

Homme Home Residential Annual Review 2019

As you already know, Homme Residential Community Based Residential Facility or CBRF is a 52-bed class C assisted living. We generally average in the high to mid-30's for census with 40 residents being an overall goal for resident and staff safety.

Last year's annual report was more about the updating and clarifying of policies and procedures and computerizing the facility. These updates have improved quality and performance as well as clearing up communication issues for staff and residents.

This year we would like to concentrate our number one priority, and that is on the resident. The focus is how to bring the community to them. It's not easy for everyone to get out and go. Sometimes general immobility will prevent our residents to be a part of the community. Our bigger highlights from the year are:

- "The Residential" Newsletter
- The Longest Day Fundraiser
- Home and Community Based Services
- The Walls of Wittenberg
- Homme Residential CBRF Expansion

The Residential

The Residential newsletter was created this past January to be a monthly communication resource for our residents, family, and staff. Topics of discussion that are included is:

- Employee Spot Light
- Pastor Barry's Message
- Upcoming Activities
- Essential Oil Corner
- Homme Information Article
- Previous Month's Recap

There have been many positives comments and feedback from residents, family and staff members. Residents like that they get to learn more about their caregivers and what they do when they are not at work. Copies can be obtained at front desk locations in the facility. Please feel free to take one.

The Longest Day Fundraiser

The Longest Day Fundraiser is always done on the summer solstice because it is the day with the most light, therefore being the longest day of the year. Dementia can destroy the sense of night and day and usual routines. Sometimes causing their days and nights to never end. This past year we filled our facility with music for residents, loved ones and the community to enjoy. A brat fry and basket raffle were done as something new to try this year for the event to raise awareness and money. The brat fry was open to the community, who were invited into our beautiful court yard for a meal and good company. The money that was raised is used to help improve the quality of life for our memory care residents. We are able to purchase and invest in sensory materials that helps with boredom and wandering.

The staff that works in our CBRF department has been trained in dementia specific interventions, to help them understand the different types of dementia and how our residents may be affected by it. Each dementia is different.

HCBS - Home and Community Based Services

Recently we have been working on what are called Home and Community Based Services. This shows to the state how "home-like" we are for the purpose of Medical Assistance waiver funding. The importance of this is to help our residents stay as independent as possible and for as long as possible. You will notice new signs put up in the building to separate the skilled nursing facility from the assisted living facility. There is also a new beautiful sign in the front of the CBRF entrance. HCBS also insures that everyone is treated fairly and has a fair chance at all opportunities here at Homme.

The Walls of Wittenberg

One item that was important when it comes to keeping our residents active is to keep them involved in the community. A way for Homme Residential to accomplish part of this is to bring the community to them. We have been working over the past year to add in the Walls of Wittenberg to our facility. We have teamed up with the local WOW Space to have them bring in painted pictures of local murals located throughout the community. These pictures will be changed periodically to keep the hallway interesting. If anyone has the chance, please take a good look at our mural painted on Homme Home. It is a rare sight, and is one of under 5 outdoor frescos in the United States. The residents that are unable to go see the real murals in town will still be able to be a part of this by us bringing it to them.

CBRF Expansion

Most recently we have been working on getting approval from the state to renovate our second level into an additional 21 assisted living units. What is exciting about this is that it will include a kitchenette and laundry room to help make it feel more like home. We are excited about this new journey and the services we will be able to provide. We hope this area will be a great addition to Homme and its enormous ability to provide a continuum care that is tough to find.

In conclusion we hope you find yourself able to come in to Homme and feel the presence of home, and of love and faith that is present because that is what we are built on, and what we strive to provide.

Please feel free to sign up to receive an e-mail copy of "The Residential" to keep current updates of the happenings here at Homme Residential.

Thank You,
Tara Hoppe-Schmidt RN, WCC, CBRF Admin



Homme
Inc. of Wisconsin

Mission Statement

"Homme provides excellent health care, housing, and community based services built on Christian principles. We will meet and exceed standards of excellence as a provider and employer in the communities we serve."



