



AGENDA

LAST FRONTIER HEALTHCARE DISTRICT FINANCE COMMITTEE

Wednesday, August 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 July 22, 2026 Regular LFHD Finance Committee Meeting	D. King – Presentation of the July 22, 2026, Regular LFHD Finance Committee meetings for approval.	Attachment A
4. Discussion Items		
A. LFHD Financial Statement – July 2026 (unaudited)	J. Lin – LFHD Financial Statement – July 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 August 21, 2026.



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

Tuesday, July 22, 2026 – 3:30 pm
Modoc Medical Center; Education Conference Room;
1111 N Nagle St.; Alturas, California

Present

- Jin Lin
- Scott Swasey
- Rose Boulade
- Kevin Kramer
- Keith Weber
- Sandra Brown-Tibbets

Absent:

- Denise King
- Joseph Johnson
- 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 3:34 pm on Tuesday, July 22, 2026, in the Education Conference Room at Modoc Medical Center in Alturas, California.	
2. Agenda Approval	R. Boulade - Changes, additions, deletions to the Agenda.	Kevin Kramer approved the agenda as amended to insert updated budget by Kevin Kramer, Scott Swasey seconded.
3. Minutes of the June 23, 2026 and June 30, 2026, Regular and Special LFHD Finance Committee Meeting.	D. King presented the June 23, 2026 and June 30, 2026, Regular and Special LFHD Finance Committee meetings for approval.	Scott Swasey approved the minutes as amended to reflect a 2:00 pm call to order time and a 2:46 pm adjournment time for the special meeting minutes; Kevin Kramer seconded.
4. Discussion Items		
A. Last Frontier Healthcare District Financial Statement – June 2026 (unaudited)	J. Lin presented the <i>unaudited</i> Last Frontier Healthcare District Financial Statement for <i>June 2026</i> from the narratives and financial statements <i>provided</i> in the Finance Committee meeting packet.	
B. Updated Budget	K. Kramer presented the updated budget. Finance committee recommended the budget be taken to the Board for approval.	
C. Finance Directors Report	Accounting • The Accounting team continues transitioning to ADP. • The team is preparing requested items for the upcoming audit.	

Subject	Discussion	Action
	Purchasing - Purchasing is changing shredding service providers, resulting in an estimated annual savings of approximately \$9,000. - Current monthly cost: \$2,400 - New monthly cost: \$1,700	
D. CEO's Report	Solar Project and Capital Investment Strategy - The district is considering a solar energy expansion as part of its infrastructure development. Initial planning assumed full district funding and ownership. - The county recommended that all four census tracts receive Opportunity Zone designation. The committee discussed the potential for tax-advantaged private investment to reduce the district's direct capital burden. Medicaid Policy Changes and Financial Risk - Approximately 40% of organizational revenue is derived from Medicaid reimbursement. - The committee discussed potential federal funding reductions, more frequent eligibility redeterminations, work-documentation requirements, and the resulting administrative burden on Social Services. - Loss of beneficiary coverage could increase uncompensated care and bad debt. - MMC is exploring the viability/sustainability of hiring a couple of community health workers to assist patients in obtaining the necessary paperwork, back up documentation, etc. that will be needed for redeterminations and initial applications under the new guidelines. A meeting has been set with Tom Sandage and Stacy Sphar to discuss this. - The committee noted that proactive outreach will be important to minimize enrollment losses and financial exposure. Sheriff's Department Jail Healthcare Program - Historically, the district provided jail medical services using a simplified 50%-discount invoicing model. - New program requirements include credentialing and enrollment, an on-site case manager to connect inmates with care, and individual service tracking for billing.	

Subject	Discussion	Action
	This will create a bit of a burden for everyone.	
5. Adjournment	Rose Boulade adjourned the LFHD Finance Committee meeting at _____ pm. The next meeting of the Last Frontier Healthcare District Finance Committee will be Tuesday August 19, 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

