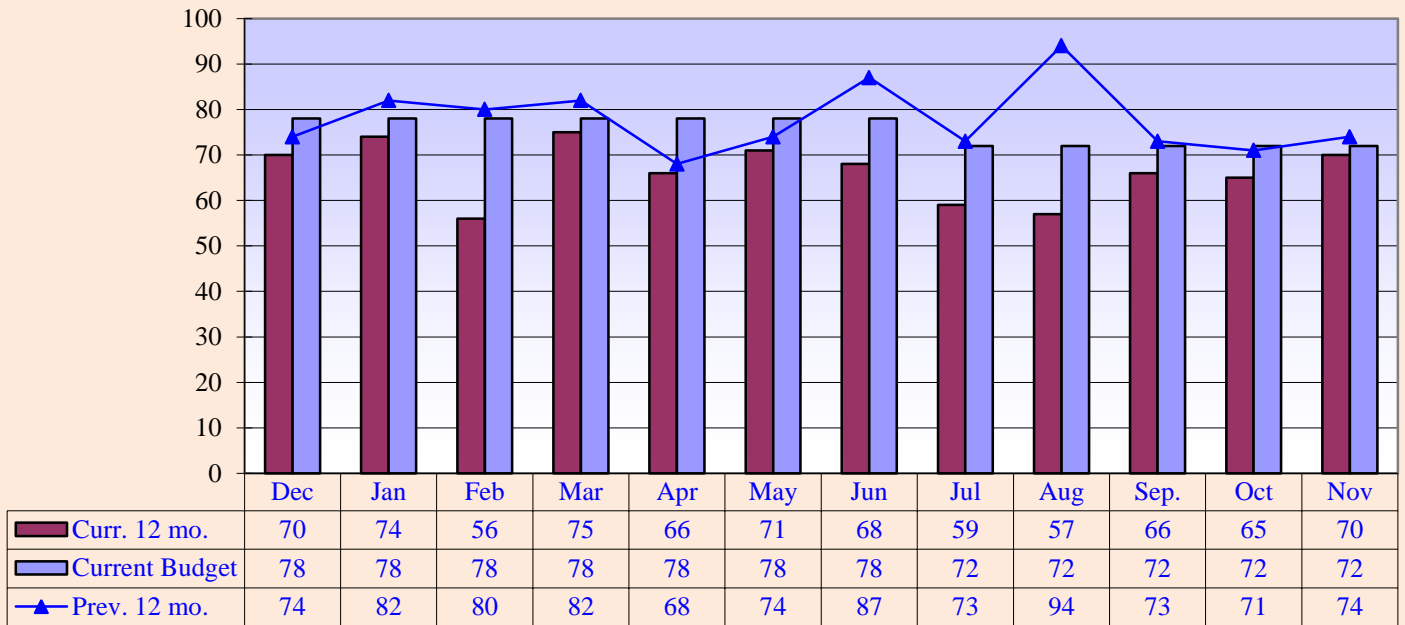


Memorial Hospital of Converse County
Financial and Statistical Packet
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**Memorial Hospital of Converse County
Admissions and Average IP Daily Census
Nov. 2017**

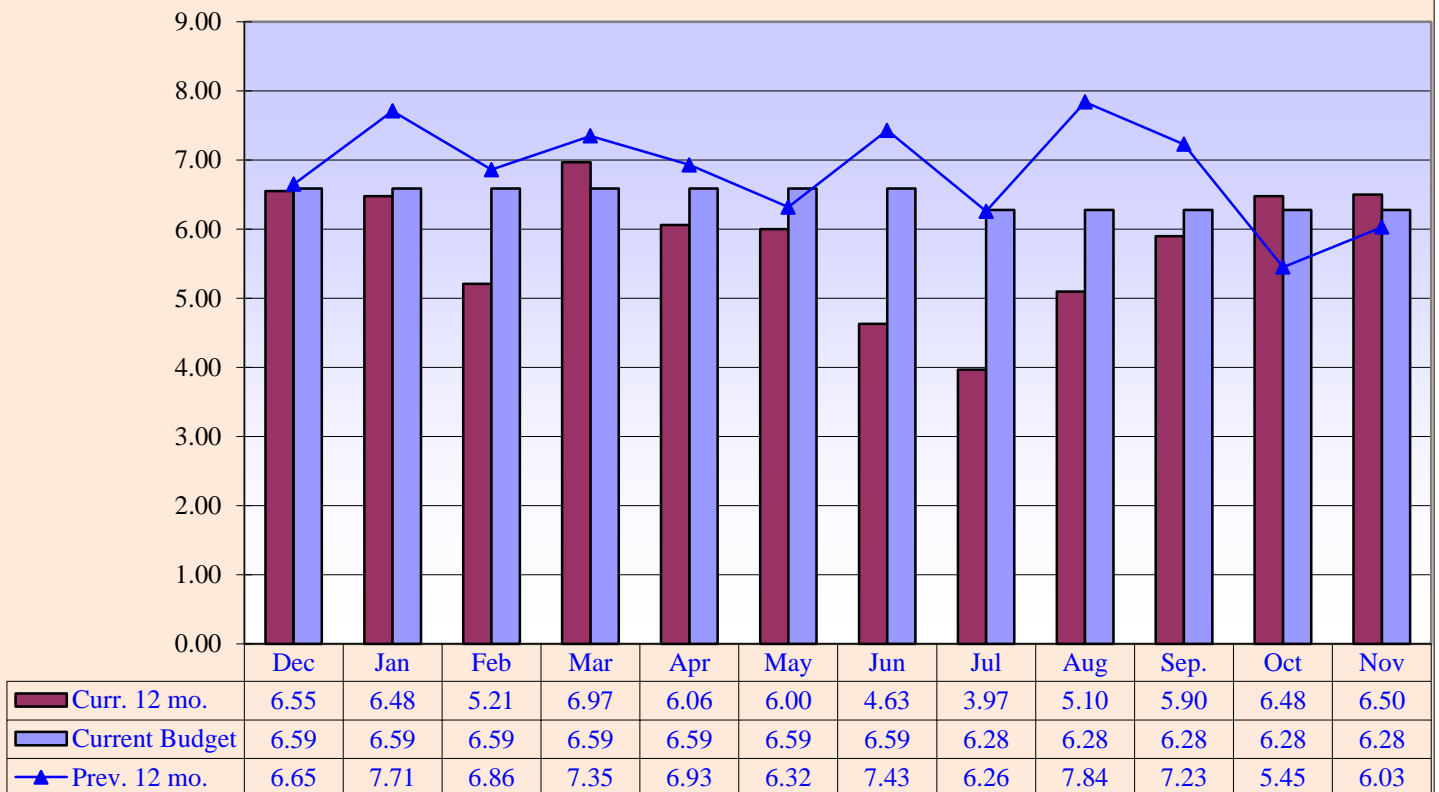
Admissions



Current 12 mo. avg. = 66

Previous 12 mo. avg. = 78

Average IP Daily Census

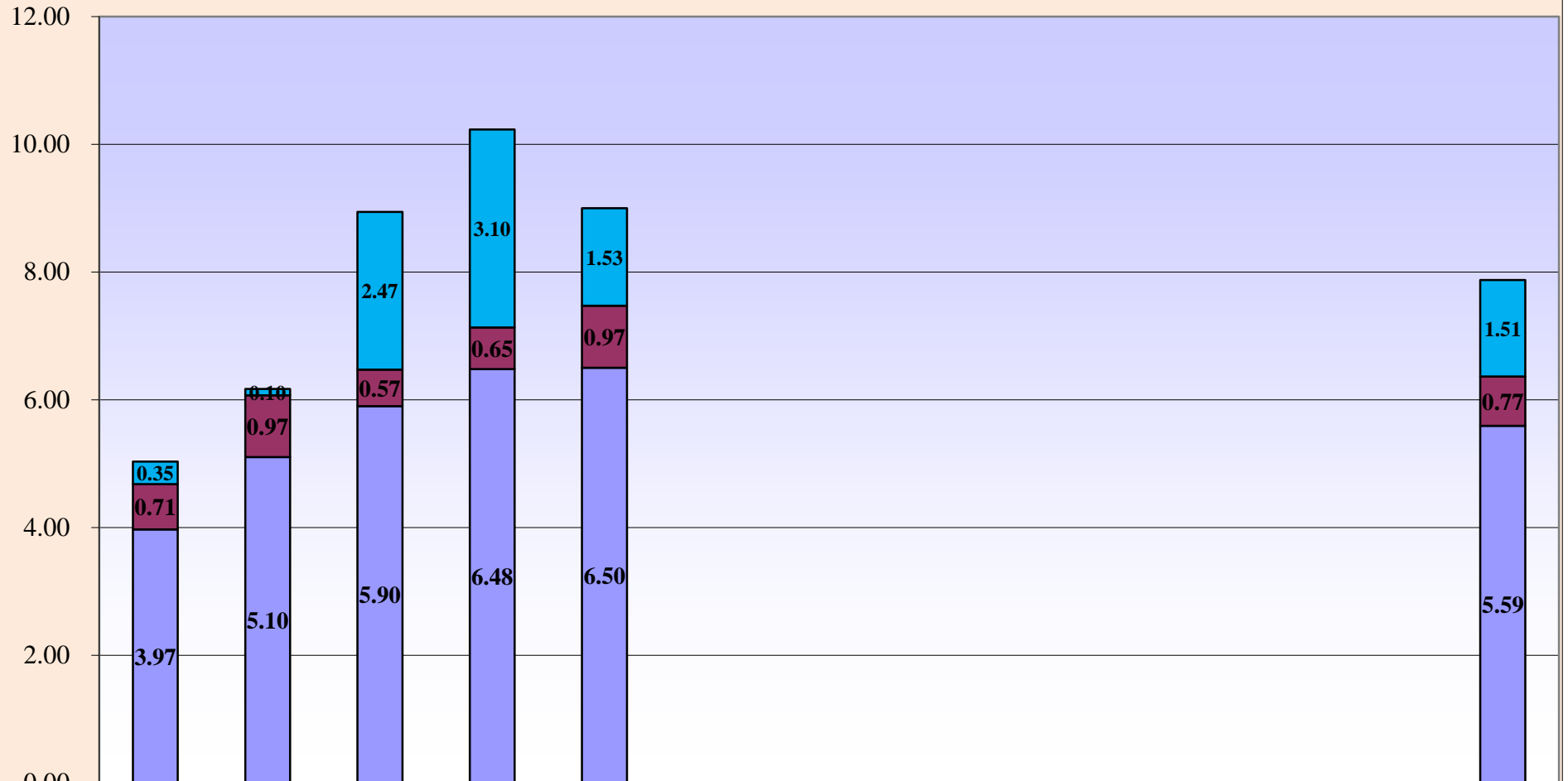


Curr. 12 mo. avg. = 5.82

Prev. 12 mo. avg. = 6.84

Memorial Hospital of Converse County
 (FY 2018) Average Floor Census Breakdown
 Nov. 2017

