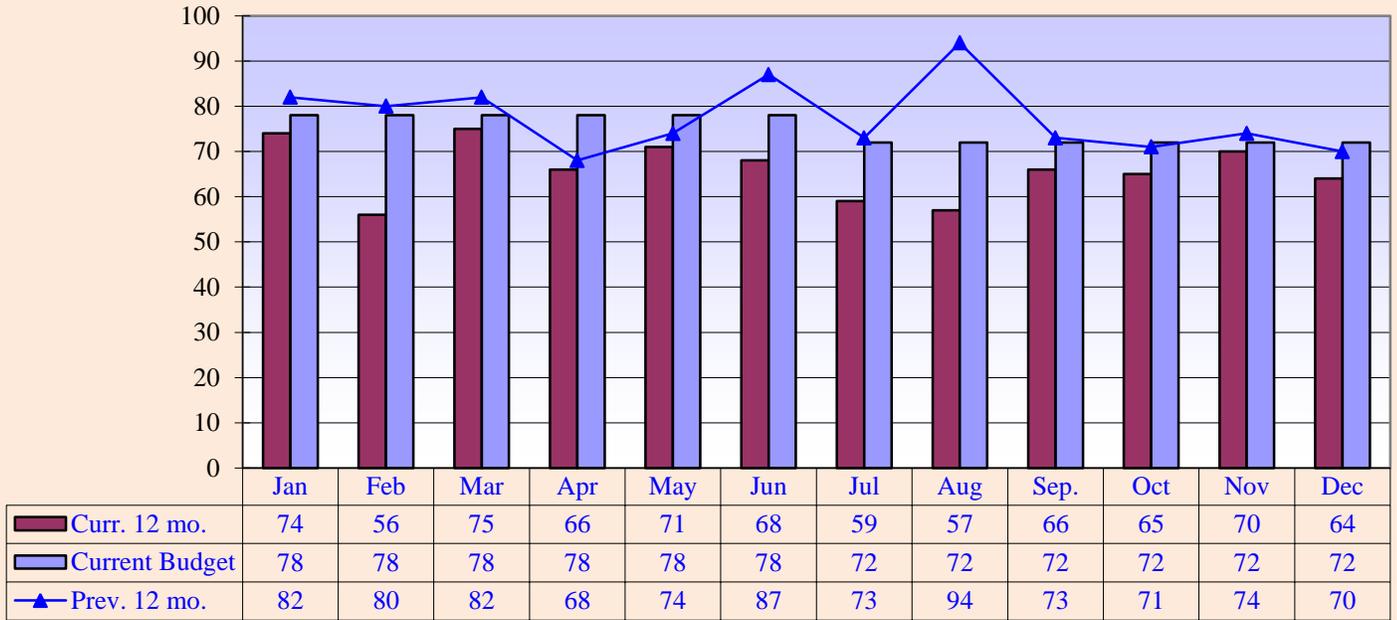


Memorial Hospital of Converse County
Financial and Statistical Packet
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**Memorial Hospital of Converse County
Admissions and Average IP Daily Census
Dec. 2017**

