

**CLAREMONT NURSING AND REHABILITATION CENTER (CNRC)  
BOARD MEETING MINUTES**

**Monday, January 28, 2019, 10:00 AM  
Claremont Nursing and Rehabilitation Center**

**Present:** Commissioner Vincent DiFilippo, Commissioner Jim Hertzler, Commissioner Gary Eichelberger; Sandy Moyle, Chief Clerk, Florence Ford, Deputy Chief Clerk; Melissa Smith, Nancy Conklin, Heather Raisig, Robert Aims, Helen Schultz, Ben Boyer, Stacy Rosenberry, Lori Rutledge, Dawn Smoker, CNRC; Dana Best, Ron Snow, Finance; Derek Goodhart, Melinda Thompson, Human Resources; Ben Burner; Michelle Rhone, Recording Secretary.

**Call to Order:** Commissioner DiFilippo called the meeting to order.

**Roll Call:** Commissioner DiFilippo, Commissioner Hertzler, Commissioner Eichelberger

**Public Comment:** None

**Approval of Minutes:** Commissioner Hertzler moved to approve the CNRC Minutes of November 26, 2018. Commissioner DiFilippo seconded the motion and it unanimously carried.

**CNRC Staffing:** (See Attached)

CNA total vacancies: (36) CNA - 29 Full-time 7 Part-time. LPN total vacancies (12): 6 Full-time, 6 Part Time.

November/December 2018: 10 new hires (5 full-time, 2 per diem, 3 part-time). Terminations: 21 (12 full-time, 3 per diem, 6 part-time).

**Job fair:** Big Spring High School – networking event for Juniors/Seniors who are not planning to attend a 4 year college; held Wednesday, January 23, 2019. Nancy Conklin and Deb Boden attended. Spoke with 10 students.

Upcoming job fairs:

- CNRC job fair – onsite: to be held in multi-purpose room: Wednesday, February 13, 2019.
- Carlisle Area School District – career expo: Thursday, March 7, 2019.
- Big Spring High School – career/job fair: Wednesday, March 13, 2019.
- HACC Lancaster – career/job fair: Wednesday, March 20, 2019.
- Shippensburg University – career/job fair: Thursday, March 28, 2019.
- Cumberland/Perry Vo-Tech – annual career fair: April 25, 2019.

Held a recruitment/retention meeting on Thursday, November 29, 2018; discussed HACC CNA class at Claremont: new instructor is getting onboard and trained. Hopeful classes can start March/April.

Letters and flyers have been sent to local schools and colleges informing them of employment opportunities at Claremont.

Finalizing employee survey based on feedback received from nursing administration/supervisors. Hopeful employees can take survey during a two week period in February to gain information for retention purposes.

Commissioner Hertzler questioned if a job fair has been done at the main HACC campus in Harrisburg? Derek stated at this time there is none scheduled for the main campus for HACC in Harrisburg. Questioning successfulness of the Lancaster campus; have hired individuals from the Lancaster campus. Hopeful HACC Harrisburg will have a job fair soon. Heather Raisig stated the Lancaster campus has an LPN program.

Bob Aims discussed the Grow Our Own Program; 4 environmental services/dietary individuals are scheduled to attend classes. Discussed information about a 2<sup>nd</sup> instructor from HACC that will work with students and provide PRN work.

**Admissions Report – December 2018: (See Attached)**

- **Admissions and Referrals:** Helen Schultz reviewed the Summary of Admissions and Referrals Report for December 2018. She reported there were 117 referrals which resulted in 22 admissions (7 long-term; 15 short-term). There were 57 denials; 0 bariatric reasons; 18 medical; 1 behavioral; 15 no beds; 2 insurance reasons; 14 staffing; 7 other. Melissa Smith provided there were 19 discharges and 6 deaths for the month of December. 5 traditional Medicare residents, 1 managed care residents.
- **Medical Assistance (MA) Approvals (December):** Melissa reported there were 7 MA approved; 27 current outstanding MA pending. (14 with County Assistance Office, 8 current month, 5 prior months). (See attached)

**Financial Report – December 2018:** Melissa Smith discussed the following items. (See attached)

- Fund Balance
- Census
- Revenue
- Analytics
- Accounts Receivable

Discussed average daily census: above. Census shortfall: revenue short.

Transition census YTD: Medicare: 8.11; commercial census: 9.71; private census: 3.83; Medicaid: 5.43; total census: 27.8.

**Nursing:** Heather Raisig provided a Nursing update (See attached packet)

Heather Raisig provided operating metrics; NHPPD: Re-evaluating RN Component of NHPPDL. RN Staff is utilized to assist with decreased overall staffing levels. Surveys that occurred in or after November 28, 2017 will be published on NHC; will not be incorporated into five star ratings until spring 2019. Quality Measures trending: QM rating will be posted on Nursing Home Compare 1/23/19: based on MDS 3.0 quality measures using data from 4<sup>th</sup> quarter 2017 and first, second, third quarter of 2018. Remain a 5 star overall; Health Inspection: 4, Quality Measures: 5, Staffing: 3, RN Staffing: 3. Quality Measures Trending: No change. Claims Based Measures: Short Stay; successful discharge to the Community: significantly below CMS threshold. Re-hospitalization rate: Above CMS threshold. Department of Health Reportable Events: 5 allegations: 1 family, 4 resident to resident, all claims found unsubstantiated. Electronic Health Record; experiencing road blocks in attempting to transition to clinical programs of NetSolutions. Focusing majority of time working directly with Net Solutions to implement programs and develop work-arounds.

**Other Business/Discussion:** None

**FSES Update:** Noelker and Hull underway with project. Site visit first week of January; plans mostly completed to submit to preliminary plan and review; have an appointment on February 20 to present the

project. Once through preliminary stage, submit to plan and review. Noelker and Hull meeting with Brad King, Bob Aims, and John Lopp on Feb 1 to discuss status of project and any potential issues.

