



AGENDA

LAST FRONTIER HEALTHCARE DISTRICT FINANCE COMMITTEE

Tuesday, July 1, 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 March 25, 2025 and May 27, 2025 Regular LFHD Finance Committee Meeting	D. King – Presentation of the March 25, 2025 and May 27, 2025, Regular LFHD Finance Committee meeting for approval.	Attachment A
4. Discussion Items		
A. LFHD Financial Statement – May 2025 (unaudited)	J. Lin – LFHD Financial Statement – May 2025 (unaudited)	Attachment B
B. LFHD FY 25.26 Budget	K. Kramer – FY 25.26 Budget	Attachment C
C. Finance Directors 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 June 27, 2025.

ATTACHMENT A

Regular LFHD Finance Committee Meeting Minutes

March 25, 2025



MINUTES LAST FRONTIER HEALTHCARE DISTRICT FINANCE COMMITTEE

Tuesday, March 25, 2025 – 3:30 pm
Modoc Medical Center; Education Conference Room;
1111 N Nagle St.; Alturas, California

Present

- Scott Swasey
- Kevin Kramer
- Jin Lin
- Joseph Johnson

Absent:

- Rose Boulade
- Denise King

Subject	Discussion	Action
1. Call to Order	The meeting was called to order in the Education Conference Room at Modoc Medical Center in Alturas, California.	
2. Agenda Approval	There were no changes made to the agenda and it was approved by all in attendance.	
3. Minutes of the January 28, 2025, Regular LFHD Finance Committee Meeting	Kevin Kramer presented the minutes of the January 28, 2025, LFHD Finance Committee Regular Meeting. Minutes were approved with no edits suggested by anyone in attendance.	
4. Discussion Items		
A. Last Frontier Healthcare District Financial Statement – February 2025 (unaudited)	J. Lin presented the <i>unaudited</i> Last Frontier Healthcare District Financial Statement for February 2025 from the narratives and financial statements <i>provided</i> in the Finance Committee meeting packet.	
B. Finance Directors Report	<p>Accounting</p> <ul style="list-style-type: none">• Will begin work on the budget so that we can get that approved and submitted to Board by the end of June.• Tong will transition to being a staff accountant so that we can continue to train and grow him. He is doing a good job with his responsibilities in Accounting. <p>Purchasing</p> <ul style="list-style-type: none">• Purchasing is doing good and staying busy with ordering things for the New SNF project.	
C. CEO's Report	<p>New SNF</p> <ul style="list-style-type: none">• We have received a number of potential change orders from Swinerton that are very old and amount to over \$1 million in changes. Those are in review but we will likely deny them because	

Subject	Discussion	Action
	<p>of how old they are. These are things that were put into place without communicating a price or that they were going to be out of scope and cost additional money.</p> <ul style="list-style-type: none"> We continue to pay Swinerton, using interim financing to fund those pay applications. <p>Old SNF/Warnerview</p> <ul style="list-style-type: none"> No word back from CMS on being able to keep the old SNF open. I will continue to follow up on this until we know what the decision is. <p>Mobile MRI</p> <ul style="list-style-type: none"> We are discussing and refining an agreement that would allow us to jointly purchase a mobile MRI machine with other facilities in the region. It is anticipated that this will be completed by the end of May or June so we can get board approval to proceed with the purchase. We have engaged Heritage imaging to provide mobile MRI services to our facility, but are still waiting for their mobile MRI machine to be licensed in California so we can initiate this service again. We will utilize them for 2 years and then use our own machine if the Board approves the shared purchase with the other regional facilities. 	
5. Adjournment	<p>The meeting was adjourned at 4:15pm.</p> <p>The next meeting of the Last Frontier Healthcare District Finance Committee will be Tuesday April 22, 2025, at 3:30 pm and will be held in the Education Conference Room at Modoc Medical Center in Alturas, California.</p>	

Respectfully submitted:

Kevin Kramer
Chief Executive Officer

Date

ATTACHMENT B

Regular LFHD Finance Committee Meeting Minutes

May 27, 2025



MINUTES LAST FRONTIER HEALTHCARE DISTRICT FINANCE COMMITTEE

Tuesday, May 27, 2025 – 3:30 pm
Modoc Medical Center; Education Conference Room;
1111 N Nagle St.; Alturas, California

Present

- Denise King
- Kevin Kramer
- Joseph Johnson
- Scott Swasey
- Jin Lin

Absent:

- Rose Boulade

Subject	Discussion	Action
1. Call to Order	Scott Swasey, called the meeting of the Last Frontier Healthcare District Finance Committee to order at 3:32 pm on Tuesday, May 27, 2025, in the Education Conference Room at Modoc Medical Center in Alturas, California.	
2. Agenda Approval	S. Swasey - Changes, additions, deletions to the Agenda.	Kevin Kramer approved the agenda as presented, Joseph Johnson seconded.
3. Minutes of the January 28, 2025, Regular LFHD Finance Committee Meeting	D. King presented the minutes of the January 28, 2025, LFHD Finance Committee Regular Meeting. It was determined that these minutes had been reviewed in the March 25, 2025 meeting. March meeting minutes will be presented at the next Finance Committee meeting for approval.	Approved during March 25, 2025 meeting.
4. Discussion Items		
A. Last Frontier Healthcare District Financial Statement – April 2025 (unaudited)	J. Lin presented the <i>unaudited</i> Last Frontier Healthcare District Financial Statement for April 2025 from the narratives and financial statements provided in the Finance Committee meeting packet.	
B. Finance Directors Report	Accounting <ul style="list-style-type: none">• Still working on budget – everyone is doing a great job.• Still looking for a Controller. Office Workers <ul style="list-style-type: none">• Floaters have been fully trained and are working a lot. Purchasing <ul style="list-style-type: none">• Purchasing is staying busy with receiving items for the New SNF and preparing for the year-end inventory count.	
C. CEO's Report	New SNF <ul style="list-style-type: none">• All potential change orders submitted by Swinerton that are still outstanding were	

