



AGENDA

LAST FRONTIER HEALTHCARE DISTRICT FINANCE COMMITTEE

Thursday, October 25, 2023 – 3:30 pm
Education Conference Room – Modoc Medical Center
1111 N. Nagle St. 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 August 2023, Regular LFHD Finance Committee Meeting	D. King – Presentation of the August 2023, Regular LFHD Finance Committee meeting for approval.	Attachment A
4. Discussion Items		
A. HRG Financial Summary – September 2023	P. Fields – HRG Financial Summary – September 2023	Attachment B
B. LFHD Financial Statement –September 2023 (unaudited)	P. Fields – LFHD Financial Statement – September 2023 (unaudited)	Attachment C
C. CFO's Report	P. Fields – Update on the Accounting Department.	
5. Adjournment		

AGENDA POSTED AT: **MODOC COUNTY COURTHOUSE / ALTURAS CITY HALL / MMC WEBSITE-
WWW.MODOCMEDICALCENTER.ORG ON October 20, 2023.**

ATTACHMENT A

Regular LFHD Finance Committee Meeting Minutes August 24, 2023



MINUTES **LAST FRONTIER HEALTHCARE DISTRICT** **FINANCE COMMITTEE**

Thursday, August 24, 2023 – 3:30 pm
Modoc Medical Center; Education Conference Room;
1111 N Nagle St.; Alturas, California

Present:

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

Absent:

- Carol Madsion

Subject	Discussion	Action
1. Call to Order	Rose Boulade, called regular meeting of the Last Frontier Healthcare District Finance Committee to order at 3:31 pm on Thursday, August 24, 2023, in the Education Conference Room at Modoc Medical Center in Alturas, California.	
2. Agenda Approval	R. Boulade - Changes, additions, deletions to the Agenda.	Mike Colbert moved to approve the presented Agenda, Kevin Kramer seconded, and the motion carried with all present voting "aye."
3. Minutes of the June 2023, Regular LFHD Finance Committee Meeting	D. King presented the minutes of the June 2023, LFHD Finance Committee Regular Meeting.	Rose Boulade moved to approve the minutes of June 2023, regular meeting of the LFHD Finance Committee minutes as presented, Mike Colbert seconded, and the motion carried with all present voting "aye."
4. Discussion Items		
A. HRG Financial Summary – June 2023	Patrick Fields presented HRG's Financial Summary for June 2023, speaking mainly from the dashboard.	
B. Last Frontier Healthcare District Financial Statement – July 2023 (unaudited)	Patrick Fields presented the <i>unaudited</i> Last Frontier Healthcare District Financial Statement for July 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"> AP processing in Multiview is going well with one little hiccup, it has increased efficiency significantly when processing checks and ACH. Working on the CAM for Audit, Auditors will be here the week of September 18th. FY-2022 MediCal Audit is in the process of supplying Auditor with data. 	

Subject	Discussion	Action
	<ul style="list-style-type: none"> • Cost Report Cam is expected within the next week. <p>Medical Records</p> <ul style="list-style-type: none"> • Working with Cerner on the build. • New Credentialing Aide is in training. • Met with R1 to obtain quote for Coding as needed. <p>Revenue Cycle</p> <ul style="list-style-type: none"> • The Revenue Cycle/Accounting Aide is on board now, assisting with Cerner implementation and training. • Primary role will be data analytics(edits/denials), training staff, and Audit/Cost Report document gathering. • Cerner IT2 is wrapping up today, as of yesterday need is at 50% clean claim rate will not stop until at 70%. • R1 contract is signed, and I have a kickoff call with them tomorrow, they will be integrated into the Cerner build. • HRG has been given notice and will work out legacy AR in Centriq. <p>Purchasing</p> <ul style="list-style-type: none"> • Has their Cerner build pretty complete and they are feeling comfortable <p>Floaters</p> <ul style="list-style-type: none"> • Currently we have one full-time floater. • Hired one floater and Ed is going to utilize her to get Policy back in order, she has extensive experience in policy development at Lake District. • Still looking for more. 	
D. CEO's Report	<p>Cerner</p> <ul style="list-style-type: none"> • Adam has started a log to help negotiate with Cerner on how to make the delays right between us and them that have occurred. • We would like to have the first month's payment waved due to the delays, and any following delays as well. <p>New SNF Update</p> <ul style="list-style-type: none"> • Still over budget at \$8M dollars, trying to crunch numbers. • The second buyout is still in the second week of September. • Currently rebidding for sitework – that'll wrap up next week. • We have more bidders this for sitework than before – about five or so. <p>Geothermal System</p> <ul style="list-style-type: none"> • Needing to redesign the geothermal system to require less flow. • Per the school district the rejection well can't handle the flow. • We will most likely have to add a boiler for peak times. 	

