



AGENDA

LAST FRONTIER HEALTHCARE DISTRICT FINANCE COMMITTEE

Tuesday, September 23, 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 August 26, 2025 Regular LFHD Finance Committee Meeting	D. King – Presentation of the August 26, 2025, Regular LFHD Finance Committee meeting for approval.	Attachment A
4. Discussion Items		
A. LFHD Financial Statement – August 2025 (unaudited)	J. Lin – LFHD Financial Statement – August 2025 (unaudited)	Attachment B
B. Finance Directors' Report	J. Lin – Update on the Accounting department.	
C. CEO's Report	K. Kramer – Update on District/Hospital projects.	
5. Adjournment		

AGENDA POSTED AT: MODOC COUNTY COURTHOUSE / ALTURAS CITY HALL / MMC WEBSITE/ MMC LOBBY ENTRANCE - WWW.MODOCMEDICALCENTER.ORG ON September 19, 2025.

ATTACHMENT A

Regular LFHD Finance Committee Meeting Minutes

August 2025



MINUTES LAST FRONTIER HEALTHCARE DISTRICT FINANCE COMMITTEE

Tuesday, August 26, 2025 – 3:30 pm
Modoc Medical Center; Education Conference Room;
1111 N Nagle St.; Alturas, California

Present

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

Absent:

Subject	Discussion	Action
1. Call to Order	Rose Boulade, called the meeting of the Last Frontier Healthcare District Finance Committee to order at 3:32 pm on Tuesday, August 26, 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.	Kevin Kramer approved the minutes as presented, Joseph Johnson seconded, Scott Swasey abstained.
4. Discussion Items		
A. Last Frontier Healthcare District Financial Statement – July 2025 (unaudited)	J. Lin presented the <i>unaudited</i> Last Frontier Healthcare District Financial Statement for July 2025 from the narratives and financial statements <i>provided</i> in the Finance Committee meeting packet.	
B. Investment Information – Mortgage Securities	K. Kramer (Call Jason Layland) <ul style="list-style-type: none">• Jason explained to the Committee the process and the return we gain from the current Mortgage Securities we invest in and explained what the unrealized gain (loss) represented on MMC's investment statement.• Jason advised the Committee that the return changes on a day-to-day basis based on the rates.• For auditing purposes, Jason will speak with Wipfli to explain the process to them so we can determine the correct way to recognize principal payments and interest income for these types of securities.	

Subject	Discussion	Action
C. Finance Directors Report	<p>Accounting</p> <ul style="list-style-type: none"> We have created a new department called Infusion Therapy to catch all its expenses and revenues. We are busy with the annual Audit and Medi-Cal desk review audit. We are wrapping up the annual audit items, which are going very well. The Medicare cost report Cam is available right now, so we are also starting to work on it. <p>Purchasing</p> <ul style="list-style-type: none"> Very busy replenishing supplies and procuring equipment for Warnerview. <p>Floater</p> <ul style="list-style-type: none"> We hired two new extra floaters, one is in training, and the other is waiting for Amber to send the offer letter. 	
D. CEO's Report	<p>Old SNF/Wanerview</p> <ul style="list-style-type: none"> CMS has formally let us know that we can keep Warnerview open. Drafting up a staffing plan – there will be approximately 50 new positions needed when we reach full census at Mountainview and Warnerview. Total of four licensing applications submitted with a follow-up call to CDPH scheduled for Thursday. <p>Budget Cuts</p> <ul style="list-style-type: none"> Working on a more accurate projection for the federal budget cuts to supplemental reimbursement programs. Going to contact Partnership and see if they will give us the same rate as State, and that should boost our SNF rate with depreciation expense on the new building factoring into that rate. <p>MRI</p> <ul style="list-style-type: none"> MRI application is currently with CDPH and has been assigned to an analyst – once that returns, we will have the unit here. <p>Provider Recruitment</p> <ul style="list-style-type: none"> We offered an FNP a job offer for the Alturas Clinic. Still looking for Dr. Edmonds replacement in Canby. 	
<p>5. Adjournment</p>		
<p>Rose Boulade adjourned the LFHD Finance Committee meeting at 4:40 pm. The next meeting of the Last Frontier Healthcare District Finance Committee will be Tuesday September 23, 2025, at 3:30 pm and will be held in the Education Conference Room at Modoc Medical Center in Alturas, California.</p>		

Respectfully submitted:

