



A G E N D A

LAST FRONTIER HEALTHCARE DISTRICT FINANCE COMMITTEE

Tuesday September 24, 2024 – 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 2024, Regular LFHD Finance Committee Meeting	D. King – Presentation of the August 2024, Regular LFHD Finance Committee meeting for approval.	Attachment A
4. Discussion Items		
A. LFHD Financial Statement – August 2024 (unaudited)	J. Lin – LFHD Financial Statement –August 2024 (<i>unaudited</i>)	Attachment B
B. Lights On Dashboard Report	A. Willoughby – Report to the committee	Attachment C
C. FD’s Report	J. Lin – Update on the Accounting Department.	
D. CEO’s Report	K. Kramer – Update on District/Hospital projects.	
5. Adjournment		

AGENDA POSTED AT: MODOC COUNTY COURTHOUSE / ALTURAS CITY HALL / MMC WEBSITE/ MMC LOBBY ENTRANCE - WWW.MODOCMEDICALCENTER.ORG ON September 20, 2024.

ATTACHMENT A

Regular LFHD Finance Committee Meeting Minutes August 27, 2024



MINUTES

LAST FRONTIER HEALTHCARE DISTRICT FINANCE COMMITTEE

Tuesday, August 27, 2024 – 3:30 pm
Modoc Medical Center; Education Conference Room;
1111 N Nagle St.; Alturas, California

Present:

- Rose Boulade
- Scott Swasey
- Adam Willoughby
- Jin Lin
- Joseph Johnson
- Kevin Kramer
- Denise King

Absent:

Subject	Discussion	Action
1. Call to Order	Rose Boulade , called the meeting of the Last Frontier Healthcare District Finance Committee to order at 3:31 pm on Tuesday, August 27, 2024, in the Education Conference Room at Modoc Medical Center in Alturas, California.	
2. Agenda Approval	R. Boulade - Changes, additions, deletions to the Agenda.	Scott Swasey approved the agenda with the changes to Discussion Item 4B, Kevin Kramer seconded.
3. Minutes of the July 23, 2024, Regular LFHD Finance Committee Meeting	D. King presented the minutes of the July 23, 2024, LFHD Finance Committee Regular Meeting.	Kevin Kramer approved the minutes with the changes to Discussion Item 4A and CEO's Report, Scott Swasey seconded.
4. Discussion Items		
A. Last Frontier Healthcare District Financial Statement – July 2024 (unaudited)	J. Lin presented the <i>unaudited</i> Last Frontier Healthcare District Financial Statement for July 2024 from the narratives and financial statements provided in the Finance Committee meeting packet.	Joseph Johnson would like the 3-month payouts for investments like presented previously.
B. Lights On Dashboard Report	A. Willoughby presented the Lights On Dashboard to the committee and answered any questions they had.	
C. Finance Director's Report	Accounting <ul style="list-style-type: none"> • Busy working on Audit items due by the end of the month. • We are still looking for an Accounting Tech to replace Julie Carrilo who is transferring to Canby Clinic. • Auditors will be on site from 9/16-9/20. Purchasing <ul style="list-style-type: none"> • Doing well. 	
D. CEO's Report	New SNF Update <ul style="list-style-type: none"> • Interim financing will not go to the Board this month. 	

Subject	Discussion	Action
	<ul style="list-style-type: none"> Financial Consultant believes rates will go down – Bond Counsel is asking if we can close mid-end October. This will save interest. We are updating Bank Signature Cards New signers will be <ul style="list-style-type: none"> Carol Madison, BOD Vice Chair Mike Mason, BOD Treasurer Kevin Kramer, CEO Jin Lin, Finance Director Jennifer Cipro, Controller Emailed CDPH and asked if we can still use the old SNF as a SNF. Seeing if we can keep both for reimbursement rate. We would be licensed for 50 beds at Mountain View (New SNF). We would be licensed for 25 private rooms at Warnerview, initially. <p>Tax Roll</p> <ul style="list-style-type: none"> Tax Roll is finished. We were down on parcels – impacted less than a couple hundred. <p>QIP Audit</p> <ul style="list-style-type: none"> In the process with QIP auditors now. Alicia Doss submitted the paperwork last week. They are requesting a little more proof and documentation. <p>DHLF</p> <ul style="list-style-type: none"> Hired an individual that found a section of regulations to generate proposal to increase \$3M IGT Fund from Feds through a directed payment program. This goes into effect in 2025 and we would see it by 2027, but it will help enhance our supplemental reimbursements. <p>Provider Relief Funds</p> <ul style="list-style-type: none"> We received funds during Covid and had to pay some back. We found out that Canby Clinic and Retail Pharmacy didn't get reported. Total principal amount was around \$68k for funds received for which we did not provide covid-related expense reports, etc. on. We paid the IRS these relief funds back. Retail Pharmacy did not do a physical inventory on June 30th. This may show up on the Audit as a finding. 	

5. Adjournment **Rose Boulade** adjourned the LFHD Finance Committee meeting at 5:02 pm. The next meeting of the Last Frontier Healthcare District Finance Committee will be Tuesday September 24, 2024, at 3:30 pm and will be held in the Education Conference Room at Modoc Medical Center in Alturas, California.

