



AGENDA

LAST FRONTIER HEALTHCARE DISTRICT FINANCE COMMITTEE

Tuesday March 25, 2025 – 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 January 28, 2025 Regular LFHD Finance Committee Meeting	D. King – Presentation of the January 28, 2025, Regular LFHD Finance Committee meeting for approval.	Attachment A
4. Discussion Items		
A. LFHD Financial Statement – February 2025 (unaudited)	K. Kramer – LFHD Financial Statement – February 2025 (unaudited)	Attachment B
B. Finance Directors Report	J. Lin – Update on Accounting department.	
C. 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 March 21, 2025.

ATTACHMENT A

Regular LFHD Finance Committee Meeting Minutes January 2025



MINUTES LAST FRONTIER HEALTHCARE DISTRICT FINANCE COMMITTEE

Tuesday, January 28, 2025 – 3:30 pm
Modoc Medical Center; Education Conference Room;
1111 N Nagle St.; Alturas, California

Present:

- Rose Boulade
- Denise King
- Scott Swasey
- Kevin Kramer
- Joseph Johnson

Absent:

- Jin Lin

Subject	Discussion	Action
1. Call to Order	Rose Boulade, called the meeting of the Last Frontier Healthcare District Finance Committee to order at 3:34 pm on Tuesday, January 28, 2025, 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 as presented, Kevin Kramer seconded.
3. Minutes of the December 10, 2024, Regular LFHD Finance Committee Meeting	D. King presented the minutes of the December 10, 2024, LFHD Finance Committee Regular Meeting.	Kevin Kramer approved the minutes as presented, Scott Swasey seconded.
4. Discussion Items		
A. Last Frontier Healthcare District Financial Statement – December 2024 (unaudited)	K. Kramer presented the <i>unaudited</i> Last Frontier Healthcare District Financial Statement for December 2024 from the narratives and financial statements <i>provided</i> in the Finance Committee meeting packet.	
B. FY 2024 Financial Audit Report	K. Kramer presented the FY 2024 Financial Audit Report with the information provided in the Finance Committee meeting packet and answered questions the committee had.	
C. CEO's Report	New SNF <ul style="list-style-type: none">• Tracking good and making up time to occupy in June.• Still no resolution on Amendment 5. Berg Electric has removed their request for additional money, so it is just Swinerton and our Roofers who are requesting a change order for Davis Bacon wage adjustments and compliance at this time. We have asked roofers for additional documentation that will allow us to determine if they are due additional money or not based on their original estimate/proposal and the	

Subject	Discussion	Action
	<p>estimated hours and rate included in that estimate/proposal.</p> <p>Old SNF/Wanerview</p> <ul style="list-style-type: none"> CMS proposal has been sent, and we are awaiting their response. In looking at this with Ed Johnson, we would likely license 34 beds in the old SNF if they told us we could move forward with keeping it open. This would include 22 private beds and 12 semi-private beds. <p>Mobile MRI</p> <ul style="list-style-type: none"> Have signed an agreement with Heritage to re-establish MRI services here. Five facilities have agreed to share the costs to purchase a mobile MRI unit and share ownership of that unit after 2 years of service with Heritage. As I get a formal ROI and capital investment requirements for this project, I will circle back to the Board for formal approval to proceed. <p>Other Items</p> <ul style="list-style-type: none"> Remodeling room in the Clinic to be a Wound Care room. Following this remodel, we will be able to file a scope of change for our Alturas Clinic and this should increase our reimbursement rate from the state significantly. This will hopefully be completed and operational by March. Cash will be tight between now and May. Waiting on QIP monies and other Supplemental Reimbursement. In the meantime, we will be asking Jason Leland to transfer money to the money market account to cover payroll and other operating expenses as needed. Rolled over \$3M to a 3-month Treasury at a little over 4%. The Board approved submission of an application for a \$1.5M Geothermal Grant to expand the reinjection well capacity of MJUSD's geothermal system. The application was submitted on Monday. 	
<p>5. Adjournment</p>	<p>Rose Boulade adjourned the LFHD Finance Committee meeting at 4:50 pm. The next meeting of the Last Frontier Healthcare District Finance Committee will be Tuesday February 25, 2025, 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

**February 2025
(unaudited)**



Modoc Medical Center
Financial Narrative
For the Month of February 2025

Prepared by Jin Lin, Finance Director

Summary

During the month of February, Modoc Medical Center reported a net income from operations of \$2.973 million that was under budget by \$234K. Inpatient revenue was down by \$101K and outpatient revenue was down by \$448K compared to the budget. Total patient revenue was \$4.115 million, showing a decrease of \$549K compared to the budget. Net income, including Non-Operating Activity, was \$3.163 million compared to the budget loss of \$794K.

