

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
October 28, 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 Treasurer
Abe Hathaway, Board Vice President
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 – September 30, 2026	Attachment A	Action Item	2 min.
4	FINANCIAL REVIEWS/BUSINESS			
	4.1 September 2026 Financials, Accounts Payable (AP), and Accounts Receivable (AR)	Attachment B	Action Item	5 min.
	4.2 FY27 Q1 Actual to Budget	Attachment C	Report	5 min.
5	ADMINISTRATIVE REPORT	Attachment D	Report	5 min.
6	OTHER INFORMATION/ANNOUNCEMENTS		Information	5 min.
7	ADJOURNMENT: Next Finance Board Committee Meeting – December 9, 2026			

Posted: 10.22.26



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

September 30, 2026 @ 11:00 am
Mayers Memorial Healthcare District
Fall River Boardroom @ MMHD Hall
43579 Highway 299 East
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 11:01 am on September 30, 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 Jessica DeCoito, COO Al Kokwaro, CMO Lisa Neal, Board Clerk		
ABSENT:				
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 – August 26, 2026. A motion to accept the minutes, as presented, was made, seconded, and carried.	<i>Harris / Humphry</i>	<i>Approved by All</i>
4	FINANCIAL REVIEWS			
	4.1	August 2026 Financials & Accounts Payable (AP), and Accounts Receivable (AR) A motion to move the August 2026 financial statements, Accounts Payable, and Accounts Receivable to the Board for action was made, seconded, and carried. The committee requested MMHD Certificate of Deposit statements, quarterly actual-to-budget comparisons, and quarterly revenue-service reports for forecasting and trend analysis. AR days were 64. RHTP grant decisions on innovative payments, care, and workforce proposals are expected soon. PG&E programs may support HVAC replacements.	<i>Hathaway/ Humphry</i>	<i>Approved by All</i>
	4.2	FY26 Year-End Budget vs Actuals Review		
5	ADMINISTRATIVE REPORT: Written report provided by Travis Lakey. Verbal update provided that the SNF census is at 71. Additional financial benchmarks will be developed to support decision-making by the Board and senior leadership. The 2027 self-insured employee health benefits renewal is under review, with employee premiums expected to increase. Despite the anticipated increase, the self-insured model remains the more favorable option.			
6	OTHER INFORMATION/ANNOUNCEMENTS: Ryan, Travis, Keith, Theresa, and Libby attended the NRHA Rural Health Clinic and Critical Access Hospital conference in Kansas City, MO, September 15-18. The CNO, Theresa Overton, and the Acute Services Director of Nursing, Moriah Padilla, will meet with Shasta Regional Medical Center leadership in Redding to discuss the SNF and swing-bed process.			
7	ADJOURNMENT: A motion to adjourn at 11:53 a.m. was made, seconded, and carried. Next Finance Board Committee Meeting is October 28, 2026		<i>Hathaway / Humphry</i>	<i>Approved by All</i>

MAYERS MEMORIAL HOSPITAL

Statistical Data

Fiscal Year Ending JUNE 30, 2027

COMPARISON TO ACTUAL

2027 2026

September	August	
Actual	Actual	Variance

VOLUME:

DISCHARGES

16	5	11	Acute
8	7	1	Swing Bed
4	16	(12)	Skilled Nursing Care (DISCHG)
5	3	2	Observations

PATIENT DAYS

45	25	20	Acute
114	86	28	Swing Bed
2,113	2,188	(75)	Skilled Nursing Care

LENGTH OF STAY

2.81	5.00	(2)	Acute
14.25	12.29	2	Swing Bed
			Skilled Nursing Care

AVERAGE DAILY CENSUS

1.50	0.27	1	Acute
3.80	0.93	3	Swing Bed
70.43	23.78	47	Skilled Nursing Care

ANCILLARY SERVICES

0	0	0	Surgery Inpatient Visits
16	15	1	Surgery OP/ procedure visits
386	390	(4)	Emergency Room Visits
102	122	(20)	Outpatient Services Procedures
595	600	(5)	Laboratory Visits
479	543	(64)	Radiology Procedures
517	573	(56)	Physcial Therapy Procedures
182	214	(32)	Cardiac Rehab
129	131	(2)	Telemedicine visits
15	8	7	Admissions from ER
14	14	0	Transfers from ER
745	787	(42)	Clinic Visits
50	57	(7)	Ambulance

PRODUCTIVITY:

Productive FTE's

6.79	7.67		Nursing - Acute
31.81	29.93		Long Term Care
53.86	55.87		Ancillary
72.86	74.61		Service
165.32	168.08		Total Productive
109.94	98.68		Non-Productive FTE's
275.26	266.76		Paid FTE's

PRODUCTIVE FTE PER ADJUSTED OCCUPIED BED

2.59 2.55

ATTACHMENT B

FY 2027 FY 2026

YTD	YTD	
Actual	Actual	Variance

% Increase
or Decrease

33	44	(11)	-25.01%
26	38	(12)	-31.61%
11	27	(16)	-59.31%
11	18	(7)	-38.91%

104	134	(30)	-22.41%
289	343	(54)	-15.71%
6,498	6,362	136	2.12%

3.15	3.05	0	3.52%
11.12	9.03	2	23.12%

1.13	4.32	(3)	-73.81%
3.14	11.06	(8)	-71.61%
70.63	205.23	(135)	-65.61%

0	0	0	
55	50	5	10.02%
1,186	1,358	(172)	-12.71%
354	517	(163)	-31.51%
1,849	1,893	(44)	-2.31%
1,530	1,615	(85)	-5.31%
1,733	2,226	(493)	-22.11%
611	607	4	.72%
399	246	153	62.22%
33	41	(8)	-19.51%
47	37	10	27.02%
2,470	2,168	302	13.92%
171	173	(2)	-1.21%

