



AGENDA

LAST FRONTIER HEALTHCARE DISTRICT FINANCE COMMITTEE

Thursday, April 20, 2023 – 3:30 pm

HR Conference Room – Modoc Medical Center
228 W. McDowell Ave. Alturas, California

Parties with a disability, as provided by the American Disabilities Act, who require special accommodations or aids in order to participate in this public meeting should make requests for accommodation to the Modoc Medical Center Administration at least 48 hours prior to the meeting.

Subject	Discussion	Attachment
1. Call to Order		
2. Agenda Approval	R. Boulade - Changes, additions and/or deletions to the Agenda.	
3. Minutes of the March 2023, Regular LFHD Finance Committee Meeting	D. Winfree – Presentation of the March 2023, Regular LFHD Finance Committee meeting for approval.	Attachment A
4. Discussion Items		
A. HRG Financial Summary – March 2023	P. Fields – HRG Financial Summary – March 2023	Attachment B
B. LFHD Financial Statement –March 2023 (unaudited)	P. Fields – LFHD Financial Statement –March 2023 (unaudited)	Attachment C
C. CFO's Report	P. Fields – Update on the Accounting Department.	
D. CEO's Report	K. Kramer – Update on District/Hospital projects.	
5. Adjournment		

AGENDA POSTED AT: MODOC COUNTY COURTHOUSE / ALTURAS CITY HALL / MMC WEBSITE-
WWW.MODOCMEDICALCENTER.ORG ON March 14, 2023.

ATTACHMENT A

Regular LFHD Finance Committee Meeting Minutes March 23, 2023



**MINUTES
LAST FRONTIER HEALTHCARE DISTRICT
FINANCE COMMITTEE**

Thursday, March 23, 2023 – 3:30 pm
Modoc Medical Center; HR Conference Room;
228 W. McDowell Ave. ; Alturas, California

Present:

- Carol Madison
- Kevin Kramer
- Patrick Fields
- Rose Boulade

- Denise King

Absent:

- Mike Colbert

Subject	Discussion	Action
1. Call to Order	Rose Boulade, called regular meeting of the Last Frontier Healthcare District Finance Committee to order at 3:35 pm on Thursday, March 23, 2023, in the Education Conference Room at Modoc Medical Center in Alturas, California.	
2. Agenda Approval	R. Boulade - Changes, additions, deletions to the Agenda.	Carol Madison moved to approve the presented Agenda, Kevin Kramer seconded, and the motion carried with all present voting "aye."
3. Minutes of the February 23, 2023, Regular LFHD Finance Committee Meeting	D. King presented the minutes of the February 23, 2023, LFHD Finance Committee Regular Meeting.	Carol Madison moved to approve the minutes of February 23, 2023, regular meeting of the LFHD Finance Committee minutes as presented, Kevin Kramer seconded, and the motion carried with all present voting "aye."
4. Discussion Items		
A. HRG Financial Summary – February 2023	Patrick Fields presented HRG's Financial Summary for February 2023, speaking mainly from the dashboard.	
B. Last Frontier Healthcare District Financial Statement – February 2023 (unaudited)	Patrick Fields presented the unaudited Last Frontier Healthcare District Financial Statement for February 2023 from the narratives and financial statements provided in the Finance Committee meeting packet.	
C. CFO's Report	Accounting <ul style="list-style-type: none"> • Providing the Medical Auditor that was here in October additional data, beginning Budget. Have supplied auditors with everything they need for Single Audit, RHC reconciliations are completed, Canby Rate setting should be completed this week, data has been submitted to Wipfli along with YTD data since staffing changes. Medical Records <ul style="list-style-type: none"> • Completing workflow review is in process to allow them to meet the benchmarks we are setting. The coding flow should improve greatly with Cerner. Revenue Cycle	

Subject	Discussion	Action
	<ul style="list-style-type: none"> Met with all the staff involved in SNF and inpatient to confirm all authorization TARs are being processed in a timely manner and who is working them. Both Medical Records and Revenue Cycle have been in meetings with Cerner on the conversion. <p>Purchasing</p> <ul style="list-style-type: none"> No changes. <p>Floater</p> <ul style="list-style-type: none"> One full-time that has multiple daily tasks and one extra assigned to Radiology, will be converting to a full-time position. In process of hiring another. 	
D. CEO's Report	<p>Financial Performance Improvement Efforts</p> <ul style="list-style-type: none"> Panel data, visit data, no show data, downstream revenue patterns will be shared with individual providers. Department staffing analysis data gathering has started. We will consolidate some of our management positions where possible. Looking at new recruiting tools instead of Indeed. Will likely try Zip Recruiter to see if we have better luck recruiting permanent staff. Health maintenance posters in each exam room to promote use of diagnostic and screening tools available within MMC. Swing Bed Growth and Marketing is something we will start promoting as well. Registry contract negotiations continue as contracts are up for renewal. Apartment rent has been raised to help generate a little more income for that housing. Revenue Cycle is a major focus right now. Patrick has spent time developing some standards with Medical Records, coding, etc. Much work is still needed to work out some of the process issues that currently exist within revenue cycle. Regional EMS transitioning to cost-based service. 	
5. Adjournment	<p>Rose Boulade adjourned the LFHD Finance Committee regular meeting at 4:12 pm. The next meeting of the Last Frontier Healthcare District Finance Committee will be Thursday, April 20, 2023, at 3:30 pm and will be held in the HR Conference Room at Modoc Medical Center in Alturas, California.</p>	

Respectfully submitted:

Denise King
Last Frontier Healthcare District Clerk

Date

ATTACHMENT B

HRG Financial Summary

March 2023

Modoc Medical Center

March 2023



Key Items

- AR is down by 7.1 days, closing at 77.4 days
- Cash totaled \$2.2M or 112% of March net revenue
- Third Party aging decreased by \$194K
- Revenue is up by \$559K, booking \$4.4M in new services
- Unbilled was down to 12.4 AR days

Detailed Initiatives & Obstacles

- **Overall AR:** March ended with \$4.4M in new services, up \$559K compared to last month. Unbilled balances closed the month at 12.4 days in AR or \$1.6M. Gross AR closed at \$10.5M or 77.4 days in AR, down by 7.1 days from last month. Third Party AR went down from 41.9 to 35.1 days. Cash collections came in at \$2.2M or 112% of net revenue. UHC virtual cc issues, continued AR cleanup, and an influx of Authorization requests, Charge Entry and Coding Comm Log requests contributed to higher than normal AR days. Based on the current net revenue, we are expecting to collect \$2.3M in April.
- **Third Party Aging:** Non-credit Third Party balances aged over 90 days ended at \$2.2M, or 31.6%. All financial classes saw a decrease besides Medicaid, which was up \$16K. \$210K are on Comm Logs and are aged over 90 days from discharge date. Overall, aging is currently at 31.6 %. Our goal is to reduce that down to 17%.
- **Self Pay (SP) AR:** March closed with 29.9 days in Self Pay AR, down 0.1 of a day from last month. Gross AR is up by \$80K. Self Pay revenue came in at \$221K, up \$32K from February. March finished with \$102K brought in; \$37K more than February.



Industry Updates

COVID-19 Public Health Emergency Ending in May

On February 9, the Department of Health and Human Services (HHS) announced the Public Health Emergency (PHE) for COVID-19 will end on May 11, 2023.

During the PHE, CMS has used a combination of emergency authority waivers, regulations, enforcement discretion, and sub-regulatory guidance to ensure easier access to care during the PHE for health care providers and their beneficiaries. Some of the flexibilities that were created during the pandemic were recently expanded by the Consolidated Appropriations Act, 2023. Others, while critical during our initial responses to COVID-19, are no longer needed.

CMS has made further updates to the [CMS Emergencies Page](#) with useful information for providers – specifically around major telehealth and individual waivers – that were initiated during the Public Health Emergency (PHE).

For a full listing of COVID-19 Public Health Emergency (PHE) waivers and flexibilities, please visit [CMS.gov/coronavirus-waivers](#).

The Department of Health and Human Services (HHS) has released a [COVID-19 Transition Roadmap](#) to help explain changes to waivers.

In the coming weeks, CMS will be hosting stakeholder calls and office hours to provide additional information. Please continue to visit the [CMS Emergencies Page](#) for continuous updates regarding PHE sunsetting guidance as information becomes available to the public.

