GUNNISON VALLEY HEALTH

GVH and the Board of County Commissioners Work Session, July 23, 2013
1:45 pm - 2:30 p.m. / County Offices
Conversation Agenda and Packet

For Gunnison Valley Health:

- Ronda S. Connaway, GVH Board of Trustees, Chair
- Rob Santilli, GVH CEO
- James Barbaut, GVH CFO
- Michelle Campbell, GVH Business Development Officer

Conversation Outline

I.	**Opening Comments & Introductions**	**Ronda S. Connaway** **Rob Santilli**	
II.	**GVH Year to Date Financial Results**	**James Barbaut**	**Attachment 1**
III.	**GVH 2012 Audit Report**	**James Barbaut**	
IV.	**Medical Staff Development Plan**	**Michelle Campbell**	**Attachment 2**
V.	**Primary Care Transition Update**	**Michelle Campbell**	
VI.	**Commissioner Questions and Observations**		

GUNNISON VALLEY HEALTH

Operation Review

Period Ending June 30, 2013

Statistics:

	MONTH TO DATE								
	Unit	C/M	Bgt	Var	% Var		PY	Var	% Var
SCC	Days	1,168	1,200	(32)	-2.7%		1,168	-	0.0%
H/H	Visits	454					314	-	0.0%
A. Living	Days	378	420	(42)	-10.0%		420	(42)	-10.0%
Hospice	Days	54	150	(96)	-64.0%		159	(105)	-66.0%
Palliative	Days	243	420	(177)	-42.1%		381	(138)	-36.2%

	YEAR TO DATE								
	Unit	C/M	Bgt	Var	% Var		PY	Var	% Var
SCC	Days	7,201	7,240	(39)	-0.5%		7,384	(183)	-2.5%
H/H	Visits	2,712					2,842	-	0.0%
A. Living	Days	2,495	2,534	(39)	-1.5%		2,560	(65)	-2.5%
Hospice	Days	414	905	(491)	-54.3%		986	(572)	-58.0%
Palliative	Days	1,662	2,534	(872)	-34.4%		2,191	(529)	-24.1%

Net Incomes:

	MONTH TO DATE						
	Net Income	Budget	Var	% Var	P/Y	Var	% Var
GVH	$ 356,492	$ 64,173	$ 292,319	455.5%	$ 25,010	$ 331,482	1325.4%
SCC	$ 2,135	$ 60,601	$ (58,466)	-96.5%	$ 109,235	$ (107,100)	-98.0%
Hospice	$ (8,172)	$ (17)	$ (8,155)	47970.6%	$ (31,744)	$ 23,572	-74.3%
Home Health	$ (22,569)	$ 6,086	$ (28,655)	-470.8%	$ (8,135)	$ (14,434)	177.4%
Assisting Living	$ (1,546)	$ 88	$ (1,634)	-1856.8%	$ (2,035)	$ 489	-24.0%
Foundation	$ (6,958)	$ -	$ (6,958)	0.0%	$ 32,982	$ (39,940)	-121.1%
Grand Total	$ 319,382	$ 130,931	$ 188,451	143.9%	$ 125,313	$ 194,069	154.9%

	YEAR TO DATE						
	Net Income	Budget	Var	% Var	P/Y	Var	% Var
GVH	$ 1,301,439	$ 195,433	$ 1,106,006	565.9%	$ (1,001,214)	$ 2,302,653	-230.0%
SCC	$ 502,432	$ 325,545	$ 176,887	54.3%	$ 399,951	$ 102,481	25.6%
Hospice	$ (43,149)	$ (102)	$ (43,047)	42202.9%	$ (82,918)	$ 39,769	-48.0%
Home Health	$ (90,529)	$ 36,715	$ (127,244)	-346.6%	$ (11,232)	$ (79,297)	706.0%
Assisting Living	$ 11,544	$ 938	$ 10,606	1130.7%	$ 16,269	$ (4,725)	-29.0%
Foundation	$ 69,407	$ -	$ 69,407	0.0%	$ 315,155	$ (245,748)	-78.0%
Grand Total	$ 1,751,144	$ 558,529	$ 1,192,615	213.5%	$ (363,989)	$ 2,115,133	-581.1%

DEBT SERVICE COVERAGE RATIO - The Debt Service Coverage Ratio at the end of June is 2.66 compared to the current target of 1.25.

CASH ON HAND - the Cash on hand is now 184 compared to the bond covenant requirement of 90 days. The cash on hands does not include the Foundation.

KEY STATISTICS

	Month-to-Date							Year-to-Date						
	Jun-13	Bgt	Var	% Var	Jun-12	Var	% Var	June-13	Bgt	Var	% Var	Jun-12	Var	% Var
Inpatient Days	114	102	12	11.8%	97	17	17.5%	597	763	(166)	-21.8%	745	(148)	-19.9%
Average Daily Census	3.8	3.4	0.4	11.8%	3.2	0.6	17.5%	3.3	4.2	(0.9)	-21.8%	4.1	(0.8)	-19.9%
Admissions	40	36	4	11.1%	35	5	14.3%	243	298	(55)	-18.5%	256	(13)	-5.1%
Avg. Length of Stay	2.85	2.83	0.02	0.6%	2.77	0.08	2.8%	2.46	2.56	(0.10)	-4.0%	2.91	(0.45)	-15.6%
Percent Occupancy	15.8%	14.2%	1.7%	11.8%	13.5%	2.4%	17.5%	13.7%	17.6%	(0)	-21.8%	17.2%	-3.4%	-19.9%
Births	7	13	(6)	-46.2%	13	(6)	-46.2%	60	66	(6)	-9.1%	66	(6)	-9.1%
Swing Bed Days	55	35	20	57.1%	21	34	161.9%	282	211	71	33.6%	168	114	67.9%
Observation Patients	27	46	(19)	-41.3%	46	(19)	-41.3%	163	187	(24)	-12.8%	204	(41)	-20.1%
Lab Exams	4,979	9,811	(4,832)	-49.3%	9,561	(4,582)	-47.9%	42,769	56,108	(13,339)	-23.8%	54,607	(11,838)	-21.7%
EMS Patients	46	65	(19)	-29.2%	63	(17)	-27.0%	291	352	(61)	-17.3%	330	(39)	-11.8%
ER Visits	494	515	(21)	-4.1%	492	2	0.4%	2,294	2,618	(324)	-12.4%	2,479	(185)	-7.5%
Cardiopulmonary Exams	404	319	85	26.6%	272	132	48.5%	2,035	2,482	(447)	-18.0%	2,254	(219)	-9.7%
X-Ray Exams	464	453	11	2.4%	429	35	8.2%	2,481	2,582	(101)	-3.9%	2,438	43	1.8%
Ultrasound Exams	96	114	(18)	-15.8%	113	(17)	-15.0%	587	672	(85)	-12.6%	664	(77)	-11.6%
Mammo Exams	146	212	(66)	-31.1%	212	(66)	-31.1%	1,140	1,144	(4)	-0.3%	1,144	(4)	-0.3%
CT Scan Exams	162	143	19	13.3%	140	22	15.7%	710	835	(125)	-15.0%	816	(106)	-13.0%
MRI Exams	85	73	12	16.4%	73	12	16.4%	437	451	(14)	-3.1%	445	(8)	-1.8%
Physical Therapy Patients	509	354	155	43.8%	394	115	29.2%	3,030	2,901	129	4.4%	3,426	(396)	-11.6%
Physical Therapy Modalities	1,595	1,520	75	4.9%	1,628	(33)	-2.0%	9,375	10,107	(732)	-7.2%	11,754	(2,379)	-20.2%
CB Clinic Patients	84	122	(38)	-31.1%	122	(38)	-31.1%	629	869	(240)	-27.6%	869	(240)	-27.6%
CB Clinic Modalities	324	435	(111)	-25.5%	435	(111)	-25.5%	2,509	3,221	(712)	-22.1%	3,221	(712)	-22.1%
Occup Therapy Patients	121	70	51	72.9%	90	31	34.4%	685	512	173	33.8%	675	10	1.5%
Occup Therapy Modalities	306	268	38	14.2%	434	(128)	-29.5%	1,768	1,522	246	16.2%	1,902	(134)	-7.0%
Anesthesia Stats	110	95	15	15.8%	78	32	41.0%	543	571	(28)	-4.9%	458	85	18.6%
Surgery - Inpatient	10	22	(12)	-54.5%	22	(12)	-54.5%	92	144	(52)	-36.1%	136	(44)	-32.4%
Surgery - Outpatient	62	42	20	47.6%	34	28	82.4%	310	295	15	5.1%	233	77	33.0%
Scopes	35	28	7	25.0%	26	9	34.6%	110	149	(39)	-26.2%	137	(27)	-19.7%
Surgeries - Total	107	92	15	16.3%	82	25	30.5%	512	588	(76)	-12.9%	506	6	1.2%

