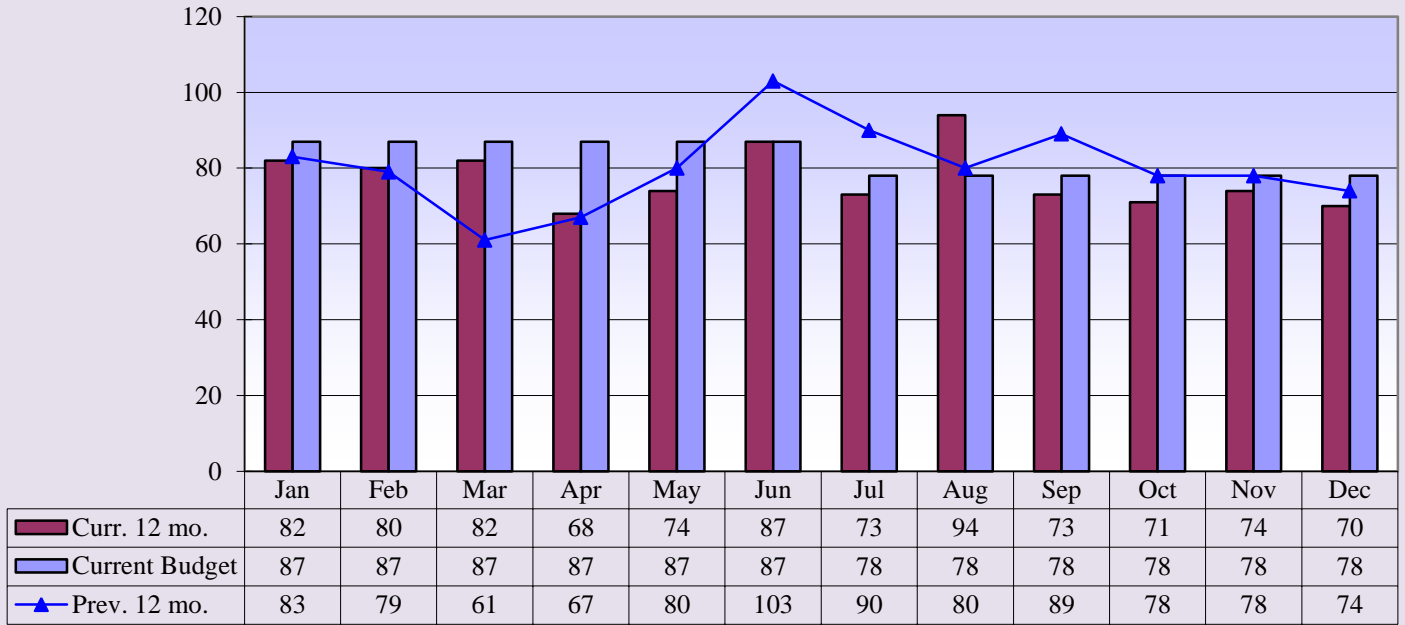


Memorial Hospital of Converse County
Financial and Statistical Packet
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**Memorial Hospital of Converse County
Admissions and Average IP Daily Census
Dec. 2016**

