



AGENDA

LAST FRONTIER HEALTHCARE DISTRICT FINANCE COMMITTEE

Thursday, June 22, 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 May 2023, Regular LFHD Finance Committee Meeting	D. Winfree – Presentation of the May 2023, Regular LFHD Finance Committee meeting for approval.	Attachment A
4. Discussion Items		
A. HRG Financial Summary – May 2023	P. Fields – HRG Financial Summary –May 2023	Attachment B
B. LFHD Financial Statement –May 2023 (unaudited)	P. Fields – LFHD Financial Statement –May 2023 (unaudited)	Attachment C
C. FYE 23-24 Final Budget	P. Fields – FYE 23-24 Final Budget	Attachment D
D. CFO's Report	P. Fields – Update on the Accounting Department.	
E. 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 June 16, 2023.**

ATTACHMENT A

Regular LFHD Finance Committee Meeting Minutes May 18, 2023



MINUTES LAST FRONTIER HEALTHCARE DISTRICT FINANCE COMMITTEE

Thursday, May 19, 2023 – 3:30 pm
Modoc Medical Center; HR Conference Room;
228 W. McDowell Ave.; Alturas, California

Present:

- Rose Boulade
- Patrick Fields
- Denise King
- Kevin Kramer
- Mike Colbert

Absent:

- Carol Madison

Subject	Discussion	Action
1. Call to Order	Rose Boulade, called regular meeting of the Last Frontier Healthcare District Finance Committee to order at 3:32 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.	Kevin Kramer moved to approve the presented Agenda, Rose Boulade seconded, and the motion carried with all present voting "aye."
3. Minutes of the March and April 2023, Regular LFHD Finance Committee Meeting	D. King presented the minutes of the March and April, LFHD Finance Committee Regular Meeting.	Kevin Kramer moved to approve the minutes of March and April 2023, regular meeting of the LFHD Finance Committee minutes as presented, Rose Boulade seconded, and the motion carried with all present voting "aye."
4. Discussion Items		
A. HRG Financial Summary – April 2023	Patrick Fields presented HRG's Financial Summary for April 2023, speaking mainly from the dashboard.	
B. Last Frontier Healthcare District Financial Statement – April 2023 (unaudited)	Patrick Fields presented the <i>unaudited</i> Last Frontier Healthcare District Financial Statement for April 2023 from the narratives and financial statements provided in the Finance Committee meeting packet.	
C. Cash Position	Patrick Fields presented the Cash Position from the attachment provided in the Finance Committee meeting packet.	
D. Draft Budget	Patrick Fields provided each Finance Committee member with a copy of the LFHD Draft Budget for FY 23-24 and presented what was shown in the handout.	
E. CFO's Report		

Subject	Discussion	Action
	Accounting • MediCal Audit is completed. • Medicare full Audit in process, have had no data request to date. • Working with Multiview to get the new accounting system set up to go live on July 1st. Medical Records • Working on Cerner build. Revenue Cycle • Cerner build and Medicare Penalty has been resolved received all the penalty money \$2.9MM and Medicare cash is flowing nicely again. • Working to get AR days down. • Have a job description written for a Revenue Cycle/Accounting Aid pending review and then will go to union so we can get some more help with the overall growth. Purchasing • Working on Cerner build. Floater • Two full-time floaters, one that has multiple daily tasks and one assigned to Radiology. • One extra floater who is doing very well.	
F. CEO's Report	Employee Retention Credit • Working through the Employee Retention Credit Audit currently. Recruitment • Working on recruiting a Dentist for Canby Clinic. QIP Audit • Getting through the QIP Audit/Project. • Reporting on this project is due the middle of June. SNF Update • Working through the IOR Agreement – taking it to the Board this month. • Rezoning went to the City Council for approval – approved at their meeting. • Site Permit should be approved by City soon as well. Other Items • Next Regional CEO Meeting will include CFO's get together so they can discuss departmental staffing and production benchmarks. • The Northern districts have been talking about consolidating EMS services under one CAH so that we can bill Medicare under a cost-based reimbursement methodology. The would help secure more money in our region for EMS services.	

Subject	Discussion	Action
5. Adjournment	Rose Boulade adjourned the LFHD Finance Committee regular meeting at 4:15 pm. The next meeting of the Last Frontier Healthcare District Finance Committee will be Thursday, May 18, 2023, at 3:30 pm and will be held in the HR Conference Room at Modoc Medical Center in Alturas, California.	

Respectfully submitted:

Denise King
Last Frontier Healthcare District Clerk

Date

DRAFT

ATTACHMENT B

HRG Financial Summary

May 2023

Modoc Medical Center

May 2023

Key Items

- ➔ **AR is down by 11.2 days, closing at 75.5 days**
- ➔ **Cash totaled \$3.4M or 165% of May's net revenue**
- ➔ **Third Party aging Increased 6.6% or \$159K**
- ➔ **Revenue is up by \$136K, booking \$4.2M in services**
- ➔ **Unbilled down to 12.1 AR days**

Detailed Initiatives & Obstacles

- **Overall AR:** May ended with \$4.1M in new services, up \$136K compared to last month. Unbilled balances closed the month at 12.1 days in AR or \$1.6M. Gross AR closed at \$10.2M or 75.5 days in AR, down by 11.2 days from last month. Third Party AR went down from 43.5 to 39.2 days. Cash collections came in at \$3.4M or 165% of net revenue. UHC virtual cc issues, credentialing issues with provider Burkholder, continued AR cleanup, an influx of coding comm log requests, authorization comm log requests and unbilled contributed to higher than normal AR days. Based on the current net revenue, we are expecting to collect \$2.2M in June.
- **Third Party Aging:** Non-credit Third Party balances aged over 90 days ended at \$2.4M, or 33.8%. All financial classes saw an increase besides Blues, which was down 0.3%. \$207K are on comm logs and are aged over 90 days from the discharge date. Overall, aging is currently at 33.8 %. Our goal is to reduce that down to 17%.
- **Self Pay (SP) AR:** May closed with 24.1 days in Self Pay AR, down 3.1 days from last month. Gross AR is down by \$22K. Self Pay revenue came in at \$164K, up \$37K from April. May finished with \$87K brought in; \$5K less than last month.



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Modoc Medical Center

MONTH END FINANCE REPORT

May 2023



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FINANCE DASHBOARD

Revenue Cycle Performance

	Target	December-22	January-23	February-23	March-23	April-23	May-23
REVENUE							
Net Revenue		\$2,127,687	\$2,173,160	\$2,005,203	\$2,314,083	\$2,073,717	\$2,249,190
Gross Revenue		\$4,094,074	\$4,122,708	\$3,792,163	\$4,351,273	\$4,028,702	\$4,165,578
CASH							
Cash Collections as a % of Net Revenue	100%	83%	98%	98%	112%	81%	165%
Cash Collections		\$1,934,480	\$2,082,756	\$2,118,922	\$2,247,222	\$1,878,968	\$3,419,288
ACCOUNTS RECEIVABLE							
Net AR		\$6,457,136	\$7,000,419	\$6,720,391	\$6,463,393	\$6,177,242	\$5,482,200
Gross AR		\$11,295,706	\$11,391,022	\$11,269,694	\$10,551,029	\$11,859,530	\$10,295,723
Unbilled	3	1.2	13.3	12.6	13.0	16.0	12.1
Third Party	41	52.0	40.6	41.9	34.5	43.5	39.2
Self Pay	15	27.9	28.7	30.0	29.9	27.2	24.1
Total Days in AR	59	81.0	82.6	84.5	77.4	86.7	75.5
Days in AR - Credit Balances	< 1	2.24	2.27	2.59	3.27	4.07	3.50
UNBILLED							
In-house	< 2 Days	0.2	6.9	6.5	8.3	12.1	7.0
DNFB	< 1 Day	1.0	6.3	6.0	4.7	3.9	5.1
Total Unbilled	< 3 Days	1.2	13.3	12.6	13.0	16.0	12.1

Third Party

	Target	December-22	January-23	February-23	March-23	April-23	May-23
AGING (excluding credits)							
Medicare Aging > 90 Days	14%	22.9%	\$ 678,666	24.6%	\$ 680,195	29.3%	\$ 732,633
Medi-Cal Aging > 90 Days	12%	29.2%	\$ 904,685	28.0%	\$ 925,160	27.7%	\$ 950,237
Commercial Aging > 90 Days	47%	55.4%	\$ 278,379	46.1%	\$ 276,178	38.0%	\$ 192,484
Blues Aging > 90 Days	17%	42.8%	\$ 414,281	36.6%	\$ 319,597	44.2%	\$ 381,505
Work Comp Aging > 90 Days	47%	42.0%	\$ 31,702	43.1%	\$ 38,265	43.1%	\$ 47,212
Total Third Party Aging > 90 Days	17%	30.4%	\$ 2,307,713	29.3%	\$ 2,239,396	31.6%	\$ 2,340,252
CLAIM SUBMISSION EFFICIENCY							
Claims Submission		4,705	\$ 6,640,087	3,536	\$ 5,615,027	3,979	\$ 6,901,431
Clean Claims	85%	73%		75%		78%	
Denial Percent	5%	4%		5%		8%	
Total Denial Rate	Count Amt	374 \$ 281,781	488 \$ 365,188	862 \$ 646,969	869 \$ 573,595	641 \$ 414,214	596 \$ 328,796
Late Charges	Count Amt	0 \$ -	0 \$ -	0 \$ -	0 \$ -	0 \$ -	0 \$ -
Communication Log Backlog		427	\$ 744,209	423	\$ 644,536	338	\$ 696,851

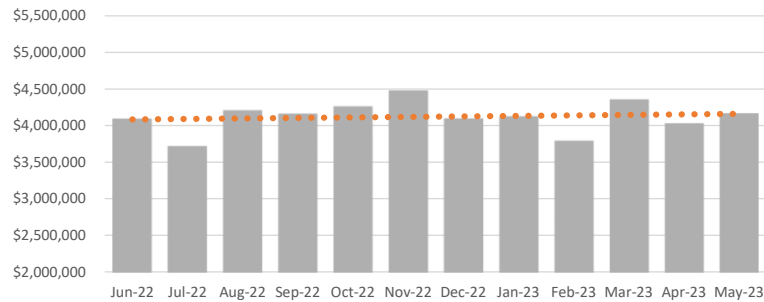
Self Pay

	Target	December-22	January-23	February-23	March-23	April-23	May-23
INVENTORY & QUALITY							
Total Inventory		7,648	\$ 3,886,312	7,820	\$ 3,953,608	8,045	\$ 3,998,118
New		269	\$ 276,798	202	\$ 129,570	142	\$ 131,868
Resolved		354	\$ 104,392	454	\$ 65,384	463	\$ 107,409
Aged >180 days from Assignment	< 25%	62.6%	\$ 2,431,109	64.2%	\$ 2,537,691	63.3%	\$ 2,532,403
Total Payment Plans over 180 days		\$56,482		\$82,747		\$56,778	
Average Speed to Answer	< 60 seconds	118		84		96	
STATEMENTS & LETTERS							
Statements & Letters		2,293		872		2,727	
Inbound and Outbound Calls	In Out	158 432	94 607	86 429	181 391	158 417	122 528
WRITE OFFS							
Bad Debt as a % of Gross Revenue	< 2%	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 1,066
Charity as a % of Gross Revenue	< 2%	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -

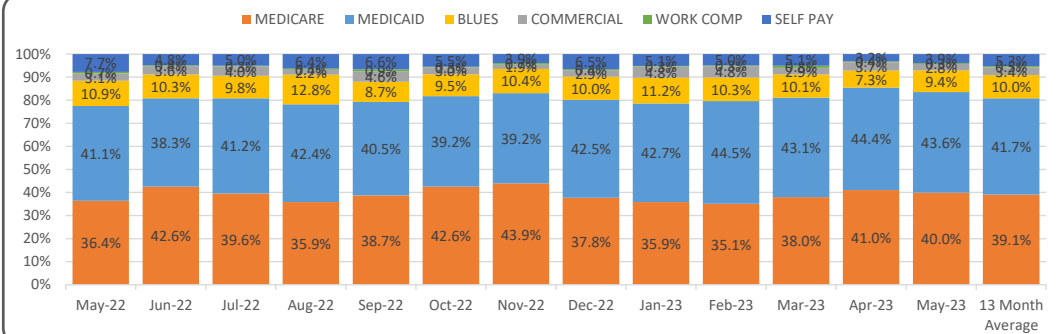
GROSS REVENUE

PAYER	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	13 Month Average
MEDICARE	\$ 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	\$ 1,653,778	\$ 1,665,126	\$ 1,594,848
MEDI-CAL	\$ 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	\$ 1,790,054	\$ 1,814,835	\$ 1,701,588
COMMERCIAL	\$ 111,935	\$ 146,660	\$ 150,326	\$ 91,477	\$ 191,157	\$ 128,362	\$ 83,441	\$ 117,206	\$ 199,237	\$ 182,722	\$ 127,591	\$ 147,841	\$ 115,817	\$ 137,982
BLUES	\$ 389,749	\$ 422,867	\$ 363,588	\$ 538,299	\$ 361,075	\$ 403,253	\$ 467,203	\$ 407,559	\$ 460,827	\$ 389,944	\$ 437,403	\$ 294,411	\$ 391,395	\$ 409,813
WORK COMP	\$ 23,706	\$ 17,733	\$ 12,580	\$ 16,531	\$ 36,193	\$ 11,756	\$ 29,615	\$ 18,260	\$ 12,643	\$ 13,170	\$ 36,839	\$ 15,712	\$ 14,013	\$ 19,904
SELF PAY	\$ 275,598	\$ 196,982	\$ 186,903	\$ 268,213	\$ 273,667	\$ 234,696	\$ 175,351	\$ 266,425	\$ 211,080	\$ 188,120	\$ 221,026	\$ 126,906	\$ 164,394	\$ 214,566
TOTAL	\$ 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	\$ 4,028,702	\$ 4,165,578	\$ 4,078,703
AVERAGE DAILY REVENUE	\$ 124,783	\$ 127,769	\$ 123,592	\$ 130,617	\$ 131,341	\$ 137,223	\$ 141,670	\$ 139,432	\$ 137,940	\$ 133,433	\$ 136,290	\$ 136,766	\$ 136,365	\$ 133,632