Taryn Russell | Revenue Cycle Director

Healthcare Resource Group

Office 509.570.6742 | trussell@hrgpros.com

Modoc Medical Center

MONTH END FINANCE REPORT

March 2023



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FINANCE DASHBOARD

Revenue Cycle Performance

	Target	October-22	November-22	December-22	January-23	February-23	March-23
REVENUE							
Net Revenue		\$2,279,284	\$2,334,829	\$2,127,687	\$2,173,160	\$2,005,203	\$2,314,083
Gross Revenue		\$4,259,960	\$4,473,667	\$4,094,074	\$4,122,708	\$3,792,163	\$4,351,273
CASH							
Cash Collections as a % of Net Revenue	100%	89%	104%	83%	98%	98%	112%
Cash Collections		\$2,114,698	\$2,379,983	\$1,934,480	\$2,082,756	\$2,118,922	\$2,247,222
ACCOUNTS RECEIVABLE							
Net AR		\$5,913,659	\$6,220,085	\$6,457,136	\$7,000,419	\$6,720,391	\$6,463,393
Gross AR		\$10,623,135	\$10,701,420	\$11,295,706	\$11,391,022	\$11,269,694	\$10,551,029
Unbilled	3	2.4	2.5	1.2	13.3	12.6	13.0
Third Party	41	50.1	46.9	52.0	40.6	41.9	34.5
Self Pay	16	24.9	26.2	27.9	28.7	30.0	29.9
Total Days in AR	59	77.4	75.5	81.0	82.6	84.5	77.4
Days in AR - Credit Balances	< 1	2.19	2.17	2.24	2.27	2.59	3.27
UNBILLED							
In-house	< 2 Days	0.6	0.4	0.2	6.9	6.5	8.3
DNFB	< 1 Day	1.8	2.1	1.0	6.3	6.0	4.7
Total Unbilled	< 3 Days	2.4	2.5	1.2	13.3	12.6	13.0

Third Party

	Target	October-22	November-22	December-22	January-23	February-23	March-23
AGING (excluding credits)							
Medicare Aging > 90 Days	14%	26.2%	\$ 757,199	23.0%	\$ 661,055	22.9%	\$ 678,666
Medi-Cal Aging > 90 Days	12%	24.3%	\$ 694,082	28.8%	\$ 790,802	29.2%	\$ 904,685
Commercial Aging > 90 Days	47%	40.5%	\$ 262,475	45.2%	\$ 251,080	55.4%	\$ 278,379
Blues Aging > 90 Days	17%	43.3%	\$ 394,614	43.4%	\$ 401,841	42.8%	\$ 414,281
Work Comp Aging > 90 Days	27%	31.5%	\$ 25,884	35.1%	\$ 28,706	42.0%	\$ 31,702
Total Third Party Aging > 90 Days	17%	28.9%	\$ 2,134,254	29.7%	\$ 2,133,484	30.4%	\$ 2,307,713
CLAIM SUBMISSION EFFECIENCY							
Claims Submission		3,771 \$ 5,453,987		4,794 \$ 6,669,700		4,705 \$ 6,640,087	
Clean Claims	85%	65%		68%		73%	
Denial Percent	5%	5%		7%		4%	
Total Denial Rate	Count Amt	359 \$ 331,268		543 \$ 387,103		374 \$ 281,781	
Late Charges	Count Amt	0 \$ -		0 \$ -		0 \$ -	
Communication Log Backlog	121	\$ 215,706		287 \$ 491,902		427 \$ 744,209	

Self Pay

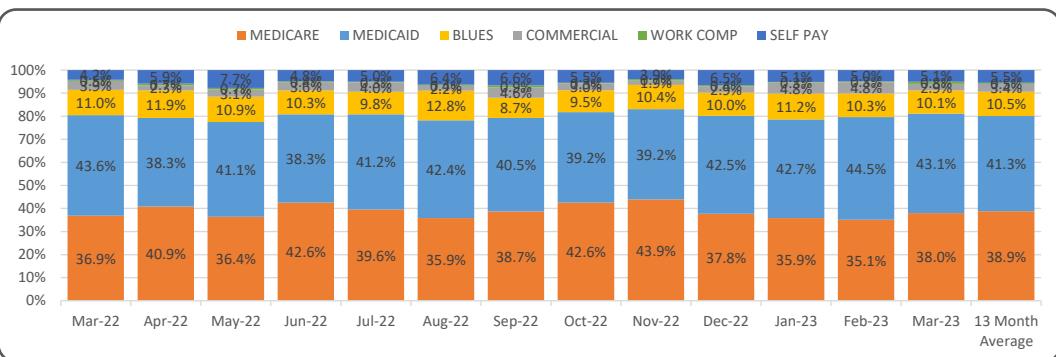
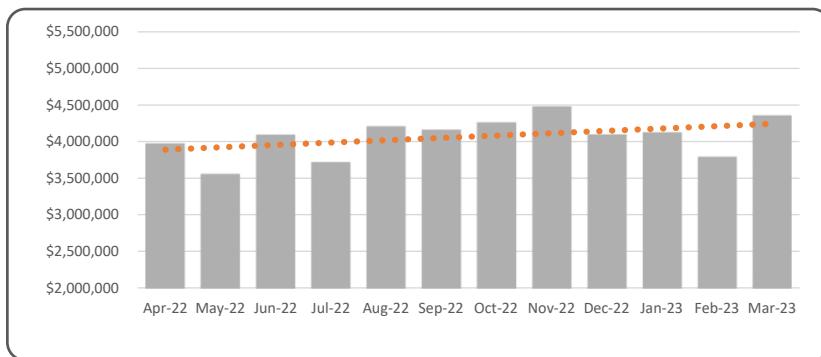
	Target	October-22	November-22	December-22	January-23	February-23	March-23
INVENTORY & QUALITY							
Total Inventory		7,075	\$ 3,420,819	7,397	\$ 3,709,999	7,648	\$ 3,886,312
New Resolved		567	\$ 256,100	603	\$ 397,398	269	\$ 276,798
Aged >180 days from Assignment	< 25%	61.3%	\$ 2,095,483	61.8%	\$ 2,291,777	62.6%	\$ 2,431,109
Total Payment Plans over 180 days		\$39,902		\$35,371		\$56,482	
Average Speed to Answer	< 60 seconds	98		90		118	
STATEMENTS & LETTERS							
Statements & Letters		974		1,091		2,293	
Inbound and Outbound Calls	In Out	188 119		94 12		158 432	
WRITE OFFS							
Bad Debt as a % of Gross Revenue	< 2%	0.0%	\$ -	0.0%	\$ 575	0.0%	\$ -
Charity as a % of Gross Revenue	< 2%	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -

GROSS REVENUE

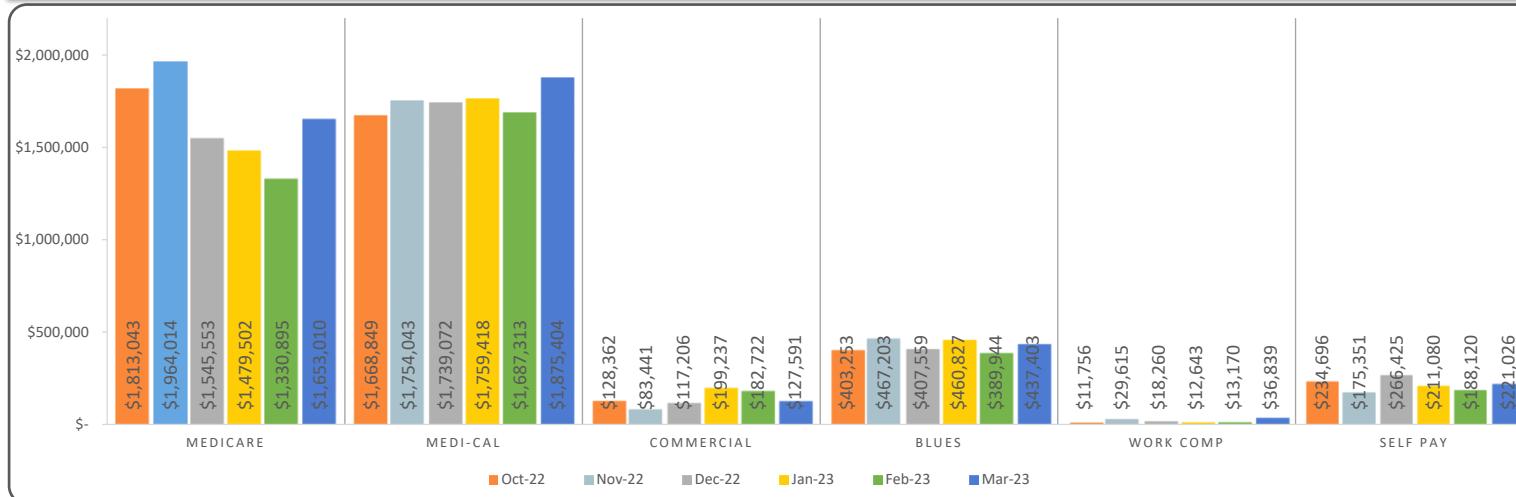
PAYER	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	13 Month Average
MEDICARE	\$ 1,453,854	\$ 1,625,851	\$ 1,296,558	\$ 1,741,266	\$ 1,471,452	\$ 1,507,934	\$ 1,610,899	\$ 1,813,043	\$ 1,964,014	\$ 1,545,553	\$ 1,479,502	\$ 1,330,895	\$ 1,653,010	\$ 1,576,448
MEDI-CAL	\$ 1,720,494	\$ 1,523,309	\$ 1,462,372	\$ 1,566,220	\$ 1,533,994	\$ 1,783,724	\$ 1,685,349	\$ 1,668,849	\$ 1,754,043	\$ 1,739,072	\$ 1,759,418	\$ 1,687,313	\$ 1,875,404	\$ 1,673,813
COMMERCIAL	\$ 153,831	\$ 91,225	\$ 111,935	\$ 146,660	\$ 150,326	\$ 91,477	\$ 191,157	\$ 128,362	\$ 83,441	\$ 117,206	\$ 199,237	\$ 182,722	\$ 127,591	\$ 136,552
BLUES	\$ 433,675	\$ 473,041	\$ 389,749	\$ 422,867	\$ 363,588	\$ 538,299	\$ 361,075	\$ 403,253	\$ 467,203	\$ 407,559	\$ 460,827	\$ 389,944	\$ 437,403	\$ 426,806
WORK COMP	\$ 17,844	\$ 28,161	\$ 23,706	\$ 17,733	\$ 12,580	\$ 16,531	\$ 36,193	\$ 11,756	\$ 29,615	\$ 18,260	\$ 12,643	\$ 13,170	\$ 36,839	\$ 21,156
SELF PAY	\$ 165,075	\$ 233,719	\$ 275,598	\$ 196,982	\$ 186,903	\$ 268,213	\$ 273,667	\$ 234,696	\$ 175,351	\$ 266,425	\$ 211,080	\$ 188,120	\$ 221,026	\$ 222,835
TOTAL	\$ 3,944,773	\$ 3,975,307	\$ 3,559,917	\$ 4,091,728	\$ 3,718,844	\$ 4,206,179	\$ 4,158,339	\$ 4,259,960	\$ 4,473,667	\$ 4,094,074	\$ 4,122,708	\$ 3,792,163	\$ 4,351,273	\$ 4,057,610
AVERAGE DAILY REVENUE	\$ 129,580	\$ 130,502	\$ 124,783	\$ 127,769	\$ 123,592	\$ 130,617	\$ 131,341	\$ 137,223	\$ 141,670	\$ 139,432	\$ 137,940	\$ 133,433	\$ 136,290	\$ 132,628

Gross Revenue

Payer Mix



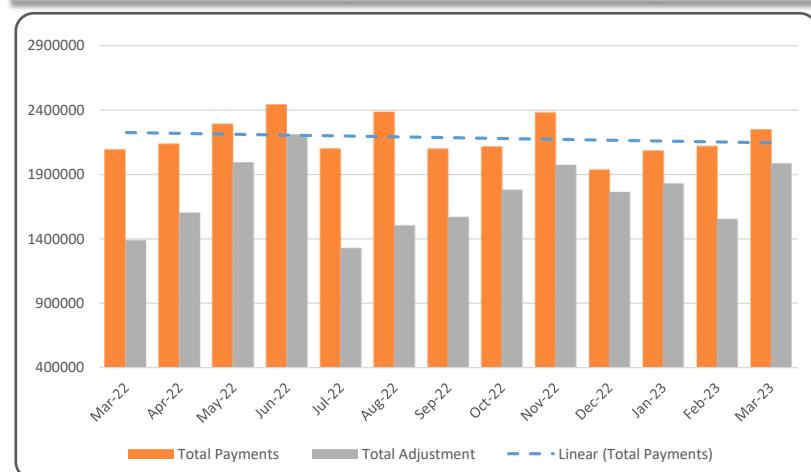
Revenue Trending By Payer



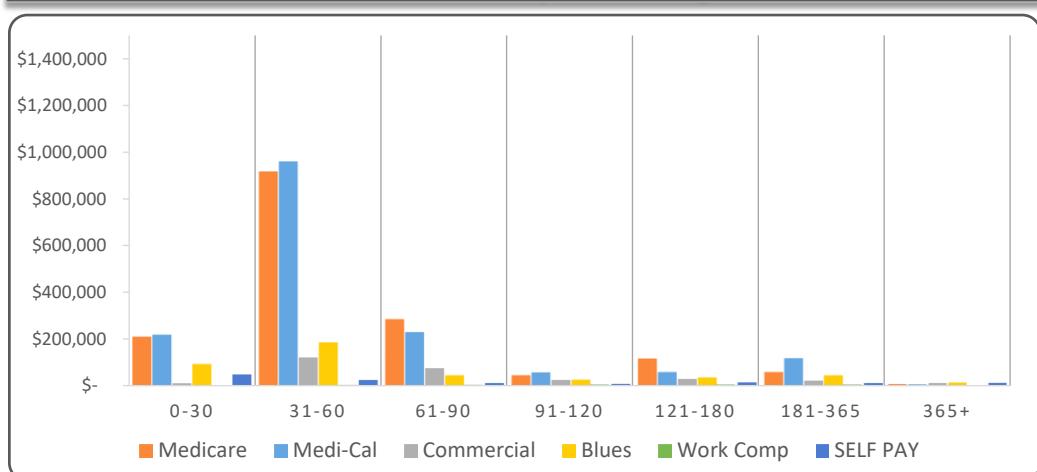
CASH DETAIL

PAYER	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	13 Month Average
MEDICARE														
Payments	\$ 774,419	\$ 812,218	\$ 688,267	\$ 830,945	\$ 643,679	\$ 588,868	\$ 592,955	\$ 804,485	\$ 825,487	\$ 767,444	\$ 799,420	\$ 597,787	\$ 820,238	\$ 734,324
Adjustments	\$ 723,868	\$ 748,878	\$ 523,547	\$ 852,452	\$ 646,922	\$ 602,486	\$ 638,407	\$ 730,970	\$ 860,370	\$ 713,812	\$ 755,057	\$ 563,413	\$ 743,773	\$ 700,304
Collection %	52%	52%	57%	49%	50%	49%	48%	52%	49%	52%	51%	51%	52%	51%
MEDI-CAL														
Payments	\$ 703,174	\$ 792,186	\$ 1,093,044	\$ 1,033,544	\$ 1,008,988	\$ 1,309,058	\$ 825,539	\$ 809,583	\$ 996,166	\$ 676,286	\$ 762,134	\$ 1,037,821	\$ 860,765	\$ 916,022
Adjustments	\$ 378,146	\$ 647,901	\$ 898,501	\$ 1,011,340	\$ 474,480	\$ 564,592	\$ 673,562	\$ 776,095	\$ 900,068	\$ 823,995	\$ 876,739	\$ 686,202	\$ 874,069	\$ 737,361
Collection %	65%	55%	55%	51%	68%	70%	55%	51%	53%	45%	47%	60%	50%	56%
COMMERCIAL														
Payments	\$ 134,763	\$ 170,205	\$ 145,123	\$ 109,648	\$ 109,321	\$ 138,486	\$ 138,572	\$ 75,736	\$ 169,734	\$ 129,295	\$ 134,773	\$ 158,341	\$ 166,084	\$ 136,929
Adjustments	\$ 94,296	\$ 71,178	\$ 78,552	\$ 35,161	\$ 54,239	\$ 84,523	\$ 11,419	\$ 30,963	\$ 66,877	\$ 61,225	\$ 35,209	\$ 143,134	\$ 179,617	\$ 72,799
Collection %	59%	71%	65%	76%	67%	62%	92%	71%	72%	68%	79%	53%	48%	68%
BLUES														
Payments	\$ 322,438	\$ 244,700	\$ 236,030	\$ 300,558	\$ 237,103	\$ 179,958	\$ 422,145	\$ 320,126	\$ 295,533	\$ 234,548	\$ 290,196	\$ 255,595	\$ 287,209	\$ 278,934
Adjustments	\$ 165,966	\$ 124,748	\$ 120,895	\$ 138,845	\$ 119,000	\$ 139,555	\$ 198,242	\$ 127,774	\$ 121,791	\$ 117,209	\$ 132,728	\$ 119,607	\$ 155,938	\$ 137,100
Collection %	66%	66%	66%	68%	67%	56%	68%	71%	71%	67%	69%	68%	65%	67%
WORK COMP														
Payments	\$ 10,756	\$ 8,068	\$ 14,402	\$ 13,023	\$ 8,739	\$ 15,920	\$ 20,122	\$ 9,019	\$ 11,132	\$ 18,604	\$ 6,600	\$ 4,095	\$ 10,941	\$ 11,648
Adjustments	\$ 7,450	\$ 6,571	\$ 5,276	\$ 3,799	\$ 4,725	\$ 6,365	\$ 10,643	\$ 4,154	\$ 9,742	\$ 7,283	\$ 12,242	\$ 3,954	\$ 3,275	\$ 6,575
Collection %	59%	55%	73%	77%	65%	71%	65%	68%	53%	72%	35%	51%	77%	63%
SELF PAY														
Payments	\$ 144,032	\$ 100,242	\$ 110,025	\$ 146,699	\$ 88,441	\$ 144,400	\$ 96,143	\$ 95,044	\$ 81,930	\$ 107,558	\$ 86,662	\$ 64,863	\$ 101,763	\$ 105,216
Bad Debt Recoveries	\$ 1,808	\$ 8,687	\$ 3,097	\$ 6,067	\$ 4,162	\$ 8,236	\$ 2,383	\$ 705	\$ -	\$ 746	\$ 2,972	\$ 420	\$ 221	\$ 3,039
Adjustments	\$ 16,808	\$ 441	\$ 58,787	\$ 20,376	\$ 18,973	\$ 102,144	\$ 30,609	\$ 109,129	\$ 12,033	\$ 38,812	\$ 14,960	\$ 33,915	\$ 24,406	\$ 37,030
Charity Care	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt	\$ -	\$ -	\$ 306,131	\$ 144,440	\$ 8,622	\$ 2,235	\$ 5,708	\$ -	\$ 575	\$ -	\$ -	\$ 1,066	\$ 2,954	\$ 36,287
Total SP Adjustments	\$ 16,808	\$ 441	\$ 364,917	\$ 164,816	\$ 27,595	\$ 104,379	\$ 36,317	\$ 109,129	\$ 12,608	\$ 38,812	\$ 14,960	\$ 34,981	\$ 27,360	\$ 73,317
Collection %	90%	100%	23%	47%	76%	58%	73%	47%	87%	73%	85%	65%	79%	69%
TOTAL														
Total Payments	\$ 2,091,390	\$ 2,136,305	\$ 2,289,987	\$ 2,440,485	\$ 2,100,433	\$ 2,384,925	\$ 2,097,859	\$ 2,114,698	\$ 2,379,983	\$ 1,934,480	\$ 2,082,756	\$ 2,118,922	\$ 2,247,222	\$ 2,186,111
Total Adjustment	\$ 1,386,533	\$ 1,599,716	\$ 1,991,688	\$ 2,206,413	\$ 1,326,960	\$ 1,501,901	\$ 1,568,589	\$ 1,779,085	\$ 1,971,456	\$ 1,762,337	\$ 1,826,935	\$ 1,551,291	\$ 1,984,032	\$ 1,654,140
Total Collection %	60%	57%	53%	53%	61%	61%	57%	54%	55%	52%	53%	58%	53%	56%

