

Chief Executive Officer
Ryan Harris



Board of Directors
Jeanne Utterback, President
Abe Hathaway, Vice President
Tami Humphry, Treasurer
Lester Cufaude, Secretary
James Ferguson, Director

Finance Committee
Meeting Agenda
March 25, 2026 @ 11:00 am
Mayers Memorial Healthcare District
Fall River Boardroom
43563 Hwy 299 E
Fall River Mills, CA 96028

In observance of the Americans with Disabilities Act, please notify us at 530-336-5511, Ext 1130 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

Tami Vestal-Humphry, Committee Chair, Board Member
Abe Hathaway, Board Member
Ryan Harris, CEO
Travis Lakey, CFO
Lisa Neal, Board Clerk

				Approx. Time Allotted
1	CALL MEETING TO ORDER			
	This meeting will be conducted in accordance with Robert's Rules of Order and the Bylaws of Mayers Memorial Healthcare District.			
2	CALL FOR REQUEST FROM THE AUDIENCE - PUBLIC COMMENTS OR TO SPEAK TO AGENDA ITEMS			
	Persons wishing to address the Board are requested to fill out a "Request Form" prior to the beginning of the meeting (forms are available from the Clerk of the Board (M-W), 43563 Highway 299 East, Fall River Mills, or in the Board Room). If you have documents to present for the members of the Board of Directors to review, please provide a minimum of nine copies. When the President announces the public comment period, requestors will be called upon one-at-a time, please stand and give your name and comments. Each speaker is allocated five minutes to speak. Comments should be limited to matters within the jurisdiction of the Board. Pursuant to the Brown Act (Govt. Code section 54950 et seq.) action or Board discussion cannot be taken on open time matters other than to receive the comments and, if deemed necessary, to refer the subject matter to the appropriate department for follow-up and/or to schedule the matter on a subsequent Board Agenda.			
3	APPROVAL OF MINUTES			
	3.1 Finance Board Committee Meeting – Feb 25, 2026	Attachment A	Action Item	2 min.
4	FINANCIAL REVIEWS/BUSINESS			
	4.1 February 2026 Financials & Accounts Payable (AP)/Accounts Receivable (AR)	Attachment B	Action Item	5 min.
5	ADMINISTRATIVE REPORT	Attachment C	Report	5 min.
6	OTHER INFORMATION/ANNOUNCEMENTS		Information	5 min.
7	ADJOURNMENT: Next Finance Board Committee Meeting – April 29, 2026			

Posted: 03.19.26

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
Feb 25, 2026 @ 11:00 am
Mayers Memorial Healthcare District
Burney Annex Boardroom
20647 Commerce Way
Burney, CA 96013

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: Tami Humphry called the Finance Board Committee meeting to order at 11:01 am on February 25, 2026, in accordance with Robert's Rules of Order, which govern the conduct of the meeting.		
BOARD MEMBERS PRESENT:		STAFF PRESENT:	
Tami Vestal-Humphry, Committee Chair Abe Hathaway, Vice President		Ryan Harris, CEO Travis Lakey, CFO Libby Mee, CHRO Lisa Neal, Board Clerk	
ABSENT:			
2	CALL FOR REQUEST FROM THE AUDIENCE – PUBLIC COMMENTS OR TO SPEAK TO AGENDA ITEMS – None.		
3	APPROVAL OF MINUTES:		
3.1	Finance Board Committee Meeting – January 28, 2026. A motion to accept the minutes, as presented, was made, seconded, and carried.	<i>Hathaway / Humphry</i>	<i>Approved by All</i>
4	FINANCIAL REVIEWS		
4.1	January 2026 Financials & Accounts Payable (AP)/Accounts Receivable (AR) A motion to take the financial statements, including accounts payable and accounts receivable, to the Board to accept was made, seconded, and carried. Days cash on hand are 187, and AR days are 79.	<i>Hathaway / Humphry</i>	<i>Approved by All</i>
4.2	Board Quarterly Finance Review A motion to take the board's quarterly finance binder to the Board to accept was made, seconded, and carried.	<i>Hathaway /Humphry</i>	<i>Approved by All</i>
4.3	Microsoft Office 365 License Renewal. No action taken		
4.4	Wipfli Annual Audit Summary A motion to take the Wipfli Annual Audit to the Board for approval was made, seconded, and carried.	<i>Hathaway /Humphry</i>	<i>Approved by All</i>
5	ADMINISTRATIVE REPORT: Travis Lakey provided a written report. The 340B audit is currently in progress. Additional clarity is expected within the next 3–4 months regarding Medicaid carve-in versus carve-out status, specifically related to entity-owned versus contract arrangements. Policies and procedures have been updated, and modifications to the 340B program have been implemented to support more cost-effective purchasing. A third-party auditor is engaged in coordination with CMS. Work is ongoing to support a “carve-in” approach for entity-owned services. Further updates will be provided upon receipt of the final audit results.		

	<p>AR days have increased due to provider charting mistakes. It is anticipated that AR days will remain elevated through the end of the month; however, as professional fees are processed and approved, AR days are expected to decrease within the first few weeks of March. Process improvements have been implemented to address these issues going forward.</p> <p>The current census is 65, compared to an average of 76. Efforts are underway to increase census, including collaboration with Partnership to refer residents from the Valley area. Memory Care remains near full capacity, largely driven by Medicare eligibility trends. Nursing leadership is actively developing strategies to further increase census.</p> <p>The State resubmitted a budget to CMS, and active discussions are ongoing with CalRHT and CMS. Additional conversations are planned for the upcoming CHA Health Symposium and for CCAHN and DHLF meetings next month. Program requirements continue to be developed at the federal level.</p>
6	<p>OTHER INFORMATION/ANNOUNCEMENTS:</p> <p>The chairperson will bring forward voting rights to the board. Only committee members with voting rights are permitted to vote. Such members may designate alternates if necessary. The requirement must be formally included in the bylaws.</p>
7	<p>ADJOURNMENT: The committee chair declared the meeting adjourned at 11:42 am.</p> <p>Next Finance Board Committee Meeting is March 25, 2026</p>

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MAYERS MEMORIAL HOSPITAL							
Statistical Data							
Fiscal Year Ending JUNE 30, 2026							
COMPARISON TO ACTUAL							
2026	2026			FY 2026	FYE 2025		
February	January			YTD	YTD		
Actual	Actual	Variance	VOLUME:	Actual	Actual	Variance	% Increase or Decrease
DISCHARGES							
8	23	(15)	Acute	116	111	5	4.52%
7	10	(3)	Swing Bed	82	63	19	30.22%
6	3	3	Skilled Nursing Care (DISCHG)	43	26	17	65.42%
4	3	1	Observations	42	58	(16)	-27.61%
PATIENT DAYS							
34	73	(39)	Acute	384	424	(40)	-9.41%
127	116	11	Swing Bed	900	594	306	51.52%
1,871	2,200	(329)	Skilled Nursing Care	16,652	18,763	(2111)	-11.31%
LENGTH OF STAY							
4.25	3.17	1	Acute	3.31	3.82	(1)	-13.31%
18.14	10.00	8	Swing Bed	10.98	9.43	2	16.42%
AVERAGE DAILY CENSUS							
1.21	1.10	0	Acute	1.58	1.74	(0)	-9.41%
4.54	2.90	2	Swing Bed	3.70	2.44	1	51.52%
66.82	69.16	(2)	Skilled Nursing Care	68.53	77.21	(9)	-11.31%
ANCILLARY SERVICES							
0	0	0	Surgery Inpatient Visits		0	0	
14	15	(1)	Surgery OP/ procedure visits	125	104	21	20.22%
434	482	(48)	Emergency Room Visits	3,505	3,033	472	15.62%
113	129	(16)	Outpatient Services Procedures	1,222	1,079	143	13.32%
731	750	(19)	Laboratory Visits	5,334	5,016	318	6.32%
545	594	(49)	Radiology Procedures	4,406	4,073	333	8.22%
449	646	(197)	Physical Therapy Procedures	5,225	4,820	405	8.42%
205	206	(1)	Cardiac Rehab	1,567	1,441	126	8.72%
66	79	(13)	Telemedicine visits	627	530	97	18.32%
12	18	(6)	Admissions from ER	110	124	(14)	-11.31%
34	26	8	Transfers from ER	192	161	31	19.32%
759	941	(182)	Clinic Visits	6,141	4,653	1488	32.02%
64	67	(3)	Ambulance	457	463	(6)	-1.31%
PRODUCTIVITY:							
Productive FTE's							
5.62	6.92		Nursing - Acute	5.39	6.82		
33.92	33.56		Long Term Care	34.06	38.61		
58.23	58.68		Ancillary	55.13	56.46		
67.65	64.04		Service	64.91	69.75		
165.42	162.57		Total Productive	159.50	171.64		
110.96	115.64		Non-Productive FTE's	107.10	94.59		
276.38	278.21		Paid FTE's	266.60	266.23		
PRODUCTIVE FTE PER ADJUSTED OCCUPIED BED							
2.26	2.13			2.25	2.51		