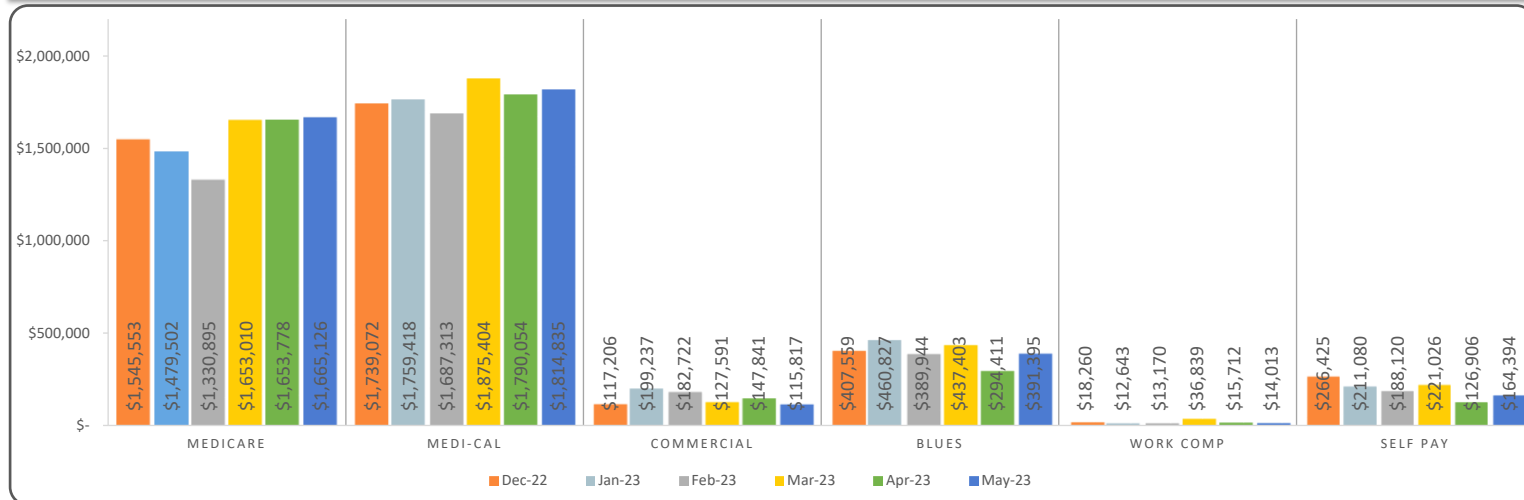
Gross Revenue



Payer Mix



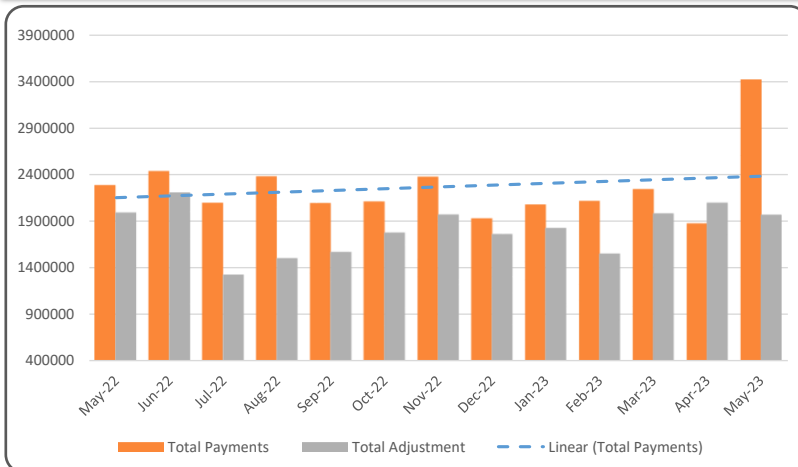
Revenue Trending By Payer



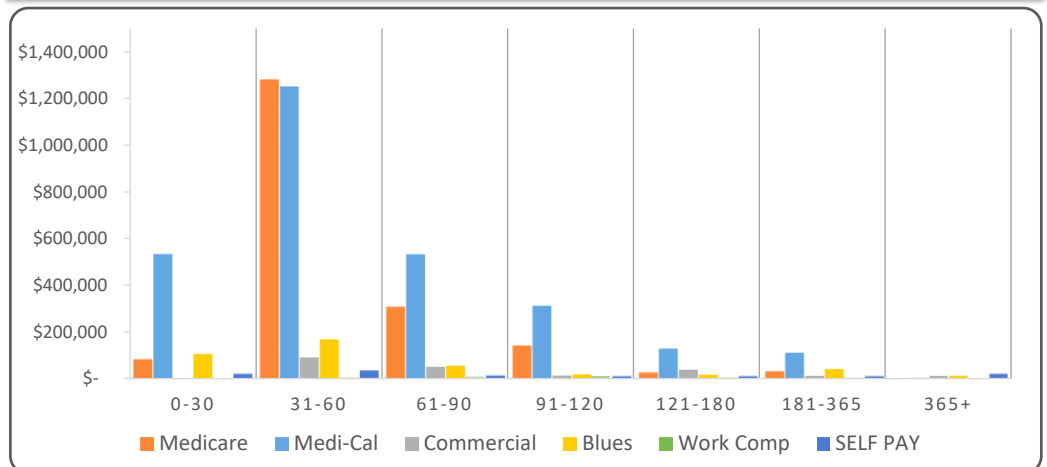
CASH DETAIL

PAYER	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	13 Month Average
MEDICARE														
Payments	\$ 688,267	\$ 830,945	\$ 643,679	\$ 588,868	\$ 592,955	\$ 804,485	\$ 825,487	\$ 767,444	\$ 799,420	\$ 597,787	\$ 820,238	\$ 638,950	\$ 1,034,729	\$ 741,020
Adjustments	\$ 523,547	\$ 852,452	\$ 646,922	\$ 602,486	\$ 638,407	\$ 730,970	\$ 860,370	\$ 713,812	\$ 755,057	\$ 563,413	\$ 743,773	\$ 553,574	\$ 580,027	\$ 674,216
Collection %	57%	49%	50%	49%	48%	52%	49%	52%	51%	51%	52%	54%	64%	52%
MEDI-CAL														
Payments	\$ 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	\$ 783,573	\$ 1,859,623	\$ 1,004,317
Adjustments	\$ 898,501	\$ 1,011,340	\$ 474,480	\$ 564,592	\$ 673,562	\$ 776,095	\$ 900,068	\$ 823,995	\$ 876,739	\$ 686,202	\$ 874,069	\$ 689,113	\$ 930,741	\$ 783,038
Collection %	55%	51%	68%	70%	55%	51%	53%	45%	47%	60%	50%	53%	67%	56%
COMMERCIAL														
Payments	\$ 145,123	\$ 109,648	\$ 109,321	\$ 138,486	\$ 138,572	\$ 75,736	\$ 169,734	\$ 129,295	\$ 134,773	\$ 158,341	\$ 166,084	\$ 132,743	\$ 129,872	\$ 133,671
Adjustments	\$ 78,552	\$ 35,161	\$ 54,239	\$ 84,523	\$ 11,419	\$ 30,963	\$ 66,877	\$ 61,225	\$ 35,209	\$ 143,134	\$ 179,617	\$ 119,032	\$ 250,100	\$ 88,465
Collection %	65%	76%	67%	62%	92%	71%	72%	68%	79%	53%	48%	53%	34%	65%
BLUES														
Payments	\$ 236,030	\$ 300,558	\$ 237,103	\$ 179,958	\$ 422,145	\$ 320,126	\$ 295,533	\$ 234,548	\$ 290,196	\$ 255,595	\$ 287,209	\$ 222,581	\$ 299,004	\$ 275,430
Adjustments	\$ 120,895	\$ 138,845	\$ 119,000	\$ 139,555	\$ 198,242	\$ 127,774	\$ 121,791	\$ 117,209	\$ 132,728	\$ 119,607	\$ 155,938	\$ 107,783	\$ 155,708	\$ 135,006
Collection %	66%	68%	67%	56%	68%	71%	71%	67%	69%	68%	65%	67%	66%	67%
WORK COMP														
Payments	\$ 14,402	\$ 13,023	\$ 8,739	\$ 15,920	\$ 20,122	\$ 9,019	\$ 11,132	\$ 18,604	\$ 6,600	\$ 4,095	\$ 10,941	\$ 7,383	\$ 7,717	\$ 11,361
Adjustments	\$ 5,276	\$ 3,799	\$ 4,725	\$ 6,365	\$ 10,643	\$ 4,154	\$ 9,742	\$ 7,283	\$ 12,242	\$ 3,954	\$ 3,275	\$ 5,014	\$ 7,465	\$ 6,457
Collection %	73%	77%	65%	71%	65%	68%	53%	72%	35%	51%	77%	60%	51%	63%
SELF PAY														
Payments	\$ 110,025	\$ 146,699	\$ 88,441	\$ 144,400	\$ 96,143	\$ 95,044	\$ 81,930	\$ 107,558	\$ 86,662	\$ 64,863	\$ 101,763	\$ 92,947	\$ 87,778	\$ 100,327
Bad Debt Recoveries	\$ 3,097	\$ 6,067	\$ 4,162	\$ 8,236	\$ 2,383	\$ 705	\$ -	\$ 746	\$ 2,972	\$ 420	\$ 221	\$ 791	\$ 564	\$ 2,336
Adjustments	\$ 58,787	\$ 20,376	\$ 18,973	\$ 102,144	\$ 30,609	\$ 109,129	\$ 12,033	\$ 38,812	\$ 14,960	\$ 33,915	\$ 24,406	\$ 5,347	\$ 25,464	\$ 38,073
Charity Care	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bad Debt	\$ 306,131	\$ 144,440	\$ 8,622	\$ 2,235	\$ 5,708	\$ -	\$ 575	\$ -	\$ -	\$ 1,066	\$ 2,954	\$ 619,336	\$ 19,675	\$ 85,442
Total SP Adjustments	\$ 364,917	\$ 164,816	\$ 27,595	\$ 104,379	\$ 36,317	\$ 109,129	\$ 12,608	\$ 38,812	\$ 14,960	\$ 34,981	\$ 27,360	\$ 624,684	\$ 45,139	\$ 123,515
Collection %	23%	47%	76%	58%	73%	47%	87%	73%	85%	65%	79%	13%	66%	61%
TOTAL														
Total Payments	\$ 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	\$ 1,878,968	\$ 3,419,288	\$ 2,268,462
Total Adjustment	\$ 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	\$ 2,099,199	\$ 1,969,180	\$ 1,687,183
Total Collection %	53%	53%	61%	61%	57%	54%	55%	52%	53%	58%	53%	47%	63%	56%

Cash & Adjustment Trending

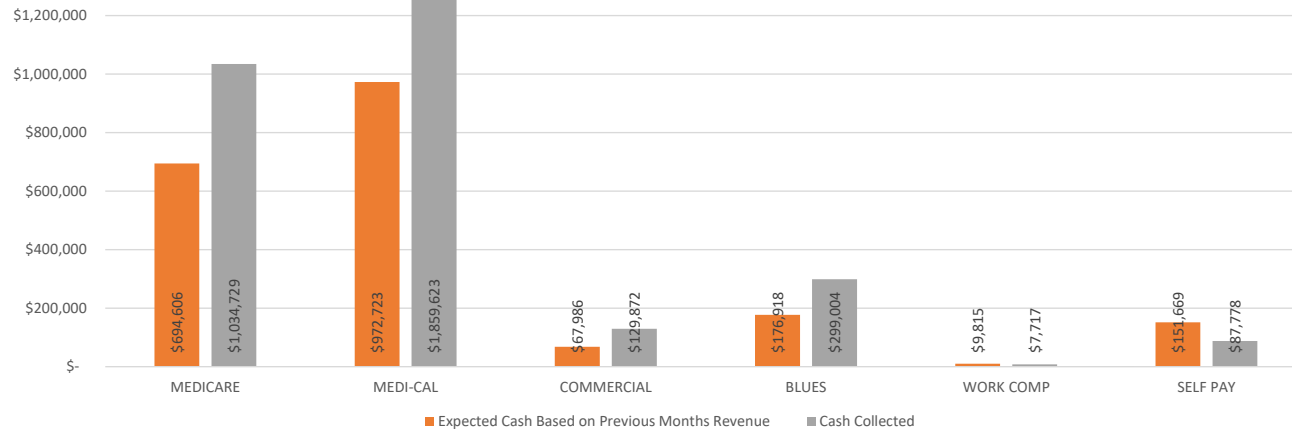


Cash Collections by Discharge Date



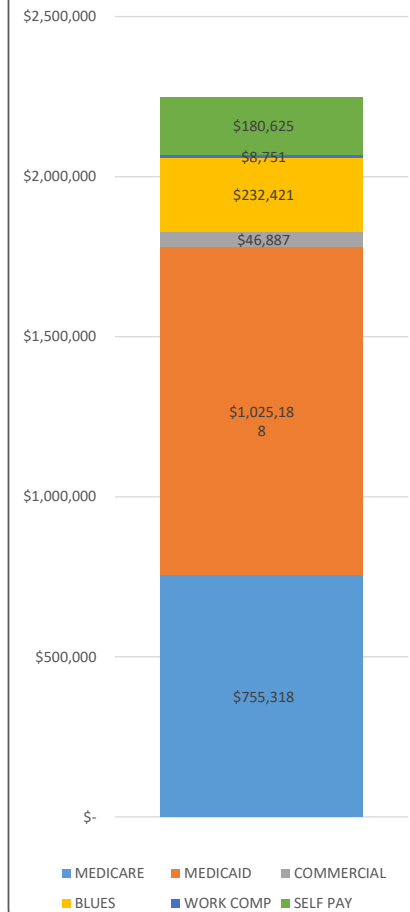
CASH FORECASTING

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

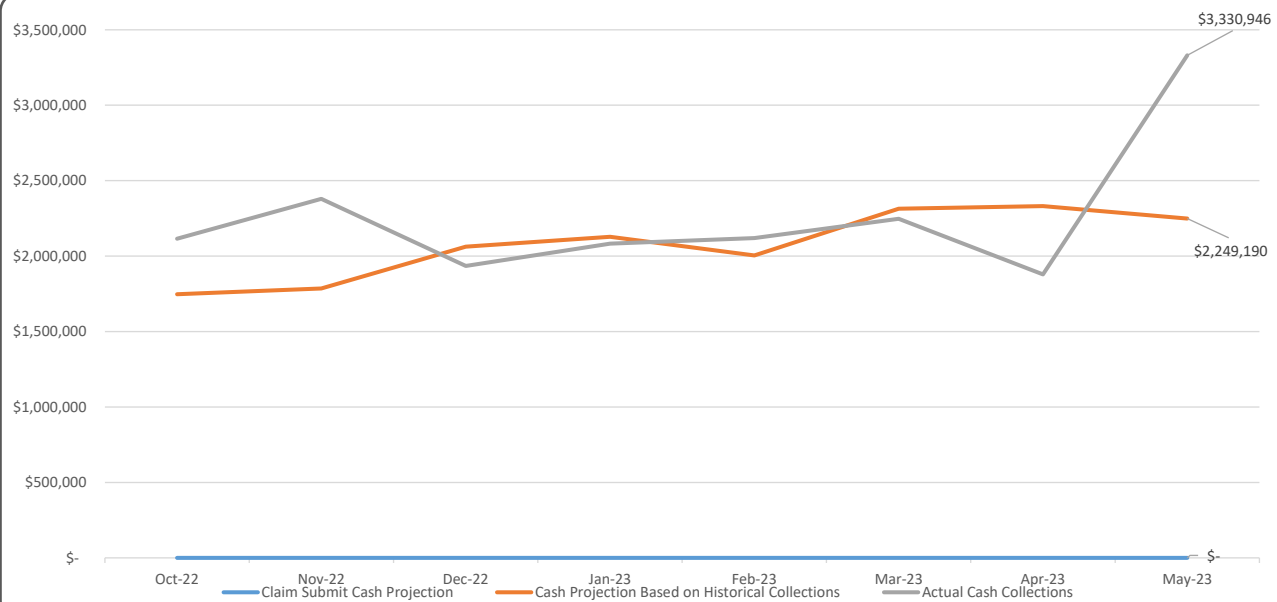


Cash Expected Next Month (Based on this Months Revenue)

\$ 2,249,190



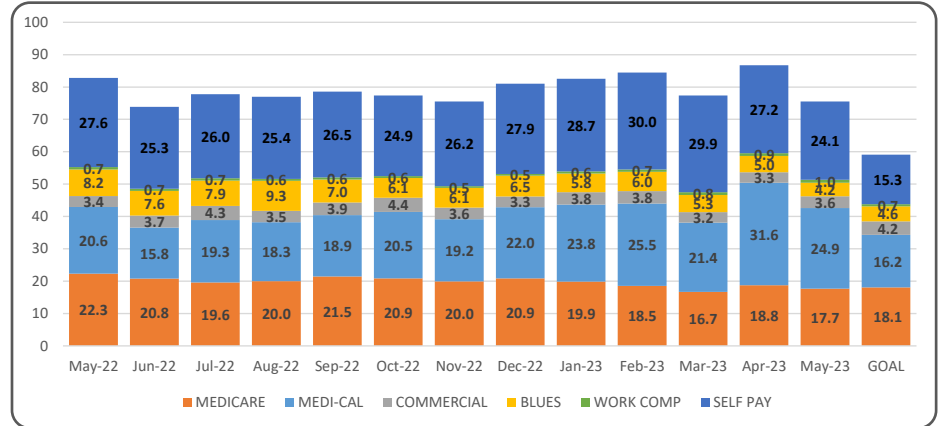
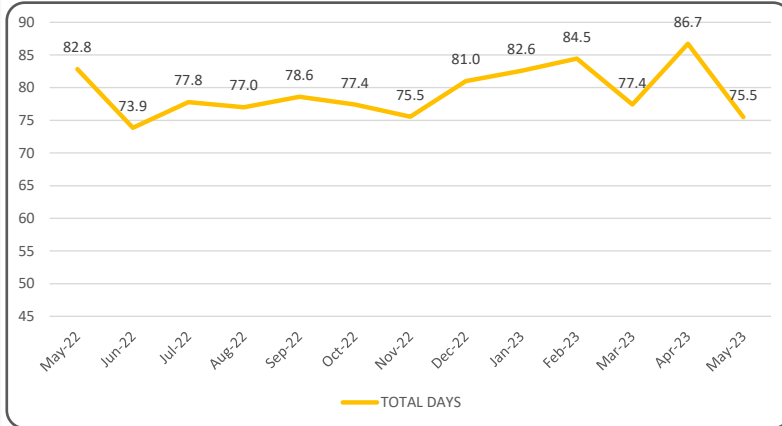
Expected Cash Based on Claim Submissions and Historical Collections



