GUNNISON VALLEY HEALTH

GVH and BOCC Work Session
Tuesday, March 26, 2019
BOCC Boardroom – Courthouse

AGENDA

For Gunnison Valley Health:

- Ronda Connaway, Board of Trustees, Chair
- Rob Santilli, CEO

Conversation Outline

I. Opening Comments & Introductions Ronda Connaway

- Foundation Strategic Presentation

II. Operational Items Rob Santilli

- SCC Survey
- High Reliability Organization

III. Finance Rob Santilli

- December and January Financials
- CFO Recruitment
- Assisted Living

IV. Strategic Rob Santilli

- Radiology Service
- Emergency Department Service
- Behavioral Health – Crested Butte – Crisis Stabilization Unit – Peer Support Specialist
- Medical Surgical Renovation
- Cardiology Service
- Housing
  - Elk Crest Properties
  - Stallion Park
- Community Health Needs Assessment
- House Bill 1168 Reinsurance

V. Commissioner Questions and Observations

GUNNISON VALLEY HEALTH

Operation review

Period Ending Dec, 2018

COMBINED OVERVIEW:

The combined financials for the month show that the hospital system earned $858K, on a budget of $652K, an increase in net income of $206K from budget; as compared to same month last year, where the system earned $199K, this year's earnings are above last year, same month by $659K. Year to date through current month, the system earned $9.5M net income, compared to a budget of $8.1M, showing an increase of $1.4M from budget; compared to prior year to date, where the system earned $8.9M, this year's net income to date is up $675K.

December-18							
	MONTH TO DATE						
	Net Income	Budget	Var	% Var	P/Y	Var	% Var
GVH	$ 1,138,425	$ 704,358	$ 434,067	61.6%	$ 94,019	$ 1,044,406	1110.8%
SCC	$ (134,835)	$ (36,922)	$ (97,914)	265.2%	$ 107,800	$ (242,635)	-225.1%
Hospice	$ 11,802	$ (6,023)	$ 17,825	296.0%	$ 6,547	$ 5,255	-80.3%
Home Health	$ (33,408)	$ (12,972)	$ (20,436)	-157.5%	$ (34,145)	$ 737	2.2%
Assisted Living	$ (29,560)	$ 3,789	$ (33,348)	-880.2%	$ 1,021	$ (30,580)	2996.4%
Foundation	$ (94,571)		$ (94,571)	100.0%	$ 23,333	$ (117,904)	-505.3%
Grand Total	$ 857,852	$ 652,230	$ 205,622	31.5%	$ 198,574	$ 659,279	332.0%
	YEAR TO DATE						
	Net Income	Budget	Var	% Var	P/Y	Var	% Var
GVH	$ 8,969,342	$ 8,002,399	$ 966,943	12.1%	$ 8,248,256	$ 721,086	8.7%
SCC	$ 760,795	$ 318,202	$ 442,593	139.1%	$ 614,212	$ 146,583	23.9%
Hospice	$ 6,363	$ (75,650)	$ 82,013	108.4%	$ (52,284)	$ 58,647	112.2%
Home Health	$ (246,122)	$ (160,401)	$ (85,721)	-53.4%	$ (243,380)	$ (2,741)	-1.1%
Assisted Living	$ 28,589	$ 49,945	$ (21,356)	-42.8%	$ 79,907	$ (51,318)	-64.2%
Foundation	$ 6,842	$ -	$ 6,842	100.0%	$ 203,692	$ (196,850)	-96.6%
Grand Total	$ 9,525,809	$ 8,134,495	$ 1,391,314	17.1%	$ 8,850,402	$ 675,407	7.6%

DEBT SERVICE COVERAGE RATIO - The Debt Service Coverage Ratio for CoBiz was 7.97. The bond covenant requires GVH to keep a debt service ratio of 1.25.

DAYS CASH ON HAND - The cash on hand, excluding the construction cash, was 243 days as compared to the bond covenant requirement of 90 days.

OTHER OPERATING REPORTS:

SENIOR CARE CENTER

Dec-18	MONTH TO DATE								
	Unit	C/M	Bgt	Var	% Var		PY	Var	% Var
SCC	Days	1,295	1,333	(38)	-2.9%		1,359	(64)	-4.7%
H/H	Census	46	31	15	48.4%		40	6	15.0%
A. Living	Days	465	434	31	7.1%		441	24	5.4%
Hospice	Days	176	56	120	214.3%		155	21	13.5%
Palliative	Days	106	148	(42)	-28.4%		183	(77)	-42.1%
	YEAR TO DATE								
	Unit	C/M	Bgt	Var	% Var		PY	Var	% Var
SCC	Days	15,819	15,602	217	1.4%		15,803	16	0.1%
H/H	Census	509	507	2	0.4%		492	17	3.5%
A. Living	Days	5,366	5,110	256	5.0%		5,349	17	0.3%
Hospice	Days	1,593	741	852	115.0%		893	700	78.4%
Palliative	Days	1,504	1,561	(57)	-3.7%		1,863	(359)	-19.3%

SENIOR CARE CENTER

Patient days of 1,295 for the Senior Care Center were 38 under budget and were 64 days under prior year. Year to date, SCC days were 217 above budget and 16 days above prior year. Net operating revenue of $388K shows a decrease over budgeted net operating revenue by $10K and $46K favorable to prior year. Current expenses show an increase of $109K from budget and $304K unfavorable to prior year.