Homme
Inc. of Wisconsin

Annual Report 2019

Homme Home for the Aging, Inc. • Homme Home Foundation, Inc. • Homme Heights, Inc.

Executive Director's Report

The number 33.

In and of itself, the number 33 is hardly threatening. But let me put that number in context, and this number begins to take on an ominous tone. Since 2016, 33 skilled nursing facilities have closed in the state of Wisconsin. This closure represents the loss of 100's of nursing home beds, beds that formerly were serving the elderly of this state. This loss alone is significant. But 33 does not address the number of additional facilities statewide that have significantly downsized their skilled nursing facilities, further reducing nursing home beds in the state. What this means is that Wisconsin, as a state, is in the midst of an exodus of skilled nursing services available to its citizens.

As some of you may know, Homme has been a part of this change. In 1994 our skilled nursing facility license allowed us to care for 136 individuals. Over the next 25 years we have seen the effect of reimbursement cuts and regulatory changes which led us to decrease our licensed capacity, down to 50 skilled nursing beds. This change was to a degree forced on us, as we could no longer financially support that many nursing home beds. Homme has an incredibly long and rich history of providing skilled care to the elderly of North central Wisconsin. Those of us that are still providing services shake our heads and wonder who will be the next closure? Large facilities, small facilities, for-profit and not-for-profit - all are affected by the current system in the state of Wisconsin. As a provider of long-term care services, the loss of 33 facilities and an untold number of additional nursing home beds should concern all of us. This loss will cast a long shadow on our future healthcare system.

This epidemic of closures did have one significant impact. Our State legislators finally understood the impact of the crisis in our state, most having learned of the crisis in the most real fashion, by having facilities in their regions close. This made the crisis up close and personal. As a result, there was a significant bipartisan effort on the part of our legislators in both the House and the Senate to increase medical assistance funding. Medical Assistance increases for skilled nursing facilities in the state of Wisconsin for the next fiscal year is the highest I have seen in over 40 years of work in long-term care. It will not make up the shortfall, but it will help stem the bleeding. As a provider, I can only offer my thanks to the legislature for their efforts. It's unfortunate that it took a crisis of this dimension to force political action. And it will not stop the closures.

So, what does this have to do with Homme? Well, for once the decisions we have made are proving to be the right ones. For many years Homme's focus was on providing a wide array of services and licensure types on each of our campuses. Instead of relying just on our skilled nursing facility, we have developed and provided many different types of assisted living and independent housing services and created new types of services to meet the changing needs of our consumers. This kind of thoughtful decision making has somewhat insulated us from the vagaries of the Medical Assistance reimbursement system. Our goal to diversify has proven to be a strength. At our 2018

annual meeting we presented our revised Strategic Plan, which detailed our plans for Homme's future. Those of you that may have been here will recall that this plan focused on expanding our other services, while decreasing our exposure as a nursing home provider. Our efforts over the next several years will continue that change as we look to right size the services on our campus.

No organization wants to be the 34th nursing home to close. We all want to continue to serve the elderly in the most appropriate manner. Homme will continue to do that, focusing instead on the development of programs that will meet the needs of our current and future residents, while maintaining our focus on providing care and treatment with dignity and respect. We will continue to look for ways to reinvent what we do and how we do it. We will continue to listen to our customers and what they are looking for from us.

One of the challenges we face is the ability to take an existing physical plant and change it to meet the needs of a new client population. We do not always have the luxury of starting with a vacant piece of land upon which to design a building. We look for ways to take our existing space and make it more usable and user-friendly for the future. Presently we are awaiting approval of our conversion plans for the B floor, which will be remodeled and renovated from a skilled nursing/dementia unit to a new CBRF unit, replacing the current North wing space. This expansion of our CBRF will allow our residents new choices in living arrangements, in a new and exciting environment. For our Wittenberg campus this is the next step in our repositioning for the future. Once completed, our attention will then turn to new services and spaces here on the Wittenberg campus, and new programs on the Forest Park Village campus.

