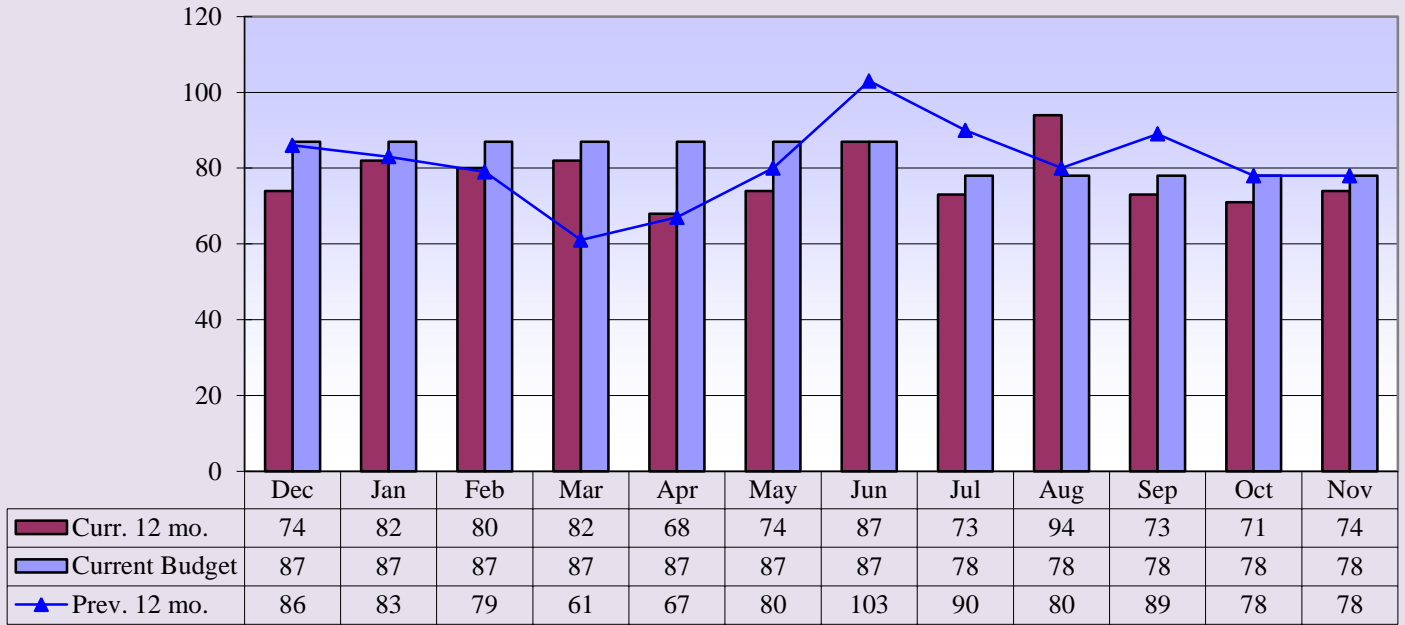


**Memorial Hospital of Converse County**  
**Financial and Statistical Packet**  
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**Memorial Hospital of Converse County  
Admissions and Average IP Daily Census  
Nov. 2016**