HOME MEDICAL SERVICES

Census of 46 for home health shows an increase of 15 from budget and was 6 over prior year. The current month net operating revenue for Home Medical Services is unfavorable $14K with budget; current month net operating revenue shows an increase from prior year of $1K. Total current month operating expense shows an increase of $6K from budget and is consistent with prior year. The net income for the current month of negative $33K is unfavorable to budget by $20K and is consistent with prior year.

The Gunnison Consolidated Living Community's net income of negative $186K was unfavorable to budget by $134K; current month net income was $267K unfavorable to prior year's same month net income.

GUNNISON VALLEY HOSPITAL
OPERATING/INCOME STATEMENT 01/16/19 01:50 PM
FOR THE 12 MONTHS ENDING 12/31/18

	SINGLE MONTH				YEAR TO DATE			
	ACTUAL	BUDGET	$ VARIANCE	% VAR	ACTUAL	BUDGET	$ VARIANCE	% VAR
PATIENT REVENUE								
INPATIENT	681,184	911,642	(230,457)	(25)	12,272,878	12,369,821	(96,942)	(0)
OUTPATIENT	4,248,216	3,151,324	1,096,892	34	41,161,269	33,005,734	8,155,535	24
EMERGENCY ROOM	1,273,143	967,828	305,315	31	14,688,880	12,424,613	2,264,267	18
OBSERVATION	154,379	251,200	(96,820)	(38)	2,401,990	2,972,163	(570,172)	(19)
SWING	266,899	138,780	128,119	92	1,902,230	1,940,240	(38,009)	(1)
PROFESSIONAL FEE	671,937	682,796	(10,858)	(1)	7,804,621	8,666,555	(861,933)	(9)
CB MTN CLINIC	301,185	229,740	71,445	31	1,761,531	1,472,282	289,249	19
GVHFM	191,788	82,706	109,082	131	3,278,526	2,019,311	1,259,215	62
TOTAL PATIENT	7,788,735	6,416,016	1,372,719	21	85,271,930	74,870,719	10,401,211	13
REVENUE DEDUCTIONS								
MEDICARE	(1,496,156)	(1,194,415)	(301,741)	(25)	(15,050,939)	(13,568,933)	(1,482,006)	(10)
MEDICAID	(643,112)	(558,531)	(84,581)	(15)	(9,200,392)	(6,300,853)	(2,899,539)	(46)
COMMERCIAL	(895,661)	(690,767)	(204,894)	(29)	(12,021,930)	(8,542,912)	(3,479,018)	(40)
CHARITY	(143,477)	(67,082)	(76,395)	(113)	(767,475)	(804,962)	37,486	4
OTHER	(12,800)	(19,979)	7,178	35	(84,837)	(239,660)	154,822	64
BAD DEBT	(32,429)	(132,643)	100,213	75	(712,484)	(1,491,314)	778,829	52
TOTAL REVENUE	(3,223,636)	(2,663,417)	(560,219)	(21)	(37,838,059)	(30,948,634)	(6,889,425)	(22)
OTHER OPERATING	10,678	27,007	(16,328)	(60)	253,009	362,156	(109,146)	(30)
NET OPERATING	4,575,777	3,779,606	796,171	21	47,686,880	44,284,241	3,402,639	7
OPERATING EXPENSES								
SALARIES	1,581,690	1,263,351	(318,339)	(25)	16,584,702	15,386,324	(1,198,378)	(7)
CONTRACT LABOR	25,688	32,557	6,869	21	379,488	381,411	1,922	0
BENEFITS	866,948	302,590	(564,358)	(186)	5,243,138	3,631,090	(1,612,048)	(44)
PROFESSIONAL FEE	236,857	279,994	43,136	15	3,131,564	3,335,633	204,068	6
TRAVEL AND EDUCA	27,415	35,580	8,164	22	277,242	437,230	159,987	36
PURCHASED SERVIC	415,987	275,137	(140,850)	(51)	3,915,803	3,368,682	(547,121)	(16)
SUPPLIES	(47,604)	473,506	521,110	110	5,866,502	5,291,885	(574,617)	(10)
INSURANCE	36,553	27,712	(8,841)	(31)	421,598	332,533	(89,065)	(26)
DEPRECIATION/AMO	209,087	158,371	(50,716)	(32)	1,765,334	1,900,452	135,117	7
INTEREST	13,034	15,837	2,802	17	194,247	190,000	(4,247)	(2)
OTHER	174,476	187,680	13,203	7	1,696,729	1,956,057	259,327	13
TOTAL OPERATIN	3,540,135	3,052,315	(487,820)	(15)	39,476,352	36,211,297	(3,265,055)	(9)
NON OPERATING REV (EXP)								
INVESTMENT INCOM	90,441	7,223	83,218	1152	604,980	86,731	518,249	597
DONATIONS	0	(23,168)	23,168	100	57,978	(125,016)	182,994	146
OTHER NON OPERAT	(3,570)	(6,988)	3,417	48	18,131	(36,948)	55,079	149
TOTAL NON OPER	86,870	(22,933)	109,803	478	681,090	(75,233)	756,323	1005
TOTAL EXPENSE	3,453,264	3,075,248	(378,016)	(12)	38,795,261	36,286,530	(2,508,731)	(6)
NET PROFIT (LO	1,122,512	704,358	418,154	59	8,891,618	7,997,711	893,907	11