Subject	Discussion	Action
	<p>rejected for timeliness. We have set up a phone call with Swinerton executives to figure out the next steps and to enter into negotiations over those items.</p> <ul style="list-style-type: none"> • USDA draft bond/take-out financing documents are still in review. • Heard Plumbing is supposed to be prepping the well for wireline testing before June 11 so that the rest of the testing work on the geothermal well at the high school can be completed. <p>Old SNF/Wanerview</p> <ul style="list-style-type: none"> • No word back from CMS on being able to keep the old SNF open. I keep getting pushed back when I follow up on this each week. <p>Mobile MRI</p> <ul style="list-style-type: none"> • We are still waiting for the mobile MRI unit to receive an insignia from the State of California so that we can take next steps with licensing for that unit and get the service up and running again. I really am hopeful that this may take another month or so and am hoping we can launch these services again in July or so. 	
<p>5. Adjournment</p>	<p>Scott Swasey adjourned the LFHD Finance Committee meeting at 4:23 pm. The next meeting of the Last Frontier Healthcare District Finance Committee will be Tuesday June 24, 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 C

**LFHD FINANCIAL
STATEMENT**

May 2025

(unaudited)

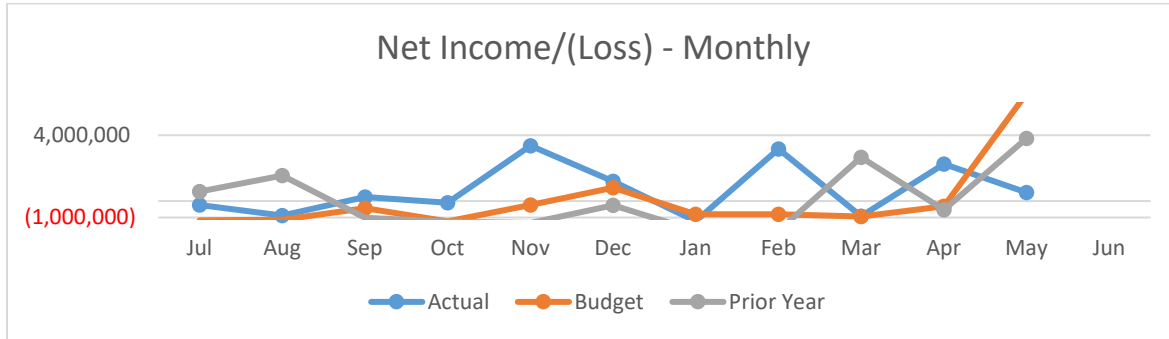


Modoc Medical Center
Financial Narrative
For the Month of May 2025

Prepared by Jin Lin, Finance Director

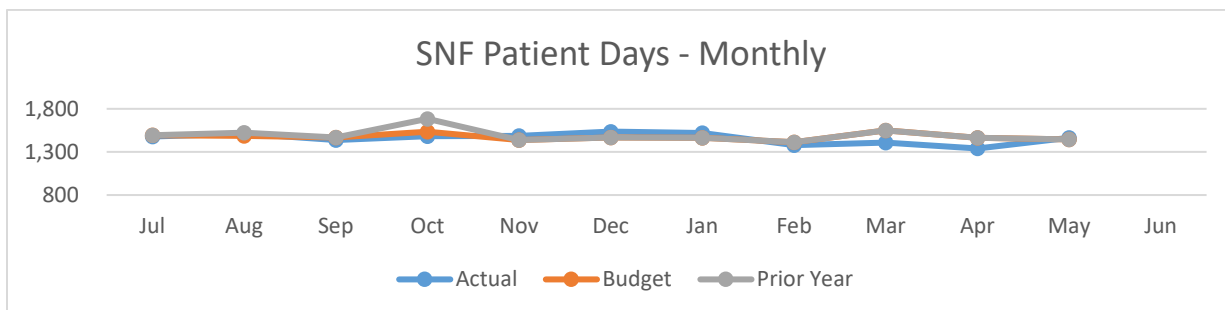
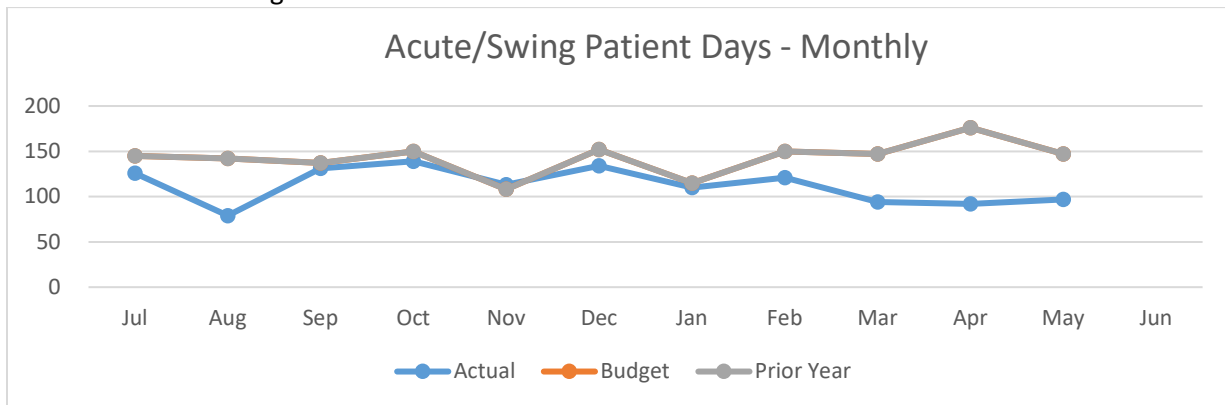
Summary

