### Kalkaska Memorial Health Center

				Balance Shee
	February 28, 2022		Ju	ine 30, 2021
Assets				
Current Assets				
Cash and Cash Equivalents	\$	25,779,558	\$	8,941,754
Short-Term Investments		7,648,573		7,923,659
Accounts Receivable		8,505,298		6,905,864
Third Party Settlements		936,316		1,828,175
Due from Affiliates		7,191		1,786
Inventory		539,853		192,714
Other Current Assets		132,444		169,722
Total Current Assets		43,549,233		25,963,674
nvestments		-		832,328
Capital Assets (net of Accumulated Depreciation)		35,056,780		36,502,459
_and		1,364,151		1,364,151
Construction In Progress		1,863,881		1,435,478
Other Assets				
Restricted Cash		5,991,271		14,568,991
Other Assets		104,609		102,496
Total Other Assets		6,095,880		14,671,487
Total Assets	\$	87,929,925	\$	80,769,577
Liabilities and Net Assets		_		
Current Liabilities				
Current Maturities - Long-Term Debt	\$	1,219,456	\$	1,219,456
Trade Accounts Payable		1,514,385		1,562,570
Accrued Compensation		3,469,721		5,011,549
Third Party Liabilities		3,755,293		3,011,634
Due to Affiliates		3,606,919		2,075,767
Other Current Liabilities		3,304,711		7,039,210
Total Current Liabilities		16,870,485		19,920,186
ong-Term Debt - Less Current Maturities		5,515,547		5,684,759
Other Long-Term Liabilities		20,000		550,000
Deferred Liabilities		11,340		8,420
Total Liabilities		22,417,372		26,163,365
Net Assets				00 055 555
Invested in Capital Assets, net of Related Debt		37,178,814		38,026,878
Unrestricted		28,333,739		16,579,334
Total Net Assets		65,512,553		54,606,212
Total Liabilities and Net Assets	\$	87,929,925	\$	80,769,577

#### Statement of Operations

	Month of February 2022						Year to Date Ended February 28, 2022									
	Actual			Budget		Variance	Prior Year			Actual	Budget		Variance		F	Prior Year
Operating Revenue	_															
Inpatient	\$	102,553	\$	82,458	\$	20,095	\$	53,345	\$	935,492	\$	760,093	\$	175,399	\$	635,284
Outpatient		5,124,631		4,665,798		458,833		4,222,277		49,521,521		40,629,927		8,891,594		38,174,835
Professional		967,965		947,014		20,951		863,203		9,139,675		8,222,699		916,976		7,628,101
Long Term Care		917,475		879,842		37,633		834,378		7,605,830		7,647,204		(41,374)		7,187,103
Dialysis Center		588,819		700,614		(111,795)		638,715		5,509,217		6,021,709		(512,492)		5,947,414
Ambulance		274,269		244,301		29,968		253,839		2,545,913		2,656,771		(110,858)		2,353,545
Retail Pharmacy		114,681		110,632		4,049		110,839		964,365		951,420		12,945		906,133
Assisted Living		91,434		88,644		2,790		88,932		738,799		769,194		(30,395)		774,586
·		8,181,827		7,719,303		462,524		7,065,528		76,960,812		67,659,017		9,301,795		63,607,001
Revenue Deductions:																
Contractual Allowances		3,544,076		3,396,724		(147,352)		3,212,277		33,756,241		29,438,210		(4,318,031)		28,433,523
Provision Charity Care		11,746		24,244		12,498		23,578		181,955		210,355		28,400		174,139
Provision for Bad Debt		164,573		144,028		(20,545)		81,066		1,174,608		1,273,669		99,061		873,141
		3,720,395		3,564,996		(155,399)		3,316,921		35,112,804		30,922,234		(4,190,570)		29,480,803
Net Patient Revenues		4,461,432		4,154,307		307,125		3,748,607		41,848,008		36,736,783		5,111,225		34,126,198
Other Operating Revenues		526,937		252,305		274,632		424,249		3,330,609		2,152,369		1,178,240		3,255,999
Total Operating Revenue		4,988,369		4,406,612		581,757		4,172,856		45,178,617		38,889,152		6,289,465		37,382,197
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Operating Expenses																
Salaries and Wages		2,322,409		2,260,573		(61,836)		2,263,834		21,016,987		19,034,369		(1,982,618)		18,688,698
Fringe Benefits		652,632		584,080		(68,552)		527,851		5,208,941		5,020,048		(188,893)		5,000,466
Contract Labor		25,777		30,031		4,254		27,513		244,811		257,348		12,537		226,545
Physician Fees		70,904		95,378		24,474		55,691		554,881		783,774		228,893		497,570
Purchased Services		527,850		521,787		(6,063)		486,439		4,439,284		4,332,374		(106,910)		4,803,336
Pharmaceuticals		506,588		317,388		(189,200)		212,008		3,928,975		2,720,484		(1,208,491)		2,874,803
Supplies		305,082		261,313		(43,769)		247,553		2,592,840		2,257,471		(335,369)		2,236,073
Occupancy		104,696		105,741		1,045		113,762		871,550		770,651		(100,899)		706,579
Equipment, Software & Maintenance		75,836		62,952		(12,884)		57,110		462,942		514,975		52,033		489,043
Depreciation		240,928		231,407		(9,521)		230,207		1,924,022		1,851,256		(72,766)		1,791,778
Insurance		52,262		50,679		(1,583)		47,175		423,406		405,432		(17,974)		381,587
Other		25,499		43,297		17,798		40,127		316,665		339,992		23,327		257,746
		4,910,463		4,564,626		(345,837)		4,309,270		41,985,304		38,288,174		(3,697,130)		37,954,224
Less Shared Services		12,378		_		12,378		1,742		26,261		2,400		23,861		1,742
Total Operating Expenses		4,898,085		4,564,626		(333,459)		4,307,528		41,959,043		38,285,774		(3,673,269)		37,952,482
		.,,		.,,		(000,100)		.,,		,,				(0,0.0,000)		,,
Income from Operations before Grant Revenue																
from COVID-19		90,284		(158,014)		248,298		(134,672)		3,219,574		603,378		2,616,196		(570,285)
Grant Revenue COVID-19		_		_		_		_		711,984		_		711,984		1,287,598
										•				,		, - ,
Paycheck Protection Program Loan Forgiveness		-		-		-		-		6,164,700		-		6,164,700		
Operating Income		90,284		(158,014)		248,298		(134,672)		10,096,258		603,378		9,492,880		717,313
Non-Operating Income (Expense)																
Reserved for Bond Debt		116,805		106,064		10,741		112,251		935,674		920,484		15,190		896,690
Interest on Debt Related to Capital Assets		(17,090)		(17,544)		454		(20,097)		(137,817)		(141,729)		3,912		(161,850)
Unrealized Gain/Loss on LT Investments		(5,466)		-		(5,466)		(3,700)		(22,783)		-		(22,783)		(35,312)
Tax Levy Revenue		730		684		46		674		5,840		5,472		368		5,392
Contributions		-		150		(150)		-		2,113		1,200		913		1,095
Other Income (Loss)		2,101		6,750		(4,649)		5,413		27,056		54,000		(26,944)		72,377
Total Non-Operating Income (Expense)		97,080	_	96,104		976		94,541		810,083		839,427	_	(29,344)		778,392
Total Increase (Decrease) in Net Assets	\$	187,364	æ	(61,910)	œ	249,274	æ	(40,131)	\$	10,906,341	æ	1,442,805	¢	9,463,536	¢	1,495,705
Total Indicase (Dedicase) III Net Assets	Ψ	101,304	φ	(01,810)	φ	۷+3,214	φ	(40,131)	Ψ	10,500,541	φ	1,772,003	ψ	3,403,330	Ψ	1,485,705

