



**Board of Directors Meeting**  
**501 Comfort Place, Conference Room A, Mishawaka**  
**April 15, 2015**  
**7:30 a.m.**

**FINANCIAL STATEMENTS**  
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## Center for Hospice Care 2014 Fiscal Review

**Audited Financial Statements** Ordinarily, the statements presented by the Administration of the Center for Hospice Care (CHC) to the Finance Committee, and then by the Finance Committee to the Board of Directors, look like the financial statements of any other business. However, as a not-for-profit entity, the reporting requirements for our financial statements are quite different. Therefore, even though they contain the same information, our audited financial statements look much different than the monthly statements reviewed by the Board.

In 2009 a separate corporate entity, The Foundation for the Center for Hospice and Palliative Care (Foundation) was formed as a supporting organization for CHC. Based on the type of relationship between these two organizations, audit standards require one set of consolidated audited financial statements. Unless otherwise stated, this report refers to the consolidated statements. Contained in the notes to the financial statements are summaries of each entity's individual 2014 activities.

See the summary of the 2014 Audited Financial Statements.

**Agency Services** CHC is really two agencies in one. We are a licensed, certified, Hospice provider. We are also a licensed, certified, Home Health Care Agency. This means that we have two separate licenses, two separate certifications, two separate surveys, two separate cost reports, and two separate Medicare provider numbers. This also means there is virtually an unlimited myriad reimbursement and coverage issues.

From an accounting standpoint, the underlying difference between the two is the reimbursement (clinically, there are innumerable differences). Hospice is a per diem program. Home Health Care is reimbursed either episodically or on a per visit basis. Under both Hospice and Home Health Care, there are four programs based on reimbursement source; Medicare, Medicaid, Private Insurance, and Self-Pay.

Under Hospice, we are reimbursed at a set daily rate for each day a patient is under Hospice care. In addition to Nursing, Home Health Aide, Spiritual Care, and Social Work services, CHC is responsible for all medications, DME, supplies, and other necessary items related to the palliation of the symptoms related to the patient's terminal illness. Coverages and responsibilities under private insurance may be negotiated on an individual basis. The daily rate, which is set by Medicare, will vary based on which one of four levels of care (Routine, Respite, Continuous Care, or Inpatient) the patient is receiving. The level of care a patient receives is based solely on Medicare established clinical criteria, not financial. The daily reimbursement rate will also vary based upon which county (of the eight we serve) the patient resides. Private insurance companies may also have individually negotiated daily rates.

Medicare reimburses Home Health Care on an episodic basis; which means we receive a flat fee to care for a patient for sixty days. Medicaid, Private Insurance Home Health, and Supportive Care (Self-Pay) reimburse each covered / necessary Nursing, Home Health Aide, and/or Social Work Visit. For Home Health Care, we are not financially responsible for DME, medications, medical treatments, or hospitalizations. Rates are established by Medicare and Medicaid. Private insurance companies may also have individually negotiated rates and coverages.

In addition to the services already described, CHC also makes available to all Hospice patients Bereavement Counselors (who are also available to the community at-large), as well as Volunteers. CHC generally receives no form of reimbursement for these services, although we are required to provide them for Hospice patients.

**Patient Census** In 2014, CHC served 2,123 patients, (a 6.5% increase from 2013). Our average daily census was 370 (351 Hospice; 19 Home Health). Average daily census in 2013 was 323 (303 Hospice; 20 Home Health). We served 1,993 patients in 2013. We carried forward a census of 368 at 01/01/15.

Average length of stay for hospice (per diem) decreased from 70 days in 2013 to 61 days in 2014. Our median increased from 13 to 14, and our mode remained at two days. While the number of patients served increased by 6.5%, the year 2014 saw a 16% increase in the number of Hospice per diem days over 2013.

**Balance Sheet** Over the course of 2013, CHC's combined net assets increased \$2.6 million. Net worth of the organization (assets minus liabilities) increased \$2.6 million. The goal of our investment policy is to maintain at least six months of operating capital in reserves. As of December 2014, CHC has approximately 14 months of operating capital in reserves.

The only short-term liabilities carried by CHC are trade accounts payable and payroll related accruals. In 2012, the Hospice Foundation established a \$6 million line of credit for the construction of new facilities in Mishawaka. As of December 2014, \$5.9M had been borrowed against that line.

**2014 Revenue Sources** In 2014, CHC recognized nearly \$23 million in total revenues, deriving the majority of that revenue from third party payors as fees for services provided. The largest source of revenue for the agency is the Hospice Medicare Benefit (HMB). In 2014, HMB revenue accounted for \$18.1 million. Private Insurance Hospice Benefits (PHB) and Medicaid Hospice Benefits (MHB) combined for \$1.6 million in revenues. The Home Health Care programs of Home Health Medicare (HHM), Medicaid Home Health (MCD), and Private Insurance Home Health (PVT) combined for approximately \$200,000 in revenues.

