

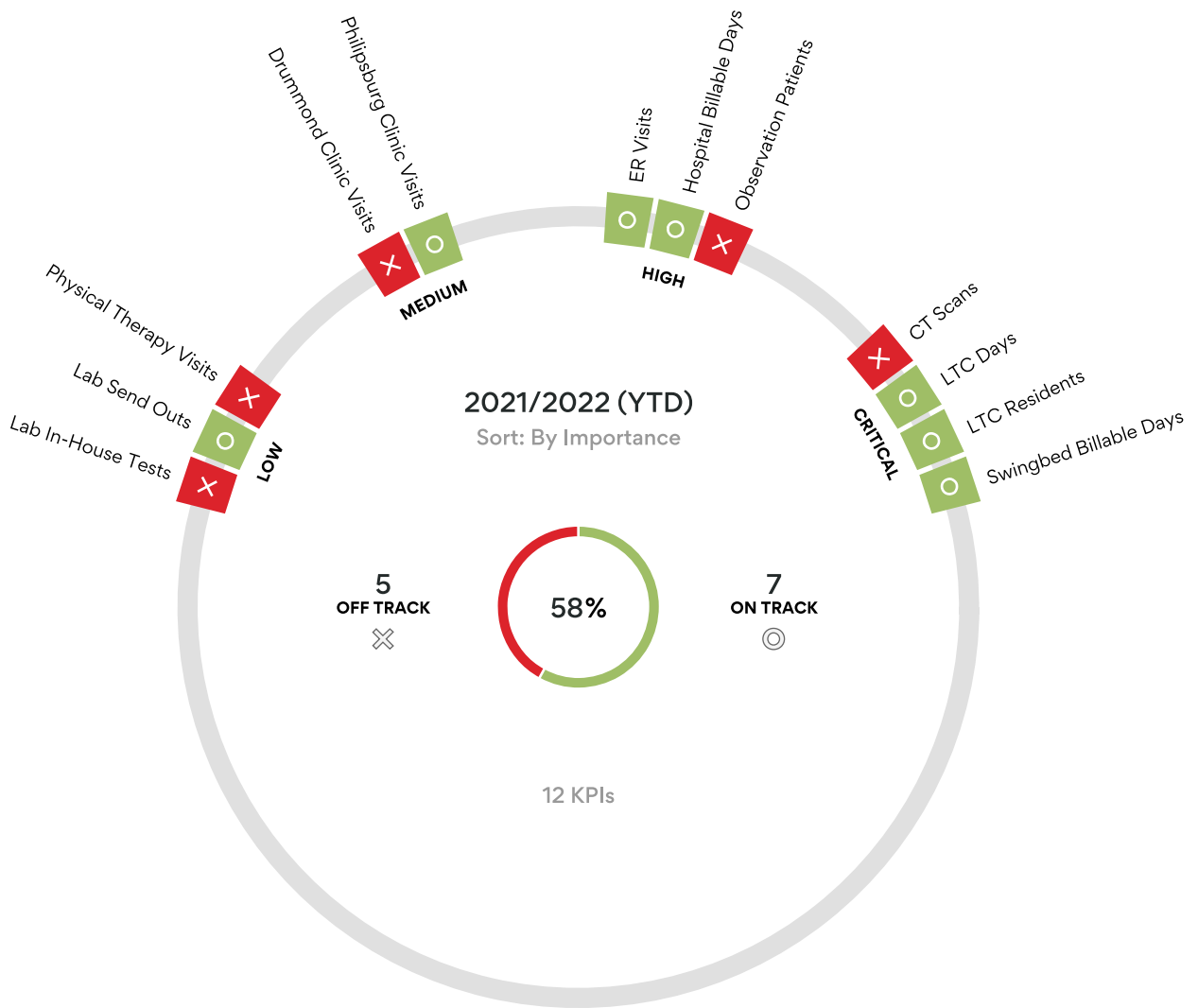
GRANITE COUNTY
MEDICAL CENTER

Management Use Only Financials

March 31, 2022



Utilization Results - YTD



KPI Results - Compared to Target & Prior Month

| | RESULT | TARGET | TREND | | IMPORTANCE |
|---------------------------|----------|--------|-------|-------------|------------|
| A UTILIZATION | MAR 2022 | | | vs FEB 2022 | |
| Philipsburg Clinic Visits | 118 | 190 | ✗ | ▼ -112 | Medium |
| Drummond Clinic Visits | 22 | 25 | ✗ | ▲ 9 | Medium |
| Hospital Billable Days | 3 | 8 | ✗ | ▼ -2 | High |
| Swingbed Billable Days | 3 | 16 | ✗ | ▼ -6 | Critical |
| Observation Patients | 1 | 1 | ✓ | ▲ 1 | High |
| ER Visits | 23 | 30 | ✗ | ▼ -7 | High |
| Physical Therapy Visits | 96 | 100 | ✗ | ▲ 24 | Low |
| CT Scans | 16 | 15 | ✓ | ▲ 15 | Critical |
| Lab In-House Tests | 0 | 1,400 | ✗ | ▼ -1,237 | Low |
| Lab Send Outs | 0 | 50 | ✗ | ▼ -60 | Low |
| LTC Residents | 18 | 18 | ✓ | 0 | Critical |
