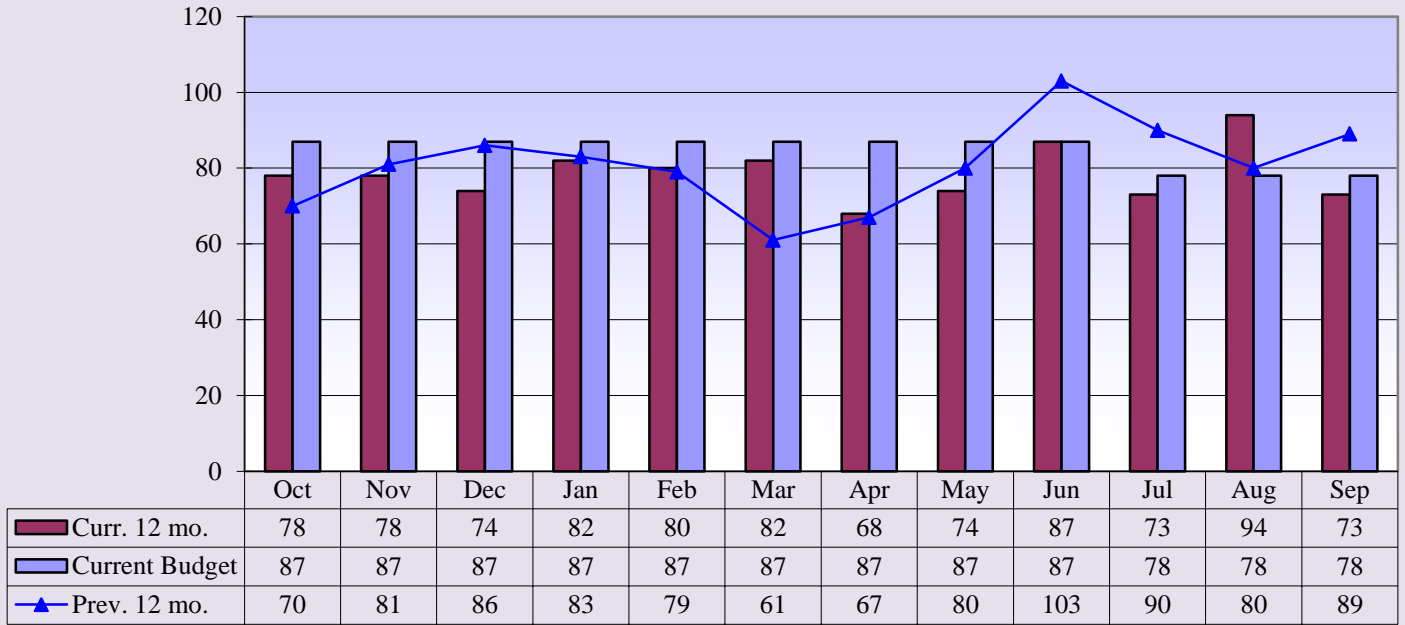


Memorial Hospital of Converse County
Financial and Statistical Packet
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**Memorial Hospital of Converse County
Admissions and Average IP Daily Census
Sept. 2016**

