



AGENDA

LAST FRONTIER HEALTHCARE DISTRICT FINANCE COMMITTEE

Tuesday, July 22, 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 June 23, 2026 Regular LFHD Finance Committee Meeting and the June 30, 2026 Special Meeting Minutes	D. King – Presentation of the June 23, 2026 and June 30, 2026, Regular and Special LFHD Finance Committee meetings for approval.	Attachment A
4. Discussion Items		
A. LFHD Financial Statement – June 2026 (unaudited)	J. Lin – LFHD Financial Statement – June 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 July 17, 2026.

ATTACHMENT A

Regular and Special LFHD Finance Committee Meeting Minutes June 2026



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

Tuesday, June 23, 2026 – 3:30 pm
Modoc Medical Center; Education Conference Room;
1111 N Nagle St.; Alturas, California

Present

- Jin Lin
- Scott Swasey
- Rose Boulade
- Joseph Johnson
- Denise King
- Keith Weber

Absent:

- Kevin Kramer

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, June 23, 2026, in the Education Conference Room at Modoc Medical Center in Alturas, California.	
2. Agenda Approval	R. Boulade - Changes, additions, deletions to the Agenda.	Keith Weber approved the agenda as presented. Scott Swasey seconded.
3. Minutes of the May 26, 2026, Regular LFHD Finance Committee Meeting	D. King presented the minutes of the May 26, 2026, LFHD Finance Committee Regular Meeting.	Joseph Johnson approved the minutes as presented. Keith Weber seconded.
4. Discussion Items		
A. Last Frontier Healthcare District Financial Statement – May 2026 (unaudited)	J. Lin presented the <i>unaudited</i> Last Frontier Healthcare District Financial Statement for May 2026 from the narratives and financial statements provided in the Finance Committee meeting packet.	
B. FYE 2027 Budget	J. Lin presented the FYE 2027 Budget to the Committee and answered any questions they had.	The Finance Committee requested additional clarification on several budget items and asked that the proposed budget be brought back for further review prior to making a recommendation to the Board for final approval.
C. Finance Directors Report	Accounting - Continued implementation and transition to the ADP payroll and human resources system. - Prepared fiscal year-end adjusting journal entries for FY 2026. - Evaluated vendor payment solutions, including the use of virtual payment cards, to improve	

Subject	Discussion	Action
	payment processes and explore potential rebate opportunities. - Coordinated preparations for the annual physical inventory count conducted on June 30. Purchasing - Preparing for physical inventory counts on 6/30.	
5. Adjournment	Rose Boulade adjourned the LFHD Finance Committee meeting at 4.26 pm. The next meeting of the Last Frontier Healthcare District Finance Committee will be Tuesday July 22, 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



MINUTES

LAST FRONTIER HEALTHCARE DISTRICT SPECIAL FINANCE COMMITTEE

Tuesday, June 30, 2026 – 2:00 pm
Modoc Medical Center; Mountain View Marketing Room;
1109 N Nagle St.; Alturas, California

Present

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

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, June 30, 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. Discussion Items		
A. FYE 2027 Budget	K. Kramer presented the revised Fiscal Year Ending (FYE) 2027 Operating Budget to the Finance Committee and reviewed the updates made since the previous presentation. He explained that the most significant revisions included updates to administrative expenses, bad debt projections, and the annualized staffing column, while noting that the overall budget remained unchanged. Kevin discussed the financial impact of the Geriatric Behavioral Health program, the anticipated growth of Cardiology and Surgical Services beginning in late summer and early fall, and the increased salary expenses associated with operating both skilled nursing facilities. He also reviewed proposed new positions, the inclusion of a 3.5% annual salary increase and a 0.5% retention increase, the continued use of registry and locum staff to support nursing vacancies, and the anticipated reduction in pharmacy revenue due to increased use of mail-order prescriptions. Kevin answered the Committee's questions regarding the budget, including how locum and registry staffing costs are reflected within the salary budget.	The Finance Committee expressed appreciation for the revisions and detailed explanations provided. The Committee indicated it was satisfied with the proposed budget and recommended that the revised Fiscal Year Ending (FYE) 2027 Operating Budget be presented to the Board of Directors for consideration and approval at the next regular Board meeting.
4. Adjournment	Rose Boulade adjourned the LFHD Finance Committee meeting at 2:46 pm. The next meeting of the Last Frontier Healthcare District Finance Committee will be Wednesday, 22 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

