

| Facility Name | For Month of | Administrator |
|------------------|--------------|---------------|
| Winchester House | May-12 | Rick Curtis |

Monthly Overview:

Caring Experience:

This program has not yet been implemented in the facility. We are planning to set up training to start on this initiative sometime in July or August.

Growth & Development:

Many efforts are being done to not only promote the facility in the community, but also to build our reputation for rehabilitative services. Our clinical liaison makes regular visits to hospital discharge planners as well as physician offices. We also are building our reputation with local physicians to increase referrals to our facility. The DON and the administrator have met with several new physicians in the area to secure their referrals. Two new physicians have agreed to start making referrals here. Other activities included our sponsorship of a flower show luncheon for the local senior center. Also, during Nursing Home Week, Elvis made a special appearance for residents and their family members, there was some rockin' and rollin' going on here at Winchester!

Employee Relations:

The new administrator has now established regular meetings with the leadership team to lay the groundwork for building a connection to all employees. A morning stand-up meeting for all leaders is held with brief, positive reporting, information sharing, and a few fun surprises along the way. Next is the daily status meeting attended by nursing and administration which establishes a resident care connection for the team. A department manager meeting now occurs on a twice a month basis to develop a solid core team for strategic initiatives and building teamwork throughout. An employee newsletter has been created enhancing communication among all employees. During Nursing Home Week, employees enjoyed a different food event each day; ice cream day, taco day and of course... popcorn day. It's amazing how much fun you can have with food as the theme! The leadership team took part in the set-up, serving, and greeting of the staff. A good time was had by all!!

Quality of Care - Clinical

We continue to be in a hiring mode to fill gaps in the schedule for both nursing assistants and professional nurses. Orientating and training the new staff is priority. In addition, we continue to make efforts to establish our restorative program in the facility. Training was being developed in May for a June initiative of ramping up the nursing staff in restorative nursing practices. In addition, administration is working with nursing to lay the groundwork for certifying our memory care floor as an Alzheimer's Unit under state regulations.

Regulatory:

The facility is currently in substantial compliance with all regulations. There are no outstanding regulatory issues.

Financial Performance:

Caring Experience

| Customer Satisfaction | Current % | Prior Yr % | Action Plan |
|-----------------------|-----------|------------|---|
| Resident Survey | 77% | NA | A resident satisfaction task force has been formed with the resident services director leading the efforts to understand resident issues and/or needs. Residents have been polled to provide feedback on their key issues. The Resident Council Executive Committee was asked if the resident council could be approached to provide some feedback related to their concerns. A list has been compiled and several are currently being looked at. One concerns the safety of their personal belongings at the bedside. They would like to see the larger drawer have a lock on it for safe keeping of valuable at the bedside. This is currently being looked at by our maintenance dept to determine what can be done |
| Family Survey | 91% | NA | One of the leadership team members has taken on the responsibility to form a family support group to provide an open forum for families to express their concerns as well as creating a forum to provide families with educational opportunities on a regular basis. This connection will be key to understanding the ongoing dynamics of family concerns. The family support group is in the process of being formed. In May, the |

| | | | |
|------------------------|-----|----|---|
| Employee Survey | 65% | NA | An Employee Satisfaction Committee has been formed and has been holding regular meetings with groups of line staff. Two department managers lead it and have opened the meetings to any and all employees. They have been compiling suggestions to enhance the employees work experience as well as find out ways to foster communications across all levels of employees, including management. The first major accomplishment was to create an employee newsletter. Two issues have already been put together and distributed to all employees. This has been well-received. A contest is in process to name the newsletter. Events are being planned for the near future including an "International Taste of Winchester" to embrace our diverse workforce. A summer picnic is also planned. |
|------------------------|-----|----|---|

| Caring Above and Beyond | This Month | Last Month | Actions Taken This Month |
|---|-------------------|-------------------|---------------------------------|
| Caring Above and Beyond Implementation Phase | NA | NA | 0 |

Growth & Development

| | |
|-------------------------|-------------------|
| | This Month |
| Conversion Ratio | 58.0% |

Employee Relations

| Open Management Positions |
|----------------------------------|
| Finance Director |
| Assistant Administrator |
| Nursing Supervisor (relief) |
| Weekend Nursing Supervisor |
| |
| |
| |
| |

| Open Positions | Day | Evening | Noc |
|-----------------------|------------|----------------|------------|
|-----------------------|------------|----------------|------------|

| | | | |
|-----|--------|--------|--------|
| RN | 3 (FT) | 1 (PT) | 1 (PT) |
| LPN | 0 | 1 (FT) | 1 (FT) |
| CNA | 8 (PT) | 9 (PT) | 5 (PT) |

Regulatory Compliance

| | |
|---|---|
| Open Timeline? | N |
| DPNA? | 0 |
| Self Report in Last 30 Days? | Y |
| Complaint Investigated in Last 30 Days? | N |

Expected Date of Next Standard Survey: September, 2012

Financial Performance

| | Actual | Budget | Variance |
|-------------|-----------------|---------|----------|
| MTD Revenue | \$ 1,598,364.00 | | #VALUE! |
| MTD Expense | \$ 1,297,758.00 | | #VALUE! |
| MTD Net | \$ 300,606.00 | #VALUE! | #VALUE! |
| YTD Revenue | \$ 6,236,361.00 | | #VALUE! |
| YTD Expense | \$ 6,940,562.00 | | #VALUE! |
| YTD Net | \$ (704,201.00) | #VALUE! | #VALUE! |

| Occupancy Average | Actual % | Budget % | Over/Under Budgeted Census |
|-------------------------|----------|----------|----------------------------|
| Total Occupancy Average | 75.8% | 80.0% | -4.2% |
| Medicare Census Average | 9.8% | 8.9% | 0.9% |
| Medicaid Census Average | 51.1% | 56.0% | -4.9% |
| Other Census Average | 15.1% | 15.6% | -0.4% |

| Average Daily Census (Patient Days) | Current Month | Last Month | Prior Month |
|-------------------------------------|---------------|------------|-------------|
| Medicare and Managed Care | 22 | 27 | 23 |
| Total Average Daily Census | 171 | 174 | 168 |