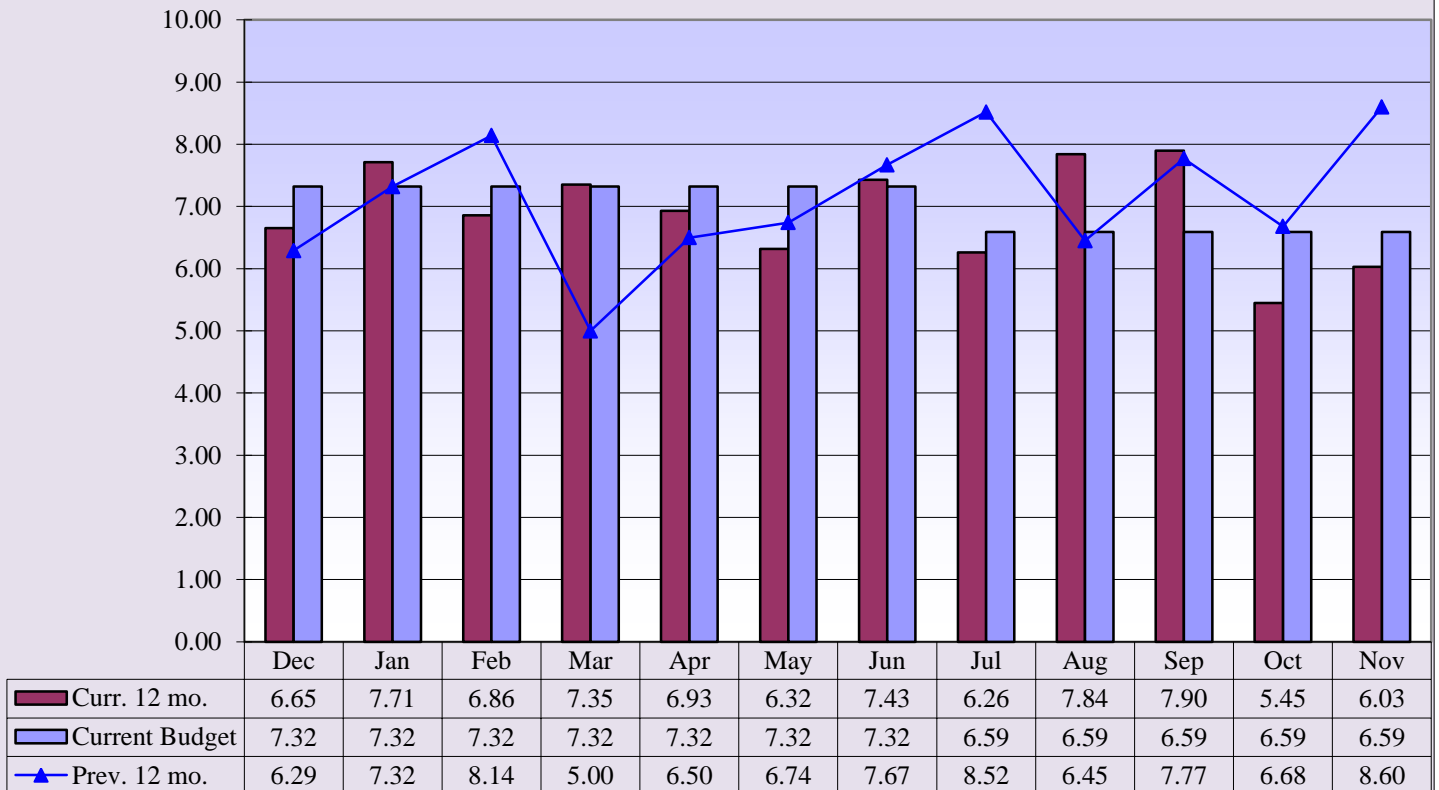
**Admissions**



**Current 12 mo. avg. = 78**

**Previous 12 mo. avg. = 81**

**Average IP Daily Census**

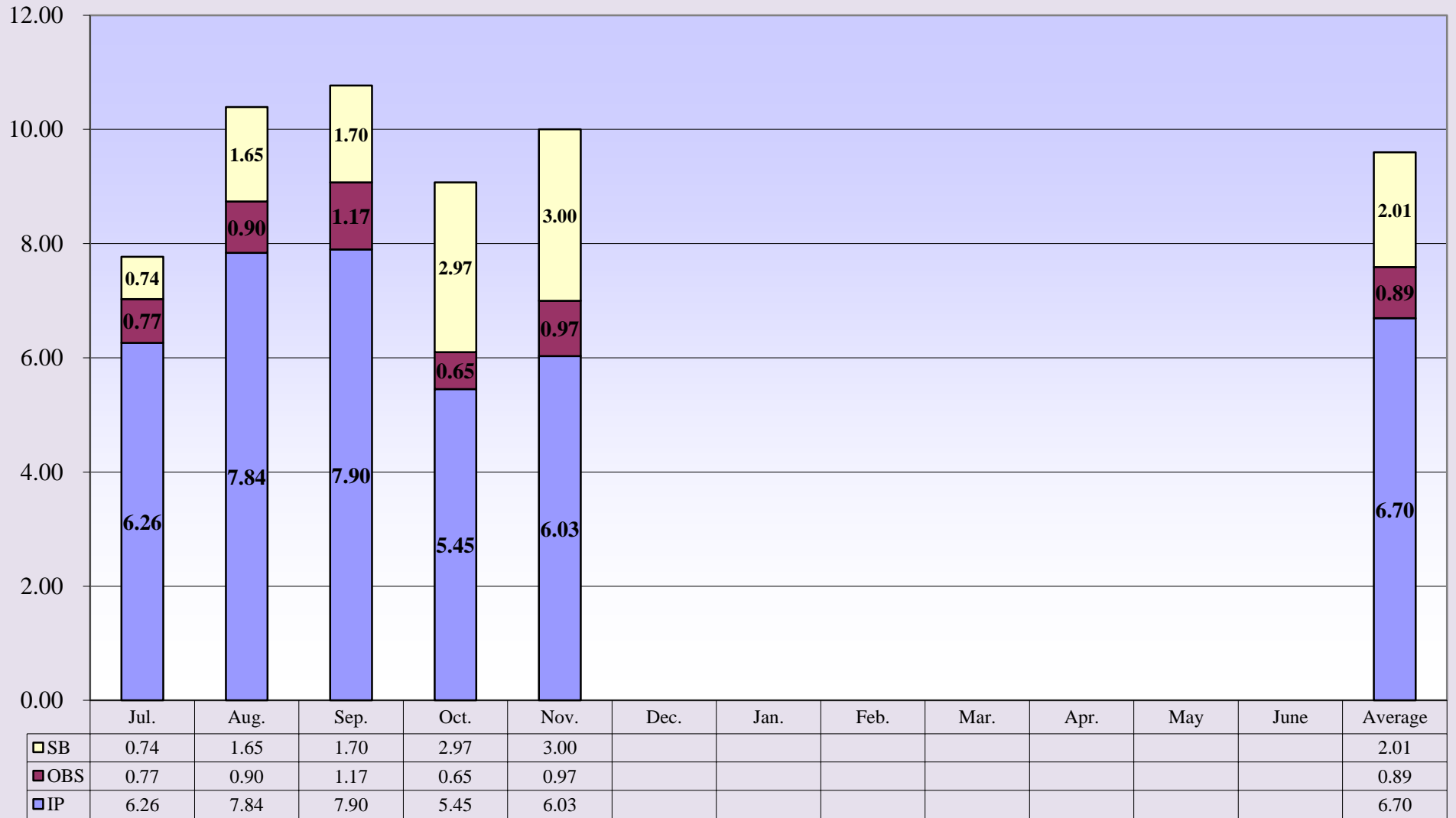


**Curr. 12 mo. avg. = 6.89**

**Prev. 12 mo. avg. = 7.14**

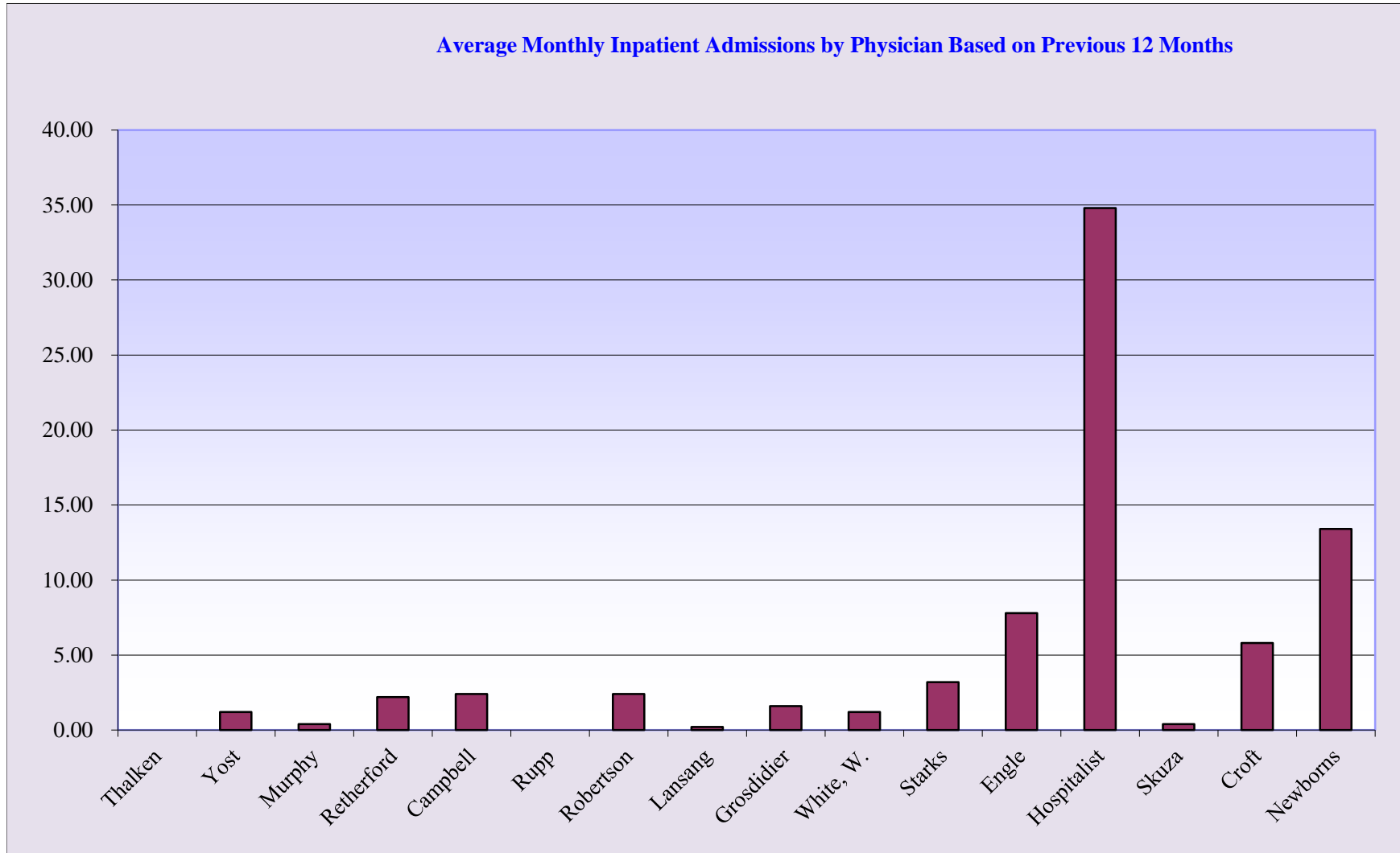
Memorial Hospital of Converse County  
 (FY 2017) Average Floor Census Breakdown  
 Nov. 2016

## (FY 2017) Average Floor Census Breakdown



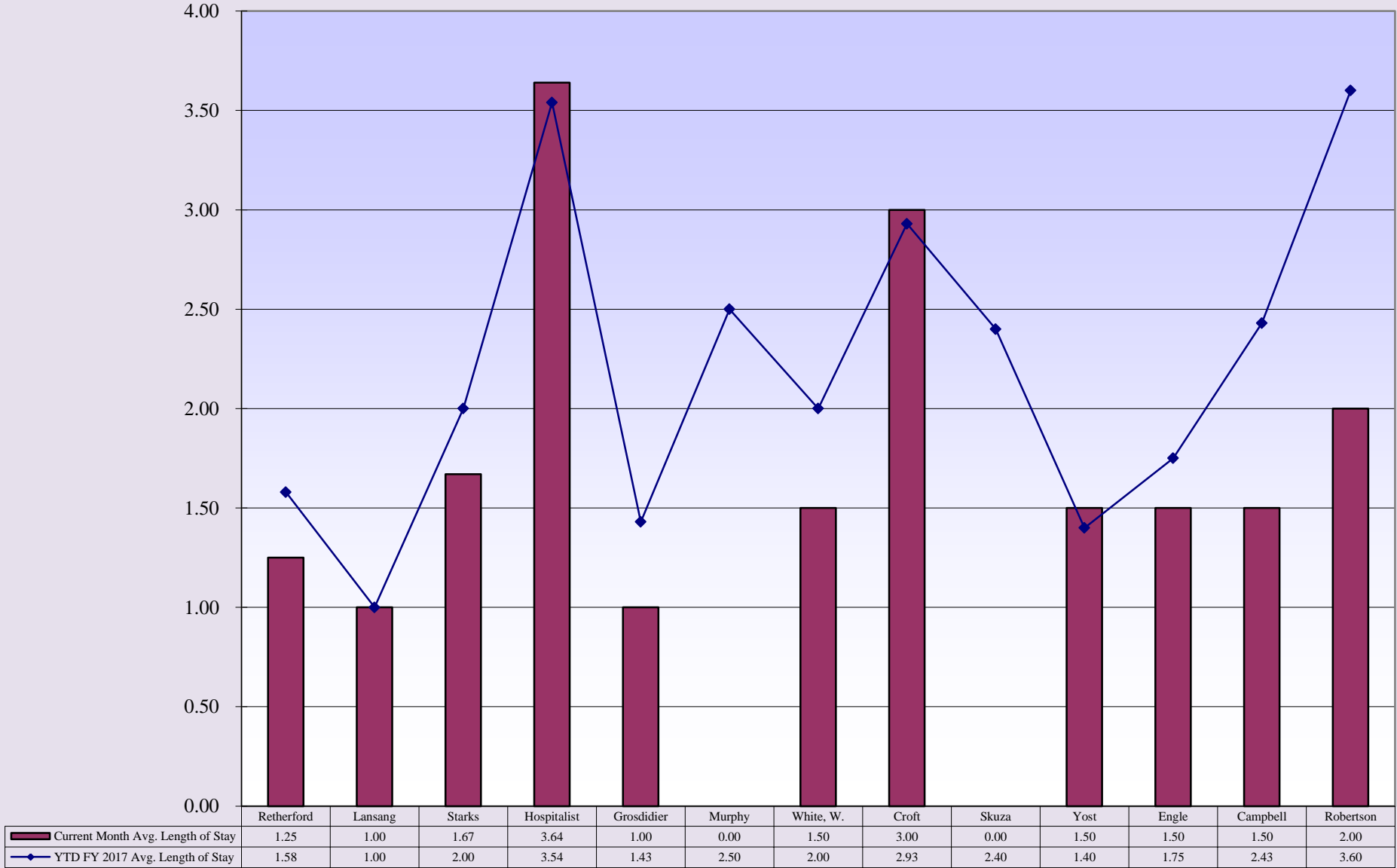
IP
  OBS
  SB

**Memorial Hospital of Converse County  
Average Monthly Inpatient Admissions by Physician  
Nov. 2016**



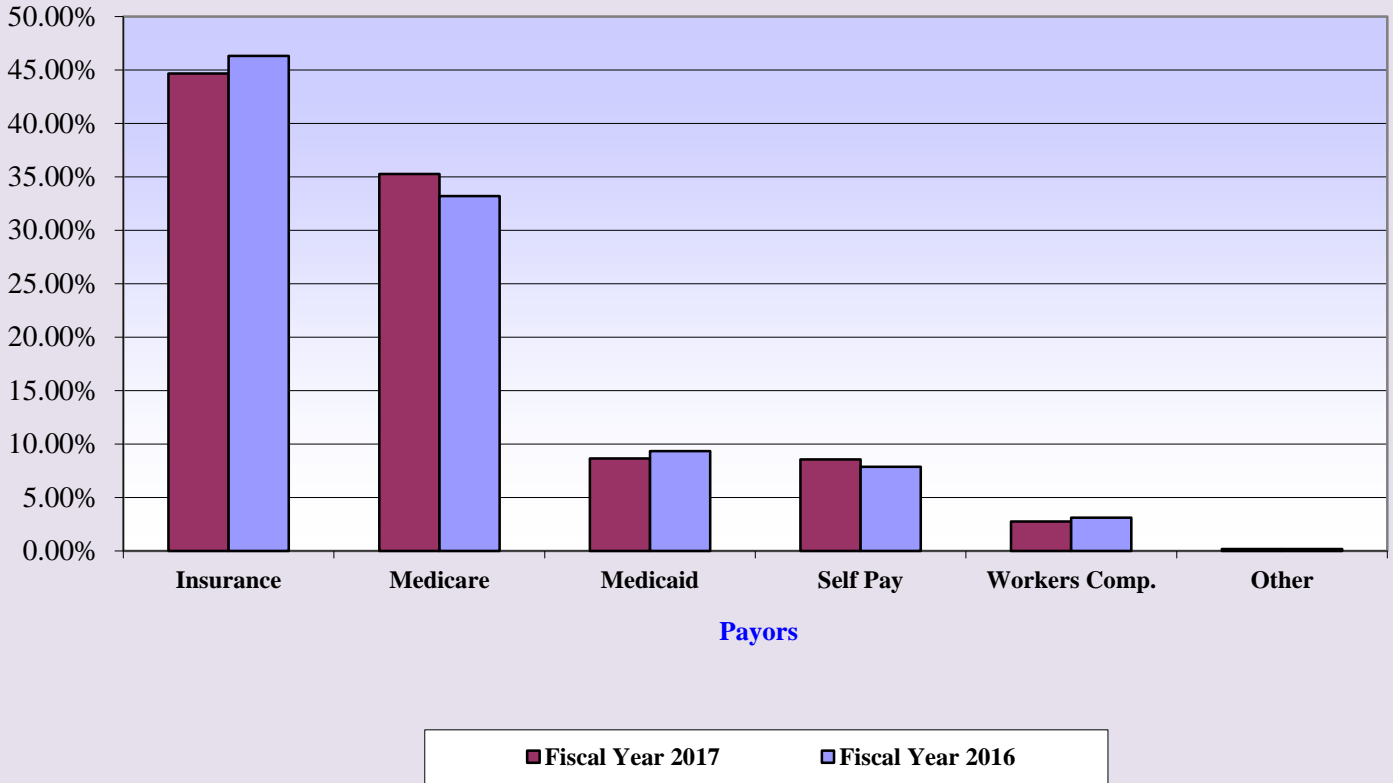
**Memorial Hospital of Converse County  
Average Length of Stay by Physician  
Nov. 2016**

