



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 North Central Health Care – Wausau Badger Room, 1100 Lake View Drive, Wausau WI 54403 at

11:00 AM, on **Thursday, September 24th, 2015**.

(In addition to attendance in person at the location described above, Committee members and the public are invited to attend by telephone conference. Persons wishing to attend the meeting by phone should contact Debbie Osowski at 715-848-4405 24 hours prior to the meeting start time for further instructions.)

AGENDA

1. Call to order
2. Minutes of 08/27/2015 Finance, Personnel & Property Committee meeting
 - a. Action: approve minutes
3. August financials
 - a. Action: approve financial statements
 - b. Write-offs (report only; no action)
4. CFO Report
5. 2016 Health Plans
6. 2016 Budget Update
7. Future agendas
8. 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: 9-18-2015 TIME: 4:00 p.m.
VIA: x FAX x MAIL BY: D. Osowski

THIS NOTICE POSTED AT:

NORTH CENTRAL HEALTH CARE
DATE: 09-18-2015 Time: 4:00 p.m.
By: D. Osowski

Any person planning to attend this meeting who needs some type of special accommodation in order to participate should call the Administrative office at 848-4405. For TDD telephone service, call 845-4928.

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

August 27, 2015

11:00 a.m.

NCHC – Wausau Campus

Present:

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

Also Present: Gary Bezucha, Brenda Glodowski, Michael Loy, Sarah Merbach, Debbie Osowski

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

Minutes

Motion/second, Nye/Zriny, to approve the minutes of the 7/30/15 Finance, Personnel & Property Committee meeting. Motion carried.

Financials

- Revenues:
 - Overall revenues were close to target.
 - Nursing home showed slight improvement with census up to 206; Medicare improved slightly at 21 (target is 26); hospital census averaged 14 per day. Nursing home census in August is currently averaging 211.
 - Rehab revenue has bumped up after transitioning to a new rehab company.
 - Revenue in nursing home overall is close to where it should be.
 - Outpatient revenue is down due to vacancies of 6 clinical staff. Vacancies impacts revenues and access to services. Outpatient revenues will improve once positions are filled.
- Expenses:
 - Health insurance was \$215,000 over budget; however, August is low again. Year to date we are under budget.
 - Also significantly over budget by \$150,000 is the State Institutes (Winnebago's daily charge averages \$1,000). Winnebago is primarily utilized for minors as we cannot accept ages under 13 years.
 - An increase in expenses has also been seen in food, drugs, and the additional services to the jail. August may also see high expenses as there was a large back rent payment of \$169,000 for the old CSP building which was the result of the lengthy legal dispute over the safety of the air quality and building structure. There have been cost savings to moving the CSP program to the main campus but the most important aspect is the added benefit to the clients.
 - Also received notice of a large back payment of workers compensation premium of around \$200,000. This is the usual July adjustment retro review which attributed to several large claims in December 2014.

Motion/second, Nye/Robinson to approve the July financial statements. Motion carried.

Pharmacy Packaging System

- Sarah Merbach, Director of Pharmacy, reviewed the proposal on compliance packaging.
- Currently we use the bubble packaging system which takes a lot of storage and actually costs the patient between \$5,000-\$10,000 in waste alone. Community Treatment program uses a multi-dose system on cards and bottled meds which is labor intensive and error prone.
- The Pyxis system in the hospital uses bar codes and electronically secures the medications by only opening areas on the cart of the drugs for a specific patient. It is secure and reduces errors.
- Many methods used for different programs.
- New system would dispense the medications for each program the same but be able to be specific for the program.
- New system would reduce the potential for errors, provide the opportunity to buy in bulk and package the medications here, and reduce the storage area from 4 to 1.
- Committee discussed at length how to proceed with the purchase of this new pharmacy packaging system considering the current relationship with Marathon County.
- **Motion**/second, Robinson/ Zriny to include the purchase of the new pharmacy packaging system in the 2016 capital budget and carry forward into 2016 the \$210,000 currently approved for 2015. Motion carried.

CFO Report

- Based on our audit report a question was raised about NCHC investments and the security of the investments.
- Our policy addresses our relationships with banks that are financially sound.
- We have begun to further identify that the banks will collateralize our investments. To do this we must be a public depositor; we meet the definition of public depositor under Chapter 34.
- This is different from security in that the bank provides us with information that they are sound collaterally.
- Abby Bank has been contacted and has indicated they will collateralize our investments. Brenda will continue to contact the other banks that we work with as well.