As we talk about developing new programs and services, we must remember that the tools our staff use to perform their duties is also changing dramatically. More and more everything we do is electronic, and our information exists somewhere in "the cloud". Almost every function and application that we utilize, for monitoring medication administration, care planning, medical record documentation, billing and payroll, is now done electronically. In order to be a successful, we must also look to providing our staff the training they need to deal with this new environment. Some things are easy - getting fewer phone calls and more emails is just another way to work. Our real challenge in dealing with this new electronic universe is to find a way to make sure that our residents still receive the personal care, the personal touch, from our staff. We must remember that caring and compassion are done one-on-one, person-to-person, with a smile.

And finally, a note about our incredible staff. It's not always easy to smile when faced with adversity or difficulty, but we are blessed with staff who can do so. It's hard not to let personal worries and cares interfere with providing care and services to our residents, but they do. They are the people who deserve the recognition and thanks from all of us for a job truly well done.

Homme Heights Report

by Amy A. Forst, Director of Operations

Homme Heights Highlights

- In 2017 we started a Four Phase Common Area Enhancement Project. At this writing, we are 90% done with the third phase!!

Phase I: Creation of a Hobby room. COMPLETED in 2018!!! And our new Life Enrichment Coordinator has been working hard to host at least a monthly project in the space. In addition, a local wood carvers' group is using the space.

Phase II: Expansion of the Fitness Room COMPLETED in 2018!!! We host three chair exercise classes each week and I regularly see residents on the equipment staying strong and fit.

Phase III: We have given our primary activity space a face lift. It has new tables and chairs. We added some cupboards and counter space for personal parties, social club meetings and campus led activity offerings. Lastly, we are reupholstering the chairs and layout of the space. Fabric has been ordered and we await its delivery for the final step of this Phase.

Phase IV: Woodshop. We are in the grant writing period for our final phase. We are working with a local woodworking organization to set up a new Woodshop that will allow us to offer woodworking classes to the residents and the general public.

- The work of changing our Stone Crest Residence's physical environment to better enhance the way we provide memory care services has been complete. On August 7, 2019 we hosted an Open House to share what we've done with the community. We were blessed to have a generous anonymous donation to make the work possible. And the Wausau Pilot and Channel 9 provided some great coverage on the issue. Our next steps will be to continue working closely with our state association (Leading Age WI) to create a curriculum that will allow our management staff train our care staff to be dementia care specialists.

- We have been blessed with a new partnership

with our neighborhood Catholic churches. St. Michaels and Church of the Resurrection parishes' Faith Formation groups are working with us to have their classes participate in an activity with our residents at each grade level each semester. In addition, the Confirmation Classes planned and executed some very fun St. Patrick Day parties for the Garden Apartments and Stone Crest Residence. Father Mark Pierce is also providing a full Catholic mass on campus each month. And this summer for the first time the Neighborhood Catholics in Service (NCIS) joined us for a week of assistance. Kids from St. Michaels, St. Anne's Church of the Resurrection, St. Mark's all of Wausau and St. Paul's of Mosinee were here for four days and they were a mighty crew that really made our campus beautiful with their weeding, mulching and painting of hand rails. They also joined our residents each day for lunch. We are looking forward to continuing this partnership for many years to come and pray for growth in participation!

- Unfortunately, we continue to struggle, with employee recruitment and retention particularly of caregiver positions. We are not alone in this. It is a state-wide trend across all industries but particularly at the health care level. We continue to work as part of our strategic plan to enhance how we engage our staff to help serve our shared mission. Senator Petrowski and Representative Snyder have started to visit with our residents quarterly to stay abreast of the challenges and issues that important to our seniors. They also meet with managerial staff to help us seek solutions to resolve the issue for the future.



