

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
April 29, 2026 @ 11:00 am
Mayers Memorial Healthcare District
Burney Boardroom
20647 Commerce Way
Burney, CA 96013

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 – Mar 25, 2026	Attachment A	Action Item	2 min.
4	FINANCIAL REVIEWS/BUSINESS			
	4.1 March 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 – May 27, 2026			

Posted: 04.23.26

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.

Chief Executive Officer
Ryan Harris



Attachment A

Board of Directors

Jeanne Utterback, President
Abe Hathaway, Vice President
Tami Humphry, Treasurer
Lester Cufaude, Director
James Ferguson, Director

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

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 11:09 a.m. on March 25, 2026, in accordance with Robert's Rules of Order and the Bylaws of Mayers Memorial Healthcare District, 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 – March 25, 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	February 2026 Financials & Accounts Payable (AP)/Accounts Receivable (AR) A motion to present the financial statements, accounts payable, and accounts receivable to the Board for action was made, seconded, and carried.	<i>Hathaway / Humphry</i>	<i>Approved by All</i>
5	ADMINISTRATIVE REPORT: Travis Lakey provided a written report. Verbally reported that Eastern Plumas is giving MMHD one of their MRI days for the next few months.		
6	OTHER INFORMATION/ANNOUNCEMENTS:		
7	ADJOURNMENT: The committee chair declared the meeting adjourned at 12:04 a.m. Next Finance Board Committee Meeting is April 29, 2026		

MAYERS MEMORIAL HOSPITAL							
Statistical Data							
Fiscal Year Ending JUNE 30, 2026							
COMPARISON TO ACTUAL							
2026	2026			FY 2026	FYE 2025		
March	February			YTD	YTD		
Actual	Actual	Variance	VOLUME:	Actual	Actual	Variance	% Increase or Decrease
DISCHARGES							
9	8	1	Acute	125	126	(1)	-0.81%
14	7	7	Swing Bed	96	72	24	33.32%
6	6	0	Skilled Nursing Care (DISCHG)	49	26	23	88.52%
3	4	(1)	Observations	45	64	(19)	-29.71%
PATIENT DAYS							
33	34	(1)	Acute	417	473	(56)	-11.81%
122	127	(5)	Swing Bed	1,022	647	375	58.02%
2,075	1,871	204	Skilled Nursing Care	18,727	21,153	(2426)	-11.51%
LENGTH OF STAY							
3.67	4.25	(1)	Acute	3.34	3.75	(0)	-11.11%
8.71	10.00	(1)	Swing Bed	10.65	8.99	2	18.52%
			Skilled Nursing Care				
AVERAGE DAILY CENSUS							
1.06	1.10	(0)	Acute	1.52	1.73	(0)	-11.81%
3.94	4.10	(0)	Swing Bed	3.73	2.36	1	58.02%
66.94	60.35	7	Skilled Nursing Care	68.35	77.20	(9)	-11.51%
ANCILLARY SERVICES							
0	0	0	Surgery Inpatient Visits	0	0	0	
15	14	1	Surgery OP/ procedure visits	140	117	23	19.72%
369	434	(65)	Emergency Room Visits	3,874	3,398	476	14.02%
148	113	35	Outpatient Services Procedures	1,370	1,244	126	10.12%
744	731	13	Laboratory Visits	6,078	5,646	432	7.72%
564	545	19	Radiology Procedures	4,970	4,622	348	7.52%
611	449	162	Physical Therapy Procedures	5,836	5,558	278	5.02%
210	205	5	Cardiac Rehab	1,777	1,616	161	10.02%
90	66	24	Telemedicine visits	717	601	116	19.32%
8	12	(4)	Admissions from ER	118	137	(19)	-13.91%
25	34	(9)	Transfers from ER	217	178	39	21.92%
840	759	81	Clinic Visits	6,981	5,333	1648	30.92%
58	64	(6)	Ambulance	515	505	10	2.02%
PRODUCTIVITY:							
Productive FTE's							
5.87	5.62		Nursing - Acute	5.46	8.16		
37.49	33.92		Long Term Care	34.41	31.61		
61.03	58.23		Ancillary	56.08	53.33		
71.09	67.65		Service	65.85	66.92		
175.48	165.42		Total Productive	161.81	160.02		
98.92	110.96		Non-Productive FTE's	106.84	95.58		
274.4	276.38		Paid FTE's	268.45	255.60		
PRODUCTIVE FTE PER ADJUSTED OCCUPIED BED							
2.53	2.58			2.28	2.28		

MAYERS MEMORIAL HOSPITAL

Balance Sheet

MAR 2026

Cash - General, Payroll, & Petty Cash	33,548,157
Reserve Cash (Unrestricted)	1,961,269
Restricted Cash	1,644,812
Cash	<u>37,154,238</u>
Mortgage-Based Securities-Available for Sale	7,972,571
Patient Accounts Receivable	13,650,355
Patient Allowances	(6,636,285)
Net Patient Accounts Receivable	7,014,070
Shasta County Tax Receivables	(12,651)
Inventories	1,255,604
Other Accounts Receivable	44,517
Prepaid Expenses	738,731
Medicare/Medi-Cal Settlements	2,424,840
Total Current Assets	<u>56,591,920</u>
Property, Plant, & Equipment	
Land and Building Improvements	3,969,852
Building and Fixed Equipment	42,963,502
Equipment	16,564,549
SBITA Asset	4,823,113
Construction in Progress	1,464,700
Accumulated Depreciation	(32,113,108)
Accumulated Amortization-Leases CBS	(140,688)
Accumulated Amortization-SBITA's	(464,503)
Total Property, Plant & Equipment	<u>37,067,416</u>
Total Assets	93,659,336
Accounts Payable	1,266,761
Payroll and Related Liabilities	1,608,104
Current Subscription Liability	401,231
Accrued Interest	323,940
HQAF Payable	0
Notes & Loans Payable	128,468
Current Portion of Medicare/Medi-Cal IGT Settlement	(0)
Current Portion of Medicare/Medi-Cal Settlement	322,964
Total Current Liabilities	<u>4,051,469</u>
Long Term Debt	
2011 CABs	1,265,803
Capital Leases & Settlement Payments	20,550,328
Long Term Subscription Liability	3,072,501
Total Long-Term Debt	<u>24,888,632</u>
Fund Balance	
Restricted Fund Balance	33,036
Restricted Fund Balance-Hospital	4,508,543
Fund Balance - Hospital	60,616,590