2016 Budget

- Brenda shared communication from Brad Karger, County Administrator, and Kristi Kordus, County Finance Director regarding 2016 budget meetings and expectations and asked the committee to consider a joint meeting with the Marathon County Finance Committee. Items of discussion would include: mental health services to the jail, reserves and what they mean, Fund Balance Policy and its development with three county finance directors, capital policy, reports available to the county finance directors, etc.
- **Motion**/second, Nye/Zriny, to request a joint meeting of NCHC Finance, Personnel & Property Committee and CFO with the three county finance committees and finance

directors to discuss potential capital policies and other items they would like to review. Meeting should be as soon as possible. Motion carried. John Robinson will initiate the contacts to coordinate the joint meeting.

Motion/second, Zriny/Robinson, to adjourn the meeting at 12:04 p.m. Motion carried.

dko

MEMO

TO: North Central Health Care Finance Committee
FROM: Brenda Glodowski
DATE: September 18, 2015
RE: Attached Financials

Attached please find a copy of the August Financial Statements for your review. To assist you in your review, the following information is provided:

BALANCE SHEET

The Balance Sheet items continue to remain consistent with prior months.

STATEMENT OF REVENUE AND EXPENSES

The month of August shows a loss of (\$385,696) compared to a budgeted loss of (\$46,385) resulting in a negative variance of (\$339,311).

The hospital census averaged 14 per day compared to the target of 13 per day. The nursing home census was at target averaging 213 per day. The Medicare census was also at target with an average of 21 per day. Outpatient areas were below budget targets.

Overall revenues for August were slightly below the budget target. Expenses, however, were significantly over budget targets. There was a back payment of rent for the prior Community Support Program location that was paid of \$169,000. Also, a worker's compensation premium adjustment of approximately \$250,000 was owed. State Institutes were high again in August, exceeding the budget target by \$96,000. In addition to the State Institutes, expenses are being paid for other locations such as Trempeleau, which exceeded budget targets by \$125,000. The contracts for interim nursing home positions for August totaled \$43,000. There was not a savings in salaries to offset the contracts due to vacation payouts for the vacating positions. The additional expenses for providing services to the jail are still included. This is estimated at \$20,000.

Through August, the organization does still show an overall gain of \$762,495 compared to a budgeted gain of \$143,757, resulting in a position year to date variance of \$618,738.

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

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

	<u>51.42/.437 PROGRAM</u>	<u>NURSING HOME</u>	<u>TOTAL</u>	<u>TOTAL 31-Aug-14</u>
CURRENT ASSETS:				
CASH AND EQUIVALENTS	5,614,300	5,504	5,619,804	7,468,954
SHORT-TERM INVESTMENTS	9,300,000		9,300,000	6,647,347
CASH FOR APPROVED CAPITAL PURCHASES	1,747,239	390,438	2,137,677	1,652,654
DONATED FUNDS	238,703		238,703	154,573
ACCOUNTS RECEIVABLE:				
PATIENT (NET)	3,168,529	3,988,152	7,156,681	5,848,241
STATE GRANTS	2,064,984		2,064,984	108,862
OTHER	342,412		342,412	358,646
APPROPRIATIONS RECEIVABLE	0		0	1,402,870
AMOUNTS RECEIVABLE FROM				
THIRD-PARTY REIMBURSEMENT PROGRAMS	435,667	235,923	671,590	897,295
INVENTORY	16,920	256,902	273,822	331,005
OTHER	<u>399,715</u>	<u>64,904</u>	<u>464,619</u>	<u>630,446</u>
TOTAL CURRENT ASSETS	<u>23,328,468</u>	<u>4,941,823</u>	<u>28,270,291</u>	<u>25,500,893</u>
CAPITAL ASSETS				
CAPITAL ASSETS	30,493,842	14,689,882	45,183,725	42,959,884
ACCUMULATED DEPRECIATION	<u>(22,582,758)</u>	<u>(10,839,688)</u>	<u>(33,422,445)</u>	<u>(31,789,665)</u>
CAPITAL ASSETS - NET	<u>7,911,085</u>	<u>3,850,195</u>	<u>11,761,279</u>	<u>11,170,219</u>
OTHER ASSETS - DEFERRED CHARGES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
RESTRICTED ASSETS - PATIENT TRUST FUNDS	<u>21,415</u>	<u>35,147</u>	<u>56,562</u>	<u>282,559</u>
TOTAL ASSETS	<u>31,260,968</u>	<u>8,827,164</u>	<u>40,088,131</u>	<u>36,953,670</u>