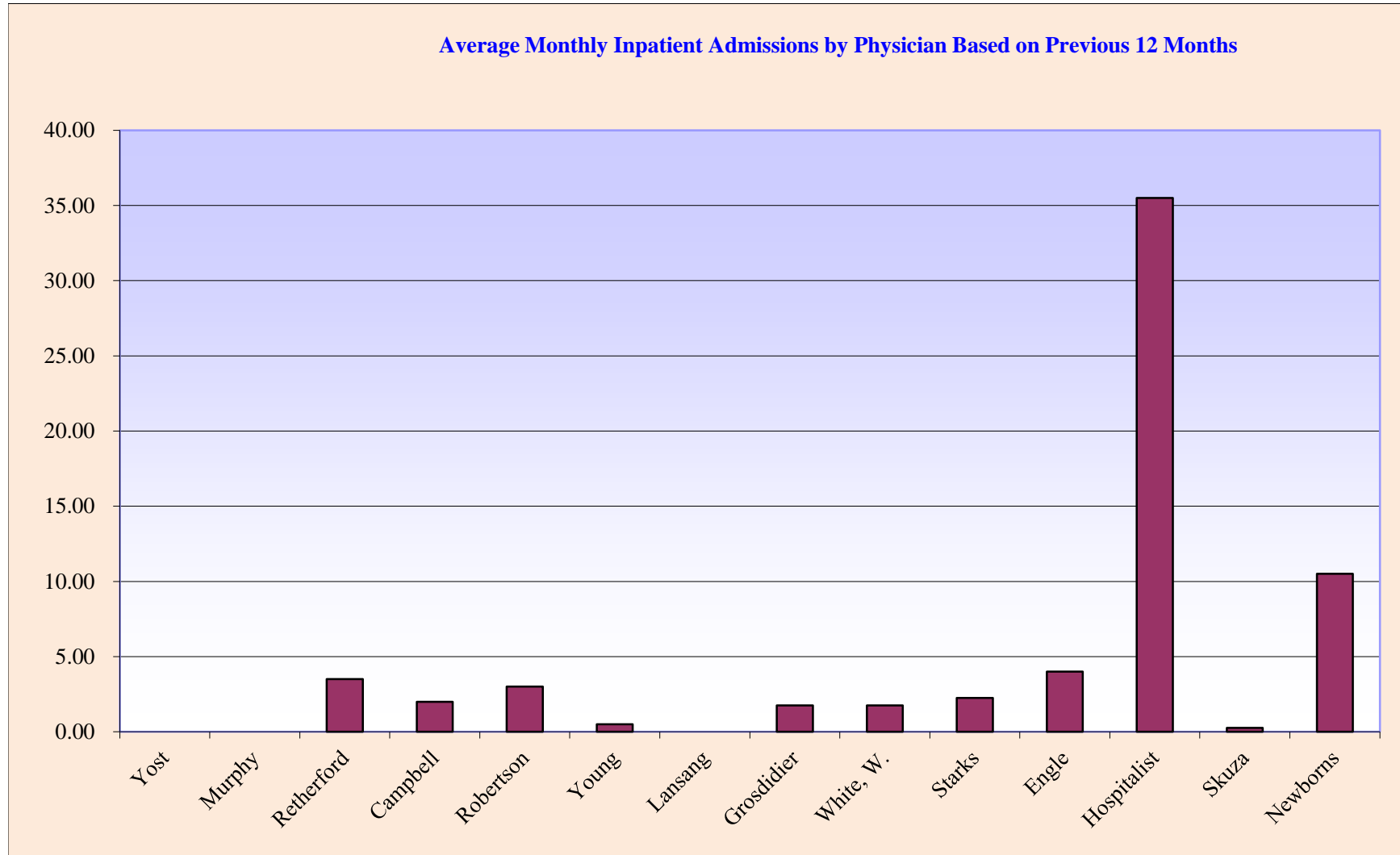
(FY 2018) Average Floor Census Breakdown



	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Average
Swing Bed	0.35	0.10	2.47	3.10	1.53								1.51
Observation	0.71	0.97	0.57	0.65	0.97								0.77
Inpatient	3.97	5.10	5.90	6.48	6.50								5.59

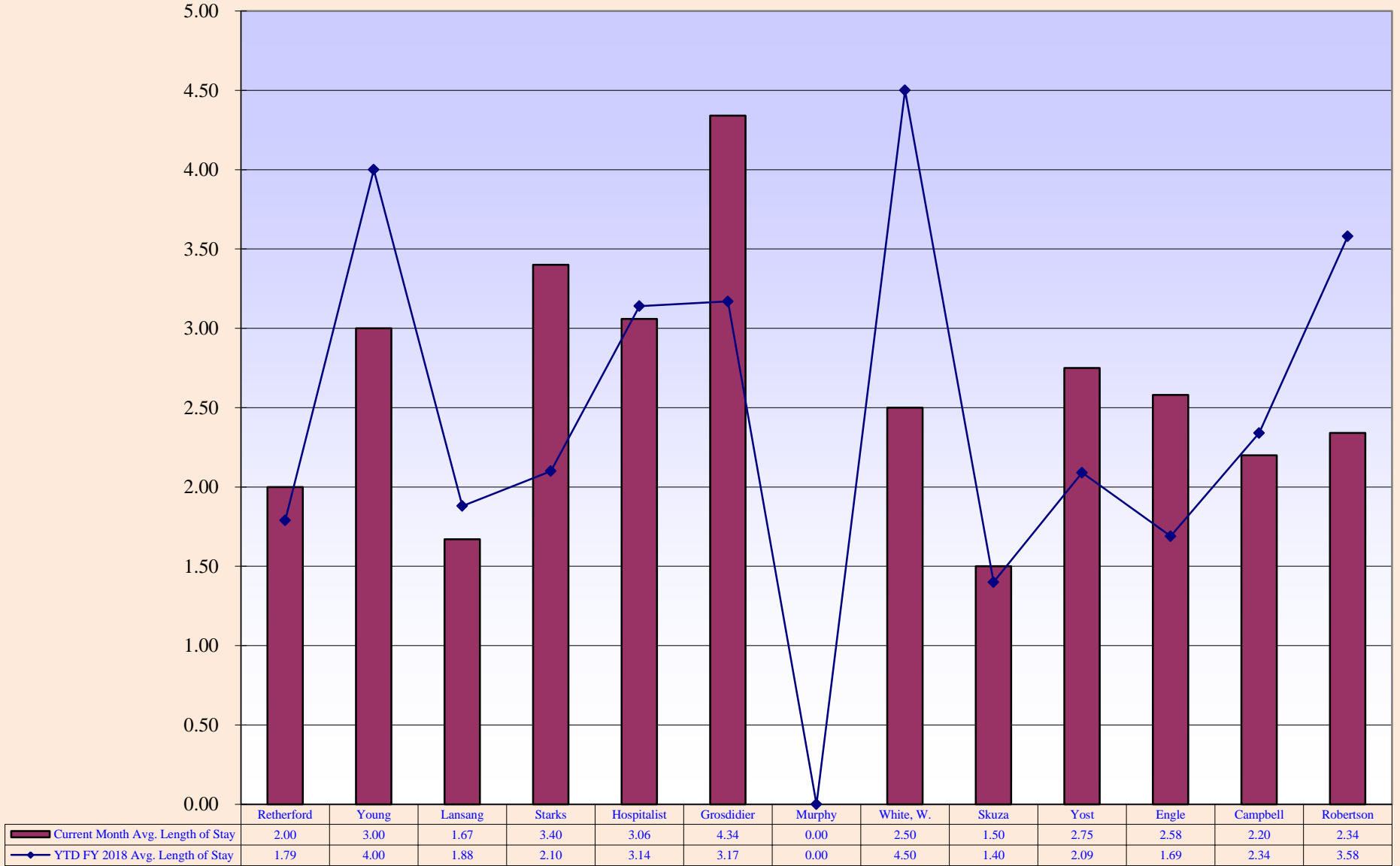
■ Inpatient
 ■ Observation
 ■ Swing Bed

**Memorial Hospital of Converse County
Average Monthly Inpatient Admissions by Physician
Nov. 2017**



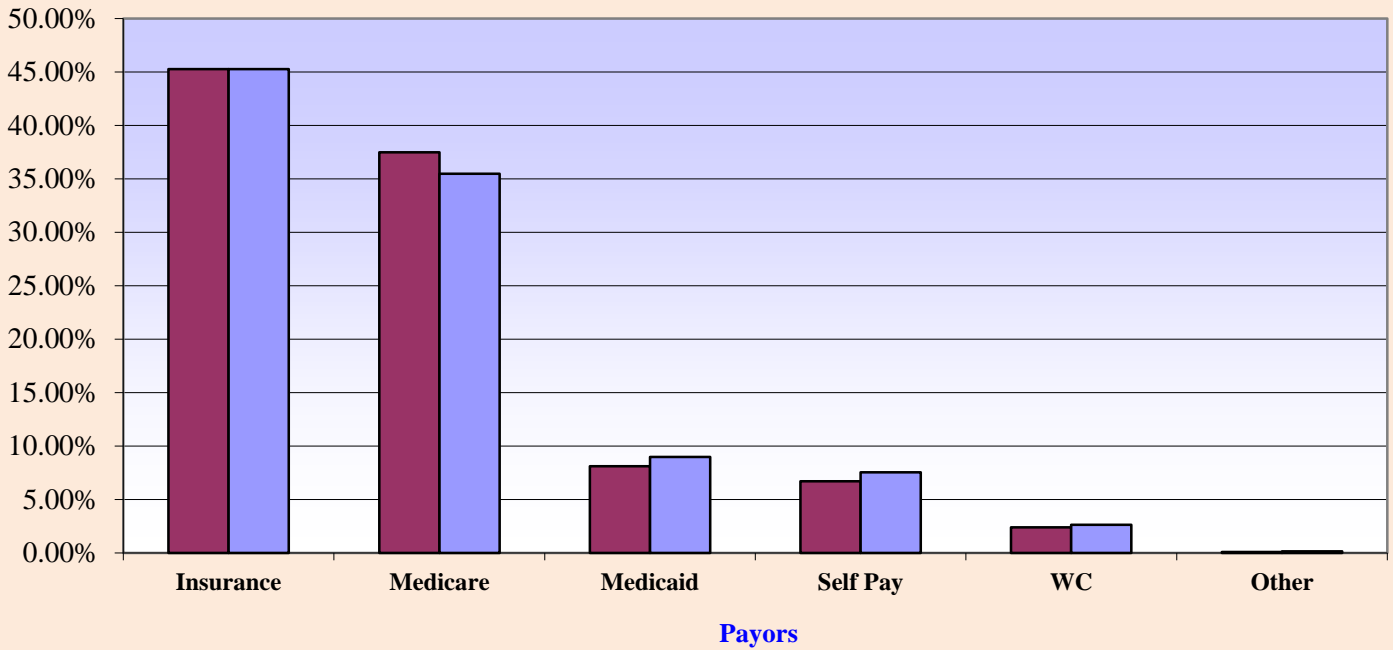
**Memorial Hospital of Converse County
Average Length of Stay by Physician
Nov. 2017**

Average Length of Stay by Physician for Fiscal Year 2017



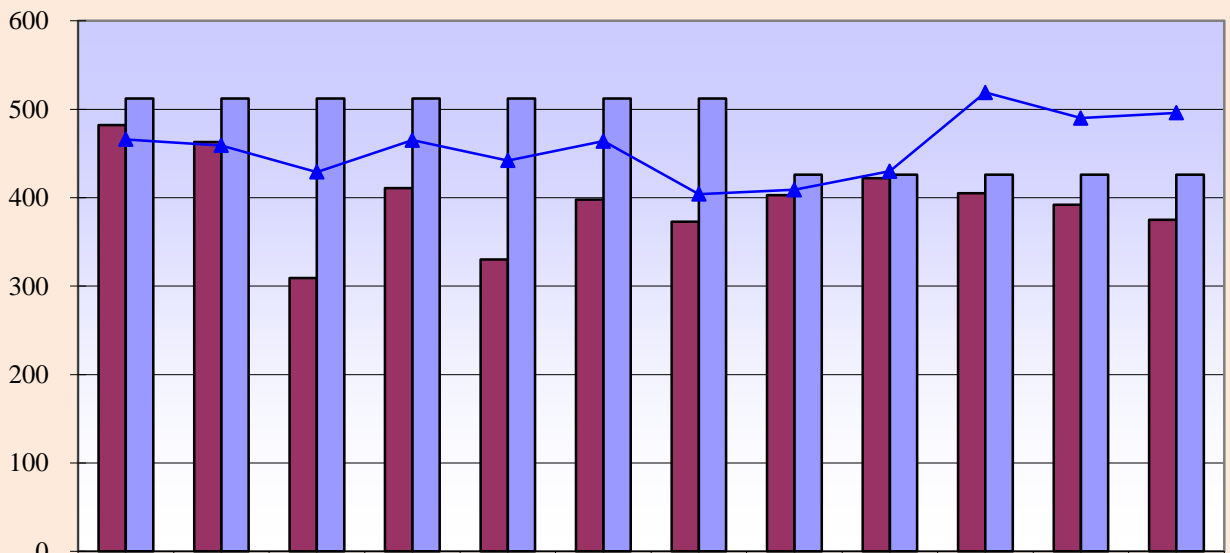
**Memorial Hospital of Converse County
Payor Mix Comparisons and ER Visits
Nov. 2017**