MAYERS MEMORIAL HOSPITAL

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

2026 MARCH Month Actual	2025 MARCH Month Actual		2026 MARCH YTD Actual	2025 MARCH YTD Actual		
		Patient Revenue				
933,722	708,018	225,704 Acute Revenue	9,917,173	8,061,978	1,855,195	23.01%
1,361,794	1,349,826	11,968 Revenue - SNF Inpatient	10,853,594	12,012,164	(1,158,570)	-9.64%
3,579,641	3,222,644	356,997 Outpatient Revenue	32,952,246	28,774,069	4,178,177	14.52%
<u>5,824,830</u>	<u>5,185,466</u>	639,364 Patient Revenue	<u>52,623,943</u>	<u>48,453,830</u>	4,170,113	8.61%
(2,206,055)	(2,104,048)	(102,007) Contractuals- Care/cal	(4,015,604)	(129,848)	(3,885,756)	804.11%
(581,800)	(436,922)	(144,878) Contractuals- PPO	(3,220,908)	(3,117,090)	(103,818)	3.33%
(2,018)	(19,056)	17,037 Charity and Write-Offs	(156,613)	(529,735)	373,122	-70.44%
(16,166)	(71,199)	55,033 Admin Adjustments and Employee Discounts	(188,066)	(188,763)	697	-0.37%
8,695	(24,492)	33,188 Provision for Bad Debt	(384,480)	(468,285)	83,805	-17.90%
<u>(2,797,344)</u>	<u>(2,655,717)</u>	(141,627) Total Deductions	<u>(7,965,672)</u>	<u>(4,433,721)</u>	(3,531,951)	718.74%
129,329	40,710	88,619 Other Operating Revenues	998,885	798,253	200,631	25.13%
<u>3,156,815</u>	<u>2,570,459</u>	586,356 Net Revenue	<u>45,657,156</u>	<u>44,818,363</u>	838,793	752.48%
1,912,982	1,790,044	122,937 Salaries and Wages	18,132,775	17,387,326	745,449	4.29%
546,467	352,780	193,687 Employee Benefits	5,250,677	4,666,462	584,215	13.00%
434,403	172,629	261,774 Supplies	3,584,426	3,389,118	195,308	5.76%
257,226	197,604	59,622 Professional Fees	1,610,771	1,320,627	290,145	21.97%
71,088	62,487	8,602 Other Purchased Service Nurse Travel Acute	591,329	281,049	310,280	110.40%
286,581	308,783	(22,202) Other Purchased Service Nurse Travel SNF	2,524,199	2,657,933	(133,734)	-5.03%
117,057	88,052	29,005 Other Purchased Service Travel Ancillary	835,987	923,081	(87,094)	-9.44%
474,727	459,322	15,405 Travelers	3,951,515	3,862,063	89,452	2.32%
369,843	203,522	166,321 Other Purchased Services	2,664,763	1,909,764	755,000	39.53%
21,246	33,095	(11,849) Repairs & Maintenance	238,311	317,615	(79,305)	-24.97%
91,436	121,628	(30,192) Utilities	940,360	1,044,933	(104,572)	-10.01%
47,518	36,021	11,497 Insurance Other	484,554	349,006	135,549	38.84%
337,814	193,240	144,574 Other Expenses	1,622,070	1,276,709	345,361	27.05%
349,564	357,019	(7,456) Interest Expense	922,380	981,147	(58,767)	-5.99%
116,131	167,769	(51,638) Depreciation Expense	1,730,968	1,553,581	177,388	11.42%
9,345	8,670	674 Rental/Lease	98,312	142,871	(44,559)	-31.19%
<u>4,968,700</u>	<u>4,290,948</u>	677,752 Total Operating Expenses	<u>41,231,884</u>	<u>39,521,848</u>	1,710,036	4.32%
(1,811,885)	(1,720,489)	(91,396) Income From Operations	4,425,271	5,296,515	(871,243)	16.44%
41,971	0	41,971 Interest Income-MBS	288,137	0	288,137	0.00%
958,795	561,076	397,719 Non-Operating Revenue	6,183,697	4,132,687	2,051,010	49.63%
102,866	114,694	(11,828) Interest Income	755,932	936,849	(180,917)	-19.31%
343,124	553,880	(210,756) Non-Operating Expenses	3,603,809	2,918,594	685,215	23.48%
<u>760,508</u>	<u>121,890</u>	638,618 Total Non-Operating	<u>3,623,957</u>	<u>2,150,942</u>	1,473,015	68.48%
<u>(1,051,377)</u>	<u>(1,598,599)</u>	547,221 Net Income	<u>8,049,228</u>	<u>7,447,456</u>	601,772	8.08%

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

2026 MARCH Month Actual	2025 MARCH Month Actual	Variance		2026 MARCH YTD Actual	2025 MARCH YTD Actual	Variance	Increase Decrease %
Retail Pharmacy Revenue							
(36)	132,150	(132,186)	Retail Pharmacy Revenue	10,261	330,680	(320,419)	-96.90%
1,444	1,025	419	Retail Pharmacy Revenue	15,426	112,759	(97,333)	-86.32%
0	0	0	Retail Pharmacy Revenue	1,057,732	647,791	409,941	63.28%
96,086	0	96,086	Retail Pharmacy Revenue	96,086	0	96,086	0.00%
61,516	49,046	12,470	Private	497,227	546,749	(49,522)	-9.06%
312,911	199,590	113,321	Third Party	2,750,702	1,635,793	1,114,909	68.16%
(36)	132,150	(132,186)	Other	10,261	330,680	(320,419)	-96.90%
471,921	381,812	90,109	Non-Operating Revenue	4,427,435	3,273,772	1,153,662	35.24%
Non-Operating Expenses							
6,514	15,877	(9,363)	Salaries & Wages	169,469	148,894	20,576	13.82%
2,650	203	2,447	Employee Benefits	14,704	8,589	6,115	71.20%
329,024	493,015	(163,991)	Supplies	3,174,706	2,355,268	819,438	34.79%
0	34,139	(34,139)	Ancillary Travelers	102,021	285,201	(183,180)	-64.23%
0	3,992	(3,992)	Non-Operating Employee Travel Expenses	2,206	7,055	(4,849)	-68.73%
95	14	81	Other Purchased Services	1,073	4,895	(3,822)	-78.09%
1,644	1,713	(69)	Utilities	15,198	10,702	4,496	42.01%
0	0	0	Repairs	0	850	(850)	-100.00%
328	2,061	(1,734)	Other	7,517	33,273	(25,756)	-77.41%
2,858	2,858	0	Depreciation	25,263	25,263	0	0.00%
11	8	3	Rent - Lease	99	62	37	58.94%
343,124	553,880	(210,756)	Total Non-Operating Expense	3,512,254	2,880,052	632,203	21.95%
128,797	(172,069)	300,866	Net Income (Loss)	915,181	393,721	521,460	13.29%

