



**PRIMER PIPER
EGGLESTON &
CRAMER PC**

30 Main Street, Suite 500 | P.O. Box 1489 | Burlington, VT 05402-1489

SHIREEN T. HART
ADMITTED IN VT AND NH
shart@primmer.com
TEL: 802-864-0880
FAX: 802-864-0328

November 20, 2017

VIA EMAIL (donna.jerry@vermont.gov)

VIA HAND DELIVERY (original and two copies of complete submission)

Donna Jerry
Senior Health Policy Analyst
Green Mountain Care Board
Third Floor, City Center
89 Main Street
Montpelier, VT 05620

RE: Proposed Purchase of Birchwood Terrace, GMCB 014-17con

Dear Ms. Jerry:

On behalf of BIRCHWOOD OPERATIONS LLC and BIRCHWOOD PROP LLC, I am submitting the following documents for filing in the above matter:

- the Certificate of Need Narrative (including Attachments 1 through 36); and
- the Verification Under Oath.

I am also submitting an envelope marked "Confidential" that contains Attachments 21, 22, and 23, the Personal Financial Statements for the three individual members of BIRCHWOOD OPERATIONS LLC and BIRCHWOOD PROP LLC. We respectfully request that these be treated as confidential in keeping with 1 V.S.A. § 317(c)(7).

We understand that the Board will issue an invoice for the application fee.

In addition to sending you the above documents via e-mail in .pdf format, I am emailing you, Attachment 11, Financial Tables: Table 1, Table 2, Table 6A, Table 6B, Table 6C, Table 7 and Table 9, as an Excel document.

Thank you for your ongoing assistance with this matter.

Sincerely yours,

Shireen T. Hart

Encs.

**STATE OF VERMONT
GREEN MOUNTAIN CARE BOARD**

**IN RE: PROPOSED PURCHASE OF
BIRCHWOOD TERRACE**

) **GMCB 014-17con**
)

CERTIFICATE OF NEED NARRATIVE

Introduction

BIRCHWOOD OPERATIONS LLC and BIRCHWOOD PROP LLC (the “Applicants”) hereby apply for a certificate of need (“CON”) to purchase the operations and real estate of Kindred Transitional Care and Rehabilitation - Birchwood Terrace (the “Facility”). The Applicants acknowledged the Green Mountain Care Board’s (the “Board”) CON jurisdiction in a letter to the Board dated July 7, 2017.

BIRCHWOOD PROP LLC is the proposed new owner of the real estate via an assignment of a leasehold interest in the Facility’s ground lease, and the license and operations will be in the name of BIRCHWOOD OPERATIONS LLC.

To effectuate this transaction, BIRCHWOOD PROP LLC entered into an Amended and Restated Assignment and Assumption Agreement with BM Eagle Holdings, LLC (“Blue Mountain”) wherein BIRCHWOOD PROP LLC became an assignee of Blue Mountain’s rights and obligations under an Asset Purchase Agreement between Blue Mountain and Kindred Healthcare Operating, Inc. and/or its affiliates (“Kindred”) to sell the land, furniture, fixtures and improvements of the Facility to Blue Mountain and or its designated assignee (the “APA”). Under the terms of the APA, Ventas Realty, LP (“Ventas”), the current owner of the real property (under a long term leasehold interest), will assign its leasehold interest to BIRCHWOOD PROP LLC. Separately, BIRCHWOOD OPERATIONS LLC entered into an operations transfer agreement directly with Kindred Nursing Centers East LLC, the current licensed operator, as the proposed new operator of the Facility.

I. Project Details

1. Current Ownership and Operations

The current owner of the real property (under a long term leasehold interest) is Ventas Realty, LP. Ventas leases the property to Kindred Nursing Centers East LLC who is the current licensed operator of the Facility.

2. Facility Contact Information

Address:

43 Starr Farm Road
Burlington, Vermont 05408

Phone:
802-863-6384

Fax:
802-865-4516

County:
Chittenden

3. Facility Location

The Facility is located in the City of Burlington, Chittenden County.

4. Building

The Facility was built in 1963 with 2 distinct units, comprised of 36 rooms, for a total of 72 beds. In 1964, 7 rooms were added, gaining 14 additional beds. In 1965, 12 rooms were added, gaining 24 additional beds. In 1970, 26 rooms were added, gaining an additional 50 beds. In 1973, the Laundry/Services area was added, and in 1985, the lobby was added.

5. Recent Upgrades

The following table reflects recent large scale upgrades made to the Facility:

Improvements	Year(s)
Security Access and Surveillance	2013
Carpet Provide And Install	2013
Phone System	2013
HVAC	2014
Flooring	2014
Bathroom Flooring	2015
HVAC	2015
ADA Compliant Entryway to Rehab	2015
Replace Room Furniture and Mattresses	2016
Section B completely rehabbed with new wall guards, doors, paint,	2016

6. Licensed Beds

The Facility has 144 licensed beds, which include a fifty bed Alzheimer's special care unit. There are eighteen private rooms and sixty-three semi-private rooms.

7. Referral Sources for 2016

- University of Vermont Medical Center (Burlington);
- Northwestern Medical Center (St. Albans); and
- The University of Vermont Health Network - Central Vermont Medical Center (Barre).

8. Organizational Chart

A current organizational chart for the Facility is attached as **Attachment 1**.

9. Key Personnel

The Facility's current organizational structure is through departments. The department heads are as follows:

Title	Name	C.V. and Licensure/Certification as appropriate
Administrator	Alecia DiMario	<u>Attachment 2</u>
Medical Director	Zail Berry MD	<u>Attachment 3</u>
Director of Nursing	Susan Fortin, RN	<u>Attachment 4</u>
Dietary Supervisor	Andrew Merklinger	<u>Attachment 5</u>
Maintenance Supervisor	Todd LaBombard	<u>Attachment 6</u>
Housekeeping	James Cameron	<u>Attachment 7</u>
Activities Director	Linnie Aubin	<u>Attachment 8</u>
Social Services Director	Janice Hall, MSW	<u>Attachment 9</u>
Dietician	Allen Beier	<u>Attachment 10</u>

It is anticipated that the Facility's organizational structure will remain the same in terms of departments, and, at present, there are no anticipated changes to the individuals identified above. As a result, **Attachment 1** also represents the organizational chart for the foreseeable future under the Applicants' ownership and operations.

10. Staffing

The current staffing list for the Facility, which includes all employees (FTE/per diem) is:

Job Title	Number of Positions
Administrator	1
Receptionist	.5
Office Manager	1
Maintenance Supervisor	1
Maintenance Staff	1
Dietary Supervisor	1
Cook	2.8
Dietary Aide	8.2
Laundry	2.8
Housekeeping Supervisor	1
Housekeeper	7.6
DON	1
RN	13.6
RN/MDS Coordinator	1.75
LPN	19.8
LNA	52.4
Activities Coordinator	1
Social Service	2.5

Because the census is expected to remain steady, the Applicants do not project any staffing changes. See **Attachment 11**, Table 9, Staffing Projections, which includes all contracted personnel and employees.

11. Description of Services

- Long term care: medical, social work, recreational services;
- Physical therapy services (provided via third-party RehabCare);
- Short term rehabilitation: physical, occupational, speech/language therapy, and respiratory therapy;
- Fifty bed secured Alzheimer's specialty unit that focuses on quality of life; and
- Hospice and Palliative Care Services: As of August 2017, there was one resident receiving hospice care, and there were two residents receiving palliative care at the Facility.

12. Medicare Wing

The Facility has a unit which focuses on short term care for residents.

13. Pharmacy Services

The Facility currently utilizes the national long term care pharmacy provider, Omnicare. The Applicants anticipate continuing to utilize Omnicare.

14. Mental Health and Psychiatric Services

Deer Oaks Mental Health Associates, PC, Lauren B. Axelrod, LCSW (counseling for residents, strictly non-pharmacological).

Limited telemedicine: Psychiatrist Dr. Paul Newhouse, Vanderbilt University (1x per-week or more as needed).

15. Survey History

All surveys performed by the Department of Disabilities, Aging and Independent Living, Division of Licensing and Protection and the Facility's Plans of Correction for the past one-year period are submitted as **Attachment 12**.

16. Financial Statements

Financial Statements for the Facility for each of the past three years is submitted as follows:

December 31, 2014, **Attachment 13**;
December 31, 2015, **Attachment 14**; and,
December 31, 2016 and 2017, **Attachment 15**.

II. Applicants' Information

1. Individuals

Three individuals, Ari Erlichman, Milton Ostreicher, and Isaac Rubin, have formed two separate corporate entities to purchase the real estate and operations of the Facility.

2. Corporations

BIRCHWOOD PROP LLC will assume the leasehold interest in the ground lease for

the Facility and BIRCHWOOD OPERATIONS LLC is the proposed licensed operator of the Facility. Copies of the Articles of Organization for BIRCHWOOD OPERATIONS LLC and BIRCHWOOD PROP LLC are submitted as **Attachment 16** and **Attachment 17**, respectively.

3. Ownership Interests

Erlichman and Rubin will hold a forty percent interest and Ostreicher, a twenty percent, interest in both BIRCHWOOD OPERATIONS LLC and BIRCHWOOD PROP LLC.

	Ariel Erlichman	Milton Ostreicher	Isaac Rubin
Interest in Real Estate	40%	20%	40%
Interest in Operations	40%	20%	40%
Equity Contribution	\$342,471.20	\$171,235.60	\$342,471.20

4. Curriculum Vitae

Curriculum vitae are submitted for each of the individual applicants, as follows:

- Ari Erlichman, **Attachment 18**;
- Milton Ostreicher, **Attachment 19**; and
- Isaac Rubin, **Attachment 20**.

5. Personal Financial Statements

A Personal Financial Statement is submitted confidentially under separate cover for each individual:

- Ari Erlichman, Personal Financial Statement, **Attachment 21**;
- Milton Ostreicher, Personal Financial Statement, **Attachment 22**; and
- Isaac Rubin, Personal Financial Statement, **Attachment 23**.

The Personal Financial Statements referenced above include all personal, health care, and non-health care interests, assets, and liabilities.

6. Holdings and Operational Experience

The individual Applicants have the following current holdings and/or operations experience with long-term care facilities:

Milton Ostreicher	Ownership Interests
Highland Care Center 91-31 175th St Jamaica, NY 11432	23% interest in operations. 23% interest in real estate. Purchased in January, 1990.
Achieve Rehabilitation and Nursing Center 70 Lake Street Liberty, NY 12754	45% interest in operations. 45% interest in real estate. Purchased in June, 2003.
Beacon Nursing and Rehabilitation 140 Beach 113th St Rockaway Park, NY 11694	35% interest in operations. 35% interest in real estate. Purchased in April, 2001.

Ariel Erlichman	Ownership Interests
Highland Care Center 91-31 175th St Jamaica, NY 11432	9% interest in operations. 9% interest in real estate. Purchased in April, 2016.

7. Special Focus Facilities

None of the facilities identified above is designated as a Special Focus Facility per CMS data, as of November 17, 2017.

8. Managing Members for Facility Operations

Erlichman and Rubin will serve as the managing members for facility operations at the Facility, working collaboratively with the Nursing Home Administrator and Directors of Quality Assurance and Clinical Operations.

The Applicants have retained the services of consultant, Thomas Depoy, a past president of the Vermont Health Care Association as their Director of Quality Assurance, and Sharon Martin, Kindred's former Regional Director of Clinical Operations for their Northeast operations, as their Director of Clinical Operations. Copies of Mr. Depoy's and Ms. Martin's curriculum vitae are submitted as **Attachment 24**.

Depoy and Martin will offer support to the Licensed Nursing Home Administrator, Alecia DiMario, who will report directly to Erlichman and Rubin. DiMario is the current LNHA of the Facility and has committed to remain the LNHA of the Facility during and after the transition. DiMario is a current VHCA board member and has been in the long term care industry for over 17 years, acting in the capacity of the Director of Social Services in a SNF, prior to becoming an LNHA. She has been a LNHA in California since 2004 and a LNHA in Vermont since 2015. Quality of care and service are her first priority, with the understanding that hospitality is an integral part of the healthcare system and industry. DiMario has reduced employee turnover facility wide to 25% in her tenure, and re-hospitalization rates have remained under 15% percent over the past 3 years. Under DiMario's leadership, the facility has increased its 5-Star rating and had a deficiency free survey in 2017.

Erlichman and Rubin are in the process of transitioning their current positions to be able to provide support to the Facility. Each one of them expects to spend, on alternating weeks, approximately two days a week at the Facility, while they transition ownership. This will change as needed. In other words, if two days per week is not adequate, then they will add additional days. That, of course, will depend on how long it takes to improve the areas they identify upon change in ownership.

Rubin will focus on admissions and marketing initiatives as well as reimbursement and reduction of re-hospitalizations. He will form working collaborations with the local and regional hospitals, physicians and with OneCare Vermont. In addition, Rubin will be on the ground and ensuring that the residents continue to feel at home with the best possible care and overseeing the anticipated capital improvements as well as well as overseeing clinical strategies and operations.

Erlichman will oversee the risk management of the Facility including its compliance program

and managing workers compensation, EPLI or liability claims as well as will focus on labor management and relations.

a. Milton Ostreicher's Background and Relevant Experience

Milton Ostreicher has in excess of twenty-five years of nursing home experience with turn-arounds to his credit. Ostreicher has purchased underperforming and mismanaged facilities, recruited highly experienced and reputable nursing home administrators and managers and provided them with incentive programs for both financial and regulatory compliance and driven revenue by maximizing quality case mix.

Ostreicher has and continues to invest millions of dollars towards renovations and remodeling of his facilities and has plans to spend additional amounts in the next few years in additional capital improvements. His constant communication with his Administrators, managers and staff and his "on the ground" approach to operations allow him to immediately provide his facilities with the tools they need to give the utmost care to its residents.

b. Ari Erlichman's Background and Relevant Experience

Ari Erlichman, who is also an owner of Highland Care Center, a 320 bed skilled nursing facility in Queens, New York, is involved in the day to day operations of that facility. In addition to his work for Highland, Erlichman, a Georgetown Law graduate, maintains a successful health care law practice with clients that include skilled nursing and assisted living facilities, four home health care companies, New York State's largest ambulance provider, urgent care centers, pharmacies and a managed long term care insurance company.

Erlichman works both as a consultant and general counsel to his clients assisting them and their employees, with compliance (creation and implementation of corporate compliance programs, federal and state government audits and investigations, HIPAA policies and training), risk management (oversee and track claims as well as implementation of programs to reduce claims), transactional (purchase and sales of SNFs and other health care facilities as well as obtaining regulatory approval from state to operate), and representation in litigation.

c. Isaac Rubin's Background and Relevant Experience

Isaac Rubin is the Vice President of Business Development and Managed Care Initiatives as well as Corporate Director of the Delivery System Reform Incentive Payment (DSRIP) Program for a leading post-acute care provider in the Northeast. In this capacity, Mr. Rubin is at the forefront of the rapidly evolving healthcare landscape and the national trends towards quality and value. Mr. Rubin is driven by the belief that high quality care is not only a provider's duty, but also an opportunity. Accordingly, Rubin appreciates the challenges of preparing a skilled nursing facility for the post-fee-for-service environment. While quality is by definition 'qualitative,' he understands that outcomes must be benchmarked against his peers, and he will accept nothing short of excellence in this regard.

Rubin has leveraged high quality care to secure innovative partnerships across the care continuum with hospitals, physicians and managed care plans. He sits at the forefront of healthcare reform initiatives involving Accountable Care Organizations and bundled payment programs; always leading the discussion with documented outcomes and resident satisfaction surveys. These initiatives have driven referrals and validated his approach.

Rubin excels at leading 'troubled' facilities to excellence and has directed historically 'one star' providers to market leading status. Indeed, many of the regional administrators from Centers Health Care report to Rubin. He is a fixture 'on the floors' of the facilities in his charge, and epitomizes the qualities required to succeed in the new world order of healthcare reform. He has implemented programs to reduce unnecessary hospitalizations which have led to a better quality of life.

d. Plans, including any staffing changes or additions, to improve quality at the Facility.

It is admittedly difficult to fully explain plans to improve quality at the Facility in advance of a change in ownership. However, the Applicants anticipate that, through expanding the partnership with University of Vermont Medical Center and its physicians and specialists, utilizing modern medicine (telemedicine, EMR etc.), and being a part of OneCare Vermont, we will be able to bring additional services that are not provided with the current operator. For example, the Facility was unable to participate in the OneCare Vermont ACO due to a limitation of the current ownership. Post-closing, however, the Applicants plan to participate in the same. Additionally, the Applicants plan to expand on-site psychological services that will greatly impact the residents with reduced cognitive functions. Further examples of changes that are anticipated to lead to improvements in quality are to add clinical programs for behavioral health, renal failure and total parenteral nutrition.

Importantly, the Applicants retained Thomas Depoy, a past president of the Vermont Health Care Association. Depoy spent the last 25 years as a Regional Vice President, and Senior Executive Director of skilled nursing centers in New England, and the states of New Jersey and Washington. Depoy will drive operational improvements and key initiatives including improved quality patient care and higher customer, patient and employee satisfaction. The Applicants have also retained the services of Sharon Martin, Kindred's former Regional Director of Clinical Operations for their Northeast operations (which included the Facility). Martin will continue to provide regulatory guidance and leadership to ensure the Facility is successful and maintains the highest standards of clinical compliance. Martin will provide daily consulting as needed for adverse events, assistance with root cause analysis and action planning. She will assist with regulatory visits and requests (DLP, APS etc.), compliance questions and conduct weekly conference calls to review in-house acquired pressure ulcers, falls with injuries (or non-fall related injuries), patients with multiple falls, re-hospitalizations, status of staffing issues and survey preparedness. Martin will be available to assist in implementing new clinical programs as well

The Applicants do not otherwise have plans at this time to make any material changes to staffing.

9. Ratings and Data for Birchwood and Facilities Owned and/or Operated by Applicants

For each of the facilities identified above, the Applicants are providing the following data in table format with the facilities listed in the y axis and the requested information (from the CMS website) in the x axis, indicating the date or time period covered, with the Facility appearing at the top of the list:

- The overall CMS star ratings (1-5 stars), see **Attachment 25;**
- The CMS star ratings (1-5 stars) for health and fire safety inspections, **Attachment 26;**
- The CMS star ratings for staffing, see **Attachment 27;**
- The CMS star ratings for RN staffing, see **Attachment 28;**
- The CMS quality measures for short-stay and long-stay residents (for each measure **where the facility scores below the state average for the state where the facility is located**, Applicants have indicated the percentage below average, leaving measures that are at, or above the state average blank), see **Attachment 29;**
- CMS data on federal fines and penalties in the past 3 years, see **Attachment 30;**
- Whether on-site, offsite or tele-health for mental health services and psychiatry, see **Attachment 31.**

10. Pending Litigation Against Facilities Owned and/or Operated by Applicants and Applicants

There is no pending litigation against any of the Applicants' facilities above and no pending litigation against any of the individual applicants.

11. Philosophy of Applicants on Facility Operations

The Applicants have as their focus the improvement of quality of care for residents and their families by staff who are dedicated to the principles of kindness, compassion, service, and excellence.

12. Health Care Reform

The Applicants intend to participate in health care reform at the Facility. As Rubin is a leader in this area, he will bring his expertise to the Facility. The specifics will be determined once they begin operating the Facility and are best able to identify appropriate reform initiatives, such as value-based purchasing. However, it is the Applicants' understanding that the Facility was unable to participate in the OneCare Vermont ACO due to a limitation of the current ownership. Post-closing however, the Applicants plan to actively participate.

13. Patient Admission Criteria

The Facility's current admissions criteria include medical appropriateness of placement and reliability of payment source.

The same criteria will be used by the Applicants. Upon review of a potential admission, Applicants will ensure that they are able to meet the resident's needs, whether isolation needs, high flow oxygen needs or dementia care. To the extent necessary, Applicants will train the Facility staff to meet the needs of cognitively impaired residents with dementia training and video trainings to ensure that annual competencies are completed for nurses and nursing assistants as well as other staff members.

14. Residents

Applicants' goal is to create and maintain a homelike environment at the Facility and to take a patient centered approach to each individual resident. Conducting assessments of each resident upon admissions fosters strong relationships between the residents and their caregivers allowing them to learn each other's preferences, routines, etc. This enhances the quality of life of the residents and ensures that their choices are known and honored consistently.

In addition to individualized clinical care plans for each resident, Applicants believe that each resident is entitled to the highest quality of life practicable. The Applicants will work to ensure the facilities are a place for the community to gather and for those who need short term rehabilitation as well as those who have long term care needs, to gain function and enjoy as much as possible family-like comforts such as flat screen TVs; telephones in all rooms; updated furnishings; a fresh, clean, and homey decentralized environment with strong activity and therapy programs and excellent nursing and other clinical care.

The Applicants also believe in establishing and strengthening connections, when possible, to the outside world—whether it be events at the Facility, implementing programs with the students from the neighboring Flynn Elementary School, bringing in entertainment, or making cozy spaces for family and friends to visit.

Additionally, for those residents with behavioral struggles or those in the Facility's Alzheimer's unit, the Applicants intends to offer a more aggressive program with its pharmacy consultant and psychiatrist for reductions in antipsychotic medications as the CMS scores in this area indicate that there is room for improvement. The goal with this class of resident, who may have been more confined elsewhere, is to enable them to enjoy a better quality of life by being in our facility. It is clear that there is a need to provide such care to this class of residents in the State of Vermont and we look forward to filling that role in the least restrictive way possible.

15. Families

Applicants will maintain an active Resident Council and Family Council at the Facility. These councils provide family members an opportunity to communicate with staff and allow staff to relay important information about the Facility and their loved ones to

them. Additionally, for any concerns, the Facility will have a 24/7 staffed anonymous compliance hotline, hosted by a third-party, ensuring all communications, constructive or otherwise, are heard and acted upon.

Post-transition, the Applicants will host open meetings with residents and their families to learn the needs of the residents and their families, from their perspective, so as to create a blueprint that is facility and/or program-specific. The Applicants will also send a letter to current residents and their families notifying them of the change of ownership as well as indicating the Applicants' contact information for any potential questions and/or concerns. Additionally, staff will be trained on how to answer questions related to the transition and will notify the more involved family members in person. The Applicants know that although we possess proven systems that have led to high-quality outcomes, there are always concerns and reservations when there is a change of governance so must be sensitive to those concerns and allow open dialogue to address them

16. Staff

The Applicants are especially committed to ensuring a smooth transition for the Facility employees because it is our experience that workforce disruption will negatively influence resident and patient satisfaction and care. Indeed, the Applicants have already met with the majority of the department heads at the Facility who have accepted offers of post-transition employment.

The Applicants are also cognizant of the fact that whenever there is a change in ownership, employees are very concerned about any potential restructuring or changes in staffing levels. For this reason, the Applicants believe that stable leadership along with open and transparent communication is essential to reassure employees that changes will only be made when due diligence indicates that the change is absolutely necessary for the well-being of our residents or the financial viability of the institution. Therefore, the Applicants will adopt a very conservative approach to making any unnecessary salary, benefit or staffing changes within the first twelve to twenty-four months of ownership.

The Applicants have instituted a number of innovative ideas and programs to attract and retain high quality employees at their other facilities. Examples of such programs include, flexible and employee-centered scheduling so that employees can create customized schedules based on their availability, offering reimbursed CNA/LPN training to locals and/or untrained staff, local housing and transportation and "untapped" out of state recruitment programs. These programs, amongst others, contribute to a positive working environment for staff and will help attract talented employees and retain current employees.

The Applicants will also work very closely with the staff to offer continuous training in the latest clinical, social and recreational approaches to establish best practices. The Applicants believe that all employees, from the Administrators to the Aides, are a team and everybody needs to have the knowledge and skill set in order to succeed.

The Applicants goal is to retain staff. Indeed, Applicants believe it is the longevity of the staff along with their dedication and caring that makes residents feel at home. Accordingly,

we will do our best to ensure all current Facility employees are retained post-transition. To date, we have coordinated with Kindred to reach out to the Medical Directors and key department heads and learned from Kindred that these individuals intend to continue to work at the Facility following the closing. The charts below provide the key employee information obtained from Kindred. This continuity will contribute strongly to maintaining quality services and oversight.

Title	Name	Commitment to Stay Post-Transition
Administrator	Alecia DiMario	Yes
Medical Director	Zail Berry MD	Yes
Director of Nursing	Susan Fortin, RN	Yes
Dietary Supervisor	Donna Dumas	Yes
Maintenance Supervisor	Todd LaBombard	Yes
Housekeeping Supervisor	James Cameron (HSG)	Yes
Activities Director	Linnie Aubin	Yes
Social Services Director	Janice Hall, MSW	Yes
Dietician	Allen Beier	Yes

III. Scope of Project

1. Purchase Agreements

A copy of the Operations Transfer Agreement by and among BIRCHWOOD OPERATIONS LLC and Kindred Nursing Centers East LLC is submitted as **Attachment 32.**¹

A copy of the Amended and Restated Assignment and Assumption Agreement between BIRCHWOOD PROP LLC and BM Eagle Holdings LLC, is submitted as **Attachment 33.**

2. Purchase Price

The Purchase Price is \$3,338,785 and will be allocated as follows:

Land: \$100,000

Buildings: \$300,000

Furnishings, Fixtures, & Other Equipment: \$2,938,785

See **Attachment 11, Table 2.**

¹ The Applicants are withholding Attachments 32 and 33 from submission unless and until Kindred, authorizes their release to the Green Mountain Care Board.

3. Project Costs

The total project cost of purchasing the Facility, including associated costs, is estimated to be \$3,527,206. The purchase price is \$3,338,785, and there are the following anticipated additional costs:

Administrative Expenses and Permits \$75,000

Debt financing expenses: \$113,421

See **Attachment 11, Table 1**

4. Project Financing

The Applicants will finance the purchase of the Facility as follows:

Equity Contributions from LLC members: \$856,178

Amount to be financed: \$2,671,028

This is based upon a fixed interest rate for the loan of 7.24%. See **Attachment 11, Table 2**.

A copy of a term sheet from Housing and Healthcare Finance LLC (“HHC”) is submitted as **Attachment 34**.

5. First Year Operations

Any cash shortfall in the first year of operation will be covered by a \$1,000,000 line of credit from HHC. The Applicants are also willing to advance any amounts that may be needed which will be paid back as cash flow allows. **Attachments 21, 22 and 23** support the Applicants’ financial ability to provide cash advances if needed.

6. Census

Overall census numbers are projected to remain constant from the first quarter of 2017 census annualized each year as detailed in the table below. The patient mix is also expected to remain at approximately the same ratio as the first quarter 2017 annualized resident mix between private, Medicaid and Medicare utilization.

Projected Census – Birchwood	2018	2019	2020
Private days	2,663	2,663	2,663
Medicaid days	35,763	35,763	35,763
Medicare days	6,852	6,852	6,852
VA & Other Insurances	3,227	3,227	3,227
Total days	48,505	48,505	48,505
Occupancy Percent	92.29	92.29	92.29

The patient census information is based on the seller’s historical numbers. See Combined Financial Statements for Years Ending December 31, 2014 through 2016 (Historical) and December 31, 2018 through 2020 (Projected). **Attachment 35**, at p6 n4.

7. Private Rate

Private rates are anticipated to increase \$5 per day annually to cover normal inflationary costs. *See Combined Financial Statements for Years Ending December 31, 2014 through 2016 (Historical) and December 31, 2018 through 2020 (Projected), Attachment 35, at p7 n4.*

8. Medicaid Rate

The 2018 Medicaid rates are projected at the October 2017 current rate of \$218, plus an estimated \$3.50 per day increase in the property rate for a stepped up basis adjustment at the time of purchase. Each year includes an expected 2% increase annually to cover normal inflationary costs. The seller's historical rate was used as the base point and was adjusted forward in order to calculate the Medicaid revenues. *See Combined Financial Statements for Years Ending 2016 (Forecasted) and See Combined Financial Statements for Years Ending December 31, 2014 through 2016 (Historical) and December 31, 2018 through 2020 (Projected), Attachment 35, at p7 n4.*

9. Medicare Rate

Medicare rates are expected to increase annually to cover normal inflationary costs starting with the current average Medicare rate of \$535.33 per day and increasing 2% each year. Level III rates are based on the seller's 2016 average rates. Private and Part B ancillaries are expected to increase 2% per year using the current owner's revenues as a base. The seller's historical rate was used as the base point and was adjusted forward in order to calculate the Medicare revenues. *See Combined Financial Statements for Years Ending December 31, 2014 through 2016 (Historical) and December 31, 2018 through 2020 (Projected), Attachment 35, at p7 n4.*

10. Contingency Plan for Rate Reductions

The Applicants are confident about the census and reimbursement rate assumptions underlying their projections. In fact, they approached their projections conservatively. However, assuming that there are shortfalls in their projected census or reimbursement rates, the individual prospective buyers are willing to fund shortfalls. The Applicants have the capability (as seen in their Personal Financial Statements) and commitment to provide funding to get through difficult times while improving quality.

11. Management Fee

A management fee of 5% of revenues per year will cover administrative, accounting, and oversight by a related management company.

12. Accounts Receivable Allowance

The projections related to the accounts receivable allowance start with the seller's historical information as the base and reflect the accounts receivable, net of allowance for doubtful accounts. *See Combined Financial Statements for Years Ending December 31, 2014 through 2016 (Historical) and December 31, 2018 through 2020 (Projected), Attachment 35, at p7 n4.* The projections then assume that accounts receivable (net of the allowance) will track with the historical information and increase by the same 2% inflationary increase that is throughout the projections to represent the natural inflationary rate. As a result, the

accounts receivable are projected to increase 2% each year, along with the allowance which is projected to increase 2% each year.

13. Projected Increase in Costs

All Nursing, Rehabilitative, Pharmacy, Resident Services, Diagnostic and Dietary costs, along with related payroll taxes and benefits, are anticipated to increase at the same ratio as the 2% annual inflation increase.

14. Operating Lease

BIRCHWOOD PROP LLC will lease the facility to BIRCHWOOD OPERATIONS LLC through a triple net lease. The lease payments will be based on the annual debt service. As a triple net lease, BIRCHWOOD OPERATIONS LLC will be responsible for the operating costs of the building (real estate taxes, insurances and maintenance).

15. Treatment of Lease in Projections

Because this application is being filed jointly by the proposed realty owner/lessor and the proposed operator/lessee, the projections are combined. The lease payments are eliminated (both the expense side and the revenue side) to get the combined results. The combined projections therefore reflect the actual debt and the actual operations, as if the facility is one combined entity. It is important to note that the operations will be paying the lease payment.

16. Projected Cash Flow

The cash flow statements in the Applicants' projections for 2018-2020, *see* Combined Financial Statements for Years Ending December 31, 2014 through 2016 (Historical) and December 31, 2018 through 2020 (Projected), **Attachment 35**, at p.4, indicate positive cash flow provided by operating activities:

\$270,963 in Projected 2017 (Year One);
\$235,554 in Projected 2018 (Year Two); and
\$258,368 in Projected 2019 (Year Three).

17. No Change in Services

There are no plans to change any of the current services.

18. No Change in Staffing

The Applicants do not plan to make any material changes to staffing or services, except that Applicants will contract with a management company to provide the clinical and administrative services currently being provided by the existing operator's corporate team.

The Applicants do not plan to go through a rehiring process for the current staff. The Operations Transfer and Surrender Agreement (**Attachment 32**) references terminating the employment of all employees providing services at the facility, as of the closing date. This is

strictly done on the books and does not mean that the employees actually cease employment. They are nominally terminated and immediately rehired for the purpose of terminating any potential liability for benefits that is the obligation of the sellers.

19. No Change in Employee Benefits

The Applicants do not plan to make any material changes in benefits for staff. The projections set forth in the Combined Financial Statements (**Attachment 35**) do not assume any changes in benefits.

20. No Immediate Renovations

No immediate renovations or upgrades have been identified. However, the Applicants anticipate needing to spend on an annual basis approximately \$150,000, to be allocated as follows: \$100,000 for improvements; and \$50,000 for equipment.

IV. Satisfaction of Applicable Criteria

Section 9437 of Title 18 contains criteria that must be satisfied before the Board may issue a certificate of need to an applicant. The Applicants submit that they meet the applicable criteria for the purchase of the Facility, as follows:

A. Institution of Healthcare Improvement Triple Aims

1. Improving the individual experience of care.

It is the Applicants' goal to create a homelike environment and to take a patient centered approach to each individual resident. Conducting assessments of each resident upon admissions fosters strong relationships between the residents and their caregivers allowing them to learn each other's preferences, routines, etc. This enhances the quality of life of the residents and ensures that their choices are known and honored consistently.

To effectuate this, residents are provided with privacy and private and shared-occupancy rooms. Common space, including lounge areas, provides opportunities for socialization, recreation and interaction. Residents and their family members are encouraged to decorate and personalize their rooms to their taste with personal items such as furniture, pictures, etc. Residents are given choices as to their preferred times for waking in the morning, bathing, going to bed as well as the activities in which they can participate (throughout the day and evening).

While Applicants will provide a full range of organized dining options including full dietary services and all meals and snacks (with a menu allowing resident choice), community refrigerators and pantries will be made available as well to store personal food items that residents or their families and visitors may bring in from the outside. This storage area will

be monitored by Facility staff to ensure that the food items are consistent with the resident's dietary restrictions and that all items are labeled and disposed of timely, as needed.

A comprehensive activities program and schedule is prepared well in advance and residents are made aware of and encouraged to attend the various group activities that they enjoy most or that will be most beneficial to them. Should a resident prefer solitary activities- materials for this including, television, books, movies, puzzles, card games, etc. are always available as well. Activities Department personnel will also visit Residents who choose to remain in their rooms to enhance their stay and activities as well.

Resident laundry will stay on-site ensuring residents will have timely access to their favorite clothes. Access to outdoors will be available to residents with seating areas on the patio, terrace and balcony.

2. Improving the health of populations.

Upon transition, Applicants' goal is to immediately identify the needs of the Facility's residents and their families in order to implement specialized initiatives and programs to improve the health of our residents. Some examples of the foregoing that Applicants have already successfully implemented at their current facilities are: an increase in MD/NP coverage at the Facility to enhance care as well as lead to the early detection of potential issues, alleviating the need for re-hospitalization; implementation of a wound care protocol and formulary to ensure proper treatment of wounds as well as an upgrade to the quality of mattresses and chairs at the Facility; identifying successful interventions to reduce falls; implementation of a wander guard system; and monthly (at the minimum) mock surveys with participation of all department heads to identify potential concerns so that they may be addressed and corrected.

Implementation of the above will allow for the ultimate goal- a smooth, safe transition back to the resident's home.

3. Reducing the per capita costs of care for populations.

As health care providers transition to a Value Based Purchasing world, our goal is to eliminate waste and focus on preventative care. Applicants will conduct root cause analysis to eliminate wasteful and unnecessary spending and utilization at the Facility. The Applicants will implement the above-mentioned preventative programs to raise the level of care, reduce re-hospitalizations and lower the costs of care at the Facility.

B. The Proposed Project is Consistent with the Health Resource Allocation Plan (HRAP). 18 V.S.A. § 9437(1) (Criterion 1)

1. CON STANDARD 1.6:

Applicants seeking to develop a new health care project shall explain how the applicant will collect and monitor data relating to health care quality and outcomes related to the proposed new health care project. To the extent practicable, such data collection and monitoring shall be aligned with related data collection and monitoring efforts, whether within the applicant's organization, other organizations or the government.

The 2017 QAPI (Quality Assurance and Performance Improvement) Plan for the Facility is submitted as **Attachment 36**. The Applicants have reviewed the current QAPI Plan and intend to continue with the QAPI Plan as established at the Facility.

The QAPI plan is designed and conducted in accordance with State and Federal regulations and facilitates a systematic approach to monitor and assess the quality and appropriateness of care. All QAPI activities are an integral part of the Facility's management structure and have, as their primary goal, the identification of problems and fostering of opportunities to improve resident care.

It is the Applicants' philosophy that each Resident deserves care that meets the highest expectations. Only with a comprehensive QAPI plan can such care be provided.

2. CON STANDARD 1.7

Applicants seeking to develop a new health care project shall explain how such project is consistent with evidence-based practice. Such explanation may include a description of how practitioners will be made aware of evidence based practice guidelines and how such guidelines will be incorporated into ongoing decision making.

The Applicants will provide educational training to all levels of staff, from the administrator to the aides to ensure that all are up to date in their respective disciplines. Additionally, Applicants utilize the services of an outside consultant who specializes in the creation and implementation of the most recent policies and procedures as recommended by CMS. Accordingly, the Facility will ensure that such policies are timely rolled out to the Facility as well as ensure that relevant in-services are provided.

3. CON STANDARD 3.12:

Any applicant seeking to expand services for potentially terminally ill patients shall explain what efforts the applicant has taken or will undertake which support high quality, patient centered palliative and end of life care. Such efforts should include training and collaboration with other health care and hospice providers to facilitate high quality, patient centered end of life care.

The Applicants intend to continue the hospice and palliative care currently provided by the Facility. After transition, the Applicants will be better able to determine whether such services should be expanded.

4. CON STANDARD 4.7:

Applicants seeking to establish, expand or otherwise modify services available to elderly Vermonters shall establish how those services will support the mental health and well-being of this population, including addressing how the applicant supports or otherwise integrates with mental health services currently available.

The Applicants intend to expand on-site psychological services which will greatly impact the residents with reduced cognitive functions. The Applicants will staff at least three MSWs, continue to utilize Deer Oaks for counseling opportunities and Dr. Newhouse for psychiatric services. They will also continue the monthly Alzheimer's support groups at the Facility. Additionally, the Applicants intend to continue and build on the Facility partnerships with

Howard Center, Age Well, Choices for Care, VNA, SASH Coordinators, etc. and others to ensure the needs of those with plans to return to the community are met.

5. CON STANDARD 5.1:

Applicants seeking a certificate of need relating to long-term care services shall demonstrate how they support the . . . goal of ensuring that Vermonters who need long-term care services will receive the services that reflect their personal values and preferences in the least restrictive environment possible.

The Applicants' goal is to ensure that long term care services are provided in a homelike environment and that a patient centered approach is taken for each individual resident. As mentioned in more detail above, the Facility will conduct an assessment of each resident upon admissions to build a relationship between the residents and their caregivers allowing them to learn each other's preferences, routines, etc. This enhances the quality of life of the residents and ensures that their choices are known and honored consistently.

Additionally, for those residents with behavioral concerns or those in the Facility's Alzheimer's unit, the Applicants intend to offer a more aggressive program with its pharmacy consultant and psychiatrist for reductions in antipsychotic medications as the CMS scores in this area indicate that there is room for improvement at the Facility. The goal with this class of resident, who may have been more confined elsewhere, is to enable them to enjoy a better quality of life by being in our Facility. It is clear that there is a need to provide such care to this class of residents in the State of Vermont and we look forward to filling that role in the least restrictive way possible.

6. CON STANDARD 5.2:

Nursing homes or similar entities seeking to replace or increase beds shall show the beds are needed. Such showing of need shall be confirmed by the Department of Disabilities, Aging and Independent Living.

The proposed purchase does not include any change in the number of licensed beds at the Facility. The Applicants will seek confirmation from the Department of Disabilities, Aging and Independent Living that such beds continue to be needed to provide long-term care to residents in their service areas following the submission of this application.

7. CON STANDARD 5.3:

Nursing homes or similar entities seeking a certificate of need shall provide a written recommendation from the Department of Disabilities, Aging and Independent Living supporting the new health care project proposal.

The Applicants are submitting a copy of this application and attachments to the Department of Disabilities, Aging and Independent Living to request DAIL's written recommendation supporting the new health care project.

8. CON STANDARD 5.4:

Nursing homes or similar entities seeking a certificate of need shall demonstrate the applicant is sufficiently capitalized and insured to protect residents against substandard care and to provide for sufficient protection in the event of legal liability of the facility or the facility's operators.

The personal financial statements provided by the individual applicants under separate cover show that they have sufficient liquid assets or easily liquidated assets to cover the equity contribution, to retain sufficient insurance to cover the Facility in the event of legal liability, and to run the Facility's day-to-day operations. There are sufficient assets from which to draw if an infusion of capital is required to maintain or upgrade the Facility's physical plant, staffing or programs.

The Applicants will carry Property, Liability and Professional Liability insurance to ensure sufficient protection.

9. CON STANDARD 5.12:

Applicants seeking to restructure nursing home ownership that triggers the need for a new license from DAIL shall demonstrate the ability to meet all reasonably anticipated financial and quality obligations imposed by the operation of the nursing home.

The Applicants' financial information shows sufficient liquid assets or easily liquidated assets to cover anticipated financial obligations for the purchase and operation of the Facility. The Applicants likewise submit that the projected Medicaid rates reflected in the CON application are acceptable estimates of future Medicaid rates, and that the projected occupancy estimates for the facility are reasonable.

As to quality, the Facility has a four-star (above average) CMS quality rating. The Applicants are confident in their ability to maintain and even improve the quality. The records of their existing facilities support this. They are confident that through their approach to individualized care the personal experience for each resident will improve. Not surprisingly, the Applicants intend to focus most closely and immediately on improving the individual experience reflected by those quality measures which have lower than state average CMS ratings at the time of change in ownership.

The Applicants will prioritize the individual experience, quality of care, and trained, adequate, and appropriate staffing.

C. The Applicants Have Met Their Burden to Show that the Cost of the Project is Reasonable pursuant to 18 V.S.A. § 9437(2) (Criterion 2).

Criterion 2 requires that the applicant demonstrate that the cost of the project is reasonable by meeting the following three (3) statutory requirements:

1. The Applicants can Sustain the Financial Burden Likely to Result from Completion of the Project.

The Applicants have a term sheet from HHC (**Attachment 34**). As long as the Applicants are successful in securing the funds they plan to use to finance this transaction, they have sufficient funds to purchase the Facility and make capital improvements and upgrades, as deemed appropriate. The Applicants have submitted financial information showing they have sufficient cash flow to cover the debt obligation and maintain operations.

2. The Project will not Result in an Undue Increase in the Cost of Medical Care.

The proposed transaction does not increase the cost of health care. The Applicants are seeking to maintain the current number of beds. The Applicants are seeking confirmation from the Commissioner for the Department of Disabilities, Aging and Independent that there appears to be a need for beds in the Burlington area. In addition, the projected Medicaid rates are modest estimates of future Medicaid rates.

3. Less Expensive Alternatives are not Feasible or Appropriate

The Applicants seek to purchase a skilled nursing facility which is currently in operation with nursing beds that are needed in Vermont. The Silver Corporation no longer wishes to own or operate the Facility. No less expensive alternative exists.

D. The Applicants have Demonstrated that there is an Identifiable, Existing, or Reasonably Anticipated Need for the Proposed Project which is Appropriate for the Applicants to Provide (Criterion 3).

The existing facility has been in operation in Burlington, Vermont for more than fifty years. The Facility is a licensed 144 bed nursing home facility.

The Facility provides in-house restorative nursing and contracts with RehabCare for physical therapy, occupational therapy and speech therapy which RehabCare provides in the Facility. The Facility also provides dementia care, palliative care and short-term respite care.

The Applicants project daily census rates to be 92.29% over the next three years.

E. The Applicants have demonstrated that the Proposed Project will Improve the Quality of Health Care in the State or Provide Greater Access to Health Care for Vermont's Residents, or Both (Criterion 4).

The Applicants' purchase will improve health care quality and will ensure that sufficient and needed nursing home beds will be available to Vermonters. The Applicants plan to improve the current services and programming by expanding mental health services. They expect to improve quality by getting residents better access to mental health services and they also hope to improve access to health care by broadening the admissions policy.

F. The Applicants have Demonstrated that the Proposed Project will not have an Undue Adverse Impact on Any Other Existing Services Provided by the Applicants (Criterion 5).

The proposed project will not have an adverse impact on any other services provided by the Applicants. The project allows for the continued operation of the Facility. There is nothing to suggest that any of the current services provided by the Applicants in their other interests and involvements will suffer. These other interests and involvements are via separate corporate entities with individual tax identification numbers, bank accounts and liability insurance policies. The Applicants assert that unforeseen financial problems with the Facility should not adversely affect any other facilities in which the Applicants' managing members hold ownership interests. The Applicants have good business relationships with various lenders.

G. The Applicants have Demonstrated that the Proposed Project will Serve the Public Good (Criterion 6).

The Applicants plan to submit confirmation from the Commissioner for the Department of Disabilities, Aging and Independent Living that there appears to be a need for beds in the Burlington area. The project will enable the Facility to continue to help meet the needs of the community's population. The Applicants hope to put in place mental health services for those current or future residents so needing. Likewise, this would enable them to care for residents with greater needs who have difficulty finding beds due to concerns about behavior management.

Not only will the Applicants not place a cap on Medicaid census, but also the Applicants hope to work with the Green Mountain Care Board and others to reduce the costs of care, while improving care and access to care.

H. If the Application is for the Purchase or Lease of New Health Care Information Technology, It Conforms with the Health Information Technology Plan Established under Section 9351 of this Title (Criterion 8).

This criterion is not applicable, as the application does not include the purchase or lease of new health care information technology.

Based on the foregoing, the Applicants submit that the purchase and continued operation of the Facility meet the applicable statutory criteria.

Attachment	Document Description
Attachment 1	Birchwood Organizational Chart
Attachment 2	Administrator Alecia DiMario, CV and license
Attachment 3	Medical Director Zail Berry MD, CV and license
Attachment 4	Director of Nursing Susan Fortin, RN, CV and license
Attachment 5	Dietary Supervisor Andrew Merklinger, CV
Attachment 6	Maintenance Supervisor Todd LaBombard, CV
Attachment 7	Housekeeping Supervisor James Cameron, CV
Attachment 8	Activities Director Linnie Aubin, CV
Attachment 9	Social Services Director Janice Hall, MSW
Attachment 10	Dietician Allen Beier, CV and license
Attachment 11	CON Required Financial Tables
Attachment 12	Birchwood Surveys last 12 months
Attachment 13	Birchwood Financial Statements, 2014
Attachment 14	Birchwood Financial Statements, 2015
Attachment 15	Birchwood Financial Statements, 2016 and part of 2017
Attachment 16	Articles of Organization, BIRCHWOOD OPERATIONS LLC
Attachment 17	Articles of Organization, BIRCHWOOD PROP LLC
Attachment 18	Ari Erlichman, CV
Attachment 19	Milton Ostreicher, CV
Attachment 20	Isaac Rubin, CV
Attachment 21*	Ari Erlichman, Personal Financial Statement
Attachment 22*	Milton Ostreicher, Personal Financial Statement
Attachment 23*	Isaac Rubin, Personal Financial Statement
Attachment 24	Thomas Depoy and Sharon Martin, CVs
Attachment 25	CMS Star Rating Spreadsheet, Overall
Attachment 26	CMS Star Rating Spreadsheet, Health and Safety Inspections
Attachment 27	CMS Star Rating Spreadsheet, Staffing
Attachment 28	CMS Star Rating Spreadsheet, RN Staffing
Attachment 29	CMS Quality Measures
Attachment 30	CMS data on federal fines and penalties
Attachment 31	Data re mental health services and psychiatry
Attachment 32	Operations Transfer Agreement – <i>WITHHELD subject to Kindred's approval</i>
Attachment 33	Amended and Restated Assignment and Assumption Agreement – <i>WITHHELD subject to Kindred's approval</i>
Attachment 34	HHC Term Sheet
Attachment 35	Combined Financial Statements for Years Ending December 31, 2014 through 2016 (Historical) and December 31, 2018 through 2020 (Projected)
Attachment 36	2017 QAPI (Quality Assurance and Performance Improvement) Plan

*Attachments to be filed under separate cover

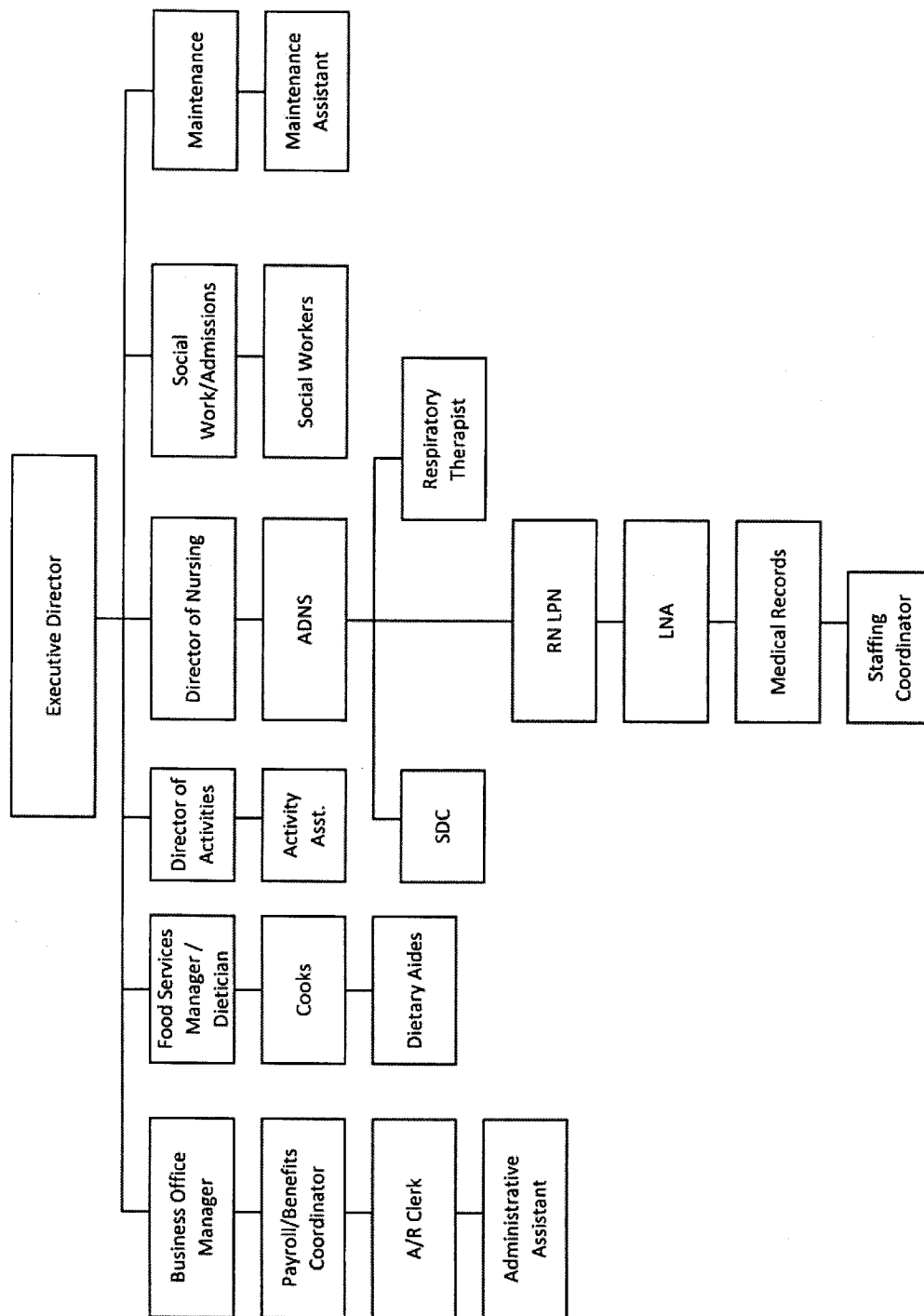
NOTE: When completing this table make entries in the shaded fields only.

**Birchwood Operations, LLC and
Birchwood Prop, LLC**
TABLE 1
PROJECT COSTS

Construction Costs	
1. New Construction	\$ -
2. Renovation	-
3. Site Work	-
4. Fixed Equipment	-
5. Design/Bidding Contingency	-
6. Construction Contingency	-
7. Construction Manager Fee	-
8. Other (please specify)	-
Subtotal	\$ -
Related Project Costs	
1. Major Moveable Equipment	\$ -
2. Furnishings, Fixtures & Other Equip.	300,000
3. Architectural/Engineering Fees	-
4. Land Acquisition	100,000
5. Purchase of Buildings	2,938,785
6. Administrative Expenses & Permits	75,000
7. Debt Financing Expenses (see below)	113,421
8. Debt Service Reserve Fund	-
9. Working Capital	-
10. Other (please specify)	-
Subtotal	\$ 3,527,206
Total Project Costs	\$ 3,527,206

Debt Financing Expenses	
1. Capital Interest	\$ -
2. Bond Discount or Placement Fee	-
3. Misc. Financing Fees & Exp. (issuance costs)	113,421
4. Other	-
Subtotal	\$ 113,421
Less Interest Earnings on Funds	
1. Debt Service Reserve Funds	\$ -
2. Capitalized Interest Account	-
3. Construction Fund	-
4. Other	-
Subtotal	\$ -
Total Debt Financing Expenses	\$ 113,421
feeds to line 7 above	

ATTACHMENT 1



ATTACHMENT 2

ALECIA DIMARIO

242 Sanderson Rd. Milton, VT 05468 United States (619) 218-5965 acurrier2@yahoo.com

EXECUTIVE PROFILE

High-performing Executive with 17 years of Healthcare experience. In-depth knowledge of healthcare operations at all levels. Demonstrated proficiency in management, training and development, budgeting and programming.

PROFESSIONAL EXPERIENCE

Kindred Transitional Care and Rehabilitation
Birchwood Terrace

Executive Director, Jan 2015 – Present

- Managed 144-bed Skilled Nursing facility
- Deficiency free survey 2017
- Decreased nursing overtime by 8% with implementation of 4/2 scheduling

Windsor Gardens of San Diego
Skilled Nursing Care

Administrator, Jan 2013 to Jan 2015

- Manage a 98-bed Skilled Nursing facility
- Increased skilled case mix from 10% to 40%
- Successfully managed the implementation of electronic medical records
- Decreased the re-hospitalization rate from 25% in 2012 to under 10% in 2014

Premier Management
Skilled Nursing and Sub-Acute Care

Administrator, April 2012 – Jan 2013

- Managed 148 bed Skilled Nursing, Sub-Acute and Assisted Living facility
- Reduced labor costs roughly \$20,000 monthly by right sizing the staffing structure and managing overtime expenses
- Oversight of major construction/renovation projects with the implementation of a fire sprinkler and nurse call system
- Contract negotiation with managed care organizations
- Proven success with State and Federal survey, both with the California Dept. of Public Health and the Department of Social Services

Life Care Services, Des Moines, Iowa United States
Specializes in the development and management of senior living communities

Administrator, Jan 2009 – Mar 2012

- Managed daily health care operations of 500 resident not-for-profit Continuing Care Retirement Community in San Diego, comprising of Independent Living, Assisted Living, Assisted Living Memory Care, and Skilled Nursing
- Effectively supervised over 350 employees, while promoting personal and professional growth through career development
- Background in financial management, including budget preparation, cash flow management and analysis of financial reports
- Worked effectively and diplomatically with the public, including residents, Board of Directors, community groups, and government agencies
- Broad understanding of State and Federal laws and regulations related to the operation of the facility
- Improved efficiency and productivity through the development and implementation of organizational policies and procedures for the facility
- Promoted and assured the highest level of dignity, independence and quality of life for all residents served

Associate Administrator, Nov 2005 – Jan 2009

- Assisted in oversight of daily operations of a 500 resident Continuing Care Retirement Community in San Diego
- Prepare activity reports to inform management of the status and implementation plans of programs, services, and quality initiatives
- Establish and implement departmental policies, goals, objectives, and procedures, conferring with board members, organization officials, and staff members as necessary
- Direct, supervise and evaluate work activities of medical, nursing, technical, clerical, service, maintenance, and other personnel
- Direct or coordinate the supportive services department of a business, agency, or organization
- Prepare and review operational reports and schedules to ensure accuracy and efficiency

Evergreen Healthcare, Vancouver, Washington United States
Management and Consulting service for Assisted Living and Skilled Nursing facilities

Administrator in Training/Interim Administrator, Sep 2004 – Nov 2005

- Provide overall leadership and management of a long-term care facility, ensuring delivery of the highest level of health services and quality of care that is responsive of the customer's needs in a 99 -bed facility
- Assisted with Financial Management, Quality Management, Human Resource Management, and Marketing/Community Relations
- Knowledge of State and Federal regulatory requirements
-

Director of Social Services, Nov 2000 – Dec 2004

- Attain/maintain resident's highest practical physical, mental and psychosocial wellbeing in 142-bed facility
- Work independently and cooperatively with residents, families, rehab personnel, physicians, home health agencies, managed care providers, and other health care professionals in discharge planning

EDUCATION

Lyndon State College, Lyndonville, Vermont United States
Bachelor's of Science, Human Services/Counseling

ADDITIONAL SKILLS

- RCFE Administrator
- CA Nursing Home Administrator
- Qualified Skilled Nursing Preceptor in California

Visit our website www.vtprofessionals.org. "Select a Profession" from the drop-down menu on the left for profession specific information.

Name Change – Submit the Change of Information form available on your profession specific website with a copy of the name change document. [Acceptable documentation: marriage certificate, divorce decree, court order]

Address Changes – MUST be reported to the Office of Professional Regulation office within 30 days:

- Submit the Change of Information form available on our website
- You can also change your address at our website using your User ID and Password at no charge.
- Renewal notices are sent to the address the office has on file and are not forwarded to a new address

Email Address – Future correspondence from this Office will come to you by email. Please be sure to keep your information current using your User ID and Password by adding us to your "safe senders" list.


License Renewal – Each profession renews on a set two year renewal schedule. Please take note of your license expiration date. You will receive an email renewal notification from us approximately 6 weeks prior to your license expiration date, sent to your email address we have on file.

Verification of Licensure – All verification of licensure can be done through our website or by submitting a verification form to the Office and enclosing a \$20.00 fee

If you are convicted of a crime in Vermont or another State, you must report it within 30 days


- Address changes or convictions not reported to the Office within 30 days can be considered unprofessional conduct and may result in disciplinary action

Replacement License – Go online to www.vtprofessionals.org, login with your User ID and Password and select Print License in the left hand menu box, and print your own copy at no charge.



State of Vermont

Nursing Home Administrator




Alecia R. DiMario
13 Birch St
South Burlington, VT 05403-6321

Credential #: 027.0109529
Status: ACTIVE
Effective: 04/01/2016
Expires: 03/31/2018


James C. Condes
Secretary of State

For the most accurate and up to date record of licensure, please visit www.vtprofessionals.org



State of Vermont

Nursing Home Administrator



Alecia R. DiMario
13 Birch St
South Burlington, VT 05403-6321

James C. Condes
Secretary of State

027.0109529	ACTIVE	03/31/2018
Credential #	Status	Expires

For the most up to date record, visit www.vtprofessionals.org

ATTACHMENT 3

ZAIL S. BERRY, M.D., M.P.H., F.A.C.P.

3 Hagan Drive
Essex, VT 05452
(802) 878-4489

EDUCATION AND TRAINING

B.A.	University of California, San Diego; Revelle College Bachelor of Arts <i>cum laude</i> in Biochemistry and Cell Biology, 1981.
M.D.	University of California, San Francisco School of Medicine, 1986.
Residency	University of California, San Francisco Internship and Residency in Primary Care Internal Medicine, 6/86-6/89.
Fellowship	George Washington University Medical Center Department of Health Care Sciences Fellow in Primary Care Internal Medicine, 7/89-6/91.
M.P.H.	George Washington University School of Medicine and Health Sciences, 1991.

PROFESSIONAL LICENSURE AND CERTIFICATION

Board Certified, American Board of Internal Medicine, September, 1989.
Board Certified, American Board of Internal Medicine Added Qualification in Geriatric Medicine, April, 1994.
Board Certified, American Board of Hospice and Palliative Medicine, November 2004.
Board Certified, American Board of Internal Medicine, Hospice and Palliative Medicine, November 2008.

Licenses: California 1987-1989.
District of Columbia 1989-1996.
Vermont 1996-present.

Drug Enforcement Administration registration, 1987-present.
Diplomate, National Board of Medical Examiners, 1987.

PROFESSIONAL POSITIONS

8/04-present	Private Practice Palliative Medicine Consultation and Home Medical Services
1/97-present	Associate Clinical Professor University of Vermont College of Medicine
8/10-8/2012	Medical Director PACE-Vermont (Program of All-Inclusive Care of the Elderly)
2/97-12/08	Co-Medical Director Hospice of the Champlain Valley
5/88-7/04	(Founding) Medical Director, Palliative Care Program Fletcher Allen Health Care, Burlington, VT
10/86-7/04	Attending Physician Aesculapian Medical Center, Fletcher Allen Health Care
7/91-9/96	Assistant Professor George Washington University Medical Center Department of Health Care Sciences 40% Division of Adult Medicine, 30% Division of Aging Studies and Services, 30% Nurse Practitioner Programs

5/91-6/96 Medical Director, Hospice of Washington
7/89-5/91 Assistant Medical Director, Hospice of Washington

HONORS

Vermont Health Care Association Physician of the Year, 2007
AOA Faculty Inductee, University of Vermont College of Medicine, 2005.
Commencement Speaker, University of Vermont College of Medicine, 2004.
Fellow, American College of Physicians-American Society of Internal Medicine, 2002.
AAMC Humanism in Medicine Award nominee (University of Vermont College of Medicine), 1999.
Delta Omega National Public Health Honorary Society, 1995.
Outstanding Teaching Award, GWU Department of Health Care Sciences, 1993.
Outstanding Service Award, Revelle College, 1981.

PROFESSIONAL MEMBERSHIPS

Vermont Medical Society, 1996 -present
Society of General Internal Medicine (SGIM), 1988-present.

- Annual Meeting Abstract Reviewer, 1994.
- Annual Meeting Workshop Reviewer, 1993, 1994, 1996, 2010.
- Annual Meeting Precourse Reviewer, 2001, 2003.
- Annual Meeting Poster Session Award Judge, 1994.
- Coordinator, Pre-Meeting Symposium, 1998:
"Care of the Dying: What We Need to Know, What We Need to Teach"
- Chair, End-of-Life Interest Group, 1999- 2001.
- Co-Coordinator, Pre-Meeting Symposium, 2000:
"Quality End-of-Life Care: Overcoming Barriers and Effecting Change"
- Coordinator, Pre-Meeting Symposium, 2001:
"End of Life Care: Cultural and Political Aspects of Hastening Death"
- Coordinator, Pre-Meeting Symposium, 2002:
"Sharpening Skills in End-of-Life Communication"
- Finance Committee Member, 2002- 2007.

American College of Physicians, 1996-present.
American Academy of Hospice and Palliative Medicine, 1992-present.

- Ethics Committee Member, 2005-2010.

American Association of University Women, 1981-present.
Physicians for a National Health Plan, 2002-present.

EDITORIAL BOARDS

The Hospice Journal, 1995 - 2000.

Reviewer for: *Annals of Internal Medicine*
Journal of the American Medical Association
Journal of General Internal Medicine
Journal of Palliative Medicine
Journal of the American Geriatrics Society
End-of-Life Physician Education Resource Center (EPERC)
The Western Journal of Medicine
American Journal of Managed Care

SERVICE

FAHC Medical Staff Executive Committee Member-at-large (4 year term), 4/2012 to present.
Vermont Managed Care Board of Directors (4-year term), 2011 to present.
Visiting Nurses Association End of Life Professional Advisory Committee, 2000 – present.
American Academy of Hospice & Palliative Medicine Ethics Committee, 2005 – 2010.
FAHC Clinical Ethics Consultant, 2002- 2009.
Advisor, VT Dept of Health Electronic Death Registration System, 9/08 – 2010.
Member, VT Dept of Health Prescription Monitoring Medical Affairs Committee, 4/08 – 2010.
ExCEL (End of Life Project Committee of VT Program for Quality in Health Care) Co-Chair, 9/03 – 8/05.
FAHC Organizational Ethics Council, 10/00 - 2005.
FAHC Medical Staff Ethics Advisory Committee, 5/97 – 8/10.
FAHC Medical Staff Executive Committee, 10/99 - 10/03.
VNA Friends for Life Professional Committee, 2002 - 2005.
Ethics Committee, Vermont Medical Society, 5/97 - 2003.
Essex Town School Board Strategic Planning Committee (Co-Chair) 8/01-4/02.
FAHC Pain Initiative Committee, 2000-'01
FAHC Medical Staff Committee on End of Life Care (chair), 5/97 - 10/98.
FAHC Ad Hoc Committee for Palliative Care Program, 3/97 - 5/98.
George Washington University Medical Center Ethics Committee, 9/95 - 9/96.
GWU School of Medicine Outstanding Teaching Award Selection Committee, 1992(chair), 1995.

RESEARCH AND PUBLICATIONS**PEER-REVIEWED JOURNALS**

- Berry, Z.S. "Responding to Suffering: Providing Options & Respecting Choice". *Journal of Pain and Symptom Management* vol 38:5, 797-800, 2009.
Berry, Z.S. and Lynn, J. "Hospice Medicine". *Journal of the American Medical Association* vol 270:2, 221-223, 1993.
Berry, Z.S., Hirsch, R, Lynn, J. "Terminal Care Needs of AIDS and Cancer Patients: A Comparison Study". (abstract) *Clinical Research* 40:552A, 1992.

OTHER PUBLICATIONS

- Berry, Z.S. and Segal, B. "Palliative Care and End of Life Decision Making". In *Hematology Oncology Secrets*, 3rd edition, M. Wood & G. Phillips, editors, Hanley & Belfus, Inc., pp. 277-81, 2003.
Berry, Z.S., Segal, B., McCabe, J.M. "Hospice Care". In *Hematology Oncology Secrets*, 3rd edition, M. Wood & G. Phillips, editors, Hanley & Belfus, Inc., pp. 282-86, 2003.
Brogan, M., Kelso, K., Berry, Z. The Prevalence of Pain Among Noncommunicative Nursing Home Residents (abstract). *Journal of General Internal Medicine* vol 10 (suppl):4, 54, 1995.
Berry, Z.S. and Nist, J. "Welcome to Our Health Care Reformation: How Hospice is Already Changing Medicine for the Better". *Hospice* vol 5:1, 6-7, 1994.
Berry, Z.S. "Managing Dying At Home". In *Ambulatory Geriatric Care*, Yoshikawa et. al., editors, Mosby-Year Book, St. Louis, pp. 80-89, 1993.
Berry, Z.S. "A Physician's Thoughts On Dying". *GW Forum* 42, 56-60, 1993.
Berry, Z.S. and Greenberg, L. "The National Health Care Debate: The Canadian System Is Not The Only Alternative", *SGIM News* 14:10, p.6 October 1991.

GRANTS OBTAINED

- "HIV Testing of Washington Area Physicians"; Principle Investigator; GWU Department of Health Care Sciences seed grant, 1991.
"Pain Management Education for Health Professionals"; GWU Gill Fellowship received to support work with medical student research assistant, 1993.

PRESENTATIONS, NATIONAL MEETINGS

- 5/81 The Primary Care Physician and the Dying Patient
Society of General Internal Medicine, Seattle, WA
- 6/91 Withdrawing Feedings: Social, Cultural and Ethical Issues
National Hospice Nurses Association, Rockville, MD
- 4/93 Care of the Dying I: The Role of the Physician
Care of the Dying II: Management of Pain and Other Symptoms
Society of General Internal Medicine, Washington, DC
- 5/95 Talking With Physicians About Hospice
(Panellist) National Hospice Organization Annual Conference, Washington, DC
- 5/95 "You Promised Me I Wouldn't Die Like This": Physicians and Requests for Assisted Suicide
(with T. Quill & R. Brody)
Society of General Internal Medicine, San Diego, CA
- 3/96 Pain Management in Advanced HIV Disease
American Academy of Osteopathic Family Physicians, Orlando, FL
- 5/96 Nutrition and Hydration at the End of Life: Talking With Patients and Families
SGIM Annual Meeting Pre-Meeting Symposium on Care of the Dying, Washington, DC
- 6/96 Nutrition & Hydration at the End of Life: Talking With Patients and Families
American Academy of Hospice & Palliative Medicine, Snowbird, UT
- 3/97 Pain Management: Putting Principles into Practice
American College of Physicians, Philadelphia, PA
- 11/99 Hospice and Palliative Care
American Music Therapy Association World Congress, Washington, DC.
- 5/03 Opiates in Chronic Pain: A Review of the Evidence
SGIM Annual Meeting Pre-Meeting Symposium on Chronic Pain

GRAND ROUNDS AND INVITED PRESENTATIONS - (since 2008)

- 5/08 Pain Management at the End of Life
C.I.D.E.R. Flashlight Workshop, No. Hero, VT
- 6/08 Pain Management in the Home Care Setting
VNA of Chittenden and Grand Isle Counties, VT
- 9/08 Pain and Symptom Management at the End of Life
VT Collaborative on End of Life Care, Montpelier, VT
- 9/08 Palliative Care for Dementia
Dementia & Neuropsychiatry Conference, Burlington, VT
- 10/08 Overcoming Barriers to Best Practices at the End of Life
Northern New England Clinical Oncology Society, Whitefield, NH
- 11/08 Addressing Pain at the End of Life
North Country Hospital Medical Grand Rounds, Newport, VT
NE Kingdom Palliative Care Initiative, Newport, VT
- 4/09 Ethical Issues in Dementia
Alzheimer's Association Education Conference, Burlington, VT
- 4/09 Treating Pain in the Elder Patient
AHEC Geriatrics Conference, Burlington, VT
- 6/09 Treating Pain in the Elder Patient
Ethical Issues in Dementia
Vermont Health Care Association, Lake Morey, VT
- 11/09 Pain Management in Challenging Situations
Central Vermont Medical Center, Barre, VT
- 4/10 Housecalls: Rediscovering the Joy in Doctoring
AHEC Geriatrics Conference, Burlington, VT

- 4/10 Making Medical Decisions for a Loved One
AHEC Geriatrics Conference, Burlington, VT
- 6/10 Palliative Care: Defining the Role of the Primary Care Physician
UVM Family Practice Review Course, Burlington, VT
- 11/10 Completing and Revising Advance Directives
Elder Enrichment Education, S. Burlington, VT
- 4/11 Pain Management at the End of Life
Vermont Ethics Network Conference, Montpelier, VT
- 6/11 Start Thinking Now: Medical Decisions for Ourselves & Others
AARP Vermont, Burlington, VT
- 10/12 Valuable Tools for Coping with Breast Cancer & Treatment: The Role of Palliative Care
Vermont Cancer Center Breast Cancer Conference, Burlington, VT
- 10/12 Finding the Words: Integrating Palliative Care Into Oncology Practice
Northern New England Clinical Oncology Society, Rockport, ME
- 5/13 Living Well with Serious Illness: The Role of Palliative Care
UVM COM Women's Health Conference, Burlington, VT
- 5/13 Choppy Waters or Smooth Sailing? Exploring the Causes of Difficult Healthcare Communication
Northern New England Clinical Oncology Society, Manchester, NH
- 8/13 Palliative Care: Essentials & Pearls for the Primary Care Clinician
UVM COM Family Medicine Review Course, Burlington, VT
- 8/13 Palliative Care Online Training Modules:
Intro to Care at the End of Life
The Role of the Caregiver at End of Life
Pain Management
Symptom Management in Comfort Care
Vermont Ethics Network and Vermont Health Care Association
- 10/13 Palliative Care Symposium: Guiding Patients & Families through Transitions in Care
Northern New England Clinical Oncology Society, Stowe, VT
- 10/13 The End of Life: A Process, Not a Destination
Coverys Northeast Regional Risk Management Seminar, Mashantucket, CT
- 10/13 Pain Management Practices: Implications & Strategies for Chronic & Serious Illnesses
Coverys Northeast Regional Risk Management Seminar, Mashantucket, CT
- 10/13 Pain Management in Long Term Care
Vermont Health Care Association, Burlington, VT

LOCAL TEACHING – University of Vermont College of Medicine / Fletcher Allen Health Care (since 1996)

- 2004 – present Cases in Pain Management
Medicine Acting Interns; 1 hr. monthly
- 2009 – present Clinical Correlation: Muscular Dystrophy
UVM COM Foundations: Cell & Molecular Biology; 1.5 hr. annually
- 2005 – present The Other Side of the Stethoscope: Patient/Family Panel on Life with Serious Illness
UVM COM Palliative Care Week; 1 hr. annually
- 10/2013 Pain Management for Palliative Care Practitioners (in 3 parts)
UVM/FAHC Palliative Care Fellowship (3 hr.)
- 4/2013 Addiction and the Treatment of Chronic Pain
UVM/FAHC Family Practice Residency (1 hr.)
- 1998 – 2011 Pain Management
Internal Medicine Residents; 1 hr. monthly.
- 1998 – 2006 End of Life Care
Internal Medicine Residents; 1 hr. monthly
- 1999 – 2005 Palliative Care and ICU Care at the End of Life
ICU RN Internship; 1.5 hr. semi-annually

2000 - 2003	Pharmacology CPC: Pain Management
	UVM COM MSII Pharmacology; 1 hr. annually
2002 - 2005	Care at the End of Life
	UVM COM MSI Pathology; 1 hr. annually
2002 - 2005	Bridge III: Care at the End of Life
	UVM COM MSIII Core Curriculum
	(Curriculum designer, coordinator and instructor; 2.5 days, annually)
12/08 - 2/09	Addressing Code Status
	Medicine Acting Interns; 1 hr. monthly
2004 - 2009	The Physician's Role in End of Life Care
	VIC Generations, 1 hr. annually
1/09	Palliative Care in Advance Diabetes
	FAHCUVM Endocrine Education Conference, 1 hr.
4/10	Pain Management
	ELNEC Curriculum for Nurses, 1.5 hr.
4/10	Hospice and Palliative Care at End of Life
	UVM Community Medical School, 2 hr.



Vermont Board of Medical Practice

Lookup Detail View

Name and Address

Name	Public Address	Actions
Zail Suzanne Berry	353 Blair Park Road Williston, VT 05495	None

Registration Information

License Type	License	Status	First Date Licensed	Issue Date	Expiration Date
Physician	042.0009386	ACTIVE	09/09/1996	10/06/2016	11/30/2018

Specialties

Specialty
Geriatric Medicine
Hospice and Palliative Medicine
Internal Medicine

Generated on: 7/17/2017 1:08:11 PM

ATTACHMENT 4

Susan M. Fortin
48 Half Moon Terrace
Colchester, VT 05446
(802) 862-5402
Sue.Fortin@kindred.com

EDUCATION

Physical Assessment of Adults

Saint Michael's College, Colchester, VT
Spring of 1988

Counseling Skills for Non-Counselors

University of Vermont, Burlington, VT
Spring of 1976

Registered Nurse, Associates Degree

Castleton State College, Castleton, VT
Graduation date: May 1973

**PROFESSIONAL
EXPERIENCE**

Kindred Transitional Care and Rehabilitation Birchwood Terrace

Director of Nursing, RN

2001-Present

- Responsible for all aspects of nursing department for 144 bed skilled nursing facility
- Responsible for Recruitment and Retention of nursing staff

Assistant Director of Nursing, RN

1988-2001

- Responsible for clinical operations on day to day basis
- Responsible for scheduling and staffing for nursing dept.

Registered Charge Nurse

1973-1987

- Charge nurse 50 bed long term care unit

References available upon request

The Vermont Secretary of State, Office of Professional Regulation considers the information contained on this website to be a secure, primary source for license verification. The Office certifies this information is current as of the date and time noted below.



For conduct decisions concluded after the year 2000, a scanned copy of the disciplinary action may be viewed online by clicking here

(<http://www.sec.state.vt.us/professional-regulation/professional-conduct.aspx>). If

you require further information, please contact the docket clerk

(mailto:liz.amaral@sec.state.vt.us). If no discipline is listed below, we have no disciplinary records on file.

Cases indicating "Charges Filed" or "Pending Hearing" are allegations only and must be proved at a hearing held by the licensing authority to be considered unprofessional conduct.

Lookup Detail View

Name and Address

Name	City/Town	State	Zip Code	Country
Susan M. Fortin	Colchester	VT	05446-9638	United States

Licensee Information

License	License Type	Original Issue Date	Current Effective Date	Expiration Date	Status	Endorsements
026.0010095	Registered Nurse	08/07/1973	04/01/2017	03/31/2019	ACTIVE	

Generated on: 7/17/2017 1:03:21 PM

ATTACHMENT 5

Andrew Merklinger CDM, CFPP

495 Monmouth Ave ♦ Brick, New Jersey 08723 ♦ (732) 865-2332 ♦ Andrewmerklinger@yahoo.com

Hospitality/ Healthcare Management

An accomplished hospitality manager with a combination of culinary experience and management skills coupled with menu preparation and creation background. Extensive experience in food inventory planning, procurement and management on both a restaurant and healthcare level. Background in providing exceptional leadership and customer service. Areas of expertise include:

- Restaurant Operations/ Healthcare Management
- Menu Creations
- Staff Training/ Development
- Personnel Oversight/ Management
- Specials Events Development
- Cost Containment
- Customer Service
- Quality Assurance

Education

September 2007- September 2008

New England Culinary Institute

Associate Degree in Culinary Arts/ Restaurant & Hospitality Management- completed 21.5/30 credits

May 2011- April 2012

University of Florida

Dietary Manager Training- completed with 87% passing rate

September 2001- June 2005

St. Rose High School

General Education

Professional Experience

Corporate Executive Chef/Regional Director of Food and Nutrition, Pinnacle Dietary

November 2015-Current

Corporate Chef

- Responsible for monthly P&L reports for all 28 accounts
- Responsible for creating, costing and nutritional values of the menus
 - In charge of the Menu Committee
- Training cooks, FSD's & Chef Manager at all 25 Pinnacle Dietary Locations
- Held Culinary Training Seminar's quarterly for 15 Cooks/Chef Managers/FSD's at a time
 - Held the lead role in the Purchasing Department for interim of 6 months
- Met with vendors to secure pricing, set up new vendor accounts, brought in 100k per year in rebates, saved 8% on total sales from our meat provider, brought our rebate through dairy provider from 2% to 4%

Regional Director of Foodservice & Operations

- Part of the marketing team for new accounts
- Deemed the most productive, compliant and leading region
- Responsible for Medicare/Medicaid Annual Survey compliance
- Maintain food cost and labor budgets for 6 accounts in NYC
- Produced "deficiency free" survey's for all 6 of the accounts

Andrew Merklinger CDM, CFPP

495 Monmouth Ave ♦ Brick, New Jersey 08723 ♦ (732) 865-2332 ♦ Andrewmerklinger@yahoo.com

Regional Director of Food and Nutrition, CareOne Management

January 2014-November 2015

- Responsible for survey readiness, P & L reports, daily compliance and proper labor structure with 10 accounts located in Northern and Central New Jersey
- Head of Menu Committee; In charge of creating Fall/Winter & Spring/Summer menus with US Foods
 - Have produced "deficiency free" survey's for all accounts
 - Brought spending down a total of \$300,000 since January 2014
 - Responsible with overseeing all catered events for the 10 buildings
 - Daily mentoring and support for the Foodservice Director's

Director of Dining Services, District Manager, Pinnacle Dietary

July 2010-December 2013

- Managed kitchens at several long term care facilities located in central, northern New Jersey, New York State, New York City and Pennsylvania.
- Took care of the ordering/receiving and kept a consistent food cost at \$4.80 ppd, along with receiving an award for "#1 Budget at Pinnacle Dietary" for more than a year.
 - Trained and in-serviced several staff's of up to 50 employee's.
- After hard work and dedication was promoted from *Assistant Director of Foodservice* to *Director of Foodservice* in 6 months and after taking over as Director of Foodservice, received a perfect state survey.
- Was the first Pinnacle employee to become *District Manager* and was in charge of all operations for 5 buildings at once.
- Trained staff about compliance and state regulations that correspond with an assisted living and long term care/rehabilitation home.
 - Member of the Senior Menu Committee

Head Cook, Healthy Living Natural Foods Market

June 2008-August 2010

- In charge of the staff in mornings and making sure they executed all tasks necessary.
 - Created daily specials for the café.
 - Helped create the 2010 spring café menu.
- Trained other kitchen employee's on knife skills, basic and advanced cooking concepts.
- Assisted customer in planning their catering events and executing their exact desires.

Internship/Line Cook, Pulcinella's, Burlington, Vermont

February 2007-July 2008

- Served as a Line Cook and would create daily specials
- Planned and organized special events with the Chef Sam.
- Oversee banquet events to meet every customer need.
 - Helped plan seasonal menu's.

Andrew Merklinger CDM, CFPP

495 Monmouth Ave ♦ Brick, New Jersey 08723 ♦ (732) 865-2332 ♦ Andrewmerklinger@yahoo.com

Professional References

Lisa Coffee
Regional Director of Foodservice
Pinnacle Dietary
(845) 926-8037

Jill Monahan
Administrator
Care One at Wall
(732) 556-1060

Brian Dorick
Director of Culinary
Pinnacle Dietary
(732) 300-3617

Tonja Werkman
VP of Clinical Services
Pinnacle Dietary
(732) 267-0490

Certifications

CCC
Certified Chef de Cuisine
Anticipated November 2017
Written Examination Score: 97

CDM, CFPP
Certifying Board of Dietary Manager
Member # 245509

ServSafe Certification
Valid: 2012-2017

Dietary Manager Training
University of Florida

American Culinary Federation
Professional Member # 270538



Distance and
Continuing Education

Presents this certificate of completion to

Andrew Merklinger

Who has satisfactorily completed the requirements for the course

**DMT - DIETARY MANAGER TRAINING FOR PRE-CERTIFICATION
(online)**

Awarded April 26, 2012

A handwritten signature in black ink, appearing to read "Brian K. Marchman", written over a horizontal line.

Brian K. Marchman, Ph.D.
Director, Distance Learning

A handwritten signature in black ink, appearing to read "Abby P. Puckett", written over a horizontal line.

Abby P. Puckett
Program Director

This verifies that on 07/31/2017

Mr Andrew T. Merklinger, # 245509 is currently a

Certified Dietary Manager, Certified Food Protection Professional (CDM, CFPP)

and is credentialed by the Certifying Board for Dietary Managers

Carolyn A. Williams CDMCFPP

CBDM Chair, 2017 - 2018



National Commission for Certifying Agencies



777 Mariners Island Blvd, Suite 200
San Mateo, California 94404
Telephone (800) 947-4228
FAX (650) 692-9307
www.comiratesting.com

AMERICAN CULINARY FEDERATION
Computer Test Report

Name: Andrew T Merklinger
ACF ID Number: 270538
Test Date: 09/11/2015
Test Site: NEX07701

Test Level: Certified Chef de Cuisine - CCC

Passing Score: 70
Your Score: 97
Grade: Pass

Dear Chef,

This report represents official documentation of your exam score. If you did not pass the exam, you may retake it by registering with Comira at 1-800-947-4228 or online at www.comiratesting.com. A passing grade on this test is necessary for all initial certifications and for individuals who are upgrading from one level to another. When applying for initial certification or an upgrade, send a photocopy of this report with your certification paperwork.

Your written exam score is valid for ACF certification for two years from the test date noted above. If you have any questions about ACF certification, please contact the ACF National Office at 1-800-624-9458.

Thank You.

Issued by Comira Testing Center, San Mateo, CA

Fraudulent alteration of this form by any person is a basis for certification denial of the person noted above.



ServSafe® CERTIFICATION

ANDREW MERKLINGER

for successfully completing the standards set forth for the ServSafe® Food Protection Manager Certification Examination, which is accredited by the American National Standards Institute (ANSI)-Conference for Food Protection (CFP).

15025830

EXAM NUMBER

5266

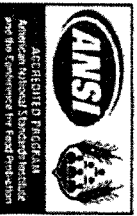
EXAM FORM NUMBER

4/20/2022

DATE OF EXAMINATION
Local laws apply. Check with your local health department for recertification requirements.

4/20/2022

DATE OF EXPIRATION



#0855

In accordance with Maritime Labor Convention
©2015 National Restaurant Association
National Restaurant Association

Sheet 1 of 1

ServSafe and the ServSafe logo are trademarks of the NRAEF.



Contact us with questions at 175 W. Jackson Blvd., Ste. 1500, Chicago, IL 60604 or ServSafeRestaurant.org.

The Certifying Board for Dietary Managers®

HEREBY VERIFIES THAT

Andrew T. Merklinger, CDM, CFPP

HAS SUCCESSFULLY PASSED THE CREDENTIALING EXAMINATION
AND HAS MET THE QUALIFICATIONS OF A

Certified Dietary Manager® | Certified Food Protection Professional®

CDM® | CFPP®

Certification Date: 10/27/2012



ATTACHMENT 6

TODD M. LABOMBARD
3139 NORTH AVENUE EXTENSION
BURLINGTON, VT 05401
(802) 864-6419

EDUCATION

High School Diploma
Burlington High School
Burlington, VT
1985

**PROFESSIONAL
EXPERIENCE**

Maintenance Manager
Kindred Transitional Care and Rehabilitation
Burlington, VT
1994-Present

- Adherence to State and Federal requirements
 - (7 years deficiency free)
- Management of Preventative Maintenance Program
- Capital Project management
- Budget Management

Maintenance
Bank of Vermont
Burlington, VT
1988-1994

- All aspects of building maintenance and repair
 - Interior construction and oversight of outside contractors
 - Preventative maintenance
 - Inspections
 - Painting and HVAC
 - Furniture and office equipment repair
 - Overall facility upkeep

Gas Station Attendant
Jim Messier's Mobil
Burlington, VT
1987-1988

- General service station functions
- Pumping gas and changing oil and tires

T.A. Muir Building Contractor Worker
Burlington, VT
1985-1987

- All aspects of building constructions
- Framing, sheeting and roofing

References available upon request

ATTACHMENT 7

James Cameron
54 Avenue C
Burlington, VT 05408
(802) 238-9665
Jamcam802@aol.com

PROFESSIONAL
EXPERIENCE

Environmental Services Director
Health Care Services Group
Kindred Transitional Care and Rehabilitation
Burlington, VT
2008-Present

- Supervises the laundry and housekeeping services
- Budget management

Auto Mechanic
Jim Messures Shell
Burlington, VT
2015-Present

- Vehicle Repair and Maintenance

Auto Mechanic
Ethan Allen Citgo
Burlington, Vt
2006-2008

- Vehicle Repair and Maintenance

Auto Mechanic
Maintenance Plus, Phil Maxon
Williamstown, Vt
1993-2006

ATTACHMENT 8

Linnie Aubin

5225 Main Road
Huntington, Vermont
05462
802-434-4737 H
802-233-9045 C

Direction

To utilize my skills and knowledge to their fullest in a creative, conscientious atmosphere.

Interests

Music, Gardening, birds, & flowers

Personal

Born November 10, 1963. Married, and have a teenage daughter.

Education

Attended Drawing/design course of study at North Country Community College while attending high School at Willsboro Central School.

Awarded Bachelor of Fine Arts degree May 1985, Rochester Institute of Technology, Rochester, New York. Skilled in the following areas: Graphic Design, Painting, Typography, Color Theory, Print Production and photography.

Home Study Activity Director Course, recognized by NAAP and NCCAP. Rowlett & Laker, Inc. Fort Wayne Indiana.

On- going continuing Education units received- Vermont Health Care Association.

Honors

New York State Capital High School Art show, representing the Lake Placid Olympics, 1980, Albany, New York

Mezzanine Gallery Exhibit, 1984, Rochester Institute of Technology, Rochester, New York.

Vice President of Art House, 1983-1984, Rochester Institute of Technology, Rochester, New York.

Student Honors Show of Fine and Applied Arts, 1982. Bevier Gallery, Rochester Institute of Technology, Rochester, New York.

Recipient of the VHCA "Activity Director of the Year" 1998.

Employment

4/1994-

Enrichment/ Activities Director, Birchwood Terrace Healthcare, Burlington, Vermont.

Enrichment/ Activity Advisory Board; Kindred Healthcare 2 year term.

4/1993-3/1994

Only Once Graphics, Burlington, Vermont. Art Director for National Screen Printing Operation, specializing in Museum prints.

7/1992

Sales Representative and Customer Service Representative for a major Screen Printing Operation. Inprints/Versatile Graphics. Ethan Allen Drive, South Burlington, Vermont.

Free Lance Graphic Design, Sign, and Banner painting

7/1987

Art Director for a major screen printing operation. Inprints/Versatile Graphics/Northern Sun, Ethan Allen Drive, South Burlington, Vermont.
Freelance Design, hand painted fabric design.

10/1985-7/1987

Professional screen printer for a major Screen Printing Operation. Inprints/ Paul Kazza Associates. 1 Mill Street, Chace Mill East, Burlington, Vermont.
Freelance graphic design, hand painted fabric design.

6/1985-8/1985

Arts/Craft Instructor and Youth Director, Town of Essex Youth Commission, Essex, New York.

6/1984-8/1984, 5/1983-7/1983, 6/1982-8/1982

Activities Aide/Painting instructor, Horace Nye Nursing Home, Elizabethtown, New York.



Rochester Institute of Technology

Office of the Registrar

One Lomb Memorial Drive
P. O. Box 9887
Rochester, New York 14623
Registration: 716-475-2821
Records: 716-475-2825

Dear Graduate:

This letter is to extend our congratulations to you on your graduation from Rochester Institute of Technology.

One symbol of your accomplishment is your diploma, and another important document is your official transcript. We have enclosed a complimentary copy of your transcript along with your diploma. Please carefully review this document, as it is the official certified record of your academic achievement. In the event that an error is found, report it to the Registrar's Office at your earliest convenience. You may request additional transcripts for a nominal fee.

We applaud your effort in completing all degree requirements, and wish you continued success in your future endeavors.

Sincerely,

Daniel P. Vilenski
Registrar

Rochester Institute of Technology

by authority of the Board of Trustees and on the recommendation
of the faculty hereby confers upon

Linnie Lee Sharrow

the degree of

Associate in Applied Science

upon satisfactory completion of the course of study in the

School of Art and Design

College of Fine and Applied Arts

In evidence whereof this diploma is awarded and attested by the
seal of the Institute and the signatures authorized by the Trustees.

M. F. De
President

Frank W. Hartman
Chairman of the Board of Trustees

Rochester, New York, May 19, 1984



ATTACHMENT 9

JANICE KAY HALL

161 Austin Dr. #38
Burlington, VT

E-mail: jkhal915@yahoo.com
Telephone: (802)863-8469 Cell: (802)999-4924

EDUCATION

UNIVERSITY OF CONNECTICUT SCHOOL OF SOCIAL WORK, Storrs, Connecticut

- Masters of Social Work, August 1998
- Primary concentration in group work; Secondary concentration in case work
- Substantive area of studies in aging

RUSSELL SAGE COLLEGE, Troy, New York

- Bachelor of Arts, May 1969
- Primary concentration in biology and liberal arts.
- Who's Who in American Colleges and Universities, 1969

RELEVANT WORK EXPERIENCE

BIRCHWOOD TERRACE HEALTHCARE, Burlington, Vermont

Director of Social Services January 2003 – Present

- Managed two full time social workers and part time staff as needed
- Provided admissions/discharge planning for residents
- Assessed/documented/wrote plan of care as part of interdisciplinary team
- Supported residents and family regarding changes in lifestyle and health
- Provided psychosocial, behavioral and mood assessment of residents
- Offered support to residents and families at end of life
- Planned and provided in-services to staff regarding resident's rights
- Provided support to staff as needed
- Member of facility management staff for performance improvement
- Created psychosocial group for long term residents
- Planned and facilitated Alzheimer's caregiver group

HOSPICE INC. Serving Davis and Wapello Counties, Ottumwa, Iowa

Bereavement Services Coordinator, July, 1999 – June, 2002

- Created a bereavement program serving Hospice families and residents of Wapello and Davis Counties
- Provided individual grief counseling to Hospice families and county residents
- Created and facilitated grief support groups quarterly for bereaved in community
- Created and facilitated grief and loss groups in middle school
- Planned and facilitated social support groups
- Planned community workshop on grief in the workplace
- Directed volunteers to help where appropriate to serve bereavement program
- Created memorial services for Hospice families and deceased in the county
- Spoke at many community events to educate on Hospice and grief process
- Provided education for Hospice Volunteers on bereavement
- Participated in Hospice weekly planning team to plan and establish management goals and implementation of suggestions
- Directed Hospice Bereavement Committee
- Member of Hospice Education and Quality Assurance Committees

MANSFIELD WELLNESS CENTER, Mansfield, Connecticut
Staff Intern, January 1998- July 1998

- Created and facilitated educational and support groups for elderly at the Senior Center, Wellness Center and local assisted living facility
- Groups included:
 - Low vision group
 - Urinary health group
 - Alternative health informational series
 - Reiki group
 - Reminiscence group
 - "Aging Outrageously" a Women's Support group
 - Pain relief group
 - Caregiver's support group
- Provided support and case management for seniors referred to the Wellness Center
- Provided individual counseling for elderly regarding municipal social services
- Attended and completed Connecticut Department of Social Services training as Municipal Agent for the Elderly.

RIVEREAST DAY HOSPITAL & TREATMENT CENTER, Vernon, Connecticut
Staff Intern, September 1996 – June 1999

- Facilitation and co-facilitation of adult outpatient intensive group therapy for the chronically mentally ill
- Facilitation and co-facilitation of intensive adult outpatient substance abuse and dual-diagnosis groups
- Provided individual psychotherapy for adult outpatient clients
- Participated in bi-weekly patient treatment planning meetings
- Maintained a client case load, advocating for clients and provided community referrals for other services

MANSFIELD CENTER FOR NURSING AND REHABILITATION, Mansfield, Connecticut
Volunteer in Social Services doing intake assessment 1995

OTHER EMPLOYMENT EXPERIENCE

Attorney David C. Rappe: Secretary, part time 1991-1995.
Town of Coventry, Connecticut: Registrar of Voters 1987-1996.

MEMBERSHIPS AND CERTIFICATIONS

- Vermont Coalition on Aging
- Vermont Association of Social Workers
- Licensed Master of Social Work, State of Iowa
- Studies in Aging Certification, University of Connecticut, August 1998
- Municipal Agent for the Elderly, Dept. of Social Services, CT 1998
- National Association of Social Workers
- Iowa Association of Social Workers, Member
- La Leche League: Leader including District Advisor 1976 – 1995
- Girl Scouts of America: Leader 1982-1992
- Coventry Board of Health: 1973 – 1978

University of Connecticut

We it known that

Janice Kay Noren Hall

having satisfied the requirements for the Degree of

Master of Social Work

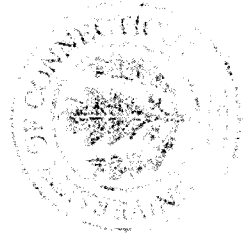
in

The Graduate School

has been admitted to that degree with all the related honors, privileges, and obligations.

In recognition we present the seal of the University and the signatures as authorized by the Board of Trustees.

Given at Storrs, in the State of Connecticut,
on the Thirty-First day of August, Nineteen
Hundred Ninety-Eight.



Robert V. Smith
Dean, Graduate School

Livingston
President of the University

John G. Rowland
President of the Board of Trustees

STATE OF CONNECTICUT
Board of Governors for Higher Education
UNIVERSITY OF CONNECTICUT
SCHOOL OF SOCIAL WORK
1800 ASYLUM AVENUE
WEST HARTFORD, CT 06117-3698

PAGE 01 OF 01

DATE PRINTED: 09-02-98

STUDENT NAME HALL, JANICEKAY NOREN

STUDENT NUMBER: 048-40-2776

CURRENT MAJOR SOCIAL WORK

Carolyn Butler
Campus Registrar

This official transcript is printed on SCRIP-SAFE® security paper with the name of the university printed in white across the face of the document. When photocopied the word COPY should appear. A raised seal is not required. A BLACK AND WHITE OR A COLOR COPY SHOULD NOT BE ACCEPTED.

