

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

**Monday, June 24, 2019, 10:00 AM
Commissioners Hearing Room**

Present: Commissioner Vince DiFilippo, Commissioner Jim Hertzler; Sandy Moyle, Chief Clerk; Flo Ford, Deputy Chief Clerk; Michelle Rhone, Recording Secretary; Raymond Soto, Melissa Smith, Nancy Conklin, Helen Schultz, Ben Boyer, Brad King, Melissa Smith, CNRC; Dana Best, Ron Snow, Finance; Holly Sherman, Human Resources; Rob Peterson, Jason Plank, Noelker & Hull.

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

Roll Call: Commissioner DiFilippo, Commissioner Hertzler.

Public Comment: None

Approval of Minutes: Commissioner Hertzler moved to approve the CNRC Minutes of May 28, 2019. Commissioner DiFilippo seconded the motion and it unanimously carried.

FSES Update Presented by Noelker & Hull: Rob Peterson and Jason Plank provided an FSES update. We are currently waiting to receive a letter from the Division of Nursing; once the letter is received, plans will officially be approved. Major component of the FSES; Tower building, tower building is too tall for its current construction type. To remediate the condition the tower needs to be completely separated from the rest of the facility. We were able to isolate the issue to the tower and solved the problem in the tower. We brought the existing door up to the standards of a smoke door. The existing firewalls should make the smoke zones small enough; and therefore the travel distance requirements will come into compliance. The building will be up to current standards, once the wander guards are added to the doors; however, this will need to be approved by the Department of Health. Commissioner Hertzler questioned when this be going out to bid; documents should be ready to send out for bid in July. The ceiling tiles are being replaced in one (1) area of the five (5) story building. Deadline for the FSES's is February 2022.

CNRC Staffing: (See Attached)

CNA total vacancies: (38) CNA – 31 Full-time, 7 Part-time. LPN total vacancies (13) LPN – 7 Full-time, 6 Part Time. PRN casual position vacancies: (5) – 2 CNA, 3 LPN – recently approved at a Salary Board meeting. All vacant Resident Aide positions have been filled. 40 applicants applied for the Claremont full-time HR position. Salary Board approved 2 full-time; and 6 part-time.

May 2019 Turnover Report: 12 new hires (8 full-time, 1per diem, 3 part-time). Terminations: 12 (6 full-time, 3 per diem, 3 part-time).

Recruitment/Retention meeting was held Thursday, June 13, 2019. (See Attached). Meetings are held monthly and are advertised throughout the building. Employee attendance is encouraged, pending supervisor approval, to share ideas and thoughts on recruitment and retention.

Admissions Report – May 2019: (See Attached)

- **Admissions and Referrals:** Helen Schultz reviewed the Summary of Admissions and Referrals Report for May 2019. She reported there were 144 referrals which resulted in 33 admissions (5 long-term; 28 short-term, 6 from previous month referrals). There were 80 denials; 0 bariatric reasons; 32 medical; 6 behavioral; 25 no beds; 15 insurance reasons; 0 staffing; 2 other. Melissa Smith provided there were 29

discharges and 2 deaths for the month of May. As of May 31 there were 6 traditional Medicare residents, and 4 managed care residents.

- **Medical Assistance (MA) Approvals May 2019:** (See attached) Melissa reported there were 4 MA approved; 24 current outstanding MA pending. (12 County Assistance Office, 7 current months, 5 prior months).

Financial Report – May 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; admissions: 107.

Nursing: (See Attached)

Heather Raisig provided a Nursing update. Scheduling working off spreadsheet and pull list based on seniority re: position category. LPN Master Schedules have been completed. We are in the process of developing an Agency Reduction Plan. 5 star reports have not changed; anticipating a change next month. We had an initial meeting and developed a process improvement plan around quality control measures. Initiated a Policy committee; LPN's, Aides, and Unit Managers are engaged in the process; focusing on wound and skin care programs. Hoping to complete an Abaqis mock survey in September/October. Have achieved Basic Accreditation; will work to achieve Advanced Accreditation.

Department of Health reportable events (17); 8 other, 5 abuse – all unsubstantiated, 1 misappropriation, 2 transfer to ER, 1 interruption of services.

Other Business/Discussion:

Life Safety Update:

Cleared all life safety deficiencies except for two; needed to get a time sensitive waiver. First one involved three doors; still waiting to receive the third door and install it; second is closet in the O2 storage room to protect the electrical panel; still waiting on that door, and going to start building the walls. These deficiencies will be removed once they are completed.

VA Survey Update:

Down to the sprinkler; additional heads need to be added in the dock area, sprinkler head does need to be changed; need to get approval from plan and review to move ahead with the work. Have received the drawings for the Fire Panel; needs to be reviewed to ensure they are sufficient before that project can move ahead. The Security System Replacement project is in the works; updating the system.

CNRC Updates: (See Attached)

Raymond Soto, Nursing Home Administrator provided a CNRC update:

- Discussed ways to improve the census; potential to establish a pulmonary program was pulled; the minimum cost is \$104,000 per year to implement that program. We are moving towards the VA program, already have a VA task force in place to see this unit develop. Outside organizations willing to fundraise for the program.
- Behavior Management Committee is continuing; in July, psychiatric and psychological group that are looking at options.

- Attend weekly Rotary meetings.
- Development of Marketing Task Force consisting of: Director of Admissions, Administrator, and the Clinical Liaison have held the first meeting. Discussed what the upcoming plan is.
- Major concerns regarding rehab – Encore, the contracted therapy provider is not providing the programs that they are being compensated to provide to the residents.

