

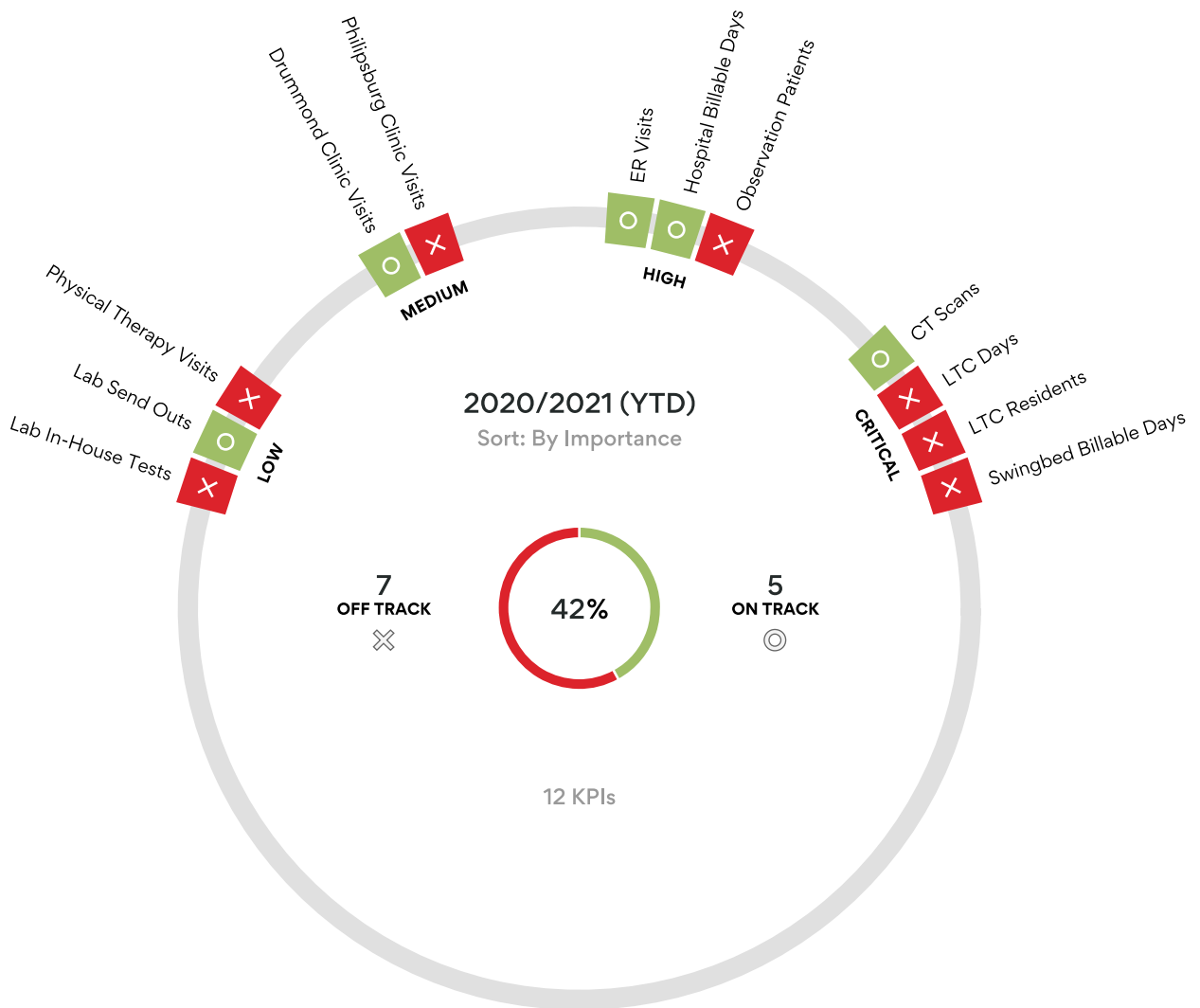
GRANITE COUNTY MEDICAL CENTER

Management Use Only Financials

March 31, 2021



Utilization Results - YTD



KPI Results - Compared to Target & Prior Month

	RESULT	TARGET	TREND		IMPORTANCE
A UTILIZATION	MAR 2021			vs FEB 2021	
Philipsburg Clinic Visits	175	200	✗	▲ 60	Medium
Drummond Clinic Visits	44	23	✓	▲ 39	Medium
Hospital Billable Days	4	6	✗	▼ -12	High
Swingbed Billable Days	0	18	✗	▼ -21	Critical
Observation Patients	1	4	✗	▲ 1	High
ER Visits	31	29	✓	▲ 5	High
Physical Therapy Visits	129	101	✓	▲ 45	Low
CT Scans	21	12	✓	▲ 4	Critical
Lab In-House Tests	1,256	1,400	✗	▼ -424	Low
Lab Send Outs	141	50	✓	▲ 16	Low
LTC Residents	18	20	✗	▼ -2	Critical
LTC Days	513	600	✗	▼ -10	Critical

