



NORTH CENTRAL COMMUNITY SERVICES PROGRAM

OFFICIAL NOTICE AND AGENDA of a meeting of the Board or a Committee

A meeting of the Finance, Personnel & Property Committee will be held at NCHC – Badger Room, 1100 Lake View Dr., Wausau, WI at 11:00AM, on Thursday, March 26, 2015.

AGENDA

1. Call to order
2. Minutes of 02/26/2015 Finance, Personnel & Property Committee meeting
 - a. Action: approve of minutes
3. February financials
 - a. Action: approve financial statements
 - b. Write-offs (report only; no action)
4. CFO Report
5. Accounts Receivable Update
6. Future agendas
7. Adjourn

- Action may be taken on any agenda items.
- In the event that any individuals attending this meeting may constitute a quorum of another governmental body, the existence of the quorum shall not constitute a meeting as no action by such body is contemplated.

Signed: /s/Gary Bezucha
Presiding Officer or His Designee

COPY OF NOTICE DISTRIBUTED TO:
Wausau Daily Herald Antigo Daily Journal
Tomahawk Leader Merrill Foto News
Langlade, Lincoln & Marathon County Clerk Offices
DATE: 3-19-2015 TIME: 4:00 p.m.

THIS NOTICE POSTED AT
NORTH CENTRAL HEALTH CARE
DATE: 03-19-2015 Time: 4:00 p.m.
By: D. Opper

Any person planning to attend this meeting who needs some type of special accommodation in order to participate should call the Administrative office at 848-4404. For TDD telephone service, call 845-4928.

VIA: x FAX x MAIL

BY: D. Opper

**NORTH CENTRAL COMMUNITY SERVICES PROGRAM
FINANCE, PERSONNEL & PROPERTY COMMITTEE MEETING MINUTES**

February 26, 2015

11:00 a.m.

NCHC – Wausau Campus

Present:

X	Ron Nye	X	Jeff Zriny	X	Lee Olkowski
	Bob Weaver		John Robinson		

Also Present: Gary Bezucha, Brenda Glodowski, Michael Loy, Darla Opper

The meeting was called to order at 11:00 AM, roll call taken, and a quorum noted.

Minutes

Motion/second Nye/Zriny to approve the minutes of the 01/22/14 Finance, Personnel & Property Committee meeting. Motion carried.

Financials

- Expenses:
 - Overall expenses were below targets for January.
 - State Institutions and Food exceeded budget targets.
 - Salaries were higher in January due to 3 holidays being paid.
 - Payment to consulting firm working on our strategic planning.
- Revenues:
 - Hospital census was at target of 13, nursing home census averaged 210 compared to the target of 213. Medicare census averaged 27, which was above budgeted target of 26.
 - Outpatient revenue was low in January.
 - Both programs show a small gain for January.
 - Cash remains level compared to January of last year.
- **Motion**/second Zriny/Nye to approve the January financial statements. Motion carried.

CFO Report

- New report – Target vs Actual Summary Analysis to become part of monthly reporting.
- Accounts Receivable Action Plan – updated and report out monthly.
 - Number of open items need to be addressed, we are working with the vendor.
 - These items need to be resolved to get billing out the door, have set 3-31-15 as the due date for completion.
 - Several insurance companies require electronic billing, we need this to be up and running as paper claims are not accepted.
 - Aging by Payor by Program reporting is good, client reporting is not workable.
 - We are internally working the system; we may be able to resolve some issues but also requesting same of the vendor.

- CCS claims update – latest test cleared; now sending weekly batches.
- Audit report next month.

Employee Incentive for 2014

- Discussion
- Motion/second Zriny/Nye NCHC will not provide incentive for 2014 due to limited measurable gain. Motion carried.

Year End Analysis of Lease Agreements

- Reviewed year end information of current lease agreements.

Pharmacy Report

- Summary of pharmacy services for 2014, not too far off from target.
- Nursing Home is bulk of revenue; Community Treatment and Residential clients to begin utilizing our Pharmacy.

