

**Cogdell Memorial Hospital  
January 2021 Normalization**

<b>Net Income</b>	205,826.00	
<b>Less:</b>	0.00	
<b>Add:</b>		
<b>Additional Staffing</b>	150,000.00	
<b>Lower Net Rev - COVID related</b>	275,000.00	
<b>COVID Supplies</b>	125,000.00	
<b>COVID Drugs</b>	120,000.00	
	0.00	
	0.00	
<b>Normalized Net Income</b>	<u>875,826.00</u>	
<b>Ad Valorem Taxes</b>	594,118.00	
<b>Normalized Net Income</b>	<u><u>281,708.00</u></u>	
<b>Cash - CY</b>	12,543,703.00	
<b>Cash -PY</b>	3,756,741.00	
<b>Net Cash Change 19-18</b>	<u>8,786,962.00</u>	
	<u>MTD</u>	<u>YTD</u>
<b>Net Income</b>	205,826.00	205,826.00
<b>Taxes</b>	(594,118.00)	(594,118.00)
<b>Depreciation</b>	292,032.00	292,032.00
	0.00	0.00
	0.00	0.00
	0.00	0.00
	0.00	0.00
<b>Net Cash Flow</b>	<u><u>(96,260.00)</u></u>	<u><u>(96,260.00)</u></u>

**Cogdell Memorial Hospital  
Analysis of Investments**

<u>Month</u>	<u>Activity</u>	<u>Texpool Depreciation</u>	<u>TexPool I&amp;S 01</u>	<u>TexPool I&amp;S 06</u>	<u>TexPool 01 Obligated Capital</u>	<u>TexPool USDA</u>	<u>TexPool Operating II</u>	<u>TexPool Depreciation II</u>	<u>TexPool Capital Fund</u>
Jan-21	Beginnig Balance	\$3,192.88	\$247,479.39	\$3,980,471.09	\$0.00	\$1,700,476.63	\$1,381,661.23	\$4,907,146.38	\$1,021,101.85
	Deposits	\$0.00	\$13,792.11	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
	Withdrawals	\$0.00	\$0.00	\$0.00	\$0.00	\$575,000.00	\$980,000.00	\$0.00	\$0.00
	Interest Earned	\$0.30	\$17.17	\$267.93	\$0.00	\$101.97	\$48.52	\$330.37	\$129.32
	Ending Balance	<u>\$3,193.18</u>	<u>\$261,288.67</u>	<u>\$3,980,739.02</u>	<u>\$0.00</u>	<u>\$1,125,578.60</u>	<u>\$401,709.75</u>	<u>\$4,907,476.75</u>	<u>\$1,921,231.17</u>
	Balance Per Statement	\$3,193.18	\$261,288.67	\$3,980,739.02	\$0.00	\$1,125,578.60	\$401,709.75	\$4,907,476.75	\$1,921,231.17
	Variance	<u>\$0.00</u>	<u>\$0.00</u>	<u>\$0.00</u>	<u>\$0.00</u>	<u>\$0.00</u>	<u>\$0.00</u>	<u>\$0.00</u>	<u>\$0.00</u>
	Balance Per G/L	\$3,193.18	\$261,288.67	\$3,980,739.02	\$0.00	\$1,125,578.60	\$401,709.75	\$4,907,476.75	\$1,921,231.17
	Variance	<u>\$0.00</u>	<u>\$0.00</u>	<u>\$0.00</u>	<u>\$0.00</u>	<u>\$0.00</u>	<u>\$0.00</u>	<u>\$0.00</u>	<u>\$0.00</u>

**Cogdell Memorial Hospital  
 Reconciliation of Service Organization of West Texas  
 FYE 12/31/2021**

	<u>Prepaid Beginning Balance</u>	<u>Deductions From Prepaid</u>	<u>1140800 Prepaid Balance</u>	<u>GL 2010202</u>	<u>Invoice Amount</u>	<u>2020 Benefit</u>
	\$0.00					
Beginning Balance 01/01/2020	\$397,609.50					
Benefits Paid:						
Jan-21	\$0.00	\$188,796.18	\$208,813.32	\$0.00	\$235,995.23	\$47,199.05
Feb-21	\$0.00	\$0.00	\$208,813.32	\$0.00	\$0.00	\$0.00
Mar-21	\$0.00	\$0.00	\$208,813.32	\$0.00	\$0.00	\$0.00
Apr-21	\$0.00	\$0.00	\$208,813.32	\$0.00	\$0.00	\$0.00
May-21	\$0.00	\$0.00	\$208,813.32	\$0.00	\$0.00	\$0.00
Jun-21	\$0.00	\$0.00	\$208,813.32	\$0.00	\$0.00	\$0.00
Jul-21	\$0.00	\$0.00	\$208,813.32	\$0.00	\$0.00	\$0.00
Aug-21	\$0.00	\$0.00	\$208,813.32	\$0.00	\$0.00	\$0.00
Sep-21	\$0.00	\$0.00	\$208,813.32	\$0.00	\$0.00	\$0.00
Oct-21	\$0.00	\$0.00	\$208,813.32	\$0.00	\$0.00	\$0.00
Nov-21	\$0.00	\$0.00	\$208,813.32	\$0.00	\$0.00	\$0.00
Dec-21	\$0.00	\$0.00	\$208,813.32	\$0.00	\$0.00	\$0.00
			\$208,813.32	\$0.00		
Prepaid Account - 114.0800			\$208,813.32	\$0.00		
Variance - Prepaid Acct 114.0800 to Rolling Balance			<u>(\$0.00)</u>	<u>\$0.00</u>		
Benefit						\$47,199.05
Benefit per Income Statement						\$47,199.05
Variance						<u>\$0.00</u>

**Cogdell Memorial Hospital  
Summary of Tax Collections FY 2020**

<u>Date</u>	<u>M&amp;O Amount</u>	<u>Debt Service Amount</u>
10/22/2020	107,684.62	6,654.97
10/28/2020	213,961.79	13,273.89
11/2/2020	646,887.43	40,157.20
11/4/2020	350,199.98	22,223.99
11/6/2020	1,226,877.08	76,163.26
11/11/2020	767,112.89	42,248.39
11/25/2020	177,273.56	16,294.33
12/4/2020	255,615.71	16,656.62
12/16/2020	176,191.76	10,871.68
1/5/2021	220,701.18	13,792.11
1/8/2021	163,148.28	10,110.38
1/26/2021	371,473.93	23,014.17
2/3/2021	346,233.92	21,750.04
2/5/2021	774,193.64	48,049.34

<b>Total</b>	<u>6,158,816.14</u>	<u>361,260.37</u>
<b>Estimated Taxes</b>	7,383,797.25	
<b>Amount Left</b>	<u>863,720.74</u>	

**Cogdell Memorial Hospital  
Analysis of Debt Service**

<u>Description</u>	<u>Debt Service Values</u>	<u>Due Date</u>	<u>2021 Annual Payments</u>	<u>Interest Portion of Payment</u>	<u>2021 Ending Balance</u>
2011 CO	365,000	2021	375,950	10,950	0
Equipment Loan	1,218,259	2031	143,766	38,132	1,112,624
Hematology Analyzer	15,201	2021	16,555	562	0
Chemistry Analyzer	55,707	2021	57,662	1,956	0
Immunorassay System	25,396	2021	26,290	893	(0)
CT Loan	223,114	2023	80,899	7,377	149,361
TIB Bank 2016 Bonds	6,481,000	2031	718,354	220,354	5,983,000
TIB Bank 2017 Bonds	4,205,000	2032	426,074	142,970	3,921,896
TIB Bank 2020 Bonds	2,100,000	2040	135,083	53,083	2,018,000
GE - Portable X Ray Upgrade	45,332	2025	10,939	1,526	35,891
GE - C Arm	176,267	2025	38,460	4,746	115,162
GE - Optima XR240amx - New Portable	111,142	2025	26,820	3,742	87,995
GE - MRI	821,849	2025	188,715	27,805	660,449
GE - Xray Room Upgrade	257,225	2026	42,444	7,231	233,063
Medicare 6 Months up Front	4,972,861	2020	4,972,861	0	0
<b>Total</b>	<b>21,073,352</b>		<b>7,260,873</b>	<b>521,326</b>	<b>14,317,440</b>

Cogdell Memorial Hospital  
 Analysis of Operating Expense  
 As of January 31, 2021