Denise King
Last Frontier Healthcare District Clerk

Date

ATTACHMENT B

LFHD FINANCIAL STATEMENT

**August 2025
(unaudited)**

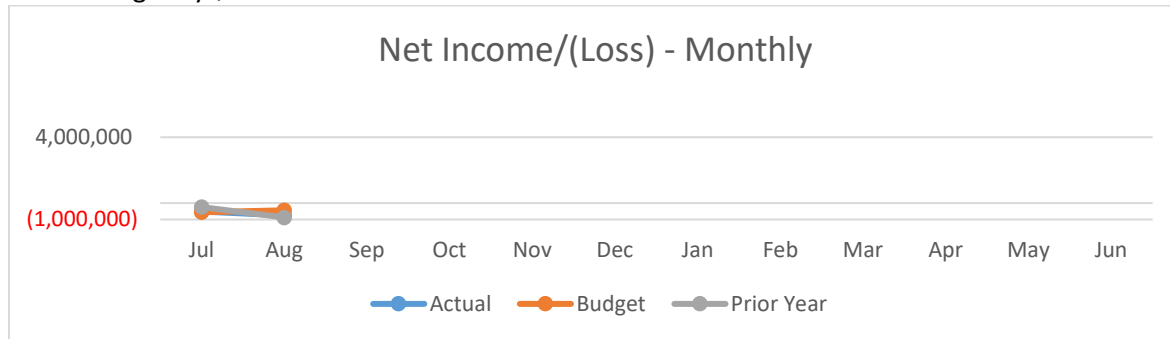


Modoc Medical Center
Financial Narrative
For the Month of August 2025

Prepared by Jin Lin, Finance Director

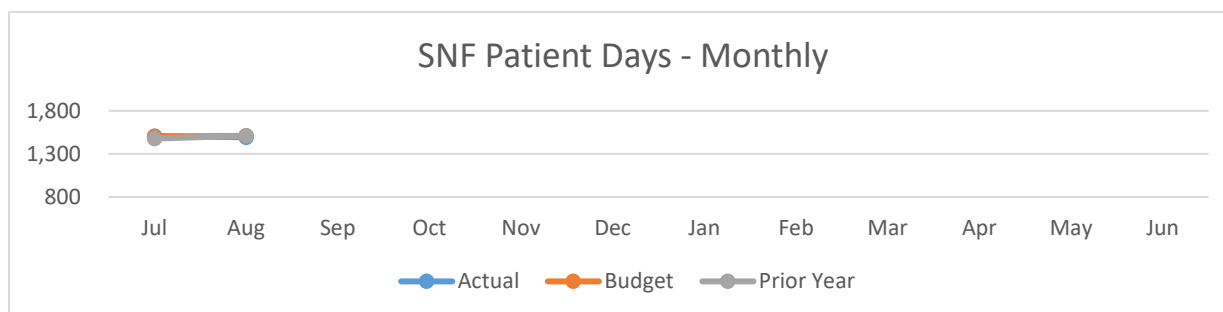
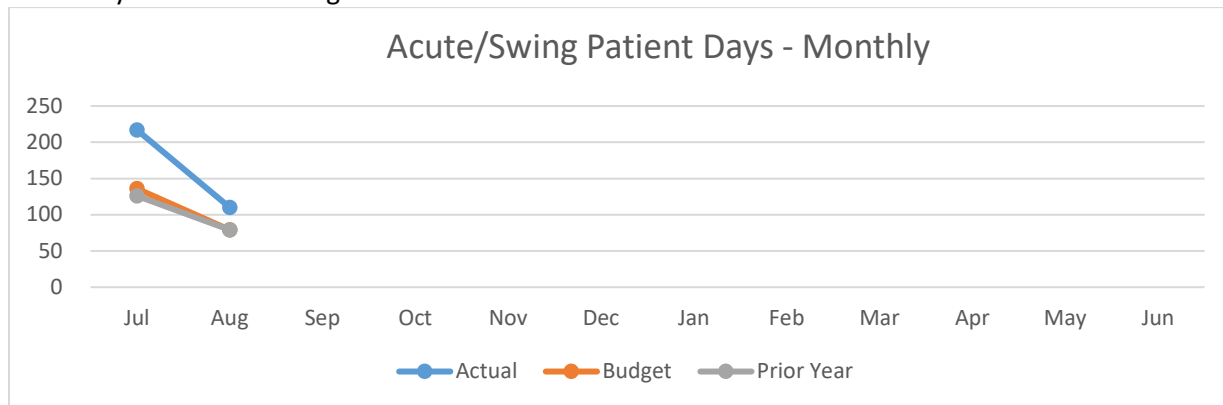
Summary

During the month of August, Modoc Medical Center reported a net Loss from operations of \$1.06 million that was under budget by \$242K. Inpatient revenue was up by \$53K, and outpatient revenue was under by \$783K compared to the budget. Total patient revenue was \$4.3 million, showing a decrease of \$730K compared to the budget. Net income, including Non-Operating Activity, was a loss of \$746K under budget by \$307K.



