



# CASCADE MEDICAL CENTER

December 2024

## UNAUDITED FINANCIAL REPORT

# Income Statement Month: Revenue

	Current Month	Prior Year Month			Budget		
	Dec 2024	Dec 2023	\$ Var to PY	% Var to PY	Budget	\$ Var to Budget	% Var to Budget
<b>Gross Patient Revenue</b>							
Inpatient Revenue	\$2,891	\$46,538	(43,647)	(93.8%)	\$16,512	(13,621)	(82.5%)
Outpatient Revenue	\$191,159	\$158,996	32,163	20.2%	\$291,707	(100,547)	(34.5%)
Emergency Dept Revenue	\$289,532	\$371,955	(82,423)	(22.2%)	\$383,729	(94,197)	(24.5%)
Clinic Revenue	\$143,703	\$84,567	59,137	69.9%	\$166,869	(23,165)	(13.9%)
Other Patient Revenue	\$587	\$1,952	(1,365)	(69.9%)	\$0	587	0.0%
<b>Total Gross Patient Revenue</b>	<b>\$627,873</b>	<b>\$664,007</b>	<b>(36,135)</b>	<b>(5.4%)</b>	<b>\$858,816</b>	<b>(230,944)</b>	<b>(26.9%)</b>
<b>Revenue Deductions</b>							
Contractual Adjustments	\$149,576	\$144,822	4,754	3.3%	\$89,199	60,377	67.7%
Bad Debt Expense	(\$3,645)	\$11,854	(15,498)	(130.7%)	\$43,575	(47,220)	(108.4%)
Indigent Care Write-Off	\$10,426	\$7,779	2,647	34.0%	\$19,977	(9,551)	(47.8%)
<b>Total Revenue Deductions</b>	<b>\$156,357</b>	<b>\$164,455</b>	<b>(8,097)</b>	<b>(4.9%)</b>	<b>\$152,751</b>	<b>3,606</b>	<b>2.4%</b>
<b>Net Collectable Revenue</b>	<b>\$471,515</b>	<b>\$499,552</b>	<b>(28,037)</b>	<b>(5.6%)</b>	<b>\$706,065</b>	<b>(234,550)</b>	<b>(33.2%)</b>
Net Collectable Revenue Margin	75.1%	75.2%	-0.1%	(0.2%)	82.2%	-7.1%	(8.7%)
<b>Non-Operating Revenue</b>							
Total Other Sources	\$54,514	\$25,438	29,075	114.3%	\$25,085	29,429	117.3%
Total Property Tax Revenue	\$113,699	\$66,958	46,741	69.8%	\$91,339	22,361	24.5%
Total Grant Revenue	\$0	\$15,000	(15,000)	(100.0%)	\$16,320	(16,320)	(100.0%)
Total A/R Allowances	(\$14,597)	\$0	(14,597)	0.0%	\$0	(14,597)	0.0%
<b>Total Non-Operating Revenue</b>	<b>\$153,616</b>	<b>\$107,397</b>	<b>46,220</b>	<b>43.0%</b>	<b>\$132,744</b>	<b>20,873</b>	<b>15.7%</b>
<b>Total Revenue</b>	<b>\$625,131</b>	<b>\$606,949</b>	<b>18,182</b>	<b>3.0%</b>	<b>\$838,809</b>	<b>(213,677)</b>	<b>(25.5%)</b>