AN OFFICIAL SIGNATURE IS WHITE WITH A BLUE BACKGROUND

ISSUED TO STUDENT

SUM2 1992 SOCIAL WORK CRD EXT DSEL 312 FAMILY THERAPY I ZELISKO R	2	A	SPRG 1997 SCHOOL OF SOCIAL WORK CSWK 312 CASEWORK II HELLER N	2	A-
FALL 1992 SOCIAL WORK CRD EXT BASC 361 HBSE:INDIV,FAM,GR BLOOM M	2	B	GRWK 332 GROUPWORK II ALISSI A	2	A
SPRG 1993 SOCIAL WORK CRD EXT BASC 340 SOCIAL & ETHICAL SCOTT D	2	A-	GRWK 352 FIELD ED GRWK II KUTNER S	5	A #
FALL 1993 SOCIAL WORK CRD EXT HBEL 352 DEATH AND DYING LYNCH	2	A	HBEL 340 GROUP PROCESSES KUTNER S	2	A+
SPRG 1994 SOCIAL WORK CRD EXT BASC 300 HUMAN OPPRESSION MORALES J	2	A	FALL 1997 SCHOOL OF SOCIAL WORK CSWK 382 CLINICAL ADULT DE CONKLIN J	2	A
FALL 1994 SOCIAL WORK CRD EXT BASC 360 HBSE:GROUP,ORG,CO MARTIN M	2	A-	HBEL 357 SOC GERONTOLOGY RICHARD C	2	A+
SPRG 1995 SOCIAL WORK CRD EXT BASC 330 SW RESEARCH METHO KLEIN W	2	A-	SPRG 1998 SCHOOL OF SOCIAL WORK GRWK 344 GROUP WORK IV WAYNE/COMER	2	A
FALL 1995 SOCIAL WORK CRD EXT BASC 350 ANLY SOC WELFARE NEWMAN J	2	A	SWEL 359 SEM LG TERM CARE DICKSTEIN H	2	A
SPRG 1996 SOCIAL WORK CRD EXT BASC 331 SW RESEARCH METHO HESSELBROCK M	2	A	SEMN 300 SEM AGING KLEIN W	2	A #
FALL 1996 SCHOOL OF SOCIAL WORK BASC 370 INTRO SW PRACTICE NOL J	2	S	SUM4 1998 SCHOOL OF SOCIAL WORK GRWK 333 GROUP WORK III ALISSI A	2	A
CSWK 311 CASEWORK I HELLER N	2	A	GRWK 355 FIELD GRWK BLOCK ALISSI A	10	A
GRWK 331 GROUP WORK I ALISSI A	2	A	DEGREE: MASTER OF SOCIAL WORK FIELD: SOCIAL WORK CONFERRED: AUGUST 31, 1998 *****END OF TRANSCRIPT*****		
GRWK 351 FIELD ED GRWK I KUTNER S	5	A #			

ATTACHMENT 10

Allen Beier
16 East Randall Street
Baltimore, MD 21230
609-972-6313

Professional Summary

Registered Dietitian

- Highly skilled career professional with more than 7 years practical experience in Acute Care, Long-Term Care, and Out-Patient Counseling.
- Utilization of various data entry systems, such as Meditech, Electronic Clinical Works, C-Board, Siemen Soarian, and Point Click Care.
- Understand of various diet modifications, as well as alternate feeding methods, such as, enteral feeding and parental nutrition.
- Able to educate on various diet methodologies.

Credentials

Commission on Dietetic Registration (#1004395)

NPI (#1083914030)

Maryland Dietitian License (#DX4018)

Education

Slippery Rock University 08/2002 to 06/2004
Slippery Rock, PA

Drexel University 08/2004 to 06/2007
Bachelors in Dietetics
Philadelphia, PA

Inspira Healthcare Dietetic Internship 08/2008 to 06/2009
Vineland, NJ

Experience

Mercy Medical Center (Metz Culinary Management) 05/2016 to Present
240 Bed Acute Care Hospital
Baltimore, MD

- Initial and follow up assessments documented through electronic medical record (meditech)
- Working collaboratively with a multi-disciplinary health team, including physicians, nurses, and other dietitians.
- Management of TPN: Macronutrient calculations and adjustment of electrolytes
- Consulted for enteral nutrition recommendations
- Educating patients and families on various diets and food/medication interactions

Burlington Health and Rehab
120 Bed Sub-Acute/Long Term Care
Burlington, VT

04/2015 to 05/2016

- Initial and follow up assessments documented through Point Click Care.
- Input of MDS data into Point Click Care.
- Development and implementation of care plans.
- Documentation on weight changes, wounds, and dialysis.
- Attending interdisciplinary care-plan meetings in conjunction with family and/or residents to identify concerns and resolutions.

Atlanticare Medical Center
Atlanticare Center for Surgical Weight Loss and Wellness
Egg Harbor Township, NJ

02/2012 to 03/2015

- Perform pre-surgical nutritional evaluations of bariatric surgical candidates.
- Worked with a broad treatment team consisting of surgeons, a therapist, medical assistants, and insurance coordinator.
- Identify pre-surgical patients maladaptive behaviors to formulate a plan for improvement.
- Counseled non-bariatric patients on non-surgical weight loss.
- Documented progress within E-Clinical Works (Electronic Medical Record).

Innova Nursing and Rehab
130 Bed Sub-Acute/Long Term Care Facility
Hammonton, NJ

08/2011 to 02/2012

- Initial and follow up assessments documented with facility forms and documented in resident/patients chart.
- Development and implementation of care plans.
- Interviewed residents/patients for food preferences and intake
- Documenting on weight changes, wounds, tube feeding, and dialysis.

Inspira Healthcare
Vineland, NJ

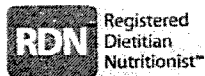
10/2009 to 08/2011

- Assessing patients nutritional needs, diet restrictions, etc.
- Development and implementation of dietary care plans
- Provided nutritional counseling.
- Developed measurable short and long-term nutritional goals and evaluated to desired outcomes.
- Ensured the accurate calculation of nutritional needs based upon individual therapeutic need.

Cape Regional Medical Center
Cardio-Pulmonary Rehab
Cape May Court House, NJ

06/2009 to 08/2011

- Assessing nutritional needs for patients with cardiac or respiratory disease.
- Providing education centered on cardiac or respiratory disease.
- Participated in the Congestive Heart Failure action committee.



**Commission
on Dietetic
Registration**

the credentialing agency for the
Academy of Nutrition
and Dietetics

CDR certifies that

Allen G Beier

has successfully completed
requirements for dietetic registration.

eat
right.

Signature

Registration I.D. Number: 1004395

Registered Dietitian
Nutritionist™ (RDN™)

Registered Dietitian™ (RD™)

Registration Payment Period:
09/01/2016 - 08/31/2017

PhD, RDN, LD
Chair, Commission on Dietetic Registration

The Vermont Secretary of State, Office of Professional Regulation considers the information contained on this website to be a secure, primary source for license verification. The Office certifies this information is current as of the date and time noted below.



For conduct decisions concluded after the year 2000, a scanned copy of the disciplinary action may be viewed online by clicking here

(<http://www.sec.state.vt.us/professional-regulation/professional-conduct.aspx>). If

you require further information, please contact the docket clerk

(mailto:liz.amaral@sec.state.vt.us). If no discipline is listed below, we have no disciplinary records on file.

Cases indicating "Charges Filed" or "Pending Hearing" are allegations only and must be proved at a hearing held by the licensing authority to be considered unprofessional conduct.

Lookup Detail View

Name and Address

Name	City/Town	State	Zip Code	Country
Allen Beier	Burlington	VT	05401	United States

Licensee Information

License	License Type	Original Issue Date	Current Effective Date	Expiration Date	Status
074.0111548	Dietitian	05/08/2015	04/10/2017	05/31/2018	ACTIVE

Generated on: 7/31/2017 3:41:38 PM

ATTACHMENT 11

**Birchwood Operations, LLC and
Birchwood Prop, LLC**

Required Tables

When completing the tables please note that you need only fill-in the **shaded fields**. Fields with diagonal lines indicating **N/A** do not require an entry. The CON Application Form tables, when completed electronically, are set up to calculate totals as well as pre-populate fields in other tables for you. If you have any questions please contact Division staff. Also, please contact Division staff prior to determining if a given table may not be applicable for your project.

Applicants are encouraged to submit an electronic version of a completed application via attachment to email. Please send electronic versions as attachments to email addressed to: Donna.Jerry@state.vt.us

<u>Table</u>	<u>Description</u>
1	Project Costs
2	Debt Financing Arrangement: Sources & Uses of Funds
3A	Income Statement: Without Project
3B	Income Statement: Project Only
3C	Income Statement: With Project (no 'fill-in' required)
4A	Balance Sheet - Unrestricted Funds: Without Project
4B	Balance Sheet - Unrestricted Funds: Project Only
4C	Balance Sheet - Unrestricted Funds: With Project (no 'fill-in' required)
5A	Statement of Cash Flows: Without Project
5B	Statement of Cash Flows: Project Only
5C	Statement of Cash Flows: With Project (no 'fill-in' required)
6A	Revenue Source Projections: Without Project
6B	Revenue Source Projections: Project Only
6C	Revenue Source Projections: With Project (no 'fill-in' required)
7	Utilization Projections: Totals
8	Utilization Projections: Project Specific
9	Staffing Projections: Totals

NOTE: When completing this table make entries in the shaded fields only.

**Birchwood Operations, LLC and
Birchwood Prop, LLC**
TABLE 1
PROJECT COSTS

Construction Costs	
1. New Construction	\$ -
2. Renovation	-
3. Site Work	-
4. Fixed Equipment	-
5. Design/Bidding Contingency	-
6. Construction Contingency	-
7. Construction Manager Fee	-
8. Other (please specify)	-
Subtotal	\$ -
Related Project Costs	
1. Major Moveable Equipment	\$ -
2. Furnishings, Fixtures & Other Equip.	300,000
3. Architectural/Engineering Fees	-
4. Land Acquisition	100,000
5. Purchase of Buildings	2,938,785
6. Administrative Expenses & Permits	75,000
7. Debt Financing Expenses (see below)	113,421
8. Debt Service Reserve Fund	-
9. Working Capital	-
10. Other (please specify)	-
Subtotal	\$ 3,527,206
Total Project Costs	\$ 3,527,206

Debt Financing Expenses	
1. Capital Interest	\$ -
2. Bond Discount or Placement Fee	-
3. Misc. Financing Fees & Exp. (issuance costs)	113,421
4. Other	-
Subtotal	\$ 113,421
Less Interest Earnings on Funds	
1. Debt Service Reserve Funds	\$ -
2. Capitalized Interest Account	-
3. Construction Fund	-
4. Other	-
Subtotal	\$ -
Total Debt Financing Expenses	\$ 113,421
feeds to line 7 above	

NOTE: When completing this table make entries in the shaded fields only.

**Birchwood Operations, LLC and
Birchwood Prop, LLC**

TABLE 2
DEBT FINANCING ARRANGEMENT, SOURCES & USES OF FUNDS

Sources of Funds			
1. Financing Instrument			
a. Interest Rate	7.2%		
b. Loan Period	Jan 2018	To: Dec 2023	
c. Amount Financed			\$ 2,671,028
2. Equity Contribution			856,178
3. Other Sources			
a. Working Capital			-
b. Fundraising			-
c. Grants			-
d. Other			-
Total Required Funds			\$ 3,527,206

Uses of Funds	
<u>Project Costs (feeds from Table 1)</u>	
1. New Construction	\$ -
2. Renovation	-
3. Site Work	-
4. Fixed Equipment	-
5. Design/Bidding Contingency	-
6. Construction Contingency	-
7. Construction Manager Fee	-
8. Major Moveable Equipment	-
9. Furnishings, Fixtures & Other Equip.	300,000
10. Architectural/Engineering Fees	-
11. Land Acquisition	100,000
12. Purchase of Buildings	2,938,785
13. Administrative Expenses & Permits	75,000
14. Debt Financing Expenses	113,421
15. Debt Service Reserve Fund	-
16. Working Capital	-
17. Other (please specify)	-
Total Uses of Funds	\$ 3,527,206

Total sources should equal total uses of funds.

NOTE: When completing this table make entries in the shaded fields only.

**Birchwood Operations, LLC and
Birchwood Prop, LLC**

TABLE 3A
INCOME STATEMENT
WITHOUT PROJECT

	Latest Actual	Budget	Proposed	Proposed	Proposed
		1	Year 1	Year 2	Year 3
			2	3	4
Revenues					
Inpatient Care Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Outpatient Care Revenue	-	-	-	-	-
Chronic/Rehab Revenue	-	-	-	-	-
SNF/ECF Patient Care Revenue	-	-	-	-	-
Swing Beds Patient Care Revenue	-	-	-	-	-
Gross Patient Care Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Disproportionate Share Payments	\$ -	\$ -	\$ -	\$ -	\$ -
Free Care & Bad Debt	-	-	-	-	-
Deductions from Revenue	-	-	-	-	-
Net Patient Care Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Other Operating Revenue					
Total Operating Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expense					
Salaries (Non-MD)	\$ -	\$ -	\$ -	\$ -	\$ -
Frings Benefits (Non-MD)	-	-	-	-	-
Physician Fees/Salaries/Contracts/Fring	-	-	-	-	-
Health Care Provider Tax					
Depreciation/Amortization					
Interest					
Other Operating Expense					
Total Operating Expense	\$ -	\$ -	\$ -	\$ -	\$ -
Net Operating Income (Loss)	\$ -	\$ -	\$ -	\$ -	\$ -
Non-Operating Revenue					
Excess (Deficit) of Rev Over Exp	\$ -	\$ -	\$ -	\$ -	\$ -

Latest actual numbers should tie to the hospital budget process.

NOTE: When completing this table make entries in the shaded fields only.

**Birchwood Operations, LLC and
Birchwood Prop, LLC**
TABLE 3B
INCOME STATEMENT
PROJECT ONLY

	Latest Actual	Budget	Proposed	Proposed	Proposed
	0	1	Year 1	Year 2	Year 3
			2	3	4
Revenues					
Inpatient Care Revenue	N/A	\$ -	\$ -	\$ -	\$ -
Outpatient Care Revenue	N/A	-	-	-	-
Chronic/Rehab Revenue	N/A	-	-	-	-
SNF/ECF Patient Care Revenue	N/A	-	-	-	-
Swing Beds Patient Care Revenue	N/A	-	-	-	-
Gross Patient Care Revenue		\$ -	\$ -	\$ -	\$ -
Disproportionate Share Payments	N/A	\$ -	\$ -	\$ -	\$ -
Free Care & Bad Debt	N/A	-	-	-	-
Deductions from Revenue	N/A	-	-	-	-
Net Patient Care Revenue	N/A	\$ -	\$ -	\$ -	\$ -
Other Operating Revenue	N/A	-	-	-	-
Total Operating Revenue	N/A	\$ -	\$ -	\$ -	\$ -
Operating Expense					
Salaries (Non-MD)	N/A	\$ -	\$ -	\$ -	\$ -
Fringe Benefits (Non-MD)	N/A	-	-	-	-
Physician Fees/Salaries/Contracts/Fringe	N/A	-	-	-	-
Health Care Provider Tax	N/A	-	-	-	-
Depreciation/Amortization	N/A	-	-	-	-
Interest	N/A	-	-	-	-
Other Operating Expense	N/A	-	-	-	-
Total Operating Expense	N/A	\$ -	\$ -	\$ -	\$ -
Net Operating Income (Loss)	N/A	\$ -	\$ -	\$ -	\$ -
Non-Operating Revenue	N/A	-	-	-	-
Excess (Deficit) of Rev Over Exp	N/A	\$ -	\$ -	\$ -	\$ -

Latest actual numbers should tie to the hospital budget process.

NOTE: This table requires no 'fill-in' as it is populated automatically from Tables 3A & 3B.

**Birchwood Operations, LLC and
Birchwood Prop, LLC**
TABLE 3C
INCOME STATEMENT
WITH PROJECT

	Latest Actual	Budget	Proposed	Proposed	Proposed
	0	1	Year 1	Year 2	Year 3
			2	3	4
Revenues					
Inpatient Care Revenue	#VALUE!	\$ -	\$ -	\$ -	\$ -
Outpatient Care Revenue	#VALUE!	-	-	-	-
Chronic/Rehab Revenue	#VALUE!	-	-	-	-
SNF/ECF Patient Care Revenue	#VALUE!	-	-	-	-
Swing Beds Patient Care Revenue	#VALUE!	-	-	-	-
Gross Patient Care Revenue	#VALUE!	\$ -	\$ -	\$ -	\$ -
Disproportionate Share Payments	#VALUE!	\$ -	\$ -	\$ -	\$ -
Free Care & Bad Debt	#VALUE!	-	-	-	-
Deductions from Revenue	#VALUE!	-	-	-	-
Net Patient Care Revenue	#VALUE!	\$ -	\$ -	\$ -	\$ -
Other Operating Revenue	#VALUE!	-	-	-	-
Total Operating Revenue	#VALUE!	\$ -	\$ -	\$ -	\$ -
Operating Expense					
Salaries (Non-MD)	#VALUE!	\$ -	\$ -	\$ -	\$ -
Frings Benefits (Non-MD)	#VALUE!	-	-	-	-
Physician Fees/Salaries/Contracts/Fring	#VALUE!	-	-	-	-
Health Care Provider Tax	#VALUE!	-	-	-	-
Depreciation/Amortization	#VALUE!	-	-	-	-
Interest	#VALUE!	-	-	-	-
Other Operating Expense	#VALUE!	-	-	-	-
Total Operating Expense	#VALUE!	\$ -	\$ -	\$ -	\$ -
Net Operating Income (Loss)	#VALUE!	\$ -	\$ -	\$ -	\$ -
Non-Operating Revenue	#VALUE!	-	-	-	-
Excess (Deficit) of Rev Over Exp	#VALUE!	\$ -	\$ -	\$ -	\$ -

Latest actual numbers should tie to the hospital budget process.

NOTE: When completing this table make entries in the shaded fields only.

**Birchwood Operations, LLC and
Birchwood Prop, LLC**
TABLE 4A
BALANCE SHEET - UNRESTRICTED FUNDS
WITHOUT PROJECT

ASSETS	Latest Actual	Budget 1	Proposed Year 1 2	Proposed Year 2 3	Proposed Year 3 4
Current Assets					
Cash & Investments	\$ -	\$ -	\$ -	\$ -	\$ -
Patient Accounts Receivable, Gross					
Less: Allowance for Uncollectable Accts.					
Due from Third Parties					
Other Current Assets					
Total Current Assets	\$ -	\$ -	\$ -	\$ -	\$ -
Board Designated Assets					
Funded Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -
Escrowed Bond Funds					
Other					
Total Board Designated Assets	\$ -	\$ -	\$ -	\$ -	\$ -
Property, Plant & Equipment					
Land, Buildings & Improvements	\$ -	\$ -	\$ -	\$ -	\$ -
Fixed Equipment					
Major Moveable Equipment					
Construction in Progress					
Total Property, Plant & Equipment	\$ -	\$ -	\$ -	\$ -	\$ -
Less: Accumulated Depreciation					
Land, Buildings & Improvements	\$ -	\$ -	\$ -	\$ -	\$ -
Fixed Equipment					
Major Moveable Equipment					
Total Accumulated Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -
Total Net Property, Plant & Equipment	\$ -	\$ -	\$ -	\$ -	\$ -
Other Long-Term Assets	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL ASSETS	\$ -	\$ -	\$ -	\$ -	\$ -
LIABILITIES AND FUND BALANCE					
Current Liabilities					
Accounts Payable	\$ -	\$ -	\$ -	\$ -	\$ -
Salaries, Wages & Payroll Taxes Payable					
Estimated Third-Party Settlements					
Other Current Liabilities					
Current Portion of Long-Term Debt					
Total Current Liabilities	\$ -	\$ -	\$ -	\$ -	\$ -
Long-Term Debt					
Bonds & Mortgages Payable	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Lease Obligations					
Other Long-Term Debt					
Total Long-Term Debt	\$ -	\$ -	\$ -	\$ -	\$ -
Total Other Non-Current Liabilities	\$ -	\$ -	\$ -	\$ -	\$ -
Total Liabilities	\$ -	\$ -	\$ -	\$ -	\$ -
Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL LIABILITIES & FUND BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -

NOTE: When completing this table make entries in the shaded fields only.

**Birchwood Operations, LLC and
Birchwood Prop, LLC**
TABLE 4B
BALANCE SHEET - UNRESTRICTED FUNDS
PROJECT ONLY

ASSETS	Latest Actual 0	Budget 1	Proposed Year 1 2	Proposed Year 2 3	Proposed Year 3 4
Current Assets					
Cash & Investments	N/A	\$ -	\$ -	\$ -	\$ -
Patient Accounts Receivable, Gross	N/A	-	-	-	-
Less: Allowance for Uncollectable Accts.	N/A	-	-	-	-
Due from Third Parties	N/A	-	-	-	-
Other Current Assets	N/A	-	-	-	-
Total Current Assets	N/A	\$ -	\$ -	\$ -	\$ -
Board Designated Assets					
Funded Depreciation	N/A	\$ -	\$ -	\$ -	\$ -
Escrowed Bond Funds	N/A	-	-	-	-
Other	N/A	-	-	-	-
Total Board Designated Assets	N/A	\$ -	\$ -	\$ -	\$ -
Property, Plant & Equipment					
Land, Buildings & Improvements	N/A	\$ -	\$ -	\$ -	\$ -
Fixed Equipment	N/A	-	-	-	-
Major Moveable Equipment	N/A	-	-	-	-
Construction in Progress	N/A	-	-	-	-
Total Property, Plant & Equipment	N/A	\$ -	\$ -	\$ -	\$ -
Less: Accumulated Depreciation					
Land, Buildings & Improvements	N/A	\$ -	\$ -	\$ -	\$ -
Fixed Equipment	N/A	-	-	-	-
Major Moveable Equipment	N/A	-	-	-	-
Total Accumulated Depreciation	N/A	\$ -	\$ -	\$ -	\$ -
Total Net Property, Plant & Equipment	N/A	\$ -	\$ -	\$ -	\$ -
Other Long-Term Assets	N/A	\$ -	\$ -	\$ -	\$ -
TOTAL ASSETS	N/A	\$ -	\$ -	\$ -	\$ -
LIABILITIES AND FUND BALANCE					
Current Liabilities					
Accounts Payable	N/A	\$ -	\$ -	\$ -	\$ -
Salaries, Wages & Payroll Taxes Payable	N/A	-	-	-	-
Estimated Third-Party Settlements	N/A	-	-	-	-
Other Current Liabilities	N/A	-	-	-	-
Current Portion of Long-Term Debt	N/A	-	-	-	-
Total Current Liabilities	N/A	\$ -	\$ -	\$ -	\$ -
Long-Term Debt					
Bonds & Mortgages Payable	N/A	\$ -	\$ -	\$ -	\$ -
Capital Lease Obligations	N/A	-	-	-	-
Other Long-Term Debt	N/A	-	-	-	-
Total Long-Term Debt	N/A	\$ -	\$ -	\$ -	\$ -
Total Other Non-Current Liabilities	N/A	\$ -	\$ -	\$ -	\$ -
Total Liabilities	N/A	\$ -	\$ -	\$ -	\$ -
Fund Balance	N/A	\$ -	\$ -	\$ -	\$ -
TOTAL LIABILITIES & FUND BALANCE	N/A	\$ -	\$ -	\$ -	\$ -

NOTE: This table requires no 'fill-in' as it is populated automatically from Tables 4A & 4B.

**Birchwood Operations, LLC and
Birchwood Prop, LLC**
TABLE 4C
BALANCE SHEET - UNRESTRICTED FUNDS
WITH PROJECT

ASSETS	Latest Actual 0	Budget 1	Proposed Year 1 2	Proposed Year 2 3	Proposed Year 3 4
Current Assets					
Cash & Investments	#VALUE!	\$ -	\$ -	\$ -	\$ -
Patient Accounts Receivable, Gross	#VALUE!	-	-	-	-
Less: Allowance for Uncollectable Accts.	#VALUE!	-	-	-	-
Due from Third Parties	#VALUE!	-	-	-	-
Other Current Assets	#VALUE!	-	-	-	-
Total Current Assets	#VALUE!	\$ -	\$ -	\$ -	\$ -
Board Designated Assets					
Funded Depreciation	#VALUE!	\$ -	\$ -	\$ -	\$ -
Escrowed Bond Funds	#VALUE!	-	-	-	-
Other	#VALUE!	-	-	-	-
Total Board Designated Assets	#VALUE!	\$ -	\$ -	\$ -	\$ -
Property, Plant & Equipment					
Land, Buildings & Improvements	#VALUE!	\$ -	\$ -	\$ -	\$ -
Fixed Equipment	#VALUE!	-	-	-	-
Major Moveable Equipment	#VALUE!	-	-	-	-
Construction in Progress	#VALUE!	-	-	-	-
Total Property, Plant & Equipment	#VALUE!	\$ -	\$ -	\$ -	\$ -
Less: Accumulated Depreciation					
Land, Buildings & Improvements	#VALUE!	\$ -	\$ -	\$ -	\$ -
Fixed Equipment	#VALUE!	-	-	-	-
Major Moveable Equipment	#VALUE!	-	-	-	-
Total Accumulated Depreciation	#VALUE!	\$ -	\$ -	\$ -	\$ -
Total Net Property, Plant & Equipment	#VALUE!	\$ -	\$ -	\$ -	\$ -
Other Long-Term Assets	#VALUE!	\$ -	\$ -	\$ -	\$ -
TOTAL ASSETS	#VALUE!	\$ -	\$ -	\$ -	\$ -
LIABILITIES AND FUND BALANCE					
Current Liabilities					
Accounts Payable	#VALUE!	\$ -	\$ -	\$ -	\$ -
Salaries, Wages & Payroll Taxes Payable	#VALUE!	-	-	-	-
Estimated Third-Party Settlements	#VALUE!	-	-	-	-
Other Current Liabilities	#VALUE!	-	-	-	-
Current Portion of Long-Term Debt	#VALUE!	-	-	-	-
Total Current Liabilities	#VALUE!	\$ -	\$ -	\$ -	\$ -
Long-Term Debt					
Bonds & Mortgages Payable	#VALUE!	\$ -	\$ -	\$ -	\$ -
Capital Lease Obligations	#VALUE!	-	-	-	-
Other Long-Term Debt	#VALUE!	-	-	-	-
Total Long-Term Debt	#VALUE!	\$ -	\$ -	\$ -	\$ -
Total Other Non-Current Liabilities	#VALUE!	\$ -	\$ -	\$ -	\$ -
Total Liabilities	#VALUE!	\$ -	\$ -	\$ -	\$ -
Fund Balance	#VALUE!	\$ -	\$ -	\$ -	\$ -
TOTAL LIABILITIES & FUND BALANCE	#VALUE!	\$ -	\$ -	\$ -	\$ -

NOTE: When completing this table make entries in the shaded fields only.

**Birchwood Operations, LLC and
Birchwood Prop, LLC**
TABLE 5A
STATEMENT OF CASH FLOWS
WITHOUT PROJECT

	Latest Actual 2016	Budget 2017	Proposed Year 1 2018	Proposed Year 2 2019	Proposed Year 3 2020
Beginning Cash	\$ -	\$ -	\$ -	\$ -	\$ -
Operations					
Excess revenues over expenses	-	-	-	-	-
Depreciation / Amortization	-	-	-	-	-
(Increase)/Decrease Patient A/R	-	-	-	-	-
(Increase)/Decrease Other Changes	-	-	-	-	-
Subtotal Cash from Operations	\$ -	\$ -	\$ -	\$ -	\$ -
Investing Activity					
Capital Spending					
Capital					
Capitalized Interest					
Change in accum depr less depreciation	-	-	-	-	-
(Increase) Decrease in capital assets	-	-	-	-	-
Subtotal Capital Spending	\$ -	\$ -	\$ -	\$ -	\$ -
(Increase) / Decrease					
Funded Depreciation	-	-	-	-	-
Other LT assets & escrowed bonds & other	-	-	-	-	-
Subtotal (Increase) / Decrease	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal Cash from Investing Activity	\$ -	\$ -	\$ -	\$ -	\$ -
Financing Activity					
Debt (increase) decrease					
Bonds & mortgages	-	-	-	-	-
Repayment	-	-	-	-	-
Capital lease & other long term debt	-	-	-	-	-
Subtotal Cash from Financing Activity	\$ -	\$ -	\$ -	\$ -	\$ -
Other Changes (please describe)					
Manual adjustment	-	-	-	-	-
Other	-	-	-	-	-
Change in fund balance less net income	-	-	-	-	-
Other	-	-	-	-	-
Subtotal Other Changes	\$ -	\$ -	\$ -	\$ -	\$ -
Net Increase (Decrease) in Cash	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Cash	\$ -	\$ -	\$ -	\$ -	\$ -

NOTE: This table requires no 'fill-in' as it automatically populates from Tables 4B, 5A and 5B.

**Birchwood Operations, LLC and
Birchwood Prop, LLC**
TABLE 5B
STATEMENT OF CASH FLOWS
PROJECT ONLY

	Latest Actual 2016	Budget 2017	Proposed Year 1 2018	Proposed Year 2 2019	Proposed Year 3 2020
Beginning Cash	N/A	N/A	\$ -	\$ -	\$ -
Operations					
Excess revenues over expenses	N/A	-	-	-	-
Depreciation / Amortization	N/A	-	-	-	-
(Increase)/Decrease Patient A/R	N/A	#VALUE!	-	-	-
(Increase)/Decrease Other Changes	N/A	#VALUE!	-	-	-
Subtotal Cash from Operations	N/A	#VALUE!	\$ -	\$ -	\$ -
Investing Activity					
Capital Spending					
Capital	N/A				
Capitalized Interest	N/A				
Change in accum depr less depreciation	N/A	#VALUE!	-	-	-
(Increase) Decrease in capital assets	N/A	#VALUE!	-	-	-
Subtotal Capital Spending	N/A	#VALUE!	\$ -	\$ -	\$ -
(Increase) / Decrease					
Funded Depreciation	N/A	#VALUE!	-	-	-
Other LT assets & escrowed bonds & other	N/A	#VALUE!	-	-	-
Subtotal (Increase) / Decrease	N/A	#VALUE!	\$ -	\$ -	\$ -
Subtotal Cash from Investing Activity	N/A	#VALUE!	\$ -	\$ -	\$ -
Financing Activity					
Debt (increase) decrease					
Bonds & mortgages	N/A	#VALUE!	-	-	-
Repayment	N/A				
Capital lease & other long term debt	N/A	#VALUE!	-	-	-
Subtotal Cash from Financing Activity	N/A	#VALUE!	\$ -	\$ -	\$ -
Other Changes (please describe)					
Manual adjustment	N/A				
Other	N/A				
Change in fund balance less net income	N/A	#VALUE!	-	-	-
Other	N/A				
Subtotal Other Changes	N/A	#VALUE!	\$ -	\$ -	\$ -
Net Increase (Decrease) in Cash	N/A	#VALUE!	\$ -	\$ -	\$ -
Ending Cash	N/A	#VALUE!	\$ -	\$ -	\$ -

NOTE: This table requires no 'fill-in' as it is populated automatically from Tables 5A & 5B.

**Birchwood Operations, LLC and
Birchwood Prop, LLC**
TABLE 5C
STATEMENT OF CASH FLOWS
WITH PROJECT

	Latest Actual 2016	Budget 2017	Proposed Year 1 2018	Proposed Year 2 2019	Proposed Year 3 2020
Beginning Cash	#VALUE!	#VALUE!	\$ -	\$ -	\$ -
Operations					
Excess revenues over expenses	#VALUE!	-	-	-	-
Depreciation / Amortization	#VALUE!	-	-	-	-
(Increase)/Decrease Patient A/R	#VALUE!	#VALUE!	-	-	-
(Increase)/Decrease Other Changes	#VALUE!	#VALUE!	-	-	-
Subtotal Cash from Operations	#VALUE!	#VALUE!	\$ -	\$ -	\$ -
Investing Activity					
Capital Spending					
Capital	#VALUE!	-	-	-	-
Capitalized Interest	#VALUE!	-	-	-	-
Change in accum depr less depreciation	#VALUE!	#VALUE!	-	-	-
(Increase) Decrease in capital assets	#VALUE!	#VALUE!	-	-	-
Subtotal Capital Spending	#VALUE!	#VALUE!	\$ -	\$ -	\$ -
(Increase) / Decrease					
Funded Depreciation	#VALUE!	#VALUE!	-	-	-
Other LT assets & escrowed bonds & other	#VALUE!	#VALUE!	-	-	-
Subtotal (Increase) / Decrease	#VALUE!	#VALUE!	\$ -	\$ -	\$ -
Subtotal Cash from Investing Activity	#VALUE!	#VALUE!	\$ -	\$ -	\$ -
Financing Activity					
Debt (increase) decrease					
Bonds & mortgages	#VALUE!	#VALUE!	-	-	-
Repayment	#VALUE!	-	-	-	-
Capital lease & other long term debt	#VALUE!	#VALUE!	-	-	-
Subtotal Cash from Financing Activity	#VALUE!	#VALUE!	\$ -	\$ -	\$ -
Other Changes (please describe)					
Manual adjustment	#VALUE!	-	-	-	-
Other	#VALUE!	-	-	-	-
Change in fund balance less net income	#VALUE!	#VALUE!	-	-	-
Other	#VALUE!	-	-	-	-
Subtotal Other Changes	#VALUE!	#VALUE!	\$ -	\$ -	\$ -
Net Increase (Decrease) in Cash	#VALUE!	#VALUE!	\$ -	\$ -	\$ -
Ending Cash	#VALUE!	#VALUE!	\$ -	\$ -	\$ -

NOTE: When completing this table make entries in the shaded fields only.

**Birchwood Operations, LLC and
Birchwood Prop, LLC**
TABLE 6A
REVENUE SOURCE PROJECTIONS
WITHOUT PROJECT

	Latest Actual 2016	% of Total	Budget 2017	% of Total	Proposed Year 1 2018	% of Total	Proposed Year 2 2019	% of Total	Proposed Year 3 2020	% of Total
Gross Inpatient Revenue										
Medicare	\$ 3,222,856	16.7%	\$ 3,287,313	16.7%	\$ 2,556,824	14.2%	\$ 2,591,084	14.2%	\$ 2,625,344	14.2%
Medicaid	13,662,464	70.9%	13,935,713	70.9%	13,344,963	74.3%	13,523,778	74.3%	13,702,593	74.3%
Commercial	1,316,657	6.8%	1,342,990	6.8%	1,204,155	6.7%	1,220,290	6.7%	1,236,425	6.7%
Self Pay	1,141,650	5.9%	1,164,483	5.9%	993,698	5.5%	1,007,013	5.5%	1,020,328	5.5%
Free Care / Bad Debt	(64,825)	-0.3%	(66,122)	-0.3%	(141,221)	-0.8%	(143,980)	-0.8%	(146,791)	-0.8%
Other		0.0%		0.0%		0.0%		0.0%		0.0%
	\$ 19,278,802	100.0%	\$ 19,664,378	100.0%	\$ 17,958,420	100.0%	\$ 18,198,186	100.0%	\$ 18,437,900	100.0%
Gross Outpatient Revenue										
Medicare	\$ -	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
Medicaid		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
Commercial		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
Self Pay		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
Free Care / Bad Debt		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
Other		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!
	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!
Gross Other Revenue										
Medicare	\$ 328,442	79.2%	\$ 335,011	79.2%	\$ 341,711	79.2%	\$ 348,545	79.2%	\$ 355,516	79.2%
Medicaid		0.0%		0.0%		0.0%		0.0%		0.0%
Commercial	80,095	19.3%	81,697	19.3%	83,332	19.3%	84,998	19.3%	86,698	19.3%
Self Pay	5,904	1.4%	6,022	1.4%	6,143	1.4%	6,265	1.4%	6,391	1.4%
Free Care / Bad Debt		0.0%		0.0%		0.0%		0.0%		0.0%
Other		0.0%		0.0%		0.0%		0.0%		0.0%
	\$ 414,441	100.0%	\$ 422,730	100.0%	\$ 431,185	100.0%	\$ 439,809	100.0%	\$ 448,605	100.0%
Gross Patient Revenue										
Medicare	\$ 3,551,298	18.0%	\$ 3,622,324	18.0%	\$ 2,898,535	15.8%	\$ 2,939,629	15.8%	\$ 2,980,860	15.8%
Medicaid	13,662,464	69.4%	13,935,713	69.4%	13,344,963	72.6%	13,523,778	72.6%	13,702,593	72.6%
Commercial	1,396,752	7.1%	1,424,687	7.1%	1,287,487	7.0%	1,305,289	7.0%	1,323,123	7.0%
Self Pay	1,147,554	5.8%	1,170,505	5.8%	999,841	5.4%	1,013,279	5.4%	1,026,719	5.4%
Free Care / Bad Debt	(64,825)	-0.3%	(66,122)	-0.3%	(141,221)	-0.8%	(143,980)	-0.8%	(146,791)	-0.8%
Other		0.0%		0.0%		0.0%		0.0%		0.0%
	\$ 19,693,243	100.0%	\$ 20,087,108	100.0%	\$ 18,389,605	100.0%	\$ 18,637,995	100.0%	\$ 18,886,505	100.0%
Deductions from Revenue										
Medicare	\$ (540,395)	-7.9%	\$ (551,203)	-7.9%	\$ (1,111,257)	-25.2%	\$ (1,150,359)	-26.2%	\$ (1,190,926)	-27.4%
Medicaid	6,858,088	100.3%	6,995,250	100.3%	5,263,154	119.4%	5,280,333	120.4%	5,294,279	121.6%
Commercial	487,951	7.1%	497,710	7.1%	256,831	5.8%	254,020	5.8%	250,830	5.8%
Self Pay	30,662	0.4%	31,275	0.4%		0.0%		0.0%		0.0%
Free Care / Bad Debt		0.0%		0.0%		0.0%		0.0%		0.0%
Other		0.0%		0.0%		0.0%		0.0%		0.0%
	\$ 6,836,306	100.0%	\$ 6,973,032	100.0%	\$ 4,408,728	100.0%	\$ 4,383,994	100.0%	\$ 4,354,181	100.0%
Net Patient Revenue										
Medicare	\$ 4,091,693	31.8%	\$ 4,173,527	31.8%	\$ 4,009,792	28.7%	\$ 4,089,988	28.7%	\$ 4,171,788	28.7%
Medicaid	6,804,376	52.9%	6,940,464	52.9%	8,081,809	57.8%	8,243,445	57.8%	8,408,314	57.9%
Commercial	908,801	7.1%	926,977	7.1%	1,030,656	7.4%	1,051,268	7.4%	1,072,293	7.4%
Self Pay	1,116,892	8.7%	1,139,230	8.7%	999,841	7.2%	1,013,279	7.1%	1,026,719	7.1%
Free Care / Bad Debt	(64,825)	-0.5%	(66,122)	-0.5%	(141,221)	-1.0%	(143,980)	-1.0%	(146,791)	-1.0%
Other		0.0%		0.0%		0.0%		0.0%		0.0%
DSP*		0.0%		0.0%		0.0%		0.0%		0.0%
	\$ 12,856,937	100.0%	\$ 13,114,076	100.0%	\$ 13,980,877	100.0%	\$ 14,254,001	100.0%	\$ 14,532,324	100.0%

Latest actual numbers should tie to the hospital budget process.

* Disproportionate share payments

NOTE: When completing this table make entries in the shaded fields only.

**Birchwood Operations, LLC and
Birchwood Prop, LLC**
TABLE 6B
REVENUE SOURCE PROJECTIONS
PROJECT ONLY

	Latest Actual 2016	% of Total	Budget 2017	% of Total	Proposed Year 1 2018	% of Total	Proposed Year 2 2019	% of Total	Proposed Year 3 2020	% of Total
Gross Inpatient Revenue										
Medicare	N/A		\$ -	#DIV/0!	\$ 3,353,059	16.7%	\$ 3,420,121	16.7%	\$ 3,488,523	16.7%
Medicaid	N/A		\$ -	#DIV/0!	\$ 14,214,428	70.9%	\$ 14,498,716	70.9%	\$ 14,788,690	70.9%
Commercial	N/A		\$ -	#DIV/0!	\$ 1,369,850	6.8%	\$ 1,397,247	6.8%	\$ 1,425,192	6.8%
Self Pay	N/A		\$ -	#DIV/0!	\$ 1,187,773	5.9%	\$ 1,211,528	5.9%	\$ 1,235,759	5.9%
Free Care / Bad Debt	N/A		\$ -	#DIV/0!	\$ (67,444)	-0.3%	\$ (68,793)	-0.3%	\$ (70,169)	-0.3%
Other	N/A		\$ -	#DIV/0!	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
	N/A		\$ -	#DIV/0!	\$ 20,057,666	100.0%	\$ 20,458,819	100.0%	\$ 20,867,995	100.0%
Gross Outpatient Revenue										
Medicare	N/A		\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!
Medicaid	N/A		\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!
Commercial	N/A		\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!
Self Pay	N/A		\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!
Free Care / Bad Debt	N/A		\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!
Other	N/A		\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!
	N/A		\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!
Gross Other Revenue										
Medicare	N/A		\$ -	#DIV/0!	\$ 341,711	79.2%	\$ 348,545	79.2%	\$ 355,516	79.2%
Medicaid	N/A		\$ -	#DIV/0!	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Commercial	N/A		\$ -	#DIV/0!	\$ 83,331	19.3%	\$ 84,997	19.3%	\$ 86,697	19.3%
Self Pay	N/A		\$ -	#DIV/0!	\$ 6,143	1.4%	\$ 6,265	1.4%	\$ 6,391	1.4%
Free Care / Bad Debt	N/A		\$ -	#DIV/0!	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Other	N/A		\$ -	#DIV/0!	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
	N/A		\$ -	#DIV/0!	\$ 431,184	100.0%	\$ 439,808	100.0%	\$ 448,604	100.0%
Gross Patient Revenue										
Medicare	N/A		\$ -	#DIV/0!	\$ 3,694,770	18.0%	\$ 3,768,666	18.0%	\$ 3,844,039	18.0%
Medicaid	N/A		\$ -	#DIV/0!	\$ 14,214,428	69.4%	\$ 14,498,716	69.4%	\$ 14,788,690	69.4%
Commercial	N/A		\$ -	#DIV/0!	\$ 1,453,181	7.1%	\$ 1,482,244	7.1%	\$ 1,511,889	7.1%
Self Pay	N/A		\$ -	#DIV/0!	\$ 1,193,915	5.8%	\$ 1,217,793	5.8%	\$ 1,242,149	5.8%
Free Care / Bad Debt	N/A		\$ -	#DIV/0!	\$ (67,444)	-0.3%	\$ (68,793)	-0.3%	\$ (70,169)	-0.3%
Other	N/A		\$ -	#DIV/0!	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
	N/A		\$ -	#DIV/0!	\$ 20,488,850	100.0%	\$ 20,898,627	100.0%	\$ 21,316,600	100.0%
Deductions from Revenue										
Medicare	N/A		\$ -	#DIV/0!	\$ (562,227)	-7.9%	\$ (573,471)	-7.9%	\$ (584,941)	-7.9%
Medicaid	N/A		\$ -	#DIV/0!	\$ 7,135,155	100.3%	\$ 7,277,858	100.3%	\$ 7,423,415	100.3%
Commercial	N/A		\$ -	#DIV/0!	\$ 507,664	7.1%	\$ 517,818	7.1%	\$ 528,174	7.1%
Self Pay	N/A		\$ -	#DIV/0!	\$ 31,901	0.4%	\$ 32,539	0.4%	\$ 33,190	0.4%
Free Care / Bad Debt	N/A		\$ -	#DIV/0!	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Other	N/A		\$ -	#DIV/0!	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
	N/A		\$ -	#DIV/0!	\$ 7,112,493	100.0%	\$ 7,254,743	100.0%	\$ 7,399,837	100.0%
Net Patient Revenue										
Medicare	N/A		\$ -	#DIV/0!	\$ 4,256,997	31.8%	\$ 4,342,137	31.8%	\$ 4,428,980	31.8%
Medicaid	N/A		\$ -	#DIV/0!	\$ 7,079,273	52.9%	\$ 7,220,858	52.9%	\$ 7,365,275	52.9%
Commercial	N/A		\$ -	#DIV/0!	\$ 945,517	7.1%	\$ 964,427	7.1%	\$ 983,715	7.1%
Self Pay	N/A		\$ -	#DIV/0!	\$ 1,162,014	8.7%	\$ 1,185,255	8.7%	\$ 1,208,960	8.7%
Free Care / Bad Debt	N/A		\$ -	#DIV/0!	\$ (67,444)	-0.5%	\$ (68,793)	-0.5%	\$ (70,169)	-0.5%
Other	N/A		\$ -	#DIV/0!	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
DSP*	N/A		N/A	#DIV/0!	N/A		N/A		N/A	
	N/A		\$ -	#DIV/0!	\$ 13,376,357	100.0%	\$ 13,643,884	100.0%	\$ 13,916,762	100.0%

Latest actual numbers should tie to the hospital budget process.

* Disproportionate share payments

11/20/2017

Health Care Administration

Final CON Tables.xls, Table 6B

NOTE: This table requires no 'fill-in' as it will automatically populate from Tables 6A & 6B.

**Birchwood Operations, LLC and
Birchwood Prop, LLC**
TABLE 6C
REVENUE SOURCE PROJECTIONS
WITH PROJECT

	Latest Actual 2016	% of Total	Budget 2017	% of Total	Proposed Year 1 2018	% of Total	Proposed Year 2 2019	% of Total	Proposed Year 3 2020	% of Total
Gross Inpatient Revenue										
Medicare	\$ 3,222,856	16.7%	\$ 3,287,313	16.7%	\$ 5,909,883	15.5%	\$ 6,011,204	15.6%	\$ 6,113,867	15.6%
Medicaid	13,662,464	70.9%	13,935,713	70.9%	27,559,391	72.5%	28,022,495	72.5%	28,491,284	72.5%
Commercial	1,316,657	6.8%	1,342,990	6.8%	2,574,005	6.8%	2,617,537	6.8%	2,661,617	6.8%
Self Pay	1,141,650	5.9%	1,164,483	5.9%	2,181,471	5.7%	2,218,542	5.7%	2,256,087	5.7%
Free Care / Bad Debt	(64,825)	-0.3%	(66,122)	-0.3%	(208,665)	-0.5%	(212,773)	-0.6%	(216,960)	-0.6%
Other	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
	\$ 19,278,802	100.0%	\$ 19,664,378	100.0%	\$ 38,016,085	100.0%	\$ 38,657,005	100.0%	\$ 39,305,895	100.0%
Gross Outpatient Revenue										
Medicare	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!
Medicaid	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Commercial	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Self Pay	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Free Care / Bad Debt	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
Other	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!	-	#DIV/0!
	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!	\$ -	#DIV/0!
Gross Other Revenue										
Medicare	\$ 328,442	79.2%	\$ 335,011	79.2%	\$ 683,422	79.2%	\$ 697,091	79.2%	\$ 711,032	79.2%
Medicaid	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Commercial	80,095	19.3%	81,697	19.3%	166,663	19.3%	169,996	19.3%	173,396	19.3%
Self Pay	5,904	1.4%	6,022	1.4%	12,285	1.4%	12,531	1.4%	12,781	1.4%
Free Care / Bad Debt	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Other	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
	\$ 414,441	100.0%	\$ 422,730	100.0%	\$ 862,370	100.0%	\$ 879,617	100.0%	\$ 897,210	100.0%
Gross Patient Revenue										
Medicare	\$ 3,551,298	18.0%	\$ 3,622,324	18.0%	\$ 6,593,305	17.0%	\$ 6,708,295	17.0%	\$ 6,824,899	17.0%
Medicaid	13,662,464	69.4%	13,935,713	69.4%	27,559,391	70.9%	28,022,495	70.9%	28,491,284	70.9%
Commercial	1,396,752	7.1%	1,424,687	7.1%	2,740,668	7.0%	2,787,533	7.1%	2,835,013	7.1%
Self Pay	1,147,554	5.8%	1,170,505	5.8%	2,193,756	5.6%	2,231,072	5.6%	2,268,868	5.6%
Free Care / Bad Debt	(64,825)	-0.3%	(66,122)	-0.3%	(208,665)	-0.5%	(212,773)	-0.5%	(216,960)	-0.5%
Other	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
	\$ 19,693,243	100.0%	\$ 20,087,108	100.0%	\$ 38,878,455	100.0%	\$ 39,536,622	100.0%	\$ 40,203,105	100.0%
Deductions from Revenue										
Medicare	\$ (540,395)	-7.9%	\$ (551,203)	-7.9%	\$ (1,673,484)	-14.5%	\$ (1,723,831)	-14.8%	\$ (1,775,869)	-15.1%
Medicaid	6,858,088	100.3%	6,995,250	100.3%	12,398,309	107.6%	12,558,191	107.9%	12,717,694	108.2%
Commercial	487,951	7.1%	497,710	7.1%	764,495	6.6%	771,838	6.6%	779,004	6.6%
Self Pay	30,662	0.4%	31,275	0.4%	31,901	0.3%	32,539	0.3%	33,190	0.3%
Free Care / Bad Debt	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Other	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
	\$ 6,836,306	100.0%	\$ 6,973,032	100.0%	\$ 11,521,221	100.0%	\$ 11,638,737	100.0%	\$ 11,754,019	100.0%
Net Patient Revenue										
Medicare	\$ 4,091,693	31.8%	\$ 4,173,527	31.8%	\$ 8,266,789	30.2%	\$ 8,432,126	30.2%	\$ 8,600,768	30.2%
Medicaid	6,804,376	52.9%	6,940,464	52.9%	15,161,082	55.4%	15,464,303	55.4%	15,773,589	55.4%
Commercial	908,801	7.1%	926,977	7.1%	1,976,172	7.2%	2,015,695	7.2%	2,056,009	7.2%
Self Pay	1,116,892	8.7%	1,139,230	8.7%	2,161,855	7.9%	2,198,534	7.9%	2,235,679	7.9%
Free Care / Bad Debt	(64,825)	-0.5%	(66,122)	-0.5%	(208,665)	-0.8%	(212,773)	-0.8%	(216,960)	-0.8%
Other	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
DSP*	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
	\$ 12,856,937	100.0%	\$ 13,114,076	100.0%	\$ 27,357,234	100.0%	\$ 27,897,885	100.0%	\$ 28,449,086	100.0%

Latest actual numbers should tie to the hospital budget process.

* Disproportionate share payments

NOTE: When completing this table make entries in the shaded fields only.

**Birchwood Operations, LLC and
Birchwood Prop, LLC**
TABLE 7
UTILIZATION PROJECTIONS
TOTALS

A: WITHOUT PROJECT		Latest Actual	Budget	Proposed	Proposed	Proposed
		2016	2017	Year 1 2018	Year 2 2019	Year 3 2020
Inpatient Utilization						
Staffed Beds		144	144			
Admissions		407	407			
Patient Days		48,452	48,452			
Average Length of Stay		117.18	117.18			
Outpatient Utilization						
All Outpatient Visits						
OR Procedures						
Observation Units						
Physician Office Visits						
Ancillary						
All OR Procedures						
Emergency Room Visits						
Adjusted Statistics						
Adjusted Admissions						
Adjusted Patient Days						

B: PROJECT ONLY		Latest Actual	Budget	Proposed	Proposed	Proposed
		2016	2017	Year 1 2018	Year 2 2019	Year 3 2020
Inpatient Utilization						
Staffed Beds	N/A			144	144	144
Admissions	N/A			407	407	407
Patient Days	N/A		-	48,505	48,505	48,505
Average Length of Stay	N/A		-	117.18	117.18	117.18
Outpatient Utilization		N/A				
All Outpatient Visits	N/A		-	-	-	-
OR Procedures	N/A		-	-	-	-
Observation Units	N/A		-	-	-	-
Physician Office Visits	N/A		-	-	-	-
Ancillary		N/A				
All OR Procedures	N/A		-	-	-	-
Emergency Room Visits	N/A		-	-	-	-
Adjusted Statistics		N/A		-	-	-
Adjusted Admissions	N/A		-	-	-	-
Adjusted Patient Days	N/A		-	-	-	-

C: WITH PROJECT		Latest Actual	Budget	Proposed	Proposed	Proposed
		2016	2017	Year 1 2018	Year 2 2019	Year 3 2020
Inpatient Utilization						
Staffed Beds	144	144	144	144	144	144
Admissions	407	407	407	407	407	407
Patient Days	48,452	48,452	48,505	48,505	48,505	48,505
Average Length of Stay	117.18	117.18	117.18	117.18	117.18	117.18
Outpatient Utilization						
All Outpatient Visits	-	-	-	-	-	-
OR Procedures	-	-	-	-	-	-
Observation Units	-	-	-	-	-	-
Physician Office Visits	-	-	-	-	-	-
Ancillary						
All OR Procedures	-	-	-	-	-	-
Emergency Room Visits	-	-	-	-	-	-
Adjusted Statistics						
Adjusted Admissions	-					
Adjusted Patient Days	-					

NOTE: When completing this table make entries in the shaded fields only.

**Birchwood Operations, LLC and
Birchwood Prop, LLC**
TABLE 8
UTILIZATION PROJECTIONS
PROJECT SPECIFIC

A: WITHOUT PROJECT		Latest Actual	Budget	Proposed	Proposed	Proposed
You may wish to enter your own categories below:			1	Year 1	Year 2	Year 3
				2	3	4
Acute						
Acute Care Admissions						
Acute Patient Days						
Acute Staffed Beds						
Imaging						
Radiology - Diagnostic Procedures						
Nuclear Medicine Procedures						
Cat Scan Procedures						
Magnetic Resonance Imaging						
Other						
Laboratory Tests						
Division staff can assist in determining the amount of detail required to support your proposal.						

B: PROJECT ONLY		Latest Actual	Budget	Proposed	Proposed	Proposed
		0	1	Year 1	Year 2	Year 3
				2	3	4
Acute						
Acute Care Admissions		N/A	-	-	-	-
Acute Patient Days		N/A	-	-	-	-
Acute Staffed Beds		N/A	-	-	-	-
Imaging						
Radiology - Diagnostic Procedures		N/A	-	-	-	-
Nuclear Medicine Procedures		N/A	-	-	-	-
Cat Scan Procedures		N/A	-	-	-	-
Magnetic Resonance Imaging		N/A	-	-	-	-
Other						
Laboratory Tests		N/A	-	-	-	-
		N/A	-	-	-	-
		N/A	-	-	-	-
		N/A	-	-	-	-
		N/A	-	-	-	-

C: WITH PROJECT		Latest Actual	Budget	Proposed	Proposed	Proposed
		0	1	Year 1	Year 2	Year 3
				2	3	4
Acute						
Acute Care Admissions		-	-	-	-	-
Acute Patient Days		-	-	-	-	-
Acute Staffed Beds		-	-	-	-	-
Imaging						
Radiology - Diagnostic Procedures		-	-	-	-	-
Nuclear Medicine Procedures		-	-	-	-	-
Cat Scan Procedures		-	-	-	-	-
Magnetic Resonance Imaging		-	-	-	-	-
Other						
Laboratory Tests		-	-	-	-	-
		-	-	-	-	-
		-	-	-	-	-
		-	-	-	-	-
		-	-	-	-	-

11/20/2017

NOTE: When completing this table make entries in the shaded fields only.

**Birchwood Operations, LLC and
Birchwood Prop, LLC**
TABLE 9
STAFFING PROJECTIONS
TOTALS

A: WITHOUT PROJECT			Proposed	Proposed	Proposed
	Latest Actual	Budget	Year 1	Year 2	Year 3
	2016	2017	2018	2019	2020
Non-MD FTEs					
Total General Services	14.9	14.9			
Total Inpatient Routine Services	85.1	85.1			
Total Outpatient Routine Services	0.0	0.0			
Total Ancillary Services	10.4	10.4			
Total Other Services	34.8	34.8			
Total Non-MD FTEs	145.2	145.2	0.0	0.0	0.0
Physician FTEs					
Direct Service Nurse FTEs	0.3	0.3			
	37.1	37.1			

B: PROJECT ONLY			Proposed	Proposed	Proposed
	Latest Actual	Budget	Year 1	Year 2	Year 3
	2016	2017	2018	2019	2020
Non-MD FTEs					
Total General Services	N/A	0.0	14.9	14.9	14.9
Total Inpatient Routine Services	N/A	0.0	85.1	85.1	85.1
Total Outpatient Routine Services	N/A	0.0	0.0	0.0	0.0
Total Ancillary Services	N/A	0.0	10.4	10.4	10.4
Total Other Services	N/A	0.0	34.8	34.8	34.8
Total Non-MD FTEs	N/A	0.0	145.2	145.2	145.2
Physician Services					
Direct Service Nurse FTEs	N/A	0.0	0.3	0.3	0.3
	N/A	0.0	37.1	37.1	37.1

C: WITH PROJECT			Proposed	Proposed	Proposed
	Latest Actual	Budget	Year 1	Year 2	Year 3
	2016	2017	2018	2019	2020
Non-MD FTEs					
Total General Services	#VALUE!	14.9	14.9	14.9	14.9
Total Inpatient Routine Services	#VALUE!	85.1	85.1	85.1	85.1
Total Outpatient Routine Services	#VALUE!	0.0	0.0	0.0	0.0
Total Ancillary Services	#VALUE!	10.4	10.4	10.4	10.4
Total Other Services	#VALUE!	34.8	34.8	34.8	34.8
Total Non-MD FTEs	#VALUE!	145.2	145.2	145.2	145.2
Physician Services					
Direct Service Nurse FTEs	#VALUE!	0.3	0.3	0.3	0.3
	#VALUE!	37.1	37.1	37.1	37.1

ATTACHMENT 12

DEPARTMENT OF DISABILITIES, AGING AND INDEPENDENT LIVING

Division of Licensing and Protection

HC 2 South, 280 State Drive

Waterbury VT 05671-2060

<http://www.dail.vermont.gov>

Survey and Certification Voice/TTY (802) 241-0480

Survey and Certification Fax (802) 241-0343

Survey and Certification Reporting Line (888) 700-5330

To Report Adult Abuse: (800) 564-1612

April 27, 2017

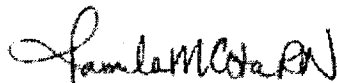
Ms. Alecia Dimario, Administrator
Kindred Transitional Care & Rehab Birchwood Terrace
43 Starr Farm Rd
Burlington, VT 05408-1321

Provider ID #: 475003

Dear Ms. Dimario:

The Division of Licensing and Protection completed a survey at your facility on **April 19, 2017**. The purpose of the survey was to determine if your facility was in compliance with Federal participation requirements for nursing homes participating in the Medicare/Medicaid programs. This survey found that your facility was in substantial compliance with the participation requirements. Congratulations to you and your staff.

Sincerely,



Pamela M. Cota, RN
Licensing Chief

Enclosure



DEPARTMENT OF HEALTH AND HUMAN SERVICES
CENTERS FOR MEDICARE & MEDICAID SERVICES

PRINTED: 04/27/2017
FORM APPROVED
OMB NO. 0938-0391

STATEMENT OF DEFICIENCIES AND PLAN OF CORRECTION	(X1) PROVIDER/SUPPLIER/CLIA IDENTIFICATION NUMBER: 475003	(X2) MULTIPLE CONSTRUCTION A. BUILDING _____ B. WING _____		(X3) DATE SURVEY COMPLETED 04/19/2017
NAME OF PROVIDER OR SUPPLIER KINDRED TRANSITIONAL CARE & REHAB BIRCHWOOD TER		STREET ADDRESS, CITY, STATE, ZIP CODE 43 STARR FARM RD BURLINGTON, VT 05408		
(X4) ID PREFIX TAG	SUMMARY STATEMENT OF DEFICIENCIES (EACH DEFICIENCY MUST BE PRECEDED BY FULL REGULATORY OR LSC IDENTIFYING INFORMATION)	ID PREFIX TAG	PROVIDER'S PLAN OF CORRECTION (EACH CORRECTIVE ACTION SHOULD BE CROSS-REFERENCED TO THE APPROPRIATE DEFICIENCY)	(X5) COMPLETION DATE
F 000	INITIAL COMMENTS The Division of Licensing and Protection conducted an annual recertification survey 4/17/17 - 4/19/17. There were no regulatory violations as a result.	F 000		

LABORATORY DIRECTOR'S OR PROVIDER/SUPPLIER REPRESENTATIVE'S SIGNATURE

TITLE

(X6) DATE

Any deficiency statement ending with an asterisk (*) denotes a deficiency which the institution may be excused from correcting providing it is determined that other safeguards provide sufficient protection to the patients. (See instructions.) Except for nursing homes, the findings stated above are disclosable 90 days following the date of survey whether or not a plan of correction is provided. For nursing homes, the above findings and plans of correction are disclosable 14 days following the date these documents are made available to the facility. If deficiencies are cited, an approved plan of correction is requisite to continued program participation.



Division of Licensing and Protection

HC 2 South, 280 State Drive

Waterbury, VT 05671-2060

<http://www.dail.vermont.gov>

Survey and Certification Voice/TTY (802) 241-0480

Survey and Certification Fax (802) 241-0343

Survey and Certification Reporting Line: (888) 700-5330

To Report Adult Abuse: (800) 564-1612

May 11, 2017

Alecia Dimario, Administrator
Kindred Transitional Care & Rehab Birchwood Ter
43 Starr Farm Rd
Burlington, VT 05408-1321

Provider #: 475003

Dear Ms. Dimario:

The Division of Licensing and Protection conducted an onsite complaint investigation on **May 10, 2017**. The purpose of the investigation was to determine if your facility was in compliance with Federal participation requirements of the Medicare/Medicaid Program. The investigation was completed on **May 10, 2017** and there were no regulatory violations related to the complaint allegations.

Sincerely,

A handwritten signature in cursive script, appearing to read "Pamela M. Cota".

Pamela M. Cota, RN
Licensing Chief

Enclosure



DEPARTMENT OF HEALTH AND HUMAN SERVICES
CENTERS FOR MEDICARE & MEDICAID SERVICES

PRINTED: 05/11/2017
FORM APPROVED
OMB NO. 0938-0391

STATEMENT OF DEFICIENCIES AND PLAN OF CORRECTION		(X1) PROVIDER/SUPPLIER/CLIA IDENTIFICATION NUMBER: 475003	(X2) MULTIPLE CONSTRUCTION A. BUILDING _____ B. WING _____		(X3) DATE SURVEY COMPLETED C 05/10/2017
NAME OF PROVIDER OR SUPPLIER KINDRED TRANSITIONAL CARE & REHAB BIRCHWOOD TER			STREET ADDRESS, CITY, STATE, ZIP CODE 43 STARR FARM RD BURLINGTON, VT 05408		
(X4) ID PREFIX TAG	SUMMARY STATEMENT OF DEFICIENCIES (EACH DEFICIENCY MUST BE PRECEDED BY FULL REGULATORY OR LSC IDENTIFYING INFORMATION)	ID PREFIX TAG	PROVIDER'S PLAN OF CORRECTION (EACH CORRECTIVE ACTION SHOULD BE CROSS-REFERENCED TO THE APPROPRIATE DEFICIENCY)	(X5) COMPLETION DATE	
F 000	INITIAL COMMENTS An unannounced onsite investigation of one entity self-report and one complaint was completed by the Division of Licensing and Protection on 5/10/17. No regulatory violations were identified related to the allegations in either the self report or the complaint.	F 000			

LABORATORY DIRECTOR'S OR PROVIDER/SUPPLIER REPRESENTATIVE'S SIGNATURE

TITLE

(X6) DATE

Any deficiency statement ending with an asterisk (*) denotes a deficiency which the institution may be excused from correcting providing it is determined that other safeguards provide sufficient protection to the patients. (See instructions.) Except for nursing homes, the findings stated above are disclosable 90 days following the date of survey whether or not a plan of correction is provided. For nursing homes, the above findings and plans of correction are disclosable 14 days following the date these documents are made available to the facility. If deficiencies are cited, an approved plan of correction is requisite to continued program participation.



Division of Licensing and Protection

HC 2 South, 280 State Drive

Waterbury, VT 05671-2060

<http://www.dail.vermont.gov>

Survey and Certification Voice/TTY (802) 241-0480

Survey and Certification Fax (802) 241-0343

Survey and Certification Reporting Line: (888) 700-5330

To Report Adult Abuse: (800) 564-1612

May 30, 2017

Alecia Dimario, Administrator
Kindred Transitional Care & Rehab Birchwood Terrace
43 Starr Farm Rd
Burlington, VT 05408-1321

Provider #: 475003

Dear Ms. Dimario:

The Division of Licensing and Protection conducted an onsite complaint investigation on **May 23, 2017**. The purpose of the investigation was to determine if your facility was in compliance with Federal participation requirements of the Medicare/Medicaid Program. The investigation was completed on **May 23, 2017** and there were no regulatory violations related to the complaint allegations.

Sincerely,

A handwritten signature in cursive script that reads "Pamela M. Cota".

Pamela M. Cota, RN
Licensing Chief

Enclosure



DEPARTMENT OF HEALTH AND HUMAN SERVICES
CENTERS FOR MEDICARE & MEDICAID SERVICES

PRINTED: 05/30/2017
FORM APPROVED
OMB NO. 0938-0391

STATEMENT OF DEFICIENCIES AND PLAN OF CORRECTION		(X1) PROVIDER/SUPPLIER/CLIA IDENTIFICATION NUMBER: 475003	(X2) MULTIPLE CONSTRUCTION A. BUILDING _____ B. WING _____		(X3) DATE SURVEY COMPLETED C 05/23/2017
NAME OF PROVIDER OR SUPPLIER KINDRED TRANSITIONAL CARE & REHAB BIRCHWOOD TER			STREET ADDRESS, CITY, STATE, ZIP CODE 43 STARR FARM RD BURLINGTON, VT 05408		
(X4) ID PREFIX TAG	SUMMARY STATEMENT OF DEFICIENCIES (EACH DEFICIENCY MUST BE PRECEDED BY FULL REGULATORY OR LSC IDENTIFYING INFORMATION)	ID PREFIX TAG	PROVIDER'S PLAN OF CORRECTION (EACH CORRECTIVE ACTION SHOULD BE CROSS-REFERENCED TO THE APPROPRIATE DEFICIENCY)	(X5) COMPLETION DATE	
F 000	INITIAL COMMENTS An unannounced, on-site complaint investigation was conducted by the Division of Licensing and Protection on 5/23/2017. There were no regulatory violations identified at this time.	F 000			

LABORATORY DIRECTOR'S OR PROVIDER/SUPPLIER REPRESENTATIVE'S SIGNATURE

TITLE

(X6) DATE

Any deficiency statement ending with an asterisk (*) denotes a deficiency which the institution may be excused from correcting providing it is determined that other safeguards provide sufficient protection to the patients. (See instructions.) Except for nursing homes, the findings stated above are disclosable 90 days following the date of survey whether or not a plan of correction is provided. For nursing homes, the above findings and plans of correction are disclosable 14 days following the date these documents are made available to the facility. If deficiencies are cited, an approved plan of correction is requisite to continued program participation.



AGENCY OF HUMAN SERVICES

DEPARTMENT OF DISABILITIES, AGING AND INDEPENDENT LIVING

Division of Licensing and Protection

HC 2 South, 280 State Drive

Waterbury VT 05671-2060

<http://www.dail.vermont.gov>

Survey and Certification Voice/TTY (802) 241-0480

Survey and Certification Fax (802) 241-0343

Survey and Certification Reporting Line (888) 700-5330

To Report Adult Abuse: (800) 564-1612

June 7, 2017

Ms. Alecia Dimario, Administrator
Kindred Transitional Care & Rehab Birchwood Ter
43 Starr Farm Rd
Burlington, VT 05408-1321

Provider ID #: 475003

Dear Ms. Dimario:

The Department of Public Safety completed a Life Safety Code Survey at your facility on **June 2, 2017**. This survey found your facility to be in Substantial Compliance with all Fire Safety and ANSI standards.

Enclosed is the Deficiency Summary Sheet, Form CMS-2567, which requires your signature in accordance with instructions noted on the form. Please return the form to this office no later than **June 17, 2017**.

If you have any questions regarding this report, please do not hesitate to contact me.

Sincerely,

A handwritten signature in cursive script that reads "Pamela M. Cota".

Pamela M. Cota, RN
Licensing Chief

Enclosure



DEPARTMENT OF HEALTH AND HUMAN SERVICES
CENTERS FOR MEDICARE & MEDICAID SERVICES

PRINTED: 06/07/2017
FORM APPROVED
OMB NO. 0938-0391

STATEMENT OF DEFICIENCIES AND PLAN OF CORRECTION		(X1) PROVIDER/SUPPLIER/CLIA IDENTIFICATION NUMBER: 475003	(X2) MULTIPLE CONSTRUCTION A. BUILDING 01 - MAIN BUILDING 01 B. WING _____		(X3) DATE SURVEY COMPLETED 06/02/2017
NAME OF PROVIDER OR SUPPLIER KINDRED TRANSITIONAL CARE & REHAB BIRCHWOOD TER			STREET ADDRESS, CITY, STATE, ZIP CODE 43 STARR FARM RD BURLINGTON, VT 05408		
(X4) ID PREFIX TAG	SUMMARY STATEMENT OF DEFICIENCIES (EACH DEFICIENCY MUST BE PRECEDED BY FULL REGULATORY OR LSC IDENTIFYING INFORMATION)	ID PREFIX TAG	PROVIDER'S PLAN OF CORRECTION (EACH CORRECTIVE ACTION SHOULD BE CROSS-REFERENCED TO THE APPROPRIATE DEFICIENCY)	(X5) COMPLETION DATE	
K 000	INITIAL COMMENTS An unannounced onsite Life Safety Code inspection was completed by the Division of Fire Safety on 6/2/17. The facility was found to be in substantial compliance with applicable Life Safety Code requirements.	K 000			
LABORATORY DIRECTOR'S OR PROVIDER/SUPPLIER REPRESENTATIVE'S SIGNATURE					
TITLE					
(X6) DATE					

Any deficiency statement ending with an asterisk (*) denotes a deficiency which the institution may be excused from correcting providing it is determined that other safeguards provide sufficient protection to the patients. (See instructions.) Except for nursing homes, the findings stated above are disclosable 90 days following the date of survey whether or not a plan of correction is provided. For nursing homes, the above findings and plans of correction are disclosable 14 days following the date these documents are made available to the facility. If deficiencies are cited, an approved plan of correction is requisite to continued program participation.



Division of Licensing and Protection

HC 2 South, 280 State Drive

Waterbury, VT 05671-2060

<http://www.dail.vermont.gov>

Survey and Certification Voice/TTY (802) 241-0480

Survey and Certification Fax (802) 241-0343

Survey and Certification Reporting Line: (888) 700-5330

To Report Adult Abuse: (800) 564-1612

September 13, 2017

Alecia Dimario, Administrator
Kindred Transitional Care & Rehab Birchwood Terrace
43 Starr Farm Rd
Burlington, VT 05408-1321

Provider #: 475003

Dear Ms. Dimario:

The Division of Licensing and Protection conducted an onsite complaint investigation on **September 11, 2017**. The purpose of the investigation was to determine if your facility was in compliance with Federal participation requirements of the Medicare/Medicaid Program. The investigation was completed on **September 11, 2017** and there were no regulatory violations related to the complaint allegations.

Sincerely,

A handwritten signature in cursive script that reads "Pamela M. Cota".

Pamela M. Cota, RN
Licensing Chief

Enclosure



DEPARTMENT OF HEALTH AND HUMAN SERVICES
CENTERS FOR MEDICARE & MEDICAID SERVICES

PRINTED: 09/13/2017
FORM APPROVED
OMB NO. 0938-0391

STATEMENT OF DEFICIENCIES AND PLAN OF CORRECTION		(X1) PROVIDER/SUPPLIER/CLIA IDENTIFICATION NUMBER: 475003	(X2) MULTIPLE CONSTRUCTION A. BUILDING _____ B. WING _____		(X3) DATE SURVEY COMPLETED C 09/11/2017
NAME OF PROVIDER OR SUPPLIER KINDRED TRANSITIONAL CARE & REHAB BIRCHWOOD TER			STREET ADDRESS, CITY, STATE, ZIP CODE 43 STARR FARM RD BURLINGTON, VT 05408		
(X4) ID PREFIX TAG	SUMMARY STATEMENT OF DEFICIENCIES (EACH DEFICIENCY MUST BE PRECEDED BY FULL REGULATORY OR LSC IDENTIFYING INFORMATION)	ID PREFIX TAG	PROVIDER'S PLAN OF CORRECTION (EACH CORRECTIVE ACTION SHOULD BE CROSS-REFERENCED TO THE APPROPRIATE DEFICIENCY)	(X5) COMPLETION DATE	
F 000	INITIAL COMMENTS An unannounced on-site complaint investigation was conducted by the Division of Licensing and Protection on 9/11/17. There were no regulatory findings as a result of the review.	F 000			

LABORATORY DIRECTOR'S OR PROVIDER/SUPPLIER REPRESENTATIVE'S SIGNATURE

TITLE

(X6) DATE

Any deficiency statement ending with an asterisk (*) denotes a deficiency which the institution may be excused from correcting providing it is determined that other safeguards provide sufficient protection to the patients. (See instructions.) Except for nursing homes, the findings stated above are disclosable 90 days following the date of survey whether or not a plan of correction is provided. For nursing homes, the above findings and plans of correction are disclosable 14 days following the date these documents are made available to the facility. If deficiencies are cited, an approved plan of correction is requisite to continued program participation.



VERMONT

AGENCY OF HUMAN SERVICES

DEPARTMENT OF DISABILITIES, AGING AND INDEPENDENT LIVING

Division of Licensing and Protection

HC 2 South, 280 State Drive

Waterbury, VT 05671-2060

<http://www.dail.vermont.gov>

Survey and Certification Voice/TTY (802) 241-0480

Survey and Certification Fax (802) 241-0343

Survey and Certification Reporting Line: (888) 700-5330

To Report Adult Abuse: (800) 564-1612

November 13, 2017

Alecia Dimario, Administrator
Kindred Transitional Care & Rehab Birchwood Terrace
43 Starr Farm Rd
Burlington, VT 05408-1321

Provider #: 475003

Dear Ms. Dimario:

The Division of Licensing and Protection conducted an onsite complaint investigation on **October 31, 2017**. The purpose of the investigation was to determine if your facility was in compliance with Federal participation requirements of the Medicare/Medicaid Program. The investigation was completed on **November 1, 2017** and there were no regulatory violations related to the complaint allegations.

Sincerely,

Pamela M. Cota, RN
Licensing Chief

Enclosure



DEPARTMENT OF HEALTH AND HUMAN SERVICES
CENTERS FOR MEDICARE & MEDICAID SERVICES

PRINTED: 11/13/2017
FORM APPROVED
OMB NO. 0938-0391

STATEMENT OF DEFICIENCIES AND PLAN OF CORRECTION	(X1) PROVIDER/SUPPLIER/CLIA IDENTIFICATION NUMBER: 475003
---	---

(X2) MULTIPLE CONSTRUCTION A. BUILDING _____ B. WING _____	(X3) DATE SURVEY COMPLETED C 11/01/2017
--	--

NAME OF PROVIDER OR SUPPLIER KINDRED TRANSITIONAL CARE & REHAB BIRCHWOOD TE
--

STREET ADDRESS, CITY, STATE, ZIP CODE 43 STARR FARM RD BURLINGTON, VT 05408

(X4) ID PREFIX TAG	SUMMARY STATEMENT OF DEFICIENCIES (EACH DEFICIENCY MUST BE PRECEDED BY FULL REGULATORY OR LSC IDENTIFYING INFORMATION)
--------------------------	--

ID PREFIX TAG	PROVIDER'S PLAN OF CORRECTION (EACH CORRECTIVE ACTION SHOULD BE CROSS-REFERENCED TO THE APPROPRIATE DEFICIENCY)	(X5) COMPLETION DATE
---------------------	--	----------------------------

F 000	INITIAL COMMENTS An unannounced on-site investigation of 3 complaints was conducted by the Division of Licensing and Protection from 10/31 - 11/1/17. There were no regulatory findings as a result of this investigation.
-------	---

F 000		
-------	--	--

LABORATORY DIRECTOR'S OR PROVIDER/SUPPLIER REPRESENTATIVE'S SIGNATURE

TITLE (X6) DATE

Any deficiency statement ending with an asterisk (*) denotes a deficiency for which the institution has determined that other safeguards provide sufficient protection to the patients. (See instructions for instructions on how to complete this section.) Except for nursing homes, the findings stated above are disclosable 90 days following the date of survey whether or not a plan of correction is provided. For nursing homes, the above findings and plans of correction are disclosable 14 days following the date these documents are made available to the facility for public program participation.

h the institution may be excused from correcting providing it is determined that .) Except for nursing homes, the findings stated above are disclosable 90 days following the date of survey whether or not a plan of correction is provided. For nursing homes, the above findings and plans of correction are disclosable 14 days following the date these documents are made available to the facility for public program participation.

ATTACHMENT 13



BG-4000 - Monthly Summary Detail and Payroll Trend
combined 559

Category:
FY 2017 - TCU

559 - Kindred - Birchwood Terrace

Select "Actual" or "Budget"
Select Year: 2014

CENSUS

	Jan 2014	Feb 2014	Mar 2014	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	FY 2014 Actual
Commercial Insurance Patient Days	72	82	88	108	57	52	30	33	16	(13)	27	76	626
Medicare Advantage Patient Days	91	57	27	51	73	40	57	46	53	69	22	543	604
Medicare Patient Days	623	574	600	741	631	533	563	577	533	696	612	543	7,396
Total M2	786	713	715	888	761	625	648	669	614	719	661	618	8,426
Private Patient Days	201	137	209	151	145	396	258	263	266	277	(24)	273	2,582
Medicaid Patient Days	2,248	2,871	2,997	2,995	3,179	2,952	3,121	3,181	3,083	3,171	3,377	3,213	37,398
VA Patient Days	62	56	60	60	59	71	41	42	45	66	118	123	843
Hospice Patient Days	63	37	58	58	65	42	41	-	-	1	30	39	434
Medicaid Managed Patient Days	-	-	-	-	-	-	-	-	-	-	-	-	-
Medicaid Out-of-State Patient Days	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Paid Census	4,360	3,814	4,039	4,162	4,249	4,086	4,109	4,155	4,038	4,234	4,162	4,267	49,675

Operating Census

	Jan 2014	Feb 2014	Mar 2014	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	FY 2014 Actual
ROUTINE REVENUE	32,473	25,323	37,650	44,174	25,945	23,687	12,469	14,478	3,626	(5,497)	11,200	31,519	258,228
COMMERCIAL INS	39,834	24,264	7,276	23,649	27,862	18,728	27,597	24,562	25,040	21,040	11,750	1,750	232,574
MEDICARE ADVANTAGE	297,649	278,578	299,873	372,253	315,012	267,707	273,157	287,857	285,495	339,124	303,753	265,153	3,551,811
MEDICARE PART A	369,956	326,185	345,098	440,076	369,810	307,165	313,213	326,898	286,781	362,483	326,584	295,243	4,072,483
TOTAL M2	76,821	37,087	89,063	55,337	49,747	141,541	91,270	88,245	101,780	97,650	110,770	115,020	938,791
PRIVATE	626,118	550,589	569,853	581,884	621,694	574,737	616,907	633,046	613,495	623,028	683,831	632,971	7,308,161
MEDICAID	14,993	13,542	15,479	14,509	27,783	17,954	9,628	11,859	10,474	18,461	32,520	30,681	217,881
VA	12,233	7,185	11,262	11,437	12,817	8,282	8,211	-	-	198	5,947	7,731	85,305
HOSPICE	-	-	-	-	-	-	-	-	-	-	-	-	-
MCO MCO	-	-	-	-	-	-	-	-	-	-	-	-	-
MCO O-O-S	-	-	-	-	-	-	-	-	-	-	-	-	-
CONTRACT SERVICES-NEURO	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL ROUTINE REVENUE	1,096,121	934,596	1,030,756	1,103,253	1,081,852	1,049,679	1,039,228	1,070,046	1,015,509	1,101,620	1,018,113	1,076,646	12,622,620

ANCILLARY REVENUE

	Jan 2014	Feb 2014	Mar 2014	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	FY 2014 Actual
COMMERCIAL INSURANCE	12,047	20,644	6,278	11,111	(1,255)	2,653	5,763	8,084	3,056	(983)	(204)	13,742	60,936
MEDICARE ADVANTAGE	(0)	(0)	(0)	(0)	(0)	(0)	(0)	2,472	(0)	(0)	(0)	0	2,473
MEDICARE PART A	27,447	18,725	25,302	23,938	23,013	32,079	32,927	25,225	21,019	23,603	24,818	34,914	313,809
PRIVATE	(2,742)	616	1,009	678	641	3,410	2,883	100	205	2,594	(3)	2,343	11,732
MEDICAID	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	0
VA	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	0
HOSPICE	-	-	-	-	-	-	-	-	-	-	-	-	-
MCO MCO	-	-	-	-	-	-	-	-	-	-	-	-	-
MCO O-O-S	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL ANCILLARY REVENUE	36,752	39,984	32,569	35,727	22,399	38,842	41,573	35,881	24,279	25,214	24,611	50,988	408,950

TOTAL PATIENT REVENUE

	Jan 2014	Feb 2014	Mar 2014	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	FY 2014 Actual
TOTAL PATIENT REVENUE	1,135,872	974,581	1,063,346	1,139,979	1,104,251	1,088,521	1,080,801	1,105,929	1,039,788	1,127,834	1,042,723	1,129,644	13,031,570
NON-PATIENT REVENUE	57	73	72	68	82	81	102	85	69	49	82	597	1,396
TOTAL NET REVENUE	1,135,929	974,654	1,063,418	1,139,048	1,104,333	1,088,602	1,080,903	1,106,014	1,039,858	1,127,883	1,042,786	1,130,241	13,032,966
Bad Debt % of Revenue	2.9%	0.8%	4.7%	1.1%	1.2%	-0.8%	2.5%	1.5%	0.8%	1.0%	1.1%	1.2%	1.5%

OPERATING EXPENSES

	Jan 2014	Feb 2014	Mar 2014	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	FY 2014 Actual
NURSING	345,578	305,654	321,926	342,004	340,949	319,613	334,235	345,596	337,035	355,366	358,460	345,819	4,052,534
SPECIAL SERV LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
MISCELLANEOUS LABOR	117,017	122,779	111,002	133,311	116,251	111,383	107,075	110,067	105,905	110,268	106,639	113,740	1,365,358
REHAB & PHARMACY	17,182	20,546	18,479	29,969	28,942	15,866	20,980	15,775	13,587	27,839	40,256	18,448	269,749
OTHER ANCILLARY	27,750	23,623	27,338	29,709	28,614	24,222	29,728	24,794	25,267	30,322	26,460	18,448	321,336
LABORATORY	15,142	14,859	14,474	15,093	14,944	15,454	16,445	16,300	16,466	17,647	17,712	14,680	180,665
LAUNDRY	22,202	22,182	22,226	22,189	24,150	22,384	22,304	22,231	22,331	22,693	22,847	26,555	268,974
HOUSEKEEPING	17,776	19,655	22,930	23,046	18,643	16,269	16,354	16,269	17,384	16,797	20,451	32,292	294,484
MAINTENANCE	36,026	32,739	29,964	27,062	18,144	16,983	22,703	21,553	20,659	13,664	14,061	13,601	156,048
UTILITIES	14,459	12,247	13,325	13,095	13,953	12,393	11,459	12,435	18,869	20,698	15,398	13,258	187,133
ACTIVITIES	14,393	14,099	13,907	13,966	15,262	17,077	16,052	16,153	-	-	-	-	-
PROFCONSULTANTS	-	-	-	-	-	-	-	-	-	-	-	-	-



Select "Actual" or "Budget" -
Select Year: Actual 2014

BG-4000 - Monthly Summary Detail and Payroll Trend
combined: 559

Category:
FY 2017 - TCU

559 - Kindred - Birchwood Terrace

	Jan 2014	Feb 2014	Mar 2014	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	FY 2014 Actual
EMPLOYEE BENEFITS	136,903	85,294	89,915	110,113	122,335	97,982	133,468	99,135	114,882	146,012	109,457	24,928	1,280,784
GENSLAND	177,103	153,949	188,135	158,916	247,840	127,947	181,292	164,866	151,334	166,455	166,324	193,014	2,089,078
NON-PATIENT EXPENSE	-	-	-	-	-	-	-	-	-	-	-	-	-
OPERATING EXPENSES	996,993	886,848	948,197	985,728	1,037,355	849,003	980,161	912,882	897,742	1,000,001	972,897	895,952	11,328,337
OPX EXCL RHPH/BD/PTX	787,484	696,833	728,420	781,035	846,979	687,138	767,446	727,475	725,055	819,282	795,374	713,082	9,057,594
OPER INC B/F PROPERTY	136,936	89,006	115,221	173,321	66,978	239,999	120,742	193,351	142,114	127,062	69,089	231,289	1,706,628
OPER INC B/F PROPERTY %	12.2%	9.0%	10.8%	15.2%	6.1%	22.0%	11.2%	17.5%	13.7%	11.3%	6.7%	20.5%	13.1%
OTHER PROPERTY	13,900	14,256	14,256	14,256	14,078	14,078	15,070	15,070	15,070	15,070	15,070	15,070	175,243
PROPERTY TAX	1,713	1,713	1,713	1,713	1,713	1,713	1,713	1,713	1,713	1,713	1,713	1,713	19,350
INSURANCE	59	59	59	59	74	69	26	115	30	65	77	31	507
LOCAL TAXES	-	-	-	-	-	-	-	-	-	-	-	-	150
LICENSE AND TAXES	-	-	-	-	-	-	-	-	-	-	-	-	-
OTHER PROPERTY	15,672	16,068	16,004	16,132	15,855	15,860	16,809	16,898	16,840	16,848	16,860	16,808	185,482
GAIN/LOSS ON SALE	-	-	-	-	-	-	-	-	-	45	-	-	45
PRIOR YR-CONTRACTUAL	-	-	-	-	-	-	-	-	-	-	(4,911)	-	(4,912)
W/C RETRO ADJ	-	-	-	-	-	-	-	-	-	-	-	-	-
PRIOR YEAR ADJ	-	-	-	-	-	-	-	-	-	-	-	-	-
PRIOR MONTH ADJ-REVENUE	-	-	-	-	-	-	-	-	-	-	-	-	-
CAPITAL PROJECT EXPENSE	-	-	-	-	-	-	-	-	-	-	-	-	-
PROOF OF CLAIM-OTHER	-	-	-	-	-	-	-	-	-	-	-	-	-
EBITDAM	123,264	71,940	99,217	157,189	51,113	223,839	103,933	176,454	125,274	110,279	53,028	210,770	1,506,300
EBITDAM %	10.9%	7.4%	9.3%	13.6%	4.5%	20.6%	9.6%	16.5%	12.0%	9.5%	5.1%	16.7%	11.6%
OTHER FIXED	21,141	21,049	20,977	20,914	20,956	20,982	21,007	21,203	21,094	21,075	21,641	21,682	253,132
DEPRECIATION/MORT	119,214	117,214	117,214	117,214	117,214	117,214	117,214	117,214	117,214	117,941	117,941	117,941	1,410,754
RENT - BUILDING	-	-	-	-	-	-	-	-	-	-	-	-	-
RENT - LAND	5,346	6,804	6,327	6,309	7,559	6,579	7,150	4,342	4,273	4,835	5,708	8,108	73,339
RENT - EQUIPMENT	-	-	-	-	-	-	-	-	-	-	-	-	-
INTEREST EXPENSE	-	-	-	-	-	-	-	-	-	-	-	-	-
INTEREST INCOME	(2)	(107)	(64)	(284)	(663)	(82)	(0)	(31)	-	2	-	(140)	(1,682)
MANAGEMENT FEE	69,012	58,817	63,863	62,395	64,449	63,173	65,379	65,376	66,218	66,182	64,190	41,839	747,893
OTHER FIXED	211,711	203,777	208,317	206,539	209,215	207,287	210,750	205,104	208,500	210,035	209,481	189,441	2,483,435
EBITDAM	(1,296)	(52,078)	(24,325)	33,666	(73,690)	100,046	(20,431)	54,898	3,768	(12,497)	(70,622)	84,720	22,207
EBITDAM %	-0.1%	-5.3%	-2.3%	3.0%	-6.7%	9.2%	-1.9%	5.0%	0.4%	-1.1%	-6.8%	7.5%	0.2%
EBITM	(22,437)	(73,127)	(45,301)	12,752	(84,616)	79,884	(41,438)	33,895	(17,388)	(33,572)	(92,263)	63,028	(230,925)
EBITM %	-2.0%	-7.5%	-4.3%	1.1%	-8.6%	7.3%	-3.8%	3.0%	-1.7%	-3.0%	-8.6%	5.6%	-1.6%
EBITDAR	57,262	13,123	35,353	94,704	(13,396)	160,866	38,554	111,078	59,056	44,097	(11,163)	168,931	758,407
EBITDAR %	5.0%	1.3%	3.3%	8.3%	-1.2%	14.8%	3.8%	10.0%	5.7%	3.9%	-1.1%	15.0%	5.8%
EBT	(85,446)	(131,837)	(109,100)	(49,349)	(158,102)	16,572	(106,817)	(31,650)	(83,526)	(99,756)	(156,453)	21,329	(977,136)
EBT %	-7.8%	-13.5%	-10.3%	-4.3%	-14.3%	1.5%	-9.9%	-2.9%	-8.0%	-8.9%	-15.0%	1.9%	-7.5%
NON-RECURRING / NCI	-	-	-	-	-	-	-	-	-	-	-	-	-
*NET FIN INC(L) *	(86,446)	(131,837)	(109,100)	(49,349)	(158,102)	16,572	(106,817)	(31,650)	(83,526)	(99,756)	(156,453)	21,329	(977,136)

559 - Kindred - Birchwood Terrace



Select "Actual" or "Budget":
Select Year: 2014 Actual 2014

	Jan 2014	Feb 2014	Mar 2014	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	FY 2014 Actual
TOTAL LABOR	276,149	244,569	261,535	267,365	273,265	264,286	266,671	269,424	251,354	258,078	257,311	263,579	3,150,985
NSG REGULAR LABOR	26,348	23,576	24,088	31,830	26,721	20,432	22,342	32,404	30,919	36,115	32,645	28,528	336,348
NSG OVERTIME LABOR	31,931	28,540	28,025	30,325	29,380	27,044	32,277	37,459	45,860	49,305	56,711	42,013	440,868
NSG CONTRACT LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL NURSING LABOR	334,427	296,633	313,648	329,520	329,366	311,762	321,280	339,287	328,133	343,498	346,667	334,921	3,928,202
OTHER OVERTIME LABOR	104,139	96,294	111,449	107,237	109,833	111,018	103,413	105,207	105,068	107,787	105,692	94,562	1,261,699
OTHER REGULAR LABOR	3,086	4,555	5,032	5,236	2,863	3,726	4,468	5,279	1,587	4,100	5,422	1,849	47,304
OTHER CONTRACT LABOR	1,867	1,316	840	1,048	955	918	905	931	805	724	2,088	1,843	14,250
TOTAL OTHER LABOR	109,092	102,165	117,321	113,522	113,751	115,662	108,786	111,417	107,480	112,611	122,787	114,529	1,346,083
ANCILLARY LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
ANCILLARY OVERTIME LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
ANCILLARY CONTRACT LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OTHER LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL LABOR	443,520	398,848	430,969	443,042	443,116	427,424	430,076	447,704	435,593	456,109	471,434	449,450	5,277,284
LABOR & BENEFITS % OF NET REVENUE	51.3%	50.7%	49.9%	48.6%	51.2%	48.2%	52.1%	49.4%	52.9%	53.4%	55.7%	42.0%	50.4%
TOTAL HOURS	13,562	12,067	12,798	13,035	13,486	13,143	13,551	13,422	12,560	12,655	12,808	13,407	166,721
REGULAR NSG HOURS	931	775	769	1,067	895	734	782	1,159	1,094	1,199	1,125	1,116	11,657
OVERTIME NSG HOURS	14,513	12,442	13,667	14,123	14,591	13,677	14,333	14,582	13,653	14,654	13,931	14,522	168,378
TOTAL NURSING HOURS	5,562	5,164	5,718	5,509	5,839	5,764	5,561	5,613	5,183	5,654	5,146	5,368	61,644
OTHER OVERTIME HOURS	98	168	163	200	107	111	138	169	59	117	155	88	1,547
OTHER CONTRACT HOURS	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OTHER HOURS	5,648	5,210	5,881	5,709	5,946	5,875	5,698	5,799	5,242	5,803	5,185	5,608	66,859
ANCILLARY HOURS	-	-	-	-	-	-	-	-	-	-	-	-	-
ANCILLARY OVERTIME HOURS	-	-	-	-	-	-	-	-	-	-	-	-	-
ANCILLARY CONTRACT HOURS	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL ANCILLARY HOURS	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL HOURS	20,161	18,052	18,446	19,831	20,327	19,752	20,032	20,380	19,250	19,857	20,116	20,130	237,337
TOTAL OVERTIME HOURS	1,027.17	941.12	931.38	1,286.57	1,001.8	845.31	919.65	1,328.08	1,145.06	1,316.16	1,279.85	1,183.62	13,203.77
OVERTIME AS % OF TOTAL HOURS	5.1%	5.2%	4.8%	6.5%	4.9%	4.3%	4.6%	6.5%	5.9%	6.6%	6.4%	5.9%	5.6%
WAGE RATES	23.04	23.10	23.12	23.33	22.90	22.47	22.42	23.06	24.03	24.44	25.03	23.08	23.33
NURSING	19.31	19.61	19.95	19.88	19.13	19.69	19.09	19.21	19.20	19.41	19.85	20.42	19.66
OTHER	-	-	-	-	-	-	-	-	-	-	-	-	-
ANCILLARY	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL WAGE RATES	22.00	22.09	22.16	22.34	21.80	21.64	21.47	21.97	22.63	22.97	23.44	22.33	22.24
EBITDARM MARGIN	10.6%	7.4%	9.3%	13.6%	4.6%	20.6%	9.6%	16.0%	12.0%	9.8%	5.1%	18.6%	11.6%



BG-6000 - Monthly Summary - Detail and Payroll Trend
combined 559

Category:
FY 2017 - TCU

559 - Kindred - Birchwood Terrace

Select "Actual" or "Budget":
Select Year: Actual 2014

	Jan 2014	Feb 2014	Mar 2014	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	FY 2014 Actual
G & A	103,237	109,119	106,443	101,759	191,469	92,828	112,735	104,366	101,343	110,861	109,386	130,565	1,374,151
MANAGEMENT FEE	66,012	58,617	63,863	62,395	64,449	63,173	65,379	65,379	66,218	66,182	64,190	41,839	747,893
OTHER OPERATING	89,566	84,406	82,397	75,362	69,166	68,204	71,770	71,553	68,992	70,798	69,509	87,965	905,314
CONTROLLABLES													
NURSING SUPPLIES/CONT	11,151	8,970	8,279	12,495	11,583	8,151	12,845	9,308	8,992	11,867	9,793	10,698	124,333
ACTIVITY SUPPLIES	650	291	461	696	1,376	673	295	1,070	807	650	654	654	6,453
RAW FOOD EXPENSE	27,503	23,213	27,032	25,523	26,437	24,731	26,403	24,401	24,927	29,846	26,328	28,110	317,753
DIETARY SUPPLIES	3,028	2,706	1,844	4,220	2,743	2,699	4,419	3,069	2,452	4,087	3,082	4,166	36,424
FOOD SUPPLEMENTS	253	410	306	186	377	191	325	364	309	476	132	224	3,583
LAUNDRY SUPPLIES	-	-	-	-	-	-	-	-	-	-	-	-	-
LINEN REPLACEMENT	429	146	-	324	681	-	146	512	528	1,018	-	-	3,784
HOUSEKEEPING SUPPLIES	-	-	-	-	-	-	-	-	-	-	-	-	-
MAINTENANCE & REPAIR	5,741	5,632	8,186	10,073	4,893	4,675	4,681	6,367	6,903	10,118	8,542	8,525	84,535
MINOR EQUIP EXPENSE	1,924	2,225	578	3,398	1,238	554	1,762	136	1,341	3,223	2,823	2,497	21,699
OFFICE SUPPLIES	1,355	1,825	1,612	1,435	1,918	1,408	1,677	1,583	1,939	1,879	1,860	2,524	20,928
POSTAGE/OVERNIGHT COURIER	247	759	302	760	709	288	955	819	868	1,092	245	867	7,911
MARKETING	1,839	1,275	651	825	1,179	1,118	844	1,267	955	2,522	915	1,595	14,935
BAD DEBT	33,447	8,001	49,740	12,345	13,091	18,552	26,608	18,087	7,848	11,416	11,851	13,065	194,974
TOTAL CONTROLLABLES	87,566	55,653	56,960	72,270	65,074	35,937	64,057	65,042	57,580	78,074	66,216	73,236	538,697
TOT CONTROL-BAD DEBT	54,120	47,652	49,250	59,925	51,983	44,489	57,451	49,956	49,732	66,658	54,365	60,141	644,724
ADMISSIONS													
Commercial Insurance Admissions	4	1	4	5	3	1	1	3	2	-	1	1	26
Medicare Advantage Admissions	1	1	1	5	2	2	2	1	3	2	1	-	21
Medicare Admissions	14	25	20	20	18	22	25	22	17	19	15	23	240
Total M2 Admissions	19	27	25	30	23	25	28	26	22	21	17	24	287
Private Admissions	2	1	-	1	1	3	1	1	1	-	1	2	14
Medicaid Admissions	-	2	2	2	1	5	-	4	-	6	4	3	29
VA Admissions	-	-	1	-	2	1	1	1	1	3	-	1	11
Respite Admissions	-	-	-	-	-	-	-	-	-	-	-	1	1
Medicaid Admissions	-	-	-	-	-	-	-	-	-	-	-	-	-
Medicaid Out-of-State Admissions	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL ADMISSIONS	21	30	28	33	27	34	30	32	24	30	22	31	342



