

# Kalkaska Memorial Health Center

## Balance Sheet

| Assets  | April 30, 2023        | June 30, 2022        |
|---|-----------------------|----------------------|
| <b>Current Assets</b>                                   |                       |                      |
| Cash and Cash Equivalents                               | \$ 21,212,735         | \$ 26,571,541        |
| Short-Term Investments                                  | 6,431,509             | 7,429,259            |
| Accounts Receivable                                     | 12,290,042            | 9,912,908            |
| Third Party Settlements                                 | (1,132,889)           | 259,269              |
| Due from Affiliates                                     | 26,915                | 10,232               |
| Inventory   | 353,837               | 509,269              |
| Other Current Assets                                    | 181,665               | 163,422              |
| Total Current Assets                                    | 39,363,814            | 44,855,900           |
| <b>Investments</b>                                      | 9,960,340             | -                    |
| <b>Capital Assets (net of Accumulated Depreciation)</b> | 34,779,390            | 35,872,717           |
| <b>Land</b>   | 1,426,272             | 1,364,151            |
| <b>Construction In Progress</b>                         | 6,441,143             | 1,022,662            |
| <b>Other Assets</b>                                     |                       |                      |
| Restricted Cash   | 12,807,193            | 4,565,175            |
| Other Assets  | 111,059               | 105,412              |
| Total Other Assets                                      | 12,918,252            | 4,670,587            |
| Total Assets  | <b>\$ 104,889,211</b> | <b>\$ 87,786,017</b> |
| <b>Liabilities and Net Assets</b>                       |                       |                      |
| <b>Current Liabilities</b>                              |                       |                      |
| Current Maturities - Long-Term Debt                     | \$ 2,213,192          | \$ 1,067,359         |
| Trade Accounts Payable                                  | 1,030,262             | 1,562,606            |
| Accrued Compensation                                    | 4,524,386             | 4,251,357            |
| Third Party Liabilities                                 | 3,875,467             | 3,435,719            |
| Due to Affiliates                                       | 4,090,568             | 2,559,273            |
| Other Current Liabilities                               | 1,673,362             | 2,008,732            |
| Total Current Liabilities                               | 17,407,237            | 14,885,046           |
| <b>Long-Term Debt - Less Current Maturities</b>         | 16,489,893            | 4,638,525            |
| <b>Other Long-Term Liabilities</b>                      | 20,000                | 20,000               |
| <b>Deferred Liabilities</b>                             | 10,852                | 8,420                |
| Total Liabilities                                       | 33,927,982            | 19,551,991           |
| <b>Net Assets</b>                                       |                       |                      |
| Invested in Capital Assets, net of Related Debt         | 29,572,725            | 38,182,651           |
| Unrestricted  | 41,388,504            | 30,051,375           |
| Total Net Assets  | 70,961,229            | 68,234,026           |
| Total Liabilities and Net Assets                        | <b>\$ 104,889,211</b> | <b>\$ 87,786,017</b> |