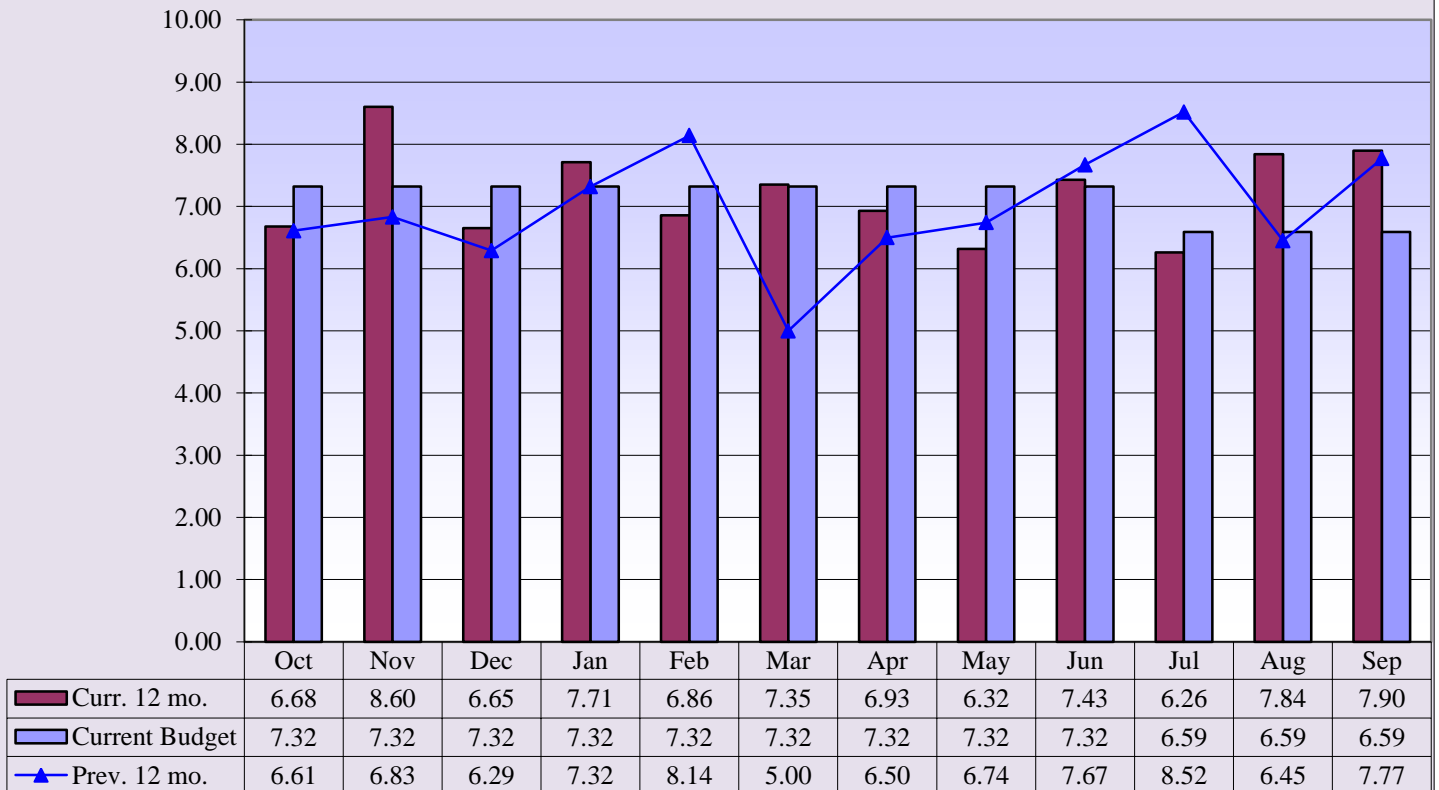
Admissions



Current 12 mo. avg. = 79

Previous 12 mo. avg. = 81

Average IP Daily Census

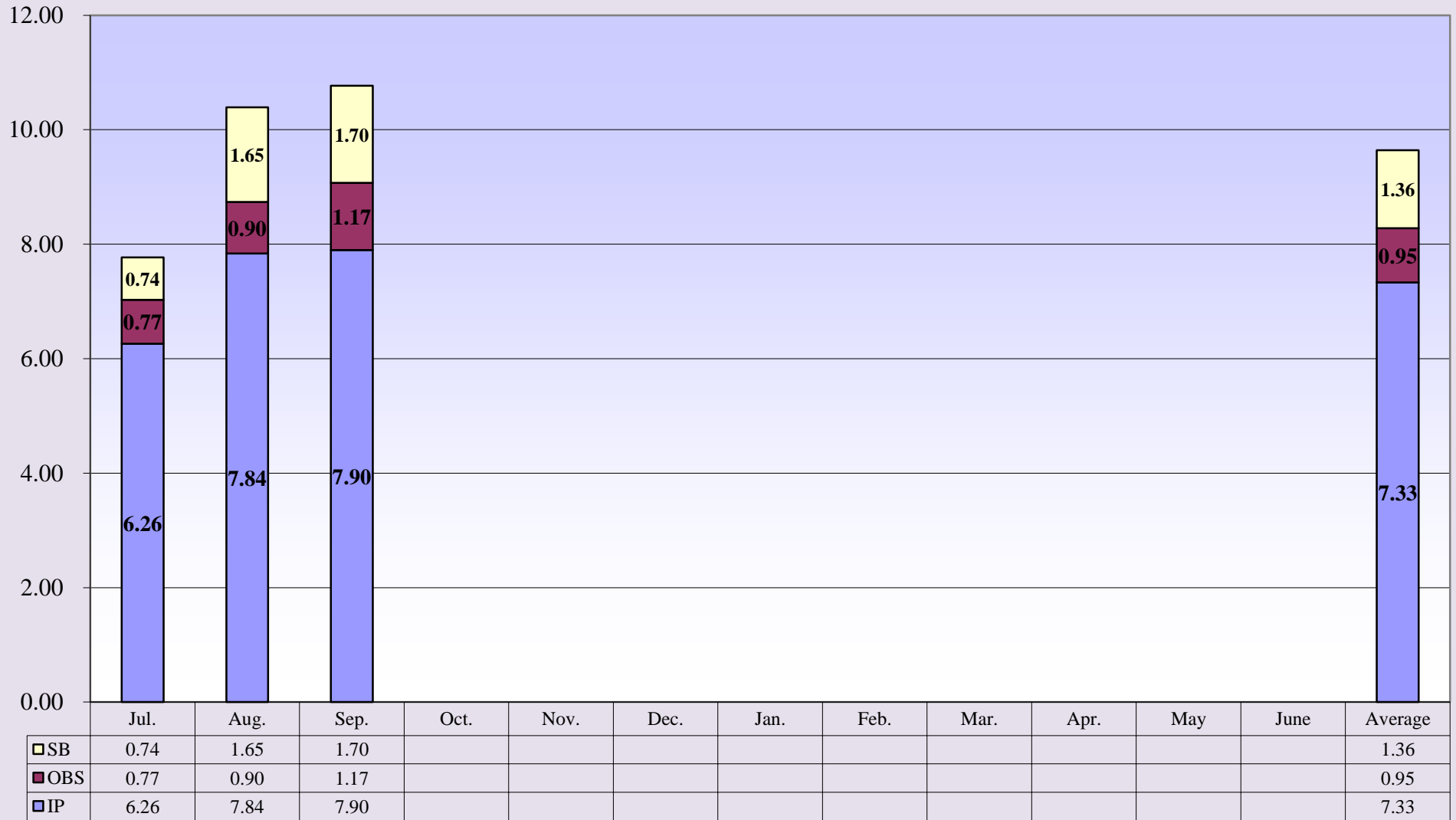


Curr. 12 mo. avg. = 7.21

Prev. 12 mo. avg. = 6.99

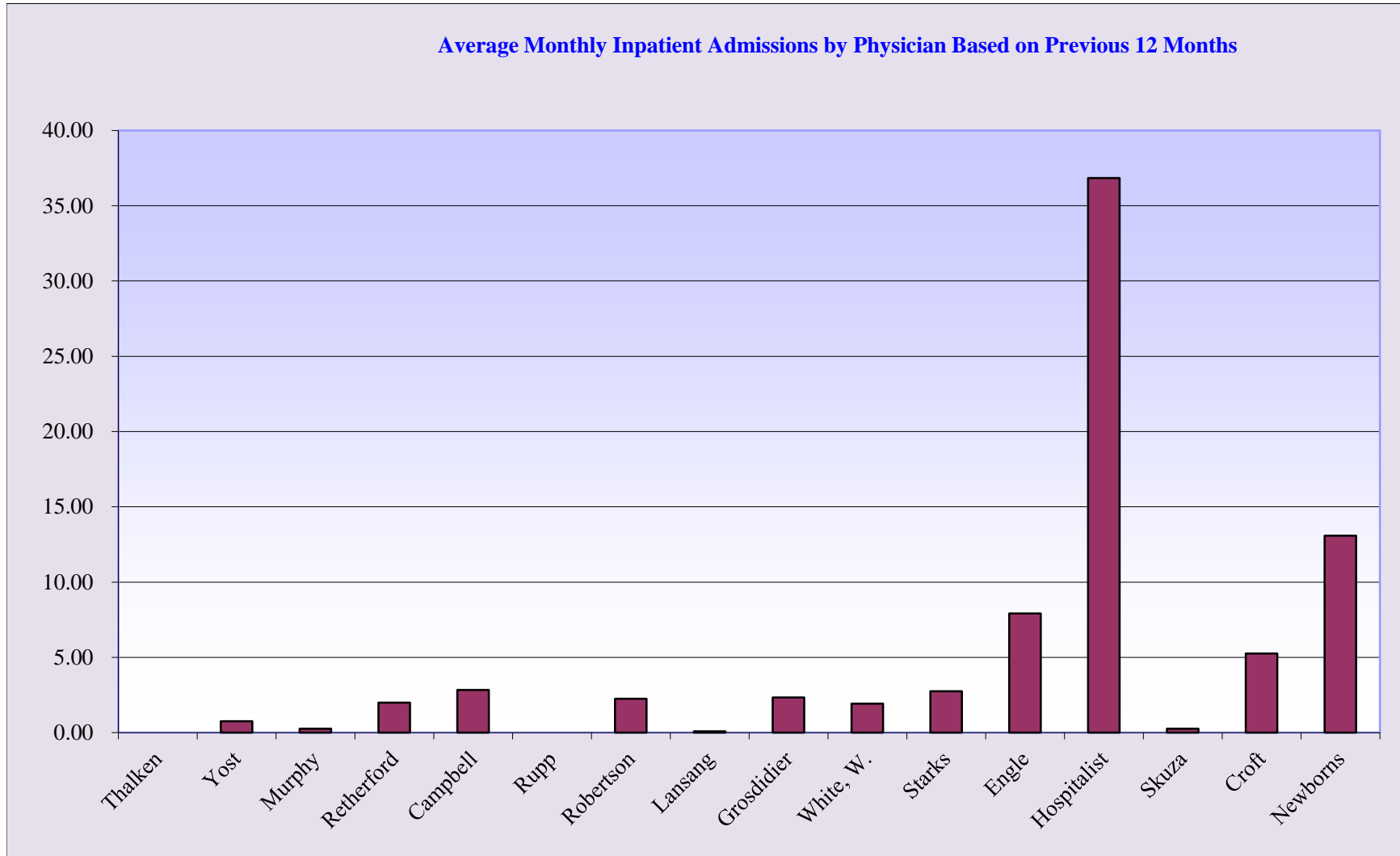
Memorial Hospital of Converse County
 (FY 2017) Average Floor Census Breakdown
 Sept. 2016

(FY 2017) Average Floor Census Breakdown



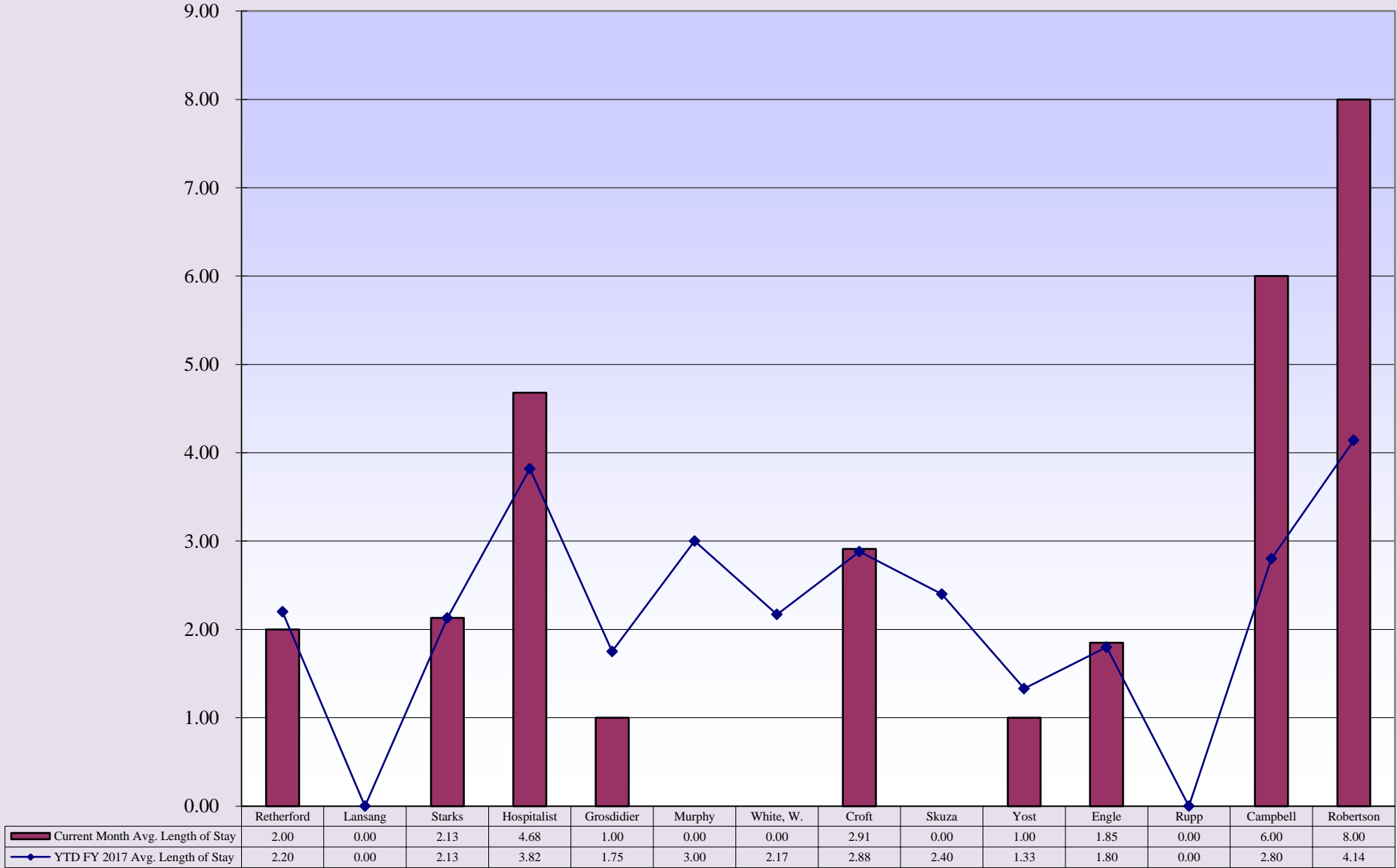
IP
 OBS
 SB

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



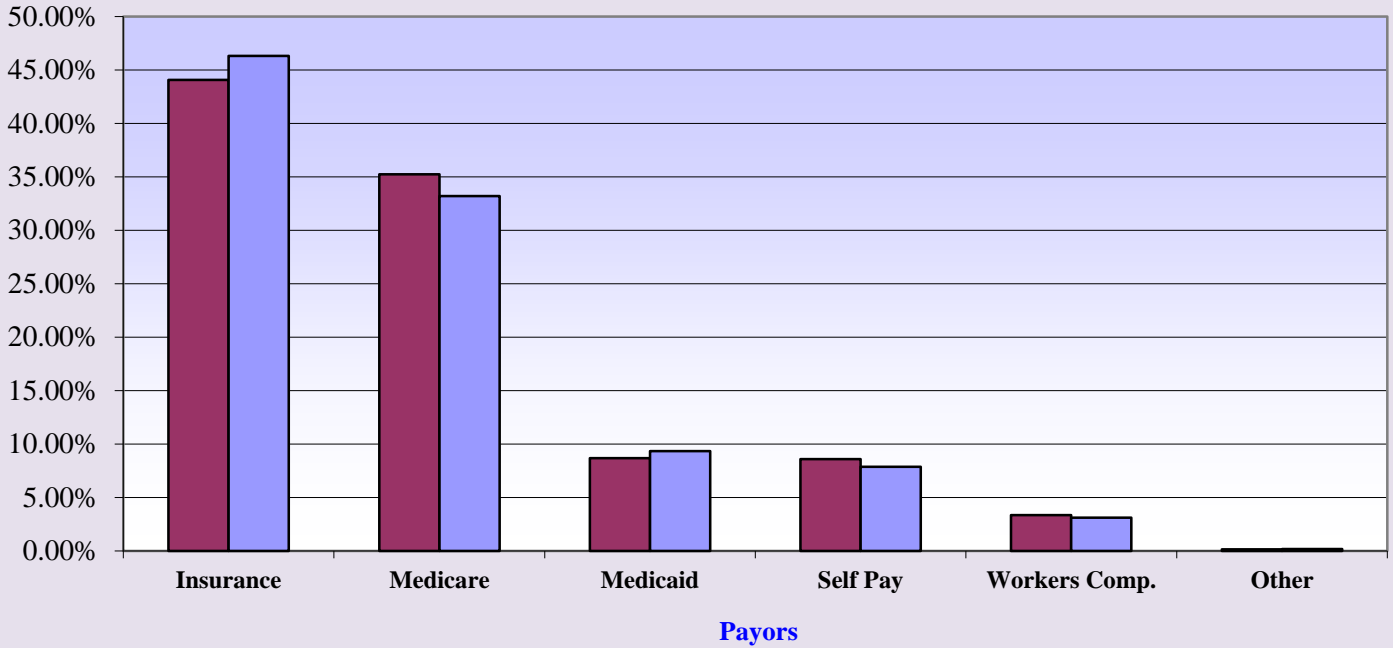
**Memorial Hospital of Converse County
Average Length of Stay by Physician
Sept. 2016**

Average Length of Stay by Physician for Fiscal Year 2017



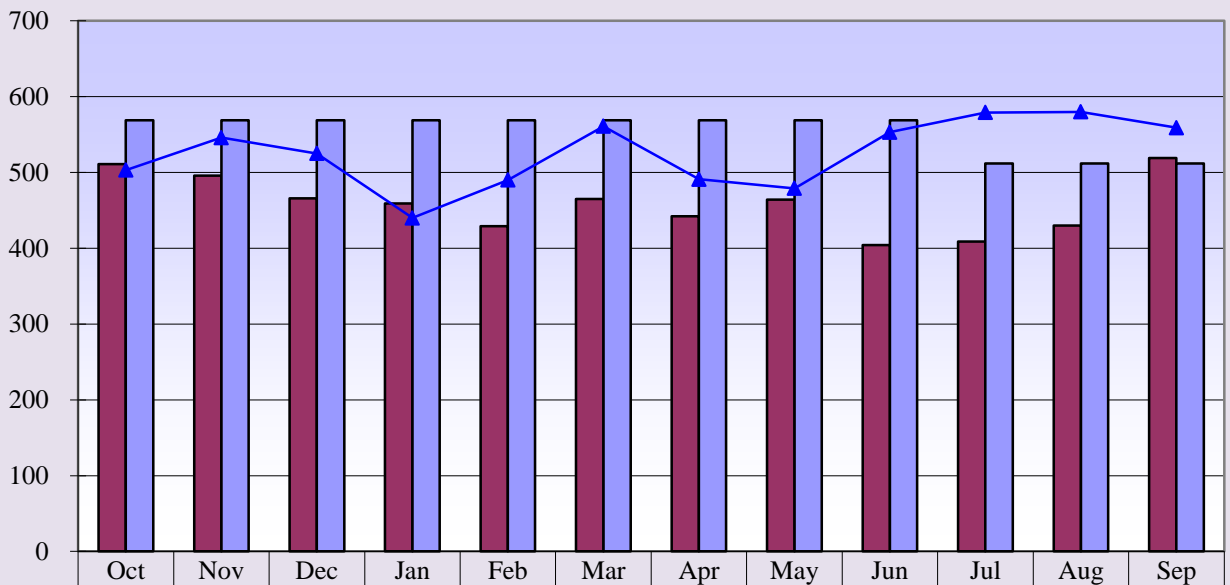
**Memorial Hospital of Converse County
Payor Mix Comparisons and ER Visits
Sept. 2016**