# Statement of Cash Flows

Raceived from patients and third-party payors         \$ 41,878,687           Payments to employees         (27,767,756)           Payments to employees         (27,767,756)           Payments to suppliers for services and goods         (16,897,566)           Other receipts from operatings         10,213,133           Net cash provided by operating activities         -7,426,498           Cash flow from capital and related financing activities         -9           Acquisition and construction of capital assets         9.35,674           Proceeds from sale of capital assets         9.35,674           Interest paid on long-term debt         (137,817)           Principal payments on bonds and notes payable         (169,212)           Net cash used in capital and related financing activities         278,001           Cash flow from investing activities         24,273           Sale of short-term investments         25,086           Net activity of investments internally designated for capital acquisitions         832,328           Net cash provided by investing activities         1,111,687           Net increase in cash and cash equivalents         8,20,0084           Cash and cash equivalents at teginning of year         2,510,745           Cash and cash equivalents at end of period         1,174,608           Provision for uncollectible acc		-	Eight Months Ending February 28, 2022		
Payments to employees         (27.67.756)           Payments to suppliers for services and goods         (27.687.566)           Other receipts from operations         10.213,133           Net cash provided by operating activities         7.426.498           Cash flow from capital and related financing activities           Acquisition and construction of capital assets         (906,746)           Proceeds from sale of capital assets         9.5674           Interest paid on long-term debt         (137.817)           Principal payments on bonds and notes payable         (169.212)           Net cash used in capital and related financing activities         (278,101)           Cash flow from investing activities           Investment income         4,273           Sale of short-term investments         25,508           Net activity of investments internally designated for capital acquisitions         832,328           Net activity of investments internally designated for capital acquisitions         832,328           Net increase in cash and cash equivalents         8,260,084           Cash and cash equivalents at beginning of year         23,510,745           Cash and cash equivalents at end of period         \$ 1,096,258           Adjustments to recordile operating income to net cash flows         1,174,608           Operating activiti	Cash flow from operating activities				
Payments to suppliers for services and goods         (16,897,566)           Other receipts from operations         10,213,133           Net cash provided by operating activities         7,426,498           Cash flow from capital and related financing activities           Acquisition and construction of capital assets         (906,746)           Proceeds from sale of capital assets         935,674           Interest paid on long-term debt         (137,817)           Principal payments on bonds and notes payable         (169,212)           Net cash used in capital and related financing activities         (278,101)           Cash flow from investing activities           Investment income         4,273           Sale of short-term investments         275,086           Net activity of investments internally designated for capital acquisitions         832,328           Net cash provided by investing activities         1,111,687           Net increase in cash and cash equivalents         8,260,084           Cash and cash equivalents at beginning of year         23,510,745           Cash and cash equivalents at end of period         31,770,829           Reconciliation of operating income to net cash flows           From operating activities           Operating lax levy         5,840           Net g	Received from patients and third-party payors	\$	41,878,687		
Other receipts from operations         10.213.133           Net cash provided by operating activities         7,426,498           Cash flow from capital and related financing activities         (906,746)           Acquisition and construction of capital assets         (906,746)           Proceeds from sale of capital assets         935,674           Interest paid on long-term debt         (137,817)           Principal payments on bonds and notes payable         (169,212)           Net cash used in capital and related financing activities         275,086           Investment income         4,273           Sale of short-term investiments         275,086           Net activity of investments internally designated for capital acquisitions         832,328           Net cash provided by investing activities         1,111,687           Net increase in cash and cash equivalents         8,260,084           Cash and cash equivalents at the of period         8,31,770,829           Reconciliation of operating income to net cash flows         1           from operating activities         10,996,258           Adjustments to reconcile operating income to net cash flows         1,174,608           Operating income         1,096,258           Appearating activities         1,174,608           Operating tax levy         5,840	Payments to employees		(27,767,756)		
Net cash provided by operating activities  Cash flow from capital and related financing activities  Acquisition and construction of capital assets Proceeds from sale of capital assets Proceeds from sucounty bond tax levy Interest paid on long-term debt Interest paid in capital and related financing activities Interest paid in capital and related financing activities Investment income Interest paid in capital and related financing activities Investment income Interest paid in capital activities Investment income Interest paid internally designated for capital acquisitions Interest paid by investing activities Interest in cash and cash equivalents Interest in cash and cash equivalents Interest in cash and cash equivalents Interest internally designated for capital acquisitions Interest interest internally designated	Payments to suppliers for services and goods		(16,897,566)		
