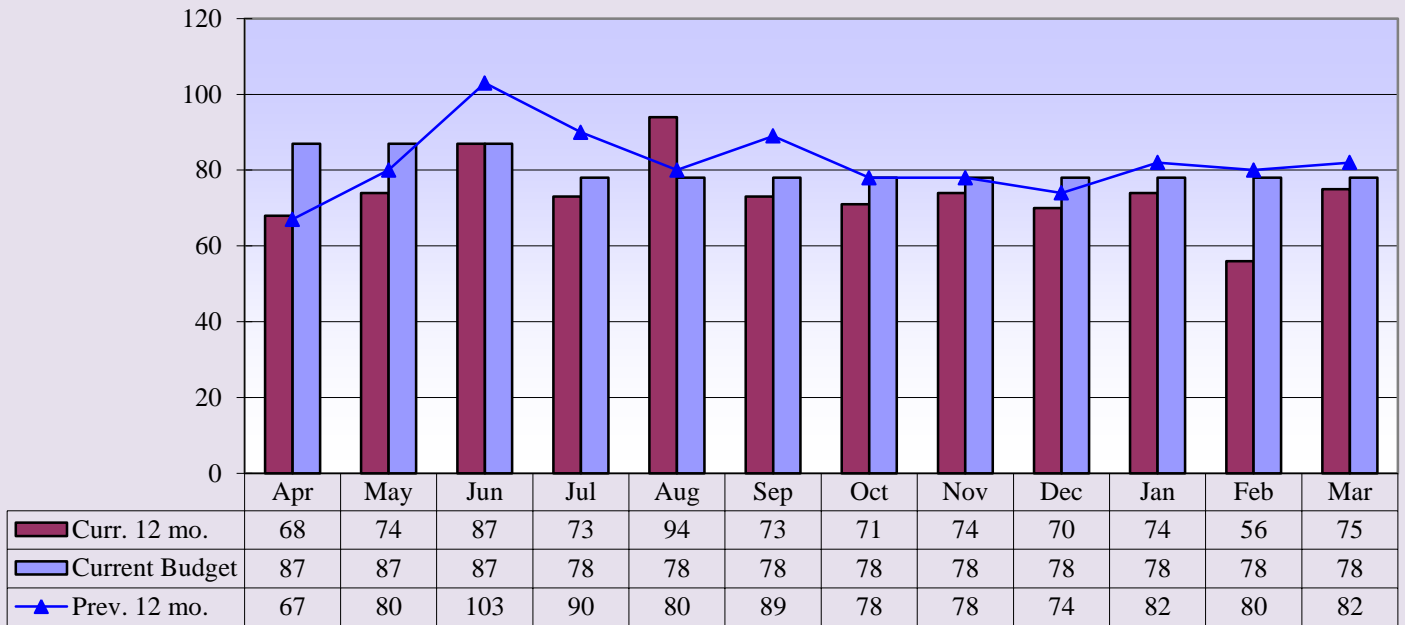


**Memorial Hospital of Converse County**  
**Financial and Statistical Packet**  
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**Memorial Hospital of Converse County  
Admissions and Average IP Daily Census  
Mar. 2017**

