

Chief Executive Officer
Ryan Harris



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

Finance Committee
Meeting Agenda
January 31, 2024 at 11:00 AM
Mayers Memorial Healthcare District
Fall River Boardroom
43563 HWY 299 E
Fall River Mills, CA 96028

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

Attendees

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

				Approx. Time Allotted
1	CALL MEETING TO ORDER			
2	CALL FOR REQUEST FROM THE AUDIENCE - PUBLIC COMMENTS OR TO SPEAK TO AGENDA ITEMS			
3	APPROVAL OF MINUTES			
3.1	Regular Meeting – December 6, 2023	<i>Attachment A</i>	Action Item	2 min.
4	FINANCIAL REVIEWS/BUSINESS			
4.1	November-December 2023 Financials	<i>Attachment B</i>	Action Item	15 min.
4.2	Accounts Payable (AP)/Accounts Receivable (AR)		Action Item	15 min.
4.3	Bank Account Signer Change: New CEO added		Action Item	5 min.
5	ADMINISTRATIVE REPORT		Information	5 min.
6	OTHER INFORMATION/ANNOUNCEMENTS			
7	ADJOURNMENT: Next Regular Meeting – February 28, 2024 Posted 01/26/2024			

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.



Board of Directors
Finance Committee
Minutes

December 6, 2023
TCCN Boardroom

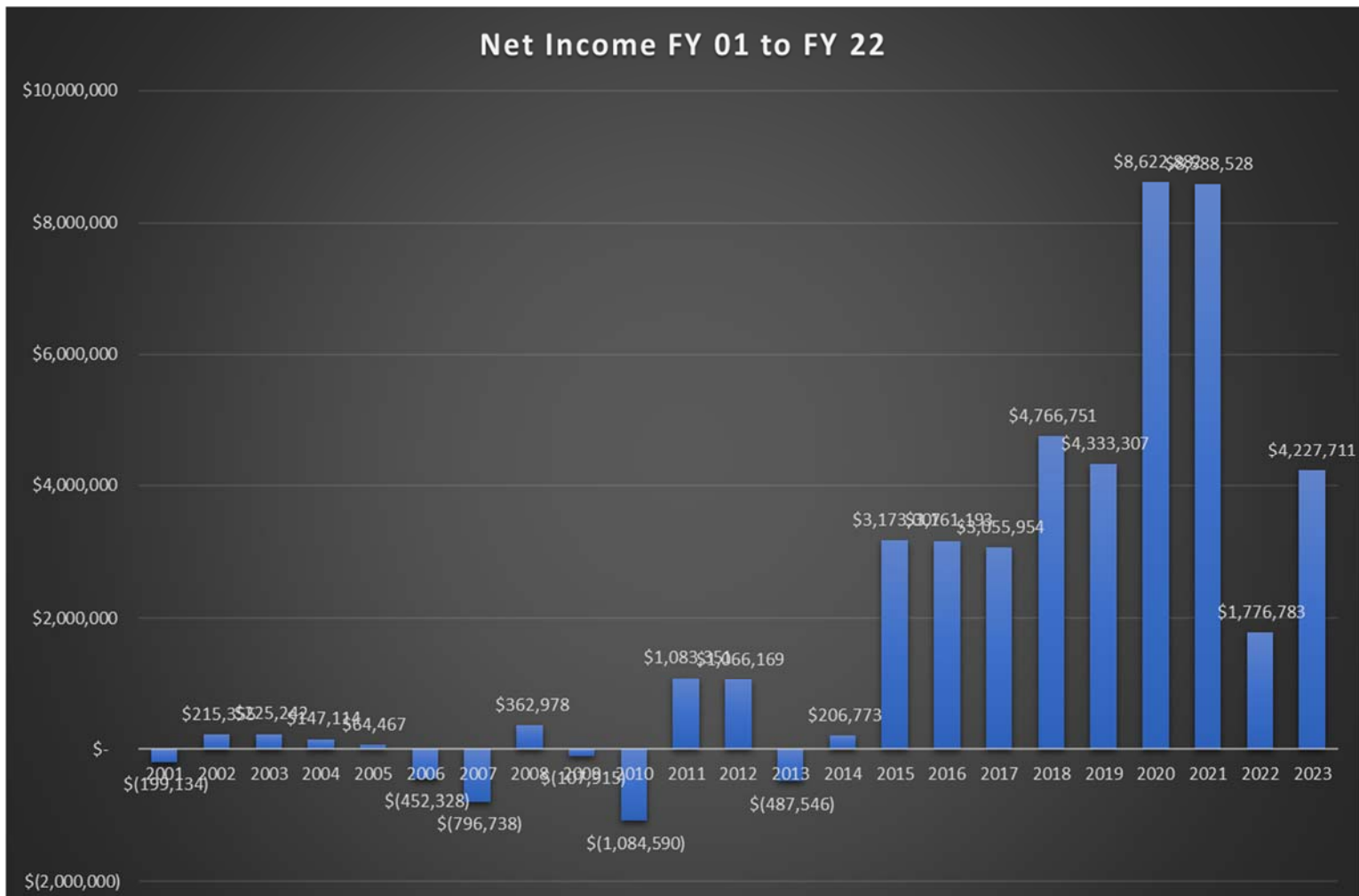
These minutes are not intended to be a verbatim transcription of the proceedings and discussions associated with the business of the board's agenda; rather, what follows is a summary of the order of business and general nature of testimony, deliberations and action taken.

1	CALL MEETING TO ORDER: Tami Humphry called the meeting to order at 11:05 am on the above date.		
	BOARD MEMBERS PRESENT:	STAFF PRESENT:	
	Tami Vestal-Humphry, Committee Chair Abe Hathaway, Director	Chris Bjornberg, CEO Travis Lakey, CFO Ryan Harris, COO Jessica DeCoito, Board Clerk	
	ABSENT:		
2	CALL FOR REQUEST FROM THE AUDIENCE – PUBLIC COMMENTS OR TO SPEAK TO AGENDA ITEMS - None		
3	APPROVAL OF MINUTES: October 25, 2023 – minutes attached. Motion moved, seconded and carried.	<i>Hathaway, Humphry</i>	Approved by All
4	FINANCIAL REVIEWS		
4.1	October 2023 Financials: Review of financials was provided. Retail Pharmacy and RHC numbers are looking good. We continue to look at the productivity levels that we are close to meeting. Providers are gaining numbers in patients and visits. We are looking at additional positions for coding and billing assistance in the clinic. Discussion about the QIP Program took place. We are working with Cerner RevCycle consultant to help us navigate the new workflows. Acute and Auxillary traveler numbers are down but LTC is not seeing the same trend. Motion moved, seconded and carried to approve financials.	<i>Hathaway, Humphry</i>	Approved by All
4.2	Accounts Payable (AP) & Accounts Receivable (AR): A/R Days 68, Days Cash on Hand 201, AP \$663,604.		
5	ADMINISTRATIVE REPORT: Looking into being in a pilot program an AI Group. We met with Senior Living Solutions yesterday to talk about the geriatric psychiatry program that we could be a part of and offer to our community. It would be a great service to have for our LTC Residents and our community members. We are awaiting the program review for us to look over and discuss.		
6	OTHER INFORMATION/ANNOUNCEMENTS: None		
7	ADJOURNMENT – 11:46 pm		
	Next Finance Committee Meeting: January 25, 2024		

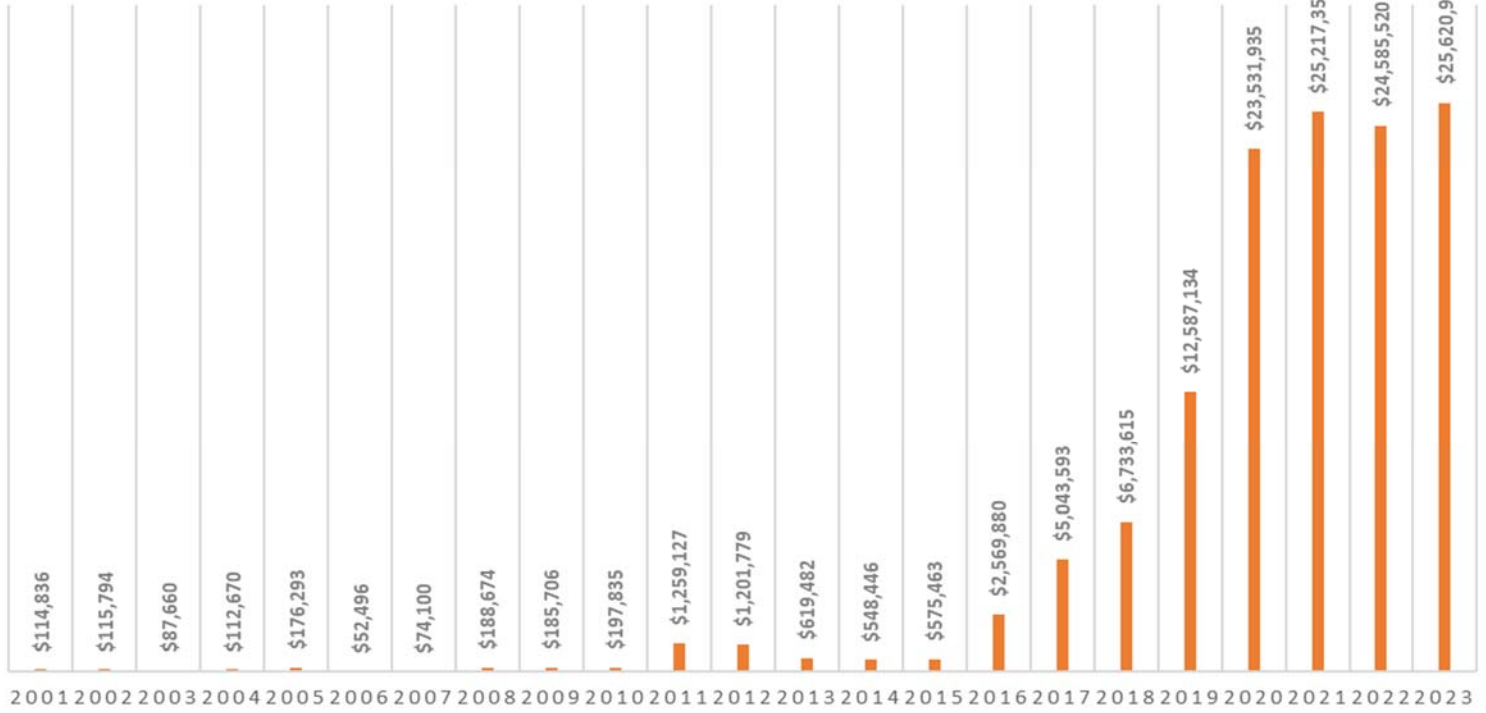
Finance Notes Nov and December FY 24

Ratios	FY 24	FY 23 Average	
Cash on Hand	185	182	Average PY
Net Income	412,020	328,477	Average PY
Current Ratio	5.95		N/A
AR Days	79	61	Average PY
Accounts Payable	714,831	651,656	Average PY
Daily Gross Revenue	154,656	142,873	Average PY
% of Gross Revenue Collected	54%	68%	Average PY

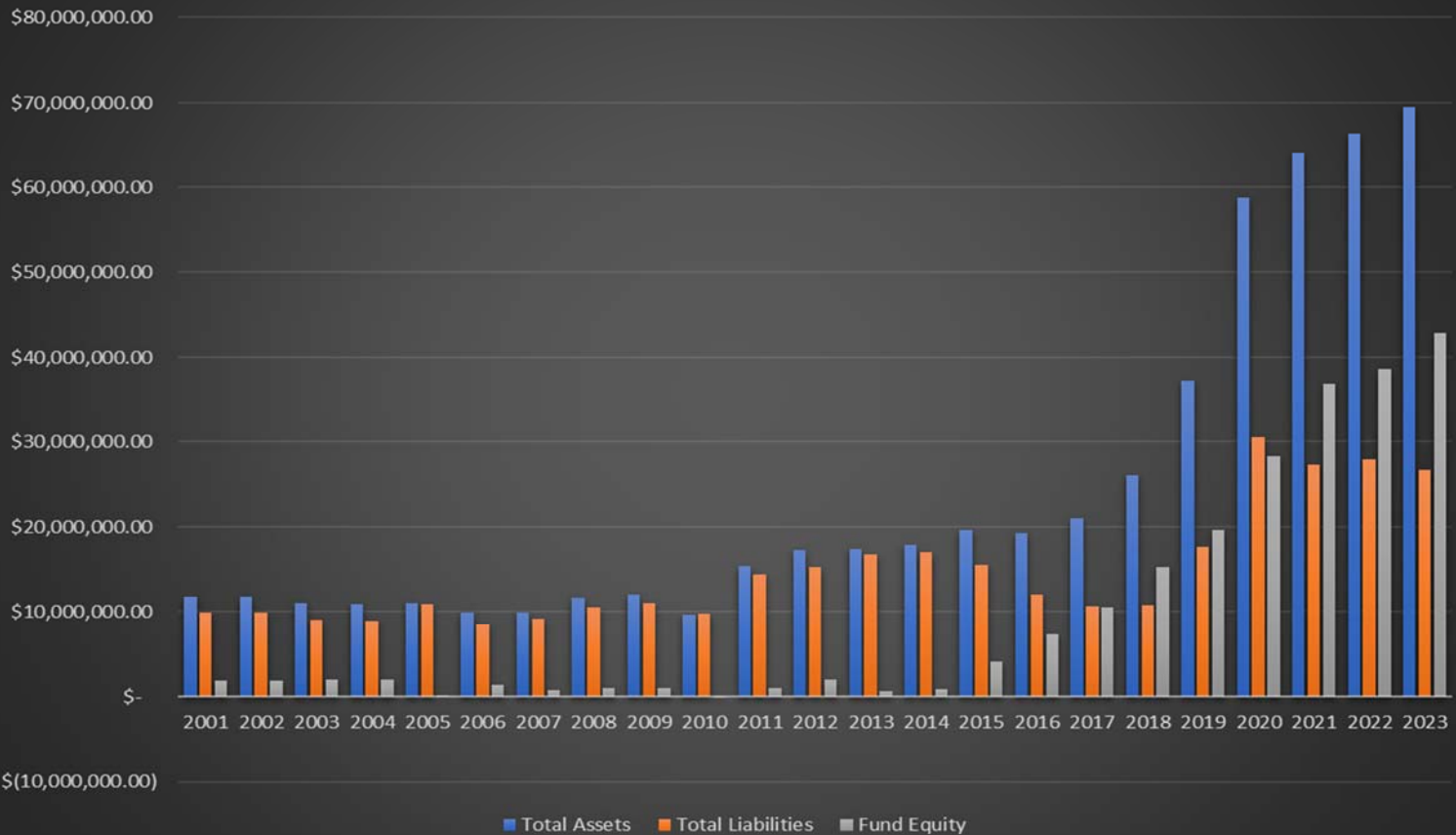
- 1) The auditors will be presenting the FY 23 Audit in the board meeting. We had a really strong year with 4.2 million net income. I've put some charts together with some of our key metrics to show where we are at for a historical perspective.



