

**Missouri River Medical Center
Finance Report
January 2017 Financial Statements**

Operating Statement – Sheet 1

Revenue:

Hospital:

In Patients – 2	Total In Patient Days – 5
Skilled Swing Bed Patients - 3	Total SSB Days – 92
CAH LTC Patients – 21	Total SNF Days – 651
Ancillary OP –	
PT – 220 visits	
Lab – 172 patients	
ER's – 51 visits	
Clinic Visits – 400	
Rad – 56 tests	
CTs – 5 tests	

Contractual Allowances – (\$97,756)

 Medicare – (\$142,480) – Swing bed payments received, which relate to positive contractals
 Medicaid – \$23,011
 Clinic – \$21,713

Other Deductions – \$42,332

 Charity - \$317
 Employee Discount - \$1,710
 Timely Filing Adjustment - \$12,311
 Other Insurance Contractuals - \$27,944

Provision for Bad Debt

 Bad Debt Allowance and Write-Off - \$20,762
 Bad Debt Recovered – (\$3,742)

Other Operating Revenue

 Cafeteria - \$1,120

Expenses:

Will report anything that seems unreasonable.

Salaries: \$18K over budget. All reasonable due to patient volumes – Revenue is \$406K over budget.

Benefits:

Professional Fees: With audit being finalized – reversal of June AP Accrual affects this

Supplies: With audit being finalized – reversal of June AP Accrual affects this

Repair and Maintenance: Minimal repairs for month

Utilities:

Insurance: Changed the way insurance was being recorded. The premiums were being expensed in the month that the invoice was received. The policies cover the time period of 01/01/2016 – 12/31/2016, which covers 2 fiscal years. Therefore, I needed to move some of the insurance expense to prepaid insurance. Then monthly entries are made to bring the actual amount of insurance due for that month

into the financials.

Leases and Rentals – Reclassed the Oxygen rental from Maint Lease to Oxygen department

Clinics: With audit being finalized – reversal of June AP Accrual affects this

Depreciation: With audit being finalized – monthly entries were adjusted to new Dep Schedule

Interest: Adjustment to one account balance for (\$120)

Other Expenses – Postage - \$877, IP Bed Tax - \$250, Meetings/Mileage - \$516, Other - \$543

Department Dues/Subs - \$6,451 (Annual Mandatory Educ - \$4,490), PR - \$737, Bank Charges - \$246

Non-Operating Income/Loss:

Non-Operating Revenue - \$1,578

Rent - \$500

Interest - \$183

RH Navigator Grant - \$175

Other - \$719

Non-Operating Expenses - \$12,001 TeleER System

Balance Sheet – Sheet 2

Assets:

Cash & Cash Equivalent – \$602,034

General Checking – \$568,394

Petty Cash - \$400

Credit Card – \$22,289

Data Bank Account - \$553

Resident Cash Account - \$10,397

Net Patient Accounts Receivable – **Change in account charges, payments and contractual adjustments for the month.**

Other Receivables – \$66,107

Taxes Receivable - \$7,074

Other - \$59,032

Supply Inventory – **Change in supplies purchased for the month and supplies disbursed to departments for the month.**

Other Current Assets - \$37,086

Prepaid Expenses – Insurance - \$23,731 Service Agreements - \$13,355

Board Designated Cash and Investments - \$136,374

Property, Plant and Equipment - \$1,441,888

Land - \$94,004

Buildings - \$2,690,941

Fixed Equipment - \$26,870

Moveable Equipment - \$2,273,624
EHR Software - \$287,542
Construction in Progress - \$270,589 – Building of new rectory and architectural drawings
Accumulated Depreciation – (\$4,201,581)

Liabilities:

Accrued Compensation – **This consists of Accrued Payroll, which is wages and benefits earned, but not paid, and accrued vacation and sick leave.**

Accounts Payable – **This is the amount paid for the current month’s liabilities, but the checks were written in the next month. Also, contains AP which has been entered into the system, but the checks have not been written.**

Payable to Contractual Agencies – **This consists of In Patient Bed Tax Payable, which has accrued, but has not been paid yet. These payments are made annually to the State of MT for the IP Bed Tax**

In Patient - \$250.00 Annual payment made in December

Other Current Liabilities – \$10,889
Security Deposit Rental - \$500
Employee Patient Accounts – \$42
Resident Cash Payable - \$10,347

