

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

**Monday, February 25, 2019, 10:00 AM
Commissioners Hearing Room**

Present: Commissioner Vincent DiFilippo, Commissioner Jim Hertzler, Commissioner Gary Eichelberger; Sandy Moyle, Chief Clerk; Melissa Smith, Nancy Conklin, Kathy Daddona, Robert Aims, Helen Schultz, Ben Boyer, Lori Rutledge, CNRC; Dana Best, Ron Snow, Finance; Holly Sherman, Human Resources; 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 January 28, 2019. Commissioner Eichelberger seconded the motion and it unanimously carried.

Commissioner DiFilippo reported an Executive Session was held Monday, January 28 Re: personnel issues.

CNRC Staffing: (See Attached)

CNA total vacancies: (39) CNA – 32 Full-time, 7 Part-time. LPN total vacancies (12): 6 Full-time, 6 Part Time.

January 2019: 10 new hires (6 full-time, 2 per diem, 2 part-time). Terminations: 10 (7 full-time, 1 per diem, 2 part-time).

Job fair: CNRC in-house job fair held Wednesday, February 13, 2019. 3 Full-time CNA's / 1 PRN/RN are in process of being hired so far from this event.

Upcoming job fairs:

- 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.
- CNRC – in house job fair: Tuesday, May 14. Thursday, May 16, 2019.

Recruitment/Retention meeting was held Thursday, February 21, 2019. Meetings are held monthly and are advertised.

CNRC Engagement surveys were due Friday, February 22. Human Resources are currently working to compile survey results. Received 30-40 surveys; Survey deadline extended till March 1.

Currently four (4) CNRC employees are utilizing the “Grow your own” program; attending HACC CNA course at HACC Gettysburg campus that is beginning March 4. HACC is scheduling an on-site CNA class beginning March 11.

Admissions Report – January 2019: (See Attached)

- **Admissions and Referrals:** Helen Schultz reviewed the Summary of Admissions and Referrals Report for January 2019. She reported there were 170 referrals which resulted in 24 admissions (6 long-term; 18 short-term). There were 99 denials; 2 bariatric reasons; 38 medical; 11 behavioral; 32 no beds; 9 insurance reasons; 4 staffing; 3 other. Melissa Smith provided there were 13 discharges and 8 deaths for the month of January. 9 traditional Medicare residents, 1 managed care resident.
- **Medical Assistance (MA) Approvals (January):** Melissa reported there were 9 MA approved; 22 current outstanding MA pending. (8 with County Assistance Office, 5 current month, 9 prior months). (See attached)

Financial Report – January 2019: Melissa Smith discussed the following items. (See attached)

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

Transition census YTD: Medicare: 5.23; commercial census: 4.90; private census: 5.10; Medicaid: 6.94; total census: 22.16.

Nursing: Kathy Daddona provided a Nursing update (See attached packet)

Survey began February 11; exited on February 15. Have not yet received an official exit date; waiting for survey team leader. Have provided all requested information. Tentatively have about 13-15 citations; depending how citations are grouped. Reportable events for January to Department of Health: five (5) regarding abuse –all found un-substantiated; four (4) other; two (2) transported to hospital due to injury; one (1) misappropriation of property.

Abaqis: mimics survey. Identical questions, same audit tools that surveyor's use. Planning to use Abaqis again in October/November for the mock survey; allow more time to fix issues.

Other Business/Discussion:

FSES Update:

Meeting scheduled for Wednesday, February 20 was cancelled due to inclement weather. Unsure when new meeting will be rescheduled. John Lopp, Brad King, and Bob Aims met with Architects to discuss two FSES's; travel distance, smoke zones. Determined two can be remedied fairly easy with minor changes. Travel distance can be remedied by using an exit door to Memorial Gardens, make it an emergency exit, will be able to eliminate the travel distance, make a change in one hallway with a wall. Smoke zones; a matter of using existing smoke zone walls. Building type for the Tower building; will know more once the meeting is held.

Fire Rated Doors Update:

Life Safety approved use of door gap devices. Checked two vendors; one \$15,000, other vendor priced under \$10,000. Purchased and received products in under a week, began installation right away. Still completing installs, and making corrections.