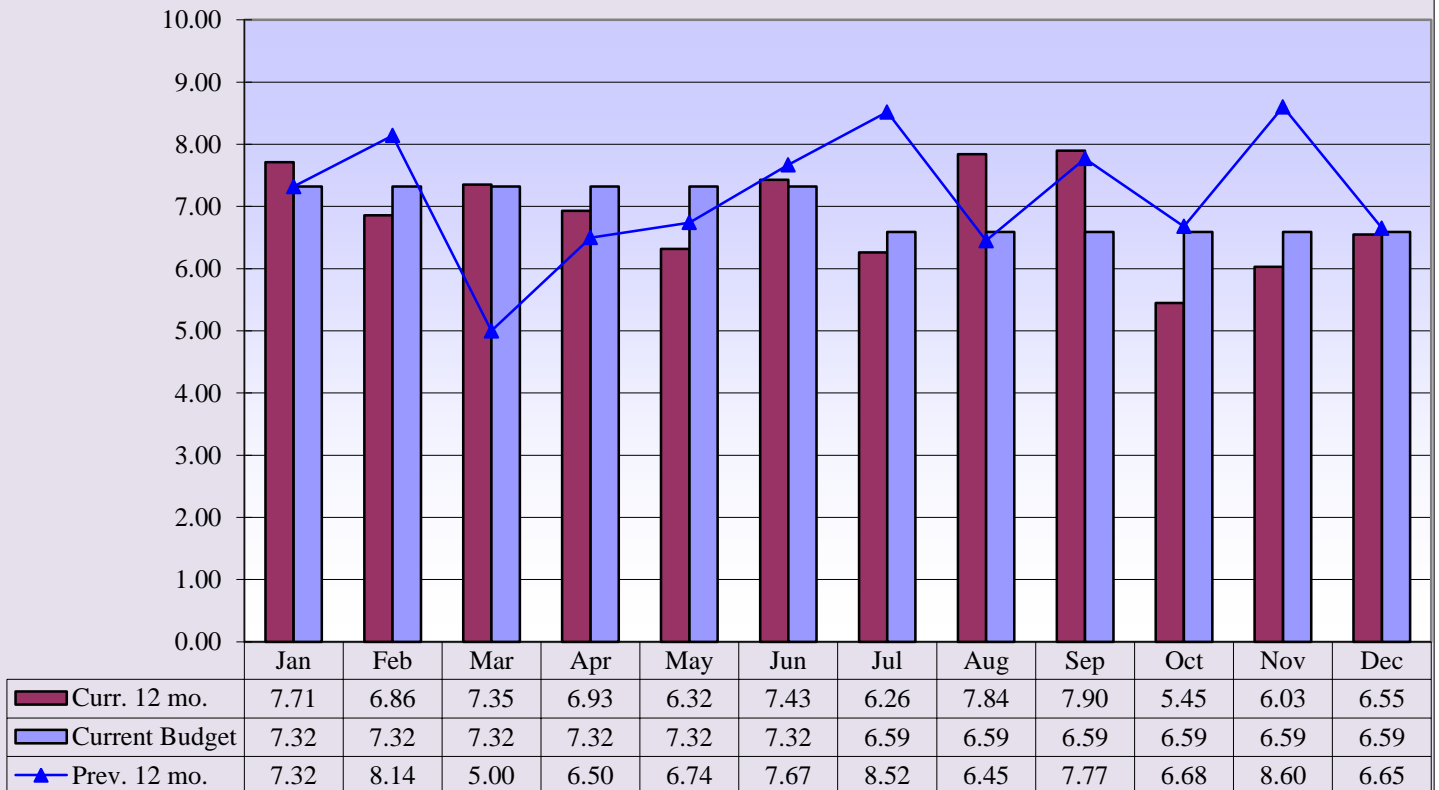
Admissions



Current 12 mo. avg. = 77

Previous 12 mo. avg. = 80

Average IP Daily Census

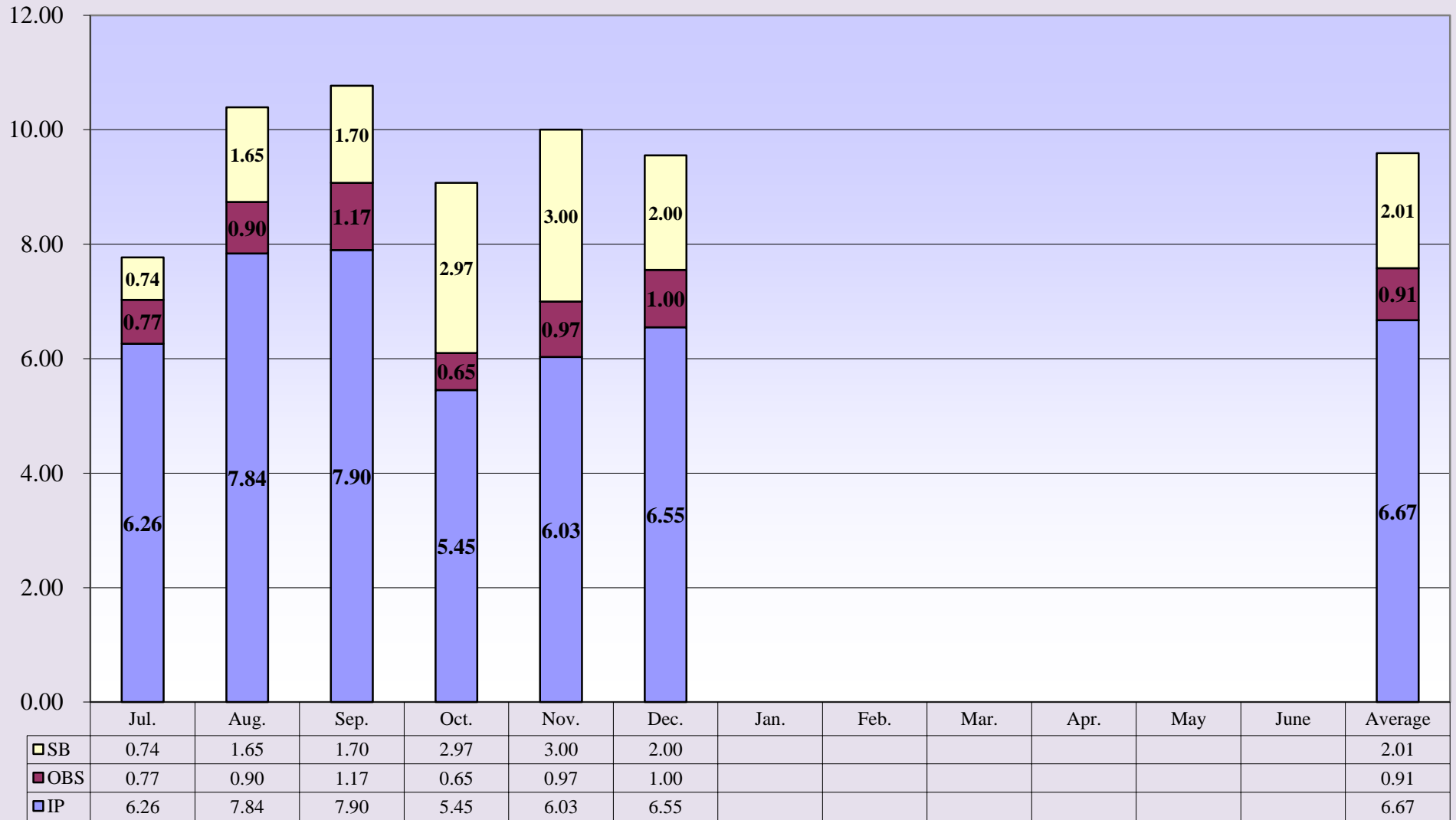


Current 12 mo. avg. = 6.89

Prev. 12 mo. avg. = 7.17

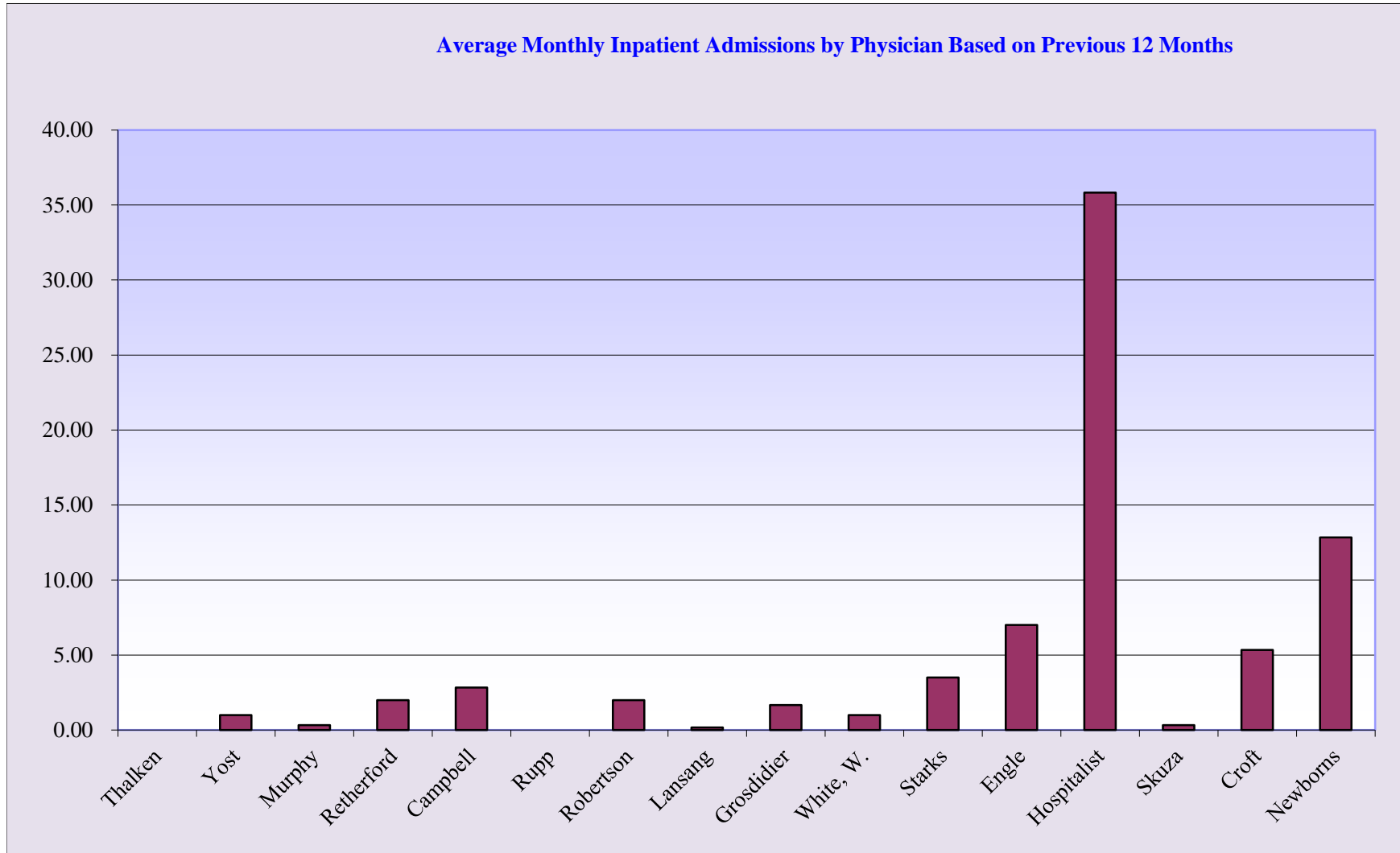
Memorial Hospital of Converse County
 (FY 2017) Average Floor Census Breakdown
 Dec. 2016

(FY 2017) Average Floor Census Breakdown



IP
 OBS
 SB

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



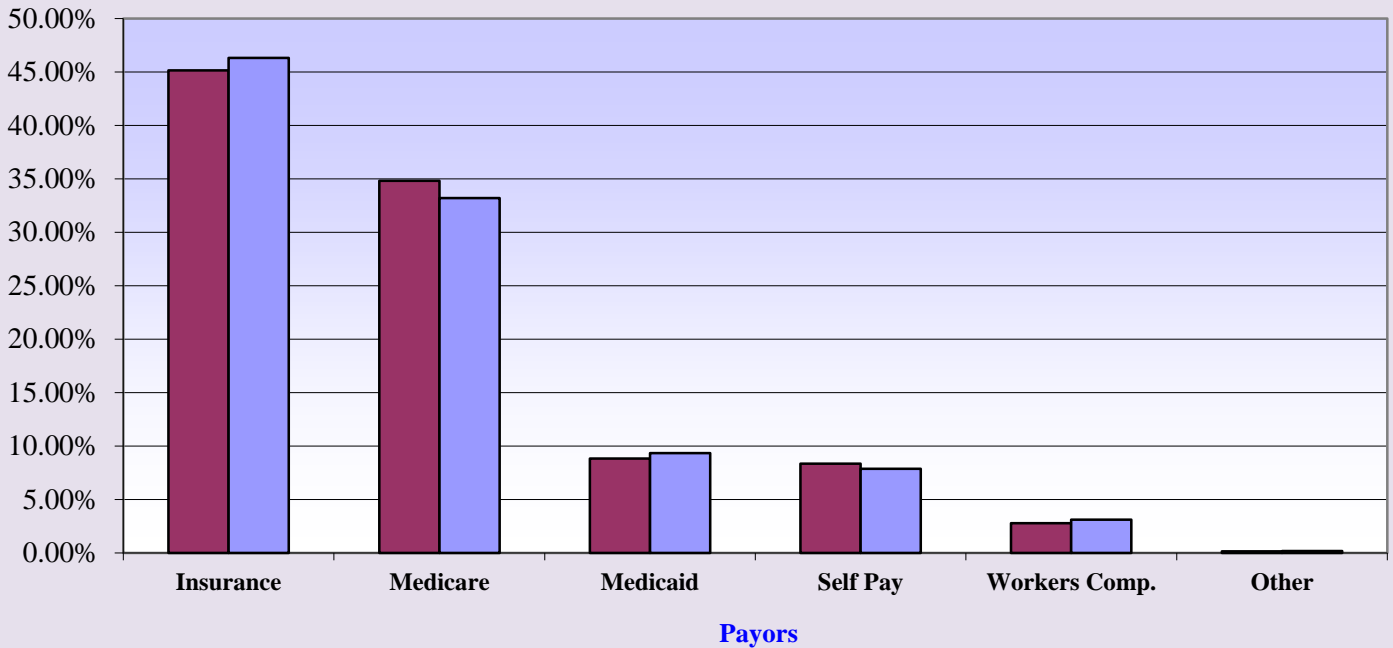
**Memorial Hospital of Converse County
Average Length of Stay by Physician
Dec. 2016**

Average Length of Stay by Physician for Fiscal Year 2017



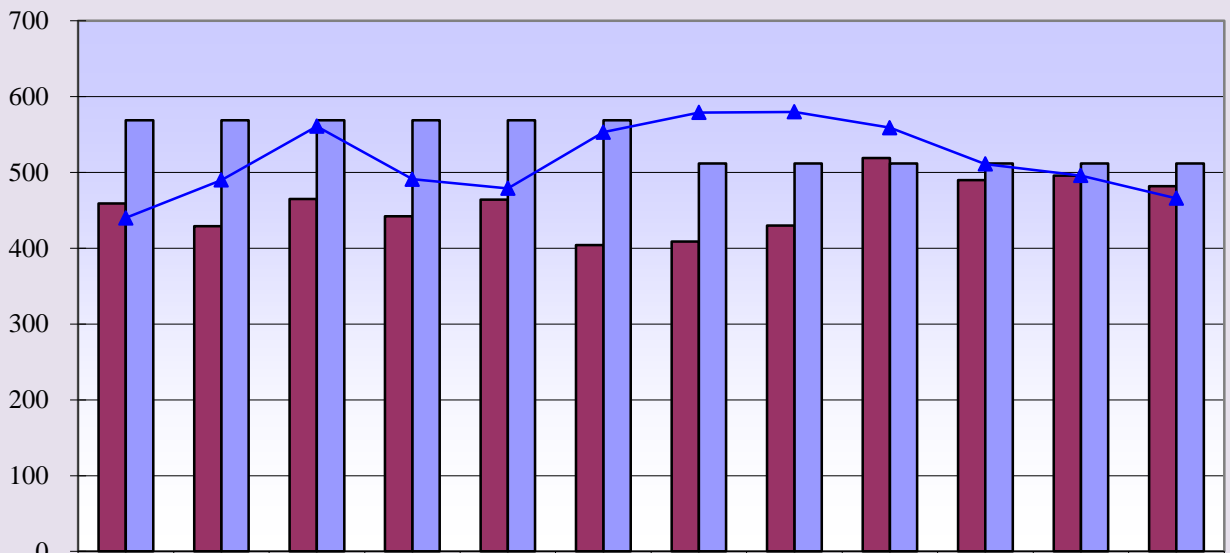
**Memorial Hospital of Converse County
Payor Mix Comparisons and ER Visits
Dec. 2016**