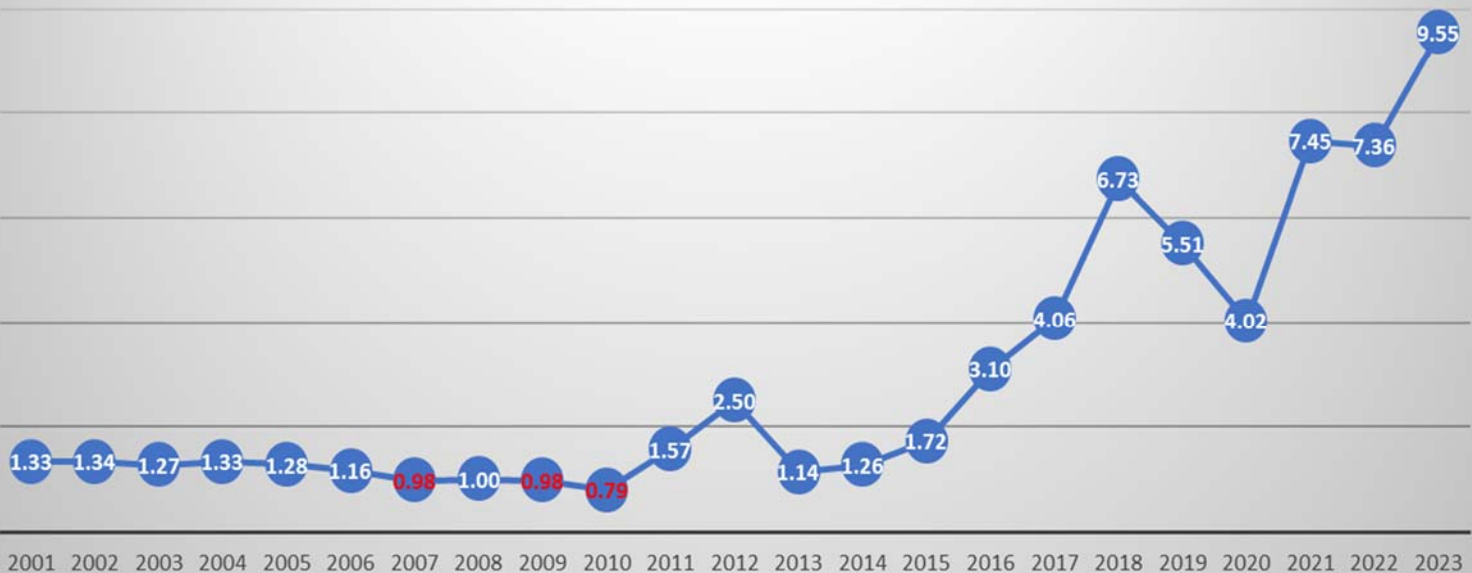
CASH AND CASH EQUIVALENTS FY 01 TO FY 23



FY 01 to FY 22 Total Assets, Total Liabilities and Fund Balance

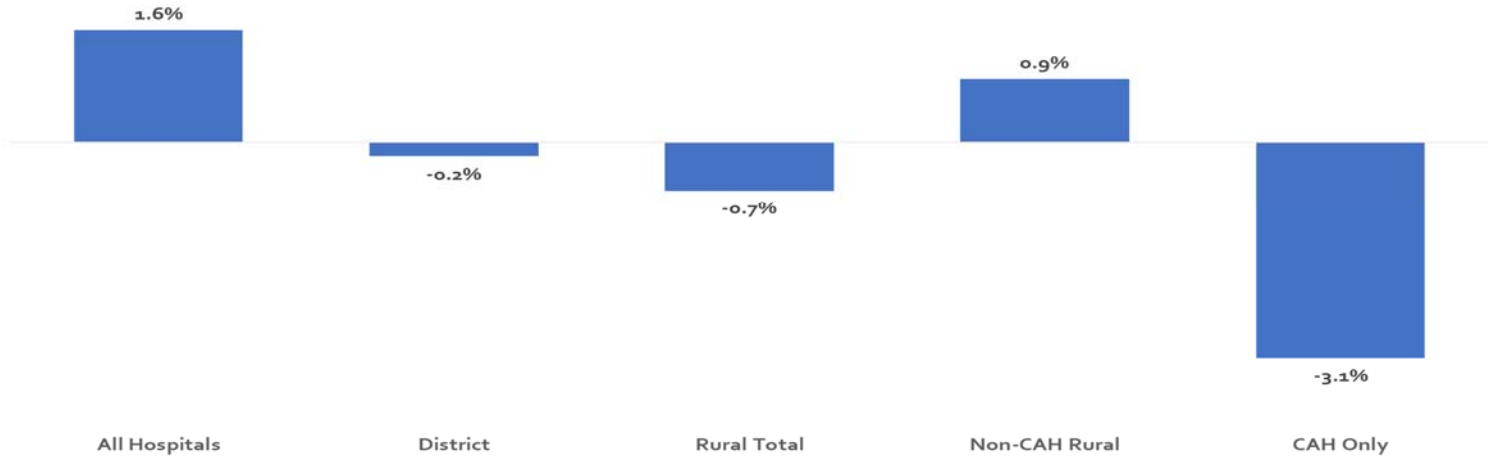


Current Ratio FY 01 to 22



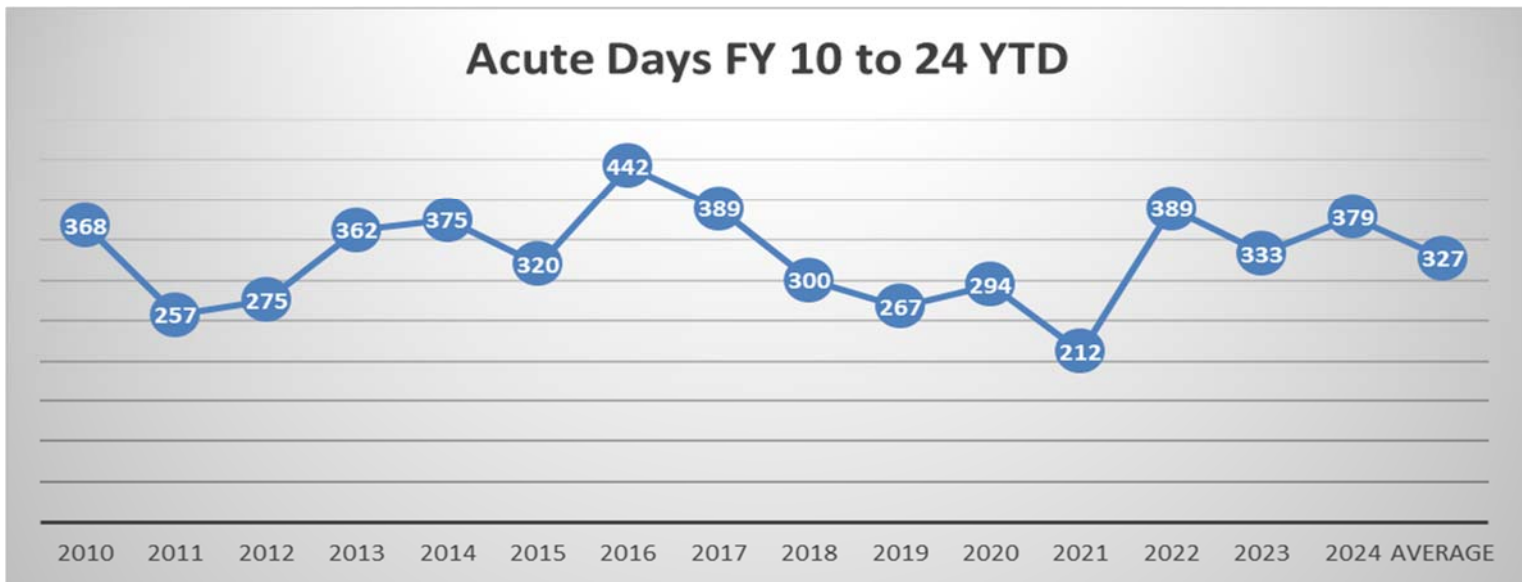
- 2) We are still having growing pains with the new system. We have a revenue cycle consultant on site this week to try and bridge the gap between what the Cerner installers know and what we have figured out so far. We also have engaged a clinical consultant from Wipfli to have multiple calls and five days at the facility to help our staff. I'm hoping this will identify any issues with the build and streamline our processes to bring down our AR.
- 3) One of the issues with Cerner has been the mapping to Multiview (General Ledger) of the contractual adjustments so they have been going to an error account vs the income statement account where they belong. The issue was brought up in late November and is hopefully close to being fixed. I bring this up as the monthly financials are now more labor intensive due to running reports and manually fixing things that should be naturally occurring. I had to model the contractals based off historical performance to fix them in the board packet until we can work with Multiview to further root out the issues. I was very conservative so if anything they are probably high but I prefer to have positive adjustment going forward vs reducing the bottom line.
- 4) I'm going to base my notes off the December financials as it's a better litmus test for the year given it's the halfway point. That and the packet is going to be large with the audit to review and two months of financials.
- 5) Cash is going to dip the next couple of months as we have 6.4 million dollar Rate Range IGT in February and the HQAF IGT of 1.18 million in March. The payments should come in by May and June if the Medi-Cal Managed Care holds it for the full length of time allowed.
- 6) Accounts Receivable is high due to the EMR changeover which is natural and the same thing we experienced in 2012 when we went with Paragon. Fortunately, we are in a good financial position to weather the storm of retooling our rev cycle and working AR out of four different systems. I might need to outsource some of the legacy billing temporarily to get us caught up if AR doesn't start to trend in the right direction.
- 7) The Retail Pharmacy is having a great year and 243K to the positive YTD.
- 8) The RHC is 27K negative for the year but should see a reduction in salary expense so we'll see how that looks going forward.
- 9) Below is a slide from the CHA meeting showing the average Operating Margin by type of hospital in FY 22. We are in the worst performing categories as rural, district, critical access hospital. In FY 22 we had .5% operating margin and in FY 23 7% for comparison.

Weighted Average Operating Margin, 2022

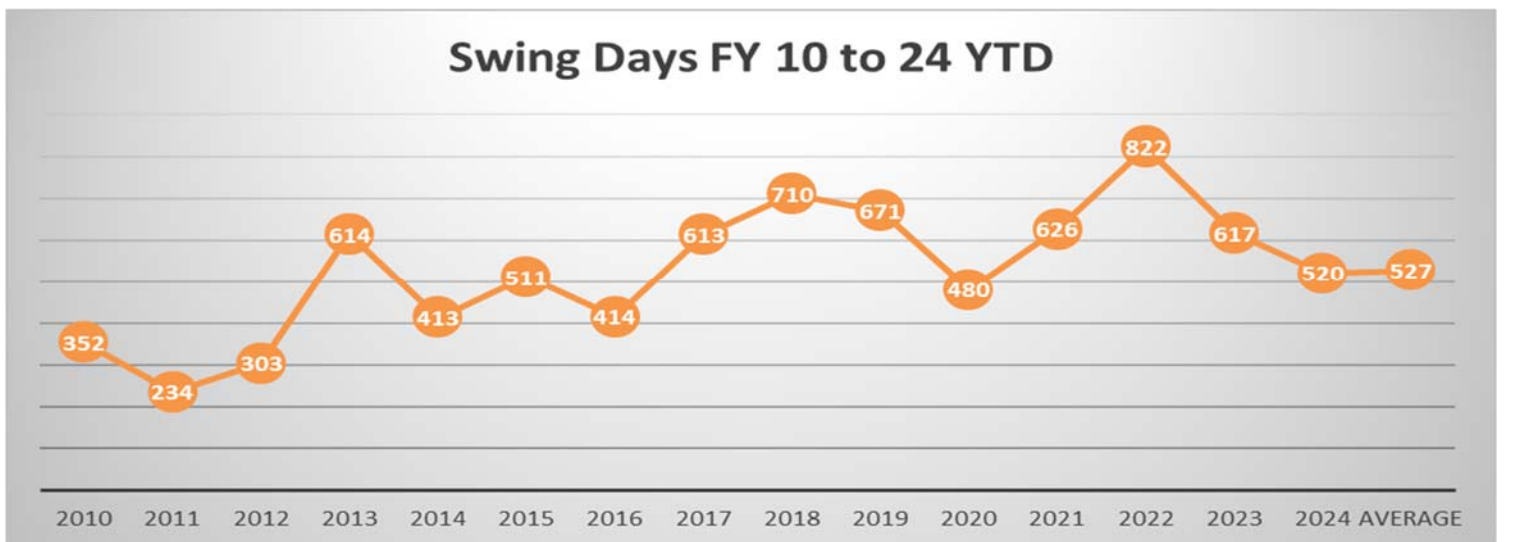


Stats

Acute Days FY 10 to 24 YTD



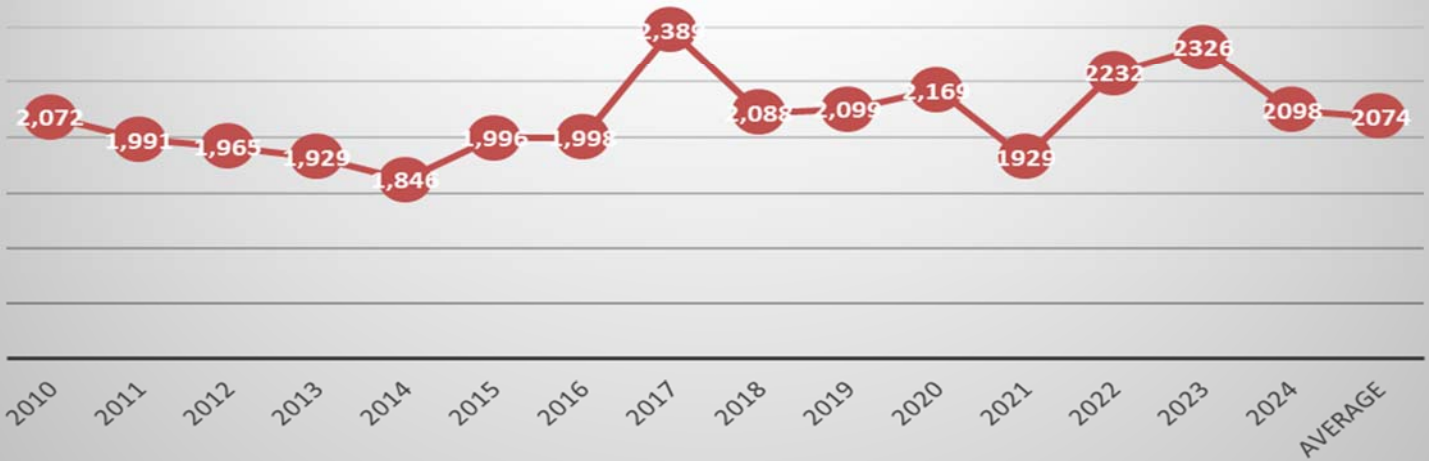
Swing Days FY 10 to 24 YTD



SNF Days FY 11 to 24 YTD



ER Visits FY 10 to 24 YTD

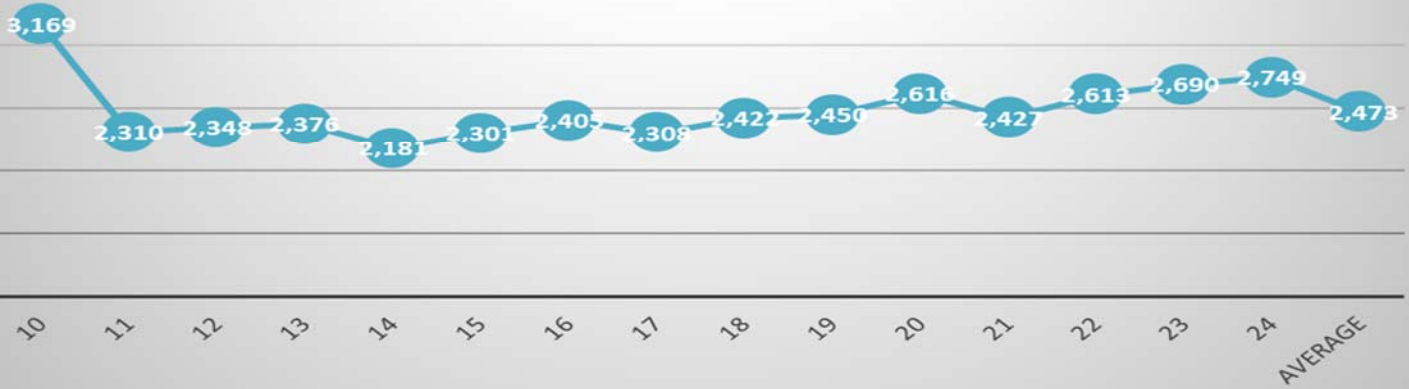


I'll need to review Lab more closely as Stats have been a bit of a challenge in Cerner. Though it does fit into the trend prior to Covid where we were trending downwards due to declining referrals.

