

Chief Executive Officer
Chris Bjornberg



Mayers Memorial Hospital District

Board of Directors
Jeanne Utterback, President
Tami Vestal-Humphry, Vice President
Beatriz Vasquez, Ph.D., Secretary
Abe Hathaway, Treasurer
Tom Guyn, M.D., Director

Finance Committee

Meeting Agenda

April 27, 2022 at 10:30 AM

Burney Boardroom

20647 Commerce Ave, Burney

MICROSOFT TEAMS MEETING

Meeting Information

[Click Here to Join](#)

Call In Number: 1-279-895-6380

Phone Conference ID: 422 323 993#

In observance of the Americans with Disabilities Act, please notify us at 530-336-5511, ext 1264 at least 48 hours in advance of the meeting so that we may provide the agenda in alternative formats or make disability-related modifications and accommodations. The District will make every attempt to accommodate your request.

Attendees

Abe Hathaway, Chair, Board Member
Tami Vestal-Humphry, Board Member
Chris Bjornberg, CEO
Travis Lakey, CFO

1 CALL MEETING TO ORDER

2 CALL FOR REQUEST FROM THE AUDIENCE - PUBLIC COMMENTS OR TO SPEAK TO AGENDA ITEMS

**Approx.
Time
Allotted**

3 APPROVAL OF MINUTES

3.2 Regular Meeting –March 30, 2022 *Attachment A* **Action Item** 2 min.

4 FINANCIAL REVIEWS/BUSINESS

4.1 March 2022 Financials *Attachment B* **Action Item** 5 min.

4.2 Accounts Payable (AP)/Accounts Receivable (AR) *Attachment C* **Action Item** 5 min.

4.3 Burney Annex Fire Alarm Project *Attachment C* **Action Item** 5 min.

4.4 Daycare Project Update Information 5 min.

4.5 Department Reports to Finance Discussion 5 min.

5 ADMINISTRATIVE REPORT

Report 5 min.

6 OTHER INFORMATION/ANNOUNCEMENTS

Information

7 ADJOURNMENT: Next Regular Meeting – May 25, 2022

Posted 4/22/2022

Public records which relate to any of the matters on this agenda (except Closed Session items), and which have been distributed to the members of the Board, are available for public inspection at the office of the Clerk to the Board of Directors, 43563 Highway 299 East, Fall River Mills CA 96028. This document and other Board of Directors documents are available online at www.mayersmemorial.com.

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Board of Directors
Finance Committee
Minutes

March 30, 2022

FR Boardroom & Microsoft Teams

These minutes are not intended to be a verbatim transcription of the proceedings and discussions associated with the business of the board's agenda; rather, what follows is a summary of the order of business and general nature of testimony, deliberations and action taken.

1	CALL MEETING TO ORDER: Abe Hathaway called the meeting to order at 10:33 am on the above date.		
BOARD MEMBERS PRESENT:		STAFF PRESENT:	
Abe Hathaway, Committee Chair Tami Vestal-Humphry, Director		Chris Bjornberg, CEO Travis Lakey, CFO Ryan Harris, COO Candy Detchon, CNO Theresa Overton, DON Acute Moriah Padilla, ADON Acute Jessica DeCoito, Board Clerk	
ABSENT:			
2	CALL FOR REQUEST FROM THE AUDIENCE – PUBLIC COMMENTS OR TO SPEAK TO AGENDA ITEMS - None		
3	APPROVAL OF MINUTES: February 23, 2022 – minutes attached. Motion moved, seconded, and carried.	<i>Humphry, Hathaway</i>	Approved by All
4	PRESENTATION: Wipfli Q&A		
No questions for Wipfli at this meeting. We will ask our questions at the Regular Board Meeting.			
5	FINANCIAL REVIEWS		
5.1	February 2022 Financials: Need to look at what is going at the Retail Pharmacy. Pharmacist hired to help both the hospital and retail pharmacy – will begin shortly. Rural Health Clinic – working with consultant on trying to understand what's going with our financials. It will also help us see what other things we can be doing to increase our revenues. Partnership Patients have been adjusted so we can see more patients. Insurance will be going up – just like the market trends are doing everywhere.	<i>Humphry, Hathaway</i>	Approved by All
5.2	Accounts Payable (AP) & Accounts Receivable (AR): AR days are headed in the right direction. Medicare is doing some adjusting that might cause a slight drop. And Partnership is down right now.		
5.3	Board Quarterly Finance Review: Motion moved, seconded and carried to take to full board for approval.	<i>Humphry, Hathaway</i>	Approved by All
5.4	Electronic Health Records Selection: Clinic would change over to CERNER from Epic. CERNER is a part of CommonWell that is a health exchange. CERNER will be MMHD organization wide without Retail Pharmacy covered. Motion moved, seconded and carried to take to full board for approval.	<i>Humphry, Hathaway</i>	Approved by All
5.5	Retail Pharmacy Sign Proposals: two proposals have been included for review. Stewart Signs does not custom make the sign like Western Sign, which is why the sign price is different. Motion moved, seconded and carried to take to full board for approval.	<i>Humphry, Hathaway</i>	Approved by All
5.6	HVAC Project: two HVAC units are in need of repair. Dietary HVAC has a potential fix that would allow for a temporary solution but would allow us more time to look at the kitchen update that would include HVAC. This would be a mini split system, that falls within the CEO signing limit. The rough order of magnitude budget was included for the OR HVAC unit to be replaced. Approximately \$500,000 to complete this project. No action taken. Discussion to take place at full board meeting.	<i>No Action Taken</i>	
5.7	Daycare Project Update: Previous daycare model will not go forward. Current options: MMHD takes over the lease and hires the Daycare Director to run the daycare. We would manage everything ourselves. Based on other districts, the daycare model doesn't make any money but has provided the employees with a huge benefit. No action taken. Discussion to take place at full board meeting.	<i>No Action Taken</i>	
5.8	Mindray Quote for Cardiac Monitors: monitors are needed but pricing from Mindray had changed from previous representative (no longer with Mindray). Current price is at Board approval level	<i>Humphry, Hathaway</i>	Approved but All

		(\$62,068). But we are working with our new representative to get our promised return. Motion moved, seconded and carried to take to full board for approval.		
6	ADMINISTRATIVE REPORT: Will update at full board meeting.			
7	OTHER INFORMATION/ANNOUNCEMENTS: None			
8	ADJOURNMENT – 12:13 pm			
	Next Finance Committee Meeting: April 27, 2022			

DRAFT

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Finance Notes March FY 22

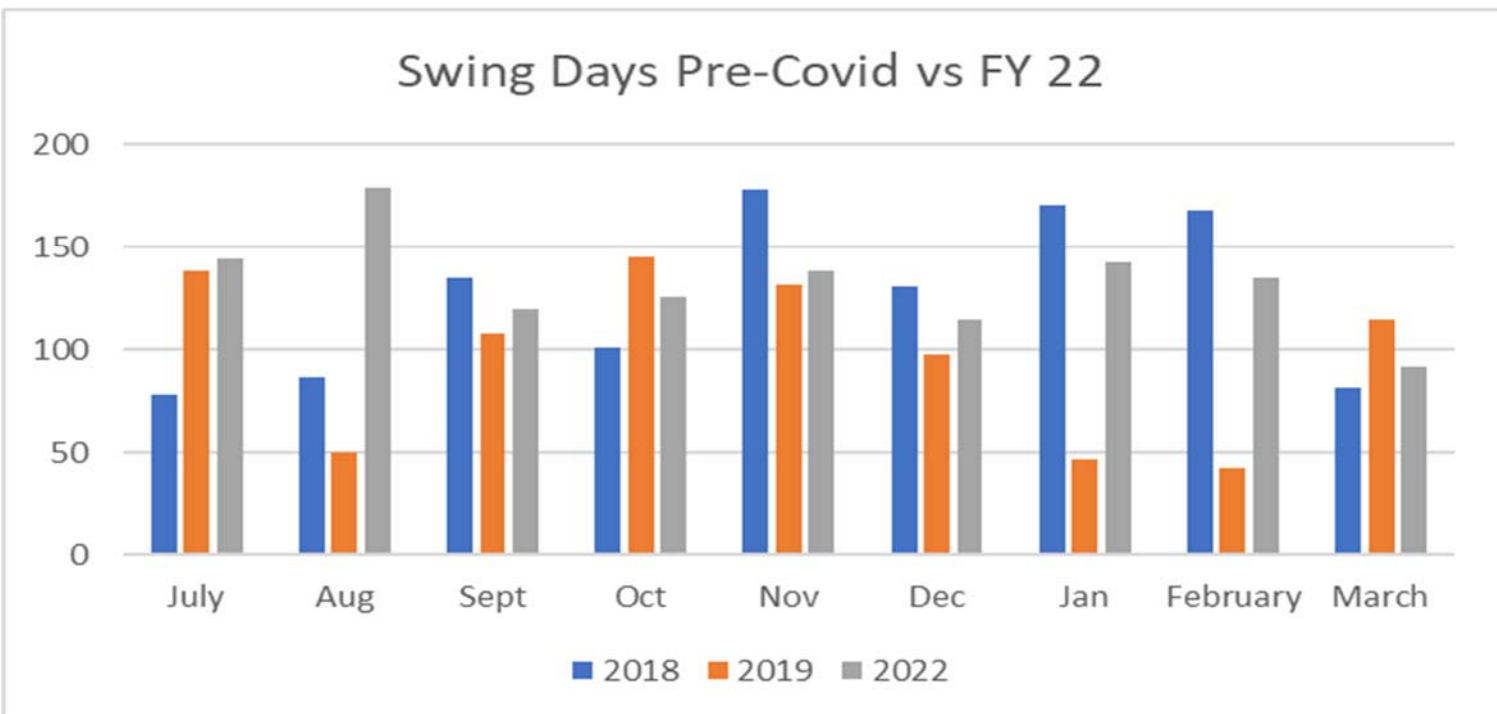
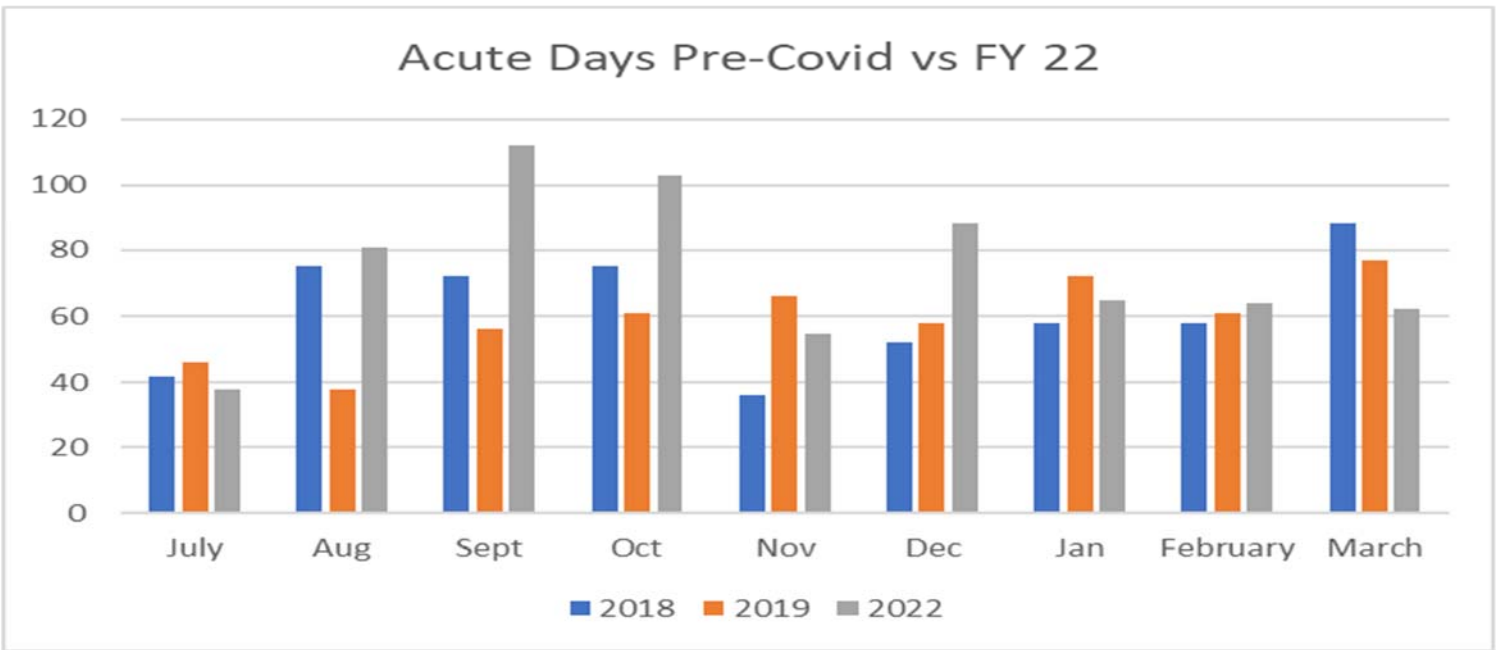
Summary of Financial Ratios			
Ratios	Period	YTD or Average where Applicable	
Cash on Hand	245	240	Average PY
Net Income	(965,544)	505,772	Average Monthly FY 20
Current Ratio	18.15		N/A
AR Days	75	61	Average PY
AP	985,885	501,619	Average PY
Daily Gross Revenue YE	137,767	114,713	Average PY
% of Gross Revenue Collected	74%	62%	PY Year End