Gunnison Valley Hospital Variances

Revenue & Deductions:

Gross revenue favorable to budget $1.37M.

Salaries & Benefits:

Salaries were unfavorable $318K:

SALARIES:

- ER RN nurse over budget by $25, but consistent with run-rate;
- ER professionals over budget by $27K due to the addition of an MD;
- Oncology professionals over budget by $18K due to the addition of an MD;
- Anesthesiologist professionals over budget by $76K due to the addition of 2 MDs;
- EMS professionals over budget by $33K due to reclassification of job & new schedule matrix;
- General Surgery professionals over budget by $14K but consistent with run-rate;
- Family Med professionals over by $43K and clerical over by $11K due to budgeting error and coverage for vacation;
- Mtn Clnc over budget by $15K as there was a budgeting error – budget was not input for the month of December;
- Customer service over budget by $14K as the department was created mid-2018 and therefore does not have a budget;
- Other non-material variances across a number of departments.

BENEFITS:

- Unfavorable by $564K as health insurance was over by $596K and PTO was under by $52K.

Purchased Services:

Unfavorable to budget $141K:

- Lab maintenance $10K unfavorable for miscellaneous accruals – accrual to be reviewed for reclassification to prepaids;
- IT maintenance over budget by $5K. $10,500 will be reclassified to capital;
- Lab contract services unfavorable $15K with $16,415 to be reclassified to prepaids;
- Nursing Admin contract services unfavorable $22K due to expense for interim CNO;
- IT contract services unfavorable $20K due to Affinity redundancy internet billing true-up;
- IT outside services unfavorable $22K due to an accrual entry for $16K and an IP Pathways invoice for $10K – both entries to be reviewed for reclassification;

Supplies:

Supplies favorable $521K due to inventory adjustments. The materials' management director found several areas that have not historically been counted (sutures & anesthesia) for $32K; over $900K in Stryker inventory was brought in during transition from Synthes.

GUNNISON LIVING COMMUNITY
OPERATING / INCOME STATEMENT 01/16/19 11:25 AM
FOR THE 12 MONTHS ENDING 12/31/18

	SINGLE MONTH				YEAR TO DATE			
	ACTUAL	BUDGET	$ VARIANCE	% VAR	ACTUAL	BUDGET	$ VARIANCE	% VAR
PATIENT REVENUE								
HEALTH CARE CENT	466,861	373,227	93,634	25	4,645,017	4,438,943	206,074	4
HOSPICE/HM HEALT	53,915	51,367	2,548	4	674,715	605,947	68,768	11
ASSISTED LIVING	52,839	49,020	3,819	7	613,635	577,140	36,495	6
TOTAL PATIENT	573,616	473,614	100,002	21	5,933,368	5,622,030	311,338	5
REVENUE DEDUCTIONS								
C/A	(71,975)	7,724	(79,699)	(1031)	(117,485)	92,699	(210,184)	(226)
C/A - HOSPICE	(1,182)	410	(1,592)	(388)	4,136	4,555	(418)	(9)
C/A - HOME HEALT	10,063	2,484	7,579	305	68,244	29,665	38,579	130
BAD DEBT	0	(407)	407	100	(3,505)	(4,884)	1,378	28
TOTAL REVENUE	(63,094)	10,211	(73,305)	(717)	(48,609)	122,035	(170,644)	(139)
OTHER OPERATING	(6,492)	18,399	(24,891)	(135)	15,719	220,777	(205,057)	(92)
NET OPERATING	504,028	502,224	1,804	0	5,900,478	5,964,842	(64,363)	(1)
OPERATING EXPENSES								
SALARIES	289,397	274,885	(14,512)	(5)	3,351,105	3,265,436	(85,669)	(2)
CONTRACT LABOR	89,998	40,420	(49,578)	(122)	399,552	475,884	76,331	16
BENEFITS	116,889	80,672	(36,217)	(44)	935,620	968,185	32,564	3
TRAVEL AND EDUCA	779	4,117	3,337	81	28,415	49,295	20,879	42
PURCHASED SERVIC	44,204	37,458	(6,746)	(18)	427,003	437,874	10,870	2
SUPPLIES	41,843	36,992	(4,851)	(13)	460,835	440,090	(20,745)	(4)
RENT/LEASE	13,041	6,972	(6,069)	(87)	88,906	83,569	(5,337)	(6)
INSURANCE	11,070	6,904	(4,166)	(60)	115,997	82,804	(33,193)	(40)
DEPRECIATION	96,166	22,528	(73,638)	(326)	225,281	270,292	45,010	16
INTEREST	1,697	36,250	34,552	95	30,398	435,000	404,601	93
OTHER	2,732	10,199	7,466	73	85,109	109,629	24,519	22
TOTAL OPERATIN	707,819	557,397	(150,422)	(26)	6,148,227	6,618,058	469,830	7
NON OPERATING REV (EXP)								
PROPERTY TAX REV	2,572	142	2,430	1711	748,902	740,520	8,382	1
INVESTMENT INCOM	15,352	2,903	12,449	428	53,476	34,792	18,684	53
TOTAL NON OPER	17,925	3,045	14,880	488	802,378	775,312	27,066	3
TOTAL EXPENSE	(689,894)	(554,352)	(135,542)	(24)	(5,345,848)	(5,842,746)	496,897	8
NET PROFIT (LO	(185,866)	(52,128)	(133,738)	(256)	554,629	122,096	432,533	354