Labs FY 10 to 24 YTD

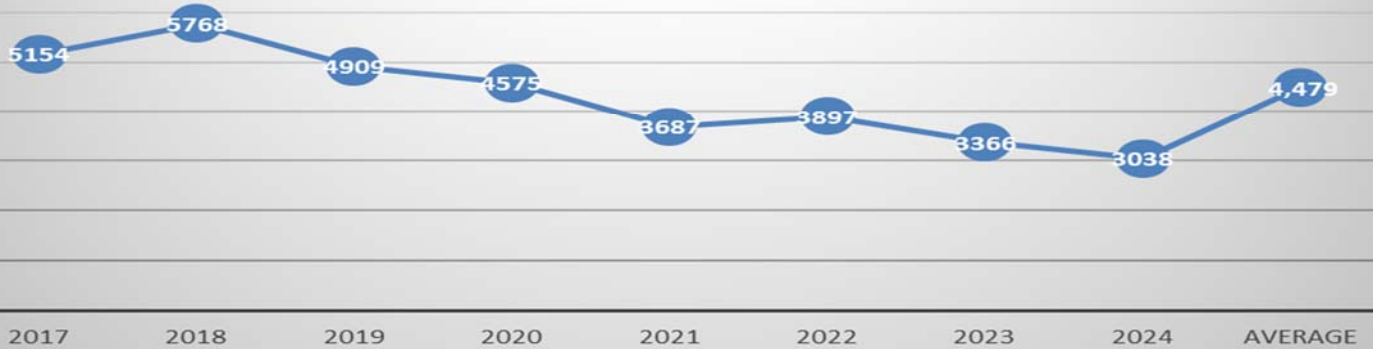


Rad Procedures FY 10 to 24 YTD

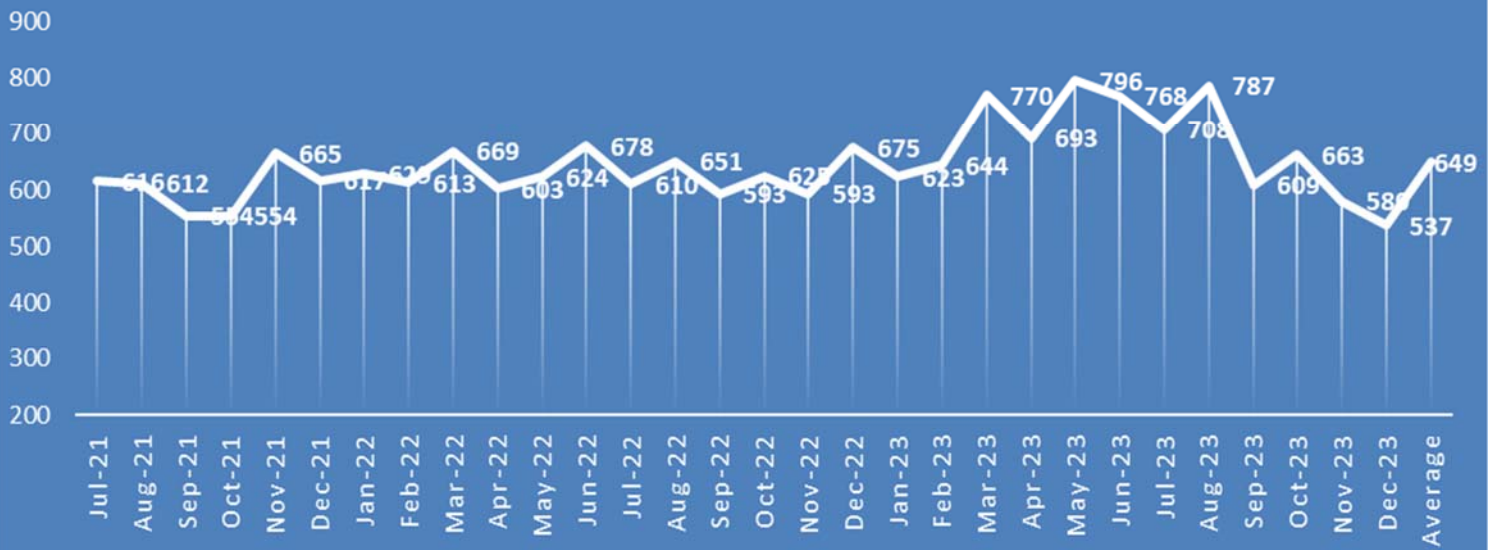


Due to some issues getting accurate numbers on recurring visits I've switched to PT Procedures for my comparison stat.

PT Procedures FY 17 to 24 YTD

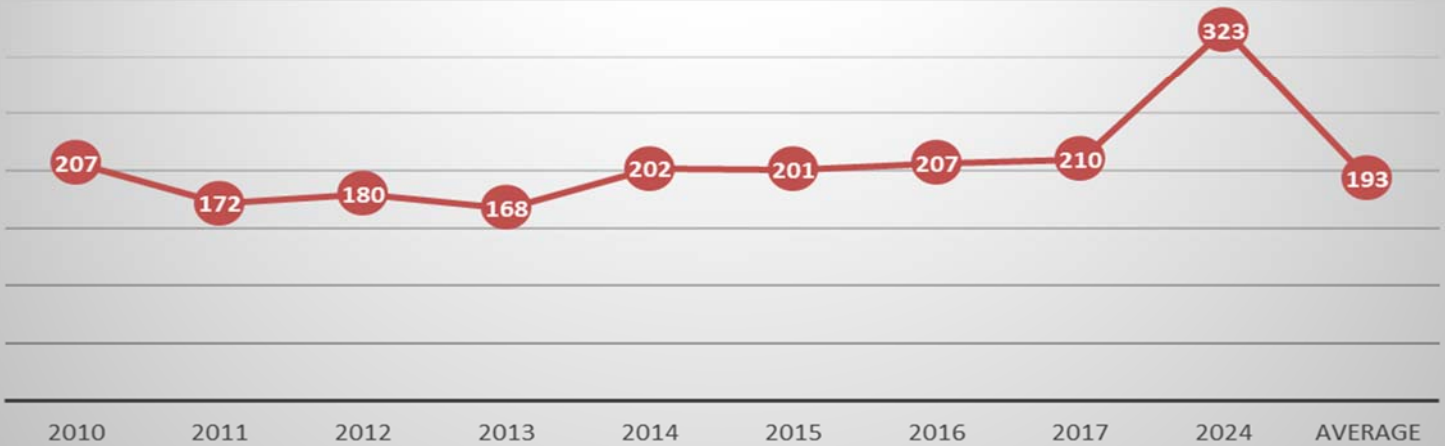


CLINIC VISITS

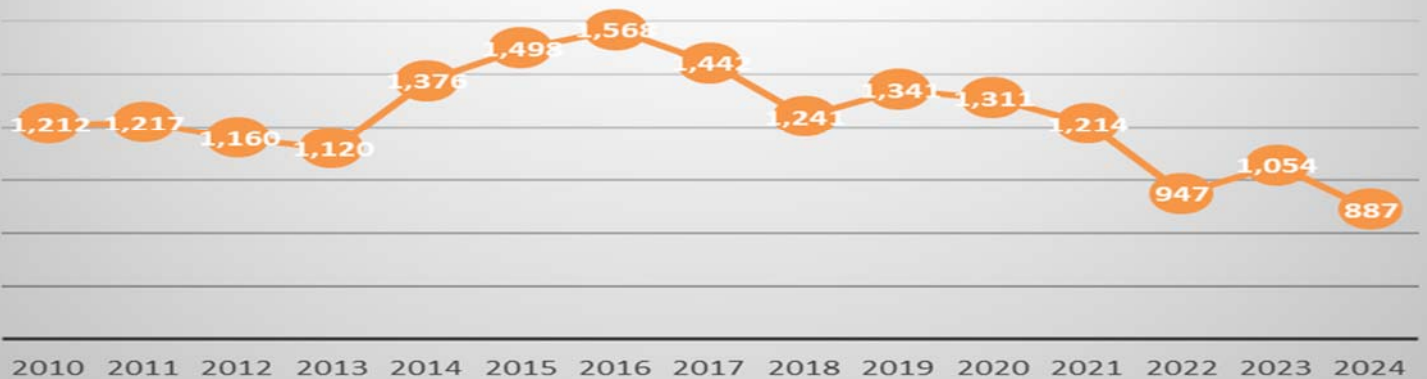


Ambulance runs have increased from an average of 1.1 runs per day to 1.8 since we have taken back the service.

Ambulance Runs FY 10 to 17 then 24 YTD



Cardiac Rehab FY 10 to 24 YTD



Income Statement

- 1) We had a strong revenue month as Acute and SNF had a higher-than-normal census.
- 2) Contractuals are lower than the prior year because they are reduced by our QAF and Rate Range Receivables. Without these Contractuals would be 8.8 million higher. This year is an outlier due to receiving two QAF payments vs one.
- 3) Salaries and Wages are up due to our market based wage adjustments paired with sign on and retention bonuses to attract and keep key personnel.
- 4) Employee Benefits are up and will be interesting to track going forward now that we are self funded. It was a bit of a gamble but the estimated worst case scenario was our cost remaining the same vs increasing 13% and it will be nice to see our claims and have real data going forward.
- 5) Supplies are up due to some higher cost chargeable items being used in Outpatient Medical but that also means higher revenue in that department.
- 6) Pro Fees are down as more of the providers are employees which also contributes to the higher salaries.
- 7) Acute Travelers are up in December but down overall YTD by 219K.
- 8) SNF Travelers are the pain point as they are up 728K. I know HR has signed on a couple of LVNs and found some lower cost traveler options lately.
- 9) Ancillary Travelers are down 374K so there's been amazing progress made in those departments.
- 10) Repairs and Maintenance are up which isn't surprising given the age of our HVACs.
- 11) Depreciation Expense is up as the seismic wall project was finalized by HCAI and is now being depreciated.

12) Non Operating Revenue is down due to not having a receivable for the QIP payment this year.

Balance Sheet

- 1) Cash is down due to lower patient payments from the EMR conversion.
- 2) The AR and Patient Allowance are up due to a higher AR from the EMR conversion. That and we are working AR in Epic, Paragon, the old hospice system and Matrixcare (new hospice system).
- 3) The Medicare and Medical Settlement will continue to increase until we get our Rate Range and second HQAF payment.
- 4) The other side of that entry are increases in the HQAF and Rate Range Payables which will decrease when we make them in February and March.
- 5) The Current Ratio is a robust 5.95 which means we could pay our current obligations almost 6 times.

Miscellaneous

- 1) Patient Payments are down due to Cerner and having to rework our entire revenue cycle. I remember back in FY 13 we had to do this when we went from paper to Paragon and it was brutal then as well. I have counterparts who have went live on Epic(Southern Humboldt) and Meditech(Lake Arrowhead) who are going through the same issues we are so there wasn't really an EMR that would have been an easy process.
- 2) AR Days are up to 78.8 and will climb some more but I'm anticipating that we can start heading back in the right direction come spring as there's always a lag from when you fix things and when the payments start coming in.
- 3) Working with billing to run some reports as the aging on back end is higher than I'd like it to be.

MAYERS MEMORIAL HOSPITAL							
Statistical Data							
Fiscal Year Ending JUNE 30, 2024							
COMPARISON TO ACTUAL							
2023		2023		FY 2024		FYE 2023	
November	October			YTD	YTD		% Increase or Decrease
Actual	Actual	Variance	VOLUME:	Actual	Actual	Variance	
DISCHARGES							
21	20	1	Acute	82	77	5	6.52%
9	6	3	Swing Bed	39	44	(5)	-11.41%
4	3	1	Skilled Nursing Care (DISCHG)	16	19	(3)	-15.81%
9	2	7	Observations	24	39	(15)	-38.51%
PATIENT DAYS							
81	64	17	Acute	379	333	46	13.82%
74	98	(24)	Swing Bed	432	561	(129)	-23.01%
2,425	2,447	(22)	Skilled Nursing Care	12,094	11,768	326	2.82%
LENGTH OF STAY							
3.86	3.20	1	Acute	4.62	4.32	0	7.02%
8.22	16.33	(8)	Swing Bed	11.08	12.75	(2)	-13.11%
AVERAGE DAILY CENSUS							
2.70	2.06	1	Acute	2.48	2.18	0	13.62%
2.47	3.16	(1)	Swing Bed	2.82	3.67	(1)	-23.11%
80.83	78.94	2	Skilled Nursing Care	79.05	76.92	2	2.82%
ANCILLARY SERVICES							
0	0	0	Surgery Inpatient Visits	0	0	0	#DIV/0!
0	0	0	Surgery OP/ procedure visits	0	3	(3)	-100.01%
339	369	(30)	Emergency Room Visits	1750	1,943	(193)	-9.91%
		0	Outpatient Services Procedures		567	(567)	-100.01%
692	661	31	Laboratory Visits	3110	4,954	(1844)	-37.21%
512	494	18	Radiology Procedures	2294	2,319	(25)	-1.11%
60	62	(2)	Hospice Patient Days	447	802	(355)	-44.31%
		0	Physical Therapy visits		1,012	(1012)	-100.01%
168	147	21	Cardiac Rehab	714	858	(144)	-16.81%
61	56	5	Telemedicine visits	287	182	105	57.72%
11	17	(6)	Admissions from ER	83	104	(21)	-20.21%
24	31	(7)	Transfers from ER	108	79	29	36.72%
580	663	(83)	Clinic Visits	3347	3,273	74	2.32%
61	69	(8)	Ambulance	257	-	257	#DIV/0!
PRODUCTIVITY:							
Productive FTE's							
7.20	7.58		Nursing - Acute	8.67	15.71		
34.65	35.14		Long Term Care	36.40	49.04		
54.93	53.86		Ancillary	53.31	43.13		
71.49	71.80		Service	66.98	71.79		
168.27	168.38		Total Productive	165.36	179.67		
86.70	84.65		Non-Productive FTE's	83.40	61.42		
254.97	253.03		Paid FTE's	248.76	241.09		
PRODUCTIVE FTE PER ADJUSTED OCCUPIED BED							
#DIV/0!	2.54			(363.21)	2.64		

