



## AGENDA

### LAST FRONTIER HEALTHCARE DISTRICT FINANCE COMMITTEE

Tuesday, July 29, 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
<b>1. Call to Order</b>		
<b>2. Agenda Approval</b>	<b>R. Boulade</b> - Changes, additions and/or deletions to the Agenda.	
<b>3. Minutes of the July 1, 2025 Regular LFHD Finance Committee Meeting</b>	<b>D. King</b> – Presentation of the July 1, 2025, Regular LFHD Finance Committee meeting for approval.	<b>Attachment A</b>
<b>4. Discussion Items</b>		
<b>A. LFHD Financial Statement – June 2025 (unaudited)</b>	<b>J. Lin</b> – LFHD Financial Statement – June 2025 (unaudited)	<b>Attachment B</b>
<b>B. Finance Directors' Report</b>	<b>J. Lin</b> – Update on the Accounting department.	
<b>C. CEO's Report</b>	<b>K. Kramer</b> – Update on District/Hospital projects.	
<b>5. Adjournment</b>		

AGENDA POSTED AT: MODOC COUNTY COURTHOUSE / ALTURAS CITY HALL / MMC WEBSITE/ MMC LOBBY ENTRANCE - [WWW.MODOCMEDICALCENTER.ORG](http://WWW.MODOCMEDICALCENTER.ORG) ON July 25, 2025.

# **ATTACHMENT A**

## **Regular LFHD Finance Committee Meeting Minutes**

***July 2025***



# MINUTES

## LAST FRONTIER HEALTHCARE DISTRICT FINANCE COMMITTEE

Tuesday, July 1, 2025 – 3:30 pm  
Modoc Medical Center; Education Conference Room;  
1111 N Nagle St.; Alturas, California

**Present:**

- Jin Lin
- Scott Swasey
- Joseph Johnson
- Rose Boulade

**Absent:**

- Kevin Kramer
- Denise King

Subject	Discussion	Action
1. Call to Order	Rose Boulade, called the meeting of the Last Frontier Healthcare District Finance Committee to order at 3:28 pm on Tuesday, July 1, 2025 in the Education Conference Room at Modoc Medical Center in Alturas, California.	
2. Agenda Approval	R. Boulade - Changes, additions, deletions to the Agenda.	All approved the agenda as presented, all seconded.
3. Minutes of the March and May, Regular LFHD Finance Committee Meeting	R. Boulade – discussed the Minutes of the March and May LFHD Finance Committee Regular Meeting.	Joseph Johnson approved the minutes as presented; Scott Swasey seconded.
4. Discussion Items		
A. Last Frontier Healthcare District Financial Statement – June 2025 (unaudited)	J. Lin presented the <i>unaudited</i> Last Frontier Healthcare District Financial Statement for June 2025 from the narratives and financial statements <i>provided</i> in the Finance Committee meeting packet.	
B. LFHD FY 25.26 Budget	J. Lin –presented 25.26 Budget per MMC Budget Spreadsheet -Budget has variables contractuals, benefit expense with MOU changes, “Retail Pharmacy Gain, more staff and SNF Operations (not in budget) -Mobile MRI coming very soon We will require a med-year budget adjustment	See attached
C. Finance Director’s Report	Amounts still owed to Swinerton discussed -New Controller Hired-started her onboarding 3 floaters are currently working Current Status of Disputed invoices and expected Target Kevi Kramer is currently working on this. Still no word on if we keep old SNF	
5. Adjournment	Rose Boulade adjourned the LFHD Finance Committee meeting at 4:28 pm.	

Subject	Discussion	Action
	The next meeting of the Last Frontier Healthcare District Finance Committee will be Tuesday July 29, 2025 at 3:30 pm and will be held in the Education Conference Room at Modoc Medical Center in Alturas, California.	

Respectfully submitted:

Denise King  
Last Frontier Healthcare District Clerk

Date

DRAFT

# **ATTACHMENT B**

## **LFHD FINANCIAL STATEMENT**

**June 2025  
(unaudited)**

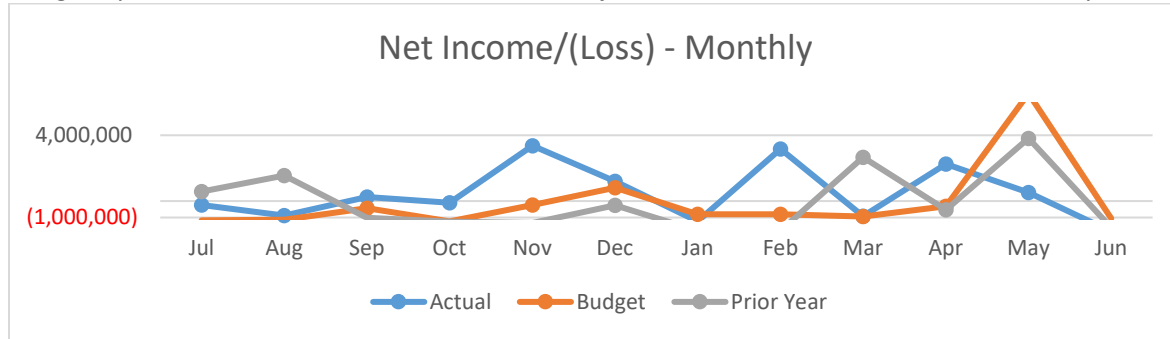


Modoc Medical Center  
Financial Narrative  
For the Month of June 2025

Prepared by Jin Lin, Finance Director

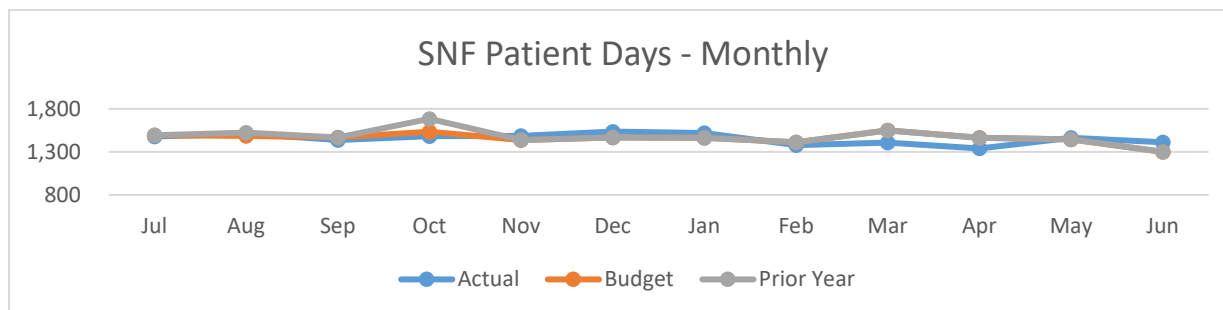
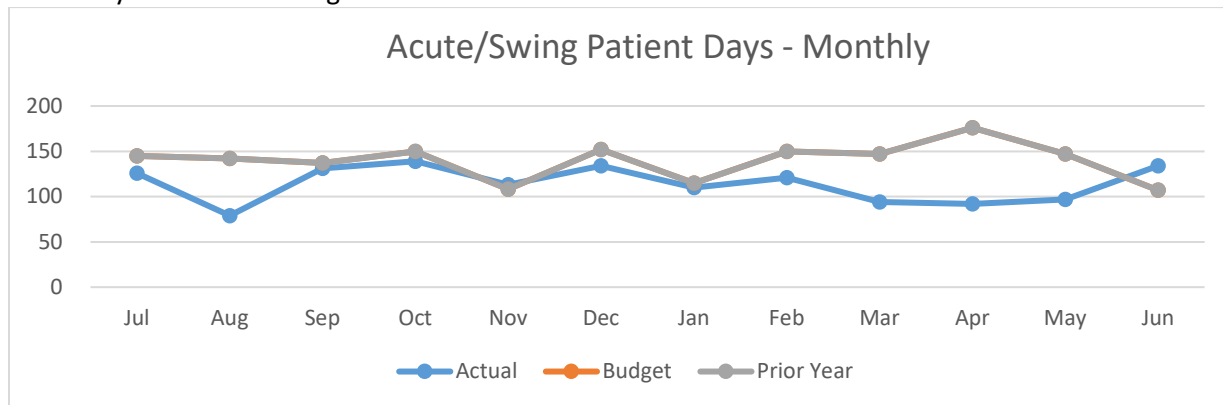
## Summary

During the month of June, Modoc Medical Center reported a net Loss from operations of \$1.4 million that