**Fire Rated Doors Update:**

LSS made site visit between Christmas and New Year's, performed some work; came back with more items to be done; LSS submitted another quote. Door gap device on market; door gap assembly. Only one manufacturer; did more exploring through separate vendor, found out who manufactured the device. Contacted the manufacturer to get more information on the device, and if it is approved. Manufacturer stated it was approved by nfpa80. Product is expensive. Concern is if Life Safety will accept the device. Brad contacted Life Safety; they confirmed there are two vendors that they will accept the gap devices. Brad will re-inspect the doors again to purchase what is actually needed.

**Bad Debt Policy: (See Attached)**

Melissa Smith discussed the policy change. It is at the discretion of the following three managers: CFO, Administrator, and Director of Finance to review A/R potential outlier concerns and therefore maintain a higher than calculated reserve. At no time shall the reserve be lower than the calculated amount. Will vote on policy revisions at the Board of Commissioners meeting 1/28/2019

**CNRC Updates: Bob Aims provided CNRC Updates (See Attached)**

- Current CMS star rating
- Automated education system (healthcare academy) – Questions remain.
- Employee relations education program by Sodexo 1/29 -
- Medicare Audit – Work with CMS; Medicare reviews; from April-June 2018. Audit 20-40 claims.
- Therapy contract process
- EMR update -
- HACC classes and instructor updates
- Dementia grant (equipment and training); consultant- Received equipment; two staff members have signed up for additional training.
- Upcoming Town Hall meetings – December: Make up town hall; March.
- Transitions residents – 10 long term care residents in Transitions: communication with legal counsel; residents move to a more appropriate care in a long term facility.

**Executive Session:** No Executive Session needed.

**Adjournment:** There being no further business to come before the Board, Commissioner Eichelberger adjourned the meeting.

Respectfully Submitted,

Michelle Rhone  
Administrative Assistant

## C.N.A JOB POSTINGS

UPDATED 01/04/2019

### Heritage Harbor

posting#	Job Title	FT/PT	Shift	Weekend	Date posted	Close Date
NH3158	C.N.A	FT	2:30P-11P	A	OPEN	until filled
NH3131	C.N.A	FT	6:30a-7p	B	1/11/2019	1/21/2019
NH3186	C.N.A	FT	6:30P-7A	B	OPEN	until filled
NH3158	C.N.A	FT	2:30P-11P	B	OPEN	until filled
NH3145	C.N.A	FT	10:30P-7A	B	1/18/2019	1/28/2019

### C-WING

NH3122	C.N.A	FT	2:30P-11P	A	OPEN	until filled
NH3043	C.N.A	FT	2:30P-11P	A	OPEN	until filled
NH3100	C.N.A	FT	6:30a-7p	A	1/11/2019	1/21/2019
NH3067	C.N.A	FT	6:30a-3p	B	1/11/2019	1/21/2019
NH3069	C.N.A	FT	6:30a-3p	B	1/18/2019	1/28/2019

### 1ST FLOOR

NH3148	C.N.A	FT	6:30P-7A	B	OPEN	until filled
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### 2ND FLOOR

NH3082	C.N.A	FT	6:30A-7P WP		OPEN	until filled
NH3133	C.N.A	FT	6:30A-3P	A	1/11/2019	1/21/2019
NH3139	C.N.A	FT	2:30P-11P	A	OPEN	until filled
NH3052	C.N.A	FT	2:30P-11P	A	OPEN	until filled

### 3RD FLOOR

NH3058	C.N.A	FT	6:30P-7A	A	1/11/2019	1/21/2019
NH3135	C.N.A	FT	10:30P-7A	A	1/11/2019	1/21/2019
NH3164	C.N.A	FT	6:30A-7P WP		OPEN	until filled

### TRANSITIONS

NH3157	C.N.A	FT	2:30P-11P	B	OPEN	until filled
NH3050	C.N.A	FT	6:30A-3P	A	1/11/2019	1/21/2019
NH3089	C.N.A	FT	2:30P-11P	A	1/11/2019	1/21/2019
NH3129	C.N.A	FT	6:30A-3P	B	1/11/2019	1/21/2019
NH8049	C.N.A	PT	6:30A-3P	A	1/11/2019	1/21/2019
NH8074	C.N.A	PT	2:30P-11P	A	1/11/2019	1/21/2019
NH8075	C.N.A	PT	6:30A-3P	B	1/11/2019	1/21/2019
NH8099	C.N.A	PT	2:30P-11P	B	1/11/2019	1/21/2019

### RNP

NH3033	C.N.A	FT	6:30A-3P	B	1/11/2019	1/21/2019
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### FLOATS

NH3068	C.N.A	FT	10:30P-7A	B	1/11/2019	1/21/2019
NH3184	C.N.A	FT	10:30P-7A	A	1/11/2019	1/21/2019
NH3147	C.N.A	FT	2:30P-11P	A	1/11/2019	1/21/2019
NH3160	C.N.A	FT	2:30P-11P	B	1/11/2019	1/21/2019
NH3198	C.N.A	FT	6:30A-3P	A	1/11/2019	1/21/2019
NH3159	C.N.A	FT	6:30A-3P	B	1/11/2019	1/21/2019
NH8021	C.N.A	PT	2:30P-11P	A	1/11/2019	1/21/2019
NH8068	C.N.A	PT	10:30P-7A	B	1/11/2019	1/21/2019
NH8069	C.N.A	PT	10:30P-7A	A	1/11/2019	1/21/2019