Development income totaled \$1,695,000 --- including \$305,000 of memorials; \$60,000 of general unsolicited donations; \$239,000 (net) from the Dinner; \$25,000 from the Walk; and \$148,000 from our mail campaigns.

There was a net gain of nearly \$1.1 million from investments, plus 630,000 of bequests.

**2014 Expenditures** In 2014, CHC had total expenditures of \$20.4 million. CHC provides a wide variety of services to our communities. As a result, far and away the largest expenditure we incur on an annual basis is for salary and wages. Wages and related items (employer payroll taxes, employee benefits, etc) accounted for 61% of overall expenditures in 2014.

The second largest expenditure incurred by CHC is direct care costs. Direct care costs are made up of all the medications, DME, supplies, and other necessary items related to the palliation of the symptoms related to hospice (not home health care) patients' terminal illness. In 2014, this represented approximately 17% of our overall expenditures.

Historically, wages and direct care costs have made up approximately 75% - 80% of CHC's expenditures.

**Summary** From a financial standpoint, 2014 was another successful year for CHC. 2014 had an overall year to date net gain of \$2.6 million. CHC provided over \$1.6 million in services for which no reimbursement was received. We have been able to undertake projects that will help develop future growth, and we have (in accordance with our investment policy) been able to save for a rainy day.

## **The Center for Hospice and Palliative Care, Inc 2014 Audited Financial Statements**

In 2009 a separate corporate entity, The Foundation for the Center for Hospice and Palliative Care, Inc. (a/k/a Hospice Foundation) was formed as a supporting organization for The Center for Hospice Care (CHC). Based on the type of relationship between these two organizations, audit standards require one set of consolidated audited financial statements. Unless otherwise stated, this report refers to the consolidated statements. Contained in the notes to the financial statements are summaries of each entity's individual 2014 activities.

**Report of Independent Auditors** The accounting firm of David Culp & Company, LLP performed their annual audit of our financial statements for the year ended December 31, 2014. As evidenced on page one of the annual report, they have issued an unqualified opinion regarding our financial statements. This states that, after conducting audit tests in accordance with generally accepted auditing standards, they believe our statements present fairly the financial position of Center for Hospice Care as of December 31, 2014.

Nonprofit organizations have three basic financial statements: the statement of financial position (or balance sheet), the statement of operations, and the statement of cash flows.

**Statement of Financial Position** The Statement of Financial Position, also referred to as the Balance Sheet, is a snapshot of an organization's assets, liabilities, and net assets (capital or net worth) and their relationships to each other at a point in time. The Statement of Financial Position focuses on the nonprofit organization as a whole and, therefore, reports total assets, liabilities, and net assets. As of December 31, 2014 assets totaled nearly \$43.2 million. Assets at December 31, 2013 were nearly \$40.2 million.

**Statement of Operations** The Statement of Operations is divided into three categories; Unrestricted Net Assets, Temporarily Restricted Net Assets, and Permanently Restricted Net Assets. The statement of operations presents the income and support for the period for each net asset class. In addition, it presents expenses and losses for unrestricted net assets, reclassifications from temporarily restricted to unrestricted net assets, and losses for restricted net assets. The net gain for 2014 was over \$2.6 million. The net gain for 2013 was over \$2.4 million.

**Unrestricted Net Assets** Restrictions may only be placed by donors, therefore, Unrestricted Contributions and Net Assets are those which have no donor restrictions limiting their use by a non-profit organization. All activities under the organization's sole control are unrestricted. In addition, all expenses are unrestricted.

**Temporarily Restricted Net Assets** Temporarily Restricted Net Assets are those resources whose use is limited by donors: 1) to later periods of time, 2) beginning after a specific date, or 3) to specific purposes. Promises to give (pledges) with payments in the future carry implied temporary time restrictions and are classified as temporarily restricted.

**Permanently Restricted Net Assets** Permanently Restricted Net Assets must be maintained by a non-profit organization in perpetuity. Permanently Restricted Net Assets increase when contributions are received which carry donor-imposed restrictions that do not expire with the passage of time and which cannot be fulfilled or removed by actions taken by the non-profit organization.

**The Center for Hospice and Palliative Care, Inc  
2014 Audited Financial Statements**

**Statement of Cash Flow** The purpose of the Statement of Cash Flow is to explain the change in cash and cash equivalents (checking/savings accounts, CD's) from one period to the next. This statement reconciles Net Income/Loss to the increase/decrease in the cash accounts.

**Notes to Financial Statements** The notes help to explain in greater detail the activity summarized in the financial statements.

**Nature of Activities and Significant Accounting Policies - Note 1** Note 1 to the financial statements provides a synopsis of the agency's mission and activities as well as definitions and summaries of its various accounting practices.

