



A G E N D A

LAST FRONTIER HEALTHCARE DISTRICT FINANCE COMMITTEE

Tuesday, May 26, 2026 – 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 April 28, 2026 Regular LFHD Finance Committee Meeting	D. King – Presentation of the April 28, 2026, Regular LFHD Finance Committee meeting for approval.	Attachment A
4. Discussion Items		
A. LFHD Financial Statement – April 2026 (unaudited)	J. Lin – LFHD Financial Statement – April 2026 (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 May 26, 2026.

ATTACHMENT A

Regular LFHD Finance Committee Meeting Minutes

April 2026



MINUTES

LAST FRONTIER HEALTHCARE DISTRICT FINANCE COMMITTEE

Tuesday, April 28, 2026 – 3:30 pm
Modoc Medical Center; Education Conference Room;
1111 N Nagle St.; Alturas, California

Present

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

Absent:

- Keith Weber

Subject	Discussion	Action
1. Call to Order	Rose Boulade, called the meeting of the Last Frontier Healthcare District Finance Committee to order at 3:30 pm on Tuesday, April 28, 2026, 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 March 24, 2026, Regular LFHD Finance Committee Meeting	D. King presented the minutes of the March 24, 2026, LFHD Finance Committee Regular Meeting.	Joseph Johnson approved the minutes as presented. Scott Swasey seconded.
4. Discussion Items		
A. Last Frontier Healthcare District Financial Statement – April 2026 (unaudited)	J. Lin presented the <i>unaudited</i> Last Frontier Healthcare District Financial Statement for April 2026 from the narratives and financial statements provided in the Finance Committee meeting packet.	
B. Finance Directors Report	<p>Accounting</p> <ul style="list-style-type: none"> • The organization received a net IRS tax refund of \$1.311 million in March related to the 2021 tax year. • An additional \$1.2 million PHP direct payment was received in April, positively impacting organizational cash flow. <p>Budget Development</p> <ul style="list-style-type: none"> • Preparation of the Fiscal Year 2027 operating budget is currently underway. • Budget development is anticipated to be completed by early June 2026. <p>Payroll Operations</p> <ul style="list-style-type: none"> • The organization will transition payroll services back to ADP effective September 13, 2026. 	

Subject	Discussion	Action
	<p>Purchasing</p> <ul style="list-style-type: none"> • Purchasing staff are preparing for the annual physical inventory count process at the end of next month. • Physical inventory counts are scheduled to occur during the first week of July. 	
<p>C. CEO's Report</p>	<p>Provider Recruitment</p> <ul style="list-style-type: none"> • Recruitment efforts remain ongoing for permanent provider positions across the organization, including physician and advanced practice provider roles for Alturas Clinic, Canby Clinic, walk-in services, and the Skilled Nursing Facility. • Leadership continues to explore telemedicine-based provider models to improve access to walk-in care services and enhance provider coverage. <p>ERHC Grant with USDA</p> <ul style="list-style-type: none"> • A partial reimbursement request totaling \$750,000 has been submitted under the USDA ERHC grant, with the remaining funds to be requested upon completion of additional project milestones. • Progress continues on the geothermal energy project, including coordination with the California Energy Commission, establishment of a technical advisory committee, development of a partnership agreement with the school district, and engineering design work. <p>Security Incident</p> <ul style="list-style-type: none"> • The organization continues to work with Mox5 to complete a comprehensive review of files impacted by the recent cybersecurity incident. • Required public notifications have been completed, including a media announcement, website posting, and activation of a call center for impacted individuals. • Once the full scope of affected individuals has been identified, formal notification and credit/fraud protection services will be initiated in accordance with regulatory requirements. • Legal counsel will continue to assist with any related matters as the process moves forward. <p>QIP</p> <ul style="list-style-type: none"> • Alicia Doss has been working on the Department of Health Care Services (DHCS) Quality Incentive Program (QIP) submission, which is due in mid-June. • Current performance indicators are trending positively, and the organization appears to be on track to successfully meet two of the selected performance measures. • Based on current projections, the organization anticipates qualifying for associated incentive funding through the program. 	

Subject	Discussion	Action
	<p>Strategic Infrastructure Planning</p> <ul style="list-style-type: none"> Initial planning efforts for a potential solar energy project for the new hospital and Skilled Nursing Facility campus are expected to begin in the coming weeks. <p>Geothermal Grant</p> <ul style="list-style-type: none"> Darrell and Carmen are assisting with grant implementation efforts, including coordination of the bid process and project planning activities. 	

5. Adjournment **Rose Boulade** adjourned the LFHD Finance Committee meeting at 4:32 pm. The next meeting of the Last Frontier Healthcare District Finance Committee will be Tuesday May 26, 2026, 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**

April 2026

(unaudited)