# LPN POSTINGS

updated 01/04/2019

## 1ST FLOOR

<u>posting#</u>	<u>Job Title</u>	<u>FT/PT</u>	<u>Shift</u>	<u>Weekend</u>	<u>Date posted</u>	<u>Close Date</u>
NH3165	LPN	FT	6:30P-7A	B	12/28/2018	1/7/2019

## FLOATS

NH8055	LPN	PT	2:30P-11P	A	OPEN	UNTIL FILLED
NH2045	LPN	FT	2:30P-11P	B	OPEN	UNTIL FILLED
NH2030	LPN	FT	2:30P-11P	B	OPEN	UNTIL FILLED
NH2047	LPN	FT	2:30P-11P	A	OPEN	UNTIL FILLED
NH2034	LPN	FT	2:30P-11P	A	OPEN	UNTIL FILLED
NH2032	LPN	FT	6:30A-7P	B	1/18/2019	1/28/2019
NH8027	LPN	PT	6:30A-3P	A	OPEN	UNTIL FILLED
NH8055	LPN	PT	2:30P-11P	A	OPEN	UNTIL FILLED
NH8077	LPN	PT	2:30P-11P	A	OPEN	UNTIL FILLED
NH8064	LPN	PT	2:30P-11P	B	OPEN	UNTIL FILLED
NH8054	LPN	PT	2:30P-11P	B	OPEN	UNTIL FILLED

**HRR-19b (County Employment Status - Commissioners)**

**\*\*\* Nursing Home Only \*\*\***

For the Period Beginning 11/01/2018 and Ending 12/31/2018

**Hires**

**FT**

	<u>Hire Date</u>	<u>Emp</u>	<u>PL</u>	<u>Dept</u>	<u>Position</u>	<u>Title</u>
1	11/8/2018	12051	NHOME	LNDRY	NH3276	Laundry Aide
2	12/6/2018	12057	NHOME	SKNR1	NH3062	C.N.A.
3	12/6/2018	12058	NHOME	SKNR1	NH2043	L.P.N. Charge Nurse
4	12/6/2018	12059	NHOME	MEDRE	NH3277	Unit Secretary
5	12/6/2018	12060	NHOME	SKNR3	NH3076	C.N.A.

**PER DIEM**

	<u>Hire Date</u>	<u>Emp</u>	<u>PL</u>	<u>Dept</u>	<u>Position</u>	<u>Title</u>
1	11/8/2018	12052	NHOME	SKNR1	NH9018	Nursing Supervisor
2	12/6/2018	12056	NHOME	SKNR1	NH9082	C.N.A. PRN

**PT**

	<u>Hire Date</u>	<u>Emp</u>	<u>PL</u>	<u>Dept</u>	<u>Position</u>	<u>Title</u>
1	12/6/2018	12061	NHOME	DIET	NH8060	Dietary Aide PT
2	12/18/2018	12062	NHOME	DIET	NH8026	Dietary Aide PT
3	12/18/2018	12063	NHOME	HOUSK	NH8008	Housekeeping Aide PT

**Terms**

**FT**

	<u>Term Date</u>	<u>Emp</u>	<u>PL</u>	<u>Dept</u>	<u>Position</u>	<u>Title</u>	<u>Rehire Elig</u>	<u>Reason Code</u>
1	11/6/2018	9480	NHOME	DIET	NH3223	Dietary Aide	Y	TV-OTHER
2	11/7/2018	11860	NHOME	SKNR1	NH3067	C.N.A.	N	TV-UNKNOWN
3	11/11/2018	4076	NHOME	SKNR3	NH3046	C.N.A.	Y	TV-RETIRE
4	11/14/2018	3590	NHOME	STFFD	NH2068	Senior Nursing Manager	Y	TV-RETIRE
5	11/14/2018	11528	NHOME	ADMIN	NH2080	Accountant	Y	TV-UNKNOWN
6	11/26/2018	11339	NHOME	SKNR3	NH3045	C.N.A.	N	TV-OTHER
7	11/26/2018	11900	NHOME	LNDRY	NH3235	Laundry Aide	N	TV-OTHER
8	11/29/2018	10143	NHOME	SKNRR	NH3147	C.N.A.	N	TV-OTHER
9	12/4/2018	11613	NHOME	SKNRR	NH2042	L.P.N. Charge Nurse	N	TV-OTHER
10	12/6/2018	11499	NHOME	SKNR1	NH2015	Nursing Manager	Y	TV-NEWJOB
11	12/16/2018	11914	NHOME	DIET	NH3224	Dietary Aide	N	TV-UNKNOWN
12	12/31/2018	10344	NHOME	SKNRC	NH3043	C.N.A.	Y	TV-RETIRE

**PER DIEM**

	<u>Term Date</u>	<u>Emp</u>	<u>PL</u>	<u>Dept</u>	<u>Position</u>	<u>Title</u>	<u>Rehire Elig</u>	<u>Reason Code</u>
1	11/8/2018	12050	NHOME	SKNR1	NH9035	C.N.A. PRN	O	
2	11/27/2018	11673	NHOME	SKNR1	NH9038	C.N.A. PRN	N	TV-OTHER
3	12/13/2018	11965	NHOME	SKNR1	NH9117	L.P.N. Charge Nurse PRN	N	TV-OTHER

**PT**

	<u>Term Date</u>	<u>Emp</u>	<u>PL</u>	<u>Dept</u>	<u>Position</u>	<u>Title</u>	<u>Rehire Elig</u>	<u>Reason Code</u>
1	11/8/2018	11811	NHOME	SKNRH	NH8097	C.N.A. PT	Y	TV-UNKNOWN
2	11/9/2018	11991	NHOME	DIET	NH8044	Dietary Aide PT	O	TV-OTHER
3	11/23/2018	11990	NHOME	DIET	NH8026	Dietary Aide PT	Y	TV-UNKNOWN
4	11/26/2018	12047	NHOME	LNDRY	NH8020	Laundry Aide PT casual	N	TV-OTHER
5	11/27/2018	12019	NHOME	DIET	NH8039	Dietary Aide PT	N	TV-OTHER
6	11/30/2018	11603	NHOME	ACTVY	NH8090	LTC Recreation Specialist PT	Y	TV-OTHER