Payor Mix Comparisons



■ Fiscal Year 2017
 ■ Fiscal Year 2016

Emergency Room Visits



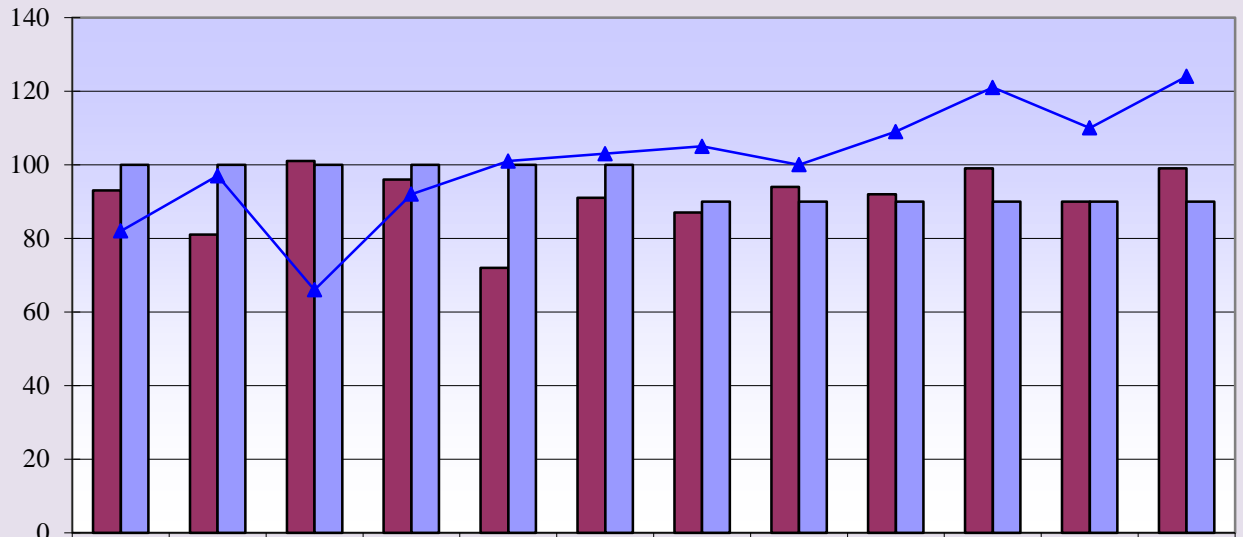
■ Curr. 12 mo.	459	429	465	442	464	404	409	430	519	490	496	482
■ Current Budget	569	569	569	569	569	569	512	512	512	512	512	512
▲ Prev. 12 mo.	440	490	561	491	479	553	579	580	559	511	496	466

Curr. 12 mo. avg. = 457

Prev. 12. mo. avg. = 517

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

Total Surgeries

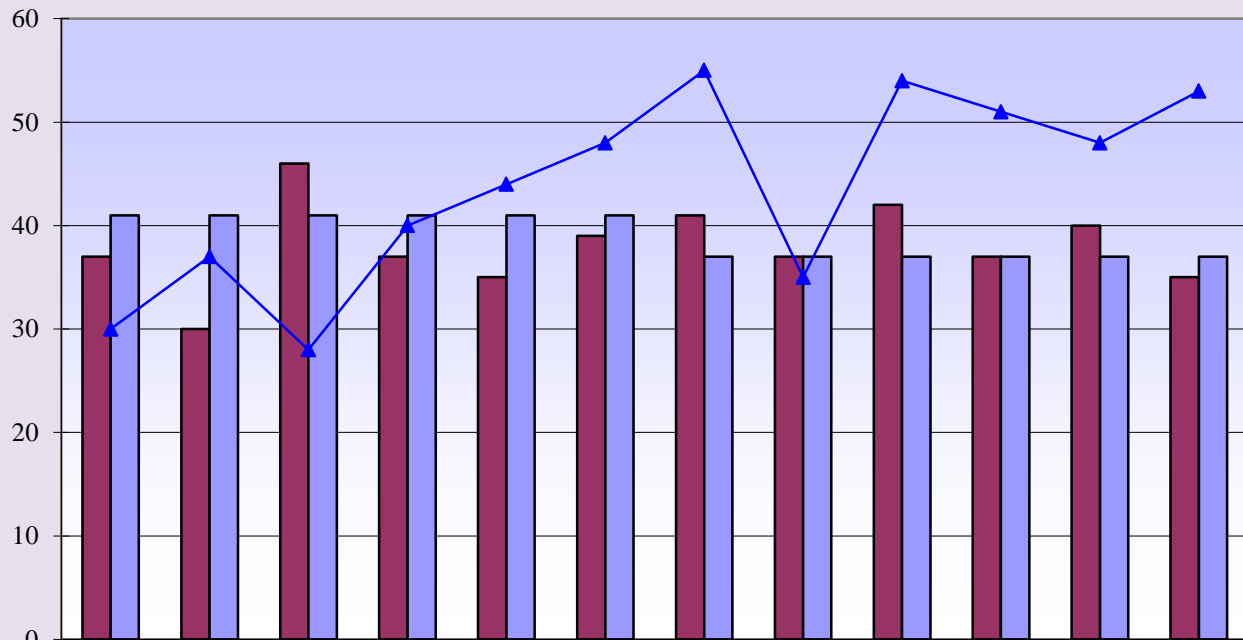


■ Curr. 12 mo.	93	81	101	96	72	91	87	94	92	99	90	99
■ Current Budget	100	100	100	100	100	100	90	90	90	90	90	90
▲ Prev. 12 mo.	82	97	66	92	101	103	105	100	109	121	110	124

Current 12 mo. avg. = 91

Previous 12 mo. avg. = 101

Orthopedic Surgeries



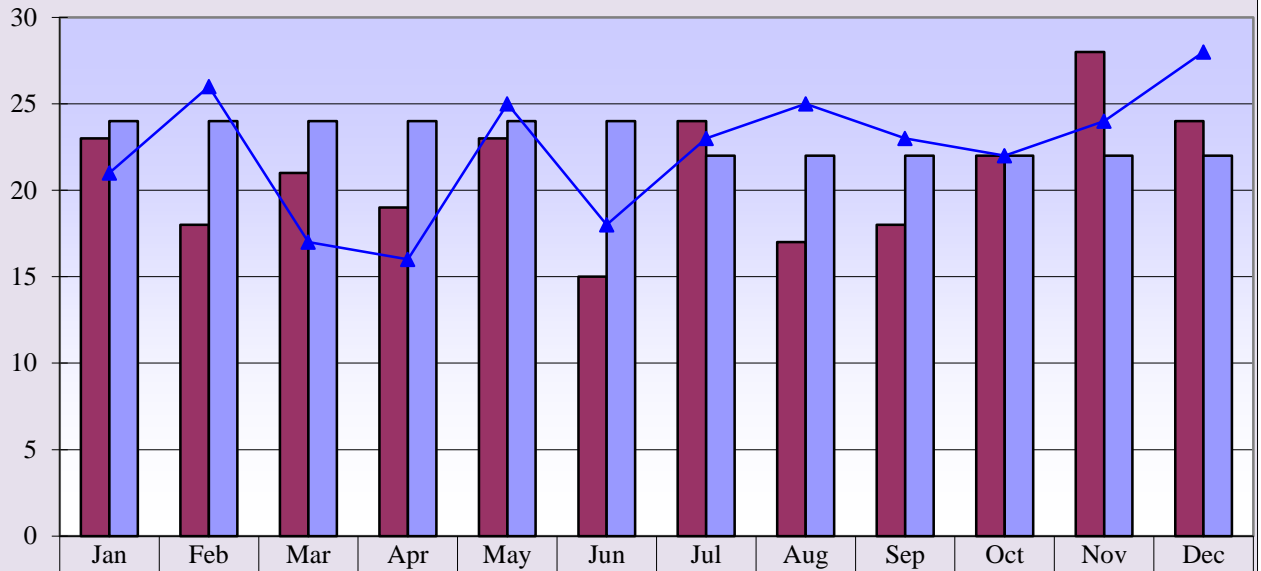
■ Curr. 12 mo.	37	30	46	37	35	39	41	37	42	37	40	35
■ Current Budget	41	41	41	41	41	41	37	37	37	37	37	37
▲ Prev. 12 mo.	30	37	28	40	44	48	55	35	54	51	48	53

Curr. 12 mo. avg. = 38

Prev. 12 mo. avg. = 44

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

General Surgeries

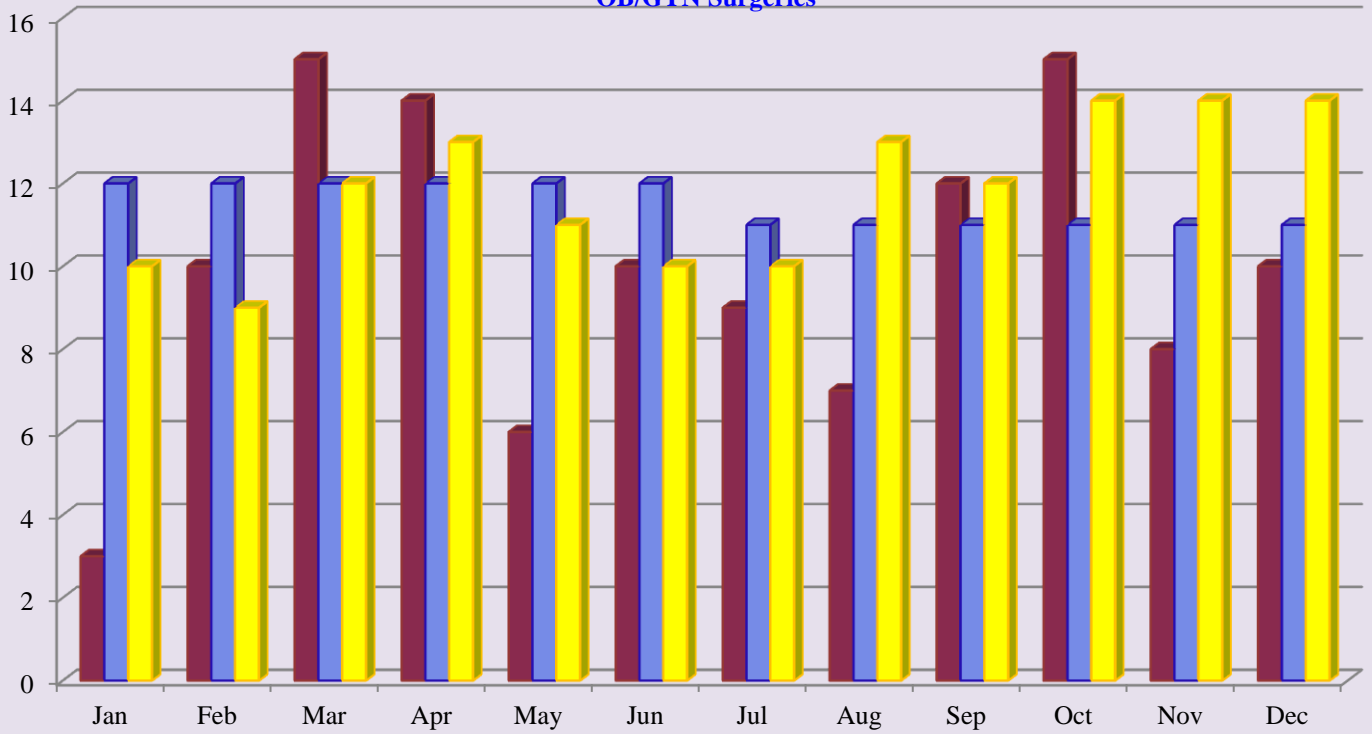


	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Curr. 12 mo.	23	18	21	19	23	15	24	17	18	22	28	24
Current Budget	24	24	24	24	24	24	22	22	22	22	22	22
Prev. 12 mo.	21	26	17	16	25	18	23	25	23	22	24	28