ACCOUNTS RECEIVABLE

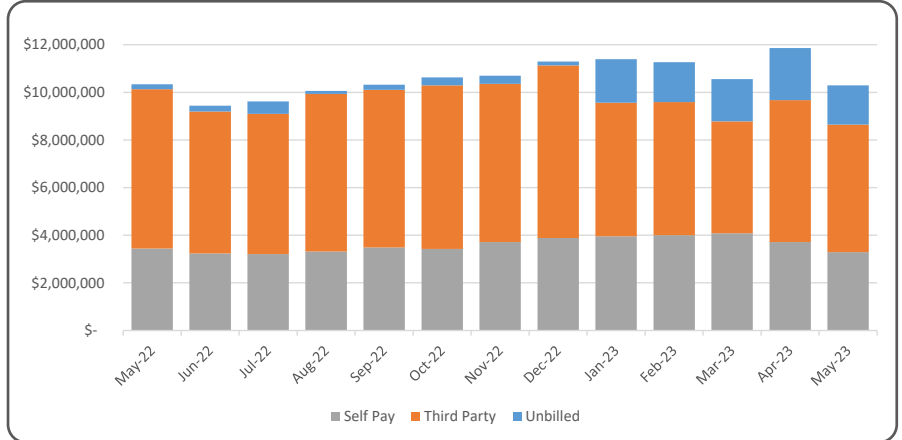
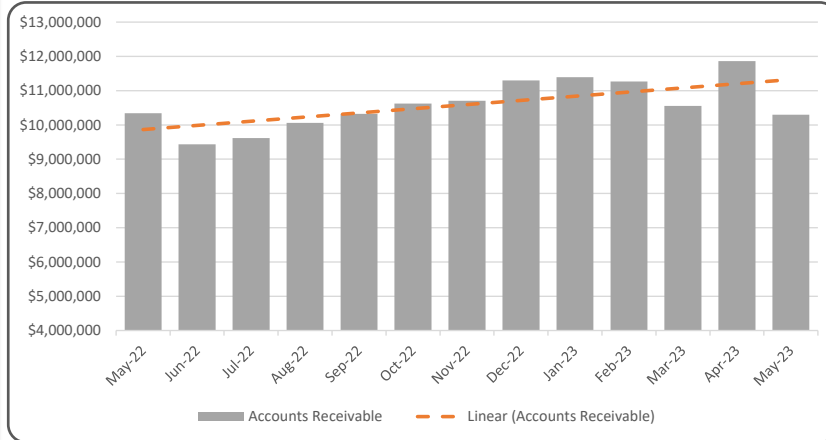
AR Days

PAYER	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	13 Month Average
MEDICARE	22.3	20.8	19.6	20.0	21.5	20.9	20.0	20.9	19.9	18.5	16.7	18.8	17.7	19.8
MEDI-CAL	20.6	15.8	19.3	18.3	18.9	20.5	19.2	22.0	23.8	25.5	21.4	31.6	24.9	21.7
COMMERCIAL	3.4	3.7	4.3	3.5	3.9	4.4	3.6	3.3	3.8	3.8	3.2	3.3	3.6	3.7
BLUES	8.2	7.6	7.9	9.3	7.0	6.1	6.1	6.5	5.8	6.0	5.3	5.0	4.2	6.5
WORK COMP	0.7	0.7	0.7	0.6	0.6	0.6	0.5	0.5	0.6	0.7	0.8	0.9	1.0	0.7
SELF PAY	27.6	25.3	26.0	25.4	26.5	24.9	26.2	27.9	28.7	30.0	29.9	27.2	24.1	26.9
TOTAL DAYS	82.8	73.9	77.8	77.0	78.6	77.4	75.5	81.0	82.6	84.5	77.4	86.7	75.5	79.3



AR Balance

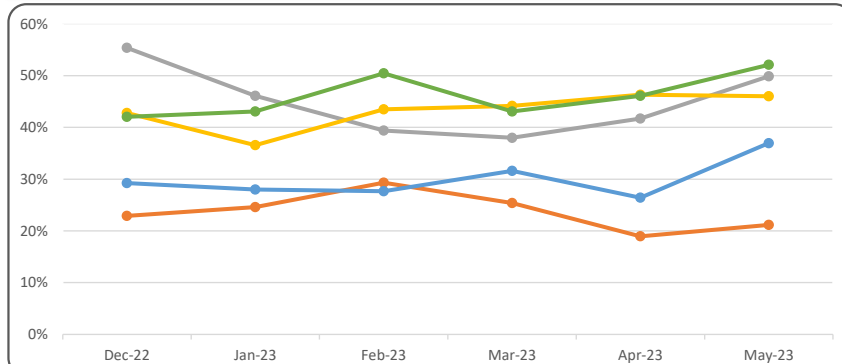
PAYER	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	13 Month Average
MEDICARE	\$ 2,781,744	\$ 2,655,394	\$ 2,423,892	\$ 2,611,081	\$ 2,820,189	\$ 2,865,830	\$ 2,827,300	\$ 2,908,759	\$ 2,742,550	\$ 2,472,522	\$ 2,278,889	\$ 2,566,010	\$ 2,414,721	\$ 2,643,760
MEDI-CAL	\$ 2,576,479	\$ 2,018,620	\$ 2,384,991	\$ 2,386,160	\$ 2,488,218	\$ 2,818,903	\$ 2,718,682	\$ 3,070,033	\$ 3,277,832	\$ 3,400,340	\$ 2,915,223	\$ 4,325,078	\$ 3,394,146	\$ 2,905,746
COMMERCIAL	\$ 419,310	\$ 476,402	\$ 536,540	\$ 455,130	\$ 517,070	\$ 601,963	\$ 506,352	\$ 457,960	\$ 530,319	\$ 505,498	\$ 442,904	\$ 450,633	\$ 495,989	\$ 492,005
BLUES	\$ 1,028,724	\$ 966,206	\$ 970,224	\$ 1,215,227	\$ 925,924	\$ 835,887	\$ 861,461	\$ 899,494	\$ 800,496	\$ 802,871	\$ 720,815	\$ 684,307	\$ 568,659	\$ 867,715
WORK COMP	\$ 86,591	\$ 88,298	\$ 85,489	\$ 75,778	\$ 84,175	\$ 79,733	\$ 77,625	\$ 73,149	\$ 86,216	\$ 90,346	\$ 115,022	\$ 119,553	\$ 130,676	\$ 91,742
SELF PAY	\$ 3,445,243	\$ 3,231,614	\$ 3,213,106	\$ 3,313,068	\$ 3,486,444	\$ 3,420,819	\$ 3,709,999	\$ 3,886,312	\$ 3,953,608	\$ 3,998,118	\$ 4,078,175	\$ 3,713,949	\$ 3,291,533	\$ 3,595,537
TOTAL	\$ 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	\$ 11,859,530	\$ 10,295,723	\$ 10,596,507



ACCOUNTS RECEIVABLE AGING

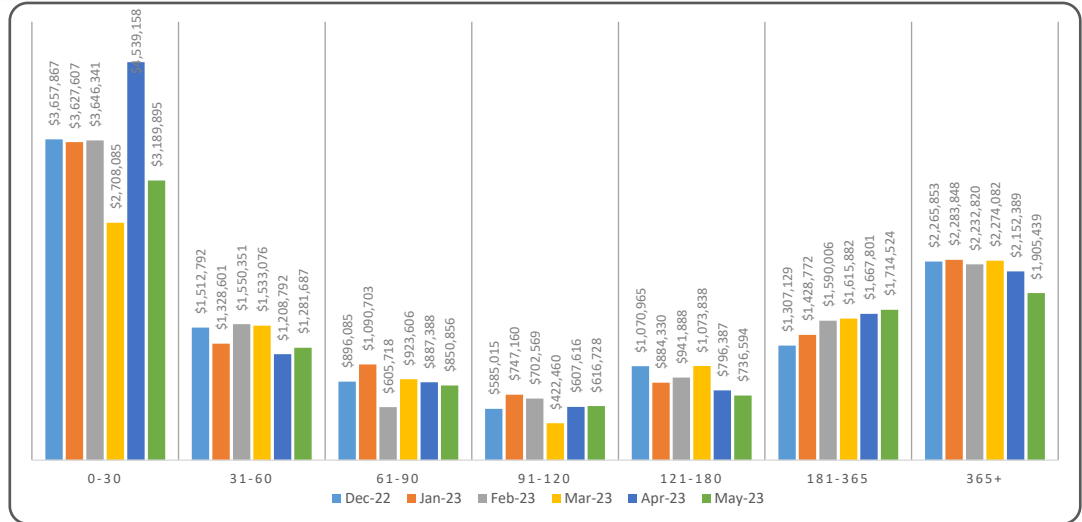
	0-30 Days		31-60 Days		61-90 Days		91-120 Days		121-180 Days		181-365 Days		366+ Days		Grand Totals	
	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$	# Acts	\$
MEDICARE																
Non-Credit	969	\$ 1,481,679	222	\$ 349,537	107	\$ 90,069	84	\$ 70,174	121	\$ 91,968	211	\$ 189,121	243	\$ 164,472	1957	\$ 2,437,020
Credit	0	\$ -	0	\$ -	0	\$ -	4	\$ (1,348)	3	\$ (68)	6	\$ (1,408)	23	\$ (19,475)	36	\$ (22,299)
TOTAL	969	\$ 1,481,679	222	\$ 349,537	107	\$ 90,069	88	\$ 68,826	124	\$ 91,900	217	\$ 187,713	266	\$ 144,997	1993	\$ 2,414,721
MEDI-CAL																
Non-Credit	689	\$ 1,184,821	575	\$ 634,925	422	\$ 414,717	326	\$ 354,264	395	\$ 250,915	703	\$ 642,449	287	\$ 62,649	3397	\$ 3,544,739
Credit	4	\$ (2,078)	28	\$ (26,970)	13	\$ (6,709)	53	\$ (68,936)	27	\$ (11,555)	36	\$ (28,412)	15	\$ (5,933)	176	\$ (150,593)
TOTAL	693	\$ 1,182,743	603	\$ 607,955	435	\$ 408,008	379	\$ 285,328	422	\$ 239,360	739	\$ 614,037	302	\$ 56,715	3573	\$ 3,394,146
COMMERCIAL																
Non-Credit	145	\$ 109,230	187	\$ 95,552	141	\$ 78,239	123	\$ 50,257	111	\$ 38,676	188	\$ 126,966	186	\$ 65,530	1081	\$ 564,450
Credit	0	\$ -	2	\$ (152)	4	\$ (1,646)	5	\$ (124)	10	\$ (5,372)	25	\$ (3,445)	63	\$ (57,722)	109	\$ (68,461)
TOTAL	145	\$ 109,230	189	\$ 95,400	145	\$ 76,593	128	\$ 50,133	121	\$ 33,304	213	\$ 123,521	249	\$ 7,809	1190	\$ 495,989
BLUES																
Non-Credit	393	\$ 222,732	176	\$ 73,820	113	\$ 56,642	95	\$ 41,944	123	\$ 48,167	197	\$ 97,741	137	\$ 113,401	1234	\$ 654,448
Credit	2	\$ (540)	9	\$ (1,109)	8	\$ (805)	10	\$ (6,885)	18	\$ (2,530)	50	\$ (26,623)	105	\$ (47,296)	202	\$ (85,789)
TOTAL	395	\$ 222,192	185	\$ 72,711	121	\$ 55,837	105	\$ 35,058	141	\$ 45,637	247	\$ 71,119	242	\$ 66,105	1436	\$ 568,659
WORK COMP																
Non-Credit	30	\$ 17,223	38	\$ 19,908	28	\$ 27,337	29	\$ 14,022	30	\$ 16,136	63	\$ 29,346	21	\$ 10,587	239	\$ 134,558
Credit	0	\$ -	0	\$ -	2	\$ (289)	0	\$ -	2	\$ (343)	8	\$ (1,349)	8	\$ (1,901)	20	\$ (3,883)
TOTAL	30	\$ 17,223	38	\$ 19,908	30	\$ 27,048	29	\$ 14,022	32	\$ 15,792	71	\$ 27,998	29	\$ 8,686	259	\$ 130,676
SELF PAY																
Non-Credit	262	\$ 176,967	319	\$ 138,004	388	\$ 195,710	371	\$ 164,298	577	\$ 320,309	1477	\$ 713,649	3591	\$ 1,728,657	6985	\$ 3,437,594
Credit	2	\$ (140)	10	\$ (1,827)	6	\$ (2,408)	11	\$ (937)	18	\$ (9,707)	82	\$ (23,512)	504	\$ (107,530)	633	\$ (146,061)
TOTAL	264	\$ 176,827	329	\$ 136,177	394	\$ 193,302	382	\$ 163,361	595	\$ 310,601	1559	\$ 690,138	4095	\$ 1,621,128	7618	\$ 3,291,533
ACCOUNTS RECEIVABLE																
Non-Credit	2488	\$ 3,192,652	1517	\$ 1,311,745	1199	\$ 862,713	1028	\$ 694,958	1357	\$ 766,170	2839	\$ 1,799,273	4465	\$ 2,145,296	14893	\$ 10,772,808
Credit	8	\$ (2,757)	49	\$ (30,059)	33	\$ (11,857)	83	\$ (78,230)	78	\$ (29,576)	207	\$ (84,749)	718	\$ (239,857)	1176	\$ (477,085)
GRAND TOTAL	2496	\$ 3,189,895	1566	\$ 1,281,687	1232	\$ 850,856	1111	\$ 616,728	1435	\$ 736,594	3046	\$ 1,714,524	5183	\$ 1,905,439	16069	\$ 10,295,723

Aged Over 90 Days Trending (excluding Credits)



	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23
Medicare	22.9%	24.6%	29.3%	25.4%	18.9%	21.2%
Medi-Cal	29.2%	28.0%	27.7%	31.6%	26.4%	37.0%
Commercial	55.4%	46.1%	39.4%	38.0%	41.7%	49.9%
Blues	42.8%	36.6%	43.5%	44.2%	46.3%	46.0%
Work Comp	42.0%	43.1%	50.5%	43.1%	46.1%	52.1%

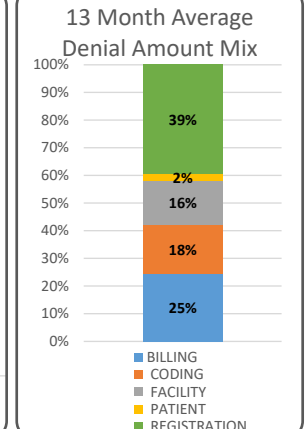
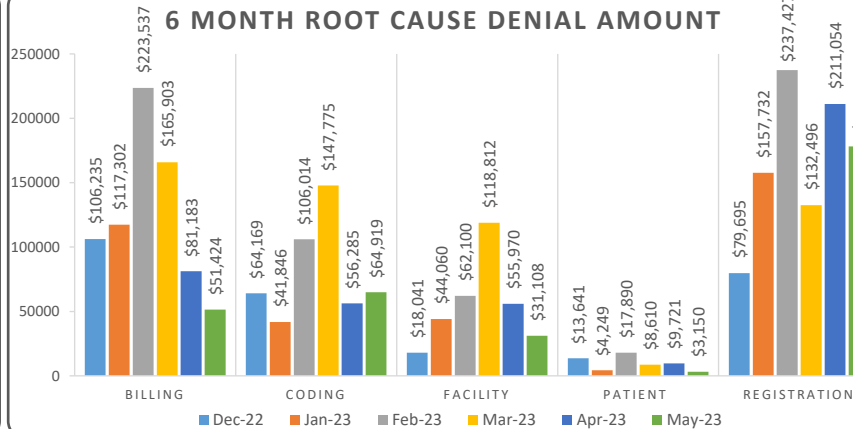
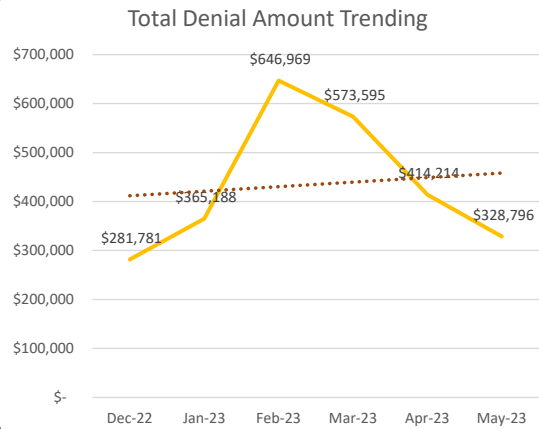
6 Month Aging