Executive Session: None

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

Respectfully Submitted,

Michelle Rhone
Administrative Assistant

Recruitment and Retention Meeting 06/13/2019

Recruitment Notes:

- C.N.A sign on bonus
 - Program runs through the end of July
 - 2 new hires so far
 - Current employees are eligible for referral bonus (\$500)
 - Discussed trying again in conjunction with next job fair
 - Possibly increasing the amount and focusing on specific shifts (3p-11p)
 - Available to all C.N.A positions
- Resident Aide Position
 - New position that is a pathway to becoming a C.N.A
 - 5 Part time and 2 full time have been created
 - 1 hired, starting 06/20/2019
 - Robbin would like to have a dedicated team to mentor the Resident Aides comprised of nursing, housekeeping and activities
- Helping Hands training through Sodexo
 - This program, if approved, will provide training to all and any staff to be able to feed residents, if needed.
 - Resident aides will go through the program
- Raymond personally handed out fliers regarding the Resident Aide position and the Referral bonus to all staff on units.
- New Human Resources Manager position has been created to be a full time employee at CNRC. This employee will focus on all HR aspects at CNRC.
- Paper Applications
 - Discussion on bringing back paper applications as a supplemental way to apply
 - Stephanie called 5 facilities in the area, all but one allows paper applications
- Discussed the ability to drug test at Claremont for new hires.
 - Saliva Tests
- New Applicant Tracking System
 - Discussed researching new more efficient applicant tracking systems
 - Robbin asked if the system could provide a calendar of all interviews that all interviewing managers as well as the receptionist can see
- Virtual Job Fair
 - Raymond had information on a Virtual Job Fair. Cost is \$600.00. Discussion was if it was cost effective for CNRC to join.
- Open discussion
 - Current critical need is 3p-11p C.N.A
 - Research what other facilities are paying hourly and with a shift differential
 - Heather invited HR to attend a weekly staffing meeting that she is running. HR accepted the invite. Meetings are Wednesday's at 11:30am.
 - Bob brought up the unemployment office that is located on Alexander Spring Rd, with the possibly of posting jobs and opportunities there. HR will look into this.
 - Buddies to Bosses training program is starting in July. Jen Goetz will be heading the training.

- **Mentor program is up and running for housekeeping/dietary/laundry department. Robbin is starting her program with the Resident Aide position. She has had problems with getting names of potential employees to become mentors from Nurse Managers. She will be checking with the schedulers on getting names of employees that can be trained.**

C.N.A JOB POSTINGS

Heritage Harbor

<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>
NH3158	C.N.A	FT	2:30P-11P	B	OPEN	until filled
NH3066	C.N.A	FT	6:30P-7A	A	OPEN	until filled
NH3053	C.N.A	FT	6:30P-7A	A	5/31/2019	6/9/2019

C-WING

NH3043	C.N.A	FT	2:30P-11P	A	OPEN	until filled
NH3194	C.N.A	FT	10:30P-7A	A	OPEN	until filled
NH3122	C.N.A	FT	2:30P-11P	A	OPEN	until filled
NH3132	C.N.A	FT	6:30A-7P WP		OPEN	until filled

1ST FLOOR

NH3148	C.N.A	FT	6:30P-7A	B	OPEN	until filled
NH3120	C.N.A	FT	6:30P-7A WP		OPEN	until filled
NH3051	C.N.A	FT	6:30A-3P	A	6/14/2019	6/24/2019

2ND FLOOR

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	OPEN	until filled
NH3136	C.N.A	FT	6:30a-7p	B	OPEN	until filled
NH8065	C.N.A	PT	2:30P-11P	B	OPEN	until filled
NH3094	C.N.A	FT	2:30P-11P	B	OPEN	until filled

3RD FLOOR

NH3135	C.N.A	FT	10:30P-7A	A	OPEN	until filled
NH3164	C.N.A	FT	6:30A-7P WP		OPEN	until filled
NH3037	C.N.A	FT	6:30P-7A	B	OPEN	until filled
NH3039	C.N.A	FT	2:30P-11P	A	OPEN	until filled
NH3058	C.N.A	FT	6:30P-7A	A	OPEN	until filled
NH3098	C.N.A	FT	2:30P-11P	B	OPEN	until filled
NH3091	C.N.A	FT	6:30A-7P WP		OPEN	until filled
NH3111	C.N.A	FT	6:30A-3P	A	6/14/2019	6/24/2019

TRANSITIONS

NH3157	C.N.A	FT	2:30P-11P	B	OPEN	until filled
NH3089	C.N.A	FT	2:30P-11P	A	OPEN	until filled
NH8049	C.N.A	PT	6:30A-3P	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

FLOATS

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
NH8021	C.N.A	PT	2:30P-11P	A	OPEN	until filled
NH8068	C.N.A	PT	10:30P-7A	A	OPEN	until filled
NH8069	C.N.A	PT	10:30P-7A	B	OPEN	until filled

RNP

NH3101	C.N.A	FT	6:30A-3P	A	6/11/2019	6/21/2019
NH3033	C.N.A	FT	6:30A-3P	B	6/11/2019	6/21/2019

LPN POSTINGS

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>
NH2041	LPN	FT	6:30P-7A	B	OPEN	UNTIL FILLED

Transitions

NH2042	LPN	FT	6:30P-7A	B	OPEN	UNTIL FILLED
NH3306	LPN	FT	6:30P-7A	B	5/31/2019	6/9/2019

FLOATS

NH2043	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

RN Postings

<u>posting#</u>	<u>Shift</u>	<u>Job Title</u>	<u>Weekend</u>	<u>FT/PT</u>	<u>Date posted</u>	<u>Close Date</u>
NH3021	10:30P-7AM	RN	EOW	FT	OPEN	UNTIL FILLED
NH8111	10:30P-7AM	RN	EOW	PT	OPEN	UNTIL FILLED
NH8112	6:30A-3P	RN	FRI, SAT,SUN	PT	OPEN	UNTIL FILLED
NH8113	2:30P-11P	RN	EOW	PT	OPEN	UNTIL FILLED