<u>Expense</u>	<u>MTD 01/31/2021</u>	<u>YTD 12/31/2021</u>	<u>MTD 01/31/2021</u>	<u>YTD 12/31/2021</u>	<u>MTD 01/31/2021</u>	<u>MTD 01/31/2021</u>	<u>Explanation</u>	<u>YTD 12/31/2021</u>	<u>YTD 12/31/2021</u>	<u>Explanation</u>
	<u>Amount</u>	<u>Amount</u>	<u>Budget Amt</u>	<u>Budget Amt</u>	<u>MTD 01/31/2021</u>	<u>Cost</u>		<u>YTD 12/31/2021</u>	<u>Cost</u>	
					<u>Rate Variance</u>	<u>Variance</u>		<u>Rate Variance</u>	<u>Variance</u>	
Salaries	1,788,116	1,788,116	1,494,051	1,494,051						
Manhours	47,208	47,208	48,546	48,546						
FTEs	267.16	267.16	274.74	274.74						
AHR	37.88	37.88	30.78	30.78						
Salaries per APD	1,074.59	1,074.59	759.56	759.56	315.03	524,211	When budgets were done, we based 2021 off 2020 run rates, need to adjust the budget	315.03	524,211	When budgets were done, we based 2021 off 2020 run rates, need to adjust the budget
Manhours per APD	28.37	28.37	24.68	24.68						
Benefits	324,936	324,936	365,272	365,272						
Benefits per APD	195.27	195.27	185.70	185.70						
Benefits as a % of Salaries	18.17%	18.17%	24.45%	24.45%	-6.28%	(112,230)	No issues noted	-6.28%	(112,230)	No issues noted
Professional Fees	219,674	219,674	192,071	192,071						
Prof Fees per APD	132.02	132.02	97.65	97.65	34.37	57,190	Locum Coverage for walk in with Dr. Perry out in Jan	34.37	57,190	Jocum walk in clinic coverage
Contract Labor	278,859	278,859	138,439	138,439						
Manhours	3,572	3,572	2,141	2,141						
AHR	78.07	78.07	64.66	64.66						
FTE's	20.22	20.22	12.12	12.12						
Contract Labor per APD	167.58	167.58	70.38	70.38	97.20	161,745	Due to COVID increased usage, same issue as salaries need to adjust budget	97.20	161,745	Due to COVID increased usage, same issue as salaries need to adjust budget

Cogdell Memorial Hospital  
 Analysis of Operating Expense  
 As of January 31, 2021

<u>Expense</u>	<u>MTD 01/31/2021</u>	<u>YTD 12/31/2021</u>	<u>MTD 01/31/2021</u>	<u>YTD 12/31/2021</u>	<u>MTD 01/31/2021</u>	<u>MTD 01/31/2021</u>	<u>Eplanation</u>	<u>YTD 12/31/2021</u>	<u>YTD 12/31/2021</u>	<u>Eplanation</u>
	<u>Amount</u>	<u>Amount</u>	<u>Budget Amt</u>	<u>Budget Amt</u>	<u>MTD 01/31/2021</u>	<u>MTD 01/31/2021</u>		<u>YTD 12/31/2021</u>	<u>YTD 12/31/2021</u>	
					<u>Rate Variance</u>	<u>Cost Variance</u>		<u>Rate Variance</u>	<u>Cost Variance</u>	
Supplies	321,611	321,611	120,536	120,536						
Supplies per APD	193.28	193.28	61.28	61.28						
Supplies as a % of Net Rev	9.70%	9.70%	3.62%	3.62%	6.07%	201,431	110k for COVID drug and 120k for supplies	6.07%	201,431	110k for COVID drug and 120k for supplies
Purchased Services	253,235	253,235	266,528	266,528						
Purchased Services per APD	152.18	152.18	135.50	135.50	16.68	27,763	16k for COVID testing	16.68	27,763	COVID testing over 350k
Other Expense	346,749	346,749	302,072	302,072						
Other Expense per APD	208.38	208.38	153.57	153.57	54.81	91,209	Biggest issue is budget for Utilities, we had a credit in Jan 2020 that lowered them. Everything else is in line	54.81	91,209	Biggest issue is budget for Utilities, we had a credit in Jan 2020 that lowered them. Everything else is in line
Bad Debt	346,524	346,524	277,849	277,849						
Bad Debt as a % of Gross Rev	6.86%	6.86%	4.84%	4.84%	2.01%	101,789	No major issues noted, just self pay up some in Jan	2.01%	101,789	No major issues noted, just self pay up some in Jan
APD	1,664	1,664	1,967	1,967						
Net Revenue	3,316,496	3,316,496	3,326,312	3,326,312						
FTE Factor	31	31	31	31						
Gross Revenue	5,054,563	5,054,563	5,738,466	5,738,466						
Total Operating Expense	3,879,704	3,879,704	3,156,818	3,156,818						

*Cogdell - Main Unit*  
**OPERATING INDICATORS REPORT**  
**FOR THE PERIOD ENDED January 31, 2021**

<u>CURRENT MONTH</u>	<u>BUDGET CUURENT MONTH</u>	<u>PRIOR YEAR CURRENT MONTH</u>
48	52	50
6	18	17
2	8	8
<u>56</u>	<u>77</u>	<u>75</u>
283	167	162
15	36	35
65	90	87
<u>363</u>	<u>293</u>	<u>284</u>
257	520	516
1,664	1,967	1,955
5.90	3.24	3.24
2.50	2.06	2.06
32.50	10.88	10.88
<u>6.48</u>	<u>3.79</u>	<u>3.79</u>
9.13	5.32	5.23
0.48	1.15	1.13
2.10	2.86	2.81
<u>11.71</u>	<u>9.33</u>	<u>9.16</u>
53.68	62.75	63.06
62.37%	45.45%	44.62%
6.91%	16.43%	16.13%

<u>YEAR TO DATE</u>	<u>BUDGET YEAR TO DATE</u>	<u>PRIOR YEAR YEAR TO DATE</u>
Admissions		
Med Surg	48	52
OB	6	18
Swing Bed	2	8
<u>Total Admissions</u>	<u>56</u>	<u>75</u>
Patient Days		
Med Surg	283	167
OB	15	36
Swing Bed	65	90
<u>Total Patient Days</u>	<u>363</u>	<u>284</u>
Total Adjusted Admissions	257	520
Total Adjusted Patient Days	1,664	1,967
Avg. Length of Stay (ALOS)		
Med Surg	5.90	3.24
OB	2.50	2.06
Swing Bed	32.50	10.88
<u>Total ALOS</u>	<u>6.48</u>	<u>3.79</u>
Average Daily Census (ADC)		
Med Surg	9.13	5.32
OB	0.48	1.15
Swing Bed	2.10	2.86
<u>Total ADC</u>	<u>11.71</u>	<u>9.33</u>
Adjusted ADC	53.68	62.75
Occupancy %		
Med Surg	62.37%	45.45%
OB	6.91%	16.43%



*Cogdell - Main Unit*  
**OPERATING INDICATORS REPORT**  
**FOR THE PERIOD ENDED January 31, 2021**

8	14	14
14	30	30
60	41	40
34	43	43
10	10	12
43	84	82
611	752	730
3,377	3,634	3,634
4,031	4,470	4,446
60	79	76
3	0	0
63	79	76
2,844	3,057	2,968
340	0	0
690	829	805
3,874	3,886	3,773
183	286	278
4,057	4,173	4,051
1,220	1,314	1,276
1.1818	0.8788	0.8788
1.3333	1.0455	1.0455

Deliveries	8	14	14
Pt Days - Nursery	14	30	30
Admits from ER	60	41	40
Observations from ER	34	43	43
IP Surgeries	10	0	12
Outpatient Visits			
OP Surgeries	43	84	82
ER	611	752	730
All Other OP Visits	3,377	3,634	3,634
Total Outpatient Visits	4,031	4,470	4,446
Observation Visits			
Med Surg	60	78	76
OB	3	0	0
Total Observations Visits	63	78	76
CFC - In Clinic	2,844	3,057	2,968
CFC - Telehealth	340	0	0
CFC Walk-In	690	829	805
Total CFC Visits	3,874	3,886	3,773
Orthopedic Clinic	183	286	278
Total Clinic Visits	4,057	4,173	4,051
Home Health Visits	1,220	1,314	1,276
Total Case Mix	1.1818	0.8788	0.8788
Medicare Case Mix	1.3333	1.0455	1.0455

**Cogdell - Main Unit**  
**OPERATING INDICATORS REPORT**  
**FOR THE PERIOD ENDED January 31, 2021**

Payor Mix (Based on Revenues)

32.29%	26.84%	26.81%	Medicare	32.29%	26.84%	26.81%
16.72%	11.82%	12.14%	Medicare Managed Care	16.72%	11.82%	12.14%
49.01%	38.66%	38.95%	Total Medicare	49.01%	38.66%	38.95%
1.65%	0.26%	0.27%	Medicaid	1.65%	0.26%	0.27%
8.25%	8.36%	8.58%	Medicaid Managed Care	8.25%	8.36%	8.58%
9.90%	8.62%	8.85%	Total Medicaid	9.90%	8.62%	8.85%
25.94%	25.85%	26.53%	BCBS	25.94%	25.85%	26.53%
5.70%	12.17%	12.49%	HMO/PPO/Commerical	5.70%	12.17%	12.49%
31.64%	38.02%	39.02%	Total HMO/PPO	31.64%	38.02%	39.02%
0.78%	1.42%	1.46%	Fed/State	0.78%	1.42%	1.46%
0.15%	-0.29%	-0.30%	Champus	0.15%	-0.29%	-0.30%
0.93%	1.13%	1.16%	Total Other Fed State	0.93%	1.13%	1.16%
0.70%	0.96%	0.99%	Workers Comp	0.70%	0.96%	0.99%
5.63%	12.60%	11.04%	Self Pay	5.63%	12.60%	11.04%
97.81%	99.99%	100.01%	Total Payor Mix	97.81%	99.99%	100.01%
			Hours			
47,208	48,546	48,546	Hospital	47,208	48,546	48,546
3,572	2,141	2,141	Contract	3,572	2,141	2,141
<b>50,780</b>	<b>50,687</b>	<b>50,687</b>	Total Hours	<b>50,780</b>	<b>50,687</b>	<b>50,687</b>
			FTES			
267.23	266.80	274.80	Hospital	267.23	266.80	274.80
20.22	11.77	12.12	Contract	20.22	11.77	12.12
<b>287.44</b>	<b>278.56</b>	<b>286.92</b>	Total FTES	<b>287.44</b>	<b>278.56</b>	<b>286.92</b>