was under budget by \$45K. Inpatient revenue was up by \$131K and outpatient revenue was up by \$838K compared to the budget. Total patient revenue was \$4.6 million, showing an increase of \$969K compared to the budget. Net income, including Non-Operating Activity, was a loss of \$1.8 million under budget by \$795K due to Fiscal Year End 2025's Adjustments, and a loss of \$1.6 million last year.



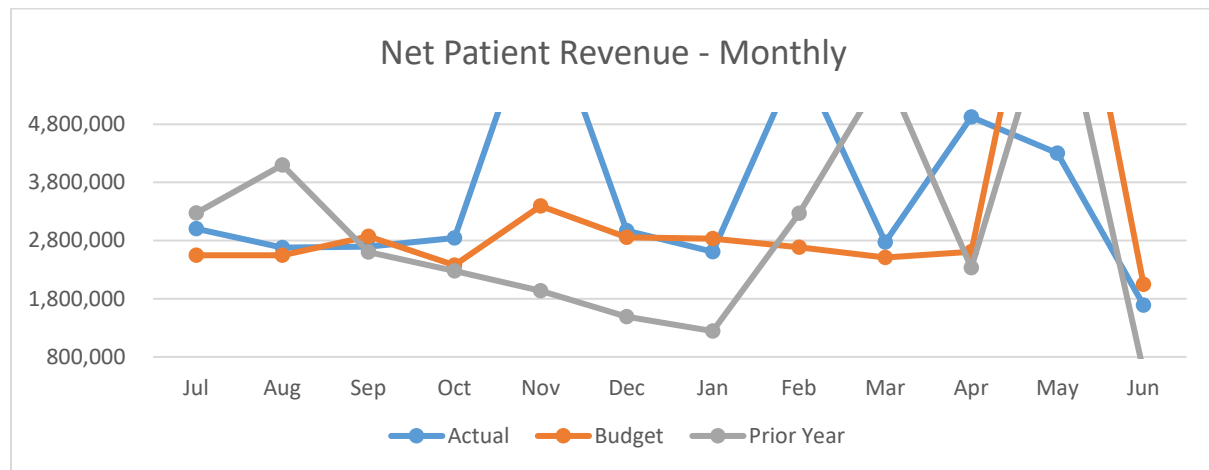
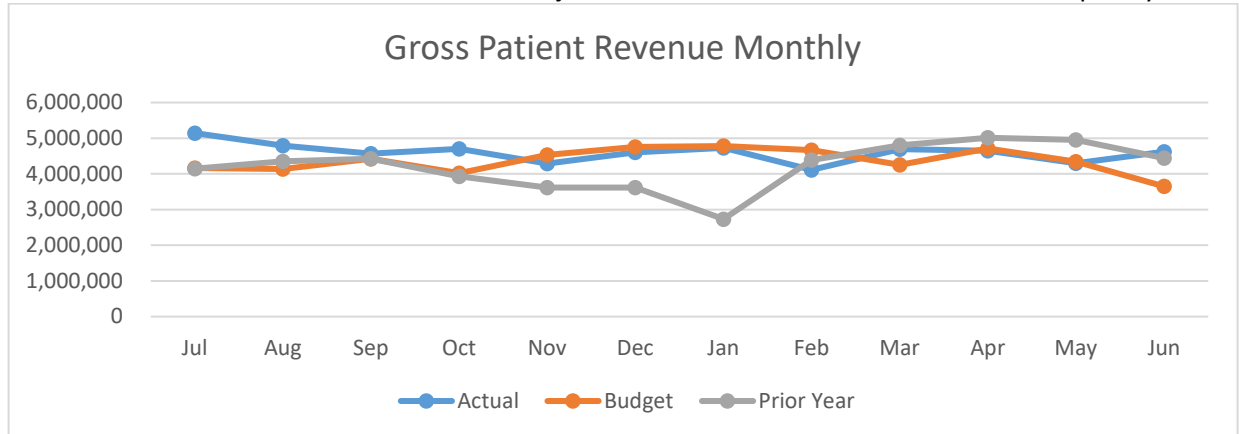
## Patient Volumes