1. Net Income for the period is down considerably as we've received all our large supplemental payments that reduce contractuals monthly. This year we only received a little over half of what we did last year for Rate Range due to them adjusting the program year. I do expect next year to be more in the line of the prior year so we would receive a couple million more in that program, and we are also not receiving our customary 750K from the Prime Program for quality metrics. April, May and June will look pretty rough financially as we are starting to receive invoices from the state provided nurses. So far, the invoices have had errors, so we've had to send them back for corrections, so they aren't booked yet. Talking to the state they have only processed the invoices through October(328K) so they have no idea how many are outstanding for us or what we'll be charged per type of provider as the pricing is variable depending on the demand at the time. Considering we have a three-million-dollar bottom line YTD I expect us to finish with a positive bottom line for the year which is more than a lot of providers can say as our contract labor, labor and supply costs have soared and Covid Supplemental funds are drying up.
2. I turned in our Phase Two Provider Relief Report. I'm hoping to convince our auditors to allow us to recognize the 1.1 million in PRF funds we received this year as there were enough allowable costs that weren't covered in Phase One and Two to apply those funds this year. They like to park it on the Balance Sheet until they have reviewed all the documentation prior to allowing it to be recognized as revenue.
3. I'm wrapping up a very clean Medi-Cal audit for FY 20.
4. Property Inspections went well at the lodge, and we have a list of minor repairs for completion prior to close of escrow. At this point the insurance is the only hold up as we are waiting on verification of its insurability prior to close. It sounds like it will be insurable through the Fair Plan, but the state moves rather slowly.
5. Keith and I have met with the retail pharmacy consultant and are providing him reports to analyze. On my side I've discovered that now that Medi-Cal is handling the prescriptions vs Partnership they just deposit funds in our account with a generic description that you would have no idea is pharmacy. We commonly receive payments before detailed remittance advices so the 95K over three months dispersed among 8+ million of patient deposits didn't really seem askew. So, from now on the pharmacy will send the Medi-Cal remits and we know what the non-descript code in our deposit is. The 95K in March for Med-Cal is three months' worth of collections and gives us a much better picture year to date. The supplies will need to be analyzed again this year to make sure we aren't carrying too much inventory.

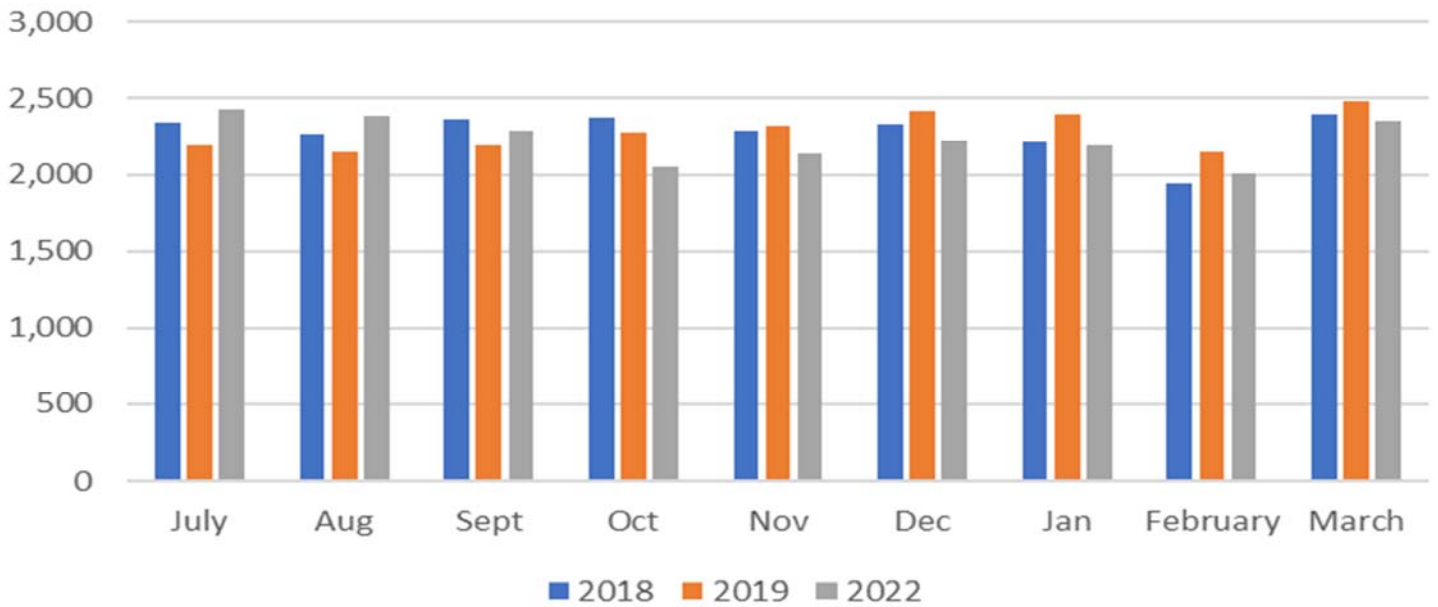
6. The RHC had an above average revenue month and was almost positive in March. Given that Medicare and Medi-Cal rates are cost based and will be adjusted when we file the Cost Report, I feel very positive about the trajectory of the clinic.
7. I'm working on our interim cost report which will determine our inpatient and outpatient rates until they process our actual cost report in January.
8. We just got back from the CHA Rural Meeting which covered Seismic, Medi-Cal's CAL Aim expansion, and staffing/housing issues that we are all dealing with. On some of these items we are certainly ahead of the pack as we are one of the few rural facilities that has built a new wing and has a plan to address some employee housing needs.

Statistics

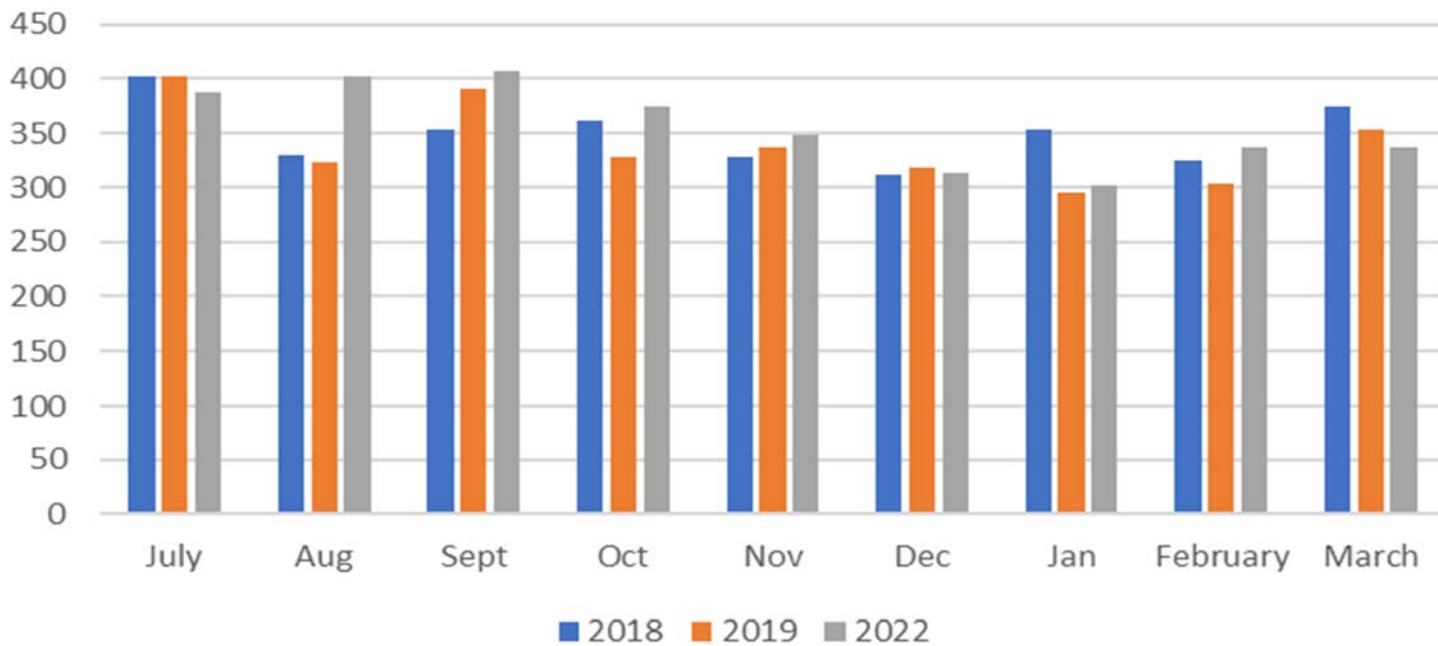
1. Per request I'm comparing our current stats to Pre-Covid years. Next Month I will compare some of the other service lines, so you don't have four to five pages of charts.



SNF Days Pre-Covid vs FY 22



ER visits Pre-Covid vs FY 22



Income Statement

1. Acute Revenue is down as Acute and Swing days were down under this year's averages.
2. SNF Revenue is up as average daily census increased and we increased charges a couple months ago.
3. Contractuals are up as there aren't any supplemental payments that reduce that amount. Contractuals are monitored very closely as if you are off it has a huge influence on your bottom line. We are tracking to collect

59% of gross revenue so far this year so the total deductions which works out to 41% of our total revenue for the month are right in line.

4. Productive Salaries are right in line with our average this year and where we expected them to be due to the pay increases at the beginning of the year.
5. Supplies are up due to higher prices and higher usage due to more Inpatient days and ER visits.
6. The Traveler Expense categories will all change as the state is just starting to send invoices. The invoices so far have been challenging as they have errors (same person, same date on multiple invoices) and we must ask them to provide the timecards to verify the accuracy of the invoice and where to expense the charges to as the invoices have very little detail. I also tried to argue our overtime charges as they are billing us after 8 hours and we don't typically pay until after 12 of 40 hours in a week. Unfortunately, the contract that was signed allows them to charge us in that manner.
7. Other Purchased Services are up due to software increases and RHC expenses that didn't exist at this point last year.
8. Insurance is up due to rate increases and will be up again next year due to the overall insurance market and our laundry fire.
9. Bond Repayment Interest is up as we booked it in the month that our USDA payment occurred vs waiting to work with the auditors on the entry which used to be more challenging as the loan wasn't fully drawn so the debt schedule wasn't accurate.
10. Interest is up as we have had the CHFFA loan fully drawn this complete year vs last year when we were finishing up the clinic construction.
11. Rental-Lease is down as we aren't renting as many beds from Hill Rom.
12. Non-Operating Revenue is down as there's no Prime program payments this year. Jack is working on the new QIP program that's taking its place and we should have some revenue next year if our reporting is successful.
13. Non-Operating Expenses are up primarily due to supply costs in the Retail Pharmacy. Retail Pharmacy is considered a Non-Operating department by OSHPD as it's not a traditional hospital department.
14. As mentioned in the beginning of my notes we are going to have negative periods to finish out the year with most of the supplemental payments received and lots of very late invoices coming in from the state. We are very fortunate that we are in a strong cash position as a lot of rural hospitals don't have that luxury.

Balance Sheet

1. Cash is up as we had a strong collection month.
2. Reserve Cash is down as they withdrew our USDA payment.
3. Accounts Receivable is down due to the strong collection month.
4. The Accrued Interest changed due to audit entries for the USDA payments last year and the payment last month.
5. The retainage payable is the seismic wall project that getting close to completed.
6. The Provider Relief Fund-Deferred Revenue is what I'm hoping to convince the auditors to allow me to recognize it now vs after their review in August or September.
7. Our Current Ratio is 18.15. Anything over a 2 is considered good.

Miscellaneous

1. AR days are trending in the right direction with a strong collection month. We might see a small hiccup given that Partnership who is our largest payor was down a few weeks and Medicare was doing a repricing which means they don't pay bills for a week.
2. We are still holding onto Partnerships extra payment as they haven't told us if they will withhold future payments based off that payment until we are reconciled or if they want us to return it, so the billing is as normal. I do appreciate they sent payments out as some providers rely on those weekly payments.

3. On the Collections vs Obligations sheet, we are 3.7 million ahead of our obligations for the year. We created this spreadsheet up years ago for the board members with Allen's input to have an easy way to track the inflow and outflow of cash and compare years all the way back to 2015.
4. I've attached a snippet of a study by Kaufman Hall regarding hospital finances in California.

On a statewide media call on Tuesday, we were able to share the **latest study by national financial consulting firm Kaufman Hall**. The findings are frightening:

- For the first time in recent history, more than half of California's hospitals (51%) are operating in the red.
- California hospitals have collectively lost more than \$20 billion in 2020 and 2021; even after accounting for the more than \$8 billion in federal relief, hospitals saw a \$12 billion loss.
- Overall, California hospital margins were 26% lower on average than prior to the pandemic.
- Higher expenses — including higher labor costs and medical supply chain shortages — are the key factor for these losses. In California these expenses rose 15% in 2021, outpacing the 11% national average, and in 2021 the contract hourly wage in California was \$156 compared to a national average of \$100.

Kaufman Hall Founder & Chair Ken Kaufman's quote on the study speaks volumes: "The pandemic has continued to cause material and potentially damaging financial challenges for California hospitals," he said. "Even as COVID-19 recedes, it is leaving dramatically higher costs in its wake that hospitals will likely feel for years."

Also on Tuesday's call, two guest speakers — Roger Sharma, President & CEO of Emanate Health and Karen Paolinelli, CEO of Madera Community Hospital — shared the very moving and very personal stories of the impact of COVID-19 on their organizations and the ongoing struggle to continue to provide health care services to their communities. Many thanks to Roger and Karen, whose case studies are available (**Emanate** and **Madera**).

