



*Pleasant
Ridge*
— MANOR —

PLEASANT RIDGE MANOR

BOARD OF TRUSTEES MEETING AGENDA

September 15, 2016 3:00 p.m.

1. Call to Order
2. Roll Call
3. Hearing of the Public (**3 minutes per person**)
4. Approval of Minutes – June 23, 2016
5. New Business
 - a. Executive Director's Report to the Board.
6. Other
7. Adjournment

8300 West Ridge Rd.
Girard, Pennsylvania 16417

ph. (814) 474-5521
fax (814) 474-2307

**PLEASANT RIDGE MANOR
BOARD OF TRUSTEES MEETING
SEPTEMBER 15TH, 2016 @ 3:00 P.M.**

MINUTES OF JUNE 23RD, 2016

Members Present: Jay Breneman-Vice Chair
Edward DiMattio, Jr.
Kathy Fatica
Dr. Kyle Foust
Carol Loll

Also in attendance: Kathy Dahlkemper, President
James Sparber, Treasurer
Doug Smith, Secretary
Sue Ellen Pasquale, Mgr. General Accounting

Absent: Andre` Horton-Chair
Fiore Leone

Pleasant Ridge Manor: Robert V. Smith, NHA, Executive Director
George Joseph, Esquire
Mary Venezia, RN, Director of Nursing
Mike Anderson, Chief Financial Officer
Jack Walburn – Director of Human Resources

Absent: None

Meeting called to order at 3:07 p.m. by Mr. Breneman-Vice Chair

ROLL CALL

**ABSENT – ANDRE` HORTON-CHAIR
FIORE LEONE**

PUBLIC SPREAKERS – NONE

MR. SMITH STATED THAT THE MINUTES WERE AMENDED TO INCLUDE KATHY FATICA AS PRESENT RATHER THAN ABSENT AT THE MARCH 22ND, 2016 MEETING.

MOTION TO APPROVE AMENDED MINUTES FROM MARCH 22ND, 2016

**1ST - DR. KYLE FOUST
2ND - CAROL LOLL**

ROLL CALL ON MINUTES – ANDRE` HORTON AND FIORE LEONE – ABSENT

MOTION APPROVED UNANIMOUSLY BY MEMBERS PRESENT.

EXECUTIVE DIRECTORS UPDATE:

LIMITED IGT TRANSFER UPDATE:

The process was completed yesterday, June 22nd, 2016 and the money was transferred back to the County. PRM netted \$2,293,363, representing a combination of the limited IGT and MD01 payment. Thank you to everyone that helped make this IGT happen.

HB1062- UPDATE:

HB1062 is still in committee. There is a comprise amendment being proposed to phase in the elimination of the County Share in conjunction with the implementation of the Community Health Choice programs. HB1062 has a good chance of getting out of the committee and having the full support of the Senate. If HB1062 changes it will go back to the House of Representatives. The amendment has yet to be posted therefore we are unsure of the specific language.

OPERATION REPORT

April's revenue was \$138,190 below budget projections. This is due to our census being approximately fifteen (15) residents lower than budgeted. At this time the Medicaid Mix is still very high at 89-90 percent. Expenses are in line, actually lower than budgeted, with a couple of exceptions. The employee health program was \$84,000 over budget for the month and \$200,000 over year to date. Employee prescription drugs were \$34,765 higher than budgeted for the month and \$78,000 higher than budgeted year to date. PRM has reduced the number of employees covered by 45 and the number of members covered by over 100 but the cost is the same as before the reduction. There was an increase in what Highmark and UPMC are paying providers due to the agreement that was reached. PRM pays as we go due to being in a self-insured program.

In May, income from the operations was \$74,360 bringing the year to date loss down to \$525,450. Again the census remains low or than budget. Increasing our census is our priority at this time.

Dr. Foust – Do you know why the census is down?

Mr. Smith stated a combination of things are involved including more competition with the push for more Home and Community Based programs. Funding is being directed to these Home and Community Based programs. The Commonwealth is pushing expansion for these programs.