Life Safety Survey Results:

Life Safety conducted a site visit Tuesday, February 19, survey overall went well; have not received official results yet. Potentially going to receive four (4) tags plus the three (3) FSES's; mostly fire doors. Several doors wrote up. Found unsealed electrical conduit. Main o2 storage room in tower ground,

electrical panel box, light switches must be sixty (60) inches minimum from the floor; panel box is too low to the floor. Remedy is to build wall around it, place a sprinkler. Process would need to go through Plan and Review. May need time limited waiver; no way to get done through Plan and Review before the correction process through Life Safety.

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

- Staffing – Reviewed daily.
- Recruitment – reviewed all programs. Robin has attended various high schools, anytime courses are held at CNRC; start up in March, April, June, July, August, and October, anyone can attend. Other nursing homes can sponsor individuals to attend; clinical's will be done at CNRC.
- UMR Audit Results – Quarterly reviews. No action plan required. No deficiencies on review.
- DOH survey and Plan of Correction process – Abaqis. Pull sample of 40 resident's quarterly, review all questioned asked by the Department of Health, review questions with a sampling of residents.
- Life Safety Review and Plan of Correction process – (See above)
- Employee relations – Continue to work on. Communication continues to be a concern. After survey, visited each unit, and sent out a document reviewing survey results. Planning to hold a Town Hall meeting in early March. Commissioners are invited.
- IGT seminar – postponed to February 26, 2019.
- Web page updates – have received twelve (12) inquiries since website going live in January; majority are for tours, several were for volunteer requests, one resulted in a referral. Update testimonials from families every three (3) months. Create a staff, volunteer, and resident spotlight. Purchased two ads, one in Sentinel, one in St. Patrick's church bulletin. Three prong approach: promote Claremont, promote website, promote that Claremont is hiring, has career positions available. Current events will be added to website also.
- Electronic Health Record update: Consultant from Contata coming first week of March to help implement/tweak programs purchased in October. Point of Care documentation system does not have the reporting capabilities to make it easy to stay on top of case mix index. Will continue to use CareTracker for the time being.
- Therapy change: New therapy provider: Encore. Encore has started interviewing staff; some therapy staff is staying on board. Changeover date is March 30; anticipate no disruption of services to residents or families.

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

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	OPEN	until filled
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	OPEN	until filled
NH3066	C.N.A	FT	6:30P-7A	A	2/8/2019	2/18/2019
NH3137	C.N.A	FT	6:30A-7PWP		2/8/2019	2/18/2019
NH3161	C.N.A	FT	6:30A-3P	B	2/15/2019	2/25/2019

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	OPEN	until filled
NH3069	C.N.A	FT	6:30a-3p	B	OPEN	until filled
NH3090	C.N.A	FT	6:30p-7a	B	OPEN	until filled

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
NH3139	C.N.A	FT	2:30P-11P	A	OPEN	until filled
NH3052	C.N.A	FT	2:30P-11P	A	OPEN	until filled
NH3106	C.N.A	FT	6:30a-7p	A	2/8/2019	2/18/2019

3RD FLOOR

NH3058	C.N.A	FT	6:30P-7A	A	OPEN	until filled
NH3135	C.N.A	FT	10:30P-7A	A	OPEN	until filled
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	OPEN	until filled
NH3089	C.N.A	FT	2:30P-11P	A	OPEN	until filled
NH3129	C.N.A	FT	6:30A-3P	B	OPEN	until filled
NH8049	C.N.A	PT	6:30A-3P	A	OPEN	until filled
NH8074	C.N.A	PT	2:30P-11P	A	OPEN	until filled
NH8075	C.N.A	PT	6:30A-3P	B	OPEN	until filled
NH8099	C.N.A	PT	2:30P-11P	B	OPEN	until filled

RNP

NH3033	C.N.A	FT	6:30A-3P	B	OPEN	until filled
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FLOATS

NH3068	C.N.A	FT	10:30P-7A	B	OPEN	until filled
NH3184	C.N.A	FT	10:30P-7A	A	OPEN	until filled
NH3147	C.N.A	FT	2:30P-11P	A	OPEN	until filled
NH3160	C.N.A	FT	2:30P-11P	B	OPEN	until filled
NH3198	C.N.A	FT	6:30A-3P	A	OPEN	until filled
NH3159	C.N.A	FT	6:30A-3P	B	OPEN	until filled
NH8021	C.N.A	PT	2:30P-11P	A	OPEN	until filled
NH8068	C.N.A	PT	10:30P-7A	B	OPEN	until filled
NH8069	C.N.A	PT	10:30P-7A	A	OPEN	until filled