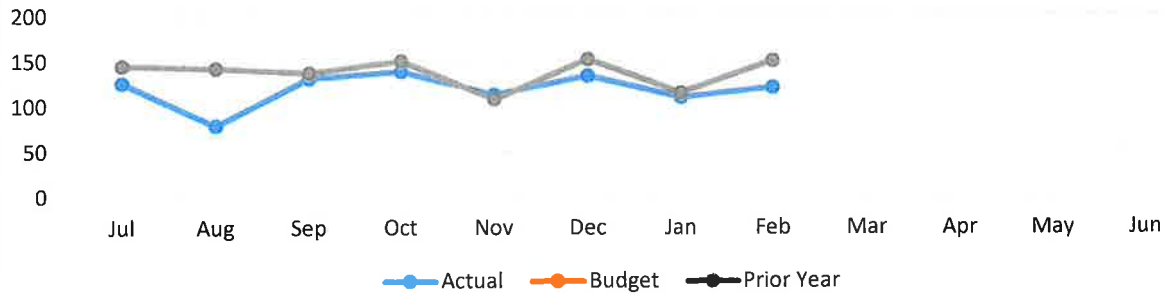
Net Income/(Loss) - Monthly



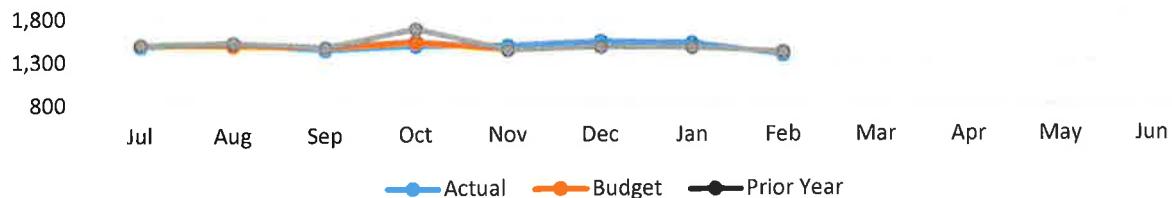
Patient Volumes

Combined Acute Days were under budget for the month by 20 days. The SNF Patient Days were down to 1,377 under budget by 36 days. Overall Inpatient Days were under budget by 65 days (1,498 actual vs. 1,563 budget). Outpatient visits in ER, Ambulance runs, Canby Clinic, Canby Dental, radiology, Ultrasounds, and CT were above budget, and under budget in Lab, Retail Pharmacy scripts, Alturas Clinic and Surgery.

Acute/Swing Patient Days - Monthly



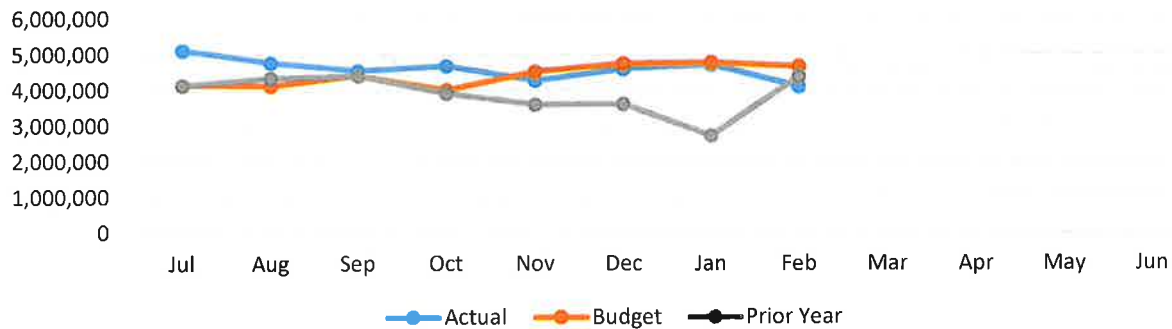
SNF Patient Days - Monthly



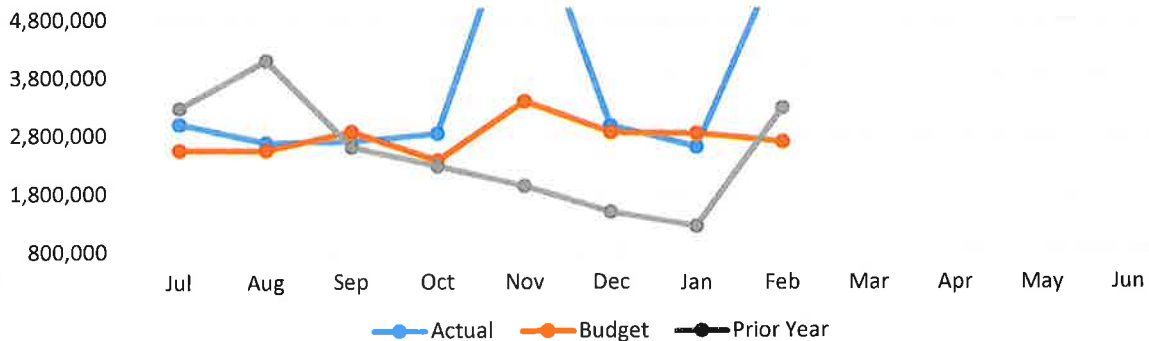
Revenues

Gross Patient Revenues were \$4.115 million, compared to the budget of \$4.663 million. Inpatient Revenue was \$1.162 million compared to the budget of \$1.263 million; and Outpatient Revenue was \$2.952 million compared to the budget of \$3.4 million. Net Revenue was \$6.16 million, compared to the budget of \$2.712 million due to IGT revenue we book into the Contractual Adjustment/Deduction from Revenue Account.

Gross Patient Revenue Monthly

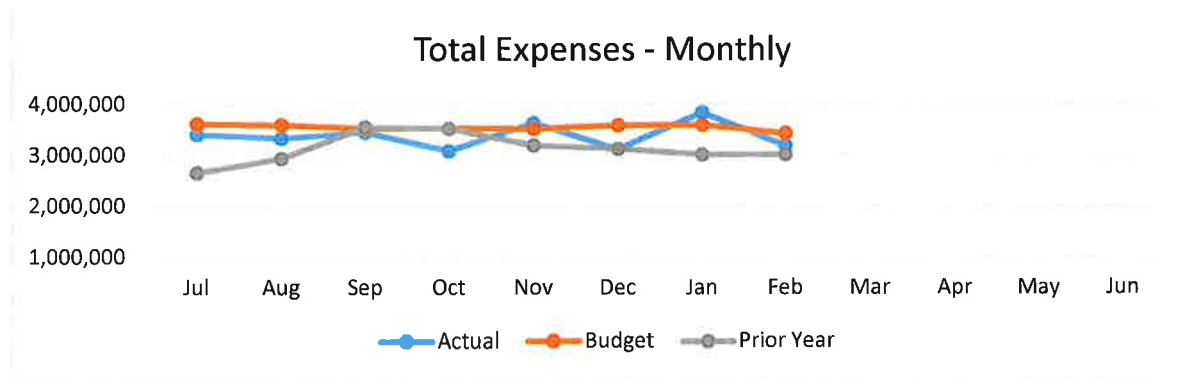


Net Patient Revenue - Monthly



Expenses

Total Operating Expenses were \$3.189 million this month, compared to a budget of \$3.423 million. Operating expenses were down \$650K from the prior month, and the decrease was mainly in supplies and professional fees.



