

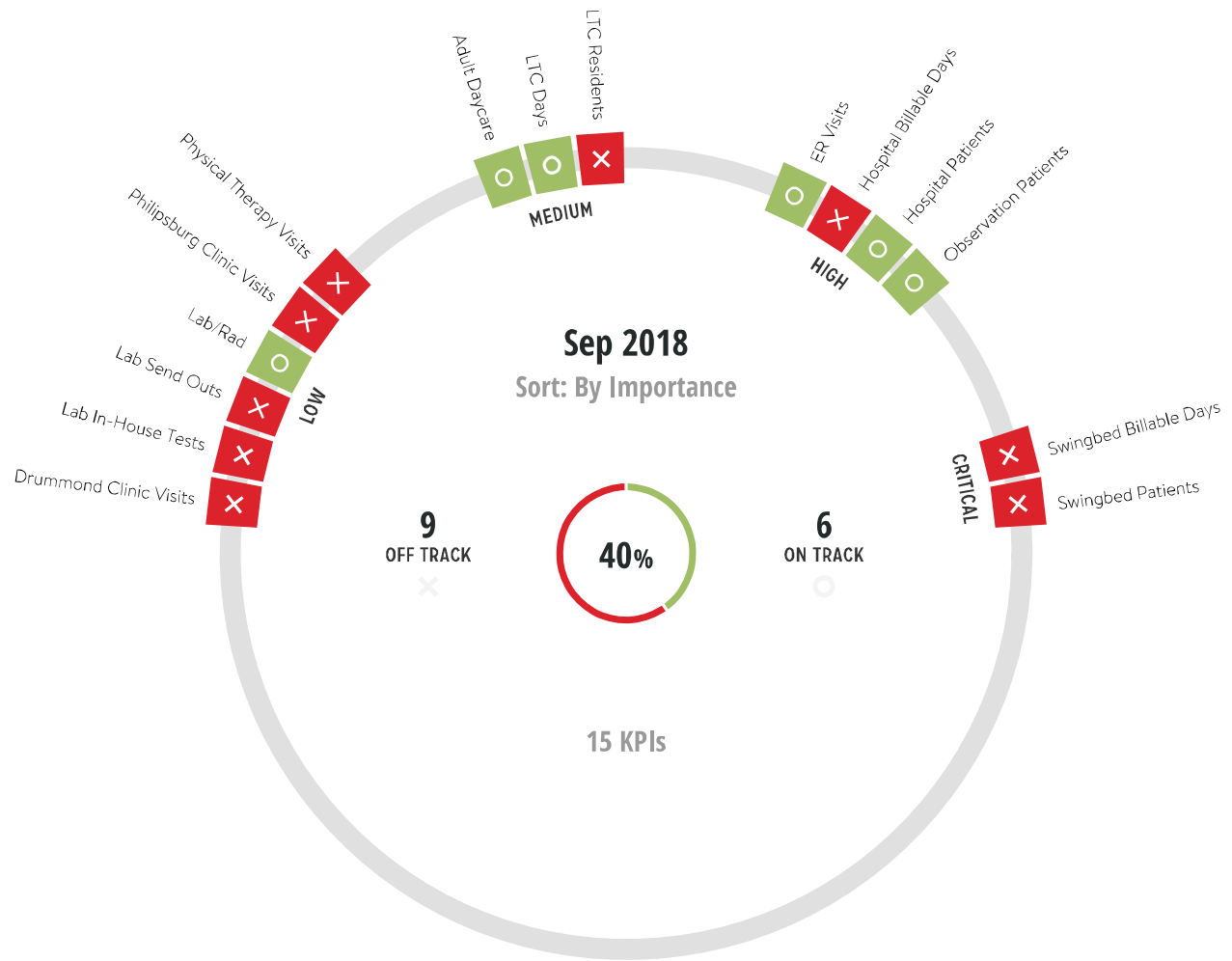
GRANITE COUNTY  
MEDICAL CENTER

Management Use Only Financials

September 30, 2018



# Utilization Overview



This chart shows KPIs which have achieved target, grouped into performance categories.

