

**CITY OF WILLMAR, MINNESOTA
REQUEST FOR COMMITTEE ACTION**

Agenda Item Number: 3

Meeting Date: April 14, 2014

Attachments: Yes No

CITY COUNCIL ACTION

Date: _____

- | | |
|-----------------------------------|---------------------------------|
| <input type="checkbox"/> Approved | <input type="checkbox"/> Denied |
| <input type="checkbox"/> Amended | <input type="checkbox"/> Tabled |
| <input type="checkbox"/> Other | |

Originating Department: Planning and Development Services

Agenda Item: Consideration of a request to transfer HUD Programs from the Willmar HRA to the Kandiyohi County HRA.

Recommended Action: Approve the resolution as attached.

Background/Summary: Planning has been underway for the transfer of HUD programs from the City to the County HRA. To facilitate the transfer, a request must be submitted to HUD.

Alternatives:

1. Approve the resolution
2. Amend the resolution
3. Not approve the resolution

Financial Considerations: Transferring the programs to the County comes at no cost to the City.

Preparer: Bruce D. Peterson, AICP
Director of Planning and Development Services

Signature:

Comments:

RESOLUTION _____

**Approval of Request to Transfer HUD Programs
From the Willmar HRA to the Kandiyohi County HRA**

WHEREAS, the Housing and Redevelopment Authority In and For the City of Willmar, Minnesota (herein referred to as the Willmar HRA) and the Housing and Redevelopment Authority of Kandiyohi County, Minnesota (herein referred to as the Kandiyohi County HRA) have had ongoing discussions and planning regarding transferring the HUD Public Housing Program and HUD Housing Choice Voucher Program of the Willmar HRA to the Kandiyohi County HRA;

WHEREAS, the Willmar HRA Board of Commissioners is committed to developing a HUD Public Housing Program and Housing Choice Voucher Program which utilizes program dollars efficiently and effectively in service to the public;

WHEREAS, the Willmar HRA Board of Commissioners has passed resolution requesting HUD transfer the MN051 Public Housing Program and Housing Choice Voucher Program to the Kandiyohi County HRA MN168 for further efficiency purposes;

WHEREAS, the Kandiyohi County HRA Board of Commissioners has passed resolution accepting the transfer of the Willmar HRA Public Housing Program and Housing Choice Voucher Program upon HUD's approval;

NOW, THEREFORE BE IT RESOLVED by the City Council of the City of Willmar, Minnesota that the City hereby supports the request to the Department of Housing and Urban Development to transfer the Public Housing and Housing Choice Voucher Programs from the Willmar HRA to the Kandiyohi County HRA;

BE IT FURTHER RESOLVED by the City Council of the City of Willmar, Minnesota that the City of Willmar agrees to 1) assign the HUD Public Housing Program and Housing Choice Voucher Program to the Kandiyohi County HRA; 2) permit the Kandiyohi County HRA to function in its jurisdiction; and 3) to complete all transfer actions required by the Department of Housing and Urban Development.

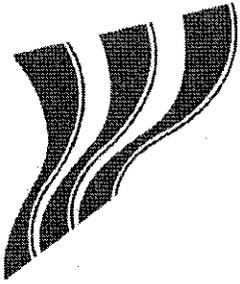
Adopted by the City Council of the City of Willmar, Minnesota this 21st day of April, 2014.

Frank Yanish, Mayor

Kevin Halliday, City Clerk

Roll-Call

() Ayes: _____
() Nays: _____



**CITY OF WILLMAR, MINNESOTA
REQUEST FOR COMMITTEE ACTION**

Agenda Item Number: 4

Meeting Date: April 14, 2014

Attachments: Yes No

CITY COUNCIL ACTION

Date: April 21, 2014

Approved Denied
 Amended Tabled
 Other

Originating Department: Finance

Agenda Item: Reports

Recommended Action: Receive and review the following reports:
A) 02/28/14 Rice Memorial Hospital Financial

Background/Summary: Periodically, Council reviews various financial reports.

Alternatives: N/A

Financial Considerations: Review Financial Status.

Preparer: Steve Okins, Finance Director

Signature: 

Comments:

Rice Memorial Hospital Financial Statements February 28, 2014

Executive Summary

February was a negative month in terms of financial performance compared to prior performance and targeted performance. Rice generated a loss of \$1.1 million from operations in February compounding the January deficit. The primary contributing factors for February's loss were lower than expected patient activity & revenues. Total Operating Revenues were 14.5% less than the prior three-month average while Net Operating Expenses were 7.0% less than the prior three-month average. Rice continued to realize decreased activity in IP Surgery, Outpatient services, and Home Medical.

Here is a summary of key financial indicators:

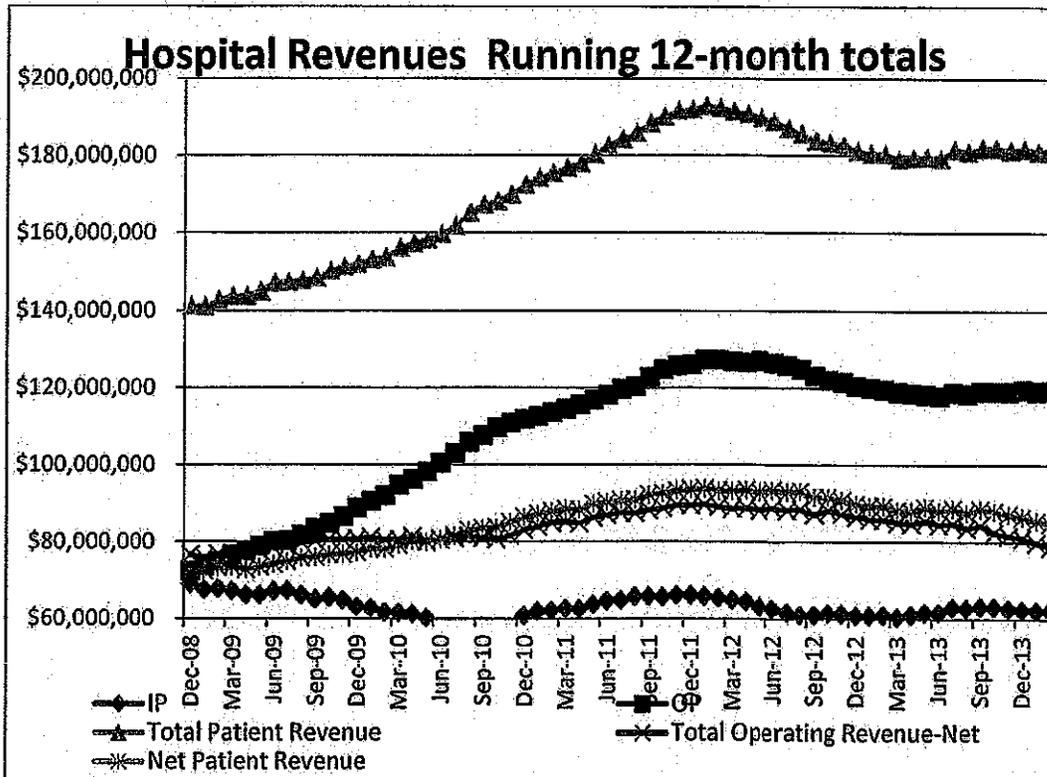
	<u>Actual</u>	<u>Target</u>	<u>2013</u>	<u>2012</u>	<u>Benchmark</u>	<u>Actual - YTD</u>	<u>Desired</u>
Operating Margin-Month	-17.8%	2.0%	-			↓	↑
Operating Margin-YTD	-17.5%	2.0%	-3.2%	1.4%	2.2%	↓	
Excess Margin-Month	-17.8%	2.5%				↓	
Excess Margin-YTD	-15.1%	2.5%	-3.6%	2.4%	2.8%	↓	
EBIDA Margin-Month	-4.1%	12.6%				↓	
EBIDA Margin-YTD	-4.3%	12.6%	7.0%	11.6%	10.8%	↓	
Debt/Capitalization	46.1%	43.3%	46.3%	43.3%	38.7%	↑	↓
Net Days of Receivables	57	46	52	64	46	↔	↓
Days of Cash	113	117	128	114	131	↔	↑
Cash/Debt	58%	68%	64%	63%	87%	↓	↑

February 28, 2014 Balance Sheet:

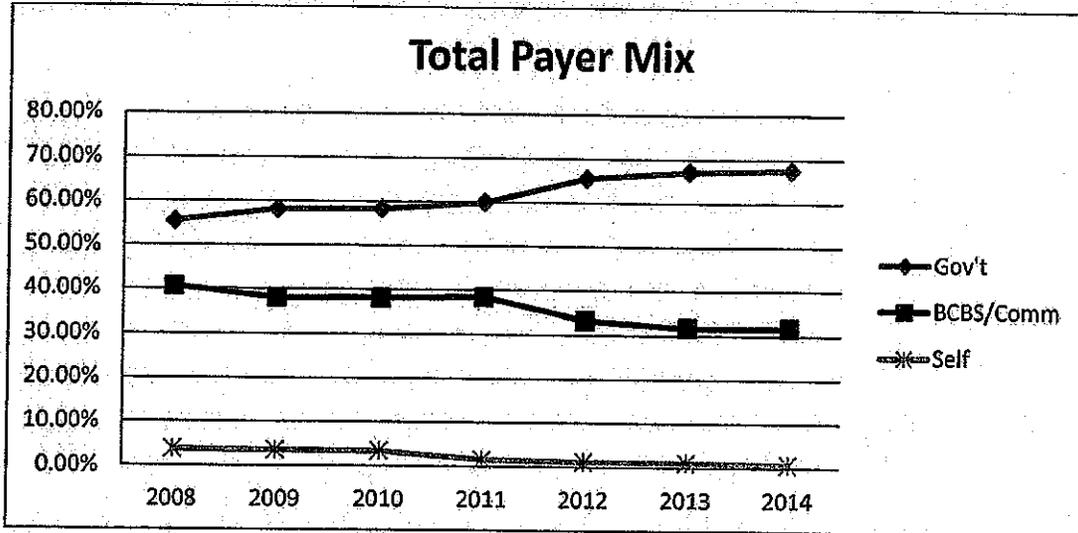
The February balance sheet realized a decrease in net assets of \$1.7 million from December 31, 2013. Total Assets have decreased \$3.5 million while total liabilities have increased \$1.8 million. The Total Asset decrease was due to a decrease in current assets of \$8.4 million; an increase in property, plant, and equipment of \$1.2 million, and an increase in other assets of \$3.7 million. The decrease in current assets was due to decreases in Cash due to poor financial performance and transfers to Investments. In addition, the February Debt Service payment was made thus decreasing the Trustee Bond Agreement reserves. Property, Plant, and Equipment has increased due to the Care Center Project and Home Medical projects. Other Assets have increased due to General Investment transfers from Cash and the investment in Willmar Medical Services. Cash & General Investments have decreased \$4.1 million since December 31, 2013 due to negative Operations and the construction project payments. Liabilities have decreased due to the February Debt Service payment.

February 2014 Results:

The overall Net Operating Loss was \$1.1 million compared to the prior three-month average Operating Loss of \$628,000. Hospital Total Operating Revenues were 14.0% less than the three-month average with Inpatient Revenues 1.5% less than the average and Outpatient Revenues 6.3% less than the average. Inpatient Revenues were driven by decreased activity in Surgery and Women & Children's. Outpatient Revenues decreased as the result of lower revenues in Surgery, Oncology, and Dialysis. As shown in the graph below, Total Patient Revenues have been steady for the past year but Total Operating Revenue has continued its downward trend. Care Center Resident Revenues were less than the average by 7.2% while Home Medical revenues were 22.8% less than the average due to lower sales. Overall, Patient Revenues were 6.0% less than the three-month average.



Total Deductions from Revenue were 2.9% less than the three-month average even though Patient Revenues were 6.0% less than the average. The Payer Mix has shifted slightly in 2014 with the Hospital's reimbursement rate for the month was 42.69% compared to the 2013 rate of 46.57%; a negative revenue variance of \$547,000. Uncompensated Care was 37.7% greater than the average due to higher activity and resolution of open applications. Included in the Deductions from Revenues is Bad Debt Expense, which has been reclassified from Operating Expenses to enhance comparability with other hospitals. Bad Debts were 9.4% higher than the average due to increased aging of the accounts.