RN PRN SUPERVISOR

<u>posting #</u>	<u>department</u>	<u>job title</u>	<u>PRN</u>	<u>date posted</u>	<u>close date</u>
NH9018	NURSING	RN SUPERVISOR	PRN	open	until filled
NH9093	NURSING	RN SUPERVISOR	PRN	open	until filled
NH9096	NURSING	RN SUPERVISOR	PRN	open	until filled
NH9114	NURSING	RN SUPERVISOR	PRN	open	until filled
NH9115	NURSING	RN SUPERVISOR	PRN	open	until filled

RN PRN CASUAL SUPERVISOR

<u>posting #</u>	<u>department</u>	<u>job title</u>	<u>PRN CASUAL</u>	<u>date posted</u>	<u>close date</u>
NH9128	NURSING	RN SUPERVISOR	PRN CASUAL	open	until filled
NH9126	NURSING	RN SUPERVISOR	PRN CASUAL	open	until filled
NH9127	NURSING	RN SUPERVISOR	PRN CASUAL	open	until filled

PRN CASUAL POSITIONS

<u>posting#</u>	<u>Job Title</u>	<u>FT/PT</u>	<u>Date posted</u>	<u>Close Date</u>
NH9121	C.N.A	PRN	OPEN	UNTIL FILLED
NH9122	C.N.A	PRN	OPEN	UNTIL FILLED
NH9124	LPN	PRN	OPEN	UNTIL FILLED
NH9125	LPN	PRN	OPEN	UNTIL FILLED
NH9123	LPN	PRN	OPEN	UNTIL FILLED

HRR-19b (County Employment Status - Commissioners)

6/18/19 2:11 pm
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***** Nursing Home Only *****

For the Period Beginning 05/01/2019 and Ending 05/31/2019

Hires

FT

	<u>Hire Date</u>	<u>Emp</u>	<u>PL</u>	<u>Dept</u>	<u>Position</u>	<u>Title</u>
1	5/1/2019	11253	NHOME	ADMIN	NH3302	Senior Nursing Director
2	5/9/2019	10939	NHOME	SKNRH	NH3124	C.N.A.
3	5/9/2019	12134	NHOME	SKNRC	NH2045	L.P.N. Charge Nurse
4	5/9/2019	12135	NHOME	DIET	NH3224	Dietary Aide
5	5/9/2019	12136	NHOME	SKNRH	NH3131	C.N.A.
6	5/9/2019	12137	NHOME	SOCSSR	NH2059	Human Services Case Manager
7	5/23/2019	12148	NHOME	SKNR1	NH3159	C.N.A.
8	5/23/2019	12151	NHOME	SKNRH	NH3158	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	5/9/2019	12133	NHOME	SKNR1	NH9109	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	5/9/2019	11820	NHOME	HOUSK	NH8009	Housekeeping Aide PT
2	5/9/2019	12138	NHOME	SKNR1	NH8069	C.N.A. PT
3	5/23/2019	12149	NHOME	DIET	NH8011	Dietary 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	5/1/2019	11995	NHOME	ADMIN	NH3302	Senior Nursing Director	N	TI-OTHER
2	5/3/2019	11941	NHOME	SKNRC	NH3114	C.N.A.	N	TV-NEWJOB
3	5/11/2019	11843	NHOME	SKNR3	NH3039	C.N.A.	N	TV-OTHER
4	5/18/2019	10920	NHOME	SKNRR	NH3306	L.P.N. Charge Nurse	N	TV-OTHER
5	5/23/2019	12147	NHOME	DIET	NH3207	Dietary Aide		TI-RESCIND
6	5/31/2019	11707	NHOME	SKNR1	NH3091	C.N.A. WP	Y	TV-UNKNOWN

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	5/10/2019	12111	NHOME	SKNR1	NH9107	C.N.A. PRN	N	TV-HOURS
2	5/23/2019	12150	NHOME	SKNR1	NH9046	Nursing Supervisor		
3	5/25/2019	11786	NHOME	SKNR1	NH9048	Nursing Supervisor	Y	TV-FAMILY

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	5/3/2019	12089	NHOME	DIET	NH9017	Dietary Aide PT	Y	TV-HOURS
2	5/10/2019	12105	NHOME	DIET	NH8039	Dietary Aide PT	Y	TV-NEWJOB
3	5/15/2019	11542	NHOME	SKNR1	NH8065	C.N.A. PT	Y	TV-SCHOOL

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

APPROVALS

	May-19	Apr-19	Mar-19
Admitted	25	22	11
Pending admission	2	5	1
discharged home	2	0	1
sent to other SNF	25	21	24
No Beds	3	0	5
Insurance	0	5	1
Pending decision	6	1	0
Respite	0	2	0
Other	1	0	0

Total Referrals

Approvals	64	56	43
Denials	80	86	85
	144	142	128

ADMISSIONS DETAIL

	Long Term	Short Term	Total
Medicaid Pending	1	0	1
Medical Assistance	0	0	0
Medicare	3	8	11
Private pay	1	0	1
Veterans	0	1	1
Insurance	0	19	19
Hospice	0	0	0
Total Admissions	5	28	33

RECORD OF DISCHARGES and DEATHS

Discharges	29	18	15
Deaths	2	9	6
	31	27	21

Medicaid Applications Month End Snapshot

	May-19	Apr-19	Mar-19
MA Approved	4	7	6
Pending Applications			
MA Pending - County Asst Office	12	10	13
MA Pending - Current Month	7	3	3
MA Pending - Prior Months	5	7	7
Total pending applications	24	20	23

