



**BOARD OF DIRECTORS  
MEETING AGENDA  
Virtual! – Microsoft Teams  
November 16<sup>th</sup>, 2020  
\*\* = Action Item**

**Due to increased positive Sweet Grass County COVID-19 cases, this meeting will be conducted virtually to reduce the spread of COVID-19.**

**There is a link to the virtual meeting that can be found on the PMC home page. [www.pmcmt.org](http://www.pmcmt.org)  
The material for this meeting will be included on the PMC home page, as well as visually available during the meeting.**

- A. **Call to Order – 5PM**
- B. **Consent Agenda**
  - A. **\*\*October 1st, Approval of Board Minutes (Item #1)**
  - B. **Finance Report**
    - a) **September Financials (Item #2)**
    - b) **Memorial Fund Report (Item #3)**
- C. **Old Business**
  - A. **HR Update- Kirby Johnson/ Eric Vardell (Item #4)**
  - B. **Interim CEO Report- Kirby Johnson**
    - **Positions Update**
    - **CEO Onboarding Update**
  - C. **\*\*Construction Approval/Discussion (Item#5)**
- D. **New Business**
- E. **Medical Staff Report – Dr. Ace Walker**
- F. **Credentialing**
- G. **Commissioner Report – Bill Wallace**
- H. **Director of Nursing Report – Patti Sturt**
- I. **Quality Improvement & Risk Management Reports –Karla Ronneberg**
- J. **Billings Clinic Update- Dr. Seger**
- K. **Public Comment Period**
- L. **Executive Session**
- M. **Upcoming Dates – Next Board Meeting – December 3<sup>rd</sup>, 2020 – 5PM**
- N. **Adjourn**





**BOARD OF DIRECTORS  
MEETING AGENDA  
Ambulance Barn  
Thursday, November 12<sup>th</sup>, 2020  
\*\* = Action Item**

**Meeting will be held at the ambulance barn for social distancing purposes.  
Light dinner will be served.**

- A. **Call to Order – 5PM**
- B. **Consent Agenda**
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**PIONEER MEDICAL CENTER  
BOARD OF DIRECTORS  
Ambulance Barn  
October 1<sup>st</sup>, 2020**

**Present:** Perry Anderson, Board Chair  
Dr. Walker, COS & Board Member  
Elaine Allestad, Board Secretary  
Mark Ketchum, Board Member  
Joy Ott, Board Member  
Brandi Schweigert, Board Member  
Brian Washburn, Director of Ancillary and Support Services  
Chad Miller, Board Member via conference call  
Kirby Johnson, Interim CEO  
Pat McConnell, Regional Billing Controller  
Dr. Clint Seger, Regional CMO Billings Clinic  
Dr. Lizotte, MD via conference call  
Karla Ronnenberg, Interim DON  
Hannah Shirkey, Rae Walker and Sheryl Gann, Barb Lange

Perry called the meeting to order.

**CONSENT AGENDA**

Minutes were presented. Finances were discussed. Mark moved to approve the consent agenda. Brandi seconded the motion. No further discussion. Motion carried.

**OLD BUSINESS**

**HR Update:** Kirby stated that Eric Vardell, the new HR Director would start October 12<sup>th</sup>. We are still looking for an Interim DON and the CEO search concluded last Friday. Kirby said that we are looking into new employee benefits and that there will be an audit in payroll errors and Kronos will be updated.

**CEO Report**

Kirby gave an update on the ED/LAB construction. He has met with the architect team to set up plans.

Mark moved to recommend that Billings Clinic hire Ian Peterson as the new CEO. Walker seconded. Motion carried.

**New Business:**

Joy moved to purchase Stryker Gurney for \$11,455.00. Mark seconded. Motion carried.

**MEDICAL STAFF**

Dr. Walker discussed testing equipment and spoke on getting a gliding scope for intubation. He recommended Williams and Gneiting for credentialing. Mark moved to approve their renewal of credentials and privileges at Pioneer Medical Center. Brandi seconded. Motion carried. Dr. Walker recommended granting privileges for Dr. Todaro, Rad MD. Joy moved to approve privileges at Pioneer Medical Center. Brandi seconded. Motion carried.

**COMMISSIONER REPORT**

Nothing Reported

**DIRECTOR OF NURSING REPORT**

Karla gave an update on covid testing. 6 individuals finished testing for the CNA classes and just need to do their clinicals. She is hopeful we will have a few hires from the program. She received an RN application. There were 3 new admissions today.

**QUALITY IMPROVEMENT**

Nothing significant to report.

**BILLINGS CLINIC UPDATE**

Dr. Seger stated the Hospital retreat would be virtual this year on Nov. 5<sup>th</sup> and 6<sup>th</sup>. Covid continues to trend upward and Billings Clinic continues to work hard to plan accordingly with patient care. Dr. Seger also spoke briefly on the 2 new Regional Team members, Amanda and Terri.

**PUBLIC COMMENT**

Sheryl asked about the EKG. Billings Clinic will send us an EKG machine when theirs arrives. Perry stated we need to get quotes for a new EKG. Brian said he will prepare those for next meeting.

**EXECUTIVE SESSION**

The next Board Meeting is November 12<sup>th</sup>, 2020 at 5 p.m. at a place to be determined.

As there was no further business, the meeting was adjourned.

Recording Reporter \_\_\_\_\_

Board Chair \_\_\_\_\_

Item 2

Report: Board/Finance Committee - 10/1/2020

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**Pioneer Medical Center**  
**Financial Statements**  
**Summary of Financial Results with Variance Explanations**  
**September 2020**

**Pioneer Medical Center**  
**Financial Statements**  
**Summary of Financial Results with Variance Explanations**

For the month of September 2020

***Operating Results:***

For the month of September 2020, Operating Income of \$75,855 was reported. Net Operating Revenues of \$1,024,446 were more than the fixed budget by \$95,108 (10.2%). Total Operating Expenses of \$948,592, were less than the fixed budget by \$2,877 (0.3%), resulting in Operating Income being favorable to fixed budget by \$97,985. After tax revenues, and other non-operating income/expense, revenues exceeded expenses by \$152,605 for the month.

Year-to-date as of September, Operating Income of \$120,453 was reported. Net Operating Revenues of \$2,950,914 were more than the fixed budget by \$251,542 (9.3%). Total Operating Expenses of \$2,830,462 were more than the fixed budget by \$14,889 (0.5%), resulting in Operating Income being favorable to fixed budget by \$236,653. After tax revenues, and other non-operating income/expense, revenues exceeded expenses by \$328,698 for the year.

The net impact to cash in September (per Cash Flow Statement) is a decrease of \$79,752 and year-to-date is a decrease \$450,401.

***Operating Results Irrespective of Covid Relief Funds:***

Below is a snapshot of what specific line items (highlighted) of the Income Statement would look like if no **Covid-19** funds had been received.

*Other Operating Revenue* includes Relief funds used to offset lost revenue and **Covid-19** related operating expenses. There has been no lost revenue recognized YTD. New HHS guidance (not implemented yet) will determine if any lost revenue is to be recognized.

*Other Non-Operating Income (Expense)* includes Relief funds for PPP loan forgiveness, CARES funds used to purchase capital items, other **Covid-19** grants that are not restricted in use, as well as "normal" hospital grants received.

Most of the **Covid-19** CARES Act funds are in a Deferred Grant Revenue account on the Balance Sheet. As these funds are used on lost revenue, capital items, or **Covid-19** expenses, they will show up in *Other Operating Revenue* or *Other Non-Operating Income (Expense)* line items.



**Pioneer Medical Center**  
**Financial Statements**  
**Summary of Financial Results with Variance Explanations**

Current Month Actuals	Current Month Actuals no Covid \$\$	Highlights of Income Statement Irrespective of Covid-19 Relief Funds	Year to Date Actuals	Year to Date Actuals no Covid \$\$
1,336,114	1,336,114	Operating Revenue:		
941,352	941,352	Total Patient Service Revenue	3,759,972	3,759,972
83,094	82,531	Net Patient Service Revenue	2,689,382	2,689,382
		<b>Other Operating Revenue</b>	260,969	247,686
1,024,446	1,023,883	Net Operating Revenue:	2,950,351	2,937,069
948,592	948,592	Total Operating Expenses:	2,830,462	2,830,462
75,855	75,291	Operating Income (Loss)	119,890	106,607
(33,751)	(33,751)	Non-Operating (Income)		
(43,000)	(43,000)	<b>Other Non-Operating</b>	(79,246)	(46,971)
—	—	Tax Revenue	(129,000)	(129,000)
(76,751)	(76,751)	(Gain)/Loss on Impairment/	—	—
		Net Non-Operating (Income)	(208,246)	(175,971)
152,605	152,042	Excess of Revenues over Expenses:	328,135	282,578

**Operating Revenue and Expenses:**

**Inpatient Revenues:**

For the month of September, Inpatient Revenues were \$41,056 (13.3%) more than fixed budget. Acute care days were 33 compared to 22 for the same month last year, Skilled Swing Bed days were 53 compared to 0 in the previous year and Intermediate Swing Bed days were 536 compared to 570 in the previous year.

Year-to-date Inpatient Revenues were \$74,275 less than fixed budget. Acute Care days were 84 compared to 57 in the prior year, Skilled Swing Bed Days were 89 compared to 109 in the prior year, and Intermediate Swing Bed days were 1,684 compared to 1,741 in the prior year.

**Month-to-date Inpatient under-performing department(s):**

Month to Date	Current Month	Budget	Variance
6105 Swing Bed	196,833	211,630	(14,797)
6030 Central Supply	1,611	5,135	(3,524)
6025 Lab	11,395	12,915	(1,520)
			—
			—

**Pioneer Medical Center**  
**Financial Statements**  
**Summary of Financial Results with Variance Explanations**

**Year-to-date Inpatient under-performing department(s):**

Year to Date	Current Year	Budget	Variance
6105 Swing Bed	526,063	634,890	(108,827)
6045 PT	17,824	27,546	(9,722)
6030 Central Supply	6,630	11,338	(4,708)
6040 Ultrasound	8,793	13,260	(4,467)
6055 OT	16,196	17,998	(1,802)

**Outpatient Revenues:**

For the month of September, Outpatient Revenues were \$133,950 (17.0%) more than fixed budget. ER visits were 88 compared to 97 in the prior year, other Total Outpatient visits were 881 compared to 863 in the prior year and Clinic visits were 303 compared to 325 in the prior year.

For the year, Outpatient Revenues were \$436,746 more than fixed budget with ER visits of 310 compared to 269 in the prior year, other Total OP visits of 2,661 for the year compared to 2,785 in the prior year, and Clinic visits of 989 for the year compared to 1,128 in the prior year.

**CoVid-19** has the potential to decrease outpatient stats and/or revenues in the future as it did in the later months of FY2020.

**Month-to-date Outpatient under-performing department(s):**

Month to Date	Current Month	Budget	Variance
6035 Pharmacy	38,933	65,890	(26,957)
6045 PT	68,696	86,641	(17,945)
6025 Lab	127,688	139,213	(11,525)
6430 MRI	9,134	18,285	(9,151)
6505 Clinic	132,752	138,187	(5,435)

**Year-to-date Outpatient under-performing department(s):**

Year to Date	Current Year	Budget	Variance
6060 Cardiac Rehab	7,276	38,174	(30,898)
6430 MRI	27,757	54,855	(27,098)
6045 PT	218,955	244,940	(25,985)
6708 Hospital Procedures	41,853	51,031	(9,178)
6050 Speech Therapy	2,634	7,545	(4,911)

**Other Revenue:**

Other Revenue consists of Assisted Living revenue, as well as several smaller Misc. revenue-generating programs, such as Hospice, Emergency Preparedness, Adult Day Care revenue, Health Fair income, Diabetes Prevention and various other grants.

**Pioneer Medical Center**  
Financial Statements  
Summary of Financial Results with Variance Explanations

**Contractual, Bad Debt & Charity:**

For the month, Contractual Adjustments were \$72,048 more than fixed budget.

Negative variances include: Medicare \$83K, Commercial \$27K

Positive variances include: Medicaid \$30K, BCBS \$7K

Bad Debt and Charity were \$9,792 more than budget, with Bad Debt being \$13K more than budget and Charity being \$3K less than budget.

For the year, Contractual adjustments were \$149,677 (19.6%) more than fixed budget.

Negative variances include: Medicare \$212K, Commercial \$38K

Positive variances include: Medicaid \$79K, BCBS \$20K

Bad Debt write-offs were \$153,404 compared to a budget of \$160,012 and Charity adjustments were \$4,843 compared to a budget of \$9,738.

**Other Operating Revenue:**

Other Operating Revenue consists of Interest Income, Health Fair Income, 340b Revenue and Other Operating Income. This line item also includes the monthly entry to account for the Donated Rent related to the lease of assets from the County, and in September was \$81,259. In addition, per Federal guidelines for allowable use of the CARES funds, a calculation of lost revenue due to **Covid-19** will be accounted for on this line item of the Income Statement. No September lost revenue was calculated due to new HHS guidance being issued. Once this new guidance is reviewed and implemented, lost revenue will be recognized as allowed.

**Operating Expenses:**

Total salaries of \$283,017 were \$50,710 less than budget for the month and year-to-date salaries of \$876,735 were \$142,829 less than budget for the year.

Total benefits of \$90,194 were \$19,905 less than budget for the month and benefits of \$241,346 were \$42,401 less than budget for the year.

Contract Labor of \$278,654 was \$60,103 more than budget for the month and year-to-date contract labor of \$834,244 was \$174,073 more than budget. The negative variance for the month is due to the following: Acute over budget by \$26K, Patient Accounts over budget by \$19K, and HR over budget by \$30K. The negative variance for the year is due to: Acute over budget by \$45K, Swing Bed over budget by \$62K, HR over budget by \$29K, FNP over budget by \$86K.

Professional Fees of \$8,497 were \$19,366.09 less than budget for the month and year-to-date Professional Fees of \$86,247.30 were \$854 less than budget.

Supplies of \$120,377 were \$29,920 more than budget for the month and expense for the year of \$305,789 was \$49,551 more than budget. The negative variance for the month is due to Pharmacy Drugs being more than expected. YTD negative variances include Misc Supplies \$12K, Pharmacy Drugs \$38K, among other small variances.

**Pioneer Medical Center**  
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**Summary of Financial Results with Variance Explanations**

Promotion of \$4,111 was \$4,903 less than budget for the month and expense for the year was \$20,420 less than budget. The positive variance for the month and year is due to Recruitment that was budgeted but did not materialize to the extent of the budget.

Insurance expense of \$10,823 was \$2,125 more than budget for the month and expense for the year was \$6,952 more than budget. The negative variance for the month and YTD is due to insurance premium increases, for both professional and property insurance.

**Non-Operating (Income) Expense:**

Other Non-Operating Income for the month and year-to-date includes Misc Grant Income. In addition, this line will include the amounts of the **Covid-19** PPP loan (payroll costs during the covered period) that are deemed forgiven thus far. New Federal guidance has allowed 24 weeks of payroll costs to use the PPP loan monies. In September, \$33K of Behavioral health grant funds were received and reflected on this line item.

Throughout the year accruals are used to estimate Tax Revenue from the county. September Tax Revenue includes an amount (\$43K) that is 1/12th of what PMC expects to receive in tax revenue in the current fiscal year.

Year-to-date Tax Revenues include the monthly accrual of expected revenue as well as any adjustments to recognize tax revenue in the amount of what the county pays for insurance on the building, ambulance barn, and ambulances for PMC. The county withholds this amount from any tax revenue it would otherwise pass on to PMC.

**Statement of Revenues and Expenses Compared to prior year:**

Year-to-date Inpatient Revenues were \$87,866 greater than last year; Outpatient Revenues were \$501,923 greater than last year; and Other Revenues were \$26,446 greater than last year.

Salary and benefits were \$103,106 (\$99,013 plus \$4,093) less than last year.

Contract labor was \$253,500 greater than last year.

Supplies were \$63,507 greater than last year.

Education and Travel was \$11,275 less than last year.

Rents and Leases were \$8,611 less than last year.

**Statement of Revenues and Expenses (monthly comparison):**

A statement is included after the income statement that compares the current month's revenue and expense items to those of the last twelve months and to the prior twelve months average to help illustrate some of the trends and changes of the Statement of Revenues and Expenses over the referenced period.

~~**CoVid-19:** The statement mentioned here (above) is one of the indicators that PMC will use to document the decrease in revenues due to CoVid-19. Going forward, the current month Total Patient Revenue will be compared to the 12 mo average of Mar 2019-Feb 2020 (prior to effects of Covid-19), which was \$1,021,139. Per stated calculation, July and August did not experience~~

**Pioneer Medical Center**  
Financial Statements  
Summary of Financial Results with Variance Explanations

~~lost revenue, so no entry was needed. To recap, lost revenue for March-June was a total of \$585K.~~

*New HHS guidance has been issued. It is under review and will be implemented in the near future. Thus, for September reporting, no lost revenue was recognized.*

**Balance Sheet:**

During the month of September, Operating Cash decreased \$100,071, Net Patient Receivables increased \$194,213 and Accounts Payable decreased \$48,398.

**CoVid-19:**

In September, PMC received more relief funds from the Federal or State governments. These monies and those received in previous months came in the form of loans, grants, and supplemental payments. Some have requirements, that if met, will not have to be paid back.