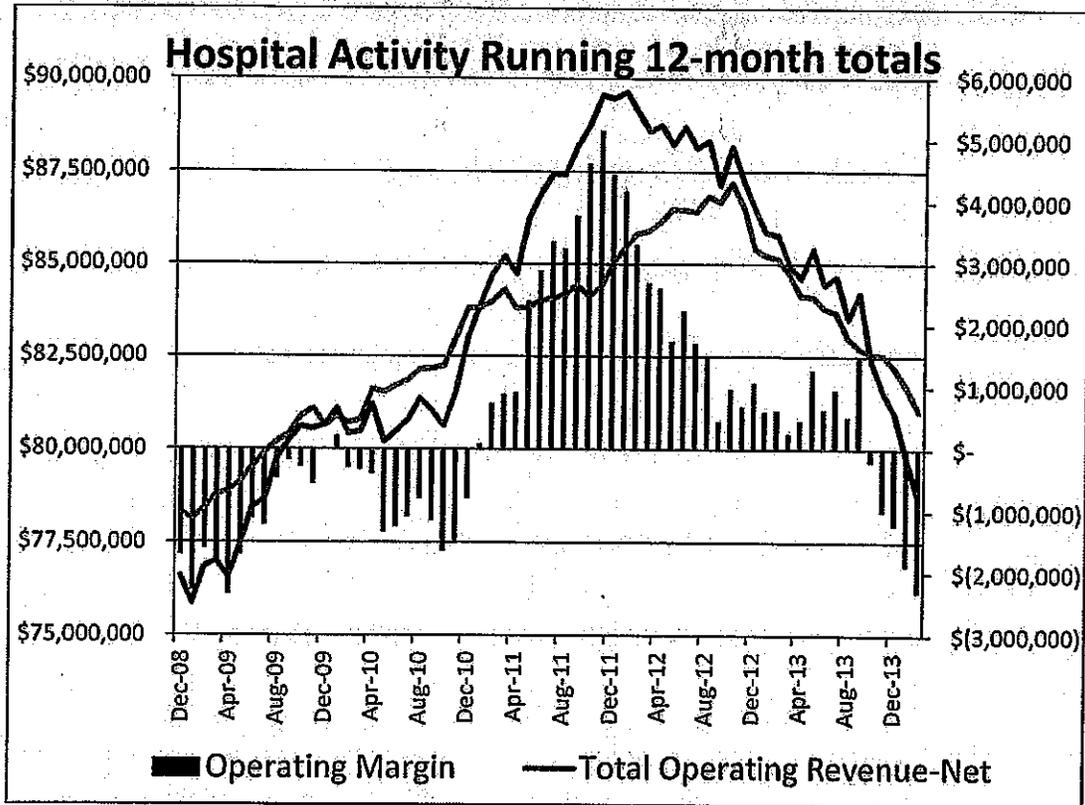


Other operating revenues were 28.5% less than the average due to lower Willmar Medical Services (WMS) profits and lower services sold to other organizations. Net WMS activity at Rice was less than the average by 5.3% due to lower Medical Imaging and Oncology activity. Total Operating Revenues were \$6.4 million; 14.5% (\$1.0 million) less than the three-month average.

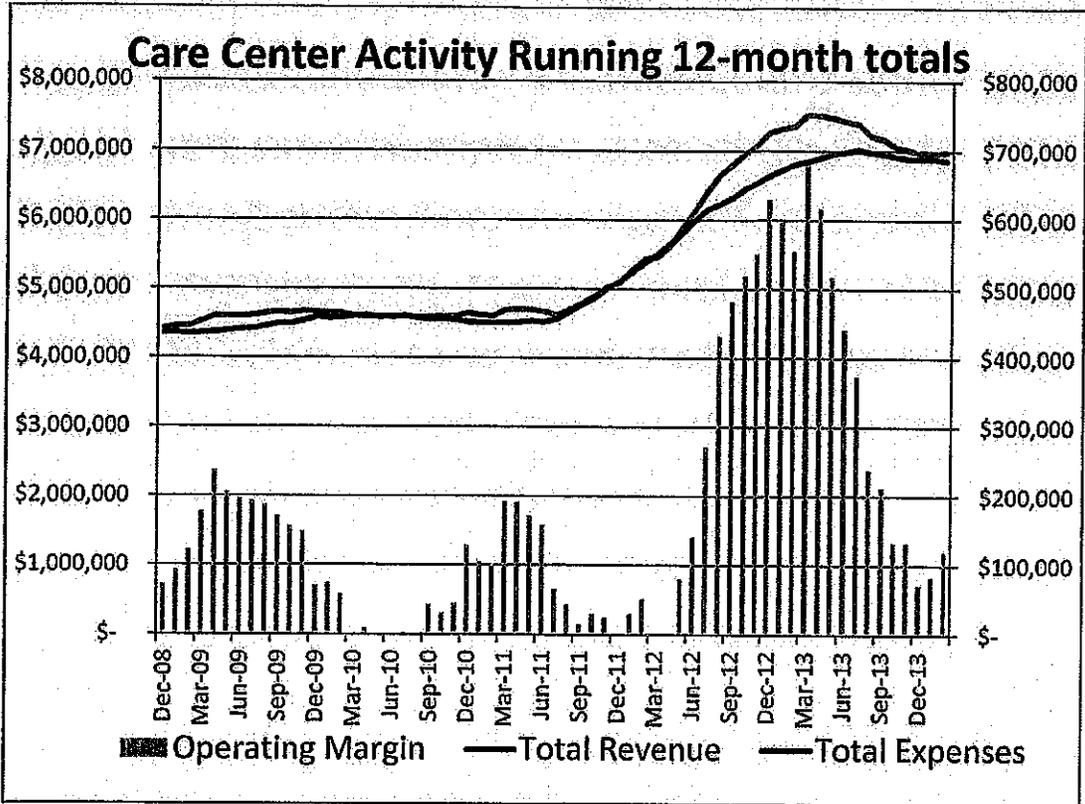
Net Expenses were \$7.6 million, 7.0% (\$569,000) less than the three-month average. Expenses were mixed for the month with Salaries 7.4% (\$285,000) less than average, Contract Labor 16.0% (\$55,000) less than average, but Benefits were 3.8% (\$48,000) greater than average. Salaries were lower due to fewer days in the month; Contract Labor was less due to lower Emergency Room physician and Care Center contracted services; and Benefits were higher due to increased health insurance costs. The Hospital Compensation Ratio was 63.2% compared to the target of 51%, a variance of \$649,000. Supplies were 23.5% (\$261,000) less than average due to lower Surgical activity and Home Medical Sales. Drugs were 25.6% (\$145,000) less than average due to lower Medical Oncology activity. Purchased Services were 1.1% greater due to numerous departments; Repairs & Rentals were 1.0% lower; Utilities were 5.6% greater due to weather; Insurance was 8.5% greater; Patient Related Travel was 17.1% less due to lower patient activity; Education, Travel, and Dues were 22.1% lower; and Other was 35.8% less due to lower Outreach costs. Capital Costs were higher with Depreciation 7.1% greater due to projects being completed and Interest 5.5% greater due to the 2013 Bond Issue. Taxes were 3.6% less due to decreased collections.

Non-operating activity was lower than the three-month average due to lower Investment Income and Other Losses but offset by a \$70,000 loss on sale of equipment.

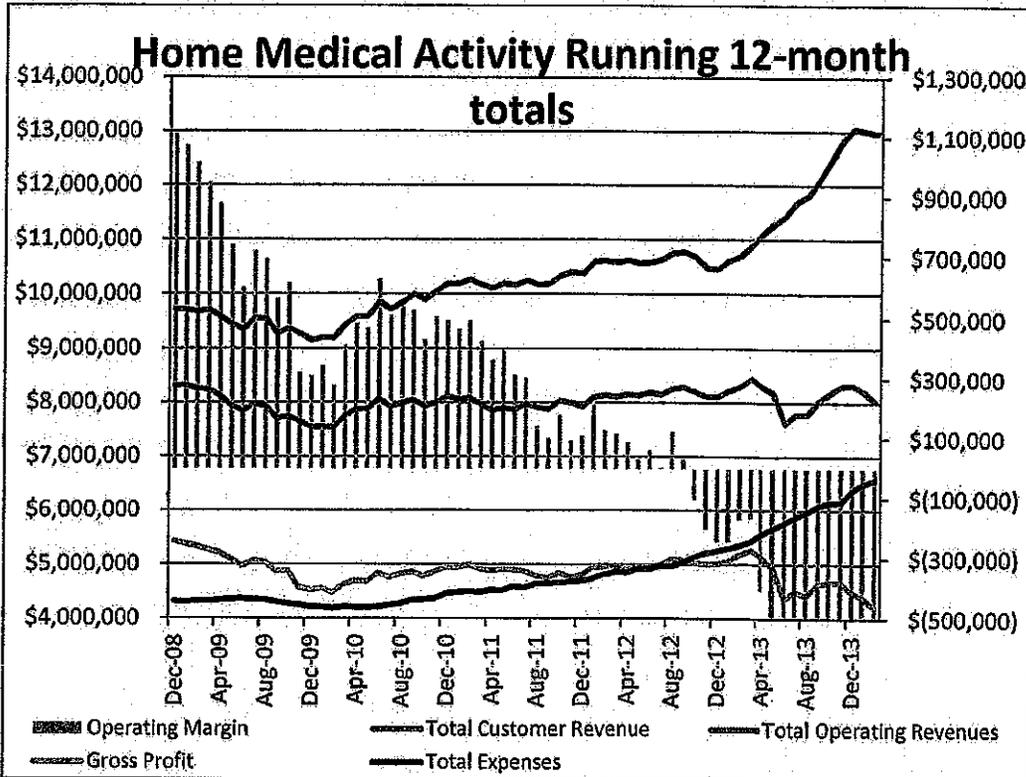
The Hospital generated an Operating Loss of \$916,000 compared to the three-month average Operating Loss of \$452,000. Hospital losses continued to push downward over a running 12-month period with the decreases in patient activity and reimbursement.



Care Center activity generated Operating Income of \$10,000 compared to the three-month average Operating Income of \$19,000. Activity has been fairly stable over the past few months which will increase in late 2nd quarter into the 3rd quarter with the opening of Project F and D.



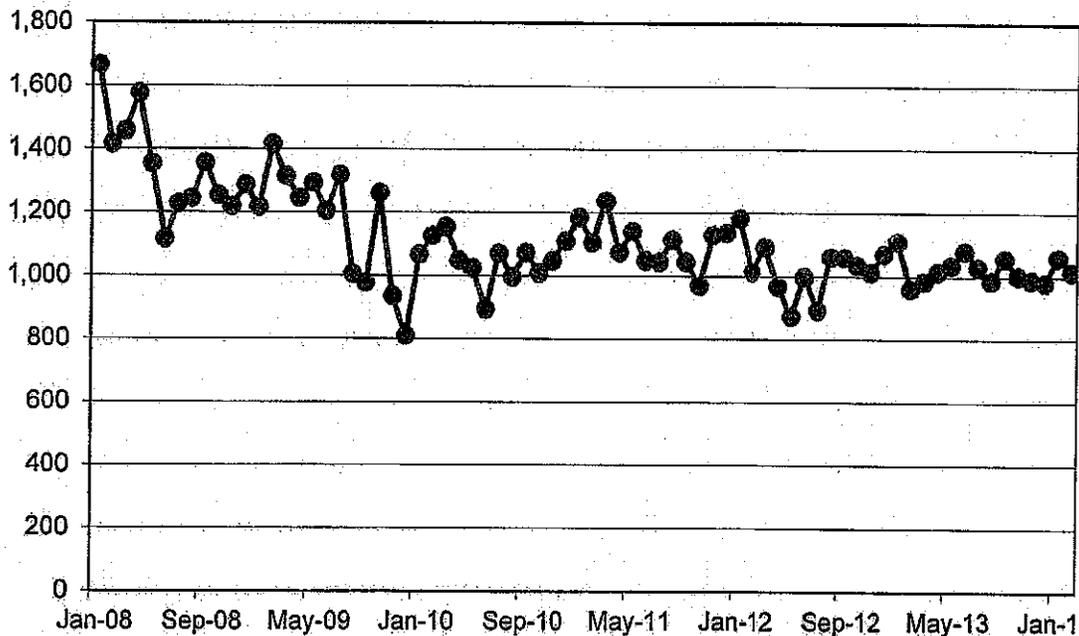
Home Medical activity generated an Operating Loss of \$247,000 compared to the three-month average Operating Loss of \$195,000. Revenues were significantly below targets and prior months. Expense adjustments have been identified and implemented or will be implemented within the next month.



Statistical and Volume Summary

Patient days were 12 (1.2%) less than forecast with admissions 28 (9.8%) less than forecast yielding an increase in length of stay of 8.3%. Compared to the prior year, patient days were 55 (5.7%) greater with admissions 23 (8.1%) less than last year. The average daily census for the month was 36.3 compared to forecast of 36.7 and 34.3 last year. Observation patients were 2.9% less than forecast and 3.2% less than last year. Medicare case mix was 3.7% greater than forecast and the overall case mix was 0.2% less than forecast. Overall activity as measured in terms of adjusted admissions was 13.5% less than forecast and 6.6% less than last year while adjusted patient days were 5.3% less than forecast but 7.4% greater than last year. Care Center resident days were 9.6% less than forecast with a 60.0 average daily census.