DENIALS

	May-19	Apr-19	Mar-19
Bariatric	0	0	3
Medical	32	30	28
Behavioral	6	4	4
No Beds	25	12	11
Insurance	15	9	3
Staffing	0	29	36
Other	2	2	0

ADMISSIONS

Current month referrals	25	22	11
Waiting list	2	0	0
Previous month referrals	6	3	3
	33	25	14

MCA CENSUS AT

05/31/19

Traditional	6
Managed Care	4

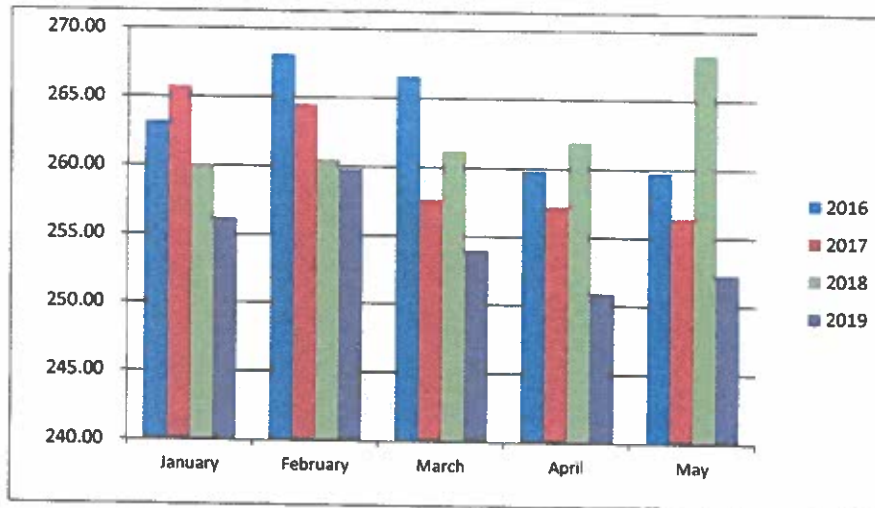
CNRC Key Indicators

Census/Volume	Budget (YTD)	Actual (YTD)	Var. Inc/(May)	Fav/(Unfav)	Prior (YTD)	Actual (YTD)	Var. Inc/(May)	Fav/(Unfav)
Avg Daily Census	267.00	254.52	(12.48)	Unfavorable	262.40	254.52	(7.89)	Unfavorable
Census Days	40,317	38,432	(1,885)	Unfavorable	39,623	38,432	(1,191)	Unfavorable

Revenue surplus(shortfall) \$ (479,844)

Transitions Census

Medicare A Census	14	5.23	(8.77)		14.51	5.23	(9.28)	
Commercial Ins Census	13	4.90	(8.10)		12.91	4.90	(8.01)	
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)		27.42	22.16	(5.26)	
Admissions	185	107	(78)		148	107	(41)	



ADC trend for May for years indicated

	2016	2017	2018	2019
January	263.16	265.71	260.03	256.16
February	268.10	264.46	260.46	259.82
March	266.55	257.65	261.19	253.94
April	259.80	257.20	261.90	250.90
May	259.71	256.42	268.29	252.26
June	259.60	264.60	263.13	-
July	269.03	267.52	268.58	-
August	273.35	257.23	264.84	-
September	268.67	255.50	262.17	-
October	270.87	262.48	268.10	-
November	265.10	264.97	265.60	-
December	267.00	260.81	254.97	-

Skilled Census - Days

	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
2019	1,218	936	-	-
2018	2,235	2,185	1,777	1,638
2017	2,630	2,217	1,883	2,563

Skilled ADC

	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
2019	13.53	15.34	-	-
2018	24.83	24.01	19.32	17.80
2017	29.22	24.36	20.47	27.86