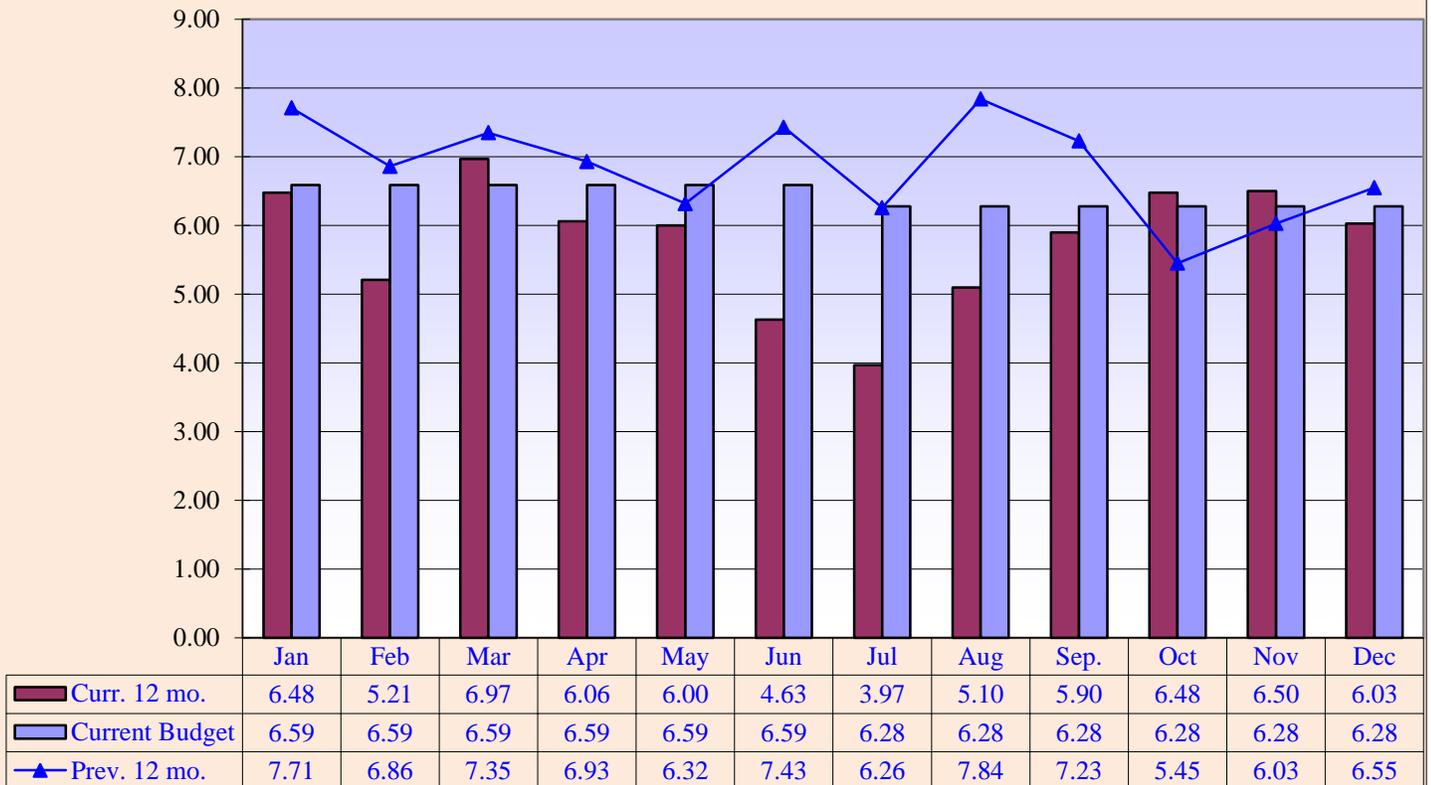
Admissions



Current 12 mo. avg. = 66

Previous 12 mo. avg. = 77

Average IP Daily Census

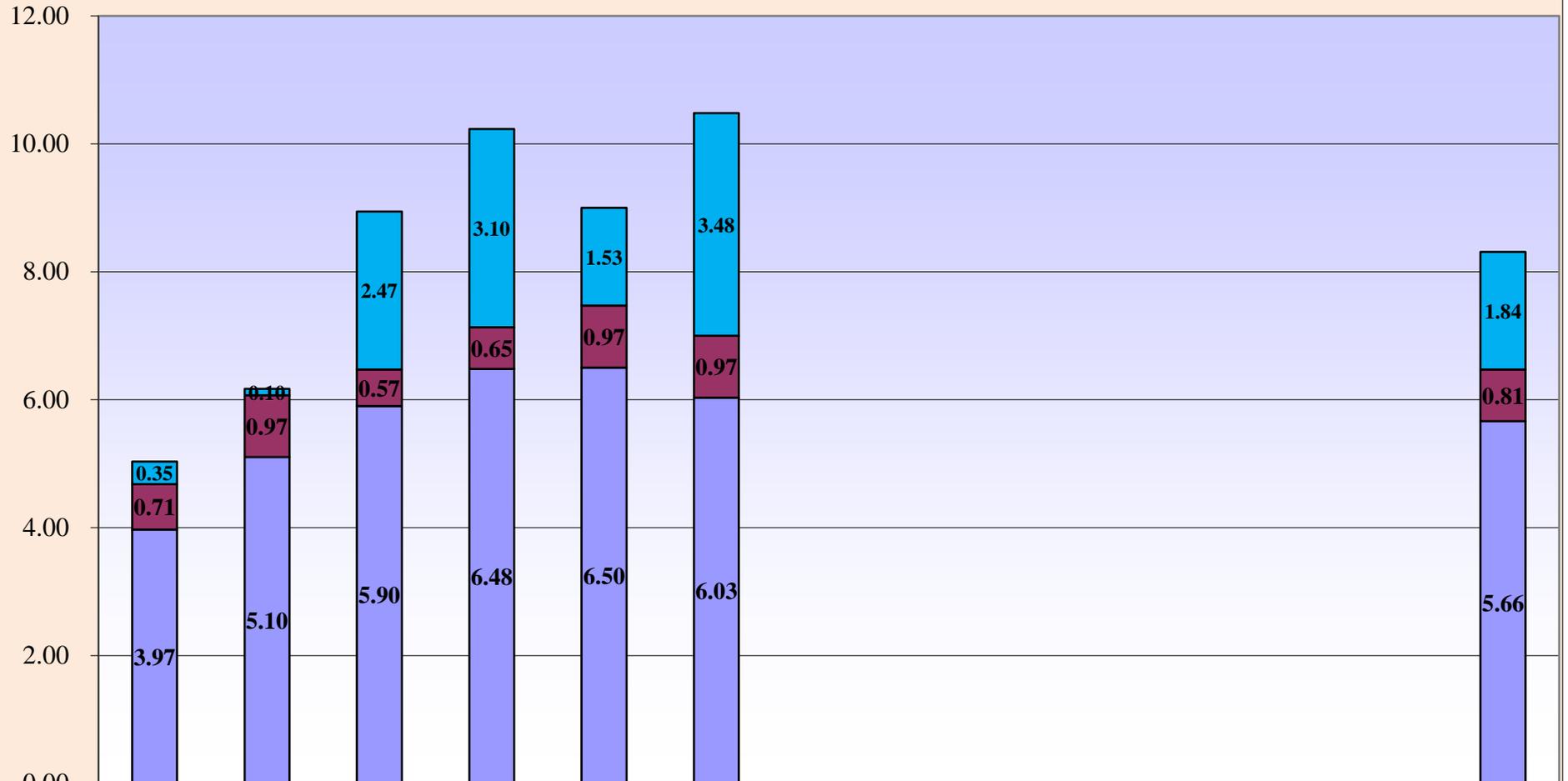


Curr. 12 mo. avg. = 5.78

Prev. 12 mo. avg. = 6.83

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

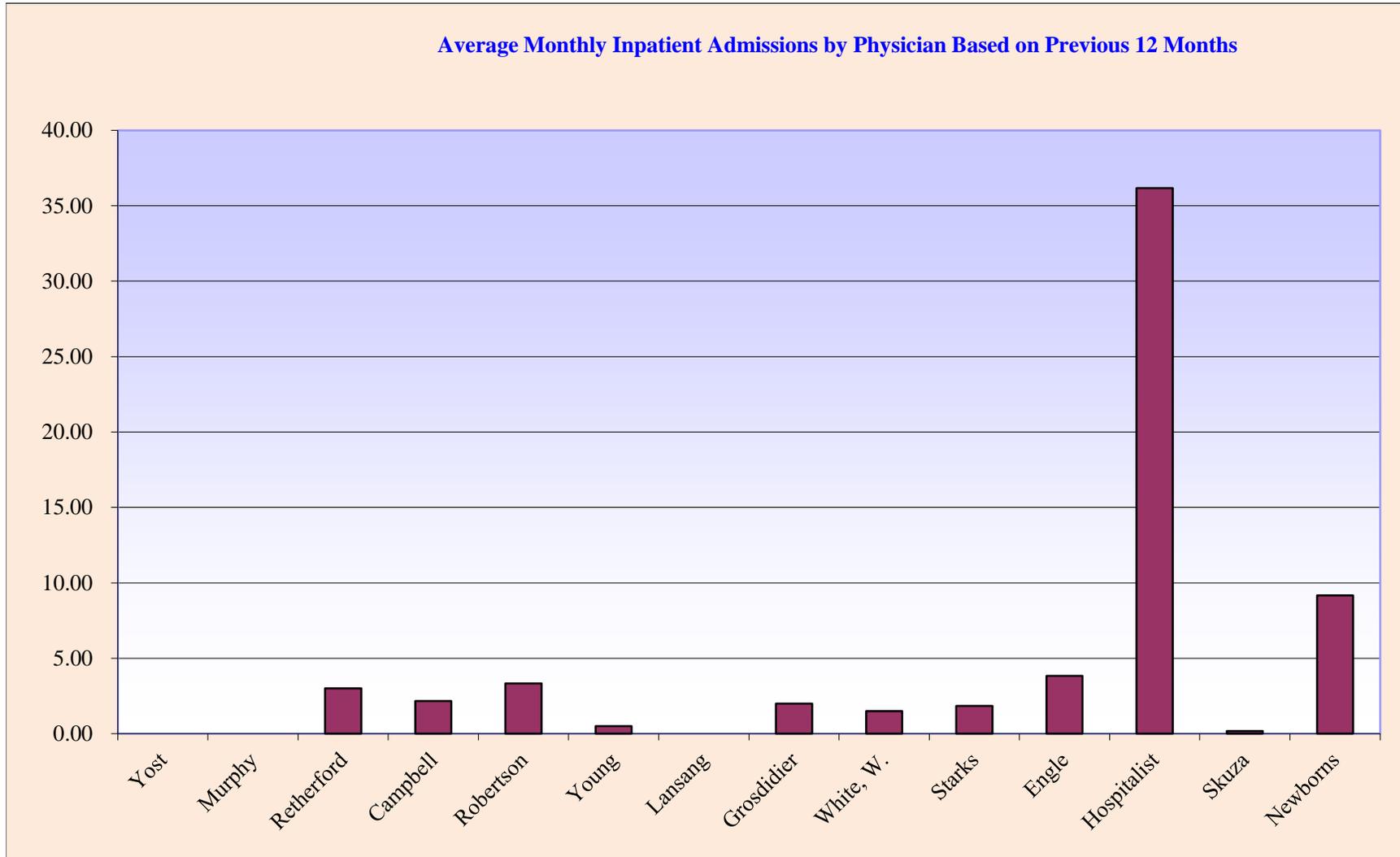
(FY 2018) Average Floor Census Breakdown



	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	3.48							1.84
Observation	0.71	0.97	0.57	0.65	0.97	0.97							0.81
Inpatient	3.97	5.10	5.90	6.48	6.50	6.03							5.66

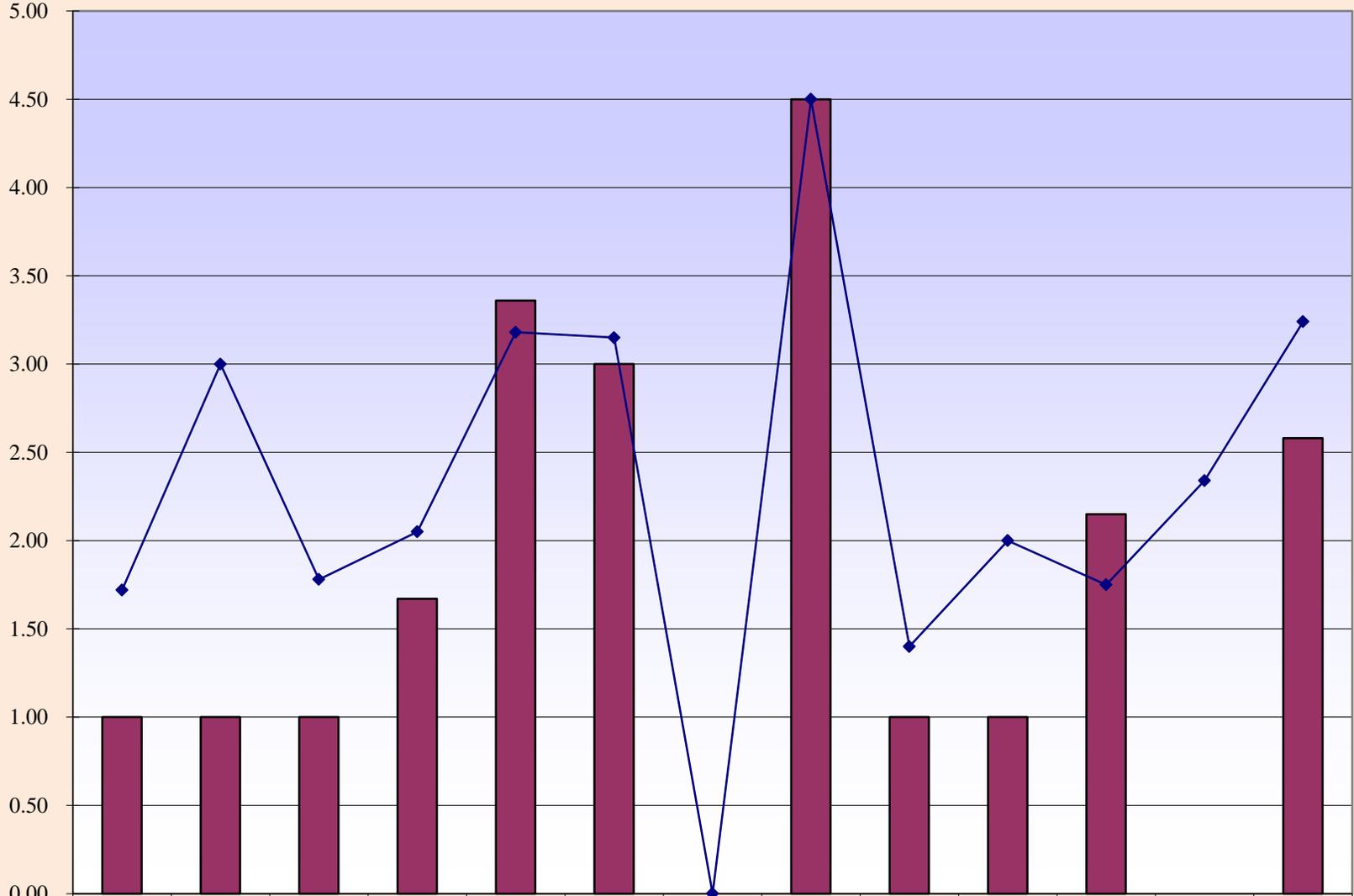
■ Inpatient
 ■ Observation
 ■ Swing Bed

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



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

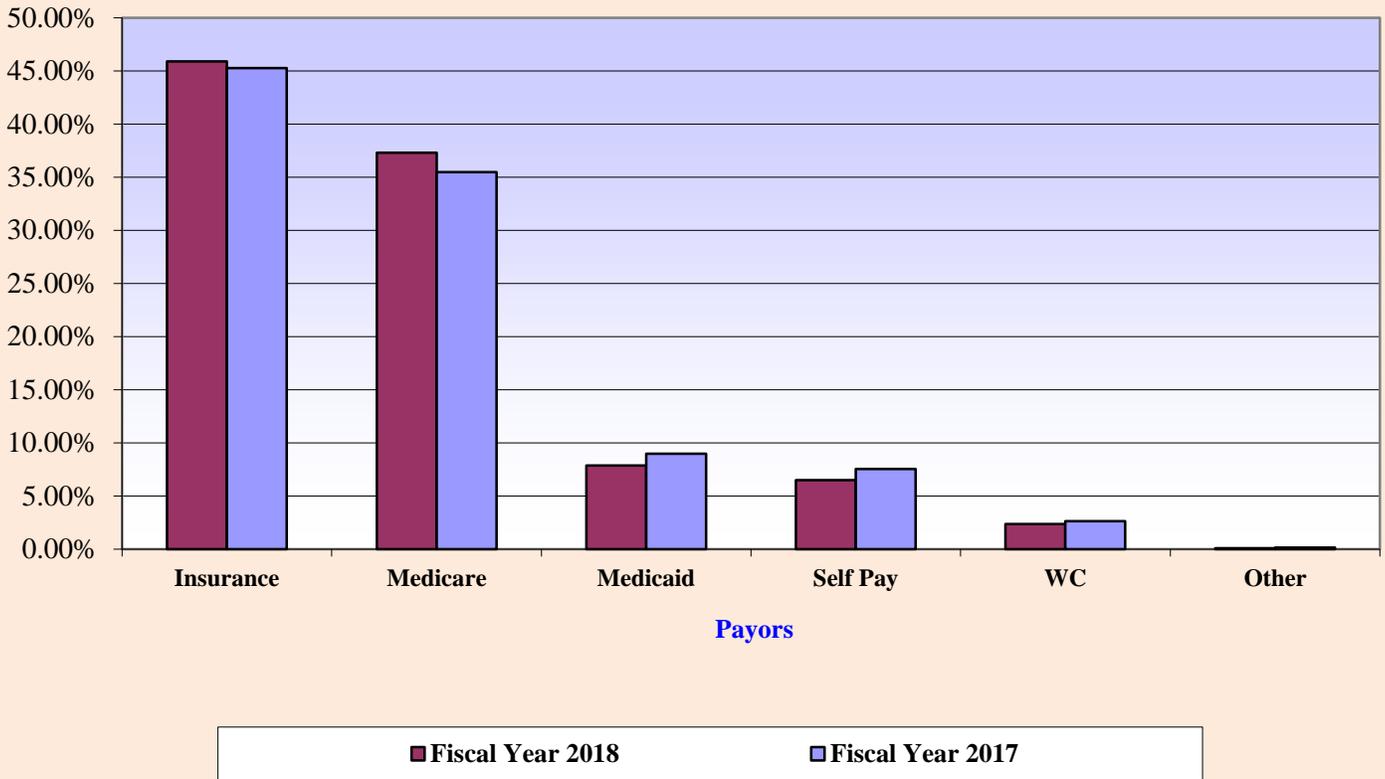
Average Length of Stay by Physician for Fiscal Year 2017



