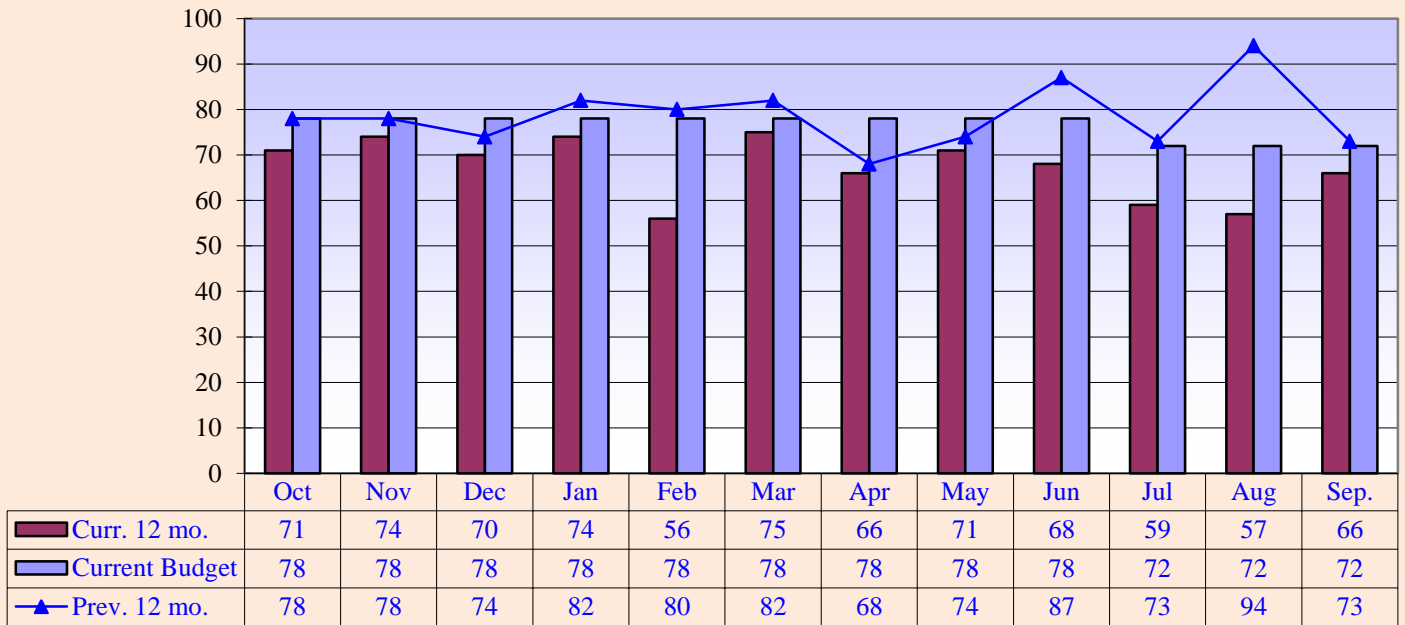


Memorial Hospital of Converse County
Financial and Statistical Packet
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**Memorial Hospital of Converse County
Admissions and Average IP Daily Census
Sep. 2017**