KPI Results - Compared to Prior Year

	RESULT	TARGET	TREND			IMPORTANCE
A UTILIZATION	2020/2021 (YTD)			vs 2019/2020 (YTD)		
Philipsburg Clinic Visits	174	200	✗	▼	-32	Medium
Drummond Clinic Visits	30	23	✓	▲	5	Medium
Hospital Billable Days	10	6	✓	▲	5	High
Swingbed Billable Days	18	18	✗	▲	3	Critical
Observation Patients	1	4	✗	▼	0	High
ER Visits	31	29	✓	▲	10	High
Physical Therapy Visits	76	101	✗	▼	-28	Low
CT Scans	136	108	✓	▲	136	Critical
Lab In-House Tests	12,271	12,600	✗	▲	1,748	Low
Lab Send Outs	2,037	450	✓	▲	1,381	Low
LTC Residents	19	20	✗	▼	-1	Critical
LTC Days	544	600	✗	▼	-21	Critical

Revenue Analysis

MTD REVENUE

\$319,301

▼ -19.9% from last month

TARGET

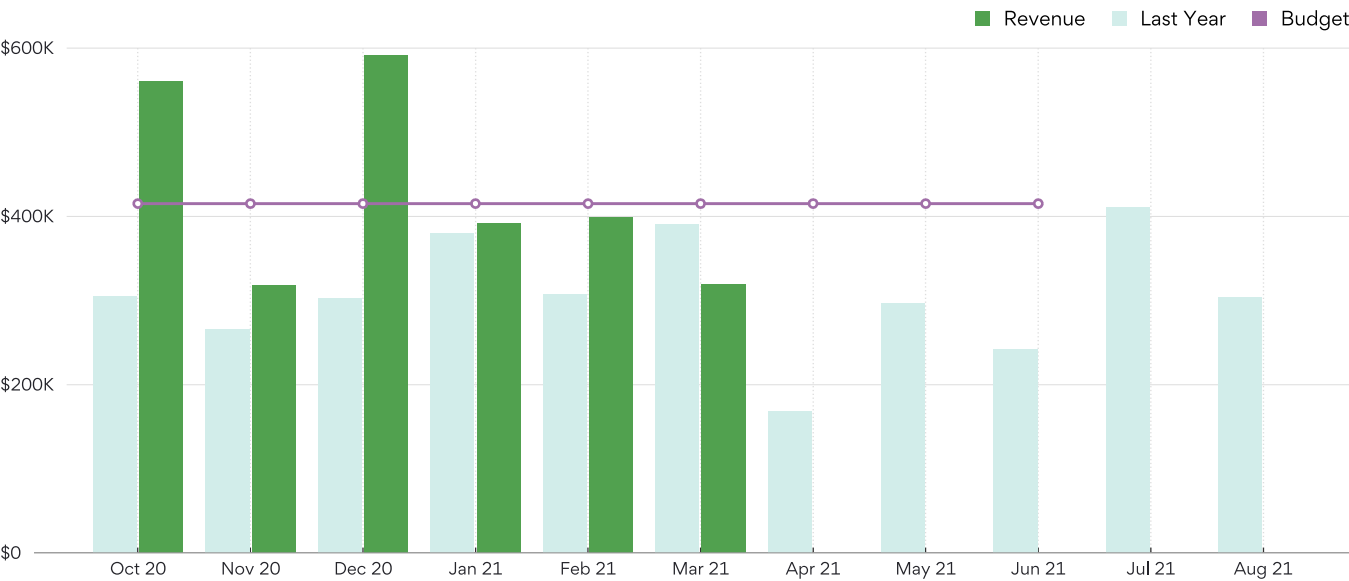
\$415,139

YTD REVENUE (2020/2021 YTD)