**June 2026
(unaudited)**

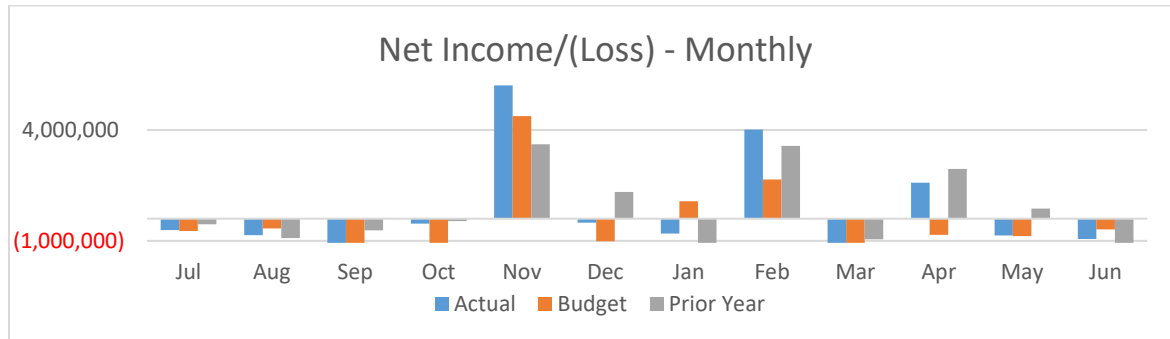


Modoc Medical Center
Financial Narrative
For the Month of June 2026

Prepared by Jin Lin, Finance Director

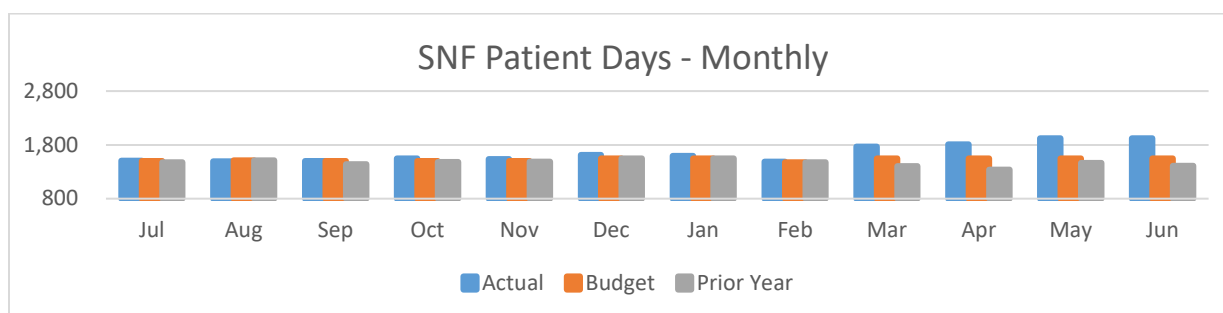
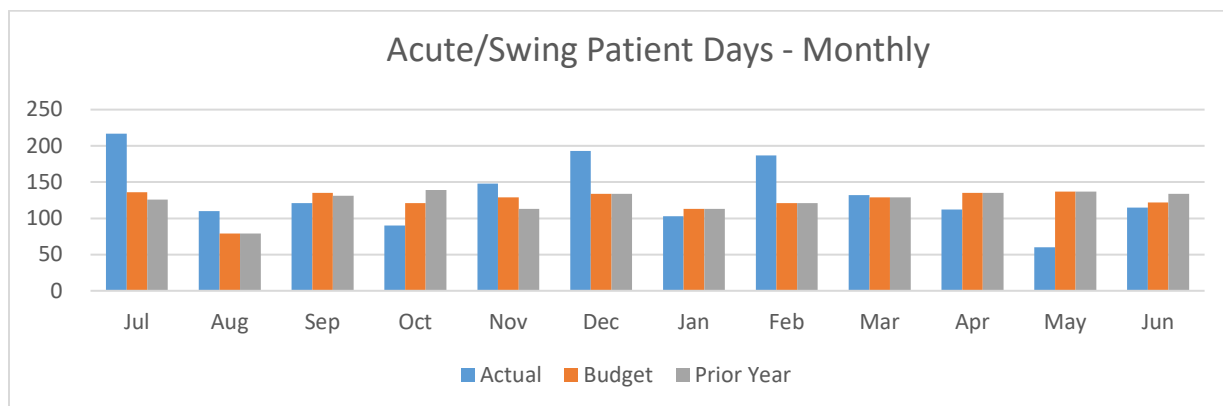
Summary

During the month of June, Modoc Medical Center reported a loss from operations of \$451K, outperforming the budget that anticipated an operating loss in June of \$544K. Inpatient revenue was above the budget by \$346K. Outpatient revenue was above budget by \$429K for the month. Total patient revenue was \$5.5 million, above budget of \$775K. Modoc Medical Center shows a net loss of \$912K for the month that was \$431K unfavorable to budget.



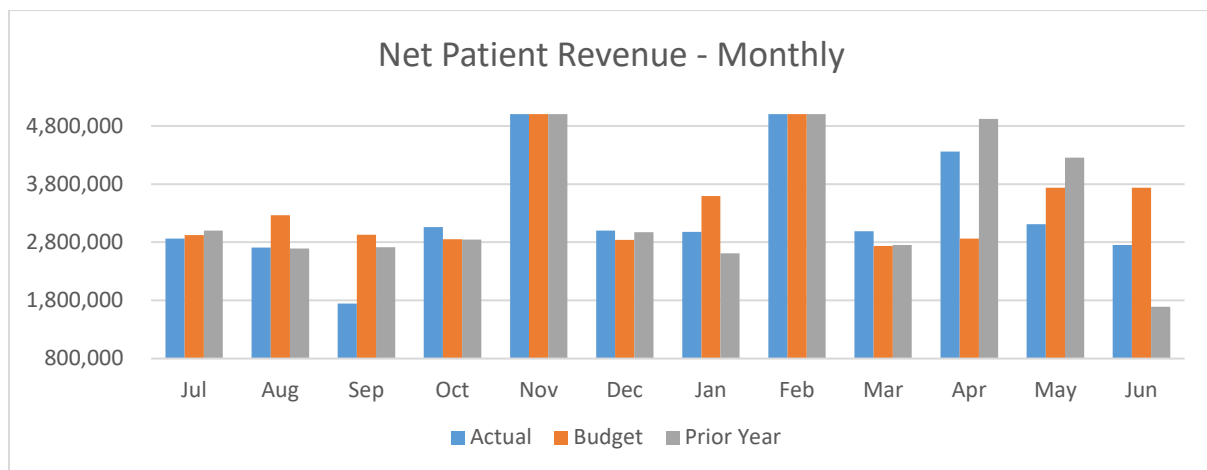
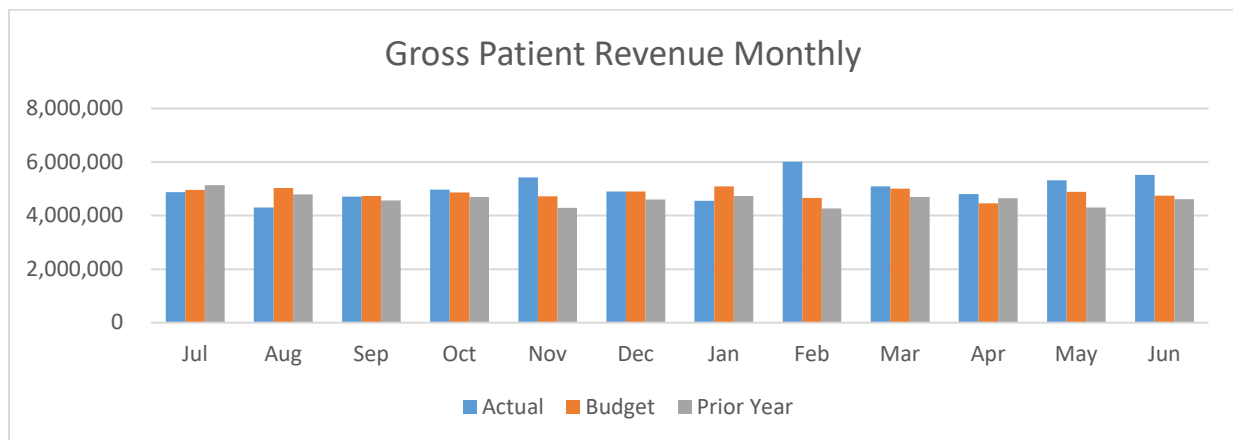
Patient Volumes

