Kalkaska Memorial Health Center

				Balance Shee
	June 30, 2025		Jı	une 30, 2024
Assets				
Current Assets				
Cash and Cash Equivalents	\$	16,868,683	\$	18,320,675
Short-Term Investments		8,662,467		6,515,371
Accounts Receivable		17,838,196		14,119,177
Third Party Settlements		5,449,291		3,853,844
Due from Affiliates		29,839		24,363
Inventory		613,558		484,119
Other Current Assets	-	204,754		336,864
Total Current Assets		49,666,788		43,654,413
nvestments		9,702,702		10,968,237
Capital Assets (net of Accumulated Depreciation)		50,420,533		51,188,437
and		1,444,948		1,444,948
Construction In Progress		3,236,726		1,303,680
Other Assets				
Restricted Cash		1,954,077		2,444,879
Other Assets		234,745		264,696
Total Other Assets		2,188,822		2,709,575
Total Assets	\$	116,660,519	\$	111,269,290
Liabilities and Net Assets				
Current Liabilities				
Current Maturities - Long-Term Debt	\$	2,410,000	\$	2,387,359
Trade Accounts Payable		1,433,423		1,871,392
Accrued Compensation		5,115,307		4,521,276
Third Party Liabilities		3,897,807		4,820,845
Due to Affiliates		5,108,902		4,715,160
Other Current Liabilities		2,127,244		1,398,951
Total Current Liabilities		20,092,683		19,714,983
ong-Term Debt - Less Current Maturities		11,299,167		13,715,734
Other Long-Term Liabilities		20,000		20,000
Deferred Liabilities		10,648		9,617
Total Liabilities		31,422,498		33,460,334
Net Assets Invested in Capital Assets, net of Related Debt		47,022,045		43,462,977
Unrestricted		38,215,976		34,345,979
Total Net Assets		85,238,021		77,808,956