# FY 2018 Utilization Reca

	RESULT	TARGET	TREND		IMPORTANCE	
A UTILIZATION	SEP 2018		vs AUG 2018			
Philipsburg Clinic Visits	160	213	✗	▼	-86	Low
Drummond Clinic Visits	22	25	✗	▼	-6	Low
Hospital Billable Days	4	6	✗	▼	-3	High
Hospital Patients	2	1	✓	▲	0	High
Swingbed Billable Days	13	17	✗	▲	13	Critical
Swingbed Patients	1	2	✗	▲	1	Critical
Observation Patients	1	1	✓	▲	0	High
ER Visits	35	26	✓	▲	15	High
Physical Therapy Visits	3	80	✗	▼	-47	Low
Lab/Rad	76	50	✓	▲	1	Low
Lab In-House Tests	1,206	1,230	✗	▼	-38	Low
Lab Send Outs	37	47	✗	▼	-11	Low
LTC Residents	19	20	✗	▼	-1	Medium
LTC Days	564	560	✓	▼	-2	Medium
Adult Daycare	4	4	✓	▼	-2	Medium

Granite County Hospital District  
Balance Sheet  
As of September 30, 2018

	Month Ending 09/30/2018	Month Ending 09/30/2017
	Actual	Actual
<b>Assets</b>		
<b>Current Assets</b>		
Cash and Liquid Capital		
General Fund	(31,242.24)	(194,301.11)
NSG Home Personal Funds	4,743.99	5,019.25
Petty Cash	190.00	100.00
Restricted Cash	578,000.00	612,000.00
US Bank	36,636.76	(1,602.65)
Total Cash and Liquid Capital	588,328.51	421,215.49
Accounts Receivable, Net of Allowance		
Accounts Receivable	1,356,895.30	1,669,557.70
Allowances against Receivables	380,172.00	672,000.00
Total Accounts Receivable, Net of Allowance	976,723.30	997,557.70
Other Receivables	94,119.33	294,452.84
Short Term Notes Receivable	200.00	0.00
Inventory	65,168.53	37,759.87
Total Current Assets	1,724,539.67	1,750,985.90
<b>Long Term Assets</b>		
Fixed Assets, Net of Depreciation		
Fixed Assets	2,150,945.29	2,061,874.14
Accumulated Depreciation	1,454,377.76	1,357,586.00
Construction in Progress	34,000.00	1,800.00
Total Fixed Assets, Net of Depreciation	730,567.53	706,088.14
Total Long Term Assets	730,567.53	706,088.14
Uncategorized Assets	265,231.00	265,231.00
<b>Total Assets</b>	<b>2,720,338.20</b>	<b>2,722,305.04</b>
<b>Liabilities</b>		
<b>Current Liabilities</b>		
Accounts Payable	554,460.55	497,407.84
Short Term Notes Payable	349,148.65	69,263.25
Accrued Taxes	0.00	2,300.00
Accrued Payroll and Related	169,083.47	138,643.57
Unearned Revenue	19,555.89	19,555.89
Total Current Liabilities	1,092,248.56	727,170.55
Long Term Liabilities	1,934,927.57	1,995,140.84
Suspense Liabilities	155,626.51	127,191.04
Uncategorized Liabilities	390,869.00	390,869.00
<b>Total Liabilities</b>	<b>3,573,671.64</b>	<b>3,240,371.43</b>
Retained Earnings	(716,734.69)	(405,966.40)
Net Income	(136,598.75)	(112,099.99)

