Freestone RHC

Clinic Operations Review

Through the Period Ending September 30, 2026

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(Unaudited)

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Patient Volumes and Utilization Statistics

Freestone RHC

Through the Period Ending Sep-26

	Current Month						*Trending*					*Fiscal-Year-to-Date*					
STATISTICS	**Actual**	**Budget**	**# Var**	**% Var**	**Prior Year**	**% Var**	**Aug-26**	**Jul-26**	**Jun-26**	**May-26**	**Apr-26**	**Actual**	**Budget**	**# Var**	**% Var**	**Prior**	**% Var**
Visits by Payor	**1,961**	**2,546**	**(585)**	**(23.0%)**	**2,418**	**(18.9%)**	**1,824**	**2,088**	**2,147**	**1,699**	**1,906**	**23,276**	**29,755**	**(6,479)**	**(21.8%)**	**28,492**	**(18.3%)**
Medicare	287	436	(149)	(34.2%)	314	(8.6%)	286	315	304	266	285	3,448	5,086	(1,638)	(32.2%)	4,646	(25.8%)
Medicaid	30	302	(272)	(90.1%)	120	(75.0%)	178	185	175	168	196	2,293	3,529	(1,236)	(35.0%)	3,265	(29.8%)
Managed Medicare	460	599	(139)	(23.2%)	560	(17.9%)	451	477	583	425	488	5,843	6,999	(1,156)	(16.5%)	6,593	(11.4%)
Commercial	1,081	1,091	(10)	(0.9%)	1,307	(17.3%)	800	979	974	754	834	10,472	12,756	(2,284)	(17.9%)	12,659	(17.3%)
Self Pay	103	118	(15)	(12.7%)	117	(12.0%)	109	132	111	86	103	1,220	1,385	(165)	(11.9%)	1,329	(8.2%)
Other	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0.0%	0	0.0%
Visits by Provider	**1,961**	**2,546**	**(585)**	**(23.0%)**	**2,418**	**(18.9%)**	**1,824**	**2,088**	**2,147**	**1,699**	**1,906**	**23,276**	**29,755**	**(6,479)**	**(21.8%)**	**28,492**	**(18.3%)**
Physician	907	1,354	(447)	(33.0%)	1,259	(28.0%)	794	983	984	895	856	10,982	16,059	(5,077)	(31.6%)	14,878	(26.2%)
Mid-Level	1,054	1,192	(138)	(11.6%)	1,159	(9.1%)	1,030	1,105	1,163	804	1,050	12,294	13,696	(1,402)	(10.2%)	13,614	(9.7%)
Visits per Day																	
Days Clinic Open	21	21	0	0.0%	21	0.0%	21	22	22	20	22	253	252	(1)	(0.3%)	253	0.0%
Average Visits per Day	93	121	(28)	(23.0%)	115	(18.9%)	87	95	98	85	87	92	118	(26)	(22.0%)	113	(18.3%)
Physician Visits per Day	43	64	(21)	(33.0%)	60	(28.0%)	38	45	45	45	39	43	64	(20)	(31.8%)	59	(26.2%)
Mid-level Visits per Day	50	57	(7)	(11.6%)	55	(9.1%)	49	50	53	40	48	49	54	(6)	(10.5%)	54	(9.7%)
Visits by Patient Type	**1,961**	**2,546**	**(585)**	**(23.0%)**	**2,418**	**(18.9%)**	**1,824**	**2,088**	**2,147**	**1,699**	**1,906**	**23,276**	**29,755**	**(6,479)**	**(21.8%)**	**28,492**	**(18.3%)**
New Patient Office Visits	79	151	(72)	(47.7%)	94	(16.0%)	96	108	86	95	124	985	1,773	(788)	(44.4%)	1,583	(37.8%)
Established Patient Office Visits	1,882	2,395	(513)	(21.4%)	2,324	(19.0%)	1,728	1,980	2,061	1,604	1,782	22,291	27,982	(5,691)	(20.3%)	26,909	(17.2%)
Visits by Clinic Type	**1,961**	**2,546**	**(585)**	**(23.0%)**	**2,418**	**(18.9%)**	**1,824**	**2,088**	**2,147**	**1,699**	**1,906**	**23,276**	**29,755**	**(6,479)**	**(21.8%)**	**28,492**	**(18.3%)**
Provider Based or Specialty Clinic Visits	118	158	(40)	(25.3%)	112	5.4%	187	130	65	88	110	1,342	1,896	(554)	(29.2%)	1,518	(11.6%)
Rural Health Clinic Visits	1,843	2,388	(545)	(22.8%)	2,306	(20.1%)	1,637	1,958	2,082	1,611	1,796	21,934	27,859	(5,925)	(21.3%)	26,974	(18.7%)
Inpatient Admissions from Clinics	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0.0%	0	0.0%
OPERATING RATIOS																	