Payor Mix Comparisons



■ Fiscal Year 2018
 ■ Fiscal Year 2017

Emergency Room Visits



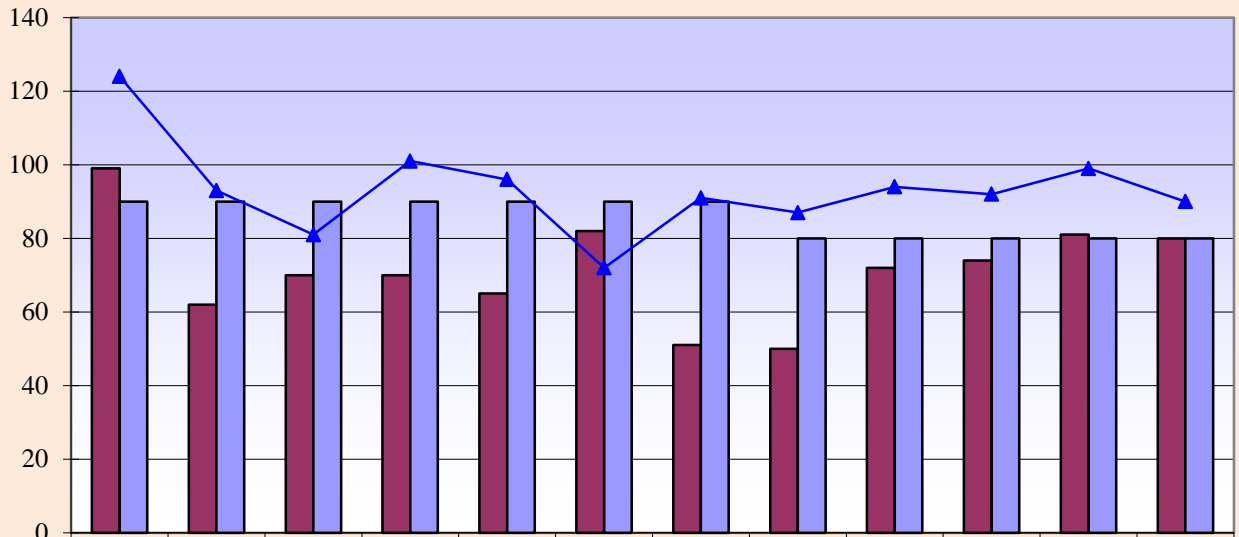
■ Curr. 12 mo.	482	463	309	411	330	398	373	403	422	405	392	375
■ Current Budget	512	512	512	512	512	512	512	426	426	426	426	426
▲ Prev. 12 mo.	466	459	429	465	442	464	404	409	430	519	490	496

Curr. 12 mo. avg. = 397

Prev. 12. mo. avg. = 456

**Memorial Hospital of Converse County
Total Surgeries and Orthopedic Surgeries
Nov. 2017**

Total Surgeries

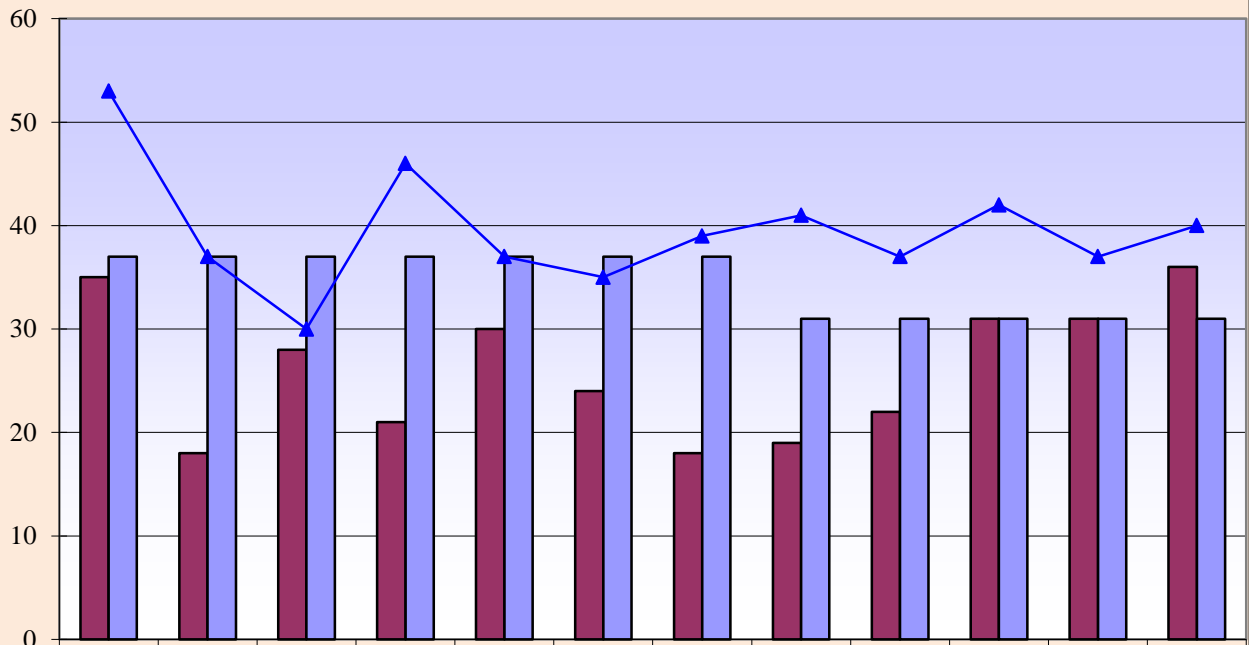


■ Curr. 12 mo.	99	62	70	70	65	82	51	50	72	74	81	80
■ Current Budget	90	90	90	90	90	90	90	80	80	80	80	80
▲ Prev. 12 mo.	124	93	81	101	96	72	91	87	94	92	99	90

Current 12 mo. avg. = 71

Previous 12 mo. avg. = 93

Orthopedic Surgeries



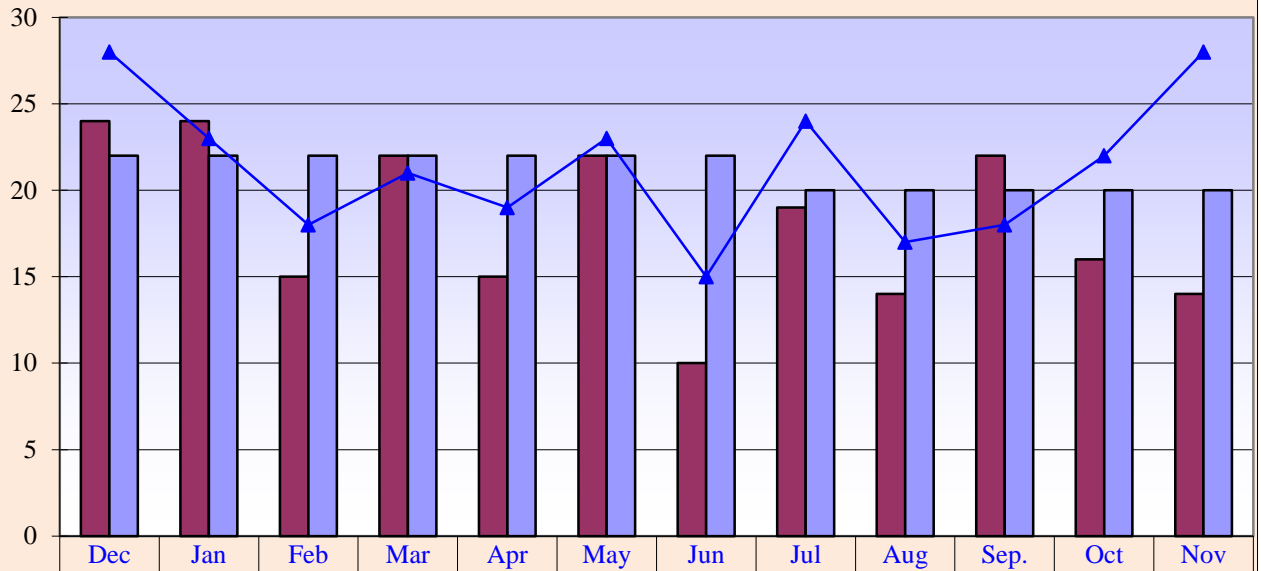
■ Curr. 12 mo.	35	18	28	21	30	24	18	19	22	31	31	36
■ Current Budget	37	37	37	37	37	37	37	31	31	31	31	31
▲ Prev. 12 mo.	53	37	30	46	37	35	39	41	37	42	37	40

Curr. 12 mo. avg. = 26

Prev. 12 mo. avg. = 40

**Memorial Hospital of Converse County
General and OB/GYN Surgeries
Nov. 2017**

General Surgeries

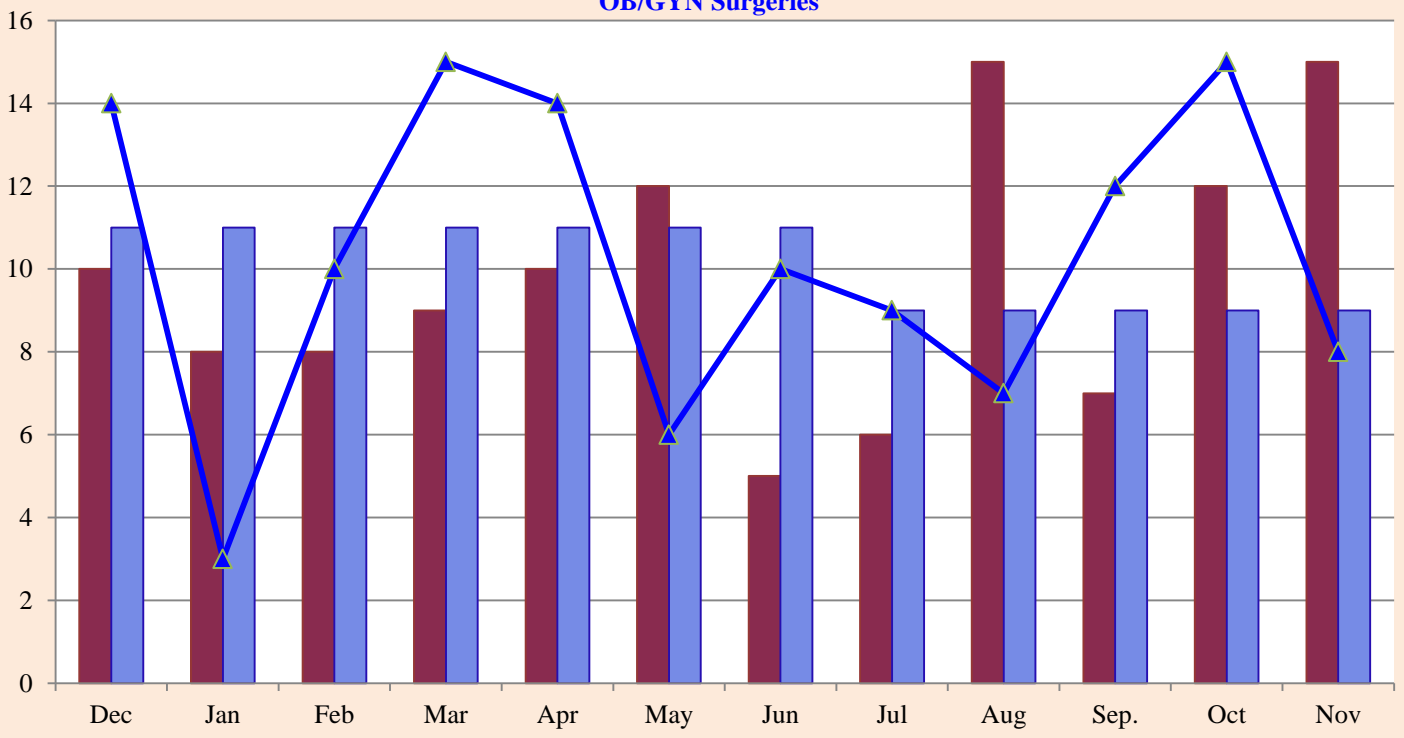


	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep.	Oct	Nov
Curr. 12 mo.	24	24	15	22	15	22	10	19	14	22	16	14
Current Budget	22	22	22	22	22	22	22	20	20	20	20	20
Prev. 12 mo.	28	23	18	21	19	23	15	24	17	18	22	28