**Cogdell - Main Unit**  
**OPERATING INDICATORS REPORT**  
**FOR THE PERIOD ENDED January 31, 2021**

5.3548	4.4392	4.5501	FTE's Per Adjusted Occupied Bed	5.3548	4.4392	4.5501
6.86%	4.84%	5.11%	Bad Debt % of Gross Revenue	6.86%	4.84%	5.11%
			AR Days			
60.72		55.22	Gross	60.72		55.22
34.58		21.50	Net	34.58		21.50
3,037.48	2,917.03	2,776.91	Gross Revenue/APD	3,037.48	2,917.03	2,776.91
1,993.01	1,690.86	1,519.14	Net Revenue/APD	1,993.01	1,690.86	1,519.14
65.61%	57.97%	54.71%	Net Revenue % of Gross Revenue	65.61%	57.97%	54.71%
103.34		37.10	Days Cash On Hand	103.34		37.10
72.12%	60.06%	64.92%	Salaries/Benefits/Contract Labor % of Net Rev	72.12%	60.06%	64.92%
18.17%	24.45%	24.49%	Benefits % of Salaries	18.17%	24.45%	24.49%
9.70%	3.62%	2.73%	Supplies % of Net Revenue	9.70%	3.62%	2.73%
15,112.87	6,076.48	5,842.99	Operating Exp per Adjusted Admit	15,112.87	6,076.48	5,842.99
12,918.97	6,402.74	5,752.50	Net Revenue per Adjusted Admit	12,918.97	6,402.74	5,752.50
389	346	336	Visits - Hospice	389	346	336
340	0	0	Visits - Virtual	340	0	0
10	10	12	Surgeries - IP	10	0	12
23,952.13	0.00	0.00	GROSS PATIENT REVENUE	23,952.13	0.00	0.00
78,194.24	0.00	0.00	GROSS PATIENT REVENUE	78,194.24	0.00	0.00

**Cogdell - Main Unit**  
**OPERATING INDICATORS REPORT**  
**FOR THE PERIOD ENDED January 31, 2021**

	FEB 2020	MAR 2020	APR 2020	MAY 2020	JUN 2020	JUL 2020	AUG 2020	SEP 2020	OCT 2020	NOV 2020	DEC 2020	JAN 2021
<b>Admissions</b>												
Med Surg	38	35	43	25	39	47	38	32	52	63	59	48
OB	7	12	15	14	11	20	12	23	18	18	14	6
Swing Bed	3	6	2	2	6	7	6	7	5	1	5	2
<b>Total Admissions</b>	<b>48</b>	<b>53</b>	<b>60</b>	<b>41</b>	<b>56</b>	<b>74</b>	<b>56</b>	<b>62</b>	<b>75</b>	<b>82</b>	<b>78</b>	<b>56</b>
<b>Patient Days</b>												
Med Surg	126	109	134	89	126	135	93	109	120	298	229	283
OB	15	28	29	36	27	37	28	41	37	43	27	15
Swing Bed	59	102	45	28	87	106	104	130	88	95	91	65
<b>Total Patient Days</b>	<b>200</b>	<b>239</b>	<b>208</b>	<b>153</b>	<b>240</b>	<b>278</b>	<b>225</b>	<b>280</b>	<b>245</b>	<b>436</b>	<b>347</b>	<b>363</b>
<b>Total Adjusted Admissions</b>	<b>431</b>	<b>349</b>	<b>325</b>	<b>288</b>	<b>403</b>	<b>324</b>	<b>309</b>	<b>331</b>	<b>316</b>	<b>224</b>	<b>364</b>	<b>257</b>
<b>Total Adjusted Patient Days</b>	<b>1,796</b>	<b>1,575</b>	<b>1,125</b>	<b>1,074</b>	<b>1,725</b>	<b>1,218</b>	<b>1,240</b>	<b>1,493</b>	<b>1,033</b>	<b>1,189</b>	<b>1,619</b>	<b>1,664</b>
<b>Avg. Length of Stay (ALOS)</b>												
Med Surg	3.32	3.11	3.12	3.56	3.23	2.87	2.45	3.41	2.31	4.73	3.88	5.90
OB	2.14	2.33	1.93	2.57	2.45	1.85	2.33	1.78	2.06	2.39	1.93	2.50
Swing Bed	19.67	17.00	22.50	14.00	14.50	15.14	17.33	18.57	17.60	95.00	18.20	32.50
<b>Total ALOS</b>	<b>4.17</b>	<b>4.51</b>	<b>3.47</b>	<b>3.73</b>	<b>4.29</b>	<b>3.76</b>	<b>4.02</b>	<b>4.52</b>	<b>3.27</b>	<b>5.32</b>	<b>4.45</b>	<b>6.48</b>
<b>Average Daily Census (ADC)</b>												
Med Surg	4.34	3.52	4.47	2.87	4.20	4.35	3.00	3.63	3.87	9.93	7.39	9.13
OB	0.52	0.90	0.97	1.16	0.90	1.19	0.90	1.37	1.19	1.43	0.87	0.48
Swing Bed	2.03	3.29	1.50	0.90	2.90	3.42	3.35	4.33	2.84	3.17	2.94	2.10
<b>Total ADC</b>	<b>6.90</b>	<b>7.71</b>	<b>6.93</b>	<b>4.94</b>	<b>8.00</b>	<b>8.97</b>	<b>7.26</b>	<b>9.33</b>	<b>7.90</b>	<b>14.53</b>	<b>11.19</b>	<b>11.71</b>
<b>Adjusted ADC</b>	<b>61.92</b>	<b>50.81</b>	<b>37.51</b>	<b>34.66</b>	<b>57.50</b>	<b>39.31</b>	<b>40.00</b>	<b>49.76</b>	<b>33.32</b>	<b>39.64</b>	<b>52.23</b>	<b>53.68</b>
<b>Occupancy %</b>												
Med Surg	35.44%	37.81%	33.15%	20.97%	39.44%	43.19%	35.30%	44.26%	37.28%	72.78%	57.35%	62.37%
OB	7.39%	12.90%	13.81%	16.59%	12.86%	17.05%	12.90%	19.52%	17.05%	20.48%	12.44%	6.91%

**Cogdell - Main Unit**  
**OPERATING INDICATORS REPORT**  
**FOR THE PERIOD ENDED January 31, 2021**

	FEB 2020	MAR 2020	APR 2020	MAY 2020	JUN 2020	JUL 2020	AUG 2020	SEP 2020	OCT 2020	NOV 2020	DEC 2020	JAN 2021
Deliveries	5	10	14	15	11	17	12	18	15	16	12	8
Pt Days - Nursery	11	18	21	29	25	37	25	31	27	26	18	14
Admits from ER	35	34	35	30	29	37	27	29	38	56	53	60
Observations from ER	45	39	20	29	24	34	20	36	34	25	26	34
IP Surgeries	9	11	9	6	12	21	15	13	19	10	18	10
Outpatient Visits												
OP Surgeries	69	40	18	49	82	49	60	54	31	52	58	43
ER	711	615	376	474	509	582	577	644	624	559	574	611
All Other OP Visits	3,102	2,328	1,450	2,095	2,600	3,042	2,722	3,433	3,483	3,439	3,239	3,377
<b>Total Outpatient Visits</b>	<b>3,882</b>	<b>2,983</b>	<b>1,844</b>	<b>2,618</b>	<b>3,191</b>	<b>3,673</b>	<b>3,359</b>	<b>4,131</b>	<b>4,138</b>	<b>4,050</b>	<b>3,871</b>	<b>4,031</b>
Observation Visits												
Med Surg	64	55	79	36	53	47	32	46	66	45	50	60
OB	4	3	10	2	3	5	2	5	2	1	1	3
<b>Total Observations Visits</b>	<b>68</b>	<b>58</b>	<b>88</b>	<b>38</b>	<b>56</b>	<b>52</b>	<b>33</b>	<b>51</b>	<b>68</b>	<b>46</b>	<b>51</b>	<b>63</b>
Clinic Visits												
CFC - In Clinic	2,474	1,797	967	1,424	1,682	1,804	2,037	1,591	1,120	3,254	2,524	2,844
CFC - Telehealth	0	241	842	495	417	572	501	975	1,280	1,088	355	340
CFC Walk-In	874	460	144	193	286	440	186	617	561	645	633	690
<b>Total CFC Visits</b>	<b>3,348</b>	<b>2,498</b>	<b>1,953</b>	<b>2,112</b>	<b>2,385</b>	<b>2,816</b>	<b>2,724</b>	<b>3,183</b>	<b>2,961</b>	<b>4,987</b>	<b>3,512</b>	<b>3,874</b>
Orthopedic Clinic	229	243	149	209	239	251	245	269	228	213	182	183
<b>Total Clinic Visits</b>	<b>3,577</b>	<b>2,741</b>	<b>2,102</b>	<b>2,321</b>	<b>2,624</b>	<b>3,067</b>	<b>2,969</b>	<b>3,452</b>	<b>3,189</b>	<b>5,200</b>	<b>3,694</b>	<b>4,057</b>
Home Health Visits	1,281	1,298	1,382	1,474	1,673	1,495	1,409	1,502	1,238	1,240	1,368	1,220
<b>Total Case Mix</b>	<b>0.9024</b>	<b>0.8246</b>	<b>0.8750</b>	<b>1.3387</b>	<b>0.9688</b>	<b>1.0588</b>	<b>0.8600</b>	<b>1.0784</b>	<b>1.0652</b>	<b>1.0189</b>	<b>1.4091</b>	<b>1.1818</b>
<b>Medicare Case Mix</b>	<b>1.2308</b>	<b>0.9200</b>	<b>0.8750</b>	<b>1.1333</b>	<b>1.0667</b>	<b>1.3846</b>	<b>1.1875</b>	<b>1.1667</b>	<b>1.2500</b>	<b>1.3529</b>	<b>1.6818</b>	<b>1.3333</b>