Combined Acute Days were below budget for the month by 7 days. SNF Patient Days were 1,922 for the month. Overall Inpatient and SNF Days were above budget by 365 days (2,037 actual vs. 1,672 budget). Most outpatient visits were above budget; however, Amb and Surgery were below budget.



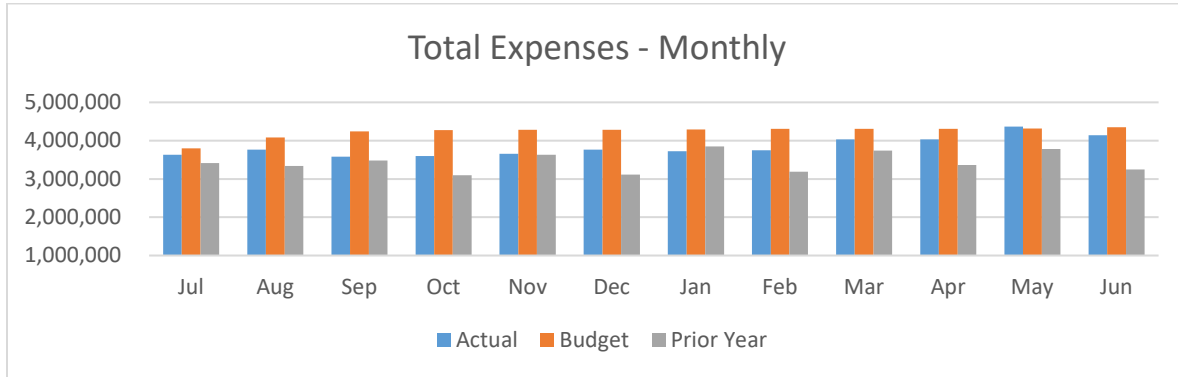
Revenues

During the month of June, gross revenue (total patient revenue plus other revenue) exceeded budget by \$1.7 million. Other revenue included ERCH grant of \$870K from USDA. Net revenue was below budget by \$110K. Gross Patient Revenue was \$5.5 million vs \$4.7 million budgeted. Inpatient Revenue was \$1.7 million vs \$1.4 million budgeted; and Outpatient Revenue was \$3.8 million vs \$3.4 million budgeted. Total deductions from revenue were \$2.8 million vs \$1.0 million budgeted. Net patient Revenue was \$3.7 million vs \$3.8 million budgeted.



Expenses

Total operating expenses were \$4.1 million for the month and finished \$202K favorable to the expense budget.

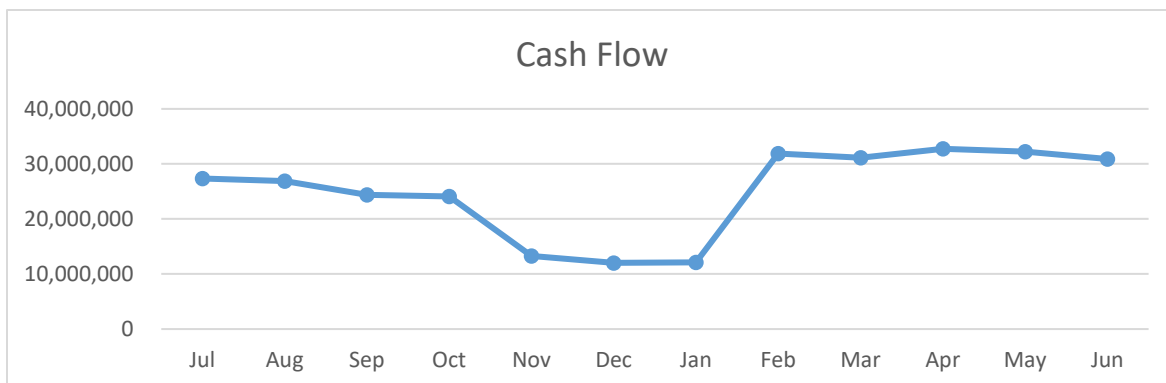


Non-Operating Activity

Non-Operating expenses for the month were as follows: Accrued the last payment of FY 2026's Property Tax revenue from the County was \$250K. Accrued Interest expense from USDA Loan was \$167K. Interest income of \$25K was earned from CDs. The retail pharmacy showed a profit of \$15K. District vouchers were \$4K. \$578K was recorded in June as an unrealized loss from the investment account for FY2026. Total non-operating net loss for the month was \$461K vs net income of \$62K budgeted.

Balance Sheet

Cash for the month decreased by \$1.3 million. The total current liabilities were \$4.6 million. Days in Cash totaled 250. Days in AP totaled 12. Days in AR totaled 68. The current ratio was 8.25. Net AR as a percentage of gross AR was 44.25%.