During the month of May, Modoc Medical Center reported a net income from operations of \$591K that was under budget by \$5.5 million. Inpatient revenue was up by \$35K and outpatient revenue was down by \$76K compared to the budget. Total patient revenue was \$4.3 million, showing a decrease of \$42K compared to the budget. Net income, including Non-Operating Activity, was \$524K under budget by \$6 million.



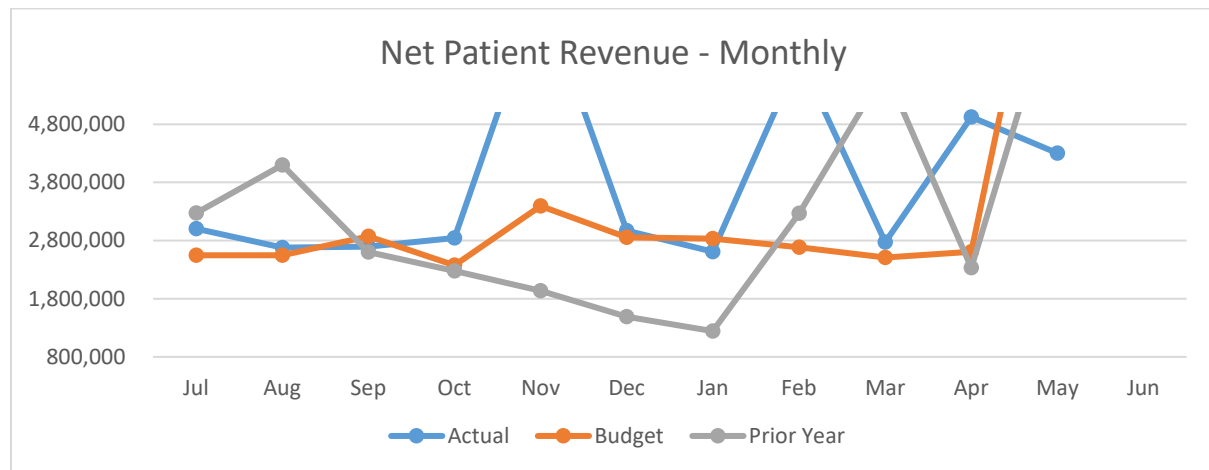
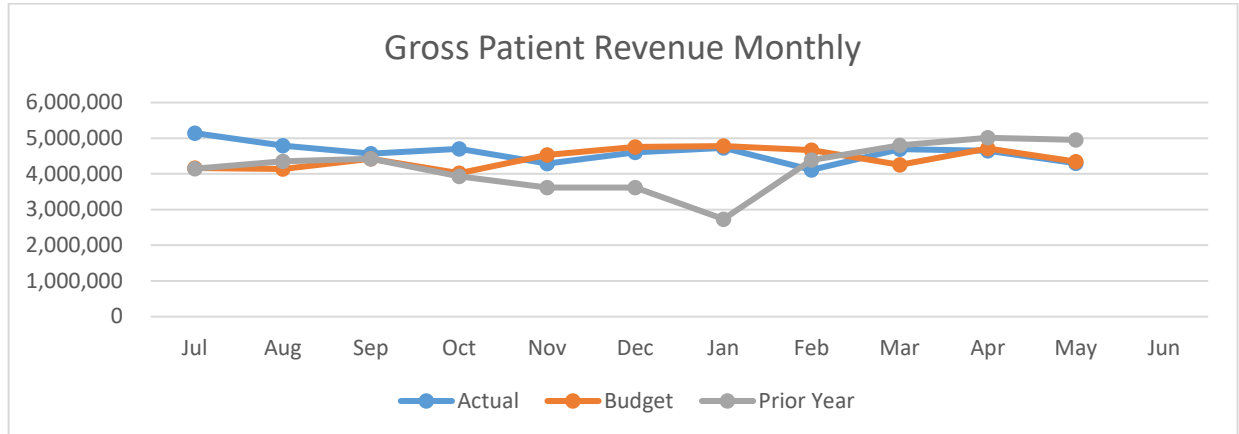
Patient Volumes

Combined Acute Days were under budget for the month by 50 days. The SNF Patient Days were up to 1,465 above budget by 19 days. Overall Inpatient Days were under budget by 31 days (1,562 actual vs. 1,593 budget). Outpatient visits in all areas were under budget, except for Retail Pharmacy and Alturas Clinic were above budget.