6.97	5.37
31.08	33.51
54.97	53.51
73.62	61.32
166.63	153.71
105.96	105.70
272.59	259.41

2.51 2.32

MAYERS MEMORIAL HOSPITAL

Balance Sheet

	<u>SEP 2026</u>	<u>SEP 2025</u>
Cash - General, Payroll, & Petty Cash	27,204,020	23,290,951
Reserve Cash (Unrestricted)	1,989,875	1,930,482
Restricted Cash	1,194,145	1,838,244
Cash	<u>30,388,040</u>	<u>27,059,678</u>
Mortgage-Based Securities-Available for Sale	7,510,507	7,802,218
Patient Receivables - Hospice	458,803	464,726
Patient Accounts Receivable	11,541,536	13,758,412
Patient Allowances	(5,935,424)	(7,429,202)
Net Patient Accounts Receivable	5,606,112	6,329,209
Accrued Interest Receivable-MBS	35,385	42,863
Prepaid Expenses	716,048	1,019,977
Medicare/Medi-Cal Settlements	14,688,295	9,656,224
Total Current Assets	<u>59,707,944</u>	<u>52,574,164</u>
 Property, Plant, & Equipment		
Land and Building Improvements	3,969,852	3,969,852
Building and Fixed Equipment	43,013,758	40,226,619
Equipment	16,590,058	16,581,410
Subscription Based Information Technology Agreement	4,814,940	4,523,468
Construction in Progress	2,277,321	3,671,917
Accumulated Depreciation	(33,566,906)	(31,646,826)
Total Property, Plant & Equipment	<u>37,099,022</u>	<u>37,326,439</u>
Certificate of Deposit Plumas Bank-Beta Collateral	100,255	
 Total Assets	96,907,222	89,900,604
 Accounts Payable	1,117,130	1,349,075
Payroll and Related Liabilities	1,326,642	1,410,904
Current Subscription Liability	349,002	554,277
Accrued Interest	46,051	196,965
Rate Range Payable	5,010,359	4,723,655
Notes & Loans Payable	1,000,169	679,716
Current Portion of Medicare/Medi-Cal IGT Settlement	1,149,447	176,670
Current Portion of Medicare/Medi-Cal Settlement	783,799	349,464
Total Current Liabilities	<u>10,782,599</u>	<u>9,440,725</u>
 Long Term Debt		
GO Bond/CABS	1,240,803	1,265,803
Leases	205,701	(7,841)
Notes & Loans Payable/CHFFA	1,058,859	1,123,801
GO Bond Series B & Refunding USDA	18,792,000	18,805,000
Capital Leases & Settlement Payments	20,056,559	19,920,960
LT Subscription Based Information Technology	3,118,276	3,077,607
Total Long-Term Debt	<u>24,415,639</u>	<u>24,264,370</u>
 Total Fund Balance	<u>61,708,984</u>	<u>56,195,508</u>
 Liabilities and Fund Balance	96,907,222	89,900,604
 Current Ratio	5.54	5.57

MAYERS MEMORIAL HOSPITAL

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

2026 SEPTEMBER Month Actual	2025 SEPTEMBER Month Actual			2026 SEPTEMBER YTD Actual	2025 SEPTEMBER YTD Actual	Variance	%
			Patient Revenue				
1,163,340	1,139,258	24,082	Acute Revenue	2,747,954	3,332,631	(584,677)	-18%
1,390,269	1,151,163	239,106	Revenue - SNF Inpatient	4,278,307	3,677,431	600,876	16%
3,153,650	3,550,165	(396,515)	Outpatient Revenue	9,953,075	10,634,709	(681,634)	-6%
(46,601)	(54,712)	8,111	Cerner Unaliased	(219,120)	(213,183)	(5,936)	3%
5,660,657	5,785,873	(125,216)	Patient Revenue	16,760,216	17,431,587	(671,371)	-4%
(1,010,368)	(1,325,046)	314,678	Contractuals	(3,746,106)	(3,959,461)	213,355	-5%
1,625,919	(1,335,327)	2,961,246	Contractuals- Care/cal	(1,389,012)	(4,189,498)	2,800,486	-1130%
(28,433)	(46,844)	18,411	Charity and Write-Offs	(52,366)	(54,904)	2,538	-5%
(16,445)	(8,520)	(7,925)	Admin Adjustments and Employee Discour	(49,952)	(27,464)	(22,488)	82%
6,978	5,693	1,285	Provision for Bad Debt	6,978	(11,601)	18,579	-160%
1,253,986	(1,896,238)	3,150,225	Total Deductions	(2,588,490)	(5,670,121)	3,081,631	-1233%
189,275	94,407	94,868	Other Operating Revenues	351,882	271,230	80,652	30%
7,103,919	3,984,042	3,119,877	Net Revenue	14,523,609	12,032,696	2,490,913	-1207%
1,939,457	1,738,587	200,870	Salaries and Wages	6,392,339	5,833,781	558,558	10%
528,364	522,311	6,054	Employee Benefits	1,488,086	1,796,806	(308,720)	-17%
435,108	396,270	38,838	Supplies	1,329,034	1,619,594	(290,560)	-18%
197,306	197,283	23	Professional Fees	575,977	519,640	56,337	11%
23,004	67,083	(44,079)	Other Purchased Service Nurse Travel Act	78,616	207,870	(129,253)	-62%
267,870	267,706	165	Other Purchased Service Nurse Travel SN	893,456	937,649	(44,193)	-5%
65,977	92,205	(26,228)	Other Purchased Service Travel Ancillary	276,516	259,741	16,774	6%
356,851	426,994	(70,143)	Travelers Totals	1,248,588	1,405,260	(156,672)	-11%
223,297	283,741	(60,445)	Other Purchased Services	823,670	850,677	(27,007)	-3%
17,816	22,037	(4,220)	Repairs & Maintenance	77,054	84,244	(7,190)	-9%
109,511	132,787	(23,275)	Utilities	266,468	388,581	(122,112)	-31%
27,070	57,441	(30,371)	Insurance Other	144,304	241,151	(96,847)	-40%
138,532	158,183	(19,652)	Other Expenses	482,086	465,342	16,744	4%
82,441	356,742	(274,301)	Interest Expense	158,433	429,961	(271,528)	-63%
165,307	165,544	(237)	Depreciation Expense	502,955	526,693	(23,737)	-5%
16,901	10,016	6,885	Rental/Lease	42,441	28,817	13,624	47%
4,237,961	4,467,935	(229,973)	Total Operating Expenses	13,531,436	14,190,545	(659,110)	-5%
2,865,957	(483,893)	3,349,850	Income From Operations	992,173	(2,157,849)	3,150,022	-1203%
35,385	42,863	(7,477)	Interest Income-MBS	107,751	42,863	64,888	151%
666,179	858,111	(191,932)	Non-Operating Revenue	2,017,835	2,045,161	(27,326)	-1%
80,381	86,772	(6,391)	Interest Income	286,164	323,315	(37,151)	-11%
330,046	509,652	(179,606)	Non-Operating Expenses	1,117,235	1,040,625	76,611	7%
451,900	478,094	(26,194)	Total Non-Operating	1,294,515	1,370,715	(76,200)	-6%
3,317,857	(5,799)	3,323,656	Net Income	2,286,688	(787,135)	3,073,822	-1208%