**To recap:**

**In April, PMC received the following amounts:**

Bed Tax payments in the amount of \$166,631

HHS CARES relief fund of \$202,679 (will be used to compensate for lost revenue)

PPP loan in the amount of \$991,200 of which 75% will be used to offset payroll costs and 25% will be used to offset Utilities, Rent, and Interest. (Note: with the changes to the requirements allowing 24 weeks instead of only 8 weeks to spend these funds, this money will be fully utilized on payroll costs)

Cost report tentative settlement for FY19 \$399,218

Cost report lump sum adjustment for FY20 \$200,000

**In May, PMC received the following amounts:**

Bed Tax payments in the amount of \$19,887

HHS CARES relief fund of \$3,139,175 (will be used to compensate for lost revenue and other Covid-19 related expenses)

SHIP grant of \$61,322

MHA funds of \$5,000

RHC Covid-19 Testing funds of \$49,461

Medicare payment of \$212,000 (waiting for Medicare to supply PMC with documentation on this payment to determine validity)

**In June, PMC received the following amounts:**

CARES Act grant for Public Health \$39,004

Medicare temporary allowance for FY20 \$29,574

Medicaid Intermediate SB additional funding \$67,600

**In July and August, PMC did not receive any Covid-19 related monies**

**In September, PMC received the following amount:**

State of MT grant through federal CARES Act \$30,000

**Pioneer Medical Center**  
**Financial Statements**  
**Summary of Financial Results with Variance Explanations**

**Fixed Asset** additions were **\$0** for the month of September.

**Work in Process** has a balance of \$28,635 at the end of September, which are equipment costs associated with the Cedaron project and Kronos, as well as invoices from Nelson Architects and Crosswinds (boiler) for building projects.

Right of Use Assets is a line item on the Balance Sheet. It is required by a new accounting rule that states if there are required payments (ie. reagent supplies) to a vendor for the use of an asset, then under certain circumstances these supply payments are in actuality lease payments, and must be recognized as such. PMC has a contract with Ortho Clinical Diagnostics and subsequently Cardinal to purchase a minimum quantity of reagents each month. In return, PMC has use of a VITROS 350 chemistry analyzer. The rule states that a facility must show these future "lease" payments as a liability as well as the equipment as a asset, which must be depreciated. In addition there is interest that is recognized as part of each month's "lease" payment. In net, there is no change to the Operating Income. Instead of the expense being all in supply expense, it is now allocated between supply, interest, and depreciation. This contract with Ortho/Cardinal began on December 10, 2015 and ends on December 9, 2022 for a 7 year term.

Right of Use Assets includes the lease of a new CT from Siemens. This CT was capitalized and a related Lease liability booked for \$269,414. This asset will be depreciated, as well and interest expense will be recognized on the lease. The CT will be depreciated over 7 years.

In September, **Medicare Cost Report receivable** exists in the amount of \$226K for prior years. No adjustments were made for Current year Medicare cost report receivable at this time, but will be estimated after the first quarter results and reflected in financial statements in October or November.

**CoVid-19:**

With reduced revenues, it was requested that CMS adjust their rates for PMC. These new rates were effective April 15th.

**Statement of Cash Flows:**

Total Cash decreased \$79,752 during the month of September and has decreased \$450,401 for the year; the month ending Cash balance was \$5,519,497. In April, PMC received the PPP loan from the SBA via First Interstate Bank due to **CoVid-19**. In addition to this new account at FIB, PMC has (5) bank accounts: main operating (Opportunity Bank), payroll checking (American Bank), memorial funds savings (Opportunity Bank), patient loan reserve (Opportunity Bank) and flex benefits checking (American Bank) . PMC is transitioning it's bank accounts from American Bank to Opportunity Bank; accounts and monies exist at both institutions at this time. There is also an account for the funds that belong to the residents from the nursing home, which is broken out separately on the balance sheet as Restricted Cash, but is still included for cash flow purposes. This resident account will remain at American Bank.

# PIONEER MEDICAL CENTER

## Balance Sheet As of September 30, 2020

	Current Balance		Last Month's Actuals		Last Year End Actuals		Changes This Month	Changes This Year
<b>Assets:</b>								
<b>Current Assets:</b>								
Cash & Short Term Deposits	1,630,397	18 %	1,730,468	19 %	1,872,733	21 %	(100,071)	(242,336)
Restricted Cash - Memorial funds	3,838,483	42 %	3,817,938	43 %	4,045,272	46 %	20,544	(206,790)
Restricted Cash - Patient Loan Reserve	50,286	1 %	50,271	1 %	50,241	1 %	14	44
Restricted Cash - Resident trust	1,492	0 %	1,731	0 %	2,812	0 %	(239)	(1,320)
Patient Accounts Receivable	3,150,145	35 %	2,879,260	32 %	2,364,253	27 %	270,885	785,892
Allowance for Doubtful Accounts	(1,095,837)	(12)%	(1,019,165)	(11)%	(898,228)	(10)%	(76,672)	(197,609)
Net Accounts Receivable	2,054,308	23 %	1,860,095	21 %	1,466,025	17 %	194,213	588,283
Other Receivables	451,161	5 %	396,569	4 %	359,516	4 %	54,592	91,645
Inventory	133,281	1 %	133,281	1 %	133,281	2 %	—	—
Prepaid Expenses	91,998	1 %	105,925	1 %	32,446	0 %	(13,927)	59,553
<b>Total Current Assets:</b>	<b>8,251,405</b>	<b>91 %</b>	<b>8,096,279</b>	<b>91 %</b>	<b>7,962,326</b>	<b>91 %</b>	<b>155,126</b>	<b>289,079</b>
<b>Long Term Assets:</b>								
Property, Plant & Equipment	763,650	8 %	763,650	9 %	736,697	8 %	—	26,953
less Accumulated Depreciation	(238,688)	(3)%	(229,311)	(3)%	(210,557)	(2)%	(9,377)	(28,131)
Work In Progress	28,635	0 %	21,986	0 %	17,786	0 %	6,650	10,850
Right of Use Assets (Net)	263,041	3 %	266,963	3 %	274,806	3 %	(3,922)	(11,765)
<b>Total Long Term Assets:</b>	<b>816,638</b>	<b>9 %</b>	<b>823,287</b>	<b>9 %</b>	<b>818,732</b>	<b>9 %</b>	<b>(6,649)</b>	<b>(2,094)</b>
<b>Total Assets:</b>	<b>9,068,043</b>		<b>8,919,566</b>		<b>8,781,058</b>		<b>148,477</b>	<b>286,985</b>
<b>Liabilities and Fund Balance:</b>								
<b>Current Liabilities:</b>								
Accounts Payable - Trade	681,316	17 %	729,713	18 %	587,197	14 %	(48,398)	94,119
Accrued Expenses	252,534	6 %	233,623	6 %	347,272	8 %	18,911	(94,738)
Current Portion of Long Term Debt	40,620	1 %	40,620	1 %	40,620	1 %	—	—
<b>Total Current Liabilities:</b>	<b>974,470</b>	<b>24 %</b>	<b>1,003,957</b>	<b>24 %</b>	<b>975,089</b>	<b>24 %</b>	<b>(29,487)</b>	<b>(619)</b>
<b>Total Long Term Debt:</b>	<b>3,139,242</b>	<b>76 %</b>	<b>3,113,133</b>	<b>76 %</b>	<b>3,165,297</b>	<b>76 %</b>	<b>26,110</b>	<b>(26,054)</b>
<b>Fund Balance:</b>								
Temp Restricted Fund Bal-Resident Trust	1,492	0 %	1,731	0 %	2,812	0 %	(239)	(1,320)
Temp Restricted Fund Bal-Employee Flex funds	5,454	0 %	5,965	0 %	7,032	0 %	(511)	(1,578)
Temp Restricted Fund Bal-Memorial Funds	31,070	1 %	31,070	1 %	31,070	1 %	—	—
Prior Period Adjustment	—	0 %	—	0 %	—	0 %	—	—
Unrestricted Capital	4,587,617	93 %	4,587,617	96 %	3,444,548	74 %	—	1,143,069
Current Year Net Profit (Loss)	328,698	7 %	176,093	4 %	1,155,211	25 %	152,605	(826,513)
<b>Ending Fund Balance:</b>	<b>4,954,331</b>		<b>4,802,476</b>		<b>4,640,673</b>		<b>151,855</b>	<b>313,658</b>
<b>Total Liabilities and Fund Balance:</b>	<b>9,068,043</b>		<b>8,919,566</b>		<b>8,781,058</b>		<b>148,477</b>	<b>286,985</b>



# PIONEER MEDICAL CENTER

## Statement of Cash Flows

For the month ending September 30, 2020

	Current Month Activity	Year to Date Activity
<b>Cash Flows From Operating Activities:</b>		
Cash Received for patient services	768,075	2,142,950
Cash paid to employees, suppliers and others	(866,792)	(2,558,288)
Cash received from tax levies	—	—
Cash paid out for tax levy refunds	—	—
Cash received for cost report	—	—
Cash received for HUF/OP Tax	—	—
Cash received for CARES Covid-19 relief	30,000	30,000
Interest Paid	(1,500)	(4,547)
Interest Received	680	2,094
Change in Resident Fund account	(239)	(1,320)
<b>Net Cash Flows from Operating Activities:</b>	<u>(69,775)</u>	<u>(389,113)</u>
<b>Investing Activities:</b>		
Capital Expenditures	(6,650)	(51,355)
Proceeds from sale of Assets	—	—
<b>Net Cash used in Investing Activities:</b>	<u>(6,650)</u>	<u>(51,355)</u>
<b>Financing Activities:</b>		
Pmts on LT debt and capital lease obligations	(3,327)	(9,933)
Proceeds from issuance of LT debt	—	—
<b>Net Cash used in Financing Activities:</b>	<u>(3,327)</u>	<u>(9,933)</u>
<b>(Decrease) Increase in Cash and Cash Equivalents</b>	<b>(79,752)</b>	<b>(450,401)</b>
<b>Cash and Cash Equivalents, Beginning of Month / Year</b>	<b>5,599,249</b>	<b>5,969,898</b>
<b>Cash and Cash Equivalents, End of Month / Year</b>	<b><u>5,519,497</u></b>	<b><u>5,519,497</u></b>



# PIONEER MEDICAL CENTER

## Statement of Revenues and Expenses

For the month ending September 30, 2020

	Current Month Actuals	Current Month Budget	Favorable / (Unfavorable) to Budget	Year to Date Actuals	Year to Date Budget	Favorable / (Unfavorable) to Budget	Percentage Variance	Year to Date Actuals	(Unfavorable) to Prior Year	Percent Variance
<b>Operating Revenue:</b>										
<b>Patient Service Revenue:</b>										
Inpatient Revenue	348,780	307,724	41,056	877,717	951,992	(74,275)	(7.8)%	789,851	87,866	11.1%
Outpatient Revenue	924,053	790,103	133,950	2,709,296	2,272,550	436,746	19.2%	2,207,373	501,923	22.7%
Other Revenue	63,281	62,432	849	172,960	161,190	11,770	7.3%	146,514	26,446	18.1%
<b>Total Patient Service Revenue</b>	<u>1,336,114</u>	<u>1,160,259</u>	<u>175,855</u>	<u>3,759,972</u>	<u>3,385,731</u>	<u>374,241</u>	<u>11.1%</u>	<u>3,143,738</u>	<u>616,234</u>	<u>19.6%</u>
Contractual Adjustments	328,313	256,265	(72,048)	912,343	762,666	(149,677)	(19.6)%	544,932	(367,411)	(67.4)%
Bad Debt and Charity	66,449	56,656	(9,792)	158,247	169,750	11,503	6.8%	208,965	50,718	24.3%
<b>Net Patient Service Revenue</b>	<u>941,352</u>	<u>847,338</u>	<u>94,014</u>	<u>2,689,382</u>	<u>2,453,315</u>	<u>236,068</u>	<u>9.6%</u>	<u>2,389,841</u>	<u>299,541</u>	<u>12.5%</u>
Other Operating Revenue	83,094	82,000	1,094	261,532	246,058	15,474	6.3%	246,058	15,474	6.3%
<b>Net Operating Revenue:</b>	<u>1,024,446</u>	<u>929,338</u>	<u>95,108</u>	<u>2,950,914</u>	<u>2,699,373</u>	<u>251,542</u>	<u>9.3%</u>	<u>2,635,899</u>	<u>315,015</u>	<u>12.0%</u>
<b>Operating Expenses:</b>										
<b>Total Salaries</b>	283,017	333,727	50,710	876,735	1,019,564	142,829	14.0%	975,748	99,013	10.1%
<b>Total Benefits</b>	90,194	110,098	19,905	241,346	283,747	42,401	14.9%	245,440	4,093	1.7%
<b>Contract Labor</b>	278,654	218,550	(60,103)	834,244	660,171	(174,073)	(26.4)%	580,744	(253,500)	(43.7)%
<b>Other Professional Fees</b>	8,497	27,863	19,366	86,247	87,101	854	1.0%	135,854	49,607	36.5%
<b>Supplies</b>	120,377	90,457	(29,920)	305,789	256,238	(49,551)	(19.3)%	242,281	(63,507)	(26.2)%
<b>Repairs and Maintenance</b>	14,497	15,656	1,159	47,024	46,704	(319)	(0.7)%	52,451	5,427	10.3%
<b>Promotion</b>	4,111	9,013	4,903	6,508	26,928	20,420	75.8%	19,351	12,844	66.4%
<b>Education and Travel</b>	8,540	4,903	(3,637)	10,485	10,087	(398)	(3.9)%	21,760	11,275	51.8%
<b>Rents and Leases</b>	89,351	93,638	4,287	269,802	280,999	11,197	4.0%	278,413	8,611	3.1%
<b>Utilities</b>	18,279	16,300	(1,979)	54,388	51,027	(3,361)	(6.6)%	49,023	(5,365)	(10.9)%
<b>Insurance</b>	10,823	8,697	(2,125)	33,043	26,092	(6,952)	(26.6)%	29,554	(3,490)	(11.8)%
<b>Interest</b>	1,500	1,513	13	4,547	4,587	39	0.9	141	(4,407)	(3,128.8)%
<b>Depreciation</b>	13,299	12,456	(843)	39,896	37,367	(2,529)	(6.8)%	23,635	(16,261)	(68.8)%
<b>Bed Tax</b>	6,310	5,970	(340)	17,880	17,210	(670)	(3.9)%	19,059	1,179	6.2%
<b>Other Expenses</b>	1,144	2,626	1,482	2,527	7,751	5,224	67.4%	7,660	5,133	67.0%
<b>Total Operating Expenses:</b>	<u>948,592</u>	<u>951,468</u>	<u>2,877</u>	<u>2,830,462</u>	<u>2,815,572</u>	<u>(14,889)</u>	<u>(0.5)%</u>	<u>2,681,116</u>	<u>(149,346)</u>	<u>(5.6)%</u>
<b>Operating Income(Loss):</b>	<u>75,855</u>	<u>(22,130)</u>	<u>97,985</u>	<u>120,453</u>	<u>(116,200)</u>	<u>236,653</u>	<u>(203.7)%</u>	<u>(45,217)</u>	<u>165,669</u>	<u>(366.4)%</u>
<b>Non-Operating (Income) Expense:</b>										
Other	(33,751)	(30,417)	(3,334)	(79,246)	(41,250)	(37,996)	N/A	(46,478)	(32,768)	NA
Tax Revenue	(43,000)	(35,000)	(8,000)	(129,000)	(105,000)	(24,000)	22.9%	(64,000)	65,000	(101.6)%
(Gain)/Loss on Disposal of Property	—	—	—	—	—	—	0.0%	—	—	NA
<b>Net Non-Operating (Income) Expense:</b>	<u>(76,751)</u>	<u>(65,417)</u>	<u>(11,334)</u>	<u>(208,246)</u>	<u>(146,250)</u>	<u>(61,996)</u>	<u>42.4%</u>	<u>(110,478)</u>	<u>97,768</u>	<u>(88.5)%</u>
<b>Expenses:</b>	<u>152,605</u>	<u>43,286</u>	<u>109,319</u>	<u>328,698</u>	<u>30,050</u>	<u>298,648</u>		<u>65,261</u>	<u>263,437</u>	