DENIAL MANAGEMENT

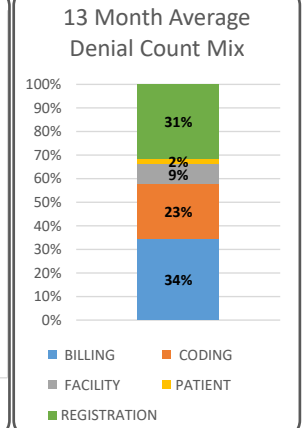
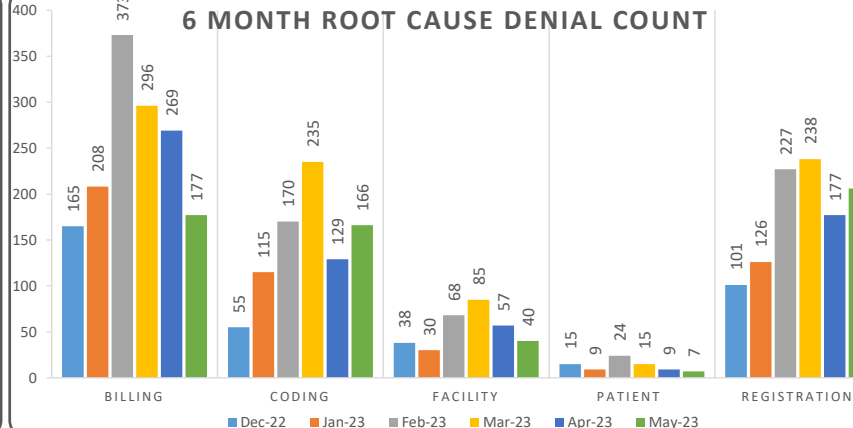
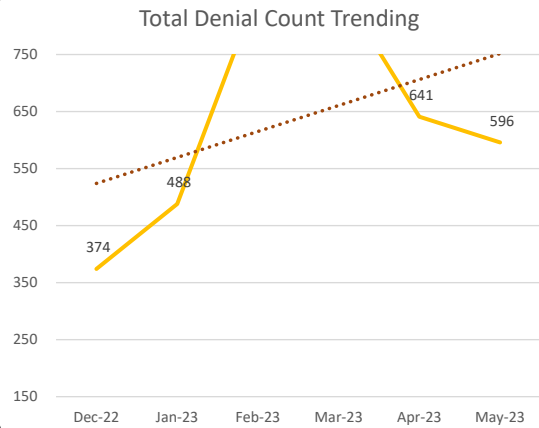
Denial Amount

AMOUNT	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	13 Month Average
BILLING	\$ 52,823	\$ 44,643	\$ 87,758	\$ 27,687	\$ 98,592	\$ 56,718	\$ 78,219	\$ 106,235	\$ 117,302	\$ 223,537	\$ 165,903	\$ 81,183	\$ 51,424	\$ 91,694
CODING	\$ 96,262	\$ 57,980	\$ 31,178	\$ 30,637	\$ 39,889	\$ 52,449	\$ 60,667	\$ 64,169	\$ 41,846	\$ 106,014	\$ 147,775	\$ 56,285	\$ 64,919	\$ 65,390
FACILITY	\$ 46,438	\$ 85,005	\$ 26,313	\$ 63,390	\$ 72,960	\$ 114,404	\$ 41,499	\$ 18,041	\$ 44,060	\$ 62,100	\$ 118,812	\$ 55,970	\$ 31,108	\$ 60,008
PATIENT	\$ 6,054	\$ 2,170	\$ 9,755	\$ 3,583	\$ 13,465	\$ 9,006	\$ 13,289	\$ 13,641	\$ 4,249	\$ 17,890	\$ 8,610	\$ 9,721	\$ 3,150	\$ 8,814
REGISTRATION	\$ 122,093	\$ 121,551	\$ 75,141	\$ 91,116	\$ 213,005	\$ 98,692	\$ 193,429	\$ 79,695	\$ 157,732	\$ 237,427	\$ 132,496	\$ 211,054	\$ 178,196	\$ 147,048
TOTAL	\$ 323,669	\$ 311,350	\$ 230,145	\$ 216,413	\$ 437,911	\$ 331,268	\$ 387,103	\$ 281,781	\$ 365,188	\$ 646,969	\$ 573,595	\$ 414,214	\$ 328,796	\$ 372,954



Denial Count

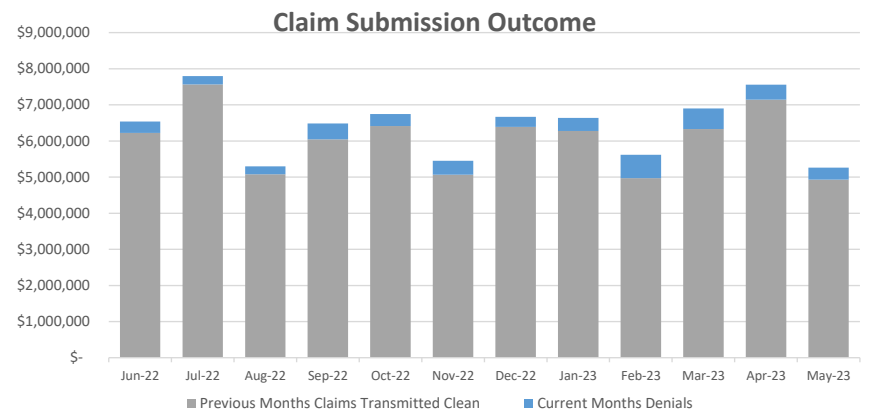
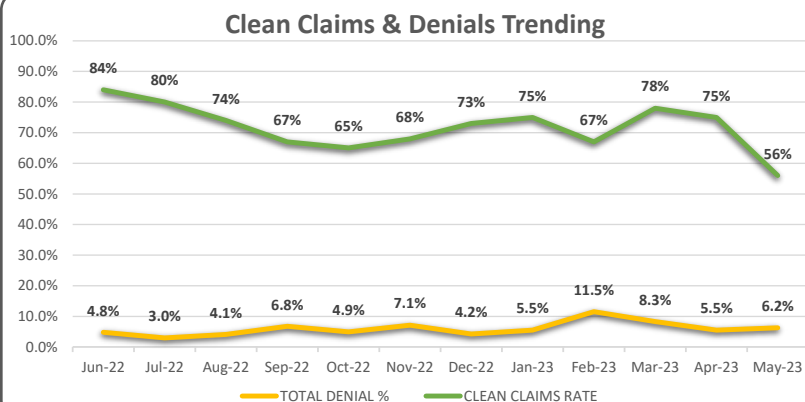
COUNT	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	13 Month Average
BILLING	73	72	67	52	237	155	206	165	208	373	296	269	177	181
CODING	142	141	67	75	117	65	103	55	115	170	235	129	166	122
FACILITY	51	42	23	42	48	33	34	38	30	68	85	57	40	45
PATIENT	13	6	9	8	8	9	18	15	9	24	15	9	7	12
REGISTRATION	149	157	119	93	271	97	182	101	126	227	238	177	206	165
TOTAL	428	418	285	270	681	359	543	374	488	862	869	641	596	524



CLAIM SUBMIT EFFICIENCY & DENIAL RESOLUTION

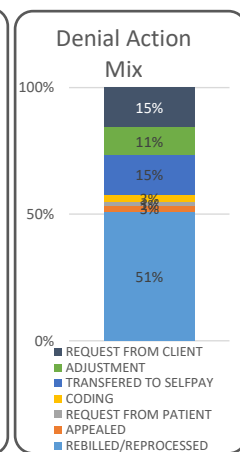
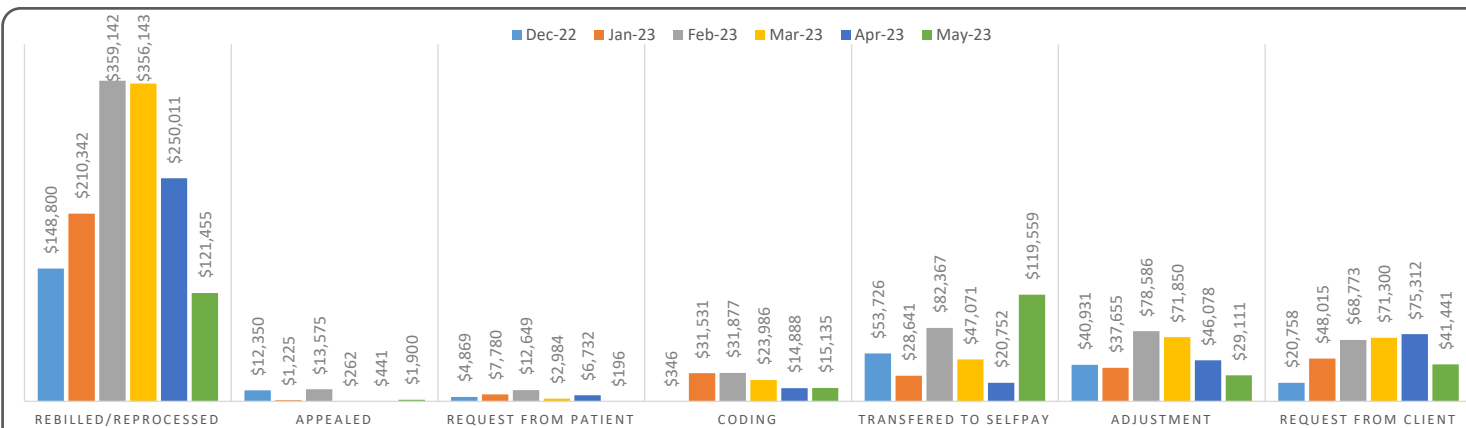
Denial & Clean Claim Trending

	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	13 Month Average
DENIAL AMOUNT	\$ 323,669	\$ 311,350	\$ 230,145	\$ 216,413	\$ 437,911	\$ 331,268	\$ 387,103	\$ 281,781	\$ 365,188	\$ 646,969	\$ 573,595	\$ 414,214	\$ 328,796	\$ 372,954
PREVIOUS MONTH'S TRANSMITTED CLAIMS	\$ 5,469,773	\$ 6,536,666	\$ 7,794,770	\$ 5,294,478	\$ 6,484,077	\$ 6,743,551	\$ 5,453,987	\$ 6,669,700	\$ 6,640,087	\$ 5,615,027	\$ 6,901,431	\$ 7,558,810	\$ 5,260,842	\$ 6,340,246
TOTAL DENIAL %	5.9%	4.8%	3.0%	4.1%	6.8%	4.9%	7.1%	4.2%	5.5%	11.5%	8.3%	5.5%	6.2%	6.0%
CLEAN CLAIMS RATE	79%	84%	80%	74%	67%	65%	68%	73%	75%	67%	78%	75%	56%	72%



Action Taken on Denials

DENIAL ACTION	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	13 Month Average
REBILLED/REPROCESSED	\$ 151,776	\$ 149,975	\$ 97,389	\$ 117,478	\$ 234,098	\$ 110,172	\$ 156,258	\$ 148,800	\$ 210,342	\$ 359,142	\$ 356,143	\$ 250,011	\$ 121,455	\$ 189,465
APPEALED	\$ 9,151	\$ 16,848	\$ 20,551	\$ 18,135	\$ 28,010	\$ 3,005	\$ 1,444	\$ 12,350	\$ 1,225	\$ 13,575	\$ 262	\$ 441	\$ 1,900	\$ 9,761
REQUEST FROM PATIENT	\$ 4,296	\$ 792	\$ 2,251	\$ 946	\$ 1,484	\$ 11,182	\$ 7,026	\$ 4,869	\$ 7,780	\$ 12,649	\$ 2,984	\$ 6,732	\$ 196	\$ 4,861
CODING	\$ 7,199	\$ 4,307	\$ 1,238	\$ 7,826	\$ 5,766	\$ 4,224	\$ 2,227	\$ 346	\$ 31,531	\$ 31,877	\$ 23,986	\$ 14,888	\$ 15,135	\$ 11,581
TRANSFERRED TO SELF-PAY	\$ 65,654	\$ 45,408	\$ 38,968	\$ 22,541	\$ 47,462	\$ 57,724	\$ 117,115	\$ 53,726	\$ 28,641	\$ 82,367	\$ 47,071	\$ 20,752	\$ 119,559	\$ 57,461
ADJUSTMENT	\$ 44,006	\$ 32,600	\$ 22,926	\$ 12,144	\$ 60,135	\$ 18,312	\$ 55,691	\$ 40,931	\$ 37,655	\$ 78,586	\$ 71,850	\$ 46,078	\$ 29,111	\$ 42,310
REQUEST FROM CLIENT	\$ 41,587	\$ 61,421	\$ 46,821	\$ 37,344	\$ 60,957	\$ 126,650	\$ 47,341	\$ 20,758	\$ 48,015	\$ 68,773	\$ 71,300	\$ 75,312	\$ 41,441	\$ 57,517
TOTAL	\$ 323,669	\$ 311,350	\$ 230,145	\$ 216,413	\$ 437,911	\$ 331,268	\$ 387,103	\$ 281,782	\$ 365,188	\$ 646,970	\$ 573,595	\$ 414,213	\$ 328,796	\$ 372,954

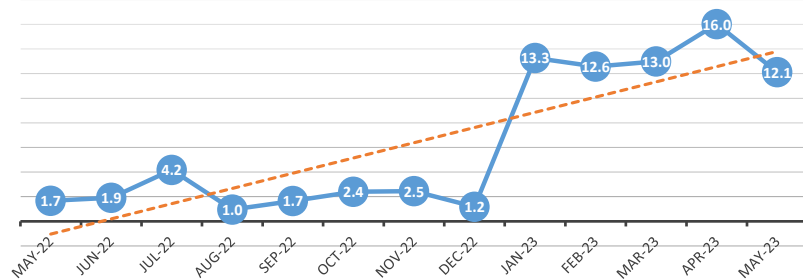


UNBILLED & INVENTORY

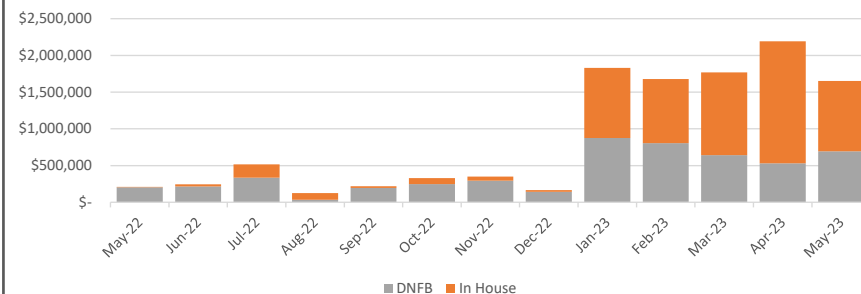
Unbilled

	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	13 Month Average
In House	\$ 3,307	\$ 28,278	\$ 181,614	\$ 91,952	\$ 23,576	\$ 82,815	\$ 55,666	\$ 23,739	\$ 955,850	\$ 871,770	\$ 1,128,742	\$ 1,661,506	\$ 959,057	\$ 466,759
DNFB	\$ 205,036	\$ 216,620	\$ 334,389	\$ 33,702	\$ 194,304	\$ 246,637	\$ 292,891	\$ 142,082	\$ 875,115	\$ 805,133	\$ 641,006	\$ 529,536	\$ 694,119	\$ 400,813
Total Unbilled	\$ 208,343	\$ 244,898	\$ 516,004	\$ 125,654	\$ 217,880	\$ 329,452	\$ 348,557	\$ 165,821	\$ 1,830,964	\$ 1,676,904	\$ 1,769,748	\$ 2,191,041	\$ 1,653,177	\$ 867,572
Unbilled Days	1.7	1.9	4.2	1.0	1.7	2.4	2.5	1.2	13.3	12.6	13.0	16.0	12.1	6.4

Total Unbilled Days



Unbilled Dollars

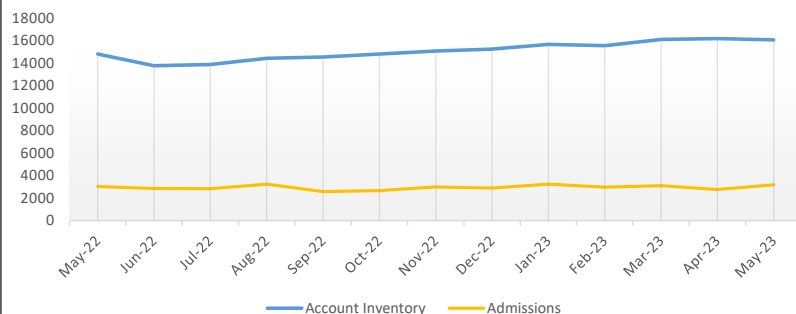


Admissions & Account Inventory

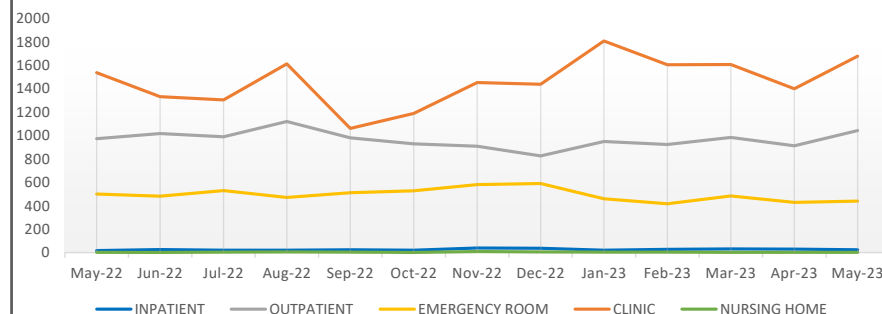
ADMISSIONS	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	13 Month Average
INPATIENT	17	26	21	21	24	20	39	37	21	28	31	29	24	26.0
OUTPATIENT	973	1,016	989	1,120	981	929	909	826	949	924	984	912	1,042	965.7
EMERGENCY ROOM	500	482	529	471	512	527	580	590	459	417	483	428	439	493.6
CLINIC	1,538	1,332	1,305	1,612	1,061	1,189	1,453	1,438	1,808	1,605	1,607	1,400	1,678	1,463.5
NURSING HOME	2	1	4	6	3	1	9	6	4	3	2	2	2	3.5
TOTAL	3,030	2,857	2,848	3,230	2,581	2,666	2,990	2,897	3,241	2,977	3,107	2,771	3,185	2,952.3

