Kalkaska Memorial Health Center

				Balance Shee
	June 30, 2021		Ju	ine 30, 2020
Assets				
Current Assets				
Cash and Cash Equivalents	\$	8,941,754	\$	6,102,359
Short-Term Investments		7,923,659		7,883,327
Accounts Receivable		6,905,864		5,629,826
Third Party Settlements		1,575,675		1,366,565
Due from Affiliates		1,786		1,651
Inventory		192,714		164,981
Other Current Assets		169,722		150,538
Total Current Assets		25,711,174		21,299,247
nvestments		832,328		2,495,701
Capital Assets (net of Accumulated Depreciation)		36,502,459		37,520,016
and		1,364,151		1,364,151
Construction In Progress		1,435,478		937,193
Other Assets				
Restricted Cash		14,568,991		15,754,091
Other Assets		102,496		80,428
Total Other Assets		14,671,487		15,834,519
Total Assets	\$	80,517,077	\$	79,450,827
Liabilities and Net Assets				
Current Liabilities				
Current Maturities - Long-Term Debt	\$	1,219,456	\$	1,252,855
Trade Accounts Payable		1,562,570		1,212,240
Accrued Compensation		5,011,549		3,988,447
Third Party Liabilities		3,011,634		4,788,180
Due to Affiliates		2,075,767		2,380,460
Other Current Liabilities		7,039,210		9,246,817
Total Current Liabilities		19,920,186		22,868,999
ong-Term Debt - Less Current Maturities		5,684,759		6,904,674
Other Long-Term Liabilities		550,000		20,000
Deferred Liabilities		8,420		8,083
Total Liabilities		26,163,365		29,801,756
Net Assets		20,000,400		20 542 452
Invested in Capital Assets, net of Related Debt		39,280,192		38,546,150
Unrestricted		15,073,520		11,102,921
Total Net Assets		54,353,712		49,649,071
Total Liabilities and Net Assets	\$	80,517,077	\$	79,450,827