Statement of Operations

Post		Month of June 2025						Year to Date Ended June 30, 2025									
Injustient			Actual		Budget		Variance		Prior Year		Actual		Budget		Variance	F	Prior Year
Injustient	Operating Revenue																
Chaptelement S.426.261 S.420.267 G.2394 9,367.066 111,972.165 102.842.685 9,124.460 9,357.085 Professional 2,283.66 1,769.226 2,040 1,709.068 22,845.72 21,509.420 1,369.63 1	Inpatient	\$	347,073	\$	145,101	\$	201,972	\$	147,192	\$	2,732,216	\$	1,759,407	\$	972,809	\$	1,785,277
Long Term Carre	Outpatient		8,482,691				62,394		9,367,086		111,972,165		102,842,685		9,129,480		99,357,895
Dispise Center 46,757 505,907 (79.150) 486,339 5,330,108 6,148,561 (818,453) 5,224,428 Ambulance 402,856 402,051 805 338,488 4,516,00 4,962,118 (27.3681) 4,448,409 Relate Pharmacy 37.943 214,775 143,168 283,388 4,206,665 2,612,400 15,942,502 7,022,88 Assisted Living 10,1560 98,501 10,1560 10,089 102,223 1,127 11,161,162 15,300 1,102,116 1,102,100 1,102,100 1,102,116 1,102,100 1,102,116 1,102,100 1,102,116 1,102,100 1,102,116 1,102,100 1,102,116 1,102,100 1,102,116 1,102,100 1,102,116 1,102,100 1,102,116 1,102,100 1,102,116 1,102,100 1,102,116	Professional		2,283,826		1,759,226		524,600		1,720,068		22,846,373		21,509,420		1,336,953		19,054,135
Deliya's Centrer 426,757 505,907 (79,150) 466,399 5,330,108 6,148,561 (818,453) 524,428 Ambulance 402,866 402,061 805 338,488 4,018,00 4,986,181 (27,381) 4,448,409 Relate Pharmacy 37,943 214,775 143,168 263,308 4,006,665 2,612,406 15,942,596 27,062,288 4,206,665 2,612,406 15,942,596 27,062,288 4,206,665 2,612,406 15,942,596 27,062,288 4,206,665 2,612,406 15,942,596 27,062,288 4,206,665 2,612,406 15,942,596 27,062,288 4,206,665 2,612,406 15,942,596 2,612,206 16,267 2,612,206 2,	Long Term Care		1,310,969		1,266,669		44,300		1,034,606		15,964,440		15,407,231		557,209		12,123,739
Relating Part Par			426,757		505,907		(79,150)		486,399		5,330,108		6,148,561		(818,453)		5,924,428
Assiled Living	Ambulance		402,856		402,051		805		383,488		4,618,500		4,892,181		(273,681)		4,448,409
Assiled Living	Retail Pharmacy		357,943		214,775		143,168		263,808		4,206,665		2,612,406				2,760,288
Revenue Deduktions:									102,823								
Contractual Allowances	· ·		13,713,705		12,809,527		904,178		13,505,470			•	156,333,712		12,551,882	1	
Provision Charity Care 51,166 28,774 (22,922) 69,944 945,966 350,048 695,822 407,192 Provision Charity Care 524,064 248,559 (295,155) 170,967 170,9232 72,361,673 (5437,595) 68,634,402 61,903 77,793,187 77,793,187 68,692,201 923,896 6,693,109 91,086,302 83,972,039 77,143,223 77,198,1645 77,793,187	Revenue Deductions:																
Provision for Bad Debt	Contractual Allowances		5,325,688		5,662,953		337,265		6,671,430		73,130,153		68,987,000		(4,143,153)		65,652,764
NePatient Revenues	Provision Charity Care		51,166		28,774		(22,392)		69,964		945,966		350,084		(595,882)		407,192
Net Patient Revenues 7,793,187 6,869,291 923,896 6,593,109 91,086,362 83,972,039 7,114,323 77,981,645 Other Operating Revenue 8,885,93 243,955 144,638 332,415 3,994,448 3,640,016 354,432 4,126,617 Total Operating Expenses Salaries and Wages 3,902,669 3,762,113 (120,556) 3,368,496 10,666,918 10,803,036 163,118 9,697,403 Contract Labor 46,851 49,903 (5,248) 332,11 523,582 491,541 (32,041) 372,564 Physician Fees 101,894 78,850 (23,044) 85,005 1,141,056 946,000 14,865 919,511 Purchased Services 657,601 565,473 (72,128) 533,497 7,043,584 7,020,436 (23,148) 6,856,292 Pharmaceuticals 713,735 728,161 14,268 679,000 14,793 1,160,660 1,141,060 1,14	Provision for Bad Debt		543,664		248,509		(295,155)		170,967		3,723,113		3,024,589		(698,524)		2,574,686
Cher Operating Revenues 388.593 243.955 144.638 332.415 3.994.448 3.640.016 354.432 4.126.617 Total Operating Revenue 8.181.780 7.113.246 1.068.534 6.925.524 95.080.810 87.612.055 7.468.755 82.108.262			5,920,518		5,940,236		19,718		6,912,361		77,799,232		72,361,673		(5,437,559)		68,634,642
Total Operating Revenue 8,181,780 7,113,246 1,068,534 6,925,524 95,080,810 87,612,055 7,468,755 82,108,282	Net Patient Revenues		7,793,187		6,869,291		923,896		6,593,109		91,086,362		83,972,039		7,114,323		77,981,645
Separating Expenses	Other Operating Revenues		388,593		243,955		144,638		332,415		3,994,448		3,640,016		354,432		4,126,617