ACCOUNT INVENTORY	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	13 Month Average
MEDICARE	1,949	1,906	1,935	2,174	2,046	2,055	2,169	2,260	2,257	2,149	2,077	1,914	1,993	2,068.0
MEDI-CAL	2,840	2,288	2,425	2,457	2,576	2,954	2,875	2,825	3,141	2,781	3,116	3,454	3,573	2,869.6
COMMERCIAL	1,101	1,211	1,132	1,143	1,145	1,259	1,120	984	960	1,006	1,045	1,061	1,190	1,104.4
BLUES	1,348	1,221	1,281	1,498	1,340	1,291	1,328	1,340	1,282	1,354	1,417	1,437	1,436	1,351.8
WORK COMP	160	165	165	163	164	165	186	191	203	205	221	237	259	191.1
SELF PAY	7,405	6,974	6,940	6,999	7,261	7,075	7,397	7,648	7,820	8,045	8,224	8,073	7,618	7,498.4
TOTAL	14,803	13,765	13,878	14,434	14,532	14,799	15,075	15,248	15,663	15,540	16,100	16,176	16,069	15,083

Account Inventory & Admissions



Admissions by Service Type

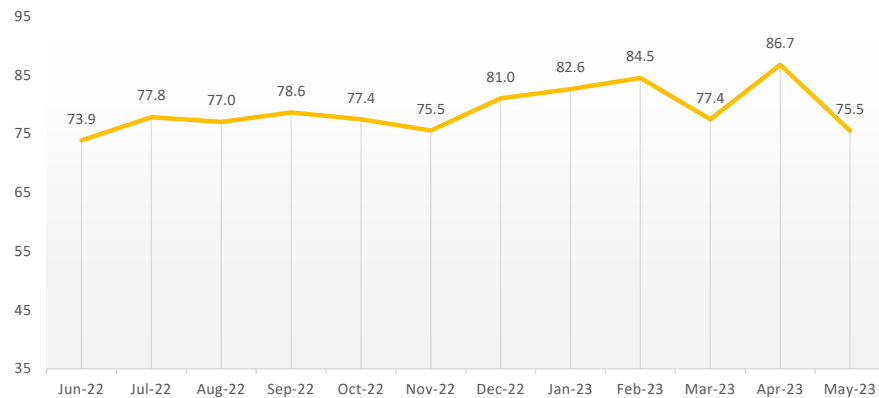


Modoc Medical Center

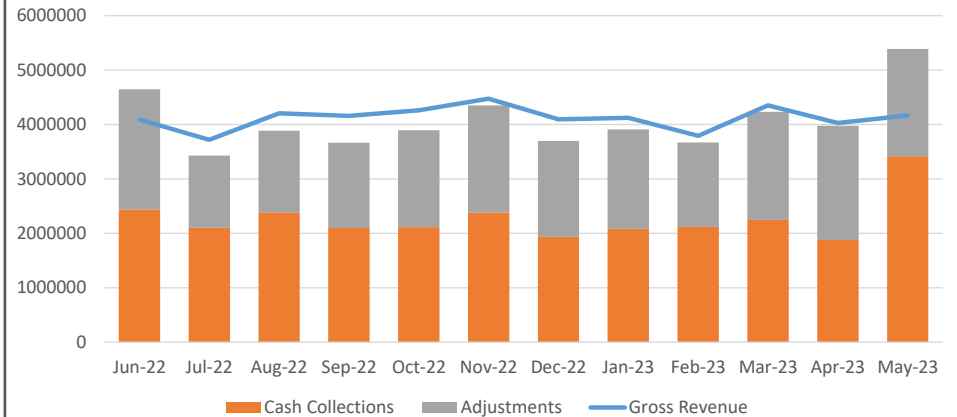
Executive Dashboard

	TARGET	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23
Days in AR	59.1	73.9	77.8	77.0	78.6	77.4	75.5	81.0	82.6	84.5	77.4	86.7	75.5
Gross AR		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	11,859,530	10,295,723
Gross Revenue		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	4,028,702	4,165,578
Cash Collections		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	1,878,968	3,419,288
Adjustments		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	2,099,199	1,969,180
Collection %		52.5%	61.3%	61.4%	57.2%	54.3%	54.7%	52.3%	53.3%	57.7%	53.1%	47.2%	63.5%
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%	3.5%	0.2%	0.1%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%	15.4%	0.5%
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%	30.2%	28.8%	25.5%	24.4%	28.9%	29.7%	30.4%	29.3%	31.3%	31.6%	27.2%	33.8%
Self Pay Aged 180 (from assignment)	25%	62.7%	63.3%	67.6%	55.4%	61.3%	61.8%	62.6%	64.2%	63.3%	64.2%	65.0%	64.0%

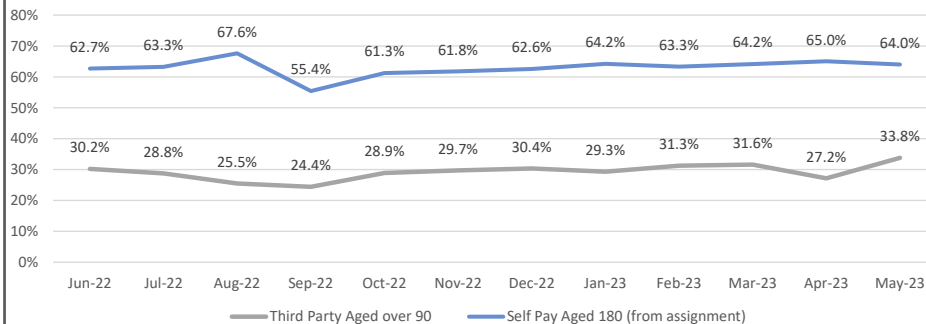
Days in AR



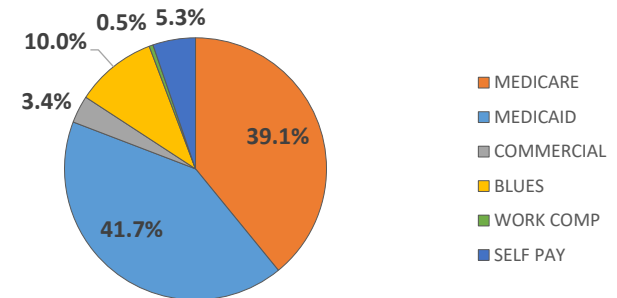
Cash & Adjustments vs Gross Revenue



Third Party & Self Pay Aging



13 Month Average Payer Mix



ATTACHMENT C

LFHD FINANCIAL STATEMENT

May 2023

(unaudited)

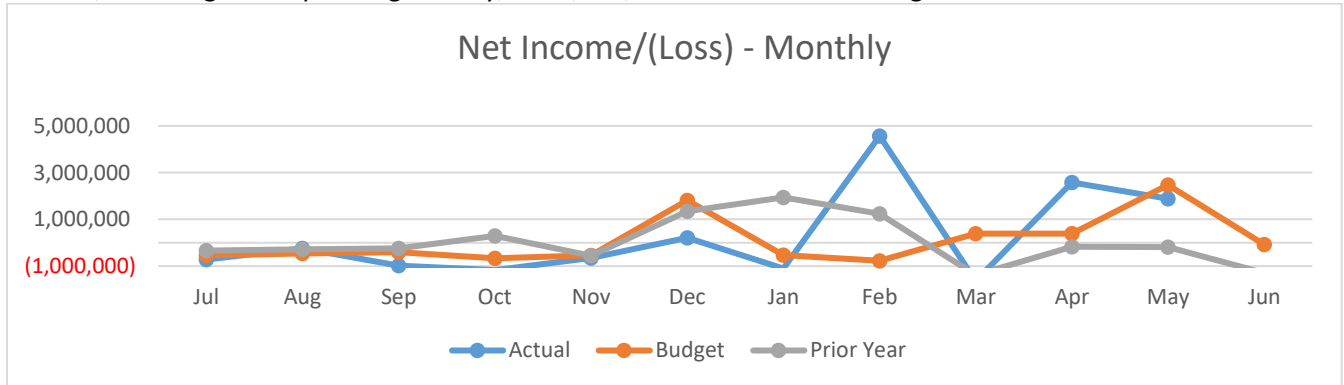


Modoc Medical Center
Financial Narrative
For the Month of May 2023

Prepared by Patrick Fields, CFO

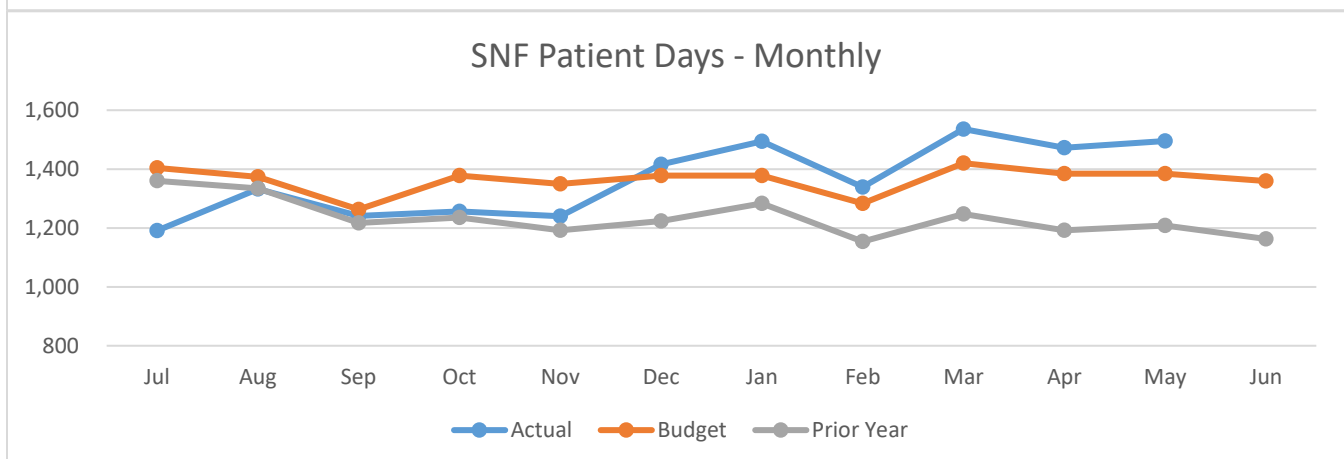
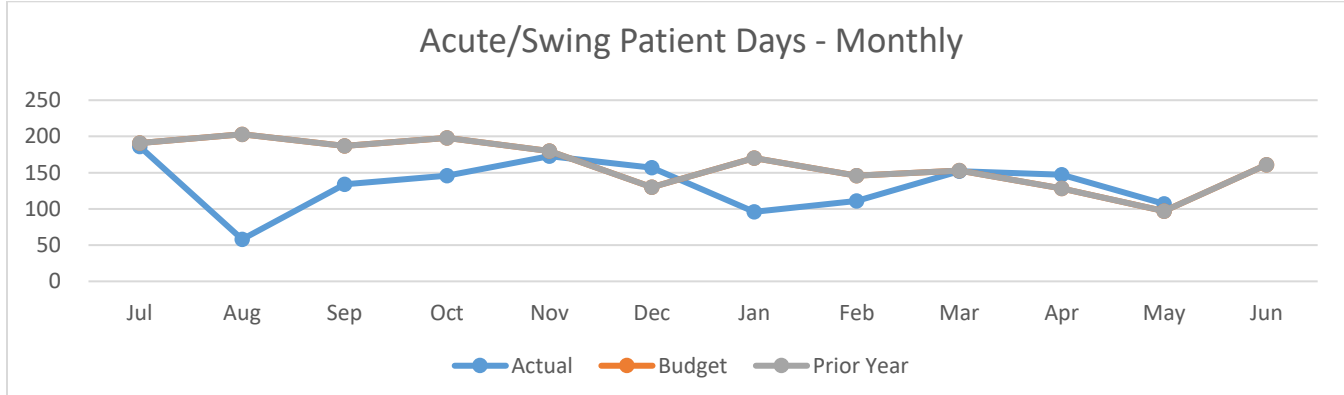
Summary

During the month of May, Modoc Medical Center reported a net income from operations of \$1,919,889 representing stronger than was budgeted, \$1,941,061. Inpatient revenue was down while outpatient revenue was up from the prior month. Total patient revenue was \$4,190,236 up from \$4,017,549. Net income, including Non-Operating Activity, of \$1,884,248 is weaker than budgeted.



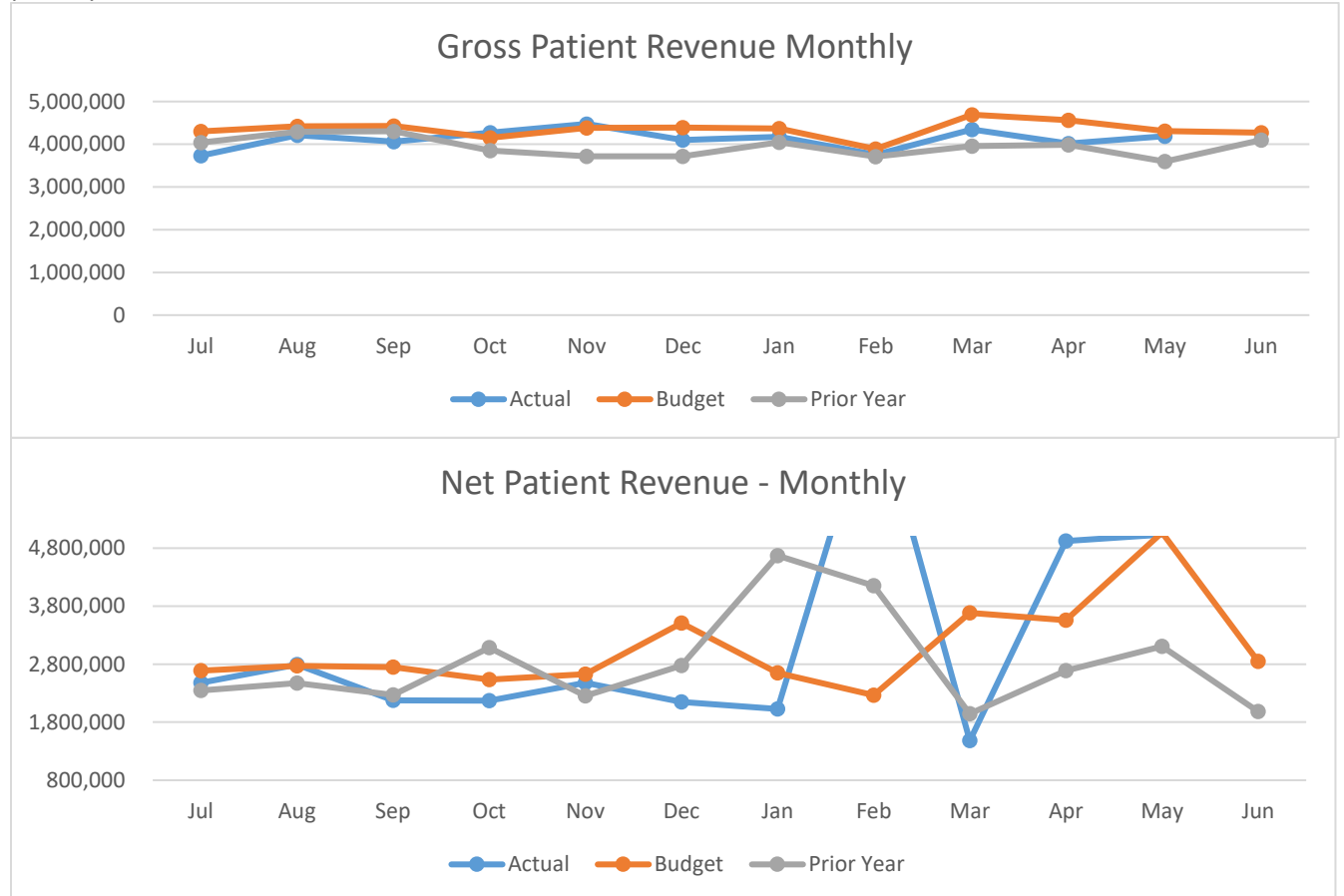
Patient Volumes

Combined Acute Days were under budget for the month by 23. The SNF Patient Days dropped to 1,495 over budget by 287 days. Overall Inpatient Days were over budget by 310 (1,602 actual vs. 1,292 budget). Outpatient volumes saw Lab and ER as the only departments that under budget, all others were over.



