

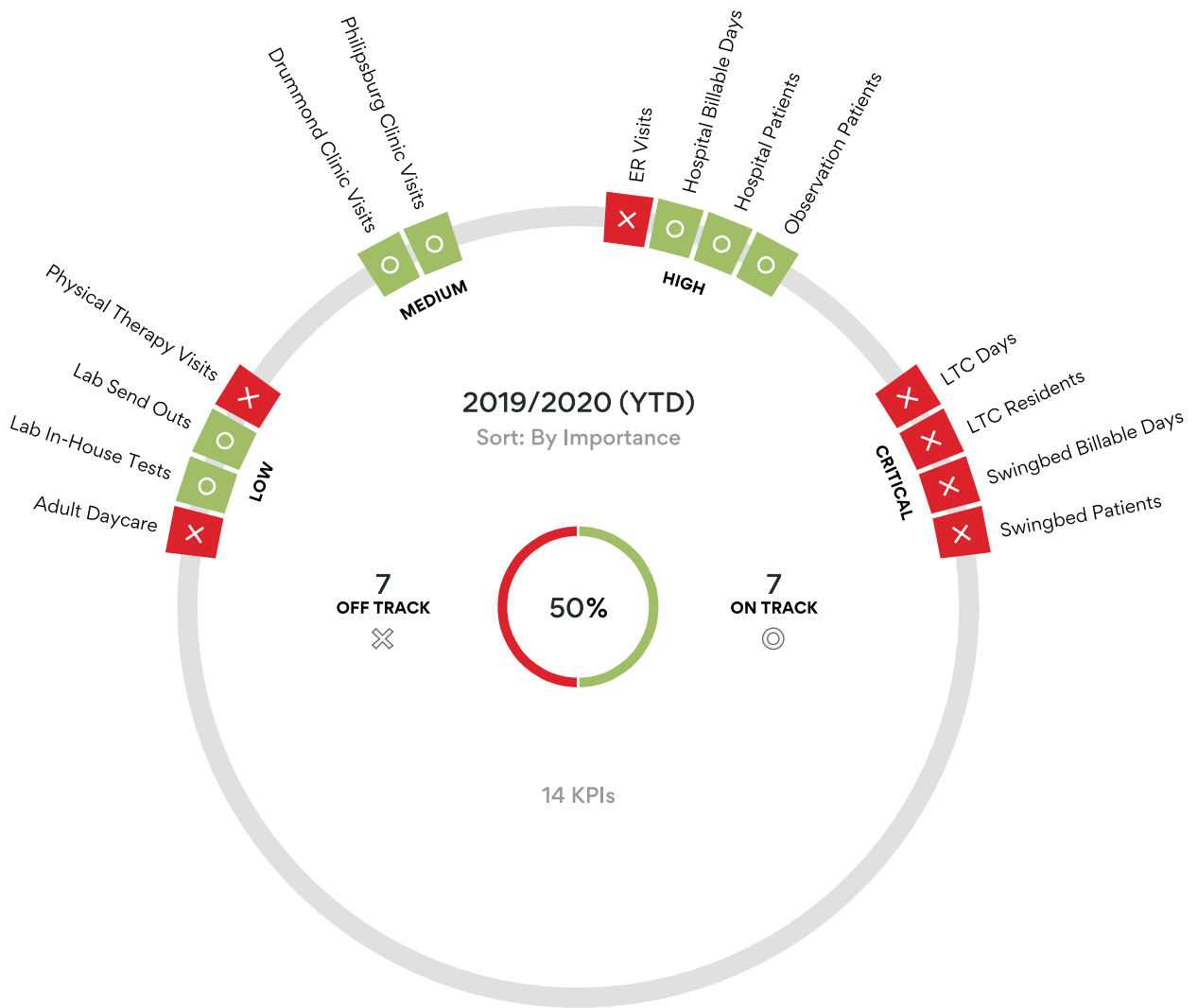
GRANITE COUNTY  
MEDICAL CENTER

Management Use Only Financials

January 31, 2020



# Utilization Results - YTD



# KPI Results - Compared to Target & Prior Month

	RESULT	TARGET	TREND			IMPORTANCE
A UTILIZATION	JAN 2020			vs DEC 2019		
Philipsburg Clinic Visits	204	200	✓	▲ 5	Medium	
Drummond Clinic Visits	23	21	✓	▲ 4	Medium	
Hospital Billable Days	3	4	✗	0	High	
Hospital Patients	1	1	✓	0	High	
Swingbed Billable Days	0	20	✗	▼ -21	Critical	
Swingbed Patients	0	2	✗	▼ -3	Critical	
Observation Patients	0	1	✗	▼ -2	High	
ER Visits	20	25	✗	▲ 5	High	
Physical Therapy Visits	110	110	✓	▼ -3	Low	
Lab In-House Tests	1,114	1,200	✗	▲ 59	Low	
Lab Send Outs	76	50	✓	▲ 14	Low	
LTC Residents	18	21	✗	▼ -2	Critical	
LTC Days	517	615	✗	▼ -51	Critical	
Adult Daycare	0	4	✗	0	Low	