**Cogdell - Main Unit**  
**OPERATING INDICATORS REPORT**  
**FOR THE PERIOD ENDED January 31, 2021**

	FEB 2020	MAR 2020	APR 2020	MAY 2020	JUN 2020	JUL 2020	AUG 2020	SEP 2020	OCT 2020	NOV 2020	DEC 2020	JAN 2021
<b>Payor Mix (Based on Revenues)</b>												
Medicare	24.20%	29.98%	18.63%	21.04%	24.77%	29.06%	26.06%	23.19%	22.23%	25.62%	33.09%	32.29%
Medicare Managed Care	10.24%	12.80%	14.68%	11.57%	15.52%	13.14%	10.84%	13.94%	15.32%	16.13%	15.52%	16.72%
<b>Total Medicare</b>	<b>34.44%</b>	<b>42.78%</b>	<b>33.31%</b>	<b>32.61%</b>	<b>40.29%</b>	<b>42.20%</b>	<b>36.90%</b>	<b>37.13%</b>	<b>37.55%</b>	<b>41.75%</b>	<b>48.61%</b>	<b>49.01%</b>
Medicaid	0.92%	2.21%	4.24%	1.96%	2.23%	3.49%	1.79%	2.08%	1.48%	1.41%	2.50%	1.65%
Medicaid Managed Care	10.54%	12.23%	11.43%	8.38%	9.85%	9.69%	10.21%	13.24%	7.57%	9.01%	10.95%	8.25%
<b>Total Medicaid</b>	<b>11.46%</b>	<b>14.44%</b>	<b>15.67%</b>	<b>10.34%</b>	<b>12.08%</b>	<b>13.18%</b>	<b>12.00%</b>	<b>15.32%</b>	<b>9.05%</b>	<b>10.42%</b>	<b>13.45%</b>	<b>9.90%</b>
BCBS	21.91%	23.74%	22.46%	22.75%	23.50%	21.18%	25.11%	25.04%	28.45%	27.01%	21.57%	25.94%
HMO/PPO/Commerical	9.18%	12.21%	10.08%	8.86%	9.21%	11.22%	11.08%	8.95%	6.48%	6.39%	6.07%	5.70%
<b>Total HMO/PPO</b>	<b>31.09%</b>	<b>35.95%</b>	<b>32.54%</b>	<b>31.61%</b>	<b>32.71%</b>	<b>32.40%</b>	<b>36.19%</b>	<b>33.99%</b>	<b>34.93%</b>	<b>33.40%</b>	<b>27.64%</b>	<b>31.64%</b>
Fed/State	1.67%	2.77%	1.52%	1.01%	0.21%	0.91%	1.40%	0.74%	0.87%	2.12%	0.73%	0.78%
Champus	0.49%	0.16%	0.17%	0.15%	0.21%	0.14%	-0.16%	0.10%	0.04%	0.08%	0.29%	0.15%
<b>Total Other Fed State</b>	<b>2.16%</b>	<b>2.93%</b>	<b>1.69%</b>	<b>1.16%</b>	<b>0.42%</b>	<b>1.05%</b>	<b>1.24%</b>	<b>0.84%</b>	<b>0.91%</b>	<b>2.20%</b>	<b>1.02%</b>	<b>0.93%</b>
Workers Comp	1.25%	1.01%	1.00%	1.28%	2.34%	1.15%	0.82%	0.91%	1.90%	0.76%	1.34%	0.70%
Self Pay	19.60%	2.90%	15.79%	22.99%	12.16%	10.03%	12.85%	11.81%	15.67%	11.46%	7.95%	5.63%
<b>Total Payor Mix</b>	<b>100.00%</b>	<b>100.01%</b>	<b>100.00%</b>	<b>99.99%</b>	<b>100.00%</b>	<b>100.01%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.01%</b>	<b>99.99%</b>	<b>100.01%</b>	<b>97.81%</b>
<b>Hours</b>												
Hospital	42,157	46,699	49,417	45,946	43,357	46,049	48,498	44,999	49,676	50,734	48,755	47,208
Contract	2,114	2,583	2,848	2,374	3,200	2,756	2,408	2,380	3,105	3,283	3,604	3,572
<b>Total Hours</b>	<b>44,271</b>	<b>49,282</b>	<b>52,265</b>	<b>48,320</b>	<b>46,557</b>	<b>48,805</b>	<b>50,906</b>	<b>47,379</b>	<b>52,781</b>	<b>54,017</b>	<b>52,359</b>	<b>50,780</b>
<b>FTEs</b>												
Hospital	255.10	264.34	288.99	260.08	253.61	260.66	274.53	263.15	281.20	296.76	275.98	267.23
Contract	12.79	14.62	16.66	13.44	18.72	15.60	13.63	13.92	17.58	19.20	20.40	20.22
<b>Total FTEs</b>	<b>267.89</b>	<b>278.97</b>	<b>305.64</b>	<b>273.52</b>	<b>272.33</b>	<b>276.27</b>	<b>288.16</b>	<b>277.07</b>	<b>298.77</b>	<b>315.96</b>	<b>296.38</b>	<b>287.44</b>

**Cogdell - Main Unit**  
**OPERATING INDICATORS REPORT**  
**FOR THE PERIOD ENDED January 31, 2021**

	FEB 2020	MAR 2020	APR 2020	MAY 2020	JUN 2020	JUL 2020	AUG 2020	SEP 2020	OCT 2020	NOV 2020	DEC 2020	JAN 2021
FTE's Per Adjusted Occupied Bed	4.3260	5.4901	8.1487	7.8916	4.7359	7.0287	7.2040	5.5681	8.9676	7.9715	5.6743	5.3548
Bad Debt % of Gross Revenue	8.00%	7.66%	-1.02%	12.10%	8.95%	9.89%	3.25%	7.70%	7.86%	3.42%	-12.49%	6.86%
AR Days												
Gross												
Net												
Gross Revenue/APD	3,056.61	2,723.46	2,349.90	3,878.56	2,736.53	3,950.82	3,823.39	3,194.49	4,983.33	4,547.66	2,887.04	3,037.48
Net Revenue/APD	1,798.85	1,488.52	891.95	2,341.94	1,847.15	2,341.05	1,923.78	3,174.69	3,427.10	2,694.43	1,134.43	1,993.01
Net Revenue % of Gross Revenue	58.85%	54.66%	37.96%	60.38%	67.50%	59.25%	50.32%	99.38%	68.77%	59.25%	39.29%	65.61%
Days Cash On Hand												
Salaries/Benefits/Contract Labor % of Net Rev	63.04%	92.11%	252.93%	73.79%	70.51%	79.37%	105.35%	46.37%	70.21%	74.85%	155.75%	72.12%
Benefits % of Salaries	20.70%	18.34%	46.04%	2.04%	31.68%	26.63%	30.37%	27.12%	27.51%	23.67%	29.26%	18.17%
Supplies % of Net Revenue	4.17%	12.16%	17.80%	-0.18%	4.51%	4.55%	3.53%	4.72%	8.53%	11.88%	21.66%	9.70%
Operating Exp per Adjusted Admit	8,021.88	10,353.68	10,701.62	11,186.16	8,894.26	11,665.69	11,786.45	11,535.59	12,468.92	17,173.14	11,147.11	15,112.87
Net Revenue per Adjusted Admit	7,495.19	6,712.40	3,092.09	8,739.43	7,916.37	8,794.74	7,729.46	14,337.32	11,195.21	14,326.50	5,046.75	12,918.97
Visits - Hospice	342	302	287	283	363	266	283	342	399	328	335	389
Visits - Virtual	0	241	842	495	417	572	501	975	1280	1088	355	340
Surgeries - IP	9	11	9	6	12	21	15	13	19	10	18	10
GROSS PATIENT REVENUE	0	0	0	0	0	0	0	0	0	0	0	23952
GROSS PATIENT REVENUE	0	0	0	0	0	0	0	0	0	0	0	78194