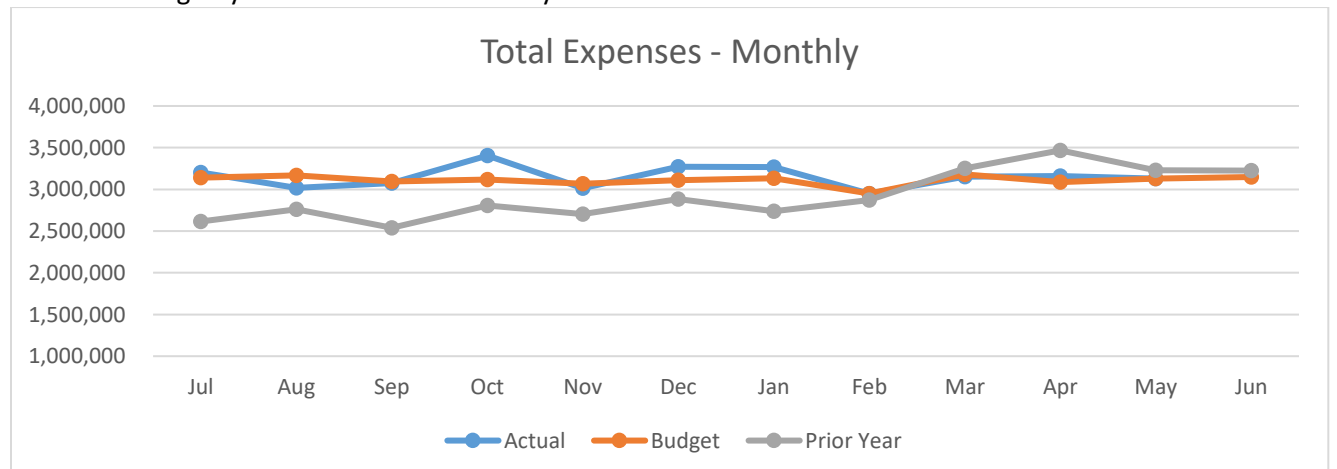
Revenues

Gross Patient Revenues were \$4.190 million, under budget of \$4.307 million. Of this, the Inpatient Revenue was over budget by \$159K and Outpatient Revenue under budget by \$275K. Net Patient Revenue is \$5.051 million. Net Patient Revenue was positively impacted by the receipt of Medicare penalty reversal.



Expenses

Total Operating Expenses were \$3.131 million this month, compared to a budget of \$3.129 million. Operating expenses were down \$30K from the prior month. The decline was seen in salaries with an increase in Registry. All others were relatively stable.



Non-Operating Activity

Non-Operating expense for the month was (\$35.6K). Interest income for the month was \$38.87K combined with profit in Retail Pharmacy of \$17K, offset by district vouchers of (\$5.3K) and interest expense of (\$86.4K). Net income for the month was \$1,884,248.

Balance Sheet

Cash increased by \$2.575 million during the month to \$37.858 million. The increase in cash was due to the receipt of the Medicare funds. There was an additional \$207K increase in CIP during the month for the new SNF. Total assets increased by \$1.559 million during the month, while total liabilities increased by \$325K. Days in Cash increased to 363. Days in AP declined from 16 to 15. Net AR as a percent of Gross AR dropped to 46.0%. Current ratio declined to 13.89 times.

Modoc Medical Center
Income Statement
For the month of May 2023

	Month	Budget	Variance	Prior Year Month	YTD	Budget	Variance	Prior Year YTD
Revenues								
Room & Board - Acute	258,082	199,661	58,421	190,721	3,309,261	3,935,660	(626,399)	3,826,878
Room & Board - SNF	812,353	752,204	60,149	617,397	8,156,888	8,150,327	6,561	6,998,140
Ancillary	209,219	168,828	40,391	199,225	2,704,932	3,332,243	(627,311)	3,329,898
<u>Total Inpatient Revenue</u>	<u>1,279,654</u>	<u>1,120,693</u>	<u>158,961</u>	<u>1,007,342</u>	<u>14,171,081</u>	<u>15,418,230</u>	<u>(1,247,149)</u>	<u>14,154,916</u>
Outpatient Revenue	2,910,583	3,185,955	(275,372)	2,588,337	31,161,073	32,475,368	(1,314,295)	29,077,337
<u>Total Patient Revenue</u>	<u>4,190,236</u>	<u>4,306,648</u>	<u>(116,412)</u>	<u>3,595,680</u>	<u>45,332,154</u>	<u>47,893,598</u>	<u>(2,561,444)</u>	<u>43,232,254</u>
Bad Debts	17,816	142,428	(124,612)	(14,014)	1,179,552	1,583,873	(404,321)	1,270,521
Contractuals Adjs	(1,048,724)	(854,434)	(194,290)	408,339	7,805,471	12,643,285	(4,837,814)	9,193,307
Admin Adjs	186,220	51,912	134,308	95,926	1,238,105	545,192	692,913	1,006,029
<u>Total Revenue Deductions</u>	<u>(844,688)</u>	<u>(660,094)</u>	<u>(184,594)</u>	<u>490,250</u>	<u>10,223,128</u>	<u>14,772,350</u>	<u>(4,549,222)</u>	<u>11,469,857</u>
<u>Net Patient Revenue</u>	<u>5,034,924</u>	<u>4,966,742</u>	<u>68,182</u>	<u>3,105,429</u>	<u>35,109,026</u>	<u>33,121,248</u>	<u>1,987,778</u>	<u>31,762,397</u>
% of Charges	120.2%	115.3%	4.8%	86.4%	77.4%	69.2%	8.3%	73.5%
Other Revenue	16,174	102,826	(86,652)	18,519	867,660	981,624	(113,964)	553,607
<u>Total Net Revenue</u>	<u>5,051,098</u>	<u>5,069,568</u>	<u>(18,470)</u>	<u>3,123,948</u>	<u>35,976,686</u>	<u>34,102,872</u>	<u>1,873,814</u>	<u>32,316,004</u>
Expenses								
Salaries	1,296,573	1,250,481	46,092	1,115,949	13,764,679	13,173,309	591,370	11,928,886
Benefits and Taxes	271,203	262,721	8,482	245,314	2,857,238	2,823,564	33,674	2,702,873
Registry	468,831	412,379	56,452	595,782	3,814,329	4,536,169	(721,840)	4,403,784
Professional Fees	444,073	407,304	36,769	470,412	5,181,491	4,300,094	881,397	4,154,392
Purchased Services	72,378	129,037	(56,659)	153,328	1,560,577	1,478,380	82,197	1,442,527
Supplies	229,957	269,632	(39,675)	316,870	3,329,842	3,435,321	(105,479)	3,610,722
Repairs and Maint	15,302	24,016	(8,714)	17,854	265,388	284,381	(18,994)	204,855
Lease and Rental	3,444	6,693	(3,249)	3,622	39,903	73,623	(33,720)	61,848
Utilities	46,241	63,437	(17,196)	44,526	611,826	643,943	(32,117)	603,306
Insurance	31,918	27,060	4,858	27,905	361,622	297,660	63,962	311,027
Depreciation	175,157	173,609	1,548	173,453	1,919,947	1,909,534	10,413	1,917,059
Other	76,133	102,138	(26,005)	65,294	986,891	1,223,100	(236,209)	760,546
<u>Total Operating Expenses</u>	<u>3,131,210</u>	<u>3,128,507</u>	<u>2,703</u>	<u>3,230,311</u>	<u>34,693,732</u>	<u>34,179,078</u>	<u>514,654</u>	<u>32,101,824</u>
<u>Income from Operations</u>	<u>1,919,889</u>	<u>1,941,061</u>	<u>(21,172)</u>	<u>(106,363)</u>	<u>1,282,954</u>	<u>(76,206)</u>	<u>1,359,160</u>	<u>214,180</u>
Property Tax Revenue	(5,268)	611,307	(616,575)	(4,416)	1,910,853	2,027,921	(117,068)	2,007,617
Interest Income	38,824	180	38,644	143	463,606	84,690	378,916	71,699
Interest Expense	(86,354)	(83,435)	(2,919)	(86,829)	(928,164)	(900,138)	(28,026)	(935,199)
Gain/Loss on Asset Disposal	0	0	0	0	0	0	0	0
Retail Pharmacy Net Activity	17,157	3,821	13,336	10,289	(32,060)	27,611	(59,671)	84,875
Other Non-Operating Income	0	0	0	(2,259)	(2,242)	0	(2,242)	(2,259)
<u>Total Non-Operating Revenue</u>	<u>(35,641)</u>	<u>531,873</u>	<u>(567,514)</u>	<u>(83,071)</u>	<u>1,411,993</u>	<u>1,240,084</u>	<u>171,909</u>	<u>1,226,733</u>
<u>Net Income/(Loss)</u>	<u>1,884,248</u>	<u>2,472,934</u>	<u>(588,686)</u>	<u>(189,434)</u>	<u>2,694,947</u>	<u>1,163,878</u>	<u>1,531,069</u>	<u>1,440,913</u>
<u>EBIDA</u>	<u>2,145,759</u>	<u>2,729,978</u>	<u>(584,219)</u>	<u>70,848</u>	<u>5,543,058</u>	<u>3,973,550</u>	<u>1,569,508</u>	<u>4,293,171</u>
Operating Margin %	38.0%	38.3%	-0.3%	-3.4%	3.6%	-0.2%	3.8%	0.7%
Net Margin %	37.3%	48.8%	-11.5%	-6.1%	7.5%	3.4%	4.1%	4.5%
EBIDA Margin %	42.5%	53.9%	-11.4%	2.3%	15.4%	11.7%	3.8%	13.3%

Modoc Medical Center
Income Statement Trend

	<u>Jun-22</u>	<u>Jul-22</u>	<u>Aug-22</u>	<u>Sep-22</u>	<u>Oct-22</u>	<u>Nov-22</u>	<u>Dec-22</u>	<u>Jan-23</u>	<u>Feb-23</u>	<u>Mar-23</u>	<u>Apr-23</u>	<u>May-23</u>
Revenues												
Room & Board - Acute	274,801	390,638	147,605	296,310	315,833	383,878	360,283	218,853	245,685	318,596	373,497	258,082
Room & Board - SNF	620,439	647,144	723,078	674,245	681,936	673,990	771,185	811,413	727,047	808,062	826,436	812,353
Ancillary	303,101	354,825	223,401	248,530	236,727	390,086	216,360	196,146	149,641	252,948	227,048	209,219
Total Inpatient Revenue	1,198,341	1,392,607	1,094,084	1,219,086	1,234,497	1,447,954	1,347,828	1,226,412	1,122,373	1,379,606	1,426,982	1,279,654
Outpatient Revenue	2,903,952	2,341,359	3,114,722	2,845,765	3,033,583	3,028,322	2,752,557	2,946,872	2,629,403	2,967,342	2,590,567	2,910,583
Total Patient Revenue	4,102,294	3,733,966	4,208,806	4,064,851	4,268,080	4,476,275	4,100,385	4,173,284	3,751,776	4,346,948	4,017,549	4,190,236
Bad Debts	81,636	(25,219)	88,665	132,343	2,052	139,595	378,483	58,332	6,304	217,176	164,006	17,816
Contractual Adjs	1,871,138	1,234,965	1,238,264	1,480,421	1,958,091	1,836,928	1,635,304	1,845,559	(3,802,666)	2,548,661	(1,121,332)	(1,048,724)
Admin Adjs	167,302	46,662	86,502	272,702	134,166	21,989	49,953	211,239	78,648	98,412	51,613	186,220
Total Revenue Deductions	2,120,076	1,256,408	1,413,431	1,885,466	2,094,308	1,998,512	2,063,740	2,115,129	(3,717,715)	2,864,249	(905,712)	(844,688)
Net Patient Revenue	1,982,218	2,477,557	2,795,375	2,179,385	2,173,771	2,477,763	2,036,645	2,058,155	7,469,490	1,482,699	4,923,261	5,034,924
% of Charges	48.3%	66.4%	66.4%	53.6%	50.9%	55.4%	49.7%	49.3%	199.1%	34.1%	122.5%	120.2%
Other Revenue	27,617	33,005	11,157	26,662	68,749	34,260	113,433	23,396	139,843	111,808	289,173	16,174
Total Net Revenue	2,009,835	2,510,562	2,806,532	2,206,047	2,242,520	2,512,023	2,150,078	2,081,551	7,609,333	1,594,507	5,212,434	5,051,098
Expenses												
Salaries	1,128,341	1,193,758	1,183,945	1,203,080	1,235,516	1,153,843	1,254,493	1,363,954	1,190,511	1,230,039	1,458,966	1,296,573
Benefits and Taxes	247,108	240,273	241,064	237,439	363,246	147,051	259,605	291,975	253,736	270,060	281,587	271,203
Registry	619,634	487,550	365,429	357,934	501,782	329,304	330,222	208,026	312,756	263,830	181,748	468,831
Professional Fees	415,236	481,482	451,272	479,445	477,075	480,277	470,755	522,401	415,592	434,761	472,249	444,073
Purchased Services	148,239	71,797	129,535	137,112	143,903	206,410	193,825	143,853	131,096	186,667	143,256	72,378
Supplies	300,043	352,387	275,006	317,318	308,157	322,115	335,354	313,846	310,289	310,744	254,664	229,957
Repairs and Maint	20,277	33,038	12,021	30,399	10,272	30,430	28,579	31,950	12,516	31,266	29,615	15,302
Lease and Rental	3,382	5,837	3,543	3,222	3,804	3,357	3,316	3,496	3,164	3,128	3,592	3,444
Utilities	60,539	40,460	67,656	35,652	58,470	48,915	64,956	49,880	37,923	105,130	54,444	46,241
Insurance	27,805	32,409	32,409	32,409	32,409	32,409	32,409	34,228	34,878	34,228	31,918	31,918
Depreciation	172,910	171,815	170,952	170,336	175,617	177,436	171,501	177,216	177,216	177,216	175,485	175,157
Other	81,628	79,402	83,785	69,639	94,744	83,608	125,768	125,411	69,403	105,418	73,531	76,133
Total Operating Expenses	3,225,142	3,190,208	3,016,617	3,073,986	3,404,996	3,015,154	3,270,781	3,266,236	2,949,081	3,152,488	3,161,055	3,131,210
Income from Operations	(1,215,307)	(679,646)	(210,085)	(867,938)	(1,162,476)	(503,130)	(1,120,703)	(1,184,685)	4,660,252	(1,557,981)	2,051,379	1,919,889
Property Tax Revenue	(4,712)	(3,116)	(4,708)	(2,352)	(2,326)	(4,054)	1,398,172	(5,505)	(3,595)	(10,342)	551,706	(5,268)
Interest Income	143	65,455	133	128	109,352	144	163	154,275	228	251	94,654	38,824
Interest Expense	(88,708)	(85,713)	(85,986)	(82,814)	(86,039)	(82,648)	(82,093)	(86,347)	(80,174)	(85,488)	(84,509)	(86,354)
Gain/Loss on Asset Disposal	0	0	0	0	0	0	0	0	0	0	0	0
Retail Pharmacy Net Activity	11,723	(16,795)	63,299	(26,409)	(23,442)	(61,407)	9,893	22,008	(7,358)	17,130	(26,137)	17,157
Other Non-Operating Income	0	0	0	0	0	0	0	0	0	0	0	0
Total Non-Operating Revenue	(81,553)	(40,169)	(27,262)	(111,447)	(2,455)	(147,964)	1,326,135	84,431	(90,899)	(78,449)	535,714	(35,641)
Net Income	(1,296,860)	(719,815)	(237,347)	(979,385)	(1,164,930)	(651,095)	205,432	(1,100,253)	4,569,353	(1,636,430)	2,587,092	1,884,248
EBIDA	(1,035,243)	(462,287)	19,591	(726,235)	(903,275)	(391,012)	459,026	(836,690)	4,826,743	(1,373,726)	2,847,086	2,145,759
Operating Margin %	-60.5%	-27.1%	-7.5%	-39.3%	-51.8%	-20.0%	-52.1%	-56.9%	61.2%	-97.7%	39.4%	38.0%
Net Margin %	-64.5%	-28.7%	-8.5%	-44.4%	-51.9%	-25.9%	9.6%	-52.9%	60.0%	-102.6%	49.6%	37.3%
EBIDA Margin %	-51.5%	-18.4%	0.7%	-32.9%	-40.3%	-15.6%	21.3%	-40.2%	63.4%	-86.2%	54.6%	42.5%

