

## NURSING HOME BOARD OF DIRECTORS AGENDA

County of Champaign, Urbana, Illinois

Monday, April 11, 2016 – 6:00pm

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

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

<u>ITEM</u>	<u>Page #</u>
<b>I. <u>CALL TO ORDER</u></b>	
<b>II. <u>ROLL CALL</u></b>	
<b>III. <u>APPROVAL OF AGENDA</u></b>	
<b>IV. <u>APPROVAL OF MINUTES</u></b>	
March 14, 2016 Open Session	1 – 7
March 14, 2016 Closed Session	To be distributed
<b>V. <u>PUBLIC PARTICIPATION</u></b>	
<b>VI. <u>COMMUNICATIONS</u></b>	
<b>VII. <u>APPROVAL OF REVISED NURSING HOME PERSONNEL POLICY</u></b>	To be distributed
<b>VIII. <u>MANAGEMENT REPORT</u></b>	
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<b>IX. <u>CHAIR'S REPORT</u></b>	
a. Update on Strategic Planning Process	
<b>X. <u>CLOSED SESSION PURSUANT TO 5 ILCS 120/2(C)1 TO CONSIDER THE EMPLOYMENT, COMPENSATION, DISCIPLINE, PERFORMANCE, OR DISMISSAL OF SPECIFIC EMPLOYEES OF CHAMPAIGN COUNTY</u></b>	
<b>XI. <u>OTHER BUSINESS</u></b>	
<b>XII. <u>PUBLIC COMMENT</u></b>	
<b>XIII. <u>NEXT MEETING DATE &amp; TIME</u></b>	
May 2, 2016 – Study Session on Strategic Planning – 6:00pm, In-Service Classroom, Nursing Home	
May 9, 2016 – Regular Monthly Meeting – 6:00pm, In-Service Classroom, Nursing Home	
<b>X. <u>ADJOURNMENT</u></b>	

**Board of Directors  
Champaign County Nursing Home (CCNH) –Minutes  
Urbana, Illinois  
March 14, 2016**

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

Directors Absent/Excused: Palinkas

Also Present: Busey, Gima, Noffke, Bloomfield, Drake, Nolan

**1. Call to Order**

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

**2. Roll Call**

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

**3. Approval of Agenda**

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

**4. Approval of Minutes**

The open session minutes of February 8, 2016 were approved as submitted (motion by Anderson, second by Hodson, unanimous).

**5. Public Participation**

David Laker noted that his wife has been in the facility for two years and progress has yet to be made on many of the issues he has brought to the board's attention. Mr. Laker commented that the quality of food services continues to decline, and the newly implemented 12 hour shift option for employees reduces the amount of time each team leader can spend with residents. Additionally, Mr. Laker commented that communications between residents and caregivers has improved.

Diane Richardson commented that her mother is treated with respect and dignity by staff members at the nursing home. Ms. Richardson noted that activities for residents, cleaning and laundry services, transportation services, and lines of communication at the nursing home are of great quality and continue to improve. Ms. Richardson additionally noted that the nursing home business offices are very helpful.

Mary Schultz asked the board to provide updates regarding the progress being made to provide hot meals to all residents and the results of surveying former and current employees to determine causes for employment separations. Additionally, Ms. Schultz asked the board to provide information regarding who the new Human Resources Director reports to and how staff members will interact with the new director. Ms. Schultz was concerned about the weight of residents and asked for an update regarding the newly hired dietician.

Pattsi Petrie asked the board to address the growing concern over the care procedures regarding diaper changes for residents. Ms. Petrie asked the board if care procedures for residents are codified.

Vanessa Hanks reported to the board that her mother was not cared for in a timely manner and sat unchanged for hours. Ms. Hanks met with staff members at the nursing home who were able to help

address the problem and provide a solution. Ms. Hanks praised staff members for their support and improved communications; however, certain staff members lack the care she receives from others on staff.

Dorothy Osgood commented that her meals at the nursing home are consistently cold and the process for serving meals needs to be improved.

Richard L commented that the 12 hour shift option for employees has helped staff members spend more time with their families; however, he has heard that the longer shift option has left employees feeling exhausted. Richard additionally commented that food services continue to serve cold meals while repeating meals weekly. Additionally, Richard is concerned about the amount of noise the newly installed lint collection system will make by his room.

## **6. Communications**

Ms. Emanuel reported that comments made at the previous Family Advisory Council addressed concerns that the public perception of the nursing home does not match the reality of the nursing home's services. Additionally, concerns about food services were discussed.

Ms. Noffke reported that a letter was received at the nursing home from a family of deceased resident. The family praised the nursing home for their dedication and the quality of care that was provided.

## **7. Quarterly Compliance Report – Josh Drake, CCNH Compliance Officer**

### **a. Compliance Program Resolution of the Board of Directors**

Ms. Emanuel reminded board members to complete their quarterly compliance training.

Mr. Drake reported that annual compliance training is scheduled for April and will cover many topics ranging from false claims to resident rights. Monthly reminders and weekly news articles are distributed to staff members in order to keep staff members up-to-date with the latest information. Monthly, quarterly and annual audits continue to be conducted and cover a range of areas from billing to kickbacks to care plans. Additionally, Mr. Drake reported that the annual HIPPA Security Risk Assessment is underway. Administrative security, technology security and physical infrastructure security are covered in the security risk assessment.

Mr. Banks asked if family members are informed about compliance issues and topics at the nursing home. Mr. Drake noted that a compliance board is located outside the nursing suite that includes articles and policies regarding compliance.

Ms. Emanuel asked Mr. Drake to address how issues found in compliance audits have been resolved at future meetings.

**MOTION** by Anderson to approve the Compliance Program Resolution of the Board of Directors as provided; seconded by Ms. Hodson. Upon vote, **MOTION CARRIED.**

## **8. Human Resources Report – Amanda Bloomfield, Human Resources Director**

Ms. Bloomfield reported to the board that retention and recruiting rates of staff members need improvement. Ms. Bloomfield is focused on filling supervisory positions and has found a new

supervisor for Unit 5, who has a social services background. An offer is out for a new manager on Unit 2, and the Unit 4 rehabilitation manager was filled internally.

Ms. Bloomfield has attended the Parkland College job fair and has plans to attend the Danville Area Community College job fair as well as the Central Illinois Human Resources job fair. Efforts to recruit staff members have been made at Richland Community College, Eastern Illinois University, Millikin University, Lake Land College and Southern Illinois University Edwardsville. Additionally, job advertisements have been updated in coordination with the News-Gazette to improve recruitment efforts.

Ms. Bloomfield reported that peer interviews are being utilized to improve retention rates. Meetings with general staff employees and supervisors are being held to introduce Ms. Bloomfield with all staff members. Efforts are being made to reestablish the Community Engagement Committee, as well as the employee of the month program, to provide staff members the opportunity to engage with members of the community and be recognized for their services at the nursing home. Ms. Bloomfield is additionally looking to create a tuition reimbursement program to help further improve the retention and recruitment of employees.

Ms. Bloomfield explained that a new Memorandum of Understanding for employees has been agreed to, and it provides employees further reasons to stay engaged at the nursing home. A higher base wage for CNA's was established as well as a buy-back system for attendance points. Union education concerning the terms of the Memorandum of Understanding has been held.

Ms. Bloomfield noted that community perception of the nursing home needs to be changed. Meetings have been held with staff members of area nursing facilities to understand what is done differently at other facilities and how Champaign County Nursing Home can implement some of the successful strategies. Ms. Bloomfield hopes to help spread positive reflections of the nursing home at upcoming job fairs as employees are being recruited. Magnet Certification by the American Nursing Association will additionally help improve staff member recruitment and public perception, and Ms. Bloomfield is researching how Champaign County Nursing Home can become Magnet Certified.

Ms. Bloomfield's goals for the nursing home include changing public perception of the facility, filling open supervisory and night positions, educating team leaders on nursing home policies and building better lines of communication for all staff members.

Mr. Anderson asked for Ms. Bloomfield's analysis of the nursing home's retention rate, and if there is a problem specifically at Champaign County Nursing Home or if it is an industry-wide problem. Ms. Bloomfield explained that there are more jobs available in the nursing industry than there are people who are applying for jobs. It is a problem of all facilities competing for finite resources. There are many different employment options in the area for nurses, and Ms. Bloomfield is working to make Champaign County Nursing Home a place where employees want to work. Mr. Anderson noted that the nursing home may already be a more attractive place to work due to the unionized work force and the ability to accrue a pension. Ms. Bloomfield noted that many younger CNA's are looking for tuition reimbursement rather than a pension when they are first seeking employment.

Ms. Hodson noted that peer interviews can be burdensome to the Human Resources Director position and training will need to be provided for those administering interviews. Ms. Bloomfield explained that interview questions are pre-established and additional pre-established questions will be added.

Mr. Banks asked how improvements can be made to communications in supervisory positions. Ms. Bloomfield noted that outside education for team building exercises and improving communications is being researched and implemented.

Mr. Banks asked how the Nursing Home Board of Directors can help the Human Resources Director with her position. Ms. Bloomfield noted that board members can make efforts to help change the public perception of the nursing home and spread positivity about the facility in the community. Mr. Anderson noted that the nursing home is a public institution, which makes it a challenge to promote positivity when community media outlets have access to the nursing home's affairs.

## **9. Management Report**

### **a. Strategic Objective Metrics Updates**

Mr. Gima reported that a 90-day notice of termination of contract has been issued to Healthcare Services Group. If the terms of the contract are not upheld, an RFP will be issued to select a new vendor for food services.

Mr. Sutton asked for an explanation in regards to the nursing home's health inspection rating on the CMS Compare Data Table. Ms. Noffke explained that it is determined by public health inspections that occur over three cycles throughout the year. Ms. Hodson asked if a peer review program is established to prepare for the annual survey to ensure higher scores. Ms. Noffke noted that a risk management group was consulted to conduct mock surveys in preparation for the annual survey.

Ms. Emanuel asked how the nursing home will improve the health inspection score. Mr. Gima explained that reducing agency usage and turnover rates while improving retention and recruitment rates will help build a stronger staff to provide improved quality of care. Additionally, filling supervisory positions will ensure proper supervision of staff members. Mr. Gima noted that tags during the annual survey accumulate for three years before the tags are removed. Additionally, the margin for error when receiving tags is very slim.

Mr. Sutton asked if the annual surveys are public documents. Mr. Gima confirmed. Ms. Hodson noted that it is required that annual surveys be available at the front desk of the nursing home.

Mr. Sutton asked for an explanation in regards to the Pinnacle Satisfaction Survey scores of Dining and Quality of Food, and how one score could increase while the other decreased. Mr. Sutton noted that public comment is not consistent with the data. Mr. Gima noted that the information is hard to present, and it is additionally difficult to obtain accurate information from the small sample size of those surveyed. Mr. Sutton noted that dining services are consistently below the national average. Ms. Emanuel clarified that food services are the nursing home's lowest rated items and national trends also show food services as the lowest rated items.

Mr. Sutton noted that the survey score for response to problems declined significantly and is below the national average.

### **b. Management Report**

Discussion of this topic at the meeting was covered in Items 9 a – h.

### **c. Cash Update**

Mr. Gima reported that the Officer Inspector General audited the nursing home for Medicaid overpayments, and an overpayment of \$307,000 was received in 2013. Overpayments were due to the state paying the nursing home for residents who had already been discharged. The nursing home contacted the state to report the overpayment but the state did not respond. When the overpayment was reported to the auditors, the nursing home began repaying the state in December 2015 in the amount of \$51,179 per month. Payments were made to the state in December, January and February, and the Officer Inspector General will hold off repayment of the remaining amount owed to the state until July. The remaining amount owed will be deducted over six months at the rate of \$25,590 per month.

Mr. Gima additionally reported that the nursing home received a Medicaid application loan totaling \$438,000 due to a significant number of open and pending Medicaid applications that were impacting cash flow at the nursing home. Repayment began with no advanced notice in January 2016 at the rate of \$78,008 per month for six months. Efforts are being made to reconfigure the repayment schedule at a more feasible rate and longer timeline.

Due to payments being made to the state for the Medicaid overpayments and Medicaid application loan, the nursing home is experiencing significant fluctuations in cash flow from day to day. To alleviate problems with cash flow, the nursing home is delaying payments to vendors while payments are being made to the state. Mr. Gima commented that the nursing home currently has 25 open and pending Medicaid applications that total between \$500,000 and \$600,000 that is owed by the state.

Mr. Gima clarified that accounts receivable at the nursing home continues to operate as expected, but payments are being made to the state due to Medicaid overpayments and loans.

Mr. Anderson asked for clarification in regards to the overpayment of \$307,000 and if the nursing home knowingly spent the overpayment. Mr. Gima confirmed the overpayment and noted that delaying payments to vendors will help rebuild the nursing home's cash balance.

Ms. Hodson asked the total census of residents. Mr. Gima noted that the census is currently at 169 residents.

d. Revenue Anticipation Notes

Champaign County Treasurer and Gary Winschel of MPA have met with three Champaign/Urbana based banks. Two banks have shown strong interest and are presenting information on the RAN documents to their legal counsel for review. The third bank has declined to continue discussions.

e. Fire Damper Inspection

Mr. Gima reported to the board that an update is provided in the agenda packet.

f. Lint Filtration Project

Mr. Gima reported to the board that an update is provided in the agenda packet.

g. Changes to Five-Star Quality Rating System

Mr. Gima reported that changes will begin in April and an update will be provided at the next meeting.

h. SNF Value Based Payment Program

Mr. Gima reported to the board that an update is provided in the agenda packet and more information will be provided in the coming months.

**10. Other Business**

a. Semi-Annual Review of Closed Session Minutes

Ms. Busey reported that the State's Attorney's recommendation is to maintain the minutes as closed pursuant to the established guidelines.

**MOTION** by Banks to maintain the closed session minutes as closed; seconded by Anderson. Upon vote, **MOTION CARRIED.**

Mr. Banks asked for update in regards to serving residents hot meals and if steam tables will be used at the nursing home to correct the problem of cold food. Mr. Gima reported that an architectural firm has visited the facility to determine the viability of installing steam tables. Drawings will need to be bid out, prepared and submitted to the Illinois Department of Public Health before steam tables can be installed. A rough estimate for the project is approximately \$30,000.

Mr. Banks asked for an explanation in regards to long wait times for residents who need diaper changes. Ms. Noffke noted that schedules are prepared through resident care plans in order to determine the best schedule for changing for each resident. Care plans are discussed with family members and any issues with the plan are discussed during the care plan meetings. Mr. Banks asked if it is an overall hard problem to manage. Ms. Noffke confirmed.

Mr. Sutton asked how often care plans are reevaluated. Ms. Noffke noted that care plans are changed as needed and are reevaluated quarterly.

Mr. Anderson asked for an explanation in regards to the appeal process for department heads if an employee in a department head position is relieved or terminated. Ms. Emanuel and Ms. Busey noted that more information will need to be gathered in order to properly answer the question.

**11. 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**

**MOTION** by Hodson to enter 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 for the following individuals to remain present: Scott Gima, Karen Noffke, Amanda Bloomfield, County Administrator and recording secretary.

Roll call vote:

Aye: 6 – Emanuel, Banks, Cowart, Hodson, Anderson, Sutton

Nay: 0

**Motion** carried.

The Champaign County Nursing Home Board of Directors entered Closed Session at 7:55 p.m.

The Champaign County Nursing Home Board of Directors resumed Open Session at 8:21 p.m.

**12. Next Meeting Date & Time**

The next meeting date and time for the Nursing Home Board of Directors is Monday, April 11, 2016 at 6:00 p.m.

Ms. Emanuel asked the board to reconsider Mr. Anderson's question concerning the future of the nursing home. Mr. Anderson clarified that in order to maintain the best quality of care for residents at the nursing home, is it in the interest of the board to sell or lease the nursing home to outside entity that can provide better services. Ms. Emanuel asked if the board would like to consider this issue at the next meeting or if a special study session should be held. Mr. Anderson commented that he supports discussions of this topic being held at the next meeting and then holding a public study session if further issues need discussing.

Ms. Emanuel clarified that internal, external and industry trends are being prepared for the nursing home board to decide how Champaign County Nursing Home fits into the landscape of nursing facilities in the community. Mr. Gima noted that the information provided to the board will help board members make an informed decision on making a recommendation to the County Board in regards to the future of the nursing home.

Ms. Emanuel noted that the appropriate documents will be brought to the April meeting and a study session will be held on May 2<sup>nd</sup>, 2016 at 6:00 p.m.

**13. Adjournment**

Chair Emanuel declared the meeting adjourned at 8:52 p.m.

Respectfully submitted:  
Brian Nolan  
Recording Secretary

## Action Plan Update

### Issue 1

#### Current Open Positions

The table below summarizes the current open positions. The format has changed to include the actual number of open positions by full time equivalents (FTEs).

Number of Open Positions		
	3/1/2016	4/1/2016
Reception/BO Assistant	-	
Director of Nursing	1	1
Unit Manager for Dementia	-	-
Unit Manager for Rehabilitation (RN)	-	-
Unit 2 Manager	1	1
RN Shift Supervisor	1	1
Care Plan Coordinator (RN preferred)	1	1
CNA Team Leader - Long Term Care	6	6
CNA Team Leader - Rehabilitative	2	2
CNA Team Leader - Dementia	1	1
Restorative CNA		1
Restorative Nurse		1
CNA (1 FT, 1 PT)	10.2	0.1
Activities Assistant	-	
Cook/Assist Cook	-	
Food Service Worker PRN		1
Transporation Assistant	-	
Laundry Worker	-	
Housekeeper		1
Maintenance Manager	1	-
Total	24.2	17.1

No Director of Nursing applications have been received. An interim Director of Nursing, Caroline Podvin has been in place since March 14<sup>th</sup> and will be in place until a new manager is hired. The Maintenance Manager position has been filled. The restorative nurse position opened after the restorative nurse transferred to take the unit 4 manager's position. The restorative CNA is an additional position to provide better weekend coverage for the restorative programs. The housekeeper position has been filled and is scheduled for this week's new employee orientation class.

The food service worker PRN position is a new position. We are attempting to create a pool of dietary staff that will be available as needed with no guaranteed minimum number of hours per pay period. The position is being offered at a higher hourly rate.

# Issue 1

## HR Dashboard 2016

Retention Rate	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Benchmark
All	55.5%	56.1%											73.1%
All Nursing	50.0%	52.4%											67.8%
CNAs	46.7%	48.9%											67.5%
Turnover Rate (12 month rolling average)	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Benchmark
All	68.2%	67.4%											45.2%
All Nursing	74.2%	75.4%											51.4%
CNAs	71.1%	76.1%											52.4%
Benchmark - American Healthcare Association Quality Report 2013													
Separation Statistics (12 month rolling average)	Total	< 6 mos	6-11 mos	12 or less	1 year	2 years	3 years	4+ years					
<b>January 15 to January 16</b>	All	161	74	28	102	22	11	5	21				
	CNAs	64	34	14	48	7	5	1	3				
	Dietary	33	21	5	26	5	1	0	1				
<b>February 15 to February 16</b>	All	159	74	32	106	19	11	5	18				
	CNAs	67	35	17	52	6	5	1	3				
	Dietary	28	20	5	25	3	0	0	0				
<b>March 15 to March 16</b>	All												
	CNAs												
	Dietary												
<b>April 15 to April 16</b>	All												
	CNAs												
	Dietary												
<b>May 15 to May 16</b>	All												
	CNAs												
	Dietary												
<b>Jun 15 to Jun 16</b>	All												
	CNAs												
	Dietary												
<b>Jul 15 to Jul 16</b>	All												
	CNAs												
	Dietary												
<b>Aug 15 to Aug 16</b>	All												
	CNAs												
	Dietary												
<b>Sep 15 to Sep 16</b>	All												
	CNAs												
	Dietary												
<b>Oct 15 to Oct 16</b>	All												
	CNAs												
	Dietary												
<b>Nov 15 to Nov 16</b>	All												
	CNAs												
	Dietary												
<b>Dec 15 to Dec 16</b>	All												
	CNAs												
	Dietary												

**Issue 1**  
**HR Dashboard 2016 (Continued)**

<b>Open Positions by Month</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>	<b>Target FTEs</b>
CNAs Hired (FTEs)	71.7	74.3	84.1										84.2
CNAs Open Positions (FTEs)	12.5	9.9	0.1										
Dietary Hired (FTES)	20.5	21.0	21.0										19.65
Dietary Open Positions (FTES)	0	-1.4	-1.4										
<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>	
<b>CNAs</b>													
Applications	29	28											
Hires	10	7											
Separations	2	7											
<b>Dietary</b>													
Applications	25	16											
Hires	4	0											
Separations	1	1											

# Issue 1

## HR Dashboard 2015

Retention Rate	Jan 15	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Benchmark
All	68.9%	70.0%	67.0%	68.1%	66.4%	65.0%	65.9%	64.9%	65.6%	63.3%	66.3%	59.6%	73.1%
All Nursing	67.80%	70.9%	66.9%	69.2%	68.1%	66.9%	66.9%	62.9%	63.4%	59.3%	58.5%	53.8%	67.8%
CNAs	69.2%	71.6%	72.2%	70.7%	68.9%	64.0%	64.9%	59.5%	62.0%	57.1%	56.8%	51.9%	67.5%
<b>Turnover Rate (12 month rolling average)</b>	<b>Jan 14 to Jan 15</b>	<b>Feb 14 to Feb 15</b>	<b>Mar 14 to Mar 15</b>	<b>Apr 14 to Apr 15</b>	<b>May 14 to May 15</b>	<b>Jun 14 to Jun 15</b>	<b>Jul 14 to Jul 15</b>	<b>Aug 14 to Aug 15</b>	<b>Sep 14 to Sep 15</b>	<b>Oct 14 to Oct 15</b>	<b>Nov 14 to Nov 15</b>	<b>Dec 14 to Dec 15</b>	<b>Benchmark</b>
All	51.3%	55.3%	58.4%	60.6%	62.2%	62.7%	59.7%	64.0%	64.2%	68.8%	78.0%	74.3%	45.2%
All Nursing	52.9%	57.3%	54.8%	60.7%	62.9%	62.7%	62.7%	69.8%	69.6%	77.0%	87.7%	83.9%	51.4%
CNAs	64.1%	70.3%	75.0%	72.0%	74.3%	74.7%	72.7%	81.1%	78.9%	79.2%	86.5%	77.8%	52.4%
Benchmark - American Healthcare Association Quality Report 2013													
<b>Separation Statistics (12 month rolling average)</b>	<b>Total</b>	<b>&lt; 6 mos</b>	<b>6-11 mos</b>	<b>12 or less</b>	<b>1 year</b>	<b>2 years</b>	<b>3 years</b>	<b>4+ years</b>					
<b>January 14 to January 15</b>	All	115	52	13	65	24	8	4	14				
	CNAs	50	19	8	27	13	5	0	5				
	Dietary	28	21	4	25	1	1	0	1				
<b>February 14 to February 15</b>	All	120	56	15	71	21	9	4	15				
	CNAs	52	22	9	31	10	5	0	6				
	Dietary	27	19	4	23	2	1	0	1				
<b>March 14 to March 15</b>	All	129	62	14	76	23	9	5	16				
	CNAs	54	24	8	32	11	5	0	6				
	Dietary	31	23	4	27	2	1	0	1				
<b>April 14 to April 15</b>	All	131	64	13	77	24	9	6	15				
	CNAs	54	26	7	33	16	5	0	4				
	Dietary	31	23	4	27	2	1	0	1				
<b>May 14 to May 15</b>	All	130	60	19	79	22	10	6	13				
	CNAs	55	26	9	35	9	5	1	4				
	Dietary	30	22	4	26	2	1	0	1				
<b>Jun 14 to Jun 15</b>	All	136	64	20	80	23	10	6	13				
	CNAs	56	26	10	36	10	6	1	3				
	Dietary	31	21	5	26	3	1	0	1				
<b>Jul 14 to Jul 15</b>	All	135	20	24	44	24	9	5	13				
	CNAs	56	27	9	36	11	5	1	4				
	Dietary	31	23	5	28	2	0	0	0				
<b>Aug 14 to Aug 15</b>	All	142	65	24	89	25	10	5	13				
	CNAs	60	28	11	39	10	6	1	4				
	Dietary	29	19	5	24	3	2	0	0				
<b>Sep 14 to Sep 15</b>	All	138	61	24	85	22	10	5	16				
	CNAs	56	26	13	39	7	5	1	4				
	Dietary	26	18	4	22	3	1	0	0				
<b>Oct 14 to Oct 15</b>	All	148	68	24	92	22	9	5	20				
	CNAs	61	32	13	45	7	4	1	4				
	Dietary	25	18	4	22	3	0	0	0				
<b>Nov 14 to Nov 15</b>	All	160	71	26	97	25	10	5	23				
	CNAs	64	31	14	45	9	5	1	4				
	Dietary	29	21	4	25	4	0	0	0				
<b>Dec 14 to Dec 15</b>	All	162	73	28	101	24	10	5	22				
	CNAs	63	32	14	46	8	5	1	3				
	Dietary	29	20	5	25	4	0	0	0				

# Issue 1

## HR Dashboard 2015 (Continued)

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

Issue 1

*CNA Staffing*

- CNA staffing continues to move positively. Since September, close to 20 additional CNAs have been added to staff. The total number of CNAs employed (not FTEs) increased from 81 in December to 90 in January. February's total was 88. CNA FTEs are at 84.1.
- The retention rates exhibited a declining trend between September 2015 and January 2016. The falling retention rate was driven by an increase in employed CNAs, which is the denominator in the retention calculation. The # of CNA's employed for one year or more has not shown much change, ranging between 42 and 44. February's retention rate is up slightly from January.

