

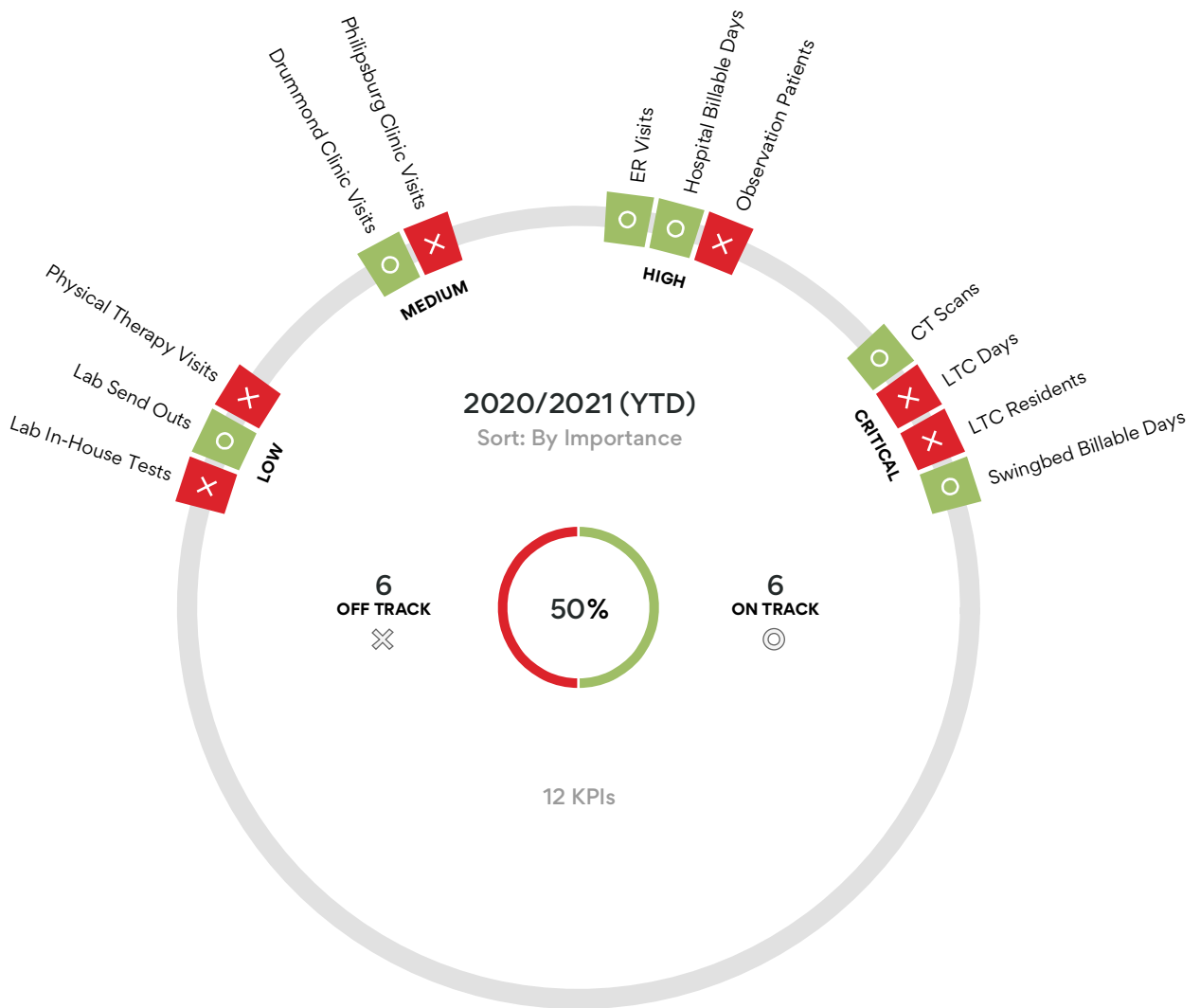
GRANITE COUNTY MEDICAL CENTER

Management Use Only Financials

December 31, 2020



Utilization Results - YTD



KPI Results - Compared to Target & Prior Month

	RESULT	TARGET	TREND			IMPORTANCE
A UTILIZATION	DEC 2020			vs NOV 2020		
Philipsburg Clinic Visits	170	200	✗	▼	-8	Medium
Drummond Clinic Visits	48	23	✓	▲	38	Medium
Hospital Billable Days	4	6	✗	▼	-9	High
Swingbed Billable Days	60	18	✓	▲	55	Critical
Observation Patients	2	4	✗	▲	2	High
ER Visits	25	29	✗	▲	6	High
Physical Therapy Visits	108	101	✓	▲	55	Low
CT Scans	12	12	✓	▼	-5	Critical
Lab In-House Tests	1,388	1,400	✗	▲	166	Low
Lab Send Outs	229	50	✓	▼	-89	Low
LTC Residents	17	20	✗	▼	-1	Critical
LTC Days	498	600	✗	▼	-2	Critical

