

Kalkaska Memorial Health Center

Balance Sheet

	April 30, 2025	June 30, 2024
Assets		
Current Assets		
Cash and Cash Equivalents	\$ 18,592,404	\$ 18,320,675
Short-Term Investments	8,583,157	6,515,371
Accounts Receivable	17,958,097	14,119,177
Third Party Settlements	4,337,853	3,853,844
Due from Affiliates	37,106	24,363
Inventory	496,298	484,119
Other Current Assets	344,459	336,864
Total Current Assets	50,349,374	43,654,413
Investments	9,608,969	10,968,237
Capital Assets (net of Accumulated Depreciation)	48,505,631	51,188,437
Land	1,444,948	1,444,948
Construction In Progress	4,528,047	1,303,680
Other Assets		
Restricted Cash	2,790,250	2,444,879
Other Assets	241,332	264,696
Total Other Assets	3,031,582	2,709,575
Total Assets	\$ 117,468,551	\$ 111,269,290
Liabilities and Net Assets		
Current Liabilities		
Current Maturities - Long-Term Debt	\$ 2,387,359	\$ 2,387,359
Trade Accounts Payable	1,144,106	1,871,392
Accrued Compensation	5,724,342	4,521,276
Third Party Liabilities	5,142,573	4,820,845
Due to Affiliates	6,246,062	4,715,160
Other Current Liabilities	2,279,046	1,398,951
Total Current Liabilities	22,923,488	19,714,983
Long-Term Debt - Less Current Maturities	11,549,067	13,715,734
Other Long-Term Liabilities	20,000	20,000
Deferred Liabilities	12,251	9,617
Total Liabilities	34,504,806	33,460,334
Net Assets		
Invested in Capital Assets, net of Related Debt	46,171,205	43,462,977
Unrestricted	36,792,540	34,345,979
Total Net Assets	82,963,745	77,808,956
Total Liabilities and Net Assets	\$ 117,468,551	\$ 111,269,290