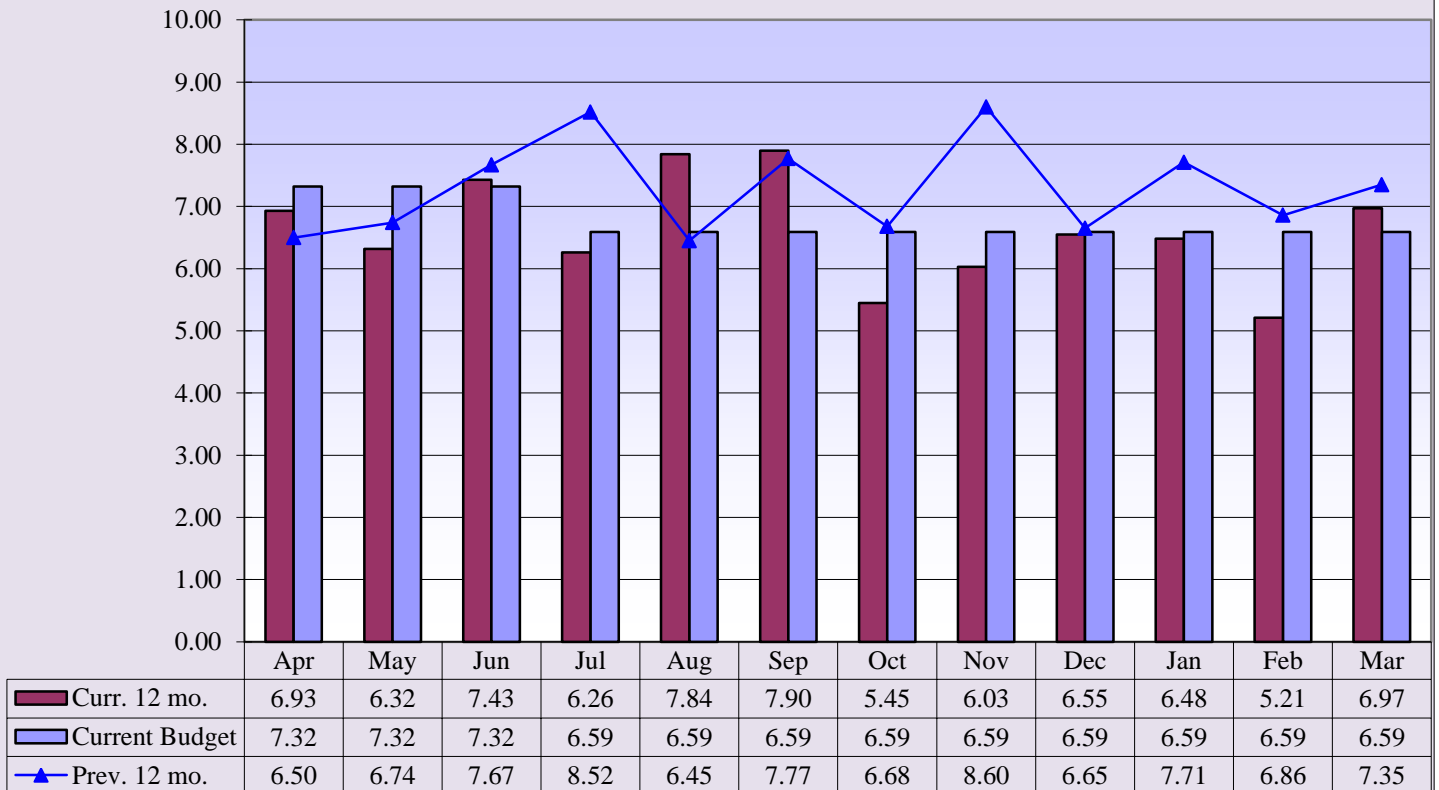
**Admissions**



**Current 12 mo. avg. = 74**

**Previous 12 mo. avg. = 82**

**Average IP Daily Census**

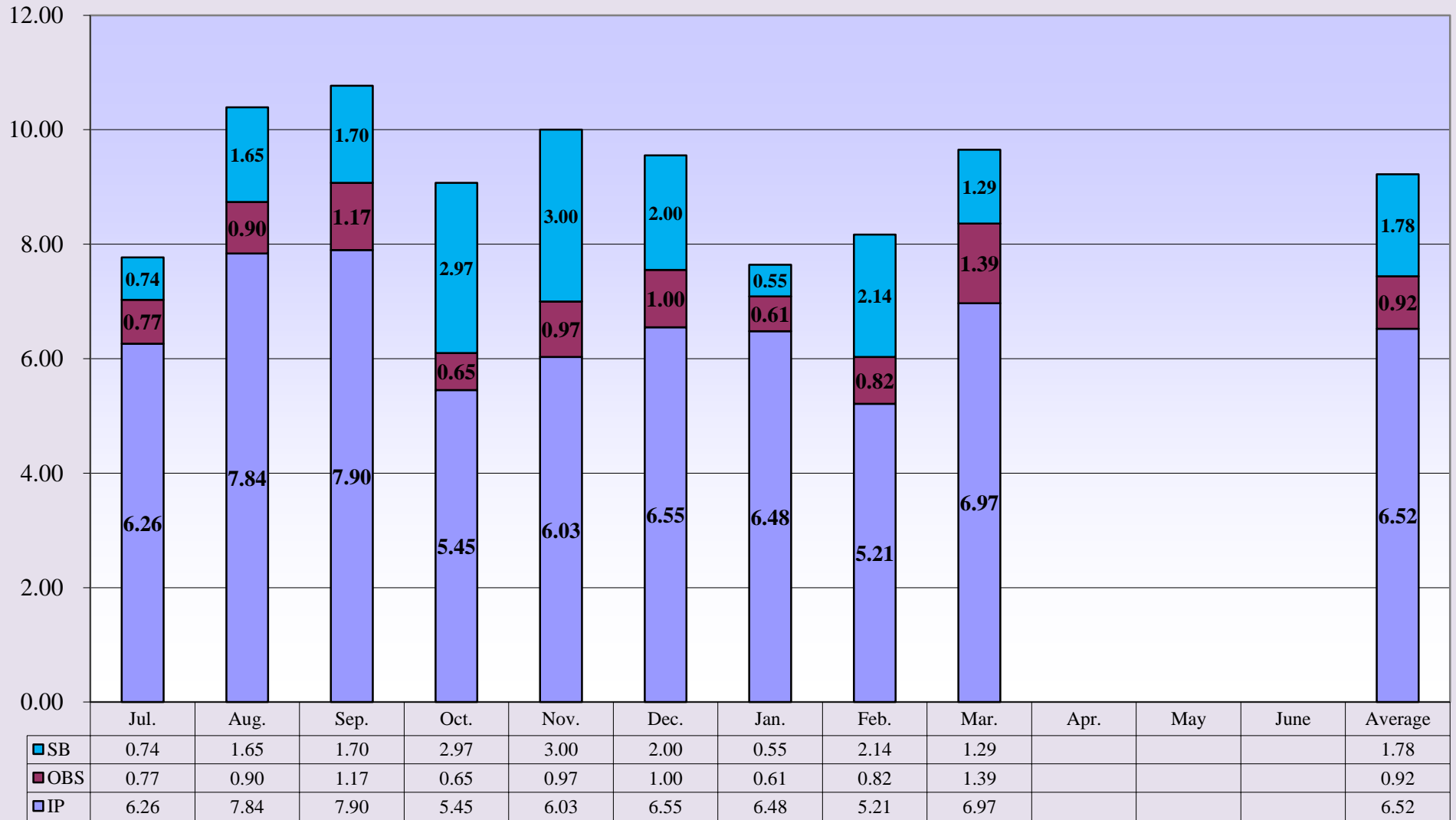


**Curr. 12 mo. avg. = 6.61**

**Prev. 12 mo. avg. = 7.29**

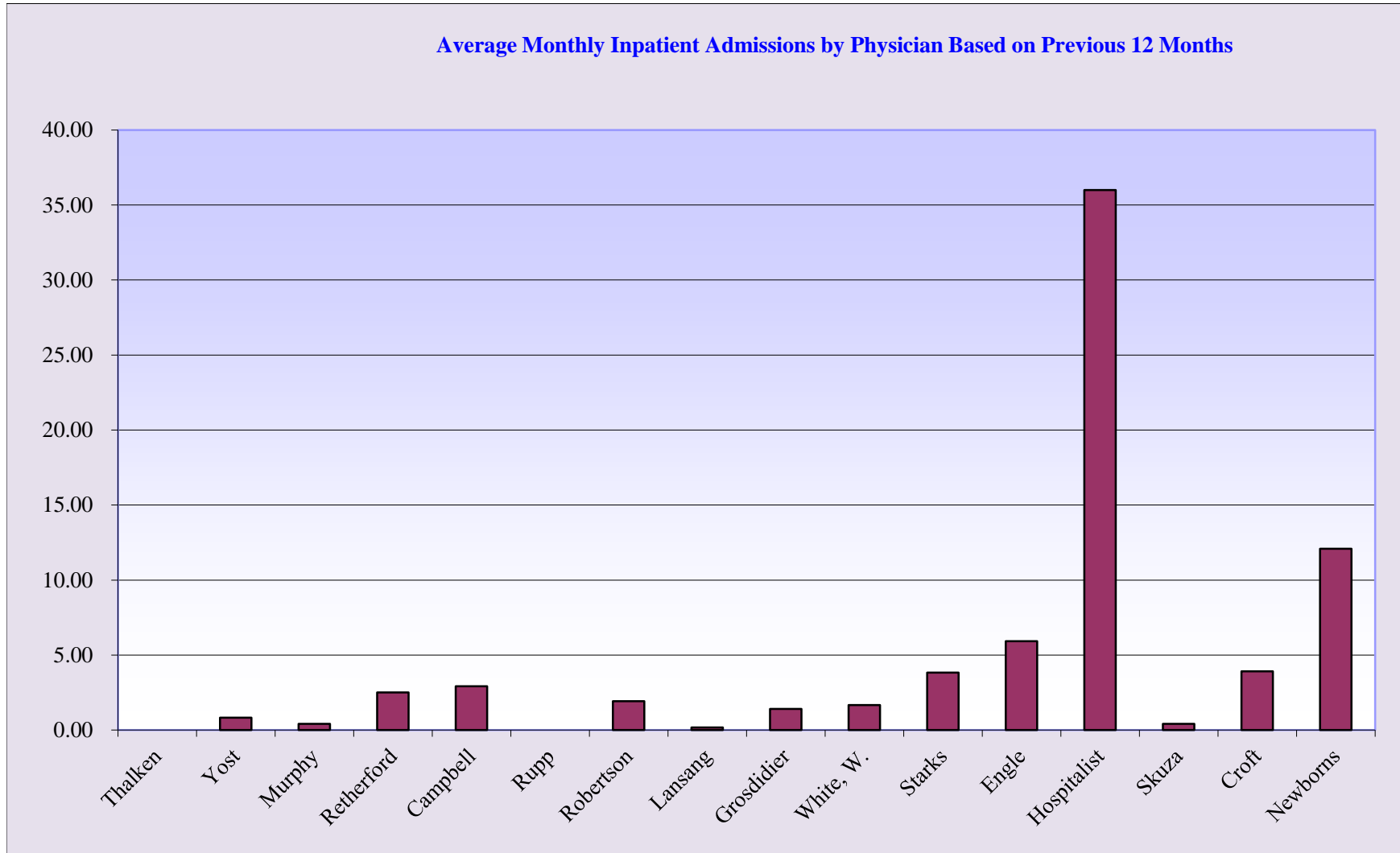
Memorial Hospital of Converse County  
(FY 2017) Average Floor Census Breakdown  
Mar. 2017

## (FY 2017) Average Floor Census Breakdown



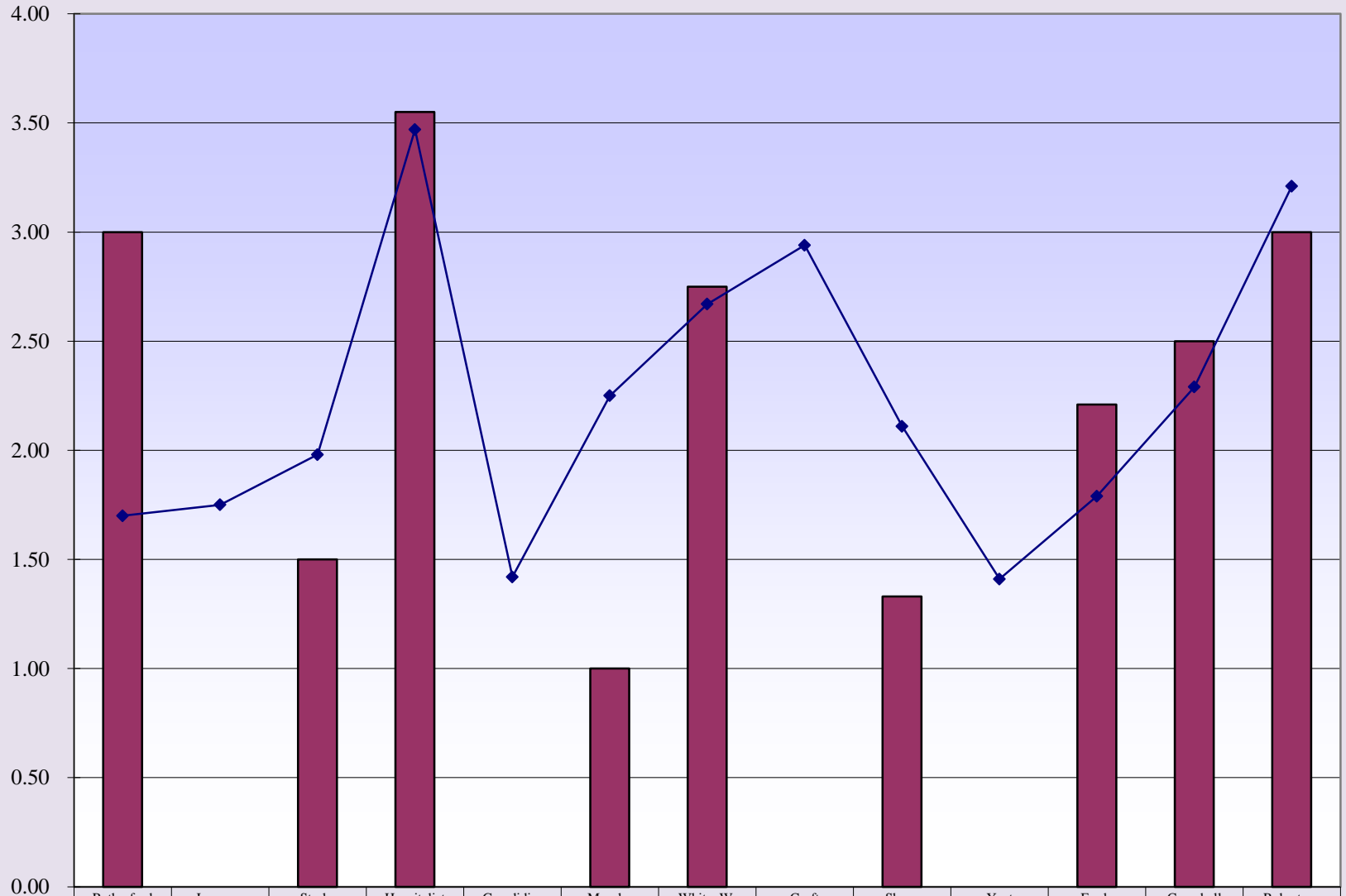
