

Ridgewood Care Center  
 Forecasted Status Quo Statement of Operations

	2016	2017	2018	2019	2020	2014	2015
Operating revenue:							
Net resident service revenue:							
Skilled nursing facility	\$ 14,068,100	\$ 14,254,538	\$ 14,443,076	\$ 14,633,214	\$ 14,825,152	\$ 14,398,685	\$ 14,144,507
Other operating revenue	1,480,102	1,442,562	1,443,662	1,444,762	1,445,862	1,421,293	1,568,690
Total operating revenue	15,548,202	15,697,100	15,886,738	16,077,976	16,271,015	15,819,979	15,713,197
Expenses:							
Salaries and wages	6,927,500	7,100,600	7,278,300	7,460,100	7,646,500	6,817,925	6,758,200
Employee benefits	3,119,600	3,197,400	3,277,300	3,359,300	3,443,200	2,895,401	3,052,402
Medicaid bed assessment	408,000	408,000	408,000	408,000	408,000	408,000	408,000
Supplies and other	5,150,207	5,252,001	5,356,523	5,462,773	5,570,752	5,114,814	5,103,440
Provision for bad debts	105,500	106,900	108,300	109,700	111,200	178,694	75,000
Utilities	447,000	460,000	474,100	488,000	502,700	450,724	433,400
Interest	44,826	44,826	44,826	44,826	44,826	87,656	44,826
Total expenses	16,202,633	16,569,727	16,947,349	17,332,699	17,727,178	15,971,923	15,987,519
Income (loss) from operations	(654,431)	(872,627)	(1,060,611)	(1,254,723)	(1,456,163)	(151,944)	(274,322)
Depreciation	576,417	576,417	576,417	576,417	576,417	578,800	576,417
Capital Outlay/Projects	329,136	329,136	329,136	329,136	329,136	196,858	329,136
General Fund/Operating Transfers	729,000	729,000	729,000	729,000	729,000	61,439	729,000
Income (loss)	(2,288,984)	(2,507,180)	(2,695,164)	(2,889,276)	(3,090,716)	(989,041)	(1,908,875)

Ridgewood Care Center  
 Skilled Nursing Facility Revenue

Capacity:								
Private Rooms	-	-	-	-	-	-	-	-
Semi Private Rooms	200.00	200.00	200.00	200.00	200.00	200.00	200.00	200.00
<b>Total</b>	<b>200.00</b>	<b>200.00</b>	<b>200.00</b>	<b>200.00</b>	<b>200.00</b>	<b>200.00</b>	<b>200.00</b>	<b>200.00</b>

Resident Days	2016	2017	2018	2019	2020	12/31/2014	2015
Medicare	11,184	11,184	11,184	11,184	11,184	12,428	11,183
Medical Assistance/Fam Care	40,515	40,515	40,515	40,515	40,515	42,392	41,652
Family Care	-	-	-	-	-	-	-
Private pay	10,118	10,118	10,118	10,118	10,118	11,473	10,119
<b>Totals</b>	<b>61,817</b>	<b>61,817</b>	<b>61,817</b>	<b>61,817</b>	<b>61,817</b>	<b>66,293</b>	<b>62,954</b>

Average Daily Census:	2016	2017	2018	2019	2020	12/31/2014	2015
Medicare	30.64	30.64	30.64	30.64	30.64	34.05	30.64
Medical Assistance/Fam Care	111.00	111.00	111.00	111.00	111.00	116.14	114.12
Family Care	-	-	-	-	-	-	-
Private pay	27.72	27.72	27.72	27.72	27.72	31.43	27.72
<b>Totals</b>	<b>169.36</b>	<b>169.36</b>	<b>169.36</b>	<b>169.36</b>	<b>169.36</b>	<b>181.62</b>	<b>172.48</b>
<b>Occupancy</b>	<b>84.7%</b>	<b>84.7%</b>	<b>84.7%</b>	<b>84.7%</b>	<b>84.7%</b>	<b>90.8%</b>	<b>86.2%</b>