Modoc Medical Center
Income Statement
For the month of June 2026

	Month	Jun-26 Budget	Variance	Prior Year Month	2026 YTD	2026 YTD Budget	Variance	Prior Year YTD
Revenues								
Room & Board - Acute	560,907	584,228	(23,320)	582,502	6,871,559	7,215,890.03	(344,331)	6,946,872
Room & Board - SNF	1,150,930	781,234	369,696	805,530	11,720,067	9,697,298.43	2,022,769	9,504,192
<u>Total Inpatient Revenue</u>	<u>1,711,838</u>	<u>1,365,462</u>	<u>346,376</u>	<u>1,388,032</u>	<u>18,591,626</u>	<u>16,913,188</u>	<u>1,678,438</u>	<u>16,451,064</u>
Outpatient Revenue	3,808,778	3,380,202	428,576	3,230,927	42,818,833	41,146,381	1,672,452	38,908,265
<u>Total Patient Revenue</u>	<u>5,520,616</u>	<u>4,745,664</u>	<u>774,952</u>	<u>4,618,959</u>	<u>61,410,459</u>	<u>58,059,570</u>	<u>3,350,889</u>	<u>55,359,329</u>
Bad Debts (580000,580011,58010)	294,587	7,727	286,859	20,038	1,365,716	213,805	1,151,911	(947,440)
Contractuals Adjs	2,453,448	981,542	1,471,905	2,896,775	11,126,023	11,650,290	(524,267)	8,628,880
Admin Adjs (5930002-593001,598)	20,040	16,897	3,143	10,831	1,216,189	202,764	1,013,425	4,034,450
<u>Total Revenue Deductions</u>	<u>2,768,074</u>	<u>1,006,167</u>	<u>1,761,907</u>	<u>2,927,644</u>	<u>13,707,927</u>	<u>12,066,858</u>	<u>1,641,069</u>	<u>11,715,890</u>
<u>Net Patient Revenue</u>	<u>2,752,542</u>	<u>3,739,497</u>	<u>(986,955)</u>	<u>1,691,314</u>	<u>47,702,532</u>	<u>45,992,712</u>	<u>1,709,821</u>	<u>43,643,439</u>
% of Charges	49.9%	78.8%	-28.9%	36.6%	77.7%	79.2%	-1.5%	78.8%
Other Revenue	940,797	64,115	876,682	116,853	2,700,767	979,123	1,721,645	758,704
<u>Total Net Revenue</u>	<u>3,693,339</u>	<u>3,803,612</u>	<u>(110,273)</u>	<u>1,808,168</u>	<u>50,403,299</u>	<u>46,971,834</u>	<u>3,431,465</u>	<u>44,402,143</u>
Expenses								
Salaries	1,853,616	1,802,496	51,120	1,566,575	21,120,700	21,412,165	(291,464)	18,318,651
Benefits and Taxes	431,540	547,095	(115,555)	353,742	4,622,121	6,386,510	(1,764,389)	4,040,217
Registry	340,001	284,982	55,019	190,043	3,283,005	3,419,780	(136,775)	3,349,908
Professional Fees	565,225	437,291	127,934	208,549	5,611,542	4,926,880	684,661	4,559,998
Purchased Services	15,051	237,618	(222,568)	125,784	1,528,891	2,819,382	(1,290,490)	1,951,518
Supplies	376,613	413,071	(36,458)	351,633	4,559,970	4,960,266	(400,296)	4,075,105
Repairs and Maint	47,194	63,391	(16,197)	31,626	490,475	474,237	16,238	391,263
Lease and Rental	2,171	4,541	(2,370)	1,647	51,180	54,507	(3,327)	54,598
Utilities	67,686	79,256	(11,570)	106,611	855,937	951,073	(95,137)	883,546
Insurance	90,105	45,821	44,284	44,772	548,269	549,856	(1,587)	547,088
Depreciation	263,543	343,633	(80,089)	178,007	2,857,117	3,833,688	(976,571)	2,125,071
Other	92,068	87,927	4,141	91,601	958,015	1,067,141	(109,126)	952,805
<u>Total Operating Expenses</u>	<u>4,144,813</u>	<u>4,347,122</u>	<u>(202,309)</u>	<u>3,250,591</u>	<u>46,487,222</u>	<u>50,855,486</u>	<u>(4,368,263)</u>	<u>41,249,767</u>
<u>Income from Operations</u>	<u>(451,475)</u>	<u>(543,511)</u>	<u>92,036</u>	<u>(1,442,423)</u>	<u>3,916,077</u>	<u>(3,883,651)</u>	<u>7,799,728</u>	<u>3,152,376</u>
Property Tax Revenue	247,075	0	247,075	257,294	2,108,344	2,144,044	(35,700)	2,143,660
Interest Income	25,379	107,670	(82,292)	93,335	908,236	1,292,045	(383,808)	1,233,759
Interest Expense	(166,860)	(155,543)	(11,317)	(799,923)	(2,259,102)	(1,716,822)	(542,280)	(1,958,479)
Gain/Loss on Asset Disposal/Forte	(577,812)	0	(577,812)		(577,812)	0	(577,812)	(202,113)
Retail Pharmacy Net Activity	15,162	119,944	(104,783)	45,656	774,838	1,417,511	(642,673)	515,756
DISTRICT VOUCHERS AND OTHER	(3,729)	(9,668)	5,939	(7,086)	(61,825)	(116,019)	54,194	(111,894)
<u>Total Non-Operating Revenue</u>	<u>(460,785)</u>	<u>62,404</u>	<u>(523,189)</u>	<u>(410,724)</u>	<u>892,681</u>	<u>3,020,759</u>	<u>(2,128,079)</u>	<u>1,620,689</u>
<u>Net Income/(Loss)</u>	<u>(912,260)</u>	<u>(481,107)</u>	<u>(431,153)</u>	<u>(1,853,148)</u>	<u>4,808,758</u>	<u>(862,892)</u>	<u>5,671,650</u>	<u>4,773,065</u>
<u>EBIDA</u>	<u>(481,857)</u>	<u>18,068</u>	<u>(499,925)</u>	<u>(875,218)</u>	<u>9,924,977</u>	<u>4,687,618</u>	<u>5,237,359</u>	<u>8,856,614</u>
Operating Margin %	-12.2%	-14.3%	2.1%	-79.8%	7.8%	-8.3%	16.0%	7.1%
Net Margin %	-24.7%	-12.6%	-12.1%	-102.5%	9.5%	-1.8%	11.4%	10.7%
EBIDA Margin %	-13.0%	0.5%	-13.5%	-48.4%	19.7%	10.0%	9.7%	19.9%