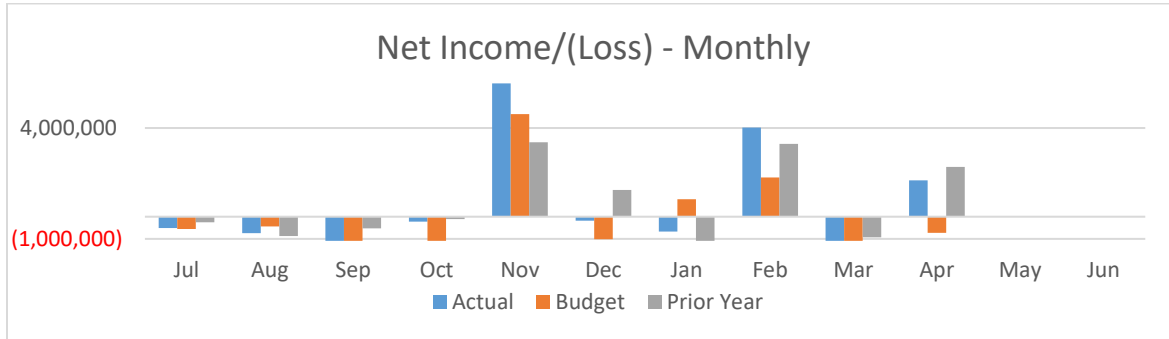


Modoc Medical Center
Financial Narrative
For the Month of April 2026

Prepared by Jin Lin, Finance Director

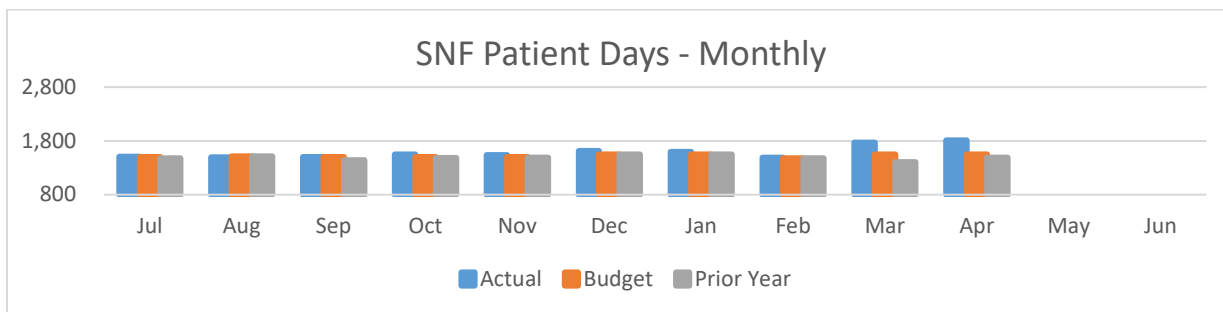
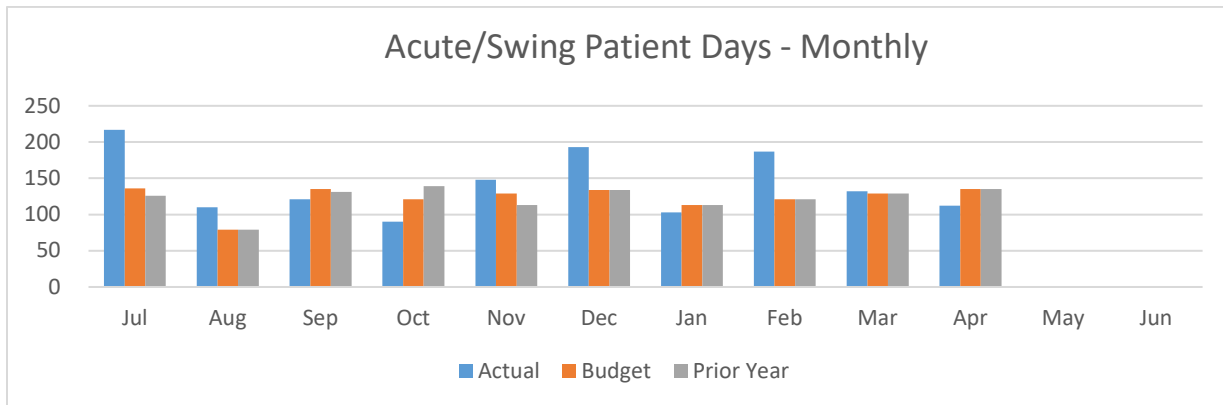
Summary

During the month of April, Modoc Medical Center reported an income from operations of \$1.7 million, outperforming the budget that anticipated an operating loss in April of \$785K. Inpatient revenue was above the budget by \$339K. Outpatient revenue was above budget by \$10K for the month. Total patient revenue was \$4.8 million, above budget of \$349K. Modoc Medical Center delivered net income of \$1.6 million for the month that was \$2.4 million favorable to budget.



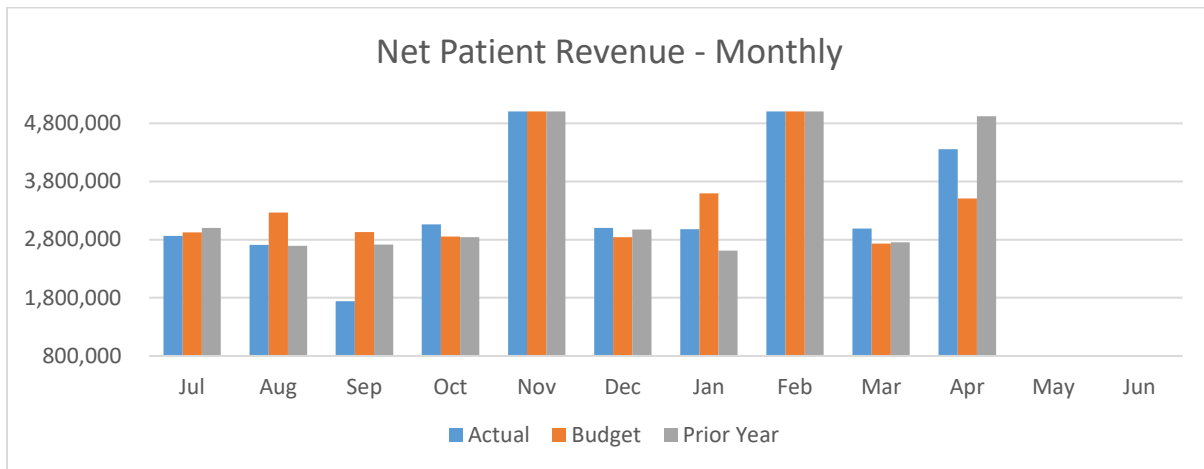
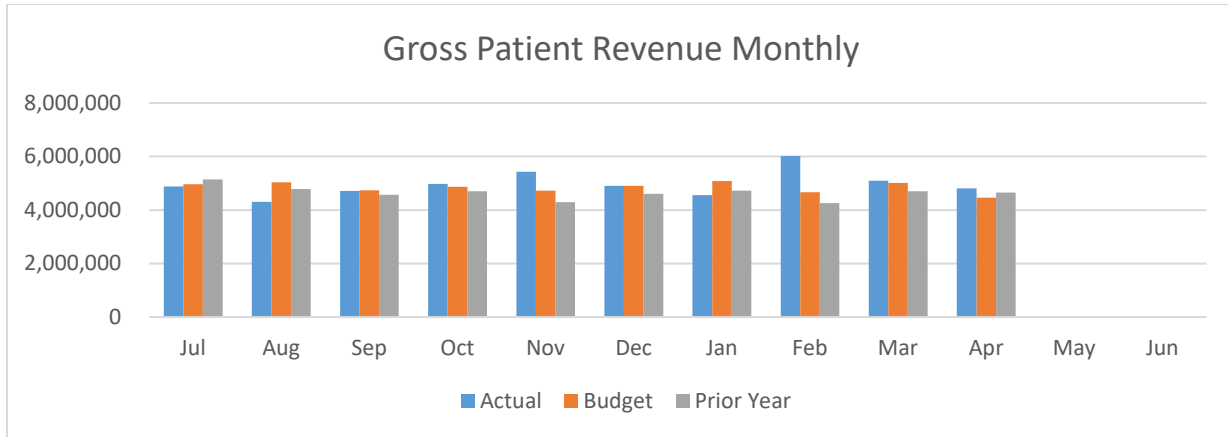
Patient Volumes

Combined Acute Days were below budget for the month by 23 days. SNF Patient Days were 1,811 for the month. Overall Inpatient and SNF Days were above budget by 261 days (1,811 actual vs. 1,550 budget). Most outpatient visits were above budget; however, ER, Amb and CT were below budget.