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

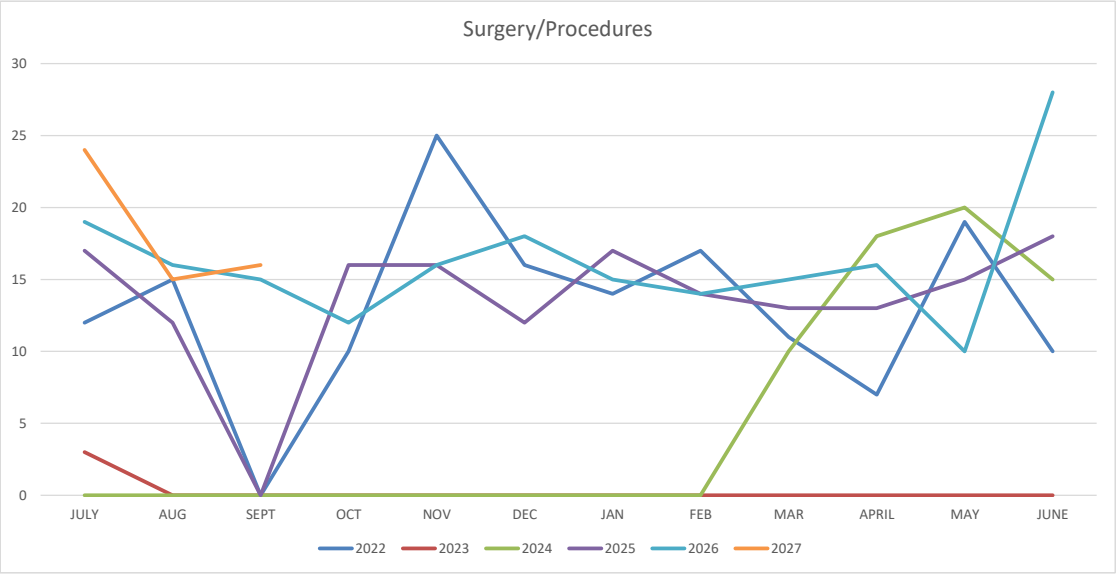
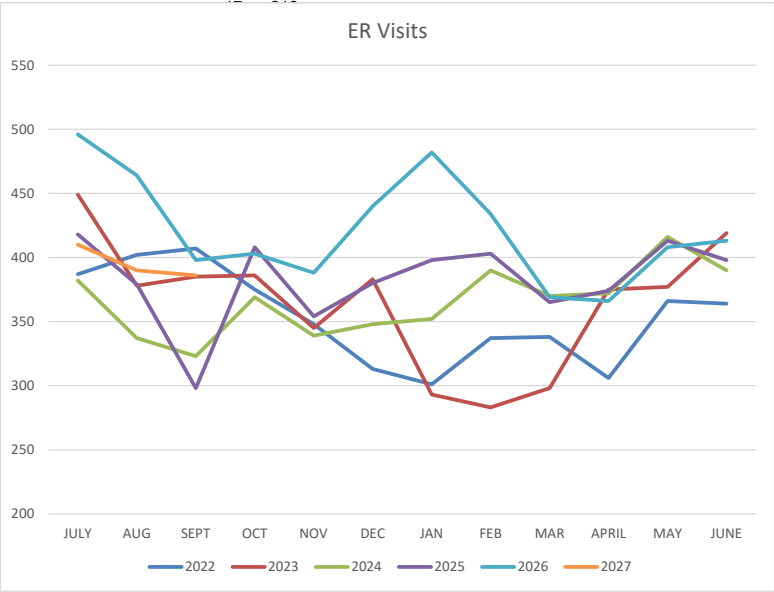
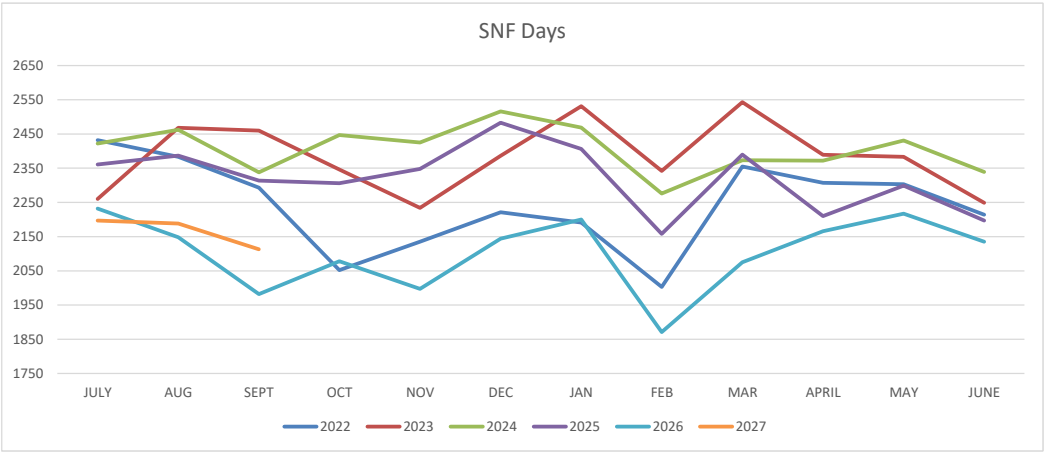
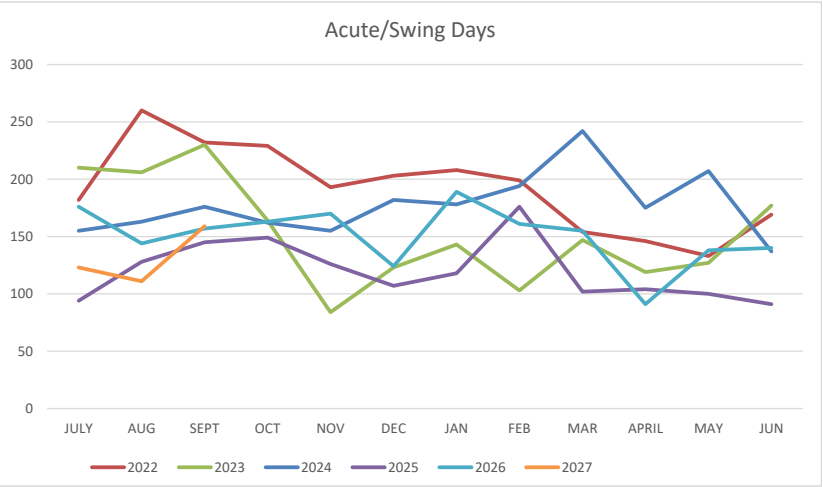
2026 SEPTEMBER Month Actual	2025 SEPTEMBER Month Actual	Variance		2026 SEPTEMBER YTD Actual	2025 SEPTEMBER YTD Actual	Variance	Increase Decrease %
			<u>Retail Pharmacy Revenue</u>				
79,780	184,594	(104,814)	Medi-Cal	300,524	412,059	(111,535)	-27%
0	1,074	(1,074)	Retail Pharmacy Revenue	4,045	3,766	279	7%
56,577	51,454	5,123	Private	170,295	165,036	5,259	3%
375,173	296,370	78,803	Third Party	1,083,431	816,507	266,924	33%
1,410	0	1,410	Other	(54)	0	(54)	#DIV/0!
512,940	533,492	(20,552)	<u>Non-Operating Revenue</u>	1,558,119	1,397,368	160,873	12%
			<u>Non-Operating Expenses</u>				
40,054	13,701	26,353	Salaries & Wages	90,300	51,829	38,471	74%
2,870	982	1,888	Employee Benefits	3,435	3,723	(288)	-8%
315,892	471,748	(155,856)	Supplies	1,062,109	866,136	195,973	23%
0	8,260	(8,260)	Ancillary Travelers		43,020	(43,020)	-100%
873	332	541	Other Purchased Services	10,363	576	9,787	1699%
1,909	972	937	Utilities	5,440	3,990	1,450	36%
325	1,462	(1,137)	Other	4,166	5,496	(1,330)	-24%
