



AGENDA

LAST FRONTIER HEALTHCARE DISTRICT

BOARD OF DIRECTORS

Thursday, October 26, 2023, 1:00 pm
City Council Chambers; Alturas City Hall; 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. Board Agenda packets are available to the public online at www.modocmedicalcenter.org or at the MMC Administration offices.

1:00 pm - CALL TO ORDER – J. Cavasso, Chair

1. PLEDGE OF ALLEGIANCE TO THE FLAG OF THE UNITED STATES OF AMERICA – J. Cavasso, Chair

2. AGENDA APPROVAL - Additions/Deletions to the Agenda – J. Cavasso, Chair

3. PUBLIC COMMENT - This is the time set aside for citizens to address the Board on matters not on the Agenda or Consent Agenda. Comments should be limited to matters within the jurisdiction of the Board. If your comment concerns an item shown on the Agenda, please address the Board after that item is open for public comment. **By law, the Board cannot act on matters that are not on the Agenda.** The Chairperson reserves the right to limit the duration of each speaker to **three minutes**. Speakers may not cede their time. Agenda items with times noted, will be considered at that time. All other items will be considered as listed on the Agenda, or as deemed necessary by the Chairperson.

4. DISCUSSION

A.) A. Doss – Risk/Quality Report to the Board

REGULAR SESSION

5. CONSENT AGENDA - Items under the Consent Agenda heading do not require discussion before a vote. If discussion is needed, that item needs to be moved to the Consideration/Action part of the Agenda where discussion is allowed.

A.) D. King - Adoption of LFHD Board of Directors Regular Meeting Minutes – September 28, 2023

Attachment A

B.) T. Ryan - Medical Staff Committee Meeting Minutes –September 27, 2023.

Attachment B

- Medical Staff Committee Meeting Minutes –August 30, 2023.
- Pathology Report - August 1, 2023

6. CONSIDERATION/ACTION

A.) P. Fields – September 2023 LFHD Financial Statement (unaudited)

Attachment C

B.) E. Johnson – Board Meeting Date for November/December 2023

7. VERBAL REPORTS

A.) E. Johnson – CNO Report to the Board

B.) P. Fields – CFO Report to the Board

C.) A. Willoughby – COO Report to the Board

D.) A. Vucina – CHRO Report to the Board

E.) Board Member Reports

EXECUTIVE SESSION

8. CONSIDERATION / ACTION

A.) T. Ryan – Medical Executive Committee Minutes & Credentialing Items –September 27, 2023.

Attachment D

(Per Evidence Code 1157)

- Medical Executive Committee Minutes & Credentialing Items OPPE 2019B –August 30, 2023.

REGULAR SESSION

9. CONSIDERATION / ACTION

A.) T. Ryan – Medical Executive Committee Minutes & Credentialing Items –September 27 , 2023.

(Per Evidence Code 1157)

- Medical Executive Committee Minutes & Credentialing Items OPPE 2019B –August 30, 2023.

11. MOTION TO ADJOURN – J. Cavasso – Chair

POSTED AT: MODOC COUNTY COURTHOUSE / ALTURAS CITY HALL / MMC WEBSITE-(www.modocmedicalcenter.org)
ON October 20, 2023.

ATTACHMENT A

LFHD BOARD OF DIRECTORS REGULAR MEETING MINUTES

(draft)

September 28, 2023



REGULAR MEETING MINUTES

LAST FRONTIER HEALTHCARE DISTRICT BOARD OF DIRECTORS

Tuesday, September 28, 2023, at 1:00 pm
City Hall Chambers, 200 W North St.
Alturas, California

Directors present: Edouard (Jim) Cavasso, Carol Madison, Paul Dolby, Rose Boulade, Mike Mason
Directors absent:
Staff in attendance: Kevin Kramer, CEO; Edward Johnson, CNO; Adam Willoughby, COO; Patrick Fields, CFO
Staff absent: Amber Vucina, CHRO; Denise King, LFHD Clerk.

CALL TO ORDER

Jim Cavasso, Chair called the meeting of the Last Frontier Healthcare District (LFHD) Board of Directors (Board) to order at 1:00 pm. The meeting location was City Hall, at 200 W. North Street in Alturas, California.

1. PLEDGE OF ALLEGIANCE TO THE FLAG OF THE UNITED STATES OF AMERICA

2. AGENDA – Additions/Deletions to the Agenda

Paul Dolby moved that the agenda be approved as presented, **Rose Boulade** seconded, and the motion carried with all present voting “aye.”