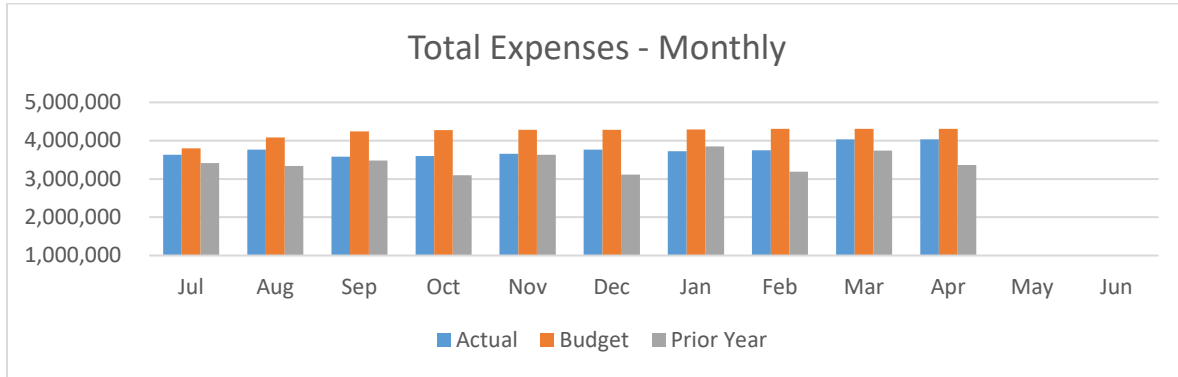
Revenues

During the month of April, gross revenue (total patient revenue plus other revenue) exceeded budget by \$1.7 million. Net revenue exceeded budget by \$2.2 million due to receiving ERC tax refund of \$1.8 million and PHP direct payment of \$1.2 million. Gross Patient Revenue was \$4.8 million vs \$4.5 million budgeted. Inpatient Revenue was \$1.6 million vs \$1.2 million budgeted; and Outpatient Revenue was \$3.2 million in line with budget. Total deductions from revenue were \$450K vs \$950K budgeted. Net patient Revenue was \$4.4 million vs \$3.5 million budgeted.



Expenses

Total operating expenses were \$4.0 million this month and finished \$280K favorable to the expense budget. The savings were mainly in Benefits, Purchased Services, and Supplies.

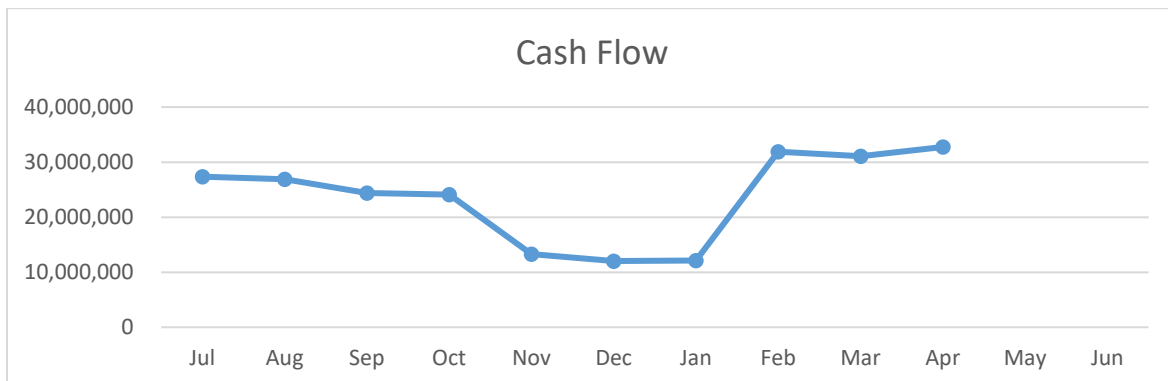


Non-Operating Activity

Non-Operating expenses for the month were as follows: accrued Interest expense from USDA Loan was \$159K. Interest income of \$88K was earned from CDs. The retail pharmacy showed a profit of \$27K. District vouchers were \$6K. Total non-operating net loss for the month was \$49K, which was below the budget.

Balance Sheet

Cash increased in April by \$1.6 million to \$32.7 million. The total current liabilities were \$4.5 million. Days in Cash totaled 266. Days in AP totaled 15. Days in AR totaled 65. The current ratio was 8.74. Net AR as a percentage of gross AR was 45.61%.



