

Chief Executive Officer
Ryan Harris



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

Finance Committee

Meeting Agenda

September 30, 2026 @ 11:00 am
Mayers Memorial Healthcare District
Fall River Boardroom @ MMHD Hall
43579 Highway 299 East
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 – August 26, 2026	Attachment A	Action Item	2 min.
4	FINANCIAL REVIEWS/BUSINESS			
4.1	August 2026 Financials, Accounts Payable (AP) and Accounts Receivable (AR)	Attachment B	Action Item	5 min.
4.2	FY26 Year-End Budget vs Actuals Review	Attachment C	Discussion	5 min.
5	ADMINISTRATIVE REPORT	Attachment D	Report	5 min.
6	OTHER INFORMATION/ANNOUNCEMENTS		Information	5 min.
7	ADJOURNMENT: Next Finance Board Committee Meeting – October 28, 2026			

Posted: 09.24.26

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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James Ferguson, Director

Board of Directors
Finance Committee Minutes
August 26, 2026 @ 11:00 am
Mayers Memorial Healthcare District
Burney 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 11:02 am on August 26, 2026, in accordance with Robert’s Rules of Order and the Bylaws of Mayers Memorial Healthcare District, which governs the conduct of the meeting.			
BOARD MEMBERS PRESENT:		STAFF PRESENT:		
Tami Vestal-Humphry, Committee Chair Abe Hathaway, Vice President ABSENT:		Ryan Harris, CEO Travis Lakey, CFO Libby Mee, CPO Alfred Kokwaro, CMO Lisa Neal, Board Clerk		
2	CALL FOR REQUEST FROM THE AUDIENCE – PUBLIC COMMENTS OR TO SPEAK TO AGENDA ITEMS – No public comment.			
3	APPROVAL OF MINUTES:			
	3.1	Finance Board Committee Meeting – July 29, 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	June 2026 Financials & Accounts Payable (AP)/Accounts Receivable (AR) Professional Fees and Physicians increased, contributing to the \$1.3m over budget for FY26; travelers were higher than budgeted. The Finance Committee requested a YE FY26 Budget vs Actuals report for review in the September meeting. A motion to move the June 2026 financial statements, accounts payable, and accounts receivable to the Board for action at the September 30 scheduled meeting was made, seconded, and carried.	<i>Hathaway / Humphry</i>	<i>Approved by All</i>
	4.2	July 2026 Financials & Accounts Payable (AP)/Accounts Receivable (AR) 311 Days Cash on Hand A motion to move the July 2026 financial statements, accounts payable, and accounts receivable to the Board for action at the September 30 scheduled meeting was made, seconded, and carried.	<i>Hathaway / Humphry</i>	<i>Approved by All</i>
	4.3	Board Quarterly Finance Review A motion to move the quarterly finance review to the Board for action was made, seconded, and carried.	<i>Hathaway / Humphry</i>	<i>Approved by All</i>
	4.4	Resolution 2026-19 Authorizing Application for Rural Health Clinic License A motion to move Resolution 2026-19 to the Board for action was made, seconded, and carried.	<i>Humphry / Hathaway</i>	<i>Approved by All</i>

	4.5	Resolution 2026-20 Authorizing Application for and Receipt of CalRHT Grant A motion to move Resolution 2026-20 to the Board for action was made, seconded, and carried.	<i>Hathaway / Humphry</i>	<i>Approved by All</i>
5	ADMINISTRATIVE REPORT: Written report provided by Travis Lakey. Ryan Harris reported that MMHD continues operational planning toward 2030, which current financial models indicate is the anticipated timeframe for emerging financial pressures. He recognized the strong work of the CFO and staff, noting that MMHD achieved a strong financial year with \$4.94 million in results and significant growth in pharmacy revenue. Ryan also reviewed projected financial scenarios and shared that, at the August Medical Executive Committee meeting, providers were advised that ongoing financial changes may require difficult decisions and that staff may come to the providers regarding some of the hard decisions that may have to be made.			
6	OTHER INFORMATION/ANNOUNCEMENTS: FY26 was a strong financial year; kudos to the staff.			
7		ADJOURNMENT: A motion to adjourn at 12:05 p.m. was made, seconded, and carried. Next Finance Board Committee Meeting is September 30, 2026	<i>Hathaway / Humphry</i>	<i>Approved by All</i>

DRAFT

MAYERS MEMORIAL HOSPITAL

Statistical Data

Fiscal Year Ending JUNE 30, 2027

COMPARISON TO ACTUAL

2027	2026
August	July
Actual	Actual

Variance

VOLUME:**DISCHARGES**

5	12	(7)	Acute
7	11	(4)	Swing Bed
16	3	13	Skilled Nursing Care (DISCHG)
3	3	0	Observations

PATIENT DAYS

25	34	(9)	Acute
86	89	(3)	Swing Bed
2,188	2,197	(9)	Skilled Nursing Care

LENGTH OF STAY

5.00	2.83	2	Acute
12.29	8.09	4	Swing Bed
			Skilled Nursing Care

AVERAGE DAILY CENSUS

0.81	0.55	0	Acute
2.77	1.44	1	Swing Bed
70.58	35.44	35	Skilled Nursing Care

ANCILLARY SERVICES

0	0	0	Surgery Inpatient Visits
15	24	(9)	Surgery OP/ procedure visits
390	410	(20)	Emergency Room Visits
122	130	(8)	Outpatient Services Procedures
600	654	(54)	Laboratory Visits
543	508	35	Radiology Procedures
573	543	30	Physcial Therapy Procedures
214	215	(1)	Cardiac Rehab
131	139	(8)	Telemedicine visits
8	10	(2)	Admissions from ER
14	19	(5)	Transfers from ER
787	938	(151)	Clinic Visits
57	64	(7)	Ambulance

PRODUCTIVITY:

Productive FTE's

7.67	6.45		Nursing - Acute
29.93	31.51		Long Term Care
55.87	55.18		Ancillary
74.61	73.38		Service

168.08	166.52
98.68	109.26
266.76	275.78

Total Productive

Non-Productive FTE's

Paid FTE's

FY 2027 FY 2026

YTD	YTD
Actual	Actual

Variance

% Increase
or Decrease

17	33	(16)	-48.51%
18	25	(7)	-28.01%
7	8	(1)	-12.51%
6	10	(4)	-40.01%

59	100	(41)	-41.01%
175	220	(45)	-20.51%
4,385	4,380	5	.12%

3.47	3.03	0	14.52%
9.72	8.80	1	10.52%

0.95	3.23	(2)	-70.51%
2.82	7.10	(4)	-60.21%
70.73	141.29	(71)	-49.91%

0	0	0	
39	35	4	11.42%
800	960	(160)	-16.71%
252	333	(81)	-24.31%
1,254	1,297	(43)	-3.31%
1,051	1,068	(17)	-1.61%
1,216	1,582	(366)	-23.11%
429	435	(6)	-1.41%
270	163	107	65.62%
18	31	(13)	-41.91%
33	37	(4)	-10.81%
1,725	1,370	355	25.92%
121	120	1	.82%