RHC INCOME STATEMENT

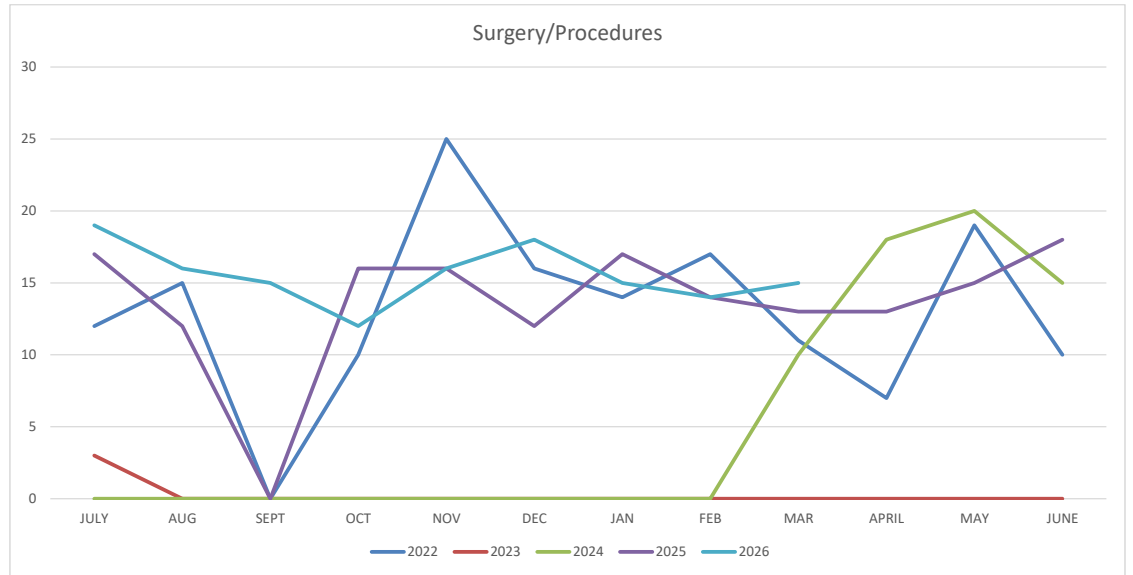
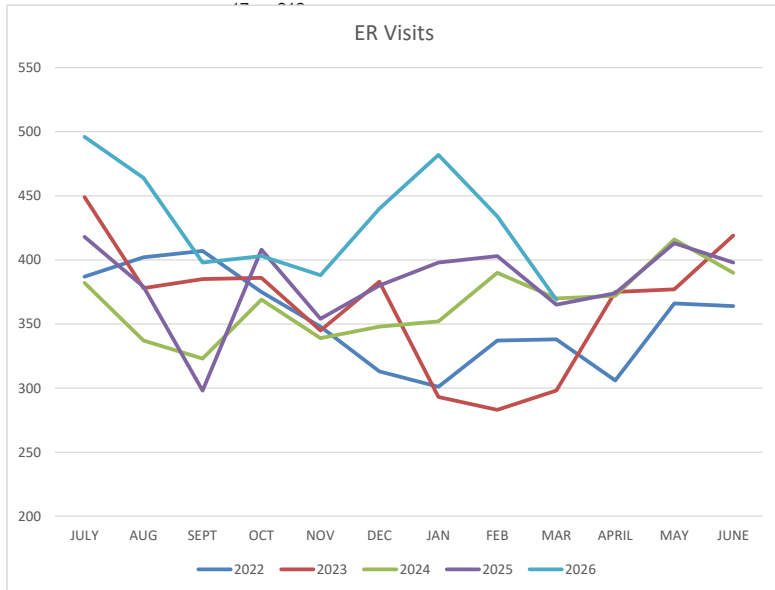
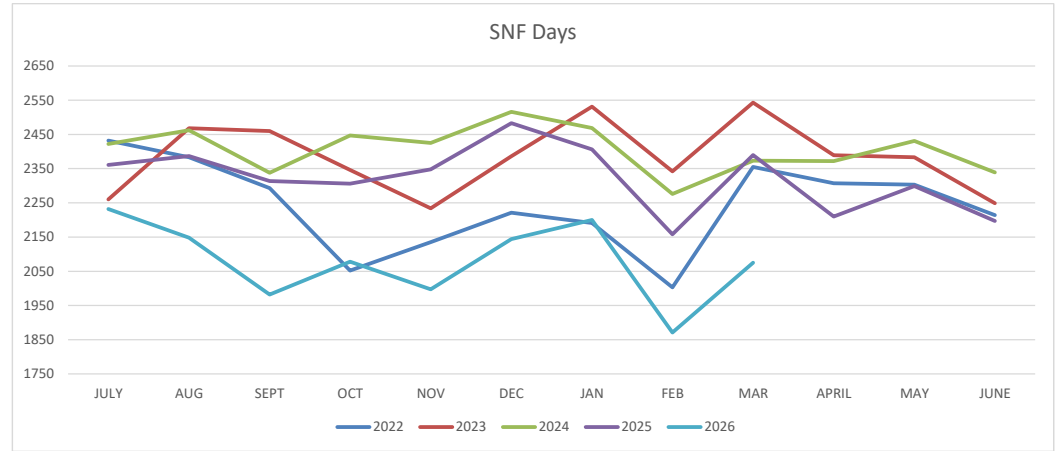
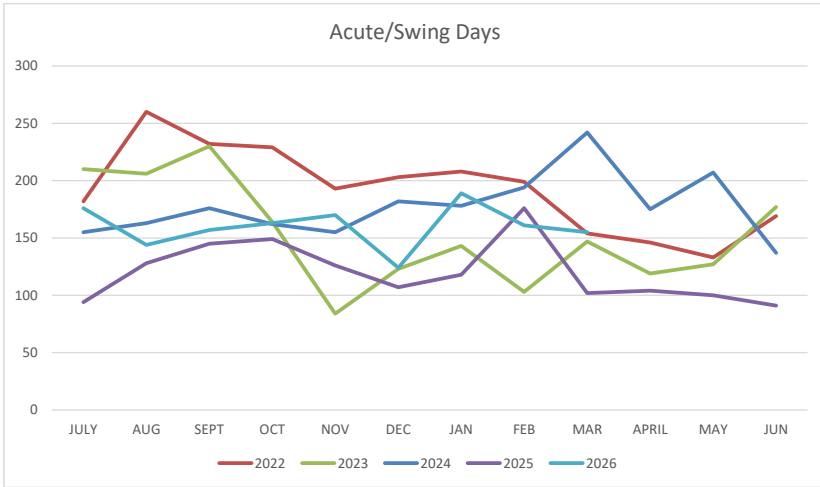
	2025 JUL	2025 AUG	2025 SEP	2025 OCT	2025 NOV	2025 DEC	2026 JAN	2026 FEB	2026 MAR	YTD MAR
Patient Revenue	153,027	127,661	177,226	154,214	167,775	204,543	228,268	193,723	177,221	1,583,658
Other Operating Revenues	10,165	18,670	11,833	6,100	6,295	6,254	6,386	6,167	6,099	77,968
Salaries and Wages	125,891	167,809	101,721	102,273	186,638	118,947	111,912	118,157	103,101	1,136,450
Employee Benefits	9,296	11,357	7,458	8,327	11,944	7,828	7,817	11,074	8,172	83,272
Supplies	4,468	2,045	13,878	17,518	5,053	8,876	14,447	16,664	3,875	86,823
Professional Fees	6,720	12,253	12,300	21,608	788	1,610	1,505	1,508	1,500	59,791
Other Purchased Services	11,188	3,647	15,134	2,336	27,328	52,018	30,605	42,413	43,742	228,410
Repairs & Maintenance	0	0	0	0	0	0	1,623	0	0	1,623
Utilities	0	0	0	0	0	71	0	0	0	71
Insurance Other	2,082	2,082	2,082	2,082	0	1,963	1,963	0	1,963	14,217
Other Expenses	1,132	1,366	1,395	1,765	1,636	1,585	3,574	3,528	301	16,282
Depreciation Expense	4,480	4,480	4,336	4,480	4,336	4,480	4,480	4,047	4,480	39,598
Operating Expenses	165,256	205,038	158,304	160,388	237,723	197,377	177,927	197,391	167,134	1,666,537
Total Expenses	165,256	205,038	158,304	160,388	237,723	197,377	177,927	197,391	167,134	1,666,537
Income from Operations	(2,064)	(58,707)	30,756	(74)	(63,653)	13,420	56,727	2,499	16,186	(4,911)