IP
 OBS
 SB

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



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

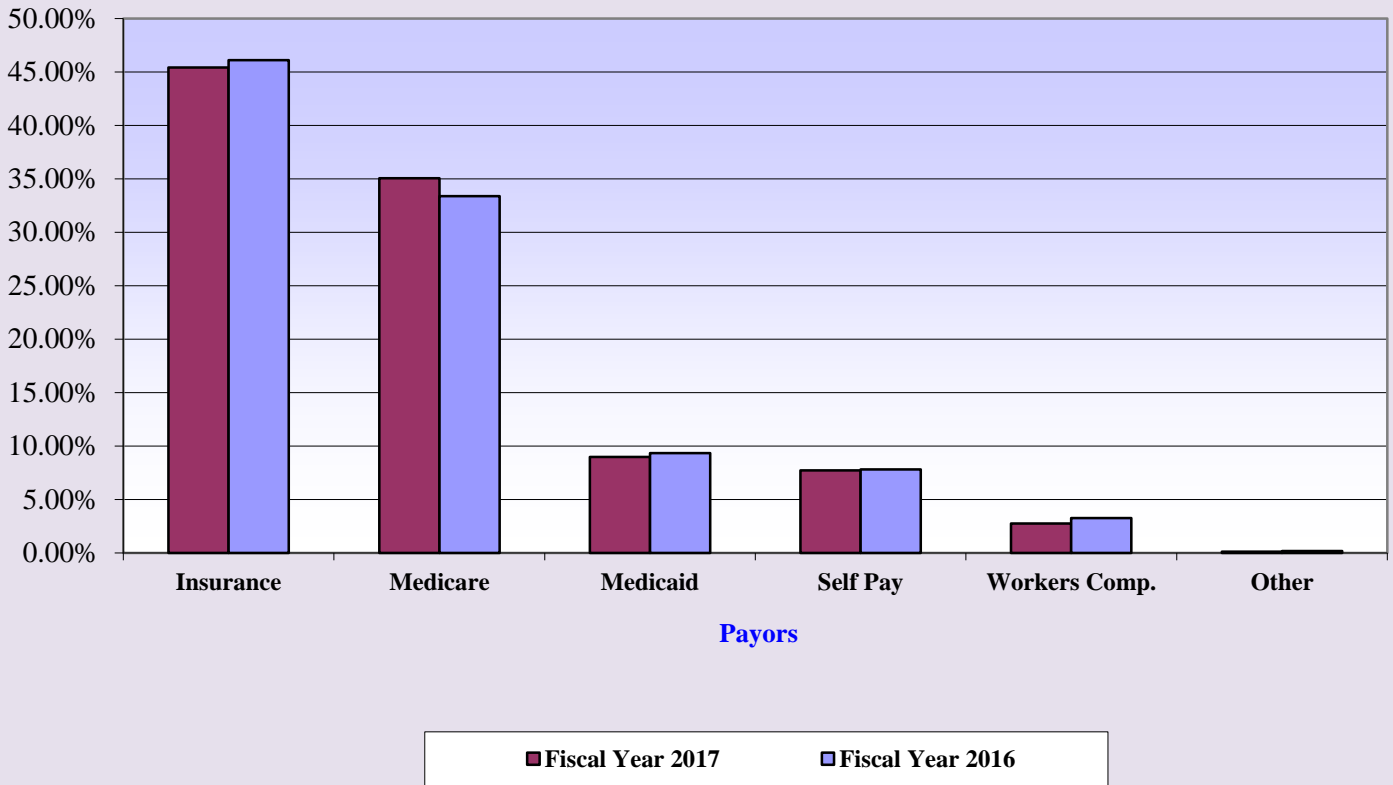
**Average Length of Stay by Physician for Fiscal Year 2017**



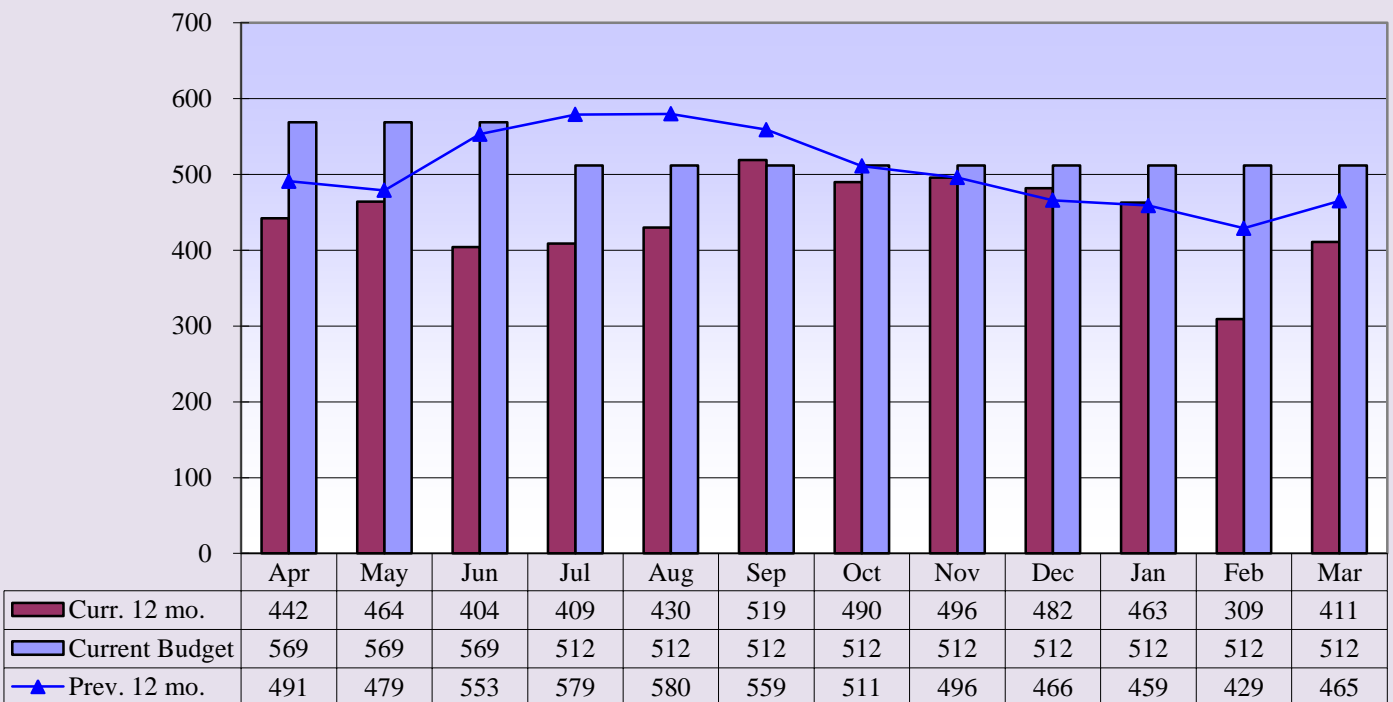
Current Month Avg. Length of Stay	3.00	0.00	1.50	3.55	0.00	1.00	2.75	0.00	1.33	0.00	2.21	2.50	3.00
YTD FY 2017 Avg. Length of Stay	1.70	1.75	1.98	3.47	1.42	2.25	2.67	2.94	2.11	1.41	1.79	2.29	3.21

