



AGENDA

LAST FRONTIER HEALTHCARE DISTRICT FINANCE COMMITTEE

Tuesday, August 26, 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 July 1, 2025 Regular LFHD Finance Committee Meeting	D. King – Presentation of the July 1, 2025, Regular LFHD Finance Committee meeting for approval.	Attachment A
4. Discussion Items		
A. LFHD Financial Statement – July 2025 (unaudited)	J. Lin – LFHD Financial Statement – July 2025 (unaudited)	Attachment B
B. Investment Information-Mortgage Securities	K. Kramer (Call Jason Layland)	
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 August 22, 2025.



MINUTES **LAST FRONTIER HEALTHCARE DISTRICT** **FINANCE COMMITTEE**

Tuesday, July 29, 2025 – 3:30 pm
Modoc Medical Center; Education Conference Room;
1111 N Nagle St.; Alturas, California

Present

- Denise King
- Jin Lin
- Rose Boulade
- Kevin Kramer
- Joseph Johnson

Absent:

- Scott Swasey

Subject	Discussion	Action
1. Call to Order	Rose Boulade, called the meeting of the Last Frontier Healthcare District Finance Committee to order at 3:32 pm on Tuesday, July 29, 2025, in the Education Conference Room at Modoc Medical Center in Alturas, California.	
2. Agenda Approval	R. Boulade - Changes, additions, deletions to the Agenda.	Kevin Kramer approved the agenda as presented, Joseph Johnson seconded.
3. Minutes of the July 1, 2025, Regular LFHD Finance Committee Meeting	D. King presented the minutes of the July 1, 2025, LFHD Finance Committee Regular Meeting.	Joseph Johnson approved the minutes as presented, Rose Boulade seconded.
4. Discussion Items		
A. Last Frontier Healthcare District Financial Statement – June 2025 (unaudited)	J. Lin presented the <u>unaudited</u> Last Frontier Healthcare District Financial Statement for June 2025 from the narratives and financial statements provided in the Finance Committee meeting packet.	
B. Finance Directors Report	Accounting - We started monitoring the new Fiscal Year budget and plan to send out the P&L monthly report to the managers by the middle of every month so they can monitor their spending levels to budget. - We are still working on the Audit Items due by 9/2. As of today, we have 27 items left, out of 111. Purchasing - Purchasing does not have any new substantial changes; they have finished stocking the New SNF with supplies. Floater - We are looking for two new extra floaters. We interviewed three applicants so far, and have two more interviews scheduled.	
C. CEO's Report	New SNF	

Subject	Discussion	Action
	• Negotiations with Swinerton still ongoing. Our legal counsel is now involved after receiving a letter from them today. • USDA has completed their review of close out documents for the USDA loan. Current plan is for that to close in October 2025. • Heard plumbing has not been able to try to kill the geothermal well to facilitate further testing of the well at the high school. This has been delayed since last month. Old SNF/Wanerview • No word back from CMS on being able to keep old SNF open. Budget Cuts • A spreadsheet was provided showing projected cuts to be made for each supplemental reimbursement program we participate in and how much it is expected to be reduced each year. • We will take last year's reimbursement under these programs and apply the cuts to see what the federal budget cut may mean to our facility specifically. • The Voluntary Rate Range Program is the biggest program for us out of all the supplemental programs, so the cuts to that program will be felt the most.	

5. Adjournment

Rose Boulade adjourned the LFHD Finance Committee meeting at 4:23 pm. The next meeting of the Last Frontier Healthcare District Finance Committee will be Tuesday July 26, 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