Respectfully submitted:

DRAFT

ATTACHMENT B

**LFHD FINANCIAL
STATEMENT**

August 2024

(unaudited)

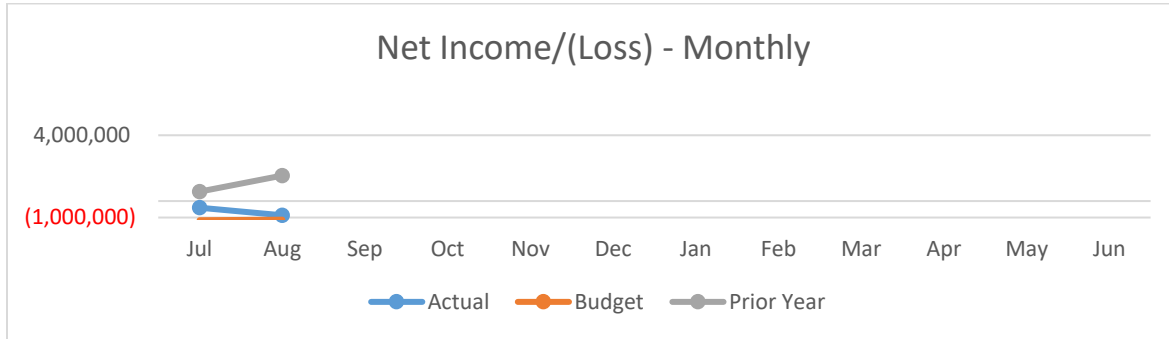


Modoc Medical Center
Financial Narrative
For the Month of August 2024

Prepared by Jin Lin, Finance Director

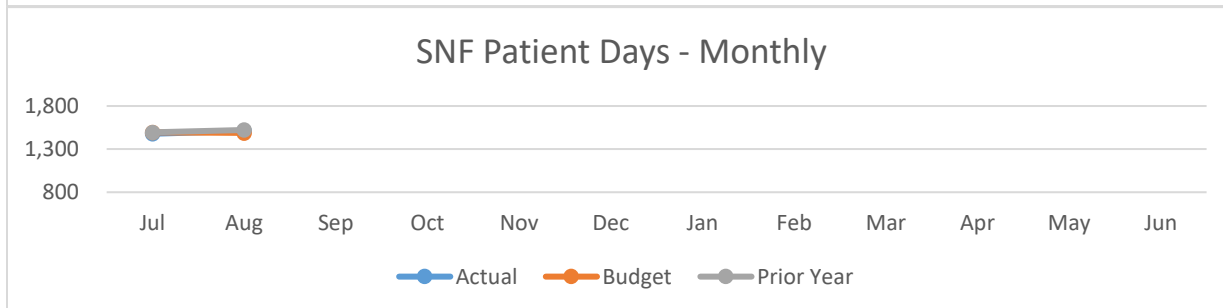
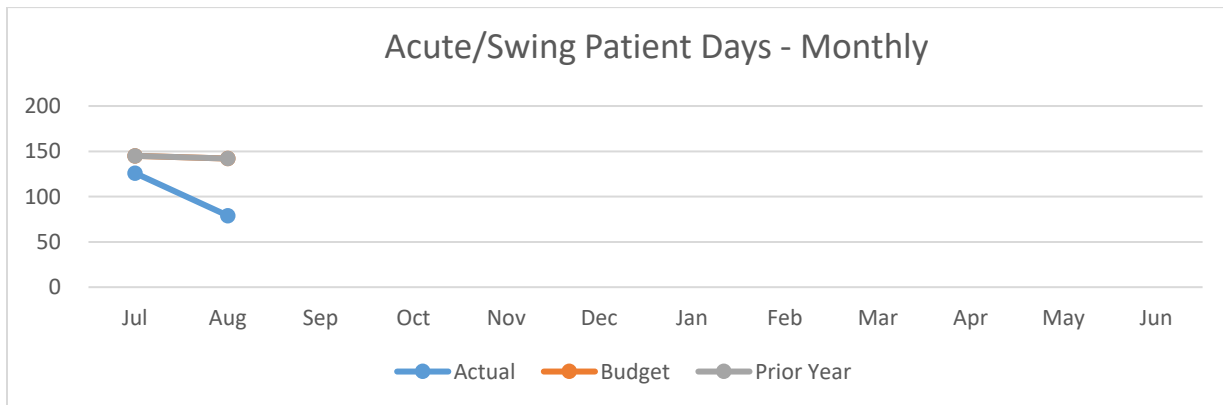
Summary

During the month of August, Modoc Medical Center reported a net Loss from operations of \$640K showing better than the budgeted loss of \$1.043 million. Both Inpatient and outpatient revenue were down from the prior month. Total patient revenue was \$4.790 million, a decrease of \$354K from the prior month. Net income, including Non-Operating Activity, showed a loss of \$865K while was budgeted a loss of \$1.131 million.