**Pioneer Medical Center**  
**Statement of Revenues and Expenses**  
For the month ending September 30, 2020

	Sept, 2019	Oct, 2019	Nov, 2019	Dec, 2019	Jan, 2020	Feb, 2020	Mar, 2020
<b>Operating Revenue:</b>							
<b>Patient Service Revenue:</b>							
Inpatient Revenue	212,923	337,132	329,549	311,380	334,215	343,172	284,893
Outpatient Revenue	738,629	767,863	619,624	573,407	675,502	613,133	485,807
Other Revenue	52,634	56,261	38,044	50,649	73,893	58,248	44,375
<b>Total Patient Service Revenue</b>	<u>1,004,186</u>	<u>1,161,256</u>	<u>987,217</u>	<u>935,436</u>	<u>1,083,610</u>	<u>1,014,553</u>	<u>815,076</u>
Contractual Adjustments	153,802	414,799	490,483	182,779	339,129	127,226	258,389
Bad Debt and Charity	85,899	35,991	64,263	27,428	58,521	40,626	(2,363)
<b>Net Patient Service Revenue</b>	<u>764,484</u>	<u>710,466</u>	<u>432,471</u>	<u>725,228</u>	<u>685,960</u>	<u>846,701</u>	<u>559,050</u>
Other Operating Revenue	82,000	81,931	81,923	82,099	82,019	81,938	81,949
<b>Total Operating Revenue:</b>	<u>846,484</u>	<u>792,397</u>	<u>514,394</u>	<u>807,328</u>	<u>767,980</u>	<u>928,639</u>	<u>640,999</u>
<b>Operating Expenses:</b>							
Total Salaries	307,868	353,998	349,132	345,911	345,110	308,162	310,727
Total Benefits	89,228	100,794	103,107	93,359	72,002	98,149	93,870
Contract Labor			286,131	272,779	166,546	179,628	308,557
Other Professional Fees	31,041	51,271	(15,130)	38,186	14,726	33,368	25,130
Supplies	94,907	96,209	80,905	82,198	73,706	83,598	77,940
Repairs and Maintenance	17,046	23,275	7,268	18,191	23,625	6,531	21,636
Promotion	13,329	970	1,450	3,163	3,502	563	1,215
Education and Travel	6,943	7,052	4,214	2,707	9,281	1,337	683
Rents and Leases	89,920	95,338	86,645	99,755	94,461	116,139	94,062
Utilities	15,868	16,520	17,049	16,969	18,416	19,352	17,496
Insurance	12,327	9,146	8,614	9,302	8,457	8,775	8,797
Interest	46	45	44	43	42	1,572	1,556
Depreciation	7,452	7,452	8,218	11,609	9,497	13,069	13,069
Bed Tax	6,379	6,959	6,158	5,634	7,828	8,681	1,192
Other Expenses	3,867	8,501	5,992	4,971	4,861	4,003	1,601
<b>Total Operating Expenses:</b>	<u>936,365</u>	<u>944,772</u>	<u>949,796</u>	<u>1,004,778</u>	<u>852,058</u>	<u>882,924</u>	<u>977,531</u>
<b>Operating Income(Loss)</b>	<u>(89,880)</u>	<u>(152,375)</u>	<u>(435,402)</u>	<u>(197,450)</u>	<u>(84,078)</u>	<u>45,715</u>	<u>(336,532)</u>
<b>Non-Operating Expense:</b>							
Other	(26,200)	(21,500)	(23,222)	(25,500)	12,900	(39,101)	—
Tax Revenue	(24,000)	(24,000)	(24,000)	(24,000)	(97,304)	(24,000)	(12,000)
(Gain)/Loss on Disp of Prop	—	—	—	—	—	—	—
<b>Net Non-Operating Expense:</b>	<u>(50,200)</u>	<u>(45,500)</u>	<u>(47,222)</u>	<u>(49,500)</u>	<u>(84,404)</u>	<u>(63,101)</u>	<u>(12,000)</u>
<b>Excess of Revenues over Expenses:</b>	<u>(39,680)</u>	<u>(106,875)</u>	<u>(388,180)</u>	<u>(147,950)</u>	<u>326</u>	<u>108,815</u>	<u>(324,532)</u>
<b>Impact on Cash after Loans</b>	<u>(89,880)</u>	<u>(152,375)</u>	<u>(435,402)</u>	<u>(197,450)</u>	<u>(84,078)</u>	<u>42,482</u>	<u>(339,765)</u>
<b>Cash Collections</b>	<u>866,253</u>	<u>937,733</u>	<u>672,588</u>	<u>961,478</u>	<u>592,863</u>	<u>560,414</u>	<u>778,946</u>
<b>FTE's</b>	<u>69.55</u>	<u>73.68</u>	<u>75.05</u>	<u>72.52</u>	<u>74.56</u>	<u>72.97</u>	<u>70.04</u>

# Pioneer Medical Center

## Statement of Revenues and Expenses

For the month ending September 30, 2020

	Apr. 2020	May, 2020	Jun, 2020	Jul, 2020	Aug, 2020	Sept, 2020	12 month Average	Over / (Under) Average	Variance
<b>Operating Revenue:</b>									
<b>Patient Service Revenue:</b>									
Inpatient Revenue	260,564	309,615	203,233	267,413	261,524	348,780	287,968	60,812	21.1 %
Outpatient Revenue	428,095	565,457	723,860	754,452	1,030,791	924,053	664,718	259,335	39.0 %
Other Revenue	90,358	42,927	60,285	53,043	56,636	63,281	56,446	6,835	12.1 %
<b>Revenue</b>	<b>779,018</b>	<b>917,998</b>	<b>987,378</b>	<b>1,074,908</b>	<b>1,348,950</b>	<b>1,336,114</b>	<b>1,009,132</b>	<b>326,982</b>	<b>32.4 %</b>
Contractual Adjustments	46,821	(74,995)	36,520	249,844	334,187	328,313	213,249	115,064	54.0 %
Bad Debt and Charity	20,313	58,568	64,943	56,917	34,881	66,449	45,499	20,950	46.0 %
<b>Net Patient Service Revenue</b>	<b>711,884</b>	<b>934,426</b>	<b>885,915</b>	<b>768,148</b>	<b>979,882</b>	<b>941,352</b>	<b>750,385</b>	<b>190,967</b>	<b>25.4 %</b>
Other Operating Revenue	81,937	261,757	488,517	82,581	95,856	83,094	132,042	(48,948)	(37.1)%
<b>Total Operating Revenue:</b>	<b>793,820</b>	<b>1,196,183</b>	<b>1,374,432</b>	<b>850,730</b>	<b>1,075,738</b>	<b>1,024,446</b>	<b>882,427</b>	<b>142,019</b>	<b>16.1 %</b>
<b>Operating Expenses:</b>									
Total Salaries	305,781	292,169	298,768	295,456	298,262	283,017	317,612	(34,595)	(10.9)%
Total Benefits	94,898	92,994	88,366	57,157	93,995	90,194	89,827	367	0.4 %
Contract Labor	293,337	130,909	361,975	251,308	304,282	278,654	246,853	31,801	12.9 %
Other Professional Fees	24,004	4,757	53,811	28,970	48,781	8,497	28,243	(19,746)	(69.9)%
Supplies	68,650	61,118	70,260	101,414	83,998	120,377	81,242	39,135	48.2 %
Repairs and Maintenance	14,952	3,426	15,047	19,492	13,035	14,497	15,294	(796)	(5.2)%
Promotion	13,879	1,089	1,719	555	1,842	4,111	3,606	504	14 %
Education and Travel	807	1,539	2,930	960	985	8,540	3,286	5,254	159.9 %
Rents and Leases	93,569	97,265	91,335	95,061	85,390	89,351	94,962	(5,610)	(5.9)%
Utilities	18,806	16,117	15,062	19,005	17,104	18,279	17,314	965	5.6 %
Insurance	8,483	8,640	12,519	11,398	10,823	10,823	9,773	1,049	10.7 %
Interest	1,658	1,564	1,548	1,532	1,516	1,500	930	569	61.2 %
Depreciation	12,914	12,914	12,849	13,299	13,299	13,299	11,303	1,995	17.7 %
Bed Tax	4,030	4,170	10,125	5,540	6,030	6,310	6,061	249	4.1 %
Other Expenses	8,830	575	682	680	703	1,144	3,772	(2,628)	(69.7)%
<b>Total Operating Expenses:</b>	<b>964,600</b>	<b>729,245</b>	<b>1,036,998</b>	<b>901,825</b>	<b>980,045</b>	<b>948,592</b>	<b>930,078</b>	<b>18,513</b>	<b>2 %</b>
<b>Operating Income(Loss)</b>	<b>(170,780)</b>	<b>466,938</b>	<b>337,434</b>	<b>(51,095)</b>	<b>95,694</b>	<b>75,855</b>	<b>(47,651)</b>	<b>123,506</b>	<b>(259.2)%</b>
<b>Non-Operating Expense:</b>									
Other	(24,550)	(477,184)	(524,356)	(58,778)	13,282	(33,751)	(99,517)	65,767	(66.1)%
Tax Revenue	(24,000)	(24,000)	(43,030)	(43,000)	(43,000)	(43,000)	(33,861)	(9,139)	27 %
(Gain)/Loss on Disp of Prop	—	—	—	—	—	—	—	—	— %
<b>Net Non-Operating Expense:</b>	<b>(48,550)</b>	<b>(501,184)</b>	<b>(567,386)</b>	<b>(101,778)</b>	<b>(29,718)</b>	<b>(76,751)</b>	<b>(133,378)</b>	<b>56,628</b>	<b>(42.5)%</b>
<b>Excess of Revenues over Expenses:</b>	<b>(122,230)</b>	<b>968,121</b>	<b>904,820</b>	<b>50,682</b>	<b>125,411</b>	<b>152,605</b>	<b>85,727</b>	<b>66,878</b>	<b>78 %</b>
<b>Impact on Cash after Loans</b>	<b>(173,995)</b>	<b>463,723</b>	<b>334,219</b>	<b>(54,390)</b>	<b>92,383</b>	<b>72,527</b>	<b>(49,544)</b>	<b>122,072</b>	<b>(246.4)%</b>
<b>Cash Collections</b>	<b>907,353</b>	<b>499,305</b>	<b>677,287</b>	<b>693,496</b>	<b>681,378</b>	<b>768,075</b>	<b>735,758</b>	<b>32,317</b>	<b>4.4 %</b>
<b>FTE's</b>	<b>69.49</b>	<b>66.05</b>	<b>64.92</b>	<b>62.31</b>	<b>65.43</b>	<b>63.3</b>	<b>69.71</b>	<b>(6.41)</b>	<b>(9.2)%</b>

**Pioneer Medical Center**  
**Profitability by Department**  
**As of September 30, 2020**

Department	Month		Favorable /		Favorable /		Income
	Net Revenue	Budget	(Unfav)	Expenses	Budget	(Unfav)	(Loss)
Emergency	95,973	43,128	52,845	24,637	23,230	(1,407)	71,336
Radiology	24,331	16,914	7,417	14,318	12,133	(2,185)	10,013
CT	183,701	77,667	106,034	26,049	19,279	(6,770)	157,652
Lab	72,042	98,994	(26,952)	36,634	42,221	5,587	35,408
Central Supply	10,612	7,698	2,914	8,290	7,904	(386)	2,322
Pharmacy	36,843	54,761	(17,918)	31,133	26,642	(4,491)	5,710
Ultrasound	9,623	14,321	(4,698)	7,776	7,002	(774)	1,847
Physical Therapy	42,104	53,351	(11,247)	29,740	37,091	7,351	12,364
Speech Therapy	687	25	662	1,356	1,577	221	(669)
Occupational Therapy	13,062	6,291	6,771	6,468	6,167	(301)	6,594
Cardiac Rehab	3,727	4,962	(1,235)	3,576	3,343	(233)	151
Hospice	(4,084)	10,714	(14,798)	5,539	7,315	1,776	(9,623)
Acute Care/Swing Bed	232,365	245,272	(12,907)	166,976	145,395	(21,581)	65,389
Observation	(6,825)	9,798	(16,623)	—	—	—	(6,825)
Public Health	19,026	18,112	914	14,632	11,595	(3,037)	4,394
Behavioral Health Services	—	—	—	15,954	7,758	(8,196)	(15,954)
Activities	—	—	—	3,548	5,220	1,672	(3,548)
Social Services	—	—	—	5,480	3,887	(1,593)	(5,480)
Assisted Living	18,204	18,781	(577)	23,972	21,737	(2,235)	(5,768)
Clinic	120,489	123,659	(3,170)	133,941	151,408	17,467	(13,452)
Ambulance	26,637	7,889	18,748	32,585	30,085	(2,500)	(5,948)
Patient Accounts	—	—	—	55,246	40,645	(14,601)	(55,246)
Information Systems	—	—	—	11,743	17,342	5,599	(11,743)
Medical Records	53	175	(122)	7,102	8,241	1,139	(7,049)
Administration	99,171	89,243	9,928	148,803	167,844	19,041	(49,632)
Laundry	—	—	—	9,060	7,366	(1,694)	(9,060)
Hospital Procedures	9,946	9,321	625	7,233	6,307	(926)	2,713
Plant & Equipment	—	—	—	27,955	30,320	2,365	(27,955)
Housekeeping	—	—	—	11,958	12,271	313	(11,958)
Quality Improvement	—	—	—	665	10,278	9,613	(665)
Dietary	1,385	2,426	(1,041)	44,305	46,514	2,209	(42,920)
Infection Control	—	—	—	—	—	—	—
Diabetes Prevention Program	6,500	675	5,825	110	2,443	2,333	6,390
Public Relations/Marketing	—	—	—	495	250	(245)	(495)
Human Resources	—	6	(6)	22,993	21,485	(1,508)	(22,993)
Incident Command Costs	—	—	—	1,907	—	(1,907)	(1,907)
rounding	(9)		(9)				(9)
<b>Total</b>	<b>1,024,440</b>	<b>929,339</b>	<b>95,101</b>	<b>948,586</b>	<b>951,475</b>	<b>2,889</b>	<b>75,854</b>
Other Non Operating	76,751	65,417	11,334				76,751
Net Income							152,605

**Pioneer Medical Center**  
**Profitability by Department**  
**As of September 30, 2020**

Year-to-Date

Department	Net Revenue	Budget	Favorable / (Unfav)	Expenses	Budget	Favorable / (Unfav)	Income (Loss)
Emergency	220,356	129,384	90,972	64,979	69,192	4,213	155,377
Radiology	78,211	51,378	26,833	41,893	38,041	(3,852)	36,318
CT	432,840	232,999	199,841	70,537	57,561	(12,976)	362,303
Lab	237,745	250,017	(12,272)	111,523	116,149	4,626	126,222
Central Supply	26,780	18,548	8,232	27,382	22,176	(5,206)	(602)
Pharmacy	112,667	115,024	(2,357)	84,069	79,925	(4,144)	28,598
Ultrasound	34,444	42,961	(8,517)	22,870	20,882	(1,988)	11,574
Physical Therapy	141,488	173,837	(32,349)	90,612	106,060	15,448	50,876
Speech Therapy	1,712	1,037	675	2,933	4,657	1,724	(1,221)
Occupational Therapy	36,461	26,833	9,628	18,909	19,158	249	17,552
Cardiac Rehab	5,538	25,331	(19,793)	9,800	10,982	1,182	(4,262)
Hospice	31,508	32,141	(633)	6,748	22,697	15,949	24,760
Acute Care/Swing Bed	637,137	736,143	(99,006)	536,208	438,748	(97,460)	100,929
Observation	50,132	29,393	20,739	—	—	—	50,132
Public Health	41,919	31,111	10,808	33,777	33,892	115	8,142
Behavioral Health	—	—	—	34,758	23,308	(11,450)	(34,758)
Activities	—	—	—	11,357	15,940	4,583	(11,357)
Social Services	—	—	—	17,263	12,739	(4,524)	(17,263)
Assisted Living	57,467	55,319	2,148	66,998	62,752	(4,246)	(9,531)
Clinic	379,864	368,875	10,989	448,368	436,461	(11,907)	(68,504)
Ambulance	83,004	23,670	59,334	98,648	92,198	(6,450)	(15,644)
Patient Accounts	—	—	—	104,673	119,717	15,044	(104,673)
Information Systems	—	—	—	52,562	52,705	143	(52,562)
Medical Records	180	238	(58)	19,872	24,379	4,507	(19,692)
Administration	279,024	267,785	11,239	464,713	501,630	36,917	(185,689)
Laundry	—	—	—	22,670	21,333	(1,337)	(22,670)
Hospital Procedures	25,246	32,521	(7,275)	19,260	18,459	(801)	5,986
Plant & Equipment	—	—	—	86,131	91,338	5,207	(86,131)
Housekeeping	—	—	—	31,255	36,750	5,495	(31,255)
Quality Improvement	—	—	—	10,244	28,076	17,832	(10,244)
Dietary	5,217	8,189	(2,972)	125,428	140,090	14,662	(120,211)
Diabetes Prevention Program	6,580	1,153	5,427	1,336	5,908	4,572	5,244
Infection Control	—	—	—	—	—	—	—
Public Relations/Marketing	—	—	—	1,287	750	(537)	(1,287)
Human Resources	1	20	(19)	64,511	63,386	(1,125)	(64,510)
Incident Command Costs	—	—	—	—	—	—	(9,708)
rounding	4	—	4	—	—	—	4
<b>Total</b>	<b>2,950,919</b>	<b>2,699,372</b>	<b>251,547</b>	<b>2,830,467</b>	<b>2,815,577</b>	<b>(14,890)</b>	<b>120,452</b>
Other Non Operating	208,246	146,250	61,996	—	—	—	208,246
<b>Net Income</b>							<b>328,698</b>

# Pioneer Medical Center

## Financial Ratios

For the month ending September 30, 2020

	Benchmark	PRIOR YEARS		CURRENT FISCAL YEAR-TO-DATE					
		Final FY 2019	Final FY 2020	Apr 2020	May 2020	June 2020	July 2020	August 2020	Sept 2020
Profitability									
Total margin (1)	> 1%		3.84 %	10.85 %	(8.88)%	2.7 %	10.85 %	5.96 %	11.14 %
Operating margin (2)	> 1%		(0.85)%	(3.51)%	(14.59)%	(7.67)%	(3.51)%	(6.01)%	2.32 %
Liquidity									
Current Ratio (3)	> 2.00		3.77	8.17	4.85	8.15	8.17	8.54	8.06
Liquidity Ratio (4)	> 0.60		1.13	6.12	2.94	5.97	6.12	6.2	5.58
Gross A/R Days (5)	< 65		101	80	70	80	80	77	78
Days of Working Capital (6)	> 15		26	63	26	49	63	65	58
Solvency									
Long-Term Debt to Equity (7)	< 1.00		0.01	0.68	0.52	1.09	0.68	0.67	0.65
Debt Service Coverage (8)	> 1.00		#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	19.54	(2.72)
									(8.11)

(1) Excess of Revenues over Expenses / (Net Operating Revenues + Other Income)

This profitability indicator shows the percentage of net income to total revenues; the extent to which the organization is using its financial and physical assets to generate a total profit.