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

2023 NOVEMBER <u>Month Actual</u>	2022 NOVEMBER Month Actual	Variance		2023 NOVEMBER YTD Actual	2022 NOVEMBER YTD Actual	Variance	Increase Decrease %
			Retail Pharmacy Revenue				
0	0	0	Medicare	0	0	0	0.00%
0	0	0	Medi-Cal	134,102	0	(134,102)	0.00%
0	0	0	Retail Pharmacy Revenue	0	0	0	0.00%
0	0	0	Retail Pharmacy Revenue	0	0	0	0.00%
37,725	29,312	8,413	Private	183,347	142,776	(40,571)	-28.42%
231,594	140,835	90,759	Third Party	1,343,426	855,605	(487,821)	-57.01%
1,702	294	1,408	Other	8,047	(562)	(8,609)	1585.62%
<u>271,022</u>	<u>170,441</u>	<u>100,581</u>	Non-Operating Revenue	<u>1,668,922</u>	<u>997,819</u>	<u>(671,102)</u>	<u>-67.26%</u>

MAYERS MEMORIAL HOSPITAL**Balance Sheet**

	NOV 2023
Cash - General, Payroll, & Petty Cash	18,411,745
Reserve Cash (Unrestricted)	5,285,328
Restricted Cash	2,561,274
Cash	26,258,347
Patient Accounts Receivable	12,085,293
Patient Allowances	(4,834,117)
Net Patient Accounts Receivable	8,942,682
Accounts Receivable	8,942,682
Shasta County Tax Receivables	(52,099)
Inventories	996,409
Other Accounts Receivable	26,990
Prepaid Expenses	871,881
Medicare/Medi-Cal Settlements	8,370,197
Total Current Assets	43,722,902
Land and Building Improvements	3,969,852
Building and Fixed Equipment	39,457,488
Equipment	16,163,322
Subscription Based Assets	221,719
Construction in Progress	995,409
Accumulated Depreciation	(27,877,952)
Accumulated Amortization	(18,365)
Property, Plant & Equipment	32,911,473
Other Assets	0
Total Assets	78,325,881
Accounts Payable	758,097
Payroll and Related Liabilities	1,218,117
Audit Fees Payable	0
Grant Liabilities	0
Lease - Current Liability	0
Current Subscription Liability	59,759
Accrued Interest	196,965
HQAF 7 Payable	0
HQAF 8 Payable	680,920
Rate Range Payable	3,521,357
Notes & Loans Payable	51,208
Current Portion of Medicare/Medi-Cal Settlement	(7,082)
Current Liabilities	6,479,339
GO Bond	1,687,478
Leases	(8,630)
PPP Loan	0
Notes & Loans Payable/CHFFA	1,258,158
GO Bond Series B & Refunding	20,061,000
Long Term Subscription Liability	55,555
Long-Term Debt	23,053,560
Restricted Fund Balance	27,120
Fund Balance - Hospital	48,765,860
Fund Balance - Adjustments	0
Fund Balance	48,792,981
Liabilities and Fund Balance	78,325,881

Current Ratio

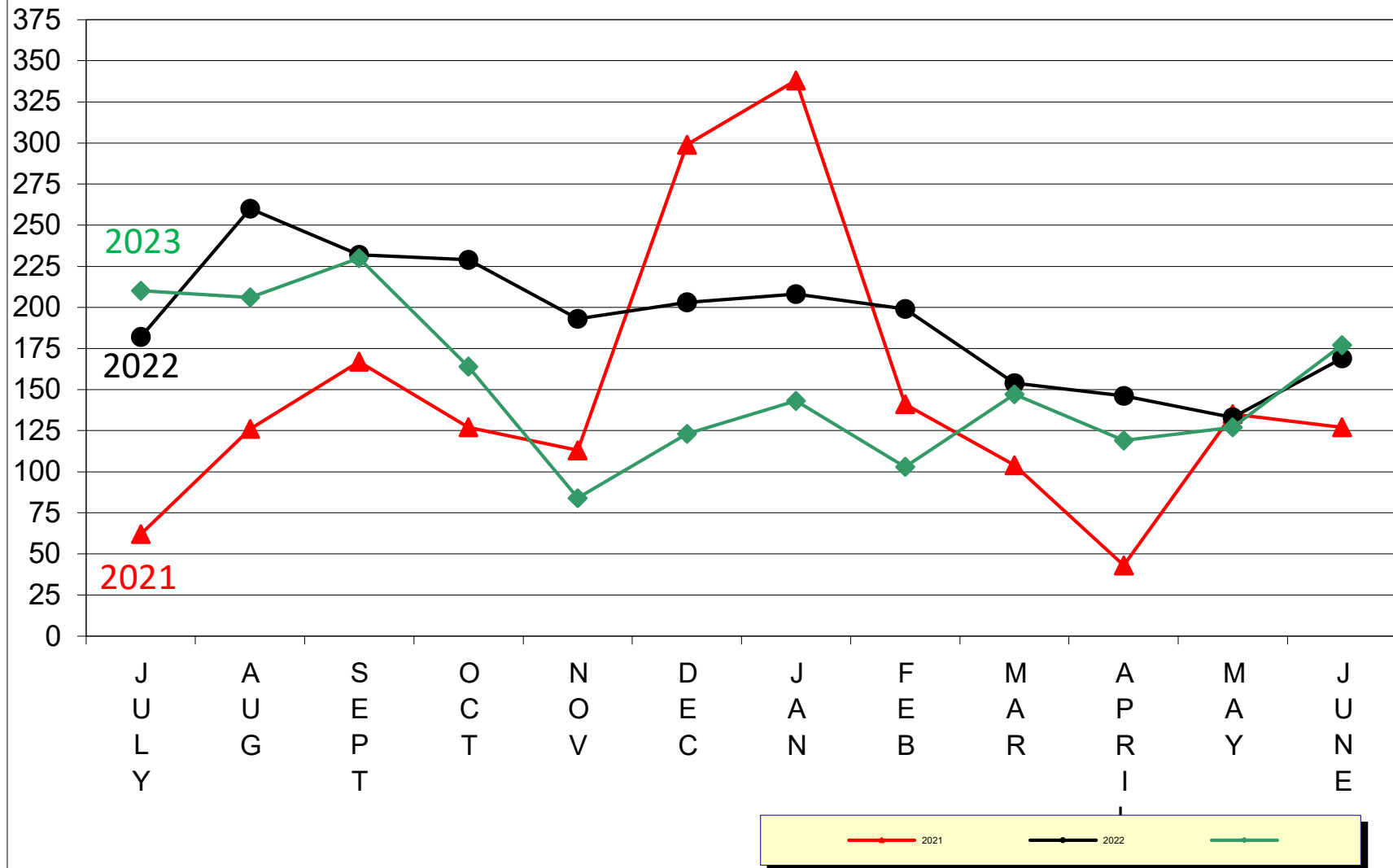
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MAYERS MEMORIAL HOSPITAL
SUMMARY OF SERVICES - DEPOSITS - REFUNDS
- Fiscal Year 2024

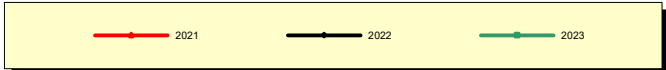
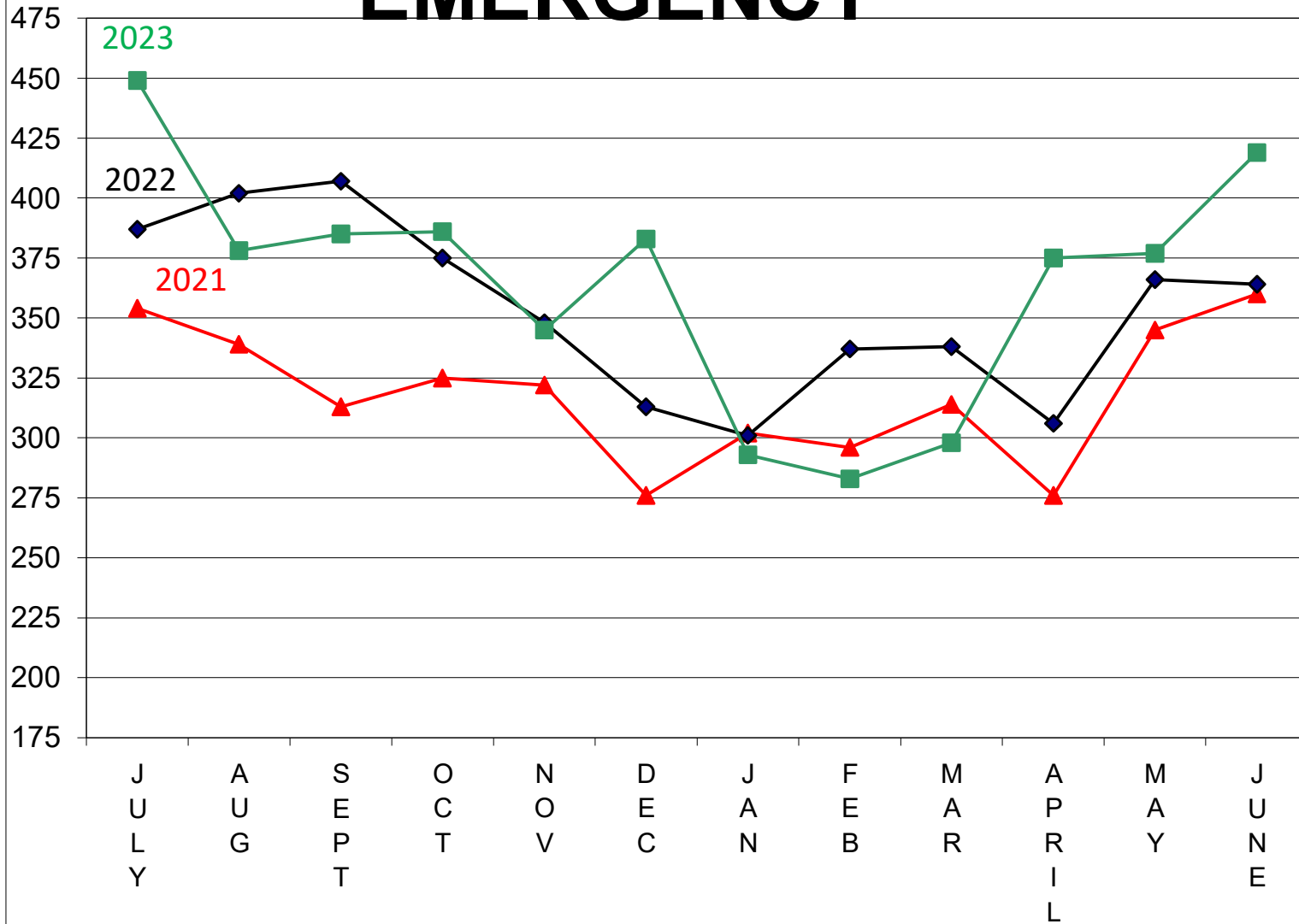
DATE:	REVENUE / SERVICES	AVERAGE DAILY REVENUE	TOTAL DEPOSITS	MISC. PAYMENTS	MISC. PMTS PT RELATED	PATIENT PAYMENTS	ADJUSTMENT S & WRITE-OFFS	REFUNDS
July 31, 2023	4,623,679.50	149,150.95	3,652,756.59	46,893.31	18,182.00	3,587,681.28	1,691,702.55	399.52
August 31, 2023	4,725,908.02	152,448.65	3,367,116.77	123,385.38	-	3,243,731.39	1,770,311.97	1,090.01
September 30, 2023	4,928,637.74	164,287.92	3,113,606.99	58,052.19	-	3,055,554.80	1,617,344.87	411.81
October 31, 2023	4,752,520.84	153,307.12	6,499,044.61	209,385.50	3,521,626.00	2,768,033.11	1,096,151.95	5,490.84
November 30, 2023	5,016,256.20	167,208.54	2,666,431.77	55,620.19	-	2,610,811.58	2,917,365.40	1,492.98
December 31, 2023		-		-		-		
January 30, 2024		-		-		-		
February 28, 2024		-		-		-		
March 30, 2024		-		-		-		
April 29, 2024		-		-		-		
May 30, 2024		-		-		-		
June 29, 2024		-		-		-		
YTD TOTAL	24,047,002.30	157,280.64	19,298,956.73	493,336.57	3,539,808.00	15,265,812.16	9,092,876.74	8,885.16

ACCOUNTS RECEIVABLE AGING					PAYOR MIX - YTD % OF REVENUE				
	NOV \$ OUTSTANDING	NOV DAYS OUT	OCT DAYS OUT	SEPT DAYS OUT		NOV	OCT	SEPT	3 MONTH AVERAGE
MEDICARE	5,204,687.11	74.83	62.95	44.35	MEDICARE	38.67%	48.07%	39.11%	41.95%
MEDI - CAL	3,562,712.73	50.31	50.12	53.92	MEDI - CAL	46.67%	41.11%	47.14%	44.97%
THIRD PARTY	2,146,492.82	100.03	82.81	92.22	THIRD PARTY	12.14%	10.02%	18.02%	13.39%
PRIVATE	803,643.35				PRIVATE	2.53%	0.80%	-4.27%	-0.31%
LTC ONLY (INCLUDE)	2,154,900.08	52.19	51.81	48.26					
OVERALL	11,717,536.01	72.55	68.09	57.19					