Long Term Debt – Intercap Loans - \$423,268, Medicare Payable – (\$3,896)

Fund Balances – **This is only adjusted at the time of the audit, as it takes into account the revenue on hand at the beginning of the fiscal year, plus revenues received during the year, less expenses equal ending fund balance. The Ending Fund Balance becomes the Beginning Fund balance in the next fiscal year.**

Missouri River Medical Center
Balance Sheet
For Month ended January 31, 2017

MRMC (YTD 2016)

	<u>Jan. 17 Act</u>	<u>Jan 16 Act</u>	<u>Change</u>
<u>CURRENT ASSETS</u>			
Cash and Cash Equivalents	\$ 602,034	\$ 391,695	\$ 210,339
Net Patient Accounts Receivable	984,584	1,046,290	(61,706)
Other Receivables	66,107	137,666	(71,559)
Supplies Inventory	104,284	125,683	(21,399)
Other Current Assets	37,086	13,861	23,225
CURRENT ASSETS	<u>1,794,094</u>	<u>1,715,195</u>	<u>78,900</u>
<u>ASSETS WHICH USE IS LIMITED</u>			
Board Designated Cash and Investments	136,374	136,113	262
ASSETS WHICH USE IS LIMITED	<u>136,374</u>	<u>136,113</u>	<u>262</u>
<u>PROPERTY, PLANT, AND EQUIPMENT</u>			
Gross Property, Plant and Equipment	5,643,469	5,094,672	548,797
LESS: ACCUMULATED DEPRECIATION	(4,201,581)	(4,077,267)	(124,314)
PROPERTY, PLANT, AND EQUIPMENT	<u>1,441,888</u>	<u>1,017,405</u>	<u>424,483</u>
<u>OTHER ASSETS</u>			
Other Assets	-	(125)	125
	-	(125)	125
TOTAL ASSETS	<u><u>3,372,357</u></u>	<u><u>2,868,588</u></u>	<u><u>503,769</u></u>
<u>CURRENT LIABILITIES:</u>			
Accrued Compensation	\$323,236	346,146	(\$22,910)
Accounts Payable	193,900	400,630	(206,730)
Payable to Contractual Agencies	250	2,709	(2,459)
Other Current Liabilities	10,889	9,558	1,331
CURRENT LIABILITIES:	<u>528,275</u>	<u>759,043</u>	<u>(230,768)</u>
<u>LONG TERM DEBT</u>			
Long Term Debt	427,164	57,971	369,193
LONG TERM DEBT	<u>427,164</u>	<u>57,971</u>	<u>369,193</u>
Total Liabilities	<u>955,439</u>	<u>817,015</u>	<u>138,425</u>
FUND BALANCES	<u>2,416,917</u>	<u>2,051,573</u>	<u>365,344</u>
TOTAL LIABILITIES and FUND BALANCE	<u><u>3,372,357</u></u>	<u><u>2,868,588</u></u>	<u><u>503,769</u></u>

Missouri River Medical Center
Operating Statement - Budget
For month Ended January 31,2017