| LTC Days | 607 | 500 | ✓ | ▲ 152 | Critical |

KPI Results - Compared to Prior Year

| | RESULT | TARGET | TREND | | IMPORTANCE |
|---------------------------|-----------------|--------|--------------------|----------|------------|
| A UTILIZATION | 2021/2022 (YTD) | | vs 2020/2021 (YTD) | | |
| Philipsburg Clinic Visits | 198 | 190 | ✓ | ▲ 24 | Medium |
| Drummond Clinic Visits | 18 | 25 | ✗ | ▼ -12 | Medium |
| Hospital Billable Days | 9 | 8 | ✓ | ▼ -1 | High |
| Swingbed Billable Days | 17 | 16 | ✓ | ▼ -1 | Critical |
| Observation Patients | 1 | 1 | ✗ | ▼ 0 | High |
| ER Visits | 34 | 30 | ✓ | ▲ 3 | High |
| Physical Therapy Visits | 91 | 100 | ✗ | ▲ 14 | Low |
| CT Scans | 105 | 135 | ✗ | ▼ -31 | Critical |
| Lab In-House Tests | 11,190 | 12,600 | ✗ | ▼ -1,081 | Low |
| Lab Send Outs | 691 | 450 | ✓ | ▼ -1,346 | Low |
| LTC Residents | 19 | 18 | ✓ | ▼ 0 | Critical |
| LTC Days | 545 | 500 | ✓ | ▲ 1 | Critical |

