



AGENDA

LAST FRONTIER HEALTHCARE DISTRICT FINANCE COMMITTEE

Tuesday, October 28, 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 September 23, 2025 Regular LFHD Finance Committee Meeting	D. King – Presentation of the September 23, 2025, Regular LFHD Finance Committee meeting for approval.	Attachment A
4. Discussion Items		
A. LFHD Financial Statement – September 2025 (unaudited)	J. Lin – LFHD Financial Statement – September 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 October 24, 2025.

ATTACHMENT A

Regular LFHD Finance Committee Meeting Minutes

September 2025



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

Tuesday, September 23, 2025 – 3:30 pm
Modoc Medical Center; Education Conference Room;
1111 N Nagle St.; Alturas, California

Present

- | | |
|--|--|
| <ul style="list-style-type: none"> • Denise King • Kevin Kramer • Jin Lin | <ul style="list-style-type: none"> • 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 3:29 pm on Tuesday, September 23, 2025, in the Education Conference Room at Modoc Medical Center in Alturas, California.	
2. Agenda Approval	R. Boulade - Changes, additions, deletions to the Agenda.	Scott Swasey approved the agenda as presented, Joseph Johnson seconded.
3. Minutes of the July 1, 2025, Regular LFHD Finance Committee Meeting	D. King presented the minutes of the August 26, 2025, LFHD Finance Committee Regular Meeting.	Scott Swasey approved the minutes as presented, Joseph Johnson seconded.
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 August 2025 from the narratives and financial statements <i>provided</i> in the Finance Committee meeting packet.	
B. Finance Directors Report	Accounting - Auditors on site last Thursday and Friday. They were satisfied with what we had submitted. Working on Medicare Cost Report Audit items due at the end of next week. Medi-Cal Desk review is still under process. Floater - Currently looking for two more Floaters.	
C. CEO's Report	Swinerton Negotiations - We've reached a deal we should take. - We will waive liquidated damages and modify the completion construction date in the contract. Budget Cuts - Provided a spreadsheet to see projected budget cuts from today to 2033. Other Items	

Subject	Discussion	Action
	• Auditors are here, and we have talked about the real estate securities book. • We will have Jason send us the reports at the end of each month for the most accurate value of the securities at that time.	
5. Adjournment	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 October 28, 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

**September 2025
(unaudited)**

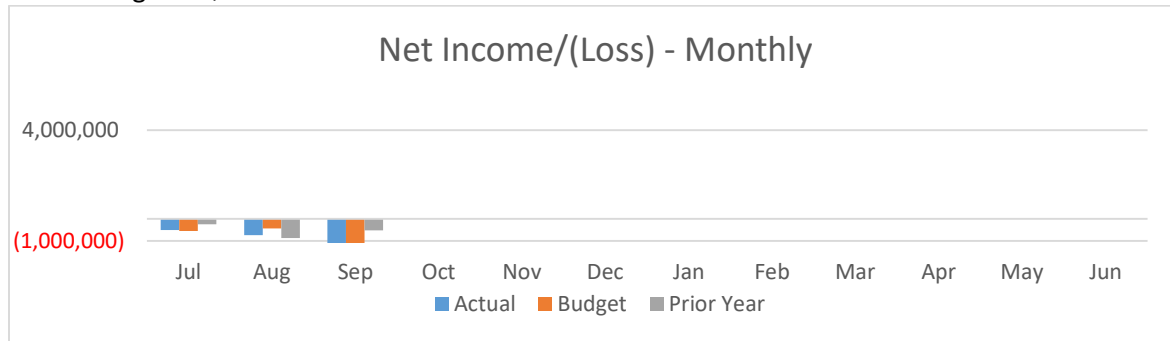


Modoc Medical Center
Financial Narrative
For the Month of September 2025

Prepared by Jin Lin, Finance Director

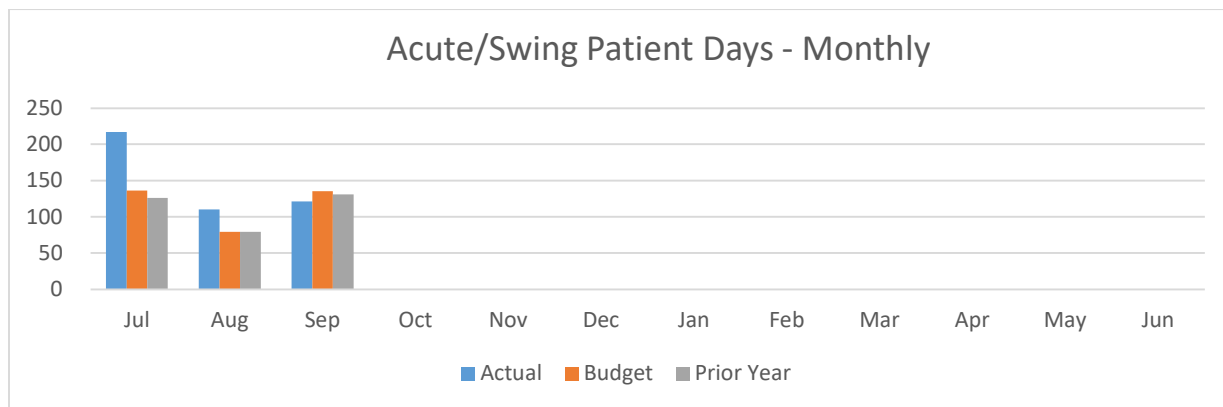
Summary

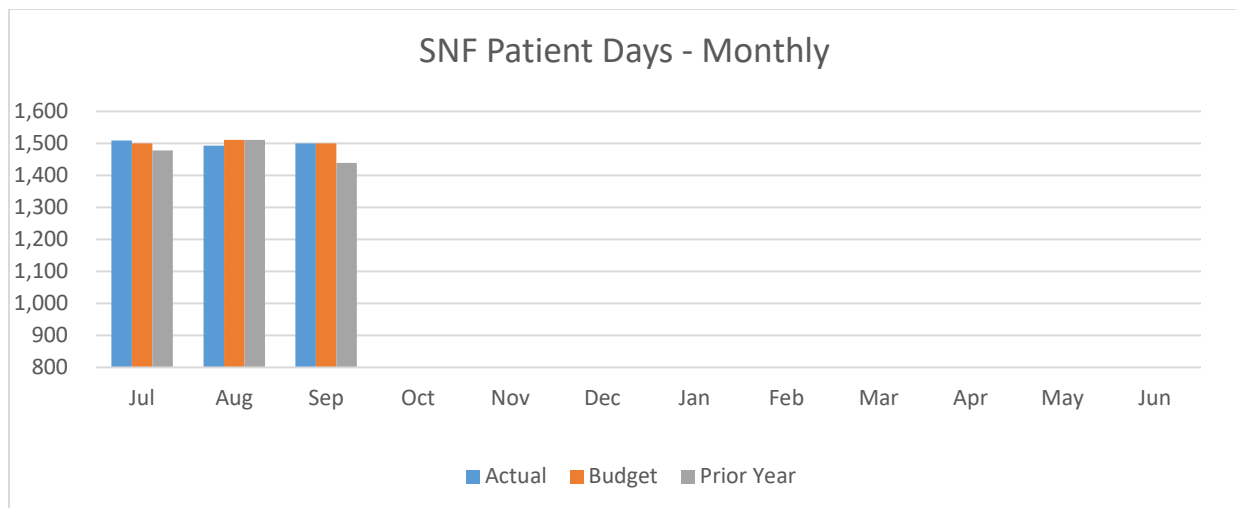
During the month of September, Modoc Medical Center reported a loss from operations of \$1.80 million that was under budget of \$491K. Inpatient revenue was under by \$163K, and outpatient revenue was up by \$143K compared to the budget. Total patient revenue was \$4.71 million, showing a decrease of \$20K compared to the budget. Net income, including Non-Operating Activity, was a loss of \$1.80 million under budget of \$606K.



Patient Volumes

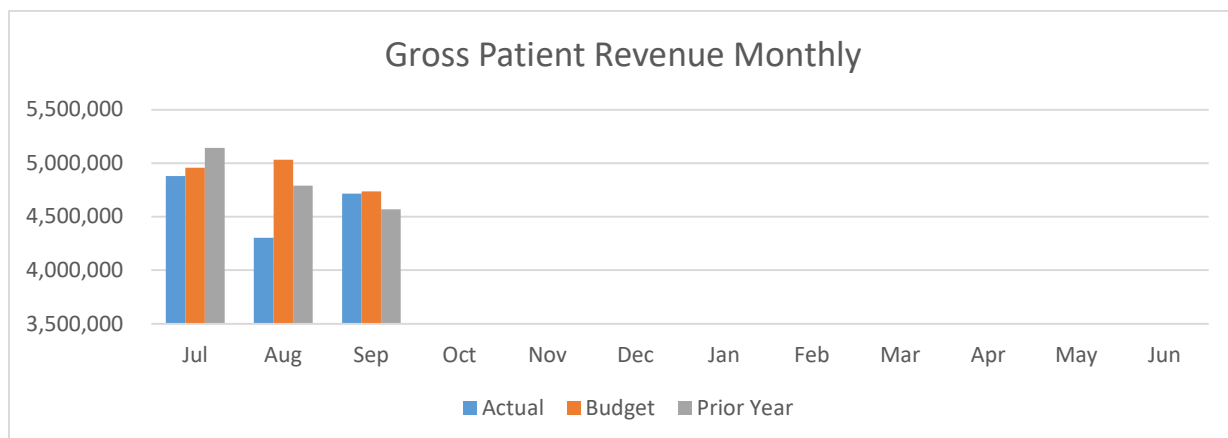
Combined Acute Days were under budget for the month by 14 days. The SNF Patient Days were 1,500. Overall Inpatient Days were under budget by 14 days (1,621 actual vs. 1,635 budget). Outpatient visits were relatively above budget, except for both Clinics, ER and Radiology were under budget.