# Income Statement YTD: Revenue

	Year-to-Date	Prior Fiscal Year-to-Date			Budget			
		Dec 2024	Dec 2023	\$ Var to PY	% Var to PY	Budget	\$ Var to Budget	% Var to Budget
<b>Gross Patient Revenue</b>								
Inpatient Revenue	\$12,693	\$75,687	(\$62,994)	(83.2%)	\$49,537	(\$36,844)	(74.4%)	
Outpatient Revenue	\$618,262	\$495,651	\$122,611	24.7%	\$787,608	(\$169,346)	(21.5%)	
Emergency Dept Revenue	\$709,147	\$843,461	(\$134,314)	(15.9%)	\$946,314	(\$237,167)	(25.1%)	
Clinic Revenue	\$443,235	\$330,871	\$112,364	34.0%	\$500,606	(\$57,370)	(11.5%)	
Other Patient Revenue	\$2,475	\$6,154	(\$3,679)	(59.8%)	\$0	\$2,475	0.0%	
<b>Total Gross Patient Revenue</b>	<b>\$1,785,813</b>	<b>\$1,751,824</b>	<b>\$33,989</b>	<b>1.9%</b>	<b>\$2,284,065</b>	<b>(\$498,252)</b>	<b>(21.8%)</b>	
<b>Revenue Deductions</b>								
Contractual Adjustments	\$524,162	\$511,755	\$12,407	2.4%	\$267,596	\$256,565	95.9%	
Bad Debt Expense	\$77,047	\$46,310	\$30,737	66.4%	\$130,726	(\$53,679)	(41.1%)	
Indigent Care Write-Off	\$36,390	\$23,152	\$13,238	57.2%	\$59,932	(\$23,542)	(39.3%)	
<b>Total Revenue Deductions</b>	<b>\$637,598</b>	<b>\$581,216</b>	<b>\$56,382</b>	<b>9.7%</b>	<b>\$458,254</b>	<b>\$179,344</b>	<b>39.1%</b>	
<b>Net Collectable Revenue</b>	<b>\$1,148,215</b>	<b>\$1,170,608</b>	<b>(\$22,393)</b>	<b>(1.9%)</b>	<b>\$1,825,811</b>	<b>(\$677,596)</b>	<b>(37.1%)</b>	
<b>Net Collectable Revenue Margin</b>	<b>64.3%</b>	<b>66.8%</b>	<b>-2.5%</b>	<b>(3.8%)</b>	<b>79.9%</b>	<b>-15.6%</b>	<b>(19.6%)</b>	
<b>Non-Operating Revenue</b>								
Total Other Sources	\$102,449	\$80,127	\$22,323	27.9%	\$75,255	\$27,195	36.1%	
Total Property Tax Revenue	\$332,655	\$270,087	\$62,568	23.2%	\$274,016	\$58,638	21.4%	
Total Grant Revenue	\$500	\$31,238	(\$30,738)	(98.4%)	\$48,960	(\$48,460)	(99.0%)	
Total A/R Allowances	\$45,273	\$0	\$45,273	0.0%	\$0	\$45,273	0.0%	
<b>Total Non-Operating Revenue</b>	<b>\$480,877</b>	<b>\$381,452</b>	<b>\$99,425</b>	<b>26.1%</b>	<b>\$398,231</b>	<b>\$82,646</b>	<b>20.8%</b>	
<b>Total Revenue</b>	<b>\$1,629,092</b>	<b>\$1,552,060</b>	<b>\$77,032</b>	<b>5.0%</b>	<b>\$2,224,042</b>	<b>(\$594,950)</b>	<b>(26.8%)</b>	

# Revenue Highlights:

1. Gross revenue was down \$36k/5.4% from same month prior year. In relation to budget, December was \$231k/26.9% below budget with all levels of service dropping below budget. Year to date gross revenue was up \$34k/1.9% from the prior year. In relation to budget, YTD was \$499k/21.8% below budget again with all service lines below budget.
2. Revenue Deductions: Overall deductions (Contractual adjustments, bad debt, and indigent care combined) fell below the same month prior year by \$8k/4.9% but slightly exceeded budget by \$4k/2.4%. YTD deductions exceeded the prior year by \$56k/9.7% and exceeded budget by \$179k/39.1%.
  - Contractual Adjustments: Continues to run ahead of both the same month prior year, \$5k/3.3% and budget \$60k/67.7%. Important to note that there have been only minor additions to contractual adjustments this FY related to the clean-up of account receivable, as most clean up was completed in FY24.
  - Bad Debt: Was \$15k below the same month prior year and \$47k below budget.
  - Indigent Care: Was \$3k/34.0% over same month prior year but below budget \$10k/47.8%.