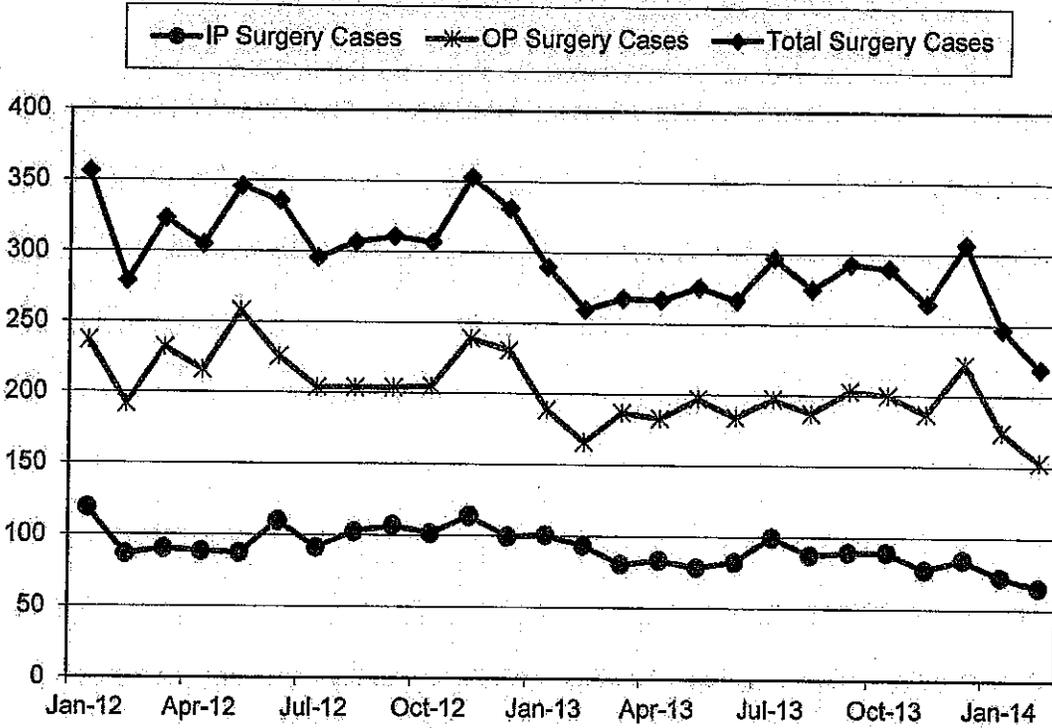
Patient Days



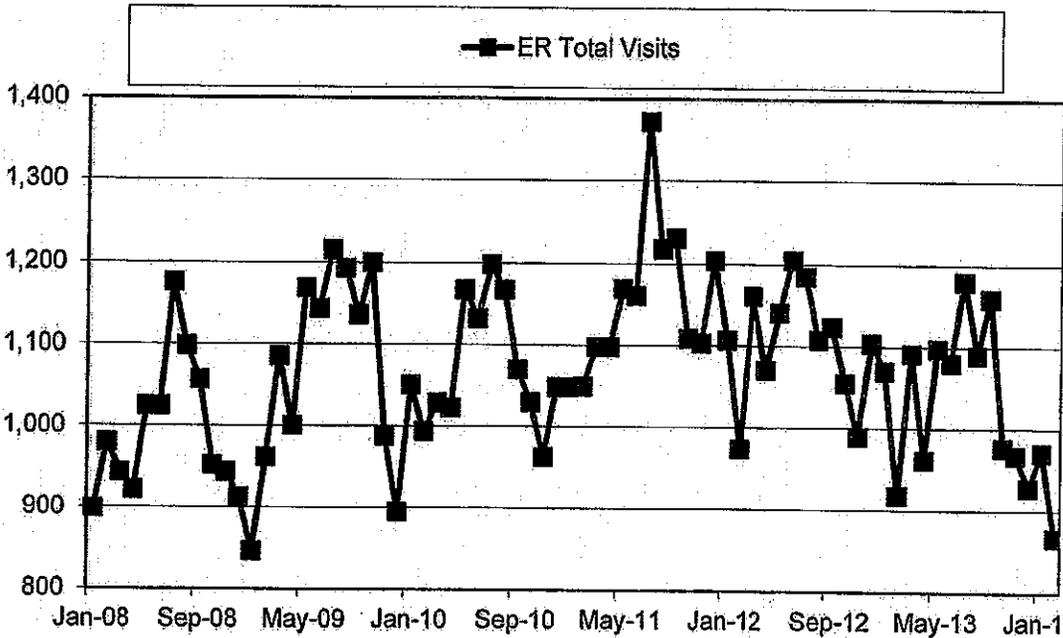
YTD patient days were 20 (1.0%) greater than forecast with admissions 47 (8.1%) less than forecast yielding an increase in length of stay of 10.0%. Compared to the prior year, patient days were 6 (0.3%) greater with admissions 57 (9.6%) less than last year. The average daily census was 35.2 compared to the forecast of 34.8 and 35.1 last year. Observation patients were 17.0% less than forecast and 20.2% less than last year. Medicare case mix was 6.5% greater than forecast and 7.1% greater than last year while the overall case mix was 0.5% greater than forecast and 0.4% greater than last year. Overall activity as measured in terms of adjusted admissions was 11.3% less than forecast and 9.1% less than last year while adjusted patient days were 2.6% less than forecast but 0.8% greater than last year. Care Center resident days were 5.5% less than forecast with a 59.6 average daily census.

Ancillary departments were mostly lower for the month. Surgery & GI cases were 24.5% less than forecast and 15.8% less than last year. Inpatient activity was 29.0% less than forecast and 29.8% less than last year while Outpatient activity was 22.3% less than forecast and 7.8% less than last year. YTD Surgery cases were 19.7% less than forecast

and 15.3% less than last year with IP cases 25.3% less than forecast and 28.7% less than last year and OP cases 17.0% less than forecast and 7.9% less than last year. The monthly activity over the past couple of years indicates a downward trend in cases which is noticeably down on inpatient cases.



Emergency Room visits were 19.6% less than forecast and 5.6% less than last year while YTD visits were 14.8% less and 7.5% less respectively. Outpatient visits lagged more than inpatient visits.



Monthly Laboratory tests were 8.2% less than forecast and 3.8% less than last year. Medical Imaging procedures were 4.5% less than forecast but 5.7% greater than last year. Radiation Oncology treatments were 37.4% less than forecast and 37.6% less than last year. Medical Oncology visits were 11.7% greater than forecast and 49.7% greater than last year. Dialysis treatments were 6.0% greater than forecast and 23.3% greater than last year; Rehab visits were 0.8% greater than forecast and 5.0% greater than last year; Hospice visits were 3.1% less than forecast but 4.1% greater than last year; and Ambulance runs were 5.0% greater than forecast and 7.4% greater than last year.

YTD Laboratory tests were 3.6% less than forecast and 2.3% less than last year. Medical Imaging procedures were 5.1% less than forecast but 3.2% greater than last year. Radiation Oncology treatments were 44.7% less than forecast and 46.1% less than last year. Medical Oncology visits were 12.7% greater than forecast and 20.0% greater than last year. Dialysis treatments were 12.2% greater than forecast and 25.1% greater than last year; Rehab visits were 3.2% less than forecast and 1.0% less than last year; Hospice visits were 4.7% less than forecast and 10.0% less than last year; and Ambulance runs were 10.9% greater than forecast and 7.9% greater than last year.

Full Time Equivalent's (FTE's) for the month were 800 compared to a forecast of 791 (1.2%) and compared to last year's total of 804 (0.5%). Hospital FTE's were 1.8% greater than forecast but 0.9% less than last year; Care Center was 0.4% greater than forecast but 5.2% less than last year; and Home Medical 3.0% less than forecast but 8.4% greater than last year.

YTD Full Time Equivalent's (FTE's) were 796 compared to a forecast of 791 (0.6%) and last year's total of 802 (0.8%). Hospital FTE's were 1.3% greater than forecast but 1.0% less than last year; Care Center was 0.5% greater than forecast but 5.9% less than last year; and Home Medical 4.1% less than forecast but 6.5% greater than last year.

Key Performance Indicators

The Operational indicators were negative for the month compared to forecast and last year. Consolidated Operating Margin was -17.8% for the month and YTD was -17.5% compared to the forecast of 2.0% and last year's -3.2%. Excess Margin was -17.8% for the month and YTD was -15.1% compared to the forecast of 2.5% and last year's -3.6%. EBIDA Operating Margin was -4.1% for the month and YTD was -4.3% compared to the forecast of 12.6% and last year's 7.0%.

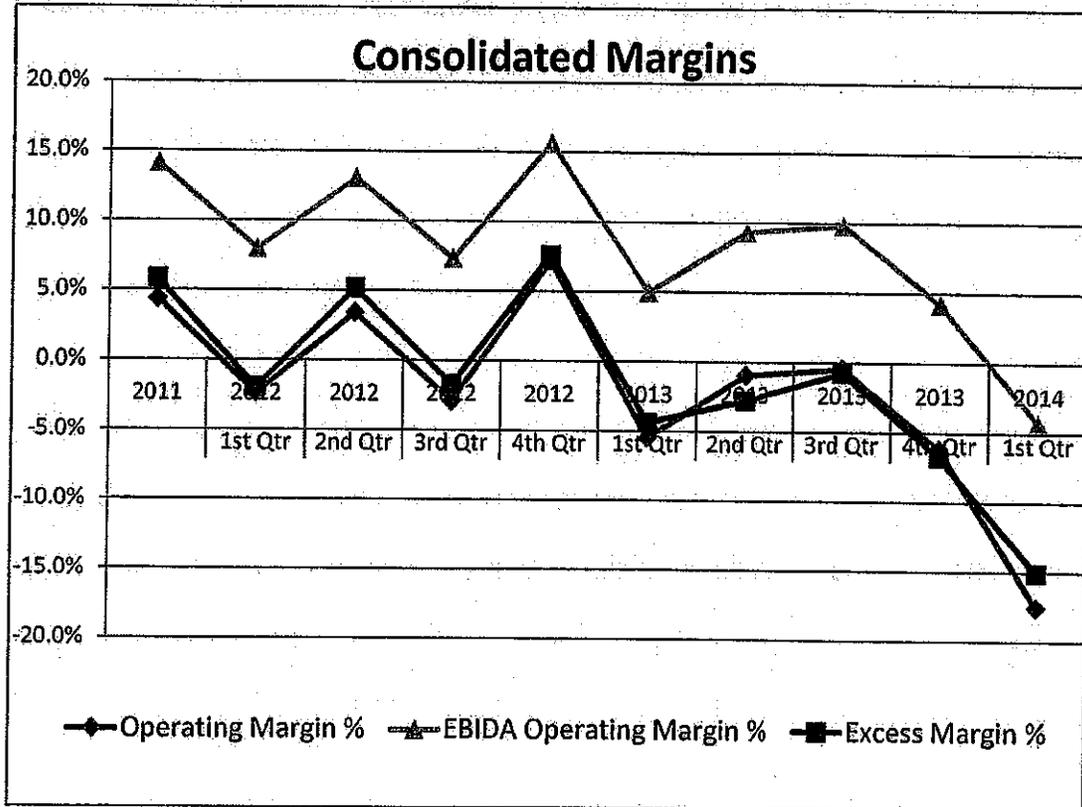
The Financial ratios indicate that the Debt/Capitalization ratio of 46.1% was higher than the forecast of 43.3%; last year's 46.3%, and the targeted ceiling of 45%. Debt Service Coverage was -0.5 compared to the forecast of 3.2 and last year's 1.8. Days in accounts receivable were 57 compared to the forecast of 46 and last year's 52. Days of Cash were 113 compared to the forecast of 117 and last year's 128. The Cash/Debt ratio was 58% compared to the forecast of 68% and last year's 64%. The Financial Strength Index was a -3.68 compared to the forecast of 0.79 and -0.52 last year.

Hospital productivity ratios in terms of staffing were higher than forecast with FTE's per adjusted admit at 17.2 for the month and 16.6 YTD compared to a forecast of 14.4 and last year's ratio of 14.9. FTE's per adjusted patient day were 4.4 for the month and 4.3 YTD compared to the forecast of 4.1 and 4.2 last year. Care Center Hours per Resident Day were 6.9 for the month and 6.9 YTD compared to the forecast of 6.5 and 6.6 last

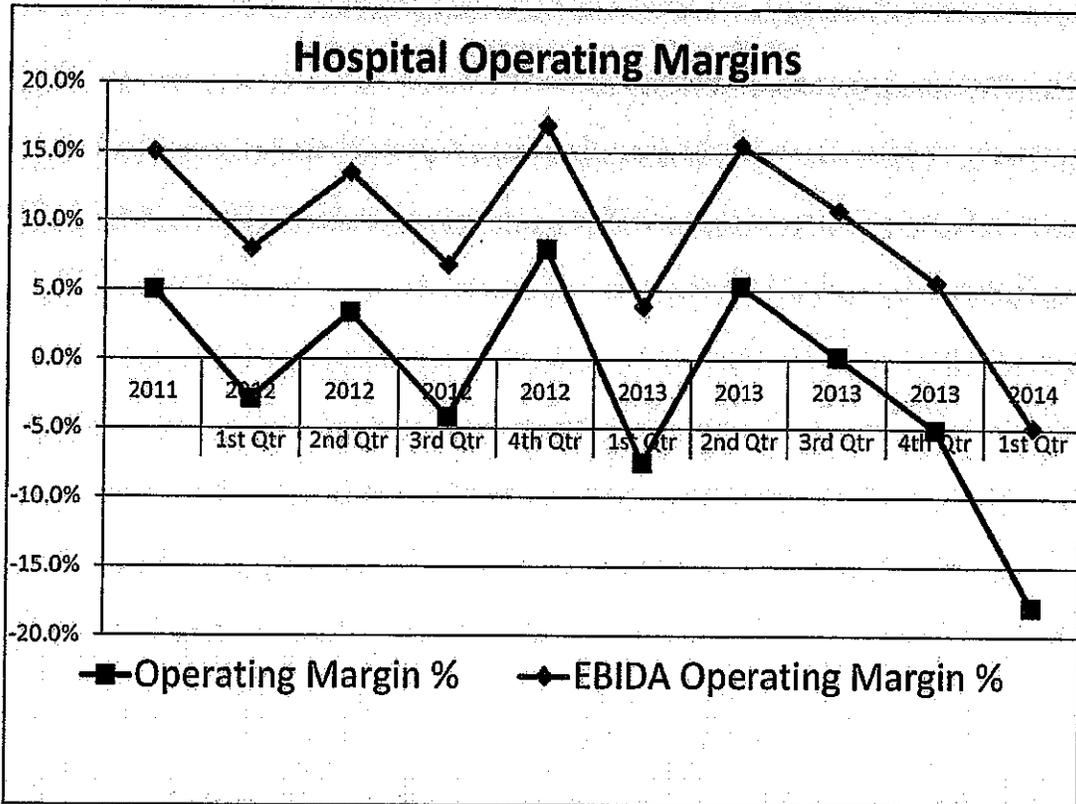
year. Sales per FTE at Home Medical were \$127,400 for the month and \$140,300 YTD compared to the forecast of \$191,600 and \$161,600 last year.