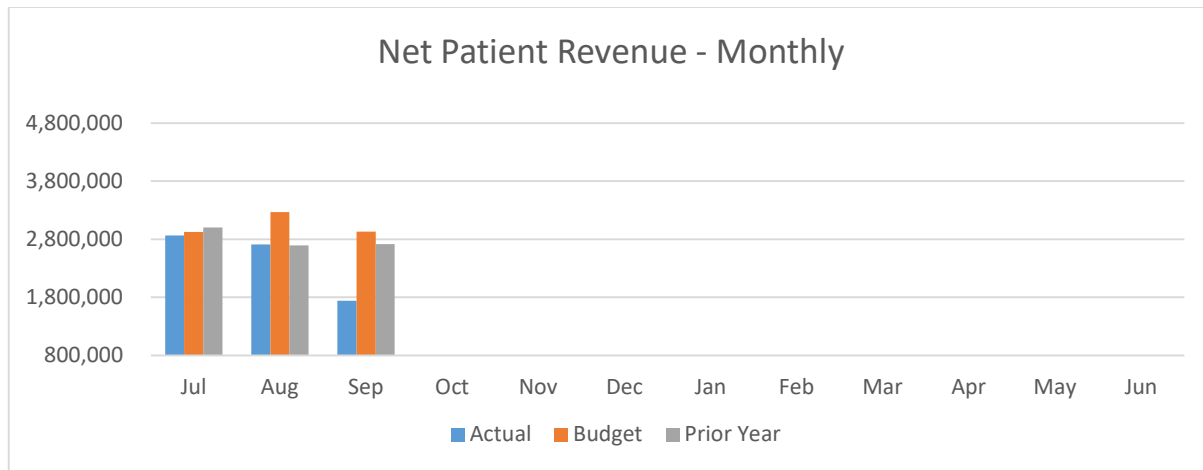




Revenues

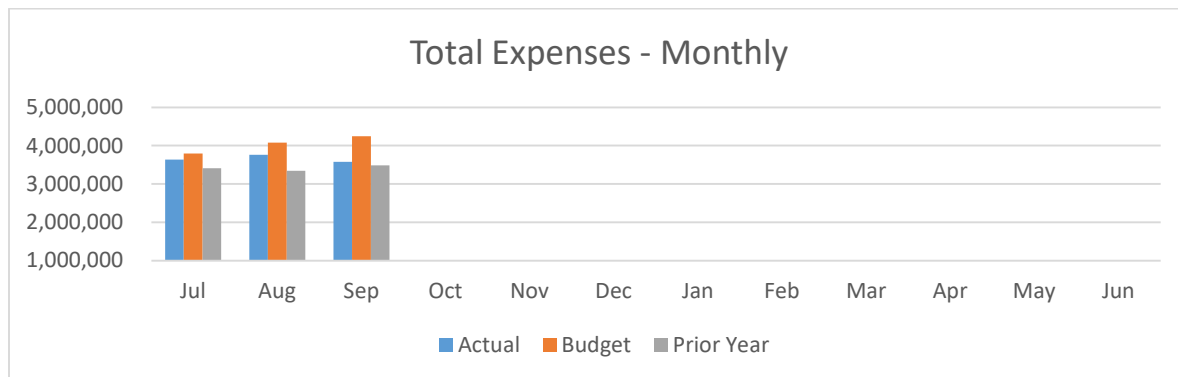
Gross Patient Revenues were \$4.71 million, compared to the budget of \$4.73 million. Inpatient Revenue was \$1.35 million compared to the budget of \$1.51 million; and Outpatient Revenue was \$3.37 million compared to the budget of \$3.23 million. Total deductions from revenue were \$2.97 million, unfavorable to the budget of \$1.15 million, and that was due to dental write-offs in the amount of \$900K. Net patient Revenue was \$1.78 million, unfavorable to the budget of \$1.15 million.





Expenses

Total Operating Expenses were \$3.58 million this month, favorable to the budget of \$662K. The decrease was in all areas except for the depreciation cost because we added New SNF & HA to the budget in the month.



Non-Operating Activity

Non-Operating expenses for the month: Accrued Interest from USDA Loan was \$81K. District Vouchers totaled \$7K. Interest income of \$44K from CDs and the new SNF interim loan. The retail pharmacy showed a profit of \$43K. Total non-operating net loss for the month was \$1,578, under the budget of \$116K.

Balance Sheet

Cash decreased in September by \$2.52 million to \$24.37 million. The total current liabilities were \$29 million. Days in Cash totaled 151. Days in AP totaled 16. Days in AR totaled 55. The current ratio was 1.05. Net AR as a percentage of gross AR was 40.37%.

Modoc Medical Center
Income Statement
For the month of September 2025

	Month	Sep-25 Budget	Variance	Prior Year Month	2026 YTD	2026 YTD Budget	Variance	Prior Year YTD
Revenues								
Room & Board - Acute	467,429	743,352	(275,923)	744,172	1,682,326	1,943,039	(260,713)	1,830,200
Room & Board - SNF	878,216	764,949	113,267	766,813	2,613,023	2,443,227	169,796	2,418,783
<u>Total Inpatient Revenue</u>	<u>1,345,645</u>	<u>1,508,301</u>	<u>(162,655)</u>	<u>1,510,985</u>	<u>4,295,348</u>	<u>4,386,266</u>	<u>(90,918)</u>	<u>4,248,983</u>
Outpatient Revenue	3,369,321	3,226,359	142,963	3,056,540	9,599,871	10,338,572	(738,701)	10,251,913
<u>Total Patient Revenue</u>	<u>4,714,967</u>	<u>4,734,659</u>	<u>(19,693)</u>	<u>4,567,524</u>	<u>13,895,219</u>	<u>14,724,838</u>	<u>(829,619)</u>	<u>14,500,896</u>
Bad Debts (580000,580011,58010)	192,942	(33,992)	226,934	(116,967)	378,719	15,930	362,789	(1,203,937)
Contractuals Adjs	1,894,197	1,837,780	56,417	1,501,809	5,294,593	5,566,199	(271,605)	4,311,684
Admin Adjs (5930002-593001,598)	884,264	16,897	867,367	483,564	920,866	50,691	870,175	3,007,813
<u>Total Revenue Deductions</u>	<u>2,971,403</u>	<u>1,820,685</u>	<u>1,150,718</u>	<u>1,868,406</u>	<u>6,594,179</u>	<u>5,632,820</u>	<u>961,359</u>	<u>6,115,560</u>
<u>Net Patient Revenue</u>	<u>1,743,564</u>	<u>2,913,975</u>	<u>(1,170,411)</u>	<u>2,699,118</u>	<u>7,301,040</u>	<u>9,092,018</u>	<u>(1,790,978)</u>	<u>8,385,336</u>
% of Charges	37.0%	61.5%	-24.6%	59.1%	52.5%	61.7%	-9.2%	57.8%
Other Revenue	34,509	17,093	17,416	16,924	86,755	228,513	(141,759)	65,697
<u>Total Net Revenue</u>	<u>1,778,073</u>	<u>2,931,068</u>	<u>(1,152,995)</u>	<u>2,716,042</u>	<u>7,387,795</u>	<u>9,320,532</u>	<u>(1,932,736)</u>	<u>8,451,032</u>
Expenses								
Salaries	1,684,758	1,777,882	(93,124)	1,444,284	5,160,531	5,291,505	(130,974)	4,417,889
Benefits and Taxes	343,784	535,258	(191,474)	316,206	1,103,777	1,501,225	(397,448)	936,878
Registry	199,454	284,982	(85,528)	237,286	669,084	854,945	(185,861)	823,392
Professional Fees	373,455	387,863	(14,408)	407,095	1,240,984	1,059,563	181,422	1,257,136
Purchased Services	118,558	237,806	(119,248)	246,625	382,602	677,728	(295,126)	535,245
Supplies	395,367	412,975	(17,608)	357,516	1,137,027	1,243,477	(106,450)	1,004,372
Repairs and Maint	55,206	36,191	19,016	75,654	168,338	113,630	54,707	145,715
Lease and Rental	2,205	4,541	(2,337)	7,647	6,280	13,636	(7,356)	16,395
Utilities	50,657	79,256	(28,600)	74,090	170,493	237,768	(67,276)	187,321
Insurance	43,413	45,821	(2,408)	42,632	130,936	137,464	(6,529)	129,736
Depreciation	177,432	343,633	(166,201)	174,027	545,149	740,994	(195,845)	529,521
Other	135,953	96,397	39,556	100,195	283,743	246,522	37,221	252,868
<u>Total Operating Expenses</u>	<u>3,580,242</u>	<u>4,242,606</u>	<u>(662,364)</u>	<u>3,483,258</u>	<u>10,998,943</u>	<u>12,118,458</u>	<u>(1,119,515)</u>	<u>10,236,471</u>
<u>Income from Operations</u>	<u>(1,802,169)</u>	<u>(1,311,539)</u>	<u>(490,631)</u>	<u>(767,216)</u>	<u>(3,611,148)</u>	<u>(2,797,927)</u>	<u>(813,222)</u>	<u>(1,785,438)</u>
Property Tax Revenue	0	0	0	0	61,179	257,288	(196,109)	0
Interest Income	43,952	107,670	(63,719)	186,563	362,422	323,011	39,411	324,581
Interest Expense	(81,291)	(105,646)	24,355	(77,315)	(246,979)	(316,937)	69,957	(237,001)
Gain/Loss on Asset Disposal/Forte	0	0	0	0	0	0	0	0
Retail Pharmacy Net Activity	43,212	114,859	(71,647)	133,165	372,686	358,501	14,185	69,334
DISTRICT VOUCHERS AND OTHER	(7,451)	(2,952)	(4,498)	(2,952)	(22,855)	(16,710)	(6,145)	(16,905)
<u>Total Non-Operating Revenue</u>	<u>(1,578)</u>	<u>113,931</u>	<u>(115,509)</u>	<u>239,460</u>	<u>526,453</u>	<u>605,154</u>	<u>(78,700)</u>	<u>140,009</u>
<u>Net Income/(Loss)</u>	<u>(1,803,747)</u>	<u>(1,197,607)</u>	<u>(606,140)</u>	<u>(527,755)</u>	<u>(3,084,695)</u>	<u>(2,192,773)</u>	<u>(891,922)</u>	<u>(1,645,430)</u>
<u>EBIDA</u>	<u>(1,545,025)</u>	<u>(748,329)</u>	<u>(796,695)</u>	<u>(276,413)</u>	<u>(2,292,567)</u>	<u>(1,134,842)</u>	<u>(1,157,725)</u>	<u>(878,907)</u>
Operating Margin %	-101.4%	-44.7%	-56.6%	-28.2%	-48.9%	-30.0%	-18.9%	-21.1%
Net Margin %	-101.4%	-40.9%	-60.6%	-19.4%	-41.8%	-23.5%	-18.2%	-19.5%
EBIDA Margin %	-86.9%	-25.5%	-61.4%	-10.2%	-31.0%	-12.2%	-18.9%	-10.4%

