic Objective Metrics – Issue 2  
Updated April 30, 2017**

Nursing Management	Status
<i>Fill Director of Nursing Position in 2015</i>	Opened 3/11/2016. Caroline Podvin has returned as the interim DON on February 13. Medical issues that occurred in March have prevented her return. Alternative options are being investigated.
<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
IV training through pharmacy. The goal is 90% of nurses trained by end of 2015.	Current IV training: 6% (3/49) Last training occurred on 01/19/17 Next training scheduled for 4/10/17
Trach education. 90% of all nurses will be trained by the end of 2015.	54% The last class was held on 6/23/16 and 9/26/16. Working with respiratory therapy to schedule training.
Skills training opportunities – collaborative effort with Carle Clinic or teaching programs. 90% of all nurses will be trained by the end of 2014.	<p>See above Carle Clinic ER collaborative training.</p> <p>Other related ongoing training that has occurred. Updates to the training are forthcoming with the return of Caroline as the interim DON.</p> <ul style="list-style-type: none"> <li>• Documentation training by IPMG conducted in June and October 2016 and Jan and March 2017. Administration and nursing management have been and will continue meetings with Matrix (software vendor) to improve nursing documentation workflow and forms used in EHR documentation process</li> <li>• IPMG Risk assessment updated 3/17 and will be working with staff to make improvements.</li> <li>• RPH trained on MD orders and transcription in January 2017.</li> <li>• EHR training on order processing</li> <li>• CPR training – completed in Nov 2016 and Jan 2017</li> <li>• Infection control – CUPHD interns training occurred in March 2017 and planned for April 2017</li> <li>• Body mechanics, – completed in Jan 2017</li> <li>• Dementia – monthly and on schedule</li> </ul>

Nursing Management	Status
	<ul style="list-style-type: none"> <li>• COPD training arranged by Dr. Sheik for 3/20/17 and 4/11/17</li> <li>• HIPAA May</li> <li>• Fire Safety/Extinguishers April</li> <li>• Abuse recognition May</li> </ul>
<p>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.</p>	<p>Carle Clinic has agreed to partner with CCNH on training and the use of the Carle Clinic speaker's bureau. Administration recently met with Carle Clinic's Director of Primary Care and Geriatrics. Topics and schedule to be developed.</p>



**Issue 3  
Quality of Care**

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

The Nursing Home Compare data reflects the April 26, 2017 data update. The following changes occurred:

**Heartland of Paxton**

- Health inspection rating increased from one star to 3 stars
- Staffing rating fell from 3 stars to 2 stars
- Overall rating increased from one star to 3 stars

**Clark-Lindsey Village**

- Health inspection rating increased from 4 to 5 stars
- No other changes

Issue 3 - Champaign County Area Homes – CMS Nursing Home Compare Summary – CMS Data Updated April 26, 2017

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-LINDESEY VILLAGE
	500 SOUTH ART BARTLELL DRIVE URBANA, IL 61802 (217) 384-3784 Distance : 1.0 miles	302 WEST BURWASH SAVOY, IL 61874 (217) 402-9700 Distance : 4.9 miles	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 : 1.9 miles	RURAL ROUTE 1 BOX 14 GIFFORD, IL 61847 (217) 568-7362 Distance : 21.8 miles	1315B CURT DRIVE CHAMPAIGN, IL 61820 (217) 352-5707 Distance : 4.2 miles	101 WEST WINDSOR ROAD URBANA, IL 61801 (217) 344-2144 Distance : 2.1 miles
Overall Rating	Rating: 1 out of 5 Much Below Average	Rating: 1 out of 5 Much Below Average	Rating: 3 out of 5 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: 2 out of 5 Below Average	Rating: 5 out of 5 Much Above Average
Health Inspection	Rating: 1 out of 5 Much Below Average	Rating: 1 out of 5 Much Below Average	Rating: 3 out of 5 Average	Rating: 1 out of 5 Much Below Average	Rating: 1 out of 5 Much Below Average	Rating: 3 out of 5 Average	Rating: 3 out of 5 Average	Rating: 5 out of 5 Much Above Average
Staffing	Rating: 3 out of 5 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: 4 out of 5 Above Average	Rating: 3 out of 5 Average	Rating: 5 out of 5 Much Above Average
Quality Measures	Rating: 3 out of 5 Average	Rating: 3 out of 5 Average	Rating: 5 out of 5 Much Above Average	Rating: 2 out of 5 Below Average	Rating: 3 out of 5 Average	Rating: 2 out of 5 Below Average	Rating: 1 out of 5 Much Below Average	Rating: 4 out of 5 Above 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)**

Twelve of the sixteen Pinnacle scores showed a positive change between February and March. Double digit increases were seen in the following areas: overall satisfaction, dining service, and laundry service. Three scores fell, dignity and respect, professional therapy and safety and security. Response to problems showed no change.

Two measures scored above the national average – laundry service and safety/security.

**Monthly Pinnacle Scores  
February and March 2017**

	Feb	Mar	Change	% Change	National Avg	Diff From National Avg.	% Diff From National Avg.
Overall Satisfaction	3.42	3.92	0.50	14.6%	4.12	(0.20)	(4.9%)
Nursing Care	3.73	4.08	0.35	9.4%	4.29	(0.21)	(4.9%)
Dining Service	3.19	3.81	0.62	19.4%	3.99	(0.18)	(4.5%)
Quality of Food	2.80	3.00	0.20	7.1%	3.64	(0.64)	(17.6%)
Cleanliness	3.96	4.33	0.37	9.3%	4.39	(0.06)	(1.4%)
Individual Needs	3.80	4.08	0.28	7.4%	4.27	(0.19)	(4.4%)
Laundry Service	3.33	4.20	0.87	26.1%	4.14	0.06	1.4%
Communication	3.92	4.08	0.16	4.1%	4.20	(0.12)	(2.9%)
Response to Problems	3.91	3.91	0.00	0.0%	4.27	(0.36)	(8.4%)
Dignity and Respect	4.42	4.33	(0.09)	(2.0%)	4.58	(0.25)	(5.5%)
Recommend to Others	4.00	4.18	0.18	4.5%	4.29	(0.11)	(2.6%)
Activities	4.00	4.30	0.30	7.5%	4.35	(0.05)	(1.1%)
Professional Therapy	4.67	4.29	(0.38)	(8.1%)	4.52	(0.23)	(5.1%)
Admission Process	4.11	4.33	0.22	5.4%	4.52	(0.19)	(4.2%)
Safety and Security	4.58	4.55	(0.03)	(0.7%)	4.50	0.05	1.1%
Combined Average	3.86	4.10	0.24	6.2%	4.28	(0.18)	(4.2%)

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

*Quarterly Pinnacle Scores*

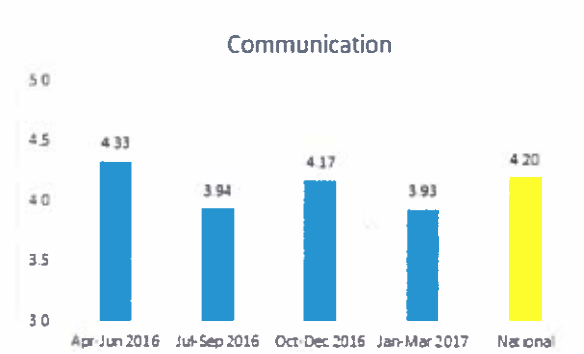
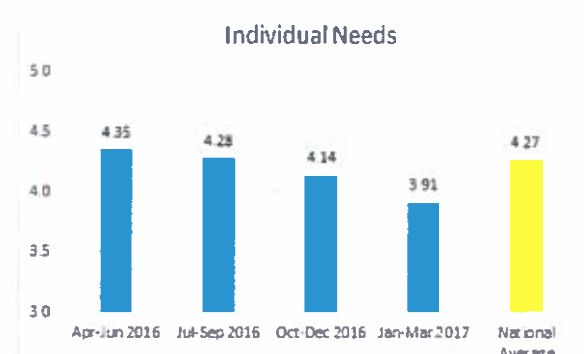
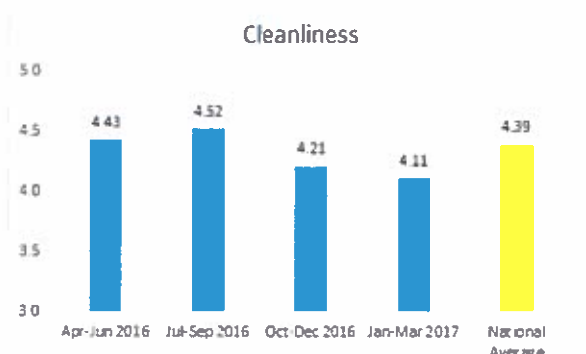
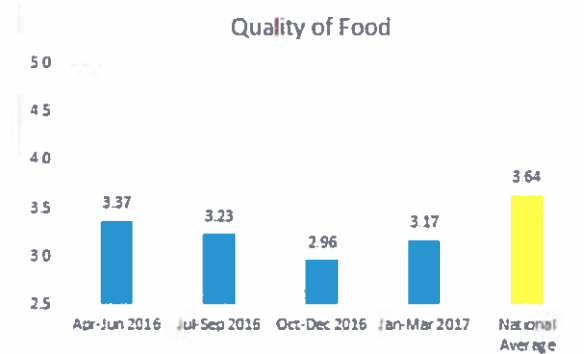
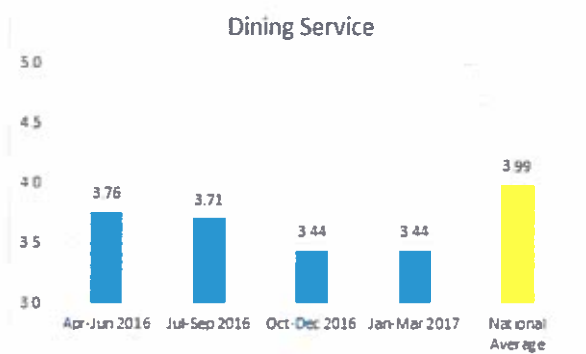
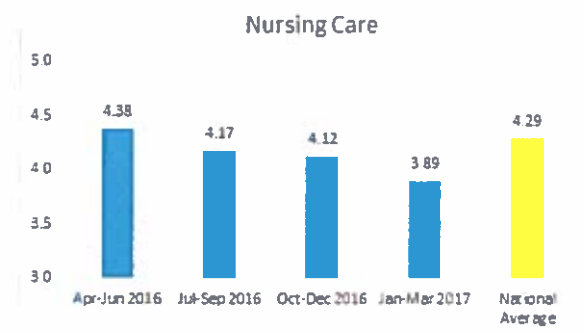
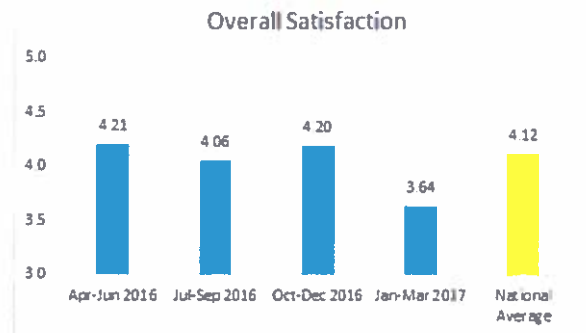
While the monthly scores showed improvement in March, the quarterly scores show a declining trend. Additional improvements in the monthly scores will be needed to show quarterly score improvement.

All scores show a declining trend. Double digit changes were seen with overall satisfaction, nursing care and individual needs. On measure, safety and security had a quarterly score above the national average.

**Quarterly Pinnacle Scores**  
**April 2016 to March 2017**

	Apr-Jun 2016	Jul-Sep 2016	Oct-Dec 2016	Jan-Mar 2017	Change	% Change	National Average	Diff From National Avg.	% Diff From National Avg.
Overall Satisfaction	4.21	4.06	4.20	3.64	(0.57)	(13.5%)	4.12	(0.48)	(11.7%)
Nursing Care	4.38	4.17	4.12	3.89	(0.49)	(11.2%)	4.29	(0.40)	(9.3%)
Dining Service	3.76	3.71	3.44	3.44	(0.32)	(8.5%)	3.99	(0.55)	(13.8%)
Quality of Food	3.37	3.23	2.96	3.17	(0.20)	(5.9%)	3.64	(0.47)	(12.9%)
Cleanliness	4.43	4.52	4.21	4.11	(0.32)	(7.2%)	4.39	(0.28)	(6.4%)
Individual Needs	4.35	4.28	4.14	3.91	(0.44)	(10.1%)	4.27	(0.36)	(8.4%)
Laundry Service	4.28	3.56	3.72	3.87	(0.41)	(9.6%)	4.14	(0.27)	(6.5%)
Communication	4.33	3.94	4.17	3.93	(0.40)	(9.2%)	4.20	(0.27)	(6.4%)
Response to Problems	4.21	4.33	4.27	4.03	(0.18)	(4.3%)	4.27	(0.24)	(5.6%)
Dignity and Respect	4.78	4.50	4.36	4.39	(0.39)	(8.2%)	4.58	(0.19)	(4.1%)
Recommend to Others	4.30	4.23	4.11	4.09	(0.21)	(4.9%)	4.29	(0.20)	(4.7%)
Activities	4.58	4.28	4.15	4.19	(0.39)	(8.5%)	4.35	(0.16)	(3.7%)
Professional Therapy	4.53	4.67	4.29	4.43	(0.10)	(2.2%)	4.52	(0.09)	(2.0%)
Admission Process	4.65	4.63	4.50	4.39	(0.26)	(5.6%)	4.52	(0.13)	(2.9%)
Safety and Security	4.63	4.80	4.44	4.51	(0.12)	(2.6%)	4.50	0.01	0.2%
Combined Average	4.33	4.19	4.08	4.00	(0.33)	(7.6%)	4.28	(0.28)	(6.5%)

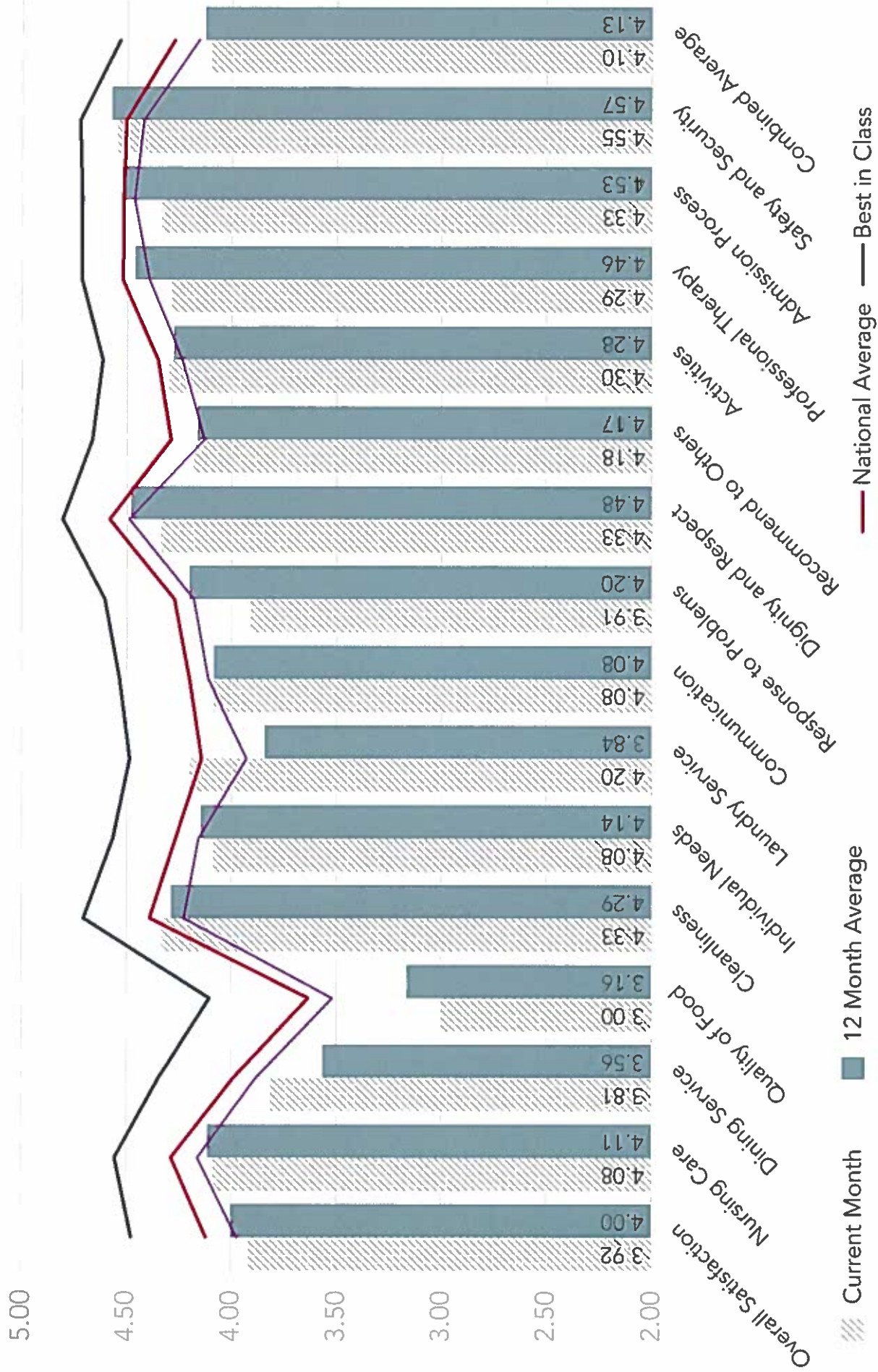
# Pinnacle Survey – Quarterly Scores April 2016 through March 2017



# Pinnacle Survey – Quarterly Scores April 2016 through March 2017



— 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			
	Mar 17	Last 3 Months	Last 12 Months	National AVG	Best in Class	Corp. AVG	Jan-Mar	Oct-Dec	Jul-Sep	Apr-Jun	Month	QTR	Year	Month	QTR	Year	
		AVG	AVG	Variance													
Overall Satisfaction	3.92	3.64	4.00	-0.12	4.12	4.48	-	3.64	4.20	4.06	4.21	83%	68%	80%	8%	14%	8%
Nursing Care	4.08	3.89	4.11	-0.17	4.29	4.56	-	3.89	4.12	4.17	4.38	83%	74%	79%	0%	6%	4%
Dining Service	3.81	3.44	3.56	-0.42	3.99	4.35	-	3.44	3.44	3.71	3.76	75%	52%	51%	13%	22%	18%
Quality of Food	3.00	3.17	3.16	-0.47	3.64	4.11	-	3.17	2.96	3.23	3.37	50%	47%	41%	40%	30%	32%
Cleanliness	4.33	4.11	4.29	-0.10	4.39	4.71	-	4.11	4.21	4.52	4.43	83%	75%	82%	0%	3%	3%
Individual Needs	4.08	3.91	4.14	-0.12	4.27	4.57	-	3.91	4.14	4.28	4.35	83%	74%	81%	8%	9%	5%
Laundry Service	4.20	3.87	3.84	-0.30	4.14	4.49	-	3.87	3.72	3.56	4.28	80%	78%	70%	10%	15%	11%
Communication	4.08	3.93	4.08	-0.12	4.20	4.54	-	3.93	4.17	3.94	4.33	83%	75%	75%	0%	8%	8%
Response to Problems	3.91	4.03	4.20	-0.07	4.27	4.61	-	4.03	4.27	4.33	4.21	73%	79%	81%	9%	12%	6%
Dignity and Respect	4.33	4.39	4.48	-0.10	4.58	4.81	-	4.39	4.36	4.50	4.78	92%	92%	92%	8%	3%	3%
Recommend to Others	4.18	4.09	4.17	-0.13	4.29	4.67	-	4.09	4.11	4.23	4.30	91%	80%	81%	9%	11%	10%
Activities	4.30	4.19	4.28	-0.07	4.35	4.62	-	4.19	4.15	4.28	4.58	90%	85%	85%	0%	7%	5%
Professional Therapy	4.29	4.43	4.46	-0.06	4.52	4.72	-	4.43	4.29	4.67	4.53	86%	95%	94%	0%	0%	3%
Admission Process	4.33	4.39	4.53	0.01	4.52	4.72	-	4.39	4.50	4.63	4.65	89%	86%	93%	0%	0%	0%
Safety and Security	4.55	4.51	4.57	0.07	4.50	4.73	-	4.51	4.44	4.80	4.63	91%	94%	93%	0%	0%	0%
Combined Average	4.10	4.00	4.13	-0.15	4.28	4.54	-	4.00	4.08	4.19	4.33	82%	77%	79%	7%	9%	8%

Total Respondents: March: 12 Last 3 Months: 38 last 12 months: 124





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](http://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	91.5%	96.2%
Nursing Care	79.3%	90.1%
Individual Needs	80.7%	90.1%
Response to Problems	81.2%	89.9%
Communication	74.8%	87.9%
Recommend to Others	80.9%	90.0%

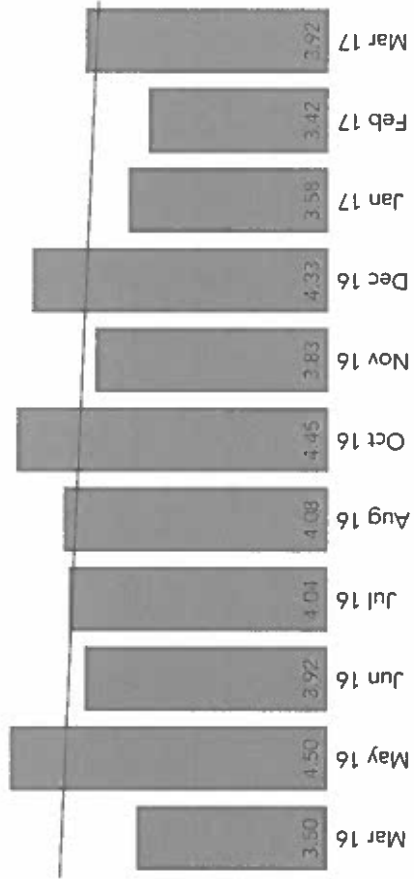
85% RECOMMENDATION RATE

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

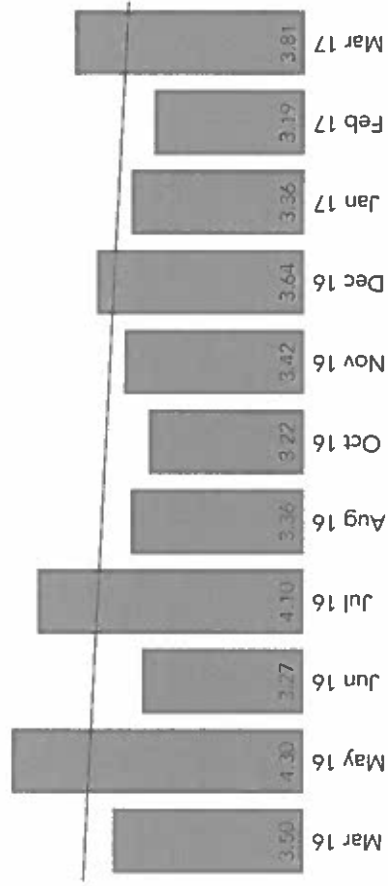
Key Driver	Actual	Benchmark
Dignity and Respect	91.5%	94.3%
Nursing Care	79.3%	87.1%
Individual Needs	80.7%	86.0%
Response to Problems	81.2%	85.4%
Communication	74.8%	84.2%
Recommend to Others	80.9%	85.0%