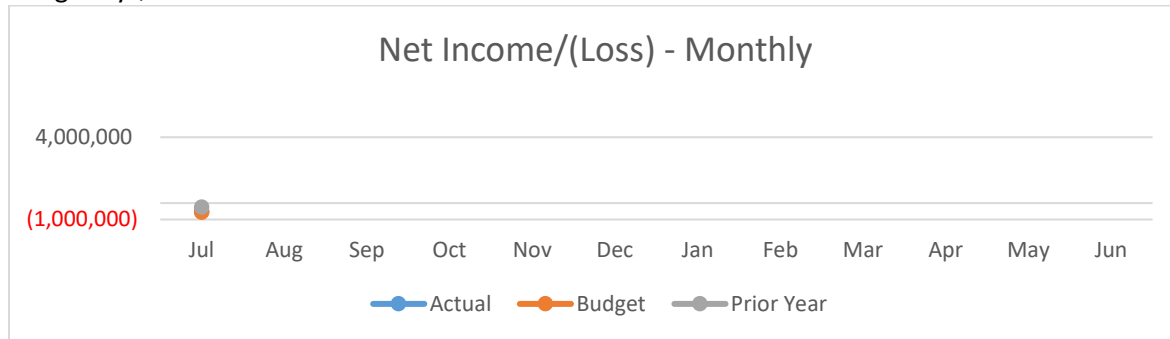


Modoc Medical Center
Financial Narrative
For the Month of July 2025

Prepared by Jin Lin, Finance Director

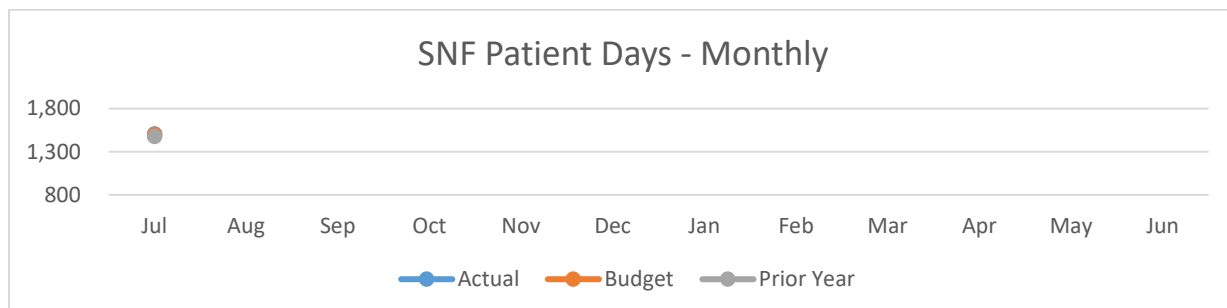
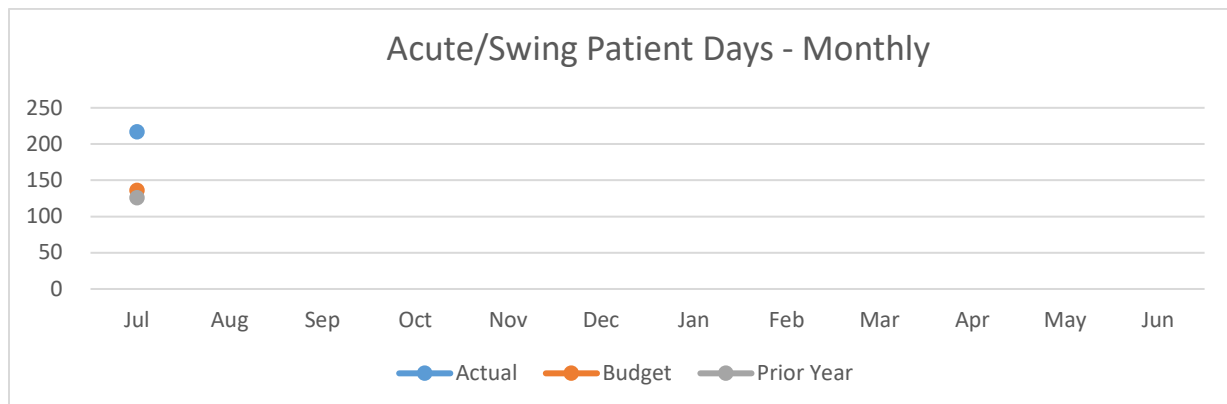
Summary

During the month of July, Modoc Medical Center reported a net Loss from operations of \$732K that was under budget by \$61K. Inpatient revenue was up by \$19K and outpatient revenue was down by \$98K compared to the budget. Total patient revenue was \$4.88 million, showing a decrease of \$80K compared to the budget. Net income, including Non-Operating Activity, was a loss of \$515K above budget by \$41K.



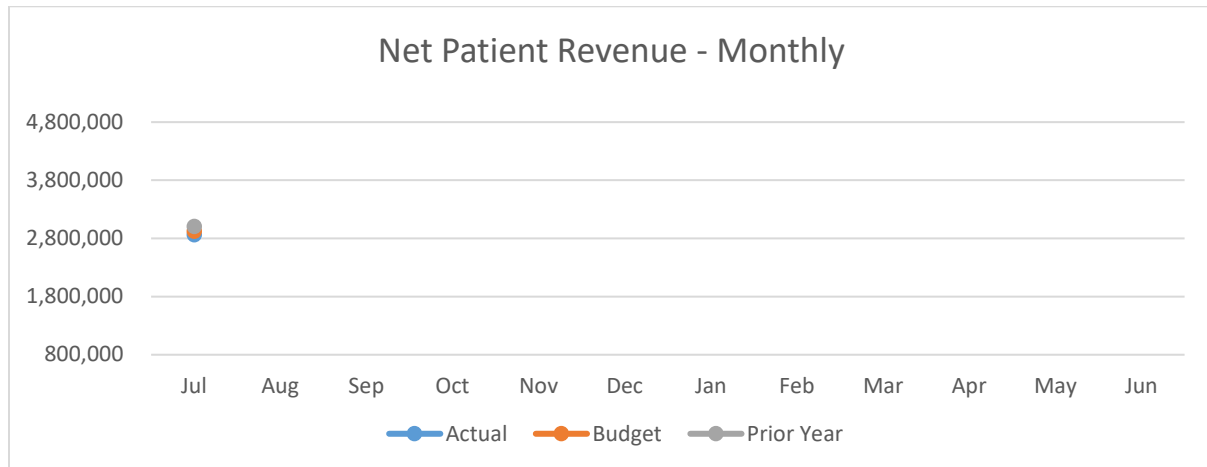
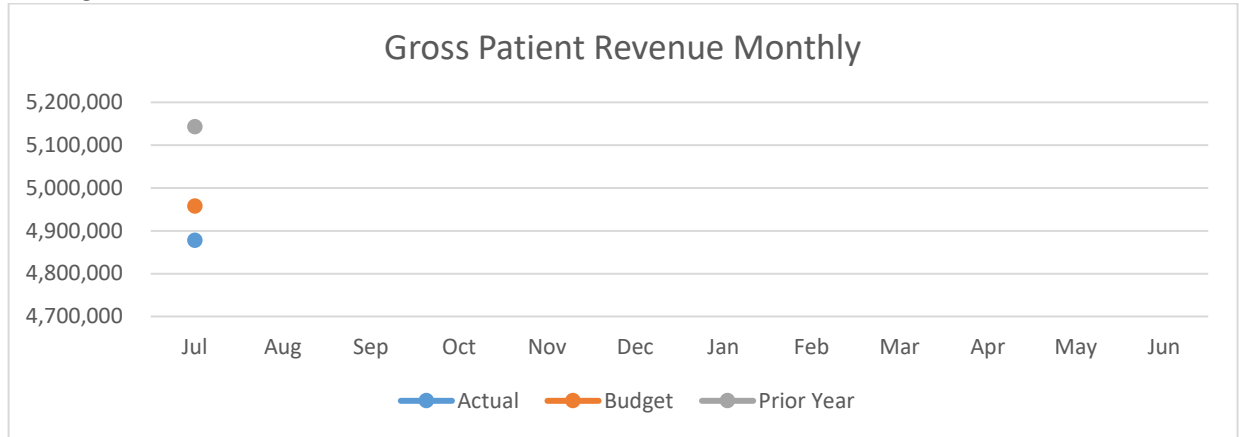
Patient Volumes