Combined Acute Days were above budget for the month by 27 days. The SNF Patient Days were up to 1,412 above budget by 111 days. Overall Inpatient Days were above budget by 138 days (1,546 actual vs. 1,408 budget). Outpatient visits in all areas were under budget, except for Surgery, CT, PT, and Retail Pharmacy were above budget.



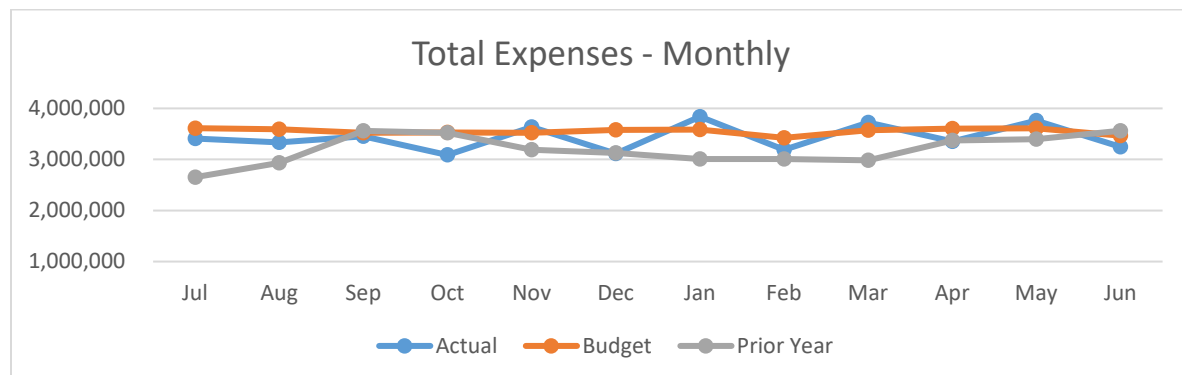
## Revenues

Gross Patient Revenues were \$4.6 million, compared to the budget of \$3.7 million, and Inpatient Revenue was \$1.4 million compared to the budget of \$1.3 million; and Outpatient Revenue was \$3.2million compared to the budget of \$2.4 million. Net patient Revenue was \$1.7 million, compared to the budget of \$2.0 million. Total deductions from revenue were \$2.9 million showing higher than last month because of the Year End Contractual adjustments but were \$1 million less than the prior year.



## Expenses

Total Operating Expenses were \$3.2 million this month, that was under budget of \$220K. The decrease was mainly in Registry and Professional Fees.



### **Non-Operating Activity**

Non-Operating expenses for the month: Accrued Interest from USDA Loan was \$76K, and the New SNF interim Loan interest was \$720K. District Vouchers totaled \$7K. Interest income of \$93K from CDs and the new SNF interim loan. The retail pharmacy showed a profit of \$46K. Total non-operating net loss for the month was \$411K.

### **Balance Sheet**

Cash decreased in June by \$1.5 million to \$34.5 million. We accrued both of March and April Swinerton App payments in the amount of \$4.6 million for the month, that causes the total current liabilities to increase by \$5.4 million. Days in Cash totaled 330. Days in AP totaled 65. Days in AR totaled 66. The current ratio was 1.2. Net AR as a percentage of gross AR was 43.13%.