Modoc Medical Center
Income Statement Trend

	FYE 2025 YTD				FYE 2025 YTD	FYE 2026 YTD			
	<u>12 Mons</u>	<u>Jul-24</u>	<u>Aug-24</u>	<u>Sep-24</u>	<u>July-Sep</u>	<u>July-Sep</u>	<u>Jul-25</u>	<u>Aug-25</u>	<u>Sep-25</u>
Revenues									
Room & Board - Acute	6,946,872	681,023	405,005	744,172	1,830,200	1,682,326	685,444	529,453	467,429
Room & Board - SNF	9,504,192	824,217	827,753	766,813	2,418,783	2,613,023	841,152	893,655	878,216
	-	-	-	-	-	-	-	-	-
<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>4,248,983</u>	<u>4,295,348</u>	<u>1,526,595</u>	<u>1,423,108</u>	<u>1,345,645</u>
Outpatient Revenue	38,908,265	3,638,233	3,557,140	3,056,540	10,251,913	9,599,871	3,351,869	2,878,680	3,369,321
<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>14,500,896</u>	<u>13,895,219</u>	<u>4,878,465</u>	<u>4,301,788</u>	<u>4,714,967</u>
Bad Debts	(947,440)	(333,441)	(753,529)	(116,967)	(1,203,937)	378,719	84,182	101,595	192,942
Contractual Adj's	8,628,880	1,594,462	1,215,413	1,501,809	4,311,684	5,294,593	1,918,848	1,481,549	1,894,197
Admin Adj's	4,034,450	879,031	1,645,218	483,564	3,007,813	920,866	12,361	24,241	884,264
<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>6,115,560</u>	<u>6,594,179</u>	<u>2,015,392</u>	<u>1,607,384</u>	<u>2,971,403</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>8,385,336</u>	<u>7,301,040</u>	<u>2,863,073</u>	<u>2,694,403</u>	<u>1,743,564</u>
% of Charges	78.8%	58.4%	56.0%	59.1%	57.8%	52.5%	58.7%	62.6%	37.0%
Other Revenue	758,704	37,465	11,308	16,924	65,697	86,755	37,741	14,505	34,509
<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>8,451,032</u>	<u>7,387,795</u>	<u>2,900,814</u>	<u>2,708,908</u>	<u>1,778,073</u>
Expenses									
Salaries	18,318,651	1,527,863	1,445,742	1,444,284	4,417,889	5,160,531	1,785,419	1,690,354	1,684,758
Benefits and Taxes	4,040,217	331,128	289,544	316,206	936,878	1,103,777	377,349	382,644	343,784
Registry	3,349,908	246,179	339,927	237,286	823,392	669,084	262,589	207,040	199,454
Professional Fees	4,559,998	467,629	382,412	407,095	1,257,136	1,240,984	378,812	488,717	373,455
Purchased Services	1,951,518	102,186	186,434	246,625	535,245	382,602	54,305	209,739	118,558
Supplies	4,075,105	358,177	288,679	357,516	1,004,372	1,137,027	397,284	344,376	395,367
Repairs and Maint	391,263	35,962	34,099	75,654	145,715	168,338	32,193	80,938	55,206
Lease and Rental	54,598	4,529	4,219	7,647	16,395	6,280	2,393	1,683	2,205
Utilities	883,546	48,137	65,094	74,090	187,321	170,493	59,208	60,628	50,657
Insurance	547,088	43,552	43,552	42,632	129,736	130,936	43,282	44,241	43,413
Depreciation	2,125,071	177,946	177,549	174,027	529,521	545,149	183,888	183,829	177,432
Other	952,805	68,109	84,564	100,195	252,868	283,743	70,025	77,764	135,953
<u>Total Operating Expenses</u>	<u>41,249,767</u>	<u>3,411,397</u>	<u>3,341,817</u>	<u>3,483,258</u>	<u>10,236,471</u>	<u>10,998,943</u>	<u>3,646,748</u>	<u>3,771,953</u>	<u>3,580,242</u>
<u>Income from Operations</u>	<u>3,152,376</u>	<u>(370,511)</u>	<u>(647,712)</u>	<u>(767,216)</u>	<u>(1,785,438)</u>	<u>(3,611,148)</u>	<u>(745,934)</u>	<u>(1,063,045)</u>	<u>(1,802,169)</u>
Property Tax Revenue	2,143,660	0	0	0	0	61,179	0	61,179	0
Interest Income	1,233,759	107,452	30,566	186,563	324,581	362,422	214,143	104,327	43,952
Interest Expense	(1,958,479)	(79,974)	(79,713)	(77,315)	(237,001)	(246,979)	(83,144)	(82,545)	(81,291)
Gain/Loss on Asset Disposal/Forte	(202,113)	0	0	0	0	0	0	0	0
Retail Pharmacy Net Activity	515,756	107,736	(171,567)	133,165	69,334	372,686	93,595	235,880	43,212
DISTRICT VOUCHERS AND OTHER	(111,894)	(9,862)	(4,090)	(2,952)	(16,905)	(22,855)	(7,186)	(8,218)	(7,451)
<u>Total Non-Operating Revenue</u>	<u>1,620,689</u>	<u>125,353</u>	<u>(224,804)</u>	<u>239,460</u>	<u>140,009</u>	<u>526,453</u>	<u>217,408</u>	<u>310,623</u>	<u>(1,578)</u>
<u>Net Income</u>	<u>4,773,065</u>	<u>(245,158)</u>	<u>(872,516)</u>	<u>(527,755)</u>	<u>(1,645,430)</u>	<u>(3,084,695)</u>	<u>(528,526)</u>	<u>(752,421)</u>	<u>(1,803,747)</u>
<u>EBIDA</u>	<u>8,856,614</u>	<u>12,762</u>	<u>(615,255)</u>	<u>(276,413)</u>	<u>(878,907)</u>	<u>(2,292,567)</u>	<u>(261,495)</u>	<u>(486,048)</u>	<u>(1,545,025)</u>
Operating Margin %	7.1%	-12.2%	-24.0%	-28.2%	-21.1%	-48.9%	-25.7%	-39.2%	-101.4%
Net Margin %	10.7%	-8.1%	-32.4%	-19.4%	-19.5%	-41.8%	-18.2%	-27.8%	-101.4%
EBIDA Margin %	19.9%	0.4%	-22.8%	-10.2%	-10.4%	-31.0%	-9.0%	-17.9%	-86.9%

Modoc Medical Center
Balance Sheet
For the month of August 2025

	Unaudited 9/30/2025	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
Cash	537,347	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
Investments	17,212,464	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
Designated Funds	6,621,947	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
Total Cash	24,371,758	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
Gross Patient AR	8,552,822	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
Allowances	(5,100,262)	(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)
Net Patient AR	3,452,561	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
% of Gross	40.4%	46.1%	47.1%	43.1%	43.2%	41.8%	38.3%	40.9%	42.3%	41.6%	35.5%
Third Party Receivable	337,926	337,926	(129,883)	(129,883)	(152,771)	2,662,634	704,793	(387,171)	10,220,971	11,560,050	10,220,971
Other AR	784,190	842,542	674,415	636,825	627,132	463,976	452,797	534,816	559,179	544,751	575,125
Inventory	760,880	737,889	688,927	685,089	706,294	645,669	655,858	650,807	642,809	626,748	648,765
Prepays	637,181	581,982	643,543	635,285	433,040	473,185	527,245	546,553	601,634	575,318	553,767
Total Current Assets	30,344,496	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
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
Bldg & Improvements (12110)	47,927,861	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
Equipment (124100-124204)	14,495,515	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
Construction In Progress (125)	56,888,738	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
Fixed Assets	120,025,654	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
Accum Depreciation	(20,580,098)	(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)
Net Fixed Assets	99,445,556	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
Other Assets	0	0	0	0	0	0	0	0	0	0	0
Total Assets	129,790,052	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
Accounts Payable	1,953,648	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
Accrued Payroll	1,904,474	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
Patient Trust Accounts	10,906	10,906	10,556	10,580	11,275	11,170	10,960	10,600	7,757	16,247	14,932
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
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	24,633,275
Other Current Liabilities/Accr	283,740	400,082	321,529	519,110	443,446	330,329	242,936	164,387	232,844	761,666	542,307
Total Current Liabilities	29,266,043	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
Long Term Liabilities	31,710,368	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
Total Liabilities	60,976,411	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
Fund Balance	71,898,336	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
Current Year Income/(Loss)	(3,084,695)	(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
Total Equity	68,813,641	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
Total Liabilities and Equity	129,790,052	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
Days in Cash	151	176	180	330	340	292	298	372	242	249	365
Days in AR (Gross)	55	61	64	66	66	70	77	79	79	76	75
Days in AP	16	19	15	65	18	12	15	14	16	15	18
Current Ratio	1.04	1.15	1.19	1.20	1.47	1.48	1.46	1.59	1.58	1.73	1.97
Net AR as a percentage of grc	40.37%	46.07%	47.12%	43.13%	43.23%	41.77%	38.25%	40.92%	42.26%	41.57%	35.47%

