

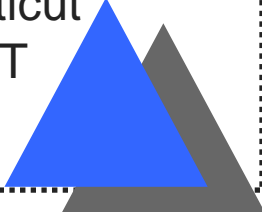


Financial Reporting Are You Doing It Right?

2007 NAHC Financial Managers Conference July 18-20, 2007

Pat Laff
Managing Principal
Laff Associates
Hilton Head Island, SC

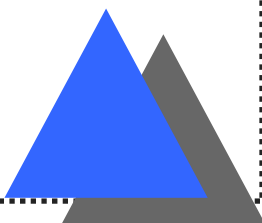
Ed Nicolas
Chief Financial Officer
VNS of Connecticut
Bridgeport, CT





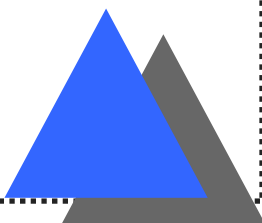
Statement of Income and Operations What Does It Look Like?

Does It Fit Management's Needs for
Useable Information?

- ◆ Is It Complete, but Concise?
 - ◆ Is Revenue Recognized by Service Line, Not by Payor?
 - ◆ Is Revenue Recognized When Expense is Incurred?
 - ◆ Are Expenses Categorized by Service Line and Indirect Cost Centers, Not Just a Short List Of Accumulated Cost Items?
 - ◆ Are Gross Profits by Service Line Easily Determined for Analysis?
 - ◆ Does It Provide a Real Picture of Operations with Budget Comparisons to Identify Potential Problem Areas?
- 



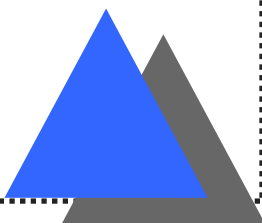
Statement of Income and Operations What Does It Look Like?

- ◆ Is It a Good Tool for Clinical Management Analysis and Decisions?
 - ◆ Does It Allow Easy Analysis of Direct Cost per Unit of Service?
 - ◆ Does It Allow Easy Analysis of Indirect Costs Relative to Product Line Activity Volumes?
 - ◆ Does It Facilitate Real Cost Accounting?
- 



Knowledge of Accurate Costs

The Actual Real Unit Costs of
Services and Products effect
Decisions:

- ◆ To Incur Desirable Expenses
 - ◆ Measure the Effect on Unintended Expenses
 - ◆ Managed Care (3rd Party) Contracts
 - ◆ Setting Charge Structures and Rates
 - ◆ To Startup a New Services
 - ◆ To Add a New Product Line
- 

What a Home Health Agency Statement of Operations Should Look Like

OJF HOME HEALTH CARE SERVICE STATEMENT OF INCOME AND OPERATIONS FROM 07-01-2003 THRU 06-30-2004

	<u>PERIOD</u>		
	<u>TOTAL</u>	<u>BUDGET</u>	<u>VARIANCE</u>
<u>REVENUE</u>	<u>VISITS</u>		
SKILLED NURSING	29,200	\$3,942,000	\$3,688,000
PHYSICAL THERAPY	18,900	2,551,500	2,492,400
SPEECH THERAPY	800	108,000	100,300
OCCUPATIONAL THERAPY	4,000	540,000	507,600
MEDICAL SOCIAL SERVICE	600	81,000	76,500
HOME HEALTH AIDES	6,500	487,500	456,200
	60,000		
TOTAL VISIT REVENUE		\$7,710,000	\$7,321,000
MEDICAL SUPPLY REVENUE		295,000	267,000
MEDICARE HHRG VARIANCE		24,500	20,000
CONTRACTUAL ADJUSTMENTS		(767,400)	(775,000)
TOTAL NET REVENUE		\$7,262,100	\$6,833,000
<u>DIRECT COSTS</u>			
DIRECT PERSONNEL			
SKILLED NURSING		\$2,141,800	\$2,164,600
PHYSICAL THERAPY		1,483,800	1,303,300
SPEECH THERAPY		66,000	53,600
OCCUPATIONAL THERAPY		281,200	218,400
MEDICAL SOCIAL SERVICE		47,700	37,600
HOME HEALTH AIDE		314,700	229,400
TOTAL DIRECT PERSONNEL		\$4,335,200	\$4,006,900
BILLABLE MEDICAL SUPPLY COST		213,900	198,200
TELEMEDICINE EQUIPMENT		157,500	148,500
TOTAL DIRECT COST		\$4,706,600	\$4,353,600
<u>INDIRECT COSTS</u>			
INDIRECT PERSONNEL		\$1,260,400	\$1,204,700
OCCUPANCY COST		203,000	193,300
OFFICE EXPENSES		159,300	156,200
OTHER COSTS		204,900	248,700
TOTAL INDIRECT COSTS		\$1,827,600	\$1,802,900
TOTAL COSTS		\$6,534,200	\$6,156,500
NET INCOME		\$727,900	\$27,200

What a Home Health Agency Statement of Operations Should Look Like

DIRECT OPERATING COSTS

<u>DIRECT COSTS</u>	<u>PERIOD</u> <u>TOTAL</u>	<u>BUDGET</u>	<u>VARIANCE</u>
SKILLED NURSING			
SALARIES - SUPERVISORS	\$300,000	\$250,000	(\$50,000)
SALARIES - STAFF	1,374,000	1,473,500	99,500
PAYROLL TAXES	140,600	144,800	4,200
EMPLOYEE BENEFITS	120,900	128,700	7,800
WORKER'S COMPENSATION	89,500	75,400	(14,100)
AUTO ALLOWANCE	116,800	92,200	(24,600)
TOTAL SKILLED NURSING	\$2,141,800	\$2,164,600	\$22,800
PHYSICAL THERAPY			
SALARIES - STAFF	\$614,300	\$540,000	(\$74,300)
PAYROLL TAXES	59,300	52,100	(7,200)
WORKER'S COMPENSATION	63,600	56,900	(6,700)
AUTO ALLOWANCE	37,800	31,200	(6,600)
CONTRACT AGENCY PERSONNEL	708,800	623,100	(85,700)
TOTAL PHYSICAL THERAPY	\$1,483,800	\$1,303,300	(\$180,500)
SPEECH THERAPY			
SALARIES - STAFF	\$52,000	\$43,500	(\$8,500)
PAYROLL TAXES	5,000	4,200	(800)
WORKER'S COMPENSATION	5,800	3,400	(2,400)
AUTO ALLOWANCE	3,200	2,500	(700)
TOTAL SPEECH THERAPY	\$66,000	\$53,600	(\$12,400)
OCCUPATIONAL THERAPY			
SALARIES - STAFF	\$130,000	\$93,100	(\$36,900)
PAYROLL TAXES	12,000	9,000	(3,000)
WORKER'S COMPENSATION	11,200	8,400	(2,800)
AUTO ALLOWANCE	8,000	6,400	(1,600)
CONTRACT AGENCY PERSONNEL	120,000	101,500	(18,500)
TOTAL OCCUPATIONAL THERAPY	\$281,200	\$218,400	(\$62,800)
MEDICAL SOCIAL SERVICE			
SALARIES - STAFF	\$39,000	\$30,600	(\$8,400)
PAYROLL TAXES	3,800	3,000	(800)
WORKER'S COMPENSATION	2,500	2,100	(400)
AUTO ALLOWANCE	2,400	1,900	(500)
TOTAL MEDICAL SOCIAL SERVICE	\$47,700	\$37,600	(\$10,100)
HOME HEALTH AIDES			
SALARIES - SUPERVISORS	\$50,000	\$50,000	
SALARIES - STAFF	162,500	95,300	(\$67,200)
PAYROLL TAXES	20,500	14,000	(6,501)
EMPLOYEE BENEFITS	21,300	14,500	(6,800)
WORKER'S COMPENSATION	34,400	32,800	(1,600)
AUTO ALLOWANCE	26,000	22,800	(3,200)
TOTAL HOME HEALTH AIDES	\$314,700	\$229,400	(\$85,300)
TOTAL DIRECT PERSONNEL	\$4,335,200	\$4,006,900	(\$328,300)