Curr. 12 mo. avg. = 21

Prev. 12 mo. avg. = 22

OB/GYN Surgeries



Curr. 12 mo. avg. = 10

Prev. 12 mo. avg. = 12

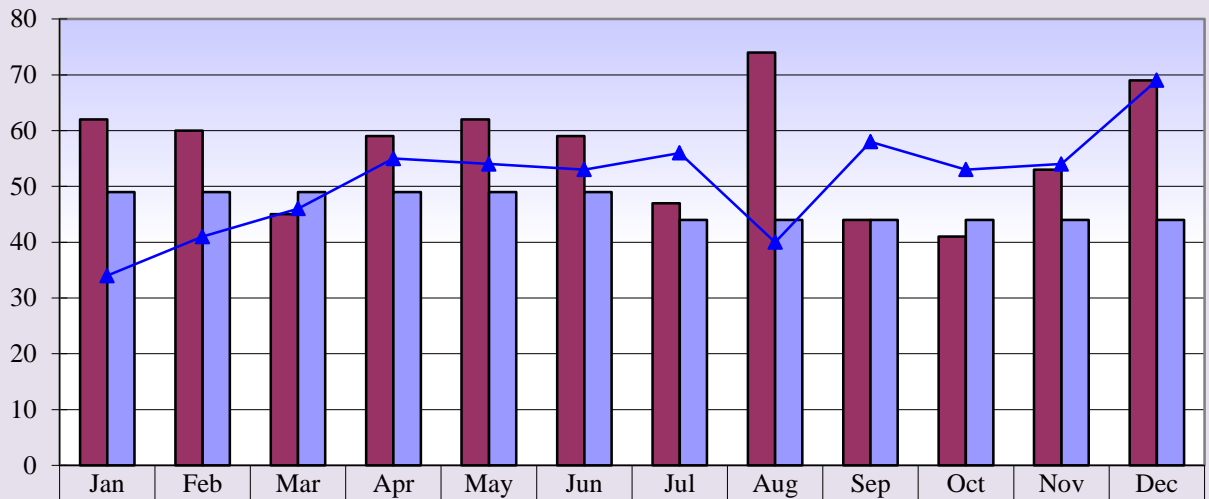
Curr. 12 mo.

Current Budget

Prev. 12 mo.

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

Procedure Core Visits

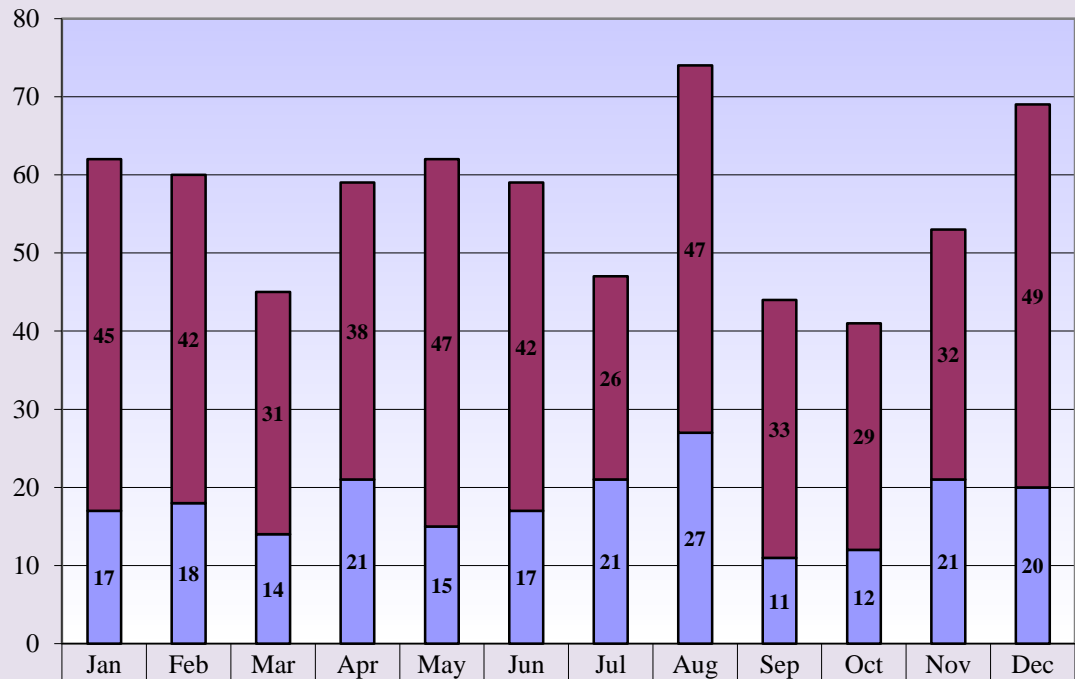


Curr. 12 mo.	62	60	45	59	62	59	47	74	44	41	53	69
Current Budget	49	49	49	49	49	49	44	44	44	44	44	44
Prev. 12 mo.	34	41	46	55	54	53	56	40	58	53	54	69