Modoc Medical Center
Income Statement
For the month of April 2026

	Month	Apr-26 Budget	Variance	Prior Year Month	2026 YTD	2026 YTD Budget	Variance	Prior Year YTD
Revenues								
Room & Board - Acute	553,481	471,626	81,856	465,847	5,977,039	6,027,991.90	(50,952)	5,861,344
Room & Board - SNF	1,022,875	765,765	257,110	749,778	9,390,898	8,108,788.80	1,282,109	7,842,423
Total Inpatient Revenue	1,576,357	1,237,391	338,966	1,215,625	15,367,937	14,136,781	1,231,157	13,703,767
Outpatient Revenue	3,231,645	3,221,873	9,772	3,436,621	35,207,950	34,285,774	922,175	32,734,922
Total Patient Revenue	4,808,001	4,459,264	348,738	4,652,246	50,575,887	48,422,555	2,153,332	46,438,689
Bad Debts (580000,580011,58010)	(256,573)	385,124	(641,697)	(74,232)	910,957	196,966	713,991	(1,256,078)
Contractuals Adjs	656,971	547,590	109,381	(287,309)	6,665,027	8,664,143	(1,999,116)	5,998,787
Admin Adjs (5930002-593001,598)	49,618	16,897	32,721	89,976	1,163,566	168,970	994,596	3,998,185
Total Revenue Deductions	450,016	949,611	(499,595)	(271,565)	8,739,550	9,030,079	(290,529)	8,740,893
Net Patient Revenue	4,357,985	3,509,653	848,333	4,923,811	41,836,337	39,392,476	2,443,861	37,697,796
<i>% of Charges</i>	<i>90.6%</i>	<i>78.7%</i>	<i>11.9%</i>	<i>105.8%</i>	<i>82.7%</i>	<i>81.4%</i>	<i>1.4%</i>	<i>81.2%</i>
Other Revenue	1,368,094	17,793	1,350,301	108,713	1,728,256	848,756	879,500	593,003
Total Net Revenue	5,726,079	3,527,446	2,198,634	5,032,524	43,564,593	40,241,233	3,323,360	38,290,799
Expenses								
Salaries	1,832,395	1,798,571	33,824	1,693,660	17,440,578	17,807,635	(367,056)	15,121,001
Benefits and Taxes	440,250	546,659	(106,409)	384,251	3,743,730	5,292,378	(1,548,649)	3,302,874
Registry	283,630	284,982	(1,352)	172,792	2,614,686	2,849,817	(235,131)	2,750,559
Professional Fees	489,117	433,562	55,555	285,185	4,388,103	4,053,034	335,068	3,870,765
Purchased Services	135,862	238,080	(102,219)	160,929	1,344,609	2,343,950	(999,341)	1,701,934
Supplies	340,617	412,197	(71,580)	304,636	3,736,499	4,133,793	(397,294)	3,413,052
Repairs and Maint	42,746	37,991	4,755	30,574	413,150	374,655	38,494	321,960
Lease and Rental	13,308	4,541	8,766	4,223	45,688	45,425	263	45,780
Utilities	63,422	79,256	(15,834)	55,886	715,774	792,561	(76,787)	722,503
Insurance	44,267	45,821	(1,554)	43,852	413,896	458,214	(44,317)	458,213
Depreciation	263,464	343,633	(80,169)	175,394	2,321,561	3,146,423	(824,862)	1,765,557
Other	83,555	86,927	(3,373)	54,211	747,095	891,602	(144,507)	746,417
Total Operating Expenses	4,032,631	4,312,220	(279,589)	3,365,591	37,925,368	42,189,487	(4,264,118)	34,220,616
Income from Operations	1,693,448	(784,774)	2,478,223	1,666,932	5,639,225	(1,948,254)	7,587,479	4,070,183
Property Tax Revenue	0	0	0	547,677	1,345,292	1,596,367	(251,075)	1,886,366
Interest Income	88,399	107,670	(19,271)	90,298	798,435	1,076,704	(278,269)	1,076,706
Interest Expense	(158,539)	(155,543)	(2,996)	(81,859)	(1,929,292)	(1,405,736)	(523,555)	(1,076,704)
Gain/Loss on Asset Disposal/Forte	0	0	0	0	0	0	0	0
Retail Pharmacy Net Activity	26,759	116,699	(89,940)	33,213	753,231	1,177,623	(424,392)	308,762
DISTRICT VOUCHERS AND OTHER	(5,809)	(12,937)	7,128	(12,937)	(49,910)	(96,683)	46,772	(96,900)
Total Non-Operating Revenue	(49,189)	55,889	(105,079)	576,392	917,756	2,348,275	(1,430,518)	2,098,230
Net Income/(Loss)	1,644,259	(728,885)	2,373,144	2,243,324	6,556,981	400,020	6,156,960	6,168,412
EBIDA	2,066,262	(229,710)	2,295,971	2,500,577	10,807,833	4,952,179	5,855,654	9,010,674
Operating Margin %	29.6%	-22.2%	51.8%	33.1%	12.9%	-4.8%	17.8%	10.6%
Net Margin %	28.7%	-20.7%	49.4%	44.6%	15.1%	1.0%	14.1%	16.1%
EBIDA Margin %	36.1%	-6.5%	42.6%	49.7%	24.8%	12.3%	12.5%	23.5%

