

Chief Executive Officer
Ryan Harris



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

Finance Committee
Meeting Agenda
May 22, 2024 at 11:00 AM
Mayers Memorial Healthcare District
Fall River Boardroom
43563 HWY 299 E
Fall River Mills, CA 96028

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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 – April 24, 2024	<i>Attachment A</i>	Action Item	2 min.
4	FINANCIAL REVIEWS/BUSINESS			
4.1	April 2024 Financials	<i>Attachment B</i>	Action Item	15 min.
4.2	Accounts Payable (AP)/Accounts Receivable (AR)		Action Item	15 min.
4.3	Board Quarterly Finance Review		Action Item	2 min.
4.4	Retail Pharmacy		Report	5 min.
4.5	Billing		Report	5 min.
4.6	i2i Population Health Cost Benefit Analysis	<i>Attachment C</i>	Action Item	5 min.
4.7	FY25 Leadership Program	<i>Attachment D</i>	Action Item	5 min.
5	ADMINISTRATIVE REPORT		Information	5 min.
6	OTHER INFORMATION/ANNOUNCEMENTS			
7	ADJOURNMENT: Next Regular Meeting – June 26, 2024			

Posted 05/17/2024

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

April 24, 2024
MMHD FR 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 11:00 am on the above date.		
	BOARD MEMBERS PRESENT:	STAFF PRESENT:	
	Tami Vestal-Humphry, Committee Chair Abe Hathaway, Board President	Ryan Harris, CEO Travis Lakey, CFO Libby Mee, CHRO 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: March 27, 2024 – minutes attached. Motion moved, seconded and carried.	<i>Hathaway, Humphry</i>	Approved by All
4	FINANCIAL REVIEWS		
	4.1	March 2024 Financials: AR days are up because we have not received the SNF payments that are 60 days out. Partnership has changed their billing system and it has back logged claims. We are in conversations with Partnership on the daily to see where we are at with our payments coming in. Without that figured in, our AR is at 76 days. Rate increase of 6% will be applied this year, with a 1% increase next year planned. Motion moved, seconded and carried to approve financials.	<i>Hathaway, Humphry</i>
	4.2	Accounts Payable (AP) & Accounts Receivable (AR): 87 days cash on hand, AR days 86.	
5	ADMINISTRATIVE REPORT: i2i program through Cerner will help us scrub our data in Cerner to help us gather our required information to help meet our measures. We are looking at this solution and what it would cost. Wage Scale Increase for minimum wage goes to \$18 in June. But we will need to make sure to also look at increases across the board to retain employees. Based on the model that Travis created, everyone will get an increase on their wage and our financials will look good.		
6	OTHER INFORMATION/ANNOUNCEMENTS: None		
7	ADJOURNMENT – 11:42 pm		
	Next Finance Committee Meeting: May 22, 2024		

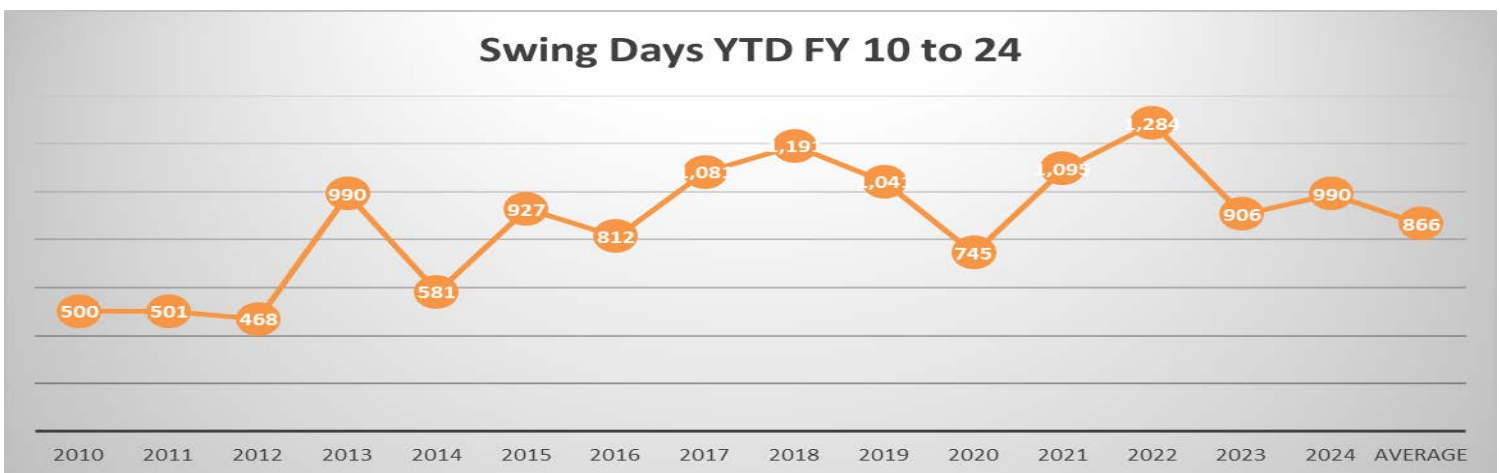
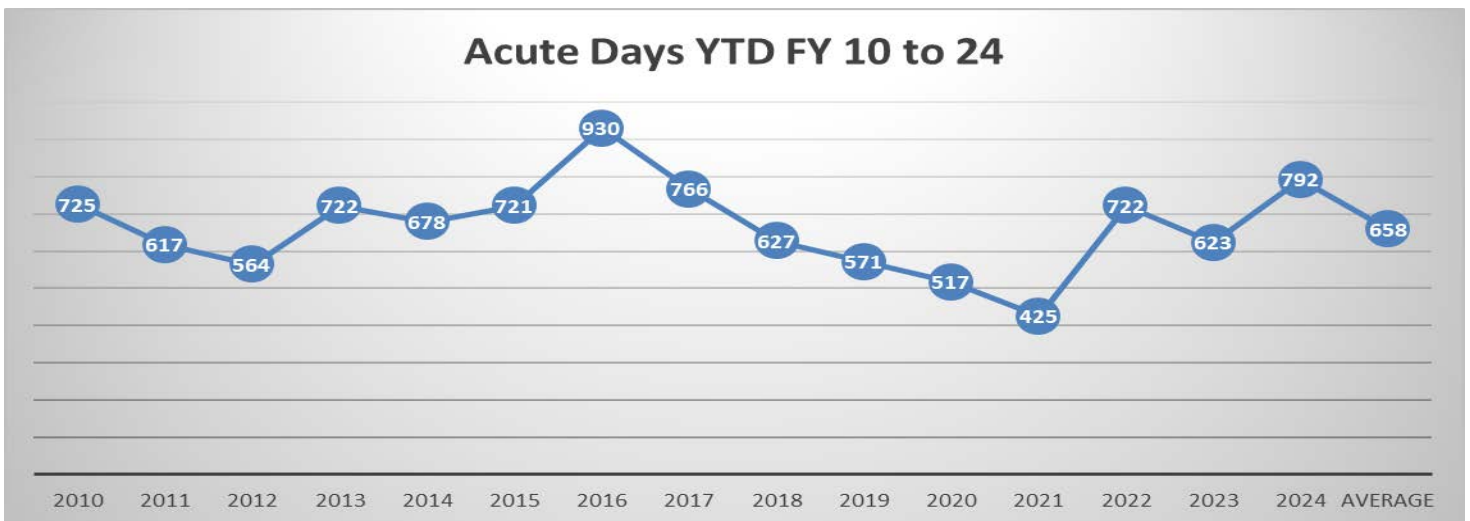
Finance Notes April FY 24

Ratios	FY 24	FY 23 Average	
Cash on Hand	230	182	Average PY
Net Income	5,248,499	328,477	Average PY
Current Ratio	19.2		N/A
AR Days	96	61	Average PY
Accounts Payable	665,370	651,656	Average PY
Daily Gross Revenue	183,963	142,873	Average PY
% of Gross Revenue Collected	36%	68%	Average PY

- 1) Rate Range showed up on April 26th so cash is up to 230 Days on Hand.
- 2) AR Days are decreasing as we received two of our three months of SNF payments this week. The third month of SNF should show up next week and hopefully the large Swing account that's 5 AR days by itself. For reference to other rural hospitals that went live with Cerner Modoc's AR days peaked at 154 and Eastern Plumas at 150.
- 3) Our HQAF payment will show up late May or early June for 3.9 million so Cash will bump up some more by the end of the year. HQAF will phase out in a couple years and those funds will roll into the District Hospital Directed Payment Program.
- 4) I want to point out that this year is an anomaly as we received an extra HQAF payment and extra Rate Range funds that were from prior years. This creates abnormally low contractuals and a much higher net income.
- 5) Working on updating our Debt Capacity Study as we have almost two years of data to add to the last study. With the phase out of HQAF and the DHDP program model not being finalized with the DPNF days it makes forecasting challenging.
- 6) HCAI reached out to me about being on their Office of Healthcare Affordability (OHCA) Hospital Spending Measurement Workgroup which would help to establish the measures/criteria used for the new spending goals. After that offer there was a resignation on the OHCA Advisory Committee so my resigning CFO counterpart, DHLF and CHA put in letters of support for me to fill that role. After talking with HCAI it might be a while before we know if I'm selected as they don't meet that frequently.
- 7) Had a good meeting about the first quarter of claims with our new health insurance. 95% of claims were in network and it will be interesting to analyze our data when we have 6 months' worth to look at in late July or August. Our prior insurances never let us see claims level data to see how and where our insurance was being utilized.

- 8) I'm meeting with Pit River to evaluate them billing for our PT services for their patients and them paying us a client rate. This is an option through them being an Indian Health Clinic.
- 9) Ryan and I had a good meeting with Cornerstone Community Bank and have a meeting set with Plumas next month. Cornerstone is getting us some information on their money market options and account security.
- 10) Tri-Counties has raised their money market rate to 4.51% due to some competition.
- 11) Working on a FY 2025 budget for the June board meeting.
- 12) The Retail Pharmacy had a positive month and is 125K positive for the year. Kudos to Kristi as that is a challenging business in rural environment when you aren't part of a large chain.
- 13) The RHC had another positive month with the decreases in wage expense.
- 14) The Collections vs Obligations is finally positive for the year which is typical when we get our Rate Range payment.