Revenue Analysis

MTD REVENUE

\$340,138

▲ 51.1% from last month

TARGET

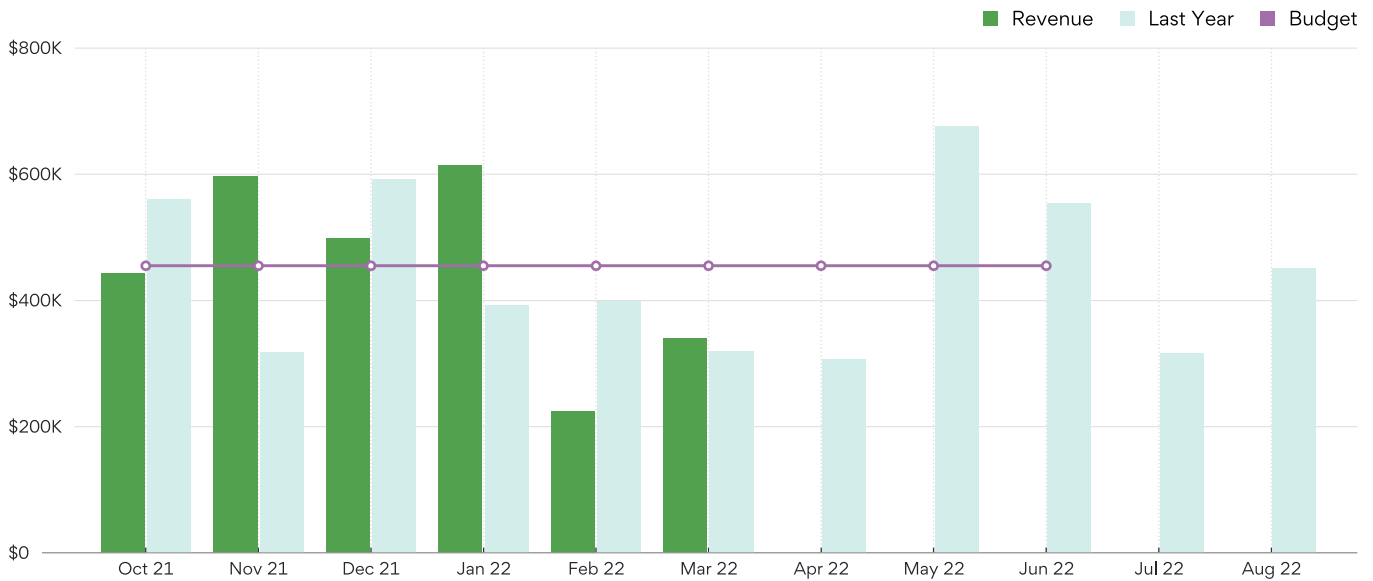
\$454,937

YTD REVENUE (2021/2022 YTD)

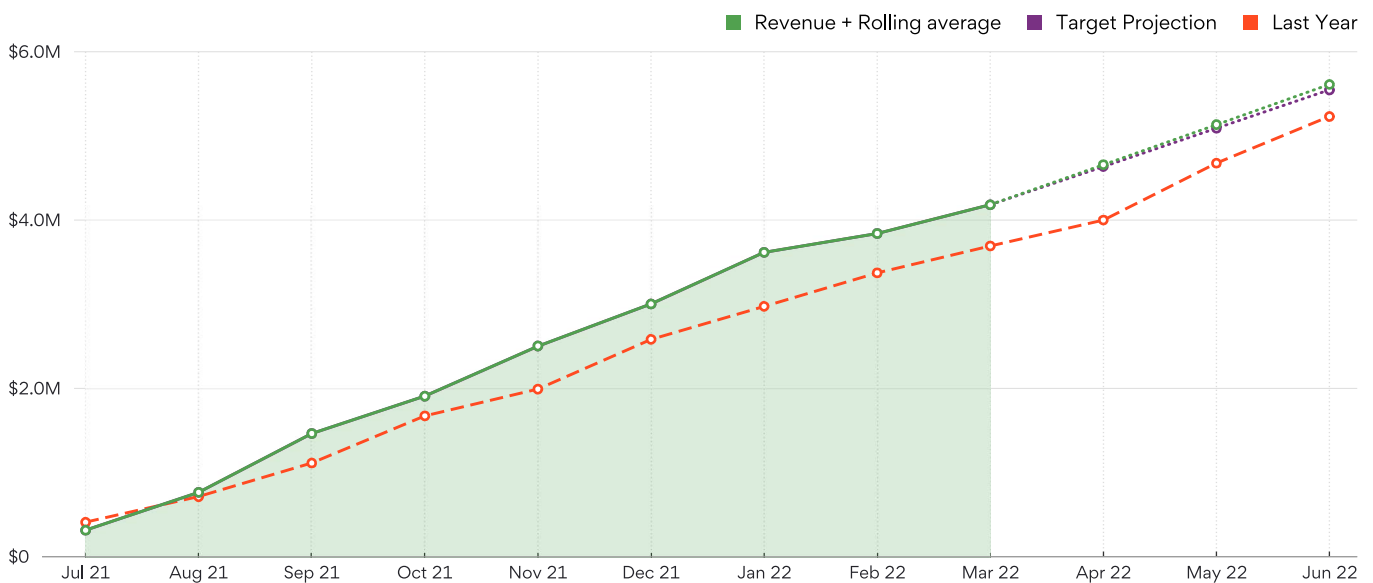
\$4,182,885

▲ 2.2% vs target

Current Fiscal Year vs YTD & Budget



Cumulative Revenue



Profitability

GROSS PROFIT - MTD

\$328,141

Gross Profit is the residual profit after deducting all costs directly related to the sales.