**Kalkaska Memorial Health Center**

**Statement of Operations**

|  | Month of April 2023 |            |             |            | Year to Date Ended April 30, 2023 |              |              |               |
|--|---------------------|------------|-------------|------------|-----------------------------------|--------------|--------------|---------------|
|  | Actual              | Budget     | Variance    | Prior Year | Actual                            | Budget       | Variance     | Prior Year    |
| <b>Operating Revenue</b>   |                     |            |             |            |                                   |              |              |               |
| Inpatient  | \$ 105,873          | \$ 127,208 | \$ (21,335) | \$ 89,789  | \$ 1,209,317                      | \$ 1,294,483 | \$ (85,166)  | \$ 1,135,198  |
| Outpatient   | 7,403,079           | 6,374,658  | 1,028,421   | 6,325,525  | 73,957,276                        | 64,643,537   | 9,313,739    | 62,691,172    |
| Professional   | 1,349,484           | 1,198,859  | 150,625     | 1,174,127  | 13,132,922                        | 12,155,477   | 977,445      | 11,575,764    |
| Long Term Care   | 926,381             | 975,727    | (49,346)    | 933,032    | 9,618,056                         | 9,884,686    | (266,630)    | 9,503,324     |
| Dialysis Center  | 516,173             | 712,090    | (195,917)   | 656,331    | 5,735,802                         | 7,221,666    | (1,485,864)  | 6,762,897     |
| Ambulance  | 321,563             | 330,945    | (9,382)     | 294,745    | 3,187,067                         | 3,357,356    | (170,289)    | 3,164,567     |
| Retail Pharmacy  | 163,793             | 122,540    | 41,253      | 116,428    | 1,418,354                         | 1,241,545    | 176,809      | 1,201,634     |
| Assisted Living  | 100,264             | 92,806     | 7,458       | 83,519     | 944,270                           | 940,408      | 3,862        | 914,834       |
|  | 10,886,610          | 9,934,833  | 951,777     | 9,673,496  | 109,203,064                       | 100,739,158  | 8,463,906    | 96,949,390    |
| Revenue Deductions:  |                     |            |             |            |                                   |              |              |               |
| Contractual Allowances   | 4,635,218           | 4,450,981  | (184,237)   | 4,320,435  | 49,172,225                        | 45,117,947   | (4,054,278)  | 42,796,075    |
| Provision Charity Care   | 20,824              | 25,634     | 4,810       | 62,192     | 346,034                           | 259,725      | (86,309)     | 267,423       |
| Provision for Bad Debt   | 205,542             | 197,375    | (8,167)     | 36,642     | 1,746,067                         | 2,000,823    | 254,756      | 1,369,941     |
|  | 4,861,584           | 4,673,990  | (187,594)   | 4,419,269  | 51,264,326                        | 47,378,495   | (3,885,831)  | 44,433,439    |
| Net Patient Revenues   | 6,025,026           | 5,260,843  | 764,183     | 5,254,227  | 57,938,738                        | 53,360,663   | 4,578,075    | 52,515,951    |
| Other Operating Revenues   | 411,431             | 363,325    | 48,106      | 335,586    | 3,633,716                         | 3,596,160    | 37,556       | 4,100,774     |
| Total Operating Revenue  | 6,436,457           | 5,624,168  | 812,289     | 5,589,813  | 61,572,454                        | 56,956,823   | 4,615,631    | 56,616,725    |
| <b>Operating Expenses</b>  |                     |            |             |            |                                   |              |              |               |
| Salaries and Wages   | 3,123,147           | 2,683,807  | (439,340)   | 2,692,387  | 30,587,260                        | 28,298,558   | (2,288,702)  | 26,469,722    |
| Fringe Benefits  | 898,050             | 719,935    | (178,115)   | 788,262    | 7,293,898                         | 7,199,350    | (94,548)     | 6,703,652     |
| Contract Labor   | 33,477              | 34,117     | 640         | 23,096     | 320,282                           | 341,818      | 21,536       | 297,968       |
| Physician Fees   | 52,487              | 72,593     | 20,106      | 67,442     | 560,844                           | 736,116      | 175,272      | 695,090       |
| Purchased Services   | 583,717             | 568,819    | (14,898)    | 631,839    | 5,864,335                         | 5,780,863    | (83,472)     | 5,612,780     |
| Pharmaceuticals  | 776,925             | 519,428    | (257,497)   | 628,609    | 6,441,508                         | 5,260,874    | (1,180,634)  | 5,197,752     |
| Supplies   | 267,561             | 332,073    | 64,512      | 269,078    | 4,012,398                         | 3,363,810    | (648,588)    | 3,191,358     |
| Occupancy  | 126,079             | 113,603    | (12,476)    | 96,152     | 1,149,473                         | 1,140,156    | (9,317)      | 1,080,541     |
| Equipment, Software & Maintenance                                | 63,840              | 62,916     | (924)       | 101,447    | 787,902                           | 648,405      | (139,497)    | 709,363       |
| Depreciation   | 264,139             | 262,186    | (1,953)     | 256,565    | 2,620,325                         | 2,622,121    | 1,796        | 2,448,126     |
| Insurance  | 66,085              | 63,299     | (2,786)     | 45,640     | 688,614                           | 632,945      | (55,669)     | 518,136       |
| Other  | 24,434              | 39,556     | 15,122      | 48,171     | 361,742                           | 393,875      | 32,133       | 386,767       |
|  | 6,279,941           | 5,472,332  | (807,609)   | 5,648,688  | 60,688,581                        | 56,418,891   | (4,269,690)  | 53,311,255    |
| Less Shared Services   | -                   | 280        | (280)       | 332        | -                                 | 2,800        | (2,800)      | 26,594        |
| Total Operating Expenses   | 6,279,941           | 5,472,052  | (807,889)   | 5,648,356  | 60,688,581                        | 56,416,091   | (4,272,490)  | 53,284,661    |
| <b>Income from Operations before Grant Revenue from COVID-19</b> | 156,516             | 152,116    | 4,400       | (58,543)   | 883,873                           | 540,732      | 343,141      | 3,332,064     |
| <b>Grant Revenue COVID-19</b>                                    | -                   | -          | -           | -          | 986,610                           | -            | 986,610      | 758,409       |
| <b>Paycheck Protection Program Loan Forgiveness</b>              | -                   | -          | -           | -          | -                                 | -            | -            | 6,164,700     |
| <b>Operating Income</b>  | 156,516             | 152,116    | 4,400       | (58,543)   | 1,870,483                         | 540,732      | 1,329,751    | 10,255,173    |
| <b>Non-Operating Income (Expense)</b>                            |                     |            |             |            |                                   |              |              |               |
| Reserved for Bond Debt   | 125,230             | 117,428    | 7,802       | 116,805    | 1,258,230                         | 1,174,280    | 83,950       | 1,169,284     |
| Interest on Debt Related to Capital Assets                       | (60,597)            | (61,188)   | 591         | (17,068)   | (572,031)                         | (588,027)    | 15,996       | (171,954)     |
| Unrealized Gain/Loss on LT Investments                           | (12,419)            | -          | (12,419)    | 1,432      | 45,940                            | -            | 45,940       | (26,581)      |
| Tax Levy Revenue   | 730                 | 734        | (4)         | 730        | 6,960                             | 7,340        | (380)        | 7,300         |
| Bond Issuance Cost   | -                   | -          | -           | -          | (75,500)                          | -            | (75,500)     | -             |
| Contributions  | -                   | 100        | (100)       | -          | 5,647                             | 1,000        | 4,647        | 3,983         |
| Other Income (Loss)  | 47,328              | 3,200      | 44,128      | 36         | 187,474                           | 32,000       | 155,474      | 29,492        |
| Total Non-Operating Income (Expense)                             | 100,272             | 60,274     | 39,998      | 101,935    | 856,720                           | 626,593      | 230,127      | 1,011,524     |
| <b>Total Increase (Decrease) in Net Assets</b>                   | \$ 256,788          | \$ 212,390 | \$ 44,398   | \$ 43,392  | \$ 2,727,203                      | \$ 1,167,325 | \$ 1,559,878 | \$ 11,266,697 |