Cash & Adjustment Trending

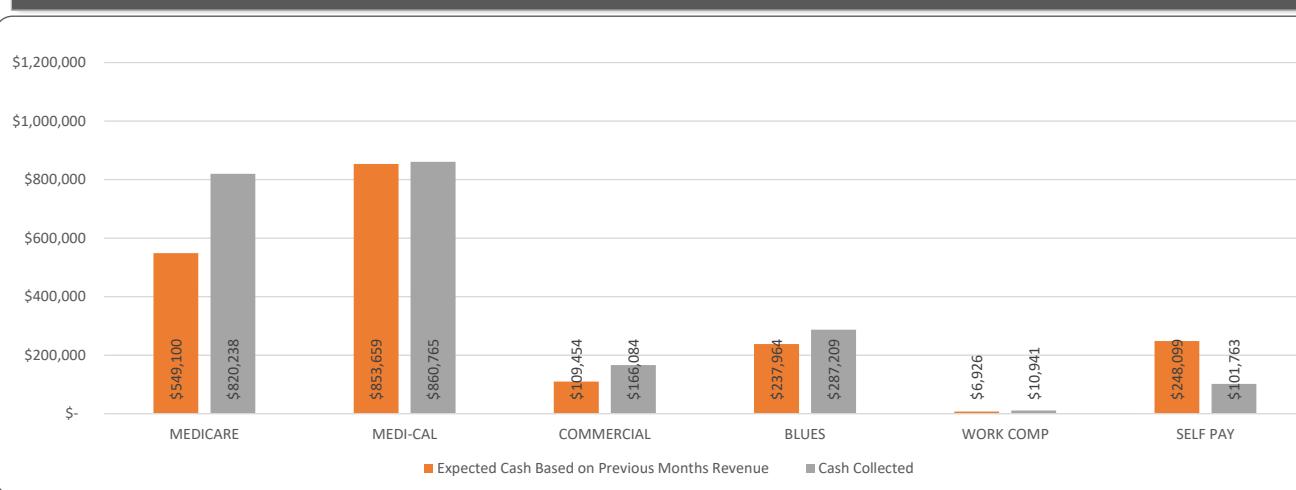


Cash Collections by Discharge Date



CASH FORECASTING

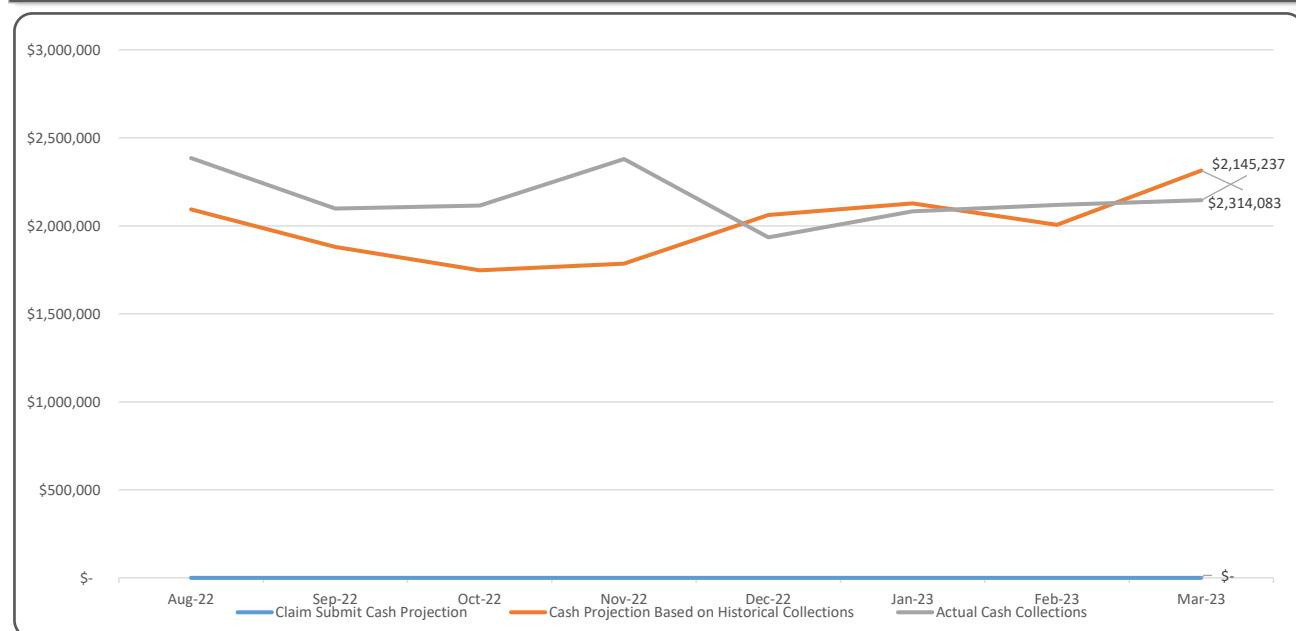
Expected Last Month vs Cash Collected (Based on Previous Months Revenue)



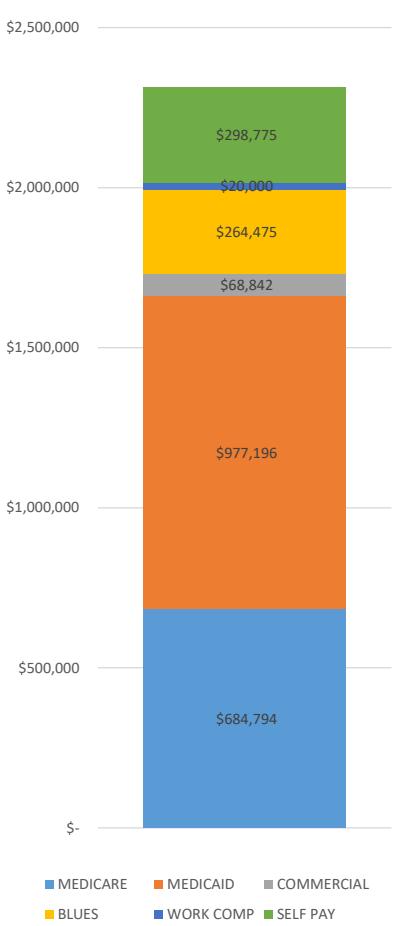
Cash Expected Next Month (Based on this Month's Revenue)