GUNNISON VALLEY HEALTH
CONSOLIDATED FINANCIAL STATEMENTS
JUNE 2013

INCOME STATEMENT	GVH	GVH Bgt	Var	GVH P/Y	Var	SCC	SCC Bgt	Var	SCC P/Y	Var	Hospice/PC	Hospice/PC Bgt	Var	Hospice/PC P/Y	Var	H.H	H. H. Bgt	Var	H. H. P/Y	Var
PATIENT REVENUE																				
Inpatient Services	670,267	486,962	37.6%	477,146	40.5%															
Outpatient Services	1,549,381	1,318,962	17.5%	1,162,948	33.2%															
Emergency Room	654,995	642,492	1.9%	606,074	8.1%															
Observation	194,391	220,052	-11.7%	269,600	-27.9%															
Swing Bed	95,616	52,220	83.1%	36,329	163.2%															
Professional Fees	355,529	370,873	-4.1%	539,355	-34.1%															
Gunnison Valley Hospital	3,520,179	3,091,561	13.9%	3,091,452	13.9%															
Senior Care Center						282,955	292,869	-3.4%	276,008	2.5%	9,124	24,326	-62.5%	1,175	676.5%	54,283	59,320	-8.5%	50,508	7.5%
Foundation																				
TOTAL REVENUES	**3,520,179**	**3,091,561**	**13.9%**	**3,091,452**	**13.9%**	**282,955**	**292,869**	**-3.4%**	**276,008**	**2.5%**	**9,124**	**24,326**	**-62.5%**	**1,175**	**676.5%**	**54,283**	**59,320**	**-8.5%**	**50,508**	**7.5%**
														7,949						
REVENUE DEDUCTIONS														676.5%						
Bad Debt	41,112	117,868	-65.1%	130,001	-68.4%	58	822	-92.9%	-	0.0%										
Medicare/Medicaid	650,299	627,600	3.6%	494,690	31.5%															
Contactual Adjustments	262,636	286,014	-8.2%	307,724	-14.7%	(693)	2,722	-125.5%	(50,269)	-98.6%	27	(247)	-110.9%	-	0.0%	11,517	(2,187)	626.6%	2,513	358.3%
Charity Care	133,495	159,336	-16.2%	177,489	-24.8%															
Other	11,060	26,658	-58.5%	14,797	-25.3%															
TOTAL REVENUE DEDUCTIONS	**1,098,602**	**1,217,476**	**-9.8%**	**1,124,701**	**-2.3%**	**(635)**	**3,544**	**-117.9%**	**(50,269)**	**-98.7%**	**27**	**(247)**	**110.9%**	**-**	**0.0%**	**11,517**	**(2,187)**	**626.6%**	**2,513**	**358.3%**
OTHER OPERATING REVENUE	10,144	11,259	-9.9%	14,694	-31.0%	(7,680)	8,591	-189.4%	8,711	-188.2%	-	-		-		-	-			
NET OPERATING REVENUE	**2,431,721**	**1,885,344**	**29.0%**	**1,981,445**	**22.7%**	**275,910**	**297,916**	**-7.4%**	**334,988**	**-17.6%**	**9,097**	**24,573**	**-63.0%**	**1,175**	**674.2%**	**42,766**	**61,507**	**-30.5%**	**47,995**	**-10.9%**
OPERATING EXPENSE																				
Salaries	636,307	642,307	-0.9%	746,071	-14.7%	160,161	173,597	-7.7%	167,683	-4.5%	12,739	17,040	-25.2%	23,778	-46.4%	55,484	46,396	19.6%	41,551	33.5%
Benefits	140,895	134,700	4.6%	125,095	12.6%	95,280	52,355	82.0%	53,197	79.1%										
Prof Fees	234,315	272,754	-14.1%	352,404	-33.5%															
Travel and Education	6,036	12,397	-51.3%	19,395	-68.9%	2,588	2,795	-7.4%	247	947.8%	(153)	542	-128.2%	787	-119.4%	3,525	2,568	37.3%	3,029	16.4%
Purchased Services	206,549	220,440	-6.3%	223,271	-7.5%	22,910	31,080	-26.3%	28,151	-18.6%	3,726	4,513	-17.4%	5,246	-29.0%	4,955	5,156	-3.9%	11,271	-56.0%
Supplies	610,307	254,796	139.5%	204,232	198.8%	26,244	30,221	-13.2%	25,853	1.5%	957	2,495	-61.6%	3,108	-69.2%	1,371	1,301	5.4%	279	391.4%
Insurance	12,124	18,000	-32.6%	15,876	-23.6%	1,027	4,932	-79.2%	10,250	-90.0%										
Depreciation	117,818	131,641	-10.5%	140,099	-15.9%	15,561	14,952	4.1%	15,436	0.8%										
Interest Expense	36,936	51,299	-28.0%	50,225	-26.5%	2,259	5,753	-60.7%	5,681	-60.2%										
Other	73,780	88,265	-16.4%	87,254	-15.4%	7,399	9,321	-20.6%	8,554	-13.5%										
TOTAL OPERATING EXPENSE	**2,075,067**	**1,826,599**	**13.6%**	**1,963,922**	**5.7%**	**333,429**	**325,006**	**2.6%**	**315,052**	**5.8%**	**17,269**	**24,590**	**-29.8%**	**32,919**	**-47.5%**	**65,335**	**55,421**	**17.9%**	**56,130**	**16.4%**
NET INCOME (LOSS) FROM OPERATIONS	**356,654**	**58,745**	**-507.1%**	**17,523**	**-1935.3%**	**(57,519)**	**(27,090)**	**-112.3%**	**19,936**	**388.5%**	**(8,172)**	**(17)**	**-47971%**	**(31,744)**	**74.3%**	**(22,569)**	**6,086**	**-470.8%**	**(8,135)**	**177.4%**
NON-OPERATING																				
Income - Tax Levy						42,253	73,538	-42.5%	74,682	-43.4%										
Income - Interest	158	4,100	-96.1%	(3,062)	-105.2%	279	411	-32.1%	486	-42.6%										
Income - Other	-		#DIV/0!	-	0.0%															
Restricted Donations	-	-	#DIV/0!	3,500	0.0%	-	123	-100.0%	3,000	100.0%										
Grant Revenue																				
Other Non Operating Expense/Revenue	(320)	1,328	-124.1%	7,049	100.0%															
Loss on Disposal of Assets	-																			
Allocation of Admin Costs	-					17,122	13,619	25.7%	11,131	53.8%										
TOTAL NON-OPERATING	(162)	5,428	-103.0%	7,487	-102.2%	59,654	87,691	-32.0%	89,299	-33.2%	-					-				
INCREASE/(DECREASE) IN UNRESTRICTED FUND BALANCE	**356,492**	**64,173**	**-455.5%**	**25,010**	**-1325.4%**	**2,135**	**60,601**	**-96.5%**	**109,235**	**-98.0%**	**(8,172)**	**(17)**	**-47971%**	**(31,744)**	**74.3%**	**(22,569)**	**6,086**	**-470.8%**	**(8,135)**	**177.4%**
EBIDA	**511,246**	**247,113**	**106.9%**	**215,334**	**137.4%**	**19,955**	**81,306**		**130,352**											
TOTAL MARGIN	14.7%	3.4%		1.3%		0.8%	20.3%		32.6%		-89.8%	-0.1%		-2701.6%		-52.8%	9.9%		-16.9%	
OPERATING MARGIN	14.7%	3.1%		0.9%		-20.8%	-9.1%		6.0%		-89.8%	-0.1%		-2701.6%		-52.8%	9.9%		-16.9%	
EBIDA	21.0%	13.1%		10.9%		7.2%	27.3%		38.9%											