# KPI Results - Compared to Prior Year

A UTILIZATION	RESULT	TARGET	TREND			IMPORTANCE
	2019/2020 (YTD)			vs 2018/2019 (YTD)		
Philipsburg Clinic Visits	215	200	✓	▲ 18	Medium	
Drummond Clinic Visits	24	21	✓	▲ 3	Medium	
Hospital Billable Days	4	4	✓	▼ 0	High	
Hospital Patients	1	1	✓	▼ -1	High	
Swingbed Billable Days	14	20	✗	▼ -13	Critical	
Swingbed Patients	2	2	✗	▲ 0	Critical	
Observation Patients	1	1	✓	▼ -1	High	
ER Visits	21	25	✗	▼ -11	High	
Physical Therapy Visits	99	110	✗	▲ 14	Low	
Lab In-House Tests	8,537	8,400	✓	▼ -39	Low	
Lab Send Outs	499	350	✓	▲ 165	Low	
LTC Residents	21	21	✗	▲ 0	Critical	
LTC Days	598	615	✗	▼ -7	Critical	
Adult Daycare	4	28	✗	▼ -26	Low	

# Revenue Analysis

MTD REVENUE

**\$379,881**

▲ 25.8% from last month

TARGET

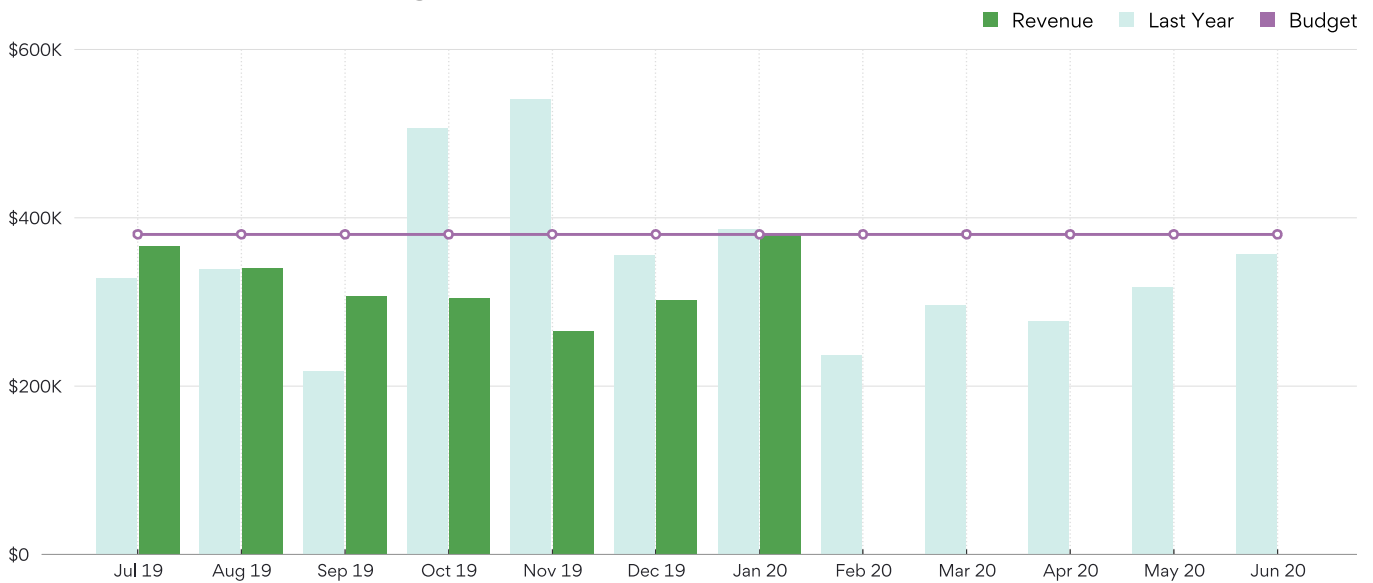
**\$380,662**

YTD REVENUE (2019/2020 YTD)