Modoc Medical Center
Balance Sheet
For the month of April

	Unaudited 23-May	Unaudited 23-Apr	Unaudited 23-Mar	Unaudited 23-Feb	Unaudited 23-Jan	Unaudited 22-Dec	Unaudited 22-Nov	Audited Jun-22
Cash	1,168,029	15,190,598	232,700	640,648	1,015,360	2,968,718	175,616	2,096,800
Investments	36,069,236	19,480,676	20,186,275	21,186,275	27,486,275	27,332,196	31,332,196	34,157,685
Designated Funds	621,072	611,937	611,447	610,987	611,597	610,018	609,729	310,150
Total Cash	37,858,337	35,283,212	21,030,421	22,437,909	29,113,231	30,910,931	32,117,541	36,564,635
Gross Patient AR	12,422,006	13,997,170	13,590,520	13,509,910	13,492,368	13,446,995	13,050,597	11,647,858
Allowances	(6,706,184)	(7,185,586)	(6,171,331)	(5,977,660)	(5,943,083)	(6,017,587)	(5,746,780)	(5,026,989)
Net Patient AR	5,715,823	6,811,584	7,419,189	7,532,250	7,549,285	7,429,408	7,303,817	6,620,869
% of Gross	46.0%	48.7%	54.6%	55.8%	56.0%	55.2%	56.0%	56.8%
Third Party Receivable	1,506,131	1,506,131	12,293,029	12,293,029	1,378,086	1,378,086	1,378,086	1,712,857
Other AR	306,110	258,873	292,895	260,794	277,039	287,077	263,607	398,875
Inventory	517,706	498,383	491,945	493,802	506,032	474,466	479,041	486,845
Prepays	364,140	382,461	441,094	416,902	477,632	525,496	542,738	559,880
Total Current Assets	46,268,247	44,740,643	41,968,574	43,434,687	39,301,305	41,005,464	42,084,830	46,343,961
Land	713,540	713,540	713,540	713,540	713,540	713,540	713,540	713,540
Bldg & Improvements	47,326,806	47,326,806	47,326,806	47,326,806	47,326,806	47,326,806	47,326,806	47,162,430
Equipment	12,618,550	12,618,550	12,618,550	12,618,550	12,618,550	12,134,101	12,134,101	12,134,101
Construction In Progress	6,446,130	6,239,125	5,713,395	5,322,449	5,702,698	5,405,807	3,295,052	3,055,521
Fixed Assets	67,105,026	66,898,021	66,372,291	65,981,345	66,361,594	65,580,254	63,469,499	63,065,592
Accum Depreciation	(16,568,587)	(16,393,362)	(16,217,809)	(16,040,524)	(15,863,240)	(15,685,955)	(15,514,387)	(14,647,890)
Net Fixed Assets	50,536,439	50,504,659	50,154,483	49,940,821	50,498,354	49,894,299	47,955,112	48,417,701
Other Assets	0	0	0	0	0	0	0	0
Total Assets	96,804,686	95,245,302	92,123,056	93,375,508	89,799,660	90,899,762	90,039,942	94,761,662
Accounts Payable	1,675,466	1,698,923	1,315,307	1,510,481	1,878,133	2,009,957	1,510,761	1,757,386
Accrued Payroll	754,835	1,147,404	1,078,298	961,880	951,180	749,262	672,268	734,088
Patient Trust Accounts	15,373	6,365	5,998	5,666	6,198	4,715	4,695	5,313
Third Party Payables	480,000	480,000	480,000	480,000	480,000	480,000	480,000	510,000
Accrued Interest	400,168	318,014	238,511	156,357	82,154	483,647	405,469	490,978
Other Current Liabilities	5,479	5,479	5,479	5,479	5,479	5,480	5,479	5,479
Total Current Liabilities	3,331,320	3,656,185	3,123,592	3,119,863	3,403,144	3,733,061	3,078,672	3,503,244
Long Term Liabilities	33,165,000	33,165,000	33,165,000	33,165,000	33,165,000	33,165,000	33,165,000	33,645,000
Total Liabilities	36,496,320	36,821,185	36,288,592	36,284,863	36,568,144	36,898,061	36,243,672	37,148,244
Fund Balance	57,613,418	57,613,418	57,613,418	56,312,050	56,312,050	56,312,050	56,312,050	56,312,050
Current Year Income/(Loss)	2,694,947	810,699	-1,778,954	1,158,844	-3,410,509	-2,310,349	-2,515,780	1,301,368
Total Equity	60,308,365	58,424,117	55,834,464	57,470,894	52,901,541	54,001,701	53,796,270	57,613,418
Total Liabilities and Equity	96,804,686	95,245,302	92,123,057	93,755,757	89,469,685	90,899,762	90,039,942	94,761,662
Days in Cash	363	339	202	215	279	297	308	351
Days in AR (Gross)	89	100	97	97	97	96	94	83
Days in AP	15	16	12	14	17	18	34	41
Current Ratio	13.89	12.24	13.44	13.92	11.55	10.98	13.67	13.23

STATEMENT OF CASH FLOWS

April-23

	CURRENT MONTH	FISCAL YEAR
CASH FLOWS FROM OPERATING ACTIVITIES		
NET INCOME	1,884,248	2,694,947
ADJUSTMENTS TO RECONCILE NET INCOME TO NET CASH PROVIDED BY OPERATING ACTIVITIES		
DEPRECIATION EXPENSE	175,225	1,920,697
CHANGE IN PATIENT ACCOUNTS RECEIVABLE	1,095,761	905,046
CHANGE IN OTHER RECEIVABLES	-47,236	299,492
CHANGE IN INVENTORIES	-19,323	-30,861
CHANGE IN PREPAID EXPENSES	18,322	195,740
CHANGE IN ACCOUNTS PAYABLE	-23,457	-81,923
CHANGE IN ACCURED EXPENSES PAYABLE	82,155	-90,808
CHANGE IN ACCRUED SALARIES AND RELATED TAXES	-392,569	20,747
CHANGE IN OTHER PAYABLES	0	-30,000
NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES	888,877	3,108,129
CASH FLOWS FROM INVESTMENT ACTIVITIES		
PURCHASE OF EQUIPMENT/CIP	-207,005	-4,039,434
CUSTODIAL HOLDINGS	9,005	10,060
NET CASH PROVIDED (USED) BY INVESTING ACTIVITIES	-198,000	-4,029,374
CASH FROM FINANCING ACTIVITIES		
	0	-480,000
NET CASH PROVIDED (USED) BY FINANCING ACTIVITIES	0	-480,000
CASH AT BEGINNING OF PERIOD	35,283,212	36,564,635
NET INCREASE (DECREASE) IN CASH	2,575,125	1,293,702
CASH AT END OF PERIOD	37,858,337	37,858,337

MODOC MEDICAL CENTER "FULL TIME EQUIVALENT REPORT" Twelve Months Ending: May 31, 2023														
Department	May-23	Apr-23	Mar-23	Feb-23	Jan-23	Dec-22	Nov-22	Oct-22	Sep-22	Aug-22	Jul-22	Jun-22	May-22	12 Mo Ave
Med / Surg	12.45	13.80	12.23	13.44	16.17	15.25	14.62	14.59	13.03	13.27	15.35	13.64	14.02	13.99
Comm Disease Care						0.03	0.06	0.06	0.1	0.07	0.3	0.14	0.19	0.11
Swing Beds														#DIV/0!
Long Term - SNF	47.33	44.91	43.83	46.28	45	43.54	45.03	44.25	46.06	46.78	46.08	46.82	45.47	45.49
Emergency Dept	9.82	10.14	11.26	10.01	8.56	10.00	11.31	9.32	9.73	7.97	9.46	8.43	8.37	9.67
Ambulance - Alturas	10.5	10.65	10.29	9.43	10.17	9.31	9.8	10.00	10.06	10.09	9.29	9.75	10.15	9.95
Clinic	20.57	20.64	21.59	23.12	21.28	22.10	21.52	21.59	20.56	20.67	20.77	21.79	21.67	21.35
Canby Clinic	8	7.74	7.91	8.37	7.68	8.10	7.99	7.26	7.31	8.21	9.82	10.85	10.76	8.27
Canby Dental	3.21	3.03	2.26	2.87	3.23	3.03	2.83	3.39	3.79	3.73	4.83	4.15	3.47	3.36
Surgery	3.96	4.13	5.17	5.58	3.96	3.46	3.65	4.59	5.77	4.01	3.83	4.52	4.91	4.39
IRR												0.06		0.06
Lab	7.92	8.10	7.61	7.94	7.37	8.41	8.91	7.97	7.89	8.18	8.82	8.27	7.51	8.12
Radiology	4.76	5.17	3.51	3.87	3.77	4.27	6.04	4.56	4.7	3.71	3.8	3.65	3.51	4.32
MRI														#DIV/0!
Ultrasound	1.38	1.34	1.44	1.42	1.26	1.08	1.09	1.18	1.44	1.18	1.66	1.59	1.49	1.34
CT	1.62	1.97	1.36	1.50	1.35	1.63	1.54	1.62	1.36	2.25	1.47	1.65	1.5	1.61
Pharmacy	1.81	1.93	1.79	1.92	1.76	2.02	1.93	1.74	1.63	1.93	1.7	1.76	1.74	1.83
Physical Therapy	7.41	7.33	6.33	5.55	5.22	6.41	5.01	6.01	6.68	8.21	6.11	5.87	6.26	6.35
Other PT							0.11	0.08	0.11	0.04	0.03	0.15	0.17	0.09
Dietary	18.1	18.03	18.38	18.63	17.8	17.85	18.16	17.62	18.5	18.41	18.51	18.45	18.89	18.20
Laundry	1.01	1.04	0.83	1.08	1.05	1.02	1	0.94	0.96	1.81	1.02	2.12	1.33	1.16
Activities	3.19	3.57	3.6	3.62	3.49	3.06	3.05	2.86	2.93	1.40	2.93	3.08	3.03	3.07
Social Services	1.87	1.70	1.8	1.84	1.72	1.66	1.1	1.91	1.9	1.87	1.81	1.95	2.08	1.76
Purchasing	3.02	3.05	2.99	3.08	3.03	3.05	3.03	3.15	3.1	3.00	2.77	3.01	3.04	3.02
Housekeeping	12.33	13.01	12.54	12.62	11.79	11.27	12.14	10.99	11.45	10.94	12.52	10.31	10.92	11.83
Maintenance	5.87	5.99	6.04	6.06	5.86	6.06	5.73	5.99	5.94	4.97	4.95	5.17	4.96	5.72
Data Processing	4.46	5.24	5.65	5.78	5.24	5.43	5.46	5.45	5.19	5.04	5.27	4.48	4.56	5.22
General Accounting	4.01	4.03	4.03	4.25	4.07	4.08	4.05	4.03	4.04	4.23	4.08	4.06	3.94	4.08
Patient Accounting	5.77	5.58	5.31	5.49	5.52	5.59	4.97	5.71	5.51	7.43	4.99	4.20	4.25	5.51
Administration	3.46	3.37	3.34	3.45	3.34	3.45	3.31	3.51	3.32	3.40	3.42	3.24	3.34	3.38
Human Resources	2	1.87	2	1.99	1.98	2.00	2.04	2.00	2.01	2.00	1.99	1.99	1.98	1.99
Medical Records	7.66	7.72	7.74	7.73	7.54	7.76	7.62	7.78	7.43	7.73	7.27	6.83	6.96	7.57
Nurse Administration	2.56	2.28	1.97	1.83	2.68	2.09	2.73	2.91	2.81	2.89	2.93	2.68	2.72	2.53
In-Service	1.03	1.00	1.03	1.01	1.06	1.02	1.03	1.00	1.00	1.04	1.12	1.19	1.18	1.04
Utilization Review	1.5	1.49	1.5	1.50	1.5	1.49	1.2	0.50	0.5	0.48	0.63	0.48	0.5	1.06
Quality Assurance	0.5	0.50	0.5	0.51	0.51	0.51	0.58	0.50	0.5	0.53	0.19	0.50	0.48	0.49
Infection Control	0.62	0.60	0.54	0.61	0.28	0.55	0.62	0.64	0.62	0.53	0.54	0.62	0.59	0.56
Retail Pharmacy	3.99	3.93	4.02	4.32	3.99	4.00	4.3	3.61	3.78	3.57	4.19	4.48	3.94	4.02
TOTAL	223.69	224.88	220.39	226.70	219.23	220.58	223.56	219.31	221.71	221.57	224.45	221.93	219.88	222.33

Canby Clinic**May-23 YTD FY23**

Gross Rev	<u>\$61,978.09</u>	<u>\$584,345.98</u>
Salaries	\$54,598.22	\$545,061.84
Benefits	\$4,984.19	\$48,398.63
Registry	\$0.00	\$0.00
Pro Fees	\$0.00	\$0.00
Supplies	\$8,748.99	\$62,948.66
Minor Equip	\$559.87	\$1,945.38
Purch Svcs	\$99.00	\$2,176.88
Repairs	\$300.00	\$10,123.37
Depr	\$4,020.08	\$44,223.08
Lease	\$0.00	\$0.00
Utils	\$1,641.01	\$21,699.05
Lic & Taxes	\$250.54	\$4,948.55
Due & Subscriptions	\$4,429.01	\$29,310.73
Outside Training	\$0.00	\$1,104.99
Travel	\$233.18	\$1,400.95
Recruiting	\$0.00	\$5,000.00
Other	<u>\$922.00</u>	<u>\$7,437.28</u>
Total Expenses	\$80,786.09	\$785,779.39
Gross Contribution	<u><u>-\$18,808.00</u></u>	<u><u>-\$201,433.41</u></u>
Patient Visits	222	2,029

Canby Dental**23-May YTD FY 23**

Gross Rev	\$12,953.00	\$529,119.00
Salaries	\$18,779.79	\$186,715.39
Benefits	\$1,028.52	\$16,216.13
Registry	\$0.00	\$0.00
Pro Fees	\$0.00	\$106,442.00
Purch Svcs	\$1,039.80	\$37,446.36
Supplies	\$0.00	\$29,982.60
Minor Equip	\$0.00	\$7,529.67
Repairs	\$0.00	\$2,127.40
Lease	\$0.00	\$0.00
Dues & Subscriptions	\$6.05	\$3,442.64
Outside Training	\$0.00	\$120.00
Travel	\$0.00	\$3,717.56
Utils	\$0.00	\$0.00
Ins	\$0.00	\$0.00
Depr	\$499.11	\$2,994.99
Other	\$75.00	\$11,854.63
Total Expenses	\$21,428.27	\$408,589.37
Net Income	-\$8,475.27	\$120,529.63
Patient Visits	57	1,799

RETAIL PHARMACY OPERATIONS

	May-23	Apr-23	Mar-23
RETAIL PHARM - PRESCRIPTIONS	284,667.64	207,419.83	276,232.80
RETAIL PHARM - OVER THE COUNTER	994.43	1,058.35	1,241.22
RETAIL PHARM - REBATES & REFUNDS	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL REVENUE	285,662.07	208,478.18	277,474.02
Scripts per Stats	2,521	2,234	2,665
RETAIL PHARM - MANAGEMENT	24,359.00	15,738.78	12,345.89
RETAIL PHARM - TECH & SPECIALIST	15,848.41	18,757.05	19,722.63
RETAIL PHARM - FICA	2,427.11	2,795.28	2,173.02
RETAIL PHARM - VAC & HOL PAY	2,561.40	2,336.52	2,528.54
RETAIL PHARM - PRO FEES OR CONTRACT SE	0.00	0.00	0.00
RETAIL PHARM - CONSULTANT FEES	0.00	0.00	0.00
RETAIL PHARM - PHARMACEUTICALS	209,927.59	172,852.23	201,496.58
RETAIL PHARM - MED SUPPLIES	0.00	0.00	110.68
RETAIL PHARM - MINOR EQUIPMENT	0.00	0.00	0.00
RETAIL PHARM - NON-MED SUPPLIES	5.94	533.50	544.87
RETAIL PHARM - REPAIRS & MAINT	0.00	0.00	0.00
RETAIL PHARM - OTHER PURCH SVCS	4,003.83	7,145.59	6,628.22
RETAIL PHARM - DEPRECIATION	68.12	68.12	68.11
RETAIL PHARM - RENTS & LEASES	0.00	7,029.16	3,514.58
RETAIL PHARM - UTILITIES-ELECTRICITY	0.00	0.00	0.00
RETAIL PHARM - WATER	0.00	0.00	0.00
RETAIL PHARM - LICENSES & TAXES	0.00	0.00	0.00
RETAIL PHARMACY - TELEPHONE	0.00	0.00	0.00
RETAIL PHARM - DUES & SUBSCR	0.00	0.00	75.02
RETAIL PHARM - TRAVEL	0.00	0.00	0.00
RETAIL PHARM - RECRUITING	0.00	0.00	0.00
RETAIL PHARM - OTHER	0.00	-0.45	-9.89
RETAIL PHARM - 340B DRUGS	<u>9,303.73</u>	<u>7,359.55</u>	<u>11,145.73</u>
TOTAL EXPENSES	268,505.13	234,615.33	260,343.98
COGS	219,231.32	180,211.78	212,642.31
OP Exp	49,273.81	54,403.55	47,701.67
NET INCOME	17,156.94	-26,137.15	17,130.04
Sales	285,662.07	208,478.18	277,474.02
COGS	219,231.32	180,211.78	212,642.31
Gross Margin	23.26%	13.56%	23.36%
Avg Gross per Script	113.31	93.32	104.12
Avg COGS per Script	86.96	80.67	79.79
Accumulative Income since opening	418,468.72	401,311.78	427,448.93