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**Statement of Cash Flows**Ten Months Ending  
April 30, 2023**Cash flow from operating activities**

|   |    |                  |
|---|----|------------------|
| Received from patients and third-party payors | \$ | 57,376,827       |
| Payments to employees                         |    | (37,608,129)     |
| Payments to suppliers for services and goods  |    | (19,383,896)     |
| Other receipts from operations                |    | 4,621,007        |
| Net cash provided by operating activities     |    | <u>5,005,809</u> |

**Cash flow from capital and related financing activities**

|   |  |                  |
|---|--|------------------|
| Acquisition and construction of capital assets              |  | (7,013,321)      |
| Proceeds from sale of capital assets                        |  | 12,000           |
| Proceeds from county bond tax levy                          |  | 1,258,230        |
| Interest paid on long-term debt                             |  | (572,031)        |
| Issuance of long-term debt                                  |  | 15,000,000       |
| Issuance costs paid on long-term debt                       |  | (75,500)         |
| Principal payments on bonds and notes payable               |  | (2,002,799)      |
| Net cash provided by capital and related financing activity |  | <u>6,606,579</u> |

**Cash flow from investing activities**

|  |  |                    |
|--|--|--------------------|
| Investment income  |  | 233,414            |
| Sale of short-term investments   |  | 997,750            |
| Net activity of investments internally designated for capital acquisitions |  | (9,960,340)        |
| Net cash used by investing activities                                      |  | <u>(8,729,176)</u> |

|  |    |                          |
|--|----|--------------------------|
| Net increase in cash and cash equivalents      |    | 2,883,212                |
| Cash and cash equivalents at beginning of year |    | 31,136,716               |
| Cash and cash equivalents at end of period     | \$ | <u><u>34,019,928</u></u> |