Modoc Medical Center
Income Statement Trend

		FYE 2025 YTD	FYE 2026 YTD												
	<u>Jun-25</u>	<u>July-June</u>	<u>July-June</u>	<u>Jul-25</u>	<u>Aug-25</u>	<u>Sep-25</u>	<u>Oct-25</u>	<u>Nov-25</u>	<u>Dec-25</u>	<u>Jan-26</u>	<u>Feb-26</u>	<u>Mar-26</u>	<u>Apr-26</u>	<u>May-26</u>	<u>Jun-26</u>
Revenues															
Room & Board - Acute	582,502	6,946,872	6,871,559	685,444	529,453	467,429	452,283	571,794	726,928	532,410	829,139	628,680	553,481	333,612	560,907
Room & Board - SNF	805,530	9,504,192	11,720,067	841,152	893,655	878,216	946,063	942,003	992,223	940,242	871,877	1,062,592	1,022,875	1,178,239	1,150,930
	-		0	-											
<u>Total Inpatient Revenue</u>	<u>1,388,032</u>	<u>16,451,064</u>	<u>18,591,626</u>	<u>1,526,595</u>	<u>1,423,108</u>	<u>1,345,645</u>	<u>1,398,346</u>	<u>1,513,797</u>	<u>1,719,151</u>	<u>1,472,651</u>	<u>1,701,016</u>	<u>1,691,271</u>	<u>1,576,357</u>	<u>1,511,851</u>	<u>1,711,838</u>
Outpatient Revenue	3,230,927	38,908,265	42,818,833	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	3,802,105	3,808,778
<u>Total Patient Revenue</u>	<u>4,618,959</u>	<u>55,359,329</u>	<u>61,410,460</u>	<u>4,878,465</u>	<u>4,301,788</u>	<u>4,714,967</u>	<u>4,970,289</u>	<u>5,433,148</u>	<u>5,148,309</u>	<u>5,050,926</u>	<u>6,016,602</u>	<u>5,253,393</u>	<u>4,808,001</u>	<u>5,313,957</u>	<u>5,520,616</u>
Bad Debts	20,038	(947,440)	1,365,716	84,182	101,595	192,942	68,244	223,030	(104,018)	125,304	132,101	344,149	(256,573)	160,172	294,587
Contractual Adjs	2,896,775	8,628,880	11,126,023	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	2,007,549	2,453,448
Admin Adjs	10,831	4,034,450	1,216,189	12,361	24,241	884,264	109,742	(331,083)	344,426	17,150	24,770	28,077	49,618	32,583	20,040
<u>Total Revenue Deductions</u>	<u>2,927,644</u>	<u>11,715,890</u>	<u>13,707,927</u>	<u>2,015,392</u>	<u>1,607,384</u>	<u>2,971,403</u>	<u>1,909,004</u>	<u>(4,389,709)</u>	<u>2,148,922</u>	<u>1,776,614</u>	<u>(1,936,467)</u>	<u>2,186,991</u>	<u>450,016</u>	<u>2,200,304</u>	<u>2,768,074</u>
<u>Net Patient Revenue</u>	<u>1,691,314</u>	<u>43,643,439</u>	<u>47,702,533</u>	<u>2,863,073</u>	<u>2,694,403</u>	<u>1,743,564</u>	<u>3,061,284</u>	<u>9,822,857</u>	<u>2,999,387</u>	<u>3,274,312</u>	<u>7,953,069</u>	<u>3,066,402</u>	<u>4,357,985</u>	<u>3,113,653</u>	<u>2,752,542</u>
% of Charges	36.6%	78.8%	77.7%	58.7%	62.6%	37.0%	61.6%	180.8%	58.3%	64.8%	132.2%	58.4%	90.6%	58.6%	49.9%
Other Revenue	116,853	758,704	2,700,767	37,741	14,505	34,509	66,379	33,683	41,958	79,759	31,929	19,699	1,368,094	31,715	940,797
<u>Total Net Revenue</u>	<u>1,808,168</u>	<u>44,402,143</u>	<u>50,403,300</u>	<u>2,900,814</u>	<u>2,708,908</u>	<u>1,778,073</u>	<u>3,127,663</u>	<u>9,856,540</u>	<u>3,041,345</u>	<u>3,354,071</u>	<u>7,984,998</u>	<u>3,086,102</u>	<u>5,726,079</u>	<u>3,145,368</u>	<u>3,693,339</u>
Expenses															
Salaries	1,566,575	18,318,651	21,120,700	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	1,826,506	1,853,616
Benefits and Taxes	353,742	4,040,217	4,622,121	377,349	382,644	340,699	374,615	375,762	379,134	490,351	209,638	373,288	440,250	446,851	431,540
Registry	190,043	3,349,908	3,283,005	262,589	207,040	199,454	240,036	196,051	176,352	282,474	433,811	333,250	283,630	328,318	340,001
Professional Fees	208,549	4,559,998	5,611,542	379,442	488,717	373,455	441,028	281,514	468,475	422,087	539,964	504,303	489,117	658,214	565,225