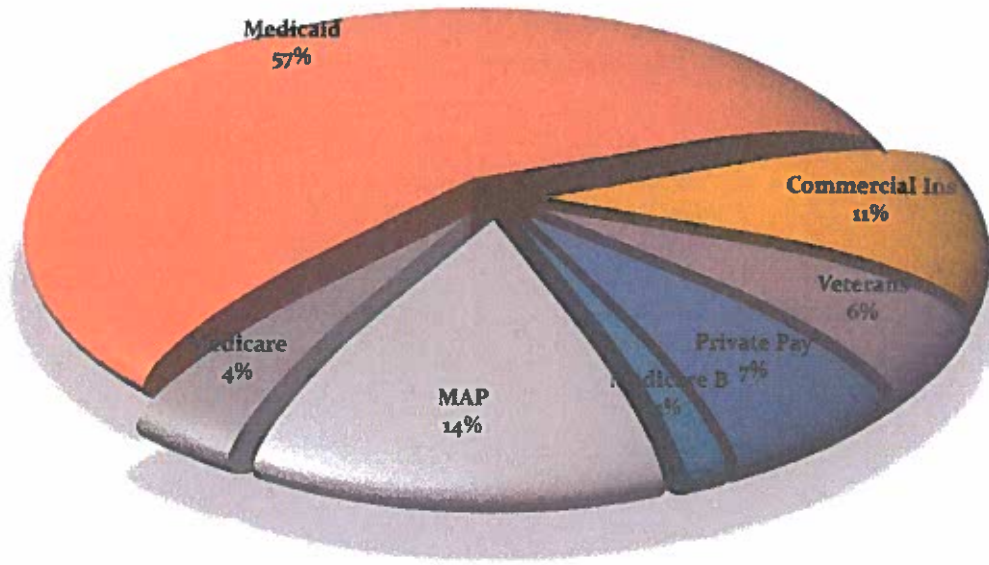
CNRC Key Indicators

	Budget (YTD)	Actual (YTD)	Var. Inc/(May)	Fav/(Unfav)	Prior (YTD)	Actual (YTD)	Var. Inc/(May)	Fav/(Unfav)
Reimbursement Rate/Mix								
Avg. Room & Board Rate	\$ 256.94	\$ 241.26	\$ (15.68)	Unfavorable	\$ 251.72	\$ 241.26	\$ (10.46)	Unfavorable
Avg. Resident Rev Rate	\$ 278.39	\$ 254.56	\$ (23.83)	Unfavorable	\$ 270.58	\$ 254.56	\$ (16.02)	Unfavorable
Revenue surplus(shortfall)	\$ (915,839)							
Medicare Rate Average	\$ 533.53	\$ 535.95	\$ 2.42	Favorable	\$ 509.63	\$ 535.95	\$ 26.32	Favorable
Medicaid Rate Average	\$ 215.78	\$ 213.39	\$ (2.39)	Unfavorable	\$ 210.50	\$ 213.39	\$ 2.89	Favorable
Private Pay Rate Average	\$ 331.00	\$ 334.73	\$ 3.73	Favorable	\$ 334.49	\$ 334.73	\$ 0.24	Favorable
Veterans Rate Average	\$ 256.38	\$ 279.47	\$ 23.09	Favorable	\$ 275.69	\$ 279.47	\$ 3.78	Favorable
Comm Ins Rate Average	\$ 438.85	\$ 326.51	\$ (112.34)	Unfavorable	\$ 350.10	\$ 326.51	\$ (23.59)	Unfavorable

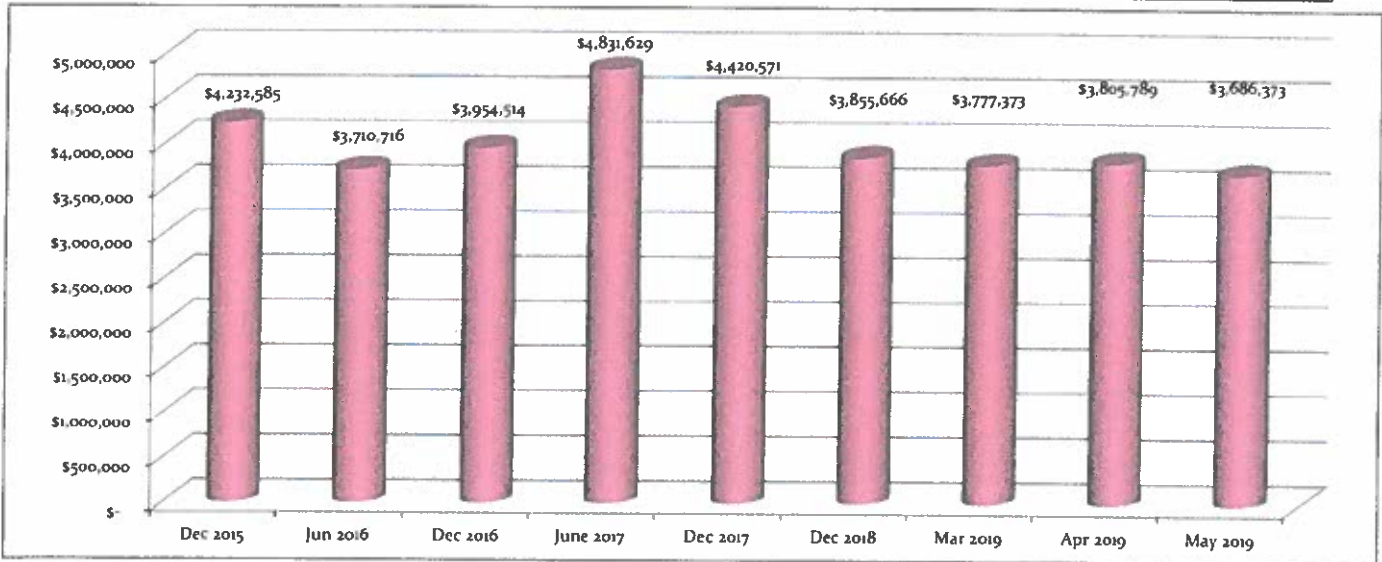
	Goal	Actual (May 2019)	Var. Inc/(May)	Fav/(Unfav)	Prior (May)	Actual (May 2019)	Var. Inc/(May)	Fav/(Unfav)
Account Receivable								
% AR > 120 days	14%	8.75%	-5.25%	Favorable	19.92%	8.75%	-11.17%	Favorable
Rev - Days in AR	65.00	54.00	(11.00)	Favorable	66.08	54.00	(12.08)	Favorable
W/O as % of Oper. Rev	1%	0.21%	-0.79%	Favorable	0.27%	0.21%	-0.06%	Favorable

	12/31/2018	5/31/2019	Var. Inc/(May)	Fav/(Unfav)	5/31/2018	5/31/2019	Var. Inc/(May)	Fav/(Unfav)
Fund Balance								
Fund Balance	\$ 2,572,901	\$ 1,581,824	\$ (991,077)	Unfavorable	\$ 1,625,273	\$ 1,581,824	\$ (43,449)	Unfavorable