Salaries and Wages 3,902,669 3,782,113 (120,556) 3,388,488 46,593,592 46,030,863 (562,729) 40,685,879 77,045,679	Total Operating Revenue		8,181,780		7,113,246		1,068,534		6,925,524		95,080,810		87,612,055		7,468,755		82,108,262
Finge Benefits																	
Contract Labor 48,851 40,903 (5,948) 38,211 523,882 491,541 (32,041) 372,564 Physician Fees 101,894 78,850 (23,044) 85,805 1,141,056 946,200 (144,866) 919,511 Purchased Services 657,601 585,473 72,128 533,497 7,043,684 7,020,436 (23,148) 6,865,292 Pharmaceuticals 713,735 728,161 14,426 679,081 10,167,117 8,956,462 (1,210,655) 8,129,572 8,																	
Physician Fees 101,894 78,850 23,044 88,805 1,141,056 946,200 (194,856) 919,511 Purchased Services 657,601 585,473 77,218 533,497 7,043,584 7,020,346 (23,148) 6,866,292 Pharmaceuticals 713,735 728,161 14,426 679,081 10,167,117 8,956,462 (1,210,655) 8,129,572 Supplies 467,213 376,142 (91,071) 376,839 5,150,715 4,582,888 (567,827) 4,554,642 (0,210,655) 8,129,572 (0,200,200) (0,200,20																	
Purchased Services							(5,948)										
Pharmaceuticals															(194,856)		
Supplies 467,213 376,142 (91,071) 376,839 5,150,715 4,582,888 (567,827) 4,554,642 Occupancy 83,182 102,229 19,047 114,937 1,160,660 1,241,798 81,138 1,161,013 Equipment, Software & Maintenance (33,115) 100,292 133,407 147,593 1,240,193 1,311,285 71,092 1,181,403 Depreciation 460,646 328,213 (132,633) 674,552 4,373,216 3,938,490 (434,726) 3,957,780 1,181,403 1,114,403 1,181,403 1,181,403 1,181,403 1,181,403 1,181,403 1,181,403 1,181,403 1,181,403 1,181,403 1,181,403 1,181,403 1,181,403 1,181,403 1,181,403 1,181,403 1,181,403 1,181,403 1,181,403 1,181,40																	
Cocupancy Sa 102 19,047 114,937 1,160,660 1,241,788 81,138 1,161,013	Pharmaceuticals																
Equipment, Software & Maintenance (33,115) 100,292 133,407 147,593 1,240,193 1,311,285 71,092 1,181,403 Depreciation 460,846 328,213 (132,633) 674,552 4,373,216 3,938,490 (343,726) 3,857,780 Insurance 31,041 81,428 50,387 89,369 1,099,489 977,136 (92,353) 974,776 Other 91,544 56,332 (35,212) 58,758 601,159 694,949 93,790 630,841 Total Operating Expenses 7,363,363 7,162,639 (200,724) 6,961,699 89,731,281 87,022,084 (2,709,197) 79,021,376 Income from Operations before Grant Revenue from COVID-19 818,417 (49,393) 867,810 (36,175) 5,349,529 589,971 4,759,558 3,836,886 Cant Revenue COVID-19	Supplies																
Depreciation	Occupancy		83,182				19,047		114,937		1,160,660		1,241,798		81,138		1,161,013
Insurance	Equipment, Software & Maintenance		(33,115)								1,240,193				71,092		
Other 91,544 56,332 (35,212) 58,758 601,159 694,949 93,790 630,841 7,363,363 7,162,639 (200,724) 6,961,699 89,731,281 87,022,084 (2,709,197) 79,021,376 Less Shared Services - <td>Depreciation</td> <td></td> <td>460,846</td> <td></td> <td>,</td> <td></td> <td>, , ,</td> <td></td>	Depreciation		460,846		,		, , ,										
Contributions Contribution			,		,		50,387				1,069,489		,		(92,353)		,
Less Shared Services	Other																
Total Operating Expenses 7,363,363 7,162,639 (200,724) 6,961,699 89,731,281 87,022,084 (2,709,197) 79,021,376			7,363,363		7,162,639		(200,724)		6,961,699		89,731,281		87,022,084		(2,709,197)		79,021,376
Income from Operations before Grant Revenue From COVID-19			-		-		-				-		-		-		
From COVID-19 818,417 (49,393) 867,810 (36,175) 5,349,529 589,971 4,759,558 3,086,886 Grant Revenue COVID-19 - - - - - - - - - 750,000 Operating Income 818,417 (49,393) 867,810 (36,175) 5,349,529 589,971 4,759,558 3,836,886 Non-Operating Income (Expense) 818,417 (49,393) 867,810 (36,175) 5,349,529 589,971 4,759,558 3,836,886 Non-Operating Income (Expense) 818,417 (49,393) 867,810 (36,175) 5,349,529 589,971 4,759,558 3,836,886 Non-Operating Income (Expense) 818,417 (49,393) 867,810 (36,175) 5,349,529 589,971 4,759,558 3,836,886 Non-Operating Income Expense 174,520 128,333 46,187 182,217 1,734,612 1,539,996 194,616 1,591,947 1,591,478 1,591,478 1,591,478 1,591,478 <	Total Operating Expenses		7,363,363		7,162,639		(200,724)		6,961,699		89,731,281		87,022,084		(2,709,197)		79,021,376