Cash flow from capital and related financing activities         (906,746)           Acquisition and construction of capital assets         (906,746)           Proceeds from sale of capital assets         935,674           Interest paid on long-term debt         (137,817)           Principal payments on bonds and notes payable         (189,212)           Net cash used in capital and related financing activities         (278,101)           Investment income         4,273           Sale of short-term investments         275,086           Net activity of investments internally designated for capital acquisitions         832,328           Net activity of investments internally designated for capital acquisitions         832,328           Net activity of investments internally designated for capital acquisitions         832,328           Net activity of investments internally designated for capital acquisitions         832,328           Net activity of investments internally designated for capital acquisitions         832,328           Net activity of investments internally designated for capital acquisitions         832,328           Net activity of investments internally designated for capital acquisitions         832,328           Net activity of investing activities         8,260,084           Cash and cash equivalents         8,10,084           Cash and cash equivalents         1,111,1687	Other receipts from operations		10,213,133		
Acquisition and construction of capital assets   906,746     Proceeds from sale of capital assets   97,000     Proceeds from county bond tax levy   935,674     Interest paid on long-term debt   (137,817)     Principal payments on bonds and notes payable   (189,212)     Net cash used in capital and related financing activities   (278,101)     Cash flow from investing activities   4,273     Sale of short-term investments   275,086     Net activity of investments internally designated for capital acquisitions   832,328     Net cash provided by investing activities   1,111,687     Net increase in cash and cash equivalents   8,260,084     Cash and cash equivalents at beginning of year   23,510,745     Cash and cash equivalents at end of period   \$1,700,829     Reconciliation of operating income to net cash flows   10,096,258     Adjustments to reconcile operating income to net cash provided by operating activities   1,174,608     Operating income   1,924,022     Provision for uncollectible accounts   1,174,608     Operating tax levy   5,840     Net gains and losses on sale of PPE   -     Cincrease) decrease in assets:   2,79,447     Patient accounts receivable   (2,779,447     Third-party settlements   891,859     Inventory   (347,139)     Other current assets   37,278     Increase (decrease) in liabilities:   1,482,967     Accrued Compensation   1,482,967	Net cash provided by operating activities		7,426,498		
Proceeds from sale of capital assets         935,674           Proceeds from county bond tax levy         935,674           Interest paid on long-term debt         (137,817)           Principal payments on bonds and notes payable         (169,212)           Net cash used in capital and related financing activities         278,101           Cash flow from investing activities         4,273           Investment income         4,273           Sale of short-term investments         275,086           Net activity of investments internally designated for capital acquisitions         332,328           Net cash provided by investing activities         1,111,687           Net increase in cash and cash equivalents         8,260,084           Cash and cash equivalents at beginning of year         23,510,745           Cash and cash equivalents at end of period         31,770,829           Reconciliation of operating income to net cash flows           from operating activities           Operating income         \$ 10,096,258           Adjustments to reconcile operating income to net         1,924,022           Provision for uncollectible accounts         1,924,022           Provision for uncollectible accounts         1,174,608           Operating tax levy         5,840           Net gains and losses on sale o					
Proceeds from county bond tax levy         935,674           Interest paid on long-term debt         (137,817)           Principal payments on bonds and notes payable         (278,101)           Cash flow from investing activities         278,001           Investment income         4,273           Sale of short-term investments         275,086           Net activity of investments internally designated for capital acquisitions         832,328           Net cash provided by investing activities         1,111,687           Net increase in cash and cash equivalents         8,260,084           Cash and cash equivalents at beginning of year         23,510,745           Cash and cash equivalents at end of period         \$ 31,770,829           Reconciliation of operating income to net cash flows         \$ 10,096,258           Adjustments to reconcile operating income to net cash provided by operating activities:         \$ 10,096,258           Depreciation         1,924,022           Provision for uncollectible accounts         1,174,608           Operating tax levy         5,840           Net gains and losses on sale of PPE         -           (Increase) decrease in assets:         \$ 2,779,447           Patient accounts receivable         (2,779,447)           Third-party settlements         891,859 <td< td=""><td>·</td><td></td><td>(906,746)</td></td<>	·		(906,746)		
Interest paid on long-term debt	·		-		