Statement of Operations

Propertient Revenue		Month of June 2021					Year to Date Ended June 30, 2021									
Impelient		Actual		Budget		Variance	F	Prior Year		Actual		Budget		Variance	F	Prior Year
Impelient	Operating Revenue															
Control Cont		\$ 60	331	\$ 68,109	\$	(7,778)	\$	46,820	\$	930,729	\$	870,698	\$	60,031	\$	891,602
Long Term Care 973,325 984,175 19,150 979,880 11,003,181 11,824,486 1579,287 13,040,381	Outpatient	6,424	734	5,605,986				4,291,870		59,986,887		66,700,492		(6,713,605)		47,834,091
Dispisa Center 714.351 690.663 23.688 727.782 37.7826 37.9830 8.390.277 380.361 36.277.78 Ambulance 390.000 247.8866 143.004 22.8163 37.8836 27.978 30.38261 30.382.378 Relate Pharmacy 142.696 117.323 25.246 124.596 1.434.141 1.422.741 5.400 1.438.210 4.838.141 1.422.741 5.400 1.438.210 4.838.141 1.422.741 5.400 1.438.210 4.838.141 1.422.741 5.400 1.438.210 4.838.141 1.422.741 5.400 1.438.210 4.838.142 3.788.221 1.486.271 5.400 5.285.222 5.146.714 7.412.265 5.950.767.88 103.295.324 4.2195.390 5.1405.222 5.285.222	Professional	1,299	981	874,454		425,527		907,464		12,035,224		10,235,734		1,799,490		9,879,738
Ambulance 390,900	Long Term Care	973	325	954,175		19,150		979,880		11,003,181		11,582,468		(579,287)		11,540,361
Retail Pharmacy	Dialysis Center	714	351	690,663		23,688		727,782		8,759,938		8,396,257		363,681		8,267,277
Revenue Deductions:	Ambulance	390	900	247,896		143,004		226,193		3,789,326		2,970,807		818,519		3,038,233
Revenue Deductions: Contractual Allowances A, 969,162 S, 797,047 G, 999,175 Contractual Allowances A, 969,162 A, 775,028	Retail Pharmacy	142	569	117,323		25,246		124,595		1,434,141		1,428,741		5,400		1,438,210
Revenue Deductions:	Assisted Living	90	991	91,062		(71)		107,661		1,137,362		1,111,127		26,235		1,146,714
Contractual Allowances 4,396,162 3,77,047 (599,115) 3,089,220 44,289,030 45,415,277 1,146,207 37,244,245 7,005 1		10,097	182	8,649,668		1,447,514		7,412,265		99,076,788		103,296,324		(4,219,536)		84,036,226
Provision Charity Care (649) 31,396 32,047 10.051 20,514 374,823 198,909 39,941 Provision of Bad Debt 42,78,399 4175,028 92,232 324,007 111,53,948 2,075,088 981,560 39,941 1791,950 Net Patient Revenues 5,618,873 4,478,309 4,403,473 4,474,8309 3,422,278 4,587,938 4,786,518 2,277,220 39,345,836 Other Operating Revenues 366,592 301,790 84,802 531,497 4,673,688 3,657,914 1,015,774 7,337,560 Operating Expenses 36,000 4,947,985 1,057,480 4,520,484 58,162,538 59,089,080 (928,542) 51,937,950 Operating Expenses 5 1,000 4,47,385 4,500,481 2,231,869 2,876,3130 27,024,569 (1,738,561) 25,957,563 Salaries and Wages 2,639,788 2,239,476 (400,312) 2,531,869 2,876,3130 27,024,569 (1,738,561) 25,957,563 Contract Labor 31,141 31,200																
Provision for Bad Debt		,														
Net Patient Revenues																,-
Net Patient Revenues 5,618,873 4,646,195 972,078 3,988,987 53,488,850 55,431,166 (1,942,316) 44,600,390 Other Operating Revenue 6,005,465 4,947,985 1,057,480 4,520,484 58,162,538 59,089,080 (262,522 51,337,950 Operating Revenue 6,005,465 4,947,985 1,057,480 4,520,484 58,162,538 59,089,080 (262,522 51,337,950 Operating Expenses Salaries and Wages 2,639,788 2,239,476 (400,312) 2,531,869 28,763,130 27,024,669 (1,738,651) 25,967,653 Fringe Benefits 560,173 621,090 61,738 581,493 7,241,445 6,945,381 (286,064) 6,603,518 Contract Labor 31,141 31,290 149 33,391 364,818 380,724 15,906 379,298 Physician Fees 56,177 95,000 39,423 46,096 735,859 1,110,111 374,252 947,815 Purchased Services 560,108 484,929 (75,179) 534,521 7,073,439 5,978,793 (1,094,648) 6,057,095 Pharmaceuticials 287,320 750,023 462,703 392,97 4,200,865 8,843,860 4,846,965 348,983 Supplies 332,942 248,379 (84,663) 232,913 3,412,837 2,980,155 (432,682) 2,889,065 Cocupancy 96,888 117,104 20,16 81,509 1,091,481 1,127,23 101,675 1,006,423 Equipment, Software & Maintenance 41,803 51,459 9,656 43,314 717,917 709,861 (8,066) 648,984 Depreciation 291,051 230,001 (60,50) 31161 2,798,417 2,729,136 (56,681) 2,628,966 Insurance 51,710 36,296 (15,414) 44,308 564,952 435,571 (129,381) 461,494 Other Corporating Expenses 3,179 - 14,625 - 14,625 - 14,625 4,133 Carl Revenue COVID-19 692,898 - 692,898 - 2,660,496 - 2,660,496 2,660,496 Total Operating Income (Expense) 1,715,919 7,553 1,708,366 (374,934) 832,146 319,715 512,431 491,540 Corporating Income (Expense) 6,600 (147,002) (17,405) 3 (20,402) (266,772) (236,772) (236,772) (236,772) (235,772) (245,275) (245,27	Provision for Bad Debt					,										