What a Home Health Agency Statement of Operations Should Look Like

DIRECT OPERATING COST CONTINUED

BILLABLE MEDICAL SUPPLIES

MEDICAL SUPPLIES	\$180,000	\$170,000	(\$10,000)
------------------	-----------	-----------	------------

ALLOCATED PERSONNEL COST

SALARIES - STAFF	\$30,000	\$25,000	(\$5,000)
------------------	----------	----------	-----------

PAYROLL TAXES	2,900	2,400	(500)
---------------	-------	-------	-------

WORKER'S COMPENSATION	1,000	800	(200)
-----------------------	-------	-----	-------

TOTAL ALLOCATED PERSONNEL	\$33,900	\$28,200	(\$5,700)
---------------------------	----------	----------	-----------

TOTAL BILLABLE MED. SUPPLIES	\$213,900	\$198,200	(\$15,700)
------------------------------	-----------	-----------	------------

TELEMEDICINE EQUIPMENT

	\$157,500	\$148,500	(\$9,000)
--	-----------	-----------	-----------

TOTAL DIRECT COSTS

	\$4,706,600	\$4,353,600	(\$353,000)
--	-------------	-------------	-------------

What a Home Health Agency Statement of Operations Should Look Like

INDIRECT OPERATING COSTS

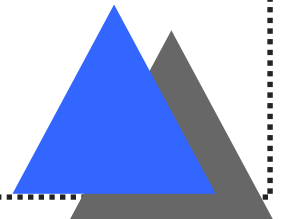
<u>INDIRECT COSTS</u>	<u>PERIOD</u> <u>TOTAL</u>	<u>BUDGET</u>	<u>VARIANCE</u>
INDIRECT PERSONNEL			
SALARIES - ADMINISTRATOR	\$120,000	\$120,000	\$0
SALARIES - MEDICAL ADMINISTRATIVE			
CLINICAL MANAGER & QUALITY MANAGERS	\$230,000	\$230,000	
HOME CARE COORDINATORS	105,000	100,000	(\$5,000)
INTAKE STAFF	80,000	75,000	(5,000)
MEDICAL SOCIAL WORKER	30,000	27,000	(3,000)
MEDICAL DIRECTOR(S)	30,000	22,000	(8,000)
	<u>\$475,000</u>	<u>\$454,000</u>	<u>(\$21,000)</u>
SALARIES - CLERICAL STAFF	425,000	403,000	(22,000)
PAYROLL TAXES	70,500	67,600	(2,900)
EMPLOYEE BENEFITS	139,900	131,900	(8,000)
WORKER'S COMPENSATION	20,000	19,200	(800)
AUTO ALLOWANCE	10,000	9,000	(1,000)
TOTAL INDIRECT PERSONNEL	<u>\$1,260,400</u>	<u>\$1,204,700</u>	<u>(\$55,700)</u>
OCCUPANCY COSTS			
RENT	\$185,000	\$177,500	(\$7,500)
UTILITIES	12,000	10,800	(1,200)
REPAIRS & MAINTENANCE	6,000	5,000	(1,000)
TOTAL OCCUPANCY	<u>\$203,000</u>	<u>\$193,300</u>	<u>(\$9,700)</u>
OFFICE EXPENSES			
STATIONARY & PRINTING	\$10,500	\$10,300	(\$200)
OFFICE SUPPLIES & EXPENSE	40,700	60,400	19,700
TELEPHONE, BEEPERS & ANSWERING	36,800	25,100	(11,700)
POSTAGE	10,500	15,400	4,900
OFFICE EQUIPMENT RENTAL	36,700	25,000	(11,700)
DEPRECIATION-EQUIPMENT	24,100	20,000	(4,100)
TOTAL OFFICE EXPENSES	<u>\$159,300</u>	<u>\$156,200</u>	<u>(\$3,100)</u>
OTHER GENERAL COSTS			
DATA PROCESSING	\$40,000	\$43,500	\$3,500
RECRUITMENT	27,300	43,800	16,500
INSERVICE & STAFF EDUCATION	15,600	24,900	9,300
TRAVEL & CONFERENCE	19,500	18,700	(800)
DUES & SUBSCRIPTIONS	11,600	15,900	4,300
INSURANCE - GENERAL	17,500	13,700	(3,800)
INSURANCE - PROFESSIONAL LIABILITY	37,500	22,700	(14,800)
LEGAL & ACCOUNTING	15,000	30,000	15,000
INTEREST	15,600	23,700	8,100
AMORTIZATION - START-UP EXPENSE	0	0	0
ORGANIZATION EXPENSE	0	0	0
BAD DEBTS	3,700	9,500	5,800
MISCELLANEOUS	1,600	2,300	700
TOTAL OTHER GENERAL COSTS	<u>\$204,900</u>	<u>\$248,700</u>	<u>\$43,800</u>
TOTAL INDIRECT COST	<u>\$1,827,600</u>	<u>\$1,802,900</u>	<u>(\$24,700)</u>



VNS of Connecticut

- ◆ Previous financial information:
 - Prior financial statements and related data reports – too much paper.
 - Several reports to produce necessary information for analysis.
 - Required 1.5 days of two staff members.
 - Did not provide a clear picture of Agency performance.

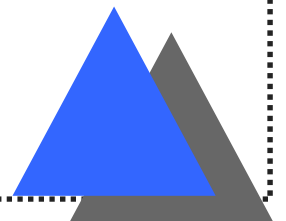
When was the last time you looked at your monthly reporting package and assessed its effectiveness???





VNS of Connecticut

- ◆ Why move to the new reporting format:
 - Reduces staff involvement to one person.
 - Completion more timely-quicker access to information.
 - Provide detail on a service line basis.
 - Provide concise costing information by product line.
 - Provide cost accounting methodology to accurately track and allocate costs.