**Investments – Notes 4 & 13** In the spring of 2002, Center for Hospice Care implemented its current investment policy. According to Statement of Financial Accounting Standards (SFAS) Number 124, the financial statements must reflect the types, amounts, and valuation methods / fair market assumptions of all the organization's investments. In addition, the financial statements must reflect all investment income/loss, all realized gains/losses, and all unrealized gains/losses. Investment income is the interest, dividends, and other income generated by the investment. A realized gain/loss is the gain/loss from the sale or disposal of an investment. An unrealized gain/loss is the increase/decrease in the market value, as of a given date (i.e. December 31), of an investment(s) above/below the initial acquisition value of the investment(s) held by the organization. Notes 4 & 13 to the Financial Statements summarize this activity for the year 2014.

**Debt – Note 6** In 2012, Hospice Foundation executed a promissory note of \$6M with 1st Source Bank to finance Phase 1 of the Mishawaka Campus project. Details and balance of the note are summarized in Note 6.

**Permanent Endowment – Notes 10 & 11** During 1999, Center for Hospice Care adopted Statement of Financial Accounting Standards (SFAS) Number 136. For CHC, this pertains to the accounting treatment of the *Hospice Fund(s)* at the Community Foundations of St Joseph, Marshall, and Elkhart counties. As of December 31, 2014, the total balance of the *Hospice Fund* at the St Joseph County Community Foundation was \$1,003,224. Of that amount, only \$462,717 can be reflected on the agency's books; per SFAS 136. This amount represents contributions made to the *Hospice Fund* by the agency from unrestricted net assets plus appreciation on those monies. According to SFAS 136, contributions (and pledges receivable) made by donors, directly to the *Hospice Fund*, can not be considered assets of the agency, but are considered assets of the Community Foundation; although we receive an annual distribution from the *Hospice Fund* based on the total value of the fund. Therefore, these donations (and receivables) cannot be reflected in the agency's financial statements.

In the fall of 2003, Hospice initiated funds at both the Marshall County and Elkhart County Community Foundations. The total value of these funds as well as the amounts listed on the Hospice financial statements are also reflected in Notes 10 & 11.

**Center for Hospice Care**  
**Financial Summary**  
**December 31, 2014**  
**Revised - Post Audit**

The total checking balance of \$3,831,203 is down \$330,369 from the prior month. Assets now total nearly \$36.7 million. Our only significant liabilities are our trade accounts payable, accrued payroll, and accrued payroll taxes.

December 2014	Center for Hospice Care	Hospice Foundation	Combined
CHC Operating Income	1,473,788		1,473,788
Development Income (Net)		294,735	294,735
Donated Services			0
Investment Income (Net)		(128,159)	(128,159)
Interest & Other	62,173	(3,541)	58,632
Beneficial Interest in Foundation	46,644		
<b>Total Revenue</b>	<b>1,582,605</b>	<b>163,035</b>	<b>1,698,996</b>
<b>Total Expenses</b>	<b>1,508,008</b>	<b>116,391</b>	<b>1,624,399</b>
<b>Net Gain</b>	<b>74,597</b>	<b>46,644</b>	<b>74,597</b>
<i>Net w/o Beneficial Interest</i>	<i>27,953</i>		
<i>Net w/o Investments</i>			<i>202,756</i>

Year to Date Summary	Center for Hospice Care	Hospice Foundation	Combined
CHC Operating Income	20,079,787		20,079,787
Development Income (Net)		1,694,779	1,694,779
Donated Services			0
Investment Income (Net)		1,061,679	1,061,679
Interest & Other	109,186	50,327	159,513
Beneficial Interest in Foundation	629,677		
<b>Total Revenue</b>	<b>20,818,650</b>	<b>2,806,785</b>	<b>22,995,758</b>
<b>Total Expenses</b>	<b>18,190,102</b>	<b>2,177,108</b>	<b>20,367,210</b>
<b>Net Gain</b>	<b>2,628,548</b>	<b>629,677</b>	<b>2,628,548</b>
<i>Net w/o Beneficial Interest</i>	<i>1,998,871</i>		
<i>Net w/o Investments</i>			<i>1,566,869</i>

Reviewed

Karl Holderman, CFO  Date: 03-16-15

Mark Murray, President / CEO  Date: 3/16/15

Summary Balance Sheet  
Center for Hospice Care  
December 31, 2014  
Revised - Post Audit