Cher Operating Revenues				, ,												
Operating Expenses 6,005,465 4,947,985 1,057,480 4,520,484 58,162,538 59,089,080 (926,542) 51,337,950 Operating Expenses Salaries and Wages 2,639,788 2,239,476 (400,312) 2,531,869 28,783,130 27,024,569 1,738,661 25,957,63 Fringe Benefits 560,173 621,909 61,738 581,493 7,241,445 6,945,381 (296,044) 6,603,518 Contract Labor 31,141 31,290 149 33,391 348,418 30,724 15,906 379,298 Physician Fees 56,177 96,600 39,423 46,096 735,859 1,110,111 374,252 947,815 Purbased Services 560,108 48,929 (75,179) 554,4521 7,073,439 5,078,793 1(1,094,648) 6,078,695 Plamacuticals 328,7320 750,023 482,703 302,497 4,200,865 8,43,560 4,642,695 3,482,983 Supplies 332,942 248,379 (84,583) 232,913 3,112,837 2,980,155 <td>Net Patient Revenues</td> <td>5,618</td> <td>873</td> <td>4,646,195</td> <td></td> <td>972,678</td> <td></td> <td>3,988,987</td> <td></td> <td>53,488,850</td> <td></td> <td>55,431,166</td> <td></td> <td>(1,942,316)</td> <td></td> <td>44,600,390</td>	Net Patient Revenues	5,618	873	4,646,195		972,678		3,988,987		53,488,850		55,431,166		(1,942,316)		44,600,390
Selaries and Wages 2.639.788 2.239.476 (400.312) 2.531.869 28.763.130 27.024.569 (1.738.561) 25.957.563 Firinge Benefits 560.173 621.909 61.736 581.493 7.241.445 6.945.381 (296.064) 6.603.518 6.00	Other Operating Revenues	386	592	301,790		84,802		531,497		4,673,688		3,657,914		1,015,774		7,337,560
Salaries and Wages 2,639,788 2,239,476 (400,312) 2,531,869 28,763,130 27,024,569 (1,738,561) 25,597,563 Fringe Benefits 560,173 621,909 61,736 621,909 61,736 621,909 61,736 621,909 61,736 621,909 61,736 621,909 61,736 621,909 61,736 621,909 61,736 621,909 61,736 621,909 61,736 621,909 61,736 621,909 61,736 621,909 61,736 621,909 61,736 621,909 61,736 621,909 61,736 621,909 61,736 621,909 61,736 621,909 61,736 621,909 621	Total Operating Revenue	6,005	465	4,947,985		1,057,480		4,520,484		58,162,538		59,089,080		(926,542)		51,937,950
Fringe Benefits	Operating Expenses															
Contract Labor 31,141 31,290 149 33,391 364,818 380,724 15,906 379,298 Physician Fees 56,177 95,600 39,423 46,096 738,859 1,110,111 374,252 947,815 Purchased Services 560,108 464,929 (75,179) 534,521 7,073,439 5,978,793 (1,094,646) 60,576,655 Pharmaceuticals 287,320 750,023 462,703 39,2497 4,200,865 8,843,560 4,642,995 3,462,993 33,2942 248,379 (84,663) 232,913 3,412,837 2,980,155 (432,682) 2,889,065 000,000 2,483,314 717,917 70,861 (80,656) 646,984 000,000	Salaries and Wages	2,639	788	2,239,476		(400,312)		2,531,869		28,763,130		27,024,569		(1,738,561)		25,957,563
Physician Fees 56,177 95,600 39,423 46,096 735,859 1,110,111 374,252 947,815 Phurchased Services 560,108 484,929 (75,179) 534,521 7,073,439 5,978,793 (1,094,846) 6,057,695 Pharmaceuticals 267,320 750,023 462,703 392,497 4,200,865 8,643,560 4,642,695 3,462,983 Supplies 332,942 248,379 848,663 232,913 3,412,837 2,980,155 (432,682) 2,889,065 Cocupancy 96,888 117,104 20,216 81,509 1,091,048 1,192,723 101,675 1,050,423 Equipment, Software & Maintenance 41,803 51,459 9,656 43,314 717,917 709,861 (8,056) 648,984 Coperation 291,051 230,801 (60,250) 311,610 2,794,817 2,729,136 (66,581) 2,628,996 1,050,423 2,445 2,729,136 (66,581) 2,288,996 1,050,423 2,445 2	Fringe Benefits	560	173	621,909		61,736		581,493		7,241,445		6,945,381		(296,064)		6,603,518
Purchased Services 560 108	Contract Labor	31	141	31,290		149		33,391		364,818		380,724		15,906		379,298
Pharmaceuticals	Physician Fees	56	177	95,600		39,423		46,096		735,859		1,110,111		374,252		947,815
Supplies 332,942 248,379 (84,563) 232,913 3.412,837 2,90.155 (432,682) 2,889,065 Cocupancy 96,888 117,104 20,216 81,509 1,091,048 1,192,723 101,675 1,050,423 1,091,048 1,192,723 101,675 1,050,423 1,091,048 1,192,723 101,675 1,050,423 1,091,048 1,192,723 101,675 1,050,423 1,091,048 1,192,723 101,675 1,050,423 1,091,048 1,192,723 101,675 1,050,423 1,091,048 1,192,723 101,675 1,050,423 1,091,048 1,192,723 1,016,05 648,984 1,091,048 1,091,048 1,192,723 1,016,05 648,984 1,091,048 1,091,048 1,192,723 1,016,05 648,984 1,091,048	Purchased Services													(1,094,646)		
Cocupancy Equipment, Software & Maintenance 96,888 117,104 20,216 81,509 1,091,048 1,192,723 101,675 1,050,423 1,005,4						,										