MAYERS MEMORIAL HOSPITAL

Statistical Data

Fiscal Year Ending JUNE 30, 2022

COMPARISON TO ACTUAL

2022		2022		FY 2022		FYE 2021		% Increase or Decrease
March	February	Actual	Actual	YTD	YTD	Actual	Actual	
		Variance						
VOLUME:								
DISCHARGES								
15	13	2	Acute	153	131	22		16.82%
7	9	(2)	Swing Bed	91	95	(4)		-4.21%
5	2	3	Skilled Nursing Care (DISCHG)	43	33	10		30.32%
10	11	(1)	Observations	92	85	7		8.22%
PATIENT DAYS								
62	64	(2)	Acute	668	401	267		66.62%
92	135	(43)	Swing Bed	1,192	1,076	116		10.82%
2,355	2,003	352	Skilled Nursing Care	20,065	20,732	(667)		-3.21%
LENGTH OF STAY								
4.13	4.92	(1)	Acute	4.37	3.06	1		42.72%
13.14	15.00	(2)	Swing Bed	13.10	11.33	2		15.62%
AVERAGE DAILY CENSUS								
2.00	2.29	(0)	Acute	2.44	1.46	1		67.02%
2.97	4.82	(2)	Swing Bed	4.35	3.93	0		10.72%
75.97	71.54	4	Skilled Nursing Care	73.23	75.66	(2)		-3.21%
ANCILLARY SERVICES								
0	0	0	Surgery Inpatient Visits	1	1	0		.02%
11	17	(6)	Surgery OP/ procedure visits	120	110	10		9.12%
338	337	1	Emergency Room Visits	3208	2,841	367		12.92%
127	147	(20)	Outpatient Services Procedures	1300	1,168	132		11.32%
980	1042	(62)	Laboratory Visits	11701	12,402	(701)		-5.71%
429	360	69	Radiology Procedures	3800	3,632	168		4.62%
91	96	(5)	Hospice Patient Days	1433	1,139	294		25.82%
233	186	47	Physcial Therapy visits	1883	1,898	(15)		-.81%
220	148	72	Cardiac Rehab	1475	1,670	(195)		-11.71%
47	41	6	Telemedicine visits	363	336	27		8.02%
22	22	0	Admissions from ER	217	195	22		11.32%
12	9	3	Transfers from ER	131	165	(34)		-20.61%
PRODUCTIVITY:								
Productive FTE's								
19.71	22.17		Nursing - Acute	19.36	19.65			
55.56	55.13		Long Term Care	55.11	54.17			
50.35	49.08		Ancillary	50.62	40.02			
85.92	82.61		Service	78.92	84.36			
211.54	208.99		Total Productive	204.01	198.20			
36.11	41.02		Non-Productive FTE's	39.66	265.61			
247.65	250.01		Paid FTE's	243.67	217.24			
PRODUCTIVE FTE PER ADJUSTED OCCUPIED BED								
3.16	3.01			3.07	3.23			

MAYERS MEMORIAL HOSPITAL

Statement of Revenue and Expenses

Fiscal Year Ending JUNE 30, 2022

COMPARISON TO ACTUAL

2022	2021			FY 2022	FY 2021		Increase Decrease %
MARCH ACTUAL	MARCH ACTUAL	Variance	PATIENT REVENUE	YTD ACTUAL	YTD ACTUAL	Variance	
567,331	380,702	186,629	Acute	6,875,918	5,308,721	1,567,197	29.52%
1,199,507	1,016,532	182,975	Skilled Nursing	9,245,025	8,917,911	327,114	3.72%
			Inpatient Ancillary				
248,552	162,614	85,938	Acute	2,467,705	1,664,903	802,803	48.22%
0	0	0	Skilled Nursing	2,785	2,746	39	
2,015,390	1,559,848	455,542	Total Inpatient Revenue	18,591,433	15,894,280	2,697,153	17.02%
2,434,714	2,077,115	357,599	Total Outpatient Revenue	21,012,102	15,997,268	5,014,834	31.32%
4,450,104	3,636,962	813,141	Total Patient Revenue	39,603,535	31,891,548	7,711,987	24.22%
DEDUCTIONS FROM REVENUE							
1,424,846	(26,585)	(1,451,432)	Contractuals - Care/Cal	6,592,258	2,829,594	(3,762,665)	
266,294	268,862	2,569	Contractuals - PPO	2,449,844	1,948,478	(501,366)	
12,177	0	(12,177)	Charity and Write Offs	36,293	77,223	40,930	
132,041	78,684	(53,357)	Admin Adjmts/Emp Discounts	1,211,489	751,334	(460,155)	
(1,860)	24,359	26,219	Provision for Bad Debts	490,471	168,019	(322,452)	
1,833,497	345,319	(1,488,178)	Total Deductions	10,780,354	5,774,648	(5,005,707)	
(73,712)	15,444	(89,155)	Other Operating Revenues	776,205	315,744	460,461	
2,542,895	3,307,087	(764,192)	Net Revenue	29,599,386	26,432,645	3,166,741	
OPERATING EXPENSES							
1,171,572	1,037,630	(133,941)	Productive Salaries	10,231,285	9,665,784	(565,500)	-5.91%
122,106	101,504	(20,602)	Non-Productive Salaries	1,468,445	1,201,184	(267,261)	-22.21%
327,887	318,818	(9,068)	Employee Benefits	2,952,710	2,734,254	(218,456)	-8.01%
433,177	361,388	(71,789)	Supplies	3,299,095	2,668,826	(630,269)	-23.61%
152,076	161,591	9,515	Professional Fees	1,168,852	1,219,773	50,921	4.22%
38,919	38,944	25	Acute/Swing Travelers	479,105	287,953	(191,151)	-66.41%
173,406	160,990	(12,415)	SNF Travelers	1,356,985	1,528,007	171,022	11.22%
215,105	95,295	(119,810)	Ancillary Travelers	1,175,609	687,623	(487,987)	-71.01%
294,623	242,867	(51,756)	Other Purchased Services	2,048,514	1,584,399	(464,115)	-29.31%
40,117	20,806	(19,311)	Repairs & Maintenance	277,505	220,512	(56,993)	-25.81%
49,261	50,680	1,420	Utilities	441,339	441,170	(169)	-0.1%
33,580	25,419	(8,161)	Insurance	319,147	244,899	(74,247)	-30.31%
71,540	64,719	(6,821)	Other	567,132	476,865	(90,267)	-18.91%
113,610	377,473	263,863	Depreciation	1,071,430	1,011,665	(59,765)	-5.91%
0	0	0	Bond Repayment Insurance	-	0	0	
330,527	17,911	(312,616)	Bond Repayment Interest	420,426	161,197	(259,229)	-160.81%
5,442	5,727	286	Interest	49,612	40,871	(8,741)	-21.41%
3,480	12,247	8,768	Rental - Lease	77,246	111,436	34,190	30.72%
3,576,426	3,094,013	(482,414)	Total Operating Expense	27,404,437	24,286,420	(3,118,018)	-12.81%
(1,033,531)	213,074	(1,246,606)	Income From Operations	2,194,949	2,146,225	48,723	
NON-OPERATING REVENUE AND EXPENSE							
305,394	277,474	27,920	Non-Operating Revenue	2,418,542	3,014,388	(595,846)	
578	470	108	Interest Income	43,975	119,777	(75,802)	
237,985	143,383	(94,602)	Non-Operating Expense	1,644,583	1,314,151	(330,432)	
67,987	134,561	(66,574)	Total Non-Operating	817,934	1,820,014	(1,002,080)	
(965,544)	347,636	(1,313,180)	NET INCOME	3,012,882	3,966,239	(953,357)	

**MAYERS MEMORIAL HOSPITAL
NON-OPERATING REVENUE AND EXPENSE
RETAIL PHARMACY**

2022		2021			FY 2022	FY 2021		Increase Decrease %
MARCH ACTUAL	MARCH ACTUAL	Variance		RETAIL PHARM REVENUE	YTD ACTUAL	YTD ACTUAL	Variance	
0	0	0		NON-OPERATING REVENUE				
95,224	8,911	86,313		MEDICARE	0	615	(615)	-100.01%
81,030	140,240	(59,210)		MEDI-CAL	127,130	26,274	100,856	383.92%
33,705	31,787	1,918		THIRD PARTY	1,092,338	915,187	177,151	19.42%
(645)	125	(771)		PRIVATE	276,462	221,097	55,365	25.02%
209,314	181,063	28,251		OTHER	11,301	5,316	5,985	112.62%
				Total Revenue	1,507,230	1,168,489	338,742	29.02%
209,314	181,063	28,251		Net Non Operating Revenue	1,507,230	1,168,489	338,742	
				NON - OPERATING EXPENSES				
21,949	18,605	(3,345)		Productive Salaries	195,884	192,679	(3,205)	-1.71%
2,102	3,941	1,839		Non-Productive Salaries	22,357	13,089	(9,269)	-70.81%
2,455	2,056	(398)		Employee Benefits	22,908	19,617	(3,291)	-16.81%
197,446	114,169	(83,277)		Supplies	1,333,796	1,049,490	(284,306)	-27.11%
0	0	0		Ancillary Travelers	0	0	0	#DIV/0!
9,161	2,995	(6,166)		Other Purchased Services	37,395	10,140	(27,255)	-268.81%
0	0	0		Repairs	0	41	41	100.02%
399	434	35		Utilities	2,578	4,031	1,453	36.12%
1,658	234	(1,424)		Other	4,325	1,589	(2,737)	-172.31%
2,807	2,807	0		Depreciation	25,260	25,260	0	.02%
8	0	(8)		Rental - Lease	81	75	(6)	-7.41%
237,985	145,241	(92,744)		Total Non-Operating Expense	1,644,583	1,316,009	(328,573)	-25.01%
(28,671)	35,822	(64,493)		NET INCOME	(137,352)	(147,521)	10,168	
				(LOSS) GAIN				

MAYERS MEMORIAL HOSPITAL**Balance Sheet**

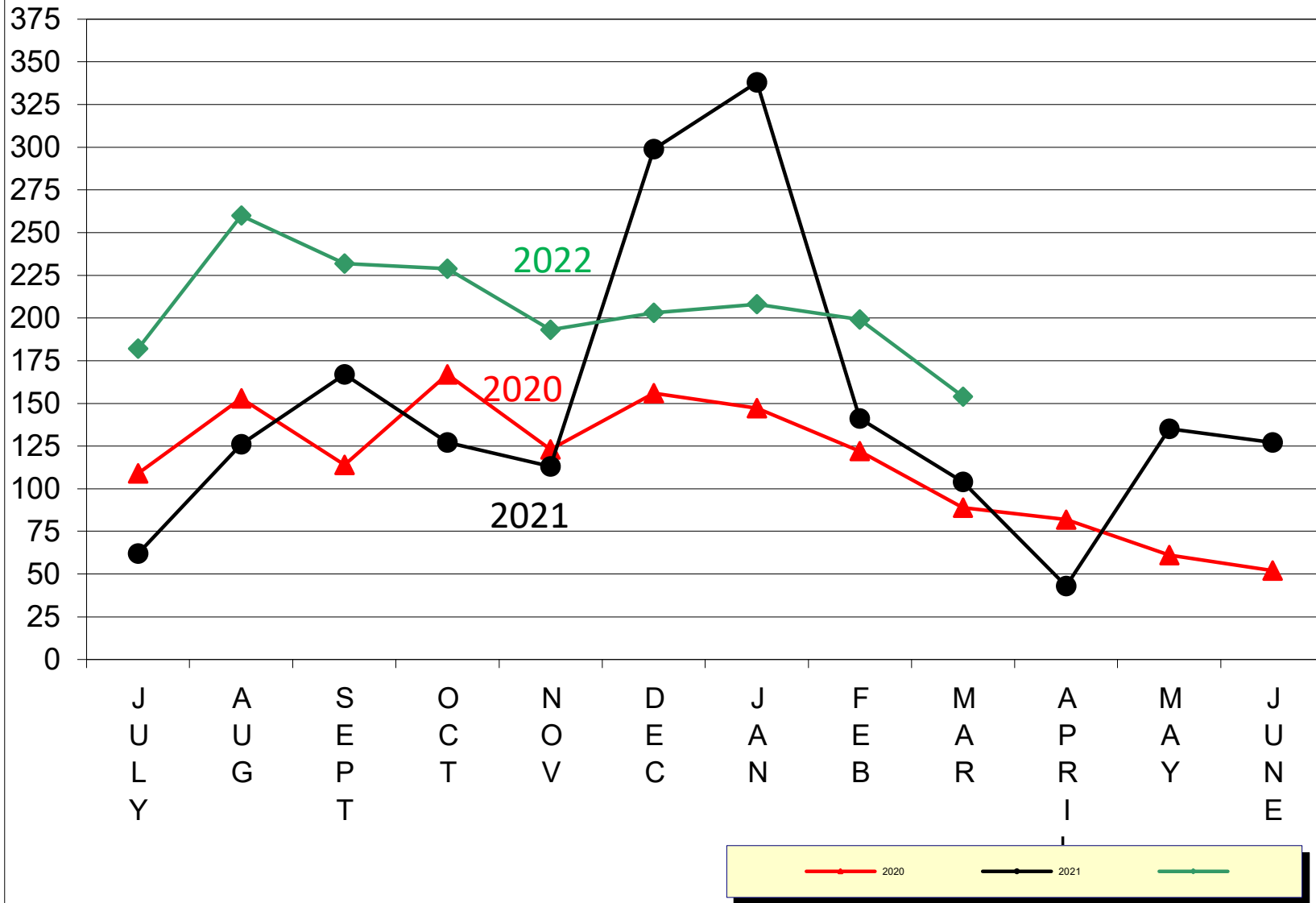
	MARCH 2022	FEBRUARY 2022
CURRENT ASSETS		
Cash (General/Payroll/Petty Cash)	3,002,137	2,164,116
Reserve Cash (unrestricted)	24,307,738	24,307,738
Reserve Cash (restricted) - USDA Debt Serv / Construction	2,011,181	2,341,130
Accounts Receivable	10,400,588	11,863,046
County Treasury receivable	(20,215)	(107,326)
Less: Reserve for Uncollectibles	(1,055,427)	(1,055,427)
Reserve for Medicare/Medi-Cal/Commercial	(4,191,640)	(5,871,600)
Inventories	658,759	644,151
Accounts Receivable - Other	53,141	54,391
Prepaid Expenses	676,087	715,161
Medicare/Medi-Cal Settlement	30,357	30,357
TOTAL CURRENT ASSETS	35,872,706	35,085,736
PROPERTY, PLANT AND EQUIPMENT		
Land	948,076	935,622
Building and Fixed Equipment	32,452,517	32,452,509
Equipment	14,348,251	14,348,251
Construction in Progress (other)	7,059,398	6,922,804
Hospital expansion	1,631,500	1,631,500
LESS: Reserve for Depreciation	(24,770,645)	(24,654,228)
TOTAL PROPERTY, PLANT AND EQUIPMENT	31,669,097	31,636,458
OTHER ASSETS (includes 2007 Bond / AP Bond / G.O. BOND)		
Bond Reserve Funds held by trustee	-	-
Unamortized Bond Discount	0	0
Unamortized Cost of Bond Defeasance	-	-
G.O. Bond - issue / discount / cost	-	-
TOTAL OTHER ASSETS	0	0
TOTAL ASSETS	67,541,803.23	66,722,194.01
CURRENT LIABILITIES		
Accounts Payable	985,885	1,131,837
Accrued Payroll	589,053	489,964
Accrued Payroll Taxes	(201,221)	(190,015)
Accrued Vacation & Holiday	849,676	840,080
Accrued Health Insurance	50,380	49,027
Accrued Interest	(418,975)	(1,246,106)
RETAINAGE PAYABLE	94,399	0
PRIME PLAN	0	0
HQAF	0	0
Rate Range	0	0
NOTES & LOANS PAYABLE	27,578	32,849
Current Portion of Medicare/Medi-Cal Settlement	(0)	(0)
TOTAL CURRENT LIABILITIES	1,976,776	1,107,635
LONG-TERM DEBT		
G.O. Bond	1,501,848	1,404,098
Capital Leases / Settlement pymt		
Leases	(36,523)	(31,591)
Provider Relief Fund- Deffered revenue	1,099,394	1,099,394
Notes & Loans Payable/ CHFFA	1,456,371	1,456,371
GO BOND SERIES B & REFUNDING	21,214,000	21,575,000
TOTAL LONG-TERM DEBT	25,235,090	25,503,271
FUND EQUITY	40,329,938	40,111,287
TOTAL LIABILITIES AND FUND BALANCE	67,541,803.23	66,722,194.01
CURRENT RATIO:	18.15	31.68