# Non-Operating Revenue Highlights:

- Grant revenue: No grant draws occurred
  - HRSA QI Program Grant: \$58k Remaining
  - Blue Cross Community Health Grant: \$65k Remaining
- Property Tax: Full FY25 levy was posted to receivables and deferred.
  - Outstanding Receivable (Cash not yet received)
    - M & O - \$1.05M
    - Tort - \$0k
    - Sinking - \$0k
  - Deferred Revenue (Yet to be expended)
    - M & O - \$790k (Cash not received)
    - Tort - \$165k (Cash received)
    - Sinking - \$88k (Cash Received)
  - Received \$25k in prior year revenue

# Income Statement Month: Expenses

	Current Month	Prior Year Month			Budget		
	Dec 2024	Dec 2023	\$ Var to PY	% Var to PY	Budget	\$ Var to Budget	% Var to Budget
Personnel Costs							
Salary	\$417,155	\$389,096	28,059	7.2%	\$415,973	1,182	0.3%
Benefits	\$68,508	\$95,047	(26,539)	(27.9%)	\$124,633	(56,125)	(45.0%)
Other Employee Expenses	\$4,601	\$5,197	(596)	(11.5%)	\$5,604	(1,003)	(17.9%)
Contract Labor	\$3,940	\$0	3,940	0.0%	\$4,167	(227)	(5.4%)
Total Personnel Costs	\$494,203	\$489,340	4,863	1.0%	\$550,376	(56,173)	(10.2%)
Other Operating Expenses							
Purchased Services	\$50,896	\$81,124	(30,228)	(37.3%)	\$80,385	(29,489)	(36.7%)
Supplies	\$32,701	\$49,144	(16,442)	(33.5%)	\$55,823	(23,122)	(41.4%)
Lease & Rental	\$3,715	\$391	3,324	850.1%	\$2,889	826	28.6%
Repairs & Maintenance	\$1,226	\$3,176	(1,950)	(61.4%)	\$2,865	(1,639)	(57.2%)
Minor Equipment Purchases	\$0	\$0	0	0.0%	\$0	0	0.0%
Insurance Expense	\$6,650	\$5,699	951	16.7%	\$11,787	(5,137)	(43.6%)
Utilities	\$10,966	\$10,213	753	7.4%	\$9,920	1,046	10.5%
Other Expenses	\$11,536	\$13,362	(1,826)	(13.7%)	\$16,634	(5,098)	(30.6%)
Total Other Operating Expenses	\$117,691	\$163,108	(45,418)	(27.8%)	\$180,303	(62,612)	(34.7%)
<b>Total Operating Expenses</b>	<b>\$611,894</b>	<b>\$652,449</b>	<b>(40,555)</b>	<b>(6.2%)</b>	<b>\$730,679</b>	<b>(118,785)</b>	<b>(16.3%)</b>

# Income Statement YTD: Expenses

	Year-to-Date	Prior Fiscal Year-to-Date			Budget		
	Dec 2024	Dec 2023	\$ Var to PY	% Var to PY	Budget	\$ Var to Budget	% Var to Budget
Personnel Costs							
Salary	\$1,217,901	\$1,195,599	\$22,302	1.9%	\$1,202,918	\$14,983	1.2%
Benefits	\$304,735	\$330,145	(\$25,410)	(7.7%)	\$373,899	(\$69,164)	(18.5%)
Other Employee Expenses	\$21,673	\$17,087	\$4,586	26.8%	\$16,813	\$4,860	28.9%
Contract Labor	\$27,580	\$0	\$27,580	0.0%	\$12,500	\$15,080	120.6%
Total Personnel Costs	\$1,571,888	\$1,542,831	\$29,057	1.9%	\$1,606,129	(\$34,241)	(2.1%)
Other Operating Expenses							
Purchased Services	\$174,361	\$230,176	(\$55,815)	(24.2%)	\$241,154	(\$66,794)	(27.7%)
Supplies	\$111,482	\$176,331	(\$64,849)	(36.8%)	\$148,464	(\$36,982)	(24.9%)
Lease & Rental	\$7,555	\$13,738	(\$6,183)	(45.0%)	\$8,667	(\$1,112)	(12.8%)
Repairs & Maintenance	\$19,221	\$7,539	\$11,682	155.0%	\$8,594	\$10,627	123.7%
Minor Equipment Purchases	\$0	\$0	\$0	0.0%	\$0	\$0	0.0%
Insurance Expense	\$19,950	\$16,898	\$3,052	18.1%	\$35,361	(\$15,412)	(43.6%)
Utilities	\$27,739	\$26,724	\$1,015	3.8%	\$27,118	\$621	2.3%
Other Expenses	\$42,781	\$247,808	(\$205,027)	(82.7%)	\$49,903	(\$7,121)	(14.3%)
Total Other Operating Expenses	\$403,089	\$719,214	(\$316,125)	(44.0%)	\$519,262	(\$116,172)	(22.4%)
<b>Total Operating Expenses</b>	<b>\$1,974,978</b>	<b>\$2,262,045</b>	<b>(\$287,068)</b>	<b>(12.7%)</b>	<b>\$2,125,391</b>	<b>(\$150,413)</b>	<b>(7.1%)</b>