Curr. 12 mo. avg. = 56

Prev. 12 mo. avg. = 51

Procedure Core Visit Types



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

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

Mammography Exams

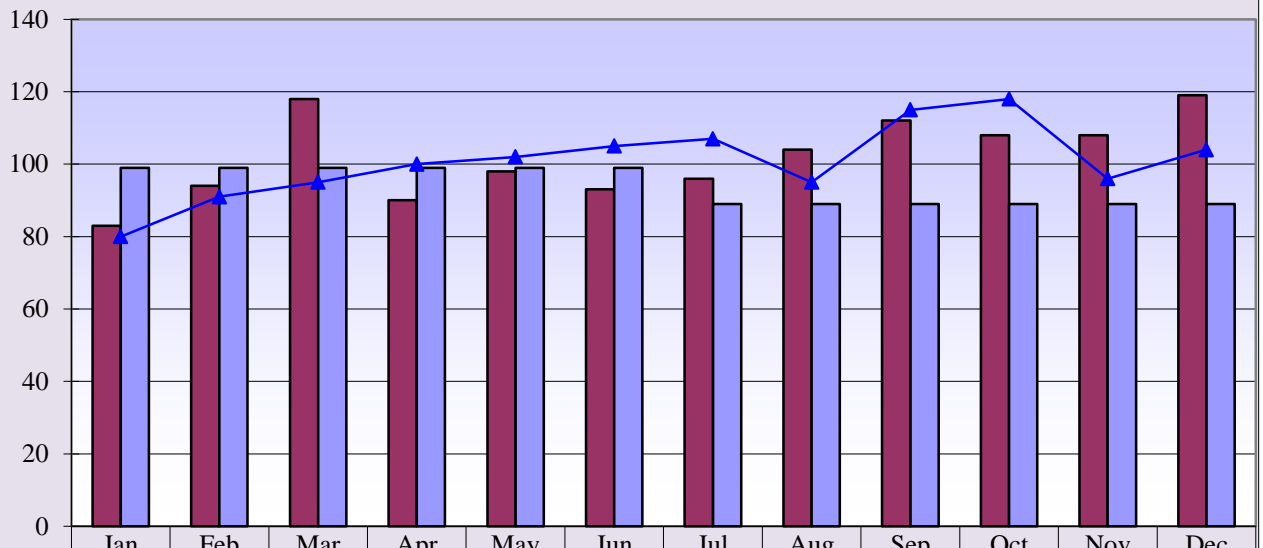


Curr. 12 mo. avg. = 99

Prev. 12 mo. avg. = 99

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

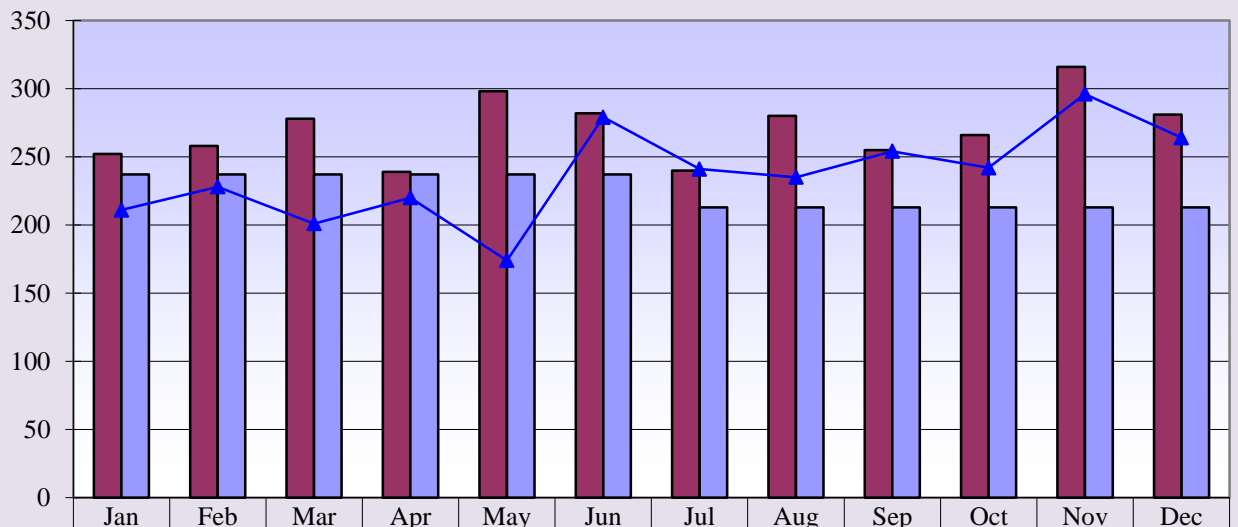
MRI Exams



Curr. 12 mo. avg. = 102

Prev. 12 mo. avg. = 101

CT Exams

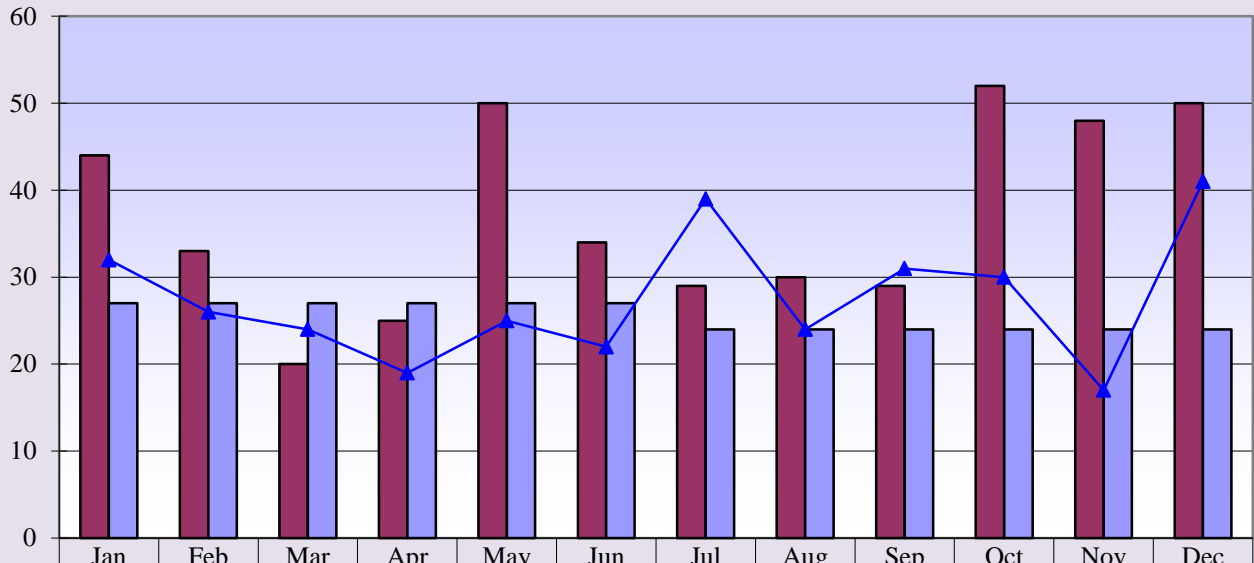


Curr. 12 mo. avg. = 270

Prev. 12 mo. avg. = 237

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

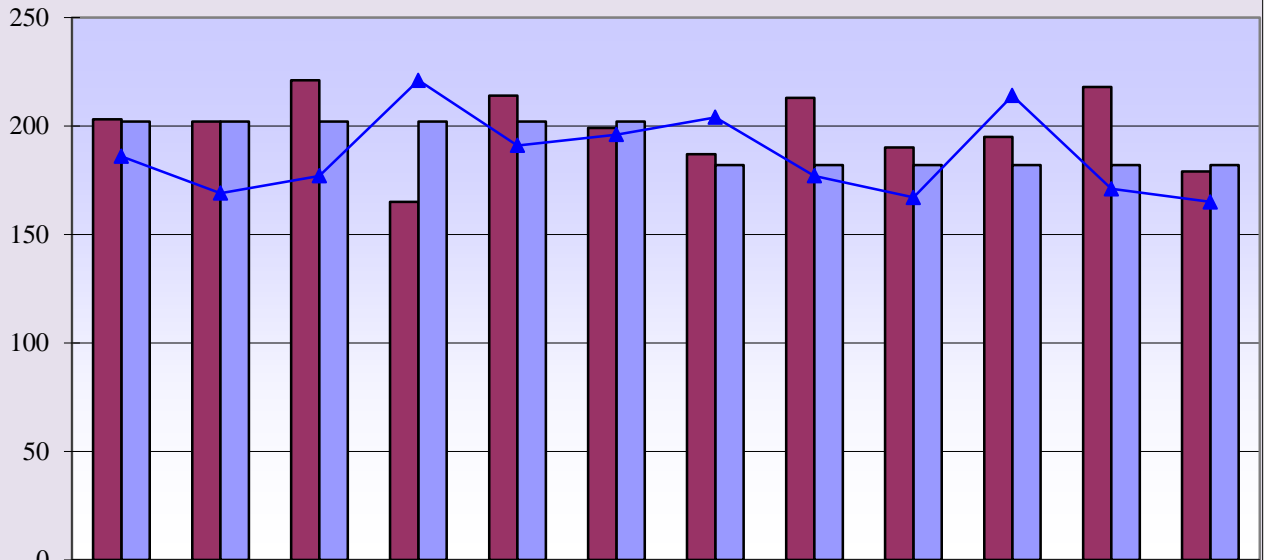
Nuclear Medicine Exams



Curr. 12 mo. avg = 37

Prev. 12 mo. avg. = 28

Ultrasound Exams

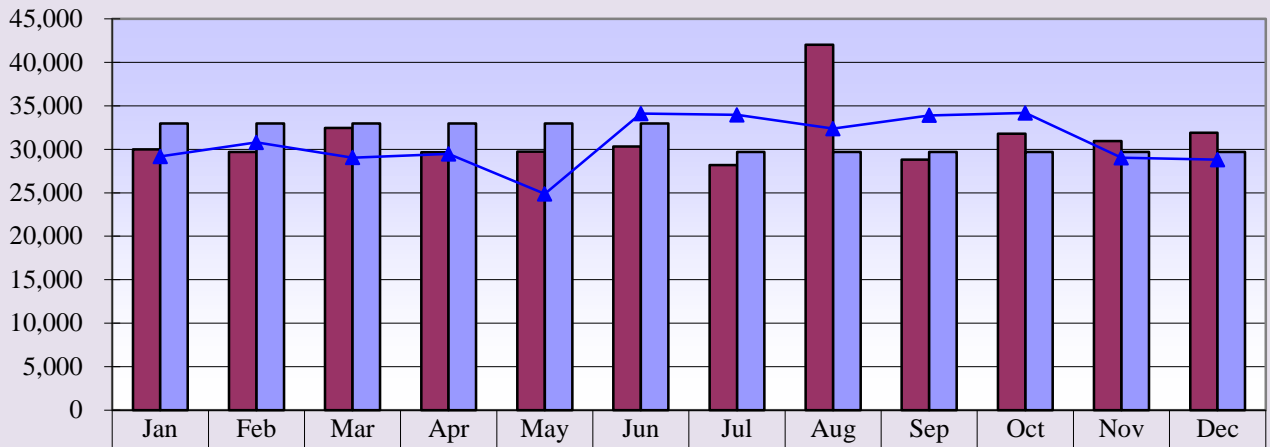


Curr. 12 mo. avg. = 199

Prev. 12 mo. avg. = 187

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

Lab Procedures

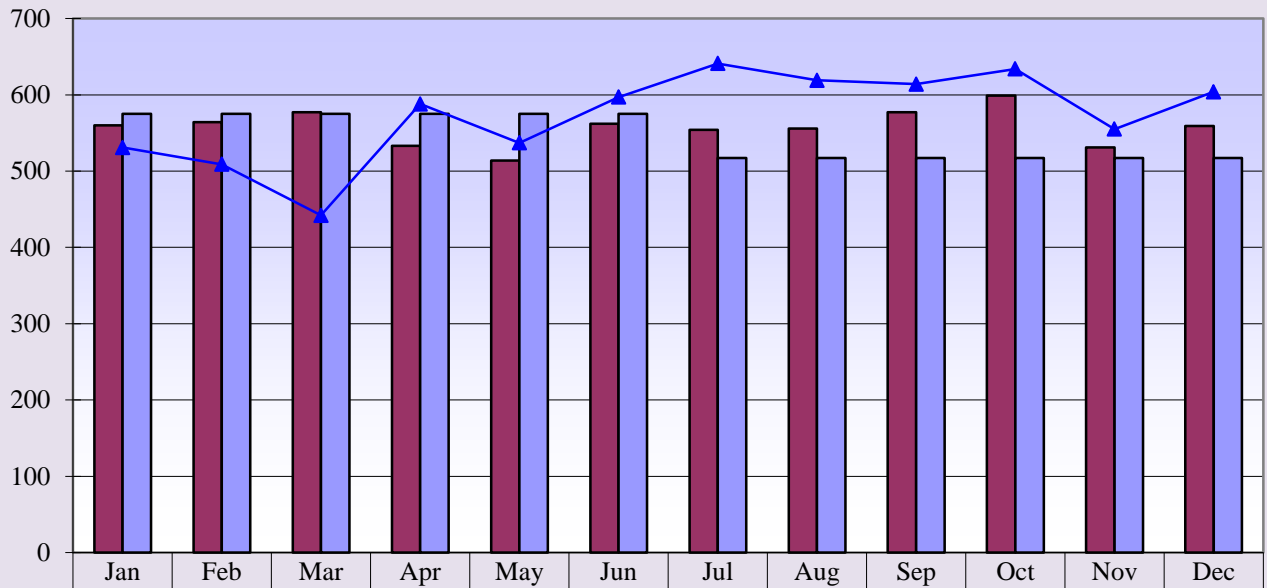


■ Curr. 12 mo.	29,995	29,694	32,443	29,662	29,729	30,331	28,170	42,038	28,795	31,807	30,946	31,922
■ Current Budget	32,981	32,981	32,981	32,981	32,981	32,981	29,682	29,682	29,682	29,682	29,682	29,682
▲ Prev. 12 mo.	29,174	30,794	29,041	29,470	24,854	34,102	33,960	32,375	33,895	34,186	29,028	28,811
✦												

