



AGENDA

LAST FRONTIER HEALTHCARE DISTRICT FINANCE COMMITTEE

Wednesday, October 21, 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 September 16, 2026 Regular LFHD Finance Committee Meeting	D. King – Presentation of the September 16, 2026, Regular LFHD Finance Committee meetings for approval.	Attachment A
4. Discussion Items		
A. LFHD Financial Statement – August 2026 (unaudited)	J. Lin – LFHD Financial Statement – September 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 October 19, 2026.



MINUTES LAST FRONTIER HEALTHCARE DISTRICT FINANCE COMMITTEE

Wednesday, September 16, 2026 – 3:30 pm
Modoc Medical Center; Education Conference Room;
1111 N Nagle St.; Alturas, California

Present

- Jin Lin
- Scott Swasey
- Kevin Kramer
- Rose Boulade
- Joseph Johnson
- Sandra Brown-Tibbets

Absent:

- Keith Weber
- Denise King

Subject	Discussion	Action
1. Call to Order	Rose Boulade, called the meeting of the Last Frontier Healthcare District Finance Committee to order at 3:31 pm on Wednesday, September 16, 2026, in the Education Conference Room at Modoc Medical Center in Alturas, California.	
2. Agenda Approval	K Kramer - Changes, additions, deletions to the Agenda.	Kevin Kramer approved the agenda as presented, Scott Swasey seconded.
3. Minutes of the August 26, 2026, Regular LFHD Finance Committee Meeting.	D. King presented the August 26, 2026 Regular LFHD Finance Committee meetings for approval.	Scott Swasey approved the minutes as amended to reflect Rose not adjourning the August 26 th meeting. Also that the next meeting will be Wednesday September 16, 2026; Kevin Kramer seconded. Rose Boulade and Joseph Johnson abstained.
4. Discussion Items		
A. Last Frontier Healthcare District Financial Statement – August 2026 (unaudited)	J. Lin presented the <i>unaudited</i> Last Frontier Healthcare District Financial Statement for August 2026 from the narratives and financial statements <i>provided</i> in the Finance Committee meeting packet.	
B. Finance Directors Report	Accounting Team • Staffing: Currently recruiting for a full-time controller, payroll clerk, three floaters, and a payroll staff accountant. • ADP Implementation: The implementation timeline remains scheduled for December. • W-2 Reporting: Additional work will be needed to obtain the information required for proper reporting related to “no tax on overtime.”	

Subject	Discussion	Action
	- Billing Department: New cards issued to Medicare beneficiaries have created some billing challenges. No other issues were reported at this time. - Rants and Raves: Alicia has responded to the concern regarding a lack of a return call. Kevin will follow up.	
C. CEO's Report	Geothermal Grant - Bids open September 17. - No contractors have responded to date. - A specialized contractor is needed to clean and test the geothermal well. - Danny Anderson may be able to provide a referral. - Goal is to be ready for testing and inspection this fall. - At least one bid is needed; two are preferred. IRS Audit - Initial submission completed. - No further communication received. - Kevin will provide updates as information becomes available. DHCS Audit and Rates - Audit completed - DHCS unlocked the rate portal and updated rates. - Funding is typically received in December. Solar Project - Glenn, Dr. Burkholder's husband agreed to consult. - Half-megawatt system recommended. - Proposed system is approximately 30% larger than current needs. - Battery storage not recommended because it would double capital costs. Housing - Housing remains a challenge. - Exploring development options, including 40 parcels in the corner field. - Kevin will provide updates as options become available. Investment Income - Discussed monthly versus annual reporting. - GASB reporting requirements apply due to Public entity status. - Committee voted to report annually. - Audit notes and financial statements will explain the resulting fluctuations. Providers - Tony Reynolds to serve as a walk-in provider. - Virginia Baker and Tany Villers discussed; spellings to be confirmed. - Physician still needed for Canby. - Physician still needed for Alturas.	

Subject	Discussion	Action
5. Adjournment	Rose Boulade adjourned the LFHD Finance Committee meeting at 4:43 pm. The next meeting of the Last Frontier Healthcare District Finance Committee will be Wednesday, October 21, 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