Admission and Discharge Statistics

FPV/Independent Plus (IP):

Admissions: 9 admissions
 Discharges: 7 discharges (one being an internal move to the next level in the continuum of care)

Homme Adult Day Center:

We continue to work with a variety of payor sources including private pay, the VA, Family Care and IRIS.

The Garden Apartments: (RCAC)

Admissions: 11 admissions
 Discharges: 11 discharges (two being internal moves to the next level in the continuum of care)

Stone Crest Residence: (CBRF)

Admissions: 9 admissions
 Discharges: 5 discharges

Fun Fact Stats

Average Age of our Current Residents:

Forest Park Village: 84.5
 Garden Apartments: 87.5
 Stone Crest Residence: 84

Average Length of Stay of our Current Residents:

- Forest Park Village and Gardens combined: 5.5 years with top 4 being:
 - Two have been here for 29 years and two have been here for 26 years!
- Stone Crest Residence: 4.5 years.
 - Top Three have been here for 13 years, 12 years and 6 years respectively (that includes time elsewhere on campus in our continuum of care)

Staff Longevity

We contract with a staffing agency for our direct care workers, so I don't have statistics on those. However, we employ 22 Homme staff on our campus with the average years of service being 6.4 years. Our top three in longevity include 25 years for one of our Café Assistants, just shy of 18 years for our Director of Operations and 17 years for one of our Administrative Assistants!



Be a Part of Homme Inc. of Wisconsin

Homme Homes' Wittenberg and Wausau Campuses provide a broad variety of employment opportunities for individuals seeking employment in a Christian setting. We are seeking individuals to become part of our Homme employee team.

Our ongoing commitment to maintaining a supportive work environment leads many of our staff to choose Homme as their employer of choice. Whether you are a registered nurse, certified nursing assistant, cook, or housekeeper, we urge you to consider employment with Homme.

For further information please visit our website homme.org/career.shtml or mail the Director of Human Resources, Jennifer Brown, at jenniferb@homme.org or call 715-253-2125, ext. 129.

Homme Inc. of Wisconsin is an equal opportunity employer.



Campfires and s'mores always leave you loving for s'more!

Homme Home Organization Directory

Homme, Inc. of WI

Steve Seybold, Executive Director
 715-253-2125, ext. 151 • steves@homme.org
 Kathy Unverzagt, Executive Assistant
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Main Phone Number: 715-253-2125
 Main Fax Number: 715-253-3198
 Main email address: info@homme.org
 Mailing address: 604 S. Webb St.
 Wittenberg, WI 54499

Homme Home Foundation

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 715-253-2125, ext. 152 • kathyu@homme.org

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 Mailing address: 604 S. Webb St.
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Homme Home of Wittenberg Skilled Nursing Facility

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Homme Home Apartments Wittenberg/Bowler

Melissa Beese, Finance Director
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 Wittenberg, WI 54499

Homme Residential CBRF/Sunburst

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 Wittenberg, WI 54499

Wausau Campus Forest Park Village

Amy Forst, Director of Operations
 715-845-1214, ext. 311 • amyf@homme.org

Fax Number: 715-842-8389
 Mailing Address: 2901 N. 7th St.
 Wausau, WI 54403

Stone Crest Residence

Kylee Belan, Facility Manager
 715-849-5462 • kyleeb@homme.org

Fax Number: 715-849-4563
 Direct Care Staff: 715-849-9563
 Mailing Address: 805 Parcher St.
 Wausau, WI 54403

Garden Apartments

715-842-7709, For Direct Care Staff
 Fax Number: 715-848-5010
 Mailing Address: 801 Parcher St.
 Wausau, WI 54403

Adult Day Services

Lisa Jaeger, Adult Day Center Coordinator

715-845-1214, ext. 310
 Fax Number 715-842-8389
 Mailing Address: 2901 N. 7th St.
 Wausau, WI 54403

For more detailed information of our services, news, and events, visit our website, www.homme.org.