**Granite County Hospital District  
Income Statement - Detail  
As of September 30, 2018**

	Month To Date 09/30/2018 <u>Actual</u>	Month To Date 09/30/2017 <u>Actual</u>	Year To Date 09/30/2018 <u>Actual</u>	Year To Date 09/30/2017 <u>Actual</u>
<b>Net Income</b>				
<b>Income before Expenses</b>				
<b>Net Patient Revenue</b>				
Patient Revenue	218,581.79	213,695.40	771,187.85	765,462.38
<b>Revenue Deductions</b>				
Contractual Adjustments	(12,136.58)	7,252.70	113,634.13	40,141.40
Bad Debt	(18,318.40)	(18.89)	87,080.14	(311.07)
Revenue Deductions	2,008.44	0.00	2,697.05	120.00
<b>Total Revenue Deductions</b>	<u>(28,446.54)</u>	<u>7,233.81</u>	<u>203,411.32</u>	<u>39,950.33</u>
<b>Other Patient Revenue</b>				
Income/Expense from Cost Reporting	0.00	0.00	36,431.00	0.00
Incentive Revenue	0.00	0.00	397.02	21,437.34
Dental Revenue	0.00	13,777.00	3,015.00	46,264.50
<b>Total Other Patient Revenue</b>	<u>0.00</u>	<u>13,777.00</u>	<u>39,843.02</u>	<u>67,701.84</u>
<b>Total Net Patient Revenue</b>	<u>247,028.33</u>	<u>220,238.59</u>	<u>607,619.55</u>	<u>793,213.89</u>
Other Operating Revenue	1.42	34.47	36.84	34.47
<b>Non-Operating Revenue</b>				
Grant Revenue	382.00	13,225.11	4,806.21	33,949.09
Tax Revenue	2,572.09	2,567.36	3,884.16	4,009.56
Other Non-Operating Income	289.00	2,437.78	2,796.94	4,851.51
<b>Total Non-Operating Revenue</b>	<u>3,243.09</u>	<u>18,230.25</u>	<u>11,487.31</u>	<u>42,810.16</u>
<b>Total Income before Expenses</b>	<u>250,272.84</u>	<u>238,503.31</u>	<u>619,143.70</u>	<u>836,058.52</u>
<b>Expenses</b>				
<b>Operating Expenses</b>				
<b>Departmental Expenses</b>				
Employee Related Expenses	202,955.05	196,944.95	567,372.73	565,011.03
<b>Supplies</b>				
Chargeable Supplies	10,686.08	9,330.85	23,532.12	26,292.70
Non-Chargeable Supplies	27,675.58	19,737.48	78,915.15	60,722.89
<b>Total Supplies</b>	<u>38,361.66</u>	<u>29,068.33</u>	<u>102,447.27</u>	<u>87,015.59</u>
<b>Contract Services</b>				
Professional Service	59,659.76	20,122.97	156,072.19	113,840.71
Purchased Service	23,313.69	71,605.54	67,426.72	179,366.52
Service Fee	27,922.85	2,055.16	67,069.08	4,519.48
Advertising/Marketing	1,295.68	546.47	2,338.18	1,251.91
<b>Total Contract Services</b>	<u>112,191.98</u>	<u>94,330.14</u>	<u>292,906.17</u>	<u>298,978.62</u>
<b>Total Departmental Expenses</b>	<u>353,508.69</u>	<u>320,343.42</u>	<u>962,726.17</u>	<u>951,005.24</u>
<b>General and Administrative Expenses</b>				
Hospital Insurance Expenses	(30.88)	14,485.39	26,827.61	31,925.69
Utilities	6,308.47	5,707.49	16,841.09	15,892.52
Depreciation and Amortization	10,067.00	10,067.00	30,201.00	30,201.00
<b>Total General and Administrative Expenses</b>	<u>16,344.59</u>	<u>30,259.88</u>	<u>73,869.70</u>	<u>78,019.21</u>
<b>Total Operating Expenses</b>	<u>369,853.28</u>	<u>350,603.30</u>	<u>1,036,595.87</u>	<u>1,029,024.45</u>
<b>Non-Operating Expenses</b>				
Interest Expenses	16,988.91	0.00	20,690.26	7,207.85
Other Non-Operating Expenses	29.40	0.00	29.40	0.00
<b>Total Non-Operating Expenses</b>	<u>17,018.31</u>	<u>0.00</u>	<u>20,719.66</u>	<u>7,207.85</u>
<b>Total Expenses</b>	<u>386,871.59</u>	<u>350,603.30</u>	<u>1,057,315.53</u>	<u>1,036,232.30</u>
<b>Total Net Income</b>	<u>(136,598.75)</u>	<u>(112,099.99)</u>	<u>(438,171.83)</u>	<u>(200,173.78)</u>