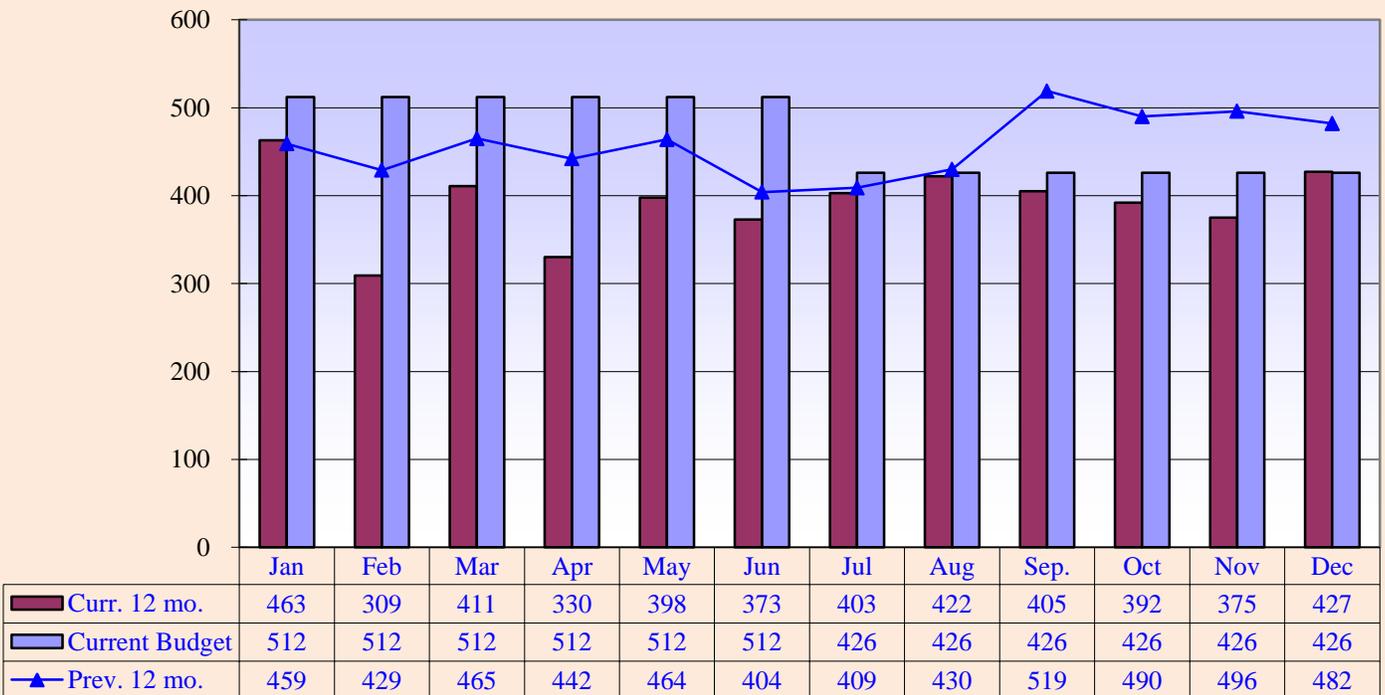
Current Month Avg. Length of Stay	1.00	1.00	1.00	1.67	3.36	3.00	0.00	4.50	1.00	1.00	2.15	0.00	2.58
YTD FY 2018 Avg. Length of Stay	1.72	3.00	1.78	2.05	3.18	3.15	0.00	4.50	1.40	2.00	1.75	2.34	3.24

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

Payor Mix Comparisons



Emergency Room Visits

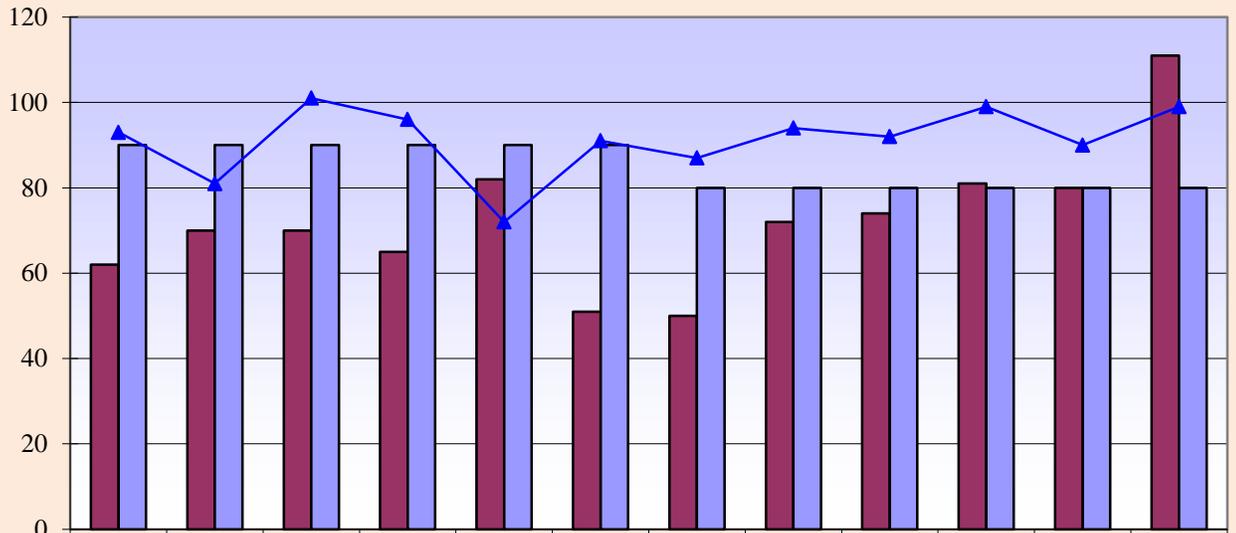


Curr. 12 mo. avg. = 392

Prev. 12. mo. avg. = 457

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

Total Surgeries

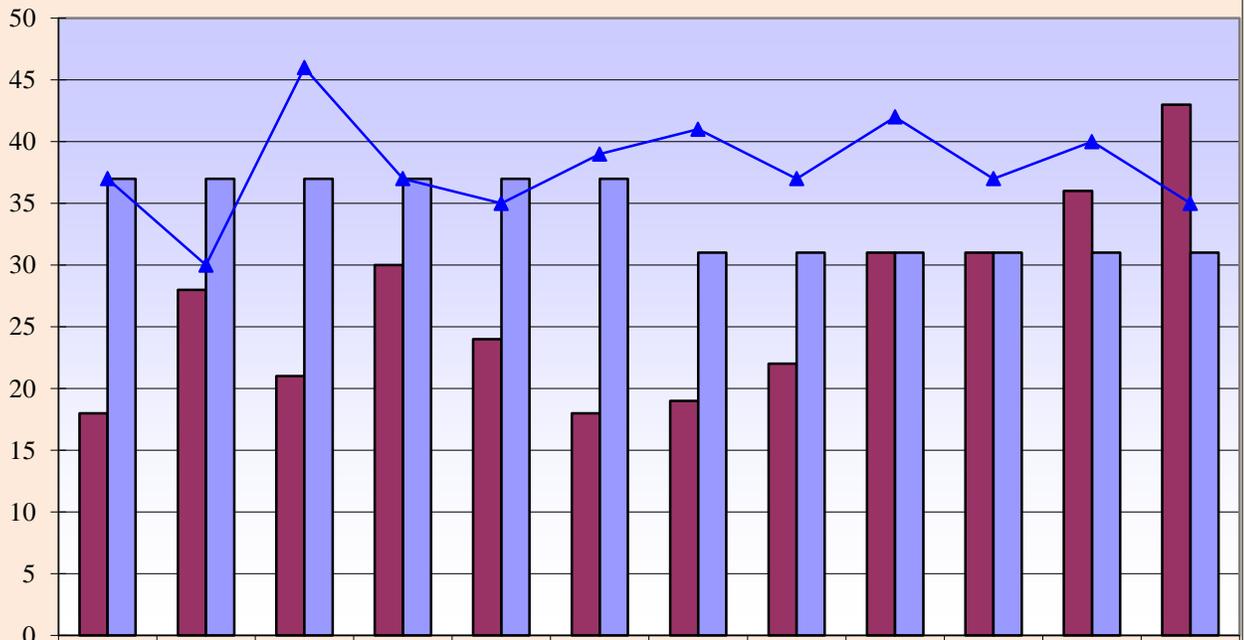


■ Curr. 12 mo.	62	70	70	65	82	51	50	72	74	81	80	111
■ Current Budget	90	90	90	90	90	90	80	80	80	80	80	80
▲ Prev. 12 mo.	93	81	101	96	72	91	87	94	92	99	90	99

Current 12 mo. avg. = 72

Previous 12 mo. avg. = 91

Orthopedic Surgeries



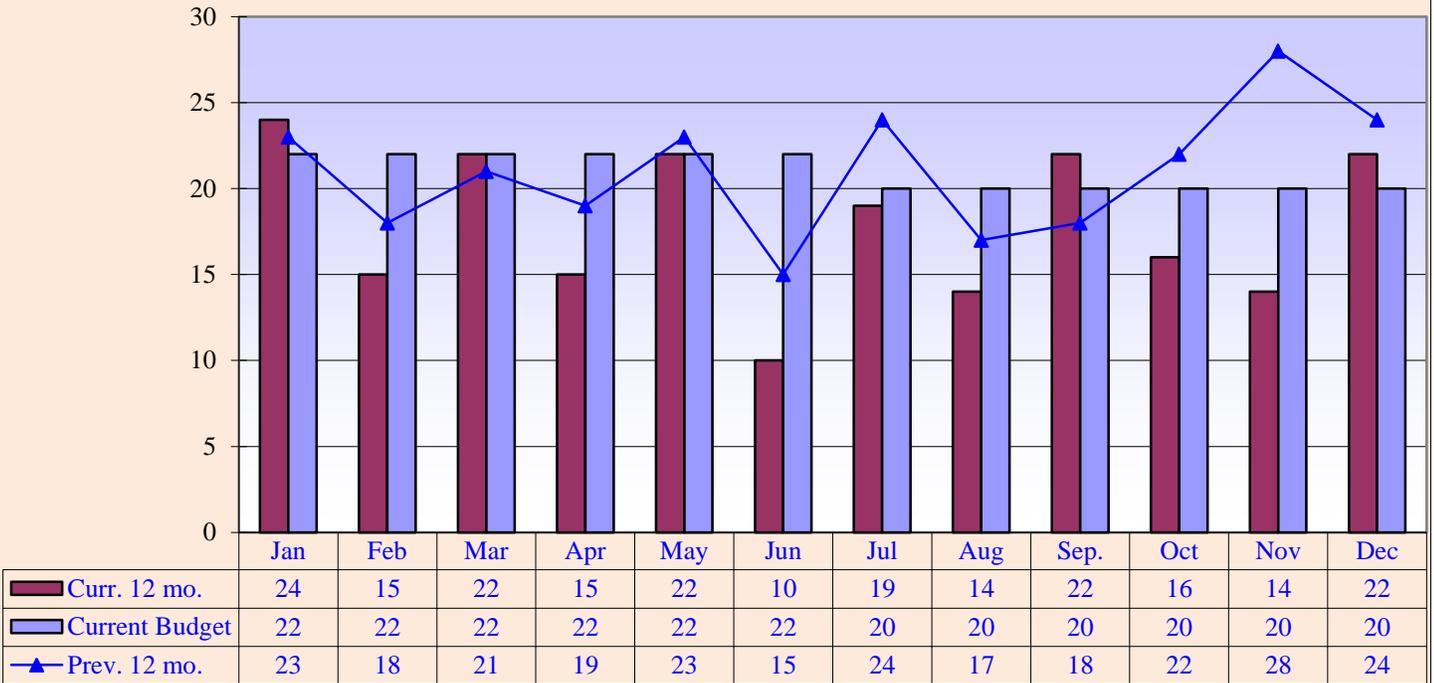
■ Curr. 12 mo.	18	28	21	30	24	18	19	22	31	31	36	43
■ Current Budget	37	37	37	37	37	37	31	31	31	31	31	31
▲ Prev. 12 mo.	37	30	46	37	35	39	41	37	42	37	40	35