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

	<u>51.42/.437</u> <u>PROGRAM</u>	<u>NURSING</u> <u>HOME</u>	<u>TOTAL</u>	<u>TOTAL</u> <u>31-Aug-14</u>
CURRENT LIABILITIES:				
ACCOUNTS PAYABLE	3,968,101	0	3,968,101	3,594,864
THIRD PARTY PAYABLE	435,214	0	435,214	563,860
APPROPRIATIONS ADVANCES	713,175	0	713,175	60,214
ACCRUED LIABILITIES:				
SALARIES & RETIREMENT	1,598,754	0	1,598,754	1,594,843
PAYROLL TAXES AND WITHHOLDING	183,750	0	183,750	195,994
COMPENSATED ABSENCES	1,521,514	0	1,521,514	1,562,840
OTHER PAYABLES	72,806	0	72,806	74,696
DEFERRED REVENUE - STATE GRANTS	<u>188,584</u>	<u>0</u>	<u>188,584</u>	<u>256,878</u>
TOTAL CURRENT LIABILITIES	<u>8,681,898</u>	<u>0</u>	<u>8,681,898</u>	<u>7,904,189</u>
PATIENT TRUST FUNDS	<u>21,416</u>	<u>35,147</u>	<u>56,563</u>	<u>282,339</u>
NET ASSETS:				
INVESTED IN CAPITAL ASSETS	7,911,085	3,850,195	11,761,279	11,170,220
UNRESTRICTED	13,809,969	5,015,927	18,825,896	17,486,790
OPERATING INCOME(LOSS)	<u>836,600</u>	<u>(74,105)</u>	<u>762,495</u>	<u>110,130</u>
TOTAL NET ASSETS	<u>22,557,654</u>	<u>8,792,017</u>	<u>31,349,671</u>	<u>28,767,141</u>
TOTAL LIABILITIES AND NET ASSETS	<u>31,260,968</u>	<u>8,827,164</u>	<u>40,088,131</u>	<u>36,953,670</u>

**NORTH CENTRAL HEALTH CARE
COMBINING STATEMENT OF REVENUES AND EXPENSES
FOR PERIOD ENDING AUGUST 31, 2015**

TOTAL	<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>\$3,447,861</u>	<u>\$3,494,703</u>	<u>(\$46,842)</u>	<u>\$27,389,525</u>	<u>\$27,616,957</u>	<u>(\$227,432)</u>
OTHER REVENUE						
State Match / Addendum	325,060	325,120	(59)	2,600,482	2,600,957	(476)
Grant Revenue	194,338	184,113	10,225	1,536,608	1,472,286	64,322
County Appropriations - Net	736,232	730,192	6,040	5,889,860	5,841,537	48,323
Departmental and Other Revenue	<u>183,746</u>	<u>180,658</u>	<u>3,087</u>	<u>1,415,863</u>	<u>1,445,267</u>	<u>(29,403)</u>
Total Other Revenue	<u>1,439,377</u>	<u>1,420,083</u>	<u>19,294</u>	<u>11,442,813</u>	<u>11,360,046</u>	<u>82,767</u>
TOTAL REVENUE	4,887,238	4,914,787	(27,548)	38,832,338	38,977,003	(144,665)
EXPENSES						
Direct Expenses	4,028,027	3,544,633	483,394	28,193,790	27,615,091	578,698
Indirect Expenses	<u>1,261,908</u>	<u>1,424,039</u>	<u>(162,131)</u>	<u>9,965,525</u>	<u>11,278,156</u>	<u>(1,312,631)</u>
Total Expenses	<u>5,289,935</u>	<u>4,968,671</u>	<u>321,264</u>	<u>38,159,315</u>	<u>38,893,247</u>	<u>(733,932)</u>
Operating Income (Loss)	<u>(402,697)</u>	<u>(53,885)</u>	<u>(348,813)</u>	<u>673,024</u>	<u>83,757</u>	<u>589,267</u>
Nonoperating Gains (Losses):						
Interest Income	7,340	7,500	(160)	49,778	60,000	(10,223)
Donations and Gifts	9,662	0	9,662	36,694	0	36,694
Gain / (Loss) on Disposal of Assets	<u>0</u>	<u>0</u>	<u>0</u>	<u>3,000</u>	<u>0</u>	<u>3,000</u>
Total Nonoperating Gains / (Losses)	<u>17,001</u>	<u>7,500</u>	<u>9,501</u>	<u>89,471</u>	<u>60,000</u>	<u>29,471</u>
Operating Income / (Loss)	<u>(\$385,696)</u>	<u>(\$46,385)</u>	<u>(\$339,311)</u>	<u>\$762,495</u>	<u>\$143,757</u>	<u>\$618,738</u>