Key Performance Indicators by Entity

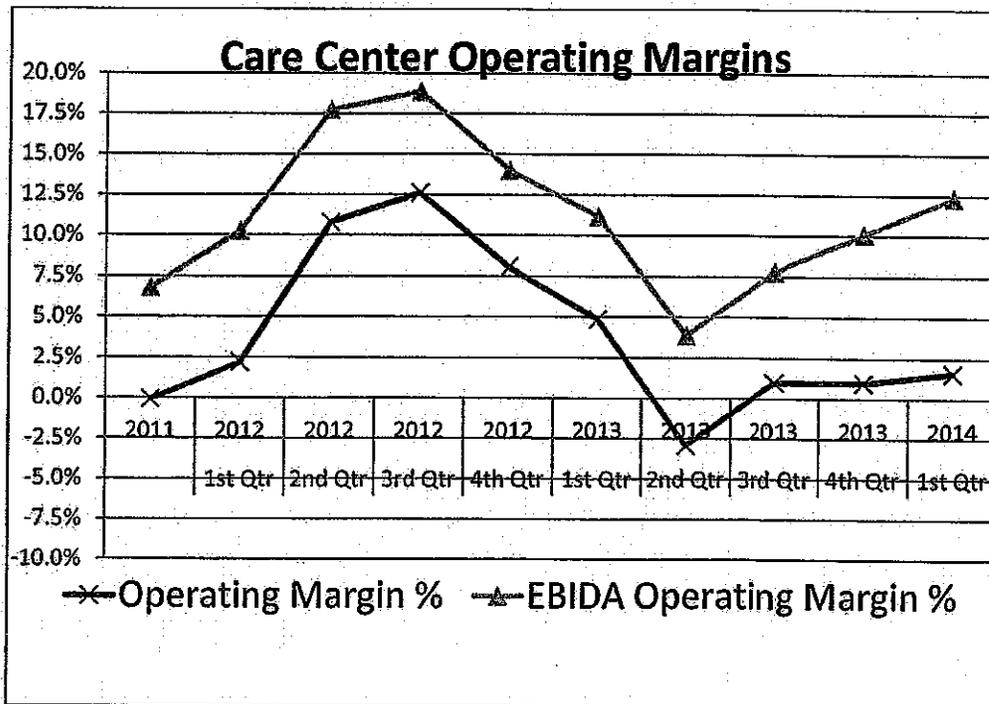
The Key Performance Indicators by Entity page has been included in the packet as the last page which identifies key metrics and indicators by entity by quarter. The Consolidated Margins continued to experience declines for most of 2013 and now into 2014. Quarterly results were mostly profitable in 2011 through 2012 but have been negative since 1st Quarter 2013. Decreased patient activity and reimbursement have pushed profits into deficits.



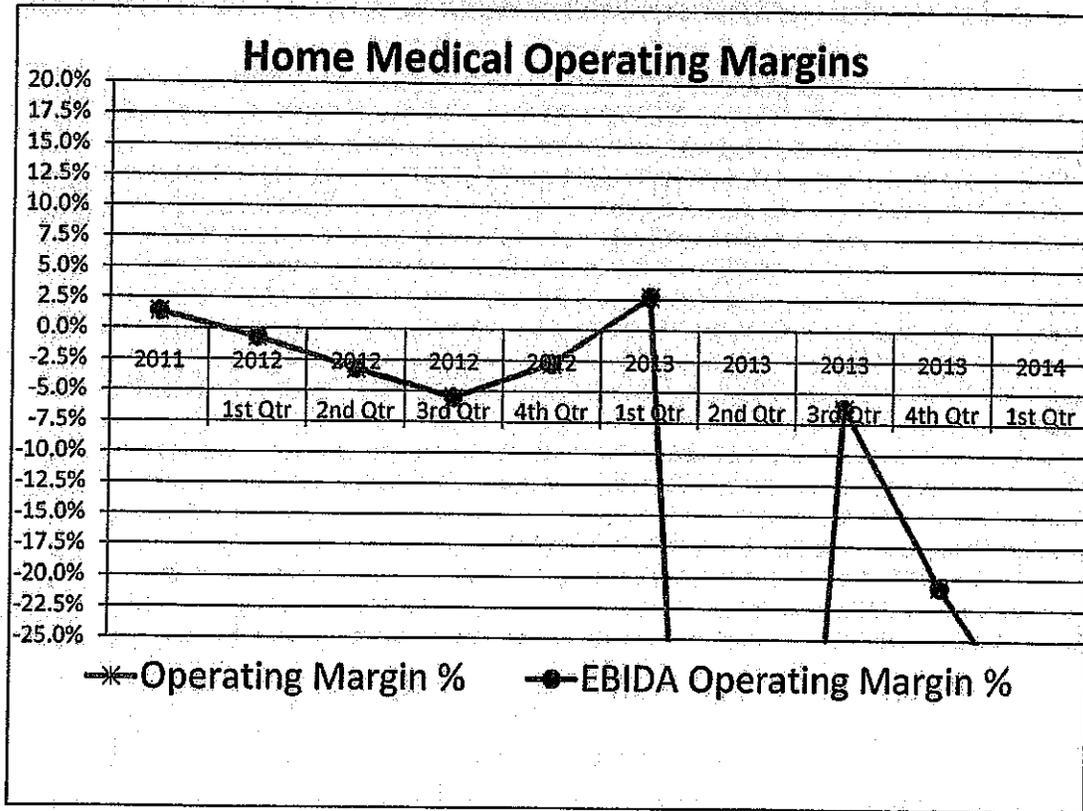
The Hospital activity continued its profitability decline from 2013 into 2014. The decline in Hospital profitability drove the poor performance in January 2014 due to the decreased volumes and reimbursement. Quarterly results have consistently declined since 2nd Quarter 2013.



Care Center activity has steadily improved since 2nd Quarter 2013 even with the construction projects disrupting the operation. 1st Quarter 2014 has started out positive and will likely remain flat, but positive, for the first two quarters of 2014 until Projects D and F are operational and occupied.



Home Medical losses continued into 2014 and have been negative since 1st Quarter 2013. Sales started the year very slow in January and have not improved through the end of March.



RICE MEMORIAL HOSPITAL
RICE MEMORIAL HOSPITAL CONSOLIDATED
BALANCE SHEET
For the Two Months Ending February 28, 2014

	February 2014	12/31/13	Variance	12/31/12	Variance	12/31/11	Variance
1 ASSETS							
2 CURRENT ASSETS							
3 CASH AND CASH EQUIVALENTS	\$2,474,174	\$9,357,157	(\$6,882,983)	\$2,999,489	(\$525,315)	\$1,928,445	\$545,729
4 TRUSTEE BOND AGREEMENTS - CURRENT	629,476	2,379,838	(1,750,363)	2,393,907	(1,764,431)	2,130,440	(1,500,965)
5 ACCOUNTS RECEIVABLE NET	14,475,401	14,513,548	(38,148)	18,416,955	(3,941,554)	16,143,018	(1,667,617)
6 OTHER RECEIVABLES	478,492	437,453	41,040	626,156	(147,663)	521,973	(43,482)
7 INVENTORY	2,101,905	2,117,850	(15,945)	1,881,943	220,363	1,858,419	243,487
8 PREPAID EXPENSES	1,186,975	991,750	195,224	1,080,525	106,450	1,517,862	(330,887)
10 TOTAL CURRENT ASSETS	21,346,423	29,797,596	(8,451,173)	27,398,573	(6,052,150)	24,100,158	(2,753,735)
11 ASSETS LIMITED AS TO USE							
12 HELD BY TRUSTEES - BOND AGREEMENTS	3,571,279	3,571,279		3,181,089	390,189	3,731,642	(160,363)
13 REMAINDER UNITRUST - RECEIVABLE	47,522	47,522		43,996	3,526	47,976	(454)
16 ENDOWMENT FUND - INVESTMENTS	2,960,184	2,960,184		2,616,990	343,194	2,466,271	493,912
18 TOTAL ASSETS - USE IS LIMITED	6,578,984	6,578,984		5,842,075	736,909	6,245,889	333,095
19 PROPERTY PLANT & EQUIPMENT							
20 PROPERTY PLANT & EQUIPMENT	138,858,186	136,903,754	1,954,432	132,297,068	6,561,119	129,292,102	9,566,084
22 LESS: ACCUMULATED DEPRECIATION	(76,466,268)	(75,712,695)	(753,573)	(72,741,611)	(3,724,657)	(67,522,491)	(8,943,777)
24 NET PROPERTY, PLANT & EQUIPMENT	62,391,918	61,191,059	1,200,859	59,555,457	2,836,461	61,769,611	622,307
25 OTHER ASSETS							
27 INVESTMENTS - FIXED INCOME	25,320,514	22,595,563	2,724,950	25,941,901	(621,387)	25,125,564	194,949
28 INVESTMENTS - SHARED HEALTH RESOUR	439,455	439,455		425,186	14,269	411,413	28,042
29 INVESTMENTS - WILLMAR MEDICAL SERV	4,664,626	3,769,317	895,309	3,647,124	1,017,501	3,335,316	1,329,309
30 INVESTMENTS - LAKE REGION HOME MED	100,000		100,000	100,000		100,000	
30 INVESTMENTS - VHAUM CSC	54,963	54,963		79,963	(25,000)	79,136	(24,173)
32 GOODWILL, NET	84,500	84,722	(222)	86,056	(1,556)	84,500	
33 DEFERRED DEBT ACQUISITION COSTS				200,398	(200,398)	518,347	(518,347)
36 TOTAL OTHER ASSETS	30,664,057	26,944,020	3,720,037	30,380,628	283,429	29,469,777	1,194,280
38 TOTAL ASSETS	\$120,981,383	\$124,511,659	(\$3,530,277)	\$125,176,733	(\$2,195,350)	\$121,585,435	(\$604,052)
40 LIABILITIES AND NET ASSETS							
42 CURRENT LIABILITIES							
43 CURRENT MATURITIES OF LONG TERM DE	\$2,177,132	\$1,730,232	\$446,900	\$2,290,275	(\$113,144)	\$1,981,181	\$195,951
44 ACCOUNTS PAYABLE - TRADE	1,557,244	1,939,719	(382,475)	1,730,604	(173,359)	1,563,350	(6,106)
45 ESTIMATED THIRD PARTY PAYOR SETTLE	192,060	192,060		(29,504)	221,564	217,700	(25,640)
46 ACCRUED SALARIES, WAGES AND BENEFIT	10,586,633	11,135,015	(548,382)	10,992,633	(406,020)	10,751,022	(164,389)
47 ACCRUED INTEREST AND DUE TO WMS	2,647,586	2,093,781	553,805	2,089,775	557,811	2,449,639	197,947
49 TOTAL CURRENT LIABILITIES	17,160,655	17,090,807	69,848	17,073,804	86,852	16,962,892	197,763
51 LONG TERM DEBT (LESS CURRENT PORT	47,892,818	49,770,570	(1,877,752)	45,957,263	1,935,556	49,270,010	(1,377,192)
53 TOTAL LIABILITIES	65,053,474	66,861,377	(1,807,903)	63,031,067	2,022,407	66,232,902	(1,179,428)
54 COMMITMENTS AND CONTINGENCIES							
56 NET ASSETS							
58 RESTRICTED FUNDS							
59 DEBT SERVICE AND RESERVE	3,571,279	3,571,279		3,181,089	390,189	3,731,642	(160,363)
60 SPECIFIC PURPOSE FUND	479,807	270,286	209,521	88,338	391,470	74,593	405,215
61 PERMANENT ENDOWMENT	2,960,184	2,960,184		2,616,990	343,194	2,466,271	493,912
62 CURRENT YEAR INCOME	(2,094,964)	(3,428,035)	1,333,071	2,430,598	(4,525,562)	4,205,309	(6,301,273)
63 UNRESTRICTED	51,011,603	54,276,569	(3,264,966)	51,828,651	(817,048)	44,873,718	6,137,885
65 TOTAL NET ASSETS	55,927,909	57,650,282	(1,722,374)	60,145,666	(4,217,758)	55,352,533	575,376
67 TOTAL LIABILITIES AND NET ASSETS	\$120,981,383	\$124,511,659	(\$3,530,277)	\$125,176,733	(\$2,195,350)	\$121,585,435	(\$604,052)