Modoc Medical Center  
Income Statement  
For the month of June 2025

	Month	Jun-25 Budget	Variance	Prior Year Month	2025 YTD	2025 YTD Budget	Variance	Prior Year YTD
<b>Revenues</b>								
Room & Board - Acute	582,502	474,650	107,852	621,412	6,946,872	6,718,738	228,134	5,464,604
Room & Board - SNF	805,530	782,640	22,890	724,820	9,504,192	9,522,120	(17,928)	8,807,579
Ancillary	0	0	0	0	0	0	0	718,859
<u>Total Inpatient Revenue</u>	<u>1,388,032</u>	<u>1,257,290</u>	<u>130,742</u>	<u>1,346,232</u>	<u>16,451,064</u>	<u>16,240,858</u>	<u>210,206</u>	<u>14,991,042</u>
Outpatient Revenue	3,230,927	2,392,866	838,061	3,094,588	38,908,265	36,595,826	2,312,438	29,297,610
<u>Total Patient Revenue</u>	<u>4,618,959</u>	<u>3,650,156</u>	<u>968,803</u>	<u>4,440,820</u>	<u>55,359,329</u>	<u>52,836,684</u>	<u>2,522,644</u>	<u>44,288,653</u>
Bad Debts (580000,580011,58010)	20,038	120,783	(100,744)	0	(947,440)	1,747,285	(2,694,725)	3,825,069
Contractuals Adjs	2,896,775	1,439,884	1,456,891	3,892,666	8,628,880	11,399,083	(2,770,203)	1,109,224
Admin Adjs (5930002-593001,598)	10,831	40,672	(29,841)	0	4,034,450	609,824	3,424,626	0
<u>Total Revenue Deductions</u>	<u>2,927,644</u>	<u>1,601,338</u>	<u>1,326,306</u>	<u>3,892,666</u>	<u>11,715,890</u>	<u>13,756,191</u>	<u>(2,040,301)</u>	<u>4,934,293</u>
<u>Net Patient Revenue</u>	<u>1,691,314</u>	<u>2,048,817</u>	<u>(357,503)</u>	<u>548,154</u>	<u>43,643,439</u>	<u>39,080,493</u>	<u>4,562,946</u>	<u>39,354,360</u>
% of Charges	36.6%	56.1%	-19.5%	12.3%	78.8%	74.0%	4.9%	88.9%
Other Revenue	116,853	24,725	92,128	38,814	758,704	1,213,700	(454,996)	596,803
<u>Total Net Revenue</u>	<u>1,808,168</u>	<u>2,073,542</u>	<u>(265,375)</u>	<u>586,968</u>	<u>44,402,143</u>	<u>40,294,193</u>	<u>4,107,950</u>	<u>39,951,163</u>
<b>Expenses</b>								
Salaries	1,566,575	1,644,774	(78,199)	1,414,821	18,318,651	19,632,896	(1,314,245)	14,970,379
Benefits and Taxes	353,742	352,206	1,536	308,852	4,040,217	4,214,779	(174,563)	3,267,692
Registry	190,043	318,534	(128,491)	325,959	3,349,908	3,822,410	(472,502)	2,954,780
Professional Fees	208,549	357,844	(149,295)	461,359	4,559,998	4,466,462	93,536	5,210,472
Purchased Services	125,784	179,140	(53,356)	342,633	1,951,518	2,272,135	(320,617)	1,595,864
Supplies	351,633	192,354	159,279	322,883	4,075,105	3,519,649	555,456	3,156,501
Repairs and Maint	31,626	70,784	(39,158)	19,737	391,263	411,578	(20,315)	287,875
Lease and Rental	1,647	3,836	(2,189)	4,002	54,598	46,032	8,566	33,451
Utilities	106,611	51,803	54,808	60,768	883,546	575,314	308,232	504,247
Insurance	44,772	42,779	1,993	35,335	547,088	513,348	33,740	424,440
Depreciation	178,007	172,980	5,026	172,961	2,125,071	2,075,765	49,306	1,921,319
Other	91,601	79,052	12,549	93,147	951,092	1,065,745	(114,653)	924,342
<u>Total Operating Expenses</u>	<u>3,250,591</u>	<u>3,466,087</u>	<u>(215,496)</u>	<u>3,562,457</u>	<u>41,248,054</u>	<u>42,616,113</u>	<u>(1,368,059)</u>	<u>35,251,363</u>
<u>Income from Operations</u>	<u>(1,442,423)</u>	<u>(1,392,545)</u>	<u>(49,878)</u>	<u>(2,975,489)</u>	<u>3,154,089</u>	<u>(2,321,920)</u>	<u>5,476,009</u>	<u>4,699,800</u>
Property Tax Revenue	257,294	232,666	24,628	335,711	2,143,660	2,133,292	10,368	1,911,136
Interest Income	93,335	178,046	(84,711)	775,661	1,233,759	884,790	348,969	491,169
Interest Expense	(799,923)	(76,989)	(722,934)	(79,950)	(1,958,479)	(936,698)	(1,021,781)	(895,175)
Gain/Loss on Asset Disposal/Fortera		0	0	0	(202,113)	0	(202,113)	(27,024)
Retail Pharmacy Net Activity	45,656	5,378	40,278	176,966	515,756	(105,560)	621,316	(121,076)
DISTRICT VOUCHERS AND OTHER	(7,086)	0	(7,086)	156,533	(111,894)	(2,400)	(109,494)	(14,400)
<u>Total Non-Operating Revenue</u>	<u>(410,724)</u>	<u>339,101</u>	<u>(749,825)</u>	<u>1,364,921</u>	<u>1,620,689</u>	<u>1,973,424</u>	<u>(352,735)</u>	<u>1,344,630</u>
<u>Net Income/(Loss)</u>	<u>(1,853,148)</u>	<u>(1,053,444)</u>	<u>(799,703)</u>	<u>(1,610,568)</u>	<u>4,774,778</u>	<u>(348,496)</u>	<u>5,123,274</u>	<u>6,044,431</u>
<u>EBIDA</u>	<u>(875,218)</u>	<u>(803,475)</u>	<u>(71,743)</u>	<u>(1,357,657)</u>	<u>8,858,328</u>	<u>2,663,967</u>	<u>6,194,360</u>	<u>8,860,924</u>
Operating Margin %	-79.8%	-67.2%	-12.6%	-506.9%	7.1%	-5.8%	12.9%	11.8%
Net Margin %	-102.5%	-50.8%	-51.7%	-274.4%	10.8%	-0.9%	11.6%	15.1%
EBIDA Margin %	-48.4%	-38.7%	-9.7%	-231.3%	20.0%	6.6%	13.3%	22.2%