Mr. Breneman added that occupancy in Nursing Homes across the state are down 16%.

Mr. Smith stated that when the East Facility closed PRM's market became more defined. The families in the eastern and southern parts of the county are looking for Nursing Homes and/or other options that are closer to their homes.

Mr. Maloney stated that PRM's projections are looking like a \$1.5 deficit by the end of the year.

Mr. Smith stated that we have yet to sit down and go back over the projections in the budget. The first IGT has gone through and now the state is looking at another IGT which will cover the 2nd half of 2016 and the 1st half of 2017 considering with the state budget year which should provide an additional \$500,000. Another assumption is when the Pension designation change goes through PRM's contribution should be reduced by \$500,000 a year. There are \$800,000 in PBGC premiums that PRM is requesting back, covering the past six (6) years. The financial position is not as positive as we had hoped. Over the last month our Worker's Compensation costs were up due to a couple of settlements on claims that would have continued over the next five (5) years. This is a one (1) time expense.

Mrs. Dahlkemper asked about number of beds in the County and if they changed in the past year.

Mr. Smith stated that our East beds were transferred to LECOM and there has been no construction on any new Nursing Homes so the beds in the County have not changed.

Mrs. Dahlkemper asked what the plan to increase the census is.

Mr. Smith stated we continue to market the facility and analyze expenses. Reducing the beds will affect the direct caregiving staff and we have been looking at the administrative and support staff overhead costs, for possible reductions as we have done over the past several years.

Discussion was held on the long term effect that would be a positive for the industry.

Kathy Fatica asked if PRM handles Respite Care and would PRM be willing to consider Adult Day Care.

Mr. Smith stated PRM does handle Respite Care and PRM has agreements with local Hospices and Home Health Care agencies. An Adult Day Care center is something that PRM can explore.

Kathy Fatica stated that with the beautiful property and the wonderful staff the Adult Day Care might be a way to go at this time.

Dr. Foust asked what the typical length of stay is.

Mr. Smith stated that the majority of our new admission stays are approximately 30 days. Prior authorization from the insurance company is causing a shorter stay. If a resident exhausts their insurance or their copay kicks in the resident typically leaves.

Mr. Smith stated he did touch on the Pension designation and that PRM is waiting for changes to recoup some or all of the \$800,000 that was paid over the past six (6) years in premiums. There is no guarantee that PRM will get the money back but hopefully some of the funds will be returned. We are looking at getting Senator Casey's office involved to try and encourage the release of these funds.

BUDGET

Mr. Smith stated that we will be revisiting the 2016 Budget and making updated projections.

LICENSURE SURVEY

Both surveys were conducted, Nursing Care Facility and Life Safety. PRM is in compliance and a new license was issued through June 30, 2017.

CONSOLIDATION

We still have a half dozen displaced workers. None are in Nursing. All are in support departments such as Dietary, Laundry and Housekeeping. PRM eliminated 107 position: 81 positions due to the closing of the East Facility and 26 positions at the West Facility.

Fifteen employees have retired from January 2015 to June 2016. Five (5) employees were replaced by other employees in similar positions. Unemployment claims are exhausted.

CAPITAL PROJECTS:

Three projects are planned for this summer:

- Facade Restoration – work on the front of the building consisting of brick work and patching. This should be completed in a 2-3 week time frame.
- The partial roof replacement over the Unit A/C center section at a cost of \$160,000.
- Installation of air conditioning/cooling systems in the downstairs kitchen.

All projections are in line with what was budgeted for these projects.

VETERAN’S ADMINISTRATION

The new director at the VA is looking at putting nursing home care unit in their facility. Will be contacting the new director.

Discussion on service area / number of veterans that PRM services.

GOLF OUTING

Mr. Smith reminded the Board that the 20th Annual PRM Friends Forever Golf Outing is set for August 1st, 2016.

Kathy Fatica stated she would like to come for dinner.

OTHER

Mr. Breneman stated that the Memorial Service was well done.