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	5,838,239.00	188,330.29	4,567,079.19	122,674.77	12,409.56	4,431,994.86	4,178,478.03	1,625.36
April 29, 2026		-						
May 30, 2026		-						
June 29, 2026		-						
YTD TOTAL	53,441,172.78	194,522.15	60,285,481.26	2,289,094.74	24,935,304.56	33,061,081.96	23,240,321.85	27,985.16

0.00
0.00

ACCOUNTS RECEIVABLE AGING				PAYOR MIX - YTD % OF REVENUE				
	March	March	February					
	<u>\$ OUTSTANDING</u>	<u>DAYS OUT</u>	<u>DAYS OUT</u>		March	February	January	3 MONTH AVERAGE
MEDICARE	5,868,748.22	28.60	37.29	MEDICARE	43.85%	44.54%	42.67%	43.69%
MEDI - CAL	3,825,525.95	18.64	21.34	MEDI - CAL	38.87%	39.83%	43.04%	40.58%
THIRD PARTY	3,191,437.52	15.55	15.37	THIRD PARTY	15.54%	14.38%	13.25%	14.39%
PRIVATE	898,346.72	4.38	4.09	PRIVATE	1.75%	1.25%	1.03%	1.34%
OVERALL	13,784,058.41	67.18	78.10					



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

	2025 JUL	2025 AUG	2025 SEP	2025 OCT	2025 NOV	2025 DEC	2026 JAN	2026 FEB	2026 MAR	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	933,722	9,917,173
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	1,361,794	10,853,594
Outpatient Revenue	3,520,129	3,564,415	3,550,165	3,808,582	3,506,688	3,871,645	3,894,632	3,656,349	3,579,641	32,952,246
Cerner Unaliated	(183,076)	24,605	(54,712)	(18,906)	(301,971)	(173,904)	(165,441)	(175,801)	(50,327)	(1,099,534)
Patient Revenue	5,783,541	5,862,173	5,785,873	6,006,695	5,527,281	5,980,165	6,294,379	5,559,005	5,824,830	52,623,943
Total Patient Revenue	5,783,541	5,862,173	5,785,873	6,006,695	5,527,281	5,980,165	6,294,379	5,559,005	5,824,830	52,623,943
Orphans	26,121	17,000	(10,282)	(32,830)	81,188	(20,320)	(26,057)	1,209,292	(10,730)	1,233,383
Medicare/Medi-Cal Contractuals	(1,138,114)	(1,320,958)	(1,335,327)	(1,640,421)	25,798	(343,456)	1,176,308	2,766,620	(2,206,055)	(4,015,604)
MCMC Contractuals	(1,164,235)	(1,337,958)	(1,325,046)	(1,607,591)	(55,390)	(323,135)	1,202,365	1,557,328	(2,195,325)	(5,248,987)
PPO Contractuals	(477,779)	(397,637)	(511,239)	(245,696)	(255,777)	(171,803)	(253,943)	(325,234)	(581,800)	(3,220,908)
Provision for Bad Debt	7,726	(25,019)	5,693	4,902	12,669	(361,523)	(43,619)	5,997	8,695	(384,480)
Total Deductions	(1,620,237)	(1,758,547)	(1,896,238)	(1,894,990)	(264,810)	(985,542)	828,625	2,423,411	(2,797,344)	(7,965,672)
Other Operating Revenues	91,446	85,377	94,407	118,192	155,537	119,263	155,995	49,339	129,329	998,885
Net Revenue	4,254,750	4,189,003	3,984,042	4,229,898	5,418,007	5,113,887	7,278,999	8,031,755	3,156,815	45,657,156
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	1,912,982	18,132,775
Employee Benefits	690,612	465,220	522,311	849,495	530,724	516,098	587,205	542,546	546,467	5,250,677
Supplies	218,422	425,952	396,270	384,310	421,880	512,151	373,443	417,595	434,403	3,584,426
Professional Fees	172,673	148,400	197,283	180,759	118,036	164,744	194,762	176,889	257,226	1,610,771
Travelers	486,338	491,929	426,994	382,646	409,232	417,389	468,253	394,009	474,727	3,951,515
Other Purchased Services	260,079	313,853	287,239	314,167	298,143	270,477	304,507	246,455	369,843	2,664,763
Repairs & Maintenance	33,452	28,755	22,037	22,408	20,464	37,983	25,006	26,960	21,246	238,311
Utilities	136,026	119,768	132,787	89,435	78,854	109,326	121,021	61,708	91,436	940,360
Insurance Other	129,294	54,417	57,441	50,880	25,730	49,241	49,241	20,792	47,518	484,554
Other Expenses	163,073	145,477	155,532	158,845	117,405	287,240	108,463	148,222	337,814	1,622,070
Interest Expense	36,426	36,402	359,606	37,922	36,316	(10,244)	39,808	36,580	349,564	922,380
Depreciation Expense	180,025	181,124	165,544	167,027	162,863	422,450	156,631	179,174	116,131	1,730,968
Rental/Lease	10,041	8,760	10,016	10,272	13,965	15,083	10,144	10,687	9,345	98,312
Operating Expenses	4,385,275	4,616,435	4,471,647	4,400,477	5,286,771	4,599,912	4,349,256	4,153,411	4,968,700	41,231,884
Total Operating Expenses	4,385,275	4,616,435	4,471,647	4,400,477	5,286,771	4,599,912	4,349,256	4,153,411	4,968,700	41,231,884
Net Operating Revenue over Expense	(130,525)	(427,432)	(487,605)	(170,579)	131,236	513,975	2,929,743	3,878,343	(1,811,885)	4,425,271
Interest Income-MBS	0	0	42,863	44,140	36,529	35,948	35,177	51,510	41,971	288,137
<u>Non-Operating Revenue</u>										
Non-Operating Revenue	558,826	544,286	858,111	673,304	600,994	798,891	686,966	503,523	958,795	6,183,697
Interest Income	128,804	107,740	86,772	85,895	55,707	41,599	53,404	93,146	102,866	755,932
Non-Operating Expenses	136,713	394,260	509,652	544,260	428,240	466,144	425,967	355,450	343,124	3,603,809
Total Non-Operating	550,917	257,766	478,094	259,079	264,990	410,294	349,580	292,729	760,508	3,623,957
Net Revenue over Expense	420,392	(169,666)	(9,511)	88,500	396,226	924,268	3,279,323	4,171,073	(1,051,377)	8,049,228
Days in Month	31	31	30	31	30	31	31	28	31	274
Expenses per Day	135,653	143,075	143,537	136,563	170,797	134,757	135,246	141,937	156,535	144,164
Days Cash on Hand	248	226	162	162	84	92	90	236	214	233
Cash in Bank @ Month End	37,799,303	36,846,067	34,777,954	33,768,026	26,113,729	24,090,995	23,968,933	45,378,538	45,126,810	45,126,810