Average Revenue per Day	2016	2017	2018	2019	2020	12/31/2014	2015
Medicare	\$ 419.21	\$ 425.50	\$ 431.89	\$ 438.36	\$ 444.94	\$ 407.82	\$ 417.63
Medical Assistance/Fam Care	151.43	152.95	154.48	156.02	157.58	146.17	150.61
Family Care	-	-	-	-	-	-	-
Private pay	280.28	285.28	290.28	295.28	300.28	242.75	275.28

Ridgewood Care Center  
 Skilled Nursing Facility Revenue

Revenue

	2016	2017	2018	2019	2020	12/31/2014	2015
Routine:							
Medicare	\$ 4,688,500	\$ 4,758,800	\$ 4,830,200	\$ 4,902,600	\$ 4,976,200	\$ 5,068,411	\$ 4,670,400
Medical Assistance/Fam Care	6,135,200	6,196,600	6,258,600	6,321,200	6,384,400	6,196,641	6,273,400
Family Care	-	-	-	-	-	-	-
Private pay	2,835,900	2,886,500	2,937,100	2,987,600	3,038,200	2,785,122	2,785,600
Non Medicare Ancillaries	280,000	283,038	286,076	289,114	292,152	109,561	283,687
Part B therapy	128,500	129,600	131,100	132,700	134,200	238,950	131,420
<b>Totals</b>	<b>\$ 14,068,100</b>	<b>\$ 14,254,538</b>	<b>\$ 14,443,076</b>	<b>\$ 14,633,214</b>	<b>\$ 14,825,152</b>	<b>\$ 14,398,685</b>	<b>\$ 14,144,507</b>

Ridgewood Care Center

Other Revenue

Inflation Rate

Other Operating Revenue

	2016	2017	2018	2019	2020	12/31/2014	2015
ITP Revenue	\$ 1,415,502	\$ 1,376,862	\$ 1,376,862	\$ 1,376,862	\$ 1,376,862	1,346,811	\$ 1,440,650
Active Treatment	10,100	10,100	10,100	10,100	10,100	9,855	9,855
Transportation	33,500	34,200	34,900	35,600	36,300	12,605	32,825
Level 1 screening	5,300	5,400	5,500	5,600	5,700	10,494	5,190
Rent of County Property	28,000	28,600	29,200	29,800	30,400	-	86,121
Miscellaneous Revenue	(15,700)	(16,000)	(16,300)	(16,600)	(16,900)	23,253	(15,369)
Misc Revenue - Resident Phones	1,200	1,200	1,200	1,200	1,200	18,310	1,185
Cafeteria Revenue	2,100	2,100	2,100	2,100	2,100	(360)	2,050
Accident Proceeds 2015	-	-	-	-	-	-	6,129
Interest Income	100	100	100	100	100	326	54
<b>Totals</b>	<b>\$ 1,480,102</b>	<b>\$ 1,442,562</b>	<b>\$ 1,443,662</b>	<b>\$ 1,444,762</b>	<b>\$ 1,445,862</b>	<b>\$ 1,421,293</b>	<b>\$ 1,568,690</b>

**Ridgewood Care Center  
Wages and Salaries**

Inflation Rate

2.50%

FTEs

	2014	2015	2016	2017	2018	2019	2020
Skilled nursing facility:							
Registered nurse (RN)	5.70	29.36	29.36	29.36	29.36	29.36	29.36
Licensed practicing nurses (LPN)	4.10	18.40	18.40	18.40	18.40	18.40	18.40
Certified Nursing Assistants (CNA)	21.10	84.10	84.10	84.10	84.10	84.10	84.10
Activities	2.60	1.04	1.04	1.04	1.04	1.04	1.04
Dietary	7.20	4.75	4.75	4.75	4.75	4.75	4.75
Maintenance	1.10	3.19	3.20	3.20	3.20	3.20	3.20
Transportation	-	1.02	1.02	1.02	1.02	1.02	1.02
Administration:							
Administrator	1.00	1.04	1.04	1.04	1.04	1.04	1.04
Accounting	2.00	3.13	3.13	3.13	3.13	3.13	3.13
<b>Totals</b>	<b>51.96</b>	<b>146.03</b>	<b>146.04</b>	<b>146.04</b>	<b>146.04</b>	<b>146.04</b>	<b>146.04</b>