MOTION TO ADJOURN

1ST – DR. KYLE FOUST

2ND – CAROL LOLL

ROLL CALL

APPROVED UNANIMOUSLY BY ALL MEMBERS PRESENT

The meeting adjourned at 3:30 p.m.

Respectively submitted,

Linda Spinek

Linda Spinek
Administrative Assistant

**PLEASANT RIDGE MANOR
EXECUTIVE DIRECTOR'S
MONTHLY REPORT
JUNE-AUGUST 2016**

**Prepared and Presented By:
Robert V. Smith, NHA
Executive Director**

GENERAL INFORMATION
JUNE - AUGUST 2016

EXHIBITS

- A. Resident Census

- D. Admission/Discharge Comparison

- E. Admission Statistics Report

- F. Worker's Compensation Report

- H. Statement of Revenue and Expense

- I. Other

RESIDENT CARE

II. ISSUES

A. JULY OPERATION STATEMENT

The 07/31/16 report reflects a loss from operations of \$137,969 for the month. Contributing factors include the census (averaging 269 per day vs. 286 per day budgeted) and resulting Room and Board Revenue \$165,483 less than projected. Operating Expenses were \$775 more than projected, wages were \$111,606 less than budgeted, employee health insurance was \$100,839 more than projected, and prescription drug costs were \$68,282 more than projected. Other expenses were close to, or below budget projections. The year to date variance shows the same trends with Room and Board Revenue at \$634,868 below budget projection (again due to census averaging 275 per day vs. the budget projection of 286 per day). Operating expenses were \$112,520 higher than projected reflecting employee health insurance expense \$334,723 higher than projected, employee prescription drug costs \$170,283 higher than projected, and worker's compensation insurance \$102,097 higher than projected (due to settlements, one time payments that will reduce long term exposure for those claims). The year to date operating loss is \$656,231.

We continue to actively market the facility and services through direct marketing, social media, and print media. The PRM website is in the process of being upgraded to be more user friendly.

Staffing and controllable expenses continue to be adjusted to address the census and revenue shortfall.

B. 2016-2017 IGT

The schedule for processing the next Intergovernmental Transfer was recently shared with the County facilities. Agreements will be sent out in October 2016, to be returned in December 2016. The County payment will be in March or April 2017 with the payment to the facilities in May 2017.

The formula for payment will be different from the initial IGT. No details are available at this time. The actual payment is projected to be lower than the initial IGT due to the absence of the one-time payment of the CPE funds held in reserve by DHS paid out in 2016.

An increase in the funds available for distribution is expected due to elimination of the first group of counties' county share requirement scheduled to coincide with the rollout of Community Health Choices in July 2017. The amount and method of applying/distributing those funds has yet to be determined.

C. MA RATES

As previously discussed, no rate increase was included in this year's State budget. This represents a continuation of the trend we have experienced in four (4) of the past six (6) years.

E. CAPITAL PROJECTS

We continue to move forward with the scheduled projects. The Facade Restoration is complete, work on the Kitchen HVAC project is underway, and the work related to the Unit A/C Roof Project is scheduled to begin later this month.

An additional expense of \$26,000 was incurred due to the emergency replacement of one (1) of the roof top HVAC units which was damaged during an electrical storm. The unit was in service for over twenty years.

F. PENSION DESIGNATION CHANGE

There has been no progress in the release of the regulation outlining the process for changing the pension designation from private to governmental.

G. PRM FRIENDS GOLF OUTING

Thank you to everyone who participated. The event was very successful in marketing PRM, while raising \$12,000 for our volunteer organization.

