

Kalkaska Memorial Health Center

Balance Sheet

	July 31, 2024	June 30, 2024
Assets		
Current Assets		
Cash and Cash Equivalents	\$ 19,361,052	\$ 18,320,675
Short-Term Investments	6,562,117	6,515,371
Accounts Receivable	13,780,496	14,119,177
Third Party Settlements	3,559,140	3,197,930
Due from Affiliates	17,370	24,363
Inventory	608,003	484,119
Other Current Assets	290,039	336,864
Total Current Assets	44,178,217	42,998,499
Investments	11,010,057	10,968,237
Capital Assets (net of Accumulated Depreciation)	50,827,365	51,188,437
Land	1,444,948	1,444,948
Construction In Progress	987,043	1,303,680
Other Assets		
Restricted Cash	2,448,964	2,444,879
Other Assets	262,196	264,696
Total Other Assets	2,711,160	2,709,575
Total Assets	\$ 111,158,790	\$ 110,613,376
Liabilities and Net Assets		
Current Liabilities		
Current Maturities - Long-Term Debt	\$ 2,387,359	\$ 2,387,359
Trade Accounts Payable	1,004,804	1,871,392
Accrued Compensation	4,938,996	4,521,276
Third Party Liabilities	5,300,327	4,820,845
Due to Affiliates	4,715,160	4,715,160
Other Current Liabilities	1,518,532	1,398,951
Total Current Liabilities	19,865,178	19,714,983
Long-Term Debt - Less Current Maturities	13,611,567	13,715,734
Other Long-Term Liabilities	20,000	20,000
Deferred Liabilities	19,464	9,617
Total Liabilities	33,516,209	33,460,334
Net Assets		
Invested in Capital Assets, net of Related Debt	42,889,435	43,462,977
Unrestricted	34,753,146	33,690,065
Total Net Assets	77,642,581	77,153,042
Total Liabilities and Net Assets	\$ 111,158,790	\$ 110,613,376