Senior Care Center Variances

Labor/Contract Labor:

Unfavorable to budget $64K; salaries were unfavorable $14K and contract labor was unfavorable $50K. Contract labor was unfavorable as shortages in staff for C.N.As dictated more outsourcing. Although salaries were unfavorable, those jobs with material variances appear to be consistent with run-rate.

Benefits:

Unfavorable to budget $36K, but consistent with current year run-rate.

Depreciation:

Depreciation unfavorable $74K as the budgeted expense was evenly distributed throughout the year with the increase impacting December – current month depreciation is estimated using the useful lives of the components of the construction project and of the equipment purchases. The project is under review for complete and proper classification and should be completed by February's close.

Interest:

Favorable since SCC is capitalizing interest through the construction process.

KEY STATISTICS

	Month-to-Date							Year-to-Date						
	Dec-18	Bgt	Var	% Var	Dec-17	Var	% Var	Dec-18	Bgt	Var	% Var	Dec-17	Var	% Var
Inpatient Days	79	116	(37)	-31.9%	154	(75)	-48.7%	1,281	1,378	(97)	-7.0%	1,337	(56)	-4.2%
Average Daily Census	2.5	3.7	(1.2)	-31.9%	5.0	(2.4)	-48.7%	3.5	3.8	(0.3)	-7.0%	3.7	(0.2)	-4.2%
Admissions	35	46	(11)	-23.9%	61	(26)	-42.6%	516	567	(51)	-9.0%	536	(20)	-3.7%
Avg. Length of Stay	2.26	2.52	-0.26	-10.5%	2.52	(0.27)	-10.6%	2.48	2.43	0.05	2.1%	2.49	(0.01)	-0.5%
Percent Occupancy	10.6%	15.6%	-5.0%	-31.9%	20.7%	-10.1%	-48.7%	14.6%	15.7%	(0)	-7.0%	15.3%	-0.6%	-4.2%
Births	5	8	(3)	-37.5%	14	(9)	-64.3%	119	124	(5)	-4.0%	101	18	17.8%
Swing Bed Days	87	40	47	117.5%	40	47	117.5%	663	608	55	9.0%	626	37	5.9%
Observation Patients	24	34	(10)	-29.4%	37	(13)	-35.1%	355	493	(138)	-28.0%	418	(63)	-15.1%
Lab Exams	7,568	7,502	66	0.9%	7,682	(114)	-1.5%	90,828	86,695	4,133	4.8%	86,298	4,530	5.2%
EMS Patients	84	64	20	31.3%	87	(3)	-3.4%	884	870	14	1.6%	866	18	2.1%
ER Visits	521	518	3	0.6%	546	(25)	-4.6%	6,708	7,180	(472)	-6.6%	6,974	(266)	-3.8%
Cardiopulmonary Exams	517	541	(24)	-4.4%	543	(26)	-4.8%	6,590	6,153	437	7.1%	5,904	686	11.6%
X-Ray Exams	563	581	(18)	-3.1%	460	103	22.4%	7,009	6,983	26	0.4%	6,730	279	4.1%
Ultrasound Exams	207	158	49	31.0%	181	26	14.4%	2,204	1,806	398	22.0%	1,890	314	16.6%
Mammo Exams	225	196	29	14.8%	242	(17)	-7.0%	2,202	1,749	453	25.9%	1,582	620	39.2%
CT Scan Exams	223	221	2	0.9%	193	30	15.5%	2,841	2,852	(11)	-0.4%	2,576	265	10.3%
MRI Exams	139	128	11	8.6%	95	44	46.3%	1,454	1,542	(88)	-5.7%	1,473	(19)	-1.3%
Physical Therapy Patients	731	612	119	19.4%	554	177	31.9%	7,545	6,971	574	8.2%	7,084	461	6.5%
Physical Therapy Modalities	2,054	1,767	287	16.2%	1,584	470	29.7%	20,617	20,300	317	1.6%	20,091	526	2.6%
CB Clinic Patients	205	152	53	34.9%	225	(20)	-8.9%	2,325	1,860	465	25.0%	1,799	526	29.2%
CB Clinic Modalities	563	411	152	37.0%	629	(66)	-10.5%	6,402	6,297	105	1.7%	5,485	917	16.7%
Occup Therapy Patients	117	71	46	64.8%	55	62	112.7%	1,388	966	422	43.7%	876	512	58.4%
Occup Therapy Modalities	332	198	134	67.7%	128	204	159.4%	3,686	2,259	1,427	63.2%	2,122	1,564	73.7%
Surgery - Inpatient	20	13	7	53.8%	-	20	#DIV/0!	238	232	6	2.6%	233	5	2.1%
Surgery - Outpatient	91	93	(2)	-2.2%	25	66	264.0%	836	859	(23)	-2.7%	845	(9)	-1.1%
Scopes	50	52	(2)	-3.8%	92	(42)	-45.7%	438	550	(112)	-20.4%	444	(6)	-1.4%
Surgeries - Total	161	158	3	1.9%	117	44	37.6%	1,512	1,641	(129)	-7.9%	1,522	(10)	-0.7%
Outpatient visits	4,662	4,238	424	10.0%	4,162	500	12.0%	53,890	49,082	4,808	9.8%	47,964	5,926	12.4%
Imaging	1,576	1,533	43	2.8%	1,354	222	16.4%	17,177	15,934	1,243	7.8%	15,632	1,545	9.9%
Laboratory	7568	7,502	66	0.9%	7,682	(114)	-1.5%	90,828	86,695	4,133	4.8%	86,298	4,530	5.2%