Modoc Medical Center  
Income Statement Trend

	FYE 2025 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
	YTD												
Revenues													
Room & Board - Acute	6,946,872	681,023	405,005	744,172	708,677	666,206	613,961	572,229	463,733	540,491	465,847	503,026	582,502
Room & Board - SNF	9,504,192	824,217	827,753	766,813	810,479	689,749	832,648	825,009	743,957	772,020	749,778	856,239	805,530
Ancillary	0	-	0	0	0	0	0	0	-	-	0	-	-
<u>Total Inpatient Revenue</u>	<u>16,451,064</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>1,207,690</u>	<u>1,312,512</u>	<u>1,215,625</u>	<u>1,359,265</u>	<u>1,388,032</u>
Outpatient Revenue	38,908,265	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	3,230,927
<u>Total Patient Revenue</u>	<u>55,359,329</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>4,263,290</u>	<u>4,697,156</u>	<u>4,652,246</u>	<u>4,301,681</u>	<u>4,618,959</u>
Bad Debts	(947,440)	(333,441)	(753,529)	(116,967)	(891,069)	222,941	(123,520)	933,401	(95,063)	(24,600)	(74,232)	288,600	20,038
Contractual Adjs	8,628,880	1,594,462	1,215,413	1,501,809	2,090,228	(3,065,421)	1,722,745	1,113,784	(1,754,932)	1,868,008	(287,309)	(266,682)	2,896,775
Admin Aids	4,034,450	879,031	1,645,218	483,564	657,121	13,207	31,098	72,126	29,005	97,839	89,976	25,434	10,831
<u>Total Revenue Deductions</u>	<u>11,715,890</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>1,630,323</u>	<u>2,119,311</u>	<u>(1,820,990)</u>	<u>1,941,247</u>	<u>(271,565)</u>	<u>47,352</u>	<u>2,927,644</u>
<u>Net Patient Revenue</u>	<u>43,643,439</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>2,973,977</u>	<u>2,610,305</u>	<u>6,084,280</u>	<u>2,755,909</u>	<u>4,923,811</u>	<u>4,254,329</u>	<u>1,691,314</u>
% of Charges	78.8%	58.4%	56.0%	59.1%	60.5%	165.9%	64.6%	55.2%	142.7%	58.7%	105.8%	98.9%	36.6%
Other Revenue	758,704	37,465	11,308	16,924	40,534	19,445	60,098	82,810	199,850	15,857	108,713	48,848	116,853
<u>Total Net Revenue</u>	<u>44,402,143</u>	<u>3,040,886</u>	<u>2,694,104</u>	<u>2,716,042</u>	<u>2,885,369</u>	<u>7,138,788</u>	<u>3,034,075</u>	<u>2,693,114</u>	<u>6,284,130</u>	<u>2,771,767</u>	<u>5,032,524</u>	<u>4,303,177</u>	<u>1,808,168</u>
Expenses													
Salaries	18,318,651	1,527,863	1,445,742	1,444,284	1,503,745	1,520,455	1,473,348	1,473,038	1,392,813	1,646,053	1,693,660	1,631,074	1,566,575
Benefits and Taxes	4,040,217	331,128	289,544	316,206	342,146	355,483	264,599	347,775	309,262	362,479	384,251	383,601	353,742
Registry	3,349,908	246,179	339,927	237,286	197,516	340,884	239,350	373,696	336,686	266,243	172,792	409,306	190,043
Professional Fees	4,559,998	467,629	382,412	407,095	270,910	356,859	277,732	596,966	366,723	459,253	285,185	480,684	208,549
Purchased Services	1,951,518	102,186	186,434	246,625	103,565	179,949	163,284	260,472	122,231	176,258	160,929	123,800	125,784
Supplies	4,075,105	358,177	288,679	357,516	265,495	511,257	233,935	402,088	291,609	399,660	304,636	310,420	351,633
Repairs and Maint	391,263	35,962	34,099	75,654	31,931	23,171	27,599	(110)	22,479	40,600	30,574	37,677	31,626
Lease and Rental	54,598	4,529	4,219	7,647	5,105	3,654	4,198	7,981	648	3,576	4,223	7,171	1,647
Utilities	883,546	48,137	65,094	74,090	68,206	70,685	101,132	64,353	77,902	97,018	55,886	54,432	106,611
Insurance	547,088	43,552	43,552	42,632	43,552	43,552	60,507	45,671	45,671	45,671	43,852	44,102	44,772
Depreciation	2,125,071	177,946	177,549	174,027	180,297	173,896	183,856	177,600	163,743	181,250	175,394	181,507	178,007
Other	951,092	68,109	84,564	100,195	80,562	55,469	81,796	97,281	63,117	61,113	52,498	114,787	91,601
<u>Total Operating Expenses</u>	<u>41,248,054</u>	<u>3,411,397</u>	<u>3,341,817</u>	<u>3,483,258</u>	<u>3,093,031</u>	<u>3,635,314</u>	<u>3,111,337</u>	<u>3,846,812</u>	<u>3,192,885</u>	<u>3,739,175</u>	<u>3,363,878</u>	<u>3,778,560</u>	<u>3,250,591</u>
<u>Income from Operations</u>	<u>3,154,089</u>	<u>(370,511)</u>	<u>(647,712)</u>	<u>(767,216)</u>	<u>(207,662)</u>	<u>3,503,474</u>	<u>(77,262)</u>	<u>(1,153,698)</u>	<u>3,091,245</u>	<u>(967,408)</u>	<u>1,668,645</u>	<u>524,617</u>	<u>(1,442,423)</u>
Property Tax Revenue	2,143,660	0	0	0	0	0	1,339,079	0	0	(390)	547,677		257,294
Interest Income	1,233,759	107,452	30,566	186,563	86,571	131,797	91,387	135,345	134,733	81,993	90,298	63,718	93,335
Interest Expense	(1,958,479)	(79,974)	(79,713)	(77,315)	(80,904)	(218,433)	(218,322)	(221,487)	64,557	(83,255)	(81,859)	(81,851)	(799,923)
Gain/Loss on Asset Disposal/Forte	(202,113)	0	0	0	0	0						(202,113)	
Retail Pharmacy Net Activity	515,756	107,736	(171,567)	133,165	101,606	(43,333)	73,364	17,811	5,162	51,606	33,213	161,338	45,656
DISTRICT VOUCHERS AND OTHER	(111,894)	(9,862)	(4,090)	(2,952)	(7,714)	(12,375)	(7,911)	(9,450)	(14,744)	(14,865)	(12,937)	(7,908)	(7,086)
<u>Total Non-Operating Revenue</u>	<u>1,620,689</u>	<u>125,353</u>	<u>(224,804)</u>	<u>239,460</u>	<u>99,559</u>	<u>(142,344)</u>	<u>1,277,597</u>	<u>(77,782)</u>	<u>189,709</u>	<u>35,090</u>	<u>576,392</u>	<u>(66,816)</u>	<u>(410,724)</u>
<u>Net Income</u>	<u>4,774,778</u>	<u>(245,158)</u>	<u>(872,516)</u>	<u>(527,755)</u>	<u>(108,102)</u>	<u>3,361,130</u>	<u>1,200,336</u>	<u>(1,231,480)</u>	<u>3,280,954</u>	<u>(932,318)</u>	<u>2,245,037</u>	<u>457,801</u>	<u>(1,853,148)</u>
<u>EBIDA</u>	<u>8,858,328</u>	<u>12,762</u>	<u>(615,255)</u>	<u>(276,413)</u>	<u>153,098</u>	<u>3,753,459</u>	<u>1,602,514</u>	<u>(832,392)</u>	<u>3,380,139</u>	<u>(667,814)</u>	<u>2,502,290</u>	<u>721,158</u>	<u>(875,218)</u>
Operating Margin %	7.1%	-12.2%	-24.0%	-28.2%	-7.2%	49.1%	-2.5%	-42.8%	49.2%	-34.9%	33.2%	12.2%	-79.8%
Net Margin %	10.8%	-8.1%	-32.4%	-19.4%	-3.7%	47.1%	39.6%	-45.7%	52.2%	-33.6%	44.6%	10.6%	-102.5%
EBIDA Margin %	20.0%	0.4%	-22.8%	-10.2%	5.3%	52.6%	52.8%	-30.9%	53.8%	-24.1%	49.7%	16.8%	-48.4%