**SCURRY COUNTY HOSPITAL DISTRICT CONSOLIDATED  
INCOME STATEMENT  
FOR THE PERIOD ENDED January 31, 2021**

CURRENT MONTH	BUDGET CURRENT MONTH	PRIOR YEAR CURRENT MONTH		YEAR TO DATE	BUDGET YEAR TO DATE	PRIOR YEAR YEAR TO DATE
1,102,613	853,288	788,639	INPATIENT REVENUE	1,102,613	853,288	788,639
3,951,950	4,885,178	4,639,583	OUTPATIENT REVENUE	3,951,950	4,885,178	4,639,583
5,054,563	5,738,466	5,428,222	GROSS PATIENT REVENUE	5,054,563	5,738,466	5,428,222
(770,554)	(760,925)	(738,762)	MEDICARE DEDUCTIONS	(770,554)	(760,925)	(738,762)
503,151	163,707	41,625	MEDICAID DEDUCTIONS	503,151	163,707	41,625
(1,113,730)	(1,591,802)	(1,545,438)	HMO/PPO DEDUCTIONS	(1,113,730)	(1,591,802)	(1,545,438)
(288,128)	(223,135)	(216,636)	ALL OTHER DEDUCTIONS	(288,128)	(223,135)	(216,636)
(1,669,261)	(2,412,154)	(2,459,211)	TOTAL DEDUCTIONS	(1,669,261)	(2,412,154)	(2,459,211)
3,316,496	3,326,312	2,969,582	NET PATIENT REVENUE	3,316,496	3,326,312	2,969,582
462,253	245,176	45,176	OPERATING REVENUE	462,253	245,176	45,176
3,778,750	3,571,488	3,014,758	TOTAL NET REVENUE	3,778,750	3,571,488	3,014,758
1,788,116	1,494,051	1,439,485	SALARIES	1,788,116	1,494,051	1,439,485
278,859	138,439	135,779	CONTRACT LABOR	278,859	138,439	135,779
324,936	365,272	352,523	BENEFITS	324,936	365,272	352,523
2,391,911	1,997,763	1,927,788	SALARIES AND BENEFITS	2,391,911	1,997,763	1,927,788
321,611	120,536	80,955	SUPPLIES	321,611	120,536	80,955
219,674	192,071	186,477	PROFESSIONAL FEES	219,674	192,071	186,477
253,235	266,528	259,736	PURCHASED SERVICES	253,235	266,528	259,736
71,105	11,459	11,125	UTILITIES	71,105	11,459	11,125
176,091	188,689	181,966	REPAIRS & MAINTENANCE	176,091	188,689	181,966
32,813	39,815	32,830	RENTS & LEASES	32,813	39,815	32,830
66,740	62,108	58,103	OTHER OPERATING EXPENSES	66,740	62,108	58,103
346,524	277,849	277,318	BAD DEBTS	346,524	277,849	277,318
3,879,704	3,156,818	3,016,299	TOTAL OPERATING EXPENSES	3,879,704	3,156,818	3,016,299
(100,954)	414,670	(1,540)	EBIDTA	(100,954)	414,670	(1,540)
941	4,502	4,502	INTEREST INCOME	941	4,502	4,502
(43,445)	(66,798)	(66,798)	INTEREST EXPENSE	(43,445)	(66,798)	(66,798)
(292,032)	(332,047)	(332,047)	DEPRECIATION	(292,032)	(332,047)	(332,047)
47,199	55,823	39,156	IGT REVENUE/EXPENSE	47,199	55,823	39,156
594,118	719,118	594,118	AD VALOREM TAXES	594,118	719,118	594,118
0	50	50	Misc Non OP Expense	0	50	50
306,780	380,548	238,881	NONOPERATING INCOME (EXPENSE)	306,780	380,548	238,881
205,826	795,217	237,341	NET INCOME (LOSS)	205,826	795,217	237,341



**SCURRY COUNTY HOSPITAL DISTRICT CONSOLIDATED  
INCOME STATEMENT  
FOR THE PERIOD ENDED January 31, 2021**

0	<u>FEB 2020</u>	<u>MAR 2020</u>	<u>APR 2020</u>	<u>MAY 2020</u>	<u>JUN 2020</u>	<u>JUL 2020</u>	<u>AUG 2020</u>	<u>SEP 2020</u>	<u>OCT 2020</u>	<u>NOV 2020</u>	<u>DEC 2020</u>	<u>JAN 2021</u>
INPATIENT REVENUE	611,325	650,902	488,777	593,418	656,770	1,098,337	860,262	894,463	1,220,929	1,982,764	1,001,801	1,102,613
OUTPATIENT REVENUE	4,877,801	3,639,095	2,155,418	3,573,867	4,063,936	3,715,637	3,880,738	3,874,342	3,925,966	3,424,877	3,672,905	3,951,950
GROSS PATIENT REVENUE	5,489,126	4,289,998	2,644,196	4,167,284	4,720,706	4,813,974	4,741,000	4,768,805	5,146,895	5,407,641	4,674,706	5,054,563
MEDICARE DEDUCTIONS	(711,735)	(391,678)	(253,771)	(79,783)	(504,321)	(367,697)	(645,072)	69,687	(150,509)	(514,238)	(818,575)	(770,554)
MEDICAID DEDUCTIONS	245,626	(20,431)	(101,727)	(66,006)	733,235	(74,856)	527,188	1,670,764	(3,474)	(29,114)	212,034	503,151
HMO/PPO DEDUCTIONS	(1,416,813)	(1,214,482)	(1,049,673)	(1,124,343)	(1,429,035)	(1,237,549)	(1,873,097)	(1,327,270)	(1,104,097)	(1,076,596)	(891,128)	(1,113,730)
ALL OTHER DEDUCTIONS	(375,229)	(319,018)	(235,507)	(381,197)	(334,413)	(281,759)	(364,903)	(440,911)	(349,270)	(84,439)	(1,340,163)	(288,128)
TOTAL DEDUCTIONS	(2,258,151)	(1,945,610)	(1,640,678)	(1,651,329)	(1,534,535)	(1,961,861)	(2,355,884)	(27,730)	(1,607,350)	(1,704,388)	(2,837,832)	(1,669,261)
NET PATIENT REVENUE	3,230,405	2,344,723	1,003,655	2,516,280	3,186,473	2,852,503	2,385,478	4,739,245	3,539,588	3,203,958	1,836,873	3,316,496
OPERATING REVENUE	54,715	35,712	168,395	108,191	367,188	803,153	3,688,866	26,222	785,754	388,648	3,143,048	462,253
TOTAL NET REVENUE	3,285,120	2,380,435	1,172,050	2,624,471	3,553,661	3,655,656	6,074,344	4,765,467	4,325,343	3,592,606	4,979,921	3,778,750
SALARIES	1,562,577	1,666,414	1,593,450	1,645,021	1,532,365	1,628,166	1,793,266	1,591,030	1,772,919	1,737,403	1,998,250	1,788,116
CONTRACT LABOR	150,490	187,559	211,488	178,244	228,921	202,209	175,192	175,377	224,693	249,465	277,949	278,859
BENEFITS	323,501	305,650	733,606	33,592	483,399	433,585	544,530	431,413	487,708	411,259	584,783	324,936
SALARIES AND BENEFITS	2,036,568	2,159,623	2,538,545	1,856,857	2,246,685	2,263,960	2,512,988	2,197,820	2,485,320	2,398,127	2,860,982	2,391,911
SUPPLIES	134,617	285,116	178,656	(4,573)	143,869	129,798	84,173	223,868	301,924	380,554	397,827	321,611
PROFESSIONAL FEES	229,521	225,341	209,164	242,494	230,326	218,709	212,812	211,757	239,779	191,135	235,567	219,674
PURCHASED SERVICES	276,461	282,922	213,658	296,280	249,557	330,361	345,118	324,966	247,797	272,607	287,236	253,235
UTILITIES	61,286	76,528	62,351	62,459	35,897	82,590	52,645	72,396	79,933	72,151	95,417	71,105
REPAIRS & MAINTENANCE	180,470	177,587	208,236	203,218	179,028	204,964	169,562	177,879	193,887	178,014	221,996	176,091
RENTS & LEASES	28,641	25,466	24,510	20,658	26,286	25,459	16,530	26,785	33,351	29,185	25,059	32,813
OTHER OPERATING EXPENSES	70,657	55,440	65,365	39,304	46,058	51,802	89,596	210,374	(44,265)	134,019	517,030	66,740
BAD DEBTS	439,183	328,645	(26,868)	504,051	422,384	476,030	154,129	367,282	404,573	184,786	(583,886)	346,524
TOTAL OPERATING EXPENSES	3,457,405	3,616,669	3,473,617	3,220,749	3,580,091	3,783,673	3,637,554	3,813,124	3,942,299	3,840,577	4,057,228	3,879,704
EBIDTA	(172,286)	(1,236,234)	(2,301,567)	(596,277)	(26,430)	(128,017)	2,436,791	952,343	383,044	(247,971)	922,694	(100,954)
INTEREST INCOME	4,026	3,415	2,633	3,313	2,711	2,723	2,313	1,666	1,388	1,370	1,178	941
INTEREST EXPENSE	(47,158)	(39,089)	(40,440)	(38,592)	(39,214)	(39,260)	(39,936)	(39,236)	(48,417)	(42,377)	(42,420)	(43,445)
DEPRECIATION	(312,734)	(337,633)	(328,250)	(301,277)	(292,685)	(307,381)	(311,549)	(298,460)	(337,948)	(314,323)	(290,889)	(292,032)
IGT REVENUE/EXPENSE	45,119	48,049	42,114	52,429	45,491	49,272	46,406	47,042	43,432	41,715	42,867	47,199
AD VALOREM TAXES	594,118	594,118	(405,882)	594,118	594,118	594,118	594,118	594,118	594,118	594,118	(143,206)	594,118
NONOPERATING INCOME (EXPENSE)	283,370	268,860	(729,825)	309,992	310,421	299,471	291,352	305,129	252,573	280,503	(432,470)	306,780
NET INCOME (LOSS)	111,084	(967,373)	(3,031,392)	(286,286)	283,991	171,454	2,728,143	1,257,472	635,617	32,532	490,224	205,826