\$ 2,314,083

Expected Cash Based on Claim Submissions and Historical Collections



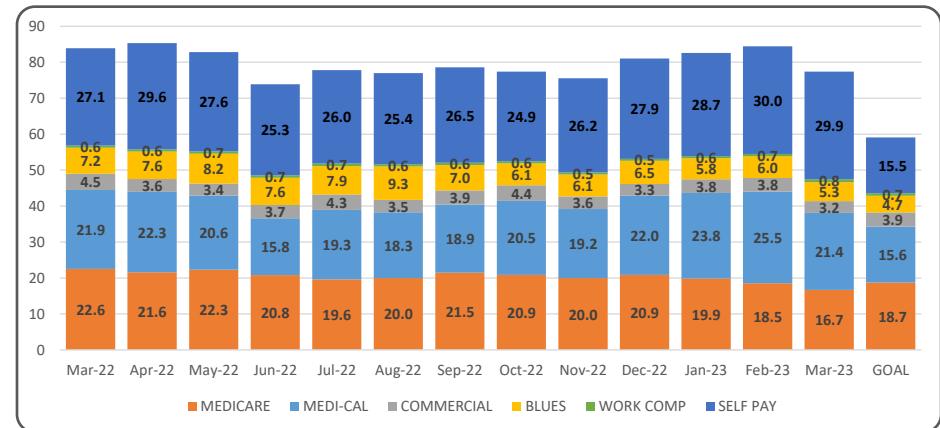
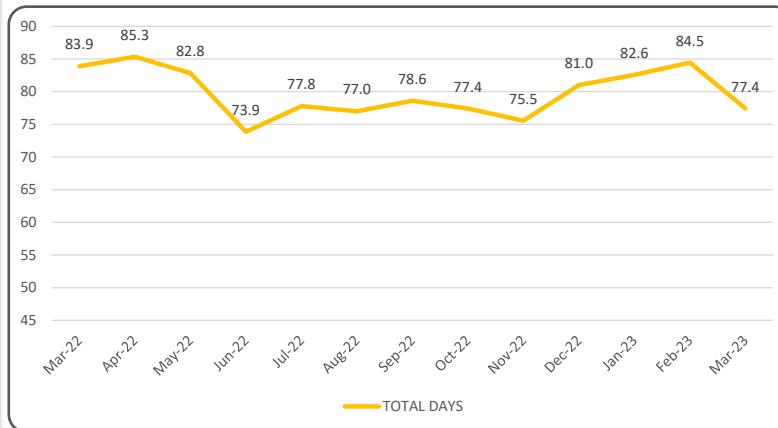
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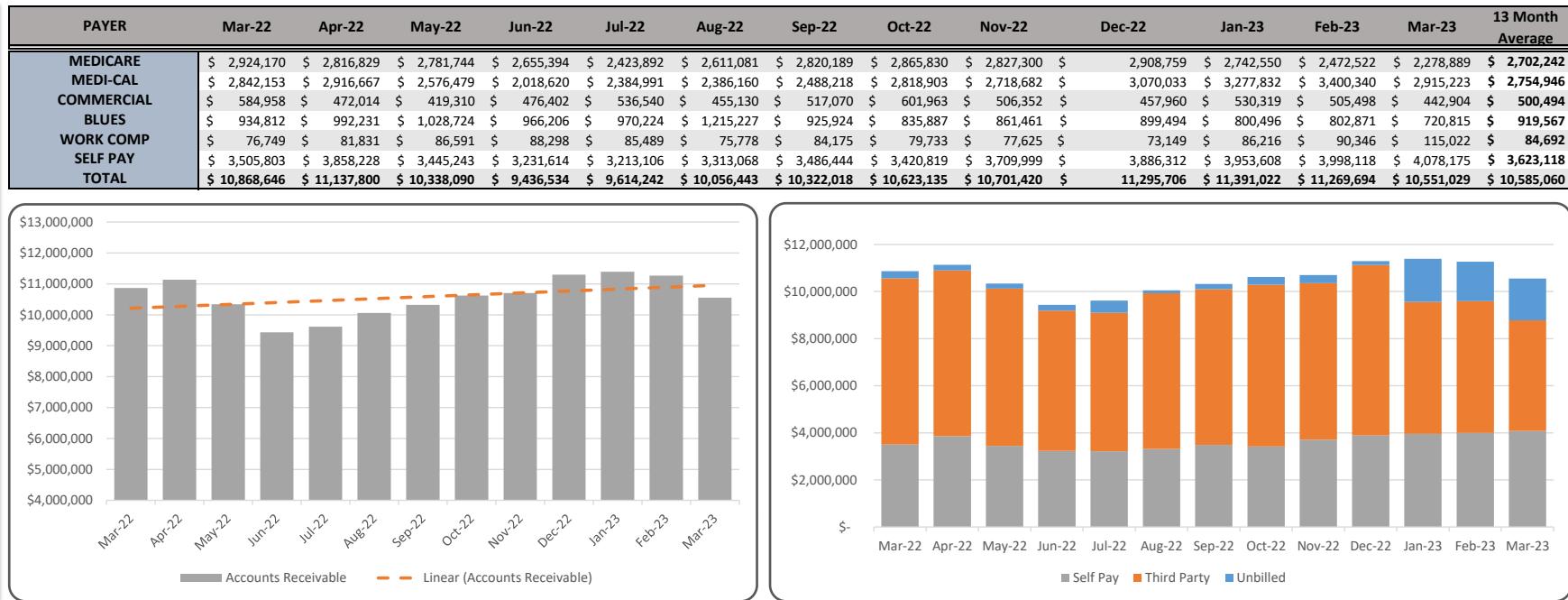
ACCOUNTS RECEIVABLE

PAYER	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	13 Month Average
MEDICARE	22.6	21.6	22.3	20.8	19.6	20.0	21.5	20.9	20.0	20.9	19.9	18.5	16.7	20.4
MEDI-CAL	21.9	22.3	20.6	15.8	19.3	18.3	18.9	20.5	19.2	22.0	23.8	25.5	21.4	20.7
COMMERCIAL	4.5	3.6	3.4	3.7	4.3	3.5	3.9	4.4	3.6	3.3	3.8	3.8	3.2	3.8
BLUES	7.2	7.6	8.2	7.6	7.9	9.3	7.0	6.1	6.1	6.5	5.8	6.0	5.3	7.0
WORK COMP	0.6	0.6	0.7	0.7	0.7	0.6	0.6	0.6	0.5	0.5	0.6	0.7	0.8	0.6
SELF PAY	27.1	29.6	27.6	25.3	26.0	25.4	26.5	24.9	26.2	27.9	28.7	30.0	29.9	27.3
TOTAL DAYS	83.9	85.3	82.8	73.9	77.8	77.0	78.6	77.4	75.5	81.0	82.6	84.5	77.4	79.8