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

**Payor Mix Comparisons**



**Emergency Room Visits**

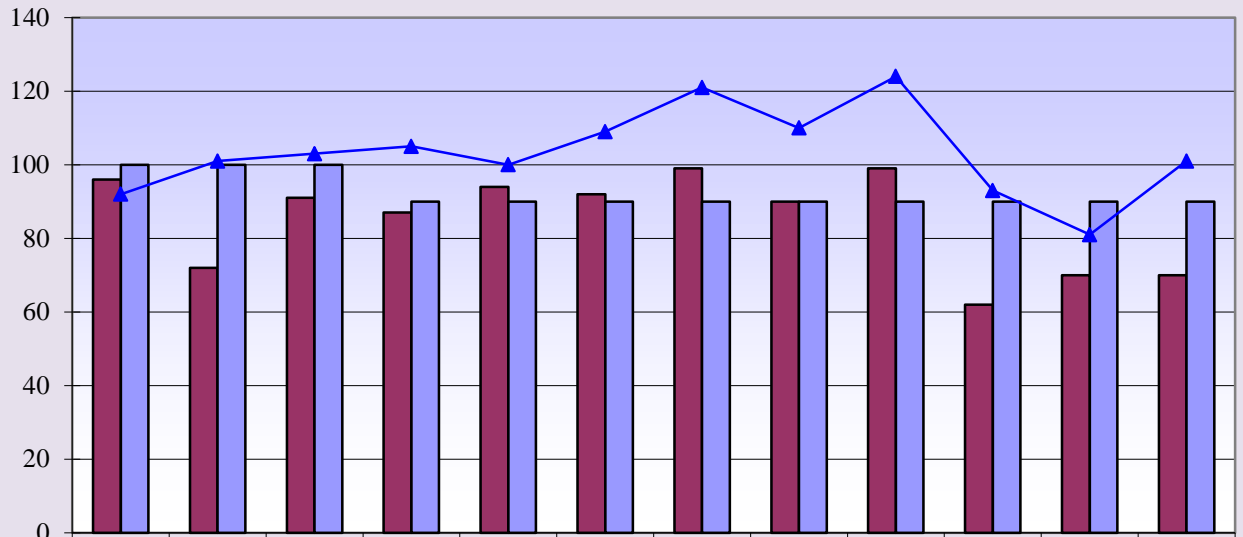


**Curr. 12 mo. avg. = 443**

**Prev. 12. mo. avg. = 506**

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

**Total Surgeries**

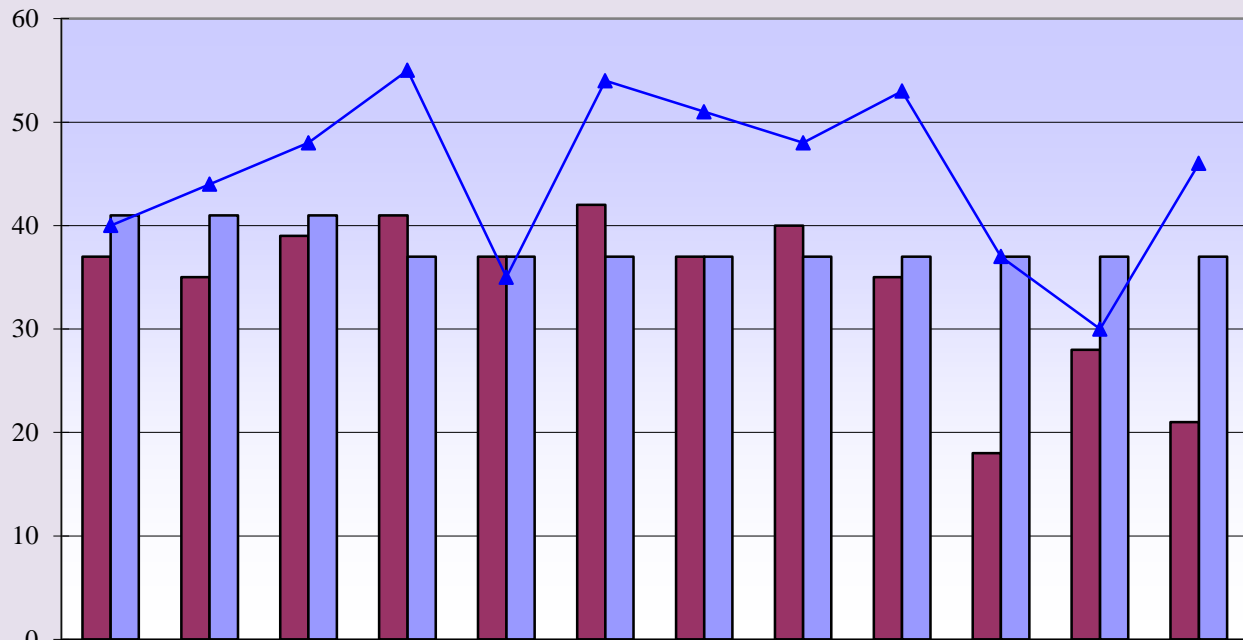


<b>Curr. 12 mo.</b>	96	72	91	87	94	92	99	90	99	62	70	70
<b>Current Budget</b>	100	100	100	90	90	90	90	90	90	90	90	90
<b>Prev. 12 mo.</b>	92	101	103	105	100	109	121	110	124	93	81	101

**Current 12 mo. avg. = 85**

**Previous 12 mo. avg. = 103**

**Orthopedic Surgeries**



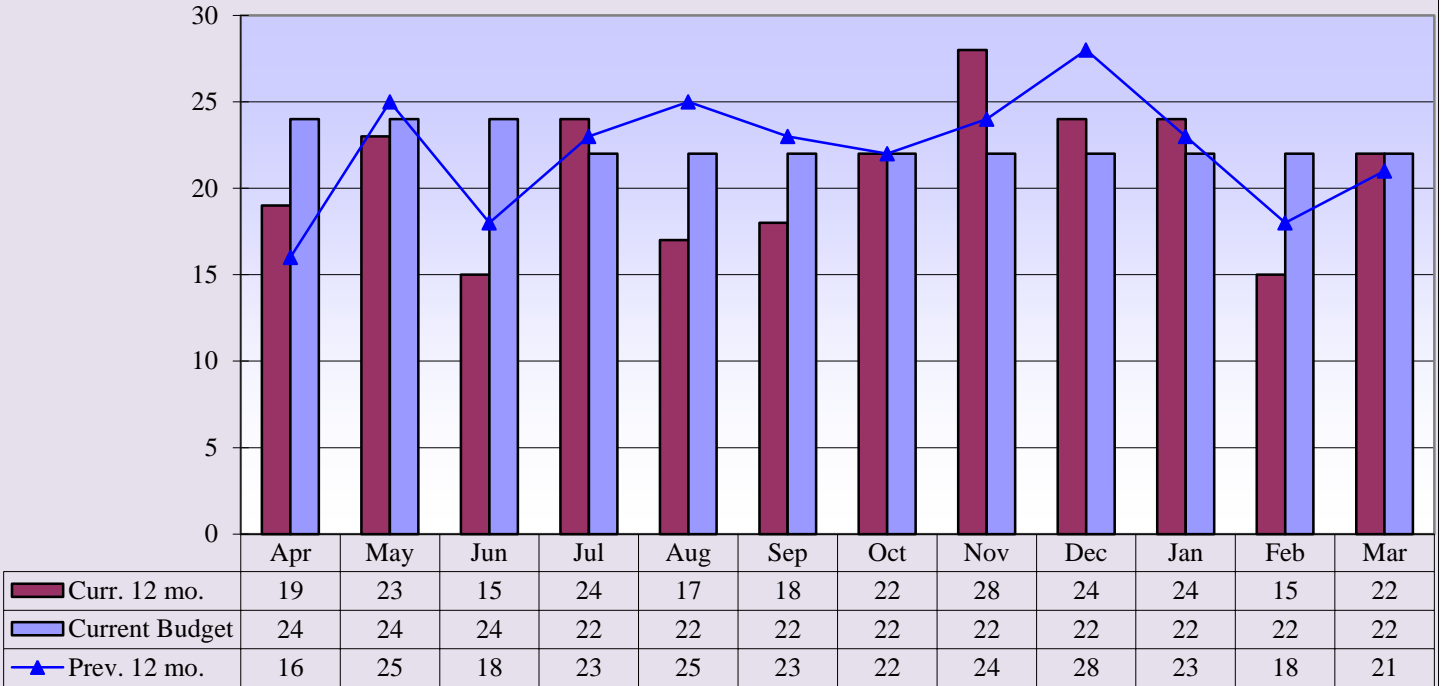
<b>Curr. 12 mo.</b>	37	35	39	41	37	42	37	40	35	18	28	21
<b>Current Budget</b>	41	41	41	37	37	37	37	37	37	37	37	37
<b>Prev. 12 mo.</b>	40	44	48	55	35	54	51	48	53	37	30	46