STATEMENT OF CASH FLOWS

September-25

	CURRENT MONTH	FISCAL YEAR YTD
CASH FLOWS FROM OPERATING ACTIVITIES		
NET INCOME	-1,803,747	-3,084,695
ADJUSTMENTS TO RECONCILE NET INCOME TO NET CASH PROVIDED BY OPERATING ACTIVITIES		
DEPRECIATION EXPENSE	177,623	545,736
CHANGE IN PATIENT ACCOUNTS RECEIVABLE	986,927	1,046,558
CHANGE IN OTHER RECEIVABLES	58,352	-615,174
CHANGE IN INVENTORIES	-22,991	-75,791
CHANGE IN PREPAID EXPENSES	-55,199	-1,895
CHANGE IN ACCOUNTS PAYABLE	-167,027	-5,203,261
CHANGE IN ACCRUED SALARIES AND RELATED TAXES	188,436	663,085
CHANGE IN OTHER PAYABLES	0	0
NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES	1,166,121	-3,640,744
CASH FLOWS FROM INVESTMENT ACTIVITIES		
PURCHASE OF EQUIPMENT/CIP	-1,620,340	-2,584,536
CUSTODIAL HOLDINGS	0	326
NET CASH PROVIDED (USED) BY INVESTING ACTIVITIES	-1,620,340	-2,584,210
CASH FROM FINANCING ACTIVITIES		
Current Liability L32	-116,342	-235,370
Long Term Liability	-150,000	-554,000
NET CASH PROVIDED (USED) BY FINANCING ACTIVITIES	-266,342	-789,370
CASH AT BEGINNING OF PERIOD	26,896,066	34,470,779
NET INCREASE (DECREASE) IN CASH	-2,524,308	-10,099,018
CASH AT END OF PERIOD	24,371,758	24,371,758

"KEY STATISTICS"

	Mar-25	Feb-25	Jan-25
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	Sep-25		Aug-25		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.	Act.	Bud.	Act.	Bud.					
Patient-Days	Adults/Peds	47	86	49	48	53	90	47	57	51	76	64	137	49	63	48	68	40	72	64	89	83	46	75	62	82	89	48	72	149	195	670	
	Swing	74	49	61	31	164	36	87	50	46	71	28	89	45	84	73	82	70	43	70	63	30	62	64	88	49	48	31	70	298	117	812	
	SNF	1,500	1,500	1,493	1,511	1,509	1,478	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	4,502	4,290	17,532	
	Total "Patient Days"	1,621	1,635	1,603	1,590	1,726	1,604	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	4,950	4,602	19,014	
ADC	Adults/Peds	1.57	2.73	1.58	1.55	1.71	2.90	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	1.62	2.12	1.84	
	Swing	2.47	1.63	1.97	1.00	5.29	1.16	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	3.25	1.27	2.22	
	SNF	50.00	47.97	48.16	48.74	48.68	47.68	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	48.93	46.63	48.03	
	Total "Average Daily Census"	54.03	52.33	51.71	51.29	55.68	51.74	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	53.80	50.02	52.09	
ALOS	Adults/Peds	3.13		3.50		3.31		3.36		3.00		3.20		2.45		2.82		2.35		3.37		3.46		3.75		2.93		3.43		3.31			
	Swing	14.80		8.71		13.67		10.88		4.60		7.00		4.09		12.17		11.67		7.78		3.75		12.80		6.13		6.20		12.46			
	Admissions																																
	Adults/Peds	15	28	14	14	16	27	14	17	17	23	20	19	20	19	17	18	17	18	19	24	24	8	20	18	28	18	14	20	45	58	213	
Admissions	Swing	5	8	7	5	12	6	8	7	10	12	4	10	11	10	6	10	6	8	9	4	8	10	5	2	8	7	5	1	24	18	91	
	SNF	-	2	1	1	5	4	3	5	4	4	1	1	2	-	-	2	2	-	2	1	1	2	2	3	2	1	1	2	6	10	23	
	Total "Admissions"	20	38	22	20	33	37	25	29	31	39	25	30	33	29	23	30	25	26	30	29	33	20	27	23	38	26	20	23	75	86	327	
	Discharges																																
SNF	-		1		2		4			1		1		3		4		2		2		-		2		1		2		3	6	22	
Days in Period	30		31		31		30		31		30		31		28		31		31		30		31		30		31		30	92	92	365	
Amulatory Service Statistics	Emergency Visits	471	476	494	525	487	464	460	464	481	552	482	553	496	523	482	427	465	415	510	454	435	406	491	456	476	475	525	520	1,452	1,515	5,754	
	Ambulance Runs	94	83	82	87	106	81	75	81	77	113	75	108	93	104	95	87	75	98	93	88	93	93	61	50	87	79	87	73	282	301	1,019	
	Clinic Visits	791	809	827	857	959	772	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	2,577	2,585	9,595	
	Canby Clinic Visits	210	225	248	325	312	301	232	301	261	274	233	331	257	217	243	169	300	280	251	218	272	256	314	221	245	204	325	269	770	1,004	3,133	
	Canby Dental	195	180	169	210	169	171	192	171	136	237	163	286	142	200	133	123	175	194	147	195	147	195	69	200	165	195	210	195	533	544	1,837	
	Observation Admits	-	5	1	6	2	2	5	2	5	5	4	5	3	4	2	2	3	5	5	2	4	2	5	5	5	6	2	3	12	33		
	Observation Care Hours	-	128	26.2	193	145.3	50	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	171	344	1,175	
	Ancillary Services Statistics	Surgeries	10	4	3	2	2	4	5	4	11	8	2	5	3	3	4	14	10	3	11	5	3	2	3	4	2	2	1	15	14	67	
		Endoscopies	21	25	24	17	17	24	25	24	19	30	21	19	21	26	20	14	18	23	20	13	17	21	20	22	13	39	17	17	62	59	243
		Surgery & Recove	716	498	638	501	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	1,768	1,689	7,887
Anesthesia Minutes		1,089	793	1,014	565	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	2,770	2,433	12,365	
Laboratory Tests		4379	4,805	5241	4,534	5241	4,112	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	14,861	13,945	56,513	
Radiology-Diagno		244	267	267	283	330	300	266	300	297	293	257	297	262	254	301	249	288	275	256	253	267	255	280	290	261	273	283	278	841	886	3,315	
Ultrasounds		112	99	114	99	156	102	82	102	83	85	94	89	88	61	105	102	89	95	86	58	53	52	103	109	64	133	99	88	382	277	1,165	
CT Scans		168	128	181	167	196	139	150	139	150	173	138	195	168	130	153	163	128	126	145	148	170	133	171	172	128	168	167	149	545	501	1,918	
MRI				28		26	-	26			18				30	-	18	-	17	-	13	-	15	-	25	-	25	28	18	-	72	-	
Physical Therapy Sessions		851	573	967	677	1,232	775	817	775	551	718	756	770	889	600	517	624	563	575	429	536	547	536	675	429	610	536	677	745	3,050	2,212	8,794	
Retail Pharmacy-Scripts	4,016	2,394	3,555	2,594	3,441	2,351	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	11,012	7,569	35,953		
Dietician Consults																																	

MODOC MEDICAL CENTER "FULL TIME EQUIVALENT REPORT" Twelve Months Ending: September 30th, 2025													
Department	Sep-25	Aug-25	Jul-25	Jun-25	May-25	Apr-25	Mar-25	Feb-25	Jan-25	Dec-24	Nov-24	Oct-24	12 Mo Ave
Med / Surg	15.21	16.15	15.37	16.06	16.47	14.81	14.77	14.50	13.76	15.50	15.13	15.01	15.23
Comm Disease Care													#DIV/0!
Swing Beds													#DIV/0!
Long Term - SNF	56.28	57.55	55.38	53.39	55.93	53.24	54.82	54.32	54.41	54.93	57.77	54.72	55.23
Emergency Dept	12.49	14.13	10.59	12.51	12.64	11.62	14.17	13.95	11.94	10.36	12.71	11.10	12.35
Ambulance - Altura	11.31	12.65	12.06	12.31	12.50	12.53	11.96	11.34	10.55	11.03	10.90	9.94	11.59
Clinic	20.43	19.71	20.32	19.93	20.31	19.52	18.89	18.54	16.84	16.87	17.84	18.33	18.96
Canby Clinic	11.47	10.55	10.89	9.80	10.95	10.66	12.18	10.39	9.27	9.23	9.84	9.93	10.43
Canby Dental	4.86	4.33	3.85	4.37	5.29	4.80	3.72	3.66	3.63	3.28	3.71	3.53	4.09
Surgery	3.97	3.93	4.11	3.70	3.98	4.01	4.21	3.97	3.30	3.79	3.26	3.35	3.80
IRR													#DIV/0!
Lab	9.08	9.07	8.21	8.74	8.78	9.32	9.15	9.09	8.56	7.97	8.21	8.33	8.71
Radiology	5.05	5.67	5.85	3.65	4.12	4.45	4.35	4.52	3.81	4.30	3.72	3.67	4.43
MRI													#DIV/0!
Ultrasound	1.31	1.28	1.33	1.13	1.27	1.36	1.29	1.31	1.26	1.29	1.36	1.27	1.29
CT	1.62	1.72	1.67	1.47	2.10	1.93	1.92	1.84	1.48	1.62	1.66	1.49	1.71
Pharmacy	2.16	1.83	1.33	1.09	1.17	1.24	1.30	1.33	1.38	1.85	2.07	2.15	1.58
Physical Therapy	4.84	6.75	6.88	6.41	5.46	5.74	6.19	6.34	6.34	4.60	5.78	6.27	5.97
Other PT													#DIV/0!
Dietary	12.25	13.15	14.01	11.48	12.87	13.82	13.99	13.37	12.65	11.85	12.83	12.77	12.92
Dietary Acute	8.17	7.77	6.76	7.36	7.81	7.69	8.39	7.60	7.27	8.06	8.43	7.59	7.74
Laundry	1.01	1.03	1.01	0.90	1.02	1.01	1.02	0.97	1.02	0.99	0.88	1.00	0.99
Activities	4.74	4.64	4.43	4.41	4.50	4.12	3.59	3.76	3.67	3.75	3.77	3.60	4.08
Social Services	1.82	1.95	1.43	1.65	2.12	1.97	2.04	1.95	1.87	1.88	1.92	1.79	1.87
Purchasing	3.00	3.01	3.01	3.02	2.96	3.11	3.16	3.18	3.04	2.95	3.02	3.06	3.04
Housekeeping	13.67	14.00	13.78	13.94	13.82	14.45	14.52	14.87	13.39	13.72	13.93	13.59	13.97
Maintenance	5.80	5.16	5.82	5.99	5.96	5.99	6.04	5.96	5.44	5.38	5.31	5.32	5.68
Data Processing	4.69	4.73	4.58	4.63	4.68	4.76	4.26	4.05	4.00	4.07	4.56	4.66	4.47
General Accounting	3.71	3.99	3.92	3.40	3.38	3.64	3.89	3.97	3.74	3.80	3.73	2.65	3.65
Patient Accounting	7.67	7.17	8.25	8.95	8.85	9.86	8.98	7.76	7.60	6.97	8.03	7.58	8.14
Administration	3.43	3.53	3.40	3.65	3.25	3.41	3.32	3.46	3.15	3.40	3.36	3.54	3.41
Human Resources	2.85	2.92	1.98	2.01	2.00	2.01	2.01	2.01	2.01	2.01	2.02	1.99	2.15
Medical Records	7.96	8.30	8.51	8.51	8.57	8.70	8.74	8.62	8.29	8.05	8.10	7.83	8.35
Nurse Administration	3.02	3.02	2.88	2.80	3.05	3.11	3.02	2.51	2.33	2.19	2.55	2.87	2.78
In-Service	1.00	1.00	1.00	1.00	0.94	0.87	1.01	1.00	1.00	1.00	1.00	1.00	0.99
Utilization Review	1.44	1.48	1.41	1.44	1.49	1.39	1.47	1.48	1.49	1.49	1.45	1.46	1.46
Quality Assurance	0.50	0.50	0.50	0.51	0.50	0.50	0.50	0.51	0.51	0.51	0.50	0.51	0.50
Infection Control	0.64	0.64	0.39	0.70	0.46	0.61	0.48	0.60	0.60	0.61	0.59	0.61	0.58
Retail Pharmacy	6.17	5.94	4.96	4.50	5.03	4.96	4.13	4.15	3.92	3.86	4.06	4.10	4.65
TOTAL	253.62	259.25	249.87	245.41	254.23	251.21	253.48	246.88	233.52	233.16	244.00	236.61	246.77