Payor Mix Comparisons



■ Fiscal Year 2017
 ■ Fiscal Year 2016

Emergency Room Visits



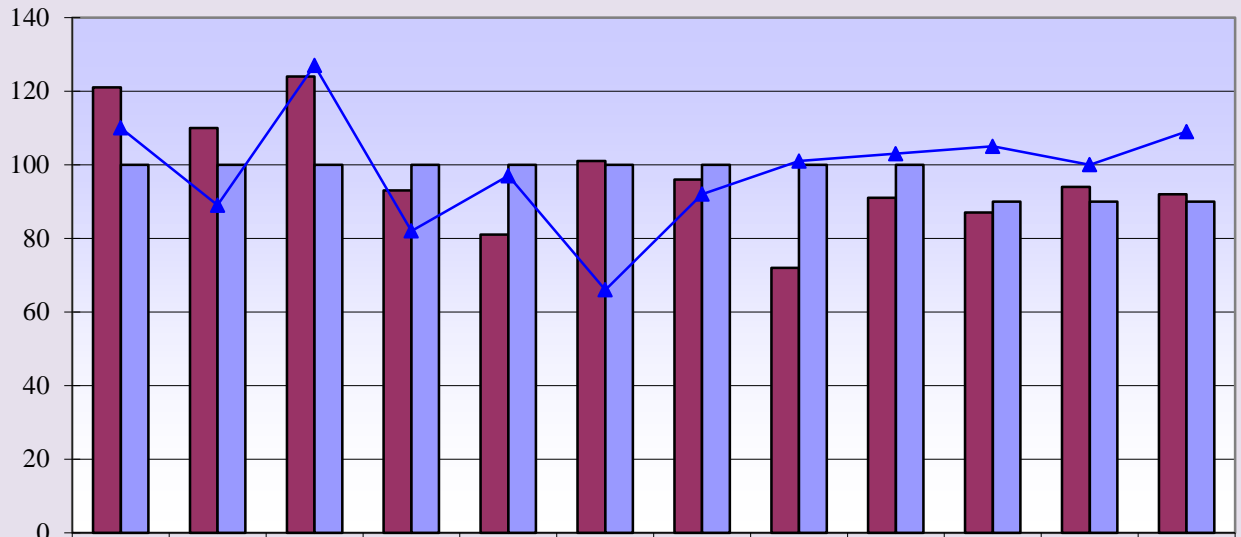
■ Curr. 12 mo.	511	496	466	459	429	465	442	464	404	409	430	519
■ Current Budget	569	569	569	569	569	569	569	569	569	512	512	512
▲ Prev. 12 mo.	503	546	525	440	490	561	491	479	553	579	580	559

Curr. 12 mo. avg. = 458

Prev. 12. mo. avg. = 526

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

Total Surgeries

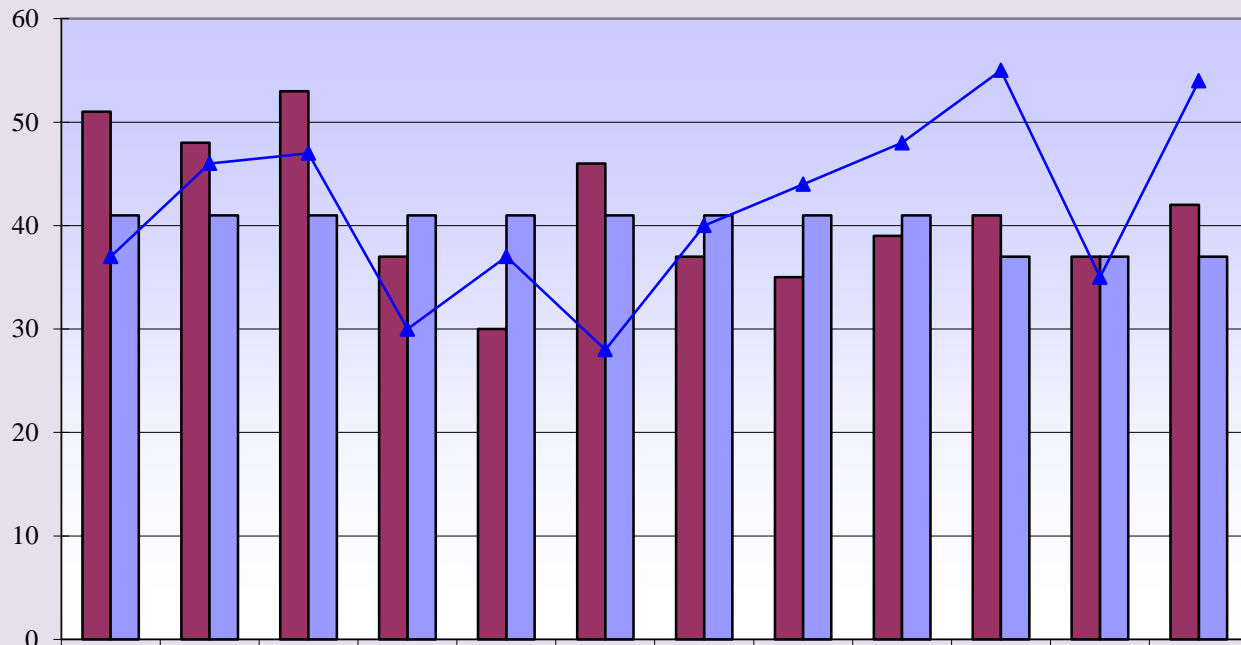


■ Curr. 12 mo.	121	110	124	93	81	101	96	72	91	87	94	92
■ Current Budget	100	100	100	100	100	100	100	100	100	90	90	90
▲ Prev. 12 mo.	110	89	127	82	97	66	92	101	103	105	100	109

Current 12 mo. avg. = 97

Previous 12 mo. avg. = 98

Orthopedic Surgeries



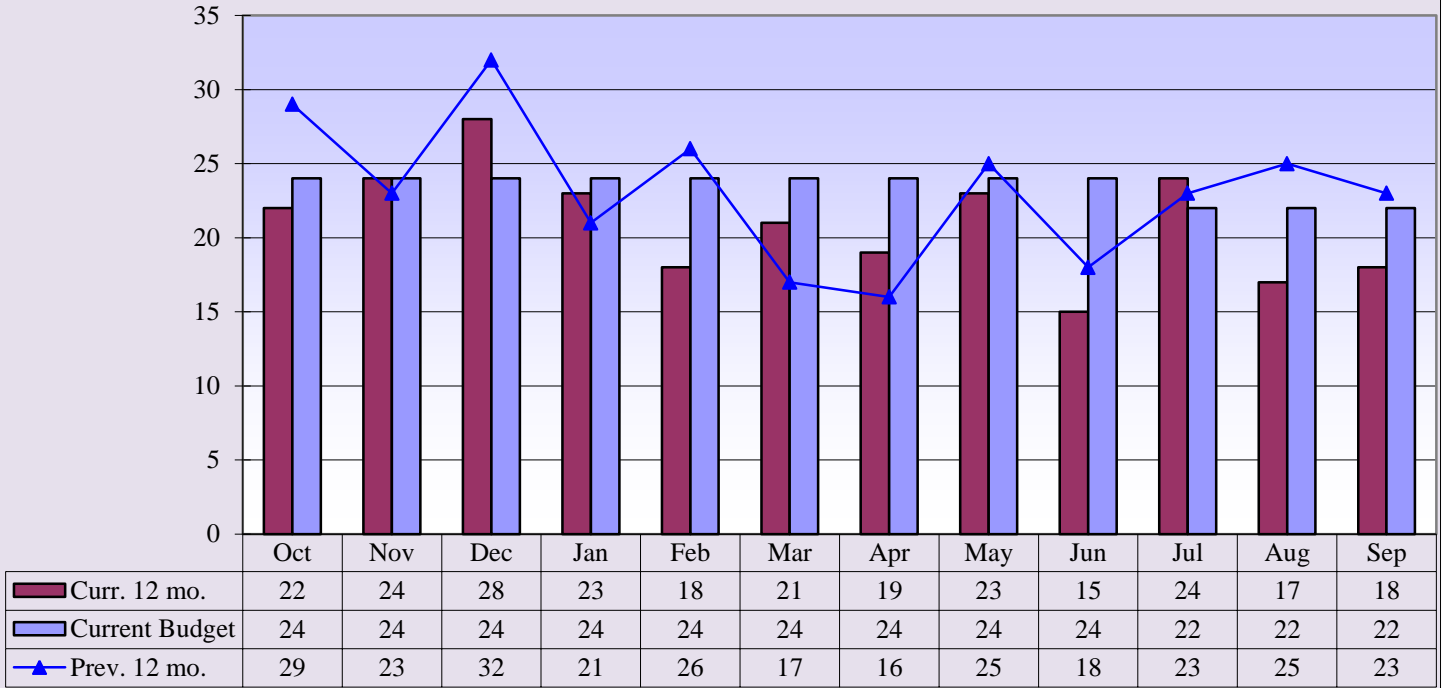
■ Curr. 12 mo.	51	48	53	37	30	46	37	35	39	41	37	42
■ Current Budget	41	41	41	41	41	41	41	41	41	37	37	37
▲ Prev. 12 mo.	37	46	47	30	37	28	40	44	48	55	35	54