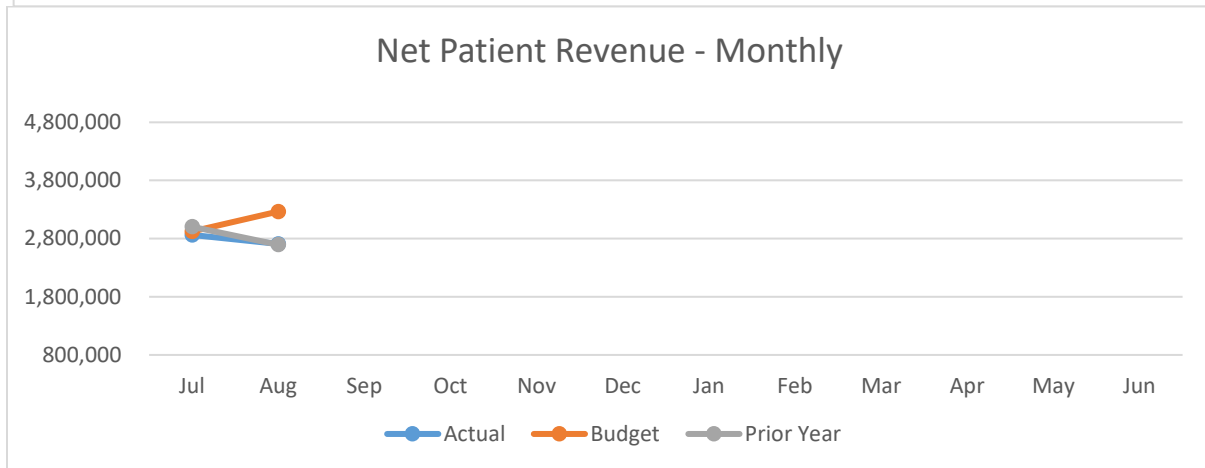
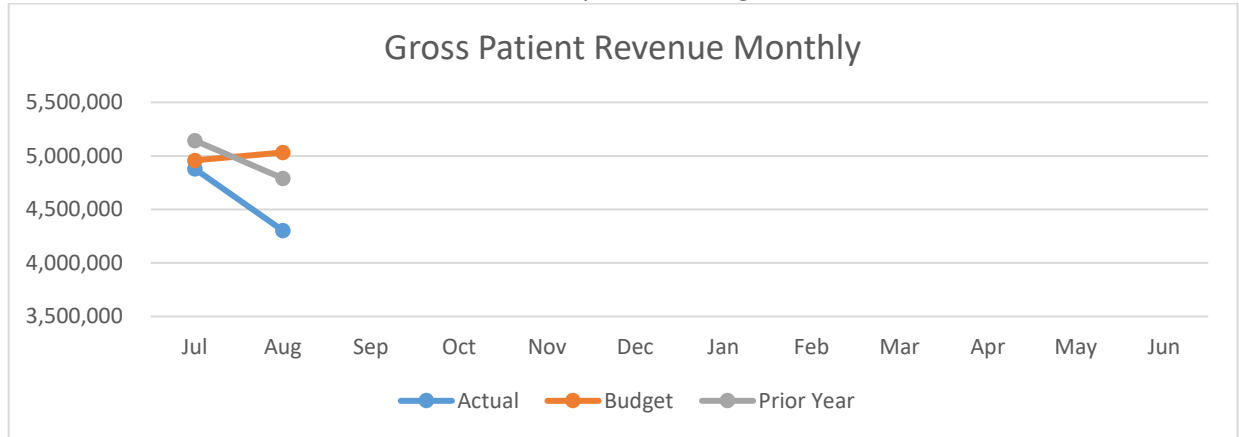
Patient Volumes

Combined Acute Days were above budget for the month by 11 days. The SNF Patient Days were down to 1,493 under budget by 18 days. Overall Inpatient Days were above budget by 13 days (1,603 actual vs. 1,590 budget). Outpatient visits were relatively under budget, except for Ultrasound, CT, Retail Pharmacy were above budget.



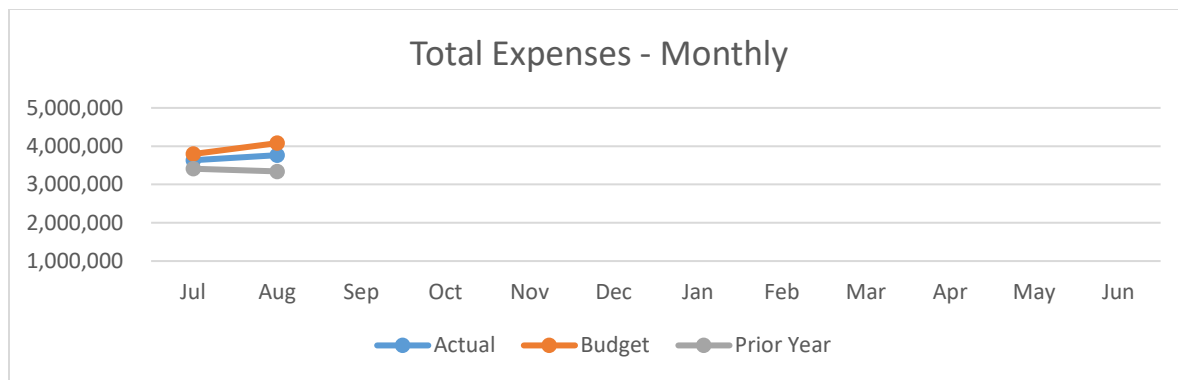
Revenues

Gross Patient Revenues were \$4.3 million, compared to the budget of \$5 million. Inpatient Revenue was \$1.4 million compared to the budget of \$1.37 million; and Outpatient Revenue was \$2.9 million compared to the budget of \$3.7 million. Outpatient revenue of \$206K was taken back by PHP due to overpayment. Net patient Revenue was \$2.7 million, compared to the budget of \$3.3 million. Total deductions from revenue were \$1.6 million, compared to budget of \$1.8 million.