LPN POSTINGS

1ST FLOOR

posting#	Job Title	FT/PT	Shift	Weekend	Date posted	Close Date
NH2041	LPN	FT	6:30P-7A	B	OPEN	UNTIL FILLED

Transitions

NH2042	LPN	FT	6:30P-7A	B	OPEN	UNTIL FILLED
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FLOATS

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
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
NH8055	LPN	PT	2:30P-11P	A	OPEN	UNTIL FILLED

HRR-19b (County Employment Status - Commissioners)

*** Nursing Home Only ***

For the Period Beginning 01/01/2019 and Ending 01/31/2019

Hires

FT

	Hire Date	Emp	PL	Dept	Position	Title
1	1/3/2019	12065	NHOME	DIET	NH3222	Cook
2	1/3/2019	12066	NHOME	SKNRR	NH3286	C.N.A.
3	1/3/2019	12067	NHOME	STFFD	NH2068	Senior Nursing Manager
4	1/17/2019	11941	NHOME	SKNRC	NH3114	C.N.A.
5	1/17/2019	12069	NHOME	SKNR1	NH2065	Nursing Supervisor
6	1/17/2019	12070	NHOME	DIET	NH3233	Cook

PER DIEM

	Hire Date	Emp	PL	Dept	Position	Title
1	1/3/2019	10521	NHOME	SKNR1	NH9030	L.P.N. Charge Nurse PRN
2	1/31/2019	12082	NHOME	SKNR1	NH9049	Nursing Supervisor

PT

	Hire Date	Emp	PL	Dept	Position	Title
1	1/17/2019	11237	NHOME	HOU SK	NH8028	Housekeeping Aide PT
2	1/31/2019	12081	NHOME	DIET	NH8044	Dietary Aide PT

Terms

FT

	Term Date	Emp	PL	Dept	Position	Title	Rehire Elig	Reason Code
1	1/7/2019	12033	NHOME	SKNR1	NH3042	C.N.A.	N	TV-VSP
2	1/15/2019	11942	NHOME	SKNR1	NH3197	C.N.A.	O	TV-OTHER
3	1/19/2019	10837	NHOME	SKNRC	NH3093	C.N.A.	Y	TV-NEWJOB
4	1/25/2019	10797	NHOME	SKNRH	NH3137	C.N.A. WP	O	TV-RELOCAT
5	1/26/2019	10300	NHOME	SKNR1	NH2032	L.P.N. Charge Nurse	Y	TV-NEWJOB
6	1/26/2019	11308	NHOME	SKNRC	NH3069	C.N.A.	Y	TV-NEWJOB
7	1/31/2019	12083	NHOME	SKNRC	NH3090	C.N.A.	O	TV-OTHER

PER DIEM

	Term Date	Emp	PL	Dept	Position	Title	Rehire Elig	Reason Code
1	1/25/2019	10326	NHOME	SKNR1	NH9113	Nursing Supervisor	O	TV-HOURS

PT

	Term Date	Emp	PL	Dept	Position	Title	Rehire Elig	Reason Code
1	1/7/2019	12035	NHOME	DIET	NH8025	Dietary Aide PT	O	TV-UNKNOWN
2	1/24/2019	11954	NHOME	HOU SK	NH8009	Housekeeping Aide PT	Y	TV-NEWJOB

**Summary of Referrals and Admissions
and other Pertinent Data
January-19**

TOTAL REFERRALS

	Jan-19	Dec-18	Nov-18
Admissions	24	22	19
Denials	99	57	83
discharged home	3	0	0
sent to other SNF	32	29	15
No Beds	12	6	7
sent to Rehabilitation	0	0	0
No Respite Required	0	0	1
Deceased prior to admission	0	0	0
Other	0	3	4
total referrals	170	117	129