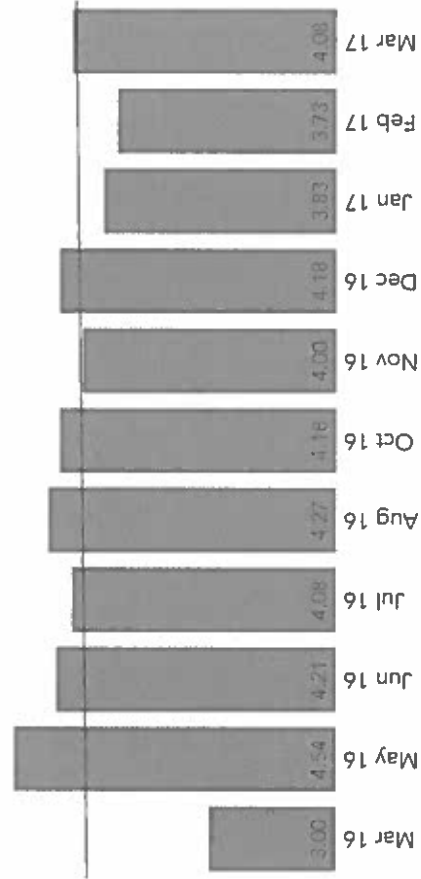
**Overall Satisfaction**



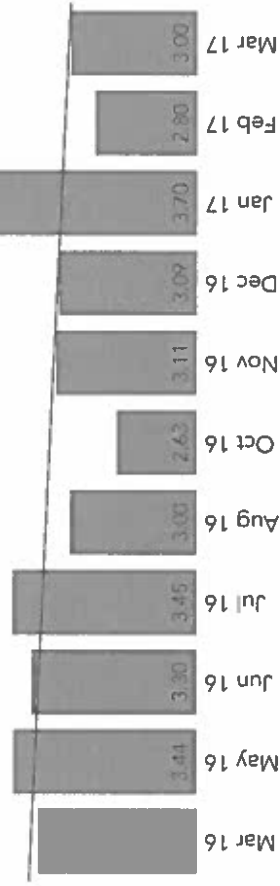
**Dining Service**



**Nursing Care**

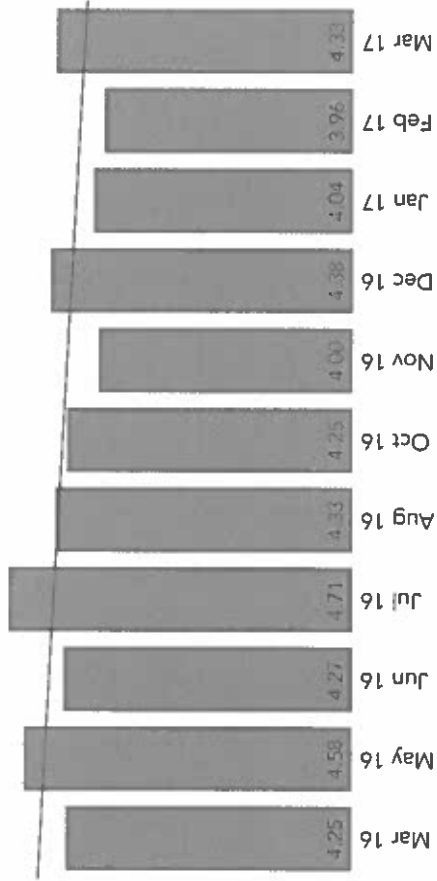


**Quality of Food**

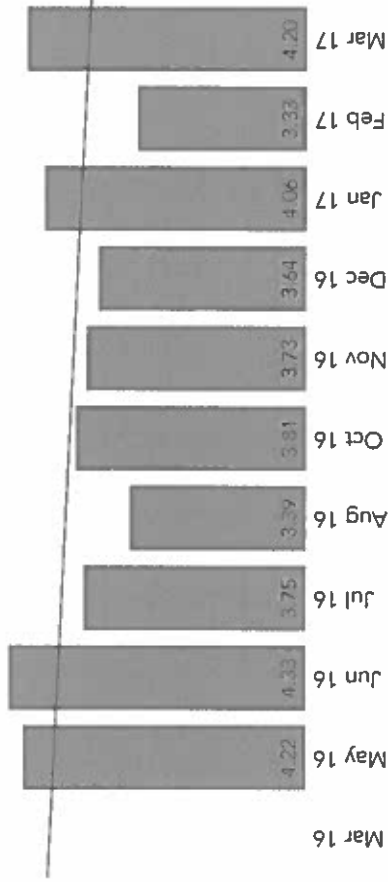




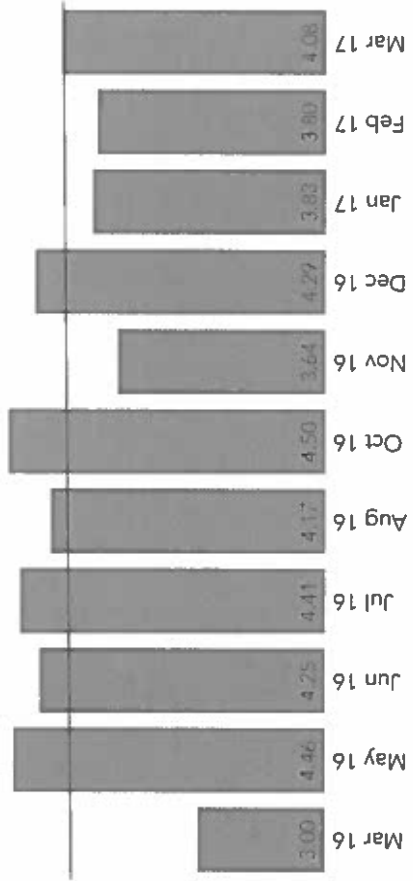
Cleanliness



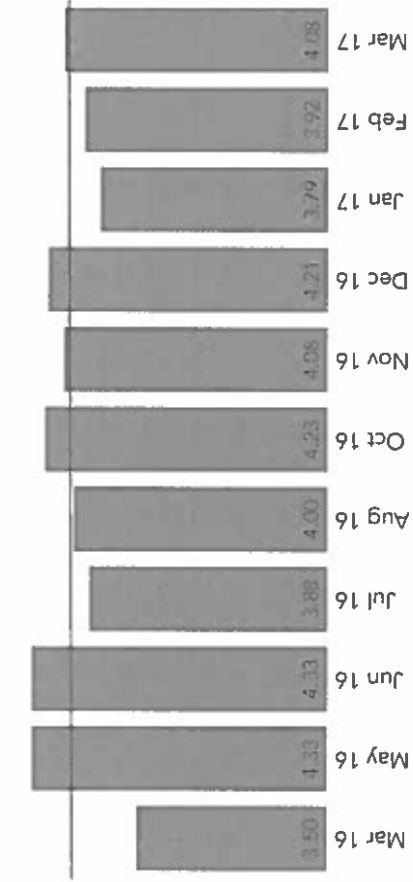
Laundry Service



Individual Needs

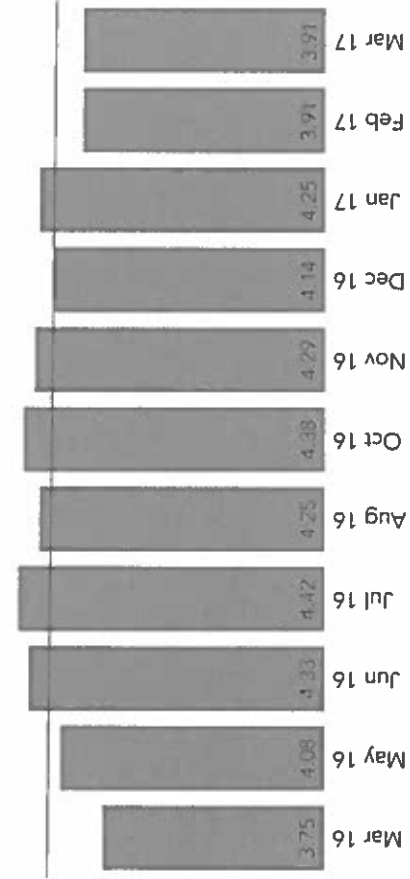


Communication

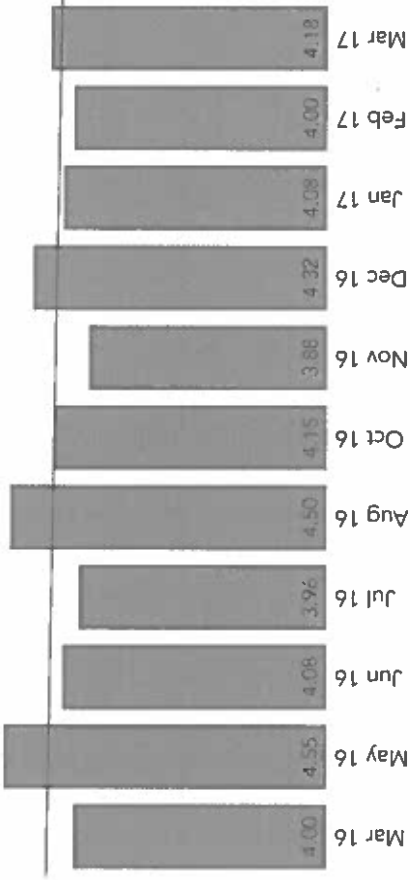




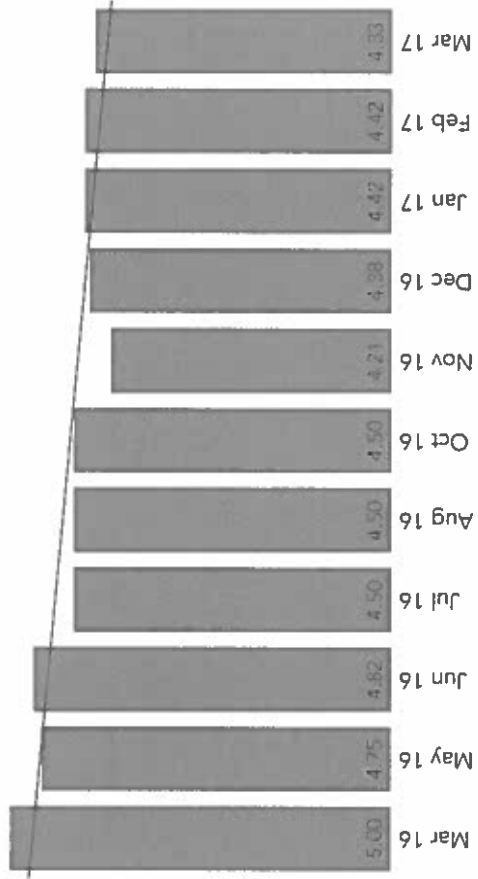
Response to Problems



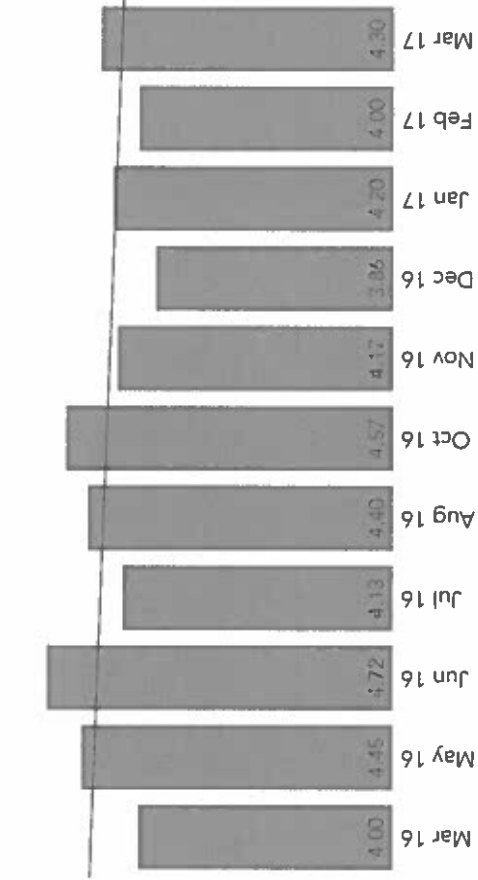
Recommend to Others



Dignity and Respect

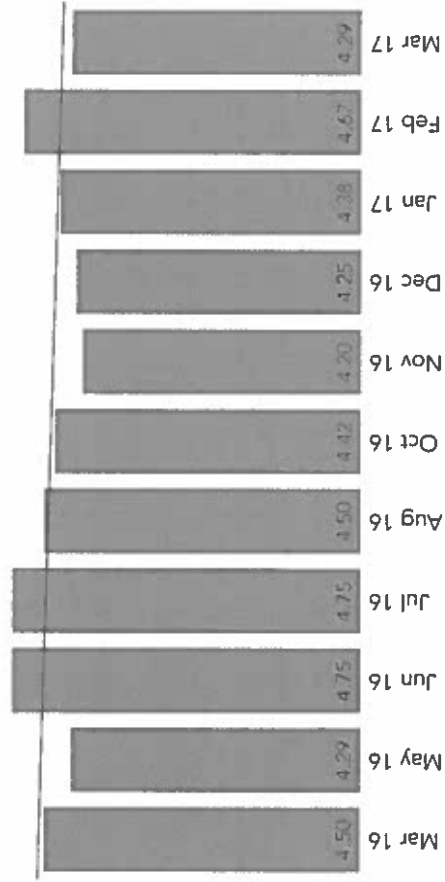


Activities

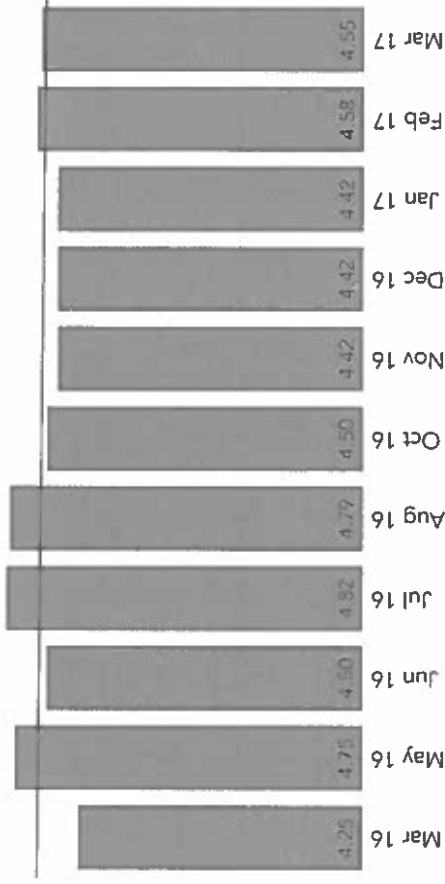




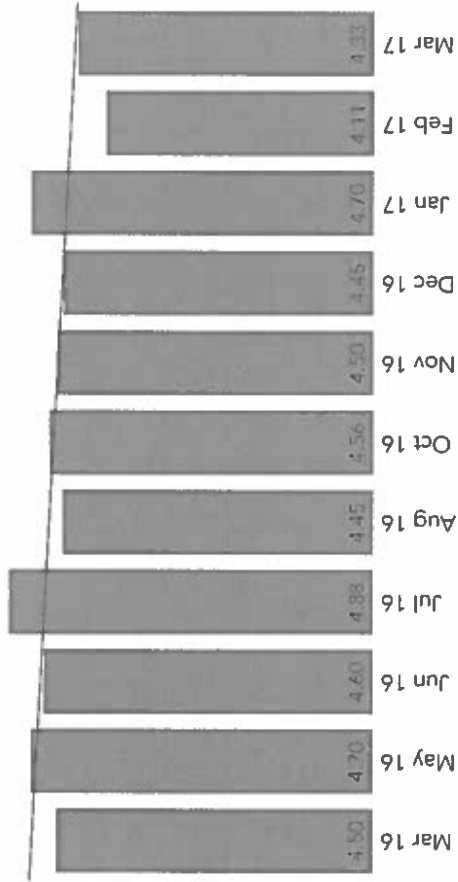
Professional Therapy



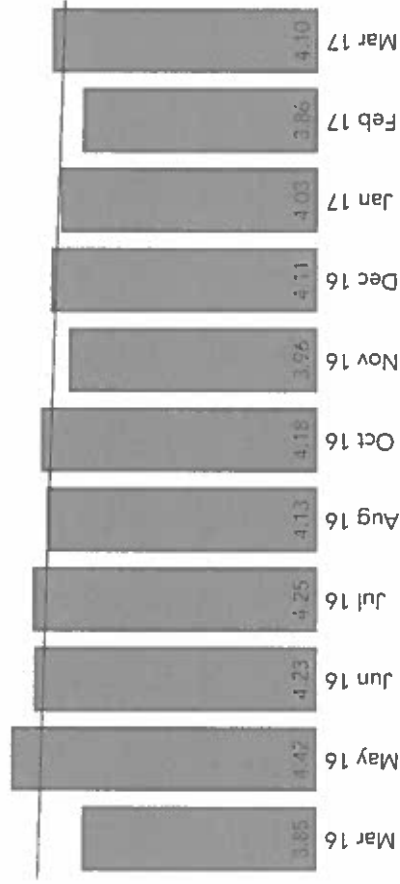
Safety and Security



Admission Process

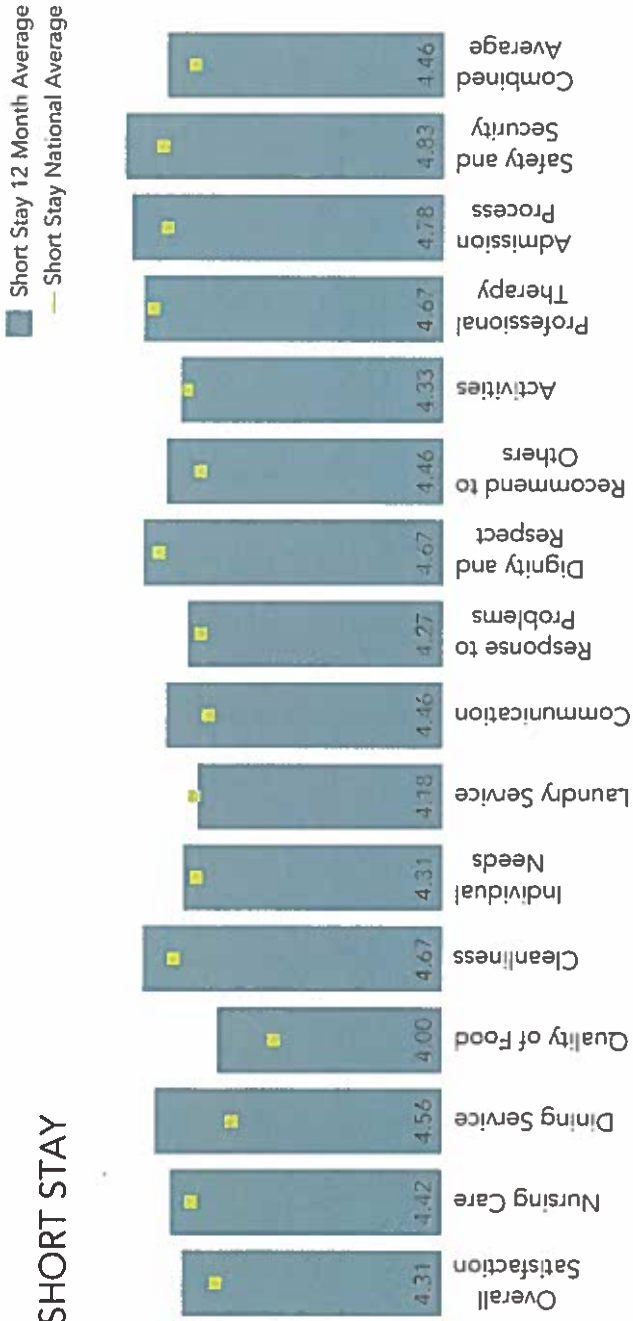


Combined Average



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

SHORT STAY



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

92.3%

78.7% National Average

LONG TERM



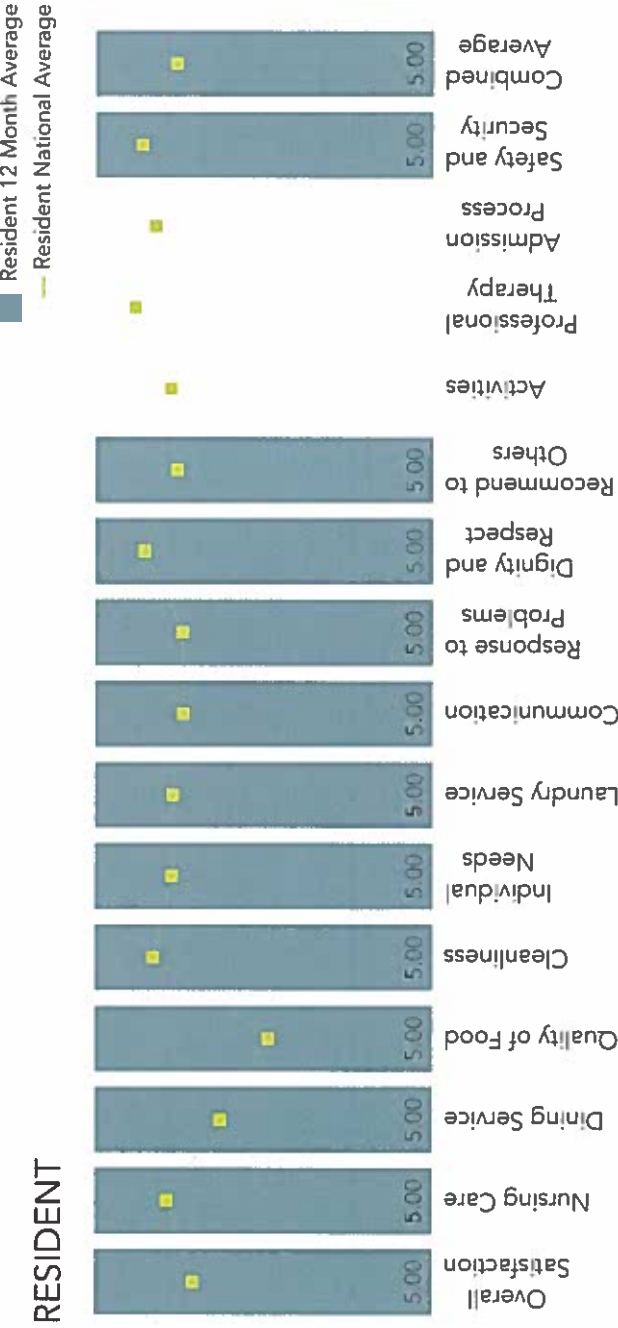
LONG TERM SATISFACTION RATE  
percentage that rated  
Recommend to Others as a 4 or 5.