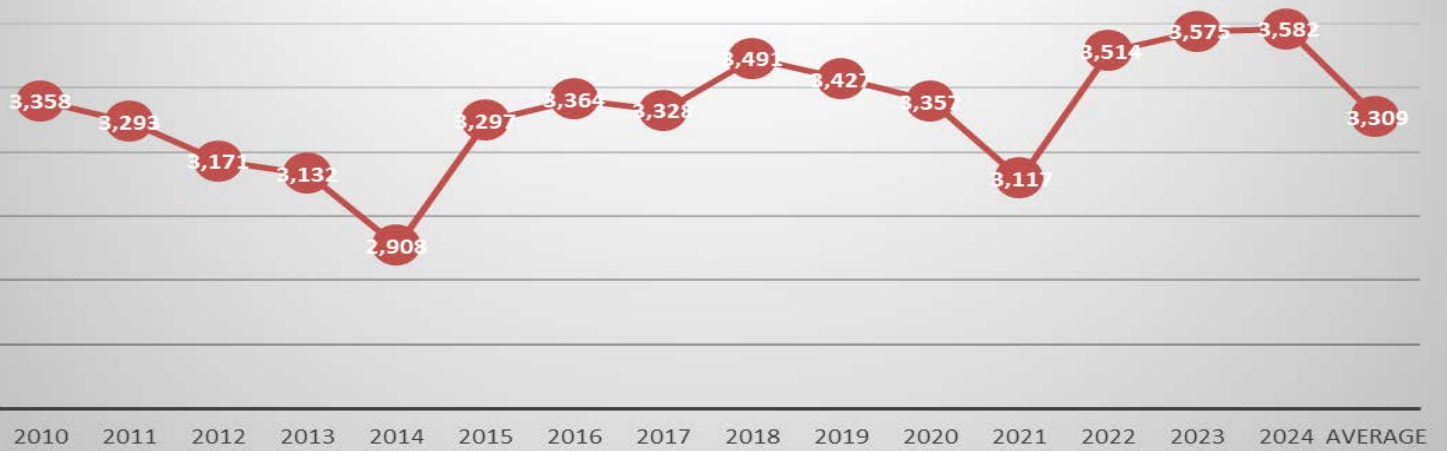
Stats



SNF Days YTD FY 10 to 24



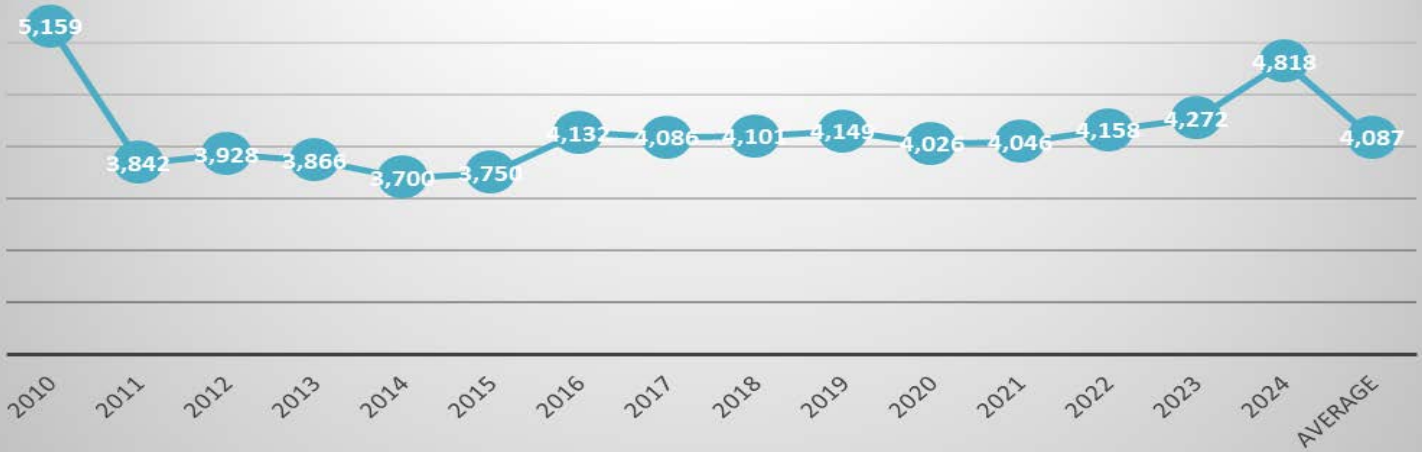
ER Visits YTD FY 10 to 24



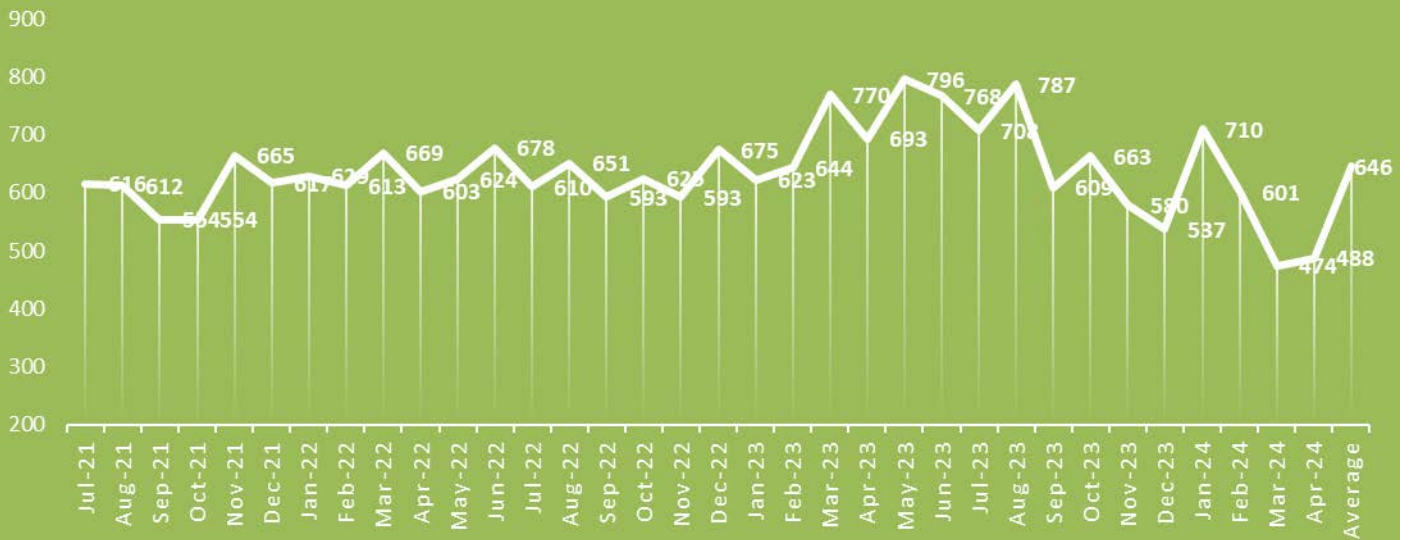
Labs YTD FY 10 to FY 24



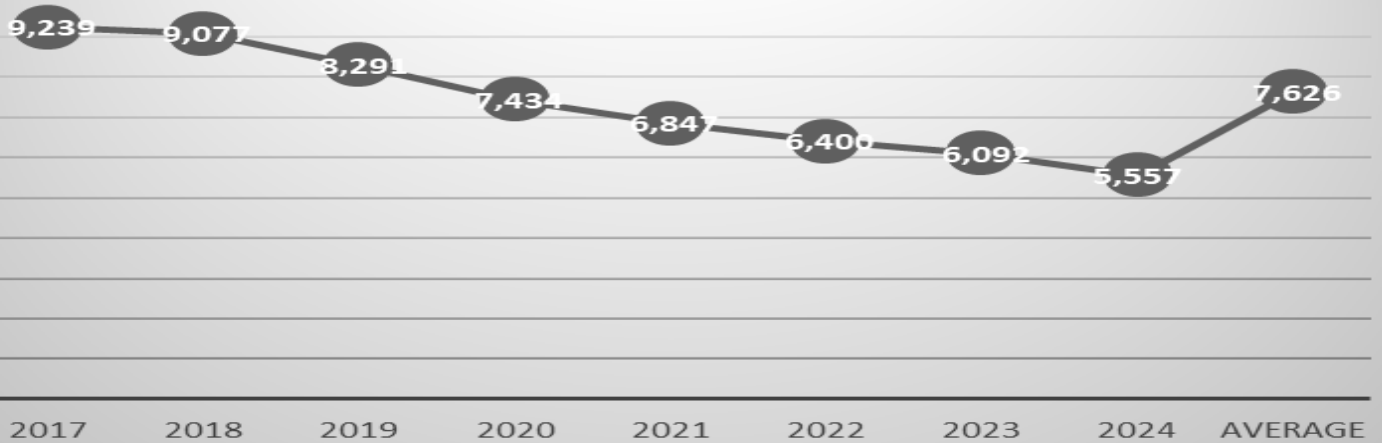
Rad Procedures FY 10 to 24



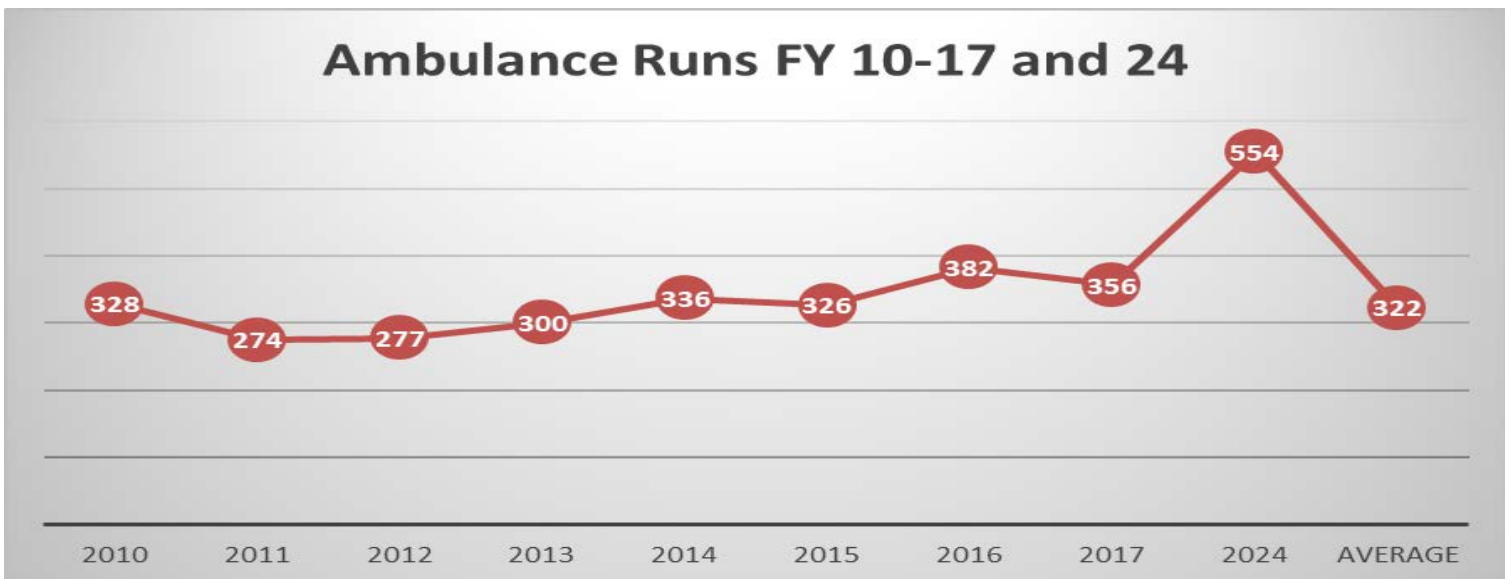
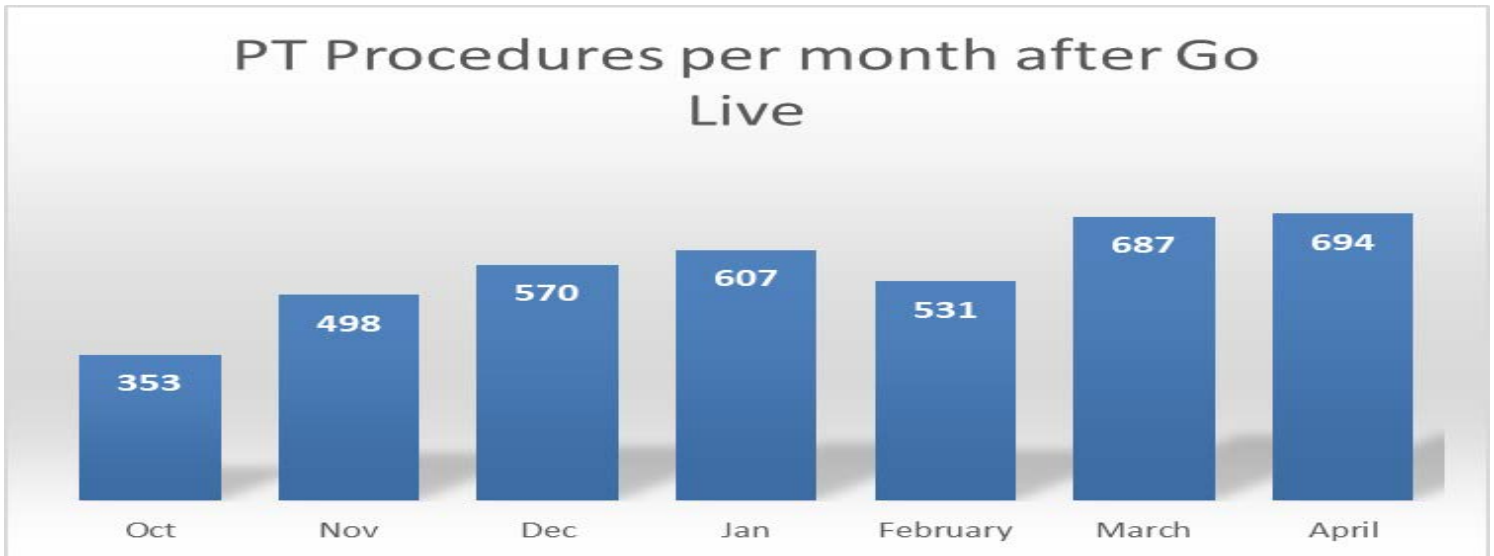
CLINIC VISITS



PT Procedures FY 17 to 24



While PT is trending down YTD they have been progressively trending up for procedures per month since we went live with Cerner. 694 was the average procedures for month in FY 22



Income Statement

- 1) Acute Revenue is up as Acute and Swing Days are higher than the prior year.
- 2) Outpatient Revenue is up due to better charge capture.
- 3) Contractuals are positive as we got a higher Rate Range Payment than I'd conservatively estimated and got it a month earlier than forecast.
- 4) Positive contractuals cause a higher net revenue than gross revenue. This typically happens in April or March each year when we receive out Rate Range funds. It's not usually this much as we had extra Rate Range from a prior year.
- 5) Salaries and Wages are less than the same period last year but much higher YTD given all the market based adjustments, retention and signing bonuses to reduce turnover and travelers.
- 6) Supplies are up due to some higher cost drugs and supplies in OPM and restarting surgery.
- 7) Pro Fees are down YTD as more providers are employees so that cost has moved up to Salaries.
- 8) Acute and Ancillary Travelers are down 990K combined compared to last year.

- 9) SNF Travelers are down from the same period last year but up 794K YTD.
- 10) Utilities are up due to rate increases and adding a new location of TCCN.
- 11) Insurance is up and unfortunately will be increasing this next year as well given the property insurance challenges in California.
- 12) Other Expenses are up due to travel, training, and mostly EMR related costs which is common in a go-live year with a new system.
- 13) Expenses are up primarily due to wage increases, SNF travelers and Other Expenses.
- 14) Non-Operating Revenue is down due to not getting QIP funds this year.
- 15) Interest Income is up as rates are up and we are invested in a money market account.
- 16) Non-Operating Expenses are up primarily due to increased expenses in the Retail Pharmacy.
- 17) Net Income is very high due to the extra supplemental payments received this year.

Balance Sheet

- 1) Cash is up due to 19 million in Rate Range funds coming in late last month
- 2) Patient AR is up due to some billing issues from changes in the Partnership Health software and the Change Healthcare breach which made it so we couldn't log in and work our Medicare claims if they needed any sort of correction. Both these items have been resolved and we should have a couple strong collection months.
- 3) Medicare/Medi-Cal Settlements are down as we only have HQAF outstanding.
- 4) AP is at 665K which is primarily invoices that were for the prior period that we hadn't received by the end of the month.
- 5) The IGT payables are zeroed out as we have paid all of those this fiscal year.
- 6) Our Fund Balance is a robust 53.9 million compared to 10K in 2010.
- 7) Our Current Ratio is 19.24 as our cash position increased.