Combined Acute Days were above budget for the month by 82 days. The SNF Patient Days were up to 1,509 above budget by 9 days. Overall Inpatient Days were above budget by 90 days (1,726 actual vs. 1,636 budget). Outpatient visits in all areas were above budget, except for Surgery, ER, and Alturas Clinic were under budget.



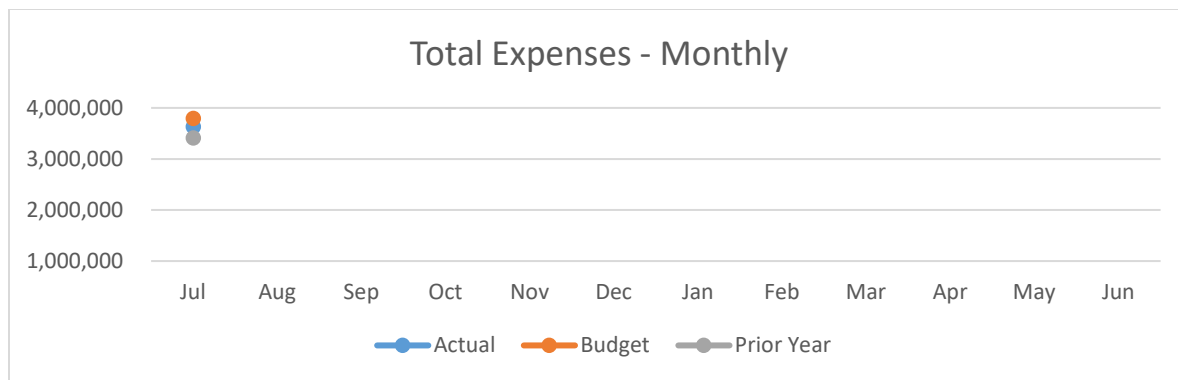
Revenues

Gross Patient Revenues were \$4.88 million, compared to the budget of \$4.96 million, and Inpatient Revenue was \$1.53 million compared to the budget of \$1.51 million; and Outpatient Revenue was \$3.35million compared to the budget of \$3.45 million. Net patient Revenue was \$2.86 million, compared to the budget of \$2.92 million. Total deductions from revenue were \$2.02 million, compared to budget of \$2.03 million.



Expenses

Total Operating Expenses were \$3.63 million this month, that was under budget of \$162K. The decrease was mainly in Purchased Services and Employer Benefits and Taxes.



Non-Operating Activity

Non-Operating expenses for the month: Accrued Interest from USDA Loan was \$83K. District Vouchers totaled \$7K. Interest income of \$214K from CDs and the new SNF interim loan. The retail pharmacy showed a profit of \$94K. Total non-operating net income for the month was \$217K.

Balance Sheet

Cash decreased in July by \$7.11 million to \$27.36 million. We paid both of March and April Swinerton App payments in the amount of \$4.6 million for the month. The total current liabilities were 28.6 million. Days in Cash totaled 241. Days in AP totaled 15. Days in AR totaled 64. The current ratio was 1.19. Net AR as a percentage of gross AR was 47.12%