MAYERS MEMORIAL HOSPITAL

Balance Sheet

	FEB 2026	FEB 2025
Cash - General, Payroll, & Petty Cash	33,666,576	33,178,815
Reserve Cash (Unrestricted)	1,961,269	1,899,687
Restricted Cash	1,953,892	2,585,767
Cash	<u>37,581,737</u>	<u>37,664,268</u>
Mortgage-Based Securities-Available for Sale	7,998,600	0
Patient Accounts Receivable	15,857,467	17,766,179
Patient Allowances	(7,411,945)	(4,509,567)
Accounts Receivable	8,445,522	13,256,612
Shasta County Tax Receivables	(132,270)	(485,585)
Inventories	1,253,915	717,021
Other Accounts Receivable	41,365	3,595
Prepaid Expenses	834,464	1,398,053
Medicare/Medi-Cal Settlements	1,951,948	4,028,031
Total Current Assets	<u>57,975,281</u>	<u>56,581,996</u>
Property, Plant, & Equipment		
Land and Building Improvements	3,969,852	3,969,852
Building and Fixed Equipment	42,963,502	39,965,416
Equipment	16,714,131	16,406,918
SBITA Asset	4,823,113	4,053,816
Construction in Progress	1,460,487	2,653,189
Accumulated Depreciation	(32,010,724)	(29,990,289)
Accumulated Amortization-Leases CBS	(135,932)	(121,663)
Accumulated Amortization-SBITA's	(568,024)	(296,284)
Total Property, Plant & Equipment	<u>37,216,406</u>	<u>36,640,955</u>
Total Assets	95,191,687	93,222,951
Accounts Payable	980,449	2,841,037
Payroll and Related Liabilities	1,503,766	1,115,571
Current Subscription Liability	444,074	56,818
Accrued Interest	323,940	196,965
HQAF Payable	0	1,933,452
Notes & Loans Payable	134,178	612,846
Current Portion of Medicare/Medi-Cal IGT Settlement	(0)	(90,300)
Current Portion of Medicare/Medi-Cal Settlement	86,588	(18,315)
Total Current Liabilities	<u>3,472,995</u>	<u>6,648,074</u>
Long Term Debt		
2011 CABs	1,265,803	1,386,054
GO Bond/CABS	1,265,803	1,386,054
Leases	271,038	(19,789)
Notes & Loans Payable/CHFFA	1,055,563	1,196,702
GO Bond Series B & Refunding USDA	19,215,000	19,241,000
Capital Leases & Settlement Payments	20,541,601	20,417,913
Long Term Subscription Liability	3,072,501	3,540,751
Total Long-Term Debt	<u>24,879,904</u>	<u>25,344,718</u>
Total Fund Balance	<u>66,838,788</u>	<u>61,230,158</u>
Liabilities and Fund Balance	95,191,687	93,222,951
Current Ratio	16.69	8.51

MAYERS MEMORIAL HOSPITAL

Statement of Revenue and Expenses
Fiscal Year Ending JUNE 30, 2026
COMPARISON TO ACTUAL

2026 FEBRUARY Month Actual	2025 FEBRUARY Month Actual		2026 FEBRUARY YTD Actual	2025 FEBRUARY YTD Actual		
1,086,796	1,144,829	(58,033)	8,983,451	7,353,960	1,629,491	22.16%
991,661	1,213,408	(221,748)	9,491,800	10,662,338	(1,170,538)	-10.98%
0	0	0	464	815	(351)	-43.05%
3,656,349	3,266,936	389,413	29,300,478	25,551,425	3,749,053	14.67%
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5,559,005	5,618,205	(59,200)	46,726,986	43,268,364	3,458,622	7.99%
3,018,810	(1,400,366)	4,419,176	(1,557,360)	1,974,200	(3,531,560)	-178.89%
(186,590)	(198,556)	11,965	(2,500,464)	(2,680,168)	179,704	-6.70%
(8,549)	(626)	(7,923)	(153,434)	(510,679)	357,245	-69.95%
(15,424)	(13,002)	(2,422)	(171,900)	(117,564)	(54,336)	46.22%
1,992	(22,711)	24,703	(382,453)	(443,793)	61,339	-13.82%
2,810,239	(1,635,260)	4,445,499	(4,765,612)	(1,778,004)	(2,987,608)	168.03%
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49,726	65,693	(15,967)	868,039	757,544	110,495	14.59%
8,418,970	4,048,637	4,370,332	42,829,413	42,247,904	581,509	1.38%
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1,891,795	1,687,017	204,778	16,219,794	15,597,282	622,512	3.99%
383,150	550,061	(166,911)	4,473,884	5,129,365	(655,481)	-12.78%
405,630	608,364	(202,734)	3,137,860	3,216,489	(78,628)	-2.44%
6,212	629	5,583	73,823	37,364	36,458	97.58%
163,555	165,825	(2,270)	1,340,071	1,123,022	217,049	19.33%
56,138	79,407	(23,269)	516,488	218,562	297,925	136.31%
248,214	271,872	(23,658)	2,232,738	2,349,150	(116,412)	-4.96%
84,777	64,785	19,992	718,329	835,029	(116,700)	-13.98%
389,129	416,064	(26,935)	3,467,555	3,402,741	64,814	1.90%
246,343	275,745	(29,403)	2,290,419	1,706,242	584,176	34.24%
26,731	35,205	(8,474)	214,162	284,521	(70,359)	-24.73%
61,708	99,609	(37,901)	848,925	923,305	(74,380)	-8.06%
20,792	37,521	(16,730)	437,036	312,985	124,051	39.63%
142,883	137,272	5,611	1,256,095	1,083,469	172,625	15.93%
36,318	36,301	17	572,288	624,128	(51,840)	-8.31%
179,585	154,832	24,752	1,580,624	1,385,812	194,812	14.06%
10,687	8,118	2,569	88,967	134,201	(45,233)	-33.71%
3,958,305	4,211,935	(253,630)	35,927,679	34,923,561	1,004,118	2.88%
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4,460,665	(163,297)	4,623,962	6,901,734	7,324,343	(422,608)	-5.77%
51,510	0	51,510	246,167	0	246,167	
607,842	418,467	189,375	5,329,221	3,571,611	1,757,610	49.21%
93,146	111,036	(17,890)	653,066	822,155	(169,088)	-20.57%
355,429	97,512	257,917	3,260,664	2,364,714	895,951	37.89%
397,069	431,991	(34,921)	2,967,789	2,029,052	938,737	46.26%
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4,857,734	268,694	4,589,041	9,869,524	9,353,395	516,129	5.52%