Kalkaska Memorial Health Center
Statement of Operations

	Month of April 2025				Year to Date Ended April 30, 2025			
	Actual	Budget	Variance	Prior Year	Actual	Budget	Variance	Prior Year
Operating Revenue								
Inpatient	\$ 255,286	\$ 145,101	\$ 110,185	\$ 151,065	\$ 2,116,199	\$ 1,465,103	\$ 651,096	\$ 1,380,993
Outpatient	10,025,056	8,491,414	1,533,642	8,021,939	91,504,091	85,699,120	5,804,971	80,355,648
Professional	1,994,194	1,769,283	224,911	1,607,211	18,475,109	17,920,126	554,983	15,445,888
Long Term Care	1,307,789	1,266,669	41,120	1,009,059	13,263,131	12,832,121	431,010	10,158,041
Dialysis Center	419,818	505,907	(86,089)	479,255	4,419,572	5,120,778	(701,206)	4,931,246
Ambulance	345,578	402,051	(56,473)	288,429	3,830,074	4,074,565	(244,491)	3,731,702
Retail Pharmacy	420,178	214,775	205,403	250,485	3,423,928	2,175,859	1,248,069	2,168,375
Assisted Living	93,649	95,501	(1,852)	98,098	1,009,862	967,657	42,205	954,776
	14,861,548	12,890,701	1,970,847	11,905,541	138,041,966	130,255,329	7,786,637	119,126,669
Revenue Deductions:								
Contractual Allowances	6,472,598	5,672,323	(800,275)	4,945,643	60,078,070	57,462,362	(2,615,708)	52,600,296
Provision Charity Care	123,306	28,774	(94,532)	51,685	832,511	291,577	(540,934)	298,388
Provision for Bad Debt	406,417	248,509	(157,908)	237,758	2,904,134	2,519,132	(385,002)	1,989,102
	7,002,321	5,949,606	(1,052,715)	5,235,086	63,814,715	60,273,071	(3,541,644)	54,887,786
Net Patient Revenues	7,859,227	6,941,095	918,132	6,670,455	74,227,251	69,982,258	4,244,993	64,238,883
Other Operating Revenues	308,311	341,138	(32,827)	284,528	3,267,022	3,081,701	185,321	3,494,363
Total Operating Revenue	8,167,538	7,282,233	885,305	6,954,983	77,494,273	73,063,959	4,430,314	67,733,246
Operating Expenses								
Salaries and Wages	4,106,708	3,946,145	(160,563)	3,365,770	38,690,554	38,302,605	(387,949)	33,754,476
Fringe Benefits	913,931	902,503	(11,428)	755,114	8,565,984	9,025,030	459,046	7,889,997
Contract Labor	52,245	40,903	(11,342)	36,527	429,951	409,590	(20,361)	301,880
Physician Fees	83,668	78,850	(4,818)	59,256	928,687	788,500	(140,187)	751,878
Purchased Services	679,697	576,807	(102,890)	526,159	5,793,337	5,850,710	57,373	5,813,182
Pharmaceuticals	980,343	746,368	(233,975)	412,480	8,490,792	7,470,773	(1,020,019)	6,647,993
Supplies	395,871	376,831	(19,040)	419,085	4,247,639	3,818,700	(428,939)	3,733,667
Occupancy	108,375	102,229	(6,146)	94,697	962,507	1,037,340	74,833	947,303
Equipment, Software & Maintenance	154,480	101,292	(53,188)	101,707	1,027,496	1,110,544	83,048	868,435
Depreciation	350,366	328,211	(22,155)	313,649	3,562,001	3,282,065	(279,936)	2,872,924
Insurance	62,983	81,428	18,445	81,294	840,511	814,280	(26,231)	783,626
Other	52,371	56,332	3,961	40,706	458,646	582,772	124,126	523,676
	7,941,038	7,337,899	(603,139)	6,206,444	73,998,105	72,492,909	(1,505,196)	64,889,037
Less Shared Services	-	-	-	-	-	-	-	-
Total Operating Expenses	7,941,038	7,337,899	(603,139)	6,206,444	73,998,105	72,492,909	(1,505,196)	64,889,037
Income from Operations before Grant Revenue from COVID-19	226,500	(55,666)	282,166	748,539	3,496,168	571,050	2,925,118	2,844,209
Grant Revenue COVID-19	-	-	-	-	-	-	-	750,000
Operating Income	226,500	(55,666)	282,166	748,539	3,496,168	571,050	2,925,118	3,594,209
Non-Operating Income (Expense)								
Reserved for Bond Debt	141,976	128,333	13,643	128,223	1,419,174	1,283,330	135,844	1,281,506
Interest on Debt Related to Capital Assets	(46,946)	(46,946)	-	(53,816)	(484,732)	(484,733)	1	(553,438)
Unrealized Gain/Loss on LT Investments	10,073	-	10,073	(36,224)	117,246	-	117,246	142,611
Tax Levy Revenue	801	789	12	783	8,014	7,890	124	7,827
Bond Issuance Cost	-	-	-	-	-	-	-	-
Contributions	-	167	(167)	-	1,636	1,670	(34)	2,373
Other Income (Loss)	35,649	37,500	(1,851)	67,216	597,283	375,000	222,283	593,217
Total Non-Operating Income (Expense)	141,553	119,843	21,710	106,182	1,658,621	1,183,157	475,464	1,474,096
Total Increase (Decrease) in Net Assets	\$ 368,053	\$ 64,177	\$ 303,876	\$ 854,721	\$ 5,154,789	\$ 1,754,207	\$ 3,400,582	\$ 5,068,305

Statement of Cash Flows

Ten Months Ending
April 30, 2025

Cash flow from operating activities

Received from patients and third-party payors	\$ 70,213,307
Payments to employees	(46,053,472)
Payments to suppliers for services and goods	(21,512,995)
Other receipts from operations	3,275,036
Net cash provided by operating activities	5,921,876