Curr. 12 mo. avg. = 41

Prev. 12 mo. avg. = 42

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

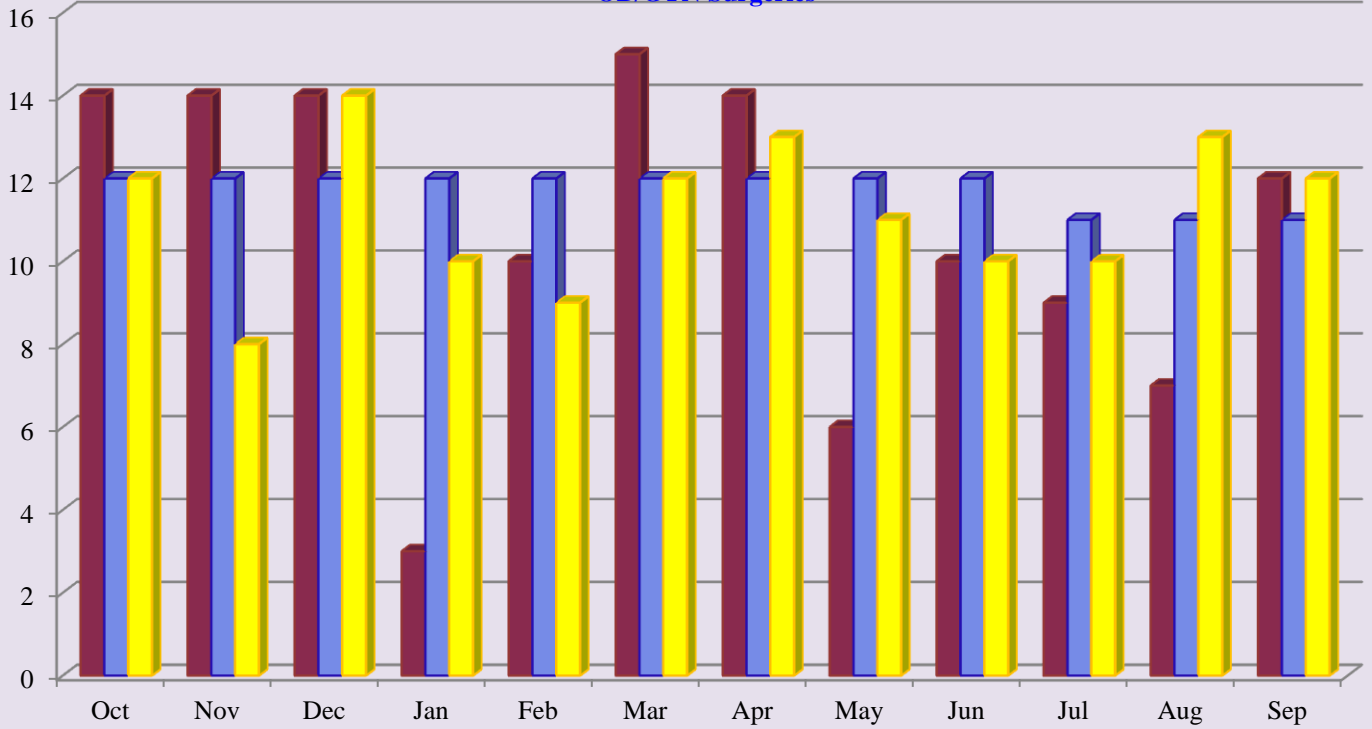
General Surgeries



Curr. 12 mo. avg. = 21

Prev. 12 mo. avg. = 23

OB/GYN Surgeries



Curr. 12 mo. avg. = 11

Prev. 12 mo. avg. = 11

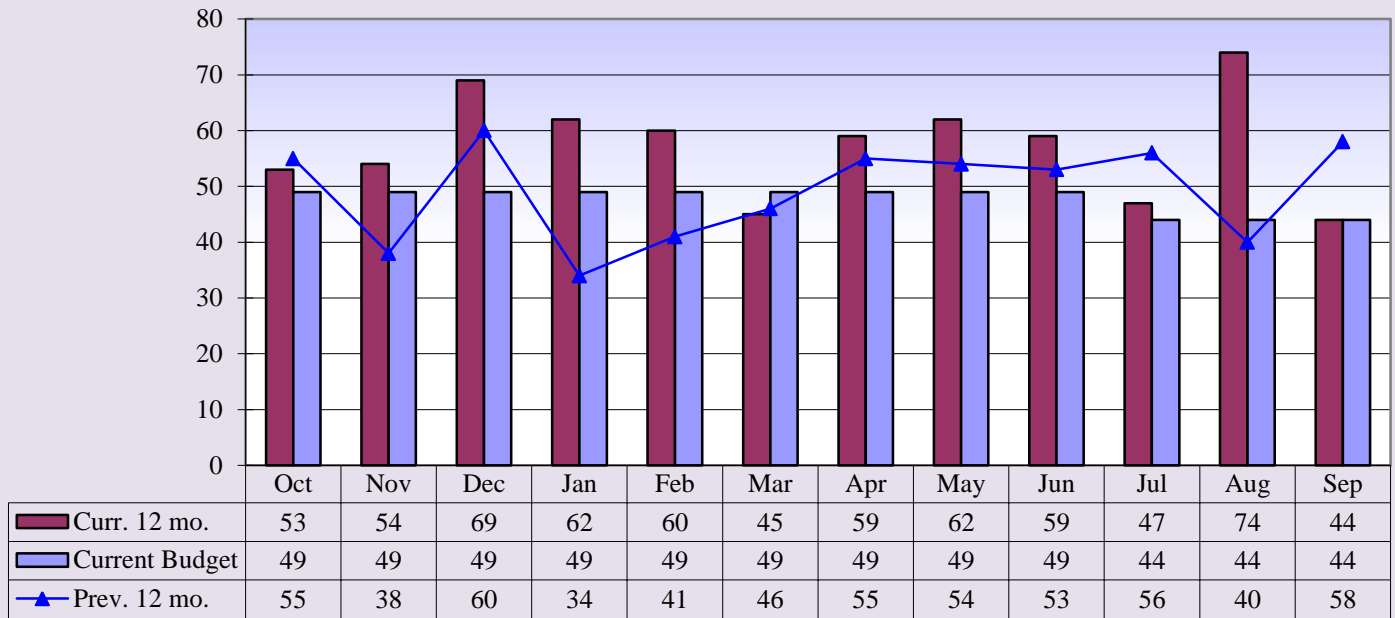
■ Curr. 12 mo.

■ Current Budget

■ Prev. 12 mo.