**PRODUCTIVE FTE PER
ADJUSTED OCCUPIED BED**

2.55 2.48

2.45 2.32

MAYERS MEMORIAL HOSPITAL

Balance Sheet

	<u>AUG 2026</u>	<u>AUG 2025</u>
Cash - General, Payroll, & Petty Cash	27,711,669	32,419,564
Reserve Cash (Unrestricted)	2,004,220	1,930,482
Restricted Cash	1,941,956	2,579,963
Cash	31,657,846	36,930,009
Mortgage-Based Securities-Available for Sale	7,790,258	0
Patient Accounts Receivable	14,553,706	13,117,675
Patient Allowances	(5,935,234)	(7,019,398)
Net Patient Accounts Receivable	6,721,978	6,098,276
Inventories	729,906	654,370
Other Accounts Receivable	38,968	3,595
Prepaid Expenses	820,418	1,126,173
Medicare/Medi-Cal Settlements	9,251,494	7,187,741
Total Current Assets	56,911,615	51,861,423
Property, Plant, & Equipment		
Land and Building Improvements	3,969,852	3,969,852
Building and Fixed Equipment	42,996,690	40,216,834
Equipment	16,590,058	16,581,410
Subscription Based Information Technology Agreement	4,743,258	4,523,468
Construction in Progress	2,249,219	3,652,741
Accumulated Depreciation	(33,398,833)	(31,478,516)
Total Property, Plant & Equipment	37,150,244	37,465,788
Total Assets	94,061,859	89,327,211
Accounts Payable	1,080,270	1,537,909
Payroll and Related Liabilities	1,458,145	1,441,936
Current Subscription Liability	374,434	580,945
Accrued Interest	314,882	196,965
Notes & Loans Payable	1,441,935	685,220
Current Portion of Medicare/Medi-Cal Settlement	783,799	349,464
Total Current Liabilities	9,560,003	8,030,055
Long Term Debt		
GO Bond/CABS	1,240,803	1,470,803
Leases	210,173	(5,207)
Notes & Loans Payable/CHFFA	1,058,859	1,123,801
GO Bond Series B & Refunding USDA	18,792,000	19,228,000
LT Subscription Based Information Technology	3,122,283	3,079,301
Total Long-Term Debt	24,424,118	24,896,697
Fund Balance		
Restricted Fund Balance	20,873	28,183
Restricted Fund Balance-Hospital	4,508,543	4,508,543
Fund Balance - Hospital	55,648,288	51,926,869
Total Fund Balance	60,177,738	56,400,459
Liabilities and Fund Balance	94,161,859	89,327,211
Current Ratio	5.95	6.46

MAYERS MEMORIAL HOSPITAL

Statement of Revenue and Expenses
Fiscal Year Ending JUNE 30, 2027
COMPARISON TO ACTUAL

2026 AUGUST Month Actual	2025 AUGUST Month Actual		2026 AUGUST YTD Actual	2025 AUGUST YTD Actual	Variance	%
		Patient Revenue				
715,561	1,022,453	(306,892) Acute Revenue	1,584,614	2,193,373	(608,759)	-28%
1,445,072	1,250,700	194,372 Revenue - SNF Inpatient	2,888,039	2,526,268	361,770	14%
3,255,602	3,564,415	(308,813) Outpatient Revenue	6,799,425	7,084,544	(285,119)	-4%
(167,353)	24,605	(191,957) Cerner Unaliased	(172,519)	(158,472)	(14,047)	9%
5,248,883	5,862,173	(613,290) Patient Revenue	11,099,559	11,645,714	(546,155)	-5%
(102,400)	17,000	(119,400) Contractuals	(279,192)	(219,754)	(59,437)	27%
(1,052,379)	(1,320,958)	268,579 Contractuals- Care/cal	(3,014,931)	(2,854,170)	(160,760)	6%
(20,670)	(1,410)	(19,261) Charity and Write-Offs	(23,932)	(8,059)	(15,873)	197%
(10,151)	(13,523)	3,372 Admin Adjustments and Employee Discour	(33,508)	(18,944)	(14,563)	77%
	(25,019)	25,019 Provision for Bad Debt		(17,293)	17,293	-100%
(1,476,566)	(1,758,547)	281,981 Total Deductions	(3,842,476)	(3,773,883)	(68,593)	2%
55,949	85,377	(29,428) Other Operating Revenues	163,307	176,823	(13,516)	-8%
3,828,266	4,189,003	(360,737) Net Revenue	7,420,389	8,048,654	(628,265)	-8%
2,465,217	2,226,380	238,837 Salaries and Wages	4,452,882	4,095,194	357,688	9%
551,504	465,220	86,283 Employee Benefits	879,942	1,274,495	(394,553)	-31%
519,754	425,952	93,802 Supplies	883,575	1,223,324	(339,749)	-28%
210,198	148,434	61,764 Professional Fees	378,201	322,357	55,844	17%
24,126	78,797	(54,671) Other Purchased Service Nurse Travel Act	55,612	140,786	(85,174)	-60%
326,136	337,056	(10,920) Other Purchased Service Nurse Travel SN	620,626	669,944	(49,317)	-7%
100,739	76,076	24,664 Other Purchased Service Travel Ancillary	210,538	167,537	43,002	26%
451,001	491,929	(40,928) Travelers Totals	886,777	978,266	(91,489)	-9%
252,152	310,355	(58,203) Other Purchased Services	595,041	566,936	28,105	5%
31,229	28,755	2,475 Repairs & Maintenance	61,252	62,207	(955)	-2%
68,048	119,768	(51,719) Utilities	156,378	255,794	(99,416)	-39%
58,592	54,417	4,175 Insurance Other	117,234	183,710	(66,476)	-36%
143,901	136,163	7,738 Other Expenses	386,764	307,159	79,605	26%
38,055	36,576	1,479 Interest Expense	76,002	73,219	2,782	4%
168,894	181,124	(12,229) Depreciation Expense	337,648	361,148	(23,500)	-7%
12,535	8,760	3,775 Rental/Lease	25,540	18,801	6,739	36%
4,971,081	4,633,831	337,250 Total Operating Expenses	9,237,237	9,722,610	(485,373)	-5%
(1,142,814)	(444,828)	(697,987) Income From Operations	(1,816,848)	(1,673,957)	(142,891)	9%
37,025	0	37,025 Interest Income-MBS	72,365	0	72,365	
657,365	544,286	113,078 Non-Operating Revenue	1,351,656	1,187,050	164,606	14%
105,129	107,740	(2,610) Interest Income	220,128	236,544	(16,416)	-7%
354,750	394,260	(39,510) Non-Operating Expenses	787,186	530,973	256,213	48%
444,770	257,766	187,004 Total Non-Operating	856,963	892,621	(35,657)	-4%
(698,044)	(187,062)	(510,983) Net Income	(959,884)	(781,336)	(178,548)	23%