Patient Volumes

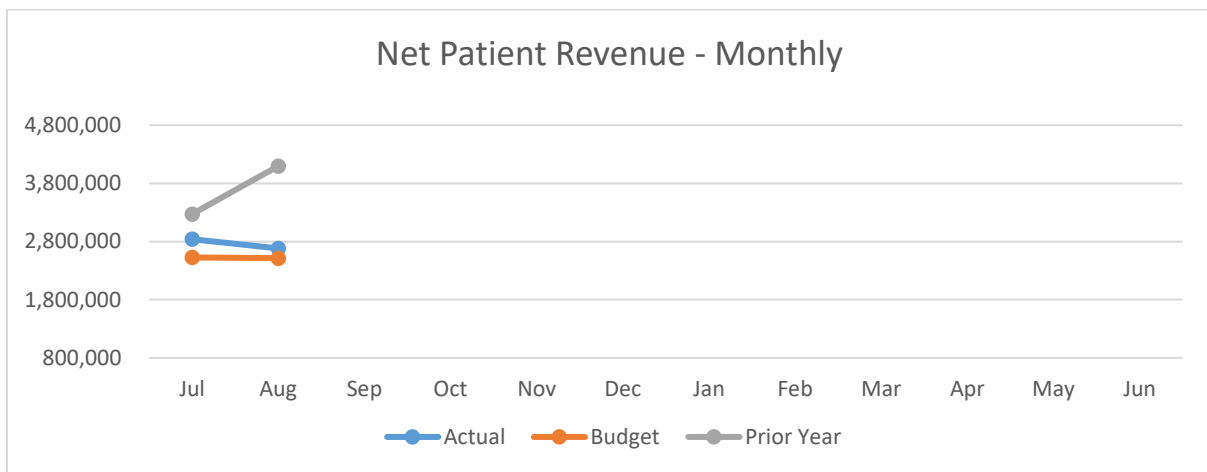
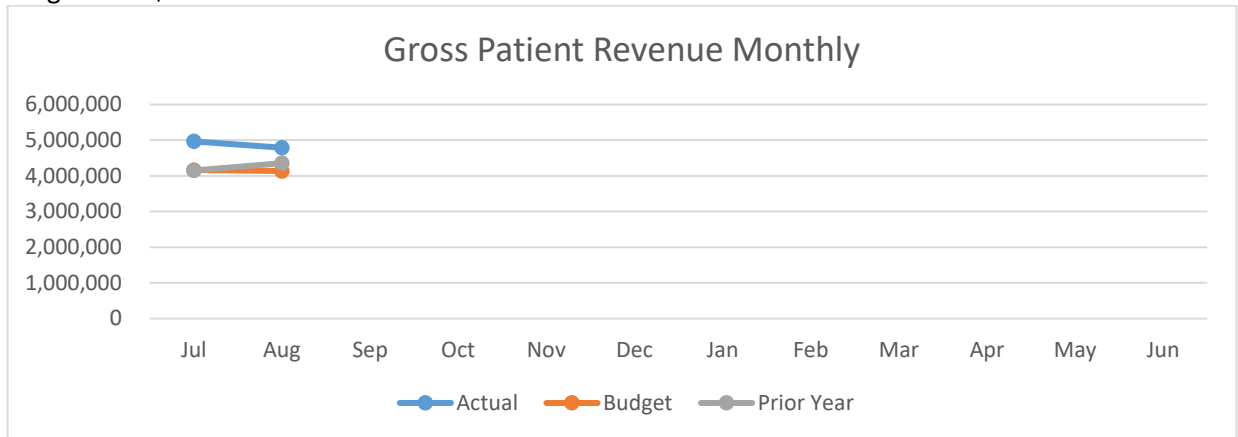
Combined Acute Days were under budget for the month by 63 days. The SNF Patient Days increased to 1,511 over budget by 23 days. Overall Inpatient Days were under budget by 40 (1,590 actual vs. 1,630 budget). Outpatient volumes saw all reporting departments over or under budget.



Revenues

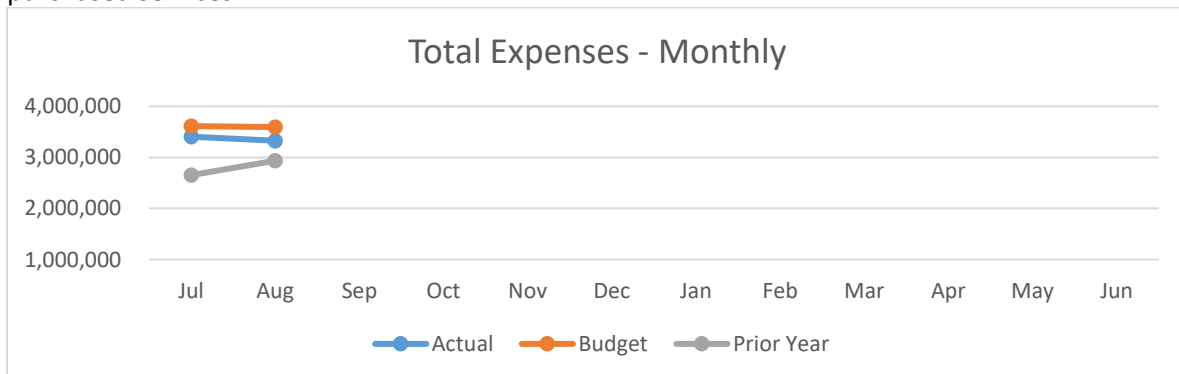
Gross Patient Revenues were \$4.790 million, while was budgeted at \$4.136 million. Of this, the Inpatient Revenue was \$1.233 million compared to budget at \$1.347 million; and Outpatient Revenue

was \$3.557 million while budgeted at \$2.789 million. Net Patient Revenue was \$2.683 million, while budgeted at \$2.515 million.



Expenses

Total Operating Expenses were \$3.327 million this month, compared to a budget of \$3.594 million. Operating expenses were down \$84K from the prior month. The largest expenses were in registry and purchased services.



Non-Operating Activity

Non-Operating expenses for the month: \$80K from accrued USDA loan interest. District Vouchers totaled \$4,000. Interest income of \$31K, and the loss of \$171K from the retail pharmacy. Total non-operating income for the month showed a loss of \$225k.

Balance Sheet

Cash decreased for August by \$5.208 million to \$32.817 million. Total assets decreased by \$5.840 million during the month, while total liabilities decreased by \$5.000 million. Days in Cash totaled 298. Days in AP totaled 16. Days in AR totaled 91. Net AR as a percent of Gross AR increased to 9.83%. The current ratio was 11.