ATTACHMENT D

FYE 23-24 FINAL BUDGET

	YTD May 23	Annualized	Budget	Variance
IP Acute Rev	\$3,309,261	\$3,610,103	\$3,553,326	-1.57%
IP SNF Rev	\$8,156,888	\$8,898,423	\$9,522,120	7.01%
IP Ancillary Rev	\$2,704,932	\$2,950,834	\$3,075,210	4.21%
Total IP Rev	\$14,171,081	\$15,459,361	<u>\$16,150,656</u>	4.47%
OP Rev	\$31,616,073	\$34,490,262	\$36,650,448	6.26%
Total Pt Rev	\$45,332,154	\$49,949,623	<u>\$52,801,104</u>	5.71%
BD	\$1,179,552	\$1,286,784	\$1,746,112	35.70%
CA	\$7,805,471	\$8,515,059	\$14,186,372	66.60%
Admin	\$1,238,105	\$1,350,660	\$610,275	-54.82%
Total Deducs	\$10,223,128	\$11,152,503	<u>\$16,542,758</u>	48.33%
Net Pt Rev	\$35,109,026	\$38,797,119	<u>\$36,258,346</u>	-6.54%
% of Gross	77%	78%	69%	
Other Rev	\$867,660	\$946,538	\$1,233,700	30.34%
Total Net Rev	\$35,976,686	\$39,743,658	<u>\$37,492,046</u>	-5.67%
Salaries	\$13,764,679	\$15,016,013	\$17,524,314	16.70%
Benefits	\$2,857,238	\$3,116,987	\$3,426,381	9.93%
Registry	\$3,814,329	\$4,161,086	\$4,167,813	0.16%
Pro Fees	\$5,181,491	\$5,652,536	\$4,065,060	-28.08%
Purch Svcs	\$1,560,577	\$1,702,448	\$2,184,936	28.34%
Supplies	\$3,329,842	\$3,632,555	\$4,014,624	10.52%
Repairs	\$265,387	\$289,513	\$328,754	13.55%
Lease	\$39,903	\$43,531	\$51,732	18.84%
Utils	\$611,826	\$667,447	\$604,744	-9.39%
Ins	\$361,622	\$394,497	\$423,132	7.26%
Depr	\$1,919,947	\$2,094,488	\$2,105,825	0.54%
Other	\$986,891	\$1,076,608	\$1,234,150	14.63%
Total Op Exp	\$34,693,732	\$37,847,708	<u>\$40,131,464</u>	6.03%
Income from Ops	\$1,282,954	\$1,895,950	<u>-\$2,639,418</u>	-239.21%
Prop Tax	\$1,910,853	\$2,084,567	\$2,143,781	
Int Income	\$463,606	\$505,752	\$1,115,174	120.50%
Int Exp	-\$928,164	-\$1,012,543	-\$939,689	-7.20%
Gain/Loss	\$0	\$0	\$0	
Retail Rx	-\$32,060	-\$34,975	-\$105,560	201.82%
Other Non-Op	-\$2,242	-\$2,446	-\$2,400	
Total Non-Op	\$1,411,993	\$1,540,356	<u>\$2,211,306</u>	
Net Income	\$2,694,947	\$3,436,306	<u>-\$428,112</u>	

Modoc Medical Center
3 year Capital Budget starting FYE 2024

Item Description	Total	Dept	Funding Source	Fiscal Year
SNF Legal Fees	\$350,000	Admin	District Budget	FYE 2024
SNF Design Build	\$21,043,654	Admin	District Budget	FYE 2024
SNF, Permits, Inspections	\$455,000	Admin	District Budget	FYE 2024
SNF Project Management	\$277,271	Admin	District Budget	FYE 2024
			District Budget	FYE 2024
			District Budget	FYE 2024
Server Upgrades	\$25,000	Data Processing	District Budget	FYE 2024
UPS Refresh	\$20,000	Data Processing	District Budget	FYE 2024
Backup System	\$75,000	Data Processing	District Budget	FYE 2024
Computer Refresh Additions	\$69,000	Data Processing	District Budget	FYE 2024
Cerner Implementation-Upfront Cost	\$140,000	Data Processing	District Budget	FYE 2024
Ultra Sound	\$51,000	ER	District Budget	FYE 2024
EKG	\$14,000	ER	District Budget	FYE 2024
Guerney Rail Upgrade	\$7,000	EMS	District Budget	FYE 2024
Powerload System	\$30,000	EMS	District Budget	FYE 2024
Commercial Dryer	\$20,000	Laundry	District Budget	FYE 2024
Commercial Washing Machine	\$16,000	Laundry	District Budget	FYE 2024
Power Exam Tables	\$10,000	Clinic	District Budget	FYE 2024
Bariatric Exam Table	\$6,000	Clinic	District Budget	FYE 2024
SNF Roof	\$87,000	SNF	District Budget	FYE 2024
SNF Heat Exchange	\$5,500	SNF	District Budget	FYE 2024
Beds	\$20,000	SNF	District Budget	FYE 2024
Shipping Containes	\$10,000	Maintenance	District Budget	FYE 2024
Freezer	\$25,000	Dietary	District Budget	FYE 2024
Oven	\$13,000	Dietary	District Budget	FYE 2024
US Probe	\$15,000	Ultrasound	District Budget	FYE 2024
SNF Van	\$65,000	Activites	District Budget	FYE 2024
SNF Project		\$22,125,925		
District Budget		\$723,500		

Subtotal FYE 2024 **\$22,849,425**

Server Upgrades	\$25,000	Data Processing	District Budget	FYE 2025
Computers (50)	\$50,000	Data Processing	District Budget	FYE 2025
SNF Design Build	\$23,689,610	Admin	District Budget/USD	FYE 2025
SNF Equipment	\$1,400,000	Admin	District Budget/USD	FYE 2025
SNF, Permits, Inspections	\$455,000	Admin	District Budget/USD	FYE 2025
SNF Project Management	\$292,616	Admin	District Budget/USD	FYE 2025

Subtotal FYE 2025 **\$25,912,226**

Server Upgrades	\$25,000	Data Processing	District Budget	FYE 2026
Computers (50)	\$75,000	Data Processing	District Budget	FYE 2026

Subtotal FYE 2026 **\$100,000**

Modoc Medical Center - Budget FY 24 Income Statement by Month

	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
IP Acute Rev	\$427,357	\$145,418	\$322,044	\$333,566	\$390,122	\$353,719	\$217,391	\$240,244	\$337,193	\$289,364	\$193,898	\$303,010	\$3,553,326
IP SNF Rev	\$808,728	\$808,728	\$782,640	\$808,728	\$782,640	\$808,728	\$808,728	\$730,464	\$808,728	\$782,640	\$808,728	\$782,640	\$9,522,120
IP Ancillary Rev	\$349,638	\$173,142	\$296,587	\$281,912	\$310,954	\$288,068	\$210,083	\$192,534	\$265,493	\$245,281	\$189,561	\$271,957	\$3,075,210
Total IP Rev	\$1,585,723	\$1,127,288	\$1,401,271	\$1,424,206	\$1,483,716	\$1,450,515	\$1,236,202	\$1,163,242	\$1,411,414	\$1,317,285	\$1,192,187	\$1,357,607	\$16,150,656
OP Rev	\$2,950,767	\$3,049,516	\$2,997,575	\$3,127,898	\$3,091,609	\$3,132,782	\$2,947,560	\$2,734,769	\$3,219,349	\$3,067,421	\$3,207,517	\$3,123,684	\$36,650,448
Total Pt Rev	\$4,536,490	\$4,176,804	\$4,398,846	\$4,552,104	\$4,575,325	\$4,583,297	\$4,183,762	\$3,898,011	\$4,630,763	\$4,384,706	\$4,399,704	\$4,481,291	\$52,801,104
BD	\$150,007	\$138,147	\$145,468	\$150,521	\$151,287	\$151,550	\$138,377	\$128,955	\$153,115	\$145,002	\$145,497	\$148,187	\$1,746,112
CA	\$1,560,299	\$1,452,579	\$1,530,163	\$1,621,188	\$1,688,317	\$936,433	\$1,556,952	\$1,541,621	\$988,352	\$1,670,229	(\$2,042,497)	\$1,682,738	\$14,186,372
Admin	\$50,278	\$49,912	\$50,236	\$52,265	\$51,964	\$52,443	\$48,832	\$45,378	\$53,573	\$50,938	\$52,520	\$51,936	\$610,275
Total Deducs	\$1,760,584	\$1,640,638	\$1,725,867	\$1,823,974	\$1,891,567	\$1,140,425	\$1,744,161	\$1,715,953	\$1,195,040	\$1,866,169	(\$1,844,480)	\$1,882,860	\$16,542,758
Net Pt Rev	\$2,775,907	\$2,536,166	\$2,672,979	\$2,728,130	\$2,683,757	\$3,442,872	\$2,439,600	\$2,182,058	\$3,435,723	\$2,518,537	\$6,244,184	\$2,598,431	\$36,258,346
% of Gross	61.19%	60.72%	60.77%	59.93%	58.66%	75.12%	58.31%	55.98%	74.19%	57.44%	141.92%	57.98%	68.67%
Other Rev	\$22,525	\$35,025	\$204,725	\$24,725	\$24,725	\$23,625	\$24,725	\$24,725	\$24,725	\$774,725	\$24,725	\$24,725	\$1,233,700
Total Net Rev	\$2,798,432	\$2,571,191	\$2,877,704	\$2,752,855	\$2,708,482	\$3,466,497	\$2,464,325	\$2,206,783	\$3,460,448	\$3,293,262	\$6,268,909	\$2,623,156	\$37,492,046
Salaries	\$1,465,021	\$1,507,948	\$1,414,561	\$1,464,161	\$1,424,774	\$1,476,149	\$1,494,765	\$1,357,652	\$1,502,873	\$1,460,461	\$1,511,673	\$1,469,196	\$17,524,314
Benefits	\$285,789	\$290,610	\$280,216	\$285,697	\$281,360	\$287,046	\$289,086	\$273,966	\$289,996	\$285,325	\$290,984	\$286,309	\$3,426,381
Registry	\$347,318	\$347,318	\$347,318	\$347,318	\$347,318	\$347,318	\$347,318	\$347,318	\$347,318	\$347,318	\$347,318	\$347,318	\$4,167,813
Pro Fees	\$362,890	\$362,521	\$362,731	\$362,816	\$362,748	\$363,918	\$362,372	\$361,975	\$363,907	\$362,493	\$368,234	\$362,617	\$4,065,060
Purch Svcs	\$141,627	\$308,061	\$168,050	\$183,602	\$182,837	\$169,055	\$168,152	\$165,708	\$169,443	\$166,499	\$172,288	\$165,481	\$2,184,936
Supplies	\$398,243	\$295,692	\$359,841	\$353,707	\$351,140	\$358,914	\$301,532	\$285,721	\$347,258	\$321,676	\$300,956	\$339,944	\$4,014,624
Repairs	\$26,347	\$22,497	\$27,782	\$27,897	\$23,797	\$26,682	\$21,897	\$21,497	\$23,782	\$22,397	\$21,497	\$62,682	\$328,754
Lease	\$4,311	\$4,311	\$4,311	\$4,311	\$4,311	\$4,311	\$4,311	\$4,311	\$4,311	\$4,311	\$4,311	\$4,311	\$51,732
Utils	\$53,877	\$53,877	\$53,877	\$50,629	\$48,909	\$45,496	\$46,144	\$46,144	\$48,581	\$50,239	\$52,355	\$54,616	\$604,744
Ins	\$35,261	\$35,261	\$35,261	\$35,261	\$35,261	\$35,261	\$35,261	\$35,261	\$35,261	\$35,261	\$35,261	\$35,261	\$423,132
Depr	\$175,485	\$175,485	\$175,485	\$175,485	\$175,485	\$175,485	\$175,485	\$175,485	\$175,485	\$175,485	\$175,485	\$175,485	\$2,105,825
Other	\$101,197	\$106,593	\$114,123	\$108,859	\$102,324	\$99,796	\$99,524	\$109,385	\$95,173	\$99,333	\$96,514	\$95,329	\$1,234,150
Total Op Exp	\$3,397,366	\$3,510,174	\$3,343,556	\$3,399,743	\$3,340,263	\$3,389,430	\$3,345,847	\$3,184,423	\$3,403,388	\$3,330,798	\$3,376,876	\$3,398,549	\$40,131,464
Income from Ops	(\$598,935)	(\$938,983)	(\$465,851)	(\$646,887)	(\$631,781)	\$77,066	(\$881,521)	(\$977,640)	\$57,061	(\$37,535)	\$2,892,034	(\$775,392)	(\$2,639,418)
Prop Tax	(\$4,293)	(\$4,293)	(\$4,293)	(\$4,293)	(\$4,293)	\$1,396,988	(\$4,293)	(\$6,693)	(\$4,293)	(\$4,293)	\$556,011	\$231,819	\$2,143,781
Int Income	\$180	\$180	\$328,034	\$180	\$180	\$291,000	\$180	\$180	\$261,900	\$180	\$180	\$232,800	\$1,115,174
Int Exp	(\$79,809)	(\$79,809)	(\$77,235)	(\$79,809)	(\$77,235)	(\$79,809)	(\$79,809)	(\$72,086)	(\$79,809)	(\$77,235)	(\$79,809)	(\$77,235)	(\$939,689)
Gain/Loss	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Retail Rx	(\$18,178)	(\$4,151)	(\$28,480)	(\$21,731)	(\$48,480)	\$5,611	\$6,784	(\$2,842)	\$12,655	(\$14,102)	\$1,976	\$5,378	(\$105,560)
Other Non-Op	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$2,400)	\$0	\$0	\$0	\$0	(\$2,400)
Total Non-Op	(\$102,100)	(\$88,073)	\$218,026	(\$105,653)	(\$129,828)	\$1,613,790	(\$77,138)	(\$83,841)	\$190,453	(\$95,450)	\$478,358	\$392,762	\$2,211,306
Net Income	(\$701,035)	(\$1,027,055)	(\$247,825)	(\$752,540)	(\$761,608)	\$1,690,856	(\$958,659)	(\$1,061,481)	\$247,514	(\$132,986)	\$3,370,392	(\$382,630)	(\$428,112)

Minor Equipment

Department	Amount	Number	Description
EMS	1,000	2	Mattresses
PT	5,000	1	Exercise Bike
	2,000	2	Lap Tops
Purchasing	439	1	Cart
	1,500	1	Fatigue Matts
Lab	1,375	5	Chairs
	400	1	Cordless Phone
	5,000	1	Coagulation Analyzer
Canby Clinic	1,845	1	Vital Machine
	1,500	10	Desk Floor Matts
Canby Dental	1,000	1	Cavitron Scaler
	900	1	Hygene Hand Piece
	8,000	2	Sensors
	2,500	1	Management System for Hand Pieces
	500	1	Desk for Xray Room
Nursing Admin	825	3	Chairs
Med Surg	1,100	4	Chairs
	16,000	8	Recliners
	5,150	2	SCD Machines
	8,000	8	Cordless Phones
SNF	8,000	2	Med Carts
	1,500	1	Couch
Clinic	1,500	6	Plastic Spine Models
	468	12	Dermatone Posters
	200	1	Toe Nail Tools
	100	1	Infant Weight Scales
	1,600	1	Demalight DL4
	250	1	Head Mag w/light source
Surgery	15,000		Misc tools
	1,700	1	Leak Tester
	2,000	2	Lap Tops
Maintenance	1,200	1	Weedeater/Blower
EVS	1,700	2	Vaccuums
Dietary	4,500	misc	Blenders, utensils, etc
	900	2	Hot Tables
	3,500	1	AC Replacement
IT	6,000	30	Washable K&M
	4,500	30	Privacy Screens
Radiology	2,400	8	Chairs
Total	121,052		