**Reconciliation of operating income to net cash flows from operating activities**

|   |    |                         |
|---|----|-------------------------|
| Operating income  | \$ | 1,870,483               |
| Adjustments to reconcile operating income to net cash provided by operating activities: |    |                         |
| Depreciation  |    | 2,620,325               |
| Provision for uncollectible accounts  |    | 1,746,067               |
| Operating tax levy  |    | 6,960                   |
| Net gains and losses on sale of PPE   |    | (6,279)                 |
| (Increase) decrease in assets:  |    |                         |
| Patient accounts receivable   |    | (4,139,884)             |
| Third-party settlements   |    | 1,392,158               |
| Inventory   |    | 155,432                 |
| Other current assets  |    | (18,243)                |
| Increase (decrease) in liabilities:   |    |                         |
| Trade accounts payable  |    | 998,951                 |
| Accrued Compensation  |    | 273,029                 |
| Third Party Settlements   |    | 439,748                 |
| Other accrued liabilities   |    | (332,938)               |
| Net cash provided by operating activities   | \$ | <u><u>5,005,809</u></u> |

# Kalkaska Memorial Health Center

## Statement of Changes in Net Assets Ten Months Ending April 30, 2023

|  | Invested in Capital<br>Assets, net of Related<br>Debt | Unrestricted         | Total Net Assets     |
|--|---|----------------------|----------------------|
| <b>Net Assets at June 30, 2021</b>   | \$ 32,397,873   | \$ 22,208,339        | \$ 54,606,212        |
| Acquisition and construction of capital assets                                 | 1,987,421   |                      | 1,987,421            |
| Depreciation   | (2,991,509)   |                      | (2,991,509)          |
| Sale of Capital Assets   | (38,470)  |                      | (38,470)             |
| Net Change in Debt   | 1,198,331   |                      | 1,198,331            |
| Increase (Decrease) in Net Assets Net of<br>Amounts Invested in Capital Assets |   | 13,472,041           | 14,762,361           |
| Increase (Decrease) in Net Assets  | 155,773   | 13,472,041           | 14,918,134           |
| <b>Net Assets at June 30, 2022</b>   | <b>32,553,646</b>                                     | <b>35,680,380</b>    | <b>68,234,026</b>    |
| Acquisition and construction of capital assets                                 | 7,001,321   |                      | 7,001,321            |
| Depreciation   | (2,620,325)   |                      | (2,620,325)          |
| Sale of Capital Assets   | 6,279   |                      | 6,279                |
| Capital Grants   | -   |                      | -                    |
| Net Change in Debt   | (12,997,201)  |                      | (12,997,201)         |
| Increase (Decrease) in Net Assets Net of<br>Amounts Invested in Capital Assets |   | 11,337,129           | 11,337,129           |
| Increase (Decrease) in Net Assets  | (8,609,926)   | 11,337,129           | 2,727,203            |
| <b>Net Assets at April 30, 2023</b>  | <b>\$ 23,943,720</b>                                  | <b>\$ 47,017,509</b> | <b>\$ 70,961,229</b> |