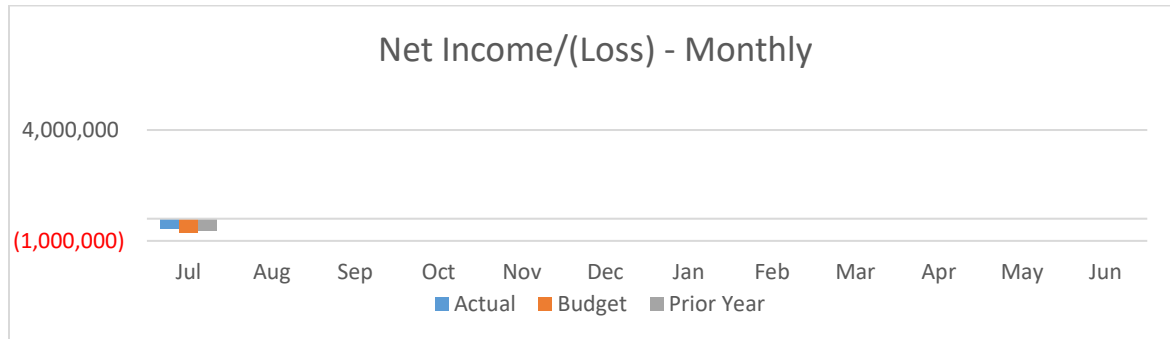


Modoc Medical Center
Financial Narrative
For the Month of July 2026

Prepared by Jin Lin, Finance Director

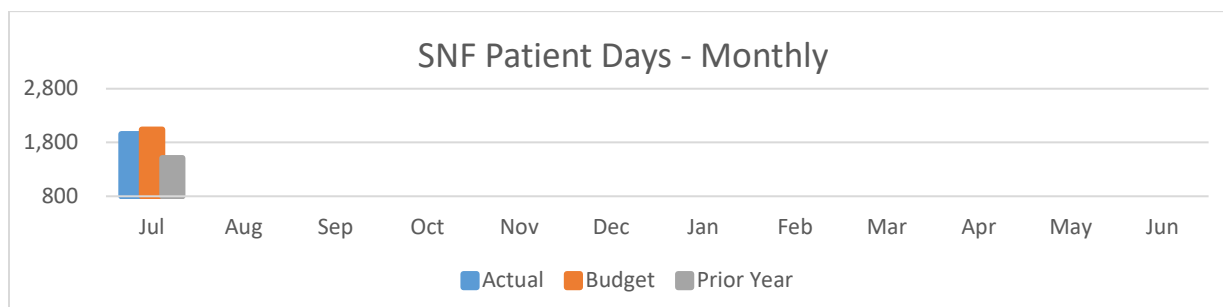
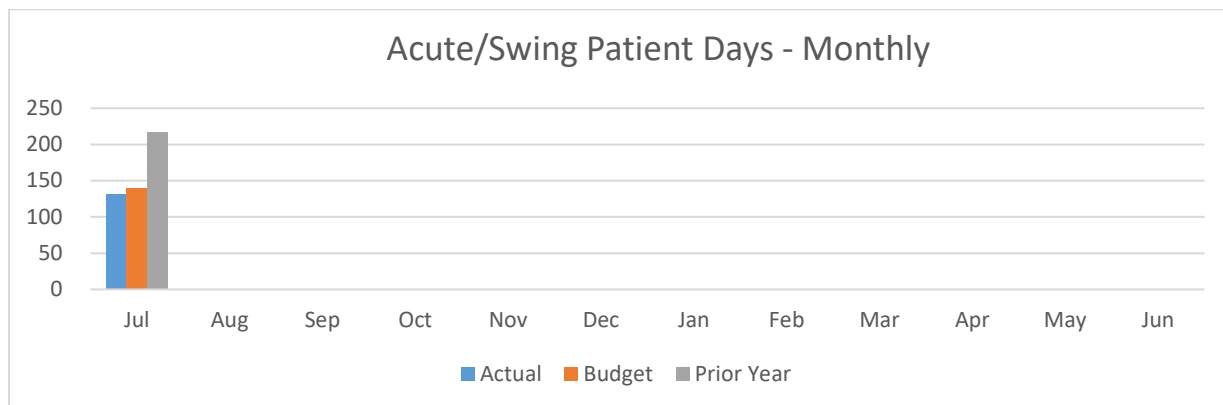
Summary

During the month of July, Modoc Medical Center reported a loss from operations of \$404K, outperforming the budget that anticipated an operating loss in July of \$592K. Inpatient revenue was below the budget by \$110K. Outpatient revenue was above budget by \$326K for the month. Total patient revenue was \$6.0 million, above budget of \$215K. Modoc Medical Center shows a net loss of \$450K for the month that was \$168K favorable to budget.