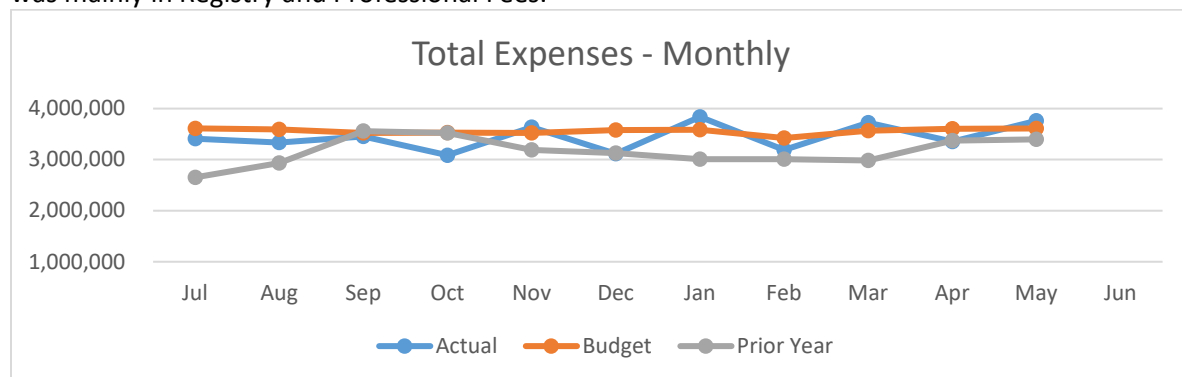
Revenues

Gross Patient Revenues were \$4.30 million, compared to the budget of \$4.34 million, and Inpatient Revenue was \$1.36 million compared to the budget of \$1.32 million; and Outpatient Revenue was \$2.94 million compared to the budget of \$3 million. Net patient Revenue was \$4.3 million, compared to the budget of \$9.6 million. Total deductions from revenue were negative \$502 because we received IGT of \$2.8 million that offset the deduction amounts.



Expenses

Total Operating Expenses were \$3.76 million this month, that was above budget of \$150K. The increase was mainly in Registry and Professional Fees.



Non-Operating Activity

Non-Operating expenses for the month: Accrued Interest from USDA Loan was \$82K. District Vouchers totaled \$8K. Interest income of \$64K from CDs and the new SNF interim loan. We also have an unrealized loss of \$202K from the investment account. The retail pharmacy showed a profit of \$161K. Total non-operating net loss for the month was \$67K.

Balance Sheet

Cash increased in May by \$3.8 million to \$35.9 million. We have not made any payment to New SNF App this month. The total current liabilities increased by \$869K. Days in Cash totaled 340. Days in AP totaled 18. Days in AR totaled 71. The current ratio was 1.47. Net AR as a percentage of gross AR was 41.59%.