**Average Length of Stay by Physician for Fiscal Year 2017**

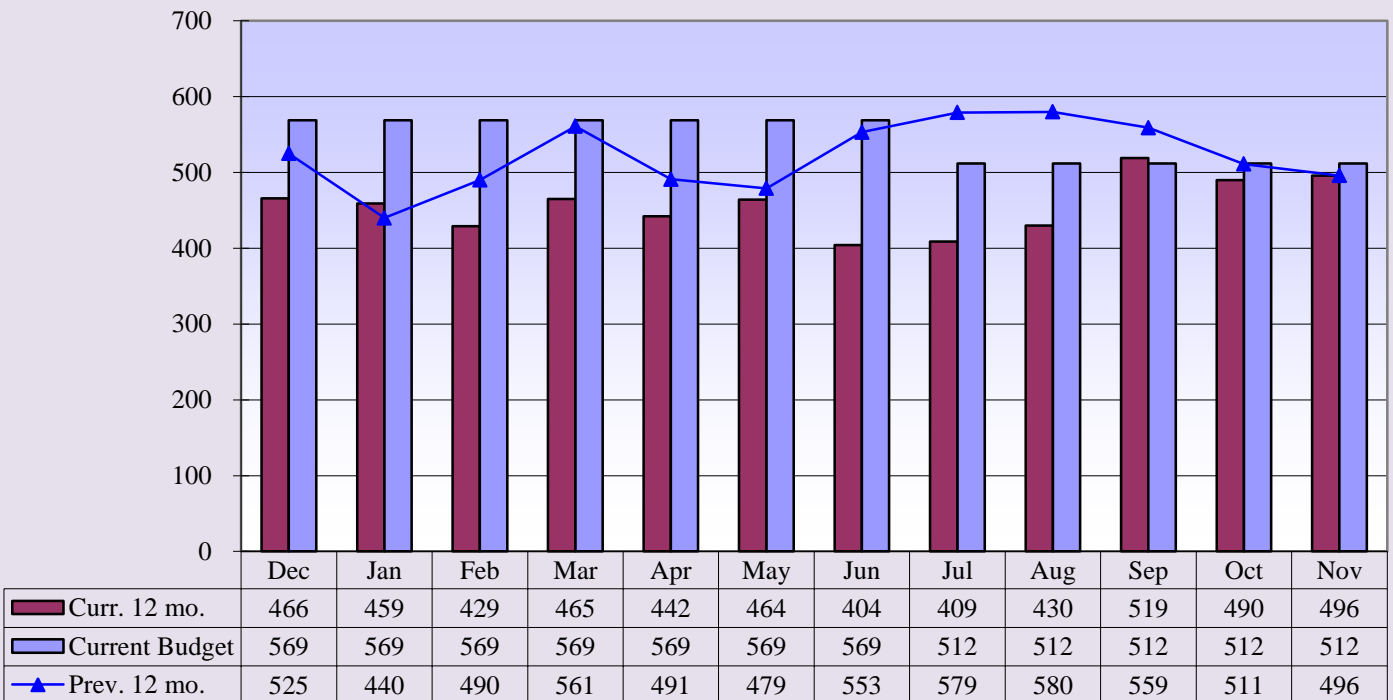


**Memorial Hospital of Converse County  
Payor Mix Comparisons and ER Visits  
Nov. 2016**

**Payor Mix Comparisons**



**Emergency Room Visits**

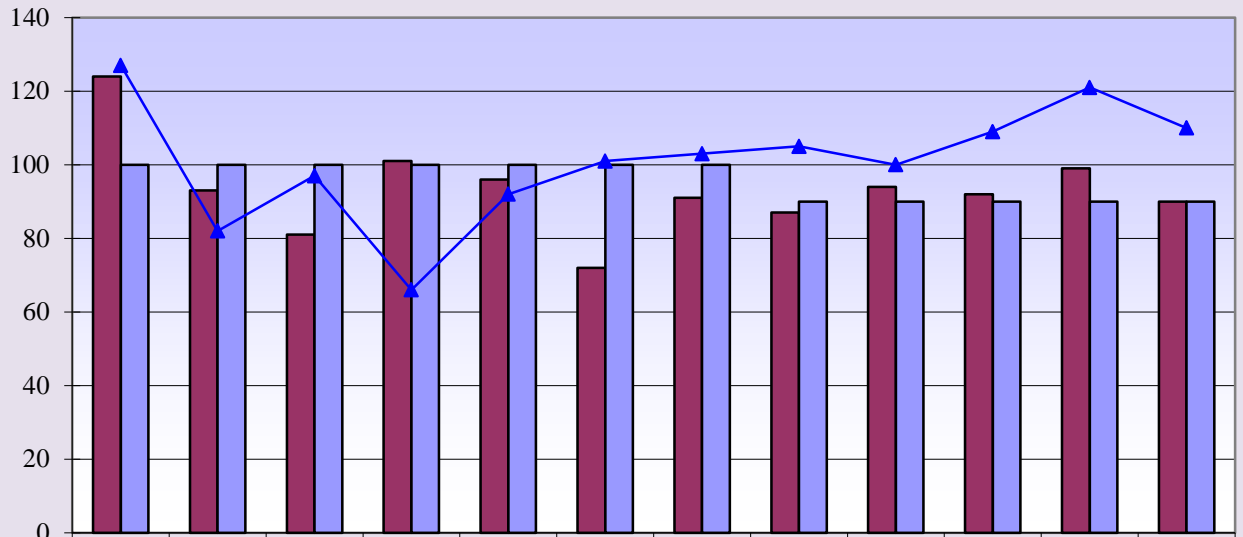


**Curr. 12 mo. avg. = 456**

**Prev. 12. mo. avg. = 522**

**Memorial Hospital of Converse County  
Total Surgeries and Orthopedic Surgeries  
Nov. 2016**

**Total Surgeries**

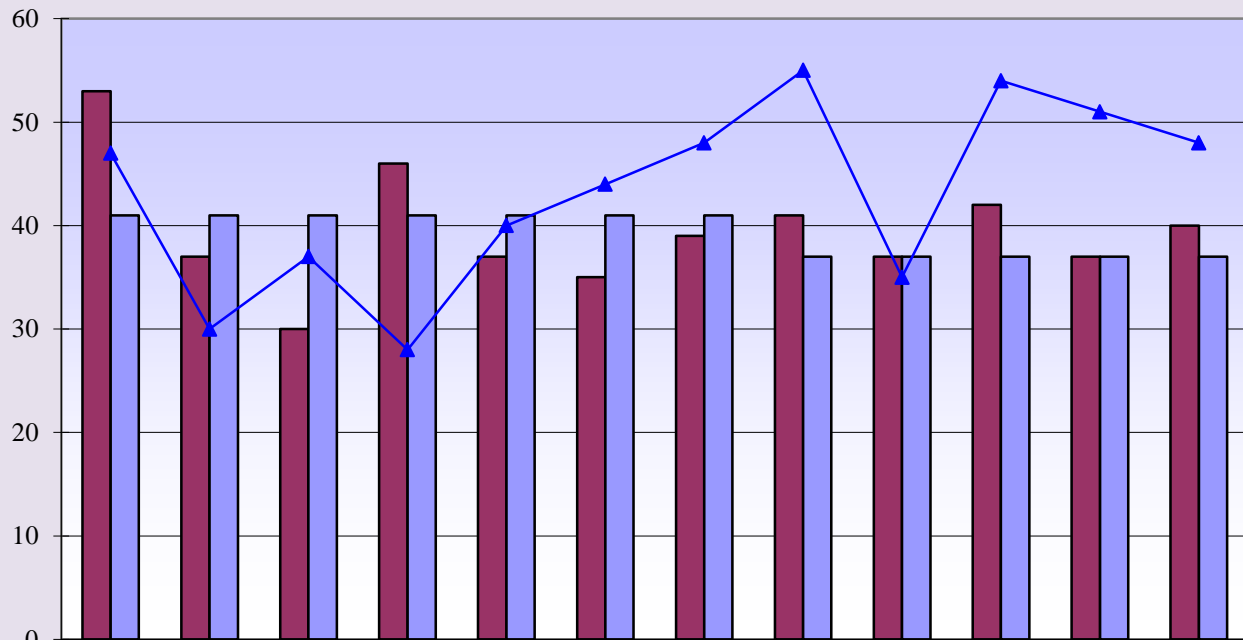


	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Curr. 12 mo.	124	93	81	101	96	72	91	87	94	92	99	90
Current Budget	100	100	100	100	100	100	100	90	90	90	90	90
Prev. 12 mo.	127	82	97	66	92	101	103	105	100	109	121	110

**Current 12 mo. avg. = 93**

**Previous 12 mo. avg. = 101**

**Orthopedic Surgeries**



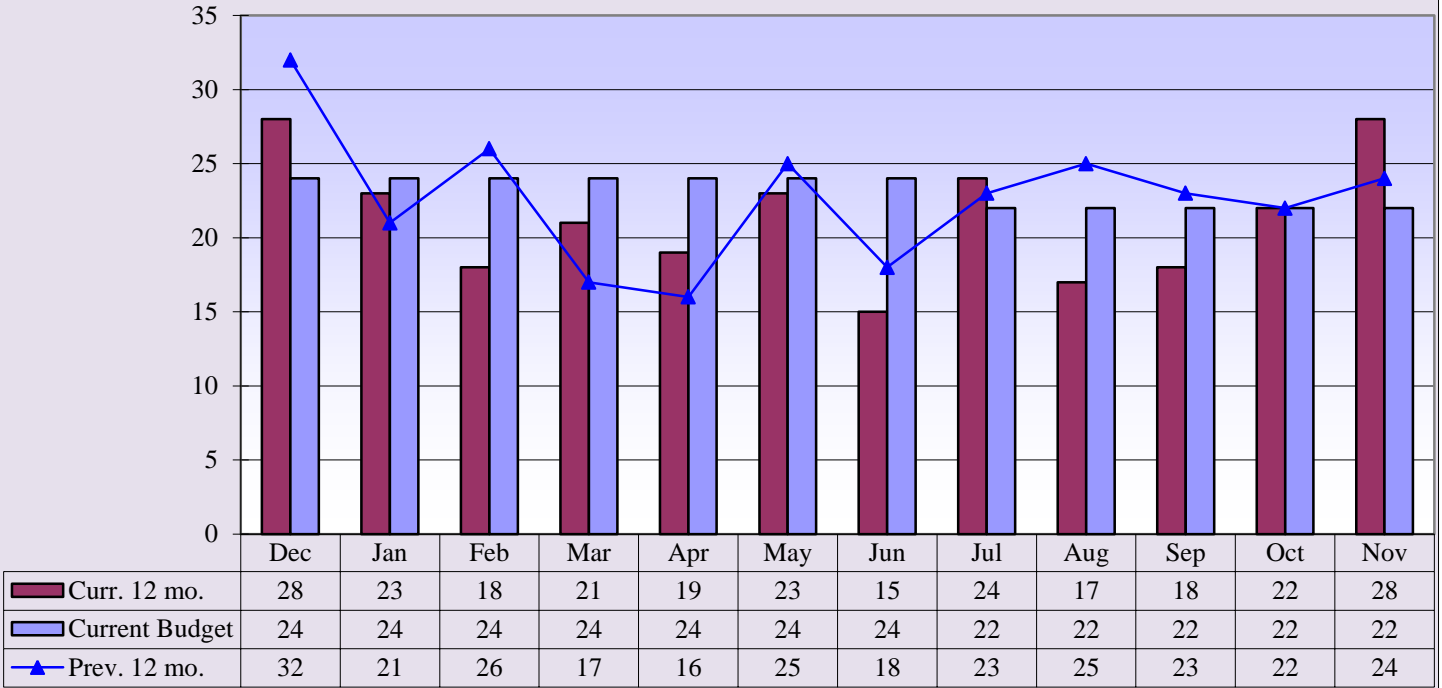
	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Curr. 12 mo.	53	37	30	46	37	35	39	41	37	42	37	40
Current Budget	41	41	41	41	41	41	41	37	37	37	37	37
Prev. 12 mo.	47	30	37	28	40	44	48	55	35	54	51	48