Non-Operating Activity

Non-Operating expenses for the month: Accrued Interest from USDA Loan was \$80K. The new SNF Interim Loan was decreased from the prior month, because we did an adjusted journal entry to reclassify the interim interest as a deferred interest, and this amount (\$140K/per month) is not going to show up on the income statement until these expenses are incurred. District Vouchers totaled \$14K. Interest income of \$135K from CDs and the new SNF interim loan, and Retail pharmacy showed a profit of \$5K. Total non-operating net income for the month was \$190K.

Balance Sheet

Cash increased for February by \$10.8 million to \$38.227 million due to the IGT payment of \$14 million we received. SNF App payment in February was \$3.063 million. The total liabilities decreased by \$261K because of the reclassification of the interim interest accrual. Days in Cash totaled 372. Days in AP totaled 14. Days in AR totaled 78. The current ratio was 1.59. Net AR as a percentage of gross AR was 40.34%.

Modoc Medical Center
Income Statement
For the month of Feb 2025

	Month	Feb-25 Budget	Variance	Prior Year Month	2025 YTD	2025 YTD Budget	Variance	Prior Year YTD
Revenues								
Room & Board - Acute	418,198	316,013	102,185	499,792	4,809,471	2,413,544	2,395,927	3,468,195
Room & Board - SNF	743,957	730,464	13,493	1,157,655	6,320,625	6,339,384	(18,759)	6,361,384
Ancillary	0	216,918	(216,918)	0	0	1,882,147	(1,882,147)	718,859
Total Inpatient Revenue	1,162,155	1,263,395	(101,240)	1,657,447	11,130,096	10,635,075	495,021	10,548,438
Outpatient Revenue	2,952,390	3,399,903	(447,513)	2,734,484	25,810,446	24,831,653	978,794	22,518,520
Total Patient Revenue	4,114,545	4,663,298	(548,753)	4,391,931	36,940,542	35,466,728	1,473,814	33,066,959
Bad Debts (580000,580011,58010)	(95,063)	154,188	(249,251)	1,587,181	2,141,696	1,172,845	968,852	4,291,420
Contractuals Adjs	(1,777,427)	1,766,023	(3,543,450)	1,561,165	3,270,484	12,010,429	(8,739,946)	1,109,224
Admin Adjs (5930002-593001,598)	28,063	55,665	(27,602)	0	1,635,592	412,238	1,223,354	0
Total Revenue Deductions	(1,844,428)	1,975,875	(3,820,303)	3,148,346	7,047,772	13,595,512	(6,547,739)	5,400,644
Net Patient Revenue	5,958,973	2,687,423	3,271,550	1,243,585	29,892,769	21,871,216	8,021,553	27,666,315
% of Charges	144.8%	57.6%	87.2%	28.3%	80.9%	61.7%	19.3%	83.7%
Other Revenue	202,790	24,725	178,065	37,745	464,278	364,800	99,478	439,741
Total Net Revenue	6,161,763	2,712,148	3,449,615	1,281,330	30,357,047	22,236,016	8,121,031	28,106,056
Expenses								
Salaries	1,392,813	1,520,736	(127,923)	1,265,139	11,779,984	12,974,404	(1,194,420)	10,739,423
Benefits and Taxes	309,262	338,508	(29,246)	316,350	2,556,411	2,797,241	(240,829)	2,351,376
Registry	336,686	318,534	18,152	230,303	2,311,525	2,548,273	(236,749)	2,057,064
Professional Fees	366,723	368,578	(1,855)	383,807	3,126,357	2,991,445	134,912	3,816,060
Purchased Services	118,801	195,047	(76,246)	138,295	1,353,278	1,507,191	(153,913)	1,099,733
Supplies	290,998	293,474	(2,476)	301,253	2,708,146	2,409,926	298,220	2,279,892
Repairs and Maint	22,479	28,499	(6,020)	12,211	250,786	251,212	(426)	182,134
Lease and Rental	648	3,836	(3,188)	3,251	37,981	30,688	7,293	28,324
Utilities	77,902	42,672	35,230	54,620	569,600	382,134	187,466	365,292
Insurance	45,671	42,779	2,892	37,133	368,690	342,232	26,458	316,599
Depreciation	163,743	172,980	(9,238)	177,445	1,408,913	1,383,843	25,070	1,390,856
Other	63,117	97,454	(34,337)	88,979	631,093	746,272	(115,179)	673,316
Total Operating Expenses	3,188,845	3,423,098	(234,254)	3,008,787	27,102,764	28,364,862	(1,262,098)	25,300,070
Income from Operations	2,972,918	(710,951)	3,683,869	(1,727,457)	3,254,283	(6,128,846)	9,383,129	2,805,986
Property Tax Revenue	0	(5,846)	5,846	(975)	1,339,079	1,365,067	(25,988)	1,390,036
Interest Income	134,733	180	134,553	32,885	904,414	522,673	381,741	431,294
Interest Expense	64,557	(71,857)	136,414	(78,661)	(911,590)	(623,610)	(287,980)	(653,795)
Gain/Loss on Asset Disposal/Foret	0	0	0	0	0	0	0	(27,024)
Retail Pharmacy Net Activity	5,162	(2,842)	8,005	(27,024)	223,907	(111,467)	335,374	(94,008)
DISTRICT VOUCHERS AND OTHER	(14,459)	(2,400)	(12,059)	(2,961)	(68,814)	(2,400)	(66,414)	(14,400)
Total Non-Operating Revenue	189,994	(82,765)	272,760	(76,736)	1,486,997	1,150,263	336,734	1,032,103
Net Income/(Loss)	3,162,912	(793,716)	3,956,628	(1,804,193)	4,741,280	(4,978,583)	9,719,863	3,838,090
EBIDA	3,262,098	(548,879)	3,810,976	(1,548,087)	7,061,783	(2,971,130)	10,032,913	5,882,740
Operating Margin %	48.2%	-26.2%	74.5%	-134.8%	10.7%	-27.6%	38.3%	10.0%
Net Margin %	51.3%	-29.3%	80.6%	-140.8%	15.6%	-22.4%	38.0%	13.7%
EBIDA Margin %	52.9%	-20.2%	73.2%	-120.8%	23.3%	-13.4%	36.6%	20.9%