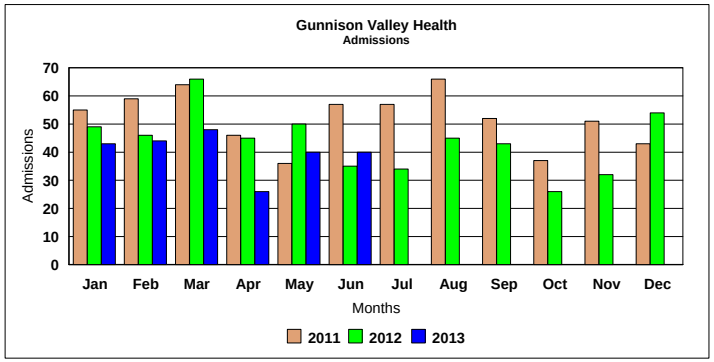
GUNNISON VALLEY HEALTH
CONSOLIDATED FINANCIAL STATEMENTS
June 2013

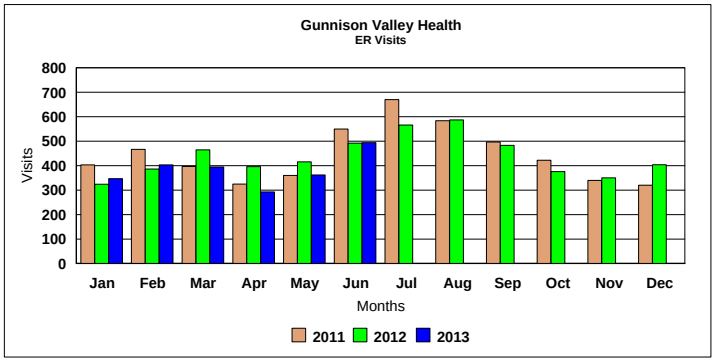
INCOME STATEMENT	A. Living	A. Living Bgt	Var	A. Living P/Y	Var	Foundation	Foundation P/Y	Var	System 2013	System Bgt	Var	System P/Y	Var	System YTD 2013	System YTD 2013	Var	System YTD 2012	Var
PATIENT REVENUE																		
Inpatient Services									670,267	486,962	37.6%	477,146	40.5%	3,568,326	3,380,215	5.6%	3,633,132	-1.8%
Outpatient Services									1,549,381	1,318,962	17.5%	1,162,948	33.2%	9,407,773	7,930,429	18.6%	6,468,182	45.4%
Emergency Room									654,995	642,492	1.9%	606,074	8.1%	2,775,078	3,445,901	-19.5%	2,923,482	-5.1%
Observation									194,391	220,052	-11.7%	269,600	-27.9%	849,220	1,318,791	-35.6%	936,266	-9.3%
Swing Bed									95,616	52,220	83.1%	36,329	163.2%	591,374	389,058	52.0%	317,350	86.3%
Professional Fees									355,529	370,873	-4.1%	539,355	-34.1%	1,655,018	2,024,932	-18.3%	2,703,875	-38.8%
Gunnison Valley Hospital									3,520,179	3,091,561	13.9%	3,091,452	13.9%	18,846,789	18,489,326	1.9%	16,982,287	11.0%
Senior Care Center	39,934	37,172	7.4%	36,555	9.2%				386,296	413,687	-6.6%	364,246	6.1%	2,354,224	2,495,908	-5.7%	2,523,365	-6.7%
Foundation						(3,691)	83,110	-104.4%	(3,691)	-	0.0%	83,110	100.0%	79,172	-	100.0%	552,695	-85.7%
TOTAL REVENUES	**39,934**	**37,172**	**7.4%**	**36,555**	**9.2%**	**(3,691)**	**83,110**	**-104.4%**	**3,902,784**	**3,505,248**	**11.3%**	**3,538,808**	**10.3%**	**21,280,185**	**20,985,234**	**1.4%**	**20,058,347**	**6.1%**
REVENUE DEDUCTIONS																		
Bad Debt									41,170	118,690	-65.3%	130,001	-68.3%	519,490	709,904	-26.8%	625,876	-17.0%
Medicare/Medicaid									650,299	627,600	3.6%	494,690	31.5%	3,725,374	3,755,165	-0.8%	3,172,499	17.4%
Contactual Adjustments	-	-		-					273,487	286,302	-4.5%	259,968	5.2%	1,693,339	1,712,728	-1.1%	1,549,280	9.3%
Charity Care									133,495	159,336	-16.2%	177,489	-24.8%	1,023,275	952,819	7.4%	1,160,601	-11.8%
Other									11,060	26,658	-58.5%	14,797	-25.3%	41,848	159,348	-73.7%	241,198	-82.6%
TOTAL REVENUE DEDUCTIONS	-	-	0.0%	-	0.0%	-	-	-	**1,109,511**	**1,218,586**	**-9.0%**	**1,076,945**	**3.0%**	**7,003,326**	**7,289,964**	**-3.9%**	**6,749,454**	**3.8%**
OTHER OPERATING REVENUE	-	-	0.0%	-	0.0%				2,464	19,850	-87.6%	23,405	-89.5%	116,209	122,385	-5.0%	237,596	-51.1%
NET OPERATING REVENUE	**39,934**	**37,172**	**7.4%**	**36,555**	**9.2%**	**(3,691)**	**83,110**	-104.4%	**2,795,737**	**2,306,512**	**21.2%**	**2,485,268**	**12.5%**	**14,393,068**	**13,817,655**	**4.2%**	**13,546,489**	**6.2%**
OPERATING EXPENSE																		
Salaries	18,409	16,710	10.2%	20,014	-8.0%	-	34,483	-100.0%	883,100	896,050	-1.4%	1,033,580	-14.6%	5,337,568	5,406,312	-1.3%	5,971,701	-10.6%
Benefits	-	-		-					236,175	187,055	26.3%	178,292	32.5%	1,058,703	1,135,531	-6.8%	1,243,268	-14.8%
Prof Fees	-	-		-					234,315	272,754	-14.1%	352,404	-33.5%	1,390,059	1,592,494	-12.7%	1,916,545	-27.5%
Travel and Education	-	123	-100.0%	-	0.0%	-	409	-100.0%	11,996	18,425	-34.9%	23,867	-49.7%	82,528	118,318	-30.2%	122,336	-32.5%
Purchased Services	5,140	5,892	-12.8%	6,837	-24.8%	3,267	14,773	-77.9%	246,547	267,081	-7.7%	289,549	-14.9%	1,539,042	1,679,364	-8.4%	1,565,141	-1.7%
Supplies	809	740	9.3%	608	33.1%	-	-	#DIV/0!	639,688	289,553	120.9%	234,080	173.3%	1,992,537	1,831,909	8.8%	1,744,725	14.2%
Insurance							-		13,151	22,932	-42.7%	26,126	-49.7%	119,838	137,755	-13.0%	144,606	-17.1%
Depreciation						-	463	-100.0%	133,379	146,593	-9.0%	155,998	-14.5%	803,310	880,040	-8.7%	872,470	-7.9%
Interest Expense									39,195	57,052	-31.3%	55,906	-29.9%	247,888	342,505	-27.6%	331,934	-25.3%
Other						-			81,179	97,586	-16.8%	95,808	-15.3%	522,771	592,075	-11.7%	557,259	-6.2%
TOTAL OPERATING EXPENSE	**24,358**	**23,465**	**3.8%**	**27,459**	**-11.3%**	**3,267**	**50,128**	**-93.5%**	**2,518,725**	**2,255,081**	**11.7%**	**2,445,610**	**3.0%**	**13,094,244**	**13,716,303**	**-4.5%**	**14,469,985**	**-9.5%**
NET INCOME (LOSS) FROM OPERATIONS	**15,576**	**13,707**	**13.6%**	**9,096**	**71.2%**	**(6,958)**	**32,982**	**121.1%**	**277,012**	**51,431**	**-438.6%**	**39,658**	**-598.5%**	**1,298,824**	**101,352**	**1181.5%**	**(923,496)**	**240.6%**
NON-OPERATING																		
Income - Tax Levy									42,253	73,538	-42.5%	74,682	-43.4%	406,563	424,371	-4.2%	430,974	-5.7%
Income - Interest									437	4,511	-90.3%	(2,576)	-117.0%	12,770	26,481	-51.8%	15,847	-19.4%
Income - Other									-	-	#DIV/0!	-	#DIV/0!	1,030	15,000	-93.1%	1,709	-39.7%
Restricted Donations									-	123	-100.0%	6,500	-100.0%	16,052	1,342	1096.1%	235,337	-93.2%
Grant Revenue																		
Other Non Operating Expense/Revenue									(320)	1,328	-124.1%	7,049	100.0%	15,905	10,017	58.8%	124,360	-87.2%
Loss on Disposal of Assets																		
Allocation of Admin Costs	(17,122)	(13,619)	-25.7%	(11,131)	-53.8%	-	-	-										
TOTAL NON-OPERATING	(17,122)	(13,619)	-25.7%	(11,131)	-53.8%	-	-	-	**42,370**	**79,500**	**-46.7%**	**85,655**	**-50.5%**	**452,320**	**457,177**	**-1.1%**	**559,507**	**-19.2%**
INCREASE/(DECREASE) IN UNRESTRICTED FUND BALANCE	**(1,546)**	**88**	**-1856.8%**	**(2,035)**	**24.0%**	**(6,958)**	**32,982**	**121.1%**	**319,382**	**130,931**	**143.9%**	**125,313**	**154.9%**	**1,751,144**	**558,529**	**213.5%**	**(363,989)**	**581.1%**
EBIDA									**491,956**	**334,576**	**47.0%**	**337,217**	**45.9%**	**2,802,342**	**1,781,074**	**57.3%**	**840,415**	**233.4%**
TOTAL MARGIN	-3.9%	0.2%		-5.6%		188.5%	39.7%	-115.9%	11.4%	5.7%		5.0%		12.2%	4.0%		-2.7%	
OPERATING MARGIN	39.0%	36.9%		24.9%		188.5%	39.7%	-115.9%	9.9%	2.2%		1.6%		9.0%	0.7%		-6.8%	
EBIDA									17.6%	14.5%		13.6%		19.5%	12.9%		6.2%	

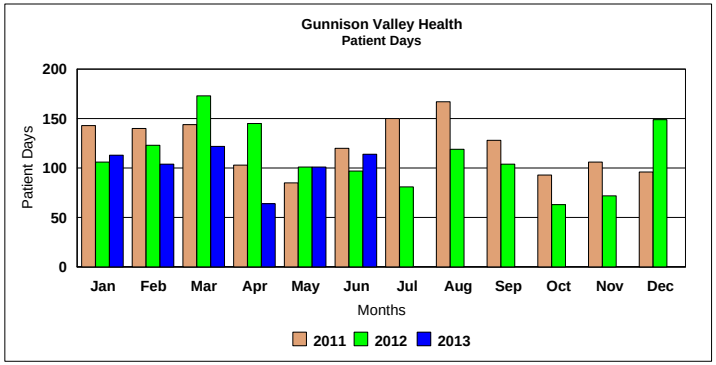
GUNNISON VALLEY HEALTH
CONSOLIDATED BALANCE SHEET
YTD May 2013

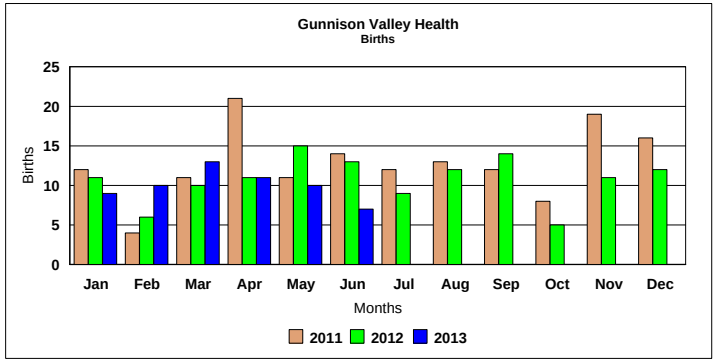
	GVH Hosp	GVH Hosp Dec '12	SCC	SCC Dec '12	Foundation	Foundation Dec '12	GVH 2013	GVH 2012
CURRENT ASSETS								
Operating Fund Cash	3,752,950	1,601,060	3,211,586	2,813,620	229,745	174,954	7,194,281	4,589,634
Unrestricted Fund Cash & Invest	5,601,313	5,404,012					5,601,313	5,404,012
Restricted Fund Cash & Invest	533,439	530,952	58,828	60,819	1,388,210	1,374,433	1,980,477	1,966,204
Accounts Receivable - Gross	6,607,640	6,682,670	688,235	619,777			7,295,875	7,302,447
Medicare Allowance	(854,500)	(656,982)					(854,500)	(656,982)
Medicaid Allowance	(300,028)	(254,882)					(300,028)	(254,882)
Other Contractual Allowances	(2,260,448)	(1,965,628)	(393,684)	(393,684)			(2,654,132)	(2,359,312)
Net Receivables	3,192,663	3,805,178	294,551	226,094			3,487,214	4,031,272
Inventories	1,123,945	1,458,539	30,178	30,178			1,154,123	1,488,717
Prepaid Expenses	403,833	558,636	40,278	80,375			444,111	639,011
TOTAL CURRENT ASSETS	14,608,143	13,358,377	3,635,421	3,211,086	1,617,955	1,549,387	19,861,519	18,118,850
FIXED ASSETS								
Land & Improvements	445,966	445,966	170,468	170,468	100,000	100,000	716,434	716,434
Buildings & Improvements	19,594,767	19,282,275	3,822,142	3,815,317			23,416,909	23,097,592
Equipment & Furniture	11,082,015	11,187,011	937,212	937,212	19,654	19,653	12,038,881	12,143,876
Accumulated Depreciation	(14,532,450)	(13,920,350)	(2,665,750)	(2,572,531)	(16,654)	(16,654)	(17,214,854)	(16,509,535)
TOTAL FIXED ASSETS	16,590,298	16,994,902	2,264,072	2,350,466	103,000	102,999	18,957,370	19,448,367
TOTAL ASSETS	**31,198,441**	**30,353,279**	**5,899,493**	**5,561,552**	**1,720,955**	**1,652,386**	**38,818,889**	**37,567,217**
SHORT TERM LIABILITY								
Accounts Payable	105,090	134,510	-	-	-	-	105,090	134,510
Accrued Expenses	955,757	1,174,381	187,973	195,417			1,143,730	1,369,798
Accrued Payroll	-	-	230,876	249,975			230,876	249,975
Estimated Amount Due Medicare	-	-					-	-
Current Maturities of long term debt	1,128,878	1,092,749	81,604	81,604			1,210,482	1,174,353
TOTAL SHORT TERM LIABILITY	2,189,725	2,401,640	500,453	526,996	-	-	2,690,178	2,928,636
LONG TERM LIABILITY	11,725,856	12,279,202	991,438	991,438			12,717,294	13,270,640
EQUITY								
Current year earnings	1,300,624	(123,486)	390,264	272,910	69,409	399,155	1,760,297	548,579
Unrestricted Fund Balance	15,982,236	15,795,923	4,017,338	3,770,208	1,651,546	1,253,231	21,651,120	20,819,362
Restricted Fund Balance							-	-
TOTAL EQUITY	17,282,860	15,672,437	4,407,602	4,043,118	1,720,955	1,652,386	23,411,417	21,367,941
TOTAL LIABILITY & EQUITY	**31,198,441**	**30,353,279**	**5,899,493**	**5,561,552**	**1,720,955**	**1,652,386**	**38,818,889**	**37,567,217**