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

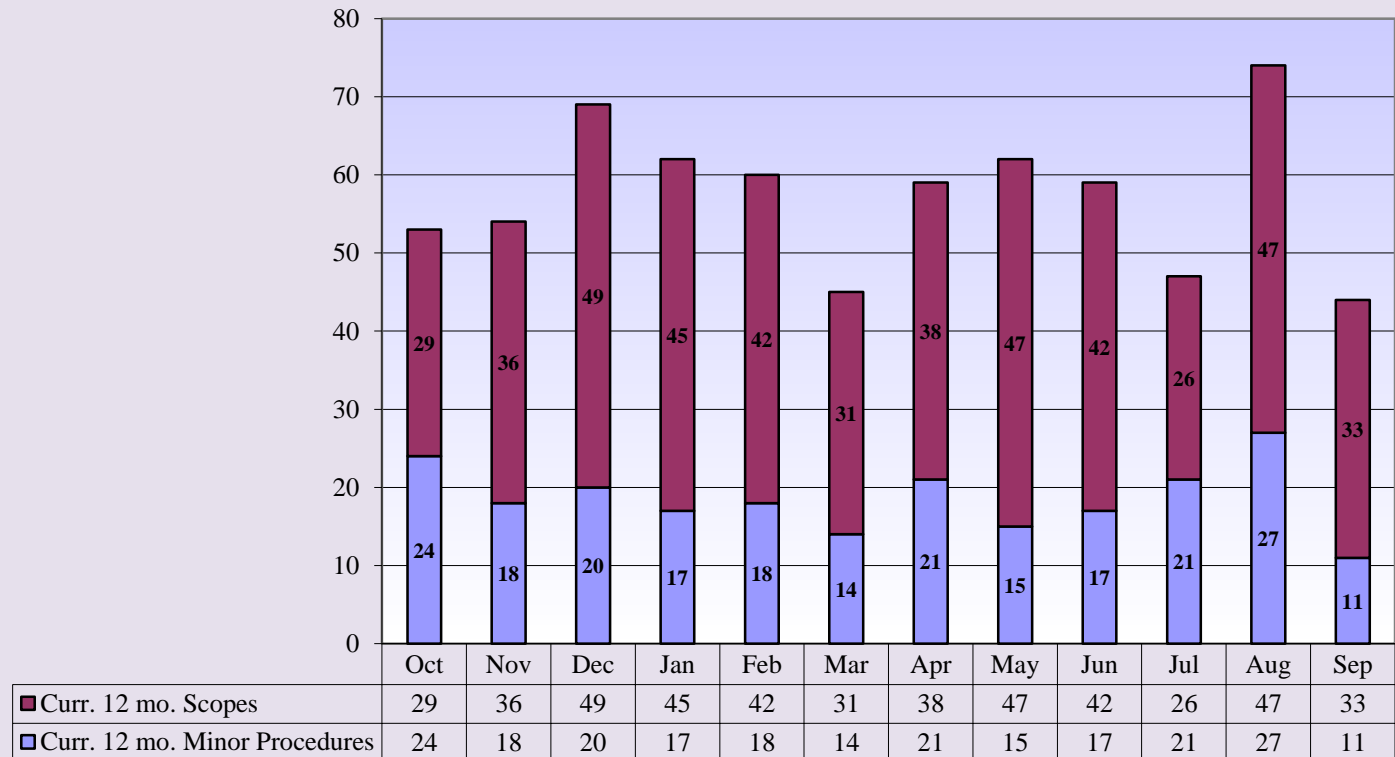
Procedure Core Visits



Curr. 12 mo. avg. = 57

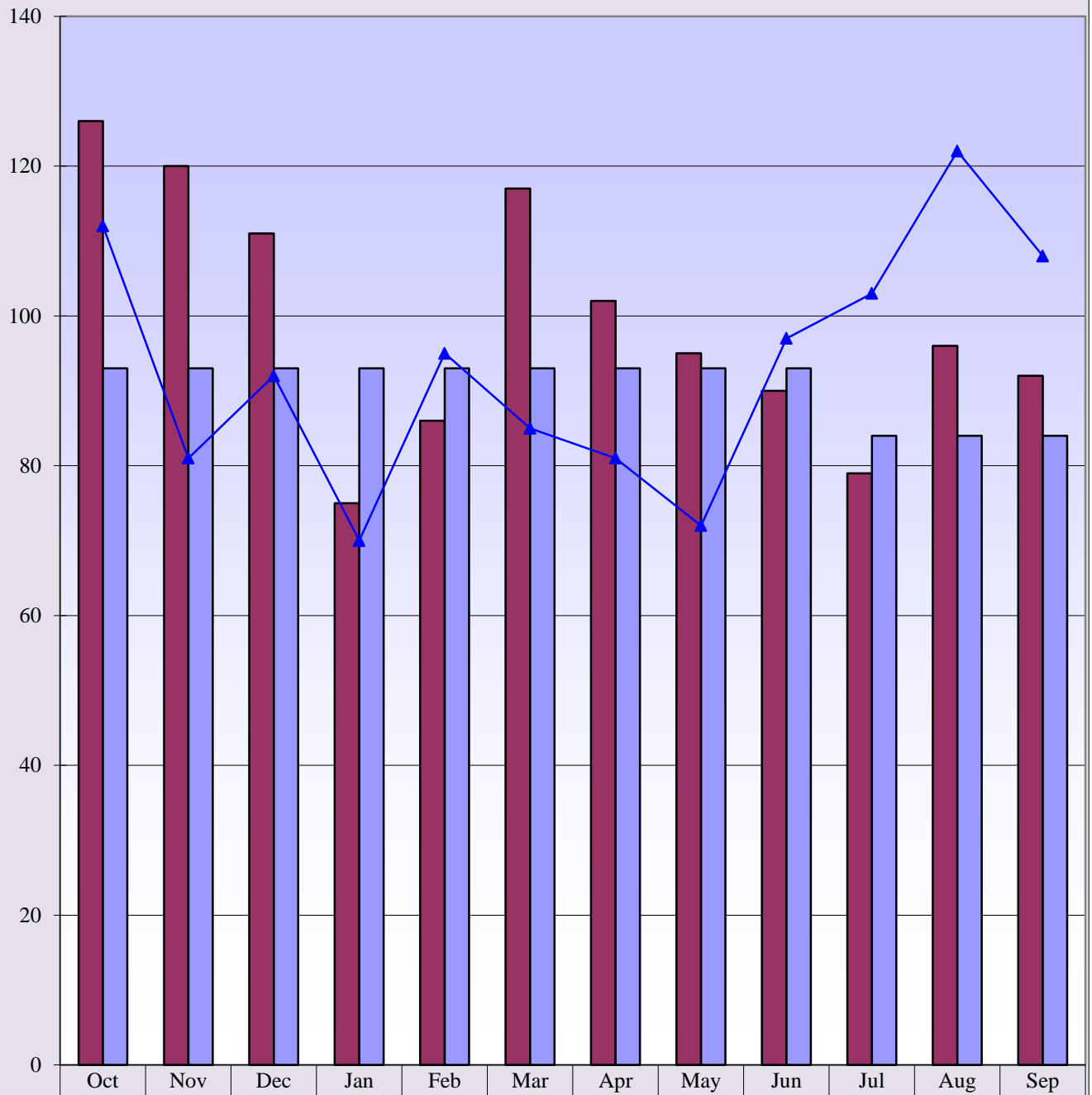
Prev. 12 mo. avg. = 49

Procedure Core Visit Types



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

Mammography Exams



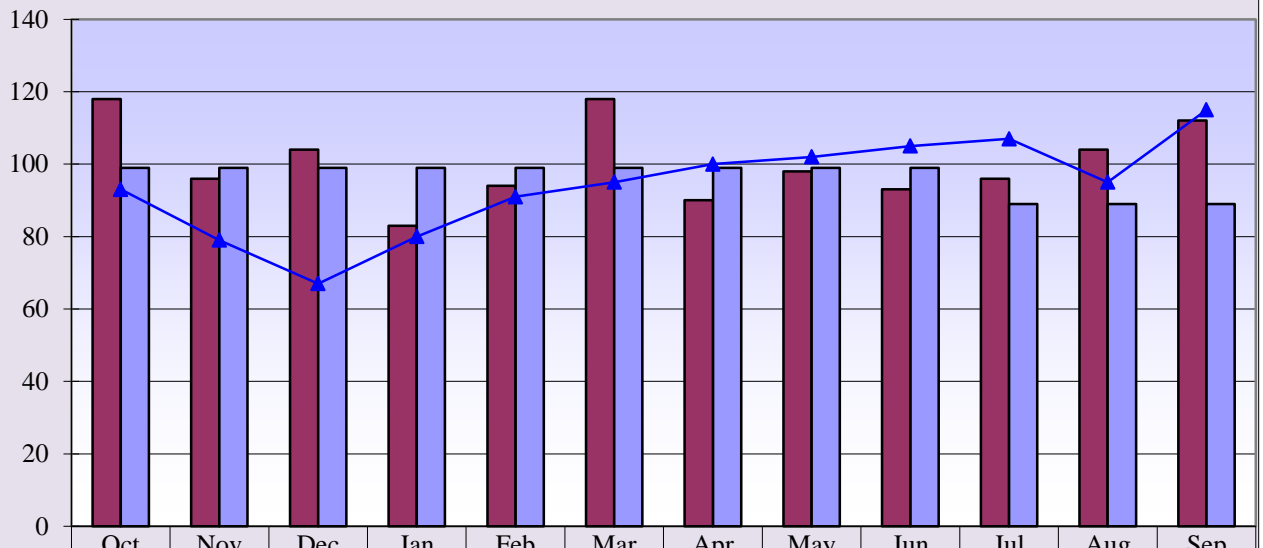
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
■ Curr. 12 mo.	126	120	111	75	86	117	102	95	90	79	96	92
■ Current Budget	93	93	93	93	93	93	93	93	93	84	84	84
▲ Prev. 12 mo.	112	81	92	70	95	85	81	72	97	103	122	108