DENIAL TYPES FOR CURRENT MONTH

Bariatric	2
Medical	38
Behavioral	11
No Beds	32
Insurance	9
Staffing	4
Other	3
Total Denials	99

ADMISSIONS DETAIL

	Long Term	Short Term	Total
Medicaid Pending	0	0	0
Medical Assistance	0	0	0
Medicare	2	10	12
Private pay	2	0	2
Veterans	1	0	1
Insurance	1	8	9
Hospice	0	0	0
Total Admissions	6	18	24

RECORD OF DISCHARGES and DEATHS

Discharges	13	19	29
Deaths	8	6	9
	21	25	38

MCA CENSUS AT 01/31/19

Traditional	9
Managed Care	1

Medicaid Applications Month End Snapshot

	Jan-19	Dec-18	Nov-18
MA Approved	9	7	5
Pending Applications			
MA Pending - County Asst Office	8	14	17
MA Pending - Current Month	5	8	1
MA Pending - Prior Months	9	5	7
Total pending applications	22	27	25

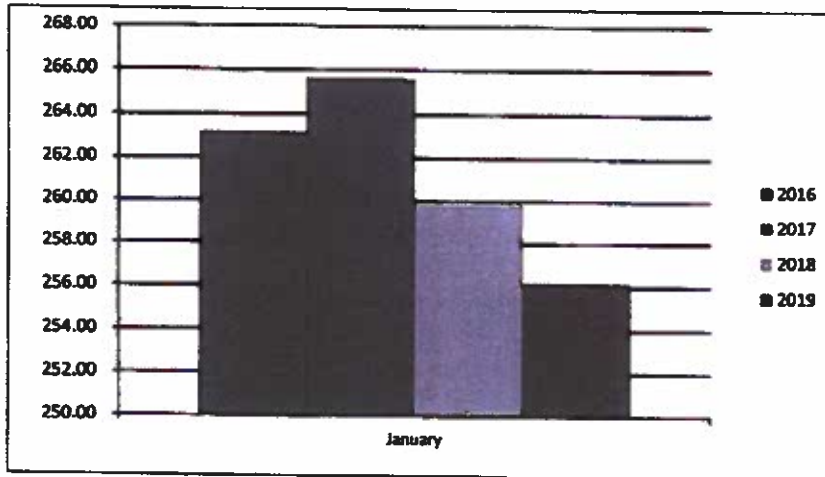
CNRC Key Indicators

Census/Volume	Budget (YTD)	Actual (YTD)	Var. Inc/(Dsn)	Fav/(Unfav)	Prior (YTD)	Actual (YTD)	Var. Inc/(Dsn)	Fav/(Unfav)
Avg Daily Census	267.00	256.16	(10.84)	Unfavorable	260.03	256.16	(3.87)	Unfavorable
Census Days	8,277	7,941	(336)	Unfavorable	8,061	7,941	(120)	Unfavorable

Revenue surplus(shortfall) \$ (86,440)

Transitions Census

Medicare A Census	14	5.23	(8.77)		16.68	5.23	(11.45)	
Commercial Ins Census	13	4.90	(8.10)		14.42	4.90	(9.52)	
Private Census	-	5.10	5.10		-	5.10	5.10	
Medicaid Census	-	6.94	6.94		-	6.94	6.94	
Total Census	27	22.16	(4.84)		31.10	22.16	(8.94)	
Admissions	37	18	(19)		37	18	(19)	



ADC trend for January for years indicated

	2016	2017	2018	2019
January	263.16	265.61	259.94	256.16
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	-

	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
2019	397	-	-	-
2018	2,235	2,185	1,777	1,638
2017	2,630	2,217	1,883	2,563

	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
2019	12.81	-	-	-
2018	24.83	24.01	19.32	17.80
2017	29.22	24.36	20.47	27.86