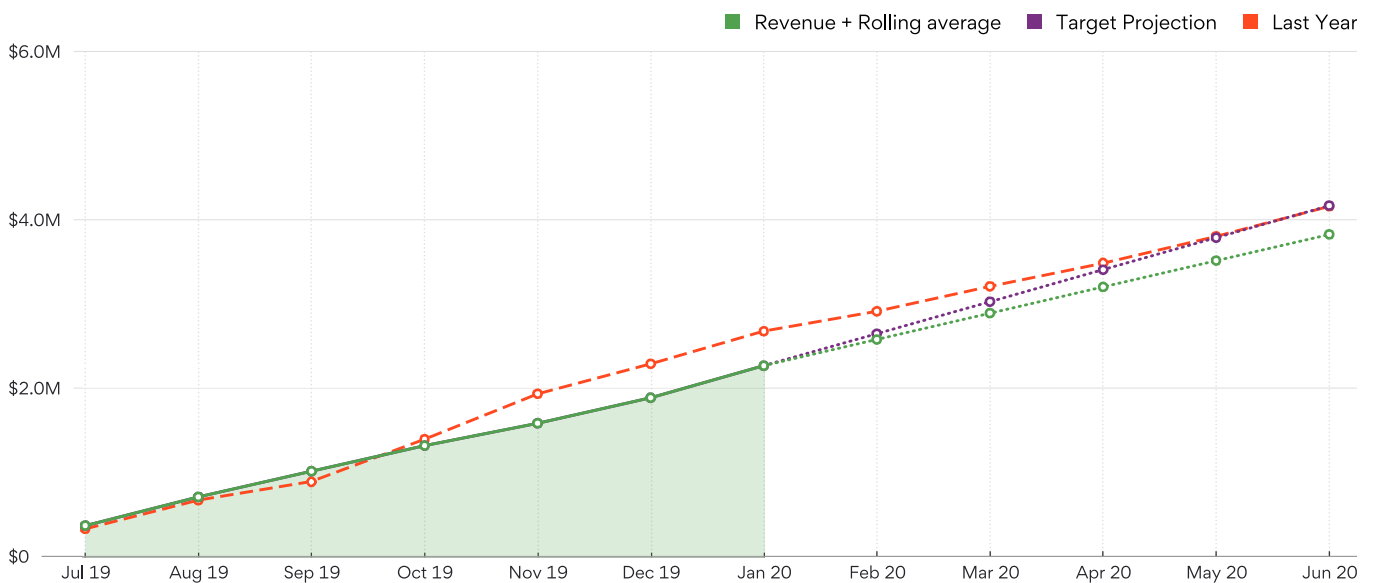
**\$2,265,821**

▼ -15% vs target

## Current Fiscal Year vs YTD & Budget



## Cumulative Revenue



# Profitability

## GROSS PROFIT - MTD

**\$103,607**

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

## OPERATING PROFIT - MTD

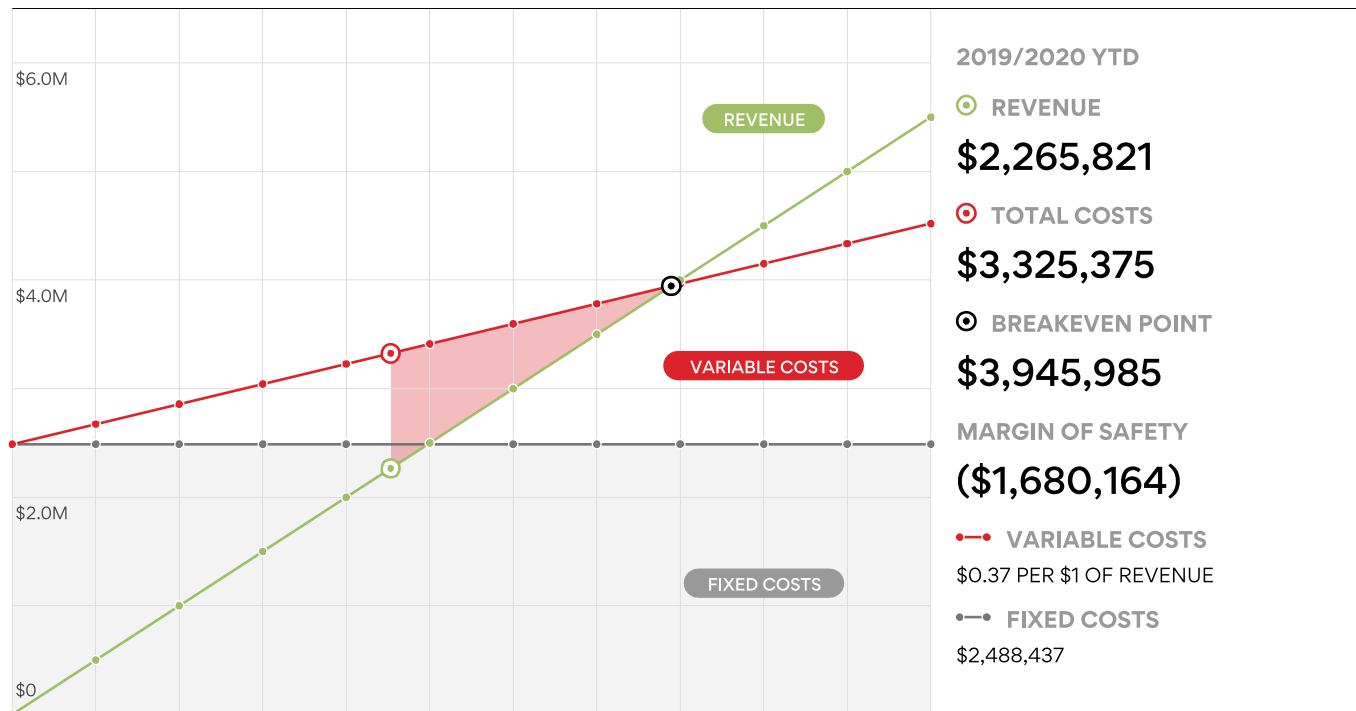
**(\$301,906)**

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