Modoc Medical Center
Income Statement Trend

	FYE 2024 YTD YTD	FYE 2025 YTD YTD	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25
Revenues										
Room & Board - Acute	3,468,195	4,809,471	681,023	405,005	744,172	708,677	666,206	613,961	572,229	418,198
Room & Board - SNF	6,361,384	6,320,625	824,217	827,753	766,813	810,479	689,749	832,648	825,009	743,957
Ancillary	718,859	0	0	0	0	0	0	0	0	0
<u>Total Inpatient Revenue</u>	<u>10,548,438</u>	<u>11,130,096</u>	<u>1,505,240</u>	<u>1,232,758</u>	<u>1,510,985</u>	<u>1,519,156</u>	<u>1,355,955</u>	<u>1,446,608</u>	<u>1,397,238</u>	<u>1,162,155</u>
Outpatient Revenue	22,518,520	25,810,446	3,638,233	3,557,140	3,056,540	3,181,959	2,934,115	3,157,692	3,332,377	2,952,390
<u>Total Patient Revenue</u>	<u>33,066,959</u>	<u>36,940,542</u>	<u>5,143,473</u>	<u>4,789,898</u>	<u>4,567,524</u>	<u>4,701,115</u>	<u>4,290,070</u>	<u>4,604,300</u>	<u>4,729,615</u>	<u>4,114,545</u>
Bad Debts	4,291,420	2,141,696	333,441	753,529	116,967	222,941	(123,520)	933,401	(95,063)	
Contractual Adjs	1,109,224	3,270,484	983,239	1,186,979	1,267,377	1,839,209	(3,065,421)	1,722,745	1,113,784	(1,777,427)
Admin Aids	0	1,635,592	823,372	166,594	484,062	17,071	13,207	31,098	72,126	28,063
<u>Total Revenue Deductions</u>	<u>5,400,644</u>	<u>7,047,772</u>	<u>2,140,052</u>	<u>2,107,102</u>	<u>1,868,406</u>	<u>1,856,280</u>	<u>(2,829,273)</u>	<u>1,630,322</u>	<u>2,119,311</u>	<u>(1,844,428)</u>
<u>Net Patient Revenue</u>	<u>27,666,315</u>	<u>29,892,769</u>	<u>3,003,421</u>	<u>2,682,796</u>	<u>2,699,118</u>	<u>2,844,835</u>	<u>7,119,343</u>	<u>2,973,978</u>	<u>2,610,305</u>	<u>5,958,973</u>
% of Charges	83.7%	80.9%	58.4%	56.0%	59.1%	60.5%	165.9%	64.6%	55.2%	144.8%
Other Revenue	439,741	464,278	37,465	4,213	16,924	40,534	19,445	60,098	82,810	202,790
<u>Total Net Revenue</u>	<u>28,106,056</u>	<u>30,357,047</u>	<u>3,040,886</u>	<u>2,687,009</u>	<u>2,716,042</u>	<u>2,885,369</u>	<u>7,138,788</u>	<u>3,034,076</u>	<u>2,693,114</u>	<u>6,161,763</u>
Expenses										
Salaries	10,739,423	11,779,984	1,527,863	1,437,249	1,444,284	1,510,934	1,520,455	1,473,348	1,473,038	1,392,813
Benefits and Taxes	2,351,376	2,556,411	331,128	289,812	316,206	342,146	355,483	264,599	347,775	309,262
Registry	2,057,064	2,311,525	246,179	339,927	237,286	197,516	340,884	239,350	373,696	336,686
Professional Fees	3,816,060	3,126,357	467,629	382,442	407,095	270,910	356,859	277,732	596,966	366,723
Purchased Services	1,099,733	1,353,278	102,186	186,434	246,625	103,565	179,949	163,284	252,433	118,801
Supplies	2,279,892	2,708,146	358,177	288,679	357,516	265,495	511,257	233,935	402,088	290,998
Repairs and Maint	182,134	250,786	35,962	34,099	75,654	31,931	23,171	27,599	(110)	22,479
Lease and Rental	28,324	37,981	4,529	4,219	7,647	5,105	3,654	4,198	7,981	648
Utilities	365,292	569,600	48,137	65,094	74,090	68,206	70,685	101,132	64,353	77,902
Insurance	316,599	368,690	43,552	43,552	42,632	43,552	43,552	60,507	45,671	45,671
Depreciation	1,390,856	1,408,913	177,946	177,549	174,027	180,297	173,896	183,856	177,600	163,743
Other	673,316	631,093	68,109	84,564	100,195	80,562	55,469	81,796	97,281	63,117
<u>Total Operating Expenses</u>	<u>25,300,070</u>	<u>27,102,764</u>	<u>3,411,397</u>	<u>3,333,621</u>	<u>3,483,258</u>	<u>3,100,221</u>	<u>3,635,314</u>	<u>3,111,337</u>	<u>3,838,773</u>	<u>3,188,845</u>
<u>Income from Operations</u>	<u>2,805,986</u>	<u>3,254,283</u>	<u>(370,511)</u>	<u>(646,611)</u>	<u>(767,216)</u>	<u>(214,851)</u>	<u>3,503,473</u>	<u>(77,261)</u>	<u>(1,145,658)</u>	<u>2,972,918</u>
Property Tax Revenue	1,390,036	1,339,079	0	0	0	0	0	1,339,079	0	0
Interest Income	431,294	904,414	107,452	30,566	186,563	86,571	131,797	91,387	135,345	134,733
Interest Expense	(653,795)	(911,590)	(79,974)	(79,713)	(77,315)	(80,904)	(218,433)	(218,322)	(221,487)	64,557
Gain/Loss on Asset Disposal/Forte	(27,024)	0	0	0	0	0	0	0	0	0
Retail Pharmacy Net Activity	(94,008)	223,907	107,736	(171,454)	133,165	101,457	(43,333)	73,364	17,811	5,162
DISTRICT VOUCHERS AND OTHER	(14,400)	(68,814)	(9,862)	(4,090)	(2,952)	(7,714)	(12,375)	(7,911)	(9,450)	(14,459)
<u>Total Non-Operating Revenue</u>	<u>1,032,103</u>	<u>1,486,997</u>	<u>125,353</u>	<u>(224,691)</u>	<u>239,460</u>	<u>99,410</u>	<u>(142,344)</u>	<u>1,277,597</u>	<u>(77,782)</u>	<u>189,993</u>
<u>Net Income</u>	<u>3,838,090</u>	<u>4,741,280</u>	<u>(245,158)</u>	<u>(871,303)</u>	<u>(527,755)</u>	<u>(115,441)</u>	<u>3,361,129</u>	<u>1,200,336</u>	<u>(1,223,440)</u>	<u>3,162,911</u>
<u>EBIDA</u>	<u>5,882,740</u>	<u>7,061,783</u>	<u>12,761</u>	<u>(614,041)</u>	<u>(276,413)</u>	<u>145,759</u>	<u>3,753,459</u>	<u>1,602,515</u>	<u>(824,352)</u>	<u>3,262,097</u>
Operating Margin %	10.0%	10.7%	-12.2%	-24.1%	-28.2%	-7.4%	49.1%	-2.5%	-42.5%	48.2%
Net Margin %	13.7%	15.6%	-8.1%	-32.4%	-19.4%	-4.0%	47.1%	39.6%	-45.4%	51.3%
EBIDA Margin %	20.9%	23.3%	0.4%	-22.9%	-10.2%	5.1%	52.6%	52.8%	-30.6%	52.9%