BG-4000 - Monthly Summary - Detail and Payroll Trend
combined: 559

Category:
FY 2017 - TCU

559 - Kindred - Birchwood Terrace

Select "Actual" or "Budget" -
Select Year: 2014 Actual 2014

*** GL4000 DETAIL REPORT ***

CENSUS

	Jan 2014	Feb 2014	Mar 2014	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	FY 2014 Actual
Commercial Insurance Patient Days	72	82	88	106	57	52	30	33	16	(13)	27	76	626
Medicare Advantage Patient Days	91	57	27	51	73	40	53	59	65	66	22	-	7,198
Medicare Patient Days	623	574	600	741	631	533	585	577	533	688	612	543	8,428
Total M2 Days	786	713	715	888	761	625	648	669	614	719	661	619	2,562
Private Patient Days	201	137	209	151	145	396	258	263	296	277	(24)	273	37,388
Medicaid Patient Days	3,248	2,871	2,997	2,995	3,179	2,952	3,121	3,181	3,083	3,171	3,377	3,213	123
VA Patient Days	62	56	60	60	99	71	41	42	45	66	118	39	434
Hospice Patient Days	63	37	58	58	65	42	41	-	-	1	30	-	-
Medicaid Managed Patient Days	-	-	-	-	-	-	-	-	-	-	-	-	-
Medicaid Out-of-State Patient Days	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Paid Census	4,360	3,814	4,039	4,162	4,249	4,086	4,109	4,155	4,038	4,234	4,162	4,267	49,675
Private Holding Days	-	-	7	-	5	-	-	-	-	-	-	-	12
Commercial Insurance Holding Days	-	-	-	-	-	-	-	-	-	-	-	-	-
Medicare Advantage Holding Days	-	-	-	-	-	-	-	-	-	-	-	-	-
Medicaid Holding Days	29	38	64	42	29	37	38	18	19	30	30	20	394
VA Holding Days	-	-	-	-	-	-	-	-	-	-	6	1	7
Hospice Holding Days	-	-	-	-	-	-	-	-	-	-	-	-	-
Managed Medicaid Holding Days	-	-	-	-	-	-	-	-	-	-	-	-	-
Medicaid Out-of-State Holding Days	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Hold Census	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Census	4,360	3,814	4,039	4,162	4,249	4,086	4,109	4,155	4,038	4,234	4,162	4,267	49,675

PATIENT REVENUE

COMM INS ROUTINE-C	35,280	35,530	42,120	46,090	25,605	20,580	13,550	13,680	8,395	(4,745)	9,450	30,675	276,210
COMM INS ROUTINE-S	-	-	-	-	-	-	-	-	-	-	-	-	-
COMM INS ROUTINE-I	-	-	-	-	-	-	-	-	-	-	-	-	-
COMM INS ROUTINE-R	(2,807)	(10,207)	(4,170)	(1,916)	1,341	2,987	(1,081)	798	(4,789)	(752)	1,750	844	(17,982)
COMM INS CONTRACTUAL	32,473	25,323	37,950	44,174	26,946	23,567	12,468	14,478	3,826	(5,497)	11,200	31,519	258,228
COMM INS HOLD REVENUE	12,047	20,644	6,279	11,111	(1,255)	2,653	5,763	8,084	3,056	(983)	(204)	13,742	80,936
TOTAL COMM INS ROUTIN	44,521	45,966	44,229	55,285	25,691	26,220	18,232	22,562	6,882	(6,480)	10,986	45,260	339,164
COMM INS REVENUE	38,415.00	22,870.00	10,455.00	23,170.00	31,645.00	21,600.00	25,935.00	27,485.00	25,480.00	28,890.00	8,030.00	-	284,985.00
MCARE ADV ROUTINE-C	-	-	-	-	-	-	-	-	-	-	-	-	-
MCARE ADV ROUTINE-S	-	-	-	-	-	-	-	-	-	-	-	-	-
MCARE ADV ROUTINE-I	-	-	-	-	-	-	-	-	-	-	-	-	-
MCARE ADV ROUTINE-R	419	1,424	(3,179)	479	(3,793)	(5,472)	1,652	(2,933)	(2,840)	(34)	3,621	(1,755)	(12,411)
MCARE ADV CONTRACTUAL	30,834	24,294	7,276	23,649	27,852	16,128	27,567	24,562	22,640	28,956	11,651	(1,755)	252,574
MCARE ADV HOLD REVENUE	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL MC ADV ROUTINE	(0)	0	(0)	23,649	27,852	16,128	27,567	24,562	22,640	28,956	11,651	(1,755)	252,574
MCARE ADV ANCILLARY	39,834	24,294	7,276	23,649	27,852	16,128	27,567	24,562	22,640	28,956	11,651	(1,755)	252,574
TOTAL MC ADV REVENUE	39,834	24,294	7,276	23,649	27,852	16,128	27,567	24,562	22,640	28,956	11,651	(1,755)	252,574
MIP PART A ROUTINE-C	282,496	243,870	250,910	299,746	258,145	224,556	230,435	238,845	221,053	263,946	248,345	229,215	2,972,561
MIP PART A ROUTINE-S	-	-	-	-	-	-	-	-	-	-	-	-	-
MIP PART A CONTRACTUAL	35,153	32,707	48,963	72,507	56,867	42,915	42,722	48,012	42,442	75,178	55,398	36,265	599,120
MIP PART A ADJ-CURREN	-	-	-	1,886	-	3,873	-	678	-	3,002	-	-	9,438
MIP PART A BAD DEBT	-	-	299,873	372,253	315,012	267,470	273,157	287,857	263,495	339,124	303,733	265,480	3,581,681
TOTAL PART A ROUTINE	297,649	276,578	299,873	372,253	315,012	267,470	273,157	287,857	263,495	339,124	303,733	265,480	3,581,681
MIP PART A ANCILLARY	(0)	0	0	0	0	0	0	0	0	0	0	(0)	0
TOTAL MIP PART A REVE	297,649	276,578	299,873	372,253	315,012	267,470	273,157	287,857	263,495	339,124	303,733	265,480	3,581,681
MIP PART B ANCILLARY	27,447	18,725	25,302	23,938	23,013	32,879	32,827	25,225	21,019	23,603	24,818	34,914	313,809
TOTAL MIP PART B REVE	27,447	18,725	25,302	23,938	23,013	32,879	32,827	25,225	21,019	23,603	24,818	34,914	313,809
TOTAL M2 REVENUE	409,450	365,583	376,679	475,125	391,589	342,988	351,903	382,679	313,835	385,103	351,199	343,899	4,469,700



BG-4000 - Monthly Summary Detail and Payroll Trend
combined 559

Category:
FY 2017 - TCU

559 - Kindred - Birchwood Terrace

Select "Actual" or "Budget"
Select Year: Actual 2014

	Jan 2014	Feb 2014	Mar 2014	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	FY 2014 Actual
PIP ROUTINE -C	84,497	60,133	88,298	67,722	62,027	154,081	98,090	105,065	107,930	104,005	(5,370)	116,595	1,043,053
PIP ROUTINE -S	-	-	-	-	-	-	-	-	-	-	-	-	-
PIP ROUTINE -I	-	-	-	-	-	-	-	-	-	-	-	-	-
PIP CONTRACTUAL	(8,676)	(23,047)	(2,495)	(12,365)	(13,880)	(12,520)	(6,820)	(6,820)	(6,150)	(6,355)	(5,400)	(4,575)	(109,122)
PIP HOLD REVENUE	-	-	3,260	-	1,600	-	-	-	-	-	-	-	4,860
TOTAL PRI ROUTINE	75,821	37,087	89,063	55,337	48,747	141,541	91,270	98,245	101,780	97,650	(10,770)	112,020	938,791
PIP ANCILLARY	(2,742)	616	1,009	678	641	3,410	2,883	100	205	2,594	(3)	2,343	11,732
TOTAL PRI REVENUE	73,079	37,702	90,072	56,015	50,388	144,951	94,153	98,345	101,985	100,244	(10,773)	114,363	950,523
MCAID ROUTINE-C	1,156,448	1,014,890	1,055,217	1,066,483	1,142,828	1,059,659	1,123,505	1,147,750	1,117,910	1,146,910	1,227,750	1,166,640	13,425,990
MCAID ROUTINE-S	-	-	-	-	-	-	-	-	-	-	-	-	-
MCAID ROUTINE-I	-	-	-	-	-	-	-	-	-	-	-	-	-
MCAID CONTRACTUAL	(530,330)	(464,101)	(485,364)	(484,589)	(521,625)	(485,122)	(506,598)	(514,707)	(504,516)	(524,060)	(583,919)	(533,699)	(6,118,822)
MCAID ADJ-CURRENT	-	-	-	-	-	-	-	-	-	-	-	-	-
MCAID ADJ-INTER	-	-	-	-	-	-	-	-	-	-	-	-	-
MCAID HOLD REVENUE	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL MCAID ROUTINE	626,118	550,589	569,853	581,894	621,684	574,737	616,907	633,046	613,465	623,028	643,831	632,971	7,308,161
MCAID ANCILLARY	(0)	0	(0)	0	0	0	0	0	0	(0)	(0)	0	0
TOTAL MCAID REVENUE	626,118	550,589	569,853	581,894	621,684	574,737	616,907	633,046	613,465	623,028	643,831	632,971	7,308,161
VA ROUTINE-C	22,165	20,020	21,165	21,000	35,205	25,135	14,620	15,330	16,350	23,610	40,885	44,125	209,410
VA ROUTINE-S	-	-	-	-	-	-	-	-	-	-	-	-	-
VA ROUTINE-I	-	-	-	-	-	-	-	-	-	-	-	-	-
VA ROUTINE-R	-	-	-	-	-	-	-	-	-	-	-	-	-
VA CONTRACTUAL	(7,172)	(6,478)	(5,866)	(6,491)	(7,422)	(7,181)	(4,992)	(3,471)	(6,876)	(5,149)	(9,379)	(13,647)	(82,946)
VA HOLD REVENUE	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL VA ROUTINE	14,993	13,542	15,479	14,509	27,783	17,954	9,628	11,859	10,474	18,461	32,520	30,661	217,881
VA ANCILLARY	0	(0)	-	0	-	0	-	(0)	0	(0)	0	0	(0)
TOTAL VA REVENUE	14,993	13,542	15,479	14,509	27,783	17,954	9,628	11,859	10,474	18,461	32,520	30,661	217,881
HOSPICE ROUTINE-C	22,065	12,950	20,300	20,300	22,750	14,700	14,350	-	-	350	10,500	13,710	151,975
HOSPICE ROUTINE-S	-	-	-	-	-	-	-	-	-	-	-	-	-
HOSPICE ROUTINE-I	-	-	-	-	-	-	-	-	-	-	-	-	-
HOSPICE ROUTINE-R	-	-	-	-	-	-	-	-	-	-	-	-	-
HOSPICE CONTRACTUAL	(9,832)	(6,765)	(9,038)	(8,983)	(9,933)	(6,418)	(6,139)	-	-	(152)	(4,553)	(5,979)	(66,670)
HOSPICE HOLD REVENUE	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL HSCP ROUTINE	12,233	7,185	11,262	11,437	12,817	8,282	8,211	-	-	198	5,947	7,731	85,305
HOSPICE ANCILLARY	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL HSCP REVENUE	12,233	7,185	11,262	11,437	12,817	8,282	8,211	-	-	198	5,947	7,731	85,305
MGD MCAID ROUTINE-C	-	-	-	-	-	-	-	-	-	-	-	-	-
MGD MCAID ROUTINE-S	-	-	-	-	-	-	-	-	-	-	-	-	-
MGD MCAID ROUTINE-I	-	-	-	-	-	-	-	-	-	-	-	-	-
MGD MCAID ROUTINE-R	-	-	-	-	-	-	-	-	-	-	-	-	-
MGD MCAID CONTRACTUAL	-	-	-	-	-	-	-	-	-	-	-	-	-
MGD MCAID ADJ-CURRENT	-	-	-	-	-	-	-	-	-	-	-	-	-
MGD MCAID ADJ-INTER	-	-	-	-	-	-	-	-	-	-	-	-	-
MGD MCAID HOLD REVENUE	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL MGD MCAID ROUT	-	-	-	-	-	-	-	-	-	-	-	-	-
MGD MCAID ANCILLARY	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL MGD MCAID REVE	-	-	-	-	-	-	-	-	-	-	-	-	-



BG-4000 - Monthly Summary Detail and Payroll Trend
combined 559

Category:
FY 2017 - TCU

559 - Kindred - Birchwood Terrace

Select "Actual" or "Budget" -
Select Year: Actual
2014

	Jan 2014	Feb 2014	Mar 2014	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	FY 2014 Actual
MCAID O-O-S ROUTINE	-	-	-	-	-	-	-	-	-	-	-	-	-
MCAID O-O-S ROUTINE	-	-	-	-	-	-	-	-	-	-	-	-	-
MCAID O-O-S ROUTINE	-	-	-	-	-	-	-	-	-	-	-	-	-
MCAID O-O-S CONTRACT	-	-	-	-	-	-	-	-	-	-	-	-	-
MCAID O-O-S ADJ-CURR	-	-	-	-	-	-	-	-	-	-	-	-	-
MCAID O-O-S ADJ-INTE	-	-	-	-	-	-	-	-	-	-	-	-	-
MCAID O-O-S HOLD REV	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL MCAID O-O-S RO	-	-	-	-	-	-	-	-	-	-	-	-	-
MCAID O-O-S ANCILLAR	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL MCAID O-O-S RE	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OTHER	-	-	-	-	-	-	-	-	-	-	-	-	-
MEDICAID IGT	-	-	-	-	-	-	-	-	-	-	-	-	-
MANAGED MEDICAID IGT	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL IGT REVENUE	-	-	-	-	-	-	-	-	-	-	-	-	-
CONTRACT SERVICES-NEU	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL CONT SERV REVEN	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL PATIENT REVENUE	1,135,872	974,581	1,063,346	1,138,979	1,104,251	1,068,821	1,080,801	1,105,929	1,039,788	1,127,034	1,042,723	1,128,644	13,031,570
PURCH ALLOW-BARB/BEAU	-	-	-	-	-	-	-	-	-	-	-	-	-
SUBLEASE INCOME	-	-	-	-	-	-	-	-	-	-	-	-	-
RENTAL INCOME	-	-	-	-	-	-	-	-	-	-	-	-	-
VENDING MACHINE INC	34	45	39	36	38	31	16	39	24	22	30	34	387
POLARIS REVENUE	-	-	-	-	-	-	-	-	-	-	-	-	-
VITALCARE REVENUE	-	-	-	-	-	-	-	-	-	-	-	-	-
MCAID O-O-S HOLD REV	-	-	-	-	-	-	-	-	-	-	-	-	-
MGMT FEES-INTER CO	-	-	-	-	-	-	-	-	-	-	-	-	-
CASH DISC EARNED	23	28	33	32	44	51	65	46	45	26	32	47	442
MISC INC	-	-	-	-	-	-	20	-	-	-	-	546	566
APPLICATION FEE INCOM	-	-	-	-	-	-	-	-	-	-	-	-	-
TOT NON PATIENT REVEN	57	73	72	68	82	81	102	85	69	49	82	597	1,396
OPERATING EXPENSES													
NURSING ADMIN	35,640	37,271	36,772	40,832	40,805	33,304	31,222	36,333	31,841	31,436	30,289	28,629	414,253
REGISTERED NURSES	79,330	53,469	57,920	63,679	63,618	69,196	76,368	70,237	69,398	81,317	77,968	67,575	830,077
GN/GPN	-	-	-	-	-	-	-	-	-	-	-	-	-
LVN/GPN	78,158	78,618	83,265	84,018	82,757	80,546	75,860	85,599	78,968	85,119	93,237	102,052	1,008,216
AIDES/CORDERLES	141,299	127,325	135,690	140,991	142,188	128,815	137,840	144,118	147,907	145,626	147,193	138,665	1,675,655
TOTAL STAFF NURSING	334,427	296,663	313,646	329,520	325,366	311,762	321,290	336,287	328,133	343,496	348,667	334,921	3,928,202
RN CONTRACT LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
LVN CONTRACT LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
AIDES CONTRACT LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL CONTRACT LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
NURSING WAGE TRNSFR	-	-	-	-	-	-	-	-	-	-	-	-	-
NURSING SUPPLIES	4,509	3,910	3,610	5,284	4,861	2,338	4,635	3,865	2,794	5,454	4,949	4,234	50,464
INCONT & FEED REV	(316)	(844)	(626)	(308)	(383)	(992)	(413)	(413)	(402)	(546)	(0)	(573)	(5,988)
INCONT & FEED EXP	6,958	5,904	5,297	7,508	7,105	6,805	8,894	5,837	6,511	6,959	4,844	7,237	79,857
HH NURSE & MILEAGE E	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OTHER NURSING	11,151	8,970	8,279	12,485	11,583	8,151	12,945	9,308	8,902	11,867	9,793	10,888	124,333
TOTAL NURSING	345,578	305,654	321,926	342,004	340,949	319,913	334,235	345,596	337,035	355,366	358,460	345,819	4,052,534
ADMINISTRATION	-	-	-	-	-	-	-	-	-	-	-	-	-
CONTRACT LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
VOCATIONAL COUNSELOR	-	-	-	-	-	-	-	-	-	-	-	-	-
BEHAVIORAL PSYCHOLOGI	-	-	-	-	-	-	-	-	-	-	-	-	-
THERAPEUTIC SPECIALIS	-	-	-	-	-	-	-	-	-	-	-	-	-
REHABILITATION WAGES	-	-	-	-	-	-	-	-	-	-	-	-	-
RESPIRATORY THERAPIST	-	-	-	-	-	-	-	-	-	-	-	-	-
OCCUPATIONAL THERAPIST	-	-	-	-	-	-	-	-	-	-	-	-	-
SPEECH THERAPIST LBR	-	-	-	-	-	-	-	-	-	-	-	-	-



BG-4000 - Monthly Summary -Detail and Payroll Trend
combined: 559

Category:
FY 2017 - TCU

559 - Kindred - Birchwood Terrace

Select "Actual" or "Budget":	Actual
Select Year:	2014

PHYSICAL THERAPIST LB	Jan 2014	Feb 2014	Mar 2014	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	FY 2014 Actual
TOTAL SPECIAL SVCS LB	-	-	-	-	-	-	-	-	-	-	-	-	-



BG-4000 - Monthly Summary - Detail and Payroll Trend
combined 559

Category:
FY 2017 - TCU

559 - Kindred - Birchwood Terrace

Select "Actual" or "Budget":
Select Year: 2014

	Jan. 2014	Feb. 2014	Mar. 2014	Apr. 2014	May. 2014	Jun. 2014	Jul. 2014	Aug. 2014	Sep. 2014	Oct. 2014	Nov. 2014	Dec. 2014	FY 2014 Actual
DAY CARE/CLINIC LBR	-	-	-	-	-	-	-	-	-	-	-	-	-
BARBER/BEAUTY LBR	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL MISC LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
REHAB	91,326	85,111	87,368	98,024	88,943	86,254	89,045	86,275	77,801	87,081	83,035	81,093	1,041,036
PHYSICAL THERAPY	23,913	29,000	21,977	31,234	24,272	21,991	14,550	21,272	20,784	18,409	21,983	31,690	281,073
OCCUPATIONAL THERAPY	1,249	194	335	459	1,332	541	889	965	451	474	331	189	5,940
SPEECH THERAPY	239	213	371	208	486	1,069	1,163	486	301	940	29	29	6,960
IV THERAPY	290	8,261	951	2,535	1,218	1,529	1,629	2,058	6,668	3,404	19	-	1,109
TOTAL REHAB & PHARMACY	117,017	122,779	111,002	133,311	116,251	111,383	107,075	110,067	105,805	110,288	106,639	113,740	1,365,358
RT	-	-	-	-	-	-	-	-	-	-	-	-	-
CENTRAL SUPPLIES	4,029	3,349	2,490	3,419	3,287	2,085	4,044	3,621	2,754	4,509	2,475	3,520	39,593
EQUIPMENT RENT	-	-	-	-	-	-	-	-	-	-	-	-	-
COMPLEX/MEDICAL	6,396	4,708	3,468	4,907	6,258	4,102	5,534	3,359	3,745	6,009	4,214	2,201	54,840
MED SUPPLIES/OXYGEN	2,528	2,028	3,640	2,775	4,231	2,312	2,458	452	369	1,417	586	2,800	25,107
RESPIRATORY THERAPY	4,420	4,420	4,420	4,420	4,420	4,420	4,420	4,420	4,420	4,420	4,420	4,420	5,951
NUTRITIONAL THERAPY	(463)	681	(394)	893	1,611	(54)	287	609	(165)	541	-	-	3,326
DAYCARE	-	-	-	-	-	-	-	-	-	-	-	-	-
MEDICAL SERVICES	1,480	6,381	5,717	3,887	5,408	4,225	5,573	4,507	4,429	4,523	5,082	5,222	56,412
MISC PERSONAL	2,893	2,920	2,930	13,555	8,626	2,930	3,075	3,226	3,174	10,819	27,129	5,314	86,590
TOTAL OTHER ANCILLARY	17,182	20,546	18,479	29,869	29,942	15,866	20,980	15,775	13,467	27,839	40,256	19,448	269,749
TOTAL ANCILLARY EXP	134,199	143,325	129,482	163,180	146,193	127,248	128,055	125,842	119,372	136,127	146,895	133,188	1,635,107
FOOD SALES	(1,160)	(408)	(150)	(886)	(825)	(314)	(1,386)	(684)	(784)	(932)	(378)	(606)	(6,523)
FOOD EXPENSES	28,238	23,209	26,793	25,967	26,920	24,997	30,354	24,687	25,378	30,272	26,431	28,579	321,504
FOOD SUPPLEMENTS	253	410	306	186	377	191	325	394	309	476	132	224	3,583
FOOD THICKENED BEVERA	428	412	389	442	342	348	445	417	333	507	274	437	4,771
TOTAL FOOD RELATED	27,756	23,623	27,338	25,709	26,614	24,922	29,728	24,794	25,236	30,322	26,460	29,634	321,336
SUPERVISORS	8,014	5,025	5,649	5,893	5,685	6,802	7,705	8,293	4,037	6,854	8,071	4,984	75,462
COOK/KITCHEN HELPERS	24,876	21,354	23,073	24,018	24,278	22,078	22,970	22,612	22,877	23,194	26,627	27,369	285,653
DIETARY WAGE TRNSFR	-	-	-	-	-	-	-	-	-	-	-	-	368
KITCHEN SUPPLIES	2,541	2,155	1,857	2,760	2,011	2,365	4,182	2,324	2,012	2,924	2,216	3,053	30,400
KITCHEN REPLACE	487	551	(13)	1,481	732	334	236	785	439	1,163	-	1,002	8,024
NUTRITION CONSULTANT	-	-	-	-	-	-	-	-	-	-	-	-	-
REGISTERED DIETICIAN	4,202	2,700	4,228	4,206	3,933	3,994	3,324	2,156	4,021	3,630	2,787	4,021	43,202
CULINARY CONTRACT SVCS	54	100	54	81	27	-	27	(19)	81	81	54	-	675
APT. RESTAURANT WAGES	-	-	-	-	-	-	-	-	-	-	-	-	-
NUTR SERV O/S REV	-	-	-	-	-	-	-	-	-	-	-	-	-
NUTR SERV O/S LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OTHER DIETARY	38,174	33,324	34,849	38,408	39,644	35,454	38,445	35,130	33,468	37,847	40,621	40,484	443,648
LAUNDRY SVCS INCOME	-	-	-	-	-	-	-	-	-	-	-	-	-
LAUNDRY WAGES	-	-	-	-	-	-	-	-	-	-	-	-	-
LAUNDRY WAGE TRNSFR	-	-	-	-	-	-	-	-	-	-	-	-	-
LAUNDRY SUPPLIES	-	-	-	-	-	-	-	-	-	-	-	-	-
LAUNDRY RENTAL & SRV	-	-	-	-	-	-	-	-	-	-	-	-	-
LINEN REPLACEMENT	429	146	-	324	681	-	146	512	528	1,018	-	-	3,784
TOTAL LAUNDRY EXP	15,142	14,859	14,712	15,037	15,393	14,712	14,712	15,224	15,241	15,731	14,712	14,712	180,665
HOUSEKEEPING WAGES	-	-	-	-	-	-	-	-	-	-	-	-	-
HSKP WAGE TRANS	134	113	157	120	2,081	215	235	80	164	903	330	566	5,099
HOUSEKEEPING SUPPLIES	-	-	-	-	-	-	-	-	-	-	-	-	-
HSKP-CONTR SUPP/SRV	22,202	22,069	22,069	22,069	22,069	22,069	22,069	22,069	22,069	22,069	22,069	22,069	264,825
TOTAL HOUSEKEEPING	22,202	22,182	22,226	22,189	24,150	22,284	22,304	22,149	22,233	22,972	22,399	22,535	269,924



BG-4000 - Monthly Summary Detail and Payroll Trend
combined 559

Category:
FY 2017 - TCU

559 - Kindred - Birchwood Terrace

	Jan. 2014	Feb. 2014	Mar. 2014	Apr. 2014	May 2014	Jun. 2014	Jul. 2014	Aug. 2014	Sep. 2014	Oct. 2014	Nov. 2014	Dec. 2014	FY 2014 Actual
MAINTENANCE PERSONAL	6,610	5,727	7,027	7,561	7,065	6,615	6,871	7,229	6,408	6,549	7,109	7,335	82,126
MAINT WAGE TRANS	-	-	-	-	-	-	-	-	-	-	-	-	-
MAINTENANCE SUPPLIES	1,015	96	824	927	378	555	447	598	1,466	1,114	814	539	8,795
MAINT WAGE TRN	1,923	1,530	1,530	1,594	1,659	2,938	2,902	2,538	3,668	865	4,530	5,419	24,983
GROUND MAINT SUP	4,360	4,360	4,360	4,360	4,360	4,360	4,360	4,000	3,668	1,911	4,156	5,179	34,956
EQUIPMENT REPAIR	3,092	4,504	4,360	6,194	3,785	3,324	2,827	4,000	2,827	1,911	4,156	5,179	34,956
BUILDING REPAIR	1,634	1,229	2,995	2,952	749	707	608	1,138	1,837	1,530	3,092	2,787	21,860
MINOR EQUIP EXPENSE	1,924	2,225	3,398	3,932	1,238	554	1,762	1,336	1,341	3,223	2,823	2,487	15,833
TOTAL MAINTENANCE	21,776	19,565	22,930	23,046	15,643	18,974	16,354	16,269	17,384	22,667	22,847	26,555	248,010
UTILITIES-WATER/SEWR	8,504	9,246	6,938	6,069	7,172	5,392	5,122	7,052	7,453	4,325	5,920	6,051	79,173
UTILITIES-ELECTRIC	19,554	18,431	17,615	14,824	17,875	7,108	12,689	10,856	9,269	9,557	9,616	20,033	155,427
UTILITIES-GAS & OIL	5,722	5,194	4,593	4,085	2,869	1,958	2,361	2,672	2,811	2,035	3,313	4,563	42,203
UTILITIES-GARBAGE	2,246	1,867	818	2,053	199	1,727	2,533	984	1,127	880	1,603	1,646	17,682
TOTAL UTILITIES	36,026	32,736	29,964	27,062	18,144	16,083	22,703	21,563	20,659	16,797	20,451	32,292	294,484
RECREATION INCOME	-	-	-	-	-	-	-	-	-	-	-	-	-
ACTIVITY WAGES	13,849	11,956	12,885	12,400	13,577	11,720	11,164	11,365	10,709	13,134	13,416	13,057	149,210
RECREATIONAL SUPPLY	650	291	461	696	376	673	265	1,070	607	530	645	544	6,838
TOTAL ACTIVITIES	14,499	12,247	13,346	13,096	13,953	12,393	11,429	12,435	11,316	13,664	14,061	13,601	156,048
PHARMACY CONSULTANT	834	834	834	834	834	834	1,452	834	834	834	834	834	10,631
SOCIAL WORKER WAGES	5,818	5,525	6,832	5,392	6,687	8,903	8,110	7,578	8,295	9,274	7,948	8,184	86,146
SOCIAL WORKER COUNSEL	-	-	-	-	-	-	-	-	-	-	-	-	-
MENTAL HEALTH CONSULT	-	-	-	-	-	-	-	-	-	-	-	-	-
MED RECORD CONSULT	-	-	-	-	-	-	-	-	-	-	-	-	-
MED RECORD LIBRARIAN	-	-	-	-	-	-	-	-	-	-	-	-	-
UTILIZATION REVIEW	-	-	-	-	-	-	-	-	-	-	-	-	-
UTILIZATION RWV-WEL	-	-	-	-	-	-	-	-	-	-	-	-	-
MEDICAL ADVISORY BOARD	-	-	-	-	-	-	-	-	-	-	-	-	-
MEDICAL DIRECTOR	6,240	6,240	6,240	6,240	6,240	6,240	250	6,240	6,240	1,350	375	-	1,975
OTHER PROF CONSULT	1,500	1,500	1,500	1,500	1,500	1,500	-	1,500	1,500	3,000	6,240	6,240	74,880
NURSE CONSULTANT	-	-	-	-	-	-	-	-	-	-	-	-	13,500
PROF WAGES TRANSFER	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL PROFESSIONAL	14,393	14,099	13,907	13,966	15,262	17,077	16,052	16,153	16,669	20,666	15,368	13,258	187,133
VACATION PAY	-	151	-	-	-	-	-	-	-	-	-	-	151
VACATION ACCRUAL	-	(151)	-	-	-	-	-	-	-	-	-	-	(151)
HOLIDAY PAY	9,449	279	1,206	0	10,480	110	11,718	-	-	227	10,375	11,617	85,005
SICK PAY	16,142	13,279	12,615	10,235	13,885	13,449	26,807	17,280	9,116	19,244	16,442	10,358	4,450
PAID TIME OFF	213	457	81	3,837	3,620	567	(7,784)	(2,405)	5,199	(718)	(3,705)	922	178,851
PTO ACCRUAL	(121)	48	(104)	(78)	(0)	(0)	(117)	0	-	-	(0)	-	284
PAY BENES TRANSFER	45,685	39,488	40,450	39,087	39,292	35,864	37,329	37,403	35,826	38,134	39,276	36,388	464,312
PAYROLL TAXES	18,789	18,778	18,778	18,778	18,778	18,778	18,778	18,778	18,778	18,778	18,778	(29,972)	176,597
WORKERS COMP INS	-	-	-	(4,043)	-	-	9,086	-	-	-	-	-	22,360
WIC-OCCUPATIONAL INCE	-	-	-	-	-	-	-	-	-	-	-	-	-
WIC MOD DUTY WAGES	7,287	8,468	8,468	6,990	8,269	6,183	5,049	3,769	4,441	6,095	2,161	250	65,171
GROUP MEDICAL INS	29,491	10,337	10,140	17,786	18,108	12,085	18,138	16,919	18,036	23,346	19,448	17,291	211,124
SHORT/LONG TERM DISAB	136	128	141	137	146	145	153	142	139	147	1,241	1,977	4,632
RETIRE PLAN MATCH	-	-	-	-	-	-	-	-	-	-	-	-	-
RETIRE PLAN MATCH	-	-	-	-	-	-	-	-	-	-	-	-	-
OTHER BENEFITS	11,852	5,042	8,120	16,730	9,184	9,134	14,306	6,250	11,935	22,803	5,441	(23,913)	68,084
TOTAL EMP BENEFITS	135,903	99,294	99,915	110,113	122,335	97,962	133,466	98,135	111,862	146,012	109,457	5,949	1,290,764
STF DEVELOPMENT COORD	6,559	6,512	6,968	6,537	4,581	6,425	5,593	6,104	5,858	5,996	5,818	-	72,980
STF DEV COORD-WG TRN	-	-	-	-	-	-	-	-	-	-	-	-	-
ORIENTATION WAGES	4,086	6,958	11,293	5,715	8,363	9,268	4,571	5,366	6,574	5,512	8,924	1,262	77,891
EDUCATION/TRAINING	495	320	1,227	750	1,114	(660)	889	35	-	2,034	70	442	6,715
TOTAL TRAINING	11,240	13,789	19,487	13,002	14,037	15,033	11,053	11,505	12,432	13,543	14,812	7,653	157,586
OFFICERS SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
OPERATIONS SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
GEN & ADMIN SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
BUSINESS DEV WAGES	-	-	-	-	-	-	-	-	-	-	-	-	-
MANAGEMENT SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
COMPLEMENTARY SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
TRAINING SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
PURCHASING SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-



BG-4000 - Monthly Summary - Detail and Payroll Trend
combined 559

Category:
FY 2017 - TCU

559 - Kindred - Birchwood Terrace

	Jan 2014	Feb 2014	Mar 2014	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	FY 2014 Actual
DIETARY SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
ADMITTING SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
MARKETING SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
RECRUITING SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
REIMBURSEMENT SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
MAINTENANCE SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
CLINICAL SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
PHARMACY SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
PROGRAM COORD WAGES	1,373	1,075	1,593	1,452	1,347	1,476	1,380	1,517	1,302	735	1,481	1,035	15,755
OTHER SALARIES	2,261	2,537	2,341	2,627	2,367	1,949	2,195	1,557	2,392	2,203	2,025	2,017	26,470
SYSTEM SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
ADMISSIONS COORD WAGE	-	-	-	-	-	-	-	-	-	-	-	-	-
ADAM WAGES	-	-	-	-	-	-	-	-	-	-	-	-	-
WAGE TRANSFERS	-	-	-	-	-	-	-	-	-	-	-	-	-
BONUS EXPENSE	-	-	-	-	-	-	-	-	-	-	-	-	-
AMBULANCE WAGES	28,177	27,226	30,331	33,460	31,121	32,480	29,952	30,964	30,965	30,172	23,369	20,109	348,328
CLERICAL WAGES	-	-	-	-	-	-	-	-	-	-	-	-	-
CENTRAL SUPPL WAGES	-	-	-	-	52	-	33	1,440	(116)	770	1,003	743	4,387
WARD CLERK WAGES	2,329	2,54	2,09	2,074	1,972	1,628	2,291	2,386	1,549	1,866	1,899	1,595	23,745
RECORDS CLERK WAGES	1,837	1,941	2,153	2,109	2,172	2,615	2,626	2,860	2,589	2,921	2,734	2,596	31,665
GUARD/SECURITY	-	-	-	-	-	-	-	-	-	-	-	-	-
PROFESSIONAL FEES	3,976	4,461	4,416	4,160	4,446	4,314	4,475	3,973	4,599	4,191	4,200	5,739	52,981
CONTRACT LABOR-OTHER	-	-	-	-	-	-	-	-	-	-	9,555	16,275	25,830
BOARD OF DIRECTORS	-	-	-	-	-	-	-	-	-	-	-	-	-
CENTRAL PLACEMENT	-	-	-	-	-	-	-	-	-	-	-	-	-
INTEGRATED MARKET	26,497	27,462	24,680	26,766	27,815	18,704	27,924	27,595	25,549	26,773	24,424	32,483	316,672
CLINICAL LIAISON ALLOCATED	-	-	-	-	-	-	-	-	-	-	-	-	-
BUSINESS OFFICE SHARED SVC	-	-	-	-	-	-	-	-	-	-	-	-	-
MOVING EXPENSES	-	-	-	-	-	-	-	-	-	-	-	-	-
OFF SUPPLY/STATIONERY	1,355	1,825	1,612	1,435	1,618	1,408	1,677	1,593	1,939	1,879	1,860	2,524	20,928
REALITY ORIENT SUPPLY	-	-	-	-	-	-	-	-	-	-	-	-	-
UNITED CARRIER SRV	247	253	302	259	209	269	465	319	358	592	239	367	3,867
MAIL SERVICES	507	507	501	501	500	20	500	500	510	500	6	500	4,044
COMPUTER RELATED EXP	-	-	-	-	-	-	-	-	-	-	-	-	-
TELEPHONE	3,614	4,888	3,641	3,714	3,707	3,550	3,864	3,733	2,956	3,476	3,518	3,756	44,639
RECRUITMENT/HELP WNTD	1,309	1,030	1,334	985	1,255	1,375	1,394	1,315	1,015	2,194	1,153	3,306	17,960
ADVERTISING	11	11	91	34	125	1,005	827	1,252	939	2,500	861	1,570	443
MARKETING/FERRAL DE	1,839	1,265	560	791	1,129	913	827	1,252	939	2,500	861	1,570	14,492
INSURANCE OTHER	188	188	188	188	188	188	188	188	188	188	188	188	1,492
MALPRACTICE INSURANCE	4,371	4,375	4,375	4,375	4,375	4,375	4,375	4,375	4,375	4,375	4,375	4,375	53,814
TRAVEL	1,364	3,492	1,852	319	2,104	(1,382)	2,289	2,089	1,134	5,059	6,078	12,914	37,311
VEHICLE EXPENSE	338	310	519	396	401	489	930	331	626	145	360	892	5,736
BAD DEBT EXPENSE	33,447	8,001	49,740	12,345	13,081	(8,552)	26,606	16,087	7,848	11,416	11,851	13,085	194,974
COLLECTION EXPENSE	-	-	5,005	1,001	-	-	-	-	-	-	-	-	-
DUES & SUBSCRIPTIONS	1,497	2,510	1,374	1,001	1,376	1,318	1,358	1,359	1,379	4,779	2,350	1,882	22,183
FREIGHT CHARGES	-	-	-	-	-	-	-	-	-	-	-	-	-
CIVIL MONETARY STATE	-	-	-	-	-	-	-	-	-	-	-	-	-
PROPERTY TAXES	56,034	59,034	59,034	59,034	59,034	59,034	59,034	59,034	59,034	59,034	59,034	59,034	89,960
PROPERTY TAXES	846	1,358	23	791	3,177	562	514	484	488	867	570	962	708,412
MISC GEN & ADMIN	177,103	155,949	198,135	158,916	247,840	127,447	181,282	164,866	151,634	186,456	166,324	193,014	2,089,078
TOTAL GEN & ADMIN	-	-	-	-	-	-	-	-	-	-	-	-	-
NON PATIENT EXPENSE	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OPERATING EXPEN	996,993	886,648	948,197	965,728	1,037,355	849,003	980,161	912,662	897,742	1,000,001	972,897	898,952	11,326,337
RENT - BUILDING	119,214	117,214	117,214	117,214	117,214	117,214	117,214	117,214	117,214	117,941	117,941	117,941	1,410,754
RENT - EQUIPMENT	5,346	6,604	6,327	6,309	7,559	6,579	7,150	4,342	4,273	4,835	5,708	8,108	73,339
PROPERTY TAXES	13,900	14,256	14,256	14,256	14,078	14,078	15,070	15,070	15,070	15,070	15,070	15,070	175,243
DEPRECIATION	21,141	21,046	20,977	20,914	20,956	20,382	21,007	21,203	21,064	21,075	21,641	21,692	253,132
AMORTIZATION	-	-	-	-	-	-	-	-	-	-	-	-	-
INTEREST EXPENSE	-	-	-	-	-	-	-	-	-	-	-	-	-
INTEREST INCOME	(2)	(107)	(64)	(294)	(963)	(82)	(0)	(31)	-	2	-	(140)	(1,682)
INSURANCE - PROPERTY	1,713	1,713	1,713	1,713	1,713	1,713	1,713	1,713	1,713	1,713	1,713	1,713	19,300
BOND TRUSTEE FEES	-	-	-	-	-	-	-	-	-	-	-	-	-
LOCAL TAXES	59	97	35	13	74	69	26	115	58	65	77	31	719
LICENSES & TAXES	-	-	-	-	-	-	-	-	-	-	-	-	-
FEDERAL INCOME TAX	-	-	-	-	-	-	-	-	-	-	-	-	-
STATE INCOME TAX	-	-	-	-	-	-	-	-	-	-	-	-	-
MANAGEMENT FEES	66,012	58,817	63,863	62,395	64,449	63,173	65,379	65,376	66,218	66,182	64,190	41,839	747,893



BC-4000 - Monthly Summary Detail and Payroll Trend
combined: 559

Category:
FY 2017 - TCU

559 - Kindred - Birchwood Terrace

Select "Actual" or "Budget":
Select Year: Actual 2014

MANAGEMENT FEES	Jan 2014	Feb 2014	Mar 2014	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	FY 2014 Actual
	227,383	219,843	224,321	222,870	225,080	223,127	227,559	225,001	225,640	228,883	228,341	205,049	2,678,897



BG-4000 - Monthly Summary - Detail and Payroll Trend
combined: 559

#REF!

Select "Actual" or "Budget":
Select Year: Actual 2014

CENSUS

	Jan 2014	Feb 2014	Mar 2014	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	FY 2014 Actual
Commercial Insurance Patient Days	2.3	2.9	2.6	3.5	1.8	1.7	1.0	1.1	0.5	(0.4)	0.9	2.5	1.7
Medicare Advantage Patient Days	2.9	2.0	1.7	2.4	2.4	1.3	1.7	1.9	1.2	2.1	0.7	1.7	1.7
Medicaid Patient Days	23.5	23.5	19.4	24.7	23.5	17.8	18.2	18.6	17.8	23.5	23.4	17.5	18.7
Total M2	28.4	28.5	23.1	29.9	24.5	20.8	20.9	21.6	20.5	23.2	23.0	20.0	23.1
Private Patient Days	6.5	4.9	6.7	5.0	4.7	13.2	8.3	8.5	9.9	8.9	(0.8)	8.8	7.1
Medicaid Patient Days	104.8	102.5	96.7	99.8	102.5	98.4	100.7	102.6	102.8	102.3	112.6	103.6	102.4
VA Patient Days	2.0	2.0	1.9	2.0	3.2	2.4	1.3	1.4	1.5	2.1	3.9	4.0	2.3
Hospice Patient Days	2.0	1.3	1.9	1.9	2.1	1.4	1.3	1.4	-	0.0	1.0	1.3	1.2
Medicaid Managed Patient Days	-	-	-	-	-	-	-	-	-	-	-	-	-
Medicaid Out-of-State Patient Days	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Paid Census	140.6	138.2	130.3	138.7	137.1	136.2	132.5	134.0	134.6	136.6	138.7	137.6	136.1

Operating Census

	139.7	134.9	129.0	137.3	138.0	138.9	131.3	133.6	134.0	135.6	137.3	137.0	135.0
--	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------

ROUTINE REVENUE

COMMERCIAL INSURANCE	451.01	398.82	431.25	416.74	472.74	453.22	415.63	438.73	226.61	422.82	414.81	414.72	412.90
MEDICAID	437.73	437.11	437.78	437.73	397.83	403.11	320.50	416.51	346.50	437.21	529.61	416.17	416.17
MEDICARE PART A	477.77	481.84	489.79	502.37	489.33	510.82	483.35	488.64	471.92	504.15	488.91	488.91	488.91
TOTAL M2	470.68	487.60	482.66	490.06	485.95	491.46	483.35	488.64	471.92	504.15	488.64	476.97	483.21
PRIVATE	377.22	270.70	426.14	396.47	343.08	357.43	353.76	373.56	343.85	352.53	448.75	410.33	363.59
MEDICAID	192.77	191.78	190.14	194.29	195.56	194.69	197.66	199.01	198.99	196.48	196.57	197.00	195.47
VA	241.82	241.82	257.98	241.82	280.64	252.87	234.82	282.36	232.75	279.71	275.60	249.44	258.46
HOSPICE	194.18	194.18	194.18	197.19	197.19	197.19	200.27	-	-	198.24	198.24	198.24	196.55
MGD M2CAID	-	-	-	-	-	-	-	-	-	-	-	-	-
M2CAID O-O-S	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL ROUTINE REVENUE	252.09	245.04	255.20	265.08	254.61	256.90	252.92	257.53	251.49	260.23	244.62	252.79	254.10

ANCILLARY REVENUE

COMMERCIAL INSURANCE	167.33	251.75	71.35	104.82	(22.02)	51.02	182.10	244.86	190.89	75.61	(7.55)	180.81	129.29
MEDICAID	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	0.00	41.91	(0.00)	(0.00)	(0.00)	(0.00)	4.08
MEDICARE PART A	(0.00)	5.78	7.36	7.00	6.36	9.26	9.26	9.26	9.26	9.26	9.26	9.26	9.26
MEDICARE PART B	7.34	5.78	7.36	7.00	6.36	9.26	9.26	9.26	9.26	9.26	9.26	9.26	9.26
PRIVATE	(13.64)	4.50	4.83	4.49	4.42	8.61	11.18	0.98	0.69	9.36	0.14	8.59	4.54
MEDICAID	(0.00)	0.00	(0.00)	0.00	0.00	0.00	0.00	0.00	0.00	(0.00)	(0.00)	0.00	0.00
VA	0.00	(0.00)	-	0.00	0.00	0.00	-	(0.00)	0.00	(0.00)	(0.00)	0.00	0.00
HOSPICE	-	-	-	-	0.00	-	-	-	-	-	-	-	-
MGD M2CAID	-	-	-	-	-	-	-	-	-	-	-	-	-
M2CAID O-O-S	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL ANCILLARY REVENUE	8.43	10.48	8.07	8.58	5.27	9.53	10.12	8.64	6.01	5.96	5.91	11.95	8.23

MEDICAID IGT

MANAGED MEDICAID IGT	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL IGT REVENUE	-	-	-	-	-	-	-	-	-	-	-	-	-

TOTAL PATIENT REVENUE

	260.52	255.53	263.27	273.66	259.88	266.43	263.03	266.17	257.50	266.19	250.53	264.74	262.34
--	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------

NON-PATIENT REVENUE

	0.01	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.01	0.01	0.14	0.03
--	------	------	------	------	------	------	------	------	------	------	------	------	------

TOTAL NET REVENUE

	260.53	255.55	263.29	273.68	259.90	266.45	263.06	266.19	257.52	266.20	250.55	264.88	262.36
--	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------

Bad Debt % of Revenue

	2.9%	0.8%	4.7%	1.1%	1.2%	-0.8%	2.5%	1.5%	0.8%	1.0%	1.1%	1.2%	1.5%
--	------	------	------	------	------	-------	------	------	------	------	------	------	------

OPERATING EXPENSES

NURSING	79.26	80.14	79.70	82.17	80.24	78.29	81.34	83.18	83.47	83.93	86.13	81.04	81.58
SPECIAL SERV LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
MISCELLANEOUS LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
REHAB & PHARMACY	26.84	32.19	27.48	32.03	27.36	27.26	26.06	26.49	26.20	26.05	25.62	26.66	27.49
OTHER ANCILLARY	3.94	5.39	4.98	7.18	7.05	3.88	5.11	3.80	3.36	6.58	9.67	4.56	5.43
FOOD RELATED	6.37	6.19	6.77	6.18	6.31	6.10	7.23	6.70	6.25	7.16	6.36	6.71	6.47
OTHER DIETARY	8.76	8.74	8.63	9.23	8.62	8.86	9.36	8.70	8.29	8.89	9.76	9.49	8.93
HOUSEKEEPING	5.00	5.17	5.04	5.11	5.02	3.60	3.65	3.66	3.77	3.72	3.53	3.49	3.64
MAINTENANCE	4.98	5.82	5.88	5.81	5.82	5.81	5.81	5.81	5.81	5.81	5.81	5.81	5.81
UTILITIES	8.26	8.58	7.42	6.50	4.27	3.94	5.53	5.19	5.12	5.87	4.99	7.67	5.93
ACTIVITIES	3.33	3.21	3.30	3.15	3.28	3.03	2.79	2.98	2.80	3.23	3.38	3.19	3.14
PROFCONSULTANTS	3.30	3.70	3.44	3.36	3.59	4.18	3.91	3.89	4.18	4.89	3.70	3.11	3.77



Select "Actual" or "Budget" Actual 2014
Select Year

BG-4000 -- Monthly Summary - Detail and Payroll Trend
combined: 559

#REF!

	Jan 2014	Feb 2014	Mar 2014	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	FY 2014 Actual
EMPLOYEE BENEFITS	31.86	24.99	24.74	26.46	28.79	23.83	32.48	23.62	28.45	34.49	26.30	5.84	26.98
TRAINING	2.58	3.62	4.82	3.12	3.30	3.66	3.08	2.77	3.08	3.08	3.56	3.17	3.17
GEN-ADMIN	40.62	40.89	49.06	38.18	58.33	31.22	44.12	39.68	37.55	39.31	39.96	45.23	42.05
GR & A PARENT	-	-	-	-	-	-	-	-	-	-	-	-	-
NON-RECURRING EXPENSE	-	-	-	-	-	-	-	-	-	-	-	-	-
OPERATING EXPENSES	228.67	232.47	234.76	232.03	244.14	207.76	233.67	219.85	222.32	236.18	233.76	210.68	228.01
OPX EXCL RHPHBD/PTX	180.62	182.70	180.35	182.85	199.81	168.17	188.77	175.08	179.56	193.50	191.10	167.12	182.34
OPER INC BIF PROPERTY	31.87	23.07	28.53	41.64	15.76	58.06	29.38	46.53	35.19	30.01	16.79	54.20	34.36
OPER INC BIF PROPERTY %	12.2%	9.0%	10.8%	15.2%	6.1%	22.0%	11.2%	17.5%	13.7%	11.3%	6.7%	20.5%	13.1%
OTHER PROPERTY	3.19	3.74	3.53	3.43	3.31	3.46	3.67	3.63	3.73	3.56	3.62	3.53	3.53
PROPERTY TAX	0.39	0.45	0.42	0.41	0.40	0.42	0.42	0.41	0.42	0.40	0.41	0.12	0.39
INSURANCE PROPERTY	0.01	0.03	0.01	0.00	0.02	0.02	0.01	0.03	0.01	0.02	0.02	0.01	0.01
LOCAL TAXES	-	-	-	0.04	-	-	-	-	-	-	-	-	0.00
LICENSE AND TAXES	-	-	-	-	-	-	-	-	-	-	-	-	-
OTHER PROPERTY	3.59	4.21	3.56	3.68	3.73	3.68	4.08	4.07	4.17	3.98	4.05	3.86	3.93
GAIN/LOSS ON SALE	-	-	-	-	-	-	-	-	-	0.01	-	-	0.00
PRIOR YR-CONTRACTUAL	-	-	-	-	-	-	-	-	-	-	(0.00)	(1.15)	(0.10)
WIC RETRO ADJ	-	-	-	-	-	-	-	-	-	-	-	-	-
PRIOR YEAR ADJ	-	-	-	-	-	-	-	-	-	-	-	-	-
PRIOR MONTH ADJ-REVENUE	-	-	-	-	-	-	-	-	-	-	-	-	-
CAPITAL PROJECT EXPENSE	-	-	-	-	-	-	-	-	-	-	-	-	-
PROOF OF CLAIM-OTHER	-	-	-	-	-	-	-	-	-	-	-	-	-
EBITDARM	28.27	18.86	24.56	37.77	12.03	54.78	25.29	42.47	31.02	26.05	12.74	49.40	30.32
EBITDARM %	10.9%	7.4%	9.3%	13.8%	4.6%	20.6%	9.8%	16.0%	12.0%	9.8%	5.1%	18.7%	11.6%
OTHER FIXED	4.85	5.52	5.19	5.03	4.83	4.89	5.11	5.10	5.22	4.98	5.20	5.08	5.10
DEPRECIATION/MORT	27.34	30.73	29.02	26.10	27.59	28.09	28.53	28.21	29.03	27.86	28.34	27.04	28.40
RENT-BUILDING	-	-	-	-	-	-	-	-	-	-	-	-	-
RENT - LAND	1.23	1.78	1.57	1.52	1.76	1.81	1.74	1.04	1.08	1.14	1.37	1.90	1.48
RENT-EQUIPMENT	-	-	-	-	-	-	-	-	-	-	-	-	-
INTEREST EXPENSE	(0.00)	(0.03)	(0.02)	(0.07)	(0.23)	(0.02)	(0.00)	(0.01)	-	0.00	-	(0.03)	(0.03)
INTEREST INCOME	15.14	15.42	15.81	14.99	15.17	15.46	15.91	15.73	16.40	15.63	15.42	9.81	15.08
MANAGEMENT FEE	48.56	53.43	51.58	49.62	49.24	50.73	51.29	50.09	51.71	49.61	50.33	44.40	49.98
EBITDAR	(0.30)	(13.65)	(6.02)	8.09	(17.34)	24.49	(4.87)	13.21	0.84	(2.95)	(16.97)	19.85	0.45
EBITDAR %	-0.1%	-5.3%	-2.3%	3.0%	-6.7%	9.2%	-1.9%	5.0%	0.4%	-1.1%	-6.8%	7.5%	0.2%
EBITM	(6.15)	(19.17)	(11.22)	3.06	(22.27)	19.90	(10.09)	8.11	(4.29)	(7.93)	(22.17)	14.77	(4.65)
EBITM %	-2.0%	-7.5%	-4.3%	1.1%	-8.6%	7.3%	-3.8%	3.0%	-1.7%	-3.0%	-8.8%	5.6%	-1.8%
EBITDAR	13.13	3.44	8.75	22.78	(3.14)	39.32	9.38	28.73	14.63	10.42	(2.68)	39.59	15.27
EBITDAR %	5.0%	1.3%	3.3%	6.3%	-1.2%	14.8%	3.6%	10.0%	5.7%	3.9%	-1.1%	15.0%	5.8%
EBT	(20.29)	(34.57)	(27.01)	(11.86)	(37.21)	4.06	(26.00)	(7.62)	(20.48)	(23.58)	(37.59)	5.00	(19.67)
EBT %	-7.8%	-13.5%	-10.3%	-4.3%	-14.3%	1.5%	-9.8%	-2.8%	-8.9%	-8.9%	-15.0%	1.9%	-7.5%
NON-RECURRING / NCI	-	-	-	-	-	-	-	-	-	-	-	-	-
NET FIN INC(L)	(20.29)	(34.57)	(27.01)	(11.86)	(37.21)	4.06	(26.00)	(7.62)	(20.48)	(23.58)	(37.59)	5.00	(19.67)



BG-4000 -- Monthly Summary - Detail and Payroll Trend
combined 559

#REF!

Select "Actual" or "Budget"	Actual
Select Year:	2014

	Jan 2014	Feb 2014	Mar 2014	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	FY 2014 Actual
*TOTAL LABOR *	63.34	64.12	64.75	64.24	64.31	64.68	64.90	64.12	62.25	60.95	61.82	61.87	63.43
NSG REGULAR LABOR	6.04	6.18	5.96	7.65	6.29	5.00	5.44	7.80	7.66	8.53	7.84	6.78	6.77
NSG OVERTIME LABOR	7.32	7.48	6.94	7.29	6.91	6.62	7.86	9.02	11.36	11.65	14.11	9.85	8.88
NSG PREMIUM LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
NSG CONTRACT LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL NURSING LABOR	76.70	77.79	77.65	78.17	77.52	76.30	78.19	80.84	81.26	81.13	83.77	78.49	79.08
OTHER ROUTINE LABOR	23.89	25.25	27.59	25.77	25.65	27.17	25.17	25.32	26.02	25.46	25.39	22.18	25.40
OTHER OVERTIME LABOR	0.71	1.19	1.25	1.26	0.70	0.91	1.09	1.27	0.39	0.97	1.30	0.43	0.95
OTHER PREMIUM LABOR	0.43	0.34	0.21	0.25	0.22	0.22	0.22	0.22	0.20	0.17	0.50	0.43	0.29
OTHER CONTRACT LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OTHER LABOR	25.02	26.79	29.05	27.28	26.77	28.31	26.47	26.82	26.61	26.60	29.50	26.84	27.16
ANCILLARY LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
ANCILLARY OVERTIME LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
ANCILLARY PREMIUM LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
ANCILLARY CONTRACT LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OTHER LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
*TOTAL LABOR *	101.72	104.57	108.70	106.45	104.29	104.61	104.87	107.75	107.87	107.73	113.27	105.33	106.24
LABOR & BENEFITS % OF NET REVENUE	51.3%	50.7%	49.8%	48.6%	51.2%	48.2%	52.1%	49.4%	52.9%	53.4%	55.7%	42.0%	50.4%
*TOTAL HOURS *	3.12	3.16	3.17	3.13	3.17	3.22	3.30	3.23	3.11	3.04	3.08	3.14	3.15
REGULAR NSG HOURS	0.21	0.20	0.19	0.26	0.21	0.18	0.19	0.28	0.27	0.28	0.27	0.26	0.23
CONTRACT NSG HOURS	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL NURSING HOURS	3.33	3.37	3.36	3.39	3.38	3.40	3.49	3.51	3.38	3.32	3.35	3.40	3.39
OTHER OVERTIME HOURS	1.27	1.32	1.42	1.32	1.37	1.41	1.35	1.35	1.37	1.34	1.42	1.24	1.35
OTHER OVERTIME HOURS	0.02	0.04	0.04	0.05	0.03	0.03	0.03	0.04	0.01	0.03	0.04	0.02	0.03
OTHER CONTRACT HOURS	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OTHER HOURS	1.30	1.37	1.46	1.37	1.40	1.44	1.39	1.40	1.39	1.37	1.49	1.31	1.39
ANCILLARY HOURS	-	-	-	-	-	-	-	-	-	-	-	-	-
ANCILLARY OVERTIME HOURS	-	-	-	-	-	-	-	-	-	-	-	-	-
ANCILLARY CONTRACT HOURS	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL ANCILLARY HOURS	-	-	-	-	-	-	-	-	-	-	-	-	-
*TOTAL HOURS *	4.62	4.73	4.81	4.76	4.76	4.83	4.88	4.90	4.77	4.69	4.83	4.72	4.78
TOTAL OVERTIME HOURS	0	0	0	0	0	0	0	0	0	0	0	0	0
OVERTIME AS % of TOTAL HOURS	0.24	0.25	0.23	0.31	0.24	0.21	0.22	0.32	0.28	0.31	0.31	0.28	0.27
WAGE RATES	5.1%	5.2%	4.8%	6.5%	4.9%	4.3%	4.8%	6.5%	5.9%	6.6%	6.4%	5.9%	5.6%
NURSING	23.04	23.10	23.12	23.33	22.90	22.47	22.42	23.05	24.03	24.44	25.03	23.08	23.33
OTHER	19.31	19.61	19.95	19.88	19.13	19.69	19.08	19.21	19.20	19.41	19.85	20.42	19.56
ANCILLARY	-	-	-	-	-	-	-	-	-	-	-	-	-
* TOTAL WAGE RATES *	22.00	22.09	22.16	22.34	21.80	21.64	21.47	21.97	22.63	22.97	23.44	22.33	22.24
EBITDARM MARGIN	10.9%	7.4%	9.3%	13.8%	4.6%	20.6%	9.6%	16.0%	12.0%	9.8%	5.1%	18.6%	11.6%



BC-4000 - Monthly Summary - Detail and Payroll Trend
combined 559

#REF!

Select "Actual" or "Budget" - Actual
Select Year: 2014

	Jan 2014	Feb 2014	Mar 2014	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	FY 2014 Actual
G & A	23.68	28.61	26.35	24.45	45.06	22.72	27.44	25.12	25.10	28.19	28.28	30.60	27.66
MANAGEMENT FEE	15.14	15.42	15.81	14.99	15.17	15.46	15.91	15.73	15.63	15.42	15.42	9.61	15.06
OTHER OPERATING	20.54	22.15	20.40	18.11	16.26	16.69	17.47	17.22	17.09	16.72	16.70	20.53	18.31
CONTROLLABLES													
NURSING SUPPLIES/CONTR	2.56	2.35	2.05	3.00	2.73	1.99	3.15	2.24	2.20	2.80	2.35	2.55	2.50
ACTIVITY SUPPLIES	0.15	0.08	0.11	0.17	0.09	0.16	0.07	0.26	0.15	0.13	0.15	0.13	0.14
RAW FOOD EXPENSE	6.31	6.09	6.69	6.13	6.22	6.05	7.16	5.87	6.17	7.05	6.33	6.66	6.40
DIETARY SUPPLIES	0.69	0.71	0.48	1.01	0.65	0.66	1.08	0.74	0.61	0.97	0.74	0.95	0.77
FOOD SUPPLEMENTS	0.06	0.11	0.08	0.04	0.09	0.05	0.08	0.09	0.08	0.11	0.03	0.05	0.07
LAUNDRY SUPPLIES	-	-	-	-	-	-	-	-	-	-	-	-	-
LINEN REPLACEMENT	0.10	0.04	-	0.08	0.16	-	0.04	0.12	0.13	0.24	-	-	0.08
HOUSEKEEPING SUPPLIES	-	-	2.03	2.42	1.15	1.14	1.14	1.53	1.71	2.39	2.05	2.00	1.70
MAINTENANCE & REPAIR	0.44	0.58	0.14	0.62	0.29	0.14	0.43	0.03	0.33	0.76	0.68	0.59	0.44
MINOR EQUIP EXPENSE	0.31	0.48	0.40	0.34	0.43	0.34	0.41	0.38	0.48	0.44	0.45	0.59	0.42
OFFICE SUPPLIES	0.06	0.20	0.07	0.18	0.17	0.07	0.23	0.20	0.22	0.26	0.06	0.20	0.16
POSTAGE/OVERNIGHT COURIER	0.72	0.33	0.16	0.20	0.17	0.17	0.37	0.22	0.24	0.60	0.22	0.37	0.30
TRAVEL	7.62	2.10	12.16	2.20	3.02	2.69	6.41	3.87	2.64	2.09	2.17	3.77	3.10
BAD DEBT	2.00	14.59	24.51	17.36	15.32	8.86	20.46	15.65	14.36	16.44	15.81	17.16	16.90
TOTAL CONTROLLABLES	20.08	14.59	24.51	17.36	15.32	8.86	20.46	15.65	14.36	16.44	15.81	17.16	16.90
TOT CONTROL-BAD DEBT	12.41	12.49	12.19	14.40	12.23	10.89	13.98	11.78	12.32	15.74	13.06	14.09	12.98
ADMISSIONS													
Commercial Insurance Admissions	4	1	4	5	3	1	1	3	2	-	1	1	26
Medicare Advantage Admissions	1	1	1	5	2	2	2	1	3	2	1	-	21
Medicare Admissions	14	25	20	20	18	22	25	22	17	19	15	23	240
Total MZ Admissions	19	27	25	30	23	25	28	26	22	21	17	24	287
Private Admissions	-	-	-	-	-	-	-	-	-	-	-	-	-
Medicaid Admissions	2	1	2	1	1	3	1	1	1	-	1	2	14
Medicaid Admissions	-	2	-	2	1	6	-	4	-	6	4	3	29
Visiting Nurse Admissions	-	-	1	-	2	1	1	1	1	3	-	1	11
Homecare Admissions	-	-	-	-	-	-	-	-	-	-	-	-	1
Managed Medicaid Admissions	-	-	-	-	-	-	-	-	-	-	-	-	-
Medicaid Out - of - State Admissions	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL ADMISSIONS	21	30	28	33	27	34	30	32	24	30	22	31	342



BG-4000 - Monthly Summary - Detail and Payroll Trend
combined 559

#REF!

Select "Actual" or "Budget"
Select Year: 2014

*** GL4000 DETAIL REPORT ***

CENSUS

	Jan 2014	Feb 2014	Mar 2014	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	FY 2014 Actual
Commercial Insurance Patient Days	23	29	28	35	18	17	10	11	05	(04)	09	25	17
Medicare Advantage Patient Days	29	20	09	17	24	13	17	19	22	21	07	00	17
Medicare Patient Days	201	205	194	247	204	178	182	186	178	215	204	175	197
Total M2 Days	254	255	231	299	245	208	209	216	205	232	220	200	231
Private Patient Days	65	49	67	50	47	132	83	85	99	89	(08)	88	71
Medicaid Patient Days	1048	1025	987	998	1025	984	1007	1026	1028	1023	1126	1036	1024
VA Patient Days	20	20	19	24	32	24	13	14	15	21	39	40	23
Hospice Patient Days	20	13	19	19	21	14	13	00	10	00	10	13	12
Medicaid Managed Patient Days	00	00	00	00	00	00	00	00	00	00	00	00	00
Medicaid Out-of-State Patient Days	00	00	00	00	00	00	00	00	00	00	00	00	00
Total Paid Census	1406	1362	1303	1387	1371	1382	1325	1340	1346	1366	1387	1376	1381
Private Holding Days	00	00	02	00	02	00	00	00	00	00	00	00	00
Commercial Insurance Holding Days	00	00	00	00	00	00	00	00	00	00	00	00	00
Medicare Advantage Holding Days	00	00	00	00	00	00	00	00	00	00	00	00	00
Medicaid Holding Days	09	14	21	14	09	12	12	06	06	10	10	08	11
VA Holding Days	00	00	00	00	00	00	00	00	00	00	02	00	00
Hospice Holding Days	00	00	00	00	00	00	00	00	00	00	00	00	00
Managed Medicaid Holding Days	00	00	00	00	00	00	00	00	00	00	00	00	00
Medicaid Out-of-State Holding Days	00	00	00	00	00	00	00	00	00	00	00	00	00
Total Hold Census	00	00	00	00	00	00	00	00	00	00	00	00	00
Total Census	1406	1362	1303	1387	1371	1382	1325	1340	1346	1366	1387	1376	1381
PATIENT REVENUE													
COMM INS ROUTINE-C	490.00	433.29	478.64	434.81	449.21	395.77	451.67	414.55	524.69	365.00	350.00	403.62	441.23
COMM INS ROUTINE-S	-	-	-	-	-	-	-	-	-	-	-	-	-
COMM INS ROUTINE-I	-	-	-	-	-	-	-	-	-	-	-	-	-
COMM INS ROUTINE-R	(38.98)	(124.48)	(47.39)	(18.07)	23.53	57.46	(36.04)	-	(208.08)	57.82	64.81	11.10	(28.73)
COMM INS CONTRACTUAL	451.01	308.82	431.25	416.74	472.74	463.22	415.63	438.73	226.61	422.82	414.81	414.72	412.50
COMM INS HOLD REVENUE	167.33	251.75	71.35	104.82	(22.02)	51.02	182.10	244.86	190.89	75.61	(7.55)	180.81	129.29
TOTAL COMM INS ROUTINE	616.34	560.57	502.60	521.56	450.72	504.24	607.73	683.88	417.60	498.43	407.28	595.53	541.80
COMM INS ADV ROUTINE-C	433.13	401.23	387.22	454.31	433.49	540.00	489.34	486.02	392.00	437.73	365.00	-	438.72
COMM INS ADV ROUTINE-I	-	-	-	-	-	-	-	-	-	-	-	-	-
COMM INS ADV ROUTINE-S	-	-	-	-	-	-	-	-	-	-	-	-	-
COMM INS ADV ROUTINE-R	4.60	24.98	(117.74)	9.40	(51.96)	(136.79)	31.16	(49.71)	(43.70)	(0.52)	164.61	-	(20.55)
COMM INS ADV HOLD REVENUE	437.73	426.21	269.48	463.71	381.53	403.21	520.50	416.31	348.30	437.21	529.61	-	418.17
TOTAL COMM INS ADV ROUTINE	437.73	426.21	269.48	463.71	381.53	403.21	520.50	416.31	348.30	437.21	529.61	422.26	418.17
COMM INS ADV REVENUE	437.73	426.21	269.48	463.71	381.53	403.21	520.50	416.31	348.30	437.21	529.61	422.26	418.17
MIP PART A ROUTINE-C	421.34	424.86	418.18	404.52	408.10	421.30	407.85	415.68	414.73	386.31	405.79	422.13	412.97
MIP PART A ROUTINE-S	56.43	56.98	81.60	97.85	90.12	80.52	75.61	83.21	79.63	112.88	90.50	66.79	81.84
MIP PART A CONTRACTUAL	-	-	-	(2.54)	-	7.27	-	1.17	-	4.51	-	-	1.31
MIP PART A ADV-CURRENT	-	-	-	(2.54)	-	(7.27)	-	(1.17)	-	(4.51)	-	-	(1.31)
MIP PART A BAD DEBT	-	-	-	502.37	499.23	501.82	483.46	499.89	494.36	509.19	496.30	485.91	464.82
TOTAL PART A ROUTINE	477.77	481.84	499.79	502.37	499.23	501.82	483.46	499.89	494.36	509.19	496.30	485.91	464.82
MIP PART A ANCILLARY	(0.00)	0.00	0.00	(0.00)	0.00	(0.00)	0.00	0.00	0.00	(0.00)	0.00	(0.00)	0.00
TOTAL MIP PART A REVE	477.77	481.84	499.79	502.37	499.23	501.82	483.46	499.89	494.36	509.19	496.30	485.91	464.82
MIP PART B ANCILLARY	7.34	5.78	7.36	7.00	6.36	9.25	9.29	7.05	6.00	6.62	6.99	9.38	7.39
TOTAL MIP PART B REVE	7.34	5.78	7.36	7.00	6.36	9.25	9.29	7.05	6.00	6.62	6.99	9.38	7.39
TOTAL M2 REVENUE	520.93	512.71	526.82	529.09	514.54	548.32	543.06	542.12	511.13	535.81	531.31	555.57	530.34

BG-4000 -- Monthly Summary--Detail and Payroll Trend
combined 559

#REF!



Select "Actual" or "Budget" - Actual
Select Year: 2014

	Jan 2014	Feb 2014	Mar 2014	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	FY 2014 Actual
P/P ROUTINE-C	420.36	438.93	422.46	448.49	427.77	389.04	380.19	399.49	364.63	375.47	223.75	427.09	403.97
P/P ROUTINE-S	-	-	-	-	-	-	-	-	-	-	-	-	-
P/P ROUTINE-R	(43.16)	(166.22)	(11.94)	(82.02)	(95.72)	(31.82)	(26.43)	(25.93)	(20.78)	(22.94)	225.00	(16.76)	(42.26)
P/P CONTRACTUAL	-	-	15.60	-	11.03	-	-	-	-	-	-	-	1.88
P/P HOLD REVENUE	377.22	270.70	426.14	386.47	343.08	357.43	353.76	373.56	343.85	352.53	446.75	410.33	383.59
TOTAL PRI ROUTINE	(13.64)	4.50	4.83	4.49	4.42	8.61	11.18	0.38	0.69	9.36	0.14	8.58	4.54
P/P ANCILLARY	363.58	275.20	430.97	370.96	347.50	366.04	364.83	373.94	344.54	361.89	448.89	418.91	388.13
MCAID ROUTINE-C	366.05	363.43	352.08	366.09	359.52	359.03	359.98	360.81	362.57	361.69	363.56	363.10	359.10
MCAID ROUTINE-S	-	-	-	-	-	-	-	-	-	-	-	-	-
MCAID ROUTINE-R	(162.28)	(161.65)	(161.95)	(161.80)	(164.15)	(164.34)	(162.32)	(161.81)	(163.94)	(165.27)	(165.99)	(166.10)	(163.86)
MCAID CONTRACTUAL	-	-	-	-	-	-	-	0.00	-	-	-	-	0.00
MCAID ADJ-CURRENT	-	-	-	-	-	-	-	-	-	-	-	-	0.00
MCAID ADJ-INTER	-	-	-	-	0.19	-	-	-	0.06	0.06	-	-	0.03
MCAID HOLD REVENUE	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL MCAID ROUTINE	192.77	191.78	190.14	194.29	195.56	194.69	197.66	199.01	198.99	198.48	196.57	197.00	195.47
MCAID ANCILLARY	(0.00)	0.00	(0.00)	0.00	0.00	0.00	0.00	0.00	-	(0.00)	(0.00)	0.00	0.00
TOTAL MCAID REVENUE	192.77	191.78	190.14	194.29	195.56	194.69	197.66	199.01	198.99	198.48	196.57	197.00	195.47
VA ROUTINE-C	357.50	357.50	352.75	350.00	355.61	354.01	356.59	365.00	363.33	357.73	344.79	356.74	355.17
VA ROUTINE-S	-	-	-	-	-	-	-	-	-	-	-	-	-
VA ROUTINE-R	-	-	-	-	-	-	-	-	-	-	-	-	-
VA CONTRACTUAL	(115.69)	(115.69)	(94.77)	(108.19)	(74.97)	(101.15)	(121.76)	(82.64)	(130.59)	(78.02)	(78.48)	(110.95)	(98.39)
VA HOLD REVENUE	-	-	-	-	-	-	-	-	-	-	10.29	1.65	1.65
TOTAL VA ROUTINE	241.82	241.82	257.98	241.82	280.64	252.87	234.82	262.36	232.75	279.71	275.60	249.44	258.46
VA ANCILLARY	0.00	(0.00)	-	0.00	-	0.00	-	(0.00)	0.00	(0.00)	0.00	0.00	(0.00)
TOTAL VA REVENUE	241.82	241.82	257.98	241.82	280.64	252.87	234.82	262.36	232.75	278.71	275.60	249.44	258.46
HOSPICE ROUTINE-C	350.24	350.00	350.00	350.00	350.00	350.00	350.00	-	-	350.00	350.00	351.54	350.17
HOSPICE ROUTINE-S	-	-	-	-	-	-	-	-	-	-	-	-	-
HOSPICE ROUTINE-R	-	-	-	-	-	-	-	-	-	-	-	-	-
HOSPICE CONTRACTUAL	(156.06)	(155.82)	(155.82)	(152.81)	(152.81)	(152.81)	(149.73)	-	-	(151.76)	(151.76)	(153.30)	(153.62)
HOSPICE HOLD REVENUE	194.18	194.18	194.18	197.19	197.19	197.19	200.27	-	-	198.24	198.24	198.24	196.55
TOTAL HSCP ROUTINE	194.18	194.18	194.18	197.19	197.19	197.19	200.27	-	-	198.24	198.24	198.24	196.55
HOSPICE ANCILLARY	-	-	-	-	0.00	-	-	-	-	-	-	-	0.00
TOTAL HSCP REVENUE	194.18	194.18	194.18	197.19	197.19	197.19	200.27	-	-	198.24	198.24	198.24	196.55
MGD MCAID ROUTINE-C	-	-	-	-	-	-	-	-	-	-	-	-	-
MGD MCAID ROUTINE-S	-	-	-	-	-	-	-	-	-	-	-	-	-
MGD MCAID ROUTINE-R	-	-	-	-	-	-	-	-	-	-	-	-	-
MGD MCAID CONTRACTUAL	-	-	-	-	-	-	-	-	-	-	-	-	-
MGD MCAID ADJ-CURRENT	-	-	-	-	-	-	-	-	-	-	-	-	-
MGD MCAID ADJ-INTER	-	-	-	-	-	-	-	-	-	-	-	-	-
MGD MCAID HOLD REVENUE	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL MGD MCAID ROUT	-	-	-	-	-	-	-	-	-	-	-	-	-
MGD MCAID ANCILLARY	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL MGD MCAID REVE	-	-	-	-	-	-	-	-	-	-	-	-	-



BC-4000 - Monthly Summary - Detail and Payroll Trend
combined: 559

#REF!

Select "Actual" or "Budget" -
Select Year: Actual 2014

	Jan 2014	Feb 2014	Mar 2014	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	FY 2014 Actual
M'CAID O-O-S ROUTINE- M'CAID O-O-S ROUTINE- M'CAID O-O-S ROUTINE- M'CAID O-O-S CONTRACT M'CAID O-O-S ADJ-CURR M'CAID O-O-S ADJ-INT M'CAID O-O-S HOLD REV M'CAID O-O-S RO	-	-	-	-	-	-	-	-	-	-	-	-	-
M'CAID O-O-S ANCILLAR TOTAL M'CAID O-O-S RE	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OTHER	-	-	-	-	-	-	-	-	-	-	-	-	-
MEDICAID IGT MANAGED MEDICAID IGT TOTAL IGT REVENUE	-	-	-	-	-	-	-	-	-	-	-	-	-
CONTRACT SERVICES-NEU TOTAL CONT SERV REVEN	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL PATIENT REVENUE	260.52	255.53	263.27	273.66	259.88	266.43	263.03	266.17	257.50	266.19	250.53	264.74	262.34
PURCH ALLOW-BARB/BEAU RENTAL INCOME VENDING/MACHINE INC POLARIS REVENUE VITALCARE REVENUE WRIGHT REVENUE MGMT FEES-INTERCO CASH/DISC EARNED MISC INC	-	-	-	-	-	-	-	-	-	-	-	-	-
APPLICATION FEE INCOM TOT NON PATIENT REVEN	0.01	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.01	0.01	0.14	0.03
OPERATING EXPENSES													
NURSING ADMIN REGISTERED NURSES GN/GPN LVN/LPN AIDES/ORDERLIES TOTAL STAFF NURSING	8.17 18.20 17.93 32.41 76.70	9.77 14.02 20.61 33.38 77.79	9.10 14.34 20.62 33.59 77.65	9.81 16.30 20.19 33.68 78.17	9.60 14.97 19.48 33.46 77.52	8.13 16.94 19.71 31.53 76.30	7.60 18.59 18.46 33.55 76.19	8.74 16.90 20.60 34.69 80.94	7.89 17.19 19.56 36.53 81.26	7.42 19.21 20.10 34.39 81.13	7.27 18.73 22.40 35.37 83.77	6.71 15.84 23.92 32.03 78.49	8.34 16.71 20.30 33.73 79.06
RN CONTRACT LABOR LVN CONTRACT LABOR AIDES CONTRACT LABOR TOTAL CONTRACT LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
NURSING WAGE TRNSFR NURSING SUPPLIES INCONT & FEED REV INCONT & FEED EXP HH NURSE & MILEAGE E TOTAL OTHER NURSING	1.03 1.60 2.56	1.03 1.55 2.35	0.89 (0.16) 2.05	1.27 (0.07) 3.00	1.14 (0.09) 2.73	0.57 (0.24) 1.99	1.13 (0.10) 3.15	0.83 (0.10) 2.24	0.69 (0.10) 2.20	1.28 (0.13) 2.80	1.19 (0.00) 2.35	0.99 (0.12) 2.55	1.02 (0.12) 2.50
TOTAL NURSING	79.26	80.14	76.70	82.17	80.24	76.29	81.34	83.18	83.47	83.93	86.13	81.04	81.58
ADMINISTRATION CONTRACT LABOR VOCATIONAL COUNSELOR BEHAVIORAL PSYCHOLOGI THERAPEUTIC SPECIALIS REHABILITATION WAGES RESPIRATORY THERAPIST OCCUPATIONAL THERAPIS SPEECH THERAPIST LBR	-	-	-	-	-	-	-	-	-	-	-	-	-



BC-4000 - Monthly Summary -Detail and Payroll Trend
combined \$59

#REF!

Select "Actual" or "Budget":	Actual
Select Year:	2014

	Jan 2014	Feb 2014	Mar 2014	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	FY 2014 Actual
PHYSICAL THERAPIST LB	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL SPECIAL SVCS LB	-	-	-	-	-	-	-	-	-	-	-	-	-



BG-4000 -- Monthly Summary -Detail and Payroll Trend
combined: 559

#REF!

Select "Actual" or "Budget" for
Select Year: Actual
2014

	Jan 2014	Feb 2014	Mar 2014	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	FY 2014 Actual
DAY CARE/CLINIC LBR	-	-	-	-	-	-	-	-	-	-	-	-	-
BARBER/BEAUTY LBR	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL MISC LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
REHAB	20.96	22.32	21.63	23.65	20.93	21.11	21.67	20.52	19.22	20.56	20.17	19.00	20.96
PHYSICAL THERAPY	5.48	7.60	5.44	7.50	5.71	5.38	5.34	5.12	5.15	5.28	5.28	7.43	5.66
OCCUPATIONAL THERAPY	-	0.05	0.08	0.11	0.11	0.13	0.17	0.23	0.11	0.11	0.08	0.04	0.12
SPEECH THERAPY	0.05	0.06	0.09	0.05	0.11	0.26	0.28	0.12	0.07	0.22	0.00	0.01	0.02
IV THERAPY	0.07	2.17	0.24	0.20	-	-	-	-	-	-	0.00	-	0.02
TOTAL REHAB & PHARMACY	26.84	32.19	27.48	32.03	27.36	27.26	26.06	26.49	26.20	26.06	25.62	26.66	27.49
RT	-	-	-	-	-	-	-	-	-	-	-	-	-
X-RAY	-	-	-	-	-	-	-	-	-	-	-	-	-
CENTRAL SUPPLIES	0.92	0.86	0.62	0.82	0.78	0.51	0.98	0.87	0.68	1.06	0.59	0.83	0.80
EQUIPMENT RENT	-	-	-	-	-	-	-	-	-	-	-	-	-
COMPLEX MEDICAL	-	-	-	-	-	-	-	-	-	-	-	-	-
MED SUPPLIES/OXYGEN	1.45	1.23	0.86	1.18	1.47	1.00	1.35	0.81	0.93	1.42	1.01	0.52	1.10
LAB-XRAY	0.52	0.66	0.90	0.67	1.00	0.57	0.60	0.11	(0.09)	0.33	0.14	0.66	0.51
RESPIRATORY THERAPY	0.14	0.17	0.16	0.11	0.12	0.07	-	-	0.01	0.01	0.19	0.09	0.07
NUTRITIONAL THERAPY	(0.11)	-	(0.10)	0.21	0.38	(0.01)	0.07	0.15	(0.04)	0.13	-	-	0.07
DAYCARE	-	-	-	-	-	-	-	-	-	-	-	-	-
MEDICAL SERVICES	0.34	1.67	1.42	0.93	1.27	1.03	1.36	1.08	1.10	1.07	1.22	1.22	1.14
MISC PERSONAL	0.66	0.77	0.73	3.26	2.03	0.72	0.75	0.78	0.79	2.56	6.52	1.25	1.74
TOTAL OTHER ANCILLARY	3.94	5.39	4.58	7.18	7.05	3.86	5.11	3.80	3.36	6.58	9.67	4.56	5.43
TOTAL ANCILLARY EXP	30.78	37.56	32.06	39.21	34.41	31.14	31.16	30.29	29.56	32.62	35.29	31.21	32.92
FOOD SALES	(0.27)	(0.11)	(0.64)	(0.21)	(0.19)	(0.08)	(0.34)	(0.16)	(0.19)	(0.22)	(0.09)	(0.14)	(0.17)
FOOD EXPENSES	5.18	5.09	5.34	6.24	5.34	6.04	7.30	5.44	5.67	6.48	6.40	6.41	5.75
FOOD SUPPLEMENTS	0.06	0.11	0.08	0.04	0.09	0.05	0.08	0.09	0.08	0.11	0.03	0.05	0.07
FOOD THICKENED BEVERA	0.10	0.11	0.10	0.11	0.08	0.05	0.08	0.10	0.08	0.12	0.07	0.10	0.10
TOTAL FOOD RELATED	6.37	6.19	6.77	6.18	6.31	6.10	7.23	5.97	6.25	7.16	6.36	6.71	6.47
SUPERVISORS	1.38	1.55	1.40	1.41	1.33	1.62	1.88	2.00	1.00	1.57	1.94	1.17	1.52
COOK/KITCHEN HELPERS	5.71	5.65	5.71	5.77	5.71	5.40	5.59	5.44	5.57	6.48	6.40	6.41	5.75
DIETARY WAGE TRNSFR	-	0.09	-	-	-	-	-	-	-	-	-	-	0.01
KITCHEN SUPPLIES	0.58	0.57	0.46	0.66	0.47	0.58	1.02	0.56	0.50	0.69	0.53	0.72	0.81
KITCHEN REPLACE	0.11	0.14	(0.00)	0.35	0.17	0.06	0.06	0.18	0.11	0.27	0.21	0.23	0.16
NUTRITION CONSULTANT	-	-	-	-	-	-	-	-	-	-	-	-	-
REGISTERED DIETICIAN	0.96	0.71	1.05	1.01	0.93	0.81	0.81	0.52	1.00	0.86	0.67	0.94	0.87
CULINARY CONTRACT SVCS	0.01	0.03	0.01	0.02	0.01	0.02	0.01	(0.00)	0.02	0.02	0.01	0.01	0.01
APT RESTAURANT WAGES	-	-	-	-	-	-	-	-	-	-	-	-	-
NUTR SERV OIS REV	-	-	-	-	-	-	-	-	-	-	-	-	-
NUTR SERV OIS EXP	-	-	-	-	-	-	-	-	-	-	-	-	-
NUTR SERV LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OTHER DIETARY	8.76	8.74	8.63	9.23	8.62	8.68	9.36	8.70	8.29	8.89	9.76	9.49	8.93
LAUNDRY SRVC INCOME	-	-	-	-	-	-	-	-	-	-	-	-	-
LAUNDRY WAGES	-	-	-	-	-	-	-	-	-	-	-	-	-
LAUNDRY WAGE TRNSFR	-	-	-	-	-	-	-	-	-	-	-	-	-
LAUNDRY SUPPLIES	-	-	-	-	-	-	0.04	-	-	-	-	0.04	0.01
LINEN RENTAL & SRV	-	-	-	-	-	-	-	-	-	-	-	-	-
LINEN REPLACEMENT	0.10	0.04	-	0.08	0.16	0.04	0.04	0.12	0.13	0.24	-	-	0.08
LAUNDRY-CONTRACT SRV	3.37	3.86	3.64	3.53	3.46	3.60	3.58	3.54	3.47	3.53	3.53	3.45	3.55
TOTAL LAUNDRY EXP	3.47	3.90	3.64	3.61	3.62	3.60	3.65	3.66	3.77	3.72	3.53	3.49	3.64
HOUSEKEEPING WAGES	-	-	-	-	-	-	-	-	-	-	-	-	-
HSKP WAGE TRANS	-	-	-	-	-	-	-	-	-	-	-	-	-
HOUSEKEEPING SUPPLIES	0.03	0.03	0.04	0.03	0.48	0.05	0.05	0.02	0.04	0.21	0.08	0.13	0.10
HSKP SUPPLIES	5.06	5.19	5.06	5.30	5.19	5.07	5.09	5.21	5.16	5.43	5.00	5.17	5.33
TOTAL HOUSEKEEPING	5.09	5.22	5.50	5.33	5.66	5.45	5.43	5.33	5.51	5.43	5.36	5.30	5.43



#REF!

[illegible]



BG-4000 -- Monthly Summary -Detail and Payroll Trend
combined 559

#REF!

Select "Actual" or "Budget" -
Select Year: 2014 Actual 2014

	Jan 2014	Feb 2014	Mar 2014	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	FY 2014 Actual
DIETARY SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
ACCOUNTING SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
MARKETING SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
RECORDS SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
REQUIREMENT SALARIE	-	-	-	-	-	-	-	-	-	-	-	-	-
MAINTENANCE SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
CLINICAL SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
PHARMACY SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
PROGRAM COORD WAGES	0.32	0.28	0.39	0.35	0.32	0.36	0.34	0.37	0.32	0.17	0.36	0.24	0.32
OTHER SALARIES	0.52	0.69	0.58	0.63	0.56	0.45	0.53	0.37	0.59	0.52	0.49	0.47	0.53
SYSTEM SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
ADMISSIONS COORD WAGE	-	-	-	-	-	-	-	-	-	-	-	-	-
ADAM WAGES	-	-	-	-	-	-	-	-	-	-	-	-	-
WAGE TRANSFERS	-	-	-	-	-	-	-	-	-	-	-	-	-
BONUS EXPENSE	-	-	-	-	-	-	-	-	-	-	-	-	-
ADMBUS WAGES	6.46	7.14	7.51	6.04	7.32	7.95	7.29	7.45	7.67	7.13	5.61	4.71	7.01
ADMBUS WAGE TRNSFR	-	-	-	-	-	-	-	-	-	-	-	-	-
CENTRAL SUPPLY WAGES	-	-	-	-	-	-	-	-	-	-	-	-	-
WAGDETER WAGES	0.33	0.07	0.05	0.30	0.01	0.45	0.56	0.35	(0.03)	0.18	0.24	0.17	0.09
RECORDS CLERK WAGES	0.65	0.46	0.63	0.53	0.65	0.69	0.64	0.57	0.38	0.44	0.46	0.37	0.46
GUARDSECURITY	-	0.51	0.69	0.53	0.65	0.69	0.64	0.69	0.64	0.69	0.66	0.61	0.64
PROFESSIONAL FEES	0.91	1.17	1.09	1.01	1.05	1.06	1.09	0.96	1.14	0.99	1.01	1.34	1.07
CONTRACT LABOR-OTHER	-	-	-	-	-	-	-	-	-	-	2.30	3.81	0.52
BOARD OF DIRECTORS	-	-	-	-	-	-	-	-	-	-	-	-	-
CENTRAL PLACEMENT	-	-	-	-	-	-	-	-	-	-	-	-	-
INTEGRATED MARKET	6.08	7.20	6.11	6.43	6.55	4.98	6.80	6.64	6.33	6.32	5.87	7.61	6.37
CLINICAL LIAISON ALLOCATED	-	-	-	-	-	-	-	-	-	-	-	-	-
BUSINESS OFFICE SHARED SVC	-	-	-	-	-	-	-	-	-	-	-	-	-
MOVING EXPENSES	-	-	-	-	-	-	-	-	-	-	-	-	-
OFF SUPPLY/STATIONERY	0.31	0.48	0.40	0.34	0.43	0.34	0.41	0.36	0.48	0.44	0.45	0.59	0.42
REALITY ORIENT SUPPLY	0.06	0.07	0.07	0.06	0.05	0.07	0.11	0.08	0.09	0.14	0.06	0.09	0.06
OVERNITE/COURIER SRV	-	0.13	-	0.12	0.12	0.12	0.12	0.12	0.13	0.12	0.00	0.12	0.08
US MAIL-POSTAGE	-	-	-	-	-	-	-	-	-	-	-	-	-
COMPUTER RELATED EXP	0.87	1.28	0.90	0.99	0.87	0.87	0.65	0.90	0.73	0.82	0.85	0.98	0.90
TELEPHONE	0.30	0.30	0.33	0.21	0.30	0.34	0.34	0.30	0.25	0.28	0.28	0.28	0.29
RECRUITMENT/HELP WNTD	0.42	0.00	0.02	0.01	0.27	0.05	0.00	0.00	0.00	0.00	0.00	0.00	0.01
ADVERTISING	0.33	0.33	0.14	0.19	0.04	0.22	0.20	0.30	0.23	0.59	0.21	0.37	0.29
MARKETING/REFERRAL DE	0.04	0.05	0.05	0.05	0.04	0.05	0.05	0.02	0.05	0.04	0.21	0.13	0.08
INSURANCE OTHER	1.00	1.15	1.08	1.05	1.03	1.07	1.06	1.05	1.08	1.03	1.05	1.33	1.08
MALPRACTICE INSURANCE	0.31	0.92	0.46	0.08	0.50	(0.34)	0.56	0.50	0.28	1.19	1.46	3.03	0.75
TRAVEL	0.08	0.08	0.13	0.10	0.09	0.12	0.23	0.08	0.16	0.03	0.09	0.21	0.12
VEHICLE EXPENSE	7.67	2.10	12.31	2.97	3.08	(2.09)	6.47	3.87	1.94	2.70	2.85	3.07	3.92
BAD DEBT EXPENSE	-	-	1.24	-	-	-	-	-	-	-	0.59	0.78	0.22
COLLECTION EXPENSE	0.34	0.66	0.34	0.24	0.32	0.32	0.33	0.33	0.34	1.13	0.56	0.44	0.45
DUES & SUBSCRIPTIONS	-	-	-	-	-	-	-	-	-	-	-	-	-
FREIGHT CHARGES	-	-	-	-	-	-	-	-	-	-	-	-	-
CIVIL MONETARY/STATE	-	-	-	-	-	-	-	-	-	-	-	-	-
PROVIDER TAXES	13.54	15.48	14.62	14.18	19.67	14.45	1.55	14.21	14.62	13.94	14.18	13.84	14.26
MISC GEN & ADMIN	0.19	0.36	0.01	0.19	0.75	0.14	0.13	0.12	0.12	0.16	0.14	0.23	0.21
TOTAL GEN & ADMIN	40.62	40.89	49.06	36.18	56.33	31.22	44.12	39.68	37.55	39.31	39.96	45.23	42.05
NON PATIENT EXPENSE	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OPERATING EXPEN	226.67	232.47	234.76	232.03	244.14	207.76	233.67	219.85	222.32	236.18	233.76	210.68	228.01
RENT - BUILDING	27.34	30.73	29.02	28.16	27.59	28.69	28.53	28.21	29.03	27.86	28.34	27.64	28.40
RENT - LAND	-	-	-	-	-	-	-	-	-	-	-	-	-
RENT - EQUIPMENT	1.23	1.78	1.57	1.52	1.78	1.81	1.74	1.64	1.06	1.14	1.37	1.90	1.48
PROPERTY TAXES	3.19	3.74	3.53	3.43	3.63	3.67	3.67	3.63	3.73	3.56	3.62	3.53	3.53
DEPRECIATION	4.85	5.52	5.19	5.03	4.93	4.99	5.11	5.10	5.22	4.98	5.20	5.08	5.10
AMORTIZATION	-	-	-	-	-	-	-	-	-	-	-	-	-
INTEREST EXPENSE	-	-	-	-	-	-	-	-	-	-	-	-	-
INTEREST INCOME	(0.00)	(0.03)	(0.02)	(0.07)	(0.23)	(0.02)	(0.00)	(0.01)	-	0.00	0.41	(0.03)	(0.03)
INSURANCE - PROPERTY	0.39	0.45	0.42	0.41	0.40	0.42	0.42	0.41	0.42	0.40	0.41	0.12	0.39
BOND TRUSTEE FEES	-	-	-	-	-	-	-	-	-	-	-	-	-
LOCAL TAXES	0.01	0.03	0.01	0.00	0.02	0.02	0.01	0.03	0.01	0.02	0.02	0.01	0.01
LICENSES & TAXES	-	-	-	0.04	-	-	-	-	-	-	-	-	-
FEDERAL INCOME TAX	-	-	-	-	-	-	-	-	-	-	-	-	-
STATE INCOME TAX	-	-	-	-	-	-	-	-	-	-	-	-	-
MANAGEMENT FEES	15.14	15.42	15.81	14.99	15.17	15.46	15.91	15.73	16.40	15.63	15.42	9.81	15.06



BG-4000 - Monthly Summary -Detail and Payroll Trend
combined: 559

#REF!