**Curr. 12 mo. avg. = 40**

**Prev. 12 mo. avg. = 43**

**Memorial Hospital of Converse County  
General and OB/GYN Surgeries  
Nov. 2016**

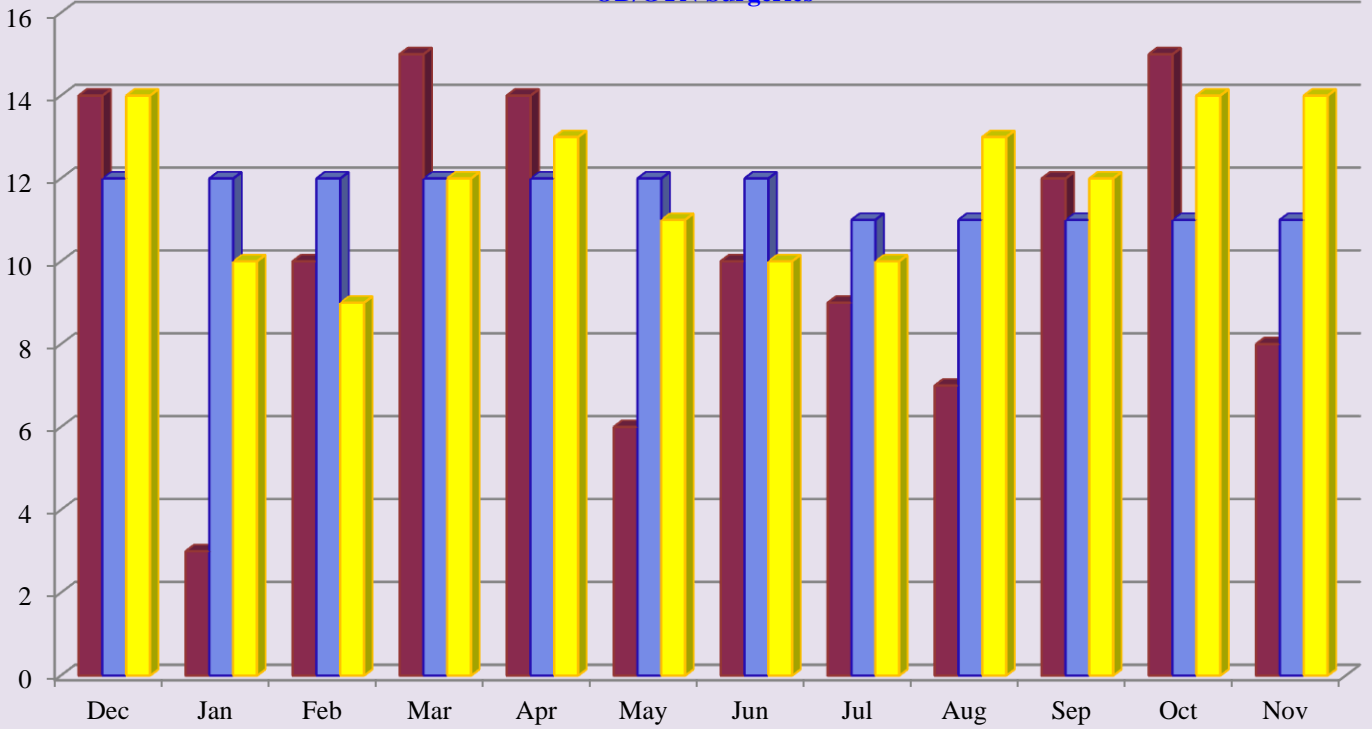
**General Surgeries**



**Curr. 12 mo. avg. = 21**

**Prev. 12 mo. avg. = 23**

**OB/GYN Surgeries**



**Curr. 12 mo. avg. = 10**

**Prev. 12 mo. avg. = 12**

■ Curr. 12 mo.

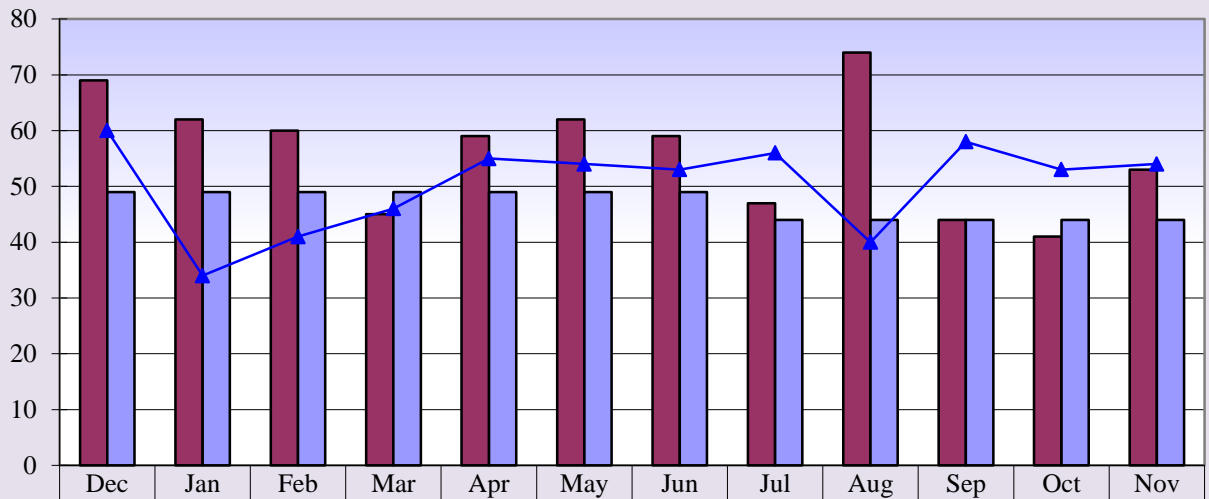
■ Current Budget

■ Prev. 12 mo.



**Memorial Hospital of Converse County  
Procedure Core Visits  
Nov. 2016**

**Procedure Core Visits**

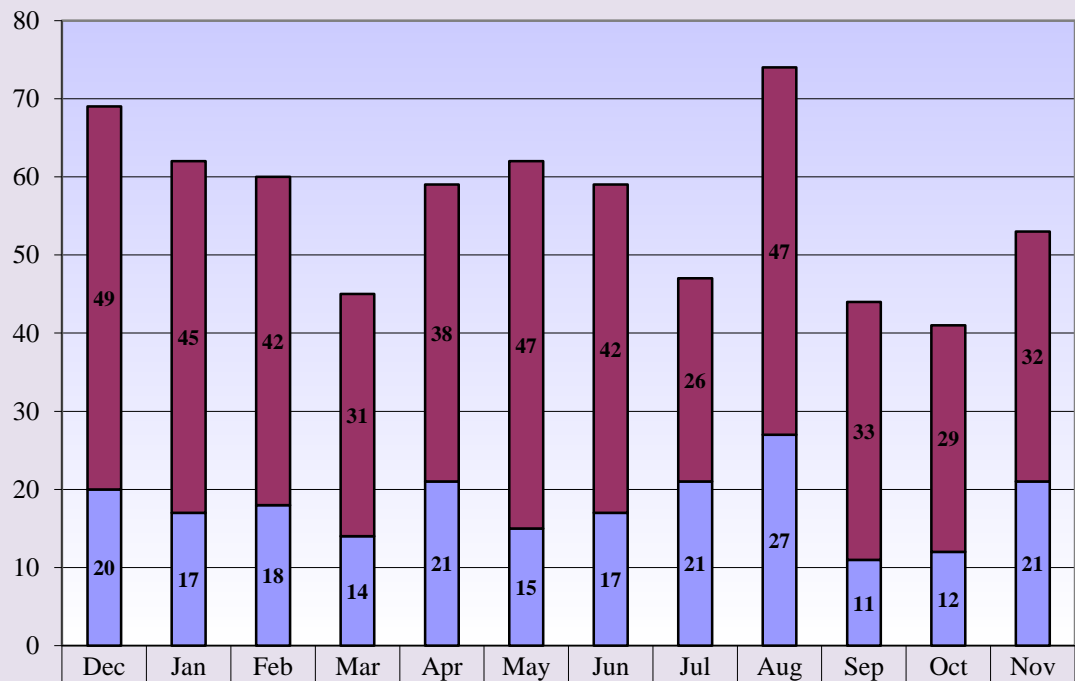


<b>Curr. 12 mo.</b>	69	62	60	45	59	62	59	47	74	44	41	53
<b>Current Budget</b>	49	49	49	49	49	49	49	44	44	44	44	44
<b>Prev. 12 mo.</b>	60	34	41	46	55	54	53	56	40	58	53	54

**Curr. 12 mo. avg. = 56**

**Prev. 12 mo. avg. = 50**

**Procedure Core Visit Types**



<b>Curr. 12 mo. Scopes</b>	49	45	42	31	38	47	42	26	47	33	29	32
<b>Curr. 12 mo. Minor Procedures</b>	20	17	18	14	21	15	17	21	27	11	12	21