# Kalkaska Memorial Health Center

## Statistical Report

|  | Month of April 2023 |        |          |            | Year to Date Ended April 30, 2023 |         |          |            |
|--|---------------------|--------|----------|------------|-----------------------------------|---------|----------|------------|
|  | Actual              | Budget | Variance | Prior Year | Actual                            | Budget  | Variance | Prior Year |
| <b>ADMISSIONS:</b>                       |                     |        |          |            |                                   |         |          |            |
| Acute Care                               | 11                  | 15     | (4)      | 14         | 147                               | 155     | (8)      | 146        |
| Long Term Care                           | 13                  | 15     | (2)      | 22         | 115                               | 149     | (34)     | 164        |
| Extended Stays                           | 11                  | 20     | (9)      | 20         | 105                               | 211     | (106)    | 263        |
| <b>PATIENT DAYS:</b>                     |                     |        |          |            |                                   |         |          |            |
| Acute Care                               | 40                  | 57     | (17)     | 42         | 514                               | 578     | (64)     | 528        |
| Long Term Care-Skilled                   | 202                 | 274    | (72)     | 272        | 1,419                             | 2,775   | (1,356)  | 2,313      |
| Long Term Care-Basic                     | 2,034               | 2,347  | (313)    | 2,232      | 21,873                            | 23,781  | (1,908)  | 23,362     |
| Extended Stays                           | 11                  | 7      | 4        | 10         | 105                               | 76      | 29       | 135        |
| <b>AVERAGE LENGTH OF STAY:</b>           |                     |        |          |            |                                   |         |          |            |
| Acute Care                               | 3.6                 | 3.8    | 0.2      | 3.0        | 3.5                               | 3.7     | 0.2      | 3.6        |
| <b>DAILY AVERAGE CENSUS:</b>             |                     |        |          |            |                                   |         |          |            |
| Acute Care                               | 1.3                 | 1.9    | (0.7)    | 1.4        | 0.8                               | 0.9     | (0.1)    | 0.8        |
| Long Term Care                           | 74.5                | 87.4   | (12.8)   | 83.5       | 34.8                              | 39.6    | (4.9)    | 38.4       |
| <b>PERCENT OF OCCUPANCY:</b>             |                     |        |          |            |                                   |         |          |            |
| Acute Care                               | 16.7%               | 23.8%  | -7.1%    | 17.5%      | 9.6%                              | 10.8%   | -1.2%    | 9.9%       |
| Long Term Care                           | 71.7%               | 84.0%  | -12.3%   | 80.3%      | 33.4%                             | 38.1%   | -4.7%    | 36.9%      |
| <b>ANCILLARY DEPARTMENT VOLUME:</b>      |                     |        |          |            |                                   |         |          |            |
| Emergency Room                           | 1,221               | 1,152  | 69       | 1,157      | 13,140                            | 11,677  | 1,463    | 12,535     |
| Urgent Care                              | 0                   | 0      | 0        | 0          | 1                                 | 0       | 1        | 419        |
| Walk-in Clinic                           | 413                 | 393    | 20       | 318        | 4,403                             | 3,982   | 421      | 4,064      |
| Primary Care Physician RVU's             | 6,680               | 6,272  | 408      | 6,034      | 66,920                            | 63,556  | 3,364    | 61,546     |
| Primary Care Physician Encounters        | 4,273               | 3,834  | 439      | 3,382      | 39,097                            | 38,852  | 245      | 36,264     |
| Specialty Clinics                        | 431                 | 368    | 63       | 281        | 3,533                             | 3,734   | (201)    | 3,571      |
| KMA Clinic RVU's                         | 7,871               | 6,912  | 959      | 6,712      | 74,436                            | 70,045  | 4,391    | 66,544     |
| Total Outpatient Visits                  | 7,059               | 7,160  | (101)    | 6,715      | 72,754                            | 72,550  | 204      | 70,182     |
| Surgical Procedures                      | 137                 | 113    | 24       | 155        | 1,433                             | 1,147   | 286      | 1,174      |
| Radiology                                | 2,893               | 2,412  | 481      | 2,402      | 27,336                            | 24,452  | 2,884    | 24,563     |
| Laboratory                               | 18,492              | 19,000 | (508)    | 19,105     | 188,869                           | 192,532 | (3,663)  | 192,695    |
| Physical Therapy                         | 4,130               | 3,286  | 844      | 3,151      | 37,768                            | 33,302  | 4,466    | 32,621     |
| Chemo Therapy                            | 538                 | 413    | 125      | 496        | 5,823                             | 4,180   | 1,643    | 4,176      |
| Dialysis Treatments                      | 466                 | 607    | (141)    | 547        | 5,005                             | 6,156   | (1,151)  | 5,867      |
| Ambulance Transports                     | 195                 | 228    | (33)     | 207        | 2,038                             | 2,313   | (275)    | 2,244      |
| Assisted Living Days                     | 930                 | 932    | (2)      | 810        | 8,994                             | 9,444   | (450)    | 9,169      |
| <b>Cost per adjusted IP and LTC day:</b> | 240.33              | 207.81 | 32.52    | 215.56     | 233.03                            | 211.83  | 21       | 203.21     |
| <b>TOTAL FTE'S:</b>                      | 458                 | 419    | (38)     | 452        | 453                               | 449     | (5)      | 439        |