79.4%

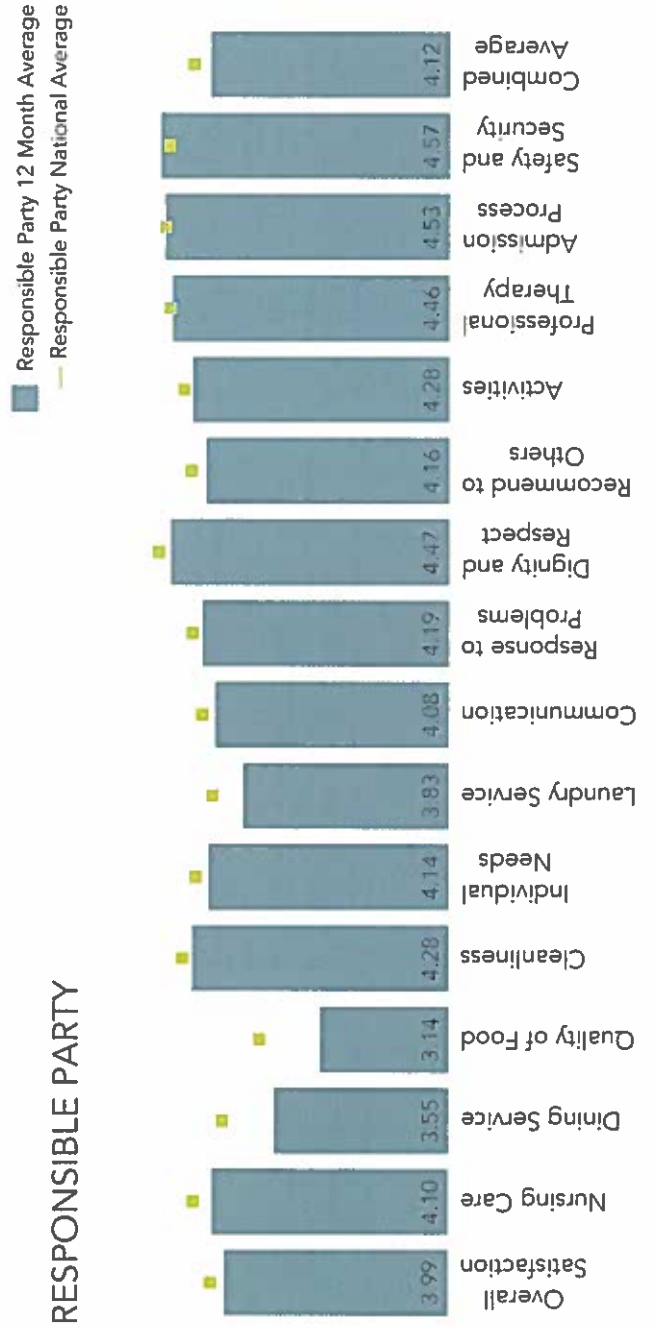
86.8% National Average



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



**RESIDENT SATISFACTION RATE**  
100.0%  
76.1% National Average



**RESPONSIBLE PARTY SATISFACTION RATE**  
80.7%  
86.0% National Average



The following are your CoreQ Measures. The measure is calculated by dividing the number of positive responses by the total responses. A response is considered positive when the respondent's average response for each question equals 3 (Good) or better. In order for the results to be considered valid, there must be at least 20 total responses.

	COREQ MEASURE	TOTAL RESPONSES	POSITIVE RESPONSES	The CoreQ questions are:
<b>Long-Stay Family</b>				
12 Month	58.8%	17	10	1. In recommending this facility to your friends and family, how would you rate it overall? 1 - Poor 2 - Average 3 - Good 4 - Very Good 5 - Excellent
3 Month	58.8%	17	10	
Current Month	62.5%	8	5	2. Overall, how would you rate the staff? 1 - Poor 2 - Average 3 - Good 4 - Very Good 5 - Excellent
<b>Short-Stay Discharge</b>				
12 Month	75.0%	4	3	3. How would you rate the care you receive? 1 - Poor 2 - Average 3 - Good 4 - Very Good 5 - Excellent
3 Month	75.0%	4	3	*4. How would you rate how well your discharge needs were met?*
Current Month	66.7%	3	2	1 - Poor 2 - Average 3 - Good 4 - Very Good 5 - Excellent



**Champaign County Nursing Home  
Strategic Objective Metrics – Issue 3  
Updated April 30, 2017**

<b>Medical Management Metric</b>	<b>Status</b>
<i>Carle Clinic and Christie Clinic</i>	
Carle Clinic – maintain 3 physicians and 2 full-time nurse practitioners	Carle is providing 2.5 FTE nurse practitioners (with the declining census, Carle may reallocate NP coverage)
Christie Clinic – maintain current level of care (one physician and one nurse practitioner)	Maintained
<i>Expanded Specialized Services</i>	
Establish pulmonary clinic by July 1, 2015	Dr. Sheik's caseload continues to fluctuate between 8-12 residents with bi-weekly visits to CCNH.
Current wound/pain caseload is 8 residents.	<p>15 currently on caseload. 15 skin/wound/0 pain.</p> <p>84 residents have healed and have been taken of the caseload.</p> <p>Tracy Rhone LPN was wound care certified in June and is managing caseload and rounds with Dr. Li</p> <p>Dr. Li is currently seeing residents</p>
Establish outpatient rehab program by July 1, 2015.	Case load of 0. One referral next week

**Champaign County Nursing Home  
Strategic Objective Metrics – Issue 3  
Updated April 30, 2017**

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 2016 (2/6)</td><td>33%</td></tr> <tr><td>Feb (3/6)</td><td>50%</td></tr> <tr><td>Mar (1/6)</td><td>16.6%</td></tr> <tr><td>April (1/4)</td><td>25%</td></tr> <tr><td>May (3/5)</td><td>60%</td></tr> <tr><td>June (0/3)</td><td>0%</td></tr> <tr><td>July (3/6)</td><td>50%</td></tr> <tr><td>August (0/3)</td><td>0%</td></tr> <tr><td>September (0/2)</td><td>0%</td></tr> <tr><td>October (4/8)</td><td>50%</td></tr> <tr><td>November (2/5)</td><td>40%</td></tr> <tr><td>December (0/4)</td><td>0%</td></tr> <tr><td>January 2017(1/2)</td><td>50%</td></tr> <tr><td>Feb</td><td>9%</td></tr> <tr><td>March (1/2)</td><td>50%</td></tr> </table>	Jan 2016 (2/6)	33%	Feb (3/6)	50%	Mar (1/6)	16.6%	April (1/4)	25%	May (3/5)	60%	June (0/3)	0%	July (3/6)	50%	August (0/3)	0%	September (0/2)	0%	October (4/8)	50%	November (2/5)	40%	December (0/4)	0%	January 2017(1/2)	50%	Feb	9%	March (1/2)	50%
Jan 2016 (2/6)	33%																														
Feb (3/6)	50%																														
Mar (1/6)	16.6%																														
April (1/4)	25%																														
May (3/5)	60%																														
June (0/3)	0%																														
July (3/6)	50%																														
August (0/3)	0%																														
September (0/2)	0%																														
October (4/8)	50%																														
November (2/5)	40%																														
December (0/4)	0%																														
January 2017(1/2)	50%																														
Feb	9%																														
March (1/2)	50%																														
<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>Mar</td><td>1 out of 16</td></tr> <tr><td>April</td><td>no data</td></tr> <tr><td>May</td><td>14 out of 16</td></tr> <tr><td>June</td><td>8 out of 16</td></tr> <tr><td>July</td><td>11 out of 16</td></tr> <tr><td>Aug</td><td>11 out of 16</td></tr> <tr><td>Sept</td><td>no data</td></tr> <tr><td>Oct</td><td>7 out of 16</td></tr> <tr><td>Nov</td><td>1 out of 16</td></tr> <tr><td>Dec</td><td>3 out of 16</td></tr> <tr><td>Jan 17</td><td>2 out of 16</td></tr> <tr><td>Feb</td><td>2 out of 16</td></tr> <tr><td>March</td><td>2 out of 16</td></tr> </table>	Mar	1 out of 16	April	no data	May	14 out of 16	June	8 out of 16	July	11 out of 16	Aug	11 out of 16	Sept	no data	Oct	7 out of 16	Nov	1 out of 16	Dec	3 out of 16	Jan 17	2 out of 16	Feb	2 out of 16	March	2 out of 16				
Mar	1 out of 16																														
April	no data																														
May	14 out of 16																														
June	8 out of 16																														
July	11 out of 16																														
Aug	11 out of 16																														
Sept	no data																														
Oct	7 out of 16																														
Nov	1 out of 16																														
Dec	3 out of 16																														
Jan 17	2 out of 16																														
Feb	2 out of 16																														
March	2 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>One star. Identified error in nurse aide staffing levels. Recalculation may increase staffing and overall star rating. Awaiting Mid May update.</p>																														

## **Champaign County Nursing Home CMS Quality Measures - Issue 3**

The CMS quality measures were not updated in April. The data summarized below is the data that was updated in March. The total points increased from 815 to 915. Improvements were seen with the following measures:

- Percentage of residents with a catheter inserted and left in their bladder
- Percentage of residents who made improvements in function
- Residents who were successfully discharged to the community
- Residents who were re-hospitalized after a nursing home admission
- Residents who had an outpatient emergency department visit

Declines were seen with the following measures:

- Residents who were physically restrained. This may be a reporting error that is currently being reviewed. Internal data shows that the data for 2<sup>nd</sup> quarter of 2016 should be zero.
- Residents who self-report pain
- Residents with new antipsychotic medication

**Quality Measures that are Included in the QM Rating**

	Provider 145364					State	National	
	2015Q4	2016Q1	2016Q2	2016Q3	4Q avg	Rating Points <sup>1</sup> 4Q avg	4Q avg	
<b>MDs 3.0 Long-Stay Measures</b>								
<i>Lower percentages are better.</i>								
Percentage of residents experiencing one or more falls with major injury	7.3%	7.5%	5.9%	6.7%	6.9%	20.00	3.4%	3.3%
Percentage of residents who self-report moderate to severe pain <sup>2</sup>	3.5%	2.7%	1.0%	2.4%	2.5%	80.00	5.8%	7.3%
Percentage of high-risk residents with pressure ulcers	1.6%	3.4%	2.9%	2.7%	2.6%	100.00	6.1%	5.7%
Percentage of residents with a urinary tract infection	3.1%	3.8%	2.0%	3.7%	3.2%	80.00	4.4%	4.4%
Percentage of residents with a catheter inserted and left in their bladder <sup>2</sup>	0.0%	1.8%	0.5%	0.5%	0.7%	100.00	3.2%	2.6%
Percentage of residents who were physically restrained	0.0%	0.0%	1.3%	0.0%	0.3%	60.00	0.6%	0.7%
Percentage of residents whose need for help with daily activities has increased	42.7%	34.1%	12.4%	19.1%	27.0%	20.00	15.0%	15.2%
Percentage of residents who received an antipsychotic medication	13.0%	12.7%	13.5%	15.0%	13.6%	60.00	19.7%	16.6%
Percentage of residents whose ability to move independently worsened <sup>2,3</sup>	34.9%	29.2%	23.2%	23.1%	27.5%	20.00	17.1%	18.1%
<b>MDs 3.0 Short-Stay Measures</b>								
<i>Higher percentages are better.</i>								
Percentage of residents who made improvements in function <sup>2,3</sup>	68.7%	92.2%	81.7%	79.4%	81.0%	80.00	60.3%	63.4%
<i>Lower percentages are better.</i>								
Percentage of residents who self-report moderate to severe pain	10.9%	20.8%	15.8%	13.8%	15.5%	60.00	14.1%	15.7%
Percentage of residents with pressure ulcers that are new or worsened <sup>2</sup>	0.0%	0.0%	1.0%	0.0%	0.3%	75.00	1.3%	1.1%
Percentage of residents who newly received an antipsychotic medication	0.0%	2.1%	3.2%	3.7%	2.5%	40.00	2.4%	2.1%

Time period for data used in reporting to 1/1/2015 through 12/31/2015	Provider 145364				State	National
	Observed Rate <sup>4</sup>	Expected Rate <sup>5</sup>	Risk-Adjusted Rate <sup>6</sup>	Rating Points <sup>1</sup>	Risk-Adjusted Rate	Risk-Adjusted Rate
<b>Claime-Based Measures</b>						
<i>A higher percentage is better.</i>						
Percentage of residents who were successfully discharged to the community <sup>2,3</sup>	46.2%	47.3%	56.7%	60.00	53.5%	56.2%
<i>Lower percentages are better.</i>						
Percentage of residents who were re-hospitalized after a nursing home admission <sup>2,3</sup>	36.2%	25.0%	33.0%	20.00	24.3%	22.6%
Percentage of residents who had an outpatient emergency department visit <sup>2,3</sup>	13.8%	12.7%	12.5%	40.00	12.3%	12.1%

**Total Quality Measure Points**

Total QM points with new quality measures fully weighted for Provider 145364	915.00
--	--------

## **Issue 4**

### **Food Service Improvement**

The following items are currently being addressed with HCSG:

- Continuing to work with HCSG management team to improve work flow and staff responsibilities
- Kitchenette stocking continue to be an issue, including items like divided plates, red plates are consistently available in kitchenettes
- Consistent availability of napkins in the dining rooms procedures are being evaluated. Substituting cloth napkins with higher quality paper napkins. Unable to get staff to reduce loss of cloth napkins.
- Food consistency issues has been addressed with cooks. Continuing to monitor.
- Food temperature issues include procedures for adequate warming of plate warmers, timely plating of stay back trays and on demand plating.
- Meal ticket table order system continues to be tweaked to expedite ordering and serving
- Improving the cleanliness of dining rooms
- Consistent availability of liquids, juices and thickened liquids on the nursing units
- Dispensing menus for residents who can order are given the opportunity to do so
- The software interface problem has been addressed with Matrix. New dietary orders are now flowing into Matrix in a timely manner.

**Champaign County Nursing Home  
Strategic Objective Metrics – Issue 4  
Updated April 30, 2017**

Dietary	Status																												
Meals will be delivered within 15 minutes of scheduled meal times.	With the rollout of the induction tables, this metric is no longer needed.																												
The Pinnacle food quality score will meet or exceed Pinnacle national average of 3.67.	<p>2016 annual average was 3.43. The rolling 12 month average is 3.2 (March 17)</p> <table border="0"> <tr><td>Feb 16</td><td>3.50</td></tr> <tr><td>Mar</td><td>3.25 (based on 2 surveys)</td></tr> <tr><td>Apr</td><td>no data</td></tr> <tr><td>May</td><td>3.44</td></tr> <tr><td>June</td><td>3.30</td></tr> <tr><td>July</td><td>3.45</td></tr> <tr><td>Aug</td><td>3.20</td></tr> <tr><td>Sept</td><td>no data</td></tr> <tr><td>Oct</td><td>2.63</td></tr> <tr><td>Nov</td><td>3.11</td></tr> <tr><td>Dec</td><td>3.09</td></tr> <tr><td>Jan</td><td>3.70</td></tr> <tr><td>Feb</td><td>2.80</td></tr> <tr><td>March</td><td>3.00</td></tr> </table>	Feb 16	3.50	Mar	3.25 (based on 2 surveys)	Apr	no data	May	3.44	June	3.30	July	3.45	Aug	3.20	Sept	no data	Oct	2.63	Nov	3.11	Dec	3.09	Jan	3.70	Feb	2.80	March	3.00
Feb 16	3.50																												
Mar	3.25 (based on 2 surveys)																												
Apr	no data																												
May	3.44																												
June	3.30																												
July	3.45																												
Aug	3.20																												
Sept	no data																												
Oct	2.63																												
Nov	3.11																												
Dec	3.09																												
Jan	3.70																												
Feb	2.80																												
March	3.00																												
The Pinnacle dining service score will meet or exceed national average of 4.19	<p>The 2016 annual average was 3.43. The rolling 12 month average is 3.6 (March 17)</p> <table border="0"> <tr><td>Feb 16</td><td>4.00</td></tr> <tr><td>Mar</td><td>3.50 (based on 2 surveys)</td></tr> <tr><td>Apr</td><td>no data</td></tr> <tr><td>May</td><td>4.30</td></tr> <tr><td>June</td><td>3.27</td></tr> <tr><td>July</td><td>4.10</td></tr> <tr><td>August</td><td>3.36</td></tr> <tr><td>Sept</td><td>no data</td></tr> <tr><td>Oct</td><td>3.32</td></tr> <tr><td>Nov</td><td>3.42</td></tr> <tr><td>Dec</td><td>3.64</td></tr> <tr><td>Jan 17</td><td>3.36</td></tr> <tr><td>Feb</td><td>3.19</td></tr> <tr><td>March</td><td>3.81</td></tr> </table>	Feb 16	4.00	Mar	3.50 (based on 2 surveys)	Apr	no data	May	4.30	June	3.27	July	4.10	August	3.36	Sept	no data	Oct	3.32	Nov	3.42	Dec	3.64	Jan 17	3.36	Feb	3.19	March	3.81
Feb 16	4.00																												
Mar	3.50 (based on 2 surveys)																												
Apr	no data																												
May	4.30																												
June	3.27																												
July	4.10																												
August	3.36																												
Sept	no data																												
Oct	3.32																												
Nov	3.42																												
Dec	3.64																												
Jan 17	3.36																												
Feb	3.19																												
March	3.81																												

**Issue 5**  
**Resident Services Programming**

No updates

**Issue 6**  
**Contract Management**

No updates

To: Nursing Home Board of Directors  
Champaign County Nursing Home

From: Scott Gima  
Manager

Date: May 4, 2017

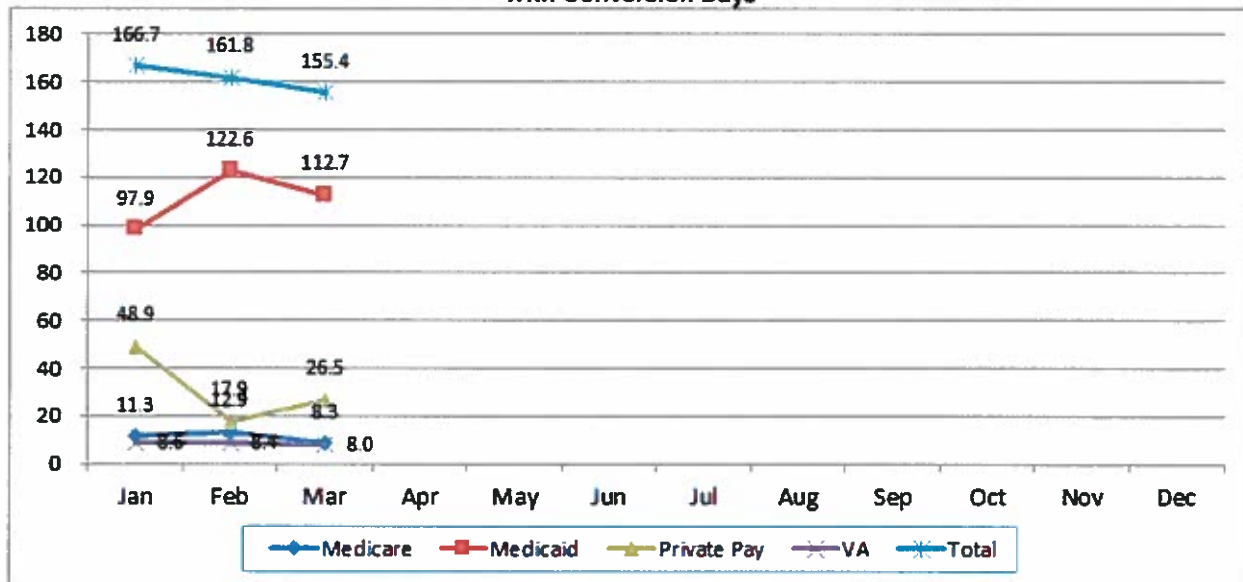
Re: March 2017 Financial Management Report

The March financials are reviewed below.

**Statistics**

The census fell between February and March from 161.8 to 155.4. Medicare was 8.3 and VA was 8.0. Medicaid, including Medicaid pending is 109.3. There were 494 Medicaid conversion days.

**Average Daily Census by Payor – FY2017  
With Conversion Days**

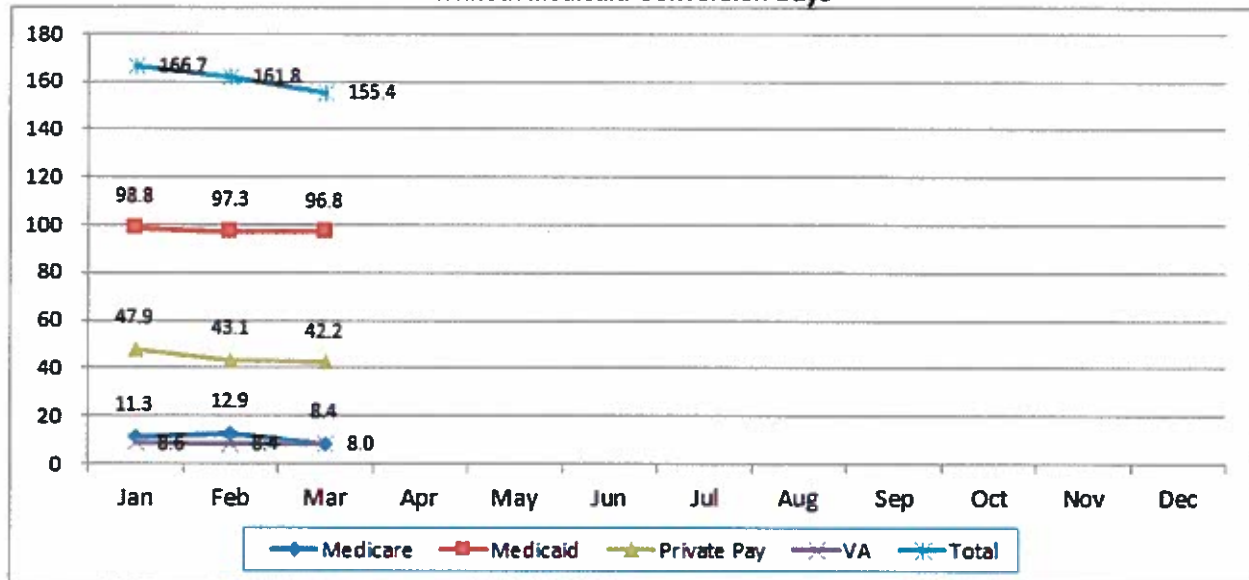


The census in April shows a continuing decline in census with an average of 141.1, with 6.7 Medicare and 7.1 VA. Medicaid, including pendings total 100.6.