Subject	Discussion	Action
	<ul style="list-style-type: none"> Will be working on getting a grant. <p>Board Member Update</p> <ul style="list-style-type: none"> We currently have two Board Member vacancies with three applicants, Rose Boulade, Mike Mason, and Kim Valena. If Rose were to be appointed to the Board, we would need a new community Finance Committee Member and Chair. Scott Swasey may be interested and a good candidate. <p>Canby Dental</p> <ul style="list-style-type: none"> We have Locums for August-December. We aren't making any money with having Locums, still on the search for a permanent Dentist. <p>CRNA/Surgeon</p> <ul style="list-style-type: none"> Just signed an agreement with Mayers Memorial to start a search for a CRNA/Surgeon to share between the facilities. All costs would be split between facilities. <p>Provider Update</p> <ul style="list-style-type: none"> Landin Hagge has officially started. Just finished the Org Chart for the facility and moved to Dr. Edmonds to now oversee all Medical Staff. Doing this will create space between Kevin and Landin – Kevin is removing himself from all Med Staff meetings so they speak freely if needed regarding Landin, as well as all timesheets for Hospitalist will fall under Dr. Burkholder. Dr. Edmonds is now in Canby and will be in the Alturas Clinic on Tuesdays for Admin days, and once a month for Suboxone Clinic. <p>Old Hospital Transfer</p> <ul style="list-style-type: none"> The transfer to the County is set to be complete on September 1st – Utilities and Insurance is set to stop September 1st at the old hospital. Currently in escrow and setting up a time to go sign papers. <p>Other Items</p> <ul style="list-style-type: none"> Tax Roll is complete. QIP Audit is next week. 	
5. Adjournment	<p>Rose Boulade adjourned the LFHD Finance Committee regular meeting at 4:20 pm. The next meeting of the Last Frontier Healthcare District Finance Committee will be Thursday, September 21, 2023, at 3:30 pm and will be held in the Education Conference Room at Modoc Medical Center in Alturas, California.</p>	

Respectfully submitted:

Denise King
Last Frontier Healthcare District Clerk

Date

ATTACHMENT B

LFHD FINANCIAL STATEMENT

September 2023

(unaudited)



Modoc Medical Center
Financial Narrative
For the Month of September 2023

Prepared by Patrick Fields, CFO

Summary

During the month of September, Modoc Medical Center reported a net loss from operations of (\$934,516) representing weaker than was budgeted, (\$442,700). Inpatient revenue and outpatient revenues were both up from the prior month. Total patient revenue was \$4,426,965 up from \$4,357,402. Net loss, including Non-Operating Activity, of (\$1,023,566) is weaker than budgeted.

Patient Volumes

Combined Acute Days were over budget for the month by 3. The SNF Patient Days declined to 1,466 over budget by 225 days. Overall Inpatient Days were over budget by 225 (1,603 actual vs. 1,375 budget). Outpatient volumes saw Ambulance, Surgery, Radiology and Physical Therapy all over budget, the other departments were all under budget..

Revenues

Gross Patient Revenues were \$4.427 million, over budget of \$4.401 million. Of this, the Inpatient Revenue was under budget by (\$68K) and Outpatient Revenue over budget by \$94K. Net Patient Revenue is \$2.605 million.

Expenses

Total Operating Expenses were \$3.558 million this month, compared to a budget of \$3.320 million. Operating expenses were up \$622K from the prior month.

Non-Operating Activity

Non-Operating expense for the month was (\$89K). Interest income for the month was \$15.2K offset by Retail Pharmacy loss of (\$21.8K), district vouchers of (\$455) and interest expense of (\$82K). Net loss for the month was (\$1,023,566).

Balance Sheet

Cash declined during the month by \$983.6K to \$35.993 million. The decline in cash was due to the operating loss during the month and continued cash investment in the new SNF of \$700K. Total assets increased by \$267K during the month, while total liabilities increased by \$1.290 million. Accounts payable increased significantly from prior month partially due to \$533K HCAI invoices for SNF plan review. Days in Cash declined to 345. Days in AP increased from 6 to 15. Net AR as a percent of Gross AR increased to 45.3%. Current ratio declined to 12.86 times.