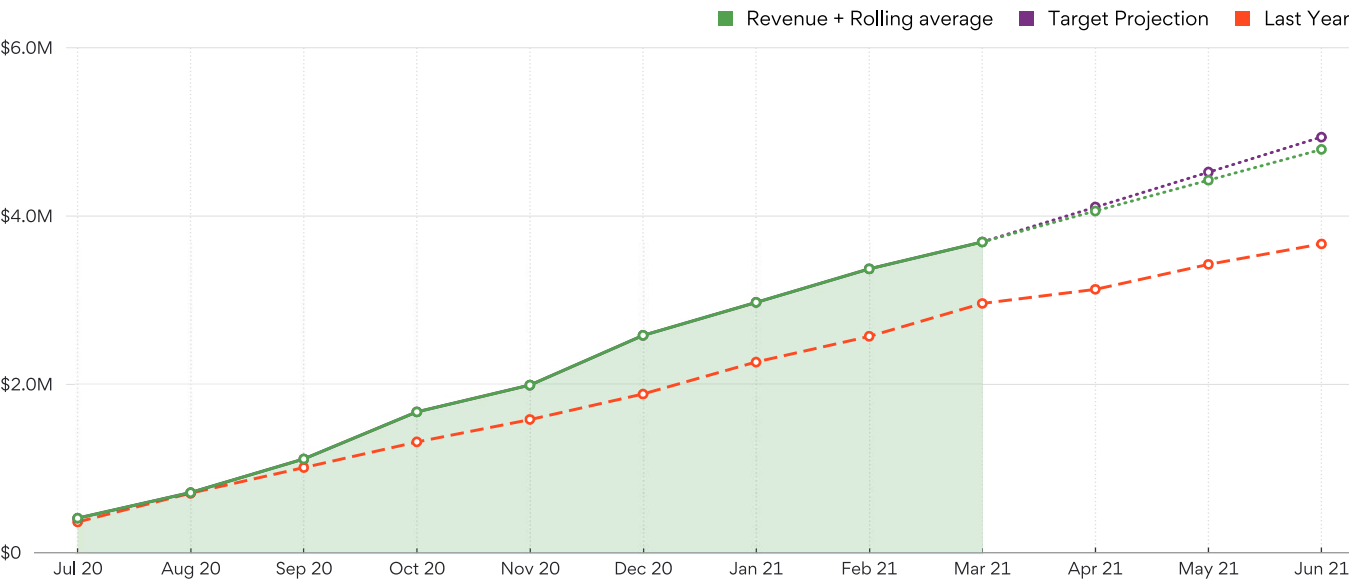
\$3,693,953

▼ -1.1% vs target

Current Fiscal Year vs YTD & Budget



Cumulative Revenue



Profitability

GROSS PROFIT - MTD

\$318,985

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