Net-to-Gross Revenue %	55.8%	55.6%	n/a	0.4%	53.9%	1.9%	53.1%	58.5%	53.4%	52.0%	52.4%	52.9%	54.4%	n/a	(2.7%)	54.5%	(1.6%)
Supply Cost % NOR																	
Medical Supplies	0.0%	0.0%	n/a	#DIV/0!	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	n/a	#DIV/0!	0.0%	#DIV/0!
Pharmaceutical Supplies	0.4%	1.1%	n/a	193.2%	0.8%	50.9%	2.7%	1.1%	1.4%	1.1%	0.3%	1.0%	1.1%	n/a	12.0%	1.2%	15.6%
Other Supplies	0.3%	1.5%	n/a	409.0%	0.6%	54.0%	0.4%	0.1%	0.4%	0.8%	0.3%	0.6%	1.6%	n/a	162.2%	1.2%	50.6%
Total Supplies	**0.7%**	**2.6%**	**n/a**	289.8%	**1.4%**	**52.3%**	**3.1%**	**1.2%**	**1.7%**	**1.9%**	**0.6%**	**1.6%**	**2.7%**	**n/a**	68.2%	**2.4%**	33.3%
Total Expense % NOR	90.5%	104.1%	n/a	14.9%	72.0%	(25.7%)	117.3%	90.4%	123.2%	110.1%	98.2%	106.2%	108.9%	n/a	2.7%	110.7%	4.4%
Revenue & Expense per Visit																	
Gross Patient Revenue	$371	$298	$73	24.4%	$440	(15.8%)	$338	$374	$296	$336	$346	$335	$298	$37	12.4%	$295	13.4%
Net Patient Revenue	$207	$166	$41	24.9%	$237	(12.8%)	$179	$218	$158	$175	$182	$177	$162	$15	9.4%	$161	10.2%
Labor Cost (Salaries, Wages & Benefits)	$125	$115	($11)	(9.3%)	$111	(12.6%)	$130	$113	$114	$148	$95	$118	$118	$0	0.3%	$117	(0.7%)
Supply Cost	$1	$4	$3	68.8%	$3	58.6%	$5	$3	$3	$3	$1	$3	$4	$2	36.7%	$4	29.0%
Total Expenses per Visit	**$188**	**$177**	**($11)**	**(6.0%)**	**$172**	**(9.0%)**	**$210**	**$199**	**$183**	**$196**	**$178**	**$189**	**$182**	**($7)**	**(3.9%)**	**$185**	**(2.2%)**
Labor Cost & Productivity																	
S&W % NOR	57.6%	62.1%	n/a	7.2%	46.5%	(23.8%)	64.1%	44.8%	70.3%	71.1%	46.9%	59.1%	63.5%	n/a	4.4%	63.2%	4.1%
Labor Cost (S&W plus Benefits) % NOR	60.4%	67.3%	n/a	10.2%	49.6%	(21.7%)	72.7%	51.3%	76.9%	82.9%	52.2%	66.1%	70.6%	n/a	4.5%	69.9%	3.8%
Avg Hourly Rate	$64.95	$55.73	($9.22)	(16.5%)	$58.19	(11.6%)	$54.84	$54.01	$61.64	$55.20	$43.58	$52.73	$53.63	$0.90	1.7%	$50.34	(4.7%)
Overtime $	$0	$0	$0	0.0%	$0	0.0%	$0	$0	$0	$0	$0	$0	$0	$0	0.0%	$0	0.0%
Overtime %	0.0%	0.0%	n/a	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%	0.0%	0.1%	0.0%	n/a	(0.1%)	0.2%	70.2%
Total Contract $	**$0**	**$0**	**$0**	**0.0%**	**$0**	**0.0%**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**0.0%**	**$0**	**0.0%**
Contract Staffing $	$0	$0	$0	0.0%	$0	0.0%	$0	$0	$0	$0	$0	$0	$0	$0	0.0%	$0	0.0%
Contract Services $	$0	$0	$0	0.0%	$0	0.0%	$0	$0	$0	$0	$0	$0	$0	$0	0.0%	$0	0.0%
Total Contract FTEs	**0.00**	**0.00**	**0.00**	**0.0%**	**0.00**	**0.0%**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.17**	**0.00**	**(0.17)**	**0.0%**	**0.00**	**0.0%**
Contract Staffing FTEs	0.00	0.00	0.00	0.0%	0.00	0.0%	0.00	0.00	0.00	0.00	0.00	0.17	0.00	(0.17)	0.0%	0.00	0.0%
Contract Services FTEs	0.00	0.00	0.00	0.0%	0.00	0.0%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0%	0.00	0.0%
Total Paid FTEs (Incl Contract Depts)	**21.06**	**28.19**	**7.13**	**33.9%**	**26.98**	**21.9%**	**21.59**	**21.50**	**21.20**	**22.05**	**21.78**	**22.45**	**28.19**	**5.74**	**25.6%**	**28.79**	**22.0%**
Number of Total Paid FTEs, Providers Only	8.00	8.00	0.00	0.0%	10.00	20.0%	8.00	8.00	7.00	7.00	7.00	7.67	8.00	0.33	4.2%	10.00	23.3%
Number of Total Paid FTEs, Staff Only	13.06	20.00	6.94	34.7%	16.98	23.1%	13.59	13.50	15.20	15.04	14.78	14.87	20.00	5.13	25.7%	18.69	20.4%
Provider to Staff Ratio	**1:2**				**1:2**		**1:2**	**1:2**	**1:2**	**1:2**	**1:2**						