H. OTHER

Respectfully submitted,

Robert V. Smith, NHA

Robert V. Smith, NHA
Executive Director

RVS/les
Attachments
pc: Board of Trustees

PLEASANT RIDGE MANOR
EXECUTIVE SUMMARY - Resident Days
YTD Info as of: August, 2016

MONTH-TO-DATE DAY STATISTICS

	>>> ACTUAL Days <<<	>>> BUDGET Days <<<	>>> DIFFERENCE <<<
Private & Other	862	744	118
Medical Assistance	7,147	7,719	(572)
Medicare	274	341	(67)
Total Month-to-date	<u>8,283</u>	<u>8,804</u>	<u>(521)</u>
% of Occupancy	<u>89.1%</u>	<u>94.7%</u>	<u>-5.6%</u>
Average Residents per Day	<u>267</u>	<u>284</u>	<u>(17)</u>

YEAR-TO-DATE DAY STATISTICS

	>>> ACTUAL Days <<<	>>> BUDGET Days <<<	>>> DIFFERENCE <<<
Private & Other	5,723	5,856	(133)
Medical Assistance	58,424	60,756	(2,332)
Medicare	1,921	2,684	(763)
Total Year-to-date	<u>66,068</u>	<u>69,296</u>	<u>(3,228)</u>
% of Occupancy	<u>90.3%</u>	<u>94.7%</u>	<u>-4.4%</u>
Average Residents per Day	<u>271</u>	<u>284</u>	<u>(13)</u>

Residents per day WITH Hospital Days >> Year-To-Date

Average Hospital Days	<u>2</u>	<u>2</u>	<u>-</u>
Average With Hospital	<u>273</u>	<u>286</u>	<u>(13)</u>

PLEASANT RIDGE MANOR
EXECUTIVE SUMMARY - Resident Days
 YTD Info as of: July, 2016

MONTH-TO-DATE DAY STATISTICS

	>>> ACTUAL Days <<<	>>> BUDGET Days <<<	>>> DIFFERENCE <<<
Private & Other	918	744	174
Medical Assistance	7,009	7,719	(710)
Medicare	195	341	(146)
Total Month-to-date	<u>8,122</u>	<u>8,804</u>	<u>(682)</u>
% of Occupancy	<u>87.3%</u>	<u>94.7%</u>	<u>-7.4%</u>
Average Residents per Day	<u>262</u>	<u>284</u>	<u>(22)</u>

YEAR-TO-DATE DAY STATISTICS

	>>> ACTUAL Days <<<	>>> BUDGET Days <<<	>>> DIFFERENCE <<<
Private & Other	4,861	5,112	(251)
Medical Assistance	51,277	53,037	(1,760)
Medicare	1,647	2,343	(696)
Total Year-to-date	<u>57,785</u>	<u>60,492</u>	<u>(2,707)</u>
% of Occupancy	<u>90.4%</u>	<u>94.7%</u>	<u>-4.3%</u>
Average Residents per Day	<u>271</u>	<u>284</u>	<u>(13)</u>

Residents per day WITH Hospital Days >> Year-To-Date

Average Hospital Days	<u>2</u>	<u>2</u>	<u>-</u>
Average With Hospital	<u>273</u>	<u>286</u>	<u>(13)</u>

PLEASANT RIDGE MANOR
EXECUTIVE SUMMARY - Resident Days
YTD Info as of: June, 2016

MONTH-TO-DATE DAY STATISTICS

	>>> ACTUAL Days <<<	>>> BUDGET Days <<<	>>> DIFFERENCE <<<
Private & Other	526	720	(194)
Medical Assistance	7,052	7,470	(418)
Medicare	290	330	(40)
Total Month-to-date	<u>7,868</u>	<u>8,520</u>	<u>(652)</u>
% of Occupancy	<u>87.4%</u>	<u>94.7%</u>	<u>-7.3%</u>
Average Residents per Day	<u>262</u>	<u>284</u>	<u>(22)</u>

YEAR-TO-DATE DAY STATISTICS

	>>> ACTUAL Days <<<	>>> BUDGET Days <<<	>>> DIFFERENCE <<<
Private & Other	3,943	4,368	(425)
Medical Assistance	44,268	45,318	(1,050)
Medicare	1,452	2,002	(550)
Total Year-to-date	<u>49,663</u>	<u>51,688</u>	<u>(2,025)</u>
% of Occupancy	<u>91.0%</u>	<u>94.7%</u>	<u>-3.7%</u>
Average Residents per Day	<u>273</u>	<u>284</u>	<u>(11)</u>