Modoc Medical Center
Balance Sheet
For the month of February 2025

	Unaudited <u>2/28/2025</u>	Unaudited <u>1/31/2025</u>	Unaudited <u>12/31/2024</u>	Unaudited <u>11/30/2024</u>	Unaudited <u>10/31/2024</u>	Unaudited <u>9/30/2024</u>	Unaudited <u>8/31/2024</u>	unaudited <u>7/31/2024</u>	Audited <u>24-Jun</u>
Cash	1,404,590	1,154,789	1,783,638	766,701	1,349,083	1,286,064	2,336,433	2,365,865	2,040,226
Investments	23,899,307	10,362,811	10,497,990	12,393,660	20,648,864	27,164,374	29,258,720	34,438,664	35,207,420
Designated Funds	12,922,637	15,885,462	19,189,416	27,001,756	3,004,313	3,003,877	1,222,069	1,220,579	1,218,830
Total Cash	38,226,534	27,403,061	31,471,044	40,162,118	25,002,260	31,454,315	32,817,221	38,025,108	38,466,476
Gross Patient AR	12,317,835	12,460,612	12,014,386	11,877,656	12,834,528	15,217,390	14,384,129	15,951,519	16,999,067
Allowances	(7,348,306)	(7,194,833)	(7,019,794)	(7,664,513)	(7,717,620)	(9,190,983)	(9,053,140)	(10,459,358)	(10,880,662)
Net Patient AR	4,969,529	5,265,779	4,994,592	4,213,143	5,116,908	6,026,407	5,330,989	5,492,161	6,118,405
% of Gross	40.3%	42.3%	41.6%	35.5%	39.9%	39.6%	37.1%	34.4%	36.0%
Third Party Receivable	(387,171)	10,220,971	11,560,050	10,220,971	(435,169)	(435,169)	(713,610)	(456,322)	-332,321
Other AR	534,816	559,179	544,751	575,125	607,392	549,917	564,585	744,835	601,047
Inventory	650,807	642,809	626,748	648,765	606,175	644,092	501,991	476,338	414,897
Prepays	546,553	601,634	575,318	553,767	630,453	748,609	635,005	678,955	729,187
Total Current Assets	44,541,068	44,693,433	49,772,503	56,373,888	31,528,020	38,988,171	39,136,181	44,961,075	45,997,691
Land (120000-120900)	713,540	713,540	713,540	713,540	713,540	713,540	713,540	713,540	713,540
Bldg & Improvements (121100-122500)	47,893,361	47,413,856	47,413,856	47,413,856	47,413,856	47,413,856	47,326,806	47,326,807	47,326,806
Equipment (124100-124204)	14,357,799	14,320,612	14,320,612	14,320,612	14,320,612	14,320,612	14,222,626	14,222,626	14,222,626
Construction In Progress (125000-125665)	44,039,570	42,270,651	38,600,009	30,560,100	27,009,050	20,576,305	20,513,275	20,359,462	20,284,111
Fixed Assets	107,004,269	104,718,658	101,048,017	93,008,108	89,457,057	83,024,313	82,776,246	82,622,435	82,547,083
Accum Depreciation	(19,317,427)	(20,085,777)	(19,907,979)	(19,723,925)	(19,549,863)	(19,369,849)	(19,195,631)	(19,017,884)	(18,839,740)
Net Fixed Assets	87,686,842	84,632,882	81,140,038	73,284,183	69,907,194	63,654,464	63,580,615	63,604,551	63,707,343
Other Assets	0	0	0	0	0	0	0	0	0
Total Assets	132,227,910	129,326,314	130,912,541	129,658,071	101,435,214	102,642,635	102,716,797	108,565,626	109,705,034
Accounts Payable	1,535,279	1,711,699	1,642,125	1,949,303	1,447,256	2,085,315	1,819,533	6,954,329	7,123,803
Accrued Payroll	1,273,450	1,292,732	1,187,780	1,047,141	905,404	1,439,060	1,329,159	1,252,679	1,043,403
Patient Trust Accounts	10,600	7,757	16,247	14,932	13,722	12,512	11,302	10,067	8,622
Third Party Payables	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	539,000
Accrued Interest									
