

Delaware Nursing Centers, Inc.

TABLE 1. CONTRIBUTIONS & PLEDGES

| <u>Corporations:</u> | <u>Amount</u> | <u>Year</u> | <u>Contingent on RWJF</u> |
|-----------------------------------|---------------|-------------|-------------------------------|
| Wilmington Trust | \$12,000 | 1-3 | Yes |
| Mellon Bank | 5,000 | 1-3 | Yes |
| Bank of Delaware | 5,000 | 1-2 | Yes |
| Chemical Bank | 1,000 | 1 | Yes |
| Wilmington Savings Fund Society | 2,000 | 1-4 | Yes |
| Delmarva Power | 6,000 | 1-5 | Yes |
| Diamond State Telephone Co. | 8,000 | 1 | No |
| General Motors | 2,000 | 1 | No |
| Wm. D. Shellady, Inc. | 5,000 | 1 | No |
| Wm. H. McDaniel, Inc. | 8,000 | 1-8 | No |
| Wilbert & Genevieve Gore | 2,000 | 1 | No |
| William & Elizabeth Ryan | 200 | 1 | No |
| Volair Contractors, Inc. | 200 | 1 | No |
| John E. Healy & Sons, Inc. | 5,000 | 1 | No |
| DuPont Company | 75,000 | 1-3 | Yes |
| Container Corporation of America | 5,000 | 1 | Yes |
| American Express | 1,000 | 1 | No |
| IBM | 200 | 1 | No |
| Hercules | 5,000 | 1-2 | No |
| Cigna Corporation | 1,000 | 1 | No |
| Sub-Total | \$148,600 | | |
| | | | |
| <u>Foundations</u> | <u>Amount</u> | <u>Year</u> | <u>Contingent on RWJF</u> |
| Longwood Foundation | \$160,000 | 1 | Yes |
| Welfare Foundation | 60,000 | 1 | Yes |
| Marmot Foundation | 15,000 | 1 | Yes |
| Laffy-McHugh Foundation | 50,000 | 1 | Yes |
| Kutz Foundation | 1,500 | 1 | Yes |
| Arguild Foundation | 2,000 | 1 | No |
| Campaign for Human Development | 3,500 | 1 | No |
| United Way | 1,000 | 1 | Yes |
| Crystal Trust | 25,000 | 1 | Yes |
| Sub-Total | \$318,000 | | |
| | | | |
| <u>Government</u> | <u>Amount</u> | <u>Year</u> | <u>Contingent on RWJF</u> |
| City of Wilmington | \$ 25,500 | 1 | No |
| New Castle County Executive | 2,500 | 1 | No |
| New Castle County Council. | 3,000 | 1 | No |
| Division of Public Health | 19,200 | 1 | Yes |
| Sub-Total | \$50,200 | | |
| | | | |
| <u>Individuals</u> | | | |
| Margaret F. Parsons, R.N., M.S.N. | \$1,000 | 1-8 | Yes |
| Audrey and James Bennett | 1,000 | 1-8 | No |

Delaware Nursing Centers, Inc.

Table 2. PENDING COMMITMENTS

| | | |
|---|---|--------------|
| o | Gannett Foundation (subject to approval of the home office in New York) | \$ 6,000 |
| o | Longwood Foundation (meets November 6) | 40,000 |
| o | Welfare Foundation (meets in November) | 15,000 |
| o | Marmot Foundation (meets in November) | <u>5,000</u> |
| | | \$66,000 |

Table 3. FUNDRAISING ANALYSIS

1. Contributions and Pledges

| | |
|--------------|----------------------|
| Corporations | \$148,600 |
| Foundations | 318,000 |
| Government | 50,200 |
| Individuals | <u>2,000</u> |
| | \$518,800 |