Select "Actual" or "Budget" Select Year:	Actual 2014
---	----------------

MANAGEMENT FEES

Jan 2014	Feb 2014	Mar 2014	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sep 2014	Oct 2014	Nov 2014	Dec 2014	FY 2014 Actual
52.15	57.84	55.54	53.50	52.97	54.61	55.38	54.15	55.88	53.59	54.38	48.05	53.93



Select "Actual" or "Budget":
Select Year: 2014

CENSUS

Commercial Insurance Patient Days	242	215	79	90
Medicare Advantage Patient Days	175	164	177	88
Medicare Patient Days	1,797	1,905	1,675	1,821
Total M2	2,214	2,284	1,931	1,999
Private Patient Days	547	692	817	526
Medicaid Patient Days	9,116	9,126	9,385	9,761
VA Patient Days	178	230	128	307
Hospice Patient Days	158	165	41	70
Medicaid Managed Patient Days	-	-	-	-
Medicaid Out-of-State Patient Days	-	-	-	-

Total Paid Census

12,213	12,497	12,302	12,663
12,075	12,384	12,227	12,576

Operating Census

ROUTINE REVENUE	95,745	94,588	30,572	37,222
COMMERCIAL INS	71,404	67,530	74,789	38,752
MEDICARE ADVANTAGE	874,100	954,734	824,510	908,336
MEDICARE PART A	1,041,249	1,117,052	929,871	984,310

PRIVATE	201,971	246,025	291,295	168,900
MEDICAD	1,746,560	1,778,325	1,863,447	1,919,830
VA	44,013	60,245	31,960	81,662
HOSPICE	30,680	32,536	8,211	13,877
M2D M2AD	-	-	-	-
M2AD O-O-S	-	-	-	-
CONTRACT SERVICES-NEURO	-	-	-	-

TOTAL ROUTINE REVENUE

3,064,473	3,224,783	3,124,785	3,198,579
-----------	-----------	-----------	-----------

ANCILLARY REVENUE

COMMERCIAL INSURANCE	38,970	12,559	15,902	12,555
MEDICARE ADVANTAGE	-	(0)	2,472	0
MEDICARE PART A	0	0	0	(0)
MEDICARE PART B	71,473	79,831	78,170	83,335
PRIVATE	(1,117)	4,728	3,188	4,933
MEDICAD	0	0	0	(0)
VA	0	0	(0)	(0)
HOSPICE	-	-	-	-
M2D M2AD	-	-	-	-
M2AD O-O-S	-	-	-	-

TOTAL ANCILLARY REVENUE

109,326	97,068	101,733	100,823
---------	--------	---------	---------

MEDICAD IGT

MANAGED MEDICAD IGT	-	-	-	-
TOTAL IGT REVENUE	-	-	-	-

TOTAL PATIENT REVENUE

3,173,799	3,321,851	3,226,518	3,299,402
-----------	-----------	-----------	-----------

NON PATIENT REVENUE

201	232	255	708
-----	-----	-----	-----

TOTAL NET REVENUE

3,174,000	3,322,083	3,226,773	3,300,110
-----------	-----------	-----------	-----------

Bad Debt % of Revenue

2.9%	0.5%	1.6%	1.1%
------	------	------	------

OPERATING EXPENSES

NURSING	973,158	1,002,866	1,016,866	1,059,644
SPECIAL SERV LABOR	-	-	-	-
MISCELLANEOUS LABOR	-	-	-	-
REHAB & PHARMACY	350,768	380,945	322,947	330,667
OTHER ANCILLARY	55,207	75,577	50,322	87,543
CONTRACTED	18,117	17,445	18,758	65,415
OTHER DIETARY	108,717	111,717	108,031	108,717
LAUNDRY	44,713	45,142	46,176	45,333
HOUSEKEEPING	66,810	68,622	68,686	68,006
MAINTENANCE	64,271	57,862	52,007	74,070
UTILITIES	98,730	61,288	64,926	69,540
ACTIVITIES	40,072	39,441	35,210	41,326
PROF/CONSULTANTS	42,399	46,305	49,074	49,354

2.7	2.4	0.9	1.0
1.0	1.8	0.9	1.0
20.0	20.9	18.2	19.8
24.6	25.1	21.0	21.7
6.1	7.6	8.9	5.7
101.3	100.3	102.0	106.1
2.0	2.5	1.4	3.3
1.8	1.8	0.4	0.8
-	-	-	-
135.7	137.3	133.7	137.6
134.2	136.1	132.9	136.7

395.64	440.41	398.99	413.58
408.02	412.38	422.53	440.38
489.42	501.17	492.24	498.81
470.30	489.08	481.55	492.40
360.23	395.39	356.54	378.14
191.59	194.86	198.56	196.68
247.26	261.94	249.69	266.00
194.18	197.19	200.27	198.24
-	-	-	-
250.92	255.84	254.01	252.59

161.03	58.18	213.86	136.50
(0)	(0.00)	13.87	(0.00)
0	0.00	0.00	0.00
6.86	7.54	7.45	7.69
(2.04)	6.83	3.90	9.38
0	0.00	0.00	(0.00)
(0)	0.00	(0.00)	(0.00)
-	-	-	-
6.95	7.77	8.27	7.96

259.87	266.61	262.26	260.55
0.02	0.02	0.02	0.06
259.89	266.63	262.30	260.61
2.9%	0.5%	1.6%	1.1%

79.68	80.25	82.66	83.68
-	-	-	-
28.72	28.88	28.25	28.11
4.60	6.06	4.09	6.91
6.45	6.20	6.48	6.75
3.71	3.84	3.70	3.58
5.45	5.49	5.42	5.37
5.26	4.61	4.23	5.85
8.08	4.90	5.28	5.49
3.28	3.16	2.86	3.26
3.47	3.71	3.99	3.90



Select "Actual" or "Budget" Select Year Actual 2014

	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
EMPLOYEE BENEFITS	334,112	329,809	346,466	280,387	-	27,36	26,39	22,14
TRAINING	44,516	42,072	34,990	36,008	-	3,64	3,37	2,64
GEN-ADMIN	531,186	534,303	497,793	525,795	-	43,49	42,75	41,52
DEPRECIATION	-	-	-	-	-	-	-	-
NON-PATIENT EXPENSE	-	-	-	-	-	-	-	-
OPERATING EXPENSES	2,831,837	2,852,085	2,770,565	2,871,850	-	231,87	228,22	225,21
								228,79
OPX EXCL RHBP/HB/DPTX	2,212,747	2,297,153	2,219,975	2,327,718	-	181,18	183,82	180,46
								183,82
OPER INC B/F PROPERTY	342,163	478,998	456,208	428,280	0	28,02	38,41	37,08
OPER INC B/F PROPERTY %	32.1%	43.3%	42.3%	38.5%		32.1%	43.3%	42.3%
								33,82
								38.5%
OTHER PROPERTY	42,413	42,413	45,209	45,209	-	3,47	3,39	3,67
PROPERTY TAX	5,139	5,139	5,139	3,933	-	0,42	0,41	0,42
INSURANCE PROPERTY	190	156	199	174	-	0,02	0,01	0,02
LOCAL TAXES	156	156	199	174	-	0,02	0,01	0,02
LICENSE AND TAXES	156	156	199	174	-	0,02	0,01	0,02
OTHER PROPERTY	47,742	47,856	50,547	49,316	-	3,91	3,83	4,11
								3,89
GAIN/LOSS ON SALE	-	-	-	45	-	-	-	0,00
PRIOR YR-CONTRACTUAL	-	-	-	(4,912)	-	-	-	(0,39)
W/C RETRO ADJ	-	-	-	-	-	-	-	-
PRIOR YEAR ADJ	-	-	-	-	-	-	-	-
PRIOR MONTH ADJ-REVENUE	-	-	-	-	-	-	-	-
CAPITAL PROJECT EXPENSE	-	-	-	-	-	-	-	-
PROOF OF CLAIM-OTHER	-	-	-	-	-	-	-	-
								(0,38)
EBITDARM	284,421	432,142	405,661	374,077	-	24,11	34,58	29,54
EBITDARM %	27.5%	39.0%	37.5%	33.5%		27.5%	39.0%	33.5%
OTHER FIXED	63,467	62,252	63,304	64,409	-	5,17	4,98	5,15
DEPRECIATION/MORT	353,043	351,643	351,643	353,824	-	28,96	28,14	27,94
RENT - BUILDING	-	-	-	-	-	-	-	-
RENT - LAND	18,476	20,447	15,765	18,651	-	1,51	1,64	1,28
RENT - EQUIPMENT	-	-	-	-	-	-	-	-
INTEREST EXPENSE	(174)	(1,340)	(31)	(138)	-	(0,01)	(0,11)	(0,01)
INTEREST INCOME	188,692	190,017	196,972	172,211	-	15,45	15,21	13,60
MANAGEMENT FEE	623,805	623,020	627,653	608,957	-	51,08	49,85	51,02
OTHER FIXED	(77,899)	60,052	38,253	1,601	0	(6,36)	4,81	0,13
EBITDAM	-2,4%	1.8%	1.2%	0.0%		-2,4%	1,8%	0,0%
EBITDAM %	(140,866)	(2,201)	(25,051)	(62,807)	0	(11,53)	(0,18)	(2,04)
EBITM %	-4,4%	-0,1%	-0,8%	-1,9%		-4,4%	-0,1%	-0,8%
EBITM	105,729	243,124	208,688	201,868	-	8,68	19,37	16,98
EBITDAR	3,3%	7,3%	6,5%	6,1%		3,3%	7,3%	6,5%
EBITDAR %	(329,384)	(190,879)	(221,983)	(234,880)	-	(26,97)	(15,27)	(18,05)
EBT %	-10,4%	-5,7%	-8,9%	-7,1%		-10,4%	-5,7%	-8,9%
EBT	-	-	-	-	-	-	-	-
NON-RECURRING / NC	-	-	-	-	-	-	-	-
*NET FIN INC(L) *	(329,384)	(190,879)	(221,983)	(234,880)	-	(26,97)	(15,27)	(18,05)
								(18,55)



Select "Actual" or "Budget":
Select Year: Actual 2014

*TOTAL LABOR:									
NSG REGULAR LABOR	782,952	804,516	784,448	779,389		64.05	64.41	63.77	61.55
NSG OVERTIME LABOR	74,011	78,823	86,586	97,689		7.08	6.32	6.96	7.71
NSG PREMIUM LABOR	88,495	86,748	115,596	150,029		7.25	6.94	9.40	11.85
NSG CONTRACT LABOR									
TOTAL NURSING LABOR	944,758	970,547	986,710	1,027,086		77.36	77.67	80.13	81.11
OTHER ROUTINE LABOR	311,883	328,089	313,687	308,040		25.54	26.25	25.50	24.33
OTHER OVERTIME LABOR	12,673	11,925	11,334	11,371		1.04	0.95	0.92	0.90
OTHER PREMIUM LABOR	4,023	2,920	2,942	4,665		0.33	0.23	0.21	0.37
OTHER CONTRACT LABOR				25,830					2.04
TOTAL OTHER LABOR	328,579	342,935	327,963	349,907		26.90	27.44	26.63	27.63
ANCILLARY LABOR									
ANCILLARY OVERTIME LABOR									
ANCILLARY PREMIUM LABOR									
ANCILLARY CONTRACT LABOR									
TOTAL OTHER LABOR									
*TOTAL LABOR *	1,273,337	1,313,582	1,313,373	1,376,993		104.26	105.11	106.76	108.74

LABOR & BENEFITS % OF NET REVENUE									
	50.6%	49.3%	51.4%	50.2%		50.6%	49.3%	51.4%	50.2%
*TOTAL HOURS *									
REGULAR NSG HOURS	38,447	39,984	39,543	39,067		3.15	3.17	3.21	3.09
OVERTIME NSG HOURS	2,475	2,716	3,025	3,440		0.20	0.22	0.25	0.27
CONTRACT NSG HOURS									
TOTAL NURSING HOURS	40,922	42,380	42,568	42,507		3.35	3.39	3.46	3.36
OTHER ROUTINE HOURS	16,315	17,113	16,728	16,888		1.34	1.37	1.36	1.33
OTHER OVERTIME HOURS	424	417	366	340		0.03	0.03	0.03	0.03
OTHER CONTRACT HOURS				368					0.03
TOTAL OTHER HOURS	16,739	17,530	17,094	17,596		1.37	1.40	1.39	1.39
ANCILLARY OVERTIME HOURS									
ANCILLARY CONTRACT HOURS									
TOTAL ANCILLARY HOURS									
*TOTAL HOURS *	57,661	59,910	59,662	60,103		4.72	4.79	4.85	4.75

TOTAL OVERTIME HOURS									
	2889.67	3133.68	3390.79	3779.63		0.24	0.25	0.28	0.30
OVERTIME AS % of TOTAL HOURS									
	5.0%	5.2%	5.7%	6.3%		5.0%	5.2%	5.7%	6.3%
WAGE RATES									
NURSING	23.09	22.90	23.16	24.16		23.09	22.90	23.16	24.16
OTHER	19.63	19.56	19.17	19.89		19.63	19.56	19.17	19.89
ANCILLARY									
*TOTAL WAGE RATES *	22.08	21.83	22.01	22.91		22.08	21.83	22.01	22.91
EBITDARM MARGIN									
	9.3%	13.0%	12.6%	11.3%		9.3%	13.0%	12.6%	11.3%



Select "Actual" or "Budget": Actual
Select Year: 2014

	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
G & A	318,789	386,056	318,464	350,832	-	26.10	30.89	27.71
MANAGEMENT FEE	189,692	190,017	196,972	172,211	-	15.45	15.21	13.60
OTHER OPERATING	256,372	212,734	212,315	227,893	-	20.69	17.02	18.00
CONTROLLABLES								
NURSING SUPPLIES/CONT	28,400	32,219	31,156	32,558	-	2.33	2.56	2.57
PHARMACEUTICALS	1,174	1,174	1,173	1,179	-	0.09	0.14	0.14
RAW FOOD EXPENSE	77,743	78,691	79,773	84,553	-	6.37	6.74	6.80
DIETARY SUPPLIES	7,578	9,682	9,959	11,225	-	0.62	0.77	0.89
FOOD SUPPLEMENTS	868	754	1,028	832	-	0.06	0.06	0.07
LAUNDRY SUPPLIES	-	-	-	-	-	-	-	-
LINEN REPLACEMENT	575	1,005	1,186	1,018	-	0.05	0.08	0.08
HOUSEKEEPING SUPPLIES	-	-	-	-	-	-	-	-
MAINTENANCE & REPAIR	19,759	19,641	17,951	27,185	-	1.62	1.57	2.15
MINOR EQUIP EXPENSE	4,727	5,190	3,239	8,544	-	0.39	0.42	0.26
OFFICE SUPPLIES	4,793	4,662	5,209	6,264	-	0.39	0.37	0.42
POSTAGE/OVERNIGHT COURIER	1,308	1,757	2,642	2,204	-	0.11	0.14	0.17
MARKETING	3,765	3,072	3,066	5,032	-	0.31	0.25	0.25
BAD DEBT	91,188	18,884	50,540	36,361	-	7.47	1.35	2.87
TOTAL CONTROLLABLES	242,212	173,281	206,679	217,528	-	19.83	13.87	17.18
TOT CONTROL-BAD DEBT	151,023	156,397	156,139	181,164	-	12.37	12.51	14.31
ADMISSIONS								
Commercial Insurance Admissions	9	9	6	2	-	9	9	6
Medicare Advantage Admissions	3	9	6	3	-	3	9	6
Medicare Admissions	59	60	64	57	-	59	60	57
Total M2 Admissions	71	78	76	62	-	71	78	62
Private Admissions	3	5	3	3	-	3	5	3
Medicaid Admissions	4	8	4	13	-	4	8	4
VA Admissions	1	3	3	4	-	1	3	4
Hospice Admissions	0	0	0	1	-	0	0	1
Managed Medicaid Admissions	0	0	0	0	-	0	0	0
Medicaid - Out of State Admissions	0	0	0	0	-	0	0	0
TOTAL ADMISSIONS	79	94	86	83	-	79	94	83



Select "Actual" or "Budget"
Select Year: Actual
2014

*** GL4000 DETAIL REPORT ***

CENSUS

Commercial Insurance Patient Days	242	215	79	90	-	2.7	2.4	0.9	1.0
Medicare Advantage Patient Days	175	164	177	88	-	1.9	1.8	1.9	1.0
Medicare Patient Days	1,797	1,905	1,675	1,821	-	20.0	20.9	18.2	19.8
Total M2 Days	2,214	2,284	1,931	1,999	-	24.6	25.1	21.0	21.7
Private Patient Days	547	692	817	526	-	6.1	7.6	8.9	5.7
Medicaid Patient Days	9,116	9,126	9,385	9,781	-	101.3	100.3	102.0	106.1
VA Patient Days	178	230	128	307	-	2.0	2.5	1.4	3.3
Hospice Patient Days	158	165	41	70	-	1.8	1.8	0.4	0.8
Medicaid Managed Patient Days	-	-	-	-	-	0.0	0.0	0.0	0.0
Medicaid Out-of-State Patient Days	-	-	-	-	-	0.0	0.0	0.0	0.0
Total Paid Census	12,213	12,497	12,302	12,663	-	135.7	137.3	133.7	137.6
Private Holding Days	7	5	-	-	-	0.1	0.1	0.0	0.0
Commercial Insurance Holding Days	-	-	-	-	-	0.0	0.0	0.0	0.0
Medicare Advantage Holding Days	-	-	-	-	-	0.0	0.0	0.0	0.0
Medicaid Holding Days	131	108	75	80	-	1.5	1.2	0.8	0.9
VA Holding Days	-	-	-	7	-	0.0	0.0	0.0	0.1
Hospice Holding Days	-	-	-	-	-	0.0	0.0	0.0	0.0
Managed Medicaid Holding Days	-	-	-	-	-	0.0	0.0	0.0	0.0
Medicaid Out - of - State Holding Days	-	-	-	-	-	0.0	0.0	0.0	0.0
Total Hold Census	-	-	-	-	-	0.0	0.0	0.0	0.0
Total Census	12,213	12,497	12,302	12,663	-	135.7	137.3	133.7	137.6

PATIENT REVENUE

COMM INS ROUTINE-C	112,930	92,275	35,625	35,380	-	486.65	429.19	450.95	393.11
COMM INS ROUTINE-S	-	-	-	-	-	-	-	-	-
COMM INS ROUTINE-I	-	-	-	-	-	-	-	-	-
COMM INS ROUTINE-R	(17,184)	2,413	(5,053)	1,842	-	(71.01)	11.22	(63.96)	20.47
COMM INS CONTRACTUAL	-	-	-	-	-	-	-	-	-
COMM INS HOLD REVENUE	-	-	-	-	-	-	-	-	-
TOTAL COMM INS ROUTIN	95,746	94,688	30,572	37,222	-	395.64	440.41	386.99	413.58
COMM INS ANCILLARY	-	-	-	-	-	-	-	-	-
TOTAL COMM INS REVENUE	38,970	12,509	16,902	12,555	-	161.03	58.18	213.96	138.50
MCARE ADV ROUTINE-C	134,716	107,197	47,475	48,777	-	556.88	498.59	600.95	553.08
MCARE ADV ROUTINE-S	-	-	-	-	-	-	-	-	-
MCARE ADV ROUTINE-I	72,740	76,415	78,910	36,920	-	415.66	465.95	445.82	419.55
MCARE ADV ROUTINE-R	-	-	-	-	-	-	-	-	-
MCARE ADV CONTRACTUAL	(1,336)	(8,765)	(4,121)	1,632	-	(7.64)	(53.57)	(23.28)	20.82
MCARE ADV HOLD REVENUE	-	-	-	-	-	-	-	-	-
TOTAL MC ADV ROUTINE	71,404	67,630	74,789	38,752	-	408.02	412.38	422.53	440.36
MCARE ADV ANCILLARY	-	-	-	-	-	-	-	-	-
TOTAL MC ADV REVENUE	71,404	67,630	77,281	38,752	-	408.02	412.38	436.50	440.36
MIP PART A ROUTINE-C	757,277	782,446	691,333	741,506	-	421.41	410.73	412.74	407.20
MIP PART A ROUTINE-S	-	-	-	-	-	-	-	-	-
MIP PART A CONTRACTUAL	116,823	172,289	133,177	168,831	-	65.01	90.44	79.51	91.62
MIP PART A ADJ-CURREN	-	5,758	678	3,002	-	3.02	3.02	0.40	1.65
MIP PART A BAD DEBT	-	(5,758)	(678)	(3,002)	-	-	(3.02)	(0.40)	(1.65)
TOTAL PART A ROUTINE	874,100	954,734	824,510	908,336	-	486.42	501.17	492.24	498.81
MIP PART A ANCILLARY	-	-	-	-	-	-	-	-	-
TOTAL MIP PART A REVE	874,100	954,734	824,510	908,336	-	486.42	501.17	492.24	498.81
MIP PART B ANCILLARY	71,473	79,831	79,170	83,335	-	6.13	6.76	6.89	6.87
TOTAL MIP PART B REVE	71,473	79,831	79,170	83,335	-	6.13	6.76	6.89	6.87
TOTAL M2 REVENUE	1,151,692	1,209,392	1,028,416	1,080,200	-	520.19	529.51	532.58	540.37



Select "Actual" or "Budget" Select Year: Actual 2014

PIP ROUTINE - C	232,928	283,810	311,085	215,230	-	425.83	410.13	380.76	409.18
PIP ROUTINE - S	-	-	-	-	-	-	-	-	-
PIP ROUTINE - I	-	-	-	-	-	-	-	-	-
PIP CONTRACTUAL	(34,217)	(38,785)	(19,780)	(16,330)	-	(62.55)	(56.05)	(24.22)	(31.05)
PIP HOLD REVENUE	3,260	1,600	2,31	-	-	5.86	2.31	-	-
TOTAL PRI ROUTINE	201,971	246,625	291,295	198,900	-	369.23	356.39	356.54	378.14
PIP ANCILLARY	(1,117)	4,728	3,188	4,933	-	(2.94)	6.83	3.90	9.38
TOTAL PRI REVENUE	200,854	251,353	294,483	203,833	-	367.19	363.23	360.44	387.52
M'CAID ROUTINE - C	3,226,355	3,269,270	3,389,065	3,541,300	-	353.92	358.24	381.12	392.80
M'CAID ROUTINE - S	-	-	-	-	-	-	-	-	-
M'CAID ROUTINE - I	-	-	-	-	-	-	-	-	-
M'CAID CONTRACTUAL	(1,479,796)	(1,491,537)	(1,525,821)	(1,621,669)	-	(162.33)	(163.44)	(162.56)	(166.14)
M'CAID ADJ-CURRENT	-	-	-	-	-	-	-	-	-
M'CAID ADJ-INTER	-	-	3	-	-	-	0.06	0.02	0.02
M'CAID HOLD REVENUE	-	592	200	188	-	-	-	-	-
TOTAL M'CAID ROUTINE	1,746,560	1,778,325	1,863,447	1,919,830	-	191.59	194.86	196.56	196.68
M'CAID ANCILLARY	0	0	0	(0)	-	0.00	0.00	0.00	0.00
TOTAL M'CAID REVENUE	1,746,560	1,778,325	1,863,447	1,919,830	-	191.59	194.86	196.56	196.68
VA ROUTINE - C	63,350	81,340	46,300	108,420	-	355.80	353.65	381.72	353.16
VA ROUTINE - S	-	-	-	-	-	-	-	-	-
VA ROUTINE - I	-	-	-	-	-	-	-	-	-
VA CONTRACTUAL	(19,337)	(21,095)	(14,340)	(28,175)	-	(108.64)	(91.72)	(112.03)	(91.77)
VA HOLD REVENUE	-	-	-	1,417	-	-	-	-	4.61
TOTAL VA ROUTINE	44,013	60,245	31,960	81,662	-	247.26	261.94	249.69	266.00
VA ANCILLARY	0	0	(0)	(0)	-	0.00	0.00	0.00	0.00
TOTAL VA REVENUE	44,013	60,245	31,960	81,662	-	247.26	261.94	249.69	266.00
HOSPICE ROUTINE - C	55,315	57,750	14,350	24,550	-	350.09	350.00	350.00	350.86
HOSPICE ROUTINE - S	-	-	-	-	-	-	-	-	-
HOSPICE ROUTINE - I	-	-	-	-	-	-	-	-	-
HOSPICE ROUTINE - R	-	-	-	-	-	-	-	-	-
HOSPICE CONTRACTUAL	(24,835)	(25,214)	(6,138)	(10,683)	-	(155.91)	(152.81)	(148.73)	(152.62)
HOSPICE HOLD REVENUE	30,680	32,536	8,211	13,877	-	194.18	197.19	200.27	198.24
TOTAL HSCP ROUTINE	30,680	32,536	8,211	13,877	-	194.18	197.19	200.27	198.24
HOSPICE ANCILLARY	-	0	-	-	-	-	0.00	-	-
TOTAL HSCP REVENUE	30,680	32,536	8,211	13,877	-	194.18	197.19	200.27	198.24
MGD M'CAID ROUTINE - C	-	-	-	-	-	-	-	-	-
MGD M'CAID ROUTINE - S	-	-	-	-	-	-	-	-	-
MGD M'CAID ROUTINE - I	-	-	-	-	-	-	-	-	-
MGD M'CAID ROUTINE - R	-	-	-	-	-	-	-	-	-
MGD M'CAID CONTRACTUAL	-	-	-	-	-	-	-	-	-
MGD M'CAID ADJ-CURRENT	-	-	-	-	-	-	-	-	-
MGD M'CAID ADJ-INTER	-	-	-	-	-	-	-	-	-
MGD M'CAID HOLD REVENUE	-	-	-	-	-	-	-	-	-
TOTAL MGD M'CAID ROUT	-	-	-	-	-	-	-	-	-
MGD M'CAID ANCILLARY	-	-	-	-	-	-	-	-	-
TOTAL MGD M'CAID REVE	-	-	-	-	-	-	-	-	-



Select "Actual" or "Budget" -
Select Year: Actual 2014

	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
MCAID O-O-S ROUTINE-	-	-	-	-	-	-	-	-	-	-	-	-
MCAID O-O-S ROUTINE-	-	-	-	-	-	-	-	-	-	-	-	-
MCAID O-O-S ROUTINE-	-	-	-	-	-	-	-	-	-	-	-	-
MCAID O-O-S CONTRACT	-	-	-	-	-	-	-	-	-	-	-	-
MCAID O-O-S ADJ-CURR	-	-	-	-	-	-	-	-	-	-	-	-
MCAID O-O-S ADJ-INTL	-	-	-	-	-	-	-	-	-	-	-	-
MCAID O-O-S HOLD REV	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL MCAID O-O-S RO	-	-	-	-	-	-	-	-	-	-	-	-
MCAID O-O-S ANCILLAR	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL MCAID O-O-S RE	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OTHER	-	-	-	-	-	-	-	-	-	-	-	-
MEDICAID IGT	-	-	-	-	-	-	-	-	-	-	-	-
MANAGED MEDICAID IGT	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL IGT REVENUE	-	-	-	-	-	-	-	-	-	-	-	-
CONTRACT SERVICES NEU	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL CONT SERV REVEN	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL PATIENT REVENUE	3,173,799	3,331,851	3,226,518	3,299,402	-	259,87	266,61	282,28	260,55	-	-	-
PURCH ALLOW-BARE/BEAU	-	-	-	-	-	-	-	-	-	-	-	-
SUBLEASE INCOME	-	-	-	-	-	-	-	-	-	-	-	-
RENTAL INCOME	-	-	-	-	-	-	-	-	-	-	-	-
VENDING MACHINE INC	117	105	79	86	-	0.01	0.01	0.01	0.01	-	-	-
POLARIS REVENUE	-	-	-	-	-	-	-	-	-	-	-	-
VITALCARE REVENUE	-	-	-	-	-	-	-	-	-	-	-	-
NIGHT FEES-MANAGED	-	-	-	-	-	-	-	-	-	-	-	-
WASH FEES-RECEIVED	-	-	-	-	-	-	-	-	-	-	-	-
CASH DISC EARNED	84	126	168	76	-	0.01	0.01	0.01	0.01	-	-	-
MISC INC.	-	-	20	546	-	-	-	-	-	-	-	-
APPLICATION FEE INCOM	-	-	-	-	-	-	-	-	-	-	-	-
TOT NON PATIENT REVEN	201	232	255	708	-	0.02	0.02	0.02	0.06	-	-	-
OPERATING EXPENSES												
NURSING ADMIN	109,683	114,841	99,396	90,333	-	8.98	9.19	8.08	7.13	-	-	-
REGISTERED NURSES	190,720	196,493	216,003	226,861	-	15.62	15.72	17.56	17.92	-	-	-
GN/GPN	-	-	-	-	-	-	-	-	-	-	-	-
LVLNLPN	240,042	247,320	240,447	260,408	-	19.65	19.79	19.55	22.14	-	-	-
AIDES/ORDERLIES	404,314	411,992	429,865	429,464	-	33.11	32.97	34.94	33.92	-	-	-
TOTAL STAFF NURSING	944,758	970,647	985,710	1,027,066	-	77.36	77.67	80.13	81.11	-	-	-
RN CONTRACT LABOR	-	-	-	-	-	-	-	-	-	-	-	-
LVN CONTRACT LABOR	-	-	-	-	-	-	-	-	-	-	-	-
AIDES CONTRACT LABOR	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL CONTRACT LABOR	-	-	-	-	-	-	-	-	-	-	-	-
NURSING WAGE TRNSFR	-	-	-	-	-	-	-	-	-	-	-	-
NURSING SUPPLIES	12,029	12,484	11,314	14,637	-	0.98	1.00	0.92	1.16	-	-	-
INCONT & FEED REV	(1,787)	(1,683)	(1,120)	(1,120)	0	(0.15)	(0.13)	(0.11)	(0.09)	-	-	-
INCONT & FEED EXP	18,158	21,417	21,241	18,040	-	1.49	1.71	1.73	1.50	-	-	-
HPI NURSE & MILEAGE E	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OTHER NURSING	28,400	32,219	31,166	32,558	-	2.33	2.58	2.53	2.57	-	-	-
TOTAL NURSING	973,158	1,002,866	1,016,866	1,059,644	-	79.68	80.25	82.66	83.68	-	-	-
ADMINISTRATION	-	-	-	-	-	-	-	-	-	-	-	-
CONTRACT LABOR	-	-	-	-	-	-	-	-	-	-	-	-
VOCATIONAL COUNSELOR	-	-	-	-	-	-	-	-	-	-	-	-
BEHAVIORAL PSYCHOLOGI	-	-	-	-	-	-	-	-	-	-	-	-
THERAPEUTIC SPECIALIS	-	-	-	-	-	-	-	-	-	-	-	-
REHABILITATION WAGES	-	-	-	-	-	-	-	-	-	-	-	-
RESPIRATORY THERAPIST	-	-	-	-	-	-	-	-	-	-	-	-
OCCUPATIONAL THERAPIS	-	-	-	-	-	-	-	-	-	-	-	-
SPEECH THERAPIST LBR	-	-	-	-	-	-	-	-	-	-	-	-



Select "Actual" or "Budget"	Select Year
Actual	2014

PHYSICAL THERAPIST LB
TOTAL SPECIAL SVCS LB

Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-



Select "Actual" or "Budget" -
Select Year: Actual 2014

	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DAY CARE/CLINIC LBR	-	-	-	-	-	-	-	-	-	-	-	-
BARBER/BEAUTY LBR	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL MISC LABOR	-	-	-	-	-	-	-	-	-	-	-	-
REHAB	263,805	273,220	251,922	252,089	-	21,60	20,48	19,91	-	-	-	-
PHARMACY	74,890	77,496	56,606	72,081	6,13	6,20	4,60	5,69	-	-	-	-
PHYSICAL THERAPY	528	2,332	2,105	974	0,04	0,19	0,17	0,08	-	-	-	-
OCCUPATIONAL THERAPY	1,833	1,763	1,960	1,404	0,15	0,15	0,16	0,11	-	-	-	-
SPEECH THERAPY	239	851	-	19	0,02	0,07	-	0,00	-	-	-	-
IV THERAPY	9,503	5,283	10,354	4,100	0,78	0,42	0,84	0,32	-	-	-	-
TOTAL REHAB & PHARMACY	380,766	360,445	322,947	330,667	28,72	28,88	28,25	26,11	-	-	-	-
RT	-	-	-	-	-	-	-	-	-	-	-	-
X-RAY	-	-	-	-	-	-	-	-	-	-	-	-
CENTRAL SUPPLIES	9,868	8,801	10,420	10,504	0,81	0,70	0,85	0,83	-	-	-	-
EQUIPMENT RENT	-	-	-	-	-	-	-	-	-	-	-	-
COMPLEX MEDICAL	-	-	-	-	-	-	-	-	-	-	-	-
MED SUPPLIES/OXYGEN	14,512	15,267	12,638	12,423	1,19	1,22	1,03	0,98	-	-	-	-
LAB-XRAY	8,445	9,318	2,541	4,803	0,69	0,75	0,21	0,38	-	-	-	-
RESPIRATORY THERAPY	1,258	1,219	1,204	1,204	0,10	0,10	-	0,10	-	-	-	-
NUTRITIONAL THERAPY	(186)	2,440	740	541	(0,02)	0,20	0,06	0,04	-	-	-	-
DAYCARE	-	-	-	-	-	-	-	-	-	-	-	-
MEDICAL SERVICES	13,577	13,520	14,509	14,806	1,11	1,08	1,18	1,17	-	-	-	-
MISC PERSONAL	8,743	25,111	9,475	43,261	0,72	2,01	0,77	3,42	-	-	-	-
TOTAL OTHER ANCILLARY	56,207	75,877	50,322	87,543	4,80	6,06	4,09	6,91	-	-	-	-
TOTAL ANCILLARY EXP	407,006	436,322	373,269	418,210	33,33	34,94	30,34	33,03	-	-	-	-
FOOD SALES	(1,718)	(2,025)	(2,864)	(1,916)	(0,14)	(0,16)	(0,23)	(0,15)	-	-	-	-
FOOD EXPENSES	78,10	77,524	80,358	85,262	6,41	6,21	6,54	6,73	-	-	-	-
FOOD SUPPLEMENTS	1,698	1,754	1,822	1,822	0,16	0,16	0,16	0,16	-	-	-	-
FOOD THICKENED BEVERA	1,227	1,132	1,185	1,217	0,10	0,09	0,10	0,10	-	-	-	-
TOTAL FOOD RELATED	78,717	77,445	79,759	85,415	6,45	6,20	6,48	6,75	-	-	-	-
SUPERVISORS	17,589	18,150	20,035	19,709	1,44	1,45	1,63	1,56	-	-	-	-
COOK/KITCHEN HELPERS	69,483	70,373	68,460	77,190	5,69	5,63	5,56	6,10	-	-	-	-
DIETARY WAGE TRNSFR	358	-	-	-	0,03	-	-	-	-	-	-	-
KITCHEN SUPPLIES	6,553	7,136	8,518	8,192	0,54	0,57	0,69	0,65	-	-	-	-
KITCHEN REPLACE	1,025	2,526	1,440	3,033	0,08	0,20	0,12	0,24	-	-	-	-
NUTRITION CONSULTANT	-	-	-	-	-	-	-	-	-	-	-	-
REGISTERED DIETICIAN	11,130	12,133	9,501	10,439	0,91	0,97	0,77	0,82	-	-	-	-
CULINARY CONTRACT SVCS	-	-	-	-	0,02	0,02	0,01	0,01	-	-	-	-
APLT RESTAURANT WAGES	208	189	89	189	-	-	-	-	-	-	-	-
NUTR SERV OIS REY	-	-	-	-	-	-	-	-	-	-	-	-
NUTR SERV OIS REY	-	-	-	-	-	-	-	-	-	-	-	-
NUTR SERV OIS LABOR	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OTHER DIETARY	108,347	110,507	108,043	118,751	8,71	8,84	8,76	9,38	-	-	-	-
LAUNDRY SRVC INCOME	-	-	-	-	-	-	-	-	-	-	-	-
LAUNDRY WAGES	-	-	-	-	-	-	-	-	-	-	-	-
LAUNDRY WAGE TRNSFR	-	-	-	-	-	-	-	-	-	-	-	-
LAUNDRY SUPPLIES	-	-	153	178	-	-	0,01	0,01	-	-	-	-
LINEN RENTAL & SRV	-	-	-	-	-	-	-	-	-	-	-	-
LINEN REPLACEMENT	575	1,005	1,188	1,018	0,05	0,08	0,10	0,08	-	-	-	-
LAUNDRY-CONTRACT SRV	44,137	44,137	44,137	44,137	3,61	3,53	3,59	3,49	-	-	-	-
TOTAL LAUNDRY EXP	44,713	45,142	45,476	45,333	3,66	3,61	3,70	3,58	-	-	-	-
HOUSEKEEPING WAGES	-	-	-	-	-	-	-	-	-	-	-	-
HRSP WAGE TRANS	-	-	-	-	-	-	-	-	-	-	-	-
HOUSEKEEPING SUPPLIES	404	2,416	460	1,800	0,03	0,19	0,04	0,14	-	-	-	-
HOUSEKEEPER SUPPLY	66,610	68,235	68,235	68,235	5,42	5,30	5,35	5,23	-	-	-	-
TOTAL HOUSEKEEPING	66,610	68,222	68,696	68,000	5,45	5,49	5,42	5,37	-	-	-	-



Select "Actual" or "Budget": Actual
Select Year: 2014

	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
MAINTENANCE PERSONAL	19,364	21,261	20,509	20,993	-	-	-	-	1.59	1.70	1.67	1.66
MAINT WAGE TRANS	-	-	-	-	-	-	-	-	-	-	-	-
MAINTENANCE SUPPLIES	1,939	1,859	2,531	2,467	-	-	-	-	-	-	-	-
CONTRACTS-BLDG ETC	4,982	5,091	3,806	10,815	-	0.16	-	-	0.16	0.15	0.21	0.19
GROUND MAINT SUPPL	15,439	6,480	6,503	6,534	-	1.26	-	-	1.26	0.41	0.31	0.85
PAINT	11,982	13,264	12,717	13,317	-	0.98	-	-	0.98	0.52	0.53	0.52
BUILDING REPAIR	4,193	3,709	3,133	7,167	-	0.36	-	-	0.36	0.06	0.06	0.99
MINOR EQUIP EXPENSE	4,727	5,190	3,230	8,544	-	0.36	-	-	0.36	0.42	0.26	0.87
TOTAL MAINTENANCE	64,271	57,682	52,007	74,070	-	5.26	-	-	5.26	4.61	4.23	5.85
UTILITIES-WATER/SEWR	24,689	16,592	16,626	16,266	-	2.02	-	-	2.02	1.49	1.60	1.29
UTILITIES-ELECTRIC	53,601	29,807	32,813	39,206	-	4.39	-	-	4.39	2.39	2.67	3.10
UTILITIES-GAS & OIL	15,508	8,940	7,844	9,910	-	1.27	-	-	1.27	0.72	0.64	0.78
UTILITIES-GARBAGE	4,932	3,979	4,643	4,129	-	0.40	-	-	0.40	0.32	0.38	0.33
TOTAL UTILITIES	98,730	61,288	64,926	69,540	-	8.08	-	-	8.08	4.90	5.28	5.49
RECREATION INCOME	-	-	-	-	-	-	-	-	-	-	-	-
ACTIVITY WAGES	36,670	37,696	33,237	39,607	-	3.17	-	-	3.17	3.02	2.70	3.13
RECREATIONAL SUPPLY	1,401	1,744	1,973	1,719	-	0.11	-	-	0.11	0.14	0.16	0.14
TOTAL ACTIVITIES	40,072	39,441	35,210	41,326	-	3.28	-	-	3.28	3.16	2.86	3.26
PHARMACY CONSULTANT	2,503	2,503	3,121	2,503	-	0.20	-	-	0.20	0.20	0.20	0.20
SOCIAL WORKER WAGES	18,175	20,562	23,983	23,406	-	1.49	-	-	1.49	1.65	1.85	1.85
SOCIAL WORKER CONSULT	-	-	-	-	-	-	-	-	-	-	-	-
MENTAL HEALTH COUNSEL	-	-	-	-	-	-	-	-	-	-	-	-
MED RECORD CONSULT	-	-	-	-	-	-	-	-	-	-	-	-
MED RECORD LIBRARIAN	-	-	-	-	-	-	-	-	-	-	-	-
UTILIZATION REVIEW	-	-	-	-	-	-	-	-	-	-	-	-
UTILIZATION RVW-WEL	-	-	-	-	-	-	-	-	-	-	-	-
MEDICAL ADVISORY BOARD	-	-	250	-	-	-	-	-	-	-	-	-
MEDICAL DIRECTOR	18,720	18,720	18,720	17,725	-	1.53	-	-	1.53	1.50	1.48	1.52
OTHER PROF CONSULT	3,000	4,500	3,000	3,000	-	0.25	-	-	0.25	0.36	0.24	0.24
NURSE CONSULTANT	-	-	-	-	-	-	-	-	-	-	-	-
PROF WAGE TRANSFER	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL PROF/CONSULT	42,999	46,305	49,074	49,354	-	3.47	-	-	3.47	3.71	3.99	3.99
VACATION PAY	151	-	-	-	-	0.01	-	-	0.01	-	-	-
VACATION ACCRUAL	(151)	-	-	-	-	(0.01)	-	-	(0.01)	-	-	-
HOLIDAY PAY	9,449	10,571	22,766	22,219	-	0.77	-	-	0.77	0.85	1.85	1.75
SICK PAY	1,485	2,011	208	747	-	0.12	-	-	0.12	0.16	0.02	0.06
PAID TIME OFF	42,038	37,569	53,203	46,044	-	3.44	-	-	3.44	3.01	4.32	3.64
PTO ACCRUAL	751	8,025	(4,960)	(3,501)	-	0.06	-	-	0.06	0.64	(0.41)	(0.28)
PAY BENES TRANSFER	(176)	(78)	(117)	(0)	-	(0.01)	-	-	(0.01)	(0.01)	(0.01)	(0.00)
WORKERS COMP INS	125,623	114,323	110,558	113,808	-	10.29	-	-	10.29	9.15	8.99	8.99
W/C-OCCUPATIONAL INCE	56,345	56,334	56,334	7,584	-	4.61	-	-	4.61	4.51	4.58	0.60
W/C-MOD DUTY WAGES	22,214	21,442	9,086	17,317	-	-	-	-	-	(0.32)	0.74	1.37
GROUP MEDICAL INS	49,968	47,979	53,093	60,085	-	1.82	-	-	1.82	1.72	1.08	0.65
SHORT/LONG TERM DISAB	405	429	434	3,365	-	0.03	-	-	0.03	0.03	0.04	0.27
EMPLOYEE PHYSICALS	-	-	143	143	-	-	-	-	-	-	0.01	0.01
RETIRE SAVINGS MATCH	-	-	-	-	-	-	-	-	-	-	-	-
OTHER BENEFITS	28,014	35,248	32,491	4,331	-	2.13	-	-	2.13	2.82	2.84	0.34
TOTAL EMP BENEFITS	334,112	335,606	340,466	280,397	-	27.36	-	-	27.36	26.16	22.14	22.14
STF DEVELOPMENT COORD	-	-	-	-	-	-	-	-	-	-	-	-
STF DEV COORD-WG TRN	20,139	17,522	17,555	17,754	-	1.65	-	-	1.65	1.40	1.43	1.40
ORIENTATION WAGES	22,336	23,346	16,511	15,689	-	1.83	-	-	1.83	1.87	1.34	1.24
EDUCATION/TRAINING	2,042	1,204	924	2,546	-	0.17	-	-	0.17	0.10	0.06	0.20
TOTAL TRAINING	44,516	42,072	34,990	36,008	-	3.64	-	-	3.64	3.37	2.84	2.84
OFFICERS SALARIES	-	-	-	-	-	-	-	-	-	-	-	-
OPERATIONS SALARIES	-	-	-	-	-	-	-	-	-	-	-	-
GEN & ADMIN SALARIES	-	-	-	-	-	-	-	-	-	-	-	-
BUSINESS DEV WAGES	-	-	-	-	-	-	-	-	-	-	-	-
HUMAN RESOURCES SALARIES	-	-	-	-	-	-	-	-	-	-	-	-
COMPENEFIT SALARIES	-	-	-	-	-	-	-	-	-	-	-	-
TRAINING SALARIES	-	-	-	-	-	-	-	-	-	-	-	-
PURCHASING SALARIES	-	-	-	-	-	-	-	-	-	-	-	-



Select "Actual" or "Budget" Select Year: Actual 2014

	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DIETARY SALARIES	-	-	-	-	-	-	-	-	-	-	-	-
ACCOUNTING SALARIES	-	-	-	-	-	-	-	-	-	-	-	-
MARKETING SALARIES	-	-	-	-	-	-	-	-	-	-	-	-
RESEARCH SALARIES	-	-	-	-	-	-	-	-	-	-	-	-
REIMBURSEMENT SALARIES	-	-	-	-	-	-	-	-	-	-	-	-
MAINTENANCE SALARIES	-	-	-	-	-	-	-	-	-	-	-	-
CLINICAL SALARIES	-	-	-	-	-	-	-	-	-	-	-	-
PHARMACY SALARIES	-	-	-	-	-	-	-	-	-	-	-	-
PROGRAM COORD WAGES	4,032	4,274	4,199	3,251	0.33	0.34	0.34	0.26	0.33	0.34	0.34	0.26
OTHER SALARIES	7,239	6,843	6,145	6,244	0.59	0.55	0.50	0.49	0.59	0.55	0.50	0.49
SYSTEM SALARIES	-	-	-	-	-	-	-	-	-	-	-	-
ADMISSIONS COORD WAGE	-	-	-	-	-	-	-	-	-	-	-	-
ADAM WAGES	-	-	-	-	-	-	-	-	-	-	-	-
WAGE TRANSFERS	-	-	-	-	-	-	-	-	-	-	-	-
BONUS EXPENSE	-	-	-	-	-	-	-	-	-	-	-	-
ADMBUS WAGES	85,734	97,051	91,892	73,651	7.02	7.77	7.47	5.82	7.02	7.77	7.47	5.82
ADMBUS WAGE TRNSFR	-	-	-	-	-	-	-	-	-	-	-	-
CENTRAL SUPPLY WAGES	464	52	1,366	2,515	0.04	0.00	0.11	0.20	0.04	0.00	0.11	0.20
HARD CLERK WAGES	6,516	5,873	5,185	5,380	0.52	0.47	0.50	0.42	0.52	0.47	0.50	0.42
REGISTERED CLERK WAGES	7,550	7,769	5,085	8,231	0.62	0.62	0.60	0.65	0.62	0.62	0.60	0.65
GUARD/SECURITY	-	-	-	-	-	-	-	-	-	-	-	-
PROFESSIONAL FEES	12,854	12,951	13,047	14,130	1.05	1.04	1.06	1.12	1.05	1.04	1.06	1.12
CONTRACT LABOR-OTHER	-	-	-	25,830	-	-	-	2.04	-	-	-	2.04
BOARD OF DIRECTORS	-	-	-	-	-	-	-	-	-	-	-	-
CENTRAL PLACEMENT	-	-	-	-	-	-	-	-	-	-	-	-
INTEGRATED MARKET	78,639	73,285	81,088	83,680	6.44	5.86	6.59	6.61	6.44	5.86	6.59	6.61
CLINICAL LIAISON ALLOCATED	-	-	-	-	-	-	-	-	-	-	-	-
BUSINESS OFFICE SHARED SVC	-	-	-	-	-	-	-	-	-	-	-	-
MOVING EXPENSES	-	-	-	-	-	-	-	-	-	-	-	-
OFF SUPPLY/STATIONERY	4,793	4,562	5,209	6,264	0.39	0.37	0.42	0.49	0.39	0.37	0.42	0.49
REALITY ORIENT SUPPLY	-	-	-	-	-	-	-	-	-	-	-	-
OVERNITE/COURIER SRV	601	736	1,131	1,198	0.07	0.08	0.09	0.09	0.07	0.08	0.09	0.09
US MAIL POSTAGE	507	1,021	1,510	1,005	0.04	0.04	0.08	0.12	0.04	0.04	0.08	0.12
COMPUTER RELATED EXP	-	-	-	-	-	-	-	-	-	-	-	-
TELEPHONE	12,344	10,572	10,573	10,750	1.01	0.88	0.86	0.85	1.01	0.88	0.86	0.85
RECRUITING/HELP WNTD	3,673	3,315	3,739	6,653	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30
ADVERTISING	101	238	349	54	0.01	0.02	0.00	0.00	0.01	0.02	0.00	0.00
MARKETING/REFERRAL DE	3,664	2,833	3,017	4,978	0.30	0.23	0.25	0.39	0.30	0.23	0.25	0.39
INSURANCE OTHER	564	584	459	1,592	0.05	0.05	0.04	0.13	0.05	0.05	0.04	0.13
MALPRACTICE INSURANCE	13,121	13,125	13,125	14,443	1.07	1.05	1.07	1.14	1.07	1.05	1.07	1.14
TRAVEL	6,709	1,041	5,511	24,050	0.55	0.08	0.45	1.90	0.55	0.08	0.45	1.90
VEHICLE EXPENSE	1,167	1,285	1,887	1,397	0.10	0.10	0.15	0.11	0.10	0.10	0.15	0.11
BAD DEBT EXPENSE	91,188	16,884	50,540	36,361	7.47	1.35	4.11	2.87	7.47	1.35	4.11	2.87
COLLECTION EXPENSE	5,006	-	-	5,793	0.41	-	-	0.46	0.41	-	-	0.46
DUES & SUBSCRIPTIONS	5,361	3,695	4,096	9,012	0.44	0.30	0.33	0.71	0.44	0.30	0.33	0.71
FREIGHT CHARGES	-	-	-	-	-	-	-	-	-	-	-	-
CIVIL MONETARY/STATE	-	83,590	6,370	-	-	6.69	0.52	-	-	6.69	0.52	-
PROVIDER TAXES	177,103	177,103	177,103	177,103	14.50	14.17	14.40	13.99	14.50	14.17	14.40	13.99
MISC GEN & ADMIN	2,239	4,530	1,486	2,229	0.18	0.36	0.12	0.16	0.18	0.36	0.12	0.16
TOTAL GEN & ADMIN	531,186	534,303	497,793	525,795	43.49	42.75	40.46	41.52	43.49	42.75	40.46	41.52
NON PATIENT EXPENSE	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OPERATING EXPEN	2,831,837	2,852,085	2,770,585	2,871,850	231.87	226.22	225.21	226.79	231.87	226.22	225.21	226.79
RENT - BUILDING	353,643	351,643	351,643	353,824	28.96	28.14	28.58	27.94	28.96	28.14	28.58	27.94
RENT - LAND	-	-	-	-	-	-	-	-	-	-	-	-
RENT - EQUIPMENT	18,476	20,447	15,765	18,651	1.51	1.64	1.28	1.47	1.51	1.64	1.28	1.47
PROPERTY TAXES	42,413	42,413	45,209	45,209	3.47	3.39	3.67	3.57	3.47	3.39	3.67	3.57
DEPRECIATION	63,167	62,252	63,304	64,409	5.17	4.96	5.15	5.09	5.17	4.96	5.15	5.09
ADVERTISING	-	-	-	-	-	-	-	-	-	-	-	-
INTEREST EXPENSE	-	-	-	-	-	-	-	-	-	-	-	-
INSURANCE - PROPERTY	(174)	(1,340)	(31)	(138)	(0.01)	(0.11)	(0.00)	(0.01)	(0.01)	(0.11)	(0.00)	(0.01)
BOND TRUSTEE FEES	5,139	5,139	5,139	3,933	0.42	0.41	0.42	0.31	0.42	0.41	0.42	0.31
LOCAL TAXES	190	155	199	174	0.02	0.01	0.02	0.01	0.02	0.01	0.02	0.01
LICENSES & TAXES	-	150	-	-	-	0.01	-	-	-	0.01	-	-
FEDERAL INCOME TAX	-	-	-	-	-	-	-	-	-	-	-	-
STATE INCOME TAX	-	-	-	-	-	-	-	-	-	-	-	-
MANAGEMENT FEES	188,692	190,017	196,972	172,211	15.45	15.21	16.01	13.60	15.45	15.21	16.01	13.60



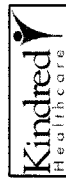
Select "Actual" or "Budget"	Actual 2014
Select Year:	

MANAGEMENT FEES

Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
671,547	670,877	678,200	656,273	-	54.99	53.68	55.13
							51.98

ATTACHMENT 14

559 - Kindred - Birchwood Terrace



Select "Actual" or "Budget".
Select Year: 2015

CENSUS	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	FY 2015 Actual
Commercial Insurance Patient Days	86	22	51	33	50	(34)	12	38	51	78	42	124	553
Medicare Advantage Patient Days	2	2	38	8	23	2	26	4	42	52	42	42	42
Medicare Patient Days	608	530	703	476	431	521	443	439	613	621	541	514	6,442
Total M2	718	615	842	571	509	489	481	520	723	751	625	675	7,519
Private Patient Days	404	485	72	405	505	(122)	82	133	80	306	109	187	2,627
Medicaid Patient Days	2,996	2,610	3,216	2,979	3,000	3,335	3,315	3,216	3,049	2,969	2,965	2,920	36,571
VA Patient Days	178	147	173	62	25	34	45	40	50	61	87	65	967
Hospice Patient Days	85	52	31	35	38	49	54	38	55	85	169	176	868
Medicaid Managed Patient Days	-	-	-	-	-	-	-	-	-	-	-	-	-
Medicaid Out-of-State Patient Days	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Paid Census	4,382	3,909	4,334	4,053	4,077	3,786	3,977	3,947	3,837	4,172	3,955	4,023	48,552
Operating Census	4,346	3,881	4,305	4,030	4,062	3,769	3,949	3,930	3,827	4,189	3,940	3,978	48,296
ROUTINE REVENUE													
COMMERCIAL INS	34,337	9,580	18,176	18,116	18,728	(12,579)	6,318	18,703	21,635	33,072	18,904	58,266	234,527
CELEBRITY ADVANTAGE	8,253	2,565	3,355	25,071	9,853	1,822	9,201	19,719	24,161	15,441	19,155	16,423	143,633
MEDICARE PART A	314,187	280,344	339,882	226,816	200,314	261,482	226,704	217,622	309,580	322,835	269,414	251,379	3,219,338
TOTAL M2	356,798	310,798	388,214	268,003	229,894	248,884	242,222	255,016	355,462	375,946	301,523	317,037	3,650,818
PRIVATE	157,286	172,500	28,449	146,059	180,413	(45,148)	28,955	48,383	23,955	114,063	40,314	64,114	980,343
MEDICAID	587,344	514,033	632,553	594,713	595,634	663,142	656,743	635,214	603,447	592,918	591,423	577,763	7,245,427
VA	45,363	37,711	48,101	16,094	6,844	10,037	8,032	10,085	12,774	17,550	22,552	17,625	176,525
HOSPICE	17,048	10,308	6,019	6,978	7,577	9,771	10,721	7,545	10,920	17,043	33,886	35,290	173,106
M2D M2CAID	-	-	-	-	-	-	-	-	-	-	-	-	-
M2CAID O-O-S	-	-	-	-	-	-	-	-	-	-	-	-	-
CONTRACT SERVICES-NEURO	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL ROUTINE REVENUE	1,163,838	1,045,350	1,104,336	1,031,847	1,020,383	886,707	948,673	955,242	1,007,057	1,117,521	988,688	1,011,829	12,283,480
ANCILLARY REVENUE													
COMMERCIAL INSURANCE	14,413	2,890	4,780	13,546	3,801	(8,441)	7,053	10,515	7,787	7,081	818	25,072	89,286
MEDICARE ADVANTAGE	1,735	-	-	-	-	-	-	-	-	-	-	-	3,667
MEDICARE PART A	15,109	19,461	19,135	36,456	28,289	23,850	21,811	34,916	24,923	22,231	20,833	27,716	297,730
PRIVATE	(13)	6,895	6,808	11,494	(1,815)	21	1,002	(1,379)	316	441	207	(212)	23,766
MEDICAID	(0)	-	-	-	-	-	-	-	-	-	-	-	-
VA	(0)	-	-	-	-	-	-	-	-	-	-	-	-
HOSPICE	(0)	-	-	-	-	-	-	-	-	-	-	-	-
M2D M2CAID	-	-	-	-	-	-	-	-	-	-	-	-	-
M2CAID O-O-S	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL ANCILLARY REVENUE	31,248	29,248	30,723	63,488	31,275	20,957	948,673	44,053	33,005	29,754	21,857	54,705	420,187
MEDICAID IGT	-	-	-	-	-	-	-	-	-	-	-	-	-
MANAGED MEDICAID IGT	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL IGT REVENUE	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL PATIENT REVENUE	1,195,086	1,074,598	1,135,059	1,095,335	1,051,658	907,663	976,539	1,002,295	1,040,063	1,147,275	1,011,546	1,066,534	12,703,647
NON PATIENT REVENUE	64	83	49	56	57	38	36	37	3	88	34	18	564
TOTAL NET REVENUE	1,195,150	1,074,680	1,135,108	1,095,390	1,051,685	907,701	976,576	1,002,333	1,040,066	1,147,363	1,011,580	1,066,552	12,704,211
Bad Debt % of Revenue	3.6%	4.6%	0.2%	0.9%	3.8%	3.4%	1.2%	1.2%	1.7%	2.9%	1.4%	0.1%	2.1%
OPERATING EXPENSES													
NURSING	336,193	313,825	349,133	329,806	328,224	316,052	322,787	329,100	330,366	352,853	352,843	333,508	3,994,689
SPECIAL SERV LABOR	-	1,046	730	(61)	1,468	646	762	585	780	963	-	1,955	8,856
MISCELLANEOUS LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
REHAB & PHARMACY	121,302	107,228	133,473	104,093	83,452	96,141	76,658	101,621	112,109	114,850	113,196	121,249	1,285,371
FOOD RELATED	28,447	16,195	16,286	21,605	23,945	21,988	4,066	14,359	29,962	29,962	17,564	18,642	217,915
OTHER DIETARY	35,916	25,598	32,393	31,347	27,070	22,213	28,468	25,783	30,920	26,771	26,079	26,771	321,266
HOUSEKEEPING	21,826	35,853	36,785	36,304	37,135	35,763	35,262	38,097	37,769	36,003	40,089	36,832	444,818
MAINTENANCE	21,826	21,826	21,826	21,826	21,826	21,826	21,826	21,826	21,826	21,826	21,826	21,826	21,826
UTILITIES	21,826	21,826	21,826	21,826	21,826	21,826	21,826	21,826	21,826	21,826	21,826	21,826	21,826
ACTIVITIES	21,826	21,826	21,826	21,826	21,826	21,826	21,826	21,826	21,826	21,826	21,826	21,826	21,826
PROFCONSULTANTS	15,500	14,824	15,074	13,590	14,432	15,452	13,677	14,808	33,424	17,635	14,743	17,769	200,927



BG-4000 - Monthly Summary - Detail and Payroll Trend
continued 559

Category:
FY 2017 - TCU

559 - Kindred - Birchwood Terrace

	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	FY 2015 Actual
EMPLOYEE BENEFITS	147,174	108,779	110,954	109,623	132,231	110,336	136,592	114,356	134,881	127,651	132,622	4,544	1,366,744
TRAINING	7,731	5,379	18,946	10,052	11,433	16,259	14,464	21,074	29,609	17,316	12,504	12,504	180,289
GEN-ADMIN	189,374	201,986	165,353	167,833	194,050	185,869	161,694	169,592	173,160	188,314	164,642	259,050	2,211,947
G&A PARENT	-	-	-	-	-	-	-	-	-	-	-	-	-
NON-PATIENT EXPENSE	-	-	-	-	-	-	-	-	-	-	-	-	-
OPERATING EXPENSES	993,264	937,435	986,643	912,293	942,203	902,463	892,686	917,560	996,214	1,014,557	966,967	928,022	11,394,324
OPX EXCL RHPH/DIPTX	772,092	721,223	791,538	739,613	759,478	716,876	745,324	744,645	807,155	806,832	782,632	746,502	9,133,910
OPER INC BIF PROPERTY	190,866	137,245	148,465	183,107	109,463	5,238	83,890	84,773	43,852	132,806	42,622	138,530	1,309,866
OPER INC BIF PROPERTY %	16.7%	12.8%	13.1%	16.7%	10.4%	0.6%	8.6%	8.5%	4.2%	11.6%	4.2%	13.0%	10.3%
OTHER PROPERTY	15,070	15,070	15,070	15,070	15,070	15,070	15,228	15,228	15,228	15,228	15,228	15,228	181,787
PROPERTY TAX	1,523	1,523	1,523	1,523	1,523	1,523	1,523	1,523	1,523	1,523	1,523	1,523	21,448
INSURANCE PROPERTY	73	101	55	14	53	61	95	58	77	38	102	19	743
LOCAL TAXES	-	-	-	-	-	-	-	-	-	-	-	-	-
LICENSE AND TAXES	-	-	-	-	-	-	-	-	-	-	-	-	-
OTHER PROPERTY	16,665	16,693	16,647	16,606	16,645	16,653	16,847	16,809	16,828	16,769	16,853	16,942	203,978
GAIN/LOSS ON SALE	-	-	-	-	-	-	-	-	-	-	-	-	-
PROFIT/LOSS CONTRACTUAL	-	-	-	-	-	-	-	-	-	-	-	-	-
WIC RETRO ADJ	-	-	-	-	-	-	-	-	-	-	-	-	-
PRIOR YEAR ADJ	-	-	-	-	-	-	-	-	-	-	-	-	-
PRIOR MONTH ADJ-REVENUE	-	-	-	-	-	-	-	-	-	-	-	-	-
CAPITAL PROJECT EXPENSE	-	-	-	-	-	-	-	-	-	-	-	-	-
PROOF OF CLAIM-OTHER	-	-	-	-	-	-	-	-	-	-	-	-	-
EBITDARM	183,201	120,552	131,818	166,500	92,847	(11,415)	67,044	67,964	27,024	116,017	25,769	118,588	1,105,908
EBITDARM %	15.3%	11.2%	11.6%	15.2%	8.8%	-1.3%	6.5%	6.8%	2.6%	10.1%	2.5%	11.1%	8.7%
OTHER FIXED	21,801	21,845	14,959	19,917	8,727	8,909	8,988	8,829	9,126	9,579	12,231	10,862	155,784
DEPRECIATION/AMORT	119,941	117,941	120,830	117,941	118,983	118,262	116,015	120,509	118,262	118,262	118,262	118,262	1,423,074
RENT-BUILDING	-	-	-	-	-	-	-	-	-	-	-	-	-
RENT-LAND	4,119	4,465	6,576	4,178	2,252	2,871	5,364	3,957	6,794	6,029	1,653	5,573	53,830
RENT-EQUIPMENT	(63)	(30)	(56)	(49)	(48)	(24)	(3)	(15)	(24)	(2)	(11)	(4)	(320)
INTEREST	98,231	90,185	96,770	94,082	95,579	93,362	96,573	94,570	92,802	94,967	92,470	94,526	1,136,098
MANAGEMENT FEE	-	-	-	-	-	-	-	-	-	-	-	-	-
OTHER FIXED	245,028	234,406	239,079	236,049	235,083	223,401	226,824	228,854	226,961	228,835	223,608	229,219	2,768,458
EBITDAM	59,141	(1,854)	4,411	44,381	(27,989)	(132,549)	(54,336)	(56,503)	(98,032)	(8,274)	(94,146)	(5,247)	(370,996)
EBITDAM %	4.9%	-0.2%	0.4%	4.1%	-2.7%	-14.6%	-5.5%	-5.6%	-8.4%	-0.7%	-9.3%	-0.5%	-2.9%
EBITM	37,340	(23,899)	(10,547)	24,464	(36,715)	(141,458)	(63,333)	(65,331)	(107,159)	(17,853)	(106,377)	(16,109)	(626,780)
EBITM %	3.1%	-2.2%	-0.9%	2.2%	-3.5%	-15.5%	-6.5%	-6.5%	-10.3%	-1.5%	-10.5%	-1.5%	-4.1%
EBITDAR	83,970	30,366	36,048	72,438	(2,731)	(104,797)	(28,507)	(27,609)	(65,778)	21,090	(66,700)	24,082	(30,190)
EBITDAR %	7.0%	2.8%	3.1%	6.8%	-0.3%	-11.5%	-3.0%	-2.8%	-6.3%	1.8%	-6.6%	2.3%	-0.2%
EBT	(61,828)	(113,855)	(107,262)	(69,549)	(132,466)	(234,817)	(159,881)	(160,890)	(199,937)	(112,818)	(198,838)	(110,631)	(1,862,549)
EBT %	-5.2%	-10.8%	-8.4%	-6.3%	-12.8%	-25.9%	-16.4%	-16.1%	-18.2%	-8.8%	-18.7%	-10.4%	-13.1%
NON-RECURRING / NCI	-	-	-	-	-	-	-	-	-	-	-	-	-
NET FIN INCL *	(61,828)	(113,855)	(107,262)	(69,549)	(132,466)	(234,817)	(159,881)	(160,890)	(199,937)	(112,818)	(198,838)	(110,631)	(1,862,549)



BG-4000 - Monthly Summary - Detail and Payroll Trend
combined: 559

Category:
FY 2017 - TCU

559 - Kindred - Birchwood Terrace

Select "Actual" or "Budget":
Select Year: 2015

	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	FY 2015 Actual
*TOTAL LABOR:													
NSG REGULAR LABOR	260,778	238,752	264,381	256,727	257,913	251,323	248,989	249,626	249,977	263,633	261,704	262,314	3,064,116
NSG OVERTIME LABOR	31,394	32,548	34,982	29,933	25,932	22,267	28,063	35,616	33,280	38,043	36,868	24,832	373,227
NSG CONTRACT LABOR	34,145	32,548	35,289	33,721	34,307	35,095	34,008	35,465	35,598	36,016	42,588	35,416	431,044
TOTAL NSG LABOR	326,317	303,848	334,652	320,381	317,812	308,705	311,059	320,727	318,855	340,345	341,160	322,564	3,868,388
OTHER REGULAR LABOR	82,840	90,559	105,314	103,552	111,691	113,519	110,124	122,271	125,201	113,362	104,316	110,684	1,303,834
OTHER OVERTIME LABOR	2,511	5,464	2,809	1,906	1,684	2,822	2,510	1,860	3,171	2,214	5,256	1,701	33,707
OTHER CONTRACT LABOR	1,601	702	910	985	775	782	1,025	796	741	1,083	2,078	1,280	12,759
TOTAL OTHER LABOR	84,952	96,725	109,033	106,443	114,150	116,923	113,658	124,927	129,113	116,659	111,650	113,668	1,350,390
TOTAL LABOR	411,269	400,573	443,685	426,824	431,962	425,628	424,717	445,654	447,968	456,999	452,810	436,232	5,218,778
ANCILLARY OVERTIME LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
ANCILLARY PREMIUM LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
ANCILLARY CONT LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OTHER LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
*TOTAL LABOR *	411,269	400,573	443,685	426,824	431,962	425,628	424,717	445,654	447,968	456,999	452,810	436,232	5,218,778
LABOR & BENEFITS % OF NET REVENUE	48.2%	48.6%	51.0%	49.7%	53.8%	58.9%	57.6%	55.9%	56.1%	51.0%	57.9%	41.5%	52.3%
*TOTAL HOURS *	13,643	12,348	13,840	13,236	13,491	12,922	12,918	12,767	12,952	13,568	13,549	13,434	158,669
REGULAR NSG HOURS	1,086	1,087	1,172	983	883	719	940	1,179	977	1,280	1,178	823	12,308
OVERTIME NSG HOURS	-	-	-	-	-	-	-	-	-	-	-	-	-
CONTRACT NSG HOURS	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL NSG HOURS	1,086	1,087	1,172	983	883	719	940	1,179	977	1,280	1,178	823	12,308
OTHER REGULAR HOURS	5,402	4,889	5,581	5,534	5,883	6,048	5,858	6,627	6,037	5,840	5,348	5,641	66,704
OTHER OVERTIME HOURS	64	164	92	64	50	78	85	51	94	63	145	45	996
OTHER CONTRACT HOURS	85	165	280	120	-	-	-	-	-	-	-	-	650
TOTAL OTHER HOURS	5,551	5,198	5,953	5,718	5,934	6,125	5,943	6,678	6,131	5,903	5,493	5,686	70,349
ANCILLARY OVERTIME HOURS	-	-	-	-	-	-	-	-	-	-	-	-	-
ANCILLARY CONTRACT HOURS	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL ANCILLARY HOURS	-	-	-	-	-	-	-	-	-	-	-	-	-
*TOTAL HOURS *	20,280	18,693	20,985	19,935	20,353	19,763	19,869	20,649	20,082	20,791	20,219	20,033	241,651
TOTAL OVERTIME HOURS	11,502	12,517	12,635	10,478	933.06	796.78	1,024.8	1,229.96	1,071.38	1,343.51	1,322.43	868.33	13,303.48
OVERTIME AS % of TOTAL HOURS	5.7%	6.7%	6.0%	5.3%	4.6%	4.0%	5.2%	6.0%	5.3%	6.5%	6.5%	4.3%	5.5%
WAGE RATES													
NURSING	22.15	22.61	22.56	22.53	22.11	22.48	22.45	23.00	22.89	22.92	23.17	22.63	22.63
OTHER	18.54	20.90	21.61	20.08	19.24	19.09	19.01	18.71	21.06	19.76	20.33	19.99	19.84
ANCILLARY	36.05	36.05	36.07	36.05	32.80	24.39	24.39	24.39	24.39	24.39	-	24.37	27.23
* TOTAL WAGE RATES *	21.16	22.16	22.30	21.83	21.30	21.44	21.41	21.61	22.33	22.03	22.40	21.88	21.82
EBITDARM MARGIN	15.3%	11.2%	11.6%	15.2%	8.8%	-1.3%	6.9%	6.8%	2.6%	10.1%	2.5%	11.1%	8.7%



BG-4000 - Monthly Summary - Detail and Payroll Trend
combined: 559

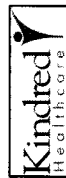
Category:
FY 2017 - TCU

559 - Kindred - Birchwood Terrace

Select "Actual" or "Budget":
Select Year: 2015
Actual
2015

	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	FY 2015 Actual
G & A	108,045	102,716	102,961	106,832	107,596	107,378	105,442	104,629	110,134	110,370	109,836	176,557	1,353,405
MANAGEMENT FEE	98,231	90,185	96,770	94,052	95,579	93,362	96,350	95,573	92,602	94,967	92,470	94,526	1,136,088
OTHER OPERATING	79,851	88,166	96,753	86,075	86,261	83,000	89,670	74,392	85,019	75,307	76,164	76,375	916,792
CONTROLLABLES													
NURSING SUPPLIES/CONT	9,878	9,982	10,472	9,425	10,412	9,347	11,728	8,373	11,559	12,508	11,674	10,944	126,301
ACTIVITY SUPPLIES	565	491	595	860	477	650	527	681	702	537	695	323	7,104
RAW FOOD EXPENSE	26,255	25,292	23,103	30,994	26,652	21,990	29,214	25,530	30,433	26,260	25,789	25,726	316,838
DIETARY SUPPLIES	1,941	2,717	3,135	3,489	2,440	2,963	2,975	3,188	2,888	3,369	3,110	2,726	34,940
FOOD SUPPLEMENTS	191	306	290	353	418	623	254	253	487	511	290	453	4,428
LAUNDRY SUPPLIES	-	-	-	-	-	-	-	-	-	-	-	-	-
LINEN REPLACEMENT	-	-	-	477	-	514	272	176	151	172	460	240	2,463
HOUSEKEEPING SUPPLIES	-	-	-	-	-	-	-	-	-	-	-	-	-
MAINTENANCE & REPAIR	7,678	7,974	11,590	8,416	7,483	5,897	12,717	6,699	11,793	12,619	4,037	8,402	105,305
MINOR EQUIP EXPENSE	1,033	1,080	599	1,709	788	865	1,341	2,167	1,255	4,132	1,715	2,016	17,569
OFFICE SUPPLIES	1,820	1,207	1,731	1,388	1,450	1,537	1,488	1,581	1,579	1,570	2,066	2,151	19,578
POSTAGE/OVERNIGHT COURIER	1,261	816	1,231	989	1,130	818	531	586	999	995	200	1,042	8,900
MAINTENANCE	1,965	3,065	4,780	1,259	3,690	4,122	1,761	520	4,028	1,937	2,504	39,210	66,032
BAD DEBT	42,955	48,593	21,599	9,583	48,578	32,111	11,959	12,289	17,918	33,841	14,105	1,235	286,630
TOTAL CONTROLLABLES	94,416	102,324	55,151	68,922	95,376	79,336	74,777	61,863	82,053	95,451	66,746	94,470	970,088
TOT CONTROL-BAD DEBT	51,561	52,872	53,553	59,369	55,140	48,925	63,109	49,704	64,740	84,609	52,642	93,234	709,457
ADMISSIONS													
Commercial Insurance Admissions	4	2	2	1	2	-	1	1	1	2	2	7	25
Medicare Advantage Admissions	1	2	1	2	-	1	1	3	-	2	3	2	18
Medicare Admissions	24	17	23	14	19	19	18	21	22	19	21	29	246
Total M2 Admissions	29	21	26	17	21	20	20	25	23	23	26	38	289
Private Admissions	1	3	2	2	-	-	2	2	-	2	-	3	17
Medicaid Admissions	1	1	4	7	1	3	2	5	4	2	6	3	39
Visiting Admissions	3	1	3	-	-	-	1	2	1	1	3	1	16
Hospice Admissions	-	-	-	-	-	-	-	-	-	-	-	-	-
Managed Medicaid Admissions	-	-	-	-	-	-	-	-	-	-	-	-	-
Medicaid Out - of - State Admissions	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL ADMISSIONS	34	26	35	28	22	23	25	34	28	28	35	45	361

559 - Kindred - Birchwood Terrace



Select "Actual" or "Budget":
Select Year: 2015
Actual 2015

*** GL4000 DETAIL REPORT ***

CENSUS

Commercial Insurance Patient Days
Medicare Advantage Patient Days
Medicare Patient Days

Total M2 Days
Private Patient Days
Medicaid Patient Days
VA Patient Days
Hospice Patient Days
Medicaid Managed Patient Days
Medicaid Out-of-State Patient Days

Total Paid Census
Private Holding Days
Commercial Insurance Holding Days
Medicare Advantage Holding Days
Medicaid Holding Days
VA Holding Days
Hospice Holding Days
Managed Medicaid Holding Days
Medicaid Out - of - State Holding Days
Total Hold Census

Total Census

PATIENT REVENUE

COMM INS ROUTINE-C
COMM INS ROUTINE-S
COMM INS ROUTINE-I
COMM INS ROUTINE-R
COMM INS CONTRACTUAL
COMM INS HOLD REVENUE
TOTAL COMM INS ROUTIN

COMM INS ANCILLARY
TOTAL COMM INS REVENUE

MCARE ADV ROUTINE-C
MCARE ADV ROUTINE-S
MCARE ADV ROUTINE-I
MCARE ADV ROUTINE-R
MCARE ADV CONTRACTUAL
MCARE ADV HOLD REVENUE
TOTAL MC ADV ROUTINE

MCARE ADV ANCILLARY
TOTAL MC ADV REVENUE

MIP PART A ROUTINE-C
MIP PART A ROUTINE-S
MIP PART A CONTRACTUAL
MIP PART A ADJ-CURRENT
MIP PART A BAD DEBT
TOTAL PART A ROUTINE

MIP PART A ANCILLARY
TOTAL MIP PART A REVE

MIP PART B ANCILLARY
TOTAL MIP PART B REVE

TOTAL M2 REVENUE

	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	FY 2015 Actual
	86	22	51	33	50	(34)	12	38	51	78	42	124	553
	24	53	88	69	28	2	26	43	59	52	42	37	522
	608	540	703	470	431	521	443	439	613	621	541	514	6,444
	718	615	842	571	509	489	481	520	723	751	625	675	7,519
	404	485	72	406	505	(122)	82	133	60	306	109	187	2,627
	2,998	2,910	3,216	2,979	3,000	3,336	3,315	3,216	3,049	2,969	2,965	2,920	36,571
	178	147	173	62	25	34	45	40	50	61	87	65	967
	86	52	31	35	38	49	54	38	55	85	169	176	868
	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-
	4,382	3,909	4,334	4,053	4,077	3,786	3,977	3,947	3,937	4,172	3,955	4,023	48,552
	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-
	33	20	30	8	13	10	8	17	10	13	15	47	224
	3	8	(1)	15	2	7	-	-	-	-	-	-	34
	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-
	4,382	3,909	4,334	4,053	4,077	3,786	3,977	3,947	3,937	4,172	3,955	4,023	48,552
	36,125	10,366	21,969	13,065	26,145	(10,989)	7,020	20,781	24,039	36,108	21,879	56,170	262,728
	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-
	(1,788)	(426)	(3,793)	3,021	(6,417)	(1,890)	(702)	(2,078)	(2,404)	(2,836)	(2,975)	(5,914)	(28,201)
	34,337	9,980	18,176	16,116	19,728	(12,879)	6,318	18,703	21,635	33,272	18,904	50,258	234,527
	14,413	2,890	4,780	13,546	3,801	(8,441)	7,053	10,515	7,767	7,081	818	25,072	89,286
	48,751	12,850	22,957	29,662	23,530	(21,320)	13,371	29,218	29,402	40,353	19,723	75,328	323,823
	9,072.00	20,448.00	39,681.00	27,153.00	10,440.00	756.00	10,656.00	15,790.00	21,822.00	22,760.00	16,305.00	13,442.00	208,325.00
	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-
	(799)	147	(9,326)	(2,062)	(588)	(454)	(1,455)	3,920	2,325	(2,920)	(2,100)	1,960	(11,372)
	8,273	20,595	30,355	25,071	9,852	302	9,201	19,710	24,147	19,840	14,205	15,402	186,953
	1,738	0	(0)	(0)	-	302	(0)	0	(0)	(0)	0	2,129	3,887
	10,011	20,595	30,355	25,071	9,852	302	9,201	19,710	24,147	19,840	14,205	17,531	200,821
	287,702	245,012	290,590	205,524	194,282	231,941	200,614	200,921	276,514	270,285	233,967	215,921	2,833,273
	46,485	35,232	49,092	21,292	6,032	29,541	26,090	16,681	33,166	52,550	34,446	35,458	386,065
	3,098	1,208	(1,208)	-	-	-	-	-	1,003	-	-	-	5,309
	314,187	280,244	339,652	228,816	200,314	261,462	226,704	217,602	309,580	322,835	268,414	251,379	3,219,338
	0	(0)	(0)	0	(0)	(0)	(0)	0	0	(0)	(0)	0	(0)
	314,187	280,244	339,652	228,816	200,314	261,462	226,704	217,602	309,580	322,835	268,414	251,379	3,219,338
	15,109	19,461	19,135	38,456	29,289	23,850	21,811	34,916	24,823	22,231	20,833	27,716	287,730
	15,109	19,461	19,135	38,456	29,289	23,850	21,811	34,916	24,823	22,231	20,833	27,716	287,730
	388,058	333,150	412,129	320,005	262,985	264,314	271,086	307,447	388,152	405,259	323,174	371,955	4,041,711



BG-4000 - Monthly Summary Detail and Payroll Trend
combined: 559

Category:
FY 2017 - TCU

559 - Kindred - Birchwood Terrace

	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	FY 2015 Actual
PIP ROUTINE - C	158,929	179,515	30,969	147,949	182,051	(45,148)	28,326	49,608	23,955	114,053	40,314	64,318	975,849
PIP ROUTINE - S	-	-	-	-	-	-	-	-	-	-	-	-	-
PIP ROUTINE - I	-	-	-	-	-	-	-	-	-	-	-	-	-
PIP ROUTINE - R	(1,643)	(7,015)	(2,520)	(1,890)	(1,638)	-	(371)	(225)	-	-	-	(204)	(15,506)
PIP CONTRACTUAL	-	-	-	-	-	-	-	-	-	-	-	-	-
PIP HOLD REVENUE	157,286	172,500	28,449	146,059	180,413	(45,148)	28,955	48,383	23,955	114,053	40,314	64,114	960,343
TOTAL PRI ROUTINE	(13)	6,895	6,808	11,484	(1,815)	21	1,002	(1,379)	316	441	207	(212)	23,766
PIP ANCILLARY	157,273	179,395	35,257	157,553	179,598	(45,127)	29,957	48,004	24,271	114,504	40,521	63,902	984,109
MCAID ROUTINE - C	1,121,837	980,288	1,208,357	1,130,046	1,135,165	1,254,049	1,246,256	1,205,622	1,142,750	1,112,238	1,110,093	1,093,607	13,741,278
MCAID ROUTINE - S	-	-	-	-	-	-	-	-	-	-	-	-	-
MCAID ROUTINE - I	-	-	-	-	-	-	-	-	-	-	-	-	-
MCAID CONTRACTUAL	(534,493)	(468,830)	(576,795)	(537,712)	(540,531)	(590,807)	(589,513)	(570,408)	(539,399)	(519,518)	(518,660)	(517,434)	(6,502,200)
MCAID ADJ-CURRENT	-	-	-	-	-	-	-	-	-	-	-	-	-
MCAID ADJ-INTER	-	-	991	2,379	-	-	-	-	596	199	-	1,590	6,349
MCAID HOLD REVENUE	587,344	514,033	632,553	594,713	595,634	663,142	656,743	635,214	603,947	592,918	591,423	577,763	7,245,427
TOTAL MCAID ROUTINE	(0)	0	0	(0)	595,634	663,142	656,743	635,214	603,947	592,918	591,423	577,763	7,245,427
MCAID ANCILLARY	587,344	514,033	632,553	594,713	595,634	663,142	656,743	635,214	603,947	592,918	591,423	577,763	7,245,427
TOTAL MCAID REVENUE	67,548	51,988	70,109	19,798	8,614	9,838	16,514	14,480	19,869	25,549	38,520	24,074	366,901
VA ROUTINE - C	-	-	-	-	-	-	-	-	-	-	-	-	-
VA ROUTINE - S	-	-	-	-	-	-	-	-	-	-	-	-	-
VA ROUTINE - I	-	-	-	-	-	-	-	-	-	-	-	-	-
VA ROUTINE - R	-	-	-	-	-	-	-	-	-	-	-	-	-
VA CONTRACTUAL	(22,782)	(16,069)	(20,805)	(6,781)	(2,304)	(1,527)	(4,991)	(4,395)	(7,096)	(7,999)	(15,968)	(6,449)	(117,117)
VA HOLD REVENUE	607	1,722	(202)	3,087	534	1,725	(3,492)	-	-	-	-	-	3,982
TOTAL VA ROUTINE	45,363	37,711	49,101	16,094	6,844	10,037	8,032	10,085	12,774	17,550	22,552	17,625	253,765
VA ANCILLARY	(0)	0	(0)	0	0	5,626	0	(0)	0	0	(0)	(0)	5,626
TOTAL VA REVENUE	45,363	37,711	49,101	16,094	6,844	15,664	8,032	10,085	12,774	17,550	22,552	17,625	259,392
HOSPICE ROUTINE - C	31,132	18,824	11,222	12,670	13,756	17,738	19,718	13,756	20,324	33,944	65,318	65,071	323,473
HOSPICE ROUTINE - S	-	-	-	-	-	-	-	-	-	-	-	-	-
HOSPICE ROUTINE - I	-	-	-	-	-	-	-	-	-	-	-	-	-
HOSPICE ROUTINE - R	-	-	-	-	-	-	-	-	-	-	-	-	-
HOSPICE CONTRACTUAL	(14,084)	(8,516)	(5,203)	(5,691)	(6,179)	(7,967)	(8,997)	(6,211)	(8,404)	(16,901)	(31,432)	(29,781)	(150,367)
HOSPICE HOLD REVENUE	17,048	10,308	6,019	6,979	7,577	9,771	10,721	7,545	10,920	17,043	33,886	35,290	173,106
TOTAL HSCP ROUTINE	(0)	17,048	6,019	6,979	7,577	9,771	10,721	7,545	10,920	17,043	33,886	35,290	173,106
HOSPICE ANCILLARY	-	-	-	-	-	0	0	1	-	0	(0)	(0)	1
TOTAL HSCP REVENUE	17,048	10,308	6,019	6,979	7,577	9,771	10,721	7,546	10,920	17,043	33,886	35,290	173,107
MGD MCAID ROUTINE - C	-	-	-	-	-	-	-	-	-	-	-	-	-
MGD MCAID ROUTINE - S	-	-	-	-	-	-	-	-	-	-	-	-	-
MGD MCAID ROUTINE - I	-	-	-	-	-	-	-	-	-	-	-	-	-
MGD MCAID ROUTINE - R	-	-	-	-	-	-	-	-	-	-	-	-	-
MGD MCAID CONTRACTUAL	-	-	-	-	-	-	-	-	-	-	-	-	-
MGD MCAID ADJ-CURRENT	-	-	-	-	-	-	-	-	-	-	-	-	-
MGD MCAID ADJ-INTER	-	-	-	-	-	-	-	-	-	-	-	-	-
MGD MCAID HOLD REVENUE	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL MGD MCAID ROUT	-	-	-	-	-	-	-	-	-	-	-	-	-
MGD MCAID ANCILLARY	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL MGD MCAID REVE	-	-	-	-	-	-	-	-	-	-	-	-	-



BQ-4000 - Monthly Summary - Detail and Payroll Trend
combined: 559

Category:
FY 2017 - TCU

559 - Kindred - Birchwood Terrace

Select "Actual" or "Budget":
Select Year: 2015
Actual 2015

	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	FY 2015 Actual
MCAID O-O-S ROUTINE-	-	-	-	-	-	-	-	-	-	-	-	-	-
MCAID O-O-S ROUTINE-	-	-	-	-	-	-	-	-	-	-	-	-	-
MCAID O-O-S ROUTINE-	-	-	-	-	-	-	-	-	-	-	-	-	-
MCAID O-O-S CONTRACT	-	-	-	-	-	-	-	-	-	-	-	-	-
MCAID O-O-S ADJ-CURR	-	-	-	-	-	-	-	-	-	-	-	-	-
MCAID O-O-S ADJ-INT	-	-	-	-	-	-	-	-	-	-	-	-	-
MCAID O-O-S HOLD REV	-	-	-	-	-	-	-	-	-	-	-	-	-
MCAID O-O-S RO	-	-	-	-	-	-	-	-	-	-	-	-	-
MCAID O-O-S ANCILLAR	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL MCAID O-O-S RE	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OTHER	-	-	-	-	-	-	-	-	-	-	-	-	-
MEDICAID IGT	-	-	-	-	-	-	-	-	-	-	-	-	-
MCAID MEDICAID IGT	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL IGT REVENUE	-	-	-	-	-	-	-	-	-	-	-	-	-
CONTRACT SERVICES-NEU	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL CONT SERV REVEN	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL PATIENT REVENUE	1,195,096	1,074,596	1,135,059	1,095,343	1,051,638	907,863	976,539	1,002,295	1,040,963	1,147,275	1,011,556	1,066,534	12,703,647
PURCH ALLOW-BARBEBEAU	-	-	-	-	-	-	-	-	-	-	-	-	-
SUBLEASE INCOME	-	-	-	-	-	-	-	-	-	-	-	-	-
RENTAL INCOME	-	-	-	-	-	-	-	-	-	-	-	-	-
VENDING MACHINE INC	42	36	32	29	54	34	36	35	-	86	32	-	419
POLARIS REVENUE	-	-	-	-	-	-	-	-	-	-	-	-	-
VITALCARE REVENUE	-	-	-	-	-	-	-	-	-	-	-	-	-
WALKER-MARKED	-	-	-	-	-	-	-	-	-	-	-	-	-
MGMT FEES-INTER CO	-	-	-	-	-	-	-	-	-	-	-	-	-
CASH DISC EARNED	22	32	17	27	3	3	-	3	3	2	1	4	119
MISC INC	13	-	-	-	-	-	-	-	-	-	-	13	27
APPLICATION FEE INCOM	-	-	-	-	-	-	-	-	-	-	-	-	-
TOT NON PATIENT REVEN	64	83	49	56	57	38	36	37	3	88	34	18	564
OPERATING EXPENSES													
NURSING ADMIN	30,274	27,744	21,062	26,425	24,296	24,633	22,025	28,353	22,532	28,057	23,972	25,059	304,536
REGISTERED NURSES	78,423	73,046	83,585	77,273	72,953	74,219	72,192	76,690	97,729	95,563	102,653	93,021	999,347
GN/GPN	-	-	-	-	-	-	-	-	-	-	-	-	-
LVN/LPN	85,290	81,633	97,263	90,962	91,771	87,537	89,463	95,949	74,847	83,808	80,414	77,829	1,096,796
AIDES/ORDERLIES	132,328	121,419	136,751	125,722	128,769	120,315	127,369	117,735	123,588	132,918	134,130	126,656	1,327,749
TOTAL STAFF NURSING	326,314	303,843	336,651	320,381	317,812	306,705	311,059	320,727	318,806	340,345	341,169	322,564	3,866,388
RN CONTRACT LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
LVN CONTRACT LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
AIDES CONTRACT LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL CONTRACT LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
NURSING WAGE TRANSF	-	-	-	-	-	-	-	-	-	-	-	-	-
NURSING SUPPLIES	4,545	3,345	4,283	2,930	4,983	3,000	3,655	3,281	2,579	5,248	3,473	3,882	45,212
INCONT & FEED REV	(1,001)	(1,074)	(181)	(871)	(1,175)	295	227	(1,107)	(262)	(890)	166	63	(5,810)
INCONT & FEED EXP	6,335	7,711	6,360	7,366	6,603	6,053	7,845	6,199	9,242	8,150	8,036	7,000	86,899
HI/NURSE & MILEAGE E	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OTHER NURSING	9,878	9,882	10,472	9,425	10,412	9,347	11,728	8,373	11,559	12,508	11,674	10,944	126,301
TOTAL NURSING	336,193	313,825	349,133	329,806	328,224	316,052	322,787	329,100	330,366	352,853	352,843	333,508	3,994,689
ADMINISTRATION	-	-	-	-	-	-	-	-	-	-	-	-	-
CONTRACT LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
VOCATIONAL COUNSELOR	-	-	-	-	-	-	-	-	-	-	-	-	-
BEHAVIORAL PSYCHOLOGI	-	-	-	-	-	-	-	-	-	-	-	-	-
THERAPEUTIC SPECIALIS	-	-	-	-	-	-	-	-	-	-	-	-	-
REHABILITATION WAGES	-	-	-	-	-	-	-	-	-	-	-	-	-
RESPIRATORY THERAPIST	-	1,046	730	(61)	1,468	646	762	585	780	963	-	1,955	8,856
OCCUPATIONAL THERAPIS	-	-	-	-	-	-	-	-	-	-	-	-	-
SPEECH THERAPIST LBR	-	-	-	-	-	-	-	-	-	-	-	-	-



BG-4000 - Monthly Summary - Detail and Payroll Trend
combined: 559

Category:
FY 2017 - TCU

559 - Kindred - Birchwood Terrace

Select "Actual" or "Budget":
Select Year: Actual 2015

PHYSICAL THERAPIST LB	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	FY 2015 Actual
TOTAL SPECIAL SVCS LB	-	1,046	730	(81)	1,468	646	762	585	780	963	-	1,955	8,856



BG-4000 - Monthly Summary - Detail and Payroll Trend
combined: 559

Category:
FY 2017 - TCU

559 - Kindred - Birchwood Terrace

Select "Actual" or "Budget":
Select Year: 2015 Actual 2015

	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	FY 2015 Actual
DAY CARE/CLINIC/LBR	-	-	-	-	-	-	-	-	-	-	-	-	-
BARBERSHOP/LBR	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL MISC LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
REHAB	84,651	81,095	97,580	86,249	64,706	68,929	65,357	76,781	87,612	88,251	78,942	85,136	985,289
PHARMACY	30,876	24,898	35,863	15,949	17,618	23,574	9,827	22,925	23,624	25,972	30,008	24,745	285,879
PHYSICAL THERAPY	737	1,008	-	1,681	375	198	378	358	112	765	-	39	5,658
OCCUPATIONAL THERAPY	114	689	8	222	-	307	27	-	38	-	-	181	1,730
SPEECH THERAPY	-	(465)	-	-	-	186	-	-	-	-	-	-	186
IV THERAPY	4,924	-	15	(8)	754	2,947	1,070	1,412	723	(138)	4,246	11,148	28,629
TOTAL REHAB & PHARMACY	121,302	107,226	133,473	104,093	83,452	96,141	76,658	101,621	112,109	114,850	113,196	121,249	1,285,371
RT	-	-	-	-	-	-	-	-	-	-	-	-	-
X-RAY	-	-	-	-	-	-	-	-	-	-	-	-	-
CENTRAL SUPPLIES	2,609	2,559	3,350	2,535	1,792	2,124	2,201	2,056	2,825	2,716	2,295	3,779	30,843
EQUIPMENT RENT	-	-	-	-	-	-	-	-	-	-	-	-	-
CONSUMER MEDICAL	-	-	-	-	-	-	-	-	-	-	-	-	-
LAB SUPPLIES/GEN	5,061	3,590	3,114	5,515	10,756	9,203	2,562	4,370	3,746	6,273	5,646	3,667	61,872
LAB-RAY	1,515	-	2,074	2,182	4,059	5,093	(7,582)	1,398	4,384	3,862	2,545	2,182	25,355
RESPIRATORY THERAPY	173	1,362	-	5,590	-	873	283	600	1,331	1,001	-	1,001	7,171
NUTRITIONAL THERAPY	165	76	46	-	295	153	184	-	23	121	-	(295)	767
DAYCARE	-	-	-	-	-	-	-	-	-	-	-	-	-
MEDICAL SERVICES	2,366	3,212	4,427	4,305	4,071	897	2,574	2,657	5,609	6,555	5,673	4,678	47,025
MISC PERSONAL	3,072	3,942	3,276	2,968	2,972	3,072	3,072	2,669	3,196	10,434	3,405	3,441	46,442
TOTAL OTHER ANCILLARY	14,178	16,185	16,286	21,605	23,945	21,988	4,068	14,558	21,114	29,962	17,564	16,642	217,915
TOTAL ANCILLARY EXP	135,481	123,421	149,759	125,698	107,397	116,139	80,725	115,880	133,224	144,812	130,760	137,891	1,503,287
FOOD SALES	(1,208)	(651)	(162)	(630)	(732)	(1,152)	(690)	(933)	(462)	(1,785)	(221)	(1,776)	(10,403)
FOOD EXPENSES	27,122	25,749	23,144	31,568	27,253	22,611	29,681	26,321	30,606	27,895	25,738	26,960	324,649
FOOD SUPPLEMENTS	191	306	290	353	418	623	254	253	487	511	290	453	4,428
FOOD THICKENED BEVERA	341	194	121	57	130	131	223	141	289	151	272	541	2,592
TOTAL FOOD RELATED	28,447	25,596	23,393	31,347	27,070	22,213	29,468	25,783	30,920	28,771	26,079	26,179	321,266
SUPERVISORS	4,500	7,401	5,603	3,779	5,190	5,246	5,456	5,868	6,760	5,368	7,689	5,404	68,372
COOK/KITCHEN HELPERS	28,942	21,803	25,663	24,976	25,353	23,778	23,153	24,376	23,876	24,178	26,524	24,550	298,471
DIETARY WAGE TRNSFR	-	-	-	-	-	-	-	-	-	-	-	-	-
KITCHEN SUPPLIES	1,867	2,406	2,223	2,737	2,087	2,482	2,755	2,303	2,891	(1,425)	(776)	(951)	324,440
KITCHEN REPLACE	74	311	911	751	353	480	220	885	(3)	1,061	564	248	28,104
NUTRITION CONSULTANT	-	-	-	-	-	-	-	-	-	-	-	-	-
REGISTERED DIETICIAN	-	-	-	-	-	-	-	-	-	-	-	-	-
CULINARY CONTRACT SVCS	4,379	3,906	4,303	3,979	4,125	3,695	3,624	4,393	4,507	4,432	4,498	4,931	50,772
APT. RESTAURANT WAGES	54	27	81	81	-	-	54	54	27	81	54	81	702
NUTR SERV O/S REV	-	-	-	-	-	-	-	-	-	-	-	-	-
NUTR SERV O/S EXP	-	-	-	-	-	-	-	-	-	-	-	-	-
NUTR SERV O/S LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OTHER DIETARY	38,916	35,853	38,785	38,304	37,135	35,763	35,262	38,097	37,769	36,003	40,099	36,832	444,818
LAUNDRY SVC INCOME	-	-	-	-	-	-	-	-	-	-	-	-	-
LAUNDRY WAGES	-	-	-	-	-	-	-	-	-	-	-	-	-
LAUNDRY WAGE TRNSFR	-	-	-	-	-	-	-	-	-	-	-	-	-
LAUNDRY SUPPLIES	-	-	268	-	163	-	-	-	-	-	-	-	431
LAUNDRY RENTAL & SRV	-	-	-	-	-	-	-	-	-	-	-	-	-
LINEN REPLACEMENT	-	-	-	477	-	514	272	176	151	172	460	240	2,463
LAUNDRY CONTRACT SRV	15,283	14,860	14,860	14,860	14,860	14,860	14,860	14,860	14,860	14,860	14,860	14,860	178,738
TOTAL LAUNDRY EXP	15,283	14,860	15,128	15,337	15,023	15,374	15,132	15,035	15,011	15,032	15,320	15,100	181,633
HOUSEKEEPING WAGES	-	-	-	-	-	-	-	-	-	-	-	-	-
HSPK WAGE TRANS	-	-	243	-	120	(47)	264	170	138	348	242	644	4,165
HOUSEKEEPING SUPPLIES	-	-	-	-	-	-	-	-	-	-	-	-	-
HSPK-CONTR SUPP/SRV	21,866	22,289	22,289	22,289	22,289	22,289	22,289	22,289	22,289	22,289	22,289	22,289	267,049
TOTAL HOUSEKEEPING	21,866	22,828	22,532	23,795	22,409	22,242	22,553	22,460	22,427	22,637	22,531	22,933	271,215