	Current Month				Year to Date			
	Actual	Budget	Variance	Variance %	Actual	Budget	Variance	Variance %
Operating Revenues:								
Room & Board - Acute	\$ 5,280	\$ 11,435	\$ (6,155)	-116.58%	\$ 53,499	\$ 68,612	\$ (15,113)	-28.25%
Room & Board - Swing Bed	97,152	14,303	82,849	85.28%	275,340	85,819	189,521	68.83%
Room & Board - LTC	148,810	127,598	21,212	14.25%	1,119,979	765,588	354,391	31.64%
Room & Board - Pers Care	-	-	-	0.00%	-	-	-	0.00%
Ancillary - Inpt Svcs	33,877	18,677	15,200	44.87%	165,062	112,065	52,997	32.11%
Ancillary - Outpt Svcs	100,558	108,096	(7,538)	-7.50%	780,515	648,578	131,937	16.90%
Ancillary - LTC	(2)	1,568	(1,570)	78517.33%	7,962	9,410	(1,448)	-18.19%
Emergency Room	45,590	43,129	2,461	5.40%	311,930	258,772	53,158	17.04%
Clinics	68,263	68,345	(82)	-0.12%	438,393	410,068	28,325	6.46%
Gross Operating Revenue	499,528	393,152	106,376	21.30%	3,152,680	2,358,911	793,769	25.18%
Revenue Deductions:								
Contractual Allowances	(97,756)	(39,998)	57,758	59.08%	(128,164)	(239,987.50)	(111,824)	-87.25%
Other Deductions	42,332	28,364	(13,969)	33.00%	163,686	170,181	6,495	-3.97%
Net Patient Revenue	554,952	404,786	150,166	27.06%	3,117,158	2,428,717	688,441	22.09%
Provision For Bad Debt	17,019	12,992	(4,027)	23.66%	154,780	77,951	(76,829)	49.64%
Net Patient Revenue less provisions for bad debt	537,933	391,794	146,139	27.17%	2,962,378	2,350,766	611,612	20.65%
Other Operating Revenue	1,120	1,001	119	10.63%	8,056	6,005.50	2,051	25.45%
Total Operating Revenue	539,053	392,795	146,258	27.13%	2,970,434	2,356,772	613,662	20.66%
Operating Expenses:								
Gross Wages	250,870	233,210	(17,660)	7.04%	1,600,907	1,399,258	(201,649)	12.60%
Employee Benefits	52,609	52,965	356	-0.68%	329,860	317,792	(12,069)	3.66%
Professional Fees	26,371	47,438	21,067	-79.89%	200,591	284,629	84,038	-41.89%
Supplies	30,310	37,063	6,753	-22.28%	270,545	222,381	(48,164)	17.80%
Repair & Maintenance	7,807	10,749	2,942	-37.68%	75,509	64,492	(11,017)	14.59%
Utilities	11,787	12,042	255	-2.16%	81,848	72,249	(9,599)	11.73%
Insurance	6,114	7,539	1,425	-23.31%	36,078	45,237	9,159	-25.39%
Leases & Rentals	(3,009)	984	3,993	132.69%	24,318	5,903	(18,416)	75.73%
Clinics	4,477	11,633	7,156	-159.83%	135,060	69,797	(65,264)	48.32%
Depreciation	(26,467)	16,681	43,148	163.02%	58,859	100,084	41,225	-70.04%
Interest	(33)	674	707	2140.91%	6,534	4,041	(2,493)	38.15%
Other Expenses	9,621	10,189	568	-5.91%	80,492	61,136	(19,357)	24.05%
Total Operating Cost	370,457	441,166	70,709	-19.09%	2,900,601	2,646,996	(253,605)	8.74%
Total Operating Revenue over Expenses	168,596	(48,371)	216,967	128.69%	69,833	(290,224)	360,057	515.60%
Non-Operating Revenue	1,578	15,653	(14,075)	-891.98%	344,390	93,921	250,470	72.73%
Non-Operating Expenses	12,001	9,139	(2,862)	23.85%	63,438	54,834	(8,605)	13.56%
Tax Subsidy Revenue	4,454	53,321	(48,867)	-1097.15%	296,385	319,927	(23,542)	-7.94%
Net Income (Loss)	\$ 162,627	\$ 11,465	\$ 151,162	92.95%	\$ 647,170	\$ 68,790	\$ 578,380	89.37%

Missouri River Medical Center
Operating Statement - Compared to Prior Year
For month Ended January 31, 2017