## Kalkaska Memorial Health Center

### Additional Financial Information

April 30, 2023

|  |               |
|--|---------------|
| MTD % increase in net revenue vs. prior year | 14.67%        |
| MTD % increase in expense vs. prior year     | 11.18%        |
|  | <u>3.49%</u>  |
| YTD % increase in net revenue vs. prior year | 10.33%        |
| YTD % increase in expense vs. prior year     | 13.90%        |
|  | <u>-3.57%</u> |
| LTC Expense per Critical Unit - MTD          | \$ 269.56     |
| LTC Expense per Critical Unit - YTD          | \$ 305.13     |
| Ambulance Days in AR YTD                     | 136.63        |
| Dialysis number of patients - MTD            | 57            |
| Dialysis net income - MTD                    | \$ (37,762)   |
| Dialysis net income - YTD                    | \$ (342,226)  |
| Assisted Living net income - MTD             | \$ (32,578)   |
| Assisted Living net income - YTD             | (508,351)     |
| Average Age of Plant (as of 4/30/23)         | 11.83         |
| Debt to Capitalization Ratio                 | 0.21          |

### Net Revenue Analysis

Month of April 2023

| Service Line Revenue % of Total          | Actual        | Budget        | Variance    |
|--|---------------|---------------|-------------|
| Inpatient                                | 1.0%          | 1.3%          | -0.3%       |
| Outpatient                               | 68.0%         | 64.2%         | 3.8%        |
| Professional                             | 12.4%         | 12.1%         | 0.3%        |
| Long-Term Care                           | 8.5%          | 9.8%          | -1.3%       |
| Dialysis Center                          | 4.7%          | 7.2%          | -2.4%       |
| Ambulance                                | 3.0%          | 3.3%          | -0.4%       |
| Retail Pharmacy                          | 1.5%          | 1.2%          | 0.3%        |
| Assisted Living                          | 0.9%          | 0.9%          | 0.0%        |
|  | <u>100.0%</u> | <u>100.0%</u> | <u>0.0%</u> |
| Revenue Deductions as % of Gross Revenue |               |               |             |
| Contractual Allowances                   | 42.6%         | 44.8%         | 2.2%        |
| Charity Care                             | 0.2%          | 0.3%          | 0.1%        |
| Bad Debt                                 | 1.9%          | 2.0%          | 0.1%        |
| Total Revenue Deductions                 | <u>44.7%</u>  | <u>47.0%</u>  | <u>2.4%</u> |

Year to Date Ended April 30, 2023

| Service Line Revenue % of Total          | Actual        | Budget        | Variance    |
|--|---------------|---------------|-------------|
| Inpatient                                | 1.1%          | 1.3%          | -0.2%       |
| Outpatient                               | 67.7%         | 64.2%         | 3.6%        |
| Professional                             | 12.0%         | 12.1%         | 0.0%        |
| Long-Term Care                           | 8.8%          | 9.8%          | -1.0%       |
| Dialysis Center                          | 5.3%          | 7.2%          | -1.9%       |
| Ambulance                                | 2.9%          | 3.3%          | -0.4%       |
| Retail Pharmacy                          | 1.3%          | 1.2%          | 0.1%        |
| Assisted Living                          | 0.9%          | 0.9%          | -0.1%       |
|  | <u>100.0%</u> | <u>100.0%</u> | <u>0.0%</u> |
| Revenue Deductions as % of Gross Revenue |               |               |             |
| Contractual Allowances                   | 45.0%         | 44.8%         | -0.2%       |
| Charity Care                             | 0.3%          | 0.3%          | -0.1%       |
| Bad Debt                                 | 1.6%          | 2.0%          | 0.4%        |
| Total Revenue Deductions                 | <u>46.9%</u>  | <u>47.0%</u>  | <u>0.1%</u> |