GUNNISON VALLEY HEALTH

Operation review

Period Ending Jan, 2019

COMBINED OVERVIEW:

The combined financials for the month show that the hospital system earned $830K, on a budget of $867K, a decrease in net income of $37K from budget; as compared to same month last year, where the system earned $1.03M, this year's earnings are below last year, same month by $195K.

January-19							
	MONTH TO DATE						
	Net Income	Budget	Var	% Var	P/Y	Var	% Var
GVH	$ 978,968	$ 893,273	$ 85,695	9.6%	$ 1,018,964	$ (39,997)	-3.9%
SCC	$ (239,207)	$ (1,636)	$ (237,571)	-14519.0%	$ (36,440)	$ (202,768)	-556.4%
Hospice	$ (19,332)	$ (398)	$ (18,934)	-4757.3%	$ 4,929	$ (24,261)	492.2%
Home Health	$ (11,078)	$ (30,760)	$ 19,682	64.0%	$ 8,478	$ (19,556)	230.7%
Assisted Living	$ 14,232	$ 7,276	$ 6,956	95.6%	$ (9,937)	$ 24,170	243.2%
Foundation	$ 107,295		$ 107,295	-100.0%	$ 40,379	$ 66,916	165.7%
Grand Total	$ 830,878	$ 867,755	$ (36,877)	-4.2%	$ 1,026,374	$ (195,496)	-19.0%

DEBT SERVICE COVERAGE RATIO - The Debt Service Coverage Ratio for CoBiz was 6.94. The bond covenant requires GVH to keep a debt service ratio of 1.25.

DAYS CASH ON HAND - The cash on hand, excluding the construction cash, was 247 days as compared to the bond covenant requirement of 90 days.

INPATIENT VOLUMES – Admissions were favorable to budget for the month by 3 and favorable to prior year's same month by 5.

OUTPATIENT VOLUMES – Outpatient visits were 327 above budget and 374 above prior year. Emergency room visits were 74 below budget and 89 below prior year.

OTHER OPERATING REPORTS:

SENIOR CARE CENTER

Jan-18									
	MONTH TO DATE								
	Unit	C/M	Bgt	Var	% Var		PY	Var	% Var
SCC	Days	1,265	1,426	(161)	-11.3%		1,447	(182)	-12.6%
H/H	Census	52	46	6	13.0%		39	13	33.3%
A. Living	Days	465	462	3	0.6%		428	37	8.6%
Hospice	Days	179	93	86	92.5%		202	(23)	-11.4%
Palliative	Days	117	155	(38)	-24.5%		131	(14)	-10.7%

SENIOR CARE CENTER

Patient days of 1,265 for the Senior Care Center were 161 under budget and were 182 days under prior year. Net operating revenue of $376K shows a decrease over budgeted net operating revenue by $62K and over prior-year revenue by $37K. Current expenses show an increase of $179K from budget and an increase of $149K from prior year.