	Current Month			Year to Date		
	Actual	Prior Year	Variance	Actual	Prior Year	Variance
Operating Revenues:						
Room & Board - Acute	\$ 5,280	\$ 11,275	\$ (5,995)	\$ 53,499	\$ 83,252	\$ (29,753)
Room & Board - Swing Bed	97,152	31,234	65,918	275,340	103,083	172,257
Room & Board - LTC	148,810	160,478	(11,668)	1,119,979	1,180,956	(60,977)
Room & Board - Pers Care	-	-	-	-	-	-
Ancillary - Inpt Svcs	33,877	22,074	11,802	165,062	134,057	31,005
Ancillary - Outpt Svcs	100,558	117,611	(17,054)	780,515	711,679	68,835
Ancillary - LTC	(2)	1,003	(1,005)	7,962	6,109	1,853
Emergency Room	45,590	26,632	18,958	311,930	321,564	(9,635)
Clinics	68,263	67,665	599	438,393	498,264	(59,872)
Gross Operating Revenue	499,528	437,973	61,556	3,152,679	3,038,965	113,714
Revenue Deductions:						
Contractual Allowances	(97,756)	1,040	98,797	(128,164)	(46,767)	81,398
Other Deductions	42,332	28,711	(13,621)	163,686	145,836	(17,851)
Net Patient Revenue	554,953	408,221	146,731	3,117,157	2,939,896	177,261
Provision For Bad Debt	17,019	9,695	(7,325)	154,780	87,807	(66,972)
Net Patient Revenue less provisions for bad debt	537,933	398,526	139,407	2,962,378	2,852,089	110,289
Other Operating Revenue	1,120	1,336	(216)	8,056	7,607	449
Total Operating Revenue	539,053	399,862	139,191	2,970,433	2,859,696	110,738
Operating Expenses:						
Gross Wages	250,870	238,232	(12,637)	1,600,907	1,635,776	34,870
Employee Benefits	52,609	25,767	(26,842)	329,860	376,562	46,702
Professional Fees	26,371	33,586	7,215	200,591	240,478	39,888
Supplies	30,310	33,391	3,081	270,545	284,202	13,657
Repair & Maintenance	7,807	8,197	390	75,509	67,669	(7,840)
Utilities	11,787	8,635	(3,153)	81,848	80,024	(1,824)
Insurance	6,114	6,057	(57)	36,078	26,799	(9,279)
Leases & Rentals	(3,009)	2,039	5,048	24,318	6,751	(17,567)
Clinics	4,477	19,148	14,672	135,060	99,064	(35,995)
Depreciation	(26,467)	14,221	40,688	58,859	99,547	40,688
Interest	(33)	68	101	6,534	4,982	(1,552)
Other Expenses	9,621	10,086	465	80,492	71,138	(9,354)
Total Operating Cost	370,457	399,428	28,971	2,900,600	2,992,994	92,394
Total Operating Revenue over Expenses	168,596	435	168,162	69,833	(133,298)	203,131
Non-Operating Revenue	1,578	5,439	(3,861)	344,390	151,777	192,613
Non-Operating Expenses	12,001	10,871	(1,130)	63,438	66,907	3,470
Tax Subsidy Revenue	4,454	3,428	1,026	296,385	288,711	7,674
Net Income (Loss)	\$ 162,628	\$ (1,569)	\$ 164,197	\$ 647,171	\$ 240,284	\$ 406,888
Contractual allowances and Other Deductions as a percent of gross patient service revenue	-11.1%	6.8%	-17.9%	1.1%	3.3%	-2.2%
Provisions for bad debt as a percent of gross patient service revenue	3.4%	2.2%	1.2%	4.9%	2.9%	2.0%
Contractual allowances, charity and bad debt percent of gross patient service revenue	-7.7%	9.0%	-16.7%	6.0%	6.1%	-0.1%
Salaries and wages as a percent of total expenses	67.7%	59.6%	8.1%	55.2%	54.7%	0.5%
Salaries, wages and benefits as a percent of total expenses	81.9%	66.1%	15.8%	66.6%	67.2%	-0.6%
Operating Margin	31.3%	0.1%	31.2%	2.4%	-4.7%	7.1%
Gross Profit	30.2%	-0.4%	30.6%	21.8%	8.4%	13.4%
Operating EBIDA %	26.4%	3.7%	22.7%	4.6%	-1.0%	5.6%