VNS OF CONNECTICUT, INC.
STATEMENT OF INCOME AND OPERATIONS
FROM 07-01-2006 THRU 04-30-2007

	<u>PERIOD</u>		<u>BUDGET</u>	<u>VARIANCE</u>
	<u>TOTAL</u>			
<u>REVENUE</u>	<u>VISITS</u>			
SKILLED NURSING	89,199	\$14,271,840	\$14,355,000	(\$83,160)
PHYSICAL THERAPY	29,291	5,272,380	5,225,000	47,380
SPEECH THERAPY	786	133,620	132,000	1,620
OCCUPATIONAL THERAPY	5,503	935,510	965,000	(29,490)
MEDICAL SOCIAL SERVICE	3,305	661,000	650,000	11,000
HOME HEALTH AIDES	90,329	6,865,004	6,955,000	(89,996)
	218,413			
TOTAL VISIT REVENUE		\$28,139,354	\$28,282,000	(\$142,646)
MEDICAL SUPPLY REVENUE		643,132	625,000	18,132
MEDICARE HHRG VARIANCE		(34,580)	(50,000)	15,420
CONTRACTUAL ADJUSTMENTS		(3,936,934)	(4,102,000)	165,066
TOTAL NET REVENUE		\$24,810,972	\$24,755,000	\$55,972
<u>DIRECT COSTS</u>				
<u>DIRECT PERSONNEL</u>				
SKILLED NURSING		\$6,828,592	\$6,669,200	(\$159,392)
PHYSICAL THERAPY		2,051,400	2,051,300	(100)
SPEECH THERAPY		64,079	61,900	(2,179)
OCCUPATIONAL THERAPY		378,050	360,400	(17,650)
MEDICAL SOCIAL SERVICE		324,355	334,300	9,945
HOME HEALTH AIDE		3,670,498	3,710,100	39,602
TOTAL DIRECT PERSONNEL		\$13,316,974	\$13,187,200	(\$129,774)
BILLABLE MEDICAL SUPPLY COST		349,984	336,000	(13,984)
TELEMEDICINE EQUIPMENT		137,950	139,000	1,050
TOTAL DIRECT COST		\$13,804,908	\$13,662,200	(\$142,708)
<u>INDIRECT COSTS</u>				
INDIRECT PERSONNEL		\$6,599,168	\$6,639,000	\$39,832
OCCUPANCY COST		893,558	878,000	(15,558)
OFFICE EXPENSES		1,384,771	1,396,000	11,229
OTHER COSTS		2,076,623	2,096,500	19,877
TOTAL INDIRECT COSTS		\$10,954,122	\$11,009,500	\$55,378
TOTAL COSTS		\$24,759,030	\$24,671,700	(\$87,330)
NET OPERATING INCOME FROM HOME CARE		\$51,944	\$83,300	(\$31,356)
NET INCOME/LOSS FROM HOSPICE		(\$13,622)	\$10,000	(23,622)
NET INCOME FROM OPERATIONS		\$38,322	\$93,300	(\$54,978)
CONTRIBUTIONS		879,831	425,000	454,831
INVESTMENT INCOME		467,868	150,000	317,868
NET INCOME		\$1,386,021	\$668,300	\$717,721

VNS OF CONNECTICUT, INC.
DIRECT OPERATING COSTS

	<u>PERIOD</u> <u>TOTAL</u>	<u>BUDGET</u>	<u>VARIANCE</u>
<u>DIRECT COSTS</u>			
SKILLED NURSING			
SALARIES - SUPERVISORS/COORDINATORS	\$253,607	\$250,000	(\$3,607)
SALARIES - STAFF	5,108,298	5,085,200	(23,098)
PAYROLL TAXES	419,108	420,000	892
EMPLOYEE BENEFITS	732,933	675,000	(57,933)
CONTRACT AGENCY PERSONNEL	98,331	56,000	(42,331)
AUTO ALLOWANCE	216,315	183,000	(33,315)
TOTAL SKILLED NURSING	<u>\$6,828,592</u>	<u>\$6,669,200</u>	<u>(\$159,392)</u>
PHYSICAL THERAPY			
SALARIES - STAFF	\$1,670,166	\$1,700,000	\$29,834
PAYROLL TAXES	133,539	135,000	1,461
EMPLOYEE BENEFITS	161,489	147,000	(14,489)
AUTO ALLOWANCE	26,611	22,500	(4,111)
CONTRACT AGENCY PERSONNEL	59,595	46,800	(12,795)
TOTAL PHYSICAL THERAPY	<u>\$2,051,400</u>	<u>\$2,051,300</u>	<u>(\$100)</u>
SPEECH THERAPY			
SALARIES - STAFF	\$16,983	\$17,500	\$517
PAYROLL TAXES	1,517	1,600	83
EMPLOYEE BENEFITS	972	800	(172)
CONTRACT AGENCY PERSONNEL	44,607	42,000	(2,607)
TOTAL SPEECH THERAPY	<u>\$64,079</u>	<u>\$61,900</u>	<u>(\$2,179)</u>
OCCUPATIONAL THERAPY			
SALARIES - STAFF	\$277,044	\$265,000	(\$12,044)
PAYROLL TAXES	22,665	21,900	(765)
EMPLOYEE BENEFITS	25,584	23,700	(1,884)
AUTO ALLOWANCE	2,973	2,800	(173)
CONTRACT AGENCY PERSONNEL	49,784	47,000	(2,784)
TOTAL OCCUPATIONAL THERAPY	<u>\$378,050</u>	<u>\$360,400</u>	<u>(\$17,650)</u>
MEDICAL SOCIAL SERVICE			
SALARIES - STAFF	\$270,616	\$275,000	\$4,384
PAYROLL TAXES	21,396	22,000	604
EMPLOYEE BENEFITS	23,298	23,100	(198)
AUTO ALLOWANCE	8,645	8,700	55
CONTRACT AGENCY PERSONNEL	400	5,500	5,100
TOTAL MEDICAL SOCIAL SERVICE	<u>\$324,355</u>	<u>\$334,300</u>	<u>\$9,944</u>
HOME HEALTH AIDES			
SALARIES - SUPERVISORS	\$115,641	\$110,000	(\$5,641)
SALARIES - STAFF	2,242,977	2,310,000	\$67,023
PAYROLL TAXES	198,916	200,100	1,184
EMPLOYEE BENEFITS	422,511	418,000	(4,511)
CONTRACT AGENCY PERSONNEL	483,548	475,500	(8,048)
AUTO ALLOWANCE	206,905	196,500	(10,405)
TOTAL HOME HEALTH AIDES	<u>\$3,670,498</u>	<u>\$3,710,100</u>	<u>\$39,602</u>
TOTAL DIRECT PERSONNEL	<u>\$13,316,974</u>	<u>\$13,187,200</u>	<u>(\$129,774)</u>

