



MRH

CONVERSATION WITH CITY OF CRAIG – 07-28-2020



COVID-19 IMPACT RURAL HEALTH



Rural Hospital Reporting March 2019 vs March 2020

Utilization Stats	March 2019	March 2020	% Chg
Total Discharges	2,342	2,005	-14%
Total Patient Days	10,944	8,999	-18%
Inpatient Surgeries	708	416	-41%
Inpatient Admissions from ED	1,328	1,076	-19%
Emergency Department Visits	18,560	13,877	-25%
Ambulatory Surgery Visits	2,358	1,837	-22%
Observation Visits	874	683	-22%
Total Outpatient Visits	162,800	129,724	-20%

Financial Stats	March 2019	March 2020	% Chg
Total Charges	\$ 322,097,106	\$ 272,507,254	-15%
Total Contractuals	165,287,996	143,130,119	-13%
Total Revenue	156,809,110	129,377,135	-17%
Charity Care	4,396,165	2,670,964	-39%
Bad Debt	8,283,407	8,733,473	5%
Total Operating Expense	127,622,024	138,605,786	9%
Operating Margin	21,208,059	(18,331,017)	-186%
Net Nonoperating Gains	5,822,048	(30,009,454)	-615%
Total Margin	\$ 28,056,567	\$ (47,240,635)	-268%

COVID-19 IMPACT RURAL HEALTH



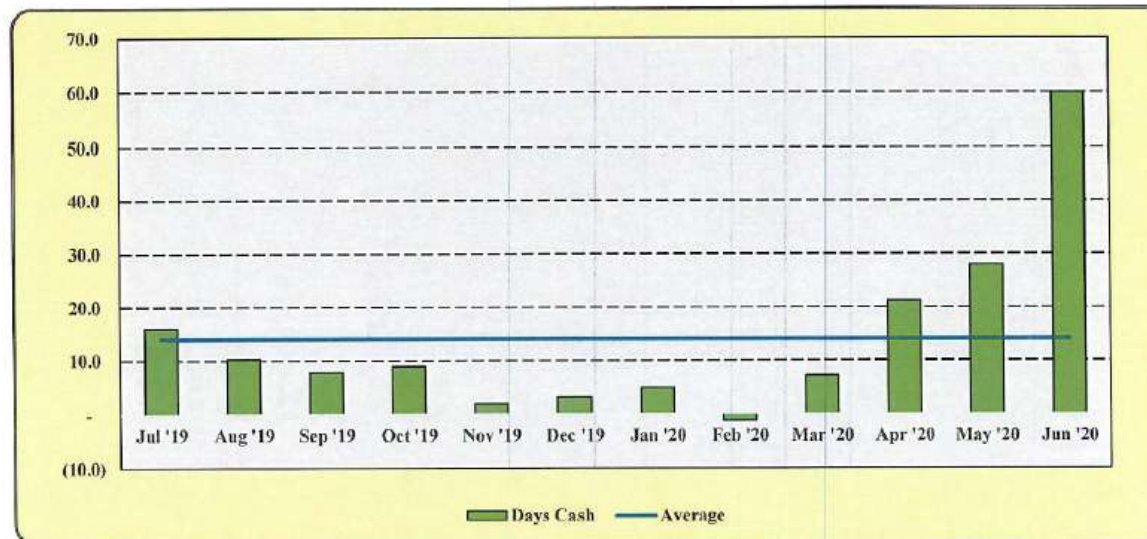
Rural Hospital Reporting April 2019 vs 2020

Utilization Stats	April 2019	April 2020	% Chg
Total Discharges	2,196	1,775	-19%
Total Patient Days	11,103	8,845	-20%
Inpatient Surgeries	663	292	-56%
Inpatient Admissions from ED	1,164	834	-28%
Emergency Department Visits	16,218	9,065	-44%
Ambulatory Surgery Visits	2,706	900	-67%
Observation Visits	796	426	-46%
Total Outpatient Visits	172,179	88,593	-49%

Financial Stats	April 2019	April 2020	% Chg
Total Charges	314,272,676	196,433,487	-37%
Total Contractuals	167,978,551	108,914,002	-35%
Total Revenue	146,294,125	87,519,485	-40%
Charity Care	2,785,617	3,645,738	31%
Bad Debt	3,001,319	3,181,254	6%
Total Operating Expense	132,513,167	127,727,050	-4%
Operating Margin	12,911,427	(24,490,796)	-290%
Net Nonoperating Gains	7,086,926	25,196,710	256%
Total Margin	21,224,454	2,109,879	-90%