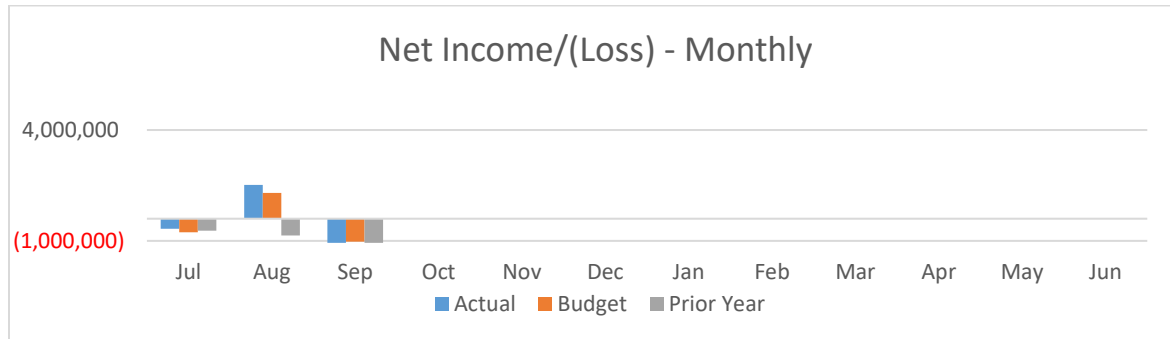


Modoc Medical Center
Financial Narrative
For the Month of September 2026

Prepared by Jin Lin, Finance Director

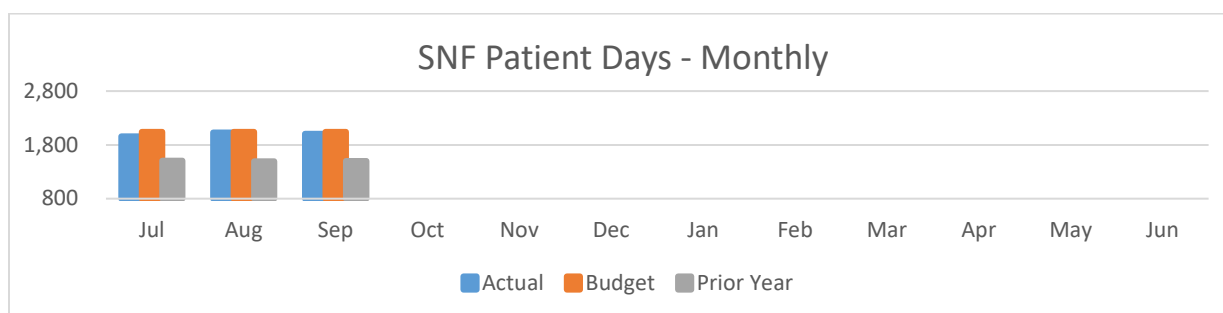
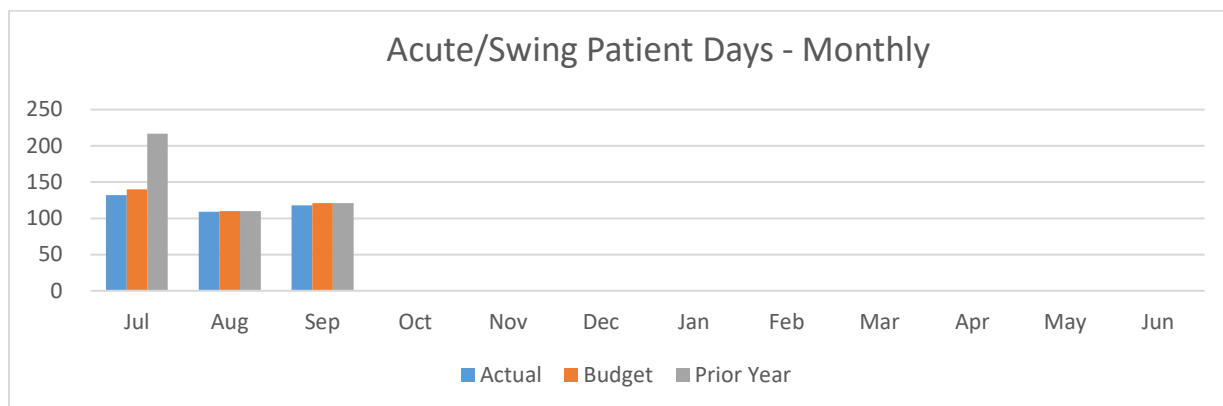
Summary

During the month of September, Modoc Medical Center reported a loss from operations of \$1.06 million, underperforming the budget that anticipated an operating loss of \$1.01 million. Inpatient revenue was below the budget by \$11K. Outpatient revenue was above budget by \$162K for the month. Total patient revenue was \$5.58 million, above budget of \$151K. Modoc Medical Center shows a net loss of \$1.30 million that was \$269K unfavorable to budget.



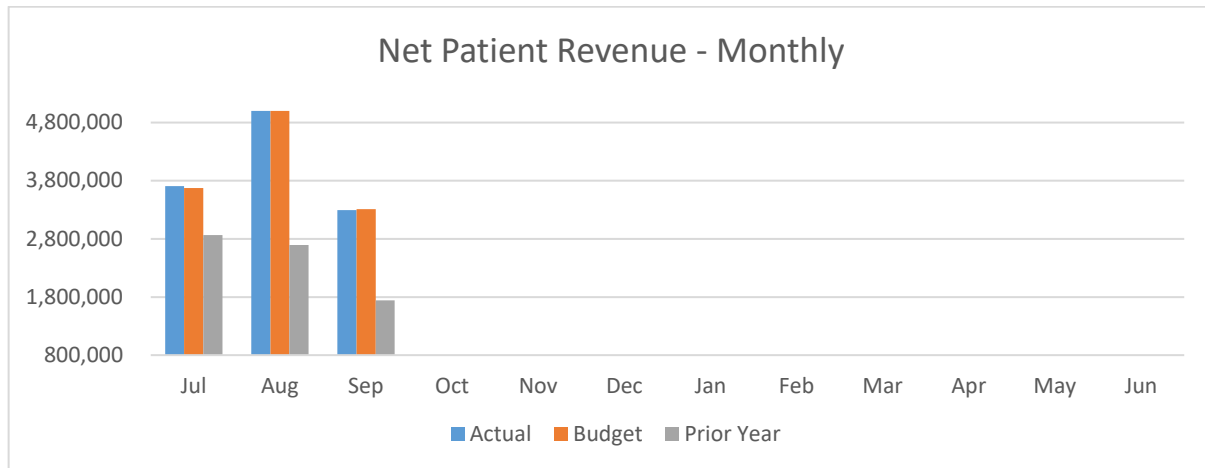
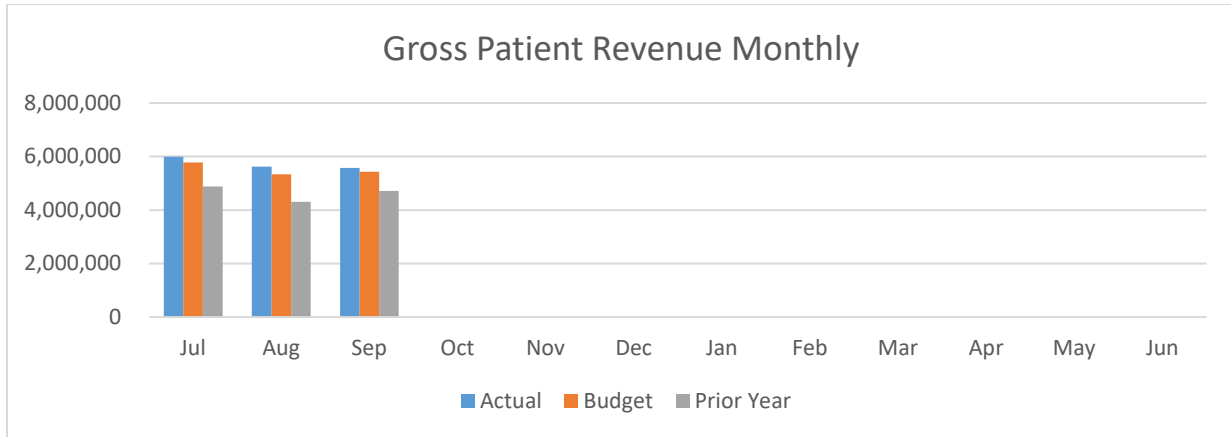
Patient Volumes