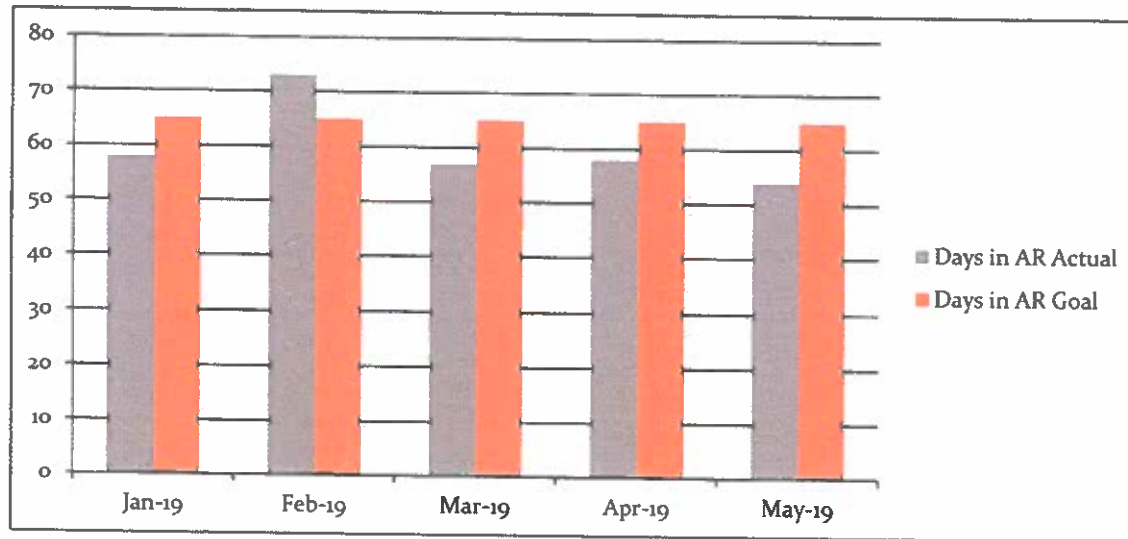
Outstanding Accts Receivable May 31, 2019



HISTORICAL TREND OF ACCOUNTS RECEIVABLE

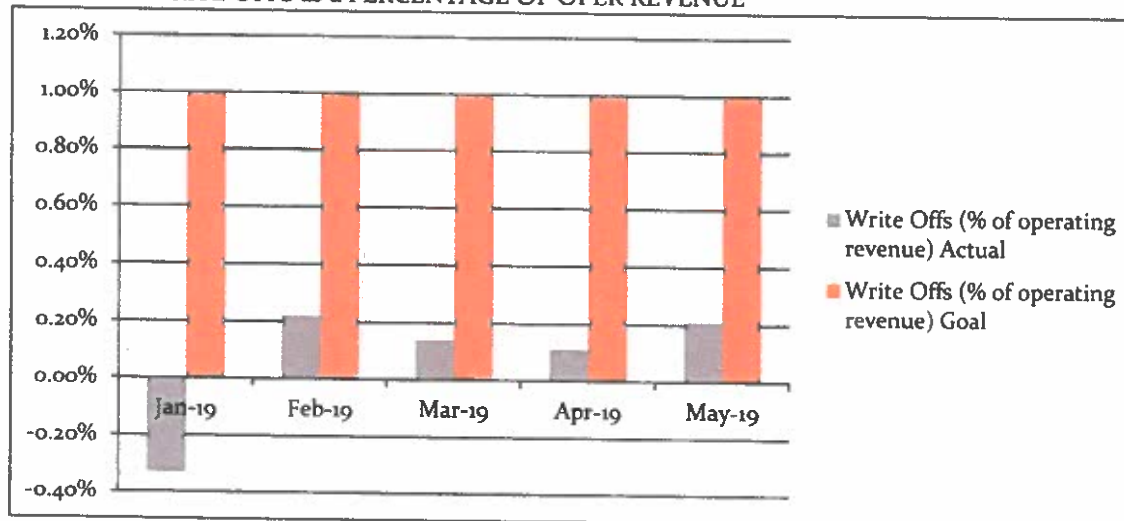


DAYS IN ACCOUNTS RECEIVABLE



	Actual	Goal
Jan-19	58	65
Feb-19	73	65
Mar-19	57	65
Apr-19	58	65
May-19	54	65

WRITE OFFS as a PERCENTAGE OF OPER REVENUE



	Actual	Goal
Jan-19	-0.33%	1.00%
Feb-19	0.22%	1.00%
Mar-19	0.14%	1.00%
Apr-19	0.11%	1.00%
May-19	0.21%	1.00%

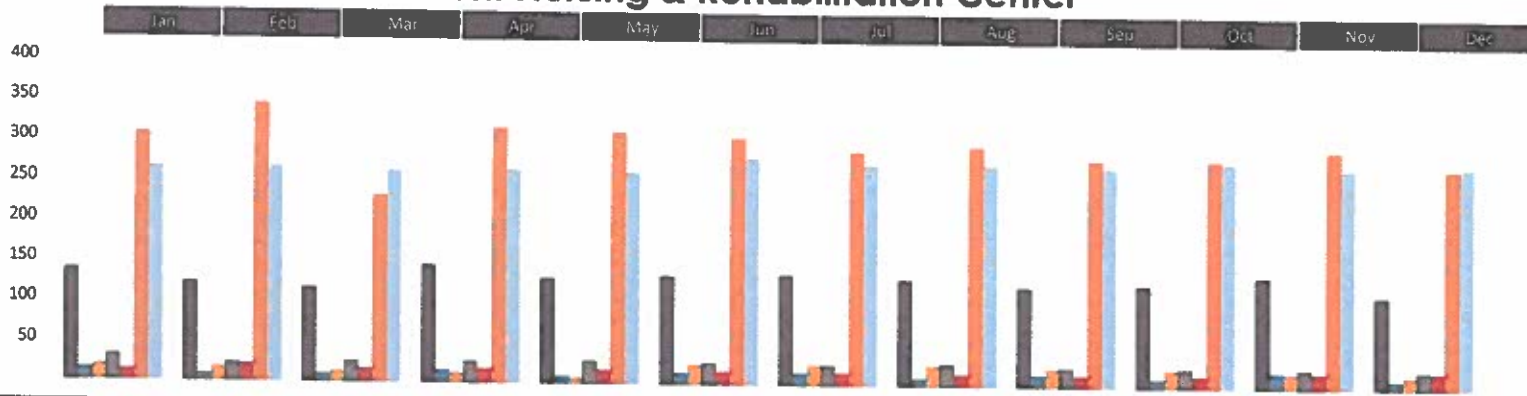
CNRC Key Indicators

Budget (YTD)	Actual (YTD)	Var. Inc./ (May)	Fav/ (Unfav)	Prior (YTD)	Actual (YTD)	Var. Inc./ (May)	Fav/ (Unfav)
40,317	38,432			39,623	38,432		