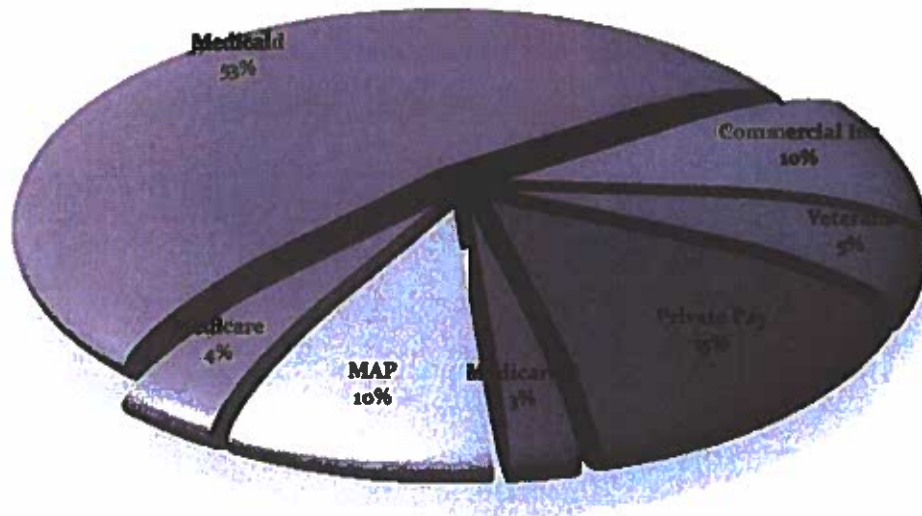
CHRC Key Indicators

	Budget (YTD)	Actual (YTD)	Var. Inc/(Jan)	Fav/(Unfav)	Prior (YTD)	Actual (YTD)	Var. Inc/(Jan)	Fav/(Unfav)
Reimbursement Rate/Mix								
Avg. Room & Board Rate	\$ 256.94	\$ 241.33	\$ (15.61)	Unfavorable	\$ 251.69	\$ 241.33	\$ (10.36)	Unfavorable
Avg. Resident Rev Rate	\$ 278.39	\$ 257.26	\$ (21.13)	Unfavorable	\$ 268.64	\$ 257.26	\$ (11.38)	Unfavorable
Revenue surplus(shortfall)	\$ (167,775)							
Medicare Rate Average	\$ 533.53	\$ 561.97	\$ 28.44	Favorable	\$ 526.18	\$ 561.97	\$ 35.79	Favorable
Medicaid Rate Average	\$ 215.78	\$ 211.58	\$ (4.20)	Unfavorable	\$ 237.31	\$ 211.58	\$ (25.73)	Unfavorable
Private Pay Rate Average	\$ 331.00	\$ 328.44	\$ (2.56)	Unfavorable	\$ 187.17	\$ 328.44	\$ 141.27	Favorable
Veterans Rate Average	\$ 256.38	\$ 279.87	\$ 23.49	Favorable	\$ 259.86	\$ 279.87	\$ 20.01	Favorable
Comm Ins Rate Average	\$ 438.85	\$ 332.72	\$ (106.13)	Unfavorable	\$ 332.67	\$ 332.72	\$ 0.05	Favorable

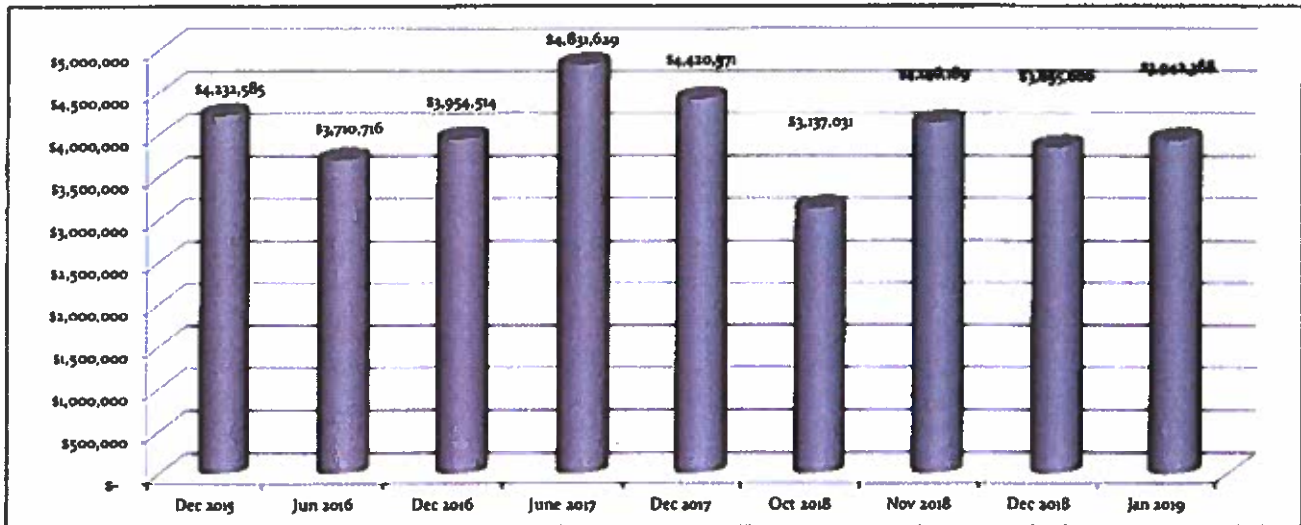
	Goal	Actual (Jan 2019)	Var. Inc/(Jan)	Fav/(Unfav)	Prior (Dec)	Actual (Jan 2019)	Var. Inc/(Jan)	Fav/(Unfav)
Account Receivable								
% AR > 120 days	14%	11.75%	-2.25%	Favorable	13.95%	11.75%	-2.20%	Favorable
Rev - Days in AR	65.00	57.85	(7.15)	Favorable	60.63	57.85	(2.78)	Favorable
W/O as % of Oper. Rev	1%	-0.33%	-1.33%	Favorable	0.24%	-0.33%	-0.57%	Favorable