**SCURRY COUNTY HOSPITAL DISTRICT CONSOLIDATED  
BALANCE SHEET  
AS OF January 31, 2021**

	CURRENT YEAR	PRIOR YEAR	INC/DEC	INC/DEC %
CASH	12,543,703	3,756,741	8,786,962	233.90%
ACCOUNTS RECEIVABLE	11,182,899	10,134,106	1,048,793	10.35%
Medicare Allowance	(248,313)	(574,001)	325,688	-56.74%
Medicaid Allowances	(26,467)	(129,952)	103,485	-79.63%
HMO/PPO Allowances	(982,328)	(1,545,759)	563,431	-36.45%
All Other Allowances	(6,372)	(2,629)	(3,743)	142.37%
CONTRACTUALS	(1,263,480)	(2,252,341)	988,861	-43.90%
Allowance for Bad Debt	(3,132,643)	(3,417,810)	285,167	-8.34%
ALLOWANCES	(3,132,643)	(3,417,810)	285,167	-8.34%
ALLOWANCES AND CONTRACTUALS	(4,396,123)	(5,670,151)	1,274,028	-22.47%
TOTAL ACCOUNTS RECEIVABLE	6,786,776	4,463,954	2,322,822	52.04%
OTHER ACCOUNTS RECEIVABLE	3,019,517	(3,482,903)	6,502,421	-186.70%
INVENTORY	2,115,857	1,627,633	488,223	30.00%
PREPAID	1,119,851	2,074,723	(954,871)	-46.02%
PENSION ASSET/LIABILITY	3,271,851	3,271,851	0	0.00%
TOTAL OTHER ASSETS	9,527,077	3,491,304	6,035,773	172.88%
Hospital Land	259,250	259,250	0	0.00%
Land Improvement Hospital	274,996	251,290	23,706	9.43%
Hospital Building	10,412,064	10,412,064	0	0.00%
Other Bldg Improvement	37,001,022	36,961,449	39,573	0.11%
MME Hospital	26,179,401	24,101,753	2,077,648	8.62%
CONSTRUCTION IN PROGRESS	1,310,836	220,162	1,090,674	495.39%
FIXED ASSETS	75,437,570	72,205,969	3,231,601	4.48%
Acc Dep Land Improv	(169,973)	(150,991)	(18,982)	12.57%
Acc Dep Building	(5,630,560)	(5,452,000)	(178,560)	3.28%
Acc Dep Bldg & Lease	(12,455,989)	(10,927,470)	(1,528,519)	13.99%
Acc Dep Med Movable	(20,813,505)	(18,812,900)	(2,000,605)	10.63%
ACCUMULATED DEPRECIATION	(39,070,028)	(35,343,362)	(3,726,667)	10.54%
TOTAL FIXED ASSETS	36,367,542	36,862,607	(495,066)	-1.34%
<b>TOTAL ASSETS</b>	<b>65,225,097</b>	<b>48,574,606</b>	<b>16,650,491</b>	<b>34.28%</b>

**SCURRY COUNTY HOSPITAL DISTRICT CONSOLIDATED  
BALANCE SHEET  
AS OF January 31, 2021**

	CURRENT YEAR	PRIOR YEAR	INC/DEC	INC/DEC %
ACCOUNTS PAYABLE	1,549,298	670,511	878,788	131.06%
PAYROLL LIABILITES	1,415,292	1,519,363	(104,071)	-6.85%
PENSION LIABILITY	548,217	181,297	366,920	202.39%
OTHER LIABILITIES	747,352	866,424	(119,071)	-13.74%
Short-Term Debt	7,510,765	1,439,688	6,071,077	421.69%
AD Valorem Taxes	(594,118)	(7,723,534)	7,129,416	-92.31%
<b>CURRENT LIABILITIES</b>	<b>11,176,808</b>	<b>(3,046,250)</b>	<b>14,223,058</b>	<b>-466.90%</b>
LONG-TERM DEBT	14,200,577	13,404,436	796,141	5.94%
LONG TERM LIABILITIES	14,200,577	13,404,436	796,141	5.94%
<b>TOTAL LIABILITIES</b>	<b>25,377,385</b>	<b>10,358,186</b>	<b>15,019,199</b>	<b>145.00%</b>
<b>FUND BALANCE</b>	<b>39,847,713</b>	<b>38,216,421</b>	<b>1,631,292</b>	<b>4.27%</b>
<b>TOTAL LIABILITIES &amp; FUND BALANCE</b>	<b>65,225,097</b>	<b>48,574,606</b>	<b>16,650,491</b>	<b>149.27%</b>