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

2026 AUGUST Month Actual	2025 AUGUST Month Actual	Variance		2026 AUGUST YTD Actual	2025 AUGUST YTD Actual	Variance	Increase Decrease %
			<u>Retail Pharmacy Revenue</u>				
115,530	128,716	(13,186)	Medi-Cal	220,744	227,465	(6,721)	-3%
1,184	1,228	(43)	Retail Pharmacy Revenue	2,513	2,796	(282)	-10%
56,017	56,092	(75)	Private	113,718	113,582	136	0%
331,448	238,673	92,775	Third Party	708,257	520,137	188,120	36%
(54)	(41)	(13)	Other	(54)	83,834	(83,888)	-100%
504,126	424,668	79,458	<u>Non-Operating Revenue</u>	1,045,179	947,814	97,365	10%
			<u>Non-Operating Expenses</u>				
9,207	20,230	(11,023)	Salaries & Wages	16,586	38,128	(21,542)	-56%
1,781	1,459	322	Employee Benefits	3,565	2,740	824	30%
337,446	343,470	(6,024)	Supplies	746,217	417,924	328,292	79%
872	106	766	Other Purchased Services	9,490	244	9,247	3795%
567	687	(120)	Other	1,549	4,035	(2,485)	-62%
2,858	2,858	0	Depreciation	5,716	5,716	0	0%
354,739	394,260	(39,521)	<u>Total Non-Operating Expense</u>	786,676	507,552	279,124	55%
149,387	30,408	118,979	<u>Net Income (Loss)</u>	258,503	440,261	(181,759)	-41%

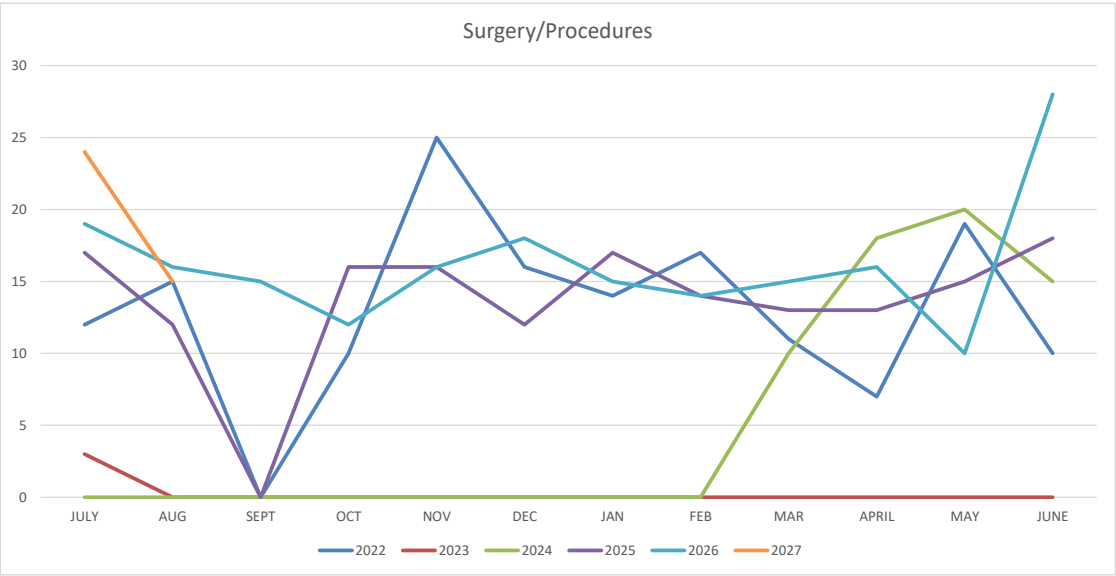
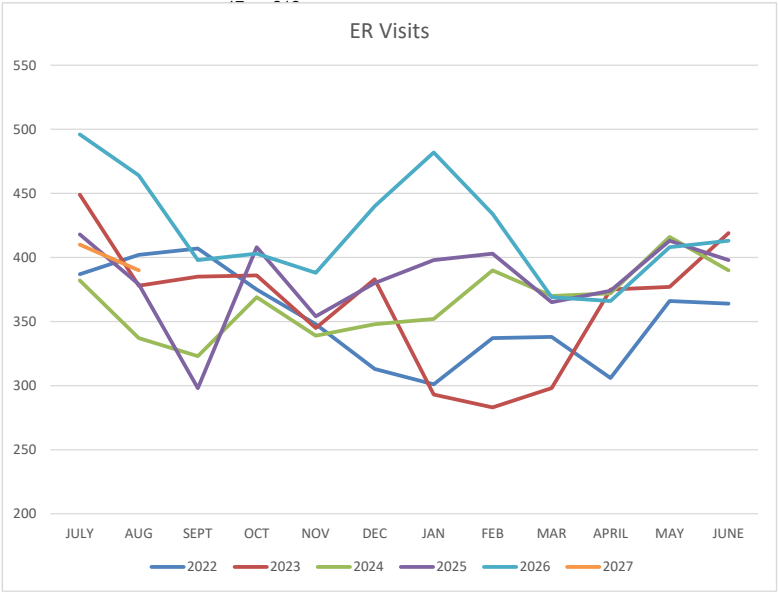
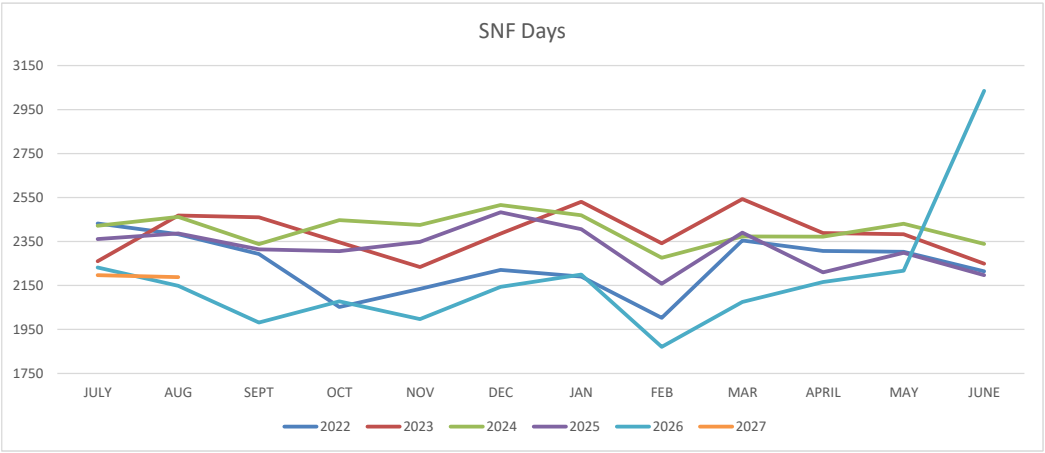
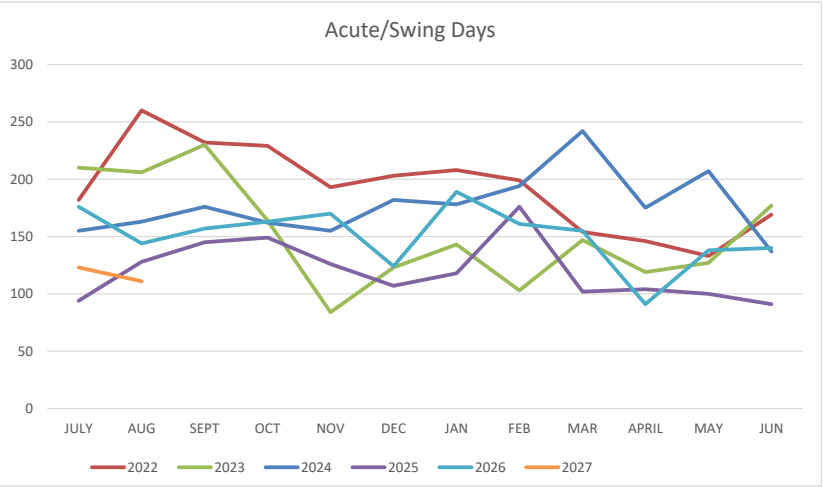
RHC INCOME STATEMENT