<u>Assets</u>	<u>October 31, 2014</u>	<u>November 30, 2014</u>	<u>December 31, 2014</u>	<u>December 31, 2013</u>	<u>Net Change</u>
Cash and Equivalents	4,519,971.85	4,161,572.27	3,831,203.27	2,463,023.79	1,368,179.48
Intermediate Cash	0.00	0.00	0.00	0.00	0.00
Long Term Cash	0.00	0.00	0.00	0.00	0.00
Other Investments	0.00	0.00	0.00	0.00	0.00
Accounts Receivable	4,689,090.19	4,823,570.80	4,949,556.03	2,150,848.69	2,798,707.34
Due from Affiliate	4,235,680.36	4,592,000.21	4,603,827.28	7,153,260.48	(2,549,433.20)
Prepaid Assets	175,355.53	243,328.14	501,476.62	270,514.34	230,962.28
Plant, Property & Equipment	3,793,974.00	3,793,974.00	3,808,182.90	3,373,449.50	434,733.40
Accumulated Depreciation	(2,136,630.31)	(2,171,995.81)	(2,233,893.58)	(1,782,975.31)	(450,918.27)
Other Assets	21,077,968.65	21,164,662.68	21,211,307.06	20,581,630.01	629,677.05
<b>Total Assets</b>	<b>36,355,410.27</b>	<b>36,607,112.29</b>	<b>36,671,659.58</b>	<b>34,209,751.50</b>	<b>2,461,908.08</b>
<u>Liabilities</u>					
Accounts Payable	603,965.28	653,155.02	990,521.73	841,121.02	149,400.71
Due to Affiliate	0.00	0.00	0.00	0.00	0.00
Accrued Payroll	841,071.34	937,072.60	589,436.94	903,929.35	(314,492.41)
Payroll Taxes	0.00	0.00	0.00	0.00	0.00
Payroll Deductions	(1,660.06)	7,409.10	7,590.88	9,161.98	(1,571.10)
Other Liabilities	0.00	0.00	36.52	0.00	36.52
Long Term Liabilities	0.00	0.00	0.00	0.00	0.00
<b>Total Liabilities</b>	<b>1,443,376.56</b>	<b>1,597,636.72</b>	<b>1,587,586.07</b>	<b>1,754,212.35</b>	<b>(166,626.28)</b>
<u>Fund Balance</u>					
Unrestricted Funds	32,455,525.54	32,455,525.54	32,455,525.54	30,012,781.20	2,442,744.34
Temporarily Restricted Funds	0.00	0.00	0.00	0.00	0.00
Permanantly Restricted Funds	0.00	0.00	0.00	0.00	0.00
Retained Earnings					0.00
Year to Date Net Income	2,456,508.17	2,553,950.03	2,628,547.97	2,442,744.34	185,803.63
<b>Total Fund Balance</b>	<b>34,912,033.71</b>	<b>35,009,475.57</b>	<b>35,084,073.51</b>	<b>32,455,525.54</b>	<b>2,628,547.97</b>
<b>Total Liabilities and Fund Balance</b>	<b>36,355,410.27</b>	<b>36,607,112.29</b>	<b>36,671,659.58</b>	<b>34,209,737.89</b>	<b>2,461,921.69</b>