Expenses

Total Operating Expenses were \$3.8 million this month, that was under budget of \$315K. The decrease was in all areas except for Professional Fees and Repairs.



Non-Operating Activity

Non-Operating expenses for the month: Accrued Interest from USDA Loan was \$83K. District Vouchers totaled \$8K. Interest income of \$104K from CDs and the new SNF interim loan. Property Tax revenue was \$318K, and we accrued \$257K in June, and recorded the rest of the revenue of \$61K in August. The retail pharmacy showed a profit of \$236K. Total non-operating net income for the month was \$311K.

Balance Sheet

Cash decreased in August by \$464K to \$26.9 million. The total current liabilities were 29 million. Days in Cash totaled 176. Days in AP totaled 19. Days in AR totaled 61. The current ratio was 1.15. Net AR as a percentage of gross AR was 46.07%

Modoc Medical Center
Income Statement
For the month of August 2025

	Month	Aug-25 Budget	Variance	Prior Year Month	2026 YTD	2026 YTD Budget	Variance	Prior Year YTD
Revenues								
Room & Board - Acute	529,453	532,365	(2,912)	405,005	1,214,896	1,199,687	15,209	1,086,028
Room & Board - SNF	893,655	837,669	55,986	827,753	1,734,807	1,678,278	56,529	1,651,970
<u>Total Inpatient Revenue</u>	<u>1,423,108</u>	<u>1,370,034</u>	<u>53,074</u>	<u>1,232,758</u>	<u>2,949,703</u>	<u>2,877,965</u>	<u>71,738</u>	<u>2,737,998</u>
Outpatient Revenue	2,878,680	3,662,121	(783,441)	3,557,140	6,230,550	7,112,213	(881,664)	7,195,373
<u>Total Patient Revenue</u>	<u>4,301,788</u>	<u>5,032,155</u>	<u>(730,367)</u>	<u>4,789,898</u>	<u>9,180,253</u>	<u>9,990,178</u>	<u>(809,926)</u>	<u>9,933,371</u>
Bad Debts (580000,580011,58010)	101,595	(33,181)	134,776	(753,529)	185,777	49,922	135,855	(1,086,970)
Contractuals Adjs	1,481,549	1,794,005	(312,456)	1,215,413	3,400,397	3,728,419	(328,022)	2,809,875
Admin Adjs (5930002-593001,598)	24,241	16,897	7,344	1,645,218	36,602	33,794	2,808	2,524,249
<u>Total Revenue Deductions</u>	<u>1,607,384</u>	<u>1,777,721</u>	<u>(170,336)</u>	<u>2,107,102</u>	<u>3,622,776</u>	<u>3,812,135</u>	<u>(189,359)</u>	<u>4,247,154</u>
<u>Net Patient Revenue</u>	<u>2,694,403</u>	<u>3,254,434</u>	<u>(560,031)</u>	<u>2,682,796</u>	<u>5,557,477</u>	<u>6,178,044</u>	<u>(620,567)</u>	<u>5,686,217</u>
% of Charges	62.6%	64.7%	-2.0%	56.0%	60.5%	61.8%	-1.3%	57.2%
Other Revenue	14,505	11,421	3,084	11,308	52,246	211,421	(159,175)	48,773
<u>Total Net Revenue</u>	<u>2,708,908</u>	<u>3,265,855</u>	<u>(556,946)</u>	<u>2,694,104</u>	<u>5,609,722</u>	<u>6,389,464</u>	<u>(779,742)</u>	<u>5,734,990</u>