The table below summarizes the census without the Medicaid conversion days.

**Average Daily Census by Payor – FY2017  
Without Medicaid Conversion Days**

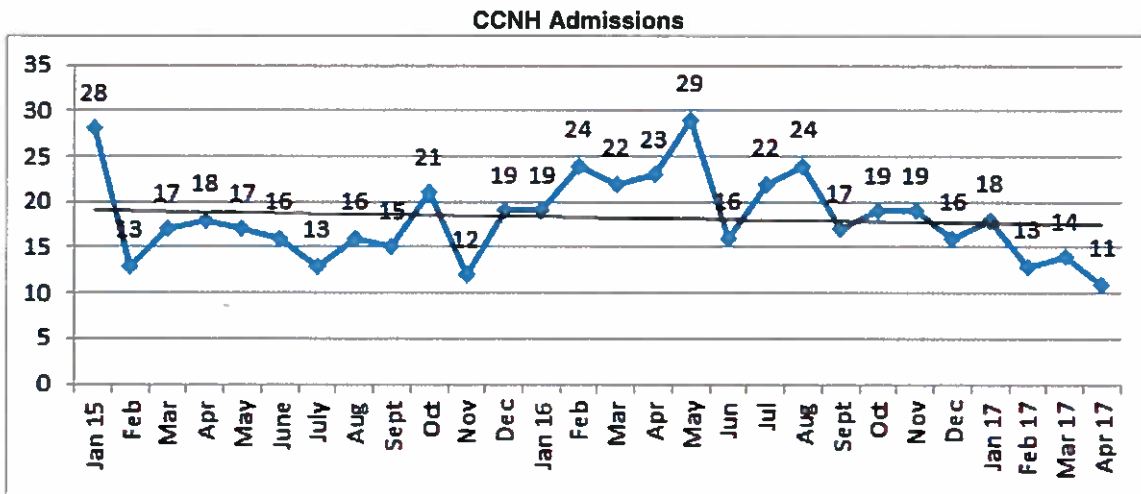


The patterns seen over the past two months is a high number of separations (more than 20) with a decline in non-Medicare admissions. April Medicare admissions increased between March and April. But non-Medicare admissions have decreased with only 2 in April.

**Admissions and Discharges  
January 2016 to March 2017**

	Medicare Admits	Non-Medicare Admits	Total Admits	Discharges	Expirations	Total Discharges/Expirations
Jan 16	12	7	19	15	7	22
Feb	18	6	24	13	6	19
Mar	10	12	22	18	8	26
Apr	12	11	23	20	4	24
May	19	10	29	11	8	19
June	8	8	16	15	5	20
July	7	15	22	17	6	23
Aug	13	11	24	10	7	17
Sept	5	12	17	12	7	19
Oct	9	10	19	18	6	24
Nov	11	8	19	14	5	19
Dec	10	6	16	11	10	21
Jan	9	9	18	15	6	21
Feb	8	5	13	12	6	18
Mar	5	9	14	15	10	25
April	9	2	11	9	15	24

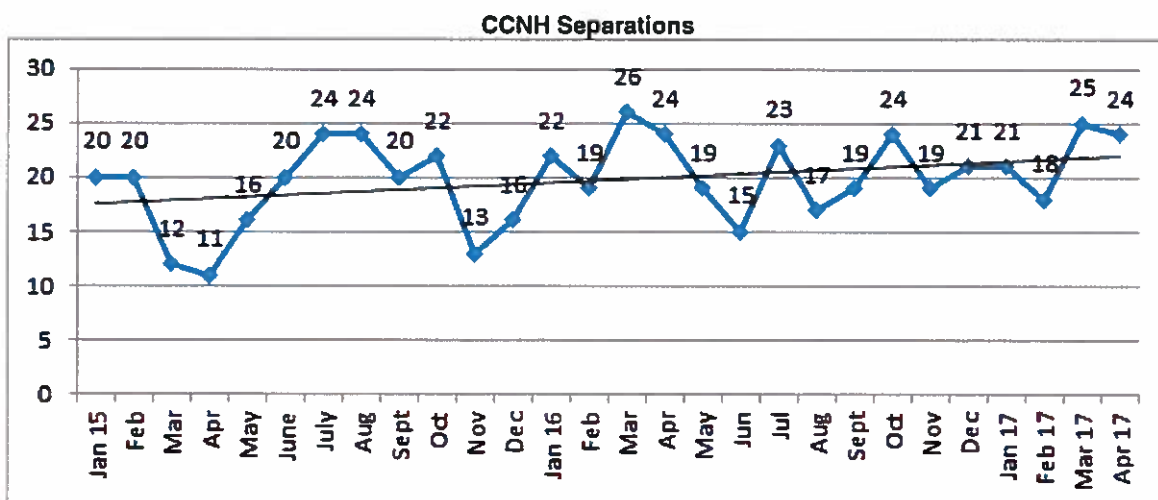
The chart below summarizes the monthly admissions. 2016 admissions improved over 2015. The 2015 average is 16.4. The 2016 average is 20.8. In 2017 so far, the monthly average is 14.



The table below summarizes the average number of admissions per month since 2012.

Year	Average Monthly Admissions
2012	22.2
2013	25.5
2014	22.9
2015	16.4
2016	20.8
2017 YTD	14.0

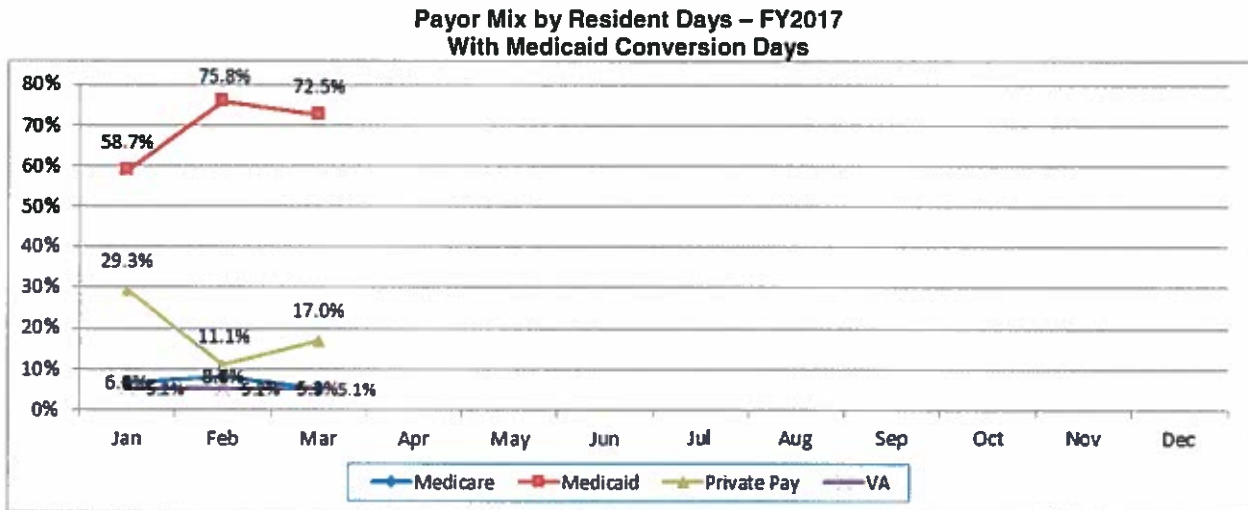
The next chart summarizes separations. The 2015 average was 17.6. For 2016, the annual average is 19.8. In 2017, the monthly average is 22.0 through April.



The table below summarizes the average number of discharges per month since 2012.

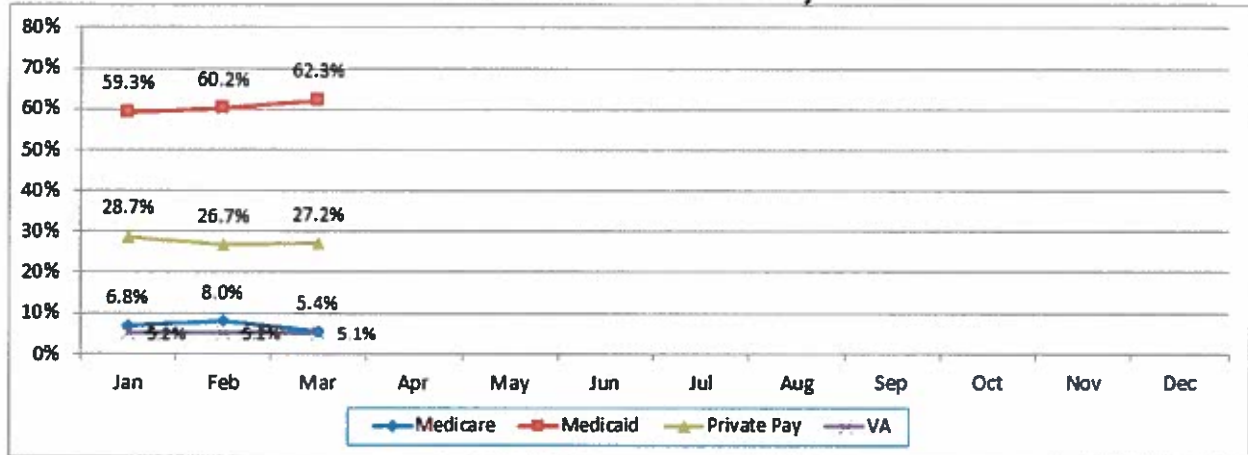
Discharges per Month	
Year	Average Monthly Admissions
2012	23.5
2013	28.1
2014	23.4
2015	17.6
2016	20.7
2017 YTD	22.0

The FY2013 payor mix was Medicare – 8.7%, Medicaid – 56.3% and Private pay 35.0%. 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 2016 payor mix is Medicare – 7.1%, Medicaid – 65.8%, Private pay – 23.7%, and VA – 3.4%.



The 2015 payor mix without conversion days is Medicare – 6.1%, Medicaid – 57.2%, Private pay – 35.8% and VA – 1.0%. The 2016 payor mix is Medicare – 7.2%, Medicaid – 57.4%, Private pay – 32.0% and VA – 3.4%.

**Payor Mix by Resident Days – FY2017  
Without Medicaid Conversion Days**



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

The March income statement shows a net loss of -\$54,991 and a small cash gain of \$9,787. On a year-to-date basis, there is a net loss of -\$531,208 and a cash loss of -\$39,773

### *Revenues*

- Operating revenues increased slightly from \$952,820 to \$960,115 between February and March. Medicare revenue dropped from \$205,010 to \$145,345.

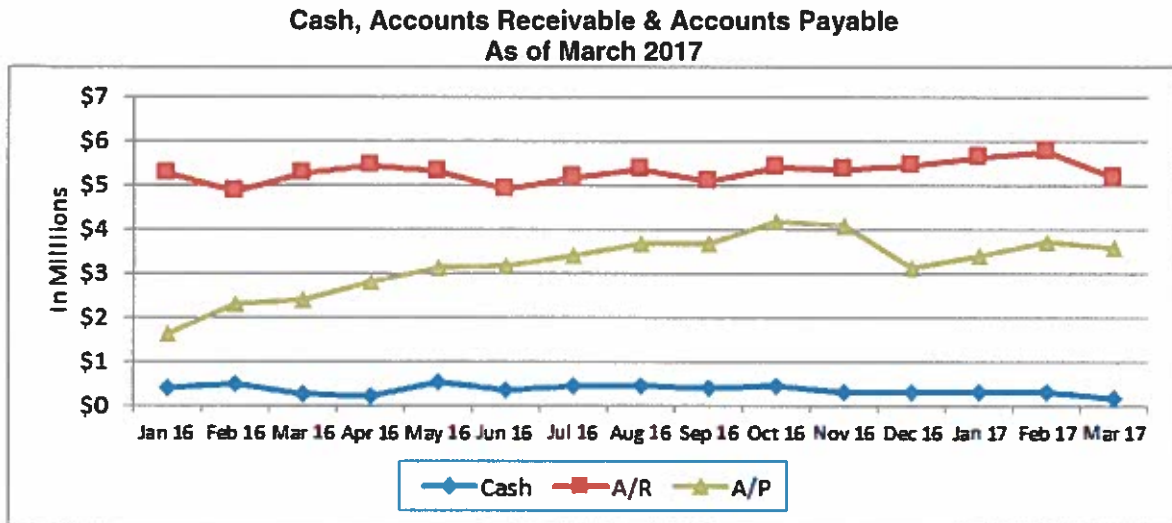
### *Expenses*

- Expenses increased from \$1,105,491 to \$1,115,871 between February and March.
- Wages increased from \$458,902 in February to \$505,145 in March. Wages per day increased from \$97.83 to \$104.87.
- Non-labor expenses decreased \$491,593 in February to \$463,107. Non-labor costs per day decreased from \$104.79 to \$96.14.

### Cash Position

The month ending cash balance in March was \$157,074. Accounts receivable decreased from \$5,747,128 in February to \$5,149,002 in March. The decrease reflects bad debt write-offs which are discussed below.

Accounts payable decreased slightly from \$3,683,065 in February to \$3,584,774 in March.



### Cash Projection

The following is a cash summary for February and March, plus projected cash summaries for the months of April, May and June.

The following are the assumptions used for payroll, vendor payments (accounts payable) and cash receipts). All of the projected figures are approximate or average figures. Note that the assumptions have been adjusted due to declining census and reductions seen in expenses.

- Payroll was previously estimated at \$480,000 per month. Payroll is now projected at \$450,000;
- Payable was previously projected at \$555,000 per month and has been adjusted to \$480,000 in June;
- Cash in was previously projected at \$955,000 per month. It is now being estimated at \$830,000 to reflect the drop in census - 26 residents between February and April.

The projected cash receipts are based on current payment levels. There is no adjustment for quarterly IGT payments or payments on approved Medicaid Pending accounts. Approval of the Pending Accounts would add \$103,000 per month to the Homes cash flow. Full payment on Pending Accounts in arrears would bring in over \$950,000 in cash. Due to the unpredictability, any projection of additional cash receipts for Pending Accounts is not warranted.

HFS has been making quarterly IGT payments. In 2015, \$461,116 was received. The average was \$115,267 a quarter, ranging from \$24,089 to \$176,267. In 2016, \$385,816 was paid, with an average was \$96,454 a quarter, ranging from \$87,652 to \$117,245. In March, \$181,753 was paid. The payments are unpredictable and no advance notice a payment amount is provided.

**February**

Beginning Cash				\$300,604
November	Cash In (Includes Boiler Loan)		\$932,777	
	Cash Out			
	Payroll	\$489,520		
	Accounts payable	\$408,336		
			(\$897,856)	\$34,921
Ending Cash				\$335,525

March reflects an IGT receipt of \$181,753. In addition to three payrolls during the month, funds totaling \$123,693 were used to pay invoices held in February, taking our \$550,000 estimate to \$673,693

**March**

Beginning Cash				\$335,525
January	Cash In		\$1,178,676	
	Cash Out			
	Payroll	\$683,748		
	Accounts payable	\$673,693		
			(\$1,357,441)	(\$178,765)
Ending Cash				\$156,760

April includes a \$150,000 advance from the county on property taxes receipts due to CCNH. Several April receivables due were paid, or will be paid in the first part of May. We have already received \$75,000 in payments from Medicare and the VA. An additional \$100,000 will be received from VA, Private Pay and Molina Medicaid.

**April (Projected)**

Beginning Cash				\$156,760
February	Cash In		\$814,815	
	Cash Out			
	Payroll	\$451,501		
	Accounts payable	\$440,301		
			(\$891,802)	(\$76,987)
Ending Cash				\$79,773

In the projections for May and June, cash out exceed cash in. Two variables will impact these projections: 1) additional cash receipts from Pending Accounts or an IGT payment in June, or 2) a reduction in accounts payable paid to conserve cash for payroll.

**May (Projected)**

Beginning Cash				\$79,773
December	Cash In		\$830,000	
	Cash Out			
	Payroll	\$450,000		
	Accounts payable	\$550,000		
			(\$1,000,000)	(\$170,000)
Ending Cash				(\$90,227)

**June (Projected)**

Beginning Cash				(\$90,227)
December	Cash In		\$830,000	
	Cash Out			
	Payroll	\$450,000		
	Accounts payable	\$480,000		
			(\$930,000)	(\$100,000)
Ending Cash				(\$190,227)

**Bad Debt**

The table below summarizes the write-off's made going back to 2012. The most pressing issue impacting bad debt this year is the Medicaid application. \$382,405 is being written off in 2016.

**Bad Debt Breakdown  
2012 – 2016**

Fiscal Year	Total Amount	Med A/B	Co-Insurance	Private Pay or Resident Liability	Medicaid Applications
2012	\$292,660	\$135k	\$59k	\$99k	
2013	\$346,000	\$179	\$61k	\$106k	
2014	\$311,679	\$113k	\$76k	\$36k	\$88k
2015	\$355,500	\$58.5k	\$92k	\$75k	\$130k
2016	\$464,282	\$0	\$6,319	\$75,558	382,405

*Impact of Medicaid Applications and Redeterminations*

The issues with Medicaid applications is well –known. The delays in processing applications have also resulted in an increase in denied applications. In many cases, applications are being denied for failure to submit financial information in a timely fashion. The only option for the



families is to reapply for Medicaid, but the new application will retroactively cover services 90 days prior to the date of the reapplication. In some cases, there is a gap between the original Medicaid application coverage period and the reapplication coverage period. Federal regulations prevent the second application to retroactively cover more than 90 days.

The other issue has been Medicaid redeterminations denials. Federal regulations require an annual review of income and assets for all active Medicaid recipients. The State of Illinois had not been completing reapplications in recent years. Starting in 2014, the state restarted the redetermination process which is a process that occurs between the State and the resident/families. Facilities were not provided information of residents undergoing redeterminations which meant that the nursing home could not follow-up with families to ensure the reapplication form was completed and submitted with financial documentation. The redetermination process allows families 22 calendar days to submit the documentation. If the 22 day deadline passes, Medicaid payments to the facility will cease. Families have an additional 90 days to submit the form and financial documentation before an entirely new Medicaid application will be required. Representatives from the Illinois Department of Healthcare and Family Services (HFS) and the Illinois Department of Human Services (DHS), who jointly manage the redetermination program have publicly stated that by not informing facilities of residents undergoing redeterminations have led to problems including non-payment and loss of Medicaid coverage. Nonetheless, there are cases where redeterminations have been denied for failure to submit information timely resulting in a payment gap period.

The \$382,405 write off covers both Medicaid applications and redeterminations that have resulted in lost payments.

### *History*

When MPA was hired, the primary issue in 2008 was the accuracy of the monthly financial statements and problems with the financial software system in place. It was a mess. The Comptroller was literally creating the financial statements manually using a very complicated Excel spreadsheet that could not be understood by anyone other than the Comptroller. The Comptroller position was eliminated in 2010 and MPA took over the financial statement responsibilities. At the same time, a new clinical and financial software system was put into place. Considerable time and effort was spent in 2010 and into 2011 to get the financial statements to where they are today. Prior to the implementation of the new software system, it took well over 30 days to close the books for the previous month. It now takes two weeks and the accuracy of the statements has significantly improved. The new software also transitioned the aging receivables reports, eliminating another manual process and increased the accuracy of receivables.

Gary Winschel with MPA has focused his efforts to improve all functions and responsibilities in the business office including billing/receivables. Cash flow and accounts payable were also issues being addressed during this period. We have seen significant improvements in the business office, but working the receivables is a steady, systematic process. The concept is simple but a time-consuming process when dealing with Medicare Part A, Medicare Part B, Medicare Advantage plans, multiple Medicare supplemental insurance plans, Medicaid, and private pay.

New claims are billed each month. On average, 80% of the new claims are paid within 30 days. The business office now must review every one of the unpaid claims going back a minimum of 12 months. If these open claims are reviewed every month and re billed when the reason for non-payment has been identified.

Medicare Part A requires a coinsurance of \$164.50 per day that starts on day 21. This equates to about \$5,000 per resident per month. A few years ago, Illinois Medicaid stopped paying the coinsurance. A portion of this Medicaid bad debt is recaptured in the Medicare Cost Report, but Medicare is now phasing out repayment of all Medicaid bad debt. The facility can collect from a Medicare supplemental plan, if the resident has one.

The same occurs with Medicaid coverage of Medicare Part B claims. Medicare pays 80% and the resident covers 20%. With Medicaid residents, the 20% will be written off except in instances where there is a Medicare supplemental insurance policy.

For private pay and resident income (social security or pension payments), procedures are in place to follow-up on delinquent accounts.