Residents per day WITH Hospital Days >> Year-To-Date

Average Hospital Days	<u>2</u>	<u>2</u>	<u>-</u>
Average With Hospital	<u>275</u>	<u>286</u>	<u>(11)</u>

EXHIBIT D

ADMISSIONS COMPARISON
YEAR-TO-DATE

	Periods beginning January 1 st and ending August 31 st		
	2016	2015	2014
INITIAL CONTACTS	284	307	361
ADMISSIONS	164	176	201
DEATHS	61	86	72
DISCHARGES	105	150	134

DISCHARGE LOCATIONS
YEAR-TO-DATE

	Periods beginning January 1 st and ending August 31 st		
	2016	2015	2014
HOME	70	63	77
OTHER NURSING HOMES	8	63	9
HOSPITALS	21	24	39
GROUP HOMES/WAIVER SHARE HOME	5	0	4
PERSONAL CARE	1	0	5

*2014-2015 Include East Facility statistics prior to closure in June 2015.

2016 MONTHLY PERCENTAGE
COMPLETION FROM INITIAL REFERRAL TO ADMISSION

2016 Percentage
Percentage of completion from initial referral to admission

January	67%
February	68%
March	61%
April	48%
May	54%
June	50%
July	64%
August	50%
September	
October	
November	
December	

ADMISSIONS/SOCIAL SERVICES STATISTICS REPORT 2016

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Initial Contacts	33	37	36	30	37	32	36	48				
Admission	20	25	22	14	20	16	23	24				
Discharges	9	12	16	17	12	12	16	11				
Deaths	9	6	6	12	6	10	8	4				
End of the Month Census	275	282	282	267	269	263	262	271				
Average Daily Census	275	281	284	276	270	266	264	269				
Average Month's Occupancy	91.7	93.66	94.5	92	90.6	88.6	88.2	89.6				
Budgeted Daily Census	286	286	39+	286	286	286	286	286				
Budgeted Month's Occupancy	95.33	95.33	95.33	95.33	95.33	95.33	95.33	95.33				

PLEASANT RIDGE MANOR
 WORKERS' COMPENSATION STATISTICS TO DATE:
 AS OF 8/31/2016

INCIDENT LOCATION 2016	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTAL
Administrative Support	3		1					1					5
Activities		1		1									2
Dietary		3	2	3	2	3	1						14
Hskpg/Laundry	1												1
Maintenance				1									1
Nursing	5	4	5	7	6	8	6	4					45
TYPES OF INJURY													TOTAL
Needlestick	1												1
Strain/Sprain	3	2	2	8	4	3	1						23
Burns					1	1	3	3					7
Contusion/Bruises	2	4	4	2	2	4	1						19
Cuts/Lacerations	1	1											2
Skin/Chemical Rash	1												1
Minor Scratch/Other		1	2	2	1	3	1	1					11
Pain (Cause Unknown)					1								0
No Injury					1		1	1					3
Fracture													0
Eye Injury	1												1
TOTAL PRM INCIDENTS	9	8	8	12	8	11	7	5	0	0	0	0	68
LOST TIME INCIDENTS													TOTAL
	2	1	2	3	0	2	1	0					11
LOST TIME DAYS (By Month)													TOTAL
	8	7	23	24	0	17	2	0					81
LOST TIME DAYS PREVIOUS CLAIMS													TOTAL
	105	116	110	93	102	60	44	18					648
TOTAL PRM LOST DAYS													TOTAL
	113	123	133	117	102	77	46	18					729
OSHA RECORDABLE INCIDENTS													TOTAL
	5	1	2	4	0	2	1	0					15