(2) Operating Income (Loss) / Net Operating Revenues

This profitability indicator shows the percentage of net income derived from operations, the extent to which the organization is using its financial and physical assets to generate an operating profit.

(3) Current Assets / Current Liabilities

This liquidity indicator shows the number of times short-term obligations can be met from short-term assets, the dollar amount of current assets per dollar of current liabilities.

(4) Cash / Current Liabilities

This ratio demonstrates the organization's ability to immediately satisfy its short-term financial obligations, the dollar amount of cash per dollar of current liabilities.

(5) Gross Patient Accounts Receivable / Gross Average Patient Revenue per Day

The average number of patient days of billing in accounts receivable. Measures how quickly revenues are collected from patients / payers.

(6) (Cash & Temporary Investments / Total Operating Expense less Non Cash Items) X 365 Days

Measures how many days the hospital could continue to operate if no additional cash were collected.

(7) Total Long-term Debt / Fund Balance (Equity)

This indicator is a comparison of how much of the organization is financed through long-term debt and how much is financed through equity, a measure of the sources of debt financing.

(8) Net Operating Income / Total Debt Service

This ratio is an indicator of the hospital's ability to pay its overall debts.

# PIONEER MEDICAL CENTER

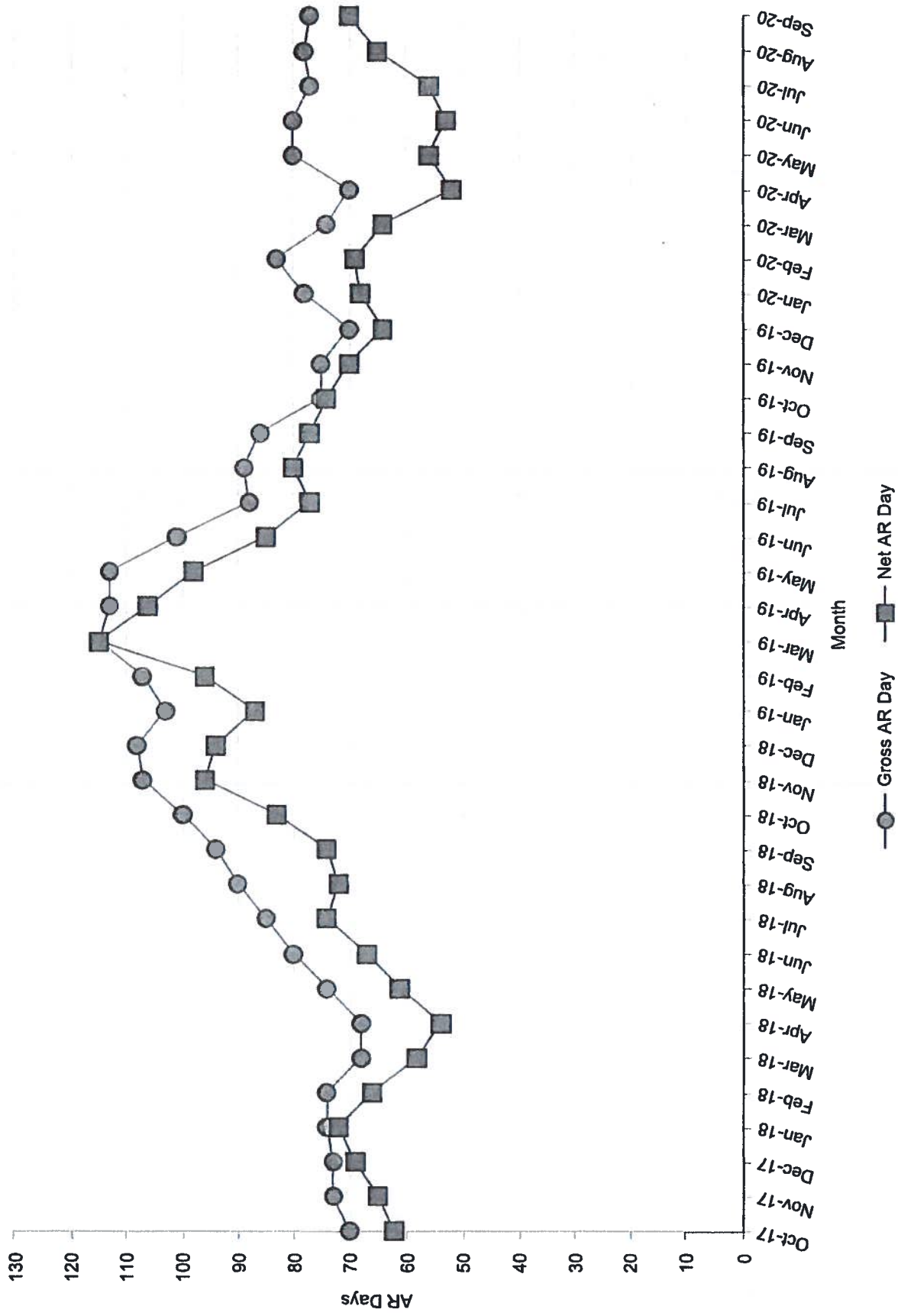
## Accounts Receivable (AR Days) and Contractuals

For the month ending September 30, 2020

Month	Gross AR Day	Net AR Day	Gross Revenue	Contractuals I and Bad Debt	Net Revenue	Gross Patient AR	Allowance	Allow % of Gross AR	Net AR	Gross Rev per Day	Net Rev per Day
Oct-17 31	70	62	772,123	217,792	554,331	1,856,727	629,540	34%	1,227,187	26,450	19,853
Nov-17 30	73	65	658,678	212,733	445,945	1,721,148	595,430	35%	1,125,718	23,480	17,216
Dec-17 31	73	69	812,438	245,118	567,319	1,779,168	596,819	34%	1,182,349	24,383	17,039
Jan-18 31	74	72	830,501	256,355	574,145	1,847,320	607,490	33%	1,239,830	25,018	17,254
Feb-18 28	74	66	849,964	127,466	722,499	2,039,280	674,507	33%	1,364,773	27,699	20,711
Mar-18 31	68	58	855,997	86,422	769,575	1,929,562	601,894	31%	1,327,668	28,183	22,958
Apr-18 30	68	54	793,056	155,624	637,432	1,903,273	621,056	33%	1,282,217	28,079	23,927
May-18 31	74	61	883,680	216,437	667,243	2,044,988	672,002	33%	1,372,986	27,530	22,546
Jun-18 30	80	67	790,775	134,487	656,288	2,175,297	728,139	33%	1,447,158	27,116	21,549
Jul-18 31	85	74	911,023	170,759	740,264	2,391,543	725,986	30%	1,665,557	28,103	22,433
Aug-18 31	90	72	890,309	87,510	802,799	2,535,411	802,743	32%	1,732,668	28,175	23,906
Sep-18 30	94	74	1,063,743	231,395	832,349	2,937,962	1,016,613	35%	1,921,350	31,142	25,820
Oct-18 31	100	83	1,013,708	286,654	727,054	3,239,213	1,118,539	35%	2,120,675	32,258	25,676
Nov-18 30	107	96	969,553	294,439	675,114	3,570,945	1,208,272	34%	2,362,673	33,484	24,555
Dec-18 31	108	94	914,629	120,060	794,569	3,405,223	1,165,164	34%	2,240,060	31,499	23,878
Jan-19 31	103	87	946,568	239,257	707,311	3,181,059	1,126,622	35%	2,054,437	30,769	23,663
Feb-19 28	107	96	868,597	413,901	454,697	3,236,341	1,144,169	35%	2,092,172	30,331	21,740
Mar-19 31	115	115	875,240	269,342	605,898	3,450,594	1,200,280	35%	2,250,314	29,893	19,643
Apr-19 30	113	106	898,061	130,811	767,250	3,355,305	1,171,326	35%	2,183,979	29,684	20,538
May-19 31	113	98	958,058	281,135	676,923	3,357,373	1,180,463	35%	2,176,910	29,689	22,283
Jun-19 30	101	85	1,196,496	355,236	841,261	3,378,561	1,255,200	37%	2,123,361	33,545	25,115
Jul-19 31	88	77	1,002,309	218,368	783,941	3,012,961	1,090,091	36%	1,922,870	34,314	25,023
Aug-19 31	89	80	1,137,243	295,827	841,416	3,216,562	1,066,424	33%	2,150,138	36,261	26,811
Sep-19 30	86	77	1,004,186	239,702	764,484	2,951,797	952,462	32%	1,999,335	34,171	25,977
Oct-19 31	75	74	1,161,256	450,790	710,466	2,684,840	832,616	31%	1,852,225	35,899	25,178
Nov-19 30	75	70	1,008,851	378,746	630,105	2,608,371	981,324	38%	1,627,046	34,882	23,132
Dec-19 31	70	64	935,436	210,207	725,228	2,361,370	919,229	39%	1,442,141	33,756	22,454
Jan-20 31	78	68	1,083,610	397,650	685,960	2,564,467	1,045,960	41%	1,518,507	32,912	22,188
Feb-20 29	83	69	1,014,553	167,852	846,701	2,755,790	1,050,334	38%	1,705,456	33,336	24,812
Mar-20 31	74	64	815,076	256,025	559,050	2,379,216	903,158	38%	1,476,058	32,014	22,986
Apr-20 30	70	52	779,018	67,134	711,884	2,032,437	799,190	39%	1,233,247	28,985	23,529
May-20 31	80	56	917,998	(16,427)	934,426	2,189,004	858,245	39%	1,330,759	27,305	23,971
Jun-20 30	80	53	987,378	101,463	885,915	2,364,253	898,228	38%	1,466,025	29,499	27,827
Jul-20 31	77	56	1,074,908	306,760	768,148	2,479,130	915,669	37%	1,563,462	32,394	28,136
Aug-20 31	78	65	1,348,950	369,068	979,882	2,879,260	1,019,165	35%	1,860,095	37,079	28,630
Sep-20 30	77	70	1,336,114	394,762	941,352	3,150,145	1,095,837	35%	2,054,308	40,869	29,232



# Pioneer Medical Center AR Days



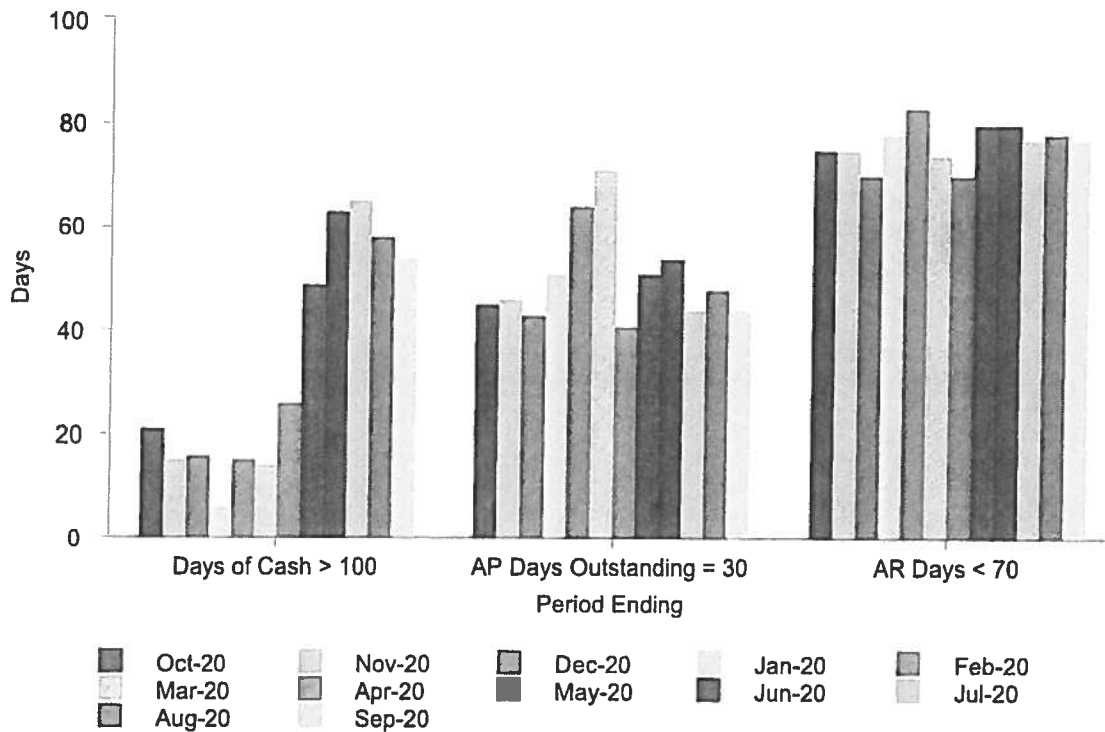


## Pioneer Medical Center

### Key Indicators

	<u>Days of Cash &gt;</u> <u>100</u>	<u>Outstanding =</u> <u>30</u>	<u>AR Days &lt; 70</u>
Oct-20	21	45	75
Nov-20	15	46	75
Dec-20	16	43	70
Jan-20	6	51	78
Feb-20	15	64	83
Mar-20	14	71	74
Apr-20	26	41	70
May-20	49	51	80
Jun-20	63	54	80
Jul-20	65	44	77
Aug-20	58	48	78
Sep-20	54	44	77

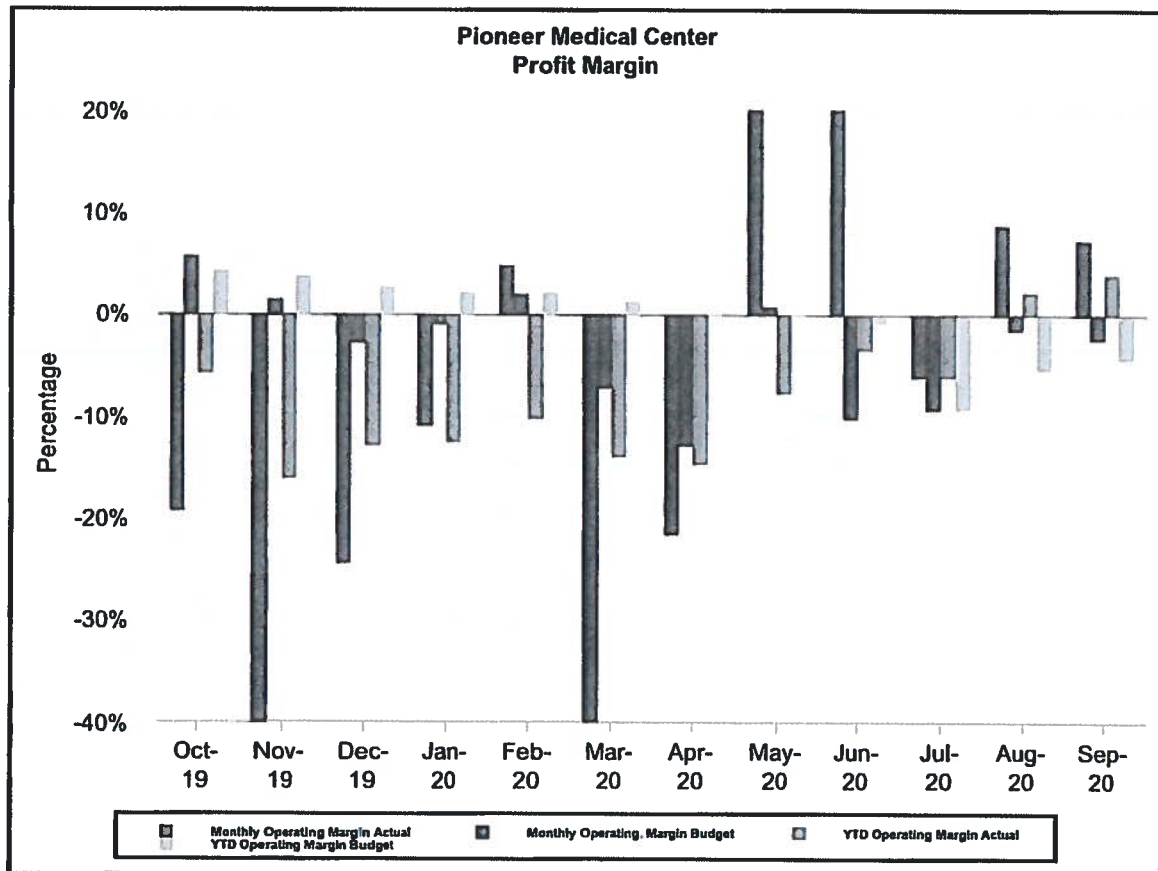
### Pioneer Medical Center Key Indicators