MAYERS MEMORIAL HOSPITAL							
Statistical Data							
Fiscal Year Ending JUNE 30, 2024							
COMPARISON TO ACTUAL							
2024		2024		FY 2024		FYE 2023	
April	March			YTD	YTD		
Actual	Actual	Variance	VOLUME:	Actual	Actual	Variance	% Increase or Decrease
DISCHARGES							
14	20	(6)	Acute	188	160	28	17.52%
10	8	2	Swing Bed	76	86	(10)	-11.61%
3	1	2	Skilled Nursing Care (DISCHG)	30	34	(4)	-11.81%
5	3	2	Observations	51	76	(25)	-32.91%
PATIENT DAYS							
61	79	(18)	Acute	792	623	169	27.12%
114	163	(49)	Swing Bed	990	906	84	9.32%
2,372	2,373	(1)	Skilled Nursing Care	24,100	23,959	141	.62%
LENGTH OF STAY							
4.36	3.95	0	Acute	4.21	3.89	0	8.32%
11.40	20.38	(9)	Swing Bed	13.03	10.53	2	23.72%
AVERAGE DAILY CENSUS							
2.03	2.55	(1)	Acute	2.60	2.05	1	26.72%
3.80	5.26	(1)	Swing Bed	3.25	2.98	0	8.92%
79.07	76.55	3	Skilled Nursing Care	79.02	78.81	0	.32%
ANCILLARY SERVICES							
0	0	0	Surgery Inpatient Visits	0	0	0	#DIV/0!
18	10	8	Surgery OP/ procedure visits	28	3	25	833.32%
372	370	2	Emergency Room Visits	3582	3,575	7	.22%
86	95	(9)	Outpatient Services Procedures	952	1,251	(299)	-23.91%
670	720	(50)	Laboratory Visits	6723	8,421	(1698)	-20.21%
528	493	35	Radiology Procedures	4818	4,272	546	12.82%
694	687	7	Physcial Therapy Procedures	5557	6,092	(535)	-8.81%
205	225	(20)	Cardiac Rehab	1754	1,957	(203)	-10.41%
59	61	(2)	Telemedicine visits	574	430	144	33.52%
16	17	(1)	Admissions from ER	194	211	(17)	-8.11%
27	16	11	Transfers from ER	237	150	87	58.02%
488	474	14	Clinic Visits	6157	6,477	(320)	-4.91%
54	65	(11)	Ambulance	554	-	554	#DIV/0!
PRODUCTIVITY:							
Productive FTE's							
6.71	5.97		Nursing - Acute	7.60	13.06		
39.32	38.07		Long Term Care	36.67	47.07		
56.69	56.85		Ancillary	54.44	44.48		
69.65	69.89		Service	67.88	72.42		
172.37	170.78		Total Productive	166.59	177.03		
88.89	88.47		Non-Productive FTE's	89.93	70.47		
261.26	259.25		Paid FTE's	256.52	247.50		
PRODUCTIVE FTE PER ADJUSTED OCCUPIED BED							
2.51	2.48			2.50	2.62		

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

2024 APRIL Month Actual	2023 APRIL Month Actual	Variance		2024 APRIL YTD Actual	2023 APRIL YTD Actual	Variance	Increase Decrease %
Retail Pharmacy Revenue							
(43)	1,563	(1,605)	Retail Pharmacy Revenue	(669)	4,168	4,838	116.05%
1,443	252	1,191	Other	19,535	(2,672)	(22,207)	831.20%
41,364	35,974	5,390	Private	386,632	312,988	73,645	23.53%
253,602	199,289	54,313	Third Party	2,590,549	1,803,547	(787,002)	-43.64%
<u>296,366</u>	<u>237,077</u>	<u>59,289</u>	Non-Operating Revenue	<u>3,130,459</u>	<u>2,136,793</u>	<u>993,666</u>	<u>46.50%</u>

MAYERS MEMORIAL HOSPITAL**Balance Sheet**

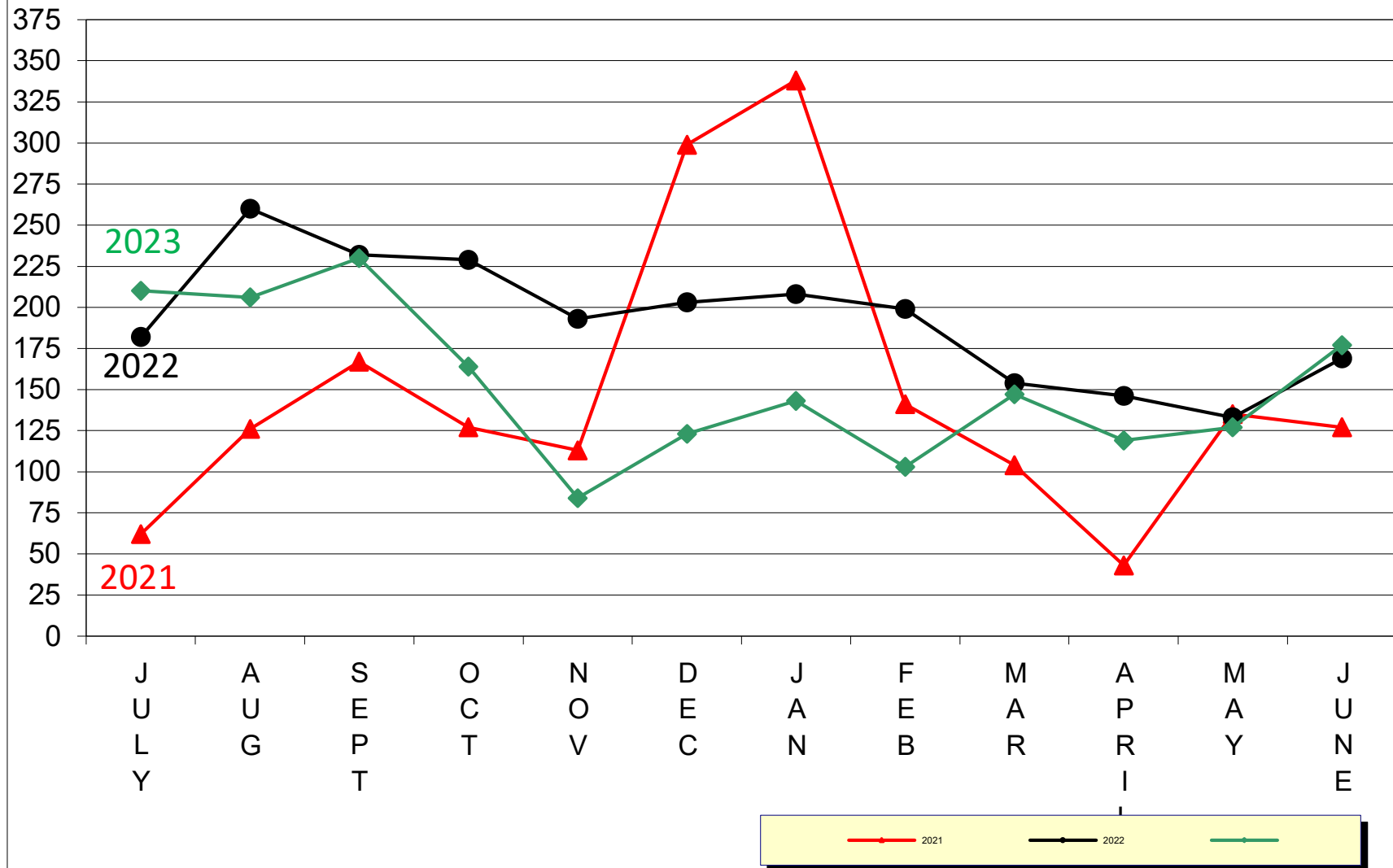
	APRIL 2024
CURRENT ASSETS	
Cash - General, Payroll, & Petty Cash	26,897,829
Reserve Cash (Unrestricted)	1,852,337
Restricted Cash	2,881,896
Cash	<u>31,632,062</u>
Patient Accounts Receivable	18,526,465
Patient Allowances	<u>(7,364,098)</u>
Accounts Receivable	11,162,367
Shasta County Tax Receivables	(131,384)
Inventories	1,042,330
Other Accounts Receivable	3,595
Prepaid Expenses	391,955
Medicare/Medi-Cal Settlements	3,231,836
TOTAL CURRENT ASSETS	<u>47,332,761</u>
PROPERTY, PLANT, AND EQUIPMENT	
Land and Building Improvements	3,969,852
Building and Fixed Equipment	39,363,089
Equipment	16,388,528
Subscription Based Assets	331,906
Construction in Progress	1,202,593
Accumulated Depreciation	(28,709,640)
Accumulated Amortization	(36,730)
Total Property, Plant & Equipment	<u>32,509,598</u>
Other Assets	0
Total Assets	<u><u>79,842,359</u></u>
CURRENT LIABILITIES	
Accounts Payable	665,370
Payroll and Related Liabilities	1,546,213
Audit Fees Payable	0
Grant Liabilities	0
Lease - Current Liability	0
Current Subscription Liability	121,886
Accrued Interest	196,965
HQAF 7 Payable	0
HQAF 8 Payable	0
Rate Range Payable	0
Notes & Loans Payable	(63,179)
Current Portion of Medicare/Medi-Cal Settlement	(7,082)
TOTAL CURRENT LIABILITIES	<u>2,460,173</u>
LONG TERM DEBT	
GO Bond	1,896,054
Leases	71,251
PPP Loan	0
Notes & Loans Payable/CHFFA	1,258,158
GO Bond Series B & Refunding	20,061,000
Long Term Subscription Liability	111,109
TOTAL LONG-TERM DEBT	<u>23,397,572</u>
FUND BALANCE	
Restricted Fund Balance	30,635
Fund Balance - Hospital	53,953,979
Fund Balance - Adjustments	0
TOTAL FUND BALANCE	<u>53,984,615</u>
Liabilities and Fund Balance	<u><u>79,842,359</u></u>
Net Income	19,567,548
Current Ratio	19.24

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

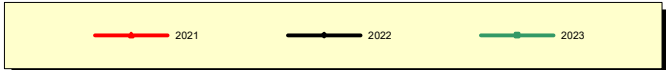
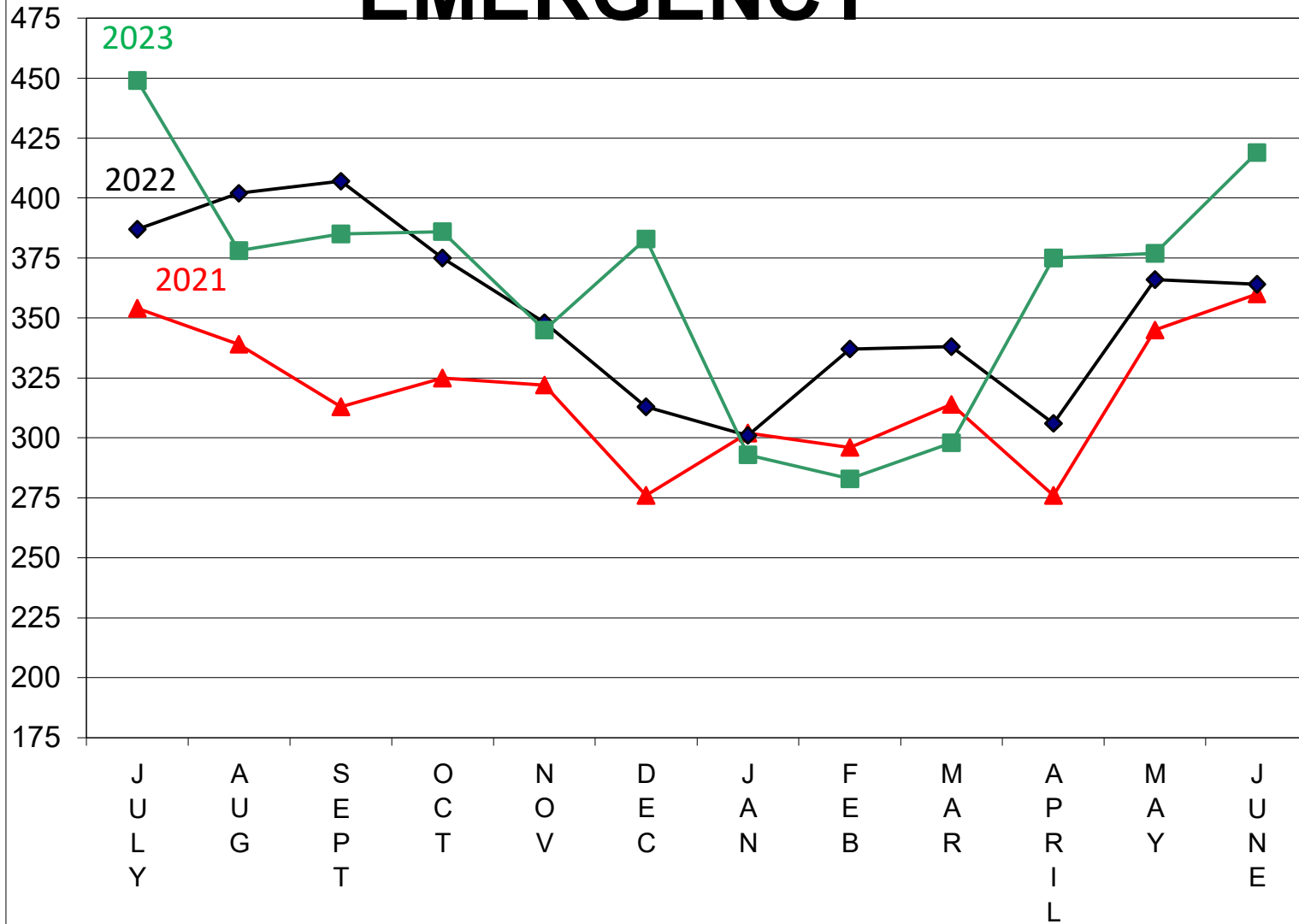
DATE:	REVENUE / SERVICES	AVERAGE DAILY REVENUE	TOTAL DEPOSITS	MISC. PAYMENTS	MISC. PMTS PT RELATED	PATIENT PAYMENTS	ADJUSTMENT S & WRITE-OFFS	REFUNDS
July 31, 2023	4,623,679.50	149,150.95	3,652,756.59	46,893.31	18,182.00	3,587,681.28	1,691,702.55	399.52
August 31, 2023	4,725,908.02	152,448.65	3,367,116.77	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	1,732,467.29	1,492.98
December 31, 2023	4,794,351.84	154,656.51	2,681,503.59	114,670.38	-	2,566,833.21	1,407,295.12	-
January 30, 2024	5,505,116.20	177,584.39	3,263,197.67	536,648.44	-	2,726,549.23	1,623,505.35	1,050.74
February 28, 2024	5,436,551.08	187,467.28	3,601,391.26	75,827.79	-	3,525,563.47	1,780,829.00	1,461.47
March 30, 2024	5,417,097.27	174,745.07	3,135,630.42	234,883.10	728,514.00	2,172,233.32	2,461,628.24	28,079.27
April 29, 2024	5,518,903.86	183,963.46	21,576,669.24	19,522,912.39	107,228.77	1,946,528.08	1,894,608.96	-
May 30, 2024	-	-	-	-	-	-	-	-
June 29, 2024	-	-	-	-	-	-	-	-
YTD TOTAL	50,719,022.55	166,481.99	53,557,348.91	20,978,278.67	4,375,550.77	28,203,519.47	17,075,845.30	39,476.64