Curr. 12 mo. avg. = 31,294

Prev. 12 mo. avg. = 30,808

Total Other X-Ray Exams



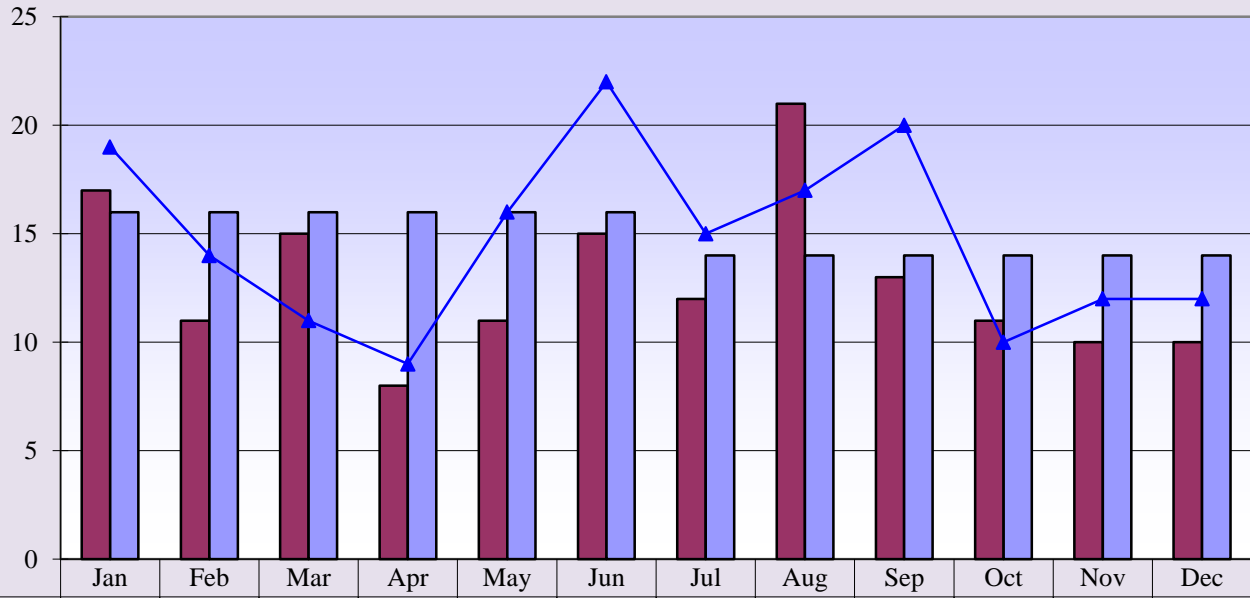
■ Curr. 12 mo.	560	564	577	533	514	562	554	556	577	599	531	559
■ Current Budget	575	575	575	575	575	575	517	517	517	517	517	517
▲ Prev. 12 mo.	531	509	442	588	537	597	641	619	614	634	555	604

Curr. 12 mo. avg. = 557

Prev. 12 mo. avg. = 573

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

Newborns

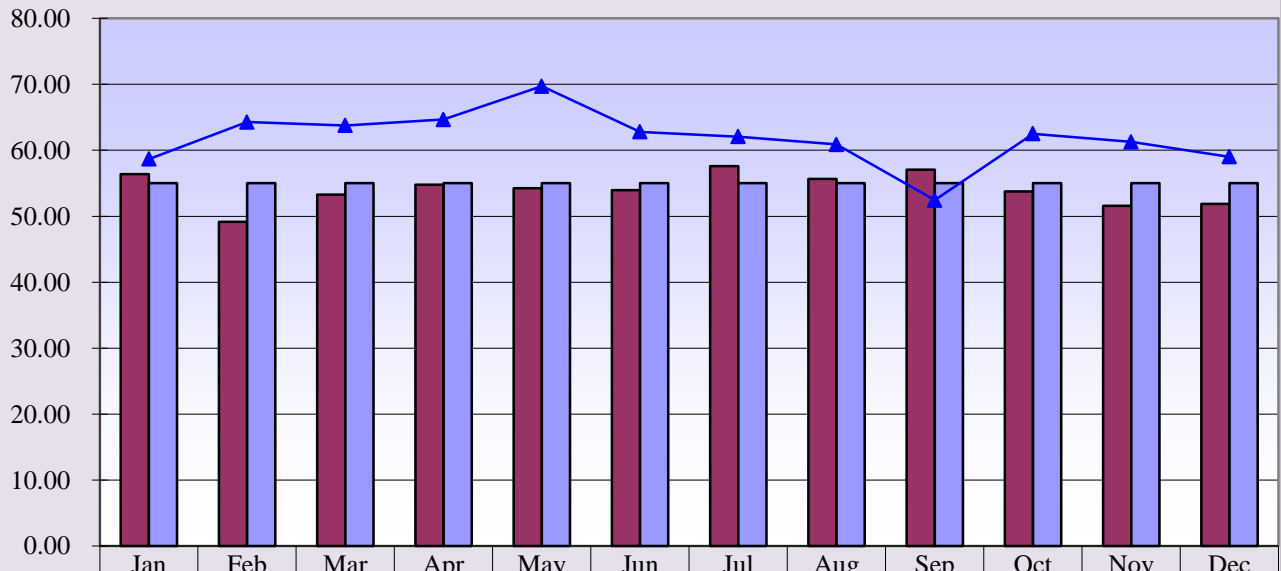


	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Curr. 12 mo.	17	11	15	8	11	15	12	21	13	11	10	10
Current Budget	16	16	16	16	16	16	14	14	14	14	14	14
Prev. 12 mo.	19	14	11	9	16	22	15	17	20	10	12	12

Curr. 12 mo. avg. = 13

Prev. 12 mo. avg. = 15

Net Days of Revenue in A/R

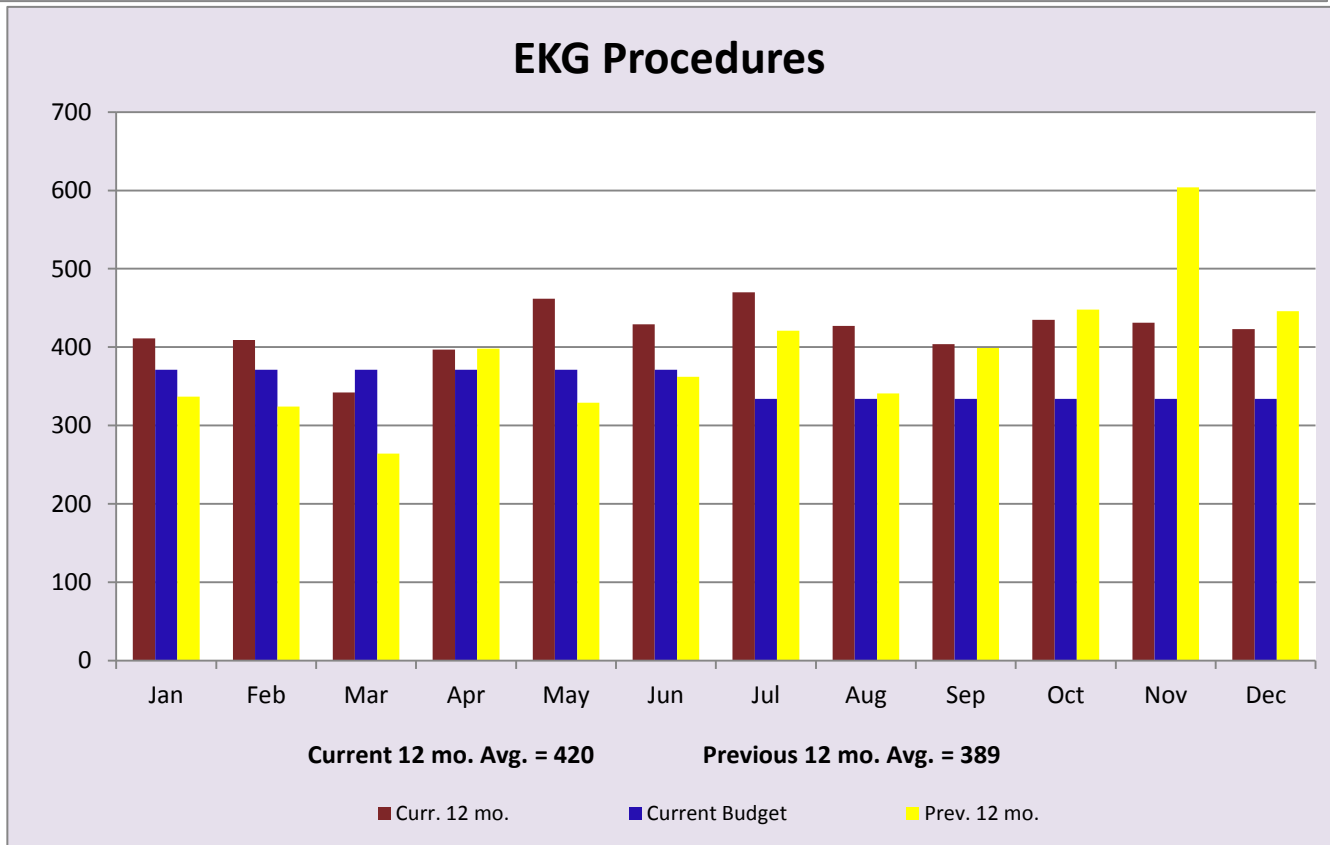
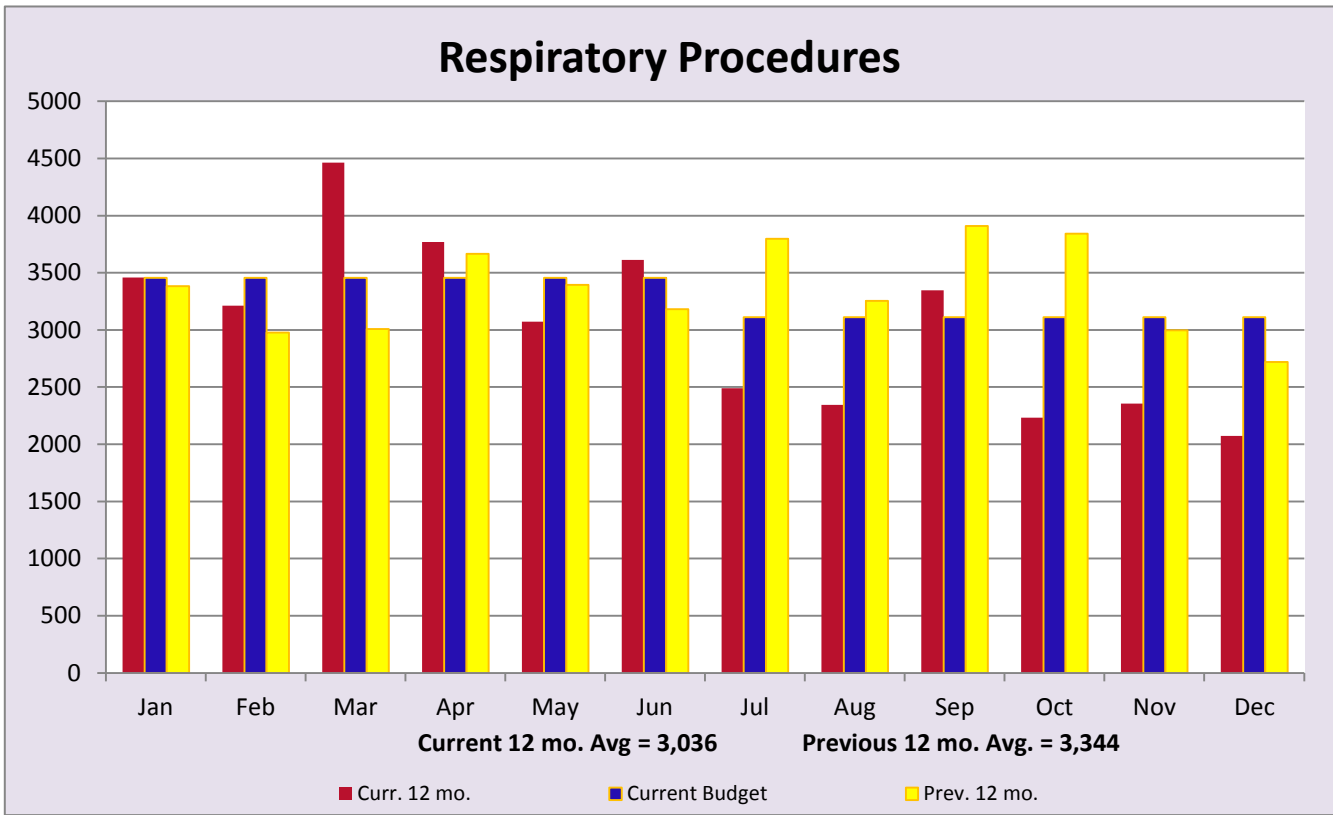