Modoc Medical Center
Income Statement Trend

	Apr-25	FYE 2025 YTD July-April	FYE 2026 YTD July-April	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26
Revenues													
Room & Board - Acute	465,847	5,861,344	5,977,039	685,444	529,453	467,429	452,283	571,794	726,928	532,410	829,139	628,680	553,481
Room & Board - SNF	749,778	7,842,423	9,390,898	841,152	893,655	878,216	946,063	942,003	992,223	940,242	871,877	1,062,592	1,022,875
	-	-	0	-	-	-	-	-	-	-	-	-	-
Total Inpatient Revenue	1,215,625	13,703,767	15,367,937	1,526,595	1,423,108	1,345,645	1,398,346	1,513,797	1,719,151	1,472,651	1,701,016	1,691,271	1,576,357
Outpatient Revenue	3,436,621	32,734,922	35,207,950	3,351,869	2,878,680	3,369,321	3,571,943	3,919,351	3,429,157	3,578,275	4,315,586	3,562,122	3,231,645
Total Patient Revenue	4,652,246	46,438,689	50,575,888	4,878,465	4,301,788	4,714,967	4,970,289	5,433,148	5,148,309	5,050,926	6,016,602	5,253,393	4,808,001
Bad Debts	(74,232)	(1,256,078)	910,957	84,182	101,595	192,942	68,244	223,030	(104,018)	125,304	132,101	344,149	(256,573)
Contractual Adjs	(287,309)	5,998,787	6,665,027	1,918,848	1,481,549	1,894,197	1,731,019	(4,281,656)	1,908,514	1,634,160	(2,093,338)	1,814,765	656,971
Admin Aids	89,976	3,998,185	1,163,566	12,361	24,241	884,264	109,742	(331,083)	344,426	17,150	24,770	28,077	49,618
Total Revenue Deductions	(271,565)	8,740,893	8,739,550	2,015,392	1,607,384	2,971,403	1,909,004	(4,389,709)	2,148,922	1,776,614	(1,936,467)	2,186,991	450,016
Net Patient Revenue	4,923,811	37,697,796	41,836,338	2,863,073	2,694,403	1,743,564	3,061,284	9,822,857	2,999,387	3,274,312	7,953,069	3,066,402	4,357,985
% of Charges	105.8%	81.2%	82.7%	58.7%	62.6%	37.0%	61.6%	180.8%	58.3%	64.8%	132.2%	58.4%	90.6%
Other Revenue	108,713	593,003	1,728,256	37,741	14,505	34,509	66,379	33,683	41,958	79,759	31,929	19,699	1,368,094
Total Net Revenue	5,032,524	38,290,799	43,564,594	2,900,814	2,708,908	1,778,073	3,127,663	9,856,540	3,041,345	3,354,071	7,984,998	3,086,102	5,726,079
Expenses													
Salaries	1,693,660	15,121,001	17,440,578	1,785,419	1,690,354	1,684,758	1,729,366	1,843,644	1,778,637	1,631,191	1,613,719	1,851,096	1,832,395
Benefits and Taxes	384,251	3,302,874	3,743,730	377,349	382,644	340,699	374,615	375,762	379,134	490,351	209,638	373,288	440,250
Registry	172,792	2,750,559	2,614,686	262,589	207,040	199,454	240,036	196,051	176,352	282,474	433,811	333,250	283,630
Professional Fees	285,185	3,870,765	4,388,103	379,442	488,717	373,455	441,028	281,514	468,475	422,087	539,964	504,303	489,117
Purchased Services	160,929	1,701,934	1,344,609	58,880	209,739	118,558	152,633	139,926	132,753	145,105	140,264	110,890	135,862
Supplies	304,636	3,413,052	3,736,499	397,284	344,376	403,531	351,006	432,662	334,753	331,062	398,634	402,573	340,617
Repairs and Maint	30,574	321,960	413,150	32,193	80,938	55,206	30,158	25,319	34,313	24,202	42,206	45,868	42,746
Lease and Rental	4,223	45,780	45,688	2,393	1,683	2,205	3,241	3,151	1,749	7,171	3,822	6,966	13,308
Utilities	55,886	722,503	715,774	59,208	60,628	56,867	54,083	65,332	111,339	64,551	101,653	78,692	63,422
Insurance	43,852	458,213	413,896	43,282	44,241	43,413	20,745	20,745	43,103	65,808	44,026	44,267	44,267
Depreciation	175,394	1,765,557	2,321,561	183,888	183,829	177,432	182,003	228,214	314,861	270,835	245,372	271,662	263,464
Other	54,211	746,417	747,095	70,025	77,764	135,953	16,174	67,798	86,043	80,616	65,455	63,712	83,555
Total Operating Expenses	3,365,591	34,220,616	37,925,368	3,651,953	3,771,953	3,591,532	3,595,087	3,680,117	3,861,512	3,815,453	3,838,564	4,086,567	4,032,631
Income from Operations	1,666,932	4,070,183	5,639,225	(751,139)	(1,063,045)	(1,813,459)	(467,424)	6,176,423	(820,166)	(461,382)	4,146,434	(1,000,465)	1,693,448
Property Tax Revenue	547,677	1,886,366	1,345,292	0	61,179	0	0	0	1,284,113	0	0	0	0
Interest Income	90,298	1,076,706	798,435	214,143	104,327	43,952	84,301	31,985	29,043	54,192	69,472	78,621	88,399
Interest Expense	(81,859)	(1,076,704)	(1,929,292)	(83,144)	(82,545)	(81,291)	(81,800)	(82,675)	(885,057)	(82,881)	(233,855)	(157,505)	(158,539)
Gain/Loss on Asset Disposal/Fortera		0	0	0	0	0	0	0	0	0	0	0	0
Retail Pharmacy Net Activity	33,213	308,762	753,231	93,595	235,880	40,127	246,605	(4,584)	107,370	37,725	(41,698)	11,453	26,759
DISTRICT VOUCHERS AND OTHER	(12,937)	(96,900)	(49,910)	(7,186)	(8,218)	(7,451)	(2,202)	(4,834)	9,897	(9,573)	(3,916)	(10,620)	(5,809)
Total Non-Operating Revenue	576,392	2,098,230	917,756	217,408	310,623	(4,663)	246,904	(60,108)	545,366	(537)	(209,997)	(78,051)	(49,189)
Net Income	2,243,324	6,168,412	6,556,982	(533,731)	(752,421)	(1,818,122)	(220,520)	6,116,315	(274,800)	(461,918)	3,936,437	(1,078,516)	1,644,259
EBIDA	2,500,577	9,010,674	10,807,834	(266,700)	(486,048)	(1,559,399)	43,283	6,427,204	925,118	(108,203)	4,415,665	(649,349)	2,066,262
Operating Margin %	33.1%	10.6%	12.9%	-25.9%	-39.2%	-102.0%	-14.9%	62.7%	-27.0%	-13.8%	51.9%	-32.4%	29.6%
Net Margin %	44.6%	16.1%	15.1%	-18.4%	-27.8%	-102.3%	-7.1%	62.1%	-9.0%	-13.8%	49.3%	-34.9%	28.7%
EBIDA Margin %	49.7%	23.5%	24.8%	-9.2%	-17.9%	-87.7%	1.4%	65.2%	30.4%	-3.2%	55.3%	-21.0%	36.1%