ACCOUNTS RECEIVABLE AGING					PAYOR MIX - YTD % OF REVENUE				
	APR	APR	MAR	FEB					3 MONTH
	<u>\$ OUTSTANDING</u>	<u>DAYS OUT</u>	<u>DAYS OUT</u>	<u>DAYS OUT</u>		APR	MAR	FEB	AVERAGE
MEDICARE	6,667,750.40	84.23	84.63	81.51	MEDICARE	44.89%	44.37%	41.26%	43.51%
MEDI - CAL	7,290,760.51	97.83	80.52	66.35	MEDI - CAL	40.03%	39.81%	43.06%	40.97%
THIRD PARTY	2,807,708.57	108.32	118.44	114.47	THIRD PARTY	14.36%	14.21%	14.18%	14.25%
PRIVATE	772,515.27				PRIVATE	0.72%	1.61%	1.50%	1.28%
LTC ONLY (INCLUDE)	4,704,150.27	110.17	85.7	58.51					
OVERALL	17,538,734.75	96.41	90.8	82.67					

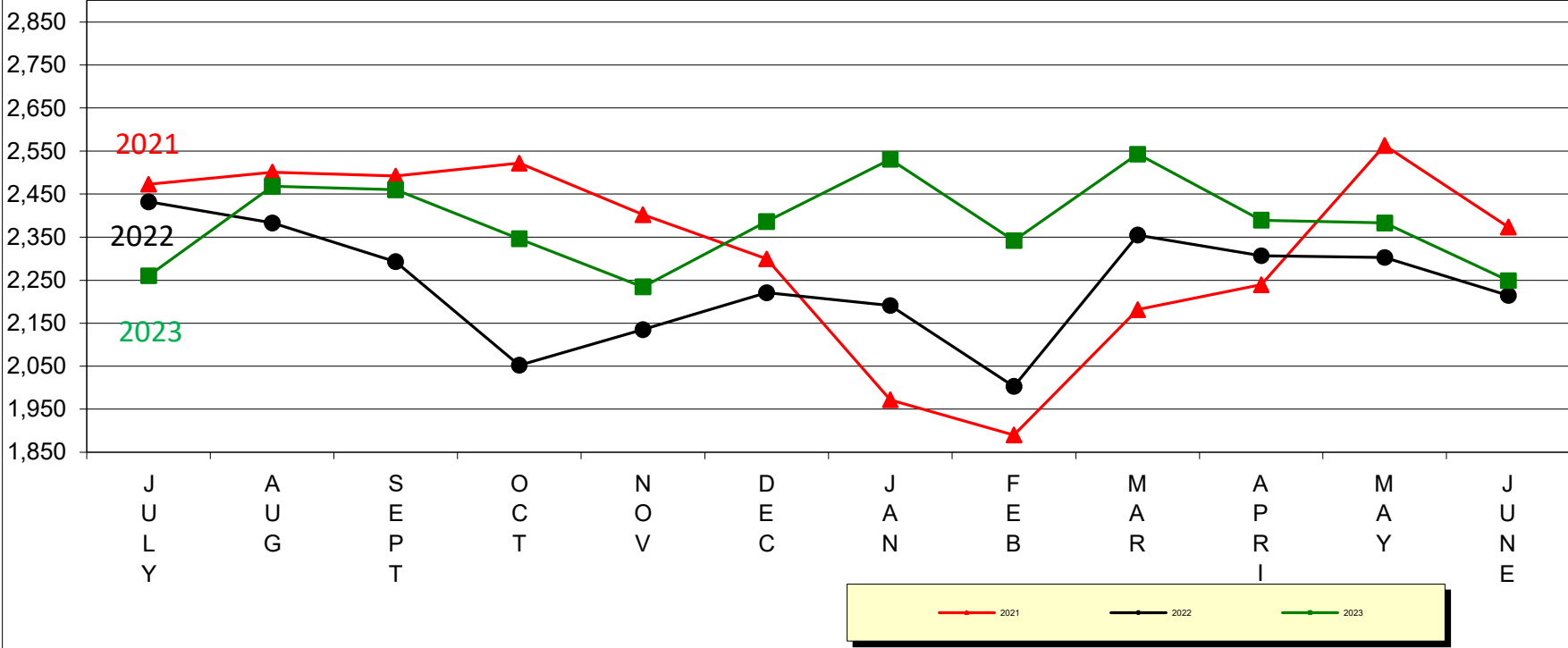
ACUTE / SWING PATIENT DAYS



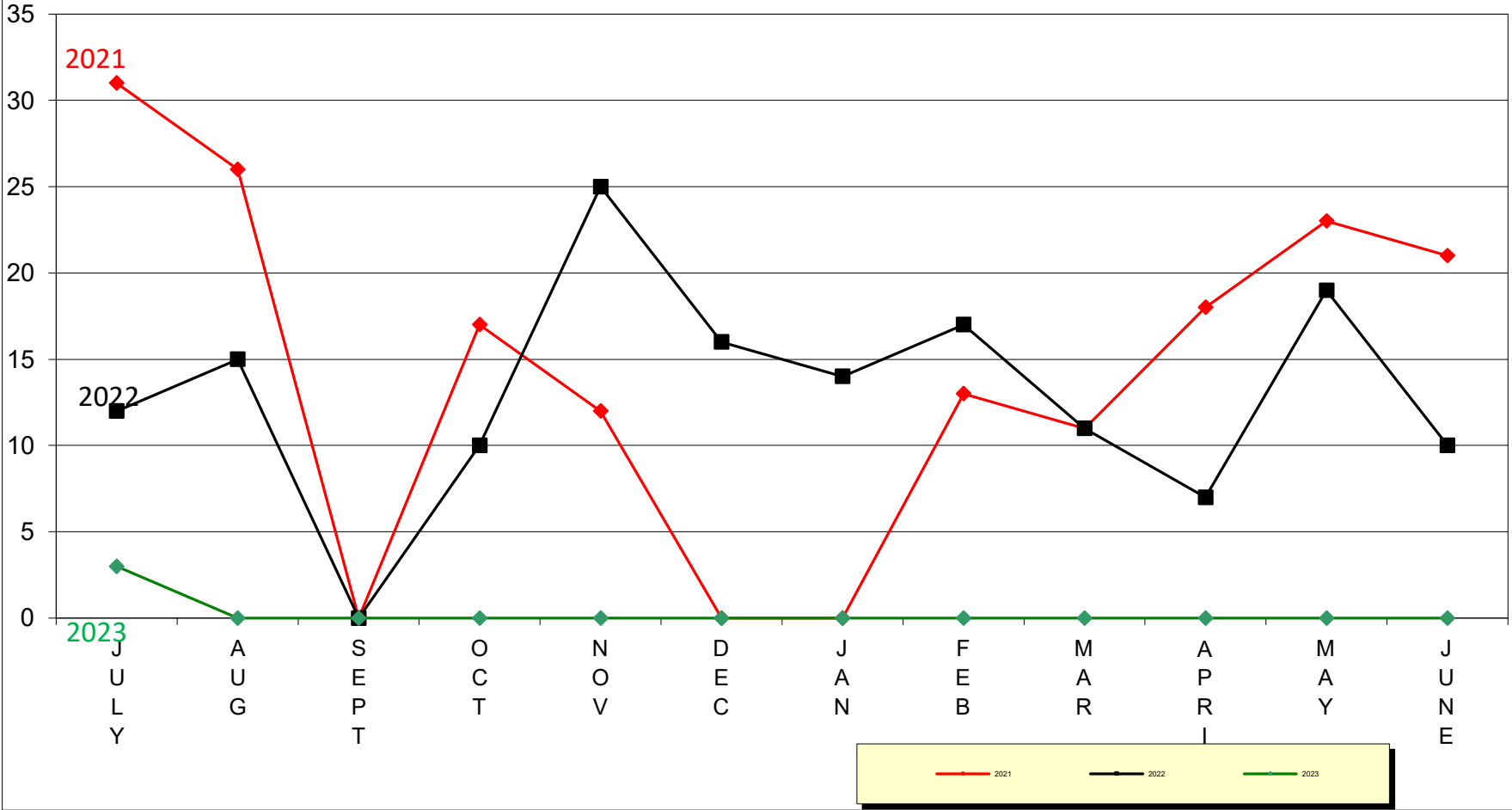
EMERGENCY



SNF PATIENT DAYS



SURGERY / OUTPATIENT PROCEDURES



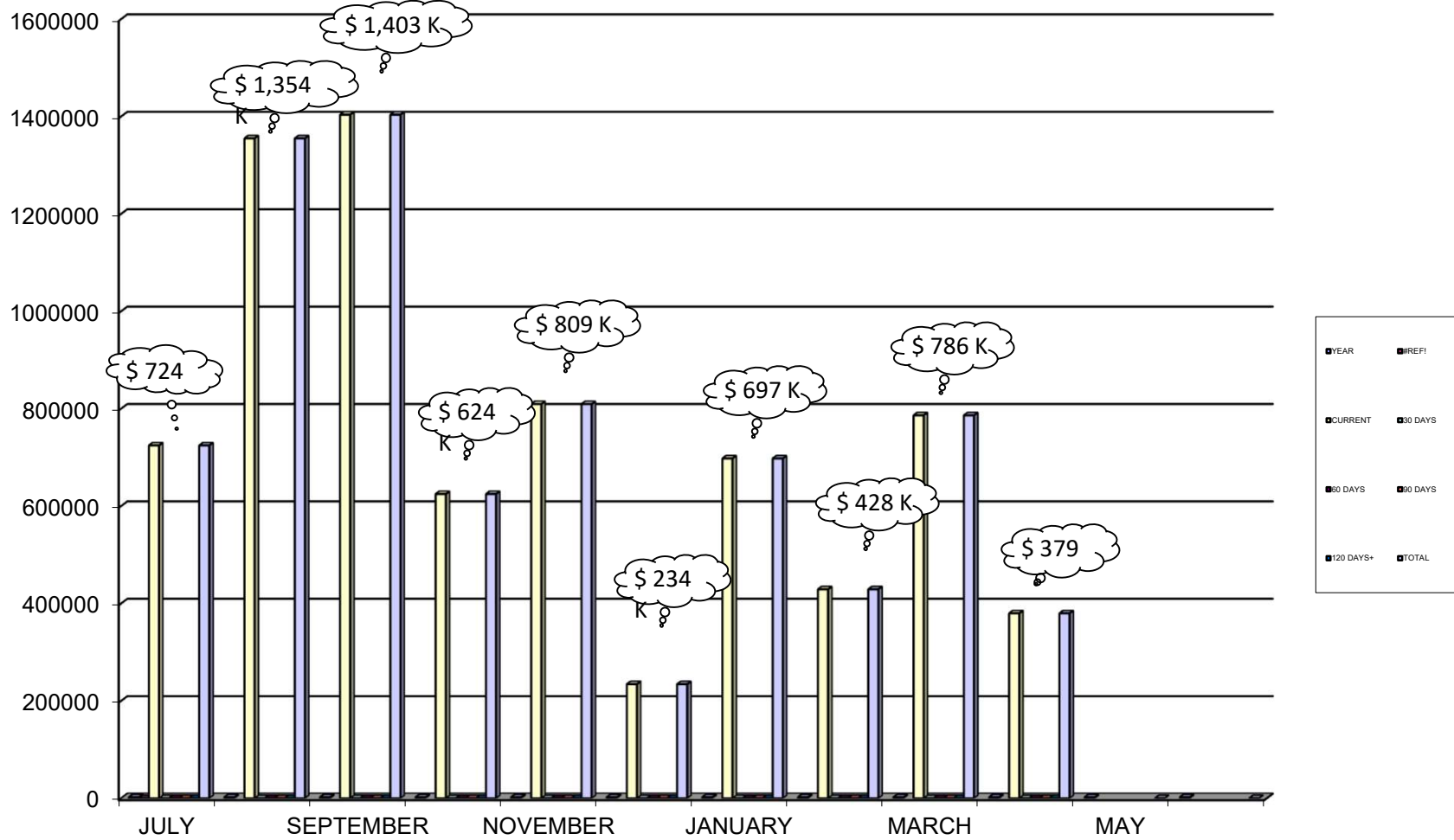
**MAYERS MEMORIAL HOSPITAL
2023-2024 OPERATING ACTUAL**