**DIRECT OPERATING COST
CONTINUED**

BILLABLE MEDICAL SUPPLIES			
MEDICAL SUPPLIES	<u>\$321,566</u>	<u>\$310,000</u>	<u>(\$11,566)</u>
ALLOCATED PERSONNEL COST			
SALARIES - STAFF	\$25,000	\$23,000	(\$2,000)
PAYROLL TAXES	2,418	2,200	(218)
EMPLOYEE BENEFITS	<u>1,000</u>	<u>800</u>	<u>(200)</u>
TOTAL ALLOCATED PERSONNEL	<u>\$28,418</u>	<u>\$26,000</u>	<u>(\$2,418)</u>
TOTAL BILLABLE MED. SUPPLIES	<u>\$349,984</u>	<u>\$336,000</u>	<u>(\$13,984)</u>
TELEMEDICINE EQUIPMENT	<u>\$137,950</u>	<u>\$139,000</u>	<u>\$1,050</u>
TOTAL DIRECT COSTS	<u><u>\$13,804,908</u></u>	<u><u>\$13,662,200</u></u>	<u><u>(\$142,708)</u></u>

Copyright 2007 Pat Laff

<u>INDIRECT COSTS</u>	<u>INDIRECT OPERATING COSTS</u>		
	<u>PERIOD TOTAL</u>	<u>BUDGET</u>	<u>VARIANCE</u>
INDIRECT PERSONNEL			
SALARIES - ADMIN/DIRECTORS	<u>\$989,323</u>	<u>\$975,000</u>	<u>(\$14,323)</u>
SALARIES - MEDICAL ADMINISTRATIVE			
CLINICAL & QUALITY MANAGERS	\$1,436,530	\$1,445,000	\$8,470
HOME CARE COORDINATORS	93,838	100,000	6,162
INTAKE STAFF	223,463	225,000	1,537
			0
			0
	<u>\$1,753,831</u>	<u>\$1,770,000</u>	<u>\$16,169</u>
SALARIES - OTHER SUPPORT	1,514,867	1,550,000	35,133
SALARIES - CLERICAL STAFF	1,199,137	1,210,000	10,863
PAYROLL TAXES	423,543	435,000	11,457
EMPLOYEE BENEFITS	647,568	631,000	(16,568)
AUTO ALLOWANCE	70,899	68,000	(2,899)
TOTAL INDIRECT PERSONNEL	<u>\$6,599,168</u>	<u>\$6,639,000</u>	<u>\$39,832</u>
OCCUPANCY COSTS			
RENT	\$532,377	\$533,000	\$623
UTILITIES	193,124	168,000	(25,124)
REPAIRS & MAINTENANCE	56,401	65,000	8,599
DEPRECIATION - BUILDING AND RELATED	111,656	112,000	344
TOTAL OCCUPANCY	<u>\$893,558</u>	<u>\$878,000</u>	<u>(\$15,558)</u>
OFFICE EXPENSES			
OFFICE SUPPLIES, PRINTING & RELATED	\$349,573	\$365,000	\$15,427
TELEPHONE, BEEPERS & ANSWERING	302,470	304,000	1,530
POSTAGE	57,696	60,000	2,304
OFFICE EQUIPMENT RENTAL & MAINT	327,755	318,000	(9,755)
DEPRECIATION-EQUIPMENT	347,277	349,000	1,723
TOTAL OFFICE EXPENSES	<u>\$1,384,771</u>	<u>\$1,396,000</u>	<u>\$11,229</u>
OTHER GENERAL COSTS			
LEGAL, ACCT'G AND PROFESSIONAL FEES	\$764,621	\$745,000	(\$19,621)
RECRUITMENT	310,342	295,000	(15,342)
PUBLIC RELATIONS & RECOGNITION	91,823	102,500	10,677
CONFERENCE & STAFF EDUCATION	115,320	110,000	(5,320)
DUES & SUBSCRIPTIONS	52,933	54,000	1,067
INSURANCE	228,572	265,000	36,428
LICENSES & FEES	64,518	60,000	(4,518)
TEMPORARY LABOR	25,250	43,000	17,750
INTEREST	187,505	183,000	(4,505)
FUND RAISING	200,582	205,000	4,418
	0	0	0
BAD DEBTS	32,107	29,000	(3,107)
MISCELLANEOUS	3,050	5,000	1,950
TOTAL OTHER GENERAL COSTS	<u>\$2,076,623</u>	<u>\$2,096,500</u>	<u>\$19,877</u>
TOTAL INDIRECT COST	<u>\$10,954,122</u>	<u>\$11,009,500</u>	<u>\$55,378</u>

**VNS OF CONNECTICUT, INC.
 COSTS PER UNITS OF SERVICE
 FROM 07-01-2006 THRU 04-30-2007**

<u>MEDICARE COST REPORTING</u>		<u>DIRECT COSTS</u>	<u>INDIRECT COSTS</u>	<u>TOTAL COSTS</u>
SKILLED NURSING		\$76.55	\$48.68	\$125.24
PHYSICAL THERAPY		\$70.04	\$44.54	\$114.57
SPEECH THERAPY		\$81.53	\$30.86	\$112.39
OCCUPATIONAL THERAPY		\$68.70	\$64.67	\$133.37
MEDICAL SOCIAL SERVICE		\$98.14	\$62.41	\$160.55
HOME HEALTH AIDE		\$40.63	\$25.84	\$66.48
MEDICAL SUPPLIES PURCHASES	\$321,566			
PERSONNEL	<u>\$28,418</u>	\$349,984	\$222,572	\$572,555
TELEMEDICINE EQUIPMENT		\$137,950	\$87,729	\$225,679

Copyright 2007 Pat Laff

GENERAL METHODS OF COST ACCOUNTING - SINGLE STATISTIC
--

				<u>VARIANCE</u>
SKILLED NURSING	\$76.55	\$70.31	\$146.86	(\$21.62)
PHYSICAL THERAPY	\$70.04	\$21.41	\$91.45	\$23.13
SPEECH THERAPY	\$81.53	\$212.77	\$294.30	(\$181.91)
OCCUPATIONAL THERAPY	\$68.70	\$64.58	\$133.28	(\$160.93)
MEDICAL SOCIAL SERVICE	\$98.14	\$126.50	\$224.64	(\$64.09)
HOME HEALTH AIDE	\$40.63	\$8.10	\$48.73	\$17.74
MEDICAL SUPPLIES PURCHASES	\$321,566			
PERSONNEL	<u>\$28,418</u>	\$349,984	\$188,143	\$538,127
TELEMEDICINE EQUIPMENT		\$137,950	\$46,928	\$184,878

Copyright 2007 Pat Laff

**INDIRECT COST
ALLOCATION BY STATISTIC**

DEPARTMENT: CLINICAL MANAGER

STATISTICS: VISITS

COSTS TO BE ALLOCATED:

SALARY	\$1,436,530
PAYROLL TAXES	158,018
EMPLOYEE BENEFITS	172,384
OTHER	
AUTO ALLOWANCE	<u>3,480</u>
 TOTAL	 <u><u>\$1,770,412</u></u>