Curr. 12 mo. avg. = 18

Prev. 12 mo. avg. = 21

OB/GYN Surgeries



Curr. 12 mo. avg. = 10

Prev. 12 mo. avg. = 10

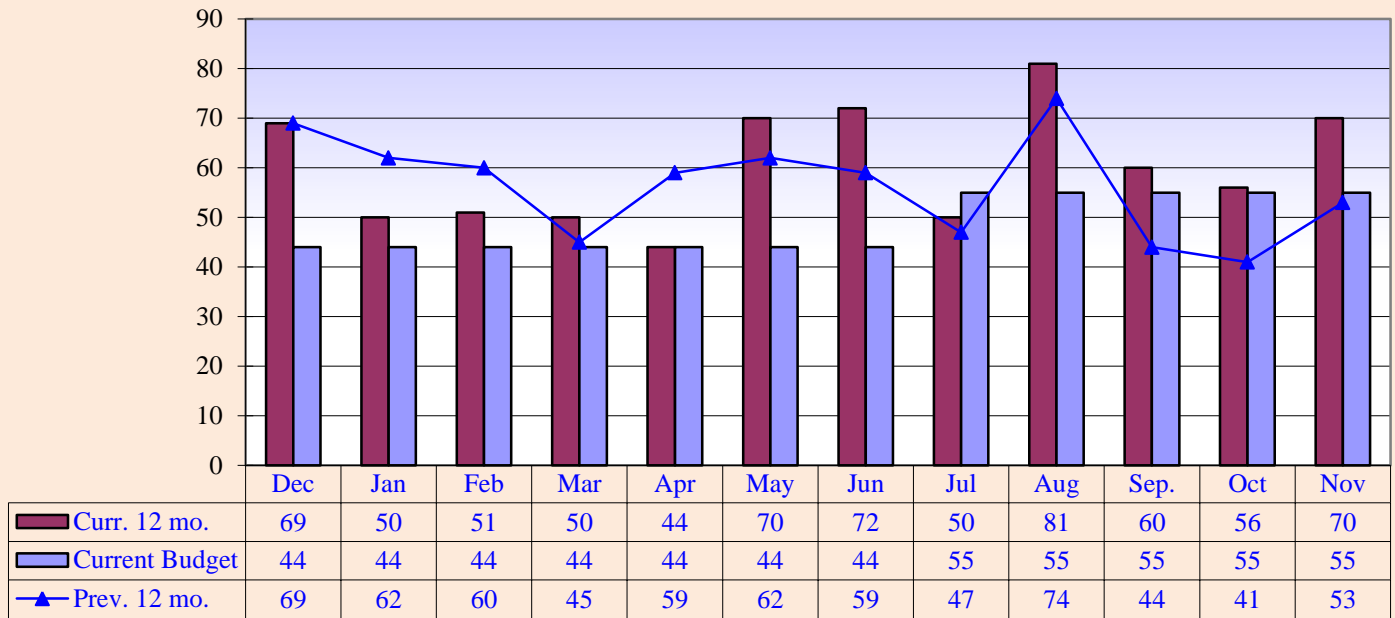
Curr. 12 mo.

Current Budget

Prev. 12 mo.