-0.94 (0.06)

0.00 #DIV/0!

0.00 #DIV/0!

-1.27 (0.02)

-1.64 (0.13)

-1.34 (0.12)

0.72 0.04

0.92 0.08

0.53 0.11

0.04 0.01

0.00 #DIV/0!

0.01 0.00

-0.62 (0.12)

0.00 #DIV/0!

0.03 0.02

-0.10 (0.06)

0.33 0.15

-1.91 (0.39)

0.00 #DIV/0!

-0.90 (0.07)

0.40 0.05

-0.02 (0.02)

0.10 0.02

-0.13 (0.07)

-0.01 (0.00)

-0.33 (0.02)

0.64 0.11

-0.04 (0.01)

-0.28 (0.08)

0.50 0.07

-0.10 (0.03)

-0.07 (0.02)

-0.34 (0.04)

0.00 -

0.00 -

-0.04 (0.03)

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0.00 -

0.23 0.04

-5.63 (0.02)

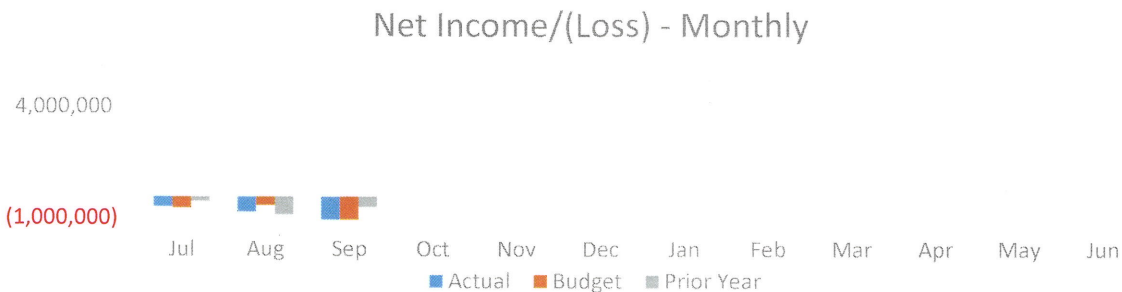


Modoc Medical Center
Financial Narrative
For the Month of September 2025

Prepared by Jin Lin, Finance Director

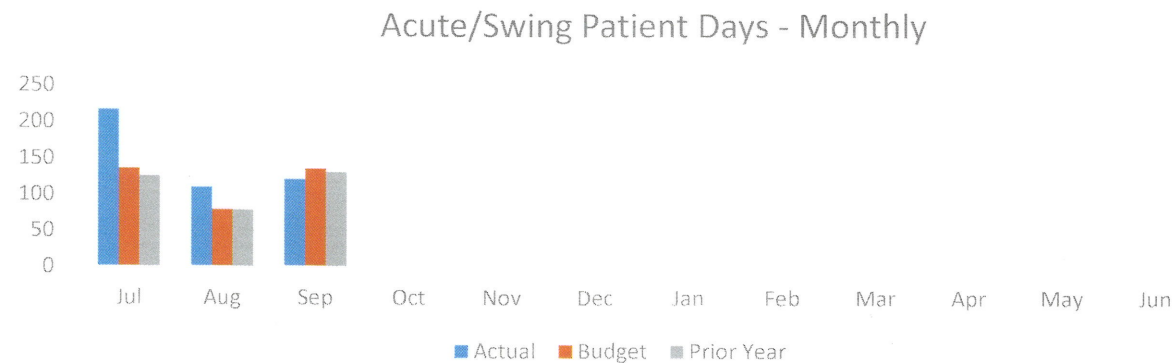
Summary

During the month of September, Modoc Medical Center reported a loss from operations of \$1.80 million that was under budget of \$491K. Inpatient revenue was under by \$163K, and outpatient revenue was up by \$143K compared to the budget. Total patient revenue was \$4.71 million, showing a decrease of \$20K compared to the budget. Net income, including Non-Operating Activity, was a loss of \$1.80 million under budget of \$606K.



Patient Volumes

Combined Acute Days were under budget for the month by 14 days. The SNF Patient Days were 1,500. Overall Inpatient Days were under budget by 14 days (1,621 actual vs. 1,635 budget). Outpatient visits were relatively above budget, except for both Clinics, ER and Radiology were under budget.



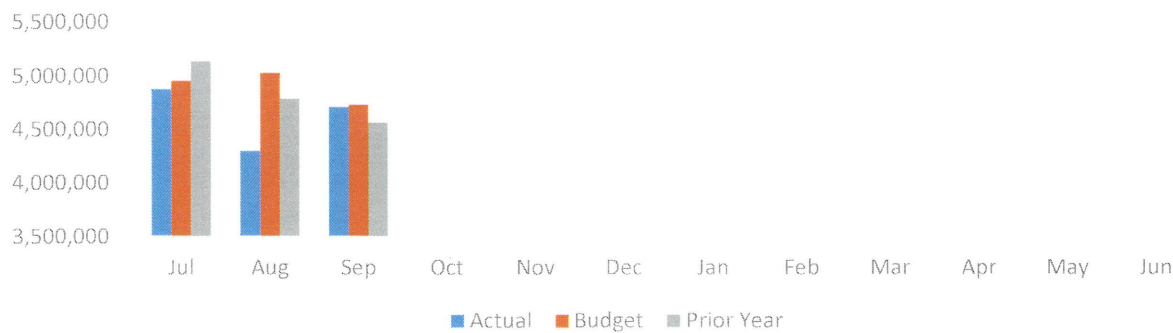
SNF Patient Days - Monthly



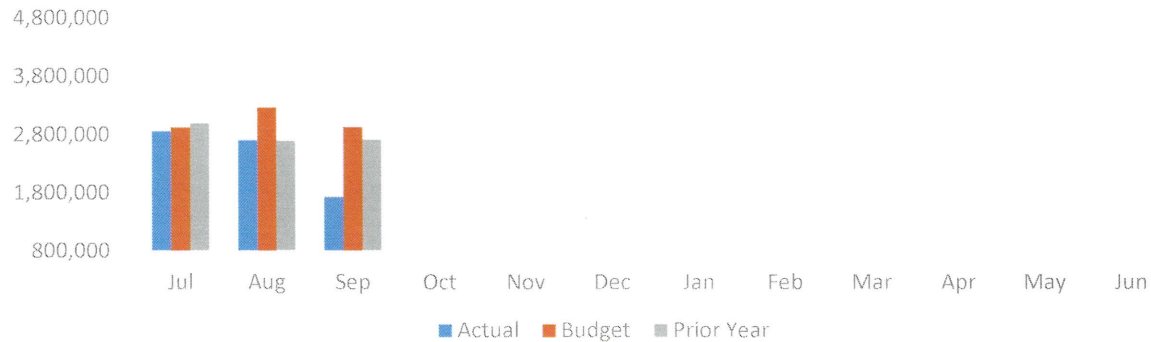
Revenues

Gross Patient Revenues were \$4.71 million, compared to the budget of \$4.73 million. Inpatient Revenue was \$1.35 million compared to the budget of \$1.51 million; and Outpatient Revenue was \$3.37 million compared to the budget of \$3.23 million. Total deductions from revenue were \$2.97 million, unfavorable to the budget of \$1.15 million, and that was due to dental write-offs in the amount of \$900K. Net patient Revenue was \$1.78 million, unfavorable to the budget of \$1.15 million.