Equipment, Software & Maintenance 41,803 51,459 9,656 43,314 717,917 709,861 (8,056) 648,984 Depreciation 291,051 230,801 (60,250) 311,610 2,794,817 2,729,136 (65,681) 2,628,696 Insurance 51,770 36,229 (15,414) 44,308 564,952 435,571 (129,381) 461,494 Other 36,522 33,166 (3,356) 61,897 383,890 438,781 54,891 343,009 Less Shared Services 3,179 - 3,179 - 14,625 57,345,017 58,769,365 1,424,348 51,450,434 Less Shared Services 3,179 - 3,179 - 14,625 57,330,392 58,769,365 1,424,348 51,450,440 Income from Operations before Grant Revenue from Operations before Grant Revenue GVUD-19 1,023,021 7,553 1,015,468 (374,934) 832,146 319,715 512,431 491,540 Grant Revenue COVID-19 692,898 - 692,898 - 2,660,496 - 2,660,	Supplies			,		(84,563)		232,913		3,412,837		2,980,155		(432,682)		2,889,065
Depreciation Depr																
Insurance Other																
Other 36,522 33,166 (3,356) 61,897 383,890 438,781 54,891 343,009 Less Shared Services 3,179 - 3,179 - 14,625 - 14,625 - 14,625 4,133 Total Operating Expenses 4,982,444 4,940,432 (42,012) 4,895,418 57,330,392 58,769,365 1,438,973 51,446,410 Income from Operations before Grant Revenue from COVID-19 1,023,021 7,553 1,015,468 (374,934) 832,146 319,715 512,431 491,540 Grant Revenue COVID-19 692,898 - 692,898 - 2,660,496 - 2,660,496 - Operating Income 1,715,919 7,553 1,708,366 (374,934) 3,492,642 319,715 3,172,927 491,540 Non-Operating Income (Expense) 140,619 112,275 28,344 123,308 1,370,633 1,347,311 23,322 1,307,980 Interest on Debt Related to Capital Assets (17,402) (17,405) 3 (20,402)	•			,										, , ,		
Less Shared Services 3,179 - 3,179 - 14,625 - 14,645 - 14,6410						, , ,										
Less Shared Services 3,179 - 3,179 - 14,625 - 14,625 4,133 Total Operating Expenses 4,982,444 4,940,432 (42,012) 4,895,418 57,330,392 58,769,365 1,438,973 51,446,410 Income from Operations before Grant Revenue from COVID-19 1,023,021 7,553 1,015,468 (374,934) 832,146 319,715 512,431 491,540 Grant Revenue COVID-19 692,898 - 692,898 - 2,660,496	Other															
Total Operating Expenses		4,985	623	4,940,432		(45,191)		4,895,418		57,345,017		58,769,365		1,424,348		51,450,543
Income from Operations before Grant Revenue from COVID-19	Less Shared Services	3	179	-		3,179				14,625		-		14,625		4,133
From COVID-19 1,023,021 7,553 1,015,468 (374,934) 832,146 319,715 512,431 491,540 Grant Revenue COVID-19 692,898 - 692,898 - 2,660,496 - 2,660,496 - Operating Income 1,715,919 7,553 1,708,366 (374,934) 3,492,642 319,715 3,172,927 491,540 Non-Operating Income (Expense) Reserved for Bond Debt 140,619 112,275 28,344 123,308 1,370,633 1,347,311 23,322 1,307,980 Interest on Debt Related to Capital Assets (17,402) (17,405) 3 (20,402) (236,772) (236,772) - (205,768) Unrealized Gain/Loss on LT Investments (2,268) - (2,268) (9,092) (45,627) - (45,627) 26,257 Tax Levy Revenue 669 669 - 1,060 8,083 8,083 - 8,244 Contributions 20,206 311 19,895 948 22,068 3,732 18,336	Total Operating Expenses	4,982	444	4,940,432		(42,012)		4,895,418		57,330,392		58,769,365		1,438,973		51,446,410
From COVID-19 1,023,021 7,553 1,015,468 (374,934) 832,146 319,715 512,431 491,540 Grant Revenue COVID-19 692,898 - 692,898 - 2,660,496 - 2,660,496 - Operating Income 1,715,919 7,553 1,708,366 (374,934) 3,492,642 319,715 3,172,927 491,540 Non-Operating Income (Expense) Reserved for Bond Debt 140,619 112,275 28,344 123,308 1,370,633 1,347,311 23,322 1,307,980 Interest on Debt Related to Capital Assets (17,402) (17,405) 3 (20,402) (236,772) (236,772) - (205,768) Unrealized Gain/Loss on LT Investments (2,268) - (2,268) (9,092) (45,627) - (45,627) 26,257 Tax Levy Revenue 669 669 - 1,060 8,083 8,083 - 8,244 Contributions 20,206 311 19,895 948 22,068 3,732 18,336	Income from Operations before Grant Pevenue															
Non-Operating Income (Expense) 1,715,919 7,553 1,708,366 (374,934) 3,492,642 319,715 3,172,927 491,540 Non-Operating Income (Expense) Reserved for Bond Debt 140,619 112,275 28,344 123,308 1,370,633 1,347,311 23,322 1,307,980 Interest on Debt Related to Capital Assets (17,402) (17,405) 3 (20,402) (236,772) (236,772) - (205,768) Unrealized Gain/Loss on LT Investments (2,268) - (2,268) (9,092) (45,627) - (45,627) 26,257 Tax Levy Revenue 669 669 - 1,060 8,083 8,083 - 8,244 Contributions 20,206 311 19,895 948 22,068 3,732 18,336 4,165 Other Income (Loss) 6,120 9,790 (3,670) 30,400 93,614 117,491 (23,877) 248,329 Total Non-Operating Income (Expense) 147,944 105,640 42,304 126,222 1,211,999 1,239,8		1,023	021	7,553		1,015,468		(374,934)		832,146		319,715		512,431		491,540