Modoc Medical Center
Income Statement Trend

	Jun-24	FYE 2024 YTD YTD	FYE 2025 YTD YTD	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25
Revenues															
Room & Board - Acute	621,412	5,464,604	6,364,370	681,023	405,005	744,172	708,677	666,206	613,961	572,229	463,733	540,491	465,847	503,026	
Room & Board - SNF	724,820	8,807,579	8,698,662	824,217	827,753	766,813	810,479	689,749	832,648	825,009	743,957	772,020	749,778	856,239	
Ancillary	0	718,859	0		0	0	0	0	0	0			0		
Total Inpatient Revenue	1,346,232	14,991,042	15,063,032	1,505,240	1,232,758	1,510,985	1,519,156	1,355,955	1,446,608	1,397,238	1,207,690	1,312,512	1,215,625	1,359,265	0
Outpatient Revenue	3,094,588	29,297,610	35,677,338	3,638,233	3,557,140	3,056,540	3,181,959	2,934,115	3,157,692	3,332,377	3,055,600	3,384,645	3,436,621	2,942,416	
Total Patient Revenue	4,440,820	44,288,653	50,740,370	5,143,473	4,789,898	4,567,524	4,701,115	4,290,070	4,604,300	4,729,615	4,263,290	4,697,156	4,652,246	4,301,681	0
Bad Debts	3,892,666	3,825,069	2,240,543	333,441	753,529	116,967		222,941	(123,520)	933,401	(95,063)	(24,600)	(74,232)	197,679	
Contractual Adjs	0	1,109,224	4,650,063	983,239	1,186,979	1,267,377	1,839,209	(3,065,421)	1,722,745	1,113,784	(1,754,932)	1,868,008	(287,309)	(223,615)	
Admin Aids	0	0	1,849,784	823,372	166,594	484,062	17,071	13,207	31,098	72,126	29,005	97,839	89,976	25,434	
Total Revenue Deductions	3,892,666	4,934,293	8,740,391	2,140,052	2,107,102	1,868,406	1,856,280	(2,829,273)	1,630,322	2,119,311	(1,820,990)	1,941,247	(271,565)	(502)	0
Net Patient Revenue	548,154	39,354,360	41,999,979	3,003,421	2,682,796	2,699,118	2,844,835	7,119,343	2,973,978	2,610,305	6,084,280	2,755,909	4,923,811	4,302,183	0
% of Charges	12.3%	88.9%	82.8%	58.4%	56.0%	59.1%	60.5%	165.9%	64.6%	55.2%	142.7%	58.7%	105.8%	100.0%	#DIV/0!
Other Revenue	38,814	596,803	641,851	37,465	11,308	16,924	40,534	19,445	60,098	82,810	199,850	15,857	108,713	48,848	
Total Net Revenue	586,968	39,951,163	42,641,830	3,040,886	2,694,104	2,716,042	2,885,369	7,138,788	3,034,076	2,693,114	6,284,130	2,771,767	5,032,524	4,351,031	0
Expenses															
Salaries	1,414,821	14,970,379	16,759,265	1,527,863	1,445,742	1,444,284	1,510,934	1,520,455	1,473,348	1,473,038	1,392,813	1,646,053	1,693,660	1,631,074	
Benefits and Taxes	308,852	3,267,692	3,686,474	331,128	289,544	316,206	342,146	355,483	264,599	347,775	309,262	362,479	384,251	383,601	
Registry	325,959	2,954,780	3,159,865	246,179	339,927	237,286	197,516	340,884	239,350	373,696	336,686	266,243	172,792	409,306	
Professional Fees	461,359	5,210,472	4,351,449	467,629	382,412	407,095	270,910	356,859	277,732	596,966	366,723	459,253	285,185	480,684	
Purchased Services	342,633	1,595,864	1,823,842	102,186	186,434	246,625	103,565	179,949	163,284	260,472	122,231	176,258	160,929	121,909	
Supplies	322,883	3,156,501	3,722,452	358,177	288,679	357,516	265,495	511,257	233,935	402,088	291,609	399,660	304,636	309,400	
Repairs and Maint	19,737	287,875	357,856	35,962	34,099	75,654	31,931	23,171	27,599	(110)	22,479	40,600	30,574	35,896	
Lease and Rental	4,002	33,451	52,951	4,529	4,219	7,647	5,105	3,654	4,198	7,981	648	3,576	4,223	7,171	
Utilities	60,768	504,247	763,317	48,137	65,094	74,090	68,206	70,685	101,132	64,353	77,902	97,018	55,886	40,814	
Insurance	35,335	424,440	502,316	43,552	43,552	42,632	43,552	43,552	60,507	45,671	45,671	45,671	43,852	44,102	
Depreciation	172,961	1,921,319	1,947,064	177,946	177,549	174,027	180,297	173,896	183,856	177,600	163,743	181,250	175,394	181,507	
Other	93,147	924,342	859,491	68,109	84,564	100,195	80,562	55,469	81,796	97,281	63,117	61,113	52,498	114,787	
Total Operating Expenses	3,562,457	35,251,363	37,986,343	3,411,397	3,341,817	3,483,258	3,100,221	3,635,314	3,111,337	3,846,812	3,192,885	3,739,175	3,363,878	3,760,250	0
Income from Operations	(2,975,489)	4,699,800	4,655,488	(370,511)	(647,712)	(767,216)	(214,851)	3,503,473	(77,261)	(1,153,698)	3,091,245	(967,408)	1,668,646	590,781	0
Property Tax Revenue	335,711	1,911,136	1,886,366	0	0	0	0	0	1,339,079	0	0	(390)	547,677		
Interest Income	775,661	491,169	1,140,424	107,452	30,566	186,563	86,571	131,797	91,387	135,345	134,733	81,993	90,298	63,718	
Interest Expense	(79,950)	(895,175)	(1,158,556)	(79,974)	(79,713)	(77,315)	(80,904)	(218,433)	(218,322)	(221,487)	64,557	(83,255)	(81,859)	(81,851)	
Gain/Loss on Asset Disposal/Forte	0	(27,024)	(202,115)	0	0	0	0	0						(202,115)	
Retail Pharmacy Net Activity	176,966	(121,076)	469,951	107,736	(171,567)	133,165	101,457	(43,333)	73,364	17,811	5,162	51,606	33,213	161,338	
DISTRICT VOUCHERS AND OTHER	156,533	(14,400)	(104,808)	(9,862)	(4,090)	(2,952)	(7,714)	(12,375)	(7,911)	(9,450)	(14,744)	(14,865)	(12,937)	(7,908)	
Total Non-Operating Revenue	1,364,921	1,344,630	2,031,262	125,353	(224,804)	239,460	99,410	(142,344)	1,277,597	(77,782)	189,709	35,090	576,392	(66,818)	0
Net Income	(1,610,568)	6,044,431	6,686,750	(245,158)	(872,517)	(527,755)	(115,441)	3,361,129	1,200,336	(1,231,480)	3,280,954	(932,318)	2,245,038	523,962	0
EBIDA	(1,357,657)	8,860,924	9,792,369	12,761	(615,255)	(276,413)	145,759	3,753,459	1,602,515	(832,392)	3,380,139	(667,814)	2,502,291	787,320	0
Operating Margin %	-506.9%	11.8%	10.9%	-12.2%	-24.0%	-28.2%	-7.4%	49.1%	-2.5%	-42.8%	49.2%	-34.9%	33.2%	13.6%	#DIV/0!
Net Margin %	-274.4%	15.1%	15.7%	-8.1%	-32.4%	-19.4%	-4.0%	47.1%	39.6%	-45.7%	52.2%	-33.6%	44.6%	12.0%	#DIV/0!
EBIDA Margin %	-231.3%	22.2%	23.0%	0.4%	-22.8%	-10.2%	5.1%	52.6%	52.8%	-30.9%	53.8%	-24.1%	49.7%	18.1%	#DIV/0!