Cash flow from capital and related financing activities

Acquisition and construction of capital assets	(4,078,562)
Proceeds from sale of capital assets	-
Proceeds from county bond tax levy	1,419,174
Interest paid on long-term debt	(484,732)
Retirement of long-term debt	-
Issuance costs paid on long-term debt	-
Principal payments on bonds and notes payable	(2,166,667)
Net cash used in capital and related financing activities	(5,310,787)

Cash flow from investing activities

Investment income	714,529
Purchase of short-term investments	(2,067,786)
Net activity of investments internally designated for capital acquisitions	1,359,268
Purchase of Intangibles	-
Net cash provided by investing activities	6,011

Net increase in cash and cash equivalents	617,100
Cash and cash equivalents at beginning of year	20,765,554
Cash and cash equivalents at end of period	\$ 21,382,654

Reconciliation of operating income to net cash flows from operating activities

Operating income	\$ 3,496,168
Adjustments to reconcile operating income to net cash provided by operating activities:	
Depreciation	3,537,001
Provision for uncollectible accounts	2,904,134
Amortization	25,000
Operating tax levy	8,014
Net gains and losses on sale of PPE	-
(Increase) decrease in assets:	
Patient accounts receivable	(6,755,797)
Third-party settlements	(484,009)
Inventory	(12,179)
Other current assets	(7,595)
Increase (decrease) in liabilities:	
Trade accounts payable	803,616
Accrued Compensation	1,203,066
Third Party Settlements	321,728
Other accrued liabilities	882,729
Net cash provided by operating activities	\$ 5,921,876

Kalkaska Memorial Health Center**Statement of Changes in Net Assets
Ten Months Ending April 30, 2025**

	Invested in Capital Assets, net of Related Debt	Unrestricted	Total Net Assets
Net Assets at June 30, 2023	\$ 28,202,809	\$ 43,181,354	\$ 71,384,163
Acquisition and construction of capital assets	11,097,151		11,097,151
Depreciation	(3,845,280)		(3,845,280)
Sale of Capital Assets	(10,307)		(10,307)
Net Change in Debt	2,389,599		2,389,599
Increase (Decrease) in Net Assets Net of Amounts Invested in Capital Assets		(3,206,370)	(3,862,284)
Increase (Decrease) in Net Assets	9,631,163	(3,206,370)	5,768,879
Net Assets at June 30, 2024	37,833,972	39,974,984	77,808,956
Acquisition and construction of capital assets	4,078,562		4,078,562
Depreciation	(3,537,001)		(3,537,001)
Sale of Capital Assets	-		-
Capital Grants	-		-
Net Change in Debt	2,166,667		2,166,667
Increase (Decrease) in Net Assets Net of Amounts Invested in Capital Assets		2,446,561	2,446,561
Increase (Decrease) in Net Assets	2,708,228	2,446,561	5,154,789
Net Assets at April 30, 2025	\$ 40,542,200	\$ 42,421,545	\$ 82,963,745