	SEP 2023 Month	SEP 2023 Budget	Variance	SEP 2022 PY Month	FY2024 YTD	FY2024 Budget	Variance	FY2023 PY YTD
ROOM AND BOARD - ACUTE	318,575	322,044	(3,469)	296,310	982,054	894,819	87,235	834,553
ROOM AND BOARD - SNF	802,683	782,640	20,043	674,245	2,442,338	2,400,096	42,242	2,044,466
IN-PATIENT ANCILLARY	211,691	296,587	(84,896)	248,530	572,696	819,367	(246,671)	826,756
TOTAL INPATIENT REVENUE	1,332,949	1,401,271	(68,322)	1,219,086	3,997,088	4,114,282	(117,194)	3,705,776
TOTAL OUTPATIENT REVENUE	3,094,016	2,999,775	94,241	2,846,173	8,938,318	9,000,059	(61,741)	8,302,254
TOTAL PATIENT REVENUES	4,426,965	4,401,046	25,919	4,065,259	12,935,406	13,114,341	(178,935)	12,008,030
TOTAL REVENUE DEDUCTIONS	1,821,473	1,725,867	95,606	1,885,466	2,957,486	5,127,089	(2,169,603)	4,437,529
NET PATIENT REVENUE	2,605,493	2,675,179	(69,687)	2,179,793	9,977,920	7,987,252	1,990,668	7,570,501
% of Charges	58.9%	60.8%	-268.9%	53.6%	77.1%	60.9%	-1112.5%	63.0%
OTHER REVENUE	17,954	202,525	(184,571)	26,254	255,645	260,075	(4,430)	70,416
NET REVENUES	2,623,447	2,877,704	(254,257)	2,206,047	10,233,565	8,247,327	1,986,237	7,640,918
SALARIES AND WAGES	1,228,267	1,414,561	(186,294)	1,203,080	3,951,093	4,387,530	(436,437)	3,580,784
EMPLOYEE BENEFITS	279,753	280,216	(462)	237,439	851,128	856,614	(5,486)	718,775
REGISTRY	428,038	347,318	80,720	357,934	792,515	1,041,953	(249,438)	1,220,542
PROFESSIONAL FEES	695,436	362,731	332,705	519,690	1,267,503	1,088,142	179,361	1,451,837
PURCHASED SERVICES	179,246	144,074	35,172	137,857	549,873	569,996	(20,124)	270,456
SUPPLIES	338,443	360,666	(22,223)	317,358	658,554	1,054,601	(396,047)	899,375
REPAIRS AND MAINTENANCE	23,527	27,782	(4,255)	30,399	76,831	76,626	205	75,458
RENTS AND LEASES	4,183	4,311	(128)	3,222	11,297	12,933	(1,636)	12,602
UTILITIES / TELEPHONE	44,881	53,877	(8,996)	37,750	146,572	161,631	(15,059)	145,866
INSURANCE	66,324	35,261	31,063	32,409	84,875	105,783	(20,908)	97,227
DEPRECIATION	169,494	175,485	(5,992)	170,336	521,282	526,456	(5,174)	513,103
OTHER EXPENSES	100,372	114,123	(13,751)	69,639	234,449	321,913	(87,464)	232,827
TOTAL OPERATING EXPENSES	3,557,963	3,320,405	237,559	3,117,114	9,145,974	10,204,179	(1,058,205)	9,218,852
NET OPERATING INCOME / (LOSS)	(934,516)	(442,700)	(491,816)	(911,067)	1,087,591	(1,956,852)	3,044,442	(1,577,934)
PROPERTY TAX REVENUE	0	(195)	195	0	0	(585)	585	0
INTEREST INCOME	15,214	328,034	(312,820)	128	336,002	328,394	7,608	65,716
INTEREST EXPENSE	(82,022)	(77,235)	(4,787)	(82,814)	(251,413)	(236,853)	(14,560)	(254,513)
RETAIL PHARMACY NET ACTIVITY	(21,786)	(28,480)	6,693	(26,409)	(65,849)	(51,058)	(14,790)	20,095
DISTRICT VOUCHERS AND OTHER	(455)	(4,098)	3,643	(2,352)	(5,424)	(12,294)	6,870	(10,176)
TOTAL NON-OPERATING INCOME	(89,050)	218,026	(307,076)	(111,447)	13,316	27,604	(14,287)	(178,878)
NET INCOME/(LOSS)	(1,023,566)	(224,674)	(798,892)	(1,022,514)	1,100,907	(1,929,248)	3,030,155	(1,756,812)
EBIDA	(772,050)	28,046	(800,096)	(769,364)	1,873,603	(1,165,939)	3,039,541	(989,196)
Operating Margin %	-35.6%	-15.4%	193.4%	-41.3%	10.6%	-23.7%	153.3%	-20.7%
Net Margin %	-39.0%	-7.8%	314.2%	-46.4%	10.8%	-23.4%	152.6%	-23.0%
EBIDA Margin %	-29.4%	1.0%	314.7%	-34.9%	18.3%	-14.1%	153.0%	-12.9%