Grant Revenue COVID-19 - - - - - - - - - - 750,000 Operating Income 818,417 (49,393) 867,810 (36,175) 5,349,529 589,971 4,759,558 3,836,886 Non-Operating Income (Expense) Reserved for Bond Debt 174,520 128,333 46,187 182,217 1,734,612 1,539,996 194,616 1,591,947 Interest on Debt Related to Capital Assets (24,454) (43,380) 18,926 (50,340) (552,905) (571,832) 18,927 (654,458) Unrealized Gain/Loss on LT Investments (41,460) - (41,460) (19,801) 53,031 - 53,031 82,548 Tax Levy Revenue 801 789 12 783 9,617 9,468 149 9,392 Bond Issuance Cost - <td>•</td> <td></td>	•																
Non-Operating Income 818,417 (49,393) 867,810 (36,175) 5,349,529 589,971 4,759,558 3,836,886 Non-Operating Income (Expense) Reserved for Bond Debt 174,520 128,333 46,187 182,217 1,734,612 1,539,996 194,616 1,591,947 Interest on Debt Related to Capital Assets (24,454) (43,380) 18,926 (50,340) (552,905) (571,832) 18,927 (654,458) Unrealized Gain/Loss on LT Investments (41,460) - (41,460) (19,801) 53,031 - 53,031 82,548 Tax Levy Revenue 801 789 12 783 9,617 9,468 149 9,392 Bond Issuance Cost -	from COVID-19		818,417		(49,393)		867,810		(36,175)		5,349,529		589,971		4,759,558		3,086,886
Non-Operating Income (Expense) Reserved for Bond Debt 174,520 128,333 46,187 182,217 1,734,612 1,539,996 194,616 1,591,947 Interest on Debt Related to Capital Assets (24,454) (43,380) 18,926 (50,340) (552,905) (571,832) 18,927 (654,458) Unrealized Gain/Loss on LT Investments (41,460) - (41,460) (19,801) 53,031 - 53,031 82,548 Tax Levy Revenue 801 789 12 783 9,617 9,468 149 9,392 Bond Issuance Cost - - - - - - - - - Contributions (1,587) 167 (1,754) 14,909 49 2,004 (1,955) 17,282 Other Income (Loss) 95,657 37,500 58,157 95,596 835,132 450,000 385,132 885,285 Total Non-Operating Income (Expense) 203,477 123,409 80,068 223,364 2,079,536 1,429,636 649,900 1,931,996	Grant Revenue COVID-19		-		-		-			_	-				-		750,000
Reserved for Bond Debt 174,520 128,333 46,187 182,217 1,734,612 1,539,996 194,616 1,591,947 Interest on Debt Related to Capital Assets (24,454) (43,380) 18,926 (50,340) (552,905) (571,832) 18,927 (654,458) Unrealized Gain/Loss on LT Investments (41,460) - (41,460) (19,801) 53,031 - 53,031 82,548 Tax Levy Revenue 801 789 12 783 9,617 9,468 149 9,392 Bond Issuance Cost	Operating Income		818,417		(49,393)		867,810		(36,175)		5,349,529		589,971		4,759,558		3,836,886
Reserved for Bond Debt 174,520 128,333 46,187 182,217 1,734,612 1,539,996 194,616 1,591,947 Interest on Debt Related to Capital Assets (24,454) (43,380) 18,926 (50,340) (552,905) (571,832) 18,927 (654,458) Unrealized Gain/Loss on LT Investments (41,460) - (41,460) (19,801) 53,031 - 53,031 82,548 Tax Levy Revenue 801 789 12 783 9,617 9,468 149 9,392 Bond Issuance Cost	Non-Operating Income (Expense)																
Unrealized Gain/Loss on LT Investments (41,460) - (41,460) (19,801) 53,031 - 53,031 82,548 Tax Levy Revenue 801 789 12 783 9,617 9,468 149 9,392 Bond Issuance Cost - <	Reserved for Bond Debt		174,520		128,333		46,187		182,217		1,734,612		1,539,996		194,616		1,591,947
Unrealized Gain/Loss on LT Investments (41,460) - (41,460) (19,801) 53,031 - 53,031 82,548 Tax Levy Revenue 801 789 12 783 9,617 9,468 149 9,392 Bond Issuance Cost - <	Interest on Debt Related to Capital Assets		(24,454)		(43,380)		18,926		(50,340)		(552,905)		(571,832)		18,927		(654,458)
Tax Levy Revenue 801 789 12 783 9,617 9,468 149 9,392 Bond Issuance Cost -													- /				
Bond Issuance Cost					789								9,468				
Other Income (Loss) 95,657 37,500 58,157 95,596 835,132 450,000 385,132 885,285 Total Non-Operating Income (Expense) 203,477 123,409 80,068 223,364 2,079,536 1,429,636 649,900 1,931,996			-		-		-		-		-		-		-		-
Other Income (Loss) 95,657 37,500 58,157 95,596 835,132 450,000 385,132 885,285 Total Non-Operating Income (Expense) 203,477 123,409 80,068 223,364 2,079,536 1,429,636 649,900 1,931,996	Contributions		(1,587)		167		(1,754)		14,909		49		2,004		(1,955)		17,282
	Other Income (Loss)		95,657		37,500				95,596		835,132		450,000		385,132		885,285
Total Increase (Decrease) in Net Assets \$ 1,021,894 \$ 74,016 \$ 947,878 \$ 187,189 \$ 7,429,065 \$ 2,019,607 \$ 5,409,458 \$ 5,768,882	Total Non-Operating Income (Expense)		203,477		123,409		80,068		223,364		2,079,536		1,429,636		649,900		1,931,996
	Total Increase (Decrease) in Net Assets	\$	1,021,894	\$	74,016	\$	947,878	\$	187,189	\$	7,429,065	\$	2,019,607	\$	5,409,458	\$	5,768,882