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Operating Performance Summary

Freestone RHC

Through the Period Ending Sep-26

	Current Month						Trending					Fiscal-Year-to-Date					
	Actual	Budget	$ Var	% Var	Prior Year	% Var	Aug-26	Jul-26	Jun-26	May-26	Apr-26	Actual	Budget	$ Var	% Var	Prior	% Var
Inpatient Revenue	$0	$0	$0	0.0%	$0	0.0%	$0	$0	$0	$0	$0	$0	$0	$0	0.0%	$0	0.0%
Outpatient Revenue	727	759	(32)	(4.2%)	1,065	(31.7%)	616	780	635	571	660	7,801	8,870	(1,069)	(12.0%)	8,418	(7.3%)
Gross Patient Revenue	**727**	**759**	**(32)**	**(4.2%)**	**1,065**	**(31.7%)**	**616**	**780**	**635**	**571**	**660**	**7,801**	**8,870**	**(1,069)**	**(12.0%)**	**8,418**	**(7.3%)**
Revenue Deductions																	
Medicare	22	14	(8)	(57.1%)	37	40.5%	24	31	29	33	32	364	172	(192)	(111.6%)	231	(57.6%)
Medicaid	18	47	29	61.7%	94	80.9%	29	22	31	21	53	482	559	77	13.8%	638	24.5%
Prior Year Cost Report Adj-MCARE	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0.0%	0	0.0%
Prior Year Cost Report Adj-MCAID	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0.0%	0	0.0%
Managed Medicare	76	35	(41)	(117.1%)	43	(76.7%)	61	55	46	51	62	711	415	(296)	(71.3%)	478	(48.7%)
Managed Care (HMO/PPO) Discounts	175	170	(5)	(2.9%)	271	35.4%	155	202	167	147	166	2,042	2,035	(7)	(0.3%)	2,180	6.3%
Charity & Indigent care	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0.0%	0	0.0%
Other Discounts	10	8	(2)	(25.0%)	17	41.2%	6	7	3	6	7	87	95	8	8.4%	89	2.2%
Self Pay Discounts	38	38	0	0.0%	41	7.3%	15	10	26	14	15	268	460	192	41.7%	460	41.7%
Administrative Adjustments	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0.0%	0	0.0%
Patient Bad Debt	(18)	25	43	172.0%	(12)	50.0%	(1)	(3)	(6)	2	(21)	(283)	308	591	191.9%	(247)	14.6%
Total Deductions	**321**	**337**	**16**	**1.6%**	**491**	**34.2%**	**289**	**324**	**296**	**274**	**314**	**3,671**	**4,044**	**373**	**9.2%**	**3,829**	**4.1%**
Net Patient Revenue	**406**	**422**	**(16)**	**(3.8%)**	**574**	**(29.3%)**	**327**	**456**	**339**	**297**	**346**	**4,130**	**4,826**	**(696)**	**(14.4%)**	**4,589**	**(10.0%)**
Disproportionate Share	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0.0%	0	0.0%
Other Directed Payment Programs	0	11	11	(100.0%)	5	#VALUE!	0	3	(19)	6	1	5	137	132	(96.4%)	157	(96.8%)
Medicaid Supplemental and Directed Pymts	**0**	**11**	**11**	**(100.0%)**	**5**	**(100.0%)**	**0**	**3**	**(19)**	**6**	**1**	**5**	**137**	**132**	**(96.4%)**	**157**	**(96.8%)**
Tax Subsidy Revenue	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0.0%	0	0.0%
Other Revenue	0	0	0	(100.0%)	0	0.0%	0	0	0	0	0	0	3	(3)	(81.8%)	9	(94.8%)
Net Operating Revenue	**406**	**433**	**(5)**	**(6.2%)**	**579**	**(29.7%)**	**327**	**459**	**320**	**303**	**347**	**4,135**	**4,966**	**(831)**	**(16.7%)**	**4,755**	**(13.0%)**
Operating Expenses																	
Salaries	234	269	35	13.0%	269	13.0%	210	206	224	215	163	2,445	3,151	706	22.4%	3,005	18.6%
Contract Labor	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0.0%	0	0.0%
Employee Benefits	11	23	12	50.0%	18	38.9%	28	30	21	36	18	291	355	64	18.0%	319	9.0%
Professional Fees	64	72	8	11.2%	53	(20.8%)	102	115	76	21	90	853	855	2	0.2%	916	6.9%
Medical Supplies	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0.0%	0	0.0%
Pharmaceutical Supplies	1	5	4	68.0%	4	75.0%	9	5	4	3	1	41	55	14	25.6%	56	26.6%
Other Supplies	1	7	6	81.6%	4	75.0%	1	0	1	2	1	25	78	53	68.2%	58	57.0%
Purchased Services	8	24	16	66.7%	12	33.3%	8	9	6	2	15	125	284	159	56.1%	260	52.0%
Lease and Rent	1	2	1	60.7%	4	75.0%	0	1	(9)	1	2	7	23	16	70.6%	38	82.4%
Insurance	6	7	1	11.5%	7	14.3%	6	6	6	6	6	69	81	12	14.5%	76	9.6%
Utilities	2	3	1	41.3%	4	50.0%	(17)	2	24	2	3	39	36	(3)	(10.6%)	40	1.7%
Bad Debt	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0.0%	0	0.0%
Depreciation & Amortization	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0.0%	0	0.0%
Interest	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0.0%	0	0.0%
Other	40	41	1	2.6%	42	4.8%	36	41	38	44	41	501	490	(11)	(2.3%)	493	(1.7%)
Total Operating Expenses	**368**	**453**	**85**	**18.8%**	**417**	**11.8%**	**383**	**415**	**391**	**332**	**340**	**4,396**	**5,408**	**1,012**	**18.7%**	**5,261**	**16.4%**
Operating Margin	**38**	**($20)**	**58**	**318.8%**	**$162**	**(76.2%)**	**(56)**	**44**	**(71)**	**(29)**	**7**	**(261)**	**(442)**	**181**	**(41.0%)**	**($506)**	**49.1%**
Non-Operating Revenue (Exp)																	
Investment Income	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0.0%	0	0.0%
Impairment of Long-Lived Assets	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0.0%	0	0.0%
Gain/(Loss) on Facility Sale	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0.0%	0	0.0%
Corporate Allocation	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0.0%	0	0.0%
Refinancing Costs	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0.0%	0	0.0%
Contribution Received for Acquisition	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0.0%	0	0.0%
Other	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0.0%	0	0.0%
Total Non-Operating Revenue (Exp)	**0**	**0**	**0**	**0.0%**	**0**	**0.0%**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0.0%**	**0**	**0.0%**
Net Margin	**$38**	**($20)**	**$58**	**290.0%**	**$162**	**(76.2%)**	**($56)**	**$44**	**($71)**	**($29)**	**$7**	**($261)**	**($442)**	**$181**	**41.0%**	**($506)**	**48.4%**
EBIDA	**$38**	**($20)**	**$58**	**290.0%**	**$162**	**(76.5%)**	**($56)**	**$44**	**($71)**	**($29)**	**$7**	**($261)**	**($442)**	**$181**	**41.0%**	**($506)**	**48.4%**
Operating Margin	9.4%	(4.6%)			28.0%		(17.1%)	9.6%	(22.2%)	(9.6%)	2.0%	(6.3%)	(8.9%)			(10.6%)	

Total Profit Margin	9.4%	(4.6%)	28.0%	(17.1%)	9.6%	(22.2%)	(9.6%)	2.0%	(6.3%)	(8.9%)	(10.6%)
EBIDA Margin	9.4%	(4.6%)	28.0%	(17.1%)	9.6%	(22.2%)	(9.6%)	2.0%	(6.3%)	(8.9%)	(10.6%)