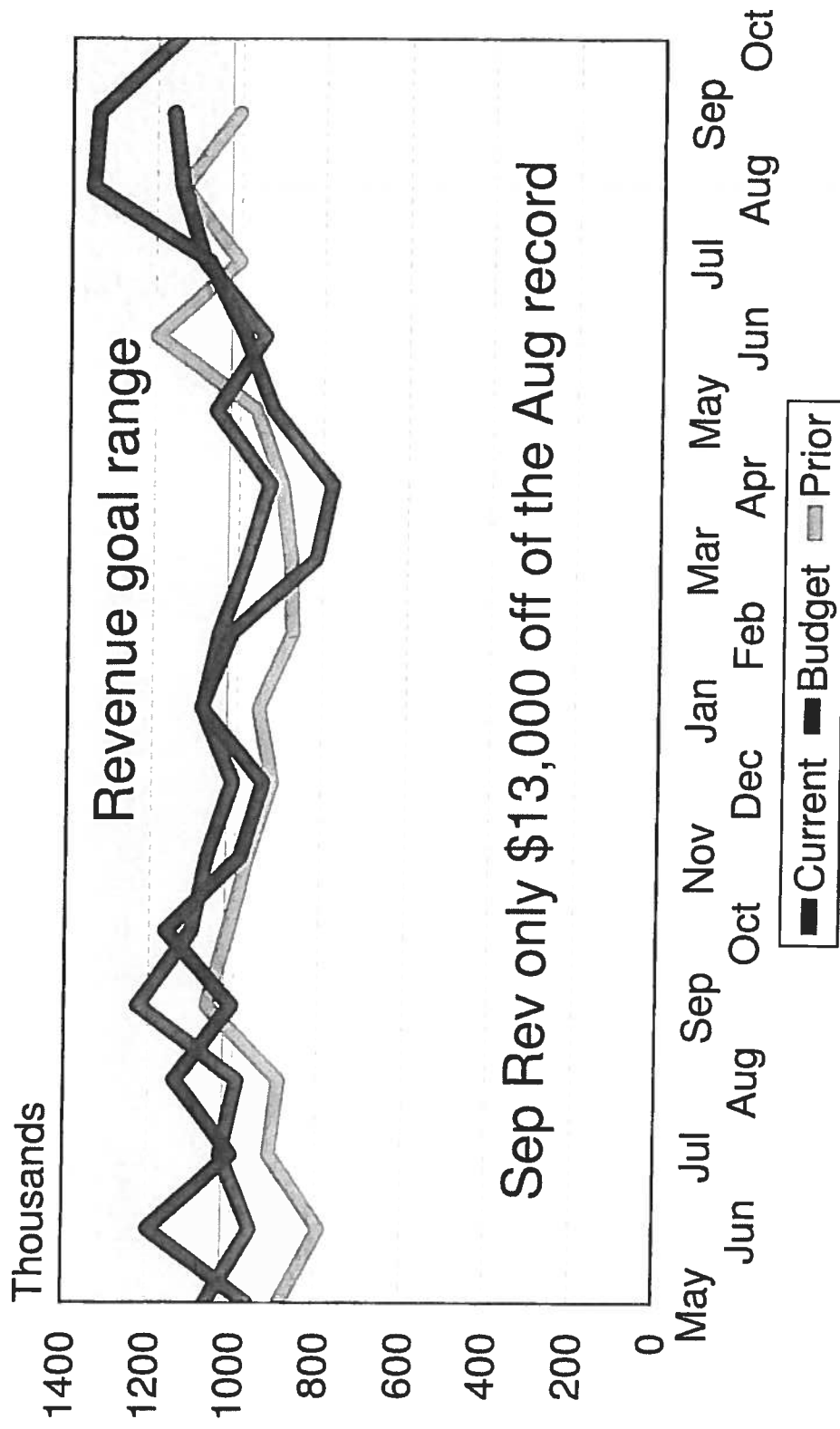
## Pioneer Medical Center

### Profit Margin

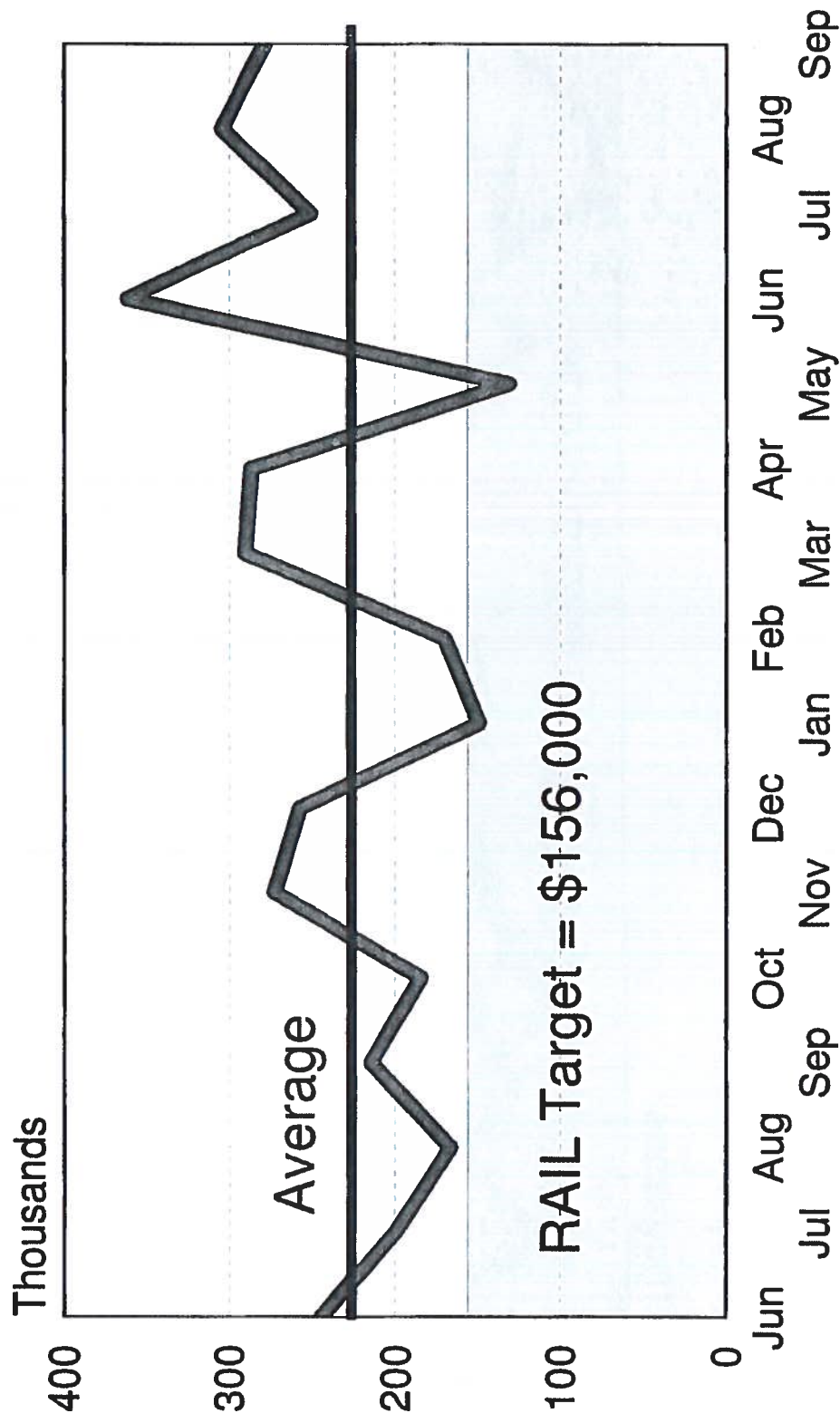
	Monthly Operating Margin Actual	Operating. Margin Budget	YTD Operating Margin Actual	Operating Margin Budget
Oct-19	-19.23%	5.76%	-5.76%	4.42%
Nov-19	-84.64%	1.56%	-16.05%	3.86%
Dec-19	-24.46%	-2.69%	-12.79%	2.82%
Jan-20	-10.95%	-0.86%	-12.54%	2.29%
Feb-20	4.92%	2%	-10.1%	2.26%
Mar-20	-52.5%	-7.09%	-13.83%	1.31%
Apr-20	-21.51%	-12.89%	-14.59%	0.05%
May-20	39.04%	0.76%	-7.67%	0.12%
Jun-20	24.55%	-10.26%	-3.51%	-0.69%
Jul-20	-6.01%	-9.35%	-6.01%	-9.35%
Aug-20	8.9%	-1.5%	2.32%	-5.31%
Sep-20	7.4%	-2.38%	4.1%	-4.3%



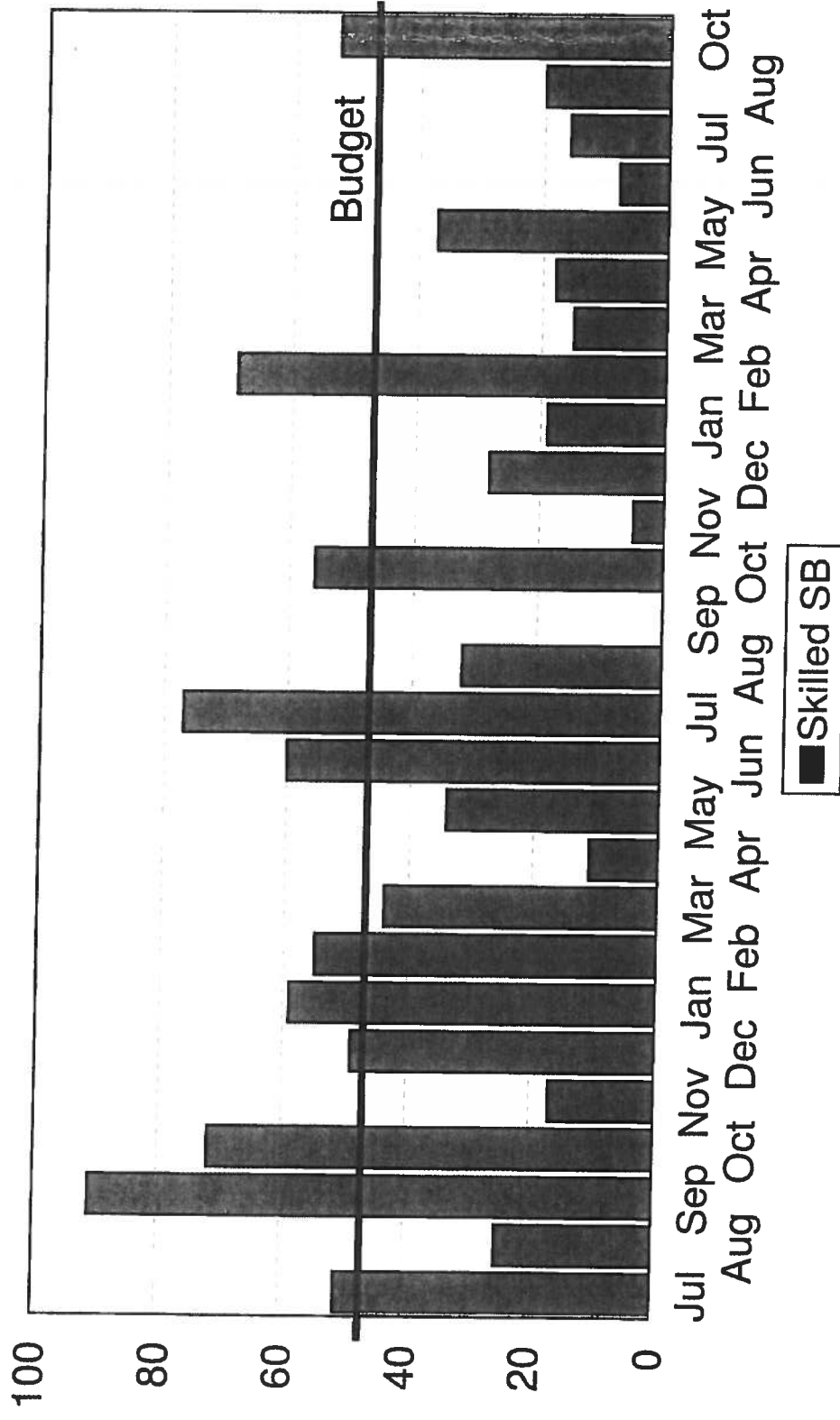
# Gross Patient Revenue



# Contract Labor



# Post Acute Care Days





Item 3

## PIONEER MEDICAL CENTER

11/10/2020

## MEMORIAL FUND

<u>For:</u>	<u>9/30/2020</u>		<u>10/31/2020</u>
			<u>Amount</u>
			<u>Current Balance</u>
ACTIVITIES DEPARTMENT	\$	4,314.03	\$ 4,314.03
AMBULANCE	\$	6,698.74	\$ 17,488.27
ANTIMICROBIAL STEWARDSHIP	\$	3,779.93	\$ 3,779.93
ASSISTED LIVING	\$	7,002.95	\$ 7,002.95
CARES PROVIDER RELIEF FUNDING	\$	3,162,646.34	\$ 3,162,346.34
CARES ACT PUBLIC HEALTH	\$	11,757.98	\$ 11,757.98
CLINIC FLOORING	\$	12,000.00	\$ 12,000.00
DIETARY	\$	156.85	\$ 156.85
HOSPICE GRANT	\$	112.50	\$ 112.50
HOSPITAL EMERGENCY PREPAREDNESS	\$	4,617.08	\$ 4,617.08
SWEET GRASS HEALTH CARE FOUNDATION	\$	5,000.00	\$ 10,000.00
MENTAL HEALTH PROGRAM	\$	111,217.30	\$ 110,489.66
CARDIAC REHAB	\$	687.00	\$ 687.00
PUBLIC HEALTH	\$	215.00	\$ 215.00
HHS STIMULUS/RHC TESTING-COVID	\$	49,461.42	\$ 49,461.42
SHIP GRANT-COVID	\$	61,322.00	\$ 61,322.00
SBA/PAYCHECK PROTECTION PROGRAM	\$	500.00	\$ 500.00
MHA COVID EXPENSE GRANT	\$	110.38	\$ 110.38
CAH	\$	10,000.00	\$ 10,000.00
MILL LEVY FUNDS	\$	-	\$ -
<b>SUB-TOTAL DESIGNATED FUNDS</b>	<b>\$</b>	<b>3,451,599.50</b>	<b>\$ 3,466,361.39</b>
<b>UNDESIGNATED MEMORIAL FUNDS</b>	<b>\$</b>	<b>20,822.87</b>	<b>\$ 21,423.39</b>
			<b>\$ 3,487,784.78</b>
<b>UNDESIGNATED MEMORIAL FUND CD INVESTMENTS</b>	<b>\$</b>	<b>370,371.94</b>	<b>\$370,371.94</b>
<b>Grand Total</b>	<b>\$</b>	<b>3,842,794.31</b>	<b>\$ 3,858,156.72</b>

OCTOBER INTEREST \$ 600.52

SKY FEDERAL CREDIT UNION  
 12 Month CD Date of Maturity: 12/21/2019  
 Interest Rate: 2.00%

\$158,405.16

OPPORTUNITY BANK  
 39 Month CD Date of Maturity: 12/12/2020  
 Interest Rate: 1.95%