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

2026 FEBRUARY Month Actual	2025 FEBRUARY Month Actual	Variance		2026 FEBRUARY YTD Actual	2025 FEBRUARY YTD Actual	Variance	Increase Decrease %
Retail Pharmacy Revenue							
75,319	60,003	15,315	Retail Pharmacy Revenue	1,057,732	647,791	409,941	63.28%
(65)	46,845	(46,910)	Retail Pharmacy Revenue	10,298	198,530	(188,233)	-94.81%
2,402	813	1,589	Retail Pharmacy Revenue	13,982	111,735	(97,752)	-87.49%
57,755	50,586	7,169	Private	435,711	497,702	(61,992)	-12.46%
278,274	176,216	102,058	Third Party	2,437,791	1,436,203	1,001,588	69.74%
413,685	334,463	79,222	Non-Operating Revenue	3,955,514	2,891,961	1,063,553	36.78%
Non-Operating Expenses							
34,299	13,911	20,388	Salaries & Wages	162,956	133,017	29,938	22.51%
2,482	983	1,499	Employee Benefits	12,054	8,385	3,668	43.75%
312,725	43,929	268,796	Supplies	2,845,681	1,862,253	983,428	52.81%
0	34,730	(34,730)	Ancillary Travelers	102,021	251,062	(149,041)	-59.36%
587	0	587	Non-Operating Employee Travel Expenses	2,206	3,063	(857)	-27.97%
26	27	(1)	Other Purchased Services	978	4,881	(3,903)	-79.97%
970	1,130	(160)	Utilities	13,553	8,989	4,564	50.77%
0	0	0	Repairs	0	850	(850)	-100.00%
0	0	0	2011 G.O. Bond	0	0	0	0.00%
1,747	212	1,535	Other	7,190	31,212	(24,023)	-76.97%
2,582	2,582	0	Depreciation	22,405	22,405	0	0.00%
11	8	3	Rent - Lease	87	54	33	61.94%
355,429	97,512	257,917	Total Non-Operating Expense	3,169,130	2,326,171	842,959	36.24%
58,256	236,951	(178,695)	Net Income (Loss)	786,384	565,790	220,594	38.99%

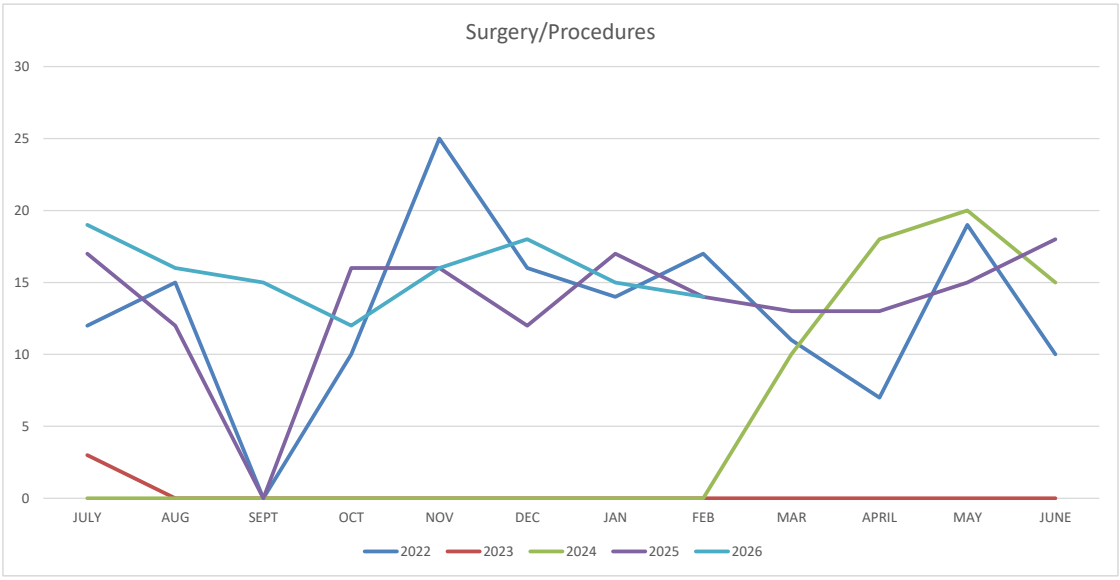
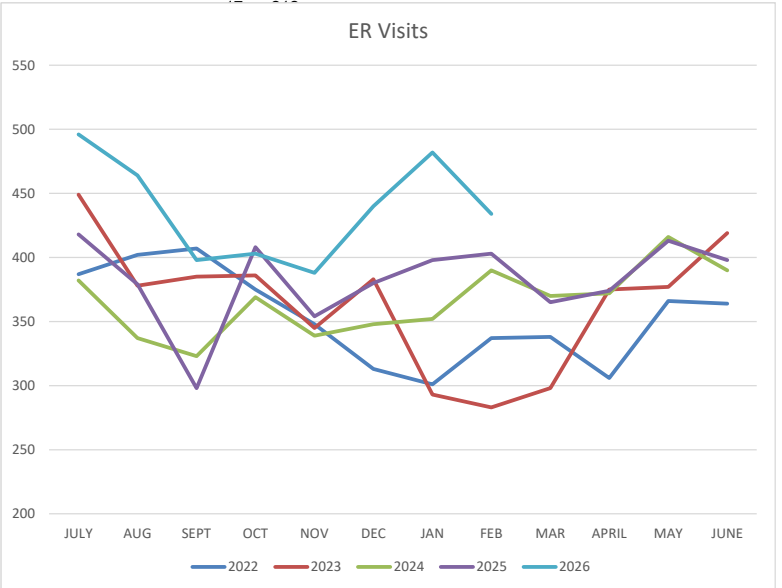
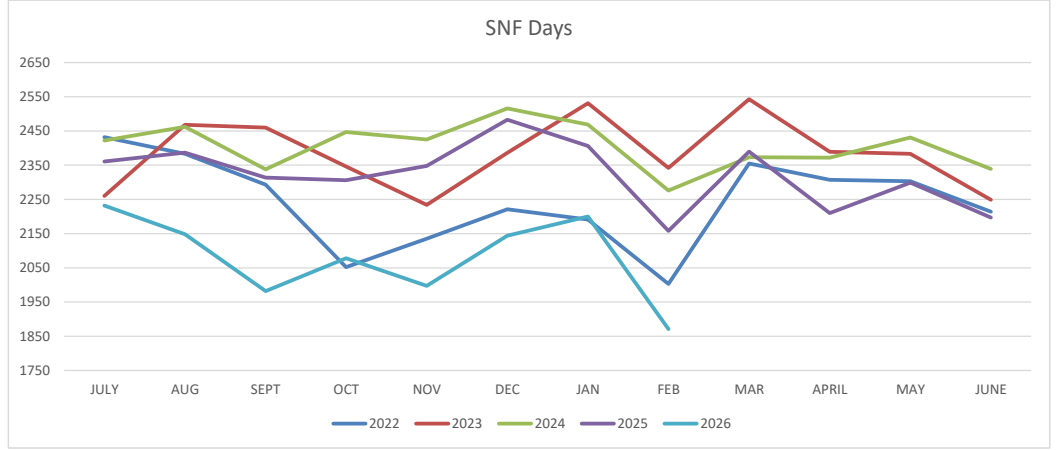
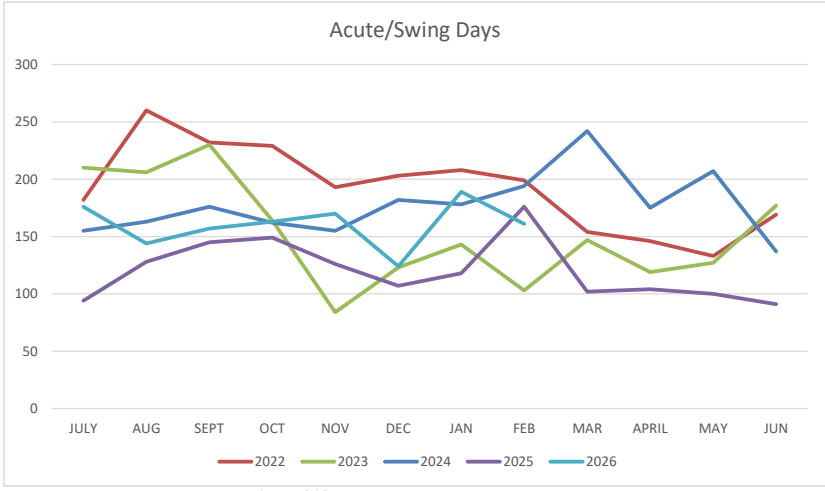
RHC INCOME STATEMENT