Patient Revenue Analysis

Freestone RHC

Through the Period Ending Sep-26

	Current Month						*Trending*					*Fiscal-Year-to-Date*					
	Actual	**Budget**	**# Var**	*% Var*	**Prior Year**	*% Var*	**Aug-26**	**Jul-26**	**Jun-26**	**May-26**	**Apr-26**	**Actual**	**Budget**	**# Var**	*% Var*	**Prior**	*% Var*
Patient Bad Debt % GPR	(2.5%)	3.3%		*175.2%*	(1.1%)	*(119.7%)*	(0.2%)	(0.4%)	(0.9%)	0.4%	(3.2%)	-3.6%	3.5%		*204.5%*	(2.9%)	*0.7%*
Charity % Gross	0.0%	0.0%		*0.0%*	0.0%	*0.0%*	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		*0.0%*	0.0%	*0.0%*
Outpatient Revenue %	100.0%	100.0%		*0.0%*	100.0%	*0.0%*	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%		*0.0%*	100.0%	*0.0%*
Gross Patient Revenue by Payor Class:																	
Medicare	$147	$138	9	*6.5%*	$169	*(13.0%)*	$142	$140	$118	$117	$125	$1,527	$1,614	($87)	*(5.4%)*	$1,536	*(0.6%)*
Medicaid	63	83	(20)	*(24.1%)*	140	*(55.0%)*	53	54	49	49	64	719	972	(253)	*(26.0%)*	933	*(22.9%)*
Managed Medicare	207	184	23	*12.5%*	248	*(16.5%)*	188	208	176	162	183	2,193	2,149	44	*(2.0%)*	2,034	*7.8%*
Managed Care (HMO/PPO)	269	314	(45)	*(14.3%)*	445	*(39.6%)*	236	293	256	214	246	2,931	3,667	(736)	*(20.1%)*	3,459	*(15.3%)*
Indemnity & Other	14	12	2	*16.7%*	17	*(17.6%)*	10	10	5	9	11	106	140	(34)	*(24.3%)*	131	*(19.1%)*
Self Pay	27	28	(1)	*(3.6%)*	46	*(41.3%)*	31	31	30	20	32	324	328	(4)	*(1.2%)*	320	*1.3%*
Total	**$727**	**$759**	**($32)**	***(4.2%)***	**$1,065**	***(31.7%)***	**$660**	**$736**	**$634**	**$571**	**$661**	**$7,800**	**$8,870**	**($1,070)**	***(12.1%)***	**$8,413**	***(7.3%)***
Gross Payor Mix %:																	
Medicare	20.2%	18.2%		*11.2%*	15.9%	*27.4%*	21.5%	19.0%	18.6%	20.5%	18.9%	19.6%	18.2%		*7.6%*	18.3%	*7.2%*
Medicaid	8.7%	10.9%		*(20.8%)*	13.1%	*(34.1%)*	8.0%	7.3%	7.7%	8.6%	9.7%	9.2%	11.0%		*(15.9%)*	11.1%	*(16.9%)*
Managed Medicare	28.5%	24.2%		*17.5%*	23.3%	*22.3%*	28.5%	28.3%	27.8%	28.4%	27.7%	28.1%	24.2%		*16.0%*	24.2%	*16.3%*
Managed Care (HMO/PPO)	37.0%	41.4%		*(10.6%)*	41.8%	*(11.4%)*	35.8%	39.8%	40.4%	37.5%	37.2%	37.6%	41.3%		*(9.1%)*	41.1%	*(8.6%)*
Indemnity & Other	1.9%	1.6%		*21.8%*	1.6%	*20.6%*	1.5%	1.4%	0.8%	1.6%	1.7%	1.4%	1.6%		*(13.9%)*	1.6%	*(12.7%)*
Self Pay	3.7%	3.7%		*0.7%*	4.3%	*(14.0%)*	4.7%	4.2%	4.7%	3.5%	4.8%	4.2%	3.7%		*12.3%*	3.8%	*9.2%*
Total	**100.0%**	**100.0%**		***0.0%***	**100.0%**	***0.0%***	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**		***0.0%***	**100.0%**	***0.0%***
Net-to-Gross %:																	
Medicare*	85.0%	89.6%		*(5.1%)*	78.0%	*9.0%*	83.1%	77.7%	75.4%	72.0%	74.0%	76.2%	89.4%		*(14.8%)*	85.0%	*(10.3%)*
Medicaid*	72.1%	43.7%		*65.1%*	32.5%	*121.9%*	44.9%	59.7%	36.4%	56.6%	17.1%	33.0%	42.4%		*(22.3%)*	31.6%	*4.4%*
Managed Medicare	63.3%	81.0%		*(21.8%)*	82.7%	*(23.4%)*	67.6%	73.6%	73.9%	68.5%	66.1%	67.6%	80.7%		*(16.2%)*	76.5%	*(11.7%)*
Managed Care (HMO/PPO)	34.8%	45.9%		*(24.0%)*	39.1%	*(10.8%)*	34.3%	31.1%	34.7%	31.3%	32.4%	30.3%	44.5%		*(31.9%)*	37.0%	*(18.0%)*
Indemnity & Other	28.6%	33.3%		*(14.3%)*	0.0%	*0.0%*	40.0%	30.0%	40.0%	33.3%	36.4%	17.9%	32.1%		*(44.2%)*	32.1%	*(44.1%)*
Self Pay	(40.7%)	(35.7%)		*14.1%*	10.9%	*(474.8%)*	51.6%	67.7%	13.3%	30.0%	53.1%	17.3%	(40.2%)		*(142.9%)*	(43.8%)	*(139.5%)*
Total**	**55.8%**	**55.6%**		***0.4%***	**53.9%**	***3.6%***	**53.1%**	**58.5%**	**53.4%**	**52.0%**	**52.4%**	**52.9%**	**54.4%**		***(2.7%)***	**54.5%**	***(2.9%)***