2. Pending Commitments

66,000
\$584,800

3. Total Local Share

599,867

Balance

\$ 15,067

4. Expected Cash from Local Sources in Year 1
Estimated Interest at 6.5% in Year 1

\$508,602.00
33,059.13

DELAWARE NURSING CENTERS, INC

BUDGET B - 1989

WESTSIDE HEALTH SERVICE
8 YEAR OPERATING BUDGET

1989 - YEAR 03

| | AS SUBMITTED DATED 8/8/88 | CORRECTED TO RWJF LETTER 4/25/88 | PROPOSED REVISED 1989 BUDGET | 1989 ACTUAL | NOTES |
|--|---------------------------------|--|------------------------------------|----------------|-------|
| I. PEOPLE SERVED (RWJ) Client Visits (x3) | 2,400 7,200 | 2,400 7,200 | 2,400 | 2,326 | |
| II. EXPENSES | | | | | |
| A. Personnel (6% Infl.) | | | | | |
| **1. Family Practice Physician | | | | | |
| FTE | 0.75 | 0.75 | 0.75 | 0.75 | |
| Salary | \$43,820 | \$43,820 | \$41,710 | \$41,551 | |
| 2. Family Nurse Practitioner | | | | | |
| FTE | 1.00 | 1.00 | 1.00 | 1.00 | |
| Salary | \$33,708 | \$33,708 | \$31,350 | \$31,321 | |
| 3. Executive Director | | | | | |
| FTE | 1.00 | 1.00 | 0.75 | 0.75 | |
| Salary | \$16,854 | \$16,854 | \$16,200 | \$16,441 | [2] |
| *Salary (Non-RWJF) | \$16,854 | \$16,854 | \$16,200 | \$16,441 | |
| 3a Administrative Assistant | | | | | |
| FTE | | | 0.50 | 0.50 | |
| Salary | | | \$5,250 | \$5,286 | [3] |
| 4. Receptionist/Bookkeeper | | | | | |
| FTE | 1.00 | 1.00 | | | |
| Salary | \$16,854 | \$16,854 | \$18,100 | \$18,025 | [4] |
| Sub-Total | \$128,090 | \$128,090 | \$128,810 | \$129,065 | |
| Fringe @20% | \$22,247 | \$22,247 | \$22,513 | \$22,259 | |
| *Non-RWJF Fringe @20% | \$3,371 | \$3,371 | \$1,375 | \$1,126 | |
| **Adjustment | \$456 | \$456 | \$0 | | |
| Total Personnel | \$154,164 | \$154,164 | \$152,698 | \$152,450 | |
| B. Operating (5% Infl) | | | | | |
| *1. a. Occupancy - Lease | \$17,078 | \$17,078 | \$15,403 | \$15,403 | [6] |
| b. Occupancy - Utilities | \$2,919 | \$2,919 | \$2,166 | \$2,161 | |
| c. Occupancy - Housekeeping | \$2,205 | \$2,205 | \$2,800 | \$2,797 | [7] |
| 2. Telephone Service | \$2,205 | \$2,205 | \$2,005 | \$2,001 | |
| 3. Postage/Freight | \$1,654 | \$1,654 | \$1,181 | \$1,133 | |
| 4. Equipment Maintenance | \$1,654 | \$1,654 | \$650 | \$644 | |
| 5. Printing | \$2,205 | \$2,205 | \$1,550 | \$1,540 | |
| 6. Office Supplies | \$2,205 | \$2,205 | \$3,052 | \$3,022 | [8] |
| 7. Insurance | \$12,527 | \$12,527 | \$12,527 | \$12,522 | |
| * Directors & Officers | \$441 | \$441 | \$0 | \$0 | |
| 8. Professional Services | \$5,250 | \$5,250 | \$5,681 | \$5,556 | [9] |
| 9. Memberships | \$1,103 | \$1,103 | \$961 | \$961 | |
| *10. Subscriptions | \$1,103 | \$1,103 | \$941 | \$941 | |
| 11. Recruitment | \$0 | \$0 | \$465 | \$464 | [10] |
| 12. Health Record Supplies | \$7,938 | \$7,938 | \$1,275 | \$1,341 | [11] |
| 13. Clinical/Lab Supplies | \$7,938 | \$7,938 | \$4,081 | \$4,071 | [12] |
| 14. Health Education/Outreach | \$1,000 | \$1,000 | \$5 | \$4 | |
| *15. Laboratory & Trans. Subsidy | \$2,756 | \$2,756 | \$13,815 | \$13,800 | [13] |
| *16. Pharmacy Subsidy | \$2,205 | \$2,205 | \$696 | \$696 | |
| 17. Billing and Collection Svc | \$3,308 | \$3,308 | \$0 | \$0 | |
| Total Operating Expenses | \$77,688 | \$77,694 | \$69,254 | \$69,057 | [14] |
| III. REVENUE | | | | | |
| A. Average Charge/Visit (5% Infl.) | \$29 | \$29 | \$29 | \$32 | [15] |
| B. Projected Revenue | \$208,800 | \$208,800 | \$69,600 | \$74,500 | [16] |
| C. Collectable Rate | 42% | 42% | 35% | 35% | [17] |
| D. Actual Revenue | \$87,696 | \$87,696 | \$24,360 | \$25,802 | |
| E. Unit Cost/Visit | \$31 | \$31 | \$92 | \$95 | [18] |
| IV. SUMMARY | | | | | |
| A. Total Expenses | \$231,852 | \$231,858 | \$221,952 | \$221,507 | |
| B. Actual Revenue | \$87,696 | \$87,696 | \$24,360 | \$25,802 | |
| C. Deficit Total | \$144,156 | \$144,162 | \$197,592 | \$195,705 | |
| *D. Non-Allowable RWJF Expenses | \$43,808 | \$43,808 | \$48,430 | 48407 | |
| E. RWJF Matching Deficit | \$100,349 | \$100,355 | \$149,142 | \$147,298 | |