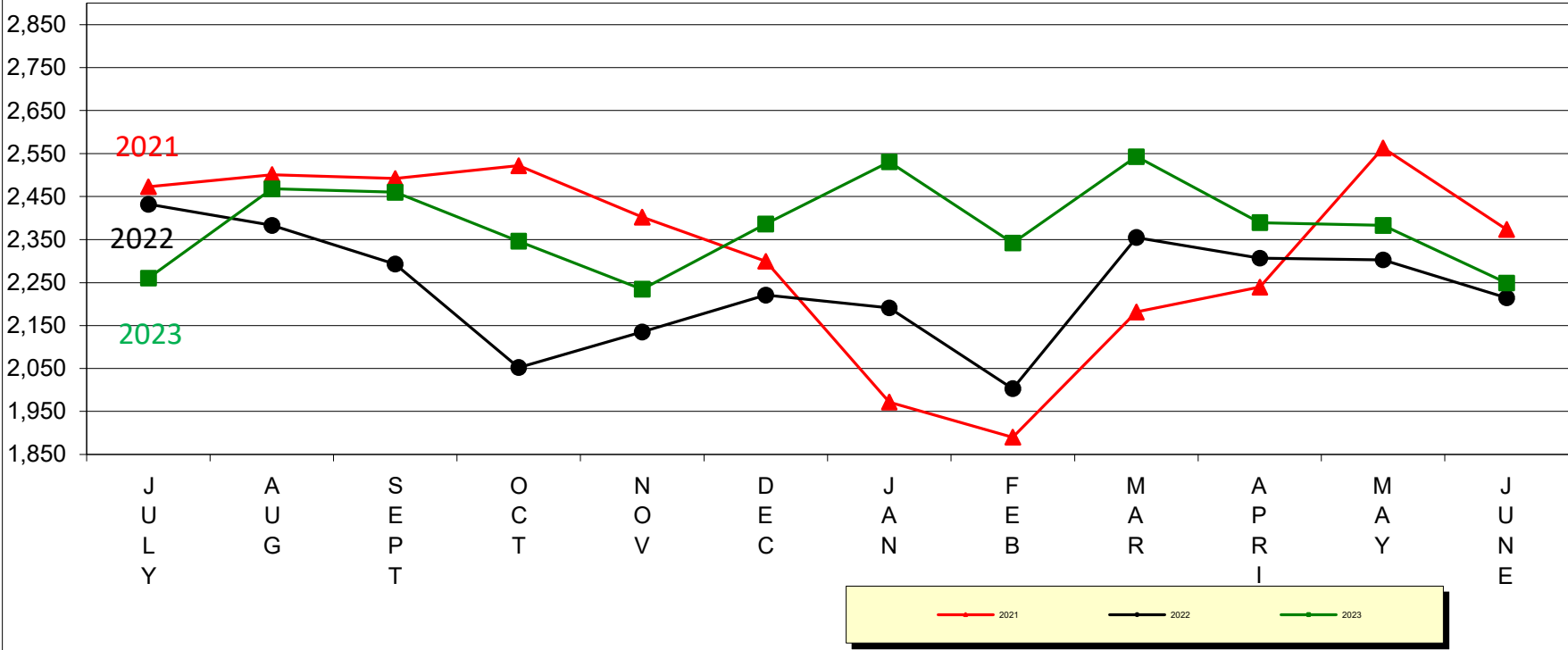
ACUTE / SWING PATIENT DAYS



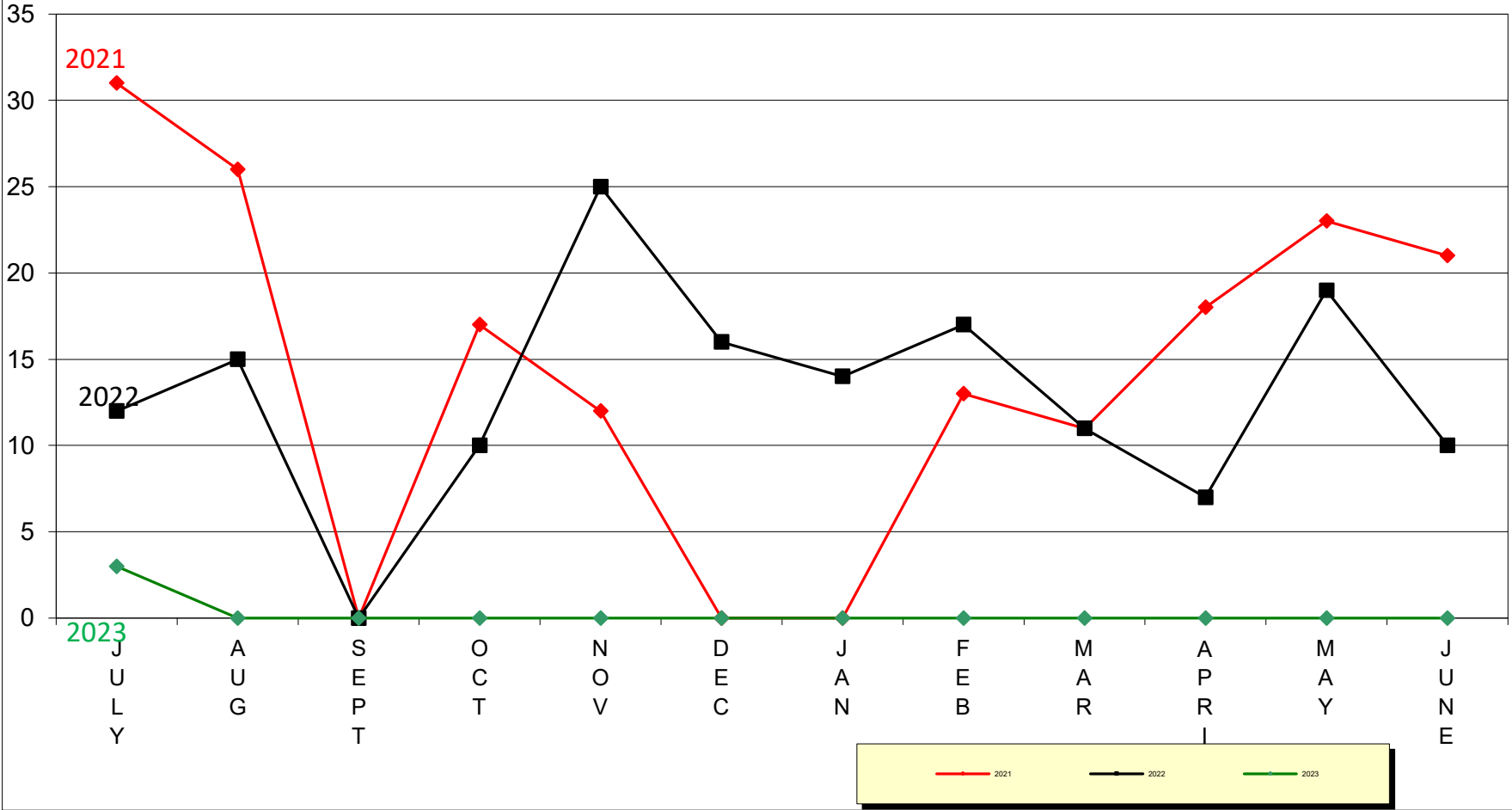
EMERGENCY



SNF PATIENT DAYS



SURGERY / OUTPATIENT PROCEDURES



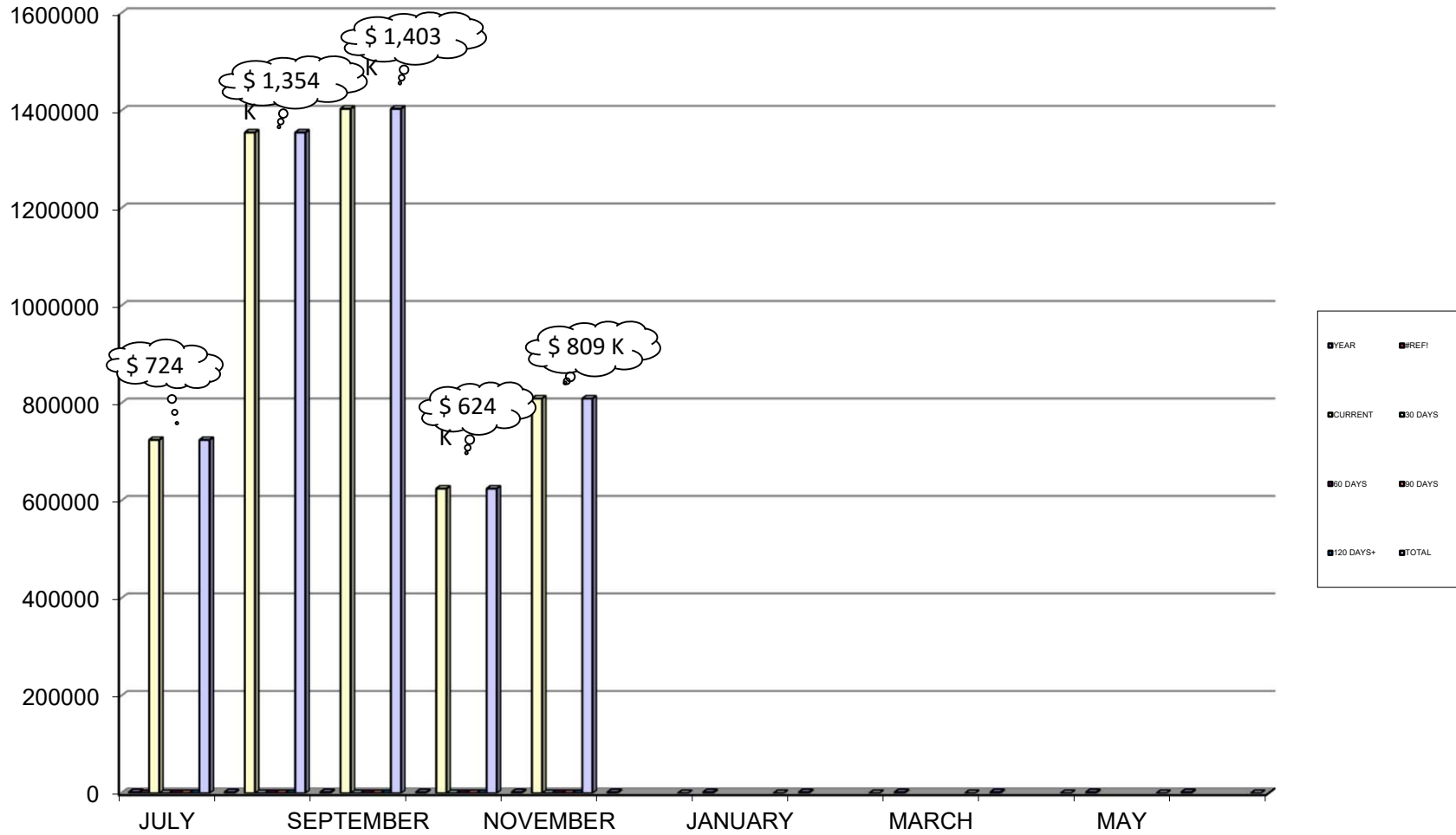
**MAYERS MEMORIAL HOSPITAL
2023-2024 OPERATING ACTUAL**

	2023 JULY	2023 August	2023 September	2023 October	2023 November	2023 December	2024 January	2024 February	2024 March	2024 April	2024 May	2024 June	2024 YTD
Operating Revenue													
Acute Revenue	862,382	1,031,063	1,149,298	1,145,368	1,183,668	0	0	0	0	0	0	0	5,371,780
Revenue - SNF Inpatient	1,353,347	1,383,805	1,299,788	1,384,953	1,355,525	0	0	0	0	0	0	0	6,777,418
Revenue - Hospice Inpatient	0	0	0	0	0	0	0	0	0	0	0	0	0
Outpatient Revenue	2,593,571	2,526,369	2,717,106	2,912,185	2,639,997	0	0	0	0	0	0	0	13,389,228
Total Patient Revenue	4,809,300	4,941,237	5,040,953	5,461,988	3,263,084	0	0	0	0	0	0	0	23,516,563
Less Deductions													
Medicare/Medi-Cal Contractuals	(457,682)	(565,994)	2,197,318	715,076	15,366	0	0	0	0	0	0	0	1,904,083
PPO Contractuals	(276,650)	(246,297)	(273,921)	(327,842)	362,232	0	0	0	0	0	0	0	(762,477)
Charity and Write-Offs	(1,241)	0	(7,962)	0	0	0	0	0	0	0	0	0	(9,203)
Admin Adjustments and Employee Discounts	(167,938)	(50,659)	(241,256)	(101,998)	(33,954)	0	0	0	0	0	0	0	(595,806)
Provision for Bad Debt	(133,353)	(172,620)	(18,784)	(1,876)	(5,318)	0	0	0	0	0	0	0	(331,950)
Total Deductions	(1,036,863)	(1,035,571)	1,655,394	283,361	338,326	0	0	0	0	0	0	0	204,647
Other Operating Revenues	40,128	27,986	29,400	140,912	(5,271)	0	0	0	0	0	0	0	233,156
Net Revenue	3,812,565	3,933,653	6,725,747	5,886,261	3,596,139	0	0	0	0	0	0	0	23,954,366
Operating Expenses													
Salaries & Wages	1,603,425	2,027,077	1,690,349	1,794,795	1,994,116	0	0	0	0	0	0	0	9,109,762
Employee Benefits	340,940	367,299	303,229	463,398	382,008	0	0	0	0	0	0	0	1,856,875
Supplies	356,019	457,291	219,841	350,467	397,090	0	0	0	0	0	0	0	1,780,707
Professional Fees	102,405	206,146	75,940	127,024	92,655	0	0	0	0	0	0	0	604,170
Other Purchased Service Nurse Travel Acute	28,351	86,646	28,547	79,130	67,495	0	0	0	0	0	0	0	290,169
Other Purchased Service Nurse Travel SNF	363,186	464,014	197,044	464,404	319,434	0	0	0	0	0	0	0	1,808,082
Other Purchased Service Travel Ancillary	210,871	53,320	126,569	225,689	146,488	0	0	0	0	0	0	0	762,939
Other Purchased Service	192,781	188,096	116,272	198,136	139,922	0	0	0	0	0	0	0	835,207
Employee Travel Expenses	0	0	0	0	1,094	0	0	0	0	0	0	0	1,094
Repairs & Maintenance	21,543	58,616	43,563	54,272	43,642	0	0	0	0	0	0	0	221,635
Utilities	99,893	96,580	69,234	119,180	71,769	0	0	0	0	0	0	0	456,656
Insurance Other	106,583	27,578	51,973	75,611	51,595	0	0	0	0	0	0	0	313,340
Other Expenses	173,551	127,776	189,998	149,034	247,085	0	0	0	0	0	0	0	887,442
USDA Interest Expense	0	0	332,426	0	0	0	0	0	0	0	0	0	332,426
Interest Expense	2,435	5,578	7,322	8,462	6,037	0	0	0	0	0	0	0	29,834
Depreciation Expense	156,533	156,405	159,140	0	0	0	0	0	0	0	0	0	472,078
Rental/Lease	11,715	5,227	7,548	9,110	14,103	0	0	0	0	0	0	0	47,702
Total Operating Expenses	3,770,229	4,327,649	3,618,995	4,118,713	3,974,532	0	0	0	0	0	0	0	19,810,119
Net Operating Revenue over Expense	42,336	(393,995)	3,106,752	1,767,548	(378,394)	0	0	0	0	0	0	0	4,144,246
Non-Operating Revenue													
Non-Operating Revenue	434,795	486,308	480,914	475,212	384,066	0	0	0	0	0	0	0	2,261,295
Interest Income	163,448	38,921	61,640	120,564	55,514	0	0	0	0	0	0	0	440,087
Non-Operating Expenses	274,320	290,448	276,323	324,441	260,983	0	0	0	0	0	0	0	1,426,515
Total Non-Operating	323,923	234,781	266,231	271,335	178,596	0	0	0	0	0	0	0	1,274,867
Net Revenue over Expense	366,259	(159,214)	3,372,982	2,038,883	(199,798)	0	0	0	0	0	0	0	5,419,113
Expenses per Day	116,571	134,556	115,329	132,862	132,484	0	0	0	0	0	0	0	52,981
												861,968.90	