LABOR COSTS								
Nursing Salary, Wages & Benefits - dollars	\$ 5,063,704	\$ 4,967,498	\$ (96,206)	Favorable	\$ 5,337,663	\$ 4,967,498	\$ (370,165)	Favorable
Nursing Salary, Wages & Benefits - PPD	\$125.60	\$129.25	3.66	Unfavorable	\$ 134.71	\$ 129.25	\$ (5)	Favorable
Nursing Overtime - dollars	\$ 238,141	\$ 408,504	\$ 170,363	Unfavorable	\$ 440,227	\$ 408,504	\$ (31,723)	Favorable
Nursing Overtime - PPD	\$ 5.91	\$ 10.63	4.72	Unfavorable	\$ 11.11	\$ 10.63	\$ (0)	Favorable
Nursing Agency - dollars	\$ 450,530	\$ 466,026	\$ 15,496	Unfavorable	\$ 8,206	\$ 466,026	\$ 457,820	Unfavorable
Nursing Agency - PPD	\$ 11.17	\$ 12.13	0.95	Unfavorable	\$ 0.21	\$ 12.13	\$ 12	Unfavorable
NHPPD	3.46	3.27	0.19	Unfavorable	\$ 3.45	3.27	\$ (0.18)	Unfavorable
Dietary Salary, Wages, & Benefits - dollars	\$ 643,765	\$ 569,700	\$ (74,065)	Favorable	\$ 586,384	\$ 569,700	\$ (16,684)	Favorable
Dietary Salary, Wages, & Benefits - PPD	\$ 15.97	\$ 14.82	(1.14)	Favorable	\$ 14.80	\$ 14.82	\$ 0	Unfavorable
Housekeeping & Laundry Salary, Wages & Benefits - dollars	\$ 502,537	\$ 488,834	\$ (13,704)	Favorable	\$ 490,463	\$ 488,834	\$ (1,629)	Favorable
Housekeeping & Laundry Salary, Wages & Benefits - PPD	\$ 12.46	\$ 12.72	0.25	Unfavorable	\$ 12.38	\$ 12.72	\$ 0	Unfavorable
Total Operating Expenses	\$ 11,683,051	\$ 11,112,212	\$ (570,838)	Favorable	\$ 11,409,154	\$ 11,112,212	\$ (296,941)	Favorable
Total Operating Expenses - PPD	\$ 289.78	\$ 289.14	(0.64)	Favorable	\$ 287.94	\$ 289.14	\$ 1	Unfavorable

OTHER EXPENSES - unfavorable to budget year to date

PPD EXPENSE TRENDS - Claremont Nursing & Rehabilitation Center



Expenses	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Trend
Nursing SW & B	\$ 136.61	\$ 121.79	\$ 115.24	\$ 143.78	\$ 128.81	\$ 132.88	\$ 134.79	\$ 130.20	\$ 121.43	\$ 124.69	\$ 136.06	\$ 112.25	
Overtime	\$ 14.78	\$ 9.05	\$ 9.92	\$ 15.75	\$ 9.83	\$ 14.38	\$ 15.78	\$ 10.47	\$ 15.57	\$ 11.02	\$ 20.06	\$ 11.05	
Therapy	\$ 19.50	\$ 17.71	\$ 13.21	\$ 12.61	\$ 7.74	\$ 24.97	\$ 25.49	\$ 25.62	\$ 23.46	\$ 22.93	\$ 19.10	\$ 16.53	
Dietary & Gift Shop	\$ 31.62	\$ 23.35	\$ 25.87	\$ 26.98	\$ 28.88	\$ 26.67	\$ 25.49	\$ 27.83	\$ 24.64	\$ 23.93	\$ 23.67	\$ 21.99	
Housekeeping & Laundry	\$ 12.91	\$ 21.28	\$ 16.43	\$ 17.24	\$ 17.59	\$ 15.79	\$ 16.08	\$ 15.35	\$ 14.66	\$ 14.61	\$ 19.24	\$ 21.13	
Total Expenses PPD	\$ 305.65	\$ 342.59	\$ 231.21	\$ 313.98	\$ 308.89	\$ 303.38	\$ 288.31	\$ 295.32	\$ 279.27	\$ 280.52	\$ 292.39	\$ 270.31	
Total Revenue PPD	\$ 265.41	\$ 265.78	\$ 261.37	\$ 263.28	\$ 261.07	\$ 279.79	\$ 272.16	\$ 272.76	\$ 270.20	\$ 277.51	\$ 270.78	\$ 273.64	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	



Claremont Nursing & Rehab Center
Income Statement
2019 Actual vs. Budget Comparison