Statement of Cash Flows

Cash If flow from patients and third-party payors 8 4,843,828 Payments to employees (56,668,47) Payments to suppliers for services and goods (27,409,787) Other receipts from operations 4,004,065 Net cash provided by operating activities -4,771,181 Cash flow from capital and related financing activities -6,508,358 Acquisition and construction of capital assets -7,734,612 Proceeds from county bond tax levy 1,734,612 Interest paid on long-term debt (552,905) Retirement of long-term debt (2,393,926) Net cash used in capital and related financing activities (2,393,926) Net cash used in capital and related financing activities (2,147,096) Investment income 88,163 Purchase of short-term investments (2,147,096) Net activity of investments internally designated for capital acquisitions 1,265,535 Purchase of hand guivalents at beginning of year 6,602 Reconciliation of operating income to net cash flows (1,942,794) Cash and cash equivalents at end of period \$ 3,839,226 Operating income \$ 5,349,529 Adjustments to		Year Ended une 30, 2025
Payments to employees (56,668.478) Payments to suppliers for services and goods (27,409.787) Other receipts from operations 4,004.065 Net cash provided by operating activities 4,771.181 Cash flow from capital and related financing activities (5,508.358) Acquisition and construction of capital assets (550.90.358) Proceeds from county bond tax levy 1,734.612 Interest paid on long-term debt (552.905) Retirement of long-term debt (2,339.268) Proceeds from county bonds and notes payable (2,339.268) Net cash used in capital and related financing activities (6,720.577) Cash flow from investing activities (2,147.096) Investment income 888.163 Purchase of short-term investments (2,147.096) Net cash used in capital and related financing activities (2,147.096) Net cash provided by investing activities 6,602 Net cash provided by investing activities (1,942.794) Cash and cash equivalents at end of period \$ 18,822.766 Cash and cash equivalents at end of period \$ 18,822.766 Reconciliation of operating income to net	·	
Payments to suppliers for services and goods (27.406,787) Other receipts from operations 4,004,065 Net cash provided by operating activities 4,004,065 Cash flow from capital and related financing activities (5,508,388) Proceeds from sale of capital assets (5,508,388) Proceeds from county bond tax levy 1,734,812 Interest paid on long-term debt 6 Retirement of long-term debt 2,393,926 Retirement of long-term debt (2,393,926) Issuance costs paid on long-term debt (2,393,926) Net cash used in capital and related financing activities (6,720,577) Cash flow from investings activities (2,147,096) Investment income 8,881,63 Purchase of short-term investments (2,147,096) Net activity of investments internally designated for capital acquisitions 1,265,535 Purchase of Intangibles 6,602 Net decrease in cash and cash equivalents (1,942,794) Cash and cash equivalents at epinning of year 5,349,529 Reconciliation of operating income to net cash flows 5,349,529 Reconciliation of operating activities 9,	· · · · · · · · · · · · · · · · · · ·	\$
Other receipts from operations 4,004.065 Net cash provided by operating activities 4,771,181 Cash flow from capital and related financing activities (5,508.358) Acquisition and construction of capital assets (5,508.358) Proceeds from county bond tax levy 1,734.612 Interest paid on long-term debt (552.905) Retirement of long-term debt (2,393.926) Principal payments on bonds and notes payable (2,393.926) Net cash used in capital and related financing activities (2,147.096) Investment income 888,163 Purchase of short-term investments (2,147.096) Net activity of investments internally designated for capital acquisitions 1,265.535 Purchase of Intangibles 1,662 Net decrease in cash and cash equivalents 1,942.794 Cash and cash equivalents at beginning of year 20,765.554 Cash and cash equivalents at beginning of year 20,765.554 Cash and cash equivalents at end of period \$ 18,822.760 Reconcillation of operating income to net cash flows 3,723,113 Amortization 3,723,113 Amortization 3,723,113 <td></td> <td>•</td>		•