Principal payments on bonds and notes payable         (169,212)           Net cash used in capital and related financing activities         (278,101)           Cash flow from investing activities           Investment income         4,273           Sale of short-term investments         275,086           Net activity of investments internally designated for capital acquisitions         832,328           Net cash provided by investing activities         1,111,687           Net increase in cash and cash equivalents         8,260,084           Cash and cash equivalents at beginning of year         23,510,745           Cash and cash equivalents at end of period         \$ 31,770,829           Reconciliation of operating income to net cash flows           from operating activities         \$ 10,096,258           Operating income         \$ 10,096,258           Adjustments to reconcile operating income to net         cash provided by operating activities:           Depreciation         1,924,022           Provision for uncollectible accounts         1,924,022           Provision for uncollectible accounts         2,840           Net gains and losses on sale of PPE         -           (Increase) decrease in assets:         2           Patient accounts receivable         (2,779,447)           Third-party set	Proceeds from county bond tax levy		935,674		
Net cash used in capital and related financing activities  Cash flow from investing activities  Investment income Sale of short-term investments Net activity of investments internally designated for capital acquisitions Net activity of investments internally designated for capital acquisitions Net increase in cash and cash equivalents Cash and cash equivalents at beginning of year Cash and cash equivalents at tend of period  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:  Depreciation Operating activities:  Depreciation Operating activities:  Operating tax levy Sale Net gains and losses on sale of PPE  (Increase) decrease in assets:  Patient accounts receivable Inventory Other current assets  Increase (decrease) in liabilities:  Trade accounts payable Accrued Compensation Third Party Settlements Trade accounts payable Accrued Iiabilities  (278,101)  4,277,082  1,278  1,426,679  Other accrued liabilities  (278,101)  4,278  4,273  4,277  4,278  4,279	Interest paid on long-term debt		(137,817)		
Cash flow from investing activities         4,273           Investment income         4,273           Sale of short-term investments         275,086           Net activity of investments internally designated for capital acquisitions         832,328           Net cash provided by investing activities         1,111,687           Net increase in cash and cash equivalents         8,260,084           Cash and cash equivalents at beginning of year         23,510,745           Cash and cash equivalents at end of period         \$ 31,770,829           Reconciliation of operating income to net cash flows           from operating activities         10,096,258           Operating income         \$ 10,096,258           Adjustments to reconcile operating income to net cash provided by operating activities:         1,174,608           Operating income to uncollectible accounts         1,174,608           Operating tax levy         5,840           Net gains and losses on sale of PPE         -           (Increase) decrease in assets:         2,779,447           Phird party settlements         891,859           Inventory         (347,139)           Other current assets         37,278           Increase (decrease) in liabilities:         1,482,967           Trade accounts payable         1,482,967 </td <td>Principal payments on bonds and notes payable</td> <td></td> <td>(169,212)</td>	Principal payments on bonds and notes payable		(169,212)		
Investment income	Net cash used in capital and related financing activities		(278,101)		
Sale of short-term investments         275,086           Net activity of investments internally designated for capital acquisitions         832,328           Net cash provided by investing activities         1,111,687           Net increase in cash and cash equivalents         8,260,084           Cash and cash equivalents at beginning of year         23,510,745           Cash and cash equivalents at end of period         \$ 31,770,829           Reconciliation of operating income to net cash flows           from operating activities           Operating income         \$ 10,096,258           Adjustments to reconcile operating income to net           cash provided by operating activities:           Depreciation         1,924,022           Provision for uncollectible accounts         1,174,608           Operating tax levy         5,840           Net gains and losses on sale of PPE         -           (Increase) decrease in assets:         (2,779,447)           Patient accounts receivable         (2,779,447)           Third-party settlements         891,859           Increase (decrease) in liabilities:         37,278           Increase (decrease) in liabilities:         1,482,967           Trade accounts payable         1,482,967           Accrued Com	<u> </u>				
Net activity of investments internally designated for capital acquisitions         832,328           Net cash provided by investing activities         1,111,687           Net increase in cash and cash equivalents         8,260,084           Cash and cash equivalents at beginning of year         23,510,745           Cash and cash equivalents at end of period         \$ 31,770,829           Reconciliation of operating income to net cash flows           from operating activities           Operating income         \$ 10,096,258           Adjustments to reconcile operating income to net         2           cash provided by operating activities:         1,924,022           Provision for uncollectible accounts         1,174,608           Operating tax levy         5,840           Net gains and losses on sale of PPE         -           (Increase) decrease in assets:         2           Patient accounts receivable         (2,779,447)           Third-party settlements         891,859           Inventory         (347,139)           Other current assets         37,278           Increase (decrease) in liabilities:         1,482,967           Accrued Compensation         (1,541,828)           Third Party Settlements         743,659           Other accrued liabilities					