MAYERS MEMORIAL HOSPITAL
SUMMARY OF SERVICES - DEPOSITS - REFUNDS
- Fiscal Year 2022

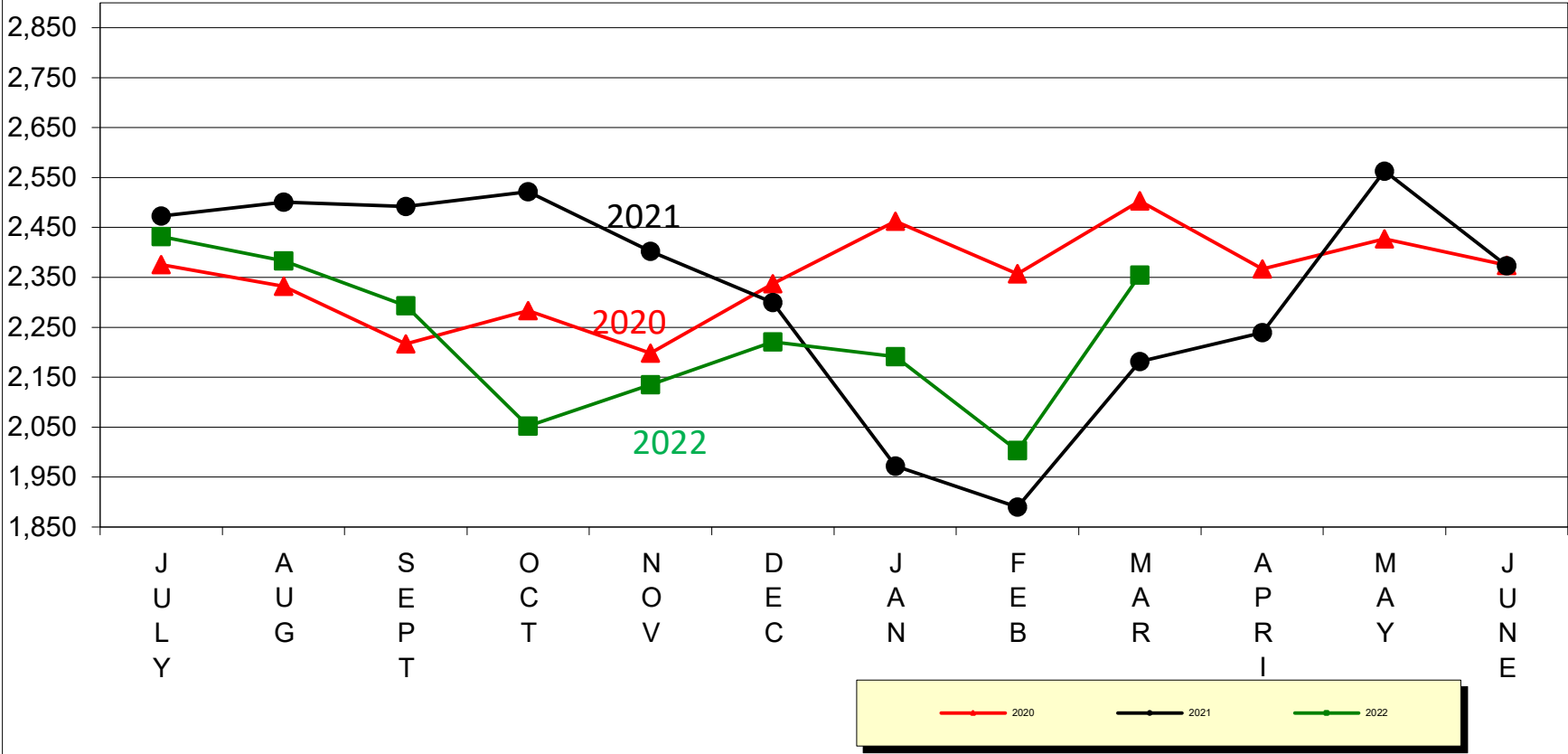
DATE:	REVENUE / SERVICES	AVERAGE DAILY REVENUE	TOTAL DEPOSITS	MISC. PAYMENTS	MISC. PMTS PT RELATED	PATIENT PAYMENTS	ADJUSTMENT S & WRITE-OFFS	REFUNDS
July 31, 2021	4,105,658.44	132,440.59	2,449,314.84	45,615.44	55,832.53	2,347,866.87	1,013,025.11	3,598.62
August 31, 2021	4,706,227.04	151,813.78	2,742,075.03	59,636.58	103,687.50	2,578,750.95	1,411,499.84	3,346.17
September 30, 2021	4,448,562.34	148,285.41	2,844,417.38	93,286.96	195,784.29	2,555,346.13	1,540,012.85	517.48
October 31, 2021	4,370,932.79	140,997.83	2,619,559.05	131,773.91	17,303.00	2,470,482.14	1,536,779.08	1,791.07
November 30, 2021	3,968,259.86	132,275.33	2,578,141.82	274,634.50	-	2,303,507.32	1,347,115.58	5,573.47
December 31, 2021	4,112,921.24	132,674.88	2,610,465.78	66,935.22	103,687.50	2,439,843.06	1,438,662.58	3,184.60
January 30, 2022	4,194,144.94	135,295.00	6,844,384.15	643,222.01	3,738,410.11	2,462,752.03	1,519,788.12	6,898.67
February 28, 2022	4,205,542.49	150,197.95	8,725,310.09	1,229,980.04	4,961,830.42	2,533,499.63	1,843,525.62	6,839.25
March 31, 2022	4,270,766.42	137,766.66	4,226,028.37	38,242.76	103,687.50	4,084,098.11	1,894,876.07	20,980.31
April 30, 2022	-	-	-	-	-	-	-	-
May 31, 2022	-	-	-	-	-	-	-	-
June 30, 2022	-	-	-	-	-	-	-	-
YTD TOTAL	38,383,015.56	140,194.16	35,639,696.51	2,583,327.42	9,280,222.85	23,776,146.24	13,545,284.85	52,729.64

ACCOUNTS RECEIVABLE AGING					PAYOR MIX - YTD % OF REVENUE				
	MARCH	MARCH	FEB	JAN					
	<u>\$ OUTSTANDING</u>	<u>DAYS OUT</u>	<u>DAYS OUT</u>	<u>DAYS OUT</u>		MARCH	FEB	JAN	3 MONTH AVERAGE
MEDICARE	3,314,844.57	56.11	62.79	67.33	MEDICARE	40.99%	39.88%	45.05%	41.97%
MEDI - CAL	2,442,847.16	46.56	49.54	47.47	MEDI - CAL	39.79%	35.94%	36.03%	37.25%
THIRD PARTY	3,422,955.39	130.68	145.17	157.70	THIRD PARTY	16.79%	22.39%	16.65%	18.61%
PRIVATE	1,395,241.37				PRIVATE	2.43%	1.79%	2.26%	2.16%
LTC ONLY (INCLUDE)	1,238,340.98	38.07	35.00	35.96					
OVERALL	10,575,888.49	75.12	80.98	80.13					