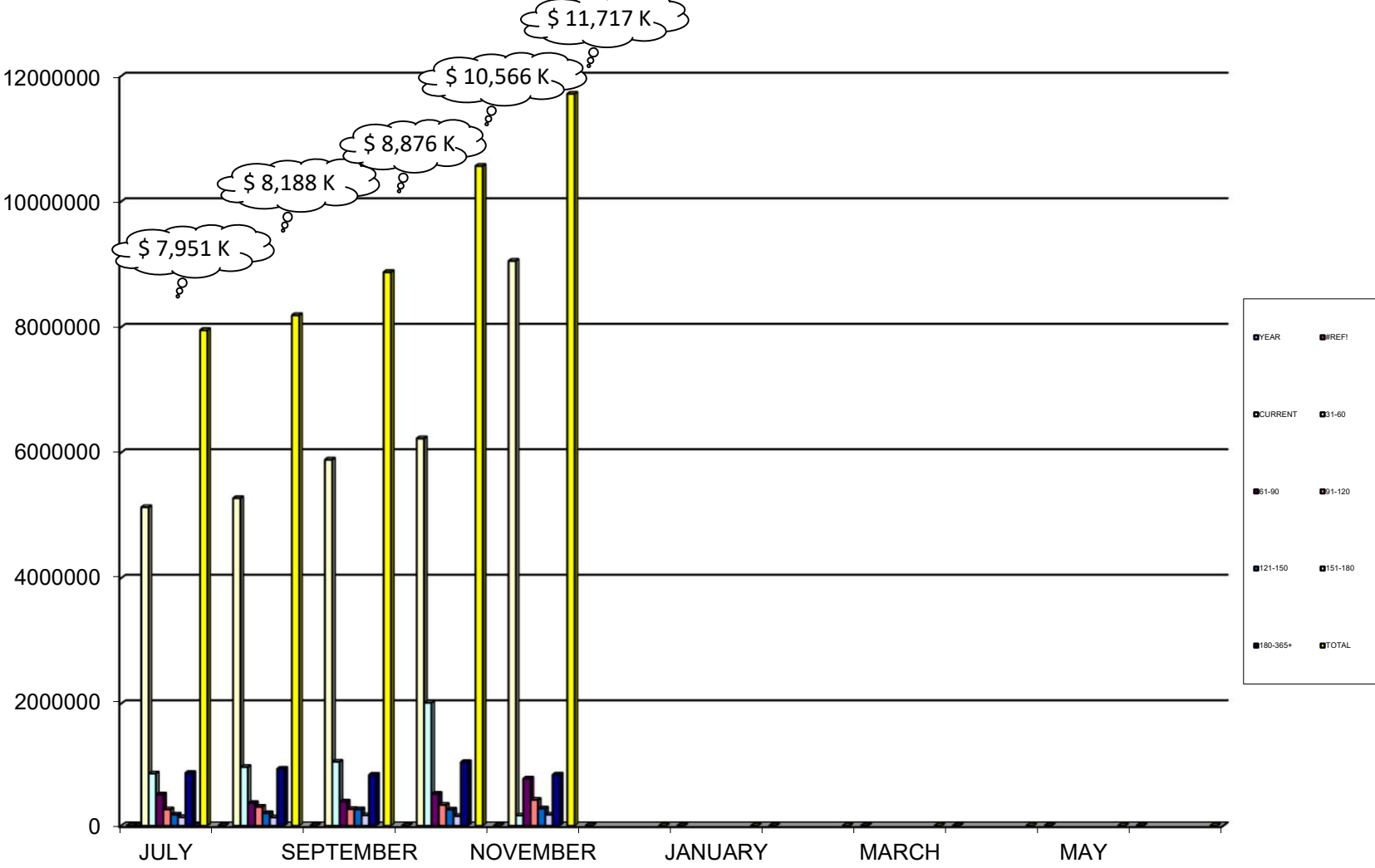
RHC INCOME STATEMENT

	July 2023	August 2023	September 2023	October 2023	November 2023	December 2023	January 2024	February 2024	March 2024	April 2024	May 2024	June 2024	YTD
Patient Revenue	147,859	162,320	129,207	191,794	185,838	0	0	0	0	0	0	0	817,017
Operating Expenses													
Salaries & Wages	131,944	129,731	90,043	110,320	126,494	0	0	0	0	0	0	0	588,532
Employee Benefits	8,562	9,935	6,293	6,486	7,904	0	0	0	0	0	0	0	39,180
Supplies	17,526	18,778	14,781	35,753	19,298	0	0	0	0	0	0	0	106,135
Professional Fees	82	82	102	82	50	0	0	0	0	0	0	0	398
Travelers	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Purchased Service	7,531	11,260	7,618	6,584	5,036	0	0	0	0	0	0	0	38,029
Employee Travel Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0
Repairs & Maintenance	0	0	0	0	1,700	0	0	0	0	0	0	0	1,700
Utilities	334	0	47	77	70	0	0	0	0	0	0	0	528
Insurance Other	4,638	0	1,576	3,151	1,576	0	0	0	0	0	0	0	10,940
Other Expenses	2,601	2,534	1,694	913	5,757	0	0	0	0	0	0	0	13,499
Depreciation Expense	4,399	4,399	4,498	0	0	0	0	0	0	0	0	0	13,296
Rental/Lease	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenses	177,616	176,719	126,650	163,367	167,886	0	0	0	0	0	0	0	812,238
Net Income (Loss)	(29,757)	(14,399)	2,401	28,428	17,952	0	0	0	0	0	0	0	4,625

ACCOUNTS PAYABLE



ACCOUNTS RECEIVABLE



ACCOUNTS RECEIVABLE

<u>MONTH</u>	<u>YEAR</u>	<u>CURRENT</u>	<u>31-60</u>	<u>61-90</u>	<u>91-120</u>	<u>121-150</u>	<u>151-180</u>	<u>180-365+</u>	<u>TOTAL</u>
JULY	2023	5,129,418.81	855,710.44	511,902.11	267,808.34	181,366.34	140,335.86	865,049.42	7,951,591.32
AUGUST	2023	5,273,384.11	962,458.04	372,018.73	307,975.52	203,337.36	136,376.78	933,253.00	8,188,803.54
SEPTEMBER	2023	5,887,057.58	1,049,061.98	395,095.95	273,731.12	265,748.11	170,330.58	835,320.08	8,876,345.40
OCTOBER	2023	6,225,856.99	2,014,041.09	522,014.12	341,153.52	264,054.02	157,200.19	1,042,525.52	10,566,845.45
NOVEMBER	2023	9,054,120.44	167,346.42	772,487.12	423,272.02	280,638.44	182,074.36	837,597.21	11,717,536.01
DECEMBER	2023								0.00
JANUARY	2024								0.00
FEBRUARY	2024								0.00
MARCH	2024								0.00
APRIL	2024								0.00
MAY	2024								0.00
JUNE	2024								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	2023	724,249.80	0.00	0.00	0.00	0.00	724,249.80
AUGUST	2023	1,354,803.00	0.00	0.00	0.00	0.00	1,354,803.00
SEPTEMBER	2023	1,403,432.00	0.00	0.00	0.00	0.00	1,403,432.00
OCTOBER	2023	624,411.37	0.00	0.00	0.00	0.00	624,411.37
NOVEMBER	2023	809,115.73	0.00	0.00	0.00	0.00	809,115.73
DECEMBER	2023						0.00
JANUARY	2024						0.00
FEBRUARY	2024						0.00
MARCH	2024						0.00
APRIL	2024						0.00
MAY	2024						0.00
JUNE	2024						0.00

MAYERS MEMORIAL HOSPITAL							
Statistical Data							
Fiscal Year Ending JUNE 30, 2024							
COMPARISION TO ACTUAL							
2023		2023		FY 2024		FYE 2023	
December	November			YTD	YTD		% Increase or Decrease
Actual	Actual	Variance	VOLUME:	Actual	Actual	Variance	
DISCHARGES							
27	21	6	Acute	109	91	18	19.82%
9	9	0	Swing Bed	48	50	(2)	-4.01%
3	4	(1)	Skilled Nursing Care (DISCHG)	19	20	(1)	-5.01%
8	9	(1)	Observations	32	49	(17)	-34.71%
PATIENT DAYS							
94	81	13	Acute	473	400	73	18.32%
88	74	14	Swing Bed	520	617	(97)	-15.71%
2,516	2,425	91	Skilled Nursing Care	14,610	14,154	456	3.22%
LENGTH OF STAY							
3.48	3.86	(0)	Acute	4.34	4.40	(0)	-1.41%
9.78	8.22	2	Swing Bed	10.83	12.34	(2)	-12.21%
AVERAGE DAILY CENSUS							
3.03	2.70	0	Acute	2.57	2.17	0	18.52%
2.84	2.47	0	Swing Bed	2.83	3.35	(1)	-15.61%
81.16	80.83	0	Skilled Nursing Care	79.40	76.92	2	3.22%
ANCILLARY SERVICES							
0	0	0	Surgery Inpatient Visits	0	0	0	#DIV/0!
0	0	0	Surgery OP/ procedure visits	0	3	(3)	-100.01%
348	339	9	Emergency Room Visits	2098	2,326	(228)	-9.81%
87	100	(13)	Outpatient Services Procedures	585	679	(94)	-13.81%
701	692	9	Laboratory Visits	3811	5,775	(1964)	-34.01%
455	512	(57)	Radiology Procedures	2749	2,690	59	2.22%
62	60	2	Hospice Patient Days	509	912	(403)	-44.21%
570	498	72	Physical Therapy Procedures	3038	3,366	(328)	-9.71%
191	168	23	Cardiac Rehab	905	1,054	(149)	-14.11%
40	61	(21)	Telemedicine visits	327	220	107	48.62%
30	11	19	Admissions from ER	113	131	(18)	-13.71%
27	24	3	Transfers from ER	135	98	37	37.82%
537	580	(43)	Clinic Visits	3884	3,948	(64)	-1.61%
66	61	5	Ambulance	323	-	323	#DIV/0!
PRODUCTIVITY:							
Productive FTE's							
6.67	7.20		Nursing - Acute	8.24	15.78		
33.56	34.65		Long Term Care	35.79	51.80		
51.65	54.93		Ancillary	52.95	45.62		
66.19	71.49		Service	66.81	75.14		
158.07	168.27		Total Productive	163.79	188.34		
110.23	86.70		Non-Productive FTE's	89.15	66.09		
268.30	254.97		Paid FTE's	252.94	254.43		
PRODUCTIVE FTE PER ADJUSTED OCCUPIED BED							
2.28	2.49			2.38	2.80		

MAYERS MEMORIAL HOSPITAL

Statement of Revenue and Expenses

Fiscal Year Ending JUNE 30, 2024

COMPARISON TO ACTUAL

2023	2022	Variance	Patient Revenue	2023	2022
DECEMBER Month Actual	DECEMBER Month Actual			DECEMBER YTD Actual	DECEMBER YTD Actual
1,243,497	716,323	527,175	Acute Revenue	6,615,277	5,850,695
1,411,412	1,181,039	230,373	Revenue - SNF Inpatient	8,188,830	7,041,520
0	0	0	Revenue - Hospice Inpatient	0	2,211
2,032,958	2,234,828	(201,870)	Outpatient Revenue	15,422,186	14,973,318
4,915,729	4,132,189	783,539	Patient Revenue	30,366,750	27,867,744
DEDUCTIONS FROM REVENUE					
(941,187)	(1,047,515)	106,328	Contractuals- Care/Cal	(2,699,677)	(4,939,805)
(122,635)	(227,748)	105,112	Contractuals- PPO	(1,609,423)	(1,822,940)
(4,703)	(3,533)	(1,171)	Charity and Write-Offs	(51,917)	(60,579)
(50,352)	(65,954)	15,602	Admin Adjustments and Employee Discounts	(519,169)	(596,672)
(8,410)	(75,942)	67,532	Provision for Bad Debt	(347,149)	(384,372)
(1,127,288)	(1,420,692)	293,404	Total Deductions	(6,326,567)	(7,804,368)
51,177	(233,546)	284,722	Other Operating Revenues	284,332	224,382
3,839,617	2,477,952	1,361,666	Net Revenue	24,324,515	20,287,758
OPERATING EXPENSES					
1,753,209	1,583,773	169,436	Salaries & Wages	10,862,971	8,313,117
275,617	338,083	(62,467)	Employee Benefits	2,132,491	2,004,038
345,115	313,465	31,651	Supplies	2,125,823	1,944,446
115,939	58,743	57,196	Professional Fees	720,109	741,158
82,114	22,623	59,491	Other Purchased Service Nurse Travel Acute	372,283	591,713
295,391	219,576	75,815	Other Purchased Service Nurse Travel SNF	2,103,473	1,375,514
95,256	160,538	(65,282)	Other Purchased Service Travel Ancillary	858,194	1,232,482
472,761	402,737	70,024	Travelers	3,333,950	3,199,710
167,859	239,823	(71,964)	Other Purchased Service	1,003,066	986,947
19,793	30,819	(11,026)	Repairs & Maintenance	241,428	216,309
92,533	96,562	(4,029)	Utilities	549,189	504,274
51,595	20,630	30,965	Insurance Other	364,935	130,106
127,606	88,977	38,629	Other Expenses	1,015,048	474,206
0	0	0	USDA Interest Expense	332,426	338,683
7,130	6,097	1,033	Interest Expense	36,964	34,728
156,925	133,971	22,954	Depreciation Expense	940,195	822,030
9,755	11,127	(1,372)	Rental/Lease	57,457	46,556
3,598,736	3,324,806	273,930	Total Operating Expenses	23,720,047	19,756,307
240,881	(846,854)	1,087,736	Income From Operations	604,468	531,451
NON-OPERATING REVENUE AND EXPENSES					
411,047	544,902	(133,856)	Non-Operating Revenue	2,672,341	2,031,479
58,810	1,820	56,990	Interest Income	498,897	113,415
298,719	229,546	69,173	Non-Operating Expenses	1,730,858	1,262,951
171,138	317,177	(146,038)	Total Non-Operating	1,440,381	881,942

RHC INCOME STATEMENT

	July 2023	August 2023	September 2023	October 2023	November 2023	December 2023	January 2024	February 2024	March 2024	April 2024	May 2024	June 2024	YTD
Patient Revenue	147,859	162,320	129,207	191,794	185,838	118,885	0	0	0	0	0	0	935,903
Deductions from Revenue	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Revenue	147,859	162,320	129,207	191,794	185,838	118,885	0	0	0	0	0	0	935,903
Other Operating Revenues	0	0	0	0	0	0	0	0	0	0	0	0	0
Operating Expenses													
Salaries & Wages	131,944	129,731	90,043	110,320	126,494	110,947	0	0	0	0	0	0	699,479
Employee Benefits	8,562	9,935	6,293	6,486	7,904	6,527	0	0	0	0	0	0	45,707
Supplies	17,526	18,778	14,781	35,753	19,298	12,739	0	0	0	0	0	0	118,874
Professional Fees	82	82	102	82	50	240	0	0	0	0	0	0	638
Travelers	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Purchased Service	7,531	11,260	7,618	6,584	5,036	4,772	0	0	0	0	0	0	42,802
Employee Travel Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0
Repairs & Maintenance	0	0	0	0	1,700	0	0	0	0	0	0	0	1,700
Utilities	334	0	47	77	70	0	0	0	0	0	0	0	528
Insurance Other	4,638	0	1,576	3,151	1,576	1,576	0	0	0	0	0	0	12,516
Other Expenses	2,601	2,534	1,694	913	5,757	765	0	0	0	0	0	0	14,263
USDA Interest Expense	0	0	0	0	0	0	0	0	0	0	0	0	0
Interest Expense	0	0	0	0	0	0	0	0	0	0	0	0	0
Depreciation Expense	4,399	4,399	4,498	4,480	4,336	4,480	0	0	0	0	0	0	26,592
Rental/Lease	0	0	0	0	0	0	0	0	0	0	0	0	0
Operating Expenses	177,616	176,719	126,650	167,847	172,221	142,045	0	0	0	0	0	0	963,099
Total Expenses	177,616	176,719	126,650	167,847	172,221	142,045	0	0	0	0	0	0	963,099
Income from Operations	(29,757)	(14,399)	2,556	23,947	13,616	(23,160)	0	0	0	0	0	0	(27,196)
Total Non-Operating	0	0	(155)	0	0	0	0	0	0	0	0	0	(155)
Net Income (Loss)	(29,757)	(14,399)	2,401	23,947	13,616	(23,160)	0	0	0	0	0	0	(27,351)