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	\$6,476,876.53	\$3,213,475.13	\$1,335,757.50	\$894,054.85	\$784,775.54	\$682,040.89	\$2,882,083.43	\$16,269,063.87
MARCH	2026	\$5,731,193.96	\$1,724,172.76	\$1,622,220.22	\$738,211.39	\$727,287.80	\$612,440.98	\$2,628,531.30	\$13,784,058.41
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)

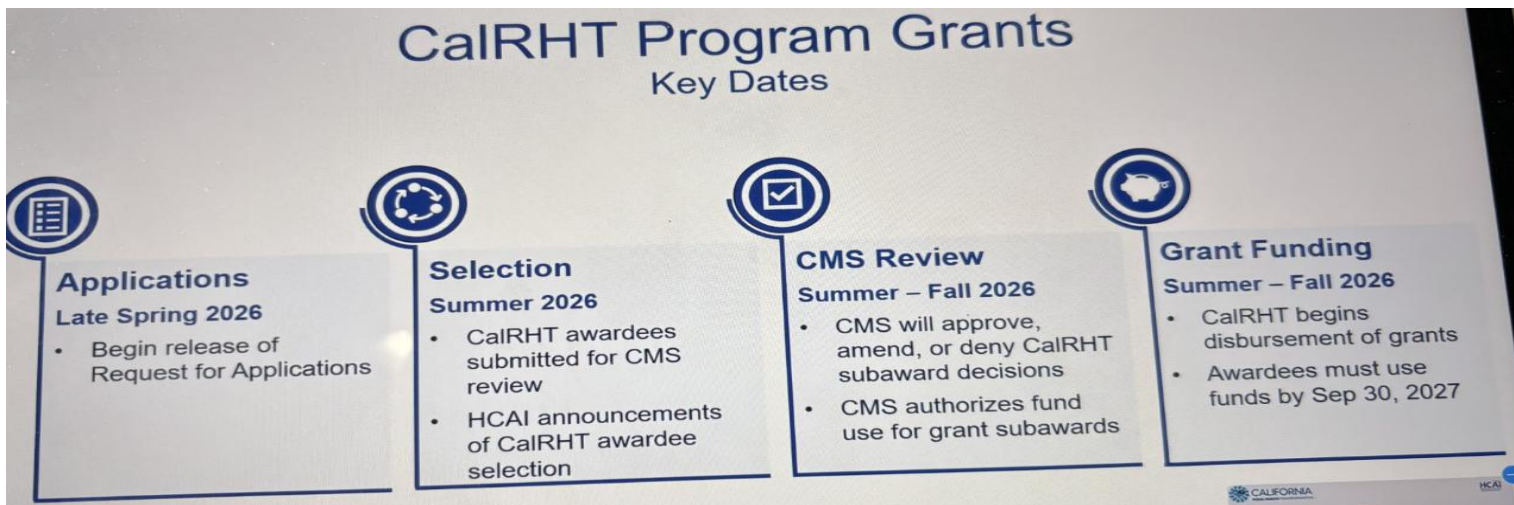
<u>MONTH</u>	<u>YEAR</u>	<u>CURRENT</u>	<u>30 DAYS</u>	<u>60 DAYS</u>	<u>90 DAYS</u>	<u>120 DAYS+</u>	<u>TOTAL</u>
JULY	2025	1,386,054.00	0.00	0.00	0.00	0.00	1,386,054.00
AUGUST	2025	1,460,690.00	0.00	0.00	0.00	0.00	1,460,690.00
SEPTEMBER	2025	1,177,332.00	0.00	0.00	0.00	0.00	1,177,332.00
OCTOBER	2025	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	1,266,761.00	0.00	0.00	0.00	0.00	1,266,761.00
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)	-	-	-	-	-	(8,763.51)	(8,798.51)
CERNER	4,589,334.83	1,643,291.05	1,462,629.74	596,725.89	493,338.03	506,878.48	1,901,786.80	11,193,984.82
PCC	992,723.00	115,136.50	159,590.48	141,485.50	120,965.98	105,562.50	672,073.46	2,307,537.42
MATRIXCARE	149,171.13	(34,254.79)	-	-	112,983.79	-	63,434.55	291,334.68
Total	5,731,193.96	1,724,172.76	1,622,220.22	738,211.39	727,287.80	612,440.98	2,628,531.30	13,784,058.41
%	42%	13%	12%	5%	5%	4%	19%	
% Prior to Cerner	65%	11%	6%	3%	2%	2%	11%	

Ratios	FY 26	FY 25 Average	
Cash on Hand	322	268	Avg PY
Net Income	-1,051,377	366,667	Avg PY
Current Ratio	14		
AR Days	67.18	86	Avg PY
Accounts Payable	1,266,761	830,660	Avg PY
Daily Gross Revenue	188,230	173,009	Avg PY
YE% of Gross Revenue Collected	59% YTD	61%	Avg PY

- 1) AR days, as these notes are 64.2 days, since we just received our SNF payment. The billing department has been working hard to reduce AR, as you can see on the deposit tab, with over 4 million in patient payments last month. One note on the % of revenue collected: with SNF revenue down, the overall percentage collected falls, since we collect 95% of SNF revenue, as the charges are barely over the daily rate.
- 2) CalRHT (California Rural Health Transformation) had a webinar on the 21st to go over timelines for application release, when they are due, reviewed, and when funds will be released. Unfortunately, the application wasn't shown, and there wasn't much new detail. DHLF made a budget based on CalRHT's CMS approval to show where funds will be allocated. Almost 43 million will be given to contractors to help rural providers with change management for transformative care, EHR assistance, and rev cycle assistance. The admin fee from the state is 23.9 million.



CalRHT Year 1 Budget

Year 1 Funding Available for Subrecipients (Grants)

Initiative	Purpose	Year 1
Transformative Care Model	Transformation Payments to Support Strategically Located Hospitals	\$ 35,000,000
Transformative Care Model	Establish Hub-and-Spoke Networks	39,010,000
Transformative Care Model	Expand Rural Health Train-the-Trainer	2,000,000
Transformative Care Model	Expand and Support Rural Workforce Capacity	6,500,000
Transformative Care Model	Expand and Support Tribal Workforce Capacity	5,000,000
Workforce Development	Career Pathways Grants	6,990,000
Workforce Development	Rural Clinical Placement Support and Training Pathways	6,400,000
Workforce Development	Expand Rural Provider Retention and Relocation	54,170,000
Technology & Tools	EHR Modernization Grants	11,650,000
Subtotal - Funding Available for Subrecipients		\$ 166,720,000
Year 1 Funding for Contractors & Consultants Supporting Initiatives		\$ 42,997,250
Year 1 Funding for Support & Administrative Needs		\$ 23,922,008
Total RHTP Year 1 Award Budget		\$ 233,639,258