Gross Patient Revenue Monthly



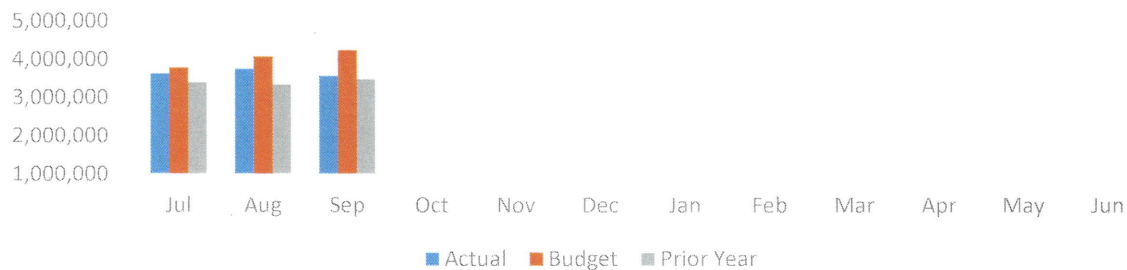
Net Patient Revenue - Monthly



Expenses

Total Operating Expenses were \$3.58 million this month, favorable to the budget of \$662K. The decrease was in all areas except for the depreciation cost because we added New SNF & HA to the budget in the month.

Total Expenses - Monthly



Non-Operating Activity

Non-Operating expenses for the month: Accrued Interest from USDA Loan was \$81K. District Vouchers totaled \$7K. Interest income of \$44K from CDs and the new SNF interim loan. The retail pharmacy showed a profit of \$43K. Total non-operating net loss for the month was \$1,578, under the budget of \$116K.

Balance Sheet

Cash decreased in September by \$2.52 million to \$24.37 million. The total current liabilities were \$29 million. Days in Cash totaled 151. Days in AP totaled 16. Days in AR totaled 55. The current ratio was 1.05. Net AR as a percentage of gross AR was 40.37%.

Modoc Medical Center
Income Statement
For the month of September 2025

	Month	Sep-25 Budget	Variance	Prior Year Month	2026 YTD	2026 YTD Budget	Variance	Prior Year YTD
Revenues								
Room & Board - Acute	467,429	743,352	(275,923)	744,172	1,682,326	1,943,039	(260,713)	1,830,200
Room & Board - SNF	878,216	764,949	113,267	766,813	2,613,023	2,443,227	169,796	2,418,783
<u>Total Inpatient Revenue</u>	<u>1,345,645</u>	<u>1,508,301</u>	<u>(162,655)</u>	<u>1,510,985</u>	<u>4,295,348</u>	<u>4,386,266</u>	<u>(90,918)</u>	<u>4,248,983</u>
Outpatient Revenue	3,369,321	3,226,359	142,963	3,056,540	9,599,871	10,338,572	(738,701)	10,251,913
<u>Total Patient Revenue</u>	<u>4,714,967</u>	<u>4,734,659</u>	<u>(19,693)</u>	<u>4,567,524</u>	<u>13,895,219</u>	<u>14,724,838</u>	<u>(829,619)</u>	<u>14,500,896</u>
Bad Debts (580000,580011,58010)	192,942	(33,992)	226,934	(116,967)	378,719	15,930	362,789	(1,203,937)
Contractuals Adjs	1,894,197	1,837,780	56,417	1,501,809	5,294,593	5,566,199	(271,605)	4,311,684
Admin Adjs (5930002-593001,598)	884,264	16,897	867,367	483,564	920,866	50,691	870,175	3,007,813
<u>Total Revenue Deductions</u>	<u>2,971,403</u>	<u>1,820,685</u>	<u>1,150,718</u>	<u>1,868,406</u>	<u>6,594,179</u>	<u>5,632,820</u>	<u>961,359</u>	<u>6,115,560</u>
<u>Net Patient Revenue</u>	<u>1,743,564</u>	<u>2,913,975</u>	<u>(1,170,411)</u>	<u>2,699,118</u>	<u>7,301,040</u>	<u>9,092,018</u>	<u>(1,790,978)</u>	<u>8,385,336</u>
% of Charges	37.0%	61.5%	-24.6%	59.1%	52.5%	61.7%	-9.2%	57.8%
Other Revenue	34,509	17,093	17,416	16,924	86,755	228,513	(141,759)	65,697
<u>Total Net Revenue</u>	<u>1,778,073</u>	<u>2,931,068</u>	<u>(1,152,995)</u>	<u>2,716,042</u>	<u>7,387,795</u>	<u>9,320,532</u>	<u>(1,932,736)</u>	<u>8,451,032</u>
Expenses								
Salaries	1,684,758	1,777,882	(93,124)	1,444,284	5,160,531	5,291,505	(130,974)	4,417,889
Benefits and Taxes	343,784	535,258	(191,474)	316,206	1,103,777	1,501,225	(397,448)	936,878
Registry	199,454	284,982	(85,528)	237,286	669,084	854,945	(185,861)	823,392
Professional Fees	373,455	387,863	(14,408)	407,095	1,240,984	1,059,563	181,422	1,257,136
Purchased Services	118,558	237,806	(119,248)	246,625	382,602	677,728	(295,126)	535,245
Supplies	395,367	412,975	(17,608)	357,516	1,137,027	1,243,477	(106,450)	1,004,372
Repairs and Maint	55,206	36,191	19,016	75,654	168,338	113,630	54,707	145,715
Lease and Rental	2,205	4,541	(2,337)	7,647	6,280	13,636	(7,356)	16,395
Utilities	50,657	79,256	(28,600)	74,090	170,493	237,768	(67,276)	187,321
Insurance	43,413	45,821	(2,408)	42,632	130,936	137,464	(6,529)	129,736
Depreciation	177,432	343,633	(166,201)	174,027	545,149	740,994	(195,845)	529,521
Other	135,953	96,397	39,556	100,195	283,743	246,522	37,221	252,868
<u>Total Operating Expenses</u>	<u>3,580,242</u>	<u>4,242,606</u>	<u>(662,364)</u>	<u>3,483,258</u>	<u>10,998,943</u>	<u>12,118,458</u>	<u>(1,119,515)</u>	<u>10,236,471</u>
<u>Income from Operations</u>	<u>(1,802,169)</u>	<u>(1,311,539)</u>	<u>(490,631)</u>	<u>(767,216)</u>	<u>(3,611,148)</u>	<u>(2,797,927)</u>	<u>(813,222)</u>	<u>(1,785,438)</u>
Property Tax Revenue	0	0	0	0	61,179	257,288	(196,109)	0
Interest Income	43,952	107,670	(63,719)	186,563	362,422	323,011	39,411	324,581
Interest Expense	(81,291)	(105,646)	24,355	(77,315)	(246,979)	(316,937)	69,957	(237,001)
Gain/Loss on Asset Disposal/Forte	0	0	0	0	0	0	0	0
Retail Pharmacy Net Activity	43,212	114,859	(71,647)	133,165	372,686	358,501	14,185	69,334
DISTRICT VOUCHERS AND OTHER	(7,451)	(2,952)	(4,498)	(2,952)	(22,855)	(16,710)	(6,145)	(16,905)
<u>Total Non-Operating Revenue</u>	<u>(1,578)</u>	<u>113,931</u>	<u>(115,509)</u>	<u>239,460</u>	<u>526,453</u>	<u>605,154</u>	<u>(78,700)</u>	<u>140,009</u>
<u>Net Income/(Loss)</u>	<u>(1,803,747)</u>	<u>(1,197,607)</u>	<u>(606,140)</u>	<u>(527,755)</u>	<u>(3,084,695)</u>	<u>(2,192,773)</u>	<u>(891,922)</u>	<u>(1,645,430)</u>
<u>EBIDA</u>	<u>(1,545,025)</u>	<u>(748,329)</u>	<u>(796,695)</u>	<u>(276,413)</u>	<u>(2,292,567)</u>	<u>(1,134,842)</u>	<u>(1,157,725)</u>	<u>(878,907)</u>
Operating Margin %	-101.4%	-44.7%	-56.6%	-28.2%	-48.9%	-30.0%	-18.9%	-21.1%
Net Margin %	-101.4%	-40.9%	-60.6%	-19.4%	-41.8%	-23.5%	-18.2%	-19.5%
EBIDA Margin %	-86.9%	-25.5%	-61.4%	-10.2%	-31.0%	-12.2%	-18.9%	-10.4%