Combined Acute Days were 118, in line with the budget for the month. SNF Patient Days were 2,009 for the month. Overall Inpatient and SNF Days were below budget by 34 days (2,127 actual vs. 2,161 budget). Most outpatient visits were above budget; however, Ambulance runs and Ultrasounds were below budget.



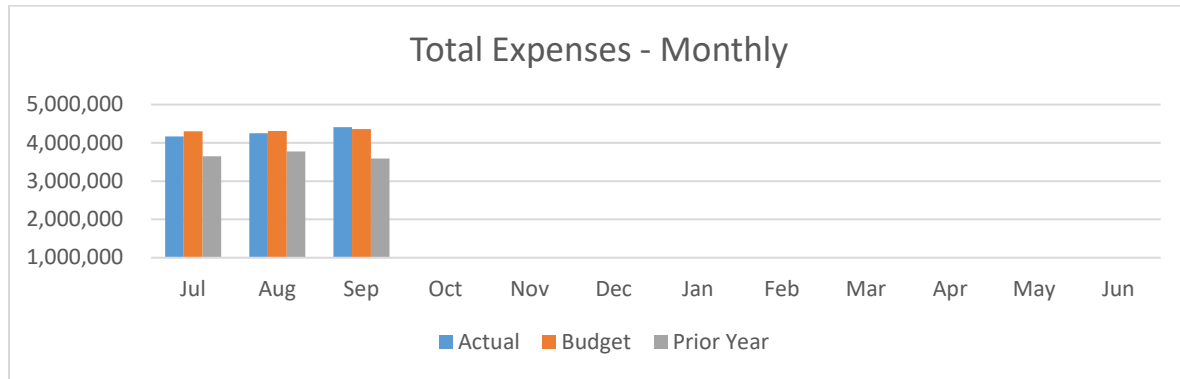
Revenues

During the month of September, gross revenue (total patient revenue plus other revenue) exceeded budget by \$172K. Net revenue was above budget by \$6K. Gross Patient Revenue was \$5.58 million vs \$5.43 million budgeted. Inpatient Revenue was \$1.70 million vs \$1.71 million budgeted; and Outpatient Revenue was \$3.88 million vs \$3.71 million budgeted. Total deductions from revenue were \$2.28 million and unfavorable to the budget of \$166K. Net patient Revenue was \$3.30 million which was below budget by \$15K.



Expenses

Total operating expenses were \$4.41 million for the month and \$57K finished unfavorable to the expense budget.

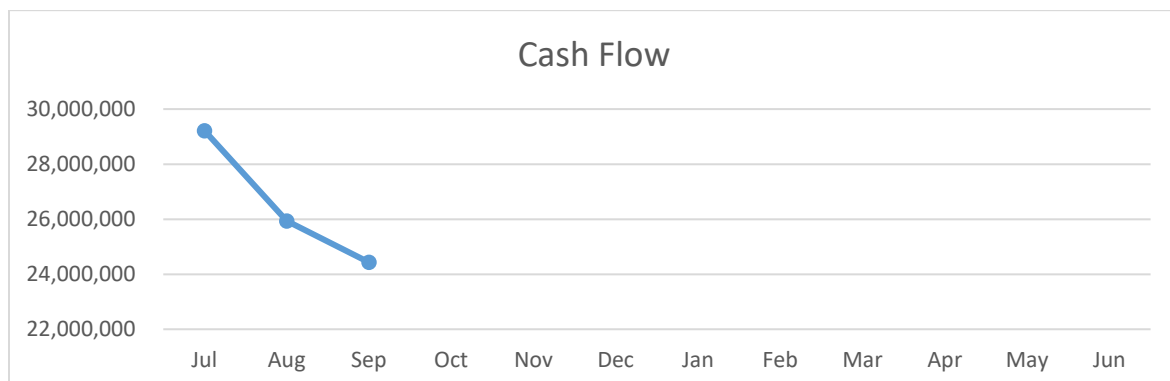


Non-Operating Activity

Non-Operating activities for the month were as follows: Accrued Interest expense from USDA Loan was \$160K. Interest income of \$14K was earned from Money Market. Accrued Interest of \$47K from Cambridge Investment Account was not included. The retail pharmacy showed a loss of \$92K. District vouchers were \$3K. Total non-operating net loss for the month was \$242K vs net loss of \$24K budgeted.