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

03/31/17

1

Description	Actual	Budget	Variance	YTD Actual	YTD Budget	Variance
<b>Operating Income</b>						
Miscellaneous Revenue	(113.23)	1,084.00	(1,197.23)	63.03	3,252.00	(3,188.97)
Medicare A Revenue	145,344.73	225,845.00	(80,500.27)	522,805.33	677,535.00	(154,729.67)
Medicare B Revenue	23,966.47	17,917.00	6,049.47	57,423.16	53,751.00	3,672.16
Medicaid Revenue	528,869.36	547,765.00	(18,895.64)	1,498,126.73	1,643,295.00	(145,168.27)
Private Pay Revenue	235,957.96	293,757.00	(57,799.04)	755,123.22	881,271.00	(126,147.78)
Adult Day Care Revenue	26,090.05	19,584.00	6,506.05	62,910.85	58,752.00	4,158.85
<b>Total Income</b>	<b>960,115.34</b>	<b>1,105,952.00</b>	<b>(145,836.66)</b>	<b>2,896,452.32</b>	<b>3,317,856.00</b>	<b>(421,403.68)</b>
<b>Operating Expenses</b>						
Administration	246,656.90	291,243.00	44,586.10	759,595.27	873,729.00	114,133.73
Environmental Services	97,020.56	95,164.00	(1,856.56)	273,134.68	285,492.00	12,357.32
Laundry	12,878.53	17,577.00	4,698.47	37,276.47	52,731.00	15,454.53
Maintenance	14,836.29	22,535.00	7,898.71	41,752.66	67,605.00	25,852.34
Nursing Services	490,406.32	490,901.00	494.68	1,531,044.77	1,472,703.00	(58,341.77)
Activities	20,521.06	26,369.00	5,847.94	62,042.67	79,107.00	17,064.33
Social Services	17,851.19	23,668.00	5,816.81	65,949.29	71,004.00	5,054.71
Physical Therapy	32,814.19	30,539.00	(2,275.19)	94,352.38	91,617.00	(2,735.38)
Occupational Therapy	21,474.51	33,578.00	12,103.49	68,219.89	100,734.00	32,514.11
Speech Therapy	8,775.22	8,969.00	193.78	22,877.22	26,907.00	4,029.78
Respiratory Therapy	1,611.23	4,577.00	2,965.77	5,816.60	13,731.00	7,914.40
<b>Total This Department</b>	<b>10,386.45</b>	<b>13,546.00</b>	<b>3,159.55</b>	<b>28,693.82</b>	<b>40,638.00</b>	<b>11,944.18</b>
Food Services	101,839.37	118,437.00	16,597.63	321,025.70	355,311.00	34,285.30
Barber & Beauty	6,859.62	7,751.00	891.38	21,254.28	23,253.00	1,998.72
Adult Day Care	14,523.14	18,331.00	3,807.86	44,219.05	54,993.00	10,773.95
Alzheimers and Related Disorders	28,002.50	59,943.00	31,940.50	79,098.51	179,829.00	100,730.49
<b>Total Expenses</b>	<b>1,115,870.63</b>	<b>1,249,582.00</b>	<b>133,711.37</b>	<b>3,427,659.44</b>	<b>3,748,746.00</b>	<b>321,086.56</b>
<b>Net Operating Income</b>	<b>(155,755.29)</b>	<b>(143,630.00)</b>	<b>(12,125.29)</b>	<b>(531,207.12)</b>	<b>(430,890.00)</b>	<b>(100,317.12)</b>
<b>NonOperating Income</b>						
Local Taxes	100,172.26	98,805.00	1,367.26	300,516.78	296,415.00	4,101.78
Miscellaneous Nt Revenue	591.94	359.00	232.94	1,951.36	1,077.00	874.36
<b>Total NonOperating Income</b>	<b>100,764.20</b>	<b>99,164.00</b>	<b>1,600.20</b>	<b>302,468.14</b>	<b>297,492.00</b>	<b>4,976.14</b>
<b>Net Income (Loss)</b>	<b>(54,991.09)</b>	<b>(44,466.00)</b>	<b>(10,525.09)</b>	<b>(228,738.98)</b>	<b>(133,398.00)</b>	<b>(95,340.98)</b>

03/31/17

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

1

Description	Actual	Budget	Variance	YTD Actual	YTD Budget	Variance
<b>Operating Income</b>						
<b>Miscellaneous Revenue</b>						
Lunch Reimbursement	18.00	167.00	(149.00)	99.00	501.00	(402.00)
Late Charge NSF Check Charge	(340.23)	417.00	(757.23)	(254.97)	1,251.00	(1,505.97)
Other Miscellaneous Revenue	209.00	500.00	(291.00)	219.00	1,500.00	(1,281.00)
Total Miscellaneous Revenue	(113.23)	1,084.00	(1,197.23)	63.03	3,252.00	(3,188.97)
<b>Medicare A Revenue</b>						
Medicare A	87,972.87	75,282.00	12,690.87	301,951.51	225,846.00	76,105.51
NH Pt Care - Medicare Advantage/ Hmo	57,371.86	150,563.00	(93,191.14)	216,471.82	451,689.00	(235,217.18)
ARD_Pt Care - Medicare Advantage/ HMO				4,382.00		4,382.00
Total Medicare A Revenue	145,344.73	225,845.00	(80,500.27)	522,805.33	677,535.00	(154,729.67)
<b>Medicare B Revenue</b>						
Medicare B	23,966.47	17,917.00	6,049.47	57,423.16	53,751.00	3,672.16
Total Medicare B Revenue	23,966.47	17,917.00	6,049.47	57,423.16	53,751.00	3,672.16
<b>Medicaid Revenue</b>						
Medicaid Title XIX (IDHFS)	395,867.86	444,737.00	(48,869.14)	1,148,111.45	1,334,211.00	(186,099.55)
ARD - Medicaid Title XIX (IDHFS)	70,903.77	69,734.00	1,169.77	201,004.74	209,202.00	(8,197.26)
Patient Care-Hospice	62,097.73	33,215.00	28,882.73	144,371.73	99,645.00	44,726.73
ARD Patient Care - Hospice		79.00	(79.00)	4,638.81	237.00	4,401.81
Total Medicaid Revenue	528,869.36	547,765.00	(18,895.64)	1,498,126.73	1,643,295.00	(145,168.27)
<b>Private Pay Revenue</b>						
VA-Veterans Nursing Home Care	47,375.00	30,946.00	16,429.00	149,235.00	92,838.00	56,397.00
ARD - VA - Veterans Care	7,260.00		7,260.00	20,240.00		20,240.00
Nursing Home Patient Care - Private Pay	152,501.92	232,127.00	(79,625.08)	508,213.07	696,381.00	(188,167.93)
Nursing Home Beauty Shop Revenue	2,412.50	2,917.00	(504.50)	6,819.00	8,751.00	(1,932.00)
Medical Supplies Revenue	1,981.70	5,000.00	(3,018.30)	5,430.35	15,000.00	(9,569.65)
Patient Transportation Charges	832.84	1,667.00	(834.16)	4,443.80	5,001.00	(557.20)
ARD Patient Care- Private Pay	23,594.00	21,100.00	2,494.00	60,742.00	63,300.00	(2,558.00)
Total Private Pay Revenue	235,957.96	293,757.00	(57,799.04)	755,123.22	881,271.00	(126,147.78)
<b>Adult Day Care Revenue</b>						
VA-Veterans Adult Daycare	6,686.46	8,334.00	(1,647.54)	22,124.50	25,002.00	(2,877.50)
IL Department Of Aging-Day Care Grant (Title XX)	15,035.59	8,750.00	6,285.59	31,664.35	26,250.00	5,414.35
Adult Day Care Charges-Private Pay	4,368.00	2,500.00	1,868.00	9,122.00	7,500.00	1,622.00
Total Adult Day Care Revenue	26,090.05	19,584.00	6,506.05	62,910.85	58,752.00	4,158.85
Total Income	960,115.34	1,105,952.00	(145,836.66)	2,896,452.32	3,317,856.00	(421,403.68)

**Operating Expenses****Administration**

Reg. Full-Time Employees	23,794.66	33,731.00	9,936.34	68,523.73	101,193.00	32,669.27
Reg. Part-Time Employees		816.00	816.00		1,848.00	1,848.00
Temp. Salaries & Wages	1,021.32	833.00	(188.32)	3,334.30	2,499.00	(835.30)
Per Diem	225.00	250.00	25.00	495.00	750.00	255.00
Overtime	56.26		(56.26)	1,264.15		(1,264.15)
TOPS - Balances	1,985.90	370.00	(1,615.90)	3,068.48	1,110.00	(1,958.48)
TOPS - FICA	151.92	47.00	(104.92)	234.74	141.00	(93.74)
Social Security - Employer	1,842.11	2,672.00	829.89	5,418.98	8,016.00	2,597.02
IMRF - Employer Cost	1,887.50	2,952.00	1,064.50	5,654.47	8,656.00	3,201.53
Workers' Compensation Insurance	724.77	1,044.00	319.23	2,132.79	3,132.00	999.21
Unemployment Insurance	(74.61)	1,358.00	1,432.61	1,427.33	4,074.00	2,646.67

Thursday, May 04, 2017

1:34 PM  
50

03/31/17

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

2

Description	Actual	Budget	Variance	YTD Actual	YTD Budget	Variance
Employee Health/Life Insurance	5,177.58	6,219.00	1,041.42	15,322.54	18,657.00	3,334.46
Employee Development/Recognition	29.98	208.00	178.02	84.13	624.00	539.87
Employee Physicals/Lab	3,694.60	3,750.00	55.40	9,643.70	11,250.00	1,606.30
Stationary & Printing		250.00	250.00		750.00	750.00
Books, Periodicals & Manuals		16.00	16.00	69.00	48.00	(21.00)
Copier Supplies		500.00	500.00		1,500.00	1,500.00
Postage, UPS, Federal Express	411.78	333.00	(78.78)	916.47	999.00	82.53
Equipment < \$2,500	23.88	25.00	1.12	23.88	75.00	51.12
Operational Supplies	1,721.37	541.00	(1,180.37)	4,974.59	1,623.00	(3,351.59)
Audit & Accounting Fees	3,141.00	4,583.00	1,442.00	9,423.00	13,749.00	4,326.00
Attorney Fees	5,482.50	5,000.00	(482.50)	17,939.71	15,000.00	(2,939.71)
Engineering Fees	162.91	1,250.00	1,087.09	162.91	3,750.00	3,587.09
Professional Services	48,595.20	41,794.00	(6,801.20)	165,464.25	125,382.00	(40,082.25)
Job Required Travel Expense	70.66	166.00	95.34	164.97	498.00	333.03
Insurance	22,841.42	24,166.00	1,324.58	68,524.26	72,498.00	3,973.74
Property Loss & Liability Claims		166.00	166.00		498.00	498.00
Computer Services	8,535.68	8,333.00	(202.68)	29,956.65	24,999.00	(4,957.65)
Telephone Services	1,330.93	1,666.00	335.07	3,673.20	4,998.00	1,324.80
Equipment Maintenance		83.00	83.00		249.00	249.00
Legal Notices, Advertising	1,073.75	3,333.00	2,259.25	3,967.25	9,999.00	6,031.75
Photocopy Services	1,884.32	894.00	(990.32)	3,033.89	2,682.00	(351.89)
Public Relations	(349.32)	166.00	515.32	(311.03)	498.00	809.03
Dues & Licenses	(5,516.78)	1,708.00	7,224.78	(2,116.62)	5,124.00	7,240.62
Conferences & Training		833.00	833.00		2,499.00	2,499.00
Finance Charges, Bank Fees	319.49	833.00	513.51	6,083.52	2,499.00	(3,584.52)
Cable/Satellite TV Expense	2,901.32	2,500.00	(401.32)	8,132.26	7,500.00	(632.26)
IPA Licensing Fee	39,301.00	45,565.00	6,264.00	117,136.00	136,695.00	19,559.00
Fines & Penalties	5,875.00	2,500.00	(3,375.00)	5,875.00	7,500.00	1,625.00
General Liability Claims		2,500.00	2,500.00		7,500.00	7,500.00
Furnishings, Office Equipment		1,750.00	1,750.00		5,250.00	5,250.00
Depreciation Expense	64,777.97	65,227.00	449.03	188,967.19	195,681.00	6,713.81
Bad Debt Expense		16,666.00	16,666.00		49,998.00	49,998.00
Interest-Tax Anticipation Notes Payable		291.00	291.00		873.00	873.00
Interest- Bonds Payable	3,555.83	3,555.00	(0.83)	10,930.58	10,665.00	(265.58)
<b>Total Administration</b>	<b>246,656.90</b>	<b>291,243.00</b>	<b>44,586.10</b>	<b>759,595.27</b>	<b>873,729.00</b>	<b>114,133.73</b>
<b>Environmental Services</b>						
Reg. Full-Time Employees	33,421.58	27,174.00	(6,247.58)	86,658.41	81,522.00	(5,136.41)
Reg. Part-Time Employees	885.28	834.00	(51.28)	2,454.64	2,502.00	47.36
Overtime	121.35	305.00	183.65	2,544.61	915.00	(1,629.61)
TOPS - Balances	(890.04)	250.00	1,140.04	(150.64)	750.00	900.64
TOPS- FICA	(88.09)	83.00	151.09	(11.53)	249.00	260.53
Social Security - Employer	2,584.76	2,166.00	(418.76)	6,917.90	6,498.00	(419.90)
IMRF - Employer Cost	2,812.33	2,392.00	(420.33)	7,641.35	7,176.00	(465.35)
Workers' Compensation Insurance	1,040.10	846.00	(194.10)	2,678.76	2,538.00	(140.76)
Unemployment Insurance	2.22	1,529.00	1,526.78	1,798.59	4,587.00	2,788.41
Employee Health/Life Insurance	2,988.33	7,110.00	4,121.67	8,964.99	21,330.00	12,365.01
Equipment < \$2,500	48.82		(48.82)	48.82		(48.82)
Operational Supplies	5,151.83	4,583.00	(568.83)	11,537.65	13,749.00	2,211.35
Gas Service	12,161.11	14,583.00	2,421.89	41,554.39	43,749.00	2,194.61
Electric Service	28,172.07	25,000.00	(3,172.07)	75,736.75	75,000.00	(736.75)
Water Service	3,121.73	2,916.00	(205.73)	9,888.11	8,748.00	(1,140.11)
Pest Control Service	511.35	520.00	8.65	1,022.70	1,560.00	537.30
Waste Disposal & Recycling	3,036.75	2,916.00	(120.75)	8,622.65	8,748.00	125.35
Equipment Rentals	258.00	291.00	33.00	774.00	873.00	99.00
Sewer Service & Tax	1,661.08	1,666.00	4.92	4,452.53	4,998.00	545.47

03/31/17

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

3

Description	Actual	Budget	Variance	YTD Actual	YTD Budget	Variance
<b>Total Environmental Services</b>	<b>97,020.56</b>	<b>95,164.00</b>	<b>(1,856.56)</b>	<b>273,134.68</b>	<b>285,492.00</b>	<b>12,357.32</b>
<b>Laundry</b>						
Reg Full-Time Employees	7,624.52	7,437.00	(187.52)	21,287.94	22,311.00	1,023.06
Reg Part-Time Employees	1,099.84	823.00	(276.84)	3,598.35	2,469.00	(1,129.35)
Overtime	4.36	122.00	117.64	888.62	366.00	(522.62)
TOPS Balances	(182.50)	83.00	265.50	513.41	249.00	(264.41)
TOPS - FICA	(13.96)	8.00	21.96	39.27	24.00	(15.27)
Social Security - Employer	643.11	641.00	(2.11)	1,916.80	1,923.00	6.20
IMRF - Employer Cost	696.73	708.00	11.27	2,117.21	2,124.00	6.79
Workers' Compensation Insurance	263.00	250.00	(13.00)	746.23	750.00	3.77
Unemployment Insurance	(12.49)	457.00	469.49	531.36	1,371.00	839.64
Employee Health/Life Insurance	2,230.88	4,008.00	1,777.12	6,692.64	12,024.00	5,331.36
Laundry Supplies		833.00	833.00	1,222.00	2,499.00	1,277.00
Linen & Bedding		1,666.00	1,666.00	235.80	4,998.00	4,762.20
Laundry & Cleaning Service	524.94	541.00	16.06	(2,513.16)	1,623.00	4,136.16
<b>Total Laundry</b>	<b>12,878.53</b>	<b>17,577.00</b>	<b>4,698.47</b>	<b>37,278.47</b>	<b>52,731.00</b>	<b>15,454.53</b>
<b>Maintenance</b>						
Reg Full-Time Employees	4,272.36	5,471.00	1,198.64	12,212.84	16,413.00	4,200.36
Overtime	4.59	67.00	62.41	473.77	201.00	(272.77)
TOPS - Balances	(938.15)	83.00	1,021.15	(157.65)	249.00	406.65
TOPS - FICA	(71.77)	19.00	90.77	(12.06)	57.00	69.06
Social Security - Employer	350.86	423.00	72.14	989.86	1,269.00	279.14
IMRF - Employer Cost	381.26	468.00	86.74	1,093.37	1,404.00	310.63
Workers' Compensation Insurance	126.29	165.00	38.71	383.71	495.00	131.29
Unemployment Insurance	(10.03)	305.00	315.03	262.24	915.00	652.76
Employee Health/Life Insurance	1,021.20	1,335.00	313.80	3,063.60	4,005.00	941.40
Gasoline & Oil		125.00	125.00		375.00	375.00
Tools		20.00	20.00	(188.59)	60.00	248.59
Ground Supplies		83.00	83.00		249.00	249.00
Maintenance Supplies	609.06	1,666.00	1,056.94	2,335.48	4,998.00	2,662.52
Equipment < \$2,500	101.85	166.00	64.15	1,444.42	498.00	(946.42)
Operational Supplies		20.00	20.00	211.10	60.00	(151.10)
Professional Services		29.00	29.00		87.00	87.00
Automobile Maintenance	98.52	833.00	734.48	596.54	2,499.00	1,902.46
Equipment Maintenance	4,253.48	2,083.00	(2,170.48)	8,056.93	6,249.00	(1,807.93)
Equipment Rentals		8.00	8.00		24.00	24.00
Nursing Home Building Repair/Maintenance	4,136.47	8,333.00	4,196.53	10,558.60	24,999.00	14,440.40
Conferences & Training	300.30		(300.30)	300.30		(300.30)
Parking Lot/Sidewalk Maintenance		833.00	833.00	148.40	2,499.00	2,350.60
<b>Total Maintenance</b>	<b>14,636.29</b>	<b>22,535.00</b>	<b>7,898.71</b>	<b>41,752.68</b>	<b>67,605.00</b>	<b>25,852.34</b>
<b>Nursing Services</b>						
Reg Full-Time Employees	142,836.32	129,152.00	(13,684.32)	411,884.56	387,456.00	(24,428.56)
Reg Part-Time Employees	10,615.77	3,856.00	(6,759.77)	21,365.14	11,568.00	(9,797.14)
Temp. Salaries & Wages	17,293.27	5,000.00	(12,293.27)	61,559.30	15,000.00	(46,559.30)
Overtime	38,790.17	27,395.00	(11,395.17)	155,663.73	82,185.00	(73,478.73)
TOPS - Balances	(836.06)	833.00	1,669.06	1,016.54	2,499.00	1,482.46
No Benefit Full-Time Employees	97,098.92	105,995.00	8,896.08	302,204.17	317,985.00	15,780.83
No Benefit Part-Time Employees	21,078.68	23,489.00	2,410.32	50,592.91	70,467.00	19,874.09
TOPS - FICA	(63.96)	63.00	126.96	77.77	189.00	111.23
Social Security - Employer	24,898.21	22,559.00	(2,339.21)	75,579.12	67,677.00	(7,902.12)
IMRF - Employer Cost	25,379.44	24,918.00	(461.44)	76,432.13	74,754.00	(1,678.13)
Workers' Compensation Insurance	8,631.99	8,817.00	185.01	25,336.68	26,451.00	1,114.32
Unemployment Insurance	(1,153.03)	7,589.00	8,742.03	18,800.60	22,767.00	3,966.40

03/31/17

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

4

Description	Actual	Budget	Variance	YTD Actual	YTD Budget	Variance
Employee Health/Life Insurance	27,705.41	28,842.00	1,136.59	85,341.91	86,528.00	1,184.09
Books, Periodicals & Manuals	144.72	166.00	21.28	144.72	498.00	353.28
Stocked Drugs	3,966.13	3,091.00	(875.13)	8,972.81	9,273.00	300.19
Pharmacy Charges-Public Aid	1,308.85	1,914.00	605.15	3,888.80	5,742.00	1,853.20
Oxygen	803.89	1,408.00	604.31	3,255.54	4,224.00	968.46
Incontinence Supplies	5,581.00	9,266.00	3,705.00	16,343.44	27,798.00	11,454.56
Pharmacy Charges - Insurance	6,362.20	9,760.00	3,397.80	24,166.28	29,280.00	5,113.72
Equipment < \$2,500	451.44	833.00	381.56	713.38	2,499.00	1,785.62
Operational Supplies	10,546.89	17,066.00	6,519.11	40,568.72	51,198.00	10,629.28
Pharmacy Charges-Medicare	8,547.23	8,420.00	(127.23)	32,298.33	25,260.00	(7,038.33)
Medical/Dental/Mental Health	5,975.00	4,168.00	(1,809.00)	17,925.00	12,498.00	(5,427.00)
Professional Services	27,046.95	31,666.00	4,619.05	75,597.39	94,998.00	19,400.61
Laboratory Fees	401.64	1,395.00	993.36	2,546.40	4,185.00	1,638.60
Equipment Rentals	6,732.48	2,500.00	(4,232.48)	17,168.50	7,500.00	(9,668.50)
Dues & Licenses		41.00	41.00	50.00	123.00	73.00
Conferences & Training		500.00	500.00	697.00	1,500.00	803.00
Contract Nursing Services		9,166.00	9,166.00		27,498.00	27,498.00
Medicare Medical Services	282.97	1,035.00	752.03	853.90	3,105.00	2,251.10
<b>Total Nursing Services</b>	<b>490,406.32</b>	<b>490,901.00</b>	<b>494.68</b>	<b>1,531,044.77</b>	<b>1,472,703.00</b>	<b>(58,341.77)</b>
<b>Activities</b>						
Reg. Full-Time Employees	13,242.99	16,007.00	2,764.01	38,172.26	48,021.00	9,848.74
Reg. Part-Time Employees	1,589.02	1,397.00	(192.02)	5,871.35	4,191.00	(1,680.35)
Overtime	39.69	39.00	(0.69)	461.21	117.00	(344.21)
TOPS - Balances	67.13	166.00	98.87	1,069.90	498.00	(571.90)
TOPS - FICA	5.14	12.00	6.86	81.85	36.00	(45.85)
Social Security - Employer	1,097.36	1,334.00	238.64	3,313.73	4,002.00	688.27
IMRF - Employer Cost	1,192.55	1,474.00	281.45	3,660.27	4,422.00	761.73
Workers' Compensation Insurance	429.88	521.00	91.12	1,303.31	1,563.00	259.69
Unemployment Insurance	(23.17)	983.00	986.17	922.85	2,889.00	1,966.15
Employee Health/Life Insurance	2,253.62	3,630.00	1,376.38	6,018.10	10,890.00	4,871.90
Equipment < \$2,500		8.00	8.00		24.00	24.00
Operational Supplies	497.15	625.00	127.85	908.44	1,875.00	966.56
Professional Services	129.70	150.00	20.30	259.40	450.00	190.60
Conferences & Training		43.00	43.00		129.00	129.00
<b>Total Activities</b>	<b>20,521.06</b>	<b>26,369.00</b>	<b>5,847.94</b>	<b>62,042.67</b>	<b>79,107.00</b>	<b>17,064.33</b>
<b>Social Services</b>						
Reg. Full-Time Employees	11,502.49	15,991.00	4,488.51	44,203.65	47,973.00	3,769.35
Reg. Part-Time Employees	1,279.06		(1,279.06)	3,333.31		(3,333.31)
Overtime	165.34	205.00	39.66	821.32	615.00	(206.32)
TOPS - Balances	(374.29)	166.00	540.29	(1,630.79)	498.00	2,128.79
TOPS - FICA	(28.63)	12.00	40.63	(124.75)	36.00	160.75
Social Security - Employer	953.11	1,239.00	285.89	3,628.77	3,717.00	88.23
IMRF - Employer Cost	976.67	1,368.00	391.33	4,008.22	4,104.00	95.78
Workers' Compensation Insurance	373.65	484.00	110.35	1,412.85	1,452.00	39.15
Unemployment Insurance	(51.38)	793.00	844.38	1,001.50	2,379.00	1,377.50
Employee Health/Life Insurance	2,925.47	3,187.00	261.53	8,776.41	9,561.00	784.59
Operational Supplies		16.00	16.00		48.00	48.00
Professional Services	129.70	166.00	36.30	518.60	498.00	(20.80)
Conferences & Training		41.00	41.00		123.00	123.00
<b>Total Social Services</b>	<b>17,851.19</b>	<b>23,668.00</b>	<b>5,816.81</b>	<b>65,949.29</b>	<b>71,004.00</b>	<b>5,054.71</b>
<b>Physical Therapy</b>						
Reg. Full-Time Employees	4,661.07	4,733.00	71.93	14,582.00	14,199.00	(383.00)
Overtime	387.41	23.00	(344.41)	1,725.28	69.00	(1,656.28)