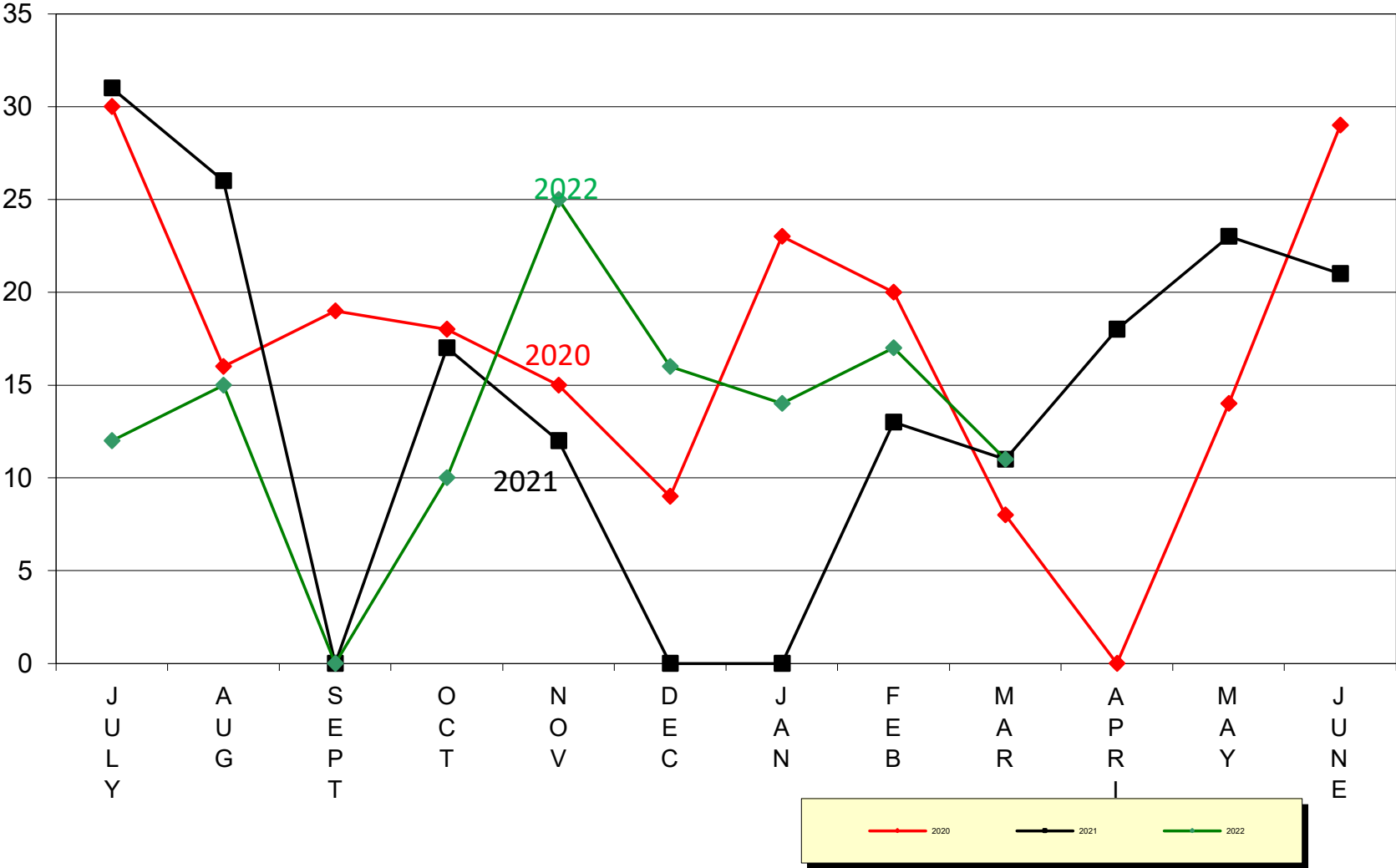
ACUTE / SWING PATIENT DAYS



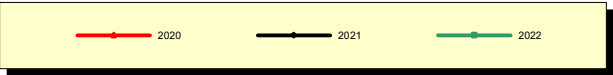
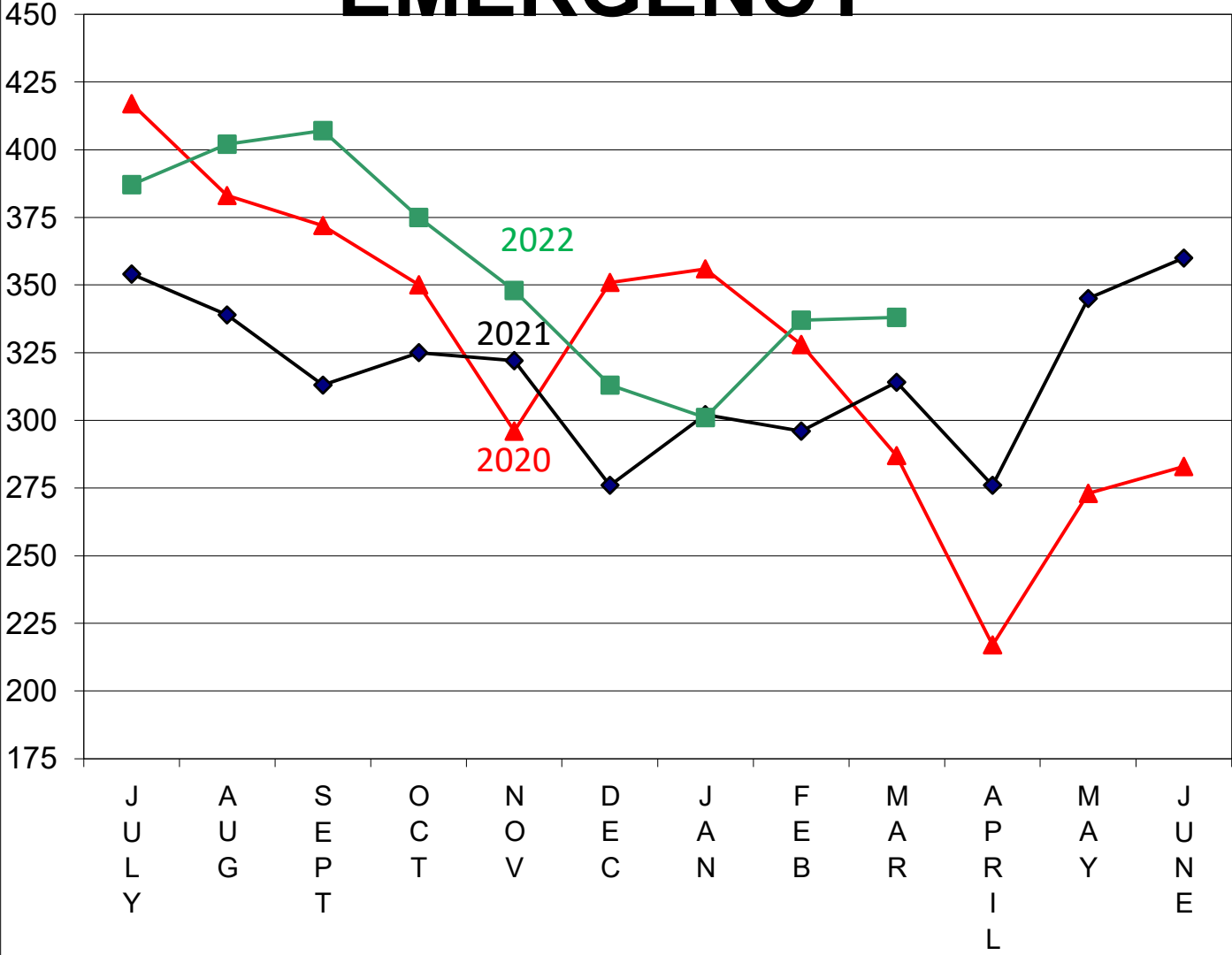
SNF PATIENT DAYS



SURGERY / OUTPATIENT PROCEDURES



EMERGENCY



**MAYERS MEMORIAL HOSPITAL
2021-2022 OPERATING ACTUAL**

	JULY	AUG	SEPT	OCT	NOV	DEC	Jan-22	FEB	MAR	APR	MAY	JUN	YTD FY 2022 ACTUAL	YTD PRIOR YR Current Mth ACTUAL
Operating Revenue:														
Routine														
Acute	697,951.10	962,644.14	871,219.00	851,470.00	695,997.00	741,332.00	761,658.00	726,316.00	567,331.00	-	-	-	6,875,918.24	5,308,721
SNF	1,103,358.39	1,096,690.86	1,049,685.58	934,360.58	958,296.63	969,512.60	956,104.32	977,508.87	1,199,507.00	-	-	-	9,245,024.83	8,917,911
Acute Ancillary	258,125.20	289,583.15	343,220.65	399,569.15	229,958.80	214,501.65	266,517.20	217,677.60	248,551.90	-	-	-	2,467,705.30	1,664,903
SNF Ancillary	1,716.00	-	-	-	837.00	75.00	-	157.00	-	-	-	-	2,785.00	2,746
Outpatient	2,145,869.61	2,551,558.46	2,288,153.95	2,269,854.93	2,250,238.03	2,308,977.59	2,370,671.38	2,392,064.29	2,434,713.60	-	-	-	21,012,101.84	15,997,268
	4,207,020.30	4,900,476.61	4,552,279.18	4,455,254.66	4,135,327.46	4,234,398.84	4,354,950.90	4,313,723.76	4,450,103.50	-	-	-	39,603,535.21	31,891,548
Less Deductions:														
Contractuals - Care/Cal	867,547.28	1,063,453.65	529,404.55	763,824.26	141,513.99	246,064.99	677,517.41	878,085.70	1,424,846.48	-	-	-	6,592,258.31	2,829,594
Contractuals - PPO	267,522.45	277,392.72	243,431.19	315,464.08	297,419.03	208,877.56	165,125.79	408,317.42	266,293.55	-	-	-	2,449,843.79	1,948,478
Charity Care & Write off	3,209.00	530.00	-	5,925.00	-	4,418.00	-	10,034.00	12,176.79	-	-	-	36,292.79	77,223
Other Contractual write off:	81,329.18	137,389.22	181,283.45	79,104.35	133,497.75	94,900.14	236,087.47	135,856.42	132,040.60	-	-	-	1,211,488.58	751,334
Medicare	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Medi-Cal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PPO's	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Administrative & Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Provision For Bad Debts	141,033.50	32,906.66	78,582.25	45,431.75	22,264.91	72,817.41	(1,176.86)	100,471.77	(1,860.45)	-	-	-	490,470.94	168,019
Total Deductions	1,360,641.41	1,511,672.25	1,032,701.44	1,209,749.44	594,695.68	627,078.10	1,077,553.81	1,532,765.31	1,833,496.97	-	-	-	10,780,354.41	5,774,648
Other Revenue	57,398.27	30,763.16	54,581.89	111,616.63	271,542.65	65,052.89	172,094.23	86,867.23	(73,711.76)	-	-	-	776,205.19	315,744
Net Revenue	2,903,777.16	3,419,567.52	3,574,159.63	3,357,121.85	3,812,174.43	3,672,373.63	3,449,491.32	2,867,825.68	2,542,894.77	-	-	-	29,599,385.99	26,432,645
Operating Expenses:														
Salaries - Productive	1,306,672.52	1,207,632.91	1,044,096.23	1,128,295.53	1,137,514.09	1,093,663.84	1,081,017.63	1,060,820.24	1,171,571.68	-	-	-	10,231,284.67	9,665,784
Salaries - Non-productive	184,173.02	137,790.65	162,421.16	157,532.78	123,310.94	130,216.64	284,230.90	166,663.36	122,105.84	-	-	-	1,468,445.29	1,201,184
Employee Benefits	347,828.84	336,767.99	312,602.13	314,417.66	318,913.33	300,869.10	363,135.37	330,289.03	327,886.52	-	-	-	2,952,709.97	2,734,254
Supplies	301,479.92	283,070.40	365,891.52	465,446.70	324,358.99	395,628.93	421,494.42	308,547.05	433,177.25	-	-	-	3,299,095.18	2,668,826
Professional Fees	26,851.65	20,348.67	179,654.11	148,194.97	143,206.55	167,835.73	142,481.41	188,203.14	152,075.90	-	-	-	1,168,852.13	1,219,773
Acute/Swing travelers	34,876.25	61,596.56	56,411.57	58,129.30	57,456.25	89,120.95	40,063.88	42,531.18	38,918.63	-	-	-	479,104.57	387,953
SNF travelers	141,190.66	107,883.18	172,884.16	111,733.63	149,101.85	245,144.00	140,948.27	114,693.57	173,405.67	-	-	-	1,356,984.99	1,528,007
Ancillary travelers	15,665.00	27,611.00	42,039.81	109,647.78	225,316.15	258,589.89	213,983.60	67,651.50	215,104.75	-	-	-	1,175,609.48	687,623
Other Purchased Services	143,896.84	189,748.18	266,758.48	195,223.73	206,070.10	266,194.25	264,909.71	221,089.61	294,623.33	-	-	-	2,048,514.23	1,584,399
Repairs & Maintenance	29,521.36	17,717.75	22,736.38	65,196.61	22,639.04	27,850.36	18,432.70	33,293.63	40,117.10	-	-	-	277,504.93	220,512
Utilities	33,895.40	47,436.28	50,265.62	40,914.81	58,508.38	63,585.74	47,602.38	49,869.60	49,260.97	-	-	-	441,339.18	441,170
Insurance	33,502.67	51,091.75	33,452.67	33,452.66	33,452.67	33,452.67	33,580.48	33,580.48	33,580.48	-	-	-	319,146.53	244,899
Other Expense	44,590.21	50,902.35	56,484.21	51,468.59	64,327.29	80,924.92	79,768.39	67,125.85	71,540.23	-	-	-	567,132.04	476,865
Depreciation	126,926.47	123,977.88	123,125.60	118,437.78	118,437.78	118,586.53	114,435.30	113,893.07	113,610.06	-	-	-	1,071,430.47	1,011,665
Bond Repayment Insurance	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bond Repayment Interest	17,910.82	17,910.82	18,256.38	17,910.82	17,910.82	-	-	-	330,526.50	-	-	-	420,426.16	161,197
Interest	5,319.38	5,203.38	6,744.87	5,167.45	5,384.95	5,728.15	5,225.52	5,396.95	5,441.51	-	-	-	49,612.16	40,871
Rent/Lease Equipment	10,881.39	10,048.64	10,390.08	9,136.40	(3,409.30)	14,520.67	3,405.00	18,792.85	3,479.77	-	-	-	77,245.50	111,436
Total Operating Exp	2,805,182.40	2,696,738.39	2,924,214.98	3,030,307.20	3,002,499.88	3,291,912.37	3,254,714.96	2,822,441.11	3,576,426.19	-	-	-	27,404,437.48	24,286,420
Net Operating Rev over Expense	98,594.76	722,829.13	649,944.65	326,814.65	809,674.55	380,461.26	194,776.36	45,384.57	(1,033,531.42)	-	-	-	2,194,948.51	2,146,225
Non-Operating Revenue:														
Non-operating Revenue	248,634.29	258,154.79	271,661.38	261,513.41	291,756.08	296,277.68	262,232.19	222,917.71	305,394.08	-	-	-	2,418,541.61	3,014,388
Interest Income	16,413.22	675.30	458.33	13,904.74	468.31	484.06	10,406.53	586.59	577.80	-	-	-	43,974.88	119,777
Other non-operating Expense	208,981.60	167,242.89	190,305.02	72,125.79	174,712.05	307,741.20	87,124.98	198,364.51	237,984.88	-	-	-	1,644,582.92	1,314,151
Total Non-Operating Rever	56,065.91	91,587.20	81,814.69	203,292.36	117,512.34	(10,979.46)	185,513.74	25,139.79	67,987.00	-	-	-	817,933.57	1,820,014
Net Revenue over Expense	154,660.67	814,416.33	731,759.34	530,107.01	927,186.89	369,481.80	380,290.10	70,524.36	(965,544.42)	-	-	-	3,012,882.08	3,966,239
DIFF s/b 0	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Expenses per day	86,395.35	82,992.27	93,369.65	93,931.27	96,135.40	102,365.35	101,299.34	96,733.86	111,703.75	-	-	-	-	-
DAYS CASH ON HAND	281.94	291.79	240.13	207.20	194.92	168.30	208.13	273.66	244.65	#DIV/0!	#DIV/0!	#DIV/0!	-	-
AVERAGE YTD	281.94	286.76	270.19	253.60	241.15	227.71	224.69	230.98	232.75	232.75	232.75	232.75	232.75	232.75