Net cash provided by operating activities 4,771,181 Cash flow from capital and related financing activities (5,508,358) Acquisition and construction of capital assets (5,508,358) Proceeds from sale of capital assets 1,734,612 Interest paid on long-term debt (552,905) Retirement of long-term debt (2,393,926) Interest paid on long-term debt (2,393,926) Net cash used in capital and related financing activities (6,720,577) Cash flow from investing activities (8,720,577) Investment income 8,88,163 Purchase of short-term investments (2,147,096) Net activity of investments internally designated for capital acquisitions 1,265,535 Purchase of Intangibles - Net cash provided by investing activities 6,602 Net decrease in cash and cash equivalents (1,942,794) Cash and cash equivalents at beginning of year 20,765,554 Cash and cash equivalents at end of period \$ 3,892,760 Reconciliation of operating income to net cash flows \$ 5,349,529 Adjustments to reconcile operating income to net cash flows \$ 7,234,765 Porposio	· · · · · · · · · · · · · · · · · · ·	•
Cash flow from capital and related financing activities (5,508,358) Acquisition and construction of capital assets (5,508,358) Proceeds from scale of capital assets 1,734,612 Interest paid on long-term debt (552,905) Retirement of long-term debt (2,393,926) Issuance costs paid on long-term debt (2,393,926) Net cash used in capital and related financing activities (2,147,096) Net acts used in capital and related financing activities 888,163 Purchase of short-term investments (2,147,096) Net activity of investments internally designated for capital acquisitions 1,265,535 Purchase of short-term investments (5,502,002) Net decrease in cash and cash equivalents (1,942,794) Net actsh provided by investing activities 6,602 Net decrease in cash and cash equivalents (1,942,794) Cash and cash equivalents at beginning of year 20,765,554 Cash and cash equivalents at end of period \$ 13,822,760 Reconciliation of operating income to net cash flows from operating activities \$ 5,349,529 Operating income \$ 5,349,529 Adjustm	·	
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Net decrease in cash and cash equivalents at beginning of year 20,765,554 Cash and cash equivalents at beginning of year \$ 18,822,760 Reconciliation of operating income to net cash flows from operating activities Operating income \$ 5,349,529 Adjustments to reconcile operating income to net cash provided by operating activities: Depreciation 4,343,216 Provision for uncollectible accounts 3,723,113 Amortization 30,000 Operating tax levy 9,617 Net gains and losses on sale of PPE - (Increase) decrease in assets: (7,447,608) Patient accounts receivable (7,447,608) Third-party settlements (1,595,447) Inventory (129,439) Other current assets 132,110 Increase (decrease) in liabilities: Trace accounts payable (44,227) Accrued Compensation 594,031 Third Party Settlements (923,038) Other accrued liabilities 729,324		
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Cash and cash equivalents at beginning of year 20,765,554 Cash and cash equivalents at end of period \$ 18,822,760 Reconciliation of operating income to net cash flows from operating activities Operating income \$ 5,349,529 Adjustments to reconcile operating income to net cash provided by operating activities: ** Depreciation 4,343,216 Provision for uncollectible accounts 3,723,113 Amortization 30,000 Operating tax levy 9,617 Net gains and losses on sale of PPE - (Increase) decrease in assets: ** Patient accounts receivable (7,447,608) Third-party settlements (1,595,447) Inventory (129,439) Other current assets 132,110 Increase (decrease) in liabilities: ** Trade accounts payable (44,227) Accrued Compensation 594,031 Third Party Settlements (923,038) Other accrued liabilities 729,324	Net decrease in cash and cash equivalents	(1.942.794)
Cash and cash equivalents at end of period\$ 18,822,760Reconciliation of operating income to net cash flows from operating activitiesOperating income\$ 5,349,529Adjustments to reconcile operating income to net cash provided by operating activities:***Depreciation4,343,216Provision for uncollectible accounts3,723,113Amortization30,000Operating tax levy9,617Net gains and losses on sale of PPE-(Increase) decrease in assets:***Patient accounts receivable(7,447,608)Third-party settlements(1,595,447)Inventory(129,439)Other current assets132,110Increase (decrease) in liabilities:***Trade accounts payable(44,227)Accrued Compensation594,031Third Party Settlements(923,038)Other accrued liabilities729,324	·	•
Reconciliation of operating income to net cash flows from operating activities Operating income \$ 5,349,529 Adjustments to reconcile operating income to net cash provided by operating activities: Depreciation 4,343,216 Provision for uncollectible accounts 3,723,113 Amortization 30,000 Operating tax levy 9,617 Net gains and losses on sale of PPE (Increase) decrease in assets: Patient accounts receivable (7,447,608) Third-party settlements (1,595,447) Inventory (129,439) Other current assets 132,110 Increase (decrease) in liabilities: Trade accounts payable (44,227) Accrued Compensation 594,031 Third Party Settlements (923,038) Other accrued liabilities 729,324		\$