12

RICE MEMORIAL HOSPITAL CONSOLIDATED
For the Month Ending

	February 2014	Prior 3 Mo Average	% Var	January 2014	% Var	December 2013	% Var	November 2013	% Var
OPERATING REVENUE									
INPATIENT REVENUE	\$5,077,226	\$5,154,718	(1.5%)	\$5,330,834	(4.8%)	\$5,292,268	(4.1%)	\$4,841,053	4.9%
OUTPATIENT REVENUE	9,036,190	9,632,756	(6.2%)	9,671,408	(6.6%)	9,927,513	(9.0%)	9,299,347	(2.8%)
RICE CARE CENTER REVENUE	782,455	843,270	(7.2%)	837,973	(6.6%)	847,372	(7.7%)	844,466	(7.3%)
RICE HOME MEDICAL REVENUE	896,205	1,160,363	(22.8%)	1,054,342	(15.0%)	1,286,589	(30.3%)	1,140,158	(21.4%)
TOTAL PATIENT REVENUE	15,792,076	16,791,108	(5.9%)	16,894,557	(6.5%)	17,353,742	(9.0%)	16,125,024	(2.1%)
LESS DISCOUNTS & CONTRACTUALS	8,405,263	8,586,696	(2.1%)	8,782,102	(4.3%)	8,802,825	(4.5%)	8,175,160	2.8%
LESS UNCOMPENSATED CARE	92,986	149,256	(37.7%)	180,504	(48.5%)	70,066	32.7%	197,198	(52.8%)
LESS BAD DEBT EXPENSE	141,744	156,369	(9.4%)	177,433	(20.1%)	133,512	6.2%	158,161	(10.4%)
TOTAL DEDUCTIONS FROM REVENUE	8,639,993	8,892,320	(2.8%)	9,140,039	(5.5%)	9,006,403	(4.1%)	8,530,519	1.3%
NET REVENUE FROM PATIENTS	7,152,083	7,898,787	(9.5%)	7,754,518	(7.8%)	8,347,339	(14.3%)	7,594,505	(5.8%)
OTHER OPERATING REVENUE	1,109,162	1,543,505	(28.1%)	1,204,710	(7.9%)	1,975,690	(43.9%)	1,450,114	(23.5%)
TOTAL OPERATING REVENUE	8,261,245	9,442,292	(12.5%)	8,959,228	(7.8%)	10,323,029	(20.0%)	9,044,619	(8.7%)
LESS: WILLMAR MEDICAL SERVICES OPERATING REVENUE	1,798,406	1,884,763	(4.6%)	1,821,554	(1.3%)	2,009,803	(10.5%)	1,822,931	(1.3%)
TOTAL OPERATING REVENUE	6,462,839	7,557,529	(14.5%)	7,137,674	(9.5%)	8,313,226	(22.3%)	7,221,688	(10.5%)
OPERATING EXPENSES									
SALARIES AND WAGES	3,556,845	3,880,909	(8.4%)	3,955,028	(10.1%)	3,946,945	(9.9%)	3,740,755	(4.9%)
CONTRACT LABOR	379,486	341,059	11.3%	391,656	(3.1%)	329,212	15.3%	302,310	25.5%
SUPPLEMENTAL BENEFITS	1,305,355	1,270,551	2.7%	1,478,341	(11.7%)	1,234,819	5.7%	1,098,494	18.8%
SUPPLIES	852,467	1,114,156	(23.5%)	1,000,880	(14.8%)	1,244,454	(31.5%)	1,097,135	(22.3%)
DRUGS	430,654	528,486	(18.5%)	463,074	(7.0%)	474,889	(9.3%)	647,495	(33.5%)
PURCHASED SERVICES	514,261	531,821	(3.3%)	472,347	8.9%	519,736	(1.1%)	603,381	(14.8%)
REPAIRS, SERVICE & RENTALS	293,749	273,004	7.6%	305,181	(3.7%)	255,057	15.2%	258,773	13.5%
UTILITIES	154,072	145,841	5.6%	157,695	(2.3%)	149,321	3.2%	130,506	18.1%
INSURANCE	80,962	54,239	49.3%	45,881	76.5%	56,654	42.9%	60,181	34.5%
PATIENT RELATED TRAVEL	29,299	35,104	(16.5%)	33,810	(13.3%)	37,644	(22.2%)	33,857	(13.5%)
EDUCATION, TRAVEL, & DUES	64,526	79,740	(19.1%)	92,277	(30.1%)	68,676	(6.0%)	78,267	(17.6%)
OTHER	26,837	39,800	(32.6%)	41,519	(35.4%)	49,838	(46.2%)	28,043	(4.3%)
DEPRECIATION AND AMORT	740,489	692,237	7.0%	760,281	(2.6%)	743,006	(0.3%)	573,424	29.1%
INTEREST	149,817	141,584	5.8%	155,695	(3.8%)	132,320	13.2%	136,738	9.6%
TAXES & SURCHARGE	182,446	189,267	(3.6%)	191,966	(5.0%)	198,348	(8.0%)	177,487	2.8%
TOTAL OPERATING EXPENSES	8,761,265	9,317,799	(6.0%)	9,545,631	(8.2%)	9,440,919	(7.2%)	8,966,846	(2.3%)
LESS: WILLMAR MEDICAL SERVICES OPERATING EXPENSES	1,144,946	1,132,024	1.1%	1,175,081	(2.6%)	1,189,018	(3.7%)	1,031,974	10.9%
NET OPERATING EXPENSES	7,616,319	8,185,774	(7.0%)	8,370,550	(9.0%)	8,251,901	(7.7%)	7,934,872	(4.0%)
OPERATING INCOME (LOSS)	(1,153,480)	(628,245)	83.6%	(1,232,876)	(6.4%)	61,325	(1,980.9%)	(713,184)	61.7%
NON OPERATING INCOME									
INT & REALIZED GAIN (LOSS) INVEST	30,114	94,271	(68.1%)	115,127	(73.8%)	114,216	(73.6%)	53,470	(43.7%)
UNREALIZED GAIN (LOSS) ON INVEST	45,186	(72,839)	(162.0%)	161,928	(72.1%)	(349,806)	(112.9%)	(30,639)	(247.5%)
OTHER NON OPERATING INCOME	(70,840)	21	(337,433.3%)	9,876	(817.3%)	5,919	(1,296.8%)	(15,733)	350.3%
TOTAL NON OPERATING INCOME	4,460	21,453	(79.2%)	286,931	(98.4%)	(229,671)	(101.9%)	7,098	(37.2%)
NET INCOME (LOSS)	(\$1,149,020)	(\$606,792)	89.4%	(\$945,945)	21.5%	(\$168,346)	582.5%	(\$706,086)	62.7%

RICE HOSPITAL
For the Month Ending

	February 2014	Prior 3 Mo Average	% Var	January 2014	% Var	December 2013	% Var	November 2013	% Var
OPERATING REVENUE									
INPATIENT REVENUE	\$5,077,226	\$5,154,718	(1.5%)	\$5,330,834	(4.8%)	\$5,292,268	(4.1%)	\$4,841,053	4.9%
OUTPATIENT REVENUE	9,022,411	9,632,756	(6.3%)	9,671,408	(6.7%)	9,927,512	(9.1%)	9,299,347	(3.0%)
TOTAL PATIENT REVENUE	14,099,637	14,787,474	(4.7%)	15,002,242	(6.0%)	15,219,780	(7.4%)	14,140,400	(0.3%)
LESS DISCOUNTS & CONTRACTUALS	7,871,439	7,943,771	(0.9%)	8,246,357	(4.5%)	8,063,590	(2.4%)	7,521,365	4.7%
LESS UNCOMPENSATED CARE	91,184	147,978	(38.4%)	180,497	(49.5%)	66,670	36.8%	196,768	(53.7%)
LESS BAD DEBT EXPENSE	119,146	149,200	(20.1%)	172,062	(30.8%)	132,467	(10.1%)	143,070	(16.7%)
TOTAL DEDUCTIONS FROM REVENUE	8,081,769	8,240,949	(1.9%)	8,598,916	(6.0%)	8,262,727	(2.2%)	7,861,203	2.8%
NET REVENUE FROM PATIENTS	6,017,868	6,546,525	(8.1%)	6,403,326	(6.0%)	6,957,053	(13.5%)	6,279,197	(4.2%)
OTHER OPERATING REVENUE	1,092,053	1,527,426	(28.5%)	1,184,436	(7.8%)	1,964,833	(44.4%)	1,433,010	(23.8%)
TOTAL OPERATING REVENUE	7,109,921	8,073,952	(11.9%)	7,587,762	(6.3%)	8,921,886	(20.3%)	7,712,207	(7.8%)
LESS: WILLMAR MEDICAL SERVICES OPERATING REVENUE	1,784,595	1,884,763	(5.3%)	1,821,554	(2.0%)	2,009,803	(11.2%)	1,822,931	(2.1%)
TOTAL OPERATING REVENUE	5,325,326	6,189,189	(14.0%)	5,766,208	(7.6%)	6,912,083	(23.0%)	5,889,276	(9.6%)
OPERATING EXPENSES									
SALARIES AND WAGES	3,163,237	3,387,594	(6.6%)	3,441,822	(8.1%)	3,435,160	(7.9%)	3,285,800	(3.7%)
CONTRACT LABOR	206,692	246,568	(16.2%)	301,302	(31.4%)	232,260	(11.0%)	206,141	0.3%
SUPPLEMENTAL BENEFITS	1,126,370	1,078,421	4.4%	1,291,926	(12.8%)	1,015,333	10.9%	928,003	21.4%
SUPPLIES	559,120	691,999	(19.2%)	636,052	(12.1%)	759,903	(26.4%)	680,043	(17.8%)
DRUGS	368,013	515,082	(28.6%)	448,001	(17.9%)	464,045	(20.7%)	633,200	(41.9%)
PURCHASED SERVICES	498,462	482,488	3.3%	438,421	13.7%	465,072	7.2%	543,971	(8.4%)
REPAIRS, SERVICE & RENTALS	246,322	245,375	0.4%	277,168	(11.1%)	222,999	10.5%	235,958	4.4%
UTILITIES	122,527	119,873	2.2%	128,660	(4.8%)	120,554	1.6%	110,406	11.0%
INSURANCE	50,811	46,210	10.0%	37,830	34.3%	48,637	4.5%	52,164	(2.6%)
PATIENT RELATED TRAVEL	16,905	22,355	(24.4%)	21,223	(20.3%)	26,402	(36.0%)	19,440	(13.0%)
EDUCATION, TRAVEL, & DUES	48,533	73,364	(33.8%)	84,892	(42.8%)	63,042	(23.0%)	72,157	(32.7%)
OTHER	9,054	27,634	(67.2%)	27,422	(67.0%)	40,690	(77.7%)	14,789	(38.8%)
DEPRECIATION AND AMORT	598,864	568,470	5.3%	593,207	1.0%	556,440	7.6%	555,763	7.8%
INTEREST	124,780	118,404	5.4%	127,994	(2.5%)	104,796	19.1%	122,423	1.9%
TAXES & SURCHARGE	142,054	149,713	(5.1%)	152,143	(6.6%)	158,928	(10.6%)	138,068	2.9%
TOTAL OPERATING EXPENSES	7,281,744	7,773,550	(6.3%)	8,008,063	(9.1%)	7,714,261	(5.6%)	7,598,326	(4.2%)
LESS: WILLMAR MEDICAL SERVICES OPERATING EXPENSES	1,040,036	1,132,024	(8.1%)	1,175,081	(11.5%)	1,189,018	(12.5%)	1,031,974	0.8%
NET OPERATING EXPENSES	6,241,708	6,641,526	(6.0%)	6,832,982	(8.7%)	6,525,243	(4.3%)	6,566,352	(4.9%)
OPERATING INCOME (LOSS)	(916,382)	(452,337)	102.6%	(1,066,774)	(14.1%)	386,840	(336.9%)	(677,076)	35.3%
NON OPERATING INCOME	3,960	26,667	(85.2%)	287,232	(98.6%)	(230,204)	(101.7%)	22,973	(82.8%)
NET INCOME (LOSS)	(\$912,422)	(\$425,670)	114.3%	(\$779,542)	17.0%	\$156,636	(682.5%)	(\$654,103)	39.5%

14

RICE CARE CENTER
For the Month Ending

	February 2014	Prior 3 Mo Average	% Var	January 2014	% Var	December 2013	% Var	November 2013	% Var
OPERATING REVENUE									
RICE CARE CENTER REVENUE	\$782,455	\$843,270	(7.2%)	\$837,973	(6.6%)	\$847,372	(7.7%)	\$844,466	(7.3%)
TOTAL PATIENT REVENUE	782,455	843,270	(7.2%)	837,973	(6.6%)	847,372	(7.7%)	844,466	(7.3%)
LESS DISCOUNTS & CONTRACTUALS	222,614	236,814	(6.0%)	209,415	6.3%	257,547	(13.6%)	243,481	(8.6%)
LESS BAD DEBT EXPENSE	729	1,122	(35.0%)	1,079	(32.4%)	(2,339)	(131.2%)	4,627	(84.2%)
TOTAL DEDUCTIONS FROM REVENUE	223,343	237,937	(6.1%)	210,494	6.1%	255,208	(12.5%)	248,108	(10.0%)
NET REVENUE FROM PATIENTS	559,112	605,334	(7.6%)	627,479	(10.9%)	592,164	(5.6%)	596,358	(6.2%)
OTHER OPERATING REVENUE	446	741	(39.8%)	430	3.7%	453	(1.5%)	1,341	(66.7%)
TOTAL OPERATING REVENUE	559,558	606,075	(7.7%)	627,909	(10.9%)	592,617	(5.6%)	597,699	(6.4%)
LESS: WILLMAR MEDICAL SERVICES									
TOTAL OPERATING REVENUE	559,558	606,075	(7.7%)	627,909	(10.9%)	592,617	(5.6%)	597,699	(6.4%)
OPERATING EXPENSES									
SALARIES AND WAGES	192,370	219,020	(12.2%)	243,763	(21.1%)	216,966	(11.3%)	196,330	(2.0%)
CONTRACT LABOR	79,734	94,492	(15.6%)	90,354	(11.8%)	96,952	(17.8%)	96,169	(17.1%)
SUPPLEMENTAL BENEFITS	80,987	90,508	(10.5%)	83,962	(3.5%)	105,991	(23.6%)	81,570	(0.7%)
SUPPLIES	28,170	39,090	(27.9%)	39,320	(28.4%)	43,488	(35.2%)	34,461	(18.3%)
DRUGS	25,280	13,404	88.6%	15,073	67.7%	10,844	133.1%	14,295	76.8%
PURCHASED SERVICES	14,585	16,065	(9.2%)	17,718	(17.7%)	15,093	(3.4%)	15,384	(5.2%)
REPAIRS, SERVICE & RENTALS	3,501	4,974	(29.6%)	3,611	(3.0%)	8,719	(59.8%)	2,591	35.1%
UTILITIES	16,303	13,199	23.5%	16,577	(1.7%)	12,119	34.5%	10,901	49.6%
INSURANCE	4,195	4,195	0.0%	4,195	0.0%	4,195	0.0%	4,195	0.0%
PATIENT RELATED TRAVEL	387	300	29.0%	321	20.6%	300	29.0%	278	39.2%
EDUCATION, TRAVEL, & DUES	5,142	3,368	52.7%	3,287	56.4%	3,008	70.9%	3,809	35.0%
OTHER	220	125	76.0%	55	300.0%	22	900.0%	298	(26.2%)
DEPRECIATION AND AMORT	37,979	37,813	0.4%	37,845	0.4%	37,835	0.4%	37,760	0.6%
INTEREST	24,595	14,385	71.0%	27,679	(11.1%)	4,764	416.3%	10,711	129.6%
TAXES & SURCHARGE	35,883	35,284	1.7%	35,883	0.0%	34,984	2.6%	34,984	2.6%
TOTAL OPERATING EXPENSES	549,331	586,220	(6.3%)	619,643	(11.3%)	595,280	(7.7%)	543,736	1.0%
ESS: WILLMAR MEDICAL SERVICES									
NET OPERATING EXPENSES	549,331	586,220	(6.3%)	619,643	(11.3%)	595,280	(7.7%)	543,736	1.0%
OPERATING INCOME (LOSS)	10,227	19,855	(48.5%)	8,266	23.7%	(2,663)	(484.0%)	53,963	(81.0%)
NON OPERATING INCOME	500	345	44.9%	500	0.0%	210	138.1%	325	53.8%
NET INCOME (LOSS)	\$10,727	\$20,200	(46.9%)	\$8,766	22.4%	\$(2,453)	(537.3%)	\$54,288	(80.2%)