	2023 JULY	2,023 August	2,023 September	2,023 October	2,023 November	2,023 December	2,024 January	2,024 February	2,024 March	2,024 April	2,024 May	2,024 June	2,024 YTD
Operating Revenue													
Acute Revenue	862,382	1,031,063	1,149,298	1,145,368	1,183,668	1,243,497	1,297,124	1,285,709	1,314,159	1,243,784	0	0	11,756,053
Revenue - SNF Inpatient	1,353,347	1,383,805	1,299,788	1,384,953	1,355,525	1,411,412	1,376,585	1,273,487	1,315,272	1,397,371	0	0	13,551,544
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	2,032,958	2,873,894	2,933,902	2,814,844	2,991,606	0	0	27,036,432
Total Patient Revenue	4,809,300	4,941,237	5,040,953	5,461,988	5,197,543	4,915,729	5,544,619	5,591,041	5,516,514	5,640,959	0	0	52,659,882
Less Deductions													
Medicare/Medi-Cal Contractuals	(457,682)	(565,994)	2,197,318	715,076	(1,053,872)	(941,187)	(1,498,422)	(1,410,086)	552,643	3,612,653	0	0	1,150,446
PPO Contractuals	(276,650)	(246,297)	(273,921)	(327,842)	254,455	(122,635)	(280,625)	(221,232)	(147,810)	(429,946)	0	0	(2,072,502)
Charity and Write-Offs	(1,241)	0	(7,962)	0	0	(4,703)	(56,309)	(1,289)	9	(37,478)	0	0	(108,974)
Admin Adjustments and Employee Discounts	(167,938)	(50,659)	(241,256)	(101,998)	(33,954)	(50,352)	(130,205)	(34,588)	(30,730)	(12,259)	0	0	(853,939)
Provision for Bad Debt	(133,353)	(172,620)	(18,784)	(1,876)	(12,107)	(8,410)	(14,800)	12,023	(590)	(8,539)	0	0	(359,055)
Total Deductions	(1,036,863)	(1,035,571)	1,655,394	283,361	(845,478)	(1,127,288)	(1,980,361)	(1,655,171)	373,522	3,124,431	0	0	(2,244,025)
Other Operating Revenues	40,128	27,986	29,400	140,912	(5,271)	51,177	40,403	40,157	58,945	96,099	0	0	519,936
Net Revenue	3,812,565	3,933,653	6,725,747	5,886,261	4,346,793	3,839,617	3,604,660	3,976,027	5,948,981	8,861,489	0	0	50,935,793
Operating Expenses													
Salaries & Wages	1,603,425	2,027,077	1,690,349	1,794,795	1,994,116	2,049,989	1,822,215	1,894,969	1,708,594	1,624,505	0	0	18,210,034
Employee Benefits	340,940	367,299	303,229	463,398	382,008	341,386	302,665	367,432	441,662	397,468	0	0	3,707,487
Supplies	359,498	457,291	219,841	350,467	397,090	323,636	373,553	332,864	340,869	355,903	0	0	3,511,013
Professional Fees	102,405	206,146	75,940	127,024	92,655	115,939	110,516	117,282	107,526	151,189	0	0	1,206,623
Other Purchased Service Nurse Travel Acute	28,351	86,646	28,547	79,130	67,495	82,114	81,210	61,551	98,453	76,355	0	0	689,853
Other Purchased Service Nurse Travel SNF	363,186	464,014	197,044	464,404	319,434	295,391	322,103	249,032	297,464	270,222	0	0	3,242,293
Other Purchased Service Travel Ancillary	210,871	53,320	126,569	225,689	146,488	95,256	103,890	110,651	133,637	109,458	0	0	1,315,830
Other Purchased Service	192,781	188,096	116,272	198,136	139,891	172,466	123,099	129,629	170,440	266,098	0	0	1,696,907
Repairs & Maintenance	21,543	58,616	43,563	54,272	43,642	19,793	36,353	33,901	31,210	41,537	0	0	384,429
Utilities	99,893	96,580	69,234	119,180	71,769	92,533	120,594	112,145	97,840	110,734	0	0	990,502
Insurance Other	106,583	27,578	51,973	75,611	51,595	51,595	51,595	27,578	51,595	55,454	0	0	551,157
Other Expenses	173,551	127,776	189,998	149,034	242,820	128,949	187,668	112,244	169,040	131,619	0	0	1,612,697
USDA Interest Expense	0	0	332,426	0	0	0	0	0	325,991	0	0	0	658,418
Interest Expense	2,435	5,578	7,322	8,462	6,037	7,130	6,310	6,526	8,405	6,668	0	0	64,872
Depreciation Expense	156,533	156,405	159,140	158,414	152,778	156,925	149,770	139,478	148,567	142,838	0	0	1,520,848
Rental/Lease	11,715	5,227	7,548	9,110	14,103	9,755	6,214	6,053	13,487	11,699	0	0	94,910
Total Operating Expenses	3,773,709	4,327,649	3,618,995	4,277,127	4,121,920	3,942,856	3,797,755	3,701,334	4,144,779	3,751,747	0	0	39,457,872
Net Operating Revenue over Expense	38,856	(393,995)	3,106,752	1,609,134	224,873	(103,239)	(193,095)	274,692	1,804,201	5,109,742	0	0	11,477,921
Non-Operating Revenue													
Non-Operating Revenue	434,795	486,308	480,914	475,212	384,066	411,047	445,516	381,879	467,386	409,410	0	0	4,376,532
Interest Income	163,448	38,921	61,640	120,564	55,514	58,810	107,870	44,513	33,781	50,514	0	0	735,576
Non-Operating Expenses	274,320	290,448	276,323	327,299	263,749	293,907	323,684	301,160	374,924	287,168	0	0	3,012,982
Total Non-Operating	323,923	234,781	266,231	268,477	175,830	175,950	229,701	125,232	126,243	172,757	0	0	2,099,126
Net Revenue over Expense	362,779	(159,214)	3,372,982	1,877,611	400,703	72,711	36,606	399,924	1,930,445	5,282,499	0	0	13,577,047

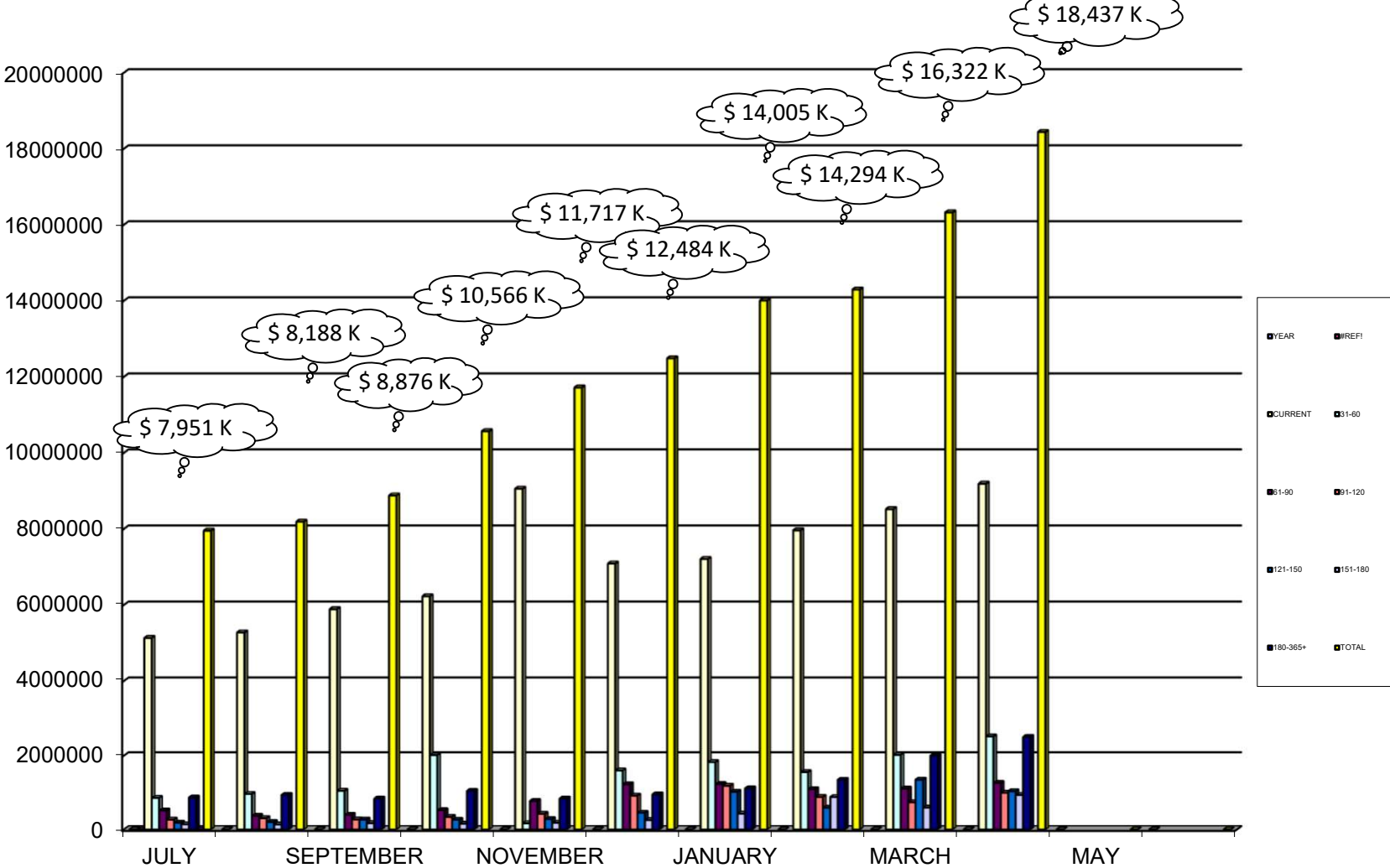
RHC INCOME STATEMENT

	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	152,678	175,034	146,197	129,887	0	0	1,539,699
Operating Expenses													
Salaries & Wages	131,944	129,731	90,043	110,320	126,494	103,578	119,498	96,137	95,112	88,976	0	0	1,091,834
Employee Benefits	8,562	9,935	6,293	6,486	7,904	10,364	9,641	8,513	7,822	7,662	0	0	83,183
Supplies	17,526	18,778	14,781	35,753	19,298	12,739	6,069	8,077	1,693	3,710	0	0	138,423
Professional Fees	82	82	102	82	50	240	36	990	0	0	0	0	1,664
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	4,713	5,064	15,560	4,137	0	0	72,277
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	105	0	0	0	633
Insurance Other	4,638	0	1,576	3,151	1,576	1,576	1,576	0	1,576	1,576	0	0	17,242
Other Expenses	2,601	2,534	1,694	913	5,757	765	768	956	153	2,161	0	0	18,302
Depreciation Expense	4,399	4,399	4,498	4,480	4,336	4,480	4,480	4,191	4,480	4,336	0	0	44,079
Rental/Lease	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Expenses	177,616	176,719	126,650	167,847	172,221	138,514	146,780	123,930	126,501	112,558	0	0	1,469,336
Net Income (Loss)	(29,757)	(14,399)	2,401	23,947	13,616	(19,628)	5,898	51,104	19,696	17,329	0	0	70,208

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	7,207,331.31	1,824,664.34	1,231,267.09	1,184,355.83	1,018,536.81	427,999.78	1,111,770.96	14,005,926.12
FEBRUARY	2024	7,961,279.54	1,553,250.12	1,090,960.11	878,322.48	589,425.02	878,161.08	1,343,486.37	14,294,884.72
MARCH	2024	8,518,419.51	2,020,323.83	1,106,092.83	737,425.37	1,347,332.77	592,633.88	2,000,481.78	16,322,709.97
APRIL	2024	9,186,586.72	2,519,078.15	1,264,084.10	992,515.29	1,035,845.68	935,661.44	2,503,801.45	18,437,572.83
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	697,542.97	0.00	0.00	0.00	0.00	697,542.97
FEBRUARY	2024	428,875.31	0.00	0.00	0.00	0.00	428,875.31
MARCH	2024	786,062.75	0.00	0.00	0.00	0.00	786,062.75
APRIL	2024	379,500.78	0.00	0.00	0.00	0.00	379,500.78
MAY	2024						0.00
JUNE	2024						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	4,486,526.41	16,816.00	9,334.00	7,585.92	24,925.00	229,669.26	1,800,166.35	6,575,022.94
CERNER	4,638,508.97	2,459,667.04	1,187,506.29	931,226.80	677,767.52	662,975.63	613,183.46	11,170,835.71
EPIC	5,422.00	-	-	-	292,876.00	-	-	298,298.00
MATRIXCARE	56,129.34	42,595.11	67,243.81	53,702.57	40,277.16	43,016.55	90,451.64	393,416.18
TOTAL	9,186,586.72	2,519,078.15	1,264,084.10	992,515.29	1,035,845.68	935,661.44	2,503,801.45	18,437,572.83