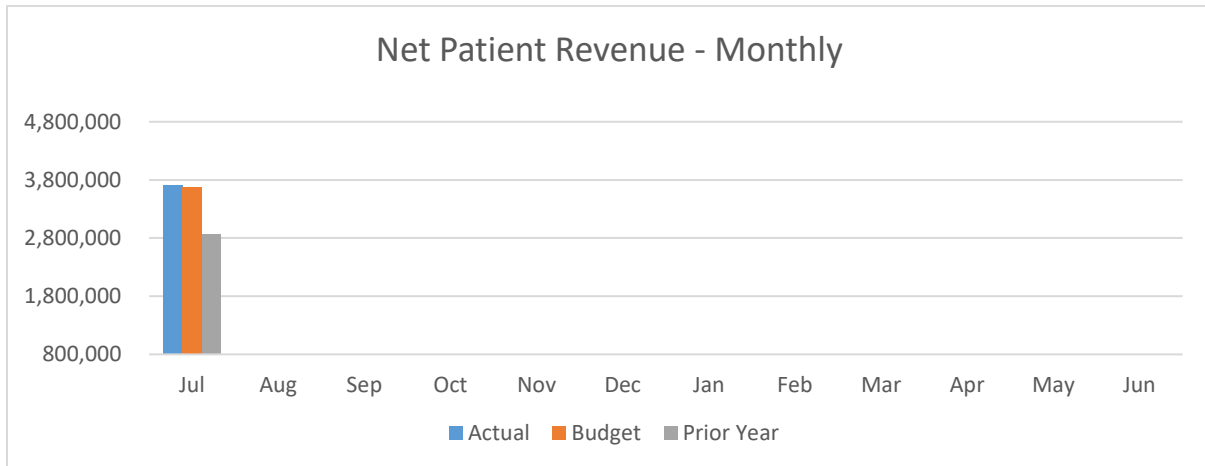
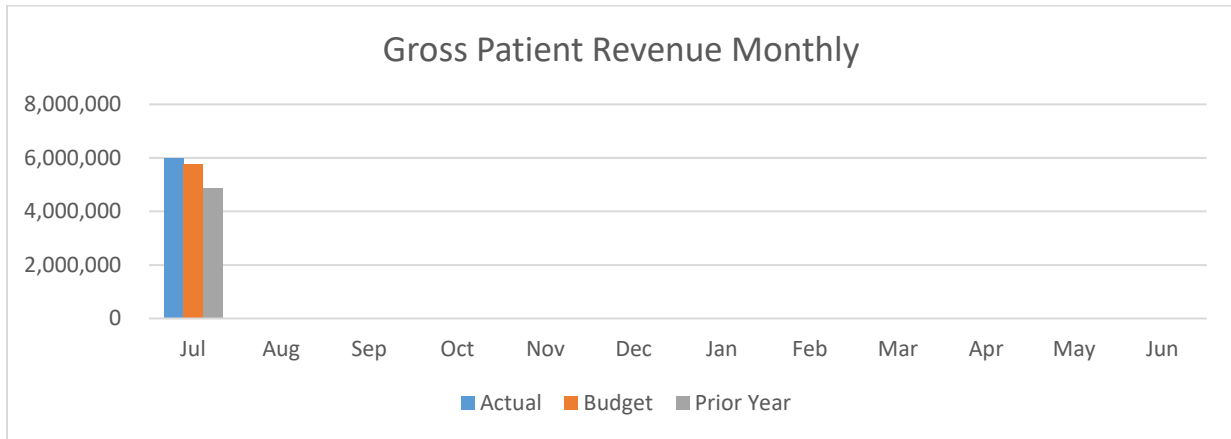
Patient Volumes

Combined Acute Days were below budget for the month by 8 days. SNF Patient Days were 1,958 for the month. Overall Inpatient and SNF Days were below budget by 90 days (2,090 actual vs. 2,180 budget). Most outpatient visits were above budget; however, Amb, Canby Clinic, and Radiology were below budget.



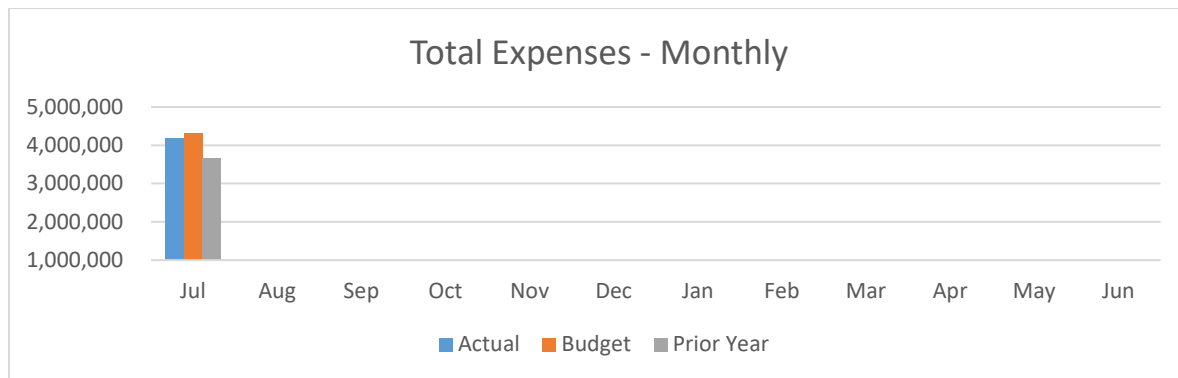
Revenues

During the month of July, gross revenue (total patient revenue plus other revenue) exceeded budget by \$239K. Net revenue was above budget by \$29K. Gross Patient Revenue was \$6.0 million vs \$5.8 million budgeted. Inpatient Revenue was \$1.8 million vs \$1.9 million budgeted; and Outpatient Revenue was \$4.2 million vs \$3.8 million budgeted. Total deductions from revenue were \$2.3 million vs \$2.1 million budgeted. Net patient Revenue was \$3.7 million which was in line with budget.