AR Days

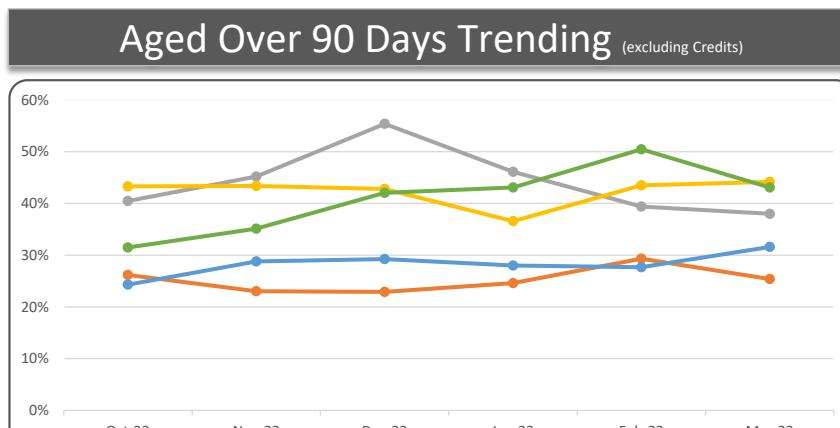


AR Balance

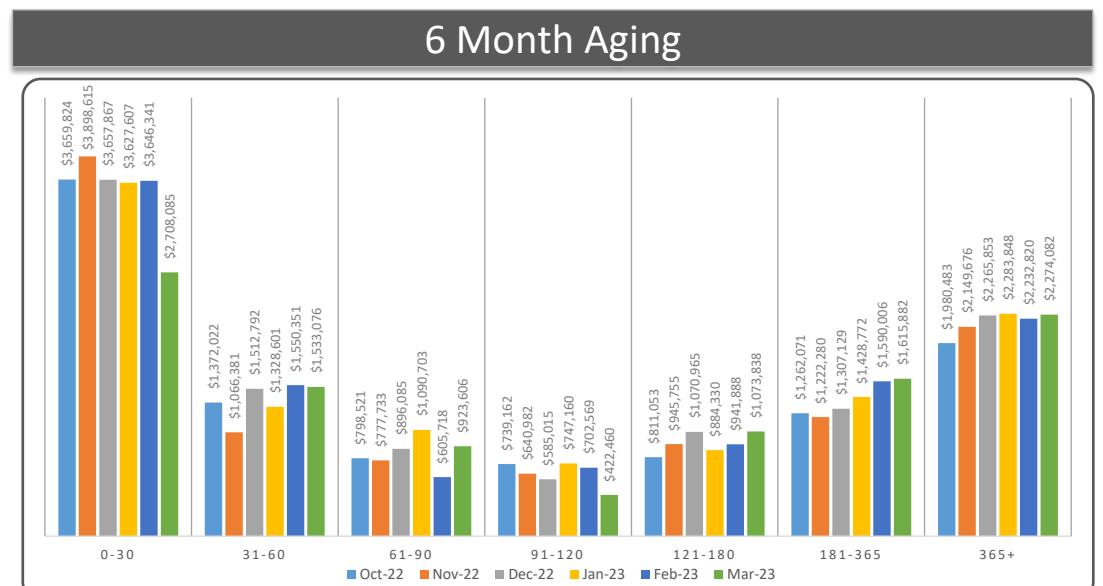


ACCOUNTS RECEIVABLE AGING

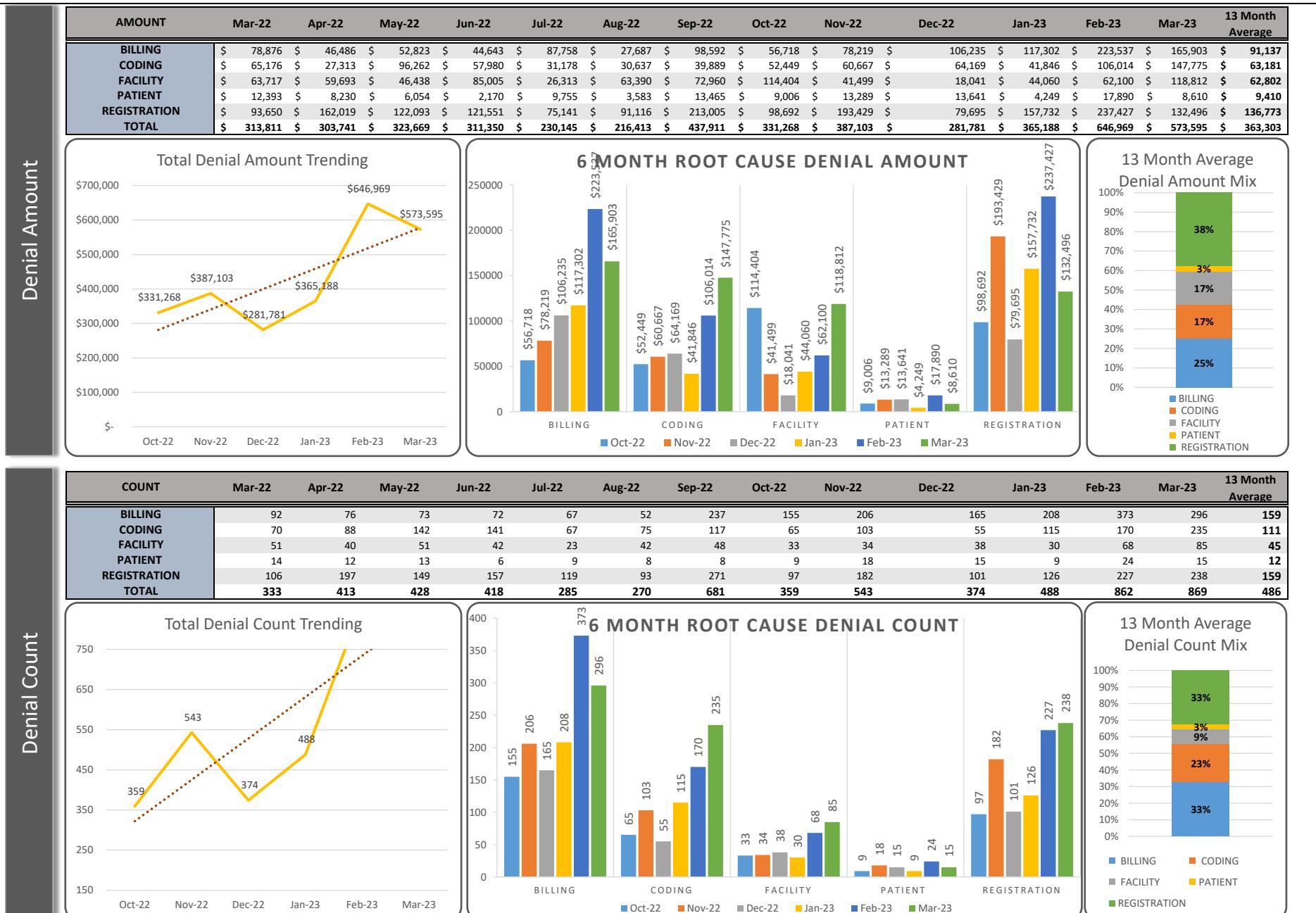
	0-30 Days		31-60 Days		61-90 Days		91-120 Days		121-180 Days		181-365 Days		366+ Days		Grand Totals		
	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$	
MEDICARE																	
Non-Credit	817	\$ 1,232,683	336	\$ 311,430	205	\$ 174,234	121	\$ 83,179	154	\$ 201,763	174	\$ 160,150	228	\$ 139,097	2035	\$ 2,302,536	
Credit	1	\$ (220)	3	\$ (568)	1	\$ (223)	2	\$ (135)	3	\$ (545)	3	\$ (1,324)	29	\$ (20,631)	42	\$ (23,647)	
TOTAL	818	\$ 1,232,463	339	\$ 310,862	206	\$ 174,011	123	\$ 83,044	157	\$ 201,218	177	\$ 158,826	257	\$ 118,465	2077	\$ 2,278,889	
MEDI-CAL																	
Non-Credit	668	\$ 870,627	635	\$ 836,095	382	\$ 387,347	199	\$ 105,006	347	\$ 378,150	574	\$ 451,067	196	\$ 32,406	3001	\$ 3,060,698	
Credit	20	\$ (52,989)	28	\$ (65,230)	14	\$ (1,227)	7	\$ (1,770)	12	\$ (6,997)	24	\$ (12,619)	10	\$ (4,643)	115	\$ (145,475)	
TOTAL	688	\$ 817,638	663	\$ 770,865	396	\$ 386,119	206	\$ 103,236	359	\$ 371,153	598	\$ 438,447	206	\$ 27,764	3116	\$ 2,915,223	
COMMERCIAL																	
Non-Credit	164	\$ 123,707	224	\$ 125,627	95	\$ 64,753	64	\$ 19,662	82	\$ 39,649	171	\$ 81,156	156	\$ 52,018	956	\$ 506,571	
Credit	1	\$ (100)	4	\$ (107)	4	\$ (3,933)	5	\$ (1,249)	5	\$ (1,173)	25	\$ (4,025)	45	\$ (53,080)	89	\$ (63,667)	
TOTAL	165	\$ 123,607	228	\$ 125,520	99	\$ 60,821	69	\$ 18,412	87	\$ 38,476	196	\$ 77,130	201	\$ (1,062)	1045	\$ 442,904	
BLUES																	
Non-Credit	418	\$ 291,621	200	\$ 84,798	98	\$ 69,157	71	\$ 28,836	115	\$ 78,308	200	\$ 132,136	142	\$ 113,031	1244	\$ 797,887	
Credit	5	\$ (513)	6	\$ (1,803)	9	\$ (712)	3	\$ (976)	11	\$ (3,726)	40	\$ (25,437)	99	\$ (43,904)	173	\$ (77,072)	
TOTAL	423	\$ 291,108	206	\$ 82,994	107	\$ 68,445	74	\$ 27,860	126	\$ 74,582	240	\$ 106,700	241	\$ 69,127	1417	\$ 720,815	
WORK COMP																	
Non-Credit	27	\$ 33,826	38	\$ 19,209	32	\$ 14,373	21	\$ 11,418	29	\$ 11,444	41	\$ 19,724	16	\$ 8,454	204	\$ 118,448	
Credit	0	\$ -	0	\$ -	1	\$ (176)	1	\$ (35)	2	\$ (217)	6	\$ (1,989)	7	\$ (1,009)	17	\$ (3,426)	
TOTAL	27	\$ 33,826	38	\$ 19,209	33	\$ 14,197	22	\$ 11,383	31	\$ 11,227	47	\$ 17,736	23	\$ 7,445	221	\$ 115,022	
SELF PAY																	
Non-Credit	267	\$ 209,852	435	\$ 225,555	438	\$ 228,087	321	\$ 178,861	694	\$ 382,367	1572	\$ 826,493	3884	\$ 2,159,001	7611	\$ 4,210,214	
Credit	6	\$ (408)	6	\$ (1,928)	9	\$ (8,072)	6	\$ (337)	30	\$ (5,185)	64	\$ (9,451)	492	\$ (106,658)	613	\$ (132,039)	
TOTAL	273	\$ 209,443	441	\$ 223,627	447	\$ 220,015	327	\$ 178,524	724	\$ 377,182	1636	\$ 817,042	4376	\$ 2,052,343	8224	\$ 4,078,175	
ACCOUNTS RECEIVABLE																	
Non-Credit	2361	\$ 2,762,316	1868	\$ 1,602,713	1250	\$ 937,950	797	\$ 426,962	1421	\$ 1,091,681	2732	\$ 1,670,727	4622	\$ 2,504,005	15051	\$ 10,996,354	
Credit	33	\$ (54,230)	47	\$ (69,636)	38	\$ (14,344)	24	\$ (4,502)	63	\$ (17,843)	162	\$ (54,845)	682	\$ (229,924)	1049	\$ (445,325)	
GRAND TOTAL	2394	\$ 2,708,085	1915	\$ 1,533,076	1288	\$ 923,606	821	\$ 422,460	1484	\$ 1,073,838	2894	\$ 1,615,882	5304	\$ 2,274,082	16100	\$ 10,551,029	