\$211,966.78

excel/memorial/desig funds





INDICATOR		Physician Medical Center																					
Volume Indicators	PT 18 YTD	PT 19 YTD	JULY 2019	AUG 2019	SEPT 2019	18T QTR	OCT 2019	NOV 2019	DEC 2019	JAN 2020	FEB 2020	MARCH 2020	QTD QTR	APRIL 2020	MAY 2020	JUNE 2020	4TH QTR	FY 20 YTD	JULY 2020	AUG 2020	SEPT 2020	18T QTR	OCT 2020
Acute Care Discharges	78	101	4	9	7	20	8	6	5	13	9	7	29	5	8	6	18	87	8	7	7	22	7
Acute Care Admissions	77	102	4	9	6	19	8	5	5	11	10	6	27	6	7	6	21	87	8	8	7	22	7
Total hours	6418.25	7815.75	205.25	872.25	479.5	1307	827	799.5	667	772.75	888.75	684.75	2344.25	685	631.75	508.75	1832.5	7815.25	488.25	644.25	783.75	1939.75	318.25
# of Inpatients transferred to another acute care hospital	7	9	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	2	2	2	2	3	3
Acute Care ALOS/avg	81.4	51.3	51.3	74.7	79.8	0	81.8	168.9	100.5	82.0	84.3	114.1	114.2	114.2	91.3	63.8	0	70.0	82.0	112.3	112.3	112.3	112.3
Acute Care Patient Days	271	322	0.23	0.90	0.73	0.20	1.10	1.13	0.84	0.20	1.52	0.93	1.02	0.87	1.00	0.50	0.72	0.4	0.87	0.77	1.10	2.75	0.58
Obs bed adults	1436.75	170	4	4	4	17	6	3	3	12	10	7	32	3	4	4	72	120	27	24	33	84	18
Obs bed hours	437	1188.5	52.5	488.5	284.25	807.25	165.75	148	61.5	378.25	326.25	187.75	236.25	187.75	236.25	187.75	236.25	205.25	223.25	52.2	157	902.25	164
Total Swing Bed Admissions (Skilled+Inc-Sw.)	437	53	4	4	4	17	6	3	3	12	10	7	32	3	4	4	72	120	27	24	33	84	18
Skilled Swing Bed Discharges	437	53	4	4	4	17	6	3	3	12	10	7	32	3	4	4	72	120	27	24	33	84	18
SKILLED MEDICARE ADV DAYS	437	53	4	4	4	17	6	3	3	12	10	7	32	3	4	4	72	120	27	24	33	84	18
Intermediate Swing Bed Discharges	33	37	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Skilled Swing Bed Days	6884	880	883	688	670	1741	638	597	644	610	643	586	601	572	591	583	1746	7055	883	885	636	1684	461
Total Swing Bed Avg Daily Census (Skilled+Inc-Sw.)	7311	7138	880	620	670	1830	645	647	672	1944	610	612	601	1942	590	581	1688	7465	883	885	636	1684	461
Total Swing Bed # of Patients (Skilled+Inc-Sw.)	2833	2129	20.00	19.00	19.00	71	24	24	27	26	26	31	22	18	20	19	53	1832	1832	1832	1832	1832	1832
Adult Day Care Visits	428	428	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Adult Day Care Overnight stays	428	428	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hospice Routine Care Days	428	428	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hospice Inpatient Days	428	428	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hospice Respite Days	428	428	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ER visits	428	428	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
# ER patients discharged home	428	428	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
# Inpatient admits from ER	428	428	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
# Observation admits from ER	428	428	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
# Transferred from ER	428	428	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
# to LHC	428	428	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
# to BIC	428	428	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
# to other facilities/other	428	428	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
- AMA	428	428	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
- Expired	428	428	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Ambulance Runs - Total	428	428	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Ambulance Runs-Billable	428	428	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
- ALS	428	428	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
- BLS	428	428	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NON-BILLABLE	428	428	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
HELP FLIGHT INTERCEPTS	428	428	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TRANSFERS TO OTHER FACILITIES	428	428	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FIRE STANDBY	428	428	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SAR STANDBY	428	428	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
MUTUAL AID	428	428	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ER ASSIST	428	428	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AIRPORT	428	428	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
REFUSALS	428	428	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
HOSPICE REFUSAL	428	428	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NO PATIENT FOUND	428	428	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Physical Therapy visit hrs	1881.25	1883	180.75	178	165.75	534.5	194.75	164	162	510.75	180.5	197.75	175.25	530.5	39	141.75	183.75	428.5	2002.25	205	190.25	600.25	190.00
Occup Therapy visit hrs	468	472	44.75	33	30.5	228.00	214	233	214	235	280	240	240	775	131	199	235	628	208.00	268	258	786	71
#OT VISITS	34.75	54.5	0.5	0.75	0.25	108.25	48.75	52	52	43.25	62	49	49	112.25	28.5	18.25	25	83.75	46.50	47.5	47.5	130	41
Speech Therapy visit hrs	103	136	14	11	10	35	12	18	16	8	8.75	12	12	20.75	3	2.5	2.5	112	46.50	62	58	186	45
Registered Dietician Consults	17	14	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cardiac rehab visits	417	513	74	42	42	182	55	84	94	61	41	21	123	2	0	0	0	30	4	5	4	13	7
Endoscopic procedures	965	965	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other OP procedures/visits	6064	5717	435	606	447	1391	680	633	34	11518	442	818	747	1233	83	60	80	222	440	78	68	234	32
Lab & X-ray visits-OP	190638	11906	835	944	1032	2858	1688	967	952	3807	1113	848	748	1233	287	339	485	1172	5304	445	474	1405	73
# Lab tests	2723	2009	254	264	283	771	284	219	208	631	84	14	14	5	33	12	212	201	2830	1935	1045	1056	1459
# X-ray/ECG's	152	183	17	40	34	163	59	55	50	144	26	32	23	81	11	38	41	90	187	27	14	68	27
# Ultrasound/Echocardiogram/Holter, CEM, MCT	428	505	5	9	8	23	51	5	5	22	7	10	23	20	2	2	11	22	87	10	104	264	58
# CT scans	8738	11155	964	981	853	2810	1083	967	825	2875	1022	730	2830	543	716	641	2160	10475	848	856	881	2651	9
# MRIs	8738	11155	964	981	853	2810	1083	967	825	2875	1022	730	2830	543	716	641	2160	10475	848	856	881	2651	9
Total OP visits (no ER)	8738	11155	964	981	853	2810	1083	967	825	2875	1022	730	2830	543	716	641	2160	10475	848	856	881	2651	9
Financial Indicators																							
% Medicare \$			50%	50%	55%	62%	52%	52%	57%	64%	59%	63%	44%	54%	55%	62%			61%	54%	47%		
% Medicaid \$			15%	18%	17%	16%	23%	15%	18%	18%	14%	22%		19%	20%	16%			13%	11%	14%		
% Commercial \$			26%	25%	28%	24%	19%	25%	14%	19%	17%	14%		10%	9%	20%			18%	20%	21%		
% Self Pay \$			8%	8%	8%	8%	6%	8%	11%	7%	8%	10%		10%	10%	10%			10%	10%	12%		
Days in Acute Receivable			88	88	86	87.87	75	75	70	73.33	70	83	74	70	80	80			77	76	77		
Clinical Indicators/AUR																							
Return to ED within 72 hrs	23	20	0	1	4	5	3	2	0	5	2	1	0	3	0	0	0	0	17	1	2	0	2
Readmission within 30 days	7	18	0	0	0	0	0	0	0	2	0	0	0	2	0	0	0	5	1	0	0	0	0
Deaths - ER	2	3	0	0	0	0	0																

Diabetic Medical Cause  
ACCESS HOSPITAL  
and Report FY 2021

NOV 2020	DEC 2020	2ND QTR	FY 21 YTD
7	6	28	29
318.25	28	2254	0
3	0	0	0
18	7	2745161	102
164	6	105625	26
78	165	143	22
87	143	2145	2310
19	22	7514046	28
6	15	102	20
461	2145	46	0
537	2310	0	0
17.32	8	206	0
24	24	0	0
7	7	0	0
15	15	0	0
0	0	0	0
35	35	0	0
0	0	0	0
4	4	0	0
68	378	0	0
47	283	0	0
5	20	0	0
7	26	0	0
9	49	0	0
0	1	0	0
5	28	0	0
2	14	0	0
2	6	0	0
0	0	0	0
46	185	0	0
16	105	0	0
10	38	0	0
38	90	0	0
0	4	0	0
7	35	0	0
4	6	0	0
3	8	0	0
1	1	0	0
0	0	0	0
0	2	0	0
18	4	0	0
0	59	0	0
0	1	0	0
199	799.25	0	0
71	866	0	0
41	171	0	0
46	231	0	0
5.75	12.75	0	0
7	20	0	0
0	0	0	0
0	0	0	0
32	60	0	0
73	307	0	0
573	1978	0	0
1468	4557	0	0
274	1168	0	0
27	85	0	0
58	322	0	0
9	28	0	0
891	3462	0	0
58%			
14%			
21%			
5%			
#DIV/0!			
2	5		
0	2		
0	0		
1	1		
3	7		
0	1		
1	1		
0.00	0.00		
0	0		
0.00	0.00		

Pioneer Medical Center  
BOULDER MEADOWS  
"Dashboard Report"

FY 2021

INDICATOR	FY 18	FY 19		JULY	AUG	SEPT	1ST	OCT	NOV	DEC	2ND	JAN
	YTD	YTD		2019	2019	2019		2019	2019	2019		2020
Volume indicators												
Admissions	6	7		0	1	1	2	0	0	0	0	2
Discharges	8	5		1	1	0	2	0	1	0	1	0
Deaths	0	1		0	1	0	1	0	1	0	1	0
Occupancy rate				49%	35%	42%		44%	42%	38%	41%	46%
Census at month end	7.3			7	6	7		7	6	6		8
Total resident days	2735	3357		244	173	200	617	217	203	186	606	226
Financial indicators												
% Medicaid \$	0%	0%		0%	0%	0%	0%	0%	0%	0%	0%	0%
% Commercial \$	0%	0%		0%	0%	0%	0%	0%	0%	0%	0%	0%
% Self pay \$	100%	100%		100%	100%	100%	100%	100%	100%	100%	100%	100%

Pioneer Medical Center  
BOULDER MEADOWS  
"Dashboard Report"  
FY 2021

FEB 2020	MAR 2020	3RD QTR	APRIL 2019	MAY 2019	JUNE 2019	4TH QTR	FY 20 YTD	JULY 2020	AUG 2020	SEPT 2020	1ST QTR	OCT 2020	NOV 2020
1	0	3	0	0	1	1	6	0	0	0	0	0	
0	0	0	2	0	1	3	6	0	0	1	1	0	
0	0	0	0	0	0	0	2	0	0	1	1	0	
56%	56%	53%	49%	44%	40%	44%	0	44%	44%	43%		38%	
9	9		7	7	7		0	7	7	6		6	
261	279	766	235	217	192	644	2633	217	217	208	642	186	
0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	

Pioneer Medical Center  
 BOULDER MEADOWS  
 "Dashboard Report"  
 FY 2021

DEC 2020	2ND QTR	FY 21	
		YTD	
	0		0
	0		1
	0		1
	186		828
	0%		
	0%		
	100%		



Pioneer Medical Center  
PMC CLINIC

"Dashboard Report"

FY 2021

INDICATOR	JUL 2019	AUG 2019	SEP 2019	1ST QTR	OCT 2019	NOV 2019	DEC 2019	2nd QTR	JAN 2020	FEB 2020	MAR 2020
<b>Volume Indicators</b>											
Avg. clinic visits/day (M-F)	17.9	18.5	15.5	17.3	15.3	14.9	14.3	14.8	16.2	16.4	14.0
# days	21.0	22.0	20	23	23	20	21		22	21	22
# pts.	376.0	407.0	309	1092.0	353	298	300	951	356	345	307
Avg. clinic visits/day (Sat)	2	3	4	3	2	3.2	3	3	3.8	3.2	2.3
# days	4	5	4	4	4	5	4		4	5	4
# pts.	7	13	16	36	8	16	12	36	15	16	9
Walker - # clinic visits	154	134	100	388	122	98	93	313	133	163	146
# days	17	16	12.0		16.0	12.0	12.0		15.0	16.0	19.0
avg #/day	9	8	8.3		7.6	8.2	7.8	7.8	8.9	10.2	7.7
Walton - # clinic visits	129	108	67	304	99	61	86	246	87	108	119
# days	16	13	8.0		15.0	12.0	14.0		13.0	13.0	17.0
avg #/day	8	8	8.4		6.6	5.1	6.1	5.9	6.7	8.3	7.0
Lizotte - # clinic visits	64	148	112	324	102	119	107	328	114	29	0
# days	8	17	16.0		13.0	16.0	18.0		17.0	6.0	0.0
avg #/day	8	9	7.0		7.8	7.4	5.9	7.1	6.7	4.8	0.0
Gonzalez - # clinic visits	19	17	8.0	44	22.0	10.0	11.0	43	26.0	39.0	0.0
# days	10	11	6.0		15.0	9.0	7.0		10.0	12.0	0.0
avg #/day	2	2	1.3		1.5	1.1	1.6	1.4	2.6	3.3	0.0
Legere - # clinic visits	14	8	28	50	16	18	14	48	11	24	39
# days	13	12	11		10	7	12		8	9	15
avg #/day	1	1	3		1.6	2.6	1.2	1.8	1.4	2.7	2.6
Locums - # clinic visits	3	5	10	18	0	8	1	9	0	0	12
# days	1	2	5.0		0.0	2.0	3.0		0.0	0.0	5.0
avg #/day	3	3	2		0	4	0.3	1.4	0.0	0.0	2.4
Total Clinic Visits	383	420	325	1128	361	314	312	987	371	361	316
Swing Bed visits	27	28	15	70	36	23	35	94	30	37	23
Hospital/Observation visits	14	55	36	105	49	43	32	124	74	32	43
Emergency room visits	82	90	97	269	76	74	59	209	63	59	58
Home visits	0	1	0	1	0	0	0	0	0	1	0
OP Procedures (scope)	0	2	0	2	0	0	0	0	0	1	1
Nursing visits	28	49	66	143	129	94	46	269	35	20	10
Flu shots	0	0	67	67	144	98	2	244	0	11	7
Flu mist	0	0	0	0	0	0	0	0	0	0	0
<b>Financial indicators</b>											
% Medicare \$	41	35	40		49	46	43		46	47	40
% Medicaid \$	8	16	14		11	11	11	11	11	12	14
% Commercial \$	42	38	39		34	37	40		35	33	38

Pioneer Medical Center  
PMC CLINIC  
"Dashboard Report"  
FY 2021

% Self pay \$	9%	11%	7%	6%	6	6%	7	8	8
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Pioneer Medical Center  
PMC CLINIC  
"Dashboard Report"  
FY 2021

3rd QTR	APR 2020	MAY 2020	JUNE 2020	4TH QTR	FY 20 YTD	JULY 2020	AUGUST 2020	SEP 2020	1ST QTR	OCT 2020	NOV 2020	DEC 2020	2ND QTR
15.5	9.3	11.3	14.3	11.6		13.5	17.8	14.0	15.1	11.7			11.7
	23	20	23			22	21	21	64	22			
1008	214	225	329	768	3819	296	373	295	964.0	257			257
3	1.5	1.6	2.3			1.5	2.2	2.0	2	1.8			
	4	5	4			4	5	4	13	5			
40	6	8	9	23	135	6	11	8	25	9			9
442	110	96	107	313	1456	96	147	117	360	117			117
	18.0	13.0	13.0			12.0	14.0	14.0	40.0	16.0			
8.9	6.1	7.4	8.2			8.0	10.5	8.4		7.3			
314	68	66	98	232	1096	74	99	89	262	45			45
	16.0	12.0	14.0			13.0	13.0	13.0	39.0	7.0			
7.3	4.3	5.5	7.0			5.7	7.6	6.8		6.4			
143	8	74	92	174	969	89	109	64	262	80			80
	2.0	17.0	19.0			19.0	16.0	13.0	48.0	15.0			
3.8	4.0	4.4	4.8			4.7	6.8	4.9		5.3			
65	0.0	0.0	0.0	0	152	0.0	0.0	0.0	0	0.0			0
	0.0	0.0	0.0			0.0	0.0	0.0		0.0			
2.0	0.0	0.0	#DIV/0!			#DIV/0!	#DIV/0!	#DIV/0!		#DIV/0!			0
74	5	0	0	5	177	0	0	0	0	0			0
	2	0	0			0	0	0		0			
2.2	2.5	0.0	#DIV/0!			#DIV/0!	#DIV/0!	#DIV/0!		#DIV/0!			0
12	29	42	41			43	29	33	105	24			
	13.0	17.0	19.0	112	151	16.0	14.0	15.0	45.0	15.0			24
0.8	2.2	2.5	2.2			2.7	2.1	2.2		1.6			
1048	220	233	338	791	3954	302	384	303	989	266			266
	28	24	26	78	332	18	31	30	79	29			29
149	33	53	45	131	509	38	54	48	140	33			33
180	49	60	96	205	863	99	123	88	310	68			68
1	1	0	2	3	5	0	0	0	0	2			2
2	0	0	0	0	4	0	0	0	0	0			0
65	28	23	27	78	555	42	57	87	186	197			197
18	0	0	0	0	329	0	0	65	65	208			208
0	0	0	0	0	0	0	0	0	0	0			0
	46	48	39			40	30	35		40			
	8	10	11			10	11	12		excel/9-/QI/Dashboard 2021 v2/CLINIC			
	39	33	39			35	49	43		47			

Pioneer Medical Center  
PMC CLINIC  
"Dashboard Report"  
FY 2021

7	9	11		15	10	10	4		
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Pioneer Medical Center  
 PMC CLINIC  
 "Dashboard Report"  
 FY 2021

FY 21	
YTD	
64	
1221	
13	
34	
477	
40	
307	
39	
342	
48	
129	
45	
1255	
108	
173	
378	
2	
0	
383	
273	
0	

Pioneer Medical Center  
PMC CLINIC  
"Dashboard Report"  
FY 2021

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Human ResourcesNovember 1<sup>st</sup>, 2020 Board ReportSubmitted by Eric Vardell**1. Recruitment/Onboarding**

- a. One strong DON candidate, and one applicant looking at this role as a promotion, have applied directly to PMC for the DON role. The stronger candidate was interviewed Oct. 29<sup>th</sup>. She was rated well by those managers in the call. The other will likely have a first (HR) interview before 11/06. Our goal is to have a go/no-go decision for further considerations of these applicants by Wednesday, Nov. 11<sup>th</sup>.
- b. Patty Sturt started in the interim DON job on 10/26.
- c. I, Eric Vardell, started in the HR Director position Monday, October 12<sup>th</sup>.
- d. Jessa (our interim Director of HR) Remington's last regularly scheduled day with PMC will be Wednesday, 11/04. Many thanks to her for a very well done job of handling things, and for moving several initiatives forward. Jessa definitely did a better job here than should expected in an interim slot!
- e. The local CNA class held their on-site training sessions in October. Two possible future PMC CNA's were in the class. One of them tests for the CNA certification in the week of 9-15 November.
- f. The interim DON and HR are working together to increase local staffing of CNA's and nurses. HR has determined:
  - i. Federal requirements for CNA's have been temporarily relaxed due to COVID-related staff shortages.
  - ii. Montana does not require CNA certifications for nurses' aides in Acute Care Hospitals.
  - iii. Montana does not require a high school diploma or equivalency for CNA's.These give PMC more latitude in who we can hire to work as first-line caregivers while they are training here to be licensed as a CNA.
- g. Therapy continues to interview for our PT needs. A Therapist who interviewed 10/27 turned down our wage offer. Two more candidates interview 11/04.

**2. Employee Engagement**

- a. New Employee Orientation is scheduled each 2 weeks. New hires can start before the class, but then come to the class on its next scheduled date.
- b. 2-3 current employees, hired within the past year, are also scheduled into each session.