**Memorial Hospital of Converse County
Procedure Core Visits
Nov. 2017**

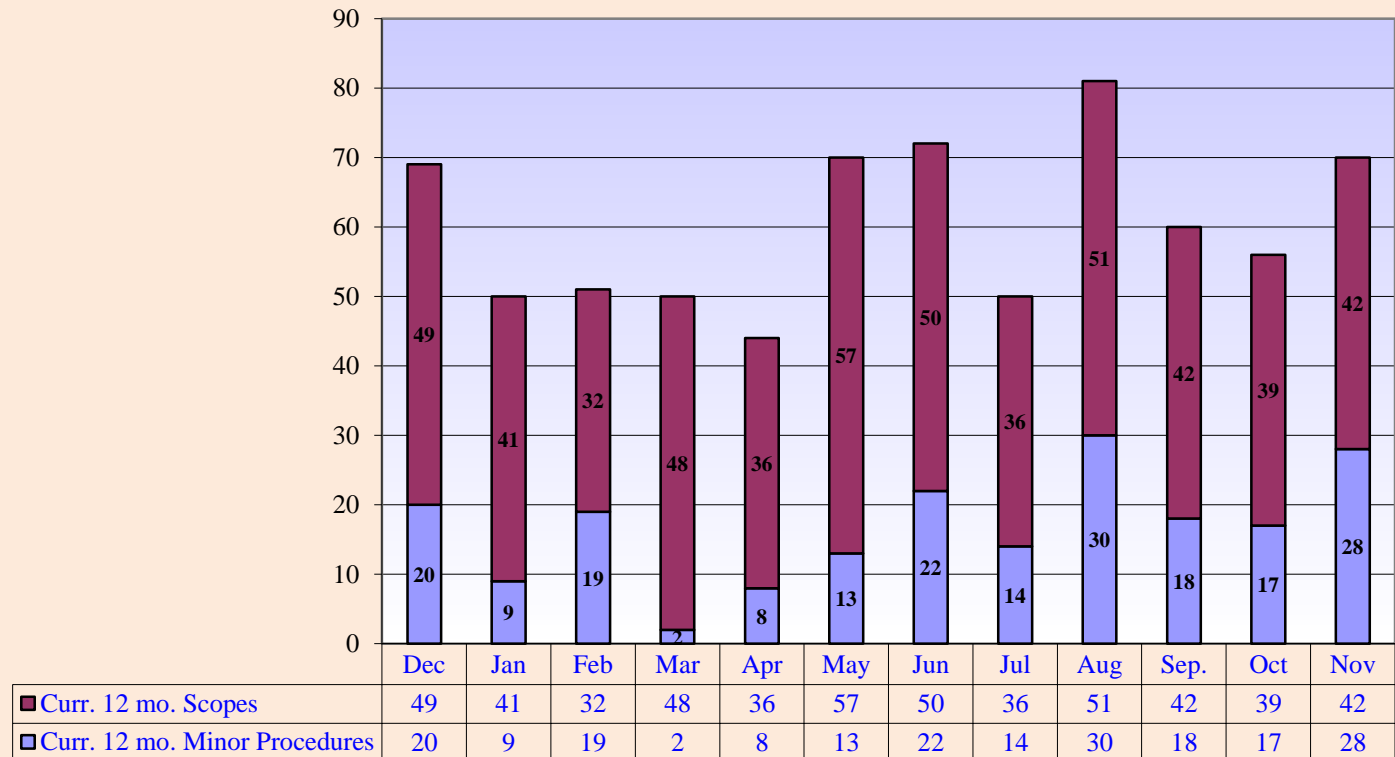
Procedure Core Visits



Curr. 12 mo. avg. = 60

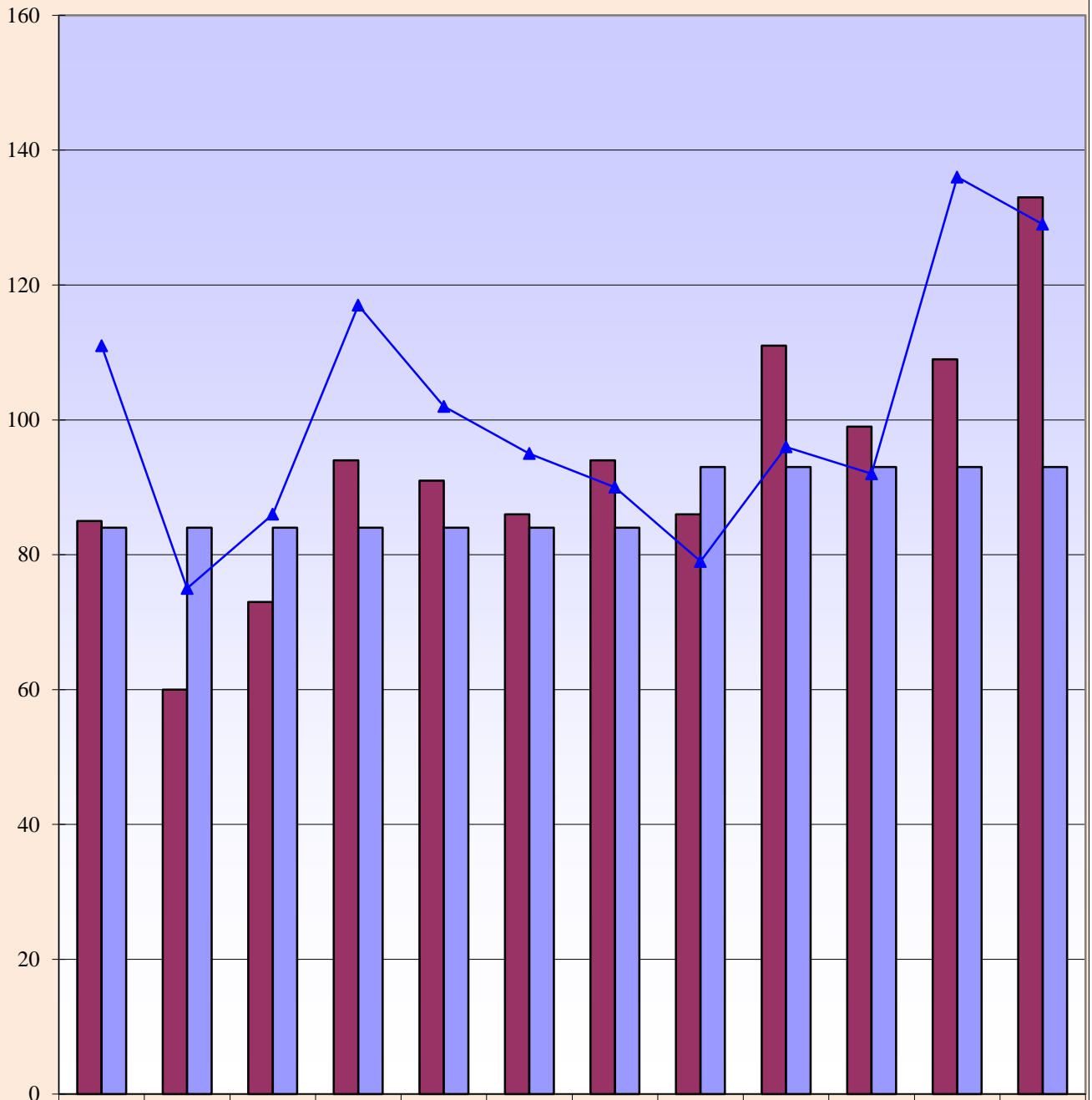
Prev. 12 mo. avg. = 56

Procedure Core Visit Types



**Memorial Hospital of Converse County
Mammography Exams
Nov. 2017**

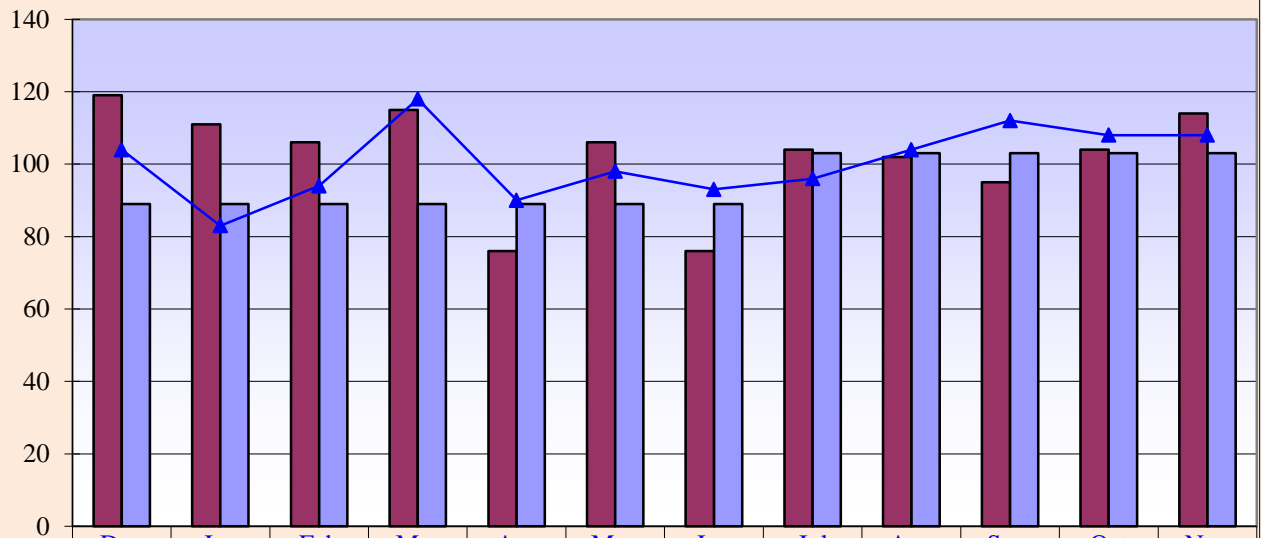
Mammography Exams



Curr. 12 mo. avg. = 93 Prev. 12 mo. avg. = 101

**Memorial Hospital of Converse County
MRI & Cat Scans
Nov. 2017**

MRI Exams

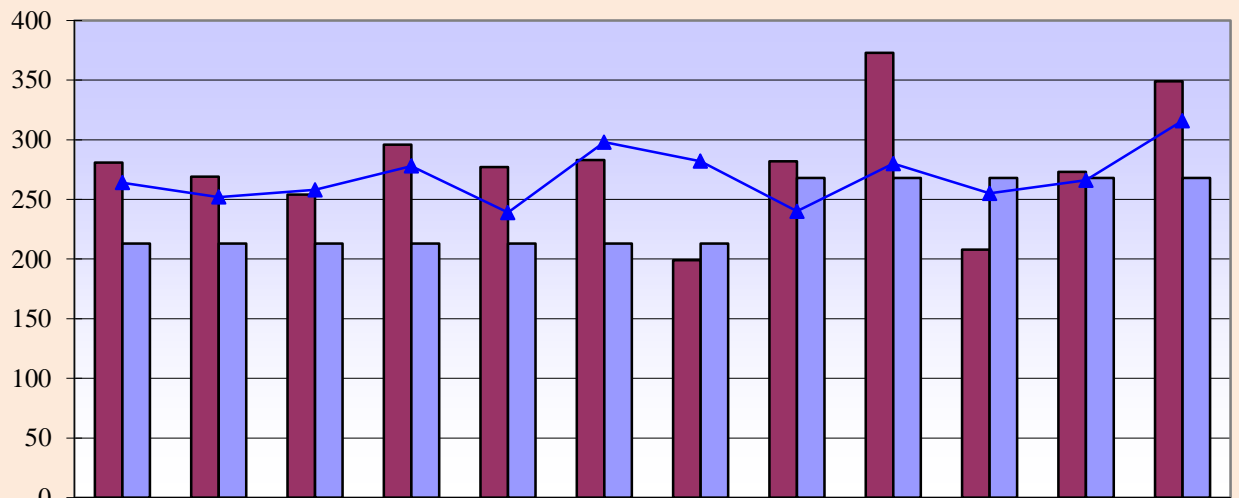


	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep.	Oct	Nov
■ Curr. 12 mo.	119	111	106	115	76	106	76	104	102	95	104	114
■ Current Budget	89	89	89	89	89	89	89	103	103	103	103	103
—▲ Prev. 12 mo.	104	83	94	118	90	98	93	96	104	112	108	108

Curr. 12 mo. avg. = 102

Prev. 12 mo. avg. = 101

CT Exams



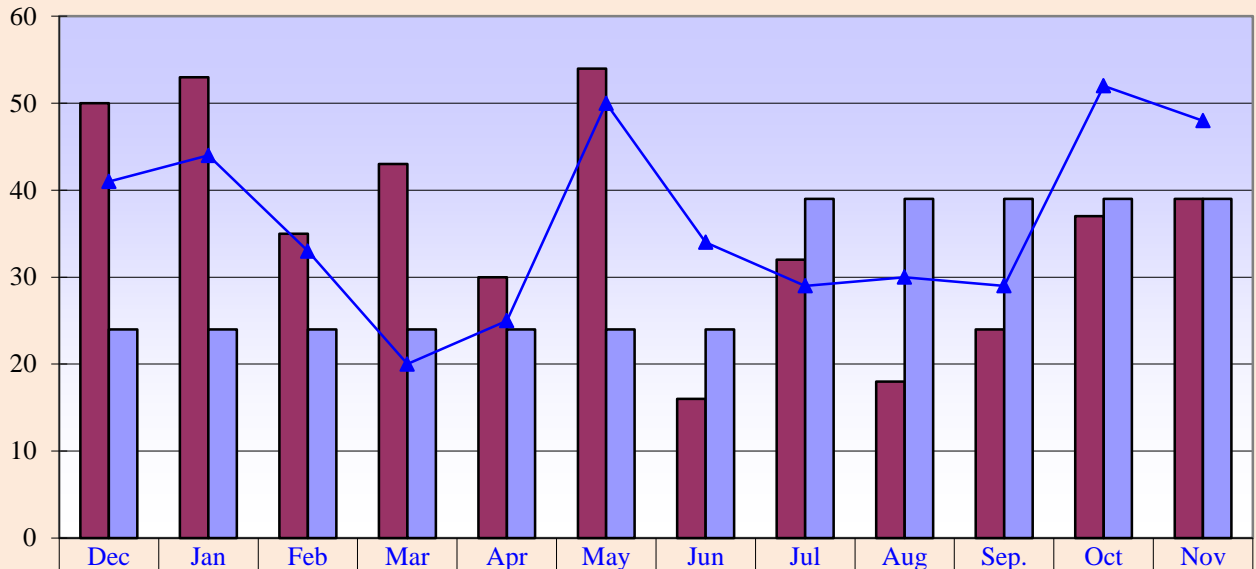
	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep.	Oct	Nov
■ Curr. 12 mo.	281	269	254	296	277	283	199	282	373	208	273	349
■ Current Budget	213	213	213	213	213	213	213	268	268	268	268	268
—▲ Prev. 12 mo.	264	252	258	278	239	298	282	240	280	255	266	316

Curr. 12 mo. avg. = 279

Prev. 12 mo. avg. = 269

**Memorial Hospital of Converse County
Nuclear Med and Ultrasound Exams
Nov. 2017**

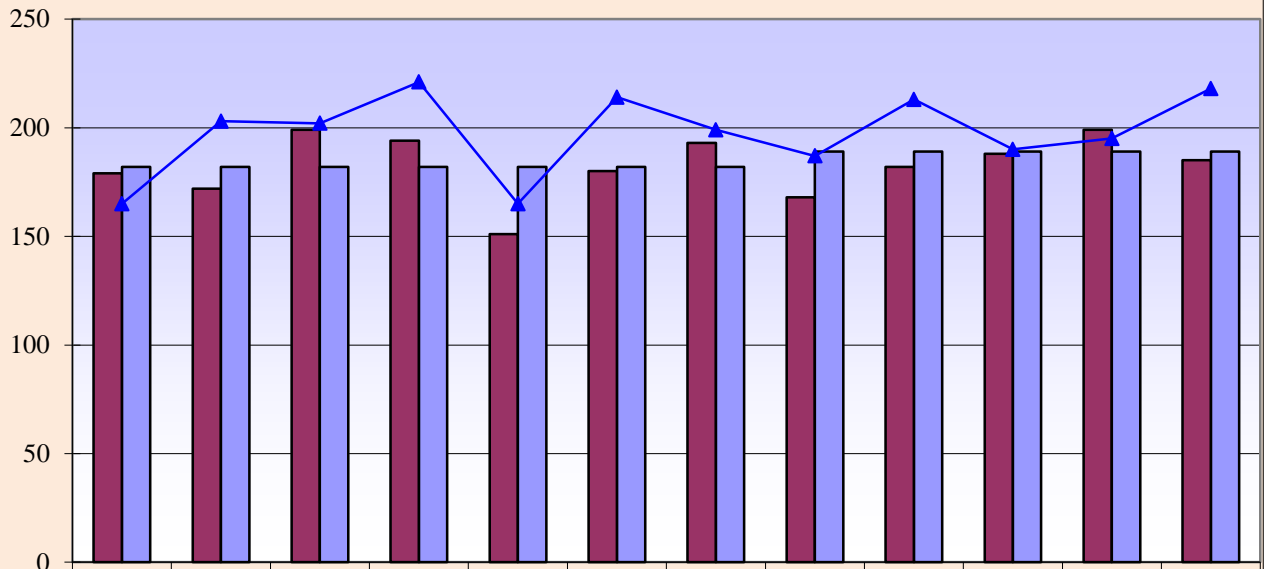
Nuclear Medicine Exams



Curr. 12 mo. avg = 36

Prev. 12 mo. avg. = 36

Ultrasound Exams

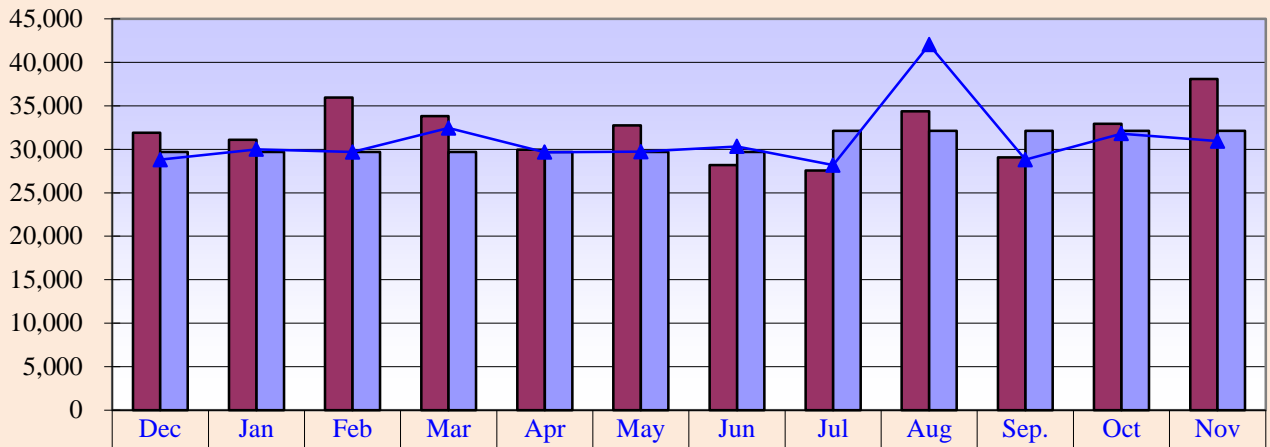


Curr. 12 mo. avg. = 183

Prev. 12 mo. avg. = 198

**Memorial Hospital of Converse County
Lab Procedures and Other X-Ray Exams
Nov. 2017**

Lab Procedures

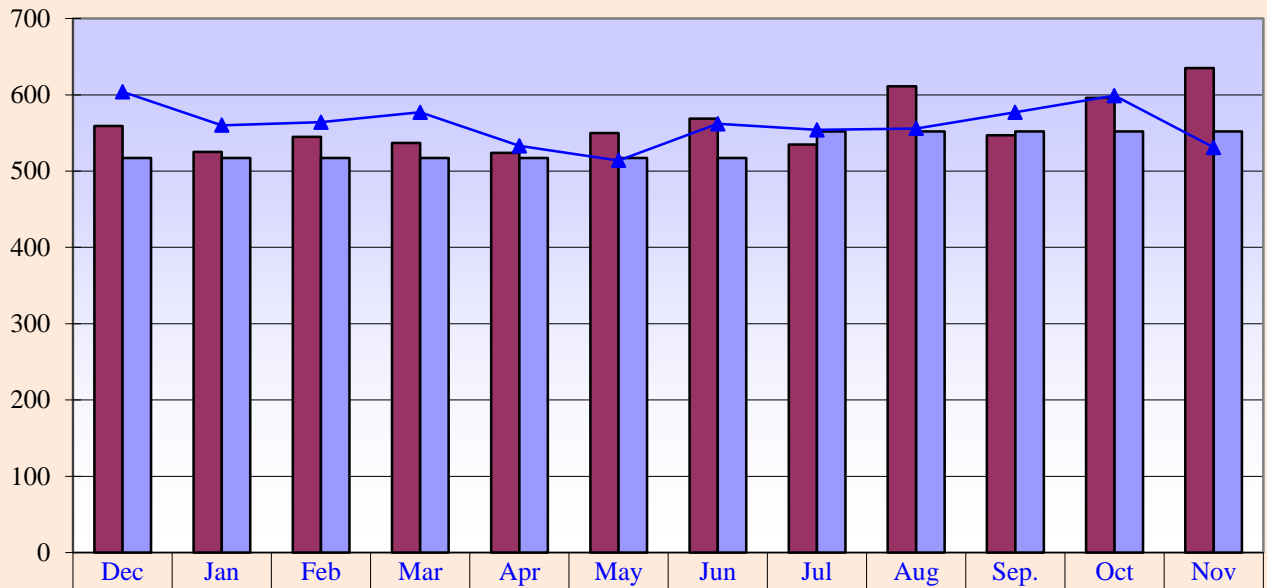


	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep.	Oct	Nov
Curr. 12 mo.	31,922	31,091	35,937	33,821	29,968	32,749	28,171	27,574	34,385	29,061	32,925	38,078
Current Budget	29,682	29,682	29,682	29,682	29,682	29,682	29,682	32,118	32,118	32,118	32,118	32,118
Prev. 12 mo.	28,811	29,995	29,694	32,443	29,662	29,729	30,331	28,170	42,038	28,795	31,807	30,946