3. PUBLIC COMMENT

4. DISCUSSION

REGULAR SESSION

5. CONSENT AGENDA - Items under the Consent Agenda heading do not require discussion before a vote. If discussion is needed, that item needs to be moved to the Consideration/Action part of the Agenda where discussion is allowed.

A.) **K. Kramer - Adoption of LFHD Board of Directors Regular Meeting Minutes – September 5, 2023**

C.) **T. Ryan - Medical Staff Committee Meeting Minutes – September 28, 2023.**

- **Medical Staff Committee Meeting Minutes –July 26, 2023.**
- **Pathology Report**
 - **April 30, 2023**
 - **May 1, 2023**
 - **June 1, 2023**

Carol Madison moved that the Consent Agenda be approved as presented, **Paul Dolby** seconded, and the motion carried with all present voting “aye.”

6. CONSIDERATION/ACTION

A.) **P. Fields – August 2023 LFHD Financial Statement (unaudited).**

Patrick Fields, CFO presented the *unaudited* Last Frontier Healthcare District Financial Statement for August 2023, from the narratives and financial statements provided in the Board meeting packet.

Mike Mason moved to approve the August 2023 LFHD Financial Statement (unaudited) as presented, **Paul Dolby** seconded, and the motion carried with all present voting “aye.”

7. VERBAL REPORTS

A.) K. Kramer – CEO Report to the Board

Provider Recruitment

- Locums Dentist in Canby through the end of year - Still looking for a permanent Dentist.
- Gathering data to determine the need for another provider in the clinic setting.

SNF Project

- Site work has been rebid and the rebid has significantly lowered the price of that work.
- Other trades are being rebid currently and we should have those bids in by the end of October.
- Geothermal system is being redesigned in collaboration with Anderson Engineering and the School District.
- Major contract amendment incorporating Davis-Bacon requirements did not go well with Swinerton's attorneys. We are trying to find middle ground between USDA and Swinerton at this time so we can get a contract amendment executed that both parties are willing to live with.

QIP Project

- This project is complete.
- The final audit is done - We qualify for full funding.
- Providers and other staff have done an excellent job in emphasizing our two-quality metrics, which include Tobacco screening and appropriate interventions and clinical depression screening and appropriate interventions.

Other

- Minimum Wage analysis and transition plan will become a major focus of mine over the next couple of months.
- Trying to help with R1 and Revenue Cycle items as I can, in between normal day-to-day operational decisions and projects that land in our office.
- Working with an external 340B audit firm to verify that our 340B program is in compliance and operating the way it should be.

B.) M. Edmonds – CMO Report to the Board

- Benzodiazepines policy is in place, and most providers are already following it. Next and last forthcoming prescribing policy will be stimulant ADHD medications.
- Radio spots are going out monthly now, read by a provider and generally aligned with national awareness months.
- Provider education has been aligned with the radio spots to better encourage utilization of local resources for screening and testing.
- Supervisory chains have been re-aligned to ensure clinicians are evaluated by other clinicians.
- Provider evaluation forms have been re-written in a more straightforward, clinically relevant, and less redundant format.
- Physicians are now evaluating 10% of Physician Assistants and Nurse Practitioner charts monthly to ensure proper feedback and supervision.

C.) E. Johnson – CNO Report to the Board

Warnerview

- Remains at 4-star CMS rating.
- Census is currently at 48.
- Four Residents positive for Covid.
- Warnerview went into lockdown mode on Thursday September 21st.
- 27 Residents were vaccinated for RSV.
- Waiting for our High Dose Flu Vaccine and Covid Vaccine
- We are in the middle of mock survey for the Acute and SNF.
 - o Acute was done on Monday and Tuesday.
 - o SNF was done on Wednesday, Thursday, and Friday.
- Resident activities
 - o Balloon Festival Breakfast.

Acute

- Census is currently at four on the floor with a daily census of five to seven for the month.
- No active Covid patients on the floor.
- We have only admitted one person on the floor for Covid.

ER

- Increase of Covid positive employees right now.
 - Six positive staff at the SNF.
 - Four positive staff at the Acute.
 - Six positive staff at Canby.
- Looking at masking mandate for Covid and Flu for the same time period which would be October 1, 2023, to April 30, 2024.
- We are waiting for our employee Flu and Covid supplies to come in before we roll out this mandate.