KPI Results - Compared to Prior Year

	RESULT	TARGET	TREND			IMPORTANCE
A UTILIZATION	2020/2021 (YTD)			vs 2019/2020 (YTD)		
Philipsburg Clinic Visits	193	200	✗	▼	-24	Medium
Drummond Clinic Visits	33	23	✓	▲	9	Medium
Hospital Billable Days	10	6	✓	▲	6	High
Swingbed Billable Days	18	18	✓	▲	2	Critical
Observation Patients	1	4	✗	▼	0	High
ER Visits	33	29	✓	▲	12	High
Physical Therapy Visits	66	101	✗	▼	-32	Low
CT Scans	80	72	✓	▲	80	Critical
Lab In-House Tests	7,882	8,400	✗	▲	459	Low
Lab Send Outs	1,650	300	✓	▲	1,227	Low
LTC Residents	19	20	✗	▼	-2	Critical
LTC Days	554	600	✗	▼	-58	Critical

Revenue Analysis

MTD REVENUE

\$591,952

▲ 86.4% from last month

TARGET

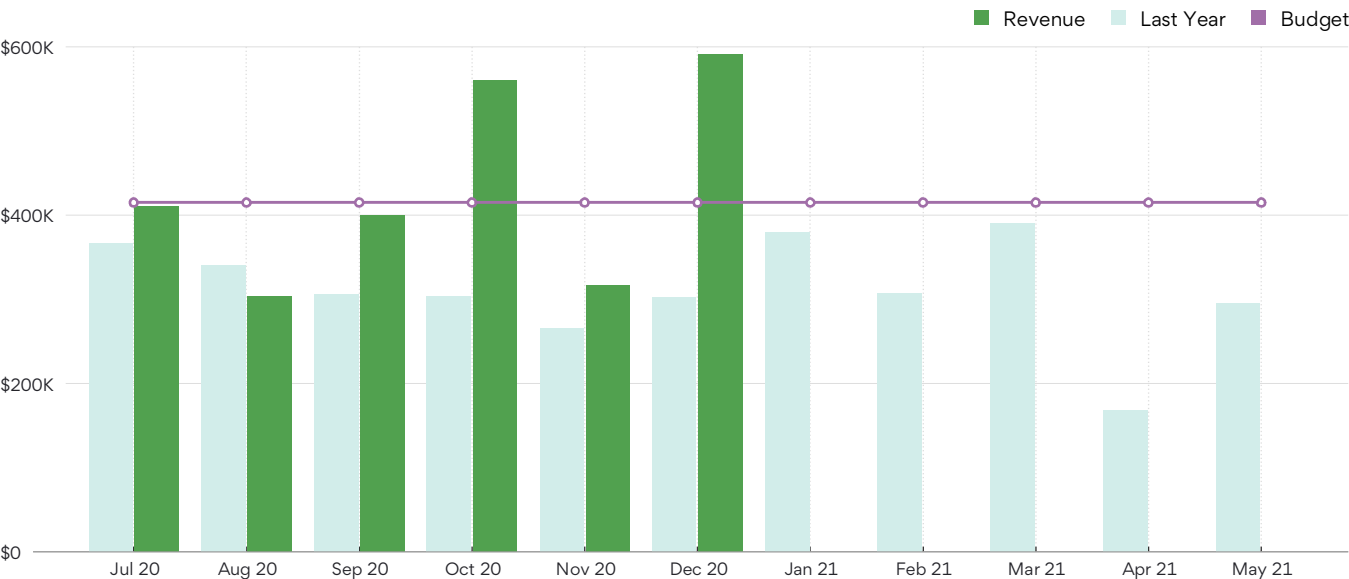
\$415,139

YTD REVENUE (2020/2021 YTD)