Expenses								
Salaries	1,690,354	1,777,194	(86,840)	1,445,742	3,475,773	3,513,623	(37,850)	2,973,605
Benefits and Taxes	382,644	535,180	(152,536)	289,544	759,993	965,967	(205,974)	620,672
Registry	207,040	284,982	(77,941)	339,927	469,630	569,963	(100,334)	586,106
Professional Fees	488,717	387,241	101,476	382,412	867,529	671,699	195,830	850,041
Purchased Services	207,311	237,966	(30,656)	186,434	259,187	439,922	(180,735)	288,620
Supplies	344,371	413,247	(68,877)	288,679	741,655	830,502	(88,847)	646,856
Repairs and Maint	79,156	36,191	42,966	34,099	111,350	77,440	33,910	70,061
Lease and Rental	1,683	4,541	(2,858)	4,219	4,076	9,095	(5,019)	8,748
Utilities	58,079	79,256	(21,178)	65,094	106,236	158,512	(52,276)	113,231
Insurance	44,241	45,821	(1,581)	43,552	87,522	91,643	(4,120)	87,104
Depreciation	183,829	198,681	(14,852)	177,549	367,717	397,361	(29,645)	355,495
Other	77,764	80,000	(2,236)	84,564	147,790	150,125	(2,335)	152,673
<u>Total Operating Expenses</u>	<u>3,765,189</u>	<u>4,080,301</u>	<u>(315,112)</u>	<u>3,341,817</u>	<u>7,398,458</u>	<u>7,875,852</u>	<u>(477,394)</u>	<u>6,753,213</u>
<u>Income from Operations</u>	<u>(1,056,280)</u>	<u>(814,446)</u>	<u>(241,834)</u>	<u>(647,712)</u>	<u>(1,788,736)</u>	<u>(1,486,388)</u>	<u>(302,348)</u>	<u>(1,018,223)</u>
Property Tax Revenue	61,179	257,288	(196,109)	0	61,179	257,288	(196,109)	0
Interest Income	104,327	107,670	(3,343)	30,566	318,471	215,341	103,130	138,018
Interest Expense	(82,545)	(105,646)	23,101	(79,713)	(165,688)	(211,291)	45,603	(159,686)
Gain/Loss on Asset Disposal/Forte	0	0	0	0	0	0	0	0
Retail Pharmacy Net Activity	235,880	120,577	115,303	(171,567)	329,474	243,643	85,832	(63,831)
DISTRICT VOUCHERS AND OTHER	(8,218)	(4,090)	(4,128)	(4,090)	(15,404)	(13,758)	(1,646)	(13,952)
<u>Total Non-Operating Revenue</u>	<u>310,623</u>	<u>375,800</u>	<u>(65,176)</u>	<u>(224,804)</u>	<u>528,031</u>	<u>491,222</u>	<u>36,809</u>	<u>(99,451)</u>
<u>Net Income/(Loss)</u>	<u>(745,657)</u>	<u>(438,647)</u>	<u>(307,010)</u>	<u>(872,516)</u>	<u>(1,260,704)</u>	<u>(995,165)</u>	<u>(265,539)</u>	<u>(1,117,674)</u>
<u>EBIDA</u>	<u>(479,283)</u>	<u>(134,320)</u>	<u>(344,963)</u>	<u>(615,255)</u>	<u>(727,299)</u>	<u>(386,513)</u>	<u>(340,786)</u>	<u>(602,493)</u>
Operating Margin %	-39.0%	-24.9%	-14.1%	-24.0%	-31.9%	-23.3%	-8.6%	-17.8%
Net Margin %	-27.5%	-13.4%	-14.1%	-32.4%	-22.5%	-15.6%	-6.9%	-19.5%
EBIDA Margin %	-17.7%	-4.1%	-13.6%	-22.8%	-13.0%	-6.0%	-6.9%	-10.5%