MONTHLY COLLECTIONS - OBLIGATIONS FISCAL YEAR 2024

	2023						2024						average
	<u>JULY</u>	<u>AUGUST</u>	<u>SEPTEMBER</u>	<u>OCTOBER</u>	<u>NOVEMBER</u>	<u>DECEMBER</u>	<u>JANUARY</u>	<u>FEBRUARY</u>	<u>MARCH</u>	<u>APRIL</u>	<u>MAY</u>	<u>JUNE</u>	<u>beg balance</u>
BEGINNING AP BALANCE	744,055.46	724,249.80	1,354,803.00	1,403,432.00	624,411.37	809,115.73	234,011.24	697,542.97	428,875.31	786,062.75	379,500.78	0.00	744,187.31
BEGINNING CREDIT LINE BALANCE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<u>CASH COLLECTIONS</u>													<u>YTD total</u>
													<u>cash collections</u>
PATIENT PAYMENTS	3,209,664.96	3,314,218.96	3,108,448.28	2,848,517.21	2,660,566.09	2,644,554.12	2,790,272.04	3,587,943.19	2,241,201.77	1,986,197.80	0.00	0.00	28,391,584.42
COST REPORT SETTLEMENTS	416,967.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	593,155.00	0.00	0.00	0.00	1,010,122.00
DSH (Disproportionate Share)	18,182.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	18,182.00
OUTPATIENT SUPPLEMENTAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	107,228.77	0.00	0.00	107,228.77
DPNF SUPPLEMENTAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
E.H.R. MCAL/MCARE INCENTIVES	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
USDA FUNDING	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CHFFA FUNDING	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
PRIME	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
IGT RATE RANGE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	19,400,248.63	0.00	0.00	19,400,248.63
QIP LTC	0.00	0.00	0.00	15,750.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	15,750.00
HQAF	0.00	0.00	0.00	3,521,626.00	0.00	0.00	0.00	0.00	135,359.00	0.00	0.00	0.00	3,656,985.00
2017 G.O. BOND	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
SPECIAL - WINDMILL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TAXES	0.00	40,422.65	742.38	35,119.86	0.00	5,284.88	469,174.63	9,618.82	51,396.84	0.00	0.00	0.00	611,760.06
RENTS	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
VENDING / CAFETERIA	3,696.00	3,464.25	2,387.00	4,018.25	3,273.75	2,457.50	3,751.00	3,829.25	2,955.50	4,042.75	0.00	0.00	33,875.25
Teleded Grant (HRSA)	0.00	9,000.00	0.00	0.00	0.00	0.00	0.00	0.00	8,000.00	0.00	0.00	0.00	17,000.00
Mayers Healthcare Foundation	0.00	0.00	0.00	18,653.37	0.00	0.00	0.00	0.00	80,480.99	0.00	0.00	0.00	99,134.36
MISC (REBATES/REIMB, CARES ACT ETC)	4,246.63	10.91	2,029.33	55,359.92	2,591.93	29,207.09	0.00	0.00	23,081.32	78,951.29	0.00	0.00	195,478.42
<u>TOTAL COLLECTIONS</u>	3,652,756.59	3,367,116.77	3,113,606.99	6,499,044.61	2,666,431.77	2,681,503.59	3,263,197.67	3,601,391.26	3,135,630.42	21,576,669.24	0.00	0.00	53,557,348.91
<u>EXPENSES</u>													<u>YTD total</u>
													<u>expenses</u>
INCOME STATEMENT EXPENSES	3,340,237.00	4,296,635.00	3,106,148.00	4,097,268.00	4,097,930.00	3,184,738.00	3,159,648.00	3,544,035.00	3,967,754.00	3,615,577.00	0.00	0.00	36,409,970.00
ASSET EXPENSES	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CIP EXPENSES	11,691.57	265,626.17	11,380.74	45,069.88	15,082.22	35,933.65	38,775.18	39,880.26	82,134.26	153.27	0.00	0.00	545,727.20
IGT EXPENSES / PRIME REPYMT/ HQAF	0.00	0.00	0.00	1,089,472.00	0.00	0.00	0.00	7,587,027.00	1,298,927.00	0.00	0.00	0.00	9,975,426.00
USDA PRIN-INT PYMTS	0.00	0.00	728,426.25	0.00	0.00	0.00	0.00	0.00	325,991.25	0.00	0.00	0.00	1,054,417.50
MEDICARE/MCAL REPAYMENT PLANS/C	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CAPITAL LEASES	2,465.71	2,466.00	0.00	2,476.30	2,466.00	2,466.00	2,466.00	2,466.30	2,465.64	0.00	0.00	0.00	19,737.95
<u>TOTAL EXPENSES</u>	3,354,394.28	4,564,727.17	3,845,954.99	5,234,286.18	4,115,478.22	3,223,137.65	3,200,889.18	11,173,408.56	5,677,272.15	3,615,730.27	0.00	0.00	48,005,278.65
<u>collections less expenses</u>	298,362.31	(1,197,610.40)	(732,348.00)	1,264,758.43	(1,449,046.45)	(541,634.06)	62,308.49	(7,572,017.30)	(2,541,641.73)	17,960,938.97	0.00	0.00	5,552,070.26
													<u>average</u>
													<u>ending balance</u>
ENDING AP BALANCE	724,249.80	1,354,803.00	1,403,432.00	624,411.37	809,115.73	234,011.24	697,542.97	428,875.31	786,062.75	379,500.78	0.00	0.00	744,200.50
ENDING CREDIT LINE BALANCE	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Mayers Memorial Hospital District

43563 State Highway 299 East
 FALL RIVER MILLS CA, 96028
 US

Oracle America, Inc.

500 Oracle Parkway
 Redwood Shores, CA
 94065

Contact

Ryan Harris
 5303365511
 rharris@mayersmemorial.com

Fee Summary

Fee Description	Net Fees	Monthly Fees	Annual Fees
Professional Services -- Estimated Expenses	1,500.00	0.00	0.00
Recurring Services	0.00	8,551.00	0.00
Professional Services -- Fixed Price	9,152.00	0.00	0.00
Total Fees	10,652.00	8,551.00	0.00

Billing Frequency

Description	% of Total Due	Payment Due
Professional Services - Estimated Expenses	100%	Monthly in arrears
Professional Services - Fixed Price	100%	Upon order execution
Recurring Services	100%	Quarterly in arrears, beginning when access issued

Ordered Items

Professional Services

Professional Services -- Estimated Expenses

Part Number	Description	Estimated Fees
B102173	Oracle Health Travel and Expenses for Commercial Estimate - Each	1,500.00
Subtotal		1,500.00

Recurring Services

Part Number	Description	Term	Pass-Through Code	Quantity	Unit Net Price	Extended Monthly Fees
B101650	i2iLinks - Interface [Mfg Part Num: LINKS]	111 mo	3rd Party	1	1,495.00	1,495.00
B101651	i2i PRiZiM (Up To Quantity) - Covered Lives [Mfg Part Num: PRIZIM]	111 mo	3rd Party	7,500	0.33	2,500.00
B101652	i2iTracks (Up To Quantity) - Covered Lives [Mfg Part Num: TRACKS]	111 mo	3rd Party	7,500	0.61	4,556.00
Subtotal						8,551.00

Professional Services -- Fixed Price

Part Number	Description	Service Descriptions	Pass-Through Code	Net Fees
B104249	i2i Implementation - Client [Mfg Part Num: IMPLEMENTATION]	Attached	3rd Party	0.00
B107551	i2i Integration	Attached	--	9,152.00
Subtotal				9,152.00

Permitted Facilities

Name	Street Address	City
Mayers Memorial Hospital District	43563 State Highway 299 East	FALL RIVER MILLS, CA, 96028 US

A. Terms of Your Order

1. Applicable Agreement

a. This order incorporates by reference the terms of the Cerner Business Agreement LA-0000055438 and all amendments and addenda thereto (the "Agreement"). The defined terms in the Agreement shall have the same meaning in this order unless otherwise specified herein.

Oracle America, Inc. is acting as ordering and invoicing agent for Cerner Corporation. Your order remains between You and Cerner Corporation. All references to "Oracle", "we", "us", or "our" shall refer to Cerner Corporation. We may refer to Client as "You".

2. Fees and Payments

a. Listed above is a summary of net fees due under this order. All fees on this order are in US Dollars.

b. Fees will be invoiced in accordance with the Billing Frequency table above.

c. Oracle may increase the monthly fee for each Ordered Item identified as Licensed Software Support, Equipment support, Sublicensed Software support, Recurring Services, Transaction Services, Professional Services -- Recurring, Application Management Services, and Managed Services in the table(s) above any time following the initial 12 month term after such recurring service fees begin (but not more frequently than once in any 12 month period) by giving You 60 days prior notice of the price increase. The amount of such annual increase will equal 8%. Oracle may also increase the fees at any time during the term if an Oracle third party increases the fees to be paid by Oracle, with such increase being limited to the amount of increase in Oracle's fee to the third party.

d. You agree to pay any sales, value-added or other similar taxes imposed by applicable law that Oracle must pay based on the items You ordered, except for taxes based on Oracle's income.

e. Once placed, Your order shall be non-cancelable and the sums paid nonrefundable, except as provided in the Agreement and this order.

3. Terms Applicable to Ordered Items

a. Scope of Use.

You will use the Ordered Items in this order in accordance with the Documentation and subject to the quantity of the item specified in the Ordered Items table(s) above. This order incorporates by reference the scope of use metric, definition, and any rules applicable to the Ordered Item as described in the Oracle Health Definitions and Rules Booklet v031524 which may be viewed at <http://www.oracle.com/contracts> on the Oracle Health tab.

If the quantity of an Ordered Item is exceeded, You agree to execute a new order setting forth the additional quantity of the item.

Where applicable, scope of use will be measured periodically by Oracle's system tools, or, for metrics that cannot be measured by system tools or obtained through industry available reporting sources (e.g., FTEs or locations), You will provide the relevant information (including records to verify the information) to Oracle at least once per year. You agree that if an event occurs that will affect Your scope of use (such as the acquisition of a new hospital or other new facility), You will notify Oracle in writing of such event no later than 30 days following the effective date of such event so that Your scope of use can be reviewed. Any additional fees due under this section will be payable within 30 days following Your receipt of an invoice for such fees. Any additional monthly fees will begin on the date the limit was exceeded and shall be paid annually (pro-rated for any partial month).

b. Solution Descriptions.

Solution Descriptions applicable to each Ordered Item identified as Licensed Software, Recurring Services or Transaction Services in the table(s) above are available on <http://www.oracle.com/contracts> on the Oracle Health tab. The Solution Description is identifiable by the Part Number in the table(s) above. These Solution Descriptions are incorporated into this order by reference.

c. Third-Party Products and Services and Pass-Through Provisions.

Certain products and services are provided by third-party suppliers (the "Third-Party Offerings"). Third-Party Offerings You have ordered, if any, are identified with pass-through code(s) in the Ordered Items table(s) above and will be provided under the applicable terms required by the third-party supplier. Applicable pass-through terms for each supplier are available at <http://www.oracle.com/contracts> on the Oracle Health tab and are incorporated into this order by reference.

Oracle is not liable under this order for any damages of any kind or nature related to or arising out of the Third-Party Offerings. Oracle does not warrant or provide any indemnities on Third-Party Offerings. To the extent that any third-party pass-through provisions contain liability limitations with respect to the Third-Party Offerings, such limitations state the total maximum liability of Oracle (and then only to the extent that Oracle can collect from supplier for Your benefit) and each supplier with respect to the Third-Party Offerings.

d. Shared Computing Services.

You understand that Oracle may deliver the products and services on this order in a Shared Computing Services model. The policies that govern the Shared Computing Services model are available at <http://www.oracle.com/contracts> on the Oracle Health tab and are incorporated into this order by reference.

e. Permitted Facilities.

The Ordered Items in this order are for use by the facilities listed in the Permitted Facilities table(s) above. You may add or substitute Permitted Facilities by amending this order.

4. Recurring Services

a. Unless otherwise set forth herein, all Ordered Items identified as Recurring Services in the table(s) above begin on the date that You are issued access that enables You to activate Your Service.

5. Professional Services

a. Oracle Health Professional Services Delivery Policies.

The Oracle Health Professional Services Delivery Policies ("Health PSDP") available at <http://oracle.com/contracts> on the Oracle Health tab apply to and are incorporated into this order.

b. Service Descriptions.

Service Descriptions applicable to each Ordered Item identified as Professional Services in the table(s) above may be found (i) at <http://www.oracle.com/contracts> on the Oracle Health Tab (where identified as "Online" in the Professional Services table(s)), or (ii) as an attachment to this order (where identified as "Attached" in the Professional Services table(s)). These Service Descriptions are incorporated into this order by reference.

c. Estimated Fees.

Fees for Professional Services identified in this order as "Professional Services -- Time and Materials" and "Professional Services -- Estimated Expenses" are estimates intended only to be for Your budgeting and Oracle's resource scheduling purposes and may exceed the estimated totals; these estimates do not include taxes. For Professional Services performed on a time and materials (T&M) basis, You shall pay Oracle for all of the time spent performing such services at the rate specified in the Items Ordered table(s) above, plus materials, taxes and expenses. Actual expenses shall be invoiced as incurred, in accordance with the Billing Frequency table. Once fees for Professional Services reach the estimate and upon amendment to this order, Oracle will cooperate with You to provide continuing Professional Services on a T&M basis.

d. As required by U.S. Department of Labor regulations (20 CFR 655.734), You will allow Oracle to post a notice regarding Oracle H-1B employee(s) at the work site prior to the employee's arrival on site.

6. Order of Precedence

a. In the event of inconsistencies between the terms contained in this order and the Agreement, this order shall take precedence. This order will control over the terms contained in any purchase order.