Adjustments to reconcile operating income to net cash provided by operating activities: Depreciation 4,343,216 Provision for uncollectible accounts 3,723,113 Amortization 30,000 Operating tax levy 9,617 Net gains and losses on sale of PPE (Increase) decrease in assets: Patient accounts receivable (7,447,608) Third-party settlements (1,595,447) Inventory (129,439) Other current assets 132,110 Increase (decrease) in liabilities: Trade accounts payable (44,227) Accrued Compensation 594,031 Third Party Settlements (923,038) Other accrued liabilities 729,324		
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Depreciation 4,343,216 Provision for uncollectible accounts 3,723,113 Amortization 30,000 Operating tax levy 9,617 Net gains and losses on sale of PPE - (Increase) decrease in assets: (7,447,608) Patient accounts receivable (7,447,608) Third-party settlements (1,595,447) Inventory (129,439) Other current assets 132,110 Increase (decrease) in liabilities: (44,227) Accrued Compensation 594,031 Third Party Settlements (923,038) Other accrued liabilities 729,324	Adjustments to reconcile operating income to net	
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Provision for uncollectible accounts 3,723,113 Amortization 30,000 Operating tax levy 9,617 Net gains and losses on sale of PPE - (Increase) decrease in assets: - Patient accounts receivable (7,447,608) Third-party settlements (1,595,447) Inventory (129,439) Other current assets 132,110 Increase (decrease) in liabilities: (44,227) Accrued Compensation 594,031 Third Party Settlements (923,038) Other accrued liabilities 729,324	Depreciation	4,343,216
Operating tax levy 9,617 Net gains and losses on sale of PPE - (Increase) decrease in assets: (7,447,608) Patient accounts receivable (7,447,608) Third-party settlements (1,595,447) Inventory (129,439) Other current assets 132,110 Increase (decrease) in liabilities: (44,227) Accrued Compensation 594,031 Third Party Settlements (923,038) Other accrued liabilities 729,324	Provision for uncollectible accounts	3,723,113
Net gains and losses on sale of PPE (Increase) decrease in assets: Patient accounts receivable Third-party settlements (1,595,447) Inventory (129,439) Other current assets Increase (decrease) in liabilities: Trade accounts payable Accrued Compensation Third Party Settlements Other accrued liabilities (923,038) Other accrued liabilities	Amortization	30,000
(Increase) decrease in assets: Patient accounts receivable (7,447,608) Third-party settlements (1,595,447) Inventory (129,439) Other current assets 132,110 Increase (decrease) in liabilities: Trade accounts payable (44,227) Accrued Compensation 594,031 Third Party Settlements (923,038) Other accrued liabilities 729,324	Operating tax levy	9,617
Patient accounts receivable (7,447,608) Third-party settlements (1,595,447) Inventory (129,439) Other current assets 132,110 Increase (decrease) in liabilities: (44,227) Trade accounts payable (44,227) Accrued Compensation 594,031 Third Party Settlements (923,038) Other accrued liabilities 729,324	Net gains and losses on sale of PPE	-
Patient accounts receivable (7,447,608) Third-party settlements (1,595,447) Inventory (129,439) Other current assets 132,110 Increase (decrease) in liabilities: (44,227) Trade accounts payable (44,227) Accrued Compensation 594,031 Third Party Settlements (923,038) Other accrued liabilities 729,324	(Increase) decrease in assets:	
Third-party settlements (1,595,447) Inventory (129,439) Other current assets 132,110 Increase (decrease) in liabilities: Trade accounts payable (44,227) Accrued Compensation 594,031 Third Party Settlements (923,038) Other accrued liabilities 729,324		(7 447 608)
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Increase (decrease) in liabilities: Trade accounts payable Accrued Compensation Third Party Settlements Other accrued liabilities (44,227) (923,031) (923,038) (923,038)		
Trade accounts payable (44,227) Accrued Compensation 594,031 Third Party Settlements (923,038) Other accrued liabilities 729,324	Other current assets	102,110
Accrued Compensation 594,031 Third Party Settlements (923,038) Other accrued liabilities 729,324		
Third Party Settlements (923,038) Other accrued liabilities 729,324	· ·	•
Other accrued liabilities 729,324	Accrued Compensation	594,031
	Third Party Settlements	(923,038)
Net cash provided by operating activities \$ 4,771,181	Other accrued liabilities	
	Net cash provided by operating activities	\$ 4,771,181