Homme Homes Wittenberg Campus
 Homme Homes Wausau Campus

Homme Home Foundation Report

The goal of the Homme Home Foundation is twofold:

- To develop and promote financial resources which can support, enhance and expand the ministries of Homme.
- To develop opportunities for supporters and donors to partner in the growth and expansion of Homme's ministry, by offering tax deductible charitable giving opportunities for donors.

To accomplish this two-pronged mission, the Foundation has developed a number of direct donations and planned giving options. These options, which can be donor directed, allow a person to tailor their donation to the portion of Homme's ministries and programs they wish to support. Our Donor Recognition Program recognizes those who support us.

Annual Angel Appeal

- Just over \$12,700.00 was raised to assist with our resident program
- 111 Angels were placed on Christmas Trees at the Wittenberg Campus
- 31 Angels were placed on Christmas Trees at Forest Park Village
- 4 Angels were placed on Christmas Trees at stone crest
- 1 Angel was placed on a Christmas Trees at Garden Apartments
- 2 Did not specify a location

23rd Annual Golf Outing

- 66 Golfers Participated
- 18 Corporate Sponsors
- We raised over \$16,000.00 to help support our residents programs

Raise the Bell - Live the Legacy Program

Our "Raise the Bell - Live the Legacy" program recognizes donors for ongoing support of the Homme Home Foundation and its programs.

The Bell Program was created by the Homme Home Foundation Board of directors, who felt that it was important to create a way to recognize and thank those who keep the Homme mission and vision alive through their generosity.

Each year donors contribution \$125 or more during the calendar year will be recognized with a "bell" on the donor wall. When total accumulated giving reaches a new Donor Level, a new bell recognizing the donor's total cumulative giving is added to the wall. The old bell is returned to the donor as a thank you for supporting the Foundation.

Donor Levels - \$125, \$500, \$1,000, \$2,500, \$5,000, \$10,000

- 76 new bells were added this year

Gifts given through the annual Angel Appeal, golf outing, special events/projects, etc. are all considered when establishing your cumulative giving level. Donations given in memory and/or honor of a friend or loved one that do not result in bell recognition will be counted in the donor's cumulative gifting total.

Gifts Memorializing Loved Ones: Donor wishing to memorialize a loved one through the "Raise the Bell" program must make a donation at the designated levels for the bell they desire. The inscription on the bell will recognize both the donor and the individual to be memorialized or honored. This donation will not be included in the donor's cumulative giving total, however, as a gift cannot be recognized than once.

Future Vision & Mission

As the Foundation looks forward to the next fiscal year we hope to see you join us on our journey to continue our mission. We invite you to participate as a supporter of the Homme Foundation. There are many ways to support the Homme Home Foundation and the Homme Homes organization. You can make a direct donation online and specify what activity or program you wish to support or send a check or money order to Homme Home Foundation 604 S. Webb St., Wittenberg, WI 54499. To do an electronic transfer of funds call, 715-253-2125. In addition to our direct donation programs, the Homme Home Foundation offers many planned giving opportunities. Ways you can help:

- Participating in our Annual Golf Outing or Angel Appeal
- Participate in Matching Funds Program - Thrivent Financial Dollar Direct & Actions Team, Liberty Mutual Employees, Amazon Smiles, ITW, and others.
- Attend various events to learn more about the Homme Foundation, such as our Health Fair every October.
- To develop and promote financial resources which can support, enhance, and expand the ministries of Homme.
- To develop opportunities for supporters and donors to partner in the growth and expansion of Homme's ministry by offering tax deductible charitable giving opportunities.