**Memorial Hospital of Converse County  
Mammography Exams  
Nov. 2016**

**Mammography Exams**

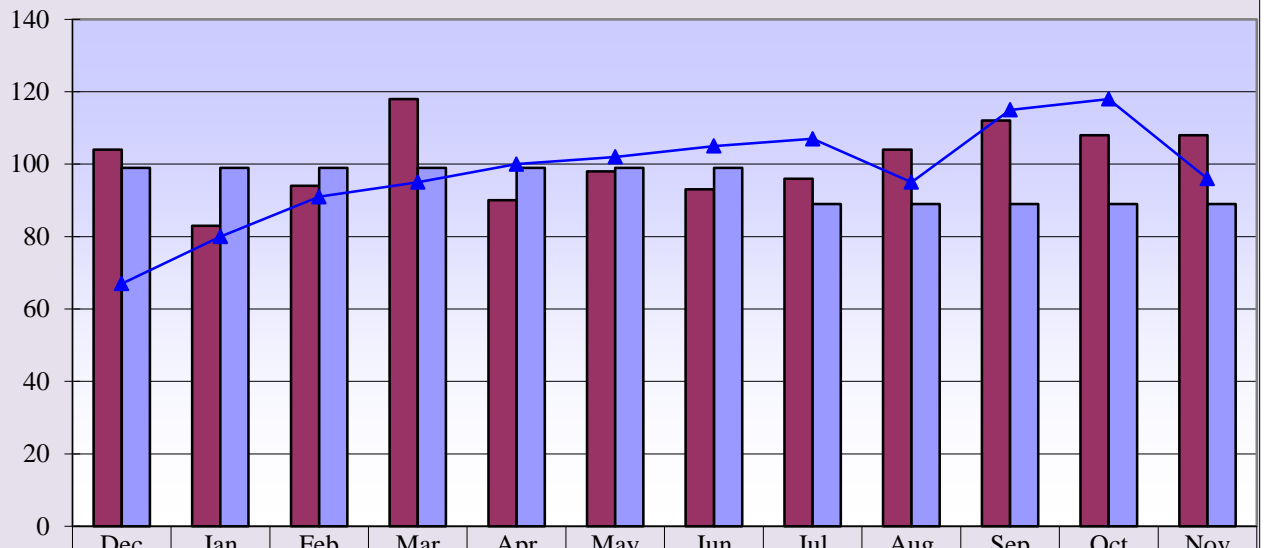


**Curr. 12 mo. avg. = 101**

**Prev. 12 mo. avg. = 98**

**Memorial Hospital of Converse County  
MRI & Cat Scans  
Nov. 2016**

**MRI Exams**

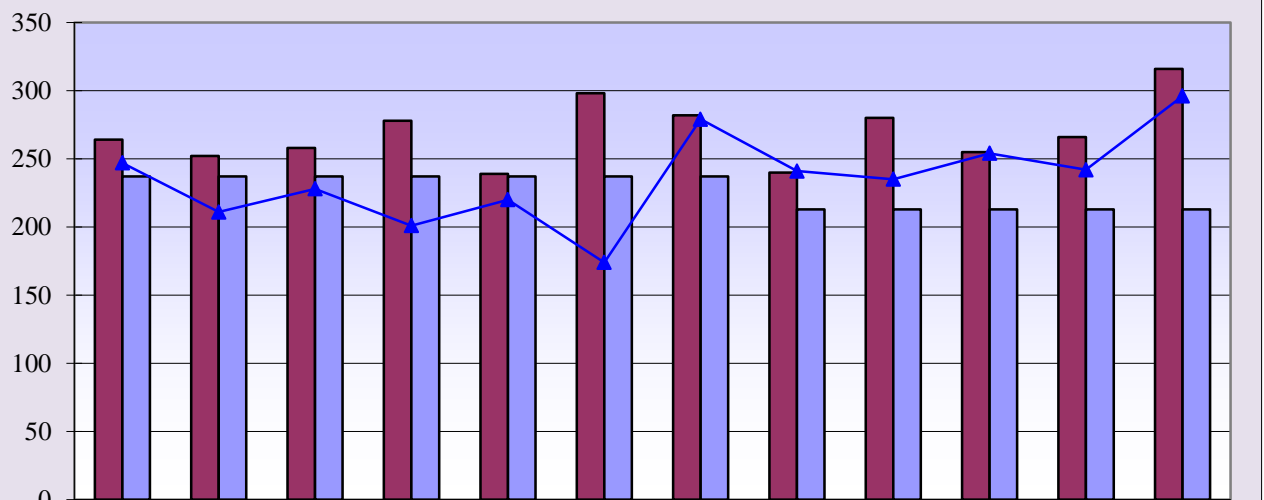


	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Curr. 12 mo.	104	83	94	118	90	98	93	96	104	112	108	108
Current Budget	99	99	99	99	99	99	99	89	89	89	89	89
Prev. 12 mo.	67	80	91	95	100	102	105	107	95	115	118	96

**Curr. 12 mo. avg. = 101**

**Prev. 12 mo. avg. = 98**

**CT Exams**



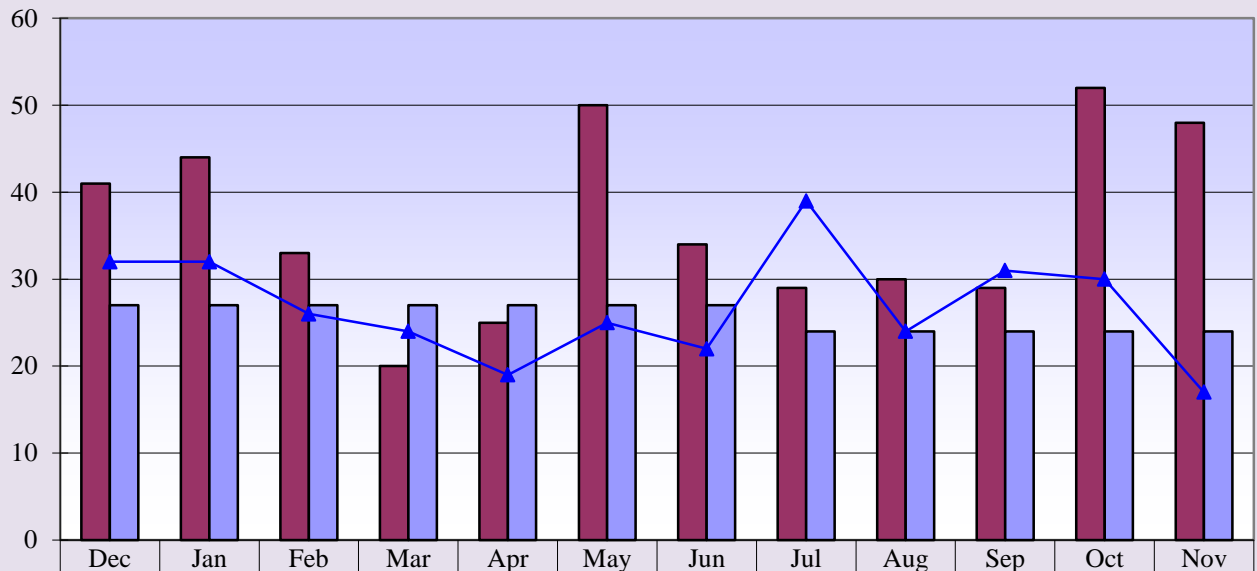
	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Curr. 12 mo.	264	252	258	278	239	298	282	240	280	255	266	316
Current Budget	237	237	237	237	237	237	237	213	213	213	213	213
Prev. 12 mo.	247	211	228	201	220	174	279	241	235	254	242	296

**Curr. 12 mo. avg. = 269**

**Prev. 12 mo. avg. = 236**

**Memorial Hospital of Converse County  
Nuclear Med and Ultrasound Exams  
Nov. 2016**

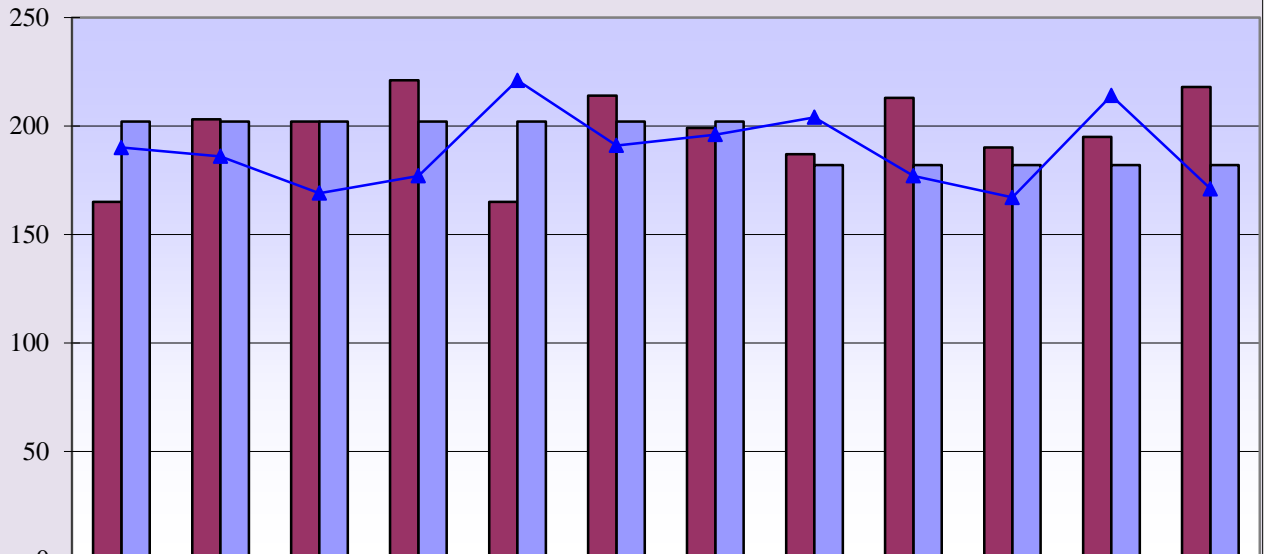
**Nuclear Medicine Exams**



**Curr. 12 mo. avg = 36**

**Prev. 12 mo. avg. = 27**

**Ultrasound Exams**

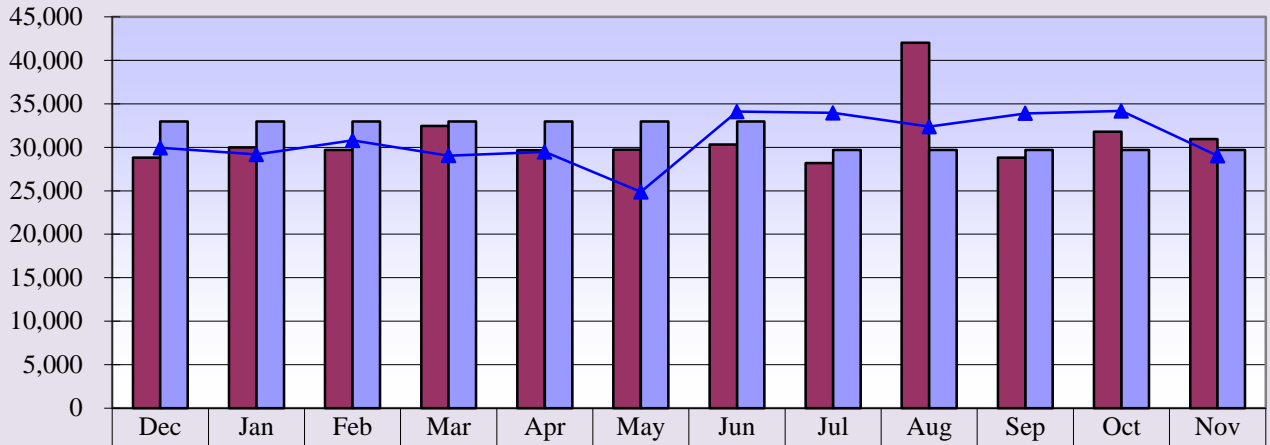


**Curr. 12 mo. avg. = 198**

**Prev. 12 mo. avg. = 189**

**Memorial Hospital of Converse County  
Lab Procedures and Other X-Ray Exams  
Nov. 2016**

**Lab Procedures**

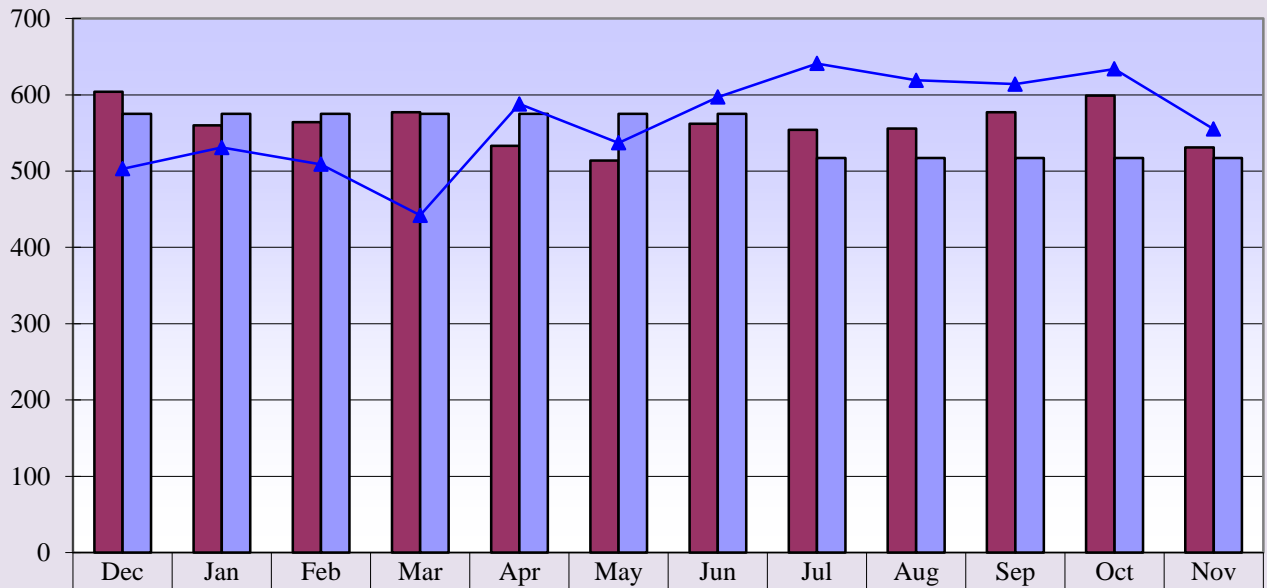


<b>■ Curr. 12 mo.</b>	28,811	29,995	29,694	32,443	29,662	29,729	30,331	28,170	42,038	28,795	31,807	30,946
<b>■ Current Budget</b>	32,981	32,981	32,981	32,981	32,981	32,981	32,981	29,682	29,682	29,682	29,682	29,682
<b>▲ Prev. 12 mo.</b>	29,939	29,174	30,794	29,041	29,470	24,854	34,102	33,960	32,375	33,895	34,186	29,028
<b>✦</b>												