Grantee: Delaware Nursing Centers, Inc.
Grantee Fiscal Officer: Richard L. Kane

Grant No. 9828
Phone [302] 655-5822

REVISED: February 20, 1990
Budget Period: 1/1/90-12/31/90
Grant Period: 1/1/87-12/31/91

| ITEM | EXPENDITURES | | | | TOTAL | VARIANCE |
|---------------------------|---|--------------------------|--------------------------|--------------------------|--------|----------|
| | BUDGET FOR PERIOD APPROVED AMOUNT | QUARTER 1 1/1 to 3/31 | QUARTER 2 4/1 to 6/30 | QUARTER 3 7/1 to 9/30 | | |
| People Served | | | | | | |
| Client Visits | 5,000 | 495 | 693 | 683 | 684 | 2,555 |
| PERSONNEL EXPENSES | | | | | | |
| Family Practice Physician | 58,400 | 6,745 | 11,768 | 12,075 | 22,298 | 52,886 |
| Family Nurse Practitioner | 35,100 | 7,388 | 9,134 | 8,099 | 9,441 | 34,062 |
| Executive Director | 15,600 | 2,520 | 3,669 | 4,736 | 5,705 | 16,630 |
| Executive Director* | 15,600 | 2,520 | 3,669 | 4,736 | 5,705 | 16,630 |
| Admin Assistant | 10,400 | 1,997 | 3,216 | 3,246 | 2,557 | 11,016 |
| Receptionist/Bookkeeper | 15,370 | 3,321 | 4,085 | 3,619 | 4,058 | 15,083 |
| Fringe Benefits | 26,974 | 3,190 | 5,003 | 4,578 | 5,308 | 18,079 |
| Non-RWJF Fringes* | 3,120 | 426 | 512 | 587 | 676 | 2,201 |
| TOTAL PERSONNEL | 180,564 | 28,107 | 41,056 | 41,676 | 55,748 | 166,587 |
| OPERATING EXPENSES | | | | | | |
| Occupancy - Lease* | 17,700 | 4,278 | 4,279 | 2,852 | 5,312 | 16,721 |
| Occupancy - Utilities | 2,250 | 422 | 355 | 495 | 613 | 1,885 |
| Occupancy - Housekeeping | 3,200 | 1,057 | 621 | 679 | 511 | 2,868 |
| Telephone | 2,400 | 516 | 372 | 288 | 358 | 1,534 |
| Postage/Freight | 1,500 | 224 | 188 | 268 | 445 | 1,125 |
| Equipment Maintenance | 1,200 | 42 | 508 | 297 | 33 | 880 |
| Printing | 2,000 | 136 | 0 | 367 | 838 | 1,341 |
| Office Supplies | 3,600 | 355 | 1,183 | 678 | 1,012 | 3,228 |
| Insurance | 14,000 | 272 | 878 | 10,874 | 183 | 12,207 |
| Professional Services | 6,040 | 1,327 | 1,343 | 1,921 | 4,975 | 9,566 |
| Memberships | 1,158 | 0 | 446 | 100 | 0 | 546 |
| Subscriptions* | 1,158 | 50 | 0 | 208 | 218 | 476 |