Homme Home of Wittenberg Nursing Home Report

The 2018-2019 year continued to present challenges due to caregiver shortages here at Homme Home as well as statewide. Reimbursement issues continued but recently some positive movement towards a more adequate increase in Medicaid rates was passed in the recent state budget thanks to intense lobbying efforts by providers and state health care associations. What effect this will have on our ability to better recruit and retain staff is yet to be seen but there is some optimism that did not exist before with many facility closings taking place in the state the last few years due to low reimbursement. Also a new Medicare reimbursement program takes effect on October 1, 2019 with many unknowns.

Other types of employment have increase there pay rates substantially as well as other health care providers offering start rates and hiring bonuses that are unrealistic and unable to compete with.

Homme Home works very hard to have in place as many avenues of employment as possible in order to recruit and retain staff such as hiring caregiver assistants which is a CNA career path position as a trainee who is currently taking a class or intends to, this gives them some exposure to the job requirements and some commitment to Homme Home. Partnering with Northcentral Technical College and having CNA classes and or clinicals here at the facility continued in 2018-2019 and will be vitally important to continue as we have been able to recruit some CNA staff from those classes. Also for licensed nurse staff Homme has opened the door to nurse techs and graduate nurses in order for those folks to gain valuable experience and in return for them hopefully continuing their employment at Homme Home as there education continues to RN licensure. In addition Homme continues to host nursing student clinicals.

Many regulatory changes have taken place in the last couple of years as well and presents challenges along with the workforce recruitment challenge. Currently 2 Phases of changes has occurred and through the exceptional diligence of the Staff at Homme Home we were able to pass a state survey at the end of January 2019 with only one deficiency which was an exceptional survey result.

Despite the numerous changes always taking place in health care Homme Home continued at a 5-star rating by CMS which this program and rating system has seen and will continue to see many changes and a continued difficult path to a 5-star rating which includes criteria for quality care,

surveys, and staffing.

Almost all health care providers have had to evolve and change with the changes to the health care environment not only staffing, regulatory, and reimbursement changes but major changes from managed care organizations and Medicare alternative plans which are heavily case managed with initial prior to admit authorizations needed and authorizations needed weekly in order to continue a residents stay with nursing and therapy documentation provided by Homme. Many hospital patients now do not get authorized for even a short term stay in a skilled nursing facility or if authorized the stay is approved for a very short time which presents census challenges and a great importance to have great partnerships and communication with the hospital providers and managed care organizations.

Homme Home administration continues to attend monthly Wausau Aspirus meetings to be engaged in our area health care community. Our rural location presents challenges at times but our involvement and reputation for providing quality care and exceptional therapy and quality of life activity and social services can and will overcome this challenge. Homme Home focuses on each individual resident and their unique history and current medical challenges.

Homme Home skilled nursing statistics - 2018-2019

Admissions	86
Discharges	67
Total patient days	12,008
Total hospital leave days	65
Average points per day	33



Chaplaincy Report – 2019

What a joy it is for me to be the chaplain on both campuses of Homme Home in Wittenberg and Wausau. A colleague of mine once asked me, “Barry, what is your passion in ministry?” Without hesitation I answered, “Pastoral Care.”

Pastoral care involves establishing a relationship with individual residents and then joining them on their faith journey. These interactions take place during private visits in resident’s rooms, and during worship services in the chapel, communion services on the units, and bible studies.

As chaplain, I also interact with family members and friends of our residents as well as staff members on both campuses. These interactions have resulted in performing the baptism of a great-grandchild of a resident in the Homme Chapel so she could witness the sacrament, and to leading the funeral services of loved ones who no longer have a home church relationship. In addition I have recently been honored to be asked to officiate at the wedding of a member of our nursing staff.

I thank God for being called to be chaplain at Homme Home!

May God bless the ministry at Homme Home
Pastor Barry Levine, Homme Chaplain

Sponsoring Congregations

Homme Inc. of WI values its partnership with our sponsoring congregations of the Evangelical Lutheran Church in America and The Lutheran Church - Missouri Synod. Together we bring quality Christian care to members of our communities.