MRMC Balance Sheet Trending

	Jan-16	Feb-16	Mar-16	Apr-16	May-16	6/30/2016 Audited	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Trend Line	Change from FY Year End to Current Month
ASSETS															
CURRENT ASSETS															
CASH - IN BANK	350,537	536,957	570,158	643,663	756,488	870,498	774,557	824,770	361,658	269,439	179,954	429,803	568,394		(302,104)
CASH - PETTY	400	400	400	400	400	400	400	400	400	400	400	400	400		0
CASH - CREDIT CARD ACCT	2,244	2,770	1,791	10,214	16,813	12,577	12,727	10,950	8,290	9,934	20,882	11,680	22,289		9,712
CASH - DATA BANK ACCT	553	553	553	553	553	553	553	553	553	553	553	553	553		0
CASH - PAT REFUND ACCTS	4,835	4,835	4,465	4,426	12,618	4,663	4,785	6,781	11,615	5,170	5,046	5,511	10,397		5,734
INVESTMENTS	136,113	136,132	136,154	136,175	136,195	136,214	136,237	136,259	136,283	136,313	136,330	136,350	136,374		160
TOTAL CASH	494,682	681,647	713,521	795,431	923,067	1,024,906	929,259	979,713	518,800	421,809	343,165	584,297	738,408		(286,498)
ACCTS RECEIVABLE - MRMC	1,186,081	1,154,263	1,161,416	1,110,770	1,211,492	1,317,851	1,456,272	1,322,831	1,474,118	1,388,216	1,471,184	1,587,757	1,436,536		118,685
ACCTS RECEIVABLE - BMC	215,803	219,242	199,973	192,836	204,678	216,908	197,844	193,800	211,271	202,209	209,644	218,452	199,288		(17,620)
LESS: ADJUSTMENTS	(355,595)	(339,057)	(317,129)	(310,364)	(312,958)	(580,189)	(591,222)	(602,530)	(613,500)	(624,194)	(635,264)	(643,478)	(651,240)		(71,051)
NET RECEIVABLES	1,046,290	1,034,448	1,044,260	993,243	1,103,211	954,570	1,062,894	914,101	1,071,889	966,231	1,045,564	1,162,731	984,584		30,014
DISTRICT TAXES RECEIVABLE	13,925	7,075	7,075	7,075	7,075	7,075	7,075	7,075	7,075	7,075	7,075	7,075	7,075		0
EMPLOYEE RECEIVABLES	(3,700)	(3,301)	(750)	(750)	(1,110)	0	(10)	(10)	(10)	(10)	(10)	(10)	0		0
OTHER RECEIVABLES	137,794	87,273	87,273	87,273	87,273	59,032	59,032	59,032	59,032	59,032	59,032	59,032	59,032		0
MEDICARE RECEIVABLE	41,113	(13,458)	(13,458)	(13,458)	(13,458)	0	0	0	0	0	0	0	0		0
INVENTORY	86,034	125,683	125,683	125,683	125,683	104,284	104,284	104,284	104,284	104,284	104,284	104,284	104,284		0
PREPAID EXPENSES	48,451	19,944	36,151	43,916	40,466	40,447	36,227	33,572	39,699	32,341	27,035	21,249	37,086		(3,361)
SECURITY DEPOSIT-CT	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	0	0		(3,500)
TOTAL CURRENT ASSETS	1,868,089	1,942,811	2,003,254	2,041,913	2,275,707	2,193,813	2,202,260	2,101,267	1,804,269	1,594,262	1,589,644	1,938,658	1,930,469		(263,344)
FIXED ASSETS															
LAND & IMPROVEMENTS	83,624	83,624	83,624	83,624	83,624	83,624	83,624	83,624	83,624	83,624	83,624	83,624	93,903		10,279
BUILDINGS	2,577,166	2,577,166	2,577,166	2,577,166	2,577,166	2,577,166	2,621,476	2,622,060	2,622,060	2,653,702	2,653,702	2,653,702	2,690,941		113,775
FIXED EQUIPMENT	26,870	26,870	26,870	46,570	46,570	26,870	26,870	26,870	26,870	26,870	26,870	26,870	26,870		0
MOVEABLE EQUIPMENT	1,817,893	1,864,882	1,864,882	1,943,682	1,943,682	1,926,668	1,926,668	1,943,624	1,943,624	1,943,624	2,026,124	2,240,624	2,273,624		346,956
EHR - SOFTWARE	276,133	287,542	287,542	287,542	287,542	287,542	287,542	287,542	287,542	287,542	287,542	287,542	287,542		0
CONSTRUCTION IN PROGRESS	254,589	254,589	254,589	254,589	270,589	270,589	270,589	270,589	270,589	270,589	270,589	270,589	270,589		0
TOTAL FIXED ASSETS	5,036,274	5,094,672	5,094,672	5,193,172	5,209,172	5,172,458	5,216,768	5,234,309	5,234,309	5,265,950	5,348,450	5,562,950	5,643,469		471,011
LESS: ACCUM DEP	(4,047,752)	(4,091,488)	(4,105,709)	(4,119,930)	(4,134,151)	(4,142,722)	(4,156,943)	(4,171,164)	(4,185,385)	(4,199,606)	(4,213,827)	(4,228,048)	(4,201,581)		(58,859)
NET FIXED ASSETS	988,522	1,003,184	988,963	1,073,242	1,075,021	1,029,736	1,059,825	1,063,145	1,048,924	1,066,344	1,134,623	1,334,902	1,441,888		412,152
SINKING FUNDS	(125)	(121)	(121)	(121)	(121)	(121)	(121)	(121)	(121)	(121)	(121)	(121)	0		121
TOTAL ASSETS	2,856,486	2,945,874	2,992,096	3,115,034	3,350,607	3,223,428	3,261,964	3,164,291	2,853,071	2,660,484	2,724,146	3,273,440	3,372,357		148,929