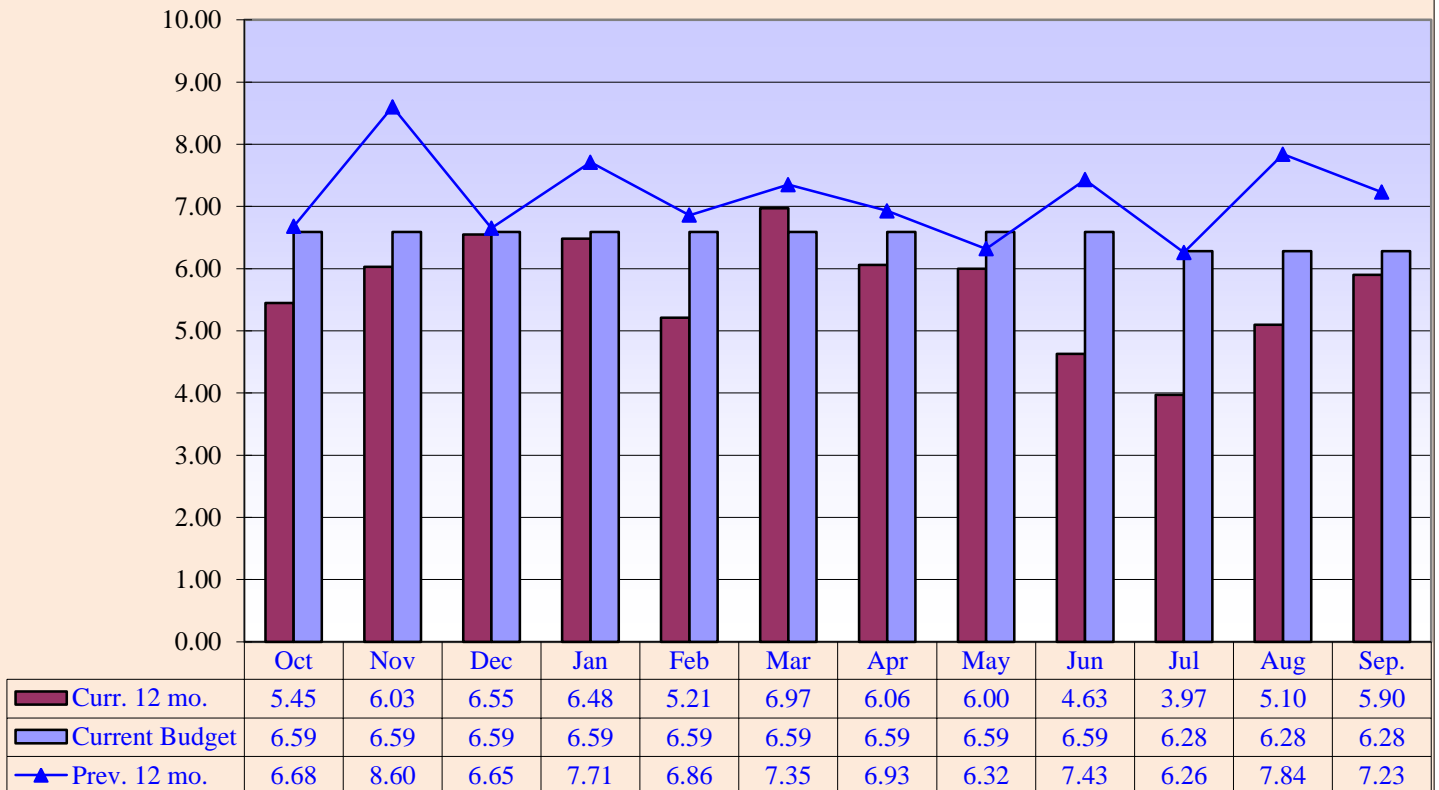
Admissions



Current 12 mo. avg. = 68

Previous 12 mo. avg. = 80

Average IP Daily Census

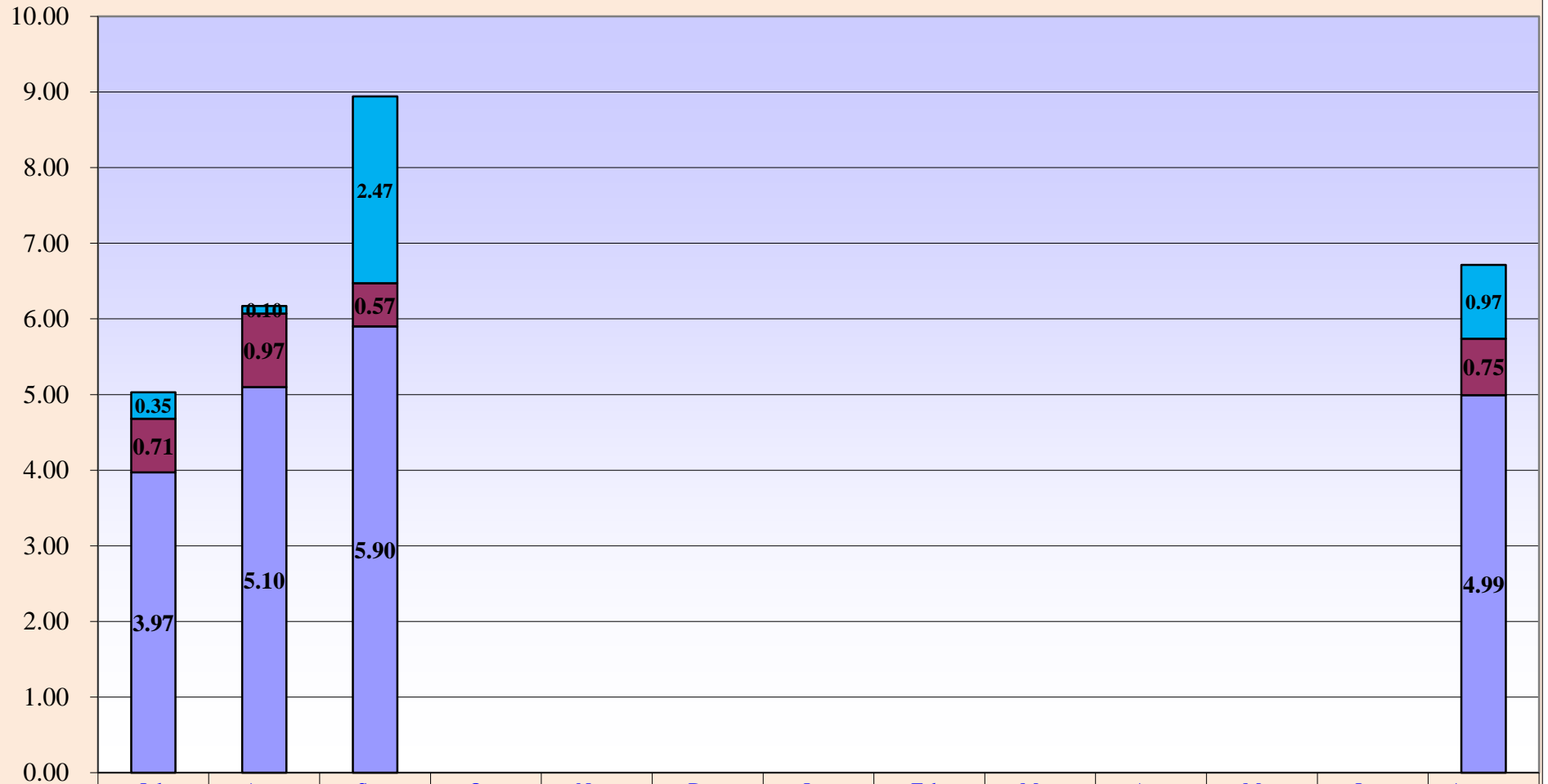


Curr. 12 mo. avg. = 5.86

Prev. 12 mo. avg. = 7.20

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

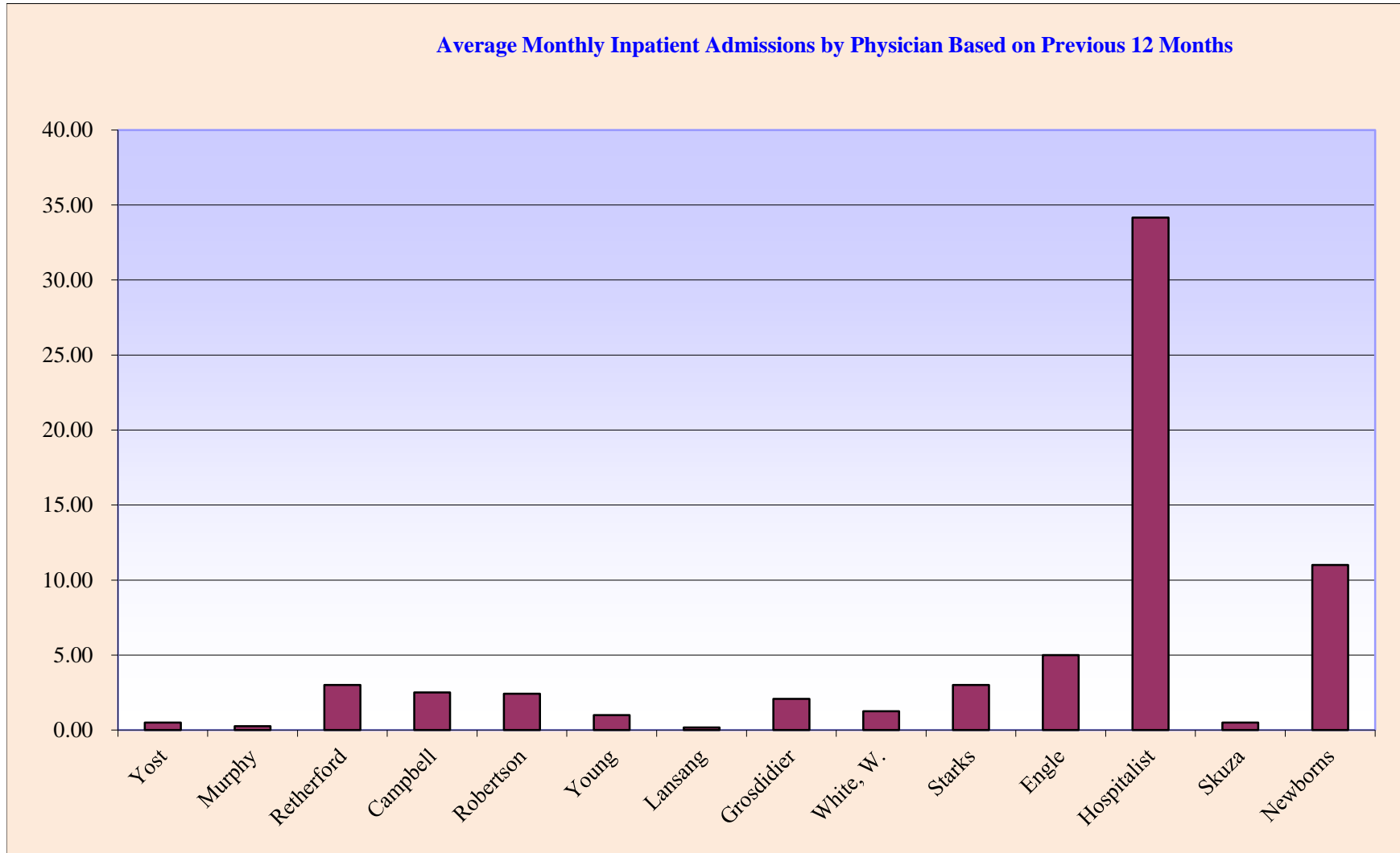
(FY 2018) Average Floor Census Breakdown



Swing Bed	0.35	0.10	2.47										0.97
Observation	0.71	0.97	0.57										0.75
Inpatient	3.97	5.10	5.90										4.99

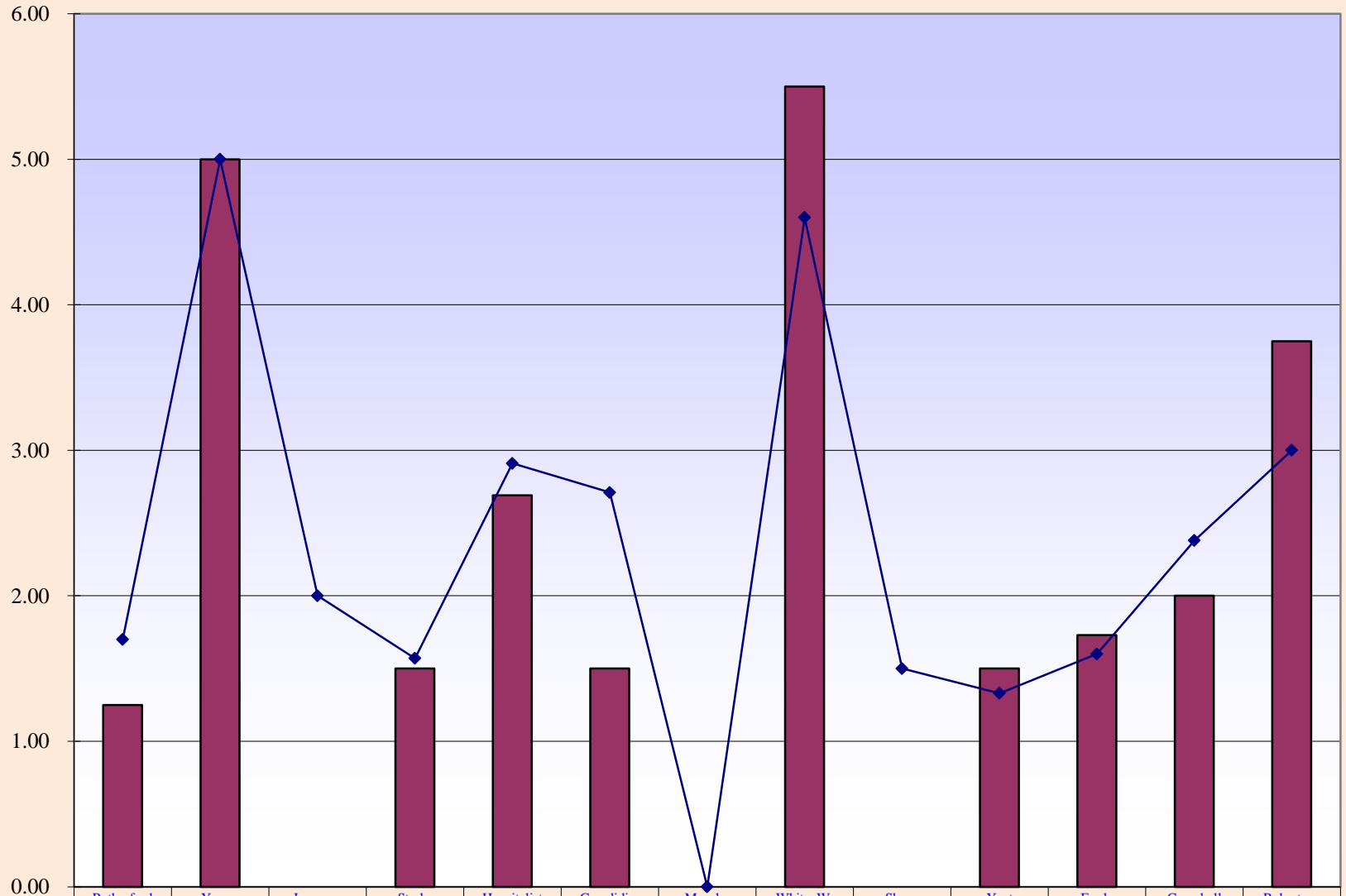
Inpatient
 Observation
 Swing Bed

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



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

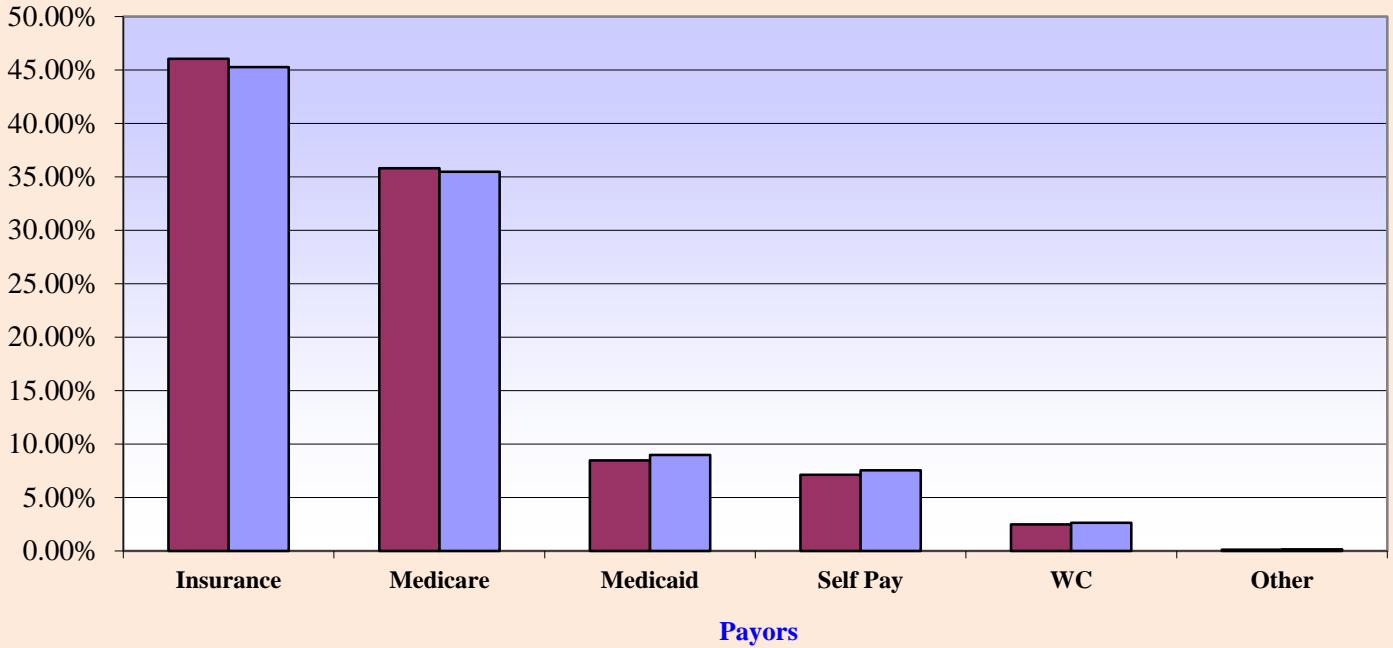
Average Length of Stay by Physician for Fiscal Year 2017



Current Month Avg. Length of Stay	1.25	5.00	0.00	1.50	2.69	1.50	0.00	5.50	0.00	1.50	1.73	2.00	3.75
YTD FY 2018 Avg. Length of Stay	1.70	5.00	2.00	1.57	2.91	2.71	0.00	4.60	1.50	1.33	1.60	2.38	3.00

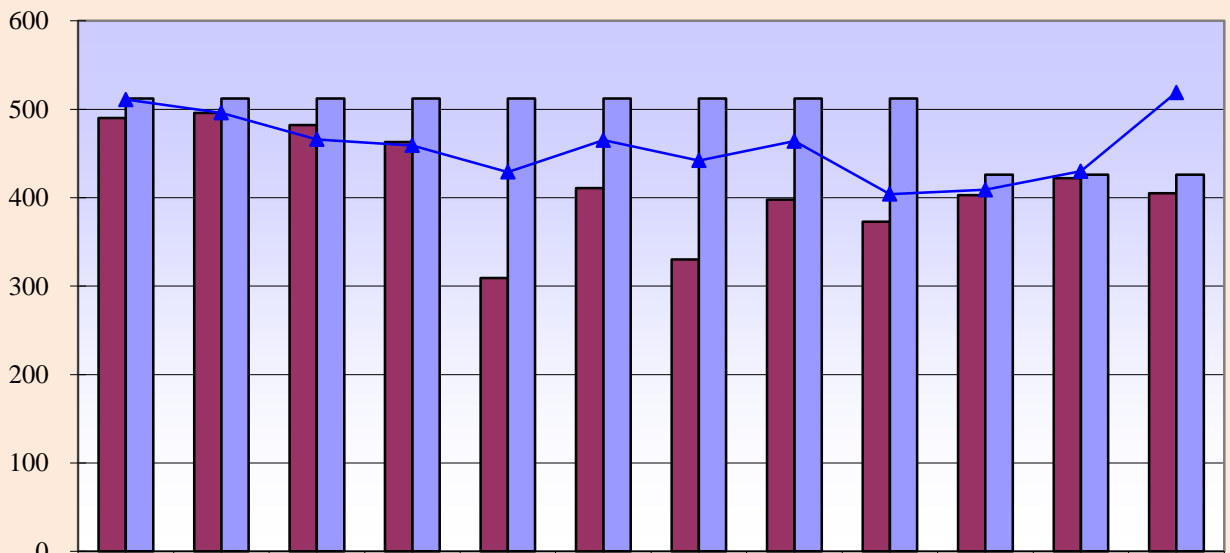
**Memorial Hospital of Converse County
Payor Mix Comparisons and ER Visits
Sep. 2017**