**Curr. 12 mo. avg. = 31,035**

**Prev. 12 mo. avg. = 30,902**

**Total Other X-Ray Exams**



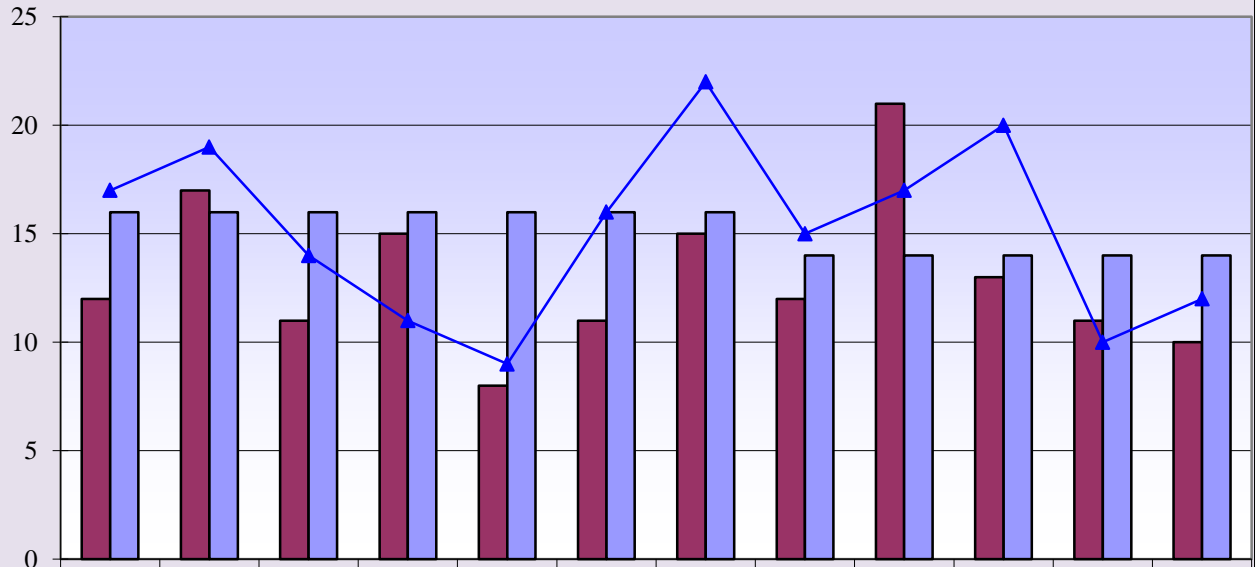
<b>■ Curr. 12 mo.</b>	604	560	564	577	533	514	562	554	556	577	599	531
<b>■ Current Budget</b>	575	575	575	575	575	575	575	517	517	517	517	517
<b>▲ Prev. 12 mo.</b>	503	531	509	442	588	537	597	641	619	614	634	555

**Curr. 12 mo. avg. = 561**

**Prev. 12 mo. avg. = 564**

**Memorial Hospital of Converse County  
Newborns and Net A/R Days  
Nov. 2016**

**Newborns**

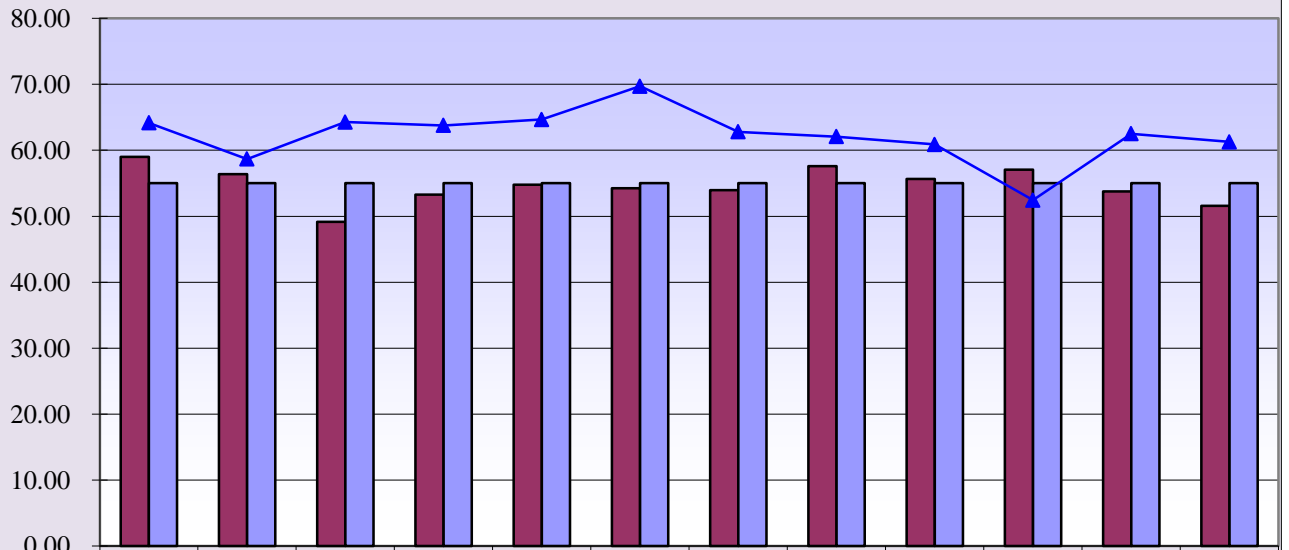


	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Curr. 12 mo.	12	17	11	15	8	11	15	12	21	13	11	10
Current Budget	16	16	16	16	16	16	16	14	14	14	14	14
Prev. 12 mo.	17	19	14	11	9	16	22	15	17	20	10	12

**Curr. 12 mo. avg. = 13**

**Prev. 12 mo. avg. = 15**

**Net Days of Revenue in A/R**

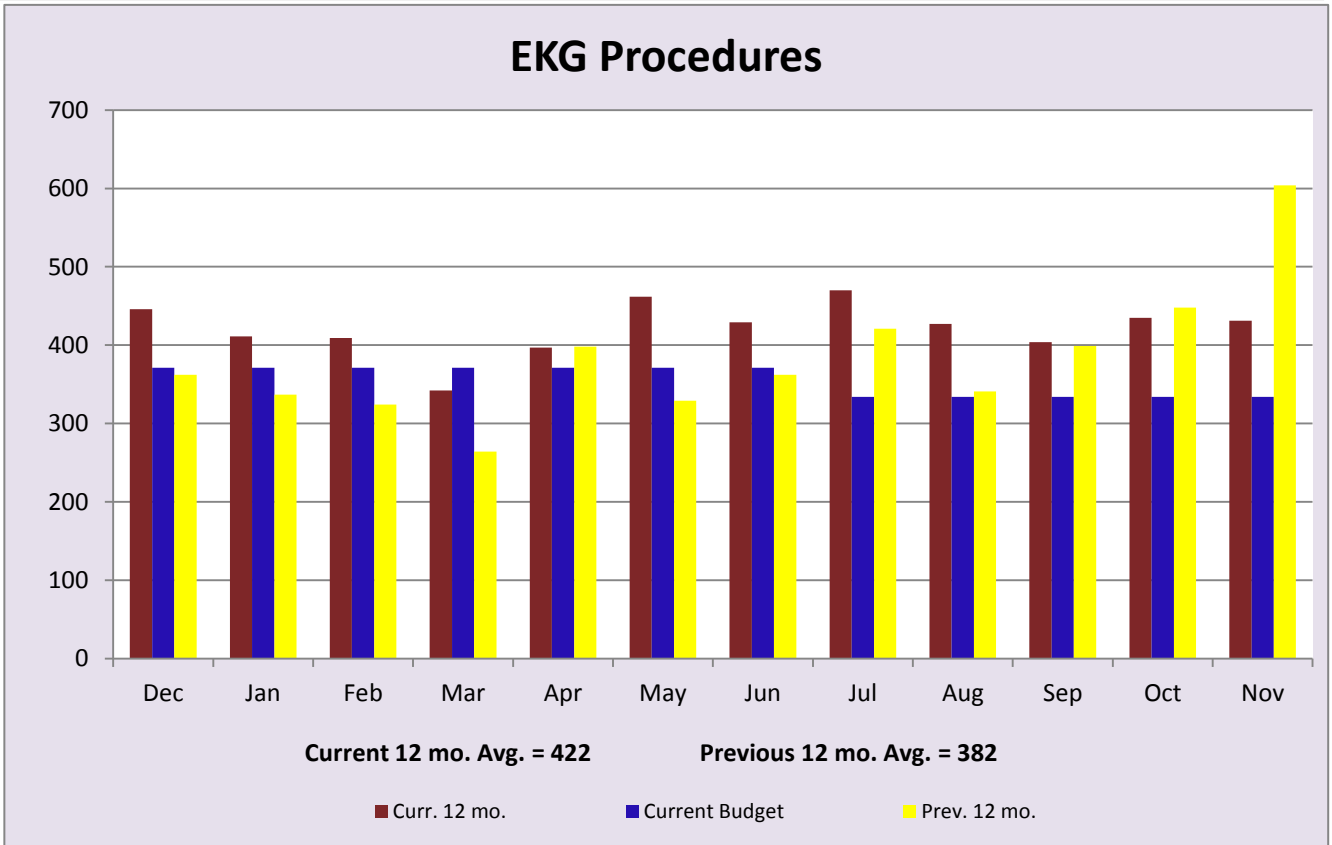
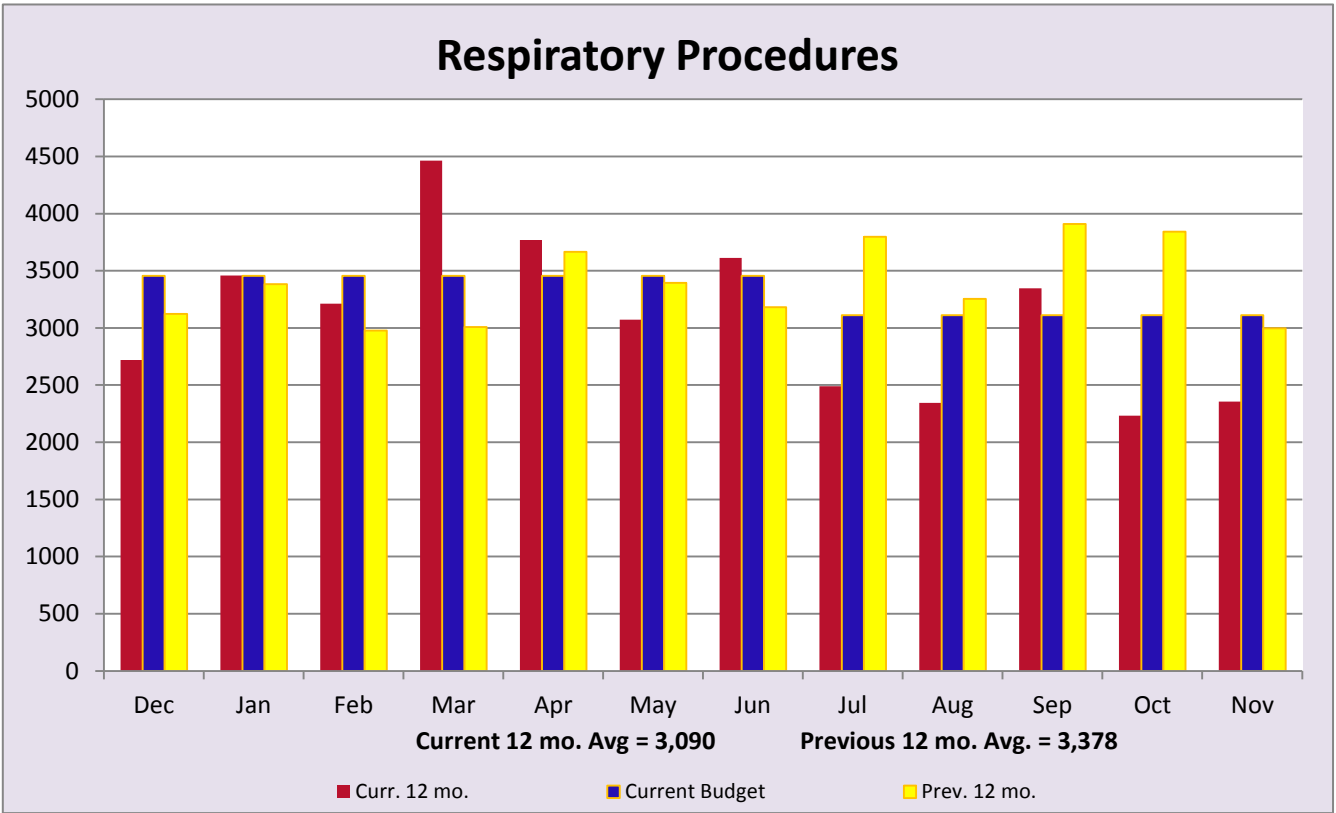