STATISTIC:

SKILLED NURSING	89,199
PHYSICAL THERAPY	29,291
SPEECH THERAPY	786
OCCUPATIONAL THERAPY	5,503
MEDICAL SOCIAL SERVICE	3,305
HOME HEALTH AIDES	90,329
HOSPICE	<u>12,346</u>
 TOTAL	 <u><u>230,759</u></u>

ALLOCATION OF COSTS

SKILLED NURSING	\$684,346
PHYSICAL THERAPY	224,724
SPEECH THERAPY	6,030
OCCUPATIONAL THERAPY	42,220
MEDICAL SOCIAL SERVICE	25,356
HOME HEALTH AIDE	693,015
HOSPICE	<u>94,720</u>
 TOTAL	 <u><u>\$1,675,692</u></u>

**INDIRECT COST
ALLOCATION BY STATISTIC**

DEPARTMENT: HOME CARE COORDINATORS

STATISTIC: PATIENT CASES (DUPLICATED CENSUS)

COSTS TO BE ALLOCATED:

SALARIES	\$93,838
PAYROLL TAXES	7,388
EMPLOYEE BENEFITS	11,421
OTHER	
AUTO ALLOWANCE	<u>2,750</u>
TOTAL	<u><u>\$115,398</u></u>

STATISTIC:

SKILLED NURSING	3,860
PHYSICAL THERAPY	1,820
SPEECH THERAPY	80
OCCUPATIONAL THERAPY	330
MEDICAL SOCIAL SERVICE	600
HOME HEALTH AIDE	2,760
BILLABLE MEDICAL SUPPLIES	450
TELEMEDICINE EQUIPMENT	<u>430</u>
TOTAL	<u><u>10,330</u></u>

ALLOCATION OF COSTS

SKILLED NURSING	\$43,121
PHYSICAL THERAPY	20,331
SPEECH THERAPY	894
OCCUPATIONAL THERAPY	3,686
MEDICAL SOCIAL SERVICE	6,703
HOME HEALTH AIDE	30,832
BILLABLE MEDICAL SUPPLIES	5,027
TELEMEDICINE EQUIPMENT	<u>4,804</u>
TOTAL	<u><u>\$115,398</u></u>

**INDIRECT COST
ALLOCATION BY STATISTIC**

DEPARTMENT: PAYROLL DEPARTMENT

STATISTIC: PAID EMPLOYEES

COSTS TO BE ALLOCATED:

SALARIES	\$102,825
PAYROLL TAXES	\$8,013
EMPLOYEE BENEFITS	12,017
OTHER	
	<hr/>
TOTAL	\$122,855
	<hr/> <hr/>

STATISTIC:

SKILLED NURSING	155
PHYSICAL THERAPY	31
SPEECH THERAPY	6
OCCUPATIONAL THERAPY	12
MEDICAL SOCIAL SERVICE	8
HOME HEALTH AIDE	215
BILLABLE MEDICAL SUPPLIES	1
HOSPICE	25
INDIRECT PERSONNEL	145
	<hr/>
TOTAL	598
	<hr/> <hr/>

ALLOCATION OF COSTS

SKILLED NURSING	\$31,844
PHYSICAL THERAPY	6,369
SPEECH THERAPY	1,233
OCCUPATIONAL THERAPY	2,465
MEDICAL SOCIAL SERVICE	1,644
HOME HEALTH AIDE	44,170
BILLABLE MEDICAL SUPPLIES	205
HOSPICE	5,136
INDIRECT PERSONNEL	29,789
	<hr/>
TOTAL	\$122,855
	<hr/> <hr/>

**INDIRECT COST
ALLOCATION BY STATISTIC**

DEPARTMENT: ALL OTHER INDIRECT COSTS

**STATISTIC: PATIENT CASES (DUPLICATED CENSUS) TO TOTAL DIRECT PERSONNEL
AND MEDICAL SUPPLIES**

COSTS TO BE ALLOCATED:

INDIRECT PERSONNEL	<u>\$6,599,168</u>
LESS:	
DIRECT COST ALLOCATIONS	
CLINICAL MANAGER	(1,675,692)
HOME CARE COORDINATORS	(115,398)
PAYROLL DEPARTMENT	<u>(93,066)</u>
NET INDIRECT PERSONNEL	<u>\$4,715,012</u>
OCCUPANCY COSTS	893,558
OFFICE EXPENSES	1,384,771
OTHER GENERAL COSTS	<u>2,076,623</u>
	<u>\$4,354,952</u>
LESS:	
DIRECT COST ALLOCATIONS	
OCCUPANCY & EQUIPMENT	<u>(657,240)</u>
	<u>\$3,697,712</u>
TOTAL	<u><u>\$8,412,724</u></u>

STATISTIC:

SKILLED NURSING	3,860
PHYSICAL THERAPY	1,820
SPEECH THERAPY	80
OCCUPATIONAL THERAPY	330
MEDICAL SOCIAL SERVICE	600
HOME HEALTH AIDE	<u>2,760</u>
TOTAL DIRECT PERSONNEL	9,450
BILLABLE MEDICAL SUPPLIES	450
TELEMEDICINE EQUIPMENT	<u>1,360</u>
TOTAL	<u><u>11,260</u></u>

ALLOCATION OF COSTS

DIRECT PERSONNEL	\$7,060,412
BILLABLE MEDICAL SUPPLIES	336,210
TELEMEDICINE EQUIPMENT	<u>1,016,102</u>
TOTAL	<u><u>\$8,412,724</u></u>

**INDIRECT COST
ALLOCATION BY STATISTIC**

DEPARTMENT: ALL OTHER INDIRECT COSTS TO DIRECT PERSONNEL

STATISTIC: VISITS

COSTS TO BE ALLOCATED:

ALL OTHER INDIRECT COSTS	\$8,412,724
LESS:	
ALLOCATED TO	
BILLABLE MEDICAL SUPPLIES	(336,210)
TELEMEDICINE EQUIPMENT	<u>(\$1,016,102)</u>
 TOTAL	 <u><u>\$7,060,413</u></u>

STATISTIC:

SKILLED NURSING	89,199
PHYSICAL THERAPY	29,291
SPEECH THERAPY	786
OCCUPATIONAL THERAPY	5,503
MEDICAL SOCIAL SERVICE	3,305
HOME HEALTH AIDE	<u>90,329</u>
 TOTAL	 <u><u>218,413</u></u>

ALLOCATION OF COST

SKILLED NURSING	\$2,883,444
PHYSICAL THERAPY	946,860
SPEECH THERAPY	25,408
OCCUPATIONAL THERAPY	177,890
MEDICAL SOCIAL SERVICE	106,837
HOME HEALTH AIDE	<u>2,919,973</u>
 TOTAL	 <u><u>\$7,060,413</u></u>