*Medicare Net to Gross % = Total Medicare GPR - All Medicare Contractuals (including any Cost Report Adjustments rolled up under Medicare Contractuals in the I/S) / Total Medicare GPR

*Medicaid Net to Gross % = Total Medicaid GPR - All Medicaid Contractuals (including any Cost Report Adjustments rolled up under Medicaid Contractuals in the I/S) / Total Medicaid GPR

** Total Net-to-Gross % is calculated as: NPR/Total GPR

CHC

Trend Information

Freestone RHC

Through the Period Ending Sep-26

($ in thousands)

	Twelve-Month Trend												
	Oct-25	**Nov-25**	**Dec-25**	**Jan-26**	**Feb-26**	**Mar-26**	**Apr-26**	**May-26**	**Jun-26**	**Jul-26**	**Aug-26**	**Sep-26**	**12 Mo Avg**
Income Statement Summary													
Gross Patient Revenue	$615	$754	$584	$692	$533	$635	$660	$571	$635	$780	$616	$727	$650
Total Net Revenue	$313	$409	$308	$330	$273	$342	$346	$303	$318	$459	$327	$407	$345
Total Operating Expenses	$300	$434	$348	$403	$320	$357	$340	$334	$392	$415	$383	$368	$366
Operating Margin	$13	($25)	($40)	($73)	($47)	($14)	$6	($31)	($74)	$44	($57)	$39	($22)
Net Margin	$13	($25)	($40)	($73)	($47)	($14)	$6	($31)	($74)	$44	($57)	$39	($22)
EBIDA	$13	($25)	($40)	($73)	($47)	($14)	$7	($29)	($71)	$44	($56)	$38	($21)
Volume Indicators													
Total Visits	2,258	1,686	1,882	1,982	1,916	1,927	1,906	1,699	2,147	2,088	1,824	1,961	1,940
Total Clinic Days (Open)	23	18	22	20	20	22	22	20	22	22	21	21	21
Ave Visits per Clinic Day	98	94	86	99	96	88	87	85	98	95	87	93	92
Gross Revenue per Visit	$272	$447	$310	$349	$278	$329	$346	$336	$296	$374	$338	$371	$337
Net Revenue per Visit	$135	$242	$164	$166	$142	$177	$181	$175	$157	$218	$179	$207	$179
Operating Indicators													
FTEs	25.7	23.6	21.9	23.8	23.7	21.7	21.8	22.1	21.2	21.5	21.6	21.1	22.5
Operating Margin %	4.0%	(6.1%)	(12.8%)	(22.0%)	(17.1%)	(4.2%)	1.8%	(10.1%)	(23.2%)	9.6%	(17.3%)	9.5%	(7.3%)
Revenue Deductions as % of GPR	50.5%	45.8%	47.2%	52.6%	49.1%	46.4%	47.7%	48.0%	46.8%	41.6%	47.0%	44.0%	47.2%
Salary, Wages and Employee Benefits	$132	$283	$229	$257	$207	$232	$181	$251	$245	$236	$238	$246	$228
Salary & Benefits as % of NOR	42.2%	69.3%	74.3%	77.7%	75.7%	67.7%	52.2%	82.9%	76.9%	51.3%	72.7%	60.4%	66.9%
Medical Supplies as % of NOR	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Pharmaceutical Supplies as % of NOR	0.2%	1.4%	1.6%	0.3%	2.0%	0.1%	0.3%	1.1%	1.4%	1.1%	2.7%	0.4%	1.0%
Other Supplies as % of NOR	0.7%	0.4%	0.7%	0.4%	0.5%	2.5%	0.3%	0.8%	0.4%	0.1%	0.4%	0.3%	0.6%
Liquidity													
Cash and Cash Equivalents	$99	$150	$155	$81	$52	$103	$72	$78	$85	$23	$16	$12	$77
Depreciation & Amortization	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Days Cash on Hand	7	11	12	6	4	9	6	7	7	2	1	1	6
Total Cash Collections	$368	$389	$447	$330	$289	$319	$350	$293	$308	$328	$346	$360	$344
Upfront Cash Collections	$39	$7	$5	$7	$7	$8	$10	$7	$7	$9	$7	$6	$10
Patient Accounts Receivable, Net	$549	$628	$315	$326	$316	$357	$350	$337	$354	$415	$451	$576	$414
A/R Analytics													
Rolling 12 Mos Cash Collect % Net Rev	91.2%	91.8%	95.2%	92.2%	92.7%	100.5%	100.4%	99.4%	99.5%	99.2%	98.6%	95.8%	96.4%
Total Patient Cash Collections	$368	$389	$447	$330	$289	$319	$350	$293	$308	$328	$346	$360	$344
Rolling 12 Mos Patient Cash Collect % NPR	94.5%	94.9%	98.2%	94.7%	95.0%	102.7%	101.3%	100.1%	100.7%	99.6%	98.9%	96.0%	98.0%
Gross Days in Patient A/R	49.2	43.3	33.0	31.5	31.5	32.2	30.6	30.3	31.3	34.0	34.4	38.7	35.0
Net Days in Patient A/R	45.8	44.4	28.3	28.7	31.4	34.2	32.5	31.5	32.9	35.0	37.0	44.6	35.5
Days Unbilled	0	0	0	0	0	0	0	0	0	0	0	0	0
Upfront Cash Collections Per Visit	$17	$4	$3	$4	$4	$4	$5	$4	$3	$4	$4	$3	5
Percent of Medicare < 60 days	101.0%	102.0%	103.0%	95.0%	99.0%	102.0%	102.0%	100.0%	99.0%	101.0%	94.0%	87.0%	98.8%
Percent of Medicaid < 90 days	46.0%	39.0%	47.0%	75.0%	75.0%	91.0%	106.0%	116.0%	118.0%	119.0%	116.0%	100.0%	87.3%
Percent of Managed Medicare < 90 days	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Percent of Commercial Insurance < 90 days	68.0%	66.0%	68.0%	80.0%	86.0%	91.0%	98.0%	92.0%	88.0%	85.0%	82.0%	82.0%	82.2%