Payor Mix Comparisons



■ Fiscal Year 2018
 ■ Fiscal Year 2017

Emergency Room Visits



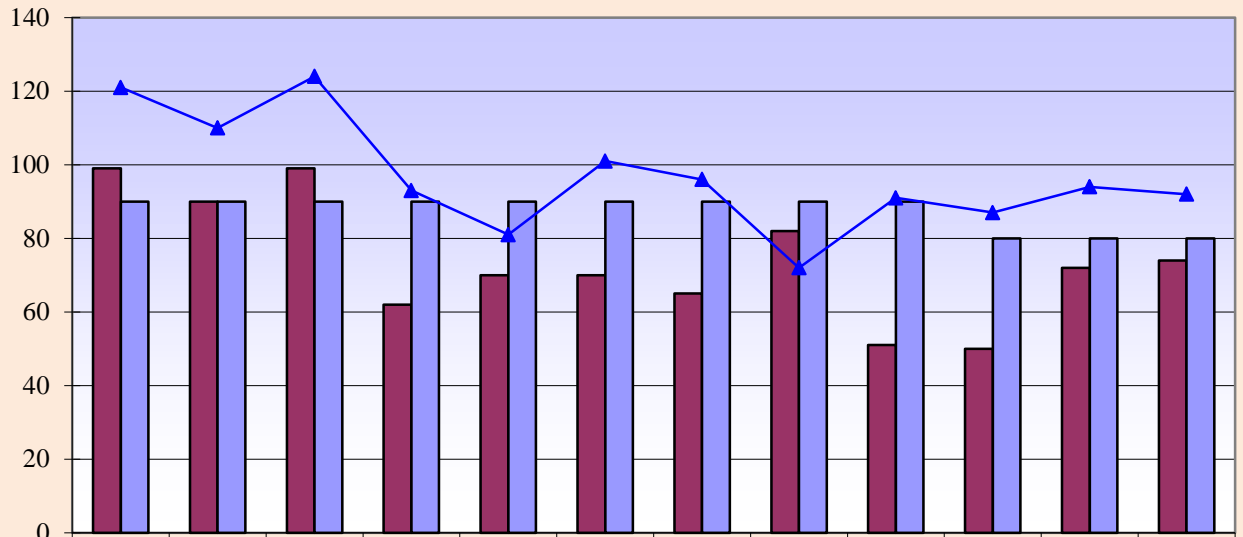
■ Curr. 12 mo.	490	496	482	463	309	411	330	398	373	403	422	405
■ Current Budget	512	512	512	512	512	512	512	512	512	426	426	426
▲ Prev. 12 mo.	511	496	466	459	429	465	442	464	404	409	430	519

Curr. 12 mo. avg. = 425

Prev. 12 mo. avg. = 461

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

Total Surgeries

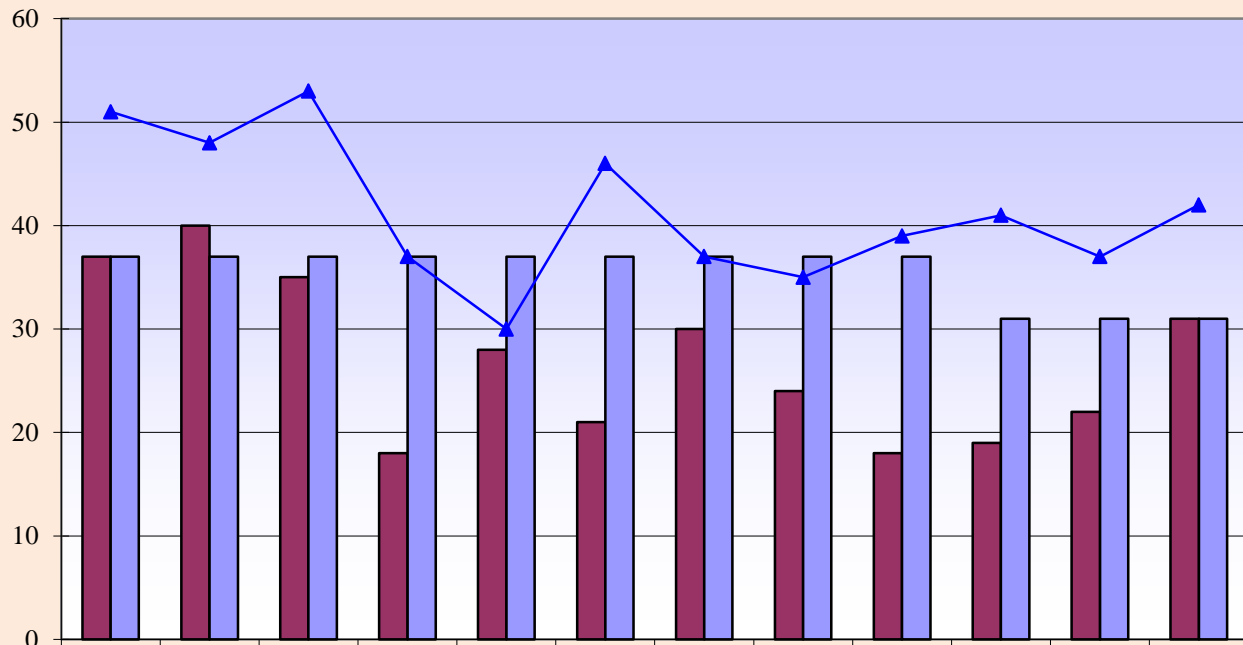


Curr. 12 mo.	99	90	99	62	70	70	65	82	51	50	72	74
Current Budget	90	90	90	90	90	90	90	90	90	80	80	80
Prev. 12 mo.	121	110	124	93	81	101	96	72	91	87	94	92

Current 12 mo. avg. = 75

Previous 12 mo. avg. = 98

Orthopedic Surgeries



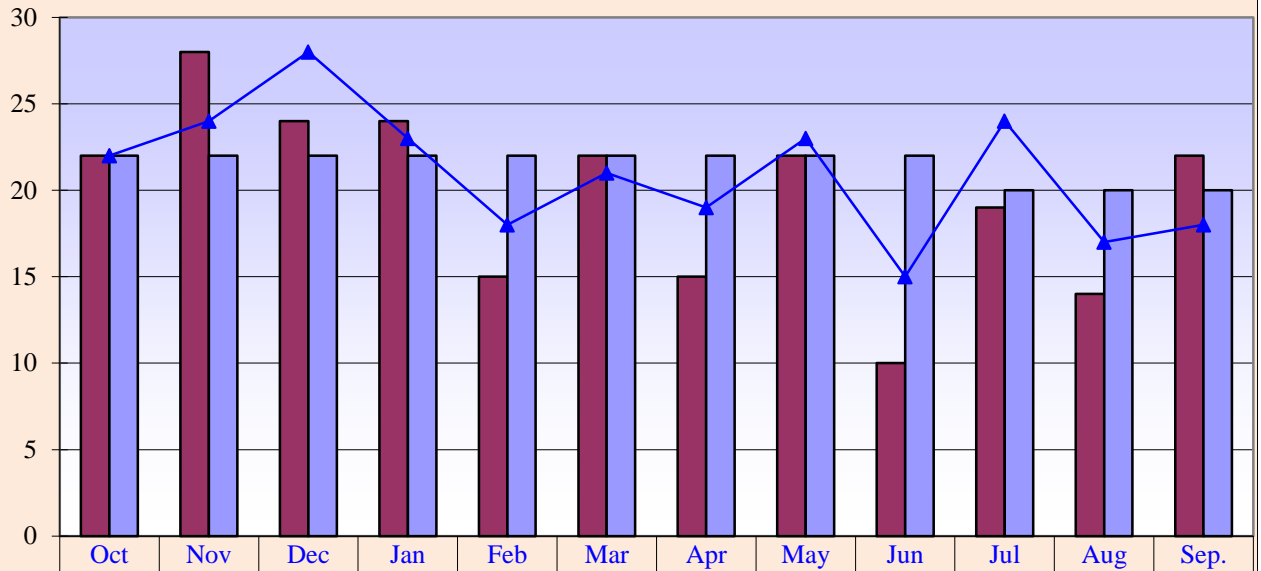
Curr. 12 mo.	37	40	35	18	28	21	30	24	18	19	22	31
Current Budget	37	37	37	37	37	37	37	37	37	31	31	31
Prev. 12 mo.	51	48	53	37	30	46	37	35	39	41	37	42

Curr. 12 mo. avg. = 28

Prev. 12 mo. avg. = 42

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

General Surgeries

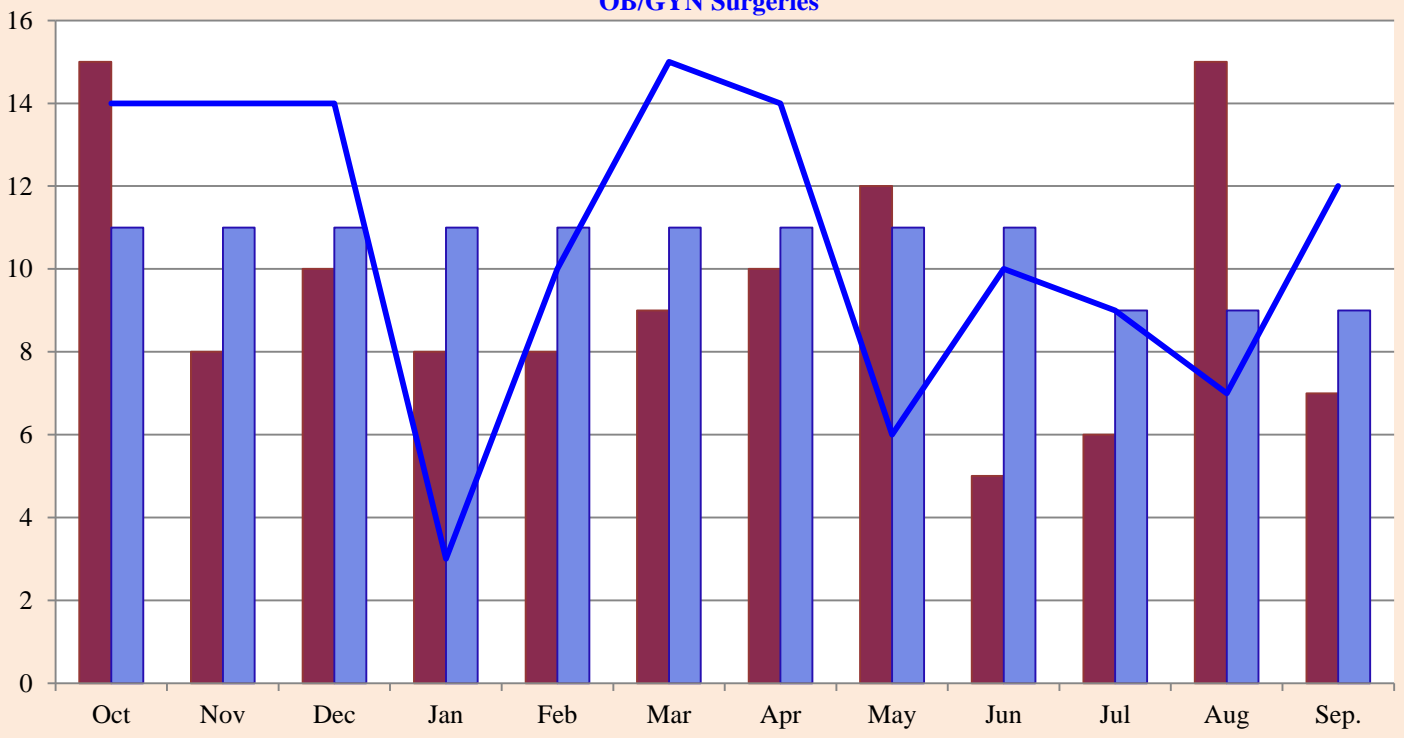


	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep.
Curr. 12 mo.	22	28	24	24	15	22	15	22	10	19	14	22
Current Budget	22	22	22	22	22	22	22	22	22	20	20	20
Prev. 12 mo.	22	24	28	23	18	21	19	23	15	24	17	18