Investment Policy

- Committee reviewed the Investment Policy.
- **Motion**/second Zriny/Nye to concur and approve the Investment Policy. Motion carried.

Future Agendas

- Accounts Receivable

Motion/second Nye/Zriny to adjourn at 11:50 a.m. Motion carried.

ddo



MEMO

TO: North Central Health Care Finance Committee
FROM: Brenda Glodowski
DATE: March 17, 2015
RE: Attached Financials

Attached please find a copy of the February financial statements for your review. To assist you in your review, the following information is provided.

BALANCE SHEET

Accounts Receivable will continue to be a priority through this year. Progress is being made with reducing this area. Cash continues to remain adequate for operations.

STATEMENT OF REVENUE AND EXPENSES

The month of February shows a gain of \$590,280 compared to a budgeted gain of \$117,322, resulting in a positive variance of \$472,958.

The hospital had a busy month, averaging almost 16 patients per day, compared to the target of 13. The CBRF has also had an increase in volume, resulting in increased revenue. The nursing home also exceeded targets for February, averaging almost 215 per day. The target is 213. The Medicare census averaged 34 per day, compared to the target of 26. Outpatient areas also had an improvement in revenue compared to January.

Overall expenses for February were well below targets. Overall employee benefits were below budget targets, with health insurance being a significant contributor to this. A credit was received from the state institutions, which helped reduce this expense for February. Utilities were under budget in February due to the milder weather. There are also a number of vacant positions, which contributed to salaries being below targets. Some of these have been filled, and will be reflected in the coming months.

Through February, the overall organization shows a gain of \$601,174 compared to the targeted gain of \$174,290. The Human Services Program shows a gain of \$531,238 and the Nursing Home shows a gain of \$69,936.

If you have any questions, please feel free to contact me.

**NORTH CENTRAL HEALTH CARE
COMBINING STATEMENT OF NET ASSETS
FEBRUARY 2015**

	<u>51.42/.437</u> <u>PROGRAM</u>	NURSING <u>HOME</u>	<u>TOTAL</u>	<u>TOTAL</u> <u>28-Feb-14</u>
CURRENT ASSETS:				
CASH AND EQUIVALENTS	6,019,661	(106,124)	5,913,537	7,343,572
SHORT-TERM INVESTMENTS	7,029,482		7,029,482	6,495,769
CASH FOR APPROVED CAPITAL PURCHASES	1,768,453	502,066	2,270,518	1,804,231
DONATED FUNDS	184,015		184,015	131,489
ACCOUNTS RECEIVABLE:				
PATIENT (NET)	4,547,277	4,443,155	8,990,432	5,258,427
STATE GRANTS	410,742		410,742	289,970
OTHER	254,315		254,315	320,776
APPROPRIATIONS RECEIVABLE	0		0	1,321,698
AMOUNTS RECEIVABLE FROM				
THIRD-PARTY REIMBURSEMENT PROGRAMS	382,667	333,332	715,999	833,499
INVENTORY	16,920	256,902	273,822	331,005
OTHER	<u>476,777</u>	<u>64,904</u>	<u>541,681</u>	<u>662,384</u>
TOTAL CURRENT ASSETS	<u>21,090,308</u>	<u>5,494,235</u>	<u>26,584,543</u>	<u>24,792,820</u>
CAPITAL ASSETS				
CAPITAL ASSETS	29,477,229	14,560,773	44,038,002	42,621,186
ACCUMULATED DEPRECIATION	<u>(21,986,874)</u>	<u>(10,635,389)</u>	<u>(32,622,262)</u>	<u>(31,142,946)</u>
CAPITAL ASSETS - NET	<u>7,490,355</u>	<u>3,925,385</u>	<u>11,415,740</u>	<u>11,478,240</u>
OTHER ASSETS - DEFERRED CHARGES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
RESTRICTED ASSETS - PATIENT TRUST FUNDS	<u>9,633</u>	<u>36,975</u>	<u>46,608</u>	<u>334,745</u>
TOTAL ASSETS	<u>28,590,297</u>	<u>9,456,595</u>	<u>38,046,891</u>	<u>36,605,804</u>