Non-Operating Income (Expense) 1,715,919 7,553 1,708,366 (374,934) 3,492,642 319,715 3,172,927 491,540 Non-Operating Income (Expense) Reserved for Bond Debt 140,619 112,275 28,344 123,308 1,370,633 1,347,311 23,322 1,307,980 Interest on Debt Related to Capital Assets (17,402) (17,405) 3 (20,402) (236,772) (236,772) - (205,768) Unrealized Gain/Loss on LT Investments (2,268) - (2,268) (9,092) (45,627) - (45,627) 26,257 Tax Levy Revenue 669 669 - 1,060 8,083 8,083 - 8,244 Contributions 20,206 311 19,895 948 22,068 3,732 18,336 4,165 Other Income (Loss) 6,120 9,790 (3,670) 30,400 93,614 117,491 (23,877) 248,329 Total Non-Operating Income (Expense) 147,944 105,640 42,304 126,222 1,211,999 1,239,8	Grant Poyonus COVID-19	602	808			602 808				2 660 406				2 660 406		
Non-Operating Income (Expense) Reserved for Bond Debt 140,619 112,275 28,344 123,308 1,370,633 1,347,311 23,322 1,307,980 Interest on Debt Related to Capital Assets (17,402) (17,405) 3 (20,402) (236,772) (236,772) - (205,768) Unrealized Gain/Loss on LT Investments (2,268) - (2,268) (9,092) (45,627) - (45,627) - (26,257) Tax Levy Revenue 669 669 - 1,060 8,083 8,083 - 8,244 Contributions 20,206 311 19,895 948 22,068 3,732 18,336 4,165 Other Income (Loss) 6,120 9,790 (3,670) 30,400 93,614 117,491 (23,877) 248,329 Total Non-Operating Income (Expense) 147,944 105,640 42,304 126,222 1,211,999 1,239,845 (27,846) 1,389,207	Grant Revenue COVID-13	032	090			092,090				2,000,490				2,000,490		
Reserved for Bond Debt 140,619 112,275 28,344 123,308 1,370,633 1,347,311 23,322 1,307,980 Interest on Debt Related to Capital Assets (17,402) (17,405) 3 (20,402) (236,772) (236,772) - (205,768) Unrealized Gain/Loss on LT Investments (2,268) - (2,268) (9,092) (45,627) - (45,627) 26,257 Tax Levy Revenue 669 669 - 1,060 8,083 8,083 - 8,244 Contributions 20,206 311 19,895 948 22,068 3,732 18,336 4,165 Other Income (Loss) 6,120 9,790 (3,670) 30,400 93,614 117,491 (23,877) 248,329 Total Non-Operating Income (Expense) 147,944 105,640 42,304 126,222 1,211,999 1,239,845 (27,846) 1,389,207	Operating Income	1,715	919	7,553		1,708,366		(374,934)		3,492,642		319,715		3,172,927		491,540
Interest on Debt Related to Capital Assets (17,402) (17,405) 3 (20,402) (236,772) (236,772) - (205,768) Unrealized Gain/Loss on LT Investments (2,268) - (2,268) (9,092) (45,627) - (45,627) 26,257 Tax Levy Revenue 669 669 - 1,060 8,083 8,083 - 8,244 Contributions 20,206 311 19,895 948 22,068 3,732 18,336 4,165 Other Income (Loss) 6,120 9,790 (3,670) 30,400 93,614 117,491 (23,877) 248,329 Total Non-Operating Income (Expense) 147,944 105,640 42,304 126,222 1,211,999 1,239,845 (27,846) 1,389,207																
Unrealized Gain/Loss on LT Investments (2,268) - (2,268) (9,092) (45,627) - (45,627) 26,257 Tax Levy Revenue 669 669 - 1,060 8,083 8,083 - 8,244 Contributions 20,206 311 19,895 948 22,068 3,732 18,336 4,165 Other Income (Loss) 6,120 9,790 (3,670) 30,400 93,614 117,491 (23,877) 248,329 Total Non-Operating Income (Expense) 147,944 105,640 42,304 126,222 1,211,999 1,239,845 (27,846) 1,389,207				,		,				, ,				23,322		
Tax Levy Revenue 669 669 669 - 1,060 8,083 8,083 - 8,244 Contributions 20,206 311 19,895 948 22,068 3,732 18,336 4,165 Other Income (Loss) 6,120 9,790 (3,670) 30,400 93,614 117,491 (23,877) 248,329 Total Non-Operating Income (Expense) 147,944 105,640 42,304 126,222 1,211,999 1,239,845 (27,846) 1,389,207				(17,405))							(236,772)		-		
Contributions 20,206 311 19,895 948 22,068 3,732 18,336 4,165 Other Income (Loss) 6,120 9,790 (3,670) 30,400 93,614 117,491 (23,877) 248,329 Total Non-Operating Income (Expense) 147,944 105,640 42,304 126,222 1,211,999 1,239,845 (27,846) 1,389,207		(2		-		(2,268)								(45,627)		
Other Income (Loss) 6,120 9,790 (3,670) 30,400 93,614 117,491 (23,877) 248,329 Total Non-Operating Income (Expense) 147,944 105,640 42,304 126,222 1,211,999 1,239,845 (27,846) 1,389,207																
Total Non-Operating Income (Expense) 147,944 105,640 42,304 126,222 1,211,999 1,239,845 (27,846) 1,389,207						,								,		
	, ,															
Total Increase (Decrease) in Net Assets \$ 1,863,863 \$ 113,193 \$ 1,750,670 \$ (248,712) \$ 4,704,641 \$ 1,559,560 \$ 3,145,081 \$ 1,880,747	I otal Non-Operating Income (Expense)	147	944	105,640		42,304		126,222		1,211,999		1,239,845		(27,846)		1,389,207
	Total Increase (Decrease) in Net Assets	\$ 1,863	863	\$ 113 <u>,</u> 193	\$	1,750,670	\$	(248,712)	\$	4,704,641	\$	1,559,560	\$	3,145,081	\$	1,880,747