Modoc Medical Center
Income Statement Trend

	FYE 2025 YTD				FYE 2025 YTD	FYE 2026 YTD			
	<u>12 Mons</u>	<u>Jul-24</u>	<u>Aug-24</u>	<u>Sep-24</u>	<u>July-Sep</u>	<u>July-Sep</u>	<u>Jul-25</u>	<u>Aug-25</u>	<u>Sep-25</u>
Revenues									
Room & Board - Acute	6,946,872	681,023	405,005	744,172	1,830,200	1,682,326	685,444	529,453	467,429
Room & Board - SNF	9,504,192	824,217	827,753	766,813	2,418,783	2,613,023	841,152	893,655	878,216
<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>4,248,983</u>	<u>4,295,348</u>	<u>1,526,595</u>	<u>1,423,108</u>	<u>1,345,645</u>
Outpatient Revenue	38,908,265	3,638,233	3,557,140	3,056,540	10,251,913	9,599,871	3,351,869	2,878,680	3,369,321
<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>14,500,896</u>	<u>13,895,219</u>	<u>4,878,465</u>	<u>4,301,788</u>	<u>4,714,967</u>
Bad Debts	(947,440)	(333,441)	(753,529)	(116,967)	(1,203,937)	378,719	84,182	101,595	192,942
Contractual Adjs	8,628,880	1,594,462	1,215,413	1,501,809	4,311,684	5,294,593	1,918,848	1,481,549	1,894,197
Admin Ajds	4,034,450	879,031	1,645,218	483,564	3,007,813	920,866	12,361	24,241	884,264
<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>6,115,560</u>	<u>6,594,179</u>	<u>2,015,392</u>	<u>1,607,384</u>	<u>2,971,403</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>8,385,336</u>	<u>7,301,040</u>	<u>2,863,073</u>	<u>2,694,403</u>	<u>1,743,564</u>
% of Charges	78.8%	58.4%	56.0%	59.1%	57.8%	52.5%	58.7%	62.6%	37.0%
Other Revenue	758,704	37,465	11,308	16,924	65,697	86,755	37,741	14,505	34,509
<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>8,451,032</u>	<u>7,387,795</u>	<u>2,900,814</u>	<u>2,708,908</u>	<u>1,778,073</u>
Expenses									
Salaries	18,318,651	1,527,863	1,445,742	1,444,284	4,417,889	5,160,531	1,785,419	1,690,354	1,684,758
Benefits and Taxes	4,040,217	331,128	289,544	316,206	936,878	1,103,777	377,349	382,644	343,784
Registry	3,349,908	246,179	339,927	237,286	823,392	669,084	262,589	207,040	199,454
Professional Fees	4,559,998	467,629	382,412	407,095	1,257,136	1,240,984	378,812	488,717	373,455
Purchased Services	1,951,518	102,186	186,434	246,625	535,245	382,602	54,305	209,739	118,558
Supplies	4,075,105	358,177	288,679	357,516	1,004,372	1,137,027	397,284	344,376	395,367
Repairs and Maint	391,263	35,962	34,099	75,654	145,715	168,338	32,193	80,938	55,206
Lease and Rental	54,598	4,529	4,219	7,647	16,395	6,280	2,393	1,683	2,205
Utilities	883,546	48,137	65,094	74,090	187,321	170,493	59,208	60,628	50,657
Insurance	547,088	43,552	43,552	42,632	129,736	130,936	43,282	44,241	43,413
Depreciation	2,125,071	177,946	177,549	174,027	529,521	545,149	183,888	183,829	177,432
Other	952,805	68,109	84,564	100,195	252,868	283,743	70,025	77,764	135,953
<u>Total Operating Expenses</u>	<u>41,249,767</u>	<u>3,411,397</u>	<u>3,341,817</u>	<u>3,483,258</u>	<u>10,236,471</u>	<u>10,998,943</u>	<u>3,646,748</u>	<u>3,771,953</u>	<u>3,580,242</u>
<u>Income from Operations</u>	<u>3,152,376</u>	<u>(370,511)</u>	<u>(647,712)</u>	<u>(767,216)</u>	<u>(1,785,438)</u>	<u>(3,611,148)</u>	<u>(745,934)</u>	<u>(1,063,045)</u>	<u>(1,802,169)</u>
Property Tax Revenue	2,143,660	0	0	0	0	61,179	0	61,179	0
Interest Income	1,233,759	107,452	30,566	186,563	324,581	362,422	214,143	104,327	43,952
Interest Expense	(1,958,479)	(79,974)	(79,713)	(77,315)	(237,001)	(246,979)	(83,144)	(82,545)	(81,291)
Gain/Loss on Asset Disposal/Forte	(202,113)	0	0	0	0	0	0	0	0
Retail Pharmacy Net Activity	515,756	107,736	(171,567)	133,165	69,334	372,686	93,595	235,880	43,212
DISTRICT VOUCHERS AND OTHER	(111,894)	(9,862)	(4,090)	(2,952)	(16,905)	(22,855)	(7,186)	(8,218)	(7,451)
<u>Total Non-Operating Revenue</u>	<u>1,620,689</u>	<u>125,353</u>	<u>(224,804)</u>	<u>239,460</u>	<u>140,009</u>	<u>526,453</u>	<u>217,408</u>	<u>310,623</u>	<u>(1,578)</u>
<u>Net Income</u>	<u>4,773,065</u>	<u>(245,158)</u>	<u>(872,516)</u>	<u>(527,755)</u>	<u>(1,645,430)</u>	<u>(3,084,695)</u>	<u>(528,526)</u>	<u>(752,421)</u>	<u>(1,803,747)</u>
<u>EBIDA</u>	<u>8,856,614</u>	<u>12,762</u>	<u>(615,255)</u>	<u>(276,413)</u>	<u>(878,907)</u>	<u>(2,292,567)</u>	<u>(261,495)</u>	<u>(486,048)</u>	<u>(1,545,025)</u>
Operating Margin %	7.1%	-12.2%	-24.0%	-28.2%	-21.1%	-48.9%	-25.7%	-39.2%	-101.4%
Net Margin %	10.7%	-8.1%	-32.4%	-19.4%	-19.5%	-41.8%	-18.2%	-27.8%	-101.4%
EBIDA Margin %	19.9%	0.4%	-22.8%	-10.2%	-10.4%	-31.0%	-9.0%	-17.9%	-86.9%

Modoc Medical Center
Balance Sheet
For the month of August 2025

	Unaudited 9/30/2025	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
Cash	537,347	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
Investments	17,212,464	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
Designated Funds	6,621,947	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
Total Cash	24,371,758	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
Gross Patient AR	8,552,822	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
Allowances	(5,100,262)	(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)
Net Patient AR	3,452,561	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
% of Gross	40.4%	46.1%	47.1%	43.1%	43.2%	41.8%	38.3%	40.9%	42.3%	41.6%	35.5%
Third Party Receivable	337,926	337,926	(129,883)	(129,883)	(152,771)	2,662,634	704,793	(387,171)	10,220,971	11,560,050	10,220,971
Other AR	784,190	842,542	674,415	636,825	627,132	463,976	452,797	534,816	559,179	544,751	575,125
Inventory	760,880	737,889	688,927	685,089	706,294	645,669	655,858	650,807	642,809	626,748	648,765
Prepays	637,181	581,982	643,543	635,285	433,040	473,185	527,245	546,553	601,634	575,318	553,767
Total Current Assets	30,344,496	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
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
Bldg & Improvements (12110	47,927,861	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
Equipment (124100-124204)	14,495,515	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
Construction In Progress (125	56,888,738	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
Fixed Assets	120,025,654	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
Accum Depreciation	(20,580,098)	(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)
Net Fixed Assets	99,445,556	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
Other Assets	0	0	0	0	0	0	0	0	0	0	0
Total Assets	129,790,052	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
Accounts Payable	1,953,648	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
Accrued Payroll	1,904,474	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
Patient Trust Accounts	10,906	10,906	10,556	10,580	11,275	11,170	10,960	10,600	7,757	16,247	14,932
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
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	24,633,275
Other Current Liabilities/Accr	283,740	400,082	321,529	519,110	443,446	330,329	242,936	164,387	232,844	761,666	542,307
Total Current Liabilities	29,266,043	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
Long Term Liabilities	31,710,368	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
Total Liabilities	60,976,411	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
Fund Balance	71,898,336	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
Current Year Income/(Loss)	(3,084,695)	(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
Total Equity	68,813,641	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
Total Liabilities and Equity	129,790,052	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
Days in Cash	151	176	180	330	340	292	298	372	242	249	365
Days in AR (Gross)	55	61	64	66	66	70	77	79	79	76	75
Days in AP	16	19	15	65	18	12	15	14	16	15	18
Current Ratio	1.04	1.15	1.19	1.20	1.47	1.48	1.46	1.59	1.58	1.73	1.97
Net AR as a percentage of grc	40.37%	46.07%	47.12%	43.13%	43.23%	41.77%	38.25%	40.92%	42.26%	41.57%	35.47%

STATEMENT OF CASH FLOWS

September-25

	CURRENT MONTH	FISCAL YEAR YTD
CASH FLOWS FROM OPERATING ACTIVITIES		
NET INCOME	-1,803,747	-3,084,695
ADJUSTMENTS TO RECONCILE NET INCOME TO NET CASH PROVIDED BY OPERATING ACTIVITIES		
DEPRECIATION EXPENSE	177,623	545,736
CHANGE IN PATIENT ACCOUNTS RECEIVABLE	986,927	1,046,558
CHANGE IN OTHER RECEIVABLES	58,352	-615,174
CHANGE IN INVENTORIES	-22,991	-75,791
CHANGE IN PREPAID EXPENSES	-55,199	-1,895
CHANGE IN ACCOUNTS PAYABLE	-167,027	-5,203,261
CHANGE IN ACCRUED SALARIES AND RELATED TAXES	188,436	663,085
CHANGE IN OTHER PAYABLES	0	0
NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES	1,166,121	-3,640,744
CASH FLOWS FROM INVESTMENT ACTIVITIES		
PURCHASE OF EQUIPMENT/CIP	-1,620,340	-2,584,536
CUSTODIAL HOLDINGS	0	326
NET CASH PROVIDED (USED) BY INVESTING ACTIVITIES	-1,620,340	-2,584,210
CASH FROM FINANCING ACTIVITIES		
Current Liability L32	-116,342	-235,370
Long Term Liability	-150,000	-554,000
NET CASH PROVIDED (USED) BY FINANCING ACTIVITIES	-266,342	-789,370
CASH AT BEGINNING OF PERIOD	26,896,066	34,470,779
NET INCREASE (DECREASE) IN CASH	-2,524,308	-10,099,018
CASH AT END OF PERIOD	24,371,758	24,371,758