## CNRC Recruitment & Retention Update

### Upcoming Job Fairs

Job Fair	Date
<b>Big Spring High School</b> – networking event for juniors and seniors not planning to go to a 4 year college	Wednesday, January 23, 2019
<b>CNRC Job Fair</b> – on site in the multi-purpose room	Wednesday, February 13, 2019
<b>Big Spring High School</b> – career/job fair	Wednesday, March 13, 2019
<b>HACC Lancaster</b> – career/job fair	Wednesday, March 20, 2019
<b>Shippensburg University</b> – career/job fair	Thursday, March 28, 2019

CNRC Recruitment & Retention meetings are held monthly at CNRC

- Thursday, November 29, 2018
- No meeting was held in December due to holidays

#### Topics of discussion

- HACC Class at Claremont should hopefully be able to resume in March/April once our new instructor is fully trained and onboard
- Letters and flyers were sent to local schools and colleges informing them of job openings at Claremont
- Finalizing the Claremont employee survey based on feedback from nursing administration and nursing supervisors and hope to have employees take the survey in February during a 2 week period

**Summary of Referrals and Admissions  
and other Pertinent Data  
December-18**

**TOTAL REFERRALS**

	Dec-18	Nov-18	Oct-18
Admissions	22	19	38
Denials	57	83	48
discharged home	0	0	6
sent to other SNF	29	15	27
No Beds	6	7	0
sent to Rehabilitation	0	0	5
No Respite Required	0	1	2
Deceased prior to admission	0	0	3
Other	3	4	0
<b>total referrals</b>	<b>117</b>	<b>129</b>	<b>129</b>

**DENIAL TYPES FOR CURRENT MONTH**

Bariatric	0
Medical	18
Behavioral	1
No Beds	15
Insurance	2
Staffing	14
Other	7
<b>Total Denials</b>	<b>57</b>

**ADMISSIONS DETAIL**

	Long Term	Short Term	Total
Medicaid Pending	1	0	1
Medical Assistance	0	0	0
Medicare	2	9	11
Private pay	2	0	2
Veterans	0	1	1
Insurance	2	5	7
Hospice	0	0	0
<b>Total Admissions</b>	<b>7</b>	<b>15</b>	<b>22</b>

**RECORD OF DISCHARGES and DEATHS**

Discharges	19	29	24
Deaths	6	9	6
	<b>25</b>	<b>38</b>	<b>30</b>

**MCA CENSUS AT 12/31/18**

Traditional	5
Managed Care	1

**Medicaid Applications Month End Snapshot**

	Dec-18	Nov-18	Oct-18
MA Approved	7	5	7
Pending Applications			
MA Pending - County Asst Office	14	17	12
MA Pending - Current Month	8	1	3
MA Pending - Prior Months	5	7	11
<b>Total pending applications</b>	<b>27</b>	<b>25</b>	<b>26</b>



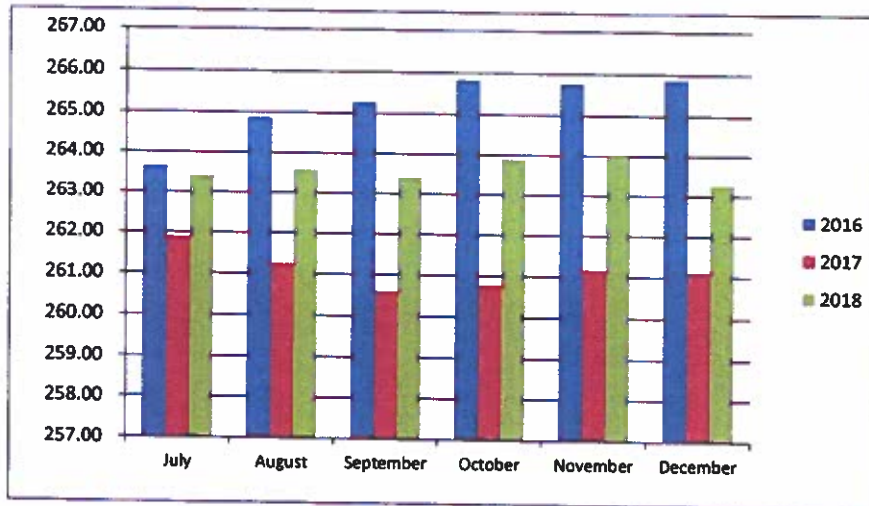
**CNRC Key Indicators**

Census/Volume	Budget (YTD)	Actual (YTD)	Var. Inc/(Dec)	Fav/(Unfav)	Prior (YTD)	Actual (YTD)	Var. Inc/(Dec)	Fav/(Unfav)
Avg Daily Census	267.00	263.26	(3.74)	Unfavorable	261.12	263.26	2.14	Favorable
Census Days	97,455	96,090	(1,365)	Unfavorable	95,308	96,090	782	Favorable

Revenue surplus(shortfall)    \$ (365,124)

**Transitions Census**

Medicare A Census	14	8.11	(5.89)		15.41	8.11	(7.30)	
Commercial Ins Census	13	9.71	(3.29)		10.54	9.71	(0.83)	
Private Census	-	3.83	3.83		-	3.83	3.83	
Medicaid Census	-	5.43	5.43		-	5.43	5.43	
Total Census	27	27.08	0.08		25.95	27.08	1.13	
Admissions	444	289	(155)		317	289	(28)	