CONTINUED

| BUDGET FOR PERIOD | | EXPENDITURES | | | | TOTAL | VARIANCE |
|--------------------------|--------------------|--------------------------|--------------------------|--------------------------|----------------------------|---------|----------|
| ITEM | APPROVED AMOUNT | QUARTER 1 1/1 to 3/31 | QUARTER 2 4/1 to 6/30 | QUARTER 3 7/1 to 9/30 | QUARTER 4 10/1 to 12/31 | | |
| EXPENSES | | | | | | | |
| OPERATING (Continued) | | | | | | | |
| Health Record Supplies | 2,500 | 236 | 78 | 0 | 415 | 729 | 1,771 |
| Clinical/Lab Supplies | 6,600 | 1,592 | 1,418 | 1,148 | 2,274 | 6,432 | 168 |
| Health Educ./Outreach | 1,000 | 0 | 0 | 351 | 380 | 731 | 269 |
| Lab. & Trans. Subsidy* | 10,000 | 1,524 | 1,819 | 1,422 | 645 | 5,410 | 4,590 |
| Pharmacy Subsidy* | 1,200 | 0 | 0 | 0 | 30 | 30 | 1,170 |
| Billing & Collect. Svcs. | 1,500 | 0 | 0 | 84 | 23 | 107 | 1,393 |
| TOTAL OPERATING | 79,006 | 12,031 | 13,488 | 22,032 | 18,265 | 65,816 | 13,190 |
| REVENUE | | | | | | | |
| Aver. Chg./Visit | 30 | 31 | 33 | 35 | 33 | 33 | |
| Projected Revenue | 150,000 | 15,133 | 22,907 | 24,011 | 22,852 | 84,903 | 65,097 |
| Collectable Rate | 35% | 34% | 37% | 41% | 63% | 44% | |
| Actual Revenue | 52,500 | 5,135 | 8,469 | 9,810 | 14,283 | 37,697 | 14,803 |
| Unit Cost/Visit | 52 | 81 | 79 | 93 | 108 | 91 | |
| SUMMARY | | | | | | | |
| Total Expenses | 259,570 | 40,138 | 54,544 | 63,708 | 74,013 | 232,403 | 27,167 |
| Less Actual Revenue | 52,500 | 5,135 | 8,469 | 9,810 | 14,283 | 37,697 | 14,803 |
| =Deficit | 207,070 | 35,003 | 46,075 | 53,898 | 59,730 | 194,706 | 12,364 |
| -Non-Allowable RWJF Exp. | 48,778 | 8,798 | 10,279 | 9,805 | 12,586 | 41,468 | 7,310 |
| =RWJF Qualifying Deficit | 158,292 | 26,205 | 35,796 | 44,093 | 47,144 | 153,238 | 5,054 |
| ----- | | | | | | | |
| RWJF TOTAL (50%) | 79,146 | 13,103 | 17,898 | 22,047 | 23,572 | 76,620 | 2,526 |
| ----- | | | | | | | |