## NET INCOME - MTD

**(\$290,077)**

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.

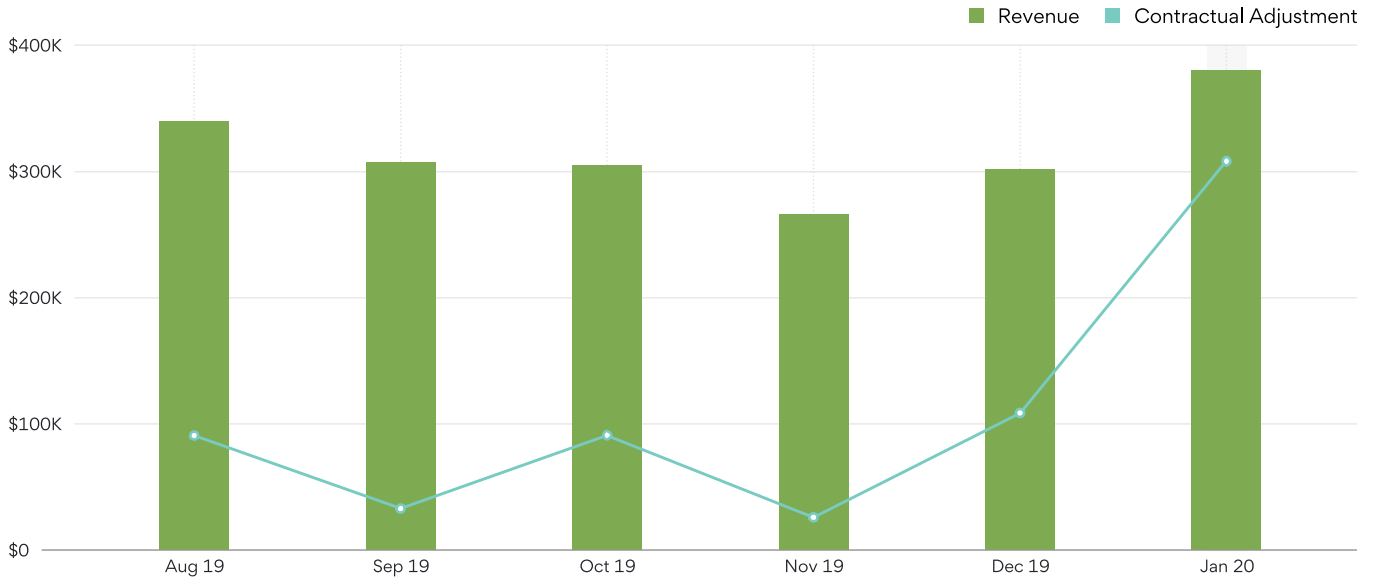
### Top 10 Revenue Departments

Longterm Care	\$100,690
Routine Nursing	\$98,084
Philipsburg Clinic	\$44,441
Emergency Room	\$33,709
Laboratory	\$31,924
IV Therapy	\$24,906
Physical Therapy	\$18,562
Pharmacy	\$11,043
Drummond Clinic	\$6,066
Radiology	\$4,610