Curr. 12 mo. avg. = 27

Prev. 12 mo. avg. = 38

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

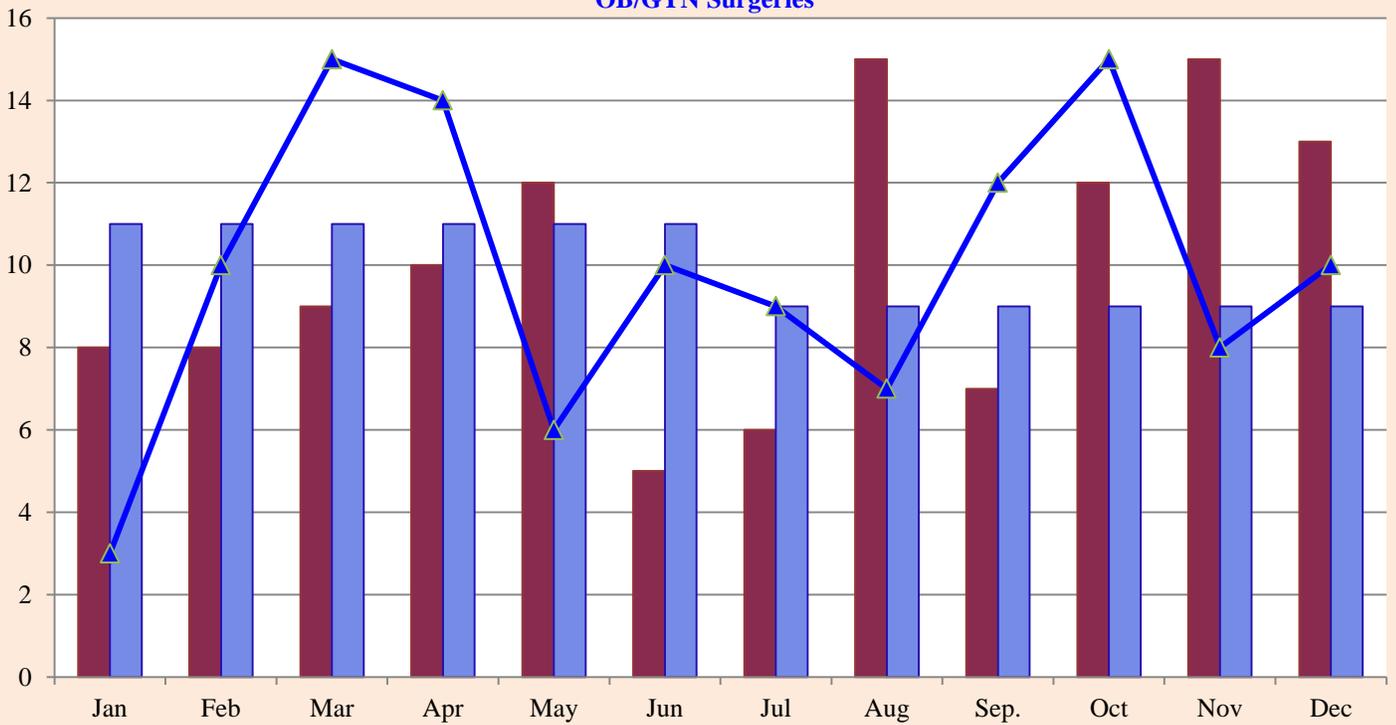
General Surgeries



Curr. 12 mo. avg. = 18

Prev. 12 mo. avg. = 21

OB/GYN Surgeries



Curr. 12 mo. avg. = 10

Prev. 12 mo. avg. = 10

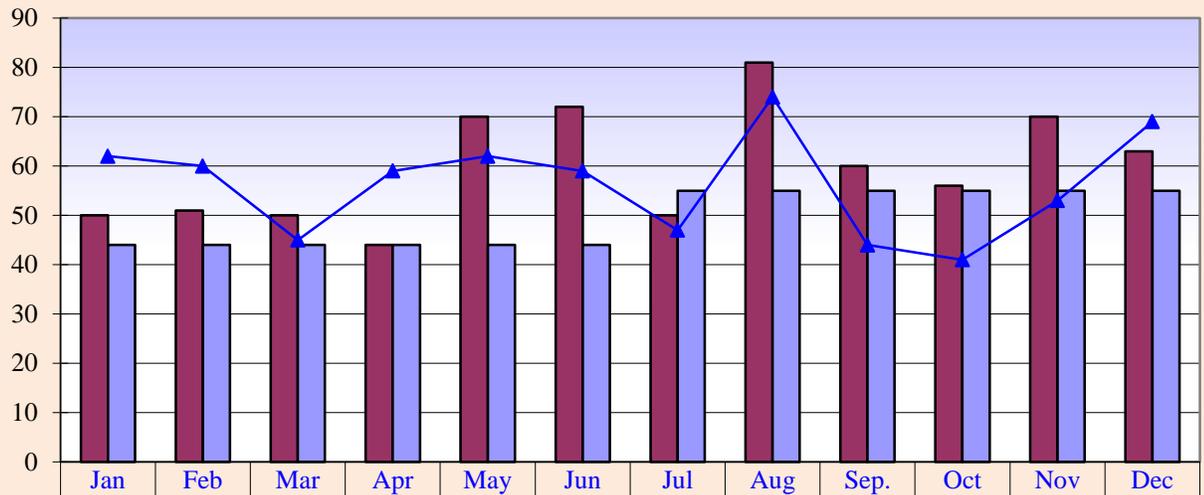
■ Curr. 12 mo.

■ Current Budget

▲ Prev. 12 mo.

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

Procedure Core Visits

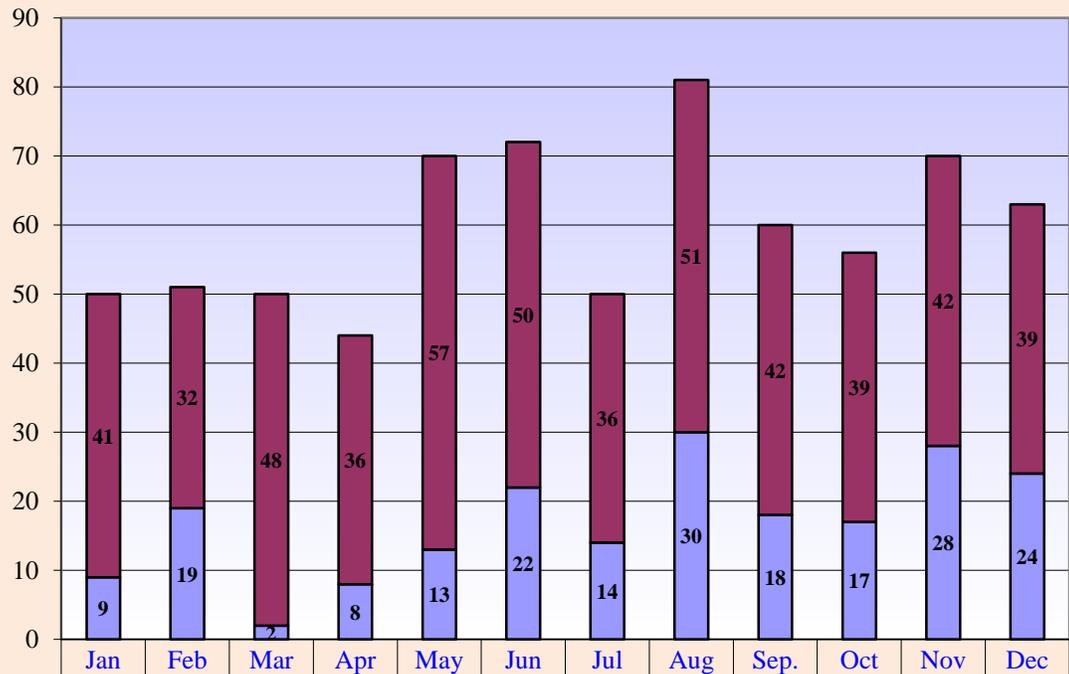


■ Curr. 12 mo.	50	51	50	44	70	72	50	81	60	56	70	63
■ Current Budget	44	44	44	44	44	44	55	55	55	55	55	55
▲ Prev. 12 mo.	62	60	45	59	62	59	47	74	44	41	53	69

Curr. 12 mo. avg. = 60

Prev. 12 mo. avg. = 56

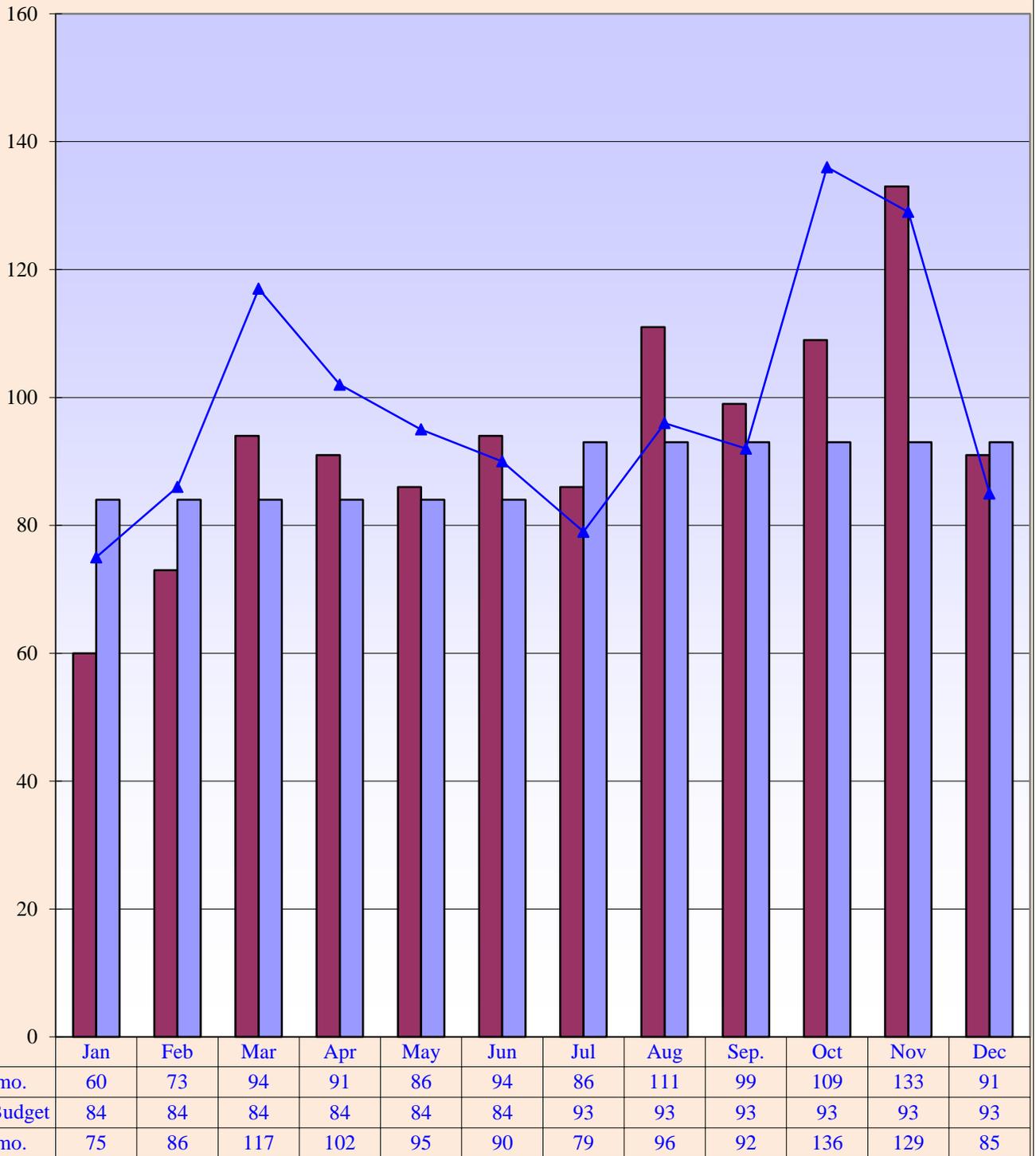
Procedure Core Visit Types



■ Curr. 12 mo. Scopes	41	32	48	36	57	50	36	51	42	39	42	39
■ Curr. 12 mo. Minor Procedures	9	19	2	8	13	22	14	30	18	17	28	24