Modoc Medical Center
Income Statement Trend

	<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>	<u>Jun-23</u>	<u>Jul-23</u>	<u>Aug-23</u>	<u>Sep-23</u>
Revenues												
Room & Board - Acute	315,833	383,878	360,283	218,853	245,685	318,596	373,497	258,082	285,397	345,492	317,987	318,575
Room & Board - SNF	681,936	673,990	771,185	811,413	727,047	808,062	826,436	812,353	776,912	812,447	827,207	802,683
Ancillary	236,727	390,086	216,360	196,146	149,641	252,948	227,048	209,219	144,062	195,932	165,072	211,691
<u>Total Inpatient Revenue</u>	<u>1,234,497</u>	<u>1,447,954</u>	<u>1,347,828</u>	<u>1,226,412</u>	<u>1,122,373</u>	<u>1,379,606</u>	<u>1,426,982</u>	<u>1,279,654</u>	<u>1,206,370</u>	<u>1,353,871</u>	<u>1,310,266</u>	<u>1,332,949</u>
Outpatient Revenue	3,033,583	3,028,322	2,752,557	2,946,872	2,629,403	2,967,342	2,590,567	2,910,583	3,108,815	2,797,167	3,047,136	3,094,016
<u>Total Patient Revenue</u>	<u>4,268,080</u>	<u>4,476,275</u>	<u>4,100,385</u>	<u>4,173,284</u>	<u>3,751,776</u>	<u>4,346,948</u>	<u>4,017,549</u>	<u>4,190,236</u>	<u>4,315,185</u>	<u>4,151,039</u>	<u>4,357,402</u>	<u>4,426,965</u>
Bad Debts	2,052	139,595	378,483	58,332	6,304	217,176	164,006	17,816	105,322		26,790	0
Contractual Adjs	1,958,091	1,836,928	1,635,304	1,845,559	(3,802,666)	2,548,661	(1,121,332)	(1,048,724)	1,803,158		231,127	0
Admin Adjs	134,166	21,989	49,953	211,239	78,648	98,412	51,613	186,220	108,655		0	0
<u>Total Revenue Deductions</u>	<u>2,094,308</u>	<u>1,998,512</u>	<u>2,063,740</u>	<u>2,115,129</u>	<u>(3,717,715)</u>	<u>2,864,249</u>	<u>(905,712)</u>	<u>(844,688)</u>	<u>2,017,135</u>	<u>878,097</u>	<u>257,916</u>	<u>1,821,473</u>
<u>Net Patient Revenue</u>	<u>2,173,771</u>	<u>2,477,763</u>	<u>2,036,645</u>	<u>2,058,155</u>	<u>7,469,490</u>	<u>1,482,699</u>	<u>4,923,261</u>	<u>5,034,924</u>	<u>2,298,050</u>	<u>3,272,942</u>	<u>4,099,486</u>	<u>2,605,493</u>
% of Charges	50.9%	55.4%	49.7%	49.3%	199.1%	34.1%	122.5%	120.2%	53.3%	78.8%	94.1%	58.9%
Other Revenue	68,749	34,260	113,433	23,396	139,843	111,808	289,173	16,174	53,076	22,979	214,711	17,954
<u>Total Net Revenue</u>	<u>2,242,520</u>	<u>2,512,023</u>	<u>2,150,078</u>	<u>2,081,551</u>	<u>7,609,333</u>	<u>1,594,507</u>	<u>5,212,434</u>	<u>5,051,098</u>	<u>2,351,126</u>	<u>3,295,921</u>	<u>4,314,197</u>	<u>2,623,447</u>
Expenses												
Salaries	1,235,516	1,153,843	1,254,493	1,363,954	1,190,511	1,230,039	1,458,966	1,296,573	1,240,847	1,312,653	1,410,174	1,228,267
Benefits and Taxes	363,246	147,051	259,605	291,975	253,736	270,060	281,587	271,203	292,984	283,231	288,143	279,753
Registry	501,782	329,304	330,222	208,026	312,756	263,830	181,748	468,831	363,046	164,005	200,472	428,038
Professional Fees	477,075	480,277	470,755	522,401	415,592	434,761	472,249	444,073	668,384	245,148	326,918	695,436
Purchased Services	143,903	206,410	193,825	143,853	131,096	186,667	143,256	72,378	198,164	226,663	143,964	179,246
Supplies	308,157	322,115	335,354	313,846	310,289	310,744	254,664	229,957	363,878	111,164	208,947	338,443
Repairs and Maint	10,272	30,430	28,579	31,950	12,516	31,266	29,615	15,302	22,401	20,972	32,333	23,527
Lease and Rental	3,804	3,357	3,316	3,496	3,164	3,128	3,592	3,444	3,258	3,649	3,465	4,183
Utilities	58,470	48,915	64,956	49,880	37,923	105,130	54,444	46,241	38,496	52,947	48,744	44,880
Insurance	32,409	32,409	32,409	34,228	34,878	34,228	31,918	31,918	31,917	1,973	16,578	66,324
Depreciation	175,617	177,436	171,501	177,216	177,216	177,216	175,485	175,157	175,157	176,246	175,544	169,494
Other	94,744	83,608	125,768	125,411	69,403	105,418	73,531	76,133	73,933	54,308	79,770	100,372
<u>Total Operating Expenses</u>	<u>3,404,996</u>	<u>3,015,154</u>	<u>3,270,781</u>	<u>3,266,236</u>	<u>2,949,081</u>	<u>3,152,488</u>	<u>3,161,055</u>	<u>3,131,210</u>	<u>3,472,465</u>	<u>2,652,959</u>	<u>2,935,052</u>	<u>3,557,963</u>
<u>Income from Operations</u>	<u>(1,162,476)</u>	<u>(503,130)</u>	<u>(1,120,703)</u>	<u>(1,184,685)</u>	<u>4,660,252</u>	<u>(1,557,981)</u>	<u>2,051,379</u>	<u>1,919,889</u>	<u>(1,121,339)</u>	<u>642,962</u>	<u>1,379,145</u>	<u>(934,516)</u>
Property Tax Revenue	(2,326)	(4,054)	1,398,172	(5,505)	(3,595)	(10,342)	551,706	(5,268)	(4,776)	(2,516)	(2,453)	(455)
Interest Income	109,352	144	163	154,275	228	251	94,654	38,824	44,459	38,542	282,246	15,214
Interest Expense	(86,039)	(82,648)	(82,093)	(86,347)	(80,174)	(85,488)	(84,509)	(86,354)	(88,732)	(84,271)	(85,120)	(82,022)
Gain/Loss on Asset Disposal	0	0	0	0	0	0	0	0	0	0	0	0
Retail Pharmacy Net Activity	(23,442)	(61,407)	9,893	22,008	(7,358)	17,130	(26,137)	17,157	25,598	(20,671)	(23,391)	(21,787)
Other Non-Operating Income	0	0	0	0	0	0	0	0	0	0	0	0
<u>Total Non-Operating Revenue</u>	<u>(2,455)</u>	<u>(147,964)</u>	<u>1,326,135</u>	<u>84,431</u>	<u>(90,899)</u>	<u>(78,449)</u>	<u>535,714</u>	<u>(35,641)</u>	<u>(23,451)</u>	<u>(68,916)</u>	<u>171,282</u>	<u>(89,050)</u>
<u>Net Income</u>	<u>(1,164,930)</u>	<u>(651,095)</u>	<u>205,432</u>	<u>(1,100,253)</u>	<u>4,569,353</u>	<u>(1,636,430)</u>	<u>2,587,092</u>	<u>1,884,248</u>	<u>(1,144,791)</u>	<u>574,046</u>	<u>1,550,427</u>	<u>(1,023,566)</u>
EBIDA	(903,275)	(391,012)	459,026	(836,690)	4,826,743	(1,373,726)	2,847,086	2,145,759	(880,902)	834,563	1,811,091	(772,050)
Operating Margin %	-51.8%	-20.0%	-52.1%	-56.9%	61.2%	-97.7%	39.4%	38.0%	-47.7%	19.5%	32.0%	-35.6%
Net Margin %	-51.9%	-25.9%	9.6%	-52.9%	60.0%	-102.6%	49.6%	37.3%	-48.7%	17.4%	35.9%	-39.0%
EBIDA Margin %	-40.3%	-15.6%	21.3%	-40.2%	63.4%	-86.2%	54.6%	42.5%	-37.5%	25.3%	42.0%	-29.4%