Expenses

Total operating expenses were \$4.2 million for the month and finished \$135K favorable to the expense budget.

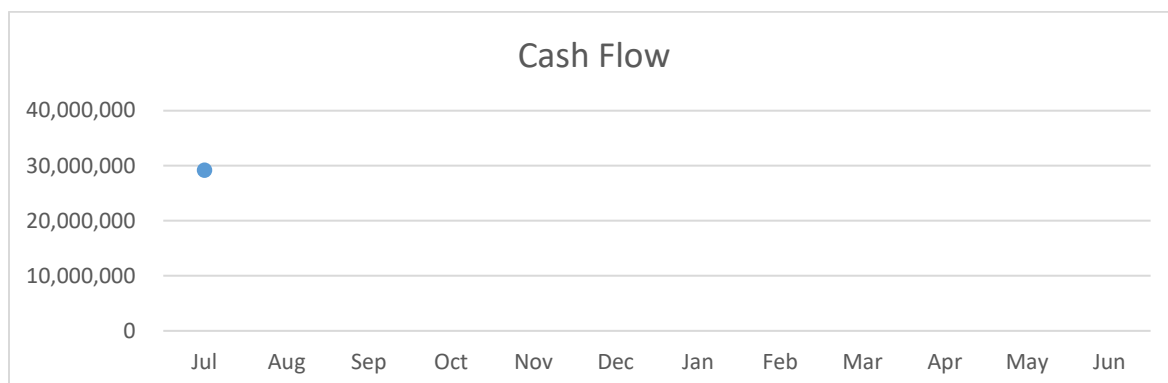


Non-Operating Activity

Non-Operating activities for the month were as follows: Accrued Interest expense from USDA Loan was \$157K. Interest income of \$34K was earned from CDs. The retail pharmacy showed a profit of \$83K. District vouchers were \$6K. Total non-operating net loss for the month was \$46K vs net loss of \$26K budgeted.

Balance Sheet

Cash for the month was 29 million. The total current liabilities were \$4.4 million. Days in Cash totaled 217. Days in AP totaled 11. Days in AR totaled 59. The current ratio was 8.48. Net AR as a percentage of gross AR was 45.16%.



Modoc Medical Center				
Income Statement Trend				
	FYE 2026 YTD		FYE 2027 YTD	
	<u>July-June</u>	<u>Jul-25</u>	<u>July-June</u>	<u>Jul-26</u>
Revenues				
Room & Board - Acute	685,444	685,444	597,488	597,488
Room & Board - SNF	841,152	841,152	1,224,573	1,224,573
	0	-	0	-
<u>Total Inpatient Revenue</u>	<u>1,526,595</u>	<u>1,526,595</u>	<u>1,822,061</u>	<u>1,822,061</u>
Outpatient Revenue	3,351,869	3,351,869	4,164,442	4,164,442
<u>Total Patient Revenue</u>	<u>4,878,465</u>	<u>4,878,465</u>	<u>5,986,503</u>	<u>5,986,503</u>
Bad Debts	84,182	84,182	(1,500)	(1,500)
Contractual Adjts	1,918,848	1,918,848	2,120,590	2,120,590
Admin Ajds	12,361	12,361	162,821	162,821
<u>Total Revenue Deductions</u>	<u>2,015,392</u>	<u>2,015,392</u>	<u>2,281,911</u>	<u>2,281,911</u>
<u>Net Patient Revenue</u>	<u>2,863,073</u>	<u>2,863,073</u>	<u>3,704,592</u>	<u>3,704,592</u>
% of Charges	58.7%	58.7%	61.9%	61.9%
Other Revenue	37,741	37,741	61,641	61,641
<u>Total Net Revenue</u>	<u>2,900,814</u>	<u>2,900,814</u>	<u>3,766,233</u>	<u>3,766,233</u>
Expenses				
Salaries	1,785,419	1,785,419	1,921,069	1,921,069
Benefits and Taxes	377,349	377,349	477,366	477,366
Registry	262,589	262,589	207,441	207,441
Professional Fees	379,442	379,442	466,740	466,740
Purchased Services	58,880	58,880	236,589	236,589
Supplies	397,284	397,284	335,307	335,307
Repairs and Maint	32,193	32,193	53,881	53,881
Lease and Rental	2,393	2,393	3,106	3,106
Utilities	59,208	59,208	80,748	80,748
Insurance	43,282	43,282	27,708	27,708
Depreciation	183,888	183,888	272,244	272,244
Other	70,025	70,025	88,110	88,110
<u>Total Operating Expenses</u>	<u>3,651,953</u>	<u>3,651,953</u>	<u>4,170,309</u>	<u>4,170,309</u>
<u>Income from Operations</u>	<u>(751,139)</u>	<u>(751,139)</u>	<u>(404,076)</u>	<u>(404,076)</u>
Property Tax Revenue	0	0	0	0
Interest Income	214,111	214,111	34,215	34,215
Interest Expense	(83,144)	(83,144)	(157,425)	(157,425)
Gain/Loss on Asset Disposal/Forte	0	0	0	0
Retail Pharmacy Net Activity	93,595	93,595	82,981	82,981
DISTRICT VOUCHERS AND OTHER	(7,186)	(7,186)	(5,753)	(5,753)
<u>Total Non-Operating Revenue</u>	<u>217,376</u>	<u>217,376</u>	<u>(45,982)</u>	<u>(45,982)</u>
<u>Net Income</u>	<u>(533,763)</u>	<u>(533,763)</u>	<u>(450,058)</u>	<u>(450,058)</u>
<u>EBIDA</u>	<u>(266,732)</u>	<u>(266,732)</u>	<u>(20,389)</u>	<u>(20,389)</u>
Operating Margin %	-25.9%	-25.9%	-10.7%	-10.7%
Net Margin %	-18.4%	-18.4%	-11.9%	-11.9%
EBIDA Margin %	-9.2%	-9.2%	-0.5%	-0.5%