Kalkaska Memorial Health Center
Statement of Operations

	Month of July 2024				Year to Date Ended July 31, 2024			
	Actual	Budget	Variance	Prior Year	Actual	Budget	Variance	Prior Year
Operating Revenue								
Inpatient	\$ 150,012	\$ 147,916	\$ 2,096	\$ 105,313	\$ 150,012	\$ 147,916	\$ 2,096	\$ 105,313
Outpatient	9,699,826	8,794,384	905,442	6,969,314	9,699,826	8,794,384	905,442	6,969,314
Professional	1,823,067	1,820,011	3,056	1,214,064	1,823,067	1,820,011	3,056	1,214,064
Long Term Care	1,333,182	1,308,441	24,741	1,020,876	1,333,182	1,308,441	24,741	1,020,876
Dialysis Center	576,891	521,876	55,015	559,551	576,891	521,876	55,015	559,551
Ambulance	443,502	415,565	27,937	500,722	443,502	415,565	27,937	500,722
Retail Pharmacy	308,381	221,772	86,609	166,551	308,381	221,772	86,609	166,551
Assisted Living	103,191	98,663	4,528	97,198	103,191	98,663	4,528	97,198
	14,438,052	13,328,628	1,109,424	10,633,589	14,438,052	13,328,628	1,109,424	10,633,589
Revenue Deductions:								
Contractual Allowances	7,127,135	5,852,315	(1,274,820)	4,911,679	7,127,135	5,852,315	(1,274,820)	4,911,679
Provision Charity Care	40,193	29,733	(10,460)	71,191	40,193	29,733	(10,460)	71,191
Provision for Bad Debt	300,418	256,948	(43,470)	170,779	300,418	256,948	(43,470)	170,779
	7,467,746	6,138,996	(1,328,750)	5,153,649	7,467,746	6,138,996	(1,328,750)	5,153,649
Net Patient Revenues	6,970,306	7,189,632	(219,326)	5,479,940	6,970,306	7,189,632	(219,326)	5,479,940
Other Operating Revenues	308,457	247,177	61,280	259,380	308,457	247,177	61,280	259,380
Total Operating Revenue	7,278,763	7,436,809	(158,046)	5,739,320	7,278,763	7,436,809	(158,046)	5,739,320
Operating Expenses								
Salaries and Wages	3,623,138	3,935,959	312,821	3,331,895	3,623,138	3,935,959	312,821	3,331,895
Fringe Benefits	825,380	902,503	77,123	789,903	825,380	902,503	77,123	789,903
Contract Labor	33,720	41,048	7,328	36,484	33,720	41,048	7,328	36,484
Physician Fees	95,828	78,850	(16,978)	134,838	95,828	78,850	(16,978)	134,838
Purchased Services	554,157	591,571	37,414	605,912	554,157	591,571	37,414	605,912
Pharmaceuticals	805,031	775,735	(29,296)	508,870	805,031	775,735	(29,296)	508,870
Supplies	385,876	392,040	6,164	292,467	385,876	392,040	6,164	292,467
Occupancy	113,069	115,479	2,410	99,751	113,069	115,479	2,410	99,751
Equipment, Software & Maintenance	72,217	100,445	28,228	93,083	72,217	100,445	28,228	93,083
Depreciation	363,570	328,202	(35,368)	272,342	363,570	328,202	(35,368)	272,342
Insurance	46,718	81,428	34,710	77,384	46,718	81,428	34,710	77,384
Other	52,479	64,843	12,364	52,297	52,479	64,843	12,364	52,297
	6,971,183	7,408,103	436,920	6,295,226	6,971,183	7,408,103	436,920	6,295,226
Less Shared Services	-	-	-	-	-	-	-	-
Total Operating Expenses	6,971,183	7,408,103	436,920	6,295,226	6,971,183	7,408,103	436,920	6,295,226
Income from Operations before Grant Revenue from COVID-19	307,580	28,706	278,874	(555,906)	307,580	28,706	278,874	(555,906)
Grant Revenue COVID-19	-	-	-	-	-	-	-	-
Operating Income	307,580	28,706	278,874	(555,906)	307,580	28,706	278,874	(555,906)
Non-Operating Income (Expense)								
Reserved for Bond Debt	141,976	128,333	13,643	127,874	141,976	128,333	13,643	127,874
Interest on Debt Related to Capital Assets	(50,001)	(50,001)	-	(56,871)	(50,001)	(50,001)	-	(56,871)
Unrealized Gain/Loss on LT Investments	74,084	-	74,084	41,737	74,084	-	74,084	41,737
Tax Levy Revenue	801	789	12	783	801	789	12	783
Bond Issuance Cost	-	-	-	-	-	-	-	-
Contributions	-	167	(167)	-	-	167	(167)	-
Other Income (Loss)	15,099	37,500	(22,401)	13,472	15,099	37,500	(22,401)	13,472
Total Non-Operating Income (Expense)	181,959	116,788	65,171	126,995	181,959	116,788	65,171	126,995
Total Increase (Decrease) in Net Assets	\$ 489,539	\$ 145,494	\$ 344,045	\$ (428,911)	\$ 489,539	\$ 145,494	\$ 344,045	\$ (428,911)

Statement of Cash Flows

One Month Ending
July 31, 2024

Cash flow from operating activities

Received from patients and third-party payors	\$ 7,434,252
Payments to employees	(4,030,798)
Payments to suppliers for services and goods	(2,973,314)
Other receipts from operations	309,258
Net cash provided by operating activities	739,398

Cash flow from capital and related financing activities

Acquisition and construction of capital assets	316,639
Proceeds from sale of capital assets	-
Proceeds from county bond tax levy	141,976
Interest paid on long-term debt	(50,001)
Retirement of long-term debt	-
Issuance costs paid on long-term debt	-
Principal payments on bonds and notes payable	(104,167)
Net cash provided by capital and related financing activity	304,447

Cash flow from investing activities

Investment income	89,183
Purchase of short-term investments	(46,746)
Net activity of investments internally designated for capital acquisitions	(41,820)
Purchase of Intangibles	-
Net cash provided by investing activities	617