1 30 day lag for Net Revenue and Bad Debts

Indicator	Target	Current Month	FYTD		
			High	Low	Avg
Days Unbilled 1	5	0	0 days	0 days	0 days
Rolling 12 Mos Cash Collect % Net Rev	100.0%	95.8%	100.5%	91.2%	96.4%
A/R Days (Net) 3	48	45 days	46 days	28 days	36 days
Percent of Medicare < 60 days 4	95%	87%	103%	87%	99%
Percent of Medicaid < 90 days 5	90%	100%	119%	39%	87%
Percent of Managed Medicare < 90 days	90%	0%	0%	0%	0%
Percent of Commercial Insurance < 90 days 6	90%	82%	98%	66%	82%
Upfront Cash Collections 7	$20	$6	$39	$5	$10
Credit Balance % 8	3%	0%	0%	0%	0%
Denial Rate Past 90 Days 9	3%				

AR Aging (000's)	0 - 30	31 - 60	61- 90	91 - 120	Over 120
Medicare	$99	$19	$10	$8	-$1
Aging %	*73%*	*14%*	*7%*	*6%*	*-1%*
Medicaid	$38	$4	$8	$2	-$10
Aging %	*90%*	*10%*	*19%*	*5%*	*-24%*
Managed Medicare	$156	$22	$16	$12	-$11
Aging %	*80%*	*11%*	*8%*	*6%*	*-6%*
Commercial	$159	$37	$32	$20	$13
Aging %	*61%*	*14%*	*12%*	*8%*	*5%*
Self Pay	$22	$14	$9	$8	$34
Aging %	*25%*	*16%*	*10%*	*9%*	*39%*
Total	**$474**	**$96**	**$75**	**$50**	**$25**
Aging %	***66%***	***13%***	***10%***	***7%***	***3%***

Definitions:

1. Days Unbilled: Discharged not billed amount on the last day of the month divided by daily gross revenue for the current month.
2. Rolling 12 Mos Cash Collect % Net Revenue* Less Bad Debts: Rolling 12 months Cash Collections / (Rolling 12 months 30 day lag Net Revenue)
3. AR Days Net: Net Accounts Receivable / (Last 3 months Net Patient Revenue (Excl Other Dir Pymt Programs/UPL))/ Days in Period).
4. Medicare: Traditional Medicare ONLY, excludes all Managed Care Medicare payers.
5. Medicaid: Includes ALL Medicaid, traditional and managed care.
6. Commercial Insurance: Includes all commercially contracted payers (report Managed Medicare in the Managed Medicare line); excluding Charity and Self-Pa
7. Upfront Collections: collection of all co-pays and deductibles at time of visit
8. Credit Balance %: Credit balances on the last day of the month divided by gross A/R on the last day of the month.
9. Denial Rate %: Total dollar amount of claims denied by payers within past 90 divided by total dollar amount of claims submitted within past 90 days.