Modoc Medical Center
Income Statement
For the month of July 2026

	Month	Jul-26 Budget	Variance	Prior Year Month	2027 YTD	2027 YTD Budget	Variance	Prior Year YTD
Revenues								
Room & Board - Acute	597,488	713,472	(115,984)	685,444	597,488	713,472	(115,984)	685,444
Room & Board - SNF	1,224,573	1,219,075	5,498	841,152	1,224,573	1,219,075	5,498	841,152
Total Inpatient Revenue	1,822,061	1,932,547	(110,486)	1,526,595	1,822,061	1,932,547	(110,486)	1,526,595
Outpatient Revenue	4,164,442	3,838,883	325,559	3,351,869	4,164,442	3,838,883	325,559	3,351,869
Total Patient Revenue	5,986,503	5,771,430	215,073	4,878,465	5,986,503	5,771,430	215,073	4,878,465
Bad Debts (580000,580011,58010)	(1,500)	110,610	(112,110)	84,182	(1,500)	110,610	(112,110)	84,182
Contractuals Adjs	2,120,590	1,849,331	271,259	1,918,848	2,120,590	1,849,331	271,259	1,918,848
Admin Adjs (5930002-593001,598)	162,821	135,881	26,940	12,361	162,821	135,881	26,940	12,361
Total Revenue Deductions	2,281,911	2,095,821	186,090	2,015,392	2,281,911	2,095,821	186,090	2,015,392
Net Patient Revenue	3,704,592	3,675,608	28,984	2,863,073	3,704,592	3,675,608	28,984	2,863,073
% of Charges	61.9%	63.7%	-1.8%	58.7%	61.9%	63.7%	-1.8%	58.7%
Other Revenue	61,641	37,741	23,900	37,741	61,641	37,741	23,900	37,741
Total Net Revenue	3,766,233	3,713,349	52,884	2,900,814	3,766,233	3,713,349	52,884	2,900,814
Expenses								
Salaries	1,921,069	1,920,035	1,034	1,785,419	1,921,069	1,920,035	1,034	1,785,419
Benefits and Taxes	477,366	403,818	73,548	377,349	477,366	403,818	73,548	377,349
Registry	207,441	329,734	(122,293)	262,589	207,441	329,734	(122,293)	262,589
Professional Fees	466,740	523,611	(56,871)	379,442	466,740	523,611	(56,871)	379,442
Purchased Services	236,589	144,168	92,421	58,880	236,589	144,168	92,421	58,880
Supplies	335,307	415,144	(79,837)	397,284	335,307	415,144	(79,837)	397,284
Repairs and Maint	53,881	38,601	15,280	32,193	53,881	38,601	15,280	32,193
Lease and Rental	3,106	4,361	(1,255)	2,393	3,106	4,361	(1,255)	2,393
Utilities	80,748	92,818	(12,070)	59,208	80,748	92,818	(12,070)	59,208
Insurance	27,708	41,020	(13,312)	43,282	27,708	41,020	(13,312)	43,282
Depreciation	272,244	311,193	(38,949)	183,888	272,244	311,193	(38,949)	183,888
Other	88,110	80,561	7,549	70,025	88,110	80,561	7,549	70,025
Total Operating Expenses	4,170,309	4,305,064	(134,755)	3,651,953	4,170,309	4,305,064	(134,755)	3,651,953
Income from Operations	(404,076)	(591,715)	187,639	(751,139)	(404,076)	(591,715)	187,639	(751,139)
Property Tax Revenue	0	0	0	0	0	0	0	0
Interest Income	34,215	80,263	(46,048)	214,111	34,215	80,263	(46,048)	214,111
Interest Expense	(157,425)	(151,636)	(5,789)	(83,144)	(157,425)	(151,636)	(5,789)	(83,144)
Gain/Loss on Asset Disposal/Forte	0	0	0	0	0	0	0	0
Retail Pharmacy Net Activity	82,981	50,994	31,987	93,595	82,981	50,994	31,987	93,595
DISTRICT VOUCHERS AND OTHER	(5,753)	(5,903)	150	(7,186)	(5,753)	(5,903)	150	(7,186)
Total Non-Operating Revenue	(45,982)	(26,283)	(19,699)	217,376	(45,982)	(26,283)	(19,699)	217,376
Net Income/(Loss)	(450,058)	(617,999)	167,941	(533,763)	(450,058)	(617,999)	167,941	(533,763)
EBIDA	(20,389)	(155,169)	134,780	(266,732)	(20,389)	(155,169)	134,780	(266,732)
Operating Margin %	-10.7%	-15.9%	5.2%	-25.9%	-10.7%	-15.9%	5.2%	-25.9%
Net Margin %	-11.9%	-16.6%	4.7%	-18.4%	-11.9%	-16.6%	4.7%	-18.4%
EBIDA Margin %	-0.5%	-4.2%	3.6%	-9.2%	-0.5%	-4.2%	3.6%	-9.2%