Net cash provided by investing activities         1,111,687           Net increase in cash and cash equivalents         8,260,084           Cash and cash equivalents at beginning of year         23,510,745           Cash and cash equivalents at end of period         \$ 31,770,829           Reconciliation of operating income to net cash flows from operating activities           Operating income         \$ 10,096,258           Adjustments to reconcile operating income to net cash provided by operating activities:         \$ 1,924,022           Depreciation         1,924,022           Provision for uncollectible accounts         1,174,608           Operating tax levy         5,840           Net gains and losses on sale of PPE         -           (Increase) decrease in assets:         (2,779,447)           Patient accounts receivable         (2,779,447)           Third-party settlements         891,859           Inventory         (347,139)           Other current assets         37,278           Increase (decrease) in liabilities:         1,482,967           Accrued Compensation         (1,541,828)           Third Party Settlements         743,659           Other accrued liabilities         (4,261,579)					
Net increase in cash and cash equivalents         8,260,084           Cash and cash equivalents at beginning of year         23,510,745           Cash and cash equivalents at end of period         \$ 31,770,829           Reconciliation of operating income to net cash flows           from operating activities           Operating income         \$ 10,096,258           Adjustments to reconcile operating income to net cash provided by operating activities:         Toperciation           Depreciation         1,924,022           Provision for uncollectible accounts         1,174,608           Operating tax levy         5,840           Net gains and losses on sale of PPE         -           (Increase) decrease in assets:         (2,779,447)           Patient accounts receivable         (2,779,447)           Third-party settlements         891,859           Inventory         (347,139)           Other current assets         37,278           Increase (decrease) in liabilities:         Trade accounts payable         1,482,967           Accrued Compensation         (1,541,828)           Third Party Settlements         743,659           Other accrued liabilities         (4,261,579)					
Cash and cash equivalents at beginning of year         23,510,745           Cash and cash equivalents at end of period         \$ 31,770,829           Reconciliation of operating income to net cash flows from operating activities           Operating income         \$ 10,096,258           Adjustments to reconcile operating income to net cash provided by operating activities:         \$ 1,924,022           Provision for uncollectible accounts         1,174,608           Operating tax levy         5,840           Net gains and losses on sale of PPE         -           (Increase) decrease in assets:         \$ 81,859           Patient accounts receivable         (2,779,447)           Third-party settlements         881,859           Inventory         (347,139)           Other current assets         37,278           Increase (decrease) in liabilities:         Trade accounts payable         1,482,967           Accrued Compensation         (1,541,828)           Third Party Settlements         743,659           Other accrued liabilities         (4,261,579)	Net cash provided by investing activities		1,111,687		
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:  Depreciation Depreciation Depreciation Operating tax levy Provision for uncollectible accounts Operating tax levy Net gains and losses on sale of PPE  (Increase) decrease in assets: Patient accounts receivable Inventory Other current assets  Increase (decrease) in liabilities: Trade accounts payable Accrued Compensation Third Party Settlements Other accrued liabilities  (1,541,828) Other accrued liabilities (4,261,579) Other accrued liabilities (4,261,579)	·				
Reconciliation of operating income to net cash flows from operating activities  Operating income \$10,096,258  Adjustments to reconcile operating income to net cash provided by operating activities:  Depreciation 1,924,022 Provision for uncollectible accounts 1,174,608 Operating tax levy 5,840 Net gains and losses on sale of PPE -  (Increase) decrease in assets: Patient accounts receivable (2,779,447) Third-party settlements 891,859 Inventory (347,139) Other current assets 37,278  Increase (decrease) in liabilities: Trade accounts payable 1,482,967 Accrued Compensation (1,541,828) Third Party Settlements 743,659 Other accrued liabilities (4,261,579)	· · · · · · · · · · · · · · · · · · ·		23,510,745		
from operating activities         \$ 10,096,258           Adjustments to reconcile operating income to net cash provided by operating activities:         \$ 10,096,258           Depreciation         1,924,022           Provision for uncollectible accounts         1,174,608           Operating tax levy         5,840           Net gains and losses on sale of PPE         -           (Increase) decrease in assets:         \$ 2,779,447           Patient accounts receivable         (2,779,447)           Third-party settlements         891,859           Inventory         (347,139)           Other current assets         37,278           Increase (decrease) in liabilities:         1,482,967           Accrued Compensation         (1,541,828)           Third Party Settlements         743,659           Other accrued liabilities         (4,261,579)	Cash and cash equivalents at end of period	\$	31,770,829		
Operating income         \$ 10,096,258           Adjustments to reconcile operating income to net cash provided by operating activities:         1,924,022           Depreciation         1,924,022           Provision for uncollectible accounts         1,174,608           Operating tax levy         5,840           Net gains and losses on sale of PPE         -           (Increase) decrease in assets:         2           Patient accounts receivable         (2,779,447)           Third-party settlements         891,859           Inventory         (347,139)           Other current assets         37,278           Increase (decrease) in liabilities:         1,482,967           Accrued Compensation         (1,541,828)           Third Party Settlements         743,659           Other accrued liabilities         (4,261,579)					