Modoc Medical Center
Income Statement
For the month of August 2024

	Month	Budget	Variance	Prior Year Month	YTD	Budget	Variance	Prior Year YTD
Revenues								
Room & Board - Acute	405,005	307,320	97,685	317,987	1,086,028	640,907	445,121	663,479
Room & Board - SNF	827,753	808,728	19,025	827,207	1,651,970	1,617,456	34,514	1,639,654
Ancillary	0	231,223	(231,223)	165,072	0	516,841	(516,841)	361,004
<u>Total Inpatient Revenue</u>	<u>1,232,758</u>	<u>1,347,271</u>	<u>(114,513)</u>	<u>1,310,266</u>	<u>2,737,998</u>	<u>2,775,204</u>	<u>(37,206)</u>	<u>2,664,137</u>
Outpatient Revenue	3,557,140	2,788,970	768,170	3,047,136	7,195,373	5,525,522	1,669,851	5,844,303
<u>Total Patient Revenue</u>	<u>4,789,898</u>	<u>4,136,241</u>	<u>653,657</u>	<u>4,357,402</u>	<u>9,933,371</u>	<u>8,300,726</u>	<u>1,632,645</u>	<u>8,508,440</u>
Bad Debts (580000,580011,58010)	753,529	136,810	616,719	26,790	1,086,970	274,551	812,419	26,790
Contractuals Adjs	1,186,979	1,437,645	(250,666)	231,127	2,170,218	2,890,912	(720,694)	1,109,224
Admin Adjs (5930002-593001)	166,594	46,919	119,675	0	989,966	93,382	896,584	0
<u>Total Revenue Deductions</u>	<u>2,107,102</u>	<u>1,621,374</u>	<u>485,728</u>	<u>257,917</u>	<u>4,247,154</u>	<u>3,258,845</u>	<u>988,309</u>	<u>1,136,014</u>
<u>Net Patient Revenue</u>	<u>2,682,796</u>	<u>2,514,867</u>	<u>167,929</u>	<u>4,099,485</u>	<u>5,686,217</u>	<u>5,041,881</u>	<u>644,336</u>	<u>7,372,426</u>
% of Charges	56.0%	60.8%	-4.8%	94.1%	57.2%	60.7%	-3.5%	86.6%
Other Revenue	4,213	35,025	(30,812)	214,711	41,678	57,550	(15,872)	237,690
<u>Total Net Revenue</u>	<u>2,687,009</u>	<u>2,549,892</u>	<u>137,117</u>	<u>4,314,196</u>	<u>5,727,895</u>	<u>5,099,431</u>	<u>628,464</u>	<u>7,610,116</u>
Expenses								
Salaries	1,437,249	1,648,354	(211,105)	1,410,174	2,965,112	3,293,415	(328,303)	2,722,827
Benefits and Taxes	289,812	352,578	(62,767)	288,143	620,940	704,789	(83,849)	571,374
Registry	339,927	318,534	21,393	200,472	586,106	637,068	(50,963)	364,477
Professional Fees	382,442	384,194	(1,752)	326,918	850,072	768,415	81,657	572,066
Purchased Services	182,613	190,795	(8,183)	143,964	284,799	347,705	(62,906)	370,627
Supplies	287,384	286,345	1,039	208,947	547,636	617,283	(69,647)	320,111
Repairs and Maint	33,967	29,499	4,468	32,333	69,929	65,248	4,681	53,305
Lease and Rental	4,219	3,836	383	3,465	8,748	7,672	1,076	7,114
Utilities	65,094	57,228	7,866	48,744	113,232	114,456	(1,224)	101,691
Insurance	43,552	42,779	773	16,578	87,104	85,558	1,546	18,551
Depreciation	177,549	172,980	4,569	175,544	355,495	345,961	9,534	351,790
Other	83,264	106,687	(23,423)	79,770	151,373	218,848	(67,475)	134,078
<u>Total Operating Expenses</u>	<u>3,327,072</u>	<u>3,593,810</u>	<u>(266,738)</u>	<u>2,935,052</u>	<u>6,640,544</u>	<u>7,206,418</u>	<u>(565,874)</u>	<u>5,588,011</u>
<u>Income from Operations</u>	<u>(640,063)</u>	<u>(1,043,918)</u>	<u>403,856</u>	<u>1,379,144</u>	<u>(912,649)</u>	<u>(2,106,986)</u>	<u>1,194,338</u>	<u>2,022,105</u>
Property Tax Revenue	0	(3,446)	3,446	(2,453)	0	(6,892)	6,892	(4,969)
Interest Income	30,566	180	30,386	282,246	138,018	360	137,658	320,788
Interest Expense	(79,713)	(79,555)	(158)	(85,120)	(159,687)	(159,110)	(577)	(169,391)
Retail Pharmacy Net Activity	(171,454)	0	(171,454)	0	(161,644)	0	(161,644)	0
District Vouchers and Other	(4,090)	(4,151)	60	(23,391)	(13,937)	(22,329)	8,391	(44,062)
Other Non-Operating Income	0	0	0	0	0	0	0	0
<u>Total Non-Operating Revenue</u>	<u>(224,691)</u>	<u>(86,972)</u>	<u>(137,720)</u>	<u>171,282</u>	<u>(197,250)</u>	<u>(187,971)</u>	<u>(9,279)</u>	<u>102,366</u>
<u>Net Income/(Loss)</u>	<u>(864,754)</u>	<u>(1,130,890)</u>	<u>266,136</u>	<u>1,550,426</u>	<u>(1,109,899)</u>	<u>(2,294,957)</u>	<u>1,185,058</u>	<u>2,124,471</u>
<u>EBIDA</u>	<u>(607,492)</u>	<u>(878,355)</u>	<u>270,862</u>	<u>1,811,090</u>	<u>(594,717)</u>	<u>(1,789,886)</u>	<u>1,195,169</u>	<u>2,645,652</u>
Operating Margin %	-23.8%	-40.9%	17.1%	32.0%	-15.9%	-41.3%	25.4%	26.6%
Net Margin %	-32.2%	-44.4%	12.2%	35.9%	-19.4%	-45.0%	25.6%	27.9%
EBIDA Margin %	-22.6%	-34.4%	11.8%	42.0%	-10.4%	-35.1%	24.7%	34.8%