# Kalkaska Memorial Health Center

## Payor Mix Schedule

YTD 2023

Revenue %

|                     | MCare  | MCareHMO | Medicaid | Medicaid Adv | BC     | Comm  | Priority | Private | Total   |
|---------------------|--------|----------|----------|--------------|--------|-------|----------|---------|---------|
| Acute including EMS | 24.79% | 23.77%   | 0.12%    | 20.57%       | 13.79% | 5.81% | 9.30%    | 1.86%   | 100.00% |
| LTC                 | 7.44%  | 10.29%   | 58.22%   | 0.00%        | 0.09%  | 9.46% | 0.00%    | 14.50%  | 100.00% |
| ER                  | 17.42% | 17.02%   | 0.00%    | 33.94%       | 14.77% | 5.87% | 7.87%    | 3.12%   | 100.00% |
| OR                  | 21.98% | 22.58%   | 0.00%    | 15.53%       | 21.47% | 5.74% | 12.06%   | 0.64%   | 100.00% |

YTD 2022

Revenue %

|                     | MCare  | MCareHMO | Medicaid | Medicaid Adv | BC     | Comm  | Priority | Private | Total   |
|---------------------|--------|----------|----------|--------------|--------|-------|----------|---------|---------|
| Acute including EMS | 26.04% | 22.85%   | 0.10%    | 20.11%       | 13.85% | 6.29% | 8.83%    | 1.93%   | 100.00% |
| LTC                 | 13.03% | 14.23%   | 55.03%   | 0.00%        | 0.00%  | 5.07% | 0.00%    | 12.65%  | 100.00% |
| ER                  | 18.60% | 16.15%   | 0.00%    | 32.30%       | 14.86% | 6.58% | 8.22%    | 3.29%   | 100.00% |
| OR                  | 20.68% | 28.47%   | 0.00%    | 15.15%       | 17.74% | 6.79% | 10.48%   | 0.69%   | 100.00% |

YTD 2021

Revenue %

|                     | MCare  | MCareHMO | Medicaid | Medicaid Adv | BC     | Comm  | Priority | Private | Total   |
|---------------------|--------|----------|----------|--------------|--------|-------|----------|---------|---------|
| Acute including EMS | 29.64% | 22.29%   | 0.34%    | 16.97%       | 13.17% | 6.53% | 8.10%    | 2.96%   | 100.00% |
| LTC                 | 11.30% | 10.50%   | 59.94%   | 0.00%        | 0.00%  | 4.48% | 0.00%    | 13.78%  | 100.00% |
| ER                  | 20.22% | 15.93%   | 0.00%    | 30.26%       | 14.16% | 7.54% | 8.00%    | 3.90%   | 100.00% |
| OR                  | 23.11% | 22.39%   | 0.00%    | 18.84%       | 15.90% | 7.80% | 11.60%   | 0.36%   | 100.00% |

YTD 2020

Revenue %

|                     | MCare  | MCareHMO | Medicaid | Medicaid Adv | BC     | Comm  | Priority | Private | Total   |
|---------------------|--------|----------|----------|--------------|--------|-------|----------|---------|---------|
| Acute including EMS | 32.78% | 18.49%   | 0.30%    | 17.39%       | 14.81% | 5.76% | 7.57%    | 2.89%   | 100.00% |
| LTC                 | 14.75% | 9.87%    | 55.12%   | 0.00%        | 0.07%  | 6.65% | 0.00%    | 13.54%  | 100.00% |
| ER                  | 23.86% | 12.91%   | 0.00%    | 28.30%       | 15.13% | 6.72% | 7.64%    | 5.43%   | 100.00% |
| OR                  | 21.94% | 18.12%   | 0.00%    | 27.92%       | 15.98% | 6.10% | 9.61%    | 0.33%   | 100.00% |

YTD 2019

Revenue %

|                     | MCare  | MCareHMO | Medicaid | Medicaid Adv | BC     | Comm  | Priority | Private | Total   |
|---------------------|--------|----------|----------|--------------|--------|-------|----------|---------|---------|
| Acute including EMS | 35.31% | 14.95%   | 0.51%    | 17.51%       | 17.15% | 5.26% | 7.23%    | 2.08%   | 100.00% |
| LTC                 | 13.43% | 5.66%    | 64.30%   | 0.00%        | 0.06%  | 4.94% | 0.00%    | 11.62%  | 100.00% |
| ER                  | 27.44% | 10.47%   | 0.00%    | 27.59%       | 15.95% | 6.08% | 6.93%    | 5.54%   | 100.00% |
| OR                  | 26.38% | 12.35%   | 0.00%    | 28.65%       | 18.96% | 4.56% | 8.20%    | 0.90%   | 100.00% |