ADC trend for January through December for years indicated

	2016	2017	2018
January	263.16	265.61	259.94
February	268.14	264.43	260.50
March	266.52	257.58	261.19
April	259.67	256.77	261.90
May	259.65	256.42	262.40
June	262.82	260.85	262.52
July	263.64	261.89	263.39
August	264.87	261.24	263.57
September	265.27	260.60	263.40
October	265.82	260.77	263.88
November	265.75	261.16	264.03
December	265.86	261.12	263.26

**Skilled Census - Days**

	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
2018	2,235	2,185	1,777	1638
2017	2,630	2,217	1,883	2563
2016	2,346	2,135	2,117	2085

**Skilled ADC**

	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
2018	24.83	24.01	19.32	17.80
2017	29.22	24.36	20.47	27.86
2016	26.07	23.46	23.01	22.66

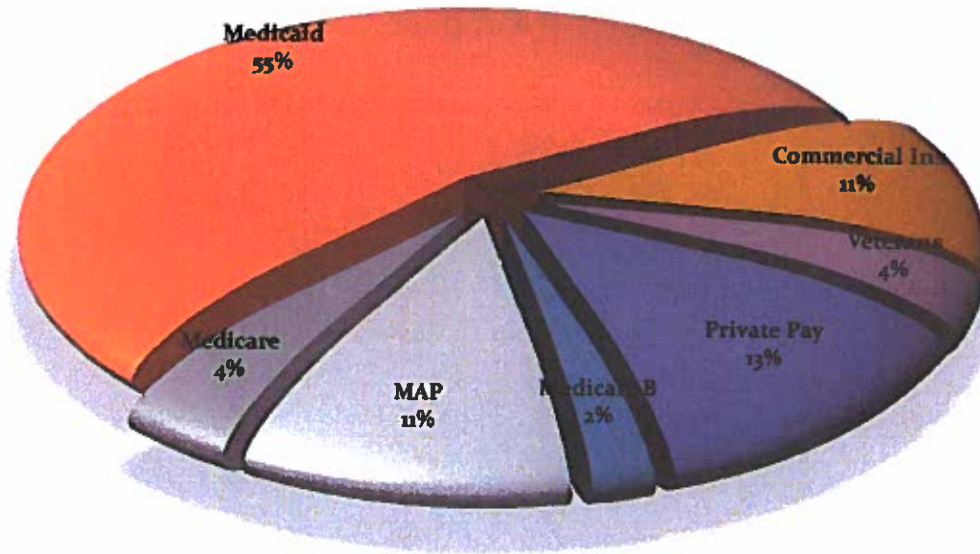
**CNRC Key Indicators**

	Budget (YTD)	Actual (YTD)	Var. Inc/(Dec)	Fav/(Unfav)	Prior (YTD)	Actual (YTD)	Var. Inc/(Dec)	Fav/(Unfav)
<b>Reimbursement Rate/Mix</b>								
Avg. Room & Board Rate	\$ 262.61	\$ 249.76	\$ (12.85)	Unfavorable	\$ 251.70	\$ 249.76	\$ (1.94)	Unfavorable
Avg. Resident Rev Rate	\$ 281.42	\$ 267.49	\$ (13.93)	Unfavorable	\$ 269.12	\$ 267.49	\$ (1.63)	Unfavorable
<b>Revenue surplus(shortfall)</b>	<b>\$ (1,338,993)</b>							
Medicare Rate Average	\$ 622.65	\$ 517.29	\$ (105.36)	Unfavorable	\$ 549.49	\$ 517.29	\$ (32.20)	Unfavorable
Medicaid Rate Average	\$ 218.68	\$ 211.09	\$ (7.59)	Unfavorable	\$ 211.81	\$ 211.09	\$ (0.72)	Unfavorable
Private Pay Rate Average	\$ 315.00	\$ 331.19	\$ 16.19	Favorable	\$ 321.95	\$ 331.19	\$ 9.24	Favorable
Veterans Rate Average	\$ 276.61	\$ 281.38	\$ 4.77	Favorable	\$ 289.54	\$ 281.38	\$ (8.16)	Unfavorable
Comm Ins Rate Average	\$ 260.96	\$ 355.30	\$ 94.34	Favorable	\$ 332.17	\$ 355.30	\$ 23.13	Favorable