Current Portion Liabilities	24,633,275	24,633,275	24,633,275	24,633,275	633,275	633,275	633,275	633,275	633,275
Other Current Liabilities/Accrued Interest	164,387	232,844	761,666	542,307	325,575	247,049	170,349	90,794	487,290
Total Current Liabilities	28,096,990	28,358,306	28,721,093	28,666,959	3,805,232	4,897,211	4,443,618	9,421,144	9,835,393
Long Term Liabilities	32,264,368	32,264,368	32,264,368	32,264,368	32,264,368	32,264,368	32,264,368	32,264,368	32,744,368
Total Liabilities	60,361,358	60,622,674	60,985,461	60,931,327	36,069,600	37,161,579	36,707,986	41,685,512	42,579,761
Fund Balance	67,125,273	67,125,273	67,125,273	67,125,273	67,125,273	67,125,273	67,125,273	67,125,273	67,125,273
Current Year Income/(Loss)	4,741,279	1,578,367	2,801,808	1,601,471	(1,759,659)	(1,644,217)	(1,116,461)	(245,159)	
Total Equity	71,866,552	68,703,640	69,927,080	68,726,744	65,365,614	65,481,056	66,008,812	66,880,114	67,125,273
Total Liabilities and Equity	132,227,910	129,326,314	130,912,541	129,658,071	101,435,213	102,642,635	102,716,797	108,565,625	109,705,034
Days in Cash	372	242	249	365	227	286	298	346	350
Days in AR (Gross)	78	79	76	75	81	96	91	101	107
Days in AP	14	16	15	18	13	19	17	63	65
Current Ratio	1.59	1.58	1.73	1.97	8.29	7.96	8.81	4.77	4.68

STATEMENT OF CASH FLOWS

February-25

	CURRENT MONTH	Feb-25	Jan-25	FISCAL YEAR YTD	Feb-25	Jun-24
CASH FLOWS FROM OPERATING ACTIVITIES						
NET INCOME	3,162,912			4,741,279		
ADJUSTMENTS TO RECONCILE NET INCOME TO NET CASH PROVIDED BY OPERATING ACTIVITIES						
DEPRECIATION EXPENSE	-768,350	19,317,427	20,085,777	477,687	19,317,427	18,839,740
CHANGE IN PATIENT ACCOUNTS RECEIVABLE	296,250	4,969,529	5,265,779	1,148,876	4,969,529	6,118,405
CHANGE IN OTHER RECEIVABLES	10,632,505	147,645	10,780,150	121,081	147,645	268,726
CHANGE IN INVENTORIES	-7,998	650,807	642,809	-235,910	650,807	414,897
CHANGE IN PREPAID EXPENSES	55,080	546,553	601,634	182,634	546,553	729,187
CHANGE IN ACCOUNTS PAYABLE	-176,420	1,535,279	1,711,699	-5,588,525	1,535,279	7,123,803
CHANGE IN ACCRUED EXPENSES PAYABLE	-68,457	164,387	232,844	98,097	164,387	66,290
CHANGE IN ACCRUED SALARIES AND RELATED TAXES	-19,282	1,273,450	1,292,732	230,047	1,273,450	1,043,403
CHANGE IN OTHER PAYABLES	0	480,000	480,000	-59,000	480,000	539,000
NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES	9,943,328			-3,625,013		
CASH FLOWS FROM INVESTMENT ACTIVITIES						
PURCHASE OF EQUIPMENT/CIP	-2,285,611	107,004,269	104,718,658	-24,457,187	107,004,269	82,547,083
CUSTODIAL HOLDINGS	2,843	10,600	7,757	1,978	10,600	8,622
NET CASH PROVIDED (USED) BY INVESTING ACTIVITIES	-2,282,767			-24,455,208		
CASH FROM FINANCING ACTIVITIES						
Current Liability	0	24,633,275	24,633,275	23,579,000	24,633,275	1,054,275
Long Term Liability	0	32,264,368	32,264,368	-480,000	32,264,368	32,744,368
NET CASH PROVIDED (USED) BY FINANCING ACTIVITIES	0			23,099,000		
CASH AT BEGINNING OF PERIOD	27,403,061			38,466,476	6/30/2024	
NET INCREASE (DECREASE) IN CASH	10,823,473			-239,942		
CASH AT END OF PERIOD	38,226,534			38,226,534		