Statement	of	Cash	Flows
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	Year Ended une 30, 2021
Cash flow from operating activities Received from patients and third-party payors Payments to employees Payments to suppliers for services and goods Other receipts from operations Net cash provided by operating activities	\$ 50,227,021 (34,981,473) (20,209,550) 7,329,815 2,365,813
Cash flow from capital and related financing activities Acquisition and construction of capital assets Proceeds from sale of capital assets Proceeds from county bond tax levy Interest paid on long-term debt Principal payments on bonds and notes payable Net cash used in capital and related financing activities	 (2,275,545) 12,452 1,370,633 (236,772) (1,253,314) (2,382,546)
Cash flow from investing activities Investment income Purchase of short-term investments Net activity of investments internally designated for capital acquisitions Net cash provided by investing activities	 47,987 (40,332) 1,663,373 1,671,028
Net increase in cash and cash equivalents Cash and cash equivalents at beginning of year Cash and cash equivalents at end of period	\$ 1,654,295 21,856,450 23,510,745
Reconciliation of operating income to net cash flows from operating activities Operating income Adjustments to reconcile operating income to net cash provided by operating activities:	\$ 3,492,642
Depreciation Provision for uncollectible accounts Operating tax levy Net gains and losses on sale of PPE	2,794,817 1,113,594 8,083 (12,452)
(Increase) decrease in assets: Patient accounts receivable Third-party settlements Inventory Other current assets	(2,389,767) (209,110) (27,733) (19,184)
Increase (decrease) in liabilities: Trade accounts payable Accrued Compensation Third Party Settlements Other accrued liabilities Net cash provided by operating activities	\$ 45,637 1,023,102 (1,776,546) (1,677,270) 2,365,813