**Monthly CNA Retention**

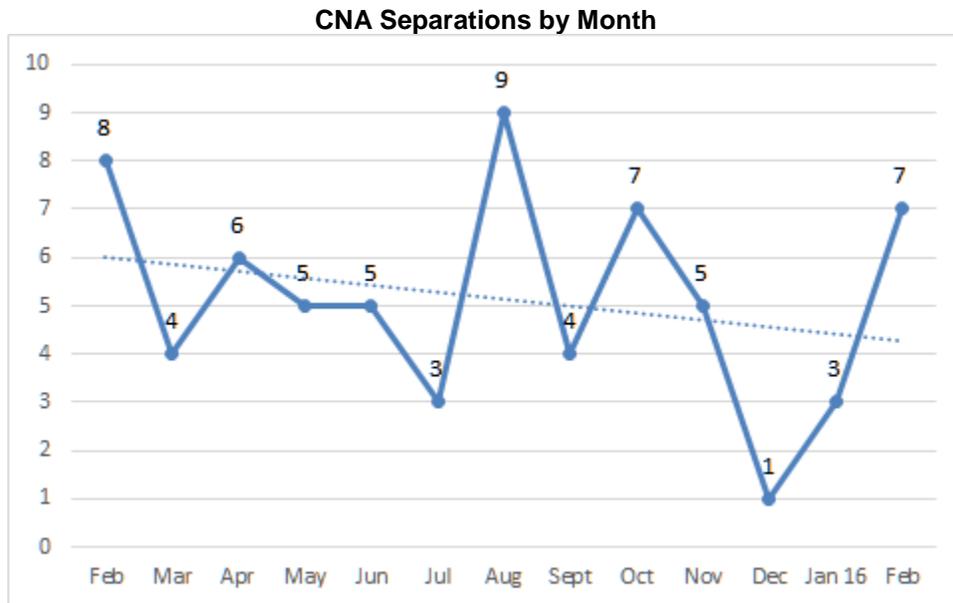
	<b>Sept 15</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan 16</b>	<b>Feb</b>
Employed <1 Year	27	33	32	28	48	45
Employed for 1 Year or More	44	44	42	42	42	43
Total # of CNAs	71	78	74	81	90	88
Retention Rate	62.0%	57.1%	56.8%	51.9%	46.7%	48.9%

- Turnover is up in February.

**Monthly CNA Turnover**

	<b>Sept 15</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan 16</b>	<b>Feb</b>
Rolling 12 month separations	56	61	64	63	64	67
Total # of CNAs	71	78	74	81	90	88
Turnover Rate	78.9%	79.2%	86.5%	77.8%	71.1%	76.1%

The following chart showed a declining trend with CNA separations through January. February's seven separations included 5 no call no shows (HR was unable to obtain exit interviews), and two disciplinary actions.



*Dietary Staffing*

- Dietary staffing is at 21.0, which is over the target of 19.65. Staffing has remained stable.

**Champaign County Nursing Home  
Strategic Objective Metrics – Issue 1  
Updated April 2016**

<i>Annual Turnover Rate</i>	
Annual turnover rate – Data from American Healthcare Association Quality Report 2013 <ul style="list-style-type: none"> <li>• 45.0%            2011</li> <li>• 37.0%            2010</li> <li>• 42.0%            2009</li> <li>• 45.1%            2008</li> </ul>	FY2015 – 67.4% (Feb 2016) FY2014 – 52.0% FY2013 – 63% FY2012 – 52% FY2011 – 68% FY2010 – 53%

## Issue 2 Supervision Improvement

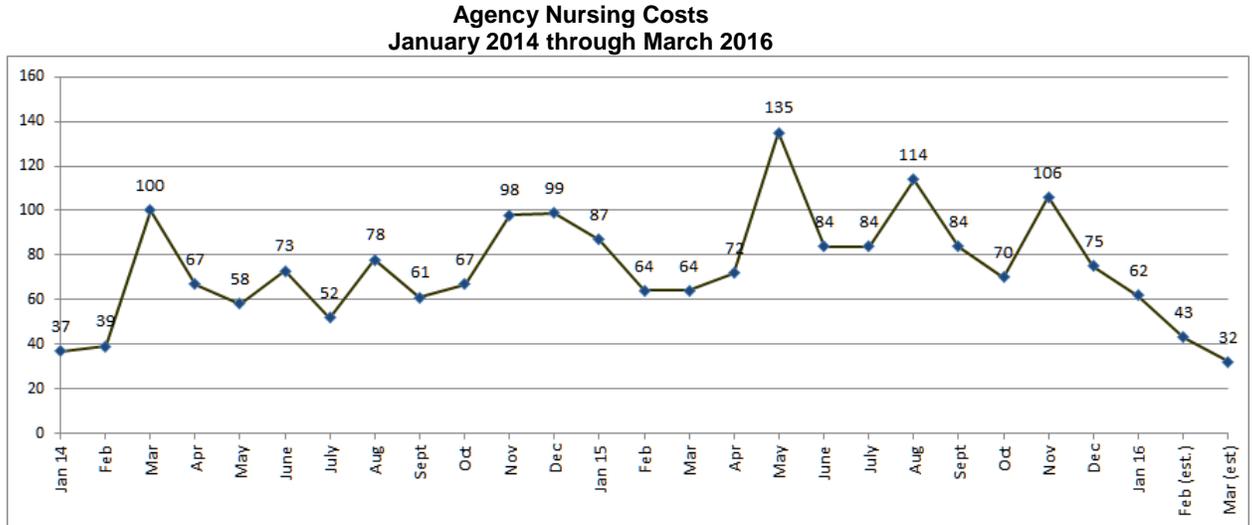
*CMS Direct Care Staffing Levels (CMS data file update – February 25, 2016)*

Helia’s figures reflect changes found in the March 2016 CMS staffing database. Helia’s reported CNA hours were updated from 1.61 to 1.60. Reported LPN hours went from 0.51 to 0.52. Reported RN hours increased from 0.48 to 0.77. Their adjusted hours per resident day increased from 2.81 to 3.15, but still reflects the lowest adjusted hours compared to the other area facilities.

		This first group of values include values derived from those reported by the nursing home on the CMS 671 and 672 reporting forms.					This second group of values presents CMS's calculation of expected staffing time based on the RUGS 53 staff time values for residents in the nursing home at the time of the survey.					This third group of values represents the adjusted time, which is calculated by this formula: Hours Adjusted = (Hours Reported/Hours Expected)* Hours National Average				
		Reported Hours Per Resident Per Day					Expected Hours Per Resident Per Day					Adjusted Hours Per Resident Per Day				
Provider Name	CITY	Aides	LPNs	RNs	Total License	Total Nursing	exp_aide	exp_LPN	exp_RN	exp_nurse	exp_all	adj_aide	adj_lpn	adj_rn	adj_nurse	adj_total
CHAMPAIGN COUNTY NURSING HOME	URBANA	2.40	0.64	0.75	1.39	3.80	2.40	0.57	0.87	1.44	3.85	2.45	0.93	0.65	1.58	3.98
CHAMPAIGN URBANA NRSG & REHAB	SAVOY	1.61	1.02	0.66	1.68	3.29	2.46	0.64	1.02	1.66	4.12	1.60	1.35	0.48	1.83	3.22
HELIA HEALTHCARE OF CHAMPAIGN	CHAMPAIGN	1.61	0.52	0.77	1.29	2.90	2.56	0.57	0.89	1.46	3.71	1.76	0.76	0.65	1.41	3.15
HEARTLAND OF PAXTON	PAXTON	1.98	0.89	0.88	1.78	3.75	2.49	0.70	1.17	1.87	4.36	1.95	1.06	0.56	1.50	3.47
HEARTLAND OF CHAMPAIGN	CHAMPAIGN	2.47	0.71	0.69	1.41	3.88	2.53	0.71	1.22	1.93	4.47	2.39	0.84	0.42	1.15	3.50
ILLINI HERITAGE REHAB & HC	CHAMPAIGN	1.87	0.70	0.46	1.15	3.02	2.31	0.59	0.84	1.43	3.73	2.00	0.98	0.41	1.28	3.27
COUNTRY HEALTH	GIFFORD	2.06	0.78	0.72	1.49	3.55	2.45	0.59	0.96	1.55	4.00	2.06	1.10	0.55	1.65	3.57
Area Average		2.00	0.75	0.70	1.46	3.46	2.46	0.62	1.00	1.62	4.03	2.03	1.00	0.53	1.49	3.45
Illinois State Average		2.24	0.60	0.93	1.53	3.77	2.40	0.64	1.04	1.68	4.07	2.27	0.80	0.64	1.43	3.69
Staffing Data through February 2016																
HELIA HEALTHCARE OF CHAMPAIGN	CHAMPAIGN	1.60	0.51	0.48	0.99	2.59	2.22	0.59	0.90	1.49	3.72	1.77	0.71	0.40	1.04	2.81

*Agency Usage Trends - Expenses*

The trend in agency expenses continues with a downward trend which is reflective of the increases in CNA hires.



**Champaign County Nursing Home  
Strategic Objective Metrics – Issue 2  
Updated April 2016**

<b>Nursing Management</b>	<b>Status</b>
<i>Fill Director of Nursing Position in 2015</i>	Opened 3/11/2016. No applicants to date.
<i>Nurse Education</i>	
Carle Clinic Emergency Department Collaborative Training for nurses and CNAs. The goal is to train 90% of nurses and CNAs.	Added to orientation going forward *Plan to use this in orientation but replace with Skills proficiency days by Summer 15
IV training through pharmacy. The goal is 90% of nurses trained by end of 2015.	Current IV training: 36%  Next class - 4/8/16
Trach education. 90% of all nurses will be trained by the end of 2015.	April to current 64%  PEL/VIP updating competencies with all licensed nurses to complete training requirements for licensed staff. Will also bet getting input from Dr. Sheik. The next class TBA. Last class was held on 2/16.
Skills training opportunities – collaborative effort with Carle Clinic or teaching programs. 90% of all nurses will be trained by the end of 2014.	See above Carle Clinic ER collaborative training.
Staff education from Carle Clinic Nurse Practitioners. Quarterly training is ongoing will see about whether monthly is feasible. Education topics and schedule still to be determined.	Dr. McNeal and Christie Clinic Nurse Practitioner have taken over the Quarterly nurse training activities.  Next training on Seizures – not scheduled. NP has been rescheduling due to conflicts.  Carle has agreed to partner with us on training and utilization of their speakers bureau. Current efforts on assessment training for nurses.  Caroline Podvin, DON, will develop an education schedule after completing assessment of nursing department.

**Issue 3**  
**Quality of Care**

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

The Nursing Home Compare data was updated on March 23, 2016. The chart on the next page summarizes the current CMS five-star ratings for the eight nursing homes in the Champaign County area. Helia's rating was updated from February.

Heartland of Paxton

Staffing rating changed from 2 stars to 4 stars. Overall rating increased from 1 star to 2 stars.

Issue 3 - Champaign County Area Homes – CMS Nursing Home Compare Summary – CMS Data Updated March 23, 2016

NURSING HOME GENERAL INFORMATION	CHAMPAIGN COUNTY NURSING HOME	CHAMPAIGN URBANA NRSG & REHAB	HELIA HEALTHCARE OF CHAMPAIGN	HEARTLAND OF PAXTON	HEARTLAND OF CHAMPAIGN	COUNTRY HEALTH	ILLINI HERITAGE REHAB & HC	CLARK-LINDSEY VILLAGE
	500 SOUTH ART BARTELL DRIVE URBANA, IL 61802  (217) 384-3784  Distance : 1.0 miles	302 WEST BURWASH SAVOY, IL 61874  (217) 402-9700  Distance : 4.9 miles  10/22/15 Update	1915 SOUTH MATTIS STREET CHAMPAIGN, IL 61821  (217) 352-0516  Distance : 3.9 miles	1001 EAST PELLIS STREET PAXTON, IL 60957  (217) 379-4361  Distance : 31.9 miles	309 EAST SPRINGFIELD CHAMPAIGN, IL 61820  (217) 352-5135  Distance : 1.0 miles  10/22/15 Update	RURAL ROUTE 1 BOX 14 GIFFORD, IL 61847  (217) 568-7362  Distance : 21.8 miles  10/22/15 Update	1315B CURT DRIVE CHAMPAIGN, IL 61820  (217) 352-5707  Distance : 4.2 miles  10/22/15 Update	101 WEST WINDSOR ROAD URBANA, IL 61801  (217) 344-2144  Distance : 2.1 miles  10/22/15 Update
Overall Rating	Rating: 2 out of 5 Below Average	Rating: 1 out of 5 Much Below Average	Rating: 2 out of 5 Below Average	Rating: 2 out of 5 Below Average	Rating: 2 out of 5 Below Average	Rating: 4 out of 5 Above Average	Rating: 4 out of 5 Above 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: 1 out of 5 Much Below Average	Rating: 1 out of 5 Much Below Average	Rating: 1 out of 5 Much Below Average	Rating: 4 out of 5 Above Average	Rating: 4 out of 5 Above Average	Rating: 5 out of 5 Much Above Average
Staffing	Rating: 4 out of 5 Above Average	Rating: 2 out of 5 Below Average	Rating: 2 out of 5 Below Average	Rating: 4 out of 5 Above Average	Rating: 3 out of 5 Average	Rating: 3 out of 5 Average	Rating: 2 out of 5 Below Average	Rating: 5 out of 5 Much Above Average
Quality Measures	Rating: 5 out of 5 Much Above Average	Rating: 2 out of 5 Below Average	Rating: 5 out of 5 Much Above Average	Rating: 2 out of 5 Below Average	Rating: 5 out of 5 Much Above Average	Rating: 3 out of 5 Average	Rating: 3 out of 5 Average	Rating: 2 out of 5 Below Average
Number of Certified Beds	243	213	118	106	102	89	60	25
Participation: (Medicare/Medicaid)	Medicare and Medicaid	Medicare and Medicaid	Medicare and Medicaid	Medicare and Medicaid	Medicare and Medicaid	Medicare and Medicaid	Medicare and Medicaid	Medicare
Automatic Sprinkler Systems: in All Required Areas	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Retirement Community (CCRC)	No	No	No	No	No	No	No	Yes
Within a Hospital	No	No	No	No	No	No	No	No
With a Resident and Family Council	BOTH	RESIDENT	RESIDENT	NONE	RESIDENT	RESIDENT	RESIDENT	RESIDENT
Ownership	Government - County	For profit - Partnership	For profit - Corporation	For profit - Individual	For profit - Corporation	Non profit - Other	For profit - Corporation	Non profit - Corporation

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

The February 2016 Pinnacle Satisfaction Survey are included with the management report. Please note that the report is based on seven interviews.

*Monthly Pinnacle Scores*

The table below summarizes the changes between January and February. Nine scores increased. Three scores showed no change. Four scores declined. Five scores increased. Scores that showed significant positive change include response to problems, recommend to others, activities, nursing care and overall satisfaction. A large decline was seen with dining service, professional therapy and cleanliness.

In February, 13 of the 16 scores exceeded the national average. Nursing care, dignity and respect, recommend to others, safety and security scores were more than 4 percent over the national average.

**Monthly Pinnacle Scores  
 January and February 2016**

	Jan	Feb	Change	% Change	National Avg	Diff From National Avg.	% Diff From National Avg.
Overall Satisfaction	4.00	4.29	0.29	7.3%	4.13	0.16	3.9%
Nursing Care	4.33	4.67	0.34	7.9%	4.30	0.37	8.6%
Dining Service	4.33	4.00	(0.33)	(7.6%)	3.99	0.01	0.3%
Quality of Food	3.50	3.50	0.00	0.0%	3.64	(0.14)	(3.8%)
Cleanliness	4.43	4.25	(0.18)	(4.1%)	4.40	(0.15)	(3.4%)
Individual Needs	4.17	4.33	0.16	3.8%	4.29	0.04	0.9%
Laundry Service	4.25	4.25	0.00	0.0%	4.16	0.09	2.2%
Communication	4.20	4.33	0.13	3.1%	4.23	0.10	2.4%
Response to Problems	3.40	4.33	0.93	27.4%	4.29	0.04	0.9%
Dignity and Respect	4.50	4.83	0.33	7.3%	4.59	0.24	5.2%
Recommend to Others	4.00	4.50	0.50	12.5%	4.31	0.19	4.4%
Activities	4.00	4.50	0.50	12.5%	4.35	0.15	3.4%
Professional Therapy	4.80	4.33	(0.47)	(9.8%)	4.52	(0.19)	(4.2%)
Admission Process	4.67	4.60	(0.07)	(1.5%)	4.52	0.08	1.8%
Safety and Security	4.67	4.67	0.00	0.0%	4.50	0.17	3.8%
Combined Average	4.23	4.39	0.16	3.8%	4.29	0.10	2.3%

### Issue 3 Quality of Care (Continued)

#### *Quarterly Pinnacle Scores*

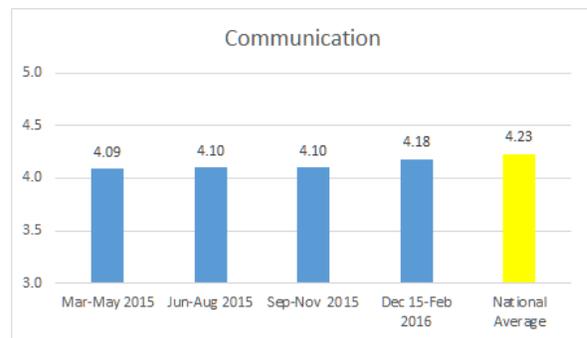
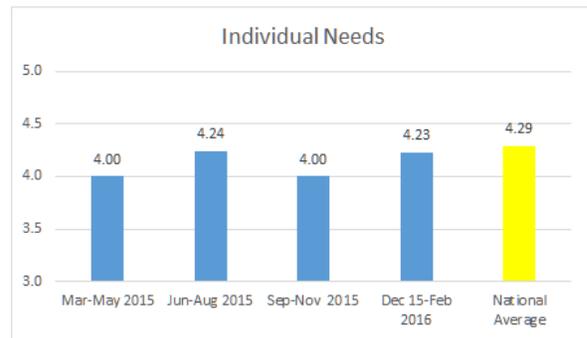
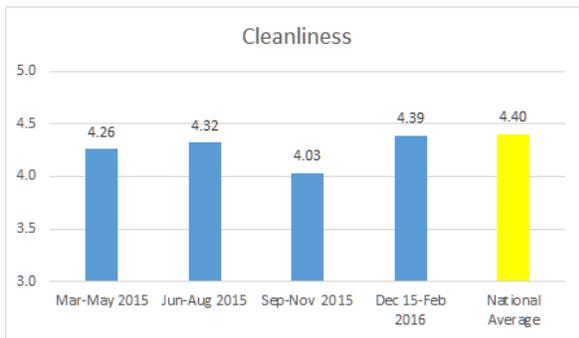
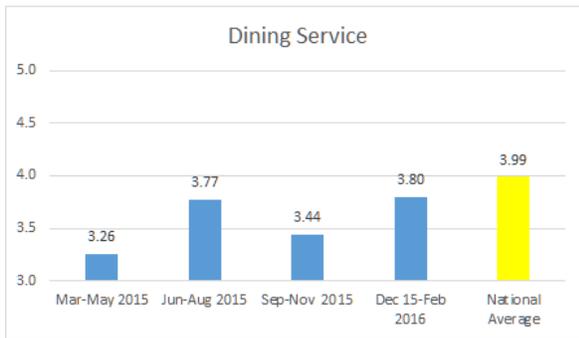
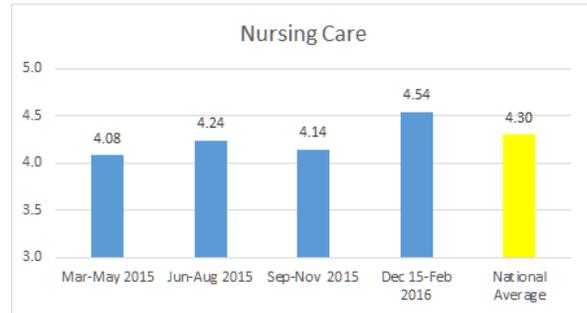
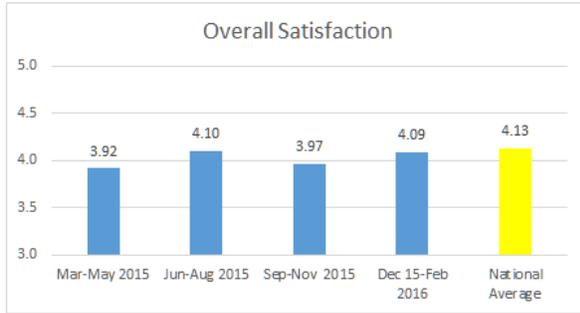
The accompanying charts summarize the Pinnacle scores using a rolling four-quarter history for the period March 2015 through February 2016. Last month, the national averages were included for comparison. This month, the change in scores and variation from the national averages for the most recent quarter has been added.

Six of the quarterly scores (Dec 2015 through February 2016) are above the national average. Nursing care, admission process and professional therapy are at least 4 percent above the national average. Nine scores are below the national average. Dining service, response to problems and activities are at least 3 percent below the national average.