Curr. 12 mo. avg. = 99

Prev. 12 mo. avg. = 93

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

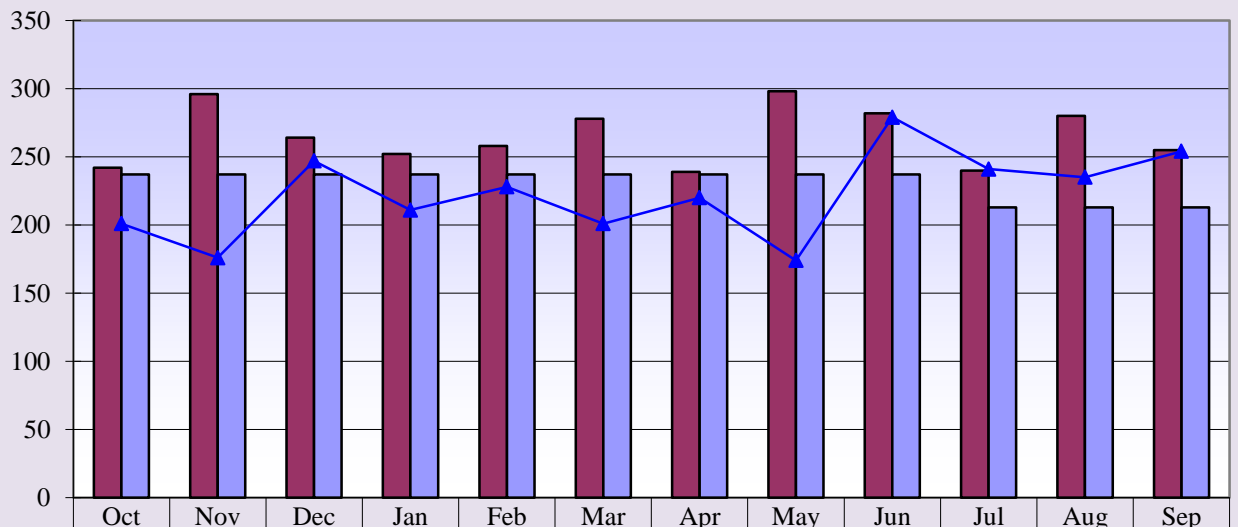
MRI Exams



Curr. 12 mo. avg. = 101

Prev. 12 mo. avg. = 94

CT Exams

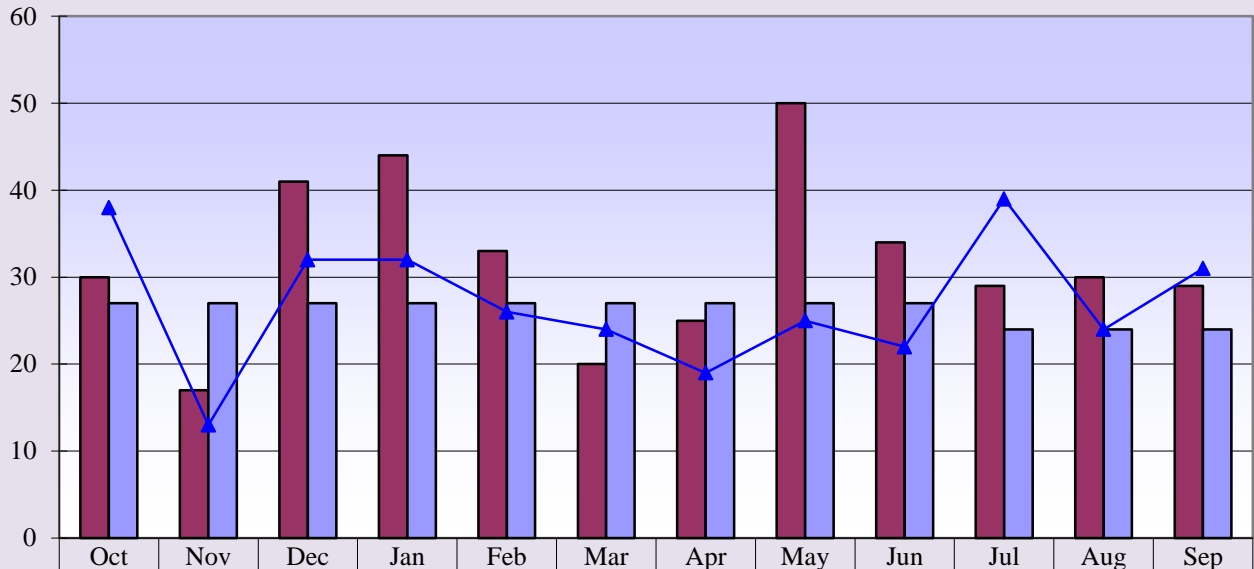


Curr. 12 mo. avg. = 265

Prev. 12 mo. avg. = 222

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

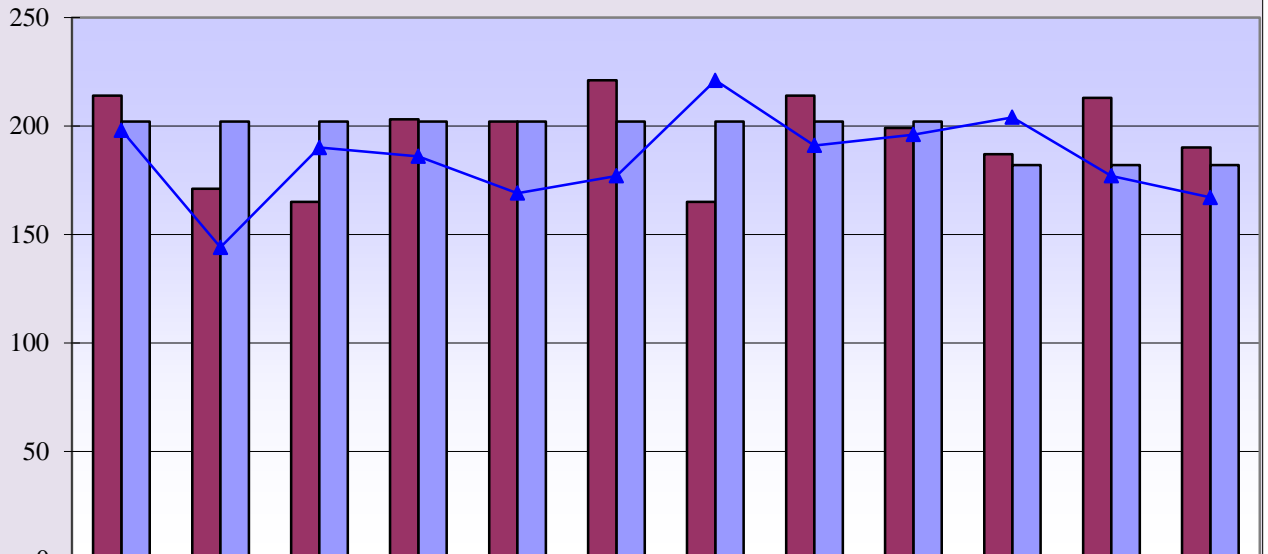
Nuclear Medicine Exams



Curr. 12 mo. avg = 32

Prev. 12 mo. avg. = 27

Ultrasound Exams

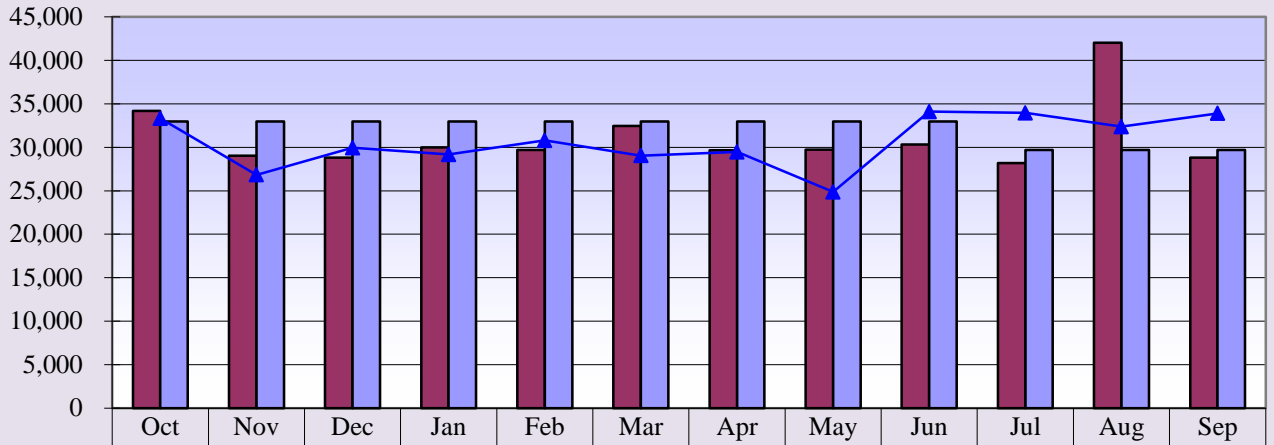


Curr. 12 mo. avg. = 195

Prev. 12 mo. avg. = 185

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

Lab Procedures

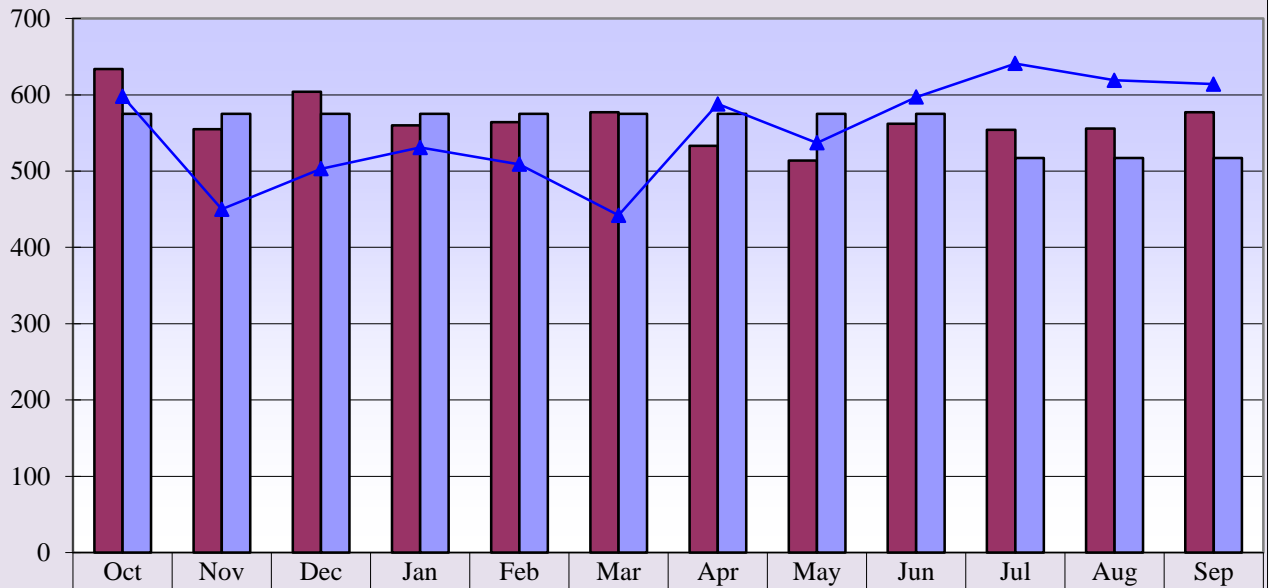


Curr. 12 mo.	34,186	29,028	28,811	29,995	29,694	32,443	29,662	29,729	30,331	28,170	42,038	28,795
Current Budget	32,981	32,981	32,981	32,981	32,981	32,981	32,981	32,981	32,981	29,682	29,682	29,682
Prev. 12 mo.	33,336	26,829	29,939	29,174	30,794	29,041	29,470	24,854	34,102	33,960	32,375	33,895
—												

Curr. 12 mo. avg. = 31,074

Prev. 12 mo. avg. = 30,647

Total Other X-Ray Exams



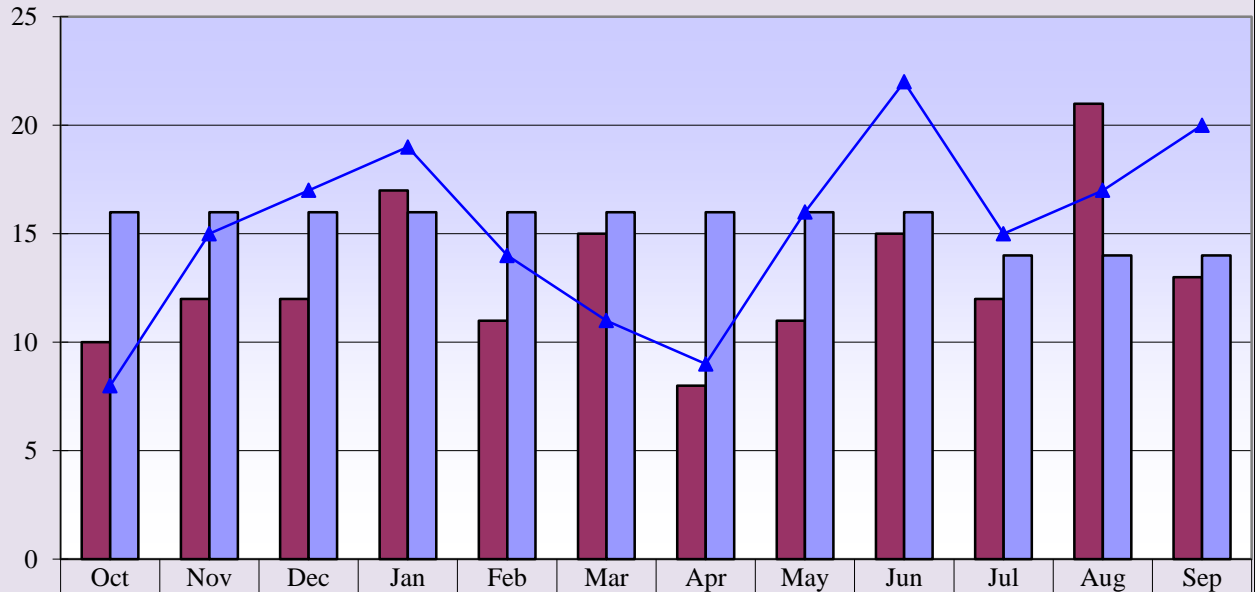
Curr. 12 mo.	634	555	604	560	564	577	533	514	562	554	556	577
Current Budget	575	575	575	575	575	575	575	575	575	517	517	517
Prev. 12 mo.	598	450	503	531	509	442	588	537	597	641	619	614

Curr. 12 mo. avg. = 566

Prev. 12 mo. avg. = 552

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

Newborns

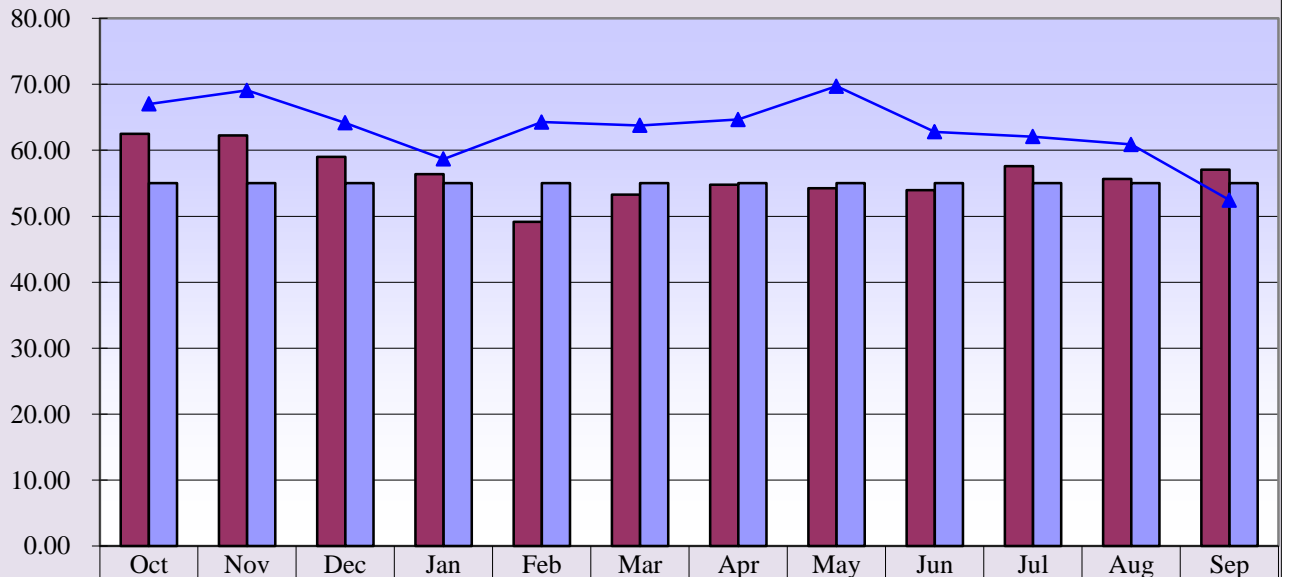


■ Curr. 12 mo.	10	12	12	17	11	15	8	11	15	12	21	13
■ Current Budget	16	16	16	16	16	16	16	16	16	14	14	14
▲ Prev. 12 mo.	8	15	17	19	14	11	9	16	22	15	17	20

Curr. 12 mo. avg. = 13

Prev. 12 mo. avg. = 15

Net Days of Revenue in A/R

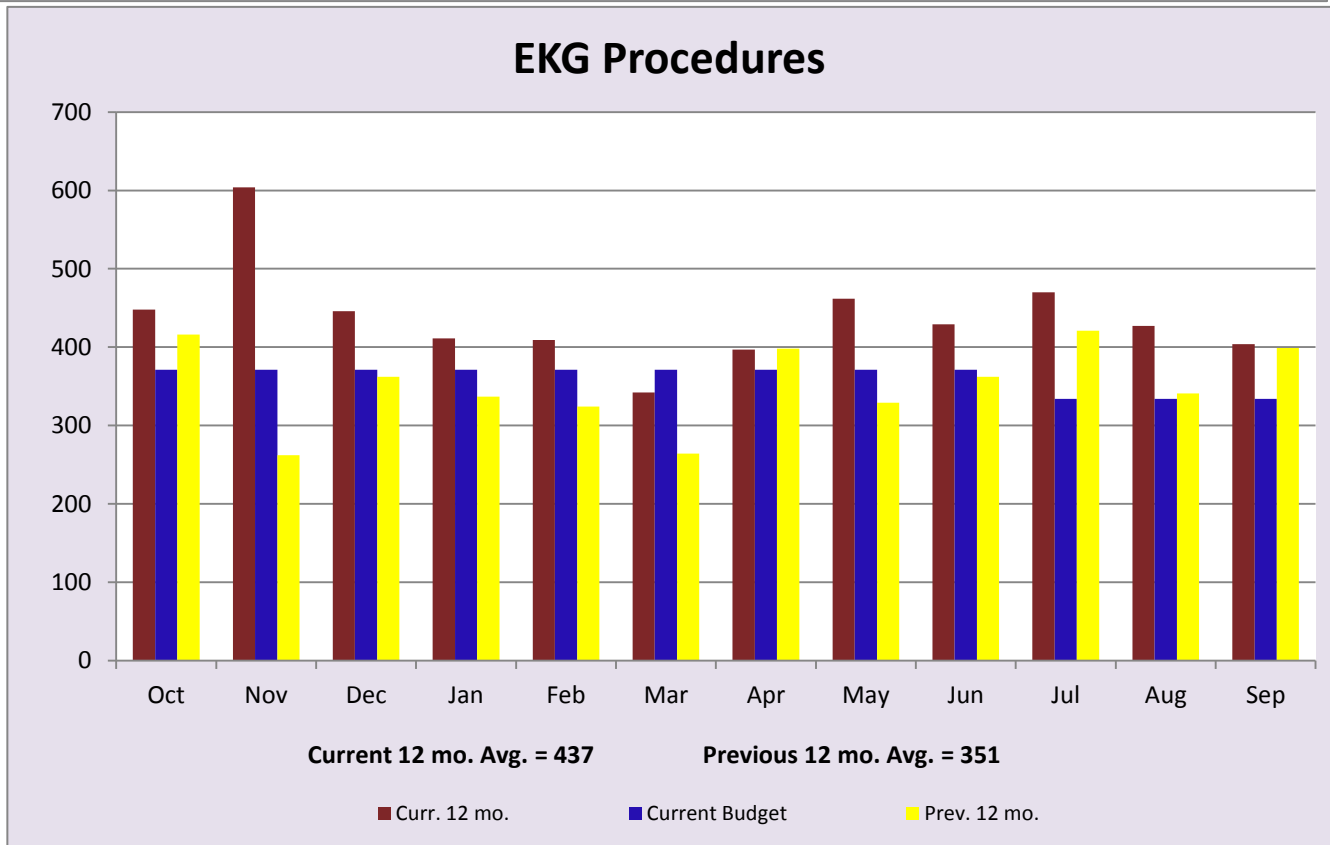
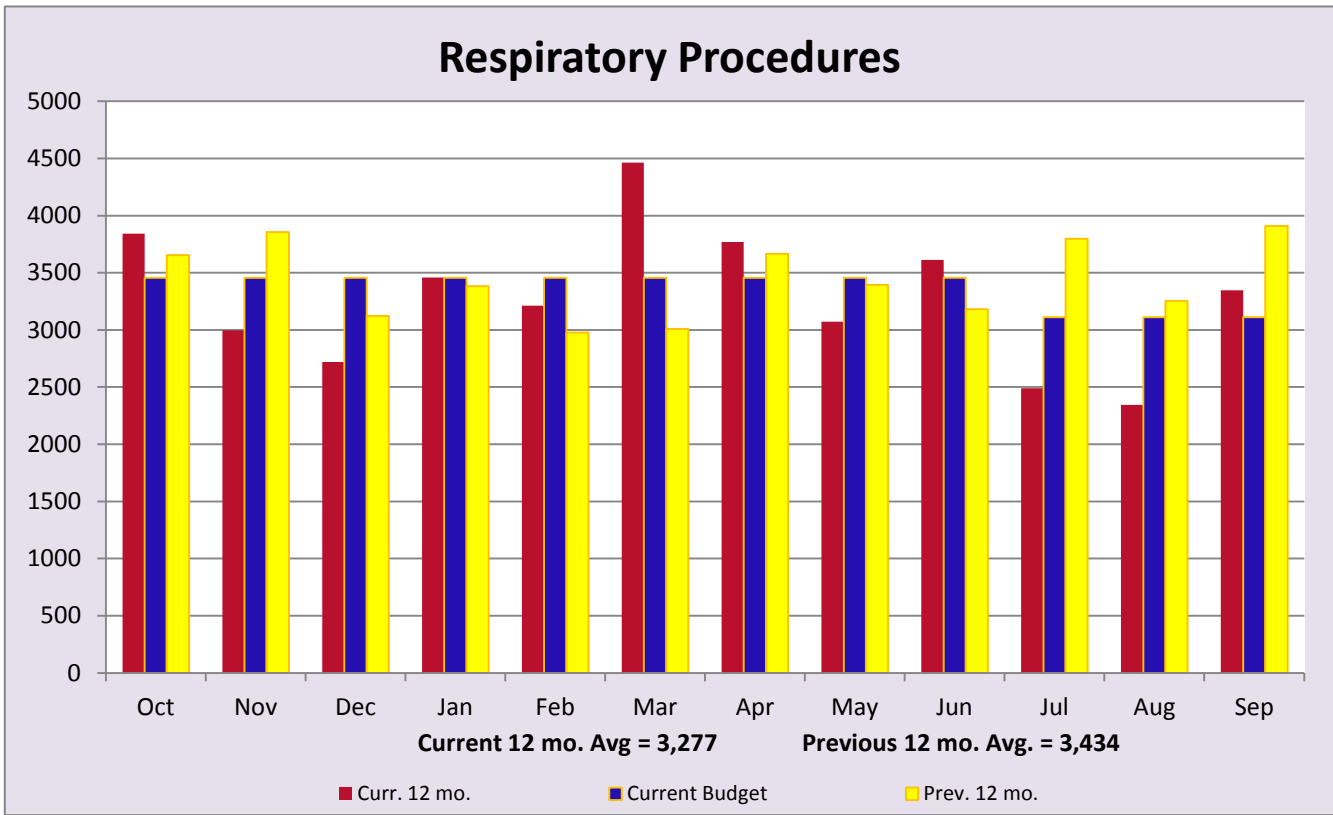