CHC Community Hospital Corporation

Freestone RHC

Sep-26

Income Statement

Current Month								Fiscal-Year-to-Date							
		Variance *		Prior	Variance *					Variance *		Prior	Variance *		
Actual	Budget	$	%	Year	$	%		Actual	Budget	$	%	Year	$	%	
$0	$0	$0	0.0%	$0	$0	0.0%	Inpatient Revenue	$0	$0	$0	0.0%	$0	$0	0.0%	
727	759	(32)	(4.2%)	1,065	(338)	(31.7%)	Outpatient Revenue	7,801	8,870	(1,069)	(12.0%)	8,418	(617)	(7.3%)	
727	759	(32)	(4.2%)	1,065	(338)	(31.7%)	TOTAL GROSS PATIENT REVENUE	7,801	8,870	(1,069)	(12.0%)	8,418	(617)	(7.3%)	
							REVENUE DEDUCTIONS								
22	14	(8)	(53.4%)	37	15	40.7%	Medicare Contractual	364	172	(192)	(111.8%)	231	(133)	(57.5%)	
18	47	29	62.4%	94	76	81.4%	Medicaid Contractual	482	559	77	13.9%	638	156	24.5%	
0	0	0	0.0%	0	0	0.0%	Prior Year Medicare Cost Report Adj.	0	0	0	0.0%	0	0	0.0%	
0	0	0	0.0%	0	0	0.0%	Prior Year Medicaid Cost Report Adj.	0	0	0	0.0%	0	0	0.0%	
0	0	0	0.0%	0	0	0.0%	Disproportionate Share	0	0	0	0.0%	0	0	0.0%	
0	(11)	(11)	(100.0%)	(5)	(5)	(100.0%)	UPL	(5)	(137)	(132)	(96.4%)	(157)	(152)	(96.8%)	
175	170	(5)	(3.1%)	271	96	35.4%	Managed Care (HMO/PPO) Discounts	2,042	2,035	(7)	(0.4%)	2,180	138	6.3%	
0	0	0	0.0%	0	0	0.0%	Charity & Indigent Discounts	0	0	0	0.0%	0	0	0.0%	
10	8	(2)	(20.5%)	17	7	42.7%	Other Discounts	87	95	8	8.9%	89	2	2.4%	
38	38	0	0.7%	41	3	7.3%	Self Pay Discounts	268	460	192	41.8%	460	192	41.8%	
263	266	3	1.6%	455	192	34.2%	TOTAL REVENUE DEDUCTIONS	3,238	3,184	(54)	6.2%	3,441	203	0.2%	
464	493	(29)	(6.1%)	610	(146)	(29.7%)	TOTAL NET PATIENT REVENUE	4,563	5,686	(1,123)	(16.6%)	4,977	(414)	(12.8%)	
0	0	0	0.0%	0	0	0.0%	Bad Debts	0	0	0	0.0%	0	0	0.0%	
464	493	(29)	(5.9%)	610	(117)	(19.2%)	TOTAL NET PATIENT REVENUE LESS BAD DEBTS	4,563	5,686	(1,123)	(19.8%)	4,977	(414)	(8.3%)	
0	0	0	0.0%	0	0	0.0%	Tax Subsidy Revenue	0	0	0	0.0%	0	0	0.0%	
0	0	0	(100.0%)	0	0	0.0%	Other Revenue	0	3	(3)	(81.8%)	9	(9)	(94.8%)	
464	493	(29)	(6.2%)	610	(117)	(29.7%)	TOTAL NET REVENUE	4,563	5,689	(1,126)	(16.7%)	4,986	(423)	(13.0%)	
							OPERATING EXPENSE								
234	269	35	12.9%	269	35	12.9%	Salary and Wages	2,445	3,151	706	22.4%	3,005	560	18.7%	
11	23	12	50.0%	18	7	36.7%	Employee Benefits	291	355	64	18.0%	319	28	9.0%	
64	72	8	11.2%	53	(11)	(21.3%)	Professional Fees	853	855	2	0.2%	916	63	6.9%	
0	0	0	0.0%	0	0	0.0%	Medical Supplies	0	0	0	0.0%	0	0	0.0%	
1	5	4	68.0%	4	3	65.4%	Pharmaceutical Supplies	41	55	14	25.6%	56	15	26.6%	
1	7	6	81.6%	4	3	67.6%	Other Supplies	25	78	53	68.2%	58	33	57.0%	
8	24	16	66.7%	12	4	32.8%	Purchased Services	125	284	159	56.1%	260	135	52.0%	
1	2	1	60.7%	4	3	79.9%	Lease and Rent	7	23	16	70.6%	38	31	82.4%	
6	7	1	11.5%	7	1	11.5%	Insurance	69	81	12	14.5%	76	7	9.6%	
2	3	1	41.3%	4	2	60.0%	Utilities	39	36	(3)	(10.6%)	40	1	1.7%	
0	0	0	0.0%	0	0	0.0%	Depreciation & Amortization	0	0	0	0.0%	0	0	0.0%	
0	0	0	0.0%	0	0	0.0%	Interest	0	0	0	0.0%	0	0	0.0%	
40	41	1	2.6%	42	2	6.1%	Other Total Operating Expenses	501	490	(11)	(2.3%)	493	(8)	(1.7%)	
368	453	85	18.4%	417	49	11.6%	TOTAL OPERATING EXPENSES	4,396	5,408	1,012	18.7%	5,261	865	16.5%	
96	40	56	318.8%	193	(68)	(76.2%)	OPERATING MARGIN	167	281	(114)	41.6%	(275)	442	49.1%	
							NON-OPERATING REVENUE (EXP)								
0	0	0	0.0%	0	0	0.0%	Investment Income	0	0	0	0.0%	0	0	0.0%	
0	0	0	0.0%	0	0	0.0%	Impairment of Long-Lived Assets	0	0	0	0.0%	0	0	0.0%	
0	0	0	0.0%	0	0	0.0%	Gain/(Loss) on Facility Sale	0	0	0	0.0%	0	0	0.0%	
0	0	0	0.0%	0	0	0.0%	Corporate Allocation	0	0	0	0.0%	0	0	0.0%	
0	0	0	0.0%	0	0	0.0%	Refinancing Costs	0	0	0	0.0%	0	0	0.0%	
0	0	0	0.0%	0	0	0.0%	Contribution Received for Acquisition	0	0	0	0.0%	0	0	0.0%	
0	0	0	0.0%	0	0	0.0%	Other Total Non-Operating Expenses (EXP)	0	0	0	0.0%	0	0	0.0%	
0	0	0	0.0%	0	0	0.0%	TOTAL NON-OPERATING REVENUE (EXP)	0	0	0	0.0%	0	0	0.0%	
$96	$40	$56	140.0%	$193	($68)	(35.2%)	NET MARGIN	$167	$281	($114)	(40.6%)	($275)	$442	160.7%	
$96	$40	$56	140.0%	$193	($97)	(50.3%)	EBIDA	$167	$281	($114)	(40.6%)	($275)	$442	160.7%	