	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Curr. 12 mo.	56.40	49.16	53.30	54.78	54.26	53.98	57.59	55.66	57.08	53.74	51.58	51.87
Current Budget	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00
Prev. 12 mo.	58.68	64.29	63.76	64.67	69.70	62.80	62.07	60.87	52.45	62.51	61.26	59.01

Curr. 12 mo. avg. = 54.12

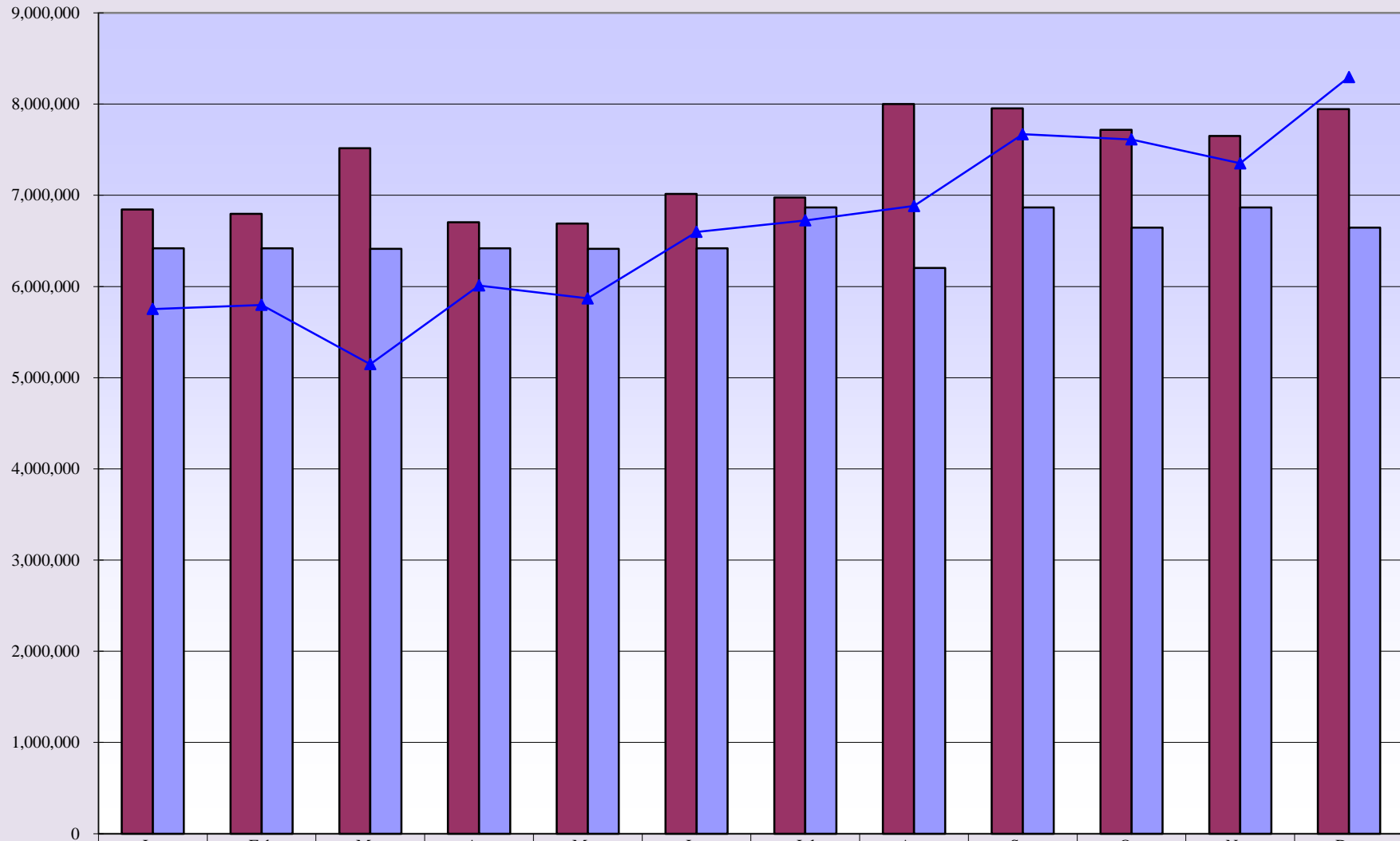
Prev. 12 mo. avg. = 61.84

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



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

Hospital Patient Revenues



Curr. 12 mo. avg. = \$7,317,905

Prev. 12 mo. avg. = \$6,642,985

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

Current Month			Year to Date			Prior Year YTD		
Dec. 2016	Budget	Variance Amount	December	YTD Thru Dec. 2016	YTD Budget	Variance Amount	YTD Thru Dec. 2015	Change From Prior YTD
			Patient Revenue					
\$1,839,998	\$1,767,122	\$72,876	Inpatient	\$11,743,116	\$10,661,603	\$1,081,513	\$11,361,567	\$381,549
4,679,389	3,511,492	1,167,897	Outpatient	26,388,287	21,185,972	5,202,315	24,425,019	1,963,268
1,425,070	1,366,604	58,466	Physician Clinics	8,112,462	8,245,168	(132,706)	8,751,010	(638,548)
\$7,944,457	\$6,645,218	\$1,299,239	Total Patient Revenue	\$46,243,866	\$40,092,743	\$6,151,123	\$44,537,596	\$1,706,270
			Deductions From Revenue					
927,362	616,439	310,923	Medicare	6,066,747	3,719,178	2,347,569	3,797,943	2,268,804
555,764	401,824	153,940	Medicaid	2,386,323	2,424,332	(38,009)	2,593,635	(207,312)
102,772	164,388	(61,616)	Worker's Compensation	793,260	991,784	(198,524)	742,682	50,578
790,732	579,793	210,939	Other Contractuals	4,217,156	3,498,099	719,057	3,949,121	268,035
168,223	155,435	12,788	Other	988,544	937,772	50,772	883,379	105,165
\$2,544,852	\$1,917,879	\$626,973	Total Deductions	\$14,452,030	\$11,571,165	\$2,880,865	\$11,966,760	\$2,485,270
5,399,605	4,727,339	672,266	Net Patient Revenue	31,791,835	28,521,578	3,270,257	32,570,836	(779,001)
14,702	129,637	(114,935)	Other Operating Revenue	585,152	777,818	(192,666)	482,137	103,015
\$5,414,308	\$4,856,976	\$557,332	Total Operating Revenue	\$32,376,987	\$29,299,396	\$3,077,591	\$33,052,973	(\$675,986)
			Operating Expenses					
2,176,064	2,365,928	(189,864)	Salaries & Wages	14,273,330	14,274,427	(1,097)	14,495,491	(222,161)
782,839	583,832	199,007	Benefits	4,061,957	3,522,466	539,491	3,542,751	519,206
530,692	533,328	(2,636)	Supplies	3,249,228	3,217,715	31,513	3,692,048	(442,820)
105,928	99,851	6,077	Lease & Rentals	615,527	602,428	13,099	487,051	128,476
59,743	96,363	(36,620)	Other Expenses	639,728	581,296	58,432	556,385	83,343
150	4,109	(3,959)	Legal	30,258	24,794	5,464	6,028	24,230
36,739	33,882	2,857	Travel & Education	89,425	204,404	(114,979)	168,077	(78,652)
104,480	102,860	1,620	Maintenance & Repair	631,824	620,595	11,229	659,586	(27,762)
19,825	16,931	2,894	Physician Fees	139,433	102,153	37,280	142,371	(2,938)
20,851	9,863	10,988	Interest	124,191	59,507	64,684	76,987	47,204
129,463	45,628	83,835	Professional Fees	355,068	275,277	79,791	329,404	25,664
145,761	110,705	35,056	Purchased Services	714,024	667,932	46,092	765,991	(51,967)
57,682	35,343	22,339	Insurance	214,143	213,233	910	199,205	14,938
56,817	48,181	8,636	Utilities	282,913	290,690	(7,777)	304,265	(21,352)
341,676	362,631	(20,955)	Depreciation	2,099,340	2,187,869	(88,529)	2,187,650	(88,310)
697,178	484,927	212,251	Indigent Care	3,605,420	2,925,752	679,668	3,879,809	(274,389)
\$5,265,890	\$4,934,362	\$331,528	Total Expenses	\$31,125,810	\$29,770,538	\$1,355,272	\$31,493,099	(\$367,289)
148,418	(77,386)	225,804	Operating Income (Loss)	1,251,177	(471,142)	1,722,319	1,559,874	(308,697)
			Non-Operating Revenue					
90,710	90,625	85	County - Indigent Care Reimbursement	544,554	543,751	803	652,074	(107,520)
30,208	30,208	0	County - Ambulance Reimbursement	181,250	181,250	0	270,000	(88,751)
10,367	34,027	(23,660)	Other Non-Operating	148,376	204,168	(55,792)	236,071	(87,695)
0	0	0	Non-Operating Expense	0	0	0	0	0
\$279,703	\$77,474	\$202,229	Net Income/(Loss)	\$2,125,356	\$458,026	\$1,667,330	\$2,718,019	(\$592,663)