Curr. 12 mo. avg. = 19

Prev. 12 mo. avg. = 21

OB/GYN Surgeries



Curr. 12 mo. avg. = 10 Prev. 12 mo. avg. = 11

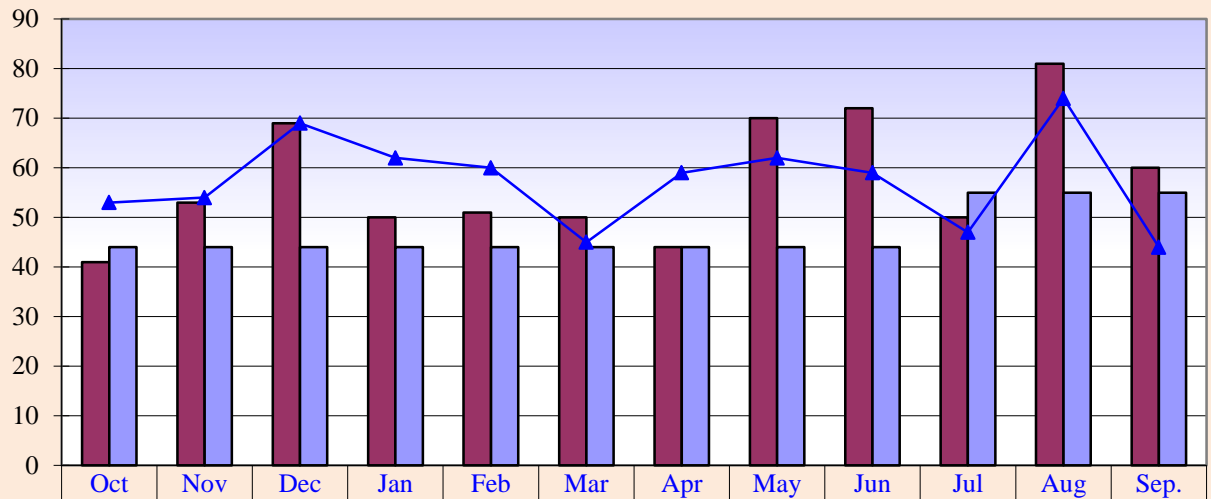
Curr. 12 mo.

Current Budget

Prev. 12 mo.

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

Procedure Core Visits

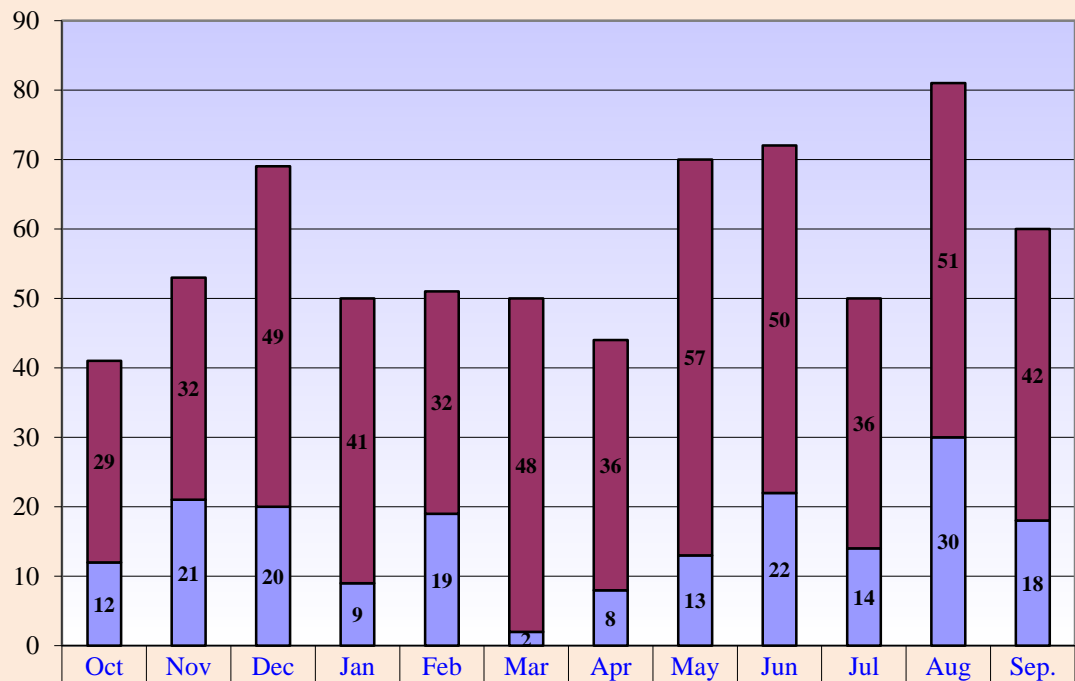


Curr. 12 mo.	41	53	69	50	51	50	44	70	72	50	81	60
Current Budget	44	44	44	44	44	44	44	44	44	55	55	55
Prev. 12 mo.	53	54	69	62	60	45	59	62	59	47	74	44

Curr. 12 mo. avg. = 56

Prev. 12 mo. avg. = 59

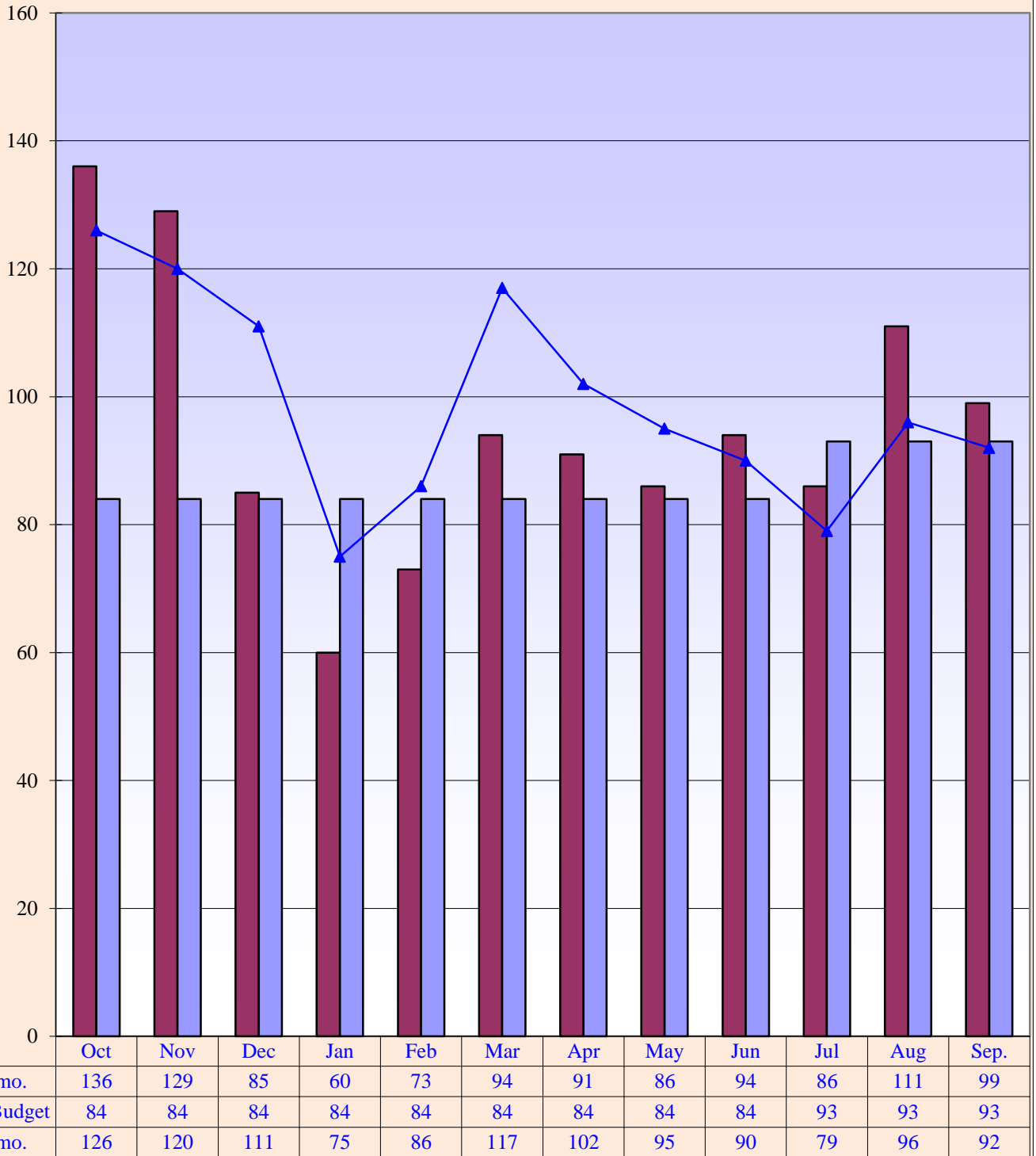
Procedure Core Visit Types



Curr. 12 mo. Scopes	29	32	49	41	32	48	36	57	50	36	51	42
Curr. 12 mo. Minor Procedures	12	21	20	9	19	2	8	13	22	14	30	18