**SCURRY COUNTY HOSPITAL DISTRICT CONSOLIDATED  
BALANCE SHEET  
AS OF January 31, 2021**

	<u>FEB 2020</u>	<u>MAR 2020</u>	<u>APR 2020</u>	<u>MAY 2020</u>	<u>JUN 2020</u>	<u>JUL 2020</u>	<u>AUG 2020</u>	<u>SEP 2020</u>	<u>OCT 2020</u>	<u>NOV 2020</u>	<u>DEC 2020</u>	<u>JAN 2021</u>
CASH	3,952,625	4,017,870	12,399,129	16,270,876	17,788,136	16,845,572	14,621,765	13,537,796	12,243,332	13,503,131	13,959,234	12,543,703
ACCOUNTS RECEIVABLE	10,715,931	9,760,781	7,496,303	8,043,958	8,982,152	9,252,722	9,328,936	9,277,458	9,369,867	11,070,047	10,579,873	11,182,899
Medicare Allowance	(610,346)	(522,635)	(323,393)	(346,323)	(418,967)	(423,666)	(460,607)	(394,354)	(218,262)	(170,475)	(176,001)	(248,313)
Medicaid Allowances	(118,867)	(115,973)	(85,803)	(101,725)	(130,746)	(151,555)	(132,755)	(102,323)	(44,346)	(35,503)	(23,238)	(26,467)
HMO/PPO Allowances	(1,550,068)	(1,176,351)	(797,167)	(849,629)	(1,182,819)	(1,075,934)	(1,499,539)	(1,496,438)	(1,178,016)	(1,272,927)	(1,008,918)	(982,328)
All Other Allowances	10,638	7,255	11,876	11,454	4,116	11,488	12,014	11,794	5,778	10,143	(4,089)	(6,372)
CONTRACTUALS	(2,268,643)	(1,807,704)	(1,194,487)	(1,286,223)	(1,728,416)	(1,639,667)	(2,080,887)	(1,981,321)	(1,434,846)	(1,468,762)	(1,212,246)	(1,263,480)
Allowance for Bad Debt	(3,715,048)	(3,810,733)	(3,355,066)	(3,458,267)	(3,467,607)	(3,433,813)	(3,123,476)	(3,129,237)	(3,171,723)	(3,281,711)	(3,027,925)	(3,132,643)
ALLOWANCES	(3,715,048)	(3,810,733)	(3,355,066)	(3,458,267)	(3,467,607)	(3,433,813)	(3,123,476)	(3,129,237)	(3,171,723)	(3,281,711)	(3,027,925)	(3,132,643)
ALLOWANCES AND CONTRACTUALS	(5,983,692)	(5,618,438)	(4,549,554)	(4,744,491)	(5,196,024)	(5,073,481)	(5,204,364)	(5,110,558)	(4,606,569)	(4,750,473)	(4,240,171)	(4,396,123)
TOTAL ACCOUNTS RECEIVABLE	4,732,239	4,142,343	2,946,749	3,299,467	3,786,128	4,179,241	4,124,572	4,166,900	4,763,297	6,319,574	6,339,702	6,786,776
OTHER ACCOUNTS RECEIVABLE	(4,311,174)	(5,055,234)	(5,344,044)	(6,303,326)	(7,346,254)	(7,707,060)	(7,228,866)	(5,161,077)	(5,776,972)	(8,865,137)	3,306,310	3,019,517
INVENTORY	1,631,298	1,821,577	1,717,194	1,919,819	1,892,697	1,945,008	1,966,878	1,991,797	1,992,455	2,039,547	2,086,659	2,115,857
PREPAID	1,903,788	1,931,190	1,605,057	1,393,164	1,273,085	2,271,187	2,228,080	1,790,091	1,539,831	1,568,944	1,361,057	1,119,851
PENSION ASSET/LIABILITY	3,271,851	3,271,851	3,271,851	3,271,851	3,271,851	3,271,851	3,271,851	3,271,851	3,271,851	3,271,851	3,271,851	3,271,851
TOTAL OTHER ASSETS	2,495,763	1,969,383	1,250,057	281,508	(908,621)	(219,014)	237,943	1,892,662	1,027,165	(1,984,795)	10,025,877	9,527,077
Hospital Land	259,250	259,250	259,250	259,250	259,250	259,250	259,250	259,250	259,250	259,250	259,250	259,250
Land Improvement Hospital	251,290	251,290	251,290	251,290	251,290	251,290	251,290	251,290	274,996	274,996	274,996	274,996
Hospital Building	10,412,064	10,412,064	10,412,064	10,412,064	10,412,064	10,412,064	10,412,064	10,412,064	10,412,064	10,412,064	10,412,064	10,412,064
Other Bldg Improvement	36,961,449	36,961,449	36,961,449	36,961,449	36,961,449	36,961,449	37,010,090	36,962,865	36,962,865	36,961,449	36,961,449	37,001,022
MME Hospital	24,190,712	24,387,991	24,387,991	24,452,721	24,672,596	24,908,985	25,066,562	25,133,418	25,998,630	26,099,430	26,129,868	26,179,401
CONSTRUCTION IN PROGRESS	342,034	348,073	533,576	616,530	474,471	732,269	900,572	1,038,951	1,151,434	1,119,470	1,312,721	1,310,836
FIXED ASSETS	72,416,798	72,620,118	72,805,621	72,953,303	73,031,120	73,525,306	73,899,829	74,057,839	75,059,240	75,126,659	75,350,348	75,437,570
Acc Dep Land Improv	(152,243)	(153,581)	(154,876)	(156,215)	(157,510)	(158,848)	(160,186)	(161,481)	(163,014)	(165,284)	(167,628)	(169,973)
Acc Dep Building	(5,466,150)	(5,481,275)	(5,495,913)	(5,511,039)	(5,525,676)	(5,540,802)	(5,555,927)	(5,570,565)	(5,585,690)	(5,600,328)	(5,615,453)	(5,630,560)
Acc Dep Bldg & Lease	(11,054,798)	(11,190,908)	(11,323,160)	(11,451,143)	(11,574,997)	(11,702,974)	(11,831,141)	(11,954,063)	(12,081,073)	(12,202,583)	(12,329,174)	(12,455,989)
Acc Dep Med Movable	(18,982,905)	(19,167,964)	(19,348,029)	(19,504,859)	(19,657,758)	(19,820,698)	(19,987,616)	(20,147,222)	(20,341,501)	(20,517,408)	(20,665,740)	(20,813,505)
ACCUMULATED DEPRECIATION	(35,656,096)	(35,993,729)	(36,321,979)	(36,623,256)	(36,915,941)	(37,223,322)	(37,534,870)	(37,833,331)	(38,171,279)	(38,485,602)	(38,777,996)	(39,070,028)
TOTAL FIXED ASSETS	36,760,702	36,626,389	36,483,642	36,330,048	36,115,179	36,301,985	36,364,958	36,224,508	36,887,961	36,641,058	36,572,351	36,367,542
<b>TOTAL ASSETS</b>	<b>47,941,329</b>	<b>46,755,986</b>	<b>53,079,578</b>	<b>56,181,899</b>	<b>56,780,821</b>	<b>57,107,784</b>	<b>55,349,238</b>	<b>55,821,866</b>	<b>54,921,756</b>	<b>54,478,968</b>	<b>66,897,164</b>	<b>65,225,097</b>

**SCURRY COUNTY HOSPITAL DISTRICT CONSOLIDATED  
BALANCE SHEET  
AS OF January 31, 2021**

	<u>FEB 2020</u>	<u>MAR 2020</u>	<u>APR 2020</u>	<u>MAY 2020</u>	<u>JUN 2020</u>	<u>JUL 2020</u>	<u>AUG 2020</u>	<u>SEP 2020</u>	<u>OCT 2020</u>	<u>NOV 2020</u>	<u>DEC 2020</u>	<u>JAN 2021</u>
ACCOUNTS PAYABLE	874,173	832,450	479,406	421,190	1,364,467	1,686,979	1,488,467	1,545,560	1,467,220	1,586,444	1,960,828	1,549,298
PAYROLL LIABILITES	1,155,764	1,387,320	1,892,348	1,814,042	1,748,760	1,943,541	1,697,232	1,941,842	2,013,427	2,107,338	1,683,137	1,415,292
PENSION LIABILITY	164,405	154,712	151,976	170,283	300,503	411,895	499,895	499,895	499,895	499,895	548,217	548,217
OTHER LIABILITIES	869,735	866,267	865,543	866,453	865,345	865,386	865,032	865,162	865,064	865,572	747,757	747,352
Short-Term Debt	1,765,628	1,548,418	9,913,943	13,630,922	13,567,930	13,566,379	10,523,610	10,519,191	9,964,756	9,903,659	7,791,219	7,510,765
AD Valorem Taxes	(8,317,652)	(8,911,770)	(8,505,888)	(9,100,006)	(9,694,124)	(10,288,242)	(10,882,360)	(11,476,478)	(12,070,596)	(12,664,714)	(0)	(594,118)
<b>CURRENT LIABILITIES</b>	<b>(3,487,948)</b>	<b>(4,122,604)</b>	<b>4,797,328</b>	<b>7,802,884</b>	<b>8,152,882</b>	<b>8,185,938</b>	<b>4,191,875</b>	<b>3,895,172</b>	<b>2,739,767</b>	<b>2,298,195</b>	<b>12,731,158</b>	<b>11,176,808</b>
LONG-TERM DEBT	13,101,772	13,518,458	13,953,509	14,336,561	14,301,495	14,423,946	13,931,321	13,443,180	13,062,858	13,029,110	14,524,119	14,200,577
<b>LONG TERM LIABILITIES</b>	<b>13,101,772</b>	<b>13,518,458</b>	<b>13,953,509</b>	<b>14,336,561</b>	<b>14,301,495</b>	<b>14,423,946</b>	<b>13,931,321</b>	<b>13,443,180</b>	<b>13,062,858</b>	<b>13,029,110</b>	<b>14,524,119</b>	<b>14,200,577</b>
<b>TOTAL LIABILITIES</b>	<b>9,613,824</b>	<b>9,395,854</b>	<b>18,750,838</b>	<b>22,139,445</b>	<b>22,454,376</b>	<b>22,609,884</b>	<b>18,123,196</b>	<b>17,338,352</b>	<b>15,802,625</b>	<b>15,327,305</b>	<b>27,255,278</b>	<b>25,377,385</b>
<b>FUND BALANCE</b>	<b>38,327,505</b>	<b>37,360,132</b>	<b>34,328,740</b>	<b>34,042,454</b>	<b>34,326,445</b>	<b>34,497,899</b>	<b>37,226,042</b>	<b>38,483,514</b>	<b>39,119,131</b>	<b>39,151,663</b>	<b>39,641,886</b>	<b>39,847,713</b>
<b>TOTAL LIABILITIES &amp; FUND BALANCE</b>	<b>47,941,329</b>	<b>46,755,986</b>	<b>53,079,578</b>	<b>56,181,899</b>	<b>56,780,821</b>	<b>57,107,784</b>	<b>55,349,238</b>	<b>55,821,866</b>	<b>54,921,756</b>	<b>54,478,968</b>	<b>66,897,164</b>	<b>65,225,097</b>