	<u>2026</u> <u>JUL</u>	<u>2026</u> <u>AUG</u>	<u>2026</u> <u>YTD</u>
<u>Operating Revenue</u>			
Outpatient Revenue	224,833	177,678	402,510
Cerner Unaliased	1,828	283	2,111
<u>Total Patient Revenue</u>	226,661	177,961	404,621
Other Operating Revenues	6,869	16,906	23,775
<u>Net Revenue</u>	233,530	194,866	428,396
<u>Operating Expenses</u>			
Salaries and Wages	105,654	160,335	265,989
Employee Benefits	7,778	12,197	19,975
Supplies	5,584	6,818	12,402
Professional Fees	-	1,500	1,500
Other Purchased Services	31,272	22,344	53,616
Repairs & Maintenance	18		18
Insurance Other	2,175	2,175	4,350
Other Expenses	3,582	41	3,624
Depreciation Expense	4,234	4,234	8,469
<u>Total Operating Expenses</u>	160,297	209,645	369,942
<u>Net Operating Revenue over Expense</u>	73,233	(14,779)	58,454

MAYERS MEMORIAL HOSPITAL
SUMMARY OF SERVICES - DEPOSITS - REFUNDS
- Fiscal Year 2027

DATE:	REVENUE / SERVICES	AVERAGE DAILY REVENUE	TOTAL DEPOSITS	MISC. PAYMENTS	MISC. PMTS PT RELATED	PATIENT PAYMENTS	ADJUSTMENTS & WRITE-OFFS	REFUNDS
July 31, 2026	5,813,864.36	187,544.01	4,911,128.47	880,017.30	9,851.92	4,021,259.25	3,014,592.41	7,892.41
August 31, 2026	5,352,995.45	172,677.27	3,627,768.23	225,287.08		3,402,481.15	2,269,548.54	
September 30, 2026		-				-		
October 30, 2026		-				-		
November 29, 2026		-				-		
December 30, 2026		-				-		
January 29, 2027		-				-		
February 27, 2027		-				-		
March 30, 2027		-				-		
April 29, 2027		-				-		
May 30, 2027		-				-		
June 29, 2027		-				-		
YTD TOTAL	11,166,859.81	180,110.64	8,538,896.70	1,105,304.38	9,851.92	7,423,740.40	5,284,140.95	7,892.41

ACCOUNTS RECEIVABLE AGING				PAYOR MIX - YTD % OF REVENUE				
	Aug \$ OUTSTANDING	Aug DAYS OUT	July DAYS OUT		Aug	July	June	3 MONTH AVERAGE
MEDICARE	4,227,867	23.13	45.37	MEDICARE	41.35%	44.11%	51.37%	45.61%
MEDI - CAL	6,640,870	39.64	38.20	MEDI - CAL	42.78%	38.79%	37.70%	39.76%
THIRD PARTY	2,748,443	12.82	14.76	THIRD PARTY	14.76%	15.59%	8.48%	12.94%
PRIVATE	936,526	1.72	1.68	PRIVATE	1.11%	1.51%	2.45%	1.69%
OVERALL	14,553,706	77.57	69.78					



**MAYERS MEMORIAL HOSPITAL
2026-2027 OPERATING ACTUAL**

	2026 JUL	2026 AUG	2026 YTD
<u>Operating Revenue</u>			
Acute Revenue	869,053	715,561	1,584,614
Revenue - SNF Inpatient	1,442,967	1,445,072	2,888,039
Outpatient Revenue	3,543,823	3,255,602	6,799,425
Total Patient Revenue	5,850,676	5,248,883	11,099,559
<u>Medicare/Medi-Cal Contractuals</u>	(1,962,552)	(1,052,379)	(3,014,931)
MCMC Contractuals	(1,785,759)	(949,979)	(2,735,739)
PPO Contractuals	(376,740)	(393,365)	(770,106)
Charity and Write-Offs	(3,262)	(20,670)	(23,932)
Admin Adjustments and Employee Discounts	(23,356)	(10,151)	(33,508)
Total Deductions	(2,365,911)	(1,476,566)	(3,842,476)
<u>Other Operating Revenues</u>	107,357	55,949	163,307
Net Revenue	3,592,123	3,828,266	7,420,389
<u>Salaries and Wages</u>	1,987,665	2,465,217	4,452,882
Employee Benefits	328,439	551,504	879,942
Supplies	363,821	519,754	883,575
Professional Fees	168,003	210,198	378,201
Other Purchased Service Nurse Travel Acute	31,486	24,126	55,612
Other Purchased Service Nurse Travel SNF	294,490	326,136	620,626
Other Purchased Service Travel Ancillary	109,799	100,739	210,538
Other Purchased Services	342,889	252,152	595,041
Repairs & Maintenance	30,023	31,229	61,252
Utilities	88,330	68,048	156,378
Insurance Other	58,642	58,592	117,234
Other Expenses	242,863	143,901	386,764
Interest Expense	37,947	38,055	76,002
Depreciation Expense	168,754	168,894	337,648
Rental/Lease	13,005	12,535	25,540
Operating Expenses	4,266,156	4,971,081	9,237,237
<u>Net Operating Revenue over Expense</u>	(674,033)	(1,142,814)	(1,816,848)
Interest Income-MBS	35,340	37,025	72,365
Non-Operating Revenue			
<u>Non-Operating Revenue</u>	694,291	657,365	1,351,656
Interest Income	114,998	105,129	220,128
Non-Operating Expenses	432,436	354,750	787,186
Total Non-Operating	412,194	444,770	856,963
<u>Net Revenue over Expense</u>	(261,840)	(698,044)	(959,884)
Days in Month	31	31	62
Expenses per Day	132,174	154,909	143,542
Days Cash on Hand	336	255	275
Cash in Bank @ Month End	44,446,709	39,448,104	39,448,104