Thursday, May 04, 2017

1:34 PM

53

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

03/31/17

5

Description	Actual	Budget	Variance	YTD Actual	YTD Budget	Variance
<b>TOPS - Balances</b>	540 89	83 00	(457 89)	(140 07)	249 00	389 07
No Benefit Full-Time Employees	2,101 15		(2,101 15)	5,779 34		(5,779 34)
TOPS - FICA	41 38	6 00	(35 38)	(10 72)	18 00	28 72
Social Security - Employer	528 35	363 00	(165 35)	1,633 21	1,089 00	(544 21)
IMRF - Employer Cost	576 15	402 00	(174 15)	1,804 00	1,206 00	(598 00)
Workers' Compensation Insurance	197 50	142 00	(55 50)	598 91	426 00	(172 91)
Unemployment Insurance	(34 59)	267 00	301 59	449 79	801 00	351 21
Employee Health/Life Insurance	1,485 52	1,854 00	368 48	4,456 56	5,562 00	1,105 44
Professional Services	22,349 36	22,666 00	316 64	63,474 08	67,998 00	4,523 92
<b>Total Physical Therapy</b>	<b>32,814 19</b>	<b>30,539 00</b>	<b>(2,275 19)</b>	<b>94,352 38</b>	<b>91,617 00</b>	<b>(2,735 38)</b>
<b>Occupational Therapy</b>						
Reg. Full-Time Employees		4,541 00	4,541 00		13,623 00	13,623 00
TOPS - Balances		8 00	8 00		24 00	24 00
Social Security - Employer		347 00	347 00		1,041 00	1,041 00
IMRF - Employer Cost		383 00	383 00		1,149 00	1,149 00
Workers' Compensation Ins		135 00	135 00		405 00	405 00
Unemployment Insurance		216 00	218 00		648 00	648 00
Employee Health/Life Insurance		1,417 00	1,417 00		4,251 00	4,251 00
Professional Services	21,474 51	26,531 00	5,056 49	68,219 89	79,593 00	11,373 11
<b>Total Occupational Therapy</b>	<b>21,474 51</b>	<b>33,578 00</b>	<b>12,103 49</b>	<b>68,219 89</b>	<b>100,734 00</b>	<b>32,514 11</b>
<b>Speech Therapy</b>						
Professional Services	8,775 22	8,969 00	193 78	22,877 22	26,907 00	4,029 78
<b>Total Speech Therapy</b>	<b>8,775 22</b>	<b>8,969 00</b>	<b>193 78</b>	<b>22,877 22</b>	<b>26,907 00</b>	<b>4,029 78</b>
<b>Respiratory Therapy</b>						
Professional Services	1,611 23		(1,611 23)	5,816 60		(5,816 60)
Professional Services		4,577 00	4,577 00		13,731 00	13,731 00
<b>Total Respiratory Therapy</b>	<b>1,611 23</b>	<b>4,577 00</b>	<b>2,965 77</b>	<b>5,816 60</b>	<b>13,731 00</b>	<b>7,914 40</b>
<b>Total This Department</b>	<b>10,386 45</b>	<b>13,546 00</b>	<b>3,159 55</b>	<b>28,693 82</b>	<b>40,638 00</b>	<b>11,944 18</b>
<b>Food Services</b>						
Reg Full-Time Employees	29,154 75	30,691 00	1,536 25	84,917 99	92,073 00	7,155 01
Reg Part-Time Employees	729 47	1,709 00	979 53	2,232 55	5,127 00	2,894 45
Temp Salaries & Wages	2,654 63		(2,654 63)	7,419 01		(7,419 01)
Overtime	1,726 96	3,258 00	1,531 04	10,951 04	9,774 00	(1,177 04)
TOPS - Balances	1,163 19	83 00	(1,080 19)	2,372 93	249 00	(2,123 93)
TOPS - FICA	88 99	6 00	(82 99)	181 53	18 00	(163 53)
Social Security - Employer	2,643 10	2,728 00	84 90	8,031 42	8,184 00	152 58
IMRF - Employer Cost	2,647 41	3,013 00	365 59	8,236 39	9,039 00	802 61
Workers' Compensation Insurance	975 69	1,066 00	90 31	2,830 49	3,198 00	367 51
Unemployment Insurance	(72 58)	1,981 00	2,053 58	2,201 30	5,943 00	3,741 70
Employee Health/Life Insurance	5,212 32	7,847 00	2,634 68	15,634 36	23,541 00	7,906 64
Food	(100 10)		100 10	(0 24)		0 24
Nutritional Supplements	1,313 77	5,000 00	3,686 23	8,530 59	15,000 00	6,469 41
Equipment < \$2,500		41 00	41 00		123 00	123 00
Operational Supplies	703 90		(703 90)	1,916 38		(1,916 38)
Professional Services		125 00	125 00		375 00	375 00
Equipment Rentals	404 95	416 00	11 05	1,214 85	1,248 00	33 15
Dues & Licenses	85 00	16 00	(69 00)	85 00	48 00	(37 00)
Conferences & Training	30 00	41 00	11 00	45 00	123 00	78 00
Food Service	52,477 92	60,416 00	7,938 08	164,225 11	181,248 00	17,022 89
<b>Total Food Services</b>	<b>101,839 37</b>	<b>118,437 00</b>	<b>16,597 63</b>	<b>321,025 70</b>	<b>355,311 00</b>	<b>34,285 30</b>

**Barber & Beauty**



03/31/17

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

6

Description	Actual	Budget	Variance	YTD Actual	YTD Budget	Variance
Reg. Full-Time Employees	4,846.56	4,676.00	(170.56)	13,696.80	14,028.00	331.20
TOPS - Balances	(238.99)	166.00	404.99	527.86	498.00	(29.86)
TOPS - FICA	(18.29)	12.00	30.29	40.38	38.00	(4.38)
Social Security - Employer	327.19	357.00	29.81	894.58	1,071.00	176.42
IMRF - Employer Cost	355.67	395.00	39.33	988.11	1,185.00	196.89
Workers' Compensation Insurance	140.44	139.00	(1.44)	405.08	417.00	11.92
Unemployment Insurance	(38.48)	256.00	294.48	244.91	768.00	523.09
Employee Health/Life Insurance	1,485.52	1,667.00	181.48	4,456.56	5,001.00	544.44
Operational Supplies		83.00	83.00		249.00	249.00
<b>Total Barber &amp; Beauty</b>	<b>6,859.62</b>	<b>7,751.00</b>	<b>891.38</b>	<b>21,254.28</b>	<b>23,253.00</b>	<b>1,998.72</b>
<b>Adult Day Care</b>						
Reg. Full-Time Employees	10,074.91	10,986.00	911.09	27,135.74	32,958.00	5,822.26
Overtime	5.83	77.00	71.17	545.33	231.00	(314.33)
TOPS - Balances	(544.65)		544.65	586.67		(586.67)
TOPS - FICA	(41.67)		41.67	44.88		(44.88)
Social Security - Employer	724.82	840.00	115.18	2,005.42	2,520.00	514.58
IMRF - Employer Cost	788.48	928.00	139.52	2,215.11	2,784.00	568.89
Workers' Compensation Insurance	283.78	328.00	44.22	793.92	984.00	190.08
Unemployment Insurance	4.19	539.00	534.81	545.99	1,617.00	1,071.01
Employee Health/Life Insurance	2,248.42	3,365.00	1,116.58	7,488.02	10,095.00	2,606.98
Gasoline & Oil	943.02	833.00	(110.02)	2,682.09	2,499.00	(183.09)
Equipment < \$2,500		41.00	41.00		123.00	123.00
Operational Supplies	36.01	125.00	88.99	99.38	375.00	275.62
Field Trips/Activities		41.00	41.00		123.00	123.00
Dues & Licenses		20.00	20.00		60.00	60.00
Conferences & Training		208.00	208.00	50.00	624.00	574.00
Automobiles, Vehicles				26.50		(26.50)
<b>Total Adult Day Care</b>	<b>14,523.14</b>	<b>18,331.00</b>	<b>3,807.86</b>	<b>44,219.05</b>	<b>54,993.00</b>	<b>10,773.95</b>
<b>Alzheimers and Related Disord</b>						
Reg. Full-Time Employees	11,795.12	21,010.00	9,214.88	32,428.24	63,030.00	30,601.76
Overtime	321.17	3,044.00	2,722.83	676.47	9,132.00	8,455.53
TOPS - Balances	244.55	250.00	5.45	(390.15)	750.00	1,140.15
No Benefit Full-Time Employees	5,449.35	13,986.00	8,516.65	15,537.07	41,898.00	26,360.93
No Benefit Part-Time Employees	3,235.44	8,502.00	3,266.56	9,613.26	19,506.00	9,892.74
TOPS - FICA	18.70	19.00	0.30	(29.85)	57.00	86.85
Social Security - Employer	1,586.24	3,406.00	1,839.76	4,385.29	10,218.00	5,832.71
IMRF - Employer Cost	1,697.94	3,762.00	2,064.06	4,843.90	11,286.00	6,442.10
Workers' Compensation Insurance	625.80	1,331.00	705.20	1,735.11	3,993.00	2,257.89
Unemployment Insurance	24.51	2,151.00	2,126.49	1,228.13	6,453.00	5,224.87
Employee Health/Life Insurance	2,921.18	4,277.00	1,355.82	8,763.54	12,831.00	4,067.46
Professional Services	102.50	100.00	(2.50)	307.50	300.00	(7.50)
Conferences & Training		125.00	125.00		375.00	375.00
<b>Total Alzheimers and Related Disorders</b>	<b>28,002.50</b>	<b>59,943.00</b>	<b>31,940.50</b>	<b>79,098.51</b>	<b>179,829.00</b>	<b>100,730.49</b>
<b>Total Expenses</b>	<b>1,115,870.63</b>	<b>1,249,582.00</b>	<b>133,711.37</b>	<b>3,427,659.44</b>	<b>3,748,746.00</b>	<b>321,086.56</b>
<b>Net Operating Income</b>	<b>(155,755.29)</b>	<b>(143,630.00)</b>	<b>(12,125.29)</b>	<b>(531,207.12)</b>	<b>(430,890.00)</b>	<b>(100,317.12)</b>
<b>NonOperating Income</b>						
<b>Local Taxes</b>						
Current-Nursing Home Operating	100,172.26	98,805.00	1,367.26	300,516.78	296,415.00	4,101.78
<b>Total Local Taxes</b>	<b>100,172.26</b>	<b>98,805.00</b>	<b>1,367.26</b>	<b>300,516.78</b>	<b>296,415.00</b>	<b>4,101.78</b>
<b>Miscellaneous Ni Revenue</b>						
Restricted Donations	591.94	167.00	424.94	1,054.04	501.00	553.04

Thursday, May 04, 2017

1:34 PM  
55

03/31/17

Champaign County Nursing Home  
Actual vs Budget Statement of Operations

7

Description	Actual	Budget	Variance	YTD Actual	YTD Budget	Variance
Vending Machine Revenue		192.00	(192.00)	897.32	576.00	321.32
Total Miscellaneous NI Revenue	591.94	359.00	232.94	1,951.36	1,077.00	874.36
Total NonOperating Income	100,764.20	99,164.00	1,600.20	302,468.14	297,492.00	4,976.14
Net Income (Loss)	(54,991.09)	(44,466.00)	(10,525.09)	(228,738.98)	(133,398.00)	(95,340.98)

Champaign County Nursing Home  
Historical Statement of Operations

03/31/17 1

Description	04/16	05/16	06/16	07/16	08/16	09/16	10/16	11/16	12/16	01/17	02/17	03/17	Total
<b>Operating Income</b>													
Miscellaneous Revenue		112								64		(113)	63
Medicare A Revenue		172,451								205,010		145,345	522,805
Medicare B Revenue		23,385								10,072		23,966	57,423
Medicaid Revenue		425,818								543,639		528,869	1,498,127
Private Pay Revenue		343,926								175,239		235,958	755,123
Adult Day Care Revenue		18,025								18,796		26,090	62,911
<b>Total Income</b>		983,517								952,820		960,115	2,896,452
<b>Operating Expenses</b>													
Administration		256,410								250,529		246,657	759,595
Environmental Services		90,505								85,609		97,021	273,135
Laundry		13,782								10,616		12,879	37,278
Maintenance		13,566								13,550		14,636	41,753
Nursing Services		563,352								477,286		490,406	1,531,045
Activities		21,909								19,613		20,521	62,043
Social Services		24,080								24,018		17,851	65,949
Physical Therapy		28,893								32,645		32,814	94,352
Occupational Therapy		23,243								23,502		21,475	68,220
Speech Therapy		9,046								5,056		8,775	22,877
<b>Respiratory Therapy</b>													
Respiratory Therapy		2,101								2,104		1,611	5,817
<b>Total This Department</b>		11,147								7,161		10,386	28,694
Food Services		108,279								110,907		101,839	321,026
Barber & Beauty		8,075								6,320		6,860	21,254
Adult Day Care		16,141								13,554		14,523	44,219
Alzheimers and Related Disorders		26,916								24,180		28,003	79,099
<b>Total Expenses</b>		1,206,299								1,105,490		1,115,871	3,427,659
<b>Net Operating Income</b>		(222,782)								(152,670)		(155,756)	(531,207)
<b>NonOperating Income</b>													
Local Taxes		100,172								100,172		100,172	300,517
Miscellaneous NI Revenue		300								1,059		592	1,951
<b>Total NonOperating Income</b>		100,472								101,232		100,764	302,468
<b>Net Income (Loss)</b>		(122,310)								(51,438)		(54,991)	(228,739)

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

1

Description	03/17	04/16	05/16	06/16	07/16	08/16	09/16	10/16	11/16	12/16	01/17	02/17	03/17	Total
-------------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------

**Operating Income**

**Miscellaneous Revenue**

Lunch Reimbursement											27	54	18	99
Late Charge, NSF Check Charge											85		(340)	(255)
Other Miscellaneous Revenue												10	209	219
<b>Total Miscellaneous Revenue</b>											112	64	(113)	63

**Medicare A Revenue**

Medicare A														
NH Pt Care - Medicare Advantage/ H											79,788	134,181	87,973	301,952
ARD Pt Care - Medicare Advantage/											88,270	70,829	57,372	216,472
<b>Total Medicare A Revenue</b>											172,451	205,010	145,345	522,805

**Medicare B Revenue**

Medicare B														
<b>Total Medicare B Revenue</b>											23,385	10,072	23,966	57,423

**Medicaid Revenue**

Medicaid Title XIX (IDHFS)														
ARD - Medicaid Title XIX (IDHFS)											325,730	426,513	395,868	1,148,111
Patient Care-Hospice											69,106	60,995	70,904	201,005
ARD Patient Care - Hospice											26,447	55,827	62,098	144,372
<b>Total Medicaid Revenue</b>											425,618	543,639	528,869	1,498,127

**Private Pay Revenue**

VA-Veterans Nursing Home Care														
ARD - VA - Veterans Care											51,635	50,225	47,375	149,235
Nursing Home Patient Care - Private											6,820	6,160	7,260	20,240
Nursing Home Beauty Shop Revenue											258,949	96,762	152,502	508,213
Medical Supplies Revenue											2,412	1,985	2,413	6,819
Patient Transportation Charges											(641)	4,090	1,982	5,430
ARD Patient Care- Private Pay											1,659	1,952	833	4,444
<b>Total Private Pay Revenue</b>											343,826	175,239	235,958	755,123

**Adult Day Care Revenue**

VA-Veterans Adult Daycare														
IL Department Of Aging-Day Care Gra											6,505	6,933	6,686	22,125
Adult Day Care Charges-Private Pay											6,500	10,129	15,036	31,664
<b>Total Adult Day Care Revenue</b>											3,020	1,734	4,368	9,122

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

03/31/17

Description	04/16	05/16	06/16	07/16	08/16	09/16	10/16	11/16	12/16	01/17	02/17	03/17	Total
Total Adult Day Care Revenue										18,025	18,796	26,090	62,911
Total Income										983,517	952,820	960,115	2,896,452

**Operating Expenses**

<b>Administration</b>													
Reg. Full-Time Employees										22,820	21,909	23,795	68,524
Temp. Salaries & Wages										1,170	1,143	1,021	3,334
Per Diem										135	135	225	495
Overtime										1,121	87	56	1,264
TOPS - Balances										948	134	1,986	3,068
TOPS - FICA										73	10	152	235
Social Security - Employer										1,866	1,710	1,842	5,419
IMRF - Employer Cost										2,035	1,732	1,888	5,654
Workers' Compensation Insurance										718	690	725	2,133
Unemployment Insurance										797	705	(75)	1,427
Employee Health/Life Insurance										5,072	5,072	5,178	15,323
Employee Development/Recognition										30	24	30	84
Employee Physicals/Lab										1,270	4,679	3,695	9,644
Books, Periodicals & Manuals										69	505	412	916
Postage, UPS, Federal Express												24	24
Equipment < \$2,500													
Operational Supplies										2,397	857	1,721	4,975
Audit & Accounting Fees										3,141	3,141	3,141	9,423
Attorney Fees										1,000	11,457	5,483	17,940
Engineering Fees										59,595	57,274	48,595	165,464
Professional Services										43	51	71	165
Job Required Travel Expense										22,841	22,841	22,841	68,524
Insurance										12,815	8,606	8,536	29,957
Computer Services										1,056	1,286	1,331	3,673
Telephone Services										1,982	912	1,074	3,967
Legal Notices, Advertising										250	900	1,884	3,034
Photocopy Services										33	6	(349)	(311)
Public Relations										1,625	1,775	(5,517)	(2,117)
Dues & Licenses										1,507	4,257	319	6,084
Finance Charges, Bank Fees										2,591	2,640	2,901	8,132
Cable/Satellite TV Expense										40,988	36,847	39,301	117,136
IPA Licensing Fee												5,875	5,875
Fines & Penalties										62,602	61,587	64,778	188,967
Depreciation Expense										3,819	3,558	3,556	10,931
Interest- Bonds Payable													
Total Administration										256,410	256,529	246,657	759,595

Champaign County Nursing Home  
Historical Statement of Operations

03/31/17

Description	04/16	05/16	06/16	07/16	08/16	09/16	10/16	11/16	12/16	01/17	02/17	03/17	Total
<b>Environmental Services</b>													
Reg. Full-Time Employees							28,123		25,114			33,422	86,658
Reg. Part-Time Employees							845	724				885	2,455
Overtime							2,128	295				121	2,545
TOPS - Balances							183	557				(890)	(151)
TOPS - FICA							14	43				(68)	(12)
Social Security - Employer							2,358	1,975				2,585	6,918
IMRF - Employer Cost							2,729	2,100				2,812	7,641
Workers' Compensation Insurance							866	773				1,040	2,679
Unemployment Insurance							951	846				2	1,799
Employee Health/Life Insurance							2,988	2,988				2,988	8,965
Equipment < \$2,500												49	49
Operational Supplies							3,374	3,012				5,152	11,538
Gas Service							17,247	12,147				12,161	41,554
Electric Service							20,074	27,491				28,172	75,737
Water Service							2,697	4,069				3,122	9,888
Pest Control Service							511					511	1,023
Waste Disposal & Recycling							3,306	2,280				3,037	8,623
Equipment Rentals							258	258				258	774
Sewer Service & Tax							1,853	938				1,061	4,453
Total Environmental Services							90,505	85,609				97,021	273,135
<b>Laundry</b>													
Reg. Full-Time Employees							6,893	6,771				7,625	21,288
Reg. Part-Time Employees							1,309	1,190				1,100	3,598
Overtime							795	89				4	889
TOPS Balances							534	162				(183)	513
TOPS - FICA							41	12				(14)	39
Social Security - Employer							672	601				643	1,917
IMRF - Employer Cost							782	638				697	2,117
Workers' Compensation Insurance							245	238				263	746
Unemployment Insurance							278	265				(12)	531
Employee Health/Life Insurance							2,231	2,231				2,231	6,693
Laundry Supplies								1,222					1,222
Linen & Bedding								236					236
Laundry & Cleaning Service								(3,038)				525	(2,513)
Total Laundry							13,782	10,616				12,879	37,276
<b>Maintenance</b>													
Reg. Full-Time Employees							4,074	3,866				4,272	12,213
Overtime							1,010	(541)				5	474

Champaign County Nursing Home  
Historical Statement of Operations

03/31/17

Description	04/16	05/16	06/16	07/16	08/16	09/16	10/16	11/16	12/16	01/17	02/17	03/17	Total
TOPS - Balances										31	749	(938)	(158)
TOPS - FICA										2	57	(72)	(12)
Social Security - Employer										343	296	351	990
IMRF - Employer Cost										397	315	381	1,093
Workers' Compensation Insurance										122	116	126	364
Unemployment Insurance										143	129	(10)	262
Employee Health/Life Insurance										1,021	1,021	1,021	3,064
Tools											(189)		(189)
Maintenance Supplies										456	1,270	609	2,335
Equipment < \$2,500										773	569	102	1,444
Operational Supplies											211		211
Automobile Maintenance										459	40	99	597
Equipment Maintenance										53	3,750	4,253	8,057
Nursing Home Building Repair/Mainte										4,535	1,888	4,136	10,559
Conferences & Training												300	300
Parking Lot/Sidewalk Maintenance										148			148
Nursing Home Building Construction/I													
Total Maintenance										13,566	13,550	14,636	41,753