**Curr. 12 mo. avg. = 34**

**Prev. 12 mo. avg. = 45**

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

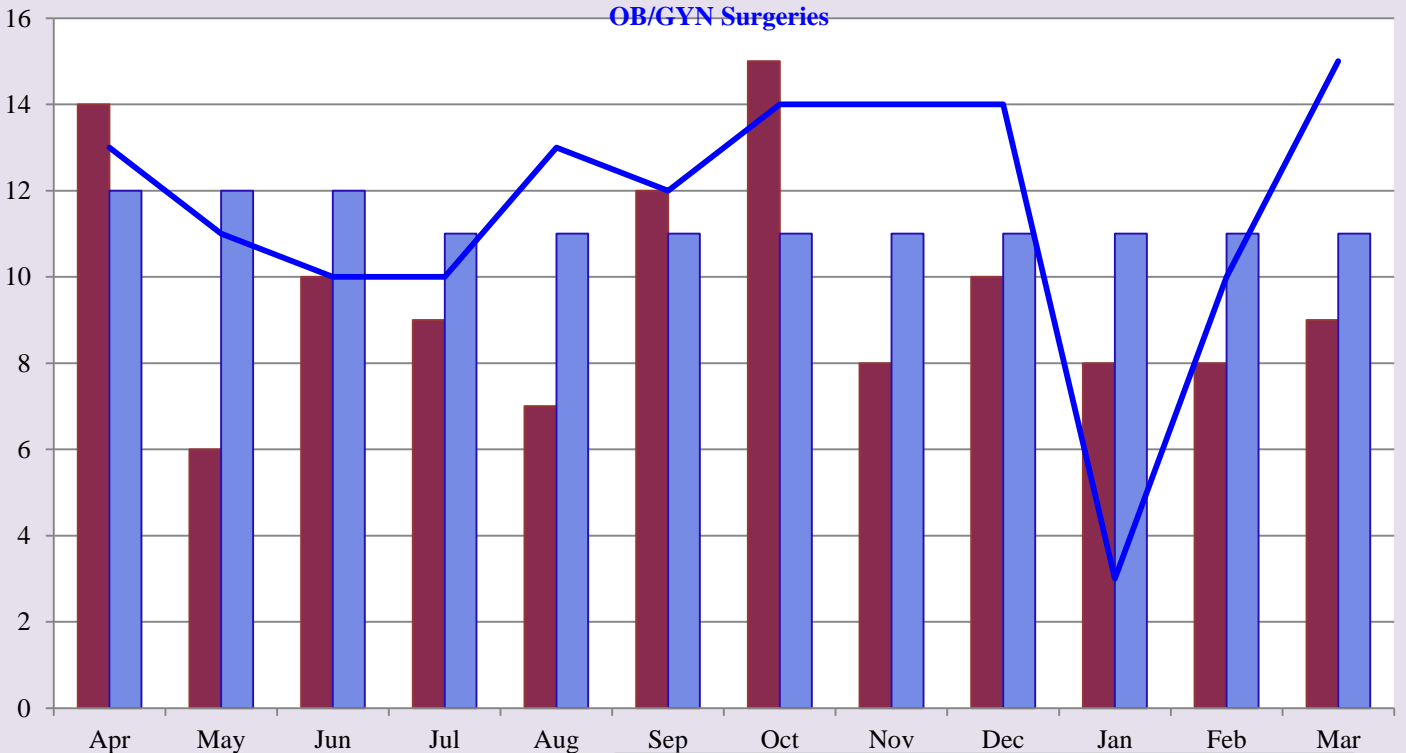
**General Surgeries**



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

**Prev. 12 mo. avg. = 22**

**OB/GYN Surgeries**



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

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

**■ Curr. 12 mo.**

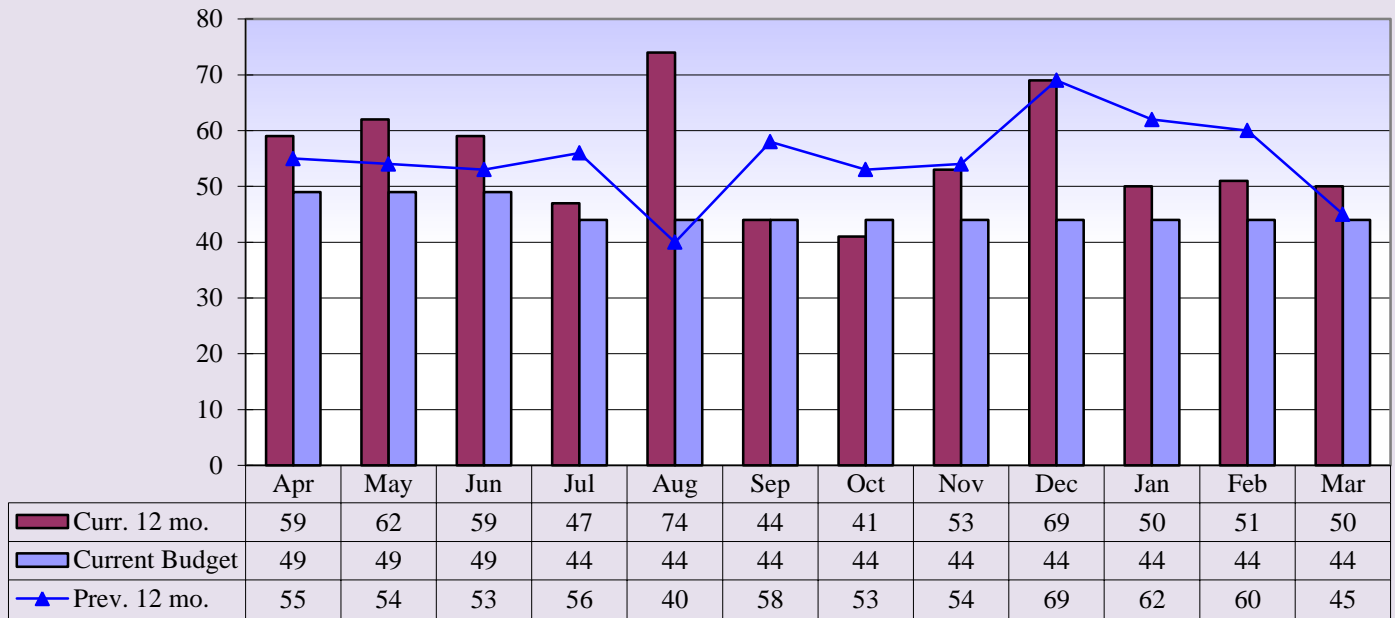
**■ Current Budget**

**▲ Prev. 12 mo.**



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

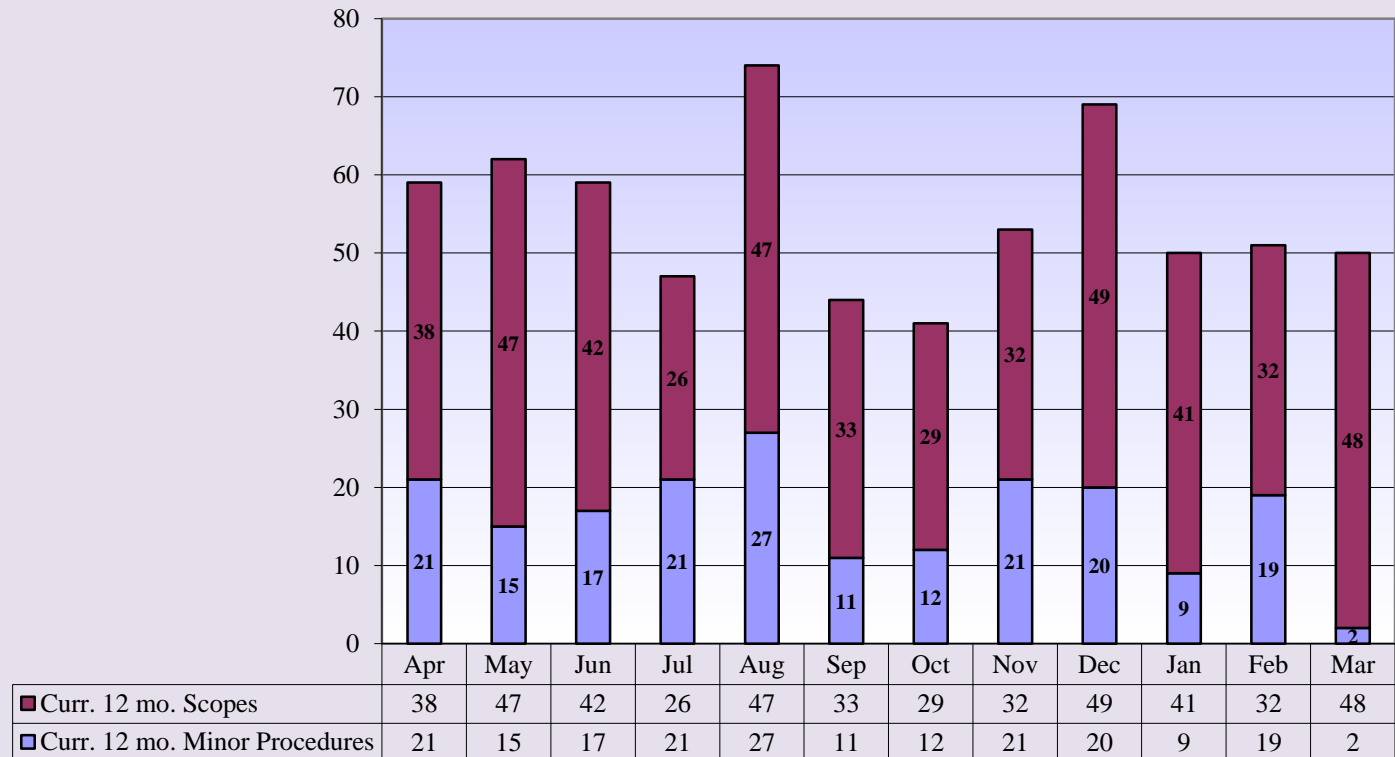
**Procedure Core Visits**



**Curr. 12 mo. avg. = 55**

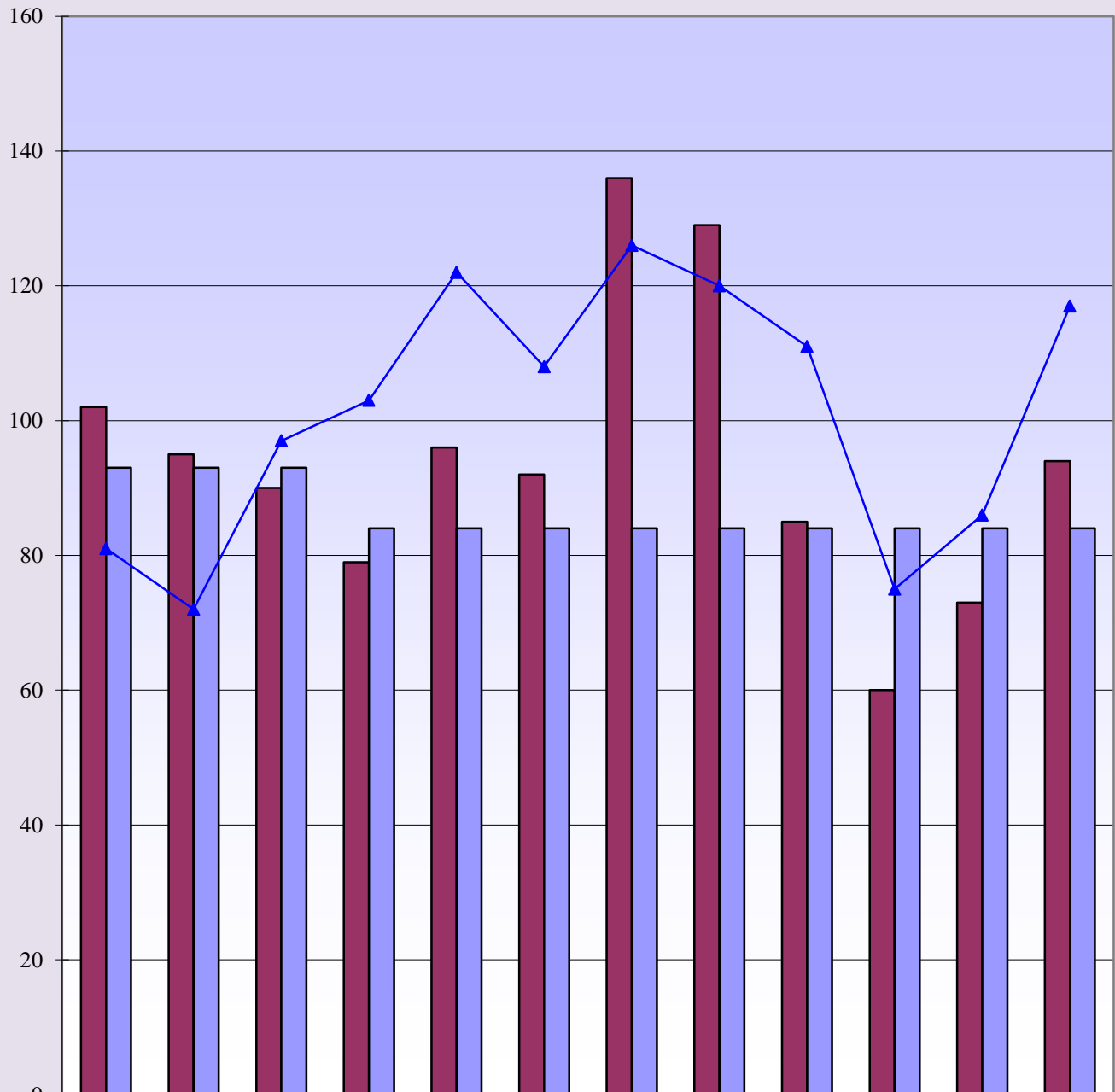
**Prev. 12 mo. avg. = 55**

**Procedure Core Visit Types**



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

**Mammography Exams**

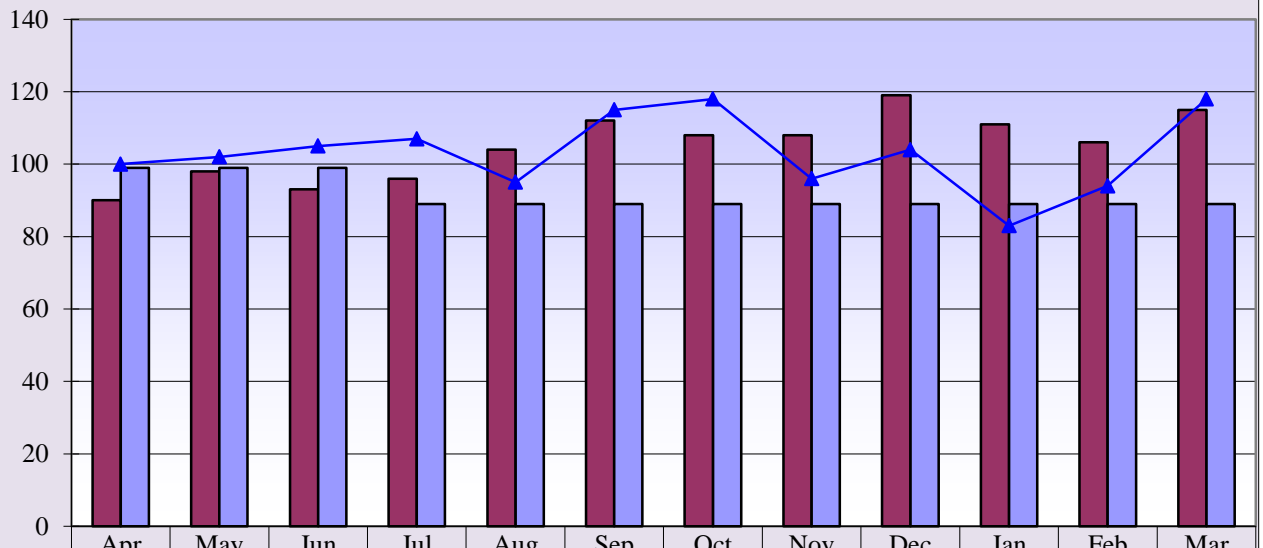


**Curr. 12 mo. avg. = 94**

**Prev. 12 mo. avg. = 102**

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

**MRI Exams**

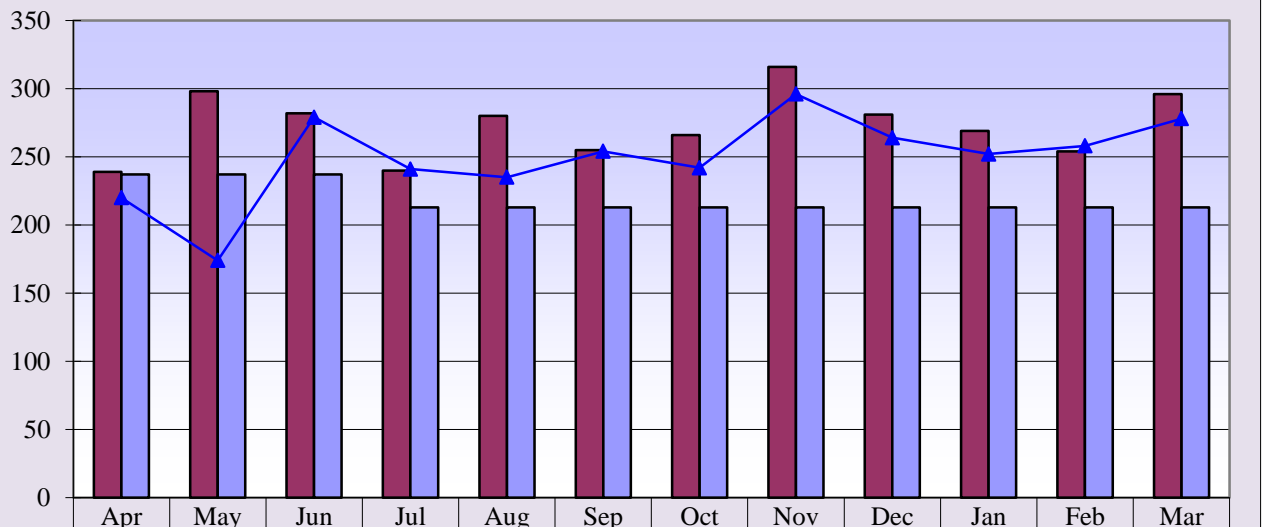


Curr. 12 mo.	90	98	93	96	104	112	108	108	119	111	106	115
Current Budget	99	99	99	89	89	89	89	89	89	89	89	89
Prev. 12 mo.	100	102	105	107	95	115	118	96	104	83	94	118

**Curr. 12 mo. avg. = 105**

**Prev. 12 mo. avg. = 103**

**CT Exams**



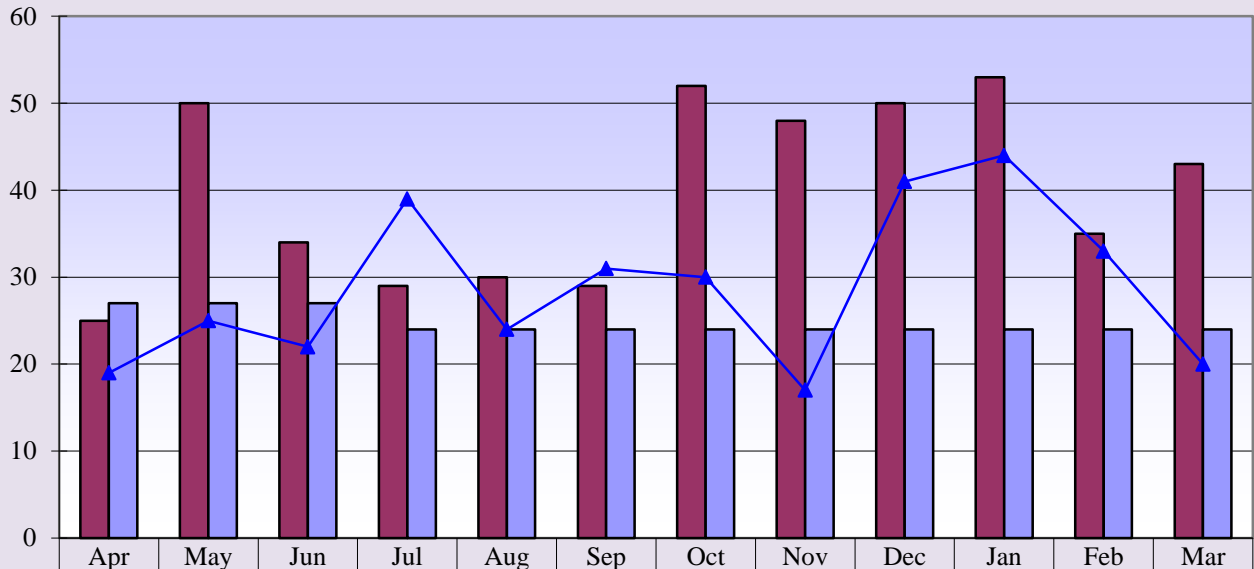
Curr. 12 mo.	239	298	282	240	280	255	266	316	281	269	254	296
Current Budget	237	237	237	213	213	213	213	213	213	213	213	213
Prev. 12 mo.	220	174	279	241	235	254	242	296	264	252	258	278