2,766	2,766	0	Depreciation	8,482	8,482	0	0%
22	16	6	Rent - Lease	44	32	12	38%
364,711	500,239	(135,528)	<u>Total Non-Operating Expense</u>	1,184,339	983,284	201,055	20%
148,229	33,253	114,976	Net Income (Loss)	373,780	414,084	(40,304)	-10%

	2026 JUL	2026 AUG	2026 SEP	YTD SEP
Patient Revenue	226,661	177,961	155,048	559,669
Other Operating Revenues	6,869	16,906	7,189	30,964
Salaries and Wages	105,654	160,335	111,447	377,436
Employee Benefits	7,778	12,197	9,257	29,232
Supplies	5,584	6,818	16,330	28,733
Professional Fees		1,500	1,610	3,110
Other Purchased Services	31,272	22,736	751	54,758
Repairs & Maintenance	18			18
Insurance Other	2,175	2,175		4,350
Other Expenses	3,582	41	2,216	5,840
Depreciation Expense	4,234	4,234	4,098	12,566
Operating Expenses	160,297	210,037	145,709	516,043
Total Expenses	160,297	210,037	145,709	516,043
Income from Operations	73,233	(15,171)	16,528	74,590
Net Income (Loss)	66,364	(15,171)	16,528	74,590

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	5,649,809.09	182,251.91	5,335,674.14	277,953.63	32,908.60	5,024,811.91	2,170,813.73	46,415.41
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	16,816,668.90	180,824.40	13,874,570.84	1,383,258.01	42,760.52	12,448,552.31	7,454,954.68	54,307.82