Balance Sheet

Cash for the month was 24.43 million. The total current liabilities were \$4.57 million. Days in Cash totaled 176. Days in AP totaled 16. Days in AR totaled 58. The current ratio was 8.12. Net AR as a percentage of gross AR was 41.97%.



Modoc Medical Center
Income Statement
For the month of September 2026

	Month	Sep-26 Budget	Variance	Prior Year Month	2027 YTD	2027 YTD Budget	Variance	Prior Year YTD
Revenues								
Room & Board - Acute	516,695	493,277	23,418	467,429	1,693,691	1,762,671	(68,980)	1,682,326
Room & Board - SNF	1,184,271	1,219,075	(34,804)	878,216	3,614,562	3,657,225	(42,663)	2,613,023
<u>Total Inpatient Revenue</u>	<u>1,700,966</u>	<u>1,712,352</u>	<u>(11,387)</u>	<u>1,345,645</u>	<u>5,308,252</u>	<u>5,419,896</u>	<u>(111,644)</u>	<u>4,295,348</u>
Outpatient Revenue	3,875,329	3,713,159	162,170	3,369,321	11,874,344	11,112,328	762,016	9,599,871
<u>Total Patient Revenue</u>	<u>5,576,295</u>	<u>5,425,511</u>	<u>150,783</u>	<u>4,714,967</u>	<u>17,182,596</u>	<u>16,532,223</u>	<u>650,373</u>	<u>13,895,219</u>
Bad Debts (580000,580011,58010)	206,245	103,980	102,265	192,942	411,613	316,840	94,773	378,719
Contractuals Adjs	2,007,161	1,894,197	112,964	1,894,197	3,950,333	3,375,076	575,256	5,294,593
Admin Adjs (5930002-593001,598)	66,506	116,116	(49,611)	884,264	256,732	366,182	(109,451)	920,866
<u>Total Revenue Deductions</u>	<u>2,279,912</u>	<u>2,114,293</u>	<u>165,619</u>	<u>2,971,403</u>	<u>4,618,678</u>	<u>4,058,099</u>	<u>560,579</u>	<u>6,594,179</u>
<u>Net Patient Revenue</u>	<u>3,296,383</u>	<u>3,311,218</u>	<u>(14,835)</u>	<u>1,743,564</u>	<u>12,563,918</u>	<u>12,474,124</u>	<u>89,794</u>	<u>7,301,040</u>
% of Charges	59.1%	61.0%	-1.9%	37.0%	73.1%	1	-2.3%	52.5%
Other Revenue	55,249	34,509	20,740	34,509	149,695	87,757	61,937	86,755
<u>Total Net Revenue</u>	<u>3,351,632</u>	<u>3,345,727</u>	<u>5,905</u>	<u>1,778,073</u>	<u>12,713,613</u>	<u>12,561,882</u>	<u>151,731</u>	<u>7,387,795</u>
Expenses								
Salaries	1,940,149	1,922,166	17,983	1,684,758	5,666,561	5,763,765	(97,204)	5,160,531
Benefits and Taxes	501,793	404,040	97,753	340,699	1,410,960	1,211,800	199,159	1,100,692
Registry	245,284	329,734	(84,450)	199,454	903,385	989,202	(85,818)	669,084
Professional Fees	599,939	567,867	32,072	373,455	1,658,869	1,615,088	43,781	1,241,614
Purchased Services	156,340	144,198	12,142	118,558	527,648	432,563	95,085	387,177
Supplies	387,028	415,144	(28,117)	403,531	1,061,411	1,245,433	(184,022)	1,145,191
Repairs and Maint	46,522	38,455	8,067	55,206	139,081	116,808	22,273	168,338
Lease and Rental	7,724	5,069	2,655	2,205	15,375	13,792	1,583	6,280
Utilities	78,898	92,818	(13,920)	56,867	243,156	278,454	(35,298)	176,703
Insurance	43,696	41,020	2,676	43,413	115,211	123,060	(7,849)	130,936
Depreciation	265,162	311,193	(46,030)	177,432	811,678	933,579	(121,901)	545,149
Other	140,429	84,743	55,685	135,953	324,162	247,080	77,082	283,743
<u>Total Operating Expenses</u>	<u>4,412,963</u>	<u>4,356,448</u>	<u>56,516</u>	<u>3,591,532</u>	<u>12,877,497</u>	<u>12,970,625</u>	<u>(93,127)</u>	<u>11,015,438</u>
<u>Income from Operations</u>	<u>(1,061,331)</u>	<u>(1,010,720)</u>	<u>(50,611)</u>	<u>(1,813,459)</u>	<u>(163,885)</u>	<u>(408,743)</u>	<u>244,858</u>	<u>(3,627,642)</u>
Property Tax Revenue	0	0	0	0	58,273	0	58,273	61,179
Interest Income	13,508	80,263	(66,754)	43,952	69,155	240,788	(171,633)	362,390
Interest Expense	(160,360)	(148,978)	(11,383)	(81,291)	(478,267)	(452,166)	(26,101)	(246,979)
Gain/Loss on Asset Disposal/Forte	0	0	0	0	0	0	0	0
Retail Pharmacy Net Activity	(92,296)	50,994	(143,290)	40,127	256,703	152,982	103,721	369,601
DISTRICT VOUCHERS AND OTHER	(2,777)	(5,903)	3,127	(7,451)	(12,146)	(17,710)	5,564	(22,855)
<u>Total Non-Operating Revenue</u>	<u>(241,924)</u>	<u>(23,624)</u>	<u>(218,300)</u>	<u>(4,663)</u>	<u>(106,282)</u>	<u>(76,106)</u>	<u>(30,176)</u>	<u>523,336</u>
<u>Net Income/(Loss)</u>	<u>(1,303,256)</u>	<u>(1,034,345)</u>	<u>(268,911)</u>	<u>(1,818,122)</u>	<u>(270,166)</u>	<u>(484,849)</u>	<u>214,683</u>	<u>(3,104,306)</u>
<u>EBIDA</u>	<u>(877,733)</u>	<u>(574,174)</u>	<u>(303,559)</u>	<u>(1,559,399)</u>	<u>1,019,778</u>	<u>900,896</u>	<u>118,883</u>	<u>(2,312,178)</u>
Operating Margin %	-31.7%	-30.2%	-1.5%	-102.0%	-1.3%	-3.3%	2.0%	-49.1%
Net Margin %	-38.9%	-30.9%	-8.0%	-102.3%	-2.1%	-3.9%	1.7%	-42.0%
EBIDA Margin %	-26.2%	-17.2%	-9.0%	-87.7%	8.0%	7.2%	0.8%	-31.3%