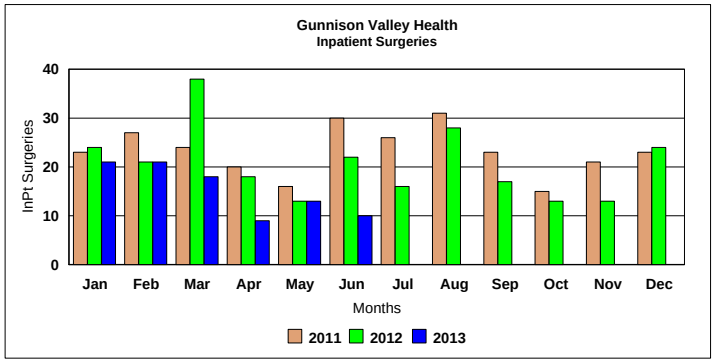
GUNNISON VALLEY HEALTH VOLUMES

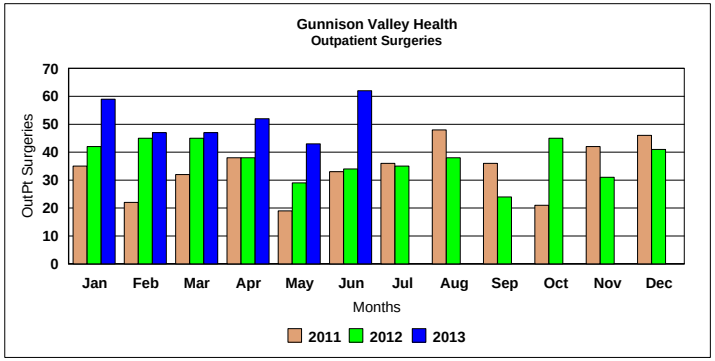


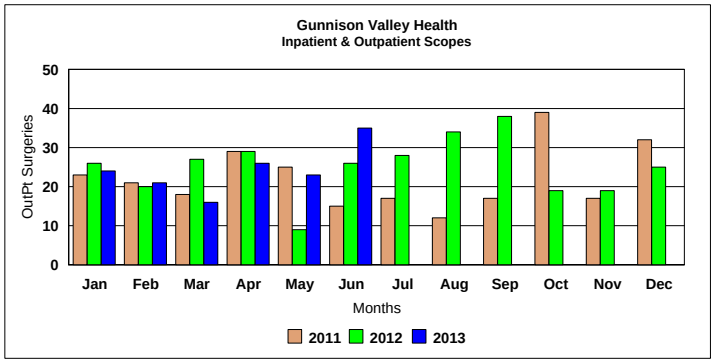


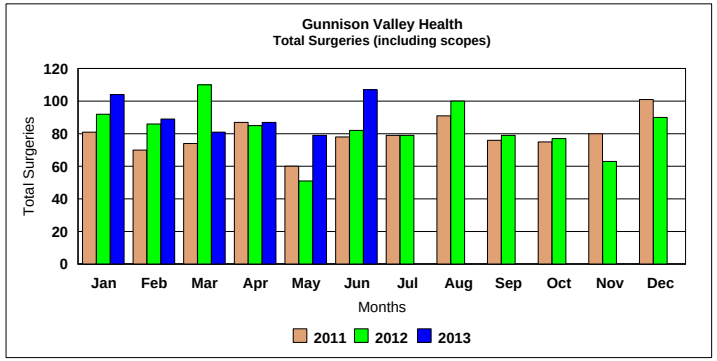




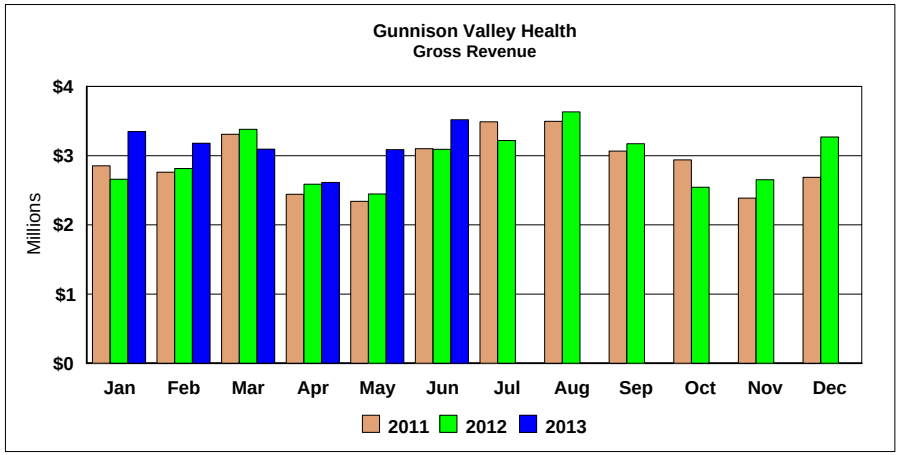


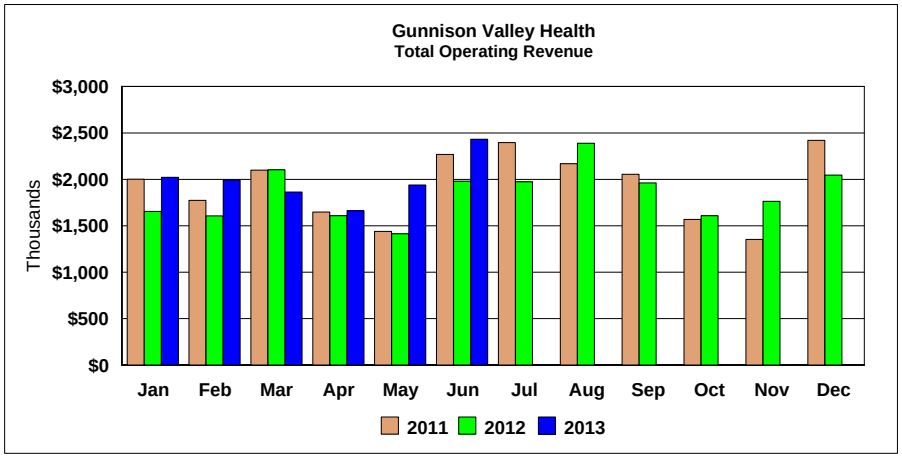


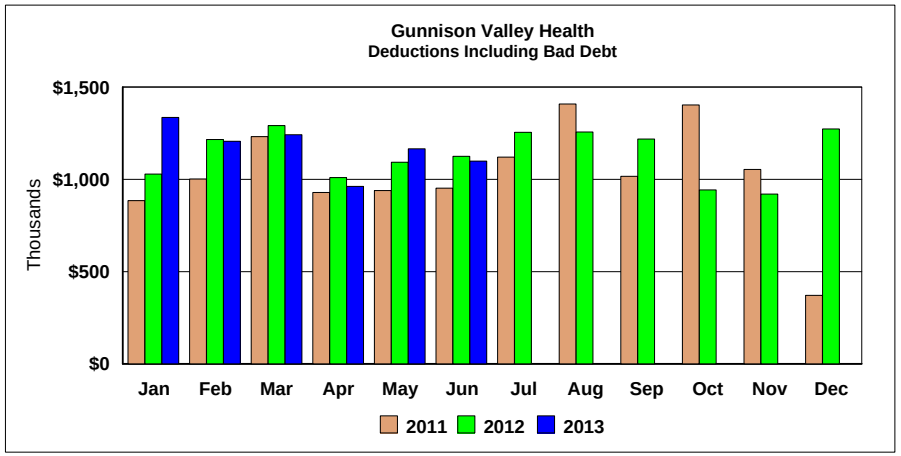


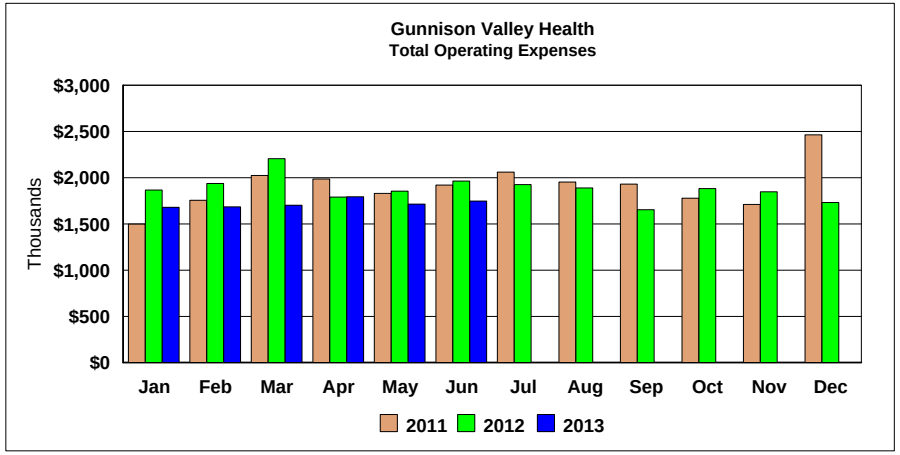


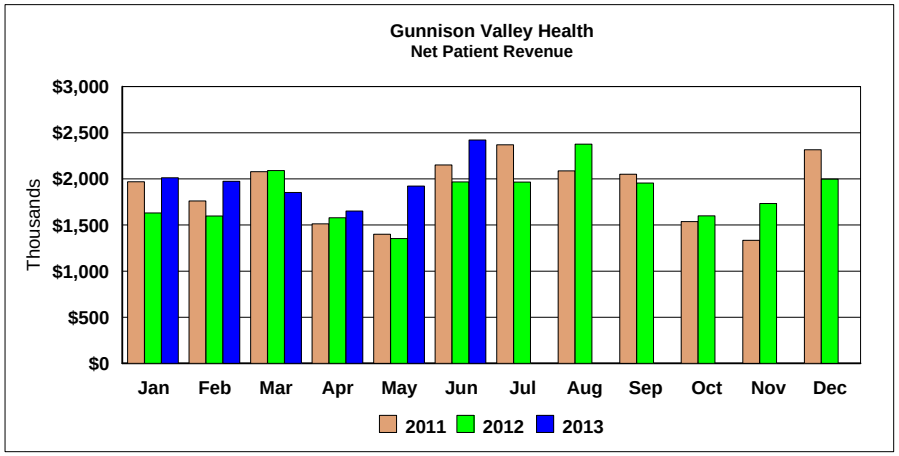
REVENUES & EXPENSES

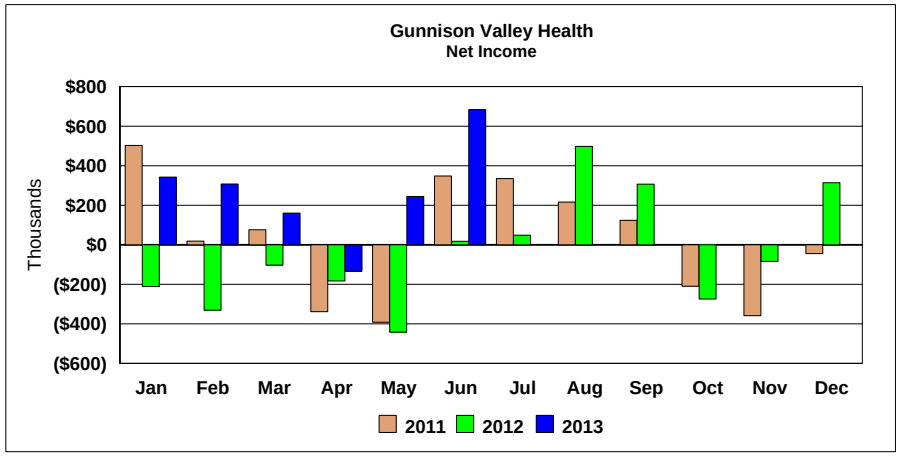




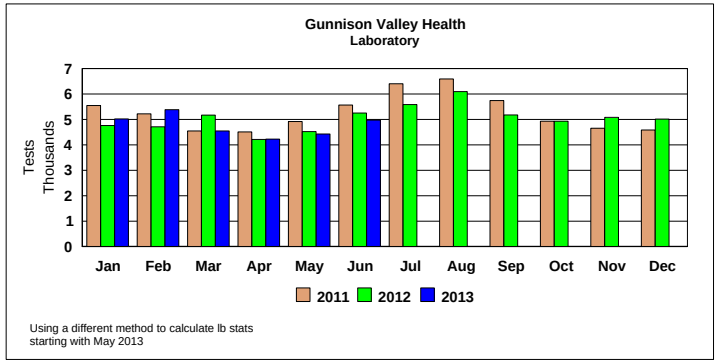


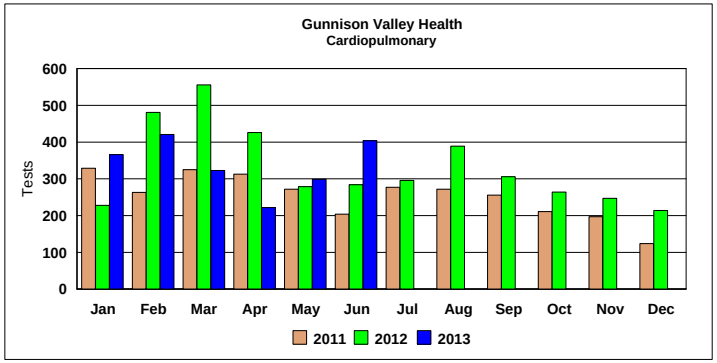


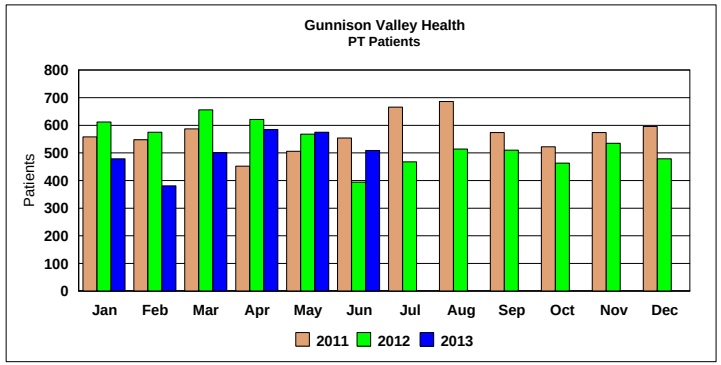


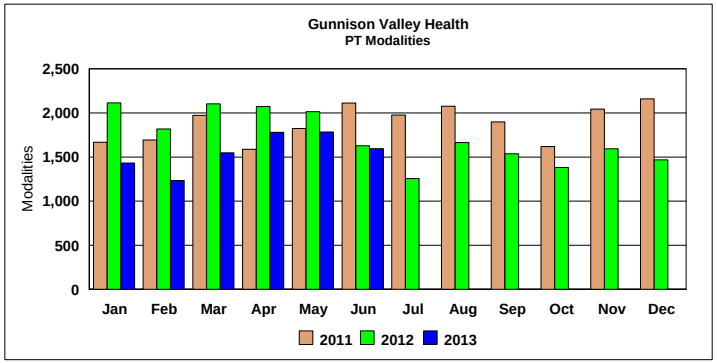


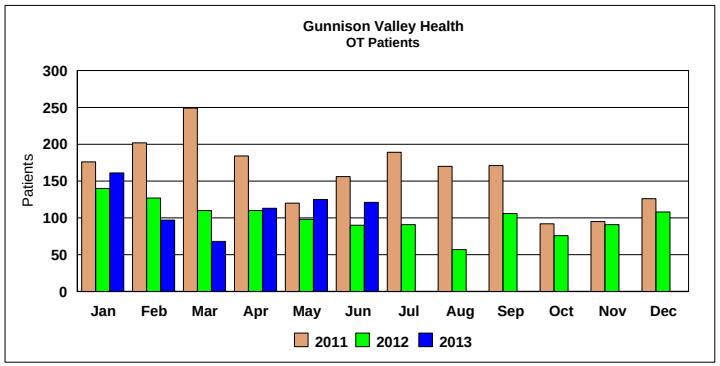