**NORTH CENTRAL HEALTH CARE
COMBINING STATEMENT OF NET ASSETS
FEBRUARY 2015**

	<u>51.42/.437 PROGRAM</u>	<u>NURSING HOME</u>	<u>TOTAL</u>	<u>TOTAL 28-Feb-14</u>
CURRENT LIABILITIES:				
ACCOUNTS PAYABLE	3,179,004	0	3,179,004	2,981,002
THIRD PARTY PAYABLE	415,000	0	415,000	466,000
APPROPRIATIONS ADVANCES	713,175	0	713,175	80,993
ACCRUED LIABILITIES:				
SALARIES & RETIREMENT	1,428,493	0	1,428,493	2,134,100
PAYROLL TAXES AND WITHHOLDING	155,832	0	155,832	235,870
COMPENSATED ABSENCES	1,564,169	0	1,564,169	1,549,250
OTHER PAYABLES	72,806	0	72,806	0
DEFERRED REVENUE - STATE GRANTS	<u>188,442</u>		<u>188,442</u>	<u>188,167</u>
TOTAL CURRENT LIABILITIES	<u>7,716,921</u>		<u>7,716,921</u>	<u>7,635,382</u>
PATIENT TRUST FUNDS	<u>9,633</u>	<u>36,894</u>	<u>46,527</u>	<u>334,526</u>
NET ASSETS:				
INVESTED IN CAPITAL ASSETS	7,490,355	3,925,385	11,415,740	11,478,240
UNRESTRICTED	12,842,149	5,424,380	18,266,530	17,021,177
OPERATING INCOME(LOSS)	<u>531,238</u>	<u>69,936</u>	<u>601,174</u>	<u>136,478</u>
TOTAL NET ASSETS	<u>20,863,742</u>	<u>9,419,701</u>	<u>30,283,444</u>	<u>28,635,896</u>
TOTAL LIABILITIES AND NET ASSETS	<u>28,590,297</u>	<u>9,456,595</u>	<u>38,046,891</u>	<u>36,605,804</u>

**NORTH CENTRAL HEALTH CARE
COMBINING STATEMENT OF REVENUES AND EXPENSES
FOR PERIOD ENDING FEBRUARY 28, 2015**

51.42/.437 PROGRAMS	<u>CURRENT MONTH ACTUAL</u>	<u>CURRENT MONTH BUDGET</u>	<u>CURRENT MONTH VARIANCE</u>	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>YTD VARIANCE</u>
REVENUE						
Net Patient Service Revenue	<u>\$1,429,437</u>	<u>\$1,342,889</u>	<u>\$86,548</u>	<u>\$2,702,046</u>	<u>\$2,815,191</u>	<u>(\$113,145)</u>
OTHER REVENUE						
State Match / Addendum	325,060	325,120	(59)	650,120	650,239	(119)
Grant Revenue	170,072	183,743	(13,671)	343,897	367,856	(23,959)
County Appropriations - Net	594,566	588,525	6,041	1,189,132	1,177,051	12,082
Departmental and Other Revenue	<u>106,984</u>	<u>145,825</u>	<u>(38,841)</u>	<u>233,351</u>	<u>291,650</u>	<u>(58,299)</u>
Total Other Revenue	<u>1,196,682</u>	<u>1,243,213</u>	<u>(46,531)</u>	<u>2,416,500</u>	<u>2,486,796</u>	<u>(70,295)</u>
TOTAL REVENUE	2,626,119	2,586,102	40,017	5,118,546	5,301,987	(183,441)
EXPENSES						
Direct Expenses	1,582,422	1,748,569	(166,147)	3,384,264	3,646,633	(262,369)
Indirect Expenses	<u>533,073</u>	<u>750,816</u>	<u>(217,743)</u>	<u>1,222,235</u>	<u>1,537,017</u>	<u>(314,782)</u>
Total Expenses	<u>2,115,495</u>	<u>2,499,385</u>	<u>(383,890)</u>	<u>4,606,499</u>	<u>5,183,650</u>	<u>(577,151)</u>
Operating Income (Loss)	<u>510,624</u>	<u>86,717</u>	<u>423,907</u>	<u>512,047</u>	<u>118,337</u>	<u>393,710</u>
Nonoperating Gains (Losses):						
Interest Income	5,930	7,500	(1,570)	11,770	15,000	(3,230)
Donations and Gifts	5,497	0	5,497	7,421	0	7,421
Gain / (Loss) on Disposal of Assets	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Nonoperating Gains / (Losses)	<u>11,427</u>	<u>7,500</u>	<u>3,927</u>	<u>19,191</u>	<u>15,000</u>	<u>4,191</u>
Operating Income / (Loss)	<u>\$522,051</u>	<u>\$94,217</u>	<u>\$427,834</u>	<u>\$531,238</u>	<u>\$133,337</u>	<u>\$397,901</u>