Adjustments to reconcile operating income to net cash provided by operating activities:  Depreciation 1,924,022 Provision for uncollectible accounts 1,174,608 Operating tax levy 5,840 Net gains and losses on sale of PPE -  (Increase) decrease in assets: Patient accounts receivable (2,779,447) Third-party settlements 891,859 Inventory (347,139) Other current assets 37,278  Increase (decrease) in liabilities: Trade accounts payable 1,482,967 Accrued Compensation (1,541,828) Third Party Settlements 743,659 Other accrued liabilities (4,261,579)	·	•	40.000.050		
cash provided by operating activities:       1,924,022         Depreciation       1,924,022         Provision for uncollectible accounts       1,174,608         Operating tax levy       5,840         Net gains and losses on sale of PPE       -         (Increase) decrease in assets:       (2,779,447)         Patient accounts receivable       (2,779,447)         Third-party settlements       891,859         Inventory       (347,139)         Other current assets       37,278         Increase (decrease) in liabilities:       1,482,967         Accrued Compensation       (1,541,828)         Third Party Settlements       743,659         Other accrued liabilities       (4,261,579)	•	\$	10,096,258		
Depreciation       1,924,022         Provision for uncollectible accounts       1,174,608         Operating tax levy       5,840         Net gains and losses on sale of PPE       -         (Increase) decrease in assets:       (2,779,447)         Patient accounts receivable       (2,779,447)         Third-party settlements       891,859         Inventory       (347,139)         Other current assets       37,278         Increase (decrease) in liabilities:       1,482,967         Accrued Compensation       (1,541,828)         Third Party Settlements       743,659         Other accrued liabilities       (4,261,579)	· · ·				
Provision for uncollectible accounts       1,174,608         Operating tax levy       5,840         Net gains and losses on sale of PPE       -         (Increase) decrease in assets:       -         Patient accounts receivable       (2,779,447)         Third-party settlements       891,859         Inventory       (347,139)         Other current assets       37,278         Increase (decrease) in liabilities:       1,482,967         Accrued Compensation       (1,541,828)         Third Party Settlements       743,659         Other accrued liabilities       (4,261,579)					
Operating tax levy       5,840         Net gains and losses on sale of PPE       -         (Increase) decrease in assets:       (2,779,447)         Patient accounts receivable       (2,779,447)         Third-party settlements       891,859         Inventory       (347,139)         Other current assets       37,278         Increase (decrease) in liabilities:       1,482,967         Accrued Compensation       (1,541,828)         Third Party Settlements       743,659         Other accrued liabilities       (4,261,579)	·				
Net gains and losses on sale of PPE  (Increase) decrease in assets: Patient accounts receivable Third-party settlements Inventory Other current assets  Increase (decrease) in liabilities: Trade accounts payable Accrued Compensation Third Party Settlements Other accrued liabilities  (2,779,447) 891,859 (347,139) 7,278  1,482,967 7,482,967 7,43,659 7,43,659 0,4,261,579)					
(Increase) decrease in assets:(2,779,447)Patient accounts receivable(2,779,447)Third-party settlements891,859Inventory(347,139)Other current assets37,278Increase (decrease) in liabilities:1,482,967Accrued Compensation(1,541,828)Third Party Settlements743,659Other accrued liabilities(4,261,579)	· · · · · · · · · · · · · · · · · · ·		5,840		
Patient accounts receivable       (2,779,447)         Third-party settlements       891,859         Inventory       (347,139)         Other current assets       37,278         Increase (decrease) in liabilities:       1,482,967         Accrued Compensation       (1,541,828)         Third Party Settlements       743,659         Other accrued liabilities       (4,261,579)	Net gains and losses on sale of PPE		-		
Third-party settlements       891,859         Inventory       (347,139)         Other current assets       37,278         Increase (decrease) in liabilities:       1,482,967         Accrued Compensation       (1,541,828)         Third Party Settlements       743,659         Other accrued liabilities       (4,261,579)	(Increase) decrease in assets:				
Inventory       (347,139)         Other current assets       37,278         Increase (decrease) in liabilities:       1,482,967         Trade accounts payable       1,482,967         Accrued Compensation       (1,541,828)         Third Party Settlements       743,659         Other accrued liabilities       (4,261,579)	Patient accounts receivable		(2,779,447)		
Other current assets 37,278  Increase (decrease) in liabilities:  Trade accounts payable 1,482,967 Accrued Compensation (1,541,828) Third Party Settlements 743,659 Other accrued liabilities (4,261,579)	Third-party settlements		891,859		
Increase (decrease) in liabilities:  Trade accounts payable Accrued Compensation Third Party Settlements Other accrued liabilities  1,482,967 (1,541,828) 743,659 (4,261,579)	Inventory		(347,139)		
Trade accounts payable 1,482,967 Accrued Compensation (1,541,828) Third Party Settlements 743,659 Other accrued liabilities (4,261,579)	Other current assets		37,278		
Accrued Compensation (1,541,828) Third Party Settlements 743,659 Other accrued liabilities (4,261,579)					
Third Party Settlements 743,659 Other accrued liabilities (4,261,579)	Trade accounts payable		1,482,967		
Third Party Settlements 743,659 Other accrued liabilities (4,261,579)	Accrued Compensation		(1,541,828)		
Other accrued liabilities (4,261,579)	Third Party Settlements		743,659		
	Other accrued liabilities		(4,261,579)		
	Net cash provided by operating activities	\$			