MISCELLANEOUS STATS

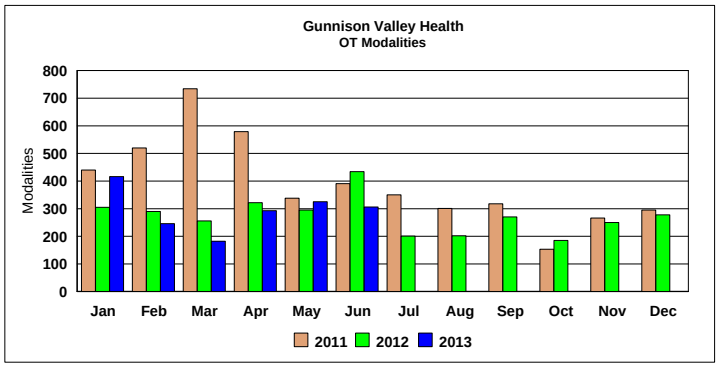


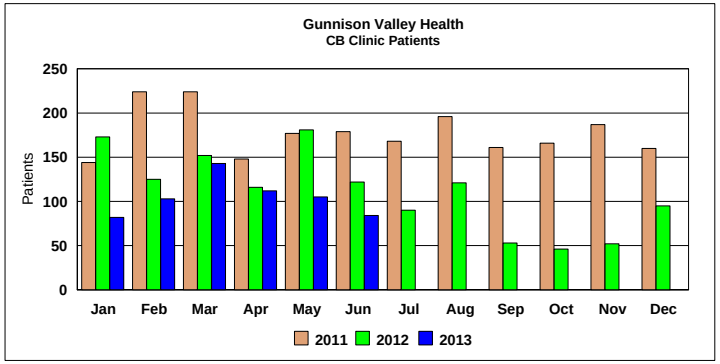


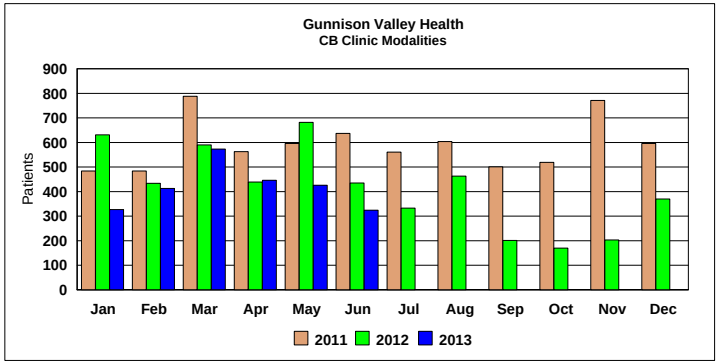




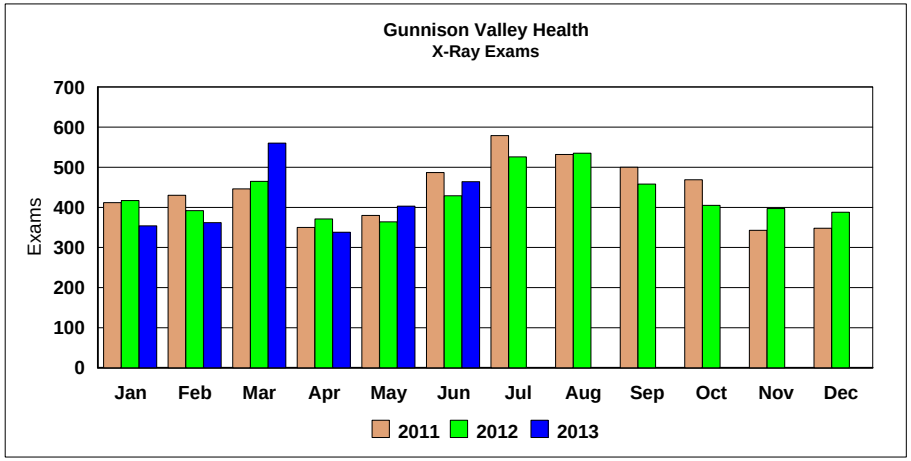


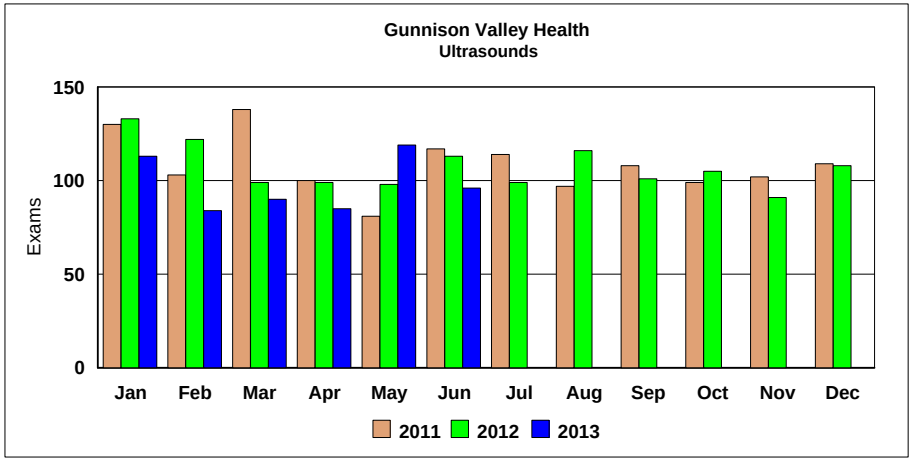


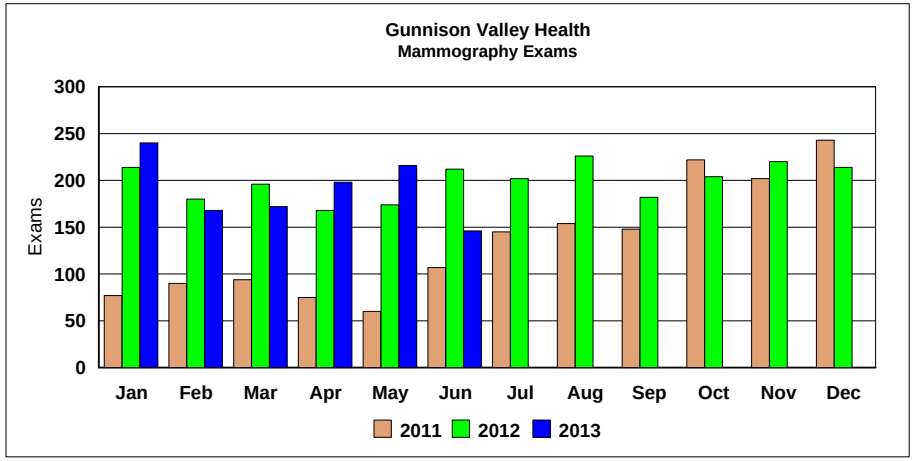


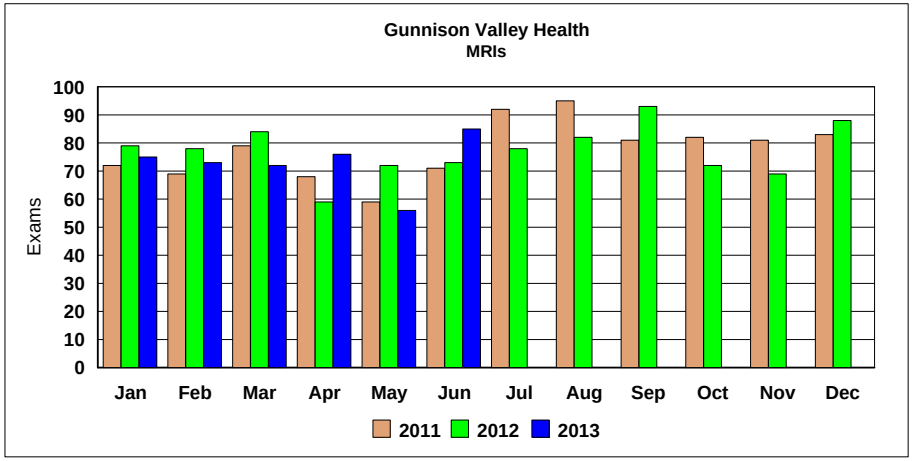


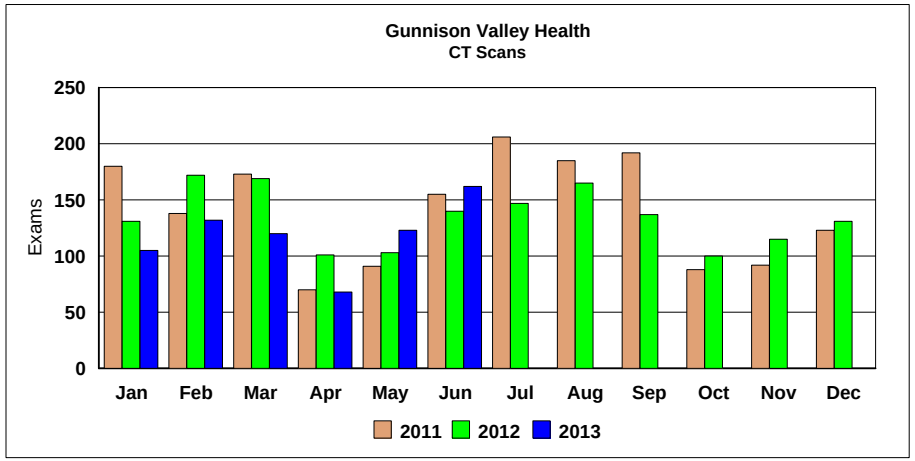
RADIOLOGY STATS



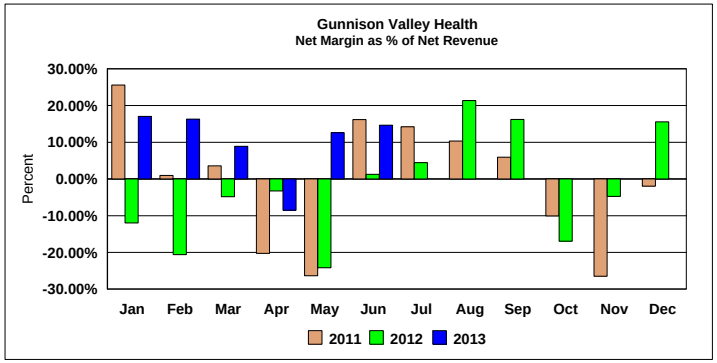


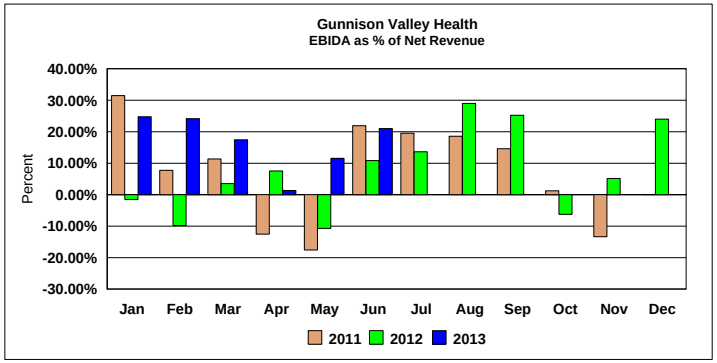


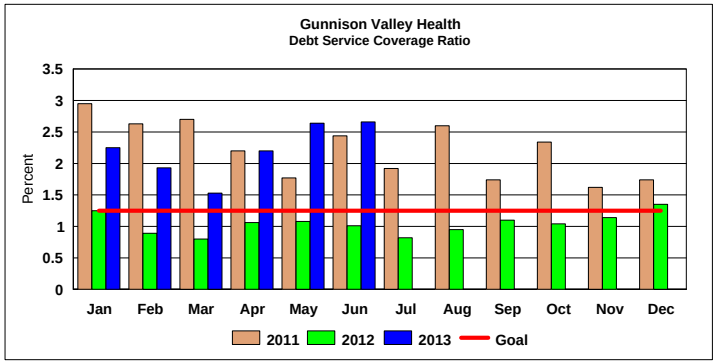


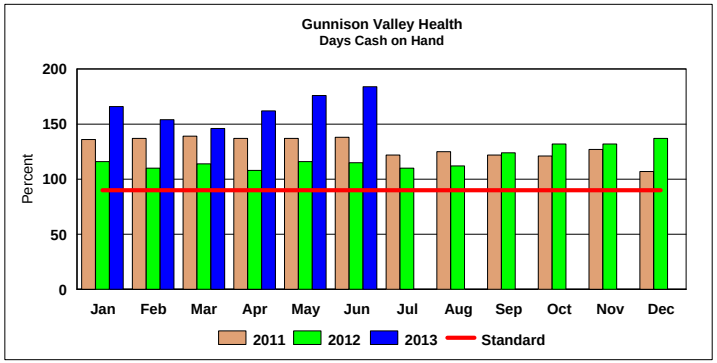


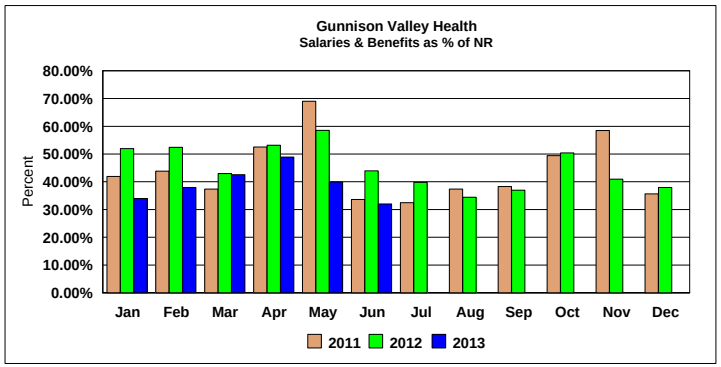
RATIOs

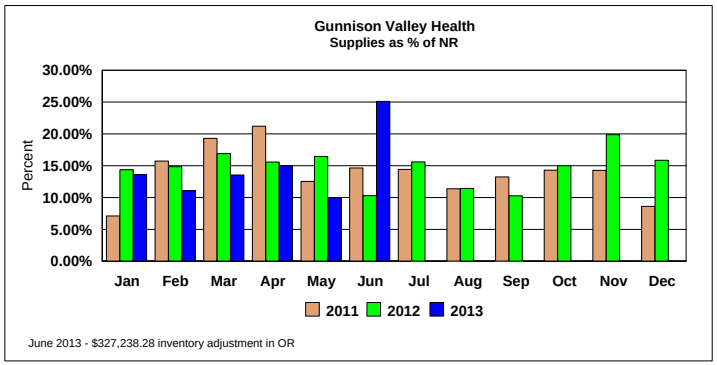

Gunnison Valley Health
Net Margin as % of Net Revenue