**Center For Hospice Care  
Monthly Income Statement**

	December Actual	December Budget	December Variance	YTD Actual	YTD Budget	YTD Variance
<b>Operating Revenue</b>						
Hospice Medicare Benefit	1,345,423	1,394,914	(49,491)	18,102,874	16,468,893	1,633,981
Medicaid Hospice Benefit	38,554	44,457	(5,903)	781,448	524,913	256,535
Private Ins Hospice Benefit	46,635	52,719	(6,084)	830,679	622,416	208,263
Self-Pay Hospice Benefit	10,889	4,082	6,807	170,506	48,221	122,285
Hospice House R&B	650	515	135	14,643	6,081	8,562
Medicare Home Health	9,736	16,134	(6,398)	111,212	190,486	(79,274)
Medicaid Home Health	11,170	256	10,914	23,850	2,995	20,855
Private Ins Home Health	10,731	1,735	8,996	42,075	20,460	21,615
Self-Pay Home Health		427	(427)	2,500	5,044	(2,544)
Cost Report			0			0
<b>Total Operating Revenue</b>	<b>1,473,788</b>	<b>1,515,239</b>	<b>(41,451)</b>	<b>20,079,787</b>	<b>17,889,509</b>	<b>2,190,278</b>
<b>Development Income</b>						
Contributions & Fundraising			0			0
Planned Giving			0			0
<b>Total Development Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Income</b>						
Donated Services	56,487		56,487	56,487		56,487
Investment Income			0			0
Interest & Other Income	52,330	254,557	(202,227)	682,376	1,169,575	(487,199)
<b>Total Other Income</b>	<b>108,817</b>	<b>254,557</b>	<b>(145,740)</b>	<b>738,863</b>	<b>1,169,575</b>	<b>(430,712)</b>
<b>Total Revenue</b>	<b>1,582,605</b>	<b>1,769,796</b>	<b>(187,191)</b>	<b>20,818,650</b>	<b>19,059,084</b>	<b>1,759,566</b>
<b>Operating Expenses</b>						
Salary & Wages	873,855	778,861	(94,994)	9,518,884	9,170,355	(348,529)
Temporary Staff	2,164	1,820	(344)	10,350	10,000	(350)
Employment Expenses	(216,182)	178,404	394,586	1,930,463	2,100,556	170,093
Education	4,857	4,735	(122)	90,970	79,900	(11,070)
Travel	31,860	37,366	(5,506)	393,461	440,000	46,539
Supplies Inventory	23,530	16,092	(7,438)	232,208	190,000	(42,208)
HMB Direct Care	254,425	220,273	(34,152)	2,733,590	2,600,627	(132,963)
MHB Direct Care	19,514	6,951	(12,563)	241,843	82,124	(159,719)
PHB Direct Care	13,815	10,040	(3,775)	183,797	118,626	(65,171)
SHB Direct Care	20,558	3,860	(16,698)	76,218	45,625	(30,593)
Hospice House Expenses	6,116	2,082	(4,034)	24,082	25,000	918
Hospice Outreach	3,386	1,000	(2,386)	49,864	26,000	(23,864)
Office Costs	21,346	24,297	2,951	224,445	291,590	67,145
Dues	4,466	4,958	492	56,677	59,500	2,823
Insurance	8,923	13,457	4,534	163,991	161,500	(2,491)
Public Awareness	108,550	71,000	(37,550)	417,589	491,625	74,036
Professional Fees	20,349	7,209	(13,140)	147,456	128,970	(18,486)
Software Maintenance	9,989	10,212	223	136,089	130,025	(6,064)
Volunteer Awards & Expenses	292		(292)	27,470	17,000	(10,470)
Building & Grounds	21,497	28,275	6,778	261,714	340,318	78,604
Telephone	42,753	20,332	(22,421)	299,612	243,995	(55,617)
Depreciation	123,990	37,584	(86,406)	454,657	451,010	(3,647)
Bad Debt	100,714	7,577	(93,137)	439,459	89,448	(350,011)
Miscellaneous	7,241	9,582	2,341	75,213	115,000	39,787
Interest			0			0
<b>Total Operating Expenses</b>	<b>1,508,008</b>	<b>1,495,967</b>	<b>(12,041)</b>	<b>18,190,102</b>	<b>17,408,794</b>	<b>(781,308)</b>
<b>Fundraising Expenses</b>						
			0			0
<b>Total Expenses</b>	<b>1,508,008</b>	<b>1,495,967</b>	<b>(12,041)</b>	<b>18,190,102</b>	<b>17,408,794</b>	<b>(781,308)</b>
<b>Net Gain</b>	<b>74,597</b>	<b>273,829</b>	<b>(199,232)</b>	<b>2,628,548</b>	<b>1,650,290</b>	<b>978,258</b>
<b>Beneficial Int in Foundation</b>	<b>46,644</b>	<b>248,057</b>	<b>(201,413)</b>	<b>629,677</b>	<b>1,091,575</b>	<b>(461,898)</b>
<b>Net w/o Beneficial Interest</b>	<b>27,953</b>	<b>25,772</b>	<b>2,181</b>	<b>1,998,871</b>	<b>558,715</b>	<b>1,440,156</b>



**Center for Hospice Care  
2014 Functional Expenses**

	Total	Program Svcs	Mgmt & Gen	Fundraising
Salary & Wages	9,518,884	7,960,797	1,558,087	0
Temporary Staff	10,350	8,656	1,694	0
Employment Expenses	1,930,463	1,614,477	315,986	0
Education	90,970	76,080	14,890	0
Travel	393,461	361,080	32,382	0
Supplies Inventory	232,208	232,208	0	0
HMB Direct Care	2,733,590	2,733,590	0	0
MHB Direct Care	241,843	241,843	0	0
PHB Direct Care	183,797	183,797	0	0
SHB Direct Care	76,218	76,218	0	0
Hospice House Expenses	24,082	24,082	0	0
Hospice Outreach	49,864	49,864	0	0
Office Costs	224,445	187,707	36,738	0
Dues	56,677	47,400	9,277	0
Insurance	163,991	137,148	26,843	0
Public Awareness	417,589	417,589	0	0
Professional Fees	147,456	45,667	101,789	0
Software Maintenance	136,089	113,813	22,276	0
Volunteer Awards & Expenses	27,470	27,470	0	0
Building & Grounds	261,714	218,876	42,838	0
Telephone	299,612	250,570	49,042	0
Depreciation	454,657	380,237	74,420	0
Bad Debt	439,459	367,527	71,932	0
Miscellaneous	75,213	62,902	12,311	0
Interest	0	0	0	0
Fundraising	0	0	0	0
<b>Total Operating Expenses</b>	<b>18,190,102</b>	<b>15,819,598</b>	<b>2,370,505</b>	<b>0</b>
<b>Functional Expense Percentages</b>	<b>100.00%</b>	<b>86.97%</b>	<b>13.03%</b>	<b>0.00%</b>

83.63%	16.37%	0.00%
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**Center for Hospice Care  
Financial Summary  
March 31, 2015**

The total checking balance of \$2,404,417 is down \$624,911 from the prior month. Assets now total nearly \$37.4 million. Our only significant liabilities are our trade accounts payable, accrued payroll, and accrued payroll taxes.