OPERATING PROFIT - MTD

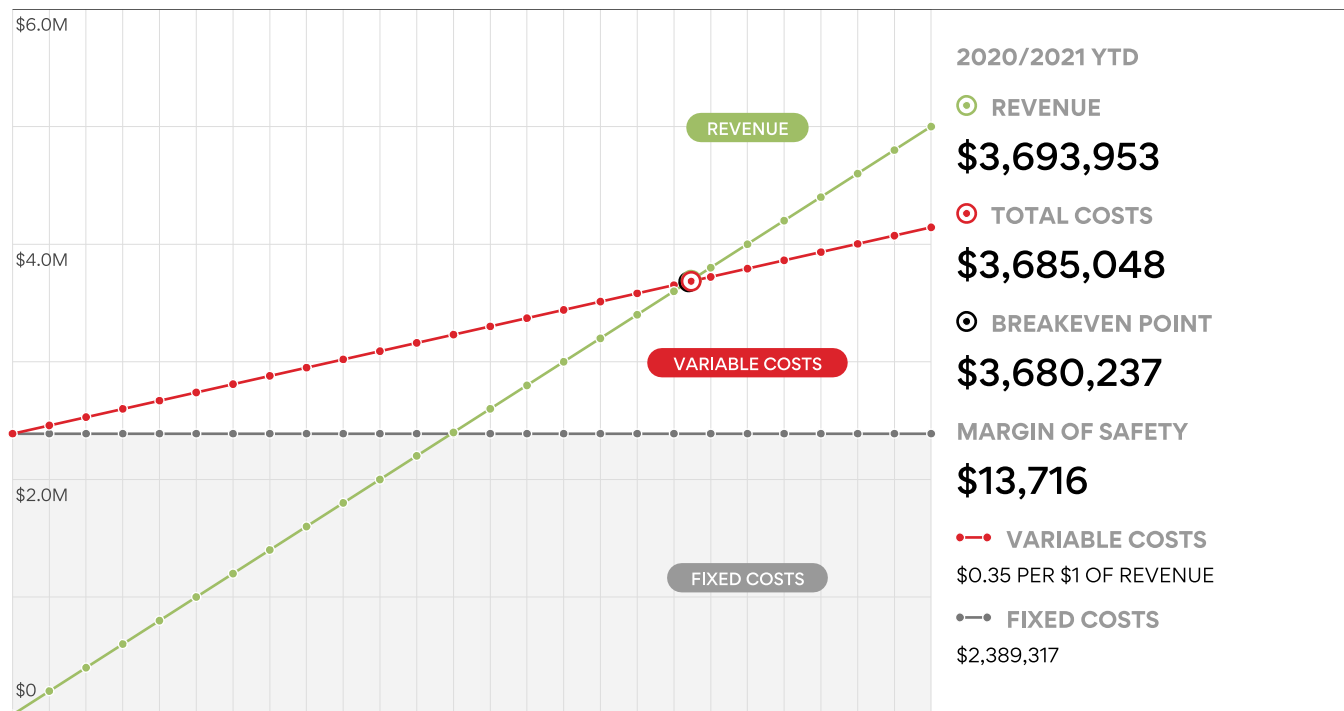
(\$73,365)

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

NET INCOME - MTD

(\$78,587)

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.