# CMH AR AGING GOAL WORKSHEET

Facility : Cogdell Memorial Hospital

Date : January-21

Financial Class	Target 0-60 as percent of total financial class AR	Financial Class Total AR S's	F C 0-30 S's	F C 0-30 %	F C 31-60 S's	F C 31-60 %	F C 0-60 S's	F C 0-60 %	Target 0-60 S's	Opportunity S's	Target vs Actual Variance %
Medicare	95%	1,262,242.87	431,080.48	34%	472,287.04	37%	903,367.52	72%	1,199,130.73	295,763.21	23%
Medicare SWB	95%			0%		0%	0.00	0%	0.00	0.00	95%
Medicaid	95%	120,798.45	8,906.66	7%	18,300.02	15%	27,206.68	23%	114,758.53	87,551.85	72%
Worker Comp	75%	138,016.96	6,696.76	5%	12,748.57	9%	19,445.33	14%	103,512.72	84,067.39	61%
Commercial	85%	336,517.71	62,105.62	18%	71,956.46	21%	134,062.08	40%	286,040.05	151,977.97	45%
Champus/Tricare	85%	3,997.59	1,353.83	34%	891.56	22%	2,245.39	56%	3,397.95	1,152.56	29%
Blue Cross											
Other/Caprock	85%	63,292.54	26,071.87	41%	34,024.17	54%	60,096.04	95%	53,798.66	(6,297.38)	-10%
State/Federal Prog	85%	143,816.20	10,147.02	7%	14,856.53	10%	25,003.55	17%	122,243.77	97,240.22	68%
BC	95%	404,787.76	146,126.84	36%	91,085.56	23%	237,212.40	59%	384,548.37	147,335.97	36%
Medicaid Repl.	85%	445,516.54	111,917.47	25%	101,656.24	23%	213,573.71	48%	378,689.06	165,115.35	37%
Medicare Repl.	85%	805,863.59	288,062.40	36%	309,487.47	38%	597,549.87	74%	684,984.05	87,434.18	11%
Industrial	100%	13,631.00	1,909.60	14%	425.20	3%	2,334.80	17%	13,631.00	11,296.20	83%
Private Pay	40%	1,882,568.21	156,354.22	8%	335,816.40	18%	492,170.62	26%	753,027.28	260,856.66	14%
Medicaid Pending	70%			0%		0%	0.00	0%	0.00	0.00	70%
Charity/Indigent		994.31	(50.00)	-5%	420.00	42%	370.00	37%	0.00	(370.00)	
		5,622,043.73	1,250,682.77		1,463,955.22		2,714,637.99		4,097,762.17	1,383,124.18	

# CFC AR AGING GOAL WORKSHEET

Facility : CFC

Date : January-21

Financial Class	Target 0-60 as percent of total financial class AR	Financial Class Total AR \$'s	FC 0-30 \$'s	FC 0-30 %	FC 31-60 \$'s	FC 31-60 %	FC 0-60 \$'s	FC 0-60 %	Target 0-60 \$'s	Opportunity \$'s	Target vs Actual Variance %
Medicare	95%	7,483.19	(530.00)	-7%	(210.00)	-3%	(740.00)	-10%	7,109.03	7,849.03	105%
Medicare SWB	95%			0%		0%	0.00	0%	0.00	0.00	95%
Medicaid	95%	6,156.00	0.00	0%	125.60	2%	125.60	2%	5,848.20	5,722.60	93%
Worker Comp	75%	1,147.36	0.00	0%	(110.00)	-10%	(110.00)	-10%	860.52	970.52	85%
Commercial	85%	9,160.98	(1,364.00)	-15%	(1,713.80)	-19%	(3,077.80)	-34%	7,786.83	10,864.63	119%
Champus/Tricare	85%	168.29	(60.00)	-36%		0%	(60.00)	-36%	143.05	203.05	121%
Blue Cross											
Other/Caprock	85%	1,093.00	175.00	16%	0.00	0%	175.00	16%	929.05	754.05	69%
State/Federal Prog	85%	1,954.16	(20.00)	-1%	0.00	0%	(20.00)	-1%	1,661.04	1,681.04	86%
BC	95%	(6,601.56)	(8,202.30)	124%	(4,857.00)	74%	(13,059.30)	198%	(6,271.48)	6,787.82	-103%
Medicaid Repl.	85%	20,206.93	(10.00)	0%	0.00	0%	(10.00)	0%	17,175.89	17,185.89	85%
Medicare Repl.	85%	8,770.72	(985.00)	-11%	1,225.66	14%	240.66	3%	7,455.11	7,214.45	82%
Industrial	100%			0%		0%	0.00	0%	0.00	0.00	100%
Private Pay	40%	83,492.43	(5,295.00)	-6%	(3,705.33)	-4%	(9,000.33)	-11%	33,396.97	42,397.30	51%
Medicaid Pending	70%			0%		0%	0.00	0%	0.00	0.00	70%
Charity/Indigent		(1,241.00)	(50.00)	4%	(50.00)	4%	(100.00)	8%	0.00	100.00	
		131,790.50	(16,341.30)		(9,294.87)		(25,636.17)		76,094.21	101,730.38	

# ORTHOPEDIC AR AGING GOAL WORKSHEET

Facility : ORTHOPEDIC

Date : January-21

Financial Class	Target 0-60 as percent of total financial class AR	Financial Class Total AR S's	F C 0-30 S's	F C 0-30 %	F C 31-60 S's	F C 31-60 %	F C 0-60 S's	F C 0-60 %	Target 0-60 S's	Opportunity S's	Target vs Actual Variance %
Medicare	95%	17,341.00	8,858.00	51%	8,100.00	47%	16,958.00	98%	16,473.95	(484.05)	-3%
Medicare SWB	95%			0%		0%	0.00	0%	0.00	0.00	95%
Medicaid	95%	1,227.52	0.00	0%	1,227.52	100%	1,227.52	100%	1,166.14	(61.38)	-5%
Worker Comp	75%	7,799.00	247.00	3%	6,849.00	88%	7,096.00	91%	5,849.25	(1,246.75)	-16%
Commercial	85%	10,673.92	768.00	7%	9,349.70	88%	10,115.70	95%	9,072.83	(1,042.87)	-10%
Champus/Tricare	85%	45.00	0.00	0%	0.00	0%	0.00	0%	38.25	38.25	85%
Blue Cross											
Other/Caprock	85%	3,471.03	3,471.03	100%	0.00	0%	3,471.03	100%	2,950.38	(520.65)	-15%
State/Federal Prog	85%	3,062.00	0.00	0%	3,062.00	100%	3,062.00	100%	2,602.70	(459.30)	-15%
BC	95%	5,610.41	1,674.00	30%	3,423.00	61%	5,097.00	91%	5,329.89	232.89	4%
Medicaid Repl.	85%	3,698.00	2,869.00	78%	149.00	4%	3,018.00	82%	3,143.30	125.30	3%
Medicare Repl.	85%	15,152.00	9,073.00	60%	6,079.00	40%	15,152.00	100%	12,879.20	(2,272.80)	-15%
Industrial	100%			0%		0%	0.00	0%	0.00	0.00	100%
Private Pay	40%	25,445.89	934.77	4%	1,185.39	5%	2,120.16	8%	10,178.36	8,058.20	32%
Medicaid Pending	70%			0%		0%	0.00	0%	0.00	0.00	70%
Charity/Indigent		0.00	0.00	0%	0.00	0%	0.00	0%	0.00	0.00	
		93,525.77	27,892.80		39,424.61		67,317.41		69,684.25	2,366.84	



# PHYSICIANS AR AGING GOAL WORKSHEET

Facility : CPS

Date : January-21

Financial Class	Target 0-60 as percent of total financial class AR	Financial Class Total AR S's	F C 0-30 S's	F C 0-30 %	F C 31-60 S's	F C 31-60 %	F C 0-60 S's	F C 0-60 %	Target 0-60 S's	Opportunity S's	Target vs Actual Variance %
Medicare	95%	3,681.80	110.00	3%	1,860.80	51%	1,970.80	54%	3,497.71	1,526.91	41%
Medicare SWB	95%			0%		0%	0.00	0%	0.00	0.00	95%
Medicaid	95%	1,595.03	60.00	4%	0.00	0%	60.00	4%	1,515.28	1,455.28	91%
Worker Comp	75%	110.00	0.00	0%	0.00	0%	0.00	0%	82.50	82.50	75%
Commercial	85%	3,766.72	(25.00)	-1%	2,039.72	54%	2,014.72	53%	3,201.71	1,186.99	32%
Champus/Tricare	85%	40.64	0.00	0%	40.64	100%	40.64	100%	34.54	(6.10)	-15%
Blue Cross											
Other/Caprock	85%	1,266.09	260.00	21%	1,006.09	79%	1,266.09	100%	1,076.18	(189.91)	-15%
State/Federal Prog	85%	100.00	0.00	0%	0.00	0%	0.00	0%	85.00	85.00	85%
BC	95%	5,313.00	155.00	3%	230.00	4%	385.00	7%	5,047.35	4,662.35	88%
Medicaid Repl.	85%	6,205.22	0.00	0%	3,000.02	48%	3,000.02	48%	5,274.44	2,274.42	37%
Medicare Repl.	85%	3,849.00	110.00	3%	379.00	10%	489.00	13%	3,271.65	2,782.65	72%
Industrial	100%			0%		0%	0.00	0%	0.00	0.00	100%
Private Pay	40%	8,474.98	25.00	0%	25.00	0%	50.00	1%	3,389.99	3,339.99	39%
Medicaid Pending	70%			0%		0%	0.00	0%	0.00	0.00	70%
Charity/Indigent				0%		0%	0.00	0%	0.00	0.00	
		34,402.48	695.00		8,581.27		9,276.27		26,476.35	17,200.08	