# Statement of Changes in Net Assets Eight Months Ending February 28, 2022

	sted in Capital s, net of Related	House stoicted	Total Not Access
	 Debt	Unrestricted	Total Net Assets
Net Assets at June 30, 2020	\$ 31,663,831	\$ 17,985,240	\$ 49,649,071
Acquisition and construction of capital assets	2,263,093		3,665,276
Depreciation	(2,794,817)		(2,605,609)
Sale of Capital Assets	12,452		53,341
Net Change in Debt	1,253,314		1,217,859
Increase (Decrease) in Net Assets Net of Amounts Invested in Capital Assets		4,223,099	(450,120)
Increase (Decrease) in Net Assets	734,042	4,223,099	1,880,747
Net Assets at June 30, 2021	32,397,873	22,208,339	54,606,212
Acquisition and construction of capital assets	906,746		906,746
Depreciation	(1,924,022)		(1,924,022)
Net Change in Debt	169,212		169,212
Increase (Decrease) in Net Assets Net of Amounts Invested in Capital Assets		11,754,405	11,754,405
Increase (Decrease) in Net Assets	(848,064)	11,754,405	10,906,341
Net Assets at February 28, 2022	\$ 31,549,809	\$ 33,962,744	\$ 65,512,553

### Statistical Report

		Month of Fe	bruary 2022		Year to Date Ended February 28, 2022					
	Actual	Budget	Variance	Prior Year	Actual	Budget	Variance	Prior Year		
ADMISSIONS:										
Acute Care	17	16	1	7	122	140	(18)	99		
Long Term Care	19	13	6	12	117	114	3	124		
Extended Stays	8	12	(4)	9	103	103	0	86		
PATIENT DAYS:										
Acute Care	59	39	20	19	448	337	111	248		
Long Term Care-Skilled	258	228	30	121	1,803	1,988	(185)	1,288		
Long Term Care-Basic	2,054	2,240	(186)	2,269	18,782	19,440	(658)	19,652		
Extended Stays	6	5	1	9	57	40	17	60		
AVERAGE LENGTH OF STAY:										
Acute Care	3.5	2.4	1.0	2.7	3.7	2.4	1.3	2.5		
DAILY AVERAGE CENSUS:										
Acute Care	2.1	1.4	0.7	0.7	1.8	1.4	0.5	1.0		
Long Term Care	82.6	88.1	(5.6)	85.4	84.7	88.2	(3.5)	86.2		
PERCENT OF OCCUPANCY:										
Acute Care	26.3%	17.4%	8.9%	8.5%	23.0%	17.3%	5.7%	12.8%		
Long Term Care	79.4%	84.8%	-5.4%	82.1%	81.5%	84.8%	-3.3%	82.9%		
ANCILLARY DEPARTMENT VOLUME:										
Emergency Room	1,001	856	145	617	9,370	7,926	1,444	5,772		
Urgent Care	0	0	0	188	420	0	420	1,791		
Walk-in Clinic	349	238	111	0	3,355	2,048	1,307	0		
Primary Care Physician RVU's	5,645	4,626	1,019	4,751	48,451	39,780	8,671	35,535		
Primary Care Physician Encounters	3,143	3,348	(205)	4,779	29,064	28,789	275	26,212		
Specialty Clinics KMA Clinic RVU's	288 6,331	351 5,500	(63) 831	465 5,395	2,902 52,398	3,010 47,300	(108)	2,876 38,704		
Total Outpatient Visits	6,359	6,311	48	5,395 6,149	52,396 56,382	54,775	5,098 1,607	56,704 54,410		
Surgical Procedures	129	98	31	80	892	844	48	752		
Radiology	2,295	1,927	368	1,941	19,561	16,720	2,841	16,325		
Laboratory	17,040	15,449	1,591	14,553	149,402	135,158	14,244	130,983		
Physical Therapy	3,018	2,996	22	2,640	26,172	25,772	400	23,967		
Chemo Therapy	310	292	18	287	3,157	2,512	645	2,170		
Dialysis Treatments	516	627	(111)	607	4,783	5,389	(606)	5,405		
Ambulance Transports	239	168	71	174	1,816	1,827	(11)	1,622		
Assisted Living Days	847	908	(61)	848	7,409	7,879	(470)	7,899		
Cost per adjusted IP and LTC day:	229.48	208.24	21.25	199.86	201.94	201.23	1	199.10		
TOTAL FTE'S:	433	433	(0)	432	441	429	(12)	417		
			(-)				` /			