Modoc Medical Center
Income Statement Trend

	FYE 2026 YTD <u>July-Sept</u>	<u>Sep-25</u>	FYE 2027 YTD <u>July-Sept</u>	<u>Sep-26</u>
Revenues				
Room & Board - Acute	1,682,326	467,429	1,693,691	516,695
Room & Board - SNF	2,613,023	878,216	3,614,562	1,184,271
	0			
<u>Total Inpatient Revenue</u>	<u>4,295,348</u>	<u>1,345,645</u>	<u>5,308,252</u>	<u>1,700,966</u>
Outpatient Revenue	9,599,871	3,369,321	11,874,344	3,875,329
<u>Total Patient Revenue</u>	<u>13,895,219</u>	<u>4,714,967</u>	<u>17,182,596</u>	<u>5,576,295</u>
Bad Debts	378,719	192,942	411,613	206,245
Contractual Adjts	5,294,593	1,894,197	3,950,333	2,007,161
Admin Ajds	920,866	884,264	256,732	66,506
<u>Total Revenue Deductions</u>	<u>6,594,179</u>	<u>2,971,403</u>	<u>4,618,678</u>	<u>2,279,912</u>
<u>Net Patient Revenue</u>	<u>7,301,040</u>	<u>1,743,564</u>	<u>12,563,918</u>	<u>3,296,383</u>
<i>% of Charges</i>	<i>52.5%</i>	<i>37.0%</i>	<i>73.1%</i>	<i>59.1%</i>
Other Revenue	86,755	34,509	149,695	55,249
<u>Total Net Revenue</u>	<u>7,387,795</u>	<u>1,778,073</u>	<u>12,713,613</u>	<u>3,351,632</u>
Expenses				
Salaries	5,160,531	1,684,758	5,666,561	1,940,149
Benefits and Taxes	1,100,692	340,699	1,410,960	501,793
Registry	669,084	199,454	903,385	245,284
Professional Fees	1,241,614	373,455	1,658,869	599,939
Purchased Services	387,177	118,558	527,648	156,340
Supplies	1,145,191	403,531	1,061,411	387,028
Repairs and Maint	168,338	55,206	139,081	46,522
Lease and Rental	6,280	2,205	15,375	7,724
Utilities	176,703	56,867	243,156	78,898
Insurance	130,936	43,413	115,211	43,696
Depreciation	545,149	177,432	811,678	265,162
Other	283,743	135,953	324,162	140,429
<u>Total Operating Expenses</u>	<u>11,015,438</u>	<u>3,591,532</u>	<u>12,877,497</u>	<u>4,412,963</u>
<u>Income from Operations</u>	<u>(3,627,642)</u>	<u>(1,813,459)</u>	<u>(163,885)</u>	<u>(1,061,331)</u>
Property Tax Revenue	61,179	0	58,273	0
Interest Income	362,390	43,952	69,155	13,508
Interest Expense	(246,979)	(81,291)	(478,267)	(160,360)
Gain/Loss on Asset Disposal/Forte	0	0	0	0
Retail Pharmacy Net Activity	369,601	40,127	256,703	(92,296)
DISTRICT VOUCHERS AND OTHER	(22,855)	(7,451)	(12,146)	(2,777)
<u>Total Non-Operating Revenue</u>	<u>523,336</u>	<u>(4,663)</u>	<u>(106,282)</u>	<u>(241,924)</u>

