



Managing. Consulting. Caring.

Facility Name	For Month of	Administrator
Winchester House	May-15	Maxine Bergman

Monthly Overview:

Regulatory:

Open window for survey. Focusing on Quality Measures that exceed State/Federal Standards. Developing 5 Star Action Plan

Financial Performance:

Continuing to review all financial reports, payroll, aging to identify areas of concern and opportunity. DON is approving and making recommendations on all medical supply and ancillary invoices before payment processing.

Caring Experience

Customer Satisfaction	Current %	Goal %	Action Plan
Resident Survey	83%	92%	Focus meetings have been held and teams are getting together twice a month for updates.
Family Survey	89%	90%	Focus meetings have been held and teams are getting together twice a month for updates.
Employee Survey	50%	60%	Focus meetings have been held and teams are getting together twice a month for updates.
Employee Engagement	66%	69%	Focus meetings have been held and teams are getting together twice a month for updates.

Growth & Development

Regulatory Compliance

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

Expected Date of Next Standard Survey:	5/1/15
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Financial Performance

	Actual	Budget	Variance
MTD Revenue	\$ 1,112,422	\$ 1,064,821	\$ 47,601
MTD Expense	\$ 1,397,257	\$ 1,391,849	\$ 5,408
MTD Net	\$ (284,835)	\$ (327,028)	\$ 42,193
YTD Revenue	\$ 6,645,408	\$ 6,257,529	\$ 387,879
YTD Expense	\$ 8,474,415	\$ 8,272,987	\$ 201,428
YTD Net	\$ (1,829,007)	\$ (2,015,458)	\$ 186,451

Occupancy Average	Actual %	Budget %	Over/Under Budgeted Census
Total Occupancy Average	95.1%	88.1%	7.0%

Average Daily Census (Patient Days)	Current Month	Last Month	Prior Month
Medicare and Managed Care	10	16	20
Total Average Daily Census	176	174	176

Projection

Projected Revenue	\$1,112,704	Rationale:	June month to date ADC is 178
Projected Expenses	\$1,400,971	Rationale:	June month to date ADC is 178
Projected Net	\$ (288,267)		

Cash Flow

Vendor	Total of Invoices Over 90 Days
TOTAL	\$ -

Capital Expenditures

Item	Cost	Planned Purchase Date	Justification

Monthly Meals

Resident Meals	16,647
Employee Meals	39
Guest Meals	-
Other Meals	20
Total Meals	16,706

Winchester House
Payer Mix Comparative

Payer Type	Target	FY 2015 Budgeted	MTD May	YTD
Medicaid	55-75%	67%	79%	74%
Private Pay	10%	20%	16%	16%
Medicare	15%	9%	5%	9%
Managed Medicare	1%	3%	0%	1%

Payer Type	Target	FY 2015 Budgeted	MTD May	YTD
All Residents	175	163	177	174

Winchester House
People Served

Total Number Served from 12/1/2011-5/31/2015	621 People 19 new residents admitted in the month of May from the community
Medicaid	74%
Private Pay	16%
Medicare	9%
Managed Medicare	1%
Total	100.00%

Winchester House
Budget Variance Reconciliation
[Without Medicaid County Subsidy & Property Tax Levy]
12/1/2014 - 05/31/2015

ACCRUAL BASIS FORMAT (PCC)

	Total \$'s
	<u>\$ (2,015,458)</u>

Approved Budgeted Net Income (Without Medicaid Subsidy and Property Tax Levy)

REVENUE RELATED VARIANCES:

Private Revenue under budget -1,025 days under budget and prior period reclass of \$97,920	\$ (184,577)
Medicaid Revenue over budget- Reclass of Medicaid pending residents, 3,408 days over budget	688,565
Medicare A Revenue over budget- 128 days over budget and higher average RUG rate than budget	78,041
Medicare B Revenue over budget- Higher than budgeted # of Part B services	1,734
Managed Care Revenue under budget -529 days under budget	(195,307)
Other Care Revenue under budget- Prior period adjustment \$845	<u>(579)</u>

Total Revenue Variance \$ 387,879

EXPENSE RELATED VARIANCES:

Ancillary Expenses under budget	\$ 32,899
Nurse Agency under budget	14,935
SDL Purchased Services over budget - Primarily due to higher than budgeted census	(83,729)
Other Purchased Services under budget - Lower than budgeted use of purchased services	53,632
Supplies over budget - Primarily due to higher than budgeted census	(26,075)
Utilities over budget - Higher than budgeted gas expense	(15,055)
Management Fees under budget - Due to spread of budgeted Incentive portion of fees	36,000
Marketing and Promotions under budget - Not yet incurred	17,167
Taxes and Licenses over budget - Timing of bed tax	(57,410)
All Other Expenses over budget	<u>(173,792)</u>

Total Expense Variance \$ (201,428)

Actual Net Operating Income (w/o Medicaid Subsidy, Property Tax Levy and Capital Expenditures) \$ (1,829,007)