7. Effective Date

a. If accepting this order electronically, the effective date of this order is the date You click to accept the order. If accepting this order via E-sign, the effective date of this order is the date You adopt and sign. If accepting this order via Download and Sign, the effective date is the date You return the document to Oracle. Otherwise, the effective date is the last signed date stated below.

8. Offer Validity

a. This offer is valid through 31-May-2024 and shall become binding upon execution by You and acceptance by Oracle.

Mayers Memorial Hospital District		Oracle America, Inc.	
Signature	_____	Signature	_____
Name	_____	Name	_____
Title	_____	Title	_____
Signature Date	_____	Signature Date	_____

i2i Implementation – Client

Part #: B104249

Oracle Health Legacy Part #: IMPLEMENTATION

Supplier Responsibilities	<ul style="list-style-type: none">• Design project plan for implementing solutions and services purchased• Perform interface build of disparate systems to supplier solutions (typically, electronic health record (EHR) and practice management (PM) systems).• Perform data integration of source systems (EMR/PM) to supplier solutions.• Configure supplier solutions based on agreed-upon functionality purchased.• Provide go-live training (typically 2-3 days onsite) and ongoing support after launch.
Project	<ul style="list-style-type: none">• Supplier project manager will perform a technical readiness assessment (TRA) which is a standard review of client's technical platforms and data sources prior to implementation kickoff.• Project is complete on approval by the Oracle Health monitor.• On average the implementation services take 90-120 days.• On average the implementation services effort is approximately 200-225 labor hours total.• Remote performance will take place at 377 Riverside Drive, #300, Franklin, TN 37064, and at the Client sites as needed.

i2i Integration

Part #: B107551

Cerner Legacy Part #: i2i-90500

<p>Description of Services</p>	<p>Oracle will provide the following Services:</p> <ul style="list-style-type: none"> • Assist You in achieving project readiness for strategy and solution implementation • Manage and leverage project plan for events and activities associated to implementation • Guide You through design decisions impacting features and workflows • Assist with domain strategy and deployment delivery • Configure extract monitoring within Your environment to support operations • Configure the electronic health record (EHR) extract for one (1) production domain
<p>Your Cooperation / Obligations</p>	<p>You are responsible for the following obligations:</p> <ul style="list-style-type: none"> • Identify the value objectives that the implementation is supporting • Establish communication plan and deployment strategy • Ensure governance support • Ensure resource availability and experience for design, training, and implementation that aligns with each proposed use case; department-required resources include clinical application analyst, information technology analyst, and project manager • Provide end user activation support for workflows • Localize and deliver necessary end-user training materials, as needed
<p>Assumptions</p>	<ul style="list-style-type: none"> • Deliverables: <ul style="list-style-type: none"> o Historical EHR extract delivered to <i>i2i</i> o Daily EHR extract delivered to <i>i2i</i> • You and Oracle will work on this project concurrently on an agreed upon project timeline. • You shall incur additional fees if services are requested beyond this scope. • Contracting is in place through a value-added reseller agreement or other business relationship with a third-party partner and health system client. • This scope includes assistance for integration of validated <i>i2i</i> EHR extract. Any custom integration that sits outside of validation is not supported in this scope of work. • Number of domains: One (1) production • Oracle will provide eight (8) hours of conversion support.

Bill To / Ship To Contact Information

Bill To Contact

Customer Name	Customer Address	Contact Name / Phone / Email
Mayers Memorial Hospital District	43563 State Highway 299 East FALL RIVER MILLS, CA, US 96028	Ryan Harris 5303365511 rharris@mayersmemorial.com

Ship To Contact

Customer Name	Customer Address	Contact Name / Phone / Email
Mayers Memorial Hospital District	43563 State Highway 299 East FALL RIVER MILLS, CA, US 96028	Ryan Harris 5303365511 rharris@mayersmemorial.com

Cost-Benefit Analysis and Board Report on Implementing i2i for DHCS QIP Program

Background

Implementing the i2i Population Health platform has demonstrated significant improvements in quality scores and financial returns for various hospitals, including Franciscan Healthcare and Mammoth Hospital. These improvements are crucial for effectively managing population health and enhancing reimbursement performances under programs like the DHCS QIP (Quality Incentive Program).

Cost Analysis

Initial Costs: Costs include software licensing, implementation, and training. For example, Mayers Memorial Hospital had an initial outlay of \$10,652 in fees, with recurring costs of \$8,551 monthly [oai_citation:1,Mayers Memorial HD_i2i_Ordering Document_4.29.24.pdf](file-service://file-YQ0Frnsx4yE2Fm4HzRiQazHi).

Operational Costs: Ongoing operational costs involve data integration and system maintenance. Oracle provides implementation services, which might range from \$1,500 for estimated expenses to more for comprehensive integration and support [oai_citation:2,Mayers Memorial HD_i2i_Ordering Document_4.29.24.pdf](file-service://file-YQ0Frnsx4yE2Fm4HzRiQazHi).

Benefit Analysis

Quality and Efficiency: Hospitals have reported significant time savings (e.g., 3,016 to 6,032 hours saved at Mammoth Hospital), reduced errors, and improved workflow efficiency through automated data handling and real-time analytics [oai_citation:3,Case_Study_i2i_Mammoth Hospital.pdf](file-service://file-2EDUBZnfWImKGHY2v7glbwfR).

Financial Returns: Enhanced QIP performance leads to higher reimbursements. Mammoth Hospital, for instance, generated over \$2 million in new quality revenue and labor savings within two years of i2i implementation [oai_citation:4,Case_Study_i2i_Mammoth Hospital.pdf](file-service://file-2EDUBZnfWImKGHY2v7glbwfR).

Compliance and Reporting: i2i simplifies compliance with state and federal health reporting requirements, reducing manual efforts and associated costs [oai_citation:5,2024_04_08_MAYE_CA_i2i_Overview.pdf](file-service://file-LPTuVL6ae5TaniJoWs7x32Iy).

Grants and Funding: Improved data management capabilities aid in successfully applying for health-related grants, as seen with Franciscan Healthcare securing a hypertension grant [oai_citation:6,Case_Study_i2i_Franciscan Healthcare.pdf](file-service://file-d1haQIFr2BoPe7bm4yoJYf9C).

Likelihood of Success

Considering the evidence from existing implementations, the likelihood of success for enhancing DHCS QIP performance after adopting i2i is high. The platform has consistently shown its ability to improve quality measures, streamline operations, and increase financial gains.

Conclusion

Implementing the i2i Population Health platform offers significant benefits that outweigh the costs, particularly in the context of improving performance in programs like DHCS QIP. The platform's capability to integrate with existing EHR systems, its ease of use, and its robust support for quality management make it a worthwhile investment for enhancing healthcare quality and operational efficiency. Given the substantial improvements reported by similar healthcare institutions, moving forward with i2i is recommended to achieve similar successes in quality improvement and financial performance.

April 29th, 2024,

Elite Edge Coaching, LLC
8920 S. 168th Dr., Goodyear, AZ, 85338

Mayers Memorial Healthcare District
PO Box 459 | 43563
Hwy. 299 E Fall River Mills, California, 96028

Dear Mr. Harris,

Thank you for your interest in partnering with Elite Edge, LLC. I am truly thankful for your consideration of this opportunity for us to work together! Please find outlined below the newly proposed coaching to support you and your team in this work.

Deliverables:

On site coaching visits

Four (4) on site coaching visits to focus on leadership development coaching targeted to support all levels of leadership growth and skill building. These are typically three-hour sessions with the complete leadership team off site for best learning.

Executive Coaching

One on one coaching following the leadership development onsite sessions for leaders. These one on one sessions should be 30 to 45 minutes each and leaders should be scheduled prior to onsite visit for best results.

Term of Agreement: July 1st 2024 – June 30th, 2025

Investment

Quarterly professional fees paid at the following schedule:

\$3500.00 July 1, 2024

\$3500.00 October 1, 2024

\$3500.00 January 1, 2025

\$3500.00 April 1, 2025

Total Fees: \$14,000.00 plus Travel expenses (airfare and lodging)

Thank you again for considering EEC, and I look forward to hearing back from you and happy to answer any questions you may have. If you agree with this proposal please sign and return to me for signature, and completion and a copy will be sent directly to you.

Ryan Harris, CEO

Jennifer Miley, President

Mayers Memorial Virtual Leadership Academy Proposal



Prepared for: Mayers Memorial
April 28, 2024

Prepared by:



7521 Paula Dr.
PO Box 260272
Tampa, FL 33685
813.333.1401

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Dear Ryan,

We are excited to partner with you to design, build and deliver a virtual leadership development program at Mayers Memorial Healthcare District. We understand this is a key initiative and part of your organization's vision and transformation.

We will work with you and your leadership team to customize the development structure, curriculum and experiences that would best support your short-term and long-term goals of developing senior leaders.

We will work with you to customize the experience to meet your leaders' developmental needs, and desired outcomes.

We look forward to your positive consideration and to a great partnership.

Sincerely,

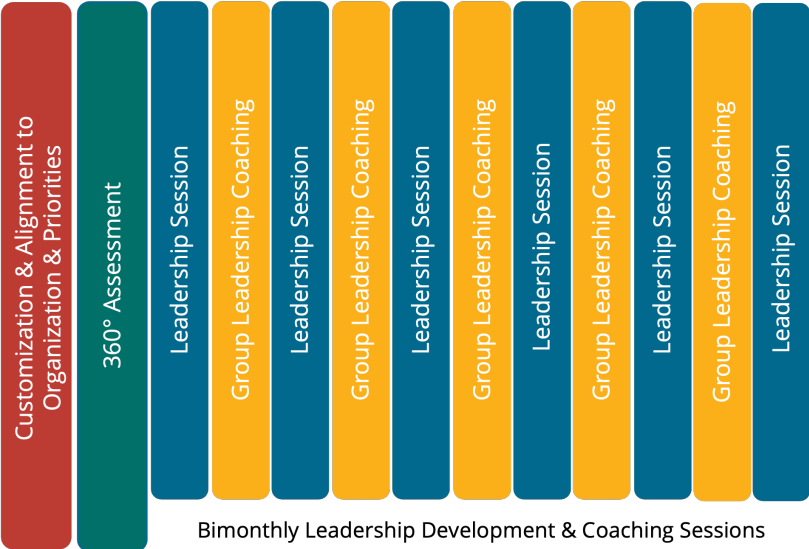


Mo S. Kasti, MS, MBB, MCA
Founder & CEO, HLI

Mayers Memorial Healthcare District

Summary of Services

The proposed academy includes design and customization of a curriculum with cohort learning, 360° assessment, 6 virtual sessions and group leadership coaching.



Leadership Academy Features

1. Organizational Needs Assessment and Custom Build

Based on needs assessment results and organizational priorities, HLI will customize, with Mayers Memorial Healthcare District, content and experiences to leverage the cohort’s strengths and address their development areas. HLI may plan and schedule interviews with key leaders during which HLI will discuss current leadership challenges, the strategic plans of the organization, leadership competency model, and skills and characteristics needed for current and future success.

2. Curriculum Customized

Based on the needs assessment results and organizational priorities, HLI will customize, with Mayers Memorial Healthcare District, content and experiences to leverage the cohort’s strengths and address their development areas.

3. Self-Assessments (when applicable)

HLI will use a variety of tools to evaluate individual leadership competencies and behaviors that may include communication styles, transformation and change readiness, emotional intelligence, learning styles, time management, teamwork, performance management, and conflict resolution.

4. 360° Assessment Process

HLI will coordinate and launch the 360° Assessment process using the HLI competency profile and/or the Emotional Capital Report ECR 360. The 360° Assessment is a tool designed to provide participants with feedback regarding their leadership strengths and areas of opportunity for personal and professional development. A 360° report provides feedback from the perspective of the people around the participant. Upon completion HLI will provide a confidential 360° Assessment Feedback Report to each participant along with an Aggregate Team Report with collective strengths and weaknesses. Leadership coaches will debrief the individual results with each participant.

5. Development Sessions

6 Virtual development sessions will be held where local and national faculty will deliver hands-on, engaging sessions. All sessions are designed to be experiential, and simulation based to maximize the learning of the participants. Customized case studies, small group discussion, and role-playing learning methodologies are used for deeper learning and development. Suggested topics are provided on the schedule.

6. Professional Program Management

HLI will provide a program manager to lead the design and delivery of the leadership development program including:

- Interviews to determine development needs and building relationship
- Launching assessments
- Designing the curriculum based on interviews and assessment results
- Coordinating virtual sessions where faculty will deliver engaging sessions
- Ensuring that all sessions are designed to be experiential, and simulation based to maximize the learning of the participants.
- Ensuring quality of delivery of the program

- Coordinating progress of the overall development program

7. Group Leadership Coaching

Participants will be organized in learning communities (4-5 per group) to share best practices, solve challenges together and support each other. Each learning community will be assigned an HLI coach. Group coaching involves calls during which the coach assists the participants in identifying priority areas, facilitating the group discussions, deepening the learning from the sessions, and providing ongoing guidance and support.