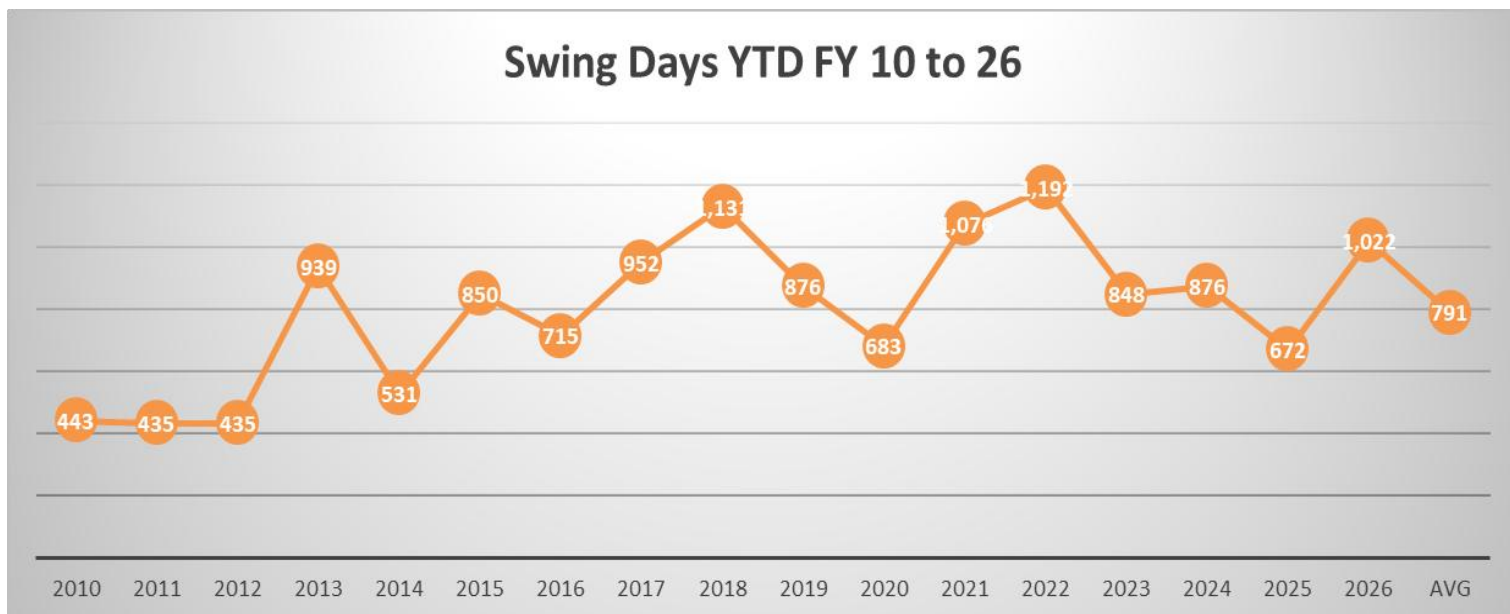
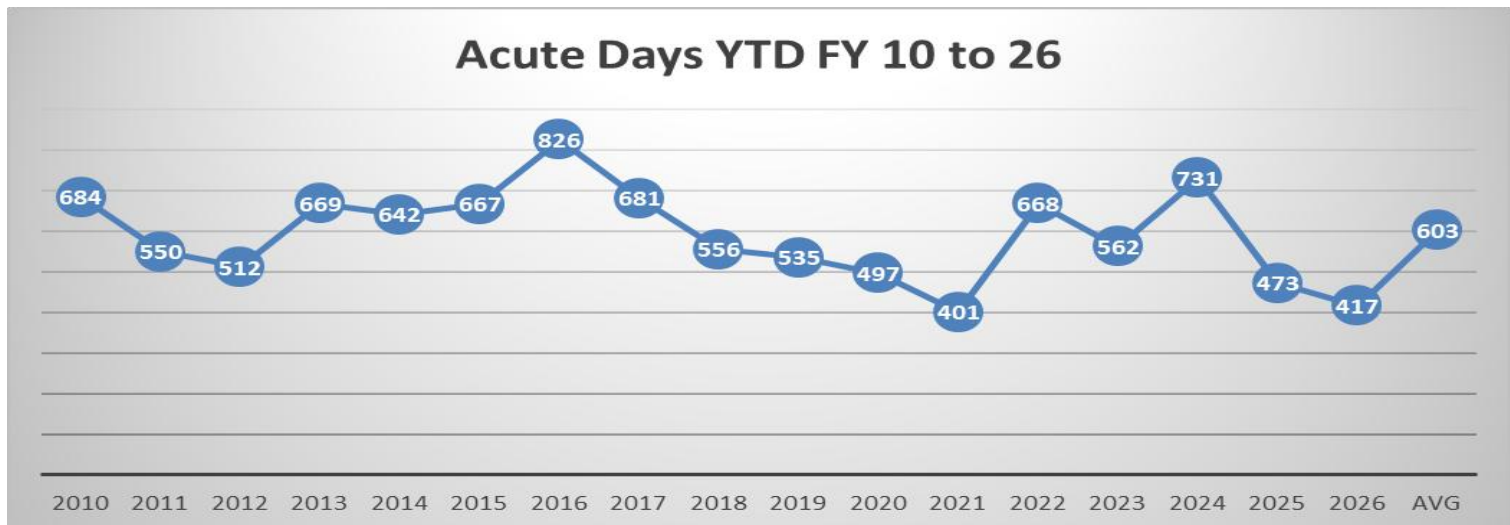
- 3) Meeting with and answering questions from the department managers as we work on the FY 27 budget.
- 4) The DHDP (District Hospital Directed Payments) and QIP (Quality Incentive Pool) payments arrived earlier than expected. Medical Managed Care entities can hold onto funds for 60 days before distributing them, which many do to earn interest income. Partnership Health is good at getting those funds out in a timely manner, which is appreciated. These are the last large supplementals for this fiscal year.
- 5) We should have received some HQAF 2025 (Hospital Quality Assurance Fee) grant payments, but the private hospital program proposed to CMS was rejected. If the state can get the revised, scaled-down program approved, we should receive those payments, totaling around a million, next year.
- 6) Starting work on our interim cost report, which will result in a large repayment to Medicare, given that our Swing days and Outpatient visits are up from the prior year.
- 7) The Retail Pharmacy is having a great year with a 915K bottom line YTD.
- 8) The Rural Health Clinic has had four positive months in a row and is only 4,911 negative for the year, which is impressive given its use of traveler physicians.
- 9) There has been quite a bit of work around the DHDP program, as I have to analyze the DHCS files to make sure that the number of visits and days are close to what we have for those six-month periods, and then later to make sure that the files all show that the appropriate visits are marked in a contracted status. Right now, I'm working on two 6-month periods to help the state catch up, which makes it harder on hospitals and Medi-Cal Managed Care entities, who must analyze and administer. It will be nice to get three DHDP payments next year, rather than the usual two.
- 10) I attended the Office of Health Care Affordability (OHCA) Advisory Committee meeting, where significant discussion centered on the Performance Improvement Plan (PIP) process. Concerns were raised about the administrative burden of responding to OHCA when organizations exceed

the 3.5% cost growth target. This includes providing detailed justification for variances and, if selected for a PIP, developing a comprehensive narrative outlining corrective actions and timelines for achieving compliance.