BG-4000 - Monthly Summary - Detail and Payroll Trend
combined 559

Category:
FY 2017 - TCU

559 - Kindred - Birchwood Terrace

Select "Actual" or "Budget" for
Select Year: 2015 Actual 2015

	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	FY 2015 Actual
MAINTENANCE PERSONAL													
MAINT WAGE TRANS	6,946	5,779	7,537	6,658	8,186	7,357	6,590	7,190	7,199	7,727	5,783	7,016	83,968
GROUND MAINT WAGES	-	-	-	-	-	-	-	-	-	-	-	-	-
MAINT SUPPLIES	1,293	577	610	1,141	911	578	362	725	516	1,704	240	1,296	9,853
CONTRACTS-BLDG ETC	3,260	(821)	690	938	2,533	1,315	2,355	1,750	1,165	2,685	2,358	2,685	22,341
GROUND MAINT SUPP	4,000	7,520	5,000	(3,472)	2,282	737	6,427	2,000	6,665	3,985	3,095	5,302	20,850
EQUIPMENT REPAIR	5,674	5,447	6,964	5,316	4,984	4,684	11,337	4,684	6,965	6,550	7,03	8,804	70,857
BUILDING REPAIR	710	1,950	3,816	1,960	1,181	1,557	1,017	1,810	4,322	4,365	703	1,804	24,965
BUILDING EQUIP EXPENSE	1,033	1,080	599	1,709	788	665	1,341	2,187	125	4,132	1,715	2,016	17,559
MINOR EQUIP EXPENSE	22,906	21,532	25,630	13,780	21,281	16,007	29,431	18,806	20,215	32,199	13,874	22,073	268,713
TOTAL MAINTENANCE	6,843	6,344	7,532	5,009	5,635	5,281	2,960	8,917	6,408	7,201	7,568	4,637	73,335
UTILITIES-WATER/SEWR	14,991	20,350	21,372	12,559	8,043	6,866	10,549	13,424	10,442	10,287	12,207	13,397	155,067
UTILITIES-ELECTRIC	4,643	6,149	6,659	3,300	2,278	1,895	2,039	2,099	2,194	2,131	3,282	4,860	41,359
UTILITIES-GAS & OIL	1,749	1,411	1,342	1,793	878	1,997	1,480	1,374	1,577	906	1,488	1,668	17,661
UTILITIES-GARBAGE	27,225	34,264	36,904	22,641	18,835	16,039	17,028	25,814	20,822	20,925	24,553	24,382	287,423
TOTAL UTILITIES	49,408	62,174	66,235	40,643	37,031	36,012	41,596	47,715	41,037	41,363	48,721	44,427	387,515
RECREATION INCOME	12,622	12,760	13,726	11,729	12,759	11,422	12,585	13,389	12,574	12,691	12,891	12,978	152,405
RECREATION WAGES	4,111	4,111	4,111	4,111	4,111	4,111	4,111	4,111	4,111	4,111	4,111	4,111	41,111
RECREATIONAL SUPPLY	13,185	13,251	14,215	12,560	13,215	12,072	13,111	14,070	13,576	13,228	13,566	13,301	159,508
TOTAL ACTIVITIES	903	903	903	903	903	903	903	903	903	903	903	903	9,030
PHARMACY CONSULTANT	8,357	7,681	7,831	6,447	7,289	7,843	6,535	7,665	6,887	8,892	7,600	7,626	90,853
SOCIAL WORKER WAGES	-	-	-	-	-	-	-	-	-	-	-	-	-
SOCIAL WORKER CONSULT	-	-	-	-	-	-	-	-	-	-	-	-	-
MENTAL HEALTH COUNSEL	-	-	-	-	-	-	-	-	-	-	-	-	-
MED RECORD CONSULT	-	-	-	-	-	-	-	-	-	-	-	-	-
MED RECORD LIBRARIAN	-	-	-	-	-	-	-	-	-	-	-	-	-
UTILIZATION REVIEW	-	-	-	-	-	-	-	-	-	-	-	-	-
UTILIZATION RNM-WEL	-	-	-	-	-	-	-	-	-	-	-	-	-
MEDICAL ADVISORY BOARD	-	-	-	-	-	-	-	-	-	-	-	-	-
MEDICAL DIRECTOR	6,240	6,240	6,240	6,240	6,240	466	6,240	6,240	6,240	6,240	6,240	6,240	74,860
OTHER PROF CONSULT	-	-	-	-	-	-	-	-	18,000	1,500	-	3,000	22,500
WAGE TRANSFER	-	-	-	-	-	-	-	-	-	-	-	-	-
PROF WAGE TRANSFER	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL PROFCONSULT	15,500	14,824	15,074	13,560	14,432	15,452	13,677	14,808	33,424	17,635	14,743	17,769	200,927
VACATION PAY	-	-	-	-	-	-	-	-	-	-	-	-	-
VACATION ACCRUAL	14,297	-	-	-	-	-	-	-	-	-	-	-	-
SICK PAY	-	-	-	-	-	-	-	-	-	-	-	-	-
PAID TIME OFF	16,965	13,050	12,040	26,214	10,186	14,821	36,643	23,953	11,169	28,057	14,271	19,418	226,587
PTO ACCRUAL	8,411	7,517	9,614	(367)	9,577	3,750	(11,876)	(2,851)	10,246	(2,121)	5,241	(90)	37,951
PAY BENES TRANSFER	-	408	219	(62)	330	194	125	93	211	(138)	(233)	301	1,448
PAYROLL TAXES	47,149	40,794	42,713	39,371	39,478	36,152	39,646	38,564	38,714	39,250	38,241	38,871	477,401
WORKERS COMP INS	21,407	21,408	21,408	(11,616)	-	21,408	21,408	21,408	21,408	21,408	21,408	(2,956)	154,698
WIC-OCCUPATIONAL INCE	-	-	-	-	-	-	(4,872)	-	-	(6,208)	-	-	(25,652)
WIC MOD DUTY WAGES	-	-	-	-	-	-	-	-	-	-	-	-	-
GROUP MEDICAL INS	19,198	15,083	17,250	20,215	14,500	866	26,032	23,757	27,034	22,550	24,232	25,386	289,390
SHORT TERM DISAB	1,961	566	426	428	1,552	1,250	1,404	2,826	1,094	1,018	412	380	13,920
EMPLOYEE PHYSICALS	-	-	-	143	-	-	-	-	-	242	-	227	754
RETIRE SAVINGS MATCH	-	-	-	-	-	-	-	-	-	-	-	-	-
OTHER BENEFITS	17,786	9,972	6,759	13,891	9,175	6,544	13,554	6,605	8,767	23,592	11,847	(9,701)	118,701
TOTAL EMP BENEFITS	147,174	108,779	110,854	109,623	132,231	110,336	138,592	114,336	134,881	127,651	132,822	4,544	1,389,744
STF DEVELOPMENT COORD	5,965	5,111	6,224	6,704	5,917	6,224	5,873	5,965	5,288	6,699	6,074	5,745	71,798
STF DEV COORD-WG TRN	-	-	-	-	-	-	-	-	-	-	-	-	-
ORIENTATION WAGES	636	(87)	1,622	2,769	5,516	9,754	9,341	14,797	23,371	8,395	6,537	7,423	90,075
EDUCATION/TRAINING	1,130	355	11,100	579	-	280	(750)	312	950	440	4,705	(684)	18,437
TOTAL TRAINING	7,731	5,379	18,946	10,052	11,433	16,259	14,464	21,074	29,609	15,534	17,316	12,504	180,299
OFFICERS SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
OPERATIONS SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
GEN & ADMIN SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
BUSINESS DEV WAGES	-	-	-	-	-	-	-	-	-	-	-	-	-
HUMAN RESOURCES SAL	-	-	-	-	-	-	-	-	-	-	-	-	-
COMPENEFIT SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
TRAINING SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
PURCHASING SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-



BG-4000 - Monthly Summary - Detail and Payroll Trend
combined: 559

Category:
FY 2017 - TCU

559 - Kindred - Birchwood Terrace

Select "Actual" or "Budget" - Select Year:	Actual 2015	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	FY 2016 Actual
DIETARY SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ADMITTANCE SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-	-
MARKETING SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-	-
RECRUITING SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-	-
REIMBURSEMENT SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-	-
MAINTENANCE SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CLINICAL SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PHARMACY SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PROGRAM COORD WAGES	484	-	-	-	1,049	1,388	1,489	1,431	1,574	1,045	1,814	1,319	1,009	12,599
OTHER SALARIES	2,235	-	1,912	2,408	2,237	2,016	2,352	2,269	1,719	2,793	2,104	1,372	1,454	24,869
SYSTEM SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ADMISSIONS COORD WAGE	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ADAM WAGES	-	-	-	-	-	-	-	-	-	-	-	-	-	-
WAGE TRANSFERS	-	-	-	-	-	-	-	-	-	-	-	-	-	-
BONUS EXPENSE	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ADMITTANCE WAGES	19,422	-	26,582	28,723	30,793	30,072	32,332	30,735	30,943	27,963	29,643	27,093	30,090	344,382
CLERICAL WAGES	648	-	457	587	1,209	1,863	688	1,601	1,878	2,021	1,632	1,682	1,569	15,465
CENTRAL SUPER WAGES	2,088	-	1,709	2,200	1,980	1,749	2,119	2,085	2,082	2,082	2,016	1,987	1,987	15,465
WARD CLERK WAGES	2,617	-	2,124	2,706	2,133	2,748	2,622	2,553	2,872	2,117	2,530	2,465	2,795	30,889
RECORDS CLERK WAGES	-	-	-	-	-	-	-	-	-	-	-	-	-	-
GUARD/SECURITY	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PROFESSIONAL FEES	4,883	-	4,609	4,801	5,195	4,985	4,787	4,770	4,985	4,841	6,660	5,222	4,835	60,573
CONTRACT LABOR-OTHER	5,950	-	11,515	19,600	8,400	-	-	-	-	-	-	-	-	46,465
BOARD OF DIRECTORS	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CENTRAL PLACEMENT	-	-	-	-	-	-	-	-	-	-	-	-	-	-
INTEGRATED MARKET	26,685	-	26,063	34,083	28,321	27,585	28,071	30,042	27,802	29,268	28,272	28,141	17,810	332,142
CLINICAL LIAISON ALLOCATED	-	-	-	-	-	-	-	-	-	-	-	-	-	-
BUSINESS OFFICE SHARED SVC	-	-	-	-	-	-	-	-	-	-	-	-	-	-
MOVING EXPENSES	-	-	-	-	-	-	-	-	-	-	-	-	-	-
OFF SUPPLY/STATIONERY	1,820	-	1,207	1,731	1,398	1,450	1,537	1,488	1,581	1,579	1,570	2,066	2,151	19,578
REALITY ORIENT SUPPLY	-	-	312	260	471	322	310	323	536	499	486	200	542	4,542
US MAIL	281	-	307	-	519	808	508	508	-	500	-	-	500	4,357
COMPUTER RELATED EXP	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TELEPHONE	3,901	-	3,957	3,386	4,065	3,879	3,639	3,786	3,731	3,934	4,139	4,104	3,451	45,871
RECRUITMENT/HELP WNTD	844	-	675	989	781	582	897	310	1,152	1,157	1,897	1,412	1,073	11,558
ADVERTISING	8	-	11	21	4	1,462	19	-	79	83	59	11	5	1,742
MARKETING/FERRAL DE	1,910	-	2,965	1,759	1,255	2,428	4,103	1,761	441	3,981	1,877	2,594	39,205	64,200
INSURANCE OTHER	196	-	98	147	147	147	147	147	147	147	147	827	147	2,444
MALPRACTICE INSURANCE	4,077	-	4,079	4,079	4,079	4,079	4,079	4,079	4,079	4,079	4,079	4,079	5,701	50,568
TRAVEL	7,393	-	960	(6,518)	1,236	1,262	3,449	1,530	1,632	5,367	1,930	4,357	(463)	22,135
VEHICLE EXPENSE	187	-	175	281	961	3,087	245	281	209	178	33,841	1,074	1,279	8,103
BAD DEBT EXPENSE	42,855	-	49,952	2,598	9,553	40,238	30,411	11,668	12,259	17,915	33,841	14,105	1,236	266,630
COLLECTION EXPENSE	-	-	-	-	-	-	-	-	-	-	-	-	-	-
DUES & SUBSCRIPTIONS	-	-	-	-	-	-	-	-	-	-	-	-	-	-
FREIGHT CHARGES	1,344	-	2,044	2,084	1,344	2,354	2,360	(1,620)	1,349	1,500	2,699	1,946	2,065	19,486
CIVIL MONETARY/STATE	-	-	-	-	-	-	-	-	-	-	-	-	-	-
EMPLOYER TAXES	59,034	-	59,034	59,034	59,034	59,034	59,034	59,034	59,034	59,034	59,034	59,034	59,034	708,412
MISC GEN & ADMIN	500	-	1,022	595	1,069	503	850	3,073	509	632	440	575	460	10,848
TOTAL GEN & ADMIN	189,374	-	201,986	185,353	167,833	194,050	185,869	181,694	180,582	173,180	188,314	164,642	259,050	2,211,947
NON PATIENT EXPENSE	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OPERATING EXPENSE	995,284	-	937,435	986,643	912,263	942,203	962,483	892,686	917,590	986,214	1,014,557	966,967	928,022	11,394,324
RENT - BUILDING	119,941	-	117,941	120,830	117,941	116,583	118,262	116,015	120,509	118,262	118,262	118,262	118,262	1,423,074
RENT - LAND	4,119	-	4,465	6,576	4,178	2,252	2,871	5,364	3,957	6,794	6,029	1,653	5,573	53,890
PROPERTY TAXES	15,070	-	15,070	15,070	15,070	15,070	15,070	15,228	15,228	15,228	15,228	15,228	15,228	181,787
DEPRECIATION	21,801	-	21,845	14,959	19,917	8,127	8,909	8,986	8,629	9,120	9,579	12,231	10,562	155,784
AMORTIZATION	-	-	-	-	-	-	-	-	-	-	-	-	-	-
INTEREST EXPENSE	-	-	-	-	-	-	-	-	-	-	-	-	-	-
INTEREST INCOME	(63)	-	(30)	(56)	(49)	(48)	(24)	(3)	(15)	(24)	(2)	(11)	(4)	(329)
INSURANCE - PROPERTY	1,523	-	1,523	1,523	1,523	1,523	1,523	1,523	1,523	1,523	1,523	1,523	1,523	21,448
BOND TRUSTEE FEES	-	-	-	-	-	-	-	-	-	-	-	-	-	-
LOCAL TAXES	73	-	101	55	14	53	61	95	58	77	38	102	19	743
LICENSES & TAXES	-	-	-	-	-	-	-	-	-	-	-	-	-	-
FEDERAL INCOME TAX	-	-	-	-	-	-	-	-	-	-	-	-	-	-
STATE INCOME TAX	-	-	-	-	-	-	-	-	-	-	-	-	-	-
MANAGEMENT FEES	99,231	-	90,185	96,770	94,062	95,579	93,362	96,550	95,573	92,802	94,967	92,470	94,526	1,136,098



BG-4000 - Monthly Summary -Detail and Payroll Trend
combined: 559

Category:
FY 2017 - TCU

559 - Kindred - Birchwood Terrace

Select "Actual" or "Budget":
Select Year:

Actual
2015

MANAGEMENT FEES

Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	FY 2015 Actual
261,695	251,100	255,727	232,665	241,738	240,054	243,771	245,663	243,790	245,624	241,468	246,161	2,972,436



BG-4000 - Monthly Summary - Detail and Payroll Trend
combined: 559

#REF!

Select "Actual" or "Budget" -
Select Year: Actual 2015

CENSUS	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	FY 2015 Actual
Commercial Insurance Patient Days	2.8	0.8	1.6	1.1	1.6	(1.1)	0.4	1.2	1.7	2.5	1.4	4.0	1.5
Medicare Advantage Patient Days	0.6	1.9	2.8	2.3	0.9	0.1	0.8	1.4	2.0	1.7	1.4	1.2	1.4
Medicare Patient Days	19.6	19.3	22.7	15.7	13.9	17.4	14.3	14.2	20.4	20.0	16.6	16.6	17.7
Total M2	23.2	22.0	27.2	19.0	16.4	16.3	15.5	16.8	24.1	24.2	20.8	21.8	20.6
Private Patient Days	13.0	17.3	2.3	13.5	16.3	(4.1)	2.6	4.3	2.0	9.9	3.6	6.0	7.2
Medicaid Patient Days	96.6	93.2	103.7	99.3	96.8	111.2	106.9	103.7	101.6	95.8	98.8	94.2	100.2
VA Patient Days	5.7	5.3	5.6	2.1	0.8	1.1	1.5	1.3	1.7	2.0	2.9	2.1	2.6
Hospice Patient Days	2.8	1.9	1.0	1.2	1.2	1.6	1.7	1.2	1.8	2.7	5.6	5.7	2.4
Medicaid Managed Patient Days	-	-	-	-	-	-	-	-	-	-	-	-	-
Medicaid Out-of-State Patient Days	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Paid Census	141.4	139.6	139.8	135.1	131.5	128.2	128.3	127.3	131.2	134.6	131.8	129.8	133.0
Operating Census	140.2	138.6	138.9	134.3	131.0	128.6	128.0	126.6	130.9	134.2	131.3	129.3	132.3
ROUTINE REVENUE	399.27	452.73	356.40	488.35	394.57	378.79	526.50	492.18	424.22	426.56	450.10	405.29	424.10
COMMERCIAL INS	344.73	386.59	344.95	368.69	351.86	150.82	353.87	459.38	419.28	336.22	336.22	419.27	377.31
MEDICARE ADVANTAGE	516.76	518.97	483.19	482.59	464.77	501.88	511.75	495.68	505.19	519.86	486.14	489.06	499.59
MEDICARE PART A	498.93	505.36	481.06	489.36	451.66	509.01	503.58	492.34	491.65	500.59	482.44	469.68	485.55
TOTAL M2	389.32	355.67	395.13	359.75	357.25	370.07	353.11	371.30	369.25	372.75	369.85	342.86	365.57
PRIVATE	196.04	196.95	196.89	199.64	198.54	198.78	198.11	197.52	198.08	199.70	199.47	197.86	198.12
MEDICAID	264.85	256.54	283.82	259.58	273.75	295.21	178.48	252.13	255.47	287.70	259.22	271.15	282.43
VA	198.23	198.23	194.17	199.40	199.40	199.40	198.53	198.54	198.54	200.51	200.51	200.51	199.43
HOSPICE	-	-	-	-	-	-	-	-	-	-	-	-	-
MCO MCO	-	-	-	-	-	-	-	-	-	-	-	-	-
CONTRACT SERVICES-NEURO	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL ROUTINE REVENUE	265.60	267.42	254.61	254.59	260.27	234.21	238.04	242.78	255.79	267.86	260.24	251.51	253.00
ANCILLARY REVENUE	167.59	131.38	93.73	410.48	76.03	248.26	587.74	276.70	152.29	90.78	19.48	202.19	161.48
COMMERCIAL INSURANCE	72.41	0.00	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	0.00	0.00	(0.00)	0.00	57.55	7.41
MEDICARE ADVANTAGE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
MEDICARE PART A	4.00	5.78	5.27	10.73	8.03	7.30	6.17	9.95	7.50	6.26	6.10	7.90	7.07
MEDICARE PART B	(0.03)	14.22	94.56	28.31	(3.59)	(0.17)	12.22	(10.37)	5.27	1.44	1.90	(1.13)	9.05
PRIVATE	(0.00)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
MEDICAID	(0.00)	0.00	(0.00)	0.00	0.00	162.54	0.00	0.00	0.00	0.00	0.00	0.00	5.71
VA	(0.00)	0.00	0.00	0.00	0.00	0.00	0.00	0.03	0.00	0.00	0.00	0.00	0.00
HOSPICE	-	-	-	-	-	-	-	-	-	-	-	-	-
MCO MCO	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL ANCILLARY REVENUE	7.13	7.48	7.09	15.67	7.57	5.54	7.51	11.16	8.38	7.13	5.53	13.60	8.65
MEDICAID IGT	-	-	-	-	-	-	-	-	-	-	-	-	-
MANAGED MEDICAID IGT	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL IGT REVENUE	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL PATIENT REVENUE	272.73	274.90	261.90	270.25	267.94	239.74	245.55	253.94	264.18	274.99	265.77	265.11	261.65
NON PATIENT REVENUE	0.01	0.02	0.01	0.01	0.01	0.01	0.01	0.01	0.00	0.02	0.01	0.00	0.01
TOTAL NET REVENUE	272.74	274.92	261.91	270.27	267.96	239.75	245.56	253.95	264.18	275.02	265.77	265.11	261.66
Bad Debt % of Revenue	3.6%	4.6%	0.2%	0.9%	3.8%	3.4%	1.2%	1.2%	1.7%	2.9%	1.4%	0.1%	2.1%
OPERATING EXPENSES	76.72	80.28	80.56	81.37	80.51	83.48	81.16	83.38	83.91	84.58	89.21	82.90	82.28
SPECIAL SERV LABOR	-	0.27	0.17	(0.02)	0.36	0.17	0.19	0.15	0.20	0.23	-	0.49	0.19
MISCELLANEOUS LABOR	27.68	27.43	30.90	28.68	20.47	25.39	19.28	25.75	28.48	27.53	28.62	30.14	26.47
RENTS & UTILITY	6.04	6.54	5.40	7.73	6.84	5.87	7.02	3.84	5.86	7.18	4.44	6.51	4.49
OTHER ANCILLARY	8.42	9.17	8.95	8.96	9.11	9.45	8.87	9.65	9.69	8.63	10.14	9.16	8.82
FOOD RELATED	3.49	3.80	3.49	3.78	3.68	4.06	3.80	3.81	3.81	3.90	3.87	3.75	3.74
OTHER DIETARY	4.99	5.84	5.20	5.67	5.50	5.87	5.67	5.69	5.70	5.43	5.70	5.70	5.59
HOUSEKEEPING	5.23	5.51	5.91	3.39	4.13	4.23	7.40	5.02	5.13	7.72	3.51	5.49	5.33
MAINTENANCE	6.21	8.76	8.51	5.59	4.12	4.24	4.28	6.54	6.29	5.02	6.21	6.06	5.92
UTILITIES	3.01	3.39	3.30	3.11	3.24	3.19	3.30	3.56	3.45	3.17	3.44	3.31	3.29
ACTIVITIES	3.54	3.79	3.48	3.35	3.54	4.08	3.44	3.75	8.49	4.23	3.73	4.42	4.14
PROFCONSULTANTS	-	-	-	-	-	-	-	-	-	-	-	-	-



BG-4000 - Monthly Summary - Detail and Payroll Trend
combined 559

#REF!

Select "Actual" or "Budget" -
Select Year: 2015 Actual 2015

	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	FY 2015 Actual
EMPLOYEE BENEFITS	39.59	27.83	25.60	27.05	32.43	28.14	34.35	28.97	34.26	30.90	33.53	1.13	28.21
TRAINING	1.76	1.36	4.37	2.48	2.80	4.28	3.64	3.72	7.52	4.38	3.11	3.71	3.71
GEN-ADMIN	43.22	51.67	35.15	41.41	47.60	48.09	40.66	40.68	43.99	45.14	41.63	64.39	45.56
NON-PATIENT EXPENSE	-	-	-	-	-	-	-	-	-	-	-	-	-
OPERATING EXPENSES	227.13	235.81	227.65	225.09	231.10	235.37	224.46	232.47	233.04	243.18	245.00	230.68	234.68
OPX EXCL RHIP/IBD/PTX	176.20	184.50	182.63	182.49	186.28	180.35	187.41	188.68	205.02	193.39	197.88	185.56	186.13
OPER INC BIF PROPERTY	45.51	35.11	34.26	45.18	26.86	1.38	21.09	21.48	11.14	31.83	10.78	34.43	26.98
OPER INC BIF PROPERTY %	16.7%	12.8%	13.1%	16.7%	10.4%	0.6%	8.6%	8.5%	4.2%	11.6%	4.2%	13.0%	10.3%
OTHER PROPERTY	3.44	3.86	3.48	3.72	3.70	3.98	3.83	3.66	3.87	3.65	3.85	3.79	3.74
PROPERTY TAX	0.35	0.39	0.35	0.38	0.37	0.40	0.38	0.37	0.39	0.37	0.39	1.17	0.44
INSURANCE PROPERTY	0.02	0.03	0.01	0.00	0.01	0.02	0.02	0.01	0.02	0.01	0.03	0.00	0.02
LOCAL TAXES	-	-	-	-	-	-	-	-	-	-	-	-	-
PROPERTY TAXES	-	-	-	-	-	-	-	-	-	-	-	-	-
OTHER PROPERTY	3.80	4.27	3.84	4.10	4.08	4.40	4.24	4.28	4.27	4.02	4.28	4.86	4.20
GAIN/LOSS ON SALE	-	-	-	-	-	-	-	-	-	-	-	-	-
PRIOR YR-CONTRACTUAL	-	-	-	-	-	-	-	-	-	-	-	-	-
WIC RETRO ADJ	-	-	-	-	-	-	-	-	-	0.00	-	-	0.00
PRIOR YEAR ADJ	-	-	-	-	-	-	-	-	-	-	-	-	-
PRIOR MONTH ADJ-REVENUE	-	-	-	-	-	-	-	-	-	-	-	-	-
CAPITAL PROJECT EXPENSE	-	-	-	-	-	-	-	-	-	-	-	-	-
PROOF OF CLAIM-OTHER	-	-	-	-	-	-	-	-	-	-	-	-	-
EBITDARM	41.81	30.84	30.41	41.08	22.77	(3.02)	16.86	17.22	6.88	27.81	6.52	29.48	22.78
EBITDARM %	15.3%	11.2%	11.6%	15.2%	8.8%	-1.3%	6.9%	6.8%	2.8%	10.7%	2.5%	11.1%	8.7%
OTHER FIXED	4.98	5.59	3.45	4.91	2.14	2.35	2.26	2.24	2.32	2.30	3.09	3.70	3.21
DEPRECIATION/AMORT	27.37	30.17	27.88	29.10	29.09	31.24	29.17	30.53	30.04	28.35	29.90	28.40	28.31
RENT - BUILDING	-	-	-	-	-	-	-	-	-	-	-	-	-
RENT - LAND	0.94	1.14	1.52	1.03	0.55	0.76	1.35	1.00	1.73	1.45	0.42	1.39	1.11
RENT - EQUIPMENT	-	-	-	-	-	-	-	-	-	-	-	-	-
INTEREST EXPENSE	(0.01)	(0.01)	(0.01)	(0.01)	(0.01)	(0.01)	(0.00)	(0.00)	(0.01)	(0.00)	(0.00)	(0.00)	(0.01)
INTEREST INCOME	22.65	23.07	22.33	23.21	23.44	24.67	24.28	24.21	23.57	22.76	23.38	23.40	23.40
MANAGEMENT FEE	55.92	59.97	55.16	58.24	55.21	59.01	57.06	57.98	57.65	54.85	56.79	56.88	57.02
OTHER FIXED	13.50	(0.47)	1.02	10.95	(6.88)	(35.01)	(13.66)	(14.32)	(24.90)	(1.98)	(23.80)	(1.30)	(7.64)
EBITDAM	4.9%	-0.2%	0.4%	4.1%	-2.7%	-16.6%	-5.6%	-5.6%	-9.4%	-0.7%	-9.3%	-0.5%	-2.9%
EBITM	8.52	(6.06)	(2.43)	6.04	(9.01)	(37.36)	(15.92)	(16.55)	(27.22)	(4.28)	(26.90)	(4.00)	(10.85)
EBITM %	3.1%	-2.2%	-0.9%	2.2%	-3.5%	-15.6%	-6.5%	-6.5%	-10.3%	-1.6%	-10.5%	-1.5%	-4.1%
EBITDAR	18.16	7.77	8.09	17.87	(8.87)	(27.88)	(7.42)	(6.89)	(16.71)	5.05	(16.88)	5.98	(0.82)
EBITDAR %	7.0%	2.8%	3.1%	6.6%	-3.3%	-11.5%	-3.0%	-2.8%	-6.5%	1.8%	-6.6%	2.3%	-0.2%
EBT	(14.11)	(29.13)	(24.75)	(17.16)	(32.44)	(62.02)	(40.20)	(40.76)	(50.78)	(27.04)	(50.27)	(27.50)	(34.24)
EBT %	-5.2%	-10.6%	-9.4%	-6.3%	-12.6%	-26.9%	-16.4%	-16.1%	-19.2%	-9.8%	-18.7%	-10.4%	-13.1%
NON-RECURRING / NCI	-	-	-	-	-	-	-	-	-	-	-	-	-
NET FIN INCL()	(14.11)	(29.13)	(24.75)	(17.16)	(32.44)	(62.02)	(40.20)	(40.76)	(50.78)	(27.04)	(50.27)	(27.50)	(34.24)



BC-4000 - Monthly Summary -Detail and Payroll Trend
combined: 559

#REF!

Select "Actual" or "Budget"
Select Year: Actual 2015

	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	FY 2015 Actual
*TOTAL LABOR *	59.51	60.57	61.00	63.34	63.26	66.38	62.61	63.24	63.49	63.19	66.17	65.20	63.11
NSG REGULAR LABOR	7.16	8.33	8.07	7.39	6.23	5.89	7.06	9.02	8.45	9.12	9.32	6.17	7.69
NSG OVERTIME LABOR	7.79	8.84	9.07	8.32	8.46	8.74	8.55	8.99	9.03	9.27	10.77	8.80	8.88
NSG CONTRACT LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL NURSING LABOR	74.47	77.73	76.14	79.05	77.95	81.01	78.21	81.26	80.98	81.58	86.26	80.18	79.68
OTHER OVERTIME LABOR	21.19	23.27	24.30	25.55	27.40	29.98	27.69	30.98	31.80	27.17	26.38	27.51	26.85
OTHER REGULAR LABOR	0.57	1.40	0.65	0.47	0.41	0.69	0.63	0.47	0.81	0.63	1.33	0.42	0.69
OTHER OVERTIME LABOR	0.37	0.18	0.21	0.24	0.19	0.21	0.26	0.20	0.19	0.26	0.53	0.32	0.26
OTHER CONTRACT LABOR	1.36	2.95	4.52	2.07	-	-	-	-	-	-	-	-	0.94
TOTAL OTHER LABOR	23.48	27.79	29.68	28.34	28.00	30.86	28.96	31.65	32.79	27.96	28.23	28.25	28.76
ANCILLARY LABOR	-	0.27	0.17	(0.02)	0.36	0.17	0.19	0.15	0.20	0.23	-	0.49	0.18
ANCILLARY OVERTIME LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
ANCILLARY CONTRACT LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OTHER LABOR	-	0.27	0.17	(0.02)	0.36	0.17	0.19	0.15	0.20	0.23	-	0.49	0.18
*TOTAL LABOR *	97.95	105.79	107.99	107.36	106.31	112.06	106.99	113.08	113.97	108.77	114.49	108.92	108.61
LABOR & BENEFITS % OF NET REVENUE	48.2%	48.6%	51.0%	49.7%	53.8%	58.9%	57.6%	55.9%	56.1%	51.0%	57.9%	41.5%	52.3%
*TOTAL HOURS *	4.63	4.77	4.84	4.92	4.99	5.23	5.00	5.23	5.10	4.98	5.11	4.98	4.98
REGULAR NSG HOURS	3.11	3.16	3.19	3.27	3.31	3.41	3.25	3.23	3.29	3.25	3.43	3.34	3.27
OVERTIME NSG HOURS	0.25	0.28	0.27	0.24	0.22	0.19	0.24	0.30	0.25	0.31	0.30	0.20	0.25
CONTRACT NSG HOURS	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL NSG HOURS	3.36	3.44	3.46	3.51	3.53	3.60	3.49	3.53	3.54	3.56	3.72	3.54	3.52
OTHER OVERTIME HOURS	1.53	1.65	1.69	1.44	1.44	1.60	1.46	1.68	1.53	1.40	1.35	1.40	1.42
OTHER REGULAR HOURS	0.02	0.04	0.02	0.02	0.01	0.02	0.02	0.01	0.02	0.02	0.04	0.01	0.02
TOTAL OTHER HOURS	1.27	1.33	1.37	1.41	1.46	1.62	1.50	1.69	1.55	1.41	1.39	1.41	1.45
ANCILLARY OVERTIME HOURS	-	-	-	(0.00)	-	-	-	-	0.01	0.01	-	-	-
ANCILLARY CONTRACT HOURS	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL ANCILLARY HOURS	-	0.01	0.00	(0.00)	0.01	0.01	0.01	0.01	0.01	0.01	-	0.02	0.01
*TOTAL HOURS *	4.63	4.77	4.84	4.92	4.99	5.23	5.00	5.23	5.10	4.98	5.11	4.98	4.98
TOTAL OVERTIME HOURS	0.26	0.32	0.29	0.26	0.23	0.21	0.26	0.31	0.27	0.32	0.33	0.22	0.27
OVERTIME AS % of TOTAL HOURS	5.7%	6.7%	6.0%	5.3%	4.6%	4.0%	5.2%	6.0%	5.3%	6.5%	6.5%	4.3%	5.5%
WAGE RATES													
NURSING	22.15	22.61	22.56	22.53	22.11	22.48	22.45	23.00	22.89	22.92	23.17	22.63	22.63
OTHER	18.54	20.90	21.61	20.08	19.24	19.09	19.01	18.71	21.06	19.76	20.33	19.99	19.84
ANCILLARY	-	36.05	36.07	36.05	32.60	24.39	24.39	24.39	24.39	24.39	24.39	24.37	27.23
* TOTAL WAGE RATES *	21.16	22.16	22.30	21.83	21.30	21.44	21.41	21.81	22.33	22.03	22.40	21.88	21.82
EBITDARM MARGIN	15.3%	11.2%	11.6%	15.2%	8.8%	-1.3%	6.9%	6.8%	2.6%	10.1%	2.5%	11.1%	8.7%



BG-4000 - Monthly Summary - Detail and Payroll Trend
combined: 559

#REF!

Select "Actual" or "Budget":
Select Year: 2015 Actual 2015

	Jan. 2015	Feb. 2015	Mar. 2015	Apr. 2015	May 2015	Jun. 2015	Jul. 2015	Aug. 2015	Sep. 2015	Oct. 2015	Nov. 2015	Dec. 2015	FY 2015 Actual
G & A	24.88	26.28	23.76	28.36	26.37	28.36	26.51	26.51	27.97	26.45	27.77	43.89	27.88
MANAGEMENT FEE	22.65	23.07	22.33	23.21	23.44	24.67	24.28	24.21	23.57	22.76	23.38	23.50	23.40
OTHER OPERATING	18.25	22.04	22.79	18.30	16.25	16.64	17.52	18.85	22.00	18.05	19.26	19.98	18.92
CONTROLLABLES													
NURSING SUPPL/INCONT	2.26	2.55	2.42	2.33	2.55	2.47	2.95	2.12	2.94	3.00	2.95	2.72	2.60
ACTIVITY SUPPLIES	0.13	0.13	0.14	0.21	0.12	0.17	0.13	0.17	0.18	0.13	0.18	0.06	0.15
RAW FOOD EXPENSE	5.99	6.47	5.33	7.65	6.54	5.70	7.35	6.47	7.73	6.29	6.52	6.39	6.53
DIETARY SUPPLIES	0.44	0.69	0.72	0.86	0.60	0.78	0.75	0.81	0.73	0.81	0.79	0.68	0.72
FOOD SUPPLEMENTS	0.04	0.08	0.07	0.09	0.10	0.16	0.06	0.06	0.12	0.12	0.07	0.11	0.09
LAUNDRY SUPPLIES	-	-	-	-	-	-	-	-	-	-	-	-	-
LINEN REPLACEMENT	-	-	-	0.12	-	0.14	0.07	0.04	0.04	0.04	0.12	0.06	0.05
HOUSEKEEPING SUPPLIES	-	-	-	-	-	-	-	-	-	-	-	-	-
MAINTENANCE & REPAIR	1.75	2.04	2.67	2.08	1.84	1.56	3.20	1.70	3.00	3.02	1.02	2.09	2.17
MINOR EQUIP EXPENSE	0.24	0.28	0.14	0.42	0.19	0.23	0.34	0.55	0.03	0.99	0.43	0.50	0.36
OFFICE SUPPLIES	0.42	0.31	0.40	0.35	0.36	0.41	0.37	0.40	0.40	0.38	0.52	0.53	0.40
POSTAGE/OVERNIGHT COURIER	0.06	0.21	0.06	0.24	0.28	0.22	0.21	0.14	0.25	0.24	0.05	0.26	0.18
PARKETING	0.44	0.77	0.41	0.31	0.95	1.09	0.44	0.13	1.02	0.46	0.66	0.75	1.36
BAD DEBT	9.75	12.76	0.60	2.35	9.87	8.03	2.93	3.11	4.55	8.11	3.57	0.31	5.49
TOTAL CONTROLLABLES	21.55	26.30	12.96	17.01	23.39	20.96	16.80	15.70	20.99	23.60	15.66	23.48	20.10
TOT CONTROL-BAD DEBT	11.77	13.53	12.36	14.65	13.52	12.92	15.87	12.59	16.44	15.49	13.31	23.18	14.81
ADMISSIONS													
Commercial Insurance Admissions	4	2	2	1	2	-	1	1	1	2	2	7	25
Medicare Advantage Admissions	1	2	1	2	-	1	1	3	-	2	3	2	18
Medicare Admissions	24	17	23	14	19	19	18	21	22	19	21	29	245
Total MZ Admissions	29	21	26	17	21	20	20	25	23	23	26	38	289
Private Admissions	-	-	-	-	-	-	-	-	-	-	-	-	-
Medicaid Admissions	1	3	2	2	-	-	2	2	-	2	-	3	17
VA Admissions	1	1	4	7	1	3	2	5	4	2	6	3	39
Managed Admissions	3	1	3	-	-	-	1	2	1	1	3	1	16
Managed Medicaid Admissions	-	-	-	-	-	-	-	-	-	-	-	-	-
Medicaid Out-of-State Admissions	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL ADMISSIONS	34	26	35	28	22	23	25	34	28	28	35	45	361



BG-4000 -- Monthly Summary - Detail and Payroll Trend
combined: 559

#REF!

Select "Actual" or "Budget"	Actual
Select Year:	2015

*** GL4000 DETAIL REPORT ***

CENSUS

	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	FY 2015 Actual
Commercial Insurance Patient Days	2.8	0.8	1.6	1.1	1.6	(1.1)	0.4	1.2	1.7	2.5	1.4	4.0	1.5
Medicare Advantage Patient Days	0.8	1.9	2.8	2.3	0.9	0.1	0.8	1.4	2.0	1.7	1.4	1.2	1.4
Medicare Patient Days	19.8	19.3	22.7	15.7	13.9	17.4	14.3	14.2	20.4	20.0	18.0	16.6	17.7
Total M2 Days	23.2	22.0	27.2	19.0	16.4	16.3	15.5	16.8	24.1	24.2	20.8	21.8	20.6
Private Patient Days	13.0	17.3	2.3	13.5	16.3	(4.1)	2.6	4.3	2.0	9.9	3.6	6.0	7.2
Medicaid Patient Days	96.6	93.2	103.7	99.3	96.8	111.2	105.9	103.7	101.6	95.8	98.8	94.2	100.2
VA Patient Days	5.7	5.3	5.6	2.1	0.8	1.1	1.5	1.3	1.7	2.0	2.9	2.1	2.6
Hospice Patient Days	2.8	1.9	1.0	1.2	1.2	1.6	1.7	1.2	1.8	2.7	5.6	5.7	2.4
Medicaid Managed Patient Days	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Medicaid Out-of-State Patient Days	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Paid Census	141.4	139.8	139.8	135.1	131.5	126.2	128.3	127.3	131.2	134.8	131.8	129.8	133.0
Private Holding Days	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Commercial Insurance Holding Days	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Medicare Advantage Holding Days	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Medicaid Holding Days	1.1	0.7	1.0	0.3	0.4	0.3	0.3	0.5	0.3	0.4	0.5	1.5	0.8
VA Holding Days	0.1	0.3	(0.0)	0.5	0.1	0.2	0.0	0.0	0.0	0.0	0.0	0.1	0.1
Hospice Holding Days	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Managed Medicaid Holding Days	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Medicaid Out - of - State Holding Days	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Hold Census	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Census	141.4	139.8	139.8	135.1	131.5	126.2	128.3	127.3	131.2	134.8	131.8	129.8	133.0
PATIENT REVENUE													
COMM INS ROUTINE-C	420.06	472.09	430.76	396.82	522.90	323.21	585.00	546.87	471.35	462.92	520.93	452.98	475.10
COMM INS ROUTINE-S	-	-	-	-	-	-	-	-	-	-	-	-	-
COMM INS ROUTINE-I	-	-	-	-	-	-	-	-	-	-	-	-	-
COMM INS ROUTINE-R	(20.79)	(19.36)	(74.36)	91.54	(128.34)	55.59	(58.50)	(54.69)	(47.14)	(36.36)	(70.83)	(47.69)	(51.00)
COMM INS CONTRACTUAL	-	-	-	-	-	-	-	-	-	-	-	-	-
COMM INS HOLD REVENUE	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL COMM INS ROUTIN	399.27	452.73	356.40	488.35	394.57	378.79	526.50	482.18	424.22	426.56	450.10	405.29	424.10
COMM INS ANCILLARY	167.59	131.38	93.73	410.48	76.03	248.26	587.74	276.70	152.29	90.78	19.48	202.19	161.48
TOTAL COMM INS REVENU	566.87	584.11	450.13	898.84	470.59	627.05	1,114.24	768.88	576.51	517.34	469.58	607.49	585.57
MCARE ADV ROUTINE-C	376.00	386.81	450.92	399.31	372.86	378.00	409.85	367.21	369.86	437.69	388.21	363.30	389.09
MCARE ADV ROUTINE-S	-	-	-	-	-	-	-	-	-	-	-	-	-
MCARE ADV ROUTINE-I	-	-	-	-	-	-	-	-	-	-	-	-	-
MCARE ADV ROUTINE-R	(33.27)	2.78	(105.97)	(30.62)	(21.00)	(227.19)	(55.96)	91.17	39.41	(56.16)	(50.00)	52.97	(21.78)
MCARE ADV CONTRACTUAL	-	-	-	-	-	-	-	-	-	-	-	-	-
MCARE ADV HOLD REVEN	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL MC ADV ROUTINE	344.73	388.59	344.95	368.69	351.86	150.82	353.87	458.38	409.28	381.53	338.22	416.27	377.31
MCARE ADV ANCILLARY	72.41	0.00	(0.00)	(0.00)	-	-	(0.00)	0.00	(0.00)	(0.00)	0.00	57.55	7.41
TOTAL MC ADV REVENUE	417.14	388.59	344.95	368.69	351.86	150.82	353.87	458.38	409.28	381.53	338.22	473.82	384.71
MP PART A ROUTINE-C	440.30	453.73	413.36	437.29	450.77	445.18	452.85	457.68	451.08	435.24	432.47	420.08	439.68
MP PART A ROUTINE-S	-	-	-	-	-	-	-	-	-	-	-	-	-
MP PART A ROUTINE-I	-	-	-	-	-	-	-	-	-	-	-	-	-
MP PART A CONTRACTUAL	76.46	65.24	69.83	45.30	13.99	56.70	58.89	38.00	54.10	84.62	63.67	68.99	59.91
MP PART A ADJ-CURREN	5.10	2.24	-	-	-	-	1.64	-	(1.64)	-	-	-	0.82
MP PART A BAD DEBT	(5.10)	(2.24)	-	-	-	-	-	-	-	-	-	-	(0.82)
TOTAL PART A ROUTINE	516.76	518.97	483.19	482.59	464.77	501.88	511.75	495.68	505.19	519.86	495.14	485.05	489.59
MP PART A ANCILLARY	0.00	(0.00)	(0.00)	-	(0.00)	(0.00)	(0.00)	0.00	0.00	(0.00)	(0.00)	0.00	(0.00)
TOTAL MP PART A REVE	516.76	518.97	483.19	482.59	464.77	501.88	511.75	495.68	505.19	519.86	495.14	485.05	489.59
MP PART B ANCILLARY	4.00	5.78	5.27	10.73	8.03	7.30	6.17	9.95	7.90	6.26	6.10	7.90	7.07
TOTAL MP PART B REVE	4.00	5.78	5.27	10.73	8.03	7.30	6.17	9.95	7.90	6.26	6.10	7.90	7.07
TOTAL M2 REVENUE	540.47	541.71	489.46	560.43	516.67	540.52	563.59	579.70	536.86	539.63	517.08	551.04	537.53



Select "Actual" or "Budget" for
Select Year: Actual 2015

BC-4000 - Monthly Summary - Detail and Payroll Trend
combined: 559

#REF!

	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	FY 2015 Actual
P/P ROUTINE -C	393.39	370.13	430.13	364.41	360.50	370.07	357.83	372.98	399.25	372.75	369.85	343.95	371.47
P/P ROUTINE -S	-	-	-	-	-	-	-	-	-	-	-	-	-
P/P ROUTINE -I	-	-	-	-	-	-	-	-	-	-	-	-	-
P/P ROUTINE -R	(4.07)	(14.46)	(35.00)	(4.66)	(3.24)	-	(4.52)	(1.69)	-	-	-	(1.09)	(5.90)
P/P CONTRACTUAL	389.32	355.67	395.13	359.75	357.25	370.07	353.11	371.30	399.25	372.75	369.85	342.86	365.57
P/P HOLD REVENUE	(0.03)	14.22	94.56	28.31	(3.59)	(0.17)	12.22	(10.37)	5.27	1.44	1.90	(1.13)	9.05
TOTAL P/P ROUTINE	390.29	369.89	489.69	389.06	353.66	369.90	365.33	360.83	404.52	374.20	371.75	341.72	374.61
M/CAID ROUTINE -C	374.44	375.58	375.73	379.34	378.72	375.91	375.94	374.88	374.80	374.62	374.40	374.52	375.74
M/CAID ROUTINE -S	-	-	-	-	-	-	-	-	-	-	-	-	-
M/CAID ROUTINE -I	-	-	-	-	-	-	-	-	-	-	-	-	-
M/CAID ROUTINE -R	(178.40)	(178.66)	(179.35)	(180.50)	(180.18)	(177.13)	(177.83)	(177.37)	(176.91)	(174.98)	(174.93)	(177.20)	(177.80)
M/CAID CONTRACTUAL	-	-	-	-	-	-	-	-	-	-	-	-	-
M/CAID ADJ-CURRENT	-	-	-	-	-	-	-	-	-	-	-	-	-
M/CAID ADJ-INTER	-	-	-	-	-	-	-	-	-	-	-	-	-
M/CAID HOLD REVENUE	-	0.23	0.31	0.80	-	-	-	-	0.20	0.07	-	0.54	0.17
TOTAL M/CAID ROUTINE	196.04	196.95	196.69	196.64	196.54	196.76	196.11	197.52	198.08	198.70	196.47	197.86	198.12
M/CAID ANCLARY	(0.00)	0.00	0.00	(0.00)	196.54	(0.00)	(0.00)	197.52	0.00	(0.00)	(0.00)	197.86	(0.00)
TOTAL M/CAID REVENUE	196.04	196.95	196.69	196.64	196.54	196.76	196.11	197.52	198.08	198.70	196.47	197.86	198.12
VA ROUTINE -C	379.48	353.73	405.25	319.16	344.56	269.35	366.98	362.00	397.38	418.84	442.76	370.37	379.42
VA ROUTINE -S	-	-	-	-	-	-	-	-	-	-	-	-	-
VA ROUTINE -I	-	-	-	-	-	-	-	-	-	-	-	-	-
VA ROUTINE -R	(128.06)	(108.91)	(120.27)	(109.38)	(92.16)	(44.91)	(110.90)	(109.87)	(141.91)	(131.14)	(183.54)	(98.22)	(121.11)
VA CONTRACTUAL	374.44	375.73	375.73	379.34	378.72	375.91	375.94	374.88	374.80	374.62	374.40	374.52	375.74
VA HOLD REVENUE	254.85	256.54	263.82	259.58	273.75	269.35	266.98	262.13	255.47	287.70	259.22	271.15	262.43
TOTAL VA ROUTINE	254.85	256.54	263.82	259.58	273.75	269.35	266.98	262.13	255.47	287.70	259.22	271.15	262.43
VA ANCLARY	(0.00)	0.00	(0.00)	0.00	0.00	162.54	0.00	(0.00)	0.00	0.00	(0.00)	(0.00)	5.71
TOTAL VA REVENUE	254.85	256.54	263.82	259.58	273.75	431.75	178.48	252.13	255.47	287.70	259.22	271.15	268.14
HOSPICE ROUTINE -C	362.00	362.00	362.00	362.00	362.00	362.00	365.15	362.00	369.53	399.34	398.50	369.72	372.66
HOSPICE ROUTINE -S	-	-	-	-	-	-	-	-	-	-	-	-	-
HOSPICE ROUTINE -I	-	-	-	-	-	-	-	-	-	-	-	-	-
HOSPICE ROUTINE -R	(163.77)	(163.77)	(167.83)	(162.60)	(162.60)	(162.60)	(166.62)	(163.46)	(170.99)	(198.83)	(185.99)	(169.21)	(173.23)
HOSPICE CONTRACTUAL	-	-	-	-	-	-	-	-	-	-	-	-	-
HOSPICE HOLD REVENUE	198.23	198.23	194.17	199.40	199.40	199.40	196.53	198.54	198.54	200.51	200.51	200.51	199.43
TOTAL HSCP ROUTINE	(0.00)	198.23	194.17	199.40	199.40	199.40	196.53	198.54	198.54	200.51	200.51	200.51	199.43
HOSPICE ANCLARY	-	-	-	-	-	0.00	0.00	0.03	-	0.00	(0.00)	(0.00)	0.00
TOTAL HSCP REVENUE	198.23	198.23	194.17	199.40	199.40	199.40	196.53	198.57	198.54	200.51	200.51	200.51	199.43
M/GD M/CAID ROUTINE -C	-	-	-	-	-	-	-	-	-	-	-	-	-
M/GD M/CAID ROUTINE -S	-	-	-	-	-	-	-	-	-	-	-	-	-
M/GD M/CAID ROUTINE -I	-	-	-	-	-	-	-	-	-	-	-	-	-
M/GD M/CAID ROUTINE -R	-	-	-	-	-	-	-	-	-	-	-	-	-
M/GD M/CAID CONTRACTUAL	-	-	-	-	-	-	-	-	-	-	-	-	-
M/GD M/CAID ADJ-CURRENT	-	-	-	-	-	-	-	-	-	-	-	-	-
M/GD M/CAID ADJ-INTER	-	-	-	-	-	-	-	-	-	-	-	-	-
M/GD M/CAID HOLD REVENUE	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL M/GD M/CAID ROUT	-	-	-	-	-	-	-	-	-	-	-	-	-
M/GD M/CAID ANCLARY	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL M/GD M/CAID REVE	-	-	-	-	-	-	-	-	-	-	-	-	-



#REF!

Select "Actual" or "Budget":
Select Year: 2015
Actual 2015

	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	FY 2015 Actual
M'CAID O-O-S ROUTINE-	-	-	-	-	-	-	-	-	-	-	-	-	-
M'CAID O-O-S ROUTINE-	-	-	-	-	-	-	-	-	-	-	-	-	-
M'CAID O-O-S ROUTINE-	-	-	-	-	-	-	-	-	-	-	-	-	-
M'CAID O-O-S ROUTINE-	-	-	-	-	-	-	-	-	-	-	-	-	-
M'CAID O-O-S ADJ-CURR	-	-	-	-	-	-	-	-	-	-	-	-	-
M'CAID O-O-S ADJ-INTE	-	-	-	-	-	-	-	-	-	-	-	-	-
M'CAID O-O-S HOLD REV	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL M'CAID O-O-S RO	-	-	-	-	-	-	-	-	-	-	-	-	-
M'CAID O-O-S ANCILLAR	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL M'CAID O-O-S RE	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OTHER	-	-	-	-	-	-	-	-	-	-	-	-	-
MEDICAID IGT	-	-	-	-	-	-	-	-	-	-	-	-	-
MANAGED MEDICAID IGT	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL IGT REVENUE	-	-	-	-	-	-	-	-	-	-	-	-	-
CONTRACT SERVICES-NEU	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL CONT SERV REVEN	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL PATIENT REVENUE	272.73	274.90	281.90	270.25	257.94	239.74	245.55	253.94	254.18	274.99	255.77	255.11	261.65
PURCH ALLOW-BARB/BEAU	-	-	-	-	-	-	-	-	-	-	-	-	-
SUBLEASE INCOME	-	-	-	-	-	-	-	-	-	-	-	-	-
RENTAL INCOME	-	-	-	-	-	-	-	-	-	-	-	-	-
VENDING MACHINE INC	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	-	0.02	0.01	-	0.01
POLARIS REVENUE	-	-	-	-	-	-	-	-	-	-	-	-	-
VITALCARE REVENUE	-	-	-	-	-	-	-	-	-	-	-	-	-
MGMT FEES-MANAGED	-	-	-	-	-	-	-	-	-	-	-	-	-
MGMT FEES-INTER CO	-	-	-	-	-	-	-	-	-	-	-	-	-
CASH DISC-EARNED	0.01	0.01	0.00	0.01	0.00	0.00	-	0.00	0.00	0.00	0.00	0.00	0.00
MISC INC	-	0.00	-	-	-	-	-	-	-	-	-	-	0.00
APPLICATION FEE INCOM	-	-	-	-	-	-	-	-	-	-	-	-	0.00
TOT NON PATIENT REVEN	0.01	0.02	0.01	0.01	0.01	0.01	0.01	0.01	0.00	0.02	0.01	0.00	0.01
OPERATING EXPENSES													
NURSING ADMIN	6.91	7.10	4.86	6.52	5.96	6.51	5.54	7.18	5.75	6.73	6.06	6.23	6.27
REGISTERED NURSES	17.90	18.69	19.29	19.07	17.89	19.60	18.15	19.94	24.52	22.91	25.96	23.12	20.58
GN/GPN	-	-	-	-	-	-	-	-	-	-	-	-	-
LVN/LPN	18.46	20.88	22.44	22.44	22.51	23.12	22.49	24.31	19.01	20.09	20.33	19.35	21.35
ADDS/ORDERLIES	30.20	31.06	31.55	31.02	31.59	31.78	32.03	29.83	31.39	31.86	33.91	31.47	31.47
TOTAL STAFF NURSING	74.47	77.73	78.14	79.05	77.95	81.01	78.21	81.26	80.88	81.59	86.26	80.18	79.68
RN CONTRACT LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
LVN CONTRACT LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
ADDS CONTRACT LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL CONTRACT LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
NURSING WAGE TRNSFR	-	-	-	-	-	-	-	-	-	-	-	-	-
NURSING SUPPLIES	1.04	0.86	0.99	0.72	1.22	0.79	0.92	0.83	0.66	1.26	0.88	0.96	0.93
INCONT & FEED REV	(0.23)	(0.27)	(0.04)	(0.21)	(0.29)	0.08	0.06	(0.28)	(0.07)	(0.21)	0.04	0.02	(0.12)
INCONT & FEED EXP	1.45	1.97	1.47	1.82	1.62	1.60	1.97	1.57	2.35	1.95	2.03	1.74	1.79
HIH NURSE & MILEAGE E	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OTHER NURSING	2.25	2.55	2.42	2.33	2.55	2.47	2.95	2.12	2.94	3.00	2.95	2.72	2.60
TOTAL NURSING	76.72	80.28	80.56	81.37	80.51	83.48	81.16	83.38	83.91	84.58	89.21	82.90	82.28
ADMINISTRATION	-	-	-	-	-	-	-	-	-	-	-	-	-
CONTRACT LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
PHYSICIAN/COUNSELOR	-	-	-	-	-	-	-	-	-	-	-	-	-
BEHAVIORAL PSYCHOLOG	-	-	-	-	-	-	-	-	-	-	-	-	-
THERAPEUTIC SPECIALIS	-	-	-	-	-	-	-	-	-	-	-	-	-
REHABILITATION WAGES	-	-	-	-	-	-	-	-	-	-	-	-	-
RESPIRATORY THERAPIST	-	-	-	-	-	-	-	-	-	-	-	-	-
OCCUPATIONAL THERAPIST	-	-	-	-	-	-	-	-	-	-	-	-	-
SPEECH THERAPIST LBR	-	-	-	-	-	-	-	-	-	-	-	-	-

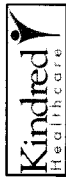


BG-4000 - Monthly Summary - Detail and Payroll Trend
combined 559

#REF!

Select "Actual" or "Budget"	Actual 2015
Select Year	

	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	FY 2015 Actual
PHYSICAL THERAPIST LB	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL SPECIAL SVCS LB	-	0.27	0.17	(0.02)	0.36	0.17	0.19	0.15	0.20	0.23	-	0.49	0.18

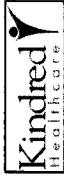


BC-4000 -- Monthly Summary - Detail and Payroll Trend
combined 559

#REF!

Select "Actual" or "Budget" for
Select Year: Actual
2015

	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	FY 2015 Actual
DAY CARE/CLINIC LBR	-	-	-	-	-	-	-	-	-	-	-	-	-
BARBER/BEAUTY LBR	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL MISC LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
REHAB	19.32	20.75	22.51	21.28	15.87	18.21	16.43	19.45	22.25	21.15	19.96	21.16	19.89
PHARMACY	7.05	6.37	8.27	3.94	4.32	6.23	2.47	5.81	6.00	6.23	7.59	6.15	5.89
PHYSICAL THERAPY	0.17	0.26	0.00	0.41	0.09	0.05	0.09	0.09	0.03	0.18	-	0.01	0.12
OCCUPATIONAL THERAPY	0.03	0.18	0.00	0.05	-	-	0.01	0.04	0.01	-	-	0.05	0.04
SPEECH THERAPY	-	-	-	-	-	0.05	-	-	-	-	-	-	0.00
IV THERAPY	1.12	(0.12)	0.00	(0.00)	0.18	0.05	0.27	0.36	0.18	(0.03)	1.07	2.77	0.55
TOTAL REHAB & PHARMACY	27.66	27.43	30.80	25.68	20.47	25.39	19.28	25.75	28.48	27.83	28.62	30.14	26.47
RT	-	-	-	-	-	-	-	-	-	-	-	-	-
X-RAY	-	-	-	-	-	-	-	-	-	-	-	-	-
CENTRAL SUPPLIES	0.60	0.65	0.77	0.63	0.44	0.56	0.55	0.52	0.72	0.65	0.58	0.94	0.64
EQUIPMENT RENT	-	-	-	-	-	-	-	-	-	-	-	-	-
COMPLEX MEDICAL	-	-	-	-	-	-	-	-	-	-	-	-	-
MED SUPPLIES/OXYGEN	1.16	0.90	0.72	1.36	2.64	2.43	0.75	1.11	0.95	1.50	0.92	0.91	1.27
LAB-XRAY	0.17	0.39	0.48	0.66	1.00	1.33	(1.82)	0.38	1.11	0.93	0.64	0.54	0.48
RESPIRATORY THERAPY	0.04	0.35	-	0.89	-	0.23	0.07	0.20	0.34	-	-	(0.20)	0.16
NUTRITIONAL THERAPY	0.04	0.02	0.01	-	0.07	0.04	0.05	-	0.01	0.03	-	(0.07)	0.02
DAYCARE	-	-	-	-	-	-	-	-	-	-	-	-	-
MEDICAL SERVICES	0.54	0.82	1.02	1.06	1.00	0.24	0.65	0.67	1.42	1.57	1.43	1.16	0.97
MISC PERSONAL	0.70	1.01	0.76	0.73	0.73	0.98	0.77	0.75	0.81	2.50	0.86	0.86	0.96
TOTAL OTHER ANCILLARY	3.24	4.14	3.76	5.33	5.87	5.81	1.02	3.64	5.36	7.18	4.44	4.14	4.49
TOTAL ANCILLARY EXP	30.92	31.57	34.55	31.01	26.34	31.20	20.30	29.38	33.84	34.71	33.06	34.28	30.96
FOOD SALES	(0.28)	(0.17)	(0.04)	(0.16)	(0.18)	(0.30)	(0.17)	(0.24)	(0.12)	(0.43)	(0.06)	(0.44)	(0.21)
FOOD EXPENSES	6.19	6.59	5.34	7.79	6.89	5.97	7.46	8.67	7.17	6.43	6.71	6.10	6.69
FOOD SUPPLEMENTS	0.04	0.08	0.07	0.09	0.10	0.16	0.06	0.08	0.12	0.12	0.07	0.11	0.08
FOOD THICKENED BEVERA	0.08	0.05	0.03	0.01	0.03	0.03	0.06	0.04	0.07	0.04	0.07	0.13	0.05
TOTAL FOOD RELATED	6.04	6.55	5.40	7.73	6.84	5.87	7.41	8.63	7.85	6.42	6.98	6.51	6.82
SUPERVISORS	1.03	1.89	1.29	0.93	1.27	1.39	1.37	1.49	1.72	1.29	1.94	1.37	1.41
COOK/KITCHEN HELPERS	5.94	5.58	5.92	6.16	6.22	6.28	5.82	6.23	6.06	5.80	6.45	6.10	6.04
DIETARY WAGE TRNSFR	-	-	-	-	-	-	-	-	-	(0.34)	(0.20)	(0.24)	(0.07)
KITCHEN SUPPLIES	0.43	0.62	0.51	0.68	0.51	0.66	0.69	0.58	0.73	0.55	0.64	0.62	0.60
KITCHEN REPLACE	0.02	0.08	0.21	0.19	0.09	0.13	0.06	0.22	(0.00)	0.25	0.14	0.06	0.12
NUTRITION CONSULTANT	-	-	-	-	-	-	-	-	-	-	-	-	-
REGISTERED DIETICIAN	1.00	1.00	0.96	0.98	1.01	0.98	0.91	1.11	1.14	1.06	1.14	1.23	1.05
CLINICAL NUTRITIONISTS	0.01	0.01	0.02	0.02	0.01	0.02	0.01	0.01	0.01	0.02	0.01	0.02	0.01
APT RESTAURANT WAGES	-	-	-	-	-	-	-	-	-	-	-	-	-
NUTR SERV OIS REV	-	-	-	-	-	-	-	-	-	-	-	-	-
NUTR SERV OIS EXP	-	-	-	-	-	-	-	-	-	-	-	-	-
NUTR SERV OIS LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OTHER DIETARY	8.42	9.17	8.95	8.96	9.11	9.45	8.87	9.65	9.59	8.63	10.14	9.16	9.16
LAUNDRY SRVC INCOME	-	-	-	-	-	-	-	-	-	-	-	-	-
LAUNDRY WAGES	-	-	-	-	-	-	-	-	-	-	-	-	-
LAUNDRY WAGE TRNSFR	-	-	-	-	-	-	-	-	-	-	-	-	-
LAUNDRY SUPPLIES	-	-	0.06	-	0.04	-	-	-	-	-	-	-	0.01
LINEN RENTAL & SRV	-	-	-	-	-	-	-	-	-	-	-	-	-
LINEN REPLACEMENT	-	-	-	0.12	-	0.14	0.07	0.04	0.04	0.04	0.12	0.06	0.05
LAUNDRY-CONTRACT SRV	3.49	3.80	3.43	3.67	3.64	3.92	3.74	3.76	3.76	3.59	3.76	3.69	3.68
TOTAL LAUNDRY EXP	3.49	3.80	3.49	3.78	3.68	4.06	3.80	3.81	3.81	3.60	3.87	3.75	3.74
HOUSEKEEPING WAGES	-	-	-	-	-	-	-	-	-	-	-	-	-
HSPK WAGE TRANS	-	-	-	-	-	-	-	-	-	-	-	-	-
HOUSEKEEPING SUPPLIES	-	0.14	0.08	0.37	0.03	(0.01)	0.07	0.04	0.03	0.08	0.06	0.16	0.09
HSPK CONTR SUPPLRY	4.98	5.70	5.14	5.50	5.47	5.89	5.80	5.65	5.70	5.74	5.94	5.34	5.30
TOTAL HOUSEKEEPING	4.98	5.84	5.20	5.87	5.50	5.87	5.87	5.69	5.70	5.43	5.70	5.70	5.39



BG-4000 -- Monthly Summary -Detail and Payroll Trend
combined 559

#REF!

Select "Actual" or "Budget"
Select Year: Actual
2015

	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	FY 2015 Actual
MAINTENANCE PERSONAL	1.59	1.48	1.74	1.64	2.01	1.94	1.86	-	1.82	1.83	1.46	1.74	1.73
MAINTENANCE TRNGS	-	-	-	-	-	-	-	-	-	-	-	-	-
MAINTENANCE WAGES	0.30	0.15	0.19	0.28	0.22	0.10	0.09	0.11	0.13	0.41	0.06	0.32	0.20
MAINTENANCE SUPPLIES	0.74	(0.21)	0.21	0.11	0.62	0.30	0.44	0.44	0.30	1.10	0.59	0.87	0.46
CONTRACTS-BLDG ETC	0.91	1.92	1.15	(0.86)	0.56	0.19	0.82	0.51	(0.02)	0.75	0.49	0.49	0.61
GROUNDWORK MAINT SUPPL	1.29	1.39	1.81	1.31	1.32	1.05	2.85	1.18	1.17	1.57	0.78	1.32	1.46
EQUIPMENT REPAIR/MAINT	0.16	0.50	0.88	0.48	0.29	0.41	0.26	0.41	1.10	1.05	0.18	0.45	0.51
BUILDING REPAIR/MAINT	0.24	0.28	0.14	0.42	0.19	0.43	0.34	0.55	0.03	0.99	0.43	0.50	0.36
MINOR EQUIP EXPENSE	5.23	5.51	5.91	3.39	5.22	4.23	7.40	5.02	5.13	7.72	3.51	5.49	5.33
TOTAL MAINTENANCE	1.33	1.62	1.74	1.24	1.38	1.39	0.74	2.26	1.63	1.73	1.91	1.15	1.51
UTILITIES-WATER/SEWR	3.42	5.21	4.93	3.09	1.97	3.40	2.70	2.70	2.56	3.09	3.33	3.19	3.19
UTILITIES-ELECTRIC	1.06	1.57	1.54	0.81	0.56	0.50	0.51	0.53	0.56	0.51	0.83	1.16	0.85
UTILITIES-GAS & OIL	0.40	0.36	0.31	0.44	0.22	0.37	0.53	0.40	0.22	0.38	0.41	0.36	0.41
UTILITIES-GARBAGE	6.21	8.76	8.51	5.59	4.13	4.24	4.28	6.54	5.29	5.02	6.21	6.06	5.92
TOTAL UTILITIES	2.88	3.26	3.17	2.89	3.12	3.02	3.16	3.39	3.27	3.04	3.26	3.23	3.14
RECREATION INCOME	0.13	0.13	0.14	0.21	0.12	0.17	0.13	0.17	0.18	0.13	0.18	0.08	0.15
ACTIVITY WAGES	3.01	3.39	3.30	3.11	3.24	3.19	3.30	3.66	3.45	3.17	3.44	3.31	3.29
RECREATIONAL SUPPLY	0.21	0.23	0.21	0.22	0.22	0.24	0.23	0.23	0.23	0.22	0.23	0.22	0.22
TOTAL ACTIVITIES	1.91	1.96	1.83	1.59	1.79	2.07	1.84	1.94	1.77	2.16	1.92	1.90	1.87
PHARMACY CONSULTANT	-	-	-	-	-	-	-	-	-	-	-	-	-
SOCIAL WORKER WAGES	-	-	-	-	-	-	-	-	-	-	-	-	-
SOCIAL WORKER CONSULT	-	-	-	-	-	-	-	-	-	-	-	-	-
MENTAL HEALTH COUNSEL	-	-	-	-	-	-	-	-	-	-	-	-	-
MED RECORD CONSULT	-	-	-	-	-	-	-	-	-	-	-	-	-
MED RECORD LIBRARIAN	-	-	-	-	-	-	-	-	-	-	-	-	-
UTILIZATION REVIEW	-	-	-	-	-	-	-	-	-	-	-	-	-
UTILIZATION RW-WEL	-	-	-	-	-	-	-	-	-	-	-	-	-
MEDICAL ADVISORY BOARD	-	-	-	-	-	-	-	-	-	-	-	-	-
MEDICAL DIRECTOR	1.42	1.60	1.44	1.54	1.53	0.12	1.57	1.58	0.33	1.50	1.58	1.55	0.04
PROF CONSULT	-	-	-	-	-	1.65	-	-	4.57	0.36	-	0.75	1.54
NURSE CONSULT	-	-	-	-	-	-	-	-	-	-	-	-	0.46
PROF WAGE TRANSFER	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL PROFESSIONAL	3.54	3.79	3.48	3.35	3.54	4.06	3.44	3.75	8.49	4.23	3.73	4.42	4.14
VACATION PAY	-	-	-	-	-	-	-	-	-	-	-	-	-
VACATION ACCRUAL	3.26	-	-	-	-	-	-	-	-	-	-	-	-
HOLIDAY PAY	-	-	-	-	-	-	-	-	-	-	-	-	-
SICK PAY	-	-	0.09	-	3.73	0.09	3.85	-	3.83	-	4.10	3.64	1.88
PAID TIME OFF	3.87	3.34	2.78	6.47	2.50	3.86	9.21	6.07	2.84	6.73	3.61	0.21	0.03
PTO ACCRUAL	1.92	1.92	2.22	(0.09)	2.35	0.99	(2.94)	(0.72)	2.78	(0.51)	1.33	4.83	4.67
PAY BENES TRANSFER	-	0.10	0.05	(0.02)	0.08	0.05	0.03	0.02	0.05	(0.03)	(0.06)	(0.02)	0.78
PAYROLL TAXES	10.76	10.44	9.86	9.71	9.68	9.65	9.97	9.77	9.70	9.41	9.92	9.16	0.03
WORKERS COMP INS	4.89	5.48	4.94	5.28	5.25	5.65	5.38	5.42	5.44	5.13	5.41	(20.08)	3.19
WC-OCCUPATIONAL INCE	-	-	-	(2.87)	-	-	(1.23)	-	-	(1.49)	-	(0.73)	(0.53)
WC-MOILITY WAGES	-	-	-	-	0.36	0.18	-	-	-	-	-	-	0.04
WC-ACCIDENTAL DISAB	4.38	3.85	3.98	4.99	3.86	0.71	6.29	6.02	6.97	5.41	6.13	6.31	5.55
SHORT-TERM DISAB	0.45	0.15	0.10	0.11	0.38	0.33	0.35	0.72	0.43	0.25	0.10	0.09	0.29
EMPLOYEE PHYSICALS	-	-	0.03	0.04	-	-	-	-	-	0.06	-	0.06	0.02
RETIRE SAVINGS MATCH	-	-	-	-	-	-	-	-	-	-	-	-	-
OTHER BENEFITS	4.06	2.55	1.56	3.43	2.25	1.73	3.41	1.87	2.23	5.65	3.00	(2.41)	2.45
TOTAL EMP BENEFITS	33.59	27.83	25.60	27.05	32.43	29.14	34.35	28.97	34.26	30.60	33.53	1.13	28.21
STF DEVELOPMENT COORD	1.37	1.32	1.45	1.66	1.46	1.65	1.48	1.62	1.35	1.61	1.54	1.44	1.49
STF DEV COORD-WG TRN	-	-	-	-	-	-	-	-	-	-	-	-	-
ORIENTATION WAGES	0.15	(0.02)	0.38	0.69	1.36	2.59	2.35	3.77	5.95	2.02	1.66	1.87	1.87
EDUCATION/TRAINING	0.26	0.09	2.58	0.14	0.11	0.07	(0.19)	0.08	0.24	0.11	1.19	(0.17)	0.38
TOTAL TRAINING	1.78	1.39	4.40	2.49	2.81	4.31	3.64	5.36	7.54	3.74	4.39	3.14	3.73
OFFICERS SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
OPERATIONS SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
CRN & LIAISON SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
BUSINESS SERVICES	-	-	-	-	-	-	-	-	-	-	-	-	-
HUMAN RESOURCES SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
COMPREHENSIVE SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
TRAINING SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
PURCHASING SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-



BG-4000 -- Monthly Summary -Detail and Payroll Trend
combined: 559

#REF!

Select "Actual" or "Budget"	Actual 2015
Select Year:	

	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	FY 2015 Actual
DIETARY SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
ACCOUNTING SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
INFORMATION SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
RECRUITING SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
REIMBURSEMENT SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
MAINTENANCE SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
CLINICAL SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
PHARMACY SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
PROGRAM COORD WAGES	0.11	(0.00)	-	0.26	0.34	0.38	0.36	0.40	0.27	0.43	0.33	0.25	0.28
OTHER SALARIES	0.51	0.49	0.56	0.55	0.49	0.62	0.57	0.44	0.71	0.50	0.35	0.36	0.51
SYSTEM SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
ADMISSIONS COORD WAGE	-	-	-	-	-	-	-	-	-	-	-	-	-
ADAM WAGES	-	-	-	-	-	-	-	-	-	-	-	-	-
WAGE TRANSFERS	-	-	-	-	-	-	-	-	-	-	-	-	-
BONUS EXPENSE	-	-	-	-	-	-	-	-	-	-	-	-	-
AMBULANCE WAGES	4.43	6.80	6.63	7.60	7.38	8.54	7.73	7.84	7.10	7.11	6.85	7.48	7.09
ADMINISTRATIVE WAGES	-	-	-	-	-	-	-	-	-	-	-	-	-
CENTRAL SUPPLY WAGES	0.15	0.12	0.09	-	0.46	0.18	(0.04)	0.48	-	-	0.43	0.39	0.32
RECORDS CLERK WAGES	0.46	0.44	0.51	0.49	0.43	0.56	0.52	0.53	0.51	0.48	0.48	0.49	0.49
GUARANTEED WAGES	0.60	0.54	0.62	0.53	0.67	0.69	0.64	0.73	0.69	0.61	0.62	0.66	0.64
PROFESSIONAL FEES	1.11	1.18	1.11	1.28	1.22	1.26	1.20	1.28	1.23	1.60	1.32	1.20	1.25
CONTRACT LABOR-OTHER	1.36	2.86	4.52	2.07	-	-	-	-	-	-	-	-	0.94
BOARD OF DIRECTORS	-	-	-	-	-	-	-	-	-	-	-	-	-
CENTRAL PLACEMENT	6.09	6.67	7.85	6.99	6.77	7.41	7.55	7.04	7.43	6.78	7.12	4.43	6.84
CLINICAL LIAISON ALLOCATED	-	-	-	-	-	-	-	-	-	-	-	-	-
BUSINESS OFFICE SHARED SVC	-	-	-	-	-	-	-	-	-	-	-	-	-
MOVING EXPENSES	-	-	-	-	-	-	-	-	-	-	-	-	-
OFF SUPPLY/STATIONERY	0.42	0.31	0.40	0.35	0.36	0.41	0.37	0.40	0.40	0.38	0.52	0.53	0.40
REALITY ORIENT SUPPLY	0.06	0.08	0.06	0.12	0.08	0.08	0.08	0.14	0.13	0.12	0.05	-	0.09
OVERNITE/COURIER SRV	-	0.13	-	0.13	0.20	0.13	0.13	-	-	0.12	-	0.12	0.09
US MAIL-POSTAGE	-	-	-	-	-	-	-	-	-	-	-	-	-
COMMUNICATIONS-RELATED EXP	0.89	1.01	0.78	1.00	0.95	0.96	0.95	0.95	1.00	0.99	1.04	0.95	0.95
TELEPHONE	0.19	0.17	0.23	0.19	0.15	0.18	0.08	0.02	0.29	0.15	0.05	0.05	0.04
RECRUITMENT/HELP WNTD	0.00	0.00	0.00	0.00	0.36	0.00	0.00	0.02	0.00	0.00	0.00	0.00	0.00
ADVERTISING	0.44	0.77	0.04	0.31	0.60	1.08	0.44	0.11	1.01	0.45	0.66	0.75	1.32
MARKETING/FERRAL DE	0.04	0.03	0.03	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.21	0.04	0.05
INSURANCE OTHER	0.93	1.04	0.94	1.01	1.00	1.08	1.03	1.03	1.04	0.98	1.03	1.42	1.04
MALPRACTICE INSURANCE	1.89	0.25	(1.50)	0.30	0.31	0.91	0.38	0.41	1.36	0.46	1.10	0.12	0.46
TRAVEL	0.04	0.04	0.05	0.24	0.76	0.06	0.07	0.05	0.04	0.26	0.03	0.32	0.17
VEHICLE EXPENSE	9.78	12.78	0.60	2.36	9.87	8.03	2.93	3.11	4.55	8.11	3.57	0.31	5.49
BAD DEBT EXPENSE	-	-	-	-	-	-	-	-	-	-	-	20.18	1.67
COLLECTION EXPENSE	-	-	-	-	-	-	-	-	-	-	-	0.51	0.40
DUES & SUBSCRIPTIONS	-	-	-	-	-	-	-	-	-	-	-	-	-
FREIGHT CHARGES	0.31	0.52	0.48	0.33	0.58	0.63	(0.41)	0.34	0.38	0.65	0.49	-	-
CIVIL MONETARY STATE	-	-	-	-	-	-	-	-	-	-	-	-	-
PROVIDER TAXES	13.47	15.10	13.92	14.57	14.48	15.59	14.84	14.96	14.99	14.15	14.93	14.67	14.59
MISC GEN & ADMIN	0.11	0.26	0.14	0.42	0.12	0.22	0.77	0.13	0.16	0.11	0.15	0.11	0.22
TOTAL GEN & ADMIN	43.22	51.67	38.15	41.41	47.60	48.09	40.66	40.69	43.99	45.14	41.63	64.39	45.56
NON PATIENT EXPENSE	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OPERATING EXPEN	227.13	239.81	227.65	225.09	231.10	238.37	224.46	232.47	253.04	243.18	245.00	230.68	234.68
RENT - BUILDING	27.37	30.17	27.88	29.10	29.09	31.24	28.17	30.53	30.04	28.35	29.90	29.40	29.31
RENT - LAND	-	-	-	-	-	-	-	-	-	-	-	-	-
RENT - EQUIPMENT	0.94	1.14	1.52	1.03	0.55	0.76	1.35	1.00	1.73	1.45	0.42	1.39	1.11
PROPERTY TAXES	3.44	3.66	3.46	3.72	3.70	3.86	3.63	3.86	3.87	3.65	3.85	3.79	3.74
DEPRECIATION	4.96	5.39	3.45	4.91	2.14	2.35	2.26	2.24	2.32	2.30	3.09	2.70	3.21
AMORTIZATION	-	-	-	-	-	-	-	-	-	-	-	-	-
INTEREST EXPENSE	-	-	-	-	-	-	-	-	-	-	-	-	-
INTEREST INCOME	(0.01)	(0.01)	(0.01)	(0.01)	(0.01)	0.40	(0.00)	(0.00)	(0.01)	(0.00)	(0.00)	(0.00)	(0.01)
INSURANCE - PROPERTY	0.35	0.39	0.35	0.38	0.37	0.40	0.38	0.39	0.39	0.37	0.39	1.17	0.44
BOND TRUSTEE FEES	-	-	-	-	-	-	-	-	-	-	-	-	-
LOCAL TAXES	0.02	0.03	0.01	0.00	0.01	0.02	0.02	0.01	0.02	0.01	0.03	0.00	0.02
LICENSES & TAXES	-	-	-	-	-	-	-	-	-	-	-	-	-
FEDERAL INCOME TAX	-	-	-	-	-	-	-	-	-	-	-	-	-
STATE INCOME TAX	-	-	-	-	-	-	-	-	-	-	-	-	-
MANAGEMENT FEES	22.65	23.07	22.33	23.21	23.44	24.67	24.28	24.21	23.57	22.76	23.38	23.50	23.40



BG-4000 -- Monthly Summary -Detail and Payroll Trend
combined 559

#REF!

Select "Actual" or "Budget" Select Year:	Actual 2015
---	----------------

MANAGEMENT FEES	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015	FY 2015 Actual
	59.72	64.24	59.00	62.34	59.29	63.41	61.30	62.24	61.92	59.87	61.05	61.93	61.22



Select "Actual" or "Budget" -
Select Year: Actual 2015

CENSUS

Commercial Insurance Patient Days	159	49	101	244
Medicare Advantage Patient Days	165	98	128	131
Medicare Patient Days	1,851	1,422	1,495	1,676
Total M2	2,175	1,569	1,724	2,051
Private Patient Days	961	789	275	602
Medicaid Patient Days	8,622	9,315	9,580	8,854
VA Patient Days	498	121	135	213
Hospice Patient Days	169	122	147	430
Medicaid Managed Patient Days	-	-	-	-
Medicaid Out-of-State Patient Days	-	-	-	-
Total Paid Census	12,025	11,916	11,861	12,150

Operating Census

ROUTINE REVENUE	12,532	11,861	11,826	12,075
COMMERCIAL INS	62,474	22,965	46,656	102,432
MEDICARE ADVANTAGE	59,224	35,224	53,058	46,447
MEDICARE PART A	934,113	688,612	753,986	842,628
TOTAL M2	1,055,811	746,801	853,700	994,507

PRIVATE	358,235	281,324	102,283	218,491
MEDICAID	1,733,930	1,853,490	1,895,904	1,762,104
VA	132,174	32,975	30,890	57,728
HOSPICE	33,375	24,327	29,185	86,219
M2/M2AID	-	-	-	-
M2AID O-O-S	-	-	-	-
TOTAL ROUTINE REVENUE	3,313,524	2,936,916	2,911,972	3,119,046

ANCILLARY REVENUE

COMMERCIAL INSURANCE	22,094	8,906	25,334	32,971
MEDICARE ADVANTAGE	1,738	(0)	0	0
MEDICARE PART A	(0)	(0)	(0)	(0)
MEDICARE PART B	53,705	91,595	81,650	70,780
PRIVATE	13,891	9,700	(60)	436
MEDICAID	0	(0)	0	(0)
VA	(0)	5,526	0	(0)
HOSPICE	(0)	0	1	(0)
M2/M2AID	-	-	-	-
M2AID O-O-S	-	-	-	-
TOTAL ANCILLARY REVENUE	91,217	115,728	106,925	106,317

MEDICAID IGT

MEDICAID IGT	-	-	-	-
MANAGED MEDICAID IGT	-	-	-	-
TOTAL IGT REVENUE	-	-	-	-

TOTAL PATIENT REVENUE

TOTAL PATIENT REVENUE	3,404,741	3,054,644	3,018,897	3,225,364
------------------------------	------------------	------------------	------------------	------------------

NON PATIENT REVENUE

NON PATIENT REVENUE	197	151	77	139
----------------------------	------------	------------	-----------	------------

TOTAL NET REVENUE

TOTAL NET REVENUE	3,404,938	3,054,795	3,019,974	3,225,504
--------------------------	------------------	------------------	------------------	------------------

Bad Debt % of Revenue

Bad Debt % of Revenue	2.8%	2.6%	1.4%	1.5%
------------------------------	-------------	-------------	-------------	-------------

OPERATING EXPENSES

NURSING	999,450	974,082	992,252	1,036,204
SPECIAL SERV LABOR	1,776	2,033	2,128	2,919
MISCELLANEOUS LABOR	382,001	283,568	290,389	349,285
OTHER ANCILLARY	45,890	80,530	86,171	79,028
FOOD RELATED	75,438	109,202	111,128	112,934
OTHER DIETARY	111,854	45,733	45,178	45,451
LAUNDRY	45,271	68,447	67,440	68,101
HOUSEKEEPING	67,225	51,047	69,451	68,146
MAINTENANCE	70,068	55,515	63,665	69,860
UTILITIES	98,383	37,976	40,757	40,115
ACTIVITIES	40,760	43,474	61,909	50,147
PROF/CONSULTANTS	45,398	-	-	-

Q1 Q2 Q3 Q4

1.8	0.5	1.1	2.7
1.8	1.1	1.4	1.4
20.6	15.6	16.3	18.2
24.2	17.2	18.7	22.3
10.7	8.7	3.0	6.5
98.0	102.4	104.1	96.2
5.5	1.3	1.5	2.3
1.9	1.3	1.6	4.7
-	-	-	-
-	-	-	-
140.3	130.9	128.9	132.1

Operating Census

ROUTINE REVENUE	199.2	190.3	126.5	151.3
COMMERCIAL INS	392.92	468.67	461.94	419.80
MEDICARE ADVANTAGE	359.93	395.43	414.52	377.46
MEDICARE PART A	504.65	484.26	504.34	502.76
TOTAL M2	485.43	475.97	485.19	484.89

PRIVATE	372.77	356.56	371.97	362.94
MEDICAID	196.55	198.98	197.90	199.02
VA	265.41	272.52	228.82	271.02
HOSPICE	197.49	199.40	198.54	200.51
M2/M2AID	-	-	-	-
M2AID O-O-S	-	-	-	-
TOTAL ROUTINE REVENUE	262.46	246.54	245.51	256.71

ANCILLARY REVENUE

COMMERCIAL INSURANCE	138.89	181.76	250.83	135.13
MEDICARE ADVANTAGE	(0)	(0)	(0)	(0)
MEDICARE PART A	(0)	(0)	(0)	(0)
MEDICARE PART B	4.98	8.73	7.88	6.76
PRIVATE	14.25	12.29	(0.22)	0.72
MEDICAID	(0)	(0)	(0)	(0)
VA	0	(0)	(0)	(0)
HOSPICE	(0)	0	(0)	(0)
M2/M2AID	-	-	-	-
M2AID O-O-S	-	-	-	-
TOTAL ANCILLARY REVENUE	7.23	9.71	9.01	8.75

MEDICAID IGT

MEDICAID IGT	-	-	-	-
MANAGED MEDICAID IGT	-	-	-	-
TOTAL IGT REVENUE	-	-	-	-

TOTAL PATIENT REVENUE

TOTAL PATIENT REVENUE	269.68	256.35	254.52	265.46
------------------------------	---------------	---------------	---------------	---------------

NON PATIENT REVENUE

NON PATIENT REVENUE	0.02	0.01	0.01	0.01
----------------------------	-------------	-------------	-------------	-------------

TOTAL NET REVENUE

TOTAL NET REVENUE	269.70	256.36	254.53	265.47
--------------------------	---------------	---------------	---------------	---------------

Bad Debt % of Revenue

Bad Debt % of Revenue	2.8%	2.6%	1.4%	1.5%
------------------------------	-------------	-------------	-------------	-------------

OPERATING EXPENSES

NURSING	79.14	81.75	82.81	85.53
SPECIAL SERV LABOR	0.14	0.17	0.18	0.24
MISCELLANEOUS LABOR	28.67	23.81	24.46	28.75
OTHER ANCILLARY	5.98	6.77	7.27	6.50
FOOD RELATED	8.84	9.16	9.37	9.20
OTHER DIETARY	3.59	3.84	3.81	3.74
LAUNDRY	5.32	5.74	5.69	5.61
HOUSEKEEPING	5.55	4.28	5.86	5.61
MAINTENANCE	7.79	4.66	5.37	5.75
UTILITIES	3.23	3.18	3.44	3.30
ACTIVITIES	3.60	3.65	5.22	4.13
PROF/CONSULTANTS	-	-	-	-



Select "Actual" or "Budget":
Select Year: 2015
Actual 2015

	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
EMPLOYEE BENEFITS	386,907	362,960	385,630	264,817	-	29,06	32,53	21,80
PROPERTY TAX	32,056	37,744	65,146	45,354	-	2,54	3,17	3,73
GEN. & AD. EXP.	556,713	547,751	493,477	612,007	-	44,10	41,77	50,37
NON-PATIENT EXPENSE	-	-	-	-	-	-	-	-
OPERATING EXPENSES	2,919,362	2,756,958	2,866,459	2,811,546	-	231,24	236,61	239,63
OPX EXCL. RHB/PHD/PTX	2,284,853	2,216,967	2,297,125	2,335,965	-	180,98	193,67	192,26
OPER. INC. B/F PROPERTY	485,576	297,837	212,515	313,958	-	38,46	24,99	25,84
OPER. INC. B/F PROPERTY %	42.6%	27.7%	21.3%	28.8%	-	42.6%	27.7%	28.8%
OTHER PROPERTY	45,209	45,209	45,685	45,685	-	3,58	3,79	3,76
PROPERTY TAX	4,569	4,569	4,569	7,741	-	0,36	0,36	0,64
INDEMNITIES	228	127	230	159	-	0,02	0,01	0,01
LICENSE AND TAXES	-	-	-	-	-	-	-	-
OTHER PROPERTY	50,008	49,905	50,483	53,584	-	3,96	4,19	4,41
GAIN/LOSS ON SALE	-	-	-	-	-	-	-	-
PRIOR YR-CONTRACTUAL	-	-	-	-	-	-	-	-
W/C RETRO ADJ	-	-	-	1	-	-	-	0,00
PRIOR YEAR ADJ	-	-	-	-	-	-	-	-
PRIOR MONTH ADJ-REVENUE	-	-	-	-	-	-	-	-
CAPITAL PROJECT EXPENSE	-	-	-	-	-	-	-	-
PROOF OF CLAIM-OTHER	-	-	-	-	-	-	-	-
EBITDAM	435,570	247,932	162,032	260,374	-	34,50	20,81	21,43
EBITDAM %	36.2%	22.6%	16.2%	23.8%	-	36.2%	22.6%	23.8%
OTHER FIXED	58,605	37,554	26,953	32,672	-	4,64	3,15	2,60
DEPRECIATION/AMORT	358,713	354,787	354,787	354,787	-	28,41	29,77	29,20
RENT - BUILDING	-	-	-	-	-	-	-	-
RENT - LAND	-	-	-	-	-	-	-	-
RENT - EQUIPMENT	15,159	9,301	16,115	13,255	-	1,20	0,78	1,09
INTEREST EXPENSE	(148)	(121)	(41)	(17)	-	(0,01)	(0,01)	(0,00)
INTEREST INCOME	286,187	283,022	284,926	281,963	-	22,67	23,75	24,02
MANAGEMENT FEE	718,515	684,543	682,740	682,680	-	56,91	57,45	56,19
OTHER FIXED	61,698	(116,156)	(208,871)	(107,668)	0	4,89	(9,75)	(8,86)
EBITDAM	1,8%	-3.8%	-6.9%	-3.3%	-	1,8%	-3.8%	-3.3%
EBITDAM %	1.8%	-3.8%	-6.9%	-3.3%	-	1,8%	-3.8%	-3.3%
EBITM	3,093	(153,710)	(235,824)	(140,340)	-	0,24	(12,90)	(19,88)
EBITM %	0.1%	-5.0%	-7.8%	-4.5%	-	0,24	-5.0%	-7.8%
EBITDAR	149,384	(35,090)	(122,894)	(21,589)	0	11,83	(2,94)	(1,78)
EBITDAR %	4.4%	-1.1%	-4.1%	-0.7%	-	4,4%	-1.1%	-0.7%
EBT	(282,945)	(436,611)	(520,708)	(422,285)	-	(22,41)	(36,64)	(34,76)
EBT %	-8.3%	-14.3%	-17.2%	-13.1%	-	-8.3%	-14.3%	-13.1%
NON-RECURRING / NCI	-	-	-	-	-	-	-	-
*NET FIN INCL(L) *	(282,945)	(436,611)	(520,708)	(422,285)	-	(22,41)	(36,64)	(34,76)

[illegible]

11/17/2017 8:34 AM



Select "Actual" or "Budget"
Select Year: Actual 2015

	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
G & A	314,722	321,716	320,205	396,762	-	24.93	27.00	32.66
MANAGEMENT FEE	285,187	285,187	285,187	285,187	-	22.67	24.02	23.21
OTHER OPERATING	264,910	196,335	230,661	227,666	-	20.98	19.45	18.75
CONTROLLABLES								
NURSING SUPPLIES/INCONT	30,332	29,184	31,660	35,126	-	2.40	2.45	2.89
ACTIVITY SUPPLIES	1,651	1,987	1,910	1,556	-	0.13	0.17	0.13
RAW FOOD EXPENSE	74,651	79,236	85,177	77,775	-	5.91	6.65	6.40
DIETARY SUPPLIES	7,792	8,892	9,051	9,205	-	0.62	0.75	0.76
FOOD SUPPLEMENTS	787	1,394	994	1,254	-	0.06	0.12	0.10
LAUNDRY SUPPLIES	-	-	-	-	-	-	-	-
LINEN REPLACEMENT	-	991	599	873	-	-	0.08	0.07
HOUSEKEEPING SUPPLIES	-	-	-	-	-	-	-	-
MAINTENANCE & REPAIR	27,241	21,797	31,209	26,058	-	2.16	1.83	2.06
MARKETING EXPENSE	2,712	3,361	3,633	7,863	-	0.21	0.28	0.31
OFFICE SUPPLIES	4,736	4,596	4,648	5,787	-	0.38	0.37	0.48
POSTAGE/OVERNIGHT COURIER	1,528	6,291	5,368	2,236	-	0.11	0.25	0.20
MARKETING	6,704	6,771	6,363	4,741	-	0.53	0.76	0.53
BAD DEBT	55,404	80,202	41,842	49,182	-	7.53	6.73	3.60
TOTAL CONTROLABLES	253,381	243,636	219,395	259,666	20,077	20.43	18.30	21.37
TOT CONTROL-BAD DEBT	157,988	163,434	177,553	210,484	12,51	13.72	14.97	17.32
ADMISSIONS								
Commercial Insurance Admissions	8	3	3	11	-	8	3	11
Medicare Advantage Admissions	4	3	4	7	-	4	3	7
Medicare Admissions	64	52	61	69	-	64	52	61
Total MZ Admissions	76	58	68	87	76	58	68	87
Private Admissions	6	2	4	5	-	6	2	5
Medicaid Admissions	6	11	11	11	-	6	11	11
VA Admissions	7	0	4	5	-	7	0	5
Hospice Admissions	0	0	0	0	-	0	0	0
Managed Medicaid Admissions	0	0	0	0	-	0	0	0
Medicaid Out - of - State Admissions	0	0	0	0	-	0	0	0
TOTAL ADMISSIONS	95	71	87	108	95	71	87	108



Select "Actual" or "Budget": Actual
Select Year: 2015

*** GL4000 DETAIL REPORT ***

CENSUS

Commercial Insurance Patient Days	159	49	101	244	-	1.8	0.5	1.1	2.7
Medicare Advantage Patient Days	185	95	128	131	-	1.8	1.1	1.4	1.4
Medicare Patient Days	1,851	1,422	1,495	1,876	-	20.6	15.9	15.3	16.2
Total M2 Days	2,175	1,569	1,724	2,051	-	24.2	17.2	16.7	22.3
Private Patient Days	961	789	275	602	-	10.7	8.7	3.0	6.5
Medicaid Patient Days	8,922	9,315	9,580	8,854	-	98.0	102.4	104.1	96.2
VA Patient Days	498	121	135	213	-	5.5	1.3	1.5	2.3
Hospice Patient Days	169	122	147	430	-	1.9	1.3	1.6	4.7
Medicaid Managed Patient Days	-	-	-	-	-	0.0	0.0	0.0	0.0
Medicaid Out-of-State Patient Days	-	-	-	-	-	0.0	0.0	0.0	0.0
Total Paid Census	12,625	11,916	11,861	12,150	-	140.3	130.9	128.9	132.1
Private Holding Days	-	-	-	-	-	0.0	0.0	0.0	0.0
Commercial Insurance Holding Days	-	-	-	-	-	0.0	0.0	0.0	0.0
Medicare Advantage Holding Days	-	-	-	-	-	0.0	0.0	0.0	0.0
Medicaid Holding Days	83	31	35	75	-	0.9	0.3	0.4	0.8
VA Holding Days	10	24	-	-	-	0.0	0.0	0.0	0.0
Hospice Holding Days	-	-	-	-	-	0.0	0.0	0.0	0.0
Managed Medicaid Holding Days	-	-	-	-	-	0.0	0.0	0.0	0.0
Medicaid Out - of - State Holding Days	-	-	-	-	-	0.0	0.0	0.0	0.0
Total Hold Census	-	-	-	-	-	0.0	0.0	0.0	0.0
Total Census	12,625	11,916	11,861	12,150	-	140.3	130.9	128.9	132.1