	2025 JUL	2025 AUG	2025 SEP	2025 OCT	2025 NOV	2025 DEC	2026 JAN	2026 FEB	YTD FEB
Patient Revenue	153,027	127,661	177,226	154,214	167,775	204,543	228,268	193,723	1,406,437
Net Revenue	153,027	127,661	177,226	154,214	167,775	204,543	228,268	193,723	1,406,437
Other Operating Revenues	10,165	18,670	11,833	6,100	6,295	6,254	6,386	6,167	71,869
Salaries and Wages	125,891	167,809	101,721	102,273	186,638	118,947	111,912	118,157	1,033,349
Employee Benefits	9,296	11,357	7,458	8,327	11,944	7,828	7,817	11,074	75,100
Supplies	4,468	2,045	13,878	17,518	5,053	8,876	14,447	16,664	82,949
Professional Fees	6,720	12,253	12,300	21,608	788	1,610	1,505	1,508	58,291
Travelers	0	0	0	0	0	0	0	0	0
Other Purchased Services	11,188	3,647	15,134	2,336	27,328	52,018	30,605	42,413	184,668
Repairs & Maintenance	0	0	0	0	0	0	1,623	0	1,623
Utilities	0	0	0	0	0	71	0	0	71
Insurance Other	2,082	2,082	2,082	2,082	0	1,963	1,963	0	12,254
Other Expenses	1,132	1,366	1,395	1,765	1,636	1,585	3,574	3,528	15,980
Interest Expense	0	0	0	0	0	0	0	0	0
Depreciation Expense	4,480	4,480	4,336	4,480	4,336	4,480	4,480	4,047	35,118
Rental/Lease	0	0	0	0	0	0	0	0	0
Operating Expenses	165,256	205,038	158,304	160,388	237,723	197,377	177,927	197,391	1,499,403
Total Expenses	165,256	205,038	158,304	160,388	237,723	197,377	177,927	197,391	1,499,403
Income from Operations	(2,064)	(58,707)	30,756	(74)	(63,653)	13,420	56,727	2,499	(21,097)

MAYERS MEMORIAL HOSPITAL
SUMMARY OF SERVICES - DEPOSITS - REFUNDS
- Fiscal Year 2026

DATE:	REVENUE / SERVICES	AVERAGE DAILY REVENUE	TOTAL DEPOSITS	MISC. PAYMENTS	MISC. PMTS PT RELATED	PATIENT PAYMENTS	ADJUSTMENTS & WRITE-OFFS	REFUNDS
July 31, 2025	5,888,168.35	189,940.91	3,548,999.06	195,050.52		3,353,948.54	1,815,223.55	1,209.32
August 31, 2025	5,772,268.03	186,202.19	3,785,601.54	239,402.04		3,546,199.50	2,107,867.47	-
September 30, 2025	5,713,769.17	184,315.13	3,452,345.55	171,886.38		3,280,459.17	2,370,480.32	945.01
October 30, 2025	5,725,435.37	184,691.46	3,362,479.66	155,703.80		3,206,775.86	2,214,462.65	5,068.30
November 29, 2025	5,768,172.21	192,272.41	5,802,699.86	445,393.40	243,132.19	5,114,174.27	2,965,164.53	-
December 30, 2025	6,129,705.44	197,732.43	3,953,170.63	174,584.53		3,778,586.10	2,687,061.37	8,889.55
January 29, 2026	6,648,552.72	214,469.44	4,428,128.30	650,604.27		3,777,524.03	2,692,828.07	664.64
February 27, 2026	5,956,862.49	212,745.09	27,384,977.47	133,795.03	24,679,762.81	2,571,419.63	2,208,755.86	9,582.98
March 30, 2026		-						
April 29, 2026		-						
May 30, 2026		-						
June 29, 2026		-						
YTD TOTAL	47,602,933.78	195,296.13	55,718,402.07	2,166,419.97	24,922,895.00	28,629,087.10	19,061,843.82	26,359.80

ACCOUNTS RECEIVABLE AGING				PAYOR MIX - YTD % OF REVENUE					
	February \$ OUTSTANDING	February DAYS OUT	January DAYS OUT		February	January	December	3 MONTH AVERAGE	
MEDICARE	7,767,718.75	37.29	32.88	MEDICARE	44.54%		42.67%	46.11%	44.44%
MEDI - CAL	4,445,775.17	21.34	23.26	MEDI - CAL	39.83%		43.04%	37.97%	40.28%
THIRD PARTY	3,202,615.61	15.37	15.08	THIRD PARTY	14.38%		13.25%	14.29%	13.97%
PRIVATE	852,945.34	4.09	4.21	PRIVATE	1.25%		1.03%	1.63%	1.30%
OVERALL	16,269,054.87	78.10	78.70						