Modoc Medical Center
Balance Sheet
For the month of May 2025

	Unaudited 5/31/2025	Unaudited 4/30/2025	Unaudited 3/31/2025	Unaudited 2/28/2025	Unaudited 1/31/2025	Unaudited 12/31/2024	Unaudited 11/30/2024	Unaudited 10/31/2024	Unaudited 9/30/2024	Unaudited 8/31/2024	unaudited 7/31/2024	Audited 24-Jun
Cash	1,182,279	1,078,614	1,197,526	1,407,806	1,154,789	1,783,638	766,701	1,349,083	1,286,064	2,336,433	2,365,865	2,040,226
Investments	26,073,817	22,391,706	22,690,661	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	8,688,280	8,659,418	10,592,681	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	35,944,376	32,129,738	34,480,868	38,229,750	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	11,228,072	11,081,720	12,166,012	12,438,409	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	(6,682,372)	(6,473,169)	(7,512,033)	(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	4,545,700	4,608,551	4,653,979	5,090,103	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	40.5%	41.6%	38.3%	40.9%	42.3%	41.6%	35.5%	39.9%	39.6%	37.1%	34.4%	36.0%
Third Party Receivable	(152,771)	2,662,634	704,793	(387,171)	10,220,971	11,560,050	10,220,971	(435,169)	(435,169)	(713,610)	(456,322)	-332,321
Other AR	627,132	463,976	452,797	534,816	559,179	544,751	575,125	607,392	549,917	564,585	744,835	601,047
Inventory	706,294	645,669	655,858	650,807	642,809	626,748	648,765	606,175	644,092	501,991	476,338	414,897
Prepays	433,040	473,185	527,245	546,553	601,634	575,318	553,767	630,453	748,609	635,005	678,955	729,187
Total Current Assets	42,103,770	40,983,752	41,475,540	44,664,858	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	713,540	713,540	713,540
Bldg & Improvements (121100-122500)	47,893,361	47,893,361	47,893,361	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)	14,373,480	14,357,799	14,357,799	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)	49,496,085	49,057,141	46,849,888	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	112,476,466	112,021,841	109,814,588	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	(19,856,164)	(19,674,460)	(19,498,874)	(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	92,620,302	92,347,381	90,315,714	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	0	0	0
Total Assets	134,724,072	133,331,133	131,791,254	132,351,700	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	1,936,948	1,318,206	1,601,522	1,539,319	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	1,178,355	1,005,726	1,513,772	1,276,374	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	11,275	11,170	10,960	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	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	24,633,275	24,633,275	24,633,275	633,275	633,275	633,275	633,275	633,275
Other Current Liabilities/Accrued Interest	407,829	330,329	242,936	164,387	232,844	761,666	542,307	325,575	247,049	170,349	90,794	487,290
Total Current Liabilities	28,647,683	27,778,706	28,482,466	28,103,955	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	32,264,368	32,264,368	32,264,368	32,744,368
Total Liabilities	60,912,051	60,043,074	60,746,834	60,368,323	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	67,125,273	67,125,273	67,125,273
Current Year Income/(Loss)	6,686,749	6,162,786	3,919,148	4,858,105	1,578,367	2,801,808	1,601,471	(1,759,659)	(1,644,217)	(1,116,461)	(245,159)	
Total Equity	73,812,021	73,288,059	71,044,420	71,983,378	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	134,724,072	133,331,133	131,791,254	132,351,700	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	340	293	298	372	242	249	365	227	286	298	346	350
Days in AR (Gross)	71	70	77	79	79	76	75	81	96	91	101	107
Days in AP	18	12	15	14	16	15	18	13	19	17	63	65
Current Ratio	1.47	1.48	1.46	1.59	1.58	1.73	1.97	8.29	7.96	8.81	4.77	4.68