# Financial Highlights: Expenses

- Personnel Costs:
  - Total Personnel Expense was \$5k/1.0% over the same month prior year and \$56k/10.2% below budget. For YTD personnel expense was \$29k/1.9% ahead of the prior YTD and \$34k/2.1% below budget.
- Other Operating Expenses:
  - Total October operating expenses were \$45k/27.8% below the same month prior year and \$63k/34.7% below budget. And YTD, operating expenses were \$316k/44.0% below the prior YTD and \$116k/22.4% below budget.

# Income Statement Month: Margins

• Month	Current Month	Prior Year Month			Budget		
		Dec 2024	Dec 2023	\$ Var to PY	% Var to PY	Budget	\$ Var to Budget
Income (Loss) from Operations	(\$140,379)	(\$152,896)	12,518	8.2%	(\$24,614)	(115,764)	(470.3%)
Operating Margin	-29.8%	-30.6%	0.8%	2.7%	-2.9%	-26.9%	(938.8%)
<b>Total Net Income (Loss)</b>	<b>\$13,237</b>	<b>(\$45,500)</b>	<b>58,737</b>	<b>129.1%</b>	<b>\$108,129</b>	<b>(94,892)</b>	<b>(87.8%)</b>
Net Income Margin	1.1%	-3.6%	4.6%	129.5%	6.4%	21.3%	335.1%
Depreciation	\$25,502	\$28,420	(2,919)	(10.3%)	\$30,070	(4,568)	(15.2%)
Capital Expenditures	\$491,310	\$0	491,310	0.0%	\$107,917	383,393	355.3%

• YTD	Year-to-Date	Prior Fiscal Year-to-Date			Budget		
		Dec 2024	Dec 2023	\$ Var to PY	% Var to PY	Budget	\$ Var to Budget
Income (Loss) from Operations	(\$826,763)	(\$1,091,438)	\$264,675	24.3%	(\$299,580)	(\$527,183)	(176.0%)
Operating Margin	-46.3%	-62.3%	16.0%	25.7%	-13.1%	-33.2%	(253.0%)
<b>Total Net Income (Loss)</b>	<b>(\$345,886)</b>	<b>(\$709,986)</b>	<b>\$364,100</b>	<b>51.3%</b>	<b>\$98,651</b>	<b>(\$444,537)</b>	<b>(450.6%)</b>
Net Income Margin	-15.3%	-33.3%	18.0%	54.2%	3.7%	-18.9%	(514.9%)
Depreciation	\$80,331	\$83,782	(\$3,451)	(4.1%)	\$90,210	(\$9,879)	(11.0%)
Capital Expenditures	\$525,554	(\$94,435)	\$619,990	656.5%	\$233,540	\$292,014	125.0%