	12/31/2018	1/31/2019	Var. Inc/(Jan)	Fav/(Unfav)	1/31/2018	1/31/2019	Var. Inc/(Jan)	Fav/(Unfav)
Fund Balance								
Fund Balance	\$ 2,574,941	\$ 2,305,653	\$ (269,288)	Unfavorable	\$ 2,490,280	\$ 2,305,653	\$ (184,627)	Unfavorable

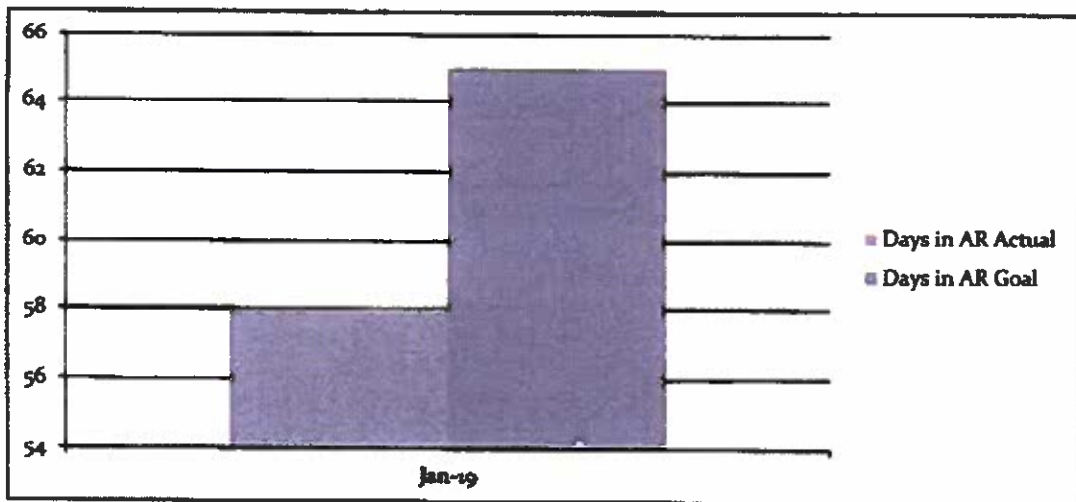
Outstanding Accts Receivable January 31, 2019