Purchased Services	125,784	1,951,518	1,528,891	58,880	209,739	118,558	152,633	139,926	132,753	145,105	145,068	110,890	135,862	164,428	15,051
Supplies	351,633	4,075,105	4,559,970	397,284	344,376	403,531	351,006	432,662	334,753	331,062	398,634	402,573	342,094	445,381	376,613
Repairs and Maint	31,626	391,263	490,475	32,193	80,938	55,206	30,158	25,319	34,313	24,202	42,206	45,868	43,652	29,226	47,194
Lease and Rental	1,647	54,598	51,180	2,393	1,683	2,205	3,241	3,151	1,749	7,171	3,822	6,966	13,308	3,321	2,171
Utilities	106,611	883,546	855,937	59,208	60,628	56,867	54,083	65,332	111,339	64,551	101,653	78,692	63,422	72,477	67,686
Insurance	44,772	547,088	548,269	43,282	44,241	43,413	20,745	20,745	43,103	65,808	44,026	44,267	44,267	44,267	90,105
Depreciation	178,007	2,125,071	2,857,117	183,888	183,829	177,432	182,003	228,214	314,861	270,835	245,372	271,662	263,464	272,014	263,543
Other	91,601	952,805	958,015	70,025	77,764	135,953	16,174	67,798	86,043	80,616	65,455	63,712	83,555	118,852	92,068
<u>Total Operating Expenses</u>	<u>3,250,591</u>	<u>41,249,767</u>	<u>46,487,222</u>	<u>3,651,953</u>	<u>3,771,953</u>	<u>3,591,532</u>	<u>3,595,087</u>	<u>3,680,117</u>	<u>3,861,512</u>	<u>3,815,453</u>	<u>3,843,368</u>	<u>4,086,567</u>	<u>4,035,014</u>	<u>4,409,854</u>	<u>4,144,813</u>
<u>Income from Operations</u>	<u>(1,442,423)</u>	<u>3,152,376</u>	<u>3,916,078</u>	<u>(751,139)</u>	<u>(1,063,045)</u>	<u>(1,813,459)</u>	<u>(467,424)</u>	<u>6,176,423</u>	<u>(820,166)</u>	<u>(461,382)</u>	<u>4,141,630</u>	<u>(1,000,465)</u>	<u>1,691,066</u>	<u>(1,264,487)</u>	<u>(451,475)</u>
Property Tax Revenue	257,294	2,143,660	2,108,344	0	61,179	0	0	0	1,284,113	0	0	0	0	515,977	247,075
Interest Income	93,335	1,233,759	908,236	214,111	104,327	43,952	84,301	31,985	29,043	54,192	69,472	78,621	88,399	84,455	25,379
Interest Expense	(799,923)	(1,958,479)	(2,259,102)	(83,144)	(82,545)	(81,291)	(81,800)	(82,675)	(885,057)	(82,881)	(233,855)	(157,505)	(158,539)	(162,950)	(166,860)
Gain/Loss on Asset Disposal/Foret		(202,113)	(577,812)	0	0	0	0	0	0	0	0	0	0	0	(577,812)
Retail Pharmacy Net Activity	45,656	515,756	774,838	93,595	235,880	40,127	246,605	(4,584)	107,370	37,725	(47,875)	3,452	9,182	38,201	15,162
DISTRICT VOUCHERS AND OTHER	(7,086)	(111,894)	(61,825)	(7,186)	(8,218)	(7,451)	(2,202)	(4,834)	9,897	(9,573)	(3,916)	(10,620)	(5,809)	(8,185)	(3,729)
<u>Total Non-Operating Revenue</u>	<u>(410,724)</u>	<u>1,620,689</u>	<u>892,681</u>	<u>217,376</u>	<u>310,623</u>	<u>(4,663)</u>	<u>246,904</u>	<u>(60,108)</u>	<u>545,366</u>	<u>(537)</u>	<u>(216,174)</u>	<u>(86,052)</u>	<u>(66,766)</u>	<u>467,496</u>	<u>(460,785)</u>
<u>Net Income</u>	<u>(1,853,148)</u>	<u>4,773,065</u>	<u>4,808,758</u>	<u>(533,763)</u>	<u>(752,421)</u>	<u>(1,818,122)</u>	<u>(220,520)</u>	<u>6,116,315</u>	<u>(274,800)</u>	<u>(461,918)</u>	<u>3,925,456</u>	<u>(1,086,517)</u>	<u>1,624,299</u>	<u>(796,990)</u>	<u>(912,260)</u>
<u>EBIDA</u>	<u>(875,218)</u>	<u>8,856,614</u>	<u>9,924,977</u>	<u>(266,732)</u>	<u>(486,048)</u>	<u>(1,559,399)</u>	<u>43,283</u>	<u>6,427,204</u>	<u>925,118</u>	<u>(108,203)</u>	<u>4,404,684</u>	<u>(657,350)</u>	<u>2,046,302</u>	<u>(362,026)</u>	<u>(481,857)</u>
Operating Margin %	-79.8%	7.1%	7.8%	-25.9%	-39.2%	-102.0%	-14.9%	62.7%	-27.0%	-13.8%	51.9%	-32.4%	29.5%	-40.2%	-12.2%
Net Margin %	-102.5%	10.7%	9.5%	-18.4%	-27.8%	-102.3%	-7.1%	62.1%	-9.0%	-13.8%	49.2%	-35.2%	28.4%	-25.3%	-24.7%
EBIDA Margin %	-48.4%	19.9%	19.7%	-9.2%	-17.9%	-87.7%	1.4%	65.2%	30.4%	-3.2%	55.2%	-21.3%	35.7%	-11.5%	-13.0%