Modoc Medical Center
Income Statement Trend

FYE 2024 YTD

FYE 2025 YTD

	YTD	Jul-23	Aug-23	July+August 2023	YTD	Jul-24	Aug-24
Revenues							
Room & Board - Acute	6,016,327	345,492	317,987	663,479	1,086,028	681,023	405,005
Room & Board - SNF	9,398,699	812,447	827,207	1,639,654	1,651,970	824,217	827,753
Ancillary	720,857	195,932	165,072	361,004	0		0
<u>Total Inpatient Revenue</u>	<u>16,135,883</u>	<u>1,353,871</u>	<u>1,310,266</u>	<u>2,664,137</u>	<u>2,737,998</u>	<u>1,505,240</u>	<u>1,232,758</u>
Outpatient Revenue	35,626,433	2,797,167	3,047,136	5,844,303	7,195,373	3,638,233	3,557,140
<u>Total Patient Revenue</u>	<u>51,762,316</u>	<u>4,151,039</u>	<u>4,357,402</u>	<u>8,508,440</u>	<u>9,933,371</u>	<u>5,143,473</u>	<u>4,789,898</u>
Bad Debts	5,908,023		26,790	26,790	1,086,970	333,441	753,529
Contractual Adjs	1,109,224	878,097	231,127	1,109,224	2,170,218	983,239	1,186,979
Admin Aajs	0		0	0	989,966	823,372	166,594
<u>Total Revenue Deductions</u>	<u>7,017,247</u>	<u>878,097</u>	<u>257,917</u>	<u>1,136,014</u>	<u>4,247,154</u>	<u>2,140,052</u>	<u>2,107,102</u>
<u>Net Patient Revenue</u>	<u>44,745,069</u>	<u>3,272,942</u>	<u>4,099,485</u>	<u>7,372,426</u>	<u>5,686,217</u>	<u>3,003,421</u>	<u>2,682,796</u>
<i>% of Charges</i>	<i>86.4%</i>	<i>78.8%</i>	<i>94.1%</i>	<i>86.6%</i>	<i>57.2%</i>	<i>58.4%</i>	<i>56.0%</i>
Other Revenue	647,376	22,979	214,711	237,690	41,678	37,465	4,213
<u>Total Net Revenue</u>	<u>45,392,445</u>	<u>3,295,921</u>	<u>4,314,196</u>	<u>7,610,116</u>	<u>5,727,895</u>	<u>3,040,886</u>	<u>2,687,009</u>
Expenses							
Salaries	16,387,304	1,312,653	1,410,174	2,722,827	2,965,112	1,527,863	1,437,249
Benefits and Taxes	3,576,544	283,231	288,143	571,374	620,940	331,128	289,812
Registry	3,280,739	164,005	200,472	364,477	586,106	246,179	339,927
Professional Fees	5,671,331	245,148	326,918	572,066	850,072	467,629	382,442
Purchased Services	1,930,188	226,663	143,964	370,627	284,799	102,186	182,613
Supplies	3,442,469	111,164	208,947	320,111	645,562	358,177	287,384
Repairs and Maint	304,223	20,972	32,333	53,305	69,929	35,962	33,967
Lease and Rental	37,453	3,649	3,465	7,114	8,748	4,529	4,219
Utilities	551,752	52,947	48,744	101,691	113,232	48,137	65,094
Insurance	459,775	1,973	16,578	18,551	87,104	43,552	43,552
Depreciation	2,094,280	176,246	175,544	351,790	355,495	177,946	177,549
Other	1,014,684	54,308	79,770	134,078	151,373	68,109	83,264
<u>Total Operating Expenses</u>	<u>38,750,742</u>	<u>2,652,959</u>	<u>2,935,052</u>	<u>5,588,011</u>	<u>6,738,470</u>	<u>3,411,398</u>	<u>3,327,072</u>
<u>Income from Operations</u>	<u>6,641,703</u>	<u>642,962</u>	<u>1,379,144</u>	<u>2,022,105</u>	<u>(1,010,574)</u>	<u>(370,512)</u>	<u>(640,063)</u>
Property Tax Revenue	2,232,447	(2,516)	(2,453)	(4,969)	0	0	0
Interest Income	1,266,830	38,542	282,246	320,788	138,018	107,452	30,566
Interest Expense	(975,125)	(84,271)	(85,120)	(169,391)	(159,687)	(79,974)	(79,713)
Gain/Loss on Asset Disposal/Forte	0	0	0	0	(63,718)	107,736	(171,454)
Retail Pharmacy Net Activity	105,803	(20,671)	(23,391)	(44,062)	(13,937)	(9,847)	(4,090)
Other Non-Operating Income	156,533	0	0	0	0	0	0
<u>Total Non-Operating Revenue</u>	<u>2,786,488</u>	<u>(68,916)</u>	<u>171,282</u>	<u>102,366</u>	<u>(99,324)</u>	<u>125,367</u>	<u>(224,691)</u>
<u>Net Income</u>	<u>9,428,191</u>	<u>574,046</u>	<u>1,550,426</u>	<u>2,124,471</u>	<u>(1,109,898)</u>	<u>(245,145)</u>	<u>(864,754)</u>
<u>EBIDA</u>	<u>12,497,596</u>	<u>834,563</u>	<u>1,811,090</u>	<u>2,645,652</u>	<u>(594,717)</u>	<u>12,775</u>	<u>(607,492)</u>
Operating Margin %	14.6%	19.5%	32.0%	26.6%	-17.6%	-12.2%	-23.8%
Net Margin %	20.8%	17.4%	35.9%	27.9%	-19.4%	-8.1%	-32.2%
EBIDA Margin %	27.5%	25.3%	42.0%	34.8%	-10.4%	0.4%	-22.6%