**Curr. 12 mo. avg. = 273**

**Prev. 12 mo. avg. = 249**

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

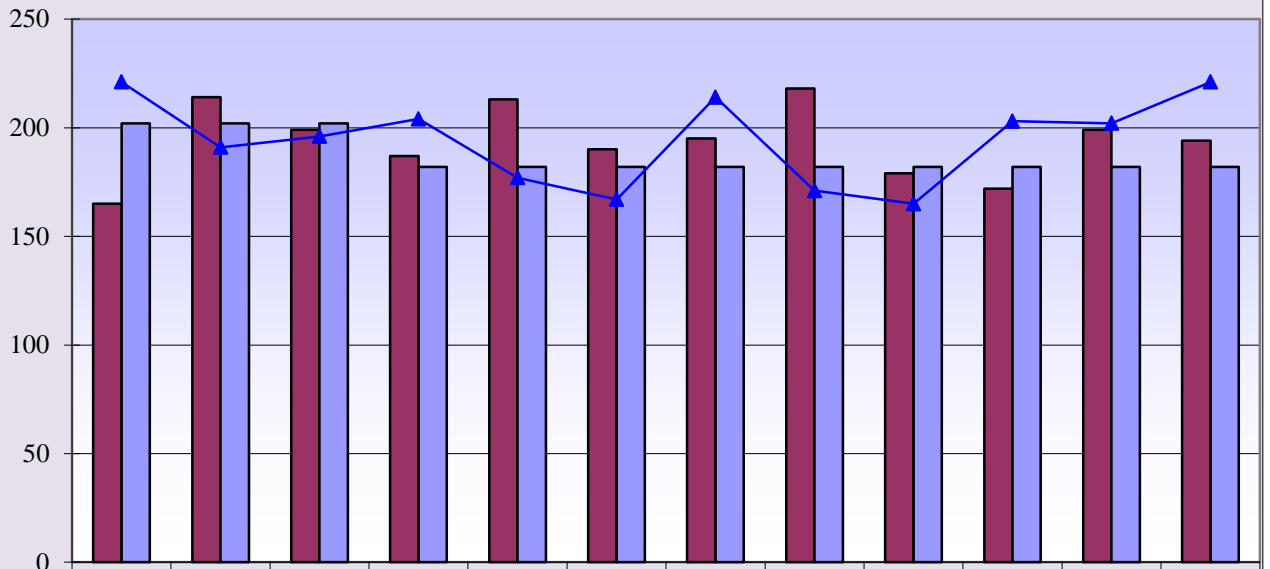
**Nuclear Medicine Exams**



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

**Prev. 12 mo. avg. = 29**

**Ultrasound Exams**

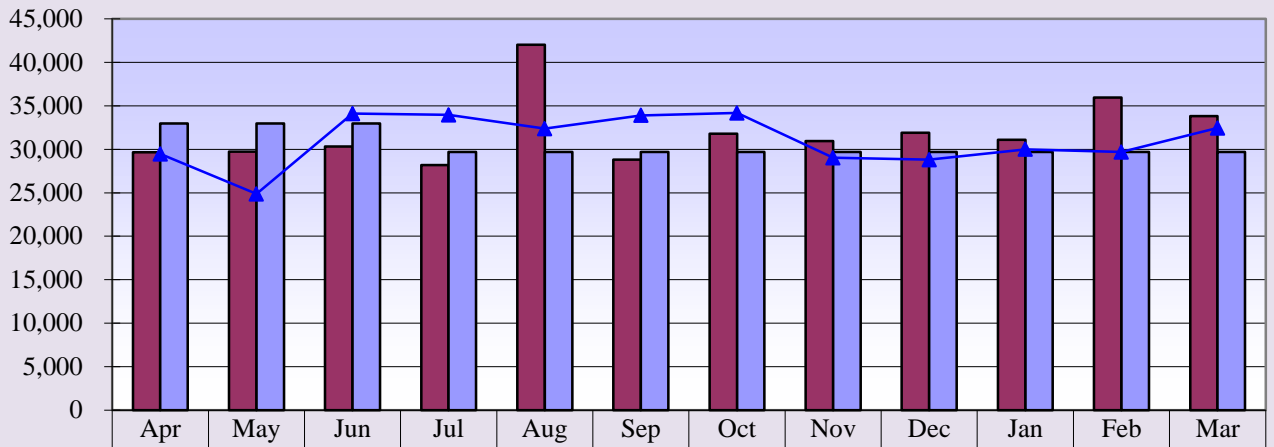


**Curr. 12 mo. avg. = 194**

**Prev. 12 mo. avg. = 194**

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

**Lab Procedures**

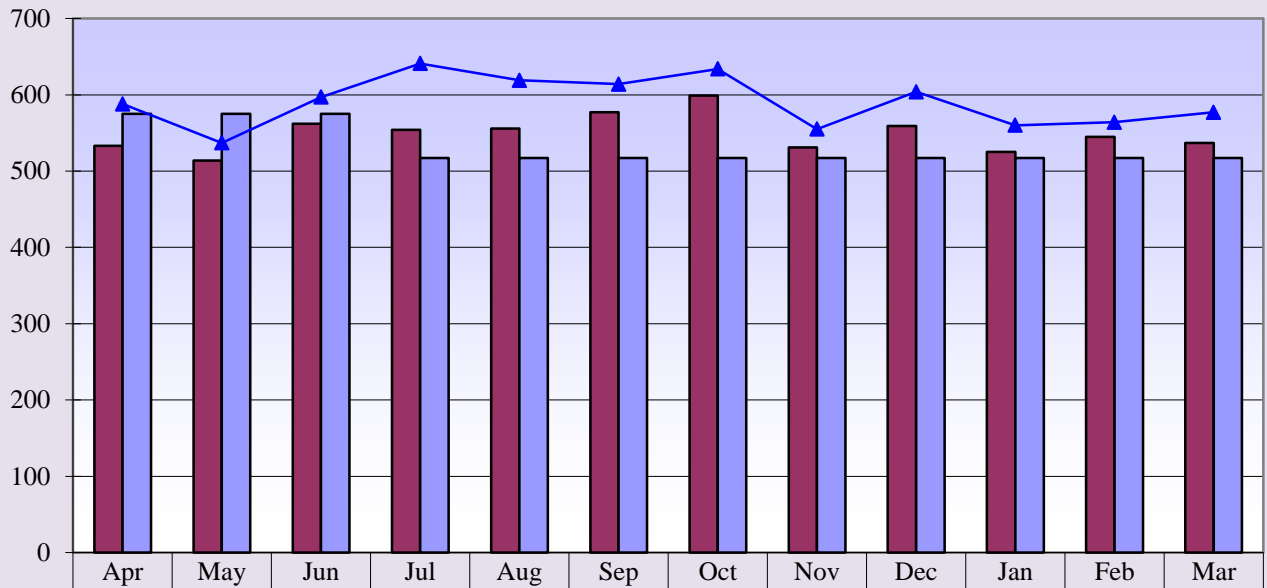


	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
<b>■ Curr. 12 mo.</b>	29,662	29,729	30,331	28,170	42,038	28,795	31,807	30,946	31,922	31,091	35,937	33,821
<b>■ Current Budget</b>	32,981	32,981	32,981	29,682	29,682	29,682	29,682	29,682	29,682	29,682	29,682	29,682
<b>▲ Prev. 12 mo.</b>	29,470	24,854	34,102	33,960	32,375	33,895	34,186	29,028	28,811	29,995	29,694	32,443
<b>✕</b>												

**Curr. 12 mo. avg. = 32,021**

**Prev. 12 mo. avg. = 31,068**

**Total Other X-Ray Exams**



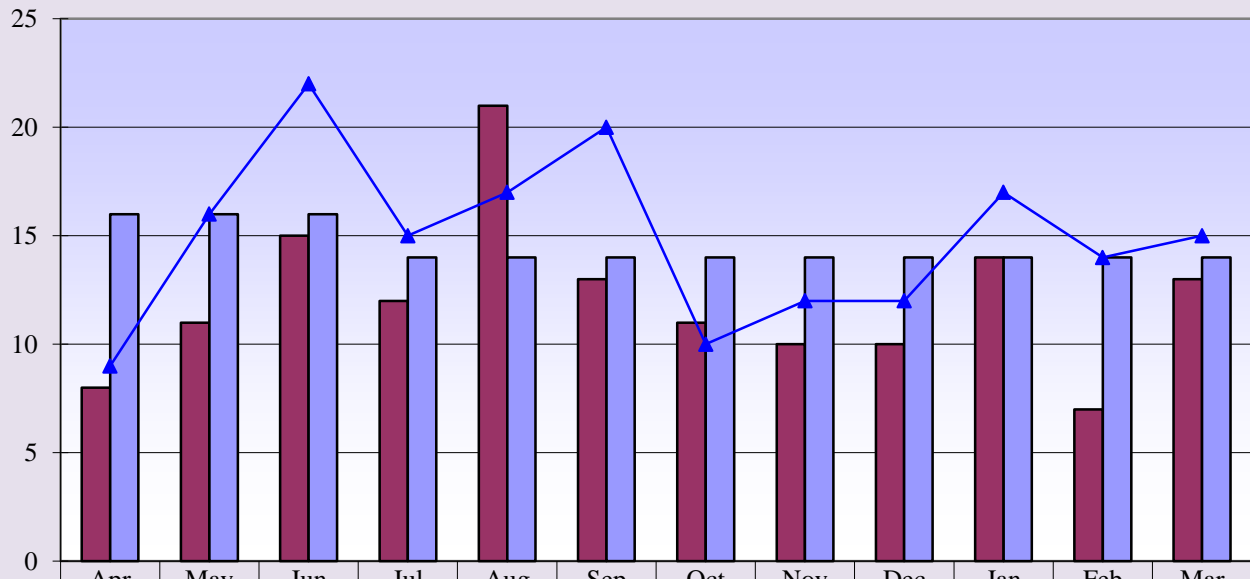
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
<b>■ Curr. 12 mo.</b>	533	514	562	554	556	577	599	531	559	525	545	537
<b>■ Current Budget</b>	575	575	575	517	517	517	517	517	517	517	517	517
<b>▲ Prev. 12 mo.</b>	588	537	597	641	619	614	634	555	604	560	564	577

**Curr. 12 mo. avg. = 549**

**Prev. 12 mo. avg. = 591**

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

**Newborns**

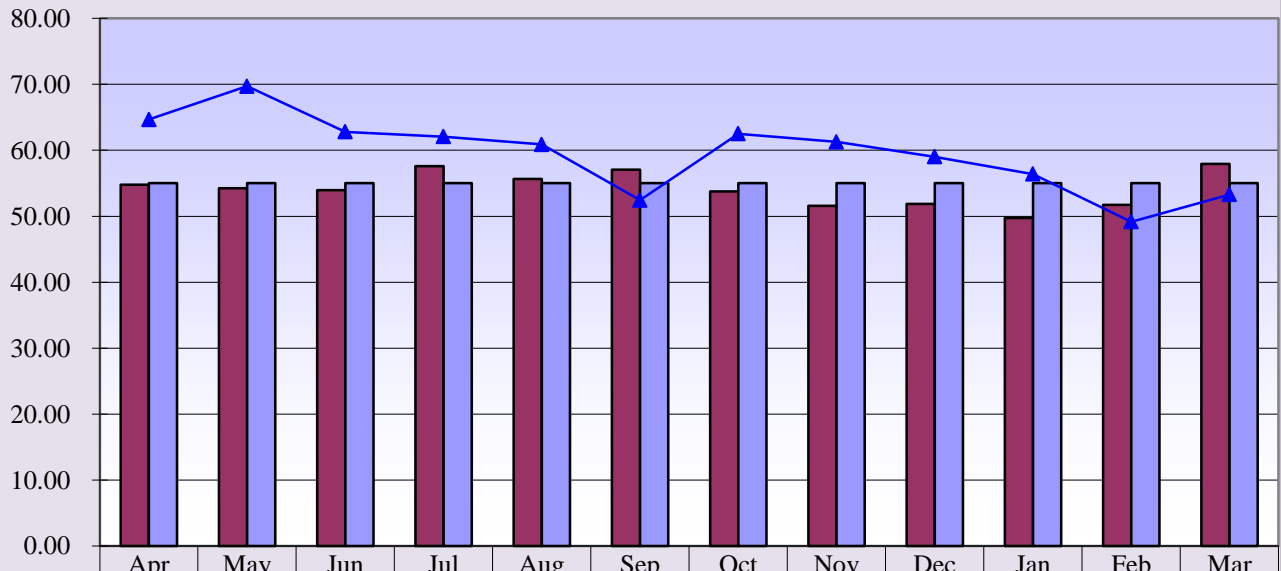


■ Curr. 12 mo.	8	11	15	12	21	13	11	10	10	14	7	13
■ Current Budget	16	16	16	14	14	14	14	14	14	14	14	14
▲ Prev. 12 mo.	9	16	22	15	17	20	10	12	12	17	14	15