MAYERS MEMORIAL HOSPITAL**Balance Sheet**

	DEC 2023
Cash - General, Payroll, & Petty Cash	19,617,101
Reserve Cash (Unrestricted)	3,285,328
Restricted Cash	2,566,381
Cash	25,468,810
Patient Accounts Receivable	13,299,135
Patient Allowances	(5,319,654)
Net Patient Accounts Receivable	9,897,111
Accounts Receivable	9,897,111
Shasta County Tax Receivables	55,660
Inventories	1,012,641
Other Accounts Receivable	25,740
Prepaid Expenses	569,508
Medicare/Medi-Cal Settlements	10,400,495
Total Current Assets	47,429,965
Land and Building Improvements	3,969,852
Building and Fixed Equipment	39,457,488
Equipment	16,163,322
Subscription Based Assets	221,719
Construction in Progress	1,031,343
Accumulated Depreciation	(28,037,735)
Accumulated Amortization	(18,365)
Property, Plant & Equipment	32,787,623
Other Assets	0
Total Assets	80,217,589
Accounts Payable	714,831
Payroll and Related Liabilities	1,271,409
Audit Fees Payable	0
Grant Liabilities	0
Lease - Current Liability	0
Current Subscription Liability	59,759
Accrued Interest	196,965
HQAF 7 Payable	0
HQAF 8 Payable	817,104
Rate Range Payable	4,876,580
Notes & Loans Payable	45,749
Current Portion of Medicare/Medi-Cal Settlement	(7,082)
Current Liabilities	7,975,314
GO Bond	1,687,478
Leases	(11,096)
PPP Loan	0
Notes & Loans Payable/CHFFA	1,258,158
GO Bond Series B & Refunding	20,061,000
Long Term Subscription Liability	55,555
Long-Term Debt	23,051,094
Fund Balance	49,191,180
Liabilities and Fund Balance	80,217,589

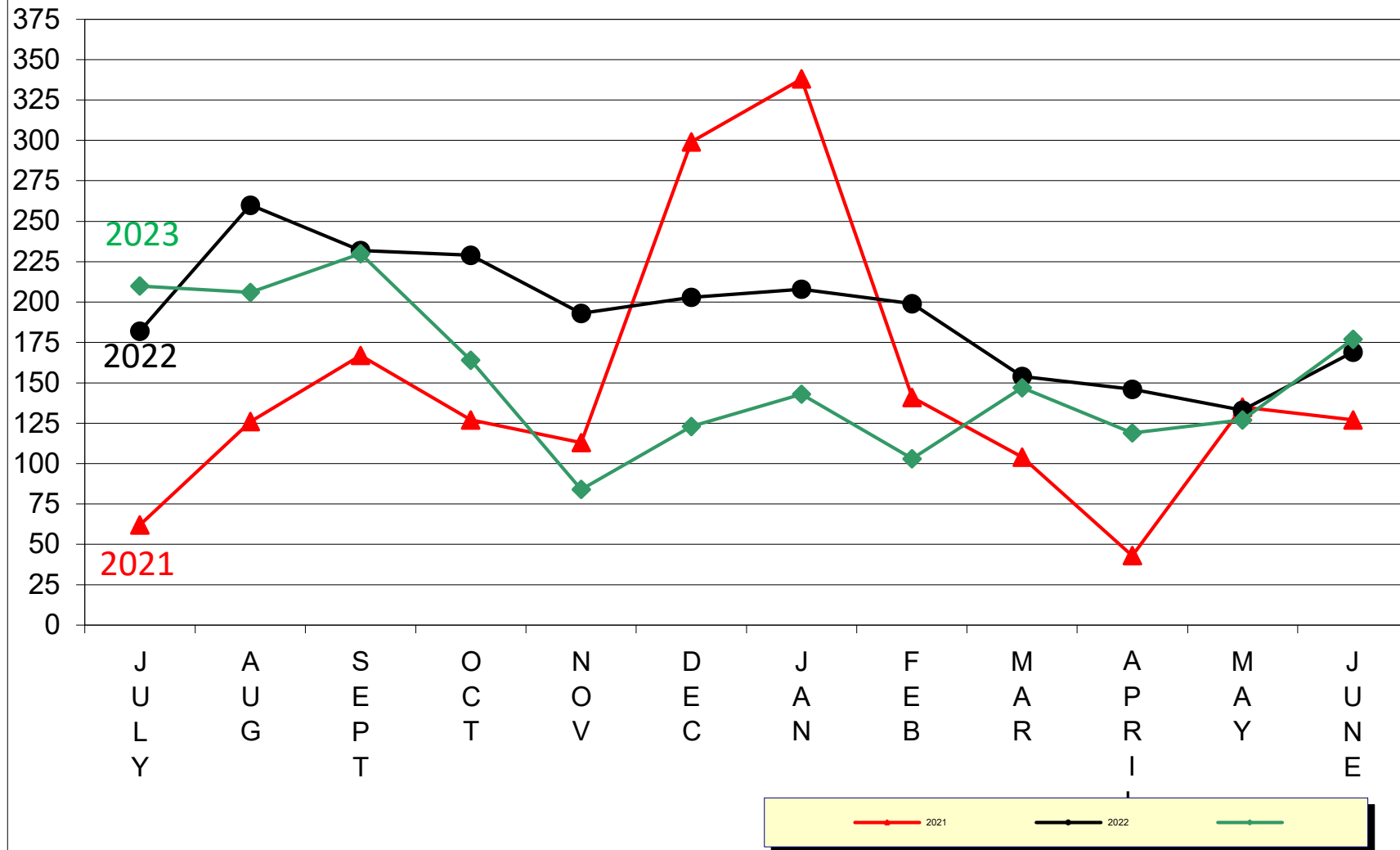
Current Ratio 5.95

MAYERS MEMORIAL HOSPITAL
SUMMARY OF SERVICES - DEPOSITS - REFUNDS
- Fiscal Year 2024

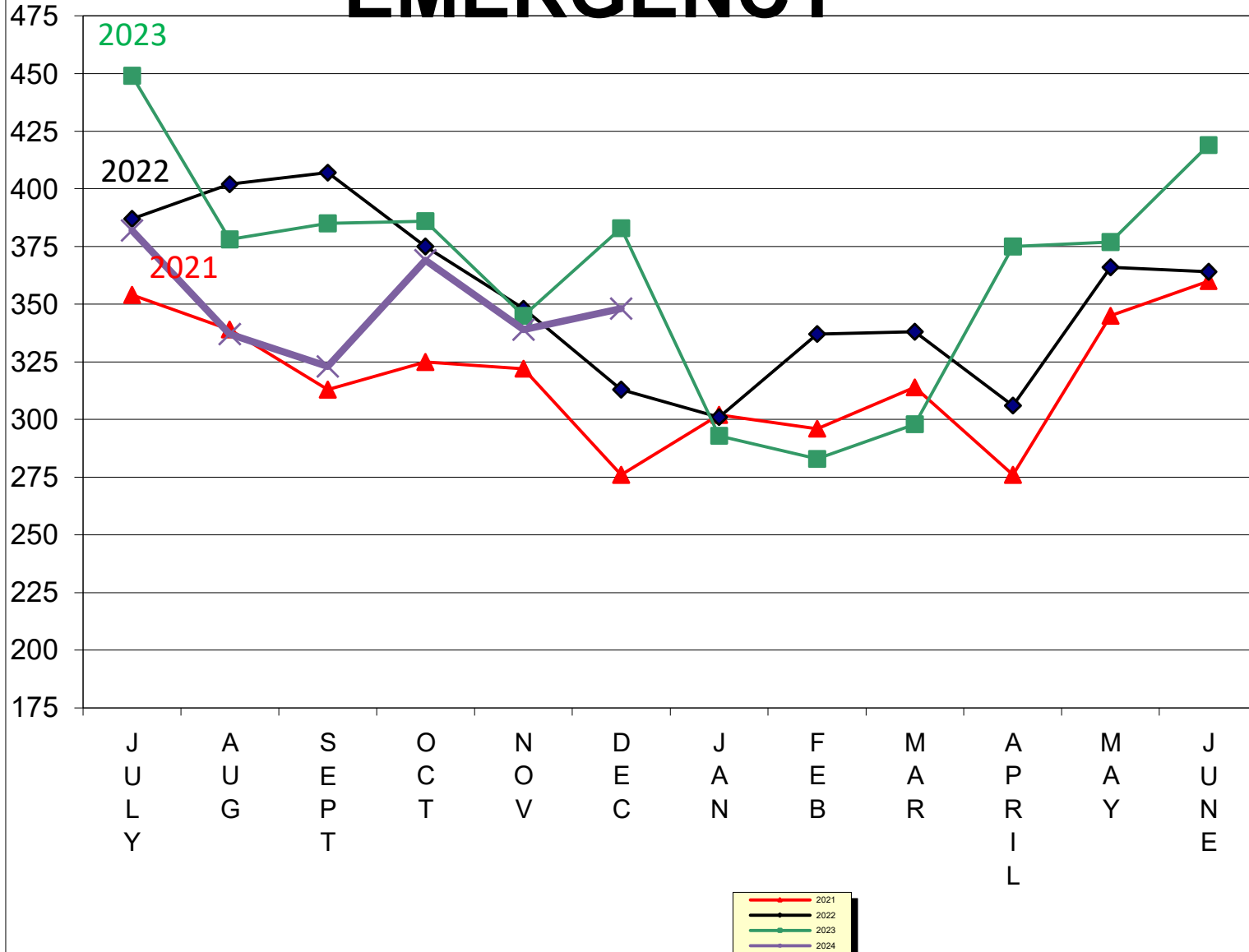
DATE:	REVENUE / SERVICES	AVERAGE DAILY REVENUE	TOTAL DEPOSITS	MISC. PAYMENTS	MISC. PMTS PT RELATED	PATIENT PAYMENTS	ADJUSTMENT S & WRITE-OFFS	REFUNDS
July 31, 2023	4,623,679.50	149,150.95	3,652,756.59	46,893.31	18,182.00	3,587,681.28	1,691,702.55	399.52
August 31, 2023	4,725,908.02	152,448.65	3,367,116.77	123,385.38	-	3,243,731.39	1,770,311.97	1,090.01
September 30, 2023	4,928,637.74	164,287.92	3,113,606.99	58,052.19	-	3,055,554.80	1,617,344.87	411.81
October 31, 2023	4,752,520.84	153,307.12	6,499,044.61	209,385.50	3,521,626.00	2,768,033.11	1,096,151.95	5,490.84
November 30, 2023	5,016,256.20	167,208.54	2,666,431.77	55,620.19	-	2,610,811.58	2,917,365.40	1,492.98
December 31, 2023	4,794,351.84	154,656.51	2,681,503.59	114,670.38	-	2,566,833.21	3,039,972.32	-
January 30, 2024	-	-	-	-	-	-	-	-
February 28, 2024	-	-	-	-	-	-	-	-
March 30, 2024	-	-	-	-	-	-	-	-
April 29, 2024	-	-	-	-	-	-	-	-
May 30, 2024	-	-	-	-	-	-	-	-
June 29, 2024	-	-	-	-	-	-	-	-
YTD TOTAL	28,841,354.14	156,843.28	21,980,460.32	608,006.95	3,539,808.00	17,832,645.37	12,132,849.06	8,885.16

ACCOUNTS RECEIVABLE AGING					PAYOR MIX - YTD % OF REVENUE				
	DEC	DEC	NOV	OCT		DEC	NOV	OCT	3 MONTH AVERAGE
	\$ OUTSTANDING	DAYS OUT	DAYS OUT	DAYS OUT					
MEDICARE	5,801,169.53	85.31	74.83	62.95	MEDICARE	38.67%	42.21%	48.07%	42.98%
MEDI - CAL	3,764,909.99	54.48	50.31	50.12	MEDI - CAL	46.67%	43.20%	41.11%	43.66%
THIRD PARTY	2,078,842.89	116.15	100.03	82.81	THIRD PARTY	12.14%	11.73%	10.02%	11.30%
PRIVATE	839,716.70				PRIVATE	2.53%	2.86%	0.80%	2.06%
LTC ONLY (INCLUDE)	2,345,070.31	56.05	52.19	51.81					
OVERALL	12,484,639.11	78.87	72.55	68.09					