	2020 Year to Date			2019 Year to Date	
	Total				
PATIENT REVENUE	Actual	Budget	\$ Variance	Actual	Variance
Inpatient Charges	\$ 16,988,099	\$ 18,639,811	\$ (1,651,712)	\$ 17,172,666	(1.1%)
Hospital Outpatient Charge	\$ 28,583,713	\$ 31,082,440	\$ (2,498,727)	\$ 28,185,954	1.4%
Clinic Outpatient Charges	\$ 6,139,013	\$ 6,827,674	\$ (688,661)	\$ 7,829,612	(21.6%)
Gross Patient Revenue	\$ 51,710,825	\$ 56,549,925	\$ (4,839,100)	\$ 53,188,232	(2.8%)
REVENUE ADJUSTMENTS					
Contractual Adjustments	\$ 20,937,090	\$ 19,427,107	\$ (1,509,983)	\$ 18,327,337	(14.2%)
Charity Care	\$ 166,843	\$ 294,780	\$ 127,937	\$ 296,406	43.7%
Other	\$ 1,086,884	\$ 1,429,241	\$ 342,357	\$ 2,978,182	63.5%
Bad Debt	\$ 1,965,011	\$ 2,261,997	\$ 296,986	\$ 1,202,730	(63.4%)
Total Adjustments	\$ 24,155,828	\$ 23,413,125	\$ (742,703)	\$ 22,804,654	(5.9%)
Net Patient Revenue	\$ 27,554,997	\$ 33,136,800	\$ (5,581,803)	\$ 30,383,578	(9.3%)
Grant Revenue	\$ 156,651	\$ 137,616	\$ 19,035	\$ -	-
Other Operating Revenue	\$ 851,222	\$ 523,150	\$ 328,072	\$ 717,312	18.7%
Total Operating Revenue	\$ 28,562,870	\$ 33,797,566	\$ (5,234,696)	\$ 31,100,890	(8.2%)
EXPENSES					
Salaries & Expenses	\$ 12,377,039	\$ 14,553,928	\$ 2,176,889	\$ 14,920,874	17.0%
Employee Benefits	\$ 3,037,000	\$ 4,532,259	\$ 1,495,259	\$ 3,428,207	11.4%
Professional Fee	\$ 1,693,300	\$ 1,371,552	\$ (321,748)	\$ 948,672	(78.5%)
Purchased Services	\$ 2,383,233	\$ 2,314,650	\$ (68,583)	\$ 1,952,857	(22.0%)
Contract Salaries & Expenses	\$ 1,071,703	\$ 567,571	\$ (504,132)	\$ 2,488,473	56.9%
Management Fees	\$ 121,338	\$ 165,948	\$ 44,610	\$ 165,965	26.9%
Supplies	\$ 3,077,356	\$ 4,095,041	\$ 1,017,685	\$ 4,837,804	36.4%
Minor Equipment	\$ 88,778	\$ 383,466	\$ 294,688	\$ 378,951	76.6%
Utilities	\$ 325,661	\$ 366,522	\$ 40,861	\$ 340,721	4.4%
Telephone	\$ 145,858	\$ 138,048	\$ (7,810)	\$ 125,294	(16.4%)
Repairs & Maintenance	\$ 489,211	\$ 567,222	\$ 78,011	\$ 559,643	12.6%
Leases & Rentals	\$ 526,909	\$ 489,348	\$ (37,561)	\$ 482,570	(9.2%)
Insurance	\$ 196,013	\$ 234,576	\$ 38,563	\$ 232,824	15.8%
Travel & Education	\$ 95,558	\$ 247,242	\$ 151,684	\$ 153,912	37.9%
Licenses, Due & Fees	\$ 347,715	\$ 372,240	\$ 24,525	\$ 628,727	44.7%
Miscellaneous	\$ 696,361	\$ 762,090	\$ 65,729	\$ 742,790	6.3%
Physician Recruitment	\$ (3,915)	\$ 125,052	\$ 128,967	\$ 107,563	103.6%
Grant Expense	\$ 147,733	\$ 227,874	\$ 80,141	\$ -	0.0%
Depreciation	\$ 1,836,922	\$ 2,028,498	\$ 191,576	\$ 1,470,829	(24.9%)
Total Expenses	\$ 28,653,773	\$ 33,543,127	\$ 4,889,354	\$ 33,966,678	15.6%
Operating Income (Loss)	\$ (90,903)	\$ 254,439	\$ (345,342)	\$ (2,865,788)	(96.8%)

Memorial Regional Health
Days Cash on Hand
 Rolling Twelve Months Ended June, 2020



Calculation:
$$\frac{\text{Total Unrestricted Cash minus short-term loans}}{\text{Average Daily Cash Requirements}}$$

Average
14

Definition: *Considered the primary "liquidity ratio" that calculates how many days of operating cash are available.*

CAH Average
91

Desired Position: *Upward trend above the median, and above average.*

How ratio is used: *Used to determine how many days the hospital could operate and pay bill, in a timely manner, before it would run out of cash.*



What is a Four-Star Hospital?

A four-star hospital is a designation given to a hospital by CMS based on several quality and customer service factors.

OUR PROMISE TO OUR PATIENTS AND COMMUNITY



Category	4-STAR CAMPAIGN (BHAG: BIG HARRY AUDACIOUS GOAL)				
	Manager & Staff Professional Development & Training	Admin Team: Laser Focus on Engagement and Accountability with Teams	BOT: Focus on External & Internal Stakeholder Relationships	Clinic Excellence	Patient Satisfaction
Focus	<ul style="list-style-type: none"> • Patient Experience • Value-Enhancement • Leadership • Health Business Literacy 	<ul style="list-style-type: none"> • Trust-Building • Transparency • Ownership • Accountability • Contribution • Recognition 	<ul style="list-style-type: none"> • Community Relations • Mutual Beneficiaries 	<ul style="list-style-type: none"> • Quality of Medical Care 	<ul style="list-style-type: none"> • Quality of Interactions • Accuracy: Financial/Billing



THANK YOU! MAY I COME BACK?

Questions?