**NORTH CENTRAL HEALTH CARE
COMBINING STATEMENT OF REVENUES AND EXPENSES
FOR PERIOD ENDING FEBRUARY 28, 2015**

NURSING HOME	CURRENT MONTH <u>ACTUAL</u>	CURRENT MONTH <u>BUDGET</u>	CURRENT MONTH <u>VARIANCE</u>	YTD <u>ACTUAL</u>	YTD <u>BUDGET</u>	YTD <u>VARIANCE</u>
REVENUE						
Net Patient Service Revenue	<u>\$1,928,679</u>	<u>\$1,909,865</u>	<u>\$18,814</u>	<u>\$3,965,688</u>	<u>\$3,951,547</u>	<u>\$14,142</u>
OTHER REVENUE						
County Appropriations - Net	141,666	141,667	(1)	283,333	283,333	(0)
Departmental and Other Revenue	<u>31,268</u>	<u>34,833</u>	<u>(3,565)</u>	<u>62,974</u>	<u>69,666</u>	<u>(6,692)</u>
Total Other Revenue	<u>172,934</u>	<u>176,500</u>	<u>(3,566)</u>	<u>346,307</u>	<u>353,000</u>	<u>(6,693)</u>
TOTAL REVENUE	2,101,613	2,086,365	15,248	4,311,996	4,304,547	7,449
EXPENSES						
Direct Expenses	1,425,875	1,451,283	(25,409)	3,074,297	3,010,796	63,501
Indirect Expenses	<u>607,737</u>	<u>611,978</u>	<u>(4,241)</u>	<u>1,168,364</u>	<u>1,252,797</u>	<u>(84,433)</u>
Total Expenses	<u>2,033,611</u>	<u>2,063,261</u>	<u>(29,650)</u>	<u>4,242,660</u>	<u>4,263,593</u>	<u>(20,933)</u>
Operating Income (Loss)	<u>68,001</u>	<u>23,104</u>	<u>44,898</u>	<u>69,335</u>	<u>40,953</u>	<u>28,382</u>
Nonoperating Gains (Losses):						
Interest Income						
Donations and Gifts	0	0	0	0	0	0
Gain / (Loss) on Disposal of Assets	227	0	227	601	0	601
Total Nonoperating Gains / (Losses)	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Nonoperating Gains / (Losses)	<u>227</u>	<u>0</u>	<u>227</u>	<u>601</u>	<u>0</u>	<u>601</u>
Operating Income / (Loss)	<u>\$68,228</u>	<u>\$23,104</u>	<u>\$45,124</u>	<u>\$69,936</u>	<u>\$40,953</u>	<u>\$28,982</u>