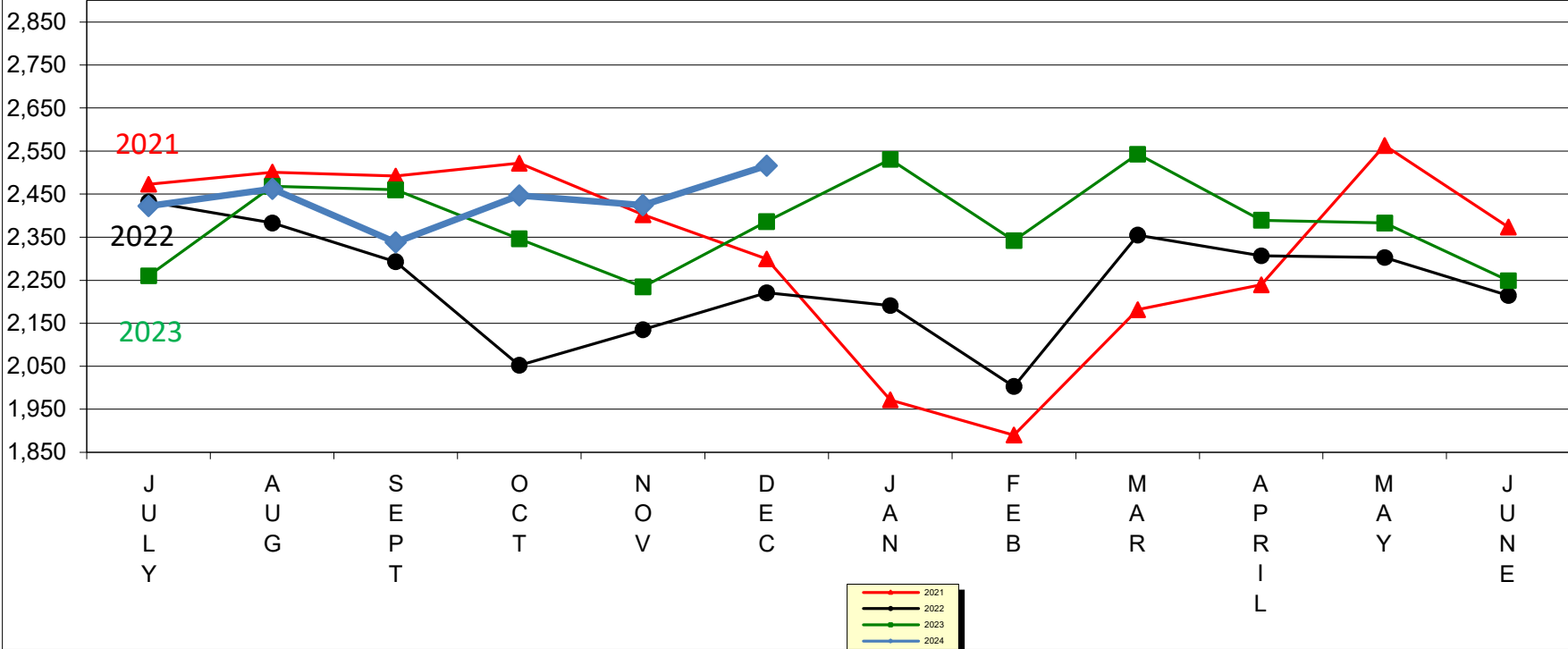
ACUTE / SWING PATIENT DAYS



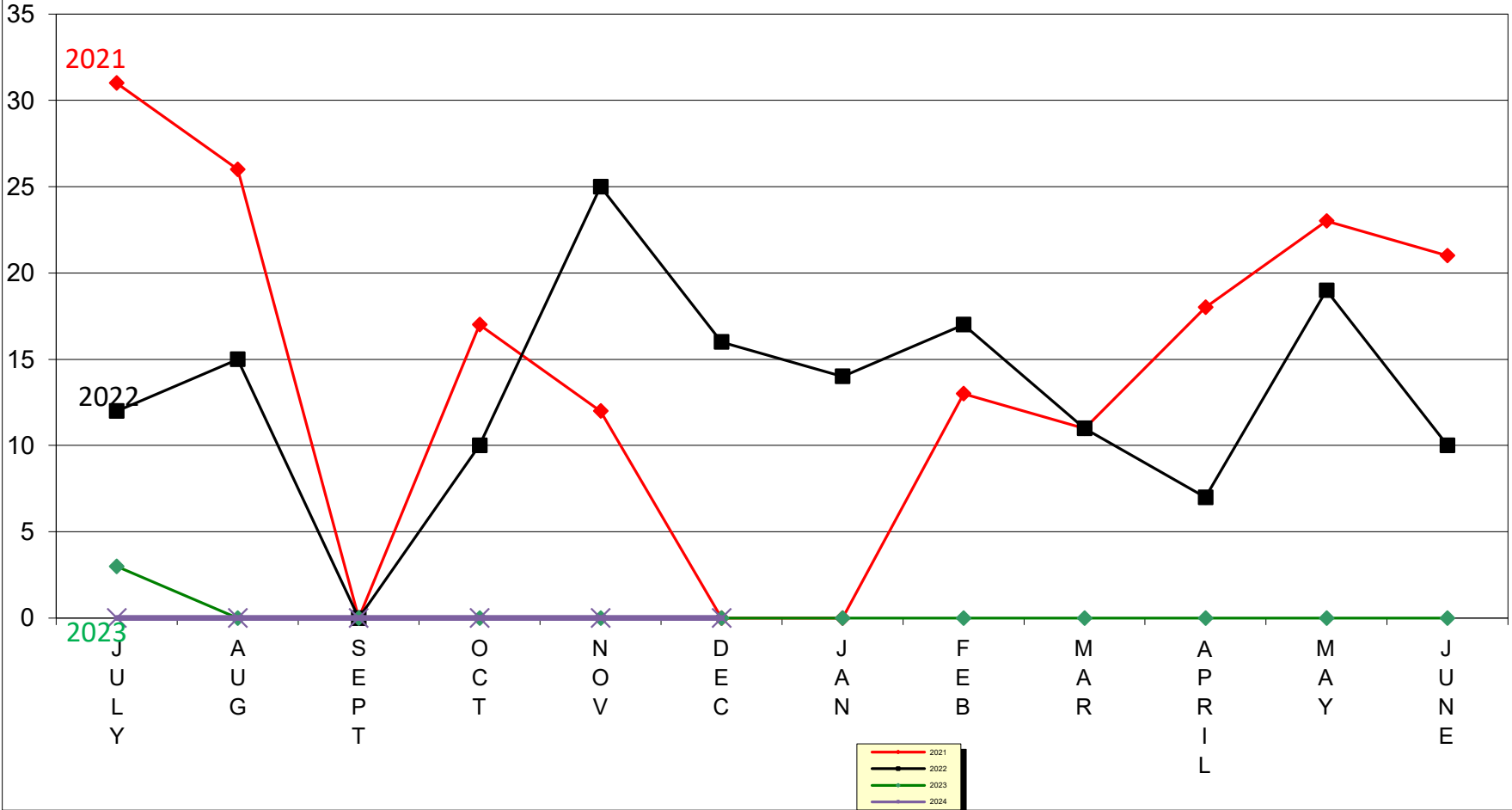
EMERGENCY



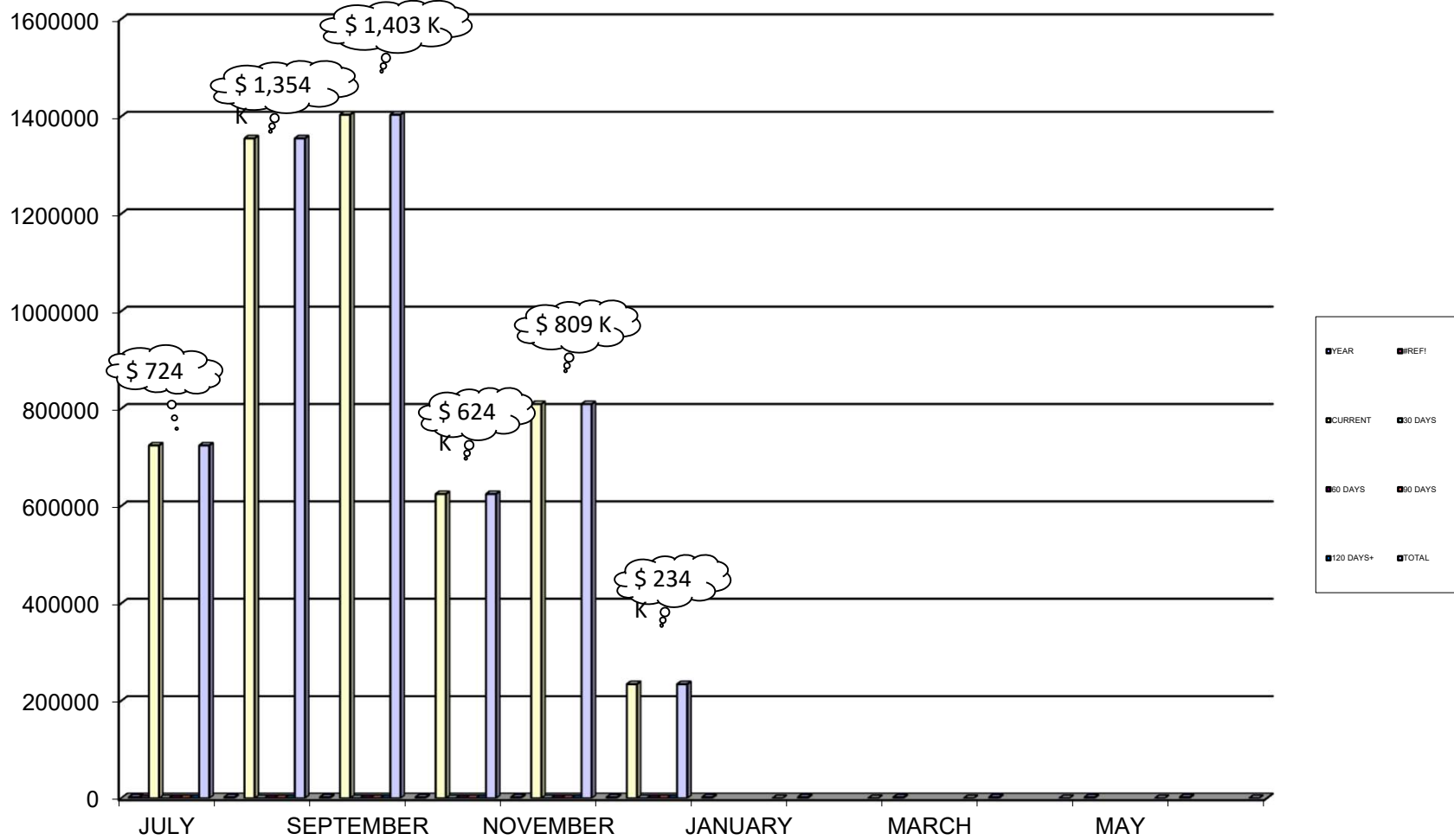
SNF PATIENT DAYS



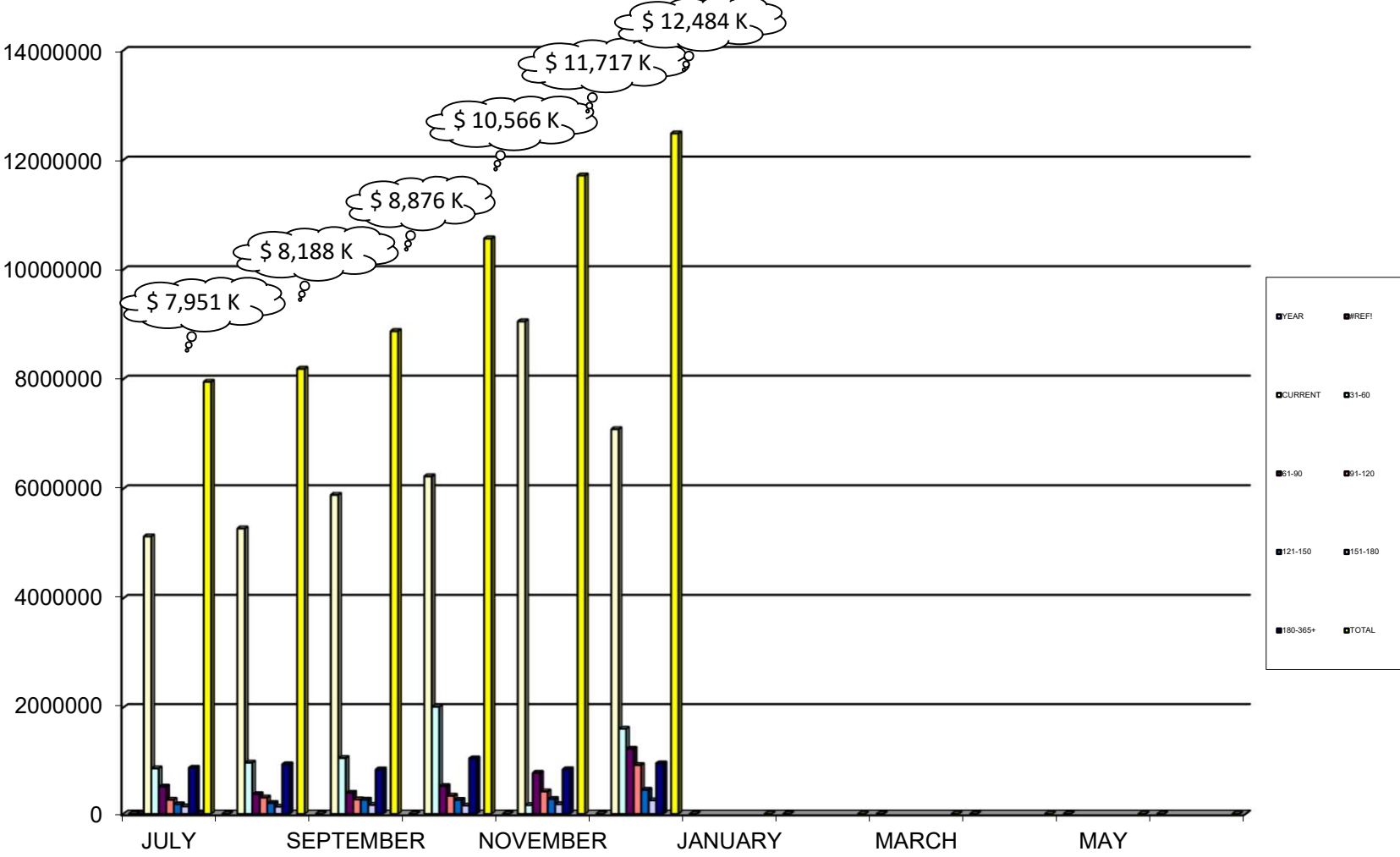
SURGERY / OUTPATIENT PROCEDURES



ACCOUNTS PAYABLE



ACCOUNTS RECEIVABLE



ACCOUNTS RECEIVABLE

<u>MONTH</u>	<u>YEAR</u>	<u>CURRENT</u>	<u>31-60</u>	<u>61-90</u>	<u>91-120</u>	<u>121-150</u>	<u>151-180</u>	<u>180-365+</u>	<u>TOTAL</u>
JULY	2023	5,129,418.81	855,710.44	511,902.11	267,808.34	181,366.34	140,335.86	865,049.42	7,951,591.32
AUGUST	2023	5,273,384.11	962,458.04	372,018.73	307,975.52	203,337.36	136,376.78	933,253.00	8,188,803.54
SEPTEMBER	2023	5,887,057.58	1,049,061.98	395,095.95	273,731.12	265,748.11	170,330.58	835,320.08	8,876,345.40
OCTOBER	2023	6,225,856.99	2,014,041.09	522,014.12	341,153.52	264,054.02	157,200.19	1,042,525.52	10,566,845.45
NOVEMBER	2023	9,054,120.44	167,346.42	772,487.12	423,272.02	280,638.44	182,074.36	837,597.21	11,717,536.01
DECEMBER	2023	7,085,857.05	1,599,234.24	1,223,123.48	917,552.63	452,345.76	256,568.25	949,957.70	12,484,639.11
JANUARY	2024								0.00
FEBRUARY	2024								0.00
MARCH	2024								0.00
APRIL	2024								0.00
MAY	2024								0.00
JUNE	2024								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	2023	724,249.80	0.00	0.00	0.00	0.00	724,249.80
AUGUST	2023	1,354,803.00	0.00	0.00	0.00	0.00	1,354,803.00
SEPTEMBER	2023	1,403,432.00	0.00	0.00	0.00	0.00	1,403,432.00
OCTOBER	2023	624,411.37	0.00	0.00	0.00	0.00	624,411.37
NOVEMBER	2023	809,115.73	0.00	0.00	0.00	0.00	809,115.73
DECEMBER	2023	234,011.24	0.00	0.00	0.00	0.00	234,011.24
JANUARY	2024						0.00
FEBRUARY	2024						0.00
MARCH	2024						0.00
APRIL	2024						0.00
MAY	2024						0.00
JUNE	2024						0.00

Chief Executive Officer
Ryan Harris



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

January 31, 2024

Tri Counties Bank
Fall River Mills Branch
Attn: Manager
43308 State HWY 299 E
Fall River Mills, CA 96028

Subject: Change in Authorized Signatory
Reference: Mayers Memorial Healthcare District Account

Dear Manager,

The Board of Directors of Mayers Memorial Healthcare District (MMHD) in its meeting held on January 31st, 2024 approved a change to the authorized signatories. Please accept this letter as notification to remove Christopher Bjornberg as a signer on the MMHD Account and replace with Ryan Harris. Jeanne Utterback and Jerry "Abe" Hathaway are to remain as signers on the account.

If you have any questions, please feel free to reach out at 530-336-5511.

Sincerely,

Abe Hathaway
President, Board of Directors
Mayers Memorial Healthcare District