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

Mammography Exams

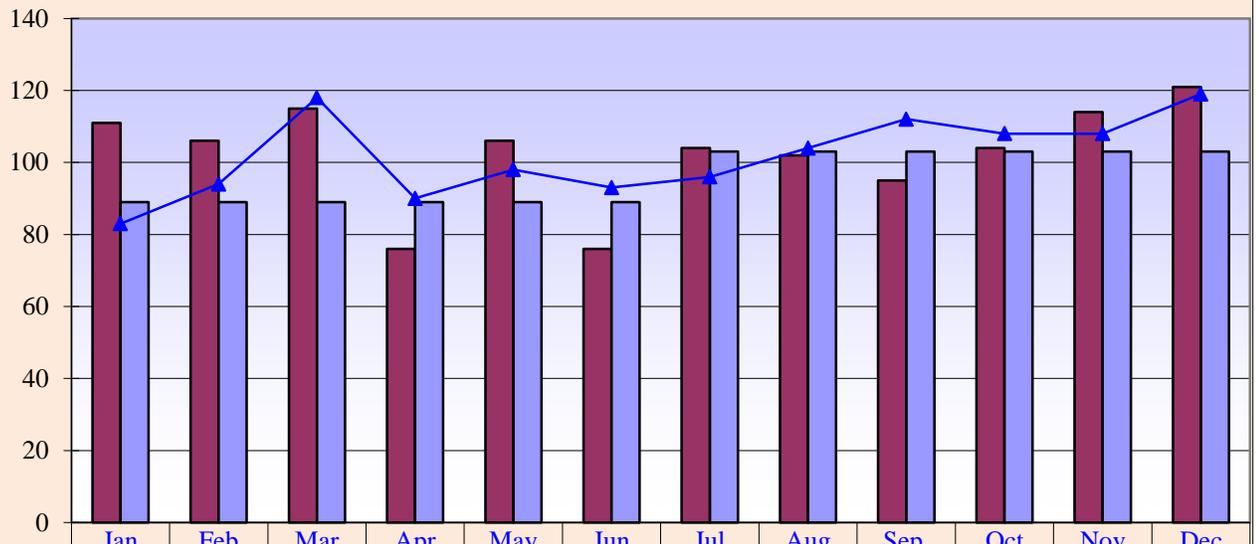


Curr. 12 mo. avg. = 94

Prev. 12 mo. avg. = 99

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

MRI Exams

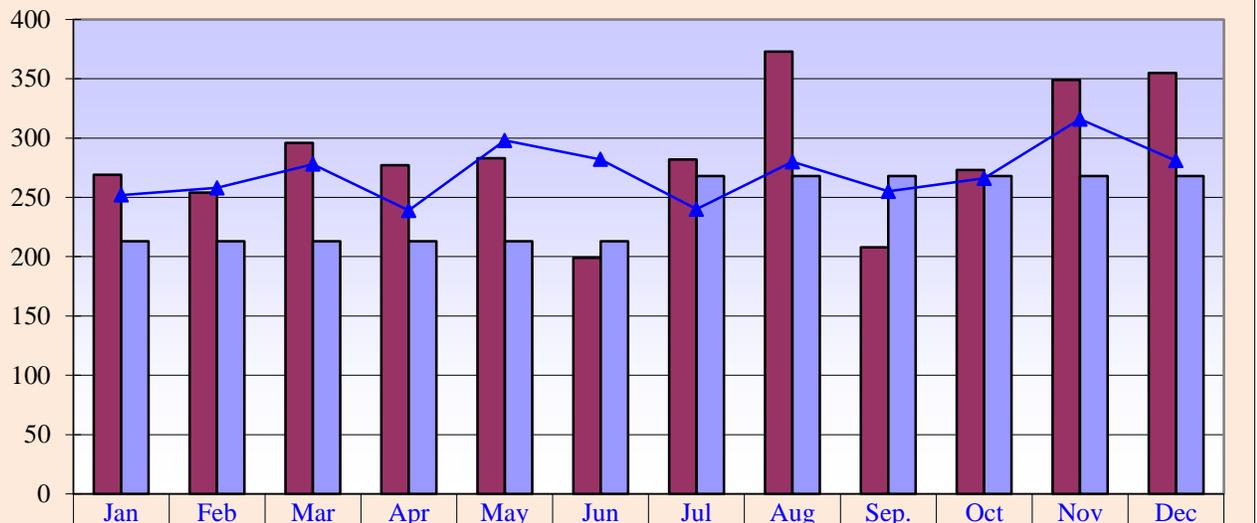


	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep.	Oct	Nov	Dec
■ Curr. 12 mo.	111	106	115	76	106	76	104	102	95	104	114	121
■ Current Budget	89	89	89	89	89	89	103	103	103	103	103	103
—▲ Prev. 12 mo.	83	94	118	90	98	93	96	104	112	108	108	119

Curr. 12 mo. avg. = 103

Prev. 12 mo. avg. = 102

CT Exams



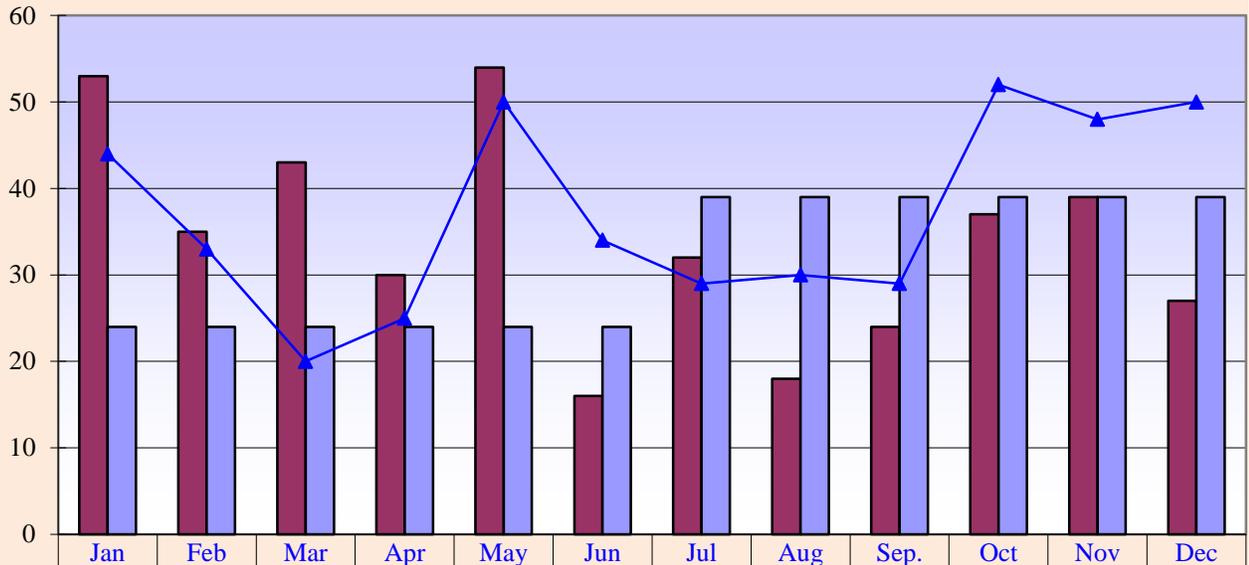
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep.	Oct	Nov	Dec
■ Curr. 12 mo.	269	254	296	277	283	199	282	373	208	273	349	355
■ Current Budget	213	213	213	213	213	213	268	268	268	268	268	268
—▲ Prev. 12 mo.	252	258	278	239	298	282	240	280	255	266	316	281

Curr. 12 mo. avg. = 285

Prev. 12 mo. avg. = 270

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

Nuclear Medicine Exams

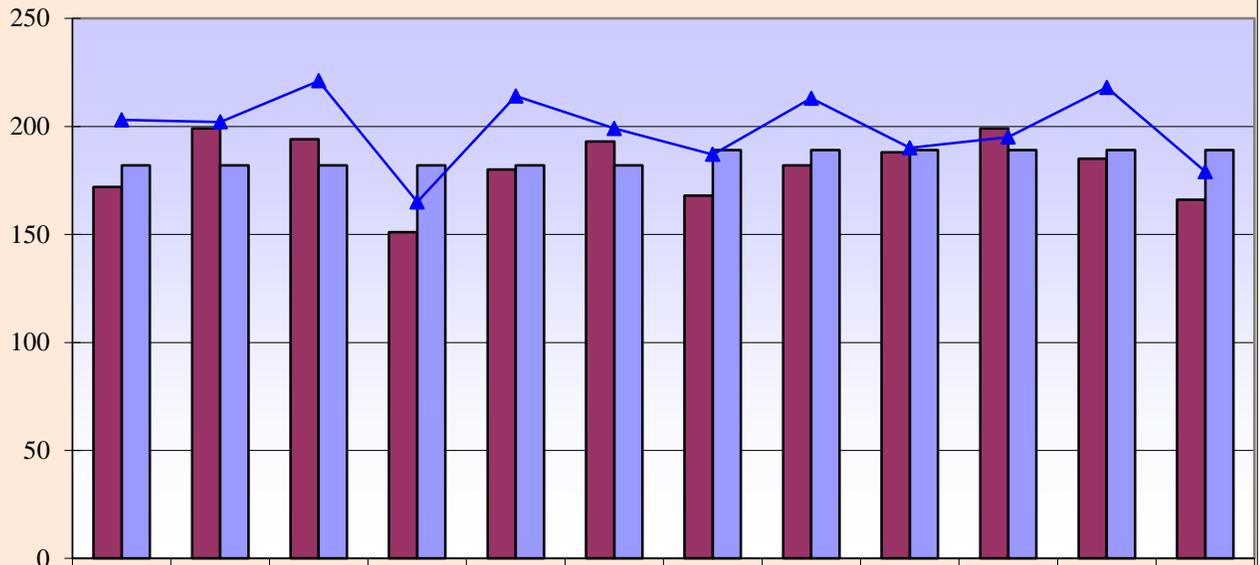


Curr. 12 mo.	53	35	43	30	54	16	32	18	24	37	39	27
Current Budget	24	24	24	24	24	24	39	39	39	39	39	39
Prev. 12 mo.	44	33	20	25	50	34	29	30	29	52	48	50