# Balance Sheet

	Month	Fiscal Year Ending 2024			Fiscal Year Ending 2023		
		12/31/2024	09/30/2024	\$ Var	% Var	09/30/2023	\$ Var
<b>ASSETS</b>							
Current Assets							
Cash and Liquid Capital	\$4,065,855	\$4,649,723	(\$583,869)	-12.6%	\$5,001,793	(\$935,938)	-18.7%
Restricted Cash and Capital	\$247,608	\$344,662	(\$97,054)	-28.2%	\$660,390	(\$412,782)	-62.5%
Total Cash	\$4,313,463	\$4,994,385	(\$680,922)	-13.6%	\$5,662,183	(\$1,348,721)	-23.8%
Accounts Receivable, Net of Allowance	\$763,249	\$954,182	(\$190,933)	-20.0%	\$1,256,218	(\$492,969)	-39.2%
Tax Levy Receivable & Deferred Revenue	\$10,089	(\$243,165)	\$253,253	-104.1%	\$275,715	(\$265,626)	-96.3%
Other Receivables	\$0	\$3,500	(\$3,500)	-100.0%	\$80,705	(\$80,705)	-100.0%
3rd Party Settlements	\$0	\$314,000	(\$314,000)	-100.0%	\$339,015	(\$339,015)	-100.0%
Inventory	\$200,284	\$200,284	\$0	0.0%	\$196,082	\$4,202	2.1%
Prepaid Expenses	\$50,358	\$66,032	(\$15,674)	-23.7%	\$37,545	\$12,813	34.1%
Total Current Assets	\$5,337,443	\$6,289,218	(\$951,776)	-15.1%	\$7,847,464	(\$2,510,021)	-32.0%
Non-Current Assets							
Fixed Assets, Net of Depreciation	\$1,566,934	\$1,575,427	(\$8,493)	-0.5%	\$1,867,319	(\$300,385)	-16.1%
Deferred Outflow of Resources	\$1,748,274	\$1,748,274	\$0	0.0%	\$1,748,274	\$0	0.0%
Total Assets & Deferred Outflows of Resources	\$8,652,650	\$9,612,919	(\$960,269)	-10.0%	\$11,463,057	(\$2,810,406)	-24.5%
<b>LIABILITIES</b>							
Current Liabilities							
Accounts Payable - Trade	\$80,963	\$146,845	(\$65,882)	-44.9%	\$36,349	\$44,614	122.7%
Accrued Payroll and Related	\$232,704	\$232,192	\$512	0.2%	\$99,635	\$133,069	133.6%
Total Current Liabilities	\$313,667	\$379,037	(\$65,370)	-17.2%	\$135,984	\$177,684	130.7%
Pension Liability	\$3,888,660	\$3,888,660	\$0	0.0%	\$3,888,660	\$0	0.0%
Retained Earnings	\$4,450,323	\$5,345,222	(\$894,899)	-16.7%	\$7,438,413	(\$2,988,090)	-40.2%
Total Liabilities & Retained Earnings	\$8,652,650	\$9,612,919	(\$960,269)	-10.0%	\$11,463,057	(\$2,810,406)	-24.5%

# Financial Highlights: Balance Sheet

- Unrestricted cash dropped as our first OCHIN Epic milestone payment of \$435k was made, payables dropped by \$65k, and we purchased capital (the second van) for which the grant draw will occur in January to fully cover it.
- Accounts receivable continues to drop at a steady pace due to improved collection efforts.
- Liabilities dropped by \$65k/17.2%



# KPI Dashboard



# Financial Highlights: KPI Dashboard

- **Days Cash On-Hand:**

- FY25 dropped to 200 days due to the first Epic Milestone payment, reduction in payables, and purchase of capital. Capital item will be reimbursed thru a grant in January.
  - *Benchmarks: U.S. CAH benchmark is 116.9 and Idaho is at 83.7 days.*

- **Current Ratio:**

- Dropped slightly due to the reduction in our cash position.
  - *Benchmarks: U.S. CAH benchmark is 3.1 and Idaho is at 3.8.*

- **Bad Debt Expense (New Graph):**

- Indicates an increasing percentage of total gross revenue going to bad debt.
- FY24 & FY25 rate does include assigned accounts that should have hit prior fiscal years. We will get a better sense of our actual baseline performance as we move forward into the year.
  - *Benchmarks: Both the U.S. and Idaho CAH benchmark is 4.3%*

- **Net Days in AR:**

- Net A/R has been reduced \$191k/20% since 9/30/24.
- Idaho and U.S. benchmarks are calculated on “Net” A/R and daily revenue. Chart has been adjusted for this.
  - *Benchmarks: U.S. CAH benchmark is 73.0 and Idaho is at 69.3.*