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	2026	\$5,308,034.11	\$1,521,300.28	\$1,091,932.34	\$1,148,891.86	\$1,031,432.81	\$298,342.50	\$2,686,844.02	\$13,086,777.92
AUGUST	2026	\$6,508,798.26	\$1,361,281.98	\$1,145,973.31	\$966,294.42	\$1,076,254.26	\$376,888.01	\$3,118,250.55	\$14,553,740.79
SEPTEMBER	2026								\$0.00
OCTOBER	2026								\$0.00
NOVEMBER	2026								\$0.00
DECEMBER	2026								\$0.00
JANUARY	2027								\$0.00
FEBRUARY	2027								\$0.00
MARCH	2027								\$0.00
APRIL	2027								\$0.00
MAY	2027								\$0.00
JUNE	2027								\$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	2026	\$930,529.00	\$0.00	\$0.00	\$0.00	\$0.00	\$930,529.00
AUGUST	2026	\$1,080,270.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,080,270.00
SEPTEMBER	2026		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
OCTOBER	2026		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
NOVEMBER	2026		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
DECEMBER	2026		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
JANUARY	2027		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
FEBRUARY	2027		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
MARCH	2027		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
APRIL	2027		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
MAY	2027		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
JUNE	2027		\$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)	-	-	-	-	-	(8,855.51)	(8,890.51)
CERNER	3,750,954.66	1,106,010.67	745,189.81	570,479.56	653,645.89	-	1,637,319.29	8,463,599.88
PCC	2,746,047.54	246,091.45	380,406.19	378,331.36	363,855.87	376,888.01	1,235,680.19	5,727,300.61
MATRIXCARE	11,796.06	9,179.86	20,377.31	17,483.50	58,752.50	-	254,106.58	371,695.81
Total	6,508,763.26	1,361,281.98	1,145,973.31	966,294.42	1,076,254.26	376,888.01	3,118,250.55	14,553,705.79
%	45%	9%	8%	7%	7%	3%	21%	
% Prior to Cerner	65%	11%	6%	3%	2%	2%	11%	

	Actual Base Amour Budget Base Amount (USD)				
	2026	2026			
	JUNE	JUNE			
	YTD Actual	YTD Budget	Variance	%	Notes
Patient Revenue					
Acute Revenue	12,730,513	12,242,858	487,655	3.98%	
Revenue - SNF Inpatient	15,587,123	16,962,282	(1,375,160)	-8.11%	Unexpected reduction of SNF days
Outpatient Revenue	43,821,513	38,787,999	5,033,514	12.98%	Huge ER visit year plus other outpatient departments performed well
Patient Revenue	70,718,461	67,465,941	3,252,520	4.82%	
Contractuals	(15,804,866)	(14,115,443)	(1,689,423)	11.97%	Medicare repayment plus no HQAF payments which would reduce Contractuals
Charity and Write-Offs	(201,156)	(740,535)	539,378	-72.84%	
Admin Adjustments and Employee Discounts	(260,014)	(210,552)	(49,462)	23.49%	More employees using services
Provision for Bad Debt	(807,080)	(640,751)	(166,329)	25.96%	Was more conservative
Total Deductions	(17,073,117)	(15,707,281)	(1,365,835)	8.70%	
Other Operating Revenues	2,091,667	2,332,978	(241,310)	-10.34%	
Net Revenue	55,737,011	54,091,637	1,645,374	3.04%	
Salaries and Wages	24,727,431	23,349,115	1,378,316	5.90%	FTEs jumped 34 which was higher than expected
Employee Benefits	7,697,356	7,000,502	696,854	9.95%	FTEs jumped 34 so more employees with benefits and higher claims than the prior year
Supplies	5,453,141	5,666,682	(213,541)	-3.77%	Purchasing did great considering days and visits were up
Professional Fees	2,233,936	1,840,471	393,465	21.38%	ER Doc wage increases plus lawyer fees
Other Purchased Service Nurse Travel Acute	713,625	179,334	534,291	297.93%	This was a historic aberration considering 8 RNs should be able to handle our less than 10 census
Other Purchased Service Nurse Travel SNF	3,346,713	2,909,150	437,563	15.04%	Was anticipating lower due to C.N.A class
Other Purchased Service Travel Ancillary	1,185,899	853,918	331,981	38.88%	RTs and ER
Travelers Totals	5,246,236	3,942,402	1,303,834	33.07%	
Other Purchased Services	3,537,879	2,811,996	725,883	25.81%	Locum Docs, new Radiology group, MRI trailer agreement
Repairs & Maintenance	320,321	499,861	(179,540)	-35.92%	Given the age of our HVAC we anticipated a much higher #
Utilities	1,196,457	978,162	218,295	22.32%	
Insurance Other	899,307	498,544	400,763	80.39%	Higher Workers Comp and Liability than forecasted
Other Expenses	1,800,881	1,924,958	(124,077)	-6.45%	
Interest Expense	1,215,270	708,874	506,396	71.44%	Issue with new Multiview Budget Module not pulling all interest expense accounts into this.
Depreciation Expense	2,296,884	1,711,541	585,343	34.20%	Some CIPs were completed
Rental/Lease	126,398	141,979	(15,581)	-10.97%	
Total Operating Expenses	56,751,498	51,075,087	5,676,411	11.11%	
Income From Operations	(1,014,486)	3,016,550	(4,031,036)	-133.63%	
Interest Income-MBS	408,445		408,445	#DIV/0!	
Non-Operating Revenue	8,652,303	5,804,259	2,848,043	49.07%	Achieved QIP and Retail Pharmacy had a great year
Interest Income	1,078,598	1,449,132	(370,534)	-25.57%	Actually up when factoring in MBS
Non-Operating Expenses	4,569,755	3,940,005	629,750	15.98%	Increase in Drug Supply for Retail Pharmacy
Total Non-Operating	5,569,591	3,313,386	2,256,204	68.09%	
Net Income	4,555,105	6,329,936	(1,774,832)	-28.04%	The Medicare Repayment plus not having a million plus in HQAF payments