Modoc Medical Center
Balance Sheet
For the month of April 2026

	Unaudited 4/30/2026	Unaudited 3/31/2026	Unaudited 2/28/2026	Unaudited 1/31/2026	Unaudited 12/31/2025	Unaudited 11/30/2025	Unaudited 10/30/2025	Unaudited 9/30/2025	Unaudited 8/31/2025	Unaudited 7/31/2025	Unaudited 6/30/2025
Cash	120,812	862,818	1,502,729	419,248	932,650	537,100	1,377,232	537,347	364,654	133,445	1,343,671
Investments	30,595,755	29,011,915	29,130,345	10,469,699	8,412,132	6,112,326	16,085,319	17,212,464	18,491,661	19,210,474	25,133,123
Designated Funds	2,031,240	1,226,646	1,229,736	1,227,911	2,686,203	6,657,936	6,640,065	6,621,947	8,039,751	8,016,285	7,993,985
Total Cash	32,747,807	31,101,379	31,862,810	12,116,859	12,030,984	13,307,362	24,102,615	24,371,758	26,896,066	27,360,203	34,470,779
Gross Patient AR (Patient AR-I Allowances)	10,316,538 (5,611,151)	10,906,972 (5,938,125)	11,590,925 (6,111,852)	9,971,748 (5,702,060)	9,031,770 (5,353,141)	9,100,176 (5,408,452)	8,191,503 (4,812,248)	8,552,822 (5,100,262)	9,637,386 (5,197,898)	10,084,488 (5,333,160)	10,432,654 (5,933,536)
Net Patient AR	4,705,387	4,968,847	5,479,073	4,269,688	3,678,629	3,691,724	3,379,255	3,452,561	4,439,488	4,751,329	4,499,118
% of Gross	45.6%	45.6%	47.3%	42.8%	40.7%	40.6%	41.3%	40.4%	46.1%	47.1%	43.1%
Third Party Receivable	174,715	146,596	146,596	15,407,444	16,752,736	14,961,623	1,930,757	2,423,387	2,423,387	1,955,578	1,955,578
Other AR	697,254	742,070	753,769	1,329,133	1,521,565	1,455,046	920,000	784,190	842,542	674,415	636,825
Inventory	641,987	835,520	797,593	720,700	692,837	683,165	753,237	760,880	737,889	688,927	685,089
Prepays	522,869	547,209	590,573	347,674	420,697	457,912	441,445	489,130	433,931	495,492	487,234
Total Current Assets	39,490,019	38,341,620	39,630,414	34,191,498	35,097,448	34,556,832	31,527,309	32,281,906	35,773,303	35,925,944	42,734,623
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)	104,953,797	104,953,797	104,953,797	104,953,797	104,953,797	104,953,797	47,945,861	47,927,861	47,927,861	47,927,861	47,927,861
Equipment (124100-124204)	16,642,370	16,622,410	16,622,411	16,546,582	16,546,581	16,369,150	14,495,515	14,495,515	14,495,515	14,495,515	14,495,515
Construction In Progress (125)	2,126,123	1,998,653	1,926,750	1,851,590	1,727,082	3,897,901	59,316,095	59,132,300	57,511,960	57,155,087	56,547,764
Fixed Assets	124,435,830	124,288,400	124,216,498	124,065,508	123,940,999	125,934,388	122,471,011	122,269,216	120,648,876	120,292,003	119,684,680
Accum Depreciation	(22,775,817)	(22,512,387)	(22,240,527)	(21,994,976)	(21,723,943)	(21,408,884)	(21,180,479)	(20,998,278)	(20,636,628)	(20,452,542)	(20,452,542)
Net Fixed Assets	101,660,013	101,776,013	101,975,971	102,070,533	102,217,056	104,525,503	101,290,532	101,270,938	99,828,222	99,655,375	99,232,138
Other Assets	0	0	0	0	0	0	0	0	0	0	0
Total Assets	141,150,032	140,117,633	141,606,385	136,262,031	137,314,504	139,082,335	132,817,841	133,552,844	135,601,525	135,581,319	141,966,761
Accounts Payable	1,841,817	1,666,921	2,346,039	1,312,400	1,498,228	3,344,913	3,542,040	3,561,738	3,714,391	3,222,888	8,745,420
Accrued Payroll	1,527,471	2,215,524	1,974,628	1,885,373	1,792,561	1,579,475	1,332,074	1,904,474	1,716,038	1,513,818	1,241,389
Patient Trust Accounts	11,715	11,375	11,475	11,195	11,195	11,118	11,016	10,906	10,906	10,556	10,580
Third Party Payables	554,000	554,000	554,000	554,000	554,000	554,000	554,000	554,000	554,000	554,000	554,000
Accrued Interest											
Current Portion Liabilities	263,132	263,132	263,132	163,368	163,368	24,163,368	24,163,368	24,163,368	24,163,368	24,163,368	24,163,368
Other Current Liabilities/Accr	322,602	246,869	171,399	18,753	479,328	437,402	361,244	283,740	400,082	321,529	519,110
Total Current Liabilities	4,520,736	4,957,820	5,320,673	3,945,088	4,498,679	30,090,276	29,963,741	30,478,226	30,558,785	29,786,158	35,233,868
Long Term Liabilities	55,366,422	55,393,191	55,419,877	55,446,481	55,473,000	31,473,000	31,473,000	31,473,000	31,623,000	31,623,000	32,027,000
Total Liabilities	59,887,158	60,351,011	60,740,550	59,391,569	59,971,679	61,563,276	61,436,741	61,951,226	62,181,785	61,409,158	67,260,868
Fund Balance	74,705,892	74,705,892	74,705,892	74,705,892	74,705,892	74,705,892	74,705,892	74,705,892	74,705,892	74,705,892	71,480,156
Current Year Income/(Loss)	6,556,982	5,060,729	6,159,943	2,164,569	2,636,933	2,813,167	(3,324,793)	(3,104,275)	(1,286,153)	(533,731)	3,225,737
Total Equity	81,262,874	79,766,621	80,865,836	76,870,462	77,342,826	77,519,060	71,381,099	71,601,617	73,419,739	74,172,161	74,705,893
Total Liabilities and Equity	141,150,032	140,117,632	141,606,385	136,262,031	137,314,504	139,082,336	132,817,840	133,552,844	135,601,524	135,581,319	141,966,761
Days in Cash	266	258	265	94	81	58	151	151	176	180	330
Days in AR (Gross)	65	69	73	63	57	50	53	55	61	64	66
Days in AP	15	14	19	11	12	27	29	29	34	29	80
Current Ratio	8.74	7.73	7.45	8.67	7.80	1.15	1.05	1.06	1.17	1.21	1.21
Net AR as a percentage of gro	45.61%	45.56%	47.27%	42.82%	40.73%	40.57%	41.25%	40.37%	46.07%	47.12%	43.13%
Check	0	0	(0)	0	0	(0)	0	(0)	0	0	(0)

STATEMENT OF CASH FLOWS

April-26

	CURRENT MONTH	FISCAL YEAR YTD
CASH FLOWS FROM OPERATING ACTIVITIES		
NET INCOME	1,644,259	6,556,982
ADJUSTMENTS TO RECONCILE NET INCOME TO NET CASH PROVIDED BY OPERATING ACTIVITIES		
DEPRECIATION EXPENSE	263,433	2,323,275
CHANGE IN PATIENT ACCOUNTS RECEIVABLE	273,731	-206,270
CHANGE IN OTHER RECEIVABLES	16,696	1,720,434
CHANGE IN INVENTORIES	-6,238	43,102
CHANGE IN PREPAID EXPENSES	24,340	-35,635
CHANGE IN ACCOUNTS PAYABLE	149,179	-6,903,604
CHANGE IN ACCRUED SALARIES AND RELATED TAXES	-688,055	286,082
CHANGE IN OTHER PAYABLES	75,733	-196,508
NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES	108,820	-2,969,123
CASH FLOWS FROM INVESTMENT ACTIVITIES		
PURCHASE OF EQUIPMENT/CIP	-147,430	-4,751,150
CUSTODIAL HOLDINGS	340	1,134
NET CASH PROVIDED (USED) BY INVESTING ACTIVITIES	-147,090	-4,750,016
CASH FROM FINANCING ACTIVITIES		
Current Liability	0	-23,900,236
Long Term Liability	-26,769	23,339,422
NET CASH PROVIDED (USED) BY FINANCING ACTIVITIES	-26,769	-560,814
CASH AT BEGINNING OF PERIOD	31,168,588	34,470,779
NET INCREASE (DECREASE) IN CASH	1,579,219	-1,722,972
CASH AT END OF PERIOD	32,747,807	32,747,807

MODOC MEDICAL CENTER

"KEY STATISTICS"