Lab

- We have a signed a Lab Manager applicant.
 - Walter Dimarucut.

Pharmacy

- Mike Grazca has been out on medical leave. He is scheduled to return on October 10th. When he returns, he will return as the Pharmacy Director and will oversee the Retail and Hospital Pharmacist. The other pharmacists will report to Mike.
- We are looking at the probability that Retail pharmacy will do Flu and Covid vaccines.
- We should be receiving our Chempack Machine in October.
 - Nationwide program for the forward placement of nerve agent antidotes.
 - The hospital only carries a very limited amount of supply treatments for nerve agent exposures.

D.) P. Fields – CFO Report to the Board

Accounting

- We are getting more familiar with Multiview.
- Auditors were here last week which required a lot of staff time as they requested sample documents.
- As of today, all outstanding items have been sent to them. We will have weekly calls until the Audit is finished, the goal is to have it by December Board Meeting also need it for Interim SNF Financing.
- FY22 MediCal Auditor has backed off on data requests.
- Wrapping up the Outlay Report for the new SNF - 39 months, 212 invoices (only missing one) with three Accounts Payable Clerks during that time frame.
- Will be starting the Cost Report work next week, the goal is to have all workpapers to Wipfli by October 15, 2023.

Revenue Cycle

- Revenue Cycle/Accounting Aide moved to a different position, we will hold off until after Cost Report and Cerner Conversion to search for a new one.
- Cerner implementation, Audit, R1 conversion.
- HRG still under performs, this week had an HRG representative processing the refund request that should be sent to us and sent them to patients.

Medical Records

- Working with Cerner on the build, new credentialing aide is in training.
- Met with R1 to obtain quote for Coding as needed.

Purchasing

- They have their Cerner build almost complete and they are feeling comfortable.

Floater

- Currently have one full time floater - both floaters I had hired have left.
- Interviewed three this morning will make offers to two.

E.) A. Willoughby – COO Report to the Board

Cerner

- We had our second Integration Testing event mid-August that was successful. It spanned two full weeks with the first week being the clinical side and the second week being the financial side.
- This event dictates whether we're still approved and on track for the current Go-Live date.

- Go-Live date pushed from 8/14/23 to 10/23/23. This was because the Cerner team could not complete the necessary system build and configuration by the previous Go-Live date.
- We are on target for the current Go-Live date of 10/23.

PACS

- The new PACS system, Infinitt, has gone live as of 7/11 and it is a big improvement from the previous system.
- There's still a couple of pieces to work through pertaining to inbound faxing. IT team is working through that with the Infinitt folks.
- This system had to go-live prior to the Cerner go-live so it is quite a relief that is how that played out.

Ellkay Archival Solution

- This project is on track to go live in conjunction with Cerner on 10/23.
- I have been working on validating all the information that Ellkay has migrated from our current EMRs to the archive.
- There is also a delta data migration to capture everything that has occurred in our current EMRs since the first data migration.

Canby

- Dr. Edmonds is practicing full-time now in conjunction with Wendy Richardson and Dr. Raymond Mandel.
- We have had multiple traveling dentists since Dr. Kumar. We've had Dr. Reid and Dr. Jesson, who is currently finishing up her assignment this week. Dr. Chen will be starting next week and is planning on working 4 10-hour days.
- We're hoping that Dr. Chen will opt to stay on as our permanent dentist as he worked at Canby clinic for 3 years in the past and is open to a long-term permanent position.
- We have 6 staff members out with Covid.

New SNF Project

- Swinerton is still hoping to move some dirt this year before Winter hits but that window is rapidly closing.
- We do have to have a meeting with USDA prior to dirt being moved so Kevin is setting that up with them.
- We kicked off furniture planning for the new SNF and have made our selections and are now awaiting the price tag.

PPC

- We had our "Dunk SLT" fundraiser that just concluded with the actual dunking event that we live streamed early this month. This was a huge hit with the staff, and we were able to raise about \$1300; our benchmark was \$600 so we doubled that.
- We have a chili and cornbread contest coming up soon.
- We have the boo grams coming up for Halloween.
- We're also gearing up for the Christmas Party.

F.) Board Member Reports

- **Jim Cavasso** – Would like to move the Board Meetings from City Hall to the Education Room going forward.
- **Carol Madison** – Nothing to report.
- **Paul Dolby** – Nothing to report.
- **Mike Mason** – Nothing to report.
- **Rose Boulade** – Nothing to report.