Modoc Medical Center
Balance Sheet
For the month of September

	Unaudited <u>23-Sep</u>	Unaudited <u>23-Aug</u>	Unaudited <u>23-Jul</u>	Unaudited <u>23-Jun</u>	Unaudited <u>23-May</u>	Unaudited <u>23-Apr</u>	Unaudited <u>23-Mar</u>	Audited <u>Jun-22</u>
Cash	132,427	522,024	482,052	1,281,817	1,168,029	15,190,598	232,700	2,096,800
Investments	34,948,612	35,533,663	34,451,700	34,413,430	36,069,236	19,480,676	20,186,275	34,157,685
Designated Funds	912,258	921,230	621,067	618,985	621,072	611,937	611,447	310,150
Total Cash	<u>35,993,297</u>	<u>36,976,917</u>	<u>35,554,819</u>	<u>36,314,233</u>	<u>37,858,337</u>	<u>35,283,212</u>	<u>21,030,421</u>	<u>36,564,635</u>
Gross Patient AR	14,885,666	13,923,853	13,763,210	12,809,210	12,422,006	13,997,170	13,590,520	11,647,858
Allowances	(8,144,092)	(7,682,452)	(7,556,810)	(7,107,450)	(6,706,184)	(7,185,586)	(6,171,331)	(5,026,989)
Net Patient AR	<u>6,741,574</u>	<u>6,241,401</u>	<u>6,206,400</u>	<u>5,701,760</u>	<u>5,715,823</u>	<u>6,811,584</u>	<u>7,419,189</u>	<u>6,620,869</u>
% of Gross	45.3%	44.8%	45.1%	44.5%	46.0%	48.7%	54.6%	56.8%
Third Party Receivable	1,042,374	1,042,374	1,363,433	1,378,086	1,506,131	1,506,131	12,293,029	1,712,857
Other AR	243,707	266,758	277,672	322,877	306,110	258,873	292,895	398,875
Inventory	486,438	278,325	302,513	480,611	517,706	498,383	491,945	486,845
Prepays	560,300	525,313	296,980	391,695	364,140	382,461	441,094	559,880
Total Current Assets	<u>45,067,690</u>	<u>45,331,088</u>	<u>44,001,817</u>	<u>44,589,262</u>	<u>46,268,247</u>	<u>44,740,643</u>	<u>41,968,574</u>	<u>46,343,961</u>
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	12,618,550	12,618,550	12,134,101
Construction In Progress	8,013,355	7,312,893	7,125,574	6,774,768	6,446,130	6,239,125	5,713,395	3,055,521
Fixed Assets	<u>68,672,251</u>	<u>67,971,789</u>	<u>67,784,470</u>	<u>67,433,664</u>	<u>67,105,026</u>	<u>66,898,021</u>	<u>66,372,291</u>	<u>63,065,592</u>
Accum Depreciation	(17,264,998)	(17,095,313)	(16,919,573)	(16,743,812)	(16,568,587)	(16,393,362)	(16,217,809)	(14,647,890)
Net Fixed Assets	<u>51,407,253</u>	<u>50,876,476</u>	<u>50,864,897</u>	<u>50,689,852</u>	<u>50,536,439</u>	<u>50,504,659</u>	<u>50,154,483</u>	<u>48,417,701</u>
Other Assets	0	0	0	0	0	0	0	0
Total Assets	<u>96,474,943</u>	<u>96,207,564</u>	<u>94,866,714</u>	<u>95,279,113</u>	<u>96,804,686</u>	<u>95,245,302</u>	<u>92,123,056</u>	<u>94,761,662</u>
Accounts Payable	1,659,300	460,386	933,293	1,123,175	1,675,466	1,698,923	1,315,307	1,757,386
Accrued Payroll	1,114,489	1,091,523	909,079	780,524	754,835	1,147,404	1,078,298	734,088
Patient Trust Accounts	7,014	17,492	17,478	15,480	15,373	6,365	5,998	5,313
Third Party Payables	480,000	480,000	480,000	480,000	480,000	480,000	480,000	510,000
Accrued Interest	244,572	165,029	84,157	483,647	400,168	318,014	238,511	490,978
Other Current Liabilities	0	0	0	3,161	5,479	5,479	5,479	5,479
Total Current Liabilities	<u>3,505,375</u>	<u>2,214,430</u>	<u>2,424,007</u>	<u>2,885,988</u>	<u>3,331,320</u>	<u>3,656,185</u>	<u>3,123,592</u>	<u>3,503,244</u>
Long Term Liabilities	32,640,000	32,640,000	32,640,000	33,165,000	33,165,000	33,165,000	33,165,000	33,645,000
Total Liabilities	<u>36,145,375</u>	<u>34,854,430</u>	<u>35,064,007</u>	<u>36,050,988</u>	<u>36,496,320</u>	<u>36,821,185</u>	<u>36,288,592</u>	<u>37,148,244</u>
Fund Balance	59,228,661	59,228,661	59,228,661	57,613,418	57,613,418	57,613,418	57,613,418	56,312,050
Current Year Income/(Loss)	1,100,907	2,124,473	574,046	1,614,707	2,694,947	810,699	-1,778,954	1,301,368
Total Equity	<u>60,329,568</u>	<u>61,353,134</u>	<u>59,802,707</u>	<u>59,228,125</u>	<u>60,308,365</u>	<u>58,424,117</u>	<u>55,834,464</u>	<u>57,613,418</u>
Total Liabilities and Equity	<u>96,474,943</u>	<u>96,207,564</u>	<u>94,866,714</u>	<u>95,279,113</u>	<u>96,804,686</u>	<u>95,245,302</u>	<u>92,123,057</u>	<u>94,761,662</u>
Days in Cash	345	355	341	348	363	339	202	351
Days in AR (Gross)	107	100	99	92	89	100	97	83
Days in AP	15	4	9	10	15	16	12	41
Current Ratio	12.86	20.47	18.15	15.45	13.89	12.24	13.44	13.23