Modoc Medical Center
Income Statement
For the month of July 2025

	Month	Jul-25 Budget	Variance	Prior Year Month	2026 YTD	2026 YTD Budget	Variance	Prior Year YTD
Revenues								
Room & Board - Acute	685,444	667,322	18,121	681,023	685,444	667,322	18,121	681,023
Room & Board - SNF	841,152	840,609	542	824,217	841,152	840,609	542	824,217
<u>Total Inpatient Revenue</u>	<u>1,526,595</u>	<u>1,507,932</u>	<u>18,664</u>	<u>1,505,240</u>	<u>1,526,595</u>	<u>1,507,932</u>	<u>18,664</u>	<u>1,505,240</u>
Outpatient Revenue	3,351,869	3,450,092	(98,223)	3,638,233	3,351,869	3,450,092	(98,223)	3,638,233
<u>Total Patient Revenue</u>	<u>4,878,465</u>	<u>4,958,024</u>	<u>(79,559)</u>	<u>5,143,473</u>	<u>4,878,465</u>	<u>4,958,024</u>	<u>(79,559)</u>	<u>5,143,473</u>
Bad Debts (580000,580011,58010)	84,182	83,103	1,079	(333,441)	84,182	83,103	1,079	(333,441)
Contractuals Adjs	1,918,848	1,934,414	(15,566)	1,594,462	1,918,848	1,934,414	(15,566)	1,594,462
Admin Adjs (5930002-593001,598)	12,361	16,897	(4,536)	879,031	12,361	16,897	(4,536)	879,031
<u>Total Revenue Deductions</u>	<u>2,015,392</u>	<u>2,034,414</u>	<u>(19,022)</u>	<u>2,140,052</u>	<u>2,015,392</u>	<u>2,034,414</u>	<u>(19,022)</u>	<u>2,140,052</u>
<u>Net Patient Revenue</u>	<u>2,863,073</u>	<u>2,923,610</u>	<u>(60,536)</u>	<u>3,003,421</u>	<u>2,863,073</u>	<u>2,923,610</u>	<u>(60,536)</u>	<u>3,003,421</u>
% of Charges	58.7%	59.0%	-0.3%	58.4%	58.7%	59.0%	-0.3%	58.4%
Other Revenue	37,741	200,000	(162,259)	37,465	37,741	200,000	(162,259)	37,465
<u>Total Net Revenue</u>	<u>2,900,814</u>	<u>3,123,610</u>	<u>(222,796)</u>	<u>3,040,886</u>	<u>2,900,814</u>	<u>3,123,610</u>	<u>(222,796)</u>	<u>3,040,886</u>
Expenses								
Salaries	1,785,419	1,736,429	48,990	1,527,863	1,785,419	1,736,429	48,990	1,527,863
Benefits and Taxes	377,349	430,787	(53,438)	331,128	377,349	430,787	(53,438)	331,128
Registry	262,589	284,982	(22,392)	246,179	262,589	284,982	(22,392)	246,179
Professional Fees	378,812	384,458	(5,646)	467,629	378,812	384,458	(5,646)	467,629
Purchased Services	51,877	101,956	(50,079)	102,186	51,877	101,956	(50,079)	102,186
Supplies	397,284	417,254	(19,970)	358,177	397,284	417,254	(19,970)	358,177
Repairs and Maint	32,193	41,249	(9,056)	35,962	32,193	41,249	(9,056)	35,962
Lease and Rental	2,393	4,553	(2,160)	4,529	2,393	4,553	(2,160)	4,529
Utilities	48,158	79,256	(31,098)	48,137	48,158	79,256	(31,098)	48,137
Insurance	43,282	45,821	(2,540)	43,552	43,282	45,821	(2,540)	43,552
Depreciation	183,888	198,681	(14,793)	177,946	183,888	198,681	(14,793)	177,946
Other	70,025	70,125	(100)	68,109	70,025	70,125	(100)	68,109
<u>Total Operating Expenses</u>	<u>3,633,269</u>	<u>3,795,552</u>	<u>(162,282)</u>	<u>3,411,397</u>	<u>3,633,269</u>	<u>3,795,552</u>	<u>(162,282)</u>	<u>3,411,397</u>
<u>Income from Operations</u>	<u>(732,455)</u>	<u>(671,942)</u>	<u>(60,513)</u>	<u>(370,511)</u>	<u>(732,455)</u>	<u>(671,942)</u>	<u>(60,513)</u>	<u>(370,511)</u>
Property Tax Revenue	0	0	0	0	0	0	0	0
Interest Income	214,143	107,670	106,473	107,452	214,143	107,670	106,473	107,452
Interest Expense	(83,144)	(105,646)	22,502	(79,974)	(83,144)	(105,646)	22,502	(79,974)
Gain/Loss on Asset Disposal/Fortera		0	0	0		0	0	0
Retail Pharmacy Net Activity	93,595	123,066	(29,471)	107,736	93,595	123,066	(29,471)	107,736
DISTRICT VOUCHERS AND OTHER	(7,186)	(9,668)	2,482	(9,862)	(7,186)	(9,668)	2,482	(9,862)
<u>Total Non-Operating Revenue</u>	<u>217,408</u>	<u>115,423</u>	<u>101,985</u>	<u>125,353</u>	<u>217,408</u>	<u>115,423</u>	<u>101,985</u>	<u>125,353</u>
<u>Net Income/(Loss)</u>	<u>(515,048)</u>	<u>(556,519)</u>	<u>41,472</u>	<u>(245,158)</u>	<u>(515,048)</u>	<u>(556,519)</u>	<u>41,472</u>	<u>(245,158)</u>
<u>EBIDA</u>	<u>(248,016)</u>	<u>(252,193)</u>	<u>4,177</u>	<u>12,762</u>	<u>(248,016)</u>	<u>(252,193)</u>	<u>4,177</u>	<u>12,762</u>
Operating Margin %	-25.2%	-21.5%	-3.7%	-12.2%	-25.2%	-21.5%	-3.7%	-12.2%
Net Margin %	-17.8%	-17.8%	0.1%	-8.1%	-17.8%	-17.8%	0.1%	-8.1%
EBIDA Margin %	-8.5%	-8.1%	-0.5%	0.4%	-8.5%	-8.1%	-0.5%	0.4%