ACCOUNTS RECEIVABLE AGING				PAYOR MIX - YTD % OF REVENUE				
	Sept \$ OUTSTANDING	Sept DAYS OUT	Aug DAYS OUT		Sept	Aug	July	3 MONTH AVERAGE
MEDICARE	4,392,391	42.93	23.13	MEDICARE	43.22%	41.35%	44.11%	42.89%
MEDI - CAL	4,063,996	40.92	39.64	MEDI - CAL	41.37%	42.78%	38.79%	40.98%
THIRD PARTY	2,535,405	14.56	12.82	THIRD PARTY	13.32%	14.76%	15.59%	14.56%
PRIVATE	1,046,911	1.58	1.72	PRIVATE	2.10%	1.11%	1.51%	1.57%
OVERALL	12,038,703	65.86	77.57					



MAYERS MEMORIAL HOSPITAL

2026-2027 OPERATING ACTUAL

	2026 JUL	2026 AUG	2026 SEP	2026 YTD
<u>Operating Revenue</u>				
Acute Revenue	869,053	715,561	1,163,340	2,747,954
Revenue - SNF Inpatient	1,442,967	1,445,072	1,390,269	4,278,307
Outpatient Revenue	3,543,823	3,255,602	3,153,650	9,953,075
<u>Total Patient Revenue</u>	5,850,676	5,248,883	5,660,657	16,760,216
<u>Less Deductions</u>				
Medicare/Medi-Cal Contractuals	(1,962,552)	(1,052,379)	1,625,919	(1,389,012)
PPO Contractuals	(376,740)	(393,365)	(334,033)	(1,104,138)
Charity and Write-Offs	(3,262)	(20,670)	(28,433)	(52,366)
Admin Adjustments and Employee Discounts	(23,356)	(10,151)	(16,445)	(49,952)
<u>Total Deductions</u>	(2,365,911)	(1,476,566)	1,253,986	(2,588,490)
<u>Other Operating Revenues</u>	106,658	55,949	189,275	351,882
<u>Net Revenue</u>	3,591,424	3,828,266	7,103,919	14,523,609
Salaries and Wages	1,987,665	2,465,217	1,939,457	6,392,339
Employee Benefits	347,887	611,835	528,364	1,488,086
Supplies	372,831	521,095	435,108	1,329,034
Professional Fees	167,963	210,708	197,306	575,977
Other Purchased Service Nurse Travel Acute	31,486	24,126	23,004	78,616
Other Purchased Service Nurse Travel SNF	299,450	326,136	267,870	893,456
Other Purchased Service Travel Ancillary	109,799	100,739	65,977	276,516
Other Purchased Services	341,049	259,325	223,297	823,670
Repairs & Maintenance	30,023	29,214	17,816	77,054
Utilities	88,330	68,627	109,511	266,468
Insurance Other	58,642	58,592	27,070	144,304
Other Expenses	211,979	131,575	138,532	482,086
Interest Expense	37,937	38,055	82,441	158,433
Depreciation Expense	168,754	168,894	165,307	502,955
Rental/Lease	13,005	12,535	16,901	42,441
<u>Operating Expenses</u>	4,266,800	5,026,674	4,237,961	13,531,436
<u>Net Operating Revenue over Expense</u>	(675,377)	(1,198,407)	2,865,957	992,173
Interest Income-MBS	35,340	37,025	35,385	107,751
<u>Non-Operating Revenue</u>				
Non-Operating Revenue	694,291	657,365	666,179	2,017,835
Interest Income	114,998	90,784	80,381	286,164
Non-Operating Expenses	432,436	354,753	330,046	1,117,235
<u>Total Non-Operating</u>	412,194	430,421	451,900	1,294,515
<u>Net Revenue over Expense</u>	(263,183)	(767,986)	3,317,857	2,286,688
Days in Month	31	31	30	92
Expenses per Day	132,195	156,703	135,755	141,614
Days Cash on Hand	336	252	279	268
Cash in Bank @ Month End	44,435,858	39,425,591	37,898,548	37,898,548

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	\$5,250,335.02	\$1,426,212.07	\$661,814.76	\$734,244.06	\$616,486.39	\$949,803.43	\$2,399,807.10	\$12,038,702.83
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	\$1,117,130.31	\$0.00	\$0.00	\$0.00	\$0.00	\$1,117,130.31
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)	-	-	-	-	-	(8,828.83)	(8,863.83)
CERNER	1,267,573.88	202,313.28	192,485.00	148,644.82	135,423.04	154,658.57	987,084.30	3,088,182.89
PCC	3,980,924.49	1,211,877.83	460,799.90	574,537.19	438,753.36	573,210.48	1,355,238.16	8,595,341.41
MATRIXCARE	1,871.65	12,020.96	8,529.86	11,062.05	42,309.99	221,934.38	66,313.47	364,042.36
Total	5,250,335.02	1,426,212.07	661,814.76	734,244.06	616,486.39	949,803.43	2,399,807.10	12,038,702.83
%	44%	12%	5%	6%	5%	8%	20%	
% Prior to Cerner	65%	11%	6%	3%	2%	2%	11%	