GENERAL METHODS OF COST ACCOUNTING - MULTIPLE STATISTICS				
---	--	--	--	--

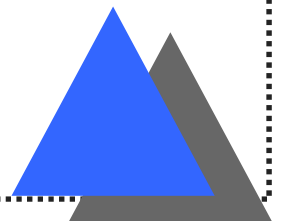
				<u>VARIANCE</u>
SKILLED NURSING	\$76.55	\$46.11	\$122.67	\$24.19
PHYSICAL THERAPY	\$70.04	\$42.52	\$112.55	(\$21.11)
SPEECH THERAPY	\$81.53	\$58.67	\$140.19	\$154.10
OCCUPATIONAL THERAPY	\$68.70	\$45.96	\$114.66	(\$6.91)
MEDICAL SOCIAL SERVICE	\$98.14	\$52.02	\$150.16	\$74.49
HOME HEALTH AIDE	\$40.63	\$41.44	\$82.07	(\$33.34)
MEDICAL SUPPLIES PURCHASES	\$321,566			
PERSONNEL	<u>\$28,418</u>	\$349,984	\$355,561	\$705,544 (\$167,418)
TELEMEDICINE EQUIPMENT		\$137,950	\$1,020,905	\$1,158,855 (\$973,977)

Copyright 2007 Pat Laff



VNS of Connecticut

Hospice



HOSPICE
STATEMENT OF REVENUE AND OPERATIONS
APRIL 30, 2007

<u>REVENUE</u>	<u>DAYS</u>	<u>RATE PER DAY</u>	<u>YEAR TO DATE</u>
CONTINUOUS HOSPICE CARE	3	\$941.22	\$ 2,824
ROUTINE HOSPICE CARE	9,461	\$189.43	1,792,197
INPATIENT RESPITE CARE	0	\$0.00	0
GENERAL INPATIENT CARE	2,225	\$781.00	1,737,725
	11,689		
GROSS REVENUE			\$3,532,746
LESS: CONTRACTUAL ALLOWANCES			215,130
NET REVENUE			\$3,317,616
 <u>DIRECT COSTS</u>			
<u>DIRECT PERSONNEL</u>			
SKILLED NURSING			\$502,551
PHYSICAL THERAPY			16,055
SPEECH THERAPY			1,008
OCCUPATIONAL THERAPY			532
MEDICAL SOCIAL SERVICE			58,143
HOME HEALTH AIDE			198,338
PHYSICIAN SERVICES			16,405
DIETARY, PYSCH AND SPIRITUAL SERVICES			69,809
			862,841
TOTAL DIRECT PERSONNEL			862,841
CONTINUOUS CARE			1,205
INPATIENT CARE SERVICE			
GENERAL CARE			922,325
RESPITE CARE			-
BILLABLE MEDICAL SUPPLIES, PHARMACY & HME			156,530
BEREAVEMENT PROGRAM			59,284
VOLUNTEER PROGRAM			34,843
OTHER BILLABLE DIRECT HOSPICE COSTS			51,889
			2,088,917
TOTAL DIRECT COST			2,088,917
 <u>INDIRECT COSTS</u>			
INDIRECT PERSONNEL			\$90,397
OCCUPANCY COST			156,859
OFFICE EXPENSES			-
OTHER COSTS			995,065
			1,242,321
TOTAL INDIRECT COSTS			1,242,321
TOTAL COSTS			3,331,238
NET INCOME			\$ (13,622)

COST PER DAY	<u>DIRECT</u>	<u>INDIRECT</u>	<u>TOTAL</u>	<u>Cost/Day</u>	<u>REVENUE/DAY</u>
CONTINUOUS HOSPICE CARE	\$ 1,205	\$ 396	\$ 1,602	\$ 533.96	\$ 922.82
ROUTINE HOSPICE CARE	662,841	1,250,406	1,913,246	202.22	171.03
INPATIENT RESPIT CARE	-	-	-	-	-
GENERAL INPATIENT CARE	1,122,325	294,065	1,416,390	636.58	762.60
	\$1,786,371	\$1,544,867	\$3,331,238	\$ 284.99	\$ 283.82

AVERAGE NET REVENUE PER PATIENT	\$5,779.82
AVERAGE COST PER PATIENT	\$5,803.55
TOTAL PATIENTS	574

DIRECT OPERATING COSTS

	YEAR TO DATE
<u>DIRECT COSTS</u>	
SKILLED NURSING	
SALARIES - SUPERVISORS	\$115,000
SALARIES - STAFF	275,000
PAYROLL TAXES	37,124
EMPLOYEE BENEFITS	55,761
OTHER DIRECT	
AUTO ALLOWANCE	14,124
CONTRACT AGENCY PERSONNEL	<u>5,542</u>
TOTAL SKILLED NURSING	<u>\$502,551</u>
PHYSICAL THERAPY	
SALARIES - STAFF	\$10,945
PAYROLL TAXES	876
EMPLOYEE BENEFITS	2,189
WORKER'S COMPENSATION	
AUTO ALLOWANCE	995
CONTRACT AGENCY PERSONNEL	<u>1,050</u>
TOTAL PHYSICAL THERAPY	<u>\$16,055</u>
SPEECH THERAPY	
SALARIES - STAFF	
PAYROLL TAXES	
EMPLOYEE BENEFITS	
WORKER'S COMPENSATION	
AUTO ALLOWANCE	
CONTRACT AGENCY PERSONNEL	<u>1,008</u>
TOTAL SPEECH THERAPY	<u>\$1,008</u>
OCCUPATIONAL THERAPY	
SALARIES - STAFF	
PAYROLL TAXES	
EMPLOYEE BENEFITS	
OTHER	
AUTO ALLOWANCE	
CONTRACT AGENCY PERSONNEL	<u>532</u>
TOTAL OCCUPATIONAL THERAPY	<u>\$532</u>
MEDICAL SOCIAL SERVICE	
SALARIES - STAFF	\$29,294
PAYROLL TAXES	2,383
EMPLOYEE BENEFITS	1,744
OTHER	
AUTO ALLOWANCE	1,270
CONTRACT AGENCY PERSONNEL	<u>23,452</u>
TOTAL MEDICAL SOCIAL SERVICE	<u>\$58,143</u>
HOME HEALTH AIDES	
SALARIES - STAFF	\$128,774
PAYROLL TAXES	10,302
EMPLOYEE BENEFITS	27,043
WORKER'S COMPENSATION	3,172
AUTO ALLOWANCE	26,535
CONTRACT AGENCY PERSONNEL	<u>2,513</u>
TOTAL HOME HEALTH AIDES	<u>\$198,338</u>
PHYSICIAN SERVICES	
CONTRACT PERSONNEL	<u>\$16,405</u>
TOTAL PHYSICIAN SERVICES	<u>\$16,405</u>
DIETARY, PSYCH AND SPIRITUAL SERVICES	
SALARIES - STAFF	\$54,177
PAYROLL TAXES	4,334
EMPLOYEE BENEFITS	10,835
OTHER	
AUTO ALLOWANCE	462
CONTRACT AGENCY PERSONNEL	
TOTAL DIETARY, PSYCH AND SPIRITUAL	<u>\$69,809</u>