	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Curr. 12 mo.	59.01	56.40	49.16	53.30	54.78	54.26	53.98	57.59	55.66	57.08	53.74	51.58
Current Budget	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00
Prev. 12 mo.	64.15	58.68	64.29	63.76	64.67	69.70	62.80	62.07	60.87	52.45	62.51	61.26

**Curr. 12 mo. avg. = 54.71**

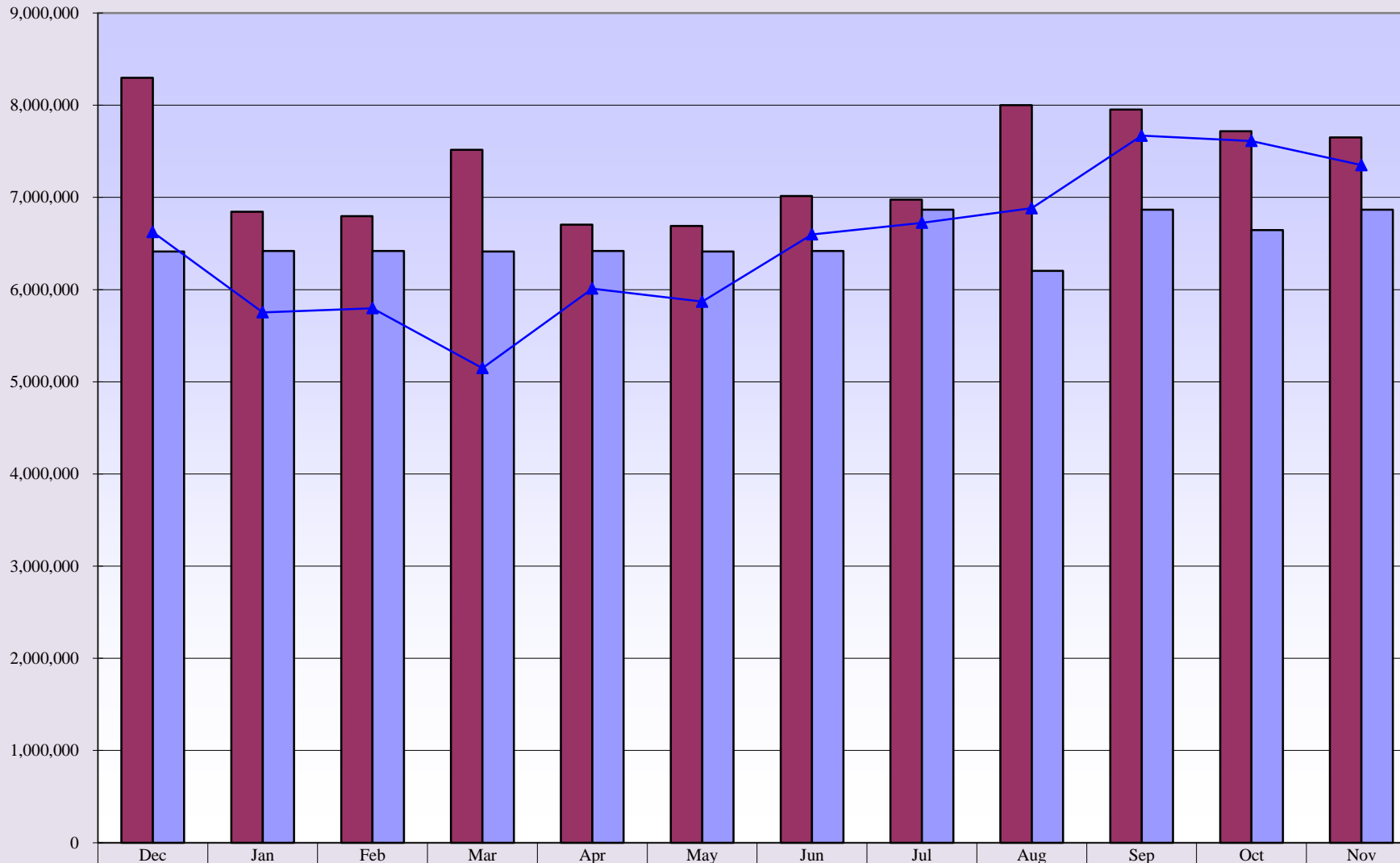
**Prev. 12 mo. avg. = 62.27**

Memorial Hospital of Converse County  
 Respiratory and EKG Procedures  
 Nov. 2016



**Memorial Hospital of Converse County  
Hospital Patient Revenues  
Nov. 2016**

**Hospital Patient Revenues**



	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Curr. 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
Current Budget	6,413,977	6,417,515	6,417,515	6,413,977	6,417,514	6,413,974	6,417,517	6,866,726	6,202,186	6,866,692	6,645,216	6,866,705
Prev. 12 mo.	6,623,555	5,752,805	5,798,463	5,148,635	6,010,185	5,869,108	6,599,027	6,725,357	6,882,579	7,669,999	7,612,860	7,350,420

**Curr. 12 mo. avg. = \$7,347,232**

**Prev. 12 mo. avg. = \$6,503,583**



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

<b>Current Month</b>			<b>Year to Date</b>			<b>Prior Year YTD</b>		
<b>Nov. 2016</b>	<b>Budget</b>	<b>Variance Amount</b>	<b>November</b>	<b>YTD Thru Nov. 2016</b>	<b>YTD Budget</b>	<b>Variance Amount</b>	<b>YTD Thru Nov. 2015</b>	<b>Change From Prior YTD</b>
			<b>Patient Revenue</b>					
\$1,883,012	\$1,826,003	\$57,009	Inpatient	\$9,903,118	\$8,894,481	\$1,008,637	\$9,491,996	\$411,122
4,537,913	3,628,546	909,367	Outpatient	21,708,899	17,674,480	4,034,419	19,893,579	1,815,320
1,228,988	1,412,156	(183,168)	Physician Clinics	6,687,392	6,878,564	(191,172)	6,855,640	(168,248)
\$7,649,912	\$6,866,705	\$783,207	<b>Total Patient Revenue</b>	\$38,299,409	\$33,447,525	\$4,851,884	\$36,241,215	\$2,058,194
			<b>Deductions From Revenue</b>					
1,243,125	636,986	606,139	Medicare	5,139,386	3,102,739	2,036,647	3,068,733	2,070,653
(248,543)	415,216	(663,759)	Medicaid	1,830,559	2,022,508	(191,949)	2,012,204	(181,645)
180,986	169,861	11,125	Worker's Compensation	690,488	827,396	(136,908)	606,895	83,593
701,686	599,125	102,561	Other Contractuals	3,426,424	2,918,306	508,118	3,216,475	209,949
108,768	160,611	(51,843)	Other	820,322	782,337	37,985	733,896	86,426
\$1,986,022	\$1,981,799	\$4,223	<b>Total Deductions</b>	\$11,907,179	\$9,653,286	\$2,253,893	\$9,638,203	\$2,268,976
5,663,890	4,884,906	778,984	<b>Net Patient Revenue</b>	26,392,230	23,794,239	2,597,991	26,603,012	(210,782)
140,183	129,635	10,548	<b>Other Operating Revenue</b>	570,450	648,181	(77,731)	394,108	176,342
\$5,804,073	\$5,014,541	\$789,532	<b>Total Operating Revenue</b>	\$26,962,680	\$24,442,420	\$2,520,260	\$26,997,120	(\$34,440)
			<b>Operating Expenses</b>					
2,544,534	2,444,795	99,739	Salaries & Wages	12,097,266	11,908,499	188,767	11,992,291	104,975
703,967	603,298	100,669	Benefits	3,279,117	2,938,634	340,483	2,823,900	455,217
447,974	551,096	(103,122)	Supplies	2,718,536	2,684,387	34,149	2,847,513	(128,977)
115,474	103,175	12,299	Lease & Rentals	509,599	502,577	7,022	372,109	137,490
165,214	99,564	65,650	Other Expenses	579,985	484,933	95,052	425,231	154,754
1,692	4,247	(2,555)	Legal	30,108	20,685	9,423	5,928	24,180
7,109	34,991	(27,882)	Travel & Education	52,686	170,522	(117,836)	146,351	(93,665)
107,813	106,291	1,522	Maintenance & Repair	527,345	517,735	9,610	506,068	21,277
10,194	17,496	(7,302)	Physician Fees	119,609	85,222	34,387	115,031	4,578
21,050	10,192	10,858	Interest	103,340	49,644	53,696	63,440	39,900
38,682	47,146	(8,464)	Professional Fees	225,605	229,649	(4,044)	258,447	(32,842)
88,151	114,400	(26,249)	Purchased Services	568,263	557,227	11,036	620,440	(52,177)
25,822	36,521	(10,699)	Insurance	156,461	177,890	(21,429)	166,281	(9,820)
30,967	49,785	(18,818)	Utilities	226,096	242,509	(16,413)	242,141	(16,045)
345,445	374,718	(29,273)	Depreciation	1,757,663	1,825,238	(67,575)	1,825,552	(67,889)
604,106	501,098	103,008	Indigent Care	2,908,242	2,440,825	467,417	3,229,026	(320,784)
\$5,258,195	\$5,098,813	\$159,382	<b>Total Expenses</b>	\$25,859,920	\$24,836,176	\$1,023,744	\$25,639,749	\$220,171
545,878	(84,272)	630,150	<b>Operating Income (Loss)</b>	1,102,759	(393,756)	1,496,515	1,357,371	(254,612)
			<b>Non-Operating Revenue</b>					
90,755	90,626	129	County - Indigent Care Reimbursement	484,052	483,334	718	545,999	(61,947)
30,208	30,208	0	County - Ambulance Reimbursement	120,833	120,833	0	225,000	(104,167)
12,190	34,030	(21,840)	Other Non-Operating	138,009	170,141	(32,132)	188,952	(50,943)
0	0	0	<b>Non-Operating Expense</b>	0	0	0	0	0
\$679,032	\$70,592	\$608,440	<b>Net Income/(Loss)</b>	\$1,845,653	\$380,552	\$1,465,101	\$2,317,322	(\$471,669)