	2025 SEPTEMBER YTD Actual	2026 SEPTEMBER YTD Actual	2026 SEPTEMBER YTD Budget	Variance	%
Revenue					
Acute Revenue	3,332,631	2,747,954	3,015,006	(267,052)	-9%
Revenue - SNF Inpatient	3,677,431	4,278,307	4,152,788	125,520	3%
Revenue - Hospice Inpatient			0	0	#DIV/0!
Outpatient Revenue	10,634,709	9,953,075	11,023,263	(1,070,188)	-10%
Patient Revenue	17,431,587	16,760,216	18,191,057	(1,430,841)	-8%
Deductions from Revenue					
Contractuals	(3,959,461)	(3,746,106)	(3,622,977)	(123,129)	3%
Contractuals	(230,036)	2,357,094	1,786,187	570,908	32%
Contractuals- Care/cal	(4,189,498)	(1,389,012)	(2,797,744)	1,408,732	-50%
Contractuals- PPO	(1,386,655)	(1,104,138)	(1,045,879)	(58,259)	6%
Contractuals	(5,576,153)	(2,493,150)	0	(2,493,150)	#DIV/0!
Charity and Write-Offs	(54,904)	(52,366)	(92,398)	40,033	-43%
Admin Adjustments and Employee Discounts	(27,464)	(49,952)	(83,091)	33,139	-40%
Provision for Bad Debt	(11,601)	6,978	(74,882)	81,860	-109%
Total Deductions	(5,670,121)	(2,588,490)	(4,093,994)	1,505,504	-37%
Other Operating Revenues	271,230	351,882	311,695	40,187	13%
Net Revenue	12,032,696	14,523,609	14,408,758	114,851	1%
Salaries and Wages	5,833,781	6,392,339	6,326,851	65,488	1%
Employee Benefits	1,796,806	1,488,086	1,917,847	(429,761)	-22%
Supplies	1,619,594	1,329,034	1,296,656	32,379	2%
Professional Fees	519,640	575,977	687,858	(111,881)	-16%
Other Purchased Service Nurse Travel	207,870	78,616	93,403	(14,787)	-16%
Other Purchased Service Nurse Travel	937,649	893,456	834,259	59,198	7%
Other Purchased Service Travel Ancilla	259,741	276,516	291,804	(15,289)	-5%
Other Purchased Service Hospice Travel			0	0	#DIV/0!
Travelers Totals	1,405,260	1,248,588	1,219,466	29,122	2%
Other Purchased Services	850,677	823,670	911,086	(87,415)	-10%
Repairs & Maintenance	84,244	77,054	131,837	(54,783)	-42%
Utilities	388,581	266,468	243,378	23,091	9%
Insurance Other	241,151	144,304	247,841	(103,537)	-42%
Other Expenses	465,342	482,086	530,177	(48,091)	-9%
Interest Expense	429,961	158,433	313,427	(154,994)	-49%
Depreciation Expense	526,693	502,955	596,234	(93,279)	-16%
Rental/Lease	28,817	42,441	32,616	9,825	30%
Total Operating Expenses	14,190,545	13,531,436	14,455,272	(923,836)	-6%
Income From Operations	(2,157,849)	992,173	(46,514)	1,038,687	-2233%
Interest Income-MBS	42,863	107,751	92,312	15,438	17%
Non-Operating Revenue	2,045,161	2,017,835	2,093,474	(75,639)	-4%
Interest Income	323,315	286,164	314,113	(27,948)	-9%
Non-Operating Expenses	1,040,625	1,117,235	1,190,851	(73,616)	-6%
Total Non-Operating	1,370,715	1,294,515	1,309,048	(14,533)	-1%
Net Income	(787,135)	2,286,688	1,262,534	1,024,154	81%



Executive Leadership Reporting Regular Board Meeting

Executive Leader: Travis Lakey, CFO

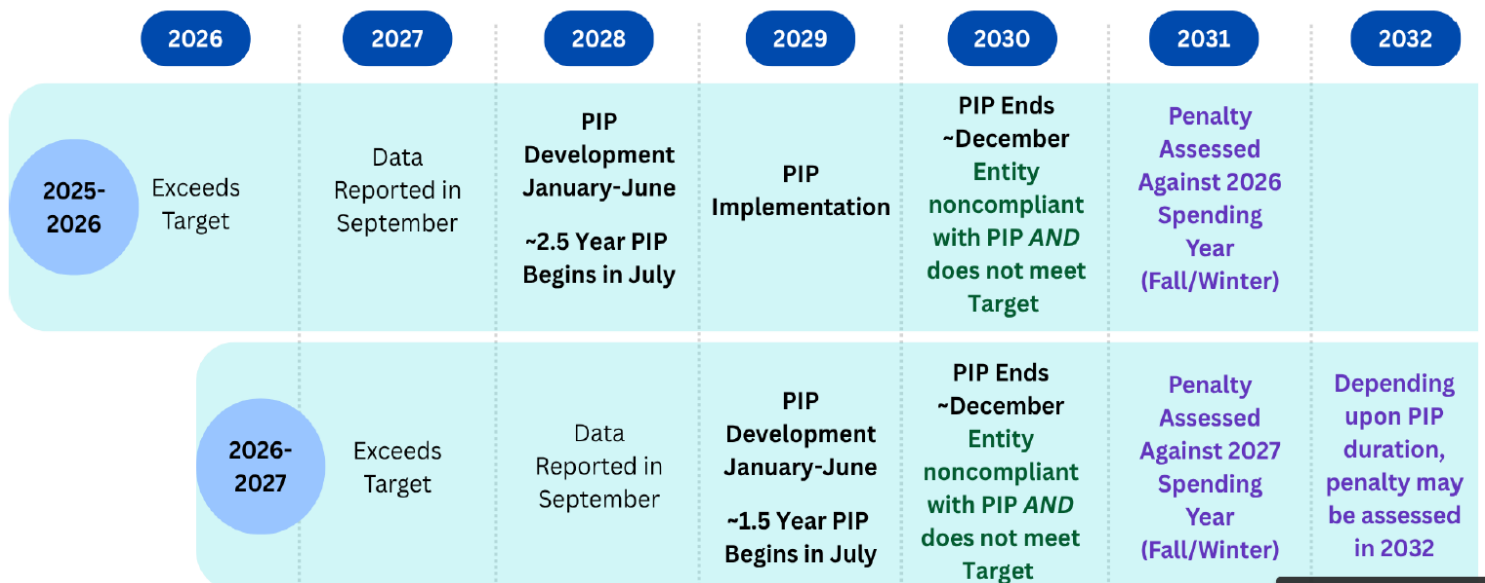
Reporting Month & Year: September 2026

Ratios	FY 27	FY 26 Average	
Cash on Hand	268	253	Avg PY
Net Income	3,317,857	421,532	Avg PY
Current Ratio	5.54		
AR Days	66	71	Avg PY
Accounts Payable	1,117,130	1,355,812	Avg PY
Daily Gross Revenue	182,252	194,325	Avg PY
YTD% of Gross Revenue Collected	74%	62%	Avg PY