**NORTH CENTRAL HEALTH CARE
COMBINING STATEMENT OF REVENUES AND EXPENSES
FOR PERIOD ENDING FEBRUARY 28, 2015**

TOTAL	CURRENT MONTH <u>ACTUAL</u>	CURRENT MONTH <u>BUDGET</u>	CURRENT MONTH <u>VARIANCE</u>	YTD <u>ACTUAL</u>	YTD <u>BUDGET</u>	YTD <u>VARIANCE</u>
REVENUE						
Net Patient Service Revenue	<u>\$3,358,116</u>	<u>\$3,252,754</u>	<u>\$105,362</u>	<u>\$6,667,734</u>	<u>\$6,766,738</u>	<u>-\$99,003</u>
OTHER REVENUE						
State Match / Addendum	325,060	325,120	(59)	650,120	650,239	(119)
Grant Revenue	170,072	183,743	(13,671)	343,897	367,856	(23,959)
County Appropriations - Net	736,232	730,192	6,040	1,472,465	1,460,384	12,081
Departmental and Other Revenue	<u>138,252</u>	<u>180,658</u>	<u>(42,406)</u>	<u>296,325</u>	<u>361,317</u>	<u>(64,991)</u>
Total Other Revenue	<u>1,369,617</u>	<u>1,419,713</u>	<u>(50,096)</u>	<u>2,762,808</u>	<u>2,839,796</u>	<u>(76,988)</u>
TOTAL REVENUE	4,727,733	4,672,468	55,266	9,430,542	9,606,533	(175,991)
EXPENSES						
Direct Expenses	3,008,297	3,199,853	(191,556)	6,458,561	6,657,429	(198,868)
Indirect Expenses	<u>1,140,810</u>	<u>1,362,794</u>	<u>(221,984)</u>	<u>2,390,599</u>	<u>2,789,814</u>	<u>(399,215)</u>
Total Expenses	<u>4,149,107</u>	<u>4,562,646</u>	<u>(413,539)</u>	<u>8,849,160</u>	<u>9,447,243</u>	<u>(598,083)</u>
Operating Income (Loss)	<u>578,626</u>	<u>109,822</u>	<u>468,804</u>	<u>581,382</u>	<u>159,290</u>	<u>422,092</u>
Nonoperating Gains (Losses):						
Interest Income	5,930	7,500	(1,570)	11,770	15,000	(3,230)
Donations and Gifts	5,724	0	5,724	8,022	0	8,022
Gain / (Loss) on Disposal of Assets	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Nonoperating Gains / (Losses)	<u>11,654</u>	<u>7,500</u>	<u>4,154</u>	<u>19,792</u>	<u>15,000</u>	<u>4,792</u>
Operating Income / (Loss)	<u>\$590,280</u>	<u>\$117,322</u>	<u>\$472,958</u>	<u>\$601,174</u>	<u>\$174,290</u>	<u>\$426,884</u>



NORTH CENTRAL HEALTH CARE
 REPORT ON AVAILABILITY OF FUNDS
 February 28, 2015

FUNDS REQUIRED TO MEET CURRENT OPERATIONAL NEEDS:

BANK	LENGTH	MATURITY DATE	INTEREST RATE	AMOUNT
BMO Harris	395 Days	04/28/2015	0.35%	\$500,000
People's State Bank	365 Days	04/29/2015	0.50%	\$350,000
People's State Bank	365 Days	04/30/2015	0.50%	\$500,000
Abby Bank	365 Days	05/03/2015	0.55%	\$500,000
CoVantage Credit Union	365 Days	05/28/2015	0.55%	\$500,000
Abby Bank	365 Days	05/30/2015	0.55%	\$500,000
BMO Harris	395 Days	07/26/2015	0.30%	\$500,000
Abby Bank	365 Days	07/05/2015	0.55%	\$500,000
Abby Bank	365 Days	07/19/2015	0.55%	\$500,000
People's State Bank	365 Days	08/21/2015	0.45%	\$500,000
Abby Bank	365 Days	08/29/2015	0.45%	\$500,000
CoVantage Credit Union	456 Days	10/01/2015	0.65%	\$500,000
People's State Bank	365 Days	10/30/2015	0.50%	\$500,000
Abby Bank	365 Days	10/29/2015	0.55%	\$500,000
River Valley Bank	365 Days	12/27/2014	0.50%	\$500,000
CoVantage Credit Union	365 Days	12/28/2015	0.599%	\$300,000
Abby Bank	365 Days	12/30/2015	0.55%	\$500,000
Abby Bank	730 Days	02/25/2017	0.80%	\$500,000
People's State Bank	365 Days	02/28/2016	0.45%	\$250,000
Abby Bank	365 Days	03/15/2016	0.65%	\$400,000

TOTAL FUNDS AVAILABLE \$9,300,000

WEIGHTED AVERAGE 392.74 Days 0.527% INTEREST

NCHC-DONATED FUNDS**Balance Sheet**

As of February 28, 2015

ASSETS**Current Assets****Checking/Savings****CHECKING ACCOUNT**

Adult Day Services	5,124.11
Adventure Camp	693.99
AODA Day Services	-754.62
Birth to 3 Program	2,035.00
Clubhouse	57,242.51
Community Services - M/H	1,679.00
CSP	-492.15
Fishing Without Boundries	1,510.00
General Donated Funds	71,558.04
Housing - DD Services	1,370.47
Langlade HCC	3,034.78
Legacies by the Lake	
Music in Memory	3,702.65
Legacies by the Lake - Other	<u>3,950.01</u>
Total Legacies by the Lake	7,652.66

Lincoln County CSP	-175.00
Marathon Cty Suicide Prev Task	5,798.02
National Suicide Lifeline Stipe	1,926.37
Northern Valley West	1,616.00
Northwoods Alliance	8,752.92
Nursing Home - General Fund	2,139.89
Outpatient Services - Marathon	101.08
Pool	9,646.27
Prevent Suicide Langlade Co.	1,543.55
Suicide Prevention Walk	750.00
United Way	<u>1,262.34</u>

Total CHECKING ACCOUNT 184,015.23**Total Checking/Savings** 184,015.23**Accounts Receivable**

Accounts Receivable	<u>16.00</u>
Total Accounts Receivable	<u>16.00</u>

Total Current Assets 184,031.23**TOTAL ASSETS** 184,031.23**LIABILITIES & EQUITY****Equity**

Opening Bal Equity	123,523.75
Retained Earnings	59,745.02
Net Income	<u>762.46</u>
Total Equity	<u>184,031.23</u>

TOTAL LIABILITIES & EQUITY 184,031.23

**North Central Health Care
Budget Revenue/Expense Report**

Month Ending February 28, 2015

ACCOUNT DESCRIPTION	CURRENT MONTH ACTUAL	CURRENT MONTH BUDGET	YTD ACTUAL	YTD BUDGET	DIFFERENCE
<u>REVENUE:</u>					
TOTAL NET REVENUE	4,727,733	4,672,468	9,430,542	9,606,533	(175,991)
<u>EXPENSES:</u>					
Salaries and Wages	2,024,459	2,182,700	4,489,096	4,599,250	(110,154)
Fringe Benefits	767,564	888,594	1,613,588	1,872,289	(258,701)
Departments Supplies	455,572	431,133	888,442	862,267	26,175
Purchased Services	286,692	295,725	541,651	578,450	(36,799)
Utilitites/Maintenance Agreements	298,708	315,644	599,848	637,288	(37,441)
Personal Development/Travel	29,758	40,350	54,148	80,700	(26,552)
Other Operating Expenses	92,518	172,988	192,220	345,977	(153,757)
Insurance	38,330	48,258	80,197	96,517	(16,320)
Depreciation & Amortization	136,967	137,253	274,026	274,506	(480)
Client Purchased Services	<u>18,539</u>	<u>50,000</u>	<u>115,946</u>	<u>100,000</u>	<u>15,946</u>
TOTAL EXPENSES	4,149,107	4,562,646	8,849,160	9,447,243	(598,083)
EXCESS REVENUE (EXPENSE)	578,626	109,822	581,382	159,290	422,092