STATEMENT OF CASH FLOWS

May-25

	CURRENT MONTH	May-25	Apr-25	FISCAL YEAR YTD	May-25	Jun-24
CASH FLOWS FROM OPERATING ACTIVITIES						
NET INCOME	523,962			6,686,749		
ADJUSTMENTS TO RECONCILE NET INCOME TO NET CASH PROVIDED BY OPERATING ACTIVITIES						
DEPRECIATION EXPENSE	181,704	19,856,164	19,674,460	1,016,424	19,856,164	18,839,740
CHANGE IN PATIENT ACCOUNTS RECEIVABLE	62,851	4,545,700	4,608,551	1,572,705	4,545,700	6,118,405
CHANGE IN OTHER RECEIVABLES	2,652,250	474,360	3,126,610	-205,634	474,360	268,726
CHANGE IN INVENTORIES	-60,625	706,294	645,669	-291,397	706,294	414,897
CHANGE IN PREPAID EXPENSES	40,145	433,040	473,185	296,147	433,040	729,187
CHANGE IN ACCOUNTS PAYABLE	618,742	1,936,948	1,318,206	-5,186,855	1,936,948	7,123,803
CHANGE IN ACCRUED EXPENSES PAYABLE	77,500	407,829	330,329	341,539	407,829	66,290
CHANGE IN ACCRUED SALARIES AND RELATED TAXES	172,630	1,178,355	1,005,726	134,952	1,178,355	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	3,745,196			-2,381,118		
CASH FLOWS FROM INVESTMENT ACTIVITIES						
PURCHASE OF EQUIPMENT/CIP	-454,625	112,476,466	112,021,841	-29,929,383	112,476,466	82,547,083
CUSTODIAL HOLDINGS	105	11,275	11,170	2,653	11,275	8,622
NET CASH PROVIDED (USED) BY INVESTING ACTIVITIES	-454,520			-29,926,730		
CASH FROM FINANCING ACTIVITIES						
Current Liability L32	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	32,129,738			38,466,476	6/30/2024	
NET INCREASE (DECREASE) IN CASH	3,814,638			-2,522,100		
CASH AT END OF PERIOD	35,944,376			35,944,376		

MODOC MEDICAL CENTER													
"FULL TIME EQUIVALENT REPORT"													
Twelve Months Ending: May 31th, 2025													
Department	May-25	Apr-25	Mar-25	Feb-25	Jan-25	Dec-24	Nov-24	Oct-24	Sep-24	Aug-24	Jul-24	Jun-24	12 Mo Ave
Med / Surg	16.47	14.81	14.77	14.50	13.76	15.50	15.13	15.01	13.82	15.30	15.20	16.11	15.03
Comm Disease Care													#DIV/0!
Swing Beds													#DIV/0!
Long Term - SNF	55.93	53.24	54.82	54.32	54.41	54.93	57.77	54.72	54.02	55.09	51.19	56.39	54.74
Emergency Dept	12.64	11.62	14.17	13.95	11.94	10.36	12.71	11.10	12.09	12.19	10.73	11.94	12.12
Ambulance - Alturas	12.50	12.53	11.96	11.34	10.55	11.03	10.90	9.94	10.78	11.60	10.12	10.24	11.12
Clinic	20.31	19.52	18.89	18.54	16.84	16.87	17.84	18.33	18.26	18.57	18.61	16.40	18.25
Canby Clinic	10.95	10.66	12.18	10.39	9.27	9.23	9.84	9.93	8.21	8.03	7.46	6.27	9.37
Canby Dental	5.29	4.80	3.72	3.66	3.63	3.28	3.71	3.53	3.33	5.24	3.53	3.84	3.96
Surgery	3.98	4.01	4.21	3.97	3.30	3.79	3.26	3.35	3.60	3.92	4.25	4.01	3.80
IRR													#DIV/0!
Lab	8.78	9.32	9.15	9.09	8.56	7.97	8.21	8.33	8.60	8.76	9.05	10.10	8.83
Radiology	4.12	4.45	4.35	4.52	3.81	4.30	3.72	3.67	3.82	4.96	3.91	3.47	4.09
MRI													#DIV/0!
Ultrasound	1.27	1.36	1.29	1.31	1.26	1.29	1.36	1.27	1.34	1.33	1.32	1.31	1.31
CT	2.10	1.93	1.92	1.84	1.48	1.62	1.66	1.49	1.71	1.69	1.76	1.86	1.76
Pharmacy	1.17	1.24	1.30	1.33	1.38	1.85	2.07	2.15	2.16	1.77	1.93	1.84	1.68
Physical Therapy	5.46	5.74	6.19	6.34	6.34	4.60	5.78	6.27	5.71	6.99	6.51	8.22	6.18
Other PT													#DIV/0!
Dietary	12.87	13.82	13.99	13.37	12.65	11.85	12.83	12.77	12.33	12.01	11.76	11.02	12.61
Dietary Acute	7.81	7.69	8.39	7.60	7.27	8.06	8.43	7.59	7.67	8.26	7.81	7.24	7.82
Laundry	1.02	1.01	1.02	0.97	1.02	0.99	0.88	1.00	1.00	1.01	0.93	0.96	0.98
Activities	4.50	4.12	3.59	3.76	3.67	3.75	3.77	3.60	3.74	3.68	3.85	4.23	3.86
Social Services	2.12	1.97	2.04	1.95	1.87	1.88	1.92	1.79	1.93	1.97	1.97	2.04	1.95
Purchasing	2.96	3.11	3.16	3.18	3.04	2.95	3.02	3.06	3.05	3.07	3.26	2.96	3.07
Housekeeping	13.82	14.45	14.52	14.87	13.39	13.72	13.93	13.59	13.54	13.54	13.45	13.24	13.84
Maintenance	5.96	5.99	6.04	5.96	5.44	5.38	5.31	5.32	5.10	6.05	6.02	5.95	5.71
Data Processing	4.68	4.76	4.26	4.05	4.00	4.07	4.56	4.66	4.65	4.32	3.65	4.20	4.32
General Accounting	3.38	3.64	3.89	3.97	3.74	3.80	3.73	2.65	3.01	3.51	3.84	3.85	3.58
Patient Accounting	8.85	9.86	8.98	7.76	7.60	6.97	8.03	7.58	7.21	6.13	6.88	6.78	7.72
Administration	3.25	3.41	3.32	3.46	3.15	3.40	3.36	3.54	3.11	2.73	2.46	2.69	3.16
Human Resources	2.00	2.01	2.01	2.01	2.01	2.01	2.02	1.99	1.98	2.01	2.00	2.01	2.01
Medical Records	8.57	8.70	8.74	8.62	8.29	8.05	8.10	7.83	7.84	7.97	7.70	7.70	8.18
Nurse Administration	3.05	3.11	3.02	2.51	2.33	2.19	2.55	2.87	3.07	3.05	3.13	2.91	2.82
In-Service	0.94	0.87	1.01	1.00	1.00	1.00	1.00	1.00	1.01	1.00	1.00	1.00	0.99
Utilization Review	1.49	1.39	1.47	1.48	1.49	1.49	1.45	1.46	1.36	1.48	1.44	1.48	1.46
Quality Assurance	0.50	0.50	0.50	0.51	0.51	0.51	0.50	0.51	0.50	0.51	0.51	0.50	0.51
Infection Control	0.46	0.61	0.48	0.60	0.60	0.61	0.59	0.61	0.60	0.65	0.62	0.60	0.59
Retail Pharmacy	5.03	4.96	4.13	4.15	3.92	3.86	4.06	4.10	3.96	3.58	3.47	3.20	4.04
TOTAL	254.23	251.21	253.48	246.88	233.52	233.16	244.00	236.61	234.11	241.97	231.32	236.56	241.42