**DIRECT OPERATING COST
CONTINUED**

	<u>YEAR TO DATE</u>
CONTINUOUS CARE	
SALARIES - STAFF	\$840
PAYROLL TAXES	67
EMPLOYEE BENEFITS	160
OTHER	
AUTO ALLOWANCE	139
CONTRACT AGENCY PERSONNEL	
TOTAL CONTINUOUS CARE	<u>\$1,205</u>
TOTAL DIRECT PERSONNEL	<u>\$864,046</u>
INPATIENT CARE SERVICE	
GENERAL CARE	\$922,325
RESPIRE CARE	
TOTAL INPATIENT CARE SERVICE	<u>\$922,325</u>
BILLABLE MEDICAL SUPPLIES, PHARMACY & HME	
MEDICAL SUPPLIES	\$17,075
DRUGS & BIOLOGICALS	93,019
HOME MEDICAL EQUIPMENT	46,436
TOTAL BILLABLE MEDICAL SUPPLIES, PHARMACY & HME	<u>\$156,530</u>
OTHER BILLABLE DIRECT HOSPICE COSTS	
AMBULANCE AND OTHER	\$51,889
TOTAL OTHER BILLABLE DIRECT HOSPICE COSTS	<u>\$51,889</u>
TOTAL DIRECT COSTS	<u><u>\$1,994,790</u></u>
SUMMARY FOR COST REPORT	
TOTAL WAGES	<u>\$614,030</u>
CONTRACT SERVICES	<u>50,502</u>

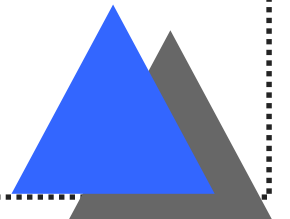
INDIRECT OPERATING COST

	<u>YEAR TO DATE</u>
<u>INDIRECT COSTS</u>	
INDIRECT PERSONNEL	
SALARIES - ADMINISTRATION	\$62,646
SALARIES - OTHER SUPPORT SERVICES	<u>27,751</u>
TOTAL INDIRECT PERSONNEL	<u>\$90,397</u>
OCCUPANCY COSTS	
ALLOCATED FROM HOME CARE DIVISION	\$156,859
TOTAL OCCUPANCY	<u>\$156,859</u>
OFFICE EXPENSES	
ALLOCATED FROM HOME CARE DIVISION	<u>\$995,065</u>
TOTAL INDIRECT COST	<u>\$1,242,321</u>



VNS of Connecticut

Cost per Episode
by Diagnosis (ICD-9)



VNS OF CT, INC.
ICD 9 COSTING - MEDICARE COSTS

<u>DISCIPLINE</u>	<u>AVERAGE VISITS/EPISODE</u>	<u>AVERAGE CHARGES</u>	<u>COST PER VISIT</u>	<u>COST PER EPISODE</u>
<u>ICD-9 250 DIABETES WITH COMPLICATIONS</u>				
SKILLED NURSING	10.29	\$ 1,646.09	125.24	\$ 1,288.47
PHYSICAL THERAPY	2.78	499.89	114.57	318.19
SPEECH THERAPY		-	112.39	-
OCCUPATIONAL THERAPY	0.82	139.51	133.37	
MEDICAL SOCIAL SERVICE	0.51	101.09	160.55	81.15
HOME HEALTH AIDES	<u>19.82</u>	1,506.37	66.48	1,317.61
MEDICAL SUPPLIES		<u>19.65</u>	1.50	<u>29.48</u>
TOTAL	34.21	\$ 3,912.60		\$ 3,034.89
<u>ICD -9 V58 - AFTERCARE FOLLOWING SURGERY</u>				
SKILLED NURSING	8.50	\$ 1,360.00	125.24	\$1,064.54
PHYSICAL THERAPY	2.71	486.98	114.57	309.97
SPEECH THERAPY	0.05	8.65	112.39	5.72
OCCUPATIONAL THERAPY	0.63	106.95	133.37	83.90
MEDICAL SOCIAL SERVICE	0.23	45.82	160.55	36.78
HOME HEALTH AIDES	<u>2.96</u>	225.24	66.48	197.01
MEDICAL SUPPLIES		<u>\$41.67</u>	1.50	<u>62.51</u>
TOTAL	15.08	\$ 2,275.31		\$1,760.43
<u>ICD-9 V54 - JOINT REPLACEMENT</u>				
SKILLED NURSING	4.80	\$ 768.64	125.24	\$ 601.65
PHYSICAL THERAPY	7.87	1,417.39	114.57	902.20
SPEECH THERAPY		-	112.39	
OCCUPATIONAL THERAPY	1.82	309.25	133.37	242.62
MEDICAL SOCIAL SERVICE	0.13	26.13	160.55	20.98
HOME HEALTH AIDES	<u>2.85</u>	216.54	66.48	189.41
MEDICAL SUPPLIES		<u>3.26</u>	1.50	<u>4.89</u>
TOTAL	17.48	\$ 2,741.21		\$ 1,961.74
<u>ICD-9 428.0 CHF</u>				
SKILLED NURSING	9.21	\$ 1,473.85	125.24	\$ 1,153.65
PHYSICAL THERAPY	2.77	499.33	114.57	317.83
SPEECH THERAPY	0.00	0.82	112.39	0.54
OCCUPATIONAL THERAPY	0.46	77.64	133.37	60.91
MEDICAL SOCIAL SERVICE	0.50	99.04	160.55	79.50
HOME HEALTH AIDES	<u>7.52</u>	571.46	66.48	499.85
MEDICAL SUPPLIES		<u>20.97</u>	1.50	<u>31.46</u>
TOTAL	20.46	\$ 2,743.10		\$ 2,143.75
<u>ICD-9 496.0 COPD</u>				
SKILLED NURSING	8.41	\$ 1,345.31	125.24	\$ 1,053.03
PHYSICAL THERAPY	2.90	521.63	114.57	332.03
SPEECH THERAPY		-	112.39	
OCCUPATIONAL THERAPY	0.27	45.10	133.37	
MEDICAL SOCIAL SERVICE	0.29	57.14	160.55	45.87
HOME HEALTH AIDES	<u>5.82</u>	442.04	66.48	386.65
MEDICAL SUPPLIES		<u>20.31</u>	1.50	<u>30.47</u>
TOTAL	17.67	\$ 2,431.53		\$ 1,848.05