LIABILITIES & EQUITY	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Trend Line	Change from FY Year End to Current Month
	CURRENT LIABILITIES														
ACCOUNTS PAYABLE	400,630	395,343	438,857	514,428	674,897	529,103	531,627	388,943	354,796	240,785	268,407	283,984	193,900		(335,203)
SECURITY DEPOSIT-RENTAL	500	500	500	500	500	500	500	500	500	500	500	500	500		0
ACCRUED HOSP IP BED TAX	550	900	1,200	1,300	1,850	2,950	3,550	3,600	4,000	4,200	4,750	0	250		(2,700)
ACCRUED NH BEDTAX PAYABLE	6,175	7,936	18,243	6,009	12,433	0	6,101	12,292	18,044	23,697	5,652	0	0		0
MRMC EMPLOYEE/PT ACCTS	938	938	938	937	941	0	(307)	(301)	(88)	(10)	(37)	(37)	42		42
RESIDENT CASH PAYABLE	4,603	4,603	4,233	4,426	12,618	4,663	4,785	6,781	11,615	5,170	5,046	5,511	10,347		5,684
ACCRUED PAYROLL/TAXES	106,997	99,243	107,053	(30,941)	32,205	87,167	2,833	24,367	(165,707)	62,444	74,954	93,953	78,013		(9,154)
ACCRUED VACATION & SICK	240,082	246,308	242,758	241,490	239,677	234,097	235,456	228,282	230,441	231,704	238,166	241,075	245,223		11,126
ACCRUED INTEREST (BONDS)	8,117	0	0	0	0	321	321	0	0	0	0	0	0		(321)
TOTAL CURRENT LIABILITIES	768,592	755,771	813,783	738,149	975,121	858,800	784,865	664,464	453,601	568,490	597,438	624,987	528,275		(330,525)
LONG TERM DEBT															
MEDICARE/MEDICAID PAYABLE	0	0	0	0	(10,172)	488,423	458,520	405,492	350,276	181,853	(3,896)	(3,896)	(3,896)		(492,319)
PROPERTY PAYABLE	(12,365)	(12,365)	(12,365)	(12,365)	0	0	0	0	0	0	0	0	0		0
N/P HEMATOLOGY ANALYZER	0	0	0	0	0	0	0	0	0	0	0	0	0		0
N/P INTERCAP 2013	61,182	42,576	42,576	42,576	31,252	15,762	15,762	12,640	12,640	12,640	12,640	12,640	12,640		(3,121)
N/P INTERCAP-BOILER	0	0	0	0	0	83,696	83,696	83,696	83,696	83,696	83,696	83,696	83,696		0
N/P INTERCAP-CT	0	0	0	0	0	0	0	0	0	0	82,500	297,000	330,000		330,000
N/P INTERCAP-PROPERTY	9,154	6,933	6,933	6,933	7,001	7,001	7,001	4,724	4,724	4,724	4,724	4,724	4,724		(2,278)
TOTAL LONG TERM DEBT	57,971	37,145	37,145	37,145	28,082	594,882	564,979	506,552	451,336	282,913	179,664	394,164	427,164		(167,718)
EQUITY															
FUND BALANCE	1,789,638	1,811,289	1,818,420	1,816,511	1,815,402	1,926,758	1,769,746	1,769,746	1,769,746	1,769,746	1,769,746	1,769,746	1,769,746		(157,012)
NET INCOME (LOSS)	240,284	341,669	322,748	523,230	532,002	(157,012)	142,375	223,530	178,388	39,335	177,298	484,543	647,171		804,183
TOTAL FUND BALANCE	2,029,922	2,152,958	2,141,168	2,339,740	2,347,404	1,769,746	1,912,121	1,993,275	1,948,134	1,809,081	1,947,044	2,254,289	2,416,917		647,171
TOTAL LIABILITIES & EQUITY	2,856,486	2,945,874	2,992,096	3,115,034	3,350,607	3,223,428	3,261,964	3,164,291	2,853,071	2,660,484	2,724,146	3,273,440	3,372,357		148,929