Mayers Memorial Healthcare District Leadership Academy Samples Schedule and Curriculum				
Day	Date	Time	Session Topic	Location
NA	July 2024	NA	Needs assessment (online survey & phone conversations)	NA
TBD	AUG 2024	8 AM -12 PM	Leading Across Differences in Work Style and Leading Effective Meetings	Online
NA	SEPT 2024	1 Hr TBD	Group Leadership Coaching	Online
TBD	OCT 2024	8 – 10 AM	Enhancing Personal Productivity	Online
NA	NOV 2024	1 Hr TBD	Group Leadership Coaching	Online
TBD	DEC 2024	8 – 10 AM	Effective Delegation and Gentle Accountability	Online
TBD	JAN 2025	1 Hr TBD	Group Leadership Coaching	Online
TBD	FEB 2025	8 – 10 AM	Giving & Receiving Feedback: Facilitating Growth, Improvement and Behavior Change	Online
TBD	MAR 2025	1 Hr TBD	Group Leadership Coaching	Online
TBD	APR 2025	8 – 10 AM	Having the Tough Conversations and Leading Through Conflict	Online
TBD	MAY 2025	1 Hr TBD	Group Leadership Coaching	Online
TBD	JUN 2025	8 – 10 AM	Enhancing Resilience & Well Being/Preventing Burnout Program Graduation	Online

Session Descriptions



Leading Across Differences in Work Style & Personality

Successful leaders are able to tailor their communication to the needs of people with a wide array of styles and personalities – rather than applying a “one size fits all approach.” In this session, we will use the DiSC® profile to enhance self-awareness and learn strategies to enable better communication, motivation and influence across diverse styles.

Leading Productive Meetings

One of the key ways organizations generate ideas, coordinate action, and solve problems is through meetings. Unfortunately, only a small percentage of meetings are led in ways that yield meaningful results. In this session, participants will learn skills and strategies for facilitating highly productive meetings and group discussions



Personal Productivity: Managing Commitments and Priorities

Managing the multiple demands that compete for our time and attention can be a challenge, but doesn't have to be. Each of us can enhance our ability to manage these demands and get results. The key is working to manage commitments and priorities.

Effective Delegation and Gentle Accountability

Because of the breadth of the work they oversee, leaders must get work done with and through others. They can no longer just roll up their sleeves and do it all themselves. Success then, requires leaders to be able to delegate well and hold others accountable for results. In the session we'll explore strategies for effective delegation and gentle approaches to holding others accountable



Giving & Receiving Constructive Performance Feedback

When done well, performance communication can improve engagement, resolve problems in a timely manner, increase work satisfaction and loyalty, and accelerate the success of individuals, teams and organizations. Through this session, participants will learn key skills and receiving and giving constructive performance feedback to drive growth and improvement.



Leading Through Conflict & Having the Tough Leadership Conversations

When handled well, conflict can ultimately lead to better ideas, better decisions, and improved relationships. The keys to enabling these results are: knowing which conflicts matter and need to be addressed; the ability to address them in a constructive manner, and the communication skills to assess and clear the issues involved. In this session, participants will learn strategies for engaging in productive negotiations and managing conflict toward lasting resolution.



Enhancing Well Being and Resilience

The pressure to perform in the midst of escalating change and energy demands means organizations are asking more of their physicians and leaders than ever before. Without strategies for managing in this environment inevitably exceed capacity. In this session, we'll explore ways to expand capacity without sacrificing health and happiness.



Proposed Investment

1	Design and Development	INCLUDED
2	Nomination & Selection Process	INCLUDED
3	360° Assessment with 1:1 Debrief Call	INCLUDED
4	Program Management	INCLUDED
5	6 Online sessions (customization, speakers, delivery)	INCLUDED
6	Learning Materials	INCLUDED
7	Group Coaching (3 groups of 5)	INCLUDED
Mayers Memorial Virtual Leadership Academy Investment		\$4,000/per participant

Notes:

- Minimum of 15 participants

Optional Investment

Additional Block of Coaching 20 credits	\$10,000
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A block of coaching credits can be used as needed for support during the duration of the engagement. These hours can be used for on-demand coaching, one-on-one coaching, dyad coaching, executive coaching, small group coaching and/or clinical unit or team coaching.

Coaching Credit Rates

The following credit rates apply to planning, follow up and actual coaching calls as follow:

1. One Hour of Leadership One-on-One Coaching is equivalent to 1 Credit
2. One hour of Dyad Coaching is equivalent to 1.5 Credits
3. One hour of Team/Group Coaching is equivalent to 2 Credits
4. One hour of Executive Coaching is equivalent to 2 Credits
5. Planning time and follow up are equivalent to 1 Credit
6. Missed or cancelled calls are charged at .5 credit

Mayers Memorial Healthcare District Responsibilities

Mayers Memorial Healthcare District would provide an Engagement Liaison (EL) and a Logistics Coordinator (LC) who will act as the liaison between HLI and the participants to ensure the successful implementation of the program. Specific responsibilities are defined in future communication.

Payment Terms

Payment terms are negotiable and spread into two payments.

Our typical payment terms include:

- First 50% payment at the signing of the agreement
- Second 50% payment after session two

Satisfaction Guaranteed

HLI stands behind the quality of our programs and service delivery. Should Mayers Memorial Healthcare District not be satisfied with service delivery during this agreement, we will modify the work to your satisfaction at our own expense.

We look forward to serving Mayers Memorial Healthcare District on this key initiative.

Sincerely,



Mohamad S. Kasti, MS, MBB, MCA
Founder & CEO
HLI

Selection & Client Acceptance

- 6 Sessions w/Group Coaching Leadership Academy
- Block of Coaching 20 credits

Ryan Harris

Chief Executive Officer

Mayers Memorial Healthcare District

Date:

About The Healthcare Leadership Institute (HLI)

Who We Are

HLI was originally founded in 2005 by the University of South Florida College of Medicine, and College of Nursing and College of Public Health, with the mission to transform healthcare through physician leadership development. We believe that every organization, team and leader is unique, and thus all our solutions are customized to their own distinct visions and needs by leveraging the world's most advanced leadership and innovation practices and a deep bench of experts with practical experiences. HLI has successfully established leadership, strategy, and innovation development programs for physicians, executives, and potential leaders, nationally and internationally.

The Healthcare Leadership Institute was created as a stand-alone division to meet the specific needs of physicians and healthcare professionals leading in an ever-changing healthcare environment. While others may offer structured learning programs on an array of topics including leadership, the Institute is 100% focused on developing professionals in healthcare. The Institute truly engages physicians and healthcare professionals in rigorous, experiential learning that is custom fit for the client, resulting in graduate growth, improved performance, and long-term succession planning. HLI's leadership programs foster a culture of goal setting, collaboration, teamwork, and accountability that are essential to achieve long-term objectives for our client-partners. We live leadership.

Our Mission

We transform healthcare through uncommon leadership development.

Our Services

- Physician and Nursing Leadership Fellowships and Academies
- Physician and Nursing Leadership Development and Coaching
- Leadership Workshops and Retreats
- Leadership Assessments
- Executive Coaching
- High Performance Team Development

What is different about CTI's Healthcare Leadership Institute?

- A credible, academic, and practical program
- On-site program maintains leader productivity
- A high-impact, comprehensive development format
- A customized curriculum for each cohort
- Organization-based projects with a tangible return on investment
- Personalized development plans
- A sustainable transformation in leadership behaviors
- Practical, simulation-based active learning
- Measured results with pre- and post- Assessment process
- Built on years of experience in developing physician leaders
- Documented results in competency and behaviors improvement
- A sustainable leadership networks
- Graduates take on greater leadership roles with confidence
- Continuing Medical Education (CME) credit available (optional)

Healthcare Leadership Institute's Principals



Mohamad (Mo) S. Kasti, M.S., MBB, MCA

Mo Kasti is a distinguished author, thinker, coach, speaker, entrepreneur and family man.

His passion centers around helping executive and clinical leaders elevate their thinking in times of transformation and capitalize on emerging growth opportunities. When terrains are shifting, and outcomes are uncertain, Mo is uniquely equipped to help leaders think outside the box. He is sought after for his expertise in leadership, strategy, innovation, and organizational/cultural transformation.

With more than 28 years in business and healthcare, Mo is an expert in leadership, operations, culture and engagement. His experience includes:

- CEO and Founder of HLI – An Inc. 5000 fastest growing company, specializing in healthcare training, coaching and consulting.
- Executive coach for entrepreneurs, CEOs, healthcare leaders and physician leaders
- COO and CTO of USF Health in Tampa, which includes the largest medical group practice with 1,000 faculty, as well as the medical, nursing and public health schools.
- 10 years as an executive within GE Healthcare System, including operations, sales, marketing, product development, leadership, Lean Six Sigma Master Black Belt
- 10 years in various managerial roles in hospitals in Ohio and Michigan

HLIs professional acknowledgements include: Inc. Magazine's 5000 Fastest-Growing Private Companies; Tampa, Small Business of the Year Finalist; LEAD Top 10 Leadership Partner; LEAD Top 10 Best Executive Coaching Program; LEAD Top 10 Use of Team Building; State of Florida Healthcare Innovation Award; 2015 Florida Companies to Watch; AHA Exclusive Endorsement 2015/2016.

Mo is part of MG100 Top 100 Global Coaches. He recently was named Marshall Goldsmith #1 Healthcare Executive Coach.

He is the author of Physician Leadership: The Rx of Healthcare Transformation on the transformational effects of leadership in medicine and Beyond Physician Engagement: A Roadmap to Partner with Physicians to be ALL IN! Mo next book is on Clinician Experience.

He has a Master of Science in Biomedical Engineering and Healthcare Administration from Case Western Reserve University in Cleveland, Ohio, USA and has earned numerous awards as a coach, trainer, and speaker on leadership development. He is certified as a Master Black Belt (MBB) in Lean Six Sigma and Master Change Agent (MCA) in Change Management. Mo is a life-long learner and student of ancient Asian teachings (i.e. Sun Tzu, The Art of War, The Seven Chinese Military Classics, and The Five Rings) as they apply to strategy and leadership.

Mo has faculty appointments in the USF College of Medicine, College of Nursing, College of Engineering, Business School, Honor College, and College of Pharmacy. He has received numerous management awards for outstanding performance and holds several patents. He is a sought-after speaker on strategy, leadership and management transformation, and effective process improvement. Mo has been the keynote speaker and panelist at numerous conferences including the AHA, AMA, AMGA National Conference and ACHE Kentucky.

HLI's Leadership Faculty and Coaches at a Glance

More than 70 national faculty and industry experts from top universities and professional organizations contribute to our leadership programs, including faculty from University of South Florida, Duke University, Emory University, Harvard University, Stanford University, the US Military Academy at West Point, Washington University in St. Louis, General Electric, Lehigh Valley Hospital, and AdventHealth, to name a few. ***This list provides a glance at just a few of our contributing faculty and coaches. For a complete list of faculty and coaches, please visit our website at www.ctileadership.com***

Nate Allen, Ph.D.

LTC, US Army, and Professor of Military Science, Duke University

Wes Avants, MA

Executive Director & Coach, HLI

Ben Bache-Wiig, MD

Chief Clinical Officer & EVP, Allina Health

Jeffrey Bauer, Ph.D.

VP, Forecasting and Strategy, Affiliated Computer Services, a Xerox Company

Stephen Beeson, MD

Author, Physician & Speaker

Ayse Birsal

Co-Founder & Creative Director, Birsal+ Seck

Jeff Black

Principal of Black Sheep

Chester Elton

Author & Speaker

Marshall Goldsmith, Ph.D.

New York Times Bestselling Author & Harvard Business Review #1 Leadership Thinker

Mohamad Kasti, M.S., MBB, MCA

Founder & Chief Executive Officer, HLI

Stephen Klasko, M.D., M.B.A.

Former President & CEO, Thomas Jefferson University and Jefferson Health

David Mish, M.B.A.

Partner and Business Coach, Shirlaws, Inc.

David Nour

Growth Strategist & Thought Leader

Manoj Pawar, MD

Senior Physician Executive

Garry Ridge, MS

CEO, WD-40

Marion Smith, M.S.B., C.P.I.M.

Founder & Lead Executive Coach
Element Consulting

Mark Tribus, M.B.A.

LTC, US Army, and
Professor of Military Science
Duke University

Liz Wiseman

President, Wiseman Group

Margie West, M.Ed., M.A.

Director of Curriculum & Senior Facilitator
HLI

Testimonials

“I just want to thank our leadership for introducing CTI to us at this critical time in our development.”

-Kristina Bedynerman, M.D., Lee Health

“The partnership between The Iowa Clinic and the Physician Leadership Institute has provided us with an educational foundation for our physicians to meet the business challenges in today’s changing environment. Their experiential approach has allowed a unique connection to how the physicians can immediately apply leadership concepts into their professional and daily lives.”

-Ed Brown, CEO, The Iowa Clinic

“I would say the experience of working with CTI has been transformative.”

-Kristine Fay, M.H.A., Lee Physician Group

“CTI’s Physician Leadership Institute has been a tremendous, phenomenal experience. I would recommend it to any leader.”

-LaTrice C. Davis, M.S.H.A.

“I do now admit that listening is the #1 leadership skill.”

-Dan Kollmorgen, M.D., The Iowa Clinic

“CTI and its Physician Leadership Institute had a significant and positive impact on our physicians. Not only did they learn essential leadership skills, such as how to collaborate with others and think strategically, they were able to apply those skills immediately to projects that addressed important, real-world objectives for our health system.”

-Kim Miller, FACHE, CEO, Beaver Dam Community Hospital

A Few of Our Clients



Awards & Recognition



Inc. Magazine ranked CTI on its annual Inc. 5000, the most prestigious ranking of the nation's fastest-growing private companies - 7 years in a row



CTI Named Small Business of the Year Finalist - Top 5 - 2016 & 2019



Top 10 Leadership Partner
Top 10 Best Executive Coaching Program
Top 10 Use of Team Building



The State of Florida
Healthcare Innovation Award

The State of Florida
Healthcare Innovation Award



Florida Companies to Watch 2015 Awardee by GrowFL



The American Hospital Association (AHA) exclusively endorsed Physician Leadership Training and Development Services from The Physician Leadership Institute™(PLI). - 2015