VNS OF CT, INC.
ICD 9 COSTING - STANDARD COST SINGLE STATISTIC

DISCIPLINE	AVERAGE VISITS/EPISODE	AVERAGE CHARGES	COST PER VISIT	COST PER EPISODE
<u>ICD-9 250 DIABETES WITH COMPLICATIONS</u>				
SKILLED NURSING	10.29	\$ 1,646.09	146.86	\$1,510.93
PHYSICAL THERAPY	2.78	499.89	91.45	253.96
SPEECH THERAPY	-	-	294.30	0.00
OCCUPATIONAL THERAPY	0.82	139.51	133.28	
MEDICAL SOCIAL SERVICE	0.51	101.09	224.65	113.54
HOME HEALTH AIDES	19.82	1,506.37	48.73	965.96
MEDICAL SUPPLIES		19.65	1.50	29.48
TOTAL	34.22	\$3,912.60		\$2,873.87
<u>ICD -9 V58 - AFTERCARE FOLLOWING SURGERY</u>				
SKILLED NURSING	8.50	1,360.00	146.86	\$1,248.34
PHYSICAL THERAPY	2.71	486.98	91.45	247.40
SPEECH THERAPY	0.05	8.65	294.30	14.98
OCCUPATIONAL THERAPY	0.63	106.95	133.28	83.97
MEDICAL SOCIAL SERVICE	0.23	45.82	224.65	51.46
HOME HEALTH AIDES	2.96	225.24	48.73	144.43
MEDICAL SUPPLIES		41.67	1.50	62.51
TOTAL	15.08	\$2,275.31		\$1,852.97
<u>ICD-9 V54 - JOINT REPLACEMENT</u>				
SKILLED NURSING	4.80	768.64	146.86	\$705.53
PHYSICAL THERAPY	7.87	1,417.39	91.45	720.08
SPEECH THERAPY	-	-	294.30	
OCCUPATIONAL THERAPY	1.82	309.25	133.28	242.45
MEDICAL SOCIAL SERVICE	0.13	26.13	224.65	29.35
HOME HEALTH AIDES	2.85	216.54	48.73	138.86
MEDICAL SUPPLIES		3.26	1.50	4.89
TOTAL	17.48	\$2,741.21		\$1,841.16
<u>ICD-9 428.0 CHF</u>				
SKILLED NURSING	9.21	1,473.85	146.86	\$1,352.83
PHYSICAL THERAPY	2.77	499.33	91.45	253.67
SPEECH THERAPY	-	0.82	294.30	1.41
OCCUPATIONAL THERAPY	0.46	77.64	133.28	60.87
MEDICAL SOCIAL SERVICE	0.50	99.04	224.65	111.24
HOME HEALTH AIDES	7.52	571.46	48.73	366.45
MEDICAL SUPPLIES		20.97	1.50	31.46
TOTAL	20.46	\$2,743.10		\$2,177.94
<u>ICD-9 496.0 COPD</u>				
SKILLED NURSING	8.41	1,345.31	146.86	\$1,234.85
PHYSICAL THERAPY	2.90	521.63	91.45	265.01
SPEECH THERAPY	-	-	294.30	
OCCUPATIONAL THERAPY	0.27	45.10	133.28	
MEDICAL SOCIAL SERVICE	0.29	57.14	224.65	64.18
HOME HEALTH AIDES	5.82	442.04	48.73	283.46
MEDICAL SUPPLIES		20.31	1.50	30.47
TOTAL	17.67	\$2,431.53		\$1,877.96

VNS OF CT, INC.
ICD 9 COSTING - STANDARD COST MULTIPLE STATISTICS

<u>DISCIPLINE</u>	<u>AVERAGE VISITS/EPISODE</u>	<u>AVERAGE CHARGES</u>	<u>COST PER VISIT</u>	<u>COST PER EPISODE</u>
<u>ICD-9 250 DIABETES WITH COMPLICATIONS</u>				
SKILLED NURSING	10.29	\$1,646.09	122.67	\$1,262.02
PHYSICAL THERAPY	2.78	499.89	112.55	312.57
SPEECH THERAPY	-	0.00	140.19	0.00
OCCUPATIONAL THERAPY	0.82	139.51	114.66	
MEDICAL SOCIAL SERVICE	0.51	101.09	150.16	75.89
HOME HEALTH AIDES	19.82	1,506.37	82.07	1,626.70
MEDICAL SUPPLIES		19.65	1.18	23.23
TOTAL	34.21	\$3,912.60		\$3,300.42
<u>ICD -9 V58 - AFTERCARE FOLLOWING SURGERY</u>				
SKILLED NURSING	8.50	\$1,360.00	122.67	\$1,042.68
PHYSICAL THERAPY	2.71	486.98	112.55	304.50
SPEECH THERAPY	0.05	8.65	140.19	7.14
OCCUPATIONAL THERAPY	0.63	106.95	114.66	72.13
MEDICAL SOCIAL SERVICE	0.23	45.82	150.16	34.40
HOME HEALTH AIDES	2.96	225.24	82.07	243.23
MEDICAL SUPPLIES		\$41.67	1.18	49.27
TOTAL	15.08	\$2,275.31		\$1,753.35
<u>ICD-9 V54 - JOINT REPLACEMENT</u>				
SKILLED NURSING	4.80	\$768.64	122.67	\$589.30
PHYSICAL THERAPY	7.87	1,417.39	112.55	886.27
SPEECH THERAPY	-	0.00	140.19	
OCCUPATIONAL THERAPY	1.82	309.25	114.66	208.58
MEDICAL SOCIAL SERVICE	0.13	26.13	150.16	19.62
HOME HEALTH AIDES	2.85	216.54	82.07	233.84
MEDICAL SUPPLIES		3.26	1.18	3.85
TOTAL	17.48	\$2,741.21		\$1,941.47
<u>ICD-9 428.0 CHF</u>				
SKILLED NURSING	9.21	\$1,473.85	122.67	\$1,129.97
PHYSICAL THERAPY	2.77	499.33	112.55	312.22
SPEECH THERAPY	-	0.82	140.19	0.67
OCCUPATIONAL THERAPY	0.46	77.64	114.66	52.37
MEDICAL SOCIAL SERVICE	0.50	99.04	150.16	74.36
HOME HEALTH AIDES	7.52	571.46	82.07	617.11
MEDICAL SUPPLIES		20.97	1.18	24.79
TOTAL	20.46	\$2,743.10		\$2,211.49
<u>ICD-9 496.0 COPD</u>				
SKILLED NURSING	8.41	\$1,345.31	122.67	\$1,031.64
PHYSICAL THERAPY	2.90	521.63	112.55	326.17
SPEECH THERAPY	-	0.00	140.19	
OCCUPATIONAL THERAPY	0.27	45.1	114.66	
MEDICAL SOCIAL SERVICE	0.29	57.14	150.16	42.90
HOME HEALTH AIDES	5.82	442.04	82.07	477.35
MEDICAL SUPPLIES		20.31	1.18	24.01
TOTAL	17.67	\$2,431.53		\$1,901.86



VNS of Connecticut

◆ Summary:

- Next steps:
 - ◆ Tighten up allocation statistics.
 - ◆ Evaluate other areas for cost allocations.
- The statements provide more concise data that will allow you to manage your business more effectively.
- The statements are designed for internal management purposes:
 - ◆ You will want to produce a summarized financial statement for banks, audits, etc.