Executive Leadership Reporting Regular Board Meeting

Executive Leader: Travis Lakey, CFO

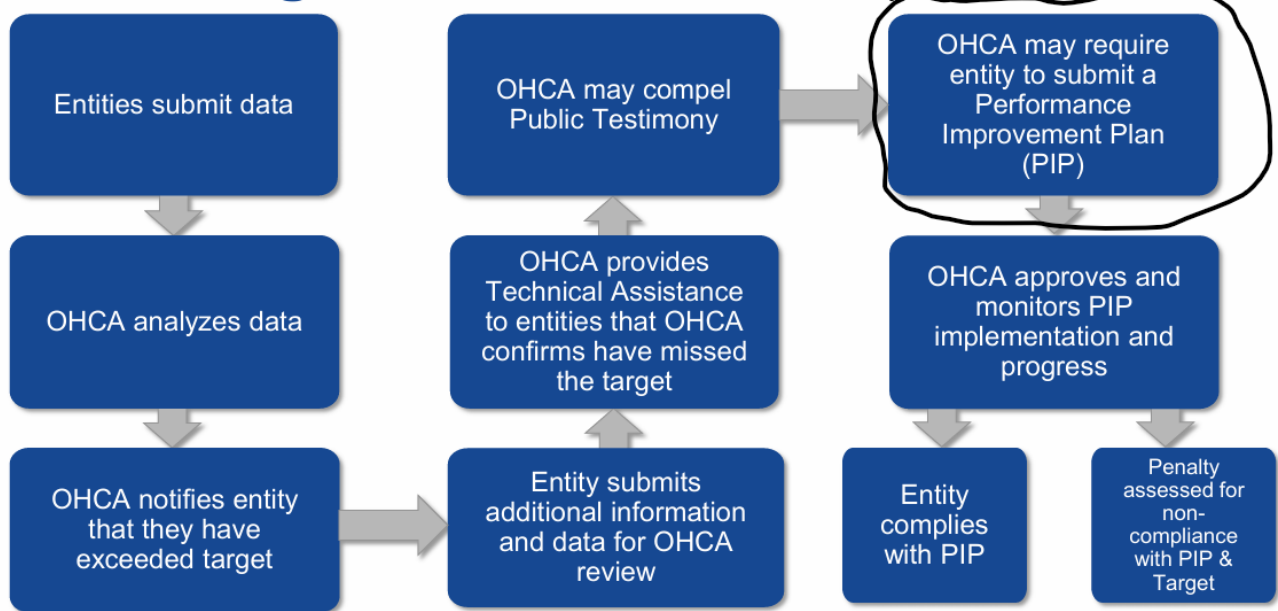
Reporting Month & Year: August 2026

Ratios	FY 27	FY 26 Average	
Cash on Hand	275	253	Avg PY
Net Income	-959,884	421,532	Avg PY
Current Ratio	5.95		
AR Days	77.5	71	Avg PY
Accounts Payable	1,080,270	1,355,812	Avg PY
Daily Gross Revenue	172,677	194,325	Avg PY
YE% of Gross Revenue Collected	64%	62%	Avg PY

- 1) As I'm writing these notes, we are in our annual audit week. Given that we are a few years into our system and my staff now have a couple of years under their belt in hospital finance we are entering the audit much further along than in the past couple of years.
- 2) Had a great week with Corro Health meeting with all our clinical departments and revenue cycle personnel on our charges and a large sample of our billing. They are providing a report for changes to be made. Our Director of Revenue cycle will meet with all the departments to make recommended changes.
- 3) AR days jumped as our average daily revenue was 194K per day last year and is 180K this year and we corrected an issue with underpayments in SNF where Partnership was paying us our old rate and we had to rebill over 1.2 million which went back into the AR. That rebill was fully paid in September so AR should decrease and we will have a strong collection month.
- 4) Cash on Hand dropped as we had two DHDP IGTs paid out in August which we should receive back in November. In November we will have a large Rate Range IGT and DHDP payable so come May all our supplemental payments will have been received.
- 5) Working with Libby on a few different renewal options for our health insurance. It's a 22-24% increase over the prior year given our claims experience during the current year.
- 6) The state is currently working on draft 2027 DPNF rates and will send them out for our review in early October.

- 7) Starting the work on our annual cost reports (Medicare, Medi-Cal, and Hospice) that are due by November 30th.
- 8) I set up a call with the HCAI (Health Care Access and Information) Director, some of her OHCA (Office of Healthcare Affordability) employees, a couple of my CFO colleagues and Eric Volk from Wipfli to explain the nature of Critical Access Hospital reimbursement and the difficulties meeting cost targets given that methodology paired with our low volumes and payer mix. Overall, I think the call went well and we will be able to submit our cost report data in our reports of why we were over target in their review of if we will need to have a Performance Improvement Plan. See below for the OHCA Progressive Enforcement Process.

OHCA Progressive Enforcement Process

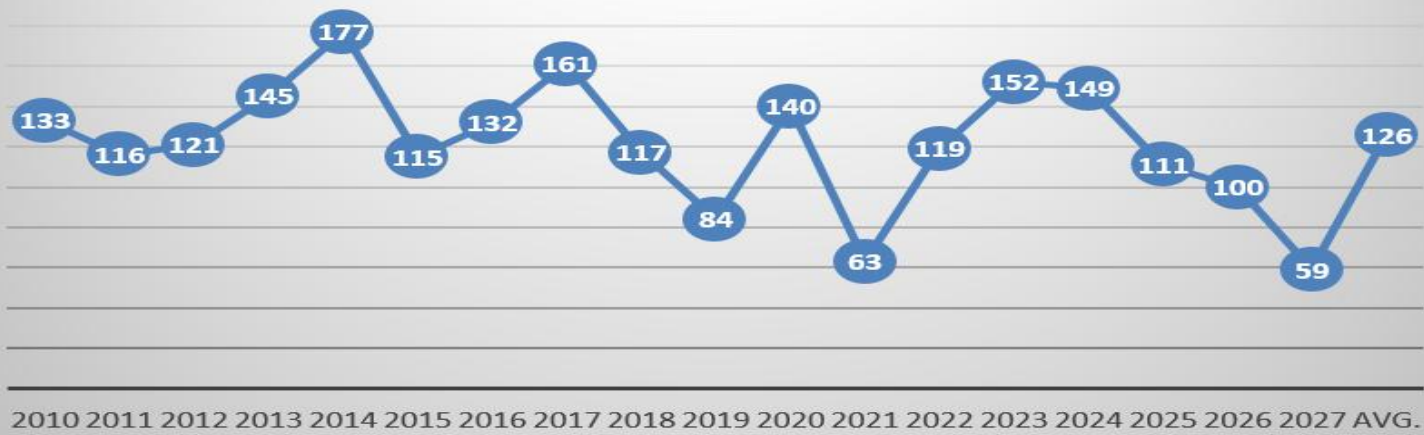


See Health and Safety Code Section 127502.5 for full statutory text on OHCA's progressive enforcement process.