**Memorial Hospital of Converse County**  
**Financial and Statistical Highlights**  
**Nov. 2016**

Page #

**Patient Volumes**

IP Daily Census.....	At 6.03 down 2.57 from November 2015 - up 0.58 from October 2016	1-2
Surgeries.....	At 90 down 20 from November 2015 - down 9 from October 2016	6-7
Radiology Exams.....	At 1,350 up 95 from November 2015 - down 6 from October 2016	9-12
Laboratory Tests.....	At 30,946 up 1,918 from Nov 2015 - down 861 from Oct 2016	12
Emer. Rm. Visits.....	At 496 same as November 2015 - up 6 from October 2016	5
Clinic Visits.....	At 3,888 down 218 from Oct 2015 - up 206 from September 2016	

**Income Statement**

Gross Patient Revenue for the month was \$7,649,000 compared to \$7,350,000 last November and \$7,717,000 last month. Net Income for November is \$679,000 compared to \$306,000 last year and \$319,000 last month. 15

Monthly Revenue - over budget by \$783,000

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

Med/Surg - 18,000	Surgery - 86,000
OB - 12,000	CRNA's - 10,000
Hospitalists - 21,000	

Deductions From Revenue - Over budget by \$4,000

Monthly Expense Variances - Over budget by \$159,000

Areas that are over budget for the month

Salaries & Wages - 99,000

Benefits - 100,000

Lease & Rentals - 12,000

Maintenance & Repairs - 1,500

Pharmacy - 3,000

Cat Scan - 6,000

Cardiopulmonary - 5,000

Mammography - 4,000

Central Supply - 9,000

Nuc Med - 4,000

Facilities - 5,000

Other Expenses - 65,000

Collection Expense- 66,000

Interest - 10,000

Advertising - 62,000

Accrual for CD Loan

Indigent Care - 103,000

**Cash Status**

Cash balances as of November 30, 2016 are \$11,851,171.

This equates to 75.23 days of expenses on hand.

**Accounts Receivable**

Net Accounts Receivable days are at 51.58 days for the end of November compared to 61.26 last year and 53.74 last month.

**Memorial Hospital of Converse County  
Statistics  
For The Period Ended November 30, 2016**

Monthly						Year to Date					
Nov. 2016	Nov. 2015	Variance From Prior Nov.	Budget	Amount	%	YTD Thru Nov. 2016	YTD Thru Nov. 2015	Variance From Prior YTD	YTD Budget	Amt.	%
74	78	(4)	67	7	10.4%	385	415	(30)	335	50	14.9%
3	6	(3)	4	(1)	-25.0%	22	22	0	20	2	10.0%
77	84	(7)	71	6	8.5%	407	437	(30)	355	52	14.6%
181	258	(77)	176	5	2.8%	1,004	1,162	(158)	880	124	14.1%
90	38	52	50	40	80.0%	307	256	51	250	57	22.8%
271	296	(25)	226	45	19.9%	1,311	1,418	(107)	1,130	181	16.0%
10	12	(2)	14	(4)	-28.6%	67	74	(7)	70	(3)	-4.3%
15	21	(6)	23	(8)	-34.8%	118	124	(6)	115	3	2.6%
90	110	(20)	88	2	2.3%	462	545	(83)	440	22	5.0%
3,223	3,025	198	3,130	93	3.0%	16,512	16,617	(105)	15,650	862	5.5%
496	509	(13)	518	(22)	-4.2%	2,344	2,769	(425)	2,590	(246)	-9.5%
3,719	3,534	185	3,648	71	1.9%	18,856	19,386	(530)	18,240	616	3.4%
317	344	(27)	334	(17)	-5.2%	321	330	(9)	334	(13)	-3.8%

Financial Ratios	Nov. 2016	Nov. 2015	YTD	US	WY	Misc. Measurements	YTD - 16	YTD - 15	Variance From Prior Year	WY	Variance From WY
Days Cash on Hand YTD	75	78	N/A	69	107	Total Revenue per FTE	\$286,110	\$235,130	\$50,980	\$145,000	\$141,110
Operating Margin	9.40%	2.60%	4.08%	0.99%	0.77%	Contractual Deductions	31.08%	23.40%	7.68%	26.70%	4.38%
Net Margin	11.69%	5.95%	6.84%	2.51%	6.79%	Inpatient Revenue %	31.32%	35.93%	-4.61%	31.41%	-0.09%
Current Ratio	4.84	5.16	N/A	2.29	3.89	Outpatient Revenue %	68.68%	64.07%	4.61%	66.90%	1.78%
Gross A/R Days	50.74	62.34				Average Length of Stay	2.67	2.51	0.16	3.30	(0.63)
Net A/R Days	51.58	61.26		54.20	57.94	Medicare Inp. Payer Mix	35.25%	34.13%	1.12%	31.00%	4.25%
FTEs per Adjusted Occupied Bed - Excluding MOB			12.20	With MOB	12.62	Average I/P Daily Census	6.56	6.83	(0.27)	3.50	3.06
Medicare Rural Hospital Flexibility Program Monitoring Team - US CAH Median-2013						Salaries to Total Expense	46.77%	48.88%	-2.11%	46.32%	0.45%
Medicare Rural Hospital Flexibility Program Monitoring Team -WY CAH Medium-2013						Benefits as % of Salaries	27.10%	20.68%	6.42%		

**Memorial Hospital of Converse County**

**Balance Sheet**

**November 30, 2016**

	<b>November 2016</b>	<b>November 2015</b>
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash On Hand And In Banks	\$5,137,706	\$4,493,154
Certificates Of Deposit - Unrestricted	213,465	104,257
<b>Total Cash Assets</b>	<b>\$5,351,171</b>	<b>\$4,597,411</b>
<b>Assets Whose Use is Restricted</b>		
Certificates of Deposit Securing Loan	6,500,000	7,500,000
Reserve Checking - CCB Contracts	0	12,413
<b>Total Restricted Assets</b>	<b>\$6,500,000</b>	<b>\$7,512,413</b>
Accounts Receivable (Gross)	13,023,840	15,085,752
Uncollectable Accts. & Contratural. Adj.	(3,927,754)	(4,275,185)
<b>Net Patient Accounts</b>	<b>\$9,096,086</b>	<b>\$10,810,567</b>
Due From Physicians/Staff	32,010	106,207
Inventories Of Supplies	959,958	981,120
Other Current Assets	2,198,947	3,783,637
Yellowstone Group Investment	123,452	0
<b>Total Current Assets</b>	<b>\$24,261,624</b>	<b>\$27,791,355</b>
<b>LAND, BUILDING AND EQUIPMENT, net</b>	<b>\$30,517,986</b>	<b>\$30,283,632</b>
<b>OTHER ASSETS</b>		
Investment - Big Country Rehab	276,226	180,063
<b>Total Other Assets</b>	<b>\$276,226</b>	<b>\$180,063</b>
<b>Total Assets</b>	<b>\$55,055,836</b>	<b>\$58,255,050</b>
<b>LIABILITIES AND FUND EQUITY</b>		
<b>CURRENT LIABILITIES</b>		
Accounts Payable	\$735,303	\$1,412,813
Accrued Salaries	2,392,811	2,292,883
Accrued Self Funded Health Insurance	(44,235)	0
Accrued Taxes And Deductions	871,429	522,894
Current Portion Of Notes Payable	270,778	144,589
Current Portion of CD Secured Note	782,998	1,000,000
Contingent Liability-(Patient Contracts)	0	12,413
<b>Total Current Liabilities</b>	<b>\$5,009,085</b>	<b>\$5,385,592</b>
<b>OTHER LIABILITIES</b>		
Long Term EIB Accrual	0	90,997
Deferred Loss On Early Retirement Of Bonds	(372,201)	(455,014)
Medicare Cost Report Settlement	150,000	0
Long Term CD Secured Note Obligations	6,055,712	6,500,000
Long Term Notes Payable	408,265	933,470
<b>Total Other Liabilities</b>	<b>\$6,241,775</b>	<b>\$7,069,453</b>
<b>Total Liabilities</b>	<b>\$11,250,860</b>	<b>\$12,455,045</b>
<b>FUND EQUITY</b>		
Fund Balance	\$41,959,323	\$43,482,683
Net Income	1,845,653	2,317,322
<b>Total Fund Balance</b>	<b>\$43,804,976</b>	<b>\$45,800,005</b>
<b>Total Liabilities And Fund Equity</b>	<b>\$55,055,836</b>	<b>\$58,255,050</b>

**Cash Flow Statement for November 2016 and FYTD 2017**

<b>Cash Flow From Operations</b>	<b><u>Nov. 2016</u></b>	<b><u>FYTD 2017</u></b>
Net Earnings/(Loss)	\$679,032	\$1,845,653
<b><u>Additions/(Subtractions) to Cash</u></b>		
Depreciation/Non-cash Interest	345,445	1,757,664
Decrease/(Increase) in Accounts Receivable	(78,876)	(1,424,506)
(Decrease)/Increase in Accounts Payable	(552,829)	(1,203,389)
Decrease/(Increase) in Inventory	5,499	(17,126)
<b>Net Cash Flow From Operations</b>	<b><u>\$398,271</u></b>	<b><u>\$958,296</u></b>
<b>Cash Flow from Capital Purchases</b>		
Equipment, Fixed Assets	(11,859)	(356,048)
Loan Advance	0	0
<b>Cash Flow from Financing</b>		
Notes Payable	<u>(22,484)</u>	<u>(894,207)</u>
<b>Cash Flow for the Month Ending:      Nov. 2016</b>	<b><u><u>\$363,928</u></u></b>	<b><u><u>(\$291,959)</u></u></b>