Curr. 12 mo. avg. = 32,140

Prev. 12 mo. avg. = 31,035

Other X-Ray Exams



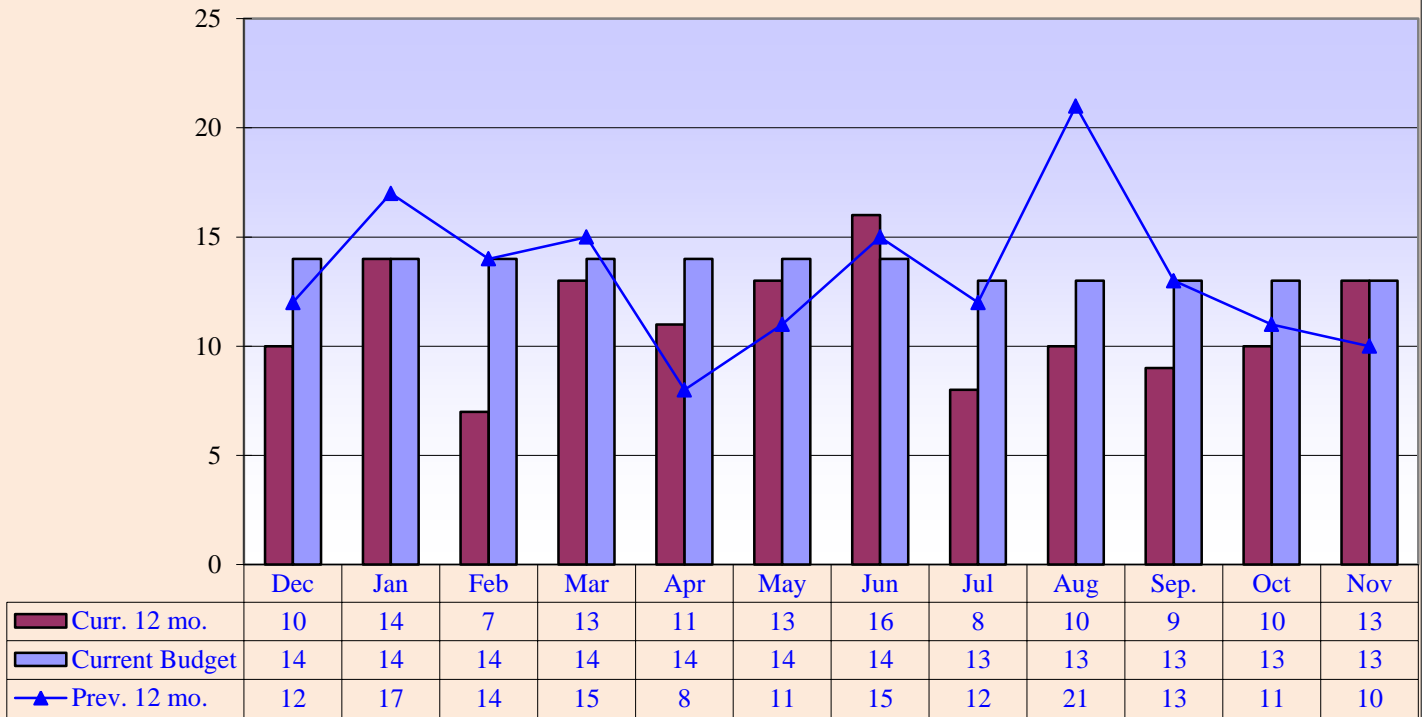
	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep.	Oct	Nov
Curr. 12 mo.	559	525	545	537	524	550	569	535	611	547	596	635
Current Budget	517	517	517	517	517	517	517	552	552	552	552	552
Prev. 12 mo.	604	560	564	577	533	514	562	554	556	577	599	531