Rural Health Clinic - Burney

Gross Revenue	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	YTD
TOTAL OUTPT REVENUE	73,698.39	158,328.71	63,420.26	55,337.69	128,725.57	91,534.00	137,856.64	84,282.40	101,487.08	-	-	-	894,670.74
Operating Expenses													
PRODUCTIVE SALARIES	126,044.69	64,918.86	61,043.21	80,452.22	93,658.40	79,232.41	102,320.24	75,396.66	76,565.55	-	-	-	759,632.24
NON-PRODUCTIVE SALARIES	13,731.96	12,679.88	8,577.74	6,646.15	5,100.77	6,730.76	15,308.82	9,529.60	5,393.67	-	-	-	83,699.35
EMPLOYEE BENEFITS	11,200.24	6,296.62	5,739.50	6,466.39	6,390.47	5,037.78	10,004.75	6,989.99	6,617.27	-	-	-	64,743.01
SUPPLIES	8,236.32	9,061.88	7,927.22	18,216.80	2,178.83	4,050.15	11,624.30	5,845.76	6,480.18	-	-	-	73,621.44
PROFESSIONAL FEES	39.49	42.35	48.90	39.57	37.75	240.56	36.52	51.50	40.71	-	-	-	577.35
TRAVELERS	-	-	-	-	-	-	-	-	-	-	-	-	-
OTHER PURCHASED SERVICES	4,673.02	7,657.90	6,212.17	5,148.80	4,396.97	6,656.49	7,625.62	5,872.81	5,223.21	-	-	-	53,466.99
REPAIRS	-	-	-	-	-	-	-	-	658.96	-	-	-	658.96
INSURANCE	1,310.74	2,621.48	1,310.74	1,310.74	1,310.74	1,310.74	1,310.74	1,310.74	1,310.74	-	-	-	13,107.40
OTHER	819.75	(1,678.35)	3,567.59	1,009.64	269.05	2,213.78	180.13	16,508.18	155.83	-	-	-	23,045.60
DEPRECIATION	350.41	350.41	350.41	350.41	350.41	350.41	350.41	350.41	350.41	-	-	-	3,153.69
RENTAL/LEASE	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses	166,406.62	101,951.03	94,777.48	119,640.72	113,693.39	105,823.08	148,761.53	121,855.65	102,796.53	-	-	-	1,075,706.03
Net Profit or (Loss)	(92,708.23)	56,377.68	(31,357.22)	(64,303.03)	15,032.18	(14,289.08)	(10,904.89)	(37,573.25)	(1,309.45)	0.00	0.00	0.00	(181,035.29)

**MAYERS MEMORIAL HOSPITAL
2021-2022 OPERATING ACTUAL**

	2020 JULY	2020 AUG	2020 SEPT	2020 OCT	2020 NOV	2020 DEC	2021 Jan-21	2021 FEB	2021 MAR	2021 APR	2021 MAY	2021 JUN	YEAR TO DATE FY 2021 ACTUAL	FY YTD ACTUAL
Operating Revenue:														
Routine														
Acute	228,843.00	445,025.00	600,158.00	460,704.00	401,258.00	1,093,907.00	1,192,670.00	505,454.00	380,702.00	167,420.00	522,810.00	488,263.00	6,487,214.00	5,308,721
SNF	1,020,182.94	1,046,029.31	1,072,699.83	1,056,767.29	1,021,981.83	1,027,052.78	842,309.97	814,354.90	1,016,531.71	983,466.58	1,000,927.24	1,053,504.26	11,955,808.64	8,917,911
Acute SNF	163,379.70	179,967.20	265,292.55	202,312.50	153,719.30	204,837.20	227,265.70	105,514.30	162,614.05	83,704.20	167,583.80	167,152.90	2,083,343.40	1,664,903
Outpatient	298.00	924.00	8.00	(51.00)	453.00	(337.00)	-	1,451.00	-	-	58.00	783.00	3,587.00	2,746
	2,096,621.01	1,919,883.07	1,596,769.88	1,835,959.38	1,863,508.12	1,566,152.95	1,491,481.13	1,549,777.69	2,077,114.65	1,694,860.68	2,172,662.79	2,341,489.49	22,206,280.84	15,997,268
	3,509,324.65	3,591,828.58	3,534,928.26	3,555,692.17	3,440,920.25	3,891,612.93	3,753,726.80	2,976,551.89	3,636,962.41	2,929,451.46	3,864,041.83	4,051,192.65	42,736,233.88	31,891,548
Less Deductions:														
Contractuals - Care/Cal	917,579.99	731,408.51	737,551.82	758,017.08	1,099,261.67	619,101.60	293,180.29	(2,299,921.90)	(26,585.45)	206,151.82	321,899.83	792,363.96	4,150,009.22	2,829,594
Contractuals - PPO	76,752.99	137,171.96	77,299.96	83,361.57	93,371.84	135,132.57	95,162.61	981,362.26	268,862.44	240,683.82	254,674.15	306,165.67	2,750,001.84	1,948,478
Charity Care & Write off	26,616.86	-	97.40	-	18,036.40	29,751.54	-	2,721.00	-	20,133.27	-	6,398.00	103,754.47	77,223
Other Contractual write offs	32,573.28	80,169.43	22,261.64	24,025.15	87,696.26	32,279.98	9,836.31	383,808.37	78,683.53	169,087.29	115,743.91	76,875.28	1,113,040.43	751,334
Provision For Bad Debts	85,310.41	109,094.37	70,260.59	89,419.78	110,867.20	203,204.31	(11,277.39)	(513,219.09)	24,358.56	53,284.21	104,794.39	349,050.08	675,147.42	168,019
Total Deductions	1,138,833.53	1,057,844.27	907,471.41	954,823.58	1,409,233.37	1,019,470.00	386,901.82	(1,445,249.36)	345,319.08	689,340.41	797,112.28	1,530,852.99	8,791,953.38	5,774,648
Other Revenue	19,553.17	79,775.55	14,739.04	30,588.18	27,171.10	40,992.06	72,484.72	14,996.92	15,443.69	34,981.37	59,905.41	44,442.89	455,074.10	315,744
Net Revenue	2,390,044.29	2,613,759.86	2,642,195.89	2,631,456.77	2,058,857.98	2,913,134.99	3,439,309.70	4,436,798.17	3,307,087.02	2,275,092.42	3,126,834.96	2,564,782.55	34,399,354.60	26,432,645
Operating Expenses:														
Salaries - Productive	1,015,951.27	1,071,446.64	966,440.01	1,002,914.78	1,330,764.32	1,049,500.67	1,056,098.21	1,135,038.15	1,037,630.44	1,101,242.13	1,105,225.28	1,329,344.31	13,201,596.21	9,665,784
Salaries - Non-productive	109,851.27	147,048.45	127,845.82	113,812.84	119,837.86	133,554.80	224,272.38	123,456.68	101,503.72	119,736.64	110,216.42	125,372.00	1,556,508.88	1,201,184
Employee Benefits	282,086.36	323,694.05	316,709.61	341,699.89	354,717.72	296,036.46	388,070.29	112,420.80	318,818.40	315,947.35	302,344.16	366,391.85	3,718,936.94	2,734,254
Supplies	225,466.78	264,039.27	243,318.37	292,477.67	160,367.38	420,136.32	276,211.09	425,420.70	361,388.24	106,503.37	252,680.46	408,801.49	3,436,811.14	2,668,826
Professional Fees	148,051.68	158,562.18	132,917.12	148,437.83	162,578.12	156,841.13	21,467.32	129,326.58	161,591.12	146,384.61	131,714.49	136,877.87	1,634,750.05	1,219,773
Acute/Swing travelers	16,933.75	2,192.00	4,091.75	19,370.44	30,694.94	64,312.25	71,444.20	39,970.38	38,943.69	32,961.82	105,160.06	69,728.12	495,803.40	287,953
SNF travelers	149,795.45	150,904.14	178,571.19	179,984.22	197,121.69	189,129.00	158,987.24	162,523.78	160,990.42	155,709.73	161,650.77	155,102.79	2,000,470.42	1,528,007
Ancillary travelers	52,799.75	129,307.03	97,285.20	63,226.25	56,225.83	68,512.00	69,167.36	55,804.50	95,294.95	116,914.03	83,427.55	53,855.45	941,819.90	687,623
Other Purchased Services	143,867.26	119,920.06	162,176.33	161,654.04	181,382.97	208,238.70	139,386.36	224,906.38	242,867.36	249,589.89	242,061.12	282,468.99	2,358,519.46	1,584,399
Repairs & Maintenance	24,809.56	22,359.64	20,914.00	32,488.90	18,644.78	23,371.33	27,007.12	30,110.19	20,806.13	21,045.45	20,595.06	46,127.21	308,279.37	220,512
Utilities	52,239.15	53,857.95	33,130.78	55,329.14	38,657.13	45,087.22	57,676.66	54,511.43	50,680.49	42,051.25	33,233.64	48,912.94	565,367.78	441,170
Insurance	25,559.13	39,766.54	25,419.38	25,419.49	25,419.39	25,419.39	27,057.24	25,419.39	25,419.39	25,419.39	25,419.47	11,122.19	306,860.39	244,899
Other Expense	39,675.05	67,946.31	53,567.84	37,693.34	42,422.83	41,322.92	67,668.42	61,849.15	64,719.42	52,530.32	54,222.96	79,940.62	663,559.18	476,865
Depreciation	62,993.54	62,954.27	62,315.52	63,319.69	63,319.69	63,319.69	155,902.58	100,067.32	377,473.19	126,480.83	134,376.79	126,988.82	1,399,511.93	1,011,665
Bond Repayment Insurance	-	-	-	-	-	-	-	-	-	-	-	-	-	0
Bond Repayment Interest	17,910.82	17,910.82	17,910.82	17,910.82	17,910.82	17,910.82	17,910.82	17,910.82	17,910.82	17,910.82	17,910.82	17,910.82	214,929.84	161,197
Interest	2,044.95	2,124.89	3,427.40	3,961.30	3,848.62	5,885.72	6,721.64	7,129.33	5,727.42	7,188.21	4,935.61	5,096.61	58,091.70	40,871
Rent/Lease Equipment	4,907.29	7,058.68	12,839.32	17,014.55	13,978.04	16,036.90	15,347.02	12,006.34	12,247.40	10,375.81	11,827.21	9,648.68	143,287.24	111,436
Total Operating Expense	2,374,943.06	2,641,092.92	2,458,880.46	2,576,715.19	2,817,892.13	2,824,615.32	2,780,395.95	2,717,871.92	3,094,012.60	2,647,991.65	2,797,001.87	3,273,690.76	33,005,103.83	24,286,420
Net Operating Rev over Expense	15,101.23	(27,333.06)	183,315.43	54,741.58	(759,034.15)	88,519.67	658,913.75	1,718,926.25	213,074.42	(372,899.23)	329,833.09	(708,908.21)	1,394,250.77	2,146,225
Non-Operating Revenue:														
Non-operating Revenue	267,332.95	381,667.46	270,604.35	251,949.56	475,663.84	937,059.29	(70,619.77)	223,255.84	277,474.23	241,481.77	205,861.44	2,843,702.90	6,305,433.86	3,014,388
Interest Income	52,947.31	605.35	425.27	36,928.32	482.10	450.89	26,926.97	540.86	469.99	18,276.46	575.05	612.04	139,240.61	119,777
Other non-operating Expense	83,624.59	141,824.80	149,668.10	160,457.16	151,767.61	173,371.66	155,497.77	154,556.43	143,382.92	79,461.52	244,855.88	131,191.22	1,769,659.66	1,314,151
Total Non-Operating Revenue	236,655.67	240,448.01	121,361.52	128,420.72	324,378.33	764,138.52	(199,190.57)	69,240.27	134,561.30	180,296.71	(38,419.39)	2,713,123.72	4,675,014.81	1,820,014
Net Revenue over Expense	251,756.90	213,114.95	304,676.95	183,162.30	(434,655.82)	852,658.19	459,723.18	1,788,166.52	347,635.72	(192,602.52)	291,413.70	2,004,215.51	6,069,265.58	3,966,239