**MAYERS MEMORIAL HOSPITAL
2025-2026 OPERATING ACTUAL**

	2025 JUL	2025 AUG	2025 SEP	2025 OCT	2025 NOV	2025 DEC	2026 JAN	2026 FEB					2026 YTD
<u>Operating Revenue</u>													
Acute Revenue	1,170,920	1,022,453	1,139,258	1,037,729	1,209,392	928,449	1,388,454	1,086,796	0	0	0	0	8,983,451
Revenue - SNF Inpatient	1,275,568	1,250,700	1,151,163	1,179,290	1,113,173	1,353,976	1,176,269	991,661	0	0	0	0	9,491,800
Outpatient Revenue	3,520,129	3,564,415	3,550,165	3,808,582	3,506,688	3,871,645	3,822,505	3,656,349	0	0	0	0	29,300,478
Cerner Unalised	(183,076)	24,605	(54,712)	(18,906)	(301,971)	(173,904)	(165,441)	(175,801)	0	0	0	0	(1,049,207)
Patient Revenue	5,783,541	5,862,173	5,785,873	6,006,695	5,527,281	5,980,165	6,222,252	5,559,005	0	0	0	0	46,726,986
Total Patient Revenue	5,783,541	5,862,173	5,785,873	6,006,695	5,527,281	5,980,165	6,222,252	5,559,005	0	0	0	0	46,726,986
<u>Less Deductions</u>													
MCMC Contractuals	(1,164,235)	(1,337,958)	(1,325,046)	(1,607,591)	(55,390)	(323,135)	1,202,365	2,918,893	0	0	0	0	(1,692,098)
Medicare/Medi-Cal Contractuals	(1,138,114)	(1,320,958)	(1,335,327)	(1,640,421)	25,798	(343,456)	1,176,308	3,018,810	0	0	0	0	(1,557,360)
PPO Contractuals	(477,779)	(397,637)	(511,239)	(245,696)	(255,777)	(171,803)	(253,943)	(186,590)	0	0	0	0	(2,500,464)
Provision for Bad Debt	7,726	(25,019)	5,693	4,902	12,669	(361,523)	(28,892)	1,992	0	0	0	0	(382,453)
Total Deductions	(1,620,237)	(1,758,547)	(1,896,238)	(1,894,990)	(264,810)	(985,542)	844,513	2,810,239	0	0	0	0	(4,765,612)
Other Operating Revenues	91,446	85,377	94,407	118,192	155,537	119,263	154,091	49,726	0	0	0	0	868,039
Net Revenue	4,254,750	4,189,003	3,984,042	4,229,898	5,418,007	5,113,887	7,220,856	8,418,970	0	0	0	0	42,829,413
Salaries and Wages	1,868,814	2,196,380	1,738,587	1,752,310	3,053,159	1,807,975	1,910,775	1,891,795	0	0	0	0	16,219,794
Employee Benefits	690,612	465,045	522,311	779,229	530,724	515,858	586,955	383,150	0	0	0	0	4,473,884
Supplies	218,422	425,952	396,270	384,310	421,880	512,129	373,267	405,630	0	0	0	0	3,137,860
Professional Fees	172,673	148,400	197,283	180,759	118,036	164,744	194,621	163,555	0	0	0	0	1,340,071
Travelers	486,338	491,929	426,994	382,646	409,232	416,789	464,500	389,129	0	0	0	0	3,467,555
Other Purchased Services	260,079	313,853	287,239	314,167	298,143	270,477	300,118	246,343	0	0	0	0	2,290,419
Repairs & Maintenance	33,452	28,755	22,037	22,408	20,464	37,983	22,332	26,731	0	0	0	0	214,162
Utilities	136,026	119,768	132,787	89,435	78,854	109,326	121,021	61,708	0	0	0	0	848,925
Insurance Other	129,294	54,417	57,441	50,880	25,730	49,241	49,241	20,792	0	0	0	0	437,036
Other Expenses	163,073	136,150	155,532	158,845	117,080	272,286	110,246	142,883	0	0	0	0	1,256,095
Interest Expense	36,426	36,402	359,606	37,922	36,316	(10,244)	39,542	36,318	0	0	0	0	572,288
Depreciation Expense	180,025	181,124	165,544	134,230	162,863	422,450	154,804	179,585	0	0	0	0	1,580,624
Rental/Lease	10,041	8,760	10,016	10,272	13,965	15,083	10,144	10,687	0	0	0	0	88,967
Operating Expenses	4,385,275	4,606,934	4,471,647	4,297,413	5,286,446	4,584,097	4,337,563	3,958,305	0	0	0	0	35,927,679
Total Operating Expenses	4,385,275	4,606,934	4,471,647	4,297,413	5,286,446	4,584,097	4,337,563	3,958,305	0	0	0	0	35,927,679
Net Operating Revenue over Expense	(130,525)	(417,931)	(487,605)	(67,516)	131,561	529,790	2,883,294	4,460,665	0	0	0	0	6,901,734
Interest Income-MBS	0	0	42,863	44,140	36,529	35,948	35,177	51,510	0	0	0	0	246,167
<u>Non-Operating Revenue</u>													
Non-Operating Revenue	558,826	544,286	858,111	673,304	600,994	798,891	686,966	607,842	0	0	0	0	5,329,221
Interest Income	128,804	107,740	86,772	85,895	55,707	41,599	53,404	93,146	0	0	0	0	653,066
Non-Operating Expenses	136,713	394,260	509,652	544,260	428,240	466,144	425,967	355,429	0	0	0	0	3,260,664
Total Non-Operating	550,917	257,766	478,094	259,079	264,990	410,294	349,580	397,069	0	0	0	0	2,967,789
Net Revenue over Expense	420,392	(160,165)	(9,511)	191,563	396,551	940,084	3,232,874	4,857,734	0	0	0	0	9,869,524
Days in Month	31	31	30	31	30	31	31	28					215
Expenses per Day	135,653	142,768	143,537	134,296	170,786	134,247	134,928	134,954	0	0	0	0	159,754
Days Cash on Hand	248	226	162	165	84	92	90	249	0	0	0	0	211
Cash in Bank @ Month End	37,799,303	36,846,067	34,777,954	33,768,026	26,113,729	24,090,995	23,967,169	45,580,337	0	0	0	0	45,580,337

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	2025	\$5,346,153.31	\$1,625,265.51	\$1,087,089.43	\$718,496.58	\$1,006,777.83	\$559,555.26	\$2,555,422.00	\$12,898,759.92
AUGUST	2025	\$5,719,984.05	\$1,711,329.95	\$1,014,586.94	\$907,466.95	\$670,032.30	\$690,870.70	\$2,416,620.79	\$13,130,891.68
SEPTEMBER	2025	\$5,789,768.61	\$1,809,936.10	\$1,004,234.19	\$865,916.44	\$845,371.73	\$538,780.51	\$2,701,414.71	\$13,555,422.29
OCTOBER	2025	\$6,486,933.77	\$1,953,502.34	\$1,359,903.21	\$792,481.48	\$678,217.88	\$651,312.82	\$3,407,599.15	\$15,329,950.65
NOVEMBER	2025	\$6,370,717.42	\$1,962,778.01	\$1,112,159.22	\$470,227.44	\$240,736.11	\$235,976.65	\$1,337,460.75	\$11,730,055.60
DECEMBER	2025	\$5,697,018.20	\$2,262,743.21	\$1,498,597.66	\$915,828.13	\$747,832.81	\$544,570.17	\$2,880,732.98	14,547,324.16
JANUARY	2026	\$6,297,348.99	\$2,264,088.83	\$1,124,253.25	\$1,010,017.25	\$778,451.19	\$647,368.84	\$3,081,384.29	\$15,198,810.64
FEBRUARY	2026	6476876.53	3213475.13	1335757.50	894054.85	784775.54	682040.89	2882083.43	16,269,063.87
MARCH	2026	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
APRIL	2026	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
MAY	2026	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
JUNE	2026	0.00	0.00	0.00	0.00	0.00	0.00	0.00	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	2025	1,386,054.00	0.00	0.00	0.00	0.00	1,386,054.00
AUGUST	2025	1,460,690.00	0.00	0.00	0.00	0.00	1,460,690.00
SEPTEMBER	2025	1,177,332.00	0.00	0.00	0.00	0.00	1,177,332.00
OCTOBER	2025	1,367,852.00	0.00	0.00	0.00	0.00	1,367,852.00
NOVEMBER	2025	1,444,741.00	0.00	0.00	0.00	0.00	1,444,741.00
DECEMBER	2025	1,013,609.00	0.00	0.00	0.00	0.00	1,013,609.00
JANUARY	2026	1,199,435.00	0.00	0.00	0.00	0.00	1,199,435.00
FEBRUARY	2026	980,449.00	0.00	0.00	0.00	0.00	980,449.00
MARCH	2026	0.00	0.00	0.00	0.00	0.00	0.00
APRIL	2026	0.00	0.00	0.00	0.00	0.00	0.00
MAY	2026	0.00	0.00	0.00	0.00	0.00	0.00
JUNE	2026	0.00	0.00	0.00	0.00	0.00	0.00

ACCOUNTS RECEIVABLE BY SYSTEM

<u>SYSTEM</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>
PARAGON	(35.00)	-	-	-	-	-	(9,002.53)	(9,037.53)
CERNER	5,543,549.75	3,017,272.64	1,149,778.03	753,461.07	569,954.01	534,866.86	2,304,594.98	13,873,477.34
PCC	886,364.50	193,855.98	157,375.00	133,098.98	105,622.50	83,739.48	586,490.98	2,146,547.42
MATRIXCARE	46,988.28	2,346.51	28,604.47	7,494.80	109,199.03	-	63,434.55	258,067.64
Total	6,476,867.53	3,213,475.13	1,335,757.50	894,054.85	784,775.54	618,606.34	2,945,517.98	16,269,054.87
%	40%	20%	8%	5%	5%	4%	18%	
% Prior to Cerner	65%	11%	6%	3%	2%	2%	11%	