HOME MEDICAL SERVICES

Census of 52 for home health shows an increase of 6 from budget and an increase of 13 from prior year. The current month net operating revenue for Home Medical Services is favorable $22K from budget; current month net operating revenue shows a decrease from prior year of $18K. Total current month operating expense shows an increase of $2K from budget and is consistent with prior year. The net income for the current month of negative $11K is favorable to budget by $20K and is unfavorable to prior year by $20K.

The Gunnison Consolidated Living Community's net income of negative $255K was unfavorable to budget by $230K; current month net income was $222K unfavorable to prior year's same month net income.

GUNNISON VALLEY HOSPITAL
OPERATING/INCOME STATEMENT 02/19/19 10:54 AM
FOR THE 1 MONTH ENDING: 01/31/19

	SINGLE MONTH				YEAR TO DATE			
	ACTUAL	BUDGET	$ VARIANCE	% VAR	ACTUAL	BUDGET	$ VARIANCE	% VAR
PATIENT REVENUE								
INPATIENT	1,455,438	1,196,871	258,567	21	1,455,438	1,196,871	258,567	21
OUTPATIENT	3,635,817	3,391,541	244,276	7	3,635,817	3,391,541	244,276	7
EMERGENCY ROOM	1,305,553	1,200,829	104,724	8	1,305,553	1,200,829	104,724	8
OBSERVATION	196,810	224,779	(27,968)	(12)	196,810	224,779	(27,968)	(12)
SWING	304,436	157,437	146,999	93	304,436	157,437	146,999	93
PROFESSIONAL FEE	724,667	626,273	98,394	15	724,667	626,273	98,394	15
CB MTN CLINIC	268,823	328,460	(59,636)	(18)	268,823	328,460	(59,636)	(18)
GVHFM	253,408	338,741	(85,332)	(25)	253,408	338,741	(85,332)	(25)
TOTAL PATIENT	8,144,955	7,464,931	680,024	9	8,144,955	7,464,931	680,024	9
REVENUE DEDUCTIONS								
MEDICARE	(1,954,313)	(1,310,000)	(644,313)	(49)	(1,954,313)	(1,310,000)	(644,313)	(49)
MEDICAID	(921,888)	(707,555)	(214,333)	(30)	(921,888)	(707,555)	(214,333)	(30)
COMMERCIAL	(911,577)	(935,109)	23,531	2	(911,577)	(935,109)	23,531	2
CHARITY	(20,446)	(74,926)	54,479	72	(20,446)	(74,926)	54,479	72
OTHER	(58,814)	(27,955)	(30,859)	(110)	(58,814)	(27,955)	(30,859)	(110)
BAD DEBT	(29,578)	(189,273)	159,694	84	(29,578)	(189,273)	159,694	84
TOTAL REVENUE	(3,896,619)	(3,244,818)	(651,801)	(20)	(3,896,619)	(3,244,818)	(651,801)	(20)
OTHER OPERATING	20,188	(19,982)	40,170	201	20,188	(19,982)	40,170	201
NET OPERATING	4,268,524	4,200,131	68,393	1	4,268,524	4,200,131	68,393	1
OPERATING EXPENSES								
SALARIES	1,549,132	1,613,639	64,506	3	1,549,132	1,613,639	64,506	3
CONTRACT LABOR	46,188	5,566	(40,622)	(729)	46,188	5,566	(40,622)	(729)
BENEFITS	229,207	183,132	(46,075)	(25)	229,207	183,132	(46,075)	(25)
PROFESSIONAL FEE	202,426	200,424	(2,002)	(0)	202,426	200,424	(2,002)	(0)
TRAVEL AND EDUCA	10,148	33,753	23,604	69	10,148	33,753	23,604	69
PURCHASED SERVIC	387,268	374,237	(13,031)	(3)	387,268	374,237	(13,031)	(3)
SUPPLIES	630,215	553,821	(76,394)	(13)	630,215	553,821	(76,394)	(13)
INSURANCE	30,404	29,239	(1,165)	(3)	30,404	29,239	(1,165)	(3)
DEPRECIATION/AMO	141,953	133,546	(8,407)	(6)	141,953	133,546	(8,407)	(6)
INTEREST	15,394	16,433	1,038	6	15,394	16,433	1,038	6
OTHER	87,865	125,020	37,154	29	87,865	125,020	37,154	29
TOTAL OPERATIN	3,330,206	3,268,810	(61,396)	(1)	3,330,206	3,268,810	(61,396)	(1)
NON OPERATING REV (EXP)								
INVESTMENT INCOM	49,147	(33,517)	82,664	246	49,147	(33,517)	82,664	246
DONATIONS	0	(3,804)	3,804	100	0	(3,804)	3,804	100
OTHER NON OPERAT	(8,496)	(727)	(7,769)	(1068)	(8,496)	(727)	(7,769)	(1068)
TOTAL NON OPER	40,650	(38,048)	78,698	206	40,650	(38,048)	78,698	206
TOTAL EXPENSE	3,289,556	3,306,858	17,301	0	3,289,556	3,306,858	17,301	0
NET PROFIT (LO	978,967	893,273	85,694	9	978,967	893,273	85,694	9

Gunnison Valley Hospital Variances

Revenue & Deductions:

Gross revenue favorable to budget $680K, set-off by revenue deductions of $651K related to MCR. MCR deductions are currently under review.