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

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

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

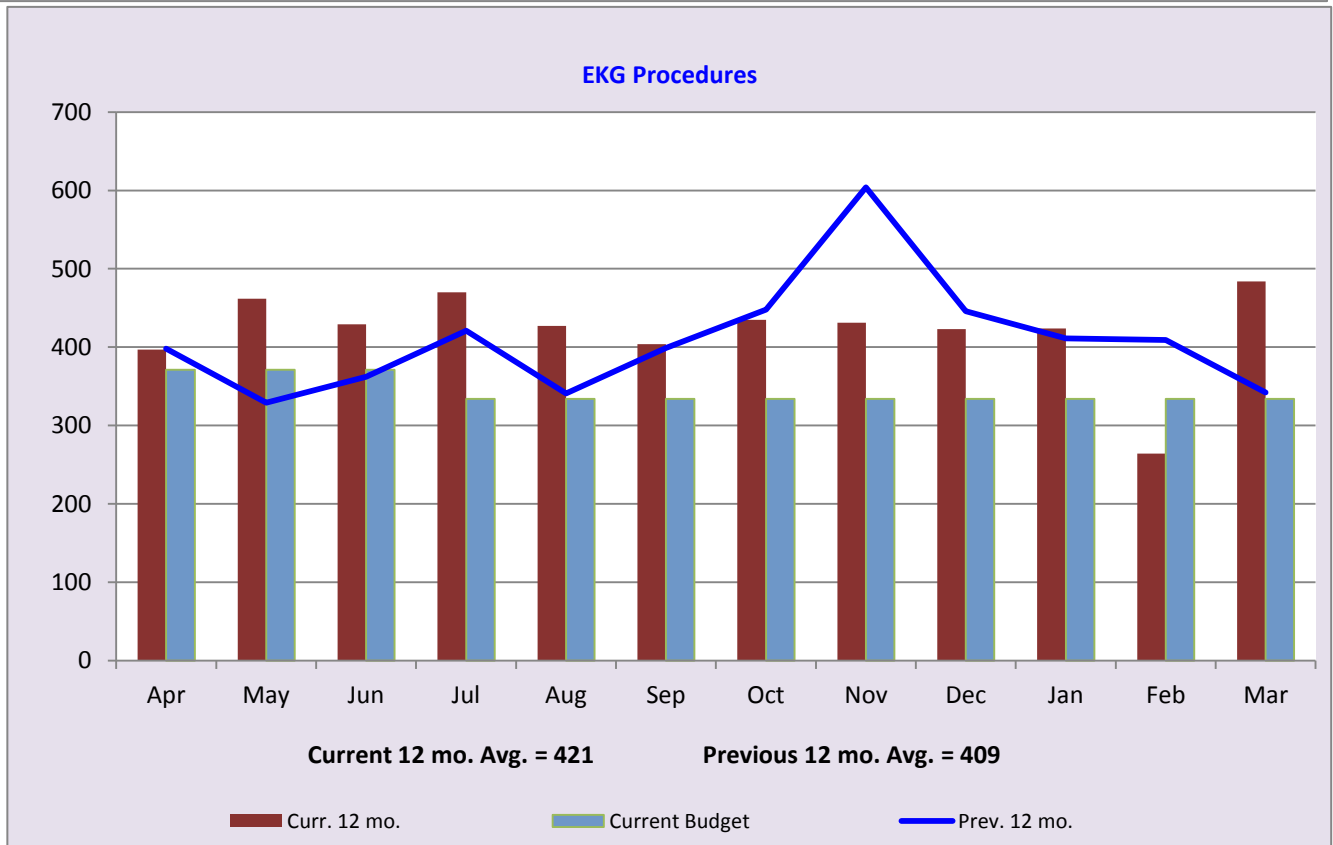
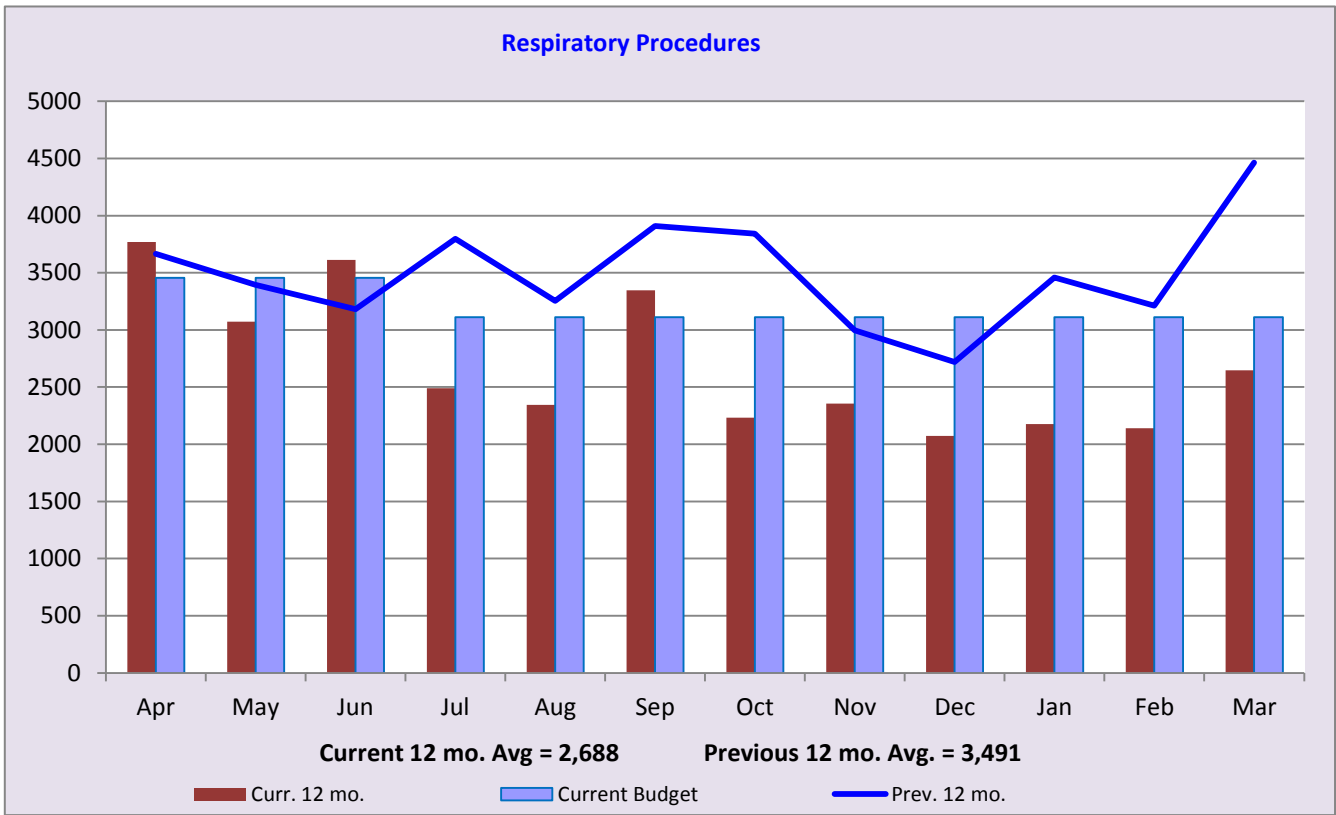


■ Curr. 12 mo.	54.78	54.26	53.98	57.59	55.66	57.08	53.74	51.58	51.87	49.75	51.70	57.93
■ Current Budget	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00
▲ Prev. 12 mo.	64.67	69.70	62.80	62.07	60.87	52.45	62.51	61.26	59.01	56.40	49.16	53.30

**Curr. 12 mo. avg. = 54.16**

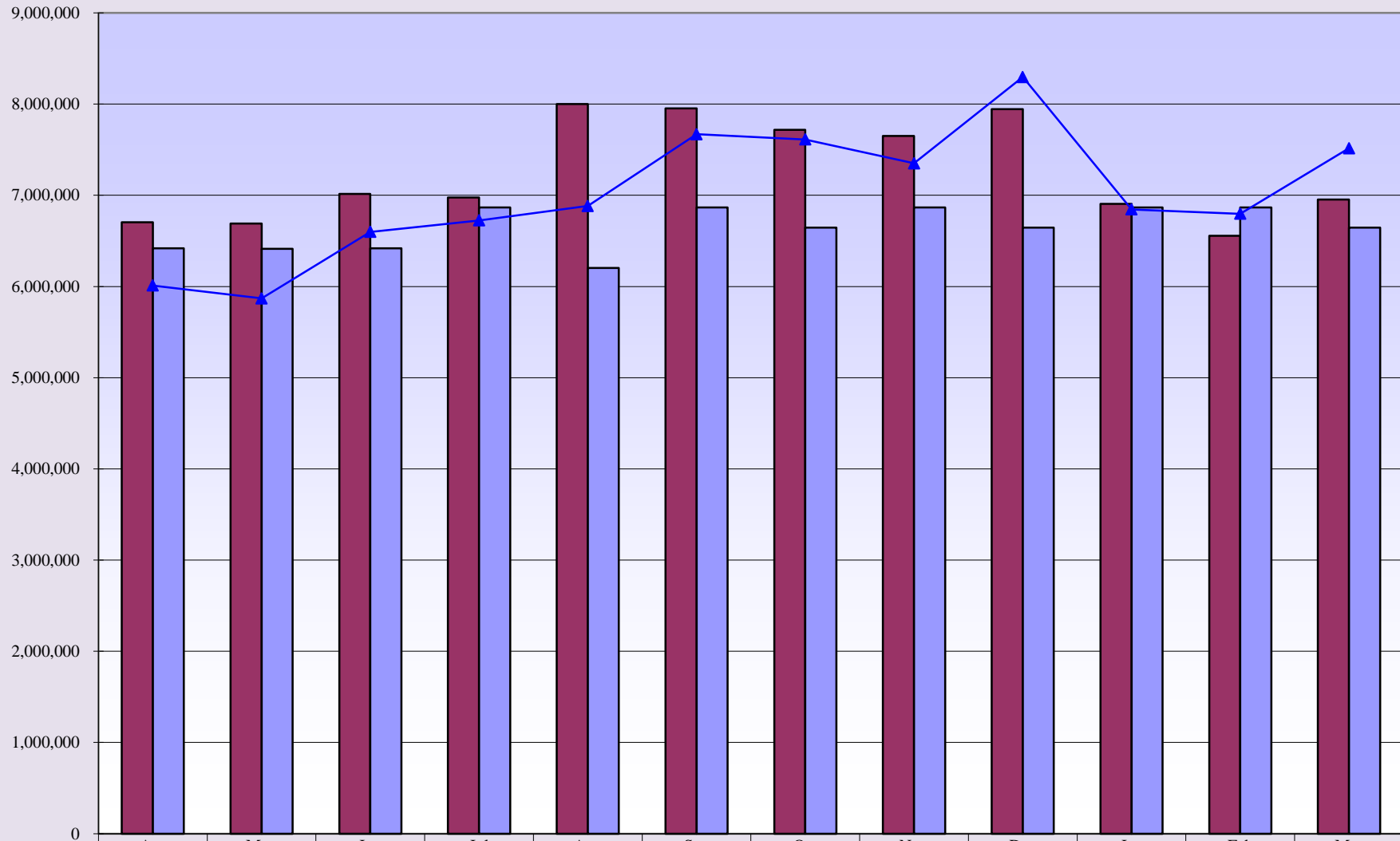
**Prev. 12 mo. avg. = 59.52**

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



**Memorial Hospital of Converse County  
Hospital Patient Revenues  
Mar. 2017**

**Hospital Patient Revenues**



**Curr. 12 mo. avg. = \$7,255,880**

**Prev. 12 mo. avg. = \$7,014,531**



**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>Mar. 2017</b>	<b>Budget</b>	<b>Variance Amount</b>	<b>March</b>	<b>YTD Thru Mar. 2017</b>	<b>YTD Budget</b>	<b>Variance Amount</b>	<b>YTD Thru Mar. 2016</b>	<b>Change From Prior YTD</b>
			<b>Patient Revenue</b>					
\$1,711,880	\$1,767,125	(\$55,245)	Inpatient	\$16,447,500	\$16,080,768	\$366,732	\$17,168,580	(\$721,080)
4,232,889	3,511,484	721,405	Outpatient	38,417,348	31,954,524	6,462,824	35,486,457	2,930,891
1,007,850	1,366,606	(358,756)	Physician Clinics	11,793,177	12,436,093	(642,916)	13,041,011	(1,247,834)
\$6,952,619	\$6,645,215	\$307,404	<b>Total Patient Revenue</b>	\$66,658,026	\$60,471,385	\$6,186,641	\$65,696,048	\$961,978
			<b>Deductions From Revenue</b>					
1,352,723	616,439	736,284	Medicare	9,101,663	5,609,590	3,492,073	6,575,602	2,526,061
466,742	401,823	64,919	Medicaid	3,679,138	3,656,588	22,550	4,058,398	(379,260)
177,551	164,386	13,165	Worker's Compensation	1,204,155	1,495,891	(291,736)	1,136,898	67,257
659,980	579,797	80,183	Other Contractuals	6,295,735	5,276,139	1,019,596	6,105,198	190,537
669,620	155,429	514,191	Other	2,104,817	1,414,426	690,391	1,457,329	647,488
\$3,326,616	\$1,917,874	\$1,408,742	<b>Total Deductions</b>	\$22,385,508	\$17,452,634	\$4,932,874	\$19,333,425	\$3,052,083
3,626,003	4,727,341	(1,101,338)	<b>Net Patient Revenue</b>	44,272,517	43,018,751	1,253,766	46,362,623	(2,090,106)
101,188	129,637	(28,449)	<b>Other Operating Revenue</b>	977,347	1,166,727	(189,380)	735,928	241,419
\$3,727,191	\$4,856,978	(\$1,129,787)	<b>Total Operating Revenue</b>	\$45,249,864	\$44,185,478	\$1,064,386	\$47,098,551	(\$1,848,687)
			<b>Operating Expenses</b>					
2,390,908	2,365,926	24,982	Salaries & Wages	21,137,815	21,529,935	(392,120)	20,971,319	166,496
615,663	583,836	31,827	Benefits	5,880,247	5,312,891	567,356	5,052,035	828,212
511,126	533,321	(22,195)	Supplies	4,577,756	4,853,239	(275,484)	5,221,864	(644,109)
64,016	99,854	(35,838)	Lease & Rentals	901,099	908,635	(7,536)	754,960	146,139
62,289	96,355	(34,066)	Other Expenses	886,248	876,752	9,496	869,896	16,352
5,494	4,109	1,385	Legal	37,007	37,397	(390)	17,911	19,096
36,164	33,887	2,277	Travel & Education	169,774	308,326	(138,552)	239,899	(70,125)
157,074	102,860	54,214	Maintenance & Repair	1,059,948	936,038	123,910	994,265	65,683
22,788	16,932	5,856	Physician Fees	236,122	154,077	82,045	222,646	13,476
20,083	9,863	10,220	Interest	185,609	89,753	95,856	92,896	92,713
70,220	45,626	24,594	Professional Fees	525,198	415,194	110,004	475,517	49,681
95,514	110,712	(15,198)	Purchased Services	999,492	1,007,438	(7,946)	1,069,013	(69,521)
42,725	35,343	7,382	Insurance	343,188	321,616	21,572	298,803	44,385
47,997	48,181	(184)	Utilities	431,907	438,444	(6,537)	437,579	(5,672)
343,088	362,631	(19,543)	Depreciation	3,125,138	3,299,935	(174,797)	3,303,395	(178,257)
202,853	484,931	(282,078)	Indigent Care	4,814,375	4,412,877	401,498	6,773,888	(1,959,513)
\$4,688,002	\$4,934,367	(\$246,365)	<b>Total Expenses</b>	\$45,310,923	\$44,902,547	\$408,376	\$46,795,886	(\$1,484,963)
(960,811)	(77,389)	(883,422)	<b>Operating Income (Loss)</b>	(61,059)	(717,069)	656,010	302,665	(363,724)
			<b>Non-Operating Revenue</b>					
90,883	90,625	258	County - Indigent Care Reimbursement	816,926	815,626	1,300	969,820	(152,894)
30,208	30,208	0	County - Ambulance Reimbursement	271,874	271,874	0	405,000	(133,126)
57,265	34,027	23,238	Other Non-Operating	281,690	306,252	(24,562)	267,451	14,239
0	0	0	<b>Non-Operating Expense</b>	0	0	0	0	0
(\$782,455)	\$77,471	(\$859,926)	<b>Net Income/(Loss)</b>	\$1,309,431	\$676,683	\$632,748	\$1,944,936	(\$635,505)