Finance Notes February FY 26

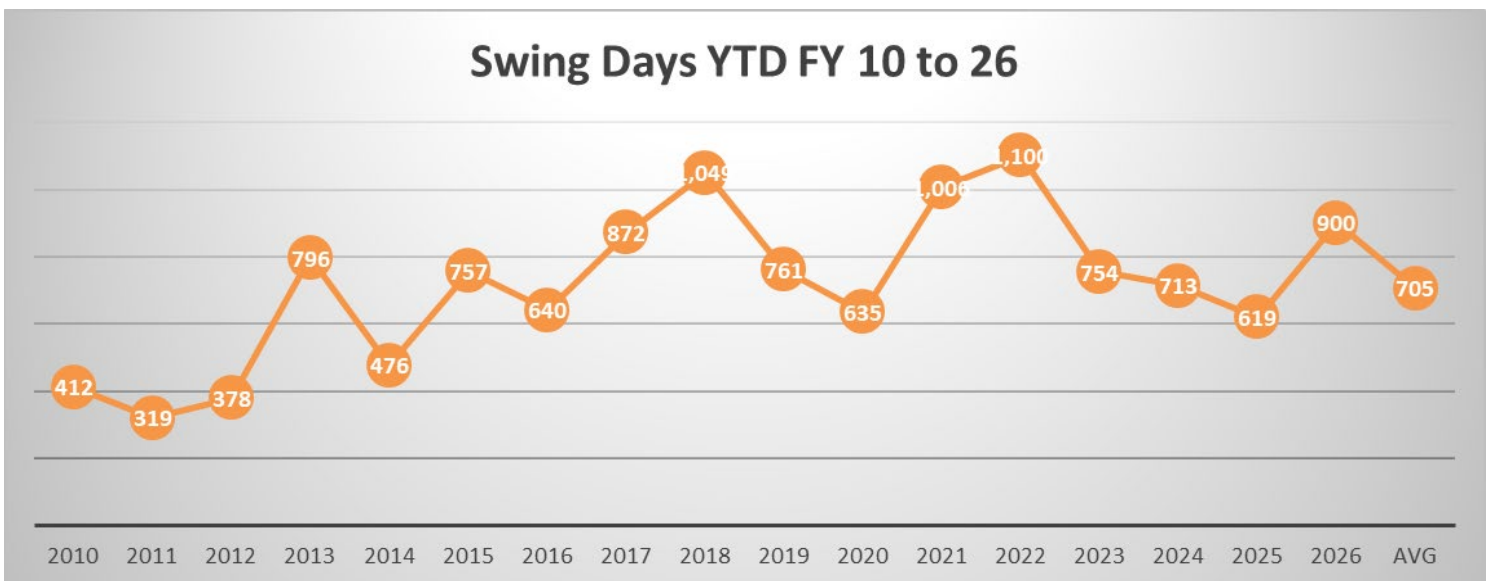
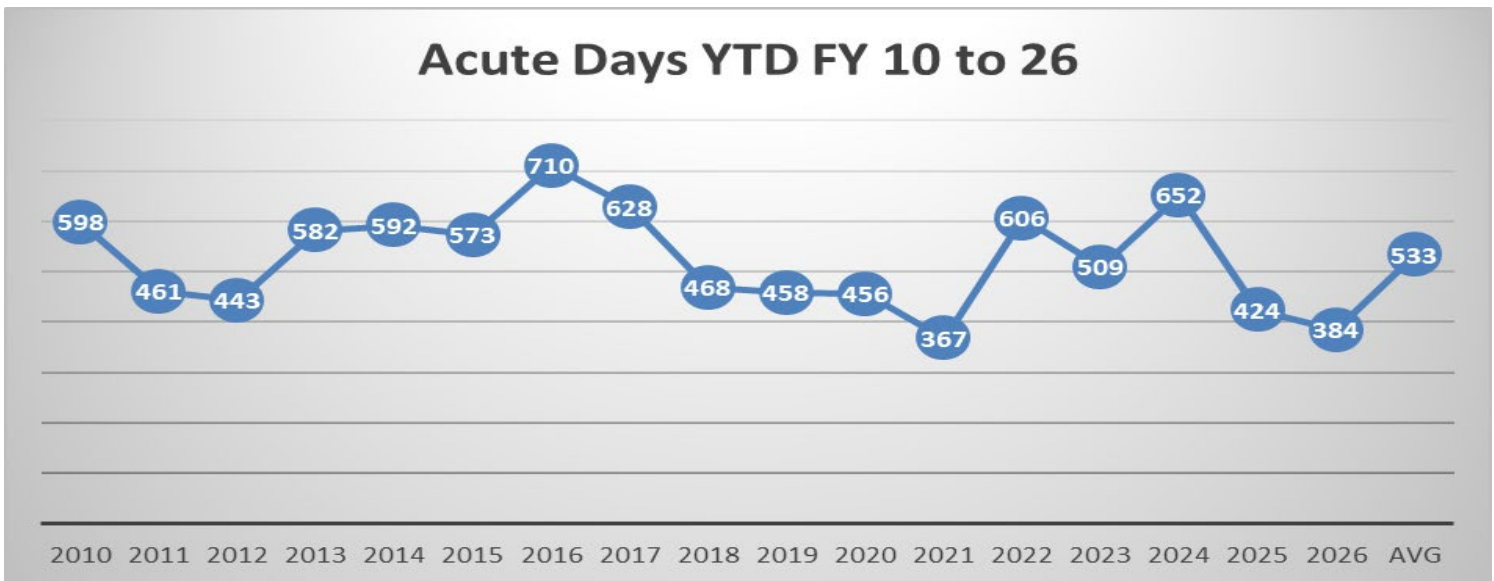
Ratios	FY 26	FY 25 Average	
Cash on Hand	322	268	Avg PY
Net Income	4,857,734	366,667	Avg PY
Current Ratio	16.7		
AR Days	78.1	86	Avg PY
Accounts Payable	980,449	830,660	Avg PY
Daily Gross Revenue	212,745	173,009	Avg PY
YE % of Gross Revenue Collected	60% YTD	61%	Avg PY

1. Jacarri Williams with Tri-Counties Financial Advisors will go over the retirement offerings for the 401K and 457B currently offered to the employees at the board meeting. Jacarri has come up, met with employees multiple times, and provided resources, such as Empower webinars, which our employees can attend to become better educated about their retirement investment options. I inquired about this because we have many employees who invest in the default 3% option and never change their investments.
2. The FY 24 Medi-Cal audit has been successfully wrapped up.
3. AR days went down slightly, and it looks like we are on a good track, as a lot of Medicare payments have been coming through that had previously been held up with the provider reassignment of benefit changes. Our average daily revenue has jumped quite a bit when you look at last year's average of 173K, compared to the February average of 212K and the FY 26 average of 195K.
4. Starting to work on our FY 27 budget. In the CFO groups, we have been discussing the impact of January 1st, 2027, and staffing the main hospital entrance with a metal detector 24/7 365, which will require a minimum of 4 new employees. Hoping for some advocacy for rural hospitals to get some sort of exemption.
5. Val and I had a call with Sarah Bridge who is the VP of Advocacy & Strategy for the Association of California Healthcare Districts (ACHD) regarding the remapping of the Health Provider Shortage Areas (HPSA) which in our case removed McArthur from our area which reduces our total population making it more difficult to remain a HPSA and be an eligible entity for our current and future providers to receive loan forgiveness through the National Health Service Corps (NHSC). I was heavily involved in establishing an HPSA for our area to open our rural health clinic (RHC), and the last two times we have had to file. We filed on time and hope to retain our HPSA this time. With our recruitment and McArthur's removal from our HPSA area in a few years, we may not qualify

when we reapply in 2029. Once RHCs are established, we won't lose our designation, but we can't open new ones or change addresses if we aren't in an active HPSA.