■ Curr. 12 mo.	62.51	62.27	59.01	56.40	49.16	53.30	54.78	54.26	53.98	57.59	55.66	57.08
■ Current Budget	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00
▲ Prev. 12 mo.	67.01	69.09	64.15	58.68	64.29	63.76	64.67	69.70	62.80	62.07	60.87	52.45

Curr. 12 mo. avg. = 56.33

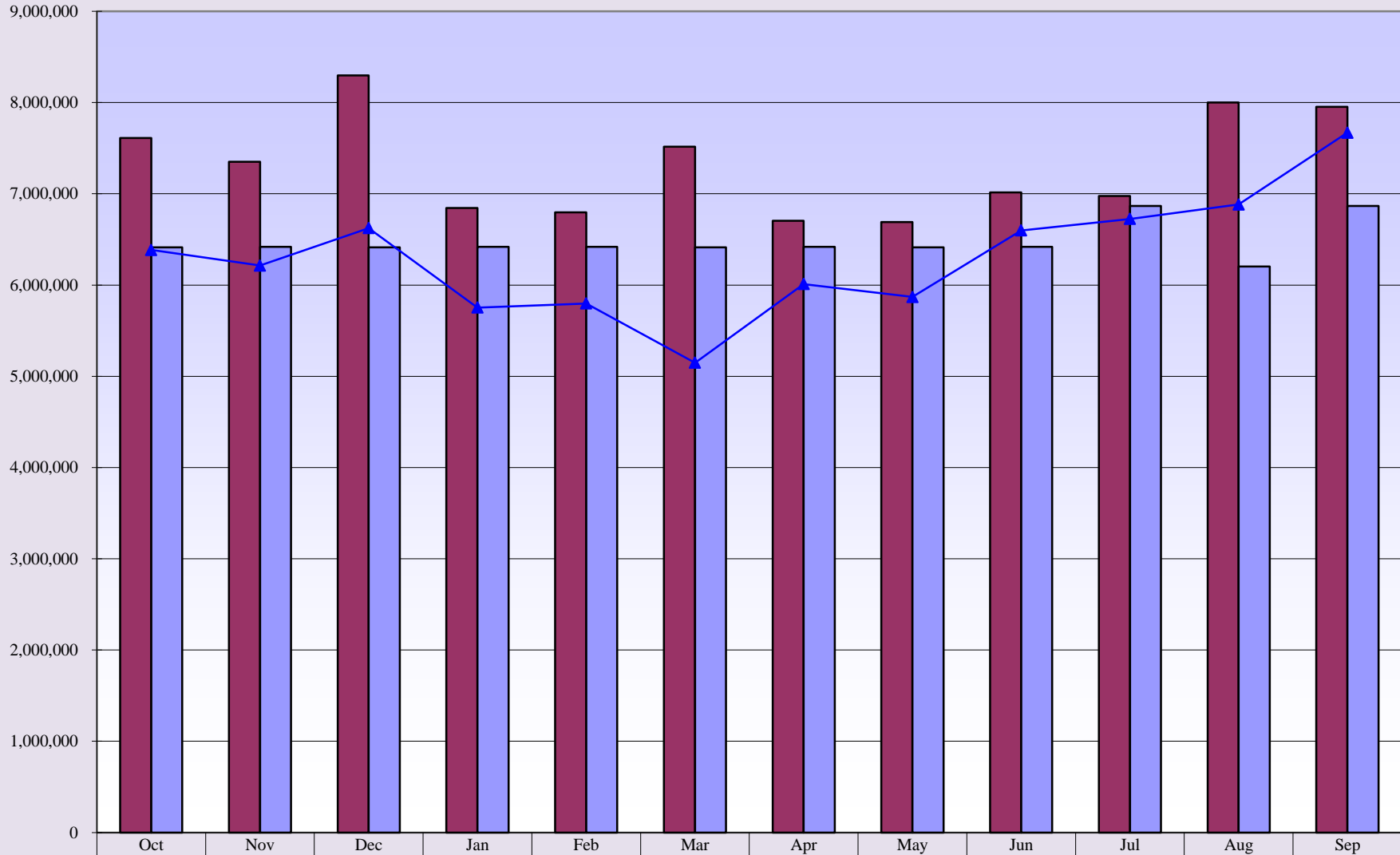
Prev. 12 mo. avg. = 63.30

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



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

Hospital Patient Revenues



Curr. 12 mo. avg. = \$7,312,749

Prev. 12 mo. avg. = \$6,306,510

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

Current Month			Year to Date			Prior Year YTD		
Sept. 2016	Budget	Variance Amount	September	YTD Thru Sept. 2016	YTD Budget	Variance Amount	YTD Thru Sept. 2015	Change From Prior YTD
			Patient Revenue					
\$2,265,665	\$1,826,013	\$439,652	Inpatient	\$6,013,548	\$5,301,348	\$712,200	\$5,465,056	\$548,492
4,303,904	3,628,524	675,380	Outpatient	12,858,962	10,534,449	2,324,513	11,786,929	1,072,033
1,384,514	1,412,155	(27,641)	Physician Clinics	4,059,803	4,099,807	(40,004)	4,025,951	33,852
<u>\$7,954,083</u>	<u>\$6,866,692</u>	<u>\$1,087,391</u>	Total Patient Revenue	<u>\$22,932,313</u>	<u>\$19,935,604</u>	<u>\$2,996,709</u>	<u>\$21,277,936</u>	<u>\$1,654,377</u>
			Deductions From Revenue					
978,184	636,986	341,198	Medicare	2,842,644	1,849,315	993,329	1,823,054	1,019,590
420,637	415,216	5,421	Medicaid	1,527,449	1,205,468	321,981	1,029,683	497,766
162,680	169,863	(7,183)	Worker's Compensation	376,958	493,151	(116,193)	317,848	59,110
685,862	599,122	86,740	Other Contractuals	1,887,129	1,739,386	147,743	1,715,270	171,859
178,640	160,613	18,027	Other	523,543	466,295	57,248	451,450	72,093
<u>\$2,426,003</u>	<u>\$1,981,800</u>	<u>\$444,203</u>	Total Deductions	<u>\$7,157,723</u>	<u>\$5,753,615</u>	<u>\$1,404,108</u>	<u>\$5,337,305</u>	<u>\$1,820,418</u>
5,528,079	4,884,892	643,187	Net Patient Revenue	15,774,590	14,181,989	1,592,601	15,940,631	(166,041)
94,942	129,637	(34,695)	Other Operating Revenue	312,440	388,909	(76,469)	195,791	116,649
<u>\$5,623,021</u>	<u>\$5,014,529</u>	<u>\$608,492</u>	Total Operating Revenue	<u>\$16,087,030</u>	<u>\$14,570,898</u>	<u>\$1,516,132</u>	<u>\$16,136,422</u>	<u>(\$49,392)</u>
			Operating Expenses					
2,324,869	2,444,793	(119,924)	Salaries & Wages	7,030,173	7,097,780	(67,607)	7,042,507	(12,334)
765,764	603,297	162,467	Benefits	2,033,119	1,751,502	281,617	1,578,412	454,707
661,261	551,105	110,156	Supplies	1,719,374	1,599,975	119,399	1,656,853	62,521
102,036	103,178	(1,142)	Lease & Rentals	307,545	299,550	7,995	254,593	52,952
73,082	99,563	(26,481)	Other Expenses	293,103	289,042	4,061	294,349	(1,246)
1,200	4,247	(3,047)	Legal	28,416	12,329	16,087	(1,360)	29,776
16,704	35,021	(18,317)	Travel & Education	34,303	101,644	(67,341)	80,296	(45,993)
112,336	106,292	6,044	Maintenance & Repair	336,956	308,585	28,371	348,374	(11,418)
37,532	17,495	20,037	Physician Fees	102,712	50,794	51,918	74,368	28,344
20,586	10,192	10,394	Interest	61,836	29,589	32,247	38,638	23,198
51,006	47,146	3,860	Professional Fees	131,825	136,877	(5,052)	173,595	(41,770)
142,112	114,397	27,715	Purchased Services	365,428	332,120	33,308	394,203	(28,775)
25,922	36,521	(10,599)	Insurance	73,037	106,028	(32,991)	100,534	(27,497)
43,670	49,782	(6,112)	Utilities	144,187	144,539	(352)	151,423	(7,236)
349,612	374,717	(25,105)	Depreciation	1,063,199	1,087,890	(24,691)	1,095,802	(32,603)
589,761	501,099	88,662	Indigent Care	1,962,434	1,454,797	507,637	1,805,841	156,593
<u>\$5,317,453</u>	<u>\$5,098,845</u>	<u>\$218,608</u>	Total Expenses	<u>\$15,687,647</u>	<u>\$14,803,041</u>	<u>\$884,606</u>	<u>\$15,088,428</u>	<u>\$599,219</u>
305,568	(84,316)	389,884	Operating Income (Loss)	399,382	(232,143)	631,525	1,047,994	(648,612)
			Non-Operating Revenue					
90,684	90,625	58	County - Indigent Care Reimbursement	272,259	271,875	384	326,380	(54,121)
30,208	30,208	0	County - Ambulance Reimbursement	90,625	90,625	0	139,877	(49,252)
10,257	34,027	(23,770)	Other Non-Operating	84,407	102,084	(17,677)	157,706	(73,299)
0	0	0	Non-Operating Expense	0	0	0	0	0
<u>\$436,718</u>	<u>\$70,544</u>	<u>\$366,173</u>	Net Income/(Loss)	<u>\$846,673</u>	<u>\$232,441</u>	<u>\$614,232</u>	<u>\$1,671,957</u>	<u>(\$825,284)</u>