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

Mammography Exams

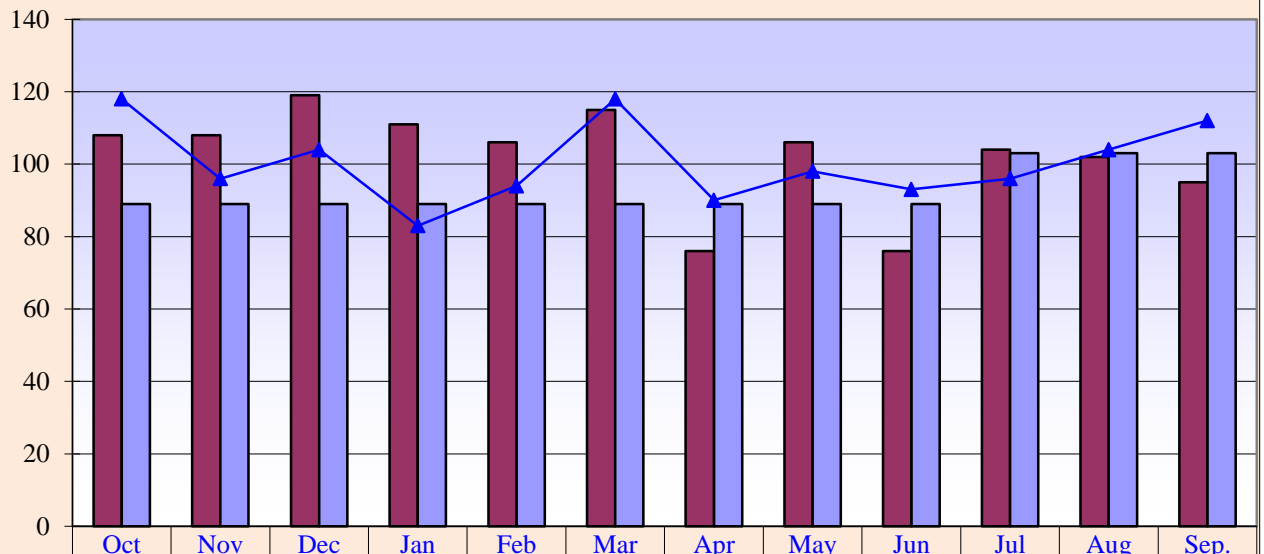


Curr. 12 mo. avg. = 95

Prev. 12 mo. avg. = 100

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

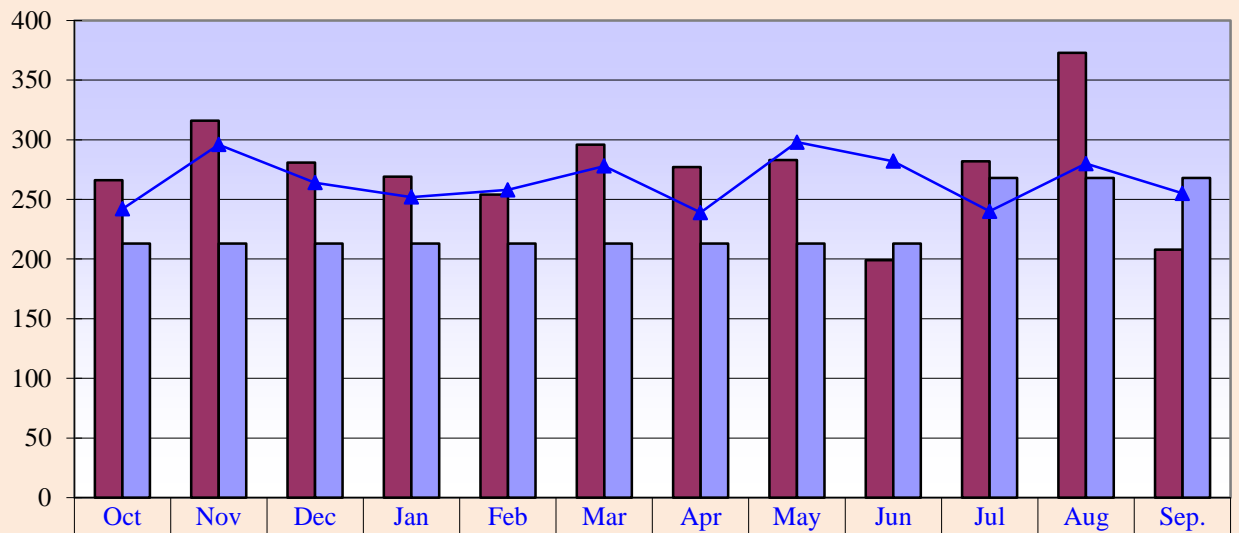
MRI Exams



Curr. 12 mo. avg. = 104

Prev. 12 mo. avg. = 101

CT Exams

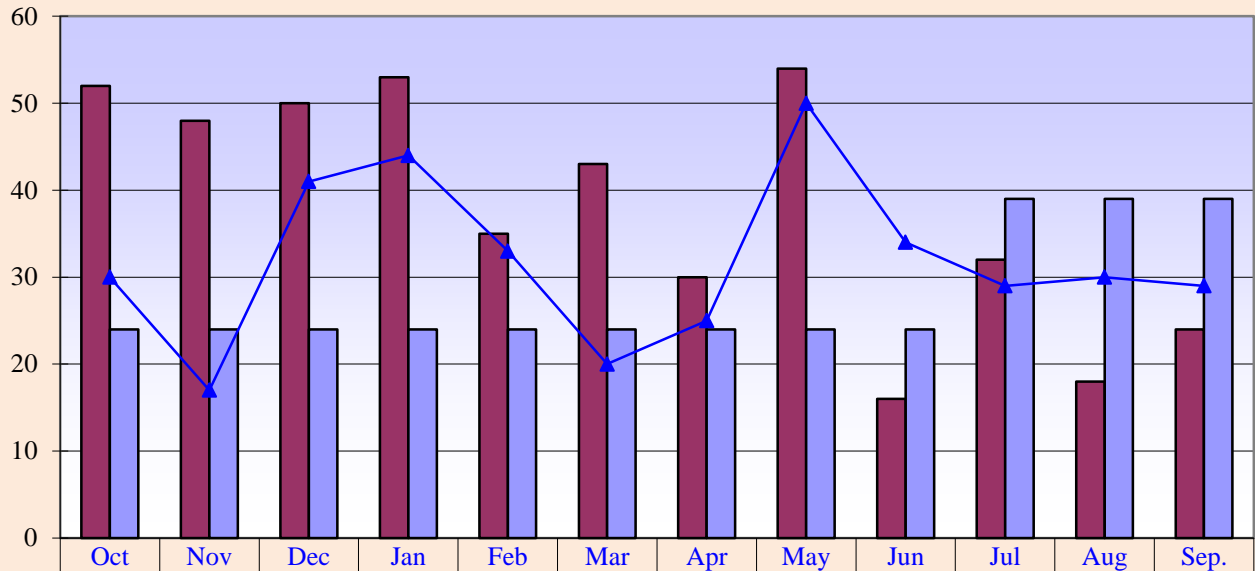


Curr. 12 mo. avg. = 279

Prev. 12 mo. avg. = 265

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

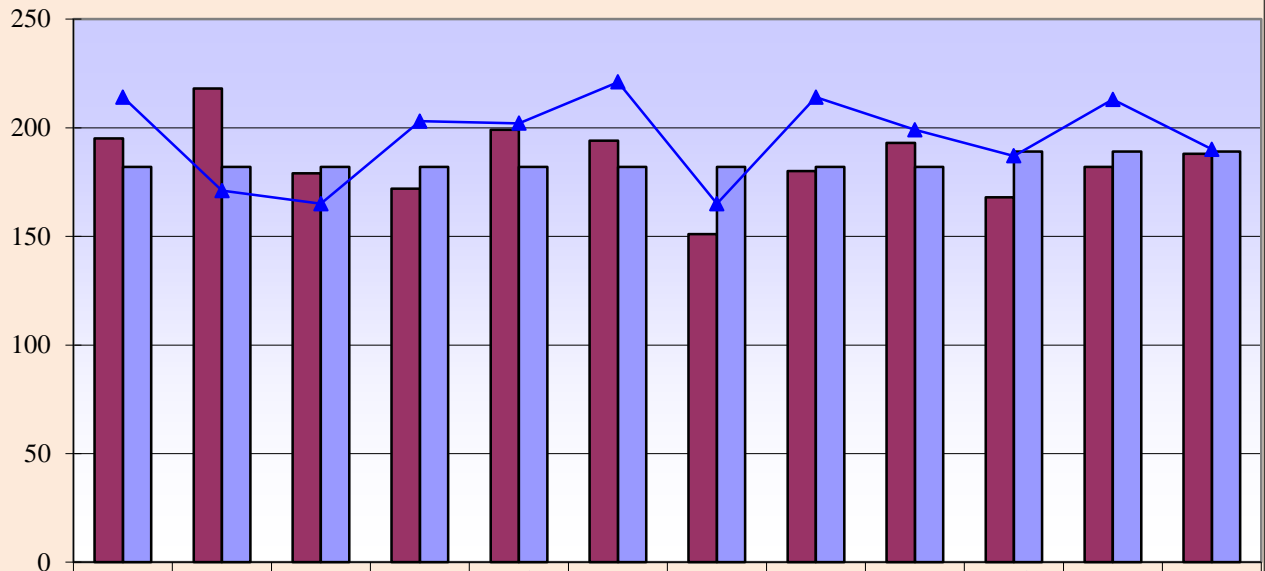
Nuclear Medicine Exams



Curr. 12 mo. avg = 38

Prev. 12 mo. avg. = 32

Ultrasound Exams

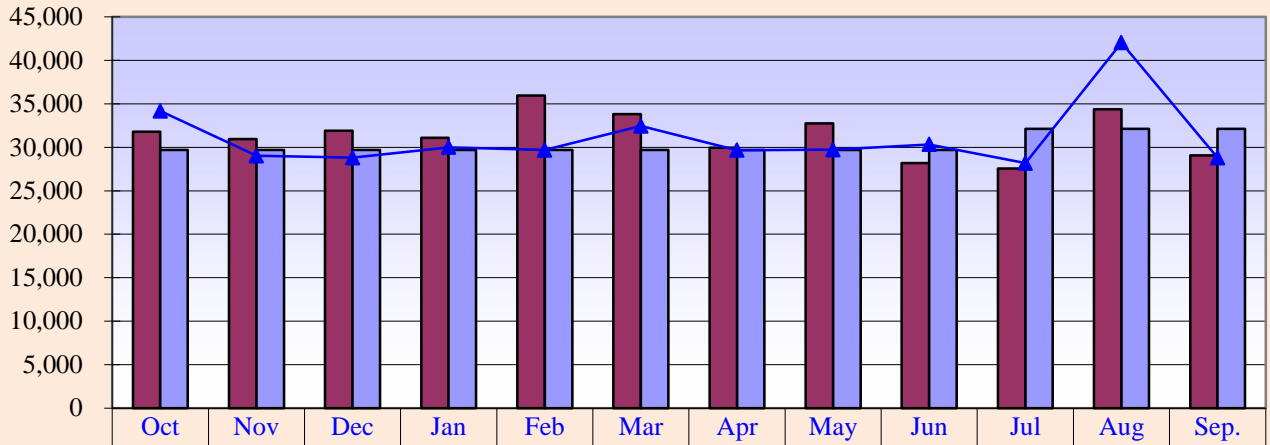


Curr. 12 mo. avg. = 185

Prev. 12 mo. avg. = 193

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

Lab Procedures

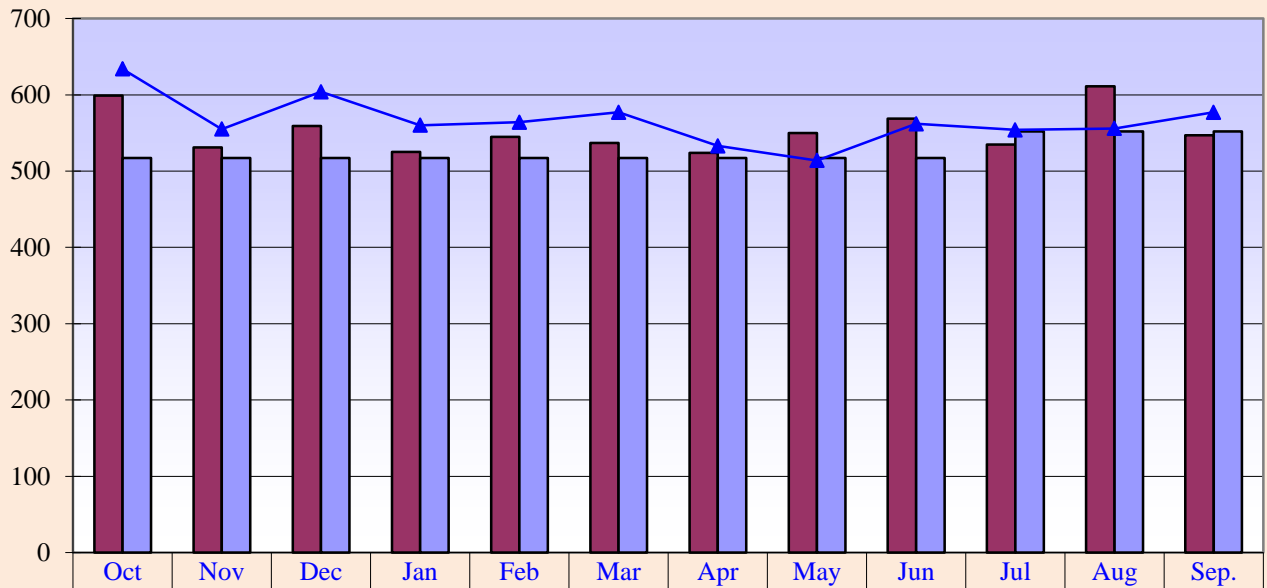


Curr. 12 mo.	31,807	30,946	31,922	31,091	35,937	33,821	29,968	32,749	28,171	27,574	34,385	29,061
Current Budget	29,682	29,682	29,682	29,682	29,682	29,682	29,682	29,682	29,682	32,118	32,118	32,118
Prev. 12 mo.	34,186	29,028	28,811	29,995	29,694	32,443	29,662	29,729	30,331	28,170	42,038	28,795
—x—												