STATEMENT OF CASH FLOWS

July-26

	CURRENT MONTH	FISCAL YEAR YTD
CASH FLOWS FROM OPERATING ACTIVITIES		
NET INCOME	-450,534	-450,534
ADJUSTMENTS TO RECONCILE NET INCOME TO NET CASH PROVIDED BY OPERATING ACTIVITIES		
DEPRECIATION EXPENSE	272,440	272,440
CHANGE IN PATIENT ACCOUNTS RECEIVABLE	-385,789	-385,789
CHANGE IN OTHER RECEIVABLES	-136,294	-136,294
CHANGE IN INVENTORIES	-21,421	-21,421
CHANGE IN PREPAID EXPENSES	-80,611	-80,611
CHANGE IN ACCOUNTS PAYABLE	-48,510	-48,510
CHANGE IN ACCRUED SALARIES AND RELATED TAXES	217,950	217,950
CHANGE IN OTHER PAYABLES	0	0
NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES	-182,235	-182,235
CASH FLOWS FROM INVESTMENT ACTIVITIES		
PURCHASE OF EQUIPMENT/CIP	-71,857	-71,857
CUSTODIAL HOLDINGS	0	0
NET CASH PROVIDED (USED) BY INVESTING ACTIVITIES	-71,857	-71,857
CASH FROM FINANCING ACTIVITIES		
Current Liability	-386,495	-386,495
Long Term Liability	-599,021	-599,021
NET CASH PROVIDED (USED) BY FINANCING ACTIVITIES	-985,517	-985,517
CASH AT BEGINNING OF PERIOD	30,909,161	30,909,161
NET INCREASE (DECREASE) IN CASH	-1,690,143	-1,690,143
CASH AT END OF PERIOD	29,219,019	29,219,019