Net increase in cash and cash equivalents	1,044,462
Cash and cash equivalents at beginning of year	20,765,554
Cash and cash equivalents at end of period	\$ 21,810,016

**Reconciliation of operating income to net cash flows
from operating activities**

Operating income	\$ 307,580
Adjustments to reconcile operating income to net cash provided by operating activities:	
Depreciation	361,070
Provision for uncollectible accounts	300,418
Amortization	2,500
Operating tax levy	801
Net gains and losses on sale of PPE	-
(Increase) decrease in assets:	
Patient accounts receivable	45,256
Third-party settlements	(361,210)
Inventory	(123,884)
Other current assets	46,825
Increase (decrease) in liabilities:	
Trade accounts payable	(866,588)
Accrued Compensation	417,720
Third Party Settlements	479,482
Other accrued liabilities	129,428
Net cash provided by operating activities	\$ 739,398

Kalkaska Memorial Health Center

Statement of Changes in Net Assets One Month Ending July 31, 2024

	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		(3,862,284)	(3,862,284)
Increase (Decrease) in Net Assets	9,631,163	(3,862,284)	5,768,879
Net Assets at June 30, 2024	37,833,972	39,319,070	77,153,042
Acquisition and construction of capital assets	(316,639)		(316,639)
Depreciation	(361,070)		(361,070)
Sale of Capital Assets	-		-
Capital Grants	-		-
Net Change in Debt	104,167		104,167
Increase (Decrease) in Net Assets Net of Amounts Invested in Capital Assets		1,063,081	1,063,081
Increase (Decrease) in Net Assets	(573,542)	1,063,081	489,539
Net Assets at July 31, 2024	\$ 37,260,430	\$ 40,382,151	\$ 77,642,581

Kalkaska Memorial Health Center

Statistical Report

	Month of July 2024				Year to Date Ended July 31, 2024			
	Actual	Budget	Variance	Prior Year	Actual	Budget	Variance	Prior Year
ADMISSIONS:								
Acute Care	16	16	0	13	16	16	0	13
Long Term Care	19	19	0	14	19	19	0	14
Observation	25	14	11	17	25	14	11	17
PATIENT DAYS:								
Acute Care	63	58	5	49	63	58	5	49
Long Term Care-Skilled	308	214	94	181	308	214	94	181
Long Term Care-Basic	2,109	2,242	(133)	2,184	2,109	2,242	(133)	2,184
Observation	55	51	4	45	55	51	4	45
AVERAGE LENGTH OF STAY:								
Acute Care	3.9	3.6	0.3	3.8	3.9	3.6	0.3	3.8
DAILY AVERAGE CENSUS:								
Acute Care	2.0	1.9	0.2	1.6	2.0	1.9	0.2	1.6
Long Term Care	78.0	79.2	(1.3)	76.3	78.0	79.2	(1.3)	76.3
PERCENT OF OCCUPANCY:								
Acute Care	25.4%	23.4%	2.0%	19.8%	25.4%	23.4%	2.0%	19.8%
Long Term Care	75.0%	76.2%	-1.2%	73.4%	75.0%	76.2%	-1.2%	73.4%
ANCILLARY DEPARTMENT VOLUME:								
Emergency Room	1,658	1,503	155	1,706	1,658	1,503	155	1,706
Walk-in Clinic	491	431	60	369	491	431	60	369
Primary Care Physician RVU's	7,074	7,320	(246)	6,266	7,074	7,320	(246)	6,266
Primary Care Physician Encounters	4,552	4,374	178	3,742	4,552	4,374	178	3,742
Specialty Clinics	331	432	(101)	363	331	432	(101)	363
KMA Clinic RVU's	8,288	8,587	(299)	7,156	8,288	8,587	(299)	7,156
Total Outpatient Visits	7,830	7,560	270	7,474	7,830	7,560	270	7,474
Surgical Procedures	172	173	(1)	146	172	173	(1)	146
Radiology	3,440	3,344	96	2,988	3,440	3,344	96	2,988
MRI	503	426	77	404	503	426	77	404
Laboratory	21,247	20,587	660	19,991	21,247	20,587	660	19,991
Physical Therapy	5,030	4,776	254	3,763	5,030	4,776	254	3,763
Chemo Therapy	427	472	(45)	271	427	472	(45)	271
Dialysis Treatments	510	458	52	505	510	458	52	505
Ambulance Transports	287	246	41	303	287	246	41	303
Assisted Living Days	969	936	33	930	969	936	33	930
Cost per adjusted IP and LTC day:								
	262.15	296.10	(33.95)	256.14	262.15	296.10	(33.95)	256.14
TOTAL FTE'S:								
	532	548	(16)	478	532	548	(16)	478