Modoc Medical Center
Income Statement Trend

	FYE 2025 YTD													FYE 2025 YTD	FYE 2026 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	YTD	YTD	Jul-25
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	681,023	685,444	685,444
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	824,217	841,152	841,152
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Inpatient Revenue	16,451,064	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	1,388,032	1,505,240	1,526,595	1,526,595
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	3,638,233	3,351,869	3,351,869
Total Patient Revenue	55,359,329	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	4,618,959	5,143,473	4,878,465	4,878,465
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	(333,441)	84,182	84,182
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	1,594,462	1,918,848	1,918,848
Admin Adjs	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	879,031	12,361	12,361
Total Revenue Deductions	11,715,890	2,140,052	2,107,102	1,868,406	1,856,280	(2,829,273)	1,630,323	2,119,311	(1,820,990)	1,941,247	(271,565)	47,352	2,927,644	2,140,052	2,015,392	2,015,392
Net Patient Revenue	43,643,439	3,003,421	2,682,796	2,699,118	2,844,835	7,119,343	2,973,977	2,610,305	6,084,280	2,755,909	4,923,811	4,254,329	1,691,314	3,003,421	2,863,073	2,863,073
% 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%	58.4%	58.7%	
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	37,465	37,741	37,741
Total Net Revenue	44,402,143	3,040,886	2,694,104	2,716,042	2,885,369	7,138,788	3,034,075	2,693,114	6,284,130	2,771,767	5,032,524	4,303,177	1,808,168	3,040,886	2,900,814	2,900,814
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	1,527,863	1,785,419	1,785,419
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	331,128	377,349	377,349
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	246,179	262,589	262,589
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	280,549	467,629	378,812	378,812
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	102,186	51,877	51,877
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	358,177	397,284	397,284
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	35,962	32,193	32,193
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	4,529	2,393	2,393
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	48,137	48,158	48,158
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	43,552	43,282	43,282
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	177,946	183,888	183,888
Other	952,805	68,109	84,564	100,195	80,562	55,469	81,796	97,281	63,117	61,113	54,211	114,787	91,601	68,109	70,025	70,025
Total Operating Expenses	41,249,767	3,411,397	3,341,817	3,483,258	3,093,031	3,635,314	3,111,337	3,846,812	3,192,885	3,739,175	3,365,591	3,778,560	3,250,591	3,411,397	3,633,269	3,633,269
Income from Operations	3,152,376	(370,511)	(647,712)	(767,216)	(207,662)	3,503,474	(77,262)	(1,153,698)	3,091,245	(967,408)	1,666,932	524,617	(1,442,423)	(370,511)	(732,455)	(732,455)
Property Tax Revenue	2,143,660	0	0	0	0	0	1,339,079	0	0	(390)	547,677	257,294	0	0	0	0
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	107,452	214,143	214,143
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)	(79,974)	(83,144)	(83,144)
Gain/Loss on Asset Disposal/Forfeiture	(202,113)	0	0	0	0	0	0	0	0	0	0	(202,113)	0	0	0	0
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	107,736	93,595	93,595
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)	(9,862)	(7,186)	(7,186)
Total Non-Operating Revenue	1,620,689	125,353	(224,804)	239,460	99,559	(142,344)	1,277,597	(77,782)	189,708	35,090	576,392	(66,816)	(410,724)	125,353	217,408	217,408
Net Income	4,773,065	(245,158)	(872,516)	(527,755)	(108,102)	3,361,130	1,200,336	(1,231,480)	3,280,953	(932,318)	2,243,324	457,801	(1,853,148)	(245,158)	(515,048)	(515,048)
EBIDA	8,856,614	12,762	(615,255)	(276,413)	153,098	3,753,459	1,602,514	(832,392)	3,380,138	(667,814)	2,500,577	721,158	(875,218)	12,762	(248,016)	(248,016)
Operating Margin %	7.1%	-12.2%	-24.0%	-28.2%	-7.2%	49.1%	-2.5%	-42.8%	49.2%	-34.9%	33.1%	12.2%	-79.8%	-12.2%	-25.2%	-25.2%
Net Margin %	10.7%	-8.1%	-32.4%	-19.4%	-3.7%	47.1%	39.6%	-45.7%	52.2%	-33.6%	44.6%	10.6%	-102.5%	-8.1%	-17.8%	-17.8%
EBIDA Margin %	19.9%	0.4%	-22.8%	-10.2%	5.3%	52.6%	52.8%	-30.9%	53.8%	-24.1%	49.7%	16.8%	-48.4%	0.4%	-8.5%	-8.5%