**Ridgewood Care Center  
Wages and Salaries**

Average Hourly R

	2014	2015	2016
Skilled nursing facility:			
Registered nurse (RN)	26.06	35.71	36.61
Licensed practicing nurses (LPN)	18.59	23.15	23.73
Certified Nursing Assistants (CNA)	13.05	17.15	17.58
Activities	14.30	24.15	24.76
Dietary	11.31	15.51	15.90
Maintenance	26.35	26.10	26.75
Transportation	-	16.07	16.48
Administration:			
Administrator	85.29	43.23	44.31
Accounting	17.47	28.50	29.21

Ridgewood Care Center  
Wages and Salaries

Rate	Wages												
	2017	2018	2019	2020	2015	2016	2017	2018	2019	2020	12/31/2014		
					Skilled nursing facility:								
37.52	38.46	39.42	40.41		Registered nurse (RN)	2,180,900	2,235,500	2,291,300	2,348,600	2,407,300	2,467,500	2,236,811	
24.32	24.93	25.55	26.19		Licensed practicing nurses (LPN)	886,100	908,200	930,900	954,200	978,100	1,002,500	790,176	
18.02	18.47	18.93	19.40		Certified Nursing Assistants (CNA)	2,999,500	3,074,500	3,151,400	3,230,200	3,310,900	3,393,700	3,104,995	
25.37	26.01	26.66	27.33		Activities	52,200	53,500	54,800	56,200	57,600	59,000	48,206	
16.29	16.70	17.12	17.55		Dietary	153,200	157,100	161,000	165,000	169,100	173,400	155,210	
27.42	28.10	28.81	29.53		Maintenance	173,400	178,100	182,500	187,100	191,700	196,500	188,503	
16.89	17.31	17.74	18.19		Transportation	34,200	35,000	35,900	36,800	37,700	38,600	32,547	
					Administration:								
45.42	46.55	47.72	48.91		Administrator	93,400	95,700	98,100	100,600	103,100	105,600	89,635	
29.94	30.69	31.46	32.24		Accounting	185,300	189,900	194,700	199,600	204,600	209,700	171,842	
<b>Totals</b>						<b>\$ 6,758,200</b>	<b>\$ 6,927,500</b>	<b>\$ 7,100,600</b>	<b>\$ 7,278,300</b>	<b>\$ 7,460,100</b>	<b>\$ 7,646,500</b>	<b>\$ 6,817,925</b>	

Ridgewood Care Center  
Employee Benefits

	2016	2017	2018	2019	2020	2014	2015
Health and dental	\$ 1,613,500	\$ 1,653,800	\$ 1,695,100	\$ 1,737,500	\$ 1,780,900	\$ 1,172,465	\$ 1,574,100
FICA	530,000	543,200	556,800	570,700	585,000	531,883	526,102
Workers' compensation	290,400	297,600	305,100	312,700	320,500	206,350	283,300
Retirement	621,000	636,500	652,400	668,700	685,400	604,550	605,800
Unemployment	12,600	12,900	13,200	13,600	13,900	34,855	12,300
Other	52,100	53,400	54,700	56,100	57,500	345,297	50,800
<b>Totals</b>	<b>\$ 3,119,600</b>	<b>\$ 3,197,400</b>	<b>\$ 3,277,300</b>	<b>\$ 3,359,300</b>	<b>\$ 3,443,200</b>	<b>\$ 2,895,401</b>	<b>\$ 3,052,402</b>