STATEMENT OF CASH FLOWS**September-23**

	CURRENT MONTH	FISCAL YEAR
CASH FLOWS FROM OPERATING ACTIVITIES		
NET INCOME	-1,023,566	1,100,907
ADJUSTMENTS TO RECONCILE NET INCOME TO NET CASH PROVIDED BY OPERATING ACTIVITIES		
DEPRECIATION EXPENSE	169,685	521,869
CHANGE IN PATIENT ACCOUNTS RECEIVABLE	-500,173	-1,039,814
CHANGE IN OTHER RECEIVABLES	23,051	414,881
CHANGE IN INVENTORIES	-208,113	-4,830
CHANGE IN PREPAID EXPENSES	-34,987	-168,605
CHANGE IN ACCOUNTS PAYABLE	1,198,914	534,980
CHANGE IN ACCURED EXPENSES PAYABLE	79,543	-242,236
CHANGE IN ACCRUED SALARIES AND RELATED TAXES	22,953	333,964
CHANGE IN OTHER PAYABLES	0	0
NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES	750,873	350,210
CASH FLOWS FROM INVESTMENT ACTIVITIES		
PURCHASE OF EQUIPMENT/CIP	-700,462	-1,238,587
CUSTODIAL HOLDINGS	-10,465	-8,466
NET CASH PROVIDED (USED) BY INVESTING ACTIVITIES	-710,927	-1,247,053
CASH FROM FINANCING ACTIVITIES		
	0	-525,000
NET CASH PROVIDED (USED) BY FINANCING ACTIVITIES	0	-525,000
CASH AT BEGINNING OF PERIOD	36,976,917	36,314,233
NET INCREASE (DECREASE) IN CASH	-983,620	-320,936
CASH AT END OF PERIOD	35,993,297	35,993,297

MODOC MEDICAL CENTER
"FULL TIME EQUIVALENT REPORT"
 Twelve Months Ending: September 30, 2023