6. CHA has asked me to be on a panel again to discuss the Office of Healthcare Affordability (OHCA) at the Rural Symposium.
7. CMS has approved 183 million of the expected 233 million of California's Rural Health Transformation Program (RHTP) award. The remaining 50 million is still under discussion, and the negotiations concern the "transformation payments" intended to support distressed hospitals. These discussions should wrap up in the next few weeks, and I'm sure we will learn more at the Rural Symposium as HCAI is presenting on the 23rd.
8. The RHC had a positive month, and the visits are well ahead of prior years.
9. Cash on Hand is at 322 days, which is great considering that we have been self-funding all our purchases and projects after the RHC, where we got 2% funding through the California Health Facilities Financing Authority (CHFFA).
10. The Retail Pharmacy continues to excel with a 36% increase in revenue over the prior year.

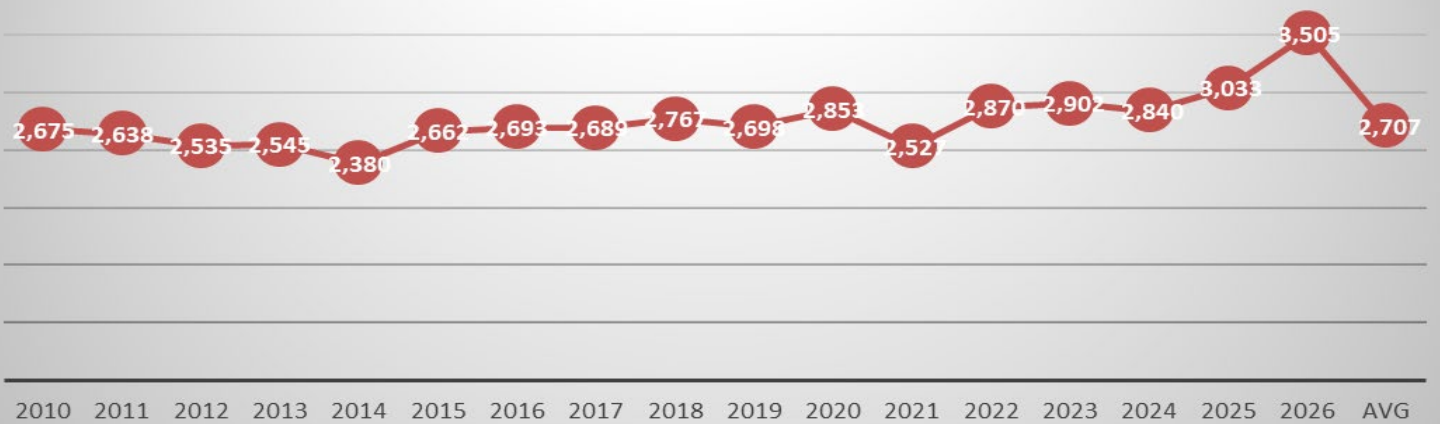
Stats



SNF Days YTD FY 11 to 26



ED Visits YTD FY 10 to 26



ER visits are averaging 14.4 per day, up 16% from last year and 29% over our historical average of 11.1 visits per day YTD.