Apr-25	Mar-25
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		Sep-25		Aug-25		Jul-25		Jun-25		May-25		Apr-25		Mar-25		Feb-25		Jan-25		Dec-24		Nov-24		Oct-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																													
Adults/Peds		47	86	49	48	53	90	47	57	51	76	64	137	49	63	48	68	40	72	64	89	83	46	75	62		149	195	670
Swing		74	49	61	31	164	36	87	50	46	71	28	89	45	84	73	82	70	43	70	63	30	62	64	88		299	117	812
SNF		1,500	1,500	1,493	1,511	1,509	1,478	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		4,502	4,290	17,532
Total "Patient Days"		1,621	1,635	1,603	1,590	1,726	1,604	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		4,950	4,602	19,014
ADC																													
Adults/Peds		1.57	2.73	1.58	1.55	1.71	2.90	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		1.62	2.12	1.84
Swing		2.47	1.63	1.97	1.00	5.29	1.16	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		3.25	1.27	2.22
SNF		50.00	47.97	48.16	48.74	48.88	47.68	47.07	41.97	47.26	45.65	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		48.93	46.63	48.03
Total "Average Daily Census"		54.03	52.33	51.71	51.29	55.68	51.74	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		53.80	50.02	52.09
ALOS																													
Adults/Peds		3.13		3.50		3.31		3.36		3.00		3.20		2.45		2.82		2.35		3.37		3.46		3.75			3.31	3.36	3.15
Swing		14.80		8.71		13.67		10.88		4.60		7.00		4.09		12.17		11.67		7.78		3.75		12.80			12.46	6.50	8.92
Admissions																													
Adults/Peds		15	28	14	14	16	27	14	17	17	23	20	19	20	19	17	18	17	18	19	24	24	8	20	18		45	58	213
Swing		5	8	7	5	12	6	8	7	10	12	4	10	11	10	6	10	6	8	9	4	8	10	5	3		24	18	91
SNF		-	2	1	1	5	4	3	5	4	4	1	1	2		-	2	2		2	1	1	2	2	3		6	10	23
Total "Admissions"		20	38	22	20	33	37	25	29	31	39	25	30	33	29	23	30	25	26	30	29	33	20	27	23		75	86	327
Discharges																													
SNF		-		1		2		4		1		1		3		4		2		2		-		2			3	6	22
Days in Period		30		31		31		30		31		30		31		28		31		31		30		31			92	92	365
Amulatory Service Statistics																													
Emergency Visits		471	476	494	525	487	464	460	464	481	552	482	553	496	523	482	427	465	415	510	454	435	406	491	456		1,452	1,515	5,754
Ambulance Runs		94	83	82	87	106	81	75	81	77	113	75	108	93	104	95	87	75	98	93	88	93	93	61	50		282	301	1,019
Clinic Visits		791	809	827	857	959	772	574	772	1,081	902	827	1,229	727	1,016	790	1,156	805	1,134	684	854	634	991	896	950		2,577	2,585	9,595
Canby Clinic Visits		210	225	248	325	312	301	232	301	261	274	233	331	257	217	243	169	300	280	251	218	272	258	314	221		770	1,004	3,133
Canby Dental		195	180	169	210	169	171	192	171	136	237	163	286	142	200	133	123	175	194	147	195	147	195	69	200		533	544	1,837
Observation Admits		-	5	1	6	2	2	5	2	5	5	4	5	3	4	2	2	2	3	5	5	2	4	2	5		3	12	33
Observation Care Hours		-	128	26.2	193	145.3	50	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		171	344	1,175
Ancillary Services Statistics																													
Surgeries		10	4	3	2	2	4	5	4	11	8	2	5	3	3	4	14	10	3	11	5	3	2	3	3		15	14	67
Endoscopies		21	25	24	17	17	24	25	24	19	30	21	19	21	26	20	14	18	23	20	13	17	21	20	22		62	59	243
Surgery & Recovery Minutes		716	498	638	501	414	642	802	642	869	1,084	767	574	623	611	666	666	682	696	731	434	413	462	566	518		1,768	1,689	7,887
Anesthesia Minutes		1,089	793	1,014	565	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		2,770	2,433	12,365
Laboratory Tests		4379	4,805	5241	4,534	5241	4,112	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		14,861	13,945	56,513
Radiology-Diagnostic Proc		244	267	267	283	330	300	266	300	297	293	257	297	262	254	301	249	288	275	256	253	267	255	280	290		841	886	3,315
Ultrasonounds		112	99	114	99	156	102	82	102	83	85	94	89	88	61	105	102	89	95	86	58	53	52	103	109		382	277	1,165
CT Scans		168	128	181	167	196	139	150	139	150	173	138	195	168	130	153	163	128	126	145	148	170	133	171	172		545	501	1,918
MRI Proc					28		26	-	26		18		-		30	-	18	-	17	-	13	-	15	-	25		-	72	-
Physical Therapy Sessions		851	573	967	677	1,232	775	817	775	551	718	756	770	889	600	517	624	563	575	429	536	547	536	675	428		3,050	2,212	8,794
Retail Pharmacy-Scripts		4,016	2,394	3,555	2,594	3,441	2,351	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		11,012	7,569	35,953
Dietician Consults																													

MODOC MEDICAL CENTER "FULL TIME EQUIVALENT REPORT" Twelve Months Ending: September 30th, 2025													
Department	Sep-25	Aug-25	Jul-25	Jun-25	May-25	Apr-25	Mar-25	Feb-25	Jan-25	Dec-24	Nov-24	Oct-24	12 Mo Ave
Med / Surg	15.21	16.15	15.37	16.06	16.47	14.81	14.77	14.50	13.76	15.50	15.13	15.01	15.23
Comm Disease Care													#DIV/0!
Swing Beds													#DIV/0!
Long Term - SNF	56.28	57.55	55.38	53.39	55.93	53.24	54.82	54.32	54.41	54.93	57.77	54.72	55.23
Emergency Dept	12.49	14.13	10.59	12.51	12.64	11.62	14.17	13.95	11.94	10.36	12.71	11.10	12.35
Ambulance - Alturas	11.31	12.65	12.06	12.31	12.50	12.53	11.96	11.34	10.55	11.03	10.90	9.94	11.59
Clinic	20.43	19.71	20.32	19.93	20.31	19.52	18.89	18.54	16.84	16.87	17.84	18.33	18.96
Canby Clinic	11.47	10.55	10.89	9.80	10.95	10.66	12.18	10.39	9.27	9.23	9.84	9.93	10.43
Canby Dental	4.86	4.33	3.85	4.37	5.29	4.80	3.72	3.66	3.63	3.28	3.71	3.53	4.09
Surgery	3.97	3.93	4.11	3.70	3.98	4.01	4.21	3.97	3.30	3.79	3.26	3.35	3.80
IRR													#DIV/0!
Lab	9.08	9.07	8.21	8.74	8.78	9.32	9.15	9.09	8.56	7.97	8.21	8.33	8.71
Radiology	5.05	5.67	5.85	3.65	4.12	4.45	4.35	4.52	3.81	4.30	3.72	3.67	4.43
MRI													#DIV/0!
Ultrasound	1.31	1.28	1.33	1.13	1.27	1.36	1.29	1.31	1.26	1.29	1.36	1.27	1.29
CT	1.62	1.72	1.67	1.47	2.10	1.93	1.92	1.84	1.48	1.62	1.66	1.49	1.71
Pharmacy	2.16	1.83	1.33	1.09	1.17	1.24	1.30	1.33	1.38	1.85	2.07	2.15	1.58
Physical Therapy	4.84	6.75	6.88	6.41	5.46	5.74	6.19	6.34	6.34	4.60	5.78	6.27	5.97
Other PT													#DIV/0!
Dietary	12.25	13.15	14.01	11.48	12.87	13.82	13.99	13.37	12.65	11.85	12.83	12.77	12.92
Dietary Acute	8.17	7.77	6.76	7.36	7.81	7.69	8.39	7.60	7.27	8.06	8.43	7.59	7.74
Laundry	1.01	1.03	1.01	0.90	1.02	1.01	1.02	0.97	1.02	0.99	0.88	1.00	0.99
Activities	4.74	4.64	4.43	4.41	4.50	4.12	3.59	3.76	3.67	3.75	3.77	3.60	4.08
Social Services	1.82	1.95	1.43	1.65	2.12	1.97	2.04	1.95	1.87	1.88	1.92	1.79	1.87
Purchasing	3.00	3.01	3.01	3.02	2.96	3.11	3.16	3.18	3.04	2.95	3.02	3.06	3.04
Housekeeping	13.67	14.00	13.78	13.94	13.82	14.45	14.52	14.87	13.39	13.72	13.93	13.59	13.97
Maintenance	5.80	5.16	5.82	5.99	5.96	5.99	6.04	5.96	5.44	5.38	5.31	5.32	5.68
Data Processing	4.69	4.73	4.58	4.63	4.68	4.76	4.26	4.05	4.00	4.07	4.56	4.66	4.47
General Accounting	3.71	3.99	3.92	3.40	3.38	3.64	3.89	3.97	3.74	3.80	3.73	2.65	3.65
Patient Accounting	7.67	7.17	8.25	8.95	8.85	9.86	8.98	7.76	7.60	6.97	8.03	7.58	8.14
Administration	3.43	3.53	3.40	3.65	3.25	3.41	3.32	3.46	3.15	3.40	3.36	3.54	3.41
Human Resources	2.85	2.92	1.98	2.01	2.00	2.01	2.01	2.01	2.01	2.01	2.02	1.99	2.15
Medical Records	7.96	8.30	8.51	8.51	8.57	8.70	8.74	8.62	8.29	8.05	8.10	7.83	8.35
Nurse Administration	3.02	3.02	2.88	2.80	3.05	3.11	3.02	2.51	2.33	2.19	2.55	2.87	2.78
In-Service	1.00	1.00	1.00	1.00	0.94	0.87	1.01	1.00	1.00	1.00	1.00	1.00	0.99
Utilization Review	1.44	1.48	1.41	1.44	1.49	1.39	1.47	1.48	1.49	1.49	1.45	1.46	1.46
Quality Assurance	0.50	0.50	0.50	0.51	0.50	0.50	0.50	0.51	0.51	0.51	0.50	0.51	0.50
Infection Control	0.64	0.64	0.39	0.70	0.46	0.61	0.48	0.60	0.60	0.61	0.59	0.61	0.58
Retail Pharmacy	6.17	5.94	4.96	4.50	5.03	4.96	4.13	4.15	3.92	3.86	4.06	4.10	4.65
TOTAL	253.62	259.25	249.87	245.41	254.23	251.21	253.48	246.88	233.52	233.16	244.00	236.61	246.77

-0.94	(0.06)
0.00	#DIV/0!
0.00	#DIV/0!
-1.27	(0.02)
-1.64	(0.13)
-1.34	(0.12)
0.72	0.04
0.92	0.08
0.53	0.11
0.04	0.01
0.00	#DIV/0!
0.01	0.00
-0.62	(0.12)
0.00	#DIV/0!
0.03	0.02
-0.10	(0.06)
0.33	0.15
-1.91	(0.39)
0.00	#DIV/0!
-0.90	(0.07)
0.40	0.05
-0.02	(0.02)
0.10	0.02
-0.13	(0.07)
-0.01	(0.00)
-0.33	(0.02)
0.64	0.11
-0.04	(0.01)
-0.28	(0.08)
0.50	0.07
-0.10	(0.03)
-0.07	(0.02)
-0.34	(0.04)
0.00	-
0.00	-
-0.04	(0.03)
0.00	-
0.00	-
0.23	0.04
-5.63	(0.02)