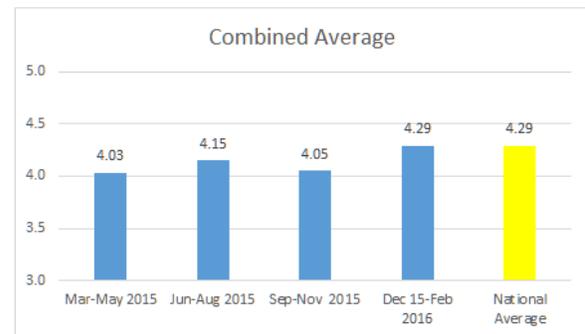
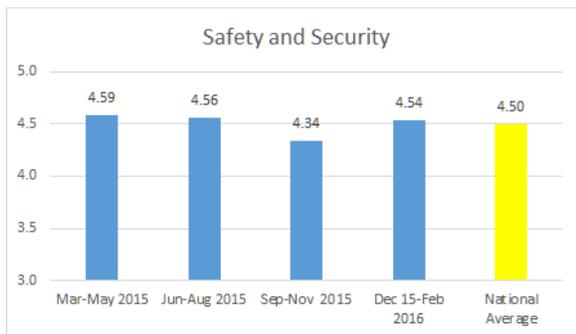
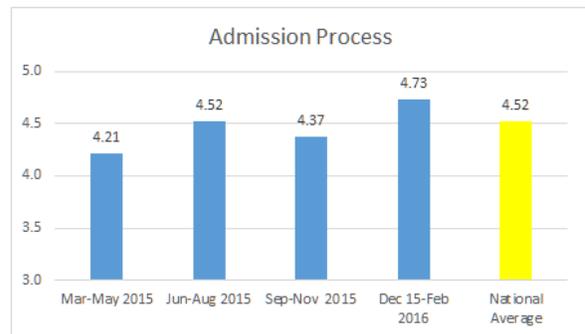
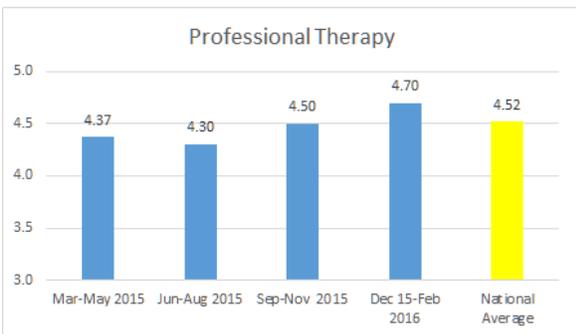
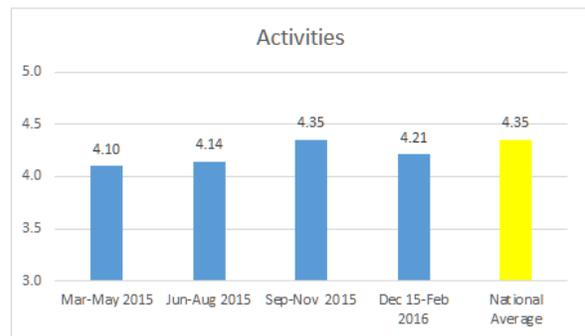
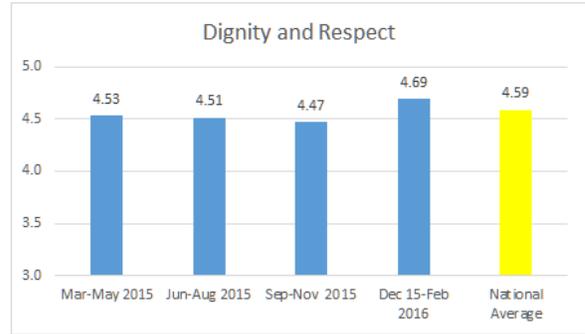
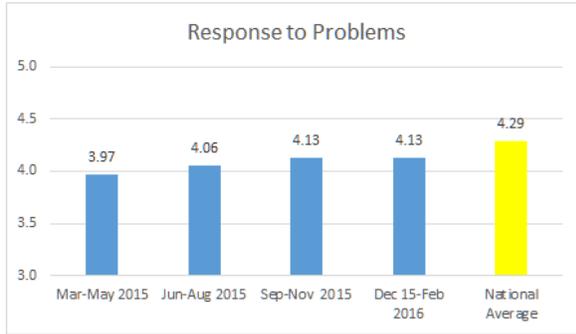
The changes over the previous four quarters indicate positive trending. Fourteen of the sixteen scores show a positive quarterly trend including the above noted dining service, response to problems and activities, whose most recent quarterly scores are below the national average. Double digit percentage increases are seen with laundry service, quality of food, admission process, and nursing care.

	Mar-May 2015	Jun-Aug 2015	Sep-Nov 2015	Dec15-Feb 2016	Change	%Change	National Average	Diff From National Avg.	% Diff From National Avg.
Overall Satisfaction	3.92	4.10	3.97	4.09	0.17	4.3%	4.13	(0.04)	(1.0%)
Nursing Care	4.08	4.24	4.14	4.54	0.46	11.3%	4.30	0.24	5.6%
Dining Service	3.26	3.77	3.44	3.80	0.54	16.6%	3.99	(0.19)	(4.8%)
Quality of Food	3.24	3.63	3.28	3.68	0.44	13.6%	3.64	0.04	1.1%
Cleanliness	4.26	4.32	4.03	4.39	0.13	3.1%	4.40	(0.01)	(0.2%)
Individual Needs	4.00	4.24	4.00	4.23	0.23	5.8%	4.29	(0.06)	(1.4%)
Laundry Service	3.50	3.48	3.58	4.13	0.63	18.0%	4.16	(0.03)	(0.7%)
Communication	4.09	4.10	4.10	4.18	0.09	2.2%	4.23	(0.05)	(1.2%)
Response to Problems	3.97	4.06	4.13	4.13	0.16	4.0%	4.29	(0.16)	(3.7%)
Dignity and Respect	4.53	4.51	4.47	4.69	0.16	3.5%	4.59	0.10	2.2%
Recommend to Others	4.28	4.26	4.26	4.26	(0.02)	(0.5%)	4.31	(0.05)	(1.2%)
Activities	4.10	4.14	4.35	4.21	0.11	2.7%	4.35	(0.14)	(3.2%)
Professional Therapy	4.37	4.30	4.50	4.70	0.33	7.6%	4.52	0.18	4.0%
Admission Process	4.21	4.52	4.37	4.73	0.52	12.4%	4.52	0.21	4.6%
Safety and Security	4.59	4.56	4.34	4.54	(0.05)	(1.1%)	4.50	0.04	0.9%
Combined Average	4.03	4.15	4.05	4.29	0.26	6.5%	4.29	0.00	0.0%

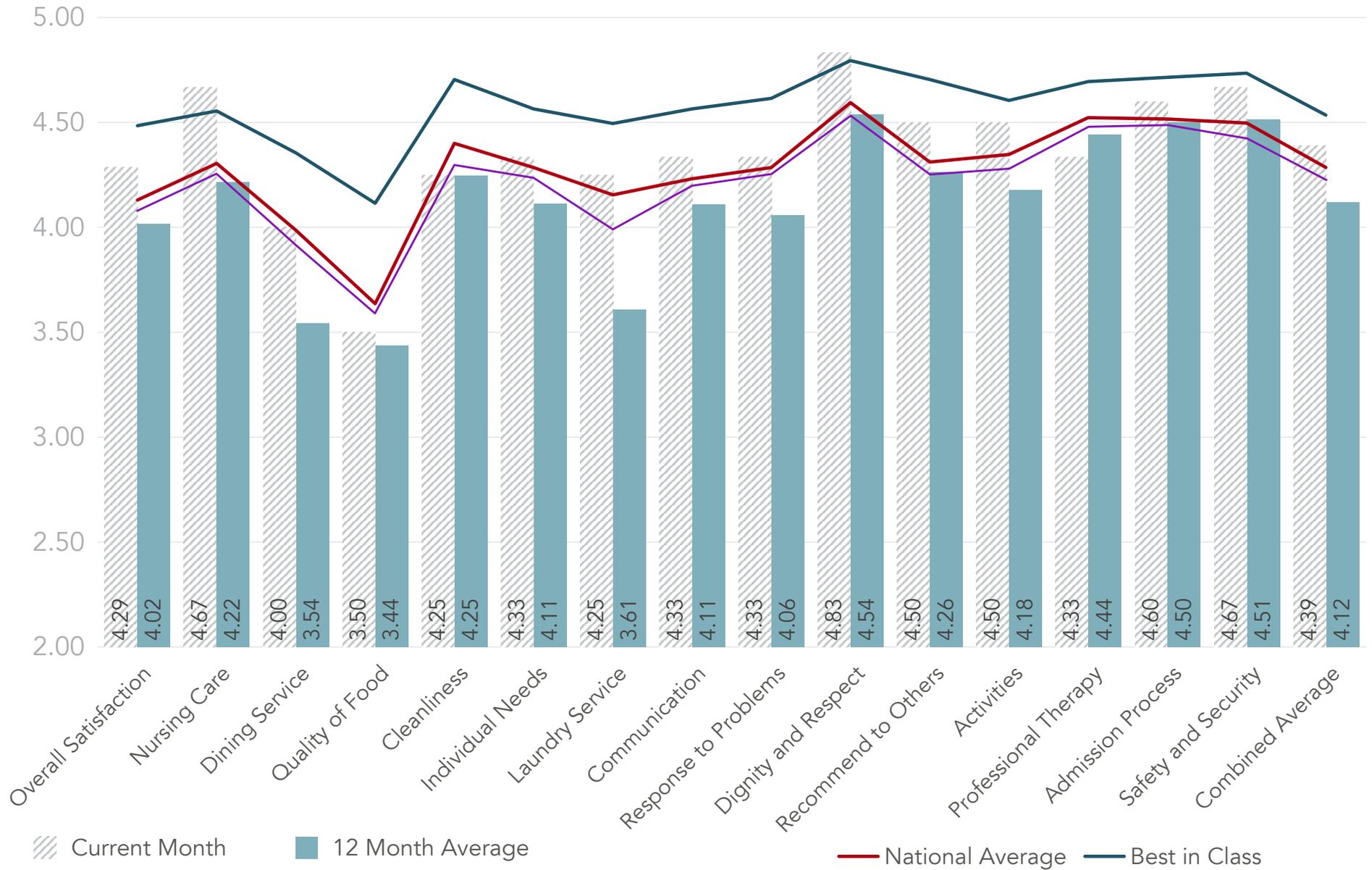
Pinnacle Survey – Quarterly Scores  
 March 2015 through February 2016



# Pinnacle Survey – Quarterly Scores March 2015 through February 2016



— Illinois State Comparison





## DASHBOARD - CHAMPAIGN COUNTY NURSING HOME

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

	AVERAGES				BENCHMARKS			QUARTERLY AVERAGES				RESPONSE PERCENTAGES					
	Feb 16	Last 3 Months	Last 12 Months AVG	Variance	National AVG	Best in Class	Corp. AVG	Dec-Feb	Sep-Nov	Jun-Aug	Mar-May	Top 2 Satisfied			Bottom 2 Dissatisfied		
												Month	QTR	Year	Month	QTR	Year
Overall Satisfaction	4.29	4.09	4.02	-0.11	4.13	4.49	-	↑ 4.09	3.97	4.10	3.92	86%	82%	79%	0%	7%	5%
Nursing Care	4.67	4.54	4.22	-0.09	4.30	4.56	-	↑ 4.54	4.14	4.24	4.08	100%	100%	84%	0%	0%	3%
Dining Service	4.00	3.80	3.54	-0.44	3.99	4.36	-	↑ 3.80	3.44	3.77	3.26	67%	60%	50%	0%	15%	16%
Quality of Food	3.50	3.68	3.44	-0.20	3.64	4.12	-	↑ 3.68	3.28	3.63	3.24	50%	45%	41%	25%	14%	16%
Cleanliness	4.25	4.39	4.25	-0.16	4.40	4.71	-	↑ 4.39	4.03	4.32	4.26	67%	81%	80%	0%	0%	2%
Individual Needs	4.33	4.23	4.11	-0.17	4.29	4.57	-	↑ 4.23	4.00	4.24	4.00	83%	81%	76%	0%	0%	5%
Laundry Service	4.25	4.13	3.61	-0.55	4.16	4.50	-	↑ 4.13	3.58	3.48	3.50	100%	94%	60%	0%	6%	16%
Communication	4.33	4.18	4.11	-0.12	4.23	4.57	-	↑ 4.18	4.10	4.10	4.09	100%	80%	76%	0%	4%	7%
Response to Problems	4.33	4.13	4.06	-0.23	4.29	4.62	-	↑ 4.13	4.13	4.06	3.97	83%	75%	75%	0%	8%	7%
Dignity and Respect	4.83	4.69	4.54	-0.06	4.59	4.80	-	↑ 4.69	4.47	4.51	4.53	100%	96%	89%	0%	0%	3%
Recommend to Others	4.50	4.26	4.26	-0.05	4.31	4.71	-	↓ 4.26	4.26	4.26	4.28	100%	85%	83%	0%	7%	5%
Activities	4.50	4.21	4.18	-0.17	4.35	4.61	-	↑ 4.21	4.35	4.14	4.10	100%	89%	83%	0%	5%	8%
Professional Therapy	4.33	4.70	4.44	-0.08	4.52	4.70	-	↑ 4.70	4.50	4.30	4.37	67%	95%	88%	0%	0%	2%
Admission Process	4.60	4.73	4.50	-0.02	4.52	4.72	-	↑ 4.73	4.37	4.52	4.21	100%	100%	93%	0%	0%	3%
Safety and Security	4.67	4.54	4.51	0.02	4.50	4.74	-	↑ 4.54	4.34	4.56	4.59	100%	92%	94%	0%	4%	2%
Combined Average	4.39	4.29	4.12	-0.17	4.29	4.54	-	↑ 4.29	4.05	4.15	4.03	88%	84%	77%	1%	5%	6%

Total Respondents: February: 7 Last 3 Months: 29 last 12 months: 157

## 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

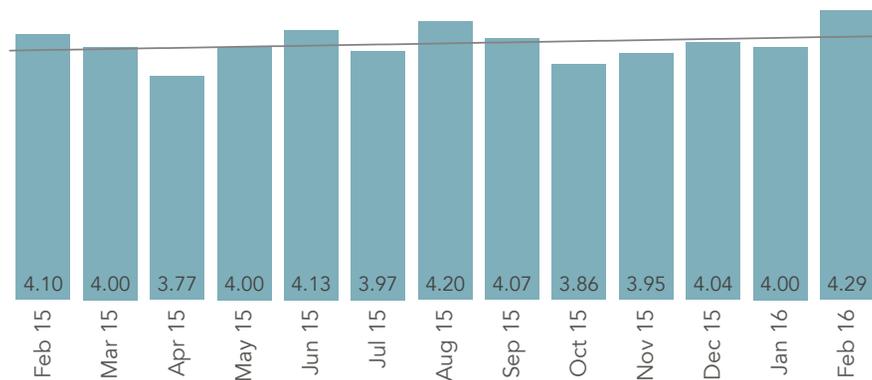
Key Driver	Actual	Benchmark
Dignity and Respect	89.4%	96.2%
Nursing Care	83.6%	90.1%
Individual Needs	75.7%	90.1%
Response to Problems	75.0%	89.9%
Communication	76.2%	87.9%
Recommend to Others	82.9%	90.0%

### 85% RECOMMENDATION RATE

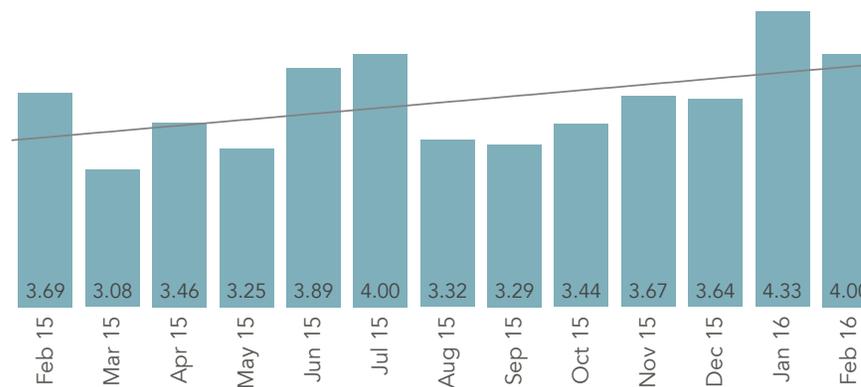
This additional target is based off your current 'Recommend to Others' score

Key Driver	Actual	Benchmark
Dignity and Respect	89.4%	94.3%
Nursing Care	83.6%	87.1%
Individual Needs	75.7%	86.0%
Response to Problems	75.0%	85.4%
Communication	76.2%	84.2%
Recommend to Others	82.9%	85.0%