Salaries & Benefits:

Salaries were favorable $65K and contract labor was unfavorable $41K. Benefits were unfavorable due to health insurance weighting.

Supplies:

Supplies unfavorable $76K as O.R. Med Billable was unfavorable $41K as Ortho supplies continue to run higher than anticipated as more total joints are being performed. Lab supplies were over $10K.

Other:

Favorable to budget $30K as collection fees were down for the month.

GUNNISON LIVING COMMUNITY
OPERATING / INCOME STATEMENT 02/19/19 10:48 AM
FOR THE 1 MONTH ENDING: 01/31/19

	SINGLE MONTH				YEAR TO DATE			
	ACTUAL	BUDGET	$ VARIANCE	% VAR	ACTUAL	BUDGET	$ VARIANCE	% VAR
PATIENT REVENUE								
HEALTH CARE CENT	457,690	426,354	31,336	7	457,690	426,354	31,336	7
HOSPICE/HM HEALT	54,354	45,374	8,980	19	54,354	45,374	8,980	19
ASSISTED LIVING	54,761	51,284	3,477	6	54,761	51,284	3,477	6
TOTAL PATIENT	566,807	523,012	43,795	8	566,807	523,012	43,795	8
REVENUE DEDUCTIONS								
C/A	(76,922)	(2,285)	(74,637)	(3266)	(76,922)	(2,285)	(74,637)	(3266)
C/A - HOSPICE	(316)	(908)	591	65	(316)	(908)	591	65
C/A - HOME HEALT	(3,660)	1,719	(5,379)	(312)	(3,660)	1,719	(5,379)	(312)
BAD DEBT	(6,996)	(4,913)	(2,083)	(42)	(6,996)	(4,913)	(2,083)	(42)
TOTAL REVENUE	(87,895)	(6,387)	(81,508)	(1276)	(87,895)	(6,387)	(81,508)	(1276)
OTHER OPERATING	2,088	18,880	(16,791)	(88)	2,088	18,880	(16,791)	(88)
NET OPERATING	480,999	535,505	(54,505)	(10)	480,999	535,505	(54,505)	(10)
OPERATING EXPENSES								
SALARIES	270,467	310,827	40,359	12	270,467	310,827	40,359	12
CONTRACT LABOR	131,352	8,493	(122,859)	(1446)	131,352	8,493	(122,859)	(1446)
BENEFITS	62,038	52,577	(9,461)	(17)	62,038	52,577	(9,461)	(17)
TRAVEL AND EDUCA	1,277	1,995	717	35	1,277	1,995	717	35
PURCHASED SERVIC	59,746	34,116	(25,630)	(75)	59,746	34,116	(25,630)	(75)
SUPPLIES	65,027	36,216	(28,811)	(79)	65,027	36,216	(28,811)	(79)
RENT/LEASE	373	7,243	6,869	94	373	7,243	6,869	94
INSURANCE	9,433	8,863	(570)	(6)	9,433	8,863	(570)	(6)
DEPRECIATION	95,133	50,351	(44,782)	(88)	95,133	50,351	(44,782)	(88)
INTEREST	39,877	39,417	(460)	(1)	39,877	39,417	(460)	(1)
OTHER	3,714	7,172	3,457	48	3,714	7,172	3,457	48
TOTAL OPERATIN	738,443	557,270	(181,173)	(32)	738,443	557,270	(181,173)	(32)
NON OPERATING REV (EXP)								
PROPERTY TAX REV	17	(253)	270	107	17	(253)	270	107
INVESTMENT INCOM	2,041	(3,500)	5,541	158	2,041	(3,500)	5,541	158
TOTAL NON OPER	2,059	(3,753)	5,812	154	2,059	(3,753)	5,812	154
TOTAL EXPENSE	(736,384)	(561,023)	(175,361)	(31)	(736,384)	(561,023)	(175,361)	(31)
NET PROFIT (LO	(255,384)	(25,518)	(229,866)	(900)	(255,384)	(25,518)	(229,866)	(900)

Senior Care Center Variances

Revenue Deductions:

Revenue deductions unfavorable to budget $75K as in 2019 the daily revenue rate moved from $292 per day to $366 per day, producing an $80.5 daily difference per day per MCD patient.

Labor/Contract Labor:

Unfavorable to budget $83K; salaries were favorable $40K and contract labor was unfavorable $123K. Contract labor was unfavorable as shortages in staff for R.Ns, L.P.N.s, and C.N.As dictated more outsourcing. Salaries were favorable as there were numerous open positions in the C.N.A. staff. The need for staff is as follows: 2.5 R.N.s, 1 L.P.N, and 7.8 C.N.As.