Modoc Medical Center
Balance Sheet
For the month of July 2025

	Unaudited 7/31/2025	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
Cash	133,445	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
Investments	19,210,474	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
Designated Funds	8,016,285	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
Total Cash	27,360,203	34,470,779	35,934,221	32,094,639	34,480,868	38,229,750	27,403,061	31,471,044	40,162,118	25,002,260	31,454,315	32,817,221
Gross Patient AR	10,084,488	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
Allowances	(5,333,160)	(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)
Net Patient AR	4,751,329	4,499,118	4,532,945	4,643,650	4,653,979	5,090,103	5,265,779	4,994,592	4,213,143	5,116,908	6,026,407	5,330,989
% of Gross	47.1%	43.1%	43.2%	41.8%	38.3%	40.9%	42.3%	41.6%	35.5%	39.9%	39.6%	37.1%
Third Party Receivable	(129,883)	(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)
Other AR	674,415	636,825	627,132	463,976	452,797	534,816	559,179	544,751	575,125	607,392	549,917	564,585
Inventory	688,927	685,089	706,294	645,669	655,858	650,807	642,809	626,748	648,765	606,175	644,092	501,991
Prepays	643,543	635,285	433,040	473,185	527,245	546,553	601,634	575,318	553,767	630,453	748,609	635,005
Total Current Assets	33,988,534	40,797,213	42,080,860	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
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 (12110	47,927,861	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	47,413,856	47,326,806
Equipment (124100-124204)	14,495,515	14,495,515	14,373,480	14,373,480	14,357,799	14,357,799	14,320,612	14,320,612	14,320,612	14,320,612	14,320,612	14,222,626
Construction In Progress (125	54,911,525	54,304,202	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
Fixed Assets	118,048,441	117,441,118	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
Accum Depreciation	(20,218,448)	(20,034,362)	(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)
Net Fixed Assets	97,829,993	97,406,756	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
Other Assets	0	0	0	0	0	0	0	0	0	0	0	0
Total Assets	131,818,527	138,203,969	134,701,162	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
Accounts Payable	1,615,693	7,156,909	1,946,297	1,319,919	1,601,522	1,539,319	1,711,699	1,642,125	1,949,303	1,447,256	2,085,315	1,819,533
Accrued Payroll	1,513,818	1,241,389	1,171,016	998,387	1,513,772	1,276,374	1,292,732	1,187,780	1,047,141	905,404	1,439,060	1,329,159
Patient Trust Accounts	10,556	10,580	11,275	11,170	10,960	10,600	7,757	16,247	14,932	13,722	12,512	11,302
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
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	24,633,275	633,275	633,275	633,275
Other Current Liabilities/Accr	321,529	519,110	443,446	330,329	242,936	164,387	232,844	761,666	542,307	325,575	247,049	170,349
Total Current Liabilities	28,574,870	34,041,264	28,685,309	27,773,081	28,482,466	28,103,955	28,358,306	28,721,093	28,666,959	3,805,232	4,897,211	4,443,618
Long Term Liabilities	31,860,368	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
Total Liabilities	60,435,238	66,305,632	60,949,677	60,037,449	60,746,834	60,368,323	60,622,674	60,985,461	60,931,327	36,069,600	37,161,579	36,707,986
Fund Balance	71,898,336	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)	(515,048)	4,773,065	6,626,212	6,168,412	3,919,148	4,858,105	1,578,367	2,801,808	1,601,471	(1,759,659)	(1,644,217)	(1,116,461)
Total Equity	71,383,289	71,898,338	73,751,485	73,293,685	71,044,420	71,983,378	68,703,640	69,927,080	68,726,744	65,365,614	65,481,056	66,008,812
Total Liabilities and Equity	131,818,527	138,203,969	134,701,162	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
Days in Cash	241	330	340	292	298	372	242	249	365	227	286	298
Days in AR (Gross)	64	66	66	70	77	79	79	76	75	81	96	91
Days in AP	15	65	18	12	15	14	16	15	18	13	19	17
Current Ratio	1.19	1.20	1.47	1.48	1.46	1.59	1.58	1.73	1.97	8.29	7.96	8.81
Net AR as a percentage of grc	47.12%	43.13%	43.23%	41.77%	38.25%	40.92%	42.26%	41.57%	35.47%	39.87%	39.60%	37.06%

STATEMENT OF CASH FLOWS

July-25

	CURRENT MONTH	Jul-25	Jun-25	FISCAL YEAR YTD	Jul-25	Jun-25
CASH FLOWS FROM OPERATING ACTIVITIES						
NET INCOME	-515,048			-515,048		
ADJUSTMENTS TO RECONCILE NET INCOME TO NET CASH PROVIDED BY OPERATING ACTIVITIES						
DEPRECIATION EXPENSE	184,086	20,218,448	20,034,362	184,086	20,218,448	20,034,362
CHANGE IN PATIENT ACCOUNTS RECEIVABLE	-252,211	4,751,329	4,499,118	-252,211	4,751,329	4,499,118
CHANGE IN OTHER RECEIVABLES	-37,590	544,532	506,942	-37,590	544,532	506,942
CHANGE IN INVENTORIES	-3,838	688,927	685,089	-3,838	688,927	685,089
CHANGE IN PREPAID EXPENSES	-8,258	643,543	635,285	-8,258	643,543	635,285
CHANGE IN ACCOUNTS PAYABLE	-5,541,216	1,615,693	7,156,909	-5,541,216	1,615,693	7,156,909
CHANGE IN ACCRUED SALARIES AND RELATED TAXES	272,427	1,513,816	1,241,389	272,427	1,513,816	1,241,389
CHANGE IN OTHER PAYABLES	0	480,000	480,000	0	480,000	480,000
NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES	-5,386,600			-5,386,600		
CASH FLOWS FROM INVESTMENT ACTIVITIES						
PURCHASE OF EQUIPMENT/CIP	-607,323	118,048,441	117,441,118	-607,323	118,048,441	117,441,118
CUSTODIAL HOLDINGS	-24	10,556	10,580	-24	10,556	10,580
NET CASH PROVIDED (USED) BY INVESTING ACTIVITIES	-607,347			-607,347		
CASH FROM FINANCING ACTIVITIES						
Current Liability L32	-197,581	24,954,804	25,152,385	-197,581	24,954,804	25,152,385
Long Term Liability	-404,000	31,860,368	32,264,368	-404,000	31,860,368	32,264,368
NET CASH PROVIDED (USED) BY FINANCING ACTIVITIES	-601,581			-601,581		
CASH AT BEGINNING OF PERIOD	34,470,779			34,470,779	6/30/2025	
NET INCREASE (DECREASE) IN CASH	-7,110,576			-7,110,576		
CASH AT END OF PERIOD	27,360,203			27,360,203		