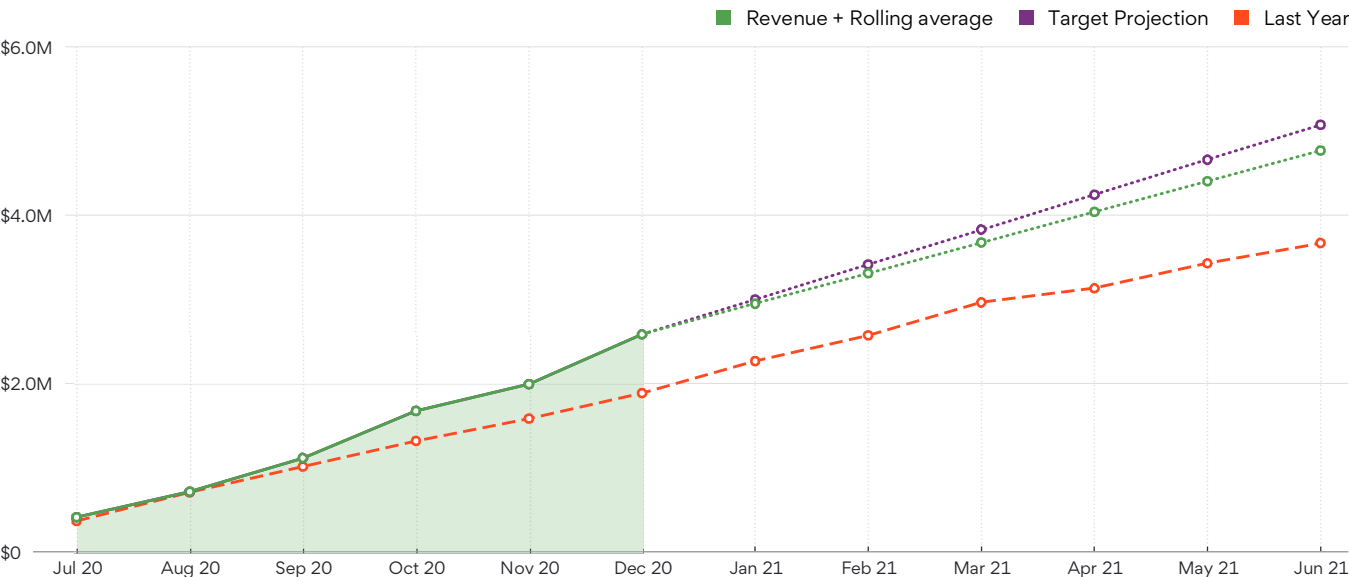
\$2,584,142

▲ 3.7% vs target

Current Fiscal Year vs YTD & Budget



Cumulative Revenue



Profitability

GROSS PROFIT - MTD

\$582,429

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

OPERATING PROFIT - MTD

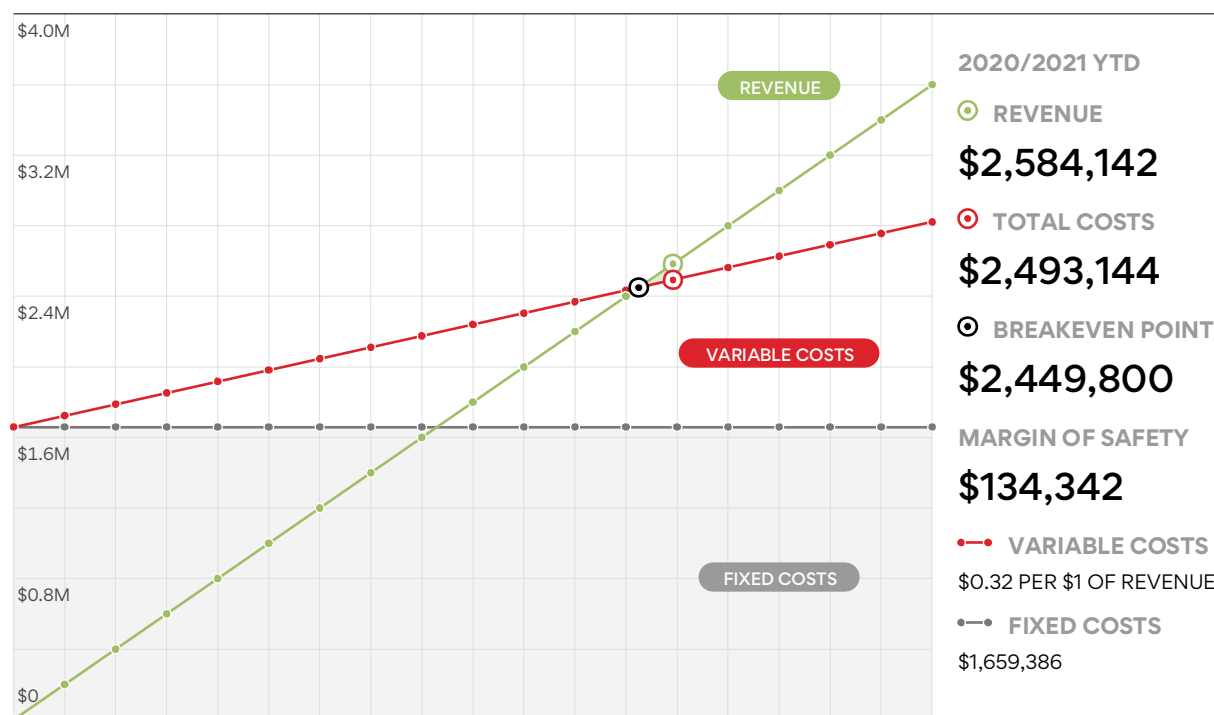
\$224,847

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

NET INCOME - MTD

\$646,186

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.