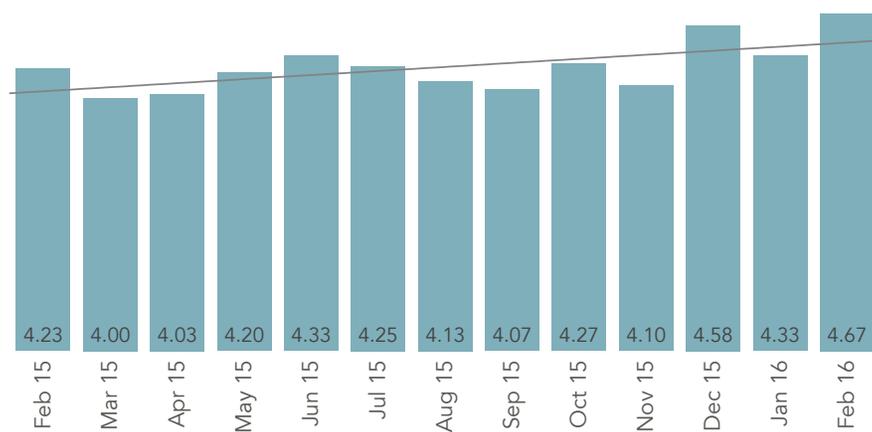
### Overall Satisfaction



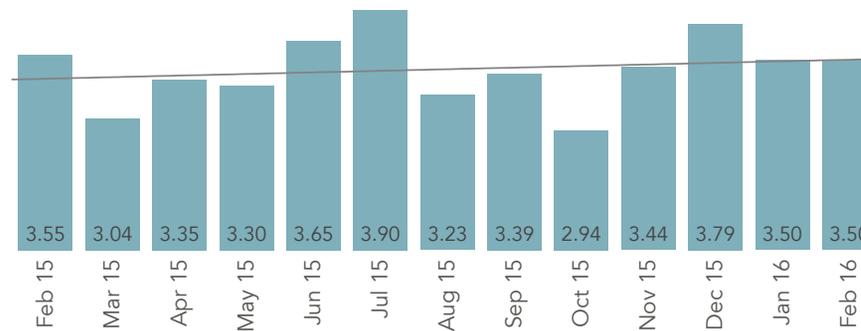
### Dining Service



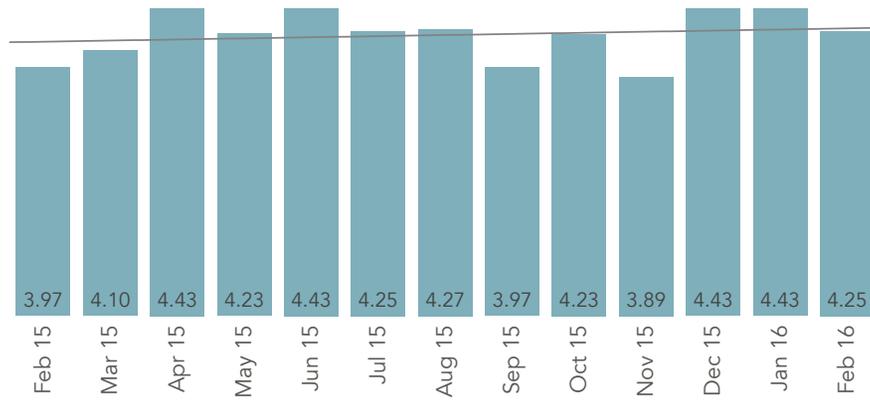
### Nursing Care



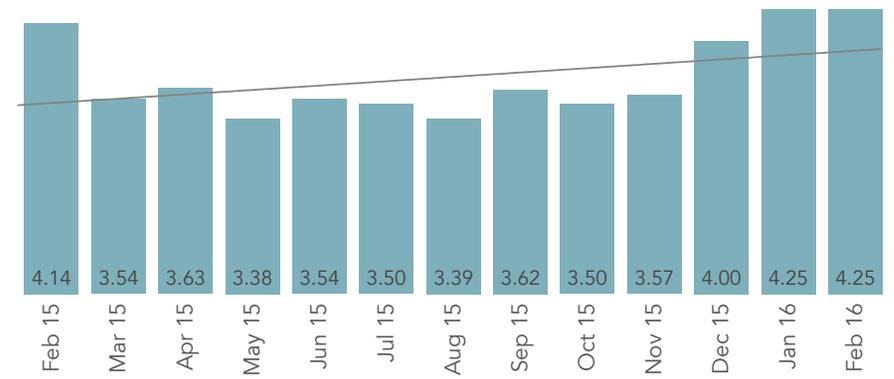
### Quality of Food



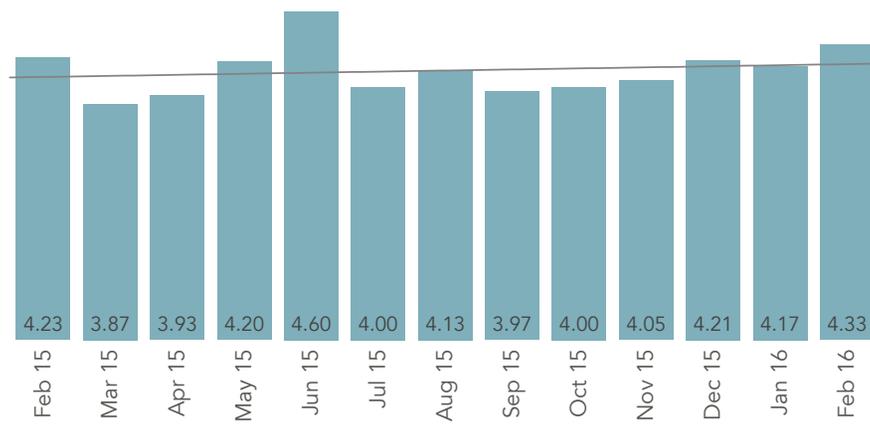
### Cleanliness



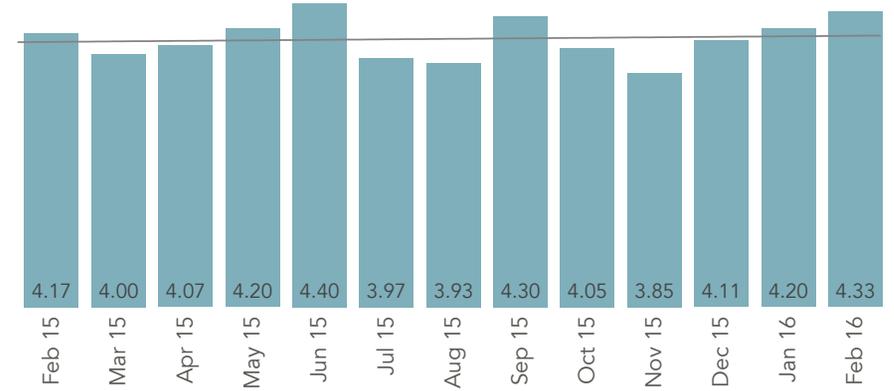
### Laundry Service



### Individual Needs



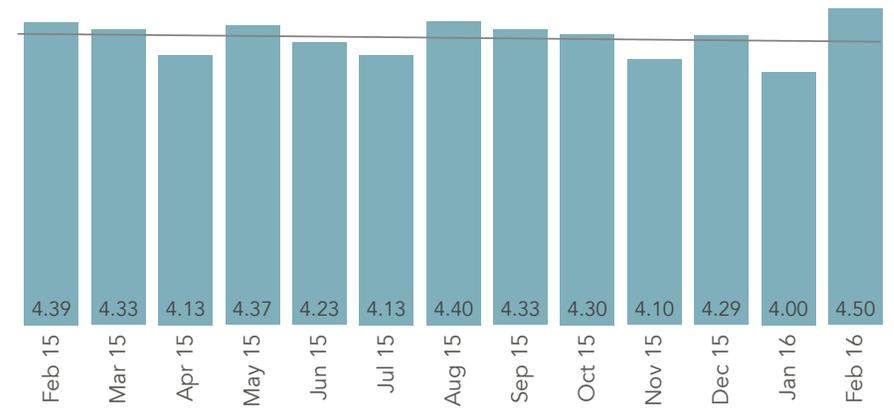
### Communication



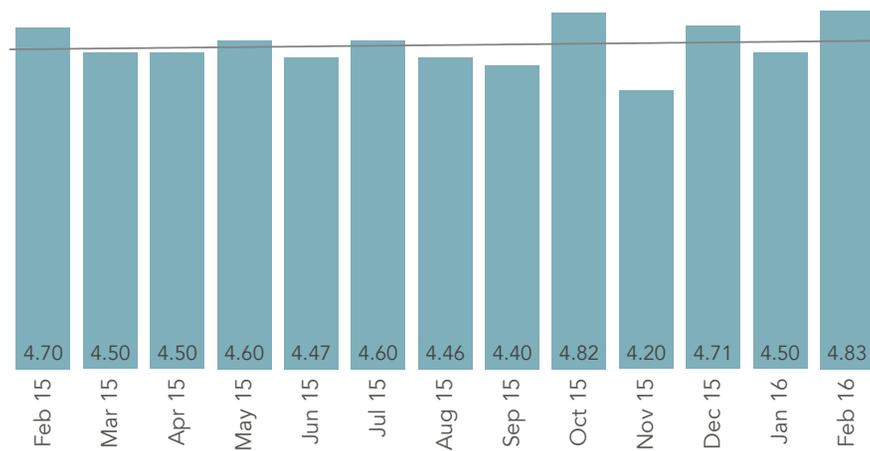
### Response to Problems



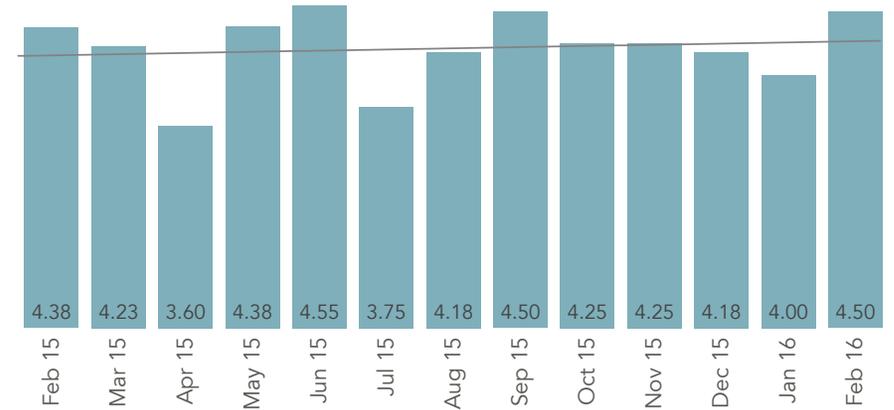
### Recommend to Others



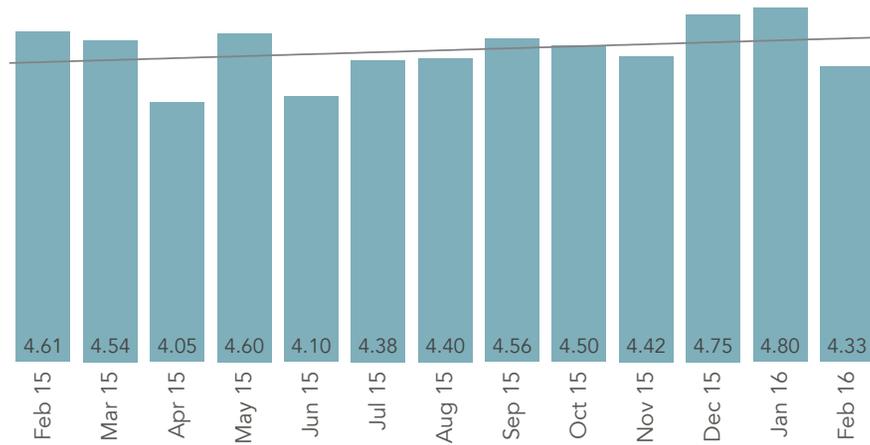
### Dignity and Respect



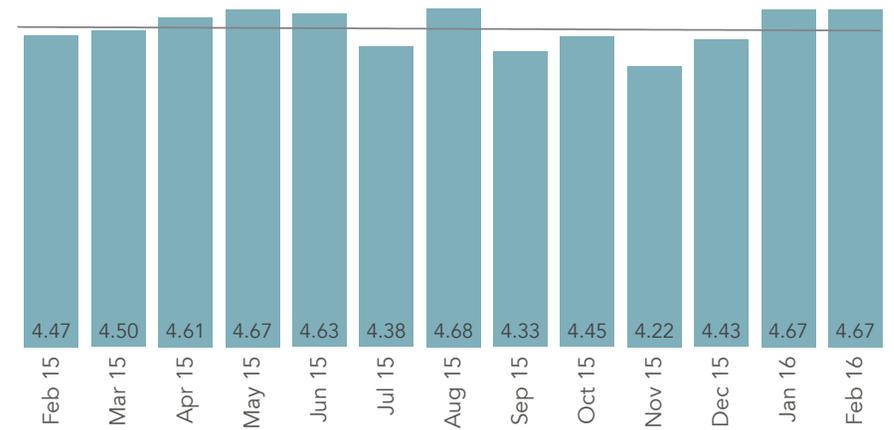
### Activities



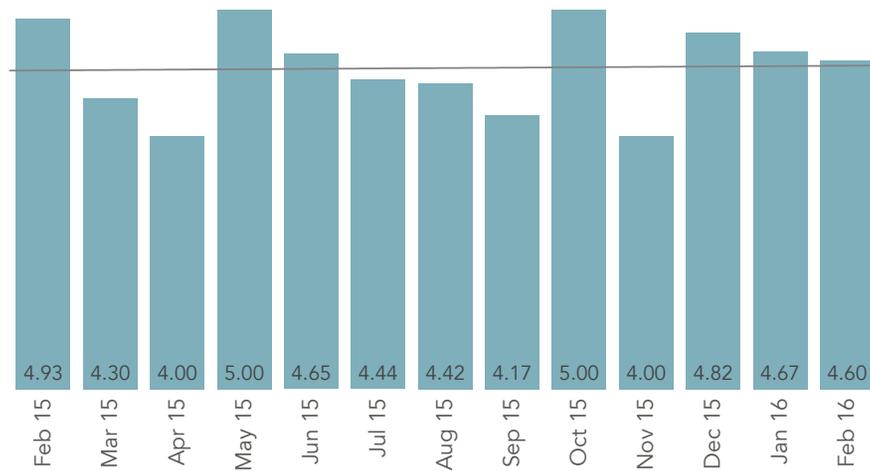
### Professional Therapy



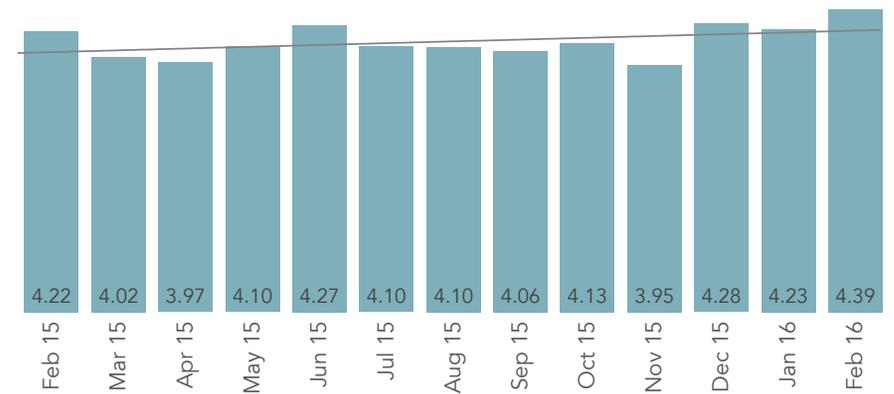
### Safety and Security



### Admission Process

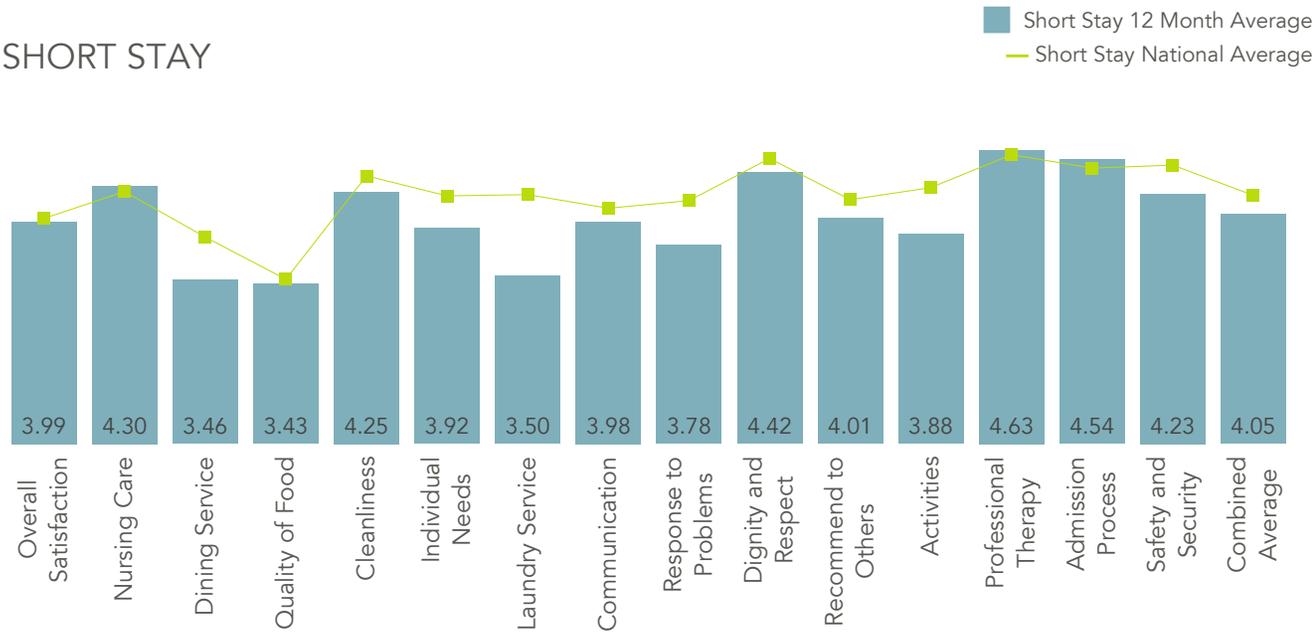


### Combined Average



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

### SHORT STAY



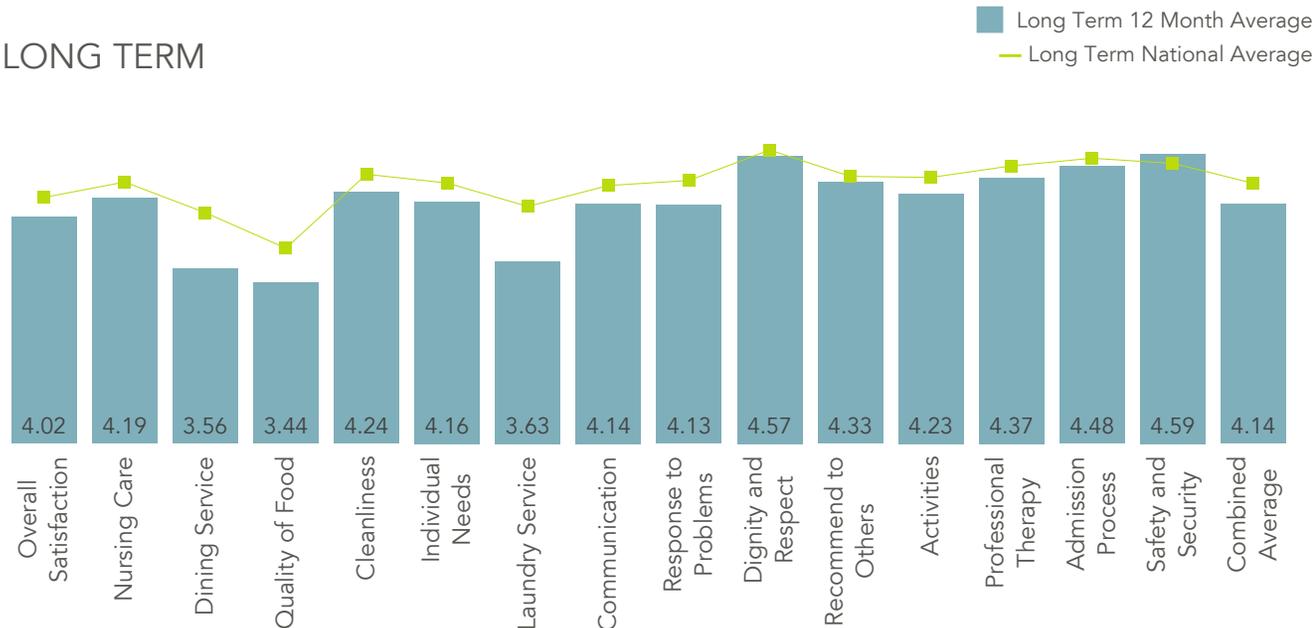
### SHORT STAY SATISFACTION RATE

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

73.5%

84.0% National Average

### LONG TERM



### LONG TERM SATISFACTION RATE

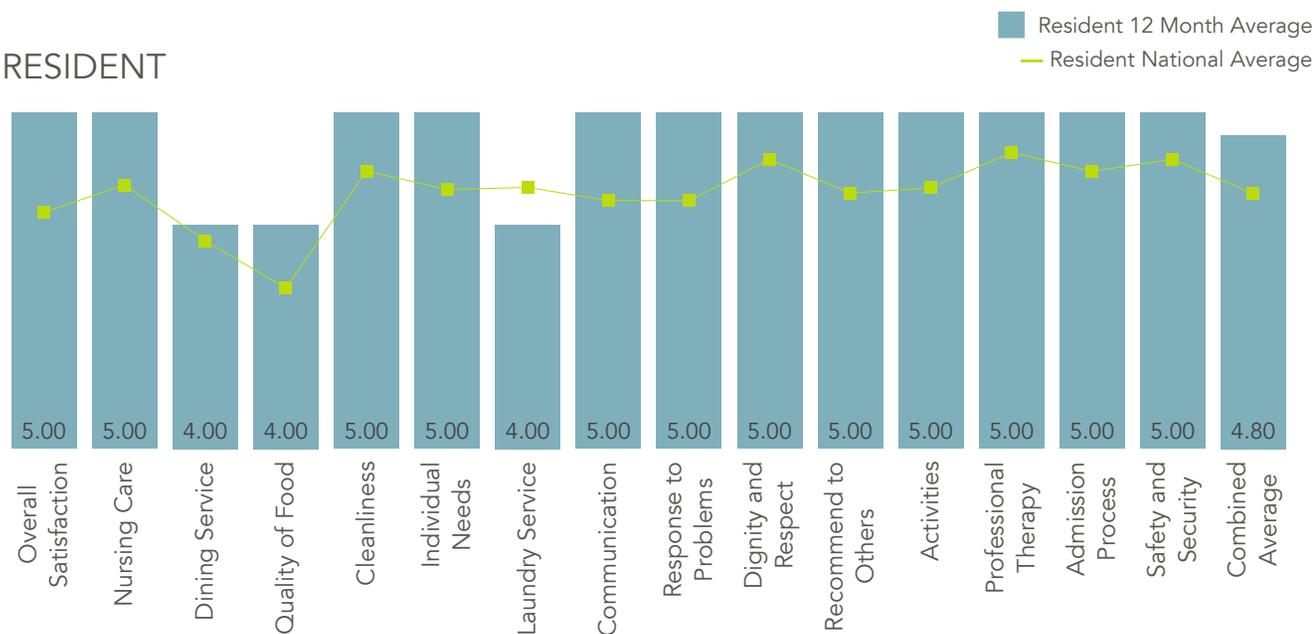
percentage that rated  
Recommend to Others as a 4 or 5.

85.6%

79.7% National Average

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

### RESIDENT



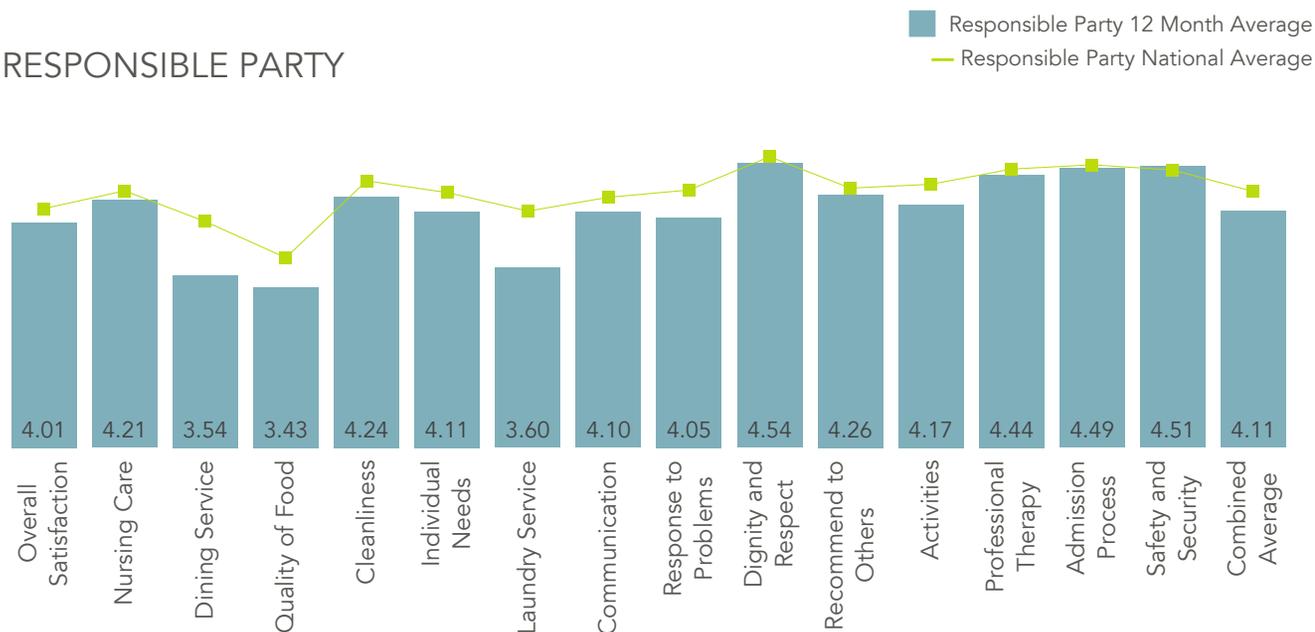
### RESIDENT SATISFACTION RATE

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

100.0%

73.9% National Average

### RESPONSIBLE PARTY



### RESPONSIBLE PARTY SATISFACTION RATE

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

82.8%

82.3% National Average

**Champaign County Nursing Home  
Strategic Objective Metrics – Issue 3  
Updated April 2016**

<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 has recruited a FT NP, who started in mid-February. Carle had added an additional part-time NP to the existing 2 full-time NP's.
Christie Clinic – maintain current level of care (one physician and one nurse practitioner)	Maintained
Implement QA with NPs monthly	Meetings have been discontinued. Ongoing issues are now being addressed without the need for a monthly meeting.
<i>Expanded Specialized Services</i>	
Establish pulmonary clinic by July 1, 2015	Dr. Sheik started on 3/11/2016. He will initially round on patients bi-weekly.
Current wound/pain caseload is 13 residents.	9 currently on caseload 5 wound/4 pain. 63 residents have healed and have been taken of the caseload.
Establish outpatient rehab program by July 1, 2015.	Case load of four. Will be offering transportation to and from CCNH.

**Champaign County Nursing Home  
Strategic Objective Metrics – Issue 3  
Updated April 2016**

Non-Financial Metrics	Status																												
<i>Medicare 30-Day Readmission Rate</i>																													
<p>The national average rate is 19.8 percent. The 25th percentile is 14.8 percent The 75th percentile is 23.4 percent.</p> <p>Source: MedPac Report to Congress: Medicare Payment Policy, March 2013. (Data is from 2011).</p> <p>CCNH will have a current baseline readmission rate by January 1, 2014.</p>	<p>Interact Data</p> <table border="0"> <tr><td>Jan 2015 (2/15)</td><td>36%</td></tr> <tr><td>Feb (1/12)</td><td>8%</td></tr> <tr><td>March (4/9) *</td><td>44%</td></tr> <tr><td>April (3/11)</td><td>27%</td></tr> <tr><td>May (0)</td><td>0%</td></tr> <tr><td>June (1/12)</td><td>8%</td></tr> <tr><td>July (2/10)</td><td>20%</td></tr> <tr><td>Aug (5/19)</td><td>26%</td></tr> <tr><td>Sept (2/12)</td><td>17%</td></tr> <tr><td>Oct (3/11)</td><td>27%</td></tr> <tr><td>Nov (1/6)</td><td>17%</td></tr> <tr><td>Dec (0/2)</td><td>0%</td></tr> <tr><td>Jan 16 (2/6)</td><td>33%</td></tr> <tr><td>Feb (3/6)</td><td>50%</td></tr> </table>	Jan 2015 (2/15)	36%	Feb (1/12)	8%	March (4/9) *	44%	April (3/11)	27%	May (0)	0%	June (1/12)	8%	July (2/10)	20%	Aug (5/19)	26%	Sept (2/12)	17%	Oct (3/11)	27%	Nov (1/6)	17%	Dec (0/2)	0%	Jan 16 (2/6)	33%	Feb (3/6)	50%
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Jan 16 (2/6)	33%																												
Feb (3/6)	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>Jan 2015</td><td>7 out of 16</td></tr> <tr><td>Feb</td><td>5 out of 16</td></tr> <tr><td>March</td><td>2 out of 16</td></tr> <tr><td>April</td><td>2 out of 16</td></tr> <tr><td>May</td><td>6 out of 16</td></tr> <tr><td>June</td><td>8 out of 16</td></tr> <tr><td>July</td><td>2 out of 16</td></tr> <tr><td>Aug</td><td>3 out of 16</td></tr> <tr><td>Sept</td><td>3 out of 16</td></tr> <tr><td>Oct</td><td>2 out of 16</td></tr> <tr><td>Nov</td><td>0 out of 16</td></tr> <tr><td>Dec</td><td>6 out of 16</td></tr> <tr><td>Jan</td><td>7 out of 16</td></tr> <tr><td>Feb</td><td>13 out of 16</td></tr> </table>	Jan 2015	7 out of 16	Feb	5 out of 16	March	2 out of 16	April	2 out of 16	May	6 out of 16	June	8 out of 16	July	2 out of 16	Aug	3 out of 16	Sept	3 out of 16	Oct	2 out of 16	Nov	0 out of 16	Dec	6 out of 16	Jan	7 out of 16	Feb	13 out of 16
Jan 2015	7 out of 16																												
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July	2 out of 16																												
Aug	3 out of 16																												
Sept	3 out of 16																												
Oct	2 out of 16																												
Nov	0 out of 16																												
Dec	6 out of 16																												
Jan	7 out of 16																												
Feb	13 out of 16																												

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

*Outpatient Rehab Program*

The caseload for the outpatient rehab program is currently six. Availability of transportation and drivers that is currently used for adult day care is adequate to add transportation for outpatient rehab. Current Medicare admissions are educated on the availability of outpatient therapy. Transportation information will be added. The information is also being added to our Medicare marketing plan.

*Readmissions*

The accompanying April 5<sup>th</sup> HealthLeaders Media article discusses a recent Journal of American Medical Association study that has found a seven clinical variable score can successfully predict patients at high risk of a 30-day readmission. The seven variables are : 1) urgent admission, 2) more frequently discharged from an oncology service, 3) had a length of stay greater than 5 days, 4) had more hospitalizations in the past 12 months, 5) had an inpatient procedure, 6) had a low hemoglobin level at discharge, 7) had a low sodium level at discharge. Patients received a score between zero and thirteen that reflects the risk of readmission. Patients at low risk score 4 points or less. High risk patients score 7 points or more.