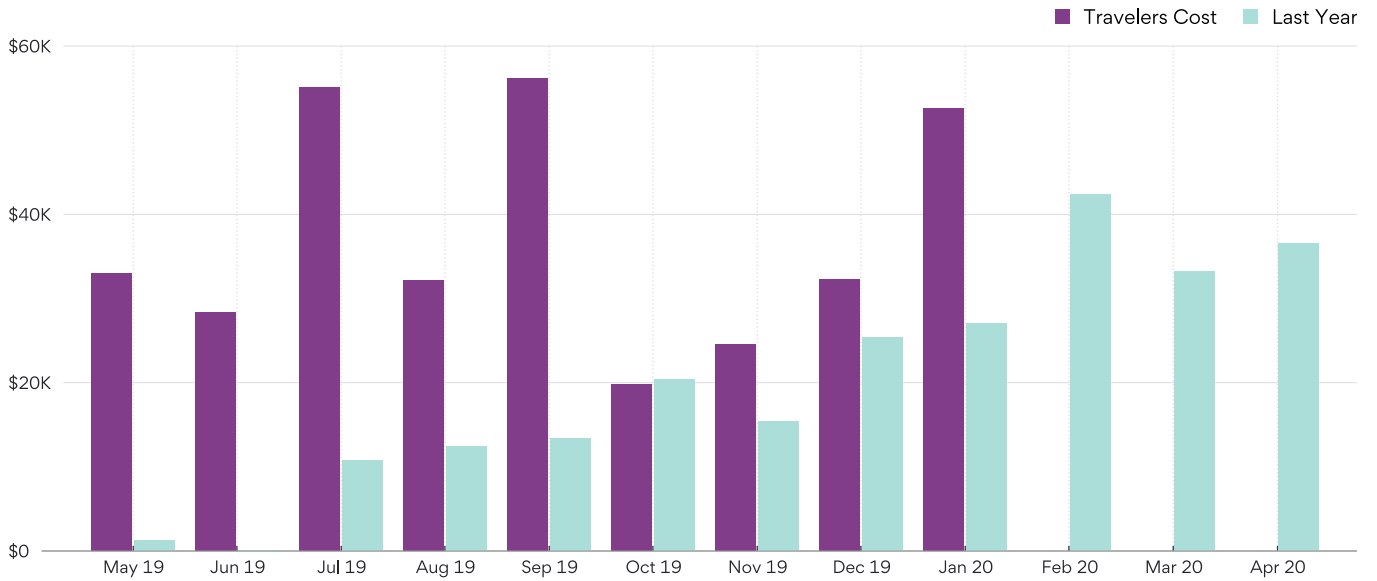
### Top 10 Expense Accounts

Employee Wages	\$149,533
Travelers Cost	\$52,621
Professional Service	\$49,810
Employee Benefits	\$44,610
Non-Chargeable Supply Expense	\$26,658
Service Fee	\$18,935
Insurance - General Liability	\$16,304
Chargeable Supply Expense	\$14,544
Purchased Service	\$11,039
Insurance - Property	\$5,272