**3. Payroll/Benefits**

- a. PMC is changing carriers for our Short & Long-Term Disability and Employee Assistance Program benefits. The new carrier, Symetra, offers these same-or-better benefits as a lower cost/month. Savings are approx. \$1K/month.
- b. 2021 health insurance costs are increasing approx. 3.3%. Cost increases are only on the High Deductible plan. Employees in the HDHP will see a small share in the monthly cost increases.
- c. Open Enrollment for 2021 insurances will be 11/09-11/11.



Human Resources Report	June 2020 Fiscal Year End	July 2020
Open positions		15
New Hires		3
Number of active travelers		9
% of Traveler in relation to total staff		39.13%
Turnover rates (past rolling 12 months)		46.3%
Salary & Benefits % of Net Revenue	54.50%	
Benefits % Salary	13.37%	

\*Total staff in calculation of "% of Traveler in relation to total staff" includes all FT, PT, and Per Diem CNAs, RNs

August 2020	September 2020	October 2020
14	12	13
2	3	3
6	6	6
26.09%	26.09%	
48.3%	45.1%	44.7%

, and LPNs



# A Primer on Project Delivery Terms

Contributed by a joint task force of AIA  
and the AGC Joint Committee



## SUMMARY

AIA and the Associated General Contractors of America (AGC) formed a task force to produce a primer that defines popular methods of integrated project delivery, design delivery, including design-bid-build, construction management at risk, and design-build.

The task force hopes this primer will help architects and contractors achieve quality projects that fulfill owner expectations and are delivered on time, on budget and projects that deliver greater value. AIA and AGC recognize that many viable project delivery methods are available, so this list is not meant to endorse any one as "best."

## ADMINISTRATIVE CONSIDERATIONS

### Delivery vs. Management

Construction management at risk (CM@R) is a project delivery method, whereas construction management-adviser is a form of project management. While this difference in leadership may appear subtle, it is important to the understanding of the different delivery methods. Leadership defines the authority to legally bind the owner. Assignment of contractual responsibility is key to differentiating project delivery methods. Outsourcing responsibility and administration is another option that owners should consider in any project.

### Selection Procedures

The four project delivery methods this primer defines are design-bid-build, CM@R, IPD, and design-build. These are the three most commonly used and referenced project delivery methods. How the owner selects the primary service providers significantly affects the project delivery method and the resulting contractual relationship. The selection is usually based on price, qualifications, or a combination of the two. When qualifications and price serve as the basis for selection, it is common to use a request for qualifications (RFQ), a request for proposals (RFP), and interviews to review bidders. Each of these methods of gathering information reveals important aspects of the bidders' qualifications. Typically, more than one provider is contacted to supply information to encourage responsible bids.

The following are commonly used approaches for selecting an architecture and construction team:

- Direct Negotiation: The owner's final selection is based solely on lowest total cost.
- Competitive bid: The owner's final selection is based on some weighting of the total cost and other criteria such as qualifications.

- Qualifications-based selection: Total construction cost is not a factor in the owner's final selection. Instead, the final selection is based on either a "pure qualifications-based selection" (qualifications only, no element of price) or a combination of qualifications and fees.

## DELIVERY METHOD DEFINITIONS

### Design-Bid-Build

This method involves three roles in the project delivery process—owner, architect, and builder—in traditionally separate contracts. "Traditional" frequently describes the design-bid-build method, which typically involves competitively bid, lump-sum construction contracts based on complete and prescriptive contract documents prepared by the architect. These documents generally include drawings, specifications, and supporting information. The phases of work are usually conducted in linear sequence. The owner contracts with an architect for design; uses the design documents produced by the architect to secure competitive bids from contractors; and, based on an accepted bid, contracts with a contractor for construction of the building.

For most of the 20th century, public work has been routinely built using the design-bid-build/lump-sum (or stipulated sum) delivery method. Much private work has also been performed for a lump-sum figure, in the belief that the marketplace ensures economic discipline and yields the lowest cost. In particular, private organizations with large constituencies, such as churches and schools, are often required to use project delivery methods with sealed bids and formal procedures, similar to procedures for public projects.

Design-bid-build is identified by the following defining characteristics:

- Three prime players: owner, architect, builder
- Two separate contracts: owner-architect, owner-builder
- Final contractor selection based on lowest responsible bid or total contract price

Typical characteristics of the design-bid-build approach include the following:

- Three linear phases: design, bid, build
- Well-established and broadly documented roles
- Carefully crafted legal and procedural guidelines
- A lowest responsible bid that provides a reliable market price for the project
- Contract documents that are typically completed in a single package before construction begins, requiring construction-related decisions in advance of actual execution
- An opportunity for construction planning based on completed documents
- Complete specifications that produce clear quality standards

### Construction Management at Risk

CM@R involves a construction manager who takes on the risk of building a project. The architect is hired under a separate contract. The construction manager oversees project management and building technology issues, in which a construction manager typically has particular background and expertise. Such management services may include advice on the time and cost consequences of design and construction decisions, scheduling, cost control, coordination of construction contract negotiations and awards, timely purchasing of critical materials and long-lead-time items, and coordination of construction activities.

In CM@R, the construction entity, after providing preconstruction services during the design phase, takes on the financial obligation for construction under a specified cost agreement. The construction manager frequently provides a guaranteed maximum price (GMP). CM@R is sometimes referred to as CM/GC because the construction manager becomes a general contractor (GC) through the at-risk agreement.

The term "at risk" is often a source of confusion. Sometimes it refers to the fact that the contractor holds the trade contracts and takes the performance risk for construction. In other contexts, the term is tied to the existence of a cost guarantee or GMP. Because the term "at risk" has two distinct meanings, it is important to understand how it is being used in a particular situation. The definition used for CM@R in this document is based primarily on the fact that the construction manager holds the trade contracts and takes the performance risk. The eventual establishment of a GMP is typical of CM@R project delivery, but it is not a defining characteristic of the delivery method in this case.

When a GMP is used, the CM@R method is flexible as to when the construction price becomes fixed. As a result, the timing for agreeing to a GMP varies by project. Considerations of risk should include an evaluation of the amount of design information available, the amount of contingency included and the owner's willingness to share in the risk of cost overruns. It should be noted that there is no contractual relationship between the architect and the CM@R.

CM@R is identified by the following defining characteristics:

- Three prime players: owner, architect, CM@R
- Two separate contracts: owner-architect, owner- CM@R
- Final provider selection based on aspects other than total cost

Typical characteristics of the CM@R approach include the following:

- Overlapping phases: design and build (fast track)
- Construction manager hired during the design phase
- Preconstruction services offered by the constructor
- Specific contractual arrangement determines the roles of players
- Clear quality standards produced by the contract's prescriptive specifications

## Design-Build

Owners interested in single-point responsibility for both design and construction can use the design-build delivery system. In the design-build approach, the owner contracts with a single entity, the architect-builder, for both design and construction services. The design-build entity can be led by either an architect or a general contractor and can consist of any number of people. As with CM@R, the timing of agreement on a GMP varies with each project.

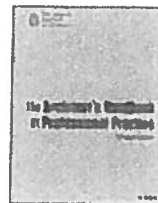
Design-build approaches require an explicit determination of the roles and responsibilities of the design-build team. Single-source contracting has gained popularity in recent years in both the private and public sectors. The primary reason for this interest in design-build as a viable project delivery option is the owner's desire for a single source of responsibility for design and construction.

## RESOURCES

### For more information on this topic



See also the 14th edition of the Handbook, which can be ordered from AIA Store by calling (800) 242 3837 (option 4) or by email at [bookstore@aia.org](mailto:bookstore@aia.org).



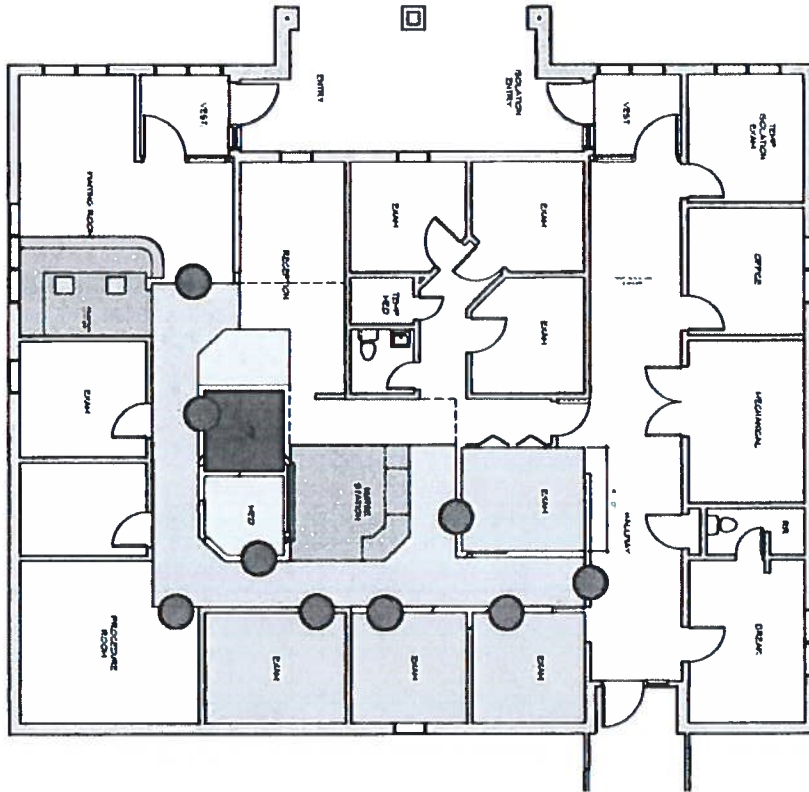
See also 'Project Delivery Methods' beginning on page 508 of the 15th Edition of the Architect's Handbook of Professional Practice. The Handbook can be ordered from AIA Store online at [aia.org/store](http://aia.org/store), by calling (800) 242 3837 (option 4), or by email at [bookstore@aia.org](mailto:bookstore@aia.org).

For more information on Public-Private Partnerships, please visit the Department of Transportation's Home Page on P3 at <http://www.fhwa.dot.gov/ipd/p3/>

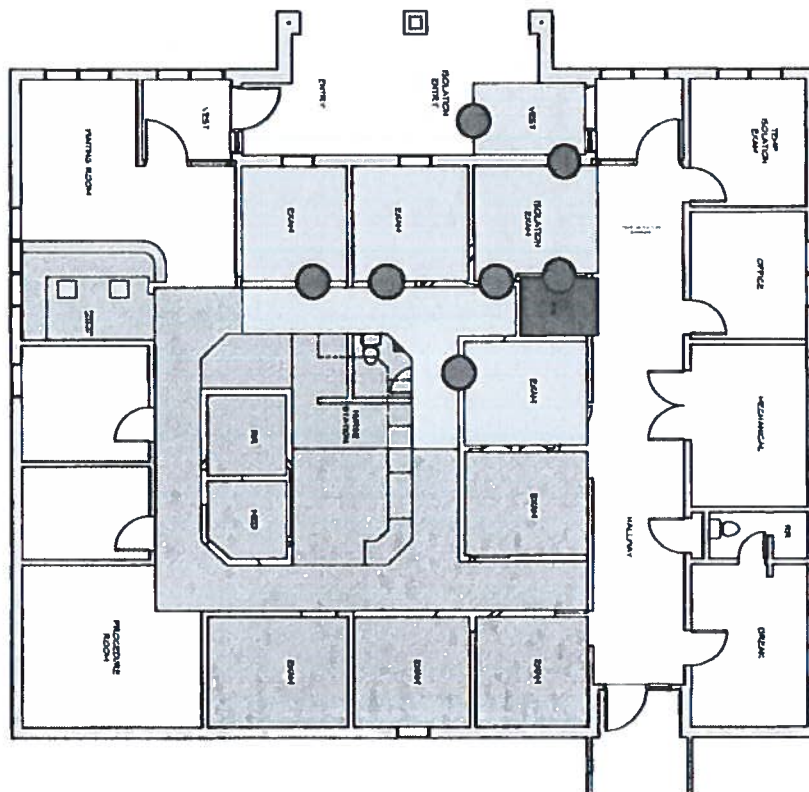
Revised September 2016







① LEVEL 1 - FLOOR PLAN - OPTION 7 - CLINIC PHASE 1A  
1/4" = 1'-0"



② LEVEL 1 - FLOOR PLAN - OPTION 7 - CLINIC PHASE 1B  
1/4" = 1'-0"

OPTION 7 CLINIC - PHASE 1			
PH-1	DATE	11/10/20	SCALE
	DESIGNED BY	AD	1/4" = 1'-0"
	CHECKED BY	ELB	

PIONEER MEDICAL CENTER EMERGENCY  
DEPARTMENT ADDITION & FACILITY  
REMODEL

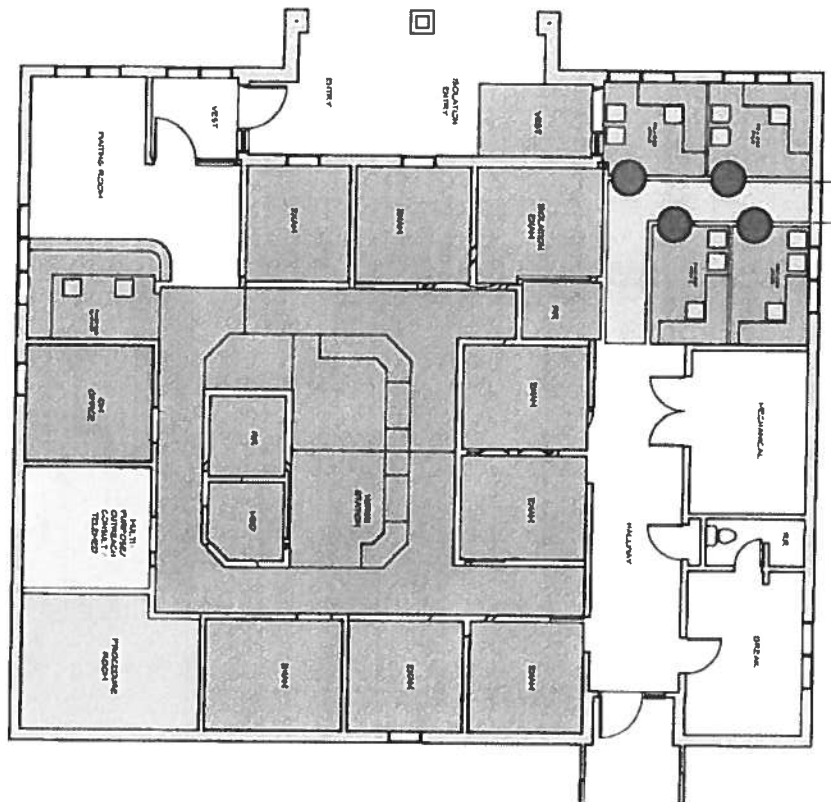
BIG TIMBER MONTANA

**Nelson architects**  
Dream Design Build

821 2nd Avenue North Great Falls MT 59401  
406.727.3296  
NelsonArchitects.com



① LEVEL 1 - FLOOR PLAN - OPTION 7 - CLINIC PHASE 2A  
1/4" = 1'-0"



1/4" = 1'-0"