Modoc Medical Center
Balance Sheet
For the month of September 2026

	Unaudited 9/30/2026	Unaudited 8/31/2026	Unaudited 7/31/2026	Unaudited 6/30/2026
Cash	1,133,556	555,519	755,711	1,879,867
Investments	21,233,926	23,326,952	26,412,621	26,985,025
Designated Funds	2,064,134	2,057,622	2,050,688	2,044,269
Total Cash	24,431,616	25,940,092	29,219,019	30,909,161
Gross Patient AR (Patient AR- Allowances	10,471,730 (6,077,192)	10,718,330 (6,188,493)	11,346,763 (6,222,498)	10,708,215 (5,969,738)
Net Patient AR	4,394,538	4,529,837	5,124,265	4,738,476
% of Gross	42.0%	42.3%	45.2%	44.3%
Third Party Receivable	5,817,028	5,778,589	147,637	119,517
Other AR	859,313	1,032,168	1,013,913	905,739
Inventory	653,330	615,732	621,732	600,312
Prepays	1,004,591	929,396	888,634	808,023
Total Current Assets	37,160,416	38,825,814	37,015,201	38,081,228
Land (120000-120900)	713,540	713,540	713,540	713,540
Bldg & Improvements (12110	104,957,482	104,957,482	104,953,797	104,953,797
Equipment (124100-124204)	16,993,974	16,993,974	16,670,814	16,670,814
Construction In Progress (125	2,811,074	2,509,684	2,407,321	2,335,463
Fixed Assets	125,476,070	125,174,680	124,745,472	124,673,614
Accum Depreciation	(24,124,028)	(23,858,675)	(23,584,205)	(23,311,763)
Net Fixed Assets	101,352,042	101,316,005	101,161,267	101,361,851
Other Assets	0	0	0	0
Total Assets	138,512,458	140,141,819	138,176,468	139,443,079
Accounts Payable	1,974,615	1,648,645	1,405,465	1,447,470
Accrued Payroll	1,523,312	2,187,444	2,040,737	1,822,787
Patient Trust Accounts	11,755	11,755	11,890	11,890
Third Party Payables	554,000	554,000	554,000	554,000
Accrued Interest				
Current Portion Liabilities	263,132	263,132	263,132	263,132
Other Current Liabilities/Accr	247,231	172,564	95,407	481,903
Total Current Liabilities	4,574,043	4,837,539	4,370,630	4,581,181
Long Term Liabilities	54,659,280	54,686,470	54,713,576	55,312,597
Total Liabilities	59,233,323	59,524,010	59,084,206	59,893,778
Fund Balance	79,549,300	79,549,300	79,549,300	79,549,300
Current Year Income/(Loss)	(270,166)	1,068,509	(457,039)	
Total Equity	79,279,134	80,617,810	79,092,261	79,549,300
Total Liabilities and Equity	138,512,458	140,141,819	138,176,467	139,443,078
Days in Cash	176	188	217	241
Days in AR (Gross)	58	59	59	58
Days in AP	16	13	12	12
Current Ratio	8.12	8.03	8.47	8.31

STATEMENT OF CASH FLOWS

September-26

	CURRENT MONTH	FISCAL YEAR YTD
CASH FLOWS FROM OPERATING ACTIVITIES		
NET INCOME	<u>(1,303,256)</u>	<u>(270,166)</u>
ADJUSTMENTS TO RECONCILE NET INCOME TO NET CASH PROVIDED BY OPERATING ACTIVITIES		
DEPRECIATION EXPENSE	265,355	812,264
CHANGE IN PATIENT ACCOUNTS RECEIVABLE	135,299	343,938
CHANGE IN OTHER RECEIVABLES	134,417	-5,651,084
CHANGE IN INVENTORIES	-37,598	-53,018
CHANGE IN PREPAID EXPENSES	-75,195	-196,569
CHANGE IN ACCOUNTS PAYABLE	290,549	527,144
CHANGE IN ACCRUED SALARIES AND RELATED TAXES	-664,132	-299,475
CHANGE IN OTHER PAYABLES	0	0
NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES	48,694	-4,516,800
CASH FLOWS FROM INVESTMENT ACTIVITIES		
PURCHASE OF EQUIPMENT/CIP	-301,390	-802,455
CUSTODIAL HOLDINGS	0	-135
NET CASH PROVIDED (USED) BY INVESTING ACTIVITIES	-301,390	-802,590
CASH FROM FINANCING ACTIVITIES		
Current Liability	74,667	-234,672
Long Term Liability	-27,190	-653,317
NET CASH PROVIDED (USED) BY FINANCING ACTIVITIES	47,477	-887,989
CASH AT BEGINNING OF PERIOD	25,940,092	30,909,161
NET INCREASE (DECREASE) IN CASH	-1,508,476	-6,477,546
CASH AT END OF PERIOD	24,431,616	24,431,616