OPERATING PROFIT - MTD

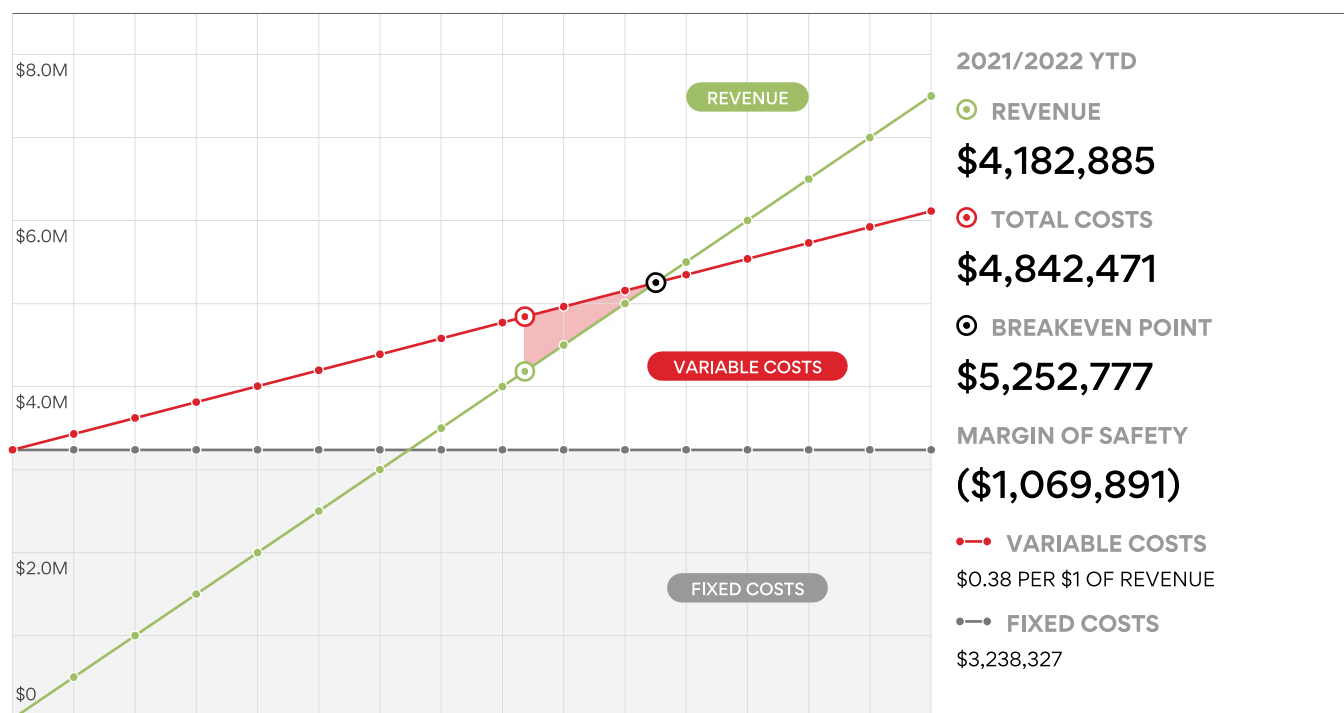
(\$149,923)

Operating Profit is the residual profit after deducting all business operating expenses.

NET INCOME - MTD

(\$100,479)

A measure of the proportion of revenue that is left after deducting all cost of goods, expenses, interest, dividends and taxes. As known as Net Profit or 'the bottom line'.



Profitability can be further improved by improving price, volume, cost of sales and operating expense management.