Carol Madison moved to close the Regular Session of the Board of Directors, **Mike Mason** seconded, and the motion carried with all voting "aye."

The Regular Session of the Last Frontier Healthcare District Board of Directors was adjourned at 2:15 pm.

EXECUTIVE SESSION

Executive Session was called to order by **Jim Cavasso, Chair**, at 2:15 pm.

7. CONSIDERATION / ACTION

A.) T. Ryan – Medical Executive Committee Minutes & Credentialing Items – September 28, 2023– (Per Evidence Code 1157).

- **Medical Executive Committee Minutes & Privileging / Credentialing items OPPE 2019B – July 26, 2023.**

Based upon character, competence, training, experience and judgment, favorable recommendation by peers and credentialing criteria fulfillments, the Medical Executive Committee recommended the following appointments for Last Frontier Healthcare District Board of Directors' acceptance:

- **Raymond Mandel, PhD** – Recommend reappointment of Limited Active privileges in the Psychology category.
- **Carmen Steller, MD** – Recommends reappointment of Limited Active privileges in the Emergency Medicine Category.
- **Scott Bleazard, MD** – Recommends reappointment of privileges in the Telemedicine category.
- **Michael Maloney, MD** – Recommends reappointment of privileges in the Telemedicine category.
- **Joey Chen, DDS** – Recommends appointment of Provisional privileges in the Dental category.
- **Edward Laine, DO** – Recommends appointment of Provisional privileges in the Consulting Pathology category.

Paul Dolby moved to close the Executive Session and resume the Regular Session of the LFHD Board of Director's meeting, **Rose Boulade** seconded, and the motion carried with all voting "aye."

The Executive Session of the Board of Directors was adjourned at 2:24 pm.

RESUME REGULAR SESSION

The Regular Session of the Board of Directors was called back to session by **Jim Cavasso, Chair**, at 2:24 pm.

8. CONSIDERATION / ACTION

A.) T. Ryan – Medical Executive Committee Minutes & Credentialing Items –September 28, 2023.

- **Medical Executive Committee Minutes & Privileging / Credentialing – July 26, 2023.**

Carol Madison moved to approve and accept Minutes, Credentialing, and Privileging items as outlined above, **Mike Mason** seconded, and the motion carried with all members voting "aye."

11.) MOTION TO ADJOURN

Carol Madison moved to adjourn the meeting of the Last Frontier Healthcare District Board of Directors at 2:24 pm, **Rose Boulade** seconded, and the motion carried with all present voting "aye."

The next meeting of the Last Frontier Healthcare District's Board of Directors will be held on October 26, 2023, at 1:00 pm in the Alturas City Council Chambers at City Hall in Alturas, California.

Respectfully Submitted:

Denise R. King
Last Frontier Healthcare District Clerk

Date

ATTACHMENT B

MEDICAL STAFF COMMITTEE MEETING MINUTES

September 27, 2023



DATE: OCTOBER 26, 2023

TO: GOVERNING BOARD

FROM: T. RYAN – CREDENTIALING AIDE

SUBJECT: MEDICAL STAFF COMMITTEE MINUTES

*The following Medical Staff Committee minutes were reviewed and accepted at the September 27, 2023, meeting and are presented for Governing Board review:

A. REVIEW OF MINUTES

1. Medical Staff Committee – August 30, 2023

B. PATHOLOGY REPORT – 08/01/2023



MEDICAL STAFF COMMITTEE MEETING August 30, 2023 – Education Building

MINUTES

In Attendance

Matthew Edmonds, MD Chief Medical Officer
Edward Richert, MD Vice Chief Medical Officer
Lisanne Burkholder, MD
Landin Hagge, DO
Kevin Kramer- CEO
Ed Johnson – CNO
Heather Caldwell, PA-C
Ruth Moeller, FNP

Tony Reynolds, FNP
Brian Bernard, PhD
Alicia Doss, Risk Management
Maria Morales, MSC/H.I.M Director
Taylor Ryan, Credentialing Aide