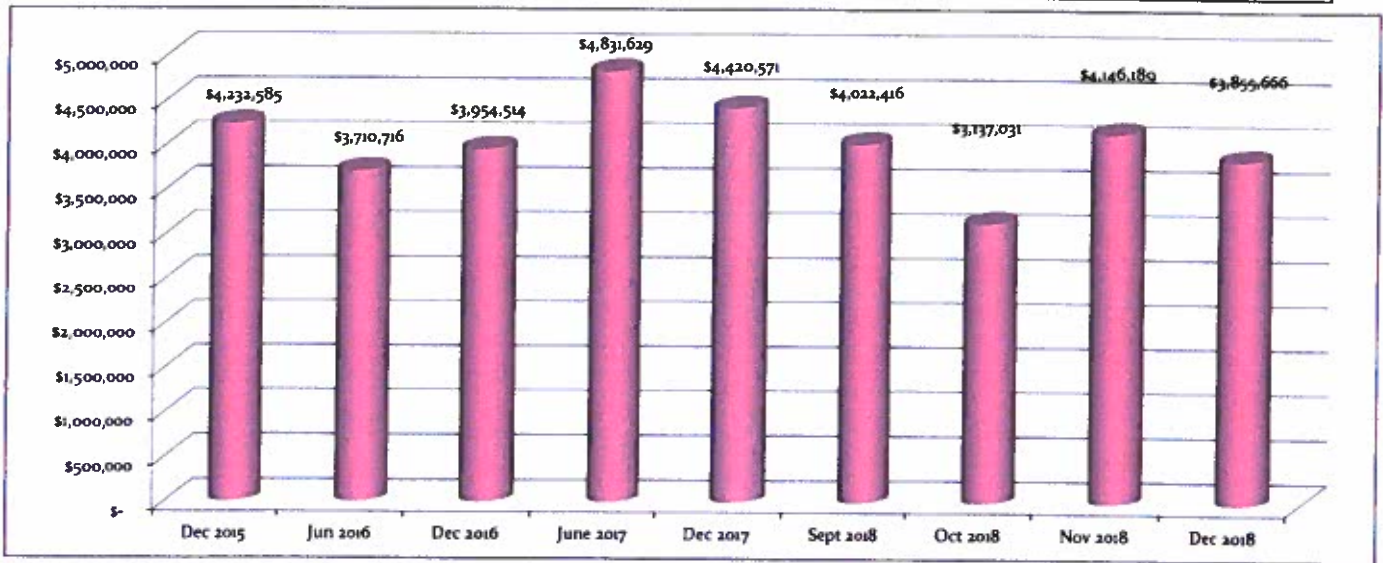
	Goal	Actual (Dec 2018)	Var. Inc/(Dec)	Fav/(Unfav)	Prior (Dec)	Actual (Dec 2018)	Var. Inc/(Dec)	Fav/(Unfav)
<b>Account Receivable</b>								
% AR > 120 days	11%	5.08%	-5.92%	Favorable	14.24%	5.08%	-9.16%	Favorable
Rev - Days in AR	65.00	55.40	(9.60)	Favorable	59.85	55.40	(4.45)	Favorable
W/O as % of Oper. Rev	1%	0.56%	-0.44%	Favorable	1.12%	0.56%	-0.56%	Favorable

	12/31/2017	12/31/2018	Var. Inc/(Dec)	Fav/(Unfav)	12/31/2017	12/31/2018	Var. Inc/(Dec)	Fav/(Unfav)
<b>Fund Balance</b>								
Fund Balance	\$ 2,693,579	\$ 2,524,830	\$ (168,750)	Unfavorable	\$ 2,693,579	\$ 2,524,830	\$ (168,750)	Unfavorable

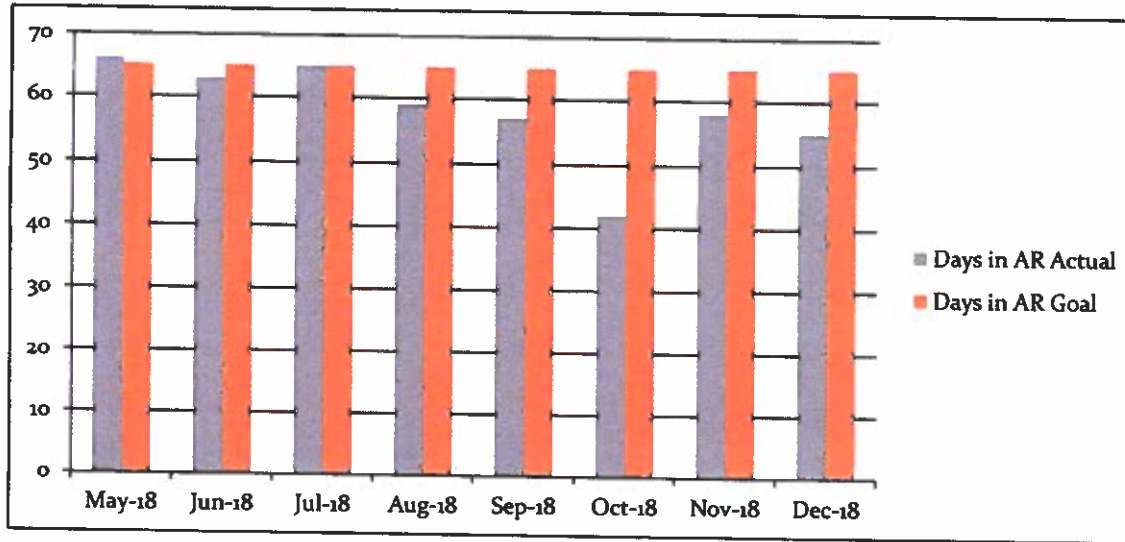
### Outstanding Accts Receivable December 31, 2018