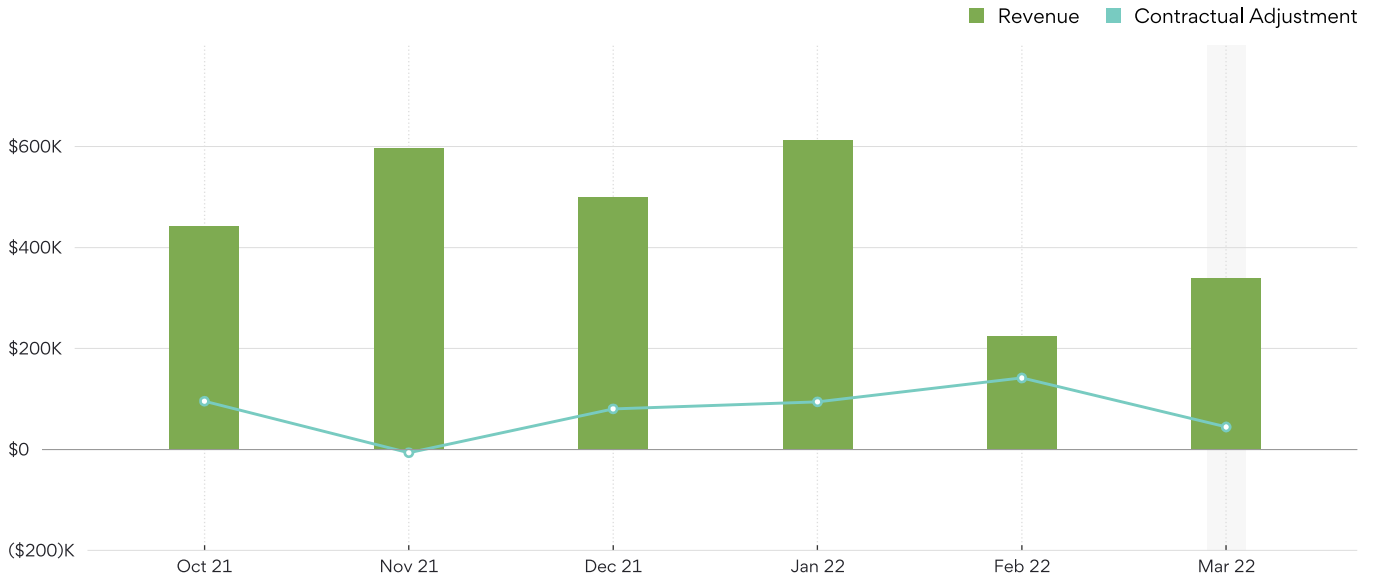
Top 10 Revenue Departments

| | |
|--------------------|-----------|
| Longterm Care | \$118,240 |
| Laboratory | \$51,631 |
| Routine Nursing | \$46,413 |
| CT | \$27,572 |
| Philipsburg Clinic | \$21,495 |
| Emergency Room | \$19,262 |
| Physical Therapy | \$15,955 |
| Incentive Income | \$15,604 |
| IV Therapy | \$6,442 |
| Radiology | \$5,286 |