#### **Additional Financial Information**

	Fe	bruary 28, 2022
MTD % increase in net revenue vs. prior year MTD % increase in expense vs. prior year		19.02% 13.71%
WID to more case in expense ve. pilot year		5.31%
YTD % increase in net revenue vs. prior year YTD % increase in expense vs. prior year		22.63% 10.56%
,		12.07%
LTC Expense per Critical Unit - MTD LTC Expense per Critical Unit - YTD	\$ \$	264.57 239.38
Ambulance Days in AR YTD	Ψ	64.55
Dialysis number of patients - MTD	_	57
Dialysis net income - MTD Dialysis net income - YTD	\$ \$	(3,561) (75,679)
Assisted Living net income - MTD Assisted Living net income - YTD	\$	(7,977) (241,106)
Average Age of Plant (as of 2/28/22) Debt to Capitalization Ratio		12.30 0.09

### **Net Revenue Analysis**

net Revenue Analysis	Month of February 2022					
Service Line Revenue % of Total	Actual	Budget	Variance			
Inpatient	1.3%	1.1%	0.2%			
Outpatient	62.6%	60.4%	2.2%			
Professional	11.8%	12.3%	-0.4%			
Long-Term Care	11.2%	11.4%	-0.2%			
Dialysis Center	7.2%	9.1%	-1.9%			
Ambulance	3.4%	3.2%	0.2%			
Retail Pharmacy	1.4%	1.4%	0.0%			
Assisted Living	1.1%	1.1%	0.0%			
	100.0%	100.0%	0.0%			
Revenue Deductions as % of Gross Revenue						
Contractual Allowances	43.3%	44.0%	0.7%			
Charity Care	0.1%	0.3%	0.2%			
Bad Debt	2.0%	1.9%	-0.1%			
Total Revenue Deductions	45.5%	46.2%	0.7%			
	Year to Date	Ended Februa	ry 28, 2022			
Service Line Revenue % of Total	Actual	Budget	Variance			
Inpatient	1.2%	1.1%	0.1%			
Outpatient	64.3%	60.1%	4.3%			
Professional	11.9%	12.2%	-0.3%			
Long-Term Care	9.9%	11.3%	-1.4%			
Dialysis Center	7.2%	8.9%	-1.7%			
Ambulance	3.3%	3.9%	-0.6%			
Retail Pharmacy	1.3%	1.4%	-0.2%			
Assisted Living	1.0%	1.1%	-0.2%			
	100.0%	100.0%	0.0%			
Revenue Deductions as % of Gross Revenue						
Contractual Allowances	43.9%	43.5%	-0.4%			
Charity Care	0.2%	0.3%	0.1%			
Bad Debt	1.5%	1.9%	0.4%			
Total Revenue Deductions	45.6%	45.7%	0.1%			

# Kalkaska Memorial Health Center

# Payor Mix Schedule

YTD 2022		110 1110		Laa ii ii aa L			5: " I		<del></del>
Revenue %	MCare	MCareHMO	Medicaid	Medicaid Adv	ВС	Comm	Priority	Private	Total
Acute including EMS	26.73%	22.49%	0.12%	18.66%	14.02%	6.89%	9.00%	2.09%	100.00%
LTC	13.28%	13.83%	57.61%	0.00%	0.00%	4.02%	0.00%	11.26%	100.00%
ER	18.91%	16.21%	0.00%	30.82%	15.32%	6.95%	8.27%	3.51%	100.00%
OR	23.85%	31.67%	0.00%	13.00%	16.22%	7.00%	7.98%	0.28%	100.00%
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				0.00%	0.07%				
	14.75%	9.87%	55.12%			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	BC	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%