SUBJECT	DISCUSSION	ACTION
I. CALL TO ORDER	After noting that the required members were present to constitute a quorum, the regularly scheduled Medical Staff Committee meeting was called to order by Dr. M Edmonds, Chief Medical Officer, at 1210.	
II. CONSENT AGENDA ITEMS	A. The following minutes were reviewed: 1. Medical Staff Committee meeting of July 26, 2023	Minutes approved by motion, second and vote. Forward to Governing Board.
III. PATHOLOGY REPORT	Review of Reports; 04/30/23, 05/01/23, and 06/01/23.	Report at next meeting
IV. CHIEF MEDICAL OFFICER REPORT	Continued focus on medication safety and review of controlled policies for ADHD, Muscle Relaxer, and Depo-Steroid Medications.	Report at next meeting

SUBJECT	DISCUSSION	ACTION
	<p>Dr. Edmonds officially moved out to Canby. Currently figuring out workflow out in Canby. He has no Care Coordinator at the moment.</p> <p>Evaluations between peers are in progress.</p> <p>In October, will start the radio broadcast several times a week. Each month a new provider will record a 2–3-minute dialogue about a chosen topic pertaining to the month. Ex.; National Breast Cancer Awareness Month. This will in hopes bring awareness to primary care issues.</p> <p>Dr. Hagge has officially started at MMC.</p>	
V. EMERGENCY ROOM REPORT	Nothing to report.	
VI. CEO REPORT	<p>Continuing to work on budget and design modifications for the new Skilled Nursing Facility. Currently, there are only 3 board members. However, we have received 3 new applications. Therefore, the board is going to appoint 2 members to serve on the board till the next general election for our district, which may be around November.</p> <p>For Canby Dental, we still have Locum's Dental coverage through the end of the calendar year but are still seeking permanent candidates. Hoping to convince Dr. Chen to come back and stay permanently, but Dr. Jesson is starting September.</p> <p>Discussed with Mayor's to hire a shared surgeon and CRNA to facilitate between the two facilities. If this happens, Dr. Syverson would leave, and Dr. Torman would stay.</p> <p>Virtual QIP Audit happened on Tuesday, 08/29/23. They want us to exclude patients that were diagnosed within the reporting period in that calendar year, but prior to the screening. Our QIP is still at 78%, which is about 15% higher than we did the previous year. Overall, QIP improved on every category, but need to seek better documentation when identifying a person who would be considered a smoker.</p>	Report at next meeting
VII. CNO REPORT	<p>Group discussion occurred about the upcoming winter season regarding Flu, Covid, and RSV. Talked about what the plans will be for this.</p> <p>In the middle of updating the employee health plan.</p>	Report at next meeting

SUBJECT	DISCUSSION	ACTION
	Seeking further information about Covid testing for employees without going back to testing facility wide.	
VIII. PHARMACY REPORT	Presented by Dr. Richert. Covid Vaccine is going commercial. This should be a lot easier to administer as it is going to be a singular dose. Ideally, the Health Department Staff would administer this. However, as this will have to be billed, there has been discussion about the Hospital doing registration for this. RSV Vaccine for people 60 and older is now a new recommendation as well.	Report at next meeting
IX. SNF REPORT	In the process of updating the medication plan as things are changing at the SNF. Mock Code scheduled for the week of September 25 and 29, 2023. This will occur 2 days at the Hospital and 2 days at the SNF. Also, at that time, Cerner will begin their go-live training on September 26-28, 2023. SNF Residents attended the Modoc District Fair on Friday, 08/25/2023 and the next activity for them will be the Balloon Festival Breakfast located at the Hospital by the landing pad. Also, moving from Comfort Care to Comfort Go with the residents. With that, looking into changing the Nurses schedules and the number of days they work and have off. After some time, started the first infusion patient at the SNF. Dr. Richert is implementing a 6-week course of antibiotic therapy every day and 2 RNs are at the SNF for this.	Report at next meeting
NEW BUSINESS	Peer Review Process: Will continue to be 10 percent looked at. However, supervisors will be reviewing, not peer to peer. That being, clinic mid-levels will be reviewed between Dr. Edmonds and Dr. Richert.	After review and discussion, this will be implemented in the July peer review process.
III. ADJOURNMENT	The meeting was adjourned at 1240.	

Matthew Edmonds, Chief Medical Officer

Date



PATHOLOGIST ON-SITE VISIT REPORT

DATE OF VISIT: 08/01/2023

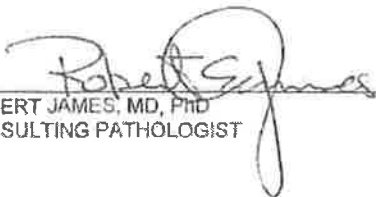
During the pathology on-site visit and visit to Canby Clinic, I spent approximately 6 to 6 1/2 hours while in Medical Records, Laboratory, and at the Canby Clinic.