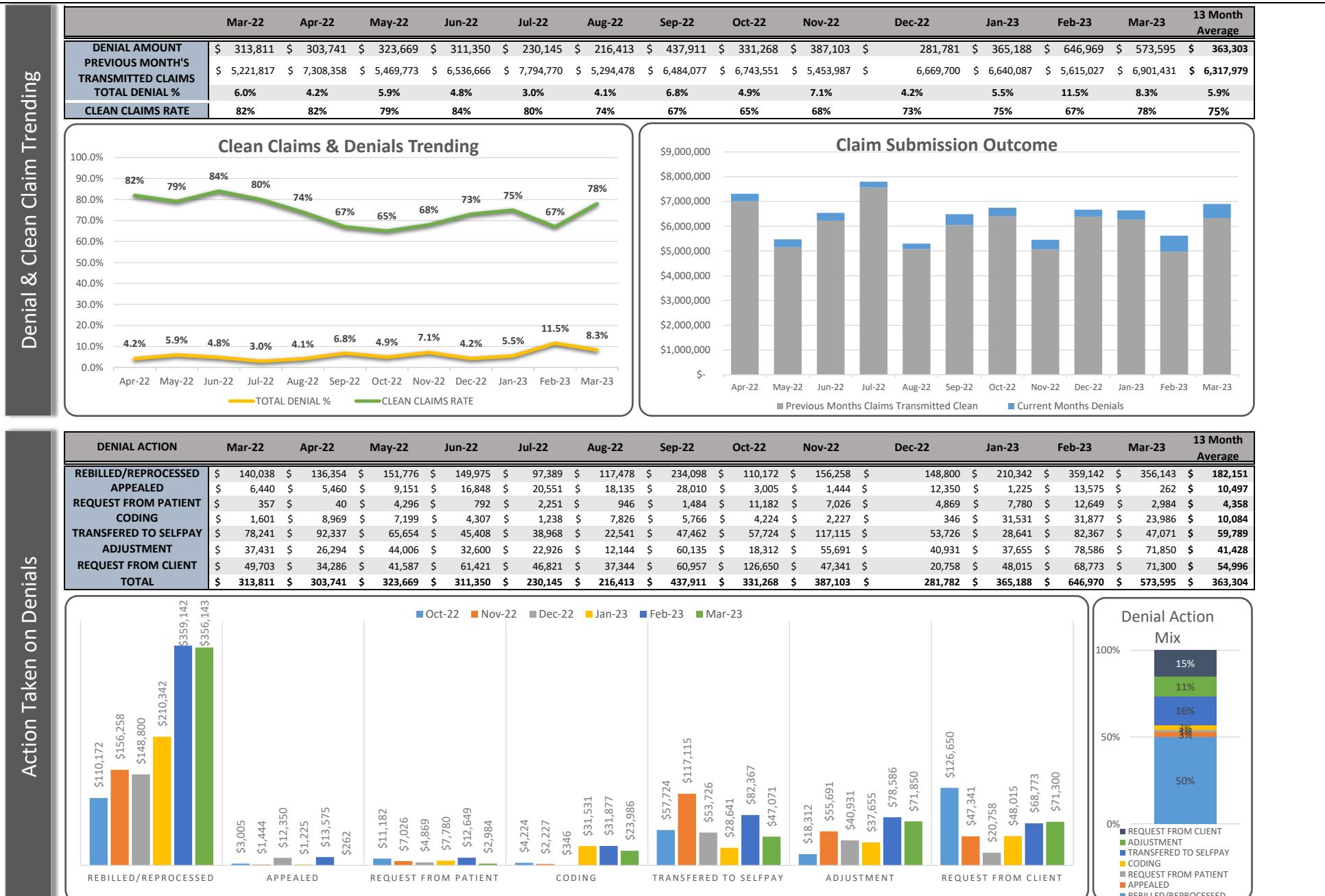
	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
Medicare	26.2%	23.0%	22.9%	24.6%	29.3%	25.4%
Medi-Cal	24.3%	28.8%	29.2%	28.0%	27.7%	31.6%
Commercial	40.5%	45.2%	55.4%	46.1%	39.4%	38.0%
Blues	43.3%	43.4%	42.8%	36.6%	43.5%	44.2%
Work Comp	31.5%	35.1%	42.0%	43.1%	50.5%	43.1%