Modoc Medical Center  
Balance Sheet  
For the month of June 2025

	Unaudited 6/30/2025	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	1,343,671	1,172,124	1,043,515	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	25,133,123	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	7,993,985	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
<b>Total Cash</b>	<b>34,470,779</b>	<b>35,934,221</b>	<b>32,094,639</b>	<b>34,480,868</b>	<b>38,229,750</b>	<b>27,403,061</b>	<b>31,471,044</b>	<b>40,162,118</b>	<b>25,002,260</b>	<b>31,454,315</b>	<b>32,817,221</b>	<b>38,025,108</b>	<b>38,466,476</b>
Gross Patient AR	10,432,654	10,486,306	11,116,819	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	(5,933,536)	(5,953,361)	(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)
<b>Net Patient AR</b>	<b>4,499,118</b>	<b>4,532,945</b>	<b>4,643,650</b>	<b>4,653,979</b>	<b>5,090,103</b>	<b>5,265,779</b>	<b>4,994,592</b>	<b>4,213,143</b>	<b>5,116,908</b>	<b>6,026,407</b>	<b>5,330,989</b>	<b>5,492,161</b>	<b>6,118,405</b>
% of Gross	43.1%	43.2%	41.8%	38.3%	40.9%	42.3%	41.6%	35.5%	39.9%	39.6%	37.1%	34.4%	36.0%
Third Party Receivable	(129,883)	(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	636,825	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	685,089	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	635,285	433,040	473,185	527,245	546,553	601,634	575,318	553,767	630,453	748,609	635,005	678,955	729,187
<b>Total Current Assets</b>	<b>40,797,213</b>	<b>42,080,860</b>	<b>40,983,752</b>	<b>41,475,540</b>	<b>44,664,858</b>	<b>44,693,433</b>	<b>49,772,503</b>	<b>56,373,888</b>	<b>31,528,020</b>	<b>38,988,171</b>	<b>39,136,181</b>	<b>44,961,075</b>	<b>45,997,691</b>
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	713,540
Bldg & Improvements (121100-122500)	47,927,861	47,893,361	47,893,361	47,893,361	47,893,361	47,413,856	47,413,856	47,413,856	47,413,856	47,326,806	47,326,806	47,326,807	47,326,806
Equipment (124100-124204)	14,495,515	14,373,480	14,357,799	14,357,799	14,357,799	14,320,612	14,320,612	14,320,612	14,320,612	14,222,626	14,222,626	14,222,626	14,222,626
Construction In Progress (125000-125665)	54,304,202	49,496,085	49,057,141	46,849,888	44,039,570	42,270,651	38,600,009	30,560,100	20,513,275	20,576,305	20,513,275	20,359,462	20,284,111
<b>Fixed Assets</b>	<b>117,441,118</b>	<b>112,476,466</b>	<b>112,021,841</b>	<b>109,814,588</b>	<b>107,004,269</b>	<b>104,718,658</b>	<b>101,048,017</b>	<b>93,008,108</b>	<b>89,457,057</b>	<b>83,024,313</b>	<b>82,776,246</b>	<b>82,622,435</b>	<b>82,547,083</b>
Accum Depreciation	(20,034,362)	(19,856,164)	(19,474,460)	(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)
<b>Net Fixed Assets</b>	<b>97,406,756</b>	<b>92,620,302</b>	<b>92,347,381</b>	<b>90,315,714</b>	<b>87,686,842</b>	<b>84,632,882</b>	<b>81,140,038</b>	<b>73,284,183</b>	<b>69,907,194</b>	<b>63,654,464</b>	<b>63,580,615</b>	<b>63,604,551</b>	<b>63,707,343</b>
Other Assets	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Assets</b>	<b>138,203,969</b>	<b>134,701,162</b>	<b>133,331,133</b>	<b>131,791,254</b>	<b>132,351,700</b>	<b>129,326,314</b>	<b>130,912,541</b>	<b>129,658,071</b>	<b>101,435,214</b>	<b>102,642,635</b>	<b>102,716,797</b>	<b>108,565,626</b>	<b>109,705,034</b>
Accounts Payable	7,150,746	1,944,583	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	1,241,389	1,171,016	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	10,580	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	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	24,633,275	633,275	633,275	633,275	633,275	633,275
Other Current Liabilities/Accrued Interest	519,110	443,446	330,329	242,936	164,387	232,844	761,666	542,307	325,575	247,049	170,349	90,794	487,290
<b>Total Current Liabilities</b>	<b>34,035,100</b>	<b>28,683,596</b>	<b>27,778,706</b>	<b>28,482,466</b>	<b>28,103,955</b>	<b>28,358,306</b>	<b>28,721,093</b>	<b>28,666,959</b>	<b>3,805,232</b>	<b>4,897,211</b>	<b>4,443,618</b>	<b>9,421,144</b>	<b>9,835,393</b>
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	32,264,368	32,744,368
<b>Total Liabilities</b>	<b>66,299,468</b>	<b>60,947,964</b>	<b>60,043,074</b>	<b>60,746,834</b>	<b>60,368,323</b>	<b>60,622,674</b>	<b>60,985,461</b>	<b>60,931,327</b>	<b>36,069,600</b>	<b>37,161,579</b>	<b>36,707,986</b>	<b>41,685,512</b>	<b>42,579,761</b>
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	67,125,273
Current Year Income/(Loss)	4,779,228	6,627,925	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)	
<b>Total Equity</b>	<b>71,904,501</b>	<b>73,753,198</b>	<b>73,288,059</b>	<b>71,044,420</b>	<b>71,983,378</b>	<b>68,703,640</b>	<b>69,927,080</b>	<b>68,726,744</b>	<b>65,365,614</b>	<b>65,481,056</b>	<b>66,008,812</b>	<b>66,880,114</b>	<b>67,125,273</b>
<b>Total Liabilities and Equity</b>	<b>138,203,969</b>	<b>134,701,162</b>	<b>133,331,133</b>	<b>131,791,254</b>	<b>132,351,700</b>	<b>129,326,314</b>	<b>130,912,541</b>	<b>129,658,071</b>	<b>101,435,213</b>	<b>102,642,635</b>	<b>102,716,797</b>	<b>108,565,625</b>	<b>109,705,034</b>
Days in Cash	330	340	292	298	372	242	249	365	227	286	298	346	350
Days in AR (Gross)	66	66	70	77	79	79	76	75	81	96	91	101	107
Days in AP	65	18	12	15	14	16	15	18	13	19	17	63	65
Current Ratio	1.20	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**

June-25

	CURRENT MONTH	Jun-25	May-25	FISCAL YEAR YTD	Jun-25	Jun-24
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>						
NET INCOME	-1,848,696			4,779,230		
<b>ADJUSTMENTS TO RECONCILE NET INCOME TO NET CASH PROVIDED BY OPERATING ACTIVITIES</b>						
DEPRECIATION EXPENSE	178,198	20,034,362	19,856,164	1,194,622	20,034,362	18,839,740
CHANGE IN PATIENT ACCOUNTS RECEIVABLE	33,826	4,499,118	4,532,945	1,619,287	4,499,118	6,118,405
CHANGE IN OTHER RECEIVABLES	-32,582	506,942	474,360	-238,216	506,942	268,726
CHANGE IN INVENTORIES	21,205	685,089	706,294	-270,192	685,089	414,897
CHANGE IN PREPAID EXPENSES	-202,245	635,285	433,040	93,902	635,285	729,187
CHANGE IN ACCOUNTS PAYABLE	5,206,162	7,150,746	1,944,583	26,943	7,150,746	7,123,803
CHANGE IN ACCRUED SALARIES AND RELATED TAXES	70,373	1,241,389	1,171,016	197,986	1,241,389	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	5,274,937			2,565,331		
<b>CASH FLOWS FROM INVESTMENT ACTIVITIES</b>						
PURCHASE OF EQUIPMENT/CIP	-4,964,652	117,441,118	112,476,466	-34,894,035	117,441,118	82,547,083
CUSTODIAL HOLDINGS	-695	10,580	11,275	1,958	10,580	8,622
NET CASH PROVIDED (USED) BY INVESTING ACTIVITIES	-4,965,347			-34,892,077		
<b>CASH FROM FINANCING ACTIVITIES</b>						
Current Liability L32	75,664	25,152,385	25,076,721	24,031,819	25,152,385	1,120,566
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	75,664			23,551,819		
CASH AT BEGINNING OF PERIOD	35,934,221			38,466,476	6/30/2024	
NET INCREASE (DECREASE) IN CASH	-1,463,442			-3,995,697		
CASH AT END OF PERIOD	34,470,779			34,470,779		