Curr. 12 mo. avg. = 31,431

Prev. 12 mo. avg. = 31,499

Other X-Ray Exams



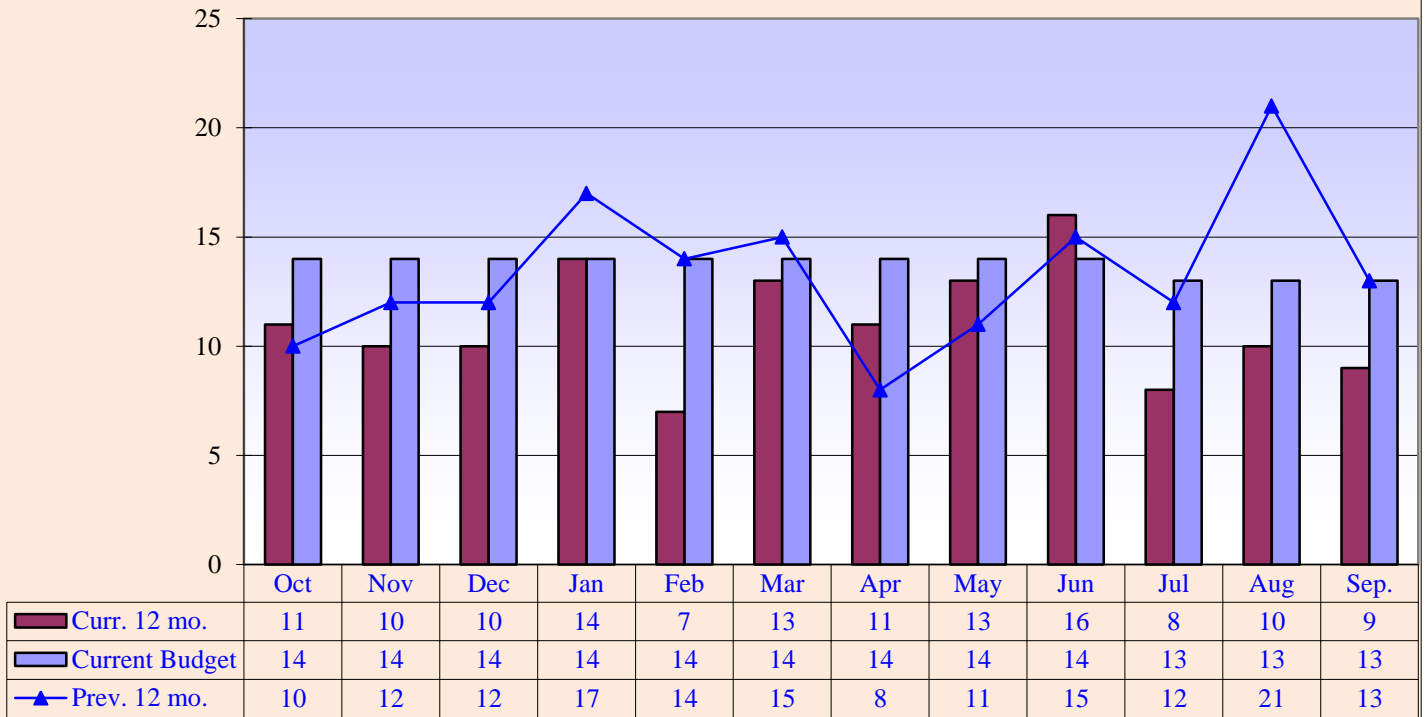
Curr. 12 mo.	599	531	559	525	545	537	524	550	569	535	611	547
Current Budget	517	517	517	517	517	517	517	517	517	552	552	552
Prev. 12 mo.	634	555	604	560	564	577	533	514	562	554	556	577