Kalkaska Memorial Health Center

Statistical Report

	Month of April 2025				Year to Date Ended April 30, 2025			
	Actual	Budget	Variance	Prior Year	Actual	Budget	Variance	Prior Year
ADMISSIONS:								
Acute Care	32	16	16	16	232	159	73	151
Long Term Care	27	18	9	19	209	185	24	177
Observation	21	14	7	18	221	139	82	176
PATIENT DAYS:								
Acute Care	91	56	35	48	811	568	243	526
Long Term Care-Skilled	359	207	152	196	3,175	2,098	1,077	1,993
Long Term Care-Basic	1,839	2,170	(331)	2,046	19,862	21,986	(2,124)	21,500
Observation	63	49	14	59	466	499	(33)	474
AVERAGE LENGTH OF STAY:								
Acute Care	2.8	3.5	(0.7)	3.0	3.5	3.6	(0.1)	3.5
DAILY AVERAGE CENSUS:								
Acute Care	3.0	1.9	1.2	1.6	2.7	1.9	0.8	1.7
Long Term Care	73.3	79.2	(6.0)	74.7	75.8	79.2	(3.4)	77.3
PERCENT OF OCCUPANCY:								
Acute Care	37.9%	23.3%	14.6%	20.0%	33.3%	23.4%	10.0%	21.6%
Long Term Care	70.4%	76.2%	-5.7%	71.9%	72.9%	76.2%	-3.3%	74.3%
ANCILLARY DEPARTMENT VOLUME:								
Emergency Room	1,227	1,455	(228)	1,399	13,761	14,741	(980)	13,875
Walk-in Clinic	421	417	4	307	4,910	4,226	684	4,153
Primary Care Physician RVU's	11,080	7,084	3,996	7,761	93,891	71,783	22,108	71,195
Primary Care Physician Encounters	5,557	4,233	1,324	4,940	49,359	42,894	6,465	42,641
Specialty Clinics	337	418	(81)	408	3,368	4,237	(869)	4,018
KMA Clinic RVU's	10,101	8,310	1,791	9,150	89,844	84,208	5,636	83,033
Total Outpatient Visits	8,121	7,316	805	7,542	78,256	74,136	4,120	72,918
Surgical Procedures	185	167	18	170	1,653	1,695	(42)	1,591
Radiology	3,211	3,237	(26)	2,933	32,215	32,796	(581)	31,381
Laboratory	22,552	19,923	2,629	20,983	212,416	201,887	10,529	201,660
Physical Therapy	5,499	4,623	876	4,544	49,093	46,839	2,254	42,930
Chemo Therapy	422	457	(35)	422	5,010	4,630	380	4,368
Dialysis Treatments	375	444	(69)	428	3,898	4,494	(596)	4,410
Ambulance Transports	219	238	(19)	178	2,375	2,412	(37)	2,281
Assisted Living Days	870	906	(36)	900	9,387	9,180	207	9,025
Cost per adjusted IP and LTC day:								
	332.56	301.33	31.23	224.58	315.28	295.07	20.22	236.84
TOTAL FTE'S:								
	567	541	25	490	540	529	11	489

Kalkaska Memorial Health Center

Additional Financial Information

April 30, 2025

MTD % increase in net revenue vs. prior year	17.82%
MTD % increase in expense vs. prior year	27.95%
	-10.13%
YTD % increase in net revenue vs. prior year	15.55%
YTD % increase in expense vs. prior year	14.04%
	1.51%
LTC Expense per Critical Unit - MTD	\$ 379.50
LTC Expense per Critical Unit - YTD	\$ 337.06
Ambulance Days in AR YTD	74.09
Dialysis number of patients - MTD	57
Dialysis net income - MTD	\$ (44,918)
Dialysis net income - YTD	\$ (235,157)
Assisted Living net income - MTD	\$ (39,695)
Assisted Living net income - YTD	(440,196)
Average Age of Plant (as of 4/30/25)	10.13
Debt to Capitalization Ratio	0.14

Net Revenue Analysis

Month of April 2025

Service Line Revenue % of Total	Actual	Budget	Variance
Inpatient	1.7%	1.1%	0.6%
Outpatient	67.5%	65.9%	1.6%
Professional	13.4%	13.7%	-0.3%
Long-Term Care	8.8%	9.8%	-1.0%
Dialysis Center	2.8%	3.9%	-1.1%
Ambulance	2.3%	3.1%	-0.8%
Retail Pharmacy	2.8%	1.7%	1.2%
Assisted Living	0.6%	0.7%	-0.1%
	100.0%	100.0%	0.0%

Revenue Deductions as % of Gross Revenue

Contractual Allowances	43.6%	44.0%	0.5%
Charity Care	0.8%	0.2%	-0.6%
Bad Debt	2.7%	1.9%	-0.8%
Total Revenue Deductions	47.1%	46.2%	-1.0%