Percent
30.00%
20.00%
10.00%
0.00%
-10.00%
-20.00%
-30.00%
Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec
2011 2012 2013

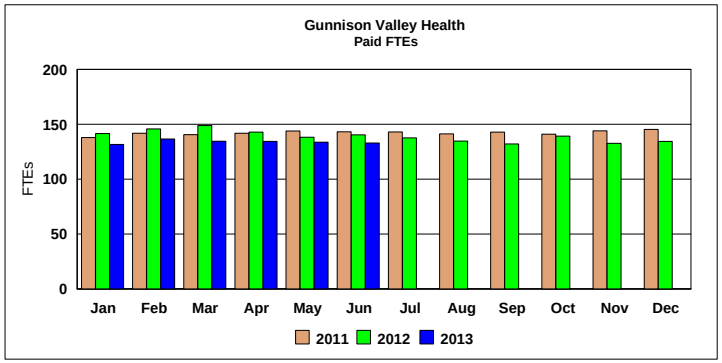

Gunnison Valley Health
EBIDA as % of Net Revenue
Percent
40.00%
30.00%
20.00%
10.00%
0.00%
-10.00%
-20.00%
-30.00%
Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec
2011 2012 2013

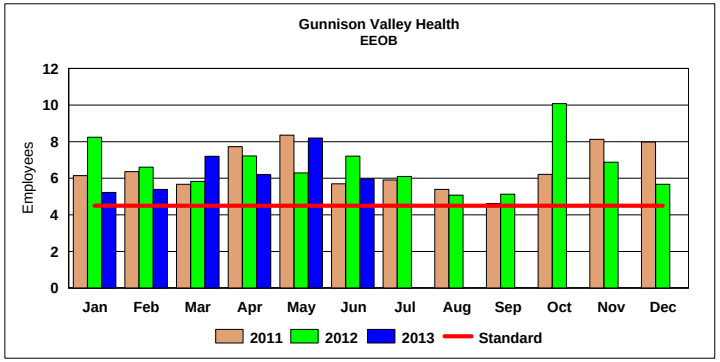

Gunnison Valley Health
Debt Service Coverage Ratio
Percent
3.5
3
2.5
2
1.5
1
0.5
0
Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec
2011 2012 2013 Goal


Gunnison Valley Health
Days Cash on Hand
Percent
200
150
100
50
0
Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec
2011 2012 2013 Standard

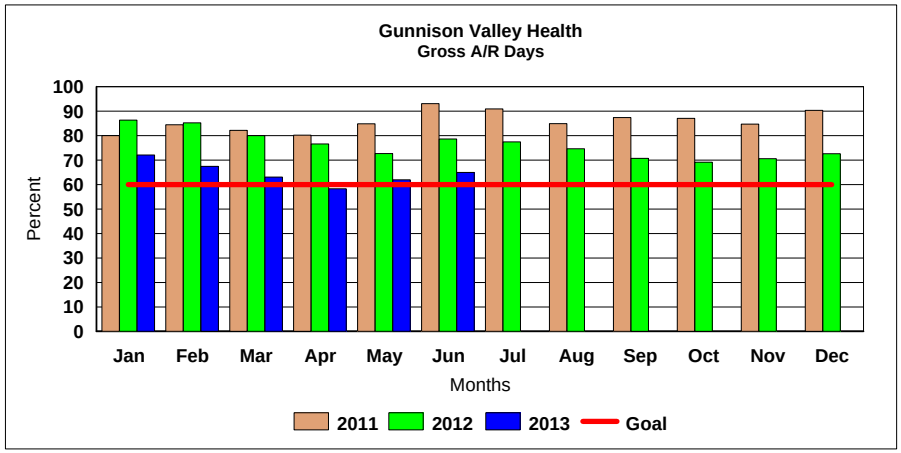

Gunnison Valley Health
Salaries & Benefits as % of NR
Percent
80.00%
70.00%
60.00%
50.00%
40.00%
30.00%
20.00%
10.00%
0.00%
Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec
2011 2012 2013

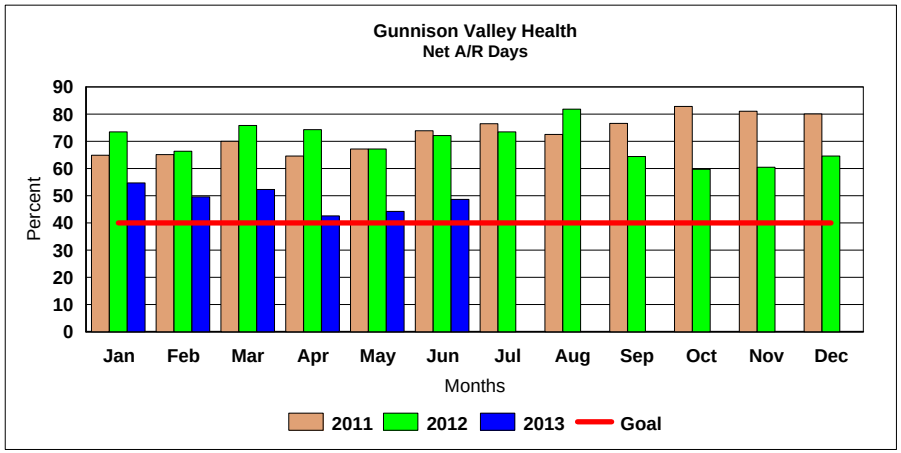

Gunnison Valley Health
Supplies as % of NR
Percent
30.00%
25.00%
20.00%
15.00%
10.00%
5.00%
0.00%
Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec
2011 2012 2013
June 2013 - $327,238.28 inventory adjustment in OR

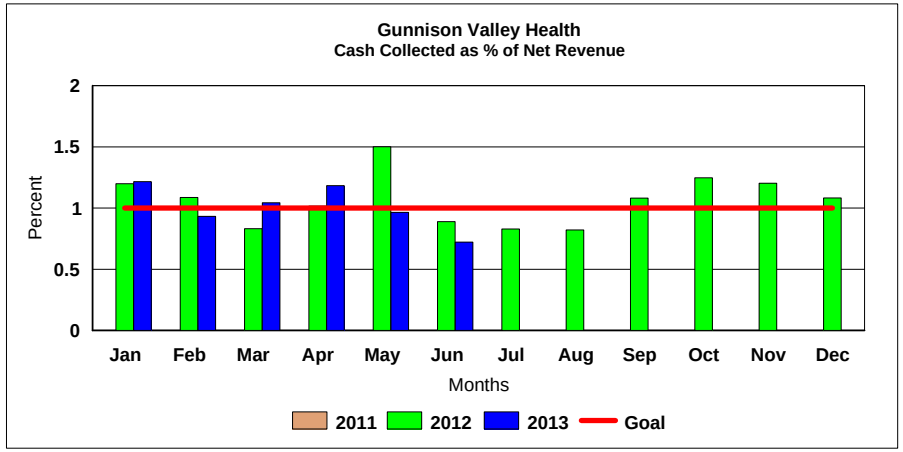

Gunnison Valley Health
Paid FTEs
FTEs
200
150
100
50
0
Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec
2011 2012 2013