### HISTORICAL TREND OF ACCOUNTS RECEIVABLE

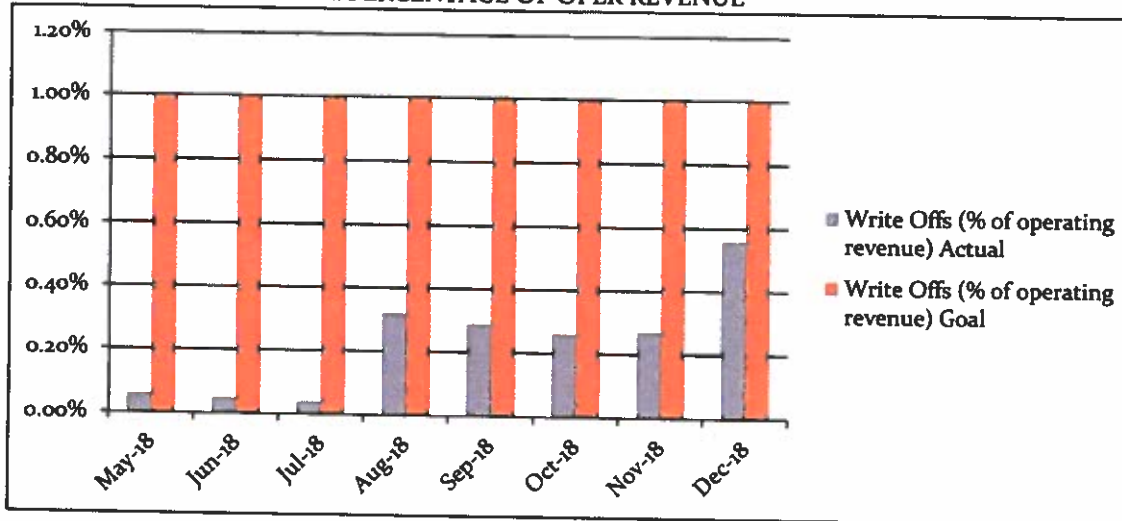


DAYS IN ACCOUNTS RECEIVABLE



	Actual	Goal
Jan-18	61	65
Feb-18	60	65
Mar-18	63	65
Apr-18	67	65
May-18	66	65
Jun-18	63	65
Jul-18	65	65
Aug-18	59	65
Sep-18	57	65
Oct-18	42	65
Nov-18	58	65
Dec-18	55	65

WRITE OFFS as a PERCENTAGE OF OPER REVENUE



	Actual	Goal
Jan-18	0.24%	1.00%
Feb-18	0.18%	1.00%
Mar-18	0.09%	1.00%
Apr-18	0.07%	1.00%
May-18	0.06%	1.00%
Jun-18	0.05%	1.00%
Jul-18	0.04%	1.00%
Aug-18	0.32%	1.00%
Sep-18	0.29%	1.00%
Oct-18	0.26%	1.00%
Nov-18	0.27%	1.00%
Dec-18	0.56%	1.00%

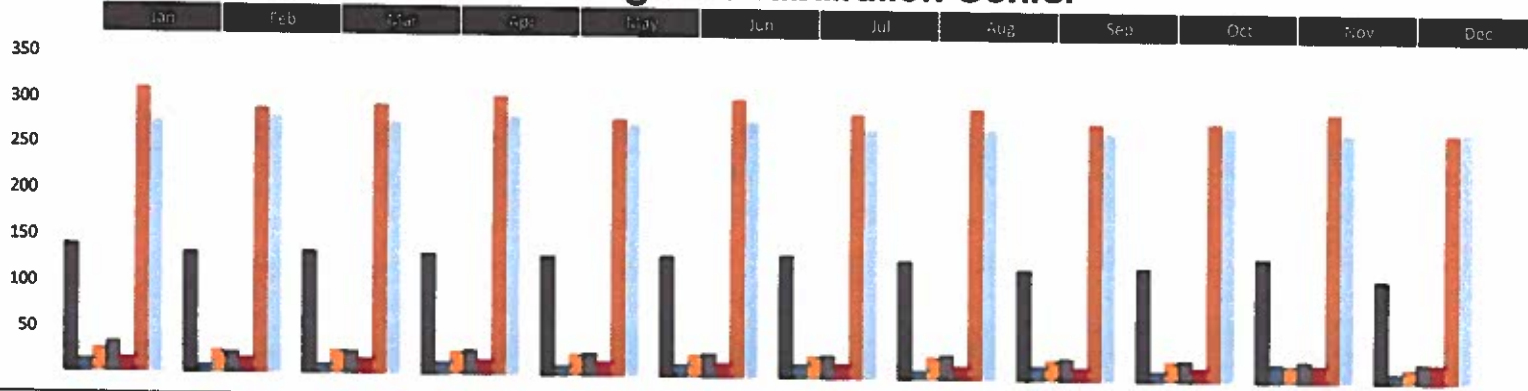
**CNRC Key Indicators**

Budget (YTD)	Actual (YTD)	Var. Inc./Dec)	Fav/(Unfav)	Prior (YTD)	Actual (YTD)	Var. Inc./Dec)	Fav/(Unfav)
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<b>LABOR COSTS</b>							
<b>Nursing Salary, Wages &amp; Benefits - dollars</b>	\$ 13,353,887	\$ 12,532,199	\$ (821,688)	Favorable	\$ 12,813,505	\$ 12,532,199	\$ (281,306) Favorable
Nursing Salary, Wages & Benefits - PPD	\$137.03	\$130.42	(6.60)	Favorable	\$ 134.44	\$ 130.42	\$ (4) Favorable
<b>Nursing Overtime - dollars</b>	\$ 877,000	\$ 1,139,982	\$ 262,982	Unfavorable	\$ 1,095,767	\$ 1,139,982	\$ 44,215 Unfavorable
Nursing Overtime - PPD	\$ 9.00	\$ 11.86	2.86	Unfavorable	\$ 11.50	\$ 11.86	\$ 0 Unfavorable
<b>Nursing Agency - dollars</b>	\$ 264,320	\$ 253,491	\$ (10,829)	Favorable	\$ 223,667	\$ 253,491	\$ 29,823 Unfavorable
Nursing Agency - PPD	\$ 2.71	\$ 2.64	(0.07)	Favorable	\$ 2.35	\$ 2.64	\$ 0 Unfavorable
<b>NHPPD</b>	<b>3.46</b>	<b>3.43</b>	<b>0.03</b>	<b>Unfavorable</b>		3.43	Favorable
<b>Dietary Salary, Wages, &amp; Benefits - dollars</b>	\$ 1,566,185	\$ 1,368,266	\$ (197,919)	Favorable	\$ 1,374,077	\$ 1,368,266	\$ (5,811) Favorable
Dietary Salary, Wages, & Benefits - PPD	\$ 16.07	\$ 14.24	(1.83)	Favorable	\$ 14.42	\$ 14.24	\$ (0) Favorable
<b>Housekeeping &amp; Laundry Salary, Wages &amp; Benefits - dollars</b>	\$ 1,285,595	\$ 1,136,769	\$ (148,826)	Favorable	\$ 1,118,654	\$ 1,136,769	\$ 18,115 Unfavorable
Housekeeping & Laundry Salary, Wages & Benefits - PPD	\$ 13.19	\$ 11.83	(1.36)	Favorable	\$ 11.74	\$ 11.83	\$ 0 Unfavorable