HISTORICAL TREND OF ACCOUNTS RECEIVABLE

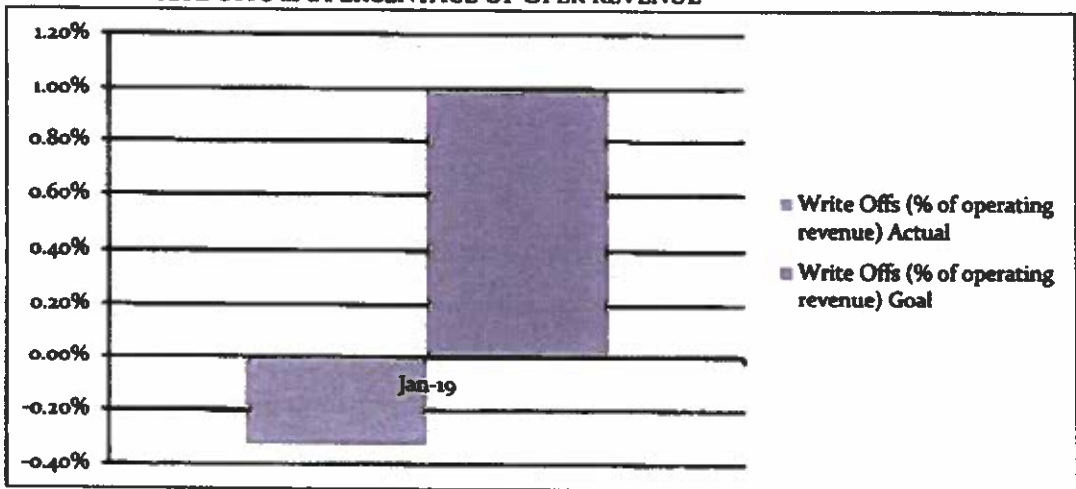


DAYS IN ACCOUNTS RECEIVABLE



	Actual	Goal
Jan-19	58	65

WRITE OFFS as a PERCENTAGE OF OPER REVENUE



	Actual	Goal
Jan-19	-0.33%	1.00%

CNRC Key Indicators

Budget (YTD)	Actual (YTD)	Var. Inc./Jan	Fav/(Unfav)	Prior (YTD)	Actual (YTD)	Var. Inc./Jan	Fav/(Unfav)
8,277	7,941			8,061	7,941		