Twelve Months Ending, February 28, 2025

		Feb-25		Jan-25		Dec-24		Nov-24		Oct-24		Sep-24		Aug-24		Jul-24		FY 25 YTD	FY 24 YTD	12 Mos.
		Act.	Bud.	Act.	Bud.	Act.	Bud.	Act.	Bud.	Act.	Bud.	Act.	Bud.	Act.	Bud.	Act.	Bud.			
Patient-Days																				
Adults/Peds		48	68	40	72	64	89	83	46	75	62	82	89	48	72	90	92	530	590	863
Swing		73	82	70	43	70	63	30	62	64	88	49	48	31	70	36	53	423	509	717
SNF		1,377	1,413	1,520	1,464	1,536	1,469	1,488	1,437	1,484	1,534	1,439	1,466	1,511	1,488	1,478	1,484	11,833	11,800	17,593
Total "Patient Days"		1,498	1,563	1,630	1,579	1,670	1,621	1,601	1,545	1,623	1,684	1,570	1,603	1,590	1,630	1,604	1,629	12,786	12,899	19,173
ADC																				
Adults/Peds		1.71	2.43	1.29	2.32	2.06	2.97	2.77	1.53	2.42	2.07	2.73	2.97	1.55	2.40	2.90	3.07	2.18	2.42	2.36
Swing		2.61	2.93	2.26	1.39	2.26	2.10	1.00	2.07	2.06	2.93	1.63	1.60	1.00	2.33	1.16	1.77	1.74	2.09	1.96
SNF		49.18	50.46	49.03	47.23	49.55	48.97	49.60	47.90	47.87	51.13	47.97	48.87	48.74	49.60	47.68	49.47	48.70	48.36	48.20
Total "Average Daily Census"		53.50	55.82	52.58	50.94	53.87	54.03	53.37	51.50	52.35	56.13	52.33	53.43	51.29	54.33	51.74	54.30	52.62	52.86	52.53
ALOS																				
Adults/Peds		2.82		2.35		3.37		3.46		3.75		2.93		3.43		3.33		3.19	4.15	3.54
Swing		12.17		11.67		7.78		3.75		12.80		6.13		6.20		6.00		7.98	9.79	7.79
Admissions																				
Adults/Peds		17	18	17	18	19	24	24	8	20	18	28	18	14	20	27	19	166	142	244
Swing		6	10	6	8	9	4	8	10	5	2	8	7	5	1	6	8	53	52	92
SNF		-	2	2	-	2	1	1	2	2	3	2	1	1	2	4	1	14	15	24
Total "Admissions"		23	30	25	26	30	29	33	20	27	23	38	26	20	23	37	28	233	209	360
Discharges																				
SNF		4	-	2		2		-		2		1		2		2		15	13	25
Days in Period		28		31		31		30		31		30		31		31		243	244	365
Amulatory Service Statistics																				
Emergency	Visits	482	427	465	415	510	454	435	406	491	456	476	475	525	520	526	468	3,910	3,682	6,002
Ambulance Runs	Visits	95	87	75	98	93	88	93	93	61	50	87	79	87	73	133	81	724	655	1,130
Clinic	Visits	790	1,156	805	1,134	684	854	634	991	896	950	709	908	857	1,213	956	1,021	6,331	7,911	10,250
Canby Clinic	Visits	243	169	300	280	251	218	272	256	314	221	245	204	325	269	378	208	2,328	1,835	3,451
Canby Dental		133	123	175	194	147	195	147	195	69	200	165	195	210	195	163	-	1,209	720	2,103
Observation Admits		2	2	2	3	5	5	2	4	2	5	5	5	6	2	4	2	28	32	44
Observation Care	Hours	93.9	54	78.3	114	158.0	249	80.1	132	42.8	275	123.8	132	192.7	89	101.4	38	871	1,190	1,355
Ancillary Services Statistics																				
Surgeries		4	14	10	3	11	5	3	2	3	3	4	2	2	1	8	2	45	42	65
Endoscopies		20	14	18	23	20	13	17	21	20	22	13	39	17	17	18	14	143	173	242
Surgery & Recovery	Minutes	666	666	682	696	731	434	413	462	566	518	498	923	501	297	546	474	4,603	4,775	7,494
Anesthesia	Minutes	1,020	1,047	1,058	1,052	1,326	612	673	745	898	941	793	1,579	565	760	922	905	7,255	8,267	11,776
Laboratory	Tests	4648	4,980	4485	4,697	4427	4,759	4301	4,236	5153	5,005	4567	5,042	4534	3,917	5299	3,928	37,414	35,458	55,620
Radiology-Diagnosti	Proc	301	249	288	275	256	253	267	255	280	290	261	273	283	278	303	322	2,239	2,131	3,383
Ultrasounds	Proc	105	102	89	95	86	58	53	52	103	109	64	133	99	88	76	111	675	737	1,012
CT Scans	Proc	153	163	128	126	145	148	170	133	171	172	128	128	167	149	195	146	1,257	1,138	1,894
MRI	Proc	-	18	-	17	-	13	-	15	-	25	-	25	28	18	18	12	46	157	120
Physical Therapy	Sessions	517	624	563	575	429	536	547	536	675	429	610	536	677	745	760	613	4,778	3,414	7,603
Retail Pharmacy-Scripts		2,354	2,463	2,735	2,639	2,586	2,410	2,420	2,334	2,807	2,518	2,445	2,343	2,594	2,658	2,624	2,628	20,565	19,688	30,751
Dietician Consults																				