**Granite County Hospital District  
Income Statement - Actual vs. Budget  
As of September 30, 2018**

	Month To Date 09/30/2018			Year To Date 09/30/2018		
	Actual	Budget	Variance	Actual	Budget	Variance
<b>Net Income</b>						
<b>Income before Expenses</b>						
<b>Net Patient Revenue</b>						
Patient Revenue	218,581.79	361,416.67	(39.52) %	771,187.85	1,084,249.97	(28.87) %
Revenue Deductions						
Contractual Adjustments	(12,136.58)	28,800.00	(142.14) %	113,634.13	86,400.00	31.52 %
Bad Debt	(18,318.40)	4,585.01	(499.52) %	87,080.14	13,754.91	533.08 %
Revenue Deductions	2,008.44	0.00	0.00 %	2,697.05	0.00	0.00 %
<b>Total Revenue Deductions</b>	<b>(28,446.54)</b>	<b>33,385.01</b>	<b>(185.20) %</b>	<b>203,411.32</b>	<b>100,154.91</b>	<b>103.09 %</b>
<b>Other Patient Revenue</b>						
Income/Expense from Cost Reporting	0.00	0.00	0.00 %	36,431.00	0.00	0.00 %
Incentive Revenue	0.00	0.00	0.00 %	397.02	0.00	0.00 %
Dental Revenue	0.00	0.00	0.00 %	3,015.00	0.00	0.00 %
<b>Total Other Patient Revenue</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00 %</b>	<b>39,843.02</b>	<b>0.00</b>	<b>0.00 %</b>
<b>Total Net Patient Revenue</b>	<b>247,028.33</b>	<b>328,031.66</b>	<b>(24.69) %</b>	<b>607,619.55</b>	<b>984,095.06</b>	<b>(38.25) %</b>
Other Operating Revenue	1.42	0.00	0.00 %	36.84	0.00	0.00 %
<b>Non-Operating Revenue</b>						
Grant Revenue	382.00	(166.67)	(329.19) %	4,806.21	(499.97)	(1,061.29) %
Tax Revenue	2,572.09	0.00	0.00 %	3,884.16	0.00	0.00 %
Other Non-Operating Income	289.00	0.00	0.00 %	2,796.94	0.00	0.00 %
<b>Total Non-Operating Revenue</b>	<b>3,243.09</b>	<b>(166.67)</b>	<b>(2,045.81) %</b>	<b>11,487.31</b>	<b>(499.97)</b>	<b>(2,397.59) %</b>
<b>Total Income before Expenses</b>	<b>250,272.84</b>	<b>327,864.99</b>	<b>(23.66) %</b>	<b>619,143.70</b>	<b>983,595.09</b>	<b>(37.05) %</b>
<b>Expenses</b>						
<b>Operating Expenses</b>						
<b>Departmental Expenses</b>						
Employee Related Expenses	202,955.05	191,946.83	5.73 %	567,372.73	575,840.53	(1.47) %
<b>Supplies</b>						
Chargeable Supplies	10,686.08	6,916.67	54.49 %	23,532.12	20,749.97	13.40 %
Non-Chargeable Supplies	27,675.58	24,424.16	13.31 %	78,915.15	73,272.56	7.70 %
<b>Total Supplies</b>	<b>38,361.66</b>	<b>31,340.83</b>	<b>22.40 %</b>	<b>102,447.27</b>	<b>94,022.53</b>	<b>8.96 %</b>
<b>Contract Services</b>						
Professional Service	59,659.76	47,491.67	25.62 %	156,072.19	142,474.97	9.54 %
Purchased Service	23,313.69	36,250.01	(35.68) %	67,426.72	108,749.91	(37.99) %
Service Fee	27,922.85	21,208.33	31.65 %	67,069.08	63,625.03	5.41 %
Advertising/Marketing	1,295.68	466.67	177.64 %	2,338.18	1,399.97	67.01 %
<b>Total Contract Services</b>	<b>112,191.98</b>	<b>105,416.68</b>	<b>6.42 %</b>	<b>292,906.17</b>	<b>316,249.88</b>	<b>(7.38) %</b>
<b>Total Departmental Expenses</b>	<b>353,508.69</b>	<b>328,704.34</b>	<b>7.54 %</b>	<b>962,726.17</b>	<b>986,112.94</b>	<b>(2.37) %</b>
<b>General and Administrative Expenses</b>						
Hospital Insurance Expenses	(30.88)	0.00	0.00 %	26,827.61	26,525.00	1.14 %
Utilities	6,308.47	6,566.66	(3.93) %	16,841.09	19,700.06	(14.51) %
Depreciation and Amortization	10,067.00	10,140.00	(0.71) %	30,201.00	30,420.00	(0.71) %
Other Operating Expenses	0.00	100.00	(100.00) %	0.00	300.00	(100.00) %
<b>Total General and Administrative Expenses</b>	<b>16,344.59</b>	<b>16,806.66</b>	<b>(2.74) %</b>	<b>73,869.70</b>	<b>76,945.06</b>	<b>(3.99) %</b>
<b>Total Operating Expenses</b>	<b>369,853.28</b>	<b>345,511.00</b>	<b>7.04 %</b>	<b>1,036,595.87</b>	<b>1,063,058.00</b>	<b>(2.48) %</b>
<b>Non-Operating Expenses</b>						
Interest Expenses	16,988.91	1,166.67	1,356.18 %	20,690.26	3,499.97	491.15 %
Other Non-Operating Expenses	29.40	140.00	(79.00) %	29.40	420.00	(93.00) %
<b>Total Non-Operating Expenses</b>	<b>17,018.31</b>	<b>1,306.67</b>	<b>1,202.41 %</b>	<b>20,719.66</b>	<b>3,919.97</b>	<b>428.56 %</b>
<b>Total Expenses</b>	<b>386,871.59</b>	<b>346,817.67</b>	<b>11.54 %</b>	<b>1,057,315.53</b>	<b>1,066,977.97</b>	<b>(0.90) %</b>
<b>Total Net Income</b>	<b>(136,598.75)</b>	<b>(18,952.68)</b>	<b>620.73 %</b>	<b>(438,171.83)</b>	<b>(83,382.88)</b>	<b>425.49 %</b>