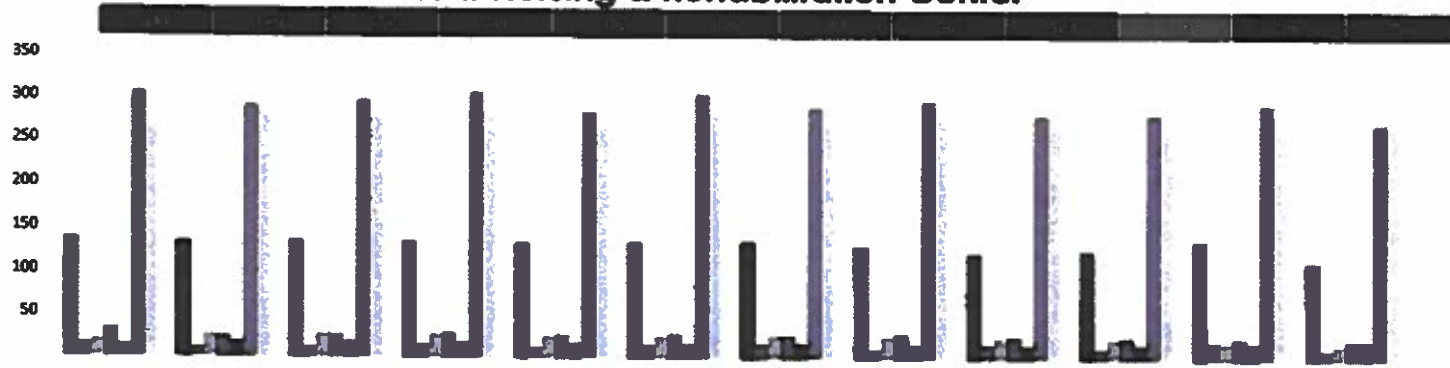
LABOR COSTS

Nursing Salary, Wages & Benefits - dollars	\$ 1,127,275	\$ 1,084,799	\$ (42,477)	Favorable	\$ 1,137,166	\$ 1,084,799	\$ (52,367)	Favorable
Nursing Salary, Wages & Benefits - PPD	\$136.19	\$136.61	0.41	Unfavorable	\$ 141.07	\$ 136.61	\$ (4)	Favorable
Nursing Overtime - dollars	\$ 48,890	\$ 100,213	\$ 51,323	Unfavorable	\$ 103,198	\$ 100,213	\$ (2,985)	Favorable
Nursing Overtime - PPD	\$ 5.91	\$ 12.62	6.71	Unfavorable	\$ 12.80	\$ 12.62	\$ (0)	Favorable
Nursing Agency - dollars	\$ 64,665	\$ 106,866	\$ 42,201	Unfavorable	\$ 749	\$ 106,866	\$ 106,117	Unfavorable
Nursing Agency - PPD	\$ 7.81	\$ 13.46	5.64	Unfavorable	\$ 0.09	\$ 13.46	\$ 13	Unfavorable
NHPPD	3.46	3.45	0.01	Unfavorable	\$ 3.53	3.45	\$ (0.08)	Unfavorable
Dietary Salary, Wages, & Benefits - dollars	\$ 132,164	\$ 125,455	\$ (6,709)	Favorable	\$ 129,407	\$ 125,455	\$ (3,952)	Favorable
Dietary Salary, Wages, & Benefits - PPD	\$ 15.97	\$ 15.80	(0.17)	Favorable	\$ 16.05	\$ 15.80	\$ (0)	Favorable
Housekeeping & Laundry Salary, Wages & Benefits - dollars	\$ 103,170	\$ 106,094	\$ 2,924	Unfavorable	\$ 105,212	\$ 106,094	\$ 882	Unfavorable
Housekeeping & Laundry Salary, Wages & Benefits - PPD	\$ 12.46	\$ 13.36	0.90	Unfavorable	\$ 13.05	\$ 13.36	\$ 0	Unfavorable
Total Operating Expenses	\$ 2,370,406	\$ 2,345,391	\$ (25,014)	Favorable	\$ 2,419,736	\$ 2,345,391	\$ (74,345)	Favorable
Total Operating Expenses - PPD	\$ 286.38	\$ 295.35	8.97	Unfavorable	\$ 300.18	\$ 295.35	\$ (5)	Favorable

10

OTHER EXPENSES - unfavorable to budget year to date

PPD EXPENSE TRENDS - Claremont Nursing & Rehabilitation Center



Expenses	Jan-19	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Trend
Nursing SW & B	\$ 136.61	\$ 133.08	\$ 134.43	\$ 132.85	\$ 131.96	\$ 132.88	\$ 134.79	\$ 130.20	\$ 121.43	\$ 124.69	\$ 136.06	\$ 112.25	
Overtime	\$ 14.78	\$ 9.04	\$ 11.39	\$ 14.19	\$ 11.04	\$ 14.38	\$ 15.78	\$ 10.47	\$ 15.57	\$ 11.02	\$ 20.06	\$ 11.05	
Therapy	\$ 19.50	\$ 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	\$ 31.62	\$ 22.71	\$ 25.49	\$ 27.37	\$ 25.68	\$ 26.67	\$ 25.49	\$ 27.83	\$ 24.64	\$ 23.93	\$ 23.67	\$ 21.99	
Housekeeping & Laundry	\$ 12.91	\$ 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	\$ 305.65	\$ 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	\$ 265.41	\$ 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 2019

	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19
Beginning balance	2,574,941	\$ -	\$ -	\$ -	-	-
monthly surplus / loss	(269,288)	-	-	-	-	-
IGT Actual Payment/Revenue						
Ending actual fund balance	2,305,653	-	-	-	-	-
Accumulative actual fund balance depletion / gain	(269,288)					
IGT Safety Net Payment	\$ 586,299	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer out to GF	\$ (378,248)	\$ -	\$ -	\$ -	\$ -	\$ -
Fund balance adjusted for IGT smoothing	\$ 2,513,704	\$ -	\$ -	\$ -	\$ -	\$ -
Accumulative adjusted fund balance depletion / gain	(61,237)					

	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19
Beginning balance	-	\$ -	\$ -	\$ -	\$ -	\$ -
monthly surplus / loss	-	-	-	-	-	-
IGT Actual Payment/Revenue	-					
Ending actual fund balance	-	-	-	-	-	-
Accumulative actual fund balance depletion / gain						
IGT Safety Net Payment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer out to GF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fund balance adjusted for IGT smoothing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Accumulative adjusted fund balance depletion / gain						

YTD Surplus (loss)	(269,288)
YTD IGT Revenue, net	-