**NORTH CENTRAL HEALTH CARE
COMBINING STATEMENT OF REVENUES AND EXPENSES
FOR PERIOD ENDING AUGUST 31, 2015**

	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>
51.42/.437 PROGRAMS						
REVENUE						
Net Patient Service Revenue	<u>\$1,357,441</u>	<u>\$1,453,022</u>	<u>(\$95,580)</u>	<u>\$11,339,664</u>	<u>\$11,503,202</u>	<u>(\$163,539)</u>
OTHER REVENUE						
State Match / Addendum	325,060	325,120	(59)	2,600,482	2,600,957	(476)
Grant Revenue	194,338	184,113	10,225	1,536,608	1,472,286	64,322
County Appropriations - Net	594,566	588,525	6,041	4,756,531	4,708,203	48,327
Departmental and Other Revenue	<u>127,130</u>	<u>145,825</u>	<u>(18,695)</u>	<u>1,059,058</u>	<u>1,166,601</u>	<u>(107,542)</u>
Total Other Revenue	<u>1,241,095</u>	<u>1,243,583</u>	<u>(2,488)</u>	<u>9,952,679</u>	<u>9,948,047</u>	<u>4,632</u>
TOTAL REVENUE	2,598,536	2,696,605	(98,069)	21,292,343	21,451,249	(158,907)
EXPENSES						
Direct Expenses	2,302,625	1,960,546	342,079	15,499,364	15,181,919	317,445
Indirect Expenses	<u>615,139</u>	<u>784,558</u>	<u>(169,419)</u>	<u>5,040,575</u>	<u>6,213,574</u>	<u>(1,172,999)</u>
Total Expenses	<u>2,917,764</u>	<u>2,745,105</u>	<u>172,660</u>	<u>20,539,939</u>	<u>21,395,493</u>	<u>(855,554)</u>
Operating Income (Loss)	<u>(319,228)</u>	<u>(48,500)</u>	<u>(270,728)</u>	<u>752,404</u>	<u>55,757</u>	<u>696,647</u>
Nonoperating Gains (Losses):						
Interest Income	7,340	7,500	(160)	49,778	60,000	(10,223)
Donations and Gifts	8,795	0	8,795	31,419	0	31,419
Gain / (Loss) on Disposal of Assets	<u>0</u>	<u>0</u>	<u>0</u>	<u>3,000</u>	<u>0</u>	<u>3,000</u>
Total Nonoperating Gains / (Losses)	<u>16,135</u>	<u>7,500</u>	<u>8,635</u>	<u>84,197</u>	<u>60,000</u>	<u>24,197</u>
Operating Income / (Loss)	<u>(\$303,094)</u>	<u>(\$41,000)</u>	<u>(\$262,094)</u>	<u>\$836,600</u>	<u>\$115,757</u>	<u>\$720,844</u>