**Nursing Services**

Reg. Full-Time Employees										139,160	129,888	142,836	411,885
Reg. Part-Time Employees										6,506	4,244	10,616	21,365
Temp. Salaries & Wages										23,848	20,418	17,293	61,559
Overtime										79,404	37,470	38,790	155,664
TOPS - Balances										(4,530)	6,383	(836)	1,017
No Benefit Full-Time Employees										115,981	89,124	97,099	302,204
No Benefit Part-Time Employees										16,556	12,958	21,079	50,593
TOPS - FICA										(347)	488	(64)	78
Social Security - Employer										28,702	21,979	24,898	75,579
IMRF - Employer Cost										29,677	21,375	25,379	76,432
Workers' Compensation Insurance										9,027	7,678	8,632	25,337
Unemployment Insurance										11,355	8,598	(1,153)	18,801
Employee Health/Life Insurance										29,188	28,448	27,705	85,342
Books, Periodicals & Manuals												145	145
Stocked Drugs										2,898	2,108	3,966	8,973
Pharmacy Charges-Public Aid										1,469	1,111	1,309	3,889
Oxygen										1,310	1,141	804	3,256
Incontinence Supplies										5,431	5,352	5,561	16,343
Pharmacy Charges - Insurance										6,407	11,397	6,362	24,166
Equipment < \$2,500										262		451	713
Operational Supplies										18,980	11,041	10,547	40,569
Pharmacy Charges-Medicare										7,581	16,170	8,547	32,298
Medical/Dental/Mental Health										4,175	7,775	5,975	17,925

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

03/31/17

Description	04/16	05/16	06/16	07/16	08/16	09/16	10/16	11/16	12/16	01/17	02/17	03/17	Total
Professional Services										23,858	24,693	27,047	75,597
Laboratory Fees										875	1,270	402	2,546
Equipment Rentals										4,590	5,846	6,732	17,169
Dues & Licenses										50			50
Conferences & Training										697			697
Medicare Medical Services										240	331	283	854
<b>Total Nursing Services</b>										<b>563,352</b>	<b>477,286</b>	<b>490,406</b>	<b>1,531,045</b>

**Activities**

Reg. Full-Time Employees										13,262	11,668	13,243	38,172
Reg. Part-Time Employees										2,445	1,837	1,589	5,871
Overtime										414	7	40	461
TOPS - Balances										451	552	67	1,070
TOPS - FICA										34	42	5	82
Social Security - Employer										1,208	1,009	1,097	3,314
IMRF - Employer Cost										1,395	1,073	1,193	3,660
Workers' Compensation Insurance										470	404	430	1,303
Unemployment Insurance										495	451	(23)	923
Employee Health/Life Insurance										1,513	2,251	2,254	6,018
Operational Supplies										222	189	497	908
Professional Services											130	130	259
<b>Total Activities</b>										<b>21,909</b>	<b>19,613</b>	<b>20,521</b>	<b>62,043</b>

**Social Services**

Reg. Full-Time Employees										15,124	17,578	11,502	44,204
Reg. Part-Time Employees										704	1,350	1,279	3,333
Overtime										568	88	165	821
TOPS - Balances										772	(2,029)	(374)	(1,631)
TOPS - FICA										59	(155)	(29)	(125)
Social Security - Employer										1,236	1,439	953	3,629
IMRF - Employer Cost										1,443	1,588	977	4,008
Workers' Compensation Insurance										473	568	374	1,413
Unemployment Insurance										515	537	(51)	1,002
Employee Health/Life Insurance										2,925	2,925	2,925	8,776
Professional Services										259	130	130	519
<b>Total Social Services</b>										<b>24,080</b>	<b>24,018</b>	<b>17,851</b>	<b>65,949</b>

**Physical Therapy**

Reg. Full-Time Employees										4,923	4,998	4,661	14,582
Overtime										737	621	367	1,725
TOPS - Balances										(605)	(76)	541	(140)
No Benefit Full-Time Employees										1,888	1,790	2,101	5,779



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

03/31/17

Description	04/16	05/16	06/16	07/16	08/16	09/16	10/16	11/16	12/16	01/17	02/17	03/17	Total
<b>TOPS - FICA</b>										(46)	(6)	41	(11)
Social Security - Employer										563	541	528	1,633
IMRF - Employer Cost										660	568	576	1,804
Workers' Compensation Insurance										204	198	198	599
Unemployment Insurance										237	248	(35)	450
Employee Health/Life Insurance										1,486	1,486	1,486	4,457
Professional Services										18,848	22,277	22,349	63,474
<b>Total Physical Therapy</b>										28,893	32,645	32,814	94,352
<b>Occupational Therapy</b>													
Professional Services										23,243	23,502	21,475	68,220
<b>Total Occupational Therapy</b>										23,243	23,502	21,475	68,220
<b>Speech Therapy</b>													
Professional Services										9,046	5,056	8,775	22,877
<b>Total Speech Therapy</b>										9,046	5,056	8,775	22,877
<b>Respiratory Therapy</b>													
Professional Services										2,101	2,104	1,611	5,817
<b>Total Respiratory Therapy</b>										2,101	2,104	1,611	5,817
<b>Total This Department</b>										11,147	7,161	10,386	28,694
<b>Food Services</b>													
Reg. Full-Time Employees										27,319	28,444	29,155	84,918
Reg. Part-Time Employees										676	827	729	2,233
Temp. Salaries & Wages										2,424	2,340	2,655	7,419
Overtime										8,190	3,034	1,727	10,951
TOPS - Balances										2,303	(1,083)	1,163	2,373
TOPS - FICA										176	(84)	89	182
Social Security - Employer										2,768	2,620	2,643	8,031
IMRF - Employer Cost										3,014	2,575	2,647	8,236
Workers' Compensation Insurance										910	945	976	2,830
Unemployment Insurance										1,152	1,122	(73)	2,201
Employee Health/Life Insurance										4,467	5,955	5,212	15,634
Food											100	(100)	
Nutritional Supplements										772	6,445	1,314	8,531
Operational Supplies											1,212	704	1,916
Equipment Rentals										405	405	405	1,215
Dues & Licenses												85	85
Conferences & Training											15	30	45
Food Service										55,703	56,044	52,478	184,225

03/31/17

Champaign County Nursing Home  
Historical Statement of Operations

7

Description	04/16	05/16	06/16	07/16	08/16	09/16	10/16	11/16	12/16	01/17	02/17	03/17	Total
<b>Total Food Services</b>	108,279			110,907							101,839		321,026
<b>Barber &amp; Beauty</b>													
Reg. Full-Time Employees	4,636			4,214							4,847		13,697
TOPS - Balances	707			60							(239)		528
TOPS - FICA	54			5							(18)		40
Social Security - Employer	297			270							327		895
IMRF - Employer Cost	347			286							356		988
Workers' Compensation Insurance	139			126							140		405
Unemployment Insurance	145			139							(38)		245
Employee Health/Life Insurance	1,486			1,486							1,486		4,457
Operational Supplies	265			(265)									
<b>Total Barber &amp; Beauty</b>	8,075			6,320							6,860		21,254
<b>Adult Day Care</b>													
Reg. Full-Time Employees	8,956			8,105							10,075		27,136
Overtime	477			62							6		545
TOPS - Balances	611			520							(545)		587
TOPS - FICA	47			40							(42)		45
Social Security - Employer	686			595							725		2,005
IMRF - Employer Cost	793			633							788		2,215
Workers' Compensation Insurance	268			242							284		794
Unemployment Insurance	275			267							4		546
Employee Health/Life Insurance	2,991			2,248							2,248		7,488
Gasoline & Oil	969			770							943		2,662
Operational Supplies	42			22							36		99
Conferences & Training				50									50
Automobiles, Vehicles													
<b>Total Adult Day Care</b>	16,141			13,554							14,523		44,219
<b>Alzheimers and Related Disord</b>													
Reg. Full-Time Employees	10,899			9,734							11,795		32,428
Overtime	355										321		676
TOPS - Balances	(990)			355							245		(390)
No Benefit Full-Time Employees	5,263			4,825							5,449		15,537
No Benefit Part-Time Employees	3,883			2,495							3,235		9,613
TOPS - FICA	(76)			27							19		(30)
Social Security - Employer	1,537			1,282							1,566		4,385
IMRF - Employer Cost	1,769			1,377							1,698		4,844
Workers' Compensation Insurance	599			510							626		1,735
Unemployment Insurance	652			552							25		1,228
Employee Health/Life Insurance	2,921			2,921							2,921		8,764

Champaign County Nursing Home  
Historical Statement of Operations

03/31/17

Description	04/16	05/16	06/16	07/16	08/16	09/16	10/16	11/16	12/16	01/17	02/17	03/17	Total
Professional Services										103	103	103	308
Total Alzheimers and Related Disorde										26,916	24,180	28,003	79,099
Total Expenses										1,206,298	1,105,490	1,115,871	3,427,659
Net Operating Income										(222,782)	(152,670)	(155,755)	(531,207)
<b>NonOperating Income</b>													
<b>Local Taxes</b>													
Current-Nursing Home Operating										100,172	100,172	100,172	300,517
Total Local Taxes										100,172	100,172	100,172	300,517
<b>Miscellaneous NI Revenue</b>													
Restricted Donations										300	162	592	1,054
Vending Machine Revenue											897		897
Total Miscellaneous NI Revenue										300	1,059	592	1,951
Total NonOperating Income										100,472	101,232	100,764	302,468
Net Income (Loss)										(122,310)	(51,438)	(54,991)	(228,739)

Champaign County Nursing Home  
Balance Sheet

**ASSETS**

**Current Assets**

**Cash**

Cash	\$156,773.77
Petty Cash	\$300.00
Total Cash	<u>\$157,073.77</u>

**Rec., Net of Uncollectible Amounts**

Accts Rec-Nursing Home Private Pay	\$1,871,485.26
Accts Rec-Nursing Home Med Adv/ HMO/ Ins	\$980,019.28
Total Rec., Net of Uncollectible Amounts	<u>\$2,851,504.54</u>

**Rec., Net of Uncollectible Amounts**

Accts Rec-Nursing Home Hospice	\$169,543.10
Allowance for Uncollectible Accts-Private Pay	(\$309,979.60)
Allowance for Uncollectible Accts-Patient Care P	(\$459,639.65)
Allowance for Uncollectible Accts-Patient Care H	\$11,807.46
Total Rec., Net of Uncollectible Amounts	<u>(\$588,268.69)</u>

**Accrued Interest**

Property Tax Revenue Receivable	\$338,039.06
Total Accrued Interest	<u>\$338,039.06</u>

**Intergvt. Rec., Net of Uncollectibl**

Due From Collector Funds	\$586.42
Due from Other Governmental Units	\$1,327,576.32
Due from IL Public Aid	\$505,280.41
Due from IL Department of Aging-Title XX	\$88,432.13
Due from US Treasury-Medicare	\$386,455.43
Due From VA-Adult Daycare	\$75,343.34
Due From VA-Nursing Home Care	\$245,418.14
Allowance for Uncollectible Accts-IPA	(\$80,981.16)
Allowance for Uncollectible Accts-Medicare	\$955.54
Allowance For Uncollectible Accts-VA Adult Day C	(\$1,340.00)
Total Intergvt. Rec., Net of Uncollectibl	<u>\$2,547,726.57</u>

**Prepaid Expenses**

Prepaid Expenses	\$200,163.55
Stores Inventory	\$0.00
Total Prepaid Expenses	<u>\$200,163.55</u>

**Long-Term Investments**

Patient Trust Cash, Invested	\$20,319.37
Total Long-Term Investments	<u>\$20,319.37</u>
Total Current Assets	<u>\$5,526,558.17</u>

**Fixed Assets**

Nursing Home Buildings	\$23,473,119.72
Improvements not Buildings	\$1,113,487.49
Equipment, Furniture & Autos	\$1,642,180.03
Construction in Progress	\$0.00
Accumulated Depreciation-Land Improvements	(\$338,094.61)
Accumulated Depreciation-Equipment, Furniture, &	(\$1,267,262.54)
Accumulated Depreciation-Buildings	(\$5,978,731.81)
Total Fixed Assets	<u>\$18,644,698.28</u>
Total ASSETS	<u><u>\$24,171,256.45</u></u>

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

A/R Refunds	\$7,973.70
Accounts Payable	\$3,584,774.31
Salaries & Wages Payable	\$135,864.48
Interest Payable - Bonds	\$33,844.10
Due To Accounts Payable Fund	(\$216.40)
Due to General Corporate Fund	\$282,802.00
Due to Other Funds	\$13,000.00
Tax Anticipation Notes Payable	\$1,021,757.00
Notes Payable	\$279.66
<b>Total Current Liabilities</b>	<b>\$5,080,078.85</b>

**Non-Current Liabilities**

Nursing Home Patient Trust Fund	\$20,319.37
Bonds Payable	\$2,505,000.00
Accrued Compensated Absences	\$273,058.55
<b>Total Non-Current Liabilities</b>	<b>\$2,798,377.92</b>
<b>Total Current Liabilities</b>	<b>\$7,878,456.77</b>

**Equity**

Revenues	(\$21.60)
Retained Earnings-Unreserved	\$16,521,560.26
Year To Date Earnings	\$0.00
Contributed Capital	\$0.00
Year To Date Earnings	(\$228,738.98)
<b>Total Equity</b>	<b>\$16,292,799.68</b>
<b>Total LIABILITIES &amp; EQUITY</b>	<b>\$24,171,256.45</b>

**3 Month**  
**Champaign County Nursing Home**  
**December 31, 2016 through March 31, 2017**  
**Statement of Cash Flows (Indirect Method)**

**CASH FLOW FROM OPERATING ACTIVITIES:**

<b>Net Income (Loss) - YTD</b>	<b>\$ (228,739)</b>
Depreciation Expense	188,967
(Incr.)/Decr. in Accounts Receivable	268,284
(Incr.)/Decr. in Prepaid Expenses	(178,967)
(Incr.)/Decr. in Inventory	21,112
(Incr.)/Decr. in Patient Trust	1,188
Incr./(Decr.) in Accounts Payable	451,760
Incr./(Decr.) in Salaries and Wages Payable	(65,585)
Incr./(Decr.) in Interest Payable	10,930
Incr./(Decr.) in Accrued Com. Absences	41,617
Incr./(Decr.) in Other Liabilities	<u>19,786</u>
<b>Net Cash Provided by Operating Activities</b>	<b>530,353</b>

**CASH FLOW FROM INVESTING ACTIVITIES:**

Purchase of Equipment	(10,439)
Improvements / (CIP)	<u>(4,888)</u>
<b>Net Cash Provided by Investing Activities</b>	<b>(15,327)</b>

**CASH FLOW FROM FINANCING ACTIVITIES:**

Increase in Tax Anticipation Note	-
Notes Payable - Medicaid	-
(Decrease) Due to General Corp. Fund	-
(Decrease) in Bonds Payable	-
Increase in Equity Adjustment	<u>(668,891)</u>
<b>Net Cash Provided by Financing Activities</b>	<b>(668,891)</b>

<b>Total Cash Flow</b>	<b>(153,865)</b>
<b>Beginning Cash Flow - 12/31/2016</b>	<b><u>310,939</u></b>
<b>ENDING CASH - 3/31/2017</b>	<b><u><u>\$ 157,074</u></u></b>

**Champaign County Nursing Home**  
**Monthly Statements of Cash Flow (Indirect Method)**  
**October 31, 2016 through March 31, 2017**

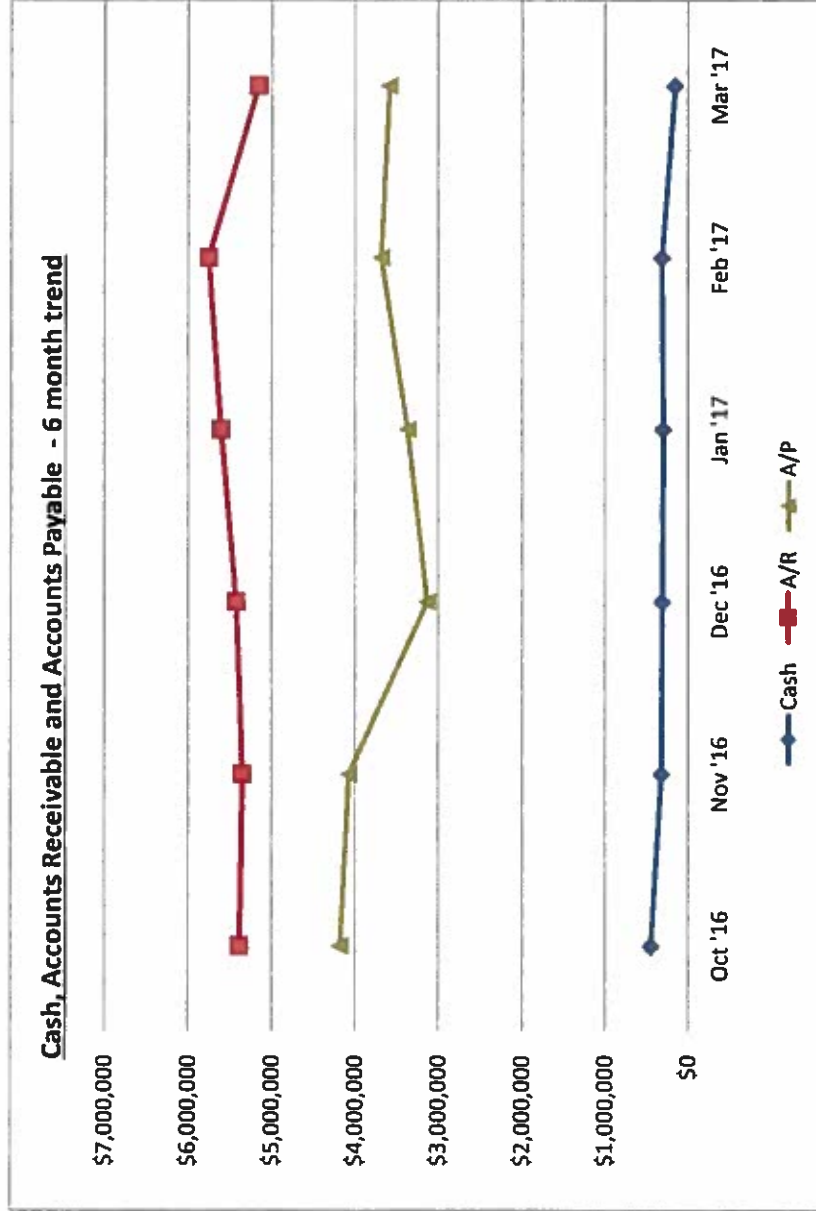
	<u>Oct '16</u>	<u>Nov '16</u>	<u>Dec '16</u>	<u>Jan '17</u>	<u>Feb '17</u>	<u>Mar '17</u>
<b><u>CASH FLOW FROM OPERATING ACTIVITIES:</u></b>						
Net Income (Loss) - Monthly	\$ 20,856	\$ (137,446)	\$ (135,779)	\$ (122,310)	\$ (57,152)	\$ (54,991)
Depreciation Expense	62,657	62,638	62,590	62,602	61,587	64,778
(Incr.)/Decr. in Accounts Receivable	(314,852)	34,861	(72,057)	(181,616)	(148,226)	598,126
(Incr.)/Decr. in Prepaid Expenses	15,574	15,574	15,574	(54,531)	(125,904)	1,468
(Incr.)/Decr. in Inventory	-	-	-	-	-	21,112
(Incr.)/Decr. in Patient Trust	-	3,910	305	-	(757)	1,945
Incr./Decr.) in Accounts Payable	521,288	(104,564)	(940,446)	233,415	316,636	(98,291)
Incr./Decr.) in Salaries and Wages Payable	45,744	38,802	62,549	46,360	35,741	(147,686)
Incr./Decr.) in Interest Payable	3,819	3,819	3,819	3,818	3,556	3,556
Incr./Decr.) in Accrued Com. Absences	1,653	(5,205)	2,295	447	6,754	34,416
Incr./Decr.) in Other Liabilities	-	(3,912)	(305)	3	21,728	(1,945)
Net Cash Provided (Used) by Operating Activities	<u>356,739</u>	<u>(91,523)</u>	<u>(1,001,455)</u>	<u>(11,812)</u>	<u>113,963</u>	<u>422,488</u>
<b><u>CASH FLOW FROM INVESTING ACTIVITIES:</u></b>						
Purchase of Equipment	-	-	-	-	-	(10,439)
Improvements / (CIP)	(278,099)	(10,195)	(2,873)	-	(18,899)	14,011
Net Cash Provided (Used) by Investing Activities	<u>(278,099)</u>	<u>(10,195)</u>	<u>(2,873)</u>	<u>-</u>	<u>(18,899)</u>	<u>3,572</u>
<b><u>CASH FLOW FROM FINANCING ACTIVITIES:</u></b>						
Incr./Decr.) in Tax Anticipation Note	-	-	1,021,757	-	-	-
Incr./Decr.) Notes Payable - Medicaid	(25,590)	(25,589)	(25,310)	-	-	-
Incr./Decr.) in Due to General Corp. Fund	-	-	-	-	-	-
Incr./Decr.) in Bonds Payable	-	-	-	-	-	-
Incr./Decr.) in Equity Adjustment	-	-	-	-	(76,388)	(586,789)
Net Cash Provided (Used) by Financing Activities	<u>(25,590)</u>	<u>(25,589)</u>	<u>996,447</u>	<u>-</u>	<u>(76,388)</u>	<u>(586,789)</u>
Total Cash Flow	<u>53,050</u>	<u>(127,307)</u>	<u>(7,881)</u>	<u>(11,812)</u>	<u>18,676</u>	<u>(160,729)</u>
Beginning Cash Balance (Prior Month's)	<u>393,077</u>	<u>446,127</u>	<u>318,820</u>	<u>310,939</u>	<u>299,127</u>	<u>317,803</u>
<b>MONTH ENDING CASH BALANCE</b>	<u>\$ 446,127</u>	<u>\$ 318,820</u>	<u>\$ 310,939</u>	<u>\$ 299,127</u>	<u>\$ 317,803</u>	<u>\$ 157,074</u>



**Champaign County Nursing Home  
October 31, 2016 through March 31, 2017**

**Key Balance Sheet Items Charted Below:**

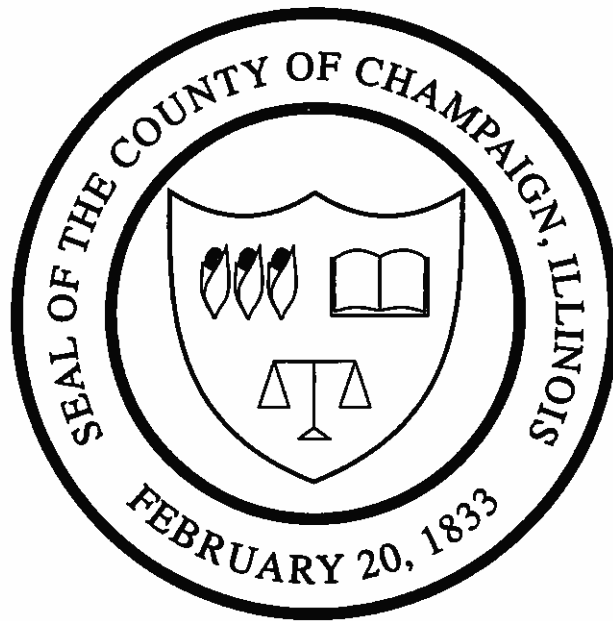
	<u>Oct '16</u>	<u>Nov '16</u>	<u>Dec '16</u>	<u>Jan '17</u>	<u>Feb '17</u>	<u>Mar '17</u>
Cash	446,127	318,820	310,939	299,127	317,803	157,074
A/R	5,380,090	5,345,229	5,417,286	5,598,902	5,747,128	5,149,002
A/P	4,178,024	4,073,460	3,133,014	3,366,429	3,683,065	3,584,774



# Request for Information

Property Brokerage and Consulting Services  
for the Sale or Transfer of the  
Champaign County Nursing Home

RFI 2017-004



Issue Date: May 10, 2017

REQUEST FOR INFORMATION (RFI 2017-004)  
PROPERTY CONSULTING AND BROKERAGE SERVICES

May 10, 2017

Per the direction of the Champaign County Board, the County of Champaign invites you to submit information in accordance with the requirements documented within this Request for Information. You must carefully read the attached documents and follow the procedures as outlined in order to be considered for selection as a service provider to the County.