Statement of Changes in Net Assets Year Ended June 30, 2025

	ested in Capital s, 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	5,508,358		5,508,358
Depreciation	(4,343,216)		(4,343,216)
Sale of Capital Assets	-		-
Capital Grants	-		-
Net Change in Debt	2,393,926		2,393,926
Increase (Decrease) in Net Assets Net of Amounts Invested in Capital Assets		3,869,997	3,869,997
Increase (Decrease) in Net Assets	3,559,068	3,869,997	7,429,065
Net Assets at June 30, 2025	\$ 41,393,040	\$ 43,844,981	\$ 85,238,021

Statistical Report

		Month of	June 2025		Year to Date Ended June 30, 2025					
	Actual	Budget	Variance	Prior Year	Actual	Budget	Variance	Prior Year		
ADMISSIONS:										
Acute Care	23	16	7	11	283	191	92	185		
Long Term Care	23	18	5	20	256	222	34	215		
Observation	20	14	6	18	259	167	92	214		
PATIENT DAYS:										
Acute Care	73	56	17	46	982	682	300	663		
Long Term Care-Skilled	348	207	141	272	3,892	2,519	1,373	2,531		
Long Term Care-Basic	1,866	2,170	(304)	2,083	23,698	26,398	(2,700)	25,674		
Observation	33	49	(16)	61	542	599	(57)	571		
AVERAGE LENGTH OF STAY:										
Acute Care	3.2	3.5	(0.3)	4.2	3.5	3.6	(0.1)	3.6		
DAILY AVERAGE CENSUS:										
Acute Care	2.4	1.9	0.6	1.5	2.7	1.9	0.8	1.8		
Long Term Care	73.8	79.2	(5.4)	78.5	75.6	79.2	(3.6)	77.3		
PERCENT OF OCCUPANCY:										
Acute Care	30.4%	23.3%	7.1%		33.6%	23.4%	10.3%	22.7%		
Long Term Care	71.0%	76.2%	-5.2%	75.5%	72.7%	76.2%	-3.5%	74.3%		
ANCILLARY DEPARTMENT VOLUME:										
Emergency Room	1,358	1,455	(97)		16,532	17,699	(1,167)	16,674		
Walk-in Clinic	523	417	106	357	5,870	5,074	796	4,924		
Primary Care Physician RVU's	9,933	7,084	2,849	4,586	114,125	86,187	27,938	81,250		
Primary Care Physician Encounters	5,026	4,233	793	7,382	59,848	51,501	8,347	58,474		
Specialty Clinics	187	418	(231)	344	3,815	5,087	(1,272)	4,769		
KMA Clinic RVU's	8,937	8,310	627	8,248	108,275	101,105	7,170	100,949		
Total Outpatient Visits	8,676	7,316	1,360	7,376	95,619	89,012	6,607	88,246		
Surgical Procedures	174	167	7	157	2,021	2,035	(14)	1,885		
Radiology	3,151	3,237	(86)	3,054	38,795	39,377	(582)	37,936		
Laboratory	21,151	19,923	1,228	21,567	256,060	242,397	13,663	246,127		
Physical Therapy	5,611	4,623	988	4,706	60,470	56,238	4,232	52,572		
Chemo Therapy	347	457	(110)		6,148	5,559	589	5,235		
Dialysis Treatments	388	444	(56)	433	4,733	5,396	(663)	5,316		
Ambulance Transports	248	238	10	234	2,850	2,896	(46)	2,718		
Assisted Living Days	930	906	24	930	11,297	11,022	275	10,931		
Cost per adjusted IP and LTC day:	349.73	297.81	51.93	218.13	317.08	295.24	21.84	235.59		
TOTAL FTE'S:	578	517	62	521	545	528	17	493		

Kalkaska Memorial Health Center

Additional Financial Information

		June 30, 2025
MTD % increase in net revenue vs. prior year MTD % increase in expense vs. prior year		18.20% 5.77%
		12.43%
YTD % increase in net revenue vs. prior year YTD % increase in expense vs. prior year		16.80% 13.55%
,		3.25%
LTC Expense per Critical Unit - MTD LTC Expense per Critical Unit - YTD	\$ \$	348.71 334.26
	Φ	
Ambulance Days in AR YTD		73.33
Dialysis number of patients - MTD		57
Dialysis net income - MTD	\$	(27,408)
Dialysis net income - YTD	\$	(241,902)
Assisted Living net income - MTD	\$	(47,705)
Assisted Living net income - YTD		(535,088)
Average Age of Plant (as of 6/30/25)		7.85
Debt to Capitalization Ratio		0.14

Net Revenue Analysis

Net Revenue Analysis	Mor	Month of June 2025						
Service Line Revenue % of Total	Actual	Budget	Variance					
Inpatient	2.5%	1.1%	1.4%					
Outpatient	61.9%	65.7%	-3.9%					
Professional	16.7%	13.7%	2.9%					
Long-Term Care	9.6%	9.9%	-0.3%					
Dialysis Center	3.1%	3.9%	-0.8%					
Ambulance	2.9%	3.1%	-0.2%					
Retail Pharmacy	2.6%	1.7%	0.9%					
Assisted Living	0.7%	0.7%	0.0%					
	100.0%	100.0%	0.0%					
Revenue Deductions as % of Gross Revenue								
Contractual Allowances	38.8%	44.2%	5.4%					
Charity Care	0.4%	0.2%	-0.1%					
Bad Debt	4.0%	1.9%	-2.0%					
Total Revenue Deductions	43.2%	46.4%	3.2%					
	Year to Date Ended June 30, 2025							
Service Line Revenue % of Total	Actual	Budget	Variance					
Inpatient	1.6%	1.1%	0.5%					
Outpatient	66.3%	65.8%	0.5%					
Professional	13.5%	13.8%	-0.2%					
Long-Term Care	9.5%	9.9%	-0.4%					
Dialysis Center	3.2%	3.9%	-0.8%					
Ambulance	2.7%	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	43.3%	44.1%	0.8%					
Charity Care	0.6%	0.2%	-0.3%					
Bad Debt	2.2%	1.9%	-0.3%					
Total Revenue Deductions	46.1%	46.3%	0.2%					

Kalkaska Memorial Health Center

Payor Mix Schedule

YTD 2025 Revenue %	MCare	MCareHMO	Medicaid	Medicaid Adv	BC	Comm	Priority	Private	Total
Acute including EMS	23.59%	29.21%	0.08%	16.50%	13.66%	8.05%	6.71%	2.21%	100.00%
LTC	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
ER	14.64%	20.25%	0.00%	28.27%	15.49%	7.59%	7.78%	5.98%	100.00%
OR	17.32%	28.77%	0.00%	19.01%	17.86%	6.99%	9.36%	0.69%	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%
VTD 0000									
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%