MODOC MEDICAL CENTER																												
"KEY STATISTICS"																												
Twelve Months Ending July 31st, 2026																												
	Jul-26		Jun-26		May-26		Apr-26		Mar-26		Feb-26		Jan-26		Dec-25		Nov-25		Oct-25		Sep-25		Aug-25		FY 27 YTD	FY 26 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	71	53	61	64	40	81	53	76	45	64	89	48	49	56	69	64	56	83	52	75	47	86	49	48	71	53	681	
Swing	61	87	54	58	20	56	59	59	87	65	98	73	54	57	124	70	92	46	38	76	74	49	61	31	61	164	822	
SNF	1,958	2,040	1,922	1,550	1,923	1,550	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	1,958	1,509	20,157	
Total "Patient Days"	2,090	2,180	2,037	1,672	1,983	1,687	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		2,090	1,726	21,660
ADC																												
Adults/Peds	2.29	1.71	2.03	2.06	1.29	2.61	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	2.29	1.71	1.87	
Swing	1.97	2.81	1.80	1.87	0.65	1.81	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	1.97	5.29	2.25	
SNF	63.16	65.81	64.07	50.00	62.03	50.00	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	63.16	48.68	55.22	
Total "Average Daily Census"	67.42	70.32	67.90	53.94	63.97	54.42	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		67.42	55.68	59.34
ALOS																												
Adults/Peds	0.95		2.77		2.67		2.94		3.46		3.30		2.72		3.63		3.50		3.06		2.94		3.50		0.95	3.12	2.52	
Swing	7.63		4.50		4.00		6.56		8.70		7.00		10.80		10.33		9.20		7.60		14.80		8.71		7.63	13.67	8.06	
Admissions																												
Adults/Peds	75		22	14	15	17	18	20	13	20	27	17	18	17	19	19	16	8	17	20	16	28	14	14	75	17	270	
Swing	8		12	8	5	10	9	4	10	11	14	6	5	6	12	9	10	10	5	5	5	8	7	5	8	12	102	
SNF	2		4	3	6	4	7	1	10	2	3	-	2	2	-	2	5	2	-	2	-	2	1	1	2	5	40	
Total "Admissions"	85	-	38	25	26	31	34	25	33	33	44	23	25	25	31	30	31	20	22	27	21	38	22	20		85	34	412
Discharges																												
SNF	2		4		3		7		3		1		1		2		1		1		-		1		2	2	26	
Days in Period	31		30		31		30		31		28		31		31		30		31		30		31		31	31	365	
Amulatory Service Statistics																												
Emergency Visits	515	487	514	468	532	439	440	518	485	510	444	482	485	440	486	510	474	421	550	474	471	476	494	525	515	487	5,890	
Ambulance Runs Visits	74	106	77	87	71	86	56	92	65	99	78	95	73	87	107	93	90	93	78	91	94	83	82	87	74	106	945	
Clinic Visits	999	959	946	903	901	932	972	905	1,112	872	968	790	805	970	772	684	808	813	837	923	791	809	827	857	999	959	10,738	
Canby Clinic Visits	293	312	321	208	293	227	276	257	216	872	220	243	222	290	290	251	202	264	233	268	210	225	248	325	293	312	3,024	
Canby Dental	196	169	204	174	168	173	347	163	170	171	158	133	178	185	145	147	129	171	183	200	195	180	169	210	196	169	2,242	
Observation Admits	3	2	6	5	6	5	6		1	3	4	2	7		1	5	5	4	2	2	-	5	1	6	3	2	42	
Observation Care Hours	96.5	145	199.8	119	191.8	120	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	97	145	1,549	
Ancillary Services Statistics																												
Surgeries	2	2	-	2	2	11	5	2	8	3	4	4	4	10	3	11	4	2	3	3	10	4	3	2	2	2	48	
Endoscopies	24	17	21	25	22	19	26	21	17	21	16	20	21	28	23	20	23	21	35	20	21	25	24	17	24	17	273	
Surgery & Recovery Minutes	618	414	428	802	643	869	835	767	541	623	732	666	632	682	658	731	577	462	1,016	566	716	498	638	501	618	414	8,034	
Anesthesia Minutes	976	667	654	1,404	998	1,392	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	976	667	12,039	
Laboratory Tests	5,776	5,241	5,594	4,619	5,477	4,554	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	4379	4,805	4772	4,534	5,776	5,241	59,705	
EKG Tests-Acute Proc																									-	-	-	
EKG Tests-Clinic Proc																									-	-	-	
Radiology-Diagnostic Proc	329	330	333	272	292	289	304	227	345	258	348	301		282	287	256	236	261	307	285	244	267	267	283	329	330	3,292	
Ultrasounds Proc	125	156	143	89	98	86	135	92	127	75	96	105		92	126	86	73	53	138	106	112	99	114	99	125	156	1,287	
CT Scans Proc	190	196	187	146	184	140	166	167	142	149	181	153		127	182	145	160	152	149	152	168	128	181	167	190	196	1,890	
MRI Proc	42	38	47		49		38		38		39				45		21	15		-				28	42	-	319	
Physical Therapy Sessions	880	660	840	613	709	627	497	763	873	745	409	517	469	569	545	429	450	542	582	552	851	573	967	677	880	1,232	8,072	
Retail Pharmacy-Scripts	4,577	3,441	5,661	2,559	4,320	2,560	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	4,577	3,441	52,803	