This will be discussed with our medical staff to determine the applicability to the hospital referral patients.

## Readmission Prediction Score Validated in Multi-country Study

Alexandra Wilson Pecci, [April 5, 2016](#)

***A score derived from seven clinical variables "has the potential to easily identify patients in need of more intensive transitional care interventions to prevent avoidable hospital readmissions," researchers conclude.***

Until now it has been known that certain interventions are effective in reducing 30-day readmissions, such as coordinating nurse visits at home. But it has also been known that a blanket application of these interventions to everyone who's discharged is not cost effective.

That's why the so-called HOSPITAL score, which an international, multicenter study has shown to successfully predict patients at high risk of a 30-day potentially avoidable readmission, has the potential to benefit hospitals and health systems. The study was published in [JAMA Internal Medicine](#).

The HOSPITAL score is an acronym created to identify the variables associated with 30-day hospital readmissions:

- Hemoglobin level
- Discharge from an **O**ncology service
- **S**odium level
- **P**rocedure during the index admission;
- **I**ndex **T**ype of admission (urgent)
- Number of **A**dmissions during the last 12 months
- **L**ength of stay

Ideally, the score would be automatically calculated using an organization's e-health resources.

"Studies show that some interventions can reduce the risk of readmissions," says Jacques Donzé, MD, MSc, lead author of the study and research associate at Brigham and Women's Hospital, and associate physician at the Bern University Hospital (Switzerland). But they are often complex and very demanding.

"We need to target the patients who are most likely to benefit from these interventions," he says.

"This tool is actually pretty easy to use, with only seven variables," Donzé points out, and the information is readily available at discharge.

The researchers used data from 117,065 adult patients who were discharged from nine different hospitals across four countries, and gave each patient a score between 0 and 13, which reflects the risk of readmission.

Within 30 days of discharge, 15% of the medical patients had a readmission, and 9.7% had a potentially avoidable readmission. Using the HOSPITAL score, 62% of the patients were categorized as low risk (with a score of four points or less), 24% as intermediate risk, and 14% as high risk (with a score of seven points or more) for a potentially avoidable readmission.

The high-risk patients had four times the risk of being readmitted within 30-days as compared to patients at low risk.

"We can say now the score works," Donzé says. In addition, a 30-day potentially avoidable readmission was predicted with a 72% probability using the HOSPITAL score, and the predicted probabilities of readmission in each risk category matched exactly the real observed proportion of readmission.

Donzé says he and his team were pleasantly surprised that the score performed as well in the validation study as it did when they **first derived the score**.

"It has a good generalizability," he says.

Now, the researchers have to prove that using the score to target interventions will reduce 30-day readmissions among this high-risk group.

"The aim, really, now is to say, we can better notify the patients who are at high risk for readmission," he says, and then target interventions to only those patients. "We still need to show that the interventions will reduce readmission by these patients."

That means the next research step, Donzé says, is a randomized controlled study in which the researchers provide interventions to some high-risk patients and not to other high-risk patients. They hope to begin that research early next year.

"We expect the interventions to be even more efficient than when they are simply given to all the patients," he says.

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

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

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

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

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

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

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

## Issue 4 Food Service Improvement

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

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

The monthly scoring from this survey is summarized below.

January 2015	69.8%
February	80%
March	80%
April	74%
May	86%
June	90.6%
July	not available
Aug	98.0%
September	98.0%
October	93%
November	91%
December	72%
January	87%
February	not available

### Dining Room Steam Tables

Preliminary estimates provided by two architectural firms range from \$50k to \$150k. Alternative options that possibly do not require extensive remodeling are currently being investigated.

**Champaign County Nursing Home  
Strategic Objective Metrics – Issue 4  
Updated April 2016**

<b>Dietary</b>	<b>Status</b>																												
Meals will be delivered within 15 minutes of scheduled meal times.	Plating times summary table on the following page																												
The Pinnacle food quality score will meet or exceed Pinnacle national average of 3.67.	<p>2014 annual average was 3.43. The rolling 12 month average is 3.44 (Feb)</p> <table border="0"> <tr><td>Jan 2015</td><td>2.96</td></tr> <tr><td>Feb</td><td>3.55</td></tr> <tr><td>Mar</td><td>3.04</td></tr> <tr><td>Apr</td><td>3.35</td></tr> <tr><td>May</td><td>3.30</td></tr> <tr><td>Jun</td><td>3.65</td></tr> <tr><td>July</td><td>3.90</td></tr> <tr><td>Aug</td><td>3.23</td></tr> <tr><td>Sept</td><td>3.39</td></tr> <tr><td>Oct</td><td>2.94</td></tr> <tr><td>Nov</td><td>3.44</td></tr> <tr><td>Dec</td><td>3.64</td></tr> <tr><td>Jan 16</td><td>3.50</td></tr> <tr><td>Feb</td><td>3.50</td></tr> </table>	Jan 2015	2.96	Feb	3.55	Mar	3.04	Apr	3.35	May	3.30	Jun	3.65	July	3.90	Aug	3.23	Sept	3.39	Oct	2.94	Nov	3.44	Dec	3.64	Jan 16	3.50	Feb	3.50
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Jan 16	3.50																												
Feb	3.50																												
The Pinnacle dining service score will meet or exceed national average of 4.19	<p>The 2014 annual average was 3.41. The rolling 12 month average is 3.54 (Feb)</p> <table border="0"> <tr><td>Jan 2015</td><td>3.63</td></tr> <tr><td>Feb</td><td>3.69</td></tr> <tr><td>Mar</td><td>3.08</td></tr> <tr><td>Apr</td><td>3.46</td></tr> <tr><td>May</td><td>3.25</td></tr> <tr><td>June</td><td>3.33</td></tr> <tr><td>July</td><td>4.00</td></tr> <tr><td>Aug</td><td>3.32</td></tr> <tr><td>Sept</td><td>3.29</td></tr> <tr><td>Oct</td><td>3.44</td></tr> <tr><td>Nov</td><td>3.67</td></tr> <tr><td>Dec</td><td>3.64</td></tr> <tr><td>Jan 2016</td><td>4.33</td></tr> <tr><td>Feb</td><td>4.00</td></tr> </table>	Jan 2015	3.63	Feb	3.69	Mar	3.08	Apr	3.46	May	3.25	June	3.33	July	4.00	Aug	3.32	Sept	3.29	Oct	3.44	Nov	3.67	Dec	3.64	Jan 2016	4.33	Feb	4.00
Jan 2015	3.63																												
Feb	3.69																												
Mar	3.08																												
Apr	3.46																												
May	3.25																												
June	3.33																												
July	4.00																												
Aug	3.32																												
Sept	3.29																												
Oct	3.44																												
Nov	3.67																												
Dec	3.64																												
Jan 2016	4.33																												
Feb	4.00																												

Kitchen Plating Times  
 February data not available.

	Breakfast Start				Breakfast End			
	Avg	Min	Max	Range	Avg	Min	Max	Range
Jan 15	7:27	7:15	7:40	0:25	8:38	8:20	8:50	0:30
Feb	7:25	7:15	7:45	0:30	9:00	8:22	9:17	0:55
Mar	7:29	7:15	8:16	1:01	8:52	8:18	9:15	0:57
Apr	7:19	7:15	7:35	0:20	8:42	8:27	9:00	0:33
May	7:22	7:15	7:40	0:25	8:48	8:34	9:07	0:38
Jun	7:17	7:15	7:30	0:15	8:59	8:28	9:34	1:06
Jul	7:21	7:15	8:05	0:50	8:41	8:20	9:05	0:45
Aug	7:16	7:15	7:30	00:15	8:35	8:21	8:52	00:31
Sept	7:24	7:14	8:30	1:16	8:40	8:14	9:35	1:21
Oct	7:16	7:12	7:26	0:14	8:37	8:10	9:02	0:52
Nov	7:19	7:15	7:35	0:20	8:40	8:19	9:00	0:41
Dec	7:22	7:15	7:30	0:15	8:44	8:10	9:47	1:37
Jan 16	7:23	7:15	7:45	00:30	8:05	7:55	8:40	0:45

	Lunch Start				Lunch End			
	Avg	Min	Max	Range	Avg	Min	Max	Range
Jan 15	11:37	11:30	11:50	00:20	12:26	12:06	12:40	0:34
Feb	11:36	11:30	11:50	00:20	12:37	12:15	12:59	0:44
Mar	11:33	11:15	11:50	0:40	12:30	12:12	12:58	0:46
Apr	11:30	11:30	11:35	0:05	12:31	12:20	12:50	0:30
May	11:32	11:30	11:40	0:10	11:45	12:25	13:05	0:40
Jun	11:32	11:30	11:40	0:10	12:45	12:25	13:05	0:40
Jul	11:30	11:15	11:43	0:28	12:26	11:45	12:47	1:02
Aug	11:30	11:30	11:35	0:05	12:22	12:00	12:44	00:44
Sept	11:29	11:15	11:30	00:15	12:23	12:07	12:40	00:33
Oct	11:31	11:30	11:45	0:15	12:28	12:09	12:52	0:43
Nov	11:29	11:15	11:30	00:15	12:24	12:10	12:30	0:20
Dec	11:32	11:20	12:20	1:00	12:23	11:36	12:40	1:04
Jan 16	11:30	11:30	11:30	0:00	12:21	12:05	12:35	0:30

	Dinner Start				Dinner End			
	Avg	Min	Max	Range	Avg	Min	Max	Range
Jan 15	4:29	4:04	4:37	0:33	5:33	5:15	5:50	0:35
Feb	4:31	4:25	4:37	0:12	5:41	5:15	6:10	0:55
Mar	4:30	4:26	4:35	0:09	5:34	5:20	6:00	0:40
Apr	4:30	4:30	4:39	0:09	5:33	5:20	5:45	0:25
May	4:30	4:25	4:40	0:15	5:35	5:00	5:55	0:55
Jun	4:30	4:25	4:40	0:15	5:35	5:00	5:55	0:55
Jul	4:30	4:30	4:32	0:02	5:27	5:10	5:40	0:30
Aug	4:30	4:25	4:35	00:10	5:26	4:57	5:45	0:48
Sept	4:30	4:40	4:30	00:00	5:27	4:58	6:00	1:02
Oct	4:30	4:30	4:30	0:00	5:31	5:15	5:53	0:48
Nov	4:30	4:30	4:30	0:00	5:30	5:14	5:50	0:48
Dec	4:30	4:30	4:35	0:05	5:28	5:15	5:35	0:48
Jan 16	4:31	4:30	4:50	0:20	5:21	4:47	5:40	0:53

## **Issue 5**

### **Resident Services Programming**

#### *Medicare Unit*

Unit 4 census has been steadily increasing. In recent weeks, the census has been running in the mid-teens. House-wide Medicare census including unit 4 has been running in the high teens and has hit the low 20's on a few days over the last three weeks.

Included with the management update is a memo on Medicare marketing and public perception marketing.

#### *Medical Management*

Carle has increased its' nurse practitioner staffing level from two full-time NPs to approximately 2.5 full time NPs. The part-time NP has been assigned to oversee the care of the Carle residents on the rehab unit. Discussions with the NP are favorable for beginning weekly rounds on the unit and the potential to do daily rounds on the days that the NP is at CCNH.

#### *Pulmonary Clinic*

The initial caseload for the program is 18 residents. This currently includes 16 long-term residents and two Medicare resident that will be followed by Dr. Sheik.

## **Issue 6**

### **Contract Management**

No updates.

To: Nursing Home Board of Directors  
Champaign County Nursing Home

From: Scott Gima  
Manager

Date: April 6, 2016

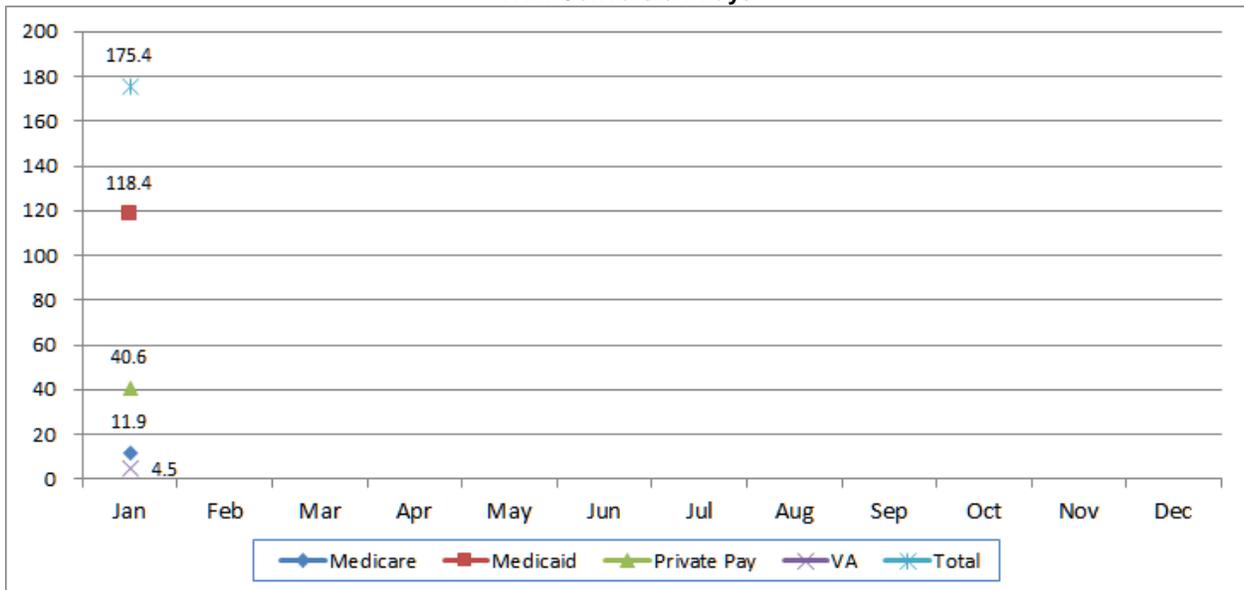
Re: January 2016 Financial Management Report

**Statistics**

January's census averaged 175.4 with 11.9 Medicare and 4.5 VA. There were 454 conversion days.

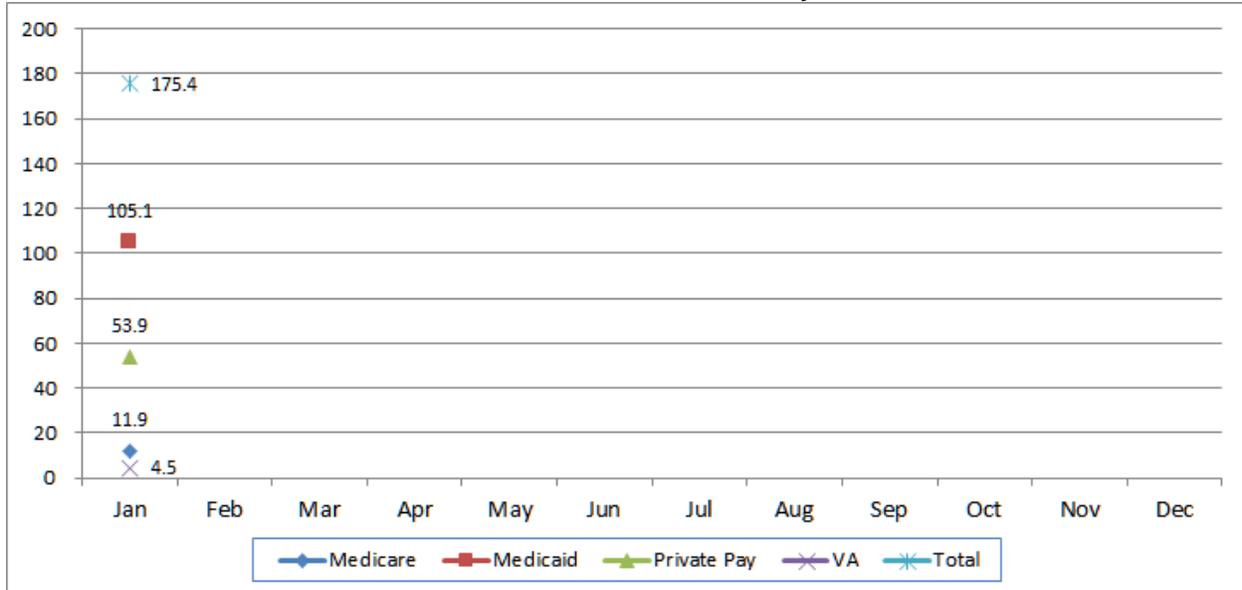
The February census is expected to average 172.2 with 14.9 Medicare and 6.1 VA. The March census is expected to be 168.9 with 13.7 Medicare and 5.6 VA.

**Average Daily Census by Payor – FY2016  
With Conversion Days**



The table below summaries the census without Medicaid conversion days and provides a clearer picture of the payor mix of residents actually in the facility each month.

**Average Daily Census by Payor – FY2016  
Without Medicaid Conversion Days**

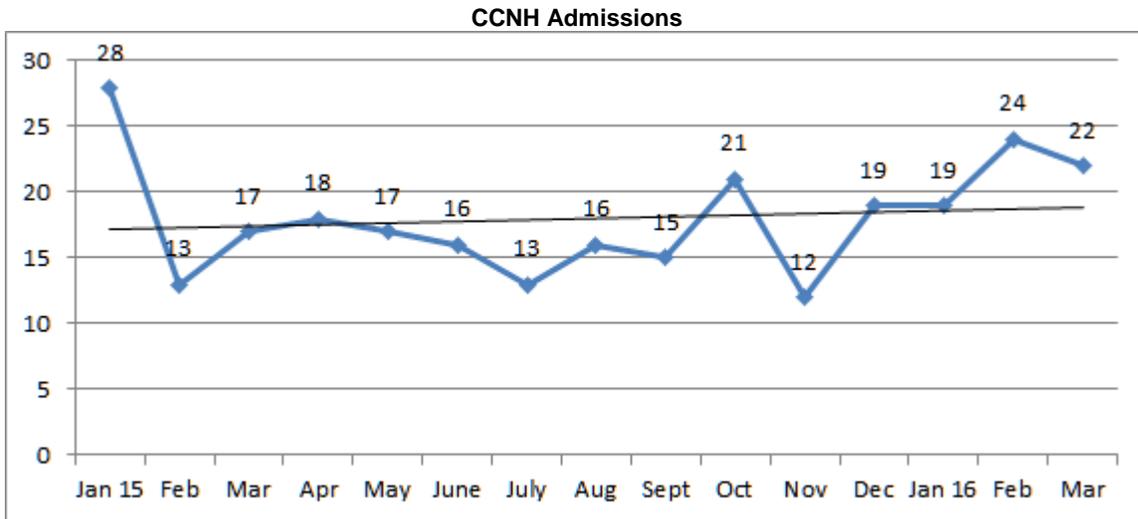


January showed 19 admissions, which is no change from December. Medicare admissions increased slightly from 11 to 12 between the two months. Medicare admissions in February was very strong, totaling 18. Total admission were also high at 24. March admissions totaled 22, another strong month, but Medicare admissions fell to 10. Discharges remain high with 22 in January, 19 in February and 26 in March. The continued high number of discharges continues to keep census and occupancy down. In February, 12 of the 13 discharges went home. In March, 17 of the 18 discharges went home.

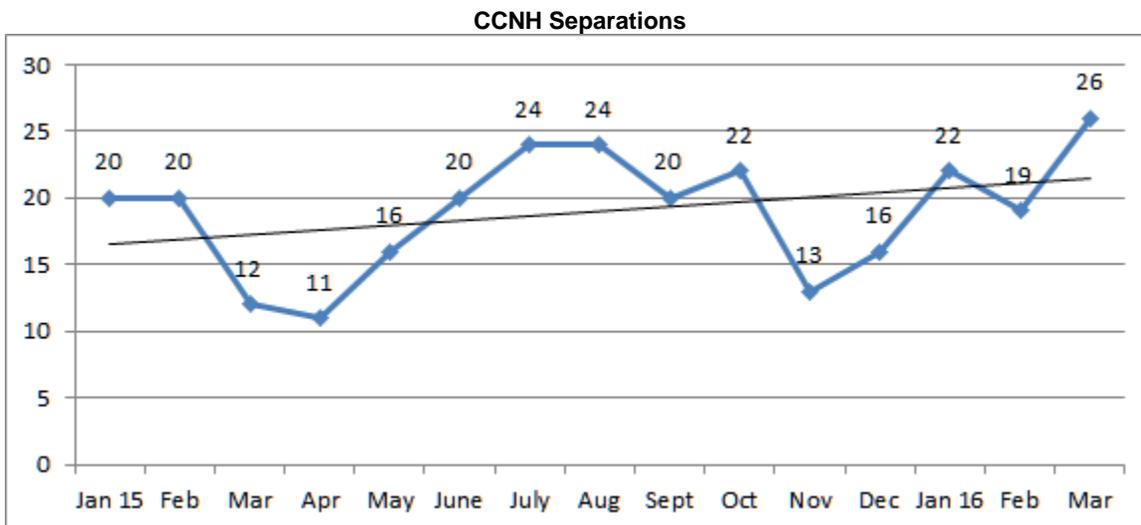
**Admissions and Discharges  
January 2015 to March 2016**

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

The chart below summarizes the monthly admissions. In FY2012, monthly admissions averaged 22.2 per month. FY2013 admissions averaged 25.5. The monthly average for 2014 was 22.9. The 2015 YTD average is 16.4. Through March, the 2016 average is 21.7.



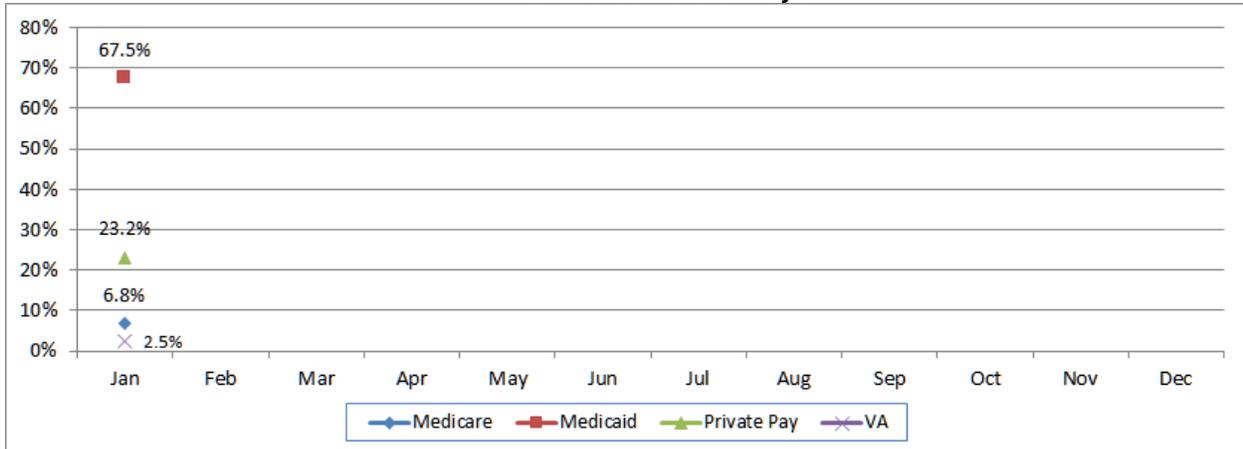
The next chart summarizes separations. In FY2012, the average separations per month was 23.5. The monthly average for FY2013 was 28.1. For 2014, the monthly average was 23.4. The 2015 YTD average is 17.6. For 2016, the YTD average is 22.3.



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%.