MODOC MEDICAL CENTER																											
"KEY STATISTICS"																											
Twelve Months Ending September 30th, 2026																											
	Sep-26		Aug-26		Jul-26		Jun-26		May-26		Apr-26		Mar-26		Feb-26		Jan-26		Dec-25		Nov-25		Oct-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	61	47	50	49	71	53	61	64	40	81	53	76	45	64	89	48	49	56	69	64	56	83	52	75	182	149	696
Swing	57	74	59	61	61	87	54	58	20	56	59	59	87	65	98	73	54	57	124	70	92	46	38	76	177	299	803
SNF	2,009	2,040	2,030	2,040	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	5,997	4,502	21,203
Total "Patient Days"	2,127	2,161	2,139	2,150	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	6,356	4,950	22,702
ADC																											
Adults/Peds	2.03	1.52	1.61	1.58	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	1.98	1.62	1.91
Swing	1.90	2.39	1.90	1.97	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	1.92	3.25	2.20
SNF	66.97	65.81	65.48	65.81	63.16	65.81	64.07	50.00	62.03	50.00	60.37	50.00	57.03	50.00	53.11	47.85	51.55	50.00	52.10	49.52	51.20	48.39	49.87	48.39	65.18	48.93	58.09
Total "Average Daily Census"	70.90	69.71	69.00	69.35	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	69.09	53.80	62.20
ALOS																											
Adults/Peds	1.00		1.00		0.95		2.77		2.67		2.94		3.46		3.30		2.72		3.63		3.50		3.06		0.98	3.17	1.98
Swing	7.13		7.38		7.63		4.50		4.00		6.56		8.70		7.00		10.80		10.33		9.20		7.60		7.38	12.46	7.58
Admissions																											
Adults/Peds	61	16	50	14	75	17	22	14	15	17	18	20	13	20	27	17	18	17	19	19	16	8	17	20	186	47	351
Swing	8	5	8	7	8	12	12	8	5	10	9	4	10	11	14	6	5	6	12	9	10	10	5	5	24	24	106
SNF	4	-	2	1	2	5	4	3	6	4	7	1	10	2	3	-	2	2	-	2	5	2	-	2	8	6	45
Total "Admissions"	73	21	60	22	85	34	38	25	26	31	34	25	33	33	44	23	25	25	31	30	31	20	22	27	218	77	502
Discharges																											
SNF	6		1		2		4		3		7		3		1		1		2		1		1		9	3	32
Days in Period	30		31		31		30		31		30		31		28		31		31		30		31		-	-	-
Amulatory Service Statistics																											
Emergency Visits	517	471	523	494	515	487	514	468	532	439	440	518	485	510	444	482	485	440	486	510	474	421	550	474	1,555	1,452	5,965
Ambulance Runs Visits	63	94	77	82	74	106	77	87	71	86	56	92	65	99	78	95	73	87	107	93	90	93	78	91	214	282	909
Clinic Visits	860	791	861	827	999	959	946	903	901	932	972	905	1,112	872	968	790	805	970	772	684	808	813	837	923	2,720	2,577	10,841
Canby Clinic Visits	272	210	354	248	293	312	321	208	293	227	276	257	216	872	220	243	222	290	290	251	202	264	233	268	919	770	3,192
Canby Dental	196	195	173	169	196	169	204	174	168	173	347	163	170	171	158	133	178	185	145	147	129	171	183	200	565	533	2,247
Observation Admits	8	-	3	1	3	2	6	5	6	5	6	5	1	3	4	2	7		1	5	5	4	2	2	14	3	52
Observation Care Hours	282.3	-	82.1	26	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	461	171	1,887
Ancillary Services Statistics																											
Surgeries	4	50	2	3	2	2	-	2	2	11	5	2	8	3	4	4	4	10	3	11	4	2	3	3	8	15	41
Endoscopies	35	21	17	24	24	17	21	25	22	19	26	21	17	21	16	20	21	28	23	20	23	21	35	20	76	62	280
Surgery & Recovery Minutes	936	716	489	638	618	414	428	802	643	869	835	767	541	623	732	666	632	682	658	731	577	462	1,016	566	2,043	1,768	8,105
Anesthesia Minutes	1,427	1,089	729	1,014	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	3,132	2,770	12,092
Laboratory Tests	5,758	4,379	5,117	4,772	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	16,651	14,392	61,429
EKG Tests-Acute Proc																									-	-	-
EKG Tests-Clinic Proc																									-	-	-
Radiology-Diagnostic Proc	335	244	281	267	329	330	333	272	292	289	304	227	345	258	348	301		282	287	256	236	261	307	285	945	841	3,397
Ultrasounds Proc	101	112	111	114	125	156	143	89	98	86	135	92	127	75	96	105		92	126	86	73	53	138	106	337	382	1,273
CT Scans Proc	191	168	184	181	190	196	187	146	184	140	166	167	142	149	181	153		127	182	145	160	152	149	152	565	545	1,916
MRI Proc	39	38	41	38	42	38	47		49		38		38		39				45		21	15	-	-	122	-	399
Physical Therapy Sessions	777	660	796	660	880	660	840	613	709	627	497	763	873	745	409	517	469	569	545	429	450	542	582	552	2,453	3,050	7,827
Retail Pharmacy-Scripts	4,359	4,016	4,458	3,555		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	8,817	11,012	49,472