Curr. 12 mo. avg. = 555

Prev. 12 mo. avg. = 569

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

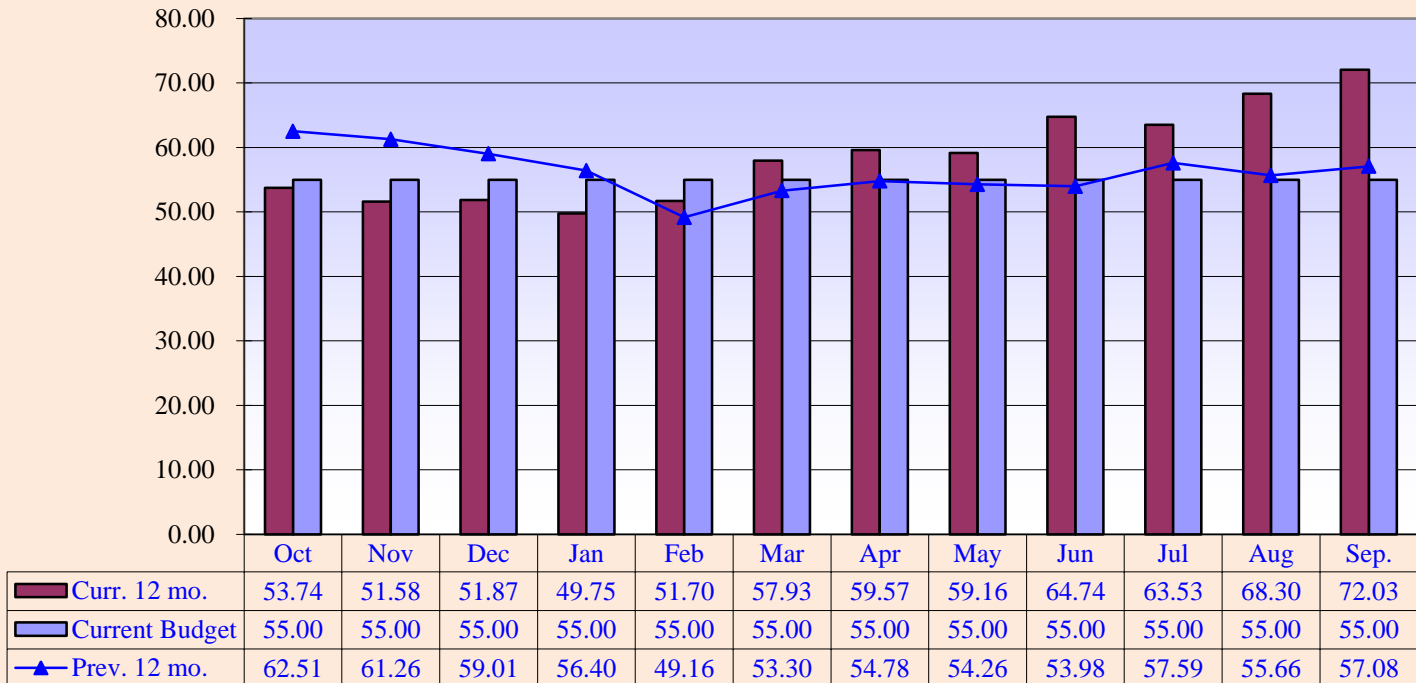
Newborns



Curr. 12 mo. avg. = 11

Prev. 12 mo. avg. = 14

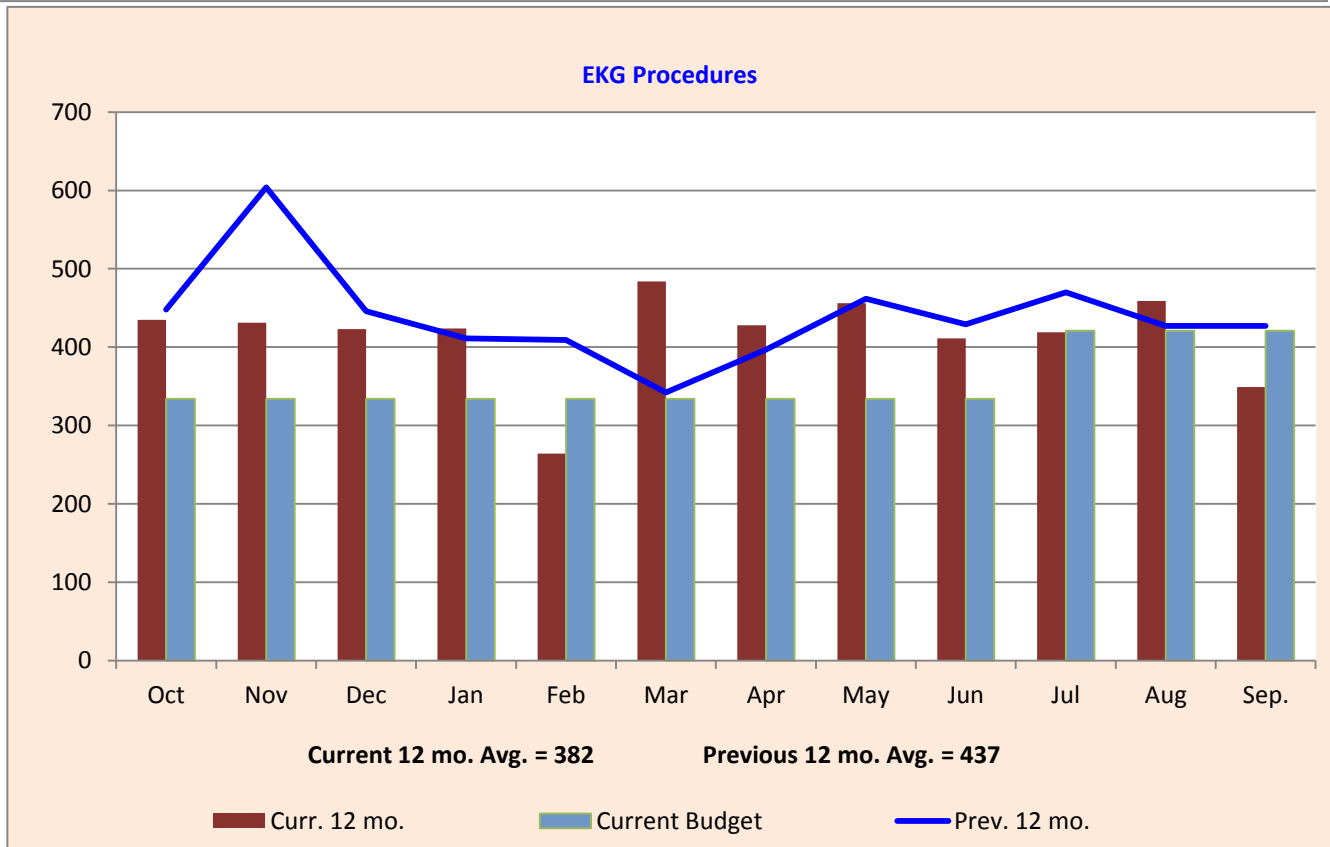
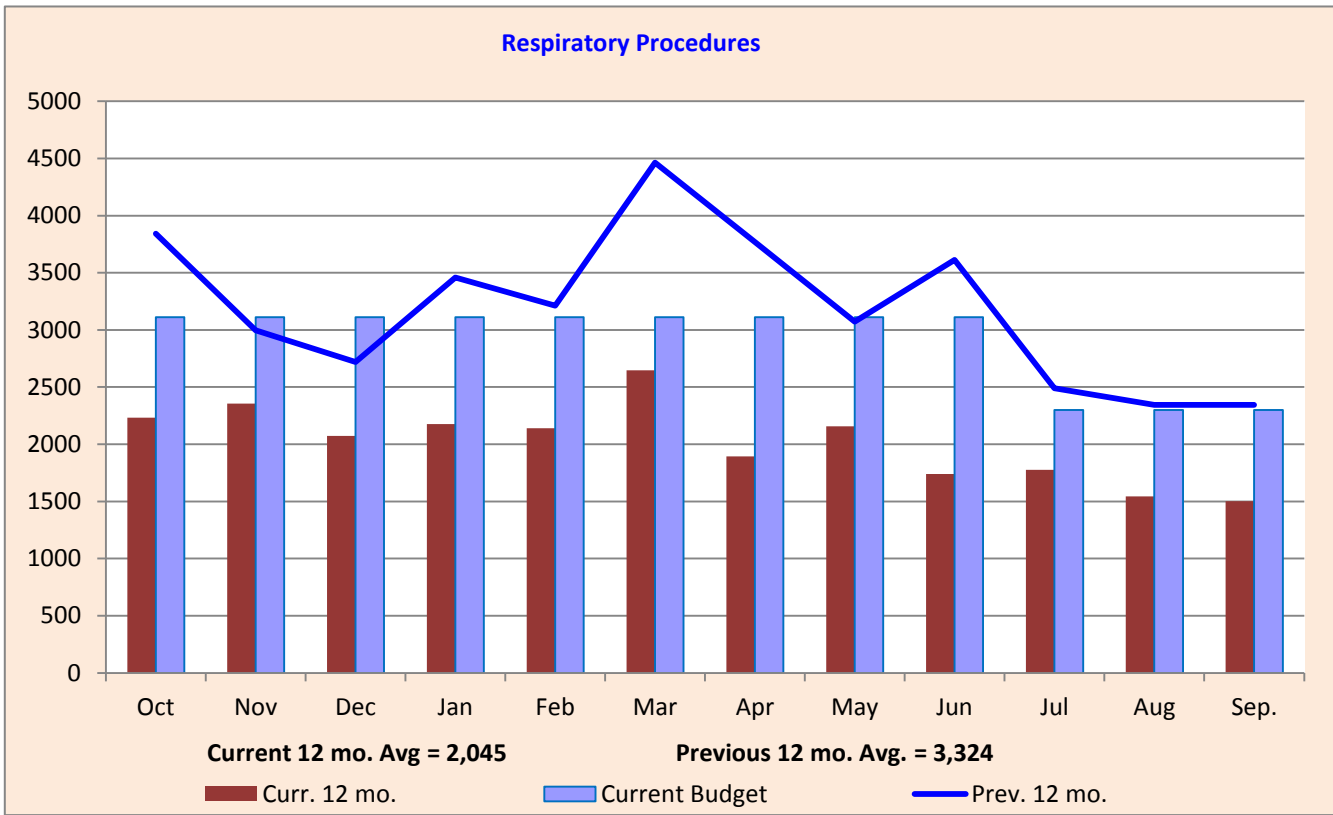
Net Days of Revenue in A/R



Curr. 12 mo. avg. = 57.41

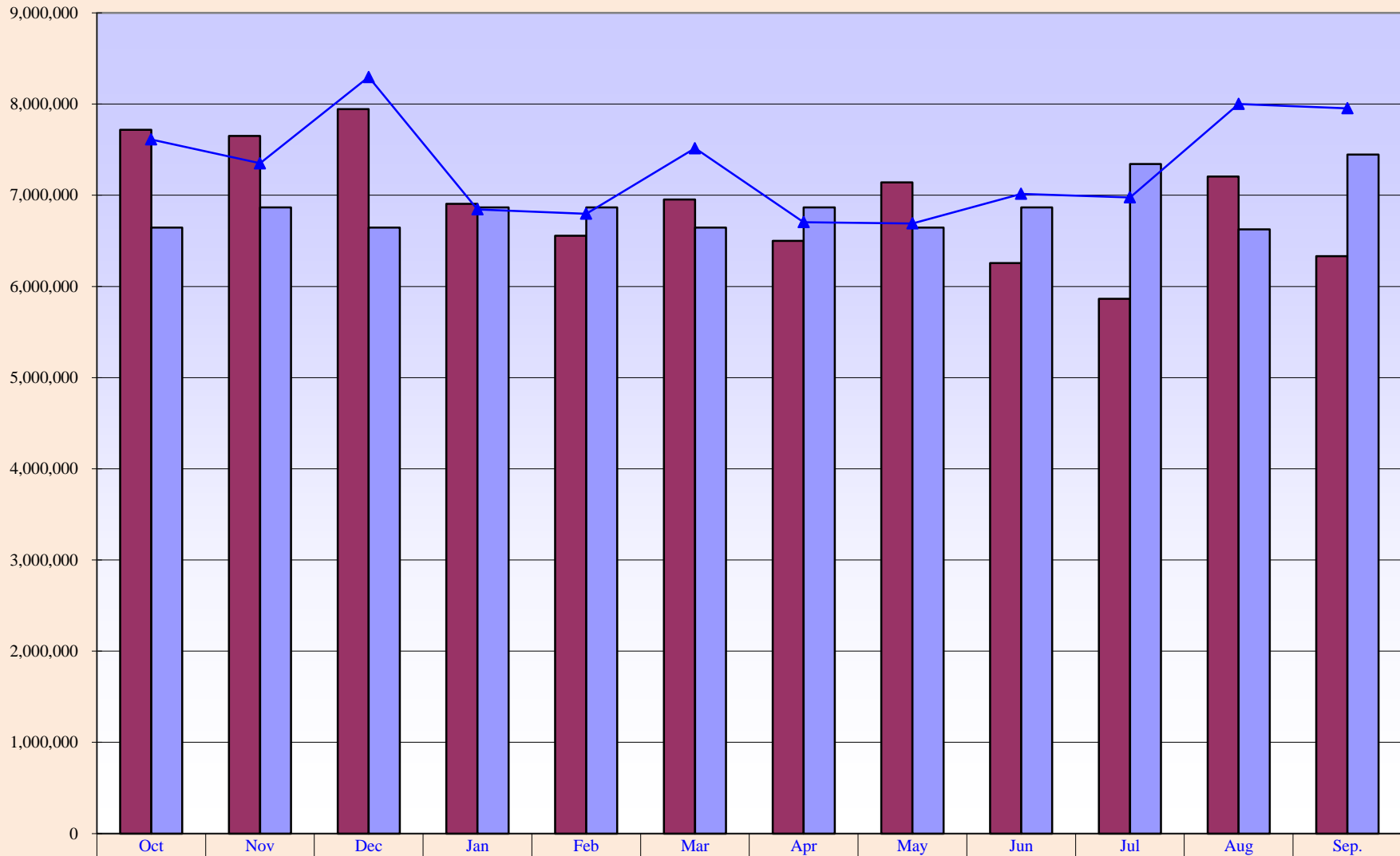
Prev. 12 mo. avg. = 55.86

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



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

Hospital Gross Patient Revenue



Curr. 12 mo. avg. = \$7,053,867

Prev. 12 mo. avg. = \$7,289,907

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

Current Month			Year to Date			Prior Year YTD		
Sep. 2017	Budget	Variance Amount	September	YTD Thru Sep. 2017	YTD Budget	Variance Amount	YTD Thru Sep. 2016	Change From Prior YTD
			Patient Revenue					
\$1,501,432	\$1,818,088	(\$316,656)	Inpatient	\$3,789,227	\$5,278,314	(\$1,489,087)	\$6,013,548	(\$2,224,321)
4,038,004	4,289,460	(251,456)	Outpatient	12,384,157	12,409,430	(25,273)	12,858,962	(474,805)
792,690	1,338,391	(545,701)	Physician Clinics	3,229,285	3,728,619	(499,334)	4,059,803	(830,518)
\$6,332,126	\$7,445,939	(\$1,113,813)	Total Patient Revenue	\$19,402,668	\$21,416,363	(\$2,013,695)	\$22,932,313	(\$3,529,645)
			Deductions From Revenue					
866,857	1,147,155	(280,298)	Medicare	2,739,860	3,441,466	(701,606)	2,842,644	(102,784)
421,180	434,620	(13,440)	Medicaid	1,352,982	1,303,855	49,127	1,527,449	(174,467)
32,420	117,500	(85,080)	Worker's Compensation	240,141	352,501	(112,360)	376,958	(136,817)
563,687	738,434	(174,747)	Other Contractuals	1,670,313	2,215,297	(544,984)	1,887,129	(216,816)
89,621	226,180	(136,559)	Other	429,638	678,536	(248,898)	523,543	(93,905)
\$1,973,765	\$2,663,889	(\$690,124)	Total Deductions	\$6,432,934	\$7,991,655	(\$1,558,721)	\$7,157,723	(\$724,789)
4,358,360	4,782,050	(423,690)	Net Patient Revenue	12,969,734	13,424,708	(454,974)	15,774,590	(2,804,856)
19,814	116,666	(96,852)	Other Operating Revenue	331,706	350,000	(18,294)	312,440	19,266
\$4,378,174	\$4,898,716	(\$520,542)	Total Operating Revenue	\$13,301,440	\$13,774,708	(\$473,268)	\$16,087,030	(\$2,785,590)
			Operating Expenses					
2,266,956	2,318,107	(51,151)	Salaries & Wages	6,813,268	6,694,215	119,053	7,030,173	(216,905)
455,287	656,924	(201,637)	Benefits	1,383,051	1,955,821	(572,770)	2,033,119	(650,068)
564,371	491,666	72,705	Supplies	1,476,997	1,475,001	1,996	1,719,374	(242,377)
62,370	107,912	(45,542)	Lease & Rentals	261,800	323,734	(61,934)	307,545	(45,745)
112,806	102,577	10,229	Other Expenses	263,890	307,704	(43,814)	293,103	(29,213)
600	4,167	(3,567)	Legal	1,140	12,500	(11,360)	28,416	(27,276)
21,981	30,808	(8,827)	Travel & Education	62,165	92,400	(30,235)	34,303	27,862
130,416	113,504	16,912	Maintenance & Repair	381,591	340,513	41,078	336,956	44,635
71,049	26,320	44,729	Physician Fees	102,117	78,961	23,156	102,712	(595)
19,808	17,917	1,891	Interest	61,005	53,750	7,255	61,836	(831)
32,653	54,080	(21,427)	Professional Fees	105,582	162,126	(56,544)	131,825	(26,243)
54,312	105,578	(51,266)	Purchased Services	241,100	316,731	(75,631)	365,428	(124,328)
52,451	41,026	11,425	Insurance	155,253	123,078	32,175	73,037	82,216
47,685	47,634	51	Utilities	153,104	142,899	10,205	144,187	8,917
341,299	351,150	(9,851)	Depreciation	1,027,700	1,053,451	(25,751)	1,063,199	(35,499)
386,352	527,750	(141,398)	Indigent Care	1,146,466	1,583,251	(436,785)	1,962,434	(815,968)
\$4,620,395	\$4,997,120	(\$376,725)	Total Expenses	\$13,636,227	\$14,716,135	(\$1,079,908)	\$15,687,647	(\$2,051,420)
(242,221)	(98,404)	(143,817)	Operating Income (Loss)	(334,787)	(941,427)	606,640	399,383	(734,170)
			Non-Operating Revenue					
99,587	83,333	16,254	County - Indigent Care Reimbursement	266,964	250,000	16,964	250,384	16,580
37,500	37,500	0	County - Ambulance Reimbursement	112,500	112,500	0	112,500	0
3,203	41,667	(38,464)	Other Non-Operating	592,517	125,000	467,517	84,407	508,110
0	0	0	Non-Operating Expense	0	0	0	0	0
(\$101,930)	\$64,096	(\$166,026)	Net Income/(Loss)	\$637,194	(\$453,927)	\$1,091,121	\$846,674	(\$209,480)