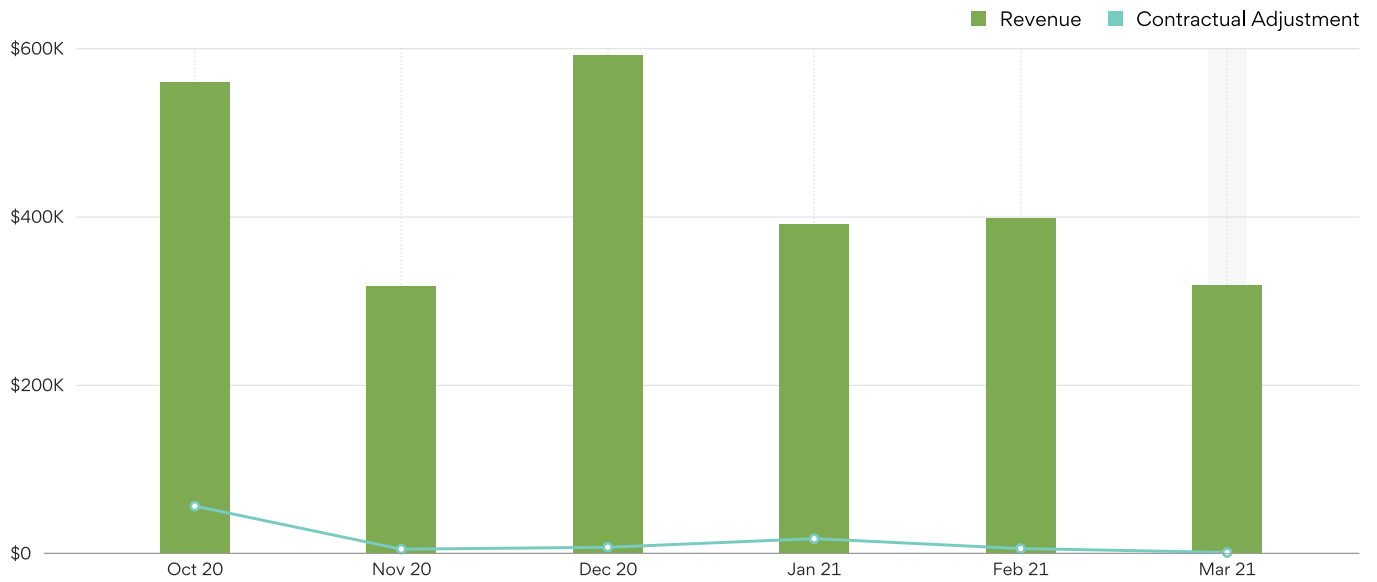
Top 10 Revenue Departments

Longterm Care	\$110,314
Routine Nursing	\$58,876
Emergency Room	\$35,038
Laboratory	\$34,796
Philipsburg Clinic	\$34,306
CT	\$21,640
Physical Therapy	\$21,022
IV Therapy	\$15,791
Drummond Clinic	\$9,726
Radiology	\$7,433

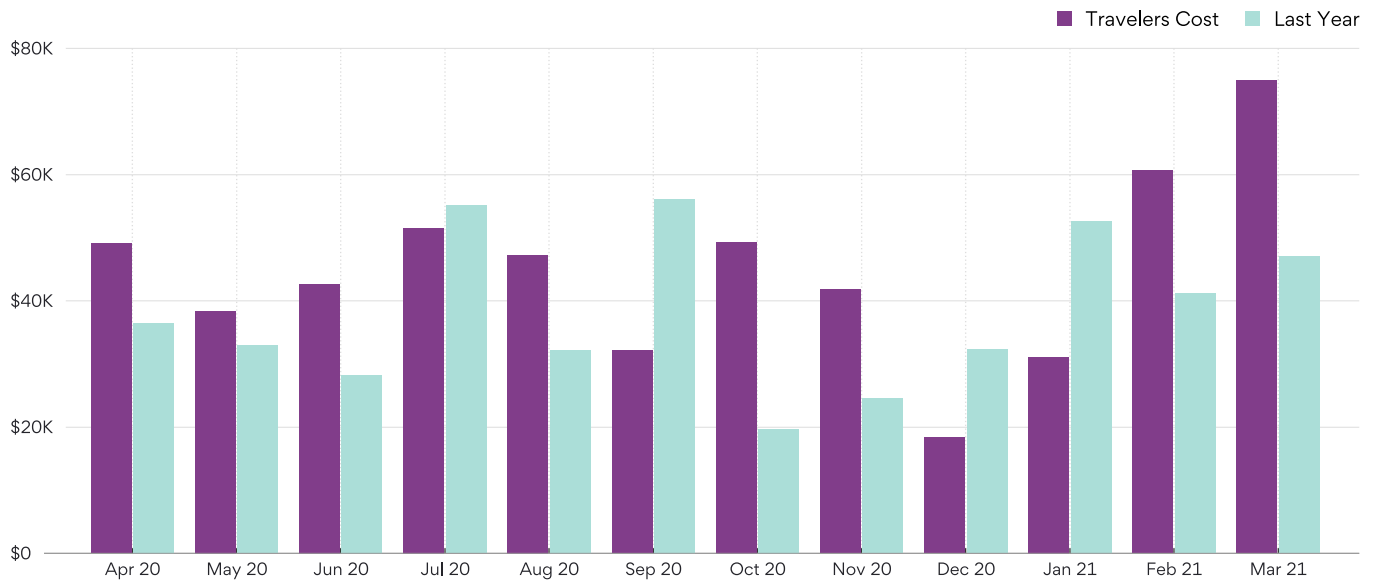
Top 10 Expense Accounts

Employee Wages	\$173,670
Travelers Cost	\$74,922
Employee Benefits	\$43,763
Non-Chargeable Supply Expense	\$25,555
Professional Service	\$16,248
Service Fee	\$14,539
Purchased Service	\$14,311
Chargeable Supply Expense	\$9,112
Education Expense	\$8,056
Utilities Electric	\$4,556