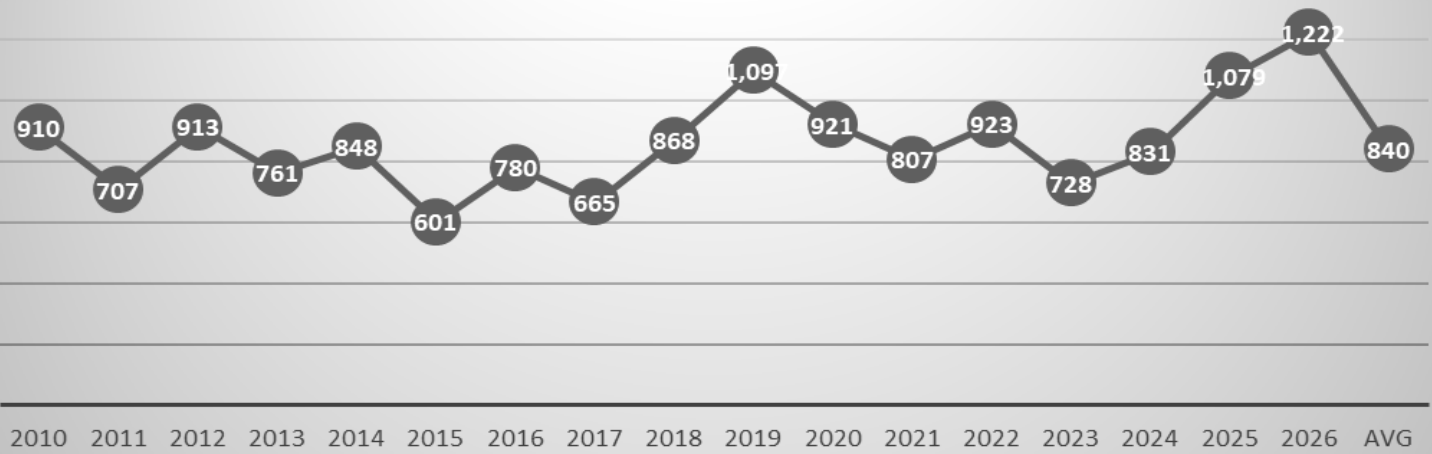
Labs YTD FY 10 to 26



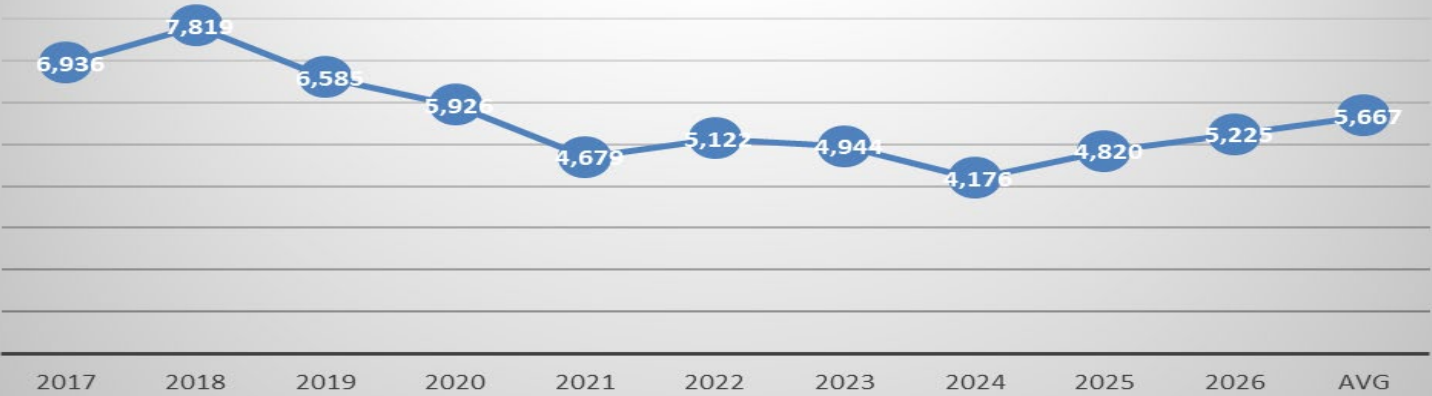
Rad Procedures YTD FY 10 to 26



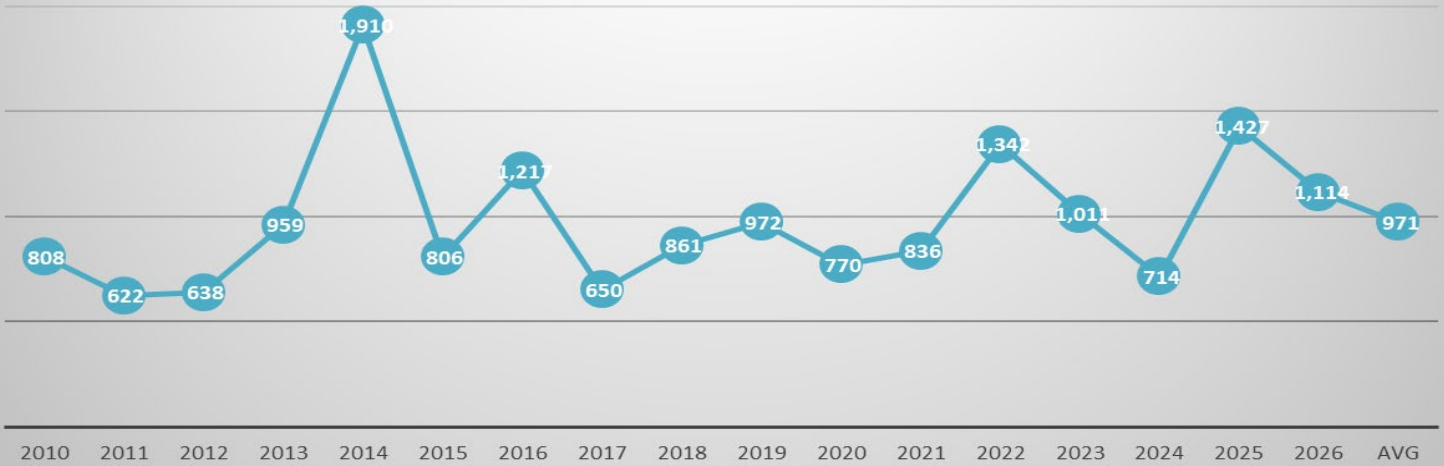
OPM Visits YTD FY 10 to 26



PT Procedures YTD FY 17 to FY 26



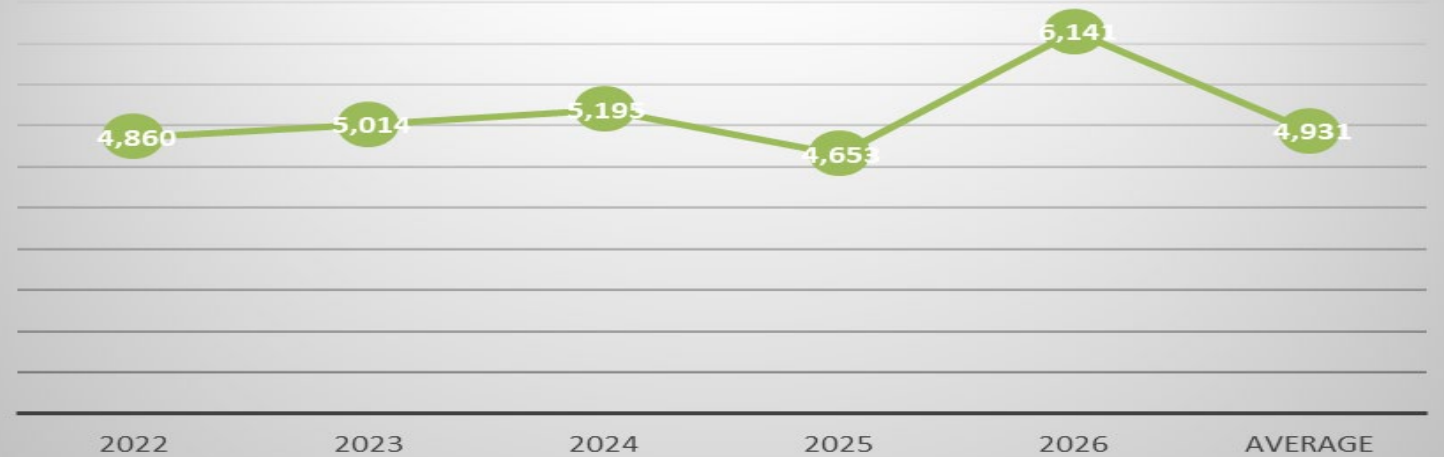
Hospice Days YTD FY 10 to 26



Ambulance Runs YTD FY 10 to 17, 24 to 26



RHC Visits YTD FY 22 to 26



Income Statement

- 1) Acute revenue is up year to date (YTD) due to the large increase in Swing Days. This is the 4th highest amount of Swing Days YTD over the last 16 years.
- 2) SNF Revenue is down due to a very low census.
- 3) Outpatient Revenue is up as almost all Outpatient departments have increased their visits or procedures from the prior year.
- 4) Contractuals are a large positive adjustment due to the Rate Range and a large Medicare lump sum payment based on our FY 25 cost report.
- 5) Salaries and Wages are up 4% due to the state-mandated wage increases that go into effect July 1st every year.
- 6) Employee Benefits are down so far this year. We had some large claims last year, which affected us greatly as a self-funded company.
- 7) Supplies are down, which is great given that they normally will fluctuate with visits and procedures, which are up. Our Purchasing Manager, Hollie, has created a Supply Committee that meets with clinical managers to evaluate lower-cost supplies and ensure the suggested options work and won't sit on a shelf if the new option doesn't meet our needs.
- 8) Pro Fees are up as there have been wage increases in the ER. This is an area I expect will see large increases next year as well, when I talk to my counterparts, and we compare staffing costs.
- 9) Travelers are only 1.9% overall, with decreases in SNF and Ancillary Departments, but a large increase in Acute.
- 10) Other Purchased Services are up due to locum docs in the clinic and the radiology group that charges us to read studies.
- 11) Utilities are trending in the right direction with 37K in savings in February. I expect larger savings as it warms up, since we will use less natural gas, which is included in the utility expenses.
- 12) Insurance is up with increases in liability and property insurance. Property is projected to decrease next year as we have that laundry fire claim rolling off.
- 13) Other Expenses are mostly up due to software subscriptions and some minor increases in outside training and advertising.
- 14) Total expenses are up 2.88%, which is positive as we budgeted for a 4% increase.
- 15) Interest income is up about 77K when you factor in the mortgaged back securities.
- 16) Total Non-Operating is up mostly due to the increased revenue from the retail pharmacy and Jack's work on the QIP, which we will be receiving in April or May.
- 17) Net Income YTD is 9.8 million, but I do anticipate us having a Medicare repayment on our interim cost report, given the increase in Swing and Outpatient. Typically, the interim is filed in April, so I will have an estimate to book then, which will increase contractuals and decrease the bottom line.

Balance Sheet

- 1) Cash is up as we received our Rate Range and Medicare settlement payments. When you go from year to year, you must factor in the mortgage-based securities, which we didn't have in the prior year.
- 2) Patient AR is up compared to last year due to physicians becoming unlinked and that related AR stacking up, as well as there being 1.7 million in inpatient claims under 30 days old. Most

physicians are relinked, and those bills have been dropped, so there will be a lot of payments in March and April.

- 3) Inventories are up due to retail pharmacy and the larger stock on hand to fill more prescriptions.
- 4) The Medicare/Medi-Cal Settlement receivable is now just what we expect for the District Hospital Directed Payment (DHDP) Program and the Quality Improvement Program (QIP) payment.
- 5) Total Current Liabilities are only 3.47 million, as we have paid all our larger IGT payments for the year.
- 6) With our reduction in Current Liabilities and large increase in cash, the Current Ratio is 16.7% compared to the California Critical Access Hospital (CAH) average of 2.77.