15

RICE HOME MEDICAL
RICE HOME MEDICAL
For the Month Ending February 28, 2014

	February 2014	% of Gross Sales	Prior 3 Mo Average	% of Gross Sales	January 2014	% of Gross Sales	December 2013	% of Gross Sales
GROSS SALES								
SALES REVENUE	\$503,801	56.18%	\$710,151	61.09%	\$625,784	59.18%	\$819,644	63.59%
RENTS REVENUE	392,404	43.76%	450,212	38.73%	428,558	40.53%	466,945	36.23%
MISC REVENUE	600	0.07%	2,029	0.17%	3,075	0.29%	2,412	0.19%
GROSS SALES	896,805	100.00%	1,162,392	100.00%	1,057,417	100.00%	1,289,001	100.00%
LESS: CONTRACTUAL ALLOWANCES	(305,283)	(34.04%)	(406,111)	(34.94%)	(326,330)	(30.86%)	(481,688)	(37.37%)
LESS: UNCOMPENSATED CARE	(1,802)	(0.20%)	(1,278)	(0.11%)	(7)	0.00%	(3,396)	(0.26%)
LESS: BAD DEBT EXPENSE	(21,869)	(2.44%)	(6,046)	(0.52%)	(4,292)	(0.41%)	(3,383)	(0.26%)
NET SALES	567,851	63.32%	748,957	64.43%	726,788	68.73%	800,534	62.10%
COST OF GOODS SOLD								
OXYGEN	5,778	0.64%	5,841	0.50%	5,646	0.53%	6,441	0.50%
EQUIPMENT	62,134	6.93%	94,005	8.09%	73,358	6.94%	110,936	8.61%
SUPPLY - FREIGHT	10,802	1.20%	14,842	1.28%	13,889	1.31%	15,827	1.23%
SUPPLY	161,366	17.99%	216,378	18.61%	195,119	18.45%	231,668	17.97%
EQUIPMENT REPAIR	11,610	1.29%	29,861	2.57%	21,549	2.04%	42,096	3.27%
SHOP EXPENSE	6,240	0.70%	4,395	0.38%	4,259	0.40%	6,042	0.47%
PURCHASE DISCOUNTS	(10,103)	(1.13%)	(13,308)	(1.14%)	(16,769)	(1.59%)	(7,993)	(0.62%)
TOTAL COST OF GOODS SOLD	247,827	27.63%	352,014	30.28%	297,051	28.09%	405,017	31.42%
GROSS PROFIT	320,024	35.68%	396,944	34.15%	429,737	40.64%	395,517	30.68%
OPERATING EXPENSES								
SALARIES & WAGES	239,593	26.72%	274,295	23.60%	269,443	25.48%	294,818	22.87%
SUPPLEMENTAL BENEFITS	111,466	12.43%	101,623	8.74%	102,454	9.69%	113,495	8.80%
SUPPLIES AND DRUGS	7,127	0.79%	17,745	1.53%	11,687	1.11%	28,052	2.18%
PURCHASED SERVICES	24,509	2.73%	33,268	2.86%	16,207	1.53%	39,571	3.07%
REPAIRS, SERVICE & RENTALS	20,336	2.27%	22,655	1.95%	24,401	2.31%	23,339	1.81%
UTILITIES	15,131	1.69%	12,769	1.10%	12,459	1.18%	16,648	1.29%
INSURANCE	3,856	0.43%	3,833	0.33%	3,856	0.36%	3,822	0.30%
PATIENT RELATED TRAVEL	11,821	1.32%	12,448	1.07%	12,266	1.16%	10,941	0.85%
EDUCATION, TRAVEL, & DUES	8,428	0.94%	3,008	0.26%	4,098	0.39%	2,626	0.20%
OTHER EXPENSE	16,291	1.82%	12,041	1.04%	14,042	1.33%	9,126	0.71%
DEPRECIATION & AMORTIZATION	104,285	11.63%	85,954	7.39%	129,228	12.22%	148,732	11.54%
INTEREST EXPENSE		0.00%	8,795	0.76%	22	0.00%	22,759	1.77%
TAXES	4,509	0.50%	4,270	0.37%	3,939	0.37%	4,435	0.34%
TOTAL OPERATING EXPENSES	567,352	63.26%	592,705	50.99%	604,102	57.13%	718,364	55.73%
NET OPERATING INCOME (LOSS)	(247,328)	(27.58%)	(195,761)	(16.84%)	(174,365)	(16.49%)	(322,847)	(25.05%)
NON-OPERATING INCOME		0.00%	(5,559)	(0.48%)	(800)	(0.08%)	323	0.03%
NET INCOME (LOSS)	(\$247,328)	(27.58%)	(\$201,321)	(17.32%)	(\$175,165)	(16.57%)	(\$322,524)	(25.02%)

RICE MEMORIAL HOSPITAL CONSOLIDATED
For the Year To Date Period Ending

	February 2014	February 2013	% Var	February 2012	% Var	February 2011	% Var
OPERATING REVENUE							
INPATIENT REVENUE	\$10,408,060	\$10,591,922	(1.7%)	\$10,547,407	(1.3%)	\$11,307,576	(8.0%)
OUTPATIENT REVENUE	18,693,819	18,868,710	(0.9%)	19,760,218	(5.4%)	18,628,856	0.3%
RICE CARE CENTER REVENUE	1,620,428	1,656,238	(2.2%)	1,251,984	29.4%	856,357	89.2%
RICE HOME MEDICAL REVENUE	1,950,547	2,035,048	(4.2%)	1,799,116	8.4%	1,564,597	24.7%
TOTAL PATIENT REVENUE	32,672,854	33,151,918	(1.4%)	33,358,725	(2.1%)	32,357,386	1.0%
LESS DISCOUNTS & CONTRACTUALS	17,181,438	16,185,506	6.2%	16,014,168	7.3%	15,149,833	13.4%
LESS UNCOMPENSATED CARE	273,491	216,643	26.2%	247,849	10.3%	357,849	(23.6%)
LESS BAD DEBT EXPENSE	319,177	254,166	25.6%	203,417	56.9%	271,926	17.4%
TOTAL DEDUCTIONS FROM REVENUE	17,774,106	16,656,315	6.7%	16,465,434	7.9%	15,779,608	12.6%
NET REVENUE FROM PATIENTS	14,898,748	16,495,603	(9.7%)	16,893,291	(11.8%)	16,577,778	(10.1%)
OTHER OPERATING REVENUE	2,307,913	2,668,476	(13.5%)	2,882,171	(19.9%)	2,708,509	(14.8%)
TOTAL OPERATING REVENUE	17,206,661	19,164,079	(10.2%)	19,775,462	(13.0%)	19,286,287	(10.8%)
LESS: WILLMAR MEDICAL SERVICES OPERATING REVENUE	3,606,149	3,333,620	8.2%	3,434,615	5.0%	3,213,390	12.2%
TOTAL OPERATING REVENUE	13,600,512	15,830,459	(14.1%)	16,340,847	(16.8%)	16,072,897	(15.4%)
OPERATING EXPENSES							
SALARIES AND WAGES	7,550,228	7,585,723	(0.5%)	7,844,975	(3.8%)	7,163,964	5.4%
CONTRACT LABOR	678,081	455,608	48.8%	552,177	22.8%	277,362	144.5%
SUPPLEMENTAL BENEFITS	2,797,165	2,559,080	9.3%	2,174,736	28.6%	2,293,378	22.0%
SUPPLIES	1,853,226	2,054,895	(9.8%)	1,821,477	1.7%	1,813,760	2.2%
DRUGS	856,367	1,165,936	(26.6%)	1,539,021	(44.4%)	1,026,866	(16.6%)
PURCHASED SERVICES	1,009,902	1,057,137	(4.5%)	1,241,510	(18.7%)	1,052,643	(4.1%)
REPAIRS, SERVICE & RENTALS	575,340	582,829	(1.3%)	489,014	17.7%	536,901	7.2%
UTILITIES	311,657	283,457	9.9%	298,819	4.3%	262,050	18.9%
INSURANCE	104,743	114,786	(8.7%)	107,408	(2.5%)	99,272	5.5%
PATIENT RELATED TRAVEL	62,924	67,993	(7.5%)	65,058	(3.3%)	63,126	(0.3%)
EDUCATION, TRAVEL, & DUES	154,379	191,120	(19.2%)	175,808	(12.2%)	149,298	3.4%
OTHER	67,084	56,340	19.1%	98,173	(31.7%)	50,698	32.3%
DEPRECIATION AND AMORT	1,501,409	1,348,229	11.4%	1,301,726	15.3%	1,225,776	22.5%
INTEREST	305,070	281,564	8.3%	415,044	(26.5%)	414,982	(26.5%)
TAXES & SURCHARGE	374,412	381,158	(1.8%)	346,072	8.2%	370,468	1.1%
TOTAL OPERATING EXPENSES	18,201,987	18,185,855	0.1%	18,471,018	(1.5%)	16,800,544	8.3%
LESS: WILLMAR MEDICAL SERVICES OPERATING EXPENSES	2,215,117	1,480,329	49.6%	1,714,667	29.2%	1,372,189	61.4%
NET OPERATING EXPENSES	15,986,870	16,705,526	(4.3%)	16,756,351	(4.6%)	15,428,355	3.6%
OPERATING INCOME (LOSS)	(2,386,358)	(875,067)	172.7%	(415,504)	474.3%	644,542	(470.2%)
NON OPERATING INCOME	291,392	200,506	45.3%	183,148	59.1%	83,995	246.9%
NET INCOME (LOSS)	(\$2,094,966)	(\$674,561)	210.6%	(\$232,356)	801.6%	\$728,537	(387.6%)

RICE HOSPITAL
For the Year To Date Period Ending

	February 2014	February 2013	% Var	February 2012	% Var	February 2011	% Var
OPERATING REVENUE							
INPATIENT REVENUE	\$10,408,060	\$10,591,922	(1.7%)	\$10,547,407	(1.3%)	\$11,307,576	(8.0%)
OUTPATIENT REVENUE	18,693,819	18,868,710	(0.9%)	19,760,218	(5.4%)	18,628,856	0.3%
TOTAL PATIENT REVENUE	29,101,879	29,460,632	(1.2%)	30,307,625	(4.0%)	29,936,432	(2.8%)
LESS DISCOUNTS & CONTRACTUALS	16,117,796	15,248,231	5.7%	15,442,453	4.4%	14,660,426	9.9%
LESS UNCOMPENSATED CARE	271,681	216,502	25.5%	245,319	10.7%	357,849	(24.1%)
LESS BAD DEBT EXPENSE	291,209	253,500	14.9%	197,818	47.2%	257,312	13.2%
TOTAL DEDUCTIONS FROM REVENUE	16,680,686	15,718,233	6.1%	15,885,590	5.0%	15,275,587	9.2%
NET REVENUE FROM PATIENTS	12,421,193	13,742,399	(9.6%)	14,422,035	(13.9%)	14,660,845	(15.3%)
OTHER OPERATING REVENUE	2,276,489	2,659,380	(14.4%)	2,873,132	(20.8%)	2,703,126	(15.8%)
TOTAL OPERATING REVENUE	14,697,682	16,401,779	(10.4%)	17,295,167	(15.0%)	17,363,971	(15.4%)
LESS: WILLMAR MEDICAL SERVICES OPERATING REVENUE	3,606,149	3,333,620	8.2%	3,434,615	5.0%	3,213,390	12.2%
TOTAL OPERATING REVENUE	11,091,533	13,068,159	(15.1%)	13,860,552	(20.0%)	14,150,581	(21.6%)
OPERATING EXPENSES							
SALARIES AND WAGES	6,605,059	6,699,237	(1.4%)	6,955,765	(5.0%)	6,417,332	2.9%
CONTRACT LABOR	507,994	250,769	102.6%	503,745	0.8%	272,590	86.4%
SUPPLEMENTAL BENEFITS	2,418,296	2,207,045	9.6%	1,817,396	33.1%	2,012,877	20.1%
SUPPLIES	1,195,173	1,349,341	(11.4%)	1,164,791	2.6%	1,233,991	(3.1%)
DRUGS	816,013	1,134,206	(28.1%)	1,510,193	(46.0%)	1,011,431	(19.3%)
PURCHASED SERVICES	936,883	932,665	0.5%	1,147,441	(18.4%)	995,379	(5.9%)
REPAIRS, SERVICE & RENTALS	523,490	535,388	(2.2%)	455,445	14.9%	500,625	4.6%
UTILITIES	251,187	241,748	3.9%	259,346	(3.1%)	231,858	8.3%
INSURANCE	88,640	98,508	(10.0%)	90,761	(2.3%)	83,008	6.8%
PATIENT RELATED TRAVEL	38,128	40,388	(5.6%)	38,591	(1.2%)	43,369	(12.1%)
EDUCATION, TRAVEL, & DUES	133,425	170,241	(21.6%)	154,390	(13.6%)	136,654	(2.4%)
OTHER	36,476	38,699	(5.7%)	92,057	(60.4%)	44,924	(18.8%)
DEPRECIATION AND AMORT	1,192,071	1,200,105	(0.7%)	1,158,121	2.9%	1,123,916	6.1%
INTEREST	252,774	252,351	0.2%	384,791	(34.3%)	394,660	(36.0%)
TAXES & SURCHARGE	294,197	302,597	(2.8%)	286,963	2.5%	326,421	(9.9%)
TOTAL OPERATING EXPENSES	15,289,806	15,453,288	(1.1%)	16,019,796	(4.6%)	14,829,035	3.1%
LESS: WILLMAR MEDICAL SERVICES OPERATING EXPENSES	2,215,117	1,480,329	49.6%	1,714,667	29.2%	1,372,189	61.4%
NET OPERATING EXPENSES	13,074,689	13,972,959	(6.4%)	14,305,129	(8.6%)	13,456,846	(2.8%)
OPERATING INCOME (LOSS)	(1,983,156)	(904,800)	119.2%	(444,577)	346.1%	693,735	(385.9%)
NON OPERATING INCOME	291,192	199,856	45.7%	171,624	69.7%	72,036	304.2%
NET INCOME (LOSS)	(\$1,691,964)	(\$704,944)	140.0%	(\$272,953)	519.9%	\$765,771	(320.9%)