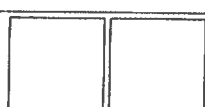


PH-2

OPTION 7 CLINIC - PHASE 2			
DATE	20-08-18	BY	AS
REVISION	1	DATE	11-10-18
REVISION	2	DATE	04-11-18

NO.	DESCRIPTION
1	REVISION
2	REVISION

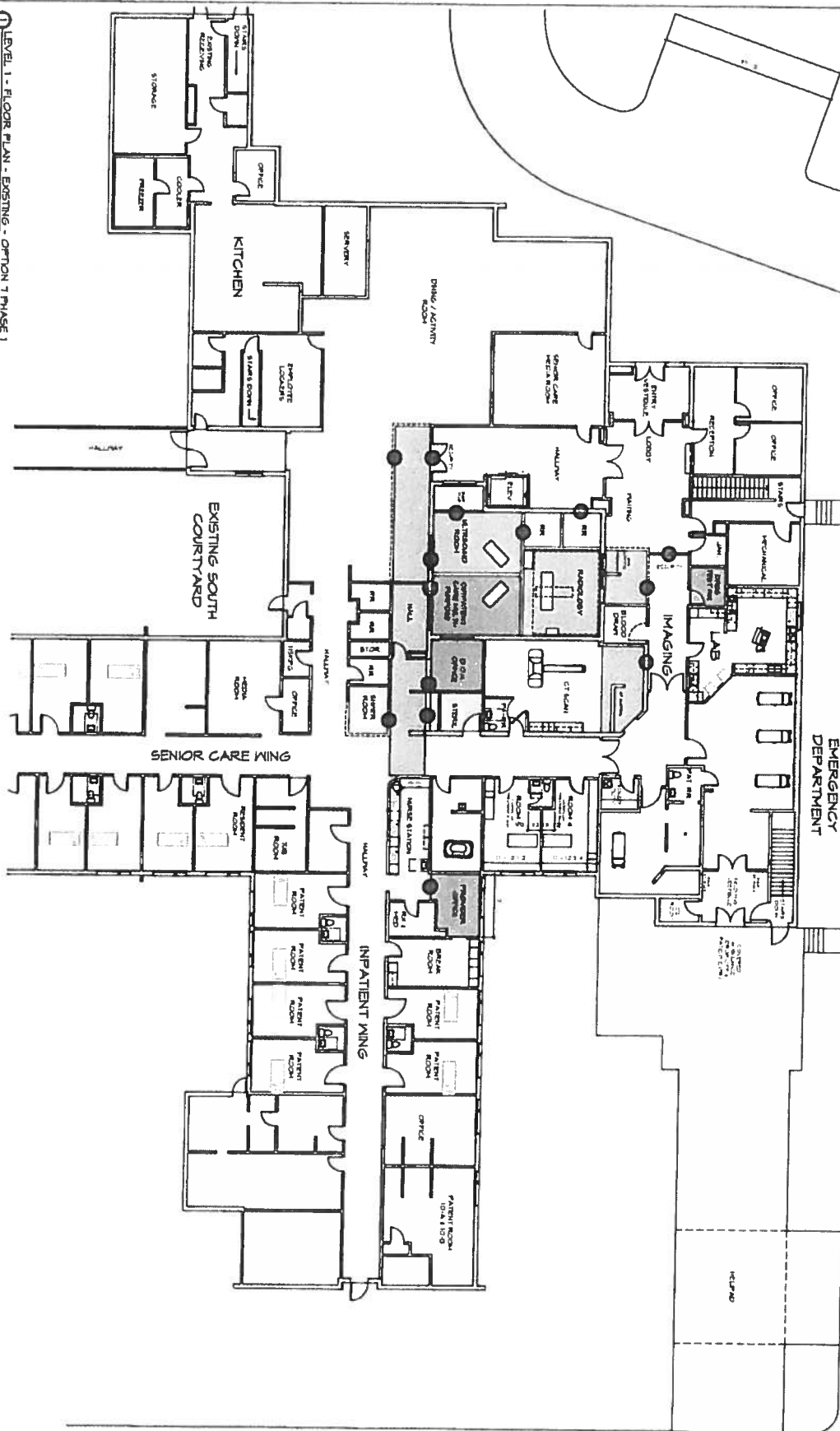
PIONEER MEDICAL CENTER EMERGENCY  
DEPARTMENT ADDITION & FACILITY  
REMODEL  
BIG TIMBER, MONTANA



**Nelson architects**  
Dream Design Build  
821 2nd Avenue North - Great Falls, MT 59401  
406.727.3286  
NelsonArchitects.com

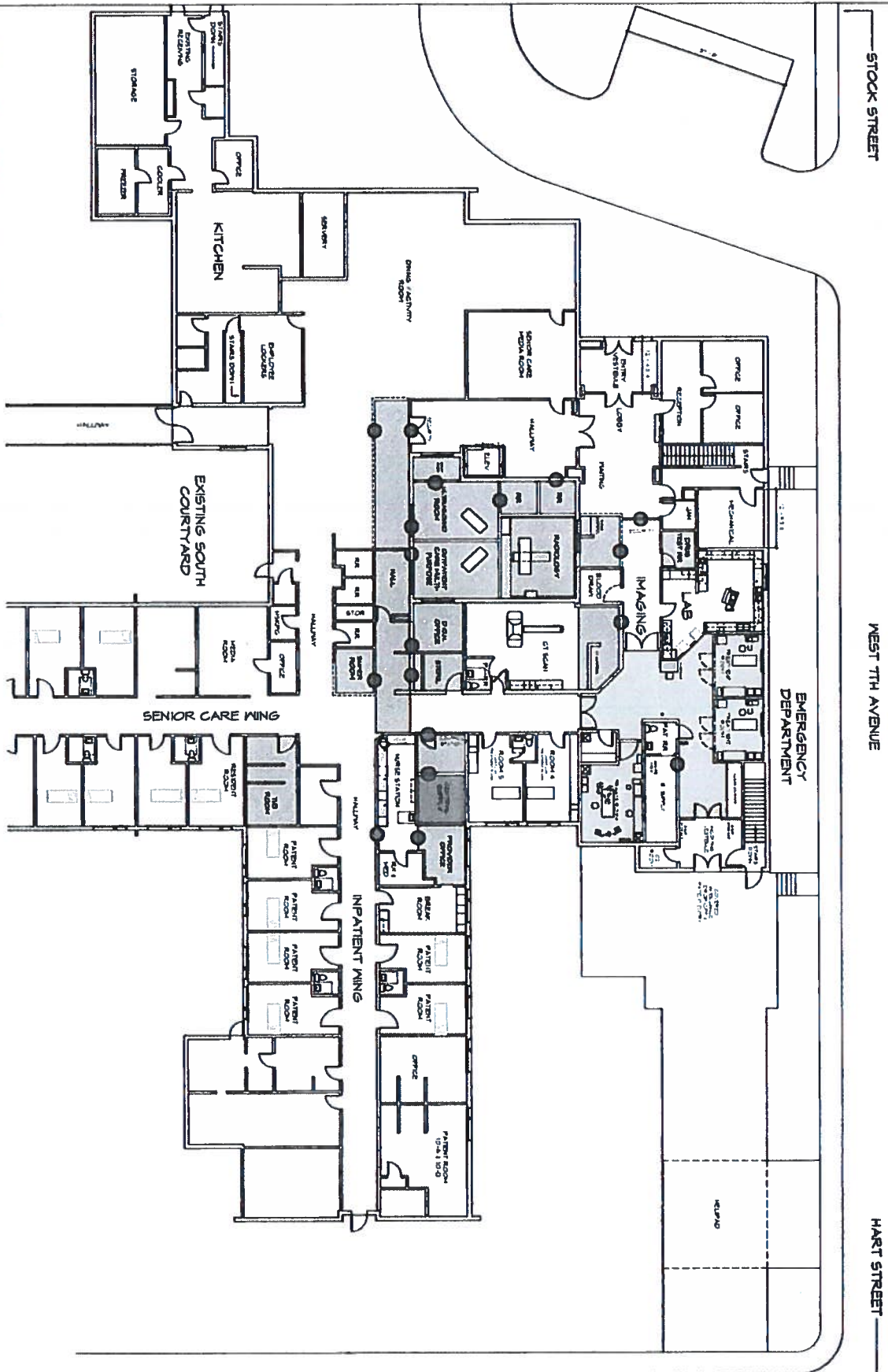


HART STREET



① LEVEL 1 - FLOOR PLAN - EXISTING - OPTION 7 PHASE 1  
1/8" = 1'-0"

① LEVEL 1 - FLOOR PLAN - EXISTING - OPTION 1 PHASE 2  
1/8" = 1'-0"



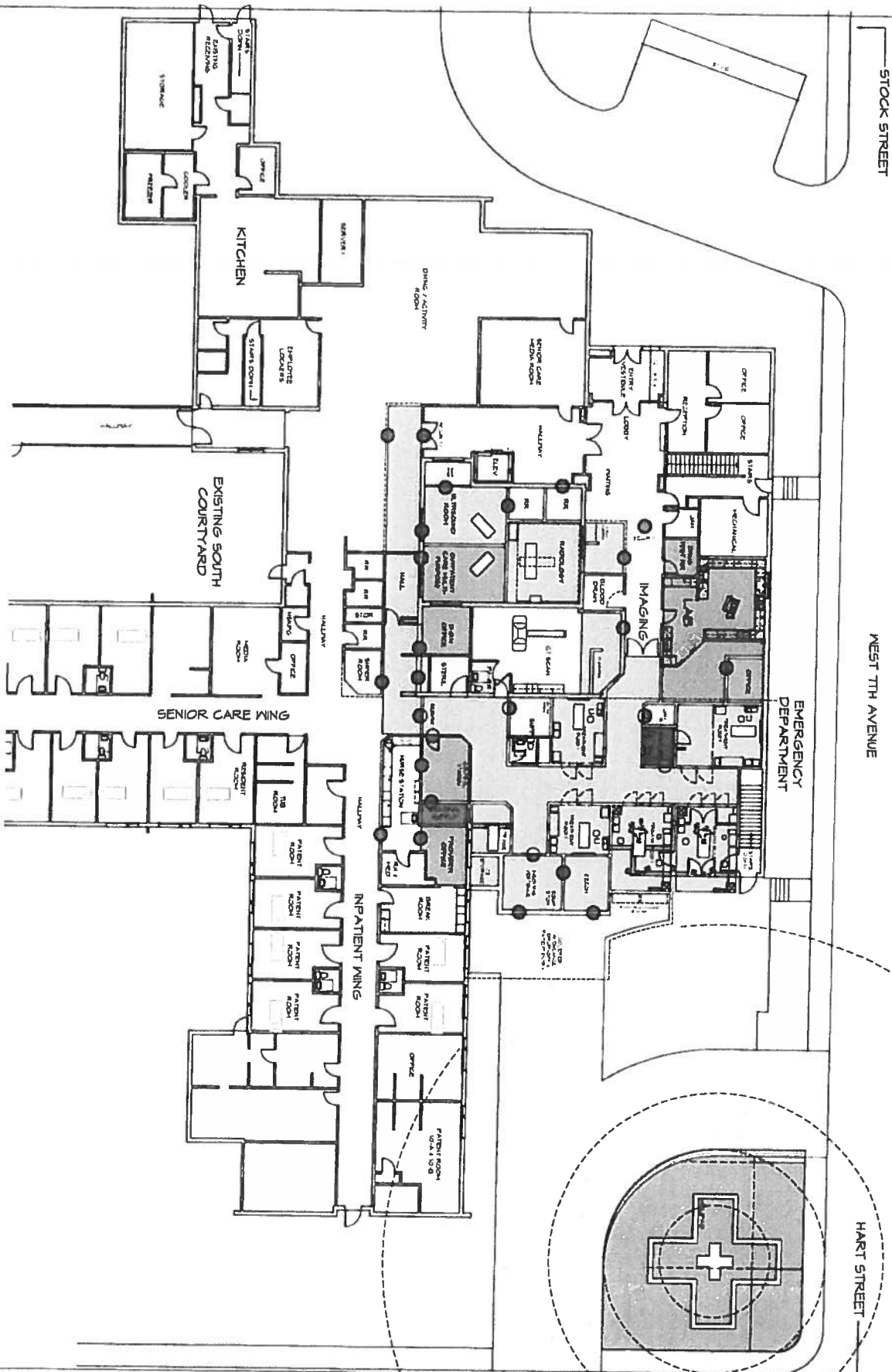
OPTION 1 ED REMODEL - PHASE 2	
NO.	1
DATE	10-03-10
BY	PHS
REVISION	
NO.	
DATE	
BY	

PIONEER MEDICAL CENTER EMERGENCY DEPARTMENT ADDITION & FACILITY REMODEL	
NO.	1
DATE	10-03-10
BY	PHS
REVISION	
NO.	
DATE	
BY	

PIONEER MEDICAL CENTER EMERGENCY DEPARTMENT ADDITION & FACILITY REMODEL  
BIG TIMBER, MONTANA

**Nelson architects**  
Dream Design Build  
621 2nd Avenue North Great Falls, MT 59401  
406.737.3286  
NelsonArchitects.com

① LEVEL 1 - FLOOR PLAN - EXISTING - OPTION 1 MASTER  
1/8" = 1'-0"



OPTION 1 MASTER PLAN			
DATE	20-01-18	DESIGNED BY	Nelson architects
PROJECT	PH-7	SCALE	1/8" = 1'-0"
CLIENT	PH-7	DATE	20-01-18
PROJECT NO.	PH-7	DATE	20-01-18

NO.	DESCRIPTION	DATE
1	REVISION	20-01-18
2	REVISION	20-01-18
3	REVISION	20-01-18
4	REVISION	20-01-18
5	REVISION	20-01-18
6	REVISION	20-01-18
7	REVISION	20-01-18
8	REVISION	20-01-18
9	REVISION	20-01-18
10	REVISION	20-01-18

PIONEER MEDICAL CENTER EMERGENCY  
DEPARTMENT ADDITION & FACILITY  
REMODEL

BIG TIMBER, MONTANA

**Nelson architects**  
Dream Design Build

871 2nd Avenue North Great Falls, MT 59401  
406.727.3286  
NelsonArchitects.com



**Total Project Budget Work Sheet**

Pioneer Medical Center - Master Plan Remodel

Date: November 10, 2020

Funding Sources	
CARES Act Funding	\$3,100,000.00
Construction Loan	\$0.00
Private Funding	\$0.00
Other	\$0.00
<b>Total Funding</b>	<b>\$3,100,000.00</b>

(Phase 1 & 2 Hospital + Clinic)

	Estimated Cost 8-5-20	Estimated Cost 10-7-20	Option 3 Estimated Cost 10-22-20	Option 4 Estimated Cost 10-22-20	Option 5 Estimated Cost 10-22-20	Option 7 Estimated Cost 11-11-20	Actual Cost TBD	Coordination Responsibility	
<b>Administration Costs</b>								Owner	Contract
Legal Fees	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	X	
Advertising	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	X	
Owner's Insurance	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	X	
Owner's Project Manager	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	X	
Other Administration Costs	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	X	
<b>Total</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>		
<b>Site Acquisition Costs</b>									
Land/Building Purchase	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	X	
Appraisal Fee	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	X	
Recording Fee	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	X	
Use Permits / Annotations	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	X	
Other Site Costs	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	X	
<b>Total</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>		
<b>Architectural &amp; Engineering Fees</b>									
Basic Design Services - ED Area Remodel	\$181,640.00	\$181,640.00	\$181,640.00	\$181,640.00	\$181,640.00	\$181,640.00	\$181,640.00	X	
Additional Services									
Interior Design	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	X	
Chemical Analysis	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	X	
Fire Sprinkler Design	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	X	
Irrigation Design	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	X	
LEED Design	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	X	
Hazardous Materials Inspection	\$7,500.00	\$7,500.00	\$7,500.00	\$7,500.00	\$7,500.00	\$7,500.00	\$7,500.00	X	
Reimbursable Expenses	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	X	
<b>Total</b>	<b>\$194,140.00</b>	<b>\$194,140.00</b>	<b>\$194,140.00</b>	<b>\$194,140.00</b>	<b>\$194,140.00</b>	<b>\$194,140.00</b>	<b>\$194,140.00</b>		
<b>Construction Costs</b>									
Hazardous Materials Abatement	\$20,000.00	\$20,000.00	\$20,000.00	\$20,000.00	\$20,000.00	\$20,000.00	\$20,000.00	X	
Total Construction Cost (TCC)	\$1,164,800.00	\$2,720,300.00	\$1,837,537.00	\$1,862,270.00	\$1,789,377.00	\$1,719,483.00	\$0.00	X	
Construction Work by Owner	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	X	
DataComm System if by Owner	\$11,100.00	\$25,900.00	\$17,400.00	\$17,800.00	\$17,000.00	\$16,400.00	\$0.00	X	
Fire Alarm System if by Owner	\$10,500.00	\$24,500.00	\$16,500.00	\$17,000.00	\$16,200.00	\$15,500.00	\$0.00	X	
Nurse Call by Owner	\$2,400.00	\$5,500.00	\$3,700.00	\$3,800.00	\$3,600.00	\$3,500.00	\$0.00	X	
Medical Gas Certification by Owner	\$3,800.00	\$7,800.00	\$5,300.00	\$5,400.00	\$5,100.00	\$4,900.00	\$0.00	X	
HVAC Control Systems if by Owner	\$4,100.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	X	
Pneumatic Tube System if by Owner	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	X	
Commissuring by Owner	\$5,300.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	X	
Testing & Balance (in TCC above)	\$3,500.00	\$9,200.00	\$5,600.00	\$5,700.00	\$5,400.00	\$5,200.00	\$0.00	X	
Exterior Signage if by Owner	\$600.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	X	
Interior Signage (in TCC above)	\$4,700.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	X	
Construction Testing (in TCC above)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	X	
Construction Change Orders	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	X	
<b>Total</b>	<b>\$1,271,300.00</b>	<b>\$2,907,800.00</b>	<b>\$1,948,137.00</b>	<b>\$2,010,270.00</b>	<b>\$1,918,877.00</b>	<b>\$1,846,483.00</b>	<b>\$0.00</b>		
<b>Furnishings, Fixtures &amp; Equipment (FF/E) Costs</b>									
Furniture Costs	\$76,450.00	\$76,450.00	\$76,450.00	\$76,450.00	\$76,450.00	\$76,450.00	\$76,450.00	X	
Other Furnishings Costs	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	X	
Equipment Costs	\$69,750.00	\$69,750.00	\$69,750.00	\$69,750.00	\$69,750.00	\$69,750.00	\$69,750.00	X	
Other FF/E Related Costs	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	X	
<b>Total</b>	<b>\$146,200.00</b>	<b>\$146,200.00</b>	<b>\$146,200.00</b>	<b>\$146,200.00</b>	<b>\$146,200.00</b>	<b>\$146,200.00</b>	<b>\$146,200.00</b>		
<b>Total Expenses</b>	<b>\$1,611,840.00</b>	<b>\$3,248,140.00</b>	<b>\$2,347,227.00</b>	<b>\$2,379,210.00</b>	<b>\$2,284,717.00</b>	<b>\$2,190,523.00</b>	<b>\$0.00</b>		
<b>Over/Under Budget:</b>	<b>\$1,488,360.00</b>	<b>-\$148,140.00</b>	<b>\$782,773.00</b>	<b>\$720,790.00</b>	<b>\$835,283.00</b>	<b>\$909,477.00</b>	<b>\$3,100,000.00</b>		

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