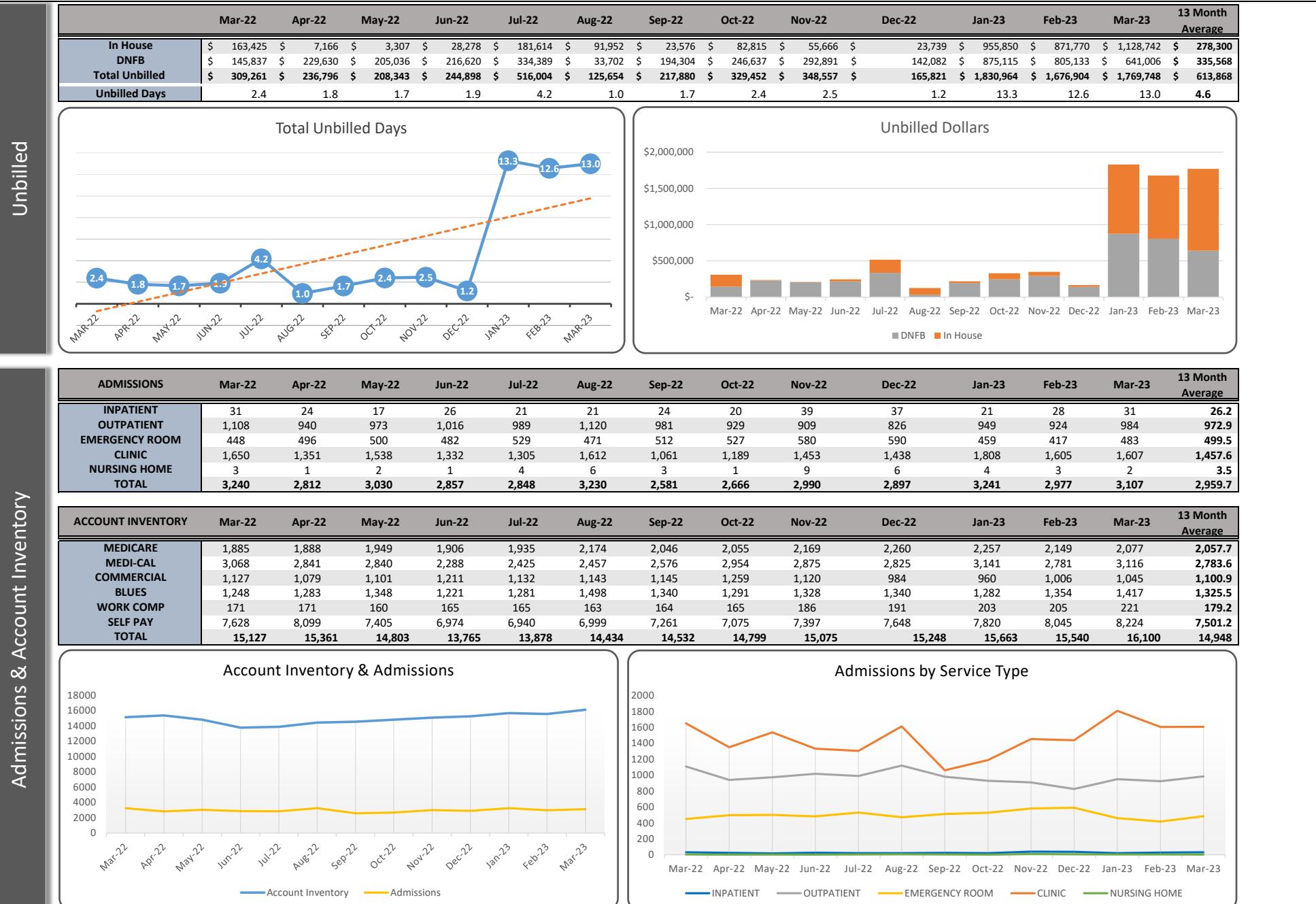
DENIAL MANAGEMENT



CLAIM SUBMIT EFFICIENCY & DENIAL RESOLUTION



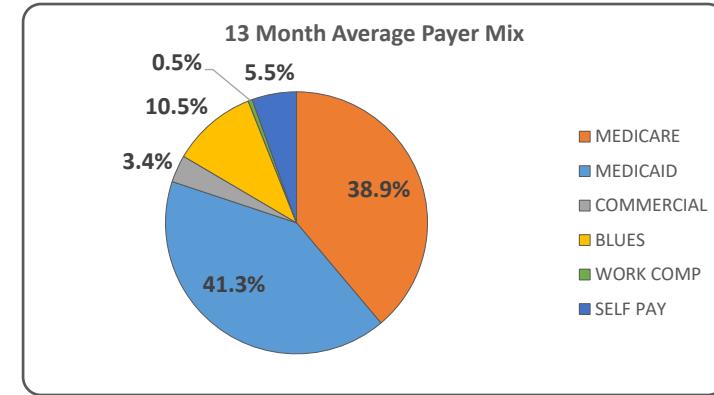
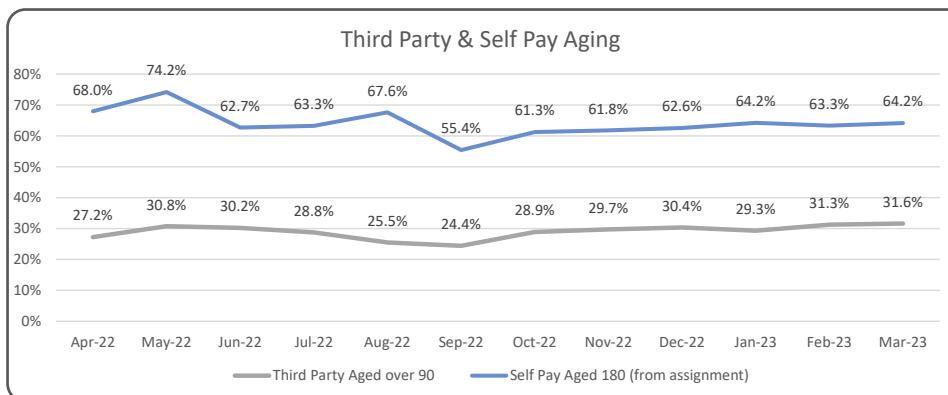
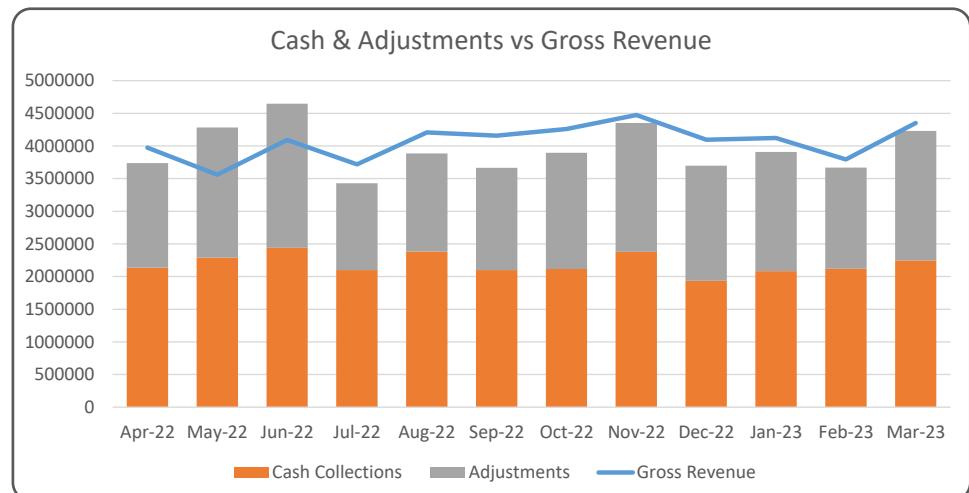
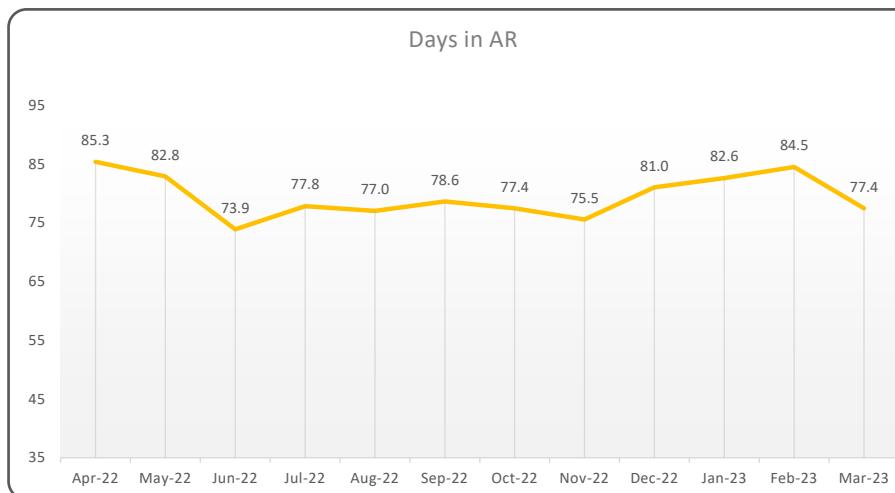
UNBILLED & INVENTORY



Modoc Medical Center

Executive Dashboard

	TARGET	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
Days in AR	59.1	85.3	82.8	73.9	77.8	77.0	78.6	77.4	75.5	81.0	82.6	84.5	77.4
Gross AR		11,137,800	10,338,090	9,436,534	9,614,242	10,056,443	10,322,018	10,623,135	10,701,420	11,295,706	11,391,022	11,269,694	10,551,029
Gross Revenue		3,975,307	3,559,917	4,091,728	3,718,844	4,206,179	4,158,339	4,259,960	4,473,667	4,094,074	4,122,708	3,792,163	4,351,273
Cash Collections		2,136,305	2,289,987	2,440,485	2,100,433	2,384,925	2,097,859	2,114,698	2,379,983	1,934,480	2,082,756	2,118,922	2,247,222
Adjustments		1,599,716	1,991,688	2,206,413	1,326,960	1,501,901	1,568,589	1,779,085	1,971,456	1,762,337	1,826,935	1,551,291	1,984,032
Collection %		57.2%	53.5%	52.5%	61.3%	61.4%	57.2%	54.3%	54.7%	52.3%	53.3%	57.7%	53.1%
Late Charges	1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Bad Debt	3%	0.0%	8.6%	3.5%	0.2%	0.1%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%
Charity Care	3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Third Party Aged over 90	17%	27.2%	30.8%	30.2%	28.8%	25.5%	24.4%	28.9%	29.7%	30.4%	29.3%	31.3%	31.6%
Self Pay Aged 180 (from assignment)	25%	68.0%	74.2%	62.7%	63.3%	67.6%	55.4%	61.3%	62.6%	64.2%	63.3%	64.2%	64.2%



ATTACHMENT C

LFHD FINANCIAL STATEMENT

March 2023

(unaudited)