Modoc Medical Center
Balance Sheet
For the month of August 2024

	Unaudited 8/31/2024	Unaudited 7/31/2024	Unaudited 24-Jun	Unaudited 24-May	Unaudited 24-Apr	Unaudited 24-Mar	Unaudited 24-Feb	Unaudited 24-Jan	Unaudited 23-Dec	Unaudited 23-Nov	Unaudited 23-Jul
Cash	2,336,433	2,365,865	2,040,226	1,461,100	1,475,140	2,524,085	677,751	1,121,545	1,395,384	326,804	834,261
Investments	29,258,720	34,438,664	35,207,420	41,068,608	23,539,822	21,514,382	21,659,450	29,504,053	31,271,417	33,414,624	34,723,012
Designated Funds	1,222,069	1,220,579	1,218,830	1,220,821	915,998	917,895	918,356	917,902	913,758	914,608	621,067
Total Cash	32,817,221	38,025,108	38,466,476	43,750,529	25,930,959	24,956,361	23,255,557	31,543,500	33,580,560	34,656,036	36,178,340
Gross Patient AR	14,384,129	15,951,519	17,014,906	18,067,468	19,104,506	20,642,241	20,663,385	19,174,034	17,032,707	15,278,904	12,942,701
Allowances	(9,053,140)	(10,459,358)	(10,896,501)	(10,475,514)	(10,817,046)	(10,055,688)	(10,249,065)	(11,234,472)	(9,294,158)	(7,977,587)	(5,794,697)
Net Patient AR	5,330,989	5,492,161	6,118,405	7,591,954	8,287,460	10,586,553	10,414,280	7,939,562	7,738,548	7,301,317	7,148,004
% of Gross	37.1%	34.4%	36.0%	42.0%	43.4%	51.3%	50.4%	41.4%	45.4%	47.8%	55.2%
Third Party Receivable	151,108	408,396	610,819	404,549	14,256,512	13,564,567	12,571,039	151,107	151,107	151,107	472,166
Other AR	564,585	744,835	601,047	438,491	379,774	504,211	554,889	475,283	539,141	428,029	479,695
Inventory	485,570	451,317	474,741	464,974	480,896	456,600	425,161	405,115	406,575	413,036	253,513
Prepays	635,005	678,955	729,187	477,478	440,264	522,783	522,483	548,118	578,026	569,994	296,980
Total Current Assets	39,984,478	45,800,772	47,000,675	53,127,975	49,775,864	50,591,075	47,743,409	41,062,685	42,993,958	43,519,520	44,828,698
Land	713,540	713,540	713,540	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	47,326,806	47,326,806	47,326,806	47,326,806
Equipment	12,927,245	12,927,245	12,927,245	12,927,245	12,927,245	12,927,245	12,927,245	12,814,345	12,814,345	12,814,345	12,618,550
Construction in Progress	20,568,264	20,414,450	15,128,909	12,831,246	10,112,006	9,194,159	9,227,542	8,459,503	8,439,529	7,932,196	7,125,575
Fixed Assets	81,335,855	81,382,041	76,096,500	73,798,836	71,079,597	70,161,750	70,082,233	69,314,194	69,294,220	68,786,887	67,784,471
Accum Depreciation	(19,195,611)	(19,017,884)	(18,839,740)	(18,666,588)	(18,487,648)	(18,314,480)	(18,135,539)	(17,969,358)	(17,791,715)	(17,612,910)	(16,919,573)
Net Fixed Assets	62,340,224	62,364,157	57,256,760	55,132,248	52,591,949	51,847,270	51,946,694	51,344,836	51,502,505	51,173,977	50,864,898
Other Assets	0	0	0	0	0	0	0	0	0	0	0
Total Assets	102,324,702	108,164,929	104,257,435	108,260,223	102,367,813	102,438,345	99,690,103	92,407,521	94,496,462	94,693,497	95,693,596
Accounts Payable	1,739,151	6,896,917	7,066,391	4,301,989	1,783,216	1,554,387	1,591,413	1,485,577	1,416,707	1,540,663	1,110,854
Accrued Payroll	1,329,161	1,252,679	1,243,183	1,114,355	1,435,404	1,278,546	1,232,410	1,073,671	1,031,976	905,124	1,090,317
Patient Trust Accounts	11,302	10,067	8,622	8,435	8,420	8,133	7,712	7,422	7,367	7,220	17,479
Third Party Payables	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000
Accrued Interest	170,349	90,794	487,290	406,605	321,122	245,228	165,429	89,790	485,158	405,474	84,157
Other Current Liabilities/Accrue	3,729,963	8,730,456	9,285,486	6,311,385	4,028,162	3,566,294	3,476,964	3,136,460	3,421,208	3,338,481	2,782,806
Total Current Liabilities	32,101,000	32,101,000	32,640,000	32,640,000	32,640,000	32,640,000	32,640,000	32,640,000	32,640,000	32,640,000	32,640,000
Long Term Liabilities	35,830,963	40,831,456	41,925,486	38,951,385	36,668,162	36,206,294	36,116,964	35,776,460	36,061,208	35,978,481	35,422,806
Total Liabilities	67,931,963	72,932,456	74,565,486	71,591,385	69,308,162	68,846,294	68,756,964	68,416,460	68,701,208	68,618,481	68,062,806
Fund Balance	59,696,743	59,696,743	59,696,743	59,696,743	59,696,743	59,696,743	59,696,743	59,696,743	59,696,743	59,696,743	59,696,743
Current Year Income/(Loss)	(1,109,899)	(245,145)	8,001,526	9,612,096	6,002,909	6,535,309	3,876,397	-3,065,681	-1,261,488	-981,727	574,046
Total Equity	58,586,844	59,451,598	67,698,269	69,308,838	65,699,652	66,232,052	63,573,140	56,631,062	58,435,254	58,715,016	60,270,789
Total Liabilities and Equity	94,417,807	100,283,054	109,623,755	108,260,223	102,367,813	102,438,346	99,690,103	92,407,522	94,496,462	94,693,497	95,693,595
Days in Cash	298	346	350	412	244	239	223	303	322	333	347
Days in AR (Gross)	91	101	107	108	114	133	148	137	122	109	93
Days in AP	16	63	64	40	17	14	15	14	13	14	10
Current Ratio	10.72	5.25	5.06	8.42	12.36	14.19	13.73	13.09	12.57	13.04	16.11