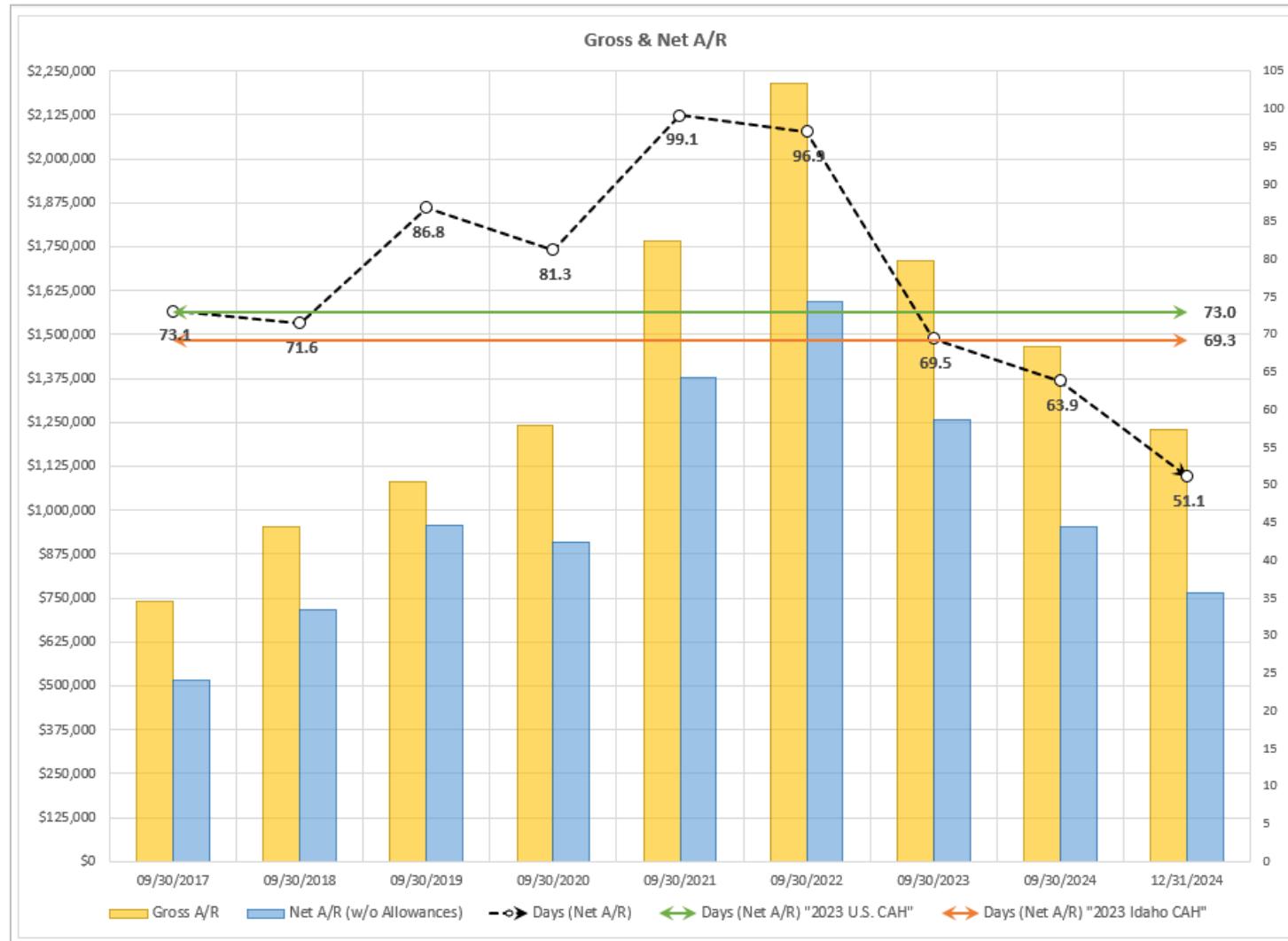
- **Levy Funding:**

- Very positive downward trend.

- **Contractual Expense:**

- The large increase starting in FY24 is due to the Inpatient credit deductions falling away. FY24 & FY25 represent a more typical deduction level. Additionally, we expect contractuels to increase due to the pricing projects wrapping up.

# A/R Performance



# Payer Reimbursement