Benefits:

Unfavorable to budget $9K due to health insurance weighting.

Depreciation:

Depreciation unfavorable $45K as the new building was forecast at 39 years but a review of the project dictated that the project gets depreciated over the life of the components and not the life of the building, if purchased.

KEY STATISTICS

	Month-to-Date							Year-to-Date						
	Jan-19	Bgt	Var	% Var	Jan-18	Var	% Var	Jan-19	Bgt	Var	% Var	Jan-18	Var	% Var
Inpatient Days	137	95	42	44.2%	90	47	52.2%	137	95	42	44.2%	90	47	52.2%
Average Daily Census	4.4	3.1	1.4	44.2%	2.9	1.5	52.2%	4.4	3.1	1.4	44.2%	2.9	1.5	52.2%
Admissions	51	48	3	6.3%	46	5	10.9%	51	48	3	6.3%	46	5	10.9%
Avg. Length of Stay	2.69	1.98	0.71	35.7%	1.96	0.73	37.3%	2.69	1.98	0.71	35.7%	1.96	0.73	37.3%
Percent Occupancy	18.4%	12.8%	5.6%	44.2%	12.1%	6.3%	52.2%	18.4%	12.8%	5.6%	44.2%	12.1%	6.3%	52.2%
Births	10	7	3	42.9%	4	6	150.0%	10	7	3	42.9%	4	6	150.0%
Swing Bed Days	79	55	24	43.6%	82	(3)	-3.7%	79	55	24	43.6%	82	(3)	-3.7%
Observation Patients	28	34	(6)	-17.6%	32	(4)	-12.5%	28	34	(6)	-17.6%	32	(4)	-12.5%
Lab Exams	8393	7937	456	5.7%	6486	1907	29.4%	8393	7937	456	5.7%	6486	1907	29.4%
EMS Patients	79	68	11	16.2%	78	1	1.3%	79	68	11	16.2%	78	1	1.3%
ER Visits	468	542	(74)	-13.7%	557	(89)	-16.0%	468	542	(74)	-13.7%	557	(89)	-16.0%
Cardiopulmonary Exams	585	628	(43)	-6.8%	476	109	22.9%	585	628	(43)	-6.8%	476	109	22.9%
X-Ray Exams	606	587	19	3.2%	563	43	7.6%	606	587	19	3.2%	563	43	7.6%
Ultrasound Exams	215	112	103	92.0%	92	123	133.7%	215	112	103	92.0%	92	123	133.7%
Mammo Exams	177	129	48	37.2%	97	80	82.5%	177	129	48	37.2%	97	80	82.5%
CT Scan Exams	239	231	8	3.5%	224	15	6.7%	239	231	8	3.5%	224	15	6.7%
MRI Exams	133	135	(2)	-1.5%	133	0	0.0%	133	135	(2)	-1.5%	133	0	0.0%
Physical Therapy Patients	752	507	245	48.3%	495	257	51.9%	752	507	245	48.3%	495	257	51.9%
Physical Therapy Modalities	2156	1417	739	52.2%	1416	740	52.3%	2156	1417	739	52.2%	1416	740	52.3%
CB Clinic Patients	264	216	48	22.2%	184	80	43.5%	264	216	48	22.2%	184	80	43.5%
CB Clinic Modalities	668	597	71	11.9%	548	120	21.9%	668	597	71	11.9%	548	120	21.9%
Occup Therapy Patients	136	117	19	16.2%	105	31	29.5%	136	117	19	16.2%	105	31	29.5%
Occup Therapy Modalities	373	355	18	5.1%	259	114	44.0%	373	355	18	5.1%	259	114	44.0%
Surgery - Inpatient	27	23	4	5.2%	23	4	17.4%	27	23	4	17.4%	23	4	17.4%
Surgery - Outpatient	63	77	(14)	-28.6%	73	(29)	-39.7%	63	77	(14)	-18.2%	73	(10)	-13.7%
Scopes	44	49	(5)	-3.4%	49	85	173.5%	44	49	(5)	-10.2%	49	(5)	-10.2%
Surgeries - Total	134	149	(15)	-10.1%	145	(11)	-7.6%	134	149	(15)	-10.1%	145	(11)	-7.6%
Outpatient visits	4715	4388	327	7.5%	4341	374	8.6%	4715	4388	327	7.5%	4398	317	7.2%
Imaging Visits	1600	1463	137	9.4%	1448	152	10.5%	1600	1463	137	9.4%	1448	152	10.5%
Laboratory Visits	1397	1408	(11)	-0.8%	1319	78	5.9%	1397	1408	(11)	-0.8%	1319	78	5.9%
GVHFM Clinic	952	1120	(168)	-15.0%	1047	(95)	-9.1%	952	1120	(168)	-15.0%	1047	(95)	-9.1%
CB Mtn Clinic	317	318	(1)	-0.3%	401	(84)	-20.9%	317	318	(1)	-0.3%	401	(84)	-20.9%