Winchester House
Budget Variance Summary
12/1/2014 - 05/31/2015

ACCRUAL BASIS (PCC)

	12/1/2014 - 05/31/2015	12/1/2014 - 05/31/2015	Variance
	Actual	Budget	
REVENUE			
Care Related Revenue			
Private Pay Revenue	\$ 1,141,730	\$ 1,326,306	\$ (184,577)
Medicaid Revenue	3,811,685	3,123,120	688,565
Medicare A Revenue	1,415,741	1,337,700	78,041
Medicare B Revenue	120,277	118,543	1,734
Managed Care Revenue	155,043	350,350	(195,307)
Other Care Related Revenue	(845)	-	(845)
Total Care Related Revenue	\$ 6,643,632	\$ 6,256,019	\$ 387,613
Other Income *	1,775	1,509	266
TOTAL REVENUE	\$ 6,645,408	\$ 6,257,529	\$ 387,879
EXPENSES			
Ancillary Expenses	\$ 503,709	\$ 536,608	\$ 32,899
Nursing	4,283,884	3,949,010	(334,874)
Activities	150,751	140,684	(10,068)
Social Services	80,867	76,025	(4,842)
Other Care Related	60,758	94,298	33,540
Dietary	856,044	936,560	80,517
Laundry	130,099	146,686	16,587
Housekeeping	295,238	304,606	9,368
Plant Operations & Maintenance	672,192	647,626	(24,566)
Taxes and Licenses	284,873	227,463	(57,410)
Property & Related	1,507	1,800	293
General & Administrative	1,154,493	1,211,621	57,128
Payroll Taxes & Fringe	-	-	-
TOTAL OPERATING EXPENSES	\$ 8,474,415	\$ 8,272,986	\$ (201,428)
NET OPERATING INCOME	\$ (1,829,007)	\$ (2,015,458)	\$ 186,451
Capital Outlay	-	-	-
NET INCOME	\$ (1,829,007)	\$ (2,015,458)	\$ 186,451

* excludes property taxes

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Winchester House
Projected Budget Variance Summary
12/01/14 - 11/30/15

ACCRUAL BASIS (PCC)

	12/1/14 - 11/30/15 Projected	12/01/14 - 11/30/15 Approved Budget	Variance
REVENUE			
Care Related Revenue			
Private Pay Revenue	\$ 2,187,789	\$ 2,659,900	\$ (472,111)
Medicaid Revenue	7,930,821	6,263,400	1,667,421
Medicare A Revenue	2,826,508	2,682,750	143,758
Medicare B Revenue	240,132	231,704	8,428
Managed Care Revenue	309,542	702,625	(393,083)
Other Care Related Revenue	(845)	-	(845)
Total Care Related Revenue	\$ 13,493,946	\$ 12,540,379	\$ 953,567
Other Income	3,544	3,027	517
TOTAL REVENUE	\$ 13,497,491	\$ 12,543,406	\$ 954,085
EXPENSES			
Ancillary Expenses	\$ 1,005,648	\$ 1,076,165	\$ 70,517
Nursing	8,552,713	7,919,625	(633,088)
Activities	300,973	282,140	(18,833)
Social Services	161,449	152,467	(8,982)
Other Care Related	121,303	189,114	67,811
Dietary	1,709,079	1,877,915	168,836
Laundry	259,740	294,177	34,437
Housekeeping	589,439	613,204	23,765
Plant Operations & Maintenance	1,342,021	1,296,512	(45,509)
Taxes and Licenses	468,770	457,563	(11,208)
Property & Related	3,600	3,600	-
General & Administrative	2,304,930	2,560,361	255,432
Payroll Taxes & Fringe	-	-	-
TOTAL OPERATING EXPENSES	\$ 16,819,666	\$ 16,722,843	\$ (96,822)
NET OPERATING INCOME	\$ (3,322,175)	\$ (4,179,437)	\$ 857,262

Winchester House
Projected Budget Variance Summary
12/01/14 - 11/30/15

CENSUS

Payor	Projected	Budget	Variance
Medicare	5,706	5,475	231
Private	9,944	12,045	(2,101)
Medicaid	46,652	40,150	6,502
Managed Care	761	1,825	(1,064)
Total	<u>63,063</u>	<u>59,495</u>	<u>3,568</u>

ADC

	Projected	Budget	Variance
Medicare	15.63	15.00	0.63
Private	27.25	33.00	(5.75)
Medicaid	127.81	110.00	17.81
Managed Care	2.08	5.00	(2.92)
Total	<u>172.78</u>	<u>163.00</u>	<u>9.78</u>

PAYOR MIX

	Projected	Budget	Variance
Medicare	9.05%	9.20%	-0.15%
Private	15.77%	20.25%	-4.48%
Medicaid	73.98%	67.48%	6.49%
Managed Care	1.21%	3.07%	-1.86%
Total	100.00%	100.00%	0.00%

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