Twelve Months Ending April 30th, 2026

	Apr-26		Mar-26		Feb-26		Jan-26		Dec-25		Nov-25		Oct-25		Sep-25		Aug-25		Jul-25		Jun-25		May-25		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	53	76	45	64	89	48	49	56	69	64	56	83	52	75	47	86	49	48	53	90	47	57	51	76	562	643	660	
Swing	59	59	87	65	98	73	54	57	124	70	92	46	38	76	74	49	61	31	164	36	87	50	46	71	851	496	984	
SNF	1,811	1,550	1,768	1,550	1,487	1,477	1,598	1,550	1,615	1,535	1,536	1,500	1,546	1,500	1,500	1,599	1,493	1,511	1,509	1,478	1,412	1,301	1,465	1,446	15,863	14,581	18,740	
Total "Patient Days"	1,923	1,685	1,900	1,679	1,674	1,598	1,701	1,663	1,808	1,669	1,684	1,629	1,636	1,651	1,621	1,734	1,603	1,590	1,726	1,604	1,546	1,408	1,562	1,593	17,276	15,720	20,384	
ADC																												
Adults/Peds	1.77	2.45	1.45	2.06	3.18	1.55	1.58	1.81	2.23	2.06	1.87	2.68	1.68	2.42	1.57	2.77	1.58	1.55	1.71	2.90	1.57	1.84	1.65	2.45	1.85	2.12	1.81	
Swing	1.97	1.90	2.81	2.10	3.50	2.35	1.74	1.84	4.00	2.26	3.07	1.48	1.23	2.45	2.47	1.58	1.97	1.00	5.29	1.16	2.90	1.61	1.48	2.29	2.80	1.63	2.70	
SNF	60.37	50.00	57.03	50.00	53.11	47.65	51.55	50.00	52.10	49.52	51.20	48.39	49.87	48.39	50.00	51.58	48.16	48.74	48.68	47.68	47.07	41.97	47.26	46.65	52.18	47.96	51.34	
Total "Average Daily Census"	64.10	54.35	61.29	54.16	59.79	51.55	54.87	53.65	58.32	53.84	56.13	52.55	52.77	53.26	54.03	55.94	51.71	51.29	55.68	51.74	51.53	45.42	50.39	51.39	56.83	51.71	55.85	
ALOS																												
Adults/Peds	2.94		3.46		3.30		2.72		3.63		3.50		3.06		2.94		3.50		3.12		3.36		3.00		3.21	3.12	3.20	
Swing	6.56		8.70		7.00		10.80		10.33		9.20		7.60		14.80		8.71		13.67		10.88		4.60		9.56	7.29	9.20	
Admissions																												
Adults/Peds	18	20	13	20	27	17	18	17	19	19	16	8	17	20	16	28	14	14	17	27	14	17	17	23	175	206	206	
Swing	9	4	10	11	14	6	5	6	12	9	10	10	5	5	5	8	7	5	12	6	8	7	10	12	89	68	107	
SNF	7	1	10	2	3	-	2	2	-	2	2	2	-	2	-	2	1	1	5	4	3	5	4	4	33	17	40	
Total "Admissions"	34	25	33	33	44	23	25	25	31	30	31	20	22	27	21	38	22	20	34	37	25	29	31	39	297	291	353	
Discharges																												
SNF	7		3		1		1		2		1		1		-		1		2		4		1		19	19	24	
Days in Period	30		31		28		31		31		30		31		30		31		31		30		31		304	304	365	
Amulatory Service Statistics																												
Emergency Visits	440	518	485	510	444	482	485	440	486	510	474	421	550	474	471	476	494	525	487	464	460	464	481	552	4,816	4,888	5,757	
Ambulance Runs	56	92	65	99	78	95	73	87	107	93	90	93	78	91	94	83	82	87	106	81	75	81	77	113	829	892	981	
Clinic Visits	972	905	1,112	872	968	790	805	970	772	684	808	813	837	923	791	809	827	857	959	772	574	772	1,081	902	8,851	7,885	10,506	
Canby Clinic Visits	276	257	216	872	220	243	222	290	290	251	202	264	233	268	210	225	248	325	312	301	232	301	261	274	2,429	2,818	2,922	
Canby Dental	347	163	170	171	158	133	178	185	145	147	129	171	183	200	195	180	169	210	169	171	192	171	136	237	1,843	1,514	2,171	
Observation Admits	6		1	3	4	2	7		1	5	5	4	2	2	-	5	1	6	2	2	5	2	5	5	29	35	39	
Observation Care Hours	214.2	110	37.3	109	229.7	94	293.2	96	23.6	158	121.2	106	115.0	159	-	128	26.2	193	145.3	50	169.3	50	218.2	160	1,206	1,034	1,593	
Ancillary Services Statistics																												
Surgeries	5	2	8	3	4	4	4	10	3	11	4	2	3	3	10	4	3	2	2	4	5	4	11	8	46	50	62	
Endoscopies	26	21	17	21	16	20	21	28	23	20	23	21	35	20	21	25	24	17	17	24	25	24	19	30	223	185	267	
Surgery & Recovery Minutes	835	767	541	623	732	666	632	682	658	731	577	462	1,016	566	716	498	638	501	414	642	802	642	869	1,064	6,759	5,993	8,430	
Anesthesia Minutes	1,333	864	786	960	1,013	1,020	904	1,058	912	1,326	933	745	1,427	898	1,089	793	1,014	565	667	946	1,404	946	1,392	1,556	10,078	9,079	12,874	
Laboratory Tests	5,497	4,773	5,117	4,498	4,991	4,648	4,247	4,591	4,721	4,427	4,454	4,269	4,680	5,079	4,379	4,805	4,772	4,534	5,241	4,112	4,816	4,112	4,543	4,832	48,099	46,693	57,458	
Radiology-Diagnostic Proc	304	227	345	258	348	301	282	287	256	236	261	307	285	244	267	267	283	330	300	266	300	297	293	2,668	2,758	3,231		
Ultrasounds Proc	135	92	127	75	96	105	92	126	86	127	73	53	138	106	112	99	114	99	156	102	82	102	83	85	1,077	857	1,242	
CT Scans Proc	166	167	142	149	181	153	127	182	145	160	152	149	152	168	128	181	167	196	139	150	139	150	173	1,525	1,563	1,825		
MRI Proc	38		38		39		45		45		21	15							26		26		18	181	46	181		
Physical Therapy Sessions	497	763	873	745	409	517	469	569	545	429	450	542	582	552	851	573	967	677	775	775	817	775	551	718	6,875	6,423	8,243	
Retail Pharmacy-Scripts	4,630	2,784	4,446	2,531	3,942	2,354	4,449	2,687	4,331	2,586	3,841	2,377	5,035	2,663	4,016	2,394	3,555	2,594	3,441	2,351	3,248	2,351	3,309	2,689	41,686	26,047	48,243	