- 1) We've been working on our CalRHT grants where we have been tentatively approved. Given the Transformative Payment grant didn't originally include a budget and was very high level there are a lot of projects and costs to put together, and I haven't gotten any firm timelines from HCAI.
- 2) Cash is up in October as we received 8.26 million in District Hospital Directed Payments (DHDP). This was a combination of the second payment of CY 24 and first payment of CY 25. Going forward now that we are caught up, we should only get one payment per six months. I appreciate Partnership Health getting those checks out timely as they could have held onto the funds until November which some of the other plans do to collect interest.
- 3) YTD of gross revenue collected is up to 74% as we got paid for all the SNF days that we had been under reimbursed for due to some system issues. This plus a strong collection month is also why AR days dropped 11 days.
- 4) The RHC is looking strong as visits are the highest they have been for the first quarter since we've started that service.
- 5) Retail Pharmacy is having a strong year with 373K bottom line.
- 6) Deep into audit (general, and Medi-Cal) and cost report season (Medicare, Medi-Cal, and Hospice) which is by far the busiest time of year.

- 7) HCAI is establishing a Healthcare Access Stability Unit and has sent surveys out to healthcare leaders of what functions they think the office should perform. Right now, they plan to monitor financials to evaluate possible risks of closures and coordinate strategies to preserve access. It will be interesting to see how this new office interacts with hospitals as HCAI and the state have and are providing Distressed Hospital Loans but have never gotten into the overall operations of hospitals and how to streamline or continue services.
- 8) Ryan and I participated in a Hospital Financial Resilience Listening Session alongside hospital leaders from Dignity Health and Enloe Medical Center. The session included significant state leadership representation, with the directors of CDPH, CalHHS, DHCS, and HCAI in attendance. This provided a rare and valuable opportunity to discuss our financial and operational challenges directly with the leaders of the state agencies that oversee and regulate our operations. As the only Critical Access Hospital represented, we were able to highlight the unique challenges facing rural hospitals, which differ significantly from those experienced by larger healthcare systems such as Dignity and Enloe.
- 9) I attended the OHCA Advisory Board Meeting where there was a long discussion about the Enforcement and Performance Improvement Plans (PIPs). The process is problematic given that you could be on multiple PIPs given the lag on notifications that you missed the target. There have been discussions about exclusions from targets due to low volumes which I'm hopeful will remove smaller Critical Access Hospitals (CAHs) since I've walked OHCA through that most CAHs will fail based off our cost-based reimbursement methodology.

Potential Enforcement Timeline for Health Plans

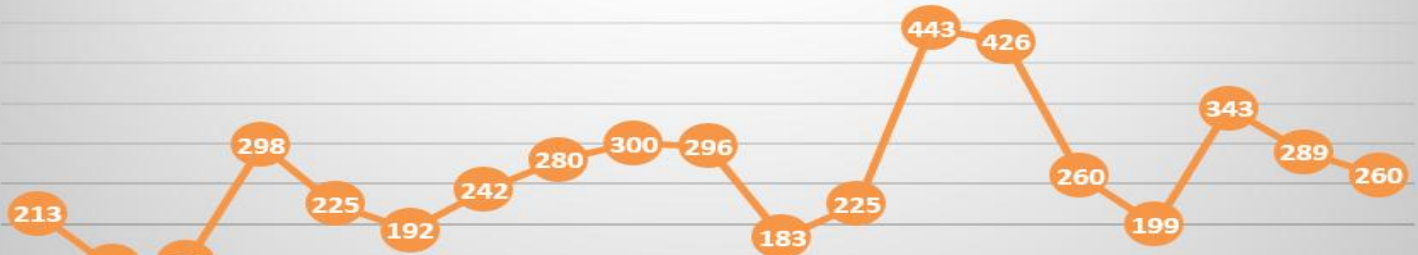


Acute Days YTD FY 10 to 27



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

Swing Days YTD FY 10 to 27



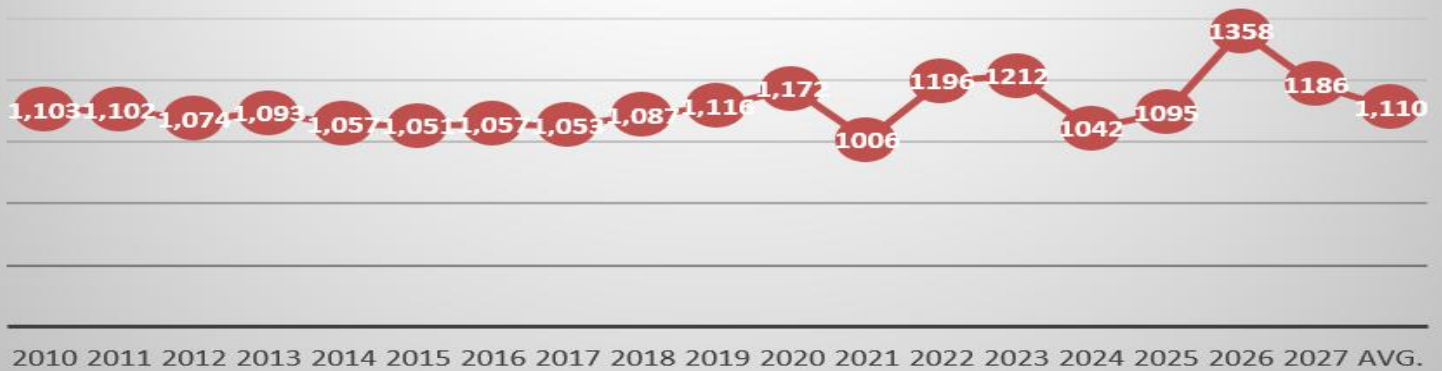
2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024 2025 2026 2027 AVG.