Granite County Hospital District  
Revenue by Level of Care and Financial Class - YTD  
As of September 30, 2018

Financial Classes	Emergency	Intermediate	Inpatient	Outpatient	Observation	Clinic	Swing bed	All Levels of Care	Percent of Revenue
		Swing							
Blue Cross	12,499	-	-	15,502	3,549	13,918	-	45,468	6%
Commercial	14,528	-	(22,887)	10,637	-	13,759	13,888	29,925	4%
Corporate/Self-Funded	(225)	-	-	(41)	-	1,015	-	749	0%
Medicare Advantage	5,446	-	-	4,716	9,636	4,383	(116,290)	(92,109)	-12%
Medicare	68,878	-	101,823	61,772	27,011	50,936	113,282	423,703	55%
Medicaid	20,653	(10,850)	-	13,278	-	31,617	201,982	256,679	33%
Medicaid Replacement	825	-	-	250	-	275	-	1,350	0%
Motor Vehicle	-	-	-	-	-	755	-	755	0%
Sliding Fee	-	-	-	429	-	937	-	1,366	0%
Self Pay	12,932	10,850	-	4,296	-	9,062	108,226	145,365	19%
TRICARE	(818)	-	-	821	-	1,448	-	1,451	0%
Veterans Administration	(4,473)	-	-	(245)	(3,375)	(480)	(51,799)	(60,371)	-8%
Workers Comp	1,159	-	-	4,036	3,922	3,856	3,885	16,858	2%
<b>Total Financial Classes</b>	<b>131,404</b>	<b>-</b>	<b>78,936</b>	<b>115,450</b>	<b>40,743</b>	<b>131,480</b>	<b>273,174</b>	<b>771,188</b>	<b>100%</b>

Granite County Hospital District  
 Contractual Adjustments by LOC and FC  
 As of September 30, 2018