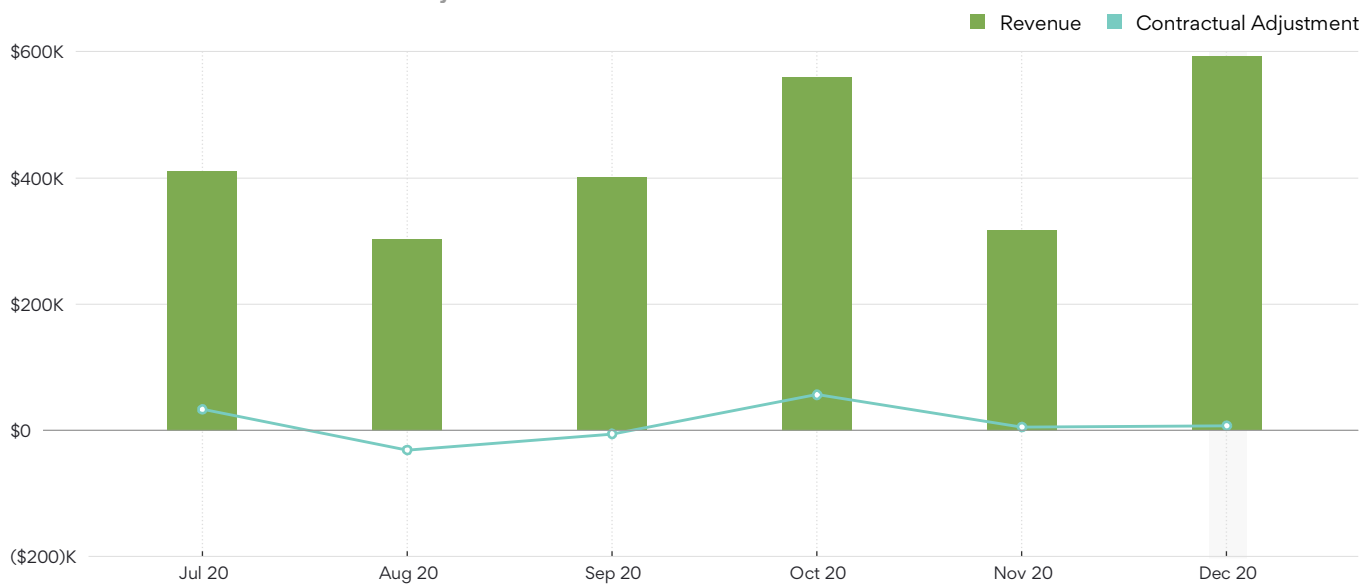
Top 10 Revenue Departments

Routine Nursing	\$264,180
Longterm Care	\$95,308
Philipsburg Clinic	\$50,948
Laboratory	\$37,242
Emergency Room	\$33,081
CT	\$20,445
Incentive Income	\$20,060
Physical Therapy	\$16,914
IV Therapy	\$15,019
Pharmacy	\$11,087

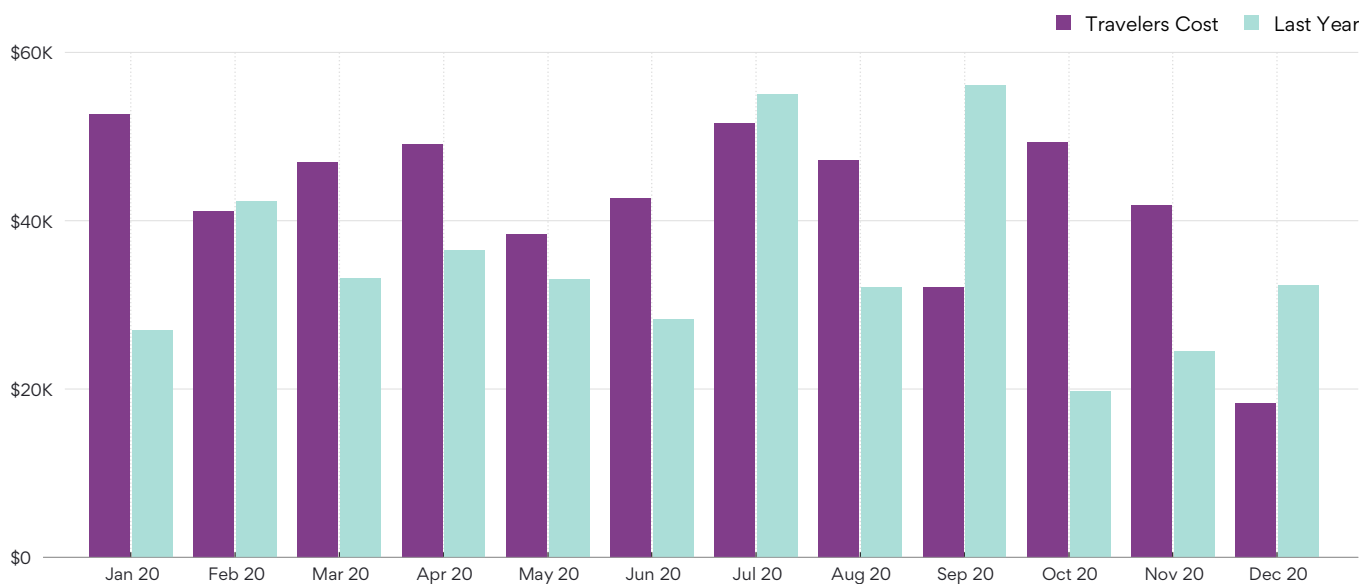
Top 10 Expense Accounts

Employee Wages	\$179,911
Employee Benefits	\$43,870
Non-Chargeable Supply Expense	\$26,455
Dues/Fees/Licences/Sub	\$23,952
Travelers Cost	\$18,368
Professional Service	\$17,113
Chargeable Supply Expense	\$16,909
Service Fee	\$11,125
Purchased Service	\$5,952
Advertising/Marketing	\$5,770