RICE CARE CENTER
For the Year To Date Period Ending

	February 2014	February 2013	% Var	February 2012	% Var	February 2011	% Var
OPERATING REVENUE							
RICE CARE CENTER REVENUE	\$1,620,428	\$1,656,238	(2.2%)	\$1,251,984	29.4%	\$856,357	89.2%
TOTAL PATIENT REVENUE	1,620,428	1,656,238	(2.2%)	1,251,984	29.4%	856,357	89.2%
LESS DISCOUNTS & CONTRACTUALS	432,029	496,693	(13.0%)	192,898	124.0%	130,374	231.4%
LESS BAD DEBT EXPENSE	1,807	(2,788)	(164.8%)	(2,600)	(169.5%)	6,647	(72.8%)
TOTAL DEDUCTIONS FROM REVENUE	433,836	493,905	(12.2%)	190,298	128.0%	137,021	216.6%
NET REVENUE FROM PATIENTS	1,186,592	1,162,333	2.1%	1,061,686	11.8%	719,336	65.0%
OTHER OPERATING REVENUE	876	1,222	(28.3%)	2,389	(63.3%)	2,643	(66.9%)
TOTAL OPERATING REVENUE	1,187,468	1,163,555	2.1%	1,064,075	11.6%	721,979	64.5%
LESS: WILLMAR MEDICAL SERVICES							
TOTAL OPERATING REVENUE	1,187,468	1,163,555	2.1%	1,064,075	11.6%	721,979	64.5%
OPERATING EXPENSES							
SALARIES AND WAGES	436,134	417,559	4.4%	460,309	(5.3%)	374,935	16.3%
CONTRACT LABOR	170,088	204,839	(17.0%)	48,432	251.2%	164	103,612.2%
SUPPLEMENTAL BENEFITS	164,949	187,160	(11.9%)	205,002	(19.5%)	169,229	(2.5%)
SUPPLIES	67,490	114,099	(40.8%)	71,219	(5.2%)	55,339	22.0%
DRUGS	40,354	31,730	27.2%	28,828	40.0%	15,435	161.4%
PURCHASED SERVICES	32,303	42,826	(24.6%)	24,425	32.3%	15,449	109.1%
REPAIRS, SERVICE & RENTALS	7,112	5,064	40.4%	4,818	47.6%	4,932	44.2%
UTILITIES	32,880	23,000	43.0%	22,153	48.4%	15,214	116.1%
INSURANCE	8,391	8,093	3.7%	5,738	46.2%	5,021	67.1%
PATIENT RELATED TRAVEL	708	670	5.7%	693	2.2%	92	669.6%
EDUCATION, TRAVEL, & DUES	8,429	8,355	0.9%	10,476	(19.5%)	7,181	17.4%
OTHER	275	1,330	(79.3%)	243	13.2%	256	7.4%
DEPRECIATION AND AMORT	75,824	55,749	36.0%	62,212	21.9%	25,962	192.1%
INTEREST	52,274	21,800	139.8%	22,180	135.7%	8,771	496.0%
TAXES & SURCHARGE	71,766	69,935	2.6%	51,712	38.8%	36,595	96.1%
TOTAL OPERATING EXPENSES	1,168,977	1,192,209	(1.9%)	1,018,440	14.8%	734,575	59.1%
LESS: WILLMAR MEDICAL SERVICES							
NET OPERATING EXPENSES	1,168,977	1,192,209	(1.9%)	1,018,440	14.8%	734,575	59.1%
OPERATING INCOME (LOSS)	18,491	(28,654)	(164.5%)	45,635	(59.5%)	(12,596)	(246.8%)
NON OPERATING INCOME	1,000	650	53.8%	1,500	(33.3%)	1,500	(33.3%)
NET INCOME (LOSS)	\$19,491	(\$28,004)	(169.6%)	\$47,135	(58.6%)	(\$11,096)	(275.7%)

RICE HOME MEDICAL
RICE HOME MEDICAL
For the Two Months Ending February 28, 2014

	February 2014	% of Gross Sales	February 2013	% of Gross Sales	February 2012	% of Gross Sales	February 2011	% of Gross Sales
GROSS SALES								
SALES REVENUE	\$1,129,585	57.80%	\$1,146,735	56.30%	\$1,166,591	64.84%	\$1,001,421	64.00%
RENTS REVENUE	820,961	42.01%	888,313	43.61%	632,525	35.16%	563,176	35.99%
MISC REVENUE	3,675	0.19%	1,870	0.09%		0.00%	137	0.01%
GROSS SALES	1,954,221	100.00%	2,036,918	100.00%	1,799,116	100.00%	1,564,734	100.00%
LESS: CONTRACTUAL ALLOWANCES	(631,613)	(32.32%)	(440,582)	(21.63%)	(378,817)	(21.06%)	(359,032)	(22.95%)
LESS: UNCOMPENSATED CARE	(1,810)	(0.09%)	(141)	(0.01%)	(2,530)	(0.14%)		0.00%
LESS: BAD DEBT EXPENSE	(26,161)	(1.34%)	(3,455)	(0.17%)	(8,199)	(0.46%)	(7,967)	(0.51%)
NET SALES	1,294,637	66.25%	1,592,740	78.19%	1,409,570	78.35%	1,197,735	76.55%
COST OF GOODS SOLD								
OXYGEN	11,424	0.88%	20,418	1.00%	21,422	1.19%	25,895	1.65%
EQUIPMENT	135,491	6.93%	157,489	7.73%	146,224	8.13%	179,554	11.48%
SUPPLY - FREIGHT	24,691	1.26%	28,535	1.40%	28,276	1.57%	17,218	1.10%
SUPPLY	356,485	18.24%	332,265	16.31%	348,136	19.35%	264,714	16.92%
EQUIPMENT REPAIR	33,159	1.70%	32,522	1.60%	17,181	0.95%	14,731	0.94%
SHOP EXPENSE	10,500	0.54%	5,511	0.27%	10,402	0.58%	3,845	0.25%
PURCHASE DISCOUNTS	(26,872)	(1.58%)	(6,004)	(0.29%)	(6,651)	(0.37%)	(2,604)	(0.17%)
TOTAL COST OF GOODS SOLD	544,878	27.88%	570,736	28.02%	564,990	31.40%	503,353	32.17%
GROSS PROFIT	749,759	38.37%	1,022,004	50.17%	844,580	46.94%	694,382	44.38%
OPERATING EXPENSES								
SALARIES & WAGES	509,036	26.05%	468,926	23.02%	428,901	23.84%	371,696	23.75%
CONTRACT LABOR		0.00%		0.00%		0.00%	4,608	0.29%
SUPPLEMENTAL BENEFITS	213,920	10.95%	164,875	8.09%	152,338	8.47%	111,273	7.11%
SUPPLIES AND DRUGS	18,814	0.96%	14,714	0.72%	13,827	0.77%	18,473	1.18%
PURCHASED SERVICES	40,716	2.08%	81,646	4.01%	69,643	3.87%	41,815	2.67%
REPAIRS, SERVICE & RENTALS	44,738	2.29%	42,377	2.08%	28,751	1.60%	31,345	2.00%
UTILITIES	27,590	1.41%	18,710	0.92%	17,320	0.96%	14,979	0.96%
INSURANCE	7,712	0.39%	8,185	0.40%	10,908	0.61%	11,243	0.72%
PATIENT RELATED TRAVEL	24,087	1.23%	26,935	1.32%	25,774	1.43%	19,665	1.26%
EDUCATION, TRAVEL, & DUES	12,526	0.64%	12,525	0.61%	10,942	0.61%	5,462	0.35%
OTHER EXPENSE	30,333	1.55%	16,311	0.80%	5,872	0.33%	5,518	0.35%
DEPRECIATION & AMORTIZATION	233,514	11.95%	92,375	4.54%	81,393	4.52%	75,898	4.85%
INTEREST EXPENSE	22	0.00%	7,413	0.36%	8,074	0.45%	11,551	0.74%
TAXES	8,448	0.43%	8,626	0.42%	7,397	0.41%	7,452	0.48%
TOTAL OPERATING EXPENSES	1,171,456	59.94%	963,618	47.31%	861,140	47.86%	730,978	46.72%
NET OPERATING INCOME (LOSS)	(421,697)	(21.58%)	58,386	2.87%	(16,560)	(0.92%)	(36,596)	(2.34%)
NON-OPERATING INCOME	(800)	(0.04%)		0.00%	10,024	0.56%	10,460	0.67%
NET INCOME (LOSS)	(\$422,497)	(21.62%)	\$58,386	2.87%	(\$6,536)	(0.36%)	(\$26,136)	(1.67%)

**RICE MEMORIAL HOSPITAL
CONSOLIDATED CASH FLOW STATEMENT**

**FOR THE PERIOD ENDED:
February 28, 2014**

Line #	Current YTD	Prior YTD
1 Sources of Cash & Investments:		
2 Net Income	\$ (2,094,964)	\$ (674,558)
3 Depreciation & Amortization	1,501,409	\$ 1,348,229
4 Debt Proceeds		
5 Other		
6		
7 Total Sources	<u>(593,555)</u>	<u>673,671</u>
8		
9 Uses		
10 Property, Plant, and Equipment - Gross	2,573,395	2,079,605
11 Debt Payments/Re-funding	1,430,852	194,172
12 Working Capital Changes & Other - Net	(439,770)	(1,885,033)
13		
14 Total Uses	<u>3,564,477</u>	<u>388,744</u>
15		
16 Increase / (Decrease) Cash & Investments	(4,158,032)	284,927
17		
18 Beginning of Period (January 1)	<u>31,952,720</u>	<u>28,941,389</u>
19		
20 End of Period	<u>\$ 27,794,688</u>	<u>\$ 29,226,316</u>

**RICE MEMORIAL HOSPITAL
STATISTICAL AND VOLUME SUMMARY
FOR THE PERIOD ENDED:
February 28, 2014**

Line #	<u>Patient Days</u>	CURRENT MONTH				Act/Prior	
		Actual	Forecast	Var.	Var. %	Prior Yr.	Var. %
1	Adult Health Care	575	542	33	6.1%	516	11.4%
2	Women and Children's Care	163	210	(47)	-22.4%	212	-23.1%
3	ICCU	69	61	8	13.1%	36	91.7%
4	Mental Health	209	215	(6)	-2.8%	197	6.1%
5	Total Adult & Peds	1,016	1,028	(12)	-1.2%	961	5.7%
6							
7	Average Daily Census	36.3	36.7	(0.4)	-1.2%	34.3	5.7%
8							
9	Average Length of Stay	3.83	3.54	0.29	8.3%	3.41	-12.5%
10							
11	Admissions-Inpatient	262	290	(28)	-9.8%	285	-8.1%
12	Observation patients	166	171	(5)	-2.9%	171	-3.2%
13							
14	Medicare Case Mix Index	1.336	1.288	0.047	3.7%	1.297	3.0%
15	Case Mix Index-Total	1.012	1.014	(0.002)	-0.2%	1.024	-1.2%
16							
17	Adjusted Admissions	728	842	(114)	-13.5%	780	-6.6%
18	Adjusted Patient Days	2,824	2,981	(157)	-5.3%	2,630	7.4%
19							
20	Births	52	68	(16)	-23.5%	60	-13.3%
21							
22	Rice Care Center-Days	1,681	1,860	(179)	-9.6%	1,908	-11.9%
23	Rice Care Center-Average Daily Census	60.0	66.4	(6.4)	-9.6%	68.1	-11.9%
24							
25							
26							
		YEAR-TO-DATE				Act/Prior	
		Actual	Forecast	Var.	Var. %	Prior Yr.	Var. %
27	<u>Patient Days</u>						
28	Adult Health Care	1,146	1,084	62	5.7%	1,085	5.6%
29	Women and Children's Care	363	420	(57)	-13.6%	446	-18.6%
30	ICCU	127	122	5	4.1%	127	0.0%
31	Mental Health	440	430	10	2.3%	412	6.8%
32	Total Adult & Peds	2,076	2,056	20	1.0%	2,070	0.3%
33							
34	Average Daily Census	35.2	34.8	0.3	1.0%	35.1	0.3%
35							
36	Average Length of Stay	3.89	3.54	0.35	10.0%	3.50	11.2%
37							
38	Admissions-Inpatient	534	581	(47)	-8.1%	591	-9.6%
39	Observation patients	284	342	(58)	-17.0%	356	-20.2%
40							
41	Medicare Case Mix Index	1.372	1.288	0.083	6.5%	1.280	7.1%
42	Case Mix Index-Total	1.019	1.014	0.005	0.5%	1.015	0.4%
43							
44	Adjusted Admissions	1,494	1,684	(191)	-11.3%	1,643	-9.1%
45	Adjusted Patient Days	5,807	5,962	(155)	-2.6%	5,759	0.8%
46							
47	Births	118	136	(18)	-13.2%	140	-15.7%
48							
49	Rice Care Center-Days	3,517	3,720	(203)	-5.5%	4,025	-12.6%
50	Rice Care Center-Average Daily Census	59.6	63.1	(3.4)	-5.5%	68.2	-12.6%