Modoc Medical Center
Balance Sheet
For the month of June 2026

	Unaudited 6/31/2026	Unaudited 5/31/2026	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
Cash	1,879,867	1,137,090	120,812	862,818	1,502,729	419,248	932,650	537,100	1,377,232	537,347	364,654	133,445
Investments	26,985,025	29,073,663	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
Designated Funds	2,044,269	2,037,867	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
Total Cash	30,909,161	32,248,619	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
Gross Patient AR (Patient AR- Allowances	10,708,214 (5,969,738)	10,427,999 (5,838,751)	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)
Net Patient AR	4,738,476	4,589,248	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
% of Gross	44.3%	44.0%	45.6%	45.6%	47.3%	42.8%	40.7%	40.6%	41.3%	40.4%	46.1%	47.1%
Third Party Receivable	119,517	174,715	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
Other AR	905,739	649,116	697,254	742,070	753,769	1,329,133	1,521,565	1,455,046	920,000	784,190	842,542	674,415
Inventory	600,312	703,533	641,987	835,520	797,593	720,700	692,837	683,165	753,237	760,880	737,889	688,927
Prepays	808,023	567,589	522,869	547,209	590,573	347,674	420,697	457,912	441,445	489,130	433,931	495,492
Total Current Assets	38,081,227	38,932,819	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
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	104,953,797	104,953,797	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
Equipment (124100-124204)	16,670,814	16,642,370	16,642,370	16,622,409	16,622,411	16,546,582	16,546,581	16,369,150	14,495,515	14,495,515	14,495,515	14,495,515
Construction In Progress (125	2,335,463	2,261,508	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
Fixed Assets	124,673,614	124,571,215	124,435,830	124,288,399	124,216,498	124,065,508	123,940,999	125,934,388	122,471,011	122,269,216	120,648,876	120,292,003
Accum Depreciation	(23,311,763)	(23,048,029)	(22,775,817)	(22,512,387)	(22,240,527)	(21,994,976)	(21,723,943)	(21,408,884)	(21,180,479)	(20,998,278)	(20,820,655)	(20,636,628)
Net Fixed Assets	101,361,851	101,523,187	101,660,013	101,776,012	101,975,971	102,070,533	102,217,056	104,525,503	101,290,532	101,270,938	99,828,222	99,655,375
Other Assets	0	0	0	0	0	0	0	0	0	0	0	0
Total Assets	139,443,078	140,456,006	141,150,032	140,117,632	141,606,385	136,262,031	137,314,504	139,082,335	132,817,841	133,552,844	135,601,525	135,581,319
Accounts Payable	1,439,273	1,757,330	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
Accrued Payroll	1,865,633	1,702,125	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
Patient Trust Accounts	11,890	11,820	11,715	11,375	11,475	11,195	11,195	11,118	11,016	10,906	10,906	10,556
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	554,000
Accrued Interest												
Current Portion Liabilities	263,132	263,132	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
Other Current Liabilities/Accr	481,903	401,155	322,602	246,868	171,399	18,753	479,328	437,402	361,244	283,740	400,082	321,529
Total Current Liabilities	4,615,831	4,689,561	4,520,736	4,957,819	5,320,673	3,945,088	4,498,679	30,090,276	29,963,741	30,478,226	30,558,785	29,786,158
Long Term Liabilities	55,312,597	55,339,534	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
Total Liabilities	59,928,428	60,029,095	59,887,158	60,351,010	60,740,550	59,391,569	59,971,679	61,563,276	61,436,741	61,951,226	62,181,785	61,409,158
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	74,705,892	74,705,892
Current Year Income/(Loss)	4,808,758	5,721,019	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)
Total Equity	79,514,650	80,426,911	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
Total Liabilities and Equity	139,443,078	140,456,006	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
Days in Cash	250	261	266	258	265	94	81	58	151	151	176	180
Days in AR (Gross)	68	66	65	69	73	63	57	50	53	55	61	64
Days in AP	12	14	15	14	19	11	12	27	29	29	34	29
Current Ratio	8.25	8.30	8.74	7.73	7.45	8.67	7.80	1.15	1.05	1.06	1.17	1.21
Net AR as a percentage of grc	44.25%	44.01%	45.61%	45.56%	47.27%	42.82%	40.73%	40.57%	41.25%	40.37%	46.07%	47.12%
Check	0	(0)	0	0	(0)	0	0	(0)	0	(0)	0	0

STATEMENT OF CASH FLOWS

June-26

	CURRENT MONTH	FISCAL YEAR YTD
CASH FLOWS FROM OPERATING ACTIVITIES		
NET INCOME	-912,260	4,808,758
ADJUSTMENTS TO RECONCILE NET INCOME TO NET CASH PROVIDED BY OPERATING ACTIVITIES		
DEPRECIATION EXPENSE	263,736	2,859,222
CHANGE IN PATIENT ACCOUNTS RECEIVABLE	-149,229	-239,359
CHANGE IN OTHER RECEIVABLES	-201,425	1,567,147
CHANGE IN INVENTORIES	103,221	84,778
CHANGE IN PREPAID EXPENSES	-240,434	-320,789
CHANGE IN ACCOUNTS PAYABLE	-318,056	-7,306,147
CHANGE IN ACCRUED SALARIES AND RELATED TAXES	163,508	624,244
CHANGE IN OTHER PAYABLES	80,748	-37,207
NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES	-297,932	-2,768,111
CASH FLOWS FROM INVESTMENT ACTIVITIES		
PURCHASE OF EQUIPMENT/CIP	-102,400	-4,988,935
CUSTODIAL HOLDINGS	70	1,309
NET CASH PROVIDED (USED) BY INVESTING ACTIVITIES	-102,330	-4,987,625
CASH FROM FINANCING ACTIVITIES		
Current Liability	0	-23,900,236
Long Term Liability	-26,937	23,285,597
NET CASH PROVIDED (USED) BY FINANCING ACTIVITIES	-26,937	-614,639
CASH AT BEGINNING OF PERIOD	32,248,619	34,470,779
NET INCREASE (DECREASE) IN CASH	-1,339,458	-3,561,618
CASH AT END OF PERIOD	30,909,161	30,909,161