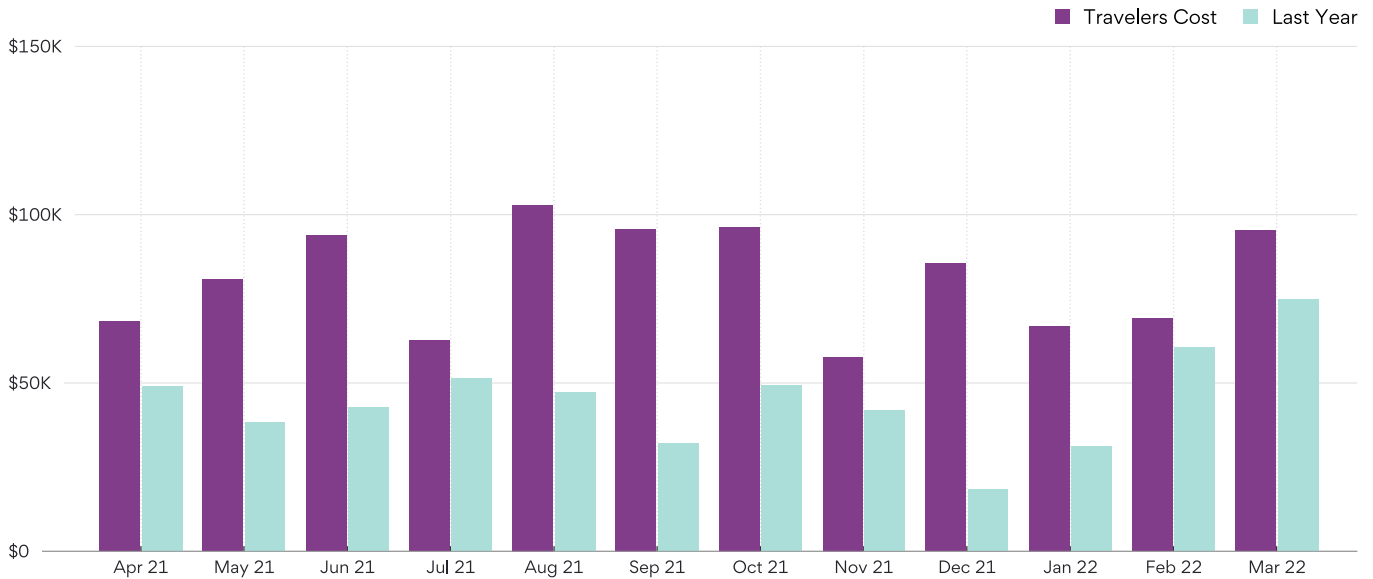
Top 10 Expense Accounts

| | |
|-------------------------------|-----------|
| Employee Wages | \$194,158 |
| Travelers Cost | \$95,262 |
| Employee Benefits | \$46,904 |
| Non-Chargeable Supply Expense | \$45,517 |
| Service Fee | \$40,057 |
| Professional Service | \$25,758 |
| Purchased Service | \$11,748 |
| Dues/Fees/Licences/Sub | \$4,889 |
| Utilities Electric | \$4,381 |
| Utilities Phone/Internet | \$3,166 |

Patient Revenue vs. Contractual Adjustments



Traveler Costs vs. Prior Year



| | <u>Year To Date Actual</u> | <u>Year To Date Budget</u> | <u>(Over)/Under Budget</u> |
|---|----------------------------|----------------------------|----------------------------|
| Salary & Benefits | | | |
| Salary - General | 297,921 | 550,664 | 252,743 |
| Group Insurance Expense | 20,547 | 56,325 | 35,778 |
| Retirement Expense - PERS | 26,224 | 48,844 | 22,620 |
| Unemployment Expense | 1,316 | 1,022 | (294) |
| FICA Expense | 21,810 | 42,126 | 20,316 |
| Workers Compensation Expense | 3,733 | 8,270 | 4,538 |
| Total Salary & Benefits | <u>371,551</u> | <u>707,251</u> | <u>335,700</u> |
| Traveler Costs | <u>680,447</u> | <u>300,000</u> | <u>(380,447)</u> |
| Total Staffing Costs - Routine Nursing | <u>1,051,997</u> | <u>1,007,251</u> | <u>(44,746)</u> |