Department	Sep-23	Aug-23	Jul-23	Jun-23	May-23	Apr-23	Mar-23	Feb-23	Jan-23	Dec-22	Nov-22	Oct-22	12 Mo Ave
Med / Surg	14.64	15.41	16.55	13.44	12.45	13.80	12.23	13.44	16.17	15.25	14.62	14.59	14.38
Comm Disease Care										0.03	0.06	0.06	0.05
Swing Beds													#DIV/0!
Long Term - SNF	52.83	49.94	49.68	48.04	47.33	44.91	43.83	46.28	45	43.54	45.03	44.25	46.72
Emergency Dept	10.93	9.71	9.73	11.25	9.82	10.14	11.26	10.01	8.56	10.00	11.31	9.32	10.17
Ambulance - Alturas	11.82	11.02	10.55	11.26	10.5	10.65	10.29	9.43	10.17	9.31	9.8	10.00	10.40
Clinic	20.46	19.26	20.34	20.79	20.57	20.64	21.59	23.12	21.28	22.10	21.52	21.59	21.11
Canby Clinic	7.69	7.05	6.9	7.20	8	7.74	7.91	8.37	7.68	8.10	7.99	7.26	7.66
Canby Dental	4.21	4.44	3.93	3.43	3.21	3.03	2.26	2.87	3.23	3.03	2.83	3.39	3.32
Surgery	3.56	3.71	4.49	3.10	3.96	4.13	5.17	5.58	3.96	3.46	3.65	4.59	4.11
IRR													#DIV/0!
Lab	9.06	7.04	8.96	10.29	7.92	8.10	7.61	7.94	7.37	8.41	8.91	7.97	8.30
Radiology	6.27	4.24	3.28	4.89	4.76	5.17	3.51	3.87	3.77	4.27	6.04	4.56	4.55
MRI													#DIV/0!
Ultrasound	1.15	1.11	1.54	1.31	1.38	1.34	1.44	1.42	1.26	1.08	1.09	1.18	1.28
CT	1.57	1.42	1.54	1.87	1.62	1.97	1.36	1.50	1.35	1.63	1.54	1.62	1.58
Pharmacy	1.05	1.52	1.9	1.97	1.81	1.93	1.79	1.92	1.76	2.02	1.93	1.74	1.78
Physical Therapy	5.08	6.20	6.7	8.00	7.41	7.33	6.33	5.55	5.22	6.41	5.01	6.01	6.27
Other PT											0.11	0.08	0.10
Dietary	11.94	11.62	14.52	19.68	18.1	18.03	18.38	18.63	17.8	17.85	18.16	17.62	16.86
Dietary Acute	6.56	5.98	4.78										5.77
Laundry	1.01	1.04	1	1.07	1.01	1.04	0.83	1.08	1.05	1.02	1	0.94	1.01
Activities	3.55	3.68	3.13	3.12	3.19	3.57	3.6	3.62	3.49	3.06	3.05	2.86	3.33
Social Services	2.1	2.03	1.83	1.90	1.87	1.70	1.8	1.84	1.72	1.66	1.1	1.91	1.79
Purchasing	2.97	3.03	3.09	3.04	3.02	3.05	2.99	3.08	3.03	3.05	3.03	3.15	3.04
Housekeeping	12.58	12.14	12.32	12.34	12.33	13.01	12.54	12.62	11.79	11.27	12.14	10.99	12.17
Maintenance	5.98	5.33	5.36	5.99	5.87	5.99	6.04	6.06	5.86	6.06	5.73	5.99	5.86
Data Processing	3.65	4.35	4.69	4.61	4.46	5.24	5.65	5.78	5.24	5.43	5.46	5.45	5.00
General Accounting	4.11	4.69	4.59	4.03	4.01	4.03	4.03	4.25	4.07	4.08	4.05	4.03	4.16
Patient Accounting	6.13	5.69	5.45	4.93	5.77	5.58	5.31	5.49	5.52	5.59	4.97	5.71	5.51
Administration	3.52	3.42	3.41	3.42	3.46	3.37	3.34	3.45	3.34	3.45	3.31	3.51	3.42
Human Resources	2	1.82	2.01	1.99	2	1.87	2	1.99	1.98	2.00	2.04	2.00	1.98
Medical Records	7.86	7.80	7.31	7.76	7.66	7.72	7.74	7.73	7.54	7.76	7.62	7.78	7.69
Nurse Administration	2.07	2.36	2.12	2.72	2.56	2.28	1.97	1.83	2.68	2.09	2.73	2.91	2.36
In-Service	1.00	1.00	1.00	1.03	1.03	1.00	1.03	1.01	1.06	1.02	1.03	1.00	1.02
Utilization Review	0.97	0.98	1.5	1.50	1.5	1.49	1.5	1.50	1.5	1.49	1.2	0.50	1.30
Quality Assurance	1	1.00	0.51	0.51	0.5	0.50	0.5	0.51	0.51	0.51	0.58	0.50	0.59
Infection Control	0.69	0.51	0.65	0.61	0.62	0.60	0.54	0.61	0.28	0.55	0.62	0.64	0.58
Retail Pharmacy	4.51	4.88	4.19	4.03	3.99	3.93	4.02	4.32	3.99	4.00	4.3	3.61	4.15
TOTAL	234.52	225.42	229.55	231.12	223.69	224.88	220.39	226.70	219.23	220.58	223.56	219.31	224.91