MODOC MEDICAL CENTER "FULL TIME EQUIVALENT REPORT" Twelve Months Ending: September 30th, 2026													
Department	Sep-26	Aug-26	Jul-26	Jun-26	May-26	Apr-26	Mar-26	Feb-26	Jan-26	Dec-25	Nov-25	Oct-25	12 Mo Ave
Med / Surg	16.94	16.66	17.19	16.65	16.55	16.98	18.32	19.24	18.35	16.90	17.36	15.63	17.23
Comm Disease Care													#DIV/0!
Swing Beds													#DIV/0!
Long Term - SNF	74.49	71.11	75.09	75.87	74.52	69.35	69.30	61.27	59.65	37.41	64.09	59.56	65.98
Mountainview - SNF	17.23	16.67	3.47	2.52	3.25	3.31	2.91	9.79	10.26	31.66			10.11
Emergency Dept	14.29	14.32	14.17	13.46	13.80	12.79	11.46	13.66	12.26	11.60	12.19	12.93	13.08
Ambulance - Alturas	12.94	11.88	11.96	11.67	11.82	12.65	10.99	11.90	10.55	11.55	10.79	10.86	11.63
Clinic	20.80	20.61	21.84	22.33	19.97	21.74	21.85	20.74	17.92	17.28	19.78	19.45	20.36
Canby Clinic	11.16	11.78	11.31	11.49	11.37	11.31	9.29	9.48	9.04	10.54	11.49	12.06	10.86
Canby Dental	3.93	3.96	3.98	3.77	3.89	3.94	4.59	4.60	4.43	4.66	5.11	4.75	4.30
Surgery	4.33	3.95	3.78	3.64	3.90	3.97	4.10	4.45	3.67	4.33	5.05	4.12	4.11
IRR													#DIV/0!
Lab	8.81	8.93	8.46	8.68	8.20	8.94	8.29	8.32	8.65	8.51	8.90	8.94	8.64
Radiology	5.73	5.46	5.25	5.73	5.49	5.77	5.56	6.49	6.05	6.86	7.13	5.37	5.91
MRI													#DIV/0!
Ultrasound	1.45	1.43	1.39	1.46	1.24	1.33	1.36	1.42	1.70	1.39	1.33	1.37	1.41
CT	1.38	1.14	1.24	1.54	1.18	1.24	1.31	1.58	1.34	1.51	1.81	1.29	1.38
Pharmacy	2.61	2.11	2.02	2.10	2.09	2.13	2.24	2.12	2.01	2.05	2.00	1.96	2.12
Physical Therapy	7.48	6.53	7.46	7.08	6.49	6.65	6.25	7.35	6.30	6.61	7.38	6.40	6.83
Other PT													#DIV/0!
Dietary	18.32	19.04	18.67	18.17	18.38	19.02	17.10	18.14	19.07	13.72	16.43	12.85	17.41
Dietary - MV SNF	4.96	4.79	4.86	4.65	4.20	3.73	2.98	3.10	2.33	5.89			4.15
Dietary Acute	8.94	8.82	8.76	8.08	9.68	9.62	8.29	7.52	7.35	7.48	7.08	8.43	8.34
Laundry	1.01	1.00	1.07	1.01	1.06	1.05	1.01	1.02	1.01	1.00	1.10	1.00	1.03
Activities	5.89	6.18	5.71	5.58	5.14	5.59	5.75	5.87	5.21	5.11	5.72	5.67	5.62
Social Services	4.83	3.60	3.89	3.97	4.00	3.07	2.77	1.96	2.16	1.79	1.97	2.02	3.00
Purchasing	3.11	3.00	2.96	3.03	2.98	3.01	2.99	2.98	3.01	3.01	3.01	2.92	3.00
Housekeeping	18.71	18.40	18.76	18.95	19.87	20.37	20.55	18.65	16.81	17.10	15.12	13.97	18.11
Maintenance	5.88	6.06	6.08	5.99	5.77	5.94	5.91	5.99	6.03	6.06	5.93	6.05	5.97
Data Processing	4.71	4.75	4.49	4.68	4.72	4.41	4.11	4.21	4.16	4.07	4.87	4.68	4.49
General Accounting	3.21	3.24	3.53	3.29	3.54	2.88	3.84	3.86	4.21	4.14	3.92	3.94	3.63
Patient Accounting	6.93	7.93	7.84	8.73	8.97	9.08	9.34	8.45	9.48	9.13	9.30	8.46	8.64
Administration	3.79	3.62	3.32	3.47	3.65	3.27	3.51	3.44	3.21	3.38	3.37	3.49	3.46
Human Resources	2.89	2.96	2.95	2.98	2.93	2.85	2.88	2.12	2.89	2.99	3.01	2.97	2.87
Medical Records	8.62	8.55	8.72	8.70	8.65	8.75	8.74	8.81	8.52	8.58	8.70	7.76	8.59
Nurse Administration	2.96	3.23	3.00	3.02	3.16	3.02	3.11	2.77	2.93	2.91	2.78	3.07	3.00
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	1.46	1.44	1.45	1.45	1.47	1.49	1.43	1.50	1.44	1.48	1.49	1.49	1.47
Quality Assurance	0.50	0.50	0.50	0.50	0.51	0.50	0.50	0.50	0.50	0.50	0.50	0.51	0.50
Infection Control	0.59	0.64	0.40	0.58	0.59	0.60	0.59	0.60	0.59	0.59	0.61	0.69	0.59
Retail Pharmacy	5.41	6.41	6.94	5.63	6.60	6.43	6.16	6.41	7.15	6.41	6.39	6.67	6.38
TOTAL	317.29	311.70	303.51	301.45	300.63	297.78	290.38	291.31	281.24	279.20	276.71	262.33	290.57

0.28	0.02
0.00	#DIV/0!
0.00	#DIV/0!
3.38	0.05
0.56	0.03
-0.03	(0.00)
1.06	0.08
0.19	0.01
-0.62	(0.06)
-0.03	(0.01)
0.38	0.09
0.00	#DIV/0!
-0.12	(0.01)
0.27	0.05
0.00	#DIV/0!
0.02	0.01
0.24	0.17
0.50	0.19
0.95	0.13
0.00	#DIV/0!
-0.72	(0.04)
0.17	0.03
0.12	0.01
0.01	0.01
-0.29	(0.05)
1.23	0.25
0.11	0.04
0.31	0.02
-0.18	(0.03)
-0.04	(0.01)
-0.03	(0.01)
-1.00	(0.14)
0.17	0.04
-0.07	(0.02)
0.07	0.01
-0.27	(0.09)
0.00	-
0.02	0.01
0.00	-
-0.05	(0.08)
-1.00	(0.18)
5.59	0.02