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

Page #

Patient Volumes

IP Daily Census.....	At 5.90 down 2.00 from September 2016 - up 0.80 from Aug 2017	1-2
Surgeries.....	At 74 down 18 from Sep 2016 - up 2 from August 2017	6-7
Radiology Exams.....	At 1,161 down 94 from Sep 2016 - down 236 from August 2017	9-12
Laboratory Tests.....	At 29,061 up 266 from Sep 2016 - down 5,324 from August 2017	12
Emer. Rm. Visits.....	At 405 down 114 from Sep 2016 - down 17 from August 2017	5
Clinic Visits.....	At 3,271 down 411 from Sep 2016 - down 606 from August 2017	
Urgent Care.....	At 663 up 167 from Sep 2016 - down 17 from August 2017	
Clinic Volumes.....	Down 12.55% compared to last year	
RHC visits.....	At 294 up 31 from Sep 2016 - down 42 from August 2017	

Income Statement

Gross Patient Revenue for the month was \$6,300,000 compared to 7,954,000 last Sep and \$7,200,000 last month. Net Income for Sep is **(\$101,000)** compared to \$436,000 last year and \$403,000 last month. 15

Monthly Revenue - under budget by **(\$1,100,000)**

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

Ambulance - 21,000	Radiology - 11,000	Pharmacy - 112,000
ICU - 15,000	Cat Scan - 22,000	Cardiopulmonary - 103,000
Monitored Bed - 15,000	MRI - 31,000	Emergency Room - 61,000
Nursery - 12,000	Nuc Med - 61,000	Provider Based Bill - 47,000
Observation - 23,000	Lab - 116,000	Surgery - 97,000
Obstetrics - 51,000		PACU - 48,000

Deductions From Revenue - Under budget by **(\$690,000)**

Monthly Expense Variances - Under budget by **(\$376,000)**

Areas that are over budget for the month

<u>Supplies - 72,000</u>	<u>Maintenance & Repair - 16,900</u>
Laboratory Reagents - 7,300	Cat Scan - 16,000
Café Food Supply - 8,000	OR Maintenance - 4,000
ER Minor Equipment - 5,600	IS Maintenance - 5,000
Practitioners Drugs - 5,100	
OR Instruments - 11,000	
OR Implants - 92,000	<u>Physician Fees - 44,000</u>
Physician Services Drugs - 21,000	Ortho Dept - 40,000
	Radiologists - 13,000
<u>Other Expenses - 10,000</u>	
Admin Postage - 4,000	
PR Advertising - 10,000	<u>Interest - 1,800</u>
	CD Loan
<u>Utilities - 51</u>	
Facilities Water - 3,000	<u>Insurance - 11,400</u>
	Administration

Cash Status

Cash balances as of August 31, 2017 are \$12,070,113.
This equates to 117.74 days of expenses on hand.

Accounts Receivable

Net Accounts Receivable days are at 72.03 days for the end of September compared to 57.08 last year and 68.30 last month.

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

Monthly						Year to Date					
Sep. 2017	Sep. 2016	Variance From Prior Sep.	Variance			YTD Thru Sep. 2017	YTD Thru Sep. 2016	Variance From Prior YTD	Variance		
			Budget	Amount	%				YTD Budget	Amt.	%
66	73	(7)	67	(1)	-1.5%	182	240	(58)	201	(19)	-9.5%
10	5	5	4	6	150.0%	12	12	0	12	0	0.0%
76	78	(2)	71	5	7.0%	194	252	(58)	213	(19)	-8.9%
177	237	(60)	176	1	0.6%	458	654	(196)	528	(70)	-13.3%
74	51	23	50	24	48.0%	88	125	(37)	150	(62)	-41.3%
251	288	(37)	226	25	11.1%	546	779	(233)	678	(132)	-19.5%
9	13	(4)	14	(5)	-35.7%	27	46	(19)	42	(15)	-35.7%
11	24	(13)	23	(12)	-52.2%	42	87	(45)	69	(27)	-39.1%
74	92	(18)	88	(14)	-15.9%	196	273	(77)	264	(68)	-25.8%
1,752	3,319	(1,567)	3,130	(1,378)	-44.0%	7,857	9,970	(2,113)	9,390	(1,533)	-16.3%
361	519	(158)	518	(157)	-30.3%	1,097	1,358	(261)	1,554	(457)	-29.4%
2,113	3,838	(1,725)	3,648	(1,535)	-42.1%	8,954	11,328	(2,374)	10,944	(1,990)	-18.2%
316	324	(8)	304	11	3.7%	306	324	(19)	304	1	0.3%

Financial Ratios	Sep. 2017	Sep. 2016	YTD	US	WY	Misc. Measurements	YTD - 17	YTD - 16	Variance From Prior Year	WY	Variance From WY
Days Cash on Hand YTD	118	68	118	76	99	Total Gross Rev. per FTE	\$254,045	\$282,714	(\$28,669)	\$145,000	\$109,045
Operating Margin	-5.53%	5.43%	-2.52%	1.79%	-0.93%	Contractual Deductions	33.15%	31.21%	1.94%	33.13%	0.02%
Net Margin	-2.33%	7.76%	4.79%	3.09%	4.85%	Inpatient Revenue %	23.42%	31.86%	-8.44%	33.17%	-9.75%
Current Ratio	5.28	4.92	N/A	2.35	3.71	Outpatient Revenue %	76.58%	68.14%	8.44%	66.83%	9.75%
Gross A/R Days	65.14	55.69		50.37	59.90	Average Length of Stay	2.44	2.81	(0.37)	3.30	(0.86)
Net A/R Days	72.03	57.08		52.46	56.82	Medicare Inp. Payer Mix	35.80%	35.22%	0.58%	75.25%	-39.45%
FTEs per Adjusted Occupied Bed - Excluding MOB			15.15	5.51	9.88	Average I/P Daily Census	4.98	7.11	(2.13)	3.50	1.48
			With MOB - 15.97			Salaries to Net Patient Rev.	52.53%	44.56%	7.97%	53.41%	-0.88%
Medicare Rural Hospital Flexibility Program Monitoring Team - US CAH Median-2015						Salaries to Total Expense	49.96%	44.81%	5.15%	46.32%	3.64%
Medicare Rural Hospital Flexibility Program Monitoring Team -WY CAH Medium-2015						Average Salary per FTE	\$89,208	\$86,792	2,416	\$62,062	\$27,146
						Benefits as % of Salaries	20.29%	28.91%	-8.62%		

Memorial Hospital of Converse County
Balance Sheet
September 30, 2017

-	<u>Sep. 2017</u>	<u>Sep. 2016</u>
<u>ASSETS</u>		
CURRENT ASSETS		
Cash On Hand And In Banks	\$5,263,326	\$4,195,718
Certificates Of Deposit - Unrestricted	1,306,788	182,305
Total Cash Assets	<u>\$6,570,113</u>	<u>\$4,378,023</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)	13,700,647	13,666,553
Uncollectable Accts. & Contratual. Adj.	<u>(4,142,106)</u>	<u>(3,969,570)</u>
Net Patient Accounts	<u>\$9,558,542</u>	<u>\$9,696,983</u>
Due From Physicians/Staff	9,513	85,758
Inventories Of Supplies	987,247	977,311
Other Current Assets	880,839	787,235
Yellowstone Group Investment	<u>82,305</u>	<u>0</u>
Total Current Assets	<u>\$23,588,559</u>	<u>\$22,425,310</u>
LAND, BUILDING AND EQUIPMENT, net	\$28,340,838	\$30,559,348
OTHER ASSETS		
Investment - Big Country Rehab	141,354	178,385
Issue Cost to Capitalize	<u>0</u>	<u>123,452</u>
Total Other Assets	<u>\$141,354</u>	<u>\$301,837</u>
Total Assets	<u><u>\$52,070,751</u></u>	<u><u>\$53,286,495</u></u>
<u>LIABILITIES AND FUND EQUITY</u>		
CURRENT LIABILITIES		
Accounts Payable	\$775,420	\$916,233
Accrued Salaries	1,909,634	1,687,864
Accrued Self Funded Health Insurance	<u>(134,760)</u>	<u>(21,748)</u>
Accrued Taxes And Deductions	831,607	920,338
Current Portion Of Notes Payable	283,612	53,777
Current Portion of CD Secured Note	<u>803,290</u>	<u>1,000,000</u>
Total Current Liabilities	<u>\$4,468,802</u>	<u>\$4,556,464</u>
OTHER LIABILITIES		
Deferred Loss On Early Retirement Of Bonds	<u>(295,353)</u>	<u>(455,014)</u>
Medicare Cost Report Settlement	160,000	0
Long Term CD Secured Note Obligations	5,227,747	6,500,000
Long Term Notes Payable	<u>170,073</u>	<u>8,947</u>
Total Other Liabilities	<u>\$5,262,467</u>	<u>\$6,053,933</u>
Total Liabilities	\$9,731,269	\$10,610,397
FUND EQUITY		
Fund Balance	\$41,702,288	\$41,829,425
Net Income	637,194	846,673
Total Fund Balance	<u>\$42,339,481</u>	<u>\$42,676,098</u>
Total Liabilities And Fund Equity	<u><u>\$52,070,751</u></u>	<u><u>\$53,286,495</u></u>

Cash Flow Statement for September 2017 and FYTD 2018

Cash Flow From Operations	<u>Sep. 2017</u>	<u>FYTD 2018</u>
Net Earnings/(Loss)	(\$101,930)	\$637,194
<u>Additions/(Subtractions) to Cash</u>		
Depreciation/Non-cash Interest	341,299	1,027,701
Decrease/(Increase) in Accounts Receivable	(1,361,580)	(2,544,574)
(Decrease)/Increase in Accounts Payable	56,876	(1,240,303)
Decrease/(Increase) in Inventory	4,880	(73,846)
Net Cash Flow From Operations	<u>(\$1,060,455)</u>	<u>(\$2,193,828)</u>
 Cash Flow from Capital Purchases		
Equipment, Fixed Assets, Construction	(124,245)	(681,919)
 Cash Flow from Financing		
Notes Payable	<u>(23,162)</u>	<u>(873,462)</u>
 Cash Flow for the Month Ending: Sep. 2017	 <u><u>(\$1,207,863)</u></u>	 <u><u>(\$3,749,210)</u></u>