Curr. 12 mo. avg. = 561

Prev. 12 mo. avg. = 561

**Memorial Hospital of Converse County
Newborns and Net A/R Days
Nov. 2017**

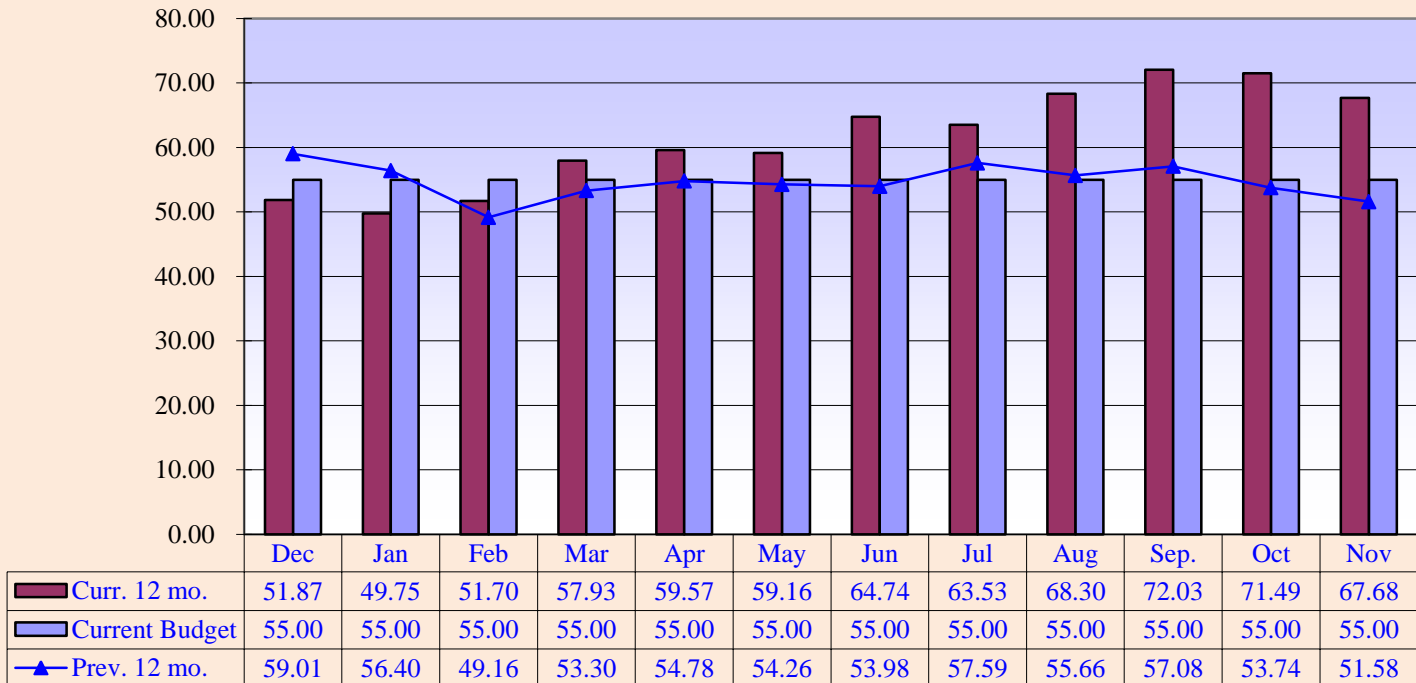
Newborns



Curr. 12 mo. avg. = 11

Prev. 12 mo. avg. = 13

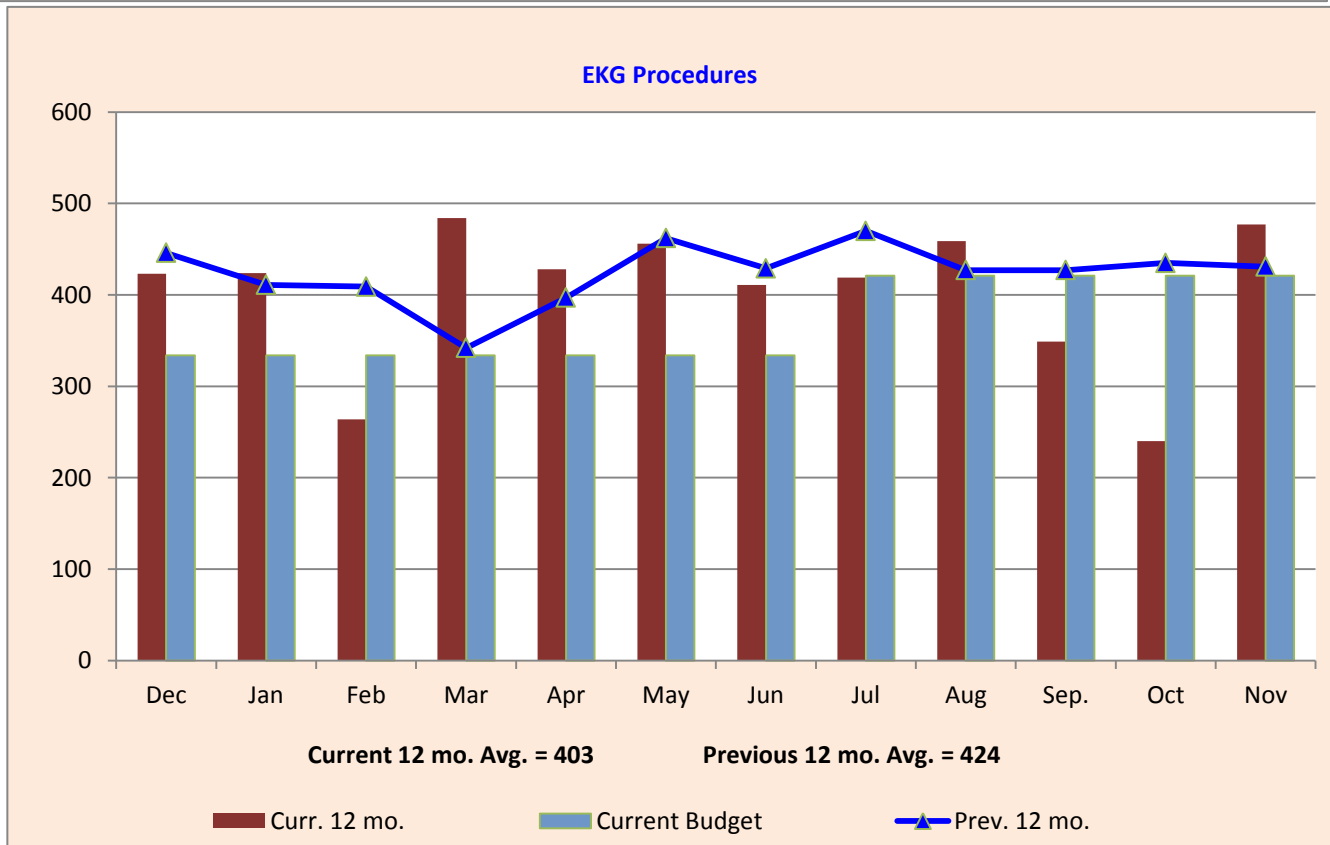
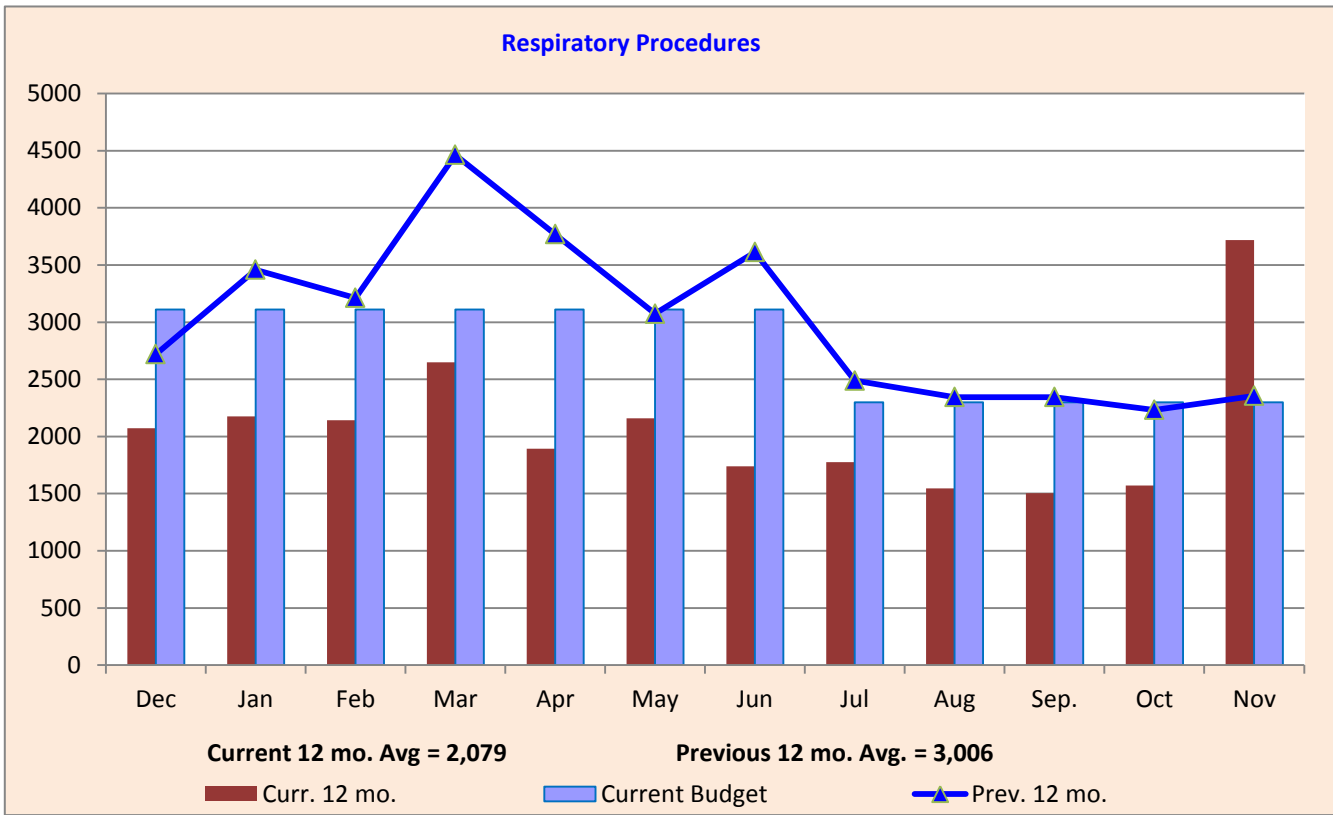
Net Days of Revenue in A/R



Curr. 12 mo. avg. = 61.48

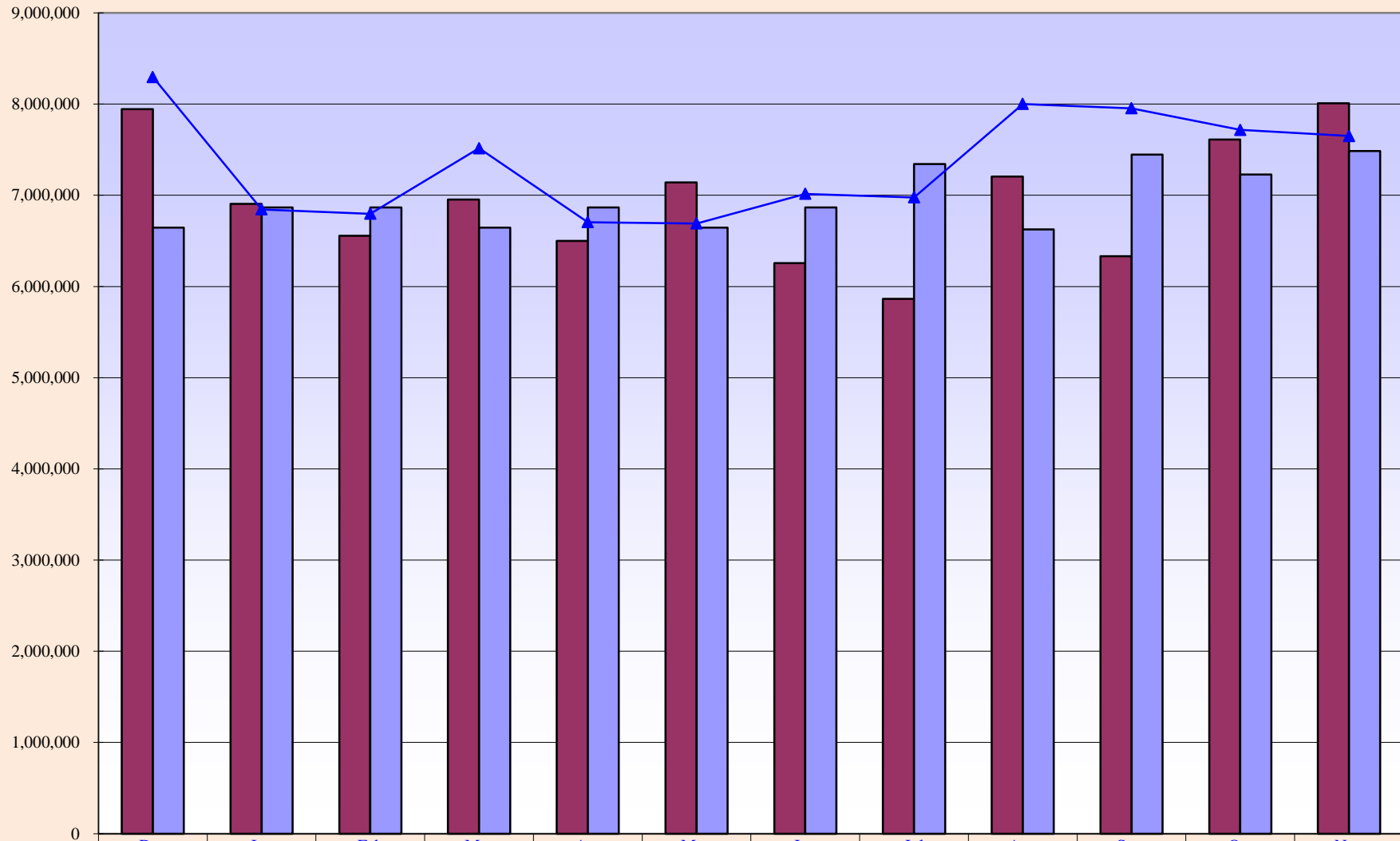
Prev. 12 mo. avg. = 54.71

Memorial Hospital of Converse County
 Respiratory and EKG Procedures
 Nov. 2017



**Memorial Hospital of Converse County
Hospital Gross Patient Revenue
Nov. 2017**

Hospital Gross Patient Revenue



	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep.	Oct	Nov
Curr. 12 mo.	7,944,457	6,905,882	6,555,659	6,952,619	6,500,977	7,139,920	6,255,174	5,864,849	7,205,694	6,332,126	7,611,719	8,010,058
Current Budget	6,645,218	6,866,722	6,866,705	6,645,215	6,866,692	6,645,198	6,866,725	7,343,433	6,626,991	7,445,939	7,227,118	7,485,940
Prev. 12 mo.	8,296,381	6,844,648	6,797,382	7,516,421	6,704,846	6,691,145	7,016,548	6,976,161	8,002,069	7,954,083	7,717,183	7,649,912

Curr. 12 mo. avg. = \$6,939,928

Prev. 12 mo. avg. = \$7,347,232

**Memorial Hospital of Converse County
Income Statement Summary
Budget Variance Report**

Current Month			Year to Date			Prior Year YTD		
Nov. 2017	Budget	Variance Amount	November	YTD Thru Nov. 2017	YTD Budget	Variance Amount	YTD Thru Nov. 2016	Change From Prior YTD
			<u>Patient Revenue</u>					
\$1,555,606	\$1,818,090	(\$262,484)	Inpatient	\$6,970,560	\$8,855,843	(\$1,885,283)	\$9,903,118	(\$2,932,558)
5,260,611	4,329,471	931,140	Outpatient	21,905,158	20,908,718	996,440	21,708,899	196,259
1,193,841	1,338,379	(144,538)	Physician Clinics	6,148,727	6,364,860	(216,133)	6,687,392	(538,665)
\$8,010,058	\$7,485,940	\$524,118	Total Patient Revenue	\$35,024,445	\$36,129,421	(\$1,104,976)	\$38,299,409	(\$3,274,964)
			<u>Deductions From Revenue</u>					
1,245,654	1,147,158	98,496	Medicare	5,375,413	5,735,776	(360,363)	5,139,386	236,027
456,644	434,617	22,027	Medicaid	2,258,092	2,173,090	85,002	1,830,559	427,533
112,286	117,501	(5,215)	Worker's Compensation	465,047	587,501	(122,454)	690,488	(225,441)
676,014	738,435	(62,421)	Other Contractuals	3,062,227	3,692,158	(629,931)	3,426,424	(364,197)
22,587	226,178	(203,591)	Other	586,562	1,130,895	(544,333)	820,322	(233,760)
\$2,513,185	\$2,663,889	(\$150,704)	Total Deductions	\$11,747,340	\$13,319,420	(\$1,572,080)	\$11,907,179	(\$159,839)
5,496,873	4,822,051	674,822	Net Patient Revenue	23,277,104	22,810,001	467,103	26,392,230	(3,115,126)
127,771	116,668	11,103	<u>Other Operating Revenue</u>	627,308	583,334	43,974	570,450	56,858
\$5,624,644	\$4,938,719	\$685,925	Total Operating Revenue	\$23,904,412	\$23,393,335	\$511,077	\$26,962,680	(\$3,058,268)
			<u>Operating Expenses</u>					
2,404,471	2,310,658	93,813	Salaries & Wages	11,668,858	11,304,429	364,429	12,097,266	(428,408)
443,387	656,924	(213,537)	Benefits	2,297,838	3,264,686	(966,848)	3,279,117	(981,279)
409,570	491,671	(82,101)	Supplies	2,474,141	2,458,336	15,805	2,718,536	(244,395)
82,539	107,912	(25,373)	Lease & Rentals	480,998	539,555	(58,557)	509,599	(28,601)
133,481	102,553	30,928	Other Expenses	470,488	512,831	(42,343)	579,985	(109,497)
9,015	4,166	4,849	Legal	18,938	20,833	(1,895)	30,108	(11,170)
22,279	30,786	(8,507)	Travel & Education	96,795	153,988	(57,193)	52,686	44,109
154,739	113,504	41,235	Maintenance & Repair	655,317	567,523	87,794	527,345	127,972
20,983	26,321	(5,338)	Physician Fees	138,692	131,602	7,090	119,609	19,083
20,575	17,916	2,659	Interest	102,002	89,583	12,419	103,340	(1,338)
104,389	54,078	50,311	Professional Fees	380,320	270,246	110,074	225,605	154,715
95,333	105,576	(10,243)	Purchased Services	426,677	527,883	(101,206)	568,263	(141,586)
22,883	41,026	(18,143)	Insurance	221,850	205,130	16,720	156,461	65,389
46,695	47,632	(937)	Utilities	241,964	238,165	3,799	226,096	15,868
336,766	351,151	(14,385)	Depreciation	1,701,933	1,755,752	(53,819)	1,757,663	(55,730)
795,878	527,752	268,126	Indigent Care	2,304,199	2,638,752	(334,553)	2,908,242	(604,043)
\$5,102,983	\$4,989,626	\$113,357	Total Expenses	\$23,681,010	\$24,679,294	(\$998,284)	\$25,859,921	(\$2,178,911)
521,661	(50,907)	572,568	Operating Income (Loss)	223,402	(1,285,959)	1,509,361	1,102,759	(879,357)
			<u>Non-Operating Revenue</u>					
83,385	83,334	51	County - Indigent Care Reimbursement	509,356	491,667	17,689	484,052	25,304
37,500	37,500	0	County - Ambulance Reimbursement	112,500	112,500	0	120,833	(8,333)
(494,262)	41,666	(535,928)	Other Non-Operating	153,112	208,333	(55,221)	138,009	15,103
0	0	0	<u>Non-Operating Expense</u>	0	0	0	0	0
\$148,284	\$111,593	\$36,691	Net Income/(Loss)	\$998,370	(\$473,459)	\$1,471,829	\$1,845,653	(\$847,283)