**Memorial Hospital of Converse County**  
**Financial and Statistical Highlights**  
**Mar. 2017**

Page #

**Patient Volumes**

IP Daily Census.....	At 6.97 down .38 from March 2016 - up 1.76 from February 2017	1-2
Surgeries.....	At 70 down 31 from March 2016 - same as February 2017	6-7
Radiology Exams.....	At 1,279 down 52 from March 2016 - up 67 from February 2017	9-12
Laboratory Tests.....	At 33,821 up 1,378 from March 2016 - down 2,116 from February 2017	12
Emer. Rm. Visits.....	At 411 down 54 from March 2016 - up 102 from February 2017	5
Clinic Visits.....	At 3,628 down 875 from March 2016 - up 367 from February 2017	
Urgent Care.....	At 632 down 173 from March 2016 - up 92 from February 2017	
Clinic Volumes.....	At 2,996 down 702 from March 2016 - down 103 from February 2017	
OTRHC visits.....	At 77 down 57 from March 2016 - down 23 from February 2017	

**Income Statement**

Gross Patient Revenue for the month was \$6,900,000 compared to 7,516,000 last March and \$6,500,000 last month. Net Income for March is **(\$782,000)** compared to \$847,000 last year and \$391,000 last month. 15

Monthly Revenue - over budget by \$307,000

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

Hospitalists - 12,000	OTRHC - 11,000
Practitioners - 10,000	Surgery - 397,000
Provider Based Bill - 15,000	CRNA's - 49,000

Deductions From Revenue - Over budget by \$1,408,000  
The other deductions included \$200,000 in Bankruptcy and \$377,000 in Deceased no estate. Medicare deductions include \$375,000 for previous and current cost reports.

Monthly Expense Variances - Under budget by \$246,000

Areas that are over budget for the month

<u>Salaries &amp; Wages - 24,000</u>	<u>Physician Fees - 5,000</u>
	Ortho Dept - 12,000
	Radiologists - 7,000
<u>Benefits - 31,000</u>	
Health Ins - 51,000	<u>Interest - 10,000</u>
	Accrual for CD loan
<u>Maintenance &amp; Repairs - 54,000</u>	
Radiology - 8,000	<u>Legal 1,300</u>
Cat Scan - 6,000	Administration - 1,300
Mammography - 4,000	
Cardiopulmonary - 2,000	<u>Travel &amp; Education - 2,000</u>
Nuclear Medicine - 10,000	Pharmacy - 5,000
Surgery - 14,000	Orthopedics - 6,000
Facilities - 4,000	Radiologists - 2,000
	Administration - 4,000
<u>Professional Fees - 24,000</u>	
Ultrasound - 22,000	<u>Insurance - 7,000</u>
Sleep Study - 5,000	Adminstration - 7,000
Physical Therapy - 6,000	
Administration - 2,000	

**Cash Status**

Cash balances as of March 31, 2017 are \$14,086,105.  
This equates to 91.15 days of expenses on hand.

**Accounts Receivable**

Net Accounts Receivable days are at 57.93 days for the end of March compared to 54.12 last year and 51.70 last month.

**Memorial Hospital of Converse County  
Statistics  
For The Period Ended March 31, 2017**

Monthly						Year to Date					
Mar. 2017	Mar. 2016	Variance From Prior Mar.	Budget	Amount	Variance %	YTD Thru Mar. 2017	YTD Thru Mar. 2016	Variance From Prior YTD	YTD Budget	Amt.	Variance %
75	82	(7)	67	8	11.9%	660	733	(73)	603	57	9.5%
3	4	(1)	4	(1)	-25.0%	38	34	4	36	2	5.6%
78	86	(8)	71	7	9.9%	698	767	(69)	639	59	9.2%
216	228	(12)	176	40	22.7%	1,770	2,034	(264)	1,584	186	11.7%
40	131	(91)	50	(10)	-20.0%	486	519	(33)	450	36	8.0%
256	359	(103)	226	30	13.3%	2,256	2,553	(297)	2,034	222	10.9%
13	15	(2)	14	(1)	-7.1%	111	129	(18)	126	(15)	-11.9%
27	21	6	23	4	17.4%	196	225	(29)	207	(11)	-5.3%
70	101	(31)	88	(18)	-20.5%	763	944	(181)	792	(29)	-3.7%
2,958	3,218	(260)	3,130	(172)	-5.5%	28,851	29,460	(609)	28,170	681	2.4%
411	465	(54)	518	(107)	-20.7%	3,948	4,544	(596)	4,662	(714)	-15.3%
3,369	3,683	(314)	3,648	(279)	-7.6%	32,799	34,004	(1,205)	32,832	(33)	-0.1%
305	349	(44)	334	(29)	-8.7%	315	336	(21)	334	(19)	-5.6%

Financial Ratios	Mar. 2017	Mar. 2016	YTD	US	WY	Misc. Measurements	YTD - 17	YTD - 16	Variance From Prior Year	WY	Variance From WY
Days Cash on Hand YTD	91	95	91	76	99	Total Revenue per FTE	\$281,766	\$260,675	\$21,091	\$145,000	\$136,766
Operating Margin	-25.77%	13.87%	0.13%	1.79%	-0.93%	Contractual Deductions	33.58%	29.43%	4.15%	33.13%	0.45%
Net Margin	-2.09%	17.30%	2.89%	3.09%	4.85%	Inpatient Revenue %	29.98%	32.61%	-2.63%	33.17%	-3.19%
Current Ratio	5.14	4.64	N/A	2.35	3.71	Outpatient Revenue %	70.02%	67.39%	2.63%	66.83%	3.19%
Gross A/R Days	53.31	52.31		50.37	59.90	Average Length of Stay	2.71	2.76	(0.05)	3.30	(0.59)
Net A/R Days	57.93	54.12		52.46	56.82	Medicare Inp. Payer Mix	35.06%	32.96%	2.10%	75.25%	-40.19%
FTEs per Adjusted Occupied Bed - Excluding MOB			11.56	5.51	9.88	Average I/P Daily Census	6.46	7.40	(0.94)	3.50	2.96
			With MOB - 11.96			Salaries to Net Patient Rev.	47.74%	45.23%	0.0251	53.41%	-5.67%
Medicare Rural Hospital Flexibility Program Monitoring Team - US CAH Median-2015						Salaries to Total Expense	46.65%	44.81%	1.84%	46.32%	0.33%
Medicare Rural Hospital Flexibility Program Monitoring Team -WY CAH Medium-2015						Average Salary per FTE	\$67,013	\$62,415	4598.06	\$62,062	\$4,951
						Benefits as % of Salaries	27.81%	24.09%	3.72%		

**Memorial Hospital of Converse County**

**Balance Sheet**

**March 31, 2017**

	<u>March 2017</u>	<u>March 2016</u>
<b><u>ASSETS</u></b>		
<b>CURRENT ASSETS</b>		
Cash On Hand And In Banks	\$7,341,335	\$7,336,395
Certificates Of Deposit - Unrestricted	244,770	139,715
<b>Total Cash Assets</b>	<u>\$7,586,105</u>	<u>\$7,476,110</u>
<b>Assets Whose Use is Restricted</b>		
Certificates of Deposit Securing Loan	6,500,000	7,500,000
Reserve Checking - CCB Contracts	0	0
<b>Total Restricted Assets</b>	<u>\$6,500,000</u>	<u>\$7,500,000</u>
Accounts Receivable (Gross)	12,493,587	12,629,512
Uncollectable Accts. & Contratural. Adj.	<u>(3,575,581)</u>	<u>(3,827,374)</u>
<b>Net Patient Accounts</b>	<u>\$8,918,005</u>	<u>\$8,802,138</u>
Due From Physicians/Staff	30,125	101,420
Inventories Of Supplies	945,499	972,070
Other Current Assets	1,011,130	2,809,229
Yellowstone Group Investment	82,305	0
<b>Total Current Assets</b>	<u>\$25,073,169</u>	<u>\$27,660,967</u>
<b>LAND, BUILDING AND EQUIPMENT, net</b>	\$29,246,457	\$32,049,735
<b>OTHER ASSETS</b>		
Investment - Big Country Rehab	145,054	192,716
<b>Total Other Assets</b>	<u>\$145,054</u>	<u>\$192,716</u>
<b>Total Assets</b>	<u><u>\$54,464,680</u></u>	<u><u>\$59,903,418</u></u>
<b><u>LIABILITIES AND FUND EQUITY</u></b>		
<b>CURRENT LIABILITIES</b>		
Accounts Payable	\$1,099,275	\$1,682,375
Accrued Salaries	1,942,545	2,550,709
Accrued Self Funded Health Insurance	(99,836)	0
Accrued Taxes And Deductions	881,680	581,552
Current Portion Of Notes Payable	278,659	144,588
Current Portion of CD Secured Note	775,117	1,000,000
Contingent Liability-(Patient Contracts)	0	0
<b>Total Current Liabilities</b>	<u>\$4,877,440</u>	<u>\$5,959,224</u>
<b>OTHER LIABILITIES</b>		
Long Term EIB Accrual	0	0
Deferred Loss On Early Retirement Of Bonds	(372,201)	(455,014)
Medicare Cost Report Settlement	317,560	1,647,182
Long Term CD Secured Note Obligations	6,037,901	6,500,000
Long Term Notes Payable	335,227	824,407
<b>Total Other Liabilities</b>	<u>\$6,318,487</u>	<u>\$8,516,575</u>
<b>Total Liabilities</b>	\$11,195,927	\$14,475,799
<b>FUND EQUITY</b>		
Fund Balance	\$41,959,323	\$43,482,683
Net Income	1,309,431	1,944,936
<b>Total Fund Balance</b>	<u>\$43,268,754</u>	<u>\$45,427,619</u>
<b>Total Liabilities And Fund Equity</b>	<u><u>\$54,464,680</u></u>	<u><u>\$59,903,418</u></u>

**Cash Flow Statement for March 2017 and FYTD 2017**

<b>Cash Flow From Operations</b>	<b><u>Mar. 2017</u></b>	<b><u>FYTD 2017</u></b>
Net Earnings/(Loss)	(\$782,455)	\$1,309,431
<b><u>Additions/(Subtractions) to Cash</u></b>		
Depreciation/Non-cash Interest	343,088	3,125,139
Decrease/(Increase) in Accounts Receivable	(46,343)	(918,209)
(Decrease)/Increase in Accounts Payable	11,583	(794,611)
Decrease/(Increase) in Inventory	(3,311)	(2,668)
<b>Net Cash Flow From Operations</b>	<b><u>(\$477,438)</u></b>	<b><u>\$2,719,082</u></b>
 <b>Cash Flow from Capital Purchases</b>		
Equipment, Fixed Assets	(22,007)	(440,079)
Loan Advance	0	0
 <b>Cash Flow from Financing</b>		
Notes Payable	<u>(22,929)</u>	<u>(977,212)</u>
 <b>Cash Flow for the Month Ending: Mar. 2017</b>	<b><u><u>(\$522,374)</u></u></b>	<b><u><u>\$1,301,791</u></u></b>