Statement of Changes in Net Assets Year Ended June 30, 2021

	Invested in Capital Assets, net of Related Debt		Unrestricted	Total Net Assets			
Net Assets at June 30, 2019	\$	29,332,964	\$ 18,435,360	\$	47,768,324		
Acquisition and construction of capital assets		3,665,276			3,665,276		
Depreciation		(2,605,609)			(2,605,609)		
Sale of Capital Assets		53,341			53,341		
Net Change in Debt		1,217,859			1,217,859		
Increase (Decrease) in Net Assets Net of Amounts Invested in Capital Assets			(450,120)		(450,120)		
Increase (Decrease) in Net Assets		2,330,867	(450,120)		1,880,747		
Net Assets at June 30, 2020		31,663,831	17,985,240		49,649,071		
Acquisition and construction of capital assets		2,263,093			2,263,093		
Depreciation		(2,794,817)			(2,794,817)		
Sale of Capital Assets		12,452			12,452		
Net Change in Debt		1,253,314			1,253,314		
Increase (Decrease) in Net Assets Net of Amounts Invested in Capital Assets			3,970,599		3,970,599		
Increase (Decrease) in Net Assets		734,042	3,970,599		4,704,641		
Net Assets at June 30, 2021	\$	32,397,873	\$ 21,955,839	\$	54,353,712		

Statistical Report

		Month of	June 2021		Year to Date Ended June 30, 2021				
	Actual	Budget	Variance	Prior Year	Actual	Budget	Variance	Prior Year	
ADMISSIONS:									
Acute Care	12	11	1	10	148	160	(12)	176	
Respite Care	0	0	0	0	0	0	0	0	
Long Term Care	21	17	4	20	192	170	22	225	
Extended Stays	8	4	4	9	122	59	63	79	
PATIENT DAYS:									
Acute Care	30	32	(2)	16	391	410	(19)	416	
Respite Care	0	0	0	0	0	0	0	0	
Long Term Care-Skilled	247	190	57	261	2,059	2,287	(228)	2,860	
Long Term Care-Basic	2,426	2,656	(230)	2,421	29,712	32,384	(2,672)	30,065	
Extended Stays	4	16	(12)	17	88	158	(70)	174	
AVERAGE LENGTH OF STAY:									
Acute Care	2.5	2.9	(0.4)	1.6	2.6	2.6	0.1	2.4	
DAILY AVERAGE CENSUS:									
Acute Care	1.0	1.1	(0.2)	0.5	1.1	1.1	(0.1)	1.1	
Long Term Care	89.1	94.9	(5.8)		87.0	95.0	(7.9)	90.0	
PERCENT OF OCCUPANCY:									
Acute Care	12.5%	13.3%	-0.8%		13.4%	14.0%	-0.7%	14.2%	
Long Term Care	85.7%	91.2%	-5.5%	86.0%	83.7%	91.3%	-7.6%	86.5%	
ANCILLARY DEPARTMENT VOLUME:									
Emergency Room	1,227	684	543	760	9,147	8,302	845	8,880	
Urgent Care	320	334	(14)		2,788	4,063	(1,275)	4,112	
Walkin Clinic	263	0	719	0	764	0	764	0	
Specialty Clinics	408	357	51	233	4,623	4,118	505	3,478	
KMA Clinic RVU's	6,872	4,720	2,152	5,118	65,088	54,713	10,375	53,590	
Total Outpatient Visits	7,070	5,047	2,023	6,141	82,373	61,383	20,990	72,995	
Surgical Procedures	102	89	13	90	1,179	1,043	136	1,023	
Radiology	2,481	1,937	544	1,919	25,514	23,631	1,883	22,146	
Laboratory	18,919	14,178	4,741	16,512	210,211	172,478	37,733	183,574	
Physical Therapy	3,958	3,254	704	3,542	37,739	37,704	35	37,171	
Chemo Therapy	383	11	372	0	3,681	136	3,545	0	
Dialysis Treatments	644	644	0	659	7,997	7,829	168	7,699	
Ambulance Transports	274	189	85	165	2,608	2,265	343	2,300	
Assisted Living Days	922	981	(59)	985	11,659	11,970	(311)	12,322	
Cost per adjusted IP and LTC day:	170.87	185.85	(14.98)	223.51	194.51	185.16	9.35	204.81	
TOTAL FTE'S:	441	412	(28)	401	424	412	(12)	399	

Kalkaska Memorial Health Center

Additional Financial Information

	•	June 30, 2021
MTD % increase in net revenue vs. prior year MTD % increase in expense vs. prior year		40.86% 1.78% 39.08%
YTD % increase in net revenue vs. prior year YTD % increase in expense vs. prior year		19.93% 11.44% 8.49%
LTC Expense per Critical Unit - MTD LTC Expense per Critical Unit - YTD	\$ \$	247.06 212.64
Ambulance Days in AR YTD		52.60
Dialysis number of patients - MTD Dialysis net income - MTD Dialysis net income - YTD	\$ \$	57 (31,240) 34,423
Assisted Living net income - MTD Assisted Living net income - YTD	\$	(31,778) (176,832)
Average Age of Plant (as of 6/30/21) Debt to Capitalization Ratio		9.63 0.11