MODOC MEDICAL CENTER																												
"KEY STATISTICS"																												
Twelve Months Ending, June 30th, 2025																												
	Jul-25		Jun-25		May-25		Apr-25		Mar-25		Feb-25		Jan-25		Dec-24		Nov-24		Oct-24		Sep-24		Aug-24		FY 26 YTD	FY 25 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		53	91	47	57	51	76	64	137	49	63	48	68	40	72	64	89	83	46	75	62	82	89	48	72	53	90	704
Adults/Peds		164	45	87	50	46	71	28	89	45	84	73	82	70	43	70	63	30	62	64	88	49	48	31	70	164	36	757
Swing		1,509	1,500	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	1,509	1,478	17,489
SNF		1,726	1,636	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	1,726	1,604	18,950
Total "Patient Days"																												
ADC		1.71	2.94	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	1.71	2.90	1.93
Adults/Peds		5.29	1.45	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	5.29	1.16	2.07
Swing		48.68	48.39	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	48.68	47.68	47.92
SNF																												
Total "Average Daily Census"		55.68	52.77	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	55.68	51.74	51.92
ALOS																												
Adults/Peds		3.53		3.36		3.00		3.20		2.45		2.82		2.35		3.37		3.46		3.75		2.93		3.43		3.53	3.33	3.13
Swing		13.67		10.88		4.60		7.00		4.09		12.17		11.67		7.78		3.75		12.80		6.13		6.20		13.67	6.00	8.23
Admissions																												
Adults/Peds		15	27	14	17	17	23	20	19	20	19	17	18	17	18	19	24	24	8	20	18	28	18	14	20	15	27	225
Swing		12	6	8	7	10	12	4	10	11	10	6	10	6	8	9	4	8	10	5	2	8	7	5	1	12	6	92
SNF		5	4	3	5	4	4	1	1	2	-	-	2	2	-	2	1	1	2	2	3	2	1	1	2	5	4	25
Total "Admissions"		32	37	25	29	31	39	25	30	33	29	23	30	25	26	30	29	33	20	27	23	38	26	20	23	32	37	342
Discharges																												
SNF		2		4		1		1		3		4		2		2		-		2		1		2		2	2	24
Days in Period		31		30		31		30		31		28		31		30		30		31		30		31		31	31	365
Amulatory Service Statistics																												
Emergency Visits		487	497	460	464	481	552	482	553	496	523	482	427	465	415	510	454	435	406	491	456	476	475	525	520	487	526	5,829
Ambulance Runs		106	107	75	81	77	113	75	108	93	104	95	87	75	98	93	88	93	93	61	50	87	79	87	73	106	133	1,044
Clinic Visits		959	989	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	959	956	9,540
Canby Clinic Visits		312	245	232	301	261	274	233	331	257	217	243	169	300	280	251	218	272	256	314	221	245	204	325	269	312	378	3,311
Canby Dental		169	163	192	171	136	237	163	286	142	200	133	123	175	194	147	195	147	195	69	200	165	195	210	195	169	163	1,842
Observation Admits		2	2	5	2	5	5	4	5	3	4	2	2	2	3	5	5	2	4	2	5	5	5	6	2	2	4	45
Observation Care Hours		145.3	70	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	145	101	1,422
Ancillary Services Statistics																												
Surgeries		2	4	5	4	11	8	2	5	3	3	4	14	10	3	11	5	3	2	3	3	4	2	2	1	2	8	66
Endoscopies		17	21	25	24	19	30	21	19	21	26	20	14	18	23	20	13	17	21	20	22	13	39	17	17	17	18	229
Surgery & Recovery Minutes		414	642	802	642	869	1,064	767	574	623	611	666	666	682	696	731	434	413	462	566	518	498	923	501	297	414	546	7,664
Anesthesia Minutes		667	946	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	667	922	11,875
Laboratory Tests		5241	4,614	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	5,241	5,299	56,052
Radiology-Diagnosti Proc		330	313	266	300	297	293	257	297	262	254	301	249	288	275	256	253	267	255	280	290	261	273	283	278	330	303	3,321
Ultrasounds Proc		156	94	82	102	83	85	94	89	88	61	105	102	89	95	86	58	53	52	103	109	64	133	99	88	156	76	1,022
CT Scans Proc		196	171	150	139	150	173	138	195	168	130	153	163	128	126	145	148	170	133	171	172	128	128	167	149	196	195	1,863
MRI Proc		-	-	26	-	18	-	-	-	30	-	18	-	17	-	13	-	15	-	25	-	25	28	18	-	18	46	
Physical Therapy Sessions		1,232	760	817	775	551	718	756	770	889	600	517	624	563	575	429	536	547	536	675	429	610	536	677	745	1,232	760	7,791
Retail Pharmacy-Scripts		3,441	2,626	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	3,441	2,624	32,604
Dietician Consults																												