PATIENT REVENUE

COMM INS ROUTINE-C	68,480	28,251	51,840	114,157	-	430.69	576.55	513.27	467.86
COMM INS ROUTINE-S	-	-	-	-	-	-	-	-	-
COMM INS ROUTINE-I	-	-	-	-	-	-	-	-	-
COMM INS ROUTINE-R	(6,006)	(5,286)	(5,194)	(11,726)	-	(37.77)	(107.86)	(51.33)	(48.05)
COMM INS CONTRACTUAL	-	-	-	-	-	-	-	-	-
COMM INS HOLD REVENUE	-	-	-	-	-	-	-	-	-
TOTAL COMM INS ROUTIN	62,474	22,965	46,646	102,432	-	392.92	468.67	461.94	419.80
COMM INS ANCILLARY	22,084	8,906	25,334	32,971	-	138.89	181.76	250.83	135.13
TOTAL COMM INS REVENU	84,558	31,871	71,980	135,403	-	531.81	650.44	712.78	554.93
MCARE ADV ROUTINE-C	69,201	38,349	48,268	52,507	-	419.40	391.32	377.09	400.82
MCARE ADV ROUTINE-S	-	-	-	-	-	-	-	-	-
MCARE ADV ROUTINE-I	-	-	-	-	-	-	-	-	-
MCARE ADV ROUTINE-R	(9,977)	(3,125)	4,790	(3,060)	-	(60.47)	(31.88)	37.42	(23.36)
MCARE ADV CONTRACTUAL	-	-	-	-	-	-	-	-	-
MCARE ADV HOLD REVEN	-	-	-	-	-	-	-	-	-
TOTAL MC ADV ROUTINE	59,224	35,224	53,068	49,447	-	398.93	359.43	414.52	377.46
MCARE ADV ANCILLARY	1,738	(0)	0	2,129	-	10.53	(0.00)	0.00	16.25
TOTAL MC ADV REVENUE	60,962	35,224	53,068	51,576	-	399.47	359.43	414.52	393.71
MP PART A ROUTINE-C	803,304	631,747	678,049	720,173	-	433.98	444.27	453.54	429.70
MP PART A ROUTINE-S	-	-	-	-	-	-	-	-	-
MP PART A CONTRACTUAL	130,809	56,865	75,937	122,455	-	70.67	39.99	50.79	73.06
MP PART A ADJ-CURREN	4,306	-	1,003	-	-	2.33	-	0.87	-
MP PART A BAD DEBT	(4,306)	-	(1,003)	-	-	(2.33)	-	(0.87)	-
TOTAL PART A ROUTINE	934,113	688,612	753,986	842,628	-	504.65	484.26	504.34	502.76
MP PART A ANCILLARY	-	(0)	0	(0)	-	(0.00)	(0.00)	0.00	(0.00)
TOTAL MP PART A REVE	934,113	688,612	753,986	842,628	-	504.65	484.26	504.34	502.76
MP PART B ANCILLARY	53,705	91,595	81,650	70,780	-	4.60	8.23	7.05	6.13
TOTAL MP PART B REVE	53,705	91,595	81,650	70,780	-	4.60	8.23	7.05	6.13
TOTAL M2 REVENUE	1,133,337	847,303	960,685	1,100,387	-	521.07	540.03	557.24	538.51



Select "Actual" or "Budget"
Select Year: Actual
2015

	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
PIP ROUTINE -C	369,413	284,852	102,889	218,695	-	384.40	361.03	374.14
PIP ROUTINE -S	-	-	-	-	-	-	-	-
PIP ROUTINE -I	-	-	-	-	-	-	-	-
PIP ROUTINE -R	(11,178)	(3,528)	(566)	(204)	(11,633)	(4,477)	(2,177)	(0,34)
PIP CONTRACTUAL	358,235	281,324	102,253	218,491	372.77	356.56	371.97	362.94
PIP HOLD REVENUE	-	-	-	-	-	-	-	-
TOTAL PRI ROUTINE	358,235	281,324	102,253	218,491	372.77	356.56	371.97	362.94
PIP ANCLARY	13,691	9,700	(60)	436	14.25	12.26	(0.22)	0.72
TOTAL PRI REVENUE	371,926	291,024	102,233	218,927	387.02	368.85	371.75	363.67
MCAID ROUTINE-C	3,310,462	3,520,280	3,594,628	3,315,928	375.25	377.91	375.22	374.51
MCAID ROUTINE-S	-	-	-	-	-	-	-	-
MCAID ROUTINE-I	-	-	-	-	-	-	-	-
MCAID ROUTINE-R	(1,578,118)	(1,669,149)	(1,999,320)	(1,555,613)	(178.88)	(179.19)	(177.38)	(175.70)
MCAID CONTRACTUAL	-	-	-	-	-	-	-	-
MCAID ADJ-CURRENT	-	-	-	-	-	-	-	-
MCAID ADJ-CURR	-	-	-	-	-	-	-	-
MCAID HOLD REVENUE	-	-	-	-	-	-	-	-
TOTAL MCAID ROUTINE	1,586	2,379	596	1,789	0.18	0.26	0.06	0.20
MCAID ANCLARY	1,733,930	1,853,490	1,895,904	1,782,104	196.55	198.96	197.90	199.02
TOTAL MCAID REVENUE	1,733,930	1,853,490	1,895,904	1,782,104	196.55	198.96	197.90	199.02
VA ROUTINE-C	189,655	38,240	50,863	88,143	380.83	316.03	376.78	413.82
VA ROUTINE-S	-	-	-	-	-	-	-	-
VA ROUTINE-I	-	-	-	-	-	-	-	-
VA ROUTINE-R	-	-	-	-	-	-	-	-
VA CONTRACTUAL	(58,608)	(10,612)	(16,481)	(30,417)	(119.69)	(87.70)	(122.08)	(142.80)
VA HOLD REVENUE	2,127	5,347	(3,492)	44.19	4.27	44.19	(25.86)	-
TOTAL VA ROUTINE	132,174	32,975	30,890	57,726	265.41	272.52	228.82	271.02
VA ANCLARY	(0)	5,528	0	(0)	(0.00)	45.67	0.00	(0.00)
TOTAL VA REVENUE	132,174	38,501	30,890	57,726	265.41	318.19	228.82	271.02
HOSPICE ROUTINE-C	61,178	44,164	53,798	164,333	382.00	382.00	385.97	382.17
HOSPICE ROUTINE-S	-	-	-	-	-	-	-	-
HOSPICE ROUTINE-I	-	-	-	-	-	-	-	-
HOSPICE ROUTINE-R	-	-	-	-	-	-	-	-
HOSPICE CONTRACTUAL	(27,803)	(18,837)	(24,613)	(78,114)	(164.51)	(162.60)	(167.44)	(181.66)
HOSPICE HOLD REVENUE	-	-	-	-	-	-	-	-
TOTAL HSCP ROUTINE	33,375	24,327	29,185	86,219	197.49	199.40	198.54	200.51
HOSPICE ANCLARY	(0)	0	1	(0)	(0.00)	0.00	0.01	(0.00)
TOTAL HSCP REVENUE	33,375	24,327	29,186	86,219	197.49	199.40	198.54	200.51
MGD MCAID ROUTINE-C	-	-	-	-	-	-	-	-
MGD MCAID ROUTINE-S	-	-	-	-	-	-	-	-
MGD MCAID ROUTINE-I	-	-	-	-	-	-	-	-
MGD MCAID ROUTINE-R	-	-	-	-	-	-	-	-
MGD MCAID CONTRACTUAL	-	-	-	-	-	-	-	-
MGD MCAID ADJ-CURR	-	-	-	-	-	-	-	-
MGD MCAID ADJ-INTER	-	-	-	-	-	-	-	-
MGD MCAID HOLD REVENUE	-	-	-	-	-	-	-	-
TOTAL MGD MCAID ROUT	-	-	-	-	-	-	-	-
MGD MCAID ANCLARY	-	-	-	-	-	-	-	-
TOTAL MGD MCAID REVE	-	-	-	-	-	-	-	-



Select "Actual" or "Budget" Select Year: Actual 2015

	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
MCAID O-Q-S ROUTINE	-	-	-	-	-	-	-	-
MCAID O-Q-S ROUTINE	-	-	-	-	-	-	-	-
MCAID O-Q-S ROUTINE	-	-	-	-	-	-	-	-
MCAID O-Q-S ROUTINE	-	-	-	-	-	-	-	-
MCAID O-Q-S CONTRACT	-	-	-	-	-	-	-	-
MCAID O-Q-S ADJ-CURR	-	-	-	-	-	-	-	-
MCAID O-Q-S ADJ-INTE	-	-	-	-	-	-	-	-
MCAID O-Q-S HOLD REV	-	-	-	-	-	-	-	-
TOTAL MCAID O-Q-S RO	-	-	-	-	-	-	-	-
MCAID O-Q-S ANCILLAR	-	-	-	-	-	-	-	-
TOTAL MCAID O-Q-S RE	-	-	-	-	-	-	-	-
TOTAL OTHER	-	-	-	-	-	-	-	-
MEDICAID IGT	-	-	-	-	-	-	-	-
MANAGED MEDICAID IGT	-	-	-	-	-	-	-	-
TOTAL IGT REVENUE	-	-	-	-	-	-	-	-
CONTRACT SERVICES-NEU	-	-	-	-	-	-	-	-
TOTAL CONT SERV REVEN	-	-	-	-	-	-	-	-
TOTAL PATIENT REVENUE	3,404,741	3,054,644	3,019,897	3,225,364	268,68	256,35	254,52	265,46
PURCH ALLOW-BARB/BEAU	-	-	-	-	-	-	-	-
SUBLEASE INCOME	-	-	-	-	-	-	-	-
RENTAL INCOME	-	-	-	-	-	-	-	-
RENTING MACHINE INC	112	117	71	118	0.01	0.01	0.01	0.01
PLASPERFERENCE	-	-	-	-	-	-	-	-
VITAMIN REFERENCE	-	-	-	-	-	-	-	-
MGMT FEES-MANAGED	-	-	-	-	-	-	-	-
MGMT FEES-INTER CO	-	-	-	-	-	-	-	-
CASH DISC EARNED	72	34	6	8	0.01	0.00	0.00	0.00
MISC INC	13	-	-	13	0.00	-	-	0.00
APPLICATION FEE INCOM	-	-	-	-	-	-	-	-
TOT NON PATIENT REVEN	197	151	77	139	0.02	0.01	0.01	0.01
OPERATING EXPENSES								
NURSING ADMIN	79,081	75,357	73,010	77,088	6,26	6,32	6,16	6,34
REGISTERED NURSES	235,054	224,446	248,611	291,237	18,62	18,84	20,96	23,97
GN/GPN	-	-	-	-	-	-	-	-
LABOR	284,186	270,270	260,249	242,051	20,93	22,68	21,94	19,92
LABOR SUPPLIES	380,386	374,825	385,722	393,703	30,93	31,46	31,09	32,40
TOTAL STAFF NURSING	969,619	944,896	950,592	1,004,079	76,74	79,30	80,14	82,64
RN CONTRACT LABOR	-	-	-	-	-	-	-	-
LVN CONTRACT LABOR	-	-	-	-	-	-	-	-
AIDES CONTRACT LABOR	-	-	-	-	-	-	-	-
TOTAL CONTRACT LABOR	-	-	-	-	-	-	-	-
NURSING WAGE TRNSFR	-	-	-	-	-	-	-	-
NURSING SUPPLIES	12,182	10,913	9,515	12,602	0,96	0,92	0,80	1,04
INCONT & FEED REV	(2,256)	(1,751)	(1,142)	(662)	(0,15)	(0,15)	(0,10)	(0,05)
INCONT & FEED EXP	20,406	20,022	23,286	23,185	1,62	1,68	1,96	1,91
HH NURSE & MILEAGE E	-	-	-	-	-	-	-	-
TOTAL OTHER NURSING	30,332	29,184	31,660	35,126	2,40	2,45	2,67	2,89
TOTAL NURSING	999,150	974,082	982,252	1,039,204	79,14	81,75	82,81	85,53
ADMINISTRATION	-	-	-	-	-	-	-	-
CONTRACT LABOR	-	-	-	-	-	-	-	-
VOCATIONAL COUNSELOR	-	-	-	-	-	-	-	-
BEHAVIORAL PSYCHOLOGI	-	-	-	-	-	-	-	-
THERAPEUTIC SPECIALIS	-	-	-	-	-	-	-	-
REHABILITATION WAGES	-	-	-	-	-	-	-	-
RESPIRATORY THERAPIST	-	-	-	-	-	-	-	-
OCCUPATIONAL THERAPIST	-	-	-	-	-	-	-	-
SPEECH THERAPIST LBR	-	-	-	-	-	-	-	-



Select "Actual" or "Budget" Select Year:	Actual 2015
---	----------------

PHYSICAL THERAPIST LB
TOTAL SPECIAL SVCS LB

Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1,776	2,033	2,128	2,919	-	0.14	0.17	0.18
							0.24

11/17/2017 8:34 AM

11/17/2017 8:34 AM



Select "Actual" or "Budget" for
Select Year: Actual 2015

	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DIETARY SALARIES	-	-	-	-	-	-	-	-	-	-	-	-
ACCOUNTING SALARIES	-	-	-	-	-	-	-	-	-	-	-	-
MARKETING SALARIES	-	-	-	-	-	-	-	-	-	-	-	-
RECRUITING SALARIES	-	-	-	-	-	-	-	-	-	-	-	-
REIMBURSEMENT SALARIES	-	-	-	-	-	-	-	-	-	-	-	-
MAINTENANCE SALARIES	-	-	-	-	-	-	-	-	-	-	-	-
CLINICAL SALARIES	-	-	-	-	-	-	-	-	-	-	-	-
PHARMACY SALARIES	-	-	-	-	-	-	-	-	-	-	-	-
PROGRAM COORD WAGES	482	3,528	4,050	4,141	0.04	0.33	0.34	0.34	0.34	0.33	0.34	0.34
OTHER SALARIES	6,554	6,505	6,780	4,930	0.52	0.55	0.57	0.41	0.57	0.55	0.57	0.41
SYSTEM SALARIES	-	-	-	-	-	-	-	-	-	-	-	-
ADMISSIONS COORD WAGE	-	-	-	-	-	-	-	-	-	-	-	-
ADMIT WAGES	-	-	-	-	-	-	-	-	-	-	-	-
WAGE TAXES	-	-	-	-	-	-	-	-	-	-	-	-
BONUS EXPENSE	-	-	-	-	-	-	-	-	-	-	-	-
AMBULUS WAGES	74,727	93,197	89,641	86,626	5.92	7.82	7.56	7.15	7.56	7.82	7.56	7.15
AMBULUS WAGE TRANSFER	-	-	-	-	-	-	-	-	-	-	-	-
CENTRAL SUPPLY WAGES	1,493	3,760	5,488	4,724	0.12	0.32	(0.01)	0.38	(0.01)	0.32	0.38	0.38
WARD CLERK WAGES	5,997	5,848	6,188	5,876	0.46	0.46	0.46	0.46	0.46	0.46	0.46	0.46
RECORDS CLERK WAGES	7,447	7,503	8,142	7,790	0.59	0.63	0.63	0.64	0.59	0.63	0.63	0.64
GUARD/SECURITY	-	-	-	-	-	-	-	-	-	-	-	-
PROFESSIONAL FEES	14,294	14,566	14,597	16,717	1.13	1.26	1.23	1.38	1.13	1.26	1.23	1.38
CONTRACT LABOR-OTHER	37,065	8,400	-	-	2.94	0.70	-	-	2.94	0.70	-	-
BOARD OF DIRECTORS	-	-	-	-	-	-	-	-	-	-	-	-
CENTRAL PLACEMENT	-	-	-	-	-	-	-	-	-	-	-	-
INTEGRATED MARKET	86,831	83,977	87,112	74,223	6.88	7.05	7.34	6.11	6.88	7.05	7.34	6.11
CLINICAL LIAISON ALLOCATED	-	-	-	-	-	-	-	-	-	-	-	-
BUSINESS OFFICE SHARED SVC	-	-	-	-	-	-	-	-	-	-	-	-
MARKETING SERVICES	-	-	-	-	-	-	-	-	-	-	-	-
OFF SUPERVISATORY	4,758	4,386	4,648	5,787	0.38	0.37	-	0.48	0.38	0.37	-	0.48
REALTY ORIENT SUPPLY	852	1,103	1,358	1,228	0.07	0.09	-	0.11	0.07	0.09	-	0.11
OVERNITE/COURIER SRV	507	1,834	1,008	1,009	0.04	0.15	0.06	0.06	0.04	0.15	0.06	0.06
US MAIL POSTAGE	-	-	-	-	-	-	-	-	-	-	-	-
COMPUTER RELATED EXP	11,244	11,553	11,450	11,694	0.89	0.97	0.97	0.96	0.89	0.97	0.97	0.96
TELEPHONE	2,508	2,049	2,619	4,382	0.20	0.17	0.22	0.36	0.20	0.17	0.22	0.36
RECRUITMENT/HELP WNTD	40	1,465	142	75	0.00	0.12	0.01	0.01	0.00	0.12	0.01	0.01
ADVERTISING	6,884	7,786	6,164	43,676	0.53	0.65	0.52	3.59	0.53	0.65	0.52	3.59
MARKETING/FERRAL DE	441	441	441	1,121	0.03	0.04	0.04	0.09	0.03	0.04	0.04	0.09
INSURANCE OTHER	12,235	12,237	12,237	13,859	0.97	1.03	1.03	1.14	0.97	1.03	1.03	1.14
MALPRACTICE INSURANCE	1,836	5,947	8,529	5,823	0.15	0.50	0.72	0.48	0.15	0.50	0.72	0.48
TRAVEL	643	4,293	676	2,492	0.05	0.36	0.06	0.21	0.05	0.36	0.06	0.21
VEHICLE EXPENSE	95,404	80,202	41,842	49,182	7.56	6.73	3.53	4.05	7.56	6.73	3.53	4.05
BAD DEBT EXPENSE	-	-	-	81,165	-	-	-	6.88	-	-	-	6.88
DEPRECIATION	-	-	-	6,709	-	-	-	0.51	-	-	-	0.51
DUES & SUBSCRIPTIONS	5,471	6,078	1,228	-	0.43	0.51	0.10	0.55	0.43	0.51	0.10	0.55
FREIGHT CHARGES	-	-	-	-	-	-	-	-	-	-	-	-
CIVIL MONETARY STATE	-	-	-	-	-	-	-	-	-	-	-	-
PROVIDER TAXES	177,103	177,103	177,103	177,103	14.03	14.86	14.93	14.58	14.03	14.86	14.93	14.58
MISC GEN & ADMIN	2,117	3,042	4,214	1,475	0.17	0.26	0.36	0.12	0.17	0.26	0.36	0.12
TOTAL GEN & ADMIN	556,713	547,751	485,477	612,007	44.10	45.97	41.77	50.37	44.10	45.97	41.77	50.37
NON PATIENT EXPENSE	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OPERATING EXPEN	2,819,362	2,756,958	2,806,459	2,811,546	231.24	231.37	236.81	239.83	231.24	231.37	236.81	239.83
RENT - BUILDING	358,713	354,787	354,787	354,787	28.41	28.77	29.91	29.20	28.41	28.77	29.91	29.20
RENT - LAND	-	-	-	-	-	-	-	-	-	-	-	-
RENT - EQUIPMENT	15,159	9,301	16,116	13,255	1.20	0.78	1.38	1.09	1.20	0.78	1.38	1.09
PROPERTY TAXES	45,209	45,209	45,685	45,685	3.55	3.55	3.55	3.55	3.55	3.55	3.55	3.55
DEPRECIATION	58,605	37,554	28,963	32,672	4.64	3.15	2.27	2.69	4.64	3.15	2.27	2.69
AMORTIZATION	-	-	-	-	-	-	-	-	-	-	-	-
INTEREST EXPENSE	-	-	-	-	-	-	-	-	-	-	-	-
INTEREST INCOME	(148)	(148)	(41)	(17)	(0.01)	(0.01)	(0.00)	(0.00)	(0.01)	(0.01)	(0.00)	(0.00)
INSURANCE - PROPERTY	4,569	4,569	4,569	7,741	0.36	0.36	0.36	0.64	0.36	0.36	0.36	0.64
BOND TRUSTEE FEES	-	-	-	-	-	-	-	-	-	-	-	-
LOCAL TAXES	228	127	230	159	0.02	0.01	0.02	0.01	0.02	0.01	0.02	0.01
LICENSES & TAXES	-	-	-	-	-	-	-	-	-	-	-	-
FEDERAL INCOME TAX	-	-	-	-	-	-	-	-	-	-	-	-
STATE INCOME TAX	-	-	-	-	-	-	-	-	-	-	-	-
MANAGEMENT FEES	286,187	283,022	284,926	281,963	22.67	23.75	24.02	23.21	22.67	23.75	24.02	23.21



Select "Actual" or "Budget":
Select Year:

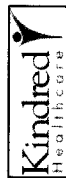
Actual
2015

MANAGEMENT FEES

Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
768,521	734,446	733,223	735,244	60.87	61.64	61.82	60.50

ATTACHMENT 15

559 - Kindred - Birchwood Terrace



Select "Actual" or "Budget".
Select Year: Actual 2016

CENSUS	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Jul 2016	Aug 2016	Sep 2016	Oct 2016	Nov 2016	Dec 2016	FY 2016 Actual
Commercial Insurance Patient Days	68	34	33	44	89	41	20	10	97	11	55	91	563
Medicare Advantage Patient Days	48	126	50	30	30	45	42	46	40	54	28	8	540
Medicare Patient Days	570	542	653	626	632	633	526	554	443	669	496	571	6,873
Total M2	686	701	736	708	758	624	586	610	580	734	579	670	8,006
Private Patient Days	346	268	185	230	125	234	73	365	374	100	189	474	3,023
Medicaid Patient Days	2,859	2,528	3,090	2,919	3,020	2,904	3,109	2,877	2,834	3,190	2,966	2,900	35,226
VA Patient Days	84	42	131	129	137	111	106	157	168	118	124	156	1,461
Hospice Patient Days	171	120	69	24	13	30	74	130	124	93	97	41	986
Medicaid Managed Patient Days	-	-	-	-	-	-	-	-	-	-	-	-	-
Medicaid Out-Of-State Patient Days	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Paid Census	4,146	3,689	4,211	4,010	4,093	3,903	3,942	4,159	4,076	4,235	3,995	4,241	48,702
Operating Census	4,128	3,664	4,181	3,970	4,099	3,886	3,813	4,153	4,067	4,213	3,942	4,219	48,415
ROUTINE REVENUE													
COMMERCIAL INS	26,478	15,132	12,727	22,283	35,116	9,284	7,757	3,484	39,786	5,126	29,326	39,925	246,423
MEDICARE ADVANTAGE	18,307	55,849	25,978	15,194	14,717	17,153	14,544	15,161	19,100	24,862	19,655	2,940	228,361
MEDICARE PART A	289,695	272,221	344,730	313,092	331,730	273,371	272,583	281,583	259,962	351,216	259,962	303,688	3,527,594
TOTAL M2	332,470	345,201	363,437	350,546	381,564	300,168	288,924	304,262	292,573	381,084	287,943	346,233	4,002,377
PRIVATE	134,167	102,504	68,140	82,840	41,964	85,334	33,139	144,355	143,950	30,264	68,070	178,241	1,110,988
MEDICAD	549,225	483,079	591,884	565,151	569,776	569,955	611,450	569,853	559,881	619,405	570,035	592,307	6,817,412
VA	22,796	32,910	33,181	33,181	37,209	29,275	29,854	43,402	47,108	28,924	30,131	44,092	386,763
HOSPICE	32,914	23,098	13,281	4,620	2,502	5,780	14,757	25,830	24,601	18,168	16,950	8,010	192,520
MCD MCD	-	-	-	-	-	-	-	-	-	-	-	-	-
MCD O-O-S	-	-	-	-	-	-	-	-	-	-	-	-	-
CONTRACT SERVICES/NEURO	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL ROUTINE REVENUE	1,071,573	965,563	1,088,751	1,036,340	1,033,015	976,962	978,123	1,087,723	1,088,094	1,077,805	992,130	1,138,992	12,513,060
ANCILLARY REVENUE													
COMMERCIAL INSURANCE	13,327	12,931	3,025	7,704	7,055	(836)	4,352	1,106	9,784	(209)	13,204	11,778	83,220
MEDICARE ADVANTAGE	(0)	(0)	1,052	(0)	0	(0)	(0)	0	(0)	0	0	0	780
MEDICARE PART A	(0)	(0)	(0)	(0)	0	(0)	(0)	0	(0)	(0)	0	0	(0)
MEDICARE PART B	24,304	24,923	22,968	13,045	20,969	21,478	36,912	31,930	39,365	28,386	28,756	23,897	317,064
PRIVATE	1,289	(13)	434	(1,134)	113	(31)	645	661	2,506	(463)	2,051	1,273	7,295
MEDICAD	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
VA	0	2,416	(0)	0	0	0	0	2,462	(0)	0	1,846	(0)	6,724
HOSPICE	0	(0)	(0)	0	0	0	(0)	(0)	(0)	0	(0)	(0)	(0)
MCD MCD	-	-	-	-	-	-	-	-	-	-	-	-	-
MCD O-O-S	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL ANCILLARY REVENUE	38,901	40,257	27,498	19,616	27,237	20,611	41,637	36,160	51,654	28,726	45,840	36,948	415,084
MEDICAD IGT	-	-	-	-	-	-	-	-	-	-	-	-	-
MANAGED MEDICAD IGT	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL IGT REVENUE	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL PATIENT REVENUE	1,110,474	1,003,819	1,116,248	1,055,956	1,060,252	997,573	1,019,760	1,123,882	1,119,748	1,106,531	1,037,969	1,175,941	12,925,144
NON-PATIENT REVENUE	35	104	32	66	30	171	22	130	38	56	68	383	1,143
TOTAL NET REVENUE	1,110,509	1,003,923	1,116,281	1,056,021	1,060,283	997,734	1,019,782	1,124,013	1,119,787	1,106,587	1,038,035	1,176,334	12,926,288
Bad Debt % of Revenue	1.9%	-1.4%	1.3%	3.7%	-0.5%	1.1%	0.5%	-1.9%	-1.1%	0.0%	1.8%	0.6%	0.5%
OPERATING EXPENSES													
NURSING	341,700	308,636	348,534	334,219	340,680	347,574	349,608	367,722	349,191	366,245	331,326	363,604	4,149,238
SPECIAL SERV LABOR	737	762	921	586	848	963	739	652	628	518	628	1,032	9,015
MISCELLANEOUS LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
REPAIR & PHARMACY	123,617	117,220	139,713	105,525	128,848	108,177	92,728	124,473	108,948	137,405	109,004	118,343	1,412,001
FOOD RELATED	11,201	24,413	18,962	18,993	29,765	24,135	22,437	26,833	47,240	45,367	38,919	23,125	331,420
HOUSEKEEPING	28,451	24,251	20,609	25,222	25,052	25,728	25,052	30,923	25,842	27,525	36,189	22,969	319,532
LAUNDRY	58,403	15,293	16,776	16,776	16,776	39,101	38,594	43,766	41,911	47,138	45,021	40,951	490,875
MAINTENANCE	23,067	23,932	22,668	23,069	23,027	22,668	15,714	15,966	17,381	15,521	15,736	15,597	188,010
UTILITIES	19,844	21,447	22,413	19,786	24,053	17,617	16,201	28,671	23,433	23,433	23,964	23,158	281,646
ACTIVITIES	25,758	29,658	30,227	22,706	23,065	18,655	21,171	22,316	24,885	24,885	18,763	23,382	251,323
PROF/CONSULTANTS	14,020	12,818	13,913	14,612	15,889	12,827	13,656	13,424	13,210	14,181	13,774	14,462	168,532
	17,178	15,779	16,719	17,132	15,283	15,966	16,039	15,349	18,411	17,968	16,713	12,538	195,375



Select "Actual" or "Budget":
Select Year: Actual 2016

BG-4000 - Monthly Summary - Detail and Payroll Trend
combined 559

Category:
FY 2017 - TCU

559 - Kindred - Birchwood Terrace

	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Jul 2016	Aug 2016	Sep 2016	Oct 2016	Nov 2016	Dec 2016	FY 2016 Actual
EMPLOYEE BENEFITS	150,620	119,034	152,012	135,087	142,360	129,865	141,341	131,806	119,239	153,310	132,872	(40,834)	1,466,521
TRAINING	13,103	13,103	13,103	8,501	14,988	13,655	13,655	11,157	10,669	17,384	12,080	26,176	171,294
GEN-ADMIN	168,235	140,665	161,011	164,493	151,938	164,491	155,445	124,615	136,847	145,218	151,934	318,078	2,003,988
NON-PATIENT EXPENSE													
OPERATING EXPENSES	992,054	904,894	1,027,562	981,438	993,787	949,732	945,764	978,789	956,636	1,062,957	964,455	990,879	11,728,347
OPX EXCL RHBP/BD/PTX	788,450	742,197	814,194	757,707	810,912	773,326	788,835	816,515	800,889	866,331	777,526	806,826	9,543,709
OPER INC BIF PROPERTY	118,455	99,028	89,719	94,564	66,515	48,002	73,998	145,224	163,151	43,630	73,580	185,455	1,200,341
OPER INC BIF PROPERTY %	10.7%	9.9%	7.9%	9.0%	6.3%	4.8%	7.3%	12.9%	14.6%	3.9%	7.1%	15.8%	9.3%
OTHER PROPERTY	15,228	15,228	15,228	15,228	15,228	15,228	15,197	15,502	15,502	15,502	15,502	15,654	184,229
INSURANCE PROPERTY	1,422	1,422	1,422	1,422	1,422	1,422	1,422	1,422	1,422	1,422	1,422	2,024	17,666
LOCAL TAXES	147	132	132	59	55	42	49	69	53	51	51	49	786
LICENSE AND TAXES			350		453			554					1,054
OTHER PROPERTY	16,797	16,782	17,040	16,709	16,885	16,693	16,666	17,547	16,977	16,975	16,975	17,727	203,745
GAIN/LOSS ON SALE	-	-	-	-	-	-	-	-	-	-	-	-	-
PRIOR YR-CONTRACTUAL	-	-	-	-	-	-	-	-	-	-	-	-	-
W/C RETRO ADJ	-	-	-	-	-	-	-	-	-	-	-	-	(8,039)
PRIOR YEAR ADJ	-	-	6,240	-	-	-	-	-	-	-	-	-	(6,240)
PRIOR MONTH ADJ-REVENUE	-	-	-	-	-	-	-	-	-	-	-	-	-
CAPITAL PROJECT EXPENSE	-	-	-	-	-	-	-	-	-	-	-	-	-
PROF OF CLAIM-OTHER	-	-	-	-	-	-	-	-	-	-	-	-	-
EBITDARM	101,658	82,247	77,919	77,875	49,690	31,309	57,330	127,677	146,174	26,655	56,805	153,448	986,556
EBITDARM %	9.2%	6.2%	7.0%	7.4%	4.7%	3.1%	5.6%	11.4%	13.1%	2.4%	5.5%	13.0%	7.6%
OTHER FIXED	228,749	195,624	212,058	193,859	211,628	208,987	207,357	207,881	204,884	207,227	213,730	217,261	2,505,944
EBITDAM	(21,276)	(43,788)	(45,860)	(46,295)	(77,731)	(95,751)	(65,426)	3,582	23,483	(96,684)	(64,311)	33,069	(496,988)
EBITDAM %	-1.9%	-4.4%	-4.1%	-4.4%	-7.3%	-9.6%	-6.4%	0.3%	2.1%	-8.7%	-6.2%	2.8%	-3.8%
EBITM	(32,082)	(54,871)	(57,060)	(57,884)	(86,896)	(107,089)	(76,941)	(7,540)	11,843	(108,651)	(86,344)	15,679	(649,546)
EBITM %	-2.8%	-5.5%	-5.1%	-5.5%	-8.4%	-10.7%	-7.5%	-0.7%	1.1%	-9.5%	-8.3%	1.3%	-5.0%
EBITDAR	6,581	23,875	856	19,457	(23,431)	(39,388)	(15,761)	54,944	75,905	(45,270)	(14,179)	73,956	117,347
EBITDAR %	0.6%	2.4%	0.1%	1.8%	-2.2%	-3.9%	-1.5%	4.3%	6.8%	-4.1%	-1.4%	6.3%	0.9%
EBT	(127,091)	(113,378)	(134,139)	(115,984)	(161,967)	(177,678)	(150,028)	(80,204)	(58,410)	(180,572)	(157,125)	(63,813)	(1,520,388)
EBT %	-11.4%	-11.3%	-12.0%	-11.0%	-15.3%	-17.8%	-14.7%	-7.1%	-6.2%	-16.5%	-15.1%	-6.4%	-11.5%
NON-RECURRING / NCI	-	-	-	-	-	-	-	-	-	-	-	-	-
NET FIN INCL()	(127,091)	(113,378)	(134,139)	(115,984)	(161,967)	(177,678)	(150,028)	(80,204)	(58,410)	(180,572)	(157,125)	(63,813)	(1,520,388)



559 - Kindred - Birchwood Terrace

Select "Actual" or "Budget" -
Select Year: Actual 2016

	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Jul 2016	Aug 2016	Sep 2016	Oct 2016	Nov 2016	Dec 2016	FY 2016 Actual
*TOTAL LABOR *	262,899	232,208	255,264	242,622	251,183	249,291	250,269	264,104	257,840	267,828	248,304	259,980	3,041,593
NSG REGULAR LABOR	33,724	34,475	43,713	42,327	33,851	34,626	37,333	43,776	39,213	45,497	39,980	54,446	470,081
NSG OVERTIME LABOR	36,105	33,775	38,118	40,617	41,538	38,151	40,571	41,904	43,428	43,425	34,768	39,904	472,205
NSG CONTRACT LABOR	-	-	-	-	3,889	15,632	13,810	6,000	-	-	-	-	39,330
TOTAL NURSING LABOR	332,727	300,468	337,936	325,567	330,461	337,999	341,983	355,785	340,282	355,750	319,152	354,231	4,032,188
OTHER OVERTIME LABOR	113,169	105,135	107,536	104,510	120,126	104,211	107,268	110,640	105,680	115,253	99,862	118,538	1,310,228
OTHER REGULAR LABOR	2,135	1,961	5,019	4,471	3,084	2,252	2,927	4,112	4,975	6,472	5,652	6,472	45,595
OTHER PREMIUM LABOR	1,297	1,024	932	1,148	1,229	819	1,121	1,097	2,846	2,975	3,274	2,663	20,227
OTHER CONTRACT LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OTHER LABOR	116,601	108,120	113,487	110,129	124,419	107,282	111,316	116,149	113,301	122,700	109,889	123,558	1,376,050
ANCILLARY LABOR	-	762	921	585	848	963	739	652	628	518	-	1,032	9,015
ANCILLARY OVERTIME LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
ANCILLARY CONTRACT LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OTHER LABOR	737	762	921	585	848	963	739	652	628	518	628	1,032	9,015
*TOTAL LABOR *	450,064	409,341	451,502	435,262	455,727	445,945	454,038	472,586	454,211	475,968	428,770	478,821	5,417,254

LABOR & BENEFITS %
OF NET REVENUE

*TOTAL HOURS *	54.1%	52.6%	54.1%	54.1%	56.4%	57.7%	58.4%	53.8%	51.2%	57.2%	54.1%	37.2%	53.2%
REGULAR NSG HOURS	13,321	11,816	12,721	12,027	12,496	12,071	12,331	13,233	12,810	13,233	12,381	12,830	151,271
OVERTIME NSG HOURS	1,153	1,171	1,418	1,479	1,200	1,214	1,306	1,522	1,344	1,465	1,307	1,851	16,429
CONTRACT NSG HOURS	-	-	-	-	83	274	280	145	-	-	-	-	782
TOTAL NURSING HOURS	14,474	13,987	14,140	13,506	13,779	13,559	13,917	14,899	14,155	14,698	13,688	14,681	168,482
OTHER ROUTINE HOURS	5,741	5,240	5,344	5,409	5,257	5,331	5,538	5,739	5,363	5,794	5,111	5,678	68,545
OTHER CONTRACT HOURS	68	56	159	167	112	71	100	147	183	225	234	98	1,622
TOTAL OTHER HOURS	5,809	5,298	5,503	5,576	5,369	5,402	5,638	5,886	5,546	6,019	5,345	5,776	68,166
ANCILLARY OVERTIME HOURS	27	31	38	24	35	40	30	27	26	21	26	42	366
ANCILLARY CONTRACT HOURS	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL ANCILLARY HOURS	27	31	38	24	35	40	30	27	26	21	26	42	366
*TOTAL HOURS *	20,310	18,316	19,680	19,106	20,182	19,001	19,565	20,812	19,727	20,739	19,048	20,499	237,014

TOTAL OVERTIME HOURS

1220.37	1228.58	1577.55	1645.55	1311.04	1285.08	1406.43	1688.12	1527.12	1690.3	1540.87	1948.86	1850.97
---------	---------	---------	---------	---------	---------	---------	---------	---------	--------	---------	---------	---------

OVERTIME AS % of TOTAL HOURS

6.0%	6.7%	8.0%	8.6%	6.5%	6.8%	7.2%	8.0%	7.7%	8.2%	8.1%	9.5%	7.6%
------	------	------	------	------	------	------	------	------	------	------	------	------

WAGE RATES

22.89	23.14	23.84	24.11	23.88	24.91	24.57	23.88	24.04	24.27	23.32	24.13	23.93
20.87	20.41	20.82	19.76	19.54	19.34	20.44	19.74	20.43	20.36	20.39	21.39	20.19
27.03	24.39	24.39	24.39	24.39	24.39	24.44	24.39	24.39	24.39	24.39	24.39	24.63

* TOTAL WAGE RATES *

22.16	22.35	22.84	22.83	22.58	23.47	23.16	22.71	23.03	23.14	22.30	23.36	22.86
-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------

EBITDARM MARGIN

9.2%	8.2%	7.0%	7.4%	4.7%	3.1%	5.6%	11.4%	13.1%	2.4%	5.5%	13.0%	7.6%
------	------	------	------	------	------	------	-------	-------	------	------	-------	------



BG-4000 - Monthly Summary - Detail and Payroll Trend
combined 559

Category:
FY 2017 - TCU

Select "Actual" or "Budget" for
Select Year: 2016 Actual 2016

559 - Kindred - Birchwood Terrace

	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Jul 2016	Aug 2016	Sep 2016	Oct 2016	Nov 2016	Dec 2016	FY 2016 Actual
G & A	105,540	108,301	101,336	102,236	110,090	112,112	107,949	105,498	108,037	99,737	97,469	228,985	1,388,290
MANAGEMENT FEE	96,077	58,571	77,063	56,418	73,091	70,896	73,091	72,733	70,269	71,925	70,784	79,492	871,209
OTHER OPERATING	79,088	82,757	94,654	74,898	76,097	70,526	75,598	74,326	74,578	84,567	73,028	87,204	947,321
CONTROLLABLES													
NURSING SUPPLIES	8,973	8,178	11,440	8,652	10,219	9,874	7,825	11,938	8,909	9,495	12,174	9,373	117,049
PHARMACEUTICALS	1,744	1,461	461	641	885	405	618	473	532	614	316	586	6,871
RAW FOOD EXPENSE	24,281	23,961	26,499	24,061	25,564	25,137	24,563	30,660	25,375	27,340	35,790	22,815	316,132
DIETARY SUPPLIES	3,408	4,352	3,485	2,575	3,352	3,137	2,563	3,252	3,157	3,454	3,153	2,817	39,460
FOOD SUPPLEMENTS	213	284	560	222	278	480	189	240	267	184	369	184	3,500
LAUNDRY SUPPLIES	-	-	-	-	-	-	-	-	-	-	-	-	-
LINEN REPLACEMENT	-	-	352	428	-	-	416	690	-	-	215	76	2,176
HOUSEKEEPING SUPPLIES	-	-	-	-	-	-	-	-	-	-	-	-	-
MAINTENANCE & REPAIR	6,433	9,853	7,972	6,334	6,816	6,192	4,307	14,307	11,330	12,264	5,686	8,667	100,170
MINOR EQUIP EXPENSE	2,233	1,897	1,202	2,493	2,449	456	352	458	1,034	2,871	677	733	16,945
OFFICE SUPPLIES	1,118	2,406	1,967	1,881	2,405	2,094	1,774	1,255	1,419	2,121	2,000	1,906	22,344
POSTAGE/OVERNIGHT COURIER	779	784	409	821	951	393	360	653	889	712	329	766	7,846
MARKETING	2,827	4,949	845	1,191	3,125	1,699	2,854	304	3,232	3,382	4,495	39,947	68,852
BAD DEBT	20,952	(13,557)	14,620	39,171	(5,027)	11,195	5,187	(21,234)	(12,236)	187	18,891	6,676	64,825
TOTAL CONTROLLABLES	71,922	43,829	69,382	88,407	50,980	61,173	51,694	43,267	44,383	62,574	84,395	94,235	766,140
TOT CONTROL-BAD DEBT	50,970	57,386	54,762	49,236	55,907	49,878	48,507	84,501	56,619	62,388	65,503	87,559	701,315
ADMISSIONS													
Commercial Insurance Admissions	3	3	2	5	1	2	2	1	4	1	5	2	31
Medicare Advantage Admissions	3	5	2	2	1	1	1	4	1	4	2	1	27
Medicare Admissions	24	26	26	23	19	17	18	23	17	27	24	32	276
Total M2 Admissions	30	34	30	30	21	20	21	28	22	32	31	35	334
Private Admissions	-	-	2	-	-	-	1	-	3	-	5	2	13
Medicaid Admissions	4	5	4	3	3	3	1	2	3	2	1	1	32
VA Admissions	-	1	2	2	1	3	4	5	2	2	3	4	29
Hospice Admissions	-	-	-	-	1	-	-	-	-	-	-	-	1
Managed Medicaid Admissions	-	-	-	-	-	-	-	-	-	-	-	-	-
Managed Medicare State Admissions	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL ADMISSIONS	34	40	38	35	26	26	27	35	30	36	40	42	409



BG-4000 - Monthly Summary - Detail and Payroll Trend
combined: 559

Category:
FY 2017 - TCU

559 - Kindred - Birchwood Terrace

Select "Actual" or "Budget"
Select Year: Actual 2016

*** GL4000 DETAIL REPORT ***

CENSUS

	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Jul 2016	Aug 2016	Sep 2016	Oct 2016	Nov 2016	Dec 2016	FY 2016 Actual
Commercial Insurance Patient Days	68	34	33	44	89	41	20	10	97	11	55	91	593
Medicare Advantage Patient Days	48	126	50	38	36	46	528	46	40	54	28	8	540
Medicare Patient Days	570	542	653	626	673	538	538	554	443	669	496	571	6,873
Total M2 Days	686	701	736	708	798	624	560	610	590	734	579	670	8,006
Private Patient Days	346	298	185	230	125	234	73	385	374	100	189	474	3,023
Medicaid Patient Days	2,859	2,528	3,090	2,819	3,020	2,804	3,109	2,877	2,864	3,180	2,996	2,900	35,226
VA Patient Days	84	42	131	129	137	111	106	157	168	164	164	166	1,461
Hospice Patient Days	171	120	69	24	13	30	74	130	124	93	97	41	985
Medicaid Managed Patient Days	-	-	-	-	-	-	-	-	-	-	-	-	-
Medicaid Out-of-State Patient Days	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Paid Census	4,146	3,689	4,211	4,010	4,093	3,903	3,942	4,159	4,078	4,235	3,995	4,241	48,702
Private Holding Days	-	-	-	-	-	-	-	-	-	-	16	-	16
Commercial Insurance Holding Days	-	-	-	-	-	-	-	-	-	-	-	-	-
Medicare Advantage Holding Days	-	-	-	-	-	-	-	-	-	-	-	-	-
Medicaid Holding Days	18	25	20	40	24	16	26	6	11	22	33	21	262
VA Holding Days	-	-	-	-	-	1	3	-	-	-	4	1	9
Hospice Holding Days	-	-	-	-	-	-	-	-	-	-	-	-	-
Medicaid Managed Holding Days	-	-	-	-	-	-	-	-	-	-	-	-	-
Medicaid Out-of-State Holding Days	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Hold Census	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Census	4,146	3,689	4,211	4,010	4,093	3,903	3,942	4,159	4,078	4,235	3,995	4,241	48,702

PATIENT REVENUE

COMM INS ROUTINE-C	27,718	16,813	13,259	21,844	42,639	17,637	9,257	2,624	44,517	6,468	29,624	43,417	275,817
COMM INS ROUTINE-S	-	-	-	-	-	-	-	-	-	-	-	-	-
COMM INS ROUTINE-I	-	-	-	-	-	-	-	-	-	-	-	-	-
COMM INS ROUTINE-R	(1,240)	(1,681)	(532)	419	(7,523)	(6,343)	(1,500)	870	(4,731)	(1,342)	(286)	(3,492)	(28,394)
COMM INS CONTRACTUAL	-	-	-	-	-	-	-	-	-	-	-	-	-
COMM INS HOLD REVENUE	26,478	15,132	12,727	22,263	35,116	9,294	7,757	3,484	39,786	5,126	28,328	39,925	246,423
COMM INS ROUTIN	13,327	12,931	9,095	7,704	7,055	(896)	4,352	1,106	9,784	(209)	13,204	11,778	83,220
COMM INS ANCILLARY	39,805	26,062	15,752	29,967	42,171	8,466	12,169	4,600	49,569	4,917	42,530	51,703	325,643
MCARE ADV ROUTINE-C	19,809.00	55,776.00	19,396.00	14,566.00	13,644.00	20,670.00	10,771.00	18,872.00	15,560.00	27,125.00	13,635.00	4,167.00	233,991.00
MCARE ADV ROUTINE-S	-	-	-	-	-	-	-	-	-	-	-	-	-
MCARE ADV ROUTINE-I	-	-	-	-	-	-	-	-	-	-	-	-	-
MCARE ADV ROUTINE-R	(3,502)	73	6,583	628	1,073	(3,177)	(2,187)	(711)	3,540	(2,443)	(3,960)	(1,527)	(5,630)
MCARE ADV CONTRACTUAL	-	-	-	-	-	-	-	-	-	-	-	-	-
MCARE ADV HOLD REVEN	16,307	55,849	25,979	15,194	14,717	17,493	8,584	18,161	19,100	24,682	9,655	2,840	228,361
MCARE ADV ANCILLARY	0	(0)	1,052	0	0	-	(272)	0	(0)	0	0	-	780
TOTAL MC ADV REVENUE	16,307	55,849	27,031	15,194	14,717	17,493	8,312	18,161	19,100	24,682	9,655	2,840	228,141
MIP PART A ROUTINE-C	243,323	227,153	282,045	287,448	283,454	231,844	224,857	240,171	202,561	303,436	224,640	258,232	2,888,865
MIP PART A ROUTINE-S	-	-	-	-	-	-	-	-	-	-	-	-	-
MIP PART A CONTRACTUAL	46,362	45,068	69,685	45,644	48,278	41,527	48,025	42,467	31,127	47,780	34,322	45,456	535,729
MIP PART A ADJ-CURREN	-	3,812	3,007	5,644	2,149	1,406	-	1,006	-	(686)	-	-	12,909
MIP PART A BAD DEBT	-	(3,812)	(2,007)	-	(2,149)	-	-	(5,005)	-	545	-	-	(12,909)
TOTAL PART A ROUTINE	289,685	272,221	344,730	313,092	331,730	273,371	272,883	282,627	233,688	351,216	258,962	303,688	3,527,594
MIP PART A ANCILLARY	(0)	(0)	0	(0)	0	(0)	(0)	0	(0)	(0)	0	0	(0)
TOTAL MIP PART A REVE	289,685	272,221	344,730	313,092	331,730	273,371	272,883	282,627	233,688	351,216	258,962	303,688	3,527,594
MIP PART B ANCILLARY	24,304	24,923	22,986	13,045	20,069	21,478	36,912	31,930	39,363	29,398	28,758	23,897	317,064
TOTAL MIP PART B REVE	24,304	24,923	22,986	13,045	20,069	21,478	36,912	31,930	39,363	29,398	28,758	23,897	317,064
TOTAL M2 REVENUE	370,102	381,054	410,500	371,298	408,668	320,800	329,916	337,319	341,720	410,213	338,905	381,928	4,403,442



BG-4000 - Monthly Summary Detail and Payroll Trend
combined: 559

Category:
FY 2017 - TCU

559 - Kindred - Birchwood Terrace

	Jan 2018	Feb 2018	Mar 2018	Apr 2018	May 2018	Jun 2018	Jul 2018	Aug 2018	Sep 2018	Oct 2018	Nov 2018	Dec 2018	FY 2018 Actual
PIP ROUTINE -C	136,067	102,728	68,779	84,970	48,843	90,529	29,795	148,433	148,149	33,382	64,900	183,139	1,135,714
PIP ROUTINE -S	-	-	-	-	-	-	-	-	-	-	-	-	-
PIP ROUTINE -I	-	-	-	-	-	-	-	-	-	-	-	-	-
PIP ROUTINE -R	(1,900)	(224)	(639)	(2,130)	(4,879)	(5,195)	3,344	(4,078)	(2,199)	(3,098)	(4,766)	(4,898)	(30,682)
PIP CONTRACTUAL	-	-	-	-	-	-	-	-	-	-	-	-	5,936
PIP HOLD REVENUE	134,167	102,504	68,140	82,840	41,964	85,334	33,139	144,355	143,950	30,284	66,070	178,241	1,110,988
TOTAL PIP ROUTINE	1,269	(113)	434	(1,134)	113	(31)	645	661	2,508	(483)	2,031	1,273	7,295
PIP ANCILLARY	135,436	102,491	68,574	81,706	42,074	85,303	33,784	145,016	146,458	29,821	68,101	179,514	1,119,283
MCAID ROUTINE-C	1,110,028	991,085	1,188,046	1,122,613	1,170,688	1,122,975	1,191,200	1,108,526	1,079,326	1,214,390	1,139,316	1,105,158	13,653,351
MCAID ROUTINE-S	-	-	-	-	-	-	-	-	-	-	-	-	-
MCAID ROUTINE-I	-	-	-	-	-	-	-	-	-	-	-	-	-
MCAID ROUTINE-R	-	-	-	-	-	-	-	-	-	-	-	-	-
MCAID CONTRACTUAL	(592,743)	(510,034)	(607,421)	(568,463)	(594,018)	(562,546)	(580,715)	(538,673)	(519,465)	(594,965)	(560,281)	(542,761)	(6,742,105)
MCAID ADJ-CURRENT	1,142	1,026	1,259	11,001	(6,894)	(4,134)	965	-	-	-	-	-	3,400
MCAID ADJ-INTER	798	1,003	-	-	-	-	-	-	-	-	-	-	2,768
MCAID HOLD REVENUE	548,225	483,079	591,884	565,151	569,776	556,295	611,450	569,853	559,881	619,405	579,035	562,397	6,817,412
TOTAL MCAID ROUTINE	0	0	0	0	(0)	0	0	(0)	(0)	(0)	0	(0)	0
MCAID ANCILLARY	548,225	483,079	591,884	565,151	569,776	556,295	611,450	569,853	559,881	619,405	579,035	562,397	6,817,412
TOTAL MCAID REVENUE	32,028	18,624	55,754	53,505	56,083	45,980	43,685	73,563	83,006	53,501	51,130	66,268	630,727
VA ROUTINE-C	-	-	-	-	-	-	-	-	-	-	-	-	-
VA ROUTINE-S	-	-	-	-	-	-	-	-	-	-	-	-	-
VA ROUTINE-I	-	-	-	-	-	-	-	-	-	-	-	-	-
VA ROUTINE-R	-	-	-	-	-	-	-	-	-	-	-	-	-
VA CONTRACTUAL	(9,222)	(4,943)	(23,744)	(20,324)	(19,874)	(16,534)	(14,516)	(29,478)	(35,898)	(24,577)	(21,911)	(22,405)	(242,333)
VA HOLD REVENUE	22,796	11,681	32,010	33,181	37,209	29,375	29,854	43,402	47,108	28,924	30,131	44,092	388,763
TOTAL VA ROUTINE	-	-	-	-	-	-	-	-	-	-	-	-	-
VA ANCILLARY	22,796	14,087	32,010	33,181	37,209	29,375	29,854	45,864	47,108	28,924	31,978	44,092	398,487
TOTAL VA REVENUE	70,540	48,642	25,599	8,904	4,841	11,970	38,066	60,767	51,294	34,503	35,987	15,211	406,054
HOSPICE ROUTINE -C	-	-	-	-	-	-	-	-	-	-	-	-	-
HOSPICE ROUTINE-S	-	-	-	-	-	-	-	-	-	-	-	-	-
HOSPICE ROUTINE-I	-	-	-	-	-	-	-	-	-	-	-	-	-
HOSPICE ROUTINE-R	-	-	-	-	-	-	-	-	-	-	-	-	-
HOSPICE CONTRACTUAL	(37,626)	(25,544)	(12,318)	(4,284)	(2,339)	(5,880)	(23,339)	(34,937)	(26,693)	(16,335)	(17,037)	(7,201)	(219,534)
HOSPICE HOLD REVENUE	32,914	23,088	13,281	4,620	2,502	5,790	14,757	25,830	24,601	16,168	16,950	8,010	192,520
TOTAL HSCP ROUTINE	0	(0)	-	-	-	0	(0)	-	0	-	-	-	0
HOSPICE ANCILLARY	32,914	23,088	13,281	4,620	2,502	5,790	14,757	25,830	24,601	16,168	16,950	8,010	192,520
TOTAL HSCP REVENUE	-	-	-	-	-	-	-	-	-	-	-	-	-
MGD MCAID ROUTINE-C	-	-	-	-	-	-	-	-	-	-	-	-	-
MGD MCAID ROUTINE-S	-	-	-	-	-	-	-	-	-	-	-	-	-
MGD MCAID ROUTINE-I	-	-	-	-	-	-	-	-	-	-	-	-	-
MGD MCAID ROUTINE-R	-	-	-	-	-	-	-	-	-	-	-	-	-
MGD MCAID CONTRACTUAL	-	-	-	-	-	-	-	-	-	-	-	-	-
MGD MCAID ADJ-CURRENT	-	-	-	-	-	-	-	-	-	-	-	-	-
MGD MCAID ADJ-INTER	-	-	-	-	-	-	-	-	-	-	-	-	-
MGD MCAID HOLD REVENUE	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL MGD MCAID ROUT	-	-	-	-	-	-	-	-	-	-	-	-	-
MGD MCAID ANCILLARY	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL MGD MCAID REVE	-	-	-	-	-	-	-	-	-	-	-	-	-



BC-4000 - Monthly Summary - Detail and Payroll Trend
combined: 559

Category:
FY 2017 - TCU

559 - Kindred - Birchwood Terrace

Select "Actual" or "Budget"	Actual	2016	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Jul 2016	Aug 2016	Sep 2016	Oct 2016	Nov 2016	Dec 2016	FY 2016 Actual
WCAID O-S ROUTINE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
WCAID O-S ROUTINE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
WCAID O-S ROUTINE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
WCAID O-S CONTRACT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
WCAID O-S ADJ-CURR	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
WCAID O-S ADJ-INTE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
WCAID O-S HOLD REV	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL WCAID O-S RO	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
WCAID O-S ANCILLAR	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL WCAID O-S RE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OTHER	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
MEDICAID IST	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
MANAGED MEDICAID IST	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL IST REVENUE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CONTRACT SERVICES-NEU	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL CONT SERV REVEN	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL PATIENT REVENUE	1,110,474	1,003,819	1,116,249	1,060,966	1,060,252	987,853	1,019,760	1,123,882	1,119,748	1,106,531	1,037,869	1,175,941	12,928,144		
PURCH ALLOW-BARB/BEAU	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SUBLEASE INCOME	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
RENTAL INCOME	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
VENDING MACHINE INC	33	55	18	36	24	23	20	24	28	37	25	23	344		
POLARIS REVENUE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
WALCARE REVENUE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
WALCARE REVENUE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
MGMT FEES-INTER CO	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CASH DISC EARNED	3	10	14	29	7	26	2	107	12	19	41	55	220		
MISC INC	-	39	-	-	-	119	-	-	-	-	-	315	579		
APPLICATION FEE INCOM	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOT NON PATIENT REVEN	35	104	32	66	30	171	22	130	38	56	68	393	1,143		
OPERATING EXPENSES															
NURSING ADMIN	26,298	28,352	34,042	27,072	27,912	25,135	20,837	28,367	25,946	32,508	29,546	32,508	28,240	334,256	
REGISTERED NURSES	99,157	84,845	93,589	92,755	89,551	80,046	99,652	89,913	89,913	91,356	83,668	86,069	86,069	1,060,716	
GN/GPN	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
LIVNLPN	76,861	68,489	79,877	75,829	78,679	82,484	76,861	90,163	84,920	85,232	73,712	96,724	96,724	974,089	
ADJESORDERLES	130,391	118,712	123,567	128,911	130,251	134,403	130,794	141,349	138,503	143,654	132,027	143,167	143,167	1,603,786	
TOTAL STAFF NURSING	332,727	300,486	337,084	325,567	326,572	322,066	328,173	346,785	340,262	356,750	319,192	354,231	354,231	3,962,656	
RN CONTRACT LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
LVN CONTRACT LABOR	-	-	-	-	3,889	15,632	13,810	5,013	-	-	-	-	-	38,343	
AIDES CONTRACT LABOR	-	-	-	-	-	-	-	988	-	-	-	-	-	988	
TOTAL CONTRACT LABOR	-	-	-	-	3,889	15,632	13,810	6,000	-	-	-	-	-	39,330	
NURSING WAGE TRNSFR	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
NURSING SUPPLIES	3,878	3,943	3,575	3,084	4,154	3,010	2,773	3,945	2,566	3,293	4,636	3,000	4,167	41,867	
INCONT & FEED REV	-	(451)	(0)	57	-	-	-	(0)	-	-	(0)	-	-	(394)	
INCONT & FEED EXP	5,095	4,686	7,864	5,501	6,065	6,864	5,052	7,993	6,342	6,202	7,538	6,373	7,538	75,576	
HIH NURSE & MILEAGE E	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OTHER NURSING	8,973	8,178	11,440	8,652	10,219	9,874	7,825	11,938	8,909	9,495	12,174	9,373	11,749	117,049	
TOTAL NURSING	341,700	308,636	348,534	334,219	340,680	347,574	349,808	367,722	349,191	366,245	331,326	363,604	4,149,238		
ADMINISTRATION	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CONTRACT LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
VOCATIONAL COUNSELOR	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
BEHAVIORAL PSYCHOLOGI	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
THERAPEUTIC SPECIALIS	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
REHABILITATION WAGES	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
RESPIRATORY THERAPIST	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
OCCUPATIONAL THERAPIS	737	762	921	585	848	963	739	652	628	518	628	1,032	9,015		
SPEECH THERAPIST LBR	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-



BG-4000 - Monthly Summary -Detail and Payroll Trend
combined: 559

Category:
FY 2017 - TCU

559 - Kindred - Birchwood Terrace

Select "Actual" or "Budget"	Actual 2016
PHYSICAL THERAPIST LB	
TOTAL SPECIAL SVCS LB	

	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Jul 2016	Aug 2016	Sep 2016	Oct 2016	Nov 2016	Dec 2016	FY 2016 Actual
PHYSICAL THERAPIST LB	737	782	921	565	848	983	739	652	628	518	628	1,032	9,015
TOTAL SPECIAL SVCS LB	-	-	-	-	-	-	-	-	-	-	-	-	-



559 - Kindred - Birchwood Terrace

Category:
FY 2017 - TCU

Category:
FY 2016 Actual

Select "Actual" or "Budget" for
Fiscal Year: Actual
2016

Jan 2016 Feb 2016 Mar 2016 Apr 2016 May 2016 Jun 2016 Jul 2016 Aug 2016 Sep 2016 Oct 2016 Nov 2016 Dec 2016

DAY CARE/CLINIC LBR	-	-	-	-	-	-	-	-	-	-	-	-
BARBER/BEAUTY LBR	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL MSC LABOR	-	-	-	-	-	-	-	-	-	-	-	-
REHAB	88,220	87,981	96,070	80,222	88,776	81,090	95,000	88,239	95,528	78,235	85,476	1,042,058
PHYSICAL THERAPY	20,097	24,105	35,021	23,150	37,809	22,715	27,970	18,563	33,155	29,220	30,443	317,788
OCCUPATIONAL THERAPY	803	418	-	-	-	1,009	114	238	48	692	301	3,623
SPEECH THERAPY	-	332	-	-	-	-	28	361	-	61	-	782
PT/OT REHAB	13,497	4,384	8,623	2,154	2,284	1,364	844	1,887	8,673	66	-	66
TOTAL REHAB & PHARMACY	123,517	117,220	139,713	105,525	128,646	106,177	92,726	108,946	137,405	109,004	118,343	1,412,001
RT	-	-	-	-	-	-	-	-	-	-	-	-
X-RAY	-	-	-	-	-	-	-	-	-	-	-	-
CENTRAL SUPPLIES	2,533	2,456	3,064	1,480	2,570	3,277	2,023	2,597	2,961	3,448	2,863	32,079
EQUIPMENT RENT	-	-	-	-	-	-	-	-	-	-	-	-
COMPLEX MEDICAL	-	-	-	-	-	-	-	-	-	-	-	-
MED SUPPLIES/OXYGEN	2,524	8,881	3,930	2,944	12,110	7,157	2,613	6,648	6,096	7,216	3,428	70,785
LAB-XRAY	(248)	3,118	1,364	1,481	1,741	1,223	2,000	4,164	3,275	3,535	1,203	23,595
RESPIRATORY THERAPY	7	7	249	7	304	232	7	68	49	42	65	1,176
NUTRITIONAL THERAPY	-	186	178	-	53	12	-	260	407	153	168	1,416
DAYCARE	-	-	-	-	-	-	-	-	-	-	-	-
MEDICAL SERVICES	1,867	4,963	6,809	8,132	9,787	8,413	3,523	15,211	8,027	3,780	5,820	87,241
MISC PERSONAL	4,518	4,902	3,370	4,960	3,222	3,622	12,271	21,591	24,988	20,746	9,778	115,148
TOTAL OTHER ANCILLARY	11,201	24,413	16,962	16,963	25,765	24,135	42,437	47,240	45,387	38,919	23,125	331,420
TOTAL ANCILLARY EXP	134,819	141,634	158,675	124,518	158,613	130,312	115,165	151,305	186,188	147,922	141,468	1,745,421
FOOD SALES	(1,586)	(483)	(713)	(686)	(513)	(584)	(631)	(636)	(617)	(593)	(1,027)	(8,887)
FOOD SUPPLEMENTS	25,640	24,153	26,521	24,515	25,839	25,671	25,516	31,080	25,911	36,107	23,596	322,330
FOOD THICKENED BEVERA	213	284	560	222	278	480	189	240	184	399	184	3,500
TOTAL FOOD RELATED	24,267	24,954	27,368	24,447	26,605	26,567	25,715	31,360	26,572	36,805	23,764	329,327
SUPERVISORS	4,693	4,673	6,214	1,218	3,987	4,045	4,045	4,241	5,010	5,836	4,495	54,854
COOK/KITCHEN HELPERS	25,505	23,896	28,861	29,531	30,020	28,117	28,470	31,173	29,468	30,278	29,119	343,648
DIETARY WAGE TRNSFR	(696)	(485)	(263)	-	-	(972)	(527)	(113)	(282)	(771)	-	(5,135)
KITCHEN SUPPLIES	2,462	3,066	2,341	2,502	2,231	2,926	2,508	3,471	3,025	3,234	2,534	32,700
KITCHEN REPLACEMENT	927	1,286	1,144	72	1,021	211	442	32	380	189	(27)	6,729
NUTRITIONAL CONSULTANT	-	-	-	-	-	-	-	-	-	-	-	-
RESTAURANT CONTRACT SVCS	5,438	4,277	4,253	3,312	4,853	4,719	3,583	4,509	7,097	6,200	4,776	57,426
CULINARY CONTRACT SVCS	-	-	-	-	-	-	-	-	-	-	-	-
APT RESTAURANT WAGES	54	54	-	136	-	55	54	82	54	55	54	652
NUTR SERV OIS REV	-	-	-	-	-	-	-	-	-	-	-	-
NUTR SERV OIS EXP	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OTHER DIETARY	38,403	36,756	40,550	38,771	41,923	39,101	38,584	43,766	47,138	45,021	40,951	490,875
LAUNDRY SRVC INCOME	-	-	-	-	-	-	-	-	-	-	-	-
LAUNDRY WAGES	-	-	-	-	-	-	-	-	-	-	-	-
LAUNDRY WAGE TRNSFR	-	-	-	-	-	-	-	-	-	-	-	-
LAUNDRY SUPPLIES	-	-	-	-	-	-	-	-	-	-	-	-
LINEN RENTAL & SRV	-	-	-	-	-	-	-	-	-	-	-	-
LINEN REPLACEMENT	-	-	352	428	-	-	416	690	-	215	76	2,176
LAUNDRY-CONTRACT SRV	15,288	15,801	15,298	15,298	15,298	15,298	15,298	15,298	15,521	15,521	15,521	186,767
TOTAL LAUNDRY EXP	15,288	15,801	15,650	15,726	15,298	15,298	15,714	15,988	15,521	15,736	15,597	189,010
HOUSEKEEPING WAGES	-	-	-	-	-	-	-	-	-	-	-	-
HSKP WAGE TRANS	-	-	-	-	-	-	-	-	-	-	-	-
HOUSEKEEPING SUPPLIES	120	229	(79)	122	80	(65)	267	149	151	712	(124)	1,511
HSKP-CONTR SUPPLSRV	22,947	23,702	22,947	22,947	22,947	22,947	22,947	22,947	23,282	23,282	23,282	280,135
TOTAL HOUSEKEEPING	23,067	23,932	22,868	23,069	23,027	22,883	23,214	23,097	23,433	23,994	23,158	281,646



BG-4000 - Monthly Summary - Detail and Payroll Trend
combined: 559

Category:
FY 2017 - TCU

559 - Kindred - Birchwood Terrace

	Jan 2018	Feb 2018	Mar 2018	Apr 2018	May 2018	Jun 2018	Jul 2018	Aug 2018	Sep 2018	Oct 2018	Nov 2018	Dec 2018	FY 2018 Actual
MAINTENANCE PERSONAL	6,566	5,262	7,680	7,459	7,371	6,424	5,868	7,234	6,823	7,680	5,584	6,387	80,558
MAINT WAGE TRANS	-	-	-	-	-	-	-	-	-	-	-	-	-
GROSS MNT WAGES	419	1,028	818	325	656	804	434	1,445	561	1,328	307	527	8,768
WAGE ADJUSTMENTS	1,372	1,334	3,975	3,200	4,594	1,295	3,745	2,596	1,299	2,134	5,792	1,178	29,426
CONTRACTS/BLDG ETC	3,220	3,000	1,585	3,300	2,852	3,261	1,928	2,106	1,696	1,896	(1,226)	6,417	27,223
GROUPS MNT SUPL	4,428	5,455	6,870	4,417	5,051	2,692	3,107	3,072	4,491	3,473	3,473	6,535	53,552
EQUIPMENT REPAIR	1,585	3,380	2,884	1,592	1,099	2,698	1,766	9,790	6,279	6,978	1,816	1,585	37,851
BUILDING REPAIR	2,233	1,987	1,202	2,493	2,449	456	352	458	1,034	2,871	677	733	16,945
MINOR EQUIP EXPENSE	19,844	21,447	22,413	19,786	24,053	17,617	18,201	26,671	22,381	26,845	16,483	23,582	257,323
TOTAL MAINTENANCE	5,778	6,616	6,607	7,093	7,253	7,115	4,258	7,177	3,388	12,682	2,558	6,338	76,862
UTILITIES-WATER/SEWR	15,872	19,313	17,403	10,637	11,038	7,624	12,991	11,058	11,681	9,242	10,962	14,173	151,985
UTILITIES-ELECTRIC	3,770	4,939	4,144	2,854	2,806	1,804	1,862	2,161	1,953	3,862	3,890	4,946	35,612
UTILITIES-GAS & OIL	339	(1,210)	2,022	2,022	1,968	2,112	2,060	1,920	1,810	2,584	2,364	2,323	20,363
UTILITIES-GARBAGE	25,758	29,688	30,227	22,706	23,065	18,655	21,171	22,316	18,832	24,690	19,774	27,780	284,832
TOTAL UTILITIES	13,316	12,202	13,432	13,972	15,003	12,422	13,038	12,650	12,619	13,567	13,468	13,887	158,966
RECREATION INCOME	704	881	881	881	881	881	881	881	881	881	881	881	8,810
RECREATION WAGES	14,020	12,818	13,913	14,612	15,889	12,827	13,656	13,424	13,210	14,181	13,774	14,462	166,777
TOTAL ACTIVITIES	910	1,118	701	910	910	910	910	910	910	1,404	910	550	11,051
PHARMACY CONSULTANT	7,996	6,921	8,278	6,982	8,133	7,917	7,389	6,699	9,228	8,424	7,663	10,788	95,819
SOCIAL WORKER WAGES	-	-	-	-	-	-	-	-	-	-	-	-	-
SOCIAL WORKER CONSULT	-	-	-	-	-	-	-	-	-	-	-	-	-
MENTAL HEALTH COUNSEL	-	-	-	-	-	-	-	-	-	-	-	-	-
MED RECORD CONSULT	-	-	-	-	-	-	-	-	-	-	-	-	-
MED RECORD LIBRARIAN	-	-	-	-	-	-	-	-	-	-	-	-	-
UTILIZATION REVIEW	-	-	-	-	-	-	-	-	-	-	-	-	-
UTILIZATION RWV-WEL	-	-	-	-	-	-	-	-	-	-	-	-	-
MEDICAL ADVISORY BOARD	533	-	-	-	-	-	-	-	533	400	400	-	1,866
MEDICAL DIRECTOR	6,240	6,240	6,240	6,240	6,240	6,240	6,240	6,240	6,240	6,240	6,240	-	66,640
OTHER PROF CONSULT	1,500	1,500	1,500	3,000	-	1,500	1,500	1,500	1,500	1,500	1,500	-	18,000
NURSE CONSULTANT	-	-	-	-	-	-	-	-	-	-	-	-	-
PHYSICIAN ASSISTANT	-	-	-	-	-	-	-	-	-	-	-	-	-
PHYSICIAN	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL PROF/CONSULT	17,178	15,779	16,719	17,132	15,263	15,966	16,039	15,349	18,411	17,968	16,713	12,838	195,375
VACATION PAY	-	-	-	-	-	-	-	-	-	-	-	-	-
VACATION ACCRUAL	-	-	-	-	-	-	-	-	-	-	-	-	-
HOLIDAY PAY	15,674	-	-	-	15,352	(1,247)	14,841	-	15,220	-	-	15,340	90,087
SICK PAY	1,535	-	-	-	-	-	-	-	-	-	-	412	2,359
PAID TIME OFF	27,414	27,414	27,566	21,109	16,565	28,428	24,520	23,294	26,893	21,969	23,600	27,257	287,652
PTO ACCRUAL	3,037	(6,586)	(3,548)	(1,067)	2,510	(3,651)	(3,311)	(2,762)	(915)	(2,043)	(5,248)	(7,788)	(31,171)
PAY BENES TRANSFER	12	(45)	205	26	(63)	(3)	64	162	104	(149)	(420)	310	202
PAYROLL TAXES	44,124	38,392	63,736	39,553	40,809	37,390	40,886	40,393	39,395	40,929	37,352	32,168	495,129
WORKERS COMP INS	27,616	27,628	27,628	27,628	27,628	27,628	27,628	27,628	27,628	27,628	27,628	(23,357)	233,294
W/C OCCUPATIONAL INCE	-	-	-	(1,136)	-	-	(4,186)	-	-	2,905	-	-	(25,774)
W/C MOD DUTY WAGES	1,262	1,262	-	523	112	745	1,004	-	18,136	-	26,786	-	4,848
GROSS MEDICAL INS	23,732	19,162	19,513	24,266	24,165	22,462	26,239	25,323	18,136	26,512	26,786	29,815	286,393
EMPLOYEE MEDICAL SUB	164	894	1,324	1,433	2,297	321	1,655	455	364	957	827	1,456	12,965
EMPLOYEE PHYSICALS	-	61	-	240	120	(61)	282	-	201	-	266	81	1,199
RETIRE SAVINGS MATCH	-	-	-	-	-	-	-	-	-	-	-	-	-
OTHER BENEFITS	16,469	10,881	13,571	22,500	12,845	18,673	11,490	17,113	(7,569)	34,348	6,817	(45,924)	109,197
TOTAL EMP BENEFITS	150,820	119,034	152,012	135,097	142,360	126,665	141,341	131,806	119,239	163,310	132,872	(40,534)	1,465,521
STF DEVELOPMENT COORD	6,027	6,331	4,887	5,664	6,311	3,858	5,636	6,225	5,843	5,519	5,179	6,124	67,803
STF DEV COORD-WG TRN	-	-	-	-	-	-	-	-	-	-	-	-	-
ORIENTATION WAGES	9,719	7,252	312	2,798	8,637	4,354	6,283	4,693	4,626	4,750	6,812	9,004	69,339
EDUCATION/TRAINING	1,136	1,120	12,260	39	140	140	1,537	240	-	-	99	11,047	34,152
TOTAL TRAINING	16,882	13,703	17,459	8,501	14,988	8,652	13,655	11,157	10,669	17,364	12,090	26,176	171,294
OFFICERS SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
OPERATIONS SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
GEN & ADMIN SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
BUSINESS WAGES	-	-	-	-	-	-	-	-	-	-	-	-	-
HUMAN RESOURCES SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
COMPENEFIT SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
TRAINING SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
PURCHASING SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-



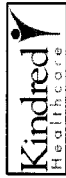
BG-4000 - Monthly Summary - Detail and Payroll Trend
combined: 559

Category:
FY 2017 - TCU

559 - Kindred - Birchwood Terrace

Select "Actual" or "Budget":
Select Year: Actual 2016

	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Jul 2016	Aug 2016	Sep 2016	Oct 2016	Nov 2016	Dec 2016	FY 2016 Actual
DIETARY SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
ACCOUNTING SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
MARKETING SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
RECRUITING SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
REIMBURSEMENT SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
LABORATORY SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
CLINICAL SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
PHARMACY SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
PROGRAM COORD WAGES	1,351	1,029	1,741	1,093	1,129	1,210	1,297	930	1,131	664	(1,007)	-	10,567
OTHER SALARIES	823	1,660	1,182	1,616	1,779	1,872	1,726	1,781	1,769	2,042	1,819	1,867	20,034
SYSTEM SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
ADMISSIONS COORD WAGE	-	-	-	-	-	-	-	-	-	-	-	-	-
ADAM WAGES	-	-	-	-	-	-	-	-	-	-	-	-	-
WAGE TRANSFERS	-	-	-	-	-	-	-	-	-	-	-	-	-
BONUS EXPENSE	-	-	-	-	-	-	-	-	-	-	-	-	-
ADMBUS WAGES	29,470	-	32,338	30,211	31,218	28,379	28,270	28,221	26,129	29,080	22,070	30,067	344,567
CENTRAL SUPPLY WAGES	1,781	-	1,876	(1,498)	(1,059)	-	-	-	-	-	-	-	(1,557)
WARD CLERK WAGES	1,896	2,081	2,032	1,964	2,288	1,606	1,918	2,385	2,039	2,312	2,127	2,177	24,209
RECORDS CLERK WAGES	2,668	2,165	2,664	2,123	2,202	2,004	1,578	2,285	1,910	2,275	1,300	2,350	23,985
LABORATORY FEES	-	-	-	-	-	1,928	2,534	2,525	2,527	2,708	2,442	2,336	30,026
PROFESSIONAL FEES	5,140	4,892	4,647	4,784	4,653	5,487	5,188	4,655	5,356	4,659	4,653	5,621	60,355
CONTRACT LABOR/OTHER	-	-	-	-	-	-	-	-	-	-	-	-	-
BOARD OF DIRECTORS	-	-	-	-	-	-	-	-	-	-	-	-	-
CENTRAL PLACEMENT	-	-	-	-	-	-	-	-	-	-	-	-	-
INTEGRATED MARKET	26,425	30,082	23,319	22,010	26,181	29,444	21,061	24,922	22,704	19,136	17,350	18,714	282,326
CLINICAL LIAISON ALLOCATED	-	-	-	-	-	-	-	-	-	-	-	-	-
BUSINESS OFFICE SHARED SVC	-	-	-	-	-	-	-	-	-	-	-	-	-
MOVING EXPENSES	-	-	-	-	-	-	-	-	-	-	-	-	-
OFF SUPPLY/STATIONERY	1,118	2,406	1,967	1,881	2,405	2,094	1,774	1,265	1,419	2,121	2,000	1,906	22,344
REALITY ORIENT SUPPLY	280	305	409	342	472	393	360	174	407	312	243	287	3,984
OVERNITE/COURIER SRV	469	-	479	479	479	-	-	479	482	400	86	479	3,862
US MAIL POSTAGE	-	-	-	-	-	-	-	-	-	-	-	-	-
COMPUTER RELATED EXP	3,331	3,862	3,748	3,775	4,639	4,191	4,247	4,280	4,344	5,429	5,397	5,688	52,940
TELEPHONE	681	620	917	1,424	1,991	613	1,158	1,369	4,600	1,594	4,620	536	16,008
RECRUITMENT/HELP WNTD	-	-	-	-	-	-	6	-	-	-	75	-	345
MARKETING	2,827	4,949	845	1,101	3,125	1,635	2,846	3,04	3,232	3,711	4,420	125	68,507
MARKETING/FEDERAL DE	122	488	305	305	305	305	305	305	305	305	305	305	3,450
INSURANCE/OTHER	4,530	4,515	4,515	4,515	4,515	4,515	4,515	4,515	4,515	4,515	4,515	10,451	60,131
MALPRACTICE INSURANCE	3,111	2,101	2,320	2,888	5,185	5,480	6,889	3,386	4,233	2,177	1,131	1,735	40,705
TRAVEL	177	149	71	100	265	211	9	289	247	211	1,228	203	3,165
VEHICLE EXPENSE	20,952	(13,557)	14,620	39,171	(5,027)	11,195	5,187	(21,234)	(12,236)	187	18,891	6,676	64,825
BAD DEBT EXPENSE	-	-	-	-	-	-	-	-	-	-	-	-	-
COLLECTION EXPENSE	-	-	-	-	-	-	-	-	-	-	-	-	-
DUES & SUBSCRIPTIONS	2,137	2,030	2,078	2,034	2,070	2,032	2,033	2,033	2,033	2,143	2,096	2,150	24,870
FREIGHT CHARGES	-	-	-	-	-	-	-	-	-	-	-	-	-
CIVIL MONETARY/STATE	-	-	-	-	-	-	-	-	-	-	-	-	-
PROVIDER TAXES	59,034	59,034	59,034	59,034	59,034	59,034	59,034	59,034	59,034	59,034	59,034	59,034	708,412
MISC GEN & ADMIN	653	548	381	1,387	1,272	785	3,409	699	665	395	516	562	11,271
TOTAL GEN & ADMIN	169,235	140,685	161,011	184,493	151,938	164,491	155,445	124,615	136,847	145,218	151,934	318,078	2,003,988
NON PATIENT EXPENSE	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OPERATING EXPEN	992,054	904,894	1,027,562	961,439	993,767	949,732	945,784	975,789	956,636	1,062,987	964,455	990,879	11,726,947
RENT - BUILDING	116,089	-	118,591	118,266	119,500	120,784	119,500	119,500	119,500	119,500	117,851	119,175	1,430,373
RENT - LAND	-	-	-	-	-	-	-	-	-	-	-	-	-
RENT - EQUIPMENT	6,845	3,917	5,168	5,903	7,892	6,277	3,256	4,595	3,191	3,839	3,065	1,204	55,171
PROPERTY TAXES	15,228	15,228	15,228	15,228	15,228	15,228	15,197	15,502	15,502	15,502	15,502	15,654	184,229
DEPRECIATION	10,778	11,042	11,241	11,289	11,165	11,337	11,515	11,122	11,641	11,967	22,033	17,390	152,558
AMORTIZATION	-	-	-	-	-	-	-	-	-	-	-	-	-
INTEREST EXPENSE	-	-	-	-	-	-	-	-	-	-	-	-	-
INTEREST INCOME	(38)	(64)	(34)	(18)	(20)	(108)	(5)	(69)	(16)	(3)	(9)	-	(368)
INSURANCE - PROPERTY	1,422	1,422	1,422	1,422	1,422	1,422	1,422	1,422	1,422	1,422	1,422	2,024	17,666
BOND TRUSTEE FEES	-	-	-	-	-	-	-	-	-	-	-	-	-
LOCAL TAXES	147	132	40	59	55	42	49	69	53	51	51	49	796
LICENSES & TAXES	-	-	350	-	150	-	-	554	-	-	-	-	1,064
FEDERAL INCOME TAX	-	-	-	-	-	-	-	-	-	-	-	-	-
STATE INCOME TAX	-	-	-	-	-	-	-	-	-	-	-	-	-
MANAGEMENT FEES	95,077	58,571	77,063	58,418	73,091	70,696	73,091	72,733	70,269	71,925	70,784	79,492	871,209



BG-4000 - Monthly Summary -Detail and Payroll Trend
combined: 559

Category:
FY 2017 - TCU

559 - Kindred - Birchwood Terrace

Select "Actual" or "Budget"
Selected Year: Actual
2016

MANAGEMENT FEES

Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Jul 2016	Aug 2016	Sep 2016	Oct 2016	Nov 2016	Dec 2016	FY 2016 Actual
245,546	212,406	229,098	210,568	228,483	225,880	224,026	225,428	221,561	224,203	230,705	234,988	2,712,690



BG-4000 - Monthly Summary - Detail and Payroll Trend
combined: 559

#REF!

Select "Actual" or "Budget"	Actual
Select Year	2016

CENSUS

Commercial Insurance Patient Days	22
Medicare Advantage Patient Days	15
Medicaid Patient Days	184
Total MZ	221
Private Patient Days	112
Medicaid Patient Days	922
VA Patient Days	27
Hospice Patient Days	55
Medicaid Managed Patient Days	-
Medicaid Out-of-State Patient Days	-

Total Paid Census

Operating Census

ROUTINE REVENUE

COMMERCIAL INSURANCE	389.38
MEDICARE ADVANTAGE	339.73
MEDICARE PART A	508.22
TOTAL MZ	484.65

PRIVATE

MEDICAD	387.77
VA	192.10
HOSPICE	271.38
MCD M'CAID	192.48
MCAID O-O-S	-
CONTRACT SERVICES-NEURO	-

TOTAL ROUTINE REVENUE

ANCILLARY REVENUE

COMMERCIAL INSURANCE	195.89
MEDICARE ADVANTAGE	180.00
MEDICARE PART A	6.80
PRIVATE	3.67
MEDICAD	0.00
VA	-
HOSPICE	-
MCD M'CAID	-
MCAID O-O-S	-

TOTAL ANCILLARY REVENUE

MANAGED MEDICAD IGT

TOTAL IGT REVENUE

TOTAL PATIENT REVENUE

NON-PATIENT REVENUE

TOTAL NET REVENUE

Bad Debt % of Revenue

OPERATING EXPENSES

NURSING

SPECIAL SERV LABOR

MISCELLANEOUS LABOR

REHAB & PHARMACY

OTHER ANCILLARY

FOOD RELATED

LAUNDRY

HOUSEKEEPING

MAINTENANCE

UTILITIES

ACTIVITIES

PROF/CONSULTANTS

	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Jul 2016	Aug 2016	Sep 2016	Oct 2016	Nov 2016	Dec 2016	FY 2016 Actual
Commercial Insurance Patient Days	22	12	11	15	29	14	0.6	0.3	3.2	0.4	1.6	2.9	1.6
Medicare Advantage Patient Days	15	4	16	1	2	1	1.7	0.5	1.3	1.7	0.9	0.3	1.5
Medicaid Patient Days	184	187	211	209	217	179	174	171	143	210	183	184	183
Total MZ	221	242	237	236	267	208	187	197	193	237	193	216	219
Private Patient Days	112	103	60	77	40	7.8	2.4	12.4	12.5	3.2	6.6	15.3	8.3
Medicaid Patient Days	922	872	997	973	974	968	1003	928	945	1029	969	935	962
VA Patient Days	27	14	4.2	4.3	4.4	3.7	3.4	5.1	5.5	3.8	4.1	5.0	4.0
Hospice Patient Days	55	4.1	2.2	0.8	0.4	1.0	2.4	4.2	4.1	3.0	3.2	1.3	2.7
Medicaid Managed Patient Days	-	-	-	-	-	-	-	-	-	-	-	-	-
Medicaid Out-of-State Patient Days	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Paid Census	133.7	127.2	135.8	133.7	132.0	130.1	127.2	134.2	135.9	136.6	133.2	136.8	133.1
Operating Census	135.2	128.3	136.2	135.3	131.3	129.5	128.2	134.0	135.6	135.9	131.4	136.1	132.3
ROUTINE REVENUE	389.38	445.05	385.68	505.67	394.56	226.67	387.85	349.40	410.16	466.00	533.20	438.74	415.55
COMMERCIAL INSURANCE	339.73	446.79	519.59	389.85	408.91	349.74	390.26	389.86	477.49	467.00	533.20	438.74	415.55
MEDICARE ADVANTAGE	508.22	502.25	527.92	500.15	492.91	508.13	506.66	510.16	527.51	524.89	522.10	523.87	422.89
MEDICARE PART A	484.65	489.59	520.97	485.13	478.15	481.02	488.14	488.82	504.44	519.11	514.58	516.80	489.92
PRIVATE	387.77	343.97	368.32	360.17	335.71	364.67	463.96	374.95	384.89	302.84	332.01	376.04	367.51
MEDICAD	192.10	191.09	191.55	193.61	188.67	191.56	196.67	198.07	197.55	194.17	193.27	193.93	193.53
VA	271.38	278.11	244.35	257.21	271.60	264.64	276.45	276.45	283.79	245.12	243.00	282.64	286.78
HOSPICE	192.48	192.48	192.48	192.48	192.48	193.00	198.41	198.69	198.39	195.36	195.36	195.36	195.25
MCD M'CAID	-	-	-	-	-	-	-	-	-	-	-	-	-
MCAID O-O-S	-	-	-	-	-	-	-	-	-	-	-	-	-
CONTRACT SERVICES-NEURO	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL ROUTINE REVENUE	256.48	261.20	258.55	258.44	252.39	250.31	248.13	261.53	261.92	264.50	248.34	268.57	256.93
ANCILLARY REVENUE	195.89	380.32	91.66	175.10	79.26	(20.39)	217.59	110.63	100.86	(19.03)	240.07	129.43	140.34
COMMERCIAL INSURANCE	180.00	(0.00)	21.04	(0.00)	0.00	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	0.00	0.00	1.44
MEDICARE ADVANTAGE	6.80	7.92	6.46	3.85	5.87	6.38	10.84	8.86	10.83	8.24	8.22	6.51	(0.00)
MEDICARE PART A	3.67	(0.04)	2.35	(4.93)	0.91	(0.13)	8.83	1.72	6.71	(4.63)	10.21	2.69	2.41
PRIVATE	0.00	0.00	0.00	(0.00)	(0.00)	0.00	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)
MEDICAD	-	57.52	(0.00)	0.00	0.00	0.00	(0.00)	15.68	(0.00)	0.00	14.89	(0.00)	4.60
VA	-	(0.00)	-	-	-	0.00	(0.00)	(0.00)	0.00	-	-	-	(0.00)
HOSPICE	-	-	-	-	-	-	-	-	-	-	-	-	-
MCD M'CAID	-	-	-	-	-	-	-	-	-	-	-	-	-
MCAID O-O-S	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL ANCILLARY REVENUE	9.38	10.91	6.53	4.89	6.65	5.28	10.56	6.69	12.87	6.78	11.47	8.71	8.52
MANAGED MEDICAD IGT	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL IGT REVENUE	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL PATIENT REVENUE	267.44	272.11	265.08	263.33	259.04	255.59	258.69	270.23	274.56	261.28	259.82	277.28	265.45
NON-PATIENT REVENUE	0.01	0.03	0.01	0.02	0.01	0.04	0.01	0.03	0.01	0.01	0.02	0.09	0.02
TOTAL NET REVENUE	267.85	272.14	265.09	263.35	259.05	255.63	258.70	270.26	274.59	261.30	259.83	277.37	265.46
Bad Debt % of Revenue	1.9%	-1.4%	1.3%	3.7%	-0.5%	1.1%	0.5%	-1.9%	-1.1%	0.0%	1.6%	0.6%	0.5%
OPERATING EXPENSES	82.42	83.86	82.77	83.35	83.23	89.05	88.74	86.42	86.63	86.48	82.94	85.74	85.20
NURSING	0.18	0.21	0.22	0.15	0.21	0.25	0.19	0.16	0.15	0.12	0.16	0.24	0.19
SPECIAL SERV LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
MISCELLANEOUS LABOR	29.62	31.78	33.18	26.32	31.48	27.20	23.52	29.93	26.72	32.45	27.29	27.90	28.99
REHAB & PHARMACY	2.70	6.62	4.50	6.04	7.27	6.18	5.69	6.45	11.58	10.72	9.74	5.45	6.81
OTHER ANCILLARY	5.91	6.57	6.32	4.74	6.30	6.59	6.36	7.43	6.34	6.50	9.06	5.42	6.96
FOOD RELATED	3.53	3.95	3.92	10.24	10.24	10.02	9.79	10.52	10.28	11.13	11.27	9.66	10.08
LAUNDRY	3.69	4.38	4.24	4.32	4.32	4.32	4.32	4.32	4.32	4.32	4.32	4.32	4.32
HOUSEKEEPING	5.56	6.49	5.43	5.75	5.63	5.86	5.89	6.01	6.36	5.53	6.01	5.65	5.78
MAINTENANCE	4.79	5.81	5.32	4.93	5.84	4.51	5.89	6.41	5.49	6.34	4.13	5.65	5.85
UTILITIES	6.21	8.04	7.18	5.68	5.84	4.78	6.37	5.37	4.62	5.88	4.85	5.65	5.85
ACTIVITIES	3.38	3.47	3.30	3.64	3.88	3.29	3.46	3.23	3.24	3.35	3.45	3.41	3.42
PROF/CONSULTANTS	4.14	4.28	3.97	4.27	3.73	4.09	4.07	3.69	4.51	4.24	4.18	3.03	4.01



Select "Actual" or "Budget" Select Year Actual 2016

BG-4000 - Monthly Summary - Detail and Payroll Trend
combined 559

#REF!

	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Jul 2016	Aug 2016	Sep 2016	Oct 2016	Nov 2016	Dec 2016	FY 2016 Actual
EMPLOYEE BENEFITS	36.33	32.27	36.10	33.69	34.78	33.22	35.66	31.69	29.24	36.20	33.26	(9.63)	30.11
TRAINING	4.07	3.71	4.15	2.12	3.66	2.22	3.46	2.68	2.62	4.10	3.03	6.17	3.52
GEN-ADMIN	40.62	38.14	38.24	46.01	37.12	42.14	39.43	29.96	33.56	34.29	36.03	75.00	41.15
GA APARTMENT	-	-	-	-	-	-	-	-	-	-	-	-	-
OPERATING EXPENSES	239.28	245.30	244.02	239.76	242.80	243.33	238.92	235.34	234.58	250.99	241.42	233.64	240.53
OPX EXCL RHB/PHB/DPTX	190.17	201.19	193.35	188.95	198.12	198.14	200.11	196.32	196.39	204.56	194.62	190.24	195.96
OPER INC BIF PROPERTY	28.57	28.84	21.07	23.59	16.25	12.30	18.77	34.92	40.01	10.30	16.42	43.73	24.55
OPER INC BIF PROPERTY %	10.7%	9.9%	7.9%	9.0%	6.3%	4.8%	7.3%	12.9%	14.6%	3.9%	7.1%	15.6%	9.3%
OTHER PROPERTY	3.67	4.13	3.62	3.80	3.72	3.90	3.86	3.73	3.80	3.66	3.88	3.69	3.78
PROPERTY TAX	0.34	0.39	0.34	0.35	0.35	0.36	0.36	0.34	0.35	0.34	0.36	0.48	0.36
INSURANCE PROPERTY	0.04	0.04	0.01	0.01	0.01	0.01	0.01	0.02	0.01	0.01	0.01	0.01	0.02
LOCAL TAXES	-	-	-	-	-	-	-	-	-	-	-	-	-
LICENSE AND TAXES	-	-	-	-	-	-	-	-	-	-	-	-	-
OTHER PROPERTY	4.08	4.55	4.05	4.17	4.12	4.28	4.23	4.22	4.16	4.01	4.25	4.16	4.18
GAIN/LOSS ON SALE	-	-	-	-	-	-	-	-	-	-	-	-	-
PRIOR YR-CONTRACTUAL	-	-	-	-	-	-	-	-	-	-	0.00	(1.90)	(0.17)
WIC RETRO ADJ	-	-	-	-	-	-	-	-	-	-	-	-	-
PRIOR YEAR ADJ	-	-	1.48	-	-	-	-	-	-	-	-	(1.47)	-
PRIOR MONTH ADJ-REVENUE	-	-	-	-	-	-	-	-	-	-	-	-	-
CAPITAL PROJECT EXPENSE	-	-	-	-	-	-	-	-	-	-	-	-	-
PROOF OF CLAIM-OTHER	-	-	-	-	-	-	-	-	-	-	-	-	-
EBITDARM	24.52	22.30	19.50	19.42	12.13	8.02	14.54	30.70	35.84	6.29	14.17	36.18	20.30
EBITDARM %	9.2%	8.2%	7.0%	7.4%	4.7%	3.1%	5.6%	11.4%	13.1%	2.4%	5.5%	13.0%	7.6%
OTHER FIXED	2.60	3.00	2.67	2.62	2.73	2.90	2.92	2.67	2.85	2.83	5.52	4.10	3.13
DEPRECIATION/MORT	28.00	33.10	28.16	29.48	29.20	30.95	30.51	28.73	29.30	28.22	29.50	28.10	29.37
RENT - LAND	-	-	-	-	-	-	-	-	-	-	-	-	-
RENT - EQUIPMENT	1.65	1.06	1.23	1.47	1.93	1.61	0.63	1.10	0.78	0.91	0.77	0.28	1.13
INTEREST EXPENSE	-	-	-	-	-	-	-	-	-	-	-	-	-
INTEREST INCOME	(0.01)	(0.02)	(0.01)	(0.00)	(0.00)	(0.03)	(0.00)	(0.02)	(0.00)	(0.00)	(0.00)	-	(0.01)
MANAGEMENT FEE	22.93	15.88	18.30	14.57	17.86	18.11	18.54	17.49	17.23	16.98	17.72	18.74	17.89
OTHER FIXED	55.17	53.03	50.36	48.34	51.70	53.55	52.80	49.98	50.17	48.93	53.50	51.23	51.52
EBITDARM	(5.13)	(11.87)	(10.89)	(11.54)	(18.99)	(24.53)	(16.60)	0.86	5.76	(22.83)	(16.10)	7.80	(10.20)
EBITDARM %	-1.9%	-4.4%	-4.1%	-4.4%	-7.3%	-9.6%	-6.0%	0.3%	2.1%	-8.7%	-6.2%	2.8%	-3.6%
EBITM	(7.73)	(14.87)	(13.86)	(14.36)	(21.72)	(27.44)	(19.52)	(1.81)	2.90	(25.66)	(21.61)	3.70	(13.34)
EBITM %	-2.9%	-5.5%	-5.1%	-5.5%	-8.4%	-10.7%	-7.5%	-0.7%	1.1%	-9.8%	-8.3%	1.3%	-5.0%
EBITDAR	1.59	6.42	0.20	4.85	(5.72)	(10.09)	(4.00)	13.21	18.61	(10.89)	(3.55)	17.44	2.41
EBITDAR %	0.6%	2.4%	0.1%	1.5%	-2.2%	-3.5%	-1.5%	4.3%	6.8%	-4.1%	-1.4%	6.3%	0.9%
EBT	(30.65)	(30.73)	(31.65)	(28.92)	(39.57)	(45.52)	(38.09)	(19.28)	(14.32)	(42.64)	(39.33)	(15.05)	(31.22)
EBT %	-11.4%	-11.3%	-12.0%	-11.0%	-15.3%	-17.9%	-14.7%	-7.1%	-5.2%	-16.3%	-15.1%	-5.4%	-11.8%
NON-RECURRING / NCI	-	-	-	-	-	-	-	-	-	-	-	-	-
*NET FIN INCL) *	(30.65)	(30.73)	(31.65)	(28.92)	(39.57)	(45.52)	(38.06)	(19.28)	(14.32)	(42.64)	(39.33)	(15.05)	(31.22)



Select "Actual" or "Budget":
Select Year: Actual 2016

BG-4000 - Monthly Summary - Detail and Payroll Trend
combined 559

#REF!