SNF Days YTD FY 10 to 27

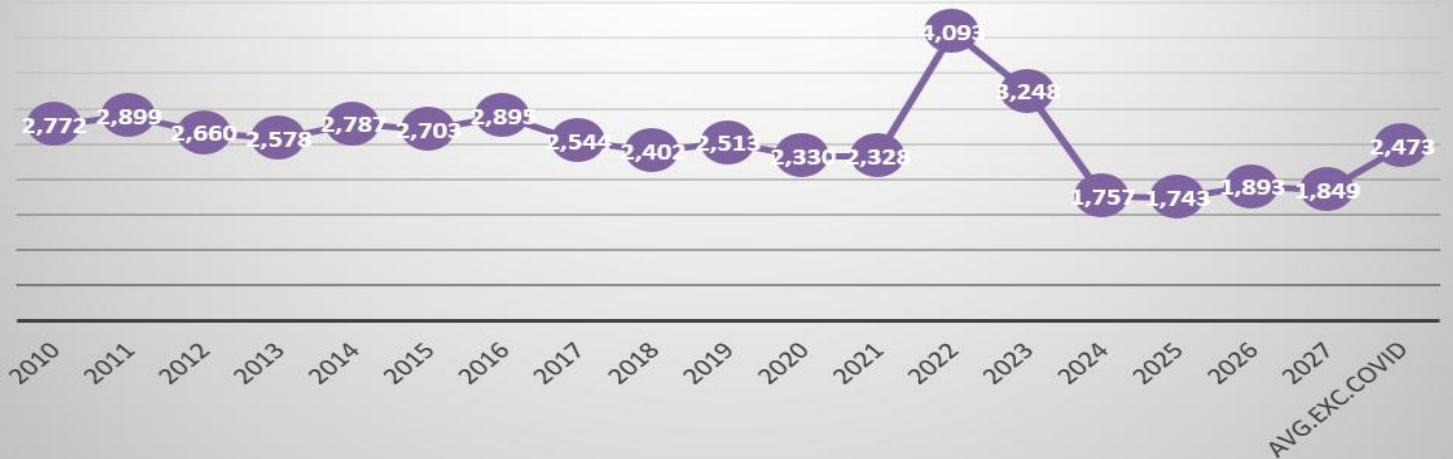


2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024 2025 2026 2027 AVG.

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



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

PT Procedures YTD FY 17 to 27



2017 2018 2019 2020 2021 2022 2023 2024 2025 2026 2027 AVG.

Ambulance Runs YTD FY 10-17,24-27



2009 2010 2011 2012 2013 2014 2015 2016 2017 2024 2025 2026 2027 AVG.

Hospice Days YTD FY 10 to 27



Clinic Visits YTD FY 22 to 27



Income Statement

- 1) Acute Revenue is down due to a reduction of Acute and Swing Days.
- 2) SNF Revenue is up as the daily room rate is higher than last year and SNF Days have ticked up.
- 3) Outpatient Revenue is down as every outpatient department except the clinic is down from last year. ER is higher than the average year but last year is starting to look like an outlier.
- 4) Medicare/Medi-Cal contractals are a positive as the DHDP receivables are higher than the contractals in September. This contributes to a very high net income for the period and YTD. I expect to see this next month as well.
- 5) Salaries and Wages are up due to wage increases and more employees overall which tracks with reductions in Acute and SNF travelers.
- 6) Supplies are down which tracks with the dip in most our services.
- 7) Benefits are down to begin the fiscal year. Being self-funded they fluctuate according to our claims.
- 8) Professional Fees are up due to ER physician wage increases.
- 9) On a positive note Travelers are down 157K.
- 10) Utilities have decreased 31% with the solar field in place.
- 11) Insurance is down as there were some claims in the prior year for workers comp.

- 12) Interest Expense is down but will end up being similar to last year at year end with us accruing the expenses over the year.
- 13) Rental/Lease is up due to the generator we use for the MRI trailer.
- 14) Interest Income is up when you factor in the Mortgage-Backed Securities.
- 15) Non-Operating Revenue is down due to higher supply costs in Retail Pharmacy.
- 16) Net Income is up due to us accruing our DHDPs which arrived in October.

Balance Sheet

- 1) Cash is up 3 million from the prior year and will jump up another 8 million from the DHDP payments on the October financial statements.
- 2) Patient AR is down 2.2 million from the same point last year.
- 3) Inventories are up due Retail Pharmacy supplies.
- 4) There's a new line with our CD at Plumas Bank which allows us to have a large deductible with Beta to reduce out Workers Comp rates.
- 5) Medicare/Medi-Cal Settlements will drop as some we got paid two DHDPs but slowly increase monthly afterwards until we receive our Rate Range and last DHDP.
- 6) The Rate Range Payable will clear out in November and the payment should come in by February where we will have a nice jump in cash.
- 7) Our Current Ratio is 5.54 which is well ahead of the California Critical Access Hospital average of 3.34.