Balance Sheet - Compared to Prior Month and Year

| BALANCE SHEET | Mar 2022 | Feb 2022 | Variance (%) | Mar 2021 |
|---------------------------------------|--------------------|--------------------|----------------|--------------------|
| ASSETS | | | | |
| Cash & Equivalents | \$947,583 | \$763,483 | 24.11% | \$137,441 |
| Accounts Receivable | \$1,301,550 | \$1,415,683 | -8.06% | \$1,402,366 |
| Inventory | \$119,199 | \$119,199 | 0.00% | \$84,219 |
| Work in Progress | \$188,932 | \$188,932 | 0.00% | \$712 |
| Other Current Assets | \$418,693 | \$545,771 | -23.28% | \$1,204,036 |
| Total Current Assets | \$2,975,956 | \$3,033,069 | -1.88% | \$2,828,775 |
| Fixed Assets | \$1,593,885 | \$1,615,422 | -1.33% | \$1,678,181 |
| Total Non-Current Assets | \$1,593,885 | \$1,615,422 | -1.33% | \$1,678,181 |
| Total Assets | \$4,569,841 | \$4,648,491 | -1.69% | \$4,506,955 |
| LIABILITIES | | | | |
| Short Term Debt | \$1,391 | \$1,391 | 0.00% | \$467,512 |
| Accounts Payable | \$158,304 | \$133,209 | 18.84% | \$170,849 |
| Other Current Liabilities | \$369,087 | \$352,200 | 4.79% | \$2,287,458 |
| Total Current Liabilities | \$528,782 | \$486,800 | 8.62% | \$2,925,819 |
| Long Term Debt | \$1,822,783 | \$1,842,937 | -1.09% | \$1,531,587 |
| Total Non-Current Liabilities | \$1,822,783 | \$1,842,937 | -1.09% | \$1,531,587 |
| Total Liabilities | \$2,351,565 | \$2,329,737 | 0.94% | \$4,457,406 |
| EQUITY | | | | |
| Retained Earnings | \$2,318,755 | \$2,746,816 | -15.58% | \$199,744 |
| Total Equity | \$2,318,755 | \$2,746,816 | -15.58% | \$199,744 |
| Total Liabilities & Equity | \$4,670,320 | \$5,076,553 | -8.00% | \$4,657,150 |

Profit & Loss vs. Budget & PY - Month to Date

| PROFIT & LOSS | Mar 2022 | Budget | Budget Variance (%) | Mar 2021 |
|---|--------------------|-------------------|---------------------|-------------------|
| Revenue | \$340,138 | \$454,937 | -25.23% | \$319,301 |
| Cost of Sales | \$11,996 | \$63,204 | -81.02% | \$316 |
| Gross Profit | \$328,141 | \$391,733 | -16.23% | \$318,985 |
| Expenses | \$478,065 | \$419,822 | 13.87% | \$392,357 |
| Operating Profit | (\$149,923) | (\$28,089) | -433.74% | (\$73,372) |
| Other Income | \$108,173 | \$12,639 | 755.87% | \$9,244 |
| Other Expenses | \$59,037 | \$13,333 | 342.79% | \$14,144 |
| Earnings Before Interest & Tax | (\$100,788) | (\$28,783) | -250.16% | (\$78,272) |
| Interest Income | \$1,980 | \$0 | - | \$1,980 |
| Interest Expenses | \$1,671 | \$3,000 | -44.30% | \$2,302 |
| Earnings Before Tax | (\$100,479) | (\$31,783) | -216.14% | (\$78,594) |
| Net Income | (\$100,479) | (\$31,783) | -216.14% | (\$78,594) |

Profit & Loss vs. Budget & PY - Year to Date

| PROFIT & LOSS | 2021/2022 (YTD) | YTD (budget) | This year vs budget (%) | 2020/2021 (YTD) |
|---|--------------------|--------------------|-------------------------|--------------------|
| Revenue | \$4,182,885 | \$4,094,433 | 2.16% | \$3,693,953 |
| Cost of Sales | \$763,111 | \$568,836 | 34.15% | \$64,936 |
| Gross Profit | \$3,419,775 | \$3,525,597 | -3.00% | \$3,629,017 |
| Expenses | \$4,079,361 | \$3,778,398 | 7.97% | \$3,620,089 |
| Operating Profit | (\$659,586) | (\$252,801) | -160.91% | \$8,928 |
| Other Income | \$676,815 | \$493,751 | 37.08% | \$861,031 |
| Other Expenses | \$172,193 | \$119,997 | 43.50% | \$158,523 |
| Earnings Before Interest & Tax | (\$154,963) | \$120,953 | -228.12% | \$711,436 |
| Interest Income | \$5,940 | \$0 | - | \$5,940 |
| Interest Expenses | \$19,339 | \$27,000 | -28.37% | \$29,488 |
| Earnings Before Tax | (\$168,363) | \$93,953 | -279.20% | \$687,887 |
| Dividends | \$0 | \$0 | - | \$0 |
| Net Income | (\$168,363) | \$93,953 | -279.20% | \$687,887 |