	Actual	May YTD Budget	Inc/(Dec)	Actual	May-19 Budget	Inc/(Dec)
Resident R&B Revenues	9,272,101.38	10,358,849.93	(1,086,748.55) 1)	1,880,725.29	2,126,657.94	(245,932.65)
Other resident revenues	511,121.68	864,779.26	(353,657.58) 1)	78,261.05	177,538.02	(99,276.97)
Misc MA Revenues	354,157.44	3,076,174.40	(2,722,016.96) 2)	88,933.96	615,087.20	(526,153.24)
Bad Debt Allowance	(102,364.18)	(104,150.00)	1,785.82	(20,679.14)	(20,825.00)	145.86
Misc Revenues	86,927.50	74,492.19	12,435.31	19,060.71	14,894.86	4,165.85
Total Revenues	10,121,943.82	14,270,145.78	(4,148,201.96)	2,046,301.87	2,913,353.02	(867,051.15)
Per Patient Day	263.37	353.95	(90.58)	261.68	351.98	(90.31)
Salary & Benefits	(7,513,632.54)	(7,703,924.19)	190,291.65 3)	(1,544,586.30)	(1,390,108.90)	(154,477.40)
Operating	(3,598,579.85)	(3,979,126.42)	380,546.57 4)	(791,793.44)	(979,621.93)	187,828.49
Other expenses	(406,277.30)	(434,770.13)	28,492.83	(79,141.03)	(103,886.57)	24,745.54
Total Expenses	(11,518,489.69)	(12,117,820.74)	599,331.05	(2,415,520.77)	(2,473,617.40)	58,096.63
Per Patient Day	(299.71)	(300.56)	0.85	(308.89)	(298.85)	(10.04)
Adj to Surplus/loss Non-proj	-	-	-	-	-	-
Inc/(Dec) to Fund Balance	(1,396,545.87)	2,152,325.04	(3,548,870.91)	(369,218.90)	439,735.62	(808,954.52)
Per Patient Day	(36.34)	53.39	(89.72)	(47.21)	53.13	(100.34)

YTD variance explanations

- 1) Year to date average daily census is 12.48 below budget projections; that is 1,425 days. This equates to an estimated revenue shortfall due to census of \$479,844.43
- 1) Net rate is \$23.83 below budget causing an estimated revenue shortfall of \$915,839.04 due to rate variance
- 2) The IGT Safety Net payment will not be received until June. The budget is split over a 12 month period.
- 3) NHPPD'S for the month of May was 3.24 to the budget of 3.46
- 3) Salary and Benefits for the month are \$190,292 underbudget. This is due to:
 - 3a) FT/PT are under budget \$96K with LPNs making up the majority of this.
 - 3b) Vacancies in the CNA's is causing high OT to meet staffing needs; Regular overtime is over budget \$194k mostly CNAs to meet staffing needs
 - 3c) Benefits are under budget by \$245,135 driven mostly by Medical and FICA
- 4) Operating expenses are underbudget 380,546.57
 - 4a) Purchased Services are underbudget \$260K
 - Therapy services - under \$258K
 - 4b) Utilities are underbudget \$24K - due to no oil being purchased in current year.
 - 4d) Service supplies are underbudget \$82K

Staffing	June Report Scheduling working of Spreadsheet and Pull list based on seniority re: of position category. Licensed Nurse pulls will be maintained by scheduling office based on seniority and last pull. Developing Agency Reduction Plan																												
DOH Annual Survey 10 D's 1 E	Has not yet been captured into 5 star rating Cleared Annual Survey back to Date Certain of 4/25/19.																												
5 Star Nursing Home Compare thru 5/31/2019 Overall Quality ★★★ Health Inspection ★★★ Quality Measures ★★★★★ Staffing ★★ RN Staffing ★★ Survey 2016—2018 Annuals And Complaints Staffing Domain Case Mix Adjusted CASE MIX INDEX for Feb 2019 1.10 MA Total 1.14 CASE MIX INDEX for Feb 2018 1.07 MA Total 1.08 Quality Measures <table border="1" data-bbox="61 989 704 1226"> <thead> <tr> <th></th> <th>LS</th> <th>SS</th> <th>Overall</th> </tr> </thead> <tbody> <tr> <td>★</td> <td>175 – 524</td> <td>167 – 541</td> <td>342 - 1066</td> </tr> <tr> <td>★★</td> <td>525 – 624</td> <td>542 – 638</td> <td>1067 – 1263</td> </tr> <tr> <td>★★★</td> <td>625 – 709</td> <td>639 – 721</td> <td>1264 – 1431</td> </tr> <tr> <td>★★★★</td> <td>710 – 799</td> <td>722 – 805</td> <td>1432 – 1605</td> </tr> <tr> <td>★★★★★</td> <td>800 – 1250</td> <td>806 – 1250</td> <td>1606 - 2500</td> </tr> <tr> <td>Claremont</td> <td>765 (4)</td> <td>708 (3)</td> <td>1473 (4)</td> </tr> </tbody> </table>		LS	SS	Overall	★	175 – 524	167 – 541	342 - 1066	★★	525 – 624	542 – 638	1067 – 1263	★★★	625 – 709	639 – 721	1264 – 1431	★★★★	710 – 799	722 – 805	1432 – 1605	★★★★★	800 – 1250	806 – 1250	1606 - 2500	Claremont	765 (4)	708 (3)	1473 (4)	Committee established to develop PIP's around quality measures to increase to 5 star QM's <ul style="list-style-type: none"> • Education to direct care staff on proper documentation of coding for ADLS • Focus on behavior management education and non-pharms and alternate interventions prior to initiating Antipsychotic • Pressure Ulcer—review current policies through Policy Committee to follow current standards of practice Areas of Opportunities: LS—ADL decline, ability to move independently worsened, Antipsychotic SS—New or worsened PU, Rehospitalization, Successful Discharge to community
	LS	SS	Overall																										
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Department of Health Reportable Events 17 8 Other 5 Abuse—all unsubstantiated 1 Misappropriation 2 Transfer to ER 1 Interruption of Services	Increased awareness of Abuse allegation keywords for investigations Other Events: AMA Resident Altercations																												
Policy Committee	Policy Committee established																												
Abaqis	Open Sample—will complete through end of August. Achieved Basic Accreditation; Will work to achieve Advanced Accreditation Anticipate Mock Survey in September/October.																												