Net Revenue Analysis

Net Nevertue Analysis	Mor	Month of June 2021				
Service Line Revenue % of Total	Actual	Budget	Variance			
Inpatient	0.6%	0.8%	-0.2%			
Outpatient	63.6%	64.8%	-1.2%			
Professional	12.9%	10.1%	2.8%			
Long-Term Care	9.6%	11.0%	-1.4%			
Dialysis Center	7.1%	8.0%	-0.9%			
Ambulance	3.9%	2.9%	1.0%			
Retail Pharmacy	1.4%	1.4%	0.1%			
Assisted Living	0.9%	1.1%	-0.2%			
	100.0%	100.0%	0.0%			
Revenue Deductions as % of Gross Revenue						
Contractual Allowances	43.5%	43.9%	0.4%			
Charity Care	0.0%	0.4%	0.4%			
Bad Debt	0.8%	2.0%	1.2%			
Total Revenue Deductions	44.4%	46.3%	1.9%			
	Year to Dat	e Ended June	30, 2021			

Service Line Revenue % of Total	Actual	Budget	Variance
Inpatient	0.9%	0.8%	0.1%
Outpatient	60.5%	64.6%	-4.0%
Professional	12.1%	9.9%	2.2%
Long-Term Care	11.1%	11.2%	-0.1%
Dialysis Center	8.8%	8.1%	0.7%
Ambulance	3.8%	2.9%	0.9%
Retail Pharmacy	1.4%	1.4%	0.1%
Assisted Living	1.1%	1.1%	0.1%
•	100.0%	100.0%	0.0%
Revenue Deductions as % of Gross Revenue			
Contractual Allowances	44.7%	44.0%	-0.7%
Charity Care	0.2%	0.4%	0.2%
Bad Debt	1.1%	2.0%	0.9%
Total Revenue Deductions	46.0%	46.3%	0.3%

Kalkaska Memorial Health Center

Naikaska Well	101101111001							Payor Mix	Schedule
YTD 2021 Revenue %	MCare	MCareHMO	Medicaid	Medicaid Adv	ВС	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%
YTD 2020 Revenue %	MCare	MCareHMO	Medicaid	Medicaid Adv	BC	Comm	Priority	Private	Total
Acute including EMS	32.78%	18.49%	0.30%	17.39%	14.81%	5.76%	7.57%	2.89%	100.00%
LTC	14.75%	9.87%	55.12%	0.00%	0.07%	6.65%	0.00%	13.54%	100.00%
ER	23.86%	12.91%	0.00%	28.30%	15.13%	6.72%	7.64%	5.43%	100.00%
OR	21.94%	18.12%	0.00%	27.92%	15.98%	6.10%	9.61%	0.33%	100.00%
YTD 2019 Revenue %	MCare	MCareHMO	Medicaid	Medicaid Adv	ВС	Comm	Priority	Private	Total
Acute including EMS	35.31%	14.95%	0.51%	17.51%	17.15%	5.26%	7.23%	2.08%	100.00%
LTC	13.43%	5.66%	64.30%	0.00%	0.06%	4.94%	0.00%	11.62%	100.00%
ER	27.44%	10.47%	0.00%	27.59%	15.95%	6.08%	6.93%	5.54%	100.00%
OR	26.38%	12.35%	0.00%	28.65%	18.96%	4.56%	8.20%	0.90%	100.00%
YTD 2018									
Revenue %	MCare	MCareHMO	Medicaid	Medicaid Adv	ВС	Comm	Priority	Private	Total
Acute including EMS	37.43%	12.47%	0.87%	18.88%	14.78%	6.97%	6.62%	1.98%	100.00%
LTC	12.87%	4.54%	65.37%	0.00%	0.04%	4.33%	0.00%	12.85%	100.00%
ER	26.07%	8.58%	0.00%	30.48%	14.53%	8.06%	5.80%	6.48%	100.00%
OR	29.87%	8.13%	0.00%	32.16%	15.21%	3.47%	11.07%	0.08%	100.00%
YTD 2017 Revenue %	MCare	MCareHMO	Medicaid	Medicaid Adv	BC	Comm	Priority	Private	Total
Acute including EMS	37.45%	10.90%	1.34%	19.37%	16.36%	5.63%	7.19%	1.76%	100.00%
LTC	16.22%	3.91%	66.72%		0.43%	1.87%	0.00%	10.85%	100.00%
ER	26.95%	7.71%	0.00%		15.62%	6.83%	6.96%	5.90%	100.00%
OR	21.56%	10.03%	0.00%		20.10%	4.39%	9.36%	0.42%	100.00%
KMA (not updated for F)		10.02%	2.72%		21.95%	3.32%	9.18%	3.99%	100.00%