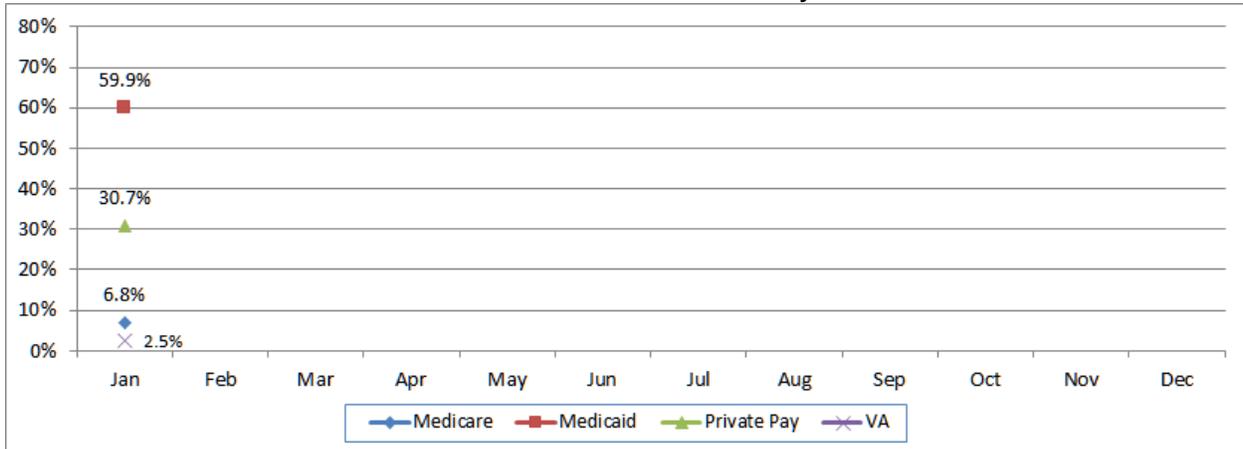
In January 2016, the payor mix is Medicare – 6.8%, Medicaid – 67.5%, Private pay – 23.2%, and VA – 2.5%.

**Payor Mix by Resident Days – FY2016  
With Medicaid Conversion Days**



The 2015 payor mix without conversion days is Medicare – 6.1%, Medicaid – 57.2%, Private pay – 35.8% and VA – 1.0%. In January, the payor mix is Medicare – 6.8%, Medicaid – 59.9%, Private pay – 30.7% and VA – 2.5%

**Payor Mix by Resident Days – FY2016  
Without Medicaid Conversion Days**



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

January showed a net loss of \$76,533 and cash loss after depreciation of -\$17,744.

### *Revenues*

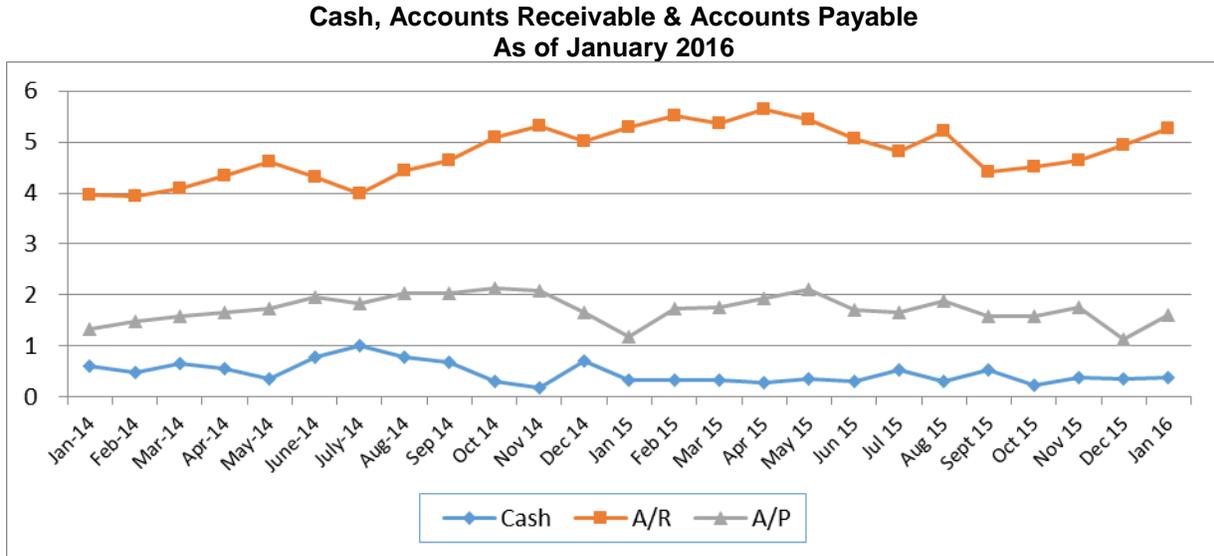
- Operating revenues totaled \$1.103 million in January, down slightly from \$1.121 million in December. Medicare revenue increased from \$128k in November, \$151k in December and \$182k in January. There were 454 conversion days which adjusted revenue by -\$18,000.

### *Expenses*

- Expenses increased from \$1.223 million in December to \$1.278 million in January. Expenses per day increased from \$224.90 to \$235.07.
- Wages increased dropped from \$527,551 to \$509,228. Wages per day also declined from \$97.05 to \$93.66. The significant expense item in January was benefit costs which rose from \$147k in December to \$192k in January. TOPs expenses increased by \$45k from December.
- Non-labor expenses increased from \$548k to \$576k. Non-labor expenses per day increased from \$100.79 to \$106.02. Nursing non-labor expenses form Medicare pharmacy, equipment rentals and conference/training were up but are reflective of operational needs.

### Cash Position

January's ending cash balance was \$386,844. Accounts receivable increased from \$4.912 million in December to \$5.265 million in January, an increase of \$323k. Accounts payable increased from \$1.139 million in December to \$1.599 million in January.



Please see attached cash memo for a update on the current cash situation.

Champaign County Nursing Home  
Actual vs Budget Statement of Operations

01/31/16

1

Description	Actual	Budget	Variance	YTD Actual	YTD Budget	Variance
<b>Operating Income</b>						
Miscellaneous Revenue	296.00	2,126.00	(1,830.00)	296.00	2,126.00	(1,830.00)
Medicare A Revenue	181,953.29	288,474.00	(106,520.71)	181,953.29	288,474.00	(106,520.71)
Medicare B Revenue	15,525.08	16,667.00	(1,141.92)	15,525.08	16,667.00	(1,141.92)
Medicaid Revenue	596,133.58	518,120.00	78,013.58	596,133.58	518,120.00	78,013.58
Private Pay Revenue	291,846.63	479,620.00	(187,773.37)	291,846.63	479,620.00	(187,773.37)
Adult Day Care Revenue	17,953.40	17,335.00	618.40	17,953.40	17,335.00	618.40
Total Income	1,103,707.98	1,322,342.00	(218,634.02)	1,103,707.98	1,322,342.00	(218,634.02)
<b>Operating Expenses</b>						
Administration	253,974.15	294,035.00	40,060.85	253,974.15	294,035.00	40,060.85
Environmental Services	96,425.65	107,274.00	10,848.35	96,425.65	107,274.00	10,848.35
Laundry	16,033.49	21,422.00	5,388.51	16,033.49	21,422.00	5,388.51
Maintenance	22,319.00	28,144.00	5,825.00	22,319.00	28,144.00	5,825.00
Nursing Services	600,882.49	584,931.00	(15,951.49)	600,882.49	584,931.00	(15,951.49)
Activities	22,874.07	38,907.00	16,032.93	22,874.07	38,907.00	16,032.93
Social Services	22,367.06	26,524.00	4,156.94	22,367.06	26,524.00	4,156.94
Physical Therapy	28,437.49	43,134.00	14,696.51	28,437.49	43,134.00	14,696.51
Occupational Therapy	29,850.59	33,058.00	3,207.41	29,850.59	33,058.00	3,207.41
Speech Therapy	7,611.23	10,833.00	3,221.77	7,611.23	10,833.00	3,221.77
Respiratory Therapy	4,043.68	7,500.00	3,456.32	4,043.68	7,500.00	3,456.32
Total This Department	11,654.91	18,333.00	6,678.09	11,654.91	18,333.00	6,678.09
Food Services	116,321.96	120,922.00	4,600.04	116,321.96	120,922.00	4,600.04
Barber & Beauty	8,040.45	7,323.00	(717.45)	8,040.45	7,323.00	(717.45)
Adult Day Care	16,982.11	20,467.00	3,484.89	16,982.11	20,467.00	3,484.89
Alzheimers and Related Disorders	31,904.04	71,578.00	39,673.96	31,904.04	71,578.00	39,673.96
Total Expenses	1,278,067.46	1,416,052.00	137,984.54	1,278,067.46	1,416,052.00	137,984.54
Net Operating Income	(174,359.48)	(93,710.00)	(80,649.48)	(174,359.48)	(93,710.00)	(80,649.48)
<b>NonOperating Income</b>						
Local Taxes	97,826.54	97,827.00	(0.46)	97,826.54	97,827.00	(0.46)
Miscellaneous NI Revenue		651.00	(651.00)		651.00	(651.00)
Total NonOperating Income	97,826.54	98,478.00	(651.46)	97,826.54	98,478.00	(651.46)
Net Income (Loss)	(76,532.94)	4,768.00	(81,300.94)	(76,532.94)	4,768.00	(81,300.94)

Champaign County Nursing Home  
Actual vs Budget Statement of Operations

01/31/16

1

Description	Actual	Budget	Variance	YTD Actual	YTD Budget	Variance
<b>Operating Income</b>						
<b>Miscellaneous Revenue</b>						
Lunch Reimbursement	264.00	167.00	97.00	264.00	167.00	97.00
Late Charge, NSF Check Charge		1,417.00	(1,417.00)		1,417.00	(1,417.00)
Other Miscellaneous Revenue	32.00	542.00	(510.00)	32.00	542.00	(510.00)
Total Miscellaneous Revenue	296.00	2,126.00	(1,830.00)	296.00	2,126.00	(1,830.00)
<b>Medicare A Revenue</b>						
Medicare A	104,760.38	212,527.00	(107,766.62)	104,760.38	212,527.00	(107,766.62)
ARD - Medicare A		8,737.00	(8,737.00)		8,737.00	(8,737.00)
NH Pt_Care - Medicare Advantage/ Hmo	77,192.91	65,386.00	11,806.91	77,192.91	65,386.00	11,806.91
ARD_Pt Care - Medicare Advantage/ HMO		1,824.00	(1,824.00)		1,824.00	(1,824.00)
Total Medicare A Revenue	181,953.29	288,474.00	(106,520.71)	181,953.29	288,474.00	(106,520.71)
<b>Medicare B Revenue</b>						
Medicare B	15,525.08	16,667.00	(1,141.92)	15,525.08	16,667.00	(1,141.92)
Total Medicare B Revenue	15,525.08	16,667.00	(1,141.92)	15,525.08	16,667.00	(1,141.92)
<b>Medicaid Revenue</b>						
Medicaid Title XIX (IDHFS)	490,210.67	362,767.00	127,443.67	490,210.67	362,767.00	127,443.67
ARD - Medicaid Title XIX (IDHFS)	79,488.07	101,793.00	(22,304.93)	79,488.07	101,793.00	(22,304.93)
Patient Care-Hospice	26,434.84	32,688.00	(6,253.16)	26,434.84	32,688.00	(6,253.16)
ARD Patient Care - Hospice		20,872.00	(20,872.00)		20,872.00	(20,872.00)
Total Medicaid Revenue	596,133.58	518,120.00	78,013.58	596,133.58	518,120.00	78,013.58
<b>Private Pay Revenue</b>						
VA-Veterans Nursing Home Care	36,767.00	15,465.00	21,302.00	36,767.00	15,465.00	21,302.00
ARD - VA - Veterans Care		166.00	(166.00)		166.00	(166.00)
Nursing Home Patient Care - Private Pay	231,972.42	293,209.00	(61,236.58)	231,972.42	293,209.00	(61,236.58)
Nursing Home Beauty Shop Revenue	2,260.00	3,250.00	(990.00)	2,260.00	3,250.00	(990.00)
Medical Supplies Revenue	3,945.34	5,000.00	(1,054.66)	3,945.34	5,000.00	(1,054.66)
Patient Transportation Charges	2,185.10	1,584.00	601.10	2,185.10	1,584.00	601.10
ARD Patient Care- Private Pay	14,716.77	160,946.00	(146,229.23)	14,716.77	160,946.00	(146,229.23)
Total Private Pay Revenue	291,846.63	479,620.00	(187,773.37)	291,846.63	479,620.00	(187,773.37)
<b>Adult Day Care Revenue</b>						
VA-Veterans Adult Daycare	8,556.60	5,084.00	3,472.60	8,556.60	5,084.00	3,472.60
IL Department Of Aging-Day Care Grant (Title XX)	6,943.00	9,417.00	(2,474.00)	6,943.00	9,417.00	(2,474.00)
Adult Day Care Charges-Private Pay	2,453.80	2,834.00	(380.20)	2,453.80	2,834.00	(380.20)
Total Adult Day Care Revenue	17,953.40	17,335.00	618.40	17,953.40	17,335.00	618.40
Total Income	1,103,707.98	1,322,342.00	(218,634.02)	1,103,707.98	1,322,342.00	(218,634.02)

**Operating Expenses**

**Administration**

Reg. Full-Time Employees	30,282.98	30,354.00	71.02	30,282.98	30,354.00	71.02
Temp. Salaries & Wages	1,036.60	1,250.00	213.40	1,036.60	1,250.00	213.40
Per Diem	178.70	250.00	71.30	178.70	250.00	71.30
Overtime	891.90	473.00	(418.90)	891.90	473.00	(418.90)
TOPS - Balances	(1,977.31)	616.00	2,593.31	(1,977.31)	616.00	2,593.31
Part-Time Employees		1,416.00	1,416.00		1,416.00	1,416.00
TOPS - FICA	(140.51)	67.00	207.51	(140.51)	67.00	207.51
Social Security - Employer	1,977.04	2,562.00	584.96	1,977.04	2,562.00	584.96
IMRF - Employer Cost	2,407.83	2,887.00	479.17	2,407.83	2,887.00	479.17
Workers' Compensation Insurance	804.67	923.00	118.33	804.67	923.00	118.33

Champaign County Nursing Home  
Actual vs Budget Statement of Operations

01/31/16

2

Description	Actual	Budget	Variance	YTD Actual	YTD Budget	Variance
Unemployment Insurance	1,636.10	1,548.00	(88.10)	1,636.10	1,548.00	(88.10)
Employee Health/Life Insurance	4,762.88	4,930.00	167.12	4,762.88	4,930.00	167.12
Employee Development/Recognition	151.50	333.00	181.50	151.50	333.00	181.50
Employee Physicals/Lab	4,712.00	2,500.00	(2,212.00)	4,712.00	2,500.00	(2,212.00)
Stationary & Printing		250.00	250.00		250.00	250.00
Books, Periodicals & Manuals	69.00	16.00	(53.00)	69.00	16.00	(53.00)
Copier Supplies	585.90	500.00	(85.90)	585.90	500.00	(85.90)
Postage, UPS, Federal Express	333.32	333.00	(0.32)	333.32	333.00	(0.32)
Equipment < \$2,500		25.00	25.00		25.00	25.00
Operational Supplies	566.97	750.00	183.03	566.97	750.00	183.03
Audit & Accounting Fees	4,054.83	5,666.00	1,611.17	4,054.83	5,666.00	1,611.17
Attorney Fees	12,464.40	5,000.00	(7,464.40)	12,464.40	5,000.00	(7,464.40)
Engineering Fees	2,400.00		(2,400.00)	2,400.00		(2,400.00)
Professional Services	38,488.03	40,000.00	1,511.97	38,488.03	40,000.00	1,511.97
Job Required Travel Expense	213.01	216.00	2.99	213.01	216.00	2.99
Insurance	22,457.59	24,325.00	1,867.41	22,457.59	24,325.00	1,867.41
Property Loss & Liability Claims		191.00	191.00		191.00	191.00
Computer Services	7,376.38	7,880.00	503.62	7,376.38	7,880.00	503.62
Telephone Services	1,243.52	1,500.00	256.48	1,243.52	1,500.00	256.48
Equipment Maintenance	306.00		(306.00)	306.00		(306.00)
Legal Notices, Advertising	1,631.98	3,747.00	2,115.02	1,631.98	3,747.00	2,115.02
Photocopy Services	748.00	1,311.00	563.00	748.00	1,311.00	563.00
Public Relations		50.00	50.00		50.00	50.00
Dues & Licenses	1,725.08	1,691.00	(34.08)	1,725.08	1,691.00	(34.08)
Conferences & Training		666.00	666.00		666.00	666.00
Finance Charges, Bank Fees	134.18	208.00	73.82	134.18	208.00	73.82
Cable/Satellite TV Expense	1,929.15	2,500.00	570.85	1,929.15	2,500.00	570.85
IPA Licensing Fee	42,359.39	45,565.00	3,205.61	42,359.39	45,565.00	3,205.61
Fines & Penalties		2,500.00	2,500.00		2,500.00	2,500.00
General Liability Claims		2,500.00	2,500.00		2,500.00	2,500.00
Depreciation Expense	58,788.87	62,473.00	3,684.13	58,788.87	62,473.00	3,684.13
Bad Debt Expense		25,000.00	25,000.00		25,000.00	25,000.00
Interest-Tax Anticipation Notes Payable		583.00	583.00		583.00	583.00
Interest- Bonds Payable	9,374.17	8,480.00	(894.17)	9,374.17	8,480.00	(894.17)
<b>Total Administration</b>	<b>253,974.15</b>	<b>294,035.00</b>	<b>40,060.85</b>	<b>253,974.15</b>	<b>294,035.00</b>	<b>40,060.85</b>
<b>Environmental Services</b>						
Reg. Full-Time Employees	26,230.39	34,915.00	8,684.61	26,230.39	34,915.00	8,684.61
Reg. Part-Time Employees	844.18	1,004.00	159.82	844.18	1,004.00	159.82
Overtime	1,380.39	857.00	(523.39)	1,380.39	857.00	(523.39)
TOPS - Balances	971.51	500.00	(471.51)	971.51	500.00	(471.51)
TOPS- FICA	69.04	83.00	13.96	69.04	83.00	13.96
Social Security - Employer	1,888.57	2,813.00	924.43	1,888.57	2,813.00	924.43
IMRF - Employer Cost	2,325.38	3,170.00	844.62	2,325.38	3,170.00	844.62
Workers' Compensation Insurance	790.41	1,099.00	308.59	790.41	1,099.00	308.59
Unemployment Insurance	1,507.39	2,021.00	513.61	1,507.39	2,021.00	513.61
Employee Health/Life Insurance	5,919.87	10,577.00	4,657.13	5,919.87	10,577.00	4,657.13
Operational Supplies	4,638.58	4,583.00	(55.58)	4,638.58	4,583.00	(55.58)
Gas Service	12,311.00	16,250.00	3,939.00	12,311.00	16,250.00	3,939.00
Electric Service	28,205.67	20,833.00	(7,372.67)	28,205.67	20,833.00	(7,372.67)
Water Service	3,022.94	2,750.00	(272.94)	3,022.94	2,750.00	(272.94)
Pest Control Service	511.35	520.00	8.65	511.35	520.00	8.65
Waste Disposal & Recycling	4,421.98	3,500.00	(921.98)	4,421.98	3,500.00	(921.98)
Equipment Rentals	258.00	291.00	33.00	258.00	291.00	33.00
Conferences & Training		8.00	8.00		8.00	8.00
Sewer Service & Tax	1,129.00	1,500.00	371.00	1,129.00	1,500.00	371.00

Champaign County Nursing Home  
Actual vs Budget Statement of Operations

Description	Actual	Budget	Variance	YTD Actual	YTD Budget	Variance
Total Environmental Services	96,425.65	107,274.00	10,848.35	96,425.65	107,274.00	10,848.35
<b>Laundry</b>						
Reg. Full-Time Employees	6,597.17	12,807.00	6,209.83	6,597.17	12,807.00	6,209.83
Reg. Part-Time Employees	443.18		(443.18)	443.18		(443.18)
Overtime	390.36	445.00	54.64	390.36	445.00	54.64
TOPS Balances	(32.57)	83.00	115.57	(32.57)	83.00	115.57
TOPS - FICA	(2.32)	35.00	37.32	(2.32)	35.00	37.32
Social Security - Employer	505.69	1,013.00	507.31	505.69	1,013.00	507.31
IMRF - Employer Cost	652.15	881.00	228.85	652.15	881.00	228.85
Workers' Compensation Insurance	161.72	300.00	138.28	161.72	300.00	138.28
Unemployment Insurance	403.17	731.00	327.83	403.17	731.00	327.83
Employee Health/Life Insurance	2,662.24	2,378.00	(284.24)	2,662.24	2,378.00	(284.24)
Laundry Supplies	74.43	1,333.00	1,258.57	74.43	1,333.00	1,258.57
Linen & Bedding	4,178.27	1,250.00	(2,928.27)	4,178.27	1,250.00	(2,928.27)
Laundry & Cleaning Service		166.00	166.00		166.00	166.00
Total Laundry	16,033.49	21,422.00	5,388.51	16,033.49	21,422.00	5,388.51
<b>Maintenance</b>						
Reg. Full-Time Employees	3,806.32	6,686.00	2,879.68	3,806.32	6,686.00	2,879.68
Overtime	149.25	133.00	(16.25)	149.25	133.00	(16.25)
TOPS - Balances	22.84	250.00	227.16	22.84	250.00	227.16
TOPS - FICA	1.62	19.00	17.38	1.62	19.00	17.38
Social Security - Employer	247.38	521.00	273.62	247.38	521.00	273.62
IMRF - Employer Cost	316.22	587.00	270.78	316.22	587.00	270.78
Workers' Compensation Insurance	91.66	203.00	111.34	91.66	203.00	111.34
Unemployment Insurance	200.70	386.00	185.30	200.70	386.00	185.30
Employee Health/Life Insurance	1,018.20	1,961.00	942.80	1,018.20	1,961.00	942.80
Gasoline & Oil		278.00	278.00		278.00	278.00
Tools		41.00	41.00		41.00	41.00
Ground Supplies		60.00	60.00		60.00	60.00
Maintenance Supplies	4,136.52	2,500.00	(1,636.52)	4,136.52	2,500.00	(1,636.52)
Equipment < \$2,500		166.00	166.00		166.00	166.00
Operational Supplies	87.52	8.00	(79.52)	87.52	8.00	(79.52)
Professional Services		70.00	70.00		70.00	70.00
Automobile Maintenance	662.04	935.00	272.96	662.04	935.00	272.96
Equipment Maintenance	2,259.42	3,333.00	1,073.58	2,259.42	3,333.00	1,073.58
Equipment Rentals		8.00	8.00		8.00	8.00
Nursing Home Building Repair/Maintenance	8,153.31	8,333.00	179.69	8,153.31	8,333.00	179.69
Parking Lot/Sidewalk Maintenance	1,166.00	1,666.00	500.00	1,166.00	1,666.00	500.00
Total Maintenance	22,319.00	28,144.00	5,825.00	22,319.00	28,144.00	5,825.00
<b>Nursing Services</b>						
Reg. Full-Time Employees	144,322.23	161,195.00	16,872.77	144,322.23	161,195.00	16,872.77
Reg. Part-Time Employees	5,778.21	6,572.00	793.79	5,778.21	6,572.00	793.79
Temp. Salaries & Wages	3,393.69	11,666.00	8,272.31	3,393.69	11,666.00	8,272.31
Overtime	41,452.19	39,165.00	(2,287.19)	41,452.19	39,165.00	(2,287.19)
TOPS - Balances	17,937.85	833.00	(17,104.85)	17,937.85	833.00	(17,104.85)
No Benefit Full-Time Employees	82,610.30	63,178.00	(19,432.30)	82,610.30	63,178.00	(19,432.30)
No Benefit Part-Time Employees	43,891.55	53,453.00	9,561.45	43,891.55	53,453.00	9,561.45
TOPS - FICA	1,274.73	63.00	(1,211.73)	1,274.73	63.00	(1,211.73)
Social Security - Employer	22,178.38	25,645.00	3,466.62	22,178.38	25,645.00	3,466.62
IMRF - Employer Cost	27,208.86	28,897.00	1,688.14	27,208.86	28,897.00	1,688.14
Workers' Compensation Insurance	7,931.67	10,023.00	2,091.33	7,931.67	10,023.00	2,091.33
Unemployment Insurance	17,528.74	16,251.00	(1,277.74)	17,528.74	16,251.00	(1,277.74)
Employee Health/Life Insurance	23,628.57	31,121.00	7,492.43	23,628.57	31,121.00	7,492.43