	Center for Hospice Care	Hospice Foundation	Combined
<b>March 2015</b>			
CHC Operating Income	1,813,257		1,813,257
Development Income (Net)		332,457	332,457
Donated Services			0
Investment Income (Net)		(105,062)	(105,062)
Interest & Other	20,036	506	20,542
Beneficial Interest in Foundation	68,844		
<b>Total Revenue</b>	<b>1,902,137</b>	<b>227,901</b>	<b>2,061,194</b>
<b>Total Expenses</b>	<b>1,529,625</b>	<b>159,057</b>	<b>1,688,682</b>
<b>Net Gain</b>	<b>372,512</b>	<b>68,844</b>	<b>372,512</b>
<i>Net w/o Beneficial Interest</i>	303,668		
<i>Net w/o Investments</i>			477,574

	Center for Hospice Care	Hospice Foundation	Combined
<b>Year to Date Summary</b>			
CHC Operating Income	5,157,596		5,157,596
Development Income (Net)		482,464	482,464
Donated Services			0
Investment Income (Net)		430,193	430,193
Interest & Other	70,787	1,426	72,213
Beneficial Interest in Foundation	442,977		
<b>Total Revenue</b>	<b>5,671,360</b>	<b>914,083</b>	<b>6,142,466</b>
<b>Total Expenses</b>	<b>4,486,649</b>	<b>471,106</b>	<b>4,957,755</b>
<b>Net Gain</b>	<b>1,184,711</b>	<b>442,977</b>	<b>1,184,711</b>
<i>Net w/o Beneficial Interest</i>	741,734		
<i>Net w/o Investments</i>			754,518

Reviewed

Karl Holderman, CFO Date: 04-13-15

Mark Murray, President / CEO Date: 4/13/15

**Center for Hospice Care  
Financial Summary  
February 28, 2015**

The total checking balance of \$3,029,328 is down \$253,859 from the prior month. Assets now total over \$36.9 million. Our only significant liabilities are our trade accounts payable, accrued payroll, and accrued payroll taxes.

	Center for Hospice Care	Hospice Foundation	Combined
January 2015			
CHC Operating Income	1,631,568		1,631,568
Development Income (Net)		67,607	67,607
Donated Services			0
Investment Income (Net)		650,993	650,993
Interest & Other	42,452	368	42,820
Beneficial Interest in Foundation	559,932		
<b>Total Revenue</b>	<b>2,233,952</b>	<b>718,968</b>	<b>2,392,988</b>
<b>Total Expenses</b>	<b>1,400,748</b>	<b>159,036</b>	<b>1,559,784</b>
<b>Net Gain</b>	<b>833,204</b>	<b>559,932</b>	<b>833,204</b>
<i>Net w/o Beneficial Interest</i>	273,272		
<i>Net w/o Investments</i>			<b>182,211</b>

	Center for Hospice Care	Hospice Foundation	Combined
Year to Date Summary			
CHC Operating Income	3,344,340		3,344,340
Development Income (Net)		150,007	150,007
Donated Services			0
Investment Income (Net)		535,254	535,254
Interest & Other	50,751	920	51,671
Beneficial Interest in Foundation	374,132		
<b>Total Revenue</b>	<b>3,769,223</b>	<b>686,181</b>	<b>4,081,272</b>
<b>Total Expenses</b>	<b>2,957,022</b>	<b>312,049</b>	<b>3,269,071</b>
<b>Net Gain</b>	<b>812,201</b>	<b>374,132</b>	<b>812,201</b>
<i>Net w/o Beneficial Interest</i>	438,069		
<i>Net w/o Investments</i>			<b>276,947</b>

Reviewed

Karl Holderman, CFO

Date: 03-16-15

Mark Murray, President / CEO

Date: 3/16/15

**Center for Hospice Care**  
**Financial Summary**  
**January 31, 2015**  
*Revised - Post Audit*

The total checking balance of \$3,283,187 is down \$548,016 from the prior month.

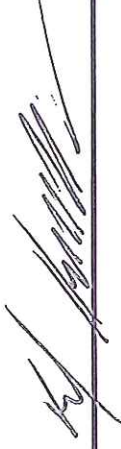
Assets now total over \$36.1 million. Our only significant liabilities are our trade accounts payable, accrued payroll, and accrued payroll taxes.