Year to Date Ended April 30, 2025

Service Line Revenue % of Total	Actual	Budget	Variance
Inpatient	1.5%	1.1%	0.4%
Outpatient	66.3%	65.8%	0.5%
Professional	13.4%	13.8%	-0.4%
Long-Term Care	9.6%	9.9%	-0.2%
Dialysis Center	3.2%	3.9%	-0.7%
Ambulance	2.8%	3.1%	-0.4%
Retail Pharmacy	2.5%	1.7%	0.8%
Assisted Living	0.7%	0.7%	0.0%
	100.0%	100.0%	0.0%

Revenue Deductions as % of Gross Revenue

Contractual Allowances	43.5%	44.1%	0.6%
Charity Care	0.6%	0.2%	-0.4%
Bad Debt	2.1%	1.9%	-0.2%
Total Revenue Deductions	46.2%	46.3%	0.0%

Kalkaska Memorial Health Center

Payor Mix Schedule

YTD 2025 Revenue %	MCare	MCareHMO	Medicaid	Medicaid Adv	BC	Comm	Priority	Private	Total
Acute including EMS	22.84%	29.41%	0.08%	16.59%	13.76%	8.21%	6.74%	2.39%	100.00%
LTC	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
ER	14.45%	19.82%	0.00%	27.84%	15.92%	7.71%	8.05%	6.21%	100.00%
OR	15.13%	24.64%	0.00%	17.19%	16.72%	6.96%	18.50%	0.86%	100.00%
YTD 2024 Revenue %	MCare	MCareHMO	Medicaid	Medicaid Adv	BC	Comm	Priority	Private	Total
Acute including EMS	22.33%	26.91%	0.03%	19.99%	14.39%	8.14%	6.36%	1.85%	100.00%
LTC	9.43%	14.84%	53.55%	0.00%	0.34%	8.07%	0.00%	13.76%	100.00%
ER	15.00%	17.82%	0.00%	33.20%	15.72%	7.12%	6.97%	4.18%	100.00%
OR	19.42%	27.18%	0.00%	19.24%	18.56%	6.16%	8.01%	1.44%	100.00%
YTD 2023 Revenue %	MCare	MCareHMO	Medicaid	Medicaid Adv	BC	Comm	Priority	Private	Total
Acute including EMS	25.25%	24.14%	0.04%	19.91%	14.01%	6.06%	8.92%	1.68%	100.00%
LTC	7.28%	11.20%	58.48%	0.00%	0.07%	9.15%	0.00%	13.82%	100.00%
ER	17.14%	17.03%	0.00%	34.33%	14.75%	6.07%	7.65%	3.03%	100.00%
OR	21.33%	23.12%	0.00%	16.23%	21.26%	5.71%	11.70%	0.64%	100.00%
YTD 2022 Revenue %	MCare	MCareHMO	Medicaid	Medicaid Adv	BC	Comm	Priority	Private	Total
Acute including EMS	26.04%	22.85%	0.10%	20.11%	13.85%	6.29%	8.83%	1.93%	100.00%
LTC	13.03%	14.23%	55.03%	0.00%	0.00%	5.07%	0.00%	12.65%	100.00%
ER	18.60%	16.15%	0.00%	32.30%	14.86%	6.58%	8.22%	3.29%	100.00%
OR	20.68%	28.47%	0.00%	15.15%	17.74%	6.79%	10.48%	0.69%	100.00%
YTD 2021 Revenue %	MCare	MCareHMO	Medicaid	Medicaid Adv	BC	Comm	Priority	Private	Total
Acute including EMS	29.64%	22.29%	0.34%	16.97%	13.17%	6.53%	8.10%	2.96%	100.00%
LTC	11.30%	10.50%	59.94%	0.00%	0.00%	4.48%	0.00%	13.78%	100.00%
ER	20.22%	15.93%	0.00%	30.26%	14.16%	7.54%	8.00%	3.90%	100.00%
OR	23.11%	22.39%	0.00%	18.84%	15.90%	7.80%	11.60%	0.36%	100.00%