**NORTH CENTRAL HEALTH CARE
COMBINING STATEMENT OF REVENUES AND EXPENSES
FOR PERIOD ENDING AUGUST 31, 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>\$2,090,420</u>	<u>\$2,041,681</u>	<u>\$48,739</u>	<u>\$16,049,862</u>	<u>\$16,113,755</u>	<u>(\$63,893)</u>
OTHER REVENUE						
County Appropriations - Net	141,666	141,667	(1)	1,133,329	1,133,333	(4)
Departmental and Other Revenue	<u>56,616</u>	<u>34,833</u>	<u>21,783</u>	<u>356,805</u>	<u>278,666</u>	<u>78,139</u>
Total Other Revenue	<u>198,282</u>	<u>176,500</u>	<u>21,782</u>	<u>1,490,134</u>	<u>1,411,999</u>	<u>78,135</u>
TOTAL REVENUE	2,288,701	2,218,181	70,521	17,539,996	17,525,754	14,242
EXPENSES						
Direct Expenses	1,725,402	1,584,086	141,316	12,694,426	12,433,172	261,253
Indirect Expenses	<u>646,769</u>	<u>639,480</u>	<u>7,288</u>	<u>4,924,950</u>	<u>5,064,582</u>	<u>(139,632)</u>
Total Expenses	<u>2,372,171</u>	<u>2,223,567</u>	<u>148,604</u>	<u>17,619,376</u>	<u>17,497,754</u>	<u>121,621</u>
Operating Income (Loss)	<u>(83,470)</u>	<u>(5,386)</u>	<u>(78,083)</u>	<u>(79,380)</u>	<u>28,000</u>	<u>(107,380)</u>
Nonoperating Gains (Losses):						
Interest Income	0	0	0	0	0	0
Donations and Gifts	867	0	867	5,274	0	5,274
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>867</u>	<u>0</u>	<u>867</u>	<u>5,274</u>	<u>0</u>	<u>5,274</u>
Operating Income / (Loss)	<u>(\$82,603)</u>	<u>(\$5,386)</u>	<u>(\$77,218)</u>	<u>(\$74,105)</u>	<u>\$28,000</u>	<u>(\$102,105)</u>

NORTH CENTRAL HEALTH CARE
 REPORT ON AVAILABILITY OF FUNDS
 August 31, 2015

BANK	LENGTH	MATURITY DATE	INTEREST RATE	AMOUNT
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	12/27/2015	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	183 Days	01/05/2016	0.65%	\$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
People's State Bank	365 Days	04/29/2016	0.50%	\$350,000
People's State Bank	365 Days	04/30/2016	0.50%	\$500,000
Abby Bank	365 Days	05/03/2016	0.50%	\$500,000
BMO Harris	395 Days	05/28/2016	0.30%	\$500,000
Abby Bank	365 Days	07/19/2016	0.75%	\$500,000
People's State Bank	365 Days	08/21/2016	0.50%	\$500,000
BMO Harris	395 Days	08/26/2016	0.50%	\$500,000
Abby Bank	365 Days	08/29/2016	0.75%	\$500,000
Abby Bank	456 Days	09/01/2016	0.95%	\$500,000
CoVantage Credit Union	456 Days	09/01/2016	1.00%	\$500,000
TOTAL FUNDS AVAILABLE				\$9,300,000
WEIGHTED AVERAGE	373.12 Days		0.586% INTEREST	

NCHC-DONATED FUNDS

Balance Sheet

As of August 31, 2015

ASSETS

Current Assets

Checking/Savings

CHECKING ACCOUNT

Adult Day Services	4,680.38
Adventure Camp	758.41
AODA Day Services	-754.62
Birth to 3 Program	2,035.00
Clubhouse	110,376.22
Community Services - M/H	1,605.32
CSP	-492.15
Fishing Without Boundries	2,663.00
General Donated Funds	70,861.99
Housing - DD Services	1,370.47
Langlade HCC	2,666.50
Legacies by the Lake	
Music in Memory	1,822.90
Legacies by the Lake - Other	4,273.93
Total Legacies by the Lake	6,096.83
Lincoln County CSP	-175.00
Marathon Cty Suicide Prev Task	7,084.77
National Suicide Lifeline Stipe	3,176.37
Northern Valley West	1,966.00
Northwoods Alliance	8,752.92
Nursing Home - General Fund	2,945.57
Outpatient Services - Marathon	101.08
Pool	10,185.07
Prevent Suicide Langlade Co.	1,543.55
Suicide Prevention Walk	750.00
United Way	355.05