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

	<u>Page #</u>		
Patient Volumes			
IP Daily Census.....	1-2		
Surgeries.....	6-7		
Radiology Exams.....	9-12		
Laboratory Tests.....	12		
Emer. Rm. Visits.....	5		
Clinic Visits.....	5		
<p style="margin-left: 40px;">At 7.90 up 0.13 from September 2015 - up 0.06 from August 2016</p> <p style="margin-left: 40px;">At 92 down 17 from September 2015 - down 2 from August 2016</p> <p style="margin-left: 40px;">At 1,255 down 34 from September 2015 - down 24 from August 2016</p> <p style="margin-left: 40px;">At 28,795 down 5,100 from Sept 2015 - down 13,243 from Aug 2016</p> <p style="margin-left: 40px;">At 519 down 40 from September 2015 - up 89 from August 2016</p> <p style="margin-left: 40px;">At 3,682 down 322 from Sept. 2015 - down 449 from August 2016</p> <p style="margin-left: 40px;">August 2016 was a record number of clinic visits at 4,131</p>			
Income Statement			
Gross Patient Revenue for the month was \$7,954,000 compared to \$7,670,000 last September and \$8,002,000 last month. Net Income for September is \$436,000 compared to \$598,000 last year and \$640,000 last month.	15		
<p><u>Monthly Revenue</u> - over budget by \$1,087,000</p> <p>The departments that are under budget by \$10,000 or more are as follows:</p> <p>ICU - 17,000 Surgery - 25,000</p>			
<p><u>Deductions From Revenue</u> - Over budget by \$444,000</p>			
<p><u>Monthly Expense Variances</u> - Over budget by \$218,000</p>			
<table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> <p><u>Benefits - 162,000</u> Health Insurance - 199,000</p> <p><u>Supplies - 110,000</u> Laboratory - 33,000 Pharmacy Drugs - 49,000 Surgery - 59,000</p> <p><u>Interest - 10,000</u> Accrual for CD Loan</p> <p><u>Professional Fees - 3,800</u> Physical Therapy - 8,000</p> </td> <td style="width: 50%; vertical-align: top;"> <p><u>Maintenance & Repairs - 6,000</u> Glenrock Ambulance Vehicle - 4,000 Cat Scan - 6,000 Mammography - 4,000 Surgery - 5,000</p> <p><u>Physician Fees - 20,000</u> ER - 14,000 Radiologists - 6,000</p> <p><u>Purchased Services - 27,000</u> Lab - 33,000</p> <p><u>Indigent Care - 88,000</u></p> </td> </tr> </table>		<p><u>Benefits - 162,000</u> Health Insurance - 199,000</p> <p><u>Supplies - 110,000</u> Laboratory - 33,000 Pharmacy Drugs - 49,000 Surgery - 59,000</p> <p><u>Interest - 10,000</u> Accrual for CD Loan</p> <p><u>Professional Fees - 3,800</u> Physical Therapy - 8,000</p>	<p><u>Maintenance & Repairs - 6,000</u> Glenrock Ambulance Vehicle - 4,000 Cat Scan - 6,000 Mammography - 4,000 Surgery - 5,000</p> <p><u>Physician Fees - 20,000</u> ER - 14,000 Radiologists - 6,000</p> <p><u>Purchased Services - 27,000</u> Lab - 33,000</p> <p><u>Indigent Care - 88,000</u></p>
<p><u>Benefits - 162,000</u> Health Insurance - 199,000</p> <p><u>Supplies - 110,000</u> Laboratory - 33,000 Pharmacy Drugs - 49,000 Surgery - 59,000</p> <p><u>Interest - 10,000</u> Accrual for CD Loan</p> <p><u>Professional Fees - 3,800</u> Physical Therapy - 8,000</p>	<p><u>Maintenance & Repairs - 6,000</u> Glenrock Ambulance Vehicle - 4,000 Cat Scan - 6,000 Mammography - 4,000 Surgery - 5,000</p> <p><u>Physician Fees - 20,000</u> ER - 14,000 Radiologists - 6,000</p> <p><u>Purchased Services - 27,000</u> Lab - 33,000</p> <p><u>Indigent Care - 88,000</u></p>		
Cash Status			
<p>Cash balances as of September 30, 2016 are \$10,878,023. This equates to 68.43 days of expenses on hand.</p>			
Accounts Receivable			
<p>Net Accounts Receivable days are at 57.08 days for the end of September compared to 61.35 last year and 55.66 last month.</p>			

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

Monthly						Year to Date					
Sept. 2016	Sept. 2015	Variance From Prior Sept.	Budget	Variance Amount	%	YTD Thru Sept. 2016	YTD Thru Sept. 2015	Variance From Prior YTD	YTD Budget	Variance Amt.	%
73	89	(16)	67	6	9.0%	240	259	(19)	201	39	19.4%
5	2	3	4	1	25.0%	12	14	(2)	12	0	0.0%
78	91	(13)	71	7	9.9%	252	273	(21)	213	39	18.3%
237	233	4	176	61	34.7%	654	697	(43)	528	126	23.9%
51	50	1	50	1	2.0%	125	169	(44)	150	(25)	-16.7%
288	283	5	226	62	27.4%	779	866	(87)	678	101	14.9%
13	20	(7)	14	(1)	-7.1%	46	52	(6)	42	4	9.5%
24	36	(12)	23	1	4.3%	87	88	(1)	69	18	26.1%
92	109	(17)	88	4	4.5%	273	314	(41)	264	9	3.4%
3,319	3,290	29	3,130	189	6.0%	9,970	10,040	(70)	9,390	580	6.2%
519	559	(40)	518	1	0.2%	1,358	1,718	(360)	1,554	(196)	-12.6%
3,838	3,849	(11)	3,648	190	5.2%	11,328	11,758	(430)	10,944	384	3.5%
324	324	(0)	334	(10)	-3.1%	324	326	(2)	334	(10)	-2.9%

Financial Ratios	Sept. 2016	Sept. 2015	YTD	US	WY	Misc. Measurements	YTD - 16	YTD - 15	Variance From Prior Year	WY	Variance From WY
Days Cash on Hand YTD	68	84	N/A	69	107	Total Revenue per FTE	\$282,714	\$233,943	\$48,771	\$145,000	\$137,714
Operating Margin	5.43%	6.47%	2.48%	0.99%	0.77%	Contractual Deductions	31.21%	23.20%	8.01%	26.70%	4.51%
Net Margin	7.76%	10.80%	5.26%	2.51%	6.79%	Inpatient Revenue %	31.86%	35.84%	-3.98%	31.41%	0.45%
Current Ratio	4.92	4.81	N/A	2.29	3.89	Outpatient Revenue %	68.14%	64.16%	3.98%	66.90%	1.24%
Gross A/R Days	55.69	65.19				Average Length of Stay	2.81	2.31	0.50	3.30	(0.49)
Net A/R Days	57.08	61.35		54.20	57.94	Medicare Inp. Payer Mix	35.22%	35.13%	0.09%	31.00%	4.22%
FTEs per Adjusted Occupied Bed - Excluding MOB			11.97	With MOB	12.06	Average I/P Daily Census	7.11	8.02	(0.91)	3.50	3.61
Medicare Rural Hospital Flexibility Program Monitoring Team - US CAH Median-2013						Salaries to Total Expense	44.81%	48.64%	-3.83%	46.32%	-1.51%
Medicare Rural Hospital Flexibility Program Monitoring Team -WY CAH Medium-2013						Benefits as % of Salaries	28.91%	21.11%	7.80%		

Memorial Hospital of Converse County

Balance Sheet

September 30, 2016

	September 2016	September 2015
-		
<u>ASSETS</u>		
CURRENT ASSETS		
Cash On Hand And In Banks	\$4,195,718	\$5,181,683
Certificates Of Deposit - Unrestricted	182,305	104,257
Total Cash Assets	\$4,378,023	\$5,285,940
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)	13,666,553	14,982,271
Uncollectable Accts. & Contratural. Adj.	(3,969,570)	(4,430,705)
Net Patient Accounts	\$9,696,983	\$10,551,566
Due From Physicians/Staff	85,758	111,884
Inventories Of Supplies	977,311	1,038,285
Other Current Assets	787,236	3,945,648
Total Current Assets	\$22,425,310	\$28,445,736
LAND, BUILDING AND EQUIPMENT, net	\$30,559,348	\$29,780,899
OTHER ASSETS		
Investment - Big Country Rehab	178,385	170,211
Yellowstone Group Investment	123,452	0
Total Other Assets	\$301,837	\$170,211
Total Assets	\$53,286,495	\$58,396,846
<u>LIABILITIES AND FUND EQUITY</u>		
CURRENT LIABILITIES		
Accounts Payable	\$916,233	\$1,410,207
Accrued Salaries	1,687,864	2,777,685
Accrued Self Funded Health Insurance	(21,748)	0
Accrued Taxes And Deductions	920,338	564,828
Current Portion Of Notes Payable	53,777	144,589
Current Portion of CD Secured Note	1,000,000	1,000,000
Contingent Liability-(Patient Contracts)	0	12,413
Total Current Liabilities	\$4,556,464	\$5,909,722
OTHER LIABILITIES		
Long Term EIB Accrual	0	89,991
Deferred Loss On Early Retirement Of Bonds	(455,014)	(455,014)
Medicare Cost Report Settlement	0	220,614
Long Term CD Secured Note Obligations	6,500,000	6,500,000
Long Term Notes Payable	8,947	976,892
Total Other Liabilities	\$6,053,933	\$7,332,483
Total Liabilities	\$10,610,397	\$13,242,205
FUND EQUITY		
Fund Balance	\$41,829,425	\$43,482,683
Net Income	846,673	1,671,958
Total Fund Balance	\$42,676,098	\$45,154,641
Total Liabilities And Fund Equity	\$53,286,495	\$58,396,846

Cash Flow Statement for September 2016 and FYTD 2017

Cash Flow From Operations	<u>Sept. 2016</u>	<u>FYTD 2017</u>
Net Earnings/(Loss)	\$436,718	\$846,673
<u>Additions/(Subtractions) to Cash</u>		
Depreciation/Non-cash Interest	349,612	1,063,199
Decrease/(Increase) in Accounts Receivable	(1,159,277)	(2,067,219)
(Decrease)/Increase in Accounts Payable	286,080	(1,022,459)
Decrease/(Increase) in Inventory	(9,365)	(34,479)
Net Cash Flow From Operations	<u>(\$96,232)</u>	<u>(\$1,214,285)</u>
Cash Flow from Capital Purchases		
Equipment, Fixed Assets	(157,260)	(215,139)
Loan Advance	0	0
Cash Flow from Financing		
Notes Payable	<u>(22,351)</u>	<u>(849,236)</u>
Cash Flow for the Month Ending: Sept. 2016	<u><u>(\$275,842)</u></u>	<u><u>(\$2,278,659)</u></u>