1.66 0.10

0.00 #DIV/0!

0.00 #DIV/0!

2.69 0.05

1.02 0.08

-0.03 (0.00)

0.79 0.04

0.29 0.03

0.49 0.09

-0.03 (0.01)

0.00 #DIV/0!

-0.54 (0.06)

-0.33 (0.08)

0.00 #DIV/0!

-0.09 (0.07)

0.17 0.08

-0.07 (0.06)

-0.28 (0.05)

0.00 #DIV/0!

-0.95 (0.07)

0.12 0.02

0.01 0.01

0.38 0.08

0.15 0.07

-0.15 (0.05)

-0.63 (0.05)

-0.03 (0.01)

-0.08 (0.02)

-0.26 (0.08)

-1.01 (0.11)

-0.16 (0.05)

-0.01 (0.01)

-0.13 (0.02)

-0.06 (0.02)

0.07 0.07

0.10 0.07

0.00 -

-0.15 (0.33)

0.07 0.01

3.02 0.01

2,897.05 May thru June

ATTACHMENT D

LFHD Budget FY 25.26

Modoc Medical Center - Budget FYE 26 with YTD and Annualized Comparison to FYE 25

	<u>YTD Apr 25</u>	<u>Annualized</u>	<u>FYE 2026 BudgetTotal</u>
IP Acute Rev	68,599	82,319	7,215,890
IP SNF Rev	11,097	13,316	9,507,548
IP Ancillary Rev	13,635,603	16,362,724	
<u>Total IP Rev</u>	<u>13,715,299</u>	<u>16,458,359</u>	<u>16,723,438</u>
OP Rev	33,052,030	39,662,436	41,318,056
<u>Total Pt Rev</u>	<u>46,767,329</u>	<u>56,120,795</u>	<u>58,041,495</u>
BD	(1,256,079)	(1,507,295)	96,600
CA	10,317,948	12,381,538	11,241,812
Admin	0	0	0
<u>Total Deducs</u>	<u>9,061,869</u>	<u>10,874,243</u>	<u>11,338,411</u>
<u>Net Pt Rev</u>	<u>37,705,460</u>	<u>45,246,552</u>	<u>46,703,084</u>
% of Gross	80.62%	80.62%	80.46%
Other Rev	1,643,210	1,971,852	988,662
Total Net Rev	39,348,670	47,218,404	47,691,746
Salaries	15,120,224	18,144,269	20,972,114
Benefits	4,754,071	5,704,885	6,486,510
Registry	2,750,560	3,300,672	3,419,780
Pro Fees	3,864,487	4,637,384	4,635,275
Purch Svcs	1,986,876	2,384,251	2,852,015
Supplies	3,808,087	4,569,705	4,973,704
Repairs	375,501	450,601	474,237
Lease	44,825	53,790	54,507
Utils	720,510	864,612	950,028
Ins	458,214	549,856	549,856
Depr	1,765,557	2,118,669	3,833,688
Other	752,921	903,505	1,147,328
Total Op Exp	36,401,832	43,682,198	50,349,042
Income from Operations	2,946,838	3,536,206	(2,657,296)
Prop Tax	1,789,489	2,147,387	2,028,026
Int Income	1,076,704	1,292,045	1,292,045
Int Exp	(1,056,455)	(1,267,746)	(1,716,822)
Gain/Loss	0	0	0
Retail Rx	417,348	500,818	1,417,511
District Vouchers	0	0	(116,019)
Total Non-Op	2,227,086	2,672,503	2,904,741
Total Net Income	5,173,924	6,208,709	247,445