PLEASANT RIDGE MANOR
 WORKERS' COMPENSATION STATISTICS TO DATE:
 AS OF 7/31/2016

INCIDENT LOCATION 2016	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTAL
Administrative Support	3		1										4
Activities		1		1									2
Dietary		3	2	3	2	3	1						14
Hskpg/Laundry	1												1
Maintenance				1									1
Nursing	5	4	5	7	6	8	6						41
TYPES OF INJURY													TOTAL
Needlestick	1												1
Strain/Sprain	3	2	2	8	4	3	1						23
Burns						1	3						4
Contusion/Bruises	2	4	4	2	2	4	1						19
Cuts/Lacerations	1	1											2
Skin/Chemical Rash	1												1
Minor Scratch/Other		1	2	2	1	3	1						10
Pain (Cause Unknown)													0
No Injury					1		1						2
Fracture													0
Eye Injury	1												1
TOTAL PRM INCIDENTS	9	8	8	12	8	11	7	0	0	0	0	0	63
LOST TIME INCIDENTS	2	1	2	3	0	2	1						11
LOST TIME DAYS (By Month)													TOTAL
	8	7	23	24	0	17	2						81
LOST TIME DAYS PREVIOUS CLAIMS													TOTAL
	105	116	110	93	102	60	44						630
TOTAL PRM LOST DAYS													TOTAL
	113	123	133	117	102	77	46						711
OSHA RECORDABLE INCIDENTS													TOTAL
	5	1	2	4	0	2	1						15

PLEASANT RIDGE MANOR
 WORKERS' COMPENSATION STATISTICS TO DATE:
 AS OF 6/30/2016

INCIDENT LOCATION 2016	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTAL
Administrative Support	3		1										4
Activities		1		1									2
Dietary		3	2	3	2	3							13
Hskpg/Laundry	1												1
Maintenance				1									1
Nursing	5	4	5	7	6	8							35
TYPES OF INJURY													TOTAL
Needlestick	1												1
Strain/Sprain	3	2	2	8	4	3							22
Burns						1							1
Contusion/Bruises	2	4	4	2	2	4							18
Cuts/Lacerations	1	1											2
Skin/Chemical Rash	1												1
Minor Scratch/Other		1	2	2	1	3							9
Pain (Cause Unknown)													0
No Injury					1								1
Fracture													0
Eye Injury	1												1
TOTAL PRM INCIDENTS	9	8	8	12	8	11	0	0	0	0	0	0	56
LOST TIME INCIDENTS													TOTAL
	2	1	2	3	0	2							10
LOST TIME DAYS (By Month)													TOTAL
	8	7	23	24	0	17							79
LOST TIME DAYS PREVIOUS CLAIMS													TOTAL
	105	116	110	93	102	60							586
TOTAL PRM LOST DAYS													TOTAL
	113	123	133	117	102	77							665
OSHA RECORDABLE INCIDENTS													TOTAL
	5	1	2	4	0	2							14

PLEASANT RIDGE MANOR
STATEMENT OF REVENUES & EXPENSES

UNAUDITED @ JULY 31, 2016

Description	>>>>>>> Current Period <<<<<<<<			>>>>>>> Year-To-Date <<<<<<<<		
	Actual	Budget	Difference	Actual	Budget	Difference
Resident Service Revenue:						
Net Room & Board Revenue	2,179,807	2,345,290	(165,483)	15,335,898	15,970,766	(634,868)
Net Ancillary Revenues	196,899	205,762	(8,863)	1,454,145	1,417,661	36,484
Resident Service Revenues	2,376,706	2,551,052	(174,346)	16,790,043	17,388,427	(598,384)
Other Revenues:						
Misc. Operating Revenue	4,977	5,067	(90)	46,747	35,465	11,282
Interest on Funds	37,459	217	37,242	39,906	1,515	38,391
Donations, Grants & Millcreek Manor	0	0	0	5,000	0	5,000
Net Capital Transfers	0	0	0	0	0	0
Total Other Revenues	42,436	5,284	37,152	91,653	36,980	54,673
TOTAL REVENUES	2,419,142	2,556,336	(137,194)	16,881,696	17,425,407	(543,711)
Expenses:						
Salaries & Wages	1,118,227	1,229,833	(111,606)	8,381,835	8,411,133	(29,298)
Fringe Benefits	914,123	747,798	166,325	5,690,014	5,219,446	470,568
Other Operating Expenses	461,080	510,629	(49,549)	3,299,611	3,570,911	(271,300)
Depreciation, Insurance & Interest Expense	74,234	78,629	(4,395)	492,948	550,398	(57,450)
TOTAL EXPENSES	2,567,664	2,566,889	775	17,864,408	17,751,888	112,520
Gain <Loss> from Operations	(148,522)	(10,553)	(137,969)	(982,712)	(326,481)	(656,231)
County of Erie General Fund Transfer	94,066	94,066	0	282,199	282,199	0
Net Gain <Loss>	(54,456)	83,513	(137,969)	(700,513)	(44,282)	(656,231)