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

Description	Actual	Budget	Variance	YTD Actual	YTD Budget	Variance
Books, Periodicals & Manuals	463.95	166.00	(297.95)	463.95	166.00	(297.95)
Stocked Drugs	893.61	2,083.00	1,189.39	893.61	2,083.00	1,189.39
Pharmacy Charges-Public Aid	1,787.42	2,083.00	295.58	1,787.42	2,083.00	295.58
Oxygen	1,600.50	3,500.00	1,899.50	1,600.50	3,500.00	1,899.50
Incontinence Supplies	8,439.36	9,166.00	726.64	8,439.36	9,166.00	726.64
Pharmacy Charges - Insurance	10,560.11	10,416.00	(144.11)	10,560.11	10,416.00	(144.11)
Equipment < \$2,500	1,964.39	1,750.00	(214.39)	1,964.39	1,750.00	(214.39)
Operational Supplies	19,895.49	15,416.00	(4,479.49)	19,895.49	15,416.00	(4,479.49)
Pharmacy Charges-Medicare	10,368.13	10,000.00	(368.13)	10,368.13	10,000.00	(368.13)
Medical/Dental/Mental Health	5,800.00	3,750.00	(2,050.00)	5,800.00	3,750.00	(2,050.00)
Professional Services	10,920.66	16,666.00	5,745.34	10,920.66	16,666.00	5,745.34
Job Require Travel		39.00	39.00		39.00	39.00
Laboratory Fees	1,562.05	2,500.00	937.95	1,562.05	2,500.00	937.95
Equipment Rentals	6,643.21	2,500.00	(4,143.21)	6,643.21	2,500.00	(4,143.21)
Dues & Licenses	50.00	30.00	(20.00)	50.00	30.00	(20.00)
Conferences & Training	2,125.00	257.00	(1,868.00)	2,125.00	257.00	(1,868.00)
Contract Nursing Services	77,839.49	53,333.00	(24,506.49)	77,839.49	53,333.00	(24,506.49)
Medicare Medical Services	832.15	3,214.00	2,381.85	832.15	3,214.00	2,381.85
<b>Total Nursing Services</b>	<b>600,882.49</b>	<b>584,931.00</b>	<b>(15,951.49)</b>	<b>600,882.49</b>	<b>584,931.00</b>	<b>(15,951.49)</b>
<b>Activities</b>						
Reg. Full-Time Employees	16,459.53	25,026.00	8,566.47	16,459.53	25,026.00	8,566.47
Reg. Part-Time Employees	1,439.42		(1,439.42)	1,439.42		(1,439.42)
Overtime	5.84	628.00	622.16	5.84	628.00	622.16
TOPS - Balances	85.21	83.00	(2.21)	85.21	83.00	(2.21)
Part Time Non Benefit		929.00	929.00		929.00	929.00
TOPS - FICA	6.05	6.00	(0.05)	6.05	6.00	(0.05)
Social Security - Employer	1,107.30	2,033.00	925.70	1,107.30	2,033.00	925.70
IMRF - Employer Cost	1,409.07	2,291.00	881.93	1,409.07	2,291.00	881.93
Workers' Compensation Insurance	438.41	794.00	355.59	438.41	794.00	355.59
Unemployment Insurance	900.35	1,467.00	566.65	900.35	1,467.00	566.65
Employee Health/Life Insurance		4,916.00	4,916.00		4,916.00	4,916.00
Operational Supplies	398.19	541.00	142.81	398.19	541.00	142.81
Professional Services	129.70	150.00	20.30	129.70	150.00	20.30
Conferences & Training	495.00	43.00	(452.00)	495.00	43.00	(452.00)
<b>Total Activities</b>	<b>22,874.07</b>	<b>38,907.00</b>	<b>16,032.93</b>	<b>22,874.07</b>	<b>38,907.00</b>	<b>16,032.93</b>
<b>Social Services</b>						
Reg. Full-Time Employees	14,606.32	18,442.00	3,835.68	14,606.32	18,442.00	3,835.68
Overtime	372.38	265.00	(107.38)	372.38	265.00	(107.38)
TOPS - Balances	1,193.50	166.00	(1,027.50)	1,193.50	166.00	(1,027.50)
TOPS - FICA	84.82	12.00	(72.82)	84.82	12.00	(72.82)
Social Security - Employer	933.16	1,431.00	497.84	933.16	1,431.00	497.84
IMRF - Employer Cost	1,185.23	1,612.00	426.77	1,185.23	1,612.00	426.77
Workers' Compensation Insurance	373.55	559.00	185.45	373.55	559.00	185.45
Unemployment Insurance	766.62	916.00	149.38	766.62	916.00	149.38
Employee Health/Life Insurance	1,998.37	2,871.00	872.63	1,998.37	2,871.00	872.63
Operational Supplies	463.41		(463.41)	463.41		(463.41)
Professional Services	129.70	250.00	120.30	129.70	250.00	120.30
Conferences & Training	260.00		(260.00)	260.00		(260.00)
<b>Total Social Services</b>	<b>22,367.06</b>	<b>26,524.00</b>	<b>4,156.94</b>	<b>22,367.06</b>	<b>26,524.00</b>	<b>4,156.94</b>
<b>Physical Therapy</b>						
Reg. Full-Time Employees	2,538.97	4,565.00	2,026.03	2,538.97	4,565.00	2,026.03
Overtime	28.82	3.00	(25.82)	28.82	3.00	(25.82)
TOPS - Balances	490.91	83.00	(407.91)	490.91	83.00	(407.91)

Champaign County Nursing Home  
Actual vs Budget Statement of Operations

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Description	Actual	Budget	Variance	YTD Actual	YTD Budget	Variance
TOPS - FICA	34.88	6.00	(28.88)	34.88	6.00	(28.88)
Social Security - Employer	279.57	349.00	69.43	279.57	349.00	69.43
IMRF - Employer Cost	351.69	393.00	41.31	351.69	393.00	41.31
Workers' Compensation Ins.	124.29	136.00	11.71	124.29	136.00	11.71
Unemployment Insurance	232.80	256.00	23.20	232.80	256.00	23.20
Employee Health/Life Insurance	1,331.12	1,510.00	178.88	1,331.12	1,510.00	178.88
Professional Services	23,024.44	35,833.00	12,808.56	23,024.44	35,833.00	12,808.56
Total Physical Therapy	28,437.49	43,134.00	14,696.51	28,437.49	43,134.00	14,696.51
<b>Occupational Therapy</b>						
Reg. Full-Time Employees	4,393.84	4,541.00	147.16	4,393.84	4,541.00	147.16
TOPS - Balances	557.58	41.00	(516.58)	557.58	41.00	(516.58)
TOPS - FICA	39.62	3.00	(36.62)	39.62	3.00	(36.62)
Social Security - Employer	142.96	347.00	204.04	142.96	347.00	204.04
IMRF - Employer Cost	179.74	391.00	211.26	179.74	391.00	211.26
Workers' Compensation Ins.	61.94	135.00	73.06	61.94	135.00	73.06
Unemployment Insurance	117.40	259.00	141.60	117.40	259.00	141.60
Employee Health/Life Insurance	665.56	1,508.00	842.44	665.56	1,508.00	842.44
Professional Services	23,691.95	25,833.00	2,141.05	23,691.95	25,833.00	2,141.05
Total Occupational Therapy	29,850.59	33,058.00	3,207.41	29,850.59	33,058.00	3,207.41
<b>Speech Therapy</b>						
Professional Services	7,611.23	10,833.00	3,221.77	7,611.23	10,833.00	3,221.77
Total Speech Therapy	7,611.23	10,833.00	3,221.77	7,611.23	10,833.00	3,221.77
<b>Respiratory Therapy</b>						
Professional Services	4,043.68		(4,043.68)	4,043.68		(4,043.68)
Professional Services		7,500.00	7,500.00		7,500.00	7,500.00
Total Respiratory Therapy	4,043.68	7,500.00	3,456.32	4,043.68	7,500.00	3,456.32
Total This Department	11,654.91	18,333.00	6,678.09	11,654.91	18,333.00	6,678.09
<b>Food Services</b>						
Reg. Full-Time Employees	28,686.76	29,461.00	774.24	28,686.76	29,461.00	774.24
Reg. Part-Time Employees	2,582.60	3,247.00	664.40	2,582.60	3,247.00	664.40
Overtime	5,144.00	4,281.00	(863.00)	5,144.00	4,281.00	(863.00)
TOPS - Balances	(780.94)		780.94	(780.94)		780.94
TOPS - FICA	(55.50)		55.50	(55.50)		55.50
Social Security - Employer	2,605.01	2,829.00	223.99	2,605.01	2,829.00	223.99
IMRF - Employer Cost	3,275.27	3,188.00	(87.27)	3,275.27	3,188.00	(87.27)
Workers' Compensation Insurance	891.40	1,106.00	214.60	891.40	1,106.00	214.60
Unemployment Insurance	2,064.07	1,993.00	(71.07)	2,064.07	1,993.00	(71.07)
Employee Health/Life Insurance	5,997.84	8,333.00	2,335.16	5,997.84	8,333.00	2,335.16
Food	147.78		(147.78)	147.78		(147.78)
Non-Food Supply		83.00	83.00		83.00	83.00
Nutritional Supplements	7,163.82	5,000.00	(2,163.82)	7,163.82	5,000.00	(2,163.82)
Equipment < \$2,500	(0.49)		0.49	(0.49)		0.49
Operational Supplies	(0.36)		0.36	(0.36)		0.36
Professional Services	756.08		(756.08)	756.08		(756.08)
Equipment Rentals	404.95	405.00	0.05	404.95	405.00	0.05
Conferences & Training	15.00	41.00	26.00	15.00	41.00	26.00
Food Service	57,424.67	60,955.00	3,530.33	57,424.67	60,955.00	3,530.33
Total Food Services	116,321.96	120,922.00	4,600.04	116,321.96	120,922.00	4,600.04
<b>Barber &amp; Beauty</b>						
Reg. Full-Time Employees	4,660.70	4,562.00	(98.70)	4,660.70	4,562.00	(98.70)
TOPS - Balances	833.71		(833.71)	833.71		(833.71)

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Champaign County Nursing Home  
Actual vs Budget Statement of Operations

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Description	Actual	Budget	Variance	YTD Actual	YTD Budget	Variance
TOPS - FICA	59.24		(59.24)	59.24		(59.24)
Social Security - Employer	247.99	349.00	101.01	247.99	349.00	101.01
IMRF - Employer Cost	312.10	393.00	80.90	312.10	393.00	80.90
Workers' Compensation Insurance	124.92	136.00	11.08	124.92	136.00	11.08
Unemployment Insurance	233.55	256.00	22.45	233.55	256.00	22.45
Employee Health/Life Insurance	1,331.12	1,502.00	170.88	1,331.12	1,502.00	170.88
Operational Supplies	237.12	125.00	(112.12)	237.12	125.00	(112.12)
Total Barber & Beauty	8,040.45	7,323.00	(717.45)	8,040.45	7,323.00	(717.45)
<b>Adult Day Care</b>						
Reg. Full-Time Employees	10,583.08	12,550.00	1,966.92	10,583.08	12,550.00	1,966.92
Overtime	305.07	248.00	(57.07)	305.07	248.00	(57.07)
TOPS - Balances	186.04		(186.04)	186.04		(186.04)
TOPS - FICA	13.22		(13.22)	13.22		(13.22)
Social Security - Employer	671.35	979.00	307.65	671.35	979.00	307.65
IMRF - Employer Cost	844.94	1,103.00	258.06	844.94	1,103.00	258.06
Workers' Compensation Insurance	280.53	382.00	101.47	280.53	382.00	101.47
Unemployment Insurance	561.94	719.00	157.06	561.94	719.00	157.06
Employee Health/Life Insurance	2,687.58	3,147.00	459.42	2,687.58	3,147.00	459.42
Books, Periodicals & Manuals		15.00	15.00		15.00	15.00
Gasoline & Oil	591.84	1,041.00	449.16	591.84	1,041.00	449.16
Equipment < \$2,500	37.61	41.00	3.39	37.61	41.00	3.39
Operational Supplies	122.91	172.00	49.09	122.91	172.00	49.09
Field Trips/Activities	24.00	30.00	6.00	24.00	30.00	6.00
Dues & Licenses	72.00	20.00	(52.00)	72.00	20.00	(52.00)
Conferences & Training		20.00	20.00		20.00	20.00
Total Adult Day Care	16,982.11	20,467.00	3,484.89	16,982.11	20,467.00	3,484.89
<b>Alzheimers and Related Disord</b>						
Reg. Full-Time Employees	10,343.67	21,486.00	11,142.33	10,343.67	21,486.00	11,142.33
Reg. Part-Time Employees		436.00	436.00		436.00	436.00
Temp. Salaries & Wages		416.00	416.00		416.00	416.00
Overtime	3,275.65	6,478.00	3,202.35	3,275.65	6,478.00	3,202.35
TOPS - Balances	827.74	333.00	(494.74)	827.74	333.00	(494.74)
No Benefit Full-Time Employees	5,643.02	12,606.00	6,962.98	5,643.02	12,606.00	6,962.98
No Benefit Part-Time Employees	4,478.51	13,243.00	8,764.49	4,478.51	13,243.00	8,764.49
TOPS - FICA	58.83	25.00	(33.83)	58.83	25.00	(33.83)
Social Security - Employer	1,520.40	4,182.00	2,661.60	1,520.40	4,182.00	2,661.60
IMRF - Employer Cost	1,922.27	4,712.00	2,789.73	1,922.27	4,712.00	2,789.73
Workers' Compensation Insurance	514.30	1,634.00	1,119.70	514.30	1,634.00	1,119.70
Unemployment Insurance	1,194.18	2,364.00	1,169.82	1,194.18	2,364.00	1,169.82
Employee Health/Life Insurance	1,999.28	2,788.00	788.72	1,999.28	2,788.00	788.72
Operational Supplies		22.00	22.00		22.00	22.00
Professional Services	126.19		(126.19)	126.19		(126.19)
Conferences & Training		20.00	20.00		20.00	20.00
ARD - Contract Nursing		833.00	833.00		833.00	833.00
Total Alzheimers and Related Disorders	31,904.04	71,578.00	39,673.96	31,904.04	71,578.00	39,673.96
Total Expenses	1,278,067.46	1,416,052.00	137,984.54	1,278,067.46	1,416,052.00	137,984.54
Net Operating Income	(174,359.48)	(93,710.00)	(80,649.48)	(174,359.48)	(93,710.00)	(80,649.48)
<b>NonOperating Income</b>						
<b>Local Taxes</b>						
Current-Nursing Home Operating	97,826.54	97,827.00	(0.46)	97,826.54	97,827.00	(0.46)
Total Local Taxes	97,826.54	97,827.00	(0.46)	97,826.54	97,827.00	(0.46)

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Champaign County Nursing Home  
Actual vs Budget Statement of Operations

7

Description	Actual	Budget	Variance	YTD Actual	YTD Budget	Variance
<b>Miscellaneous NI Revenue</b>						
Investment Interest		25.00	(25.00)		25.00	(25.00)
Restricted Donations		292.00	(292.00)		292.00	(292.00)
Vending Machine Revenue		334.00	(334.00)		334.00	(334.00)
Total Miscellaneous NI Revenue		651.00	(651.00)		651.00	(651.00)
Total NonOperating Income	97,826.54	98,478.00	(651.46)	97,826.54	98,478.00	(651.46)
Net Income (Loss)	(76,532.94)	4,768.00	(81,300.94)	(76,532.94)	4,768.00	(81,300.94)

Champaign County Nursing Home  
Historical Statement of Operations

01/31/16

1

Description	02/15	03/15	04/15	05/15	06/15	07/15	08/15	09/15	10/15	11/15	12/15	01/16	Total
<b>Operating Income</b>													
Miscellaneous Revenue												296	296
Medicare A Revenue												181,953	181,953
Medicare B Revenue												15,525	15,525
Medicaid Revenue												596,134	596,134
Private Pay Revenue												291,847	291,847
Adult Day Care Revenue												17,953	17,953
Total Income												1,103,708	1,103,708
<b>Operating Expenses</b>													
Administration												253,974	253,974
Environmental Services												96,426	96,426
Laundry												16,033	16,033
Maintenance												22,319	22,319
Nursing Services												600,882	600,882
Activities												22,874	22,874
Social Services												22,367	22,367
Physical Therapy												28,437	28,437
Occupational Therapy												29,851	29,851
Speech Therapy												7,611	7,611
<b>Respiratory Therapy</b>													
Respiratory Therapy												4,044	4,044
Total This Department												11,655	11,655
Food Services												116,322	116,322
Barber & Beauty												8,040	8,040
Adult Day Care												16,982	16,982
Alzheimers and Related Disorders												31,904	31,904
Total Expenses												1,278,067	1,278,067
Net Operating Income												(174,359)	(174,359)
<b>NonOperating Income</b>													
Local Taxes												97,827	97,827
Net Income (Loss)												(76,533)	(76,533)

Champaign County Nursing Home  
Historical Statement of Operations

01/31/16

1

Description	02/15	03/15	04/15	05/15	06/15	07/15	08/15	09/15	10/15	11/15	12/15	01/16	Total
<b>Operating Income</b>													
<b>Miscellaneous Revenue</b>													
Lunch Reimbursement												264	264
Other Miscellaneous Revenue												32	32
Total Miscellaneous Revenue												296	296
<b>Medicare A Revenue</b>													
Medicare A												104,760	104,760
NH Pt_Care - Medicare Advantage/ H												77,193	77,193
Total Medicare A Revenue												181,953	181,953
<b>Medicare B Revenue</b>													
Medicare B												15,525	15,525
Total Medicare B Revenue												15,525	15,525
<b>Medicaid Revenue</b>													
Medicaid Title XIX (IDHFS)												490,211	490,211
ARD - Medicaid Title XIX (IDHFS)												79,488	79,488
Patient Care-Hospice												26,435	26,435
Total Medicaid Revenue												596,134	596,134
<b>Private Pay Revenue</b>													
VA-Veterans Nursing Home Care												36,767	36,767
Nursing Home Patient Care - Private												231,972	231,972
Nursing Home Beauty Shop Revenue												2,260	2,260
Medical Supplies Revenue												3,945	3,945
Patient Transportation Charges												2,185	2,185
ARD Patient Care- Private Pay												14,717	14,717
Total Private Pay Revenue												291,847	291,847
<b>Adult Day Care Revenue</b>													
VA-Veterans Adult Daycare												8,557	8,557
IL Department Of Aging-Day Care Gra												6,943	6,943
Adult Day Care Charges-Private Pay												2,454	2,454
Total Adult Day Care Revenue												17,953	17,953
Total Income												1,103,708	1,103,708

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

01/31/16

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Description	02/15	03/15	04/15	05/15	06/15	07/15	08/15	09/15	10/15	11/15	12/15	01/16	Total
<b>Operating Expenses</b>													
<b>Administration</b>													
Reg. Full-Time Employees												30,283	30,283
Temp. Salaries & Wages												1,037	1,037
Per Diem												179	179
Overtime												892	892
TOPS - Balances												(1,977)	(1,977)
TOPS - FICA												(141)	(141)
Social Security - Employer												1,977	1,977
IMRF - Employer Cost												2,408	2,408
Workers' Compensation Insurance												805	805
Unemployment Insurance												1,636	1,636
Employee Health/Life Insurance												4,763	4,763
Employee Development/Recognition												152	152
Employee Physicals/Lab												4,712	4,712
Books, Periodicals & Manuals												69	69
Copier Supplies												586	586
Postage, UPS, Federal Express												333	333
Equipment < \$2,500													
Operational Supplies												567	567
Audit & Accounting Fees												4,055	4,055
Attorney Fees												12,464	12,464
Engineering Fees												2,400	2,400
Professional Services												38,488	38,488
Job Required Travel Expense												213	213
Insurance												22,458	22,458
Computer Services												7,376	7,376
Telephone Services												1,244	1,244
Equipment Maintenance												306	306
Legal Notices, Advertising												1,632	1,632
Photocopy Services												748	748
Dues & Licenses												1,725	1,725
Finance Charges, Bank Fees												134	134
Cable/Satellite TV Expense												1,929	1,929
IPA Licensing Fee												42,359	42,359
Furnishings, Office Equipment													
Depreciation Expense												58,789	58,789
Interest- Bonds Payable												9,374	9,374
<b>Total Administration</b>												<b>253,974</b>	<b>253,974</b>

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

01/31/16

3

Description	02/15	03/15	04/15	05/15	06/15	07/15	08/15	09/15	10/15	11/15	12/15	01/16	Total
<b>Environmental Services</b>													
Reg. Full-Time Employees												26,230	26,230
Reg. Part-Time Employees												844	844
Overtime												1,380	1,380
TOPS - Balances												972	972
TOPS- FICA												69	69
Social Security - Employer												1,889	1,889
IMRF - Employer Cost												2,325	2,325
Workers' Compensation Insurance												790	790
Unemployment Insurance												1,507	1,507
Employee Health/Life Insurance												5,920	5,920
Operational Supplies												4,639	4,639
Gas Service												12,311	12,311
Electric Service												28,206	28,206
Water Service												3,023	3,023
Pest Control Service												511	511
Waste Disposal & Recycling												4,422	4,422
Equipment Rentals												258	258
Sewer Service & Tax												1,129	1,129
<b>Total Environmental Services</b>												<b>96,426</b>	<b>96,426</b>
<b>Laundry</b>													
Reg. Full-Time Employees												6,597	6,597
Reg. Part-Time Employees												443	443
Overtime												390	390
TOPS Balances												(33)	(33)
TOPS - FICA												(2)	(2)
Social Security - Employer												506	506
IMRF - Employer Cost												652	652
Workers' Compensation Insurance												162	162
Unemployment Insurance												403	403
Employee Health/Life Insurance												2,662	2,662
Laundry Supplies												74	74
Linen & Bedding												4,178	4,178
<b>Total Laundry</b>												<b>16,033</b>	<b>16,033</b>
<b>Maintenance</b>													
Reg. Full-Time Employees												3,806	3,806
Overtime												149	149
TOPS - Balances												23	23
TOPS - FICA												2	2

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Champaign County Nursing Home  
Historical Statement of Operations

01/31/16

4

Description	02/15	03/15	04/15	05/15	06/15	07/15	08/15	09/15	10/15	11/15	12/15	01/16	Total
Social Security - Employer												247	247
IMRF - Employer Cost												316	316
Workers' Compensation Insurance												92	92
Unemployment Insurance												201	201
Employee Health/Life Insurance												1,018	1,018
Maintenance Supplies												4,137	4,137
Operational Supplies												88	88
Automobile Maintenance												662	662
Equipment Maintenance												2,259	2,259
Nursing Home Building Repair/Mainte												8,153	8,153
Parking Lot/Sidewalk Maintenance												1,166	1,166
<b>Total Maintenance</b>												22,319	22,319