	Jan. 2016	Feb. 2016	Mar. 2016	Apr. 2016	May 2016	Jun. 2016	Jul. 2016	Aug. 2016	Sep. 2016	Oct. 2016	Nov. 2016	Dec. 2016	FY 2016 Actual
TOTAL LABOR													
NSG REGULAR LABOR	63.41	62.95	60.62	60.50	61.37	63.97	63.49	63.50	63.18	63.24	62.15	61.30	62.45
NSG OVERTIME LABOR	8.13	9.35	10.38	10.56	8.27	8.97	9.47	10.53	9.82	10.74	9.03	12.84	9.84
NSG PREMIUM LABOR	8.71	9.16	9.05	10.13	10.16	9.77	10.29	10.08	10.65	10.25	8.70	9.39	9.70
TOTAL NSG LABOR	80.25	81.45	80.05	81.19	79.80	82.71	83.25	84.11	83.65	84.24	79.88	83.53	82.99
OTHER ROUTINE LABOR	27.30	28.50	25.64	26.08	29.36	26.70	27.31	26.67	25.91	26.74	25.00	27.95	26.00
OTHER OVERTIME LABOR	0.51	0.53	1.19	1.11	0.75	0.58	0.74	0.69	1.22	1.53	1.48	0.58	0.84
OTHER PREMIUM LABOR	0.31	0.28	0.22	0.29	0.30	0.21	0.28	0.26	0.65	0.70	0.82	0.63	0.42
OTHER CONTRACT LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OTHER LABOR	28.12	29.31	26.95	27.46	30.40	27.49	28.34	27.93	27.78	28.97	27.28	29.13	28.25
ANCILLARY LABOR	0.18	0.21	0.22	0.15	0.21	0.25	0.19	0.16	0.15	0.12	0.16	0.24	0.19
ANCILLARY OVERTIME LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
ANCILLARY PREMIUM LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
ANCILLARY CONT LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OTHER CONT LABOR	0.18	0.21	0.22	0.15	0.21	0.25	0.19	0.16	0.15	0.12	0.16	0.24	0.19
TOTAL LABOR	108.55	110.96	107.22	108.80	111.34	114.26	115.18	113.63	111.38	113.33	107.33	112.90	111.23
LABOR & BENEFITS % OF NET REVENUE	54.1%	52.6%	54.1%	54.1%	56.4%	57.7%	58.4%	53.8%	51.2%	57.2%	54.1%	57.2%	53.2%
TOTAL HOURS													
REGULAR NSG HOURS	3.21	3.20	3.02	3.00	3.05	3.09	3.13	3.18	3.14	3.12	3.10	3.03	3.11
OVERTIME NSG HOURS	0.28	0.32	0.34	0.37	0.29	0.31	0.33	0.37	0.33	0.35	0.33	0.44	0.34
TOTAL NSG HOURS	3.49	3.52	3.36	3.37	3.37	3.47	3.43	3.58	3.47	3.47	3.43	3.46	3.46
OTHER ROUTINE HOURS	1.38	1.42	1.27	1.35	1.53	1.37	1.40	1.38	1.32	1.37	1.28	1.34	1.37
OTHER OVERTIME HOURS	0.02	0.02	0.04	0.04	0.03	0.02	0.03	0.04	0.04	0.05	0.06	0.02	0.03
OTHER CONTRACT HOURS	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OTHER HOURS	1.40	1.44	1.31	1.39	1.56	1.38	1.43	1.42	1.36	1.42	1.34	1.36	1.40
ANCILLARY HOURS	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01
ANCILLARY OVERTIME HOURS	-	-	-	-	-	-	-	-	-	-	-	-	-
ANCILLARY CONTRACT HOURS	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL ANCILLARY HOURS	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01
TOTAL HOURS	4.90	4.97	4.67	4.76	4.93	4.87	4.97	5.00	4.84	4.90	4.77	4.83	4.87
TOTAL OVERTIME HOURS	0.29	0.33	0.37	0.41	0.32	0.33	0.36	0.40	0.37	0.40	0.39	0.46	0.37
OVERTIME AS % of TOTAL HOURS	6.0%	6.7%	8.0%	8.6%	6.5%	6.8%	7.2%	8.0%	7.7%	8.2%	8.1%	9.5%	7.6%
WAGE RATES													
NURSING	22.99	23.14	23.84	24.11	23.88	24.91	24.57	23.88	24.04	24.27	23.32	24.13	23.93
OTHER	20.07	20.41	20.62	19.75	19.54	19.86	19.74	19.73	20.43	20.38	20.39	21.39	20.19
ANCILLARY	27.03	24.39	24.39	24.39	24.39	24.39	24.44	24.39	24.39	24.39	24.64	24.59	24.63
TOTAL WAGE RATES	22.16	22.35	22.94	22.83	22.58	23.47	23.18	22.71	23.03	23.14	22.50	23.36	22.86
EBITDARM MARGIN	9.2%	8.2%	7.0%	7.4%	4.7%	3.1%	5.6%	11.4%	13.1%	2.4%	5.5%	13.0%	7.6%



Select "Actual" or "Budget"	Actual
Select Year	2016

BG-4000 - Monthly Summary -Detail and Payroll Trend
combined: 558

#REF!

	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Jul 2016	Aug 2016	Sep 2016	Oct 2016	Nov 2016	Dec 2016	EY 2016 Actual
G & A	25.46	29.36	24.06	25.50	26.90	28.72	27.38	25.37	26.49	23.55	24.40	54.23	28.51
MANAGEMENT FEE	22.93	15.88	18.30	14.57	17.86	18.11	18.54	17.49	17.23	16.98	17.72	18.74	17.89
OTHER OPERATING	19.06	22.43	22.46	18.66	18.59	18.07	19.16	17.87	18.29	19.97	18.28	20.56	19.45
CONTROLLABLES													
NURSING SUPPLY/CONT	2.16	2.22	2.72	2.16	2.50	2.53	1.99	2.87	2.18	2.24	3.05	2.21	2.40
ACTIVITY SUPPLIES	0.17	0.17	0.11	0.16	0.22	0.10	0.16	0.11	0.13	0.15	0.08	0.14	0.14
RAW FOOD EXPENSE	5.86	6.50	6.19	5.99	6.24	6.47	6.31	7.38	6.27	6.46	8.96	5.38	6.49
DIETARY SUPPLIES	0.82	1.18	0.83	0.64	0.79	0.80	0.75	0.84	0.84	0.80	0.86	0.59	0.81
FOOD SUPPLEMENTS	0.05	0.08	0.13	0.06	0.07	0.12	0.05	0.06	0.07	0.04	0.10	0.04	0.07
LAUNDRY SUPPLIES	-	-	-	-	-	-	-	-	-	-	-	-	-
LINEN REPLACEMENT	-	-	0.08	0.11	-	-	-	-	-	-	0.05	-	0.04
HOUSEKEEPING SUPPLIES	-	-	-	-	-	-	-	-	-	-	-	-	-
MAINTENANCE & REPAIR	1.55	2.67	1.89	1.58	1.67	1.59	1.09	3.44	2.78	2.90	1.42	2.04	2.06
MINOR EQUIP EXPENSE	0.54	0.85	0.29	0.62	0.60	0.12	0.09	0.11	0.25	0.68	0.17	0.17	0.35
OFFICE SUPPLIES	0.27	0.85	0.47	0.47	0.98	0.54	0.45	0.30	0.35	0.50	0.50	0.45	0.48
POSTAGE/OVERNIGHT COURIER	0.19	0.21	0.10	0.20	0.23	0.10	0.09	0.16	0.22	0.17	0.08	0.18	0.16
MARKETING	0.68	1.34	0.20	0.30	0.76	0.44	0.72	0.07	0.79	0.80	1.13	0.42	1.41
BAD DEBT	3.55	(3.89)	3.47	9.77	(1.23)	2.87	1.32	(6.11)	(3.09)	0.04	4.73	1.57	1.33
TOTAL CONTROLLABLES	17.36	11.89	16.40	22.06	12.43	15.87	13.11	10.40	10.88	14.78	21.13	22.24	15.73
TOT CONTROL-BAD DEBT	12.29	15.56	13.00	12.28	13.66	12.81	11.80	15.51	13.88	14.73	16.40	20.85	14.40
ADMISSIONS													
Commercial Insurance Admissions	3	3	2	5	1	2	2	1	4	1	5	2	31
Medicare Advantage Admissions	3	5	2	2	1	1	1	4	1	4	2	1	27
Medicare Admissions	24	26	26	23	19	17	18	23	17	27	24	32	276
Total M2 Admissions	30	34	30	30	21	20	21	28	22	32	31	35	334
Private Admissions	-	-	-	-	-	-	-	-	-	-	-	-	-
Medicaid Admissions	4	5	4	3	3	3	1	-	3	-	5	2	13
Medicaid Admissions	-	1	2	2	1	3	1	2	3	2	1	1	32
Medicaid Admissions	-	-	-	-	1	-	-	-	2	-	3	4	29
Managed Medicaid Admissions	-	-	-	-	-	-	-	-	-	-	-	-	1
Medicaid Out - of - State Admissions	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL ADMISSIONS	34	40	38	35	26	26	27	35	30	36	40	42	409



Select "Actual" or "Budget" -
Select Year: Actual
2016

*** Q1-2016 DETAIL REPORT ***

CENSUS

Commercial Insurance Patient Days
Medicare Advantage Patient Days
Medicare Patient Days
Total M2 Days
Private Patient Days
Medicaid Patient Days
VA Patient Days
Hospice Patient Days
Medicaid Managed Patient Days
Medicaid Out-of-State Patient Days
Total Paid Census
Private Holding Days
Commercial Insurance Holding Days
Medicare Advantage Holding Days
Medicaid Holding Days
VA Holding Days
Hospice Holding Days
Managed Medicaid Holding Days
Medicaid Out-of-State Holding Days
Total Hold Census

Total Census

PATIENT REVENUE

COMM INS ROUTINE-C
COMM INS ROUTINE-S
COMM INS ROUTINE-I
COMM INS ROUTINE-R
COMM INS CONTRACTUAL
COMM INS HOLD REVENUE
TOTAL COMM INS ROUTINE
COMM INS ANCILLARY
TOTAL COMM INS REVENUE
MCARE ADV ROUTINE-C
MCARE ADV ROUTINE-S
MCARE ADV ROUTINE-I
MCARE ADV ROUTINE-R
MCARE ADV CONTRACTUAL
MCARE ADV HOLD REVENUE
TOTAL MC ADV ROUTINE
MCARE ADV ANCILLARY
TOTAL MC ADV REVENUE
MIP PART A ROUTINE-C
MIP PART A ROUTINE-S
MIP PART A CONTRACTUAL
MIP PART A ADJ-CURRENT
MIP PART A BAD DEBT
TOTAL PART A ROUTINE
MIP PART A ANCILLARY
TOTAL MIP PART A REVE
MIP PART B ANCILLARY
TOTAL MIP PART B REVE
TOTAL M2 REVENUE

BG-4000 - Monthly Summary -Detail and Payroll Trend
combined: 559

#REF!

	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Jul 2016	Aug 2016	Sep 2016	Oct 2016	Nov 2016	Dec 2016	FY 2016 Actual
22	12	1.1	1.1	1.5	2.9	1.4	0.6	0.3	3.2	0.4	1.8	2.9	1.6
15	4.3	1.6	1.6	1.3	1.2	1.5	1.5	1.5	1.3	1.7	0.9	0.3	1.5
18.4	18.7	21.1	21.1	20.9	21.7	17.9	17.4	17.9	14.8	21.6	18.5	18.4	18.8
22.1	24.2	23.7	23.8	23.8	25.7	20.8	18.7	19.7	19.3	23.7	19.3	21.6	21.8
11.2	10.3	6.0	7.7	7.7	4.0	7.8	2.4	12.4	12.5	3.2	6.6	15.3	8.3
92.2	87.2	99.7	97.3	97.3	97.4	96.8	100.3	92.8	94.5	102.9	99.9	93.5	96.2
2.7	1.4	4.2	4.3	4.3	4.4	3.7	3.4	3.7	5.5	3.8	4.1	5.0	4.0
5.6	4.1	2.2	0.6	0.6	1.0	1.0	2.4	4.2	4.1	3.0	3.2	1.3	2.7
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
133.7	127.2	135.8	133.7	133.7	132.0	130.1	127.2	134.2	135.9	136.9	133.2	136.8	133.1
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.5	0.0	0.0
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
0.6	0.9	0.8	1.3	0.8	0.8	0.5	0.8	0.2	0.4	0.7	1.1	0.7	0.7
0.0	0.0	0.0	0.0	0.0	0.0	0.1	0.0	0.1	0.0	0.0	0.1	0.0	0.0
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
133.7	127.2	135.8	133.7	133.7	132.0	130.1	127.2	134.2	135.9	136.9	133.2	136.8	133.1
407.62	494.50	401.79	496.45	479.09	430.17	462.85	262.40	459.94	459.94	588.00	538.82	477.11	465.12
-	-	-	-	-	-	-	-	-	-	-	-	-	-
(18.24)	(49.45)	(16.11)	9.51	(84.53)	(203.50)	(75.00)	87.00	(48.78)	(48.78)	(122.00)	(5.42)	(38.37)	(49.57)
389.38	445.05	385.88	505.97	384.56	226.67	387.85	346.40	410.16	410.16	468.00	533.20	438.74	416.55
195.99	380.32	91.66	175.10	79.26	(20.39)	217.59	110.63	100.86	100.86	(19.03)	240.07	129.43	140.34
585.37	825.37	477.34	681.07	473.83	206.29	605.44	460.03	511.02	511.02	446.97	773.27	588.17	555.89
412.69	446.21	387.92	383.32	379.00	459.33	489.59	410.26	389.00	389.00	502.31	486.96	520.88	433.32
-	-	-	-	-	-	-	-	-	-	-	-	-	-
(72.96)	0.58	131.67	16.54	29.81	(70.59)	(89.39)	(15.46)	88.49	88.49	(45.25)	(142.15)	(180.91)	(10.43)
339.73	446.79	519.59	399.85	408.81	388.74	390.20	394.80	477.49	477.49	457.07	344.81	329.97	422.89
0.00	(0.00)	21.04	0.00	0.00	-	(12.37)	0.00	(0.00)	(0.00)	0.00	0.00	-	1.44
339.73	446.79	540.63	399.85	408.81	388.74	377.83	394.80	477.49	477.49	457.07	344.81	329.97	424.34
426.88	418.10	431.92	427.23	421.18	430.94	417.39	433.52	457.25	457.25	453.57	452.90	452.25	434.87
81.34	83.15	96.00	72.91	71.73	77.19	89.27	76.64	70.27	70.27	71.42	69.20	79.61	78.38
-	7.03	3.07	-	3.18	-	-	10.12	-	-	0.98	-	-	1.88
-	(7.03)	(3.07)	-	(3.18)	-	-	(10.12)	-	-	0.98	-	-	(1.88)
508.22	502.25	527.92	500.15	492.91	508.13	506.86	510.16	527.51	527.51	524.99	522.10	531.85	513.25
0.00	(0.00)	0.00	0.00	0.00	(0.00)	0.00	0.00	(0.00)	(0.00)	0.00	0.00	0.00	(0.00)
508.22	502.25	527.92	500.15	492.91	508.13	506.86	510.16	527.51	527.51	524.99	522.10	531.85	513.25
6.80	7.92	6.46	3.85	5.87	6.38	10.84	8.86	10.83	10.83	8.24	8.22	6.51	7.59
6.80	7.92	6.46	3.85	5.87	6.38	10.84	8.86	10.83	10.83	8.24	8.22	6.51	7.59
539.51	543.59	557.74	524.43	512.14	514.10	568.82	552.98	566.17	566.17	558.87	587.06	570.04	550.02



BG-4000 - Monthly Summary - Detail and Payroll Trend
combined: 559

#REF!

Select "Actual" or "Budget"	Actual 2016
Select Year:	

	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Jul 2016	Aug 2016	Sep 2016	Oct 2016	Nov 2016	Dec 2016	FY 2016 Actual
PIP ROUTINE - C	363.26	344.72	371.78	369.43	374.74	366.88	408.15	385.54	390.77	333.82	326.13	388.37	375.69
PIP ROUTINE - S	-	-	-	-	-	-	-	-	-	-	-	-	-
PIP ROUTINE - I	-	-	-	-	-	-	-	-	-	-	-	-	-
PIP ROUTINE - R	(5.49)	(0.75)	(3.45)	(9.26)	(39.03)	(22.20)	45.81	(10.59)	(5.88)	(30.98)	(23.95)	(10.33)	(10.14)
PIP CONTRACTUAL	-	-	-	-	-	-	-	-	-	-	-	-	1.96
PIP HOLD REVENUE	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL PRI ROUTINE	387.77	343.97	368.32	360.17	335.71	364.67	453.96	374.95	384.89	302.84	332.01	376.04	367.51
PIP ANCILLARY	3.67	(0.04)	2.35	(4.93)	0.91	(0.13)	8.83	1.72	6.71	(4.63)	10.21	2.69	2.41
TOTAL PRI REVENUE	391.43	343.93	370.67	355.25	336.62	364.54	462.79	376.67	391.60	298.21	342.22	378.72	369.92
MCAID ROUTINE - C	388.26	392.04	387.72	384.59	387.65	386.70	383.15	385.31	380.85	380.69	380.28	381.09	384.75
MCAID ROUTINE - S	-	-	-	-	-	-	-	-	-	-	-	-	-
MCAID ROUTINE - I	-	-	-	-	-	-	-	-	-	-	-	-	-
MCAID ROUTINE - R	(196.83)	(201.75)	(196.58)	(194.75)	(196.69)	(193.71)	(196.79)	(187.23)	(183.30)	(186.52)	(187.01)	(187.16)	(191.40)
MCAID CONTRACTUAL	0.40	0.41	0.41	3.77	(2.28)	(1.42)	0.31	-	-	-	-	-	0.10
MCAID ADJ-CURRENT	0.28	0.40	0.41	3.77	(2.28)	(1.42)	0.31	-	-	-	-	-	0.06
MCAID ADJ-INTER	-	-	-	-	-	-	-	-	-	-	-	-	-
MCAID HOLD REVENUE	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL MCAID ROUTINE	192.10	191.09	191.55	193.61	188.67	191.56	198.67	198.07	197.55	194.17	193.27	193.93	193.55
MCAID ANCILLARY	0.00	0.00	0.00	0.00	0.00	-	0.00	(0.00)	(0.00)	(0.00)	0.00	(0.00)	0.00
TOTAL MCAID REVENUE	192.10	191.09	191.55	193.61	188.67	191.56	198.67	198.07	197.55	194.17	193.27	193.93	193.55
VA ROUTINE - C	381.29	395.81	425.60	414.77	409.36	410.63	412.12	468.55	500.04	453.40	412.34	424.79	431.71
VA ROUTINE - S	-	-	-	-	-	-	-	-	-	-	-	-	-
VA ROUTINE - I	-	-	-	-	-	-	-	-	-	-	-	-	-
VA ROUTINE - R	-	-	-	-	-	-	-	-	-	-	-	-	-
VA CONTRACTUAL	(109.90)	(117.70)	(181.25)	(157.55)	(137.77)	(148.05)	(136.94)	(187.75)	(216.25)	(208.28)	(176.70)	(143.62)	(165.87)
VA HOLD REVENUE	-	-	-	-	-	2.06	6.46	(4.36)	-	-	7.36	1.46	0.94
TOTAL VA ROUTINE	271.38	278.11	244.35	257.21	271.60	264.64	281.64	276.45	283.79	245.12	243.00	282.64	286.78
VA ANCILLARY	-	57.52	(0.00)	0.00	0.00	0.00	(0.00)	15.68	(0.00)	0.00	14.89	-	4.60
TOTAL VA REVENUE	271.38	335.63	244.35	257.21	271.60	264.64	281.64	292.13	283.79	245.12	257.89	282.64	271.38
HOSPICE ROUTINE - C	412.51	405.35	371.00	371.00	372.38	389.00	514.81	467.44	413.66	371.00	371.00	371.00	411.82
HOSPICE ROUTINE - S	-	-	-	-	-	-	-	-	-	-	-	-	-
HOSPICE ROUTINE - I	-	-	-	-	-	-	-	-	-	-	-	-	-
HOSPICE ROUTINE - R	-	-	-	-	-	-	-	-	-	-	-	-	-
HOSPICE CONTRACTUAL	(220.03)	(212.87)	(178.52)	(178.52)	(179.90)	(196.00)	(315.40)	(288.75)	(215.27)	(175.64)	(175.64)	(175.64)	(216.57)
HOSPICE HOLD REVENUE	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL HSCP ROUTINE	192.48	192.48	192.48	192.48	192.48	193.00	199.41	198.69	198.39	195.36	195.36	195.36	195.25
HOSPICE ANCILLARY	0.00	(0.00)	-	-	-	0.00	(0.00)	-	0.00	-	-	-	0.00
TOTAL HSCP REVENUE	192.48	192.48	192.48	192.48	192.48	193.00	199.41	198.69	198.39	195.36	195.36	195.36	195.25
MGD MCAID ROUTINE - C	-	-	-	-	-	-	-	-	-	-	-	-	-
MGD MCAID ROUTINE - S	-	-	-	-	-	-	-	-	-	-	-	-	-
MGD MCAID ROUTINE - I	-	-	-	-	-	-	-	-	-	-	-	-	-
MGD MCAID ROUTINE - R	-	-	-	-	-	-	-	-	-	-	-	-	-
MGD MCAID CONTRACTUAL	-	-	-	-	-	-	-	-	-	-	-	-	-
MGD MCAID ADJ-CURRENT	-	-	-	-	-	-	-	-	-	-	-	-	-
MGD MCAID ADJ-INTER	-	-	-	-	-	-	-	-	-	-	-	-	-
MGD MCAID HOLD REVENUE	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL MGD MCAID ROUT	-	-	-	-	-	-	-	-	-	-	-	-	-
MGD MCAID ANCILLARY	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL MGD MCAID REVE	-	-	-	-	-	-	-	-	-	-	-	-	-



Select "Actual" or "Budget" Actual 2016
Select Year

BG-4000 - Monthly Summary - Detail and Payroll Trend
combined: 559

#REF!

	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Jul 2016	Aug 2016	Sep 2016	Oct 2016	Nov 2016	Dec 2016	FY 2016 Actual
MCAID O-O-S ROUTINE-	-	-	-	-	-	-	-	-	-	-	-	-	-
MCAID O-O-S ROUTINE-	-	-	-	-	-	-	-	-	-	-	-	-	-
MCAID O-O-S ROUTINE-	-	-	-	-	-	-	-	-	-	-	-	-	-
MCAID O-O-S CONTRACT	-	-	-	-	-	-	-	-	-	-	-	-	-
MCAID O-O-S ADJUTANT	-	-	-	-	-	-	-	-	-	-	-	-	-
MCAID O-O-S ROUTINE-	-	-	-	-	-	-	-	-	-	-	-	-	-
MCAID O-O-S HOLD REV	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL MCAID O-O-S RO	-	-	-	-	-	-	-	-	-	-	-	-	-
MCAID O-O-S ANCILLAR	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL MCAID O-O-S RE	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OTHER	-	-	-	-	-	-	-	-	-	-	-	-	-
MEDICAID IGT	-	-	-	-	-	-	-	-	-	-	-	-	-
MANAGED MEDICAID IGT	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL IGT REVENUE	-	-	-	-	-	-	-	-	-	-	-	-	-
CONTRACT SERVICES-NEU	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL CONT SERV REVEN	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL PATIENT REVENUE	267.84	272.11	265.08	263.33	269.04	255.59	258.69	270.23	274.56	264.26	259.82	277.28	265.45
PURCH ALLOW-BARB/BEAU	-	-	-	-	-	-	-	-	-	-	-	-	-
SUBLEASE INCOME	-	-	-	-	-	-	-	-	-	-	-	-	-
RENTAL INCOME	-	-	-	-	-	-	-	-	-	-	-	-	-
VENDING MACHINE INC	0.01	0.02	0.00	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01
POLARIS REVENUE	-	-	-	-	-	-	-	-	-	-	-	-	-
VITALCARE REVENUE	-	-	-	-	-	-	-	-	-	-	-	-	-
MGMT FEES-MANAGED	-	-	-	-	-	-	-	-	-	-	-	-	-
MGMT FEES-INTER CO	-	-	-	-	-	-	-	-	-	-	-	-	-
CASH DISC EARNED	0.00	0.00	0.00	0.01	0.00	0.01	0.00	-	0.00	0.00	0.01	0.01	0.00
MISC INC	-	0.01	-	-	-	0.03	-	0.03	-	-	-	0.07	0.01
APPLICATION FEE INCOM	-	-	-	-	-	-	-	-	-	-	-	-	-
TOT NON PATIENT REVEN	0.01	0.03	0.01	0.02	0.01	0.04	0.01	0.03	0.01	0.01	0.02	0.09	0.02
OPERATING EXPENSES													
NURSING ADMIN	6.34	7.69	8.08	6.75	6.82	6.44	5.29	6.82	6.36	7.68	7.40	6.66	6.86
REGISTERED NURSES	23.92	23.00	22.22	23.13	21.88	20.51	25.28	21.61	22.05	21.57	20.96	20.30	22.10
GN/GPN	-	-	-	-	-	-	-	-	-	-	-	-	-
LVN/LPN	18.64	18.57	18.97	18.91	19.27	21.13	19.51	21.66	20.82	21.07	18.45	22.81	20.00
AIDES/ORDERLIES	31.45	32.20	30.77	32.40	31.92	34.44	33.18	33.99	34.21	33.92	33.05	33.76	32.93
TOTAL STAFF NURSING	80.25	81.45	80.05	81.19	79.79	82.52	83.25	84.10	83.44	84.24	79.89	83.53	81.99
RN CONTRACT LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
LVN CONTRACT LABOR	-	-	-	-	0.95	4.01	3.50	1.21	-	-	-	-	0.79
AIDES CONTRACT LABOR	-	-	-	-	-	-	-	0.24	-	-	-	-	0.02
TOTAL CONTRACT LABOR	-	-	-	-	0.95	4.01	3.50	1.44	-	-	-	-	0.81
NURSING WAGE TRNFR	-	-	-	-	-	-	-	-	-	-	-	-	-
NURSING SUPPLIES	0.94	1.07	0.85	0.77	1.01	0.77	0.70	0.95	0.63	0.78	1.16	0.71	0.86
INCONT & FEED REV	-	(0.12)	(0.00)	0.01	-	-	-	(0.00)	-	-	(0.00)	-	(0.00)
INCONT & FEED EXP	1.23	1.27	1.87	1.37	1.48	1.76	1.28	1.92	1.56	1.46	-	1.50	1.55
H/H NURSE & MILEAGE E	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OTHER NURSING	2.16	2.22	2.72	2.16	2.50	2.53	1.99	2.87	2.18	2.24	3.05	2.21	2.40
TOTAL NURSING	82.42	83.66	82.77	83.35	83.23	89.05	86.74	86.42	85.63	86.48	82.94	85.74	85.20
ADMINISTRATION	-	-	-	-	-	-	-	-	-	-	-	-	-
CONTRACT LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
VOCATIONAL COUNSELOR	-	-	-	-	-	-	-	-	-	-	-	-	-
BEHAVIORAL PSYCHOLOGI	-	-	-	-	-	-	-	-	-	-	-	-	-
THERAPEUTIC SPECIALIS	-	-	-	-	-	-	-	-	-	-	-	-	-
RESPIRATORY THERAPIST	-	-	-	-	-	-	-	-	-	-	-	-	-
OCCUPATIONAL THERAPIS	-	-	-	-	-	-	-	-	-	-	-	-	-
SPEECH THERAPIST LBR	-	-	-	-	-	-	-	-	-	-	-	-	-



Select "Actual" or "Budget"	Actual 2016
Select Year	

PHYSICAL THERAPIST LB
TOTAL SPECIAL SVCS LB

BG-4000 - Monthly Summary -Detail and Payroll Trend
combined: 559

#REF!

	Jan 2018	Feb 2018	Mar 2018	Apr 2018	May 2018	Jun 2018	Jul 2018	Aug 2018	Sep 2018	Oct 2018	Nov 2018	Dec 2018	FY 2018 Actual
	0.18	0.21	0.22	0.15	0.21	0.25	0.19	0.16	0.15	0.12	0.16	0.24	0.19

BG-4000 - Monthly Summary - Detail and Payroll Trend
combined 559

#REF!



Select "Actual" or "Budget"	Select Year	Actual 2016
-----------------------------	-------------	----------------

	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Jul 2016	Aug 2016	Sep 2016	Oct 2016	Nov 2016	Dec 2016	FY 2016 Actual
DAY CARE/CLINIC LBR	-	-	-	-	-	-	-	-	-	-	-	-	-
BARBER/BEAUTY LBR	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL MISC LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
REHAB	21.52	23.85	22.81	20.01	21.69	20.78	19.34	22.84	21.64	22.56	19.58	20.15	21.40
PHYSICAL THERAPY	4.85	6.53	8.32	5.77	9.24	5.82	3.94	6.73	4.56	7.83	7.31	7.18	6.53
OCCUPATIONAL THERAPY	0.19	0.11	-	-	-	0.26	0.03	0.01	0.06	0.01	0.17	0.07	0.07
PSYCHOTHERAPY	-	0.06	-	-	-	-	-	0.09	-	-	0.02	-	0.02
PT THERAPY	3.26	1.19	2.05	0.54	0.55	0.35	0.21	0.27	0.46	2.05	0.18	0.50	0.00
TOTAL REHAB & PHARMACY	29.82	31.78	35.16	26.32	31.46	27.20	23.52	29.93	28.72	32.45	27.23	27.90	28.99
RT	-	-	-	-	-	-	-	-	-	-	-	-	-
X-RAY	-	-	-	-	-	-	-	-	-	-	-	-	-
CENTRAL SUPPLIES	0.61	0.67	0.73	0.37	0.63	0.84	0.51	0.73	0.63	0.70	0.86	0.63	0.66
EQUIPMENT RENT	-	-	-	-	-	-	-	-	-	-	-	-	-
COMPLEX MEDICAL	-	-	-	-	-	-	-	-	-	-	-	-	-
MED SUPPLIES/OXYGEN	0.61	2.41	0.93	0.73	2.96	1.83	0.66	1.74	1.63	1.44	1.81	0.81	1.45
LAB-XRAY	(0.06)	0.85	0.32	0.37	0.43	0.31	0.51	1.00	0.18	0.77	0.88	0.28	0.48
RESPIRATORY THERAPY	0.00	0.00	0.06	0.00	0.07	0.06	0.00	0.03	0.02	0.01	0.01	0.02	0.02
NUTRITIONAL THERAPY	-	0.05	0.04	-	0.01	0.00	-	0.06	0.10	-	0.04	0.04	0.03
DAYCARE	-	-	-	-	-	-	-	-	-	-	-	-	-
MEDICAL SERVICES	0.45	1.35	1.62	2.03	2.36	2.16	0.89	2.63	3.73	1.90	0.95	1.37	1.79
MISC PERSONAL	1.08	1.30	0.80	1.23	0.79	0.98	3.11	0.28	5.29	5.90	5.19	2.31	2.36
TOTAL OTHER ANCILLARY	2.70	6.62	4.50	4.74	7.27	6.16	5.69	6.45	11.58	10.72	9.74	5.45	6.81
TOTAL ANCILLARY EXP	32.52	38.39	37.68	31.05	38.75	33.39	29.21	38.38	38.30	43.16	37.03	33.36	35.80
FOOD SALES	(0.38)	(0.13)	(0.17)	(0.17)	(0.13)	(0.15)	(0.21)	(0.15)	(0.15)	(0.15)	(0.15)	(0.24)	(0.18)
FOOD EXPENSES	6.18	6.55	6.30	6.11	6.31	6.58	6.47	7.47	6.35	6.56	9.04	5.56	6.52
FOOD SUPPLEMENTS	0.05	0.08	0.13	0.06	0.07	0.12	0.05	0.06	0.07	0.04	0.10	0.04	0.07
FOOD THICKENED BEVERA	0.06	0.08	0.06	0.04	0.05	0.04	0.05	0.06	0.07	0.04	0.07	0.06	0.06
TOTAL FOOD RELATED	5.91	6.57	6.32	6.04	6.30	6.59	6.38	7.43	6.34	6.50	9.06	5.42	6.56
SUPERVISORS	1.13	1.27	1.48	0.30	0.98	1.04	1.03	1.02	1.23	1.51	1.46	1.06	1.13
COOK/KITCHEN HELPERS	6.15	6.48	6.38	7.36	7.33	7.20	7.22	7.50	7.23	7.37	7.58	6.87	7.06
DIETARY WAGE TRNSFR	(0.17)	(0.13)	(0.06)	-	-	(0.25)	(0.13)	(0.03)	(0.07)	(0.24)	(0.19)	-	(0.11)
KITCHEN SUPPLIES	0.60	0.83	0.96	0.62	0.55	0.75	0.64	0.83	0.58	0.71	0.81	0.60	0.67
KITCHEN REPLACE	0.22	0.35	0.27	0.02	0.25	0.05	0.11	0.01	0.26	0.09	0.05	(0.01)	0.14
REGISTERED DIETICIAN	-	-	-	-	-	-	-	-	-	-	-	-	-
REGISTERED NUTRITION	-	-	-	-	-	-	-	-	-	-	-	-	-
CULINARY CONTRACT SVCS	1.31	1.18	1.01	0.83	1.14	1.21	0.91	1.16	1.03	1.88	1.55	1.13	1.18
APT RESTAURANT WAGES	0.01	0.01	-	0.03	-	0.01	0.01	0.01	0.02	0.01	0.01	0.01	0.01
NUTR SERV OIS REV	-	-	-	-	-	-	-	-	-	-	-	-	-
NUTR SERV OIS EXP	-	-	-	-	-	-	-	-	-	-	-	-	-
NUTR SERV OIS LABOR	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OTHER DIETARY	9.26	9.95	9.83	9.17	10.24	10.02	9.79	10.52	10.28	11.13	11.27	9.66	10.08
LAUNDRY SRVC INCOME	-	-	-	-	-	-	-	-	-	-	-	-	-
LAUNDRY WAGES	-	-	-	-	-	-	-	-	-	-	-	-	-
LAUNDRY WAGE TRNSFR	-	-	-	-	-	-	-	-	-	-	-	-	-
LAUNDRY SUPPLIES	-	-	-	-	-	-	-	-	0.02	-	-	-	0.00
LAUNDRY RENTAL & SRV	-	-	-	-	-	-	-	-	-	-	-	-	-
LINEN REPLACEMENT	3.68	4.28	3.63	0.11	3.74	3.92	0.11	0.17	-	3.66	0.05	0.02	0.04
LAUNDRY CONTRACT SRV	3.89	4.26	3.72	3.82	3.74	3.92	3.88	3.84	4.24	3.66	3.89	3.86	3.83
TOTAL LAUNDRY EXP	-	-	-	-	-	-	-	-	4.26	3.66	3.94	3.66	3.86
HOUSEKEEPING WAGES	-	-	-	-	-	-	-	-	-	-	-	-	-
HSKP WAGE TRANS	-	-	-	-	-	-	-	-	-	-	-	-	-
HOUSEKEEPING SUPPLIES	0.03	0.06	(0.02)	0.03	0.02	(0.02)	0.07	0.04	(0.01)	0.04	0.18	(0.03)	0.03
HSKP CONTR SUPPLSRV	5.53	6.43	5.45	5.72	5.81	5.88	5.82	5.50	6.36	5.50	5.83	5.49	5.75
TOTAL HOUSEKEEPING	5.56	6.49	5.43	5.75	5.83	5.86	5.89	5.55	6.35	5.53	6.01	5.46	5.78



BG-4000 - Monthly Summary -Detail and Payroll Trend
combined 599

#REF!

Select "Actual" or "Budget" - Select Year: Actual 2016

	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Jul 2016	Aug 2016	Sep 2016	Oct 2016	Nov 2016	Dec 2016	FY 2016 Actual
MAINTENANCE PERSONAL	1.59	1.43	1.82	1.86	1.80	1.65	1.49	1.74	1.67	1.81	1.40	1.55	1.65
MAINT WAGE TRANS	-	-	-	-	-	-	-	-	-	-	-	-	-
MAINTENANCE SUPPLIES	-	-	-	-	-	-	-	-	-	-	-	-	-
CONTRACTS-BLDG ETC	0.10	0.28	0.19	0.08	0.16	0.21	0.11	0.35	0.14	0.31	0.10	0.13	0.18
MAINTENANCE SUPPL	0.33	0.36	0.94	0.80	1.12	0.33	0.95	0.62	0.32	0.50	0.44	0.28	0.67
GROUND MAINT SUPPL	0.78	0.81	0.38	0.07	0.83	0.69	0.49	0.51	0.46	0.45	(0.31)	1.51	0.56
EQUIPMENT REPAIR/MAINT	1.07	1.48	1.63	1.10	1.23	0.69	0.78	1.10	1.10	0.94	0.87	1.54	1.10
BUILDING REPAIR/MAINT	0.38	0.92	0.07	0.40	0.27	0.69	0.19	2.35	1.54	1.65	0.45	0.37	0.78
MINOR EQUIP EXPENSE	0.54	0.84	0.29	0.62	0.09	0.12	0.09	0.11	0.25	0.68	0.17	0.17	0.35
TOTAL MAINTENANCE	4.79	5.81	5.32	4.93	5.88	4.51	4.11	6.41	5.49	6.34	4.13	5.56	5.28
UTILITIES-WATER/SEWR	1.89	1.79	1.57	1.77	1.77	1.82	1.08	1.73	0.83	2.99	0.64	1.49	1.58
UTILITIES-ELECTRIC	3.83	5.24	3.48	2.95	2.70	1.95	3.30	2.66	2.86	2.18	2.74	3.34	3.12
UTILITIES-GAS & OIL	0.91	1.34	0.98	0.74	0.74	0.74	0.82	0.82	0.46	0.09	0.97	1.17	0.73
UTILITIES-GARBAGE	0.08	0.33	0.49	0.50	0.48	0.54	0.52	0.54	0.46	0.81	0.58	0.52	0.52
TOTAL UTILITIES	6.21	8.04	7.18	5.66	5.64	4.78	5.37	5.37	4.62	5.88	4.95	6.55	5.85
RECREATION INCOME	-	-	-	-	-	-	-	-	-	-	-	-	-
ACTIVITY WAGES	3.21	3.31	3.19	3.48	3.67	3.18	3.31	3.11	3.11	3.20	3.37	3.27	3.28
RECREATIONAL SUPPLY	0.17	0.17	0.11	0.16	0.22	0.10	0.16	0.11	0.13	0.15	0.08	0.14	0.14
TOTAL ACTIVITIES	3.38	3.47	3.30	3.64	3.88	3.29	3.46	3.23	3.24	3.35	3.45	3.41	3.42
PHARMACY CONSULTANT	0.22	0.30	0.17	0.23	0.22	0.23	0.23	0.22	0.22	0.33	0.23	0.13	0.23
SOCIAL WORKER WAGES	1.93	1.88	1.97	1.74	1.99	1.87	1.87	1.61	2.26	1.99	1.92	2.54	1.97
SOCIAL WORKER CONSULT	-	-	-	-	-	-	-	-	-	-	-	-	-
MENTAL HEALTH COUNSEL	-	-	-	-	-	-	-	-	-	-	-	-	-
MED RECORD CONSULT	-	-	-	-	-	-	-	-	-	-	-	-	-
MED RECORD LIBRARIAN	-	-	-	-	-	-	-	-	-	-	-	-	-
UTILIZATION REVIEW	-	-	-	-	-	-	-	-	-	-	-	-	-
UTILIZATION RWV-WEL	-	-	-	-	-	-	-	-	-	-	-	-	-
MEDICAL ADVISORY BOARD	0.13	-	-	-	-	-	-	-	-	-	-	-	-
MEDICAL DIRECTOR	1.51	1.69	1.48	1.56	1.52	1.60	1.58	1.50	0.13	0.09	0.10	-	0.04
OTHER PROF CONSULT	0.36	0.41	0.36	0.75	-	0.38	0.38	0.36	0.37	0.35	1.56	-	0.41
NURSE CONSULTANT	-	-	-	-	-	-	-	-	-	-	0.38	0.35	0.37
PROF WAGE TRANSFER	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL PROF/CONSULT	4.14	4.28	3.97	4.27	3.73	4.09	4.07	3.89	4.51	4.24	4.18	3.03	4.01
VACATION PAY	-	-	-	-	-	-	-	-	-	-	-	-	-
VACATION ACCRUAL	3.78	-	-	-	-	-	-	-	-	-	-	-	-
HOLIDAY PAY	0.37	-	0.00	-	3.75	(0.32)	3.78	-	3.73	0.01	3.72	3.62	1.85
SICK PAY	4.40	7.43	6.55	5.26	4.05	7.54	6.22	5.60	6.59	5.19	5.91	6.43	5.91
PTO ACCRUAL	0.73	(1.79)	(0.79)	(0.27)	0.61	(0.94)	(0.84)	(0.66)	(0.22)	(0.48)	(1.31)	(1.84)	(0.84)
PAY BENES TRANSFER	0.00	0.00	0.00	0.00	(0.02)	(0.00)	0.02	0.04	0.03	(0.04)	(0.11)	0.07	0.00
PAYROLL TAXES	10.64	10.41	15.94	9.88	8.75	9.58	12.91	8.71	9.95	9.65	8.32	7.99	10.17
WORKERS COMP INS	6.66	7.49	6.56	6.88	6.75	7.06	7.01	6.04	6.77	6.32	6.92	(16.65)	4.79
WC-OCCUPATIONAL INCE	-	-	-	(0.28)	0.19	0.25	(1.08)	-	-	0.69	-	(9.51)	(0.53)
W/C MOD DUTY WAGES	-	0.34	0.28	0.13	0.03	0.19	0.25	-	-	-	-	-	0.00
GROUP MEDICAL INS	5.72	5.20	4.63	6.06	5.91	5.76	6.66	6.14	4.45	6.26	6.70	7.03	5.88
SHORT/LONG TERM DISAB	0.04	0.23	0.46	0.36	0.91	0.08	0.47	0.11	0.09	0.23	0.21	0.34	0.26
EMPLOYEE PHYSICALS	-	0.02	-	0.06	0.03	(0.02)	0.07	-	-	0.05	0.07	0.02	0.02
RETIRE SAVINGS MATCH	-	-	-	-	-	-	-	-	-	-	-	-	-
OTHER BENEFITS	3.97	2.95	3.22	5.61	3.14	4.27	2.91	4.11	(1.86)	8.11	1.71	(10.83)	2.24
TOTAL EMP BENEFITS	36.33	32.27	36.10	33.88	34.78	33.22	35.86	31.69	29.24	36.20	33.26	(9.63)	30.11
STF DEVELOPMENT COORD	1.46	1.73	1.17	1.43	1.55	0.99	1.49	1.50	1.44	1.31	1.31	1.45	1.40
STF DEV COORD-MG TRN	-	-	-	-	2.10	1.12	1.61	1.13	-	-	-	-	-
STUDENT WAGES	2.35	1.98	0.07	0.70	0.03	0.11	0.39	0.06	1.19	1.13	1.73	2.13	1.43
EDUCATION TRAINING	0.28	0.03	2.93	0.01	3.86	2.23	3.49	2.89	-	1.88	0.03	2.62	0.71
TOTAL TRAINING	4.09	3.74	4.17	2.14	3.86	2.33	3.49	2.89	2.62	4.12	3.07	6.20	3.54
OFFICERS SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
OPERATIONS SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
GEN & ADMIN SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
BUSINESS DEV WAGES	-	-	-	-	-	-	-	-	-	-	-	-	-
HUMAN RESOURCES SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
COMP/BENEFIT SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
TRAINING SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
PURCHASING SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-



BG-4000 - Monthly Summary -Detail and Payroll Trend
combined: 559

#REF!

Select "Actual" or "Budget"
Select Year: Actual 2016

	Jan 2016	Feb 2016	Mar 2016	Apr 2016	May 2016	Jun 2016	Jul 2016	Aug 2016	Sep 2016	Oct 2016	Nov 2016	Dec 2016	FY 2016 Actual
DIETARY SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
ACCOUNTING SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
MARKETING SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
RECRUITING SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
REIMBURSEMENT SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
MAINTENANCE SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
CLINICAL SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
PHARMACY SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
PROGRAM COORD WAGES	0.33	0.28	0.41	0.27	0.28	0.31	0.33	0.22	0.28	0.16	(0.25)	0.22	0.22
OTHER SALARIES	0.22	0.45	0.28	0.40	0.43	0.48	0.44	0.43	0.43	0.46	0.46	0.44	0.41
SYSTEM SALARIES	-	-	-	-	-	-	-	-	-	-	-	-	-
ADMISSIONS COORD WAGE	-	-	-	-	-	-	-	-	-	-	-	-	-
ADAMI WAGES	-	-	-	-	-	-	-	-	-	-	-	-	-
WAGE INCREASE	-	-	-	-	-	-	-	-	-	-	-	-	-
BONUS EXPENSE	-	-	-	-	-	-	-	-	-	-	-	-	-
ADMI WAGES	7.11	7.89	7.68	7.53	7.63	7.27	7.17	6.79	6.41	6.87	5.52	7.09	7.07
ADMI WAGES	-	-	-	(0.12)	(0.26)	-	-	-	-	-	-	-	(0.50)
ADMI WAGES	-	-	-	0.49	0.58	-	-	-	-	-	-	-	0.51
CENTRAL SUPPLY WAGES	0.43	0.47	0.45	0.48	0.54	0.51	0.49	0.57	0.50	0.55	0.53	0.51	0.53
WARD CLERK WAGES	0.44	0.56	0.48	0.53	0.54	0.51	0.40	0.55	0.47	0.54	0.33	0.55	0.49
RECORDS CLERK WAGES	0.64	0.59	0.63	0.67	0.69	0.49	0.64	0.61	0.62	0.64	0.61	0.55	0.62
GUARD/SECURITY	-	-	-	-	-	-	-	-	-	-	-	-	-
PROFESSIONAL FEES	1.24	1.33	1.10	1.19	1.14	1.41	1.32	1.12	1.31	1.15	1.21	1.37	1.24
CONTRACT LABOR-OTHER	-	-	-	-	-	-	-	-	-	-	-	-	-
BOARD OF DIRECTORS	-	-	-	-	-	-	-	-	-	-	-	-	-
CENTRAL PLACEMENT	6.37	8.15	5.54	5.49	6.40	7.54	5.34	5.99	5.57	4.52	4.34	4.85	5.80
INTEGRATED MARKET	-	-	-	-	-	-	-	-	-	-	-	-	-
CLINICAL UNION ALLOCATED	-	-	-	-	-	-	-	-	-	-	-	-	-
BUSINESS OFFICE SHARED SVC	-	-	-	-	-	-	-	-	-	-	-	-	-
MOVING EXPENSES	0.27	0.65	0.47	0.47	0.59	-	0.45	0.30	0.35	0.50	0.50	0.45	0.46
RENT-PROPERTY	0.07	0.08	0.10	0.09	0.12	0.10	0.09	0.04	0.10	0.07	0.08	0.07	0.08
REALTY ORIENT SUPPLY	0.12	0.13	-	0.12	0.12	-	0.09	0.12	0.12	0.09	0.02	0.11	0.06
OVERNITE/COURIER SRV	-	-	-	-	-	-	-	-	-	-	-	-	-
US MAIL-POSTAGE	-	-	-	-	-	-	-	-	-	-	-	-	-
COMPUTER RELATED EXP	-	-	-	-	-	-	-	-	-	-	-	-	-
TELEPHONE	0.80	1.05	0.89	0.84	1.13	1.07	1.08	1.03	1.07	1.28	1.35	1.34	1.09
RECRUITMENT/HELP WNTD	0.21	0.17	0.22	0.36	0.49	0.16	0.29	0.33	1.13	0.36	0.09	0.33	0.33
ADVERTISING	-	-	-	-	-	0.02	0.00	-	-	0.02	0.02	0.03	0.01
MARKETING/FERRAL DE	0.68	1.34	0.20	0.30	0.76	0.72	0.72	0.07	0.79	0.78	1.11	9.39	1.41
INSURANCE OTHER	0.03	0.13	0.07	0.08	0.07	0.08	0.08	0.07	0.07	0.07	0.25	0.07	0.09
MALPRACTICE INSURANCE	1.09	1.22	1.07	1.13	1.10	1.16	1.15	1.09	1.11	1.07	1.13	2.46	1.23
TRAVEL	0.75	0.57	0.55	0.72	1.26	1.41	1.77	0.81	1.04	0.51	0.28	0.41	0.84
VEHICLE EXPENSE	0.04	0.04	0.02	0.02	0.06	0.06	0.00	0.07	0.06	0.05	0.31	0.05	0.06
COLLECTION EXPENSE	5.05	(3.88)	3.47	9.77	(1.23)	2.87	1.32	(5.11)	(3.00)	0.04	4.73	1.57	1.33
CROSS PURCHASIONS	-	-	-	-	-	-	-	-	-	-	-	-	-
FREIGHT CHARGES	0.52	0.55	0.49	0.51	0.51	0.52	0.52	0.49	0.50	0.51	0.52	0.51	0.51
CIVIL MONETARY STATE	-	-	-	-	-	-	-	-	-	-	-	-	-
PROVIDER TAXES	14.24	16.00	14.02	14.72	14.42	15.13	14.98	14.19	14.48	13.94	14.78	13.92	14.55
MISC GEN & ADMIN	0.16	0.15	0.09	0.35	0.31	0.20	0.86	0.17	0.16	0.09	0.13	0.13	0.23
TOTAL GEN & ADMIN	40.82	38.14	38.24	46.01	37.12	42.14	39.43	29.96	33.56	34.29	39.03	75.00	41.15
NON PATIENT EXPENSE	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OPERATING EXPEN	239.28	245.30	244.02	239.76	242.80	243.33	239.92	235.34	234.58	250.99	241.42	233.64	240.83
RENT - BUILDING	28.00	33.10	28.16	29.49	29.20	30.95	30.31	28.73	29.30	28.22	29.50	28.10	29.37
RENT - LAND	-	-	-	-	-	-	-	-	-	-	-	-	-
RENT - EQUIPMENT	1.65	1.06	1.23	1.47	1.93	1.61	0.93	1.10	0.78	0.91	0.77	0.28	1.13
PROPERTY TAXES	3.67	4.13	3.82	3.80	3.72	3.90	3.96	3.73	3.80	3.66	3.88	3.78	3.78
DEPRECIATION	2.60	3.00	2.67	2.82	2.73	2.90	2.92	2.67	2.85	2.83	5.52	4.10	3.13
AMORTIZATION	-	-	-	-	-	-	-	-	-	-	-	-	-
INTEREST EXPENSE	-	-	-	-	-	-	-	-	-	-	-	-	-
INTEREST INCOME	(0.01)	(0.02)	(0.01)	(0.00)	(0.00)	-	(0.00)	(0.02)	(0.00)	(0.00)	(0.00)	-	(0.01)
INSURANCE - PROPERTY	0.34	0.39	0.34	0.35	0.35	0.36	0.36	0.34	0.35	0.34	0.36	0.48	0.36
BOND TRUSTEE FEES	-	-	-	-	-	-	-	-	-	-	-	-	-
LOCAL TAXES	0.04	0.04	0.01	0.01	0.01	0.01	0.01	0.02	0.01	0.01	0.01	0.01	0.02
LICENSES & TAXES	-	-	0.08	-	0.04	-	-	0.13	-	-	-	-	0.02
FEDERAL INCOME TAX	-	-	-	-	-	-	-	-	-	-	-	-	-
STATE INCOME TAX	-	-	-	-	-	-	-	-	-	-	-	-	-
MANAGEMENT FEES	22.93	15.68	18.30	14.57	17.86	18.11	18.54	17.49	17.23	16.96	17.72	18.74	17.89



Select "Actual" or "Budget"	Actual 2018
Select Year	

MANAGEMENT FEES

BG-4000 - Monthly Summary -Detail and Payroll Trend
combined 559

#REF!

Jan 2018	Feb 2018	Mar 2018	Apr 2018	May 2018	Jun 2018	Jul 2018	Aug 2018	Sep 2018	Oct 2018	Nov 2018	Dec 2018	FY 2018 Actual
59.22	57.58	54.40	52.51	55.82	57.82	58.83	54.20	54.33	52.94	57.75	55.41	55.70



Select "Actual" or "Budget":
Select Year: 2016
Actual 2016

CENSUS

Commercial Insurance Patient Days	135	174	127	157
Medicare Advantage Patient Days	223	119	108	90
Medicare Patient Days	1,785	1,357	1,335	1,735
Total MZ	2,143	2,150	1,770	1,983
Private Patient Days	829	589	832	773
Medicaid Patient Days	8,477	8,843	8,820	9,086
VA Patient Days	257	377	429	398
Hospice Patient Days	360	67	328	231
Medicaid Managed Patient Days	-	-	-	-
Medicaid Out-of-State Patient Days	-	-	-	-
Total Paid Census	12,046	12,006	12,179	12,471

Operating Census

	11,943	11,925	12,133	12,374
--	--------	--------	--------	--------

ROUTINE REVENUE

COMMERCIAL INS	54,337	66,872	51,037	74,377
MEDICARE ADVANTAGE	96,135	47,405	45,845	36,975
MEDICARE PART A	9,036	91,494	78,986	93,353
TOTAL MZ	1,059,168	1,032,271	885,760	1,023,219
PRIVATE	304,811	210,138	321,444	274,595
MEDICAID	1,624,188	1,691,222	1,741,164	1,760,838
VA	66,487	96,764	120,365	103,148
HOSPICE	69,293	12,912	65,187	45,128
MSD MCAID	-	-	-	-
MCAID O-O-S	-	-	-	-
CONTRACT SERVICES-NEURO	-	-	-	-
TOTAL ROUTINE REVENUE	3,123,867	3,046,307	3,133,839	3,208,927

ANCILLARY REVENUE

COMMERCIAL INSURANCE	28,283	13,923	15,242	24,773
MEDICARE ADVANTAGE	1,062	0	(272)	0
MEDICARE PART A	(0)	(0)	0	0
MEDICARE PART B	72,214	54,590	108,205	82,054
PRIVATE	1,691	(1,051)	3,814	2,841
MEDICAID	0	0	(0)	0
VA	2,416	0	2,462	1,846
HOSPICE	0	0	0	0
MSD MCAID	-	-	-	-
MCAID O-O-S	-	-	-	-
TOTAL ANCILLARY REVENUE	106,655	67,464	126,451	111,514

MEDICAID IGT

MANAGED MEDICAID IGT	-	-	-	-
TOTAL IGT REVENUE	-	-	-	-

TOTAL PATIENT REVENUE

	3,230,542	3,113,771	3,263,390	3,320,441
--	-----------	-----------	-----------	-----------

NON-PATIENT REVENUE

	171	287	191	515
--	-----	-----	-----	-----

TOTAL NET REVENUE

	3,230,713	3,114,058	3,263,581	3,320,956
--	-----------	-----------	-----------	-----------

Bad Debt % of Revenue

	0.7%	1.5%	-0.9%	0.8%
--	------	------	-------	------

OPERATING EXPENSES

NURSING	998,889	1,022,473	1,066,721	1,061,175
SPECIAL SERV LABOR	2,420	2,396	2,020	2,179
MISCELLANEOUS LABOR	-	-	-	-
REHAB & PHARMACY	380,551	340,550	326,148	364,751
OTHER ANCILLARY	54,577	72,863	96,510	107,440
FOOD RELATED	75,394	75,752	81,814	86,712
OTHER DIETARY	117,795	117,795	124,261	133,110
LAUNDRY	48,750	46,322	49,064	40,864
HOUSEKEEPING	88,907	88,978	89,276	70,865
MAINTENANCE	11,535	11,535	11,535	11,535
UTILITIES	85,643	64,426	62,319	67,444
ACTIVITIES	40,751	43,329	40,289	42,408
PROF/CONSULTANTS	49,676	48,381	49,799	47,518

	Q1	Q2	Q3	Q4
	15	19	14	17
	25	13	12	10
	18	20	16	16
	23	20	18	21
	91	65	90	84
	93	97	95	98
	28	41	47	43
	40	07	36	25
	-	-	-	-
	132.4	131.9	132.4	135.6
	131.7	131.0	131.9	134.8
	402.49	383.17	401.86	473.74
	440.07	388.36	424.49	410.65
	513.27	489.63	513.94	528.42
	486.97	484.65	500.44	511.00
	367.69	356.77	366.35	355.23
	191.60	191.25	197.41	193.80
	258.70	264.63	290.57	259.16
	192.48	192.71	188.74	195.36
	-	-	-	-
	-	-	-	-
	259.33	253.73	257.32	257.31
	216.91	80.02	120.01	157.79
	4.72	0.00	(2.52)	0.00
	(0)	(0)	(0)	(0)
	18.52	18.52	18.52	18.52
	2.04	(1.78)	4.58	3.68
	0	0.00	(0.00)	0.00
	(0)	9.40	5.74	4.64
	0	0.00	0.00	-
	-	-	-	-
	8.85	5.62	10.63	8.94
	-	-	-	-
	-	-	-	-
	268.18	259.35	267.95	266.25
	0.01	0.02	0.02	0.04
	268.20	259.37	267.97	266.29
	0.7%	1.5%	-0.9%	0.8%
	82.92	85.16	87.59	85.09
	0.20	0.20	0.17	0.17
	-	-	-	-
	31.59	28.37	28.78	28.25
	4.53	6.07	7.92	8.62
	6.26	6.31	6.72	6.95
	9.61	9.81	10.20	10.67
	3.68	3.86	4.03	3.78
	5.90	5.75	5.93	5.09
	6.75	6.75	6.75	6.75
	7.11	5.37	5.12	5.81
	3.38	3.81	3.31	3.40
	4.12	4.03	4.08	3.81



Select "Actual" or "Budget":
Select Year: 2016 Actual 2016

	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
EMPLOYEE BENEFITS	421,665	407,122	392,386	245,347	35,00	33,91	32,22	19,67
TRAINING	28,044	27,140	28,661	55,029	3,99	2,66	2,91	4,46
GEN-ADMIN	470,931	500,921	419,906	615,229	38,09	41,72	34,23	49,33
G&A PARENT	-	-	-	-	-	-	-	-
NON PATIENT EXPENSE	-	-	-	-	-	-	-	-
OPERATING EXPENSES	2,924,510	2,804,937	2,881,208	3,018,261	242,78	241,96	236,57	242,02
OPX EXCL RHBPH/BDPTX	2,344,841	2,341,945	2,406,239	2,450,683	194,66	195,06	197,57	196,51
OPER INC BIF PROPERTY	306,203	209,101	382,373	302,664	25,42	17,42	31,40	24,27
OPER INC BIF PROPERTY %	28.5%	20.0%	34.7%	26.8%	28.5%	20.0%	34.7%	26.8%
OTHER PROPERTY	48,685	45,685	46,202	46,659	3,79	3,81	3,79	3,74
PROPERTY TAX	4,265	4,265	4,265	4,665	0,35	0,36	0,35	0,39
INSURANCE PROPERTY	171,110	171,110	171,110	171,110	14,68	14,68	14,68	14,68
LOCAL TAXES	319	319	319	151	0,03	0,01	0,01	0,01
LICENSE AND TAXES	350	150	554	151	0,03	0,01	0,01	0,01
OTHER PROPERTY	50,619	50,257	51,182	51,678	4,20	4,19	4,20	4,14
GAIN/LOSS ON SALE	-	-	-	-	-	-	-	-
PRIOR YR-CONTRACTUAL	-	-	-	-	-	-	-	-
W/C RETRO ADJ	-	-	-	(8,039)	-	-	-	(0,64)
PRIOR YEAR ADJ	6,240	-	-	(6,240)	0,52	-	-	(0,50)
PRIOR MONTH ADJ-REVENUE	-	-	-	-	-	-	-	-
CAPITAL PROJECT EXPENSE	-	-	-	-	-	-	-	-
PROOF OF CLAIM-OTHER	-	-	-	-	-	-	-	-
EBITDARM	6,240	-	-	(14,279)	0,52	-	-	(1,14)
EBITDARM %	261,823	156,844	331,181	238,708	21,74	13,23	27,19	18,88
	24.5%	15.2%	30.0%	20.5%	24.5%	15.2%	30.0%	20.5%
OTHER FIXED	33,089	33,792	34,278	51,390	2,75	2,81	2,81	4,12
DEPRECIATION/MORT	356,789	356,550	356,489	356,525	29,62	29,86	29,44	28,59
RENT-BUILDING	-	-	-	-	-	-	-	-
RENT-LAND	-	-	-	-	-	-	-	-
RENT-EQUIPMENT	15,949	20,072	11,042	8,108	1,32	1,67	0,91	0,65
INTEREST EXPENSE	-	-	-	-	-	-	-	-
INTEREST INCOME	(126)	(145)	(90)	(7)	(0,01)	(0,01)	(0,01)	(0,00)
MANAGEMENT FEE	230,711	202,205	216,093	222,201	19,15	16,84	17,74	17,82
OTHER FIXED	636,431	614,474	619,522	636,216	52,83	51,18	50,89	51,18
EBITDAM	(110,925)	(219,778)	(36,360)	(127,925)	(9,21)	(18,31)	(3,15)	(10,26)
EBITDAM %	-3.4%	-7.1%	-1.2%	-3.9%	-3.4%	-7.1%	-1.2%	-3.9%
EBITM	(144,023)	(253,569)	(72,638)	(179,315)	(11,96)	(21,12)	(5,99)	(14,39)
EBITM %	-4.5%	-8.1%	-2.2%	-5.4%	-4.5%	-8.1%	-2.2%	-5.4%
EBITDAR	31,113	(43,361)	115,088	14,507	2,59	(3,61)	9,45	1,16
EBITDAR %	1.0%	-1.4%	3.5%	0.4%	1.0%	-1.4%	3.5%	0.4%
EBT	(374,907)	(455,630)	(288,641)	(401,510)	(31,10)	(37,95)	(23,70)	(32,20)
EBT %	-11.6%	-14.5%	-8.8%	-12.1%	-11.6%	-14.5%	-8.8%	-12.1%
NON-RECURRING / NCI	-	-	-	-	-	-	-	-
"NET FIN INCL" *	(374,907)	(455,630)	(288,641)	(401,510)	(31,10)	(37,95)	(23,70)	(32,20)

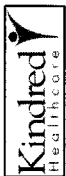


Select "Actual" or "Budget": Actual
Selected Year: 2016

	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
*TOTAL LABOR:								
NSG REGULAR LABOR	750,370	745,087	772,013	776,113	-	-	-	-
NSG OVERTIME LABOR	111,911	110,804	120,322	136,023	62,29	61,89	63,39	62,23
NSG CONTRACT LABOR	107,986	120,306	125,804	136,023	9,29	9,23	9,88	10,91
NSG TOTAL LABOR	970,267	976,197	1,018,139	1,048,159	72,58	72,11	73,36	73,14
TOTAL NURSING LABOR	970,267	976,197	1,018,139	1,048,159	72,58	72,11	73,36	73,14
OTHER ROUTINE LABOR	325,840	328,847	323,889	331,853	80,55	82,52	85,53	82,60
OTHER OVERTIME LABOR	9,114	9,786	12,014	14,691	27,05	27,39	28,59	26,69
OTHER PREMIUM LABOR	3,254	3,197	4,894	8,912	0,78	0,82	0,99	1,18
OTHER CONTRACT LABOR	-	-	-	8,912	0,27	0,27	0,40	0,71
TOTAL OTHER LABOR	338,208	341,830	340,795	355,247	28,08	28,47	29,98	28,49
ANCILLARY LABOR	2,420	2,396	2,020	2,179	0,20	0,20	0,17	0,17
ANCILLARY OVERTIME LABOR	-	-	-	-	-	-	-	-
ANCILLARY PREMIUM LABOR	-	-	-	-	-	-	-	-
ANCILLARY CONT LABOR	-	-	-	-	-	-	-	-
TOTAL OTHER LABOR	2,420	2,396	2,020	2,179	0,20	0,20	0,17	0,17
*TOTAL LABOR *	1,310,907	1,327,954	1,360,834	1,397,559	108,83	111,44	113,38	111,26

LABOR & BENEFITS % OF NET REVENUE	53.6%	55.0%	54.3%	49.2%	53.6%	55.0%	54.3%	49.2%
*TOTAL HOURS *								
REGULAR NSG HOURS	37,858	36,594	38,374	38,444	3,14	3,05	3,15	3,08
OVERTIME NSG HOURS	3,742	3,893	4,172	4,623	0,31	0,32	0,34	0,37
CONTRACT NSG HOURS	-	357	425	-	-	0,03	0,03	-
TOTAL NURSING HOURS	41,600	40,844	42,971	43,067	3,45	3,40	3,53	3,45
OTHER ROUTINE HOURS	16,325	16,987	16,640	16,583	1,36	1,42	1,37	1,33
OTHER OVERTIME HOURS	285	349	431	557	0,02	0,03	0,04	0,04
OTHER CONTRACT HOURS	-	-	-	-	-	-	-	-
TOTAL OTHER HOURS	16,610	17,346	17,070	17,140	1,38	1,44	1,40	1,37
ANCILLARY HOURS	96	98	83	89	0,01	0,01	0,01	0,01
ANCILLARY OVERTIME HOURS	-	-	-	-	-	-	-	-
ANCILLARY CONTRACT HOURS	-	-	-	-	-	-	-	-
TOTAL ANCILLARY HOURS	96	98	83	89	0,01	0,01	0,01	0,01
*TOTAL HOURS *	58,306	58,288	60,124	60,296	4,84	4,85	4,94	4,83

TOTAL OVERTIME HOURS	4026.5	4241.67	4602.67	5180.13	0.33	0.35	0.38	0.42
OVERTIME AS % of TOTAL HOURS	6.9%	7.3%	7.7%	8.6%	6.9%	7.3%	7.7%	8.6%
WAGE RATES								
NURSING	23.32	24.33	24.16	23.92	23.32	24.33	24.16	23.92
OTHER	20.36	19.71	19.96	20.73	20.36	19.71	19.96	20.73
ANCILLARY	25.14	24.39	24.41	24.55	25.14	24.39	24.41	24.55
* TOTAL WAGE RATES *	22.48	22.95	22.97	23.01	22.48	22.95	22.97	23.01
EBITDARM MARGIN	8.1%	5.1%	10.1%	7.1%	8.1%	5.1%	10.1%	7.1%



Select "Actual" or "Budget" Select Year Actual 2016

	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
G & A	315,177	324,438	321,483	427,191	-	-	-	-
MANAGEMENT FEE	230,711	202,205	216,093	222,201	26,16	27,02	26,40	34,25
OTHER OPERATING	256,489	221,520	224,502	244,799	19,15	16,84	17,74	17,82
					21,29	18,45	18,43	19,63
CONTROLLABLES								
NURSING SUPP/INCONT	28,590	28,745	28,672	31,041	2,37	2,39	2,35	2,49
ACTIVITY SUPPLIES	1,801	1,931	1,623	1,516	0,15	0,16	0,13	0,12
RAW FOOD EXPENSE	74,297	74,772	81,118	85,945	6,17	6,23	6,66	6,89
DIETARY SUPPLIES	11,246	8,964	9,885	9,335	0,83	0,75	0,81	0,75
FOOD SUPPLEMENTS	1,057	990	696	787	0,09	0,08	0,08	0,08
LAUNDRY SUPPLIES	-	-	-	-	-	-	-	-
LAUNDRY REPLACEMENT	352	428	1,106	290	0,03	0,04	0,09	0,02
HOUSEKEEPING SUPPLIES	-	-	-	-	-	-	-	-
MAINTENANCE & REPAIR	24,288	19,342	29,844	26,617	2,01	1,61	2,46	2,13
MAINTENANCE FEE	5,422	5,422	1,144	4,281	0,45	0,45	0,19	0,34
PHONE SUPPLIES	5,380	6,380	1,446	1,446	0,48	0,38	0,37	0,38
POSTAGE/OVERNIGHT COURIER	1,972	2,185	1,901	1,907	0,16	0,16	0,16	0,14
MARKETING	8,622	6,015	6,391	47,824	0,72	0,50	0,52	3,83
BAD DEBT	22,015	45,339	(28,282)	25,754	1,83	3,78	(2,32)	2,07
TOTAL CONTROLLABLES	185,133	200,480	139,344	241,204	15,37	18,70	11,44	19,34
TOT CONTROL-BAD DEBT	163,118	155,121	197,626	215,450	13,54	12,92	13,76	17,28
ADMISSIONS								
Commercial Insurance Admissions	8	8	7	8	8	8	7	8
Medicare Advantage Admissions	10	4	6	7	10	4	6	7
Medicare Admissions	76	59	58	83	76	59	58	83
Total MZ Admissions	94	71	71	96	94	71	71	96
Private Admissions	2	0	4	7	2	0	4	7
Meritaid Admissions	13	9	6	4	13	9	6	4
VA Admissions	3	6	11	9	3	6	11	9
Hospice Admissions	0	1	0	0	0	1	0	0
Managed Medicaid Admissions	0	0	0	0	0	0	0	0
Medicaid Out - of - State Admissions	0	0	0	0	0	0	0	0
TOTAL ADMISSIONS	112	87	92	118	112	87	92	118



Select "Actual" or "Budget" Select Year: Actual 2016

*** GL4000 DETAIL REPORT ***

CENSUS

Commercial Insurance Patient Days	135	174	127	157	-	1.5	1.9	1.4	1.7
Medicare Advantage Patient Days	223	119	108	90	-	2.5	1.3	1.2	1.0
Medicare Patient Days	1,765	1,837	1,535	1,736	-	18.4	20.2	16.7	18.9
Total M2 Days	2,123	2,130	1,770	1,963	-	23.3	23.4	19.2	21.6
Private Patient Days	829	589	832	773	-	8.1	6.5	9.0	8.4
Medicaid Patient Days	8,477	8,843	8,820	9,086	-	93.2	97.2	95.9	98.8
VA Patient Days	257	377	429	398	-	2.8	4.1	4.7	4.3
Hospice Patient Days	360	67	328	231	-	4.0	0.7	3.6	2.5
Medicaid Managed Patient Days	-	-	-	-	-	0.0	0.0	0.0	0.0
Medicaid Out-of-State Patient Days	-	-	-	-	-	0.0	0.0	0.0	0.0
Total Paid Census	12,046	12,006	12,179	12,471	-	132.4	131.9	132.4	135.6
Private Holding Days	-	-	-	16	-	0.0	0.0	0.0	0.2
Commercial Insurance Holding Days	-	-	-	-	-	0.0	0.0	0.0	0.0
Medicare Advantage Holding Days	-	-	-	-	-	0.0	0.0	0.0	0.0
Medicaid Holding Days	63	80	43	76	-	0.7	0.9	0.5	0.8
VA Holding Days	-	1	3	5	-	0.0	0.0	0.0	0.1
Hospice Holding Days	-	-	-	-	-	0.0	0.0	0.0	0.0
Managed Medicaid Holding Days	-	-	-	-	-	0.0	0.0	0.0	0.0
Medicaid Out - of - State Holding Days	-	-	-	-	-	0.0	0.0	0.0	0.0
Total Hold Census	-	-	-	-	-	0.0	0.0	0.0	0.0
Total Census	12,046	12,006	12,179	12,471	-	132.4	131.9	132.4	135.6

PATIENT REVENUE

COMM INS ROUTINE-C	57,790	82,120	56,398	79,509	-	428.07	471.95	444.08	506.43
COMM INS ROUTINE-S	-	-	-	-	-	-	-	-	-
COMM INS ROUTINE-I	-	-	-	-	-	-	-	-	-
COMM INS ROUTINE-R	(3,453)	(15,448)	(5,361)	(5,132)	-	(25.58)	(88.78)	(42.22)	(32.69)
COMM INS CONTRACTUAL	-	-	-	-	-	-	-	-	-
COMM INS HOLD REVENUE	-	-	-	-	-	-	-	-	-
TOTAL COMM INS ROUTIN	54,337	66,672	51,037	74,377	-	402.49	383.17	401.86	473.74
COMM INS ANCILLARY	29,283	13,923	15,242	24,773	-	216.91	80.02	120.01	157.79
TOTAL COMM INS REVENU	83,620	80,595	66,279	99,150	-	619.40	463.19	521.88	631.53
MCARE ADV ROUTINE-C	94,981	48,680	45,203	44,927	-	425.92	410.76	418.55	499.19
MCARE ADV ROUTINE-S	-	-	-	-	-	-	-	-	-
MCARE ADV ROUTINE-I	-	-	-	-	-	-	-	-	-
MCARE ADV ROUTINE-R	3,154	(1,475)	642	(7,851)	-	14.14	(12.40)	5.84	(86.34)
MCARE ADV CONTRACTUAL	-	-	-	-	-	-	-	-	-
MCARE ADV HOLD REVEN	-	-	-	-	-	-	-	-	-
TOTAL MC ADV ROUTINE	98,135	47,405	45,845	36,976	-	440.07	398.36	424.49	410.85
MCARE ADV ANCILLARY	1,052	0	(272)	0	-	4.72	0.00	(2.52)	0.00
TOTAL MC ADV REVENUE	99,187	47,405	45,573	36,976	-	444.79	398.36	421.97	410.85
MIP PART A ROUTINE-C	752,521	782,746	687,289	786,309	-	426.36	426.10	434.72	452.94
MIP PART A ROUTINE-S	-	-	-	-	-	-	-	-	-
MIP PART A CONTRACTUAL	154,115	135,448	121,609	127,557	-	87.32	73.73	79.22	73.48
MIP PART A ADJ-CURREN	5,819	2,140	5,605	(656)	-	3.30	1.17	3.65	(0.38)
MIP PART A BAD DEBT	(5,819)	(2,140)	(5,605)	656	-	(3.30)	(1.17)	(3.65)	0.38
TOTAL PART A ROUTINE	906,636	918,164	788,898	913,866	-	513.67	499.83	513.84	528.42
MIP PART A ANCILLARY	(0)	(0)	0	(0)	-	(0.00)	(0.00)	0.00	(0.00)
TOTAL MIP PART A REVE	906,636	918,164	788,898	913,866	-	513.67	499.83	513.84	528.42
MIP PART B ANCILLARY	72,214	54,592	108,205	82,054	-	6.44	4.78	9.54	7.01
TOTAL MIP PART B REVE	72,214	54,592	108,205	82,054	-	6.44	4.78	9.54	7.01
TOTAL M2 REVENUE	1,161,656	1,100,788	1,008,954	1,132,046	-	547.18	516.80	570.03	570.88



Select "Actual" or "Budget" for
Select Year: Actual
2016

	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
PIP ROUTINE -C	307,574	222,342	324,377	281,421	-	-	-	-	371.02	377.49	389.88	364.06
PIP ROUTINE -S	-	-	-	-	-	-	-	-	-	-	-	-
PIP ROUTINE -I	-	-	-	-	-	-	-	-	-	-	-	-
PIP ROUTINE -R	(2,763)	(12,204)	(2,933)	(12,762)	(3.33)	(20.72)	(3.53)	(16.51)	-	-	-	-
PIP CONTRACTUAL	-	-	-	5,936	-	-	-	7.68	-	-	-	-
PIP HOLD REVENUE	304,811	210,138	321,444	274,595	387.69	358.77	386.35	355.23	-	-	-	-
TOTAL PRI ROUTINE	1,991	209,087	325,258	277,438	387.69	358.77	386.35	355.23	387.69	358.77	386.35	355.23
PIP ANCILLARY	1,991	209,087	325,258	277,438	387.69	358.77	386.35	355.23	387.69	358.77	386.35	355.23
TOTAL PRI REVENUE	3,299,159	3,419,276	3,379,052	3,458,864	389.19	386.33	383.11	380.68	389.19	386.33	383.11	380.68
M'CAID ROUTINE -C	-	-	-	-	-	-	-	-	-	-	-	-
M'CAID ROUTINE -S	-	-	-	-	-	-	-	-	-	-	-	-
M'CAID ROUTINE -I	-	-	-	-	-	-	-	-	-	-	-	-
M'CAID ROUTINE -R	-	-	-	-	-	-	-	-	-	-	-	-
M'CAID CONTRACTUAL	(1,680,198)	(1,725,027)	(1,638,853)	(1,698,027)	(198.21)	(195.07)	(185.81)	(186.88)	(198.21)	(195.07)	(185.81)	(186.88)
M'CAID ADJ-CURRENT	3,427	(27)	965	-	0.40	(0.00)	-	-	0.11	-	-	-
M'CAID ADJ-INTER	1,801	-	-	-	0.21	-	-	-	-	-	-	-
M'CAID HOLD REVENUE	1,624,188	1,691,222	1,741,184	1,760,838	191.60	191.25	197.41	193.80	191.60	191.25	197.41	193.80
TOTAL M'CAID ROUTINE	0	0	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
M'CAID ANCILLARY	1,624,188	1,691,222	1,741,184	1,760,838	191.60	191.25	197.41	193.80	191.60	191.25	197.41	193.80
TOTAL M'CAID REVENUE	1,624,188	1,691,222	1,741,184	1,760,838	191.60	191.25	197.41	193.80	191.60	191.25	197.41	193.80
VA ROUTINE -C	104,406	155,168	200,254	170,899	406.25	411.59	466.79	429.39	406.25	411.59	466.79	429.39
VA ROUTINE -S	-	-	-	-	-	-	-	-	-	-	-	-
VA ROUTINE -I	-	-	-	-	-	-	-	-	-	-	-	-
VA ROUTINE -R	-	-	-	-	-	-	-	-	-	-	-	-
VA CONTRACTUAL	(37,919)	(56,632)	(79,889)	(88,892)	(147.54)	(147.57)	(186.22)	(173.10)	(147.54)	(147.57)	(186.22)	(173.10)
VA HOLD REVENUE	56,487	98,764	120,385	103,141	255.70	254.63	280.57	259.16	255.70	254.63	280.57	259.16
TOTAL VA ROUTINE	122,827	122,827	120,385	103,141	255.70	254.63	280.57	259.16	255.70	254.63	280.57	259.16
VA ANCILLARY	122,827	122,827	120,385	103,141	255.70	254.63	280.57	259.16	255.70	254.63	280.57	259.16
TOTAL VA REVENUE	122,827	122,827	120,385	103,141	255.70	254.63	280.57	259.16	255.70	254.63	280.57	259.16
HOSPICE ROUTINE -C	2,416	0	2,452	1,846	9.40	0.00	5.74	4.64	9.40	0.00	5.74	4.64
HOSPICE ROUTINE -S	68,803	98,764	122,827	104,994	255.10	254.63	280.57	259.16	255.10	254.63	280.57	259.16
HOSPICE ROUTINE -I	144,781	25,415	150,157	85,701	402.17	379.33	457.80	371.00	402.17	379.33	457.80	371.00
HOSPICE ROUTINE -R	-	-	-	-	-	-	-	-	-	-	-	-
HOSPICE CONTRACTUAL	(75,488)	(12,503)	(84,970)	(40,573)	(209.69)	(186.62)	(259.05)	(175.64)	(209.69)	(186.62)	(259.05)	(175.64)
HOSPICE HOLD REVENUE	69,293	12,912	65,187	45,128	192.48	192.71	198.74	195.36	192.48	192.71	198.74	195.36
TOTAL HSCP ROUTINE	69,293	12,912	65,187	45,128	192.48	192.71	198.74	195.36	192.48	192.71	198.74	195.36
HOSPICE ANCILLARY	69,293	12,912	65,187	45,128	192.48	192.71	198.74	195.36	192.48	192.71	198.74	195.36
TOTAL HSCP REVENUE	69,293	12,912	65,187	45,128	192.48	192.71	198.74	195.36	192.48	192.71	198.74	195.36
MGD M'CAID ROUTINE -C	-	-	-	-	-	-	-	-	-	-	-	-
MGD M'CAID ROUTINE -S	-	-	-	-	-	-	-	-	-	-	-	-
MGD M'CAID ROUTINE -I	-	-	-	-	-	-	-	-	-	-	-	-
MGD M'CAID ROUTINE -R	-	-	-	-	-	-	-	-	-	-	-	-
MGD M'CAID CONTRACTUAL	-	-	-	-	-	-	-	-	-	-	-	-
MGD M'CAID ADJ-CURRENT	-	-	-	-	-	-	-	-	-	-	-	-
MGD M'CAID ADJ-INTER	-	-	-	-	-	-	-	-	-	-	-	-
MGD M'CAID HOLD REVENUE	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL MGD M'CAID ROUT	-	-	-	-	-	-	-	-	-	-	-	-
MGD M'CAID ANCILLARY	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL MGD M'CAID REVE	-	-	-	-	-	-	-	-	-	-	-	-



Select "Actual" or "Budget" Actual
Select Year: 2016

	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
M/CAID O-O-S ROUTINE-	-	-	-	-	-	-	-	-	-	-	-	-
M/CAID O-O-S ROUTINE-	-	-	-	-	-	-	-	-	-	-	-	-
M/CAID O-O-S ROUTINE-	-	-	-	-	-	-	-	-	-	-	-	-
M/CAID O-O-S CONTRACT	-	-	-	-	-	-	-	-	-	-	-	-
M/CAID O-O-S ADJOURN	-	-	-	-	-	-	-	-	-	-	-	-
M/CAID O-O-S ADJUTE	-	-	-	-	-	-	-	-	-	-	-	-
M/CAID O-O-S HOLD REV	-	-	-	-	-	-	-	-	-	-	-	-
M/CAID O-O-S RO	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL M/CAID O-O-S RO	-	-	-	-	-	-	-	-	-	-	-	-
M/CAID O-O-S ANCILLAR	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL M/CAID O-O-S RE	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OTHER	-	-	-	-	-	-	-	-	-	-	-	-
MEDICAID IGT	-	-	-	-	-	-	-	-	-	-	-	-
MANAGED MEDICAID IGT	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL IGT REVENUE	-	-	-	-	-	-	-	-	-	-	-	-
CONTRACT SERVICES-NEU	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL CONT SERV REVEN	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL PATIENT REVENUE	3,230,542	3,113,771	3,263,390	3,320,441	288.18	259.35	267.95	268.25				
PURCH ALLOW-BARB/BEAU	-	-	-	-	-	-	-	-	-	-	-	-
SUBLEASE INCOME	-	-	-	-	-	-	-	-	-	-	-	-
RENTAL INCOME	-	-	-	-	-	-	-	-	-	-	-	-
VENDING MACHINE INC	106	83	70	84	0.01	0.01	0.01	0.01	-	-	-	-
POLARIS REVENUE	-	-	-	-	-	-	-	-	-	-	-	-
VITALCARE REVENUE	-	-	-	-	-	-	-	-	-	-	-	-
MGMT FEES-MANAGED	-	-	-	-	-	-	-	-	-	-	-	-
MGMT FEES-INTER CO	-	-	-	-	-	-	-	-	-	-	-	-
CASH DISC EARNED	26	65	14	116	0.00	0.01	0.00	0.01	-	-	-	-
MISC INC	39	119	107	315	0.00	0.01	0.01	0.03	-	-	-	-
APPLICATION FEE INCOM	-	-	-	-	-	-	-	-	-	-	-	-
TOT NON PATIENT REVEN	171	267	191	515	0.01	0.02	0.02	0.04	-	-	-	-
OPERATING EXPENSES												
NURSING ADMIN	88,692	80,119	75,150	90,294	7.36	6.67	6.17	7.24	-	-	-	-
REGISTERED NURSES	277,591	282,352	278,451	261,323	23.04	21.85	22.95	20.95	-	-	-	-
GN/SPN	-	-	-	-	-	-	-	-	-	-	-	-
LVN/LPN	225,246	237,192	251,993	259,687	18.70	19.78	20.69	20.82	-	-	-	-
AIDES/ORDERLIES	375,750	394,545	411,646	418,648	31.44	32.86	33.80	33.59	-	-	-	-
TOTAL STAFF NURSING	970,279	974,207	1,018,240	1,030,133	80.55	81.14	83.51	82.60	-	-	-	-
RN CONTRACT LABOR	-	-	-	-	-	-	-	-	-	-	-	-
LVN CONTRACT LABOR	-	19,520	18,622	-	-	1.63	1.55	-	-	-	-	-
AIDES CONTRACT LABOR	-	-	988	-	-	-	0.08	-	-	-	-	-
TOTAL CONTRACT LABOR	-	19,520	19,610	-	-	1.63	1.63	-	-	-	-	-
NURSING WAGE TRANSFR	-	-	-	-	-	-	-	-	-	-	-	-
NURSING SUPPLIES	11,386	10,268	9,284	10,929	0.95	0.85	0.76	0.88	-	-	-	-
INCONT & FEED REV	(451)	(67)	(6)	(6)	(0.04)	0.00	(0.00)	(0.00)	-	-	-	-
INCONT & FEED EXP	17,646	18,430	19,386	20,112	1.46	1.54	1.59	1.61	-	-	-	-
H/H NURSE & MILEAGE E	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL OTHER NURSING	28,590	28,745	28,672	31,041	2.37	2.39	2.35	2.49	-	-	-	-
TOTAL NURSING	998,869	1,022,473	1,066,721	1,061,175	82.92	85.16	87.59	85.09	-	-	-	-
ADMINISTRATION	-	-	-	-	-	-	-	-	-	-	-	-
CONTRACT LABOR	-	-	-	-	-	-	-	-	-	-	-	-
VOCATIONAL COUNSELOR	-	-	-	-	-	-	-	-	-	-	-	-
BEHAVIORAL PSYCHOLOGI	-	-	-	-	-	-	-	-	-	-	-	-
THERAPEUTIC SPECIALIS	-	-	-	-	-	-	-	-	-	-	-	-
REHABILITATION WAGES	-	-	-	-	-	-	-	-	-	-	-	-
RESPIRATORY THERAPIST	-	-	-	-	-	-	-	-	-	-	-	-
OCCUPATIONAL THERAPIST	-	-	-	-	-	-	-	-	-	-	-	-
SPEECH THERAPIST LBR	-	-	-	-	-	-	-	-	-	-	-	-



Select "Actual" or "Budget"	Actual 2016
Select Year	

PHYSICAL THERAPIST LB
TOTAL SPECIAL SVCS LB

Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2,420	2,396	2,020	2,179	-	0.20	0.17	0.17



Select "Actual" or "Budget"
Select Year: Actual 2016

DAY CARE/CLINIC LBR
BARBER/BEAUTY LBR
TOTAL MISC LABOR

REHAB
PHARMACY
PHYSICIAN
OCCUPATIONAL THERAPY
SPEECH THERAPY
IV THERAPY
TOTAL REHAB & PHARMACY

RT
X-RAY
CENTRAL SUPPLIES
EQUIPMENT RENT
COMPLEX MEDICAL
MED SUPPLIES/OXYGEN
LAB-RAY
RESPIRATORY THERAPY
NUTRITIONAL THERAPY
DIETARY SERVICES
MEDICAL SERVICES
MISC PERSONAL
TOTAL OTHER ANCILLARY

TOTAL ANCILLARY EXP

FOOD SALES
FOOD EXPENSES
FOOD SUPPLEMENTS
FOOD THICKENED BEVERA
TOTAL FOOD RELATED

SUPERVISORS
COOK/KITCHEN HELPERS
DIETARY WAGE TRNSFR
KITCHEN SUPPLIES
KITCHEN REPLACES
NUTRITION CONSULTANT
REGISTERED DIETICIAN
CULINARY CONTRACT SVCS
APT. RESTAURANT WAGES
NUTR SERV OIS REV
NUTR SERV OIS EXP
NUTR SERV OIS LABOR
TOTAL OTHER DIETARY

LAUNDRY SRVC INCOME
LAUNDRY WAGES
LAUNDRY WAGE TRNSFR
LAUNDRY SUPPLIES
LAUNDRY SUPPLIES
LINEN REPLACEMENT
LAUNDRY CONTRACT SRV
TOTAL LAUNDRY EXP

HOUSEKEEPING WAGES
HSPK WAGE TRANS
HOUSEKEEPING SUPPLIES
HSPK-CONTR SUPPLSRV
TOTAL HOUSEKEEPING

	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
DAY CARE/CLINIC LBR	-	-	-	-	-	-	-	-
BARBER/BEAUTY LBR	-	-	-	-	-	-	-	-
TOTAL MISC LABOR	273,271	250,087	259,461	259,239	22,69	20,93	21,30	20,79
REHAB	79,222	83,673	62,074	92,819	6,56	6,97	5,10	7,44
PHARMACY	1,221	1,009	382	1,042	0,10	0,08	0,03	0,08
PHYSICIAN	382	-	389	-	0,03	-	0,03	0,00
OCCUPATIONAL THERAPY	-	-	-	66	-	-	-	0,01
SPEECH THERAPY	26,505	5,781	3,872	11,525	2,20	0,48	0,32	0,92
IV THERAPY	380,551	340,550	328,148	364,751	31,59	28,37	26,78	29,25
TOTAL REHAB & PHARMACY	-	-	-	-	-	-	-	-
RT	-	-	-	-	-	-	-	-
X-RAY	-	7,327	7,627	9,072	0,67	0,61	0,63	0,73
CENTRAL SUPPLIES	-	-	-	-	-	-	-	-
EQUIPMENT RENT	-	-	-	-	-	-	-	-
COMPLEX MEDICAL	-	-	-	-	-	-	-	-
MED SUPPLIES/OXYGEN	15,335	22,210	16,480	16,740	1,27	1,85	1,35	1,34
LAB-RAY	4,234	4,445	6,904	8,012	0,35	0,37	0,57	0,64
RESPIRATORY THERAPY	263	543	215	166	0,02	0,05	0,02	0,01
NUTRITIONAL THERAPY	363	64	667	321	0,05	0,01	0,05	0,03
DIETARY SERVICES	13,639	26,311	20,864	17,627	1,13	2,19	2,44	1,41
MEDICAL SERVICES	12,680	11,893	34,954	55,112	1,05	1,00	2,87	4,45
MISC PERSONAL	54,577	72,893	96,510	107,440	4,53	8,07	7,92	8,62
TOTAL OTHER ANCILLARY	435,128	413,444	422,658	472,191	36,12	34,44	34,70	37,88
TOTAL ANCILLARY EXP	(2,792)	(1,773)	(2,085)	(2,237)	(0,23)	(0,15)	(0,17)	(0,18)
FOOD SALES	76,314	76,026	82,507	87,483	6,34	6,33	6,77	7,01
FOOD EXPENSES	1,057	980	896	767	0,09	0,08	0,06	0,06
FOOD SUPPLEMENTS	775	520	695	699	0,06	0,04	0,06	0,06
FOOD THICKENED BEVERA	75,354	75,752	81,814	86,712	6,26	6,31	6,72	6,95
TOTAL FOOD RELATED	15,580	9,260	13,296	16,718	1,29	0,77	1,09	1,34
SUPERVISORS	76,262	87,667	89,110	90,609	6,33	7,30	7,32	7,27
COOK/KITCHEN HELPERS	(1,485)	(872)	(922)	(1,787)	(0,12)	(0,08)	(0,08)	(0,14)
DIETARY WAGE TRNSFR	1,888	7,659	8,360	8,793	0,65	0,64	0,69	0,71
KITCHEN SUPPLIES	3,366	1,305	1,525	942	0,28	0,11	0,13	0,04
KITCHEN REPLACES	-	-	-	-	-	-	-	-
NUTRITION CONSULTANT	-	-	-	-	-	-	-	-
REGISTERED DIETICIAN	13,967	12,684	12,702	18,073	1,16	1,08	1,04	1,45
CULINARY CONTRACT SVCS	108	191	190	163	0,01	0,02	0,02	0,01
APT. RESTAURANT WAGES	-	-	-	-	-	-	-	-
NUTR SERV OIS REV	-	-	-	-	-	-	-	-
NUTR SERV OIS EXP	-	-	-	-	-	-	-	-
NUTR SERV OIS LABOR	-	-	-	-	-	-	-	-
TOTAL OTHER DIETARY	115,709	117,795	124,261	133,110	9,81	9,81	10,20	10,67
LAUNDRY SRVC INCOME	-	-	-	-	-	-	-	-
LAUNDRY WAGES	-	-	-	-	-	-	-	-
LAUNDRY WAGE TRNSFR	-	-	-	-	-	-	-	-
LAUNDRY SUPPLIES	-	-	-	-	-	-	-	-
LAUNDRY SUPPLIES	-	-	77	-	-	-	0,01	-
LINEN REPLACEMENT	352	428	1,108	290	0,03	0,04	0,09	0,02
LAUNDRY CONTRACT SRV	46,398	45,895	47,901	46,563	3,95	3,82	3,93	3,72
TOTAL LAUNDRY EXP	46,750	46,322	49,084	46,854	3,98	3,86	4,03	3,76
HOUSEKEEPING WAGES	-	-	-	-	-	-	-	-
HSPK WAGE TRANS	270	137	365	740	0,02	0,01	0,03	0,06
HOUSEKEEPING SUPPLIES	66,597	68,942	71,851	69,845	5,78	5,73	5,90	5,80
HSPK-CONTR SUPPLSRV	69,867	68,979	72,216	70,585	5,80	5,75	5,83	5,86
TOTAL HOUSEKEEPING	-	-	-	-	-	-	-	-