Curr. 12 mo. avg = 34

Prev. 12 mo. avg. = 37

Ultrasound Exams



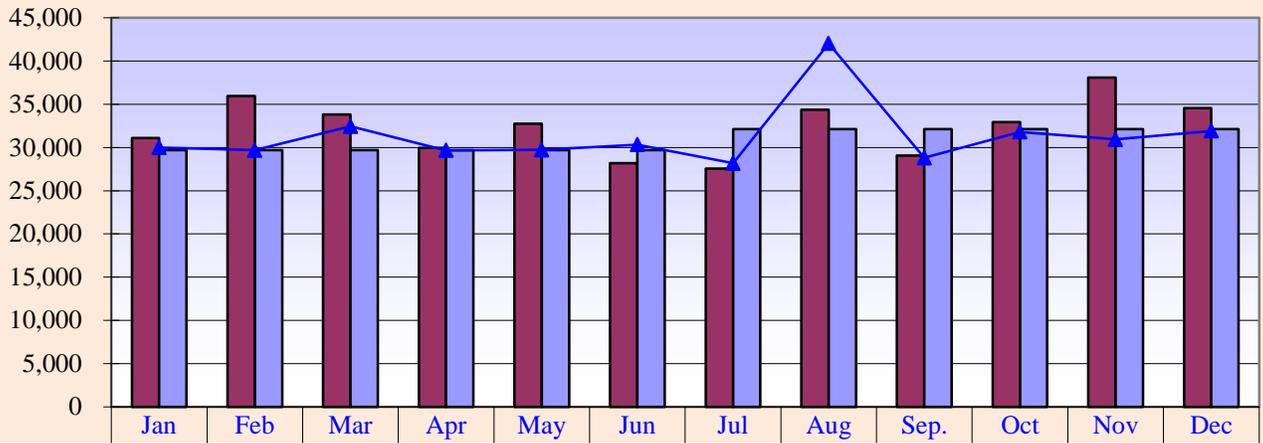
Curr. 12 mo.	172	199	194	151	180	193	168	182	188	199	185	166
Current Budget	182	182	182	182	182	182	189	189	189	189	189	189
Prev. 12 mo.	203	202	221	165	214	199	187	213	190	195	218	179

Curr. 12 mo. avg. = 181

Prev. 12 mo. avg. = 199

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

Lab Procedures

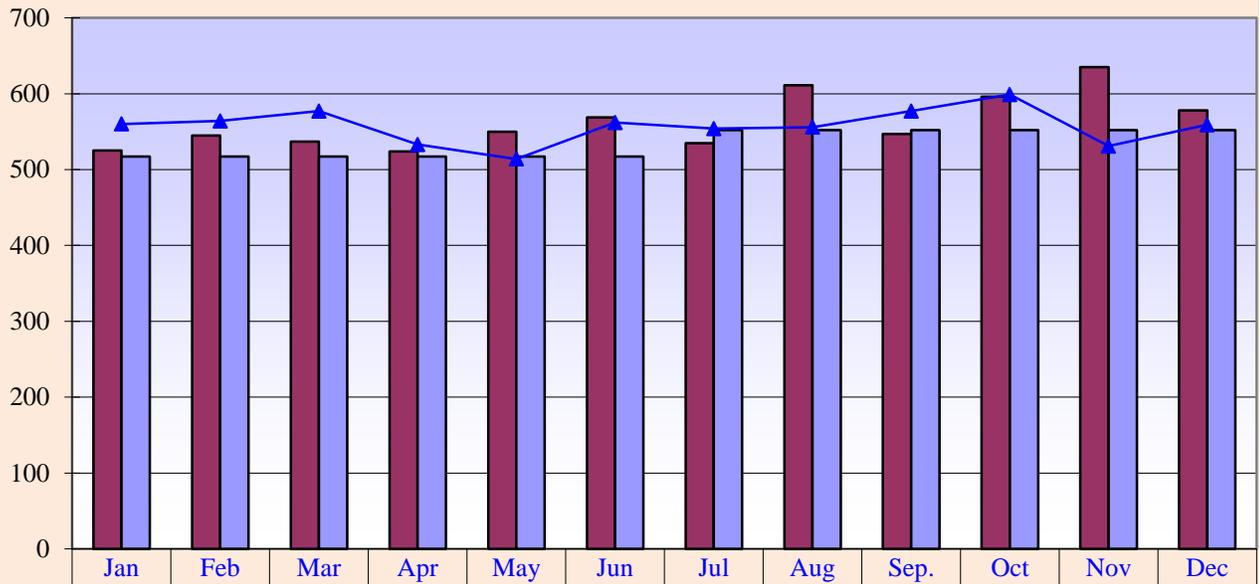


Curr. 12 mo.	31,091	35,937	33,821	29,968	32,749	28,171	27,574	34,385	29,061	32,925	38,078	34,572
Current Budget	29,682	29,682	29,682	29,682	29,682	29,682	32,118	32,118	32,118	32,118	32,118	32,118
Prev. 12 mo.	29,995	29,694	32,443	29,662	29,729	30,331	28,170	42,038	28,795	31,807	30,946	31,922
—x—												

Curr. 12 mo. avg. = 32,361

Prev. 12 mo. avg. = 31,294

Other X-Ray Exams



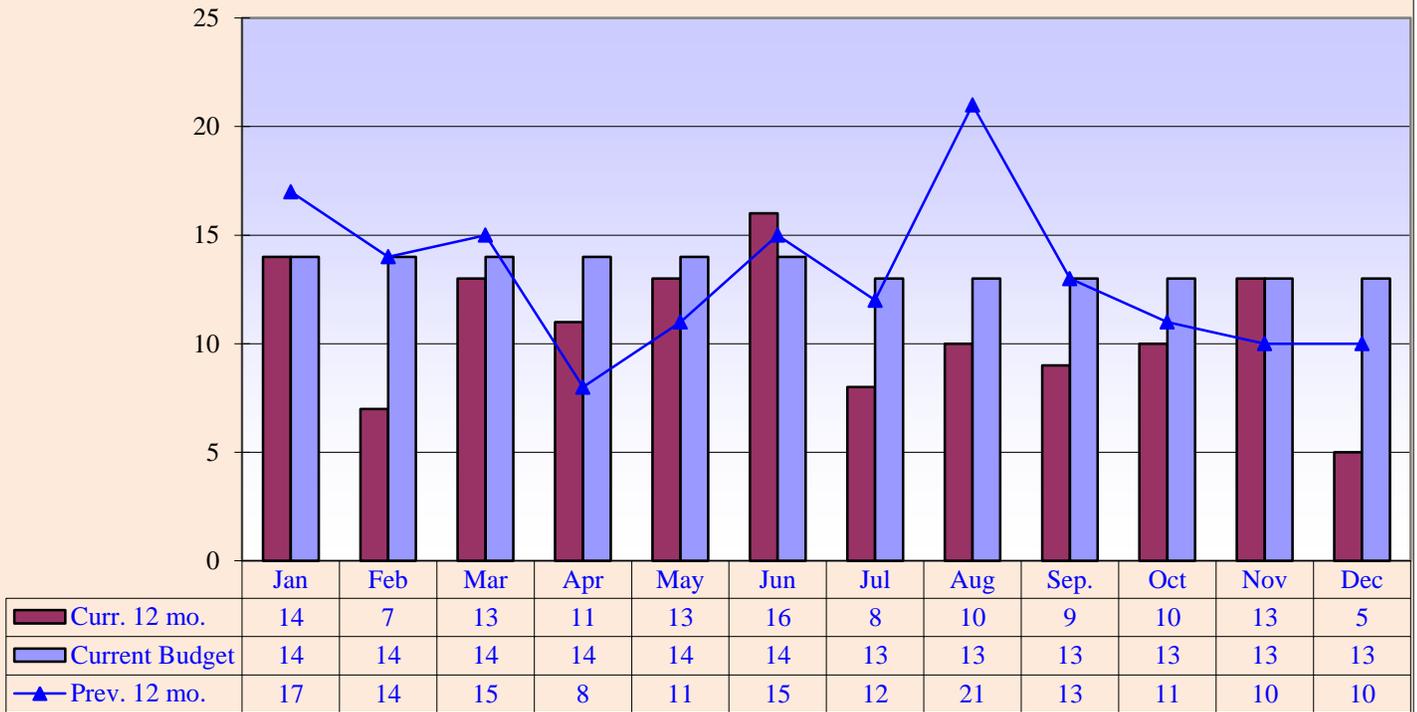
Curr. 12 mo.	525	545	537	524	550	569	535	611	547	596	635	578
Current Budget	517	517	517	517	517	517	552	552	552	552	552	552
Prev. 12 mo.	560	564	577	533	514	562	554	556	577	599	531	559