0

0

MODOC MEDICAL CENTER																											
"KEY STATISTICS"																											
Twelve Months Ending, June 30th, 2025																											
	Jun-25		May-25		Apr-25		Mar-25		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.	Act.	Bud.	Act.	Bud.	Act.	Bud.	Act.	Bud.			
Patient-Days																											
Adults/Peds	47	57	51	76	64	137	49	63	48	68	40	72	64	89	83	46	75	62	82	89	48	72	90	92	741	923	741
Swing	87	50	46	71	28	89	45	84	73	82	70	43	70	63	30	62	64	88	49	48	31	70	36	53	629	803	629
SNF	1,412	1,301	1,465	1,446	1,340	1,463	1,408	1,550	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	17,458	17,560	17,458
Total "Patient Days"	1,546	1,408	1,562	1,593	1,432	1,689	1,502	1,697	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	18,828	19,286	18,828
ADC																											
Adults/Peds	1.57	1.84	1.65	2.45	2.13	4.42	1.58	2.03	1.71	2.19	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	2.03	2.52	2.03
Swing	2.90	1.61	1.48	2.29	0.93	2.87	1.45	2.71	2.61	2.65	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	1.72	2.19	1.72
SNF	47.07	41.97	47.26	46.65	44.67	47.19	45.42	50.00	49.18	45.58	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	47.83	47.98	47.83
Total "Average Daily Census"	51.53	45.42	50.39	51.39	47.73	54.48	48.45	54.74	53.50	50.42	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	51.58	52.69	51.58
ALOS																											
Adults/Peds	3.36		3.00		3.20		2.45		2.82		2.35		3.37		3.46		3.75		2.93		3.43		3.33		3.13	4.20	3.13
Swing	10.88		4.60		7.00		4.09		12.17		11.67		7.78		3.75		12.80		6.13		6.20		6.00		7.31	8.82	7.31
Admissions																											
Adults/Peds	14	17	17	23	20	19	20	19	17	18	17	18	19	24	24	8	20	18	28	18	14	20	27	19	237	220	237
Swing	8	7	10	12	4	10	11	10	6	10	6	8	9	4	8	10	5	2	8	7	5	1	6	8	86	91	86
SNF	3	5	4	4	1	1	2	-	-	2	2	-	2	1	1	2	2	3	2	1	1	2	4	1	24	25	24
Total "Admissions"	25	29	31	39	25	30	33	29	23	30	25	26	30	29	33	20	27	23	38	26	20	23	37	28	347	336	347
Discharges																											
SNF	4		1		1		3		4		2		2		-		2		1		2		2		24	23	24
Days in Period	30		31		30		31		28		31		31		30		31		30		31		31		365	366	365
Amulatory Service Statistics																											
Emergency Visits	460	464	481	552	482	553	496	523	482	427	465	415	510	454	435	406	491	456	476	475	525	520	526	468	5,829	5,774	5,829
Ambulance Runs Visits	75	81	77	113	75	108	93	104	95	87	75	98	93	88	93	93	61	50	87	79	87	73	133	81	1,044	1,061	1,044
Clinic Visits	574	772	1,081	902	827	1,229	727	1,016	790	1,156	805	1,134	684	854	634	991	896	950	709	908	857	1,213	956	1,021	9,540	11,830	9,540
Canby Clinic Visits	232	301	261	274	233	331	257	217	243	169	300	280	251	218	272	256	314	221	245	204	325	269	378	208	3,311	2,958	3,311
Canby Dental	192	171	136	237	163	286	142	200	133	123	175	194	147	195	147	195	69	200	165	195	210	195	163	-	1,842	1,614	1,842
Observation Admits	5	2	5	5	4	5	3	4	2	2	2	3	5	5	2	4	2	5	5	5	6	2	4	2	45	48	45
Observation Care Hours	169.3	50	218.2	160	89.5	131	74.0	143	93.9	54	78.3	114	158.0	249	80.1	132	42.8	275	123.8	132	192.7	89	101.4	38	1,422	1,674	1,422
Ancillary Services Statistics																											
Surgeries	5	4	11	8	2	5	3	3	4	14	10	3	11	5	3	2	3	3	4	2	2	1	8	2	66	62	66
Endoscopies	25	24	19	30	21	19	21	26	20	14	18	23	20	13	17	21	20	22	13	39	17	17	18	14	229	272	229
Surgery & Recovery Minutes	802	642	869	1,064	767	574	623	611	666	666	682	696	731	434	413	462	566	518	498	923	501	297	546	474	7,664	7,666	7,664
Anesthesia Minutes	1,404	946	1,392	1,556	864	1,076	960	943	1,020	1,047	1,058	1,052	1,326	612	673	745	898	941	793	1,579	565	760	922	905	11,875	12,788	11,875
Laboratory Tests	4816	4,112	4543	4,832	4631	4,914	4648	4,348	4648	4,980	4485	4,697	4427	4,759	4301	4,236	5153	5,005	4567	5,042	4534	3,917	5299	3,928	56,052	53,664	56,052
Radiology-Diagnosti Proc	266	300	297	293	257	297	262	254	301	249	288	275	256	253	267	255	280	290	261	273	283	278	303	322	3,321	3,275	3,321
Ultrasonounds Proc	82	102	83	85	94	89	88	61	105	102	89	95	86	58	53	52	103	109	64	133	99	88	76	111	1,022	1,074	1,022
CT Scans Proc	150	139	150	173	138	195	168	130	153	163	128	126	145	148	170	133	171	172	128	128	167	149	195	146	1,863	1,775	1,863
MRI Proc		26		18		-		30		18		17		13		15		25		25	28	18	12		46	231	46
Physical Therapy Sessions	817	775	551	718	756	770	889	600	517	624	563	575	429	536	547	536	675	429	610	536	677	745	760	760	7,791	4,501	7,791
Retail Pharmacy-Scripts	3,248	2,351	3,309	2,689	2,969	2,598	2,513	2,548	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	32,604	29,874	32,604
Dietician Consults																											-