**North Central Health Care
Write-Off Summary
February 2015**

	<u>Current Month</u>	<u>Current Year To Date</u>	<u>Prior Year To Date</u>
<i>Inpatient:</i>			
Administrative Write-Off	\$2,554	\$2,554	\$0
Bad Debt	\$213	\$213	\$20
<i>Outpatient:</i>			
Administrative Write-Off	\$8,290	\$15,431	(\$320)
Bad Debt	\$715	\$745	\$18,665
<i>Nursing Home:</i>			
Daily Services:			
Administrative Write-Off	\$0	\$0	\$58
Bad Debt	\$2,988	\$5,495	(\$1,461)
Ancillary Services:			
Administrative Write-Off	\$141	\$141	\$520
Bad Debt	\$0	\$0	\$0
Pharmacy:			
Administrative Write-Off	\$0	\$0	\$0
Bad Debt	\$0	\$0	\$0
Total - Administrative Write-Off	\$10,984.61	\$18,125.61	\$258.00
Total - Bad Debt	\$3,916.07	\$6,453.07	\$17,224.00

**North Central Health Care
2015 Patient Days**

<u>Month</u>		<u>Budget</u>	<u>Actual</u>	<u>Variance</u>	<u>Budgeted Occupancy</u>	<u>Actual Occupancy</u>
January	Nursing Home	6,603	6,500	(103)	88.75%	87.37%
	Hospital	403	403	0	81.25%	81.25%
February	Nursing Home	5,964	6,007	43	88.75%	89.39%
	Hospital	364	446	82	81.25%	99.55%
March	Nursing Home Hospital					
April	Nursing Home Hospital					
May	Nursing Home Hospital					
June	Nursing Home Hospital					
July	Nursing Home Hospital					
August	Nursing Home Hospital					
September	Nursing Home Hospital					
October	Nursing Home Hospital					
November	Nursing Home Hospital					
December	Nursing Home Hospital					

**North Central Health Care
Finance Committee-Analysis
Calendar Year: 2015**

	Target	January	February	March	April	May	June	July	August	September	October	November	December	YTD
Days Cash On Hand:														
Invested	70	61	62											62
Operating		48	39											47
Total		109	101											109
Average Daily Census:														
Nursing Home	213	210	215											212
Hospital	13	13	16											14
Days in Accounts Receivable:**	55-60 days	80	79											79
Direct Expense/Gross Patient Revenue**	55%-59%	61.00%	51.00%											56.00%
Write Offs**	.5%-.6%	0.18%	0.27%											0.22%
Excess Revenue (Expense):														
Actual		\$10,895	\$590,280											\$601,175
Budget		\$56,970	\$117,322											\$174,292
Prior Year-Actual		\$124,183	\$12,296											\$136,479

**Dash Board Outcomes

**North Central Health Care
Accounts Receivable Action Plan
February, 2015**

Purpose: Accounts Receivable has escalated to days in Accounts Receivable being at 80 days. The action plan is to bring the days in accounts receivable down to 55-60 days, which will meet the 2015 outcome target for the organization. Accounts receivable has increased significantly with the implementation of the new billing system, Tier. While the billing system is still being worked on to function as needed, the action plan will serve as a guide to stay on task with working through the processes and achieving the desired results.