	Blue Cross	Commercial	Medicare Advantage	Medicare	Medicaid	Medicaid Replacement	Motor Vehicle	Sliding Fee
Contractual Adjustments								
Emergency	4,415	1,635	1,583	10,157	4,643	1,127	-	-
Inpatient	-	-	-	19,519	-	-	-	-
Outpatient	2,922	1,380	396	10,468	1,229	-	-	-
Clinic	3,382	4,408	1,675	(7,190)	(4,195)	-	120	8
Swing bed	-	12,156	-	33,342	4,179	-	-	-
No Level of Care	-	-	-	-	-	-	-	-
<b>Total Contractual Adjustments</b>	<b>10,719</b>	<b>19,579</b>	<b>3,654</b>	<b>66,296</b>	<b>5,857</b>	<b>1,127</b>	<b>120</b>	<b>8</b>
Percent of Total	9%	17%	3%	58%	5%	1%	0%	0%

	Self Pay after Medicaid	Self Pay after Medicare	Self Pay	TRICARE	Workers Comp	No Financial Class	All Financial Classes
Contractual Adjustments							
Emergency	340	-	475	78	1,421	-	25,873
Inpatient	-	31	-	-	-	-	19,550
Outpatient	16	328	311	57	212	-	17,319
Clinic	49	40	404	818	103	-	(377)
Swing bed	494	-	-	-	-	-	50,171
No Level of Care	-	-	-	-	-	1,099	1,099
<b>Total Contractual Adjustments</b>	<b>898</b>	<b>399</b>	<b>1,190</b>	<b>953</b>	<b>1,736</b>	<b>1,099</b>	<b>113,634</b>
Percent of Total	1%	0%	1%	1%	2%	1%	100%

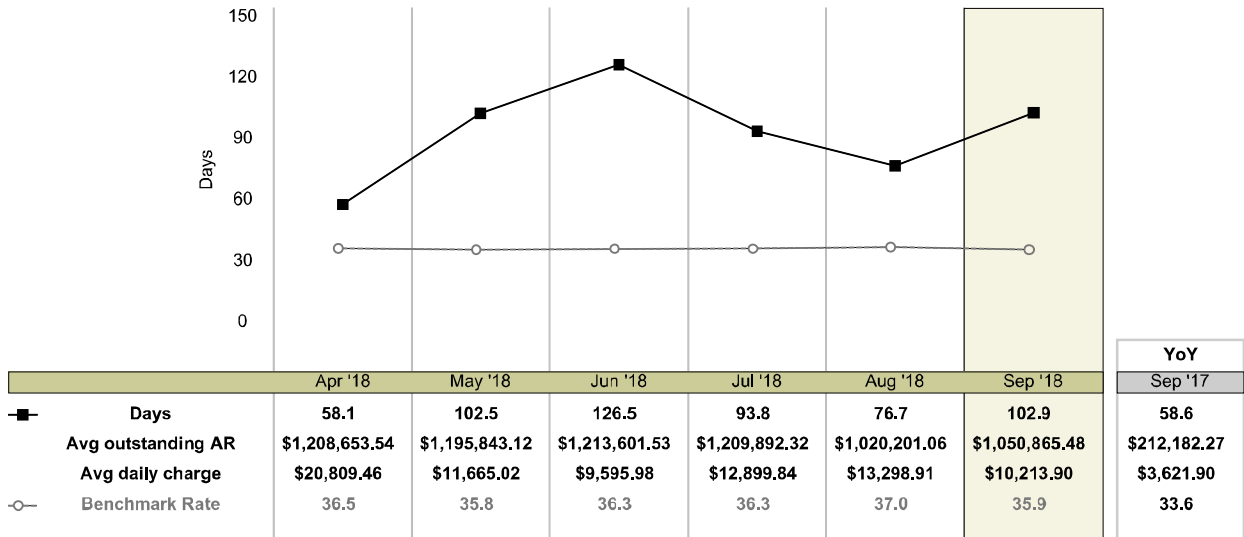


**Faster Revenue**

**How fast are you getting paid?**

Understand your cash flow by monitoring your Days in Accounts Receivable (DAR). In this section further explore how to maintain or improve your cash flow. Focus on the speed of resolving your claims and analyze key business processes that will impact how quickly you collect revenue.