** Brackets Indicate an Unfavorable Variance*

CHC
Community Hospital Corporation

Balance Sheet

Freestone RHC

Sep-26

	Current Month	Previous Month	Variance* $	Variance* %	Last Year	Variance $	Variance %	Sep-25 Last Year End	Variance* $	Variance* %
ASSETS										
Current Assets										
Cash and Cash Equivalents	$12	$16	($4)	(21.3%)	$65	($53)	(80.9%)	$65	($53)	(81.5%)
Short-Term Investments	0	0	0	0.0%	0	0	0.0%	0	0	0.0%
Assets Whose Use is Limited, and Required for Current Liabilities	0	0	0	0.0%	0	0	0.0%	0	0	0.0%
Patient Accounts Receivable, Net	576	451	125	27.8%	695	(119)	(17.1%)	695	(119)	(17.1%)
Inventories	3	3	0	(26.1%)	11	(8)	(77.2%)	11	(8)	(72.7%)
Other Current Assets	0	0	0	0.0%	0	0	0.0%	0	0	0.0%
Total Current Assets	591	470	121	25.8%	771	(180)	(23.3%)	771	(180)	(23.3%)
Assets Whose Use is Limited or Donor-Restricted Net of Amount Required for Current Liabilities	0	0	0	0.0%	0	0	0.0%	0	0	0.0%
Property, Plant, and Equipment, Net	140	140	0	0.0%	0	140	0.0%	0	140	0.0%
Noncurrent Investments (Unrestricted)	0	0	0	0.0%	0	0	0.0%	0	0	0.0%
Other Assets	0	0	0	0.0%	0	0	0.0%	0	0	0.0%
Total Assets	**$731**	**$610**	**$121**	**19.9%**	**$771**	**($40)**	**(5.2%)**	**$771**	**($40)**	**(5.2%)**
LIABILITIES AND FUND BALANCES										
Current Liabilities										
Accounts Payable	$0	$0	$0	0.0%	$0	$0	0.0%	$0	$0	0.0%
Accrued Expense Payable	0	0	0	0.0%	0	0	0.0%	0	0	0.0%
Estimated Third Party Payor Settlements	0	0	0	0.0%	0	0	0.0%	0	0	0.0%
Other Current Liabilities	0	0	0	0.0%	0	0	0.0%	0	0	0.0%
Current Portion of Long-Term Debt	0	0	0	0.0%	0	0	0.0%	0	0	0.0%
Total Current Liabilities	0	0	0	0.0%	0	0	0.0%	0	0	0
Inter-Company	0	0	$0	0.0%	0	0	0.0%	0	0	0.0%
Long-Term Debt, Net of Current Portion	0	0	0	0.0%	0	0	0.0%	0	0	0.0%
Other Liabilities	0	0	0	0.0%	0	0	0.0%	0	0	0.0%
Total Liabilities	**0**	**0**	**0**	**0.0%**	**0**	**0**	**0.0%**	**0**	**0**	**0**
Fund Balances										
Unrestricted	(7,282)	(7,320)	38	0.5%	($7,024)	($258)	(3.7%)	($7,024)	($258)	3.7%
Temporarily Donor-Restricted	0	0	0	0.0%	0	0	0.0%	0	$0	0.0%
Permanently Donor-Restricted	0	0	0	0.0%	0	0	0.0%	0	$0	0.0%
Total Fund Balances	**(7,282)**	**(7,320)**	**38**	**0.5%**	**(7,024)**	**(258)**	**(3.7%)**	**(7,024)**	**(258)**	**3.7%**
Total Liabilities and Fund Balances	**($7,282)**	**($7,320)**	**$38**	**0.5%**	**($7,024)**	**($258)**	**(3.7%)**	**($7,024)**	**($258)**	**3.7%**
Days Cash on Hand	**1**	**1**	**(0)**	**(18.0%)**	**5**	**(4)**	**(78.4%)**	**5**	**(4)**	**(78.4%)**
Variance Between Assets and Liabilities/Fund Balance	(8,013)	(7,930)			(7,795)			(7,795)		

**Brackets indicate an Unfavorable Variance*

CHC
Community Hospital Corporation

Statement Of Cash Flows

Freestone RHC

Sep-26

	Current Month	Fiscal YTD
Cash Flows From Operating Activities		
Net Margin	$96	$167
Adjustment for Depreciation and Amortization	0	0
Change in Working Capital		
Short-Term Investments	0	0
Assets Whose Use Is Limited	0	0
Patient Accounts Receivable (Net)	(125)	119
Inventories	0	8
Other Current Assets	0	0
Accounts Payable	0	0
Accrued Expense Payable	0	0
Estimated Third-Party Payor Settlements	0	0
Other Current Liabilities	0	0
Net Cash Provided (Used) by Operating Activities	(29)	294
Changes in Noncurrent Assets and Liabilities		
Assets Whose Use is Limited or Donor-Restricted	0	0
Noncurrent Investments (Unrestricted)	0	0
Other Assets	0	0
Other Liabilities	0	0
Net Cash Provided by Noncurrent Operating Activities	0	0
Capital and Related Financing Activities		
Property, Plant & Equipment	0	(140)
Inter-Company	0	0
Current Portion of Long-Term Debt	0	0
Long-Term Debt	0	0
Donor Restricted Contributions Received	0	0
Other Fund Balance Changes	(58)	(425)
Net Capital & Related Financing Activities	(58)	(565)
Net Increase (Decrease) in Cash	(87)	(271)
Cash at Beginning of Period	16	65
Cash at End of Period	**($71)**	**($206)**

CHC

Clinic Provider Utilization

Freestone RHC

Through the Period Ending Sep-26

Top 40 Providers Fiscal Year-To-Date

		Fiscal-Year-to-Date			*Six-Month Trend*						*Current Month*	
Clinic Provider Utilization	**Provider**	**Current**	**Prior**	*% Var*	**Apr-26**	**May-26**	**Jun-26**	**Jul-26**	**Aug-26**	**Sep-26**	**Prior Year**	*% Var*
Freestone RHC Total Visits		**23,276**	**28,492**	***(18.3%)***	**1,906**	**1,699**	**2,147**	**2,088**	**1,824**	**1,961**	**2,418**	***(18.9%)***
Clinic Provider 240-3	Darryl G. White, MD	5,789	5,353	*8.1%*	512	475	553	501	403	496	484	*2.5%*
Clinic Provider 240-12	Mark Warweru	3,828	138	*2,673.9%*	344	332	333	343	286	296	138	*114.5%*
Clinic Provider 240-9	Veronica Harris, NP	3,405	3,398	*0.2%*	257	259	342	318	220	266	334	*(20.4%)*
Clinic Provider 240-7	Gallegos, NP	2,987	2,909	*2.7%*	236	180	313	261	226	248	258	*(3.9%)*
Clinic Provider 240-13	Katrina Logan, NP	2,696	2,822	*(4.5%)*	244	223	195	229	237	254	282	*(9.9%)*
Clinic Provider 240-10	Kayla Farmer, NP	1,690	2,999	*(43.6%)*	0	0	248	167	160	168	285	*(41.1%)*
Clinic Provider 240-16	Robert Launikitis, DO	1,299	1,518	*(14.4%)*	110	88	98	139	105	115	112	*2.7%*
Clinic Provider 240-18	Deona Bynam, FNP	906	0	*0.0%*	203	142	0	0	0	0	0	*0.0%*
Clinic Provider 240-19	Arlene Hardin	500	0	*0.0%*	0	0	65	130	187	118	0	*0.0%*
Clinic Provider 240-1	Joseph R. Berger, III, DO	156	3,069	*(94.9%)*	0	0	0	0	0	0	243	*(100.0%)*
Clinic Provider 240-11	Michael Jenks, MD	20	4,800	*(99.6%)*	0	0	0	0	0	0	282	*(100.0%)*
Remaining Clinic Provider Visits		*(0)*	*1,486*	*(100.0%)*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0.0%*