Modoc Medical Center
Income Statement Trend

	FYE 2025 YTD	Jul-24	Aug-24	FYE 2025 YTD	FYE 2026 YTD	Jul-25	Aug-25
	YTD			YTD	YTD		
Revenues							
Room & Board - Acute	6,946,872	681,023	405,005	1,086,028	1,214,896	685,444	529,453
Room & Board - SNF	9,504,192	824,217	827,753	1,651,970	1,734,807	841,152	893,655
<u>Total Inpatient Revenue</u>	<u>16,451,064</u>	<u>1,505,240</u>	<u>1,232,758</u>	<u>2,737,998</u>	<u>2,949,703</u>	<u>1,526,595</u>	<u>1,423,108</u>
Outpatient Revenue	38,908,265	3,638,233	3,557,140	7,195,373	6,230,550	3,351,869	2,878,680
<u>Total Patient Revenue</u>	<u>55,359,329</u>	<u>5,143,473</u>	<u>4,789,898</u>	<u>9,933,371</u>	<u>9,180,253</u>	<u>4,878,465</u>	<u>4,301,788</u>
Bad Debts	(947,440)	(333,441)	(753,529)	(1,086,970)	185,777	84,182	101,595
Contractual Adjts	8,628,880	1,594,462	1,215,413	2,809,875	3,400,397	1,918,848	1,481,549
Admin Ajds	4,034,450	879,031	1,645,218	2,524,249	36,602	12,361	24,241
<u>Total Revenue Deductions</u>	<u>11,715,890</u>	<u>2,140,052</u>	<u>2,107,102</u>	<u>4,247,154</u>	<u>3,622,776</u>	<u>2,015,392</u>	<u>1,607,384</u>
<u>Net Patient Revenue</u>	<u>43,643,439</u>	<u>3,003,421</u>	<u>2,682,796</u>	<u>5,686,217</u>	<u>5,557,477</u>	<u>2,863,073</u>	<u>2,694,403</u>
% of Charges	78.8%	58.4%	56.0%	57.2%	60.5%	58.7%	62.6%
Other Revenue	758,704	37,465	11,308	48,773	52,246	37,741	14,505
<u>Total Net Revenue</u>	<u>44,402,143</u>	<u>3,040,886</u>	<u>2,694,104</u>	<u>5,734,990</u>	<u>5,609,722</u>	<u>2,900,814</u>	<u>2,708,908</u>
Expenses							
Salaries	18,318,651	1,527,863	1,445,742	2,973,605	3,475,773	1,785,419	1,690,354
Benefits and Taxes	4,040,217	331,128	289,544	620,672	759,993	377,349	382,644
Registry	3,349,908	246,179	339,927	586,106	469,630	262,589	207,040
Professional Fees	4,559,998	467,629	382,412	850,041	867,529	378,812	488,717
Purchased Services	1,951,518	102,186	186,434	288,620	261,616	54,305	207,311
Supplies	4,075,105	358,177	288,679	646,856	741,655	397,284	344,371
Repairs and Maint	391,263	35,962	34,099	70,061	111,350	32,193	79,156
Lease and Rental	54,598	4,529	4,219	8,748	4,076	2,393	1,683
Utilities	883,546	48,137	65,094	113,231	117,287	59,208	58,079
Insurance	547,088	43,552	43,552	87,104	87,522	43,282	44,241
Depreciation	2,125,071	177,946	177,549	355,495	367,717	183,888	183,829
Other	952,805	68,109	84,564	152,673	147,790	70,025	77,764
<u>Total Operating Expenses</u>	<u>41,249,767</u>	<u>3,411,397</u>	<u>3,341,817</u>	<u>6,753,213</u>	<u>7,411,937</u>	<u>3,646,748</u>	<u>3,765,189</u>
<u>Income from Operations</u>	<u>3,152,376</u>	<u>(370,511)</u>	<u>(647,712)</u>	<u>(1,018,223)</u>	<u>(1,802,214)</u>	<u>(745,934)</u>	<u>(1,056,280)</u>
Property Tax Revenue	2,143,660	0	0	0	61,179	0	61,179
Interest Income	1,233,759	107,452	30,566	138,018	318,471	214,143	104,327
Interest Expense	(1,958,479)	(79,974)	(79,713)	(159,686)	(165,688)	(83,144)	(82,545)
Gain/Loss on Asset Disposal/Forte	(202,113)	0	0	0	0	0	0
Retail Pharmacy Net Activity	515,756	107,736	(171,567)	(63,831)	329,474	93,595	235,880
DISTRICT VOUCHERS AND OTHER	(111,894)	(9,862)	(4,090)	(13,952)	(15,404)	(7,186)	(8,218)
<u>Total Non-Operating Revenue</u>	<u>1,620,689</u>	<u>125,353</u>	<u>(224,804)</u>	<u>(99,451)</u>	<u>528,031</u>	<u>217,408</u>	<u>310,623</u>
<u>Net Income</u>	<u>4,773,065</u>	<u>(245,158)</u>	<u>(872,516)</u>	<u>(1,117,674)</u>	<u>(1,274,183)</u>	<u>(528,526)</u>	<u>(745,657)</u>
EBIDA	<u>8,856,614</u>	<u>12,762</u>	<u>(615,255)</u>	<u>(602,493)</u>	<u>(740,778)</u>	<u>(261,495)</u>	<u>(479,283)</u>
Operating Margin %	7.1%	-12.2%	-24.0%	-17.8%	-32.1%	-25.7%	-39.0%
Net Margin %	10.7%	-8.1%	-32.4%	-19.5%	-22.7%	-18.2%	-27.5%
EBIDA Margin %	19.9%	0.4%	-22.8%	-10.5%	-13.2%	-9.0%	-17.7%