**Nursing Services**

Reg. Full-Time Employees												144,322	144,322
Reg. Part-Time Employees												5,778	5,778
Temp. Salaries & Wages												3,394	3,394
Overtime												41,452	41,452
TOPS - Balances												17,938	17,938
No Benefit Full-Time Employees												82,610	82,610
No Benefit Part-Time Employees												43,892	43,892
TOPS - FICA												1,275	1,275
Social Security - Employer												22,178	22,178
IMRF - Employer Cost												27,209	27,209
Workers' Compensation Insurance												7,932	7,932
Unemployment Insurance												17,529	17,529
Employee Health/Life Insurance												23,629	23,629
Books, Periodicals & Manuals												464	464
Stocked Drugs												894	894
Pharmacy Charges-Public Aid												1,787	1,787
Oxygen												1,601	1,601
Incontinence Supplies												8,439	8,439
Pharmacy Charges - Insurance												10,560	10,560
Equipment < \$2,500												1,964	1,964
Operational Supplies												19,895	19,895
Pharmacy Charges-Medicare												10,368	10,368
Medical/Dental/Mental Health												5,800	5,800
Professional Services												10,921	10,921
Laboratory Fees												1,562	1,562
Equipment Rentals												6,643	6,643
Dues & Licenses												50	50
Conferences & Training												2,125	2,125
Contract Nursing Services												77,839	77,839

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Champaign County Nursing Home  
Historical Statement of Operations

01/31/16

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Description	02/15	03/15	04/15	05/15	06/15	07/15	08/15	09/15	10/15	11/15	12/15	01/16	Total
Medicare Medical Services												832	832
Total Nursing Services												600,882	600,882
<b>Activities</b>													
Reg. Full-Time Employees												16,460	16,460
Reg. Part-Time Employees												1,439	1,439
Overtime												6	6
TOPS - Balances												85	85
TOPS - FICA												6	6
Social Security - Employer												1,107	1,107
IMRF - Employer Cost												1,409	1,409
Workers' Compensation Insurance												438	438
Unemployment Insurance												900	900
Operational Supplies												398	398
Professional Services												130	130
Conferences & Training												495	495
Total Activities												22,874	22,874
<b>Social Services</b>													
Reg. Full-Time Employees												14,606	14,606
Overtime												372	372
TOPS - Balances												1,194	1,194
TOPS - FICA												85	85
Social Security - Employer												933	933
IMRF - Employer Cost												1,185	1,185
Workers' Compensation Insurance												374	374
Unemployment Insurance												767	767
Employee Health/Life Insurance												1,998	1,998
Operational Supplies												463	463
Professional Services												130	130
Conferences & Training												260	260
Total Social Services												22,367	22,367
<b>Physical Therapy</b>													
Reg. Full-Time Employees												2,539	2,539
Overtime												29	29
TOPS - Balances												491	491
TOPS - FICA												35	35
Social Security - Employer												280	280
IMRF - Employer Cost												352	352
Workers' Compensation Ins.												124	124
Unemployment Insurance												233	233

Champaign County Nursing Home  
Historical Statement of Operations

01/31/16

6

Description	02/15	03/15	04/15	05/15	06/15	07/15	08/15	09/15	10/15	11/15	12/15	01/16	Total
Employee Health/Life Insurance												1,331	1,331
Professional Services												23,024	23,024
Total Physical Therapy												28,437	28,437
<b>Occupational Therapy</b>													
Reg. Full-Time Employees												4,394	4,394
TOPS - Balances												558	558
TOPS - FICA												40	40
Social Security - Employer												143	143
IMRF - Employer Cost												180	180
Workers' Compensation Ins.												62	62
Unemployment Insurance												117	117
Employee Health/Life Insurance												666	666
Professional Services												23,692	23,692
Total Occupational Therapy												29,851	29,851
<b>Speech Therapy</b>													
Professional Services												7,611	7,611
Total Speech Therapy												7,611	7,611
<b>Respiratory Therapy</b>													
Professional Services												4,044	4,044
Total Respiratory Therapy												4,044	4,044
Total This Department												11,655	11,655
<b>Food Services</b>													
Reg. Full-Time Employees												28,687	28,687
Reg. Part-Time Employees												2,583	2,583
Overtime												5,144	5,144
TOPS - Balances												(781)	(781)
TOPS - FICA												(56)	(56)
Social Security - Employer												2,605	2,605
IMRF - Employer Cost												3,275	3,275
Workers' Compensation Insurance												891	891
Unemployment Insurance												2,064	2,064
Employee Health/Life Insurance												5,998	5,998
Food												148	148
Nutritional Supplements												7,164	7,164
Equipment < \$2,500													
Operational Supplies													
Professional Services												756	756
Equipment Rentals												405	405

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Champaign County Nursing Home  
Historical Statement of Operations

01/31/16

7

Description	02/15	03/15	04/15	05/15	06/15	07/15	08/15	09/15	10/15	11/15	12/15	01/16	Total
Conferences & Training												15	15
Food Service												57,425	57,425
Total Food Services												116,322	116,322
<b>Barber &amp; Beauty</b>													
Reg. Full-Time Employees												4,661	4,661
TOPS - Balances												834	834
TOPS - FICA												59	59
Social Security - Employer												248	248
IMRF - Employer Cost												312	312
Workers' Compensation Insurance												125	125
Unemployment Insurance												234	234
Employee Health/Life Insurance												1,331	1,331
Operational Supplies												237	237
Total Barber & Beauty												8,040	8,040
<b>Adult Day Care</b>													
Reg. Full-Time Employees												10,583	10,583
Overtime												305	305
TOPS - Balances												186	186
TOPS - FICA												13	13
Social Security - Employer												671	671
IMRF - Employer Cost												845	845
Workers' Compensation Insurance												281	281
Unemployment Insurance												562	562
Employee Health/Life Insurance												2,688	2,688
Gasoline & Oil												592	592
Equipment < \$2,500												38	38
Operational Supplies												123	123
Field Trips/Activities												24	24
Dues & Licenses												72	72
Total Adult Day Care												16,982	16,982
<b>Alzheimers and Related Disord</b>													
Reg. Full-Time Employees												10,344	10,344
Overtime												3,276	3,276
TOPS - Balances												828	828
No Benefit Full-Time Employees												5,643	5,643
No Benefit Part-Time Employees												4,479	4,479
TOPS - FICA												59	59
Social Security - Employer												1,520	1,520
IMRF - Employer Cost												1,922	1,922

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Champaign County Nursing Home  
Historical Statement of Operations

01/31/16

8

Description	02/15	03/15	04/15	05/15	06/15	07/15	08/15	09/15	10/15	11/15	12/15	01/16	Total
Workers' Compensation Insurance												514	514
Unemployment Insurance												1,194	1,194
Employee Health/Life Insurance												1,999	1,999
Professional Services												126	126
Total Alzheimers and Related Disorde												31,904	31,904
Total Expenses												1,278,067	1,278,067
Net Operating Income												(174,359)	(174,359)

**NonOperating Income**

**Local Taxes**

Current-Nursing Home Operating												97,827	97,827
Total Local Taxes												97,827	97,827
Net Income (Loss)												(76,533)	(76,533)

Champaign County Nursing Home  
Balance Sheet

**ASSETS**

**Current Assets**

**Cash**

Cash	\$386,543.56
Petty Cash	\$300.00
Total Cash	<u>\$386,843.56</u>

**Rec., Net of Uncollectible Amounts**

Accts Rec-Nursing Home Private Pay	\$1,437,700.91
Accts Rec-Nursing Home Med Adv/ HMO/ Ins	\$909,976.67
Total Rec., Net of Uncollectible Amounts	<u>\$2,347,677.58</u>

**Rec., Net of Uncollectible Amounts**

Accts Rec-Nursing Home Hospice	\$218,965.54
Allowance for Uncollectible Accts-Private Pay	(\$67,613.97)
Allowance for Uncollectible Accts-Patient Care P	(\$135,318.86)
Total Rec., Net of Uncollectible Amounts	<u>\$16,032.71</u>

**Accrued Interest**

Property Tax Revenue Receivable	\$97,826.54
Total Accrued Interest	<u>\$97,826.54</u>

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

Due From Collector Funds	\$589.16
Due from Other Governmental Units	\$1,116,401.69
Due from IL Public Aid	\$1,030,456.86
Due from IL Department of Aging-Title XX	\$82,145.58
Due from US Treasury-Medicare	\$479,892.41
Due From VA-Adult Daycare	\$21,788.84
Due From VA-Nursing Home Care	\$98,396.53
Allowance for Uncollectible Accts-IPA	(\$1,477.00)
Allowance for Uncollectible Accts-Medicare	(\$24,961.61)
Total Intergvt. Rec., Net of Uncollectibl	<u>\$2,803,232.46</u>

**Prepaid Expenses**

Prepaid Expenses	\$69,182.97
Stores Inventory	\$5,764.53
Total Prepaid Expenses	<u>\$74,947.50</u>

**Long-Term Investments**

Patient Trust Cash, Invested	\$21,497.56
Total Long-Term Investments	<u>\$21,497.56</u>
Total Current Assets	<u>\$5,748,057.91</u>

**Fixed Assets**

Nursing Home Buildings	\$23,449,562.60
Improvements not Buildings	\$489,285.73
Equipment, Furniture & Autos	\$1,607,735.84
Construction in Progress	\$36,044.00
Accumulated Depreciation-Land Improvements	(\$312,642.67)
Accumulated Depreciation-Equipment, Furniture, &	(\$1,126,027.72)
Accumulated Depreciation-Buildings	(\$5,255,017.10)
Total Fixed Assets	\$18,888,940.68
Total ASSETS	\$24,636,998.59

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

A/R Refunds	(\$445.13)
A/R Refunds	\$11,849.82
Accounts Payable	\$1,598,784.46
Salaries & Wages Payable	\$568,846.70
Interest Payable - Bonds	\$9,374.19
Due To Accounts Payable Fund	(\$216.40)
Tax Anticipation Notes Payable	\$997,829.00
Notes Payable	\$365,044.25
Total Current Liabilities	<u>\$3,551,066.89</u>

**Non-Current Liabilities**

Nursing Home Patient Trust Fund	\$21,497.56
Bonds Payable	\$2,505,000.00
Accrued Compensated Absences	\$325,624.90
Total Non-Current Liabilities	<u>\$2,852,122.46</u>
Total Current Liabilities	<u>\$6,403,189.35</u>

**Equity**

Revenues	\$0.00
Retained Earnings-Unreserved	\$18,310,342.18
Year To Date Earnings	\$0.00
Contributed Capital	\$0.00
Year To Date Earnings	(\$76,532.94)
Total Equity	<u>\$18,233,809.24</u>
Total LIABILITIES & EQUITY	<u>\$24,636,998.59</u>

**Champaign County Nursing Home**  
**Statement of Cash Flows (Indirect Method)**  
**1 Month**  
**December 31, 2015 through January 31, 2016**

**CASH FLOW FROM OPERATING ACTIVITIES:**

Net Income (Loss) - YTD	\$ (76,533)
Depreciation Expense	58,789
(Incr.)/Decr. in Accounts Receivable	(322,898)
(Incr.)/Decr. in Prepaid Expenses	(66,394)
(Incr.)/Decr. in Inventory	-
(Incr.)/Decr. in Patient Trust	4,676
Incr./(Decr.) in Accounts Payable	459,911
Incr./(Decr.) in Salaries and Wages Payable	122,373
Incr./(Decr.) in Interest Payable	9,374
Incr./(Decr.) in Accrued Com. Absences	21,760
Incr./(Decr.) in Other Liabilities	<u>(4,673)</u>
<b>Net Cash Provided by Operating Activities</b>	<b>206,385</b>

**CASH FLOW FROM INVESTING ACTIVITIES:**

Purchase of Equipment	(34,685)
Improvements / (CIP)	<u>(15,513)</u>
<b>Net Cash Provided by Investing Activities</b>	<b>(50,198)</b>

**CASH FLOW FROM FINANCING ACTIVITIES:**

Increase in Tax Anticipation Note	-
Notes Payable - Medicaid	(73,009)
(Decrease) Due to General Corp. Fund	-
(Decrease) in Bonds Payable	-
Increase in Equity Adjustment	<u>(63,984)</u>
<b>Net Cash Provided by Financing Activities</b>	<b>(136,993)</b>

<b>Total Cash Flow</b>	<b>19,194</b>
<b>Beginning Cash Flow - 12/31/2015</b>	<b><u>367,650</u></b>
<b>ENDING CASH - 1/31/2016</b>	<b><u><u>\$ 386,844</u></u></b>

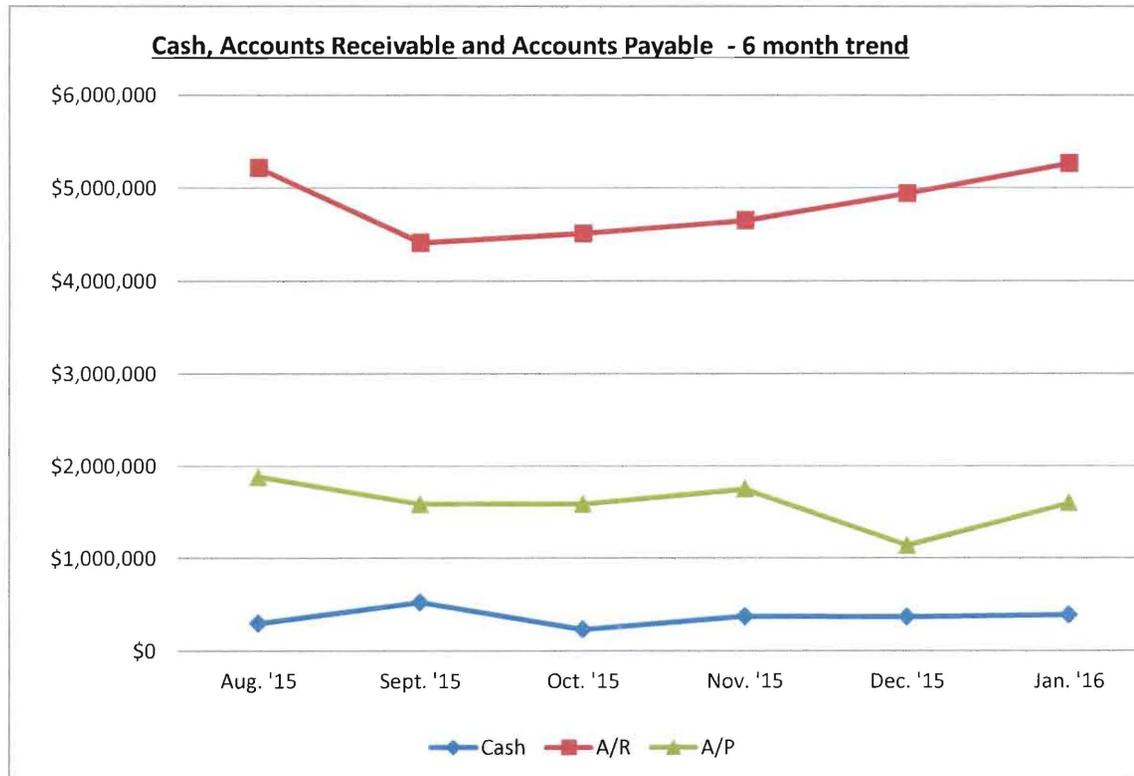
**Champaign County Nursing Home**  
**Monthly Statements of Cash Flow (Indirect Method)**  
**August 31, 2015 through January 2016**

	<u>Aug. '15</u>	<u>Sept. '15</u>	<u>Oct. '15</u>	<u>Nov. '15</u>	<u>Dec. '15</u>	<u>Jan. '16</u>
<b><u>CASH FLOW FROM OPERATING ACTIVITIES:</u></b>						
Net Income (Loss) - Monthly	\$ (13,948)	\$ (78,824)	\$ (6,959)	\$ (68,590)	\$ 17,125	\$ (76,533)
Depreciation Expense	58,953	58,954	58,903	58,814	71,996	58,789
(Incr.)/Decr. in Accounts Receivable	(410,135)	805,392	(99,484)	(138,988)	(292,441)	(322,898)
(Incr.)/Decr. in Prepaid Expenses	15,577	15,573	15,572	15,574	15,574	(66,394)
(Incr.)/Decr. in Inventory	-	-	-	-	-	-
(Incr.)/Decr. in Patient Trust	2,161	-	-	-	-	4,676
Incr./(Decr.) in Accounts Payable	216,952	(297,567)	3,020	161,397	(611,370)	459,911
Incr./(Decr.) in Salaries and Wages Payable	6,913	(11,768)	(234,986)	168,460	57,402	122,373
Incr./(Decr.) in Interest Payable	9,374	9,375	9,374	9,374	(46,871)	9,374
Incr./(Decr.) in Accrued Com. Absences	7,696	3,413	13,925	(26,270)	(20,529)	21,760
Incr./(Decr.) in Other Liabilities	(2,161)	-	11,305	-	99	(4,673)
Net Cash Provided (Used) by Operating Activities	<b>(108,618)</b>	<b>504,548</b>	<b>(229,330)</b>	<b>179,771</b>	<b>(809,015)</b>	<b>206,385</b>
<b><u>CASH FLOW FROM INVESTING ACTIVITIES:</u></b>						
Purchase of Equipment	(5,798)	-	-	-	(74,548)	(34,685)
Improvements / (CIP)	(11,923)	(34,093)	(62,871)	(38,322)	74,548	(15,513)
Net Cash Provided (Used) by Investing Activities	<b>(17,721)</b>	<b>(34,093)</b>	<b>(62,871)</b>	<b>(38,322)</b>	<b>-</b>	<b>(50,198)</b>
<b><u>CASH FLOW FROM FINANCING ACTIVITIES:</u></b>						
Incr./(Decr.) in Tax Anticipation Note	(116,035)	(245,905)	-	-	997,829	-
Incr./(Decr.) Notes Payable - Medicaid	-	-	-	-	-	(73,009)
Incr./(Decr.) in Due to General Corp. Fund	-	-	-	-	-	-
Incr./(Decr.) in Bonds Payable	-	-	-	-	(195,000)	-
Incr./(Decr.) in Equity Adjustment	-	-	-	-	-	(63,984)
Net Cash Provided (Used) by Financing Activities	<b>(116,035)</b>	<b>(245,905)</b>	<b>-</b>	<b>-</b>	<b>802,829</b>	<b>(136,993)</b>
<b>Total Cash Flow</b>	<b>(242,374)</b>	<b>224,550</b>	<b>(292,201)</b>	<b>141,449</b>	<b>(6,186)</b>	<b>19,194</b>
Beginning Cash Balance (Prior Month's)	542,412	300,038	524,588	232,387	373,836	367,650
<b>MONTH ENDING CASH BALANCE</b>	<b>\$ 300,038</b>	<b>\$ 524,588</b>	<b>\$ 232,387</b>	<b>\$ 373,836</b>	<b>\$ 367,650</b>	<b>\$ 386,844</b>

## Champaign County Nursing Home August 31, 2015 through January 2016

**Key Balance Sheet Items Charted Below:**

	<u>Aug. '15</u>	<u>Sept. '15</u>	<u>Oct. '15</u>	<u>Nov. '15</u>	<u>Dec. '15</u>	<u>Jan. '16</u>
<b>Cash</b>	300,038	524,588	232,387	373,836	367,650	386,844
<b>A/R</b>	5,216,350	4,410,959	4,510,443	4,649,431	4,941,872	5,264,769
<b>A/P</b>	1,883,393	1,585,826	1,588,846	1,750,243	1,138,873	1,598,784



To: Board of Directors  
Champaign County Nursing Home

From: Scott T Gima  
Manager

Date: April 6, 2016

Re: Cash

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To recap, two issues have impacted Medicaid cash flow, the OIG Medicaid overpayments and the Medicaid application loan repayments that began in January without any prior notification from HFS. Combined, the two repayments reduced cash by \$388k through March.

The OIG audit repayments deducted \$51,179.37 per month in December, January and February totaling \$153,538. The OIG has agreed to a restructured repayment plan for the remaining \$153,538 starting July 1<sup>st</sup> and will be repaid over six months.

The Medicaid application loan repayments began without prior notification from HFS beginning in January. \$78,008.05 was deducted for January, February and March totaling \$234,024. Because there was no prior notification by HFS, the reason for the deduction was not determined until late February. HFS was immediately contacted. As of last week, HFS has agreed to discuss the matter, but last week, postponed the scheduling of a meeting. The good news is that HFS is not saying no.

Payables are being delayed to conserve cash. A typical month average \$800k. In January, \$379k as paid. In February, \$380k was paid. In March, \$424k was paid. We continue to work with our vendors and prioritize payments as needed. Some vendors will not be flexible and one of our staffing agencies for example has been unwilling to work with us. Because CNA hires have been strong in recent months, agency usage is down and CCNH has contracts with other agencies.

Receivables is obviously a key issue. The IGT reconciliation is not a high priority for HFS. Not that it helps CCNH, but DeKalb's IGT receivables is also exceeds \$1 million. Medicaid applications is the second largest receivable issue totaling \$600k owed and about \$100k in monthly lost revenue. CCNH is currently working with a consultant to assist in expediting the processing of existing applications and will be used to assist with new applications. LeadingAge, the Illinois not-for-profit organization has assisted county homes with IGT matters in the past but they also have been unsuccessful in getting HFS to attend to this matter. I have very frequent conversations with LeadingAge regarding all of the above issues.

The third receivables piece is the MMAI. Between Health Alliance and Molina, approximately \$200k is still outstanding that is more than 30 days out. Continued regular communication and pressure continues.

Census is the final variable. Medicare and VA census has been increasing, but more is needed. Josh (Admissions Director), Jessica (Rehab Unit Manager) Allie (Rehab Director) has all been at both area hospitals to evaluate referrals. Josh is routinely contacting assisted living facilities in the area. The marketing strategies will further define the efforts to increase census.

A similar circumstance took place in 2011 due to Medicaid and IGT payment delays and the situation was successfully managed under much worse conditions where payables reached close to \$3.4 million at its' worst.

To: Board of Directors  
Champaign County Nursing Home

From: Scott T Gima  
Manager

Date: April 6, 2016

Re: Management Update

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### **Fire Damper Inspections**

The work has been completed and a report to IDPH is expected to go out this week.

### **Lint Filtration Project**

Plumbing work continues and needs to be completed before the dryer connection work begins. The facility has five dryers. In the first phase of connecting the piping to the dryers, three dryers will be shut down for approximately three to five days and then the other two dryers will be shut down for approximately two days. Prior to this period, laundry will increase linen supplies and during partial dryer shutdown period of two weeks, laundry hours will be extended to compensate for the limited number of available dryers.

### **Marketing**

Census has been consistently running in the mid 170's since September. The admission/discharge data indicates admissions are up. In the past, census has increased in months with a low number of separations. This has not occurred since March and April of 2015. Since then, separations have been averaging a little over 20 per month with the majority of the discharges are discharges to home. Discharges cannot be controlled and the programs being put into place by both Medicare and Medicaid are geared to moving residents out of the SNF as quickly as possible. The primary strategy must be to increase admissions, both Medicare and non-Medicare.

#### *Census Marketing*

MPA, Rehab Manager, Rehab Unit Manager, Health PRO (CCNH's contracted rehab provider), Admissions and Administration have been meeting to put together a census (Medicare and long term residents) marketing and public perception marketing strategies. The census marketing outline includes 1) Medicare hospital discharge data analysis, 2) Medicare census development strategies, 3) Strategies to prepare for the Medicare Comprehensive Care for Joint Replacement Model (CJR) and similar Medicare bundled payment programs, 4) Medicare marketing activities, 6) Rehab unit programming improvements, 7) Medicare discharge planning improvements, and 8) Medicare interdisciplinary meeting improvements.

*Public Perception Marketing*

Amanda Bloomfield's personnel comments regarding her pre-employment perceptions of CCNH are telling. Additionally, nurses and CNAs employed at other area providers further validate a prevailing negative perception. The public perception piece addresses this issue. Census development marketing efforts will not be effective without a concurrent strategy to improve public perception. The public perception marketing plan will cover 1) messages/themes to be conveyed, 2) key marketing targets, and 3) tools and mechanism to be used.

Both marketing strategies are works in progress. Input from board members will be needed.