Memorial Hospital of Converse County
Financial and Statistical Highlights
Nov. 2017

Page #

Patient Volumes

IP Daily Census.....	At 6.50 up 0.47 from November 2016 - up 0.02 from October 2017	1-2
Surgeries.....	At 80 down 10 from November 2016 - down 1 from October 2017	6-7
Radiology Exams.....	At 1,455 up 105 from November 2016 - up 137 from October 2017	9-12
Laboratory Tests.....	At 38,078 up 7,132 from November 2016 - up 5,153 from Oct 2017	12
Emer. Rm. Visits.....	At 375 down 121 from November 2016 - down 17 from October 2017	5
Clinic Visits.....	At 3,764 down 16 from November 2016 - up 86 from October 2017	
Urgent Care.....	At 677 up 188 from November 2016 - down 35 from October 2017	
Clinic Volumes.....	Down 0.42% compared to last year	
RHC visits.....	At 351 down 5 from November 2016 - down 120 from October 2017	

Income Statement

Gross Patient Revenue for the month was \$8,000,000 compared to 7,649,000 last Nov and \$7,600,000 last month. Net Income for Nov is \$148,000 compared to \$679,000 last year and \$212,000 last month. 15

Monthly Revenue - over budget by \$524,000

The departments that are under budget by \$10,000 or more are as follows:

Med/Surg - 18,000	Sleep Study - 23,000	Practitioners - 144,000
Observation - 13,000	Cardiopulmonary - 87,000	Provider Based Bill - 13,000
Lab - 27,000	Emergency Room - 17,000	
Pharmacy - 67,000	Physical Therapy - 10,000	

Deductions From Revenue - Under budget by (\$150,000)

Monthly Expense Variances - Over budget by \$113,000

Areas that are over budget for the month

Salaries & Wages - 93,000

Other - 30,000

Public Relations Advertising - 30,000

Public Relations Dues - 3,000

Legal - 4,800

Administration - 4,800

Indigent Care - 268,000

Charity & Bad Debt - 268,000

Interest - 2,600

CD Loan

Maintenance & Repair - 41,000

Cat Scan - 2,500

Surgery - 14,000

Information Systems - 11,000

Facilities Bldg - 5,000

Facilities Vehicle - 2,500

Housing & Storage - 6,000

Professional Fees - 50,000

OB - 11,000

Ultrasound - 18,000

Physical Therapy - 20,000

Surgery - 11,000

Cash Status

Cash balances as of November 30, 2017 are \$11,611,803.

This equates to 80.83 days of expenses on hand.

Accounts Receivable

Net Accounts Receivable days are at 67.68 days for the end of November compared to 51.58 last year and 71.49 last month.

**Memorial Hospital of Converse County
Statistics
For The Period Ended November 30, 2017**

Monthly						Year to Date						
Nov. 2017	Nov. 2016	Variance From Prior Nov.	Budget	Amount	Variance %		YTD Thru Nov. 2017	YTD Thru Nov. 2016	Variance From Prior YTD	YTD Budget	Amt.	Variance %
72	74	(2)	67	5	7.5%	A & P Admissions - Regular	319	385	(66)	335	(16)	-4.8%
5	3	2	4	1	25.0%	-Swing Bed	26	22	4	20	6	30.0%
77	77	0	71	6	8.5%	Total A & P Admissions	345	407	(62)	355	(10)	-2.8%
195	181	14	176	19	10.8%	A & P Patient Days - Regular	854	1,004	(150)	880	(26)	-3.0%
46	90	(44)	50	(4)	-8.0%	-Swing Bed	230	307	(77)	250	(20)	-8.0%
241	271	(30)	226	15	6.6%	Total A & P Patient Days	1,084	1,311	(227)	1,130	(46)	-4.1%
13	10	3	14	(1)	-7.1%	Newborn - Admissions	50	67	(17)	70	(20)	-28.6%
30	15	15	23	7	30.4%	-Patients Days	89	118	(29)	115	(26)	-22.6%
80	90	(10)	88	(8)	-9.1%	Surgeries	357	462	(105)	440	(83)	-18.9%
2,147	3,223	(1,076)	3,130	(983)	-31.4%	Outpatient Registrations	11,960	16,512	(4,552)	15,650	(3,690)	-23.6%
375	496	(121)	518	(143)	-27.6%	ER Registrations	1,997	2,344	(347)	2,590	(593)	-22.9%
2,522	3,719	(1,197)	3,648	(1,126)	-30.9%	Total Registrations	13,957	18,856	(4,899)	18,240	(4,283)	-23.5%
316	317	(1)	304	11	3.7%	FTEs	310	321	(11)	304	5	1.8%

Financial Ratios	Nov. 2017	Nov. 2016	YTD	US	WY	Misc. Measurements	YTD - 17	YTD - 16	Variance From Prior Year	WY	Variance From WY
Days Cash on Hand YTD	81	75	81	76	99	Total Gross Rev. per FTE	\$290,720	\$286,110	\$4,610	\$145,000	\$145,720
Operating Margin	9.27%	9.40%	0.93%	1.79%	-0.93%	Contractual Deductions	33.54%	31.08%	2.46%	33.13%	0.41%
Net Margin	2.63%	11.69%	4.17%	3.09%	4.85%	Inpatient Revenue %	24.14%	31.32%	-7.18%	33.17%	-9.03%
Current Ratio	5.06	4.84	N/A	2.35	3.71	Outpatient Revenue %	75.86%	68.68%	7.18%	66.83%	9.03%
Gross A/R Days	65.29	50.74		50.37	59.90	Average Length of Stay	2.67	2.67	0.00	3.30	(0.63)
Net A/R Days	67.68	51.58		52.46	56.82	Medicare Inp. Payer Mix	37.48%	35.25%	2.23%	75.25%	-37.77%
FTEs per Adjusted Occupied Bed - Excluding MOB			9.86	5.51	9.88	Average I/P Daily Census	5.58	6.56	(0.98)	3.50	2.08
			With MOB -								
			10.31			Salaries to Net Patient Rev.	50.13%	45.84%	4.29%	53.41%	-3.28%
Medicare Rural Hospital Flexibility Program Monitoring Team - US CAH Median-2015						Salaries to Total Expense	49.28%	46.77%	2.51%	46.32%	2.96%
Medicare Rural Hospital Flexibility Program Monitoring Team -WY CAH Medium-2015						Average Salary per FTE	\$96,857	\$90,447	6,410	\$62,062	\$34,795
						Benefits as % of Salaries	19.69%	27.10%	-7.41%		

Memorial Hospital of Converse County
Balance Sheet
November 30, 2017

	<u>Nov.</u> <u>2017</u>	<u>Nov.</u> <u>2016</u>
ASSETS		
CURRENT ASSETS		
Cash On Hand And In Banks	\$4,773,275	\$5,137,706
Certificates Of Deposit - Unrestricted	1,338,528	213,465
Total Cash Assets	<u>\$6,111,803</u>	<u>\$5,351,171</u>
Assets Whose Use is Restricted		
Certificates of Deposit Securing Loan	5,500,000	6,500,000
Total Restricted Assets	<u>\$5,500,000</u>	<u>\$6,500,000</u>
Accounts Receivable (Gross)	15,604,999	13,023,840
Uncollectable Accts. & Contratual. Adj.	<u>(4,765,709)</u>	<u>(3,927,754)</u>
Net Patient Accounts	<u>\$10,839,290</u>	<u>\$9,096,086</u>
Due From Physicians/Staff	7,513	32,010
Inventories Of Supplies	1,143,904	959,958
Other Current Assets	1,584,918	2,198,947
Yellowstone Group Investment	<u>82,305</u>	<u>123,452</u>
Total Current Assets	<u>\$25,269,732</u>	<u>\$24,261,624</u>
LAND, BUILDING AND EQUIPMENT, net	\$27,885,145	\$30,517,986
OTHER ASSETS		
Investment - Big Country Rehab	130,145	276,226
Issue Cost to Capitalize	<u>0</u>	<u>0</u>
Total Other Assets	<u>\$130,145</u>	<u>\$276,226</u>
Total Assets	<u><u>\$53,285,022</u></u>	<u><u>\$55,055,836</u></u>
LIABILITIES AND FUND EQUITY		
CURRENT LIABILITIES		
Accounts Payable	\$1,078,240	\$735,303
Accrued Salaries	2,381,257	2,392,811
Accrued Self Funded Health Insurance	<u>(134,760)</u>	<u>(44,235)</u>
Accrued Taxes And Deductions	553,415	871,429
Current Portion Of Notes Payable	285,274	270,778
Current Portion of CD Secured Note	<u>828,115</u>	<u>782,998</u>
Total Current Liabilities	<u>\$4,991,542</u>	<u>\$5,009,084</u>
OTHER LIABILITIES		
Deferred Loss On Early Retirement Of Bonds	<u>(295,353)</u>	<u>(372,201)</u>
Medicare Cost Report Settlement	0	150,000
Long Term CD Secured Note Obligations	4,917,648	6,055,712
Long Term Notes Payable	<u>407,110</u>	<u>408,265</u>
Total Other Liabilities	<u>\$5,029,405</u>	<u>\$6,241,776</u>
Total Liabilities	\$10,020,946	\$11,250,860
FUND EQUITY		
Fund Balance	\$42,265,705	\$41,959,323
Net Income	998,370	1,845,653
Total Fund Balance	<u>\$43,264,075</u>	<u>\$43,804,976</u>
Total Liabilities And Fund Equity	<u><u>\$53,285,022</u></u>	<u><u>\$55,055,836</u></u>

Cash Flow Statement for November 2017 and FYTD 2018

Cash Flow From Operations	<u>Nov. 2017</u>	<u>FYTD 2018</u>
Net Earnings/(Loss)	\$148,284	\$998,370
<u>Additions/(Subtractions) to Cash</u>		
Depreciation/Non-cash Interest	336,766	1,701,932
Decrease/(Increase) in Accounts Receivable	(554,517)	(4,448,926)
(Decrease)/Increase in Accounts Payable	(69,150)	(937,483)
Decrease/(Increase) in Inventory	(41,508)	(230,503)
Net Cash Flow From Operations	<u>(\$180,125)</u>	<u>(\$2,916,610)</u>
Cash Flow from Capital Purchases		
Equipment, Fixed Assets, Construction	(37,659)	(806,966)
Cash Flow from Financing		
Notes Payable	<u>(23,300)</u>	<u>(920,037)</u>
Cash Flow for the Month Ending: Nov. 2017	<u><u>(\$241,084)</u></u>	<u><u>(\$4,643,613)</u></u>