0

0

MODOC MEDICAL CENTER "FULL TIME EQUIVALENT REPORT" Twelve Months Ending: June 30th, 2026													
Department	Jun-26	May-26	Apr-26	Mar-26	Feb-26	Jan-26	Dec-25	Nov-25	Oct-25	Sep-25	Aug-25	Jul-25	12 Mo Ave
Med / Surg	16.65	16.55	16.98	18.32	19.24	18.35	16.90	17.36	15.63	15.21	16.15	15.37	16.89
Comm Disease Care													#DIV/0!
Swing Beds													#DIV/0!
Long Term - SNF	75.87	74.52	69.35	69.30	61.27	59.65	37.41	64.09	59.56	56.28	57.55	55.38	61.69
Mountainview - SNF	2.52	3.25	3.31	2.91	9.79	10.26	31.66						9.10
Emergency Dept	13.46	13.80	12.79	11.46	13.66	12.26	11.60	12.19	12.93	12.49	14.13	10.59	12.61
Ambulance - Alturas	11.67	11.82	12.65	10.99	11.90	10.55	11.55	10.79	10.86	11.31	12.65	12.06	11.57
Clinic	22.33	19.97	21.74	21.85	20.74	17.92	17.28	19.78	19.45	20.43	19.71	20.32	20.13
Canby Clinic	11.49	11.37	11.31	9.29	9.48	9.04	10.54	11.49	12.06	11.47	10.55	10.89	10.75
Canby Dental	3.77	3.89	3.94	4.59	4.60	4.43	4.66	5.11	4.75	4.86	4.33	3.85	4.40
Surgery	3.64	3.90	3.97	4.10	4.45	3.67	4.33	5.05	4.12	3.97	3.93	4.11	4.10
IRR													#DIV/0!
Lab	8.68	8.20	8.94	8.29	8.32	8.65	8.51	8.90	8.94	9.08	9.07	8.21	8.65
Radiology	5.73	5.49	5.77	5.56	6.49	6.05	6.86	7.13	5.37	5.05	5.67	5.85	5.92
MRI													#DIV/0!
Ultrasound	1.46	1.24	1.33	1.36	1.42	1.70	1.39	1.33	1.37	1.31	1.28	1.33	1.38
CT	1.54	1.18	1.24	1.31	1.58	1.34	1.51	1.81	1.29	1.62	1.72	1.67	1.48
Pharmacy	2.10	2.09	2.13	2.24	2.12	2.01	2.05	2.00	1.96	2.16	1.83	1.33	2.00
Physical Therapy	7.08	6.49	6.65	6.25	7.35	6.30	6.61	7.38	6.40	4.84	6.75	6.88	6.58
Other PT													#DIV/0!
Dietary	18.17	18.38	19.02	17.10	18.14	19.07	13.72	16.43	12.85	12.25	13.15	14.01	16.02
Dietary - MV SNF	4.65	4.20	3.73	2.98	3.10	2.33	5.89						3.84
Dietary Acute	8.08	9.68	9.62	8.29	7.52	7.35	7.48	7.08	8.43	8.17	7.77	6.76	8.02
Laundry	1.01	1.06	1.05	1.01	1.02	1.01	1.00	1.10	1.00	1.01	1.03	1.01	1.03
Activities	5.58	5.14	5.59	5.75	5.87	5.21	5.11	5.72	5.67	4.74	4.64	4.43	5.29
Social Services	3.97	4.00	3.07	2.77	1.96	2.16	1.79	1.97	2.02	1.82	1.95	1.43	2.41
Purchasing	3.03	2.98	3.01	2.99	2.98	3.01	3.01	3.01	2.92	3.00	3.01	3.01	3.00
Housekeeping	18.95	19.87	20.37	20.55	18.65	16.81	17.10	15.12	13.97	13.67	14.00	13.78	16.90
Maintenance	5.99	5.77	5.94	5.91	5.99	6.03	6.06	5.93	6.05	5.80	5.16	5.82	5.87
Data Processing	4.68	4.72	4.41	4.11	4.21	4.16	4.07	4.87	4.68	4.69	4.73	4.58	4.49
General Accounting	3.29	3.54	2.88	3.84	3.86	4.21	4.14	3.92	3.94	3.71	3.99	3.92	3.77
Patient Accounting	8.73	8.97	9.08	9.34	8.45	9.48	9.13	9.30	8.46	7.67	7.17	8.25	8.67
Administration	3.47	3.65	3.27	3.51	3.44	3.21	3.38	3.37	3.49	3.43	3.53	3.40	3.43
Human Resources	2.98	2.93	2.85	2.88	2.12	2.89	2.99	3.01	2.97	2.85	2.92	1.98	2.78
Medical Records	8.70	8.65	8.75	8.74	8.81	8.52	8.58	8.70	7.76	7.96	8.30	8.51	8.50
Nurse Administration	3.02	3.16	3.02	3.11	2.77	2.93	2.91	2.78	3.07	3.02	3.02	2.88	2.97
In-Service	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Utilization Review	1.45	1.47	1.49	1.43	1.50	1.44	1.48	1.49	1.49	1.44	1.48	1.41	1.46
Quality Assurance	0.50	0.51	0.50	0.50	0.50	0.50	0.50	0.50	0.51	0.50	0.50	0.50	0.50
Infection Control	0.58	0.59	0.60	0.59	0.60	0.59	0.59	0.61	0.69	0.64	0.64	0.39	0.59
Retail Pharmacy	5.63	6.60	6.43	6.16	6.41	7.15	6.41	6.39	6.67	6.17	5.94	4.96	6.24
TOTAL	301.45	300.63	297.78	290.38	291.31	281.24	279.20	276.71	262.33	253.62	259.25	249.87	278.65

0.10	0.01
0.00	#DIV/0!
0.00	#DIV/0!
1.35	0.02
-0.73	(0.29)
-0.34	(0.03)
-0.15	(0.01)
2.36	0.11
0.12	0.01
-0.12	(0.03)
-0.26	(0.07)
0.00	#DIV/0!
0.48	0.06
0.24	0.04
0.00	#DIV/0!
0.22	0.15
0.36	0.23
0.01	0.00
0.59	0.08
0.00	#DIV/0!
-0.21	(0.01)
0.45	0.10
-1.60	(0.20)
-0.05	(0.05)
0.44	0.08
-0.03	(0.01)
0.05	0.02
-0.92	(0.05)
0.22	0.04
-0.04	(0.01)
-0.25	(0.08)
-0.24	(0.03)
-0.18	(0.05)
0.05	0.02
0.05	0.01
-0.14	(0.05)
0.00	-
-0.02	(0.01)
-0.01	(0.02)
-0.01	(0.02)
-0.97	(0.17)
0.82	0.00