### Patient Revenue vs. Contractual Adjustments



### Traveler Costs vs. Prior Year



# Balance Sheet - Compared to Prior Month and Year

BALANCE SHEET	Jan 2020	Dec 2019	Variance (%)	Jan 2019
<b>ASSETS</b>				
Cash & Equivalents	(\$41,261)	(\$75,516)	45.36%	(\$113,502)
Accounts Receivable	\$658,276	\$813,118	-19.04%	\$1,387,412
Inventory	\$65,169	\$65,169	0.00%	\$65,169
Work in Progress	\$734,086	\$734,086	0.00%	\$37,450
Other Current Assets	\$63,994	\$74,466	-14.06%	\$781,206
<b>Total Current Assets</b>	<b>\$1,480,264</b>	<b>\$1,611,323</b>	<b>-8.13%</b>	<b>\$2,157,734</b>
Fixed Assets	\$545,756	\$552,355	-1.19%	\$671,833
<b>Total Non-Current Assets</b>	<b>\$545,756</b>	<b>\$552,355</b>	<b>-1.19%</b>	<b>\$671,833</b>
<b>Total Assets</b>	<b>\$2,026,020</b>	<b>\$2,163,679</b>	<b>-6.36%</b>	<b>\$2,829,567</b>
<b>LIABILITIES</b>				
Short Term Debt	\$404,779	\$350,078	15.63%	\$356,241
Accounts Payable	\$507,290	\$422,536	20.06%	\$400,626
Other Current Liabilities	\$175,705	\$162,641	8.03%	\$210,160
<b>Total Current Liabilities</b>	<b>\$1,087,774</b>	<b>\$935,255</b>	<b>16.31%</b>	<b>\$967,026</b>
Long Term Debt	\$2,099,369	\$2,099,469	0.00%	\$2,151,493
<b>Total Non-Current Liabilities</b>	<b>\$2,099,369</b>	<b>\$2,099,469</b>	<b>0.00%</b>	<b>\$2,151,493</b>
<b>Total Liabilities</b>	<b>\$3,187,143</b>	<b>\$3,034,724</b>	<b>5.02%</b>	<b>\$3,118,519</b>
<b>EQUITY</b>				
Retained Earnings	(\$871,045)	(\$699,851)	-24.46%	(\$230,818)
<b>Total Equity</b>	<b>(\$871,045)</b>	<b>(\$699,851)</b>	<b>-24.46%</b>	<b>(\$230,818)</b>
<b>Total Liabilities &amp; Equity</b>	<b>\$2,316,098</b>	<b>\$2,334,873</b>	<b>-0.80%</b>	<b>\$2,887,701</b>



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

PROFIT & LOSS	Jan 2020	Budget	Budget Variance (%)	Jan 2019
Revenue	\$379,881	\$380,662	-0.21%	\$386,309
Cost of Sales	\$276,274	\$65,392	322.49%	\$103,261
<b>Gross Profit</b>	<b>\$103,607</b>	<b>\$315,270</b>	<b>-67.14%</b>	<b>\$283,048</b>
Expenses	\$405,513	\$330,464	22.71%	\$333,509
<b>Operating Profit</b>	<b>(\$301,906)</b>	<b>(\$15,194)</b>	<b>-1,887.01%</b>	<b>(\$50,461)</b>
Other Income	\$17,893	\$0	-	\$4,790
Other Expenses	\$6,599	\$10,067	-34.45%	\$11,099
<b>Earnings Before Interest &amp; Tax</b>	<b>(\$290,612)</b>	<b>(\$25,261)</b>	<b>-1,050.44%</b>	<b>(\$56,770)</b>
Interest Income	\$435	\$0	-	\$667
Interest Expenses	(\$100)	\$5,250	-101.90%	\$2,032
<b>Earnings Before Tax</b>	<b>(\$290,077)</b>	<b>(\$30,511)</b>	<b>-850.73%</b>	<b>(\$58,134)</b>
<b>Net Income</b>	<b>(\$290,077)</b>	<b>(\$30,511)</b>	<b>-850.73%</b>	<b>(\$58,134)</b>

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

PROFIT & LOSS	2019/2020 (YTD)	YTD (budget)	This year vs budget (%)	2018/2019 (YTD)
Revenue	\$2,265,821	\$2,664,634	-14.97%	\$2,676,341
Cost of Sales	\$832,606	\$457,744	81.89%	\$533,696
<b>Gross Profit</b>	<b>\$1,433,215</b>	<b>\$2,206,890</b>	<b>-35.06%</b>	<b>\$2,142,645</b>
Expenses	\$2,492,768	\$2,313,248	7.76%	\$2,273,723
<b>Operating Profit</b>	<b>(\$1,059,554)</b>	<b>(\$106,358)</b>	<b>-896.21%</b>	<b>(\$131,077)</b>
Other Income	\$465,341	\$380,000	22.46%	\$392,113
Other Expenses	\$50,459	\$70,469	-28.40%	\$73,590
<b>Earnings Before Interest &amp; Tax</b>	<b>(\$644,671)</b>	<b>\$203,173</b>	<b>-417.30%</b>	<b>\$187,446</b>
Interest Income	\$2,728	\$0	-	\$3,913
Interest Expenses	\$12,792	\$36,750	-65.19%	\$32,573
<b>Earnings Before Tax</b>	<b>(\$654,735)</b>	<b>\$166,423</b>	<b>-493.42%</b>	<b>\$158,786</b>
Dividends	\$0	\$0	-	\$0
<b>Net Income</b>	<b>(\$654,735)</b>	<b>\$166,423</b>	<b>-493.42%</b>	<b>\$158,786</b>