**Days in Accounts Receivable (DAR)**



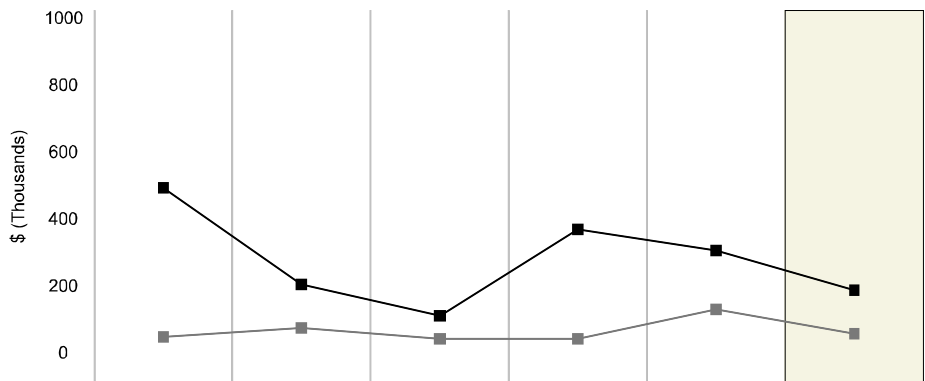
Your performance - Sep '18:



**How much cash are you bringing in?**

When you track payments posted month to month, you get a quick but effective check on the overall health of your business. Examine the breakdown between payers and patients to see how each contributes to your monthly revenue.

**Payments by Source**



	Apr '18	May '18	Jun '18	Jul '18	Aug '18	Sep '18	YoY Sep '17
■ Payers	\$496,993.38	\$208,532.73	\$114,943.10	\$372,391.47	\$309,749.07	\$190,861.67	\$30,654.49
■ Patients	\$51,113.04	\$78,829.13	\$45,575.48	\$45,663.04	\$133,410.45	\$61,815.61	\$7,737.98
<b>Total</b>	<b>\$548,106.42</b>	<b>\$287,361.86</b>	<b>\$160,518.58</b>	<b>\$418,054.51</b>	<b>\$443,159.52</b>	<b>\$252,677.28</b>	<b>\$38,392.47</b>

**Explore More Revenue at Your Practice**

**Are you leaving cash on the table?**

Check here to see if you are being fully paid what is owed to you. Collect overlooked pockets of revenue by managing relationships with your Top Payers, getting credit for the services you deliver, and accurately coding for the work you complete.

**Top 5 Payers by Payments**

It is valuable to understand your payer mix to learn who pays your practice the most revenue. The average payment per Total Relative Value Unit (RVU) provides a quick and easy comparison of average reimbursement rates across your top payers.

**Top 5 Payers by Payments**

	Payments per Total RVU	Payments Posted Sep '18	%Total Payments Sep '18	%Total Payments Running Average
Medicare A-MT	\$402.91	\$126,055.33	49.9%	24.2%
Medicaid-MT	\$156.50	\$34,311.78	13.6%	21.0%
Self-Pay (cash)	\$628.58	\$61,241.36	24.2%	21.0%
Humana	\$134.28	\$1,757.80	0.7%	3.2%
BCBS-MT	\$73.87	\$5,005.59	2.0%	2.4%

Granite County Hospital District  
Accounts Receivable Aging Report - *by last billed date*  
As of September 30, 2018

Department	< 31	31-60	61-90	91-120	> 120	TOTAL
ADULT DAY CARE	990	-	-	-	-	990
DRUMMOND CLINIC	5,082	200	4	-	159	5,445
EMERGENCY DEPARTMENT	90,058	5,291	7,976	300	3,966	107,592
INPATIENT	59,175	-	1,316	-	17,512	78,003
LAB/RAD	57,058	2,838	1,596	197	1,045	62,733
LONG TERM CARE	115,676	32,753	-	18,333	4,072	170,833
OBSERVATION	19,154	-	4	-	2,096	21,254
OP NURSING	11,071	-	-	-	667	11,738
PHILIPSBURG CLINIC	56,154	7,833	3,434	504	2,679	70,605
PHYSICAL THERAPY	28,697	6,512	2,375	1,285	3,133	42,002
SWING BED	262,919	-	-	-	74,402	337,321
	706,034	55,428	16,705	20,619	109,729	908,515