



Managing, Consulting, Caring.

HEALTHCARE AND REHABILITATION

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

Monthly Overview:

Regulatory:

During the week of September 24th, the Annual Survey for Health and Life Safety Code took place. The results are a higher count in the number of deficiencies, but a lower severity level than last year's survey. There were no standard deficiencies. The Plan of Correction is currently being prepared and will be sent in early next week. All deficiencies should be cleared on the first revisit.

Financial Performance:

Financial performance in September and YTD is better than budget in Gross Revenues, Gross Expenses, and Net Income. This results in the YTD Net Income better than budget by \$2M. We expect this trend to continue for the remainder two months of the fiscal year.

Caring Experience

Customer Satisfaction	Current %	Prior Yr %	Action Plan
Resident Survey	77%	NA	The Resident Satisfaction Committee is concentrating its efforts now on building relationships and communication links between management and residents. Management is now taking turns calling Bingo at the main Bingo game weekly. This has gone over well with some funny moments along the way for all parties involved.

Family Survey	94%	NA	Family Satisfaction Committee has had the second meeting of the Family Council - a supportive committee that meets the first Wednesday of each month. There was a brief presentation on the new Prit 8 rules and then there was a time of sharing issues and concerns. The Committee is now re-organizing under some new leadership and will begin in November to address particular family issues that have been presented.
Employee Survey	75%	NA	The Employee Satisfaction Committee meets on a monthly basis to discuss any concerns and to plan employee appreciation activities. The next event will be on November 14th - The Taste of Winchester House. Also, the committee would like to initiate a campaign to make WH a 5 Star facility again - they are currently putting together a program called "Strive for Five"

Growth & Development

	This Month
Conversion Ratio	63.0%

Regulatory Compliance

Open Timeline?	0
DPNA?	0
Self Report in Last 30 Days?	0
Complaint Investigated in Last 30 Days?	0

Expected Date of Next Standard Survey:	9/1/13
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Financial Performance

Actual	Budget	Variance
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Census by Case Mix Comparative

<u>Payer Type:</u>	<u>Target</u>	<u>Budgeted</u>	<u>Sept., 2012</u>	<u>Dec – Sept.</u>
Medicaid	55 -75 %	71%	68%	69%
Medicare	10%	12%	10%	11%
Private	15%	17%	22%	20%

Overall Census

<u>Resident Census</u>	<u>Target</u>	<u>Budgeted</u>	<u>Sept. Average</u>	<u>Dec – August Avg</u>
All Residents	175	171	179	169

Winchester House
Budget Variance Reconciliation
[Without Medicaid County Subsidy & Property Tax Levy]
12/01/11 - 09/30/12

ACCRUAL BASIS FORMAT (PCC)

	Total \$'s
Modified 12/01/11 - 09/30/12 Budgeted Net Income (Without Medicaid Subsidy and Property Tax Levy)	\$(4,524,130)
<u>REVENUE RELATED VARIANCES:</u>	
Private Revenue under budget - Lower levels of care, net of 1,777 days over budget	
Medicaid Revenue over budget- Higher rate related to new Bed Tax Methodology, net of 1,777 days under budget	\$ (243,717)
Medicare A Revenue under budget- 1,165 days under budget, net of higher than budgeted RUGs	765,524
Medicare B Revenue over budget- Higher than budgeted # of Part B services	(351,385)
Managed Care Revenue over budget - 197 days over budget	144,471
Medicaid Prior Year Revenue over budget- Prior year Medicaid rate adjustments	80,063
Miscellaneous Income under budget	335,947
All Other Revenue over budget	(34,621)
	\$ 696,283
<u>EXPENSE RELATED VARIANCES:</u>	
Ancillary Expenses under budget - Incurred ancillary expenses lower than budget	
Nurse Agency over budget- Usage of nurse agency to cover vacant positions	\$ 184,872
Purchased Services under budget - Primarily due to vacant staff positions	(153,891)
Utilities under budget - Seasonal spread of budget	931,987
Bed Tax over budget - New Methodology	142,055
Insurance Expense under budget- Premiums lower than budget	(417,731)
Management Fees under budget - Incentive Portion of Fees	111,588
Marketing and Promotions under budget - Not yet incurred	108,330
Capital Outlay under budget - Not yet incurred	34,868
All Other Expenses under budget	376,351
	(2,281)
	\$ 1,316,148
Actual 12/01/11 - 09/3/12 Net Income (Without Medicaid Subsidy and Property Tax Levy)	\$(2,511,700)

Winchester House
Budget Variance Summary
12/01/11 - 09/30/12
ACCRUAL BASIS (PCC)