Modoc Medical Center
Balance Sheet
For the month of August 2025

	Unaudited 8/31/2025	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
Cash	364,654	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
Investments	18,491,661	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
Designated Funds	8,039,751	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
Total Cash	26,896,066	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
Gross Patient AR	9,637,386	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
Allowances	(5,197,898)	(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)
Net Patient AR	4,439,488	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
% of Gross	46.1%	47.1%	43.1%	43.2%	41.8%	38.3%	40.9%	42.3%	41.6%	35.5%	39.9%	39.6%
Third Party Receivable	337,926	(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)
Other AR	842,542	674,415	636,825	627,132	463,976	452,797	534,816	559,179	544,751	575,125	607,392	549,917
Inventory	737,889	688,927	685,089	706,294	645,669	655,858	650,807	642,809	626,748	648,765	606,175	644,092
Prepays	581,982	643,543	635,285	433,040	473,185	527,245	546,553	601,634	575,318	553,767	630,453	748,609
Total Current Assets	33,835,893	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
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	47,927,861	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
Equipment (124100-124204)	14,495,515	14,495,515	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	14,320,612
Construction In Progress (125)	55,268,398	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
Fixed Assets	118,405,314	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
Accum Depreciation	(20,402,475)	(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)
Net Fixed Assets	98,002,839	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
Other Assets	0	0	0	0	0	0	0	0	0	0	0	0
Total Assets	131,838,732	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
Accounts Payable	2,113,910	1,629,172	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
Accrued Payroll	1,716,038	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
Patient Trust Accounts	10,906	10,556	10,580	11,275	11,170	10,960	10,600	7,757	16,247	14,932	13,722	12,512
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	24,633,275	633,275	633,275
Other Current Liabilities/Accr	400,082	321,529	519,110	443,446	330,329	242,936	164,387	232,844	761,666	542,307	325,575	247,049
Total Current Liabilities	29,354,211	28,588,349	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
Long Term Liabilities	31,860,368	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
Total Liabilities	61,214,579	60,448,717	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
Fund Balance	71,898,336	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
Current Year Income/(Loss)	(1,274,183)	(528,526)	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)
Total Equity	70,624,153	71,369,810	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
Total Liabilities and Equity	131,838,732	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
Days in Cash	176	180	330	340	292	298	372	242	249	365	227	286
Days in AR (Gross)	61	64	66	66	70	77	79	79	76	75	81	96
Days in AP	19	15	65	18	12	15	14	16	15	18	13	19
Current Ratio	1.15	1.19	1.20	1.47	1.48	1.46	1.59	1.58	1.73	1.97	8.29	7.96
Net AR as a percentage of gr	46.07%	47.12%	43.13%	43.23%	41.77%	38.25%	40.92%	42.26%	41.57%	35.47%	39.87%	39.60%

STATEMENT OF CASH FLOWS

August-25

	CURRENT MONTH	FISCAL YEAR YTD
CASH FLOWS FROM OPERATING ACTIVITIES		
NET INCOME	-745,657	-1,274,183
ADJUSTMENTS TO RECONCILE NET INCOME TO NET CASH PROVIDED BY OPERATING ACTIVITIES		
DEPRECIATION EXPENSE	184,027	368,113
CHANGE IN PATIENT ACCOUNTS RECEIVABLE	311,841	59,631
CHANGE IN OTHER RECEIVABLES	-635,936	-673,526
CHANGE IN INVENTORIES	-48,962	-52,800
CHANGE IN PREPAID EXPENSES	61,561	53,303
CHANGE IN ACCOUNTS PAYABLE	484,739	-5,042,999
CHANGE IN ACCRUED SALARIES AND RELATED TAXES	202,220	474,649
CHANGE IN OTHER PAYABLES	0	0
NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES	559,490	-4,813,629
CASH FLOWS FROM INVESTMENT ACTIVITIES		
PURCHASE OF EQUIPMENT/CIP	-356,873	-964,196
CUSTODIAL HOLDINGS	350	326
NET CASH PROVIDED (USED) BY INVESTING ACTIVITIES	-356,523	-963,870
CASH FROM FINANCING ACTIVITIES		
Current Liability L32	78,553	-119,028
Long Term Liability	0	-404,000
NET CASH PROVIDED (USED) BY FINANCING ACTIVITIES	78,553	-523,028
CASH AT BEGINNING OF PERIOD	27,360,203	34,470,779
NET INCREASE (DECREASE) IN CASH	-464,137	-7,574,710
CASH AT END OF PERIOD	26,896,066	26,896,066