MRMC Revenue and Deductions Trending

	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Trend Line	Change from Prior Month to Current Month
Gross Revenue	461,012	437,231	407,172	477,166	468,838	517,779	456,838	412,231	387,324	465,316	429,130	499,528		70,398
Accounting JE's for Allowance	(13,133)	(12,115)	(12,027)	(11,401)	(11,463)	(11,033)	(11,308)	(10,970)	(10,694)	(11,070)	(8,214)	(20,762)		(12,548)
Insurance Contractual Adjustments	35,949	(48,362)	45,136	(41,422)	(52,693)	36,476	46,379	(37,464)	(96,243)	(56,225)	(66,873)	55,424		122,297
Total Deductions	22,816	(60,477)	33,109	(52,823)	(64,156)	25,443	35,071	(48,434)	(106,937)	(67,295)	(75,087)	34,662		109,749
Net Revenue	483,828	376,754	440,281	424,343	404,682	543,222	491,909	363,797	280,387	398,021	354,043	534,190		180,147
Journal Entry % of Gross	2.85%	2.77%	2.95%	2.39%	2.44%	2.13%	2.48%	2.66%	2.76%	2.38%	1.91%	4.16%		2.24%
Insurance Contractual % of Gross	-7.80%	11.06%	-11.09%	8.68%	11.24%	-7.04%	-10.15%	9.09%	24.85%	12.08%	15.58%	-11.10%		-26.68%

P:\MRMC\Finance and Board\Revenue and Adjustments Trending.xlsx]Sheet1

Missouri River Medical Center
Board of Trustees
January 24, 2017

A regular meeting of the Board of Trustees of the Missouri River Medical Center was held on January 24, 2017 in the Reach Education Room of MRMC. The meeting was called to order by Chairman, Mike O'Hara at 3:05 PM.

Members: Members present were Mike O'Hara, Nikki Stovall, Mavis Engellant, and Larry Bauer. Also present were Louie King, CEO; Janice Woodhouse, COO-DON; Shari Dolan, CFO; Bryan Cartwright, IT; and Star Taylor, Recorder.

Guests: Bethany DeBourde from the River Press.

Minutes: Minutes of the November 22nd meeting were reviewed.

MOTION: The MRMC Board of Trustees approve the minutes of the November 22, 2016 meeting as written. Motion was made by Mavis Engellant, second by Larry Bauer. Motion passed unanimously.

Foundation Report: There is no report at this time.

Board Action Items:

- **Projects:** Bryan stated that we are waiting on the financial audit along with a business plan before we can proceed with the CDBG grant. We have been approved for the ESPC monies and have hired Amerisco to precede with the energy improvements.
- **Improvements/equipment:** The CT scan has been installed and it working. There have 6 scans done with the new machine. Janice commented that it has saved us from having to transport a patient to Benefis and everyone is quite pleased with the clearness of the imaging. The secondary boiler that the facility has in the basement has had some major problems. Dave's Combustion came in to repair it and stated that 20 of the tubes are bad and if can't be repaired. Janice called the State and was told that we have to have a secondary boiler so at this point Dave's Combustion is on call 24/7. The price on a new boiler is around \$82,000.

MOTION: The MRMC Board of Trustees approved the purchase of a new boiler from Dave's Combustion. Motion was made by Larry Bauer, second by Nikki Stovall. Motion passed unanimously.

- **MCAP Funding:** Bryan has been working with Eryn Nissen and we may qualify for some funding from MCAP.

MOTION: The MRMC Board of Trustees approves pursuing the application for Montana Capital Assistance Program and gives the Chairman of the Board, Mike O'Hara permission to sign any documents involved with this application.