Action Item	Action	Target Completion Date	Completion Date/Status Update
<p>The accounts with non- applied cash increased to \$2.8 million as of 12/31/14, and include several hundred individual client accounts.</p>	<p>A temporary staff is working entirely on applying cash for the balances as of 12/31/14. The cash application staff position will work on cash application for payments from January forward. This process will be caught up and will remain current once caught up. While there will be an amount of non-applied cash on a regular basis due to prepayment of some services, the dollar amount this will be is significantly less than the current amount.</p>	<p>April 30, 2015</p>	<p>As of March 19: Additional problem has been detected with void/reissues of charges. A support case is filed for this; it is supposed to be corrected by March 31. It has been detected that internal staff were making corrections to the unapplied balances. This has been stopped and only specific staff will be doing this.</p>

<p>As of February 2015, there are 37 billing support cases open with Netsmart that need to be corrected to be able to continue with multiple billing functions.</p>	<p>Are working on an agreement with Netsmart to complete these open cases. In addition, the agreement should include that any other items that occur related to resolving the open cases also need immediate attention and correction. An additional agreement will be put in place for future support cases. The timing of closing the cases will be part of the agreement and will be closely monitored.</p>	<p>March 31, 2015</p>	<p>On March 19 status call, the number of open cases will be updated.</p>
<p>Comprehensive Community Services have not been billed since July, 2014, due to the system not working to enable billing of these services.</p>	<p>Continue testing the file and working with the vendor to correct. Sample bills are submitted to Forward Health for payment to see if the system is working. Once the test bills work through the entire system, billing will be sent every week until all billing is current.</p>	<p>March 31, 2015</p>	<p>As of March 19: A \$400,000 EOB has come in. They check should be here by Monday, March 23. All of September, October, November and December billing has been sent. July and August billing are being done manually and will be completed by March 31.</p>
<p>The client detail aging that is in the Tier system is very long (approx. 8,000 pages) so is not a usable aging. It also does not group the outstanding balances by client in a user friendly format. (The summary aging by payer is being used to analyze the aging)</p>	<p>Work with internal staff (data analyst) to develop aging reports by provider that will accurately reflect the open balances.</p>	<p>March 31,2015</p>	<p>As of March 19: A report has been developed, using Langlade County charges. It is being tested.</p>

<p>Potential errors on the aging have been discovered. It appears that nursing home clients who have a MA liability payment do not drop off the aging once the payment is made. This results in balances being left on the aging after being paid.</p>	<p>Review the aging on individual clients to be sure the balances have been paid, and to understand the trail of how the process is flowing. This will then provide information on how to resolve the problem. Review additional self pay plans to see if this situation is occurring in other areas. A support case has been filed with the vendor to also review.</p>	<p>March 31,2015</p>	<p>During the March 12 status call, Net Smart indicated this was corrected and the report should be run again. When the report was run, the errors still appeared, so this will be discussed again on the March 19 call.</p>
<p>Review all plans with balances over 150 days. Review why they are not paid and take action to bill.</p>	<p>Develop internal reports by plan by client to review which clients have balances. Submit billings on these clients and plan.</p>	<p>May 31, 2015</p>	
<p>Review all aging by client by plan for accuracy.</p>	<p>Once support cases are cleaned up, and all billing is out, review the balances at that point by client t review for accuracy. This is another check to be sure the aging information has been corrected.</p>	<p>June 30, 2015</p>	<p>As of March 19: The aging for Langlade County services is being reviewed.</p>

<p>Continue to monitor the days in A/R every month. Each month the days in A/R should decrease. The target is for days in A/R to reach target levels.</p>	<p>Review and report days in A/R each month.</p>	<p>Monthly.</p> <p>Days in A/R to be between 55 and 60 by year 4th quarter, 2015.</p>	<p>The days in A/R as of the end of February decreased by 1 day.</p>
<p>Review of processes in place to monitor efficiency and outcomes of processes.</p>	<p>Monitor processes to be sure they are meeting outcomes of billing and collections on a timely basis, and that days in A/R are maintained at targeted levels.</p>	<p>4th Quarter, 2015</p> <p>Ongoing</p>	