MODOC MEDICAL CENTER "FULL TIME EQUIVALENT REPORT" Twelve Months Ending: August 31st, 2025													
Department	Aug-25	Jul-25	Jun-25	May-25	Apr-25	Mar-25	Feb-25	Jan-25	Dec-24	Nov-24	Oct-24	Sep-24	12 Mo Ave
Med / Surg	16.15	15.37	16.06	16.47	14.81	14.77	14.50	13.76	15.50	15.13	15.01	13.82	15.11
Comm Disease Care													#DIV/0!
Swing Beds													#DIV/0!
Long Term - SNF	57.55	55.38	53.39	55.93	53.24	54.82	54.32	54.41	54.93	57.77	54.72	54.02	55.04
Emergency Dept	14.13	10.59	12.51	12.64	11.62	14.17	13.95	11.94	10.36	12.71	11.10	12.09	12.32
Ambulance - Alturas	12.65	12.06	12.31	12.50	12.53	11.96	11.34	10.55	11.03	10.90	9.94	10.78	11.55
Clinic	19.71	20.32	19.93	20.31	19.52	18.89	18.54	16.84	16.87	17.84	18.33	18.26	18.78
Canby Clinic	10.55	10.89	9.80	10.95	10.66	12.18	10.39	9.27	9.23	9.84	9.93	8.21	10.16
Canby Dental	4.33	3.85	4.37	5.29	4.80	3.72	3.66	3.63	3.28	3.71	3.53	3.33	3.96
Surgery	3.93	4.11	3.70	3.98	4.01	4.21	3.97	3.30	3.79	3.26	3.35	3.60	3.77
IRR													#DIV/0!
Lab	9.07	8.21	8.74	8.78	9.32	9.15	9.09	8.56	7.97	8.21	8.33	8.60	8.67
Radiology	5.67	5.85	3.65	4.12	4.45	4.35	4.52	3.81	4.30	3.72	3.67	3.82	4.33
MRI													#DIV/0!
Ultrasound	1.28	1.33	1.13	1.27	1.36	1.29	1.31	1.26	1.29	1.36	1.27	1.34	1.29
CT	1.72	1.67	1.47	2.10	1.93	1.92	1.84	1.48	1.62	1.66	1.49	1.71	1.72
Pharmacy	1.83	1.33	1.09	1.17	1.24	1.30	1.33	1.38	1.85	2.07	2.15	2.16	1.58
Physical Therapy	6.75	6.88	6.41	5.46	5.74	6.19	6.34	6.34	4.60	5.78	6.27	5.71	6.04
Other PT													#DIV/0!
Dietary	13.15	14.01	11.48	12.87	13.82	13.99	13.37	12.65	11.85	12.83	12.77	12.33	12.93
Dietary Acute	7.77	6.76	7.36	7.81	7.69	8.39	7.60	7.27	8.06	8.43	7.59	7.67	7.70
Laundry	1.03	1.01	0.90	1.02	1.01	1.02	0.97	1.02	0.99	0.88	1.00	1.00	0.99
Activities	4.64	4.43	4.41	4.50	4.12	3.59	3.76	3.67	3.75	3.77	3.60	3.74	4.00
Social Services	1.95	1.43	1.65	2.12	1.97	2.04	1.95	1.87	1.88	1.92	1.79	1.93	1.88
Purchasing	3.01	3.01	3.02	2.96	3.11	3.16	3.18	3.04	2.95	3.02	3.06	3.05	3.05
Housekeeping	14.00	13.78	13.94	13.82	14.45	14.52	14.87	13.39	13.72	13.93	13.59	13.54	13.96
Maintenance	5.16	5.82	5.99	5.96	5.99	6.04	5.96	5.44	5.38	5.31	5.32	5.10	5.62
Data Processing	4.73	4.58	4.63	4.68	4.76	4.26	4.05	4.00	4.07	4.56	4.66	4.65	4.47
General Accounting	3.99	3.92	3.40	3.38	3.64	3.89	3.97	3.74	3.80	3.73	2.65	3.01	3.59
Patient Accounting	7.17	8.25	8.95	8.85	9.86	8.98	7.76	7.60	6.97	8.03	7.58	7.21	8.10
Administration	3.53	3.40	3.65	3.25	3.41	3.32	3.46	3.15	3.40	3.36	3.54	3.11	3.38
Human Resources	2.92	1.98	2.01	2.00	2.01	2.01	2.01	2.01	2.01	2.02	1.99	1.98	2.08
Medical Records	8.30	8.51	8.51	8.57	8.70	8.74	8.62	8.29	8.05	8.10	7.83	7.84	8.34
Nurse Administration	3.02	2.88	2.80	3.05	3.11	3.02	2.51	2.33	2.19	2.55	2.87	3.07	2.78
In-Service	1.00	1.00	1.00	0.94	0.87	1.01	1.00	1.00	1.00	1.00	1.00	1.01	0.99
Utilization Review	1.48	1.41	1.44	1.49	1.39	1.47	1.48	1.49	1.49	1.45	1.46	1.36	1.45
Quality Assurance	0.50	0.50	0.51	0.50	0.50	0.50	0.51	0.51	0.51	0.50	0.51	0.50	0.50
Infection Control	0.64	0.39	0.70	0.46	0.61	0.48	0.60	0.60	0.61	0.59	0.61	0.60	0.57
Retail Pharmacy	5.94	4.96	4.50	5.03	4.96	4.13	4.15	3.92	3.86	4.06	4.10	3.96	4.46
TOTAL	259.25	249.87	245.41	254.23	251.21	253.48	246.88	233.52	233.16	244.00	236.61	234.11	245.14

0.78	0.05
0.00	#DIV/0!
0.00	#DIV/0!
2.17	0.04
3.54	0.25
0.59	0.05
-0.61	(0.03)
-0.34	(0.03)
0.48	0.11
-0.18	(0.05)
0.00	#DIV/0!
0.86	0.09
-0.18	(0.03)
0.00	#DIV/0!
-0.05	(0.04)
0.05	0.03
0.50	0.27
-0.13	(0.02)
0.00	#DIV/0!
-0.86	(0.07)
1.01	0.13
0.02	0.02
0.21	0.05
0.52	0.27
0.00	-
0.22	0.02
-0.66	(0.13)
0.15	0.03
0.07	0.02
-1.08	(0.15)
0.13	0.04
0.94	0.32
-0.21	(0.03)
0.14	0.05
0.00	-
0.07	0.05
0.00	-
0.25	0.39
0.98	0.16
9.38	0.04