	Center for Hospice Care	Hospice Foundation	Combined
January 2015			
CHC Operating Income	1,712,774		1,712,774
Development Income (Net)		82,400	82,400
Donated Services		0	0
Investment Income (Net)		(115,738)	(115,738)
Interest & Other	8,299	552	8,851
Beneficial Interest in Foundation	(185,800)		
<b>Total Revenue</b>	<b>1,535,273</b>	<b>(32,786)</b>	<b>1,688,287</b>
<b>Total Expenses</b>	<b>1,556,276</b>	<b>153,014</b>	<b>1,709,290</b>
<b>Net Gain</b>	<b>(21,003)</b>	<b>(185,800)</b>	<b>(21,003)</b>
<i>Net w/o Beneficial Interest</i>	164,797		
<i>Net w/o Investments</i>			94,735

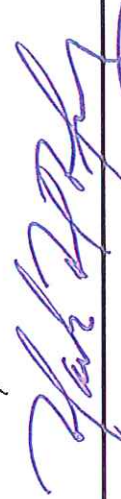
	Center for Hospice Care	Hospice Foundation	Combined
Year to Date Summary			
CHC Operating Income	1,712,774		1,712,774
Development Income (Net)		82,400	82,400
Donated Services		0	0
Investment Income (Net)		(115,738)	(115,738)
Interest & Other	8,299	552	8,851
Beneficial Interest in Foundation	(185,800)		
<b>Total Revenue</b>	<b>1,535,273</b>	<b>(32,786)</b>	<b>1,688,287</b>
<b>Total Expenses</b>	<b>1,556,276</b>	<b>153,014</b>	<b>1,709,290</b>
<b>Net Gain</b>	<b>(21,003)</b>	<b>(185,800)</b>	<b>(21,003)</b>
<i>Net w/o Beneficial Interest</i>	164,797		
<i>Net w/o Investments</i>			94,735

Reviewed

Karl Holderman, CFO



Date: 03-16-15



Mark Murray, President / CEO

Date: 3/16/15

Summary Balance Sheet  
Center for Hospice Care  
March 31, 2015

<u>Assets</u>	<u>January 31, 2015</u>	<u>February 28, 2015</u>	<u>March 31, 2015</u>	<u>March 31, 2014</u>	<u>Net Change</u>
Cash and Equivalents	3,283,186.90	3,029,327.67	2,404,416.91	1,744,169.23	660,247.68
Intermediate Cash	0.00	0.00	0.00	0.00	0.00
Long Term Cash	0.00	0.00	0.00	0.00	0.00
Other Investments	0.00	0.00	0.00	0.00	0.00
Accounts Receivable	5,077,830.19	5,582,458.17	6,610,471.75	2,419,563.90	4,190,907.85
Due from Affiliate	4,701,484.20	4,788,165.35	4,881,437.76	7,439,635.61	(2,558,197.85)
Prepaid Assets	477,796.53	416,892.64	373,909.75	226,436.79	147,472.96
Plant, Property & Equipment	3,808,182.90	3,810,304.90	3,814,580.14	3,392,789.05	421,791.09
Accumulated Depreciation	(2,272,129.55)	(2,310,365.52)	(2,348,601.49)	(1,889,071.81)	(459,529.68)
Other Assets	21,025,507.34	21,585,439.49	21,654,283.58	20,566,841.76	1,087,441.82
<b>Total Assets</b>	<b>36,101,858.51</b>	<b>36,902,222.70</b>	<b>37,390,498.40</b>	<b>33,900,364.53</b>	<b>3,490,133.87</b>
<u>Liabilities</u>					
Accounts Payable	353,730.09	310,960.62	334,923.92	464,808.19	(129,884.27)
Due to Affiliate	0.00	0.00	0.00	0.00	0.00
Accrued Payroll	687,641.07	696,363.22	789,422.98	674,594.05	114,828.93
Payroll Taxes	0.00	0.00	0.00	0.00	0.00
Payroll Deductions	(2,618.18)	(1,374.62)	(2,634.73)	(2,524.49)	(110.24)
Other Liabilities	36.52	0.00	0.00	0.00	0.00
Long Term Liabilities	0.00	0.00	0.00	0.00	0.00
<b>Total Liabilities</b>	<b>1,038,789.50</b>	<b>1,005,949.22</b>	<b>1,121,712.17</b>	<b>1,136,877.75</b>	<b>(15,165.58)</b>
<u>Fund Balance</u>					0.00
Unrestricted Funds	35,084,073.51	35,084,073.51	35,084,073.51	32,455,525.54	2,628,547.97
Temporarily Restricted Funds	0.00	0.00	0.00	0.00	0.00
Permanantly Restricted Funds	0.00	0.00	0.00	0.00	0.00
Retained Earnings					0.00
Year to Date Net Income	(21,004.50)	812,199.97	1,184,712.72	307,961.24	876,751.48
<b>Total Fund Balance</b>	<b>35,063,069.01</b>	<b>35,896,273.48</b>	<b>36,268,786.23</b>	<b>32,763,486.78</b>	<b>3,505,299.45</b>
<b>Total Liabilities and Fund Balance</b>	<b>36,101,858.51</b>	<b>36,902,222.70</b>	<b>37,390,498.40</b>	<b>33,900,364.53</b>	<b>3,490,133.87</b>