Curr. 12 mo. avg. = 563

Prev. 12 mo. avg. = 557

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

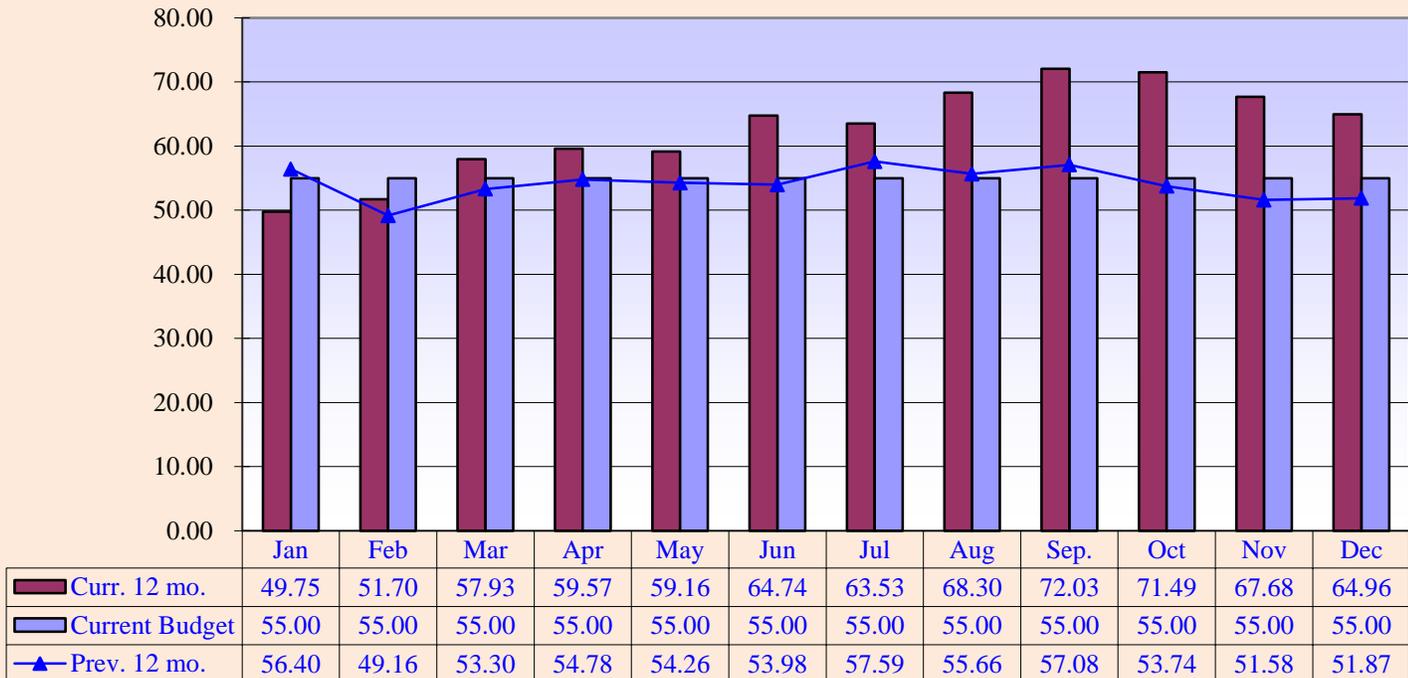
Newborns



Curr. 12 mo. avg. = 11

Prev. 12 mo. avg. = 13

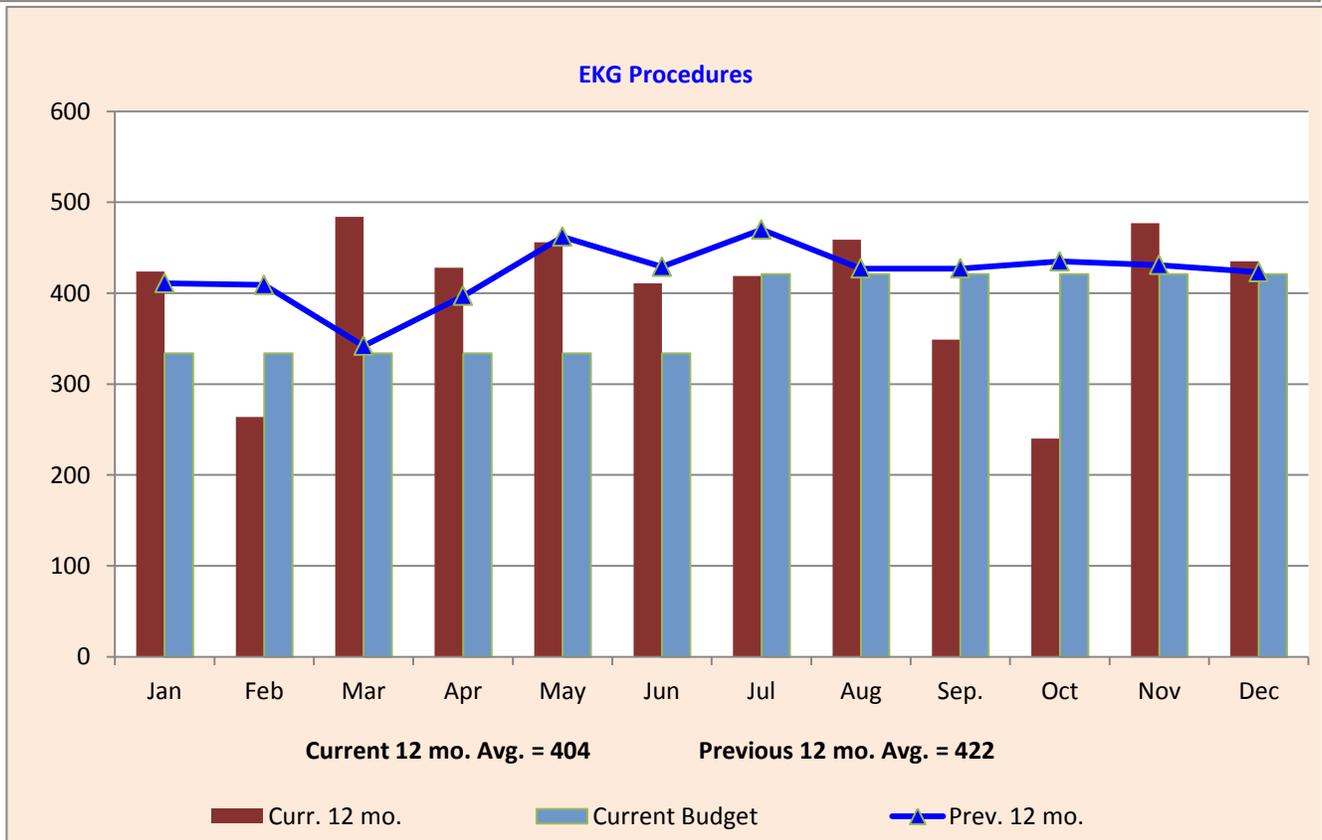
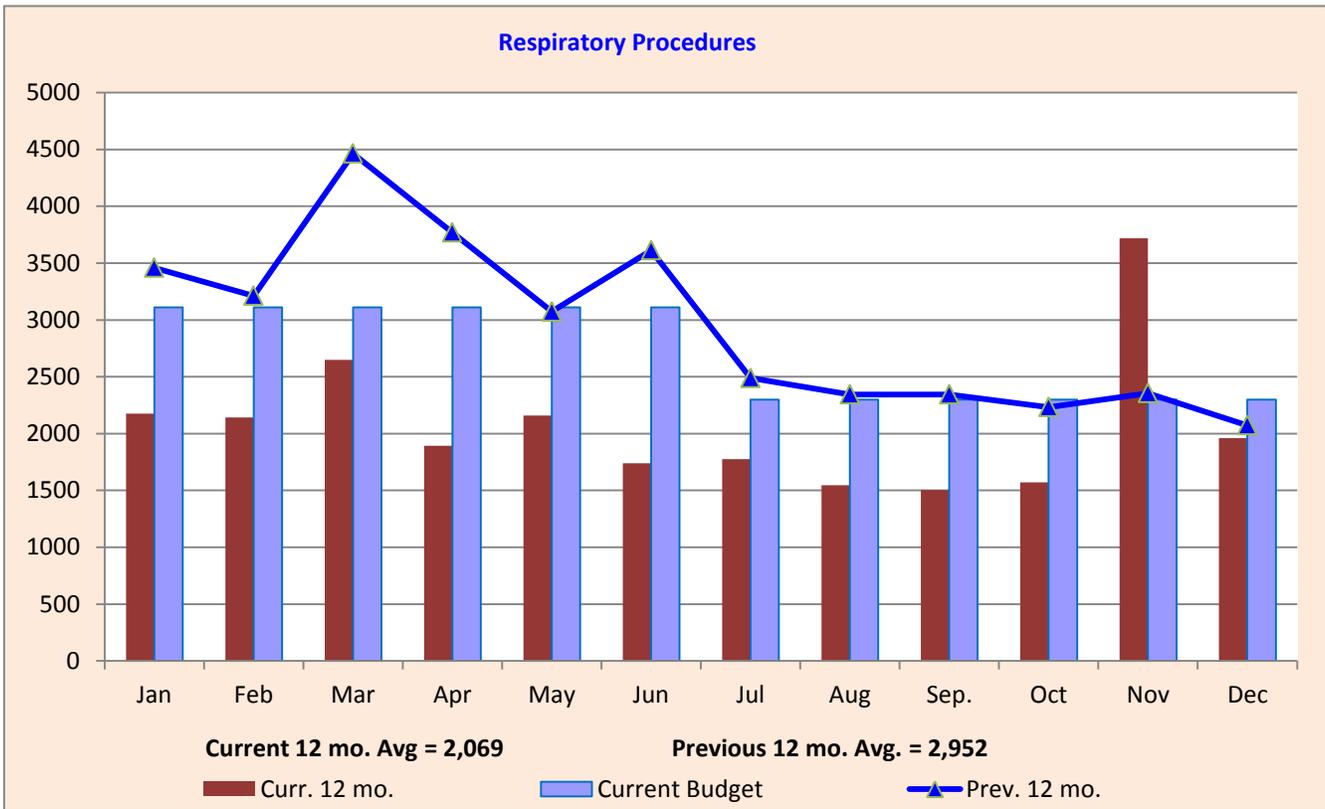
Net Days of Revenue in A/R



Curr. 12 mo. avg. = 62.57

Prev. 12 mo. avg. = 54.12

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



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

Hospital Gross Patient Revenue



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep.	Oct	Nov	Dec
Curr. 12 mo.	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	8,727,329
Current Budget	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	7,329,611
Prev. 12 mo.	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	7,944,457

Curr. 12 mo. avg. = \$7,005,167

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

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

Current Month			Year to Date			Prior Year YTD		
Dec. 2017	Budget	Variance Amount	December	YTD Thru Dec. 2017	YTD Budget	Variance Amount	YTD Thru Dec. 2016	Change From Prior YTD
			<u>Patient Revenue</u>					
\$1,961,058	\$1,759,428	\$201,630	Inpatient	\$8,931,618	\$10,615,271	(\$1,683,653)	\$11,743,116	(\$2,811,498)
5,411,130	4,189,817	1,221,313	Outpatient	27,316,288	25,098,535	2,217,753	26,388,287	928,001
1,355,141	1,380,366	(25,225)	Physician Clinics	7,503,867	7,745,226	(241,359)	8,112,462	(608,595)
\$8,727,329	\$7,329,611	\$1,397,718	Total Patient Revenue	\$43,751,774	\$43,459,032	\$292,742	\$46,243,865	(\$2,492,091)
			<u>Deductions From Revenue</u>					
1,316,108	1,147,153	168,955	Medicare	6,691,521	6,882,929	(191,408)	6,066,747	624,774
(73,875)	434,618	(508,493)	Medicaid	2,184,217	2,607,708	(423,491)	2,386,323	(202,106)
82,190	117,500	(35,310)	Worker's Compensation	547,237	705,001	(157,764)	793,260	(246,023)
906,979	738,428	168,551	Other Contractuals	3,969,206	4,430,586	(461,380)	4,217,156	(247,950)
92,213	226,178	(133,965)	Other	678,774	1,357,073	(678,299)	988,544	(309,770)
\$2,323,616	\$2,663,877	(\$340,261)	Total Deductions	\$14,070,956	\$15,983,297	(\$1,912,341)	\$14,452,030	(\$381,074)
6,403,713	4,665,734	1,737,979	Net Patient Revenue	29,680,818	27,475,735	2,205,083	31,791,835	(2,111,017)
174,123	116,666	57,457	<u>Other Operating Revenue</u>	801,431	700,000	101,431	585,152	216,279
\$6,577,836	\$4,782,400	\$1,795,436	Total Operating Revenue	\$30,482,248	\$28,175,735	\$2,306,513	\$32,376,987	(\$1,894,739)
			<u>Operating Expenses</u>					
2,341,862	2,322,105	19,757	Salaries & Wages	14,010,720	13,626,534	384,186	14,273,330	(262,610)
643,429	651,941	(8,512)	Benefits	2,941,267	3,916,627	(975,360)	4,061,957	(1,120,690)
591,453	491,664	99,789	Supplies	3,065,594	2,950,000	115,594	3,249,228	(183,634)
76,439	107,910	(31,471)	Lease & Rentals	557,437	647,465	(90,028)	615,527	(58,090)
83,762	102,574	(18,812)	Other Expenses	554,251	615,405	(61,154)	639,728	(85,477)
8,491	4,167	4,324	Legal	27,429	25,000	2,429	30,258	(2,829)
11,689	30,806	(19,117)	Travel & Education	108,484	184,794	(76,310)	89,425	19,059
134,371	113,505	20,866	Maintenance & Repair	789,688	681,028	108,660	631,824	157,864
19,400	26,320	(6,920)	Physician Fees	158,091	157,922	169	139,433	18,658
19,400	17,917	1,483	Interest	121,401	107,500	13,901	124,191	(2,790)
111,530	54,043	57,487	Professional Fees	491,851	324,289	167,562	355,068	136,783
113,058	105,577	7,481	Purchased Services	539,736	633,460	(93,724)	714,024	(174,288)
52,285	41,026	11,259	Insurance	274,135	246,156	27,979	214,143	59,992
44,559	47,633	(3,074)	Utilities	286,523	285,798	725	282,913	3,610
334,702	351,150	(16,448)	Depreciation	2,036,634	2,106,902	(70,268)	2,099,340	(62,706)
683,931	527,749	156,182	Indigent Care	2,988,130	3,166,501	(178,371)	3,605,420	(617,290)
\$5,270,361	\$4,996,087	\$274,274	Total Expenses	\$28,951,371	\$29,675,381	(\$724,010)	\$31,125,809	(\$2,174,438)
1,307,475	(213,687)	1,521,162	Operating Income (Loss)	1,530,877	(1,499,646)	3,030,523	1,251,178	279,699
			<u>Non-Operating Revenue</u>					
86,360	83,333	3,027	County - Indigent Care Reimbursement	520,716	500,000	20,716	544,554	(23,838)
37,500	37,500	0	County - Ambulance Reimbursement	225,000	225,000	0	181,250	43,750
21,130	41,667	(20,537)	Other Non-Operating	174,243	250,000	(75,757)	148,376	25,867
0	0	0	Non-Operating Expense	0	0	0	0	0
\$1,452,465	(\$51,187)	\$1,503,652	Net Income/(Loss)	\$2,450,836	(\$524,646)	\$2,975,482	\$2,125,358	\$325,478