Patient Revenue vs. Contractual Adjustments



Traveler Costs vs. Prior Year



Balance Sheet - Compared to Prior Month and Year

BALANCE SHEET	Mar 2021	Feb 2021	Variance (%)	Mar 2020
ASSETS				
Cash & Equivalents	\$117,745	\$138,756	-15.14%	\$7,810
Accounts Receivable	\$1,402,366	\$1,404,060	-0.12%	\$523,221
Inventory	\$84,219	\$84,219	0.00%	\$65,324
Work in Progress	\$712	\$0	-	\$789,448
Other Current Assets	\$882,075	\$960,546	-8.17%	(\$119,851)
Total Current Assets	\$2,487,118	\$2,587,581	-3.88%	\$1,265,951
Fixed Assets	\$1,749,781	\$1,756,923	-0.41%	\$532,558
Total Non-Current Assets	\$1,749,781	\$1,756,923	-0.41%	\$532,558
Total Assets	\$4,236,898	\$4,344,504	-2.48%	\$1,798,510
LIABILITIES				
Short Term Debt	\$467,512	\$472,239	-1.00%	\$542,714
Accounts Payable	\$170,842	\$192,058	-11.05%	\$394,322
Other Current Liabilities	\$2,227,709	\$2,218,464	0.42%	\$92,377
Total Current Liabilities	\$2,866,063	\$2,882,761	-0.58%	\$1,029,414
Long Term Debt	\$1,531,587	\$1,543,908	-0.80%	\$1,471,135
Total Non-Current Liabilities	\$1,531,587	\$1,543,908	-0.80%	\$1,471,135
Total Liabilities	\$4,397,650	\$4,426,669	-0.66%	\$2,500,549
EQUITY				
Retained Earnings	(\$82,165)	(\$87,862)	6.48%	(\$769,030)
Total Equity	(\$82,165)	(\$87,862)	6.48%	(\$769,030)
Total Liabilities & Equity	\$4,315,486	\$4,338,807	-0.54%	\$1,731,518

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

PROFIT & LOSS	Mar 2021	Budget	Budget Variance (%)	Mar 2020
Revenue	\$319,301	\$415,139	-23.09%	\$390,264
Cost of Sales	\$316	\$75,451	-99.58%	\$4,564
Gross Profit	\$318,985	\$339,688	-6.09%	\$385,700
Expenses	\$392,350	\$355,640	10.32%	\$363,060
Operating Profit	(\$73,365)	(\$15,952)	-359.92%	\$22,640
Other Income	\$9,244	\$0	-	\$64,290
Other Expenses	\$14,144	\$14,167	-0.16%	\$10,217
Earnings Before Interest & Tax	(\$78,265)	(\$30,119)	-159.86%	\$76,713
Interest Income	\$1,980	\$0	-	\$1,980
Interest Expenses	\$2,302	\$3,059	-24.75%	\$11,702
Earnings Before Tax	(\$78,587)	(\$33,178)	-136.87%	\$66,991
Net Income	(\$78,587)	(\$33,178)	-136.87%	\$66,991

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

PROFIT & LOSS	2020/2021 (YTD)	YTD (budget)	This year vs budget (%)	2019/2020 (YTD)
Revenue	\$3,693,953	\$3,736,254	-1.13%	\$2,963,476
Cost of Sales	\$64,936	\$679,062	-90.44%	\$964,455
Gross Profit	\$3,629,017	\$3,057,192	18.70%	\$1,999,021
Expenses	\$3,620,112	\$3,200,754	13.10%	\$3,158,559
Operating Profit	\$8,905	(\$143,562)	106.20%	(\$1,159,538)
Other Income	\$861,031	\$380,000	126.59%	\$535,396
Other Expenses	\$158,523	\$127,499	24.33%	\$67,274
Earnings Before Interest & Tax	\$711,413	\$108,939	553.04%	(\$691,415)
Interest Income	\$5,940	\$0	-	\$4,708
Interest Expenses	\$29,488	\$27,534	7.10%	\$24,344
Earnings Before Tax	\$687,864	\$81,405	744.99%	(\$711,051)
Dividends	\$0	\$0	-	\$0
Net Income	\$687,864	\$81,405	744.99%	(\$711,051)