Center For Hospice Care  
Summary Income Statement

	January	February	March	YTD Actual	YTD Budget	YTD Variance
<b>Operating Revenue</b>						
Hospice Medicare Benefit	1,560,498	1,476,974	1,640,326	4,677,798	4,694,574	(16,776)
Medicaid Hospice Benefit	45,518	26,649	36,473	108,639	201,610	(92,971)
Private Ins Hospice Benefit	73,355	86,004	81,653	241,012	207,181	33,831
Self-Pay Hospice Benefit	16,247	15,095	29,142	60,483	11,935	48,548
Hospice House R&B					1,993	(1,993)
Medicare Home Health	12,518	20,814	15,374	48,707	26,710	21,997
Medicaid Home Health	423	294	747	1,463	2,416	(953)
Private Ins Home Health	3,648	5,001	8,579	17,228	10,885	6,343
Self-Pay Home Health	567	736	963	2,266	943	1,323
<b>Total Operating Revenue</b>	<b>1,712,774</b>	<b>1,631,567</b>	<b>1,813,257</b>	<b>5,157,596</b>	<b>5,158,247</b>	<b>(650)</b>
<b>Development Income</b>						
<b>Other Income</b>						
Interest & Other Income	(177,501)	602,385	88,880	513,764	(80,927)	594,691
<b>Total Other Income</b>	<b>(177,501)</b>	<b>602,385</b>	<b>88,880</b>	<b>513,764</b>	<b>(80,927)</b>	<b>594,691</b>
<b>Total Revenue</b>	<b>1,535,273</b>	<b>2,233,952</b>	<b>1,902,137</b>	<b>5,671,360</b>	<b>5,077,320</b>	<b>594,041</b>
<b>Operating Expenses</b>						
Salary & Wages	831,951	730,608	820,254	2,382,812	2,427,990	45,178
Temporary Staff	594	985	1,123	2,703	4,100	1,397
Employment Expenses	224,258	185,501	187,942	597,701	606,416	8,715
Education	2,930	3,132	1,368	7,430	27,190	19,760
Travel	30,031	29,200	32,521	91,753	108,499	16,746
Supplies Inventory	18,137	17,577	27,694	63,407	48,962	(14,445)
HMB Direct Care	246,472	231,904	223,690	702,066	749,628	47,562
MHB Direct Care	2,047	16,110	15,920	34,077	31,899	(2,178)
PHB Direct Care	4,436	18,287	13,467	36,190	38,733	2,543
SHB Direct Care	5,711	13,020	6,114	24,845	12,528	(12,317)
Hospice House Expenses	649	867	3,398	4,914	6,252	1,338
Hospice Outreach		822	6,699	7,521	11,000	3,479
Office Costs	23,523	12,653	11,828	48,004	72,102	24,098
Dues	5,814	4,649	4,929	15,393	20,901	5,508
Insurance	16,660	10,717	10,717	38,093	51,000	12,907
Public Awareness	19,250	14,169	17,697	51,116	82,827	31,711
Professional Fees	12,087	6,064	24,948	43,098	49,624	6,526
Software Maintenance	12,651	13,162	11,090	36,903	38,067	1,164
Volunteer Awards & Expenses	539	779	1,722	3,040	11,000	7,960
Building & Grounds	25,501	18,785	22,658	66,945	85,902	18,957
Telephone	12,415	24,727	24,308	61,451	69,795	8,344
Depreciation	32,501	32,501	32,501	97,502	95,625	(1,877)
Bad Debt	20,774	10,395	17,239	48,408	103,165	54,757
Miscellaneous	7,345	4,134	9,798	21,277	13,752	(7,525)
<b>Total Operating Expenses</b>	<b>1,556,276</b>	<b>1,400,748</b>	<b>1,529,625</b>	<b>4,486,649</b>	<b>4,766,957</b>	<b>280,309</b>
<b>Total Expenses</b>	<b>1,556,276</b>	<b>1,400,748</b>	<b>1,529,625</b>	<b>4,486,649</b>	<b>4,766,957</b>	<b>280,309</b>
<b>Net Gain</b>	<b>(21,003)</b>	<b>833,204</b>	<b>372,512</b>	<b>1,184,711</b>	<b>310,363</b>	<b>874,350</b>
<b>Beneficial Int in Foundation</b>	<b>(185,800)</b>	<b>559,932</b>	<b>68,844</b>	<b>442,977</b>	<b>(87,926)</b>	<b>530,903</b>
<b>Net w/o Beneficial Interest</b>	<b>164,797</b>	<b>273,272</b>	<b>303,668</b>	<b>741,734</b>	<b>398,289</b>	<b>343,447</b>