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

Page #

Patient Volumes

IP Daily Census.....	At 6.03 down 0.52 from December 2016 - down 0.47 from November 2017	1-2
Surgeries.....	At 111 up 12 from December 2016 - up 31 from November 2017	6-7
Radiology Exams.....	At 1,338 up 65 from December 2016 - down 117 from November 2017	9-12
Laboratory Tests.....	At 34,572 up 2,650 from December 2016 - down 3,506 from Nov 2017	12
Emer. Rm. Visits.....	At 427 down 55 from December 2016 - up 52 from November 2017	5
Clinic Visits.....	At 3,383 down 197 from December 2016 - down 381 from November 2017	
Urgent Care.....	At 629 up 106 from December 2016 - down 48 from November 2017	
Clinic Volumes.....	Down 5.50% compared to last year	
RHC visits.....	At 358 up 18 from December 2016 - up 7 from November 2017	

Income Statement

Gross Patient Revenue for the month was \$8,700,000 compared to 7,900,000 last December and \$8,000,000 last month. Net Income for December is \$1,400,000 compared to \$279,000 last year and \$148,000 last month. 15

Monthly Revenue - over budget by \$1,300,000

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

Ambulance - 11,000	Nuc Med - 18,000
Nursery - 23,000	Ultrasound - 27,000
OB - 49,000	Provider Based Bill - 14,000

Deductions From Revenue - Under budget by (\$340,000)

Monthly Expense Variances - Over budget by \$274,000

Areas that are over budget for the month

<u>Salaries & Wages - 19,000</u>	<u>Maintenance & Repair - 20,000</u>
	Lab - 25,000
<u>Supplies - 99,000</u>	Physician Services - 5,000
Lab - 7,000	Information Systems - 5,000
Reagents - 38,000	
Arbor Café -16,000	<u>Professional Fees - 57,000</u>
Surgery (Implants) - 109,000	OB - 34,000
Admin (Cafeteria) - 7,000	Ultrasound - 15,000
EEC - 5,000	Sleep Study - 7,900
	Surgery - 6,000
<u>Legal - 4,300</u>	
Administration - 4,300	<u>Insurance - 11,200</u>
	Physician Services - 9,000
<u>Purchased Services - 7,400</u>	Administration - 2,000
Administration - 28,000	
	<u>Indigent Care - 156,000</u>
<u>Interest - 1,400</u>	Charity & Bad Debt - 156,000
CD Loan	

Cash Status

Cash balances as of December 31, 2017 are \$13,278,375.
This equates to 90.98 days of expenses on hand.

Accounts Receivable

Net Accounts Receivable days are at 64.96 days for the end of December compared to 51.87 last year and 67.68 last month.

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

Monthly						Year to Date						
Dec. 2017	Dec. 2016	Variance From Prior Dec.	Budget	Amount	Variance %		YTD Thru Dec. 2017	YTD Thru Dec. 2016	Variance From Prior YTD	YTD Budget	Amt.	Variance %
64	70	(6)	67	(3)	-4.5%	A & P Admissions - Regular	383	455	(72)	402	(19)	-4.7%
8	7	1	4	4	100.0%	-Swing Bed	34	29	5	24	10	41.7%
72	77	(5)	71	1	1.4%	Total A & P Admissions	417	484	(67)	426	(9)	-2.1%
187	203	(16)	176	11	6.3%	A & P Patient Days - Regular	1,041	1,207	(166)	1,056	(15)	-1.4%
108	62	46	50	58	116.0%	-Swing Bed	338	369	(31)	300	38	12.7%
295	265	30	226	69	30.5%	Total A & P Patient Days	1,379	1,576	(197)	1,356	23	1.7%
5	10	(5)	14	(9)	-64.3%	Newborn - Admissions	44	77	(33)	84	(40)	-47.6%
9	17	(8)	23	(14)	-60.9%	-Patients Days	98	135	(37)	138	(40)	-29.0%
111	99	12	88	23	26.1%	Surgeries	468	561	(93)	528	(60)	-11.4%
1,643	3,093	(1,450)	3,130	(1,487)	-47.5%	Outpatient Registrations	13,603	19,600	(5,997)	18,780	(5,177)	-27.6%
427	482	(55)	518	(91)	-17.6%	ER Registrations	2,424	2,765	(341)	3,108	(684)	-22.0%
2,070	3,575	(1,505)	3,648	(1,578)	-43.3%	Total Registrations	16,027	22,365	(6,338)	21,888	(5,861)	-26.8%
325	319	6	304	20	6.7%	FTEs	312	321	(9)	304	8	2.6%

Financial Ratios	Dec. 2017	Dec. 2016	YTD	US	WY	Misc. Measurements	YTD - 17	YTD - 16	Variance From Prior Year	WY	Variance From WY
Days Cash on Hand YTD	91	80	91	76	99	Total Gross Rev. per FTE	\$280,127	\$288,276	(\$8,149)	\$145,000	\$135,127
Operating Margin	19.88%	2.74%	5.02%	1.79%	-0.93%	Contractual Deductions	32.16%	31.25%	0.91%	33.13%	-0.97%
Net Margin	22.08%	2.16%	8.04%	3.09%	4.85%	Inpatient Revenue %	24.64%	30.79%	-6.15%	33.17%	-8.53%
Current Ratio	5.02	5.02	N/A	2.35	3.71	Outpatient Revenue %	75.36%	69.21%	6.15%	66.83%	8.53%
Gross A/R Days	63.85	51.21		50.37	59.90	Average Length of Stay	2.71	2.70	0.01	3.30	(0.59)
Net A/R Days	64.96	51.87		52.46	56.82	Medicare Inp. Payer Mix	37.30%	34.80%	2.50%	75.25%	-37.95%
FTEs per Adjusted Occupied Bed - Excluding MOB			10.74	5.51	9.88	Average I/P Daily Census	5.66	6.56	(0.90)	3.50	2.16
With MOB -			11.24			Salaries to Net Patient Rev.	47.20%	44.90%	2.30%	53.41%	-6.21%
Medicare Rural Hospital Flexibility Program Monitoring Team - US CAH Median-2015						Salaries to Total Expense	48.39%	45.86%	2.53%	46.32%	2.07%
Medicare Rural Hospital Flexibility Program Monitoring Team -WY CAH Medium-2015						Average Salary per FTE	\$89,706	\$88,930	\$776	\$62,062	\$27,644
						Benefits as % of Salaries	20.99%	28.46%	-7.47%		

Memorial Hospital of Converse County
Balance Sheet
December 31, 2017

	Dec. 2017	Dec. 2016
ASSETS		
CURRENT ASSETS		
Cash On Hand And In Banks	\$6,439,847	\$5,885,747
Certificates Of Deposit - Unrestricted	1,338,528	213,465
Total Cash Assets	\$7,778,375	\$6,099,212
Assets Whose Use is Restricted		
Certificates of Deposit Securing Loan	5,500,000	6,500,000
Total Restricted Assets	\$5,500,000	\$6,500,000
Accounts Receivable (Gross)	16,056,608	13,124,283
Uncollectable Accts. & Contratual. Adj.	(4,837,398)	(3,964,853)
Net Patient Accounts	\$11,219,209	\$9,159,430
Due From Physicians/Staff	4,513	32,010
Inventories Of Supplies	1,146,608	956,507
Other Current Assets	1,785,575	2,086,071
Yellowstone Group Investment	82,305	123,452
Total Current Assets	\$27,516,585	\$24,956,682
LAND, BUILDING AND EQUIPMENT, net	\$27,579,245	\$30,203,725
OTHER ASSETS		
Investment - Big Country Rehab	106,384	113,762
Issue Cost to Capitalize	0	0
Total Other Assets	\$106,384	\$113,762
Total Assets	\$55,202,214	\$55,274,169
LIABILITIES AND FUND EQUITY		
CURRENT LIABILITIES		
Accounts Payable	\$1,348,293	\$738,663
Accrued Salaries	2,532,083	2,362,342
Accrued Self Funded Health Insurance	(134,760)	(67,447)
Accrued Taxes And Deductions	620,672	882,994
Current Portion Of Notes Payable	286,094	270,778
Current Portion of CD Secured Note	827,295	782,998
Total Current Liabilities	\$5,479,678	\$4,970,328
OTHER LIABILITIES		
Deferred Loss On Early Retirement Of Bonds	(295,353)	(372,201)
Medicare Cost Report Settlement	0	150,000
Long Term CD Secured Note Obligations	4,917,648	6,165,093
Long Term Notes Payable	383,701	276,270
Total Other Liabilities	\$5,005,996	\$6,219,162
Total Liabilities	\$10,485,674	\$11,189,490
FUND EQUITY		
Fund Balance	\$42,265,705	\$41,959,323
Net Income	2,450,836	2,125,356
Total Fund Balance	\$44,716,541	\$44,084,679
Total Liabilities And Fund Equity	\$55,202,214	\$55,274,169

Cash Flow Statement for December 2017 and FYTD 2018

Cash Flow From Operations	<u>Dec. 2017</u>	<u>FYTD 2018</u>
Net Earnings/(Loss)	\$1,452,465	\$2,450,835
<u>Additions/(Subtractions) to Cash</u>		
Depreciation/Non-cash Interest	334,702	2,036,634
Decrease/(Increase) in Accounts Receivable	(451,609)	(4,900,535)
(Decrease)/Increase in Accounts Payable	270,053	(667,430)
Decrease/(Increase) in Inventory	(2,704)	(233,207)
Net Cash Flow From Operations	<u>\$1,602,907</u>	<u>(\$1,313,703)</u>
Cash Flow from Capital Purchases		
Equipment, Fixed Assets, Construction	(28,802)	(835,768)
Cash Flow from Financing		
Notes Payable	<u>(23,409)</u>	<u>(943,446)</u>
Cash Flow for the Month Ending: Dec. 2017	<u><u>\$1,550,696</u></u>	<u><u>(\$3,092,917)</u></u>