Memorial Hospital of Converse County
Financial and Statistical Highlights
Dec. 2016

	<u>Page #</u>
Patient Volumes	
IP Daily Census.....	At 6.55 down 0.10 from December 2015 - up 0.52 from November 2016 1-2
Surgeries.....	At 99 down 25 from December 2015 - up 9 from November 2016 6-7
Radiology Exams.....	At 1,273 down 16 from December 2015 - down 77 from November 2016 9-12
Laboratory Tests.....	At 31,922 up 3,111 from Dec 2015 - up 976 from Nov 2016 12
Emer. Rm. Visits.....	At 482 up 36 from December 2015 - down 14 from November 2016 5
Clinic Visits.....	At 4,241 up 371 from Dec 2015 - up 883 from November 2016
Income Statement	
Gross Patient Revenue for the month was \$7,900,000 compared to \$8,296,000 last December and \$7,649,000 last month. Net Income for December is \$279,000 compared to \$400,000 last year and \$679,000 last month.	15
Monthly Revenue - over budget by \$1,299,000	
The departments that are under budget by \$10,000 or more are as follows:	
OB - 13,000	Surgery - 150,000
Podiatry - 11,000	
Deductions From Revenue - Over budget by \$626,000	
Monthly Expense Variances - Over budget by \$331,000	
Areas that are over budget for the month	
Benefits - 199,000	Maintenance & Repairs - 1,600
	Facilities - 7,600
Lease & Rentals - 6,000	Physician Fees - 2,800
IS - 11,000	Radiologists - 7,900
Travel & Education - 2,800	Interest - 10,000
ER Physicians - 7,500	Accrual for CD loan
Professional Fees - 83,000	Purchased Services - 35,000
Sleep Study - 17,000	Lab - 15,000
Physical Therapy - 59,000	Administration - 11,000
Insurance - 22,000	E-Care - 5,900
Administration - 25,000	Indigent Care - 212,000
Utilities - 8,600	
Natural Gas - 9,000	
Cash Status	
Cash balances as of December 31, 2016 are \$12,599,211. This equates to 79.87 days of expenses on hand.	
Accounts Receivable	
Net Accounts Receivable days are at 51.87 days for the end of December compared to 58.46 last year and 51.58 last month.	

**Memorial Hospital of Converse County
Statistics
For The Period Ended December 31, 2016**

Monthly						Year to Date					
Dec. 2016	Dec. 2015	Variance From Prior Dec.	Budget	Amount	Variance %	YTD Thru Dec. 2016	YTD Thru Dec. 2015	Variance From Prior YTD	YTD Budget	Amt.	Variance %
70	74	(4)	67	3	4.5%	455	489	(34)	402	53	13.2%
7	3	4	4	3	75.0%	29	25	4	24	5	20.8%
<u>77</u>	<u>77</u>	<u>0</u>	<u>71</u>	<u>6</u>	<u>8.5%</u>	<u>484</u>	<u>514</u>	<u>(30)</u>	<u>426</u>	<u>58</u>	<u>13.6%</u>
203	206	(3)	176	27	15.3%	1,207	1,368	(161)	1,056	151	14.3%
62	53	9	50	12	24.0%	369	309	60	300	69	23.0%
<u>265</u>	<u>259</u>	<u>6</u>	<u>226</u>	<u>39</u>	<u>17.3%</u>	<u>1,576</u>	<u>1,677</u>	<u>(101)</u>	<u>1,356</u>	<u>220</u>	<u>16.2%</u>
10	12	(2)	14	(4)	-28.6%	77	86	(9)	84	(7)	-8.3%
17	25	(8)	23	(6)	-26.1%	135	149	(14)	138	(3)	-2.2%
99	124	(25)	88	11	12.5%	561	669	(108)	528	33	6.3%
3,093	3,271	(178)	3,130	(37)	-1.2%	19,600	19,888	(288)	18,780	820	4.4%
482	466	16	518	(36)	-6.9%	2,765	3,191	(426)	3,108	(343)	-11.0%
<u>3,575</u>	<u>3,737</u>	<u>(162)</u>	<u>3,648</u>	<u>(73)</u>	<u>-2.0%</u>	<u>22,365</u>	<u>23,079</u>	<u>(714)</u>	<u>21,888</u>	<u>477</u>	<u>2.2%</u>
319	337	(18)	334	(15)	-4.6%	321	332	(11)	334	(13)	-4.0%

Financial Ratios	Dec. 2016	Dec. 2015	YTD	US	WY	Misc. Measurements	YTD - 16	YTD - 15	Variance From Prior Year	WY	Variance From WY
Days Cash on Hand YTD	80	83	80	69	107	Total Revenue per FTE	\$288,276	\$236,223	\$52,053	\$145,000	\$143,276
Operating Margin	2.74%	3.34%	3.86%	0.99%	0.77%	Contractual Deductions	31.25%	23.96%	7.29%	26.70%	4.55%
Net Margin	5.16%	6.62%	6.56%	2.51%	6.79%	Inpatient Revenue %	30.79%	35.09%	-4.30%	31.41%	-0.62%
Current Ratio	5.02	5.16	N/A	2.29	3.89	Outpatient Revenue %	69.21%	64.91%	4.30%	66.90%	2.31%
Gross A/R Days	51.21	54.75				Average Length of Stay	2.70	2.29	0.41	3.30	(0.60)
Net A/R Days	51.87	58.46		54.20	57.94	Medicare Inp. Payer Mix	34.80%	33.10%	1.70%	31.00%	3.80%
FTEs per Adjusted Occupied Bed - Excluding MOB			11.98	With MOB -	12.38	Average I/P Daily Census	6.56	7.30	(0.74)	3.50	3.06
Medicare Rural Hospital Flexibility Program Monitoring Team - US CAH Median-2013						Salaries to Total Expense	45.85%	48.29%	-2.44%	46.32%	-0.47%
Medicare Rural Hospital Flexibility Program Monitoring Team -WY CAH Medium-2013						Benefits as % of Salaries	28.45%	21.31%	7.14%		

Memorial Hospital of Converse County

Balance Sheet

December 31, 2016

	December 2016	December 2015
-		
<u>ASSETS</u>		
CURRENT ASSETS		
Cash On Hand And In Banks	\$5,885,747	\$5,940,767
Certificates Of Deposit - Unrestricted	213,465	139,715
Total Cash Assets	\$6,099,211	\$6,080,482
Assets Whose Use is Restricted		
Certificates of Deposit Securing Loan	6,500,000	7,500,000
Reserve Checking - CCB Contracts	0	12,413
Total Restricted Assets	\$6,500,000	\$7,512,413
Accounts Receivable (Gross)	13,124,283	13,882,335
Uncollectable Accts. & Contratural. Adj.	(3,964,853)	(3,202,636)
Net Patient Accounts	\$9,159,430	\$10,679,699
Due From Physicians/Staff	32,010	104,153
Inventories Of Supplies	956,507	968,855
Other Current Assets	2,086,071	2,591,020
Yellowstone Group Investment	123,452	0
Total Current Assets	\$24,956,681	\$27,936,622
LAND, BUILDING AND EQUIPMENT, net	\$30,203,725	\$32,260,180
OTHER ASSETS		
Investment - Big Country Rehab	113,762	162,731
Total Other Assets	\$113,762	\$162,731
Total Assets	\$55,274,168	\$60,359,533
<u>LIABILITIES AND FUND EQUITY</u>		
CURRENT LIABILITIES		
Accounts Payable	\$738,663	\$1,233,181
Accrued Salaries	2,362,342	2,504,591
Accrued Self Funded Health Insurance	(67,447)	0
Accrued Taxes And Deductions	882,994	518,080
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
Total Current Liabilities	\$4,970,329	\$5,412,854
OTHER LIABILITIES		
Long Term EIB Accrual	0	92,545
Deferred Loss On Early Retirement Of Bonds	(372,201)	(455,014)
Medicare Cost Report Settlement	150,000	1,696,824
Long Term CD Secured Note Obligations	6,165,092	6,500,000
Long Term Notes Payable	276,268	911,620
Total Other Liabilities	\$6,219,159	\$8,745,975
Total Liabilities	\$11,189,489	\$14,158,829
FUND EQUITY		
Fund Balance	\$41,959,323	\$43,482,683
Net Income	2,125,356	2,718,021
Total Fund Balance	\$44,084,679	\$46,200,704
Total Liabilities And Fund Equity	\$55,274,168	\$60,359,533

Cash Flow Statement for December 2016 and FYTD 2017

Cash Flow From Operations	<u>Dec. 2016</u>	<u>FYTD 2017</u>
Net Earnings/(Loss)	\$279,703	\$2,125,356
<u>Additions/(Subtractions) to Cash</u>		
Depreciation/Non-cash Interest	341,676	2,099,340
Decrease/(Increase) in Accounts Receivable	(100,443)	(1,548,905)
(Decrease)/Increase in Accounts Payable	3,360	(1,155,223)
Decrease/(Increase) in Inventory	(3,451)	(13,675)
Net Cash Flow From Operations	<u>\$520,845</u>	<u>\$1,506,893</u>
Cash Flow from Capital Purchases		
Equipment, Fixed Assets	(12,816)	(368,864)
Loan Advance	0	0
Cash Flow from Financing		
Notes Payable	<u>(22,616)</u>	<u>(916,823)</u>
Cash Flow for the Month Ending: Dec. 2016	<u><u>\$485,413</u></u>	<u><u>\$221,206</u></u>