Patient Revenue vs. Contractual Adjustments



Traveler Costs vs. Prior Year



Balance Sheet - Compared to Prior Month and Year

BALANCE SHEET	Dec 2020	Nov 2020	Variance (%)	Dec 2019
ASSETS				
Cash & Equivalents	\$193,536	\$301,818	-35.88%	(\$101,832)
Accounts Receivable	\$1,252,722	\$966,726	29.58%	\$839,435
Inventory	\$84,219	\$84,219	0.00%	\$65,324
Work in Progress	\$0	\$0	-	\$734,086
Other Current Assets	\$1,128,487	\$1,263,543	-10.69%	(\$45,710)
Total Current Assets	\$2,658,965	\$2,616,305	1.63%	\$1,491,302
Fixed Assets	\$1,785,212	\$1,727,756	3.33%	\$552,355
Total Non-Current Assets	\$1,785,212	\$1,727,756	3.33%	\$552,355
Total Assets	\$4,444,177	\$4,344,061	2.30%	\$2,043,657
LIABILITIES				
Short Term Debt	\$486,639	\$911,452	-46.61%	\$350,078
Accounts Payable	\$224,960	\$339,639	-33.76%	\$422,536
Other Current Liabilities	\$2,233,772	\$2,228,919	0.22%	\$142,368
Total Current Liabilities	\$2,945,371	\$3,480,010	-15.36%	\$914,981
Long Term Debt	\$1,545,535	\$1,556,967	-0.73%	\$1,472,743
Total Non-Current Liabilities	\$1,545,535	\$1,556,967	-0.73%	\$1,472,743
Total Liabilities	\$4,490,906	\$5,036,977	-10.84%	\$2,387,724
EQUITY				
Retained Earnings	(\$692,916)	(\$559,493)	-23.85%	(\$177,094)
Total Equity	(\$692,916)	(\$559,493)	-23.85%	(\$177,094)
Total Liabilities & Equity	\$3,797,990	\$4,477,484	-15.18%	\$2,210,630

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

PROFIT & LOSS	Dec 2020	Budget	Budget Variance (%)	Dec 2019
Revenue	\$591,952	\$415,139	42.59%	\$301,974
Cost of Sales	\$9,523	\$75,451	-87.38%	\$141,299
Gross Profit	\$582,429	\$339,688	71.46%	\$160,675
Expenses	\$357,581	\$355,640	0.55%	\$342,553
Operating Profit	\$224,847	(\$15,952)	1,509.55%	(\$181,878)
Other Income	\$437,755	\$0	-	\$24,225
Other Expenses	\$14,144	\$14,167	-0.16%	\$7,436
Earnings Before Interest & Tax	\$648,457	(\$30,119)	2,253.01%	(\$165,088)
Interest Income	\$1,980	\$0	-	\$0
Interest Expenses	\$4,251	\$3,059	38.97%	\$1,885
Earnings Before Tax	\$646,186	(\$33,178)	2,047.65%	(\$166,973)
Net Income	\$646,186	(\$33,178)	2,047.65%	(\$166,973)

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

PROFIT & LOSS	2020/2021 (YTD)	YTD (budget)	This year vs budget (%)	2019/2020 (YTD)
Revenue	\$2,584,142	\$2,490,836	3.75%	\$1,885,940
Cost of Sales	\$44,235	\$452,709	-90.23%	\$556,333
Gross Profit	\$2,539,907	\$2,038,127	24.62%	\$1,329,608
Expenses	\$2,448,910	\$2,133,834	14.77%	\$2,076,377
Operating Profit	\$90,997	(\$95,707)	195.08%	(\$746,769)
Other Income	\$822,344	\$380,000	116.41%	\$447,448
Other Expenses	\$93,030	\$84,998	9.45%	\$43,860
Earnings Before Interest & Tax	\$820,311	\$199,295	311.61%	(\$343,181)
Interest Income	\$3,960	\$0	-	\$2,293
Interest Expenses	\$22,384	\$18,357	21.94%	\$12,191
Earnings Before Tax	\$801,887	\$180,938	343.18%	(\$353,079)
Dividends	\$0	\$0	-	\$0
Net Income	\$801,887	\$180,938	343.18%	(\$353,079)