Kalkaska Memorial Health Center

Additional Financial Information

	July 31, 2024
MTD % increase in net revenue vs. prior year	27.20%
MTD % increase in expense vs. prior year	10.74%
	16.46%
YTD % increase in net revenue vs. prior year	27.20%
YTD % increase in expense vs. prior year	10.74%
	16.46%
LTC Expense per Critical Unit - MTD	\$ 283.76
LTC Expense per Critical Unit - YTD	\$ 283.76
Ambulance Days in AR YTD	56.61
Dialysis number of patients - MTD	57
Dialysis net income - MTD	\$ 14,921
Dialysis net income - YTD	\$ 14,921
Assisted Living net income - MTD	\$ (57,934)
Assisted Living net income - YTD	(57,934)
Average Age of Plant (as of 7/31/24)	9.03
Debt to Capitalization Ratio	0.17

Net Revenue Analysis

	Month of July 2024		
Service Line Revenue % of Total	Actual	Budget	Variance
Inpatient	1.0%	1.1%	-0.1%
Outpatient	67.2%	66.0%	1.2%
Professional	12.6%	13.7%	-1.0%
Long-Term Care	9.2%	9.8%	-0.6%
Dialysis Center	4.0%	3.9%	0.1%
Ambulance	3.1%	3.1%	0.0%
Retail Pharmacy	2.1%	1.7%	0.5%
Assisted Living	0.7%	0.7%	0.0%
	100.0%	100.0%	0.0%

Revenue Deductions as % of Gross Revenue			
Contractual Allowances	49.4%	43.9%	-5.5%
Charity Care	0.3%	0.2%	-0.1%
Bad Debt	2.1%	1.9%	-0.2%
Total Revenue Deductions	51.7%	46.1%	-5.7%

	Year to Date Ended July 31, 2024		
Service Line Revenue % of Total	Actual	Budget	Variance
Inpatient	1.0%	1.1%	-0.1%
Outpatient	67.2%	66.0%	1.2%
Professional	12.6%	13.7%	-1.0%
Long-Term Care	9.2%	9.8%	-0.6%
Dialysis Center	4.0%	3.9%	0.1%
Ambulance	3.1%	3.1%	0.0%
Retail Pharmacy	2.1%	1.7%	0.5%
Assisted Living	0.7%	0.7%	0.0%
	100.0%	100.0%	0.0%

Revenue Deductions as % of Gross Revenue			
Contractual Allowances	49.4%	43.9%	-5.5%
Charity Care	0.3%	0.2%	-0.1%
Bad Debt	2.1%	1.9%	-0.2%
Total Revenue Deductions	51.7%	46.1%	-5.7%

Kalkaska Memorial Health Center

Payor Mix Schedule

YTD 2025 Revenue %	MCare	MCareHMO	Medicaid	Medicaid Adv	BC	Comm	Priority	Private	Total
Acute including EMS	20.82%	29.30%	0.32%	16.76%	11.41%	10.37%	7.29%	3.73%	100.00%
LTC	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
ER	14.94%	22.29%	0.00%	24.53%	15.51%	9.65%	7.08%	5.99%	100.00%
OR	16.32%	29.98%	0.00%	11.58%	14.33%	15.38%	9.95%	2.46%	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%