Twelve Months Ending, September 30, 2023

	Sep-23		Aug-23		Jul-23		Jun-23		May-23		Apr-23		Mar-23		Feb-23		Jan-23		Dec-22		Nov-22		Oct-22		Sep-22		FY 24 YTD	FY 23 YTD	12 Mos.	
	Act.	Bud.	Act.	Bud.	Act.	Bud.	Act.	Bud.	Act.	Bud.	Act.	Bud.	Act.	Bud.	Act.	Bud.	Act.	Bud.	Act.	Bud.	Act.	Bud.	Act.	Bud.						
Patient-Days																														
Adults/Peds	89	119	72	58	92	144	64	66	81	66	98	94	100	103	70	101	76	139	114	127	126	116	111	140	119	133	253	321	1,093	
Swing	48	15	70	15	53	42	58	18	26	18	49	34	52	50	41	45	17	31	43	3	47	64	35	58	15	54	171	57	539	
SNF	1,466	1,241	1,522	1,332	1,495	1,191	1,430	1,208	1,496	1,208	1,472	1,192	1,536	1,248	1,339	1,154	1,494	1,283	1,416	1,224	1,240	1,192	1,256	1,236	1,241	1,217	4,483	3,764	17,161	
Total "Patient Days"	1,603	1,375	1,664	1,405	1,640	1,377	1,552	1,292	1,602	1,292	1,619	1,320	1,688	1,401	1,450	1,300	1,587	1,453	1,573	1,354	1,413	1,372	1,402	1,434	1,375	1,404	4,907	4,142	18,793	
ADC																														
Adults/Peds	2.97	3.97	2.32	1.87	2.97	4.65	2.13	2.13	2.61	2.13	3.27	3.03	3.23	3.32	2.50	3.61	2.45	4.48	3.68	4.10	4.20	3.87	3.58	4.52	3.97	4.43	2.75	3.49	2.99	
Swing	1.60	0.50	2.26	0.48	1.71	1.35	1.93	0.58	0.84	0.58	1.63	1.10	1.68	1.61	1.46	1.61	0.55	1.00	1.39	0.10	1.57	2.13	1.13	1.87	0.50	1.80	1.86	0.62	1.48	
SNF	48.87	41.37	49.10	42.97	48.23	38.42	47.67	38.97	48.23	38.97	49.07	38.45	49.55	40.26	47.82	41.21	48.19	41.39	45.68	39.48	41.33	39.73	40.52	39.87	41.37	40.57	48.73	40.91	47.02	
Total "Average Daily Census"	53.43	45.83	53.68	45.32	52.90	44.42	51.73	41.68	51.68	41.68	53.97	42.58	54.45	45.19	51.79	46.43	51.19	46.87	50.74	43.68	47.10	45.73	45.23	46.26	45.83	46.80	53.34	45.02	51.49	
ALOS																														
Adults/Peds	4.94		3.60		5.11		3.37		5.06		4.08		4.00		3.89		5.43		4.22		5.04		6.53		6.61		4.52	6.83	4.54	
Swing	6.86		70.00		5.30		7.25		4.33		16.33		13.00		5.86		5.67		10.75		7.83		17.50		5.00		9.50	9.50	8.84	
Admissions																														
Adults/Peds	18	18	20	15	18	14	19	22	16	13	24	21	25	24	18	13	14	21	27	22	25	21	17	25	18	19	56	47	241	
Swing	7	3	1	1	10	3	8	3	6	2	3	2	4	4	7	5	3	2	4	1	6	2	2	3	3	4	18	6	61	
SNF	1	3	2	6	4	4	1	1	2	2	2	1	2	3	1	2	4	4	6	4	9	2	1	5	3	1	7	13	37	
Total "Admissions"	26	24	23	22	32	21	28	26	24	17	29	24	31	31	28	19	21	27	37	27	40	25	20	33	24	24	81	66	339	
Discharges																														
SNF	2		2		2		1		5		1		1		3		4		1		5		2		4		6	11	29	
Days in Period	30		31		31		30		31		30		31		28		31		31		30		31		30		92	92	365	
Amulatory Service Statistics																														
Emergency Visits	475	512	520	470	529	528	468	500	439	500	428	497	473	448	417	362	460	469	567	418	537	489	527	452	512	485	1,524	1,510	5,840	
Ambulance Ru Visits	79	76	73	57	87	60	81	48	77	48	68	64	92	60	64	48	79	67	103	65	83	65	82	68	76	67	239	193	968	
Clinic Visits	908	941	1,063	1,022	855	756	1,021	890	1,054	890	895	831	1,007	1,025	1,062	872	1,160	882	891	794	935	955	981	881	941	1,020	2,826	2,719	11,832	
Canby Clinic Visits	204	102	269	187	218	162	208	210	227	210	185	228	207	251	195	209	239	157	174	160	171	162	206	213	102	210	691	451	2,503	
Canby Dental		256		180	203	193		180	57	249	40	205	96	211	170	187	238	185	162	181	189	212	211	203	256	229	203	629	1,366	
Observation Admits	5	3	2	8	6	1	2	3	8	3	5	1	7	2	5	8	4	2	3	2	3	2	4	2	3	2	13	12	54	
Observation Ct Hours	131.5	177	89.3	369	145.0		37.7	68	334.2	136	298.0	46	151.9	84		425	157.0	57	94.3	162	177.3	24	134	78	366	369	1,616			
Ancillary Services Statistics																														
Surgeries	12	7	1	15	4	9	2	12	12	12	3	15	5	15	1	6	2	2	10	12	1	7	6	4	7	6	17	31	59	
Endoscopies	39	26	16	9	25	9	14	24	22	24	21	20	13	26	20	25	23	19	7	17	17	11	23	13	26	19	80	44	240	
Surgery & Recc Minutes	923	1,099	297	695	779	368	474	641	1,098	641	535	691	993	833	538	730	778	533	556	492	413	478	809	1,099	798	1,999	2,162	7,589		
Anesthesia Minutes	1,579	2,192	760	1,527	1,531	915	905	1,693	1,401	1,693	1,040	1,780	1,349	2,269	871	1,727	1,088	1,353	990	1,245	618	654	842	1,585	2,192	1,652	3,980	4,634	12,676	
Laboratory Tests	5,042	5,492	3,917	5,987	3,822	6,835	3,928	6,322	4,554	6,322	4,992	5,309	5,336	5,860	4,355	5,554	4,730	7,463	5,267	6,066	5,194	6,312	5,437	6,481	5,492	6,994	12,781	18,314	56,574	
EKG Tests-Actu	141	124	105	119	139	114	135	90	132	90	122	110	128	109	116	91	109	117	131	96	133	84	118	15	124	99	385	357	1,509	
EKG Tests-Clini	Proc	5	8	7	2	8	2	7	3	7	1	7	9	11	2	7	5	11	5	5	4	5	6	8	8	14	23	51		
Radiology-Diag	Proc	273	278	278	285	236	322	268	289	268	260	270	268	271	285	281	279	276	314	259	332	249	278	251	809	799	3,448			
Ultrasonounds	Proc	133	104	88	126	100	99	111	111	111	121	97	132	126	104	83	71	96	109	112	110	95	47	106	104	115	321	329	1,635	
CT Scans	Proc	128	107	149	126	119	128	146	129	140	129	127	123	147	135	122	125	112	94	135	105	130	110	182	64	107	107	396	361	1,637
MRI	Proc	25	9	18	42	26	9	12	31	23	31	30	10	11	13	32	23	14	10	13	24	17	9			69	60	231		
Physical Therap Sessions	536	536	745	615	528	367	613	455	840	455	729	614	497	637	597	255	575	569	576	546	601	333	438	352	536	520	1,809	1,518	7,275	
Retail Pharmacy-Scripts	2,343	2,645		2,755	2,323	2,486	2,628	2,612	2,521	2,612	2,234	2,531	2,665	2,846	2,239	2,454	2,700	2,784	2,701	2,759	2,767	2,821	2,580	2,870	2,645	2,805	4,666	7,886	27,701	
Dietician Consults												1																		