FORECAST ASSUMPTIONS

	2016	2017	2018	2019	2020	2014	2015
Wages	\$ 6,927,500	\$ 7,100,600	\$ 7,278,300	\$ 7,460,100	\$ 7,646,500	\$ 6,817,925	\$ 6,758,200
FTEs	146.04	146.04	146.04	146.04	146.04	192.75	146.03
Health and dental insurance per FTE	11,319	11,884	12,479	13,103	13,758	\$ 6,083	10,780
Health & Dental Inflation	5.0%	5.0%	5.0%	5.0%	5.0%		5.0%
FICA % of wages	7.65%	7.65%	7.65%	7.65%	7.65%	7.80%	7.65%
Worker's compensation % of wages	4.19%	4.19%	4.19%	4.19%	4.19%	3.03%	4.19%
Retirement % of wages	8.96%	8.96%	8.96%	8.96%	8.96%	8.87%	8.96%
Unemployment % of wages	0.18%	0.18%	0.18%	0.18%	0.18%	0.51%	0.18%
Other % of wages	0.75%	0.75%	0.75%	0.75%	0.75%	5.06%	0.75%
Total benefits as % of wages	45.0%	45.0%	45.0%	45.0%	45.0%		45.2%





Ridgewood Care Center  
Other Expenses

	2016	2017	2018	2019	2020	12/31/2014	2015
Nursing:							
Consultants	\$ 95,800	\$ 97,700	\$ 99,500	\$ 101,400	\$ 103,200	\$ 95,888	\$ 95,800
Nursing supplies and other	502,600	512,500	523,000	533,500	544,000	420,581	501,900
Ancillaries:							
Medicare A	1,206,900	1,231,000	1,255,600	1,280,800	1,306,400	1,266,775	1,183,100
Medicare B	258,700	263,800	268,900	274,400	280,000	217,255	259,400
Medicaid	7,300	7,300	7,300	7,300	7,300	17,161	7,400
Commercial Insurance/HMO	69,707	71,101	72,523	73,973	75,452	12,095	68,340
Social services and activities	531,600	542,100	553,300	564,400	575,500	499,279	530,700
Dietary	1,245,600	1,270,300	1,295,700	1,321,600	1,348,200	1,312,055	1,243,700
Maintenance	251,500	256,500	261,600	266,700	271,700	230,576	246,400
Transportation	11,100	11,100	11,100	11,100	11,100	5,378	11,200
Housekeeping	300,100	306,200	312,300	318,400	324,500	289,540	293,800
Laundry	160,100	163,200	166,300	169,400	172,500	162,619	160,100
Administration:							
Insurance	131,700	134,100	136,600	139,100	142,200	130,451	131,500
Other	377,500	385,100	392,800	400,700	408,700	455,161	370,100
<b>Totals</b>	<b>\$ 5,150,207</b>	<b>\$ 5,252,001</b>	<b>\$ 5,356,523</b>	<b>\$ 5,462,773</b>	<b>\$ 5,570,752</b>	<b>5,114,814</b>	<b>\$ 5,103,440</b>



Ridgewood Care Center

Utilities

Inflation Rate

	2016	2017	2018	2019	2020		2014	2015
Heat and electricity	\$ 380,200	\$ 391,400	\$ 403,600	\$ 415,700	\$ 427,900	60.00	\$ 393,694	\$ 368,800
Water and sewer	66,800	68,600	70,500	72,300	74,800	61.00	57,030	64,600
<b>Totals</b>	<b>\$ 447,000</b>	<b>\$ 460,000</b>	<b>\$ 474,100</b>	<b>\$ 488,000</b>	<b>\$ 502,700</b>		<b>\$ 450,724</b>	<b>\$ 433,400</b>
Heat and electricty costs per sq. ft.	3.75	3.86	3.98	4.10	4.22			3.64
Resident days	61,817	61,817	61,817	61,817	61,817		66,293	61,817
Water and sewer cost per day	1.08	1.11	1.14	1.17	1.21		0.86	1.04