STATEMENT OF CASH FLOWS

August-24

	CURRENT MONTH	August	July	FISCAL YEAR YTD
CASH FLOWS FROM OPERATING ACTIVITIES				
NET INCOME	-864,754			-1,109,899
ADJUSTMENTS TO RECONCILE NET INCOME TO NET CASH PROVIDED BY OPERATING ACTIVITIES				
DEPRECIATION EXPENSE	177,747	19,195,631	19,017,884	422,892
CHANGE IN PATIENT ACCOUNTS RECEIVABLE	161,172	5,330,989	5,492,161	161,172
CHANGE IN OTHER RECEIVABLES	437,538	715,693	1,153,231	437,538
CHANGE IN INVENTORIES	-9,232	485,570	476,338	-9,232
CHANGE IN PREPAID EXPENSES	43,950	635,005	678,955	43,950
CHANGE IN ACCOUNTS PAYABLE	-5,157,766	1,739,151	6,896,917	-5,157,766
CHANGE IN ACCURED EXPENSES PAYABLE	79,555	170,349	90,794	79,555
CHANGE IN ACCRUED SALARIES AND RELATED TAXES	76,482	1,329,161	1,252,679	76,482
CHANGE IN OTHER PAYABLES	0	480,000	480,000	0
NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES	-4,190,554			-3,945,409
CASH FLOWS FROM INVESTMENT ACTIVITIES				
PURCHASE OF EQUIPMENT/CIP	-153,814	81,535,855	81,382,041	-153,814
CUSTODIAL HOLDINGS	1,235	11,302	10,067	1,235
NET CASH PROVIDED (USED) BY INVESTING ACTIVITIES	-152,579			-152,579
CASH FROM FINANCING ACTIVITIES				
NET CASH PROVIDED (USED) BY FINANCING ACTIVITIES	0	32,101,000	32,101,000	0
	0			0
CASH AT BEGINNING OF PERIOD	38,466,476			38,466,476
NET INCREASE (DECREASE) IN CASH	-5,207,887			-5,207,887
CASH AT END OF PERIOD	33,258,589			33,258,589
				0

MODOC MEDICAL CENTER
"FULL-TIME EQUIVALENT REPORT"
 Twelve Months Ending August 31, 2024

Department	Aug-24	Jul-24	Jun-24	May-24	Apr-24	Mar-24	Feb-24	Jan-24	Dec-23	Nov-23	Oct-23	Sep-23	12 Mo Ave	0.10	0.01
Med / Surg	15.30	15.20	16.11	16.35	16.08	15.04	14.57	11.56	15.61	12.59	13.97	14.84	14.75	0.00	#DIV/0!
Comm Disease Care															
Swing Beds															
Long Term - SNF	55.09	51.19	56.39	54.00	54.30	56.20	51.60	49.47	52.18	45.23	51.45	52.83	52.50	3.90	#DIV/0!
Emergency Dept	12.19	10.73	11.94	10.36	9.94	10.07	9.98	9.97	12.52	9.5	10.89	10.93	10.98	1.46	0.12
Ambulance - Alturas	11.60	10.12	10.24	10.74	10.69	11.34	10.56	12.07	11.82	11.09	11.46	11.82	11.13	1.48	0.13
Clinic	18.57	18.61	16.40	17.04	16.62	19.97	22.04	19.76	20.74	20.51	21.20	20.46	19.30	-0.04	(0.00)
Canby Clinic	8.03	7.46	6.27	7.38	7.45	6.95	7.68	7.95	7.57	7.96	9.17	7.69	7.59	0.57	0.07
Canby Dental	5.24	3.53	3.84	3.05	4.18	3.88	2.99	2.87	3.51	2.82	3.19	4.21	3.59	1.71	0.33
Surgery	3.92	4.25	4.01	4.15	4.05	4.13	4.65	3.65	3.76	4.33	4.00	3.56	4.04	-0.33	(0.08)
IRR														0.00	#DIV/0!
Lab	8.76	9.05	10.10	10.77	9.36	9.38	8.66	7.35	7.38	8.84	11.23	9.06	9.15	-0.29	(0.03)
Radiology	4.96	3.91	3.47	3.48	3.12	3.98	4.28	4.2	4.45	4.78	5.67	6.27	4.38	1.05	0.21
MRI														0.00	#DIV/0!
Ultrasound	1.33	1.32	1.31	1.31	1.32	1.39	1.50	1.28	1.49	1.36	1.28	1.15	1.34	0.01	0.01
CT	1.69	1.76	1.86	1.66	1.08	1.61	0.87	1.4	1.46	1.69	1.52	1.57	1.53	-0.07	(0.04)
Pharmacy	1.77	1.93	1.84	2.16	2.12	2.05	1.91	1.38	2.04	2.16	1.93	1.05	1.86	-0.16	(0.09)
Physical Therapy	6.99	6.51	8.22	6.34	6.29	7.65	4.88	3.72	4.64	5.12	4.20	5.08	6.80	0.48	0.07
Other PT														0.00	#DIV/0!
Dietary	12.01	11.76	11.02	11.22	11.16	11.85	11.74	11.63	13.04	13.11	13.79	11.94	12.02	0.25	0.02
Dietary Acute	8.26	7.81	7.24	7.74	7.91	7.23	7.81	7.82	7.07	7.27	6.56	6.56	7.42	0.45	0.05
Laundry	1.01	0.93	0.96	0.98	1.00	0.95	1.07	1.01	1.08	0.97	1.04	1.01	1.00	0.08	0.08
Activities	3.68	3.85	4.23	3.72	3.54	3.47	3.56	3.54	3.62	3.64	3.78	3.55	3.68	-0.17	(0.05)
Social Services	1.97	1.97	2.04	2.05	1.98	1.75	2.06	2.04	2.32	1.99	1.94	2.1	2.02	0.00	-
Purchasing	3.07	3.26	2.96	3.19	3.15	3.11	3.06	1.99	3.02	3.19	2.98	2.97	3.08	-0.19	(0.06)
Housekeeping	13.54	13.45	13.24	13.42	13.71	11.76	11.77	12.93	13.65	13.56	13.49	12.58	13.09	0.09	0.01
Maintenance	6.05	6.02	5.95	5.95	6.01	6.02	6.03	5.9	5.95	5.9	5.99	5.98	5.98	0.03	0.00
Data Processing	4.32	3.65	4.20	4.55	4.89	4.48	3.94	3.94	4.01	4.43	5.08	3.65	4.25	0.67	0.16
General Accounting	3.51	3.84	3.85	3.37	3.14	3.62	4.07	4.1	4.05	4.21	4.02	4.11	3.82	-0.33	(0.09)
Patient Accounting	6.13	6.06	6.78	6.26	6.22	6.2	6.87	6.96	6.33	5.2	5.36	6.13	6.19	-0.75	(0.12)
Administration	2.73	2.46	2.69	3.10	3.41	3.12	2.75	3.12	3.35	3.33	3.53	3.52	3.09	0.27	0.10
Human Resources	2.01	2.00	2.01	1.99	1.99	2.01	2.00	2	2.00	2	2.00	2	2.00	0.01	0.00
Medical Records	7.97	7.70	7.70	7.77	7.92	7.64	7.67	7.6	7.68	7.77	7.97	7.66	7.77	0.27	0.03
Nurse Administration	3.05	3.13	2.81	3.06	3.21	3.01	2.76	3.1	2.75	2	2.45	2.07	2.79	-0.08	(0.03)
In-Service	1.00	1.00	1.00	1.00	1.00	1	1.03	1.00	1.05	1.00	1.00	1.00	1.01	0.00	-
Utilization Review	1.48	1.44	1.48	1.50	1.49	1.48	1.50	1.44	1.44	1.46	1.01	0.97	1.39	0.04	0.03
Quality Assurance	0.51	0.51	0.50	0.50	0.51	0.5	0.51	0.51	0.50	0.5	1.00	1	0.59	0.00	-
Infection Control	0.65	0.62	0.60	0.66	0.66	0.64	0.60	0.63	0.64	0.7	0.75	0.69	0.65	0.03	0.05
Retail Pharmacy	3.58	3.47	3.20	2.86	2.89	3.01	3.43	4.04	4.24	3.94	4.00	4.51	3.60	0.11	0.03
TOTAL	241.97	231.32	236.56	235.69	232.19	236.62	230.00	221.73	236.56	223.98	236.90	234.52	233.38	10.65	0.04