- Medical Staff has approved privileges for the following providers: Avera eEmergency Telemedicine, Benjamin Shives, MD; vRAD Physician, Elikem Gbeddy; and Stanley E Brammeier.

MOTION: The MRMC Board of Trustees approves the appointments of Benjamin Shives, MD, Elikem Gbeddy, and Stanley E Brammeier to the Medical Staff. Motion was made by Mavis Engellant, second by Nikki Stovall. Motion passed unanimously.

- While trying to get signature card for the payroll and accounts payable bank accounts up-to-date it was brought that there are another 4 accounts at First Security Bank that need to have the signature card updated.

RESOLUTION: Resolution is attached. Motion made by Nikki Stovall, second by Mavis Engellant. Motion passed unanimously.

- Shari Dolan submitted two personnel policies that are being updated, Employee Discount and the Travel policies. Shari explained what the changes or clarifications were.

MOTION: The MRMC Board of Trustees approves the Employee Discount and Travel Policies and Procedures. Motion was made by Larry Bauer, second by Nikki Stovall. Motion passed unanimously.

- Shari asked to Board to allow her to request for proposal for a new auditing and Cost Report firm.

MOTION: The MRMC Board of Trustees approves letting Shari Dolan, CFO request proposals for the annual audit and Cost Report. Motion was made by Mavis Engellant, second by Larry Bauer. Motion passed unanimously.

COO-Nursing Service Report:

- Right before Christmas we had our CAH Licensing Survey. We received 1 deficiency for an outdated catheter. The deficiency was fixed before the surveyor left and the POC has been submitted but we have not heard if the POC was accepted. This was just a licensing survey so we could have another survey at any given time so everyone is practicing survey readiness.
- We have a FNP coming for an in-depth interview tomorrow. Janice, Louie, and Dr. Bird were part of the phone interview and would really like to see her come here.
- Janice is still covering a few shifts on the floor and in the lab but staffing is improving.
- Our QA program is in-line with what we should be doing.

Financial Services Report:

- **Financial Statement** – Gross Operating Revenue for December was \$426,944 with Contractual Adjustments of \$12,472, other deductions of \$30,254 and Operating Expenses of \$415,896 which resulted in a net operating loss of \$61,852. With the addition of tax subsidies and non-operating revenues & expenses, December ended with a net gain of \$307,245. Our year-to-date gain is \$242,691.
- **Outpatient & Inpatient Services:** Emergency Department visits were 34 for December. Physical Therapy visits were 205. Inpatient days were 10; Swing bed days were 21, Long-term Skilled Nursing days 680 for a total of 711 Patient days.
- **Clinic Services:** Benton Medical Center had 341 provider visits in December.
- Shari explained the new Balance Sheet Trending she is doing and will continue to do.
- Our agreement with Benefis is current.
- Shari hopes to have a draft of the audit sometime next week.

CEO Report:

- Louie thanked those who were able to attend the Governance Conference.
- The Board of Trustees By-Laws has not been updated in a long time so Cathy Lewis is reviewing them and they should be ready at the next board meeting.
- Louie called for executive session.

MOTION: The MRMC Board of Trustees approves going into executive session. Motion was made by Larry Bauer, second by Nikki Stovall. Motion passed unanimously.

MOTION: The MRMC Board of Trustees approves coming out of executive session. Motion was made by Larry Bauer, second by Nikki Stovall. Motion passed unanimously.

MOTION: The MRMC Board of Trustees approves adjourning this meeting. Motion made by Larry Bauer, second by Nikki Stovall. Motion passed unanimously.

The next meeting is scheduled for Tuesday, February 21, 2017; at 3:00pm.

Respectfully Submitted,

Mike O'Hara, Chairman

Star Taylor, Recorder

Key Financial Metrics

Financial Ratio	MRRMC (YTD 2017)	MRRMC (Prior YTD)	2012	2012
			U.S. Median	MT Median
Operating Margin (%)	2.4%	-4.7%	1.1%	-3.3%
Profit Margin (%)	21.8%	8.4%	2.6%	1.0%
Days in Net Accounts Receivable	71.5	78.9	52.7	54.2
Days of Cash on Hand	45.5	29.1	69.1	76.9