Sealed Proposals: All proposals are to be submitted as outlined; Proposers will deliver one (1) original and six (6) hard copies, and one electronic copy (Microsoft Office or PDF format) to the following address:

Richard S. Snider, County Administrator  
Champaign County Administrative Services  
Brookens Administrative Center  
1776 East Washington Street  
Urbana, Illinois 61802  
E-mail: [countyadmin@co.champaign.il.us](mailto:countyadmin@co.champaign.il.us)

Proposals are due by 1:30pm on Wednesday, May 31, 2017. All proposals shall be delivered in a sealed envelope clearly marked "SEALED PROPOSAL – RFI 2017-004 – Property Brokerage and Consulting Services".

The proposal shall include the entire response to this Request for Information document and any amendments which may subsequently be issued. Proposals received after the above stated time will be considered a late and will be disqualified from further consideration.

Please direct questions regarding the proposal package to Rick Snider, County Administrator, at [countyadmin@co.champaign.il.us](mailto:countyadmin@co.champaign.il.us) or by phone at (217) 384-3776.

Sincerely,



Richard S. Snider  
County Administrator

## I. INTRODUCTION

The County of Champaign is requesting information from professional institutional property advisors and brokers with experience in the marketing and sale of long-term care and rehabilitation facilities. The County will be reviewing information to select a licensed qualified Broker (individual or firm) to provide specified services related to the marketing of the Champaign County Nursing Home including the physical property and business operation, negotiation of a sale transaction, and preparation of related documents and issuance of notifications as required by law.

The Champaign County Nursing Home is a 220-bed long-term care and rehabilitation facility and is an important community asset. The Broker chosen for this project will be required to educate, advise, and perform services on behalf of the County to achieve the objectives established by the County Board for the transfer of the Champaign County Nursing Home out of County ownership.

## II. INSTRUCTIONS TO PROPOSERS

1. All proposals must be submitted to:

Richard S. Snider  
County Administrator  
Brookens Administrative Center  
1776 East Washington  
Urbana, IL 61802

All questions regarding the proposal shall be directed in writing to the County Administrator at the above-listed address or via e-mail at:  
[countyadmin@co.champaign.il.us](mailto:countyadmin@co.champaign.il.us).

2. All responses to this RFI must be delivered in a sealed envelope clearly labeled "RFI 2017-004 – Property Consulting and Brokerage Services". All proposals must be received by 1:30pm on Wednesday, May 31, 2017. One (1) original and six (6) hard copies of your response, and one digital/electronic copy of your response to this RFI must be submitted. Proposals arriving after the deadline will not be accepted.
3. Proposals should provide a concise and accurate description of provider capabilities to satisfy the requirements of the RFI. Emphasis should be on completeness and clarity of content.
4. An authorized representative of the proposer must complete and sign the proposal.
5. The County Administrator or designee will notify appropriate Brokers if the County selects them as a finalist. Finalists will be invited to make a public presentation

before the County Board at the June 13, 2017 Committee of the Whole Meeting at the Brookens Administrative Center, Urbana, IL.

6. Failure to comply with any part of the RFI may result in rejection of the proposal as non-responsive.
7. In submitting information, it is understood by the undersigned that the right is reserved by the County of Champaign to accept any submissions, to reject any and all submissions, and to waive any irregularities or informalities which are in the best interest of the County of Champaign.

### III. MINIMUM QUALIFICATIONS

The County of Champaign invites submissions from any person or entity meeting the following minimum qualifications: (verification of these qualifications is attested through completion of this RFI.)

1. Licensed to market and/or sell real property in the State of Illinois.
2. Three years of experience working with public and/or not-for-profit entities.
3. Prior experience with the sale and/or transfer of long-term care or rehabilitation facilities.
4. Upon request, provide proof of insurance coverage for General Liability, Employers Liability, Workers' Compensation and Errors and Omissions.

### IV. TERMS AND CONDITIONS

1. The County reserves the right, at its sole discretion, to terminate this process at any time, or reject any and all proposals without penalty, prior to the execution of a contract acceptable to the County. Final selection will be based on the proposal which best meets the requirements set forth in the RFI and are in the best interest of Champaign County.
2. The County reserves the right to request clarification of information submitted and to request additional information of one or more applicants.
3. Any proposal may be withdrawn up until the date and time set above for the opening of proposals. Any proposal not so withdrawn shall constitute an irrevocable offer, for a period of 90 days, to provide the County the services set forth in the attached specifications, or until one or more of the proposals have been approved by the County, whichever occurs first.
4. Any agreement or contract resulting from the acceptance of a proposal shall be on forms either supplied or approved by the County and shall contain, at a minimum, all applicable provisions of the RFI. The County reserves the right to

reject any agreement that does not conform to the RFI and any County requirements for agreements and contracts.

5. The County shall not be responsible for any costs incurred by the firm in preparing, submitting, or presenting its response to the request for qualifications.
6. The successful Proposer will be required to provide evidence of insurance for General Liability, Employers Liability, and Errors and Omissions Insurance. The firm will also be required to provide workers' compensation insurance in accordance with Illinois State Law.
7. *This invitation to submit a response to the Request for Information is not an authorization to solicit sales offers on behalf of the county. The County specifically directs that no contact or solicitation of sales proposals or bids be made on behalf of the County. Failure to comply with this condition will be grounds for disqualification.*

## V. SELECTION CRITERIA

A committee of County representatives will review each submission and rate it using several evaluation criteria.

1. Responsiveness: The County will consider the material submitted by the proposer to determine whether the proposer is in compliance with the RFI.
2. Responsibility: The County will consider the material submitted by the proposer and other evidence it may obtain to determine the firm's demonstrated ability to market and sell a long-term care facility.
3. The qualifications, experience, and familiarity with local government risk management issues.
4. Satisfactory local government experience and references.
5. The fee proposal for providing the requested services.
6. The availability of other related support services.
7. Any other information provided that the County deems valuable.

## VI. BACKGROUND INFORMATION

The County of Champaign has a population of 201,082 according to the 2010 U.S. Census. Urbana is the county seat and is part of the Champaign-Urbana Metropolitan Statistical Area that includes Champaign, Ford, and Piatt Counties in Illinois. The MSA population is 231,891 as of the 2010 U.S. Census.

Since approximately the mid-1860s, the people of Champaign County have supported facilities to provide social services for the elderly and indigent. Today, the County operates a 132,000-square foot long-term care and rehabilitation facility located in Urbana, Illinois on county-owned property. Constructed in 2005, the Champaign County Nursing Home has approximately 140 residents as of April 2017, and is configured to serve up to 220 patients with a maximum certification of 243 Medicare/Medicaid-eligible beds. The facility offers adult day care, rehabilitation-to-home services, and long-term care services. It has approximately 220 employees.

Over the past 15 years, the County has experienced financial and management challenges associated with the operation of the nursing home. The County lacks the financial and management capacity to continue operating the home in its current model and is seeking qualified operators of long-term care facilities to submit proposals for the sale or transfer of the home. Prospective entities to take over the home include for-profit, not-for-profit, and/or consortia. A successful proposer to this Request for Information will be expected to seek alternatives within these categories or others with the intent to continue the mission of service to the residents of Champaign County.

## VII. SCOPE OF SERVICES DESIRED

The County of Champaign desires the following services:

1. Collection of necessary data and information for potential buyers.
2. Development of marketing collateral that accurately describes the home and property to potential buyers. Said collateral shall include but is not limited to the following information:
  - a. Pricing and financial analysis information;
  - b. Property description;
  - c. A listing of recent comparable sales of similar homes;
  - d. A market survey of competitive properties showing resident rates by payer category (i.e. private pay, Medicaid, Medicare, VA, etc.); and
  - e. Demographic information relevant to the nursing home.
3. Develop strategies in cooperation with the County Board for the sale or transfer of the subject property and business to a for-profit, not-for-profit, consortium, or other qualified entity. Strategies shall include a proposed timeline with milestones indicated to provide guidance for operational considerations of the nursing home.
4. Solicitation of bids that meet the qualifications as established by the County in consultation with the Broker.
5. Qualification of bidders submitting proposals for the offering of the subject property and business.

6. Evaluation of submissions in accordance with criteria established by the County in consultation with the Broker.
7. Negotiation of the sale transaction, including all necessary communication and coordination with the Champaign County States Attorney's Office.
8. Provision to the County of market data that will support the decision-making process with respect to the disposition of the Champaign County Nursing Home. This may include presentation at public meetings of the County Board or other venues.
9. Provide all necessary assistance in closing the sale transaction upon approval of the County Board.
10. Handling all other customary activities and services associated with long-term care or rehab facilities real estate transactions, including consultation with County officials and staff relating to the sale.

## VIII. PROPOSAL FORMAT

1. The proposal must be presented in the order as described below. To be considered substantive, the proposal must respond to all requirements of this part of the RFI. Any other information thought to be relevant, but not applicable to the enumerated categories, should be provided as an appendix to the proposal.
2. Provide a brief company history and description including size and number of employees.
3. A response to each item as set forth in the "Scope of Services Desired" in Section VII and a description of how your firm will approach delivery of those services.
4. Resumes of all principals that would be assigned to provide services to Champaign County.
5. At least three references from current public sector clients, including contact names, addresses and telephone numbers.
6. Information on the firm's experience in marketing and selling long-term care facilities similar to the Champaign County Nursing Home.
7. A draft contract including the proposal for fees to be charged to Champaign County for provision of services requested.
8. A description of any other services to be provided without additional compensation beyond negotiated fee to be paid by the County for services provided pursuant to the terms of this RFI.



9. An explanation of what distinguishes the services the submitting firm can provide from other firms.
10. Responses to the following interrogatories:
  - a. How many transactions (sales, transfers, etc.) for long-term care and/or rehabilitation facilities have you completed or been involved with in the last three years? In firm's history?
  - b. Have you worked with facilities that have significant Medicaid patient census (>40%)? If so, please provide details.
  - c. Please discuss any transactions or experience you have had in working with not-for-profit or public entities to market or close a sale or transfer transaction of a nursing home.

## IX. TIMELINE

May 10	RFI issued
May 31	Submission deadline
June 5	Review by Committee/Selection of Top Three Finalists
June 13	Presentation by Top Three Finalists
June 13	Recommendation to County Board
June 22	Contract Approved by County Board

# **Champaign County Government**

## **Job Description**

**Job Title:** Nursing Home Administrator

**Department:** Nursing Home

**Reports To:** Operations Manager

**FLSA Status:** Exempt

**Prepared Date:** May, 2017

### **POSITION PURPOSE**

Directs operations of the Champaign County Nursing Home, a 243-bed, licensed facility providing skilled, intermediate and shelter care to its residents as well as child care for County employees' children, adult day care and respite services. The Nursing Home employs approximately 220 people and is operated under the auspices of the County Board and is a business operation under its own county enterprise fund.

### **NATURE AND SCOPE**

The Administrator reports to the Chief Operating Officer. Reporting to this position are the Director of Quality Assurance and Staff Development, the Director of Environmental Services, the Food Service Director, the Director of Nursing, the Social Services Director, the Activity Director, the Director of Child Care, the Dental Hygienist, the Comptroller, the Director of Adult Day Services, the Human Resources Director and an Executive Secretary. The Administrator shares with the Director of Nursing in the supervision of the ARD Coordinator, the Restorative Care Coordinator and the Care Plan Coordinator.

The Nursing Home Administrator directs the provision of skilled, intermediate (including a 15 bed ARD unit), and shelter care on a 24-hour basis and ensures a smooth, high quality and professionally acceptable operation. The incumbent must ensure the care and services provided meet the satisfaction of the residents, their families and physicians, thus minimizing complaints, licensure violations and lawsuit.

The Administrator develops and implements Nursing Home policies and procedures to comply with Federal, State and Local requirements and to fulfill licensure certification standards. The incumbent hires, monitors and directs the activities of several Department Heads reporting to this position in the implementation of these policies and procedures. This position continuously analyzes Departmental operations, evaluates the environment and equipment necessary for effective functioning and implements any necessary procedural change. The Administrator must ensure conformance with the Nursing Home annual budget. The incumbent investigates revenue sources, including grant writing, re-adjusts and re-directs services to maximize reimbursement and completes all required documentation to this effect. The incumbent also strives to maintain a high occupancy rate with payer sources to

cover annual budget expenses. Participates on Medical Advisory Infection Control & Pharmacy Advisory Committees; confers with Medical Director and other Nursing Home consultants as necessary. Serves on various community boards to assure continued care for residents.

The Administrator serves as the primary liaison for the Nursing Home with residents, their families and the public. The incumbent is referred admission decisions of a complex nature, problems with resident's occupancy, waiting list inquiries, etc.

The Administrator also functions in a problem-solving capacity regarding Nursing Home operations. The incumbent is referred problems not resolvable at the departmental level, employee grievances, problems with unionization, etc. This position makes decisions pertaining to physical plant problems, i.e. equipment replacement, repairs and redecorating.

The Administrator is responsible for a fire and safety program to prevent fire and injury to residents, staff, and visitors and to maintain a safe and hazard free environment in the Nursing Home. Program directives must comply with Illinois Department of Public Health regulations and State Fire Marshall directives as well.

The major challenge which faces the incumbent is informing County Board members of the problems of a long-term care facility so that changes can be effected in a timely manner. Additionally, the Administrator strives to retain a reputation for quality care while remaining locally competitive without marketing funds. Some typical problems the incumbent encounters is continuously monitoring the changes in the various regulations and standards as specified by the Illinois Department of Public Health and Public Aid. The most complex problems faced by the Administrator involve addressing local, state and national negative media coverage of long-term care facilities. This attitude has resulted in mistrust and apprehension for the public and has caused problems in the recruitment and retention of qualified personnel.

The Administrator acts as liaison to Nursing Home auxiliary to maximize their efforts in volunteer hours and donated monetary projects that benefit the Nursing Home.

The Nursing Home Administrator plans and oversees capital improvements. The incumbent compiles budget projections, revenues and expenses to support justification to the County Board. The Administrator meets with community groups and hospital administrators to develop admission criteria, special unit policies and procedures, evaluate equipment necessary for effective functioning; and plans for new or expanded programs that meet community needs for geriatric services.

The Administrator stays abreast of health care trends in service and financing.

The Administrator has contact with all Department Heads reporting to this position on a continual basis to discuss policy, procedures and problems; and the County Board monthly to

fulfill reporting requirements. The incumbent maintains contacts with the Illinois Department of Public Health and Public Aid regarding licensure requirements, complaints, inspections, etc.

The Administrator has total responsibility for Nursing Home operation regarding staffing, payroll and benefits administration, in-service education, budget review and analysis and operational and capital expenditures. The incumbent researches and makes recommendations to the County Board for personnel policy changes, salary increases, staffing increases, annual budget amendments, resident rate increases, outside contractual services, major capital improvements and grants.

The effectiveness of this position can be measured by the number of licensure violations cited by the various regulatory agencies, the number of complaints registered by residents and their families and the residency occupancy rate maintained at the Nursing Home.

Minimum requirements necessary to effectively carry out position responsibilities requires the incumbent to be licensed as a Nursing Home Administrator in the State of Illinois and have extensive experience in administration of a long-term care facility; considerable knowledge of Federal and State licensure requirements for Nursing Home operations, and respect for the principles of resident rights, confidentiality, EEO and ADA.

## **PRINCIPAL RESPONSIBILITIES**

Directs operations of Champaign County Nursing Home to meet State, Federal regulations and avoid violations or licensure decertification.

Plans for quality assurance in all departments of the Nursing Home and develops quality improvement plans with committee members.

Develops Nursing Home policies, procedures, programs and directs implementation of such.  
Serves as primary liaison with residents, their families and the public.  
Functions in a problem-solving capacity with regard to resident and staff problems.

Ensures conformance with annual budget; evaluates, reviews and adjusts to revenue sources.

# **Champaign County Government**

## **Job Description**

**Job Title:** Operations Manager

**Department:** Champaign County Nursing Home (CCNH)

**Reports To:** Champaign County Board

**FLSA Status:** Exempt

**Prepared Date:** May, 2017

### **POSITION PURPOSE**

Directs business office, personnel, and compliance services for Champaign County Nursing Home. Provides direction to the Nursing Home Administrator.

The Champaign County Nursing Home, owned by the County, is a 243-bed, licensed facility providing skilled, intermediate and shelter care to its residents as well as child care for County employees' children, adult day care and respite services. The Nursing Home employs approximately 220 people and is operated under the auspices of the County Board and is a business operation under its own county enterprise fund.

### **NATURE AND SCOPE**

The Operations Manager reports to the Champaign County Board under the supervision of the County Administrator. The Business Manager and Compliance Officer report to the Operations Manager.

Minimum requirements necessary to effectively carry out position responsibilities requires the incumbent to be a licensed Registered Nurse and/or to have extensive experience in administration of a long-term care facility; considerable knowledge of Federal and State licensure requirements for Nursing Home operations, and respect for the principles of resident rights, confidentiality, EEO and ADA.

**General Responsibilities.** The incumbent shall work collaboratively with the Nursing Home Administrator and other CCNH department directors and managers to manage the services and operations of the Champaign County Nursing Home.

**Communications.** The incumbent shall be responsible for periodic progress reports to the Nursing Home Board of Directors and the Champaign County Board. Reports shall be delivered at least once per month to each of the governing bodies.

**Personnel Management.** Working with the CCNH Human Resources Director, the incumbent shall manage personnel policies and procedures designed to maximize the effectiveness of CCNH's employees. Such policies and procedures will: a) be

consistent with applicable Champaign County personnel policies and procedures when necessary and/or b) specifically reflective of CCNH needs. Such policies and procedures will address discipline, hiring, and developing CCNH employees, including conducting job analyses, recruitment, orientation, training, and appraising performance of CCNH employees, and managing CCNH wages and salaries.

**Administrator.** The incumbent shall provide advice and guidance to the Nursing Home Administrator and provide general and specific direction as needed to ensure continuity in the services provided to the residents of CCNH.

**Business Management.** The incumbent shall implement policies and procedures for a sound, feasible, and prudent credit and accounts receivable program. The incumbent shall implement the same by directing staff to take reasonable steps necessary to effectuate timely bills by CCNH including the issuance of invoices, statements for services rendered, and materials furnished by CCNH, the collection of accounts and monies owed to CCNH, including the referral of all legal proceedings necessary, the cost of which shall be a CCNH expense.

**Incumbent shall recommend to the Nursing Home Board policies and procedures for a sound, feasible, and prudent accounts payable program. Upon approval by the Nursing Home Board of said program, incumbent shall implement same by directing staff to prepare and transmit all checks, vouchers, and other documents necessary for the payment of payroll, trade accounts, amounts due on short- and long-term indebtedness, taxes, rents, and all other obligations of CCNH.**

**Incumbent shall work with the County Administrator's Office to develop an operating budget for the Nursing Home.**

**Contracts.** The incumbent will secure and retain contracts in the name and for the account of CCNH with such individuals or entities necessary for the proper and efficient functioning of CCNH, the cost of which shall be a CCNH Expense. The incumbent shall review contracts and identify potential cost savings that can make the home operate more sustainably.

**Licensure.** The incumbent shall attempt to cause all things to be done in and about CCNH which are reasonably necessary to comply with the requirements of any applicable licensing statute, ordinance, law, rule, regulation, or order of any governmental or regulatory body with respect to the licensing of CCNH or the construction, maintenance, or operation thereof. If legal advice is necessary in connection with securing or maintaining licensure of CCNH, legal services will be a CCNH Expense.

**Compliance with Third-Party Payer Requirements.** The incumbent shall provide guidance to CCNH staff to meet requirements for participation and payment associated

with such third-party payment programs such as Veteran's Administration insurance, Medicaid and Medicare.

**Compliance.** The incumbent shall be responsible for managing Compliance Services currently implemented in CCNH. The Services address compliance requirements dictated by the Affordable Care Act (ACA) and by Office of Inspector General (OIG) compliance guidance.

## **PRINCIPAL RESPONSIBILITIES**

Manages relationships with nursing home vendors and associated contracts, and directs operations of the business office, including accounts payable, accounts receivable, invoicing, billing, collections, and cash flow management and projection.

Plans for quality assurance in all departments of the Nursing Home and develops quality improvement plans with committee members. Responsible for implementation of compliance program.

Functions in a problem-solving capacity with respect to resident and staff problems.

Develops annual budget in conjunction with the nursing home administrator and department heads.