MAYERS MEMORIAL HOSPITAL DISTRICT
FINANCIAL SNAPSHOT

month ended

MARCH 2022

FISCAL 2022

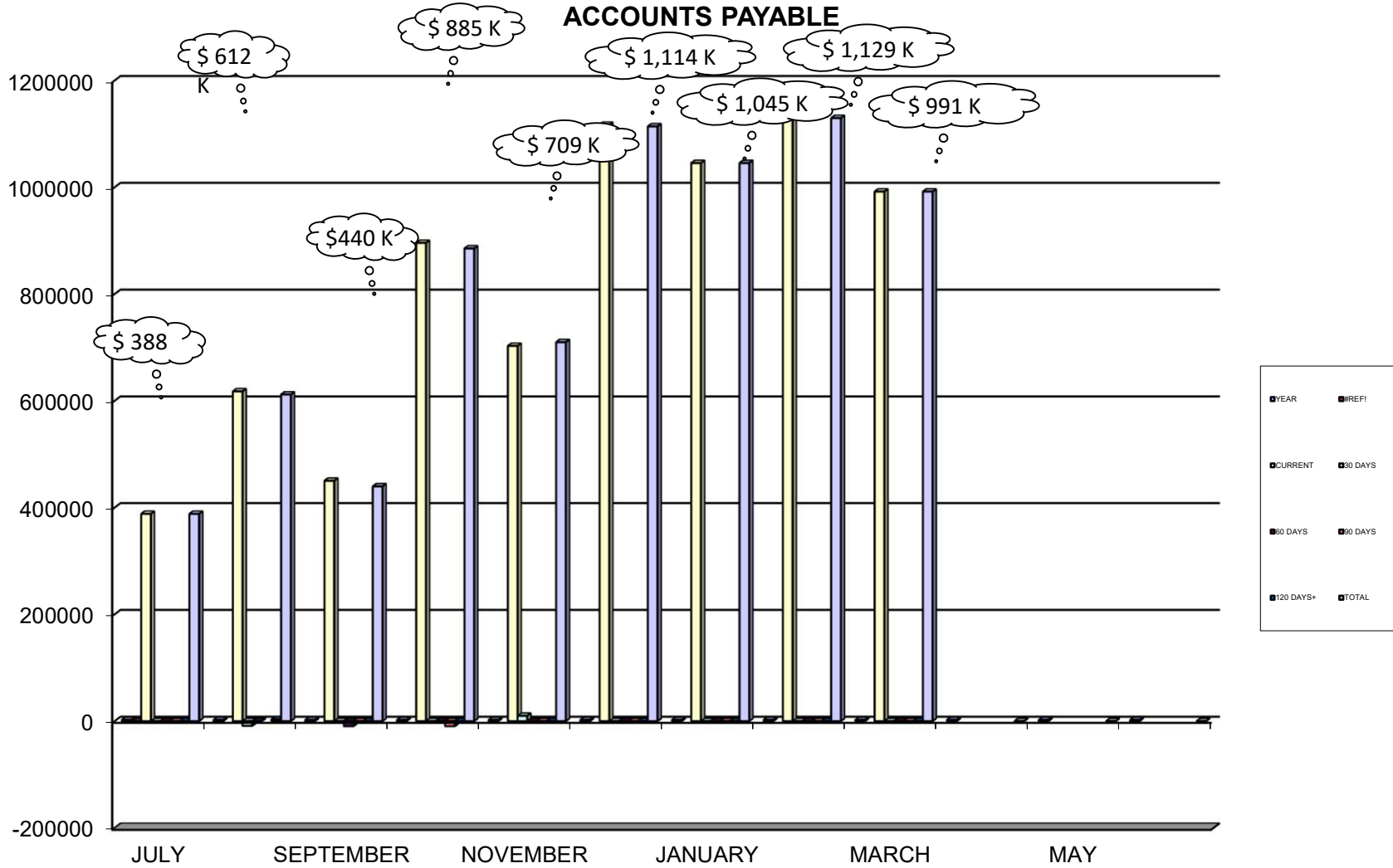
FINANCIAL DATA ACROSS ENTIRE ENTERPRISE
ACTUAL YTD ACTUAL YTD

	MARCH 2022	MARCH 2021	Variance\$\$	Variance %
Inpatient Revenue				
Acute/OB/Swing	\$ 6,875,918	\$ 5,308,721	1,567,197.24	30%
SNF	\$ 9,245,025	\$ 8,917,911	327,114.27	4%
Inpatient Ancillary Revenue				
Acute/OB/Swing	2,467,705	1,664,903	802,802.80	48%
SNF	2,785	2,746	39.00	1%
Outpatient Revenue	21,012,102	15,997,268	5,014,833.96	31%
Total Gross Revenue	\$ 39,603,535	\$ 31,891,548	7,711,987.27	24%

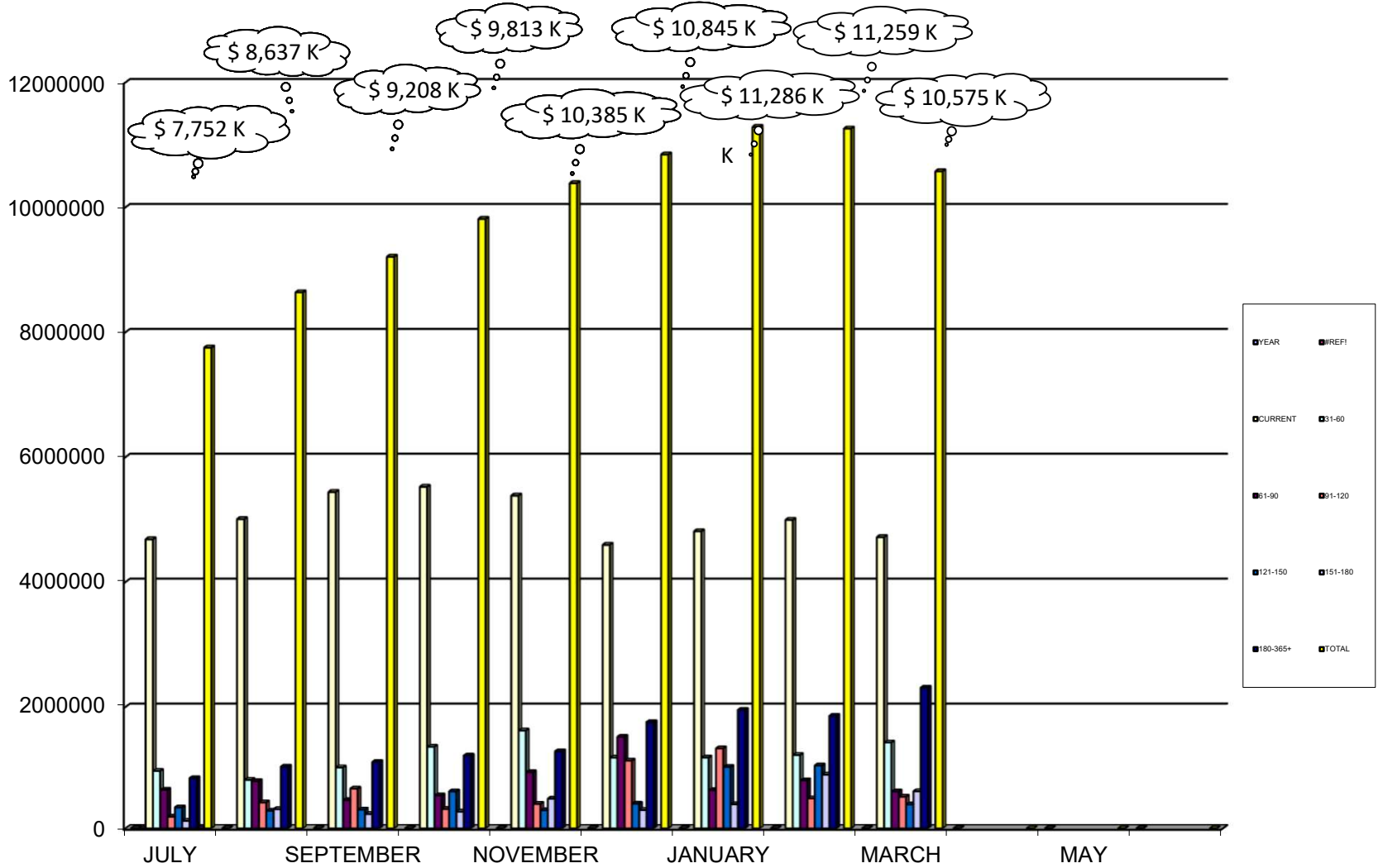
ACTUAL YTD ACTUAL YTD

Statistics	MARCH 2022	MARCH 2021	Variance	Variance %
Patient Days	21,925	22,209	(284)	-1.3%
Outpatient Services	1,300	1,168	132	11%
Labs	11,701	12,402	(701)	-6%
Imaging	3,800	3,632	168	5%
Hospice	1,433	1,139	294	26%
PT	1,883	1,898	(15)	-1%

ACCOUNTS PAYABLE



ACCOUNTS RECEIVABLE



ACCOUNTS RECEIVABLE

<u>MONTH</u>	<u>YEAR</u>	<u>CURRENT</u>	<u>31-60</u>	<u>61-90</u>	<u>91-120</u>	<u>121-150</u>	<u>151-180</u>	<u>180-365+</u>	<u>TOTAL</u>
JULY	2021	4,683,665.66	946,192.78	634,913.71	192,030.37	345,530.33	124,395.99	825,972.44	7,752,701.28
AUGUST	2021	5,007,140.45	799,771.05	778,987.53	427,448.37	289,396.40	317,742.26	1,016,777.02	8,637,263.08
SEPTEMBER	2021	5,440,458.17	1,003,722.61	467,258.67	654,855.31	309,814.27	237,612.27	1,094,382.32	9,208,103.62
OCTOBER	2021	5,523,501.96	1,344,155.94	542,574.35	320,892.16	609,432.71	274,679.84	1,198,657.98	9,813,894.94
NOVEMBER	2021	5,382,777.57	1,612,723.10	926,651.54	403,554.41	300,571.82	489,205.19	1,269,570.74	10,385,054.37
DECEMBER	2021	4,593,883.57	1,166,139.45	1,507,536.68	1,116,995.95	406,015.26	303,991.94	1,750,574.76	10,845,137.61
JANUARY	2022	4,811,970.66	1,166,555.17	628,989.16	1,317,296.78	1,013,375.90	397,272.43	1,951,252.51	11,286,712.61
FEBRUARY	2022	4,993,405.07	1,208,986.89	789,443.09	494,297.63	1,035,119.96	885,203.57	1,852,703.37	11,259,159.58
MARCH	2022	4,717,736.94	1,415,284.53	607,928.82	522,614.85	393,885.57	611,865.62	2,306,572.16	10,575,888.49
APRIL	2022								0.00
MAY	2022								0.00
JUNE	2022								0.00

ACCOUNTS PAYABLE (includes accrued payables)

<u>MONTH</u>	<u>YEAR</u>	<u>CURRENT</u>	<u>30 DAYS</u>	<u>60 DAYS</u>	<u>90 DAYS</u>	<u>120 DAYS+</u>	<u>TOTAL</u>
JULY	2021	388,123.96	0.00	0.00	0.00	0.00	388,123.96
AUGUST	2021	617,612.17	(8,869.35)	(87.91)		2,995.00	611,649.91
SEPTEMBER	2021	450,083.88	(728.94)	(9,575.50)	(193.86)	0.00	439,585.58
OCTOBER	2021	895,693.43	0.00	(728.94)	(9,575.50)	(193.86)	885,195.13
NOVEMBER	2021	702,686.08	9,911.70	37.53	(728.94)	(2,178.61)	709,727.76
DECEMBER	2021	1,116,848.05	0.00	0.00	0.00	(2,907.55)	1,113,940.50
JANUARY	2022	1,045,308.56	0.00	0.00	0.00	0.00	1,045,308.56
FEBRUARY	2022	1,129,580.66	0.00	0.00	0.00	0.00	1,129,580.66
MARCH	2022	991,828.47	0.00	0.00	0.00	0.00	991,828.47
APRIL	2022						0.00
MAY	2022						0.00
JUNE	2022						0.00

MONTHLY COLLECTIONS - OBLIGATIONS FISCAL YEAR 2022

	2022											average	
2021	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	beg balance
BEGINNING AP BALANCE	1,045,681.72	388,123.96	611,649.91	439,585.58	885,195.13	709,727.76	1,113,940.50	1,045,308.56	1,129,580.66	991,828.47	0.00	0.00	836,062.23
BEGINNING CREDIT LINE BALANCE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<u>CASH COLLECTIONS</u>													<u>YTD total</u>
													<u>cash collections</u>
PATIENT PAYMENTS	2,357,814.33	2,337,744.53	2,657,888.05	2,500,558.98	2,335,639.45	2,498,466.32	2,526,850.76	2,654,404.84	4,111,785.05	0.00	0.00	0.00	23,981,152.31
COST REPORT SETTLEMENTS	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,679,960.00	0.00	0.00	0.00	0.00	1,679,960.00
DSH (Disproportionate Share)	17,304.00	0.00	0.00	17,303.00	0.00	0.00	17,303.56	0.00	0.00	0.00	0.00	0.00	51,910.56
OUTPATIENT SUPPLEMENTAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
DPNF SUPPLEMENTAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
E.H.R. MCAL/MCARE INCENTIVES	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
USDA FUNDING	0.00	0.00	0.00	0.00	0.00	0.00	691,306.37	0.00	0.00	0.00	0.00	0.00	691,306.37
CHFFA FUNDING	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
PRIME	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
IGT RATE RANGE	0.00	0.00	0.00	0.00	0.00	0.00	3,721,106.55	0.00	0.00	0.00	0.00	0.00	3,721,106.55
QIP LTC	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
HQAF	0.00	103,687.50	0.00	0.00	0.00	103,687.50	0.00	3,281,870.42	103,687.50	0.00	0.00	0.00	3,592,932.92
2017 G.O. BOND	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
SPECIAL - WINDMILL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TAXES	29,455.73	289,827.00	745.04	33,087.06	26.68	7,094.86	430,126.33	44.28	8,969.18	0.00	0.00	0.00	799,376.16
RENTS	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
VENDING / CAFETERIA	3,212.25	165.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3,377.25
Telemed Grant (HRSA)	3,000.00	10,000.00	0.00	13,910.01	0.00	0.00	23,908.25	9,000.00	0.00	0.00	0.00	0.00	59,818.26
Mayers Healthcare Foundation	0.00	0.00	0.00	0.00	0.00	0.00	24,588.70	0.00	0.00	0.00	0.00	0.00	24,588.70
MISC (REBATES/REIMB, CARES ACT ETC)	38,528.53	651.00	185,784.29	54,700.00	242,475.69	1,217.10	100,500.00	1,100,030.55	1,586.64	0.00	0.00	0.00	1,725,473.80
<u>TOTAL COLLECTIONS</u>	2,449,314.84	2,742,075.03	2,844,417.38	2,619,559.05	2,578,141.82	2,610,465.78	7,535,690.52	8,725,310.09	4,226,028.37	0.00	0.00	0.00	36,331,002.88
<u>EXPENSES</u>													<u>YTD total</u>
													<u>expenses</u>
INCOME STATEMENT EXPENSES	2,672,936.55	2,567,557.13	2,794,344.51	2,906,701.97	2,878,677.15	3,167,597.69	3,135,054.14	2,703,151.09	3,457,374.62	0.00	0.00	0.00	26,283,394.85
ASSET EXPENSES	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CIP EXPENSES	37,399.33	339,390.43	1,433,176.06	520,376.61	8,208.57	48,064.17	253,189.80	117,565.50	42,194.66	0.00	0.00	0.00	2,799,565.13
IGT EXPENSES / PRIME REPYMT/ HQAF	0.00	21,755.43	0.00	1,246,904.00	0.00	1,003,781.08	0.00	160,086.61	0.00	0.00	0.00	0.00	2,432,527.12
USDA PRIN-INT PYMTS	0.00	0.00	705,493.77	0.00	0.00	0.00	0.00	0.00	330,526.50	0.00	0.00	0.00	1,036,020.27
MEDICARE/MCAL REPAYMENT PLANS	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CAPITAL LEASES	0.00	0.00	16,797.20	4,931.42	2,465.71	2,465.71	2,465.71	2,465.71	4,931.42	0.00	0.00	0.00	36,522.88
<u>TOTAL EXPENSES</u>	2,710,335.88	2,928,702.99	4,949,811.54	4,678,914.00	2,889,351.43	4,221,908.65	3,390,709.65	2,983,268.91	3,835,027.20	0.00	0.00	0.00	32,588,030.25
<u>collections less expenses</u>	(261,021.04)	(186,627.96)	(2,105,394.16)	(2,059,354.95)	(311,209.61)	(1,611,442.87)	4,144,980.87	5,742,041.18	391,001.17	0.00	0.00	0.00	3,742,972.63
													<u>average</u>
													<u>ending balance</u>
ENDING AP BALANCE	388,123.96	611,649.91	439,585.58	885,195.13	709,727.76	1,113,940.50	1,045,308.56	1,129,580.66	991,828.47	0.00	0.00	0.00	812,771.17
ENDING CREDIT LINE BALANCE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Hue & Cry, Inc. (Corporate Office)
P.O. Box 548
Anderson, CA 96007
Tel: 1(800)762-3196 Fax:



Proposal
Client Information

MAYERS MEMORIAL HOSPITAL
20647 COMMERCE ST
BURNEY CA 96013

Proposal Number 50659

Date 4/14/2022

Salesperson BRICE COCHRAN

Qty	Description
1	ADDRESSABLE FIRE ALARM CONTROL PANEL
1	EXPANSION MODULE
1	REMOTE ANNUNCIATOR
1	CELLULAR COMMUNICATOR
1	USB INTERFACE CARD
92	SIGNATURE SERIES OPTICAL SMOKE DETECTOR
4	INTELLIGENT FIXED TEMPERATURE HEAT DETECTOR
96	SMOKE AND HEAT DETECTOR BASES
2	POWER SUPPLY BOOSTER
2	MONITOR MODULE
10	DOUBLE ACTION MANUAL PULL STATION
4	1 CIRCUIT INPUT MODULE
26	CONTROL RELAY MODULE
8	DUCT DETECTOR
4	CHIME
20	CHIME STROBE
2	12V 18AH SLA BATTERY
4	12V 9AH SLA BATTERY
2	LABOR TO HOOK UP TO WATERFLOW
1	LABOR TO HOOK UP TO TAMPER SWITCHES
13	LABOR FOR DOOR HOLDERSS
1	LABOR FOR ANSUL
48	FIRE ALARM PLANS DESIGN & SUBMITTALS
24	FINAL INSPECTION WITH AHJ
1	MISCELLANEOUS MATERIALS & HARDWARE
1	TRIP CHARGE



Hue & Cry, Inc. (Corporate Office)
P.O. Box 548
Anderson, CA 96007
Tel: 1(800)762-3196 Fax:

Proposal

Client Information

MAYERS MEMORIAL HOSPITAL
20647 COMMERCE ST
BURNEY CA 96013

Proposal Number 50659
Date 4/14/2022
Salesperson BRICE COCHRAN

Qty	Description
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Total This Proposal \$53,016.00



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SCOPE of WORK:

The above proposal is for the replacement of the existing fire alarm system. We will replace the control panel and all devices on the system excluding the wiring. Plans will be drafted and submitted to oshpd for approval.

CLARIFICATIONS:

Pricing assumes wiring is all in good working condition.

EXCLUSIONS:

Any additional requirements by OSHPD.

PAYMENT TERMS:

25% due upon acceptance, progress payments thereafter.

TERMS and CONDITIONS

The provisions herein contained constitute all of the terms and conditions of this contract. No changes or additions hereto shall be binding upon Seller unless in writing and signed by an authorized representative of Seller. Any terms or conditions of Purchaser's order inconsistent herewith or in addition hereto shall be of no force and effect and are hereby expressly rejected and Purchaser's order shall be governed by only the terms and conditions appearing herein.

PROPOSALS AND CONTRACT

Seller's proposals, when accepted, and any resulting contract, are not subject to cancellation, suspension or reduction in amount, except with Seller's written consent and upon terms, which reimburse Seller for work performed, reasonable overhead and lost profit.

PAYMENT

Terms of payment are as listed above. A service charge will be charged and added to the prices on all payments past due on the date of the invoice and owed by the Purchaser under this contract, at a rate of 25% per annum, or if such rate is prohibited under applicable law, then at such maximum rate as is under applicable law. Purchaser shall pay all attorney's fees incurred in the collection of past due accounts.

DELAYS

Seller shall not be liable for any damage or penalty for delays in work due to acts of God, acts or omissions of the Purchaser, acts of civil or military authorities, Government regulations or priorities, fires, floods, epidemics, quarantine restrictions, war, riots, strikes, differences with workmen, accidents to machinery, car shortages, inability to obtain necessary labor, materials or manufacturing facilities, delay in transportation, defaults of Seller's subcontractors, failure of or delay in furnishing correct or complete information by Purchaser with respect to location or other details of work to be performed hereunder, impossibility or impracticability of performance or any other cause beyond the control of Seller, whether or not similar to the foregoing. In the event of any delay caused as aforesaid, the completion shall be extended for a period equal to any such delay, and this contract shall not be void or avoidable as a result of any such delay. In case work is temporarily discontinued by reason of any of the foregoing, all unpaid installments of the contract price less an amount equal to the value of material and labor not furnished shall be due and payable upon receipt of the invoice by Purchaser.

SITE FACILITIES

Purchaser shall furnish all necessary facilities for performance of its work by Seller, adequate space for storage and handling of material, light, water, heat, local telephone, watchman and crane and elevator service, if available, and necessary permits. Where wet pipe system is inspected/tested, Purchaser shall supply and maintain sufficient heat to prevent freezing of the system.

STRUCTURE AND SITE CONDITIONS

While employees of Seller will exercise reasonable care in this respect, Seller shall be under no responsibility for loss or damage due



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to the character, condition or use of foundations, walls, or other structures not erected by it or resulting from excavation in proximity thereto, nor for damage resulting from concealed piping, wiring, fixtures or other equipment or conditions or water pressure. All shoring or protection of foundations, walls, or other structures subject to being disturbed by any excavation required hereunder shall be the responsibility of the Purchaser unless otherwise specified. Purchaser warrants the sufficiency of the structure to support the fire alarm and/or fire sprinkler system and its related equipment. The purchaser shall have all things in readiness for inspection/test, including, but not limited to, other materials, floor or suitable working base, connections, and facilities at the time technician is onsite. In the event the purchaser fails to have all things in readiness for inspection/test at the jobsite, the Purchaser shall reimburse Seller for any and all expenses caused by such failure to have such things in readiness. Failure to make areas available to Seller during performance in accord with schedules, which are the basis of Seller's proposal, shall be considered a failure to have all things in readiness for erection in accord with the terms of this contract.

LIMITATIONS OF LIABILITY

The Seller makes NO WARRANTIES, EXPRESS, OR IMPLIED, INCLUDING, WITHOUT LIMITATION, WARRANTIES OF MERCHANTABILITY AND WARRANTIES OF FITNESS FOR A PARTICULAR PURPOSE. No promise not contained herein or affirmation of fact made by any employee, agent or representative of the Seller shall constitute a warranty by the seller or give rise to any liability or obligation. Seller's liability to Purchaser for personal injury, death, or property damage arising from the performance under this contract shall be limited to the contract price. Purchaser shall hold Seller harmless from any and all third-party claims for personal injury, death or property damage, arising from Purchaser's failure to maintain these systems or keep them in operative condition, whether based upon contract, warranty, tort, strict liability or otherwise. In no event shall Seller be liable for any special, indirect, incidental, consequential or liquidated, penal or any economic damage of any character, including but not limited to loss of use of the Purchaser's property, lost profits or lost production, whether claimed by the Purchaser or by any third party, irrespective of whether claims or actions for such damages are based upon contract, warranty, negligence, tort, strict liability or otherwise.

SEVERABILITY

Should any part, term, or provision of this contract be found by the courts to be illegal or in conflict with any law of the state where made, the validity of the remaining portions or provisions shall not be affected thereby.

ASSIGNMENT

Any assignment of this contract by Purchaser without the written consent of Seller shall be void. Seller may assign this contract to its subsidiaries and affiliates.

CHANGES, ALTERATIONS, ADDITIONS

Changes, alterations, and additions to the plans, specifications, or construction schedule for this contract shall be invalid unless approved in writing by Seller. Changes approved by Seller, which increase or decrease the cost of work to Seller, shall constitute a corresponding increase or decrease in the contract price as herein provided. The value of additional work shall be agreed upon in writing prior to the performance of said work. However, if no agreement is reached prior to the performance of additional work approved in the manner herein described, and Seller elects to continue performance so as to avoid delays, then the estimate of Seller's Estimating Department as to the value of the work shall be deemed accepted by the Purchaser.

PRICES

In addition to the prices specified herein, Purchaser shall pay for all extra work requested by Purchaser or made necessary because of incompleteness of or inaccuracy in plans or other information submitted by Purchaser with respect to location, type of occupancy, or other details of work to be performed hereunder. In the event the



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layout of Purchaser's facilities has been altered, or is altered by Purchaser prior to completion of this contract, Purchaser shall advise Seller, and prices, delivery, and completion dates quoted herein shall be changed by Seller as may be required.

LEGAL NOTICE

For the purposes of any notice permitted or required to be given hereunder, such notice or notices shall be deemed given when received.

CLAIMS

Any claims against Seller arising hereunder shall be deemed waived unless they are presented in writing, with particulars, within ten (10) days after they arise.

TERMS AND CONDITION/TECHNICAL SPECIFICATIONS

The terms and conditions specified herein shall be in addition to those put in Seller's technical specifications and Seller's authorized representative shall resolve any inconsistencies.

ARBITRATION

At the option of the Seller, any controversy or claim arising out of or relating to this contract, or the breach thereof, shall be settled by arbitration in accordance with the Rules of the American Arbitration Association, and judgment upon the award rendered by the Arbitrator(s) may be entered in any court having jurisdiction thereof. Any arbitration proceeding shall be held in California.

OVERTIME

Unless otherwise specified by Purchaser, all service work will be performed during regular working hours. If Purchaser shall require any overtime labor, Purchaser agrees to reimburse Seller for the overtime premium cost including all related payroll costs, plus Seller's overhead and profit, payable monthly, one (1) month after overtime expense was incurred.

PROPRIETARY DATA

All specifications, drawings, designs, descriptive matter, and other data furnished by Seller to Purchaser pertaining to the work proposed herein shall be deemed proprietary and shall be kept in confidence by Purchaser and shall not be disclosed to any third party except as may be necessary in the performance of any contract with the Seller. In the event Seller requests the return of any such proprietary material and/or any reproductions thereof, Purchaser shall promptly return the same to Seller.

DEFAULT

In case of any default by Purchaser, Seller shall be entitled to payment for all work performed, all termination costs incurred, and any other costs incurred by Seller, including overhead and profit. All such remedies of Seller are cumulative and not exclusive. Default by Purchaser shall consist of: Failure to pay any installment of price when due, no demand being necessary, or any act or omission on the part of Purchaser whereby Seller is prevented from completing said service, or receivership, bankruptcy, assignment for the benefit of creditors or any other form of insolvency proceedings by or against Purchaser or in case said premises or said system shall be attached, liened or seized by process of law and such attachment or lien shall not be vacated or seizure terminated within ten (10) days after its occurrence.

BACK CHARGE

No charges shall be levied by the Purchaser against the Seller unless (48) hrs prior written notice is given to Seller to correct any alleged deficiencies/ clean-up which necessitates such charges and unless deficiencies are the direct fault of Seller.



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OSHA

Purchaser will indemnify and hold harmless the Seller from and against any claims, demands or damages resulting from the enforcement of the Occupational Safety Health Act (Public Law 91-596), unless said claims, demands or damages are a direct result of causes within the exclusive control of Seller.

This agreement between HUE & CRY, INC. and (Purchaser's) _____

The parties hereto agree:

That PURCHASER has requested HUE & CRY to sell and install equipment at PURCHASER's premises as described above. PURCHASER agrees to pay to HUE & CRY the price as shown above and under the above terms and conditions.

Approximate date work to begin: _____ Estimated date work to be substantially completed: _____

Hue and Cry, Inc.-Print Name

Hue and Cry, Inc - Signature

Date

Please print name here

Please sign name here

Date Approved