2,800.61 August through September

Modoc Investment Portfolio

As of September 20, 2024

Maturity	Item	Amount	Term	Rate
Current	Tbill	\$71,622	3 mos	4.000%
10/24/24	Tbill	\$10,200,000	3 mos	4.847%
12/10/24	Tbill	\$11,765,610	3 mos	4.760%
N/A	PB MM	\$6,128,535		4.310%
N/A	LAIF	\$673,830		4.310%
Total		\$28,839,597		4.68%

ATTACHMENT C

Lights On Dashboard

The Revenue Cycle Summary dashboard provides summary information around your top KPIs as well as trend alerting information.

6 Month Environment Summary Trend as of Thursday, 19-Sep-2024

[Download Billing Entity Level Data](#)

Select Billing Entities
All

[Download Facility Level Data](#)

	Historical Avg	Mar-2024	Apr-2024	May-2024	Jun-2024	Jul-2024	Aug-2024	Sep-2024
Charges	\$4,175,319	\$4,543,465	\$4,865,083	\$5,119,697	\$4,520,993	\$5,025,494	\$4,544,891	\$2,695,800
Payments	(\$2,227,224)	(\$2,841,499)	(\$3,443,993)	(\$3,164,974)	(\$2,070,390)	(\$3,319,482)	(\$2,645,768)	(\$779,388)
Adjustments	(\$892,203)	(\$1,774,239)	(\$1,691,230)	(\$2,527,606)	(\$1,884,859)	(\$1,924,109)	(\$1,952,102)	(\$751,435)
Net Change in A/R	\$34,083,572	(\$72,273)	(\$270,139)	(\$572,883)	\$565,744	(\$218,097)	(\$52,979)	\$1,164,976
Average Daily Revenue	\$ 136,754	\$151,756	\$153,011	\$157,166	\$160,439	\$158,525	\$155,274	\$151,674
A/R Balance	\$ 13,177,081	\$13,434,426	\$13,164,286	\$12,591,403	\$13,157,148	\$12,939,051	\$12,886,072	\$14,051,049
A/R Days	96.36	88.53	86.03	80.12	82.01	81.62	82.99	92.64
A/R > 90 Days		\$3,052,094	\$3,530,918	\$3,928,407	\$4,210,897	\$4,517,704	\$4,752,578	\$5,100,060
A/R > 90 Days %	30.76%	22.72%	26.82%	31.20%	32.00%	34.92%	36.88%	36.30%
DNFB Dollars	\$ 579,473	\$4,814,920	\$3,932,924	\$3,087,521	\$2,201,856	\$2,592,099	\$3,402,500	\$2,774,067
DNFB Days	4.24	31.73	25.70	19.64	13.72	16.35	21.91	18.29

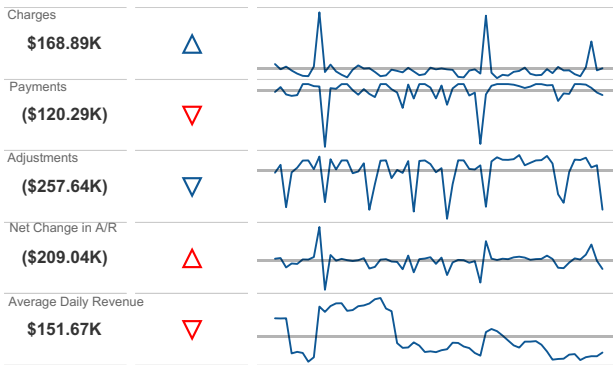
60 Day Summary

Accounts Receivable

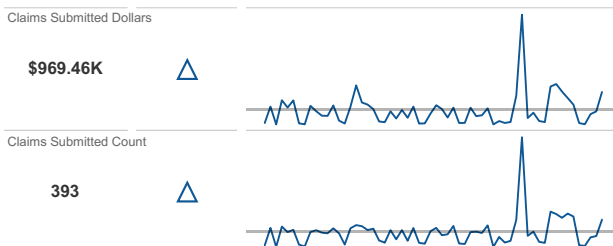
[View A/R Summary](#)



Transactions



Claims



Discharged Not Final Billed

[View DNFB Summary](#)