Select "Actual" or "Budget" for Selected Year Actual 2016

	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
MAINTENANCE PERSONAL	19,528	21,254	19,925	19,851	1,62	1,77	1,64	1,59
MAINT WAGE TRANS	-	-	-	-	-	-	-	-
MAINT WAGE TRANS	-	-	-	-	-	-	-	-
MAINTENANCE SUPPLIES	2,265	1,794	2,439	2,270	0,19	0,15	0,20	0,18
CONTRACTS-BLDG ETC	6,681	9,059	7,613	9,074	0,55	0,75	0,63	0,73
MAINT WAGE TRANS	7,805	6,403	5,928	7,087	0,65	0,53	0,48	0,57
EQUIPMENT REPAIR/MAINT	16,753	12,181	10,669	13,968	1,39	1,01	0,89	1,12
BUILDING REPAIR/MAINT	5,250	5,367	16,835	10,379	0,44	0,45	1,38	0,83
MINOR EQUIP EXPENSE	5,422	5,398	1,844	4,281	0,45	0,45	0,15	0,34
TOTAL MAINTENANCE	63,703	61,456	65,254	66,910	5,29	5,12	5,38	5,37
UTILITIES-WATER/SEWR	19,001	21,460	14,823	21,578	1,56	1,79	1,22	1,73
UTILITIES-ELECTRIC	52,598	28,299	35,731	34,377	4,37	2,44	2,93	2,78
UTILITIES-GAS & OIL	12,853	7,564	5,976	9,219	1,07	0,63	0,49	0,74
UTILITIES-GARAGE	6,103	6,103	5,789	7,271	0,10	0,51	0,48	0,58
TOTAL UTILITIES	88,543	64,426	62,319	72,444	7,11	5,37	5,12	5,81
RECREATION INCOME	-	-	-	-	-	-	-	-
ACTIVITY WAGES	38,950	41,398	38,667	40,862	3,23	3,45	3,17	3,28
RECREATIONAL SUPPLY	1,801	1,931	1,623	1,516	0,15	0,16	0,13	0,12
TOTAL ACTIVITIES	40,751	43,329	40,289	42,408	3,38	3,61	3,31	3,40
PHARMACY CONSULTANT	2,729	2,729	2,729	2,863	0,23	0,23	0,22	0,23
SOCIAL WORKER WAGES	23,194	22,432	23,317	26,875	1,93	1,87	1,91	2,16
SOCIAL WORKER CONSULT	-	-	-	-	-	-	-	-
MENTAL HEALTH COUNSEL	-	-	-	-	-	-	-	-
MED RECORD CONSULT	-	-	-	-	-	-	-	-
MED RECORD LIBRARIAN	-	-	-	-	-	-	-	-
UTILIZATION REVIEW	-	-	-	-	-	-	-	-
UTILIZATION Rvw-WEL	-	-	-	-	-	-	-	-
MEDICAL ADVISORY BOARD	533	-	533	800	0,04	-	0,04	0,06
MEDICAL ADVISORY BOARD	18,720	18,720	18,720	12,480	1,55	1,56	1,54	1,00
OTHER PROF CONSULT	4,500	4,500	4,500	4,500	0,37	0,37	0,37	0,36
PROF WAGE TRANSFER	-	-	-	-	-	-	-	-
TOTAL PROF/CONSULT	46,676	46,361	46,799	47,518	4,12	4,03	4,09	3,61
VACATION PAY	-	-	-	-	-	-	-	-
VACATION ACCRUAL	-	-	-	-	-	-	-	-
HOLIDAY PAY	15,678	14,105	30,061	30,243	1,30	1,17	2,47	2,43
SICK PAY	1,535	-	-	824	0,13	-	-	0,07
PAID TIME OFF	73,217	67,102	74,707	72,825	6,08	5,69	6,13	5,64
PTO ACCRUAL	(6,896)	(2,209)	(6,988)	(15,079)	(0,57)	(0,18)	(0,57)	(1,21)
PAY BENES TRANSFER	172	(40)	329	(269)	0,01	(0,00)	0,03	(0,02)
PAYROLL TAXES	146,252	117,753	120,674	110,450	12,14	9,81	9,91	8,86
WORKERS COMP INS	82,672	82,884	82,884	(15,346)	6,88	(0,09)	6,81	(1,23)
WORKERS COMP INS	(1,136)	(4,166)	(20,452)	(20,452)	-	(0,94)	(0,94)	(1,64)
WIC MOD/PT WAGES	2,485	1,136	1,004	83,114	0,20	0,11	0,09	-
WIC MOD/PT WAGES	62,498	70,325	69,074	83,240	5,11	5,74	5,74	6,66
SHORT/LONG TERM DISAB	2,942	4,050	2,674	3,547	0,24	0,34	0,24	0,23
EMPLOYEE PHYSICALS	81	280	282	547	0,01	0,02	0,02	0,04
RETIRE SAVINGS MATCH	-	-	-	-	-	-	-	-
OTHER BENEFITS	40,921	52,018	21,017	(4,759)	3,40	4,33	1,73	(0,38)
TOTAL EMP BENEFITS	421,666	407,122	392,386	245,347	35,00	33,91	32,22	19,87
STF DEVELOPMENT COORD	-	-	-	-	-	-	-	-
STF DEV COORD-WG TRN	17,245	15,832	17,903	16,822	1,43	1,32	1,47	1,35
ORIENTATION WAGES	-	-	-	-	-	-	-	-
EDUCATION/TRAINING	17,283	15,689	15,801	20,566	1,43	1,31	1,30	1,65
TOTAL TRAINING	48,044	32,140	35,481	55,629	1,12	0,65	0,15	1,46
OFFICERS SALARIES	-	-	-	-	-	-	-	-
OPERATION SALARIES	-	-	-	-	-	-	-	-
GEN & ADMIN SALARIES	-	-	-	-	-	-	-	-
BUSINESS DEV WAGES	-	-	-	-	-	-	-	-
HUMAN RESOURCES SALARIES	-	-	-	-	-	-	-	-
COMP/BENEFIT SALARIES	-	-	-	-	-	-	-	-
TRAINING SALARIES	-	-	-	-	-	-	-	-
PURCHASING SALARIES	-	-	-	-	-	-	-	-



1/17/2017 8:35 AM



Select "Actual" or "Budget"	Actual
Select Year	2016

MANAGEMENT FEES

Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
687,090	664,730	671,014	689,885	57.04	55.37	55.10	55.32

BETWEEN	193,848	17,257	62,385	57,118	114,975	145,148	125,628	163,820	0.0%	0.0%	666,783	38.09	4.79	14.13	15.29	36.11	25.44	38.19	32.34	48.82	0.0%
	14.0%	1.9%	9.5%	8.9%	10.6%	15.0%	11.6%	14.2%	0.0%	0.0%	666,783	14.0%	1.9%	5.9%	5.8%	4.5%	10.9%	13.0%	11.6%	18.2%	0.0%
THESE	18,821	16,881	16,692	16,932	16,995	16,879	16,814	16,271	-	-	499,364	3.83	4.68	4.39	4.53	4.43	4.49	4.52	4.54	3.84	-
RENT-RENT	121,112	119,175	120,095	119,428	122,778	122,778	121,846	122,028	-	-	1,217,142	26.15	32.88	30.87	31.97	32.27	32.45	31.43	31.30	30.98	-
RENT-RENT	3,315	5,117	3,847	3,223	3,908	3,083	5,289	5,500	-	-	35,357	0.77	1.41	0.98	0.96	0.99	0.81	1.36	0.93	1.45	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,561	12,561	12,561	12,561	12,561	12,561	-	-	12,561	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	0.27	-
RENT-RENT	11,560	10,520	12,5																		

EBITDA %
EBIT %
NON-RECURRING / ACI
NET FIN INCLL

8.0% (75.572) -4.6% (156.844) -2.3% (170.188) -2.2% (194.008) -4.3% (222.548) 3.4% (107.598) 1.5% (78.886) 5.1% (78.886) 4.8% (88.591) 8.8% (138.288) 0.0% (13.362) 1.5% (13.362) 2.5% (17.568) -4.4% (35.386) -2.8% (43.441) -2.3% (43.441) -4.0% (88.321) 3.4% (138.271) 1.9% (138.271) 6.1% (138.271) 4.8% (21.881) 8.8% (138.271) 0.0% -

8.0% (75.572) -4.6% (156.844) -2.3% (170.188) -2.2% (194.008) -4.3% (222.548) 3.4% (107.598) 1.5% (78.886) 5.1% (78.886) 4.8% (88.591) 8.8% (138.288) 0.0% (13.362) 1.5% (13.362) 2.5% (17.568) -4.4% (35.386) -2.8% (43.441) -2.3% (43.441) -4.0% (88.321) 3.4% (138.271) 1.9% (138.271) 6.1% (138.271) 4.8% (21.881) 8.8% (138.271) 0.0% -

TOTAL LABOR	NSG REGULAR LABOR	245,587	232,703	230,296	246,587	242,088	245,587	244,454	250,853	-	-	-	2,488,559	62.43	62.43	-
	NSG OVERTIME LABOR	24,506	40,994	33,890	33,231	30,887	30,760	34,364	30,633	-	-	-	306,581	62.43	62.43	-
	NSG PREMIUM LABOR	331,506	314,218	323,567	312,444	304,319	306,136	323,662	326,166	-	-	-	3,199,206	62.43	62.43	-
	NSG CONTRACT LABOR	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	-	-	-	11,000	62.43	62.43	-
	TOTAL REGULAR LABOR	581,199	588,925	585,846	582,162	577,395	581,926	594,218	612,652	-	-	-	5,815,346	62.43	62.43	-
	OTHER REGULAR LABOR	2,546	2,880	1,377	1,900	878	794	794	878	-	-	-	13,156	62.43	62.43	-
	OTHER OVERTIME LABOR	5,400	1,377	1,377	1,377	1,377	1,377	1,377	1,377	-	-	-	13,156	62.43	62.43	-
	OTHER PREMIUM LABOR	112,807	107,688	117,255	108,603	116,135	115,187	106,487	113,813	-	-	-	1,132,346	62.43	62.43	-
	TOTAL OVERTIME LABOR	118,307	110,865	120,522	111,660	118,492	116,564	108,668	116,166	-	-	-	1,132,346	62.43	62.43	-
	TOTAL LABOR	699,506	699,790	706,368	693,822	695,887	698,490	702,886	728,818	-	-	-	6,947,692	62.43	62.43	-
LABOR SUBMITTALS	NSG REGULAR LABOR	12,389	11,173	11,375	12,424	12,391	12,441	12,442	12,442	-	-	-	119,564	52.4%	52.4%	0.0%
	NSG OVERTIME LABOR	1,800	1,571	1,571	1,571	1,571	1,571	1,571	1,571	-	-	-	15,639	52.4%	52.4%	0.0%
	NSG PREMIUM LABOR	13,894	12,744	13,946	14,496	14,496	14,496	14,497	14,497	-	-	-	133,971	52.4%	52.4%	0.0%
	NSG CONTRACT LABOR	130	130	130	130	130	130	130	130	-	-	-	1,300	52.4%	52.4%	0.0%
	TOTAL REGULAR LABOR	27,213	25,618	26,022	27,550	27,588	27,668	27,669	27,669	-	-	-	268,474	52.4%	52.4%	0.0%
	OTHER REGULAR LABOR	5,877	6,273	5,669	5,548	5,669	5,669	5,669	5,669	-	-	-	54,463	52.4%	52.4%	0.0%
	OTHER OVERTIME LABOR	21	37	37	37	37	37	37	37	-	-	-	370	52.4%	52.4%	0.0%
	OTHER PREMIUM LABOR	112,807	107,688	117,255	108,603	116,135	115,187	106,487	113,813	-	-	-	1,132,346	52.4%	52.4%	0.0%
	TOTAL OVERTIME LABOR	118,307	110,865	120,522	111,660	118,492	116,564	108,668	116,166	-	-	-	1,132,346	52.4%	52.4%	0.0%
	TOTAL LABOR	245,587	232,703	230,296	246,587	242,088	245,587	244,454	250,853	-	-	-	2,488,559	52.4%	52.4%	0.0%
TOTAL OVERTIME HOURS	REGULAR NSG HOURS	1,800	1,571	1,571	1,571	1,571	1,571	1,571	1,571	-	-	-	15,639	5.4%	5.4%	0.0%
	OVERTIME NSG HOURS	13,894	12,744	13,946	14,496	14,496	14,496	14,497	14,497	-	-	-	133,971	5.4%	5.4%	0.0%
	OTHER REGULAR HOURS	5,877	6,273	5,669	5,548	5,669	5,669	5,669	5,669	-	-	-	54,463	5.4%	5.4%	0.0%
	OTHER OVERTIME HOURS	21	37	37	37	37	37	37	37	-	-	-	370	5.4%	5.4%	0.0%
	TOTAL REGULAR HOURS	17,712	16,622	17,253	17,644	17,704	17,704	17,704	17,704	-	-	-	166,343	5.4%	5.4%	0.0%
	OTHER REGULAR HOURS	5,877	6,273	5,669	5,548	5,669	5,669	5,669	5,669	-	-	-	54,463	5.4%	5.4%	0.0%
	TOTAL OVERTIME HOURS	19,604	18,374	19,655	19,680	19,680	19,680	19,680	19,680	-	-	-	192,804	5.4%	5.4%	0.0%
	TOTAL HOURS	37,316	34,996	36,908	37,324	37,384	37,384	37,384	37,384	-	-	-	359,147	5.4%	5.4%	0.0%
	TOTAL OVERTIME HOURS	19,604	18,374	19,655	19,680	19,680	19,680	19,680	19,680	-	-	-	192,804	5.4%	5.4%	0.0%
	OVERTIME AS % OF TOTAL HOURS	52.4%	52.4%	52.4%	52.4%	52.4%	52.4%	52.4%	52.4%	-	-	-	52.4%	5.4%	5.4%	0.0%
WAGE RATES	REGULAR NSG WAGE	23.90	24.46	24.73	23.72	23.14	23.86	23.72	24.14	-	-	-	23.86	9.9%	9.9%	0.0%
	OVERTIME NSG WAGE	23.90	24.46	24.73	23.72	23.14	23.86	23.72	24.14	-	-	-	23.86	9.9%	9.9%	0.0%
	OTHER REGULAR WAGE	23.90	24.46	24.73	23.72	23.14	23.86	23.72	24.14	-	-	-	23.86	9.9%	9.9%	0.0%
	OTHER OVERTIME WAGE	23.90	24.46	24.73	23.72	23.14	23.86	23.72	24.14	-	-	-	23.86	9.9%	9.9%	0.0%
	TOTAL REGULAR WAGE	23.90	24.46	24.73	23.72	23.14	23.86	23.72	24.14	-	-	-	23.86	9.9%	9.9%	0.0%
	OTHER REGULAR WAGE	23.90	24.46	24.73	23.72	23.14	23.86	23.72	24.14	-	-	-	23.86	9.9%	9.9%	0.0%
	TOTAL OVERTIME WAGE	23.90	24.46	24.73	23.72	23.14	23.86	23.72	24.14	-	-	-	23.86	9.9%	9.9%	0.0%
	TOTAL WAGE RATES	23.90	24.46	24.73	23.72	23.14	23.86	23.72	24.14	-	-	-	23.86	9.9%	9.9%	0.0%
	TOTAL WAGE RATES	23.90	24.46	24.73	23.72	23.14	23.86	23.72	24.14	-	-	-	23.86	9.9%	9.9%	0.0%
	ESTIMATED MARGIN	14.0%	1.8%	5.6%	10.6%	10.6%	10.6%	10.6%	10.6%	-	-	-	10.6%	10.6%	10.6%	0.0%

CEASUS

Case

1/17/2017 11:04 AM

[illegible]

11/17/2017 11:04 AM

11/17/2017 11:04 AM

[illegible][illegible]

	31.155	314.218	124.338	533.937	319.689	319.444	302.519	263.138	322.692	334.186		1,380.252
Other												
Training	7,872	9,865	13,127	15,881	19,163	12,982	21,626	11,118	6,408	7,702	-	128,530
Salary	28,066	30,377	33,596	35,566	39,322	33,183	34,144	31,046	40,518	-	-	308,014
Housekeeping	4,108	6,106	6,709	7,146	6,740	7,143	6,846	7,146	-	-	-	46,162
C.I.A.	27,523	32,044	36,825	34,676	39,248	34,532	36,098	34,613	38,098	-	-	304,025
C.I.A.	23,519	27,166	18,102	23,314	21,268	21,276	18,818	22,490	20,970	20,240	-	200,027
Non-Training Contract Labor												
Total Other Burden	113,827	137,649	157,236	172,326	194,338	168,655	186,135	113,197	108,987	113,813	-	1,132,264
Total Other Burden												
Academy												
Academy Admin												
Academy CIT												
Academy RT												
Academy Other												
Academy Contract Labor												
Total Academy	505	506	501	496	1,344	318	774	546	789	778	-	7,054
Other												
Contract Labor	859	868	861	498	1,244	113	774	546	789	778	-	7,054
Total Productive Labor	444,657	424,781	437,467	441,134	424,129	411,423	414,227	413,685	420,739	424,691	-	4,130,951
Marketing												
Marketing Admin	35.36	35.08	35.78	35.30	35.34	36.43	34.85	35.23	36.30	36.42	-	35.61
DMS	31.51	31.01	31.51	31.51	31.51	31.51	31.51	31.51	31.51	31.51	-	315.01
LNU/PLN	28.50	28.35	28.35	28.35	28.35	28.35	28.35	28.35	28.35	28.35	-	283.89
RT Contract Labor	11.39	11.37	11.21	11.14	11.12	11.06	11.06	11.04	11.20	11.20	-	111.47
Other Contract Labor												
Total Marketing	86.85	85.76	86.85	86.30	86.85	86.85	86.85	86.85	86.85	86.85	-	86.85
Other												
Training	30.50	29.62	27.21	21.03	22.81	22.40	21.20	30.20	30.21	23.84	-	24.82
Housekeeping	16.96	15.80	17.01	18.44	16.40	16.87	16.44	16.45	16.20	15.19	-	17.57
C.I.A.	27.26	31.68	21.69	21.57	21.64	21.76	21.57	20.50	21.20	21.33	-	21.45
C.I.A.	25.00	23.84	26.21	26.96	24.68	24.10	24.70	24.85	25.95	25.36	-	24.33
Non-Training Contract Labor	11.37	11.39	11.40	11.32	11.32	11.26	11.31	11.31	11.31	11.31	-	11.31
Total Other Burden	95.12	112.92	71.08	26.73	21.18	20.33	18.78	30.18	20.88	20.88	-	20.84
Total Other Burden												
Academy												
Academy Admin												
Academy CIT												
Academy RT												
Academy Other												
Academy Contract Labor												
Total Academy	24.64	24.68	24.64	24.64	24.64	24.70	24.78	24.81	24.82	24.82	-	24.78
Other												
Contract Labor	24.64	24.68	24.64	24.64	24.64	24.70	24.78	24.81	24.82	24.82	-	24.78
Total Productive Labor	24.64	24.68	24.64	24.64	24.64	24.70	24.78	24.81	24.82	24.82	-	24.78

[illegible]

-	62.22	788.301	728.143	727.412	250.623	-	59.78	63.97	62.84	62.83
-	8.17	120.009	103.798	86.981	26.623	-	10.19	8.11	8.29	8.60
-	0.82	6.979	26.916	10.773	16.143	-	0.80	2.28	1.93	1.94
-	27.49	306.729	334.814	318.059	109.816	-	26.80	29.42	27.60	28.71
-	0.21	1.101	1.101	1.101	1.101	-	0.21	0.21	0.21	0.21
-	0.31	6.752	2.522	2.659	6.524	-	0.37	0.30	0.31	0.16
-	28.17	391.723	351.379	335.289	113.913	-	28.06	34.88	28.95	28.48
-	0.19	2.213	2.016	2.089	778	-	0.19	0.18	0.18	0.18
-	-	-	-	-	-	-	-	-	-	-
-	0.18	-	-	-	-	-	-	-	-	-
-	111.70	-	-	-	-	-	-	-	-	-
-	-	1,305,558	1,338,879	1,275,804	450,887	-	105.14	114.82	105.79	112.64
0.0%	54.6%	55.6%	56.4%	55.4%	51.9%	-	55.5%	55.4%	53.4%	51.9%
-	3.98	34.868	30.960	36.320	12.253	-	2.84	3.17	3.14	3.07
-	0.35	4.748	3.338	3.880	1.632	-	0.40	0.26	0.23	0.41
-	3.49	28.771	40.918	42.157	13.628	-	3.38	3.51	3.47	3.48
-	0.05	15.171	16.111	16.111	16.111	-	0.05	0.05	0.05	0.05
-	1.41	15.828	18.825	18.844	8.468	-	1.34	1.48	1.42	1.37
-	0.01	90	82	84	32	-	0.01	0.01	0.01	0.01
-	-	-	-	-	-	-	-	-	-	-
-	8.01	80	84	84	32	-	8.01	8.04	8.01	8.01
-	-	-	-	-	-	-	-	-	-	-
-	-	55.79	57.025	56.795	18.422	-	4.71	5.03	4.93	4.85
-	-	5416.65	3842.64	4283.45	1521.13	-	0.45	0.34	0.37	0.46
0.0%	6.40	57%	67%	75%	5.6%	-	6.7%	6.7%	7.0%	9.4%
-	23.58	24.42	23.68	23.24	24.14	-	24.42	23.88	23.24	24.14
-	25.84	25.83	25.78	25.27	25.84	-	25.83	25.78	25.27	25.84
-	22.94	22.94	22.94	22.94	22.94	-	22.94	22.94	22.94	22.94
0.0%	9.2%	7.6%	5.9%	11.2%	16.2%	-	7.6%	5.9%	11.2%	16.2%

-	25.29	262.237	302.748	368.667	58.036	-	24.68	26.58	24.83	24.49
-	25.49	260.720	245.135	229.745	74.652	-	21.18	21.53	19.41	18.52
-	35.89	239.463	231.863	237.437	60.703	-	22.83	19.49	20.51	20.16
-	2.38	28.671	27.663	27.229	4.796	-	2.42	2.43	2.35	2.30
-	4.71	78.728	74.903	74.948	24.462	-	6.32	6.13	6.16	6.12
-	6.96	93.950	71.378	90.971	3.083	-	0.81	0.66	0.66	0.77
-	7.26	1.257	1.028	1.068	0.70	-	-	0.36	0.06	-
-	0.36	18.941	22.527	34.336	90.007	-	0.13	0.36	0.06	0.05
-	0.24	5.284	4.939	5.337	3.097	-	1.81	2.07	2.97	2.50
-	0.49	7.863	10.614	5.239	1.862	-	0.44	0.42	0.46	0.50
-	0.68	15.181	18.522	11.129	0.625	-	0.82	0.83	0.45	0.48
-	15.88	162.098	169.896	177.544	87.387	-	13.78	14.23	14.88	14.34
-	14.28	12	1	8	2	-	1	6	3	2
-	12	40	69	80	33	-	80	66	80	34
-	262	85	84	82	39	-	85	84	82	39
-	8	1	3	2	0	-	1	3	2	0
-	13	2	3	6	0	-	2	3	6	0
-	7	0	0	0	0	-	0	0	0	0
-	334	88	96	158	41	-	88	96	158	41

[illegible]

-	54.4	8846	5002	6578	2872	0
-	137	11798	11736	11538	3,875	-
-	0.1	0	0	0	0	0
-	-	0	0	0	0	0
-	-	0	0	0	0	0
-	-	0	0	0	0	0
-	-	0	0	0	0	0
-	0.7	78	79	23	20	0
-	1	81	82	36	26	-
-	128	11849	11508	11576	4,802	-
-	-	2,326	2,668	2,560	931	-
-	0.8	80	60	82	33	0
-	0.1	2	6	6	2	0
-	-	0	0	0	0	0
-	0.0	0	0	0	0	0
-	0.0	1	3	2	0	0
-	0.0	2	3	6	0	0
-	-	0	0	0	0	0
-	-	0	0	0	0	0
-	1.1	86	88	105	41	0

[illegible]

-1.3%	-1.6%	-2.2%	1.1%	1.5%	-0.8%	0.1%	4.0%	1.6%	4.3%	1.2%	2.7%	1.0%
(155,320)	(154,158)	(152,115)	(118,870)	(124,241)	(146,433)	(132,299)	(88,448)	(122,517)	(85,245)	(128,058)	(155,057)	(1,541,832)
-12.5%	-18.1%	-14.6%	-10.7%	-11.0%	-14.1%	-12.1%	-8.8%	-11.2%	-7.9%	-11.3%	-8.7%	-11.6%
(155,320)	(154,158)	(152,115)	(118,870)	(124,241)	(146,433)	(132,299)	(88,448)	(122,517)	(85,245)	(128,058)	(155,057)	(1,541,832)

ATTACHMENT 16

STATE OF VERMONT
OFFICE OF SECRETARY OF STATE

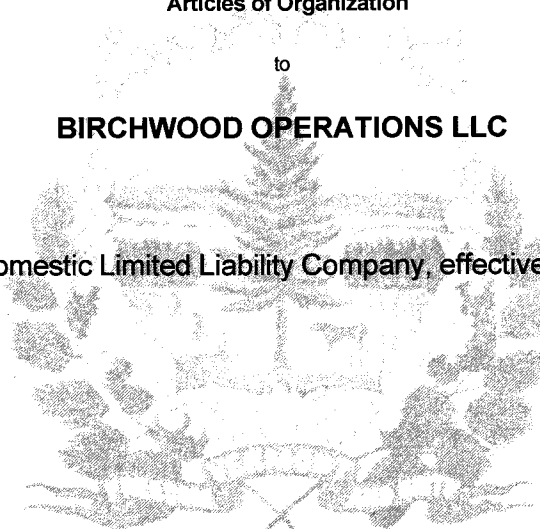
The Office of Secretary of State hereby grants a

Articles of Organization

to

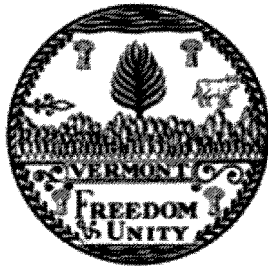
BIRCHWOOD OPERATIONS LLC

A Vermont Domestic Limited Liability Company, effective June 22, 2017



June 23, 2017

Given under my hand and the seal
of the State of Vermont, at
Montpelier, the State Capital



James C. Condos

James C. Condos
Secretary of State

**VERMONT SECRETARY OF STATE****Corporations Division**

MAILING ADDRESS: Vermont Secretary of State, 128 State Street, Montpelier, VT 05633-1104

DELIVERY ADDRESS: Vermont Secretary of State, 128 State Street, Montpelier, VT 05633-1104

PHONE: 802-828-2386

WEBSITE: www.sec.state.vt.us

ARTICLES OF ORGANIZATION****ELECTRONICALLY FILED****

FILING NUMBER: 0002282749

FILING DATE: 6/22/2017

EFFECTIVE DATE: 6/22/2017

BUSINESS INFORMATION

BUSINESS ID	0332127
BUSINESS NAME	BIRCHWOOD OPERATIONS LLC
BUSINESS TYPE	Domestic Limited Liability Company
BUSINESS DESCRIPTION	Any Legal Purpose
BUSINESS EMAIL	arierlichman@gmail.com

DESIGNATED OFFICE PHYSICAL ADDRESS

STREET ADDRESS	101 lawrence avenue ,	CITY	lawrence
STATE	Vermont	ZIP CODE	11559
COUNTRY	United States		

DESIGNATED OFFICE MAILING ADDRESS

ADDRESS	101 lawrence avenue ,	CITY	lawrence
STATE	Vermont	ZIP CODE	11559
COUNTRY	United States		

FISCAL YEAR END MONTH

FISCAL YEAR END MONTH	December
-----------------------	----------

AGENT INFORMATION

NAME	PHYSICAL ADDRESS	MAILING ADDRESS
NORTHWEST REGISTERED AGENT LLC	145 PINE HAVEN SHORES RD #1000A, SHELBURNE, VT, 05482, USA	145 PINE HAVEN SHORES RD #1000A, SHELBURNE, VT, 05482, USA

MANAGEMENT STYLE

Not Indicated

MEMBERS INFORMATION

Does the LLC have members at the time of filing?	No
--	----

AUTHORIZER INFORMATION

AUTHORIZER SIGNATURE	Ari Erlichman
AUTHORIZER TITLE	Member

ATTACHMENT 17

STATE OF VERMONT
OFFICE OF SECRETARY OF STATE

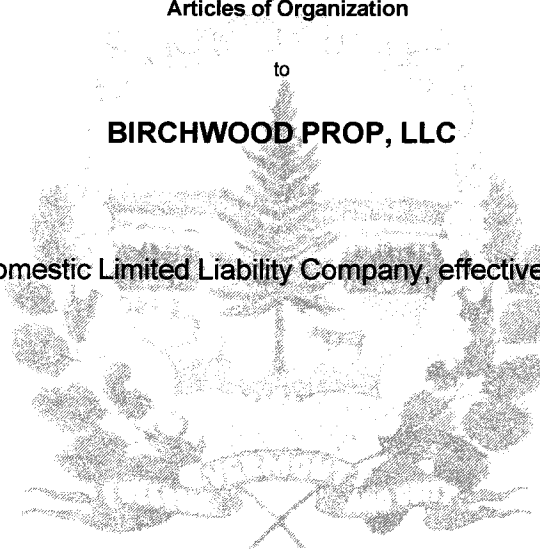
The Office of Secretary of State hereby grants a

Articles of Organization

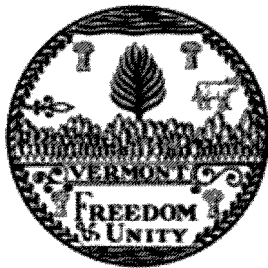
to

BIRCHWOOD PROP, LLC

A Vermont Domestic Limited Liability Company, effective June 22, 2017



June 23, 2017



Given under my hand and the seal
of the State of Vermont, at
Montpelier, the State Capital

James C. Condos

James C. Condos
Secretary of State



VERMONT SECRETARY OF STATE
Corporations Division

MAILING ADDRESS: Vermont Secretary of State, 128 State Street, Montpelier, VT 05633-1104
DELIVERY ADDRESS: Vermont Secretary of State, 128 State Street, Montpelier, VT 05633-1104
PHONE: 802-828-2386 WEBSITE: www.sec.state.vt.us

ARTICLES OF ORGANIZATION

****ELECTRONICALLY FILED****

FILING NUMBER: 0002282750

FILING DATE: 6/22/2017

EFFECTIVE DATE: 6/22/2017

BUSINESS INFORMATION	
BUSINESS ID	0332128
BUSINESS NAME	BIRCHWOOD PROP, LLC
BUSINESS TYPE	Domestic Limited Liability Company
BUSINESS DESCRIPTION	Any Legal Purpose
BUSINESS EMAIL	arierlichman@gmail.com

DESIGNATED OFFICE PHYSICAL ADDRESS			
STREET ADDRESS	101 Lawrence Avenue ,	CITY	Lawrence
STATE	New York	ZIP CODE	11559
COUNTRY	United States		

DESIGNATED OFFICE MAILING ADDRESS			
ADDRESS	101 Lawrence Avenue ,	CITY	Lawrence
STATE	New York	ZIP CODE	11559
COUNTRY	United States		

FISCAL YEAR END MONTH	
FISCAL YEAR END MONTH	December

AGENT INFORMATION		
NAME	PHYSICAL ADDRESS	MAILING ADDRESS
NORTHWEST REGISTERED AGENT LLC	145 PINE HAVEN SHORES RD #1000A, SHELBURNE, VT, 05482, USA	145 PINE HAVEN SHORES RD #1000A, SHELBURNE, VT, 05482, USA

MANAGEMENT STYLE
Not Indicated

MEMBERS INFORMATION	
Does the LLC have members at the time of filing?	No

AUTHORIZER INFORMATION	
AUTHORIZER SIGNATURE	Ari Erlichman
AUTHORIZER TITLE	Member

ATTACHMENT 18

Ari Erlichman

101 Lawrence Avenue.
Lawrence, NY 11559
(410) 499-3811
aerlichman@erlichmanlawpc.com

Background

Ari Erlichman, a Georgetown Law graduate, maintains a successful health care law practice with clients that include skilled nursing and assisted living facilities, four home health care companies, New York state's largest ambulance provider, urgent care centers, pharmacies and a managed long term care (MLTC) insurance company. Erlichman works both as a consultant and general counsel to his clients assisting them and their employees, with compliance (creation and implementation of corporate compliance programs, federal and state government audits and investigations, HIPAA policies and training), risk management (oversee and track claims as well as implementation of programs to reduce claims), transactional (purchase and sales of SNFs and other health care facilities as well as obtaining regulatory approval from state to operate), and representation in litigation.

Erlichman, his wife Jaclyn and their four children are residents of Lawrence, New York.

Experience

2015 - Present

Centers Health Care - *General Counsel & Chief Compliance Officer*

Centers Health Care is a privately held Post-Acute Provider in NY/NJ/RI with annual revenues exceeding \$2.5B.

- Advise executive staff on complicated legal and compliance matters.
- Direct entire legal department with full responsibility for internal lawyers and external attorneys that represent the company.
- Oversee legal aspects of real estate procurement, health care business transactions and contracts.
- Manage litigation for any suits brought onto the company.
- Oversee efforts to proactively identify and mitigate legal exposure and litigation costs.
- Manage company's risk management and implement programs to reduce liability across all lines of business
- Direct the development, operations and management of corporate compliance programs and projects.
- Identify and contain compliance risk with oversight for monitoring, reporting and certification process.

- Develop compliance culture and foster good working relationships with regulatory offices.

2015- Present

Erlichman Law P.C. - Owner

A health care law practice with clients that include skilled nursing and assisted living facilities, four home health care companies, New York state's largest ambulance provider, urgent care centers, pharmacies and a long term care insurance company.

2012 - 2015

Rosenbaum & Associates P.C. - Senior Associate

Counsel to investment group with a portfolio of over \$1 Billion in assets that include commercial real estate, hotels, hospitals and the operations of over one hundred and eighty Skilled Nursing Facilities, and ancillary companies of the same, including pharmacy, laundry, rehab, therapy, X-ray and ambulette services. Drafted memoranda of law, pleadings, motions and settlement agreements; handled oral arguments; managed complex discovery proceedings, including e-discovery, document reviews, expert reports, and deposition preparation; conducted legal research in both Federal and State matters as well as arbitrations and mediations. Transactional experience includes representation and negotiation on behalf of clients in multiple commercial, real-estate and healthcare transactions; drafting sales agreements, letters of intent, responsive bids to RFPs, as well as various loan related documents.

2011 - 2012

Bower Law P.C. - Associate

A boutique law firm specializing in the defense of medical malpractice and liability claims against health care providers including hospitals, skilled nursing facilities and physicians.

Education

2008-2011

Georgetown University Law Center, Washington, D.C.- Juris Doctor

2003-2008

Ner Israel Rabbinical College- Bachelors Degree

ATTACHMENT 19

Milton Ostreicher

91-31 175th St,
Jamaica, NY 11432
(718) 883-7800

Background

Milton Ostreicher graduated from Queens College with a B.A. in Economics in 1971. Ostreicher has 27 years of nursing home experience with turn-arounds to his credit. Ostreicher has purchased underperforming and mismanaged facilities, recruited highly experienced and reputable nursing home administrators and managers and provided them with incentive programs for both financial and regulatory compliance and driven revenue by maximizing quality case mix.

Ostreicher has and continues to invest millions of dollars towards renovations and remodeling of his facilities and has plans to spend additional amounts in the next few years in additional capital improvements. His constant communication with his Administrators, managers and staff and his "on the ground" approach to operations allow him to immediately provide his facilities with the tools they need to give the utmost care to its residents.

He has been at Highland Care Center since January 1, 1990. In addition to Highland, Mr. and Mrs. Ostreicher are principals of two other skilled nursing facilities. Mr. Ostreicher and his wife are residents of Woodmere, NY for the last 37 years. They have six married children and numerous grandchildren.

Experience

1990- Present

Highland Care Center - Principal/Director of Operations

Highland Care Center is a skilled nursing facility, located in Queens, NY, with annual revenues exceeding \$45,000,000.

- Principal of the operating entity.
- Oversees day-to-day operations and management of the facility.
- Handles purchasing for the facility and oversees ancillary providers

Education

1971

Queens College, Queens, N.Y.- Bachelors in Economics

ATTACHMENT 20

Isaac Rubin

5 Whispering Pines Ln.
Lakewood, NJ 08701
(732)245-0483
rubingroup@gmail.com

Background

Isaac Rubin is the Vice President of Business Development and Managed Care Initiatives as well as Corporate Director of DSRIP for a leading post-acute care provider in the Northeast. In this capacity, Isaac is at the forefront of the rapidly evolving healthcare landscape and the national trends towards quality and value. Isaac is driven by the belief that high quality care is not only a provider's duty, but also an opportunity. Accordingly, Isaac appreciates the challenges of preparing a skilled nursing facility for the post-fee-for-service environment. While quality is by definition 'qualitative,' he understands that outcomes must be benchmarked against his peers, and he will accept nothing short of excellence in this regard.

Isaac has leveraged high quality care to secure innovative partnerships across the care continuum with hospitals, physicians and managed care plans. He sits at the forefront of healthcare reform initiatives involving Accountable Care Organizations and Bundled payment programs, always leading the discussion with documented outcomes and resident satisfaction surveys. These initiatives have driven referrals and validated his approach, while other operators engage in a 'race to the bottom' by reducing staffing and services.

Isaac excels at leading 'troubled' facilities to excellence, and has directed historically 'one star' providers to market leading status. He is a fixture 'on the floors' of the facilities in his charge, and epitomizes the qualities required to succeed in the new world order of healthcare reform. Isaac can best be described as a stellar manager, that cares . Isaac is a leader who knows how to motivate others.

Isaac is also on the board of numerous charities; he believes in community and therefore gives back by donating from his time and money to help others. He serves on the Project Advisory Committee of the Mount Sinai Hospital PPS and serves on the Executive Committee of the Maimonides Medical Center Hospital PPS. In addition, he volunteers for the US Coast Guard as an Auxiliarist and holds a NJ EMT-B certification.

Isaac and his wife Rochel reside in New Jersey. They have seven children, three girls and four boys.

Experience

2013 - PRESENT

Centers Health Care, Bronx, New York - *VP Business Development & Managed Care*

Centers Health Care is a privately held Post-Acute Provider in NY/NJ/RI with annual revenues exceeding \$2.5B.

- Involved in company growth from \$950MM annual revenue in 2013 to \$2.5B in 2017
- Successfully rolled out VBP and BPCI programs
- Identified and led programs to improve quality of care, patient outcomes and customer satisfaction
- Formed partnerships and alliances with Hospitals, ACOs and Payors
- Identified efficiencies

2009 - 2013

3R Equities - *Chief Investment Officer (CIO)*

3R Equities is a focused private equity firm founded in 2009 that seeks to discover and invest in the newest and most innovative entrepreneurial ventures. To date, 3R Equities investments have encompassed numerous markets, including technology, insurance, real estate, and most importantly healthcare.

2004 - 2009

Atlas Brokers - *Founder and CEO*

Atlas Brokers was a boutique insurance brokerage house located in New Jersey focused on life and health insurance for individuals, small groups as well as large employer groups.

Education

1999-2004

Beth Medrash Govoha, Lakewood - *Bachelors Degree*

ATTACHMENT 24

THOMAS DEPOY

139 Pinnacle Ridge Road, Rutland , Vermont 05701 | H: 802 775-7289 | C: 802 683-7256 |

Thomas.depoy1@gmail.com

PROFESSIONAL SUMMARY

My name is Thomas DePoy.

For over 25 years I have worked as a Regional Vice President and a Senior Executive Director of Skilled Nursing centers in New England and the states of New Jersey and Washington.

I have a keen ability to drive Operational Improvements and Key Initiatives with a proven record of success.

That record of success includes improved Quality Patient care , higher Customer and Patient satisfaction , and high Employee satisfaction.

I have exceptional people skills , and am well versed in Case Mix reimbursement as well as The 5 Star Federal and state Quality care rating system.

My centers have always Achieved more than they thought possible!

CORE QUALIFICATIONS

- Results-oriented : Have a plan, Set goals, Manage the plan, Achieve the plan I excel in the area of Employee relations.
- Proficiency in Census/ Quality Development Community relations is essential. Regularly scheduled team meetings with all staff on all shifts.
- Client-Focused Care. My centers Utilize QIS survey interviews with patients and families . These surveys are conducted on a regular basis. Excellent Operations/Management Experience.
Clinical and Operational Systems are a must have.
Seek input but be sure all employees know the systems and use them.

EXPERIENCE

05/1998 to 06/2005

Regional Director of Operations

Genesis Healthcare — Andover , Massachusetts

Increased sales by 10% over a two-year period. We increased Medicare and Insurance covered Census in all the centers I managed.

Successfully led key projects which resulted in the first in the area Rehabilitation center on a 5 center campus.

Successfully led key projects which resulted in an Alzheimer's unit opening in one of our 5 centers campus.

Successfully led key projects which resulted in an Alzheimer's 40 bed unit in Morrisville , Vermont..

EDUCATION

1973

Bachelor of Arts: Sociology

Castleton University — Castleton , Vermont, United States of America

PROFESSIONAL AFFILIATIONS

Member, Alumni Association: Mount Saint Joseph Academy

Past President of the Vermont Healthcare Association

Past President of the Vermont Epilepsy Association of Vermont

Member of the Vermont Healthcare Association

Currently a Board Member of the Vermont Healthcare Association and have been for 15 years.

ACCOMPLISHMENTS

Developed and assisted in opening 5 Alzheimer's units that were placed in Skilled Nursing centers .

Assisted in the development of 4 Rehabilitation centers for the Elderly in Skilled Nursing centers.

Worked on the construction ,development and opening of Starr Farm Nursing and Rehabilitation center in Burlington. This 150 bed center was a joint venture between the University of Vermont Medical center and Kindred Healthcare. I was a voting member of the Starr Farm Rehabilitation center Board of Directors

I assisted with the development and operation of Revera owned Burlington Health and Rehabilitation centers 40 bed conversion to a Sub Acute Rehabilitation center.
This center is one of the premier rehabilitation for seniors in the state of Vermont.

AWARDS

Excellence in Leadership Award 2011 Vermont Healthcare Association

EXECUTIVE EXPERIENCE

Revera Health Systems — Meriden, CT

Skilled Nursing centers Owners /Operators

03/2005 to 12/2016

Regional Vice president Of Operations

Revera was a Canadian based healthcare company . Revera owned 30 Skilled Nursing centers in 9 states in the United States.

I was hired to help Rebrand the centers, improve Census/Quality Mix, streamline

the operations and grow the company .

These goals were all met by the Revera centers and the work of the professionals I worked with.

Capital improvements , upgrades of all 30 physical plants took place.

Revera decided to sell the centers to Genesis Healthcare.

I stayed on to assist my centers with the transition to Genesis.

Sharon Martin

Waltham, MA 1-774-644-9150

Develop, implement regulatory and strategic leadership role that enhances clinical operations. Over several years I have been partnering with post acute teams to improve their knowledge and compliance with; CMS regulatory requirements, understanding each individual ACO's unique functions, developing and implementing new strategies to maintain current marketplace needs.

Kindred Healthcare: August, 2010- 2017

District Director of Clinical Operations MA, CT, VT, FL, NJ, NO

- Clinical operations for SAU, Skilled Nursing and Assisted Living facilities in multiple states
- CMS regulatory quality oversight
- Development and implementation of clinical strategic programs with managed facilities with joint partnerships.
- Executed the opening of Hollywood FL SAU in 2016
- ACO's collaboration role in post acute market

Eli Lilly and Company: June 2001- May 2010

Account Executive

- Portfolio management of disease state with key decision makers in senior care marketplace.
- Multiple states, MA, NY, CT, MD, PA FL Pharmaceutical Regulatory requirements
- Expertise with diverse healthcare segments and working with B2B partners

ADS Management & Genesis Healthcare:

Sarah S Brayton Nursing and Rehabilitation, Massachusetts March 1993-2001

Director of Nursing Services

- Nursing leadership
- Budgetary management
- CMS regulatory requirements
- Executed the opening of this joint venture facility with Charlton Memorial Hospital and ADS Management.

Hillhaven Healthcare Corporation: Crawford House and Crestwood skilled nursing facilities 1989-1993

Director of Nursing Services

- Nursing leadership
- Budgetary management
- CMS regulatory requirements

St Annes Hospital, Fall River MA 1984-1989

- Staff RN Oncology unit

Education:

Bachelor's Degree (BSN University of Massachusetts, Dartmouth MA),

QAPI, 5 Star, symposium

New Interpretive guidelines (final rule)

Professional memberships:

Toastmaster International

Boston Healthcare professionals

ACO Development & Operations Forum

Professionals in the Pharmaceutical and Biotech Industry

ATTACHMENT 25

CMS Star Ratings, Overall

Facility	Overall Star Rating from CMS Compare, 11-17-17
Birchwood	3
Achieve Rehabilitation	3
Beacon Nursing	5
Highland Care Center	3

ATTACHMENT 26

CMS Health and Fire Safety Inspections

Facility	Health and Safety Inspections Star Rating from CMS Compare, 11-17-17
Birchwood	3
Achieve Rehabilitation	4
Beacon Nursing	5
Highland Care Center	4

ATTACHMENT 27

CMS Staffing

Facility	Staffing Star Rating from CMS Compare, 11-17-17
Birchwood	3
Achieve Rehabilitation	1
Beacon Nursing	1
Highland Care Center	1

ATTACHMENT 28

CMS RN Staffing

Facility	RN Staffing Star Rating from CMS Compare, 11-17-17
Birchwood	4
Achieve Rehabilitation	2
Beacon Nursing	2
Highland Care Center	1

ATTACHMENT 29

CMS Quality Measures where facility scores below state average where facility is located, indicating the percentage difference between facility and state average. As of November 17, 2017

Short Stay Residents	Birchwood	Achieve	Beacon	Highland
Improved ability to move around	6.2%	3.1%		
Re-hospitalized			0.5%	2.4%
Outpatient emergency department visit		7.2%		0.9%
Successfully discharged		6.6%	2.0%	11.5%
Moderate to severe pain	6.4%	11.4%		
Pressure ulcers worsened	0.4%	0.2%		
Seasonal flu vaccine				13.6%
Pneumococcal vaccine				7.4%
Received antipsychotic medication	2.1%	0.7%	0.5%	2.2%
Long Stay Residents	Birchwood	Achieve	Beacon	Highland
Falls with major injury		0.2%		
Urinary tract infection			2.5%	0.9%
Self-report moderate to severe pain	8.6%	4.1%		
Have pressure ulcers		1.0%	2.6%	1.7%
Lose control of bowels/bladder	5.3%	9.2%	9.3%	7.8%
Catheter inserted/left in bladder				0.9%
Physically restrained	0.4%			
Ability to move independently worsened	5.6%	1.5%		7.5%
Need for help with daily activities increased	6.6%			8.5%
Lost too much weight	1.3%	2.9%		
Depressive symptoms				
Antianxiety or hypnotic medication	8.4%	9.4%	6.4%	
Seasonal flu vaccine		1.0%		4.1%
Pneumococcal vaccine		1.8%		9.0%
Received antipsychotic medication	21.1%	1.1%		3.0%

ATTACHMENT 30

CMS data on federal fines and penalties in past 3 years

Facility	CMS data on federal fines and penalties in past 3 years, 11-17-17
Birchwood	0
Achieve Rehabilitation	0
Beacon Nursing	0
Highland Care Center	0

ATTACHMENT 31

Data re mental health services and psychiatry

Facility	Mental Health Services	Psychiatry
Birchwood	On site services by Lauren B. Axelrod, Deer Oak Mental Health Associates	Vanderbilt University, via telemedicine, one time per week, or more as needed.
Achieve Rehabilitation	Psychologist who comes on site 3 times per week, but is available 24/7 for phone consultations. Residents who need additional or more acute services are transferred to local hospital that provides acute mental health services. The facility utilizes telemedicine as needed.	Comes on site once per week, but is available 24/7 for phone consultations. Residents who need additional or more acute services are transferred to local hospital that provides acute mental health services. The facility utilizes telemedicine as needed.
Beacon Nursing	Psychologist who comes on site 3 times per week, but is available 24/7 for phone consultations. Residents who need additional or more acute services are transferred to local hospital that provides acute mental health services.	Comes on site once per week, but is available 24/7 for phone consultations. Residents who need additional or more acute services are transferred to local hospital that provides acute mental health services.
Highland Care Center	Psychologist who comes on site 3 times per week, but is available 24/7 for phone consultations. Residents who need additional or more acute services are transferred to local hospital that provides acute mental health services.	Comes on site once per week, but is available 24/7 for phone consultations. Residents who need additional or more acute services are transferred to local hospital that provides acute mental health services. The facility utilizes telemedicine as needed.

ATTACHMENT 32

ATTACHMENT 33

ATTACHMENT 34



November 11, 2017

To: Whom this may concern

RE: Kindred Transitional Care and Rehabilitation - Birchwood Terrace

We are currently working on your request to finance the acquisition of the following facility: Kindred Transitional Care and Rehabilitation - Birchwood Terrace. While this letter is not a commitment to lend, it is intended to serve as an outline for our ongoing discussions. The terms that we are considering are as follows:

Term Loan

Amount: \$2,671,028

Rate: 30 Day Libor + 600 bps

Fee: 1%

Guarantee: Yes

Term: 5 Year on a 25 year amortization

Collateral: All Business assets (first position)

Accounts Receivable Line

Amount: \$1,000,000

Rate: 30 Day Libor + 600 bps

Fee: 1%

Please call me with any questions.

Thank You

Neil Gamss

Neil Gamss

ATTACHMENT 35

Birchwood Operations, LLC and Birchwood Prop, LLC

COMBINED FINANCIAL STATEMENTS

Years Ending December 31, 2018 through 2020 (Projected)
and
Years Ended December 31, 2014 through 2016 (Historical)

Birchwood Operations, LLC and Birchwood Prop, LLC
TABLE OF CONTENTS
December 31, 2014 through 2016 (Historical)
and 2018 through 2020 (Projected)

	<u>Page</u>
ACCOUNTANT'S COMPILATION REPORT	
FINANCIAL STATEMENTS	
Combined Balance Sheets under the Hypothetical Assumptions in Note 1	1
Combined Statements of Income under the Hypothetical Assumptions in Note 1	2
Combined Statements of Changes in Members' Equity under the Hypothetical Assumptions in Note 1	3
Combined Statements of Cash Flows under the Hypothetical Assumptions in Note 1	4
Summary of Significant Projection Assumptions and Accounting Policies	5
SUPPLEMENTARY INFORMATION	
Combined Departmental Expense Schedules under the Hypothetical Assumptions in Note 1	9



Kittell Branagan & Sargent

Certified Public Accountants

Vermont License #167

ACCOUNTANT'S COMPILATION REPORT

Ari Erlichman and Isaac Rubin
Birchwood Operations, LLC and Birchwood Prop, LLC
Burlington, VT 05408

Management is responsible for the accompanying projection of Birchwood Operations, LLC and Birchwood Prop, LLC, which comprises the projected combined balance sheets as of December 31, 2018, 2019, and 2020, and the projected statements of income, changes in members' equity, and cash flows for the years then ending, including the related summaries of significant assumptions and accounting policies in accordance with guidelines for the presentation of a projection established by the American Institute of Certified Public Accountants (AICPA).

Management also is responsible for the accompanying historical financial statements of Birchwood Terrace, which comprise the balance sheets as of December 31, 2014, 2015, and 2016 and the related statements of income and members' equity and cash flows for the years then ended, and the related notes to the financial statements in accordance with accounting principles generally accepted in the United States of America.

We have performed the compilation engagements in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA. We did not examine or review the financial statements nor were we required to perform any procedures to verify the accuracy or completeness of the information provided by management. Accordingly, we do not express an opinion, a conclusion, nor provide any form of assurance on these financial statements.

Even if the CON approval from Green Mountain Care Board (GMCB) and financing occurred, there will usually be differences between the projection and actual results because events and circumstances frequently do not occur as expected, and those differences may be material. We have no responsibility to update this report for events and circumstances occurring after the date of this report.

The accompanying financial statements and this report are intended solely for the information and use of Birchwood Operations, LLC and Birchwood Prop, LLC and GMCB, and are not intended to be and should not be used by anyone other than these specified parties.

St. Albans, Vermont
November 20,, 2017



Kittell Branagan & Sargent

Certified Public Accountants

Vermont License #167

ACCOUNTANT'S COMPILATION REPORT

Ari Erlichman and Isaac Rubin
Birchwood Operations, LLC and Birchwood Prop, LLC
Burlington, VT 05408

Management is responsible for the accompanying projection of Birchwood Operations, LLC and Birchwood Prop, LLC, which comprises the projected combined balance sheets as of December 31, 2018, 2019, and 2020, and the projected statements of income, changes in members' equity, and cash flows for the years then ending, including the related summaries of significant assumptions and accounting policies in accordance with guidelines for the presentation of a projection established by the American Institute of Certified Public Accountants (AICPA).

Management also is responsible for the accompanying historical financial statements of Birchwood Terrace, which comprise the balance sheets as of December 31, 2014, 2015, and 2016 and the related statements of income and members' equity and cash flows for the years then ended, and the related notes to the financial statements in accordance with accounting principles generally accepted in the United States of America.

We have performed the compilation engagements in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA. We did not examine or review the financial statements nor were we required to perform any procedures to verify the accuracy or completeness of the information provided by management. Accordingly, we do not express an opinion, a conclusion, nor provide any form of assurance on these financial statements.

Even if the CON approval from Green Mountain Care Board (GMCB) and financing occurred, there will usually be differences between the projection and actual results because events and circumstances frequently do not occur as expected, and those differences may be material. We have no responsibility to update this report for events and circumstances occurring after the date of this report.

The accompanying financial statements and this report are intended solely for the information and use of Birchwood Operations, LLC and Birchwood Prop, LLC and GMCB, and are not intended to be and should not be used by anyone other than these specified parties.

St. Albans, Vermont
November 16, 2017

Birchwood Operations, LLC and Birchwood Prop, LLC
COMBINED BALANCE SHEETS
 UNDER THE HYPOTHETICAL ASSUMPTIONS IN NOTE 1
 December 31, 2014 through 2016 (Historical) and 2018 through 2020 (Projected)

	ASSETS					
	Seller Historical 2014	Seller Historical 2015	Seller Historical 2016	Buyer Projected 2018	Buyer Projected 2019	Buyer Projected 2020
CURRENT ASSETS						
Cash and cash equivalents	\$ 19,800	\$ 5,973	\$ 57,833	\$ 270,963	\$ 506,517	\$ 764,885
Accounts receivables, net	1,862,772	1,415,546	1,646,392	1,712,906	1,747,164	1,782,108
Inventories	30,726	30,886	30,765	32,008	32,648	33,301
Insurance recoverables	332,700	336,254	481,596	-	-	-
Other current assets	62,634	3,600	4,228	4,399	4,487	4,577
TOTAL CURRENT ASSETS	2,308,632	1,792,259	2,220,814	2,020,276	2,290,816	2,584,870
PROPERTY AND EQUIPMENT						
Land and land improvements	12,260	12,260	12,260	100,000	100,000	100,000
Buildings and improvements	-	-	-	3,113,785	3,213,785	3,313,785
Leasehold improvements	2,004,158	2,219,001	2,716,674	-	-	-
Equipment	1,151,446	1,230,518	1,340,381	350,000	400,000	450,000
Construction in progress	7,526	-	-	-	-	-
	3,175,390	3,461,779	4,069,315	3,563,785	3,713,785	3,863,785
Less: Accumulated depreciation	(2,592,478)	(2,748,262)	(2,900,820)	(96,416)	(219,974)	(355,676)
TOTAL PROPERTY, PLANT & EQUIPMENT	582,912	713,517	1,168,495	3,467,369	3,493,811	3,508,109
OTHER ASSETS						
Insurance recoverables	621,244	694,025	939,646	-	-	-
Patient fund accounts	38,653	41,505	37,193	38,696	39,470	40,259
TOTAL OTHER ASSETS	659,897	735,530	976,839	38,696	39,470	40,259
TOTAL ASSETS	\$ 3,551,441	\$ 3,241,306	\$ 4,366,148	\$ 5,526,341	\$ 5,824,097	\$ 6,133,238
	LIABILITIES AND EQUITY					
CURRENT LIABILITIES						
Accounts payable	\$ 241,194	\$ 189,791	\$ 241,376	\$ 251,128	\$ 256,150	\$ 261,273
Salaries, wages and other compensation	185,633	219,676	222,496	231,485	236,115	240,837
Patient credit balances	117,402	41,716	76,970	80,080	81,681	83,315
Professional liability and workers compensation	332,700	336,254	481,596	-	-	-
Line of Credit	-	-	-	800,000	400,000	-
Current Portion of Long-term Debt	-	-	-	42,325	45,493	48,898
Other accrued liabilities	1,559	3,009	3,187	3,316	3,382	3,450
TOTAL CURRENT LIABILITIES	878,488	790,446	1,025,625	1,408,333	1,022,821	637,772
LONG-TERM LIABILITIES						
Mortgage payable, Less current portion	-	-	-	2,589,326	2,543,833	2,494,935
Unamortized Debt Issuance costs	-	-	-	(90,737)	(68,053)	(45,368)
Mortgage payable, less unamortized debt issuance costs	-	-	-	2,498,589	2,475,780	2,449,567
Patient fund accounts	38,653	41,505	37,193	38,696	39,470	40,259
Deferred rent	401,863	362,973	324,083	-	-	-
Professional liability and workers compensation	621,244	694,025	939,646	-	-	-
TOTAL LONG-TERM LIABILITIES	1,061,760	1,098,503	1,300,922	2,537,285	2,515,250	2,489,825
TOTAL LIABILITIES	1,940,248	1,888,949	2,326,547	3,945,618	3,538,071	3,127,598
MEMBERS' EQUITY						
Members' Equity	-	-	-	1,580,723	2,286,026	3,005,640
Accumulated deficit	(2,896,936)	(3,787,137)	(5,189,681)	-	-	-
Net contributions from Kindred Healthcare, Inc.	4,508,129	5,139,494	7,229,282	-	-	-
TOTAL MEMBERS' EQUITY	1,611,193	1,352,357	2,039,601	1,580,723	2,286,026	3,005,640
TOTAL LIABILITIES AND MEMBERS' EQUITY	\$ 3,551,441	\$ 3,241,306	\$ 4,366,148	\$ 5,526,341	\$ 5,824,097	\$ 6,133,238

See Summary of Significant Projection Assumptions and Accounting Policies and Accountant's Report

Birchwood Operations, LLC and Birchwood Prop, LLC
COMBINED STATEMENTS OF INCOME
UNDER THE HYPOTHETICAL ASSUMPTIONS IN NOTE 1
For the Years Ended December 31, 2014 through 2016 (Historical),
and the Years Ending 2018 through 2020 (Projected)

	Seller Historical 2014	Seller Historical 2015	Seller Historical 2016	Buyer Projected 2018	Buyer Projected 2019	Buyer Projected 2020
REVENUE						
Private room & board	\$ 938,791	\$ 960,343	\$ 1,110,988	\$ 993,698	\$ 1,007,013	\$ 1,020,328
Medicaid room & board	7,303,250	7,245,427	6,804,376	8,081,809	8,243,445	8,408,314
Medicare room & board	3,817,463	3,415,805	3,763,251	3,668,081	3,741,443	3,816,272
Other room & board	561,413	661,398	828,706	947,326	966,272	985,598
Ancillary & other patient revenue	417,642	427,414	414,441	431,184	439,808	448,604
	<u>13,038,559</u>	<u>12,710,387</u>	<u>12,921,762</u>	<u>14,122,098</u>	<u>14,397,981</u>	<u>14,679,116</u>
Less: Provision for Bad Debts	<u>(174,631)</u>	<u>(256,544)</u>	<u>(64,825)</u>	<u>(141,221)</u>	<u>(143,980)</u>	<u>(146,791)</u>
INCOME FROM PATIENT CARE	<u>12,863,928</u>	<u>12,453,843</u>	<u>12,856,937</u>	<u>13,980,877</u>	<u>14,254,001</u>	<u>14,532,324</u>
EXPENSES						
Administrative & general	3,566,011	3,811,438	3,773,941	3,575,107	3,678,740	3,743,322
Property and related expenses	1,935,051	1,838,412	1,842,540	583,877	613,153	627,310
Plant operation and maintenance	522,124	536,872	524,057	545,228	556,133	567,255
Dietary	805,247	805,258	848,244	882,513	900,162	918,166
Laundry and linen	180,334	181,202	188,933	176,882	180,419	184,027
Housekeeping	269,924	271,214	281,646	263,499	268,769	274,144
Nursing	4,736,745	4,721,470	4,884,081	5,040,479	5,141,289	5,244,114
Therapy services	1,058,981	989,569	1,063,226	818,450	834,820	851,516
Other services	731,802	714,471	853,765	888,257	906,023	924,144
	<u>13,806,219</u>	<u>13,869,906</u>	<u>14,260,433</u>	<u>12,774,292</u>	<u>13,079,508</u>	<u>13,333,998</u>
OPERATING INCOME (LOSS)	<u>(942,291)</u>	<u>(1,416,063)</u>	<u>(1,403,496)</u>	<u>1,206,585</u>	<u>1,174,493</u>	<u>1,198,327</u>
OTHER REVENUE						
Miscellaneous	618	24	584	608	620	632
Interest income	1,682	329	368	383	391	398
	<u>2,300</u>	<u>353</u>	<u>952</u>	<u>990</u>	<u>1,010</u>	<u>1,030</u>
TOTAL OTHER REVENUE	<u>2,300</u>	<u>353</u>	<u>952</u>	<u>990</u>	<u>1,010</u>	<u>1,030</u>
INCOME TAX BENEFIT	<u>176,378</u>	<u>525,509</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
NET INCOME (LOSS)	<u>\$ (763,613)</u>	<u>\$ (890,201)</u>	<u>\$ (1,402,544)</u>	<u>\$ 1,207,576</u>	<u>\$ 1,175,504</u>	<u>\$ 1,199,357</u>

See Summary of Significant Projection Assumptions and Accounting Policies and Accountant's Report

Birchwood Operations, LLC and Birchwood Prop, LLC
 COMBINED STATEMENTS OF CHANGES IN MEMBERS' EQUITY
 UNDER THE HYPOTHETICAL ASSUMPTIONS IN NOTE 1
 For the Years Ended December 31, 2014 through 2016 (Historical)
 and the Years Ending 2018 through 2020 (Projected)

	<u>Seller Historical 2014</u>	<u>Seller Historical 2015</u>	<u>Seller Historical 2016</u>	<u>Buyer Projected 2018</u>	<u>Buyer Projected 2019</u>	<u>Buyer Projected 2020</u>
Beginning Balance	\$ (2,133,323)	\$ (2,896,936)	\$ (3,787,137)	\$ -	\$ 1,580,723	\$ 2,286,026
Equity Contributions	-	-	-	856,178	-	-
Distributions	-	-	-	(483,030)	(470,202)	(479,743)
Net Income (loss)	<u>(763,613)</u>	<u>(890,201)</u>	<u>(1,402,544)</u>	<u>1,207,576</u>	<u>1,175,504</u>	<u>1,199,357</u>
Ending Balance	<u>\$ (2,896,936)</u>	<u>\$ (3,787,137)</u>	<u>\$ (5,189,681)</u>	<u>\$ 1,580,723</u>	<u>\$ 2,286,026</u>	<u>\$ 3,005,640</u>

See Summary of Significant Projection Assumptions and Accounting Policies and Accountant's Report

Birchwood Operations, LLC and Birchwood Prop, LLC
 COMBINED STATEMENTS OF CASH FLOWS
 UNDER THE HYPOTHETICAL ASSUMPTIONS IN NOTE 1
 For the Years Ended December 31, 2014 through 2016 (Historical),
 and the Years Ending 2018 through 2020 (Projected)

	Seller Historical 2014	Seller Historical 2015	Seller Historical 2016	Projected 2018	Projected 2019	Projected 2020
CASH FLOWS FROM OPERATING ACTIVITIES						
Net Income (loss)	\$ (763,613)	\$ (890,201)	\$ (1,402,544)	\$ 1,207,576	\$ 1,175,504	\$ 1,199,357
Adjustments to Reconcile Net Income (Loss) to Net Cash Provided by Operating Activities						
Depreciation & Amortization	253,132	155,784	152,558	119,100	146,243	158,386
Provision for doubtful accounts	205,060	256,544	64,825	141,221	143,980	146,791
Other	1,306	-	-	-	-	-
(Increase) decrease in:						
Accounts receivable	(350,738)	190,682	(295,671)	(1,854,127)	(178,238)	(181,734)
Inventory and other assets	(59,923)	(17,461)	(391,470)	(36,407)	(728)	(743)
Increase (decrease) in:						
Accounts Payable	(62,522)	(32,357)	41,592	251,128	5,023	5,123
Salaries, wages and other compensation	(57,621)	34,043	2,820	231,485	4,630	4,722
Patient credit balances and other accrued liabilities	217,895	(36,791)	387,505	83,395	1,668	1,701
NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES	<u>(617,024)</u>	<u>(339,757)</u>	<u>(1,440,385)</u>	<u>143,370</u>	<u>1,298,080</u>	<u>1,333,604</u>
CASH FLOWS FROM INVESTING ACTIVITIES						
Purchases of property & equipment	<u>(127,680)</u>	<u>(298,576)</u>	<u>(592,163)</u>	<u>(3,563,785)</u>	<u>(150,000)</u>	<u>(150,000)</u>
CASH FLOWS FROM FINANCING ACTIVITIES						
Proceeds from new debt				2,671,028	-	-
Principal Payments of Long-Term Debt				(39,377)	(42,325)	(45,493)
Capital Contributions				856,178	-	-
Debt Issuance Costs				(113,421)	-	-
Proceeds from Line of Credit				1,000,000	-	-
Principal Payments on Line of Credit				(200,000)	(400,000)	(400,000)
Distributions to owners for taxes				(483,030)	(470,202)	(479,743)
Net increase in contributions due from K.H., Inc.	<u>721,849</u>	<u>624,506</u>	<u>2,084,408</u>	<u>-</u>	<u>-</u>	<u>-</u>
NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES	<u>721,849</u>	<u>624,506</u>	<u>2,084,408</u>	<u>3,691,378</u>	<u>(912,527)</u>	<u>(925,236)</u>
NET INCREASE (DECREASE) IN CASH	<u>(22,855)</u>	<u>(13,827)</u>	<u>51,860</u>	<u>270,963</u>	<u>235,554</u>	<u>258,368</u>
CASH AT BEGINNING OF YEAR	<u>42,655</u>	<u>19,800</u>	<u>5,973</u>	<u>-</u>	<u>270,963</u>	<u>506,517</u>
CASH AT END OF YEAR	<u>\$ 19,800</u>	<u>\$ 5,973</u>	<u>\$ 57,833</u>	<u>\$ 270,963</u>	<u>\$ 506,517</u>	<u>\$ 764,885</u>
SUPPLEMENTARY DISCLOSURES						
Interest paid	\$ -	\$ -	\$ -	\$ 221,053	\$ 232,585	\$ 200,457
Transfers of property and equipment to Kindred	\$ (4,333)	\$ 6,859	\$ 5,380	\$ -	\$ -	\$ -
Property and equipment purchases payable	\$ 9,254	\$ (19,046)	\$ 10,801	\$ -	\$ -	\$ -

See Summary of Significant Projection Assumptions and Accounting Policies and Accountant's Report

Birchwood Operations, LLC and Birchwood Prop, LLC.
SUMMARY OF SIGNIFICANT PROJECTION ASSUMPTIONS
AND ACCOUNTING POLICIES
December 31, 2014 through 2016 (Historical)
and 2018 through 2020 (Projected)

NOTE 1 NATURE AND LIMITATIONS OF PROJECTIONS

The accompanying projections assume that the Company obtains approval from GMCB for a certificate of need (CON) to purchase an existing 144 bed nursing home in Burlington, Vermont and can obtain financing for the purchase. These financial projections present, to the best of management's knowledge and belief, the Company's expected financial position, results of operations, and cash flows for the years ending December 31, 2018 through 2020 if it obtains CON approval and financing. Accordingly, the projections reflect its judgment as of November 20, 2017 the date of these projections, of the expected conditions, and its expected course of action given those hypothetical assumptions.

The presentation is designed to assist GMCB in its decision regarding CON approval and should not be considered to be a presentation of expected future results. Accordingly, these projections may not be useful for other purposes. The assumptions disclosed herein are those that management believes are significant to the projections. Even if the projected assumptions are attained, there will usually be differences between projected and actual results, because events and circumstances frequently do not occur as expected, and those differences may be material.

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Organization and Combination:

Birchwood Operations, LLC has been organized as the entity that will operate the 144 bed nursing home facility. They will lease the property from Birchwood Prop, LLC (a related organization) which will be organized to own the property being purchased. These attached projected financial statements are presented as one combined entity with all eliminating entries being reflected.

Nature of Operations:

The Company will continue to provide nursing home care and short term rehabilitation for up to 144 residents in the Burlington, Vermont area.

Inventories:

Inventories are stated at the lower of cost or market. Cost is determined on the first-in, first-out (FIFO) basis.

Property, Plant and Equipment:

Property, plant and equipment is recorded at cost and depreciation thereon is computed by the straight-line method over the assets estimated useful life.

Revenues:

A significant amount of revenues are from Medicaid and Medicare reimbursements.

Estimates

The preparation of financial statements in conformity with generally accepted accounting principles require management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

Birchwood Operations, LLC and Birchwood Prop, LLC.
SUMMARY OF SIGNIFICANT PROJECTION ASSUMPTIONS
AND ACCOUNTING POLICIES
December 31, 2014 through 2016 (Historical)
and 2018 through 2020 (Projected)

NOTE 3 PROJECT FUNDING AND CAPITALIZATION

The projections assume that the purchase will be funded by approximately 20% of the purchase price (\$667,757) from the owner's equity and the company will borrow 80% of the purchase price (\$2,671,028) through conventional financing with an amortization over 25 years at an estimated interest rate of LIBOR plus 6 basis points (for a total estimate of 7.24% for these projections). This will fund the \$3,338,785 purchase price. The Loan is estimated to balloon in 5 Years and the buyers are contemplating refinancing to a HUD loan at that time.

Additional financing costs estimated at \$113,421 and additional costs associated with obtaining the CON approval estimated at \$75,000 will be funded by the owners as equity contributions for a total estimated equity contribution of \$856,178.

It is also anticipated that any cash shortfall in the first year of operation will be covered with by a Line of Credit in the amount of \$1,000,000 estimated to have the same interest rate as the mortgage above and will be paid back as cash flow allows. For the purpose of these projections, it is anticipated that the owner's will have to borrow from the line of credit in the first year for cash flow purposes and that it will be paid back as cash flow permits by the end of the third year.

NOTE 4 REVENUE ASSUMPTIONS

All revenue assumptions are based on management's best judgment about circumstances and conditions at the time these projections were prepared and are not all inclusive.

Census - Overall census numbers are projected to remain the same as they were in the first Quarter of 2017 annualized at 92.29% occupancy. No changes in overall occupancy or in the patient mix of that occupancy percentage are projected. The mix of approximately 14.1% Medicare, 73.7% Medicaid, 5.5% Private and 6.7% VA and other insurance is projected to remain the same throughout the projections.

<u>Projected Census</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Private	2,663	2,663	2,663
VA & Other Insurances	3,227	3,227	3,227
Medicaid	35,763	35,763	35,763
Medicare	<u>6,852</u>	<u>6,852</u>	<u>6,852</u>
Total	<u>48,505</u>	<u>48,505</u>	<u>48,505</u>

Birchwood Operations, LLC and Birchwood Prop, LLC.
SUMMARY OF SIGNIFICANT PROJECTION ASSUMPTIONS
AND ACCOUNTING POLICIES
December 31, 2014 through 2016 (Historical)
and 2018 through 2020 (Projected)

NOTE 4 REVENUE ASSUMPTIONS (continued)

Rates – Private rates are anticipated to increase \$5.00 per day annually from a beginning average of \$368.15 per day to cover normal inflationary costs. VA & Other insurance rates are anticipated to continue with their current average rates inflated annually by 2% to cover normal inflationary costs. Medicaid rates are projected at the October 2017 current Medicaid Rate of \$218.12 plus an estimated Stepped up capital rate increase of \$3.50 inflated 2% annually to cover normal inflationary costs. Medicare rates are based on the Current average rate of \$535.33 and are expected to increase 2% annually to cover normal inflationary costs. Private and Part B ancillaries are expected to increase 2% per year using the 2016 revenues as a base.

Provision for Bad Debts –The projections estimate that the provision for bad debts will be approximately 1% of revenues

NOTE 5 EXPENSE ASSUMPTIONS

All expense assumptions are based on management's best judgment about circumstances and conditions at the time these projections were prepared and are not all inclusive.

Overall expenses – except where otherwise indicated below, expenses are projected using the current facility's historical 2016 costs increased annually by an estimated 2.0% for inflation.

Interest costs – Mortgage and Line of credit interests are calculated based on amortization schedules for projected debt as described in Note 3 above.

Depreciation – calculated based on allocation of the \$3,338,785 purchase price and other purchase costs of \$75,000 plus an annual increase for normal equipment and furnishings of \$50,000 annually and improvements of \$100,000 annually. Lives on all depreciable assets are set using the American Hospital Association's estimated useful lives guide.

Amortization of Debt Issuance costs – calculated based on amortizing projected financing costs of \$113,421 being amortized over the 5 year life of the loan.

Management fee – the current owner's management fee has been replaced with a management fee of 5% of revenues before bad debts per year that will cover administrative, accounting and oversight provided by a related management company.

General insurance and Worker's Compensation Insurance will not be self-funded. The estimated premiums for these insurances are management's best estimate based on the current information at the time of these projections.

Corporate – Integrated Marketing – This cost related marketing costs passed down to Birchwood relating to marketing done by the national management company and won't be continuing under new ownership and are therefore not included in these projections.

SUMMARY OF SIGNIFICANT PROJECTION ASSUMPTIONS
AND ACCOUNTING POLICIES
December 31, 2014 through 2016 (Historical)
and 2018 through 2020 (Projected)

NOTE 5 EXPENSE ASSUMPTIONS (continued)

Contracted Services – Laundry – Management's best estimate of the cost for these services under new ownership will be \$3.60 per day.... inflated by 2% for normal inflationary cost increases.

Contracted Services – Housekeeping – Management's best estimate of the cost for these services under new ownership will be \$5.40 per day.... inflated by 2% for normal inflationary cost increases.

Contracted Therapy Services – management estimates that it will be able to realize a \$37.16 per day savings for each Medicare, Medicare HMO, and Other Insurance patient day from the cost the previous owner was incurring. Costs are then inflated 2% for normal inflation each year.

Bed Tax – it is not anticipated the bed tax will increase throughout these projections as it has remained the same for the last several years.

NOTE 6 DISTRIBUTIONS TO OWNERS

Distributions to owners to cover income taxes on profits passed through to them are estimated at 40% of profits. For purposes of this projection book income is estimated to approximate taxable income.

SUPPLEMENTARY INFORMATION

Birchwood Operations, LLC and Birchwood Prop, LLC
 COMBINED DEPARTMENTAL EXPENSE SCHEDULES
 UNDER THE HYPOTHETICAL ASSUMPTIONS IN NOTE 1
 For the Years Ended December 31, 2014 through 2016 (Historical),
 and the Years Ending 2018 through 2020 (Projected)

	Seller Historical 2014	Seller Historical 2015	Seller Historical 2016	Buyer Projected 2018	Buyer Projected 2019	Buyer Projected 2020
ADMINISTRATIVE & GENERAL						
Salary - Administrator	\$ 140,541	\$ 172,453	\$ 150,140	\$ 156,206	\$ 159,330	\$ 162,517
Salary - Other Admin	280,816	268,853	259,436	269,918	275,316	280,822
Office supplies & postage	43,898	44,876	50,929	52,987	54,047	55,128
Communications	43,232	44,016	51,223	53,292	54,358	55,445
Travel & meetings	20,486	18,613	31,396	32,664	33,317	33,983
Advertising	22,505	64,596	74,657	77,673	79,226	80,811
Licenses & dues	22,333	19,485	25,923	26,970	27,509	28,059
Professional services	52,981	60,671	60,335	62,773	64,028	65,309
Insurances - general	51,785	48,046	58,602	60,000	61,200	62,424
Insurance - Worker's Comp	176,597	154,698	233,294	232,289	236,935	241,674
Employee benefits	308,754	313,673	340,048	353,786	360,862	368,079
Payroll taxes	464,312	477,402	495,129	545,435	589,070	636,196
Miscellaneous	34,885	23,055	24,786	25,788	26,304	26,830
Employee physicals	5,072	18,482	13,116	13,646	13,919	14,197
Seminars/in-services	6,715	18,437	34,152	35,532	36,243	36,968
Medicaid Assessment	708,412	708,412	708,412	708,412	708,412	708,412
Purchased services	38,247	128,977	126,820	131,943	134,582	137,274
Penalties	90,160	500	700	728	743	758
Line of Credit Interest	-	-	-	28,960	43,440	14,480
Corporate - Integrated Marketing	319,419	327,696	282,326	-	-	-
Management fees	734,861	898,497	752,517	706,105	719,899	733,956
TOTAL ADMINISTRATIVE & GENERAL	\$ 3,566,011	\$ 3,811,438	\$ 3,773,941	\$ 3,575,107	\$ 3,678,740	\$ 3,743,322
PROPERTY & RELATED EXPENSES						
Depreciation expense	\$ 253,132	\$ 155,784	\$ 152,558	\$ 96,416	\$ 123,559	\$ 135,702
Mortgage interest	-	-	-	192,093	189,145	185,977
Mortgage interest - amortization of debt issuance cost	-	-	-	22,684	22,684	22,684
Facility Rent	1,410,753	1,417,296	1,427,163	-	-	-
Equipment Rent	73,340	59,608	58,381	60,740	61,955	63,194
Taxes	176,712	183,280	185,776	193,282	197,148	201,091
Insurance	21,114	22,444	18,662	18,662	18,662	18,662
TOTAL PROPERTY & RELATED EXPENSES	\$ 1,935,051	\$ 1,838,412	\$ 1,842,540	\$ 583,877	\$ 613,153	\$ 627,310
PLANT OPERATION & MAINTENANCE						
Salary - Maintenance	\$ 87,289	\$ 92,624	\$ 89,798	\$ 93,426	\$ 95,295	\$ 97,201
Supplies	8,265	10,907	9,331	9,708	9,902	10,100
Purchased services	132,085	145,919	140,096	145,756	148,671	151,644
Gas, fuel & oil	42,203	41,359	35,612	37,050	37,791	38,547
Electricity	155,427	155,067	151,995	158,136	161,299	164,525
Water & sewer	79,173	73,335	76,862	79,967	81,566	83,197
Garbage	17,682	17,661	20,363	21,185	21,609	22,041
TOTAL PLANT OPERATION & MAINTENANCE	\$ 522,124	\$ 536,872	\$ 524,057	\$ 545,228	\$ 556,133	\$ 567,255

See Summary of Significant Projection Assumptions and Accounting Policies and Accountant's Report

Birchwood Operations, LLC and Birchwood Prop, LLC
 COMBINED DEPARTMENTAL EXPENSE SCHEDULES
 UNDER THE HYPOTHETICAL ASSUMPTIONS IN NOTE 1
 For the Years Ended December 31, 2014 through 2016 (Historical),
 and the Years Ending 2018 through 2020 (Projected)

	Seller Historical 2014	Seller Historical 2015	Seller Historical 2016	Buyer Projected 2018	Buyer Projected 2019	Buyer Projected 2020
DIETARY						
Dietary salaries	\$ 440,344	\$ 446,649	\$ 486,224	\$ 505,867	\$ 515,984	\$ 526,304
Food	321,908	321,663	320,332	333,274	339,939	346,738
Supplies & other expenses	<u>42,995</u>	<u>36,946</u>	<u>41,688</u>	<u>43,372</u>	<u>44,239</u>	<u>45,124</u>
TOTAL DIETARY	\$ 805,247	\$ 805,258	\$ 848,244	\$ 882,513	\$ 900,162	\$ 918,166
LAUNDRY & LINEN						
Contracted services	\$ 176,550	\$ 178,739	\$ 186,757	\$ 174,618	\$ 178,110	\$ 181,672
Supplies & Other Expenses	<u>3,784</u>	<u>2,463</u>	<u>2,176</u>	<u>2,264</u>	<u>2,309</u>	<u>2,355</u>
TOTAL LAUNDRY & LINEN	\$ 180,334	\$ 181,202	\$ 188,933	\$ 176,882	\$ 180,419	\$ 184,027
HOUSEKEEPING						
Contracted services	\$ 264,825	\$ 267,049	\$ 280,135	\$ 261,927	\$ 267,166	\$ 272,509
Supplies & Other Expenses	<u>5,099</u>	<u>4,165</u>	<u>1,511</u>	<u>1,572</u>	<u>1,603</u>	<u>1,635</u>
TOTAL HOUSEKEEPING	\$ 269,924	\$ 271,214	\$ 281,646	\$ 263,499	\$ 268,769	\$ 274,144
NURSING						
Salaries - Nurses (RN)	\$ 1,468,718	\$ 1,548,109	\$ 1,637,875	\$ 1,704,046	\$ 1,738,127	\$ 1,772,890
Salaries - Nurses (LPN)	1,008,276	1,036,755	976,119	1,015,554	1,035,865	1,056,582
Salaries - Nurses (Other)	1,823,104	1,703,206	1,779,293	1,851,177	1,888,201	1,925,965
Salaries - Director of Nursing	83,568	88,991	96,603	100,506	102,516	104,566
Medical director	76,855	76,639	70,506	73,354	74,821	76,317
Nursing supplies & other costs	276,224	267,770	284,354	295,842	301,759	307,794
Contracted nursing services	<u>-</u>	<u>-</u>	<u>39,331</u>	<u>40,920</u>	<u>41,738</u>	<u>42,573</u>
TOTAL NURSING	\$ 4,736,745	\$ 4,721,470	\$ 4,884,081	\$ 5,040,479	\$ 5,141,289	\$ 5,244,114
THERAPY SERVICES						
Salaries - therapy	\$ -	\$ 8,856	\$ 9,015	\$ 9,379	\$ 9,567	\$ 9,758
Contracted therapy	1,041,286	965,529	1,048,563	803,195	819,259	835,644
Therapy supplies	<u>17,695</u>	<u>15,184</u>	<u>5,648</u>	<u>5,876</u>	<u>5,994</u>	<u>6,114</u>
TOTAL THERAPY SERVICES	\$ 1,058,981	\$ 989,569	\$ 1,063,226	\$ 818,450	\$ 834,820	\$ 851,516
OTHER SERVICES						
Salaries - activities	\$ 159,702	\$ 166,527	\$ 174,541	\$ 181,593	\$ 185,225	\$ 188,930
Salaries - social services	88,174	98,426	103,206	107,375	109,523	111,713
Supplies	25,200	31,745	31,552	32,827	33,484	34,154
Pharmacy/X-Ray/Lab	284,641	280,609	315,750	328,506	335,076	341,778
Purchased services - pharmacy	10,014	10,835	10,557	10,983	11,203	11,427
Purchased services - activities	3,338	3,565	4,297	4,471	4,560	4,651
Other services	<u>160,733</u>	<u>122,764</u>	<u>213,862</u>	<u>222,502</u>	<u>226,952</u>	<u>231,491</u>
TOTAL OTHER SERVICES	\$ 731,802	\$ 714,471	\$ 853,765	\$ 888,257	\$ 906,023	\$ 924,144

See Summary of Significant Projection Assumptions and Accounting Policies and Accountant's Report

ATTACHMENT 36

Performance Improvement Action Plan

Center Name:

Kindred Nursing & Rehabilitation – Birchwood Terrace

Date:

10/15/17

Topic / Opportunity	Current Measurement / Goal	Action / Interventions	Target Dates	Responsible Party	Follow-Up
Disaster Preparedness/Emergency Response	<p>Current Measurement:</p> <p>That we follow CMS/State/Local guidelines and requirements to be in compliance with regulations</p> <p>Current Goal:</p> <p>Attend VHCA Emergency response Meeting in November 2017</p> <p>Conduct a full scale Disaster Drill in conjunction with local officials and community partners</p> <p>Complete the Hazard and Vulnerability Analysis</p> <p>Complete the Facility profile</p>	<p>Interventions for affected resident:</p> <p>NA</p> <p>Interventions for residents identified as having the potential to be affected:</p> <p>Staff will conduct a full scale drill, simulating the need to triage and evacuate residents from their rooms/units/location.</p> <p>Staff will ensure resident, is tagged and tracked to new location/discharge destination.</p> <p>Systematic Change:</p> <p>Bi-Annual drills, including one full scale drill</p> <p>Monitoring of the change to sustain system compliance ongoing:</p> <p>Evaluate effectiveness of drills; what we did right, and areas of improvement.</p>	11/15/2017	<p>Maintenance</p> <p>Nursing</p> <p>Administration</p>	

Performance Improvement Action Plan

	Make list of Agencies/Community Partners who will assist in time of Emergency/Disaster	Create plan for all identified areas of improvement.		
--	--	--	--	--

PERFORMANCE IMPROVEMENT SUBCOMMITTEE CHAIR SIGNATURE: _____

Performance Improvement Action Plan

Center Name: *Birchwood Terrace*

Date: *11/8/17*

Topic / Opportunity	Current Measurement / Goal	Interventions for affected resident:	Target Dates	Responsible Party	Follow-Up
Opportunity to ensure bed rails that are in place are within the measurements recommended by the Hospital Bed System Dimensional Assessment Guide	Current Measurement: That we follow the FDA recommendations according to the recommendations as mentioned. Bed safety assessment is completed upon admission and annually	NA Interventions for residents identified as having the potential to be affected: Maintenance will complete the approved FDA assessment tool ensuring measurements are within the stated guidelines Nursing will validate that a bed safety assessment has been completed and that it supports the following:	10/31/2017	Maintenance	Will speak with Darlene regarding updated P&P and TL I am wondering if there is a consent form created Should we do quarterly evals or annual for LN?
Opportunity to ensure a nursing assessment is completed to identify risks of potential entrapment using bed rails with each resident	Current Goal: Annually Maintenance will complete a mattress measurement and bed safety form to ensure PM of beds and bed rails to ensure they meet current safety standards and are not in need of repair.	1. what are the medical needs that would be addressed by the bed rail, 2. the resident's benefits from the use of the bed rails, 3. the risks of using the bed rails and how they will be mitigated, 4. and the alternatives that were attempted and failed to meet the residents needs 5. As well as alternatives that were	10/31/2017	Nursing	
And moving forward prior to using them on a resident					
Opportunity to ensure that the beds dimensions	Prior to the use of bed rails the nurse will complete a bed safety				

Performance Improvement Action Plan

are appropriate for the residents size and weight	assessment Prior to use the nurse will obtain consent from the resident and or residents representative and maintain evidence of sufficient information so that an informed decision could be made and understood and consent can be given voluntarily, free from coercion and this will include:	considered but not implemented because they were considered to be inappropriate		
Opportunity to ensure that the risks versus benefits are reviewed with the resident and or resident representative	<ol style="list-style-type: none"> 1. what are the medical needs that would be addressed by the bed rail, 2. the resident's benefits from the use of the bed rails, 3. the risks of using the bed rails and how they will be mitigated, 4. and the alternatives that were attempted 	<p>Systematic Change: SDC / designee will provide education on the revised guidance and F-Tag 700 as it relates to expectations for bed rails use.</p> <p>Maintenance will complete the approved FDA assessment tool ensuring measurements are within the stated guidelines annually</p> <p>Nursing will complete the bed safety assessment upon prior to initiating the use of bed rails on a resident then annually and with a significant change in status.</p> <p>Monitoring of the change to sustain system compliance ongoing: The ED and the DNS will oversee this process.</p> <p>The ED will monitor and oversee the MD with completion and results of FDA assessment tool ensuring measurements</p> <p>The DNS will monitor and oversee the Nursing piece and validate compliance with admission review and with annual</p>	<p>10/1/18</p> <p>11/28/17 annually</p> <p>11/28/17</p> <p>11/28/17</p>	<p>SDC / designee</p> <p>Maintenance</p> <p>Nursing</p> <p>ED</p> <p>DNS</p>

Performance Improvement Action Plan

	<p>and failed to meet the residents needs</p> <p>5. As well as alternatives that were considered but not implemented because they were considered to be inappropriate</p>	<p>and significant change reviews</p> <ul style="list-style-type: none"> • The type of specific direct monitoring and supervision provided during the use of the bed rails, including documentation of the monitoring; • The identification of how needs will be met during use of the bed rails, such as for repositioning, hydration, meals, use of the bathroom and hygiene; • Ongoing assessment to assure that the bed rail is used to meet the resident's needs; • Ongoing evaluation of risks; • The identification of who may determine when the bed rail will be discontinued; and • The identification and interventions to address any residual effects of the bed rail (e.g., generalized weakness, skin breakdown). 		
--	---	--	--	--

PERFORMANCE IMPROVEMENT SUBCOMMITTEE CHAIR SIGNATURE: _____

Performance Improvement

November 15, 2017 Minutes

In attendance: See Attendance Sheet Attached

Old Business: Minutes Reviewed and Approved as Written

New Business:

Administration:

QAPI Projects –

Side Rail Reduction – Discussed the CMS initiative for side rail reduction secondary to resident injury/death d/t entrapment. A letter was sent to residents and responsible parties explaining the initiative and the facilities plan to review and reduce the use of unnecessary side rails. This letter will be included in the initial admission packet going forward. The facility is working collaboratively between Nursing, rehab and maintenance to systematically assess and reduce when appropriate. Those who do require the use of the rails for safety or mobility will have a nursing assessment completed and consent obtained. A wing has essentially been SR free for over a year, which has been successful. The facility utilizes 2 types of beds, one with 1/8 rails, and one with ¼ rails. All ¼ rails will be tied down when not in use, and 1/8 rails will be utilized on the Medicare Unit, since they can easily be removed or added as needed. Maintenance is Discussed the 2nd component of this initiative is bed safety, meaning the mattress appropriately fits the bed. We have 3 types of beds, 2 standard and one bariatric and 2 types of mattresses. Maintenance has completed the assessments to ensure proper use and fitting mattresses are in place. Maintenance has ordered additional clips for call light cords and over bed lights.

Disaster Preparedness – DNS, Maintenance Director and ED attended the VHCA meeting on November 2nd regarding emergency response and disaster preparedness in preparation for the regulatory changes that fall into place today. S/p this meeting, a subcommittee meeting was held with the ED, Maintenance Director and Safety Chair. The Disaster Manual was reviewed for accuracy and relevancy. The vulnerability checklist was updated. Maintenance ordered head lamps, walkie-talkies, vests, and tags in the event of major event or evacuation. We have also contacted the fire department, police department and the state Emergency Response Coordinator to facilitate a mock drill. MOU's with local facilities and transportation companies were updated.

Fall reduction – After the September training on Fall reduction, bi-monthly meetings were held with the Nursing Managers, analyzing the fall data. Multiple residents were identified as not requiring alarms, either due to ineffectiveness or lack of need. Root cause analysis to be completed after each fall to determine the true reason for fall, allowing for individualization of approach. Currently the facility has seen a reduction in alarms by 66%.

Nursing –

Survey Process – Working on the facility assessment tool. Although a long process, it was informative. In the process of finishing and finalizing the document. Will provide to our DDCO upon completion for review.

MDS – CMCA Audits provided.

Safety/Workman's Comp – Currently, we have no EE currently on MOD duty. There were no new injuries this month.

Infection Control – We have vaccinated roughly 250 EE's and residents thus far. 2nd Letter's and ED calls were placed for those resident's responsible parties who have not responded. Have received responses from all but 2 resident families. ABT stewardship program discussed at length.

Social Services – No new report.

Culinary and Hospitality – Changing the order in which the carts/trays are being sent out to the units from the kitchen. This is to start 11/16/17. In addition, the Main Dining Room will no longer have tray service, but will be provided meals directly from the kitchen from serving platters.

Activities – have hired and are in the process of training and orienting the new Activity Assistant, primarily with a focus on A- wing. Thus far, she is doing great!

Medical Director – Nothing new to report.

Administration – The facility has been granted a waiver to be able to park on site through May of 2018, at which time a permanent resolution needs to be established.

Training – Competencies related to the Facility assessment tool and new hire orientation.

Performance Improvement Action Plan

Center Name:

Kindred Nursing & Rehabilitation – Birchwood Terrace

Date:

10/15/17

Topic / Opportunity	Current Measurement / Goal	Action / Interventions	Target Dates	Responsible Party	Follow-Up
Disaster Preparedness/Emergency Response	<p>Current Measurement:</p> <p>That we follow CMS/State/Local guidelines and requirements to be in compliance with regulations</p> <p>Current Goal:</p> <p>Attend VHCA Emergency response Meeting in November 2017</p> <p>Conduct a full scale Disaster Drill in conjunction with local officials and community partners</p> <p>Complete the Hazard and Vulnerability Analysis</p> <p>Complete the Facility profile</p>	<p>Interventions for affected resident:</p> <p>NA</p> <p>Interventions for residents identified as having the potential to be affected:</p> <p>Staff will conduct a full scale drill, simulating the need to triage and evacuate residents from their rooms/units/location.</p> <p>Staff will ensure resident, is tagged and tracked to new location/discharge destination.</p> <p>Systematic Change:</p> <p>Bi-Annual drills, including one full scale drill</p> <p>Monitoring of the change to sustain system compliance ongoing:</p> <p>Evaluate effectiveness of drills; what we did right, and areas of improvement.</p>	11/15/2017	<p>Maintenance</p> <p>Nursing</p> <p>Administration</p>	

Performance Improvement Action Plan

	Make list of Agencies/Community Partners who will assist in time of Emergency/Disaster	Create plan for all identified areas of improvement.		
--	--	--	--	--

PERFORMANCE IMPROVEMENT SUBCOMMITTEE CHAIR SIGNATURE: _____

Performance Improvement Action Plan

Center Name: *Birchwood Terrace*

Date: *11/8/17*

Topic / Opportunity	Current Measurement / Goal	Interventions for affected resident:	Target Dates	Responsible Party	Follow-Up
Opportunity to ensure bed rails that are in place are within the measurements recommended by the Hospital Bed System Dimensional and Assessment Guide	Current Measurement: That we follow the FDA recommendations according to the recommendations as mentioned. Bed safety assessment is completed upon admission and annually	NA Interventions for residents identified as having the potential to be affected: Maintenance will complete the approved FDA assessment tool ensuring measurements are within the stated guidelines Nursing will validate that a bed safety assessment has been completed and that it supports the following:	10/31/2017	Maintenance	Will speak with Darlene regarding updated P&P and TL I am wondering if the is a consent form created Should we do quarterly evals or annual for LN?
Opportunity to ensure a nursing assessment is completed to identify risks of potential entrapment using bed rails with each resident And moving forward prior to using them on a resident	Current Goal: Annually Maintenance will complete a mattress measurement and bed safety form to ensure PM of beds and bed rails to ensure they meet current safety standards and are not in need of repair. Prior to the use of bed rails the nurse will complete a bed safety	1. what are the medical needs that would be addressed by the bed rail, 2. the resident's benefits from the use of the bed rails, 3. the risks of using the bed rails and how they will be mitigated, 4. and the alternatives that were attempted and failed to meet the residents needs 5. As well as alternatives that were	10/31/2017	Nursing	
Opportunity to ensure that the beds dimensions					

Performance Improvement Action Plan

are appropriate for the residents size and weight	assessment Prior to use the nurse will obtain consent from the resident and or residents representative and maintain evidence of sufficient information so that an informed decision could be made and understood and consent can be given voluntarily, free from coercion and this will include:	considered but not implemented because they were considered to be inappropriate		
Opportunity to ensure that the risks versus benefits are reviewed with the resident and or resident representative	<ol style="list-style-type: none"> 1. what are the medical needs that would be addressed by the bed rail, 2. the resident's benefits from the use of the bed rails, 3. the risks of using the bed rails and how they will be mitigated, 4. and the alternatives that were attempted 	<p>Systematic Change:</p> <p>SDC / designee will provide education on the revised guidance and F-Tag 700 as it relates to expectations for bed rails use.</p> <p>Maintenance will complete the approved FDA assessment tool ensuring measurements are within the stated guidelines annually</p> <p>Nursing will complete the bed safety assessment upon prior to initiating the use of bed rails on a resident then annually and with a significant change in status.</p> <p>Monitoring of the change to sustain system compliance ongoing:</p> <p>The ED and the DNS will oversee this process.</p> <p>The ED will monitor and oversee the MD with completion and results of FDA assessment tool ensuring measurements</p> <p>The DNS will monitor and oversee the Nursing piece and validate compliance with admission review and with annual</p>	<p>10/1/18</p> <p>SDC / designee</p> <p>11/28/17</p> <p>Maintenance</p> <p>11/28/17</p> <p>Nursing</p> <p>11/28/17</p> <p>ED</p> <p>DNS</p>	

Performance Improvement Action Plan

<p>and failed to meet the residents needs</p> <p>5. As well as alternatives that were considered but not implemented because they were considered to be inappropriate</p>	<p>and significant change reviews</p> <ul style="list-style-type: none"> • The type of specific direct monitoring and supervision provided during the use of the bed rails, including documentation of the monitoring; • The identification of how needs will be met during use of the bed rails, such as for repositioning, hydration, meals, use of the bathroom and hygiene; • Ongoing assessment to assure that the bed rail is used to meet the resident's needs; • Ongoing evaluation of risks; • The identification of who may determine when the bed rail will be discontinued; and • The identification and interventions to address any residual effects of the bed rail (e.g., generalized weakness, skin breakdown). 	
---	--	--

PERFORMANCE IMPROVEMENT SUBCOMMITTEE CHAIR SIGNATURE: _____