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- 9) We attended the NRHA conference this month which had classes from Tuesday to Thursday on RHC and Critical Access Hospital topics. There's a bill introduced that would have the first five years of a USDA Communities Facilities Direct Loan Program at 0% and at the end of year five facilities would be reassessed for normal interest rates at that time or an additional five years at 0%. Hopefully there are some amendments as currently you must be in a county of less than 20,000 people to qualify. Also, there are states where there are multi-county HPSAs so I need to follow up with HCAI to see if we can do that being that our district is in three counties. This would make it much easier to maintain our shortage area status.
- 10) HCAI is supposed to be announcing the CalRHT grant awardees by September 30th. Apparently, they were surprised by the total amount of applications but have made their selections and are having good communications with CMS who must sign off on their list.
- 11) Retail Pharmacy is starting off the year strong with a 10% increase in revenue. Their expenses have jumped 55% but that occasionally happens when receiving lots of supplies early in the year and I expect that to even out going forward.
- 12) The RHC has had an increase of 19% of visits and has a 58K positive bottom line.

Acute Days YTD FY 10 to 27



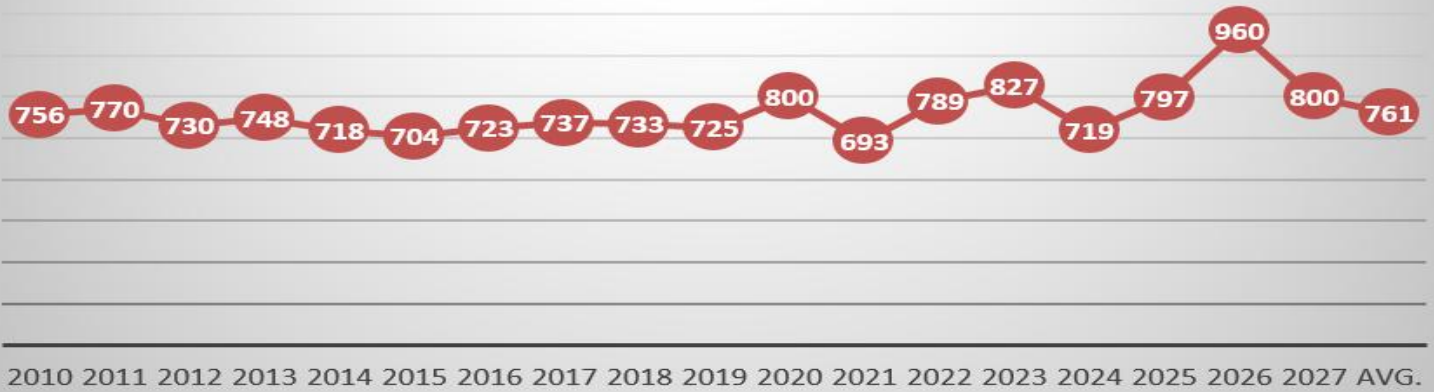
Swing Days YTD FY 10 to 27



SNF Days YTD FY 10 to 27



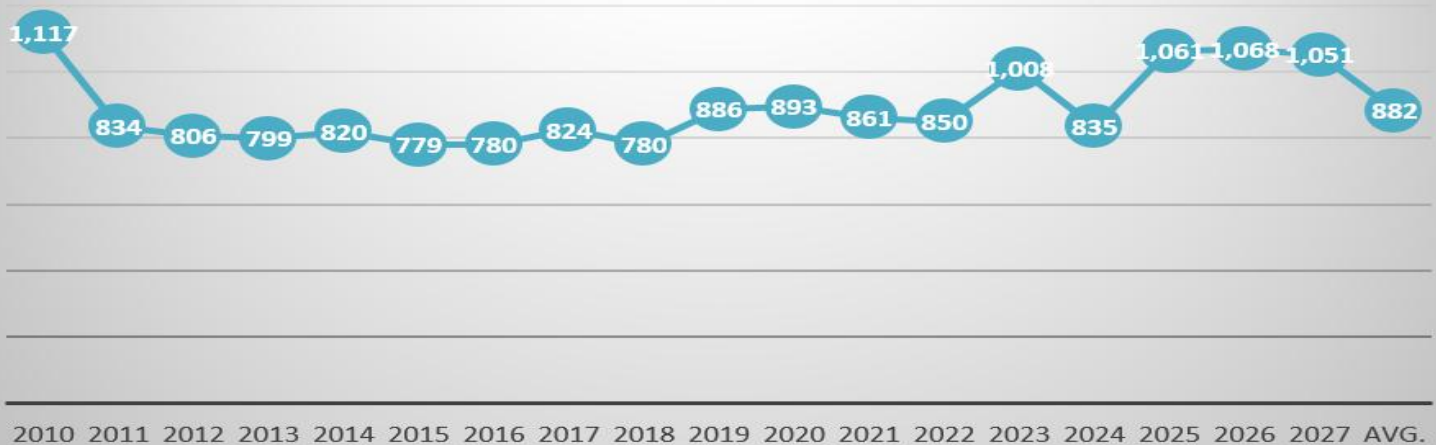
ER Visits YTD FY 10 to FY 27



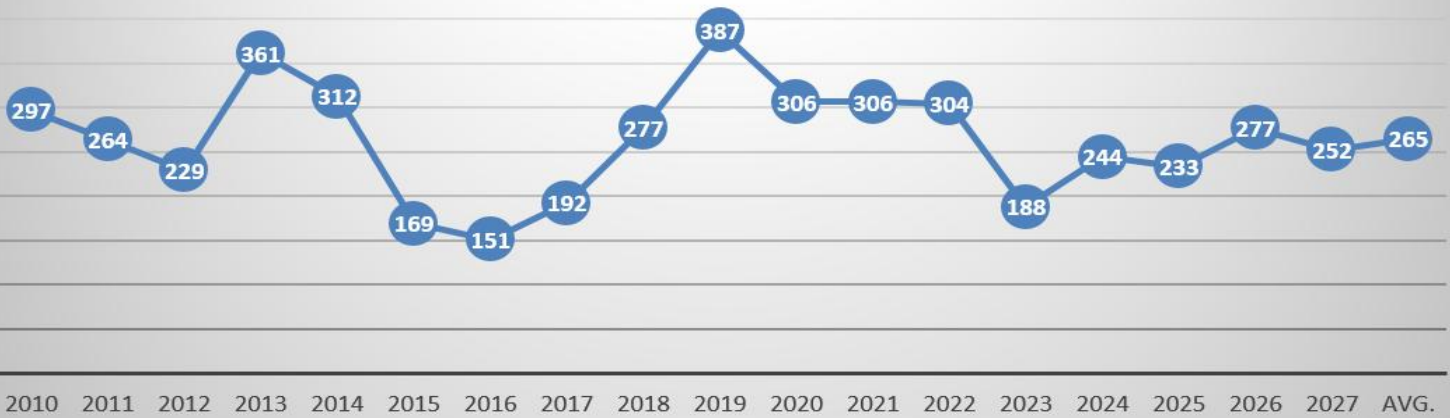
Lab Tests YTD FY 10 to 27



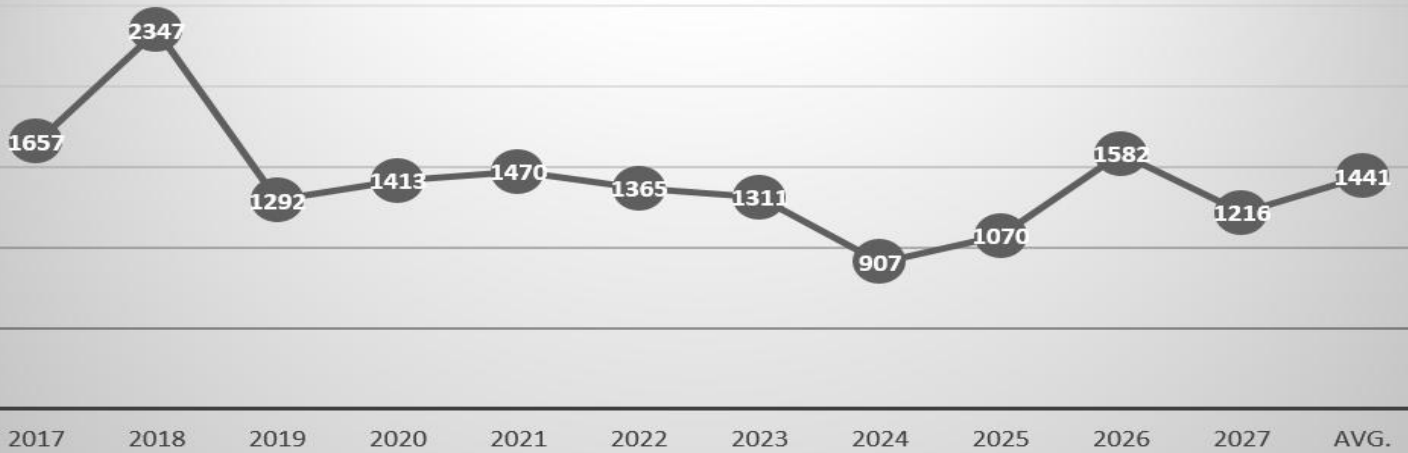
Rad Procedures YTD FY 10 to 27



OPM Procedures YTD FY 10 to 27



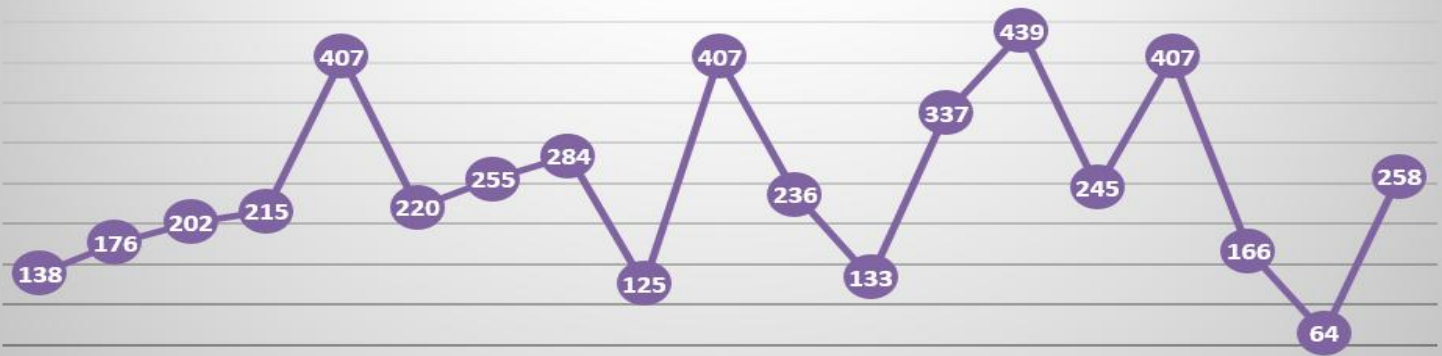
PT Procedures YTD FY 17 to 27



Ambulance Runs YTD FY 10-17,24-27



Hospice Days YTD FY 10 to 27



2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024 2025 2026 2027 AVG.

Clinic Visits YTD FY 22 to 27



2022 2023 2024 2025 2026 2027 AVG.

Income Statement

- 1) Acute Revenue is down due to less Acute and Swing days.
- 2) SNF Revenue is up due to state rate increases tied to our cost report.
- 3) Outpatient Revenue is down as ER visits are above average but well behind last year, which was a record-breaking year in that department.
