



SCOFIELD MANOR

Stamford's residential care home

REQUEST FOR FY23 OPERATING SUPPORT

Stamford Board of Representatives

Fiscal Committee

April 18, 2023

Natalie Coard, Executive Director

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REQUEST FOR FY23 OPERATING SUPORT

- Charter Oak Communities (COC) requests \$466,412 to continue operating the 50-bed, City-owned Residential Care Home (RCH), **Scofield Manor**.
- COC and the City are committed to preserving this link in the continuum of care for Stamford's most vulnerable residents and are pursuing alternatives to place Scofield on a sustainable financial and operational footing.
- In the short term, however, Scofield Manor continues to run a structural operating deficit and requires the requested funding for its continued operation.

PROGRAM BACKGROUND

- Residential Care Homes offer a continuum of residential support and care for occupants with limited financial means who are living with mental and/or physical disabilities.
- RCH's provide an array of supportive services, personalized assistance, and health care and pharmacological support to meet residents' diverse needs.
- This unique combination of specialized services fills the gap between independent living and far more costly skilled nursing home level of care.
- Scofield Manor is the only Residential Care Home in Stamford and the only RCH is operated and managed by Charter Oak Communities.



FINANCIAL SUMMARY

	<i>Budget</i> <u>FY 2023</u>
<i>Revenue</i>	
Resident Revenue	\$ 2,278,274
Other Revenue	266,441
City of Stamford Grant	466,412
Total Revenue	3,011,127
<i>Operating Expenses</i>	
Administrative	740,752
Maintenance	239,481
Utilities	136,538
Tenant Services	1,819,764
Other	74,592
Total Op Expenses	3,011,127
Net Operating Gain/Loss	-

TRENDING - PROJECTION

	<i>Actual</i> <u>FY 2022</u>	<i>Budget</i> <u>FY 2023</u>	<i>Forecast</i> <u>FY 2024</u>	<i>Forecast</i> <u>FY 2025</u>
<i>Revenue</i>				
Resident Revenue	\$ 2,162,840	\$ 2,278,274	\$ 2,323,839	\$ 2,370,316
Other Revenue	226,045	266,441	225,030	229,531
City of Stamford Grant	323,823	466,412	531,943	601,805
Total Revenue	2,712,708	3,011,127	3,080,812	3,201,652
<i>Operating Expenses</i>				
Administrative	697,792	740,752	765,029	807,338
Maintenance	228,617	239,481	244,270	253,210
Utilities	124,182	136,538	139,269	146,014
Tenant Services	1,707,171	1,819,764	1,856,160	1,917,686
Other	79,395	74,592	76,084	77,404
Total Op Expenses	2,837,157	3,011,127	3,080,812	3,201,652
Net Operating Gain/Loss	(124,449)	-	-	-

REVENUE DRIVERS

- Occupancy rates: Occupancy is currently hovering at about 90%.
 - While indicating that Scofield Manor is a needed facility, this suboptimal occupancy rate impacts our Medicaid revenue.
 - A full complement of staffing is State-mandated, but we are only reimbursed based upon the resident census.
- State reimbursement: Scofield Manor was ‘flat funded’ by the State for **eight years**, although costs have increased at the rate of inflation.
 - After several years without an adjustment from DSS, its main funding source, State Medicaid payments have increased in the past year by \$7.73 per patient day, an increase of only 5.91%.

EXPENSE DRIVERS

- Medical coordination: With high acuity level of residents, nurses are responsible for managing 600+ daily medications, hospital transfers, physician visits, COVID protocols, and visiting therapeutic services.
- Qualified staffing: The shortage of available staff having required certifications forces temporary outsourcing for licensed nursing and attendants.
- Utilities and Food: Electricity and heating oil costs have increased 20% to 50%; Food is 22% above previous years' cost.
- Extraordinary maintenance: Although the City is responsible for capital replacement (e.g., boiler, roofing), COC provides ongoing repairs to this 90+ year old facility (e.g., piping, pumps, tanks, etc.).

SUMMARY

- The City's support for Scofield Manor is vital to provide this essential service to our most vulnerable residents, most of whom would no longer be able to live on their own.
- Until a long-term alternative has been identified and implemented, the city grant will ensure the continuation of essential functions not covered under State reimbursement.
- While COC has made strides in stabilizing Scofield Manor's financial position, COC is unable to absorb current and projected financial losses without additional financial support from the City.
- Therefore, under present operating conditions, Scofield Manor is not sustainable without the City Grant and requires \$466,412 to cover costs for the 2023 fiscal year.



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QUESTIONS and COMMENTS

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