Total CHECKING ACCOUNT 238,552.73

Total Checking/Savings 238,552.73

Accounts Receivable

Accounts Receivable 16.00

Total Accounts Receivable 16.00

Total Current Assets 238,568.73

TOTAL ASSETS 238,568.73

LIABILITIES & EQUITY

Equity

Opening Bal Equity 123,523.75

Retained Earnings 59,745.02

Net Income 55,299.96

Total Equity 238,568.73

TOTAL LIABILITIES & EQUITY 238,568.73

North Central Health Care Budget Revenue/Expense Report

Month Ending August 31, 2015

ACCOUNT DESCRIPTION	CURRENT MONTH ACTUAL	CURRENT MONTH BUDGET	YTD ACTUAL	YTD BUDGET	DIFFERENCE
<u>REVENUE:</u>					
TOTAL NET REVENUE	4,887,238	4,914,787	38,832,338	38,977,003	(144,665)
<u>EXPENSES:</u>					
Salaries and Wages	2,309,937	2,489,055	18,233,992	19,277,880	(1,043,888)
Fringe Benefits	1,006,753	1,013,181	7,171,181	7,847,383	(676,202)
Departments Supplies	656,591	432,217	4,049,620	3,451,233	598,387
Purchased Services	316,413	273,725	2,487,110	2,230,800	256,310
Utilitites/Maintenance Agreements	346,987	311,644	2,490,050	2,495,154	(5,103)
Personal Development/Travel	40,819	40,350	259,210	322,800	(63,590)
Other Operating Expenses	269,667	172,988	1,058,882	1,383,907	(325,024)
Insurance	45,222	48,258	340,189	386,067	(45,878)
Depreciation & Amortization	138,637	137,253	1,140,356	1,098,022	42,334
Client Purchased Services	<u>158,908</u>	<u>50,000</u>	<u>928,722</u>	<u>400,000</u>	<u>528,722</u>
TOTAL EXPENSES	5,289,934	4,968,671	38,159,313	38,893,245	(733,932)
EXCESS REVENUE (EXPENSE)	(402,697)	(53,885)	673,024	83,757	589,267

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

	<u>Current Month</u>	<u>Current Year To Date</u>	<u>Prior Year To Date</u>
<i>Inpatient:</i>			
Administrative Write-Off	\$26,551	\$47,840	\$13,618
Bad Debt	\$0	\$1,718	\$3,310
<i>Outpatient:</i>			
Administrative Write-Off	\$13,525	\$63,999	\$67,130
Bad Debt	(\$3,243)	\$2,315	\$19,449
<i>Nursing Home:</i>			
Daily Services:			
Administrative Write-Off	\$19,501	\$23,147	\$16,342
Bad Debt	(\$7,011)	\$15,483	\$12,312
Ancillary Services:			
Administrative Write-Off	\$18,454	\$43,741	\$14,272
Bad Debt	\$0	\$120	\$11,128
Pharmacy:			
Administrative Write-Off	\$0	\$0	\$0
Bad Debt	\$0	\$0	\$0
Total - Administrative Write-Off	\$78,031.12	\$178,728.27	\$111,362.00
Total - Bad Debt	(\$10,254.24)	\$19,635.14	\$46,199.00

**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	6,603	6,607	4	88.75%	88.80%
	Hospital	403	439	36	81.25%	88.51%
April	Nursing Home	6,390	6,162	(228)	88.75%	85.58%
	Hospital	390	403	13	81.25%	83.96%
May	Nursing Home	6,603	6,301	(302)	88.75%	84.69%
	Hospital	403	440	37	81.25%	88.71%
June	Nursing Home	6,390	6,115	(275)	88.75%	84.93%
	Hospital	390	420	30	81.25%	87.50%
July	Nursing Home	6,603	6,380	(223)	88.75%	85.75%
	Hospital	403	428	25	81.25%	86.29%
August	Nursing Home	6,603	6,604	1	88.75%	88.76%
	Hospital	403	436	33	81.25%	87.90%
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	60	61	62	60	58					60
Operating		48	36	33	47	46	46	40	31					35
Total		109	98	95	107	107	108	100	89					95
Average Daily Census:														
Nursing Home	213	210	215	213	205	203	204	206	213					208
Hospital	13	13	16	14	13	14	14	14	14					14
Days in Accounts Receivable:**	55-60 days	80	79	75	72	71	67	67	66					66
Direct Expense/Gross Patient Revenue**	55%-59%	61%	51%	59%	62%	65%	60%	65%	69%					61%
Write Offs**	.5%-.6%	0.18%	0.27%	0.32%	0.16%	0.59%	0.42%	0.46%	1.20%					0.46%
Excess Revenue (Expense):														
Actual		\$10,895	\$590,281	\$28,969	\$107,200	\$287,468	\$550,567	(\$427,189)	(\$385,696)					\$762,495
Budget		\$56,970	\$117,322	(\$12,015)	\$57,582	(\$82,354)	\$62,582	(\$9,938)	(\$46,385)					\$143,759
Prior Year-Actual		\$124,183	\$12,296	\$31,615	(\$294,589)	(\$17,820)	\$258,622	(\$46,087)	\$41,912					\$110,132

**Dash Board Outcomes