**PLEASANT RIDGE MANOR
STATEMENT OF REVENUES & EXPENSES**

UNAUDITED @ JUNE 30, 2016

Description	>>>>>>> Current Period <<<<<<<<		>>>>>>> Year-To-Date <<<<<<<<		Difference
	Actual	Budget	Actual	Budget	
Resident Service Revenue:					
Net Room & Board Revenue	2,184,848	2,248,263	13,156,091	13,625,476	(469,385)
Net Ancillary Revenues	214,924	197,843	1,257,246	1,211,899	45,347
Resident Service Revenues	2,399,772	2,446,106	14,413,337	14,837,375	(424,038)
Other Revenues:					
Misc. Operating Revenue	4,515	5,067	41,770	30,398	11,372
Interest on Funds	61	217	2,447	1,298	1,149
Donations, Grants & Millcreek Manor		0	5,000	0	5,000
Net Capital Transfers		0	0	0	0
Total Other Revenues	4,576	5,284	49,217	31,696	17,521
TOTAL REVENUES	2,404,348	2,451,390	14,462,554	14,869,071	(406,517)
Expenses:					
Salaries & Wages	1,226,933	1,190,156	7,263,608	7,181,300	82,308
Fringe Benefits	670,772	744,763	4,775,891	4,471,648	304,243
Other Operating Expenses	461,865	472,756	2,838,531	3,060,282	(221,751)
Depreciation, Insurance & Interest Expense	72,504	78,629	418,714	471,769	(53,055)
TOTAL EXPENSES	2,432,074	2,486,304	15,296,744	15,184,999	111,745
Gain <Loss> from Operations	(27,726)	(34,914)	(834,190)	(315,928)	(518,262)
County of Erie General Fund Transfer	0	0	188,133	188,133	0
Net Gain <Loss>	(27,726)	(34,914)	(646,057)	(127,795)	(518,262)

Dear Pleasant Ridge Manor,
Thank you so much for
the flowers sent in memory
of my mother, Susanne Miller.
My mother so enjoyed her
time as a volunteer at "the Manor"
and later, her rehab time
at your facility.

Our family has always been
so impressed by the love
and concern shown by the
staff of Pleasant Ridge and
now, by your expression of
sympathy.

The kindness you have shown
will always be remembered.

Sincerely,
Bessie and Mike Jones

Jan 8 8/2/10

6/13/16

Dear Nurses & aides on Unit J.
How beautiful a day can be
when touched by kindness.

Thank You for your
wonderful care of Lallie Schutz
Mrs. W. Mickowski

To All the Staff And
the People who knew and
took care of him. Our Family
Thanks all of you. You
were my Special People
to Penny.



Thanks to all of you...
for everything.

Penny was my Special
to all of us.
Thank you all

again
Ann H. White
Family

We would like to thank the
staff at Pleasant Ridge monarbes
the lovely care you gave to James
Tenzley over the past 6 yrs.
Thank you for your kind regards
at this most difficult time

Thanks - you

Jim & Jackie
Tenzley.

7/2/16