Our Sponsoring Congregation includes:

Langlade County

Calvary Antigo
Arbutus Pearson
St. John Polar
St. Matthew White Lake

Lincoln County

Our Saviour’s Merrill
Calvary Pine River
Grace Tomahawk

Marathon County

Bethany Aniwa
St. Peter Hamburg
St. John Mosinee
Mt. Calvary Rothschild
Zion Stratford
First English Wausau
Good Shepherd Wausau
Immanuel Wausau
Pilgrim Wausau
St. Andrew Wausau
St. Stephen Wausau
Zion Wausau

Oneida County

Calvary Minocqua

Portage County

North New Hope Amherst Junction
Faith Rosholt
Trinity Stevens Point

Shawano County

St. Paul Aniwa
St. John Birnamwood
St. Paul Birnamwood
Trinity Birnamwood
Lutheran Church of the Wilderness
Bowler
St. Paul Bowler
Zion Caroline
Zion Eland
St. John Mattoon
Immanuel Morris
Zion Shawano
Peace Split Rock
St. John Tigerton
Zion Tigerton

Elias Tilleda

Peace Tilleda
Redeemer Wittenberg
St. Paul Wittenberg

Waupaca County

St. John Marion

Wood County

Faith Marshfield

Affiliate Congregations

Holy Family Congregation
Wittenberg
St. Anthony Catholic Church
Tigerton
Wittenberg United Methodist
Church Wittenberg

Consolidated Balance Sheet

	Homme Home for the Aging	Forest Park	Homme Foundation	Homme Inc. of Wisconsin	Variance from 2018
Assets:					
Current Assets:					
Cash & cash equivalents	266,353	66,865	113,557	254,967	
Account Receivable Net	846,514	42,709		968,390	
Inventory	52,549	7,105			
Prepaid and Others	2,389	-	592	139,438	
Total Current Assets	1,167,805	116,679	114,149	1,362,795	0.91%
Investment’s	209,018	248,066	447,517	606,566	
Assets limited as to use	709,873	35,101			
Property & Equipment - Net	1,085,356	1,756,981		55,210	
Deferred Financing Fees	25,128	25,776			
Total Assets	3,197,180	2,182,603	561,666	2,024,571	-7.11%
Liabilities:					
Accounts Payable - Trade	184,119	72,878	1,998	1,528	
Accrued Liabilities:					
Payroll	161,414	20,249	923	767	
Vacation , Holiday, Sick	195,831	20,857			
Other	33,246	64,130	6,714	374,246	
Bonds Payable Short - Term	113,242	94,847			
Bonds Payable Long - Term	2,332,568	2,922,054			
Total Liabilities	3,020,420	3,195,015	9,635	376,541	-5.21%
Net Equity	176,761	(1,012,412)	552,031	1,648,030	
Total Liabilities’ & Net Equity	3,197,181	2,182,603	561,666	2,024,571	-7.11%

2019 Consolidated Profit and Loss Statement

Revenue:

Nursing Home	\$3,216,943				
Community Based Residential Facilities	2,354,026				
Rental Income	48,517	758,955			
Resident Services		707,010			
Adult Day Care		68,820			
Food Service		270,506			
Contributions		1,958	57,867		
Other		34,362	17,550	72,336	
Total Revenues & Other Support	\$5,619,486	\$1,841,611	\$75,417	\$72,336	-1.99%

Expenses:

Resident Services	2,907,131	592,802			
Other Professional Services	647,939	366,060			
General Services	466,783	356,065	16,142		
Administrative Services	933,871	284,977	50,555	45,314	
Employee Benefit’s	645,656	34,624			
Depreciation and Amortization	165,743	190,113			
Interest	74,462	62,392			
Total Expenses	5,841,585	1,887,033	66,697	45,314	-7.83%
Income (Loss) from Operations	(222,099)	(45,422)	8,720	27,022	59.59%