Hospital representatives expressed concern that many organizations are exceeding the target due to common, well-documented cost drivers—such as state-mandated healthcare wage increases, rising pharmaceutical and supply expenses, and increasing benefit costs—and questioned the necessity of each hospital submitting duplicative documentation. OHCA staff emphasized the need for organization-specific detail despite these shared challenges.

Additional discussion focused on statutory adjustments that increase allowable targets for unionized labor cost growth. I noted that hospitals must often align wages with union-negotiated rates to remain competitive in the labor market, even for non-union employees. As such, I advocated for OHCA to more broadly account for overall wage growth when evaluating hospital performance relative to the 3.5% target.

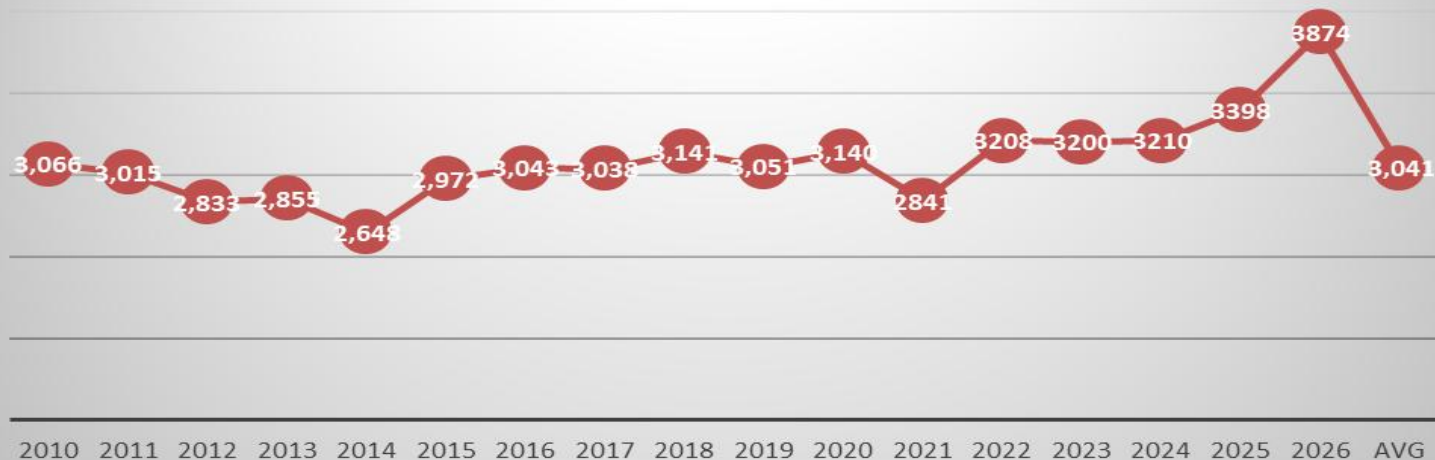
Stats



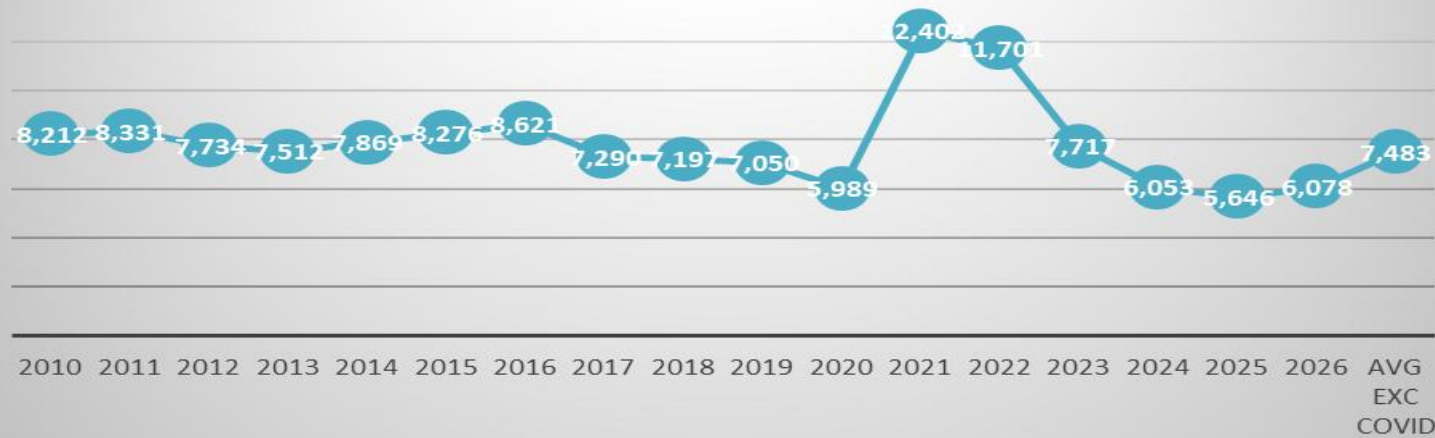
SNF Days YTD FY 11 to 26



ER Visits YTD FY 10 to 26



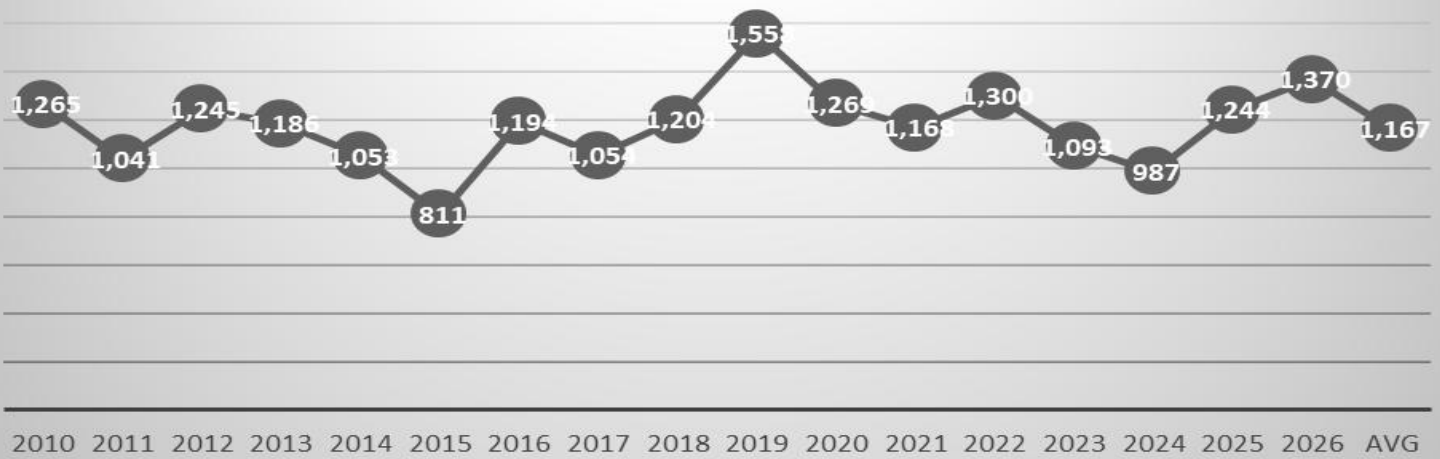
FY 10 to 26 YTD Labs



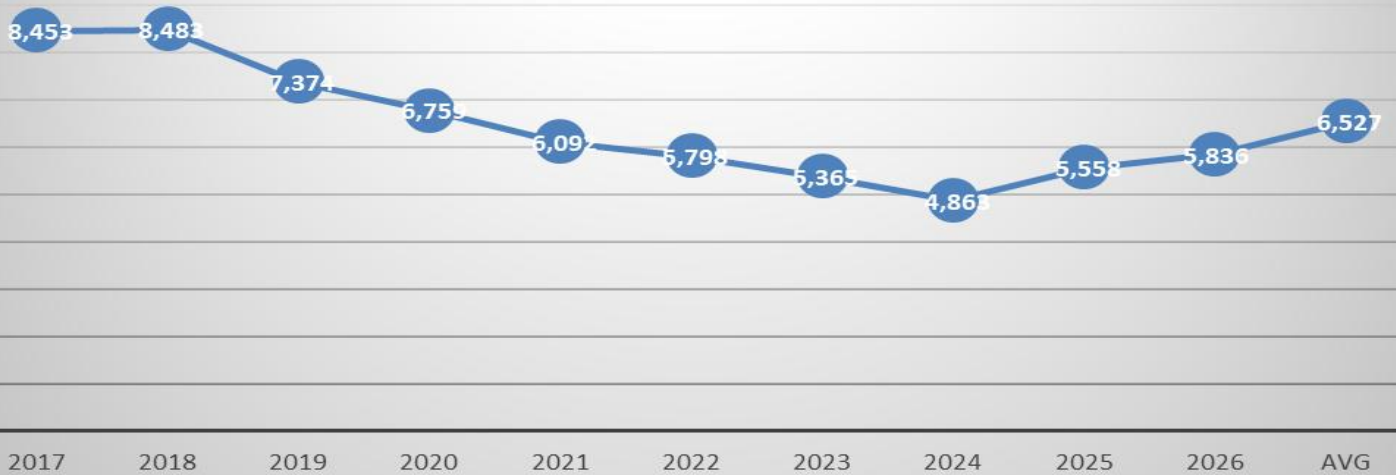
Rad Procedures FY 10 to 26 YTD



OPM Procedures FY 10 to 26 YTD



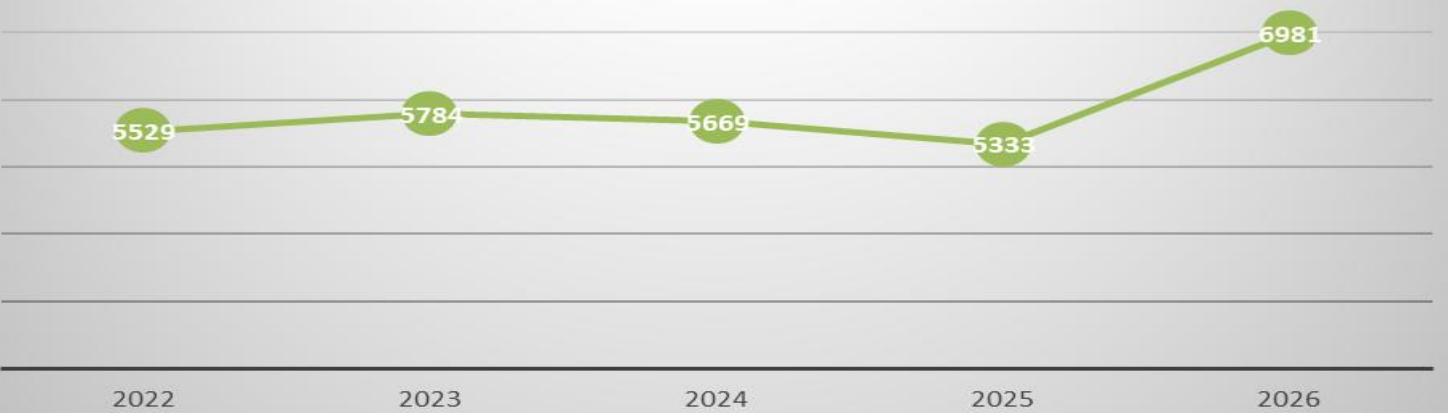
PT Procedures FY 17 to 26 YTD



Ambulance Runs FY 10-17,24-26 YTD



Clinic Visits FY 22 to 26 YTD



Hospice Days FY 10 to 26 YTD



Income Statement

- 1) Acute Revenue YTD is up 23% due to a large increase in Swing patient days.
- 2) SNF Revenue is down 9.6% with our lowest SNF average census over the last 16 years. Besides the drop in cash collections, it will also reduce our supplemental payments in the upcoming years.
- 3) Outpatient Revenue is up as almost all outpatient departments have had increased visits and procedures.
- 4) Contractuals are up for the month as there isn't a large rate range receivable offsetting them since it was received in February.
- 5) Salaries and Wages are up 4.29% due to the state-mandated wage increases that go into effect July 1st every year.
- 6) Employee Benefits jumped up quite a bit due to some large claims over the last month. Being self-funded is a bit of a roller coaster, but it's always penciled out as less expensive than fully insured plans.