	12/01/11 - 09/30/12 Actual	Modified 12/01/11 - 09/30/12 Budget	Variance
REVENUE			
Care Related Revenue			
Private Pay Revenue	\$ 1,542,767	\$ 1,786,484	\$ (243,717)
Medicaid Revenue	5,755,325	4,653,854	1,101,471
Medicare A Revenue	2,516,028	2,867,413	(351,385)
Medicare B Revenue	246,166	101,695	144,471
Managed Care Revenue	80,063	-	80,063
Other Care Related Revenue	-	-	-
Total Care Related Revenue	\$ 10,140,350	\$ 9,409,446	\$ 730,904
Housing Revenue	-	-	-
Other Income	3,979	38,600	(34,621)
TOTAL REVENUE	\$ 10,144,329	\$ 9,448,046	\$ 696,283
EXPENSES			
Ancillary Expenses	870,890	\$ 1,055,762	\$ 184,872
Nursing	5,717,593	6,473,773	756,180
Activities	237,258	214,167	(23,091)
Social Services	98,720	114,181	15,461
Other Care Related	12,896	130,874	117,978
Dietary	1,194,280	1,369,319	175,039
Laundry	273,647	271,991	(1,656)
Housekeeping	454,211	459,738	5,527
Plant Operations & Maintenance	1,043,717	1,177,947	134,230
Taxes and Licenses	563,852	143,600	(420,252)
Property & Related	13,190	389,541	376,351
General & Administrative	2,019,964	2,171,283	151,319
Payroll Taxes & Fringe	155,810	-	(155,810)
TOTAL OPERATING EXPENSES	\$ 12,656,028	\$ 13,972,176	\$ 1,316,148
NET OPERATING INCOME	\$ (2,511,700)	\$ (4,524,130)	\$ 2,012,430

WINCHESTER HOUSE
CENSUS BY PAYOR
ACTUAL VS. BUDGET
12/01/11 - 09/30/12

	31	31	29	31	30	31	30	31	31	30	31	30	31	30	12/11 - 09/12
	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12					Total
Actual Census Days (By Payor)															
Medicare	401	444	515	670	773	643	562	498	488	529					5,523
Private	962	971	924	961	1,045	1,106	1,078	1,050	1,122	1,219					10,438
Medicaid	3,697	3,562	3,303	3,560	3,350	3,447	3,432	3,734	3,549	3,611					35,245
Managed Care	8	-	3	17	-	31	50	40	31	17					197
Total Actual Census	5,068	4,977	4,745	5,208	5,168	5,227	5,122	5,322	5,190	5,376					51,403
Total Capacity	5,735	5,735	5,365	5,735	5,550	5,735	5,550	5,735	5,735	5,550					56,425
Actual Occupancy %	88.37%	86.78%	88.44%	90.81%	93.12%	91.14%	92.29%	92.80%	90.50%	96.86%					91.10%
Budgeted Census Days (By Payor)															
Medicare	409	444	518	651	630	744	780	806	806	900					6,688
Private	962	1,000	924	812	809	836	809	835	835	839					8,661
Medicaid	3,697	3,533	3,303	3,773	3,699	3,853	3,729	3,853	3,853	3,729					37,022
Managed Care	-	-	-	-	-	-	-	-	-	-					-
Total Budgeted Census Days	5,068	4,977	4,745	5,236	5,138	5,433	5,318	5,494	5,494	5,468					52,371
Total Capacity	5,735	5,735	5,365	5,735	5,550	5,735	5,550	5,735	5,735	5,550					56,425
Budgeted Occupancy %	88.37%	86.78%	88.44%	91.30%	92.58%	94.74%	95.82%	95.80%	95.80%	98.52%					92.82%
Census Days (By Payor) Variance															
Medicare	(8)	-	(3)	19	143	(101)	(218)	(308)	(318)	(371)					(1,165)
Private	-	(29)	-	149	236	270	269	215	287	380					1,777
Medicaid	-	29	-	(213)	(349)	(406)	(297)	(119)	(304)	(118)					(1,777)
Managed Care	8	-	3	17	-	31	50	40	31	17					197
Total Census Days Variance	-	-	-	(28)	30	(206)	(196)	(172)	(304)	(92)					(968)
Total Capacity	5,735	5,735	5,365	5,735	5,550	5,735	5,550	5,735	5,735	5,550					56,425
Budgeted Occupancy %	0.00%	0.00%	0.00%	-0.49%	0.54%	-3.60%	-3.53%	-3.00%	-5.30%	-1.66%					-1.72%