MODOC MEDICAL CENTER "FULL TIME EQUIVALENT REPORT" Twelve Months Ending: February 28th, 2025													
Department	Feb-25	Jan-25	Dec-24	Nov-24	Oct-24	Sep-24	Aug-24	Jul-24	Jun-24	May-24	Apr-24	Mar-24	12 Mo Ave
Med / Surg	14.50	13.76	15.50	15.13	15.01	13.82	15.30	15.20	16.11	16.35	16.08	15.04	15.15
Comm Disease Care													0.00
Swing Beds													#DIV/0!
Long Term - SNF	54.32	54.41	54.93	57.77	54.72	54.02	55.09	51.19	56.39	54.00	54.30	56.28	54.79
Emergency Dept	13.95	11.94	10.36	12.71	11.10	12.09	12.19	10.73	11.94	12.36	9.94	10.87	11.68
Ambulance - Alturas	11.34	10.55	11.03	10.90	9.94	10.78	11.60	10.12	10.24	10.74	10.69	11.34	10.77
Clinic	18.54	16.84	16.87	17.84	18.33	18.26	18.57	18.61	16.40	17.04	16.62	19.67	17.80
Canby Clinic	10.39	9.27	9.23	9.84	9.93	8.21	8.03	7.46	6.27	7.38	7.45	6.95	8.37
Canby Dental	3.66	3.63	3.28	3.71	3.53	3.33	5.24	3.53	3.84	3.05	4.18	3.68	3.72
Surgery	3.97	3.30	3.79	3.26	3.35	3.60	3.92	4.25	4.01	4.15	4.05	4.13	3.82
IRR													0.00
Lab	9.09	8.56	7.97	8.21	8.33	8.60	8.76	9.05	10.10	10.77	9.36	9.38	9.02
Radiology	4.52	3.81	4.30	3.72	3.67	3.82	4.96	3.91	3.47	3.48	3.12	3.96	3.90
MRI													0.00
Ultrasound	1.31	1.26	1.29	1.36	1.27	1.34	1.33	1.32	1.31	1.31	1.32	1.39	1.32
CT	1.84	1.48	1.62	1.66	1.49	1.71	1.69	1.76	1.86	1.66	1.08	1.61	1.62
Pharmacy	1.33	1.38	1.85	2.07	2.15	2.16	1.77	1.93	1.84	2.16	2.12	2.05	1.90
Physical Therapy	6.34	6.34	4.60	5.78	6.27	5.71	6.99	6.51	8.22	6.24	6.29	7.65	6.41
Other PT													0.00
Dietary	13.37	12.65	11.85	12.83	12.77	12.33	12.01	11.76	11.02	11.22	11.16	11.83	12.07
Dietary Acute	7.60	7.27	8.06	8.43	7.59	7.67	8.26	7.81	7.24	7.74	7.91	7.23	7.73
Laundry	0.97	1.02	0.99	0.88	1.00	1.00	1.01	0.93	0.96	0.99	1.00	0.95	0.98
Activities	3.76	3.67	3.75	3.77	3.60	3.74	3.68	3.85	4.23	3.72	3.54	3.47	3.73
Social Services	1.95	1.87	1.88	1.92	1.79	1.93	1.97	1.97	2.04	2.05	1.98	1.75	1.93
Purchasing	3.18	3.04	2.95	3.02	3.06	3.05	3.07	3.26	2.96	3.19	3.15	3.11	3.09
Housekeeping	14.87	13.39	13.72	13.93	13.59	13.54	13.54	13.45	13.24	13.42	13.71	11.78	13.52
Maintenance	5.96	5.44	5.38	5.31	5.32	5.10	6.05	6.02	5.95	5.95	6.01	6.02	5.71
Data Processing	4.05	4.00	4.07	4.56	4.66	4.65	4.32	3.65	4.20	4.65	4.69	4.45	4.33
General Accounting	3.97	3.74	3.80	3.73	2.65	3.01	3.51	3.84	3.85	3.37	3.14	3.62	3.52
Patient Accounting	7.76	7.60	6.97	8.03	7.58	7.21	6.13	6.88	6.78	6.26	6.22	6.2	6.97
Administration	3.46	3.15	3.40	3.36	3.54	3.11	2.73	2.46	2.69	3.10	3.41	3.12	3.13
Human Resources	2.01	2.01	2.01	2.02	1.99	1.98	2.01	2.00	2.01	1.99	1.99	2.01	2.00
Medical Records	8.62	8.29	8.05	8.10	7.83	7.84	7.97	7.70	7.70	7.77	7.92	7.64	7.95
Nurse Administration	2.51	2.33	2.19	2.55	2.87	3.07	3.05	3.13	2.91	3.06	3.21	3.01	2.82
In-Service	1.00	1.00	1.00	1.00	1.00	1.01	1.00	1.00	1.00	1.00	1.00	1	1.00
Utilization Review	1.48	1.49	1.49	1.45	1.46	1.36	1.48	1.44	1.48	1.50	1.49	1.48	1.47
Quality Assurance	0.51	0.51	0.51	0.50	0.51	0.50	0.51	0.51	0.50	0.50	0.51	0.5	0.51
Infection Control	0.60	0.60	0.61	0.59	0.61	0.60	0.65	0.62	0.60	0.66	0.66	0.64	0.62
Retail Pharmacy	4.15	3.92	3.86	4.06	4.10	3.96	3.58	3.47	3.20	2.86	2.89	3.01	3.59
TOTAL	246.88	233.52	233.16	244.00	236.61	234.11	241.97	231.32	236.56	235.69	232.19	236.82	236.90