- 7) Supplies are up, which is to be expected as we have more outpatient visits and are using more supplies.
- 8) Pro Fees are up mostly due to increases to physicians. This category will increase even more next year due to ER physician wage increases.
- 9) Travelers overall are up 2.3% due to more than doubling Acute travelers from the prior year.
- 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 a 10% reduction due to the solar project. I expect larger savings as we get longer days.
- 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 Operating Expenses are in line with last year's budget at a 4% increase.
- 15) Interest Income is 107K from the prior year.
- 16) Non-Operating Revenue is up due to the retail pharmacy revenue jumping 35% and the QIP receivable, which we didn't get in the prior year.
- 17) Non-Operating Expenses have increased due to the increased Supplies/Pharmaceutical spend in Retail Pharmacy, which closely mirrors the increase in revenue.
- 18) Net Income is 8 million, but I expect that to decrease over the next few months with a Medicare repayment and larger contractuals now that we have gotten our rate range. We will still end with a very positive bottom line.

Balance Sheet

- 1) Cash is up 7.3 million from the same point last year, when you add in the Mortgage-Based Securities.
- 2) Patients' Accounts Receivable is down by almost two million as AR is getting down to the industry average for California CAHs (critical access hospitals).

- 3) Inventories are up due to higher drug inventory in retail pharmacy and stocking more of the items we are concerned about with the war in Iran.
- 4) The Medicare/Medi-Cal settlement will mostly be cleared out in April since we have received our DHDP and QIP payments.
- 5) Land and Building Improvements went up, and Construction in Progress went down as the Solar Project went live. I think I forgot to note that in the prior months' notes.
- 6) Our current ratio is 13.97, which is well ahead of the California CAH average of 2.77.