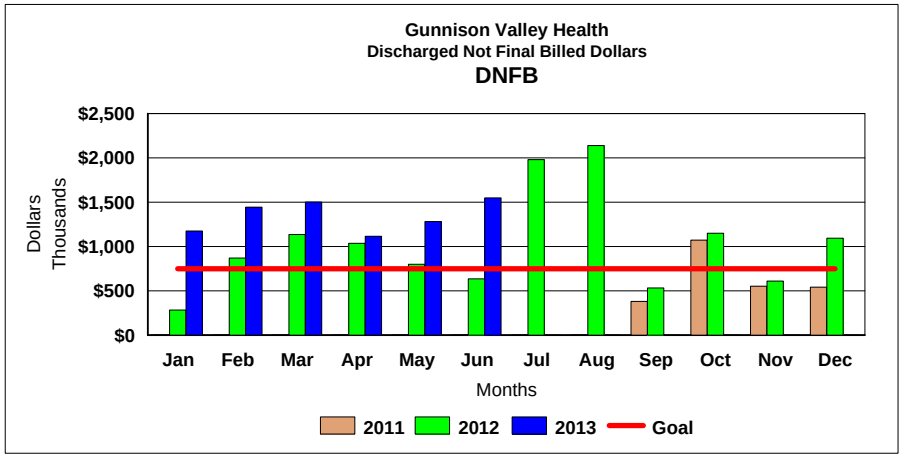

Gunnison Valley Health
EEOB
Employees
12
10
8
6
4
2
0
Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec
2011 2012 2013 Standard

BUSINESS OFFICE RATIOS









Keeping the H in Hometown

Medical Staff Development and Planning

Gunnison Valley Hospital

Needs Assessment for Physician Services

GUNNISON VALLEY HEALTH

CHC Community Hospital Consulting

GVH Medical Staff Profile

- There are 29 members of the GVH Medical Staff in all categories (excluding hospital-based and physician extenders)
- Of the 29 medical staff members, all practice in the study area and account for 15.40 FTEs
  - 13 Active Staff (included Dr. Thorson in Active analysis)
  - 16 Consulting/Temporary Staff
- Average age of the medical staff (excluding hospital-based and physician extenders) is 53 years
  - Active staff average age – 50 years
- 9 of 29 GVH physicians practicing in the study area (31%) are 60+
  - Active staff age 60+ – 3 of 13 (23.1%)
- Average age of GVH Primary Care physicians (practicing in the study area) is 48.6 years; 2 of 8 physicians (25%) are age 60+
- Average age of GVH Specialists (practicing in the study area) is 54.8; 7 of 21 physicians (33%) are age 60+

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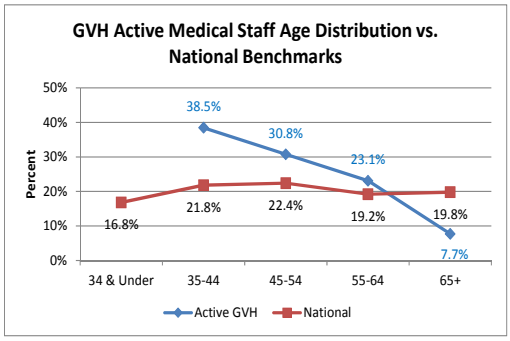
Community Hospital Consulting

GVH Active Medical Staff Age Analysis



Source: Medical Staff Roster, July 2013; American Medical Association Physician Characteristics and Distribution, 2012 edition. Values in percentages based on 13 active physicians (plus Dr. Thorson); hospital-based physicians , physician extenders are not included
**Note – GVH active physicians plus Dr. Thorson (total of 13 physicians)*

Based on the number of physicians over age 60, succession planning is needed for the following specialties:

- Cardiology
- Obstetrics/Gynecology
- Oncology/Hematology
- Orthopedic Surgery
- Primary Care
- Pulmonology
- Urology

Source: Medical Staff Roster, July 2013. Based on 29 medical staff members in all staff categories (excluding hospital-based and physician extenders); 13 active physicians (plus Dr. Thorson); Note: due to rounding percentages may not total 100%

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The Study Area

The area studied for the GVH medical staff development plan includes the Primary Service Area (PSA)

Study Area - GVH Inpatient Discharges CY 2012

Zip Code	Zip City	Discharges	% of Total	Cumulative %
81230	Gunnison	331	62.1%	62.1%
81224	Crested Butte	59	11.1%	73.2%
81235	Lake City	19	3.6%	76.7%
81210	Almont	14	2.6%	79.4%
81239	Parlin	4	0.8%	80.1%
81243	Powderhorn	3	0.6%	80.7%
81241	Pitkin	2	0.4%	81.1%
81225	Mnt. Crested Butte		0.0%	81.1%
81231	Gunnison		0.0%	81.1%
All Others		101	18.9%	100.0%
Total		**533**	**100.0%**	

Source: Colorado Hospital Association (CHA), public use data files, January 2012-December 2012; inpatient discharges; 81231 is a PO Box located within 81230; no discharges associated with 81225 and 81231

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GVH Medical Staff Age Analysis

- Of the 29 GVH physicians practicing in the study area, 9 (or 31%) are age 60+
  - 23.1% (3 of 13) of active physicians are age 60+

	Total GVH Medical Staff					Active* GVH Medical Staff				
Specialty	Total Medical Staff	Medical Staff Specialty Average Age	Medical Staff FTE Count	Medical Staff Age 60-Plus	Medical Staff % Age 60-Plus	Active* Medical Staff	Active* Medical Staff Specialty Average Age	Active* Medical Staff FTE Count	Active* Medical Staff Age 60-Plus	Active* Medical Staff % Age 60-Plus
Family Practice	8	48.6	7.7	2	25.0%	8	48.6	7.7	2	25.0%
Total Primary Care	8	48.6	7.7	2	25.0%	8	48.6	7.7	2	25.0%
Cardiology	2	58.9	0.2	1	50.0%					
Dermatology	1	46.6	0.1							
General Surgery	2	44.4	1.2			1	51.4	1.0		
Obstetrics & Gynecology	2	59.5	1.5	1	50.0%	2	59.5	1.5	1	50.0%
Oncology/Hematology	2	62.6	0.2	1	50.0%					
Ophthalmology	1	50.7	0.1							
Orthopedic Surgery	5	54.8	4.2	2	40.0%	2	45.3	1.9		
Otolaryngology	2	46.7	0.1							
Plastic Surgery	1	52.8	0.1							
Pulmonology	1	64.2	0.1	1	100.0%					
Urology	2	58.7	0.2	1	50.0%					
Total Specialty Care	21	54.8	7.7	7	33.3%	5	52.2	4.4	1	20.0%
Grand Total	**29**	**53.0**	**15.4**	**9**	**31.0%**	**13**	**50.0**	**12.1**	**3**	**23.1%**

Source: Medical Staff Roster, July 2013. Based on 29 medical staff members in all staff categories (excluding hospital-based and physician extenders); 13 active physicians (plus Dr. Thorson)

**Note – GVH active physicians plus Dr. Thorson (total of 13 physicians)*

Community Hospital Consulting

Community Needs Analysis
Study Area Population

- Physician-to-population benchmark studies indicate a current need of at least 1.0 FTE physician in the study area for:
  - Primary Care
  - Psychiatry
- Part-time or increased rotation of specialists should be considered in:
  - Cardiology
  - Gastroenterology
  - Ophthalmology
  - Plastic Surgery

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Note: Study area population used is 15,456 and is from Truven Health Analytics 2013

Community Hospital Consulting

Medical Staff Interviews

- Interviewed 11 physicians in May/June of 2013
  - Gloria Beim, *Orthopedics*
  - Laretta Garren, *Family Medicine*
  - Rhett Griggs, *Orthopedics*
  - Laura Holder, *Family Medicine Resident*
  - Marie Matthews, *Family Medicine*
  - Jay McMurren, *Family Medicine*
  - Michael Meeuwsen, *Family Medicine*
  - Sherry Niccolli, *OB/GYN*
  - Garreth Roberts, *Radiology*
  - Roger Sherman, *Family Medicine*
  - Eric Thorsen, *Family Medicine*

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Source: Gunnison Valley Hospital Medical Staff Development Plan Interviews conducted by Community Hospital Consulting; May/June 2013

Community Hospital Consulting

Medical Staff Interview Findings

- Recruitment Needs – Primary Care
  - Physicians noted potential future retirements as well as busy practices as need for additional PCPs
    - GVH could consider Internal Medicine as potential recruit as the one in Montrose is extremely busy
  - Physicians express the need to implement an overall PCP strategy outlining:
    - "Employed" versus "private practice" direction
    - Current practice needs and succession planning
    - Strategy should also consider potential needs in Crested Butte, working with existing providers
    - There appears to be a need for some kind of hospitalist program for unassigned patients
  - Kudos to GVH and medical staff for proactive support of students/residents like Dr. Laura Holder

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Source: Gunnison Valley Hospital Medical Staff Development Plan Interviews conducted by Community Hospital Consulting; May/June 2013

Community Hospital Consulting

Medical Staff Interview Findings

- Recruitment Needs – Specialists
  - Physicians are pleased with current rotation of specialists
  - Additional coverage is desired for…
    - Cardiology
    - Neurology
    - Otolaryngology
    - Ophthalmology (procedures)
  - New coverage is desired for…
    - Psychiatry
    - Dermatology

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Source: Gunnison Valley Hospital Medical Staff Development Plan Interviews conducted by Community Hospital Consulting; May/June 2013

Community Hospital Consulting

Recommendations

- Based on benchmark studies, succession planning needs, physician input and required resources, the following specialty should be considered as a priority for recruitment:
  - Primary Care
- Consideration for increased rotation coverage
  - Cardiology
  - Neurology
  - Ophthalmology
  - Otolaryngology
- Finalize a comprehensive development strategy for Orthopedics
- Implement a comprehensive Primary Care strategy
  - Revisit integrated primary care strategy from 2012
  - Evaluate a hospitalist program
- Involve Medical Staff in all recruitment and service line development initiatives

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Community Hospital Consulting