MODOC MEDICAL CENTER "FULL TIME EQUIVALENT REPORT" Twelve Months Ending: July 31st, 2026													
Department	Jul-26	Jun-26	May-26	Apr-26	Mar-26	Feb-26	Jan-26	Dec-25	Nov-25	Oct-25	Sep-25	Aug-25	12 Mo Ave
Med / Surg	17.19	16.65	16.55	16.98	18.32	19.24	18.35	16.90	17.36	15.63	15.21	16.15	17.04
Comm Disease Care													#DIV/0!
Swing Beds													#DIV/0!
Long Term - SNF	75.09	75.87	74.52	69.35	69.30	61.27	59.65	37.41	64.09	59.56	56.28	57.55	63.33
Mountainview - SNF	3.47	2.52	3.25	3.31	2.91	9.79	10.26	31.66					8.40
Emergency Dept	14.17	13.46	13.80	12.79	11.46	13.66	12.26	11.60	12.19	12.93	12.49	14.13	12.91
Ambulance - Alturas	11.96	11.67	11.82	12.65	10.99	11.90	10.55	11.55	10.79	10.86	11.31	12.65	11.56
Clinic	21.84	22.33	19.97	21.74	21.85	20.74	17.92	17.28	19.78	19.45	20.43	19.71	20.25
Canby Clinic	11.31	11.49	11.37	11.31	9.29	9.48	9.04	10.54	11.49	12.06	11.47	10.55	10.78
Canby Dental	3.98	3.77	3.89	3.94	4.59	4.60	4.43	4.66	5.11	4.75	4.86	4.33	4.41
Surgery	3.78	3.64	3.90	3.97	4.10	4.45	3.67	4.33	5.05	4.12	3.97	3.93	4.08
IRR													#DIV/0!
Lab	8.46	8.68	8.20	8.94	8.29	8.32	8.65	8.51	8.90	8.94	9.08	9.07	8.67
Radiology	5.25	5.73	5.49	5.77	5.56	6.49	6.05	6.86	7.13	5.37	5.05	5.67	5.87
MRI													#DIV/0!
Ultrasound	1.39	1.46	1.24	1.33	1.36	1.42	1.70	1.39	1.33	1.37	1.31	1.28	1.38
CT	1.24	1.54	1.18	1.24	1.31	1.58	1.34	1.51	1.81	1.29	1.62	1.72	1.45
Pharmacy	2.02	2.10	2.09	2.13	2.24	2.12	2.01	2.05	2.00	1.96	2.16	1.83	2.06
Physical Therapy	7.46	7.08	6.49	6.65	6.25	7.35	6.30	6.61	7.38	6.40	4.84	6.75	6.63
Other PT													#DIV/0!
Dietary	18.67	18.17	18.38	19.02	17.10	18.14	19.07	13.72	16.43	12.85	12.25	13.15	16.41
Dietary - MV SNF	4.86	4.65	4.20	3.73	2.98	3.10	2.33	5.89					3.97
Dietary Acute	8.76	8.08	9.68	9.62	8.29	7.52	7.35	7.48	7.08	8.43	8.17	7.77	8.19
Laundry	1.07	1.01	1.06	1.05	1.01	1.02	1.01	1.00	1.10	1.00	1.01	1.03	1.03
Activities	5.71	5.58	5.14	5.59	5.75	5.87	5.21	5.11	5.72	5.67	4.74	4.64	5.39
Social Services	3.89	3.97	4.00	3.07	2.77	1.96	2.16	1.79	1.97	2.02	1.82	1.95	2.61
Purchasing	2.96	3.03	2.98	3.01	2.99	2.98	3.01	3.01	3.01	2.92	3.00	3.01	2.99
Housekeeping	18.76	18.95	19.87	20.37	20.55	18.65	16.81	17.10	15.12	13.97	13.67	14.00	17.32
Maintenance	6.08	5.99	5.77	5.94	5.91	5.99	6.03	6.06	5.93	6.05	5.80	5.16	5.89
Data Processing	4.49	4.68	4.72	4.41	4.11	4.21	4.16	4.07	4.87	4.68	4.69	4.73	4.49
General Accounting	3.53	3.29	3.54	2.88	3.84	3.86	4.21	4.14	3.92	3.94	3.71	3.99	3.74
Patient Accounting	7.84	8.73	8.97	9.08	9.34	8.45	9.48	9.13	9.30	8.46	7.67	7.17	8.64
Administration	3.32	3.47	3.65	3.27	3.51	3.44	3.21	3.38	3.37	3.49	3.43	3.53	3.42
Human Resources	2.95	2.98	2.93	2.85	2.88	2.12	2.89	2.99	3.01	2.97	2.85	2.92	2.86
Medical Records	8.72	8.70	8.65	8.75	8.74	8.81	8.52	8.58	8.70	7.76	7.96	8.30	8.52
Nurse Administration	3.00	3.02	3.16	3.02	3.11	2.77	2.93	2.91	2.78	3.07	3.02	3.02	2.98
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	1.45	1.47	1.49	1.43	1.50	1.44	1.48	1.49	1.49	1.44	1.48	1.47
Quality Assurance	0.50	0.50	0.51	0.50	0.50	0.50	0.50	0.50	0.50	0.51	0.50	0.50	0.50
Infection Control	0.40	0.58	0.59	0.60	0.59	0.60	0.59	0.59	0.61	0.69	0.64	0.64	0.59
Retail Pharmacy	6.94	5.63	6.60	6.43	6.16	6.41	7.15	6.41	6.39	6.67	6.17	5.94	6.41
TOTAL	303.51	301.45	300.63	297.78	290.38	291.31	281.24	279.20	276.71	262.33	253.62	259.25	278.65

0.540.03

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-0.78(0.01)

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July thru August3,397.41