22

**RICE MEMORIAL HOSPITAL
STATISTICAL AND VOLUME SUMMARY
FOR THE PERIOD ENDED:
February 28, 2014**

	CURRENT MONTH				Act/Prior	
	Actual	Forecast	Var.	Var.%	Prior Yr.	Var. %
Ancillary Services						
1 IP Surgeries	66	93	(27)	-29.0%	94	-29.8%
2 OP Surgeries	153	197	(44)	-22.3%	166	-7.8%
3 Total Surgeries	219	290	(71)	-24.5%	260	-15.8%
4						
5 ER Visits-Inpatient	171	173	(2)	-1.2%	155	10.3%
6 ER Visits-Outpatient	696	906	(210)	-23.2%	763	-8.8%
7 ER Visits-Total	867	1,079	(212)	-19.6%	918	-5.6%
8						
9 Lab Tests	20,405	22,239	(1,834)	-8.2%	21,207	-3.8%
10 Medical Imaging Procedures	1,365	1,429	(64)	-4.5%	1,291	5.7%
11 Radiation Oncology Treatments	259	414	(155)	-37.4%	415	-37.6%
12 Medical Oncology Visits	229	205	24	11.7%	153	49.7%
13						
14 Dialysis Treatments	867	818	49	6.0%	703	23.3%
15 Rehab Visits	3,722	3,693	29	0.8%	3,546	5.0%
16 Hospice Visits	1,790	1,847	(57)	-3.1%	1,720	4.1%
17 Ambulance Runs	232	221	11	5.0%	216	7.4%
18						
19						
20 Full Time Equivalents (FTE's)						
21 FTE's - Hospital	637	625	12	1.8%	642	-0.9%
22 FTE's - Care Center	79	79	0	0.4%	84	-5.2%
23 FTE's - Home Medical	84	87	(3)	-3.0%	78	8.4%
24 Total FTE's	800	791	9	1.2%	804	-0.5%

	YEAR-TO-DATE				Act/Prior	
	Actual	Forecast	Var.	Var.%	Prior Yr.	Var. %
Ancillary Services						
30 IP Surgeries	139	186	(47)	-25.3%	195	-28.7%
31 OP Surgeries	327	394	(67)	-17.0%	355	-7.9%
32 Total Surgeries	466	580	(114)	-19.7%	550	-15.3%
33						
34 ER Visits-Inpatient	329	346	(17)	-4.9%	327	0.6%
35 ER Visits-Outpatient	1,509	1,812	(303)	-16.7%	1,661	-9.2%
36 ER Visits-Total	1,838	2,158	(320)	-14.8%	1,988	-7.5%
37						
38 Lab Tests	42,873	44,478	(1,605)	-3.6%	43,874	-2.3%
39 Medical Imaging Procedures	2,711	2,858	(147)	-5.1%	2,626	3.2%
40 Radiation Oncology Treatments	458	828	(370)	-44.7%	850	-46.1%
41 Medical Oncology Visits	462	410	52	12.7%	385	20.0%
42						
43 Dialysis Treatments	1,836	1,636	200	12.2%	1,468	25.1%
44 Rehab Visits	7,151	7,386	(235)	-3.2%	7,226	-1.0%
45 Hospice Visits	3,519	3,694	(175)	-4.7%	3,910	-10.0%
46 Ambulance Runs	490	442	48	10.9%	454	7.9%
47						
48						
49 Full Time Equivalents (FTE's)						
50 FTE's - Hospital	633	625	8	1.3%	640	-1.0%
51 FTE's - Care Center	79	79	0	0.5%	84	-5.9%
52 FTE's - Home Medical	83	87	(4)	-4.1%	78	6.5%
53 Total FTE's	796	791	5	0.6%	802	-0.8%

**RICE MEMORIAL HOSPITAL
KEY PERFORMANCE INDICATORS**

FOR THE PERIOD ENDED:

Line #	02/28/14 Actual	2014 YTD Actual	2014 Forecast	2013 Actual	2012 Actual	2011 Actual	Industry Benchmarks
1	OPERATIONAL						
2	Operating Margin						
3	Rice Hospital	-17.2%	-17.9%	1.6%	-1.5%	1.3%	5.0%
4	Rice Care Center	1.8%	1.6%	3.7%	1.0%	8.7%	-0.1%
5	Rice Home Medical	-43.6%	-32.6%	4.0%	-22.5%	-3.0%	1.4%
6							
7	Consolidated Operating Margin	-17.8%	-17.5%	2.0%	-3.2%	1.4%	4.4%
8							2.2%
9	Consolidated Excess Margin	-17.8%	-15.1%	2.5%	-3.6%	2.4%	5.8%
10							2.8%
11	EBIDA Operating Margin	-4.1%	-4.3%	12.6%	7.0%	11.6%	14.6%
12							10.8%
13	FINANCIAL						
14	Debt/Capitalization Ratio		46.1%	43.3%	46.3%	43.3%	46.3%
15	Debt Service Coverage		(0.5)	3.2	1.8	3.0	3.5
16	Net Days In Accounts Receivable-Hospital		57	46	52	64	55
17	Days of Cash		113	117	128	114	116
18	Unrestricted Cash/Debt		58%	68%	64%	63.0%	58.6%
19	Cushion Ratio		7.7	10.1	8.9	7.1	6.3
20	Average Age of Plant		8.5	10.1	9.3	9.1	9.2
21	Financial Strength Index		(3.68)	0.79	(0.52)	0.75	1.65
22	PRODUCTIVITY						
23	Rice Hospital						
24							
25	Controllable Expense/Adj. Admit	\$ 8,954	\$ 9,142	\$ 7,922	\$ 8,255	\$ 8,287	\$ 7,610
26							
27	Compensation Ratio	63.7%	65.1%	51.0%	52.6%	50.5%	48.1%
28							50%
29	FTE per Adjusted Admit	17.2	16.6	14.4	14.9	14.6	13.4
30	FTE per Adjusted Patient Day	4.4	4.3	4.1	4.2	4.1	3.8
31							4.4
32	Supply Expense per CMI Adjusted Discharge	\$ 750	\$ 787	\$ 744	\$ 770	\$ 755	\$ 739
33	Drug Expense per CMI Adjusted Discharge	\$ 544	\$ 562	\$ 662	\$ 684	\$ 762	\$ 614
34	Total Supply & Drug Expense per CMI Adj. Disch	\$ 1,294	\$ 1,348	\$ 1,406	\$ 1,454	\$ 1,517	\$ 1,353
35							
36	Bad Debt as % of Net Patient Revenue	1.9%	2.3%	1.9%	2.0%	2.2%	2.1%
37							7.4%
38	Capital Expense (Interest + Depreciation)	9.8%	9.4%	9.3%	9.1%	9.0%	9.6%
39							6.9%
40	Rice Care Center Hours per Day	6.9	6.9	6.5	6.6	6.7	6.5
41							5.8
42	Rice Home Medical						
43	Sales per FTE	\$ 127,400	\$ 140,300	\$ 191,600	\$ 161,600	\$ 144,500	\$ 158,000
44							
45	Inventory Turns		4.0		4.7	5.8	6.0
46	Inventory Days on Hand		92		78	63	61
47							

24

KEY PERFORMANCE INDICATORS by ENTITY

	2011	1st Qtr 2012	2nd Qtr 2012	3rd Qtr 2012	4th Qtr 2012	1st Qtr 2013	2nd Qtr 2013	3rd Qtr 2013	4th Qtr 2013	1st Qtr 2014	YTD 2014
Consolidated:											
Operating Margin %	4.4%	-2.3%	3.4%	-2.9%	7.2%	-5.5%	-0.9%	-0.4%	-6.2%	-17.5%	-17.5%
Excess Margin %	5.8%	-1.9%	5.2%	-1.7%	7.6%	-4.4%	-2.8%	-0.7%	-6.8%	-15.1%	-15.1%
EBIDA Operating Margin %	14.1%	8.0%	13.1%	7.3%	15.6%	5.0%	9.3%	9.8%	4.2%	-4.3%	-4.3%
Hospital											
Operating Margin %	5.0%	-2.9%	3.4%	-4.1%	8.0%	-7.4%	5.3%	0.2%	-5.0%	-17.9%	-17.9%
EBIDA Operating Margin %	15.0%	8.0%	13.5%	6.8%	17.0%	3.9%	15.6%	10.8%	5.6%	-4.9%	-4.9%
Revenue/Adj. Admission Reimbursement Rate	\$ 10,120 \$ 48.7%	\$ 9,785 \$ 48.2%	\$ 10,358 \$ 48.4%	\$ 9,892 \$ 47.7%	\$ 10,800 \$ 48.7%	\$ 9,856 \$ 46.4%	\$ 10,417 \$ 48.9%	\$ 9,840 \$ 46.1%	\$ 10,283 \$ 44.8%	\$ 9,647 \$ 42.7%	\$ 9,648 \$ 42.7%
FTE/Adj. Admission FTE/Adj. Patient Day	13.4 3.6	14.5 4.0	14.4 4.1	14.8 4.1	14.9 4.3	15.2 4.3	14.6 4.0	14.2 4.2	15.6 4.3	19.7 4.3	16.6 4.3
Total Expense Ratio	49.0%	52.6%	52.1%	52.2%	50.3%	52.3%	49.4%	48.6%	51.7%	52.9%	52.9%
Controllable Exp./AA	\$ 7,610	\$ 8,082	\$ 8,087	\$ 8,122	\$ 8,101	\$ 8,277	\$ 7,838	\$ 7,686	\$ 8,552	\$ 9,137	\$ 9,142
Compensation Ratio	48.1%	53.2%	50.5%	51.6%	50.1%	55.4%	49.8%	52.3%	55.7%	65.1%	65.1%
Supply & Drug Expense/CMI AA	\$ 1,357	\$ 1,516	\$ 1,579	\$ 1,574	\$ 1,418	\$ 1,402	\$ 1,400	\$ 1,446	\$ 1,606	\$ 1,347	\$ 1,348
Care Center											
Operating Margin %	-0.1%	2.2%	10.8%	12.6%	8.1%	4.9%	-2.9%	1.0%	0.9%	1.6%	1.6%
EBIDA Operating Margin %	6.8%	10.2%	17.7%	18.9%	14.0%	11.2%	3.9%	7.8%	10.1%	12.3%	12.3%
Case Mix											
Total Revenue/Day	\$ 212	\$ 243	\$ 272	\$ 283	\$ 296	\$ 303	\$ 292	\$ 298	\$ 313	\$ 337	\$ 338
Controllable Exp./Day	\$ 187	\$ 205	\$ 208	\$ 214	\$ 238	\$ 251	\$ 263	\$ 254	\$ 262	\$ 275	\$ 276
Operating Margin/Day	\$ (0.3)	\$ 5.1	\$ 29.0	\$ 35.4	\$ 23.8	\$ 14.4	\$ (8.7)	\$ 3.1	\$ 3.2	\$ 5.3	\$ 5.3
Hours/Resident Day	6.1	6.2	6.2	6.1	6.2	6.4	6.5	6.8	6.7	6.9	6.9
Home Medical											
Operating Margin %	1.4%	-0.7%	-3.2%	-5.5%	-2.7%	2.7%	-118.8%	-6.2%	-20.7%	-32.6%	-32.6%
EBIDA Operating Margin %	7.7%	6.0%	3.8%	0.8%	3.1%	9.2%	-103.1%	3.4%	-11.4%	-14.5%	-14.5%
Net Sales % / Gross Sales	76.3%	77.9%	79.2%	75.2%	75.6%	77.9%	37.0%	73.4%	64.4%	66.2%	66.2%
Gross Profit %	60.6%	61.8%	60.4%	57.0%	66.6%	64.2%	23.9%	58.9%	52.5%	58.1%	58.1%
Sales/FTE	\$ 158,081	\$ 149,876	\$ 137,504	\$ 149,774	\$ 141,174	\$ 155,564	\$ 147,234	\$ 187,657	\$ 175,516	\$ 140,376	\$ 140,310
Sales/Sq. Ft.											