**OTHER EXPENSES - unfavorable to budget year to date**

# PPD EXPENSE TRENDS - Claremont Nursing & Rehabilitation Center



Expenses	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Trend
Nursing SW & B	\$ 141.12	\$ 133.08	\$ 134.43	\$ 132.85	\$ 131.96	\$ 132.88	\$ 134.79	\$ 130.20	\$ 121.43	\$ 124.69	\$ 136.06	\$ 112.25	
Overtime	\$ 14.34	\$ 9.04	\$ 11.39	\$ 14.19	\$ 11.04	\$ 14.38	\$ 15.78	\$ 10.47	\$ 15.57	\$ 11.02	\$ 20.06	\$ 11.05	
Therapy	\$ 26.36	\$ 25.02	\$ 26.55	\$ 26.18	\$ 24.85	\$ 24.97	\$ 25.49	\$ 25.62	\$ 23.46	\$ 22.93	\$ 19.10	\$ 16.53	
Dietary & Gift Shop	\$ 33.85	\$ 22.71	\$ 25.49	\$ 27.37	\$ 25.68	\$ 26.67	\$ 25.49	\$ 27.83	\$ 24.64	\$ 23.93	\$ 23.67	\$ 21.99	
Housekeeping & Laundry	\$ 16.42	\$ 16.53	\$ 16.93	\$ 16.65	\$ 16.36	\$ 15.79	\$ 16.08	\$ 15.35	\$ 14.66	\$ 14.61	\$ 19.24	\$ 21.13	
Total Expenses PPD	\$ 311.69	\$ 289.84	\$ 294.99	\$ 305.32	\$ 281.01	\$ 303.38	\$ 288.31	\$ 295.32	\$ 279.27	\$ 280.52	\$ 292.39	\$ 270.31	
Total Revenue PPD	\$ 276.22	\$ 282.44	\$ 275.96	\$ 282.60	\$ 275.37	\$ 279.79	\$ 272.16	\$ 272.76	\$ 270.20	\$ 277.51	\$ 270.78	\$ 273.64	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	

**Fund Balance Analysis 2018**

	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18
Beginning balance	2,693,579	\$ 2,484,130	\$ 2,315,197	\$ 2,137,329	1,937,983	1,726,414
monthly surplus / loss	(209,449)	(168,933)	(177,868)	(199,346)	(211,569)	(206,711)
IGT Actual Payment/Revenue						6,536,287
<b>Ending actual fund balance</b>	<b>2,484,130</b>	<b>2,315,197</b>	<b>2,137,329</b>	<b>1,937,983</b>	<b>1,726,414</b>	<b>8,055,990</b>
Accumulative actual fund balance depletion / gain	(209,449)	(378,382)	(556,250)	(755,596)	(967,165)	5,362,411
IGT Safety Net Payment	\$ 544,691	\$ 1,089,382	\$ 1,634,073	\$ 2,178,764	\$ 2,723,455	\$ 3,268,146
Transfer out to GF	\$ (410,076)	\$ (820,152)	\$ (1,230,228)	\$ (1,640,304)	\$ (2,050,380)	\$ (2,460,456)
<b>Fund balance adjusted for IGT smoothing</b>	<b>\$ 2,618,745</b>	<b>\$ 2,584,427.34</b>	<b>\$ 2,541,174</b>	<b>\$ 2,476,443.34</b>	<b>\$ 2,399,489.34</b>	<b>\$ 2,327,393</b>
Accumulative adjusted fund balance depletion / gain	(74,834)	(109,152)	(152,405)	(217,136)	(294,090)	(366,186)

	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
Beginning balance	8,055,990	\$ 2,949,253	\$ 2,701,655	\$ 2,609,419	\$ 2,560,428	\$ 2,355,534
monthly surplus / loss	(185,837)	(247,598)	(92,237)	(48,991)	(204,894)	169,295
IGT Actual Payment/Revenue	(4,920,900)					
<b>Ending actual fund balance</b>	<b>2,949,253</b>	<b>2,701,655</b>	<b>2,609,419</b>	<b>2,560,428</b>	<b>2,355,534</b>	<b>2,524,830</b>
Accumulative actual fund balance depletion / gain	255,674	8,076	(84,161)	(133,152)	(338,045)	(168,750)
IGT Safety Net Payment	\$ 3,812,837	\$ 4,357,528	\$ 4,902,219	\$ 5,446,910	\$ 5,991,601	\$ 6,536,287
Transfer out to GF	\$ (2,870,532)	\$ (3,280,608)	\$ (3,690,684)	\$ (4,100,760)	\$ (4,510,836)	\$ (4,920,900)
<b>Fund balance adjusted for IGT smoothing</b>	<b>\$ 2,276,171</b>	<b>\$ 2,163,188</b>	<b>\$ 2,205,567</b>	<b>\$ 2,291,191</b>	<b>\$ 2,220,912</b>	<b>\$ 2,524,830</b>
Accumulative adjusted fund balance depletion / gain	(417,408)	(530,391)	(488,013)	(402,389)	(472,667)	(168,750)

YTD surplus (loss)	(1,784,137)
YTD IGT Revenue, net	1,615,387

Year-end adjustments affecting assigned fund balance	
OPEB Entry	242,293.87
Bed Debt Reserve Entry	127,784.94
Overall Increase	370,078.81