- 4) Contractuals are higher than normal the first two months of this year due to the IGT payables. It's a 1.8-million-dollar swing monthly between September and February so our YTD bottom line will increase over those six months.
- 5) Salaries and Wages are up due to wage increases and higher FTEs.
- 6) Employee benefits are down for the first two months but being self-insured that will fluctuate during the year.
- 7) Pro Fees are up due to higher ER physician wages.
- 8) Traveler costs are down 9%. You certainly expect to see this go down when wages and FTEs go up.
- 9) Utilities are down 39% from this time last year.
- 10) Other Expenses are up due to workers comp claims in these two periods compared to the prior year.
- 11) Interest Income is up by 72K factoring in the Mortgage-Backed Securities.
- 12) Non-Operating Revenue is up primarily due to higher sales in Retail Pharmacy.
- 13) Non-Operating Expenses are up mostly due to Supplies in Retail Pharmacy which ties into the higher sales mentioned above.
- 14) Net income is negative 959K YTD due to higher contractuals from our IGT payables over the first couple of months and a drop in overall revenue.

Balance Sheet

- 1) Cash is up 2.5 million from the prior year factoring in Mortgage-Backed Securities.
- 2) Accounts Receivable are up due to rebilling and re-adding the additional SNF AR. That has been paid in September so AR will dip back down.
- 3) Inventories are up due to Retail Pharmacy increased sales.
- 4) Medicare and Medi-Cal settlements will continue to increase until we receive our supplemental payments.
- 5) Notes and Loans Payable are up due to what appears to be an extra solar rebate that showed up in the bank on June 30th. I have made 20+ phone calls to the IRS, talked to three different representatives who transferred me to another extension where I have sat on hold until their system hangs up on me. Multiple times I have called and sat on hold for hours and had to give up due to meetings and calls. Still trying to clarify the payment.
- 6) We made a USDA payment on September 1st of 742K so our debt balances will change next month.
- 7) Our Current Ratio is 5.95 which is well ahead of the CA Critical Access Hospital of 2.77.