MODOC MEDICAL CENTER
"FULL TIME EQUIVALENT REPORT"
 Twelve Months Ending: April 30th, 2026

Department	Apr-26	Mar-26	Feb-26	Jan-26	Dec-25	Nov-25	Oct-25	Sep-25	Aug-25	Jul-25	Jun-25	May-25	12 Mo Ave		
Med / Surg	16.98	18.32	19.24	18.35	16.90	17.36	15.63	15.21	16.15	15.37	16.06	16.47	16.84	-1.34	(0.08)
Comm Disease Care													#DIV/0!	0.00	#DIV/0!
Swing Beds													#DIV/0!	0.00	#DIV/0!
Long Term - SNF	69.35	69.30	61.27	59.65	37.41	64.09	59.56	56.28	57.55	55.38	53.39	55.93	58.26	0.05	0.00
Mountainview - SNF	3.31	2.91	9.79	10.26	31.66								11.59	0.40	0.12
Emergency Dept	12.79	11.46	13.66	12.26	11.60	12.19	12.93	12.49	14.13	10.59	12.51	12.64	12.44	1.33	0.10
Ambulance - Alturas	12.65	10.99	11.90	10.55	11.55	10.79	10.86	11.31	12.65	12.06	12.31	12.50	11.68	1.66	0.13
Clinic	21.74	21.85	20.74	17.92	17.28	19.78	19.45	20.43	19.71	20.32	19.93	20.31	19.96	-0.11	(0.01)
Canby Clinic	11.31	9.29	9.48	9.04	10.54	11.49	12.06	11.47	10.55	10.89	9.80	10.95	10.57	2.02	0.18
Canby Dental	3.94	4.59	4.60	4.43	4.66	5.11	4.75	4.86	4.33	3.85	4.37	5.29	4.57	-0.65	(0.16)
Surgery	3.97	4.10	4.45	3.67	4.33	5.05	4.12	3.97	3.93	4.11	3.70	3.98	4.12	-0.13	(0.03)
IRR													#DIV/0!	0.00	#DIV/0!
Lab	8.94	8.29	8.32	8.65	8.51	8.90	8.94	9.08	9.07	8.21	8.74	8.78	8.70	0.65	0.07
Radiology	5.77	5.56	6.49	6.05	6.86	7.13	5.37	5.05	5.67	5.85	3.65	4.12	5.63	0.21	0.04
MRI													#DIV/0!	0.00	#DIV/0!
Ultrasound	1.33	1.36	1.42	1.70	1.39	1.33	1.37	1.31	1.28	1.33	1.13	1.27	1.35	-0.03	(0.02)
CT	1.24	1.31	1.58	1.34	1.51	1.81	1.29	1.62	1.72	1.67	1.47	2.10	1.56	-0.07	(0.06)
Pharmacy	2.13	2.24	2.12	2.01	2.05	2.00	1.96	2.16	1.83	1.33	1.09	1.17	1.84	-0.11	(0.05)
Physical Therapy	6.65	6.25	7.35	6.30	6.61	7.38	6.40	4.84	6.75	6.88	6.41	5.46	6.44	0.40	0.06
Other PT													#DIV/0!	0.00	#DIV/0!
Dietary	19.02	17.10	18.14	19.07	13.72	16.43	12.85	12.25	13.15	14.01	11.48	12.87	15.01	1.92	0.10
Dietary - MV SNF	3.73	2.98	3.10	2.33	5.89								3.61	0.75	0.20
Dietary Acute	9.62	8.29	7.52	7.35	7.48	7.08	8.43	8.17	7.77	6.76	7.36	7.81	7.80	1.33	0.14
Laundry	1.05	1.01	1.02	1.01	1.00	1.10	1.00	1.01	1.03	1.01	0.90	1.02	1.01	0.04	0.04
Activities	5.59	5.75	5.87	5.21	5.11	5.72	5.67	4.74	4.64	4.43	4.41	4.50	5.14	-0.16	(0.03)
Social Services	3.07	2.77	1.96	2.16	1.79	1.97	2.02	1.82	1.95	1.43	1.65	2.12	2.06	0.30	0.10
Purchasing	3.01	2.99	2.98	3.01	3.01	3.01	2.92	3.00	3.01	3.01	3.02	2.96	2.99	0.02	0.01
Housekeeping	20.37	20.55	18.65	16.81	17.10	15.12	13.97	13.67	14.00	13.78	13.94	13.82	15.98	-0.18	(0.01)
Maintenance	5.94	5.91	5.99	6.03	6.06	5.93	6.05	5.80	5.16	5.82	5.99	5.96	5.89	0.03	0.01
Data Processing	4.41	4.11	4.21	4.16	4.07	4.87	4.68	4.69	4.73	4.58	4.63	4.68	4.49	0.30	0.07
General Accounting	2.88	3.84	3.86	4.21	4.14	3.92	3.94	3.71	3.99	3.92	3.40	3.38	3.77	-0.96	(0.33)
Patient Accounting	9.08	9.34	8.45	9.48	9.13	9.30	8.46	7.67	7.17	8.25	8.95	8.85	8.68	-0.26	(0.03)
Administration	3.27	3.51	3.44	3.21	3.38	3.37	3.49	3.43	3.53	3.40	3.65	3.25	3.41	-0.24	(0.07)
Human Resources	2.85	2.88	2.12	2.89	2.99	3.01	2.97	2.85	2.92	1.98	2.01	2.00	2.62	-0.03	(0.01)
Medical Records	8.75	8.74	8.81	8.52	8.58	8.70	7.76	7.96	8.30	8.51	8.51	8.57	8.48	0.01	0.00
Nurse Administration	3.02	3.11	2.77	2.93	2.91	2.78	3.07	3.02	3.02	2.88	2.80	3.05	2.95	-0.09	(0.03)
In-Service	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.94	1.00	0.00	-
Utilization Review	1.49	1.43	1.50	1.44	1.48	1.49	1.49	1.44	1.48	1.41	1.44	1.49	1.47	0.06	0.04
Quality Assurance	0.50	0.50	0.50	0.50	0.50	0.50	0.51	0.50	0.50	0.50	0.51	0.50	0.50	0.00	-
Infection Control	0.60	0.59	0.60	0.59	0.59	0.61	0.69	0.64	0.64	0.39	0.70	0.46	0.59	0.01	0.02
Retail Pharmacy	6.43	6.16	6.41	7.15	6.41	6.39	6.67	6.17	5.94	4.96	4.50	5.03	6.02	0.27	0.04
TOTAL	297.78	290.38	291.31	281.24	279.20	276.71	262.33	253.62	259.25	249.87	245.41	254.23	270.11	7.40	0.02