MODOC MEDICAL CENTER "FULL TIME EQUIVALENT REPORT" Twelve Months Ending: July 31th, 2025													
Department	Jul-25	Jun-25	May-25	Apr-25	Mar-25	Feb-25	Jan-25	Dec-24	Nov-24	Oct-24	Sep-24	Aug-24	12 Mo Ave
Med / Surg	15.37	16.06	16.47	14.81	14.77	14.50	13.76	15.50	15.13	15.01	13.82	15.30	15.04
Comm Disease Care													#DIV/0!
Swing Beds													#DIV/0!
Long Term - SNF	55.38	53.39	55.93	53.24	54.82	54.32	54.41	54.93	57.77	54.72	54.02	55.09	54.84
Emergency Dept	10.59	12.51	12.64	11.62	14.17	13.95	11.94	10.36	12.71	11.10	12.09	12.19	12.16
Ambulance - Alturas	12.06	12.31	12.50	12.53	11.96	11.34	10.55	11.03	10.90	9.94	10.78	11.60	11.46
Clinic	20.32	19.93	20.31	19.52	18.89	18.54	16.84	16.87	17.84	18.33	18.26	18.57	18.69
Canby Clinic	10.89	9.80	10.95	10.66	12.18	10.39	9.27	9.23	9.84	9.93	8.21	8.03	9.95
Canby Dental	3.85	4.37	5.29	4.80	3.72	3.66	3.63	3.28	3.71	3.53	3.33	5.24	4.03
Surgery	4.11	3.70	3.98	4.01	4.21	3.97	3.30	3.79	3.26	3.35	3.60	3.92	3.77
IRR													#DIV/0!
Lab	8.21	8.74	8.78	9.32	9.15	9.09	8.56	7.97	8.21	8.33	8.60	8.76	8.64
Radiology	5.85	3.65	4.12	4.45	4.35	4.52	3.81	4.30	3.72	3.67	3.82	4.96	4.27
MRI													#DIV/0!
Ultrasound	1.33	1.13	1.27	1.36	1.29	1.31	1.26	1.29	1.36	1.27	1.34	1.33	1.30
CT	1.67	1.47	2.10	1.93	1.92	1.84	1.48	1.62	1.66	1.49	1.71	1.69	1.72
Pharmacy	1.33	1.09	1.17	1.24	1.30	1.33	1.38	1.85	2.07	2.15	2.16	1.77	1.57
Physical Therapy	6.88	6.41	5.46	5.74	6.19	6.34	6.34	4.60	5.78	6.27	5.71	6.99	6.06
Other PT													#DIV/0!
Dietary	14.01	11.48	12.87	13.82	13.99	13.37	12.65	11.85	12.83	12.77	12.33	12.01	12.83
Dietary Acute	6.76	7.36	7.81	7.69	8.39	7.60	7.27	8.06	8.43	7.59	7.67	8.26	7.74
Laundry	1.01	0.90	1.02	1.01	1.02	0.97	1.02	0.99	0.88	1.00	1.00	1.01	0.99
Activities	4.43	4.41	4.50	4.12	3.59	3.76	3.67	3.75	3.77	3.60	3.74	3.68	3.92
Social Services	1.43	1.65	2.12	1.97	2.04	1.95	1.87	1.88	1.92	1.79	1.93	1.97	1.88
Purchasing	3.01	3.02	2.96	3.11	3.16	3.18	3.04	2.95	3.02	3.06	3.05	3.07	3.05
Housekeeping	13.78	13.94	13.82	14.45	14.52	14.87	13.39	13.72	13.93	13.59	13.54	13.54	13.92
Maintenance	5.82	5.99	5.96	5.99	6.04	5.96	5.44	5.38	5.31	5.32	5.10	6.05	5.70
Data Processing	4.58	4.63	4.68	4.76	4.26	4.05	4.00	4.07	4.56	4.66	4.65	4.32	4.44
General Accounting	3.92	3.40	3.38	3.64	3.89	3.97	3.74	3.80	3.73	2.65	3.01	3.51	3.55
Patient Accounting	8.25	8.95	8.85	9.86	8.98	7.76	7.60	6.97	8.03	7.58	7.21	6.13	8.01
Administration	3.40	3.65	3.25	3.41	3.32	3.46	3.15	3.40	3.36	3.54	3.11	2.73	3.32
Human Resources	1.98	2.01	2.00	2.01	2.01	2.01	2.01	2.01	2.02	1.99	1.98	2.01	2.00
Medical Records	8.51	8.51	8.57	8.70	8.74	8.62	8.29	8.05	8.10	7.83	7.84	7.97	8.31
Nurse Administration	2.88	2.80	3.05	3.11	3.02	2.51	2.33	2.19	2.55	2.87	3.07	3.05	2.79
In-Service	1.00	1.00	0.94	0.87	1.01	1.00	1.00	1.00	1.00	1.00	1.01	1.00	0.99
Utilization Review	1.41	1.44	1.49	1.39	1.47	1.48	1.49	1.49	1.45	1.46	1.36	1.48	1.45
Quality Assurance	0.50	0.51	0.50	0.50	0.50	0.51	0.51	0.51	0.50	0.51	0.50	0.51	0.51
Infection Control	0.39	0.70	0.46	0.61	0.48	0.60	0.60	0.61	0.59	0.61	0.60	0.65	0.58
Retail Pharmacy	4.96	4.50	5.03	4.96	4.13	4.15	3.92	3.86	4.06	4.10	3.96	3.58	4.27
TOTAL	249.87	245.41	254.23	251.21	253.48	246.88	233.52	233.16	244.00	236.61	234.11	241.97	243.70

-0.69 (0.04)

0.00 #DIV/0!

0.00 #DIV/0!

1.99 0.04

-1.92 (0.18)

-0.25 (0.02)

0.39 0.02

1.09 0.10

-0.52 (0.14)

0.41 0.10

0.00 #DIV/0!

-0.53 (0.06)

2.20 0.38

0.00 #DIV/0!

0.20 0.15

0.20 0.12

0.24 0.18

0.47 0.07

0.00 #DIV/0!

2.53 0.18

-0.60 (0.09)

0.11 0.11

0.02 0.00

-0.22 (0.15)

-0.01 (0.00)

-0.16 (0.01)

-0.17 (0.03)

-0.05 (0.01)

0.52 0.13

-0.70 (0.08)

-0.25 (0.07)

-0.03 (0.02)

0.00 -

0.08 0.03

0.00 -

-0.03 (0.02)

-0.01 (0.02)

-0.31 (0.79)

0.46 0.09

4.46 0.02