While in medical records, there were 14 surgical pathology reports compared with the clinical histories. There were 2 mortality reviews performed and there were 2 blood product reviews. There were no issues identified with any of the pathology reports. One of the blood transfusion reviews was held over for additional history.

While in the Laboratory I spoke with Walter and we had a discussion on several issues. The renovation is continuing as planned and should be completed on time. Cerner is going live on October 23rd. I spoke with Shannon and she indicated that she feels comfortable with the progress but there are some areas in which she needs help with being on schedule. The current laboratory license came in and we are currently certified by the state. There are two new employees coming from the Philippines. Jahiziel arrived on June 12th and prefers to be called Jaz. The other new employee is Jacqueline, she prefers to be called Jacq. She is scheduled to arrive on the 1st of September or earlier. Adam will continue as consultant for policies and Eugene will continue as technical consultant. Walter has extended his contract through October 8, 2023, and is willing to extend beyond that if necessary. I reviewed the QC stats for June 2023, the Siemens Hemostasis QAP program for coagulation studies, the XN-L instrument control level 1 qc chart, the critical result summary for June, the confirmation receipt for urgent production correction notification regarding the QUIDEL triage cardiac panel. The API brackets proficiency testing, the performance eval for 2023 chem misc. 1st event, the API proficiency performance evaluation 2023 for immunology/immunohematology 1st event, the API bracket API brackets comparative evaluation 2023 for hematology/coagulation 1st event, the UA Quantrol level 1 and level 2 for the mutli stick SG data, the Alcor QC for mini Sed-291 the Alcor QC for ESR for June, the monthly QC check list summary sheet, the API 2023 chemistry core validation 2nd event, the monthly quality control review summary for May and June 2023, the QC result for glucose for May 2023, the nova biomedical data exception report for May 2023, the NOVA biomedical exception data report for March 2023, the urgent product correction notification for troponin results for triage cardia panel, the clinical result summary for May 2023, the QA Quantrol data for level 1 and level 2 for May 2023, the Siemens hemostasis cap for May 2023 for coagulation values, the Sysmex ca 620 maintain log for may 2023, the product collection notification concerning the microchip pack opener assembly potentially not removing or replacing the microchip pack caps, Virto's 5600 and the 7600 integrated system, the 2023 Sysmex correlation studies, the sn-550 control level 1 data for May 223, the unity monthly evaluation for April 2023, the Modoc QC for May 2023, the Levey Jennings data for chemistry may 2023.

I spoke with Dr. Burkholder, who is the hospitalist and she indicated was happy with the results from the lab as well as the personnel. She mentioned they are doing a great job. I also spoke with Dr. Opare-Addo and he has no issue with the laboratory and thought the personnel was great.

I spoke with Kevin Kramer about the renovations being done in the laboratory. It will allow for a larger blood bank and microbiology area. The renovations appear to be on schedule. We discussed Cerner going live on October 23rd. I share issues with him concerning major implementation at my hospital and hopefully they will be able to avoid the issues when they go live. I informed him that the laboratory license came in and the laboratory is now current with the state. The documentation for CLIA is pending. We also discussed recent changes in the staff in the Laboratory which are mentioned in conversation I had with Walter.


ROBERT JAMES, MD, PhD
CONSULTING PATHOLOGIST

9/4/23
Date

ATTACHMENT C

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>
<u>EBIDA</u>	<u>(903,275)</u>	<u>(391,012)</u>	<u>459,026</u>	<u>(836,690)</u>	<u>4,826,743</u>	<u>(1,373,726)</u>	<u>2,847,086</u>	<u>2,145,759</u>	<u>(880,902)</u>	<u>834,563</u>	<u>1,811,091</u>	<u>(772,050)</u>
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.	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 Proc	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	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	256	232	268	289	268	260	270	260	273	298	271	285	281	279	276	314	259	332	249	278	251	809	799	3,448		
Ultrasonuds Proc	133	104	88	126	100	99	111	111	119	111	121	97	132	126	104	83	71	96	109	112	110	95	47	106	104	115	321	329	1,637	
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	1,245	
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																		